

Contents

**"It's
a New
Day" for ...Our Markets
...Our Businesses
...Our History**

7 Brand Message

9 Statistical Portrait of Seven & i Holdings

9 Industry Trends

Changes in Japan's Consumer Market
Environment of Retail Industry

11 Market Presence

Domestic Market
Global Market

12 Financial Highlights

14 Message from the Top Management

14 CEO Message

Toshifumi Suzuki
Chairman and
Chief Executive Officer



16 Interview with the President

Noritoshi Murata
President and
Chief Operating Officer



20 Feature

**Seven & i Group Merchandise Policy
Targeting ¥3 trillion in Group Sales of
Original Products**



Private-Brand
Products Offer
Variety at
Mealtimes

24 Review of Operations

24 At a Glance

26 Convenience Store Operations

31 Superstore Operations

34 Department Store Operations

37 Food Services

38 Financial Services

39 Others

40 Management Framework

40 Corporate Governance

43 Corporate Social Responsibility (CSR)

47 Board of Directors, Audit & Supervisory Board Members, and Executive Officers

49 Financial Section

96 Principal Subsidiaries

97 Investor Information

INCLUSION IN SRI INDICES



An SRI stock price index developed jointly by U.S.-based Dow Jones and Switzerland-based RobecoSAM Corporate Sustainability Assessment (CSA), an SRI ratings company. About 2,500 companies around the world are evaluated from a comprehensive perspective incorporating non-financial factors.



Forum ETHIBEL is a Belgian-based non-profit organization for the promotion of socially responsible investing.



Japan's first domestic SRI stock price index created by Morningstar comprised of 150 companies listed in Japan, which are selected for their superior social responsibility.
(As of the end of May 2013)

COMMUNICATION TOOLS

Seven & i Holdings offers a range of communication tools on its website.

- Corporate Profile
- Corporate Outline
- CSR Report
- Financial Results
- Brief Summary
- Presentation Materials
- Convocation Notice



www.7andi.com/en

For the latest investor relations information, please refer to the following website:

FORWARD-LOOKING STATEMENTS

This annual report contains certain statements based on Seven & i Holdings' current plans, estimates, strategies, and beliefs; all statements that are not historical fact are forward-looking statements. These statements represent the judgments and hypotheses of the Company's management based on currently available information. It is possible that the Company's future performance will differ significantly from the contents of these statements. Accordingly, there is no assurance that the forward-looking statements in this annual report will prove to be accurate.