

# GROUP BUSINESS OVERVIEW

## Sales Capabilities

approx. **9.6** Trillion yen  
in the Group's total sales\*

## Store Network of Seven & i HLDGS.

Global: approx. **54,000** stores | Japan: approx. **18,000** stores

\* Including the sales of Seven-Eleven Japan and 7-Eleven, Inc. franchisees

## CONVENIENCE STORE OPERATIONS

More information on pp. 16, 18-25, 45

Convenience store operations comprise 7-Eleven convenience stores in Japan, North America, and China (Beijing, Tianjin, and Chengdu). 7-Eleven, Inc., based in the United States, provides 7-Eleven area franchise rights to area licensees around the world.

### PRINCIPAL SUBSIDIARIES

• Seven-Eleven Japan	100.0%
• 7-Eleven, Inc.	100.0%
• SEVEN-ELEVEN HAWAII	100.0%
• SEVEN-ELEVEN (CHINA) INVESTMENT	100.0%
• SEVEN-ELEVEN (BEIJING)	65.0%
• SEVEN-ELEVEN (TIANJIN)	65.0%
• SEVEN-ELEVEN (CHENGDU)	100.0%



Japan



North America



China

## SUPERSTORE OPERATIONS

More information on pp. 16, 26-28, 46

Superstore operations comprise superstores that provide apparel, household goods, and food in Japan and China, specifically Beijing and Chengdu. In addition, superstore operations include food supermarkets in Japan and specialty stores.

### PRINCIPAL SUBSIDIARIES

• Ito-Yokado	100.0%
• York-Benimaru	100.0%
• York Mart	100.0%
• Akachan Honpo	95.0%
• Ito-Yokado (China) Investment	100.0%
• Hua Tang Yokado Commercial	75.8%
• Chengdu Ito-Yokado	74.0%



Ito-Yokado



York-Benimaru



Akachan Honpo

Note: Percentages are equity owned by Seven & i Holdings, including indirect holdings.

## Number of Customer Store-Visits per Day

Global:  
approx.

55.0 million

Japan:  
approx.

19.5 million

## DEPARTMENT STORE OPERATIONS

More information on pp. 16, 29-30, 46

Department store operations comprise department stores, high-end food supermarkets, and miscellaneous goods specialty stores. Department stores are developed under two brands, SEIBU and Sogo.



SEIBU

PRINCIPAL  
SUBSIDIARIES

- Sogo & Seibu 100.0%
- THE LOFT 74.7%
- SHELL GARDEN 100.0%

## FOOD SERVICES

More information on pp. 17, 31, 46

Food services comprise the restaurant division, meal provision service division (company cafeterias, hospitals, and schools), and fast food division in Japan.



Denny's

PRINCIPAL  
SUBSIDIARY

- Seven & i Food Systems 100.0%

## FINANCIAL SERVICES

More information on pp. 17, 32, 46

Financial services comprise ATM operations, credit card operations, electronic money services, leasing operations, and insurance operations in Japan.



Seven Bank ATM

PRINCIPAL  
SUBSIDIARIES

- Seven Bank 45.8%
- Seven Financial Service 100.0%
- Seven Card Service 95.5%
- Seven CS Card Service 51.0%

## OTHERS

More information on pp. 17, 33, 46

Others comprise Internet-related services, meal delivery services, publishing, property management businesses, and community school businesses in Japan.



Net shopping

PRINCIPAL  
SUBSIDIARIES

- Seven & i Net Media 100.0%
- 7dream.com 68.0%
- Seven-Meal Service 90.0%