



Advancing to the Next Stage

Preparing for the Omni-Channel Era

Annual Report 2015
Seven & i Holdings Co., Ltd.

The Seven & i Group has created a corporate brand message. The message conveys our commitment to bringing our customers the joy of discovering something new and different from before, by constantly striving to implement new ideas. As we move forward, this message will guide our efforts to focus the Group's comprehensive strengths and to leverage Group synergy effects.

BRAND MESSAGE

IT'S A NEW DAY

Our stores can meet your needs. When you visit one of our stores, you're sure to find something that makes you a little happier. In fact, we think that's the real meaning of a "store."

Our stores have the things you want. They have delicious foods. They have goods that you cannot find at other stores. They have products that are brought to you with care, and items that will surprise you.

They have employees who are kind and warmhearted—who offer you a warm welcome.

Our stores are always clean, and they have efficient systems that enable you to quickly and accurately handle your daily affairs.

Rather than huge things that change our lives, isn't it the things that make us a little happier that, in the end, make our day-to-day lifestyles more comfortable?

But that isn't easy to do. It's not even possible without the wholehearted effort of the people who work in the stores.

Focusing on people—what do people want now? And what do they want to be? That is what we concentrate on, listen to, and strive to understand. We know that is the only way to meet the needs of our customers.

From convenience stores, superstores, and department stores to specialty stores, restaurants, Internet shopping, banking, and a range of public services, we are committed to being a Group that always asks, "what do customers want?"

The answer, of course, lies with the customers themselves. That is our vision for the Seven & i Group. It's a vision that we will always remember.

GROUP CORPORATE CREED

- We aim to be a sincere company that our customers trust.
- We aim to be a sincere company that our business partners, shareholders, and local communities trust.
- We aim to be a sincere company that our employees trust.

CONTENTS

2 CORPORATE OVERVIEW

- 2 AT A GLANCE
- 4 FINANCIAL HIGHLIGHTS

6 MESSAGE FROM THE TOP MANAGEMENT

- 6 CEO MESSAGE
- 8 INTERVIEW WITH THE PRESIDENT

17 REVIEW OF OPERATIONS

- 17 CONVENIENCE STORE OPERATIONS
- 22 SUPERSTORE OPERATIONS
- 25 DEPARTMENT STORE OPERATIONS
- 27 FOOD SERVICES
- 28 FINANCIAL SERVICES
- 29 MAIL ORDER SERVICES
- 29 OTHERS

30 MANAGEMENT FRAMEWORK

- 30 CORPORATE GOVERNANCE
- 33 BOARD OF DIRECTORS,
AUDIT & SUPERVISORY BOARD MEMBERS,
AND EXECUTIVE OFFICERS
- 34 CORPORATE SOCIAL RESPONSIBILITY (CSR)

38 FINANCIAL SECTION

- 89 INVESTOR INFORMATION



TOSHIFUMI SUZUKI
Chairman and Chief Executive Officer



NORITOSHI MURATA
President and Chief Operating Officer

INCLUSION IN SRI INDICES

MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM



Reconfirmed since
March 24, 2014

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 2015)

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



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

www.7andi.com/en

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.