

Corporate Outline 2013

Seven & i Holdings Co., Ltd.



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.

Corporate Overview

(As of February 28, 2013)

Company name	Seven & i Holdings Co., Ltd.
Date of establishment	September 1, 2005
Head office	8-8, Nibancho, Chiyoda-ku, Tokyo 102-8452, Japan
Representatives	Chairman and CEO: Toshifumi Suzuki
	President and COO: Noritoshi Murata
Paid-in capital	50 billion yen
Number of	418 (nonconsolidated)
employees	55,011 (consolidated)

Holding Company Established to Maximize Enterprise Value

On September 1, 2005, Seven & i Holdings Co., Ltd. was established through the stock transfer method as the holding company for Seven-Eleven Japan Co., Ltd., Ito-Yokado Co., Ltd., and Denny's Japan Co., Ltd.

Reasons for Establishing the Holding Company

- Maximize the Group's enterprise value
 - · Pursue synergies by removing barriers between operating companies
- · Reduce costs by integrating administrative functions

Strengthen corporate governance

- · Clearly delineate autonomy and the responsibilities of each group company
- · Evaluate profitability and efficiently allocate management resources based on monitoring

Operating

Companies' Role

Principally reflect customer concerns

profit growth and enhance capital

1) Fulfill responsibilities in each

2) Operate autonomously, seek

operational domain

efficiency

Roles of the Holding Company and the Operating Companies

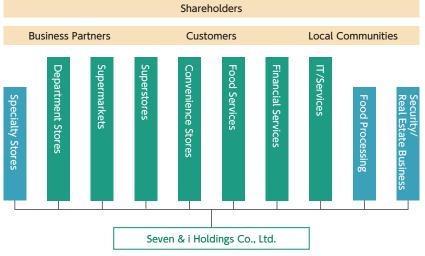
Holding Company's Role (Seven & i Holdings Co., Ltd.)

Principally reflect shareholder concerns

- 1) Control overall governance
- 2) Maximize enterprise value as the Group's listed representative
- 3) Pursue group synergies

Group Operational Areas

With the aim of providing new value to meet emerging needs and promoting innovation in retailing, the Company identified seven core operational areas at the time of its establishment.



Seven core operational areas

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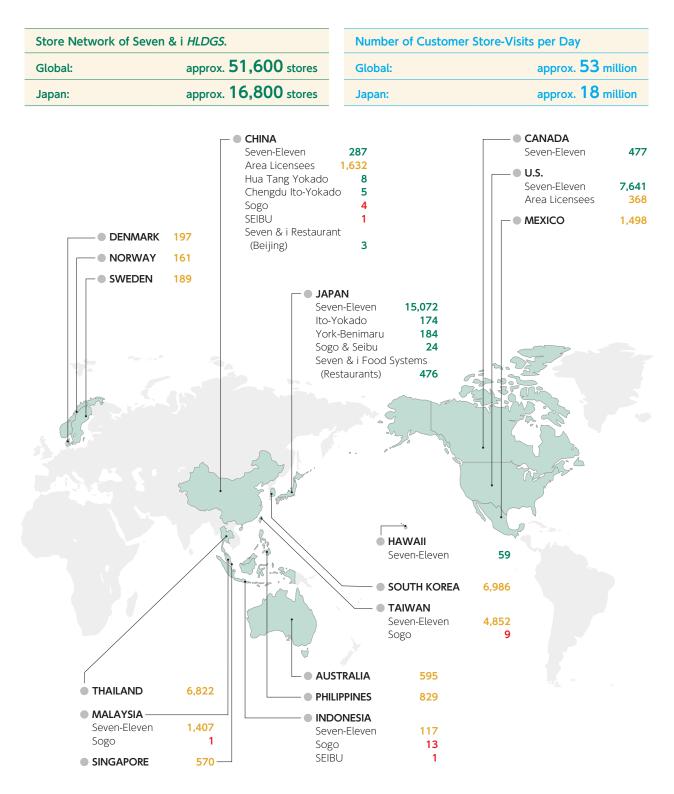
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Store Network

Centered in Japan, Seven & i HLDGS.' store network extends worldwide to encompass convenience stores, superstores, supermarkets, department stores, restaurants, and other operations.



Notes: 1. Number of stores operated directly by our subsidiaries

Number of stores operated by companies in each country granted a defined area license

Number of stores with license to use trademark of Sogo & Seibu Co., Ltd. 2. Figures represent the number of stores on record as of February 28, 2013 in Japan, and December 31, 2012 for all other areas.

Overview of Main Group Companies

(As of February 28, 2013)

		Net Sale	S	Number	of Stores	Emple	oyees		Equity owned by	Profile
		(¥ Million)	Growth rate (%)	(Stores)	Increase (Decrease)	(People)	Increase (Decrease)	Capital (¥ Million)	the Company (%)	
Further details on	Convenience Stores	·						·		Performance Overview
p30-33	Seven-Eleven Japan Co., Ltd.	3,508,444*1	6.9	15,072	1,067	9,949	565	17,200	100.0	Overview
	○ 7-Eleven, Inc.	1,852,162*1	14.0	8,118	969	26,592	6,590	U.S.\$13,000	100.0	
	O SEVEN-ELEVEN (HAWAII), INC.	21,590	8.7	59	1	905	3	U.S.\$20,000,000	100.0	Global Retail Industry Data
	O SEVEN-ELEVEN (BEIJING) CO., LTD.	11,273*²	45.4	200	53	1,785	(327)	U.S.\$35,000,000	65.0	
	O SEVEN-ELEVEN (CHENGDU) Co., Ltd.	1,909*²	268.8	87	46	1,194	407	U.S.\$30,000,000	100.0	
 Further details on 	Superstores									Retail Environment
p34-35	Ito-Yokado Co., Ltd.	1,302,923	(2.4)	174	1	37,309	(1,176)	40,000	100.0	in Japan
	O Hua Tang Yokado Commercial Co., Ltd.	27,902* ²	(2.0)	8	0	2,157	(202)	U.S.\$65,000,000	75.8	
	⊖ Chengdu Ito-Yokado Co., Ltd.	53,513* ²	5.6	5	0	3,145	(192)	U.S.\$23,000,000	74.0	Group Business
Further details on	Supermarkets									Strategy
p36-37	York-Benimaru Co., Ltd.	358,061	4.4	184	8	12,889	229	9,927	100.0	
	Life Foods Co., Ltd.	38,509	4.2	-	-	4,357	(14)	120	100.0	Major Group Companies' Data
	York Mart Co., Ltd.	121,640	2.7	71	3	5,343	372	1,000	100.0	Data
	SHELL GARDEN CO., LTD.	23,915	2.5	22	3	999	82	989	100.0	Corporate
Further details on	Department Stores									Data
p38-39	Sogo & Seibu Co., Ltd.	798,427	(2.4)	24	(2)	9,557	(597)	10,000	100.0	
Further details on	Food Services									
p40	Seven & i Food Systems Co., Ltd.	77,706	0.4	844	(14)	11,388	(330)	3,000	100.0	
Further details on	Financial Services									
p41-42	☆ Seven Bank, Ltd.	94,105* ³	6.5	-	-	515	131	30,509	45.8	
	Seven Card Service Co., Ltd.	27,290*3	22.8	-	-	125	11	7,500	95.5	
	Seven CS Card Service Co., Ltd.	20,370*3	8.1	-	-	676	34	100	51.0	
	IT/Services									
	Seven Net Shopping Co., Ltd.	26,760	17.2	-	-	158	60	5,500	85.2	
	7dream.com	6,757	3.5	-	-	48	6	450	68.0	
Further details on	Specialty Stores									
p39-40	Akachan Honpo Co., Ltd.	82,907	5.3	92	5	2,601	(33)	3,780	95.0	
	THE LOFT CO., LTD.	86,179	0.4	82	9	3,743	218	750	70.7	
	Seven Bi no Garden Co., Ltd.	25,550	54.2	51	18	599	166	450	93.1	
	Oshman's Japan Co., Ltd.	6,425	(5.9)	7	0	200	4	2,500	100.0	
	Mary Ann Co., Ltd.	834	(60.2)	32	(9)	145	(47)	200	100.0	

○ Figures are for the fiscal year ended December 31, 2012. (No. of stores is as of December 31, 2012; No. of employees is as of February 28, 2013)

☆ Figures are for the fiscal year ended March 31, 2013.
 Notes: 1. Exchange rates (average for the period): U.S.\$1=¥79.81; CNY1=¥12.72
 2. Year-on-year comparisons for overseas subsidiaries are growth rates calculated on a yen basis.

Number of employees includes part-time employees (monthly average based on a 163-hour working month).
 Ownership ratios include indirect holdings.
 Sales of Seven-Eleven Japan and 7-Eleven, Inc. represent total store sales.

*2 Sales for Chinese subsidiaries exclude value added tax.
 *3 Sales for Seven Bank represent ordinary income, and sales for Seven Card Service and Seven CS Card Service represent revenues from operations.

SEVEN&i HLDGS. Co., Ltd. CORPORATE OUTLINE 2013 3

Consolidated Financial Summary

Seven & i Holdings and its consolidated subsidiaries for the fisca	l year ended February 28 or 29.
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	FY2003	FY2004	FY2005	FY2006	FY2007	
Revenues from operations	3,530,316	3,542,146	3,623,554	3,895,772	5,337,806	
Operating income	201,301	207,783	211,950	244,940	286,838	
EBITDA*1	295,141	304,792	309,401	343,629	428,523	
Ordinary income	189,590	200,787	208,267	248,110	282,016	
Net income	46,623	53,632	17,205	87,930	133,419	
Total assets	2,401,736	2,461,927	2,574,817	3,424,878	3,809,192	
Net assets	1,111,475	1,138,210	1,144,504	1,603,684	1,969,149	
Minority interests in consolidated subsidiaries	366,093	365,992	402,862	114,196	62,350	
Interest-bearing debt	314,199	267,828	270,648	687,374	822,107	
Debt equity ratio (times)	0.28	0.24	0.24	0.43	0.43	
Interest coverage ratio (times)	-			34.9	14.6	
Cash flows from operating activities	202,697	237,956	266,709	217,325	157,209	
Cash flows from investing activities	(161,222)	(117,632)	(94,758)	(388,080)	(235,983)	
Free cash flows*2	41,475	120,323	171,950	(170,754)	(78,774)	
Cash flows from financing activities	22,807	(153,731)	(56,524)	103,093	37,241	
Net (decrease) increase in cash and cash equivalents	61,782	(37,505)	115,058	(72,223)	(40,742)	
Cash and cash equivalents at end of fiscal year	604,895	567,389	683,100	610,876	570,133	
Capital expenditures*3	182,891	171,876	168,725	185,354	278,388	
Depreciation and amortization	92,895	94,984	95,160	97,810	132,693	
Net income per share	¥110.67	¥128.25	¥40.73	¥100.83	¥142.90	
Owners' equity per share	¥2,656.24	¥2,726.99	¥2,742.42	¥1,772.25	¥1,999.77	
Cash flow per share*4	¥333.42	¥357.00	¥269.29	¥213.46	¥285.02	
Cash dividends per share				¥28.50	¥52.00	
Owners' equity ratio	46.3%	46.2%	44.4%	46.8%	50.1%	
Return on equity (ROE)	4.2%	4.8%	1.5%	5.5%	7.6%	
Return on total assets (ROA)	2.0%	2.2%	0.7%	2.6%	3.7%	
Dividend payout ratio					36.4%	
Ratio of total amounts of dividends to net assets	_				2.8%	
Exchange rate					1	
(average on the term) U.S.\$1=	¥125.18	¥116.00	¥108.23	¥110.26	¥116.38	<u> </u>
CNY1=	¥15.04	¥13.98	¥13.06	¥13.57	¥14.62	<u> </u>
(at fiscal year end) U.S.\$1=	¥119.90	¥107.13	¥104.21	¥118.07	¥119.11	
CNY1=	¥14.49	¥12.95	¥12.59	¥14.63	¥15.24	

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥93, the approximate rate of exchange prevailing on February 28, 2013.
2. FY2003 to FY2005 show consolidated figures for the former Ito-Yokado.
3. For the results of Millennium Retailing in FY2006, only the balance sheets are included in consolidated figures.
4. Net assets represents total shareholders' equity excluding minority interests for years prior to FY2006.
5. FOC and FOC are poly-under a shareholders' equity excluding minority interests for years prior to FY2006.

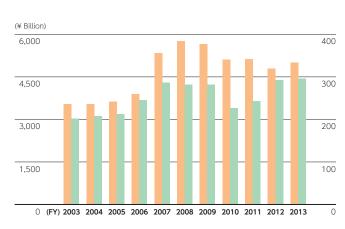
5. ROE and ROA are calculated based on the average of net assets and total assets at the beginning and end of fiscal year, except for FY2006 where they are calculated at the end of fiscal year.

6. From FY2012, 7-Eleven, Inc. has changed its accounting method for revenues from operations, related to franchise agreements, from "gross amount" to "net amount." *1 EBITDA = Operating income + Depreciation and amortization + Amortization of goodwill *2 Free cash flows = Cash flows from operating activities + Cash flows from investing activities *3 Capital expenditures include long-term leasehold deposits and advances for store construction

*4 Cash flow per share = (Net income + Depreciation and amortization) ÷ Average number of shares outstanding

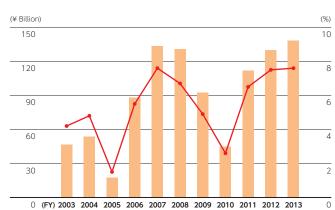
REVENUES FROM OPERATIONS AND OPERATING INCOME

Revenues from operations (left) Operating income (right)



NET INCOME AND ROE

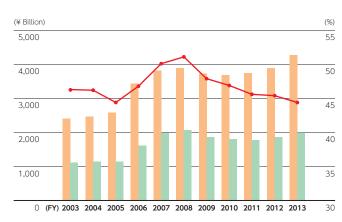
Net income (left) + ROE (right)



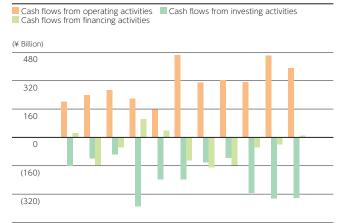
					(¥ Million)	(U.S.\$ Thousand)	
FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2013	
5,752,392	5,649,948	5,111,297	5,119,739	4,786,344	4,991,642	53,673,569	
281,088	281,865	226,666	243,346	292,060	295,685	3,179,408	
436,375	434,033	377,768	391,913	444,969	469,036	5,043,397	Performance
278,262	279,306	226,950	242,907	293,171	295,836	3,181,032	Overview
130,657	92,336	44,875	111,961	129,837	138,064	1,484,559	
3,886,680	3,727,060	3,673,605	3,732,111	3,889,358	4,262,397	45,832,225	
2,058,038	1,860,672	1,793,940	1,776,512	1,860,954	1,994,740	21,448,817	Global Retail
73,020	75,092	71,251	73,016	93,748	102,038	1,097,182	
766,358	793,867	701,487	727,385	712,077	853,064	9,172,731	
0.39	0.44	0.41	0.43	0.40	0.45	0.45	Retail
36.6	23.8	28.2	30.0	49.0	41.1	41.1	
465,380	310,007	322,202	310,527	462,642	391,406	4,208,666	
(237,184)	(139,568)	(115,158)	(312,081)	(342,805)	(340,922)	(3,665,827)	
228,195	170,438	207,044	(1,553)	119,836	50,484	542,838	Group
(130,136)	(169,755)	(156,708)	(56,258)	(40,561)	10,032	107,870	
97,636	(4,286)	54,397	(60,573)	76,960	66,380	713,763	
							Major Group
667,770	663,483	717,320	656,747	733,707	800,087	8,603,086	
217,738	188,943	211,189	338,656	255,426	334,216	3,593,720	
143,642	140,529	132,232	132,421	139,994	155,666	1,673,827	
¥137.03	¥100.54	¥49.67	¥126.21	¥146.96	¥156.26	\$1.68	Corporate
¥2,081.85	¥1,975.95	¥1,905.97	¥1,927.09	¥1,998.84	¥2,140.45	\$23.01	
¥287.68	¥253.56	¥196.03	¥275.48	¥305.41	¥332.45	\$3.57	
¥54.00	¥56.00	¥56.00	¥57.00	¥62.00	¥64.00	\$0.68	
51.1%	47.9%	46.9%	45.6%	45.4%	44.4%	44.4%	
6.7%	4.9%	2.6%	6.5%	7.5%	7.6%	7.6%	
3.4%	2.4%	1.2%	3.0%	3.4%	3.4%	3.4%	
39.4%	55.7%	112.7%	45.2%	42.2%	41.0%	41.0%	
2.6%	2.8%	2.9%	3.0%	3.2%	3.1%	3.1%	
 ¥117.85	¥103.48	¥93.65	¥87.79	¥79.80	¥79.81	-	
¥15.51	¥14.85	¥13.72	¥12.90	¥12.32	¥12.72		
¥114.15	¥91.03	¥92.10	¥81.49	¥77.74	¥86.58	-	
¥15.62	¥13.31	¥13.48	¥12.29	¥12.31	¥13.91		

TOTAL ASSETS, NET ASSETS AND OWNERS' EQUITY RATIO

📕 Total assets (left) 📕 Net assets (left) 🔶 Owners' equity ratio (right)



CASH FLOWS



(480) (FY) 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013

Segment Information

Business Segments

REVENUES FROM OPERATIONS

	FY2003	FY2004	FY2005	FY2006	FY2007	
Convenience store operations	1,689,199	1,721,458	1,806,168	2,015,236	2,249,648	
Superstore operations	1,709,044	1,669,329	1,642,264	1,687,734	1,882,935	
Department store operations	-	-	-	-	988,357	
Food services	127,447	126,189	126,181	124,025	121,683	
Financial services	15,390	37,219	61,236	82,289	100,295	
Others	13,148	14,737	17,195	19,780	32,340	
Eliminations/corporate	(23,913)	(26,788)	(29,492)	(33,294)	(37,454)	
Total	3,530,316	3,542,146	3,623,554	3,895,772	5,337,806	

OPERATING INCOME

	FY2003	FY2004	FY2005	FY2006	FY2007	
Convenience store operations	177,236	187,467	195,385	209,815	206,090	
Superstore operations	33,796	21,165	7,814	15,381	29,170	
Department store operations	-	-	-	-	26,772	
Food services	4,582	3,261	3,620	2,625	931	
Financial services	(14,307)	(3,936)	5,401	17,278	24,547	
Others	(125)	(205)	211	808	1,621	
Eliminations/corporate	119	31	(482)	(968)	(2,296)	
Total	201,301	207,783	211,950	244,940	286,838	

CAPITAL EXPENDITURES

	FY2003	FY2004	FY2005	FY2006	FY2007	
Convenience store operations	115,981	96,967	93,456	102,025	98,518	
Superstore operations	53,500	53,845	60,671	53,098	49,444	
Department store operations	-	-	-	-	93,657	
Food services	5,882	4,267	3,906	5,088	4,474	
Financial services	7,518	7,467	7,410	22,917	31,872	
Others	7	9,329	3,281	39	298	
Eliminations/corporate	-	-	-	2,184	122	
Total	182,891	171,876	168,725	185,354	278,388	

DEPRECIATION AND AMORTIZATION

	FY2003	FY2004	FY2005	FY2006	FY2007	
Convenience store operations	61,301	62,866	63,725	64,428	71,799	
Superstore operations	24,278	23,927	22,345	20,796	24,070	
Department store operations	-	-	-	-	19,042	
Food services	3,260	3,456	3,252	3,019	3,454	
Financial services	4,013	4,685	5,798	9,528	14,173	
Others	41	48	38	37	134	
Eliminations/corporate	-	-	-	0	19	
Total	92,895	94,984	95,160	97,810	132,693	

Geographic Area Segments

REVENUES FROM OPERATIONS

	FY2003	FY2004	FY2005	FY2006	FY2007	
Japan	2,233,932	2,258,103	2,271,756	2,343,048	3,562,372	
North America	1,293,905	1,278,331	1,341,503	1,516,907	1,728,481	
Others	7,980	8,098	13,090	38,519	49,759	
Eliminations	(5,500)	(2,387)	(2,796)	(2,704)	(2,806)	
Total	3,530,316	3,542,146	3,623,554	3,895,772	5,337,806	

OPERATING INCOME

	FY2003	FY2004	FY2005	FY2006	FY2007	
Japan	180,595	184,392	185,726	212,876	253,968	
North America	20,852	23,333	26,080	32,492	31,985	
Others	123	57	194	(432)	879	
Eliminations	-	- '	(51)	3	4	
Total	201,301	207,783	211,950	244,940	286,838	

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥93, the approximate rate of exchange prevailing on February 28, 2013.
2. FY2003 to FY2005 show consolidated figures for the former Ito-Yokado.
3. For the results of department store operations in FY2006, only the balance sheets are included in consolidated figures.
4. "Others" from FY2003 to FY2007 consists of the business results mainly in the People's Republic of China ("P.R.C.") and "Others" for FY2008 and beyond consists of the business results in P.R.C.

5. Capital expenditures include long-term leasehold deposits and advances for store construction.
6. In regard to capital expenditures for FY2011 of "Others," the land, buildings, and other facilities of SEIBU Ikebukuro, valued at 123.0 billion yen, are included, which were acquired by Seven & i Asset Management Co., Ltd. on September 24, 2010.
7. From FY2012, 7-Eleven, Inc. has changed its accounting method for revenues from operations, related to franchise agreements, from "gross amount" to "net amount."

					(¥ Million)	(U.S.\$ Thousand)	
FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2013	
2,395,701	2,308,690	1,968,555	2,036,464	1,690,924	1,899,573	20,425,516	
2,109,049	2,125,029	2,016,558	1,981,604	1,992,298	1,994,588	21,447,182	Performance
1,025,354	993,877	922,847	915,105	900,222	884,028	9,505,677	Overview
113,980	102,711	86,420	80,225	78,026	78,361	842,591	
117,955	124,866	110,444	106,953	129,601	144,355	1,552,204	
36,653	35,079	33,669	35,610	47,464	50,210	539,892	Global Retail
(46,302)	(40,305)	(27,198)	(36,224)	(52,193)	(59,475)	(639,516)	
 5,752,392	5,649,948	5,111,297	5,119,739	4,786,344	4,991,642	53,673,569	
					(¥ Million)	(U.S.\$ Thousand)	
FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2013	
201,032	213,367	183,837	195,477	214,637	221,764	2,384,559	
34,058	24,742	14,178	15,708	32,432	25,491	274,096	
25,764	18,335	1,366	5,622	9,948	8,029	86,333	
 (4,231)	(2,948)	(2,741)	(193)	(95)	721	7,752	
21,071	25,485	30,152	28,343	33,778	37,425	402,419	
2,488	2,069	567	(690)	2,304	3,886	402,419	
902	814	(694)	(921)	(945)	(1,634)	(17,569)	
281,088	281,865	226.666	243,346	292.060	295,685	3,179,408	Major Group
201,000	201,003	220,000	243,340	292,000		3,179,400	
					(¥ Million)	(U.S.\$ Thousand)	
FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2013	
108,585	104,233	104,936	106,368	164,973	214,250	2,303,763	
57,561	46,064	65,379	54,133	40,284	54,243	583,258	
17,512	12,464	19,734	27,807	16,068	18,265	196,397	
1,545	1,177	752	527	831	1,407	15,129	
31,990	23,932	15,543	19,616	26,783	40,945	440,268	
518	1,058	3,702	127,429	3,114	4,331	46,569	
24	12	1,140	2,774	3,371	772	8,301	
217,738	188,943	211,189	338,656	255,426	334,216	3,593,720	
FY2008	FY2009	FY2010	FY2011	EV2012	(¥ Million)	(U.S.\$ Thousand) FY2013	
74,065	67,299	66,158	68,743	FY2012 73,291	FY2013 83,987	903,086	
26,452	26,115	24,335	25,890	28,626	29,129	313,215	
 20,154	20,004	17,417	14,361 811	14,010	<u> 14,662 </u> 639	<u> </u>	
 19,773		22,246				254.494	
	24,532		20,693	20,331	23,668	- 7 -	
271	346	588	1,598	2,588	2,484	26,709	
271 21	346 20	588 214	1,598 321	2,588 480	2,484 1,094	26,709 11,763	
271	346	588	1,598	2,588	2,484	26,709	
 271 21	346 20	588 214	1,598 321	2,588 480	2,484 1,094	26,709 11,763	
 271 21 143,642	346 20 140,529	588 214 132,232	1,598 321 132,421	2,588 480 139,994	2,484 1,094 155,666 (¥ Million)	26,709 11,763 1,673,827 (U.S.\$ Thousand)	
271 21 143,642 FY2008	346 20 140,529 FY2009	588 214 132,232 FY2010	1,598 321 132,421 FY2011	2,588 480 139,994 FY2012	2,484 1,094 155,666 (¥ Million) FY2013	26,709 11,763 1,673,827 (U.S.\$ Thousand) FY2013	
271 21 143,642 FY2008 3,822,210	346 20 140,529 FY2009 3,806,717	588 214 132,232 FY2010 3,602,982	1,598 321 132,421 FY2011 3,552,691	2,588 480 139,994 FY2012 3,590,917	2,484 1,094 155,666 (¥ Million) FY2013 3,625,974	26,709 11,763 1,673,827 (U.S.\$ Thousand) FY2013 38,988,967	
271 21 143,642 FY2008 3,822,210 1,867,067	346 20 140,529 FY2009 3,806,717 1,766,169	588 214 132,232 FY2010 3,602,982 1,431,042	1,598 321 132,421 FY2011 3,552,691 1,484,394	2,588 480 139,994 FY2012 3,590,917 1,106,449	2,484 1,094 155,666 (¥ Million) FY2013 3,625,974 1,269,302	26,709 11,763 1,673,827 (U.S.\$ Thousand) FY2013 38,988,967 13,648,408	
271 21 143,642 FY2008 3,822,210 1,867,067 66,043	346 20 140,529 FY2009 3,806,717 1,766,169 80,401	588 214 132,232 FY2010 3,602,982 1,431,042 80,561	1,598 321 132,421 FY2011 3,552,691 1,484,394 86,033	2,588 480 139,994 FY2012 3,590,917 1,106,449 89,524	2,484 1,094 155,666 (¥ Million) FY2013 3,625,974 1,269,302 97,226	26,709 11,763 1,673,827 (U.S.\$ Thousand) FY2013 38,988,967 13,648,408 1,045,440	
271 21 143,642 53,822,210 1,867,067 66,043 (2,928)	346 20 140,529 3,806,717 1,766,169 80,401 (3,339)	588 214 132,232 FY2010 3,602,982 1,431,042 80,561 (3,289)	1,598 321 132,421 3,552,691 1,484,394 86,033 (3,380)	2,588 480 139,994 FY2012 3,590,917 1,106,449 89,524 (546)	2,484 1,094 155,666 (¥ Million) FY2013 3,625,974 1,269,302 97,226 (861)	26,709 11,763 1,673,827 (U.S.\$ Thousand) FY2013 38,988,967 13,648,408 1,045,440 (9,258)	
271 21 143,642 FY2008 3,822,210 1,867,067 66,043	346 20 140,529 FY2009 3,806,717 1,766,169 80,401	588 214 132,232 FY2010 3,602,982 1,431,042 80,561	1,598 321 132,421 FY2011 3,552,691 1,484,394 86,033	2,588 480 139,994 FY2012 3,590,917 1,106,449 89,524	2,484 1,094 155,666 (¥ Million) FY2013 3,625,974 1,269,302 97,226	26,709 11,763 1,673,827 (U.S.\$ Thousand) FY2013 38,988,967 13,648,408 1,045,440	
271 21 143,642 53,822,210 1,867,067 66,043 (2,928)	346 20 140,529 3,806,717 1,766,169 80,401 (3,339)	588 214 132,232 FY2010 3,602,982 1,431,042 80,561 (3,289)	1,598 321 132,421 3,552,691 1,484,394 86,033 (3,380)	2,588 480 139,994 FY2012 3,590,917 1,106,449 89,524 (546)	2,484 1,094 155,666 (¥ Million) FY2013 3,625,974 1,269,302 97,226 (861)	26,709 11,763 1,673,827 (U.S.\$ Thousand) FY2013 38,988,967 13,648,408 1,045,440 (9,258)	
271 21 143,642 53,822,210 1,867,067 66,043 (2,928)	346 20 140,529 3,806,717 1,766,169 80,401 (3,339)	588 214 132,232 FY2010 3,602,982 1,431,042 80,561 (3,289)	1,598 321 132,421 3,552,691 1,484,394 86,033 (3,380)	2,588 480 139,994 FY2012 3,590,917 1,106,449 89,524 (546)	2,484 1,094 155,666 FY2013 3,625,974 1,269,302 97,226 (861) 4,991,642	26,709 11,763 1,673,827 (U.S.\$ Thousand) FY2013 38,988,967 13,648,408 1,045,440 (9,258) 53,673,569	
271 21 143,642 5,752,392	346 20 140,529 3,806,717 1,766,169 80,401 (3,339) 5,649,948	588 214 132,232 FY2010 3,602,982 1,431,042 80,561 (3,289) 5,111,297	1,598 321 132,421 3,552,691 1,484,394 86,033 (3,380) 5,119,739	2,588 480 139,994 3,590,917 1,106,449 89,524 (546) 4,786,344	2,484 1,094 155,666 (¥ Million) FY2013 3,625,974 1,269,302 97,226 (861) 4,991,642 (¥ Million)	26,709 11,763 1,673,827 (U.S.\$ Thousand) FY2013 38,988,967 13,648,408 1,045,440 (9,258) 53,673,569 (U.S.\$ Thousand)	
271 21 143,642 74 143,642 74 75<	346 20 140,529 3,806,717 1,766,169 80,401 (3,339) 5,649,948	588 214 132,232 FY2010 3,602,982 1,431,042 80,561 (3,289) 5,111,297 FY2010	1,598 321 132,421 3,552,691 1,484,394 86,033 (3,380) 5,119,739 FY2011	2,588 480 139,994 FY2012 3,590,917 1,106,449 89,524 (546) 4,786,344	2,484 1,094 155,666 (¥ Million) FY2013 3,625,974 1,269,302 97,226 (861) 4,991,642 (¥ Million) FY2013	26,709 11,763 1,673,827 (U.S.\$ Thousand) FY2013 38,988,967 13,648,408 1,045,440 (9,258) 53,673,569 (U.S.\$ Thousand) FY2013	
271 21 143,642 74 143,642 75 76 76,067 76,043 76,043 77,272	346 20 140,529 3,806,717 1,766,169 80,401 (3,339) 5,649,948 FY2009 245,248	588 214 132,232 FY2010 3,602,982 1,431,042 80,561 (3,289) 5,111,297	1,598 321 132,421 3,552,691 1,484,394 86,033 (3,380) 5,119,739 FY2011 215,231	2,588 480 139,994 FY2012 3,590,917 1,106,449 89,524 (546) 4,786,344 FY2012 261,531	2,484 1,094 155,666 (¥ Million) FY2013 3,625,974 1,269,302 97,226 (861) 4,991,642 (¥ Million) FY2013 263,443	26,709 11,763 1,673,827 (U.S.\$ Thousand) FY2013 38,988,967 13,648,408 1,045,440 (9,258) 53,673,569 (U.S.\$ Thousand) FY2013 2,832,720	

281,088

(151) 281,865

226,666

243,346

292,060

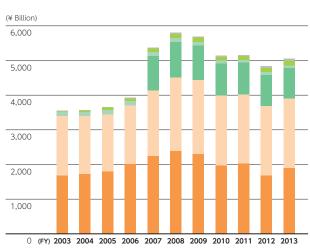
295,685

3,179,408

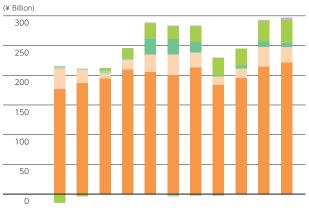
Business Segments

Convenience store operations 📕 Superstore operations 📕 Department store operations 📕 Food services 📕 Financial services 📕 Others

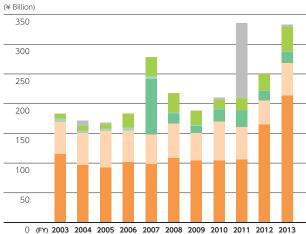
REVENUES FROM OPERATIONS



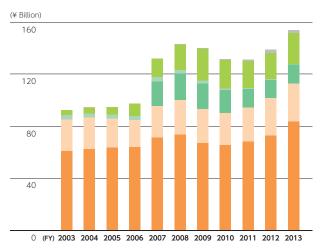
OPERATING INCOME



(50) (FY) 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013



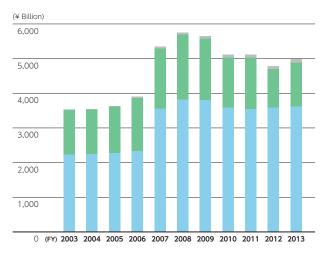
DEPRECIATION AND AMORTIZATION



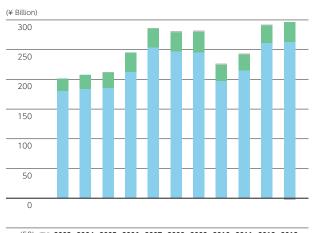
Geographic Area Segments

Japan North America Others

REVENUES FROM OPERATIONS



OPERATING INCOME



(50) (FY) 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013

Financial Position

Interest-Bearing Debt

At fiscal year ended February 28, or 29					(¥ Million)	(U.S.\$ Thousand)
	FY2009	FY2010	FY2011	FY2012	FY2013	FY2013
Short-term loans	191,100	151,200	108,330	139,690	145,750	1,567,204
Current portion of long-term loans	103,352	79,155	127,187	88,786	124,857	1,342,548
Current portion of bonds	50,592	20,385	36,100	10,000	63,999	688,161
Commercial paper	-	-	6,391	21,455	-	
Subtotal	345,045	250,740	278,008	259,931	334,607	3,597,924
Bonds	180,448	190,068	263,973	253,978	229,983	2,472,935
Long-term loans	249,685	244,470	177,225	198,167	281,893	3,031,107
Commercial paper	18,688	16,208	8,177	-	6,579	70,741
Subtotal	448,822	450,746	449,376	452,145	518,456	5,574,795
Total	793,867	701,487	727,385	712,077	853,064	9,172,731

BREAKDOWN BY SEGMENT

BREAKDOWN BY SEGMENT					(¥ Million)	(U.S.\$ Thousand)
	FY2009	FY2010	FY2011	FY2012	FY2013	FY2013
Convenience store operations	25,188	20,631	16,872	29,252	132,144	1,420,903
Superstore operations	96,509	50,876	28,072	26,219	22,045	237,043
Department store operations	336,939	304,498	272,303	200,154	185,005	1,989,301
Others	3,750	3,000	2,250	1,500	750	8,064
Corporate	99,963	99,968	209,973	209,978	209,982	2,257,870
Subtotal (excluding financial services)	562,350	478,974	529,471	467,103	549,928	5,913,204
Financial services	231,517	222,512	197,913	244,973	303,136	3,259,526
Total	793,867	701,487	727,385	712,077	853,064	9,172,731

Bonds

ISSUED BY SEVEN & I HOLDINGS CO. LTD.

ISSUED BY SEVEN & i HOLDINGS CO., LTD. (As of April 30, 201						
	Total amount of issue	Issue date	Coupon	Redemption date		
1st unsecured domestic straight bonds	40 billion yen	July 3, 2008	1.48%	June 20, 2013		
2nd unsecured domestic straight bonds	30 billion yen	July 3, 2008	1.68%	June 19, 2015		
3rd unsecured domestic straight bonds	30 billion yen	July 3, 2008	1.94%	June 20, 2018		
4th unsecured domestic straight bonds	30 billion yen	June 29, 2010	0.541%	June 19, 2015		
5th unsecured domestic straight bonds	20 billion yen	June 29, 2010	0.852%	June 20, 2017		
6th unsecured domestic straight bonds	60 billion yen	June 29, 2010	1.399%	June 19, 2020		
7th unsecured domestic straight bonds	40 billion yen	April 26, 2013	0.258%	June 20, 2016		
8th unsecured domestic straight bonds	40 billion yen	April 26, 2013	0.383%	June 20, 2019		
9th unsecured domestic straight bonds	20 billion yen	April 26, 2013	0.671%	Mar. 20, 2023		

ISSUED BY SEVEN BANK, LTD.

	Total amount of issue	Issue date	Coupon	Redemption date
3rd unsecured domestic straight bonds	24 billion yen	Dec. 4, 2006	1.67%	Dec. 20, 2013
5th unsecured domestic straight bonds	20 billion yen	July 2, 2009	1.038%	June 20, 2014
6th unsecured domestic straight bonds	30 billion yen	May 31, 2012	0.398%	June 20, 2017
7th unsecured domestic straight bonds	10 billion yen	May 31, 2012	0.613%	June 20, 2019
8th unsecured domestic straight bonds	15 billion yen	Mar. 7, 2013	0.243%	Mar. 20, 2018
9th unsecured domestic straight bonds	20 billion yen	Mar. 7, 2013	0.460%	Mar. 19, 2020
10th unsecured domestic straight bonds	20 billion yen	Mar. 7, 2013	0.803%	Mar. 20, 2023

Ratings	

Ratings						
		S&P	Moody's	R&I	JCR	
Seven & i Holdings Co., Ltd.	Long-term	AA-	Aa3	AA	AA+	
Seven-Eleven Japan Co., Ltd.	Long-term	AA-	-	—	AA+	
	Short-term*	A-1+	P-1	-	_	
7-Eleven, Inc.	Long-term	AA-	Baa1	—	_	
Seven Bank, Ltd.	Long-term	AA-	-	AA	_	

* From January 2006, Seven-Eleven Japan's short-term rating is its rating as the guarantor of 7-Eleven, Inc.'s commercial paper program.

Performance Overview

,526 ,731

Sales Ranking

Sales Ranking by Retailers—Worldwide in FY2012

FY2012	EV2011	Company	Country	Sa	les	CAGR	Net income		
FIZUIZ	FTZUIT	Company	Country	(U.S.\$ Million)	(¥ Billion)	(%)	(U.S.\$ Million)	(¥ Billion)	
1	1	Wal-Mart Stores	U.S.	446,950	34,862.1	5.1	16,387	1,278.2	
2	2	Carrefour	France	113,198	8,829.4	0.9	563	43.9	
3	3	Tesco	U.K.	101,574	7,922.8	8.3	4,502	351.2	
4	4	Metro	Germany	92,905	7,246.6	2.2	1,032	80.5	
5	5	Kroger	U.S.	90,374	7,049.2	6.5	596	46.5	
6	7	Costco Wholesale	U.S.	88,915	6,935.4	8.1	1,542	120.3	
7	6	Schwarz	Germany	87,841	6,851.6	8.0	-	-	
8	10	Aldi	Germany	73,375*1	5,723.3* ¹	5.5	-	-	
9	9	Walgreen	U.S.	72,184	5,630.4	8.8	2,714	211.7	
10	8	Home Depot	U.S.	70,395	5,490.8	(2.3)	3,883	302.9	
11	11	Target	U.S.	68,466	5,340.3	3.4	2,929	228.5	
12	15	Auchan	France	60,515	4,720.2	4.8	1,194	93.1	
13	17	AEON	Japan	60,158	4,650.7	1.5	1,147	66.7	
14	13	CVS Caremark	U.S.	59,599	4,648.7	8.2	3,457	269.6	
15	16	Edeka	Germany	59,460	4,637.9	6.1	-	-	
16	14	Seven & i Holdings	Japan	57,966*2 Group total sales ^{*3} U.S.\$103,181 million	4,013.6* ² Group total sales ^{*3} ¥8,048.1 billion	(3.7)	1,782	129.8	
17	18	Woolworths	Australia	54,614	4,259.9	5.0	1,877	146.4	
18	21	Wesfarmers	Australia	52,208	4,072.2	59.2	2,196	171.3	
19	12	Rewe	Germany	51,331	4,003.8	6.5	371	28.9	
20	19	Best Buy	U.S.	50,705	3,955.0	7.1	22	1.7	
21	20	Lowe's	U.S.	50,208	3,916.2	1.4	1,839	143.4	
22	26	Casino	France	47,107*1	3,674.3*1	8.9	1,033	80.6	
23	28	Amazon.com	U.S.	46,491	3,626.3	34.8	631	49.2	
24	23	E. Leclerc	France	45,407*1	3,541.7* ¹	5.7	-	-	
25	24	Safeway	U.S.	42,758*1	3,335.1* ¹	1.7	518	40.4	
26	25	Ahold	Netherlands	42,163	3,288.7	0.5	1,417	110.5	
27	22	Sears Holdings	U.S.	41,567	3,242.2	(4.8)	(3,147)	(245.5)	
28	27	ITM (Intermarché)	France	37,050*1	2,889.9*1	3.2	-	-	
29	29	J. Sainsbury	U.K.	35,600	2,776.8	5.8	955	74.5	
30	30	IKEA	Netherlands	34,314	2,676.5	7.4	4,134	322.5	

Notes: 1. CAGR = Compound Annual Growth Rate over a five-year period.
2. CAGR is calculated on a local currency basis in each country.
3. Exchange rate: U.S.\$1=¥78, except for yen basis figures for Japanese companies which are based on public information.

*1 Estimate *2 From FY2012, Seven & i Holdings changed 7-Eleven, Inc.'s accounting method for revenues from operations, related to franchise agreements, from "gross amount" to "net amount."

*3 Group's total sales include total store sales of Seven-Eleven Japan and 7-Eleven, Inc. Source: STORES Magazine, January 2013

Market Capitalization Ranking

Ranking by Market Capitalization of Retailers—Worldwide

	Company	Country	Market cap		ROE	EPS	PER	PBR
			(U.S.\$ Million)	(¥ Billion)	(%)	(U.S.\$)	(Times)	(Times)
1	Wal-Mart Stores	U.S.	255,686	24,906.3	23.0	5.17	15.0	3.3
2	Amazon.com	U.S.	115,545	11,255.3	(0.5)	(0.09)	(2,962.7)	14.1
3	Home Depot	U.S.	108,717	10,590.1	25.4	3.06	24.0	6.1
4	Industria de Diseno Textil	Spain	83,865	8,169.2	29.8	4.99	26.9	7.5
5	CVS Caremark	U.S.	72,239	7,036.8	10.2	3.12	18.6	1.9
6	еВау	U.S.	67,991	6,623.0	13.5	2.01	26.1	3.3
7	Wal-Mart de Mexico	Mexico	56,334	5,487.5	17.1	0.11	29.4	4.9
8	H&M Hennes & Mauritz	Sweden	51,742	5,040.2	38.4	1.78	19.9	7.6
9	Costco Wholesale	U.S.	47,316	4,609.0	14.0	3.92	27.7	3.8
10	Woolworths	Australia	46,975	4,575.8	23.0	1.52	24.9	5.5
11	Walgreen	U.S.	46,910	4,569.5	12.8	2.24	22.1	2.6
12	Tesco	U.K.	45,915	4,472.6	0.7	0.02	237.9	1.8
13	Wesfarmers	Australia	45,320	4,414.7	8.3	2.19	20.5	1.7
14	Target	U.S.	45,267	4,409.4	18.5	4.67	15.1	2.7
15	Lowe's	U.S.	42,646	4,154.2	12.9	1.76	21.8	3.1
16	Fast Retailing	Japan	38,875	3,786.8	20.4	6.93	52.8	9.4
17	XLT	U.S.	35,149	3,423.8	55.5	2.65	18.4	9.6
18	Seven & i Holdings	Japan	34,034	3,315.3	7.6	1.60	24.0	1.7
19	PPR	France	27,776	2,705.6	9.0	10.52	20.9	1.8
20	Falabella	Chile	27,569	2,685.5	13.2	0.33	35.0	4.5
21	McKesson	U.S.	24,644	2,400.6	20.0	6.02	17.6	3.6
22	Carrefour	France	21,038	2,049.3	17.5	2.29	12.9	2.1
23	Sysco	U.S.	20,428	1,989.9	23.9	1.91	18.2	4.4
24	Magnit	Russia	20,279	1,975.4	28.2	8.57	25.0	6.3
25	Kroger	U.S.	17,907	1,744.3	36.6	2.87	12.0	4.3
26	Gap	U.S.	17,677	1,721.9	40.2	2.44	15.6	6.1
27	Macy's	U.S.	17,460	1,700.7	22.3	3.41	13.1	2.9
28	SM Investments	Philippines	17,443	1,699.1	14.3	0.96	29.1	3.8
29	Dollar General	U.S.	17,044	1,660.3	19.7	2.91	17.9	3.4
	Ahold	Netherlands	16,758	1,632.4	13.4	1.03	15.3	2.1

Note: Ranking by market capitalization and exchange rates are as of April 30, 2013 (U.S.1=497.41) Source: FactSet

Global Retail Industry Data

Retail Environment

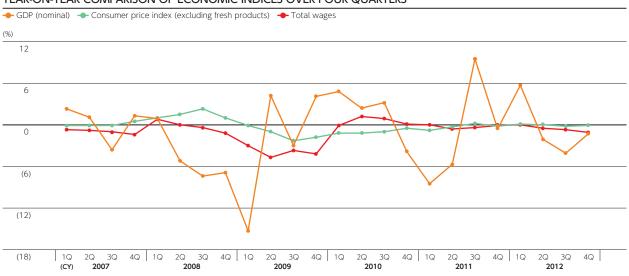
Group Business Strategy

> lajor Group ompanies'

Corporate Data

Overview

Consumer Environment

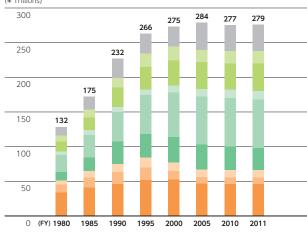


YEAR-ON-YEAR COMPARISON OF ECONOMIC INDICES OVER FOUR QUARTERS

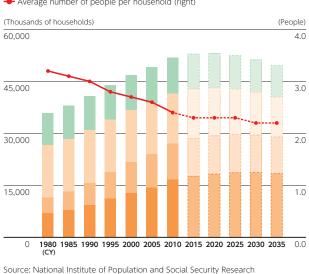
Source: National Accounts (Economic and Social Research Institute, Cabinet Office), Consumer Price Index (Ministry of Internal Affairs and Communications), Monthly Labour Survey (Ministry of Health, Labour and Welfare)

DOMESTIC FINAL CONSUMPTION EXPENDITURE OF HOUSEHOLD

Food, beverages and cigarettes
 Clothing and footwear
 Furniture and household appliances
 Education, cultural services and entertainment
 Housing and utilities
 Medical care and health
 expenses
 Transport and communications
 Eating out and accommodation
 Others
 (¥ Trillions)

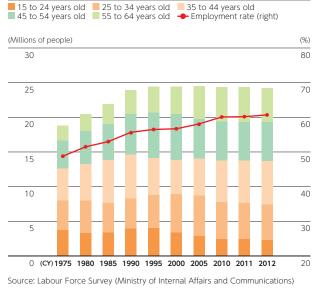


Source: National Accounts (Economic and Social Research Institute, Cabinet Office) Note: The figures before 2000 are based on an old standard.

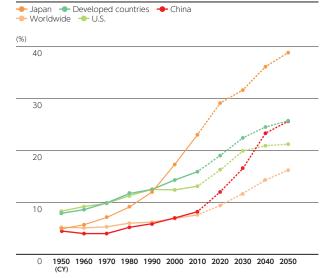


CHANGES IN THE NUMBER OF HOUSEHOLDS

THE NUMBER OF FEMALE WORKERS AND THEIR EMPLOYMENT RATE



CHANGES IN THE POPULATION OF THOSE AGED OVER 65

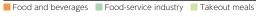


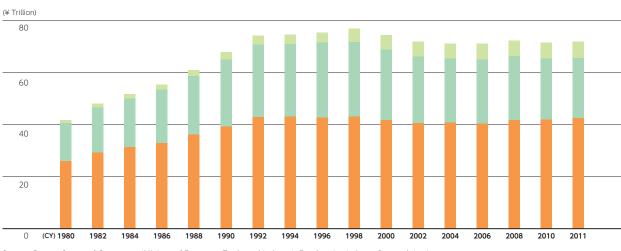
Source: Statistical Handbook of the World (Ministry of Internal Affairs and Communications)

Single-person Husband-wife Parents and children Other Average number of people per household (right)

Environment of Retail Industry

TRENDS IN THE SCALE OF THE FOOD MARKET

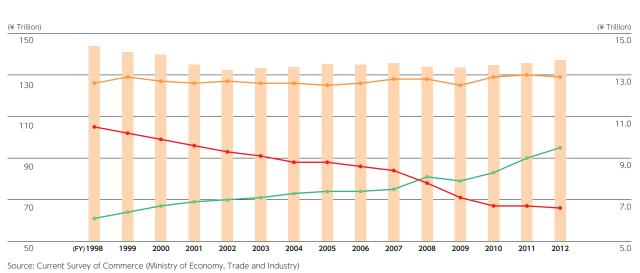


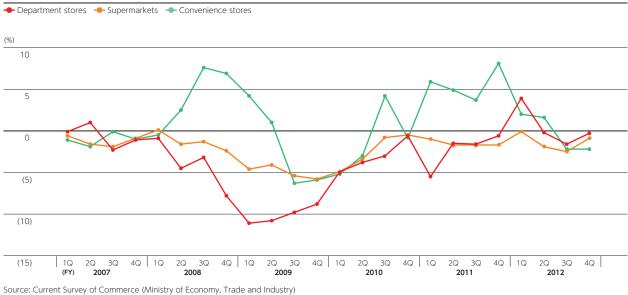


Source: Current Survey of Commerce (Ministry of Economy, Trade and Industry), Foodservice Industry Research Institute



Japan's retail industry total (left) 🔶 Department stores (right) 🔶 Supermarkets (right) 🔶 Convenience stores (right)







Strategy

Retail Environment in Japan

Major Group Companies' Data

Corporate Data

Environment of Retail Industry

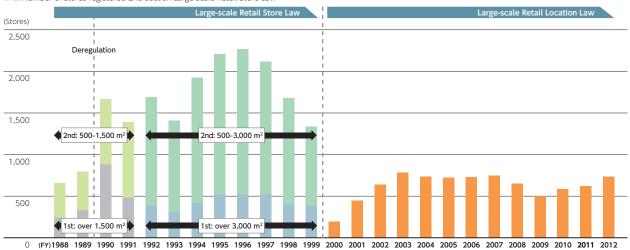
1-4 employees 5-19 employees 20-99 employees Over 100 employees (Stores) 2,000,000 1,500,000 1 000 000 500,000 FY1982 FY1985 FY1988 FY1991 FY1994 FY1997 FY1999 FY2002 FY2004 FY2007 Total stores 1,721,465 | 1,628,644 | 1,619,752 | 1,605,583 | 1,499,948 | 1,419,696 | 1,406,884 | 1,300,057 1,238,049 1,137,859

TREND IN NUMBER OF STORES BY STRATUM OF NUMBER OF EMPLOYEES

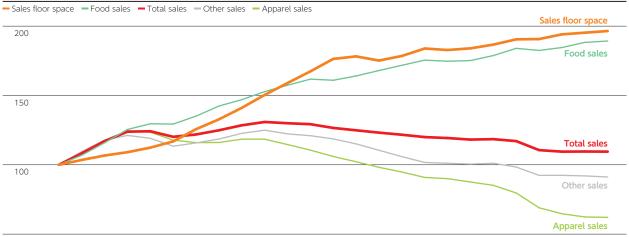
Source: The Census of Commerce (Ministry of Economy, Trade and Industry)

TREND IN NUMBER OF REGISTERED LARGE-SCALE RETAIL STORES

Number of stores registered for Large-scale Retail Location Law 🔲 Number of stores registered 1st section Large-scale Retail Store Law



Source: Ministry of Economy, Trade and Industry



TREND IN SALES AND SALES FLOOR SPACE OF LARGE-SCALE RETAIL STORES (Indices: Results of 1988=100)

50 (CY) 1988 1989 1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 Source: Current Survey of Commerce (Ministry of Economy, Trade and Industry)

Major Group Companies' Market Share in Japan (Nonconsolidated)

AMONG TOP FIVE FOR TOTAL STORE SALES AT CONVENIENCE STORES

	FY2013 (¥ Billion)	Share (%)
Convenience stores total market	9,048.6	100.0

1	Seven-Eleven Japan	3,508.4	38.8
2	Lawson	1,894.6	20.9
3	FamilyMart	1,584.5	17.5
4	Circle K Sunkus	946.7	10.5
5	Ministop	352.6	3.9
	Others	761.5	8.4
Top F	ive Combined	8,287.0	91.6

Note: Total store sales of Lawson and Circle K Sunkus represent the respective simple sums of the nonconsolidated net sales of each company and the net sales of its domestic convenience store subsidiaries.

AMONG TOP FOUR FOR NET SALES AT SUPERSTORES

		FY2013 (¥ Billion)	Share (%)
Supersto	res total market	12,905.7	100.0
1 Ae	on Retail	1,978.9	15.3
2 Ito	-Yokado	1,302.9	10.1
3 UN	٧Y	730.2	5.7
4 Da	aiei	632.0	4.9
Ot	hers	8,261.6	64.0
Top Four	Combined	4,644.1	36.0

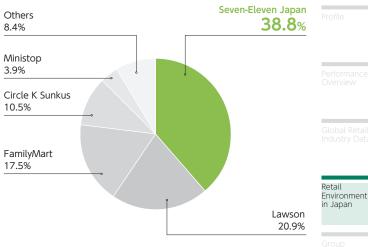
York-Benimaru	358.0	2.8
York Mart	121.6	0.9



		FY2013 (¥ Billion)	Share (%)				
Depa	rtment stores total market	6,649.3	100.0				
1	Isetan Mitsukoshi	1,039.5	15.6				
2	Sogo & Seibu	798.4	12.0				
3	J. Front Retailing	750.3	11.3				
4	Takashimaya	735.3	11.1				
	Others	3,325.6	50.0				
Top Four Combined		3,323.6	50.0				

Note: Net sales of Isetan Mitsukoshi, J. Front Retailing and Takashimaya represent simplified sum of their subsidiaries of domestic department stores.

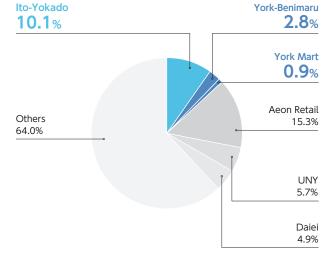
Sources: Published material from the Current Survey of Commerce (Ministry of Economy, Trade and Industry) and the Japan Franchise Association's Convenience Store Statistics Investigation Monthly Report

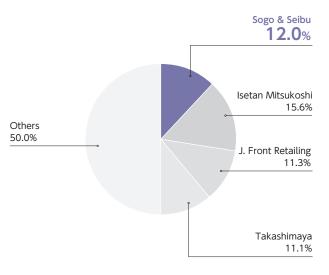




Major Group Companies' Data

Corporate Data





Store-Opening Policy

Group Store-Opening Strategy

The Seven & i Group develops stores in several formats within an area. Since each format has its own customer motivation factor and catchment area, the Group can achieve a high density store-opening strategy across the different formats.

Market Concentration Strategy

Our fundamental strategy for openings in Group companies is market concentration. This involves opening a high concentration of stores within one area.

Effects of Market Concentration Strategy

- Greater familiarity with customers
- Efficient construction of production bases
- Effective sales promotions
- Efficient construction of distribution structures
- Improved efficiency in guiding franchised stores
- Prevent entry by competitors



Store-Opening Policy by Store Format

Format	Store brand	Store development
Convenience store	Seven-Eleven	 Formed market concentration mainly in residential areas in the 1990s and in urban areas after 2000 Implement scrap-and-build strategy for revitalizing existing stores In addition to the standard roadside-type stores, extended store openings in special locations, including train station buildings, business sites and schools From November 2010, provision of support for store openings by franchisees who will operate two or more stores Store network encompassed 40 prefectures as of February 28, 2013. Start to open its stores in Kagawa Prefecture and Tokushima Prefecture in the Shikoku region from March 2013
Superstore	Ito-Yokado	 Formed market concentration primarily in the Kanto region Implemented store structure reform to make efficient use of key specialty stores both inside and outside of the Group
Shopping center	Ario Ario	 Operate 14 shopping centers primarily in the Kanto region With Ito-Yokado as the anchor tenant, attract over 100 tenants
Supermarket	York-Benimaru	York-Benimaru formed market concentration in the Southern Tohoku and Northern Kanto regions York Mart formed market concentration primarily in the Southern Kanto region
	York Mart	Aim for a 300-store network through aggressive store opening strategy in the market concentra- tion areas
Department	SEIBU SEIBU	 Develop two department store brands, SEIBU and Sogo Seven key stores are Ikebukuro, Yokohama, Chiba, Kobe, Hiroshima, Shibuya and Omiya According to their characteristics, stores are classified into "key stores," "regional leader stores"
store	Sogo Sogo	or "suburban stores" • Open small-sized department stores in Ario and Ito-Yokado stores
Restaurant	Denny's	Operate stores in 16 prefectures nationwide, primarily in the Kanto region
Specialty	Akachan Akachan Honpo	 Operate stores primarily in shopping centers in 27 prefectures Open 35 stores primarily in Ito-Yokado, Ario and other stores operated by Group companies
store	Loft Loft	 Operate stores primarily in department stores and shopping centers in 23 prefectures Open 28 stores in SEIBU, Sogo, Ito-Yokado, Ario, and other stores operated by Group companies

Note: The number of stores and store development areas are as of February 28, 2013.

Market Concentration Strategy by Store Format

Store Network in Japan

Seven & i HLDGS. focuses on the business factors that will make each and every store a success, creating stores to suit regional characteristics, rather than simply expanding the number of stores.

■ Total Sales of Major Group Companies by Prefecture for FY2013



Domestic Store Network

Domestic Store is						(No	of Stores as of Fe	ebruary 28, 2013)
	REVEN				SEIBUL SOGO	Denity's	Phile-buckut	LoFt
Hokkaido	881	12	-	-	1	7	4	2
Tohoku	988	10	134	-	1	19	3	4
Kanto	6,241	121	50	71	13	342	47	44
Chubu	2,581	17	-	-	2	85	13	10
Kinki	1,798	11	-	-	5	21	16	13
Chugoku	961	3	-	-	1	2	5	5
Shikoku	-	-	-	-	1	-	1	2
Kyushu	1,622	-	-	-	-	-	3	2
Total	15,072	174	184	71	24	476	92	82

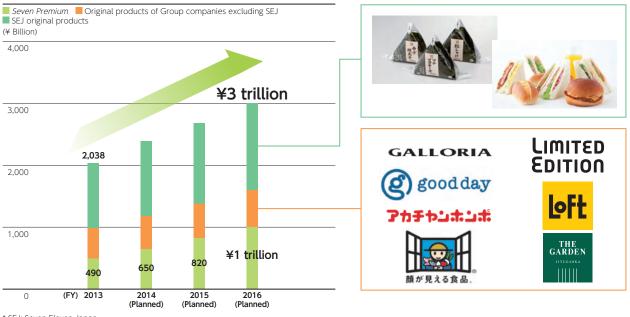
Merchandising

Group Merchandising Initiatives

The Seven & i Group is aiming to further increase both sales and income. One strategy is to pursue benefits of scale, such as private brand product development and consolidated Group purchasing of merchandise and raw materials. Another focus is on building a distribution system that is totally optimized.

By fiscal 2016, we aim to achieve annual sales of ¥3 trillion for Seven & i Group original products, of which *Seven Premium* is to contribute ¥1 trillion.

SEVEN & I GROUP ORIGINAL PRODUCTS SALES PLAN



* SEJ: Seven-Eleven Japan

Seven Premium

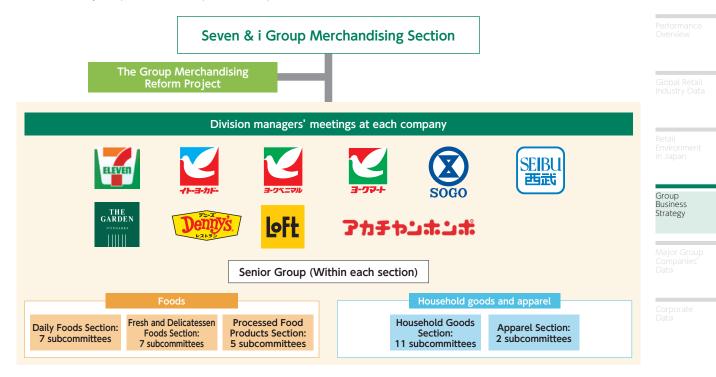
Under its private brand *Seven Premium*, the Group has developed products for Seven-Eleven Japan including rice-based products, sandwiches, noodles, and others. Leveraging the methods for original product development that we have cultivated along the way, we are developing by concentrating the infrastructure, product development expertise, and sales capabilities of our Group companies.

POSITIONING AND CONCEPT FOR PRIVATE BRAND PRODUCTS



Product Development Process

Product development staff in Seven & i Group companies are organized into five sections and 32 subcommittees to conduct joint product development with product manufacturers.



Development of Seven Premium

2006	Nov.	Launched "The Group Merchandising Reform Project"
2007	May	Started sales of Seven Premium
	Aug.	Started sales at Seven-Eleven Japan
	Nov.	Started sales of household goods
2008	Mar.	Started sales of processed fresh foods
2009	Jan.	Received the "Most Excellent Award, Nikkei Award" at the 2008 Nikkei Superior Products and Services Awards
	Feb.	Started sales at SEIBU Ikebukuro
	July	Launch of the "Premium Life Enhancement Committee," a website community for product development that invites customers to participate
	Nov.	Started sales of wine simultaneously in Japan and North America as the Group's first private brand product for the global market
2010	Sept.	Started sales of Seven Gold
2011	Mar.	Launched a new brand strategy Sweeping overhaul of product content, logo, and packaging
2012	May	Started sales of miscellaneous goods private brand <i>Seven Lifestyle</i>
	July	Started of sales of apparel
	Nov.	Launched private brand beer product developed by a major Japanese brewer
	Dec.	Announced <i>Seven Premium</i> sales target for fiscal 2016 of ¥1 trillion

PROMOTING RENEWAL OF SEVEN PREMIUM

Around 50% of *Seven Premium's* higher selling existing products are renewed each year.

Through "Premium Life Enhancement Committee" a website community for product development that invites customers to participate, we research customers' opinions and create test products and conduct monitoring trials until we are satisfied. This process enables us to develop products that offer high quality at an agreeable price.

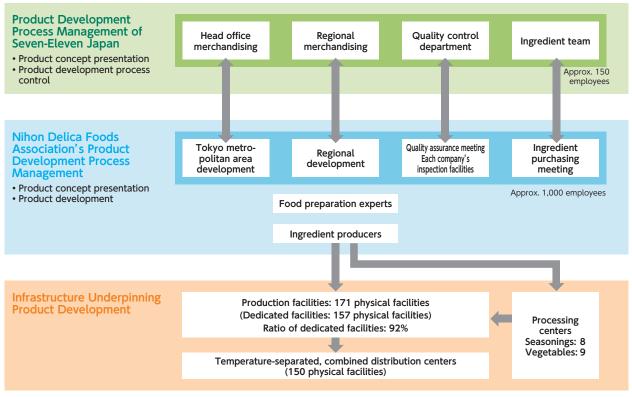
PRODUCTS THAT SELL OVER ¥1 BILLION PER YEAR



Merchandising

Original Daily Food Product Development by Seven-Eleven Japan

Food Product Development System

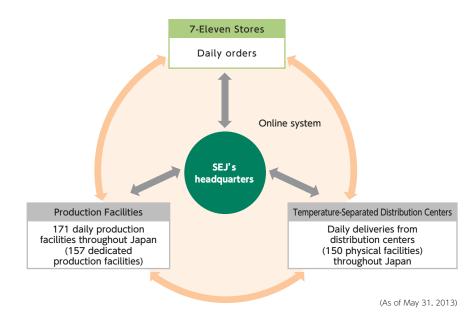


Notes: 1. Nihon Delica Foods Association (NDF) was formed in 1979 mainly by vendors of rice-based products. NDF currently has approximately 80 member companies that engage in the vendor businesses of rice-based products, sandwiches, delicatessen items, noodles, and Japanese pickles. Members jointly develop products, manage quality, procure ingredients, and implement environmental measures.

2. Figures for the development system, number of dedicated production facilities, combined distribution centers, and processing centers are as of May 31, 2013.

Supply System for Original Daily Food Products

Original daily food products are made in specialized facilities operated by independent collaborating companies and are delivered to 7-Eleven stores from combined distribution centers that have multiple temperature-separated zones. The production facilities and temperature-separated combined distribution centers serve only Seven-Eleven Japan, allowing us to distinguish ourselves from the competition in terms of product development, hygiene, and quality control.





Original daily food products

Initiatives to Ensure Safety and Reliability

TRACEABILITY SYSTEM (VEGETABLES AND FRUIT)

"Fresh Foods with Traceability" Initiatives

In response to demands for more reliable food products, Ito-Yokado emphasizes the importance of giving customers a clear understanding about the place of production, production methods and distribution channels (traceability). The below example is from the "Fresh foods with traceability" product series, a product brand designed by Ito-Yokado. Ito-Yokado works to provide safe food to customers by standardizing production methods and quality standards, increasing reliability by introducing third-party inspections such as inspection for radioactive contamination, etc., and solidifying its relationship with stakeholders by enhancing open disclosure.

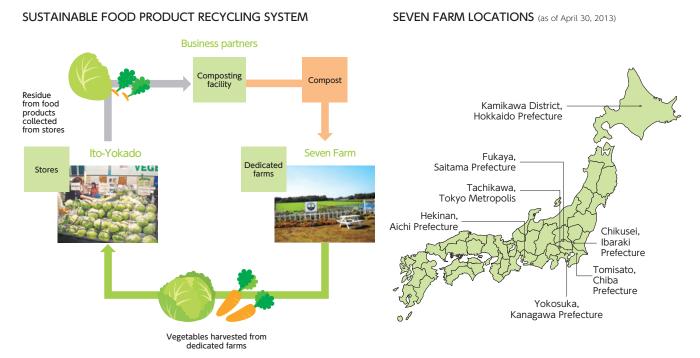
The entire system follows a proprietary standard 見える食品 Information disclosure from producers via PC and mobile phone Producers and production methods for each vegetable are disclosed on the website Information Producer Ito-Yokado Customer Product Only stock domestically grown agricultural products - "Good vegetables come from good land" — careful selection of producers who properly grow vegetables on suitable land • Pesticide use is scaled back to less than half the average. Checks by third parties to increase reliability

SALES OF "FRESH FOODS WITH TRACEABILITY" PRODUCTS AND NUMBER OF PRODUCTS



Environmental Agriculture: Seven Farm

At Ito-Yokado, food residue from the stores is composted and used to grow vegetables at dedicated "Seven Farms." The vegetables harvested from these farms are sold in local Ito-Yokado stores. As of April 30, 2013, Seven Farms were practicing sustainable agriculture on a total of 50 hectares spread across seven locations throughout Japan. In fiscal 2014, the plan is to increase the number of farms to 10.



Performance Overview

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Shopping Support

Delivery Services to Meet the Changing Needs of Society

Meal Delivery Service Seven-Meal

This is an original SEJ service for delivering merchandise such as daily lunch sets and delicatessen food sets, each produced under the direction of a nutritionist. From May 2012, the service has been revised, so that delivery is free for orders of ¥500 or over, and costs ¥120 per delivery for smaller orders.

How to Place and Receive Orders Using Seven-Meal						
Order	Order in store, by phone or fax, or through the Internet	•	Receive Order	Pick-up in 7-Eleven store or receive at home (delivery)		

Seven Raku-Raku Delivery Service

This service uses electric mini-cars called COMS, which have a low environmental impact, to deliver merchandise ordered over the phone or purchased in store to customers' homes or workplaces. The new service was launched in July 2012. The service was introduced to 350 stores by April 30, 2013 and we plan to

expand it to 1,000 stores during fiscal 2014.

The *Seven Raku-Raku Delivery Service* received the Most Outstanding Nikkei MJ Award at the 2012 Nikkei Outstanding Product and Service Awards.

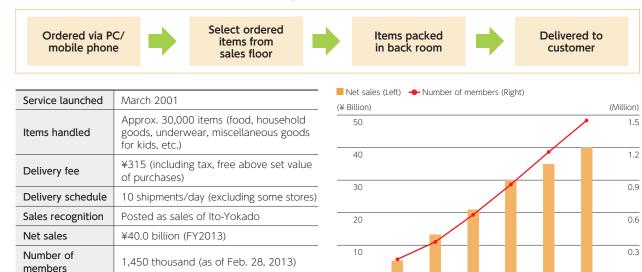
Mobile Sales Service Seven Anshin Delivery

The SEJ mobile sales service is designed to support elderly folk who cannot travel far to go shopping, or people who live in areas where there are no shops close by. The light trucks used in the service are custom-made for SEJ and equipped to operate in four different temperature bands: ambient temperature, 20°C, 5°C, and -20°C.

The service was launched in May 2011, and as of February 28, 2013 there were over 30 trucks in operation.

Ito-Yokado's Net Supermarket

Ito-Yokado stores manage *Net Supermarket*. Stores receive orders from customers in their catchment area over the Internet, and fresh products from the stores are delivered in as little as three hours, for the same price as in the stores.



0

(FY) 2008

2009

2010

2011

Ito-Yokado's Yellow Camel Easy Porter Service

At the price of ¥315 per case, the service offers same-day home delivery of goods that customers purchase at Ito-Yokado.





2012

2013

0





Group Environment

Energy Conservation at Stores

The Seven & i Group are implementing measures to curtail CO₂ emissions accompanying an increase in the number of stores and their expanding range of products and services. Measures include installing the latest energy-saving equipment and introducing renewable energy at stores. Seven & i HLDGS. estimated the total CO₂ emissions of nine major domestic companies in fiscal 2018, using emissions in fiscal 2012 as the base year. We have set a target of reducing the estimated total CO_2 emissions figure for fiscal 2018 by around 10% from the fiscal 2012 level.

Seven-Eleven Japan's (SEJ) Eco-Friendly Stores

SEJ has been actively opening eco-friendly stores. These stores are built using a prefabrication method which significantly reduces the number of steel frames used compared with the conventional construction method, along with installation of solar panels and skylight windows for bringing in sunlight. The stores also incorporate LED lights and water heating that uses exhaust heat from refrigerators and freezers. The number of eco-friendly stores was 490 as of February 28, 2013.

Since February 2012, SEJ has introduced an air conditioning system using geo-heat at four stores on a trial basis. Geo-heat provides a stable source of natural energy.

FY2013 Reduction Effect from Each Installation

	Number of stores	Reduction in electricity consumption (thousand KWh)	Reduction in CO ₂ emissions (t)
Solar panels	6,500	15,103	8,443
LED lights	11,256	29,534	16,510
Total	-	-	24,953

Reduction Effect per Store

- Stores built using the CO₂ emissions prefabrication method • Eco-friendly stores Electricity consumption
- Stores using geo-heat air conditioning system



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Strategy

Group Business

Ito-Yokado

at Stores

Ito-Yokado has been opening eco-friendly stores by introducing energy-saving equipment when opening new stores or remodeling existing ones. At the Ario Washinomiya store, which opened in November 2012, Ito-Yokado installed solar panels on the south-facing walls of the store and on the rooftop of the covered parking facility. Electricity generated by the solar panels is used as a source of power for the store's lights. LED lights were also installed at this store. Moreover, the store has wall gardens, a roof garden and other greenery consisting of grass, ivy and other plants covering an area of about 3,600 m².

Besides new stores, Ito-Yokado is actively incorporating LED lights for use as basic and interior lights primarily at stores.

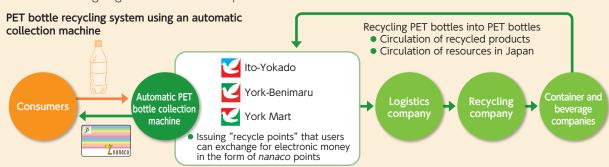
Reduction Benefits at Ario Washinomiya Store

	Reduction in electricity consumption (thousand KWh)	Reduction in energy consumption (t)	Reduction in CO ₂ emissions (t)
Solar panels	205	-	95
LED lights	1,144	-	530
High-efficiency air conditioning	-	9,927	533

Automatic Plastic Bottle Collection and Recycling System Installed **Participating Stores** (As of March 31, 2013) Ito-Yokado York-Benimaru

York Mart

Since March 2012, Seven & i Group have introduced a new plastic bottle collection and recycling system at stores. The system is a first of its kind among large-scale retailers in Japan.







87 stores

50 stores

61 stores

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	•	TT	TT	
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	111	11:1	10	



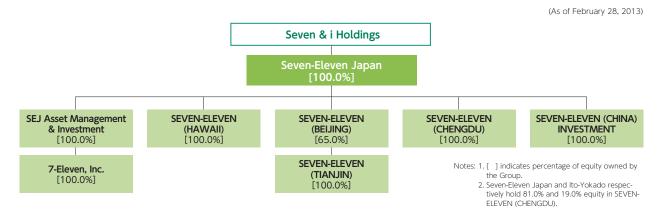
Global Strategy

Capital Relationships in the Group's Convenience Store Operations

Seven & i Holdings' subsidiaries and affiliates operate 7-Eleven convenience stores in Japan, North America, Central and South America and China (Beijing, Tianjin, Chengdu, and Qingdao). In countries and regions where the Company has no local subsidiaries, leading corporate groups operate 7-Eleven stores as area licensees.

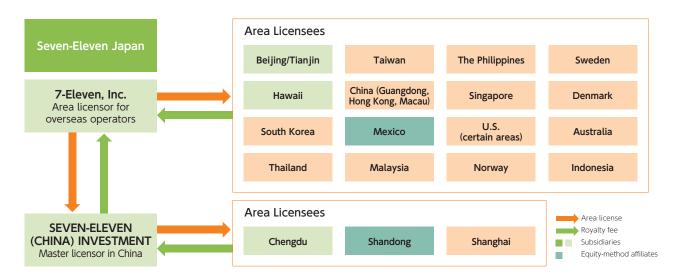
To strengthen its business framework for expanding operations and increasing earnings in North America, the Company established SEJ Asset Management & Investment Company.

Moreover, to strengthen its business in China, the Company changed the business name and business objective of master licensor SEVEN-ELEVEN CHINA Co., Ltd., and increased its capital investment, to enable it to control operations and invest directly in subsidiaries as SEVEN-ELEVEN (CHINA) INVESTMENT CO., LtD.



Overseas Licensing Scheme

7-Eleven, Inc. is responsible for granting area licenses to overseas operators of 7-Eleven stores excluding Japan. Royalty fees paid by area licensees are included in other income of 7-Eleven, Inc.



■ Number of 7-Eleven Stores Worldwide TRANSITION OF NUMBER OF 7-ELEVEN STORES

									(Stores)
	2004	2005	2006	2007	2008	2009	2010	2011	2012
Japan	10,826	11,310	11,735	12,034	12,298	12,753	13,232	14,005	15,072
U.S. and Canada	5,799	5,829	6,050	6,088	6,196	6,389	6,610	7,149	8,118
South Korea	1,179	1,238	1,421	1,750	1,995	2,186	3,145	5,249	6,986
Thailand	2,861	3,311	3,785	4,279	4,778	5,270	5,790	6,276	6,822
Taiwan	3,680	4,037	4,385	4,705	4,800	4,744	4,750	4,801	4,852
China	808	952	1,105	1,358	1,512	1,670	1,711	1,792	1,919
Others	2,574	3,029	3,354	3,699	4,159	4,684	5,055	5,713	5,990
Total	27,727	29,706	31,835	33,913	35,738	37,696	40,293	44,985	49,759

Notes: 1. Figures for the U.S. and Canada are the total number of stores directly managed and franchised by 7-Eleven, Inc.

2. As of the end of December, excluding figures for Japan, which are as of the end of February of the following year.

7-Eleven Store Operators around the World

Country or region	Operator	Number of stores	
South Korea	Korea-Seven Co. Ltd. [Lotte Group]	6,986	
Thailand	C. P. ALL Public Company Ltd. [Charoen Pokphand Group]	6,822	Pe
Taiwan/China (Shanghai)	President Chain Store Co. Ltd. [Uni-President Enterprise Corp.]	4,936	0\
China (Guangdong, Hong Kong, Macau)	The Dairy Farm Company, Limited [Dairy Farm International Holdings Limited]	1,544	
Mexico	7-Eleven Mexico S.A. de C. V.	1,498	Gl
Malaysia	7-Eleven Malaysia Sdn Bhd	1,407	Ind
The Philippines	Philippine Seven Corporation [President Chain Store Corporation]	829	
Australia	7-Eleven Stores Pty. Ltd.	595	
Singapore	Cold Storage Singapore (1983) Pte. Ltd. [Dairy Farm International Holdings Limited]	570	Re En
Norway/Sweden/Denmark	Reitan Servicehandel	547	in
	Garb-Ko, Inc.		
U.S.	Resort Retailers, Inc.	368	
	Southwest Convenience Stores, Inc.		Gr Bu
Indonesia	PT Modern Putraindonesia	117	Str
China (Shandong)	SHAN DONG ZHONG DI CONVENIENCE CO., LTD.	4	

Notes: 1. The number of stores is as of December 31, 2012.

2. Company names in brackets are those of the corporate groups affiliated with the companies listed.

SHAN DONG ZHONG DI CONVENIENCE CO., LTD., operates 7-Eleven in Shandong, China as an affiliate of Seven-Eleven Japan.
 7-Eleven Mexico S.A. de C.V. operates 7-Eleven in Mexico as an affiliate of 7-Eleven, Inc.

Support Program for Existing Area Licensees

To enhance the value of the 7-Eleven brand, SEJ and Seven-Eleven, Inc., Master Licensor, have developed a program based on SEJ's years of experience in Japan to improve the operation level of area licensees around the world. The support program has started for area licensees who have signed the support program agreement.

Contents of support program

1. Provide support and advice of business process for store operations, etc.

- Methodologies for quality improvement of existing products and development of new product by putting focus on fast food
- Methodologies of store operations by each location and counseling skill of operation field consultants
- Comprehensive support for site selection of store development, logistics, construction & equipment and IT system, etc.

2. Establish a model store

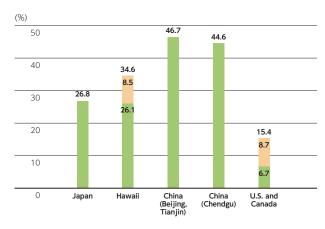
- Remodel an existing store and execute enhanced product assortment and display, as well as friendly service based on SEJ's experience
- Rollout successful cases of a model store to other existing stores and develop a new store model

3. Management candidate training at SEJ

- Accept trainees from three departments which are Store Operations, Merchandising and Store Development
- Conduct class room training and on-the-job training at each department

Sales of Fast Food of 7-Eleven in the World

FAST FOOD SALES AS A PERCENTAGE OF TOTAL SALES FOR FY2013





U.S. and Canada

China (Beijing)

Notes: 1. Represents counter-served drinks such as Slurpees and coffee. 2. Percentages for Hawaii, U.S. and Canada are calculated using merchandise sales.

3. The end of the financial year for overseas subsidiaries is December 31.

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Operations in China

In China the Seven & i Group is developing convenience stores, superstores, and restaurants. We also share information across business sectors and jointly develop products. Moreover, to further strengthen our operations in China, we changed the business name and purpose of our master licensor in China, SEVEN-ELEVEN CHINA Co., Ltd. and increased its capital. The change has enabled it to control operations and invest directly in its subsidiaries as SEVEN ELEVEN (CHINA) INVESTMENT CO., LTD.

In our superstore business, we established Ito-Yokado (China) Investment Co., Ltd., to oversee business and allow direct investment in its subsidiaries.

					(As of December	31, 2012)
	Business category	Establishment	Opening date of the first store	Capital	Ownership ratio	
SEVEN-ELEVEN (BEIJING) CO., LTD.	Convenience store	Jan. 2004	Apr. 15, 2004	U.S \$35,000 thousand	Seven-Eleven Japan Co., Ltd. Beijing Wang fu jing Department Store Group Co., Ltd. China National Sugar & Alcohol Group	65.0% 25.0% 10.0%
SEVEN-ELEVEN (CHENGDU) Co., Ltd.	Convenience store	Dec. 2010	Mar. 17, 2011	U.S \$30,000 thousand	Seven-Eleven Japan Co., Ltd. Ito-Yokado Co., Ltd.	81.0% 19.0%
SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.	Investment company in China business and Seven-Eleven's master licensor in China*	July 2012	_	CNY250 million	Seven-Eleven Japan Co., Ltd.	100.0%
SEVEN-ELEVEN (TIANJIN) CO., LTD.	Convenience store	Nov. 2012	Nov. 2012	CNY28 million	SEVEN-ELEVEN (BEIJING) CO., LTD.	100.0%
SHAN DONG ZHONG DI CONVENIENCE CO., LTD.	Convenience store	Nov. 2012	Nov. 2012	CNY120 million	Zhongdi Group Co., Ltd. Seven-Eleven Japan Co., Ltd.	65.0% 35.0%
Hua Tang Yokado Commercial Co., Ltd.	Superstore	Sept. 1997	Apr. 28, 1998	U.S \$65,000 thousand	Ito-Yokado Co., Ltd. ITOCHU Group China Huafu Trade & Development Group Corp.	75.8% 12.3% 12.0%
Chengdu Ito-Yokado Co., Ltd.	Superstore	Dec. 1996	Nov. 21, 1997	U.S \$23,000 thousand	Ito-Yokado Co., Ltd. China Huafu Trade & Development Group Corp. ITOCHU Group CITYWELL (CHENGDU) DEVELOPMENT CO., LTD.	74.0% 12.0% 9.0% 5.0%
lto-Yokado (China) Investment Co., Ltd.	Investment company in China business	July 2012	_	U.S.\$30 million	lto-Yokado Co., Ltd.	100.0%
Seven & i Restaurant (Beijing) Co., Ltd.	Restaurant	Feb. 2009	July 21, 2009	CNY100 million	Seven & i Food Systems Co., Ltd. Beijing Wang fu jing Department Store Group Co., Ltd. China National Sugar & Alcohol Group	75.0% 15.0% 10.0%

* Excluding Beijing, Tianjin and Hebei, as well as Hong Kong, Macau and Guangdong, which are already covered by an area license granted by 7-Eleven, Inc.

Sales Trend

Jates Hend											(¥ Million)
	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Hua Tang Yokado	13,640	14,493	16,809	20,585	26,514	33,901	36,369	31,932	30,008	28,477	27,902
Chengdu Ito-Yokado	7,980	8,099	12,707	15,611	19,682	26,690	36,738	41,192	48,048	50,672	53,513
SEVEN-ELEVEN (BEIJING)	_	-		882	1,997	3,563	4,686	5,204	5,874	7,754	11,273
Wang fu jing Yokado	-	-	-	963	1,436	1,660	2,054	1,458	1,295	1,217	1,511
SEVEN-ELEVEN (CHENGDU)	-	-	-	_	_	_	-	_	-	517	1,909
Exchange rates (CNY1=)	¥15.04	¥13.98	¥13.06	¥13.57	¥14.62	¥15.51	¥14.85	¥13.72	¥12.90	¥12.32	¥12.72

Notes: 1. Sales exclude value added tax.

2. All companies' fiscal year-ends are on December 31.



Chengdu Ito-Yokado



Hua Tang Yokado





SEVEN-ELEVEN (BEIJING)

SEVEN-ELEVEN (CHENGDU)

IT/Services

Seven & i HLDGS. Internet Strategy

Seven & i *HLDGS*. is aiming to achieve a new omni-channel retail format that meets the needs of today's world. We aim to achieve a seamless integration of the Internet with the Group's various strengths—namely, its business network consisting of approximately 17,000 stores in Japan, its customer services capabilities and product expertise, its business infrastructure based on advanced information and distribution systems, and the powerful product development capabilities that have created *Seven Premium* and other Group brand products.

1. A Dual Internet-Format Model

In Internet shopping, we have a system where customers can pick up their merchandise from a 7-Eleven store. In addition to this, Seven & i *HLDGS*. is developing two models for Internet-shopping formats. One is "mail order sales-type" services, where the merchandise is delivered from dedicated warehouses to locations throughout Japan, as well as "delivery-type" offerings, in which nearby stores such as Seven-Eleven or Ito-Yokado, serve as distribution bases for delivering products to customers. In the "mail order sales-type" business we will start operation of an approximately 50,000 m² distribution center featuring state-of-the-art equipment in June 2013. The new center will enable us to accelerate delivery times and increase our product assortment.

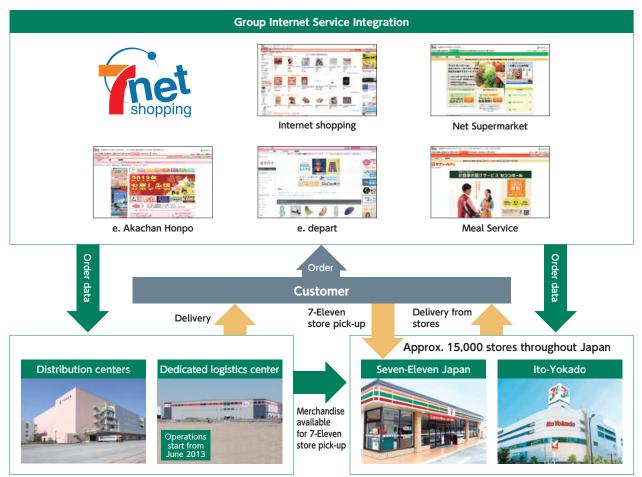
2. Integrating Group Internet Services

In July 2012, the mail order websites of each Group company were integrated with the *Seven Net Shopping* service, to offer customers one-stop access to all Group company Internet services. We will focus on the website functionality and design, as well as the merchandise lineup and distribution aspects to create a seamlessly integrated online shopping experience that offers customers a wide range of easy-to-use services.

3. Wi-Fi Service Seven Spot

We have developed a Wi-Fi hotspot service, *Seven Spot*, using fiber optic broadband services installed at approximately 13,000 Group stores. The service provides high speed Internet access, as well as delivering special, limited digital content and money-saving services in an effort to draw in customers.

Today we use Wi-Fi as part of our IT infrastructure, but looking ahead, we plan to utilize it to guide customers into an omni-channel shopping experience where our real stores link seamlessly with our Internet store.



Performance Overview

Global Retail Industry Data

Retail Environment in Japan

Group Business Strategy

Major Grou Companies' Data

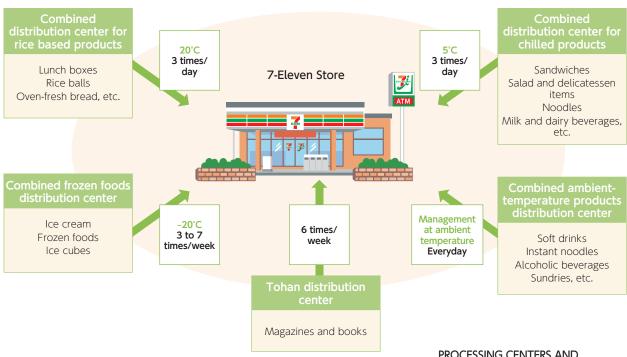
orporate

Distribution Systems

Combined Delivery System

Seven & i Group companies adopt a combined distribution system for greater efficiency. The combined distribution system is a rationalized system that allows products from different suppliers and manufacturers to be delivered to stores in the same truck. The combined distribution centers are operated by third parties.

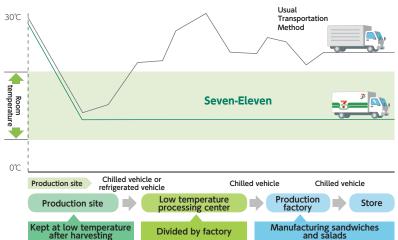
TEMPERATURE-SEPARATED COMBINED DISTRIBUTION SYSTEM OF SEVEN-ELEVEN JAPAN



		(As of May 31, 2013)
	Number of distribution centers	Number of physical facilities
5°C	69	5°C 11 20°C 13
20°C	71	Shared 58
-20°C	18	18
Subtotal	158	100
Ambient temperature	-	50
Total	-	150

Note: The number of distribution centers represents the distribution centers counted by product categories where multiple product categories were handled in one distribution center.





PROCESSING CENTERS AND PERISHABLES DISTRIBUTION CENTERS

Seven-	Eleven	lanan
Jeven	Licven	Jupun

Seasonings packaging centers Vegetable processing centers	8 9
Ito-Yokado	
Perishables distribution centers Vegetables and fruits centers	11 4
York-Benimaru	

Perishables	distribution centers	5
i cristiabics	distribution centers	5

Freshness Managed from the Field to the Store

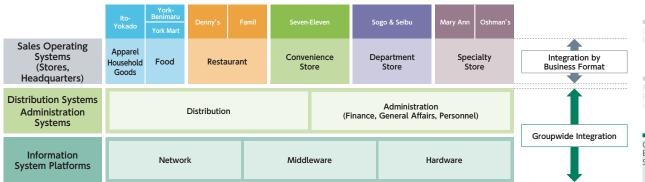
We have implemented a cold chain (refrigerated distribution network) for transporting and processing vegetables in a fresh condition straight after they are harvested. The harvested vegetables are put into cold storage on the spot, and kept at a consistently managed temperature in their journey in the delivery vehicle, through the sorting center, and from the production factory to the store.

Information Systems

System Integration

In order to realize group synergies and upgrade administrative functions, Seven & i *HLDGS*. promotes integration between hardware and networks, which form the basis of its systems. In addition, sales administration systems are integrated by business categories.

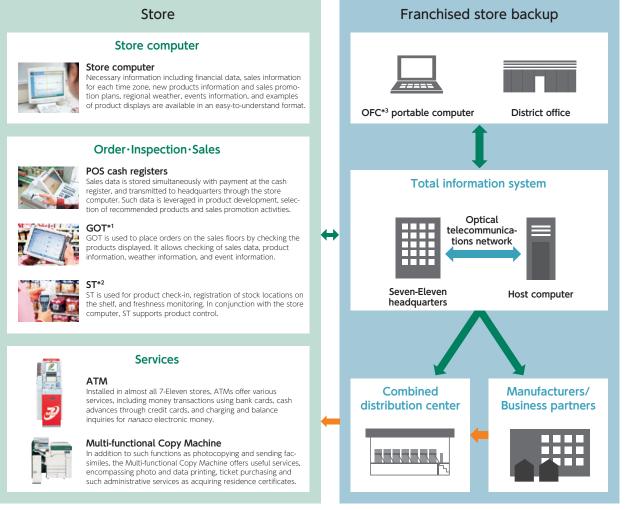
CONCEPT CHART OF SYSTEM INTEGRATION



Sixth-Generation Total Information System for Seven-Eleven Japan

With its proprietary information system to realize "item-by-item management," SEJ has built one of the world's largest information systems, which links stores, the head office, combined distribution centers, and business partners, maximizing store management efficiency and earnings.

SEJ's information system has two host computers installed in Japan, providing the Company with secure continuous store operations and backup in the event of contingencies such as natural disaster or other situations should one of the host computers be not fully operable.



*1 Graphic Order Terminal (GOT) used for ordering at the sales area.

*2 Scan Terminal (ST) used for efficiently scanning products, checking stock location on the shelf, and monitoring freshness. *3 OFC = Operations Field Consultants Performan

Global Retail Industry Data

Retail Environment in Japan

Group Business Strategy

Major Group Companies' Data

> iorporate Jata

Distribution

Network

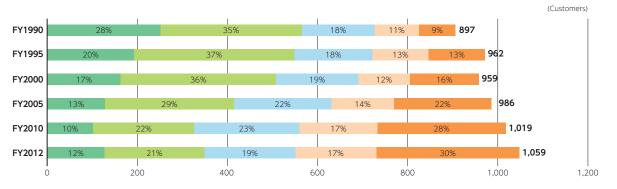
Convenience Stores

Seven-Eleven Japan

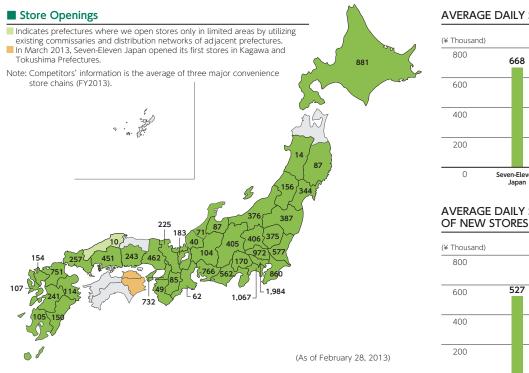
	FY2008	FY2009	FY2010	FY2011	FY2012	(¥ Million FY2013
Revenues from operations	527,667	540,773	535,018	549,111	576,186	617,559
Selling, general and administrative expenses	247,709	259,558	285.856	301,538	326,216	364,893
Operating income	168,171	178,060	156,220	169,152	183,160	186,763
Ordinary income	176,465	187,997	164,445	176,144	189,759	194,104
Net income	101,717	107,189	92,439	102,049	100,738	112,446
Capital expenditures	51,945	58.670	66,222	56.989	93.644	112,514
Depreciation and amortization	24,368	26.317	28.587	30.831	38.368	46,292
Total assets	1,214,689	1,288,298	1,301,004	1,358,837	1,432,828	1,489,339
Net assets	975,809	1,035,835	1,022,065	1,068,453	1,104,944	1,143,288
Total store sales	2,574,306	2,762,557	2,784,997	2,947,606	3,280,512	3,508,444
Processed food	767.143	787.328	788.154	828.277	872.616	926.229
Fast food	736,251	759.703	751,949	792,906	852,933	940,263
Daily food	332,085	334,269	336,984	359,607	403,503	449,080
Nonfood	738,825	881,255	907,909	966,814	1,151,459	1,192,871
Existing stores sales increase	(1.5)%	5.2 %	(2.1)%	2.2 %	6.7 %	1.3 %
Number of customers	0.4 %	4.7 %	0.5 %	1.1 %	2.6 %	0.5 %
Average spending per customer	(1.9)%	0.4 %	(2.6)%	1.1 %	4.0 %	0.8 %
Average daily sales per store (¥ Thousand)	597	629	616	629	669	668
Average daily sales per store of new stores (¥ Thousand)	517	555	525	554	570	527
Merchandise gross profit margin	31.0%	30.2%	30.3%	30.5%	29.7%	30.0%
Number of stores	12,034	12,298	12,753	13,232	14,005	15,072
Openings	816	874	966	939	1,201	1,354
Closures	517	610	511	460	428	287
Relocations	365	429	414	393	346	237
Type A franchised stores	4,919	4,638	4,437	4,340	4,263	4,244
Type C franchised stores	6,311	6,946	7,703	8,449	9,344	10,394
Directly operated stores	668	661	601	442	397	433
Ratio of stores with liquor license	96.7%	97.7%	98.6%	98.8%	98.9%	98.9%
Ratio of stores with cigarette license	85.0%	86.8%	89.5%	91.7%	92.8%	94.1%
Total sales floor space (square meters)	1,446,872	1,499,163	1,571,247	1,641,368	1,769,560	1,924,768
Full-time employees (fiscal year-end)	5,294	5,542	5,763	5,729	5,686	6,070
Payment acceptance services Number of transactions (thousands)	290,474	308,546	323,966	342,427	358,732	384,913
Total value of transactions (¥ Million)	2,734,184	2,950,068	3,072,749	3,242,657	3,432,600	3,736,249

Average Daily Number of Customer Visits per Store by Age Group

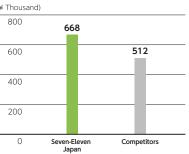
Less than 20 years old 20-29 years old 30-39 years old 40-49 years old Over 50 years old



Source: Customer Survey by Seven-Eleven Japan



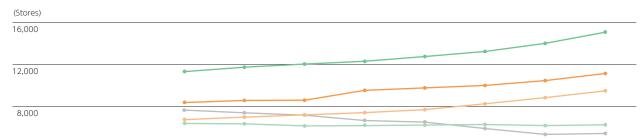
AVERAGE DAILY SALES PER STORE



AVERAGE DAILY SALES PER STORE

(¥ Thousand)	
800		
600	527	
000		436
400		
200		
0	Seven-Elever Japan	Competitors

Number of Major Convenience Store Chains in Japan



	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Seven-Eleven Japan	11,310	11,735	12,034	12,298	12,753	13,232	14,005	15,072
 Lawson 	8,366	8,564	8,587	9,527	9,761	9,994	10,457	11,130
 FamilyMart 	6,734	6,974	7,187	7,404	7,688	8,248	8,834	9,481
 Circle K Sunkus 	6,372	6,336	6,139	6,166	6,219	6,274	6,169	6,242
 Other CVS 	7,645	7,387	7,158	6,652	6,498	5,888	5,326	5,420
Nationwide	40,427	40,996	41,105	42,047	42,919	43,636	44,791	47,345

Source: Japan Franchise Association, public information of each company

Contract Type of Franchised Stores

	Type A (4,244 stores)	Type C (10,394 stores)				
Type of ownership Land and buildings	Franchisee provides	Seven-Eleven Japan provides				
Sales equipment, computers, etc.	Seven-Eleven J	apan provides				
Contract period	15 y	15 years				
Utilities	Seven-Eleven Japan 80					
Seven-Eleven franchise fee	43% of gross profit	An amount calculated on a sliding scale based on gross profit				
(royalty)	5-year incentives and 15-year contract renewal ir	centives (reductions in franchise fee) are offered				
Incentive system for multi-store operation	When one franchisee operates two or mor on the franchise fee is applied to t When franchisees that have operated a 7-E store, the "incentive for stores open ove from the beginnin	ne second and subsequent stores. leven store for over five years open a new r five years" is applied to the new store				
Cost of disposing unsold items	Seven-Eleven Japan 1	5%; Franchisee 85%				
Minimum guarantee	¥19 million (Franchisee's annual gross profit)	¥17 million (Franchisee's annual gross profit)				

Notes: 1. Number of stores is as of February 28, 2013.

The conditions of the Seven-Eleven franchise fee (royalty) and minimum guarantee apply to stores that are open for 24 hours a day.
 Gross profit is equal to net sales minus cost of goods sold, which is calculated by subtracting costs of inventory loss, disposal merchandise and rebates from gross cost of goods sold.
 Franchisee's gross profit is equal to gross profit minus the Seven-Eleven franchise fee (royalty).

Major Group Companies Data

7-ELEVEN, INC.

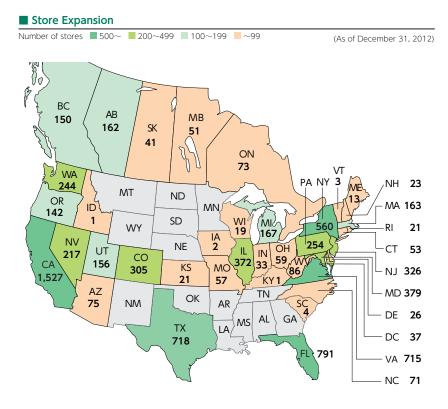
	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Revenues from operations*1	-	-	-	-	1,086,522	1,247,287
Revenues from operations (former)*1	1,843,408	1,742,395	1,411,391	1,463,796	-	-
Net sales	1,822,737	1,725,910	1,394,694	1,445,571	-	-
Merchandise	1,068,453	967,411	883,229	859,632	-	-
Gasoline	754,283	758,499	511,464	585,939	-	-
Selling, general and administrative expenses	-	-	-	-	208,726	226,458
Operating income	31,726	34,711	34,427	33,328	32,737	38,175
Net income	17,289	19,652	17,975	18,918	22,413	22,378
Capital expenditures	55,499	44,540	37,948	48,996	103,475	155,440
Depreciation and amortization	48,713	38,284	34,974	37,444	37,180	39,794
Total assets	609,319	493,108	511,766	472,566	510,901	726,876
Net assets	312,900	260,589	274,855	283,833	307,359	378,486
Total store sales	-	-	1,412,301	1,470,632	1,624,095	1,852,162
Merchandise	-	-	899,624	883,905	876,672	954,100
Gasoline	-	-	512,677	586,726	747,423	898,062
Exchange rate (Income statements) (U.S \$1=)	¥117.85	¥103.48	¥93.65	¥87.79	¥79.80	¥79.81
Exchange rate (Balance sheets) (U.S \$1=)	¥114.15	¥91.03	¥92.10	¥81.49	¥77.74	¥86.58
Existing stores sales increase (U.S. Merchandise sales)*2	3.1%	0.4%	0.6%	1.5%	2.8%	2.9%
Average daily sales per store (U.S \$)	4,248	4,250	4,256	4,335	4,372	4,383
Average daily sales per store (¥ Thousand)	501	440	399	381	349	350
Merchandise gross profit margin	35.9%	35.2%	35.2%	35.1%	34.7%	35.2%
Number of stores	6,088	6,196	6,389	6,610	7,149	8,118
Openings	106	172	268	303	643	1,078
Closures	68	64	75	82	104	109
Franchised stores	4,041	4,220	4,649	5,064	5,437	5,870
Directly operated stores	2,047	1,976	1,740	1,546	1,712	2,248
Stores with gas station	2,440	2,486	2,495	2,481	2,719	3,195
Total sales floor space (square meters)	974,970	992,237	1,016,254	1,066,020	1,158,089	1,335,707
Full-time employees*3	19,308	17,084	14,397	13,263	13,596	17,330

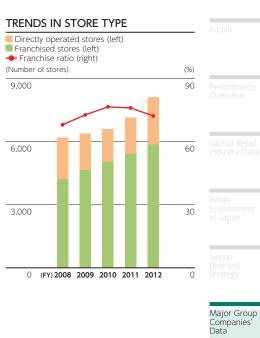
Note: Figures for the amounts of each fiscal year reflect adjustments necessary for consolidation to Seven & i Holdings' consolidated account. *1 From the fiscal year ended December 2011, 7-Eleven, Inc., changed its accounting method for revenues from operation related to franchise agreements from "gross amount" to "net amount." Also, the company recognizes as revenues from operations, the sales of directly operated stores, gasoline sales and franchise fees from franchised stores. *2 Existing stores sales increases are calculated in U.S. dollars. *3 The numbers of employees are as of the end of February following each fiscal year.

Breakdown of Net Sales

Daily food 6.5% Nonfood 39.2% Gasoline Merchandise 48.5% 51.5% Fast food 15.4% *7-Select* Private-brand products Processed food 38.9%

Breakdown of Merchandise Sales by Product Category





Comparison of Seven-Eleven in Japan and the U.S./Canada

	Japan		U.S./Canada			
Store-related						
Number of stores by type*1	A-type franchised stores C-type franchised stores Provisional management contract sto Directly operated stores (As of Februa	4,244 10,394 res 1 433 ary 28, 2013)	A-type franchised stores C-type franchised stores Provisional management contract stores Directly operated stores (As of December 31			77 93 - 48 12)
Standard sales floor space (per store)*2	Approximately 130 m ²		Approximately 160 m ²			
Stores with gas stations	56 stores* ³		3,195 stores			
Products and services						
Sales by product category	Processed foods Fast food Daily food Nonfood Gasoline	26.4% 26.8% 12.8% 34.0%	Processed foods Fast food Daily food Nonfood Gasoline	20.0% 7.9% 3.4% 20.2% 48.5%	(38.9%)* ⁴ (15.4%) (6.5%) (39.2%) -	
Services	ATM Payment acceptance Express package delivery service Multi-function copier ^{*5} nanaco Point Service		V com*6 ATM Sales of gift cards Sales of prepaid mol Point service when u	bile phone Jsing Seven	I Card credit ca	ırd
Payment method	Cash/electronic money/credit card		Cash/credit card/de	bit card/ch	neck	
Online shopping	Free shipping and commission when goods at stores	picking up	-			
Number of items per store	Approximately 2,800 items		Approximately 2,300) items		
Accounting standard						
Components of revenues from operations	Net sales of directly operated stores franchise fees from franchised stores		Net sales of directly sales, and franchise			

*1 For A-type, franchisees provide land and buildings. For C-type, franchisor provides land and buildings. *2 Most common size of store sales floor spaces.

*3 Seven-Eleven Japan's stores with gas stations are joint operations opened in partnership with EMG Marketing Godo Kaisha.

*4 Numbers in parentheses () prepresent the share of merchandise sales.
 *5 Copy, fax, printing, ticketing, prepaid services, sports promotion lotteries, certification and qualification processing, motorcycle liability insurance processing, public administration related services (issuance of residence certificate, seal registration certificate, and copy of family register).

*6 Multi-function financial terminal with capabilities of ATM, check cashing and money order issuance.

Superstores

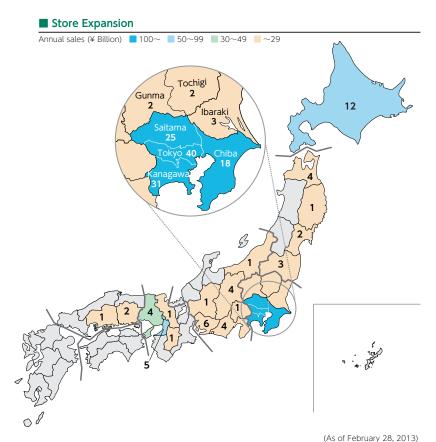
Ito-Yokado

						(¥ Million
	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Revenues from operations	1,489,380	1,462,719	1,387,831	1,373,670	1,361,060	1,332,292
Net sales	1,464,094	1,436,541	1,364,765	1,349,345	1,334,297	1,302,923
Apparel	278,168	265,682	240,060	255,052	240,068	230,807
Household goods	253,609	236,025	220,620	189,481	173,049	160,916
Food	670,532	680,587	663,768	656,491	648,506	623,571
Merchandise sales	1,202,310	1,182,296	1,124,450	1,101,024	1,061,624	1,015,295
Tenants	225,619	231,913	222,422	233,056	252,709	271,258
Other	36,164	22,331	17,892	15,264	19,964	16,369
Selling, general and administrative expenses	384,955	384,280	361,989	353,884	350,981	342,502
Operating income	17,126	9,582	1,757	2,155	10,554	9,009
Ordinary income	19,341	13,386	4,136	5,124	13,471	15,223
Net income	11,088	(922)	6,650	6,696	(520)	1,687
Capital expenditures	41,200	29,232	45,900	37,492	18,074	30,578
Depreciation and amortization	16,694	15,696	13,890	14,573	16,822	15,937
Total assets	891,248	899,289	805,242	779,389	790,851	791,020
Net assets	631,133	633,692	606,562	601,182	597,601	599,857
Existing stores sales increase (decrease)	(2.0)%	(2.9)%	(5.7)%	(2.5)%	(2.6)%	(4.3)%
Number of customers	(2.0)%	(1.4)%	(1.7)%	(1.3)%	(4.6)%	(5.2)%
Average spending per customer	0.0 %	(1.6)%	(4.1)%	(1.2)%	2.0 %	1.0 %
Merchandise gross profit margin	29.9 %	29.8 %	29.0 %	29.1 %	29.7 %	29.9 %
Number of stores	176	175	174	170	173	174
Openings	3	2	4	6	5	3
Closures	1	3	5	10	2	2
Total sales floor space(square meters)	2,573,670	2,609,280	2,661,184	2,673,225	2,704,252	2,751,439
Directly managed sales floor space (square meters)	1,750,605	1,736,410	1,723,580	1,678,730	1,665,268	1,642,954
Sales per square meter (¥ thousand)*1	688	674	644	645	636	613
Full-time employees (fiscal year-end)	10,375	9,747	9,642	9,484	9,136	8,672
Part-time employees* ²	32,762	32,181	30,721	30,130	29,349	28,637
Ratio of part-time employees	76.2%	77.0%	76.7%	76.8%	77.0%	77.4%
Sales per employee (¥ thousand)* ³	27,979	28,274	28,061	28,056	27,856	27,430

*1 Sales per square meter = Merchandise sales ÷ Weighted average floor space
*2 Part-time employees are counted by adjusting their working hours to a 163-hour working month.
*3 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

Breakdown of Sales by Product Category





SALES BREAKDOWN BY REGION **FOR FY2013**

	Sales (¥ Billion)	Composition (%)	Number of stores
Hokkaido	71.7	5.5	12
Tohoku	55.8	4.3	10
Kanto	945.2	72.5	121
Chubu	96.0	7.4	17
Kinki	116.4	8.9	11
Chugoku	17.6	1.4	3
Total	1,302.9	100.0	174

CLASSIFICATION BY SALES FLOOR SPACE

	Number of stores	Composition (%)	F
13,000 m²-	35	20.1	
10,000 m ² -	58	33.3	
8,000 m ² -	25	14.4	
5,000 m ² -	25	14.4	
Under 5,000 m ²	31	17.8	

CLASSIFICATION BY STORE AGE

	Number of stores	Composition (%)
30 years –	56	32.2
20 years-	24	13.8
10 years—	51	29.3
5 years –	20	11.5
1 year-	20	11.5
Under 1 year	3	1.7

Companies

Data

Major Group

Store Formats





Following the basic stand-alone store format of Ito-Yokado, these stores are operated mainly in highly populated areas. Directly managed sales floor space accounts for 70-80% of total sales floor space, offering a wide lineup of apparel, household goods, and foods.



Urban-style small supermarkets

Operating in highly populated areas with limited catchment in urban areas, this type of store specializes in fresh and processed foods, household goods that customers frequently purchase. Ito-Yokado *Shokuhinkan* Asagaya was opened as the first store of this type in October 2010. As of February 28, 2013, the network has four stores.



Under the name of THE PRICE, we operate a discount store chain offering reasonably priced items centered on food, apparel, and daily commodities. The network has expanded to 10 stores as of February 28, 2013.



Shopping centers

Anchored by Ito-Yokado and host to another 100 to 200 tenants, shopping centers are located in metropolitan areas and operated under the concept of providing a wide-range of catchment areas. Opened in April 2005, Ario Soga was our first shopping center and the network has expanded to 14 stores as of February 28, 2013.

Neighborhood shopping centers (NSC)

Combining the *Shokuhinkan* food specialty store and other specialty stores tailored for region-specific needs, the first NSC store, Ito-Yokado *Shokuhinkan* Otaka no Mori, was opened in March 2007. As of February 28, 2013, the network has four stores.



Urban-style home centers

In November 2008, we opened our first Seven Home Center, which sells DIY items, gardening and pet-care goods and sundries that customers frequently purchase. In August 2011, the second Seven Home Center was opened within Ito-Yokado Matsudo store. As of February 28, 2013, the network has expanded to four stores.

Supermarkets

York-Benimaru

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Revenues from operations	330,145	348,883	348,735	343,379	348,600	363,862
Net sales	319,931	338,089	337,506	337,734	342,944	358,061
Fresh food	97,168	105,649	105,558	106,107	108,226	114,914
Processed food	74,273	80,813	82,862	82,861	83,542	86,219
Daily food	59,484	62,535	63,017	64,042	65,222	68,660
Food total	230,927	248,999	251,439	253,011	256,991	269,794
Apparel	19,331	18,437	17,230	16,586	17,358	17,642
Household goods	18,728	18,706	18,729	18,908	19,474	19,383
Merchandise sales	268,987	286,143	287,398	288,506	293,824	306,820
Tenants	50,944	51,946	50,107	49,227	49,120	51,240
Selling, general and administrative expenses	76,940	81,399	83,351	78,200	74,686	78,649
Operating income	11,227	11,706	9,402	8,877	14,955	11,854
Ordinary income	12,525	13,065	10,874	10,276	16,305	14,003
Net income	9,150	8,015	6,088	5,093	1,430	7,731
Capital expenditures	6,765	8,210	12,560	7,629	7,075	9,779
Depreciation and amortization	4,327	4,515	4,886	5,573	5,122	5,161
Total assets	145,230	154,076	145,258	147,454	150,789	156,212
Net assets	115,785	121,654	116,612	117,814	117,090	123,766
Existing stores sales increase (decrease)	(2.6)%	(1.0)%	(3.7)%	(4.1)%	1.5 %	0.0 %
Number of customers	(1.1)%	(0.1)%	(2.1)%	(4.1)%	(3.3)%	0.9 %
Average spending per customer	(1.5)%	(0.9)%	(1.6)%	0.0 %	4.9 %	(1.0)%
Merchandise gross profit margin	27.1 %	27.0 %	26.7 %	26.6 %	27.0 %	26.0 %
Number of stores	149	156	164	170	176	184
Openings	8	9	8	7	8	11
Closures	3	2	0	1	2	2
Total sales floor space (square meters)	496,784	524,361	547,920	560,684	573,187	590,698
Directly managed sales floor space (square meters)	379,073	395,887	409,360	421,362	433,346	450,581
Sales per square meter (¥ Thousand)*1	746	737	713	693	718	716
Full-time employees (fiscal year-end)	2,284	2,430	2,496	2,508	2,495	2,494
Part-time employees*2	9,856	10,354	10,582	10,606	10,165	10,395
Ratio of part-time employees	81.5%	81.3%	81.1%	80.6%	80.1%	80.3%
Sales per employee (¥ Thousand)*3	22,239	22,458	22,016	21,921	23,141	23,714

*1 Sales per square meter = Merchandise sales ÷ Weighted average floor space
 *2 Part-time employees are counted adjusting their working hours to a 163-hour working month.
 *3 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

Life Foods

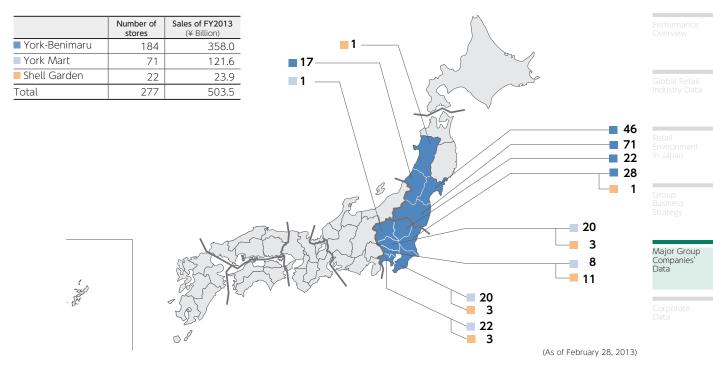
						(¥ Million)
	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Net sales	40,667	37,715	36,484	36,396	36,974	38,509
Selling, general and administrative expenses	18,254	14,984	14,643	15,076	14,710	14,823
Operating income	2,314	2,360	2,251	2,651	3,450	3,704
Ordinary income	2,510	2,621	2,466	2,857	3,659	3,763
Net income	1,434	1,555	1,447	1,634	2,187	2,193
Total assets	23,045	27,815	25,409	26,788	26,645	27,688
Net assets	19,174	21,759	20,842	21,250	21,053	21,493

York-Benimaru (Including results from Life Foods)

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	
Operating income	13,541	14,066	11,654	11,528	18,407	15,558	

Store Expansion

York-Benimaru has concentrated store openings in five prefectures in the southern Tohoku and northern Kanto regions. York Mart and Shell Garden are mainly being developed in the Kanto area.



York-Benimaru Store Format

In order to achieve a dominant market share, York-Benimaru has set the standard format size at 2,000 m², and is now developing new limited catchment area-type stores and Neighborhood shopping center (NSC) (commercial accumulation)-type stores.

STORE FORMATS

	Stand	-alone	
Store formats	Limited catchment area	Standard	
Catchment area	Urb	ban	Suburban
Sales floor space	1,700 m ²	2,000 m ²	2,300 m ² to 2,500 m ²
Of which, tenant floor space	100 m ²	200 m ²	300 m ²

Life Foods

Life Foods is a wholly-owned subsidiary of York-Benimaru. The company produces and sells food inside York-Benimaru stores, including delicatessen products, sushi, bakery items, fast food and other take-out foods. As of February 2013, Life Foods delicatessen food plants are operating in three locations in Koriyama, Fukushima Prefecture, and one location in Sendai, Miyagi Prefecture.

A rising number of elderly people and people who live alone is stimulating demand for ready-to-eat foods. In response, York-Benimaru will step up its development of delicatessen products to suit different lifestyle scenarios and expand the delicatessen foods sales sections, mainly in new stores, to 1.5 times the size in conventional stores.





The *Danran Deli Corner* proposes prepared foods to suit customers' various dining situations.



Department Stores/Specialty Stores

Sogo & Seibu

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Revenues from operations	970,827	933,571	859,265	846,796	830,340	810,998
Net sales	956,415	919,634	847,044	834,723	817,927	798,427
Apparel	481,864	455,374	401,850	384,419	361,550	349,846
Household goods	98,668	90,537	81,576	80,679	79,476	78,127
Food	165,879	167,470	165,458	170,098	170,707	162,023
Merchandise sales	746,413	713,382	648,885	635,198	611,735	589,997
Tenants	171,442	166,179	155,673	159,243	164,297	168,201
Corporate sales	38,559	40,072	42,485	40,281	41,895	40,228
Selling, general and administrative expenses	211,565	207,560	200,386	192,039	180,772	175,804
Operating income	31,815	23,294	5,613	7,385	11,159	10,040
Ordinary income	29,436	20,027	3,149	5,623	9,890	9,160
Net income	24,923	(5,986)	(4,313)	5,831	9,964	(3,650)
Capital expenditures	15,228	10,901	15,481	25,240	13,374	15,465
Depreciation and amortization	16,762	17,480	15,741	12,779	12,181	12,608
Total assets	644,108	576,997	535,870	503,285	475,849	455,269
Net assets	-	-	116,540	120,221	129,320	124,561
Existing stores sales increase (decrease)	0.4 %	(4.2)%	(8.4)%	0.0 %	(0.5)%	0.9 %
Merchandise gross profit margin	26.9 %	26.6 %	25.8 %	25.4 %	25.1 %	24.9 %
Key stores sales						
Ikebukuro	174,649	169,172	160,562	167,268	176,475	179,181
Yokohama	115,051	111,654	101,788	101,710	100,996	105,213
Chiba	85,355	82,841	76,771	77,967	78,632	78,780
Kobe	56,103	53,392	49,572	50,158	48,279	47,133
Hiroshima	49,440	47,169	43,082	41,973	41,446	41,291
Shibuya	54,808	50,510	43,583	42,325	39,802	39,298
Omiya	37,580	36,195	33,067	32,928	32,418	32,399
Number of stores	28	28	28	27	26	24
Openings	0	0	0	0	0	0
Closures	0	0	2	1	1	2
Total sales floor space (square meters)	962,934	962,437	939,911	924,980	894,481	863,832
Sales per square meter (¥ Thousand)*1	993	955	888	890	886	894
Full-time employees (fiscal year-end)	5,438	5,449	5,416	5,228	4,975	4,632
Part-time employees*2	5,363	5,163	5,587	5,404	5,179	4,925
Ratio of part-time employees	49.3%	48.2%	50.1%	50.2%	50.2%	50.6%

Notes: 1. Millennium Retailing, Sogo, and The SEIBU Department Stores were merged in August 2009, and Sogo, as the surviving company, changed its name to Sogo & Seibu Co., Ltd. Furthermore, Robinson Department Stores (two stores) was merged into Sogo & Seibu in September 2009. 2. The financial and operating figures for FY2010 have been calculated as if the former three companies had merged at the beginning of the fiscal year. Prior year figures have also been restated in the same manner.

*1 Sales per square meter = Net sales ÷ Weighted average floor space

*2 Part-time employees are counted adjusting their working hours to a 163-hour working month.

Store Operation Structure

Sogo & Seibu is promoting structural reforms for its department store operations by reorganizing its stores into three categories according to their characteristics as "key stores," "regional leader stores," and "suburban stores."

Key stores: Promoting structural reforms toward the establishment of a "new department store"

Introducing to other key stores the expertise nurtured by SEIBU Ikebukuro, Sogo & Seibu is working to further bolster its sales capabilities.

Key stores: SEIBU Ikebukuro, Sogo Yokohama, Sogo Chiba, Sogo Kobe, Sogo Hiroshima, SEIBU Shibuya, and Sogo Omiya

Regional leader stores: Leveraging regional competitive superiority to turn more stores back to profitability

Regional leader stores play a role in promoting product development tied closely to local communities, event planning, and highly-developed customer services. Region leader stores: SEIBU Tokorozawa, SEIBU Asahikawa, SEIBU Akita, SEIBU Okazaki, SEIBU Fukui and Sogo Tokushima

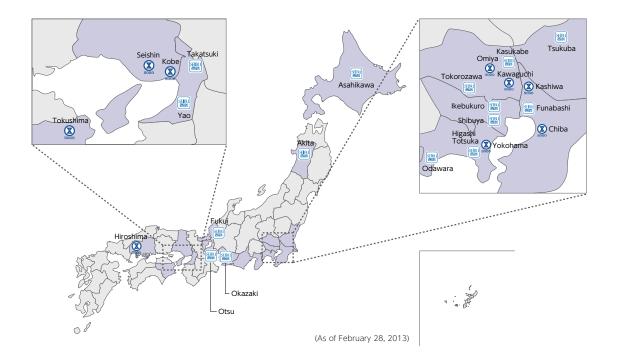
Suburban stores: Transforming from "Department Stores" into multi-purpose commercial facilities

Sogo & Seibu continues to shift to a shopping center management system that utilizes leading specialty stores from inside and outside the Group.



SEIBU Ikebukuro





Loft

LOIL						(¥ Million)
	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Revenues from operations	69,852	76,817	80,179	84,415	87,001	87,326
Net sales	68,419	75,371	78,749	83,099	85,836	86,179
Selling, general and administrative expenses	25,781	28,457	29,842	31,259	32,316	33,334
Operating income	2,674	2,894	2,953	3,104	3,294	2,262
Ordinary income	2,627	2,851	2,887	3,046	3,230	2,202
Net income	1,480	1,609	1,472	1,826	1,510	728
Capital expenditures	959	666	1,317	2,275	1,528	2,239
Depreciation and amortization	518	620	700	867	1,125	1,305
Total assets	17,803	19,363	21,475	22,457	23,542	24,234
Net assets	6,034	7,269	8,366	9,818	10,954	11,308
Existing stores sales increase (decrease)	6.3 %	1.7 %	(1.1)%	2.0 %	(2.0)%	(4.4)%
Merchandise gross profit margin	39.8 %	40.0 %	40.2 %	39.8 %	40.1 %	40.4 %
Number of stores	44	51	55	63	73	82
Openings	11	8	5	10	12	9
Closures	0	1	1	2	2	0
Total sales floor space (square meters)	83,448	91,101	92,102	100,774	107,967	114,926
Sales per square meter (¥ Thousand)*1	870	853	837	841	806	769
Full-time employees (fiscal year-end)	757	1,971	2,109	2,277	2,169	2,133
Part-time employees*2	1,944	1,224	1,122	1,132	1,356	1,610
Sales per employee (¥ Thousand)*3	24,586	25,877	25,305	25,320	25,113	24,310

Note: Based on a personnel system review carried out in March 2008, employees with 40-hours working time a week who had previously been counted as part-time are counted as full-time employees from FY2009.
 *1 Sales per square meter = Merchandise sales ÷ Weighted average floor space
 *2 Part-time employees are counted adjusting their working hours to a 163-hour working month.
 *3 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)





Major Group Companies' Data

Specialty Stores/Food Services

Akachan Honpo

						(¥ Million)
	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Net sales	85,061	81,771	79,106	78,346	78,744	82,907
Operating income	27	(1,373)	(480)	526	1,474	1,920
Ordinary income	395	(1,763)	(678)	367	1,334	1,810
Net income	(2,950)	(5,346)	(848)	(145)	(200)	(1,394)
Capital expenditures	2,190	2,233	1,397	1,714	1,783	1,720
Depreciation and amortization	1,310	1,366	1,365	1,268	1,365	1,496
Total assets	36,637	31,029	30,333	29,771	30,649	28,946
Net assets	4,141	(1,748)	2,204	2,061	1,852	1,861
Existing stores sales increase (decrease)	(3.5)%	(4.6)%	(7.7)%	(6.5)%	(3.1)%	2.9 %
Merchandise gross profit margin	30.3 %	28.0 %	27.8 %	29.4 %	30.2 %	30.1 %
Number of stores	67	72	78	85	87	92
Openings	9	11	10	13	11	9
Closures	9	6	4	6	9	4
Total sales floor space (square meters)	138,089	142,912	145,997	149,997	147,501	150,674
Sales per square meter (¥ Thousand)*1	566	589	556	530	535	550
Full-time employees (fiscal year-end)	960	912	925	914	852	844
Part-time employees*2	1,684	1,745	1,726	1,755	1,782	1,757
Sales per employee (¥ Thousand)*3	29,964	30,941	30,612	29,354	29,873	31,875
Membership (thousands)	1,654	1,619	1,586	1,584	1,721	1,755

*1 Sales per square meter = Merchandise sales ÷ Weighted average floor space
*2 Part-time employees are counted adjusting their working hours to a 163-hour working month.
*3 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)

Seven & i Food Systems

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	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Revenues from operations	-	102,711	86,400	80,167	77,940	78,238
Net sales	113,472	102,109	85,885	79,609	77,400	77,706
Restaurant division	94,392	84,109	69,394	63,668	60,821	61,011
Meal provision service division	9,103	8,077	7,926	8,189	9,346	10,071
Fast food division	9,977	9,922	8,564	7,751	7,231	6,624
Selling, general and administrative expenses	-	70,063	59,761	53,656	51,711	51,349
Operating income	(2,923)	(3,079)	(2,714)	(89)	22	868
Ordinary income	(2,761)	(2,670)	(2,464)	112	203	1,043
Net income	(4,897)	(7,939)	(5,564)	(2,009)	(879)	(439)
Total assets	65,743	56,592	47,181	43,948	44,777	44,144
Net assets	54,570	46,176	38,997	36,831	35,966	34,998
Existing store sales increase (decrease)	-	(6.4)%	(7.2)%	0.5 %	(1.0)%	0.8 %
Number of customers	-	(1.4)%	(2.1)%	0.7 %	(2.6)%	(0.7)%
Average spending per customer	-	(5.1)%	(5.2)%	(0.2)%	1.6 %	1.5 %
Merchandise gross profit margin	-	66.5 %	67.3 %	68.3 %	68.3 %	69.0 %
Number of stores	1,045	959	892	846	858	844
Restaurant division	674	595	525	489	486	476
Meal provision service division	225	224	232	228	244	247
Fast food division	146	140	135	129	128	121
Full-time employees (fiscal year-end)	1,802	1,622	1,584	1,351	1,286	1,257
Part-time employees*	15,091	13,004	11,073	10,403	10,432	10,131
Ratio of part-time employees	88.9	88.2	87.1	87.2	88.8	88.8

Note: Denny's Japan, Famil, and York Bussan were merged into Seven & i Food Systems in September 2007. The figures for FY2008 are calculated by adjusting the net sales of the three companies for the interim period. * Part-time employees are counted adjusting their working hours to a 163-hour working month.

Akachan Honpo





Restaurant division



(¥ Million)

Meal provision service division

Fast food division

Financial Services

Seven Bank

(Fiscal year-end Marc						
	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Ordinary income	83,663	89,815	88,830	83,964	88,318	94,105
Ordinary profits	24,650	28,751	30,407	27,449	29,557	32,013
Net income	13,830	16,988	17,953	16,008	17,267	19,515
Total assets	488,137	493,360	502,782	600,061	652,956	809,465
Net assets	88,974	98,393	109,939	114,539	125,629	137,091
Ordinary deposits (fiscal year-end)	137,162	136,073	144,997	171,873	196,290	238,770
Time deposits (fiscal year-end)	33,204	51,795	63,381	140,604	134,949	154,910
Individual deposit accounts (thousands)	580	688	775	885	971	1,066
Number of installed ATMs (fiscal year-end)	13,032	13,803	14,601	15,363	16,632	18,123
Seven-Eleven	12,330	12,944	13,584	14,188	15,129	16,414
Ito-Yokado	291	297	295	294	300	305
York-Benimaru	15	19	30	40	60	69
York Mart	22	25	31	36	42	48
Other ATMs in the Group	20	36	45	65	74	78
Outside the Group	354	482	616	740	1,027	1,209
Correspondent financial institutions	554	566	555	567	577	584
ATM-related fee income per transaction	¥165.3	¥158.0	¥147.9	¥135.3	¥131.3	¥130.3
Daily average transactions per ATM	109.0	114.3	114.4	112.3	112.6	111.1
Total number of transactions (millions)	498	555	590	609	655	698
with banking financial institutions (millions)	409	465	509	545	597	638
with non-banking institutions (millions)	89	90	80	64	57	59
International money transfer service Number of contract accounts	-	-	_	_	10,700	35,500
Cumulative number of transfers	-	-	-	-	32,500	189,800
Consumer loan service Number of contract accounts	-	_	2,700	9,200	17,700	23,900
Balance of loans	-	-	126	536	1,916	3,387
Gross profit margin	45.0%	49.1%	51.1%	44.8%	42.7%	52.0%
Full-time employees (fiscal year-end)	290	308	329	328	409	453

Note: The number of full-time employees at fiscal year-end includes employees on fixed-term contracts for the fiscal year ended March 31, 2012 and subsequent years.

ATM Services

ATMs have been installed in 7-Eleven stores and other stores of Group companies. The main source of earnings in this business is fees from banks with tie-up contracts. The fees are paid to Seven Bank for the use of its ATMs by card holders of these banks.



International Money Transfer Service

Since March 2011, Seven Bank has offered international money transfer services to meet the needs of foreigners who live in Japan or Japanese who have families or friends living abroad.

The number of contract accounts stood at 35,500 as of March 31, 2013, and the cumulative number of transfers stood at 189,800.



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Global Retail Industry Data

Retail Environment in Japan

> Group Business Strategy

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Major Group
Companies'
Data
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Group Card Business

Seven & i Group have issued over 37 million cards, and we are promoting a card strategy that allows members to utilize Group company cards between Group company stores. In addition, to encourage use of credit cards and electronic money at Group company stores, the whole Group is working to develop a shared point service linked to credit card transactions and to promote card service strategies for the entire Group.

Seven Card Services

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Transaction volume (¥ Billion)	660.4	731.8	767.8	882.9	1,000.4	1,299.1
Number of cards issued (10 Thousands) Seven Card (credit card and point card)*1	262	281	297	311	322	337
nanaco (electronic money)*2	551	750	980	1,285	1,636	2,145
IY Point Card (Ito-Yokado)	608	652	687	712	701	665
Full-time employees (fiscal year-end)	90	93	99	106	114	125

*1 The number of Seven Cards issued indicates active members.

*2 The nanaco figure includes the number of mobile nanaco members.

Seven CS Card Services

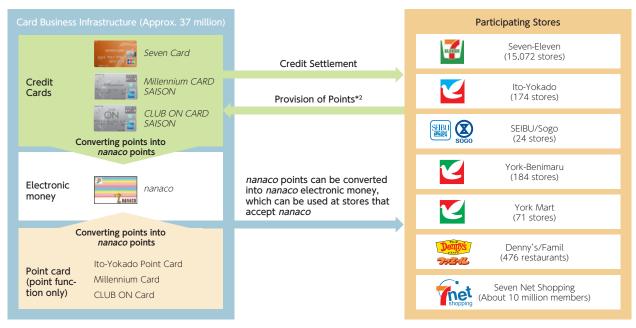
	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Transaction volume (¥ Billion)	-	-	-	-	619.8	678.4
Number of cards issued (10 Thousands) CLUB ON/Millenium CARD SAISON*	-	-	_	_	312	321
Full-time employees (fiscal year-end)	-	-	-	-	455	468

Note: Seven CS Card Service was converted into a consolidated subsidiary of Seven & i Holdings through the acquisition of its shares on April 1, 2011.

The number indicates active members.

Seven & i Point Service

To encourage customers to utilize Seven & i Group company stores, we started the "Seven & i Point Service"*1 in 2011.



Notes: 1. The numbers of card members, stores and Seven Net Shopping members are as of February 28, 2013.

2. They can also be used in the previous way, as points in the issuer's program. *1 Points collected through the use of Group company credit cards are designated within the "Seven & i Point Service," which gives preferential treatment for points earned from purchases made at Group companies. Points accumulated at Group companies, which are amassed and can be used as nanaco points, fall under the "nanaco Point Club"

*2 Excluding York-Benimaru Co., Ltd.

Stock Information

Major Shareholders

(As of Febru			
	Number of shares held (thousand shares)	Percentage of shares held	
Ito-Kogyo Co., Ltd.	68,901	7.8%	
Japan Trustee Services Bank, Ltd. (Trust account)	41,481	4.7%	
The Master Trust Bank of Japan, Ltd. (Trust account)	38,966	4.4%	
Nippon Life Insurance Company	19,664	2.2%	
SSBT OD05 OMNIBUS ACCOUNT - TREATY CLIENTS	18,983	2.1%	
Masatoshi Ito	16,801	1.9%	
MITSUI & CO., LTD.	16,222	1.8%	
State Street Bank and Trust Company 505225	15,448	1.7%	
Nomura Securities Co., Ltd.	14,460	1.6%	
The Dai-ichi Life Insurance Company, Limited	13,777	1.6%	

Classification of Shareholders

National and Municipal Governments Financial Institutions Securities Companies Other Domestic Corporations Foreign Corporations Individuals and Others



Stock Price Chart (Monthly)



Investment Indices (Consolidated)

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Number of shares outstanding						
Average*	953,496,897	918,389,766	903,458,314	887,128,871	883,499,397	883,532,139
End of period*	953,487,255	903,459,511	903,458,108	883,463,233	883,506,457	883,534,869
Net income per share	¥137.03	¥100.54	¥49.67	¥126.21	¥146.96	¥156.26
Cash flow per share	¥287.68	¥253.56	¥196.03	¥275.48	¥305.41	¥332.45
Net assets per share	¥2,081.85	¥1,975.95	¥1,905.97	¥1,927.09	¥1,998.84	¥2,140.45
Price earnings ratio (times)	19.2	21.8	40.3	18.0	15.3	17.3
Price cash flow ratio (times)	9.1	8.7	10.2	8.3	7.4	8.1
Price book value ratio (times)	1.3	1.1	1.1	1.2	1.1	1.3
Dividends per share	¥54.00	¥56.00	¥56.00	¥57.00	¥62.00	¥64.00
Dividends payout ratio	39.4%	55.7%	112.7%	45.2%	42.2%	41.0%
Ratio of total amount of dividends to net assets	2.6%	2.8%	2.9%	3.0%	3.2%	3.1%

* Excluding treasury stock.



Corporate Data

Corporate History

		liategies	
Befo	re the establishment of Seven & i HLDGS.	Seve	en & i HLDGS
1958	Apr. • Yokado Co., Ltd. incorporated Photo	2005	Sept.■ Seven & i
1971	Mar. Vokado changed its name to Ito-Yokado Co., Ltd.		listed on t Oct. IYBank cha
1972	Sept. = Ito-Yokado listed on the Tokyo Stock Exchange (TSE)		
1973	Mar. Business tie-up with York-Benimaru Co., Ltd.		Nov. 7-Eleven, I Made 7-Ele
	Nov. ■ York-Seven Co., Ltd. established under a license agreement with the largest U.S. convenience store chain operator,		the aim of global stra
	The Southland Corporation Photo		Nov. • Seven-Elev Prefecture
	Nov. Denny's Japan Co., Ltd. established under a license agreement with the U.Sbased restaurant chain, Denny's, Inc.		Nov. • Ito-Yokado
1977	July Ito-Yokado registered American Depositary Receipts (ADRs) on NASDAQ	2006	Feb. Seven and Made Seve Group IT st
1978	Jan. York-Seven changed its name to Seven-Eleven Japan Co., Ltd.		Feb. • Seven-Elev Prefecture
1979	Oct. Seven-Eleven Japan listed on the TSE		Mar. • Ito-Yokado
1980	Nov. Vork-Benimaru Co., Ltd. listed on the TSE		May • Sogo Chiba
1982	Feb. Denny's Japan listed on the TSE		May • Seven-Elev
1986	July Ito-Yokado's ADRs transferred from NASDAQ small-cap listing to the National Market System		Sixth-Gene
1991	Mar. Ito-Yokado and Seven-Eleven Japan established IYG Holding Company to acquire and hold the major interest of The Southland Corporation		subsidiary To strength made Mille
1996	Dec. Chengdu Ito-Yokado Co., Ltd. established in Chengdu, Sichuan, China		July Seven & i
1997	Sept. ■ Hua Tang Yokado Commercial Co., Ltd. established in Beijing, China		treasury st Cancelled t Japan, whic
1999	Apr. ■ The Southland Corporation changed its name to 7-Eleven, Inc.		Aug. White Hen The White
2000	July = 7-Eleven, Inc. shares transferred from NASDAQ to NYSE		approx. 20 Sept. York-Benin
2001	Apr. IYBank Co., Ltd. established		a stock for Positioned
	Oct. IY Card Service Co., Ltd. established		supermarke
2003	May Ito-Yokado abolished the registration of ADRs on NASDAQ		equity-meth
2004	Jan. = SEVEN-ELEVEN (BEIJING) CO., LTD. established in		Nov. • Group Mer
2004	Beijing, China		Dec. • Ito-Yokado
		2007	Jan. Seven & i F Established

Capital Policy and Financial Strategies • Store Openings and Operating Strategies

-From Establishment to Today Holdings Co., Ltd. was established and the TSE Photo C anged its name to Seven Bank, Ltd. Inc. made a wholly owned subsidiary leven, Inc. a wholly owned subsidiary with increasing long-term profits and promoting a ategy. ven Japan began to open stores in Gifu lo opened Ario Sapporo and Ario Kawaguchi d Y Corp. made a subsidiary en and Y a subsidiary as the core company in strategy. ven Japan began to open stores in Mie lo opened *Ario* Kameari ba reopened after a full-scale remodeling ven Japan stores commenced installation of eration Total Information System m Retailing, Inc. made a wholly owned through a stock for stock exchange hen the Group department store operations, ennium Retailing, parent of Sogo and The Seibu ent Stores, a wholly owned subsidiary. Holdings cancelled 427,509,908 shares of tock I the shares of Seven-Eleven Japan and Denny's hich Ito-Yokado had owned at the time of listing. n Pantry, Inc. acquired by 7-Eleven, Inc. Hen Pantry, Inc. convenience store chain owned 00 stores in Chicago, U.S. imaru made a wholly owned subsidiary through or stock exchange as the core operating company of the ket operations after transformation from an thod affiliate to a wholly owned subsidiary. erchandising Reform Project launched lo opened Ario Yao Food Systems Co., Ltd. established ed a new company with the aim of integrating and restructuring food services. Mar. THE LOFT CO., LTD. made a subsidiary Millennium Retailing made LOFT, a nationwide chain of miscellaneous goods specialty stores, into a subsidiary. Mar. • 7-Eleven became the world's largest store chain Mar. • SEIBU Shibuya reopened after full-scale remodeling

- Apr. Seven-Eleven launched *nanaco*, the Group's proprietary electronic money service
- May Started sales of *Seven Premium*, the Group's new private-brand products Photo



Yokado Store (First store) around 1950



Seven-Eleven Japan's first store opened in Toyosu, 1974



Establishment of Seven & i Holdings in Sept. 2005

- July Akachan Honpo Co., Ltd. made a subsidiary
- Ito-Yokado made Akachan Honpo, a nationwide chain of baby and children's products stores, into a subsidiary. Photo Aug. • Sales of Seven Premium products commenced at Seven-
- Eleven Japan stores
- Sept. Denny's Japan, Famil, and York Bussan merged into Seven & i Food Systems
- Sept. SEIBU Tokorozawa reopened after full-scale remodeling
- Sept. Hua Tang Yokado opened You An Men store in Beijing, China
- Oct. Ito-Yokado opened Ario Nishiarai
- Nov. **FUJIKOSHI CO., LTD. made a subsidiary** York-Benimaru made FUJIKOSHI, a supermarket chain in Fukushima Prefecture, into a subsidiary.
- Dec. NitteleSeven Co., Ltd. established by Nippon Television Network Corporation, Dentsu Inc., and Seven & i Holdings Seeking the integration of retail business and media, NitteleSeven was established to develop a new business strategy.
- Dec. Chengdu Ito-Yokado opened Jin Hua store in Chengdu, Sichuan Province, China
- Dec. nanaco introduced at Denny's restaurants
- 2008 Jan. SEVEN & I FINANCIAL GROUP CO., LTD. established Established to oversee the Group's financial services-related management operations, excluding banking.
 - Feb. Seven & i Holdings cancelled 11,329,000 shares of treasury stock

Cancelled all shares of treasury stock acquired from Seven-Eleven Japan in Jan. 2008.

- Feb. Seven Bank listed on the Jasdaq Securities Exchange
- Mar. nanaco introduced at Ito-Yokado stores
- Mar. Ito-Yokado opened Ario Otori
- Apr. SEVEN-ELEVEN CHINA Co., Ltd. established Established to promote the development of 7-Eleven stores in China through area licensees.
- Apr. QUICPay, postpaid electronic money, introduced at all 7-Eleven stores in Japan
- June nanaco credit charge services launched
- July = Seven & i Holdings issued 1st, 2nd, and 3rd unsecured domestic straight bonds in the total amount of ¥100 billion
- July Seven & i Netmedia Co., Ltd. established Established to further strengthen and take overall responsibility for IT-related operations.
- July = Seven & i Holdings cancelled 50,000,000 shares of treasury stock Cancelled all shares of treasury stock acquired from the market.
- July Internet shopping site, Seven-Eleven Net commenced services

レミアム 誕生!

Aug. Seven & i Holdings made a business and capital tie-up with AIN PHARMACIEZ INC.

A business and capital tie-up was made to promote cooperation with store opening, pharmaceutical product sales and development.

- Aug. Seven Farm Tomisato Co., Ltd. established—the Group's first agricultural production corporation
- Aug. Ito-Yokado opened THE PRICE Nishi-Arai, its first discount store Photo
- Nov. Ito-Yokado opened Seven Home Center in Ito-Yokado Kanamachi—the Group's first independently developed home center
- 2009 Jan. Seven Culture Network Co., Ltd. established Established to start a new business by integrating existing community school business and travel business.
 - Jan. Seven-Eleven Japan began to open stores in Toyama and Fukui prefectures
 - Jan. The Seven Premium products received "Most Excellent Award, Nikkei Award" of the 2008 Nikkei Superior Products and Services Awards
 - Feb. Seven-Eleven Japan began to open stores in Shimane Prefecture
 - Mar. Ito-Yokado Musashi-Koganei opened
 - Apr. 7-Eleven store openings through an area licensee commenced in Shanghai, China
 - June Seven Health Care Co., Ltd. established in a joint venture with AIN PHARMACIEZ INC. Established to form a new business model to meet changes in the pharmaceutical market.
 - July Seven & i Restaurant (Beijing) Co., Ltd. opened its first store in Beijing, China
 - Aug. Millennium Retailing, Sogo, and The Seibu Department Stores were merged, and Sogo, as a surviving company, changed its name to Sogo & Seibu Co., Ltd.
 - Aug. Seven Bi no Garden opened-the Group's first independently developed drugstore
 - Sept.
 Robinson Department Stores merged into Sogo & Seibu
 - Sept. SEVEN-ELEVEN (BEIJING) opened its first stores in Tianjin, China
 - Sept. Hua Tang Yokado opened Bei Yuan store in Beijing, China
 - Oct. Edy electronic money system introduced at all 7-Eleven stores in Japan
 - Nov. Seven-Eleven Japan opened its first store at a railway station
 - Nov. Started sales of wine simultaneously in Japan and North America as the Group's first private brand product for the global market
 - Nov. Chengdu Ito-Yokado opened Jian She Lu store in Chengdu, Sichuan Province, China
 - Dec. New England Pantry, Inc. acquired by 7-Eleven, Inc. The New England Pantry, Inc. convenience store chain owned 58 stores in Boston, U.S.





Akachan Honpo was converted into a subsidiary in July 2007



The first of the Group's THE PRICE discount stores opened in Aug. 2008

Retail Environment in Japan

> iroup usiness trategy

Major Group Companies'

Corporate Data

	Dec. Seven & i Holdings made a business and capital tie-up with PIA CORPORATION
	A business and capital tie-up was made to promote cooperation with tickets and event-related businesses as well as membership businesses.
	Dec. • Seven-Eleven Japan began to open stores in Ishikawa Prefecture
	Dec. Seven and Y Corp. changed its name to Seven Net Shopping Co., Ltd.
	Dec. • Seven Net Shopping launched—the Group's Internet shopping service
2010	Jan. • Hua Tang Yokado opened Shi Li Pu store in Beijing, China through a scrap-and-build initiative
	Jan. • Seven Bank started consumer loan services
	Mar. Seven & i Holdings made capital participation in Tower Records Japan, Inc.
	Capital participation to foster cooperation in entertainment, IT and Internet fields.
	Mar. • The number of nanaco cards issued exceeded 10 million
	June Seven & i Holdings cancelled 20,000,000 shares of treasury stock by purchasing them from the market
	June = Seven & i Holdings issued 4th, 5th, 6th unsecured domestic straight bonds in the total amount of ¥110 billion
	June = Seven & i Asset Management Co., Ltd. established
	Established to acquire and own trust beneficiary right (fixed assets) of SEIBU Ikebukuro.
	June • Ito-Yokado opened Ario Kitasuna
	June • All 7-Eleven stores in Japan started handling credit card transactions using IY Cards and JCB cards
	July Seven Farm Co., Ltd. established Established to enable centralized management of new agricultural production corporation launches and expansion, as well as the development of a food recycling network.
	Sept. Signed Basic Agreement Concerning Comprehensive Business Alliance with Credit Saison Co., Ltd. Concluded the agreement to establish a joint venture between Credit Saison and Sogo & Seibu, thereby strengthening the Group's card business.
	Sept. ■ Seven & i Asset Management acquired ownership of the land and building containing SEIBU Ikebukuro (totaling ¥123.0 billion)
	Sept. • Sales of high-end Seven Gold products one rank up from Seven Premium commenced Photo
	Sept. • Ito-Yokado opened Ario Hashimoto
	Sept. • All 7-Eleven stores in Japan started handling credit card transactions using VISA, MasterCard, American Express and Diners Club
	Oct. IY Card Service Co., Ltd. changed its name to Seven Card

- Oct. If Y Card Service Co., Ltd. changed its name to Seven Card Service Co., Ltd.
- Oct. Ito-Yokado opened Ito-Yokado *Shokuhinkan* Asagaya, an urban-style small supermarket

- Nov. Seven-Eleven Japan extended the incentive system for multi-store operation Introduced a new system for owners who operate two or more stores, under which the amount equivalent to 3% of gross profit on sales is deducted from the Seven-Eleven franchise fee. Nov. Seven-Eleven Japan formed a business alliance with Hokkaido Kiosk Corporation Alliance formed with the aim of renewing convenience stores operated by Hokkaido Kiosk in major stations throughout Hokkaido as 7-Eleven stores. Nov. • Seven-Eleven Japan started the sale of various tickets handled by PIA CORPORATION using in-store multifunction copiers Nov. • Ito-Yokado opened Ito-Yokado Hikifune Dec. SEVEN-ELEVEN (CHENGDU) Co., Ltd. established Established with the aim of expanding the network of 7-Eleven stores in Chengdu, in Sichuan Province, China. Dec. • Ito-Yokado opened Ario Fukaya 011 Mar. SEVEN & I FINANCIAL GROUP CO., LTD., SE CAPITAL CORPORATION and Seven Cash Works Co., Ltd. merged, and SE CAPITAL, as a surviving company, changed its name to Seven Financial Service Co., Ltd. Mar. Seven-Eleven Japan acquired the 7-Eleven trademark in Japan Seven-Eleven Japan acquired the rights held by 7-Eleven, Inc., for the use of the 7-Eleven trademark in Japan. Mar. • 7-Eleven, Inc. acquired retail interests 7-Eleven, Inc. acquired a total of 183 convenience stores and other properties in Florida, U.S., previously held by Exxon Mobil Corporation. Mar. • Lease agreement to operate retail stores by 7-Eleven, Inc. 7-Eleven, Inc. signed a lease agreement with the Illinois State Toll Highway Authority to operate 13 sites located at Tollway Oases in Illinois, U.S. Mar. • Seven-Eleven Japan opened its first store in Kagoshima Prefecture
 - Mar. All 7-Eleven stores in Japan started accepting payments and charges utilizing regional railway company electronic money systems
 - Mar. Seven Bank launched international money transfer service The service was launched in collaboration with Western Union, which offers the world's largest-scale money transfer services.
 - Apr. Seven CS Card Service Co., Ltd. made a subsidiary Initiative aimed at providing more comprehensive services in credit card, electronic money, and point services through cooperation with Seven Card Service.
 - Apr. Ito-Yokado opened Ito-Yokado Abeno
 - Apr. Ito-Yokado opened Ario Ueda
 - June **Televen, Inc. acquired WFI Group, Inc.** WFI Group is the parent company of Wilson Farms, Inc., which operated 188 convenience stores in New York, U.S.



The Group took an equity stake in Tower Records Japan, Inc. in Mar. 2010



The Group commenced sales of *Seven Gold* private brand products, which offer superior quality



Seven Bank, Ltd. launched an international money transfer service

	June •	Seven & i Holdings launched Groupwide Seven & i Point Service
		Started a preferential point system to grant customers points for conducting credit card transactions using cards issued by Group companies.
	Sept. •	Commenced "nanaco Point Club" service, in which points granted by Group companies can be converted into nanaco electronic money usable at stores operated by Group companies
	Nov.	Seven & i Holdings made a business and capital alliance with Kinsho Store Co., Ltd. A business and capital alliance was made to reinforce the foundation of the food retail in the Kansai area.
	Nov. •	Chengdu Ito-Yokado opened Gaoxin store in Chengdu, Sichuan Province, China
	Nov.	Ito-Yokado opened Ario Kurashiki
		Commenced Seven Spot free wireless Internet services
		Conducted the first ever large-scale renovation of Espa,
		reopening as Ario Matsumoto
	Dec.	Seven Bank listed on the TSE
2012	Jan. •	Annual store sales of all 7-Eleven stores in Japan topped ¥3 trillion for the first time
	Jan. •	7-Eleven, Inc. acquired retail interests 7-Eleven, Inc. acquired 51 convenience stores and other properties in Texas, U.S., previously held by Exxon Mobil Corporation.
	Feb. •	7-Eleven, Inc. acquired retail interests 7-Eleven, Inc. acquired 55 convenience stores operated by Sam's Mart LLC in North Carolina and South Carolina, U.S.
	Mar. ∎	Seven Financial Service Co., Ltd. and K.K. York Insurance merged with Seven Financial Service as the surviving company
	Mar.	Started sales of electronic books via Seven Net Shopping
	Mar.	nanaco introduced at York Mart stores
	Mar. •	Introducted Senior <i>nanaco</i> —electronic money issued with no service fees for customers aged 65 and older
	Apr.	nanaco introduced at York-Benimaru stores
	May •	Started sales of the <i>Seven Lifestyle</i> brand of stationery and daily commodities with the concept of "Adding Higher Quality to Everyday Lives"
	May <	Seven Health Care changed its name to Seven Bi no Garden Co., Ltd.
	May •	Seven-Eleven Japan opened its first store in Akita Prefecture
	June	Established SHAN DONG ZHONG DI CONVENIENCE CO., LTD. The company was established by Seven-Eleven Japan as
		a joint venture with Zhongdi Group Co., Ltd. to develop 7-Eleven stores in Shandong, China.
	June •	Acquisition of retail interests by 7-Eleven, Inc.

Ine Acquisition of retail interests by 7-Lieven, inc. 7-Eleven acquired 23 convenience stores operated by Strasburger Enterprises, Inc. in Texas, U.S. The company also acquired 18 convenience stores operated by Open Pantry Food Marts of Wisconsin, Inc. in Wisconsin, U.S. July
Ito-Yokado (China) Investment Co., Ltd. established In the superstore business in China, Ito-Yokado (China) Investment was established to oversee business and allow direct investment in its subsidiaries.
Sent
Changed the business objective and increased the

Sept. ■ Changed the business objective and increased the capital investment in SEVEN-ELEVEN CHINA Co. Ltd., and changed the company name to SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.

July • Seven Raku-Raku Delivery home delivery service was

launched

Oct.

Established SEJ Asset Management & Investment Company

The company was established to strengthen the business framework for expanding operations and increasing earnings in North America.

Oct. • Acquisition of retail interests by 7-Eleven, Inc.

7-Eleven, Inc. acquired the following retail interests: 74 convenience stores operated by Prima Marketing LLC as an area licensee of 7-Eleven for West Virginia, Ohio, Pennsylvania, and Kentucky, U.S.

67 convenience stores and the fuel wholesale business operated by EZ Energy USA, Inc., in Ohio and Pennsylvania, U.S.

58 convenience stores operated by Handee Marts, Inc. as an area licensee of 7-Eleven for West Virginia and Maryland 12 convenience stores operated by Fast Track, Inc. in North Carolina, U.S.

Nov. SEVEN-ELEVEN (TIANJIN) CO., LTD established

The company was established to proactively expand business operations in Tianjin, China.

- Nov. Acquisition of retail interests by 7-Eleven, Inc. 7-Eleven, Inc. acquired 174 convenience stores and the fuel wholesale business operated by Tetco, Inc. in Texas and Utah, U.S.
- Nov. Ito-Yokado opened Ario Washinomiya

Dec. • Acquisition of retail interests by 7-Eleven, Inc.

7-Eleven Inc. acquired 143 convenience stores and the fuel wholesale business operated by C.L. Thomas, Inc. in Texas, U.S.

- 2013 Feb. The number of 7-Eleven stores in Japan topped 15,000 Photo
 - Mar. Seven-Eleven Japan opened its first stores in Kagawa and Tokushima prefectures

Mar. • 7-Eleven, Inc. signed a lease agreement

7-Eleven, Inc. signed an agreement to operate 19 convenience stores in Pennsylvania, U.S., owned by Lehigh Gas Partners LP.

- Apr. Seven-Eleven Japan launched the SEVEN CARD Plus credit card featuring *nanaco* electronic money functionality
- Apr. Seven & i Holdings issued seventh, eighth, and ninth unsecured domestic straight bonds in the total amount of ¥100 billion
- Apr. Acquisition of retail interests by 7-Eleven, Inc. 7-Eleven, Inc. acquired 46 convenience stores operated by CB Mart, Inc. in South Carolina, U.S.

Apr. • Grand opening of Ario Sendai-Izumi Ito-Yokado Sendai-Izumi underwent a major renewal to reopen as Ario Sendai-Izumi.



Start of *Seven Raku-Raku Delivery* service using electric mini-cars called COMS



 $\ensuremath{\textit{Ario}}$ Washinomiya, an urban-style shopping center, opened in Nov. 2012



erformance Overview

Global Retail ndustry Data

Retail Environment in Japan

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Najor Group Companies'

Corporate Data

Photo 📐

Feb. 2013

10,000 stores in 2003, 15,000 stores in the end of



oil inks that include few volatile organic compounds.



This corporate outline uses vegetable This corporate outline was printed using waterless printing, which releases no harmful materials.

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