

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, 2014)

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 employees	428 (nonconsolidated) 55,364 (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

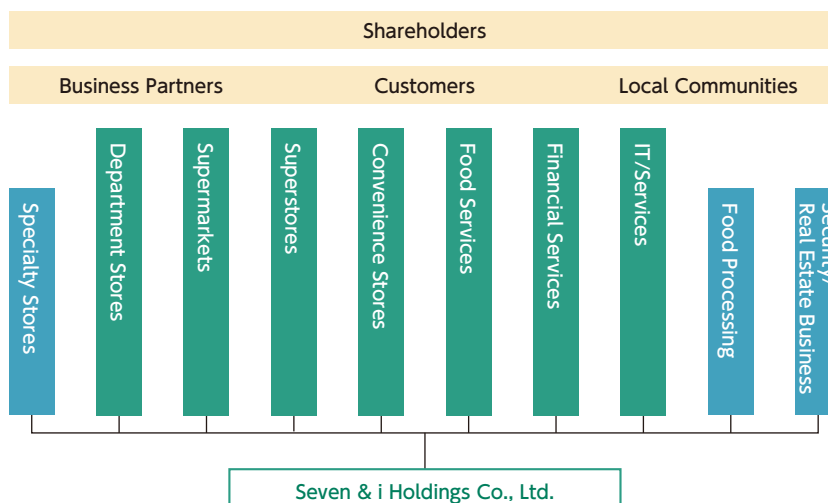
- Clearly delineate autonomy and the responsibilities of each group company
- Evaluate profitability and efficiently allocate management resources based on monitoring

Roles of the Holding Company and the Operating Companies

Holding Company's Role (Seven & i Holdings Co., Ltd.)	Operating Companies' Role
<p>Principally reflect shareholder concerns</p> <ol style="list-style-type: none"> 1) Control overall governance 2) Maximize enterprise value as the Group's listed representative 3) Pursue group synergies 	<p>Principally reflect customer concerns</p> <ol style="list-style-type: none"> 1) Fulfill responsibilities in each operational domain 2) Operate autonomously, seek profit growth and enhance capital efficiency

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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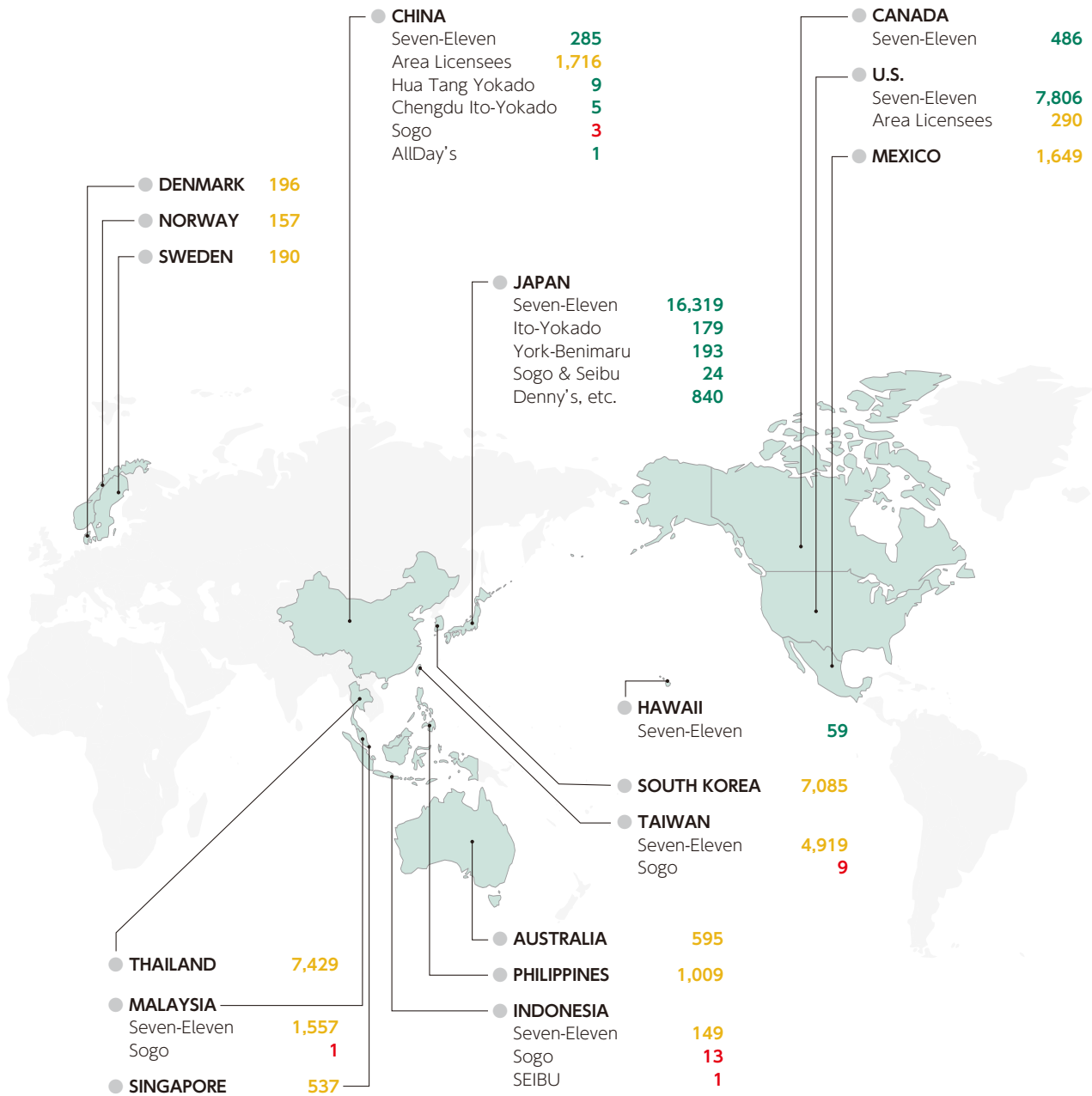
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Store Network

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

Store Network of Seven & i HLDGS.		Number of Customer Store-Visits per Day	
Global:	approx. 54,000 stores	Global:	approx. 55.0 million
Japan:	approx. 18,000 stores	Japan:	approx. 19.5 million



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 licenses to use the trademark of Sogo & Seibu Co., Ltd.
 2. Figures represent the number of stores on record as of February 28, 2014 in Japan, and December 31, 2013 for all other areas.

Overview of Main Group Companies

(As of February 28, 2014)

	Net Sales		Number of Stores		Employees		Capital (¥ Million)	Equity owned by the Company (%)
	(¥ Million)	Growth rate (%)	(Stores)	Increase (Decrease)	(People)	Increase (Decrease)		
Convenience Stores								
Seven-Eleven Japan Co., Ltd.	3,781,267 ^{*1}	7.8	16,319	1,247	10,416	467	17,200	100.0
○ 7-Eleven, Inc.	2,641,180 ^{*1}	42.6	8,292	174	26,368	(224)	U.S.\$13,031	100.0
○ SEVEN-ELEVEN HAWAII, INC.	28,056	30.0	59	0	944	39	U.S.\$20,000,000	100.0
○ SEVEN-ELEVEN (BEIJING) CO., LTD.	14,458 ^{*2}	28.3	150	-	1,683	-	U.S.\$35,000,000	65.0
○ SEVEN-ELEVEN (TIANJIN) CO., LTD.	3,136 ^{*2}	-	56	-	697	-	CNY104,600,000	65.0
○ SEVEN-ELEVEN (CHENGDU) Co., Ltd.	3,505 ^{*2}	83.6	79	(8)	1,333	139	U.S.\$46,000,000	100.0
Superstores								
Ito-Yokado Co., Ltd.	1,280,615	(1.7)	179	5	37,162	(147)	40,000	100.0
○ Hua Tang Yokado Commercial Co., Ltd.	34,015	21.9	9	1	1,948	(209)	U.S.\$65,000,000	75.8
○ Chengdu Ito-Yokado Co., Ltd.	62,788	17.3	5	0	3,498	353	U.S.\$23,000,000	74.0
Supermarkets								
York-Benimaru Co., Ltd.	374,781	4.7	193	9	13,267	378	9,927	100.0
Life Foods Co., Ltd.	39,894	3.6	-	-	4,343	(14)	120	100.0
York Mart Co., Ltd.	128,214	5.4	74	3	5,397	54	1,000	100.0
SHELL GARDEN CO., LTD.	23,685	(1.0)	21	(1)	1,110	111	989	100.0
Department Stores								
Sogo & Seibu Co., Ltd.	789,203	(1.2)	24	0	9,211	(346)	10,000	100.0
Food Services								
Seven & i Food Systems Co., Ltd.	78,112	0.5	840	(4)	11,275	(113)	3,000	100.0
Financial Services								
☆ Seven Bank, Ltd.	99,832	6.0	-	-	511	(4)	30,509	45.8
Seven Card Service Co., Ltd.	32,073 ^{*3}	17.5	-	-	177	52	7,500	95.5
Seven CS Card Service Co., Ltd.	20,429 ^{*3}	0.3	-	-	694	18	100	51.0
IT/Services								
Seven Net Shopping Co., Ltd.	26,731 ^{*4}	(0.1)	-	-	184	26	5,500	85.2
7dream.com	6,781	0.3	-	-	49	1	450	68.0
Nissen Co., Ltd.	114,732	(12.3)	-	-	1,408	(261)	100	50.7
Specialty Stores								
Akachan Honpo Co., Ltd.	85,141	2.7	93	1	2,622	21	3,780	95.0
THE LOFT CO., LTD.	84,459	(2.0)	89	7	3,776	33	750	74.7
Seven Bi no Garden Co., Ltd.	26,452	3.5	53	2	862	263	450	93.1
Oshman's Japan Co., Ltd.	5,574	(13.2)	8	1	195	(5)	2,500	100.0
Mary Ann Co., Ltd.	666	(20.1)	29	(3)	116	(29)	200	100.0

○ Figures are for the fiscal year ended December 31, 2013. (No. of stores is as of December 31, 2013; No. of employees is as of February 28, 2014)

☆ Figures are for the fiscal year ended March 31, 2014.

Notes: 1. Exchange rates (average for the period): U.S.\$1=¥97.73; CNY1=¥15.92

2. Year-on-year comparisons for overseas subsidiaries are growth rates calculated on a yen basis.

3. Number of employees includes part-time employees (monthly average based on a 163-hour working month).

4. Ownership ratios include indirect holdings.

5. Equity owned is rounded to one decimal place.

*1 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.

*4 Seven Net Shopping Co., Ltd. was the dissolving company in an absorption-type merger with Seven & i Net Media Co., Ltd. as the surviving company on March 1, 2014.

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