

CORPORATE OUTLINE 2014

—Databook for Investors—

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

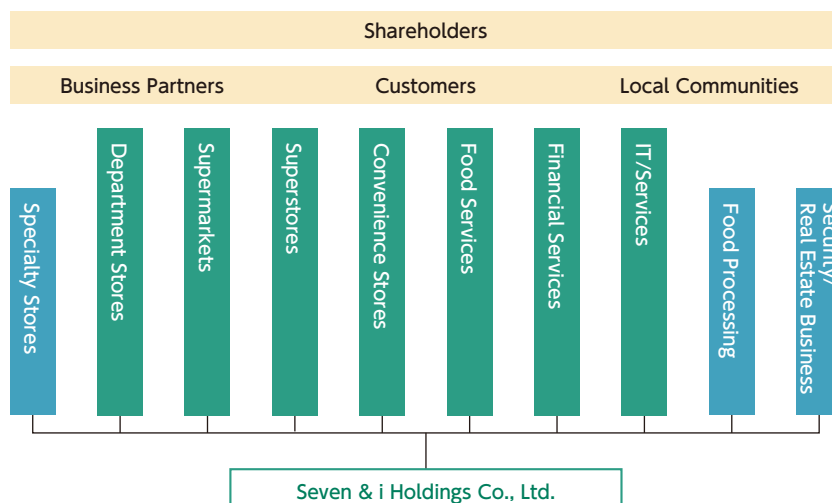
- Clearly delineate autonomy and the responsibilities of each group company
- Evaluate profitability and efficiently allocate management resources based on monitoring

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.



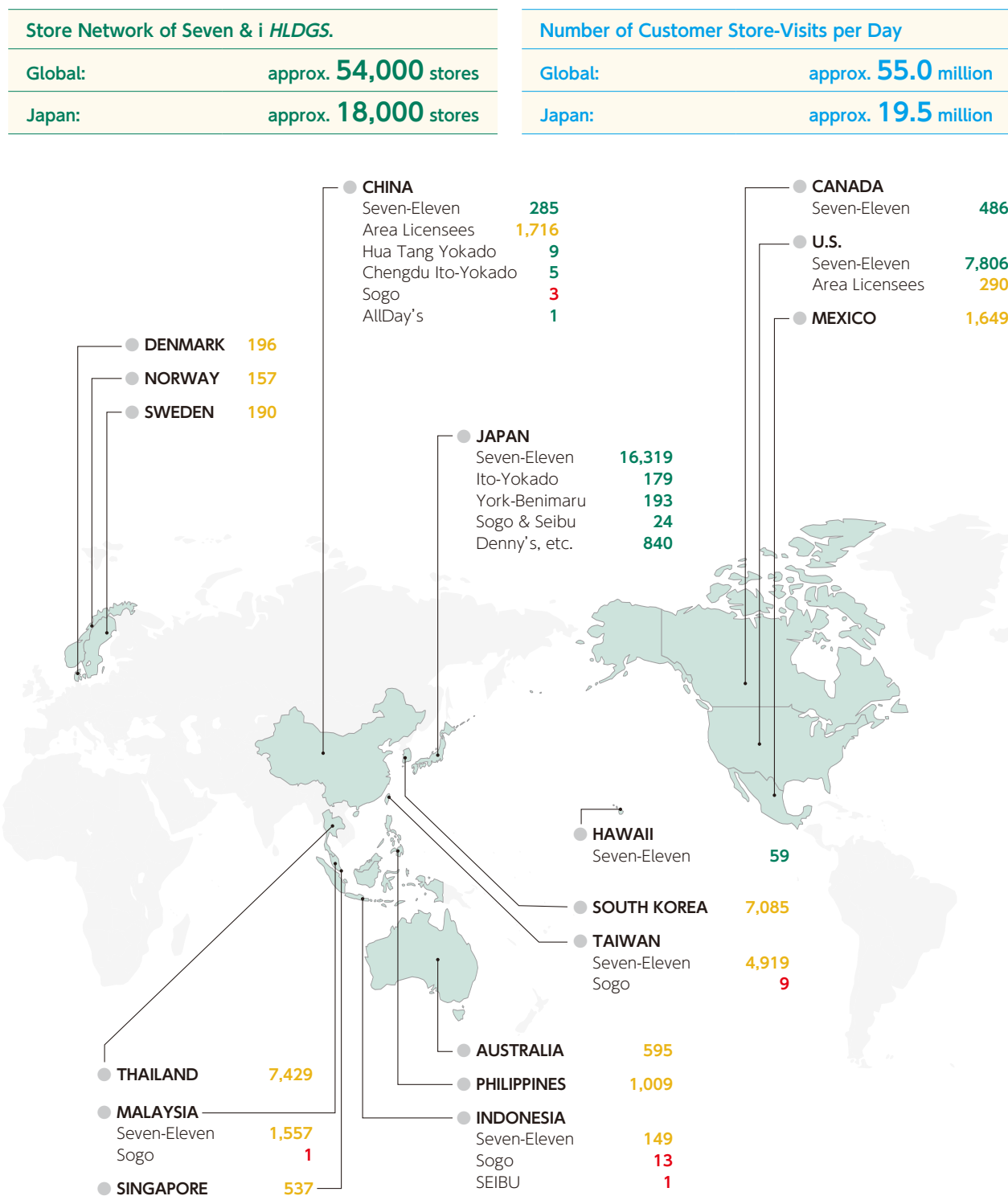
■ Seven core operational areas

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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 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.

Consolidated Financial Summary

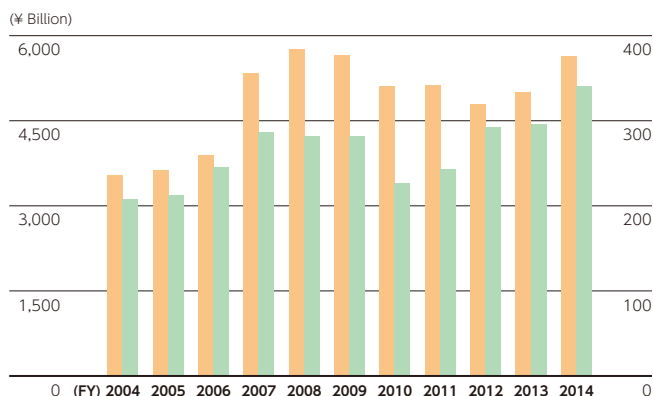
Seven & i Holdings and its consolidated subsidiaries for the fiscal years ended February 28 or 29.

	FY2004	FY2005	FY2006	FY2007	FY2008	
Revenues from operations	3,542,146	3,623,554	3,895,772	5,337,806	5,752,392	
Operating income	207,783	211,950	244,940	286,838	281,088	
EBITDA* ¹	304,792	309,401	343,629	428,523	436,375	
Ordinary income	200,787	208,267	248,110	282,016	278,262	
Net income	53,632	17,205	87,930	133,419	130,657	
Total assets	2,461,927	2,574,817	3,424,878	3,809,192	3,886,680	
Net assets	1,138,210	1,144,504	1,603,684	1,969,149	2,058,038	
Minority interests in consolidated subsidiaries	365,992	402,862	114,196	62,350	73,020	
Interest-bearing debt	267,828	270,648	687,374	822,107	766,358	
Debt equity ratio (times)	0.24	0.24	0.43	0.43	0.39	
Interest coverage ratio (times)	-	-	34.9	14.6	36.6	
Cash flows from operating activities	237,956	266,709	217,325	157,209	465,380	
Cash flows from investing activities	(117,632)	(94,758)	(388,080)	(235,983)	(237,184)	
Free cash flows* ²	120,323	171,950	(170,754)	(78,774)	228,195	
Cash flows from financing activities	(153,731)	(56,524)	103,093	37,241	(130,136)	
Net (decrease) increase in cash and cash equivalents	(37,505)	115,058	(72,223)	(40,742)	97,636	
Cash and cash equivalents at end of fiscal year	567,389	683,100	610,876	570,133	667,770	
Capital expenditures* ³	171,876	168,725	185,354	278,388	217,738	
Depreciation and amortization* ⁴	94,984	95,160	97,810	132,693	143,642	
Net income per share	¥128.25	¥40.73	¥100.83	¥142.90	¥137.03	
Owners' equity per share	¥2,726.99	¥2,742.42	¥1,772.25	¥1,999.77	¥2,081.85	
Cash flow per share* ⁵	¥357.00	¥269.29	¥213.46	¥285.02	¥287.68	
Cash dividends per share	-	-	¥28.50	¥52.00	¥54.00	
Owners' equity ratio	46.2%	44.4%	46.8%	50.1%	51.1%	
Return on equity (ROE)	4.8%	1.5%	5.5%	7.6%	6.7%	
Return on total assets (ROA)	2.2%	0.7%	2.6%	3.7%	3.4%	
Dividend payout ratio	-	-	-	36.4%	39.4%	
Ratio of total amounts of dividends to net assets	-	-	-	2.8%	2.6%	
Exchange rate (average on the term)	U.S.\$1=	¥116.00	¥108.23	¥110.26	¥116.38	¥117.85
	CNY1=	¥13.98	¥13.06	¥13.57	¥14.62	¥15.51
(at fiscal year end)	U.S.\$1=	¥107.13	¥104.21	¥118.07	¥119.11	¥114.15
	CNY1=	¥12.95	¥12.59	¥14.63	¥15.24	¥15.62

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥102, the approximate rate of exchange prevailing on February 28, 2014.
2. FY2004 and FY2005 show consolidated figures for the former Ito-Yokado.
3. From FY2012, 7-Eleven, Inc. has changed its accounting method for revenues from operations, related to franchise agreements, from "gross amount" to "net amount."
4. For the results of Millennium Retailing (currently Sogo & Seibu) in FY2006, only the balance sheets are included in the consolidated figures.
5. Nissen Holdings Co., Ltd. was made a consolidated subsidiary in January 2014, but for FY2014 only the balance sheet was consolidated and the aforementioned was unlisted.
6. Net assets represents total shareholders' equity excluding minority interests for years prior to FY2006.
7. 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.

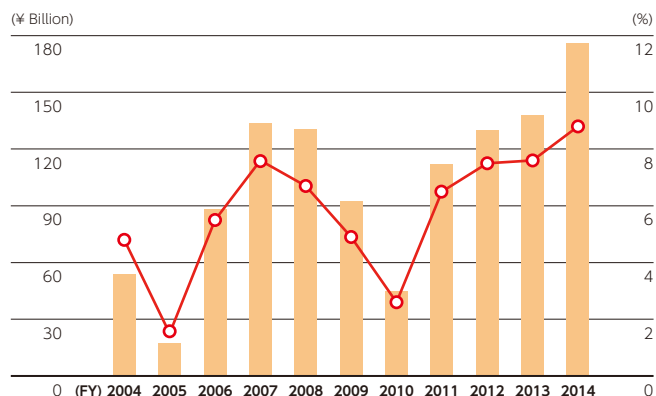
REVENUES FROM OPERATIONS AND OPERATING INCOME

■ Revenues from operations (left) ■ Operating income (right)



NET INCOME AND ROE

■ Net income (left) ● ROE (right)



					(¥ Million)	(U.S.\$ Thousand)	
	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
	5,649,948	5,111,297	5,119,739	4,786,344	4,991,642	5,631,820	55,213,921
	281,865	226,666	243,346	292,060	295,685	339,659	3,329,990
	434,033	377,768	391,913	444,969	469,036	505,662	4,957,470
	279,306	226,950	242,907	293,171	295,836	339,083	3,324,343
	92,336	44,875	111,961	129,837	138,064	175,691	1,722,460
	3,727,060	3,673,605	3,732,111	3,889,358	4,262,397	4,811,380	47,170,392
	1,860,672	1,793,940	1,776,512	1,860,954	1,994,740	2,221,557	21,779,970
	75,092	71,251	73,016	93,748	102,038	123,866	1,214,372
	793,867	701,487	727,385	712,077	853,064	934,396	9,160,745
	0.44	0.41	0.43	0.40	0.45	0.45	0.45
	23.8	28.2	30.0	49.0	41.1	39.4	39.4
	310,007	322,202	310,527	462,642	391,406	454,335	4,454,264
	(139,568)	(115,158)	(312,081)	(342,805)	(340,922)	(286,686)	(2,810,647)
	170,438	207,044	(1,553)	119,836	50,484	167,648	1,643,607
	(169,755)	(156,708)	(56,258)	(40,561)	10,032	(55,227)	(541,441)
	(4,286)	54,397	(60,573)	76,960	66,380	121,344	1,189,647
	663,483	717,320	656,747	733,707	800,087	921,432	9,033,647
	188,943	211,189	338,656	255,426	334,216	336,758	3,301,549
	140,529	132,232	132,421	139,994	155,666	147,379	1,444,892
	¥100.54	¥49.67	¥126.21	¥146.96	¥156.26	¥198.84	\$1.94
	¥1,975.95	¥1,905.97	¥1,927.09	¥1,998.84	¥2,140.45	¥2,371.92	\$23.25
	¥253.56	¥196.03	¥275.48	¥305.41	¥332.45	¥365.64	\$3.58
	¥56.00	¥56.00	¥57.00	¥62.00	¥64.00	¥68.00	\$0.66
	47.9%	46.9%	45.6%	45.4%	44.4%	43.6%	43.6%
	4.9%	2.6%	6.5%	7.5%	7.6%	8.8%	8.8%
	2.4%	1.2%	3.0%	3.4%	3.4%	3.9%	3.9%
	55.7%	112.7%	45.2%	42.2%	41.0%	34.2%	34.2%
	2.8%	2.9%	3.0%	3.2%	3.1%	3.0%	3.0%
	¥103.48	¥93.65	¥87.79	¥79.80	¥79.81	¥97.73	-
	¥14.85	¥13.72	¥12.90	¥12.32	¥12.72	¥15.92	-
	¥91.03	¥92.10	¥81.49	¥77.74	¥86.58	¥105.39	-
	¥13.31	¥13.48	¥12.29	¥12.31	¥13.91	¥17.36	-

*1 EBITDA = Operating income + Depreciation and amortization + Amortization of goodwill

*2 Free cash flows = Cash flows from operating activities + Cash flows from investing activities

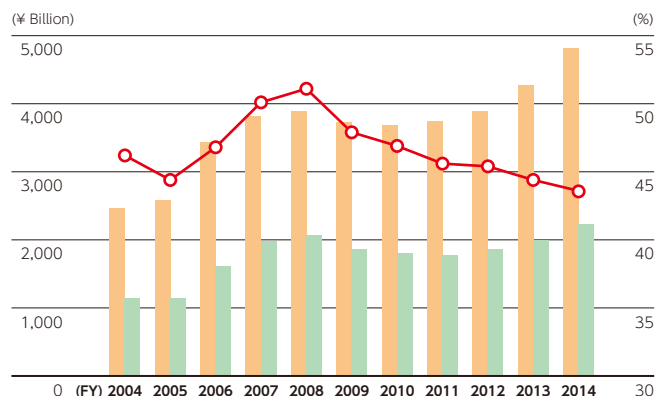
*3 Capital expenditures include long-term leasehold deposits and advances for store construction

*4 From the fiscal year ended February 28, 2014, Seven & i HLDGS. and its domestic consolidated subsidiaries (except for certain operating companies) changed the depreciation method for property and equipment from the declining-balance method to the straight-line method.

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

TOTAL ASSETS, NET ASSETS AND OWNERS' EQUITY RATIO

■ Total assets (left) ■ Net assets (left) ● Owners' equity ratio (right)



CASH FLOWS

■ Cash flows from operating activities ■ Cash flows from investing activities
■ Cash flows from financing activities



Segment Information

■ Business Segments

REVENUES FROM OPERATIONS

	FY2004	FY2005	FY2006	FY2007	FY2008
Convenience store operations	1,721,458	1,806,168	2,015,236	2,249,648	2,395,701
Superstore operations	1,669,329	1,642,264	1,687,734	1,882,935	2,109,049
Department store operations	-	-	-	988,357	1,025,354
Food services	126,189	126,181	124,025	121,683	113,980
Financial services	37,219	61,236	82,289	100,295	117,955
Others	14,737	17,195	19,780	32,340	36,653
Eliminations/corporate	(26,788)	(29,492)	(33,294)	(37,454)	(46,302)
Total	3,542,146	3,623,554	3,895,772	5,337,806	5,752,392

OPERATING INCOME

	FY2004	FY2005	FY2006	FY2007	FY2008
Convenience store operations	187,467	195,385	209,815	206,090	201,032
Superstore operations	21,165	7,814	15,381	29,170	34,058
Department store operations	-	-	-	26,772	25,764
Food services	3,261	3,620	2,625	931	(4,231)
Financial services	(3,936)	5,401	17,278	24,547	21,071
Others	(205)	211	808	1,621	2,488
Eliminations/corporate	31	(482)	(968)	(2,296)	902
Total	207,783	211,950	244,940	286,838	281,088

CAPITAL EXPENDITURES

	FY2004	FY2005	FY2006	FY2007	FY2008
Convenience store operations	96,967	93,456	102,025	98,518	108,585
Superstore operations	53,845	60,671	53,098	49,444	57,561
Department store operations	-	-	-	93,657	17,512
Food services	4,267	3,906	5,088	4,474	1,545
Financial services	7,467	7,410	22,917	31,872	31,990
Others	9,329	3,281	39	298	518
Eliminations/corporate	-	-	2,184	122	24
Total	171,876	168,725	185,354	278,388	217,738

DEPRECIATION AND AMORTIZATION

	FY2004	FY2005	FY2006	FY2007	FY2008
Convenience store operations	62,866	63,725	64,428	71,799	74,065
Superstore operations	23,927	22,345	20,796	24,070	26,452
Department store operations	-	-	-	19,042	20,154
Food services	3,456	3,252	3,019	3,454	2,903
Financial services	4,685	5,798	9,528	14,173	19,773
Others	48	38	37	134	271
Eliminations/corporate	-	-	0	19	21
Total	94,984	95,160	97,810	132,693	143,642

■ Geographic Area Segments

REVENUES FROM OPERATIONS

	FY2004	FY2005	FY2006	FY2007	FY2008
Japan	2,258,103	2,271,756	2,343,048	3,562,372	3,822,210
North America	1,278,331	1,341,503	1,516,907	1,728,481	1,867,067
Others	8,098	13,090	38,519	49,759	66,043
Eliminations	(2,387)	(2,796)	(2,704)	(2,806)	(2,928)
Total	3,542,146	3,623,554	3,895,772	5,337,806	5,752,392

OPERATING INCOME

	FY2004	FY2005	FY2006	FY2007	FY2008
Japan	184,392	185,726	212,876	253,968	247,272
North America	23,333	26,080	32,492	31,985	31,582
Others	57	194	(432)	879	2,228
Eliminations	-	(51)	3	4	3
Total	207,783	211,950	244,940	286,838	281,088

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥102, the approximate rate of exchange prevailing on February 28, 2014.
2. FY2004 and FY2005 show consolidated figures for the former Ito-Yokado.
3. From FY2012, 7-Eleven, Inc. has changed its accounting method for revenues from operations, related to franchise agreements, from "gross amount" to "net amount."
4. Capital expenditures include long-term leasehold deposits and advances for store construction.
5. 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.
6. From the fiscal year ended February 28, 2014, Seven & i HLDGS. and its domestic consolidated subsidiaries (except for certain operating companies) changed the depreciation method for property and equipment from the declining-balance method to the straight-line method.

	(¥ Million)						(U.S.\$ Thousand)
	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
	2,308,690	1,968,555	2,036,464	1,690,924	1,899,573	2,529,694	24,800,921
	2,125,029	2,016,558	1,981,604	1,992,298	1,994,588	2,009,409	19,700,088
	993,877	922,847	915,105	900,222	884,028	871,132	8,540,509
	102,711	86,420	80,225	78,026	78,361	78,566	770,254
	124,866	110,444	106,953	129,601	144,355	158,826	1,557,117
	35,079	33,669	35,610	47,464	50,210	50,492	495,019
	(40,305)	(27,198)	(36,224)	(52,193)	(59,475)	(66,301)	(650,009)
	5,649,948	5,111,297	5,119,739	4,786,344	4,991,642	5,631,820	55,213,921
	(¥ Million)						(U.S.\$ Thousand)
	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
	213,367	183,837	195,477	214,637	221,764	257,515	2,524,656
	24,742	14,178	15,708	32,432	25,491	29,664	290,823
	18,335	1,366	5,622	9,948	8,029	6,590	64,607
	(2,948)	(2,741)	(193)	(95)	721	604	5,921
	25,485	30,152	28,343	33,778	37,425	44,902	440,215
	2,069	567	(690)	2,304	3,886	2,166	21,235
	814	(694)	(921)	(945)	(1,634)	(1,784)	(17,490)
	281,865	226,666	243,346	292,060	295,685	339,659	3,329,990
	(¥ Million)						(U.S.\$ Thousand)
	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
	104,233	104,936	106,368	164,973	214,250	197,715	1,938,382
	46,064	65,379	54,133	40,284	54,243	66,686	653,784
	12,464	19,734	27,807	16,068	18,265	15,596	152,901
	1,177	752	527	831	1,407	2,277	22,323
	23,932	15,543	19,616	26,783	40,945	39,326	385,549
	1,058	3,702	127,429	3,114	4,331	7,567	74,186
	12	1,140	2,774	3,371	772	7,588	74,392
	188,943	211,189	338,656	255,426	334,216	336,758	3,301,549
	(¥ Million)						(U.S.\$ Thousand)
	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
	67,299	66,158	68,743	73,291	83,987	91,256	894,666
	26,115	24,335	25,890	28,626	29,129	18,472	181,098
	20,004	17,417	14,361	14,010	14,662	13,460	131,960
	2,210	1,270	811	667	639	438	4,294
	24,532	22,246	20,693	20,331	23,668	20,198	198,019
	346	588	1,598	2,588	2,484	2,524	24,745
	20	214	321	480	1,094	1,029	10,088
	140,529	132,232	132,421	139,994	155,666	147,379	1,444,892
	(¥ Million)						(U.S.\$ Thousand)
	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
	3,806,717	3,602,982	3,552,691	3,590,917	3,625,974	3,682,143	36,099,441
	1,766,169	1,431,042	1,484,394	1,106,449	1,269,302	1,831,482	17,955,705
	80,401	80,561	86,033	89,524	97,226	119,207	1,168,696
	(3,339)	(3,289)	(3,380)	(546)	(861)	(1,012)	(9,921)
	5,649,948	5,111,297	5,119,739	4,786,344	4,991,642	5,631,820	55,213,921
	(¥ Million)						(U.S.\$ Thousand)
	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
	245,248	197,618	215,231	261,531	263,443	299,653	2,937,774
	34,441	26,992	26,230	29,181	33,137	41,519	407,049
	2,328	2,021	1,857	1,324	(909)	(1,545)	(15,147)
	(151)	32	27	22	13	32	313
	281,865	226,666	243,346	292,060	295,685	339,659	3,329,990

7. "Others" from FY2004 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.

8. For the results of department store operations in FY2006, only the balance sheets are included in the consolidated figures.

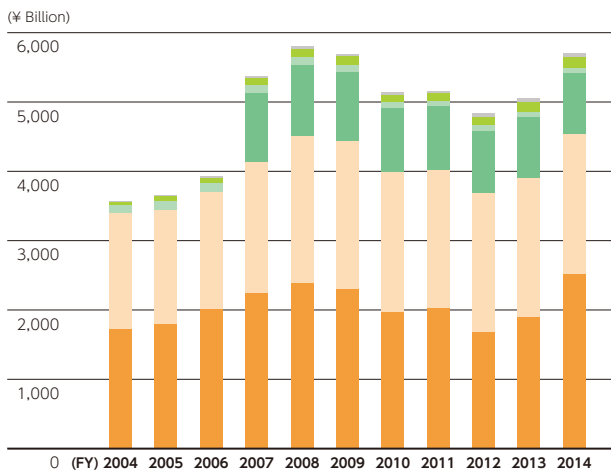
9. Nissen Holdings Co., Ltd. was made a consolidated subsidiary in January 2014, but for FY2014 only the balance sheet was consolidated and the aforementioned was unlisted.

Segment Information

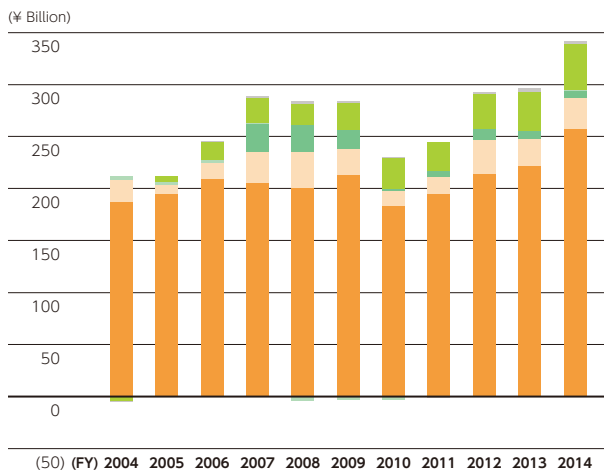
Business Segments

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

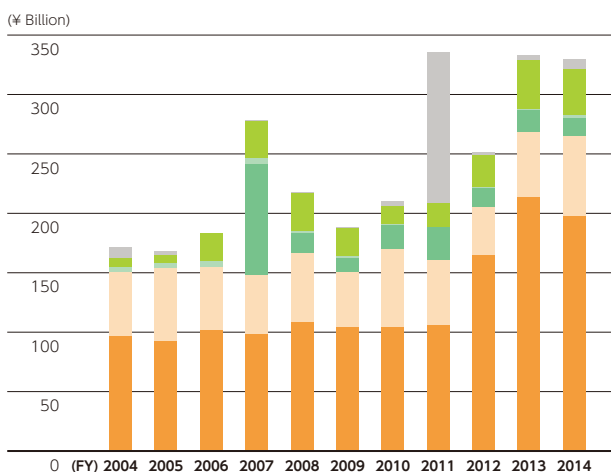
REVENUES FROM OPERATIONS



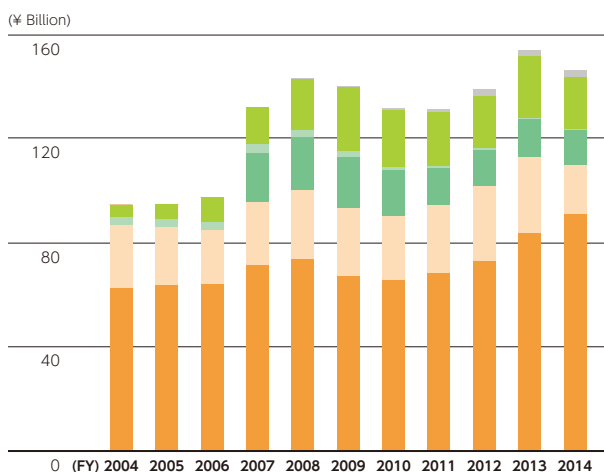
OPERATING INCOME



CAPITAL EXPENDITURES



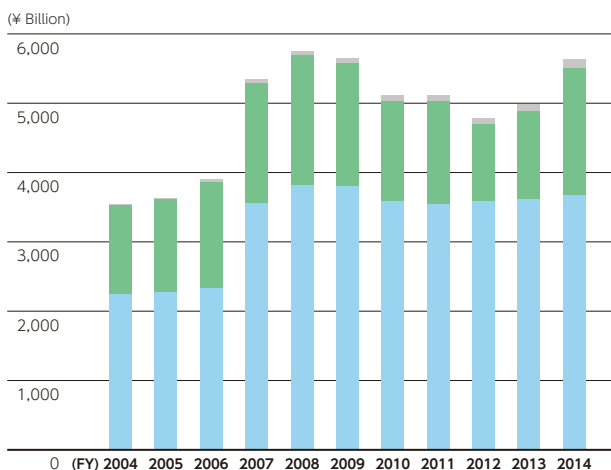
DEPRECIATION AND AMORTIZATION



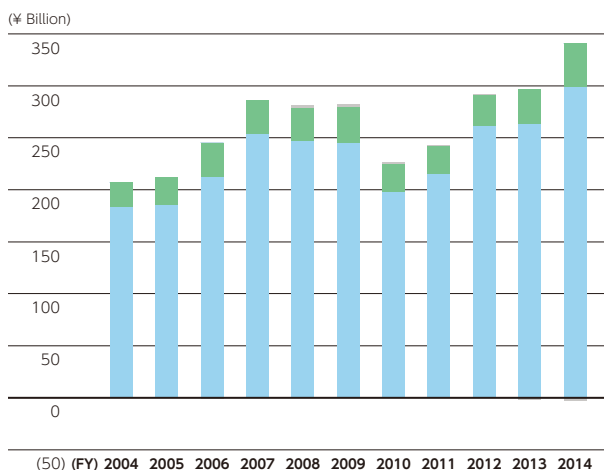
Geographic Area Segments

Japan North America Others

REVENUES FROM OPERATIONS



OPERATING INCOME



Financial Position

Interest-Bearing Debt

At fiscal years ended February 28 or 29

	(¥ Million)					(U.S.\$ Thousand)
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
Short-term loans	151,200	108,330	139,690	145,750	116,147	1,138,696
Current portion of long-term loans	79,155	127,187	88,786	124,857	100,775	987,990
Current portion of bonds	20,385	36,100	10,000	63,999	20,000	196,078
Commercial paper	—	6,391	21,455	—	—	—
Subtotal	250,740	278,008	259,931	334,607	236,923	2,322,774
Bonds	190,068	263,973	253,978	229,983	364,987	3,578,303
Long-term loans	244,470	177,225	198,167	281,893	332,485	3,259,656
Commercial paper	16,208	8,177	—	6,579	—	—
Subtotal	450,746	449,376	452,145	518,456	697,473	6,837,970
Total	701,487	727,385	712,077	853,064	934,396	9,160,745

BREAKDOWN BY SEGMENT

	(¥ Million)					(U.S.\$ Thousand)
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
Convenience store operations	20,631	16,872	29,252	132,144	115,955	1,136,813
Superstore operations	50,876	28,072	26,219	22,045	19,245	188,676
Department store operations	304,498	272,303	200,154	185,005	180,345	1,768,088
Mail order services	—	—	—	—	17,093	167,578
Others	3,000	2,250	1,500	750	—	—
Corporate	99,968	209,973	209,978	209,982	269,987	2,646,931
Subtotal (excluding financial services)	478,974	529,471	467,103	549,928	602,627	5,908,107
Financial services	222,512	197,913	244,973	303,136	331,768	3,252,627
Total	701,487	727,385	712,077	853,064	934,396	9,160,745

Bonds

ISSUED BY SEVEN & i HOLDINGS CO., LTD.

(As of February 28, 2014)

	Total amount of issue	Issue date	Coupon	Redemption date
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
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

(As of March 31, 2014)

		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.

Sales Ranking

■ Sales Ranking by Retailers—Worldwide in FY2013

FY2013	FY2012	Company	Country	Sales		CAGR (%)	Net income	
				(U.S.\$ Million)	(¥ Billion)		(U.S.\$ Million)	(¥ Billion)
1	1	Wal-Mart Stores	U.S.	469,162	37,533.0	4.4	17,756	1,420.5
2	3	Tesco	U.K.	101,269	8,101.5	6.2	190	15.2
3	6	Costco Wholesale	U.S.	99,137	7,931.0	9.0	1,767	141.4
4	2	Carrefour	France	98,757	7,900.6	(1.3)	1,692	135.4
5	5	Kroger	U.S.	96,751	7,740.1	6.6	1,508	120.6
6	7	Schwarz	Germany	87,236*1	6,978.9*1	6.6	–	–
7	4	Metro	Germany	85,832	6,866.6	0.7	130	10.4
8	10	Home Depot	U.S.	74,754	5,980.3	(0.7)	4,535	362.8
9	8	Aldi	Germany	73,035*1	5,842.8*1	6.0	–	–
10	11	Target	U.S.	71,960	5,756.8	3.2	2,999	239.9
11	9	Walgreen	U.S.	71,633	5,730.6	5.9	2,127	170.2
12	14	CVS Caremark	U.S.	63,654	5,092.3	7.1	3,875	310.0
13	13	AEON	Japan	63,100	5,061.9	1.7	1,331	74.5
14	12	Auchan	France	59,041	4,723.3	5.0	925	74.0
15	17	Woolworths	Australia	58,602	4,688.2	4.6	2,326	186.1
16	23	Amazon.com	U.S.	58,570	4,685.6	32.3	(39)	(3.1)
17	16	Seven & i Holdings*2	Japan	58,329 Group total sales*3 106,345	4,149.0 Group total sales*3 8,507.6	(4.5)	1,859	138.0
18	15	Edeka	Germany	55,944	4,475.5	5.9	–	–
19	18	Wesfarmers	Australia	54,231	4,338.5	13.8	2,323	185.8
20	22	Casino	France	53,375*1	4,270.0*1	11.1	1,972	157.8
21	21	Lowe's	U.S.	50,521	4,041.7	0.9	1,959	156.7
22	19	Rewe	Germany	48,984	3,918.7	5.8	126	10.1
23	20	Best Buy	U.S.	45,085	3,606.8	–	(420)	(33.6)
24	24	E. Leclerc	France	44,807*1	3,584.6*1	6.2	–	–
25	25	Safeway	U.S.	43,322*1	3,465.8*1	0.9	598	47.8
26	26	Ahold	Netherlands	42,236	3,378.9	3.1	1,064	85.1
27	27	Sears Holdings	U.S.	39,854	3,188.3	(4.7)	(1,054)	(84.3)
28	29	J. Sainsbury	U.K.	36,840	2,947.2	5.5	971	77.7
29	28	ITM (Intermarché)	France	35,753*1	2,860.2*1	3.2	–	–
30	30	IKEA	Netherlands	35,290	2,823.2	6.4	4,201	336.1

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=¥80, 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 2014

Market Capitalization Ranking

■ Ranking by Market Capitalization of Retailers—Worldwide

	Company	Country	Market capitalization		ROE (%)	EPS (U.S.\$)	PER (Times)	PBR (Times)
			(U.S.\$ Million)	(¥ Billion)				
1	Wal-Mart Stores	U.S.	257,235	26,276.6	21.0	4.96	16.06	3.37
2	Amazon.com	U.S.	139,951	14,296.0	3.1	0.60	510.77	14.36
3	Home Depot	U.S.	108,777	11,111.6	35.5	3.94	20.20	8.69
4	Industria de Diseno Textil	Spain	93,472	9,548.1	26.9	5.29	28.36	7.29
5	CVS Caremark	U.S.	86,429	8,828.7	12.2	3.87	18.79	2.28
6	eBay	U.S.	65,671	6,708.3	12.8	2.25	22.99	2.78
7	Walgreen	U.S.	64,799	6,619.2	13.0	2.57	26.45	3.33
8	H&M Hennes & Mauritz	Sweden	59,351	6,062.7	38.5	1.80	22.55	8.55
9	Costco Wholesale	U.S.	50,885	5,197.9	17.6	4.64	24.96	4.70
10	Lowe's	U.S.	46,772	4,777.8	17.7	2.23	20.60	3.95
11	Wesfarmers	Australia	45,243	4,621.5	8.8	1.83	21.60	1.88
12	Wal-Mart de Mexico	Mexico	44,480	4,543.7	16.1	0.10	25.63	4.07
13	Woolworths	Australia	43,480	4,441.5	26.2	1.66	20.84	5.20
14	TJX	U.S.	40,830	4,170.8	54.1	3.05	19.10	9.65
15	Tesco	U.K.	40,061	4,092.2	6.2	0.20	24.36	1.61
16	Target	U.S.	39,099	3,993.9	12.0	3.11	19.84	2.41
17	McKesson	U.S.	38,935	3,977.2	19.3	5.81	29.10	5.51
18	Seven & i Holdings	Japan	34,980	3,573.2	8.8	1.94	20.34	1.70
19	Fast Retailing	Japan	32,990	3,370.0	19.1	8.34	37.29	6.01
20	Carrefour	France	28,138	2,874.3	16.5	2.42	16.07	2.59
21	Kering	France	27,898	2,849.8	0.5	0.61	365.16	1.90
22	Kroger	U.S.	23,516	2,402.1	31.4	2.95	15.60	4.37
23	Sysco	U.S.	21,310	2,176.9	20.1	1.70	21.47	4.10
24	Macy's	U.S.	21,193	2,164.9	24.2	4.03	14.26	3.39
25	Falabella	Chile	20,731	2,117.7	14.7	0.32	26.36	3.71
26	Ahold	Netherlands	18,882	1,928.8	15.0	1.33	14.47	2.09
27	Magnit	Russia	18,751	1,915.4	31.5	10.58	18.75	5.28
28	Whole Foods Market	U.S.	18,487	1,888.4	14.3	1.48	33.55	4.77
29	Loblaw	Canada	17,920	1,830.6	9.4	1.39	31.22	2.80
30	Gap	U.S.	17,560	1,793.7	43.0	2.86	13.72	5.73

Note: Ranking by market capitalization and exchange rates are as of April 30, 2014 (U.S.\$1=¥102.15)
Source: FactSet

Profile

Performance Overview

Global Retail Industry Data

Retail Environment in Japan

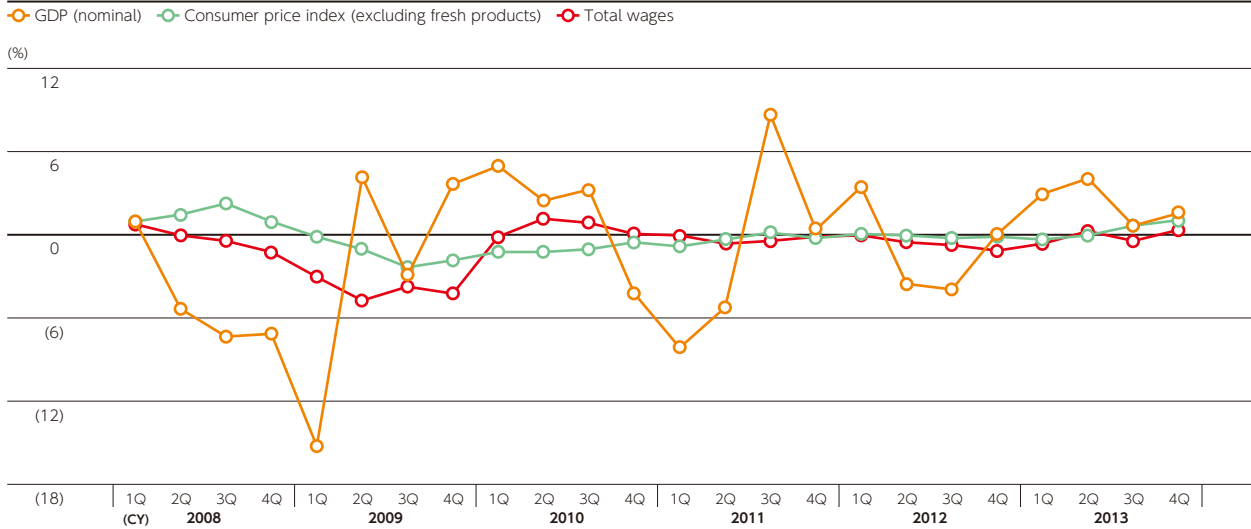
Group Business Strategy

Major Group Companies Data

Corporate Data

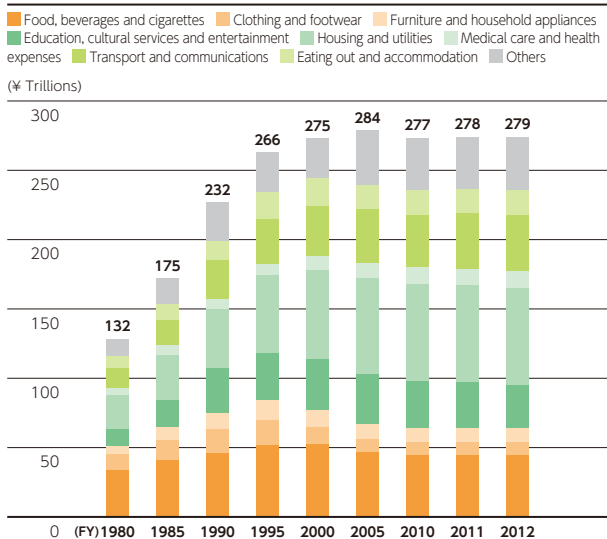
Consumer Environment

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



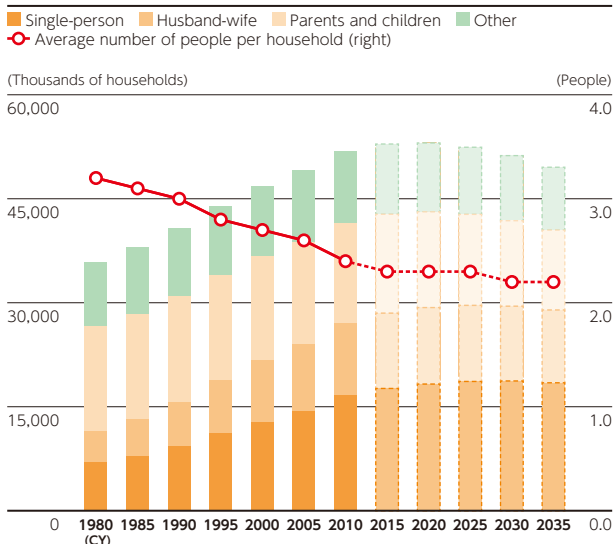
Source: National Accounts (Economic and Social Research Institute, Cabinet Office), Consumer Price Index (Ministry of Internal Affairs and Communications), Monthly Labour Survey (Ministry of Health, Labour and Welfare)

DOMESTIC FINAL CONSUMPTION EXPENDITURE OF HOUSEHOLD



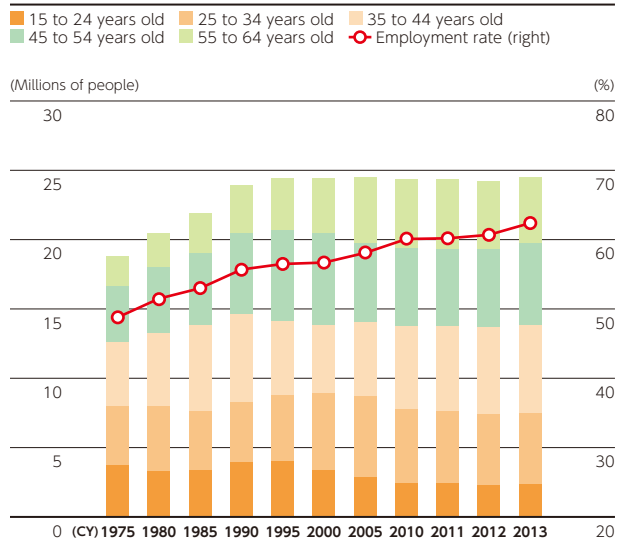
Source: National Accounts (Economic and Social Research Institute, Cabinet Office)
Note: The figures before 2000 are based on an old standard.

CHANGES IN THE NUMBER OF HOUSEHOLDS



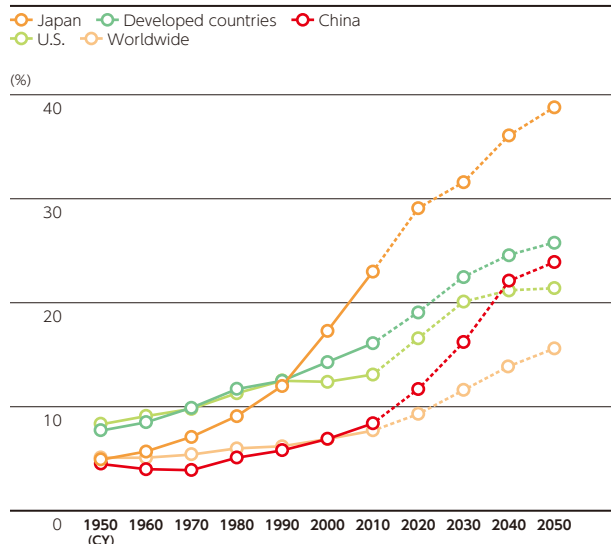
Source: National Institute of Population and Social Security Research

THE NUMBER OF FEMALE WORKERS AND THEIR EMPLOYMENT RATE



Source: Labour Force Survey (Ministry of Internal Affairs and Communications)

CHANGES IN THE POPULATION OF THOSE AGED OVER 65



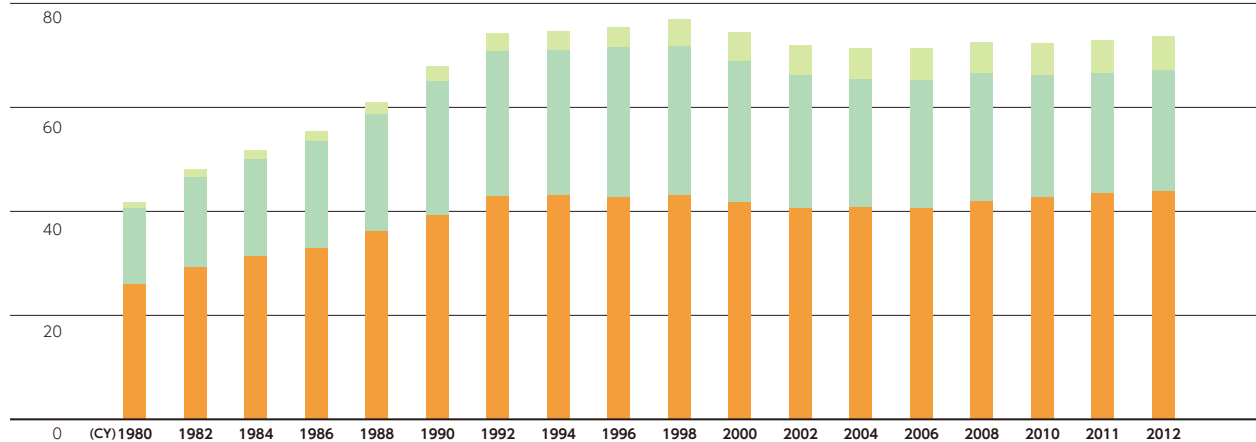
Source: Statistical Handbook of the World (Ministry of Internal Affairs and Communications)

Environment of Retail Industry

TRENDS IN THE SCALE OF THE FOOD MARKET

Food and beverages Food-service industry Takeout meals

(¥ Trillion)



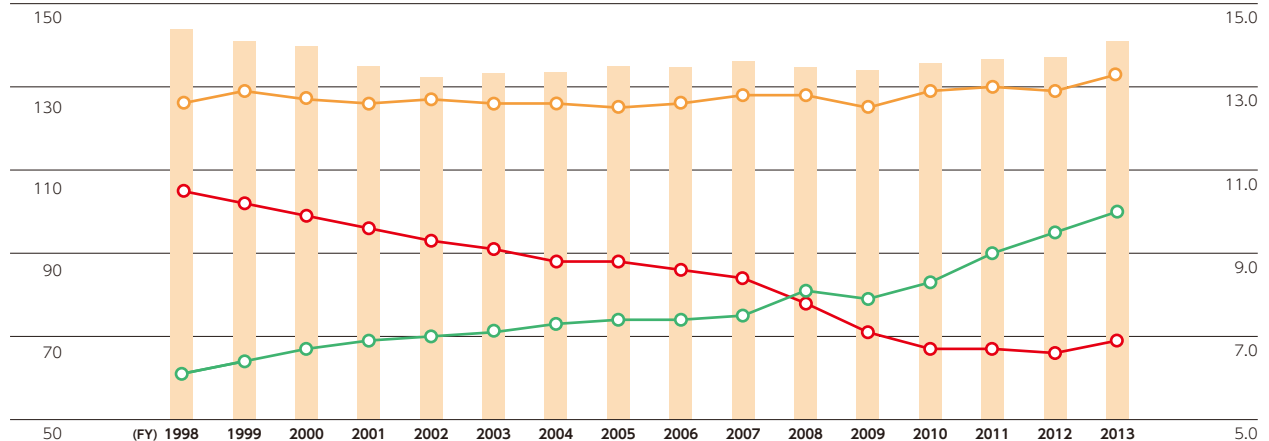
Source: Current Survey of Commerce (Ministry of Economy, Trade and Industry), Foodservice Industry Research Institute

TREND IN NET SALES AT MAJOR STORE FORMATS

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

(¥ Trillion)

(¥ Trillion)

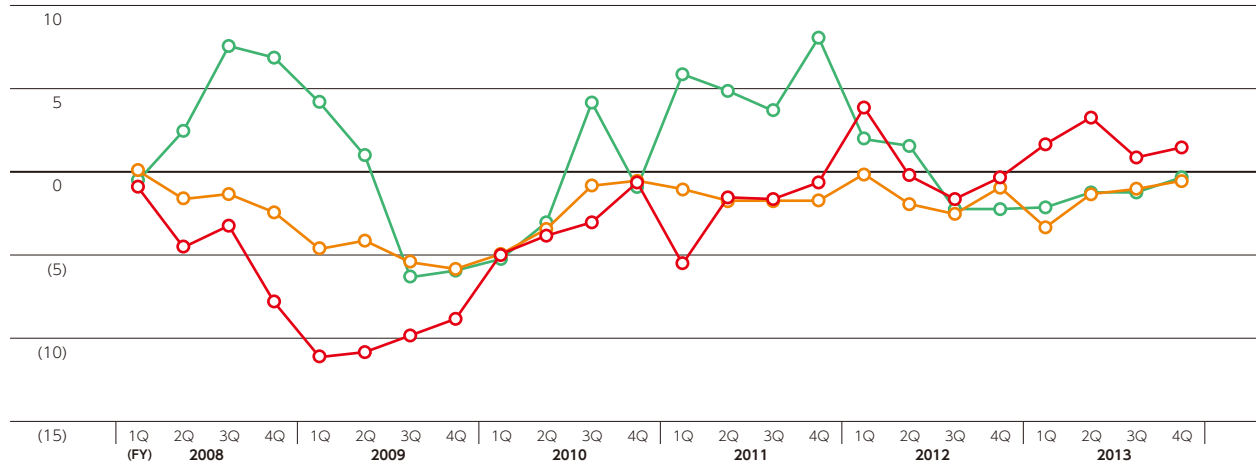


Source: Current Survey of Commerce (Ministry of Economy, Trade and Industry)

YEAR-ON-YEAR COMPARISON OF GROWTH IN EXISTING-STORE SALES AT MAJOR STORE FORMATS OVER FOUR QUARTERS

Department stores Supermarkets Convenience stores

(%)



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

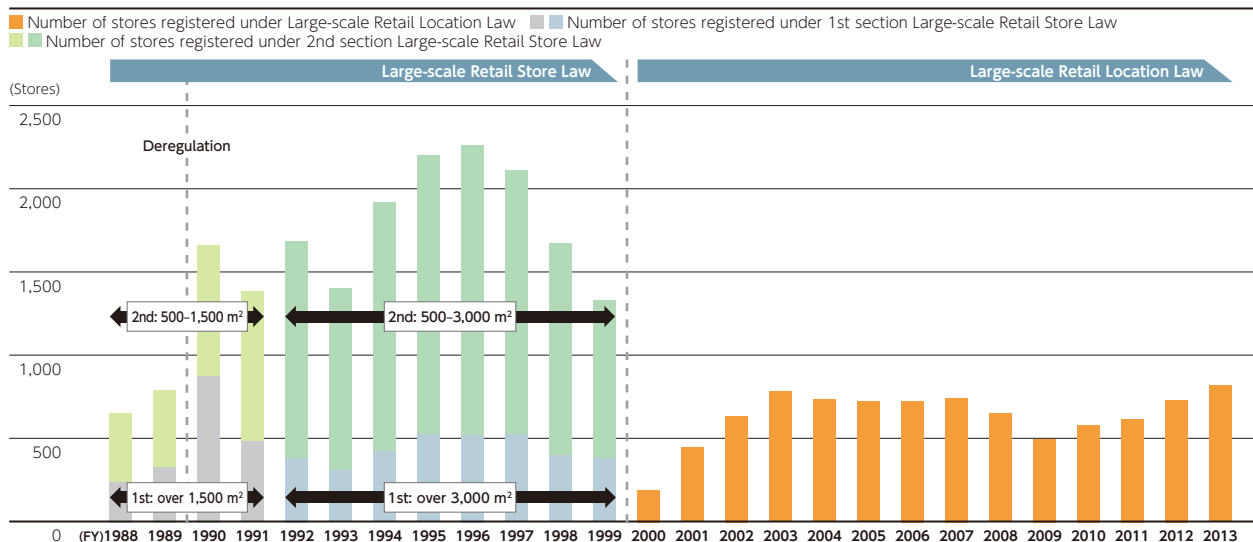
Environment of Retail Industry

TREND IN NUMBER OF STORES BY STRATUM OF NUMBER OF EMPLOYEES



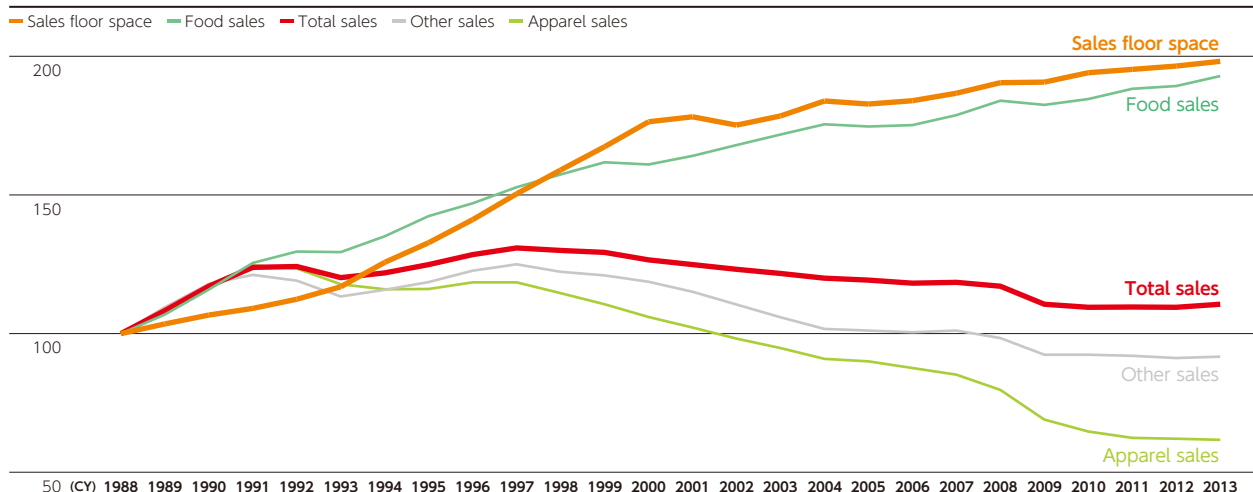
Source: The Census of Commerce (Ministry of Economy, Trade and Industry)

TREND IN NUMBER OF REGISTERED LARGE-SCALE RETAIL STORES



Source: Ministry of Economy, Trade and Industry

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



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

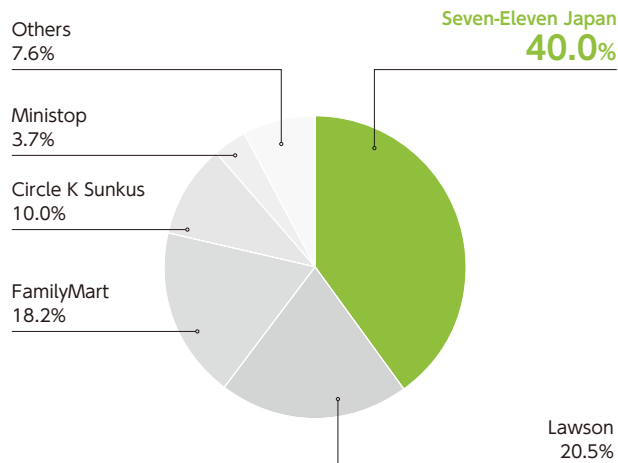
Major Group Companies' Market Share in Japan (Nonconsolidated)

AMONG TOP FIVE FOR TOTAL STORE SALES AT CONVENIENCE STORES

	FY2014 (¥ Billion)	Share (%)
Convenience stores total market*1	9,462.8	100.0
1 Seven-Eleven Japan	3,781.2	40.0
2 Lawson*2	1,943.3	20.5
3 FamilyMart	1,721.9	18.2
4 Circle K Sunkus*2	950.6	10.0
5 Ministop	349.9	3.7
Others	715.8	7.6
Top Five Combined	8,747.0	92.4

*1 Figures for convenience stores and chain stores are simple sums of sales from March 2013 to February 2014, according to the Japan Franchise Association's Convenience Store Statistics Investigation Monthly Report.

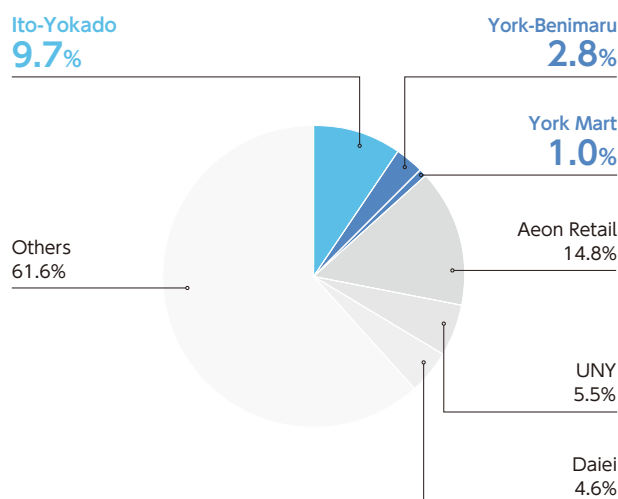
*2 Total store sales of Lawson and Circle K Sunkus represent the respective simple sums of the nonconsolidated net sales of each company and the net sales of its domestic convenience store subsidiaries.



AMONG TOP FOUR FOR NET SALES AT SUPERSTORES

	FY2014 (¥ Billion)	Share (%)
Superstores total market	13,250.6	100.0
1 Aeon Retail	1,961.2	14.8
2 Ito-Yokado	1,280.6	9.7
3 UNY	732.4	5.5
4 Daiei	615.2	4.6
Others	8,661.0	65.4
Top Four Combined	4,589.5	34.6

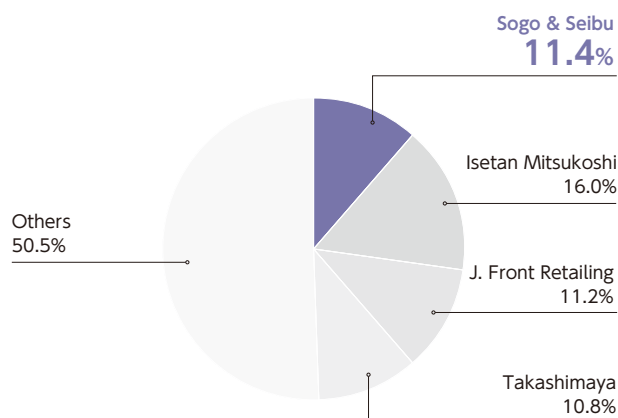
York-Benimaru	374.7	2.8
York Mart	128.2	1.0



AMONG TOP FOUR FOR NET SALES AT DEPARTMENT STORES

	FY2014 (¥ Billion)	Share (%)
Department stores total market	6,892.7	100.0
1 Isetan Mitsukoshi	1,104.0	16.0
2 Sogo & Seibu	789.2	11.4
3 J. Front Retailing	768.9	11.2
4 Takashimaya	747.8	10.8
Others	3,482.6	50.5
Top Four Combined	3,410.0	49.5

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

Merchandising

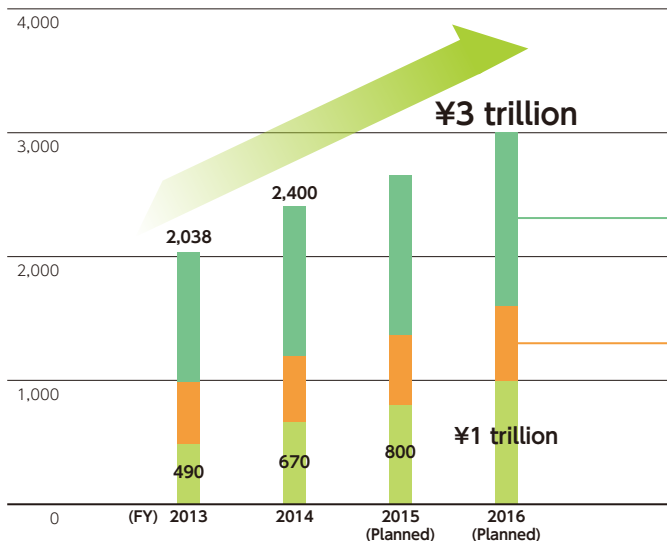
Group Merchandising Initiatives

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

■ *Seven Premium* ■ Original products of Group companies excluding SEJ
■ SEJ original products
(¥ Billion)



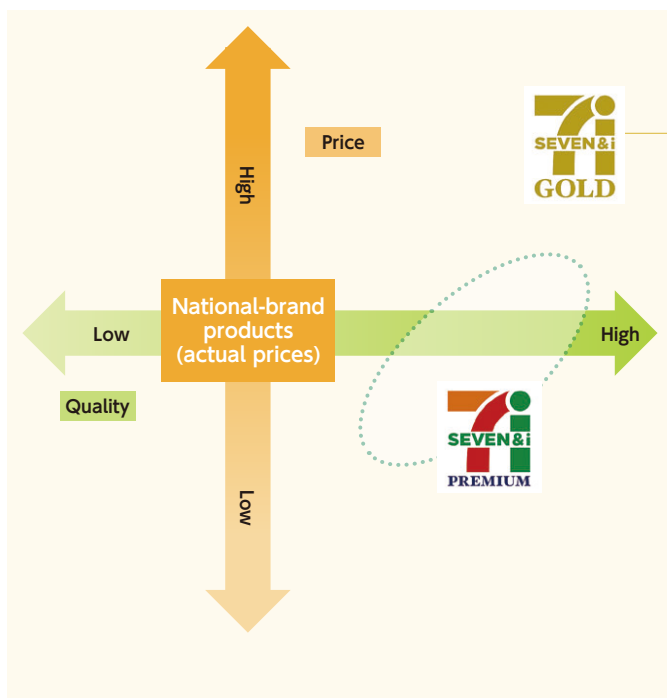
Note: SEJ: Seven-Eleven Japan



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. As a result of these efforts, we have been able to create products with taste and quality the same as or better than popular national-brand products and provide them at prices that consumers find more reasonable.

POSITIONING AND CONCEPT FOR PRIVATE-BRAND PRODUCTS



Seven Gold

- The *Seven Gold* products in the *Seven Premium* brand are developed to meet the needs of those who wish to try something a little more tasty as a luxury
- Equal to or better than the quality of products from specialty stores and popular stores
- A reasonable price



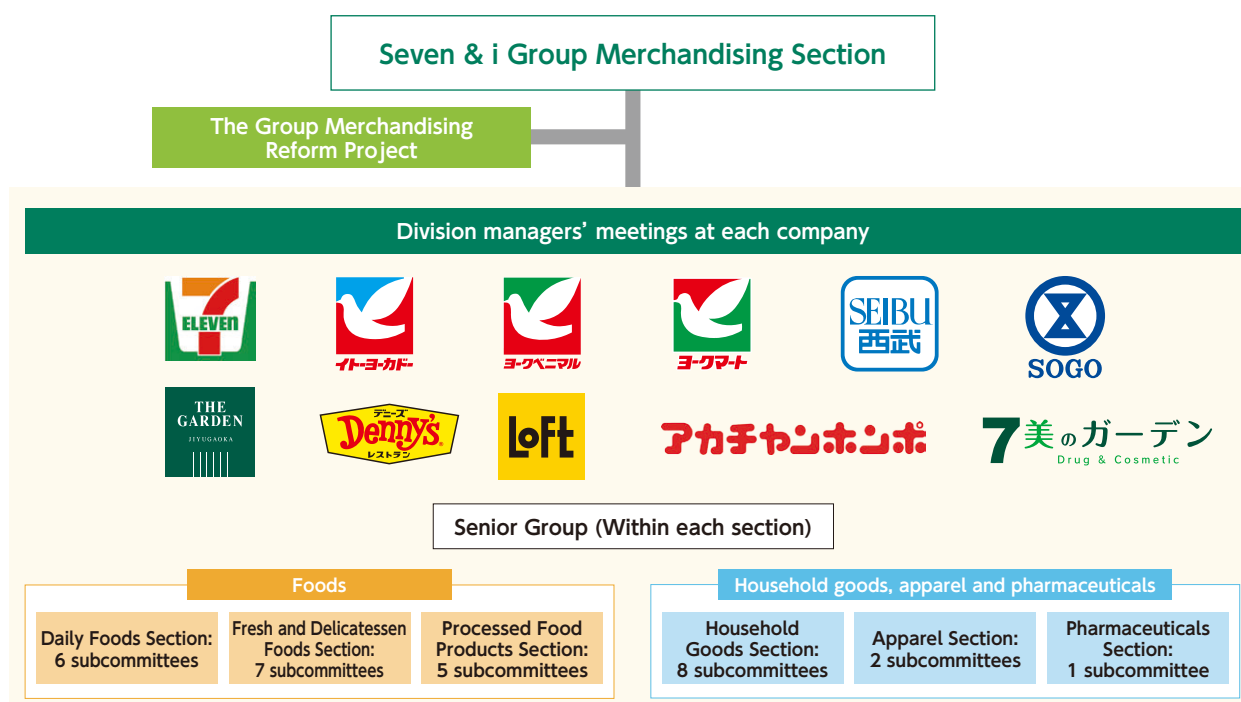
Golden Bread—Launched in May 2013

- Careful discernment in every aspect of materials and production
- A refined taste and luxurious sweetness with depth
- Sales record of over 30 million units a year
- Renewal campaigns conducted in October 2013 and April 2014



Product Development Process

Product development staff in Seven & i Group companies are organized into six sections and 29 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 <i>Seven Premium</i>
	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	Launched 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 <i>Seven Gold</i>
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 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
2013	May	Launched <i>Golden Bread</i>

PROMOTING RENEWAL OF SEVEN PREMIUM

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

Through the "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.

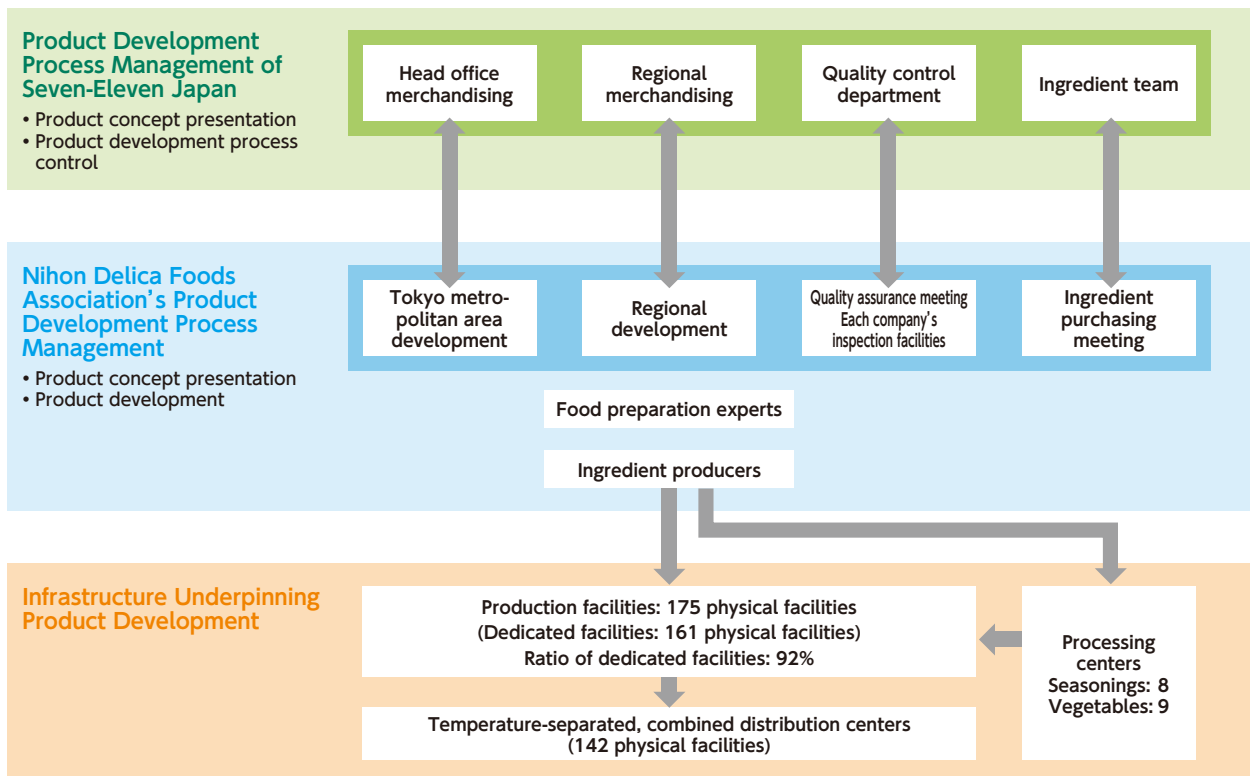
PRODUCTS THAT SELL OVER ¥1 BILLION PER YEAR



Merchandising

Original Daily Food Product Development by Seven-Eleven Japan

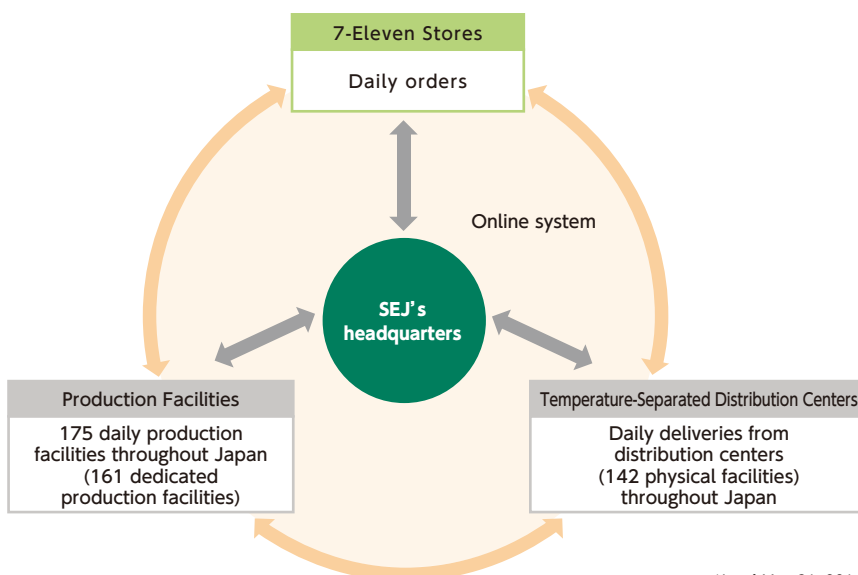
Food Product Development System



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, 2014.

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

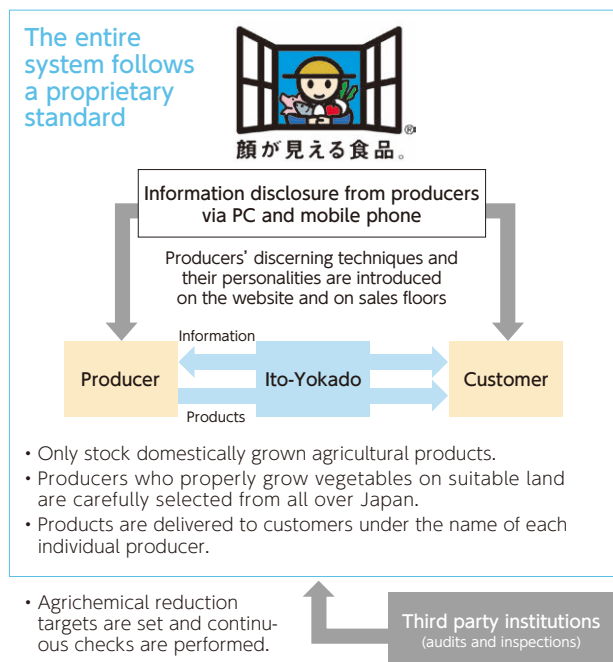
(As of May 31, 2014)

Initiatives to Ensure Safety and Reliability

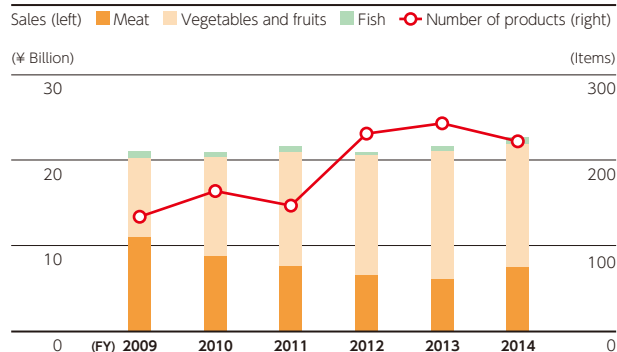
■ “Fresh Foods with Traceability” Initiatives

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, and solidifying its relationship with stakeholders by enhancing open disclosure.

TRACEABILITY SYSTEM (VEGETABLES AND FRUIT)



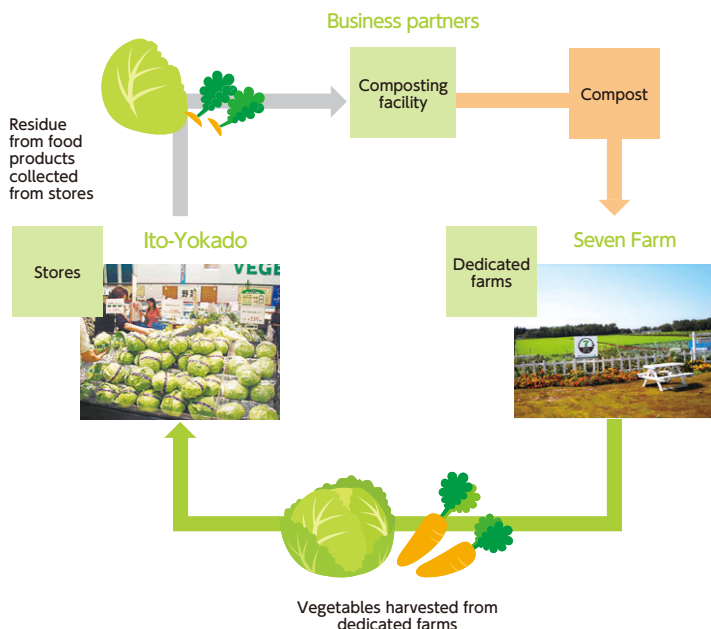
SALES OF “FRESH FOODS WITH TRACEABILITY” PRODUCTS AND NUMBER OF PRODUCTS



■ 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. Seven Farms practice environmental agriculture. As of February 28, 2014 there were 10 Seven Farms throughout Japan covering a total of 60 hectares. Ito-Yokado plans to expand them to cover 70 hectares in the fiscal year ending February 28, 2015.

SUSTAINABLE FOOD PRODUCT RECYCLING SYSTEM



SEVEN FARM LOCATIONS (as of February 28, 2014)



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



PROCESSING CENTERS AND PERISHABLES DISTRIBUTION CENTERS

Seven-Eleven Japan

Seasonings packaging centers	8
Vegetable processing centers	9

Ito-Yokado

Perishables distribution centers	12
Vegetables and fruits centers	4

York-Benimaru

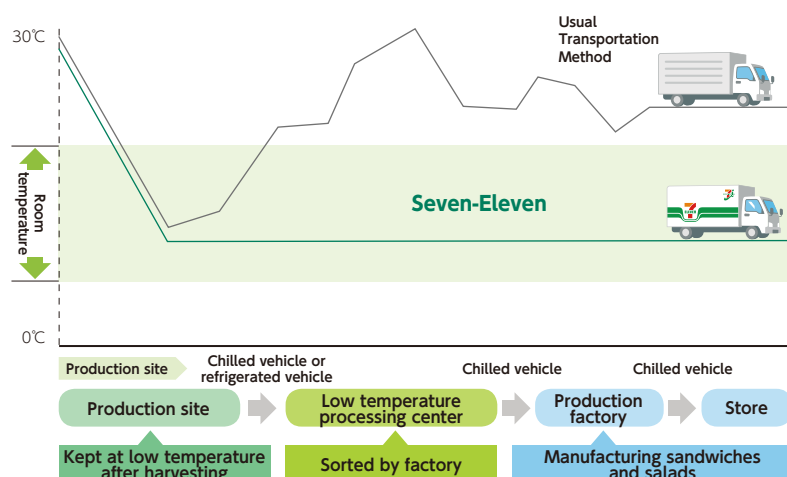
Perishables distribution centers	6
----------------------------------	---

(As of May 31, 2014)

	Number of distribution centers	Number of physical facilities
5°C	68	5°C 10
20°C	73	20°C 14
		Shared 59
-20°C	18	18
Subtotal	159	101
Ambient temperature	-	41
Total	-	142

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

Cold Chain



Freshness Managed from the Field to the Store

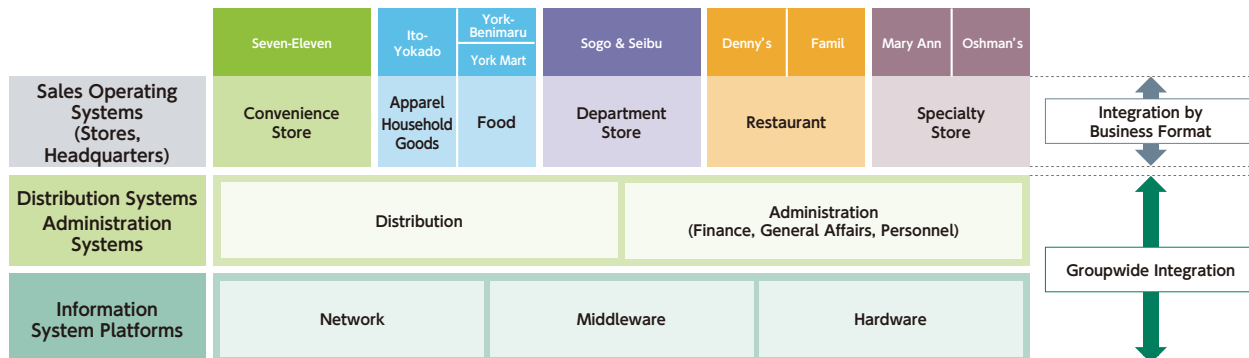
We have implemented a cold chain (refrigerated distribution network) for transporting and processing vegetables in a fresh condition straight after they are harvested. The harvested vegetables are put into cold storage on the spot, and kept at a consistently managed temperature in their journey in the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

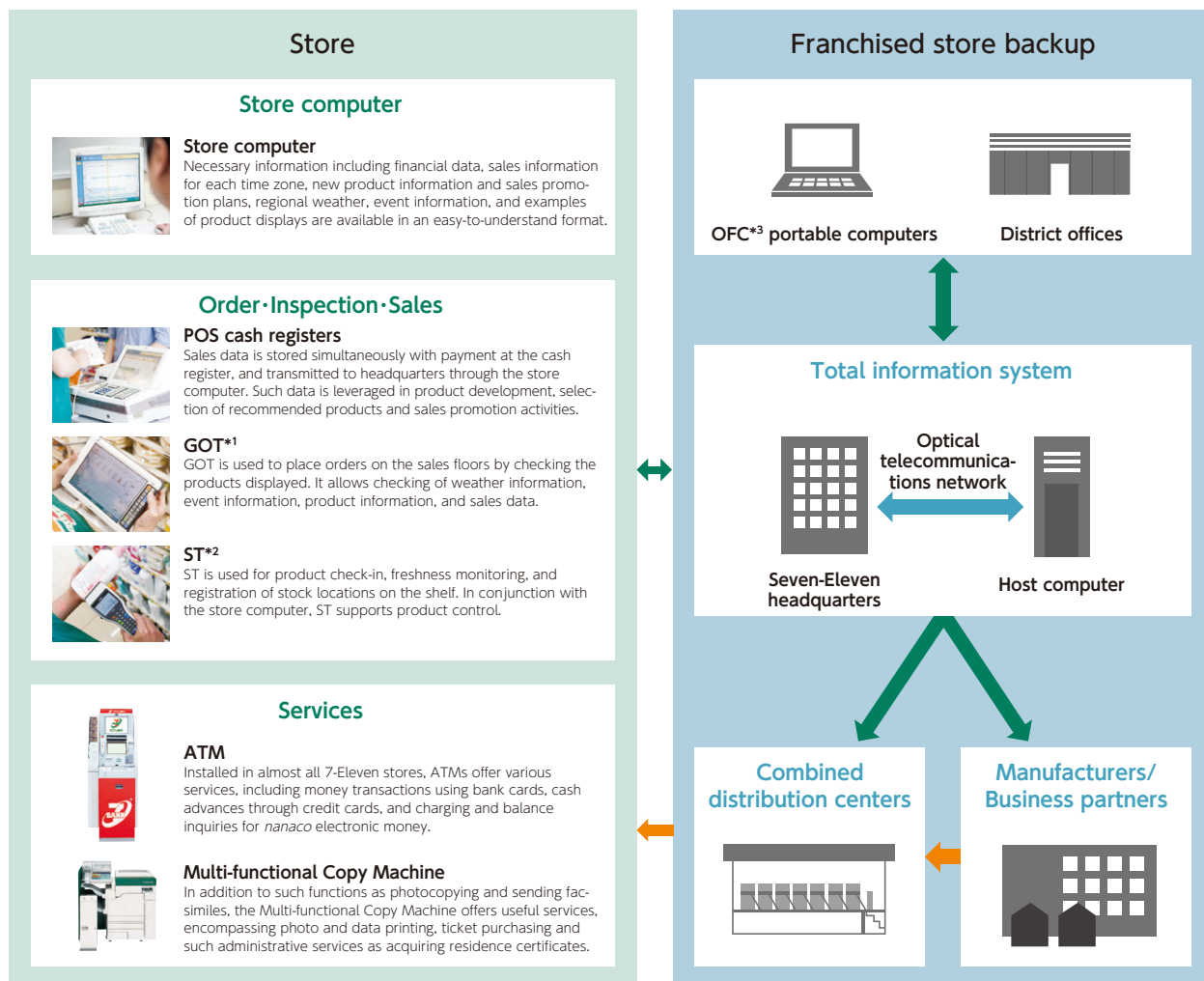
CONCEPT CHART OF SYSTEM INTEGRATION



■ Sixth-Generation Total Information System for Seven-Eleven Japan

With its proprietary information system to realize "item-by-item management," Seven-Eleven Japan (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) is used for ordering at the sales area.

*2 Scanner Terminal (ST) is used for efficiently scanning products, monitoring freshness, and checking stock location on the shelf.

*3 OFC = Operations Field Consultants

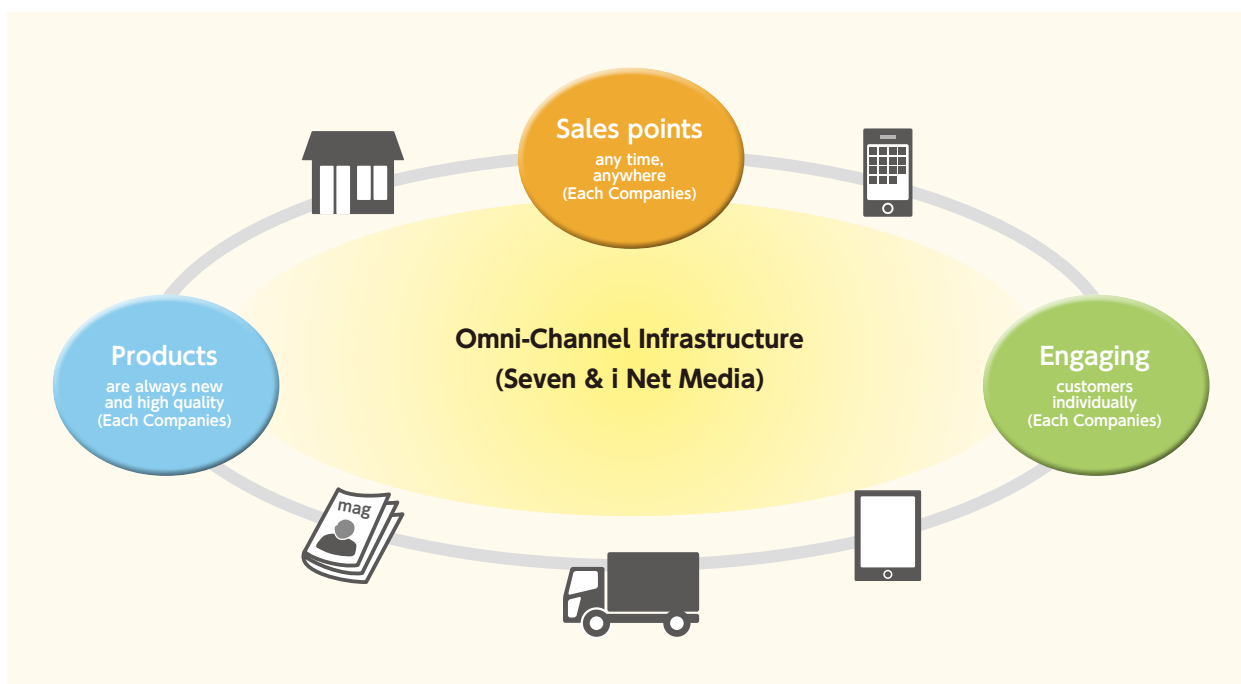
Omni-Channel Strategy

■ Omni-Channel

Omni-channel refers to a retail format for providing all customers with a seamless shopping experience of ordering, payment, and receiving products by integrating various sales channels such as real stores and online stores. The Seven & i Group has been promoting its Omni-Channel Strategy since the second half of the fiscal year ended February 28, 2014.

■ Omni-Channel Conceptual Diagram

By merging real-store and Internet-based services, the Group aims to advance its sales, products, and customer service to realize the world's ultimate omni-channel retail format for providing services that meet individual customers' needs.



■ Group Strengths

- A globally unique network of approximately 18,000 stores including convenience stores, supermarkets, super-stores, department stores, and even specialty stores
 - Extremely high customer contact with approximately 19.5 million customer visits per day at stores in Japan
 - A system for teaming up with external trading partners to develop original products
- The Group will promote a unique omni-channel retail format that leverages these distinctive strengths.

■ Future Plan

- Enable pick-up of the Group's Internet-based products at real stores of each company
 - Develop a common ID system across each website to manage the customer base
 - Provide face-to-face delivery services for peace of mind
- Pursue new possibilities for products and services that can be supplied based on customer needs.

■ Working Groups will be established in Seven Areas under the Implementation Plan

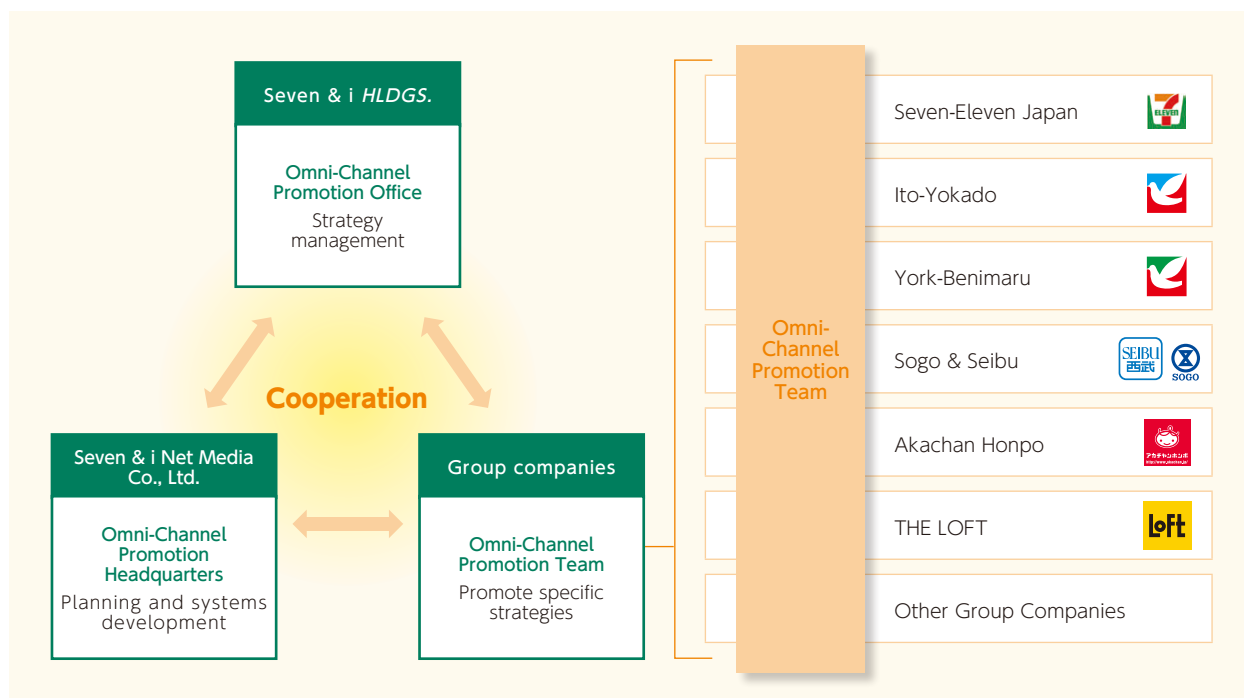
Working Group	Theme
1. Customers	Call centers, security, common ID, customer database
2. Site	Site design, cross-sectional search of products from each company's products
3. Stores	Customer contact, develop tablet terminals, real-store handovers
4. Products	Common product management code, Internet-based product strategies for each category
5. Logistics	Delivery, utilization of each company's logistics
6. Media	Examine sales promotions methods, summarize issues with each company's website
7. Big data	Use big data to introduce recommended functions and improve store operations, etc.

■ Reorganization of Group Companies

The Seven & i Group conducted an absorption-type merger effective March 1, 2014, with Seven & i Net Media Co., Ltd. as the surviving company and Seven Net Shopping Co., Ltd. as the dissolving company. This initiative is aimed at clearly identifying the company that will play a pivotal role in promoting the Seven & i Group's Omni-Channel Strategy and vigorously pressing ahead with this strategy.

■ Establishment of Omni-Channel Promotion Teams

Seven & i HLDGS. has established a department responsible for promoting the Omni-Channel Strategy not only at the parent company, Seven & i HLDGS., but at all major Group companies. The office will coordinate its efforts closely with the core company, Seven & i Net Media Co., Ltd., along with the other Group companies, to promote the strategy throughout the entire Group.



■ Consolidation of Nissen Holdings Co., Ltd.



In order to promote the Internet and mail order business, Seven & i HLDGS. made Nissen Holding Co., Ltd. a consolidated subsidiary in January 2014 by conducting a public tender and receiving a third-party allocation of shares. Looking ahead, the Group will pursue various synergies with Nissen.

For FY2014, only the balance sheet is consolidated and the new segment, Mail order services, added.

Overview of Nissen Holdings Co., Ltd.

Established	1970
Capital	11,873 million yen
Net sales in FY2013	196,467 million yen
Main Business	Nissen Holdings Co., Ltd. operates the affiliate companies Nissen Co., Ltd. and SHADDY CO., LTD. Operations include catalog and Internet-based sales of products mainly developed in-house, as well as wide-ranging distribution-related service businesses such as gift wholesale business, logistics, and finance-related operations.
Number of customers	4.59 million (FY2013 Nissen Co., Ltd.)

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.

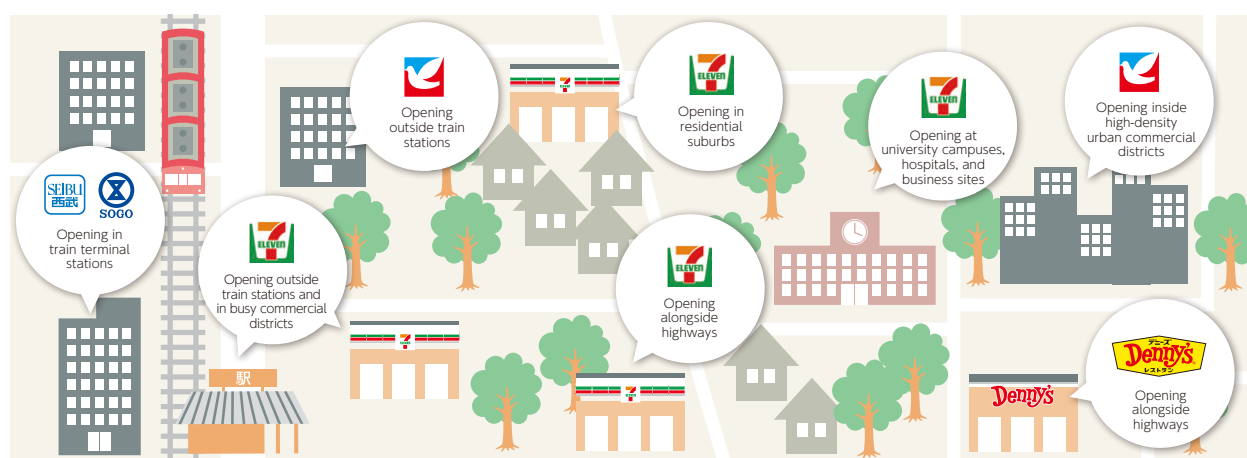
Market Concentration Strategy

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

Market Concentration Strategy by Store Format



Store-Opening Policy by Store Format

Format	Store brand	Store development
Convenience store	Seven-Eleven	<ul style="list-style-type: none"> • Formed market concentration mainly in residential areas in the 1990s and in urban areas after 2000 • Implemented 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 universities • From November 2010, provision of support for store openings by franchisees who will operate two or more stores • Store network encompassed 42 prefectures as of February 28, 2014. Start to open its stores in Ehime Prefecture in the Shikoku region from March 2014
Superstore	Ito-Yokado	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Operate 17 shopping centers primarily in the Kanto region • Assembled tenants with Ito-Yokado as the anchor tenant
Supermarket	York-Benimaru York Mart	<ul style="list-style-type: none"> • York-Benimaru formed market concentration in the Southern Tohoku and Northern Kanto regions • York Mart formed market concentration primarily in the Southern Kanto region • Aim for a 300-store network over the medium- to long-term through aggressive store opening strategy in the market concentration areas
Department store	SEIBU Sogo	<ul style="list-style-type: none"> • Developed 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," or "suburban stores" • Open small-sized department stores in Ario and Ito-Yokado stores
Restaurant	Denny's	<ul style="list-style-type: none"> • Operate stores in 16 prefectures nationwide, primarily in the Kanto region
Specialty store	Akachan Honpo Loft	<ul style="list-style-type: none"> • Operate stores primarily in shopping centers in 28 prefectures • Open 43 stores primarily in Ito-Yokado, Ario, and other stores operated by Group companies • Operate stores primarily in department stores and shopping centers in 27 prefectures • Open 38 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, 2014.

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 FY2014



Seven-Eleven



Ito-Yokado's Ario



York-Benimaru



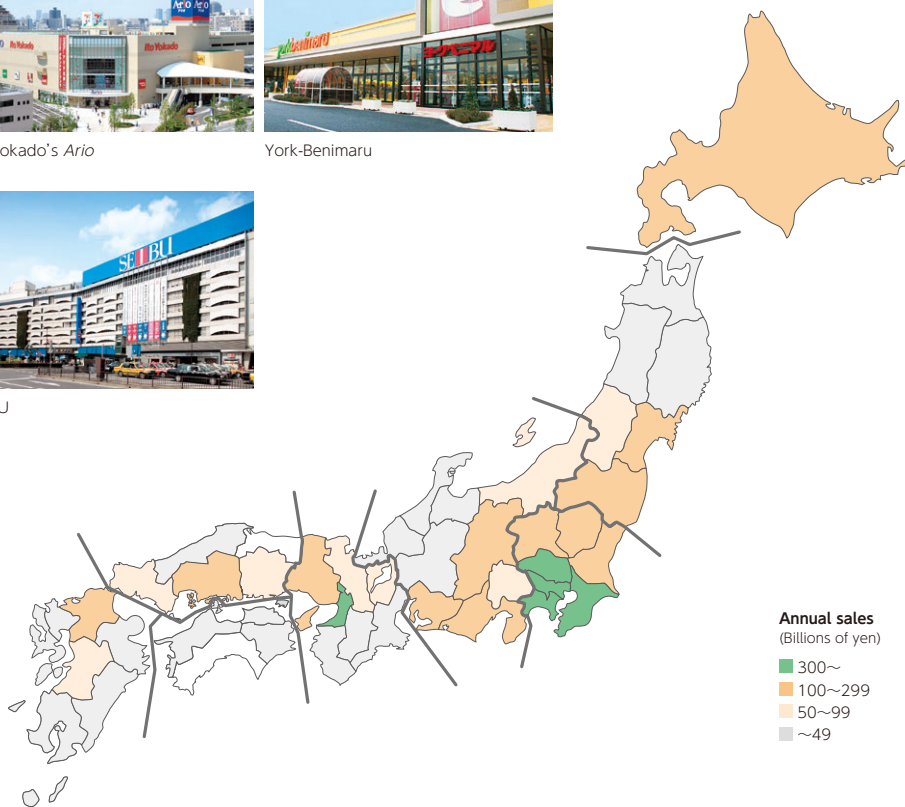
Sogo



SEIBU












Denny's



■ Domestic Store Network

(No. of Stores as of February 28, 2014)

					 			
Hokkaido	900	11	–	–	1	6	4	2
Tohoku	1,048	10	140	–	1	20	4	5
Kanto	6,623	127	53	74	13	338	45	50
Chubu	2,826	17	–	–	2	84	14	10
Kinki	1,977	11	–	–	5	20	17	13
Chugoku	1,017	3	–	–	1	2	5	5
Shikoku	140	–	–	–	1	–	1	2
Kyushu	1,788	–	–	–	–	–	3	2
Total	16,319	179	193	74	24	470	93	89

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 ¥123 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)



Electrically Assisted Bicycles Especially for 7-Eleven Deliveries

To enable more efficient deliveries to customers living within the catchment area, electrically assisted bicycles were introduced in November 2013.

The electrically assisted bicycle fleet numbered approximately 1,400 operational bicycles as of April 30, 2014.

By February 28, 2015, Seven-Eleven Japan plans to have increased the number to over 2,000 bicycles.



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 had been introduced at approximately 870 stores as of April 30, 2014.

The *Seven Raku-Raku Delivery Service* received the Most Excellent Nikkei MJ Award at the 2012 Nikkei Superior 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, 2014 there were over 35 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.

Ordered via PC/
mobile phone



Select ordered
items from
sales floor

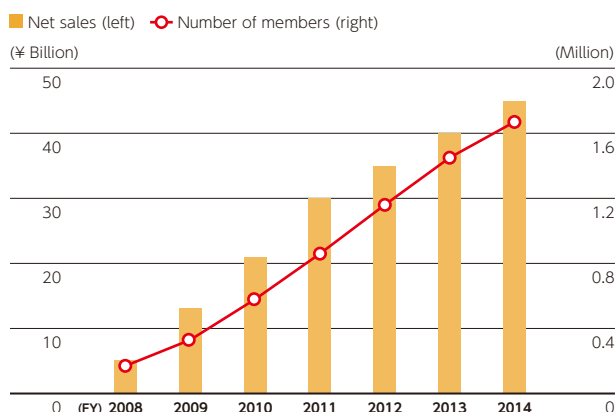


Items packed
in back room



Delivered to
customer

Service launched	March 2001
Items handled	Approx. 30,000 items (food, household goods, underwear, miscellaneous goods for kids, etc.)
Delivery fee	¥324 (including tax, free above set value of purchases)
Delivery schedule	10 shipments/day (excluding some stores)
Sales recognition	Posted as sales of Ito-Yokado
Net sales	¥45.0 billion (FY2014)
Number of members	1,670 thousand (as of Feb. 28, 2014)



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 Seven & i Group companies in Japan in the fiscal year ending February 28, 2018, using emissions in the fiscal year ended February 28, 2012 as the base year. We have set a target of reducing the estimated total CO₂ emissions figure for fiscal 2018 by around 10% from the fiscal 2012 level.

■ Seven-Eleven Japan's Initiatives to Conserve Energy

Seven-Eleven Japan (SEJ) is introducing energy-conserving equipment such as LED lighting and solar panels. In addition, store wiring distribution boards will be fitted with "smart sensor" meters to enable electricity use to be visualized. Electricity use in the stores can be checked using a computer, which will reveal when and where electricity was used and how much. This will enable issues with use of equipment and so forth to be identified and corrected, thereby reducing wasteful electricity consumption. As part of measures to reduce CO₂ in store construction, SEJ is increasing the prefabricated store construction, which greatly reduces the use of steel frames. SEJ is also opening stores constructed of wood in some areas. Wood construction has advantages over steel frames in that it creates fewer CO₂ emissions from materials procurement through to construction and less industrial waste when the store is demolished.

No. of Stores Where Innovations Have Been Adopted as of February 28, 2014

	Solar panels	Changed to LED lights inside stores	Changed to LED lights for reach-in coolers	Changed to LED lights for chilled cases	Prefabrication method	Wooden construction method
No. of stores	6,548	13,429	9,616	9,667	2,567	115

■ Ito-Yokado

Ito-Yokado has been opening eco-friendly stores by introducing energy-saving equipment when opening new stores or remodeling existing ones. At the *Ario* Ichihara store, which opened in November 2013, Ito-Yokado installed solar panels on the west-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 some of the store's lights. LED lights were also installed at this store. Moreover, the store also has green walls, car parking, and other areas consisting of grass, ivy and other plants covering an area of about 5,125 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* Ichihara Store

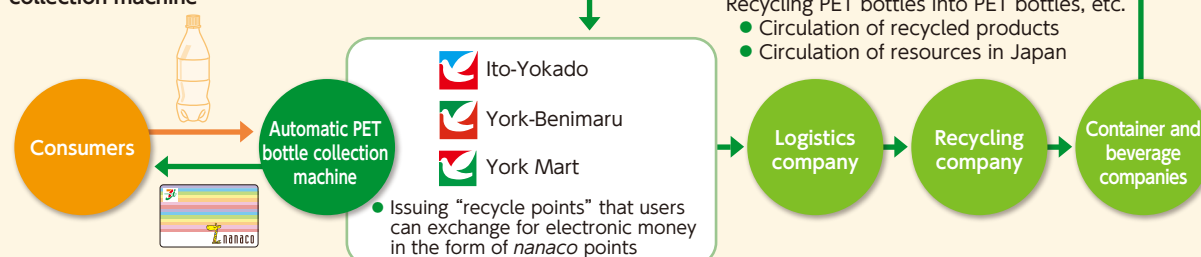
	Reduction in electricity consumption (thousand kWh)	Reduction in CO ₂ emissions (t)
Solar panels	21	10
LED lights	1,344	561
Total	1,365	571



Automatic Plastic Bottle Collection and Recycling System Installed at Stores

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

PET bottle recycling system using an automatic collection machine



Participating Stores

(As of March 31, 2014)

Ito-Yokado	109 stores
York-Benimaru	53 stores
York Mart	66 stores

Global Strategy

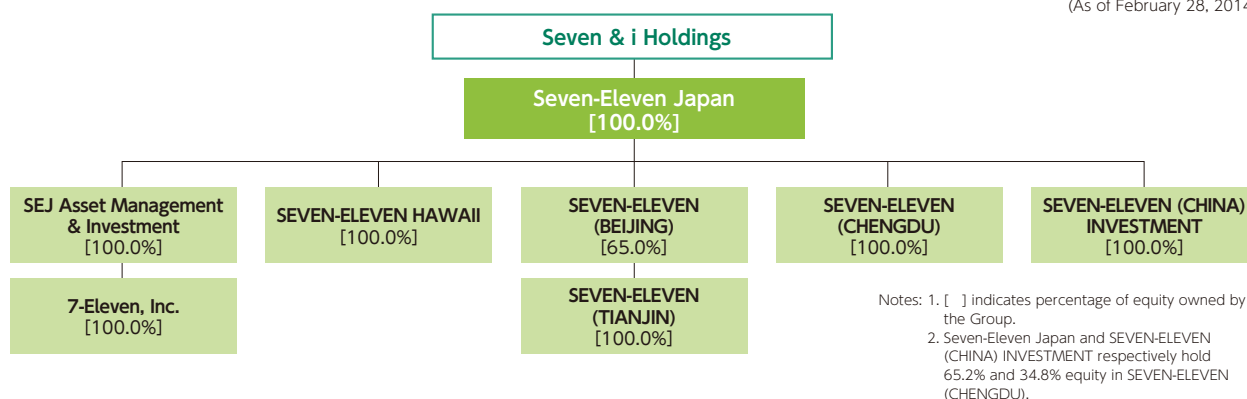
Capital Relationships in the Group's Convenience Store Operations

Seven & i Holdings' subsidiaries and affiliates operate 7-Eleven convenience stores in Japan, North and Central 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 in October 2012.

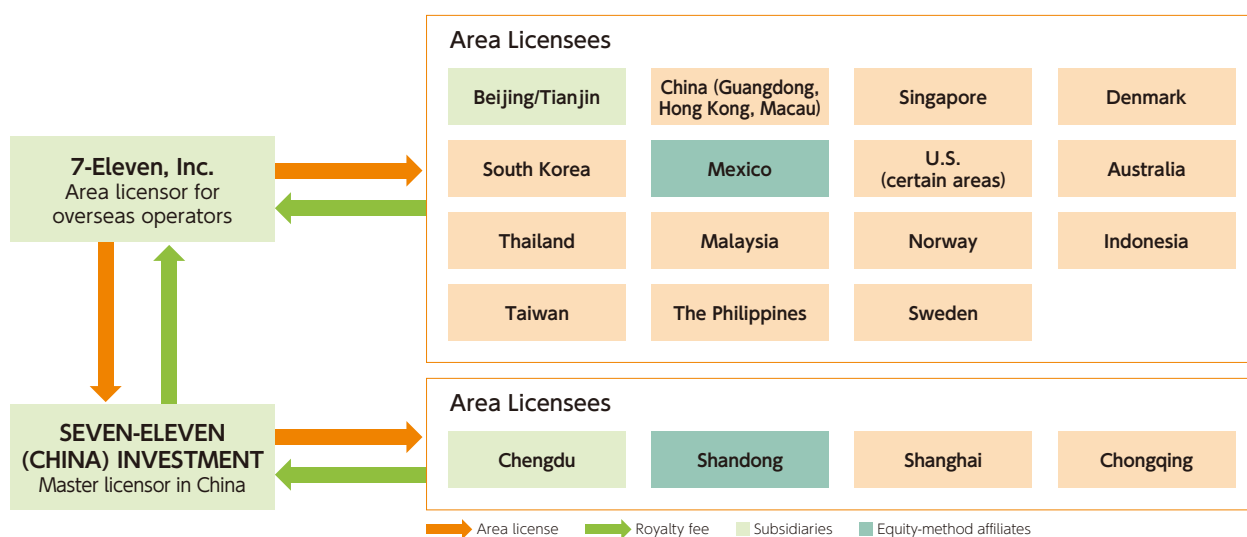
Moreover in September 2012, to strengthen its business in China, the Company changed the business name and business objective of master licensor SEVEN-ELEVEN CHINA Co., Ltd., and increased its capital investment, to enable it to control operations and invest directly in subsidiaries as SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.

(As of February 28, 2014)



Overseas Licensing Scheme

7-Eleven, Inc. is responsible for granting area licenses to overseas operators of 7-Eleven stores excluding Japan and Hawaii. 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)

	2005	2006	2007	2008	2009	2010	2011	2012	2013
Japan	11,310	11,735	12,034	12,298	12,753	13,232	14,005	15,072	16,319
U.S. and Canada	6,302	6,564	6,683	6,782	6,972	7,188	7,752	8,545	8,641
South Korea	1,238	1,421	1,750	1,995	2,186	3,145	5,249	6,986	7,085
Thailand	3,311	3,785	4,279	4,778	5,270	5,790	6,276	6,822	7,429
Taiwan	4,037	4,385	4,705	4,800	4,744	4,750	4,801	4,852	4,919
China	952	1,105	1,358	1,512	1,670	1,711	1,792	1,919	2,001
Others	2,556	2,840	3,104	3,573	4,101	4,477	5,110	5,563	6,039
Total	29,706	31,835	33,913	35,738	37,696	40,293	44,985	49,759	52,433

Note: 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
Thailand	C. P. ALL Public Company Ltd. [Charoen Pokphand Group]	7,429
South Korea	Korea-Seven Co., Ltd. [Lotte Group]	7,085
Taiwan/China (Shanghai)	President Chain Store Corp. [Uni-President Enterprises Corp.]	4,994
Mexico	7-Eleven Mexico S.A. de C.V. [Valso, S.A. de C.V.]	1,649
China (Guangdong, Hong Kong, Macau)	The Dairy Farm Company, Limited [Dairy Farm International Holdings Limited]	1,607
Malaysia	7-Eleven Malaysia Sdn Bhd	1,557
The Philippines	Philippine Seven Corporation [President Chain Store Corporation]	1,009
Australia	7-Eleven Stores Pty. Ltd.	595
Norway/Sweden/Denmark	Reitan Servicehandel	543
Singapore	Cold Storage Singapore (1983) Pte. Ltd. [Dairy Farm International Holdings Limited]	537
U.S.	Resort Retailers, Inc.	290
	Southwest Convenience Stores, Inc.	
Indonesia	PT Modern Putraindonesia	149
China (Shandong)	SHAN DONG ZHONG DI CONVENIENCE CO., LTD.	32
China (Chongqing)	New Nine Business Development Co., Ltd.	2

Notes: 1. The number of stores is as of December 31, 2013.
2. Company names in brackets are those of the corporate groups affiliated with the companies listed.
3. SHAN DONG ZHONG DI CONVENIENCE CO., LTD., operates 7-Eleven in Shandong, China as an affiliate of Seven-Eleven Japan.
4. 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, Seven-Eleven Japan (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 products 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 systems, etc.

2. Establish a model store

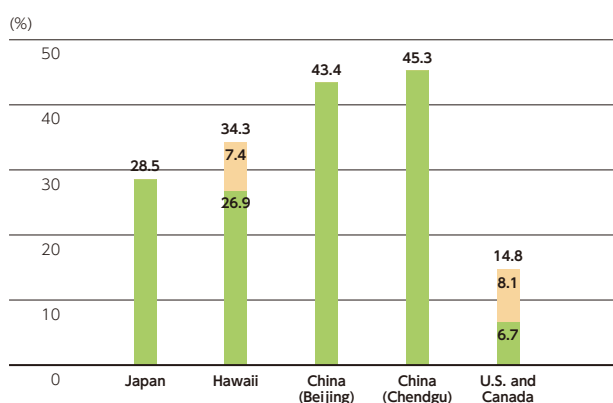
- Remodel an existing store and execute enhanced product assortment and display, as well as friendly service based on SEJ's experience
- Rollout successful cases of a model store to other existing stores, build model areas, and support franchise business management methods.

3. Management candidate training at SEJ

- Accept trainees from three departments which are Store Operations, Merchandising and Store Development
- Conduct classroom 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 FY2014



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.

Global Strategy

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 convenience store operations, 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.

(February 28, 2014)

	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. 65.0% Beijing Wang fu jing Department Store Group Co., Ltd. 25.0% China National Sugar & Alcohol Group 10.0%
SEVEN-ELEVEN (CHENGDU) Co., Ltd.	Convenience store	Dec. 2010	Mar. 17, 2011	U.S.\$46,000 thousand	Seven-Eleven Japan Co., Ltd. 65.2% SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD. 34.8%
SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.	Investment company in China business and Seven-Eleven's master licensor in China*1	Sept. 2012	-	CNY250 million	Seven-Eleven Japan Co., Ltd. 100.0%
SEVEN-ELEVEN (TIANJIN) CO., LTD.	Convenience store	Nov. 2012	Nov. 2012	CNY104.6 million	SEVEN-ELEVEN (BEIJING) CO., LTD. 100.0%
SHAN DONG ZHONG DI CONVENIENCE CO., LTD.	Convenience store	June 2012	Nov. 2012	CNY120 million	Zhongdi Group Co., Ltd. 65.0% Seven-Eleven Japan Co., Ltd. 35.0%
Hua Tang Yokado Commercial Co., Ltd.	Superstore	Sept. 1997	Apr. 28, 1998	U.S.\$65,000 thousand	Ito-Yokado Co., Ltd. 75.8% ITOCHU Group 12.3% China Huafu Trade & Development Group Corp. 12.0%
Chengdu Ito-Yokado Co., Ltd.	Superstore	Dec. 1996	Nov. 21, 1997	U.S.\$23,000 thousand	Ito-Yokado Co., Ltd. 74.0% China Huafu Trade & Development Group Corp. 12.0% ITOCHU Group 9.0% CITYWELL (CHENGDU) DEVELOPMENT CO., LTD. 5.0%
Ito-Yokado (China) Investment Co., Ltd.	Investment company in China business	July 2012	-	U.S.\$30,000 thousand	Ito-Yokado Co., Ltd. 100.0%
Seven & i Restaurant Management (Beijing) Co., Ltd.*2	Restaurant	Feb. 2009	July 21, 2009	CNY100 million	Seven & i Food Systems Co., Ltd. 75.0% Beijing Wang fu jing Department Store Group Co., Ltd. 15.0% China National Sugar & Alcohol Group 10.0%

*1 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.

*2 Seven & i Restaurant (Beijing) Co., Ltd. changed its trading name to Seven & i Restaurant Management (Beijing) Co., Ltd. from August 27, 2013.

Sales Trend

(¥ Million)

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Chengdu Ito-Yokado	8,099	12,707	15,611	19,682	26,690	36,738	41,192	48,048	50,672	53,513	62,788
Hua Tang Yokado	14,493	16,809	20,585	26,514	33,901	36,369	31,932	30,008	28,477	27,902	34,015
SEVEN-ELEVEN (BEIJING)	-	-	882	1,997	3,563	4,686	5,204	5,874	7,754	11,273	14,458
SEVEN-ELEVEN (CHENGDU)	-	-	-	-	-	-	-	-	517	1,909	3,505
Exchange rates (CNY1=)	¥13.98	¥13.06	¥13.57	¥14.62	¥15.51	¥14.85	¥13.72	¥12.90	¥12.32	¥12.72	¥15.92

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)

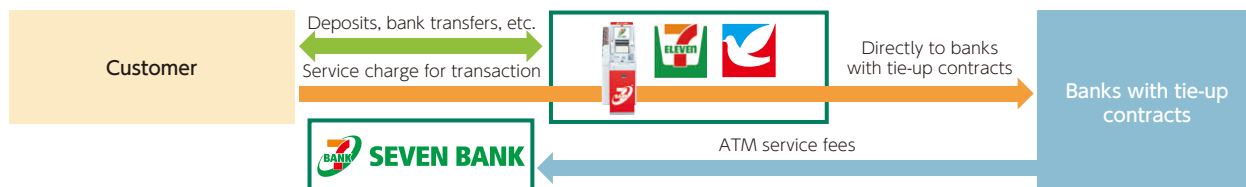


SEVEN-ELEVEN (CHENGDU)

Financial Services

ATM Services

As of the year ended March 2014, Seven Bank has tie-up contracts with 589 financial institutions and 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 people who have families or friends living abroad.

The number of transfers in FY2014 was 391,000, approximately two times more than the previous fiscal year.

Features of Seven Bank's International Money Transfer Service

- (1) Money can be transferred in principle 24 hours a day, every day of the year from a Seven Bank account via an ATM, PC, or mobile phone.
- (2) Simple and reasonable transfer fees.
- (3) Transfers can be received at over 490,000 locations affiliated with Western Union in over 200 countries and regions around the world.
- (4) Money can be received in as little as a few minutes from completion of the transfer.

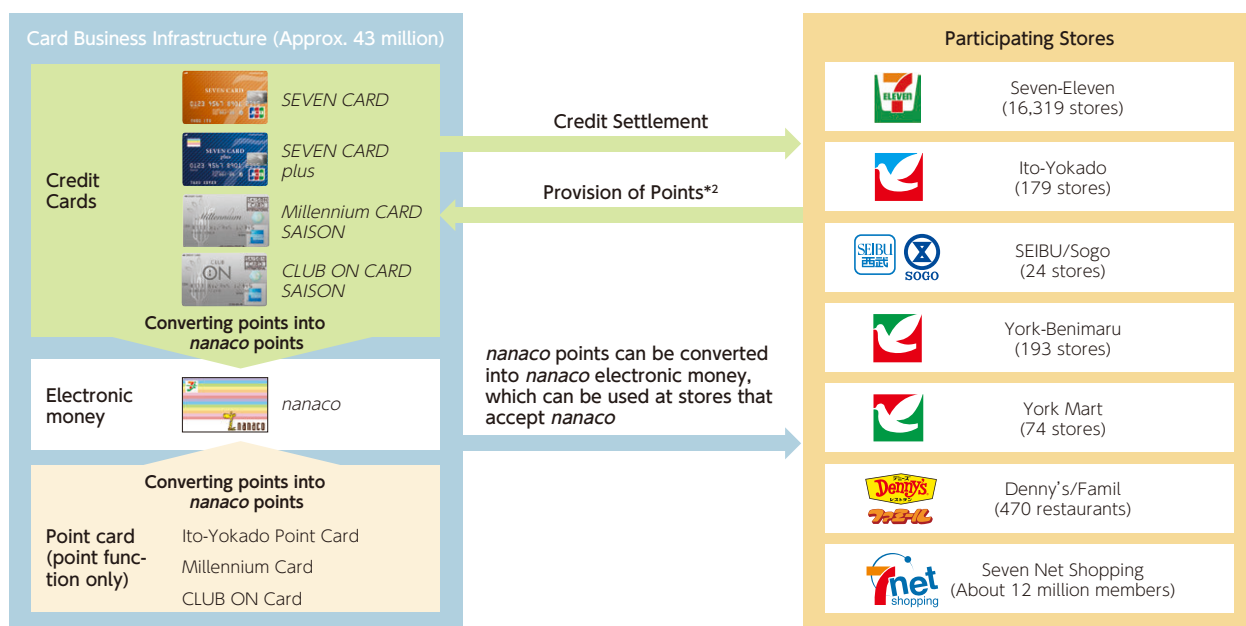


Group Card Business

Seven & i Group have issued over 43 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 & 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, 2014.

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.

Convenience Stores

Seven-Eleven Japan

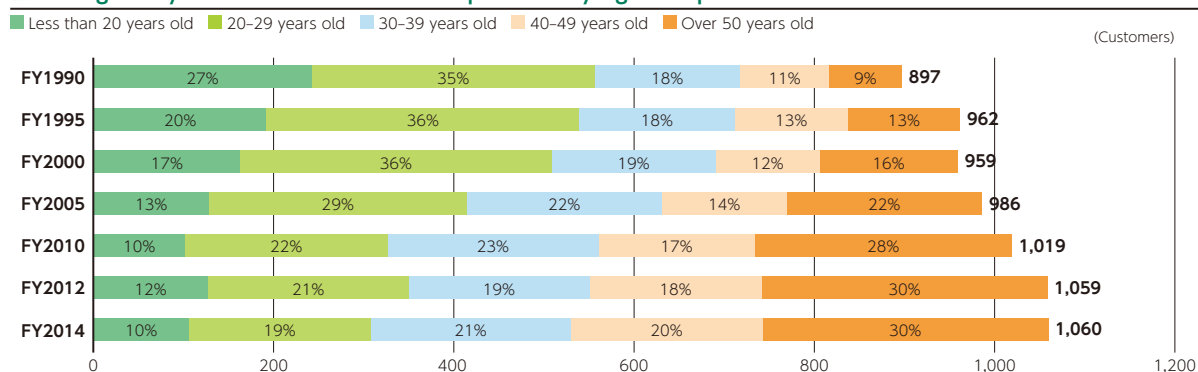
(¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Revenues from operations	540,773	535,018	549,111	576,186	617,559	679,561
Selling, general and administrative expenses	259,558	285,856	301,538	326,216	364,893	397,767
Operating income	178,060	156,220	169,152	183,160	186,763	212,785
Ordinary income	187,997	164,445	176,144	189,759	194,104	220,927
Net income	107,189	92,439	102,049	100,738	112,446	134,371
Capital expenditures	58,670	66,222	56,989	93,644	112,514	124,350
Depreciation and amortization*1	26,317	28,587	30,831	38,368	46,292	39,002
Total assets	1,288,298	1,301,004	1,358,837	1,432,828	1,489,339	1,599,493
Net assets	1,035,835	1,022,065	1,068,453	1,104,944	1,143,288	1,204,465
Total store sales	2,762,557	2,784,997	2,947,606	3,280,512	3,508,444	3,781,267
Processed food	787,328	788,154	828,277	872,616	926,229	979,348
Fast food	759,703	751,949	792,906	852,933	940,263	1,077,661
Daily food	334,269	336,984	359,607	403,503	449,080	487,783
Nonfood	881,255	907,909	966,814	1,151,459	1,192,871	1,236,474
Existing stores sales increase*2	5.2 %	(2.1)%	2.2 %	6.7 %	1.3 %	2.3 %
Number of customers	4.7 %	0.5 %	1.1 %	2.6 %	0.5 %	2.4 %
Average spending per customer	0.4 %	(2.6)%	1.1 %	4.0 %	0.8 %	(0.1)%
Average daily sales per store (¥ Thousand)	629	616	629	669	668	664
Average daily sales per store of new stores (¥ Thousand)	555	525	554	570	527	522
Merchandise gross profit margin	30.2%	30.3%	30.5%	29.7%	30.0%	30.7%
Processed food	37.5%	37.9%	38.3%	38.3%	38.2%	38.7%
Fast food	33.5%	33.8%	34.1%	34.3%	34.3%	35.1%
Daily food	32.9%	33.1%	33.3%	33.2%	33.1%	33.2%
Nonfood	19.9%	19.8%	19.8%	18.6%	19.1%	19.6%
Number of stores	12,298	12,753	13,232	14,005	15,072	16,319
Openings	874	966	939	1,201	1,354	1,579
Closures	610	511	460	428	287	332
Relocations	429	414	393	346	237	255
Franchised stores	11,584	12,140	12,789	13,607	14,638	15,879
Type A	4,638	4,437	4,340	4,263	4,244	4,333
Type C	6,946	7,703	8,449	9,344	10,394	11,546
Directly operated stores	661	601	442	397	433	440
Ratio of stores with liquor license	97.7%	98.6%	98.8%	98.9%	98.9%	99.0%
Ratio of stores with cigarette license	86.8%	89.5%	91.7%	92.8%	94.1%	94.8%
Total sales floor space (square meters)	1,499,163	1,571,247	1,641,368	1,769,560	1,924,768	2,106,262
Full-time employees (fiscal year-end)	5,542	5,763	5,729	5,686	6,070	6,567
Payment acceptance services						
Number of transactions (thousands)	308,546	323,966	342,427	358,732	384,913	402,999
Total value of transactions (¥ Million)	2,950,068	3,072,749	3,242,657	3,432,600	3,736,249	4,038,119

*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Growth rates in existing stores are shown in the new standard.

■ Average Daily Number of Customer Visits per Store by Age Group

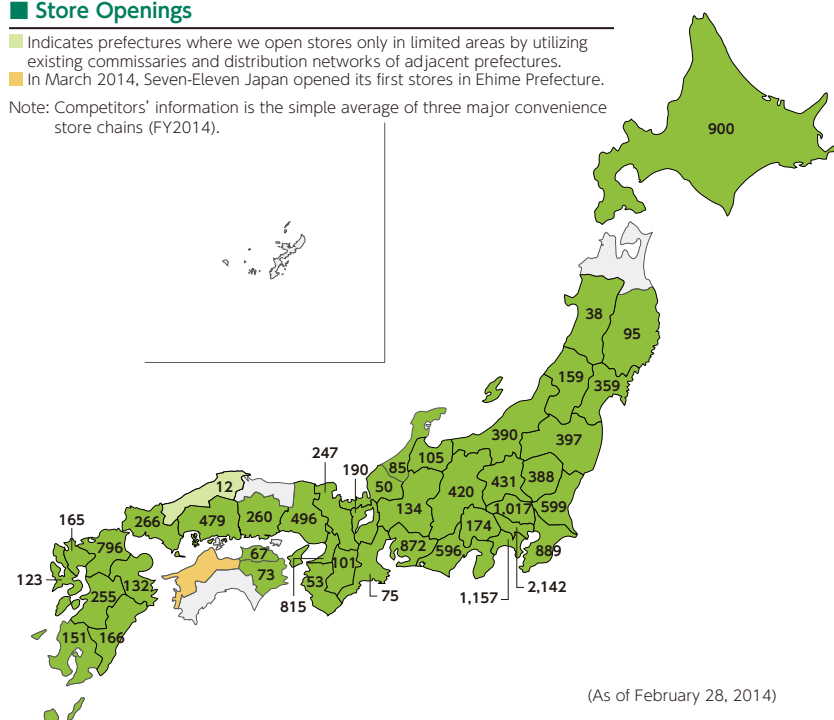


Source: Customer Survey by Seven-Eleven Japan

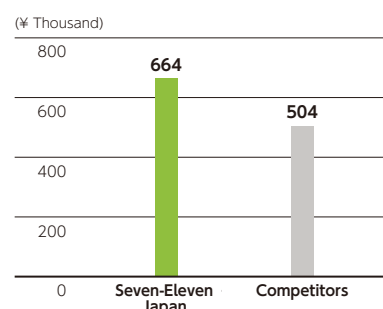
Store Openings

■ Indicates prefectures where we open stores only in limited areas by utilizing existing commissaries and distribution networks of adjacent prefectures.
 ■ In March 2014, Seven-Eleven Japan opened its first stores in Ehime Prefecture.

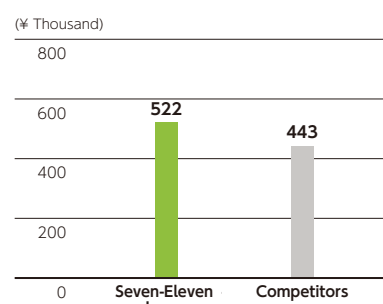
Note: Competitors' information is the simple average of three major convenience store chains (FY2014).



AVERAGE DAILY SALES PER STORE

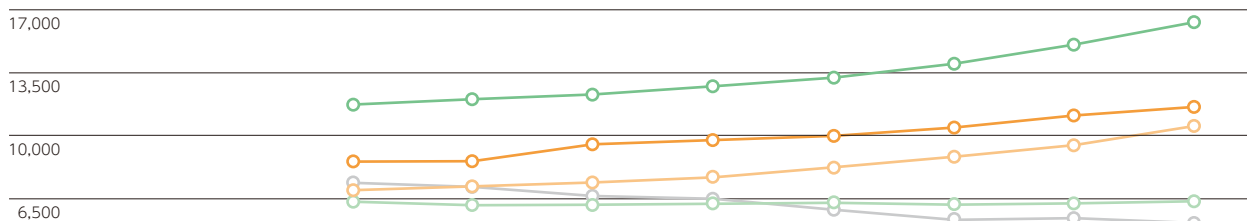


AVERAGE DAILY SALES PER STORE OF NEW STORES



Number of Major Convenience Store Chains in Japan

(Stores)



	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Seven-Eleven Japan	11,735	12,034	12,298	12,753	13,232	14,005	15,072	16,319
Lawson	8,564	8,587	9,527	9,761	9,994	10,457	11,130	11,606
FamilyMart	6,974	7,187	7,404	7,688	8,248	8,834	9,481	10,547
Circle K Sunkus	6,336	6,139	6,166	6,219	6,274	6,169	6,242	6,359
Other CVS	7,387	7,158	6,652	6,498	5,888	5,326	5,420	5,151
Nationwide	40,996	41,105	42,047	42,919	43,636	44,791	47,345	49,982

Source: Japan Franchise Association, public information of each company

Contract Type of Franchised Stores

	Type A (4,333 stores)	Type C (11,546 stores)
Type of ownership	Franchisee provides	Seven-Eleven Japan provides
Land and buildings		
Sales equipment, computers, etc.	Seven-Eleven Japan provides	
Contract period	15 years	
Utilities	Seven-Eleven Japan 80%	Franchisee 20%
Seven-Eleven franchise fee (royalty)	43% of gross profit	An amount calculated on a sliding scale based on gross profit
Incentive system for multi-store operation	5-year incentives and 15-year contract renewal incentives (reductions in franchise fee) are offered When one franchisee operates two or more 7-Eleven stores, a 3% incentive discount on the franchise fee is applied to the second and subsequent stores. When franchisees that have operated a 7-Eleven store for over five years open a new store, the "incentive for stores open over five years" is applied to the new store from the beginning of its operation.	
Cost of disposing unsold items	Seven-Eleven Japan 15%; 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, 2014.

2. The conditions of the Seven-Eleven franchise fee (royalty) and minimum guarantee apply to stores that are open for 24 hours a day.

3. 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.

4. Franchisee's gross profit is equal to gross profit minus the Seven-Eleven franchise fee (royalty).

7-ELEVEN, INC.

(Fiscal year-end December, ¥ Million)

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Revenues from operations* ¹	–	–	–	1,086,522	1,247,287	1,801,077
Revenues from operations (former)* ¹	1,742,395	1,411,391	1,463,796	–	–	–
Net sales	1,725,910	1,394,694	1,445,571	–	–	–
Merchandise	967,411	883,229	859,632	–	–	–
Gasoline	758,499	511,464	585,939	–	–	–
Selling, general and administrative expenses	–	–	–	208,726	226,458	307,975
Operating income	34,711	34,427	33,328	32,737	38,175	51,207
Net income	19,652	17,975	18,918	22,413	22,378	29,738
Capital expenditures	44,540	37,948	48,996	103,475	155,440	80,195
Depreciation and amortization	38,284	34,974	37,444	37,180	39,794	53,404
Total assets	493,108	511,766	472,566	510,901	726,876	903,326
Net assets	260,589	274,855	283,833	307,359	378,486	514,957
Total store sales	–	1,412,301	1,470,632	1,624,095	1,852,162	2,641,180
Merchandise	–	899,624	883,905	876,672	954,100	1,271,126
Gasoline	–	512,677	586,726	747,423	898,062	1,370,054
Exchange rate (Income statements) (U.S.\$1=)	¥103.48	¥93.65	¥87.79	¥79.80	¥79.81	¥97.73
Exchange rate (Balance sheets) (U.S.\$1=)	¥91.03	¥92.10	¥81.49	¥77.74	¥86.58	¥105.39
Existing stores sales increase (U.S. Merchandise sales)* ²	0.4%	0.6%	1.5%	2.8%	2.9%	1.0%
Average daily sales per store (U.S.\$)	4,250	4,256	4,335	4,372	4,383	4,340
Average daily sales per store (¥ Thousand)	440	399	381	349	350	424
Merchandise gross profit margin	35.2%	35.2%	35.1%	34.7%	35.2%	34.8%
Number of stores	6,196	6,389	6,610	7,149	8,118	8,292
Openings	172	268	303	643	1,078	462
Closures	64	75	82	104	109	288
Franchised stores	4,220	4,649	5,064	5,437	5,870	6,219
Directly operated stores	1,976	1,740	1,546	1,712	2,248	2,073
Stores with gas station	2,486	2,495	2,481	2,719	3,195	3,300
Total sales floor space (square meters)	992,237	1,016,254	1,066,020	1,158,089	1,335,707	1,379,301
Full-time employees* ³	17,084	14,397	13,263	13,596	17,330	16,553

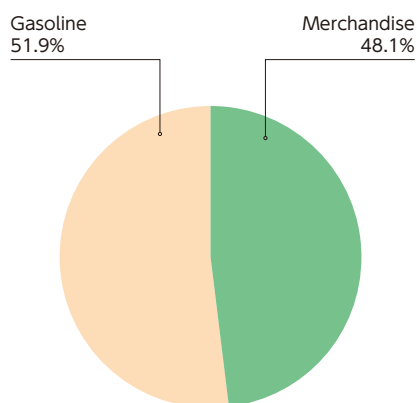
Note: Figures for the amounts of each fiscal year reflect adjustments necessary for consolidation to Seven & i Holdings' consolidated account.

*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, franchise fees from franchised stores, and other operating revenues.

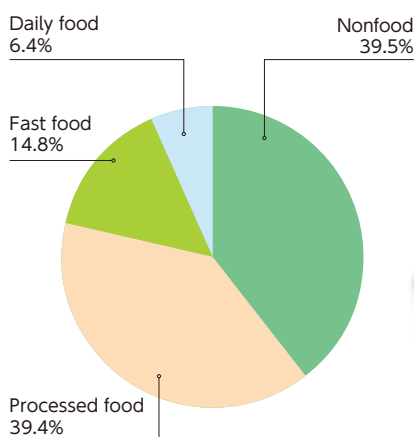
*2 Existing stores sales increases are calculated in U.S. dollars.

*3 The numbers of employees are as of the end of February following each fiscal year.

■ Breakdown of Net Sales



■ Breakdown of Merchandise Sales by Product Category

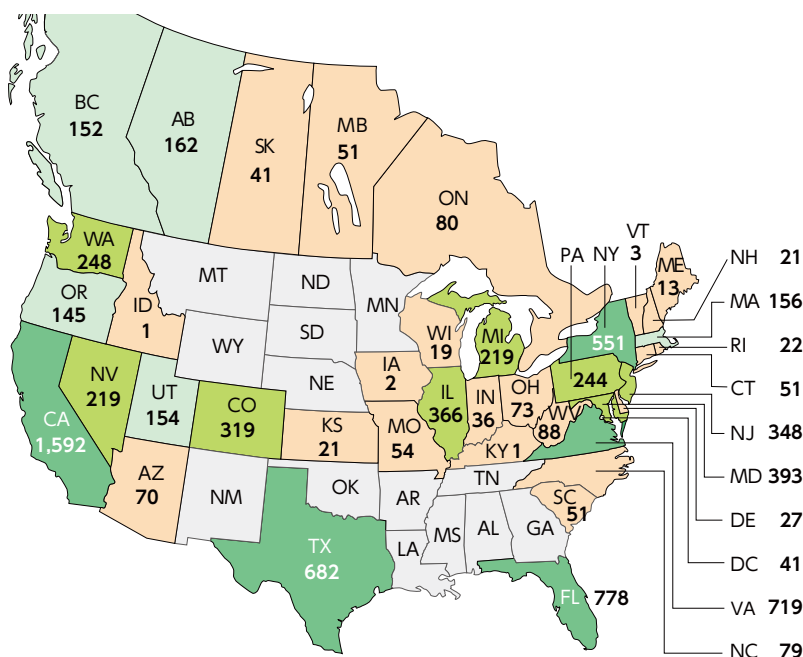


7-Select
Private-brand products

Store Expansion

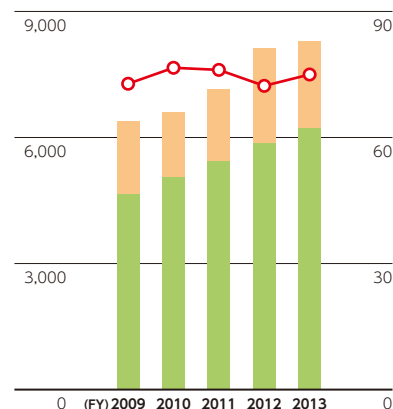
Number of stores 500~ 200~499 100~199 ~99

(As of December 31, 2013)



TRENDS IN STORE TYPE

Directly operated stores (left)
Franchised stores (left)
Franchise ratio (right)
(Number of stores) (%)



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	4,333
	C-type franchised stores	11,546
	Directly operated stores	440
	(As of February 28, 2014)	
Standard sales floor space (per store)*3	Approximately 130 m ²	Approximately 160 m ²
Stores with gas stations	74 stores*4	3,300 stores
Products and services		
Sales by product category	Processed foods	25.9%
	Fast food	28.5%
	Daily food	12.9%
	Nonfood	32.7%
	Gasoline	-
Services	ATM	19.0% (39.4%)*5
	Payment acceptance	7.1% (14.8%)
	Express package delivery service	3.1% (6.4%)
	Multi-function copier*6	18.9% (39.5%)
	nanaco Point Service	51.9%
Payment method	Cash/electronic money/credit card	Cash/credit card/debit card/check
Online shopping	Free shipping and commission when picking up goods at stores	-
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, and other operating revenues	Net sales of directly operated stores, gasoline sales, franchise fees from franchise stores, and other operating revenues

*1 For A-type and BCP stores, franchisees provide land and buildings. For C-type, franchisor provides land and buildings.

*2 BCP stands for Business Conversion Program.

*3 Most common size of store sales floor spaces.

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

*5 Numbers in parentheses () represent the share of merchandise sales.

*6 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).

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

Superstores

Ito-Yokado

(¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Revenues from operations	1,462,719	1,387,831	1,373,670	1,361,060	1,332,292	1,311,989
Net sales	1,436,541	1,364,765	1,349,345	1,334,297	1,302,923	1,280,615
Apparel	265,682	240,060	255,052	240,068	230,807	204,051
Household goods	236,025	220,620	189,481	173,049	160,916	165,297
Food	680,587	663,768	656,491	648,506	623,571	608,343
Merchandise sales	1,182,296	1,124,450	1,101,024	1,061,624	1,015,295	977,692
Tenants	231,913	222,422	233,056	252,709	271,258	287,874
Other	22,331	17,892	15,264	19,964	16,369	15,048
Selling, general and administrative expenses	384,280	361,989	353,884	350,981	342,502	335,771
Operating income	9,582	1,757	2,155	10,554	9,009	11,236
Ordinary income	13,386	4,136	5,124	13,471	15,223	13,071
Net income	(922)	6,650	6,696	(520)	1,687	5,333
Capital expenditures	29,232	45,900	37,492	18,074	30,578	47,943
Depreciation and amortization*1	15,696	13,890	14,573	16,822	15,937	10,014
Total assets	899,289	805,242	779,389	790,851	791,020	807,425
Net assets	633,692	606,562	601,182	597,601	599,857	608,444
Existing stores sales increase (decrease)	(2.9)%	(5.7)%	(2.5)%	(2.6)%	(4.3)%	(4.6)%
Number of customers	(1.4)%	(1.7)%	(1.3)%	(4.6)%	(5.2)%	(4.3)%
Average spending per customer	(1.6)%	(4.1)%	(1.2)%	2.0 %	1.0 %	(0.4)%
Merchandise gross profit margin	29.8 %	29.0 %	29.1 %	29.7 %	29.9 %	30.2%
Number of stores	175	174	170	173	174	179
Openings	2	4	6	5	3	9
Closures	3	5	10	2	2	4
Total sales floor space (square meters)	2,609,280	2,661,184	2,673,225	2,704,252	2,751,439	2,817,665
Directly managed sales floor space (square meters)	1,736,410	1,723,580	1,678,730	1,665,268	1,642,954	1,639,943
Sales per square meter (¥ thousand)*2	674	644	645	636	613	597
Full-time employees (fiscal year-end)	9,747	9,642	9,484	9,136	8,672	8,289
Part-time employees*3	32,181	30,721	30,130	29,349	28,637	28,873
Ratio of part-time employees	77.0%	76.7%	76.8%	77.0%	77.4%	78.6%
Sales per employee (¥ thousand)*4	28,274	28,061	28,056	27,856	27,430	26,614

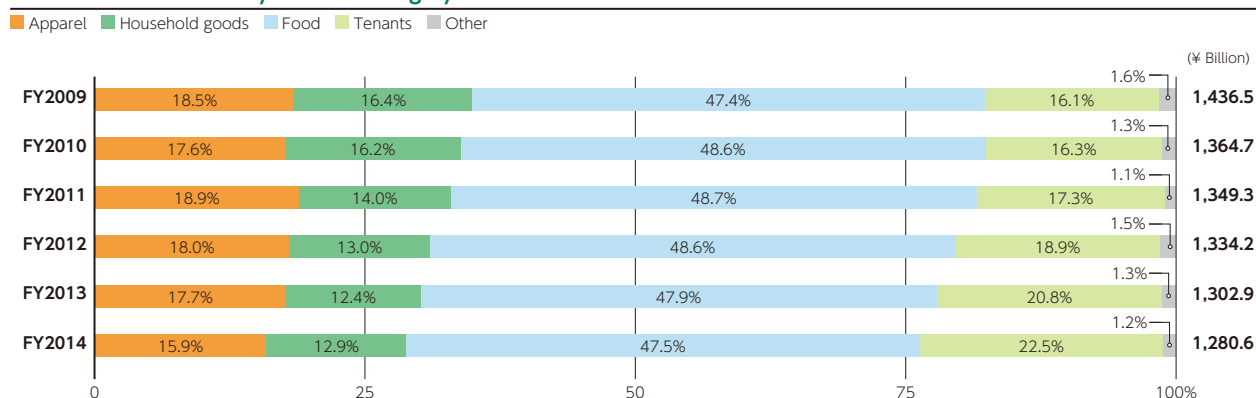
*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space

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

*4 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

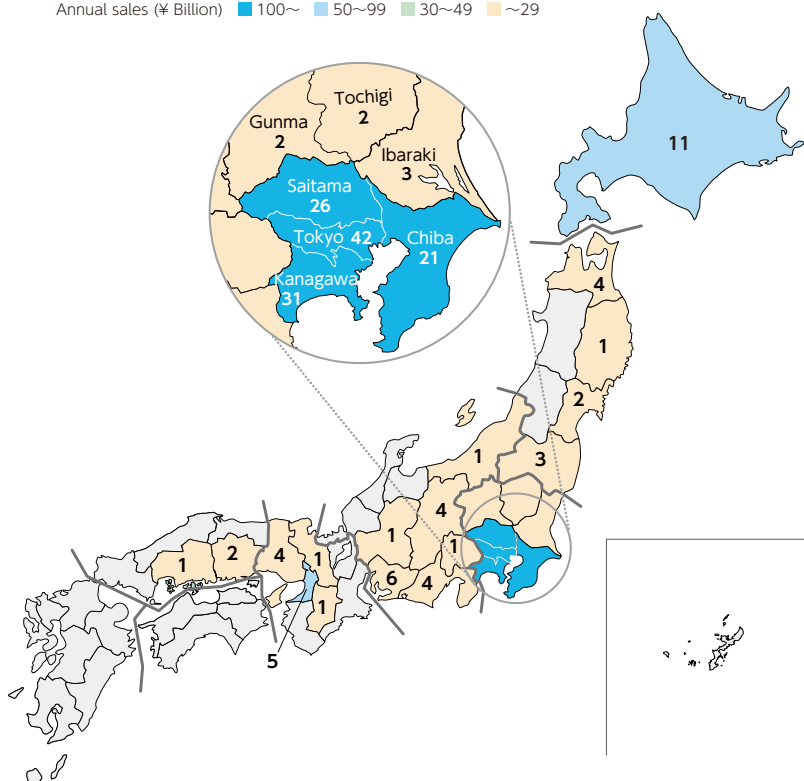
Breakdown of Sales by Product Category



Note: From the fiscal year ended February 28, 2014, the Group revised its product categories. Accordingly, part of the net sales for Apparel is now presented under net sales for Household goods.

Store Expansion

Annual sales (¥ Billion) ■ 100~ ■ 50~99 ■ 30~49 ■ ~29



(As of February 28, 2014)

SALES BREAKDOWN BY REGION FOR FY2014

	Sales (¥ Billion)	Composition (%)	Number of stores
Hokkaido	67.2	5.3	11
Tohoku	45.8	3.6	10
Kanto	939.4	73.4	127
Chubu	93.9	7.3	17
Kinki	115.8	9.0	11
Chugoku	18.2	1.4	3
Total	1,280.6	100.0	179

CLASSIFICATION BY SALES FLOOR SPACE

	Number of stores	Composition (%)
13,000 m ² —	33	18.4
10,000 m ² —	55	30.7
8,000 m ² —	29	16.2
5,000 m ² —	26	14.5
Under 5,000 m ²	36	20.1

CLASSIFICATION BY STORE AGE

	Number of stores	Composition (%)
30 years—	58	32.4
20 years—	22	12.3
10 years—	52	29.1
5 years—	18	10.1
1 year—	20	11.2
Under 1 year	9	5.0

Store Formats



General merchandise store (GMS) stand-alone stores

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 and 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, 2014, the network has seven stores.



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 17 stores as of February 28, 2014.



Discount 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 11 stores as of February 28, 2014.

Numbers of Stores by Format

(Stores)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
General merchandise store (GMS) stand-alone stores	158	156	148	147	146	144
Shopping centers	7	7	10	13	14	17
Urban-style small supermarkets	0	0	1	2	4	7
Discount stores	10	11	11	11	10	11
Total	175	174	170	173	174	179

Supermarkets

York-Benimaru

(¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Revenues from operations	348,883	348,735	343,379	348,600	363,862	380,869
Net sales	338,089	337,506	337,734	342,944	358,061	374,781
Fresh food	105,649	105,558	106,107	108,226	114,914	123,054
Processed food	80,813	82,862	82,861	83,542	86,219	89,761
Daily food	62,535	63,017	64,042	65,222	68,660	71,510
Food total	248,999	251,439	253,011	256,991	269,794	284,326
Apparel	18,437	17,230	16,586	17,358	17,642	17,597
Household goods	18,706	18,729	18,908	19,474	19,383	20,339
Merchandise sales	286,143	287,398	288,506	293,824	306,820	322,263
Tenants	51,946	50,107	49,227	49,120	51,240	52,518
Selling, general and administrative expenses	81,399	83,351	78,200	74,686	78,649	80,969
Operating income	11,706	9,402	8,877	14,955	11,854	12,714
Ordinary income	13,065	10,874	10,276	16,305	14,003	14,467
Net income	8,015	6,088	5,093	1,430	7,731	9,306
Capital expenditures	8,210	12,560	7,629	7,075	9,779	10,700
Depreciation and amortization*1	4,515	4,886	5,573	5,122	5,161	3,167
Total assets	154,076	145,258	147,454	150,789	156,212	168,013
Net assets	121,654	116,612	117,814	117,090	123,766	131,800
Existing stores sales increase (decrease)	(1.0)%	(3.7)%	(4.1)%	1.5 %	0.0 %	0.1 %
Number of customers	(0.1)%	(2.1)%	(4.1)%	(3.3)%	0.9 %	0.7 %
Average spending per customer	(0.9)%	(1.6)%	0.0 %	4.9 %	(1.0)%	(0.6)%
Merchandise gross profit margin	27.0 %	26.7 %	26.6 %	27.0 %	26.0 %	25.6%
Number of stores	156	164	170	176	184	193
Openings	9	8	7	8	11	11
Closures	2	0	1	2	2	1
Total sales floor space (square meters)	524,361	547,920	560,684	573,187	590,698	606,812
Directly managed sales floor space (square meters)	395,887	409,360	421,362	433,346	450,581	469,142
Sales per square meter (¥ Thousand)*2	737	713	693	718	716	721
Full-time employees (fiscal year-end)	2,430	2,496	2,508	2,495	2,494	2,538
Part-time employees*3	10,354	10,582	10,606	10,165	10,395	10,729
Ratio of part-time employees	81.3%	81.1%	80.6%	80.1%	80.3%	80.6%
Sales per employee (¥ Thousand)*4	22,458	22,016	21,921	23,141	23,714	24,232

*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space

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

*4 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

Life Foods

(¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Net sales	37,715	36,484	36,396	36,974	38,509	39,894
Selling, general and administrative expenses	14,984	14,643	15,076	14,710	14,823	15,438
Operating income	2,360	2,251	2,651	3,450	3,704	3,823
Ordinary income	2,621	2,466	2,857	3,659	3,763	3,870
Net income	1,555	1,447	1,634	2,187	2,193	2,407
Total assets	27,815	25,409	26,788	26,645	27,688	27,928
Net assets	21,759	20,842	21,250	21,053	21,493	22,523

York-Benimaru (Including results from Life Foods)

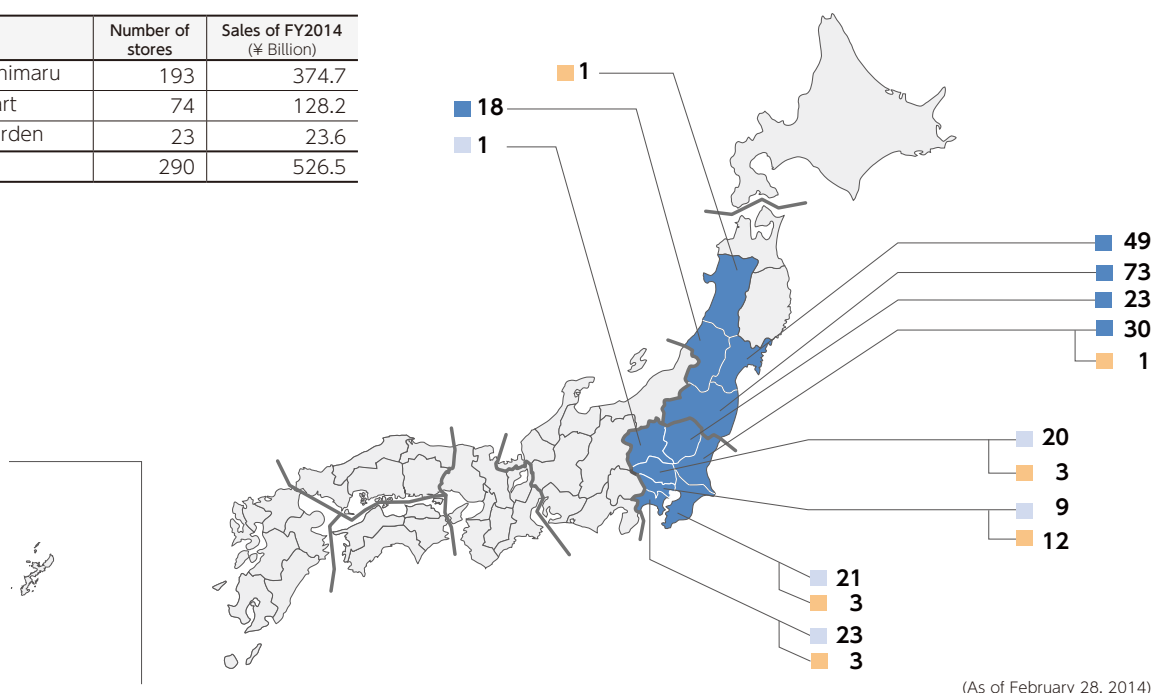
(¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Operating income	14,066	11,654	11,528	18,407	15,558	16,539

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.

	Number of stores	Sales of FY2014 (¥ Billion)
York-Benimaru	193	374.7
York Mart	74	128.2
Shell Garden	23	23.6
Total	290	526.5



(As of February 28, 2014)

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

Store formats	Stand-alone		NSC (commercial accumulation)
	Limited catchment area	Standard	
Catchment area	Urban		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 2014, Life Foods delicatessen food plants are operating in three locations in Koriyama, Fukushima Prefecture and one location in Miyagi Prefecture.

A rising number of elderly people and people who live alone are 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.



A "Fresh foods with traceability" sales area selling vegetables

Department Stores/Specialty Stores

Sogo & Seibu

(¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Revenues from operations	933,571	859,265	846,796	830,340	810,998	801,535
Net sales	919,634	847,044	834,723	817,927	798,427	789,203
Apparel	455,374	401,850	384,419	361,550	349,846	335,252
Household goods	90,537	81,576	80,679	79,476	78,127	81,536
Food	167,470	165,458	170,098	170,707	162,023	157,832
Merchandise sales	713,382	648,885	635,198	611,735	589,997	574,621
Tenants	166,179	155,673	159,243	164,297	168,201	174,418
Corporate sales	40,072	42,485	40,281	41,895	40,228	40,163
Selling, general and administrative expenses	207,560	200,386	192,039	180,772	175,804	171,607
Operating income	23,294	5,613	7,385	11,159	10,040	10,141
Ordinary income	20,027	3,149	5,623	9,890	9,160	9,265
Net income	(5,986)	(4,313)	5,831	9,964	(3,650)	1,814
Capital expenditures	10,901	15,481	25,240	13,374	15,465	12,156
Depreciation and amortization	17,480	15,741	12,779	12,181	12,608	11,793
Total assets	576,997	535,870	503,285	475,849	455,269	447,577
Net assets	–	116,540	120,221	129,320	124,561	126,400
Existing stores sales increase (decrease)	(4.2)%	(8.4)%	0.0 %	(0.5)%	0.9 %	1.2 %
Merchandise gross profit margin	26.6 %	25.8 %	25.4 %	25.1 %	24.9 %	24.8 %
Key stores sales						
Ikebukuro	169,172	160,562	167,268	176,475	179,181	184,453
Yokohama	111,654	101,788	101,710	100,996	105,213	109,889
Chiba	82,841	76,771	77,967	78,632	78,780	78,924
Kobe	53,392	49,572	50,158	48,279	47,133	45,750
Hiroshima	47,169	43,082	41,973	41,446	41,291	42,967
Shibuya	50,510	43,583	42,325	39,802	39,298	39,490
Omiya	36,195	33,067	32,928	32,418	32,399	34,251
Number of stores	28	28	27	26	24	24
Openings	0	0	0	0	0	0
Closures	0	2	1	1	2	0
Total sales floor space (square meters)	962,437	939,911	924,980	894,481	863,832	868,762
Sales per square meter (¥ Thousand)*1	955	888	890	886	894	909
Full-time employees (fiscal year-end)	5,449	5,416	5,228	4,975	4,632	4,102
Part-time employees*2	5,163	5,587	5,404	5,179	4,925	5,109
Ratio of part-time employees	48.2%	50.1%	50.2%	50.2%	50.6%	54.3%

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

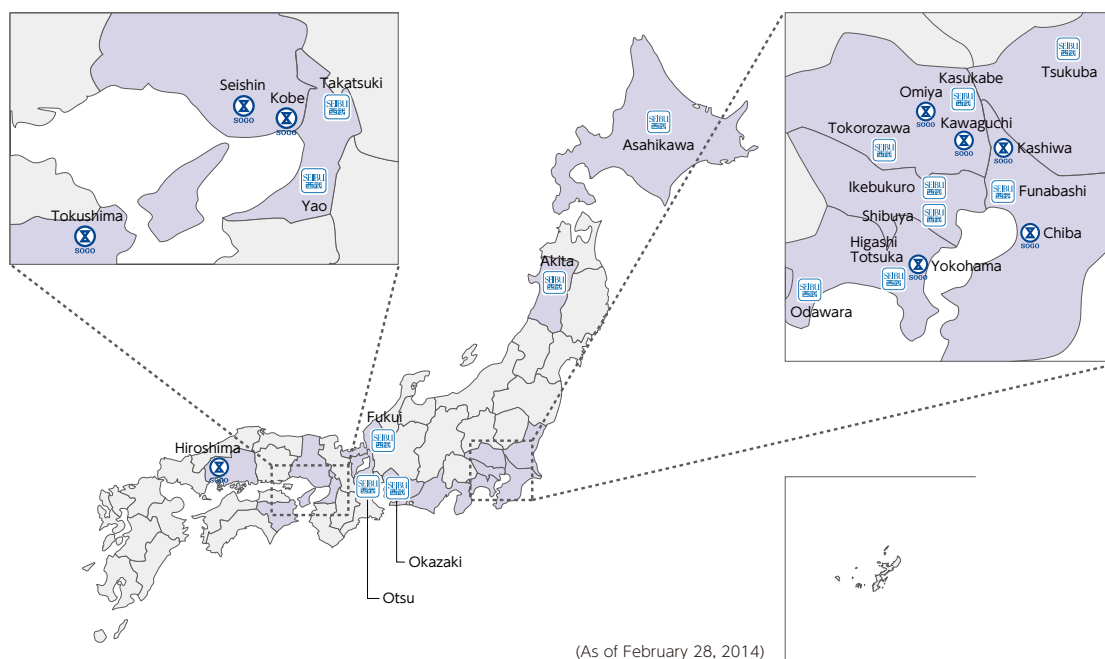
Suburban stores: Transforming from “department stores” into multi-purpose commercial facilities

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



SEIBU Ikebukuro

Store Expansion



Loft

(¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Revenues from operations	76,817	80,179	84,415	87,001	87,326	85,136
Net sales	75,371	78,749	83,099	85,836	86,179	84,459
Selling, general and administrative expenses	28,457	29,842	31,259	32,316	33,334	33,058
Operating income	2,894	2,953	3,104	3,294	2,262	1,138
Ordinary income	2,851	2,887	3,046	3,230	2,202	1,080
Net income	1,609	1,472	1,826	1,510	728	(244)
Capital expenditures	666	1,317	2,275	1,528	2,239	1,357
Depreciation and amortization* ¹	620	700	867	1,125	1,305	1,096
Total assets	19,363	21,475	22,457	23,542	24,234	23,846
Net assets	7,269	8,366	9,818	10,954	11,308	10,965
Existing stores sales increase (decrease)	1.7 %	(1.1)%	2.0 %	(2.0)%	(4.4)%	(4.3)%
Merchandise gross profit margin	40.0 %	40.2 %	39.8 %	40.1 %	40.4 %	40.1 %
Number of stores	51	55	63	73	82	89
Openings	8	5	10	12	9	10
Closures	1	1	2	2	0	3
Total sales floor space (square meters)	91,101	92,102	100,774	107,967	114,926	116,235
Sales per square meter (¥ Thousand)* ²	853	837	841	806	769	732
Full-time employees (fiscal year-end)	1,971	2,109	2,277	2,169	2,133	2,034
Part-time employees* ³	1,224	1,122	1,132	1,356	1,610	1,742
Sales per employee (¥ Thousand)* ⁴	25,877	25,305	25,320	25,113	24,310	23,585

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 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*² Sales per square meter = Merchandise sales ÷ Weighted average floor space

*³ Part-time employees are counted adjusting their working hours to a 163-hour working month.

*⁴ Sales per employee = Net sales ÷ Average number of employees (including part-time employees)



Specialty Stores/Food Services

Akachan Honpo

(¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Net sales	81,771	79,106	78,346	78,744	82,907	85,141
Operating income	(1,373)	(480)	526	1,474	1,920	2,365
Ordinary income	(1,763)	(678)	367	1,334	1,810	2,278
Net income	(5,346)	(848)	(145)	(200)	(1,394)	1,759
Capital expenditures	2,233	1,397	1,714	1,783	1,720	1,598
Depreciation and amortization*1	1,366	1,365	1,268	1,365	1,496	1,100
Total assets	31,029	30,333	29,771	30,649	28,946	28,554
Net assets	(1,748)	2,204	2,061	1,852	1,861	3,582
Existing stores sales increase (decrease)	(4.6)%	(7.7)%	(6.5)%	(3.1)%	2.9 %	(1.8)%
Merchandise gross profit margin	28.0 %	27.8 %	29.4 %	30.2 %	30.1 %	30.3 %
Number of stores	72	78	85	87	92	93
Openings	11	10	13	11	9	8
Closures	6	4	6	9	4	7
Total sales floor space (square meters)	142,912	145,997	149,997	147,501	150,674	151,292
Sales per square meter (¥ Thousand)*2	589	556	530	535	550	562
Full-time employees (fiscal year-end)	912	925	914	852	844	877
Part-time employees*3	1,745	1,726	1,755	1,782	1,757	1,745
Sales per employee (¥ Thousand)*4	30,941	30,612	29,354	29,873	31,875	32,092
Membership (thousands)	1,619	1,586	1,584	1,721	1,755	1,794

*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space

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

*4 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)

Seven & i Food Systems

(¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Revenues from operations	102,711	86,400	80,167	77,940	78,238	78,484
Net sales	102,109	85,885	79,609	77,400	77,706	78,112
Restaurant division	84,109	69,394	63,668	60,821	61,011	61,539
Meal provision service division	8,077	7,926	8,189	9,346	10,071	10,383
Fast food division	9,922	8,564	7,751	7,231	6,624	6,189
Selling, general and administrative expenses	70,063	59,761	53,656	51,711	51,349	51,669
Operating income	(3,079)	(2,714)	(89)	22	868	829
Ordinary income	(2,670)	(2,464)	112	203	1,043	990
Net income	(7,939)	(5,564)	(2,009)	(879)	(439)	275
Total assets	56,592	47,181	43,948	44,777	44,144	44,511
Net assets	46,176	38,997	36,831	35,966	34,998	34,799
Existing store sales increase (decrease) (Restaurant division)	(6.4)%	(7.2)%	0.5 %	(1.0)%	0.8 %	1.6 %
Number of customers	(1.4)%	(2.1)%	0.7 %	(2.6)%	(0.7)%	(1.6)%
Average spending per customer	(5.1)%	(5.2)%	(0.2)%	1.6 %	1.5 %	3.3 %
Merchandise gross profit margin (Restaurant division)	66.5%	67.3%	68.3%	68.3%	69.0%	69.4%
Number of stores	959	892	846	858	844	840
Restaurant division	595	525	489	486	476	470
Meal provision service division	224	232	228	244	247	254
Fast food division	140	135	129	128	121	116
Full-time employees (fiscal year-end)	1,622	1,584	1,351	1,286	1,257	1,301
Part-time employees*	13,004	11,073	10,403	10,432	10,131	9,974
Ratio of part-time employees	88.2%	87.1%	87.2%	88.8%	88.8%	88.4%

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

Akachan Honpo



Seven & i Food Systems



Restaurant division



Meal provision service division



Fast food division

Financial Services

Seven Bank

(Fiscal year-end March, ¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Ordinary income	89,815	88,830	83,964	88,318	94,105	99,832
Ordinary profits	28,751	30,407	27,449	29,557	32,013	37,142
Net income	16,988	17,953	16,008	17,267	19,515	22,325
Total assets	493,360	502,782	600,061	652,956	809,465	785,380
Net assets	98,393	109,939	114,539	125,629	137,091	151,142
Ordinary deposits (fiscal year-end)	136,073	144,997	171,873	196,290	238,770	227,728
Time deposits (fiscal year-end)	51,795	63,381	140,604	134,949	154,910	209,703
Individual deposit accounts (thousands)	688	775	885	971	1,066	1,214
Number of installed ATMs (fiscal year-end)	13,803	14,601	15,363	16,632	18,123	19,514
Seven-Eleven	12,944	13,584	14,188	15,129	16,414	17,616
Ito-Yokado	297	295	294	300	305	312
York-Benimaru	19	30	40	60	69	71
York Mart	25	31	36	42	48	59
Other ATMs in the Group	36	45	65	74	78	84
Outside the Group	482	616	740	1,027	1,209	1,372
Correspondent financial institutions	566	555	567	577	584	589
ATM-related fee income per transaction	¥158.0	¥147.9	¥135.3	¥131.3	¥130.3	¥131.2
Daily average transactions per ATM	114.3	114.4	112.3	112.6	111.1	107.8
Total number of transactions (millions)	555	590	609	655	698	736
with banking financial institutions (millions)	465	509	545	597	638	673
with non-banking institutions (millions)	90	80	64	57	59	62
International money transfer service						
Number of contract accounts (thousands)	-	-	-	10	35	62
Cumulative number of transfers (thousands)	-	-	-	32	189	391
Consumer loan service						
Number of contract accounts (thousands)	-	2	9	17	23	34
Balance of loans	-	126	536	1,916	3,387	5,257
Gross profit margin	49.1%	51.1%	44.8%	42.7%	52.0%	52.2%
Full-time employees (fiscal year-end)	308	329	328	409	453	458

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.

Seven Card Service

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Transaction volume (¥ Billion)	731.8	767.8	882.9	1,000.4	1,299.1	1,615.5
Number of cards issued (10 Thousands)						
SEVEN CARD (credit card and point card)*1	281	297	311	322	337	350
nanaco (electronic money)*2	750	980	1,285	1,636	2,145	2,839
IY Point Card (Ito-Yokado)	652	687	712	701	665	635
Full-time employees (fiscal year-end)	93	99	106	114	125	163

*1 The number of SEVEN CARDS issued indicates active members.

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

Seven CS Card Service

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Transaction volume (¥ Billion)	-	-	-	619.8	678.4	694.6
Number of cards issued (10 Thousands)						
CLUB ON/Millennium CARD SAISON*	-	-	-	312	321	328
Full-time employees (fiscal year-end)	-	-	-	455	468	477

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.

Stock Information

Major Shareholders

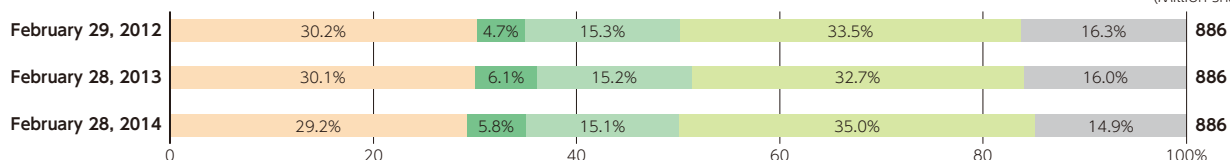
(As of February 28, 2014)

	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)	40,800	4.6%
The Master Trust Bank of Japan, Ltd. (Trust account)	38,510	4.3%
Nippon Life Insurance Company	19,664	2.2%
Masatoshi Ito	16,801	1.9%
mitsui & co., LTD.	16,222	1.8%
The Dai-ichi Life Insurance Company, Limited	13,777	1.6%
State Street Bank and Trust Company 505225	12,292	1.4%
Mitsui Sumitomo Insurance Co., Ltd.	12,251	1.4%
Nomura Securities Co., Ltd.	11,731	1.3%

Classification of Shareholders

Financial Institutions Securities Companies Other Domestic Corporations
Foreign Corporations Individuals and Others

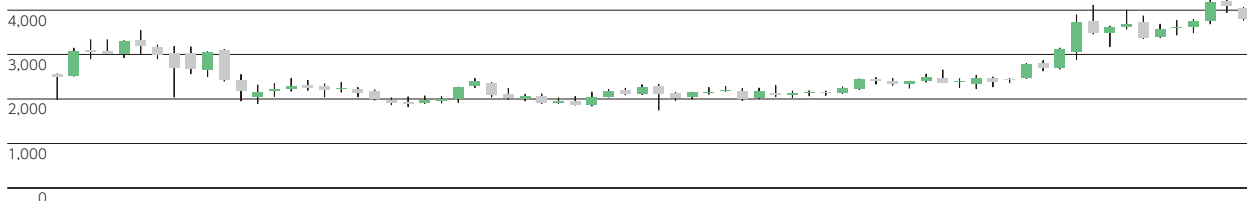
(Million shares)



Stock Price Chart (Monthly)

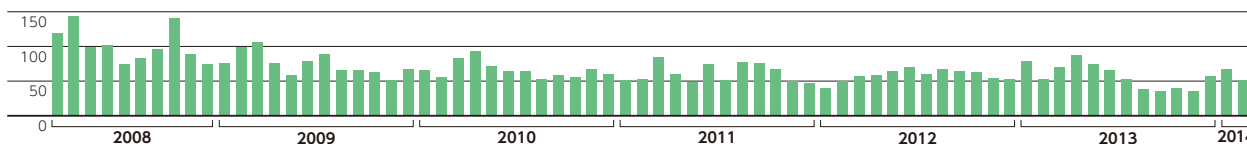
Stock price (yen)

5,000



Trading volume (million shares)

200



	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Stock price						
Opening	¥2,550	¥2,055	¥2,008	¥2,295	¥2,245	¥2,699
High	¥3,550	¥2,465	¥2,468	¥2,328	¥2,866	¥4,485
Low	¥1,962	¥1,831	¥1,848	¥1,755	¥2,222	¥2,680
Closing	¥2,195	¥2,004	¥2,277	¥2,246	¥2,706	¥3,813
Trading volume (thousand shares)	1,194,651	840,559	771,407	724,134	741,266	672,366

Investment Indices (Consolidated)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Number of shares outstanding						
Average*	918,389,766	903,458,314	887,128,871	883,499,397	883,532,139	883,564,722
End of period*	903,459,511	903,458,108	883,463,233	883,506,457	883,534,869	883,565,634
Net income per share	¥100.54	¥49.67	¥126.21	¥146.96	¥156.26	¥198.84
Cash flow per share	¥253.56	¥196.03	¥275.48	¥305.41	¥332.45	¥365.64
Net assets per share	¥1,975.95	¥1,905.97	¥1,927.09	¥1,998.84	¥2,140.45	¥2,371.92
Price earnings ratio (times)	21.8	40.3	18.0	15.3	17.3	19.2
Price cash flow ratio (times)	8.7	10.2	8.3	7.4	8.1	10.4
Price book value ratio (times)	1.1	1.1	1.2	1.1	1.3	1.6
Dividends per share	¥56.00	¥56.00	¥57.00	¥62.00	¥64.00	¥68.00
Dividends payout ratio	55.7%	112.7%	45.2%	42.2%	41.0%	34.2%
Ratio of total amount of dividends to net assets	2.8%	2.9%	3.0%	3.2%	3.1%	3.0%

* Excluding treasury stock.

Corporate History

■ Capital Policy and Financial Strategies ● Store Openings and Operating Strategies

Before the establishment of Seven & i HLDGS.

- 1958 Apr.** ■ Yokado Co., Ltd. incorporated Photo A
- 1971 Mar.** ■ Yokado changed its name to Ito-Yokado Co., Ltd.
- 1972 Sept.** ■ Ito-Yokado listed on the Tokyo Stock Exchange (TSE)
- 1973 Mar.** ■ Business tie-up with York-Benimaru Co., Ltd.
- Nov.** ■ York-Seven Co., Ltd. established under a license agreement with the largest U.S. convenience store chain operator, The Southland Corporation Photo B
- Nov.** ■ Denny's Japan Co., Ltd. established under a license agreement with the U.S.-based restaurant chain, Denny's, Inc.
- 1977 July** ■ Ito-Yokado registered American Depositary Receipts (ADRs) on NASDAQ
- 1978 Jan.** ■ York-Seven changed its name to Seven-Eleven Japan Co., Ltd.
- 1979 Oct.** ■ Seven-Eleven Japan listed on the TSE
- 1980 Nov.** ■ York-Benimaru Co., Ltd. listed on the TSE
- 1982 Feb.** ■ Denny's Japan listed on the TSE
- 1986 July** ■ Ito-Yokado's ADRs transferred from NASDAQ small-cap listing to the National Market System
- 1991 Mar.** ■ Ito-Yokado and Seven-Eleven Japan established IYG Holding Company to acquire and hold the major interest of The Southland Corporation
- 1996 Dec.** ■ Chengdu Ito-Yokado Co., Ltd. established in Chengdu, Sichuan, China
- 1997 Sept.** ■ Hua Tang Yokado Commercial Co., Ltd. established in Beijing, China
- 1999 Apr.** ■ The Southland Corporation changed its name to 7-Eleven, Inc.
- 2000 July** ■ 7-Eleven, Inc. shares transferred from NASDAQ to NYSE
- 2001 Apr.** ■ IYBank Co., Ltd. established
- Oct.** ■ IY Card Service Co., Ltd. established
- 2003 May** ■ Ito-Yokado abolished the registration of ADRs on NASDAQ
- 2004 Jan.** ■ SEVEN-ELEVEN (BEIJING) CO., LTD. established in Beijing, China

Seven & i HLDGS.—From Establishment to Today

- 2005 Sept.** ■ Seven & i Holdings Co., Ltd. was established and listed on the TSE
- Oct.** ■ IYBank changed its name to Seven Bank, Ltd.
- Nov.** ■ 7-Eleven, Inc. made a wholly owned subsidiary
Made 7-Eleven, Inc. a wholly owned subsidiary with the aim of increasing long-term profits and promoting a global strategy.
- Nov.** ● Seven-Eleven Japan began to open stores in Gifu Prefecture
- Nov.** ● Ito-Yokado opened *Ario Sapporo* and *Ario Kawaguchi*
- 2006 Feb.** ■ Seven and Y Corp. made a subsidiary
Made Seven and Y a subsidiary as the core company in Group IT strategy.
- Feb.** ● Seven-Eleven Japan began to open stores in Mie Prefecture
- Mar.** ● Ito-Yokado opened *Ario Kameari*
- May** ● Sogo Chiba reopened after a full-scale remodeling
- May** ● Seven-Eleven Japan stores commenced installation of Sixth-Generation Total Information System
- June** ■ Millennium Retailing, Inc. made a wholly owned subsidiary through a stock for stock exchange
To strengthen the Group department store operations, made Millennium Retailing, parent of Sogo and The Seibu Department Stores, a wholly owned subsidiary. Photo C
- July** ■ Seven & i Holdings cancelled 427,509,908 shares of treasury stock
Cancelled the shares of Seven-Eleven Japan and Denny's Japan, which Ito-Yokado had owned at the time of listing.
- Aug.** ■ White Hen Pantry, Inc. acquired by 7-Eleven, Inc.
The White Hen Pantry, Inc. convenience store chain owned approx. 200 stores in Chicago, U.S.
- Sept.** ■ York-Benimaru made a wholly owned subsidiary through a stock for stock exchange
Positioned as the core operating company of the super-market operations after transformation from an equity-method affiliate to a wholly owned subsidiary.
- Nov.** ● Group Merchandising Reform Project launched
- Dec.** ● Ito-Yokado opened *Ario Yao*
- 2007 Jan.** ■ Seven & i Food Systems Co., Ltd. established
Established 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



A Yokado Store (First store) around 1950



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



C Millennium Retailing, Inc. (currently Sogo & Seibu) made a wholly owned subsidiary in June 2006

- May** ● Started sales of *Seven Premium*, the Group's new private-brand products 
- 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. 
- 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.** ■ NitteSeven Co., Ltd. established by Nippon Television Network Corporation, Dentsu Inc., and Seven & i Holdings
Seeking the integration of retail business and media, NitteSeven 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 Nasdaq 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 Net Media 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.

- 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 Nishiarai, its first discount store 
- 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.



Sales of the Group's *Seven Premium* private-brand products started in May 2007



Akachan Honpo was converted into a subsidiary in July 2007



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

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



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 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

2011 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



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 ■ 7-Eleven, 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.
- 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. ● Chengdu Ito-Yokado opened Gaoxin store in Chengdu, Sichuan Province, China**
- Nov. ● Ito-Yokado opened Ario Kurashiki**
- Dec. ● Commenced Seven Spot free wireless Internet services**
- Dec. ● 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. ● Introduced Senior nanaco—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 Seven Lifestyle 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.**
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 ● Seven Raku-Raku Delivery home delivery service was launched** 
- 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.
- 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.**
- 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** 
- 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.
- Mar. ■ Seven Bank issued 8th, 9th, and 10th series unsecured straight corporate bonds in the total amount of ¥55.0 billion**
- Apr. ● Seven-Eleven Japan launched the SEVEN CARD Plus credit card featuring nanaco electronic money functionality**
- Apr. ■ Seven & i Holdings issued 7th, 8th, and 9th unsecured domestic straight bonds in the total amount of ¥100 billion**



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



The number of 7-Eleven stores in Japan exceeded 10,000 stores in 2003, 15,000 stores in the end of Feb. 2013



Seven-Eleven Japan opened its first stores in Shikoku in Mar. 2013

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.

June • Grand opening of Ario Ageo

July ■ Ito-Yokado entered business and capital alliance with DAICHI CO., LTD.

Business and capital alliance formed with the aim of strengthening the food retail business base in the Hokkaido area.

Aug. • Commenced sales of nanaco Gift Card


Sep. • Alliance formed with Tokyo Metro on free Wi-Fi content distribution service

Alliance formed for mutual use of Tokyo Metro Co., Ltd.'s MANTA service and Seven & i Holdings' Seven Spot free wireless service, along with joint content distribution and linking of member authentication.

Sep. ■ Seven Bank's wholly owned US subsidiary FCTI acquired ATM business of Global Access Corp.

Oct. • Seven-Eleven Japan entered business alliance with Shin-Keisei Electric Railway Co., Ltd.

Business alliance formed with the aim of converting stores inside Shin-Keisei Line stations into 7-Eleven stores.

Nov. • Seven-Eleven Japan celebrated 40th founding anniversary 

Nov. • Grand opening of Shopping Plaza Kamagaya featuring Shokuhinkan Kamagaya and 21 specialty stores

Nov. • Grand opening of Ario Ichihara 

Dec. ■ Capital and business alliance agreement signed with Nissen Holdings Co., Ltd.

Capital and business alliance formed with the aim of using the catalogue and Internet businesses of Nissen Holdings to advance the Omni-Channel Strategy.

Dec. ■ Business alliance formed with Tenmaya Store Co., Ltd. and Tenmaya Company, Limited
Ito-Yokado entered capital alliance with Tenmaya Store Co., Ltd.

Business alliance formed with the aim of strengthening the retailing operation base in Okayama and Hiroshima prefectures.

Dec. ■ Entered capital and business alliance with BALS CORPORATION

Capital and business alliance formed with the aim of selling high value added products through joint development of sundries-related products and pursuing collaboration in the Omni-Channel field.

Dec. • Started opening 7-Eleven stores in Chongqing, China

2014 Jan. • Grand opening of Chengdu Ito-Yokado Wenjiang Store

Jan. • Seven Café received "Most Excellent Award, Nikkei Award" of the 2013 Nikkei Superior Products and Services Awards 

Jan. ■ Acquired shares of Barneys Japan Co., Ltd.

Acquired shares with the aim of strengthening product development capabilities in the department store business and to form alliances in the Omni-Channel field.

Jan. ■ Nissen Holdings Co., Ltd. made a consolidated subsidiary

Mar. ■ Seven Net Shopping Co., Ltd. was merged by Seven & i Net Media Co., Ltd.

Mar. • Seven-Eleven Japan opened its first stores in Ehime Prefecture

Mar. • Ito-Yokado was awarded the Minister of Agriculture, Forestry and Fisheries 2013 35th Food Industry Outstanding Corporation Award in the Environmental division

Mar. • Seven-Eleven Japan, entered into a business alliance with West Japan Railway Company and West Japan Railway Daily Service Net Co., Ltd.

A business alliance formed to enable refurbishment of stores so they can become tie-up stores inside stations associated with the West Japan Railway Co.



Seven-Eleven Japan celebrated 40th founding anniversary in Nov. 2013



Ario Ichihara, an urban-style shopping center, opened in Nov. 2013



Seven Café received "Most Excellent Award, Nikkei Award" of the 2013 Nikkei Superior Products and Services Awards



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