

Corporate Overview

(As of February 28, 2015)

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	455 (nonconsolidated) 54,665 (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. (SEJ), 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

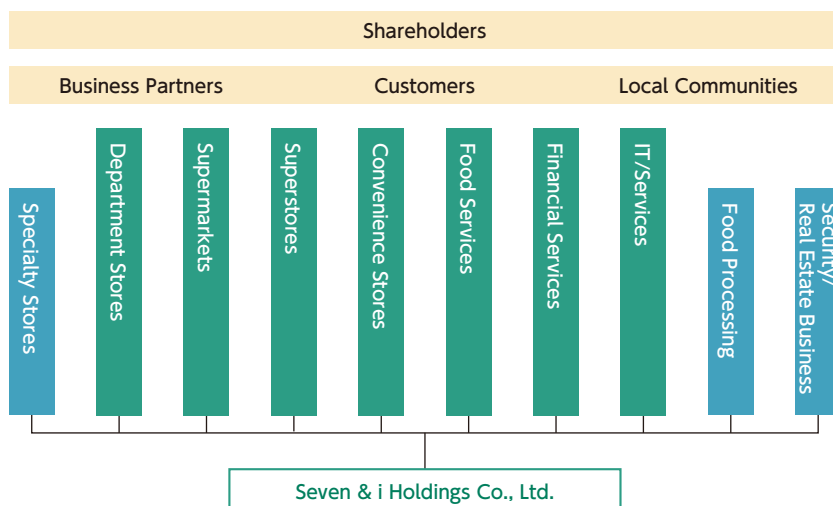
- Clearly delineate autonomy and the responsibilities of each Group company
- Evaluate profitability and efficiently allocate management resources based on monitoring

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 asset efficiency

Group Operational Areas

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



■ Seven core operational areas

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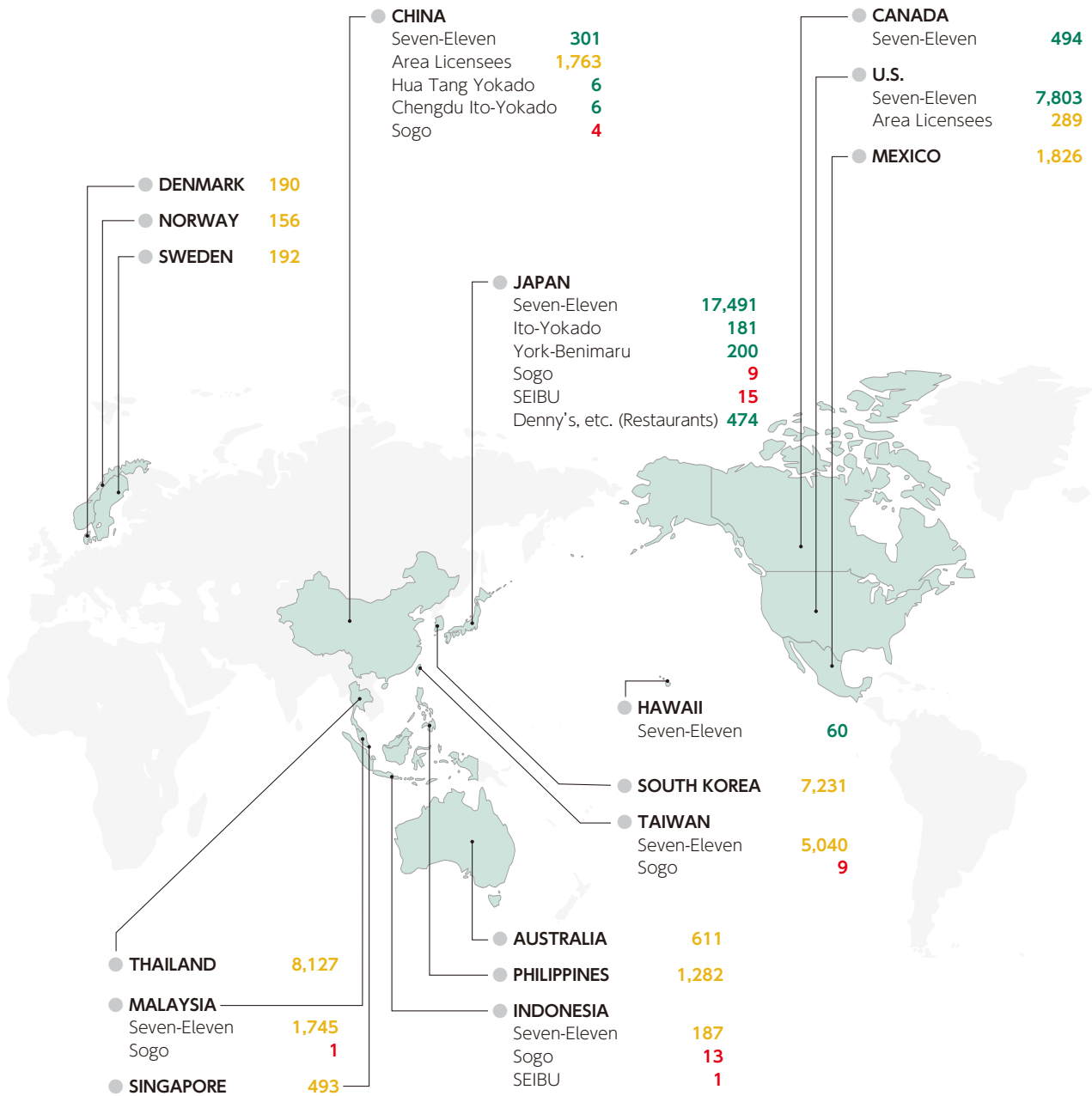
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Store Network

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

Store Network of Seven & i HLDGS.		Number of Customer Store-Visits per Day	
Global:	approx. 56,000 stores	Global:	approx. 58.0 million
Japan:	approx. 19,000 stores	Japan:	approx. 20.5 million



Notes: 1. ■ Number of stores operated directly by our subsidiaries
 ■ Number of stores operated by companies in each country granted a defined area license
 ■ Number of stores with licenses to use the trademark of Sogo & Seibu Co., Ltd.
 2. Figures represent the number of stores on record as of February 28, 2015 in Japan, and December 31, 2014 for all other areas.

Overview of Main Group Companies

(As of February 28, 2015)

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	Net sales		Number of stores		Employees		Capital (¥ Million)	Equity owned by the Company*4 (%)
	(¥ Million)	Growth rate (%)	(Stores)	Increase (Decrease)	(People)	Increase (Decrease)		
Convenience Stores								
Seven-Eleven Japan Co., Ltd.	4,008,261 ^{*1}	6.0	17,491	1,172	11,292	876	17,200	100.0
○ 7-Eleven, Inc.	2,834,464 ^{*1}	7.3	8,297	5	25,267	(1,101)	U.S.\$13,031	100.0
○ SEVEN-ELEVEN HAWAII, INC.	30,270	7.9	60	1	897	(47)	U.S.\$20,000,000	100.0
○ SEVEN-ELEVEN (BEIJING) CO., LTD.	17,983 ^{*2}	24.4	175	25	1,804	121	U.S.\$35,000,000	65.0
○ SEVEN-ELEVEN (TIANJIN) CO., LTD.	3,783 ^{*2}	20.6	60	4	815	118	CNY104,600,000	65.0
○ SEVEN-ELEVEN (CHENGDU) Co., Ltd.	4,204 ^{*2}	19.9	66	(13)	868	(465)	U.S.\$46,000,000	100.0
Superstores								
Ito-Yokado Co., Ltd.	1,253,296	(2.1)	181	2	36,600	(562)	40,000	100.0
○ Hua Tang Yokado Commercial Co., Ltd.	31,814	(6.5)	6	(3)	1,441	(507)	U.S.\$65,000,000	75.8
○ Chengdu Ito-Yokado Co., Ltd.	70,650	12.5	6	1	3,243	(255)	U.S.\$23,000,000	75.0
Supermarkets								
York-Benimaru Co., Ltd.	390,492	4.2	200	7	13,598	331	9,927	100.0
Life Foods Co., Ltd.	42,487	6.5	-	-	4,349	6	120	100.0
York Mart Co., Ltd.	132,067	3.0	76	2	5,594	197	1,000	100.0
SHELL GARDEN CO., LTD.	23,387	(1.3)	21	(2)	910	(200)	989	100.0
Department Stores								
Sogo & Seibu Co., Ltd.	790,244	0.1	24	0	9,278	67	10,000	100.0
Food Services								
Seven & i Food Systems Co., Ltd.	80,685	3.3	846	6	11,385	110	3,000	100.0
Financial Services								
☆ Seven Bank, Ltd.	105,648 ^{*3}	5.8	-	-	466	(45)	30,514	45.8
Seven Card Service Co., Ltd.	40,172 ^{*3}	25.3	-	-	226	49	7,500	95.5
Seven CS Card Service Co., Ltd.	20,879 ^{*3}	2.2	-	-	685	(9)	100	51.0
IT/Services								
7dream.com	7,770	14.6	-	-	53	4	450	68.0
○ Nissen Co., Ltd.	106,993	(6.7)	-	-	1,653	35	100	50.7
Specialty Stores								
Akachan Honpo Co., Ltd.	92,899	9.1	99	6	2,640	12	3,780	95.0
THE LOFT CO., LTD.	87,647	3.8	94	5	4,000	224	750	74.8
Seven Bi no Garden Co., Ltd.	27,378	3.5	55	2	932	70	450	93.1
Oshman's Japan Co., Ltd.	5,564	(0.2)	8	0	204	9	2,500	100.0
Barneys Japan Co., Ltd.	20,836	5.6	11	1	543	(21)	4,990	100.0

○ Figures are for the fiscal year ended December 31, 2014. (No. of stores is as of December 31, 2014; No. of employees is as of February 28, 2015)

☆ Figures are for the fiscal year ended March 31, 2015.

Notes: 1. Exchange rates (average for the period): U.S.\$1=¥105.79; CNY1=¥17.18

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.

*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 Equity owned is rounded to one decimal place.