



SEVEN&i HLDGS.

CORPORATE OUTLINE 2015

—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, 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

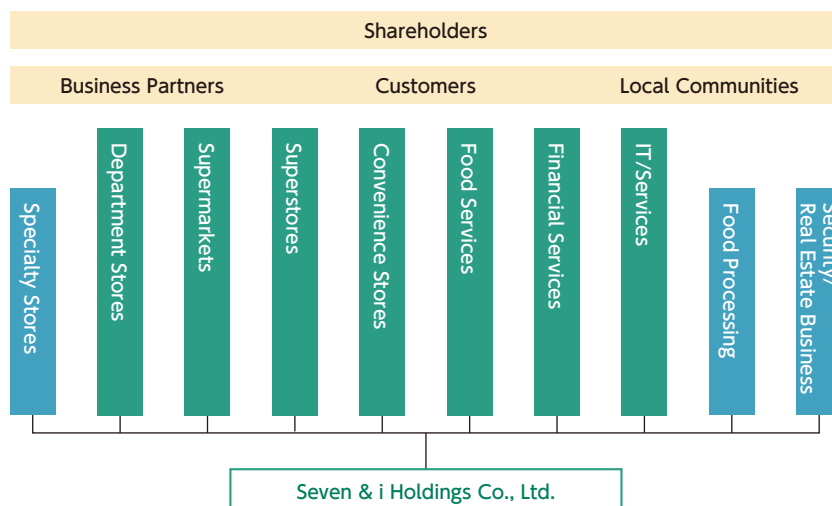
- Clearly delineate autonomy and the responsibilities of each Group company
- Evaluate profitability and efficiently allocate management resources based on monitoring

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

Contents

Profile

Corporate Overview	1
Store Network	2
Overview of Main Group Companies	3

Performance Overview

Consolidated Financial Summary	4
Segment Information	6
Financial Position	9

Global Retail Industry Data

Sales Ranking	10
Market Capitalization Ranking	11

Retail Environment in Japan

Consumer Environment	12
Environment of Retail Industry	13
Major Group Companies' Market Share in Japan (Nonconsolidated)	15

Group Business Strategy

Merchandising	16
Distribution Systems	20
Information Systems	21
Omni-Channel Strategy	22
Store-Opening Policy	24
Shopping Support, etc.	26
Group Environment, etc.	27
Global Strategy	28
Financial Services	31

Major Group Companies' Data

Convenience Stores	32
Superstores	36
Supermarkets	38
Department Stores/ Specialty Stores	40
Specialty Stores/ Food Services	42
Financial Services	43

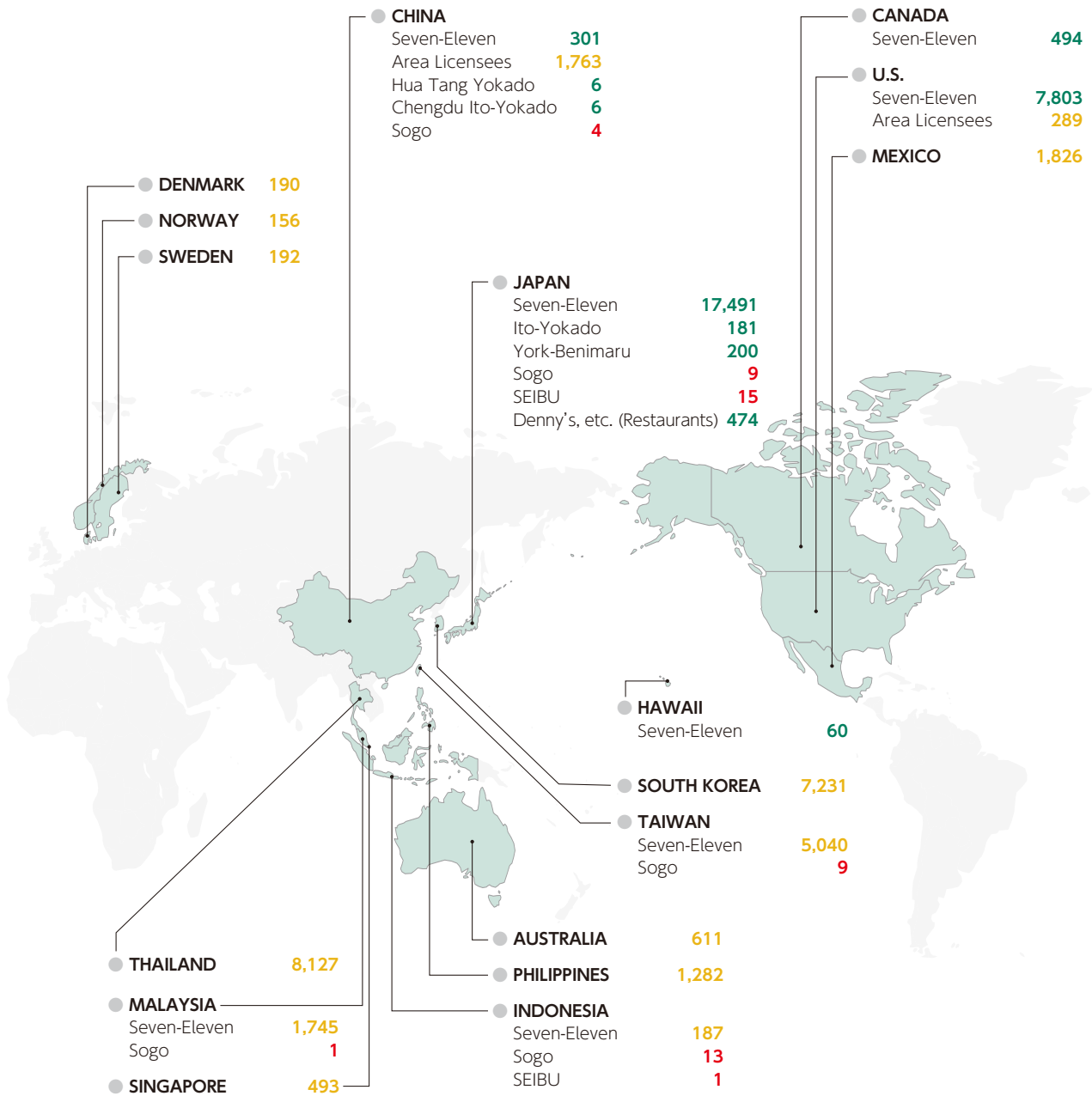
Corporate Data

Stock Information	44
Corporate History	45

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)

	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.

Further details on p32-35

Further details on p36-37

Further details on p38-39

Further details on p40-41

Further details on p42

Further details on p43

Further details on p41-42

Profile

Performance Overview

Global Retail Industry Data

Retail Environment in Japan

Group Business Strategy

Major Group Companies' Data

Corporate Data

Consolidated Financial Summary

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

	FY2005	FY2006	FY2007	FY2008	FY2009
Revenues from operations	3,623,554	3,895,772	5,337,806	5,752,392	5,649,948
Operating income	211,950	244,940	286,838	281,088	281,865
EBITDA* ¹	309,401	343,629	428,523	436,375	434,033
Ordinary income	208,267	248,110	282,016	278,262	279,306
Net income	17,205	87,930	133,419	130,657	92,336
Total assets	2,574,817	3,424,878	3,809,192	3,886,680	3,727,060
Net assets	1,144,504	1,603,684	1,969,149	2,058,038	1,860,672
Minority interests in consolidated subsidiaries	402,862	114,196	62,350	73,020	75,092
Interest-bearing debt	270,648	687,374	822,107	766,358	793,867
Debt equity ratio (times)	0.24	0.43	0.43	0.39	0.44
Interest coverage ratio (times)	-	34.9	14.6	36.6	23.8
Cash flows from operating activities	266,709	217,325	157,209	465,380	310,007
Cash flows from investing activities	(94,758)	(388,080)	(235,983)	(237,184)	(139,568)
Free cash flows* ²	171,950	(170,754)	(78,774)	228,195	170,438
Cash flows from financing activities	(56,524)	103,093	37,241	(130,136)	(169,755)
Net (decrease) increase in cash and cash equivalents	115,058	(72,223)	(40,742)	97,636	(4,286)
Cash and cash equivalents at end of fiscal year	683,100	610,876	570,133	667,770	663,483
Capital expenditures* ³	168,725	185,354	278,388	217,738	188,943
Depreciation and amortization* ⁴	95,160	97,810	132,693	143,642	140,529
Net income per share	¥40.73	¥100.83	¥142.90	¥137.03	¥100.54
Owners' equity per share	¥2,742.42	¥1,772.25	¥1,999.77	¥2,081.85	¥1,975.95
Cash flow per share* ⁵	¥269.29	¥213.46	¥285.02	¥287.68	¥253.56
Cash dividends per share	-	¥28.50	¥52.00	¥54.00	¥56.00
Owners' equity ratio	44.4%	46.8%	50.1%	51.1%	47.9%
Return on equity (ROE)	1.5%	5.5%	7.6%	6.7%	4.9%
Return on total assets (ROA)	0.7%	2.6%	3.7%	3.4%	2.4%
Dividend payout ratio	-	-	36.4%	39.4%	55.7%
Ratio of total amounts of dividends to net assets	-	-	2.8%	2.6%	2.8%
Exchange rate (average on the term)					
U.S.\$1=	¥108.23	¥110.26	¥116.38	¥117.85	¥103.48
CNY1=	¥13.06	¥13.57	¥14.62	¥15.51	¥14.85
(at fiscal year end)					
U.S.\$1=	¥104.21	¥118.07	¥119.11	¥114.15	¥91.03
CNY1=	¥12.59	¥14.63	¥15.24	¥15.62	¥13.31

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥119, the approximate rate of exchange prevailing on February 28, 2015.

2. FY2005 shows 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 Inc. (currently Sogo & Seibu) in FY2006, only the balance sheets are included in the consolidated figures.

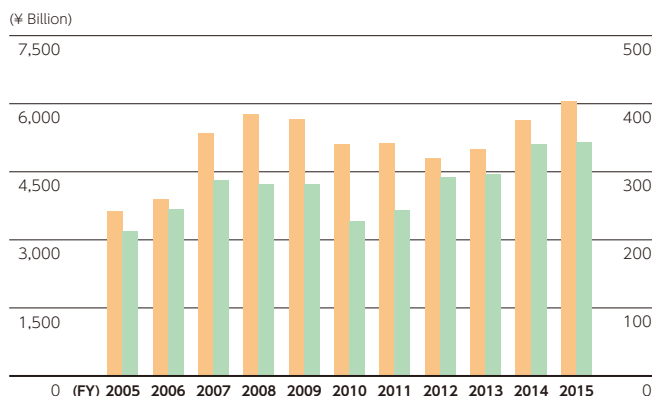
5. For the results of mail order service operations in FY2014, only the balance sheets have been consolidated.

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.

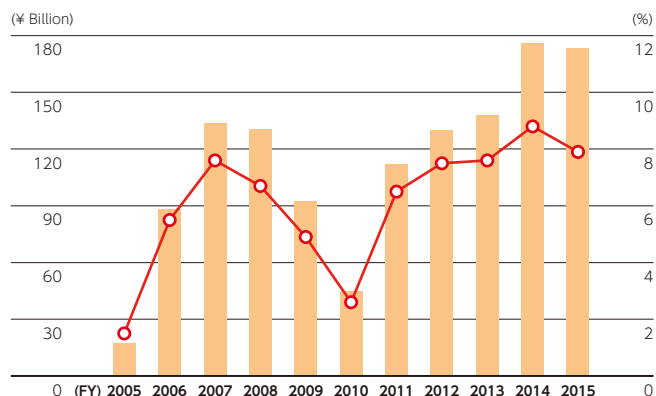
REVENUES FROM OPERATIONS AND OPERATING INCOME

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



NET INCOME AND ROE

■ Net income (left) ● ROE (right)



	(¥ Million)						(U.S.\$ Thousand)
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2015
	5,111,297	5,119,739	4,786,344	4,991,642	5,631,820	6,038,948	50,747,462
	226,666	243,346	292,060	295,685	339,659	343,331	2,885,134
	377,768	391,913	444,969	469,036	505,662	534,464	4,491,294
	226,950	242,907	293,171	295,836	339,083	341,484	2,869,613
	44,875	111,961	129,837	138,064	175,691	172,979	1,453,605
	3,673,605	3,732,111	3,889,358	4,262,397	4,811,380	5,234,705	43,989,117
	1,793,940	1,776,512	1,860,954	1,994,740	2,221,557	2,430,917	20,427,873
	71,251	73,016	93,748	102,038	123,866	128,827	1,082,579
	701,487	727,385	712,077	853,064	934,396	948,252	7,968,504
	0.41	0.43	0.40	0.45	0.45	0.41	0.41
	28.2	30.0	49.0	41.1	39.4	37.8	37.8
	322,202	310,527	462,642	391,406	454,335	416,690	3,501,596
	(115,158)	(312,081)	(342,805)	(340,922)	(286,686)	(270,235)	(2,270,882)
	207,044	(1,553)	119,836	50,484	167,648	146,454	1,230,705
	(156,708)	(56,258)	(40,561)	10,032	(55,227)	(79,482)	(667,915)
	54,397	(60,573)	76,960	66,380	121,344	79,395	667,184
	717,320	656,747	733,707	800,087	921,432	1,000,762	8,409,764
	211,189	338,656	255,426	334,216	336,758	341,075	2,866,176
	132,232	132,421	139,994	155,666	147,379	172,237	1,447,369
	¥49.67	¥126.21	¥146.96	¥156.26	¥198.84	¥195.66	\$1.64
	¥1,905.97	¥1,927.09	¥1,998.84	¥2,140.45	¥2,371.92	¥2,601.23	\$21.85
	¥196.03	¥275.48	¥305.41	¥332.45	¥365.64	¥390.49	\$3.28
	¥56.00	¥57.00	¥62.00	¥64.00	¥68.00	¥73.00	\$0.61
	46.9%	45.6%	45.4%	44.4%	43.6%	43.9%	43.9%
	2.6%	6.5%	7.5%	7.6%	8.8%	7.9%	7.9%
	1.2%	3.0%	3.4%	3.4%	3.9%	3.4%	3.4%
	112.7%	45.2%	42.2%	41.0%	34.2%	37.3%	37.3%
	2.9%	3.0%	3.2%	3.1%	3.0%	2.9%	2.9%
	¥93.65	¥87.79	¥79.80	¥79.81	¥97.73	¥105.79	-
	¥13.72	¥12.90	¥12.32	¥12.72	¥15.92	¥17.18	-
	¥92.10	¥81.49	¥77.74	¥86.58	¥105.39	¥120.55	-
	¥13.48	¥12.29	¥12.31	¥13.91	¥17.36	¥19.35	-

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

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

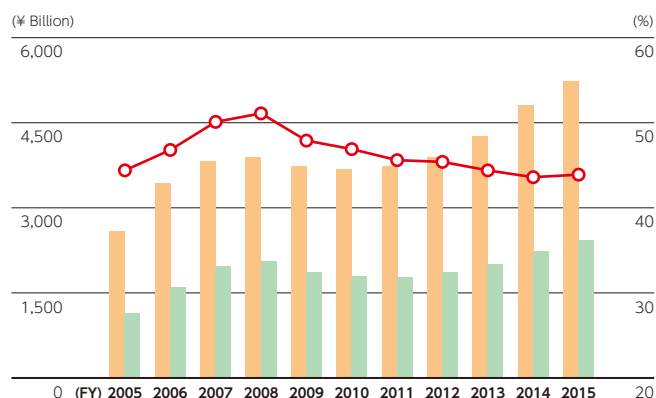
*3 Capital expenditures include long-term leasehold deposits and advances for store construction

*4 From FY2014, 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

	FY2005	FY2006	FY2007	FY2008	FY2009
Convenience store operations	1,806,168	2,015,236	2,249,648	2,395,701	2,308,690
Superstore operations	1,642,264	1,687,734	1,882,935	2,109,049	2,125,029
Department store operations	-	-	988,357	1,025,354	993,877
Food services	126,181	124,025	121,683	113,980	102,711
Financial services	61,236	82,289	100,295	117,955	124,866
Mail order services operations	-	-	-	-	-
Others	17,195	19,780	32,340	36,653	35,079
Eliminations/corporate	(29,492)	(33,294)	(37,454)	(46,302)	(40,305)
Total	3,623,554	3,895,772	5,337,806	5,752,392	5,649,948

OPERATING INCOME

	FY2005	FY2006	FY2007	FY2008	FY2009
Convenience store operations	195,385	209,815	206,090	201,032	213,367
Superstore operations	7,814	15,381	29,170	34,058	24,742
Department store operations	-	-	26,772	25,764	18,335
Food services	3,620	2,625	931	(4,231)	(2,948)
Financial services	5,401	17,278	24,547	21,071	25,485
Mail order services operations	-	-	-	-	-
Others	211	808	1,621	2,488	2,069
Eliminations/corporate	(482)	(968)	(2,296)	902	814
Total	211,950	244,940	286,838	281,088	281,865

CAPITAL EXPENDITURES

	FY2005	FY2006	FY2007	FY2008	FY2009
Convenience store operations	93,456	102,025	98,518	108,585	104,233
Superstore operations	60,671	53,098	49,444	57,561	46,064
Department store operations	-	-	93,657	17,512	12,464
Food services	3,906	5,088	4,474	1,545	1,177
Financial services	7,410	22,917	31,872	31,990	23,932
Mail order services operations	-	-	-	-	-
Others	3,281	39	298	518	1,058
Corporate	-	2,184	122	24	12
Total	168,725	185,354	278,388	217,738	188,943

DEPRECIATION AND AMORTIZATION

	FY2005	FY2006	FY2007	FY2008	FY2009
Convenience store operations	63,725	64,428	71,799	74,065	67,299
Superstore operations	22,345	20,796	24,070	26,452	26,115
Department store operations	-	-	19,042	20,154	20,004
Food services	3,252	3,019	3,454	2,903	2,210
Financial services	5,798	9,528	14,173	19,773	24,532
Mail order services operations	-	-	-	-	-
Others	38	37	134	271	346
Corporate	-	0	19	21	20
Total	95,160	97,810	132,693	143,642	140,529

■ Geographic Area Segments

REVENUES FROM OPERATIONS

	FY2005	FY2006	FY2007	FY2008	FY2009
Japan	2,271,756	2,343,048	3,562,372	3,822,210	3,806,717
North America	1,341,503	1,516,907	1,728,481	1,867,067	1,766,169
Others	13,090	38,519	49,759	66,043	80,401
Eliminations	(2,796)	(2,704)	(2,806)	(2,928)	(3,339)
Total	3,623,554	3,895,772	5,337,806	5,752,392	5,649,948

OPERATING INCOME

	FY2005	FY2006	FY2007	FY2008	FY2009
Japan	185,726	212,876	253,968	247,272	245,248
North America	26,080	32,492	31,985	31,582	34,441
Others	194	(432)	879	2,228	2,328
Eliminations	(51)	3	4	3	(151)
Total	211,950	244,940	286,838	281,088	281,865

- Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥119, the approximate rate of exchange prevailing on February 28, 2015.
2. FY2005 shows 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.

	(¥ Million)						(U.S.\$ Thousand)
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2015
	1,968,555	2,036,464	1,690,924	1,899,573	2,529,694	2,727,780	22,922,521
	2,016,558	1,981,604	1,992,298	1,994,588	2,009,409	2,012,176	16,909,042
	922,847	915,105	900,222	884,028	871,132	875,027	7,353,168
	86,420	80,225	78,026	78,361	78,566	80,980	680,504
	110,444	106,953	129,601	144,355	158,826	178,221	1,497,655
	-	-	-	-	-	185,802	1,561,361
	33,669	35,610	47,464	50,210	50,492	53,897	452,915
	(27,198)	(36,224)	(52,193)	(59,475)	(66,301)	(74,937)	(629,722)
	5,111,297	5,119,739	4,786,344	4,991,642	5,631,820	6,038,948	50,747,462

	(¥ Million)						(U.S.\$ Thousand)
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2015
	183,837	195,477	214,637	221,764	257,515	276,745	2,325,588
	14,178	15,708	32,432	25,491	29,664	19,340	162,521
	1,366	5,622	9,948	8,029	6,590	7,059	59,319
	(2,741)	(193)	(95)	721	604	44	369
	30,152	28,343	33,778	37,425	44,902	47,182	396,487
	-	-	-	-	-	(7,521)	(63,201)
	567	(690)	2,304	3,886	2,166	3,669	30,831
	(694)	(921)	(945)	(1,634)	(1,784)	(3,188)	(26,789)
	226,666	243,346	292,060	295,685	339,659	343,331	2,885,134

	(¥ Million)						(U.S.\$ Thousand)
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2015
	104,936	106,368	164,973	214,250	197,715	193,235	1,623,823
	65,379	54,133	40,284	54,243	66,686	65,490	550,336
	19,734	27,807	16,068	18,265	15,596	15,380	129,243
	752	527	831	1,407	2,277	3,506	29,462
	15,543	19,616	26,783	40,945	39,326	39,110	328,655
	-	-	-	-	-	3,815	32,058
	3,702	127,429	3,114	4,331	7,567	5,381	45,218
	1,140	2,774	3,371	772	7,588	15,152	127,327
	211,189	338,656	255,426	334,216	336,758	341,075	2,866,176

	(¥ Million)						(U.S.\$ Thousand)
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2015
	66,158	68,743	73,291	83,987	91,256	103,247	867,621
	24,335	25,890	28,626	29,129	18,472	20,696	173,915
	17,417	14,361	14,010	14,662	13,460	13,399	112,596
	1,270	811	667	639	438	709	5,957
	22,246	20,693	20,331	23,668	20,198	25,233	212,042
	-	-	-	-	-	3,842	32,285
	588	1,598	2,588	2,484	2,524	2,689	22,596
	214	321	480	1,094	1,029	2,419	20,327
	132,232	132,421	139,994	155,666	147,379	172,237	1,447,369

	(¥ Million)						(U.S.\$ Thousand)
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2015
	3,602,982	3,552,691	3,590,917	3,625,974	3,682,143	3,941,337	33,120,478
	1,431,042	1,484,394	1,106,449	1,269,302	1,831,482	1,968,854	16,544,991
	80,561	86,033	89,524	97,226	119,207	131,058	1,101,327
	(3,289)	(3,380)	(546)	(861)	(1,012)	(2,301)	(19,336)
	5,111,297	5,119,739	4,786,344	4,991,642	5,631,820	6,038,948	50,747,462

	(¥ Million)						(U.S.\$ Thousand)
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2015
	197,618	215,231	261,531	263,443	299,653	295,666	2,484,588
	26,992	26,230	29,181	33,137	41,519	49,825	418,697
	2,021	1,857	1,324	(909)	(1,545)	(2,161)	(18,159)
	32	27	22	13	32	1	8
	226,666	243,346	292,060	295,685	339,659	343,331	2,885,134

6. From FY2014, 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.

7. Other regions are mainly China, etc.

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

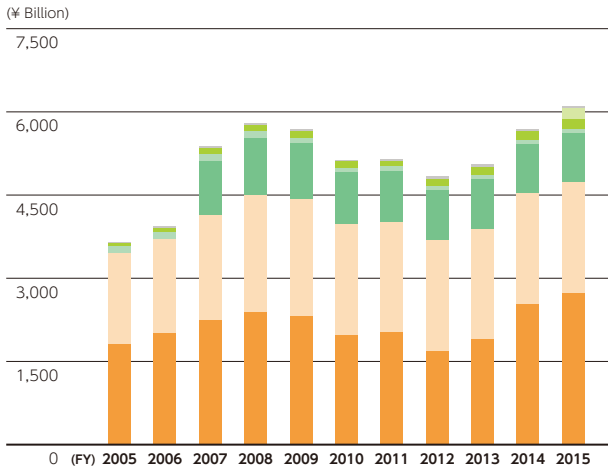
9. For the results of mail order service operations in FY2014, only the balance sheets have been consolidated.

Segment Information

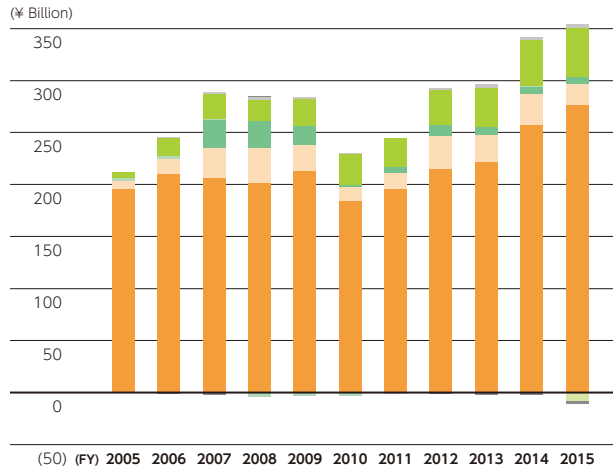
Business Segments

■ Convenience store operations
 ■ Superstore operations
 ■ Department store operations
 ■ Food services
 ■ Financial services
 ■ Others
 ■ Elimination/Corporate (Excluding Revenues from Operations)

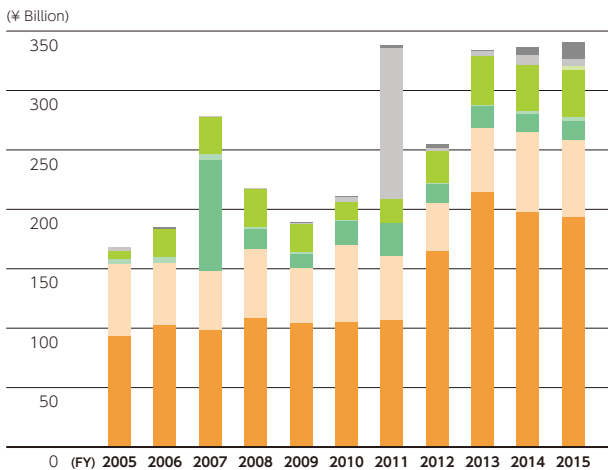
REVENUES FROM OPERATIONS



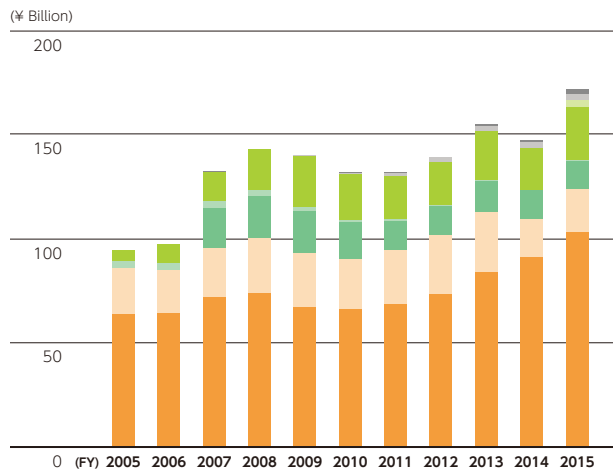
OPERATING INCOME



CAPITAL EXPENDITURES



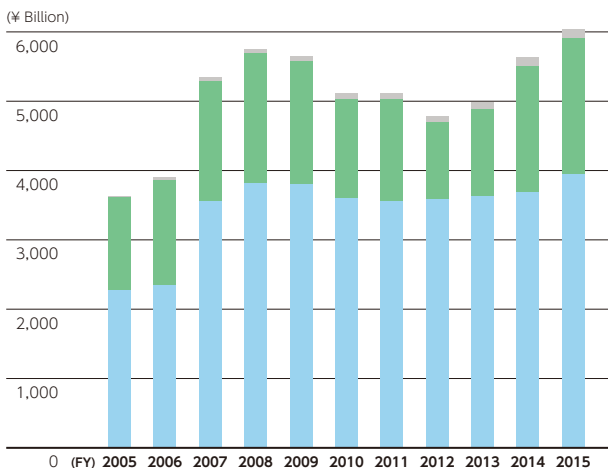
DEPRECIATION AND AMORTIZATION



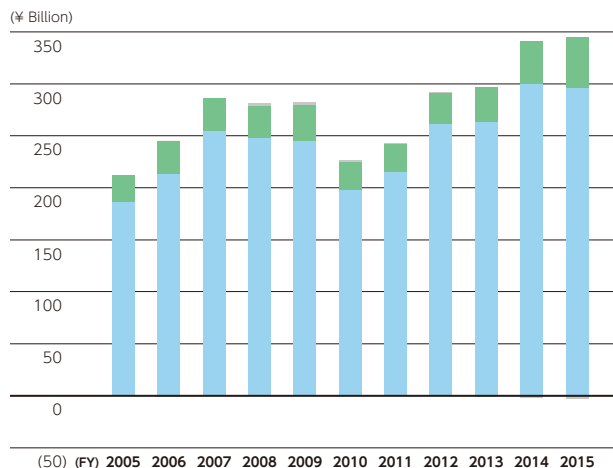
Geographic Area Segments

■ 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)
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2015
Short-term loans	108,330	139,690	145,750	116,147	130,780	1,098,991
Current portion of long-term loans	127,187	88,786	124,857	100,775	70,013	588,344
Current portion of bonds	36,100	10,000	63,999	20,000	59,999	504,193
Commercial paper	6,391	21,455	-	-	-	-
Subtotal	278,008	259,931	334,607	236,923	260,792	2,191,529
Bonds	263,973	253,978	229,983	364,987	319,992	2,689,008
Long-term loans	177,225	198,167	281,893	332,485	367,467	3,087,957
Commercial paper	8,177	-	6,579	-	-	-
Subtotal	449,376	452,145	518,456	697,473	687,459	5,776,966
Total	727,385	712,077	853,064	934,396	948,252	7,968,504

BREAKDOWN BY SEGMENT

	(¥ Million)					(U.S.\$ Thousand)
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2015
Convenience store operations	16,872	29,252	132,144	115,955	132,632	1,114,554
Superstore operations	28,072	26,219	22,045	19,245	16,131	135,554
Department store operations	272,303	200,154	185,005	180,345	174,395	1,465,504
Mail order services operations	-	-	-	17,093	24,158	203,008
Others	2,250	1,500	750	-	4,810	40,420
Corporate	209,973	209,978	209,982	269,987	269,991	2,268,831
Subtotal (excluding financial services)	529,471	467,103	549,928	602,627	622,119	5,227,890
Financial services	197,913	244,973	303,136	331,768	326,132	2,740,605
Total	727,385	712,077	853,064	934,396	948,252	7,968,504

Bonds

ISSUED BY SEVEN & i HOLDINGS CO., LTD.

(As of February 28, 2015)

	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
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
11th unsecured domestic straight bonds	15 billion yen	Dec. 17, 2014	0.536%	Dec. 20, 2024

Ratings

(As of March 31, 2015)

		S&P	Moody's	R&I	JCR
Seven & i Holdings Co., Ltd.	Long-term	AA-	A1	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 FY2014

FY2014	FY2013	Company	Country	Sales		CAGR (%)	Net income	
				(U.S.\$ Million)	(¥ Billion)		(U.S.\$ Million)	(¥ Billion)
1	1	Wal-Mart Stores	U.S.	476,294	42,866.5	3.3	16,695	1,502.6
2	3	Costco Wholesale	U.S.	105,156	9,464.0	7.7	2,061	185.5
3	4	Carrefour	France	98,688	8,881.9	(3.0)	1,812	163.1
4	6	Schwarz	Germany	98,662	8,879.6	6.5	-	-
5	2	Tesco	U.K.	98,631	8,876.8	2.9	1,529	137.6
6	5	Kroger	U.S.	98,375	8,853.8	5.3	1,531	137.8
7	7	Metro	Germany	86,393	7,775.4	(0.9)	588	52.9
8	9	Aldi	Germany	81,090	7,298.1	5.5	-	-
9	8	Home Depot	U.S.	78,812	7,093.1	2.0	5,385	484.7
10	10	Target	U.S.	72,596	6,533.6	2.9	1,971	177.4
11	11	Walgreen	U.S.	72,217	6,499.5	4.1	2,450	220.5
12	12	CVS Health*1	U.S.	65,618	5,905.6	6.0	4,592	413.3
13	20	Casino	France	63,468	5,712.1	11.1	2,023	182.1
14	14	Auchan	France	62,444	5,620.0	4.0	1,109	99.8
15	16	Amazon.com	U.S.	60,903	5,481.3	26.7	274	24.7
16	18	Edeka	Germany	59,704	5,373.4	5.9	-	-
17	13	AEON	Japan	57,986	5,619.2	3.9	835	45.6
18	15	Woolworths	Australia	54,457	4,901.1	4.3	2,258	203.2
19	17	Seven & i Holdings	Japan	54,258 Group total sales*2 106,642	4,679.0 Group total sales*2 9,597.8	0.7	1,890	175.6
20	21	Lowe's	U.S.	53,417	4,807.5	2.1	2,286	205.7
21	22	Rewe	Germany	51,109	4,599.8	3.5	266	23.9
22	19	Wesfarmers	Australia	50,711	4,564.0	4.8	2,076	186.8
23	24	E. Leclerc	France	47,671	4,290.4	5.4	-	-
24	26	Ahold	Netherlands	43,321	3,898.9	4.9	3,370	303.3
25	23	Best Buy	U.S.	42,410	3,816.9	(1.2)	523	47.1
26	28	J. Sainsbury	U.K.	38,031	3,422.8	4.8	1,138	102.4
27	29	ITM (Intermarché)	France	37,351	3,361.6	2.0	-	-
28	30	IKEA	Netherlands	36,495	3,284.6	5.6	4,339	390.5
29	27	Sears Holdings	U.S.	36,188	3,256.9	(5.0)	(1,116)	(100.4)
30	25	Safeway	U.S.	35,011	3,151.0	(4.1)	3,522	317.0

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=¥90, except for yen basis figures for Japanese companies which are based on public information.

*1 The company name changed from CVS Caremark in September 2014.

*2 Group net sales represent total store sales of franchised stores in the SEJ and 7-Eleven, Inc. chains.

Source: STORES Magazine, January 2015

Market Capitalization Ranking

■ Ranking by Market Capitalization of Retailers—Worldwide (As of April 30, 2015)

	Company	Country	Market capitalization		ROE (%)	EPS (U.S.\$)	PER (Times)	PBR (Times)
			(U.S.\$ Million)	(¥ Billion)				
1	Walt-Mart Stores	U.S.	251,751	30,127.0	20.8	5.07	15.39	3.09
2	Amazon.com	U.S.	196,415	23,505.0	(2.4)	(0.52)	-	18.29
3	Home Depot	U.S.	138,898	16,622.0	58.1	4.89	21.89	14.90
4	CVS Health	U.S.	112,721	13,489.3	12.2	4.08	24.36	2.97
5	Industria de Diseno Textil	Spain	100,144	11,984.2	25.4	0.90	35.74	8.57
6	Walgreen	U.S.	90,456	10,824.9	9.7	1.77	46.82	4.42
7	eBay	U.S.	70,776	8,469.7	0.2	0.04	1,538.60	3.56
8	Lowe's	U.S.	65,534	7,842.5	24.6	2.82	24.43	6.57
9	Costco Wholesale	U.S.	62,938	7,531.8	17.8	4.68	30.58	5.12
10	H&M Hennes & Mauritz	Sweden	58,127	6,956.1	41.3	1.64	24.30	9.41
11	McKesson	U.S.	52,018	6,224.9	16.2	5.42	41.19	6.10
12	Target	U.S.	50,382	6,029.2	(10.8)	(2.56)	-	3.60
13	TJX	U.S.	44,033	5,269.4	52.2	3.25	19.88	10.33
14	Fast Retailing	Japan	41,922	5,016.8	12.6	5.87	67.30	8.11
15	Wai-Mart de Mexico	Mexico	41,285	4,940.6	20.8	0.11	20.84	4.22
16	Westfarmers	Australia	38,743	4,636.4	6.7	1.23	28.07	1.89
17	Seven & i Holdings	Japan	38,333	4,587.3	7.9	1.63	26.52	1.99
18	Kroger	U.S.	33,842	4,049.9	31.7	3.48	19.78	6.25
19	Woolworths	Australia	29,452	3,524.5	25.4	1.53	15.23	3.64
20	Tesco	U.K.	27,587	3,301.4	(52.4)	(1.08)	-	2.54
21	Limited Brands	U.S.	26,132	3,127.2	(592.0)	3.56	25.08	1,451.75
22	Carrefour	France	25,356	3,034.3	14.7	1.90	18.12	2.46
23	Kering	France	23,353	2,794.6	5.4	5.08	36.40	1.96
24	Rakuten	Japan	23,301	2,788.5	19.6	0.44	39.49	6.61
25	Dollar General	U.S.	22,082	2,642.6	19.2	3.51	20.73	3.87
26	Macy's	U.S.	22,078	2,642.0	26.2	4.47	14.47	4.11
27	Sysco	U.S.	21,934	2,624.9	17.8	1.57	23.55	4.16
28	Auto Zone	U.S.	21,339	2,553.6	(64.7)	33.72	19.95	-
29	Loblaw	Canada	20,892	2,500.2	0.5	0.11	477.46	1.98
30	Magnit	Russia	20,676	2,474.3	34.2	9.82	22.26	6.96

Note: Exchange rates are as of April 30, 2015 (U.S.\$1=¥119.67)
Source: FactSet

Profile

Performance Overview

Global Retail Industry Data

Retail Environment in Japan

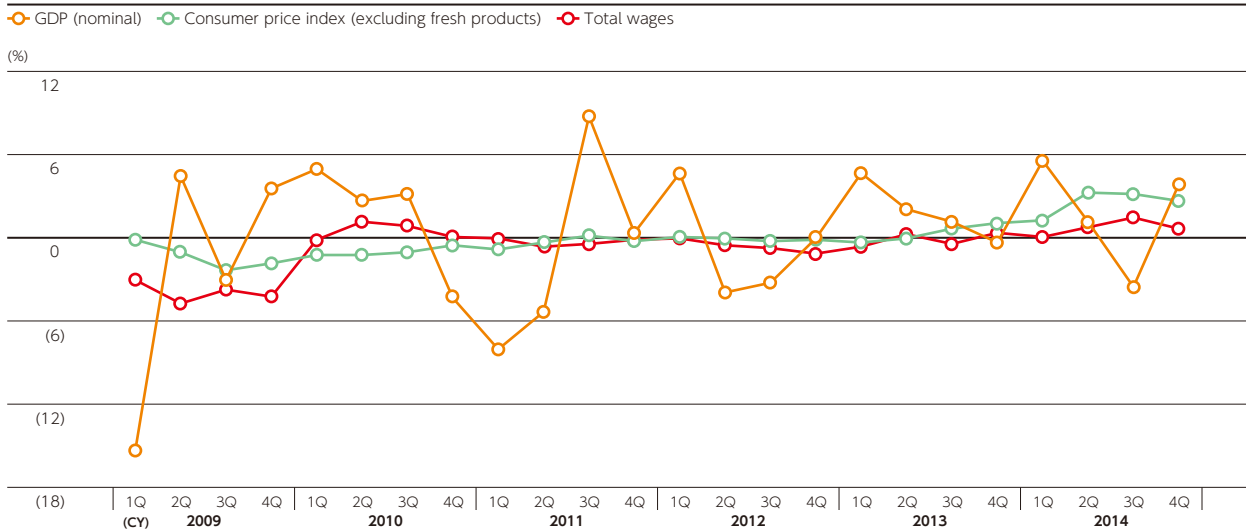
Group Business Strategy

Major Group Companies' Data

Corporate Data

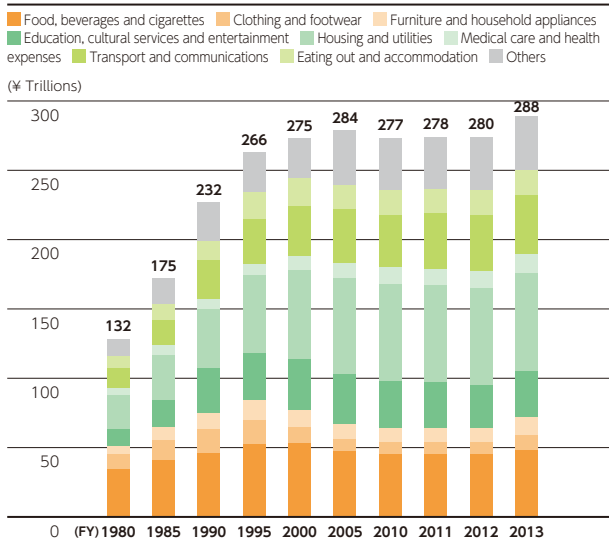
Consumer Environment

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



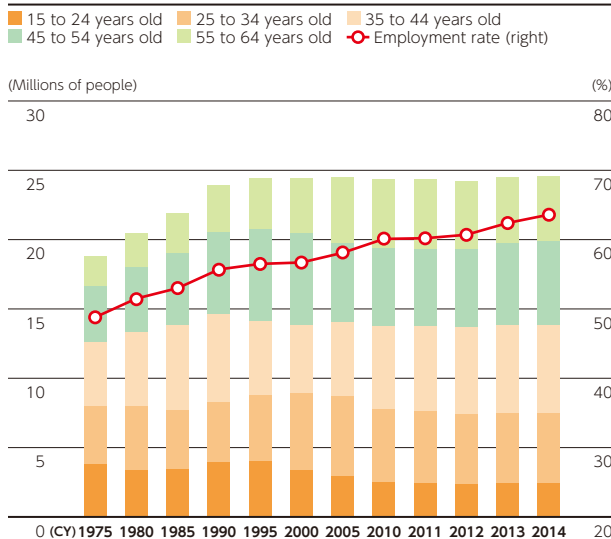
Source: National Accounts (Economic and Social Research Institute, Cabinet Office), Consumer Price Index (Ministry of Internal Affairs and Communications), Monthly Labour Survey (Ministry of Health, Labour and Welfare)

DOMESTIC FINAL CONSUMPTION EXPENDITURE OF HOUSEHOLD



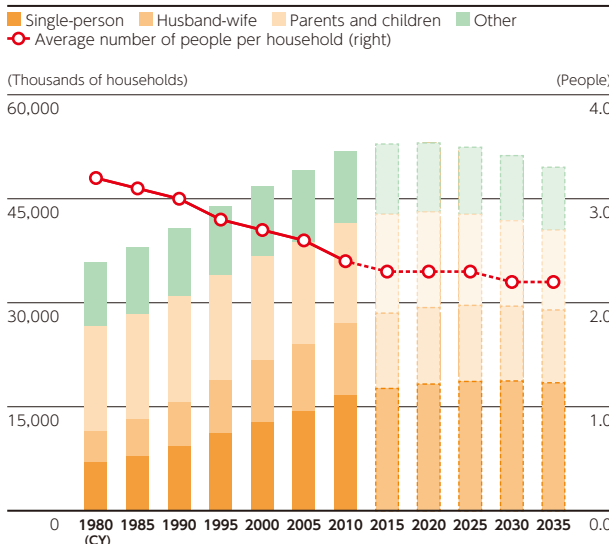
Source: National Accounts (Economic and Social Research Institute, Cabinet Office)
Note: The figures before 2000 are based on an old standard.

THE NUMBER OF FEMALE WORKERS AND THEIR EMPLOYMENT RATE



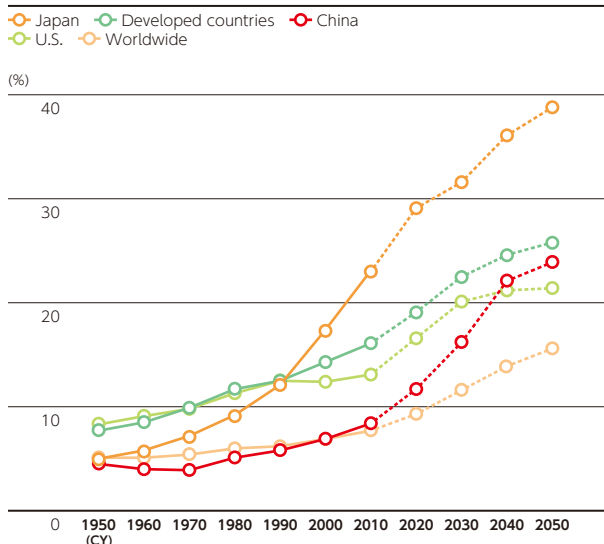
Source: Labour Force Survey (Ministry of Internal Affairs and Communications)

CHANGES IN THE NUMBER OF HOUSEHOLDS



Source: National Institute of Population and Social Security Research

CHANGES IN THE POPULATION OF THOSE AGED OVER 65



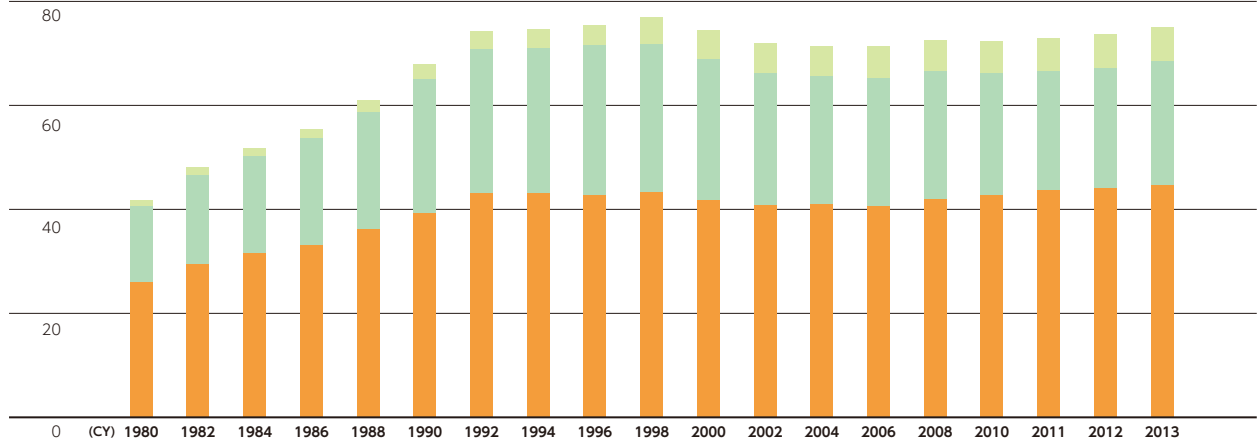
Source: Statistical Handbook of the World (Ministry of Internal Affairs and Communications)

Environment of Retail Industry

TRENDS IN THE SCALE OF THE FOOD MARKET

Food and beverages Food-service industry Takeout meals

(¥ Trillion)



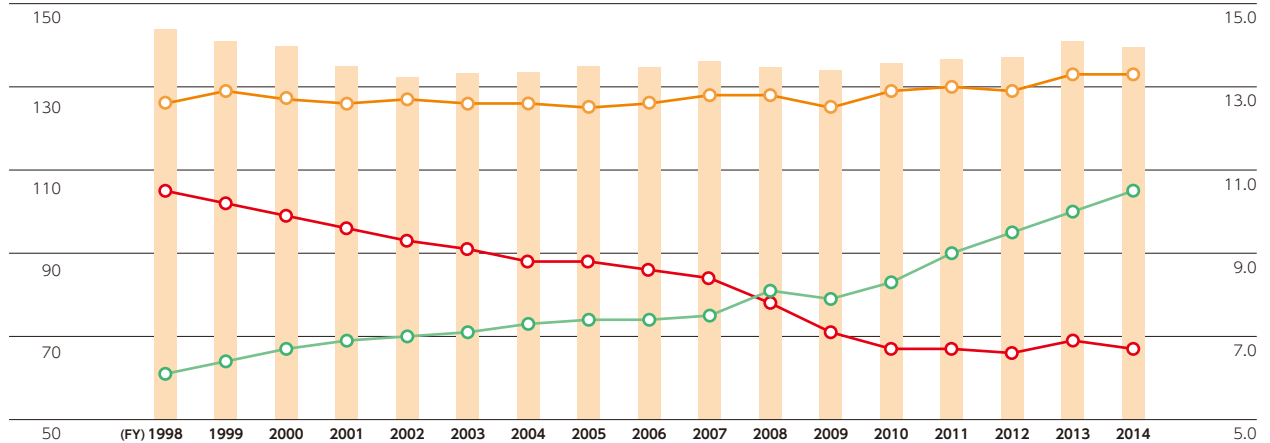
Source: Current Survey of Commerce (Ministry of Economy, Trade and Industry), Foodservice Industry Research Institute

TREND IN NET SALES AT MAJOR STORE FORMATS

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

(¥ Trillion)

(¥ Trillion)

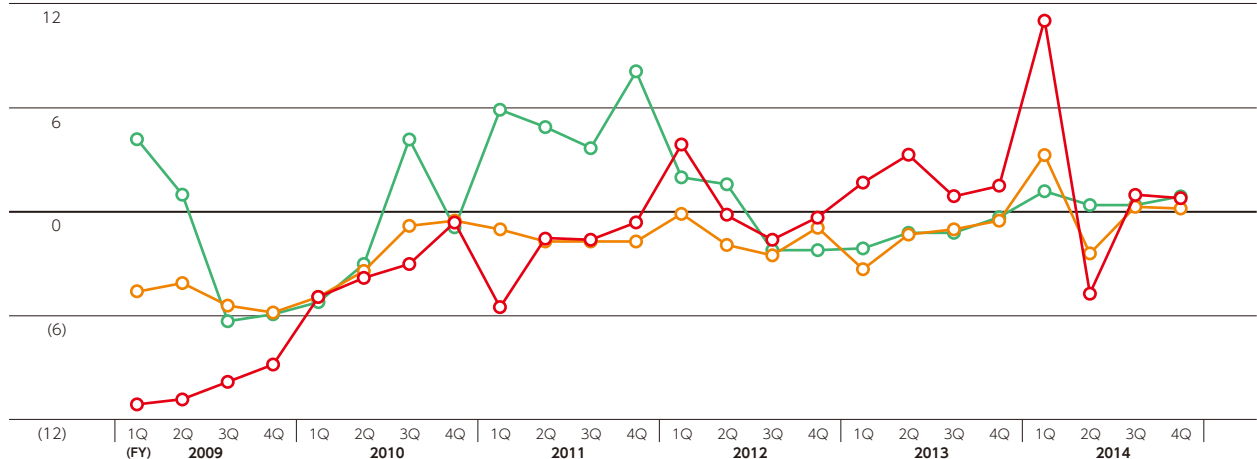


Source: Current Survey of Commerce (Ministry of Economy, Trade and Industry)

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

Department stores Supermarkets Convenience stores

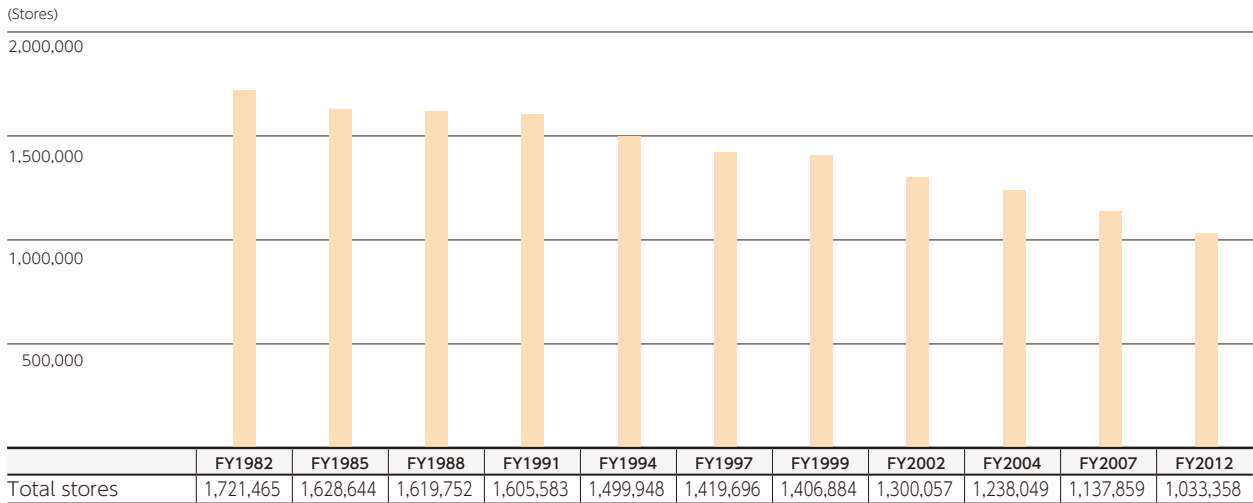
(%)



Note: The rate of growth in existing store sales includes the consumption tax.
Source: Current Survey of Commerce (Ministry of Economy, Trade and Industry)

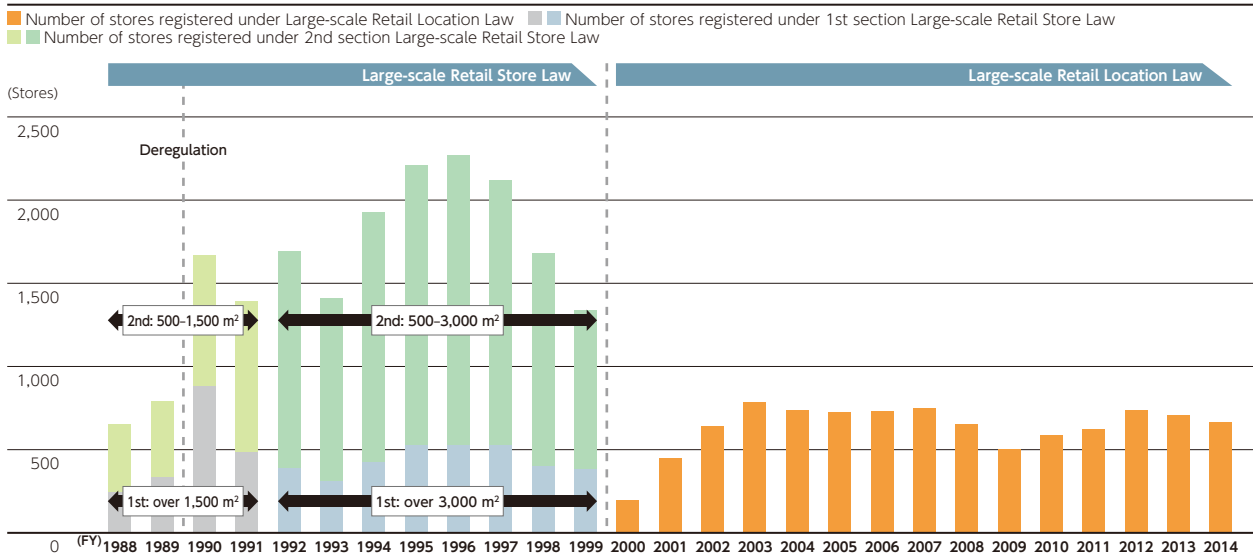
Environment of Retail Industry

TREND IN NUMBER OF STORES



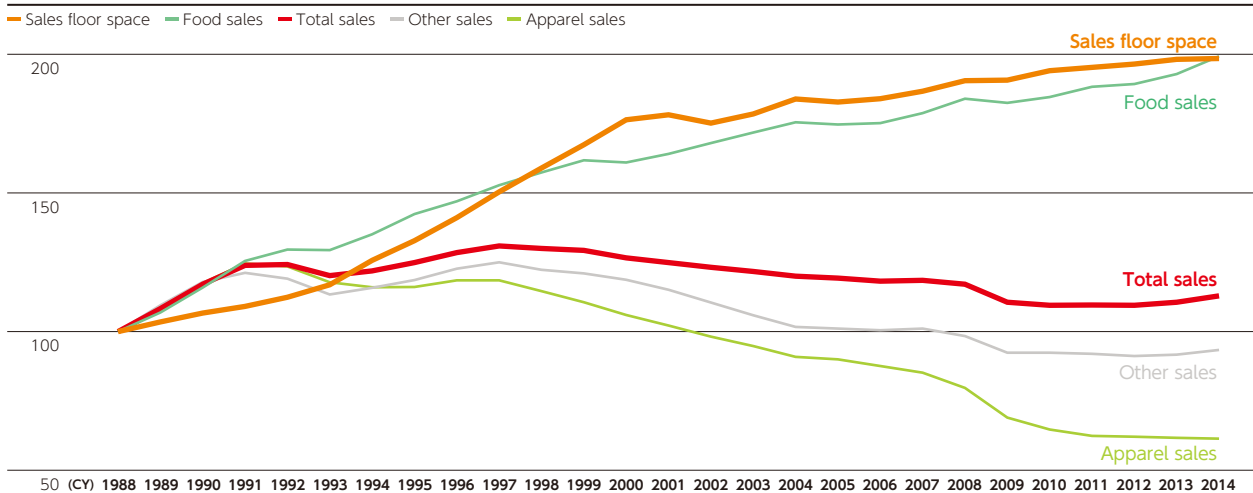
Source: The Census of Commerce (FY1982-FY2007), Economic Census for Business Activity (FY2012) (Ministry of Economy, Trade and Industry)

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)

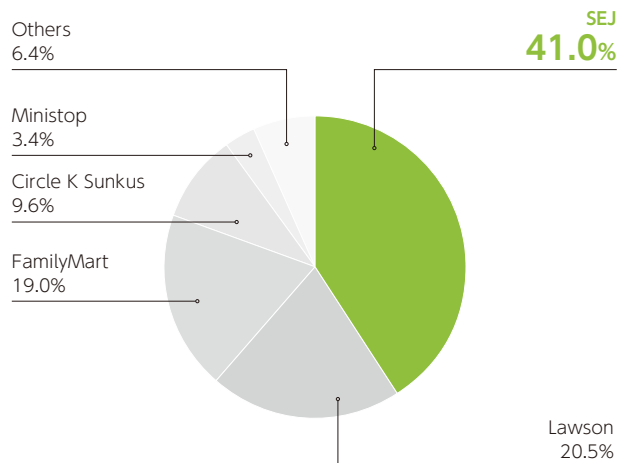
Major Group Companies' Market Share in Japan (Nonconsolidated)

AMONG TOP FIVE FOR TOTAL STORE SALES AT CONVENIENCE STORES

	FY2015 (¥ Billion)	Share (%)
Convenience stores total market*1	9,781.2	100.0
1 SEJ	4,008.2	41.0
2 Lawson*2	2,006.8	20.5
3 FamilyMart	1,860.1	19.0
4 Circle K Sunkus*2	943.6	9.6
5 Ministop	332.0	3.4
Others	630.2	6.4
Top five combined	9,151.0	93.6

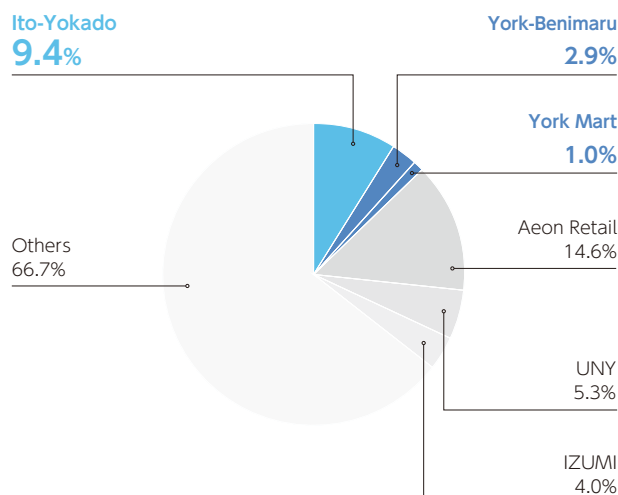
*1 Figures for convenience stores and chain stores are simple sums of sales from March 2014 to February 2015, according to the Japan Franchise Association's Convenience Store Statistics Investigation Monthly Report.

*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

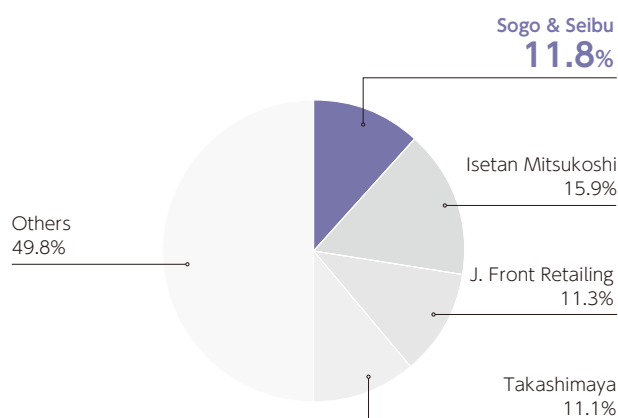
	FY2015 (¥ Billion)	Share (%)
Superstores total market	13,293.0	100.0
1 Aeon Retail	1,935.6	14.6
2 Ito-Yokado	1,253.2	9.4
3 UNY	705.7	5.3
4 IZUMI	530.5	4.0
Others	8,867.8	66.7
Top four combined	4,425.1	33.3
York-Benimaru	390.4	2.9
York Mart	132.0	1.0



AMONG TOP FOUR FOR NET SALES AT DEPARTMENT STORES

	FY2015 (¥ Billion)	Share (%)
Department stores total market	6,701.9	100.0
1 Isetan Mitsukoshi	1,067.6	15.9
2 Sogo & Seibu	790.2	11.8
3 J. Front Retailing	759.8	11.3
4 Takashimaya	745.0	11.1
Others	3,339.1	49.8
Top four combined	3,362.7	50.2

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

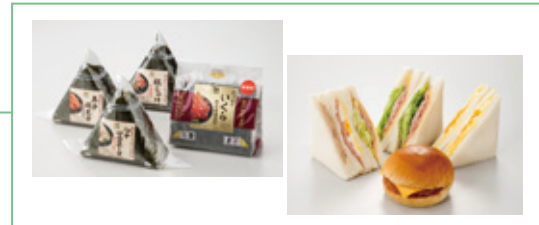
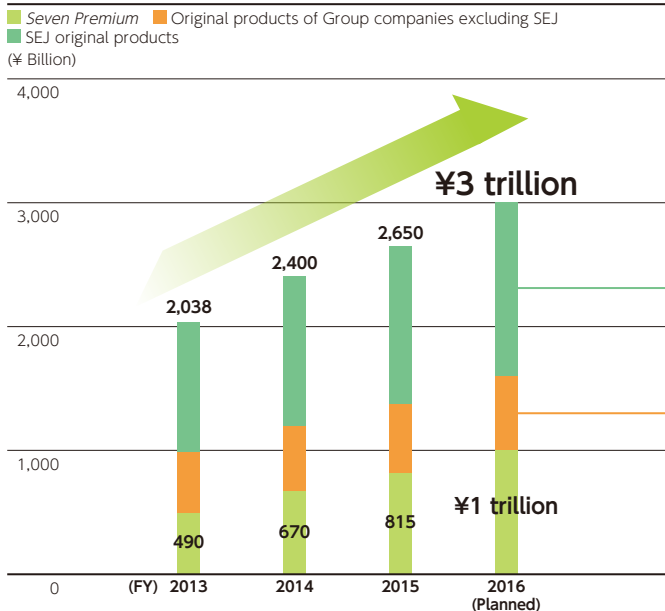
Merchandising

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



Addressing Regional Characteristics

The Seven & i Group is offering customers new ways to receive products to respond to their needs in detail and promotes product development in line with regional preferences.

For example, SEJ has evolved the relationship between stores and the Head Office since its foundation, finely categorizing product development and operations structures to incorporate regional characteristics into merchandising and store operations.

Seven Premium

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

POSITIONING FOR PRIVATE-BRAND PRODUCTS



○Seven Premium

- Quality on par with or exceeding that of national brands
- Reasonable pricing lower than actual prices for national-brand items

○Seven Gold

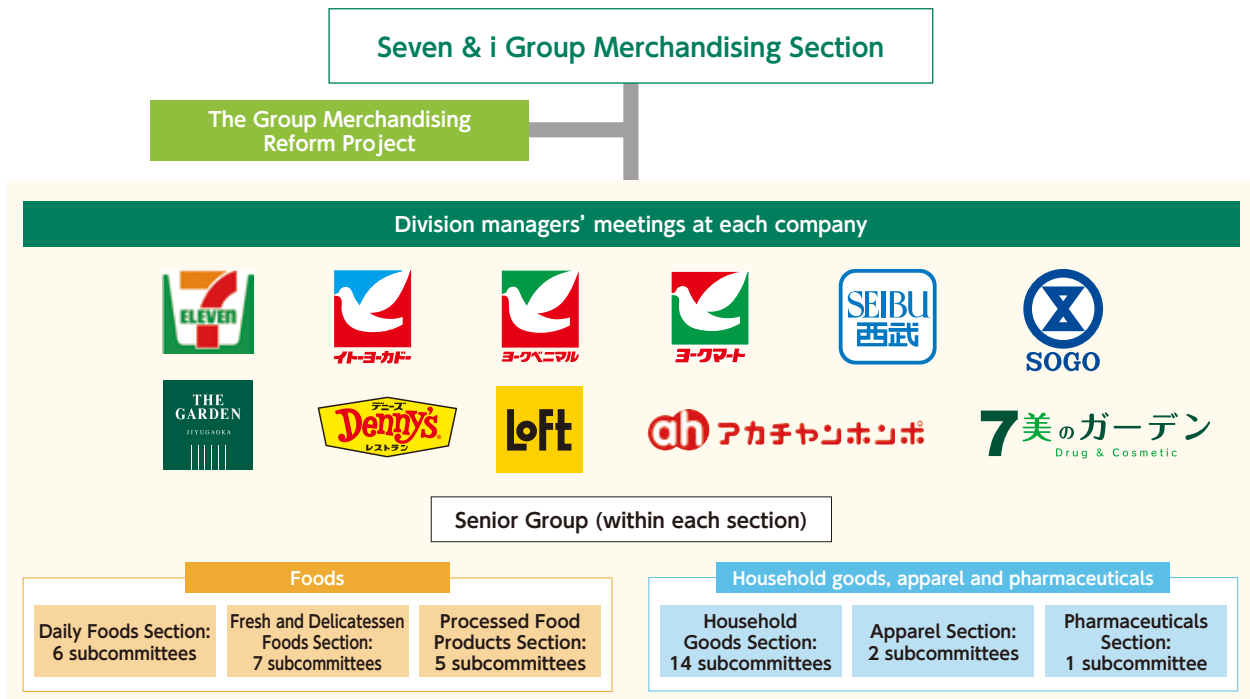
- The *Seven Gold* products in the *Seven Premium* brand are developed to meet the needs of those who wish to try something a little more tasty as a luxury
- Equal to or better than the quality of products from specialty stores and popular stores
- A reasonable price

○Seven Lifestyle

- Miscellaneous goods offered under the concept of "Adding Higher Quality to Everyday Lives"
- A lineup paying careful attention to details of design and ingredients

Product Development Process

Product development staff in Seven & i Group companies are organized into six sections and 35 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 SEJ
	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>
2014	Aug.	Started sales of eco-friendly <i>Seven Premium</i> products using timber from forest thinning and recycled PET bottle film

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.

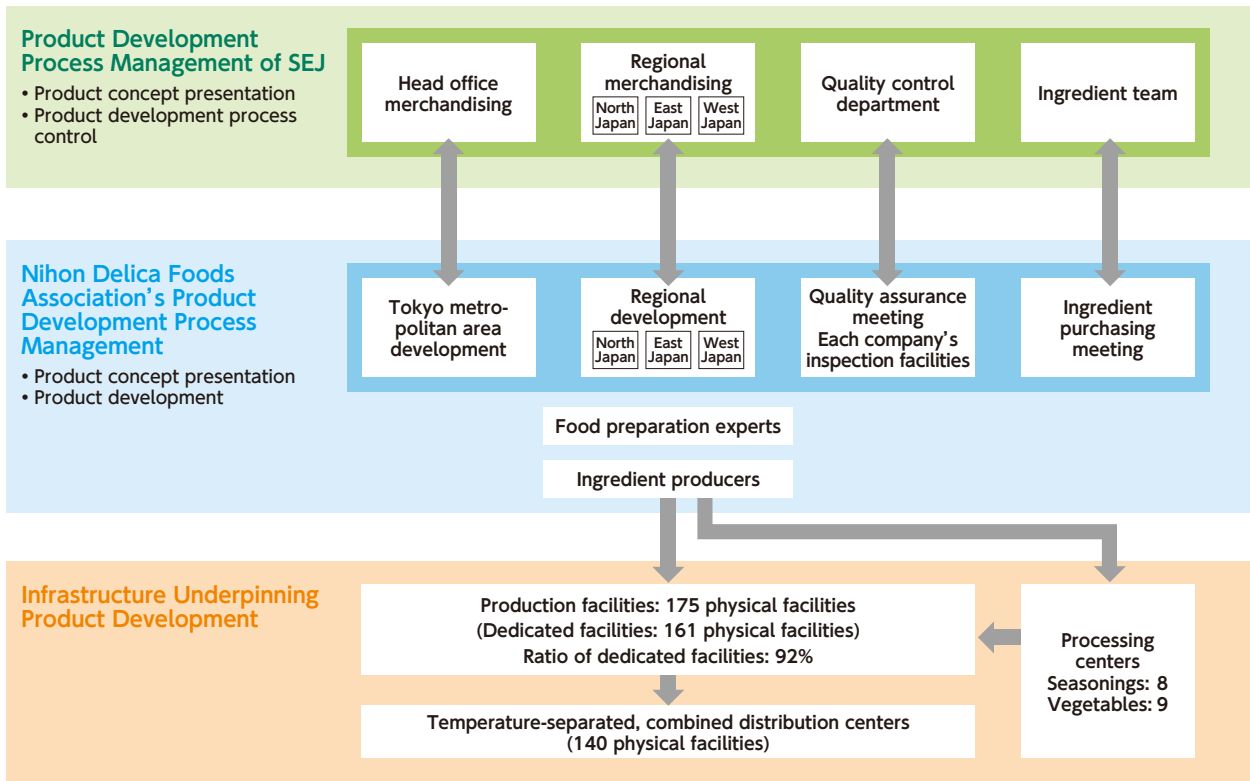
PRODUCTS THAT SELL OVER ¥1 BILLION PER YEAR



Merchandising

Original Daily Food Product Development by SEJ

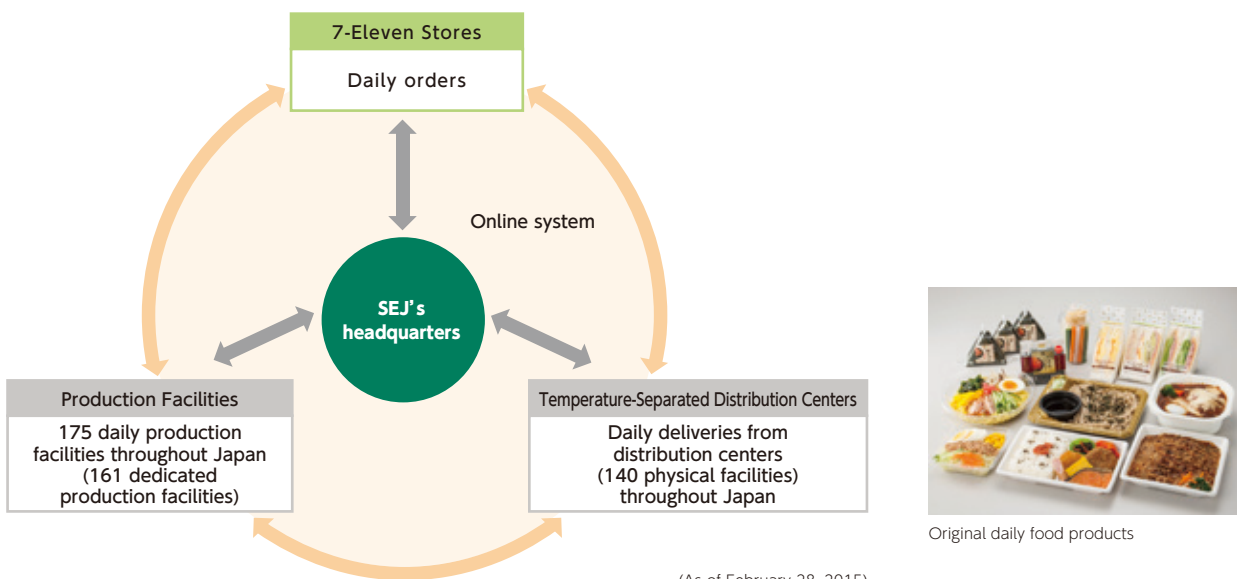
Food Product Development System



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 February 28, 2015.

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 SEJ, allowing us to distinguish ourselves from the competition in terms of product development, hygiene, and quality control.



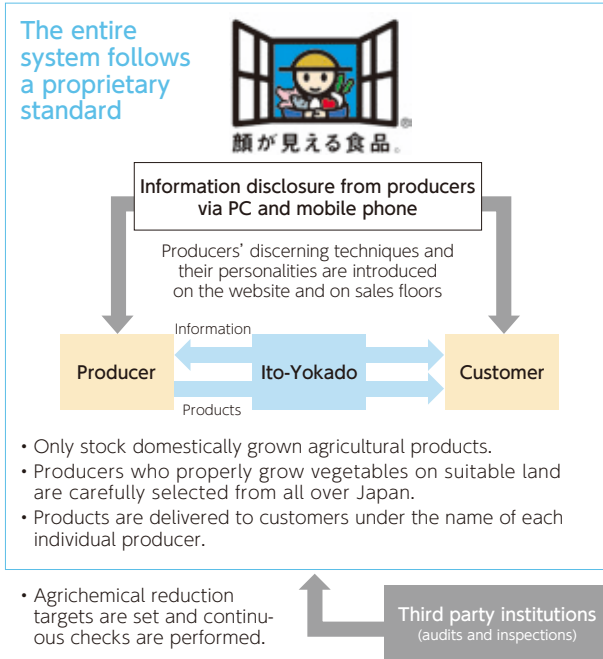
(As of February 28, 2015)

Initiatives to Ensure Safety and Reliability

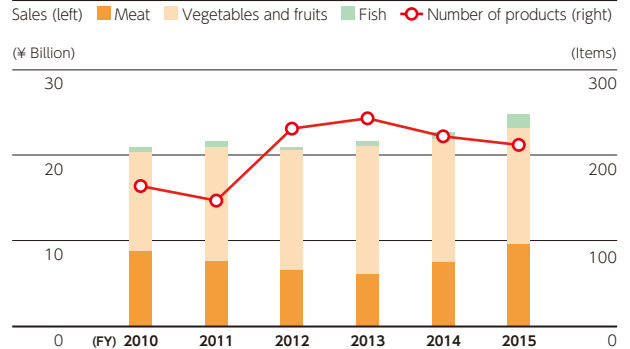
“Fresh Foods with Traceability” Initiatives

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)



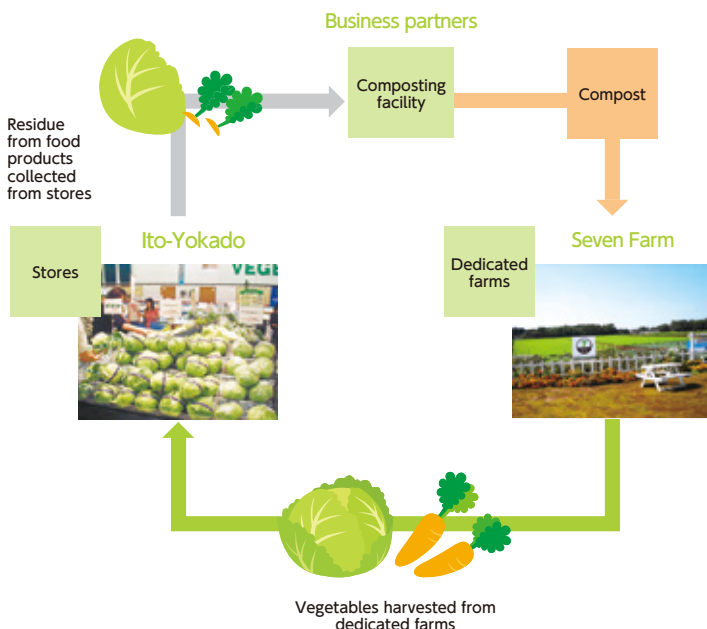
SALES OF “FRESH FOODS WITH TRACEABILITY” PRODUCTS AND NUMBER OF PRODUCTS



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, 2015 there were 10 Seven Farms throughout Japan covering a total of 200 hectares. Ito-Yokado plans to expand them to cover 250 hectares in the fiscal year ending February 28, 2016.

SUSTAINABLE FOOD PRODUCT RECYCLING SYSTEM



SEVEN FARM LOCATIONS (As of February 28, 2015)



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 SEJ



PROCESSING CENTERS AND PERISHABLES DISTRIBUTION CENTERS

Seven-Eleven Japan

Seasonings packaging centers	8
Vegetable processing centers	9

Ito-Yokado

Perishables distribution centers	13
Vegetables and fruits centers	4

York-Benimaru

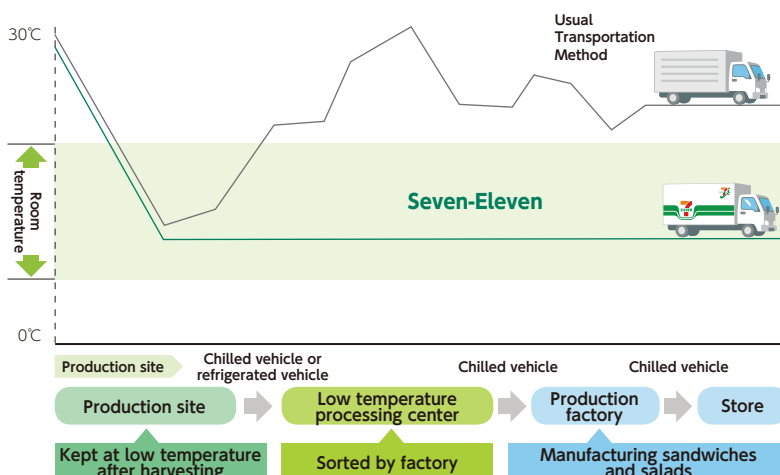
Perishables distribution centers	6
----------------------------------	---

(As of February 28, 2015)

	Number of distribution centers	Number of physical facilities
5°C	68	5°C 11 20°C 12 Shared 57
20°C	69	
-20°C	18	18
Subtotal	155	98
Ambient temperature	-	42
Total	-	140

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

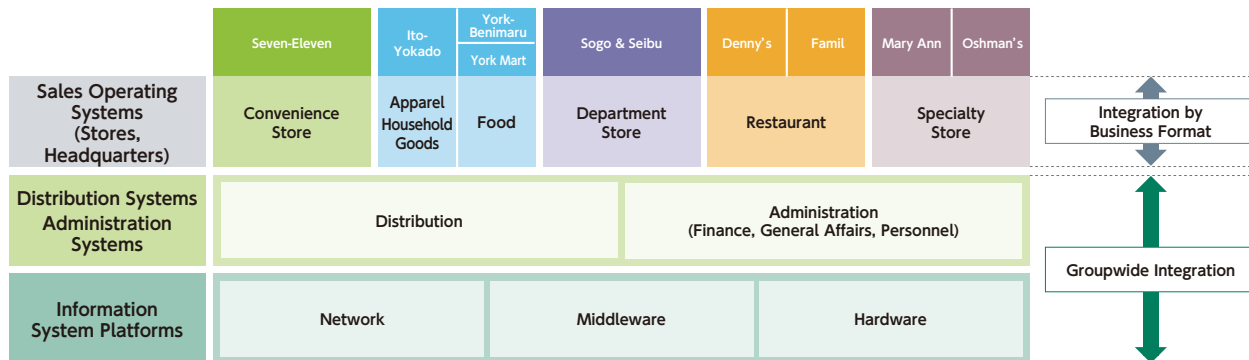
We have implemented a cold chain (refrigerated distribution network) for transporting and processing vegetables in a fresh condition straight after they are harvested. The harvested vegetables are put into cold storage on the spot, and kept at a consistently managed temperature in their journey in the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

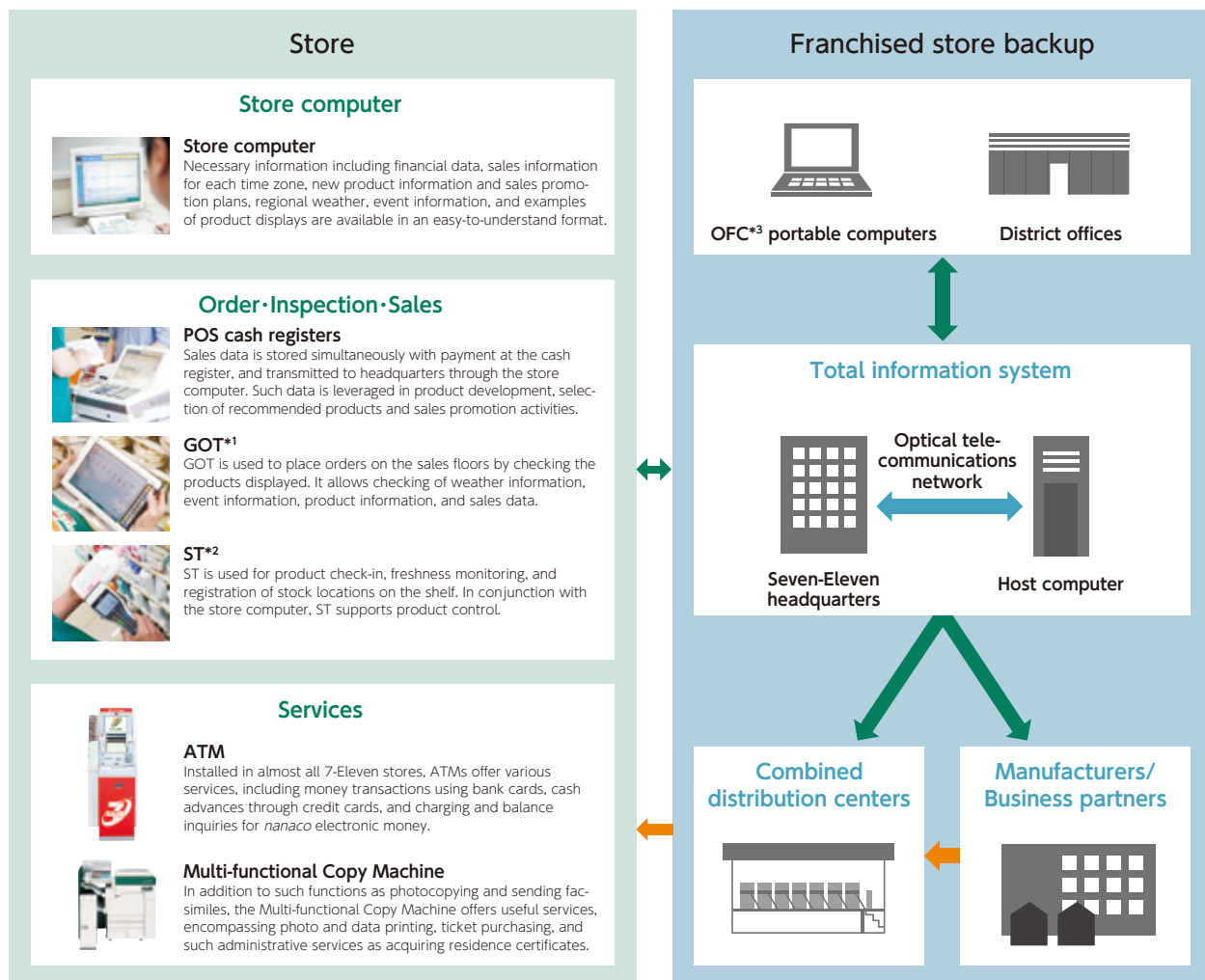
CONCEPT CHART OF SYSTEM INTEGRATION



Sixth-Generation Total Information System for SEJ

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

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



*1 Graphic Order Terminal (GOT) 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

→ Distribution → Network

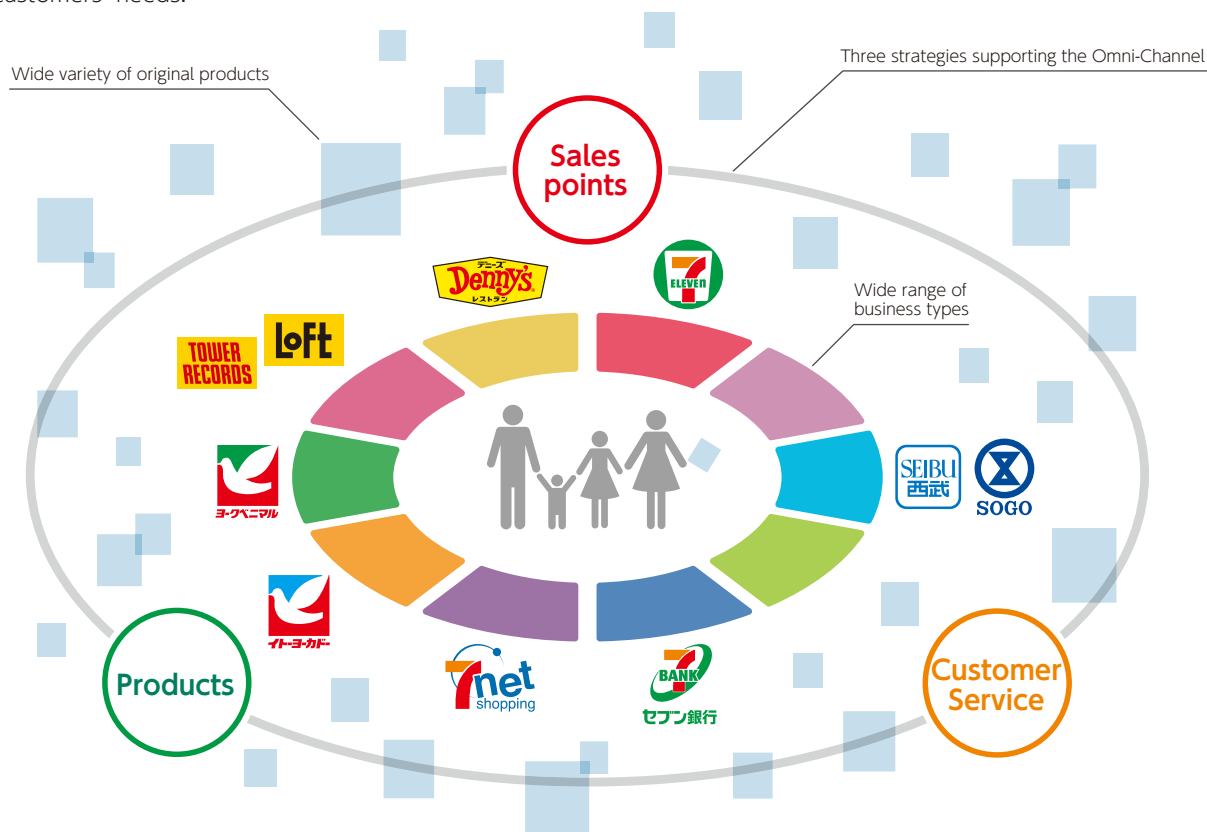
Omni-Channel Strategy

■ 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 19,000 stores including convenience stores, supermarkets, super-stores, department stores, and even specialty stores
 - Extremely high customer contact with approximately 20.5 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.

■ The Group's Vision for the Omni-Channel

The key is in our customer strategy of creating new shopping experiences

- Develop new, high-quality products centered on private brands
- High-quality customer service at over 19,000 customer contact points
- Provide opportunities to buy anytime, anywhere

■ Project Creation for Plan Implementation

Management from Seven & i HLDGS. and major Group companies take responsibility for leading each project, creating a framework to drive forward the Omni-Channel Strategy.

Project	Theme
1. Products	Development of innovative, high quality private brands and product information conveying value and appeal
2. Stores and distribution	Receipts and returns accepted at stores, customer sales via tablet devices, and same-day deliveries
3. Internet and membership	Common identity, customer-focused loyalty programs and settlement services, and individualized product proposals
4. Security	Security qualification acquisition, customer base management, and supervision and audit systems

Progress with the Omni-Channel Strategy

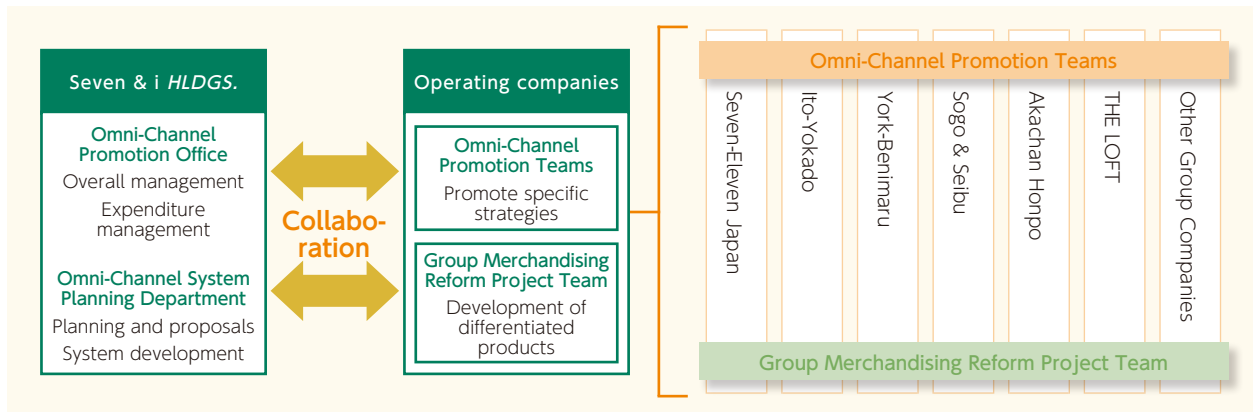
The Seven & i Group is promoting the Omni-Channel Strategy as its “2nd growth stage.” The Omni-Channel is intended to contribute to the entire Group’s earnings, with Seven & i HLDGS. bearing the cost of the development investment and operational expense of the integrated system and each operating company bearing the costs of distribution and its website operation expenses and the like to elicit an ambitious spirit.

● 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. Group companies will bond tightly and promote the strategy throughout the entire Group.

● Collaboration with the Group Merchandising Reform Project

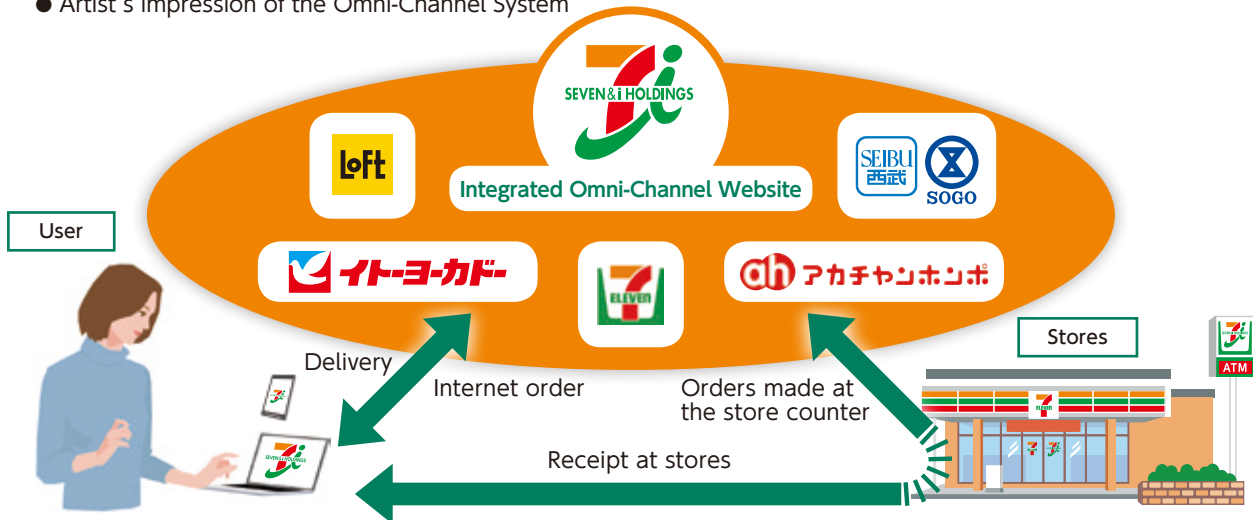
The Omni-Channel Promotion Teams collaborate with the Group Merchandising Reform Project Team, which is comprised of product development staff in each operating company. They develop and propose innovative, high-quality products, centered on private-brand products with high added value to realize an Omni-Channel offering the unique features of the Seven & i Group.



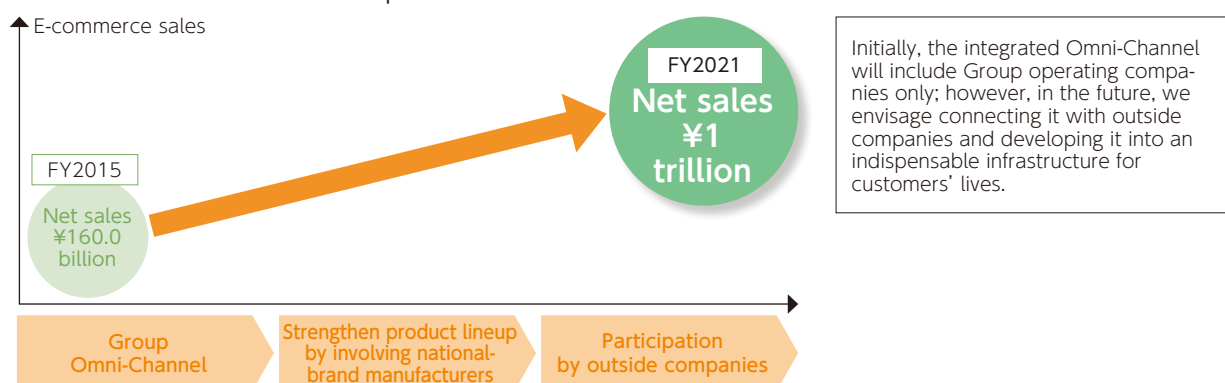
Full Scale Start of Integrated Omni-Channel Website

The Omni-Channel integrated website will commence full-scale operation in October 2015. In addition to store pick-ups, consideration is being given to an expansion where Seven-Eleven store staff deliver merchandise to customers’ homes.

● Artist’s impression of the Omni-Channel System



● Omni-Channel Business Road Map



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.

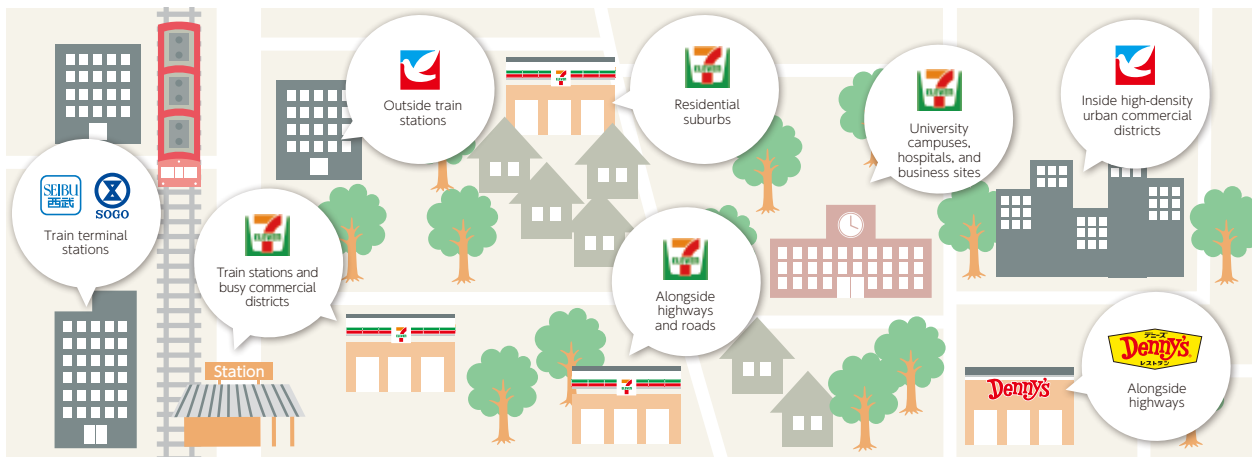
Market Concentration Strategy

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 • Stores in 43 prefectures as of the end of February 2015. New store openings to commence in Kochi Prefecture from March 2015, Aomori Prefecture from June, and Tottori Prefecture (planned) from October
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 18 shopping centers primarily in the Kanto region (Including GRAND TREE) • 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	<ul style="list-style-type: none"> • Operate stores primarily in shopping centers in 30 prefectures • Open 46 stores primarily in Ito-Yokado, Ario, and other stores operated by Group companies
	THE LOFT	<ul style="list-style-type: none"> • Operate stores primarily in department stores and shopping centers in 27 prefectures • Open 39 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, 2015.

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 FY2015



Domestic Store Network

(No. of Stores as of February 28, 2015)

								
Hokkaido	922	11	-	-	1	6	4	2
Tohoku	1,117	10	144	-	1	20	4	5
Kanto	7,005	130	56	76	13	344	45	51
Chubu	3,035	16	-	-	2	84	16	10
Kinki	2,201	11	-	-	5	18	20	15
Chugoku	1,078	3	-	-	1	2	6	5
Shikoku	226	-	-	-	1	-	1	3
Kyushu	1,907	-	-	-	-	-	3	3
Total	17,491	181	200	76	24	474	99	94

Shopping Support, etc.

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 2,100 operational bicycles as of the end of March 2015.

By February 28, 2016, SEJ plans to have increased the number to over 3,000 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 800 stores as of the end of March 2015.



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, 2015 there were 35 trucks in operation.



Activities to Watch Over Senior Citizens

As of the end of March 2015, SEJ has concluded an Agreement to Watch Over Senior Citizens (in individual agreements) with 103 local governments (4 prefectural governments and 99 municipal governments). SEJ and local governments will work together in monitoring activities to create towns that are safe and secure for local communities. SEJ is uniquely positioned to engage in this activity because of its meal delivery service, and it aims to enhance its role as a community base through creation of "close-by, convenient stores."

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 four 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	¥50.0 billion (FY2015)
Number of members	2,000 thousand (as of Feb. 28, 2015)

Dedicated *Net Supermarket* Stores

In March 2015, Ito-Yokado established the Seven & i *Net Supermarket* Nishi Nippori store to serve as a business base for urban centers where Ito-Yokado has not opened nor could provide a *Net Supermarket* despite high latent needs.

This dedicated *Net Supermarket* store is equipped with specialized equipment and systems that are completely new in the industry, enabling it to handle as many as 2,000 orders daily, approximately 5 times the number of a regular store.

Group Environment, etc.

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.

SEJ's Initiatives to Conserve Energy

SEJ is introducing energy-conserving equipment such as LED lighting and solar panels. In 2014, it started using LED lights for store illumination with new specifications that reduce power usage by a further 50%. 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. SEJ is also opening stores constructed of wood in some areas. Wood construction creates fewer CO₂ emissions from materials procurement through to construction, and less industrial waste when the store is demolished. SEJ is also increasing prefabricated store construction, which greatly reduces the use of reinforced concrete.



No. of Stores Where Innovations Have Been Adopted as of February 28, 2015

	Solar panels	Changed to LED lights inside stores	Changed to LED lights for reach-in coolers	Changed to LED lights for chilled cases	Wooden construction method	Prefabrication method
No. of stores	7,182	15,423	13,199	15,454	154	3,328

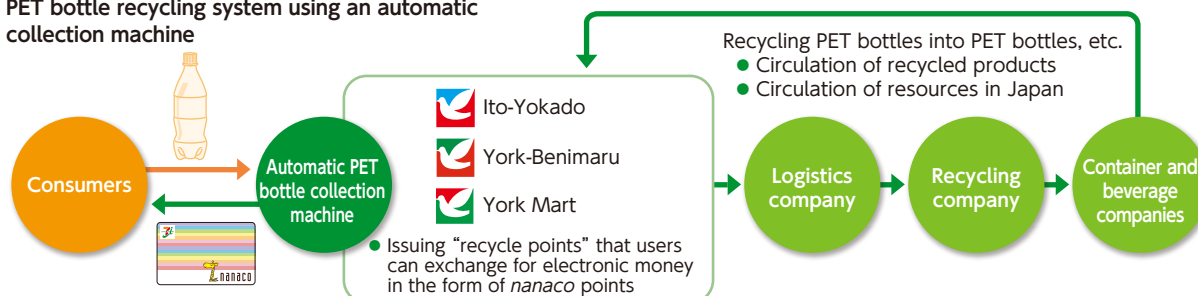
PET Bottle Recycling Project

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.

Participating Stores (As of February 28, 2015)

Ito-Yokado	142 stores
York-Benimaru	67 stores
York Mart	67 stores

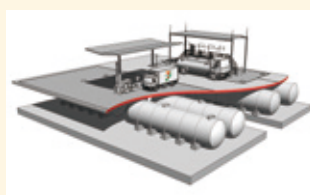
PET bottle recycling system using an automatic collection machine



Large-Scale Disaster Countermeasures

In May 2014, the Seven & i Group completed work on the Sugito Fuel Storage Station, the first for the Japanese retail industry, for use as part of its large-scale disaster countermeasures. Completion of the fuel storage station enables rapid and assured deliveries of emergency supplies and products to disaster-affected areas, evacuation centers, and Seven & i Group stores in the event of a large-scale disaster such as an earthquake with an epicenter directly beneath Tokyo.

As a retail group unlike any other in that it encompasses multiple formats, including convenience stores, superstores, and department stores, the Group will continue to focus on countermeasures for large-scale disasters to strengthen its social infrastructure functions during disasters.



An artist's impression of the Sugito Fuel Storage Station complex



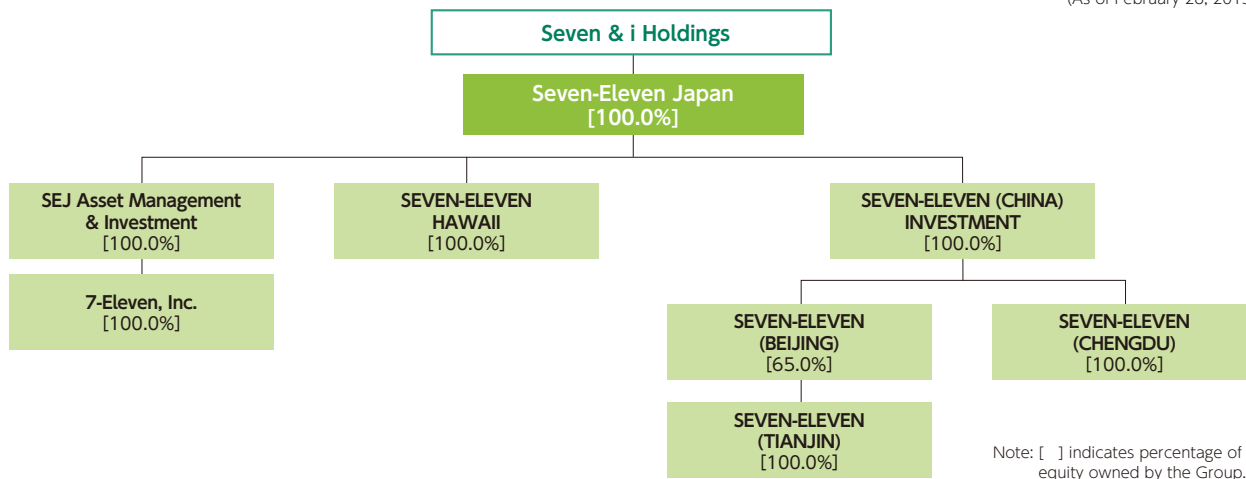
An artist's impression of the Sugito Fuel Storage Station exterior

Global Strategy

Capital Relationships in the Group's Convenience Store Operations

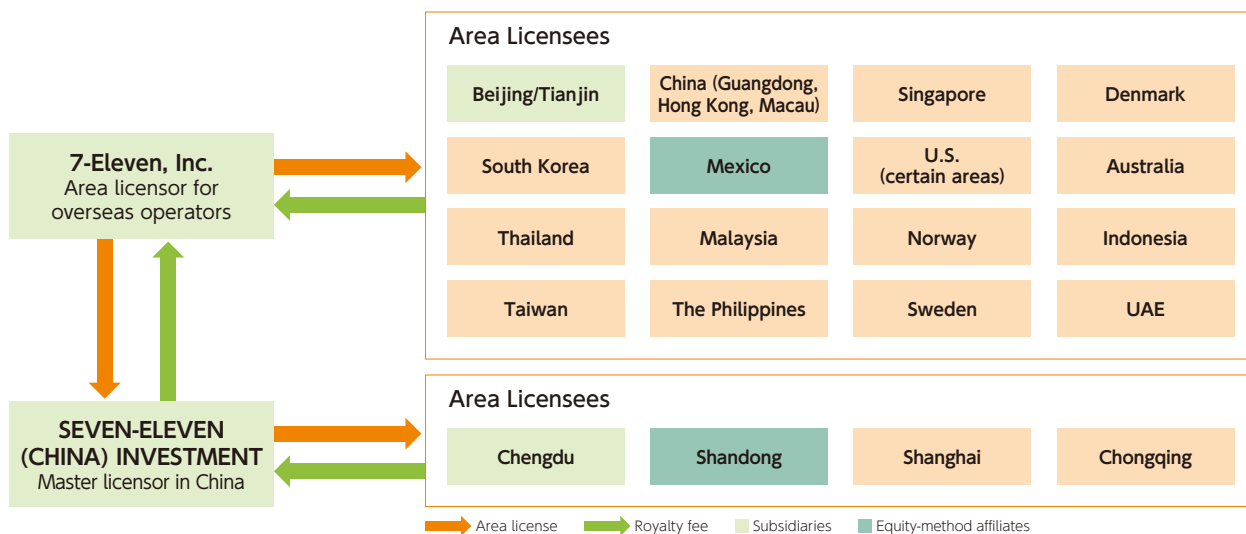
Seven & i Holdings' subsidiaries and affiliates operate 7-Eleven convenience stores in Japan, North and Central America, and China (Beijing, Tianjin, Chengdu, and Qingdao). In countries and regions where the Company has no local subsidiaries, leading corporate groups operate 7-Eleven stores as area licensees.

(As of February 28, 2015)



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)

	2006	2007	2008	2009	2010	2011	2012	2013	2014
Japan	11,735	12,034	12,298	12,753	13,232	14,005	15,072	16,319	17,491
U.S. and Canada	6,564	6,683	6,782	6,972	7,188	7,752	8,545	8,641	8,646
South Korea	1,421	1,750	1,995	2,186	3,145	5,249	6,986	7,085	7,231
Thailand	3,785	4,279	4,778	5,270	5,790	6,276	6,822	7,429	8,127
Taiwan	4,385	4,705	4,800	4,744	4,750	4,801	4,852	4,919	5,040
China	1,105	1,358	1,512	1,670	1,711	1,792	1,919	2,001	2,064
Others	2,840	3,104	3,573	4,101	4,477	5,110	5,563	6,039	6,682
Total	31,835	33,913	35,738	37,696	40,293	44,985	49,759	52,433	55,281

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]	8,127
South Korea	Korea-Seven Co., Ltd. [Lotte Group]	7,231
Taiwan/China (Shanghai)	President Chain Store Corp. [Uni-President Enterprises Corp.]	5,116
Mexico	7-Eleven Mexico S.A. de C.V. [Valso, S.A. de C.V.]	1,826
Malaysia	7-Eleven Malaysia Sdn Bhd [Berjaya Retail Berhad]	1,745
China (Guangdong, Hong Kong, Macau)	The Dairy Farm Company, Limited [Dairy Farm International Holdings Limited]	1,652
The Philippines	Philippine Seven Corporation [President Chain Store Corporation]	1,282
Australia	7-Eleven Stores Pty. Ltd.	611
Norway/Sweden/Denmark	Reitan Servicehandel [Reitangruppen AS]	538
Singapore	Cold Storage Singapore (1983) Pte. Ltd. [Dairy Farm International Holdings Limited]	493
U.S.	Resort Retailers, Inc.	289
	Southwest Convenience Stores, Inc.	
Indonesia	PT Modern Sevel Indonesia [PT Modern Internasional Tbk]	187
China (Shandong)	SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhong di Group Co., Ltd.]	25
China (Chongqing)	New Nine Business Development Co., Ltd. [New Hope Group Co., Ltd.]	10
UAE	SEVEN EMIRATES INVESTMENT L.L.C	-

Notes: 1. The number of stores is as of December 31, 2014.
 2. Company names in brackets are those of the corporate groups affiliated with the companies listed.
 3. Plan to open a store in the U.A.E. in summer 2015.

Support Program for Existing Area Licensees

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

Contents of support program

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

- Methodologies for quality improvement of existing products and development of new 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

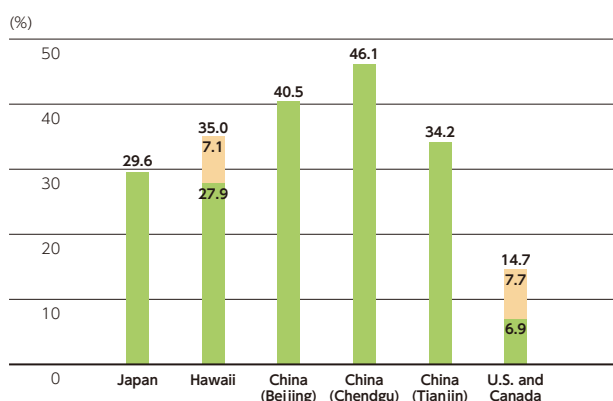
- Remodel an existing store and execute enhanced product assortment and display, as well as friendly service based on SEJ's experience
- Rollout successful cases of a model store to other existing stores, build model areas, and support franchise business management methods.

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 FY2015



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. We also share information across business sectors and jointly develop products.

(February 28, 2015)

	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 (CHINA) INVESTMENT 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 (CHINA) INVESTMENT CO., LTD. 100.0%
SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.	Investment company in China business and Seven-Eleven's master licensor in China*	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. 20.0% SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD. 15.0%
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. 75.0% China National Sugar & Alcohol Group 12.0% ITOCHU Corp. 8.0% 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%

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

Sales Trend

(¥ Million)

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Chengdu Ito-Yokado	12,707	15,611	19,682	26,690	36,738	41,192	48,048	50,672	53,513	62,788	70,650
Hua Tang Yokado	16,809	20,585	26,514	33,901	36,369	31,932	30,008	28,477	27,902	34,015	31,814
SEVEN-ELEVEN (BEIJING)	-	882	1,997	3,563	4,686	5,204	5,874	7,754	11,273	14,458	17,983
SEVEN-ELEVEN (CHENGDU)	-	-	-	-	-	-	-	517	1,909	3,505	4,204
SEVEN-ELEVEN (TIANJIN)	-	-	-	-	-	-	-	-	-	3,136	3,783
Exchange rates (CNY1=)	¥13.06	¥13.57	¥14.62	¥15.51	¥14.85	¥13.72	¥12.90	¥12.32	¥12.72	¥15.92	¥17.18

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)



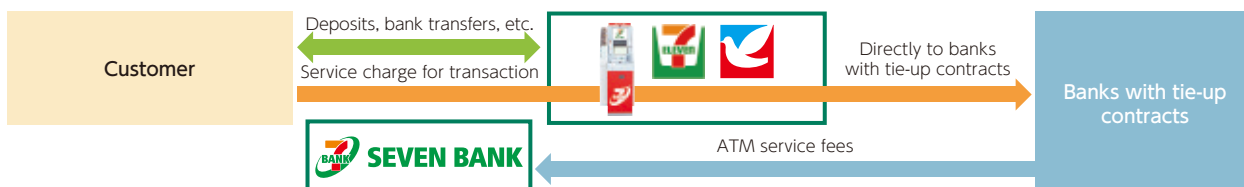
SEVEN-ELEVEN (CHENGDU)

Financial Services

Bank Business

ATM Services

As of the end of March 2015, Seven Bank has tie-up contracts with 594 financial institutions and the like, and ATMs have been installed in 7-Eleven stores and other stores of Group companies in Japan. 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 FY2015 was 633,000, approximately 1.6 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 510,000 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.



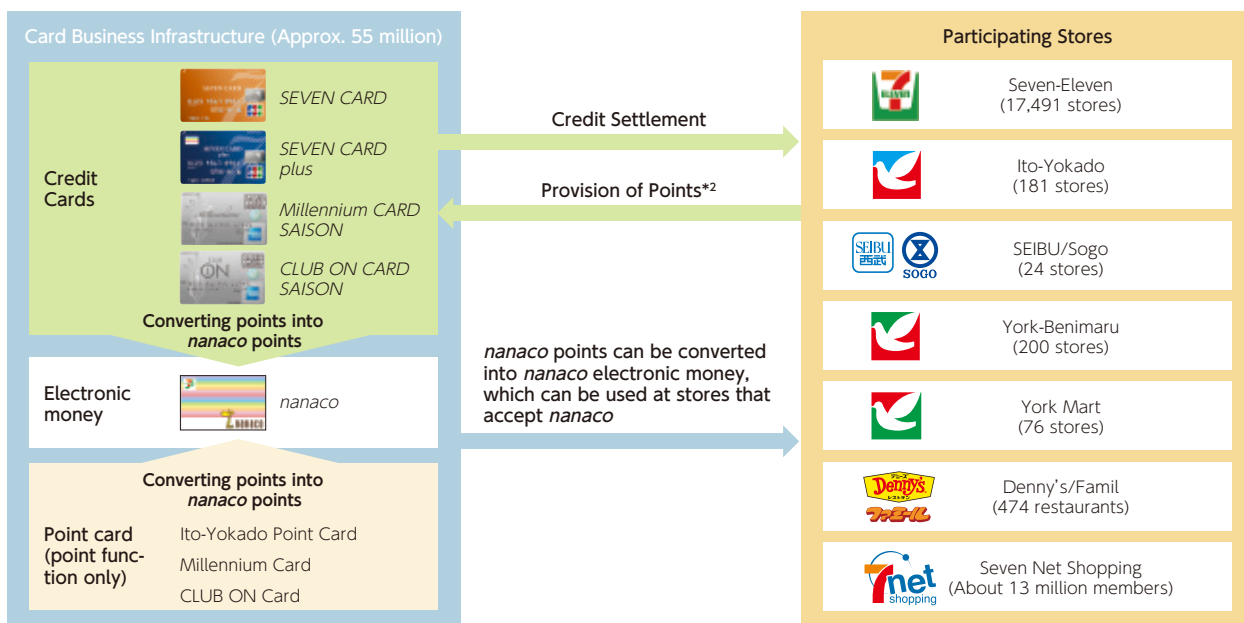
Card Business

Group Card Business

The Seven & i Group has issued over 55 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, 2015.

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

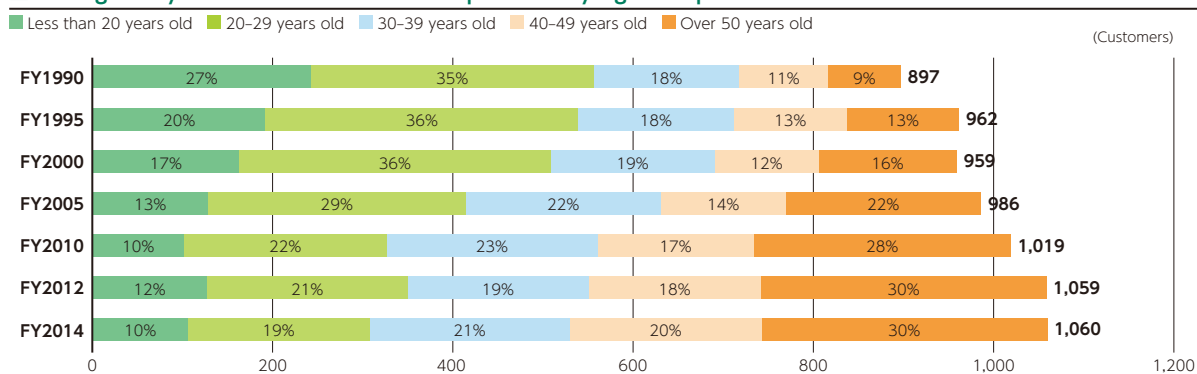
(¥ Million)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Revenues from operations	535,018	549,111	576,186	617,559	679,561	736,343
Selling, general and administrative expenses	285,856	301,538	326,216	364,893	397,767	439,785
Operating income	156,220	169,152	183,160	186,763	212,785	223,356
Ordinary income	164,445	176,144	189,759	194,104	220,927	232,593
Net income	92,439	102,049	100,738	112,446	134,371	136,924
Capital expenditures	66,222	56,989	93,644	112,514	124,350	129,438
Depreciation and amortization*1	28,587	30,831	38,368	46,292	39,002	47,698
Total assets	1,301,004	1,358,837	1,432,828	1,489,339	1,599,493	1,700,723
Net assets	1,022,065	1,068,453	1,104,944	1,143,288	1,204,465	1,255,621
Total store sales	2,784,997	2,947,606	3,280,512	3,508,444	3,781,267	4,008,261
Processed food	788,154	828,277	872,616	926,229	979,348	1,034,131
Fast food	751,949	792,906	852,933	940,263	1,077,661	1,186,445
Daily food	336,984	359,607	403,503	449,080	487,783	517,065
Nonfood	907,909	966,814	1,151,459	1,192,871	1,236,474	1,270,618
Existing stores sales increase*2	(2.1)%	2.2 %	6.7 %	1.3 %	2.3 %	2.4 %
Number of customers	0.5 %	1.1 %	2.6 %	0.5 %	2.4 %	0.7 %
Average spending per customer	(2.6)%	1.1 %	4.0 %	0.8 %	(0.1)%	1.7 %
Average daily sales per store (¥ Thousand)	616	629	669	668	664	655
Average daily sales per store of new stores (¥ Thousand)	525	554	570	527	522	513
Merchandise gross profit margin	30.3%	30.5%	29.7%	30.0%	30.7%	31.4%
Processed food	37.9%	38.3%	38.3%	38.2%	38.7%	38.8%
Fast food	33.8%	34.1%	34.3%	34.3%	35.1%	35.7%
Daily food	33.1%	33.3%	33.2%	33.1%	33.2%	33.1%
Nonfood	19.8%	19.8%	18.6%	19.1%	19.6%	20.7%
Number of stores	12,753	13,232	14,005	15,072	16,319	17,491
Openings	966	939	1,201	1,354	1,579	1,602
Closures	511	460	428	287	332	430
Relocations, etc.	414	393	346	237	255	347
Franchised stores	12,140	12,789	13,607	14,638	15,879	17,021
Type A	4,437	4,340	4,263	4,244	4,333	4,353
Type C	7,703	8,449	9,344	10,394	11,546	12,668
Provisional management contracts	12	1	1	1	0	0
Directly operated stores	601	442	397	433	440	470
Ratio of stores with liquor license	98.6%	98.8%	98.9%	98.9%	99.0%	98.9%
Ratio of stores with cigarette license	89.5%	91.7%	92.8%	94.1%	94.8%	95.5%
Total sales floor space (square meters)	1,571,247	1,641,368	1,769,560	1,924,768	2,106,262	2,278,784
Full-time employees (fiscal year-end)	5,763	5,729	5,686	6,070	6,567	7,191
Payment acceptance services						
Number of transactions (thousands)	323,966	342,427	358,732	384,913	402,999	418,845
Total value of transactions (¥ Million)	3,072,749	3,242,657	3,432,600	3,736,249	4,038,119	4,346,959

*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 From FY2014, growth rates in existing stores are shown in the new standard.

Average Daily Number of Customer Visits per Store by Age Group

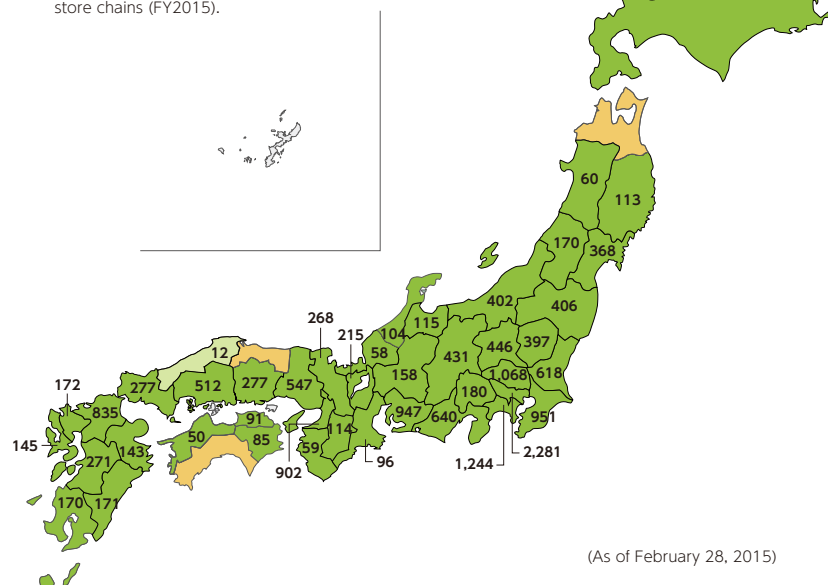


Source: Customer Survey by SEJ

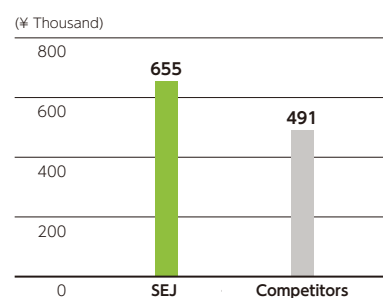
Store Openings

- Indicates prefectures where we open stores only in limited areas by utilizing existing commissaries and distribution networks of adjacent prefectures.
- New store openings to commence in Kochi Prefecture from March 2015, Aomori Prefecture from June, and Tottori Prefecture (planned) from October.

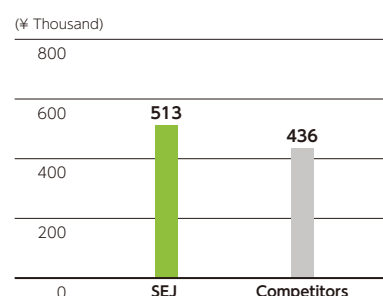
Note: Competitors' information is the simple average of three major convenience store chains (FY2015).



AVERAGE DAILY SALES PER STORE



AVERAGE DAILY SALES PER STORE OF NEW STORES



Number of Major Convenience Store Chains in Japan

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
SEJ	12,034	12,298	12,753	13,232	14,005	15,072	16,319	17,491
Lawson	8,587	9,527	9,761	9,994	10,457	11,130	11,606	12,276
FamilyMart	7,187	7,404	7,688	8,248	8,834	9,481	10,547	11,328
Circle K Sunkus	6,139	6,166	6,219	6,274	6,169	6,242	6,359	6,353
Other CVS	7,158	6,652	6,498	5,888	5,326	5,420	5,163	4,932
Nationwide	41,105	42,047	42,919	43,636	44,791	47,345	49,994	52,380

Source: Japan Franchise Association, public information of each company

Franchise System

The franchise system is a joint operation undertaken by equal partners, based on a clear division of roles between franchise stores and Head Office. The system uses a method of allocating gross profit to realize mutual benefit for both partners.

Franchise stores	Head Office		
Dedicated to store management and sales	Store management support		
Performance indicator management	Management consultation	Merchandise development Merchandise information	Advertising and PR
Merchandise management	Information systems	Logistics systems	Accounting and bookkeeping
Personnel management	Leasing of sales equipment	Coverage of 80% of utility costs	Coverage of 15% of defective products

Contract Type of Franchised Stores

	Type A (4,353 stores)	Type C (12,668 stores)
Type of ownership Land and buildings	Franchisee provides	SEJ provides
Sales equipment, computers, etc.	SEJ provides	
Contract period	15 years	
Utilities	SEJ 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	SEJ 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, 2015.

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)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Revenues from operations*1	-	-	1,086,522	1,247,287	1,801,077	1,935,274
Revenues from operations (U.S.\$ Thousands)	-	-	13,615,565	15,628,206	18,429,117	18,293,553
Other operating revenues from above*2	-	-	133,997	149,593	192,656	219,307
Revenues from operations (former)*1	1,411,391	1,463,796	-	-	-	-
Net sales	1,394,694	1,445,571	-	-	-	-
Merchandise	883,229	859,632	-	-	-	-
Gasoline	511,464	585,939	-	-	-	-
Selling, general and administrative expenses	-	-	208,726	226,458	307,975	341,225
Selling, general and administrative expenses (U.S.\$ Thousands)	-	-	2,615,627	2,837,464	3,151,285	3,225,503
Operating income	34,427	33,328	32,737	38,175	51,207	59,651
Operating income (U.S.\$ Thousands)	367,613	379,633	410,238	478,326	523,971	563,868
Net income	17,975	18,918	22,413	22,378	29,738	35,870
Net income (U.S.\$ Thousands)	191,938	215,492	280,865	280,397	304,295	339,077
Capital expenditures	37,948	48,996	103,475	155,440	80,195	63,226
Depreciation and amortization	34,974	37,444	37,180	39,794	53,404	56,482
Total assets	511,766	472,566	510,901	726,876	903,326	1,088,910
Net assets	274,855	283,833	307,359	378,486	514,957	658,465
Total store sales	1,412,301	1,470,632	1,624,095	1,852,162	2,641,180	2,834,464
Merchandise	899,624	883,905	876,672	954,100	1,271,126	1,431,429
Gasoline	512,677	586,726	747,423	898,062	1,370,054	1,403,035
Exchange rate (Income statements) (U.S.\$1=)	¥93.65	¥87.79	¥79.80	¥79.81	¥97.73	¥105.79
Exchange rate (Balance sheets) (U.S.\$1=)	¥92.10	¥81.49	¥77.74	¥86.58	¥105.39	¥120.55
Existing stores sales increase (U.S. Merchandise sales)*3	0.6%	1.5%	2.8%	2.9%	1.0%	3.1%
Average daily sales per store (¥ Thousand)	399	381	349	350	424	473
Average daily sales per store (U.S.\$)	4,256	4,335	4,372	4,383	4,340	4,472
Merchandise gross profit margin	35.2%	35.1%	34.7%	35.2%	34.8%	34.5%
Number of stores	6,389	6,610	7,149	8,118	8,292	8,297
Openings	268	303	643	1,078	462	238
Closures	75	82	104	109	288	233
Franchised stores	4,649	5,064	5,437	5,870	6,219	6,390
Directly operated stores	1,740	1,546	1,712	2,248	2,073	1,907
Stores with gas station	2,495	2,481	2,719	3,195	3,300	3,165
Total sales floor space (square meters)	1,016,254	1,066,020	1,158,089	1,335,707	1,379,301	1,384,023
Full-time employees*4	14,397	13,263	13,596	17,330	16,553	15,591

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

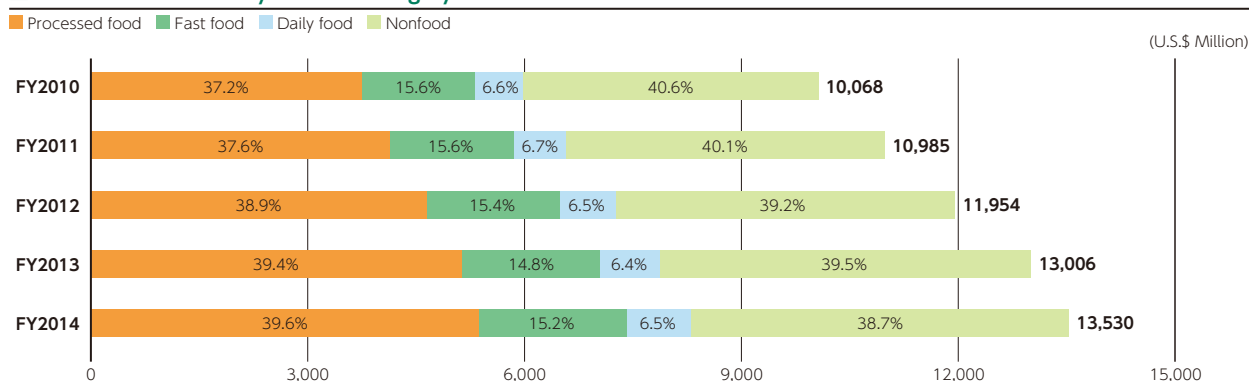
*1 From the fiscal year ended December 2011, 7-Eleven, Inc. changed its accounting method for revenues from operation, related to franchise agreements, from "gross amount" to "net amount." Moreover, product sales from directly operated stores, gasoline sales, and other operating revenues are included in revenues from operations.

*2 Other operating revenues includes franchise commission from franchised stores, franchise agreement fees, royalty fees paid by area licensees, and so forth.

*3 Existing store sales increase is calculated in U.S. dollars.

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

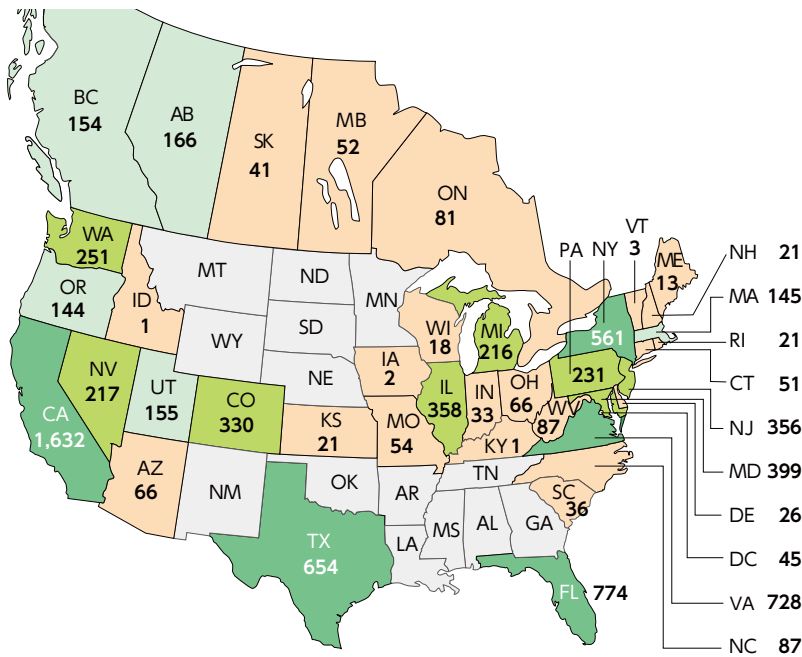
Breakdown of Sales by Product Category



Store Expansion

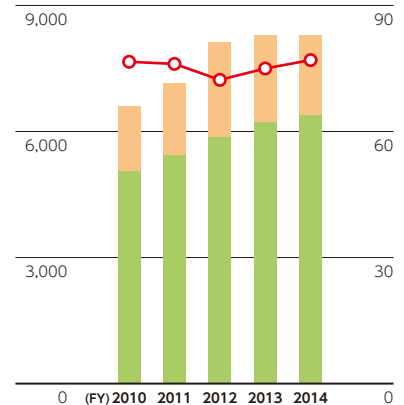
Number of stores ■ 500~ ■ 200~499 ■ 100~199 ■ ~99

(As of December 31, 2014)



TRENDS IN STORE TYPE

■ Directly operated stores (left)
■ Franchised stores (left)
○ Franchise ratio (right)
 (Number of stores) (Percentage)



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	4,353	
	C-type franchised stores	12,668	
	Directly operated stores	470	
	(As of February 28, 2015)		
Standard sales floor space (per store)*3	Approximately 130 m ²		
	Approximately 160 m ²		
Stores with gas stations	78 stores*4	3,165 stores	
Products and services			
Sales by product category	Processed foods	25.8%	Processed foods 20.0% (39.6%)*5
	Fast food	29.6%	Fast food 7.7% (15.2%)
	Daily food	12.9%	Daily food 3.3% (6.5%)
	Nonfood	31.7%	Nonfood 19.5% (38.7%)
	Gasoline	-	Gasoline 49.5%
Services	ATM		ATM
	Payment acceptance		V com*7
	Express package delivery service		Sales of gift cards
	Multi-functional Copy Machine*6		Sales of prepaid mobile phone
	nanaco Point Service		Point service when using Seven Card credit card
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: Business Conversion Program

*3 Most common size of store sales floor spaces.

*4 SEJ'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-functional financial terminal with ATM, check cashing, and money order issuance capabilities.

Superstores

Ito-Yokado

(¥ Million)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Revenues from operations	1,387,831	1,373,670	1,361,060	1,332,292	1,311,989	1,285,942
Net sales	1,364,765	1,349,345	1,334,297	1,302,923	1,280,615	1,253,296
Apparel	240,060	255,052	240,068	230,807	204,051	193,354
Household goods	220,620	189,481	173,049	160,916	165,297	153,506
Food	663,768	656,491	648,506	623,571	608,343	592,913
Merchandise sales	1,124,450	1,101,024	1,061,624	1,015,295	977,692	939,774
Tenants	222,422	233,056	252,709	271,258	287,874	301,376
Other	17,892	15,264	19,964	16,369	15,048	12,145
Selling, general and administrative expenses	361,989	353,884	350,981	342,502	335,771	333,118
Operating income	1,757	2,155	10,554	9,009	11,236	1,859
Ordinary income	4,136	5,124	13,471	15,223	13,071	4,142
Net income	6,650	6,696	(520)	1,687	5,333	(6,881)
Capital expenditures	45,900	37,492	18,074	30,578	47,943	41,067
Depreciation and amortization*1	13,890	14,573	16,822	15,937	10,014	11,137
Total assets	805,242	779,389	790,851	791,020	807,425	817,735
Net assets	606,562	601,182	597,601	599,857	608,444	606,327
Existing stores sales increase (decrease)	(5.7)%	(2.5)%	(2.6)%	(4.3)%	(4.6)%	(4.5)%
Number of customers	(1.7)%	(1.3)%	(4.6)%	(5.2)%	(4.3)%	(5.7)%
Average spending per customer	(4.1)%	(1.2)%	2.0 %	1.0 %	(0.4)%	1.3 %
Merchandise gross profit margin	29.0 %	29.1 %	29.7 %	29.9 %	30.2 %	29.9 %
Number of stores	174	170	173	174	179	181
Openings	4	6	5	3	9	3
Closures	5	10	2	2	4	1
Total sales floor space (square meters)	2,661,184	2,673,225	2,704,252	2,751,439	2,817,665	2,832,235
Directly managed sales floor space (square meters)	1,723,580	1,678,730	1,665,268	1,642,954	1,639,943	1,630,246
Sales per square meter (¥ thousand)*2	644	645	636	613	597	572
Full-time employees (fiscal year-end)	9,642	9,484	9,136	8,672	8,289	8,029
Part-time employees*3	30,721	30,130	29,349	28,637	28,873	28,571
Ratio of part-time employees	76.7%	76.8%	77.0%	77.4%	78.6%	79.3%
Sales per employee (¥ thousand)*4	28,061	28,056	27,856	27,430	26,614	26,074

*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.

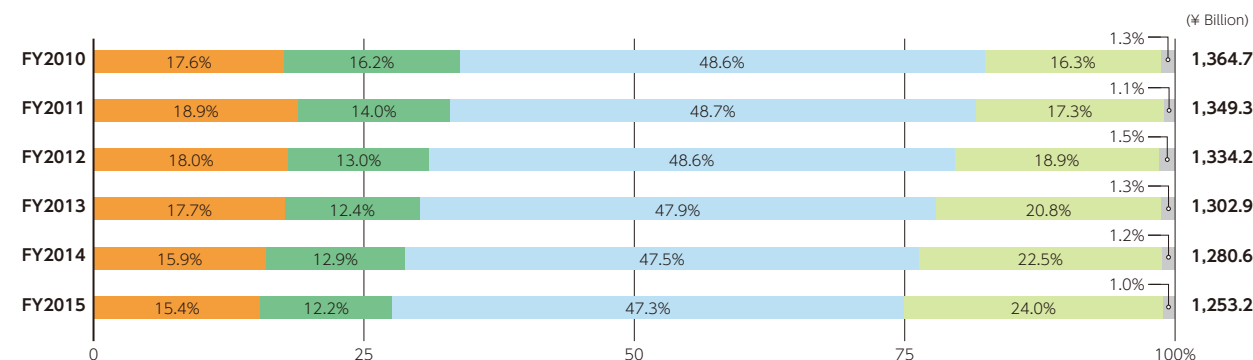
*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space

*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

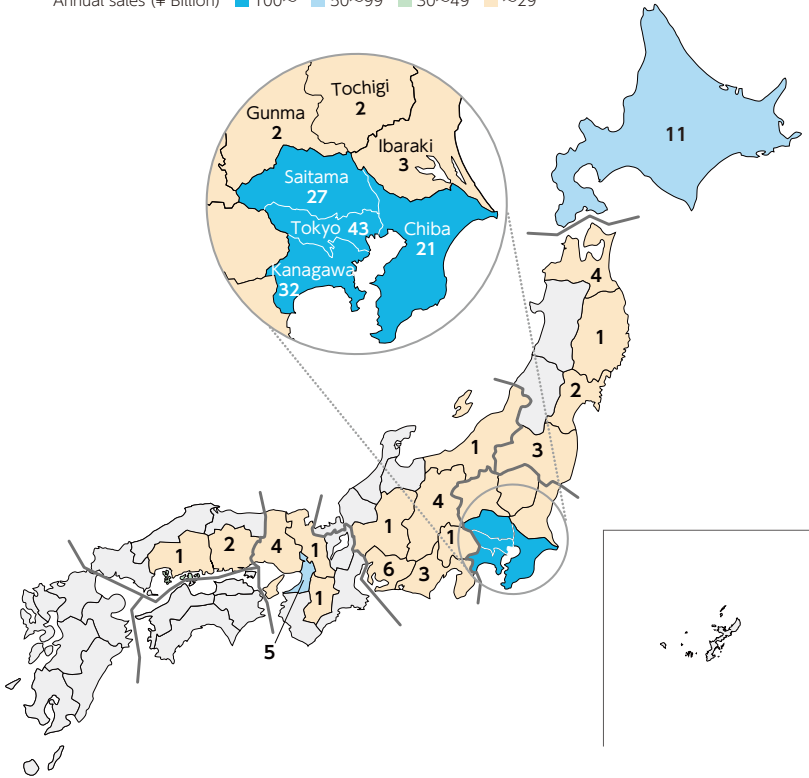
■ Apparel ■ Household goods ■ Food ■ Tenants ■ Other



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, 2015)

SALES BREAKDOWN BY REGION FOR FY2015

	Sales (¥ Billion)	Composition (%)	Number of stores
Hokkaido	64.6	5.2	11
Tohoku	51.5	4.1	10
Kanto	914.7	73.0	130
Chubu	91.7	7.3	16
Kinki	113.1	9.0	11
Chugoku	17.4	1.4	3
Total	1,253.2	100.0	181

CLASSIFICATION BY SALES FLOOR SPACE

	Number of stores	Composition (%)
13,000 m ² -	32	17.7
10,000 m ² -	55	30.4
8,000 m ² -	30	16.6
5,000 m ² -	26	14.4
Under 5,000 m ²	38	21.0

CLASSIFICATION BY STORE AGE

	Number of stores	Composition (%)
30 years-	60	33.1
20 years-	24	13.3
10 years-	55	30.4
5 years-	16	8.8
1 year-	23	12.7
Under 1 year	3	1.7

Store Formats



General merchandise stores (GMS)

Following the basic store format of Ito-Yokado, these stores are operated mainly in highly populated urban 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.

We are also developing shopping centers (SC) under the *Ario* and *GRAND TREE* brands. Anchored by Ito-Yokado and host to around 100-200 tenants, SCs 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 SC and the network has expanded to 18 stores as of February 28, 2015.



Food Specialty Stores

Shokuhinkan is a type of store that specializes in fresh and processed foods, as well household goods that customers frequently purchase. Since 2010 these stores have been operating in markets that are highly populated areas with limited catchment in urban areas. As of February 28, 2015, there are 13 urban-style small-sized supermarkets.



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, 2015.

Numbers of Stores by Format

(Stores)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
General merchandise store (GMS)	160	154	156	156	157	157
Shopping centers	7	10	13	14	17	18
Food Specialty Stores	3	5	6	8	11	13
Discount stores	11	11	11	10	11	11
Total	174	170	173	174	179	181

Supermarkets

York-Benimaru

(¥ Million)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Revenues from operations	348,735	343,379	348,600	363,862	380,869	396,930
Net sales	337,506	337,734	342,944	358,061	374,781	390,492
Fresh food	105,558	106,107	108,226	114,914	123,054	132,110
Processed food	82,862	82,861	83,542	86,219	89,761	92,181
Daily food	63,017	64,042	65,222	68,660	71,510	73,843
Food total	251,439	253,011	256,991	269,794	284,326	298,136
Apparel	17,230	16,586	17,358	17,642	17,597	16,614
Household goods	18,729	18,908	19,474	19,383	20,339	20,694
Merchandise sales	287,398	288,506	293,824	306,820	322,263	335,445
Tenants	50,107	49,227	49,120	51,240	52,518	55,047
Selling, general and administrative expenses	83,351	78,200	74,686	78,649	80,969	84,796
Operating income	9,402	8,877	14,955	11,854	12,714	12,820
Ordinary income	10,874	10,276	16,305	14,003	14,467	14,018
Net income	6,088	5,093	1,430	7,731	9,306	7,792
Capital expenditures	12,560	7,629	7,075	9,779	10,700	14,120
Depreciation and amortization*1	4,886	5,573	5,122	5,161	3,167	3,569
Total assets	145,258	147,454	150,789	156,212	168,013	182,267
Net assets	116,612	117,814	117,090	123,766	131,800	140,118
Existing stores sales increase (decrease)	(3.7)%	(4.1)%	1.5 %	0.0 %	0.1 %	0.2 %
Number of customers	(2.1)%	(4.1)%	(3.3)%	0.9 %	0.7 %	(0.1)%
Average spending per customer	(1.6)%	0.0 %	4.9 %	(1.0)%	(0.6)%	0.2 %
Merchandise gross profit margin	26.7 %	26.6 %	27.0 %	26.0 %	25.6 %	25.6 %
Number of stores	164	170	176	184	193	200
Openings	8	7	8	11	11	8
Closures	0	1	2	2	1	1
Total sales floor space (square meters)	547,920	560,684	573,187	590,698	606,812	628,639
Directly managed sales floor space (square meters)	409,360	421,362	433,346	450,581	469,142	485,123
Sales per square meter (¥ Thousand)*2	713	693	718	716	721	721
Full-time employees (fiscal year-end)	2,496	2,508	2,495	2,494	2,538	2,614
Part-time employees*3	10,582	10,606	10,165	10,395	10,729	10,984
Ratio of part-time employees	81.1%	80.6%	80.1%	80.3%	80.6%	80.6%
Sales per employee (¥ Thousand)*4	22,016	21,921	23,141	23,714	24,232	24,607

*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)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Net sales	36,484	36,396	36,974	38,509	39,894	42,487
Selling, general and administrative expenses	14,643	15,076	14,710	14,823	15,438	16,383
Operating income	2,251	2,651	3,450	3,704	3,823	4,204
Ordinary income	2,466	2,857	3,659	3,763	3,870	4,253
Net income	1,447	1,634	2,187	2,193	2,407	2,526
Total assets	25,409	26,788	26,645	27,688	27,928	30,309
Net assets	20,842	21,250	21,053	21,493	22,523	24,265

York-Benimaru (Including results from Life Foods)

(¥ Million)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Operating income	11,654	11,528	18,407	15,558	16,539	17,025

Note: The above results are management figures.

York Mart

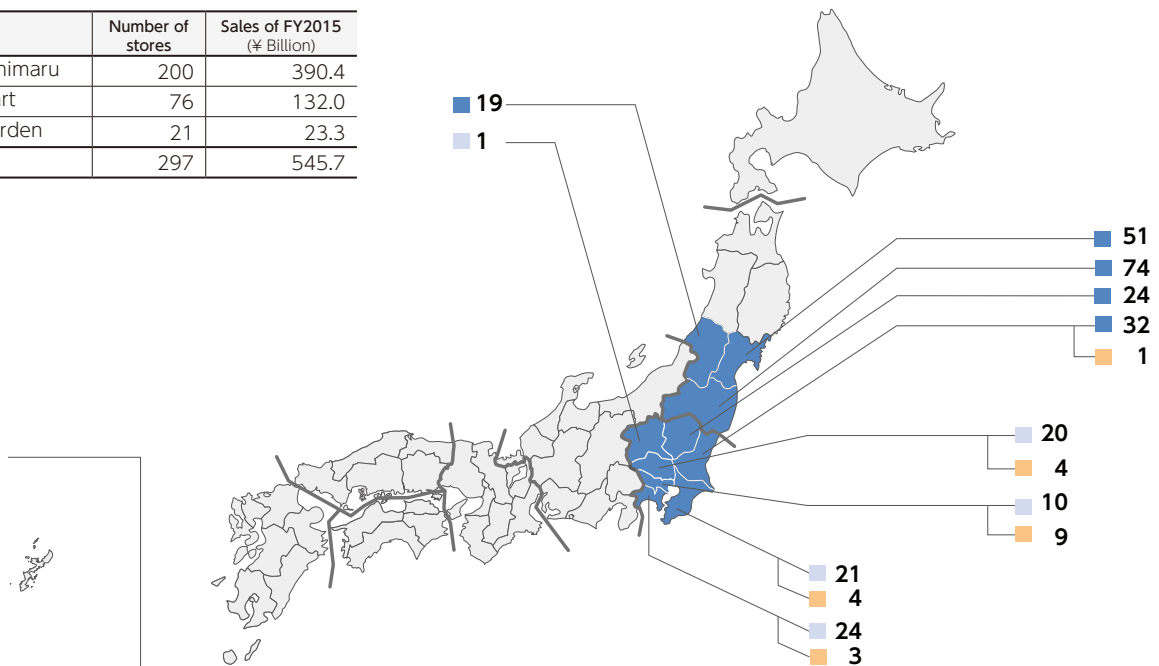
(¥ Million)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Revenues from operations	109,298	111,363	119,335	122,672	129,306	133,138
Net sales	108,690	110,510	118,422	121,640	128,214	132,067
Selling, general and administrative expenses	28,728	29,647	31,490	33,653	34,740	36,095
Operating income	3,117	3,070	3,925	2,007	2,891	2,445
Ordinary income	3,193	3,140	4,012	2,075	2,945	2,525
Net income	1,412	1,656	2,111	1,032	1,701	1,247
Total assets	35,320	37,124	39,272	41,410	41,991	45,555
Net assets	24,941	25,702	26,926	26,249	27,412	27,662

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 FY2015 (¥ Billion)
■ York-Benimaru	200	390.4
■ York Mart	76	132.0
■ Shell Garden	21	23.3
Total	297	545.7



(As of February 28, 2015)

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 2015, 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.



York-Benimaru



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



York Mart

Department Stores/Specialty Stores

Sogo & Seibu

(¥ Million)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Revenues from operations	859,265	846,796	830,340	810,998	801,535	802,996
Net sales	847,044	834,723	817,927	798,427	789,203	790,244
Apparel	401,850	384,419	361,550	349,846	335,252	328,008
Household goods	81,576	80,679	79,476	78,127	81,536	80,217
Food	165,458	170,098	170,707	162,023	157,832	161,491
Merchandise sales	648,885	635,198	611,735	589,997	574,621	569,717
Tenants	155,673	159,243	164,297	168,201	174,418	180,085
Corporate sales	42,485	40,281	41,895	40,228	40,163	40,440
Selling, general and administrative expenses	200,386	192,039	180,772	175,804	171,607	170,700
Operating income	5,613	7,385	11,159	10,040	10,141	10,226
Ordinary income	3,149	5,623	9,890	9,160	9,265	9,216
Net income	(4,313)	5,831	9,964	(3,650)	1,814	3,992
Capital expenditures	15,481	25,240	13,374	15,465	12,156	12,762
Depreciation and amortization	15,741	12,779	12,181	12,608	11,793	11,996
Total assets	535,870	503,285	475,849	455,269	447,577	446,368
Net assets	116,540	120,221	129,320	124,561	126,400	131,361
Existing stores sales increase (decrease)	(8.4)%	0.0 %	(0.5)%	0.9 %	1.2 %	0.1 %
Merchandise gross profit margin	25.8 %	25.4 %	25.1 %	24.9 %	24.8 %	24.6 %
Key stores sales						
Ikebukuro	160,562	167,268	176,475	179,181	184,453	187,330
Yokohama	101,788	101,710	100,996	105,213	109,889	112,986
Chiba	76,771	77,967	78,632	78,780	78,924	76,908
Kobe	49,572	50,158	48,279	47,133	45,750	46,045
Hiroshima	43,082	41,973	41,446	41,291	42,967	43,049
Shibuya	43,583	42,325	39,802	39,298	39,490	40,211
Omiya	33,067	32,928	32,418	32,399	34,251	34,572
Number of stores	28	27	26	24	24	24
Openings	0	0	0	0	0	0
Closures	2	1	1	2	0	0
Total sales floor space (square meters)	939,911	924,980	894,481	863,832	868,762	870,584
Sales per square meter (¥ Thousand)*1	888	890	886	894	909	909
Full-time employees (fiscal year-end)	5,416	5,228	4,975	4,632	4,102	3,883
Part-time employees*2	5,587	5,404	5,179	4,925	5,109	5,395
Ratio of part-time employees	50.1%	50.2%	50.2%	50.6%	54.3%	57.4%

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.

*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

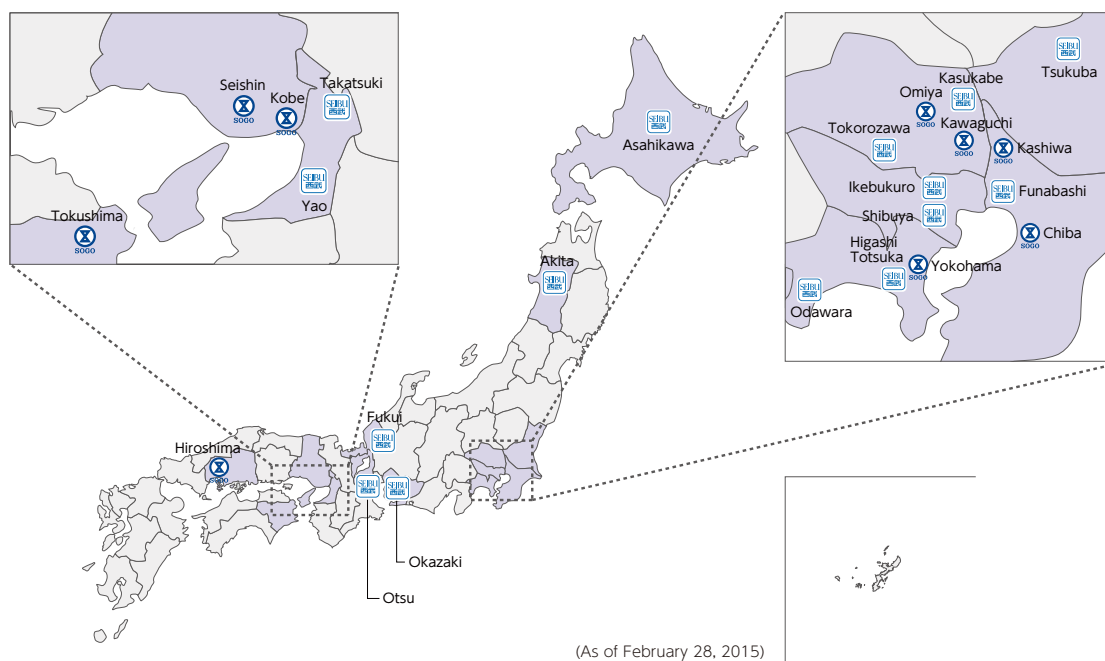
Suburban stores: Transforming from “department stores” into multi-purpose commercial facilities

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)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Revenues from operations	80,179	84,415	87,001	87,326	85,136	88,304
Net sales	78,749	83,099	85,836	86,179	84,459	87,647
Selling, general and administrative expenses	29,842	31,259	32,316	33,334	33,058	33,920
Operating income	2,953	3,104	3,294	2,262	1,138	1,409
Ordinary income	2,887	3,046	3,230	2,202	1,080	1,374
Net income	1,472	1,826	1,510	728	(244)	701
Capital expenditures	1,317	2,275	1,528	2,239	1,357	852
Depreciation and amortization*1	700	867	1,125	1,305	1,096	1,023
Total assets	21,475	22,457	23,542	24,234	23,846	25,383
Net assets	8,366	9,818	10,954	11,308	10,965	11,667
Existing stores sales increase (decrease)	(1.1)%	2.0 %	(2.0)%	(4.4)%	(4.3)%	0.9 %
Merchandise gross profit margin	40.2 %	39.8 %	40.1 %	40.4 %	40.1 %	40.0 %
Number of stores	55	63	73	82	89	94
Openings	5	10	12	9	10	6
Closures	1	2	2	0	3	1
Total sales floor space (square meters)	92,102	100,774	107,967	114,926	116,235	120,962
Sales per square meter (¥ Thousand)*2	837	841	806	769	732	730
Full-time employees (fiscal year-end)	2,109	2,277	2,169	2,133	2,034	1,889
Part-time employees*3	1,122	1,132	1,356	1,610	1,742	2,111
Sales per employee (¥ Thousand)*4	25,305	25,320	25,113	24,310	23,585	23,740

*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)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Net sales	79,106	78,346	78,744	82,907	85,141	92,899
Operating income	(480)	526	1,474	1,920	2,365	2,866
Ordinary income	(678)	367	1,334	1,810	2,278	2,856
Net income	(848)	(145)	(200)	(1,394)	1,759	2,178
Capital expenditures	1,397	1,714	1,783	1,720	1,598	1,724
Depreciation and amortization*1	1,365	1,268	1,365	1,496	1,100	1,216
Total assets	30,333	29,771	30,649	28,946	28,554	29,720
Net assets	2,204	2,061	1,852	1,861	3,582	5,761
Existing stores sales increase (decrease)	(7.7)%	(6.5)%	(3.1)%	2.9 %	(1.8)%	3.5 %
Merchandise gross profit margin	27.8 %	29.4 %	30.2 %	30.1 %	30.3 %	29.7 %
Number of stores	78	85	87	92	93	99
Openings	10	13	11	9	8	7
Closures	4	6	9	4	7	1
Total sales floor space (square meters)	145,997	149,997	147,501	150,674	151,292	159,537
Sales per square meter (¥ Thousand)*2	556	530	535	550	562	582
Full-time employees (fiscal year-end)	925	914	852	844	877	895
Part-time employees*3	1,726	1,755	1,782	1,757	1,745	1,745
Sales per employee (¥ Thousand)*4	30,612	29,354	29,873	31,875	32,092	35,098
Membership (thousands)	1,586	1,584	1,721	1,755	1,794	1,855

*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)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Revenues from operations	86,400	80,167	77,940	78,238	78,484	80,932
Net sales	85,885	79,609	77,400	77,706	78,112	80,685
Restaurant division	69,394	63,668	60,821	61,011	61,539	62,496
Meal provision service division	7,926	8,189	9,346	10,071	10,383	12,231
Fast food division	8,564	7,751	7,231	6,624	6,189	5,957
Selling, general and administrative expenses	59,761	53,656	51,711	51,349	51,669	52,844
Operating income	(2,714)	(89)	22	868	829	163
Ordinary income	(2,464)	112	203	1,043	990	302
Net income	(5,564)	(2,009)	(879)	(439)	275	(449)
Capital expenditures	743	527	756	1,407	2,277	3,518
Depreciation and amortization*1	1,001	634	560	585	422	701
Total assets	47,181	43,948	44,777	44,144	44,511	46,700
Net assets	38,997	36,831	35,966	34,998	34,799	33,835
Existing store sales increase (decrease) (Restaurant division)	(7.2)%	0.5 %	(1.0)%	0.8 %	1.6 %	1.1 %
Number of customers	(2.1)%	0.7 %	(2.6)%	(0.7)%	(1.6)%	(1.3)%
Average spending per customer	(5.2)%	(0.2)%	1.6 %	1.5 %	3.3 %	2.5 %
Merchandise gross profit margin (Restaurant division)	67.3%	68.3%	68.3%	69.0%	69.4%	68.9%
Number of stores	892	846	858	844	840	846
Restaurant division	525	489	486	476	470	474
Meal provision service division	232	228	244	247	254	265
Fast food division	135	129	128	121	116	107
Full-time employees (fiscal year-end)	1,584	1,351	1,286	1,257	1,301	1,372
Part-time employees*2	11,073	10,403	10,432	10,131	9,974	10,013
Ratio of part-time employees	87.1%	87.2%	88.8%	88.8%	88.4%	87.9%

*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 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)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Ordinary income	88,830	83,964	88,318	94,105	99,832	105,648
Ordinary profits	30,407	27,449	29,557	32,013	37,142	38,258
Net income	17,953	16,008	17,267	19,515	22,325	24,457
Total assets	502,782	600,061	652,956	809,465	785,380	850,369
Net assets	109,939	114,539	125,629	137,091	151,142	166,814
Ordinary deposits (fiscal year-end)	144,997	171,873	196,290	238,770	227,728	253,040
Time deposits (fiscal year-end)	63,381	140,604	134,949	154,910	209,703	248,327
Individual deposit accounts (thousands)	775	885	971	1,066	1,214	1,405
Number of installed ATMs (fiscal year-end)	14,601	15,363	16,632	18,123	19,514	21,056
Seven-Eleven	13,584	14,188	15,129	16,414	17,616	18,782
Ito-Yokado	295	294	300	305	312	315
York-Benimaru	30	40	60	69	71	86
York Mart	31	36	42	48	59	67
Other ATMs in the Group	45	65	74	78	84	85
Outside the Group	616	740	1,027	1,209	1,372	1,721
Correspondent financial institutions	555	567	577	584	589	594
ATM-related fee income per transaction	¥147.9	¥135.3	¥131.3	¥130.3	¥131.2	¥136.2
Daily average transactions per ATM	114.4	112.3	112.6	111.1	107.8	100.9
Total number of transactions (millions)	590	609	655	698	736	743
with banking financial institutions (millions)	509	545	597	638	673	679
with non-banking institutions (millions)	80	64	57	59	62	64
International money transfer service						
Number of contract accounts (thousands)	-	-	10	35	62	100
Cumulative number of transfers (thousands)	-	-	32	189	391	633
Consumer loan service						
Number of contract accounts (thousands)	2	9	17	23	34	55
Balance of loans	126	536	1,916	3,387	5,257	10,406
Gross profit margin	51.1%	44.8%	42.7%	52.0%	52.2%	62.6%
Full-time employees (fiscal year-end)	329	328	409	453	458	445

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

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Transaction volume (¥ Billion)	767.8	882.9	1,000.4	1,299.1	1,615.5	2,119.5
Number of cards issued (10 Thousands)						
SEVEN CARD (credit card and point card)						
SEVEN CARD plus ^{*1}	297	311	322	337	350	359
nanaco (electronic money) ^{*2}	980	1,285	1,636	2,145	2,839	3,717
IY Point Card (Ito-Yokado)	687	712	701	665	635	625
Full-time employees (fiscal year-end)	99	106	114	125	163	184

*1 The number indicates active members.

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

Seven CS Card Service

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Transaction volume (¥ Billion)	-	-	619.8	678.4	694.6	717.3
Number of cards issued (10 Thousands)						
CLUB ON/Millennium CARD SAISON*	-	-	312	321	328	320
Full-time employees (fiscal year-end)	-	-	455	468	477	478

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

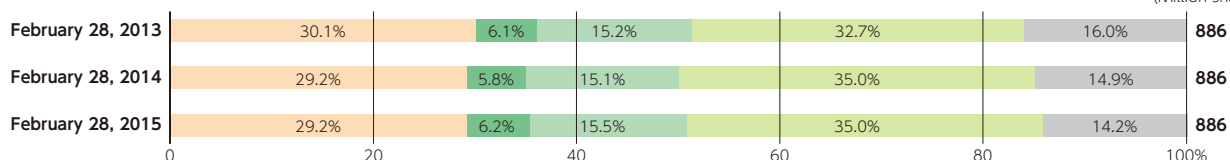
(As of February 28, 2015)

	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)	40,660	4.6%
The Master Trust Bank of Japan, Ltd. (Trust account)	38,540	4.3%
Nippon Life Insurance Company	17,777	2.0%
Masatoshi Ito	16,799	1.9%
MITSUI & CO., LTD.	16,222	1.8%
JP MORGAN CHASE BANK 38005	13,351	1.5%
Nomura Securities Co., Ltd.	13,305	1.5%
State Street Bank and Trust Company 505225	11,761	1.3%
THE BANK OF NEW YORK MELLON SA/NV 10	11,516	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)

6,000

4,000

2,000

0

Trading volume (million shares)

150

100

50

0

2009

2010

2011

2012

2013

2014

2015

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Stock price						
Opening	¥2,055	¥2,008	¥2,295	¥2,245	¥2,699	¥3,800
High	¥2,465	¥2,468	¥2,328	¥2,866	¥4,485	¥4,642
Low	¥1,831	¥1,848	¥1,755	¥2,222	¥2,680	¥3,611
Closing	¥2,004	¥2,277	¥2,246	¥2,706	¥3,813	¥4,574
Trading volume (thousand shares)	840,559	771,407	724,134	741,266	672,366	548,391

Investment Indices (Consolidated)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Number of shares outstanding						
Average*	903,458,314	887,128,871	883,499,397	883,532,139	883,564,722	884,064,278
End of period*	903,458,108	883,463,233	883,506,457	883,534,869	883,565,634	884,066,302
Net income per share	¥49.67	¥126.21	¥146.96	¥156.26	¥198.84	¥195.66
Cash flow per share	¥196.03	¥275.48	¥305.41	¥332.45	¥365.64	¥390.49
Net assets per share	¥1,905.97	¥1,927.09	¥1,998.84	¥2,140.45	¥2,371.92	¥2,601.23
Price earnings ratio (times)	40.3	18.0	15.3	17.3	19.2	23.4
Price cash flow ratio (times)	10.2	8.3	7.4	8.1	10.4	11.7
Price book value ratio (times)	1.1	1.2	1.1	1.3	1.6	1.8
Dividends per share	¥56.00	¥57.00	¥62.00	¥64.00	¥68.00	¥73.00
Dividends payout ratio	112.7%	45.2%	42.2%	41.0%	34.2%	37.3%
Ratio of total amount of dividends to net assets	2.9%	3.0%	3.2%	3.1%	3.0%	2.8%

* 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 May ■ 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 Photo 
- July** ■ Akachan Honpo Co., Ltd. made a subsidiary
Ito-Yokado made Akachan Honpo, a nationwide chain of baby and children's products stores, into a subsidiary. Photo 
- Aug.** ● Sales of *Seven Premium* products commenced at Seven-Eleven Japan stores
- Sept.** ■ Denny's Japan, Famil, and York Bussan merged into Seven & i Food Systems
- Sept.** ● SEIBU Tokorozawa reopened after full-scale remodeling
- Sept.** ● Hua Tang Yokado opened You An Men store in Beijing, China
- Oct.** ● Ito-Yokado opened *Ario* Nishiarai
- Nov.** ■ FUJIKOSHI CO., LTD. made a subsidiary
York-Benimaru made FUJIKOSHI, a supermarket chain in Fukushima Prefecture, into a subsidiary.
- Dec.** ■ 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 Jasdaq Securities Exchange
 - Mar.** ● *nanaco* introduced at Ito-Yokado stores
 - Mar.** ● Ito-Yokado opened *Ario* Otori
 - Apr.** ■ SEVEN-ELEVEN CHINA Co., Ltd. established
Established to promote the development of 7-Eleven stores in China through area licensees.
 - Apr.** ● QUICPay, postpaid electronic money, introduced at all 7-Eleven stores in Japan
 - June** ● *nanaco* credit charge services launched
 - July** ■ Seven & i Holdings issued 1st, 2nd, and 3rd unsecured domestic straight bonds in the total amount of ¥100 billion
 - July** ■ Seven & i 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 Photo 
- Nov.** ● Ito-Yokado opened Seven Home Center in Ito-Yokado Kanamachi—the Group's first independently developed home center

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



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 Photo 
- 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 Photo 
 - Mar.** ● Seven-Eleven Japan opened its first stores in Kagawa and Tokushima prefectures Photo 
 - 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 DAIICHI 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**
- Sept. • 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.
- Sept. ■ Seven Bank's wholly owned U.S. 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.
- May • Completion of the Sugito Fuel Storage Station**
Stockpiled 400 kiloliters of fuel in Sugito Town, Saitama Prefecture, for emergency delivery to evacuation centers and stores.
- May • Seven-Eleven Japan Memorial Foundation conducted Sendai Bay Seven & i Forest Project tree-planting**
Supported regeneration of coastline trees as a disaster countermeasure in coastal areas along Sendai Bay with the Forestry Agency's Sendai Forestry Management Office.
- July • SEJ entered business alliances with JR Shikoku Railway Co., Ltd. and Shikoku Kiosk Co.**
Business alliance formed with the aim of remodeling existing stores into tie-up stores within the JR Shikoku service area.
- July • Started a new three-year plan for the Tohoku Kakehashi Project, a plan to support recovery from the Great East Japan Earthquake**
- Nov. • Grand opening of GRANDTREE MUSASHIKOSUGI** 
- Nov. • Received the Best IR Award at the Nineteenth Annual IR Grand Prix held by the Japan Investor Relations Association**
- Dec. ■ Seven Bank issued 11th series of unsecured straight corporate bonds in the total amount of ¥15.0 billion**
- 2015 Jan. • Awarded the Prime Minister's Award in the 1st Leading Companies Where Women Shine Awards held by the Prime Minister's Office**
- Jan. • Awarded a FY2014 Corporate Activity Award by the Tokyo Stock Exchange**
- Feb. ■ Converted Barneys Japan Co., Ltd. into a consolidated subsidiary**
- Mar. • SEJ opened its first store in Kochi Prefecture**
- Mar. • Opened dedicated Net Supermarket store**
Started operating the Seven & i Holdings Net Supermarket Nishi Nippori store.
- Mar. • Business alliance formed with MANDAI Co., Ltd.**



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



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



O Grand opening of GRANDTREE MUSASHIKOSUGI



This corporate outline is printed on Forest Stewardship Council™ (FSC)-certified paper made of wood from responsibly managed forests.



This corporate outline uses vegetable oil inks that include few volatile organic compounds.



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