

## Corporate Overview (As of May 26, 2016)

Company name	Seven & i Holdings Co., Ltd.
Date of establishment	September 1, 2005
Head office	8-8, Nibancho, Chiyoda-ku, Tokyo 102-8452, Japan
Representative	President: Ryuichi Isaka
Paid-in capital	50 billion yen
Number of employees	545 (nonconsolidated) 53,993 (consolidated)

Note: Paid-in capital and the number of employees are as of February 29, 2016.

### Holding Company Established to Maximize Enterprise Value

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

#### Reasons for Establishing the Holding Company

##### Maximize the Group's enterprise value

- Pursue synergies by removing barriers between operating companies
- Reduce costs by integrating administrative functions

##### Strengthen corporate governance

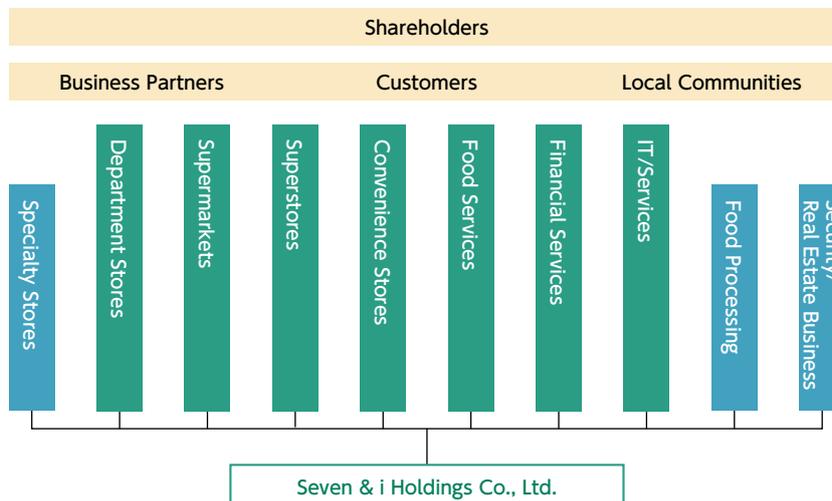
- Clearly delineate autonomy and the responsibilities of each Group company
- Evaluate profitability and efficiently allocate management resources based on monitoring

#### Roles of the Holding Company and the Operating Companies

Holding Company's Role <small>(Seven &amp; i Holdings Co., Ltd.)</small>	Operating Companies' Role
Principally reflect shareholder concerns 1) Control overall governance 2) Maximize enterprise value as the Group's listed representative 3) Pursue Group synergies	Principally reflect customer concerns 1) Fulfill responsibilities in each operational domain 2) Operate autonomously, seek profit growth, and enhance asset efficiency

#### Group Operational Areas

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



■ Seven core operational areas

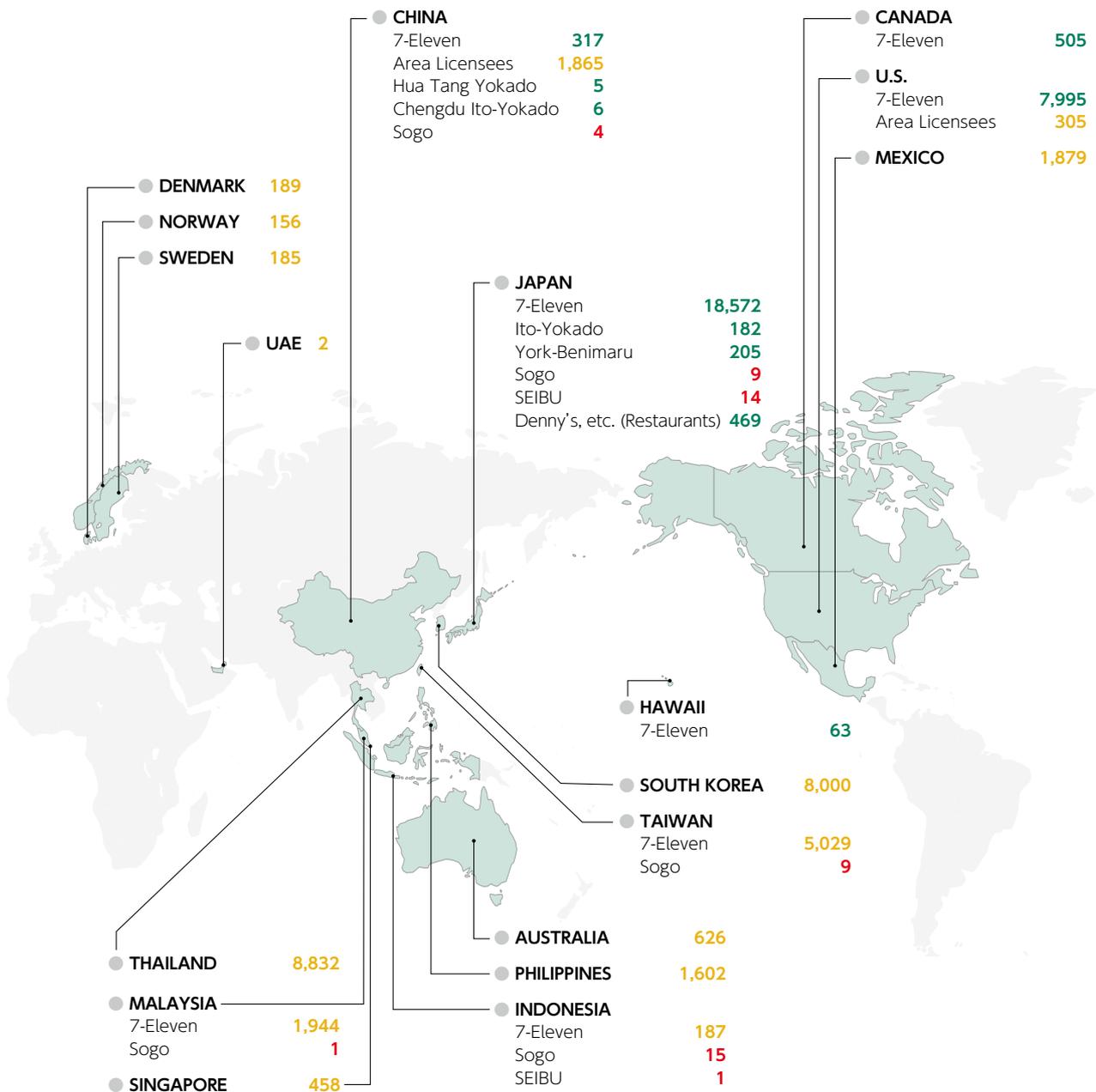
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# Store Network

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

Group Sales ¥10.7 Trillion			
<b>Store Network of Seven &amp; i HLDGS.</b>		<b>Number of Customer Store-Visits per Day</b>	
Global:	approx. <b>61,000</b> stores	Global:	approx. <b>61.0</b> million
Japan:	approx. <b>20,000</b> stores	Japan:	approx. <b>21.5</b> 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 29, 2016 in Japan and December 31, 2015 for all other areas.  
 3. Group's total sales include the sales of Seven-Eleven Japan and 7-Eleven, Inc. franchisees. (Fiscal year ended February 29, 2016)

# Overview of Main Group Companies

(As of February 29, 2016)

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	FY2016 sales		Number of stores		Employees		Capital (¥ Million)	Equity owned by the Company*4 (%)
	(¥ Million)	Growth rate (%)	(Stores)	Increase (Decrease)	(People)	Increase (Decrease)		
<b>Convenience Stores</b>								
Seven-Eleven Japan Co., Ltd.	4,291,067 <sup>*1</sup>	7.1	18,572	1,081	12,098	806	17,200	100.0
○ 7-Eleven, Inc.	2,950,422 <sup>*1</sup>	4.1	8,500	203	22,510	(2,757)	U.S.\$13,031	100.0
○ SEVEN-ELEVEN HAWAII, INC.	31,953	5.6	63	3	954	57	U.S.\$20,000,000	100.0
○ SEVEN-ELEVEN (BEIJING) CO., LTD.	21,781 <sup>*2</sup>	21.1	187	12	1,249	(555)	U.S.\$35,000,000	65.0
○ SEVEN-ELEVEN (TIANJIN) CO., LTD.	4,623 <sup>*2</sup>	22.2	70	10	891	76	CNY124,600,000	65.0
○ SEVEN-ELEVEN (CHENGDU) Co., Ltd.	4,036 <sup>*2</sup>	(4.0)	60	(6)	444	42	U.S.\$46,000,000	100.0
<b>Superstores</b>								
Ito-Yokado Co., Ltd.	1,255,608	0.2	182	1	36,376	(224)	40,000	100.0
○ Hua Tang Yokado Commercial Co., Ltd.	24,066 <sup>*2</sup>	(24.4)	5	(1)	951	(490)	U.S.\$65,000,000	75.8
○ Chengdu Ito-Yokado Co., Ltd.	79,686 <sup>*2</sup>	12.8	6	0	3,133	(110)	U.S.\$23,000,000	75.0
<b>Supermarkets</b>								
York-Benimaru Co., Ltd.	406,223	4.0	205	5	13,828	230	9,927	100.0
Life Foods Co., Ltd.	44,603	5.0	-	-	4,361	12	120	100.0
York Mart Co., Ltd.	140,145	6.1	76	0	5,960	366	1,000	100.0
SHELL GARDEN CO., LTD.	26,252	12.3	26	4	1,100	190	100	100.0
<b>Department Stores</b>								
Sogo & Seibu Co., Ltd.	790,708	0.1	23	(1)	9,323	45	10,000	100.0
<b>Food Services</b>								
Seven & i Food Systems Co., Ltd.	83,680	3.7	851	5	10,873	(512)	3,000	100.0
<b>Financial Services</b>								
☆ Seven Bank, Ltd.	110,465 <sup>*3</sup>	4.5	-	-	454	(12)	30,514	45.8
Seven Card Service Co., Ltd.	45,910 <sup>*3</sup>	14.3	-	-	271	45	7,500	95.5
Seven CS Card Service Co., Ltd.	20,742 <sup>*3</sup>	(0.7)	-	-	708	23	100	51.0
<b>IT/Services</b>								
7dream.com	8,490	9.3	-	-	55	2	450	68.0
○ Nissen Co., Ltd.	84,543	(21.0)	-	-	2,009	356	100	50.7
<b>Specialty Stores</b>								
Akachan Honpo Co., Ltd.	102,716	10.6	103	4	2,818	178	3,780	95.0
THE LOFT CO., LTD.	94,930	8.3	102	8	4,394	394	750	75.2
Seven Bi no Garden Co., Ltd.	41,327	50.9	93	38	962	30	450	95.3
Oshman's Japan Co., Ltd.	5,373	(3.4)	7	(1)	189	(15)	2,500	100.0
Barneys Japan Co., Ltd.	21,724	4.3	11	0	551	8	4,990	100.0

○ Figures are for the fiscal year ended December 31, 2015. (No. of stores is as of December 31, 2015; No. of employees is as of February 29, 2016)

☆ Figures are for the fiscal year ended March 31, 2016.

Notes: 1. Exchange rates (average for the period): U.S.\$1=¥121.10; CNY1=¥19.23

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.

Profile

Performance Overview

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Retail Environment in Japan

Group Business Strategy

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Corporate Data