

Profile

Corporate Overview (As of May 25, 2017)

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	575 (nonconsolidated) 54,448 (consolidated)

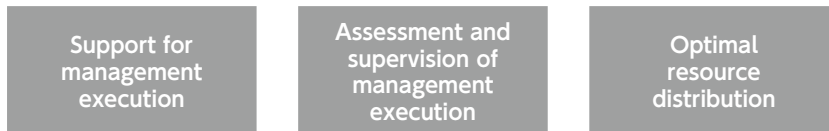
Note: Paid-in capital and the number of employees are as of February 28, 2017.

<Group's Management Policy>

Goals	<ul style="list-style-type: none"> Enhance convenience in daily life by supplying products and services, while staying closely attuned to the life stages and settings of customers Become an endearing group indispensable to communities
Imperatives	<ul style="list-style-type: none"> Harness all manner of resources, including business partners and technological innovation in society Pursue the absolute value of products and services and the maximization of customer satisfaction

<Roles and Functions of the Holding Company>

- Strengthen corporate governance
- Maximize the Group's enterprise value



- Share specific actions with operating companies regarding management challenges and solutions
- Set and monitor KPIs

<Roles and Functions of Operating Companies>

- Pursue maximization of customer satisfaction
- Operate autonomously, seek profit growth, and enhance asset efficiency

<Business Segments>

To strengthen segment management through management approach, business segments have changed from the fiscal year ending February 28, 2018.



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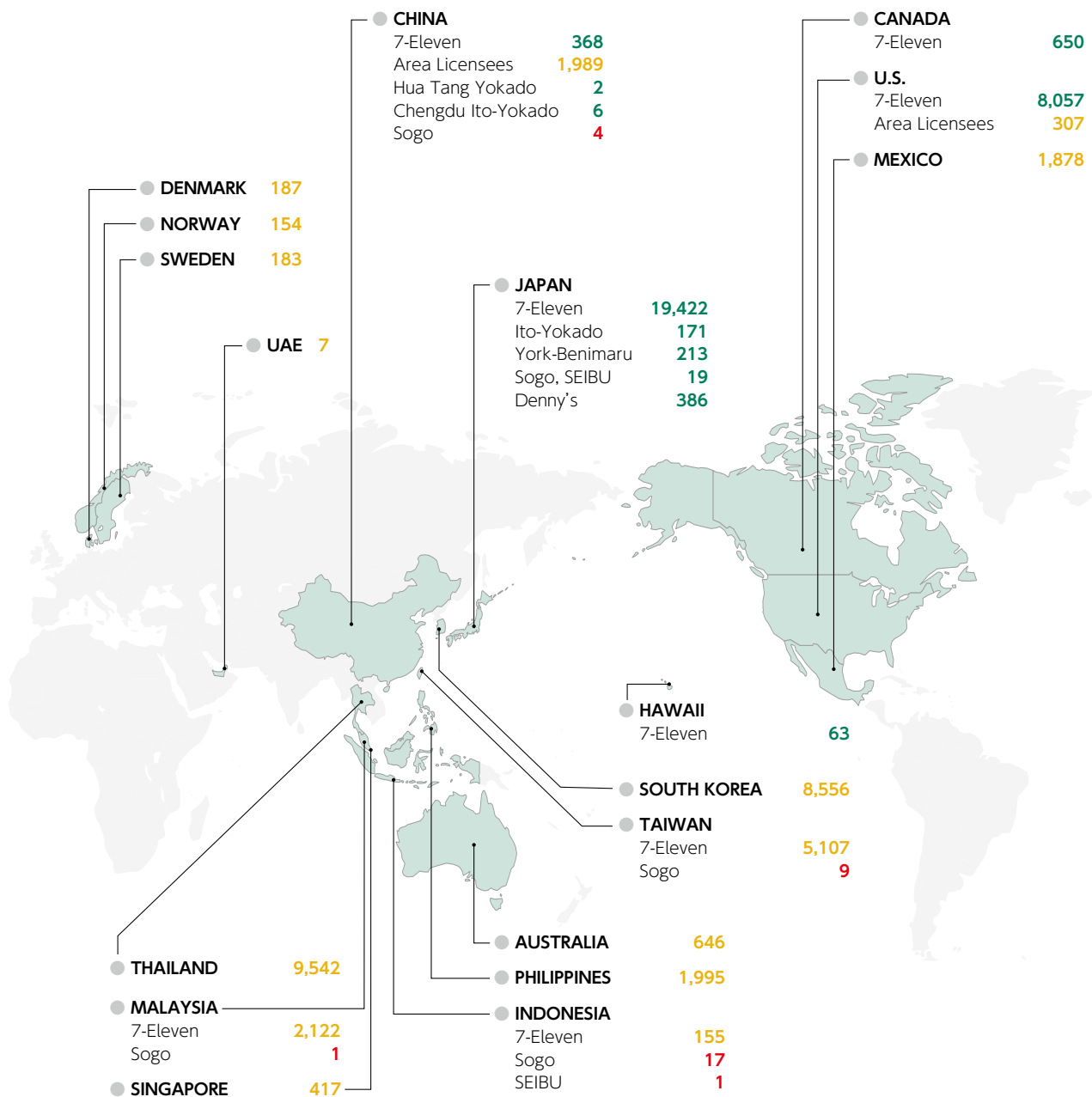
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Store Network

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

Group's Total Sales ¥10.6 Trillion			
Store Network of Seven & i HLDGS.		Number of Customer Store-Visits per Day	
Global:	approx. 63,300 stores	Global:	approx. 62.0 million
Japan:	approx. 20,900 stores	Japan:	approx. 22.0 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, 2017 in Japan and December 31, 2016 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 28, 2017)

Overview of Main Group Companies

(As of February 28, 2017)

	FY2017 sales		Number of stores		Employees		Capital (¥ Million)	Equity owned by the Company*1 (%)
	(¥ Million)	Growth rate (%)	(Stores)	Increase (Decrease)	(People)	Increase (Decrease)		
Domestic Convenience Store Operations								
Seven-Eleven Japan Co., Ltd.	4,515,605 ^{*2}	5.2	19,422	850	12,371	273	17,200	100.0
7dream.com	8,937	5.3	-	-	56	1	450	68.0
○ SEVEN-ELEVEN HAWAII, INC.	29,370	(8.1)	63	0	969	15	U.S.\$20,000,000	100.0
○ SEVEN-ELEVEN (BEIJING) CO., LTD.	20,871 ^{*3}	(4.2)	219	32	1,448	199	U.S.\$35,000,000	65.0
○ SEVEN-ELEVEN (CHENGDU) Co., Ltd.	3,435 ^{*3}	(14.9)	67	7	518	74	U.S.\$55,160,000	100.0
○ SEVEN-ELEVEN (TIANJIN) CO., LTD.	4,551 ^{*3}	(1.6)	82	12	558	(333)	CNY140,000,000	65.0
Overseas Convenience Store Operations								
○ 7-Eleven, Inc.	2,735,199 ^{*2}	(7.3)	8,707	207	23,960	1,450	U.S.\$13,031	100.0
Superstore Operations								
Ito-Yokado Co., Ltd.*4	1,219,252	(2.9)	171	(11)	35,194	(1,182)	40,000	100.0
Seven Bi no Garden Co., Ltd.*4	51,693	25.1	119	26	1,180	218	450	96.1
York-Benimaru Co., Ltd.	418,729	3.1	213	8	14,038	210	9,927	100.0
Life Foods Co., Ltd.	45,913	2.9	-	-	4,510	116	120	100.0
York Mart Co., Ltd.	141,649	1.1	78	2	5,779	(181)	1,000	100.0
SHELL GARDEN CO., LTD.	27,560	5.0	27	(1)	1,076	(24)	100	100.0
○ Hua Tang Yokado Commercial Co., Ltd.	15,869 ^{*3}	(34.1)	2	(3)	417	(534)	U.S.\$65,000,000	75.8
○ Chengdu Ito-Yokado Co., Ltd.	67,276 ^{*3}	(15.6)	6	0	3,393	260	U.S.\$23,000,000	75.0
Department Store Operations								
Sogo & Seibu Co., Ltd.	747,951	(5.4)	19	(4)	8,586	(737)	10,000	100.0
Financial Services								
☆ Seven Bank, Ltd.	113,109 ^{*5}	2.4	-	-	470	16	30,572	45.8
Seven Card Service Co., Ltd.	48,387 ^{*5}	5.4	-	-	260	(11)	7,500	95.5
Seven CS Card Service Co., Ltd.	20,408 ^{*5}	(1.6)	-	-	677	(31)	100	51.0
Specialty Store Operations								
Akachan Honpo Co., Ltd.	102,765	0.0	106	3	2,875	57	3,780	95.0
Barneys Japan Co., Ltd.	21,299	(2.0)	12	1	582	31	4,990	100.0
Oshman's Japan Co., Ltd.	4,630	(13.8)	8	1	207	18	2,500	100.0
Seven & i Food Systems Co., Ltd.	82,394	(1.5)	815	(36)	10,333	(540)	3,000	100.0
THE LOFT CO., LTD.	99,560	4.9	109	7	4,510	116	750	75.2
Nissen Co., Ltd.	63,373	(25.0)	-	-	1,738	(271)	100	100.0

○ Figures are for the fiscal year ended December 31, 2016. (No. of stores is as of December 31, 2016; No. of employees is as of February 28, 2017)

☆ Figures are for the fiscal year ended March 31, 2017.

Notes: 1. Exchange rates (average for the period): U.S.\$1=¥108.78; CNY1=¥16.42

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 Equity owned is rounded to one decimal place.

*2 Sales of Seven-Eleven Japan and 7-Eleven, Inc. represent total store sales.

*3 Sales for Chinese subsidiaries exclude value added tax.

*4 The cosmetic and drug sales areas in Ito-Yokado's household goods division were carved out in a corporate split and transferred to Seven Bi no Garden Co., Ltd.; however, to facilitate a flexible sales area reorganization at Ito-Yokado, it absorbed Seven Bi no Garden Co., Ltd. on March 1, 2017.

*5 Sales for Seven Bank represent ordinary income, and sales for Seven Card Service and Seven CS Card Service represent revenues from operations.

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