

Profile

Corporate Overview (As of May 24, 2018)

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	643 (nonconsolidated) 56,606 (consolidated)

Note: Paid-in capital and the number of employees are as of February 28, 2018.

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

Support for management execution	Assessment and supervision of management execution	Optimal resource distribution
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- 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.

Domestic convenience store operations	Overseas convenience store operations	Superstore operations	Department store operations	Financial services	Specialty store operations	Others
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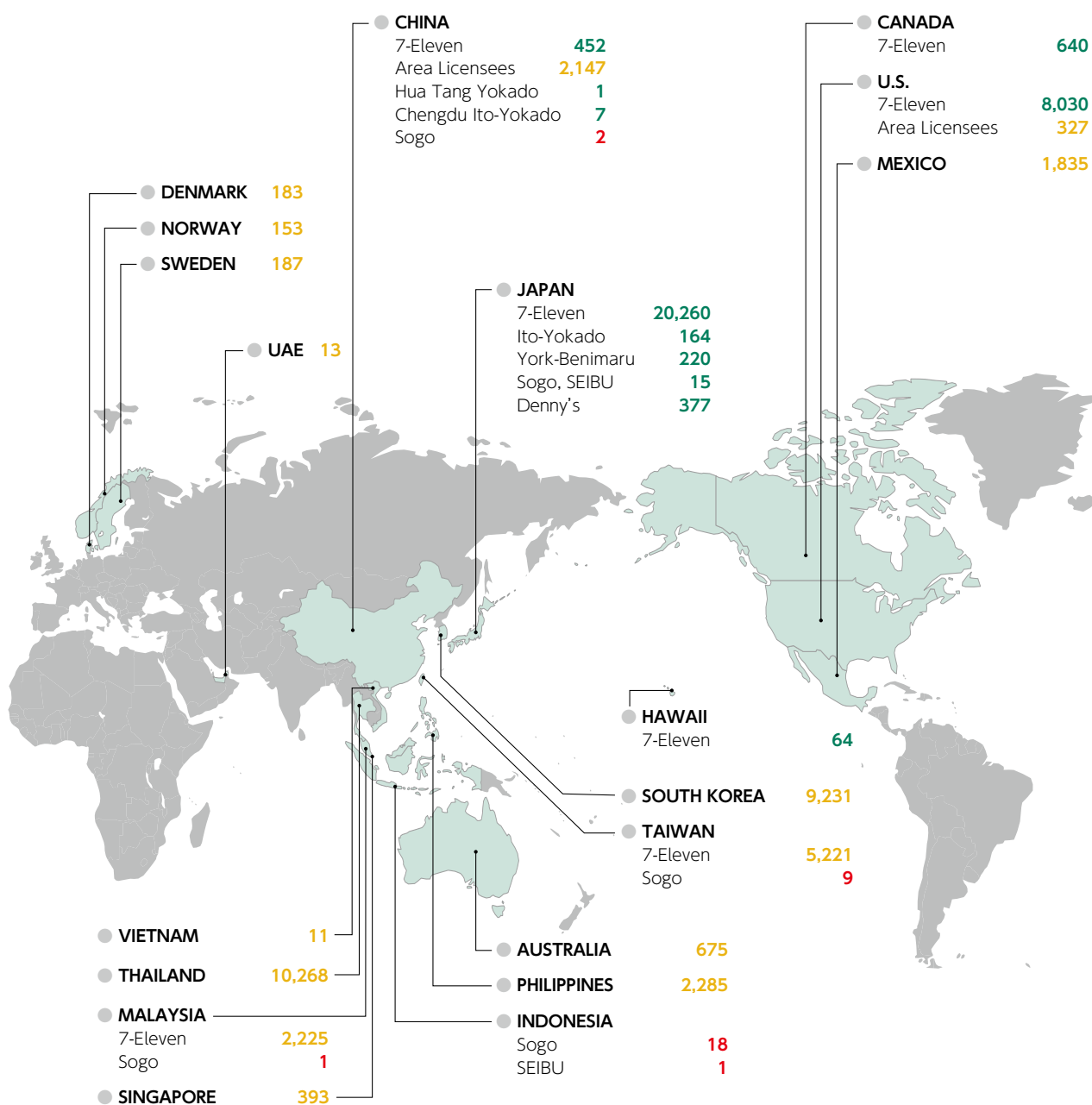
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Store Network

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 ¥11.0 Trillion			
Store Network of Seven & i HLDGS.		Number of Customer Store-Visits per Day	
Global:	approx. 66,200 stores	Global:	approx. 64.0 million
Japan:	approx. 21,800 stores	Japan:	approx. 23.0 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, 2018 in Japan and December 31, 2017 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, 2018)

Overview of Main Group Companies

(As of February 28, 2018)

	FY2018 sales		Number of stores		Employees		Capital (¥ Million)	Equity owned by the Company (%)
	(¥ Million)	Growth rate (%)	(Stores)	Increase (Decrease)	(People)	Increase (Decrease)		
Domestic Convenience Store Operations								
Seven-Eleven Japan Co., Ltd.	4,678,083 ^{*1}	3.6	20,260	838	12,981	610	17,200	100.0
○ SEVEN-ELEVEN HAWAII, INC.	33,101	12.7	64	1	1,008	39	U.S.\$20,000,000	100.0
○ SEVEN-ELEVEN (BEIJING) CO., LTD.	24,458 ^{*2}	17.2	247	28	1,376	(72)	U.S.\$44,000,000	65.0
○ SEVEN-ELEVEN (CHENGDU) Co., Ltd.	4,042 ^{*2}	17.7	87	20	726	208	CNY382,924,388	100.0
○ SEVEN-ELEVEN (TIANJIN) CO., LTD.	5,364 ^{*2}	17.9	118	36	377	(181)	CNY200,000,000	65.0
Overseas Convenience Store Operations								
○ 7-Eleven, Inc.	3,134,412 ^{*1}	14.6	8,670	(37)	35,178	11,218	U.S.\$13,031	100.0
Superstore Operations								
Ito-Yokado Co., Ltd.	1,213,613	(0.5)	164	(7)	35,413	219	40,000	100.0
York-Benimaru Co., Ltd.	429,064	2.5	220	7	14,600	562	9,927	100.0
Life Foods Co., Ltd.	46,739	1.8	-	-	4,640	130	120	100.0
York Mart Co., Ltd.	143,610	1.4	78	0	5,801	22	1,000	100.0
SHELL GARDEN CO., LTD.	27,561	0.0	24	(3)	839	(237)	100	100.0
○ Hua Tang Yokado Commercial Co., Ltd.	6,826 ^{*2}	(57.0)	1	(1)	189	(228)	U.S.\$65,000,000	75.8
○ Chengdu Ito-Yokado Co., Ltd.	71,638 ^{*2}	6.5	7	1	3,232	(161)	U.S.\$23,000,000	75.0
Department Store Operations								
Sogo & Seibu Co., Ltd.	674,368	(9.8)	15	(4)	7,432	(1,154)	20,000	100.0
Financial Services								
☆ Seven Bank, Ltd.	116,650 ^{*3}	3.1	-	-	478	8	30,572	45.8
Seven Card Service Co., Ltd.	49,204 ^{*3}	1.7	-	-	267	7	7,500	95.5
Seven CS Card Service Co., Ltd.	20,154 ^{*3}	(1.2)	-	-	587	(90)	100	51.0
Specialty Store Operations								
Akachan Honpo Co., Ltd.	104,687	1.9	110	4	2,804	(71)	3,780	95.0
Barneys Japan Co., Ltd.	21,297	0.0	12	0	555	(27)	4,990	100.0
Oshman's Japan Co., Ltd.	4,729	2.1	8	0	189	(18)	2,500	100.0
Seven & i Food Systems Co., Ltd.	80,188	(2.7)	749	(66)	9,487	(846)	3,000	100.0
THE LOFT CO., LTD.	102,956	3.4	110	1	4,416	(94)	750	75.2
Nissen Co., Ltd.	38,428	(39.4)	-	-	1,444	(294)	100	100.0

○ Figures are for the fiscal year ended December 31, 2017. (No. of stores is as of December 31, 2017; No. of employees is as of February 28, 2018)

☆ Figures are for the fiscal year ended March 31, 2018.

Notes: 1. Exchange rates (average for the period): U.S.\$1=¥112.16; CNY1=¥16.62

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.

① Further details on p28-31

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④ Further details on p36-37

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