



“It’s a New Day” for ...

Annual Report 2013
Seven & i Holdings Co., Ltd.

SALES CAPABILITIES

Approximately

¥8.5 trillion in total Group sales*

* Including the sales of Seven-Eleven Japan and 7-Eleven, Inc. franchisees



Our Markets

NATIONAL MARKET SHARE*

(Fiscal year ended February 28, 2013)

1st place

* Including the sales of Seven-Eleven Japan franchisees

Source: Current Survey of Commerce

(Ministry of Economy, Trade and Industry)

NUMBER OF CUSTOMER STORE-VISITS PER DAY
(Approximate numbers)

GLOBAL

53 million

JAPAN

18 million

The Seven & i Group operates diverse businesses including convenience stores, superstores, department stores, restaurants, financial services and Internet shopping.

Each day we strive to propose new ideas for living more conveniently. In doing so, we employ innovative management techniques to leverage our Group synergies and the unique characteristics of each of our business formats.

TOTAL NUMBER OF STORES
(Approximate numbers)

GLOBAL

51,600

JAPAN

16,800

Convenience Store Operations

More information on pp. 26-30, 51, 53-54

Convenience store operations comprise 7-Eleven convenience stores in Japan, North America, and China (Beijing, Tianjin, and Chengdu). 7-Eleven, Inc., based in the United States, provides 7-Eleven area franchise rights to area licensees around the world.

PRINCIPAL SUBSIDIARIES

- Seven-Eleven Japan
- 7-Eleven, Inc.
- SEVEN-ELEVEN (CHINA) INVESTMENT
- SEVEN-ELEVEN (BEIJING)
- SEVEN-ELEVEN (CHENGDU)
- SEVEN-ELEVEN (HAWAII)



Japan



North America



China

Our Business

Superstore Operations

More information on pp. 31-33, 51-52, 54

Superstore operations comprise superstores that provide apparel, household goods, and food in Japan and China, specifically Beijing and Chengdu. In addition, superstore operations include food supermarkets in Japan and Beijing and specialty stores.

PRINCIPAL SUBSIDIARIES

- Ito-Yokado
- York-Benimaru
- York Mart
- Akachan Honpo
- Ito-Yokado (China) Investment
- Hua Tang Yokado Commercial
- Chengdu Ito-Yokado



Ito-Yokado



York-Benimaru



York Mart

Department Store Operations

More information on pp. 34-36, 52, 54

Department store operations comprise department stores, high-end food supermarkets, and miscellaneous goods specialty stores. Department stores are developed under two brands, Sogo and SEIBU.

PRINCIPAL SUBSIDIARIES

- Sogo & Seibu
- THE LOFT
- SHELL GARDEN



SEIBU



LOFT

Food Services

More information on pp. 37, 52, 54

Food services comprise the restaurant division, meal provision service division (company cafeterias, hospitals, and schools), and fast food division in Japan. We also operate restaurants in Beijing, China.

PRINCIPAL SUBSIDIARIES

- Seven & i Food Systems
- Seven & i Restaurant (Beijing)



Denny's

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Financial Services

More information on pp. 38, 52, 54

Financial services comprise ATM operations, credit card operations, electronic money services, leasing operations, and insurance operations in Japan.

PRINCIPAL SUBSIDIARIES

- Seven Bank
- Seven Financial Service
- Seven Card Service
- Seven CS Card Service



Seven Bank ATM



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Others

More information on pp. 39, 54

Others comprise Internet-related services, meal delivery services, publishing, property management businesses, and community school businesses in Japan.

PRINCIPAL SUBSIDIARIES

- Seven & i Netmedia
- 7dream.com
- Seven Net Shopping
- Seven-Meal Service



Net shopping

1950-

1958

Ito-Yokado

Yokado Co., Ltd. (currently, Ito-Yokado Co., Ltd.) incorporated.

➡1972 Ito-Yokado listed on the Tokyo Stock Exchange (TSE).



1991

7-Eleven, Inc.

Seven-Eleven Japan and Ito-Yokado concluded capital participation in The Southland Corporation (currently, 7-Eleven, Inc.).

➡2005 7-Eleven, Inc. made a wholly owned subsidiary.



1973

Seven-Eleven Japan

York-Seven Co., Ltd. (currently, Seven-Eleven Japan Co., Ltd.) established.

➡1979 Seven-Eleven Japan listed on the TSE.



1996

Chengdu Ito-Yokado

Chengdu Ito-Yokado Co., Ltd. established in Chengdu, Sichuan, China.

1997

Hua Tang Yokado Commercial

Hua Tang Yokado Commercial Co., Ltd. established in Beijing, China.



Our History

1973

York-Benimaru

Ito-Yokado concluded a business tie-up with York-Benimaru Co., Ltd.

➡1980 York-Benimaru listed on the TSE.



2001

Seven Bank

IYBank Co., Ltd. (currently, Seven Bank, Ltd.) established.

➡2011 Seven Bank listed on the TSE.



2001

Seven Card Service

IY Card Service Co., Ltd. (currently, Seven Card Service Co., Ltd.) established.

➡2007 *nanaco* electronic money service started.



1973

Denny's Japan

Denny's Japan Co., Ltd. established.

➡1982 Denny's Japan listed on the TSE.



2004

SEVEN-ELEVEN (BEIJING)

SEVEN-ELEVEN (BEIJING) CO., LTD. established in Beijing, China.

September 2005

Seven & i Holdings Co., Ltd. established through consolidation of three companies and listed on the TSE:

- Seven-Eleven Japan
- Ito-Yokado
- Denny's Japan



2007

Seven & i Food Systems Co., Ltd. established and merged with Denny's Japan, Famil, and York Bussan.

THE LOFT CO., LTD. made a subsidiary.

Akachan Honpo Co., Ltd. made a subsidiary.

2008

SEVEN-ELEVEN CHINA Co., Ltd. (Currently, SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.) established in Beijing, China.

Seven & i Netmedia Co., Ltd. established.

Seven & i Holdings made a business and capital tie-up with AIN PHARMACIEZ INC.



The companies in the Seven & i Group have always worked to provide products and services from the customer's viewpoint while responding appropriately to changes in society. The Seven & i Group's predecessor—the Ito-Yokado Group—developed a range of retail- and service-related businesses. These included Ito-Yokado, which operated superstores; Seven-Eleven Japan, which established an original franchise business; and Denny's Japan, which offered high-quality service in its restaurants.

In September 2005, Seven & i Holdings Co., Ltd. was established as a holding company. The new Seven & i Group built a system that could respond rapidly to changes in society and maximize the corporate value of the Group as a whole.

The Seven & i Group strives to create new value everyday by leveraging its Group capabilities and innovative approach on a global basis.

2006

Seven and Y Corp. (currently, Seven Net Shopping Co., Ltd.) made a subsidiary.

Millennium Retailing, Inc. made a wholly owned subsidiary.

York-Benimaru made a wholly owned subsidiary.



2009

Seven Culture Network Co., Ltd. established.

Seven Health Care Co., Ltd. (currently, Seven Bi no Garden Co., Ltd.) established in a joint venture with AIN PHARMACIEZ.

Millennium Retailing, Sogo, and The Seibu Department Stores were merged, and Sogo, as the surviving company, changed its name to Sogo & Seibu Co., Ltd.

Seven & i Holdings made a business and capital tie-up with PIA CORPORATION.



2010

Seven & i Holdings initiated a capital participation in Tower Records Japan Inc.

Seven & i Asset Management Co., Ltd. established.

Signed basic agreement concerning comprehensive business alliance with Credit Saison Co., Ltd.

SEVEN-ELEVEN (CHENGDU) Co., Ltd. established in Chengdu, Sichuan, China.



2012

Seven Financial Service merged as the surviving company with K.K. York Insurance.

Seven-Eleven Japan invested in the joint venture SHAN DONG ZHONG DI CONVENIENCE CO., LTD., following its establishment, and signed an agreement to open Seven-Eleven stores in Qingdao, China.

Ito-Yokado (China) Investment Co., Ltd. established in Beijing, China.

SEVEN-ELEVEN CHINA changed its business objective, increased its capital and changed its name to SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.

SEJ Asset Management & Investment Company established in the U.S.

SEVEN-ELEVEN (TIANJIN) CO., LTD. established in Tianjin, China.



2011

SEVEN & i FINANCIAL GROUP CO., LTD., SE CAPITAL CORPORATION, and Seven Cash Works Co., Ltd. merged, and SE CAPITAL, as the surviving company, changed its name to Seven Financial Service Co., Ltd.

Seven CS Card Service Co., Ltd. made a subsidiary.

Seven & i Holdings made a capital and business alliance with Kinsho Store Co., Ltd.

Development of Seven Premium Private-brand Products



2006

Launched The Group Merchandising Reform Project.

2007

Started sales of *Seven Premium* in the processed food category.

Started sales in the household goods category.

2008

Started sales of processed fresh foods.

2009

Started sales of wine simultaneously in Japan and North America as the Group's first private-brand product for the global market.

2010

Started sales of *Seven Gold*.

2011

Launched a new branding strategy.

2012

Started sales of household goods private-brand *Seven Lifestyle*.

Started sales in the apparel category.

Announced *Seven Premium* sales target for the fiscal year ending February 2016 of ¥1 trillion.

