



Seven & i Holdings Co., Ltd.

Corporate Profile

2021-2022



Message from the President

Seven & i Group operates stores in 17 countries and regions worldwide, including brands that our customers have come to know and love in their day-to-day lives. Our Group incorporates various business models such as convenience stores, superstores, department stores, specialty stores, and financial services. These days, amid major changes to the structure of our society and the ongoing spread of the novel coronavirus, our customers' spending habits and values have been changing significantly. Under the Seven & i Group Creed, "trust and sincerity," we have established our Medium-Term Management Plan 2021–2025, whose final year will be FY2025, with the goal of greater growth and depth for the Seven & i Group. By implementing this Medium-Term Management Plan, we will strengthen our global business base and further expand our group synergy across the spectrum, covering product development, our store network, information and logistics systems, and more. What's more, we will also be making greater efforts to create new and unprecedented experiential value, by means such as promoting the digital transformation (DX) and coordinating with financial services.

With the entire international community demanding that businesses and governments address environmental and social issues such as those indicated in the SDGs, we have positioned a sustainability perspective at the core of our management, in pursuit of a whole new realm of retail services. Based on our discussions with stakeholders, in 2014 we established the "Five Material Issues" and in 2019 we put out the Seven & i Group "GREEN CHALLENGE 2050" environmental initiative. We will accelerate efforts to bring together our customers, business partners, employees, and local communities, by setting clear targets for 2030 and 2050 and promoting the reduction of our environmental footprint throughout our entire supply chain.

Based on the values promoted by our Group Creed, "trust and sincerity," which we have followed since our founding, the Seven & i Group will aim for sustainable growth along with the communities we serve.

Ryuichi Isaka

President & Representative Director



Index

- 03** The Seven & i Group by the Numbers
- 05** Group Priority Strategy / Major Operating Companies
- 07** Initiatives for a Sustainable Society
 - Toward a Sustainable Society
 - "GREEN CHALLENGE 2050" Environmental Initiative
 - Activities to Contribute to Society
- 13** Seven Premium
- 15** Handling of Last Mile Delivery
- 17** Global Expansion
- 19** History
- 21** Corporate Communication Tools / Corporate Outline

* For safety reasons, subjects of photographs included in this booklet have removed their masks only momentarily while the photographs were being taken.

The Seven & i Group by the Numbers

The various numbers that give an outline of the Seven & i Group show not just the large scale of our operations but are also proof that we have grown while maintaining close connections with the lives of each and every one of our customers and employees around the world.

(Fiscal year ended February 28, 2021)

Group Total Sales

11,044.8 billion yen

Figures include the sales of Seven-Eleven Japan, Seven-Eleven Okinawa, and 7-Eleven, Inc. franchisees.



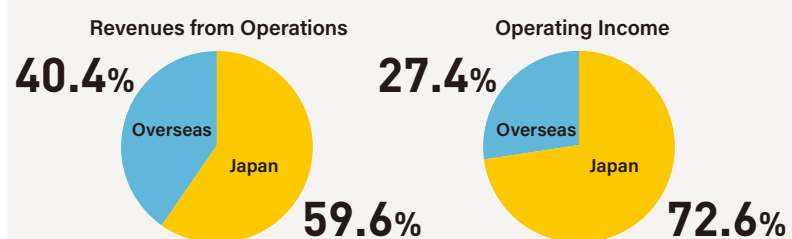
Consolidated Revenues from Operations

5,766.7 billion yen

Consolidated Operating Income

366.3 billion yen

Consolidated Revenues from Operations and Operating Income, by Region



Total Number of Customer Store-Visits per Day

Approx. 53.8 million people

* Incl. 7-Eleven, Inc. area licensees

Approx. 22.4 million people

Japan

Total Number of Employees*1

135,332



Proportion of Female Management (Section Manager or Higher)*2

22.1%

Proportion of Employees with Disabilities*3

2.95%

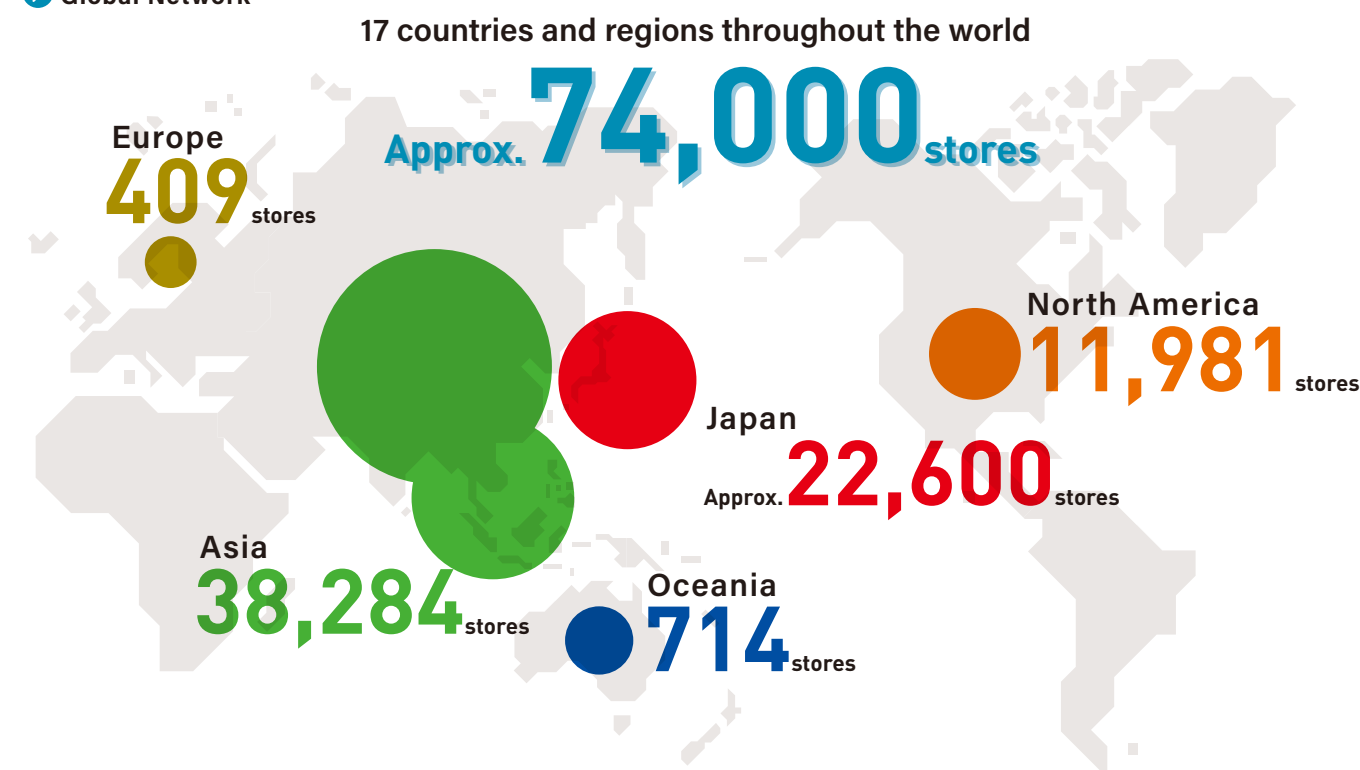
*1 As of the end of February 2021. Includes part-time employees (converted to the equivalent in full-time workers, assuming 163 average monthly working hours) *2 Total for 8 companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Sogo & Seibu, Akachan Honpo, Seven & i Food Systems, and Seven Bank (as of the end of February 2021) *3 Proportion for 5 eligible Group companies: Seven & i Holdings, Terube, Seven-Eleven Japan, Ito-Yokado, and Seven & i Food Systems (as of June 1, 2021)

Approximately 74,000 Stores in 17 Countries and Regions Worldwide. Seven & i Group Has Grown into a Global Brand.

We now operate convenience stores, superstores, department stores, specialty stores and more in 17 countries and regions including Japan.

We use our global network of stores to deliver new value and high-quality services to our customers.

Global Network



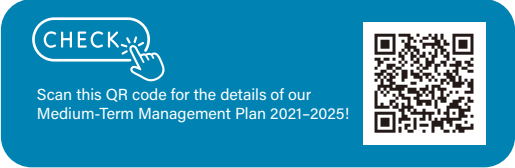
Stores of Major Operating Companies by Country

Japan		Asia	
7-Eleven	21,167	[China]	
Ito-Yokado	132	7-Eleven	3,412
York-Benimaru	235	Chengdu Ito-Yokado	9
York	100	Hua Tang Yokado	1
Sogo & Seibu	10	Sogo	2
Akachan Honpo	117	LOFT	1
Denny's	339	[China (Taiwan)]	
LOFT	131	7-Eleven	6,024
		Sogo	8
		Akachan Honpo	1
		[South Korea]	
		7-Eleven	10,501
		[Malaysia]	
		7-Eleven	2,413
		Sogo	3
		[Indonesia]	
		Sogo & Seibu	20
		[Philippines]	
		7-Eleven	2,978
		[Singapore]	
		7-Eleven	423
		[Thailand]	
		7-Eleven	12,432
		LOFT	4
		[Vietnam]	
		7-Eleven	52
North America		Europe	
[Canada]		[Denmark]	
7-Eleven	629	7-Eleven	173
[U.S.]		[Norway]	
7-Eleven	9,465	7-Eleven	152
[Hawaii]		[Sweden]	
7-Eleven	65	7-Eleven	84
[Mexico]			
7-Eleven	1,822		
		Oceania	
		[Australia]	
		7-Eleven	714

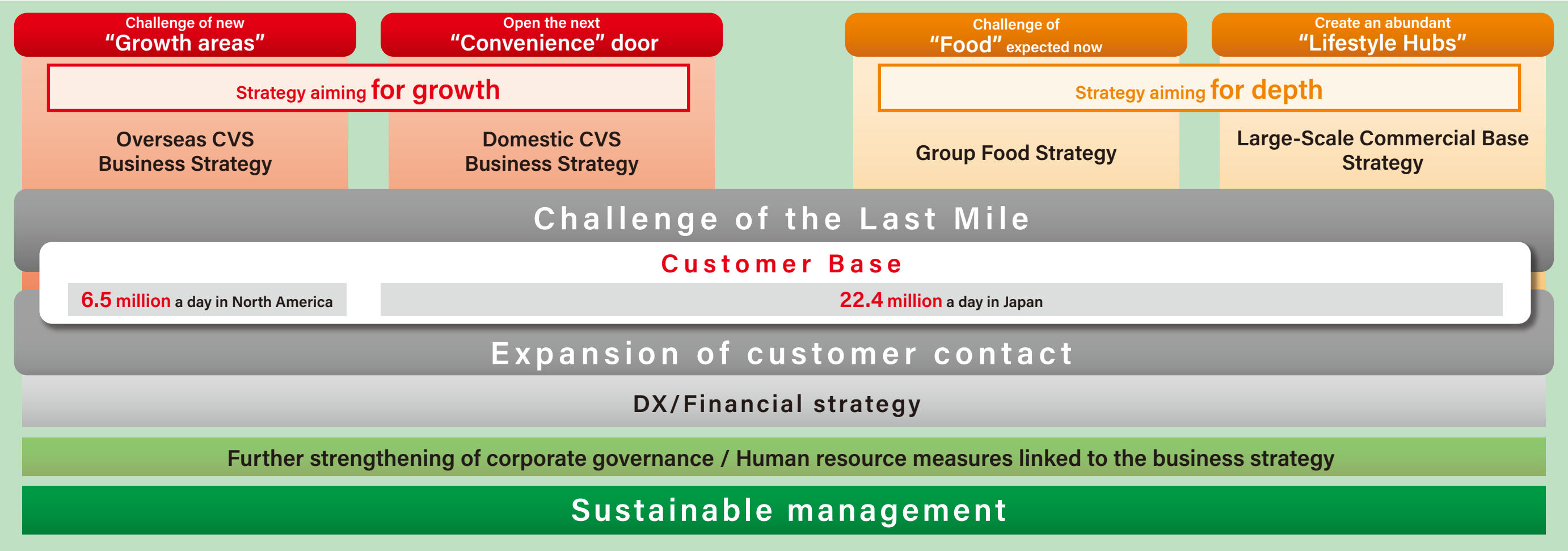
Number of stores as of the end of February 2021 (the end of December 2020 for overseas)

Group Priority Strategy

By utilizing the unique character of the Seven & i Group, with its diverse business categories and brands, we are strategically working toward further growth and depth, seeking to provide new value for all stages in our customers' lives.



Provide a new experience and value consistently from the customer's point of view



Main Operating Companies of the Seven & i Group

Domestic Convenience Store Operations	Overseas Convenience Store Operations	Superstore Operations	Department and Specialty Store Operations	Financial Services	Other Operations
SEVEN-ELEVEN JAPAN CO., LTD. SEVEN-ELEVEN OKINAWA CO., LTD. Seven-Meal Service Co., Ltd. Seven Net Shopping Co., Ltd. 7dream.com Co., Ltd.	7-Eleven, Inc. SEVEN-ELEVEN HAWAII, INC. SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD. SEVEN-ELEVEN (BEIJING) CO., LTD. SEVEN-ELEVEN (CHENGDU) CO., LTD. SEVEN-ELEVEN (TIANJIN) CO., LTD.	Ito-Yokado Co., Ltd. York-Benimaru Co., Ltd. York Co., Ltd. SHELL GARDEN CO., LTD. K.K. Sanei Marudai Co., Ltd. Life Foods Co., Ltd. IY Foods K.K. Peace Deli Co., Ltd. York-Keibi Corporation Seven Farm Co., Ltd. Ito-Yokado (China) Investment Co., Ltd. Chengdu Ito-Yokado Co., Ltd. Hua Tang Yokado Commercial Co., Ltd. DAIICHI CO., LTD.* Tenmaya Store Co., Ltd.*	Sogo & Seibu Co., Ltd.- IKEBUKURO SHOPPING PARK CO., LTD. GOTTSUOBIN CO., LTD. Akachan Honpo Co., Ltd. THE LOFT CO., LTD. Seven & i Food Systems Co., Ltd. Nissen Holdings Co., Ltd. Barneys Japan Co., Ltd. Oshman's Japan Co., Ltd. Francfranc Corporation* Tower Records Japan Inc.*	Seven Bank, Ltd. Seven Financial Service Co., Ltd. Seven Card Service Co., Ltd. Seven CS Card Service Co., Ltd. Bank Business Factory Co., Ltd. Seven Payment Service, Ltd. FCTI, Inc.	Seven & i Net Media Co., Ltd. Seven Culture Network Co., Ltd. Seven & i Create Link Co., Ltd. Yatsugatake Kogen Lodge Co., Ltd. Terube Ltd. (special subsidiary) PIA Corporation*

* Affiliates accounted for by the equity method

Toward a Sustainable Society

In order to connect with customers as an entity that works together with them on activities that lead to the resolution of social issues in our daily lives, and to become a hub for a sustainable society through daily shopping, each of the Seven & i Group companies is pursuing sustainability activities.

Creating a Sustainable Future, Together.

Why?

Why should we care about sustainability?

What?

How can we secure a sustainable future?

Who?

Who will create a future where no one is left behind?

When?

How long will the same old today last?

Statement

Why should we care about sustainability?

How can we secure a sustainable future?

Who will create a future where no one is left behind?

How long will the same old today last?

How can we unite our efforts?

We are in this together. The Seven & i Group is searching for answers with you.

Even if we can't do it alone, we can make a difference if we work together.

The actions of one may seem small, but if we all work together, our collective efforts will shape the future.

So, Let's do what we can for a better future together in our daily life.

CHECK

Scan this for the details of the Seven & i Group's sustainability activities!



Seven & i Group's Five Material Issues to Achieve SDGs

The Seven & i Group has been responding to changes in the social environment by providing high-value-added products and services that help to improve people's lives, and we will continue to do so in the future.

1. Providing Social Infrastructure for an Aging Society and Declining Population



2. Providing Safety and Reliability through Products and Stores



3. Non-Wasteful Usage of Products, Ingredients and Energy



4. Supporting the Active Role for Women, Youth and Seniors across the Group and in Society



5. Building an Ethical Society and Improving Resource Sustainability Together with Customers and Business Partners



SUSTAINABLE DEVELOPMENT GOALS

The SDGs are a set of sustainable development objectives adopted at the 2015 UN summit. The objectives are to be met by the year 2030, which aim to realize a global society in which "no one is left behind."

Efforts to Protect Resources and the Environment

GREEN CHALLENGE 2050

The Seven & i Group's GREEN CHALLENGE 2050 environmental initiative sets concrete targets to be achieved by 2030 and by 2050 in relation to four themes. In order to be able to hand down a rich global environment to future generations, the Seven & i Group as a whole is making a concerted effort to reduce our environmental footprint.

GREEN CHALLENGE 2050

私たちの挑戦で、未来を変えよう。



Scan this QR code for the details of our GREEN CHALLENGE 2050 initiatives!



1. Reduction of CO₂ emissions

We are striving to realize further reductions in CO₂ emissions through the effective utilization of energy-saving measures and renewable energy, including the adoption of LED lighting, solar panels, and highly energy-efficient equipment.

Emissions associated with the operation of the Group's stores (compared to FY2013)

2030 Target / Reduce waste by et **50%** ▶ 2050 Vision / Practically **ZERO** Emissions



At the Seven & i Group stores, we are working to reduce CO₂ emissions by using natural energy and incorporating energy-saving equipment. Throughout the Group, solar panels have been installed in 8,681* stores. In FY2019, CO₂ emissions were reduced by approximately 30,000 metric tons.

* As of the end of February 2021



2. Measures to reduce plastic usage

The pollution of the oceans by plastic waste is a serious problem. We are working hard to reduce the consumption of plastic items, such as plastic shopping bags and plastic containers, which are used once and then disposed of.

Plastic shopping bag usage

2030 Target / **ZERO** usage Our aim is to use sustainable natural materials such as paper.

For the packaging used in our exclusive products (including Seven Premium), we use eco-friendly materials (biomass, biodegradability, recycled materials, paper, etc.).

2030 Target / **50%** ▶ 2050 Vision / **100%**



The 1,001*1 PET bottle reverse vending machines installed in Seven & i Group stores collect roughly 330 million*2 bottles each year. The recycled bottles are used to make new PET bottles, underwear, etc.

*1 Seven & i Group total (as of the end of February 2021)

*2 Seven & i Group total (FY2020 figure)



3. Food waste and food recycling measures

There is growing concern about food loss, which involves food that is still edible being thrown away. We are working to further reduce food waste and to promote recycling.

Reduction in amount of food waste generated

Amount of food waste generated per unit of sales (food waste generation per million yen in sales; compared to FY2013)

2030 Target / Reduce waste by et **50%** ▶ 2050 Vision / Reduce waste by et **75%**

Food waste recycling rate

2030 Target / **50%** ▶ 2050 Vision / **100%**



The "Ethical Project," which gives Seven-Eleven customers 5% more nanaco points for products that are close to their expiration dates, is being implemented throughout Japan. We are also striving to extend the expiration date of Fresh Food by reexamining the manufacturing process and hygiene management.



4. Sustainable procurement

In order to offer convenient, safe and trusted products that are also environmentally friendly to our customers, we are increasing the use of food product raw ingredients that ensure sustainability.

For the ingredients used in our exclusive products (including Seven Premium), we use materials that help to ensure sustainability.

2030 Target / **50%** ▶ 2050 Vision / **100%**



At Ito-Yokado, we have been expanding our range of products that have received fishery ecolabels* such as "MSC certification," "ASC certification," and "MEL certification," with a focus on the "Fresh Foods with Traceability" brand.

* Fishery ecolabels: A system of certifying those fisheries and aquaculture that are conducted in a sustainable manner.

Efforts to Support the Children Who Are Our Future

We want all the children of the world to create a future that is full of hopes and dreams. We are promoting initiatives to support children who suffer from poverty, illness, or infectious diseases, as well as parents who are raising children.

Seven & i Holdings

Initiatives with the KIDS EARTH FUND



As a collaborative initiative with the KIDS EARTH FUND, Seven & i Group stores sell products designed with pictures made by children. A portion of the sales of these products go toward the KIDS EARTH FUND to help children around the world.



Seven & i original
KIDS EARTH FUND
pocket tissues

Seven & i original
KIDS EARTH FUND
art eco bag



Sogo & Seibu

Kids' Shoe Collection Service



©JOICFP



Pickup counter in the store

At Sogo & Seibu, we collect children's shoes that are no longer used and send them to the Republic of Zambia in Africa. We have carried on this initiative since 2009 in order to protect Zambian children from having to walk around barefoot, which can lead to various risks such as infection.

Ito-Yokado / Akachan Honpo

Maternity and Childcare Consultation Service



Ito-Yokado has set up a "Maternity and Childcare Consultation Room" in its stores, where parents can receive free consultations on health during pregnancy, childbirth, and childcare, from certified midwives and public health nurses. Akachan Honpo also provides the "Learn at Home Online Course Series" for those who are unable to attend parent's workshops in person.

Providing Social Value That Is Deeply Rooted in the Local Community

We don't just sell products, but we also take various measures to build an infrastructure that is indispensable to the lives of our local communities, such as providing peace of mind in people's lives and revitalizing communities.

Seven-Eleven Japan

Seven Safe Delivery (Anshin Otodokebin)



The *Seven Safe Delivery (Anshin Otodokebin)* and Ito-Yokado Tokushimaru initiatives were developed to meet the needs of those who suffer difficulties in their daily shopping amid changes in the social environment, such as an aging population, an increase in single-person households, and a decrease in the number of retail outlets. Not only do these improve the convenience of people's shopping experience, but they also contribute to community watchdog activities.

Ito-Yokado

Ito-Yokado Tokushimaru



Seven-Eleven Japan

Safety Station Activities

Seven-Eleven Japan is implementing Safety Station Activities, in which stores provide a safe and secure space to safeguard women, children, and senior citizens, to create a healthy environment for young people and prevent theft, shoplifting and fraud. The Safety Station Activities also provide first aid during medical emergencies, and are used in natural disasters and other medical emergencies as well.



Storefront Safety Station poster



Warnings and notices on POS registers

Comprehensive Regional Vitalization Partnership Agreements

The Seven & i Group works with communities to promote a variety of efforts. These include efforts for local production and local consumption, promoting tourism, preserving the environment, and supporting child care and elderly care. To promote these efforts, the Seven & i Group companies work in cooperation with local governments in all of Japan's prefectures to enter into Comprehensive Regional Vitalization Partnership Agreements as well as special agreements for monitoring senior citizens.



Number of partnership agreements with local governments

Total for 6 companies:
Seven-Eleven Japan, Ito-Yokado,
York-Benimaru, York,
Sogo & Seibu,
and Seven & i Food Systems

283

(As of the end of February 2021)

Seven Premium Connect Declaration

The Seven & i Group formulated the *Seven Premium* “Connect Declaration” in order to continue to offer products that address our rapidly changing social environment. By connecting the four values of “environment,” “health,” “quality,” and “global outlook” to each and every one of our products, *Seven Premium* seeks to be a sustainable brand that connects with many people both in Japan and around the world.

Toward a More Environmentally Conscious Future



Connecting Initiatives for the Earth to the Next Generation

Our joint product with Coca-Cola (Japan) Co., Ltd., *Hajime Green Tea One a Day*, uses 100% recycled PET bottles, made from recycled PET resin collected at the Seven & i Holdings Group’s stores.

ENVIRONMENT

Toward a Healthier Future



Connecting All People to a Healthier Tomorrow

We have been responding to health needs by developing health-themed products and by adding “sugar” and “dietary fiber” to the nutritional information on products.

HEALTH

Toward a More Futuristic Quality



Connecting the Great Taste and Quality of a Restaurant to Your Dining Table

Seven Premium Gold, as a top-end brand, provides high quality and taste.

QUALITY

Toward a More Global Future



Connecting the Japanese Spirit of Production to All the People of the World

In order to make it easier for our overseas customers to understand, we are increasing the amount of English notation on the product packaging so that the contents can be understood.

GLOBAL

Brand Lineups



Seven Premium

Seven Premium is an evolving brand that carefully tailors products to specific customer needs with the concept of better taste at more affordable prices.



Seven Premium Gold

Gold products use top-quality ingredients prepared using carefully selected techniques. This is the highest-level brand that enriches your dinner table.



Seven Premium Lifestyle

Convenient and easy to use, environmentally friendly clothing and household goods. *Seven Premium Lifestyle* supports our customers’ daily lives with a comprehensive product lineup.



Seven Premium Fresh

A safe, trustworthy brand of fresh food, *Seven Premium Fresh* connects the needs of customers seeking fresh, delicious food with the commitment of producers who take the time and effort to grow it.



Seven Café

Excellent coffee with quality ingredients and a fresh aroma, and authentic café snacks, providing you with a relaxing experience in your daily life.

Number of items
4,000
items

Annual sales
1,460
billion yen

Products with annual sales of 1 billion yen or more
300
items

(Fiscal year ended February 28, 2021)

Seven Premium : Continuing to Grow and Evolve

Seven Premium was born in 2007 as a private brand across the Seven & i Group. In response to the growing interest in healthy living and environmental issues, we are working from a sustainable perspective to pursue the kind of new social value demanded by the times.

Aiming to Respond to Diversifying Needs and to Provide a Comfortable Shopping Experience

With diversifying work styles, a declining birthrate, and an aging population, customer values and purchasing behavior are also changing drastically. We at the Seven & i Group are fusing new digital technologies with the business infrastructures that each of our companies has developed, and with our three measures of “on-demand purchasing,” “planned purchasing,” and “face-to-face purchasing,” we are working to achieve last mile delivery.

Three Last Mile Measures to Respond to Customer Needs



On-demand purchasing

Seven-Eleven's Online Convenience Store
Sogo & Seibu's e.Depachika
Denny's delivery service



Planned purchasing

Ito-Yokado Net Supermarket



Face-to-face purchasing*

Ito-Yokado Tokushimaru
Seven Safe Delivery
(Anshin Otodokebin)

* For more details, see page 12.

Getting You What You Want, Now

Making Your Daily Shopping More Convenient

Getting you what you ordered in as little as **30 minutes!**



Eligible products around **3,000 items**



Freshness, in a **SPEEDY** fashion!

Seven-Eleven's Online Convenience Store

Seven-Eleven's Online Convenience Store is a service that allows customers to use a specialized website to order from a range of around 3,000 food products and daily necessities available in Seven-Eleven stores in Japan. By linking the inventory to the store's specialized website in real time, items are delivered into the hands of the person who ordered them in as little as 30 minutes. It is our intention to continue to expand our efforts to be a true ally to those customers who want to make the most of their time.

Expansion of the Denny's home delivery service

Denny's, in response to the growing demand for home delivery services, has opened restaurants specializing in this service. By concentrating on home delivery cooking, the amount of time from order to delivery is reduced and we are able to deliver freshly prepared food with greater speed. We are working to expand the service, such as by developing a special menu just for home delivery.



Advance orders now possible!



Making shopping faster with an app

Ito-Yokado Net Supermarket

At Ito-Yokado, we operate our a Net Supermarket service whereby customers can order products from the website or dedicated app and get them delivered at a specified time. With customers wanting to get their shopping done in a systematic style and in a short amount of time, we added a function that allows pre-ordering and automatically registers frequently purchased items. A “contact-free delivery” service is being offered for Net Supermarket, and the “unattended delivery” service is being expanded.

DX* Supporting Initiatives for the Last Mile

Last Mile DX Platform

In order to deliver products more smoothly, we have developed an infrastructure for batch management of deliveries from Group stores based on the delivery network of Seven-Eleven's Online Convenience Store. While combining with delivery resources, we are striving to optimize the following four aspects: vehicles and drivers, delivery fees, delivery routes, and pickup locations.

* DX is an abbreviation of “digital transformation.”

Bringing “Close and Convenient” to the Whole World: Global Expansion Getting Faster and Faster

Seven & i Group operations have expanded into countries and regions worldwide, centering on convenience stores. By drawing on our global network and strong brand presence, the Group continues to offer new value and provide quality services to improve the lives of a wide range of customers, while responding to the rapid changes in society.



The Core of Seven & i Group's Global Expansion 7-Eleven, Inc.

7-Eleven, Inc., which operates 7-Eleven stores in North America, plays a critical role in the Group's growth strategy. While focusing on broadening the product line to meet changing consumer needs and expanding by the digital strategy points of contact with customers, the company has developed stores in 16 countries and regions around the world. We are working with area licensees around the world to further enhance the value of the Seven-Eleven brand.

* As of the end of December 2020

Toward a Sustainable Society through the Promotion of ESG Activities

This is an initiative for a sustainable society that has been attracting attention both in Japan and overseas. 7-Eleven, Inc. reached its FY2027 goal of cutting its stores' CO2 emissions by 20% as early as 2019, so this goal has been substantially revised to cut emissions by 50% by 2030. Going forward, we will continue to promote ESG activities such as the installation of fast-charging EV stations and the expansion of stores that use 100% renewable energy. (Target figures are all compared to 2013)



Reevaluation of Installation Goal for EV Charging Equipment

Time	No. of units
FY2027 ↓ 5 years sooner	250 stores
FY2022	250 stores, more than 500 units

Initiatives for Renewable Energy

Solar power	Approx. 350 stores	→ Going into 2030 Expansion to other regions Number of RE100*-compliant stores 5,000 stores
Wind power	Approx. 870 stores	
Hydroelectric power	Approx. 150 stores	
Total	Approx. 1,370 stores	

* "RE100" is an international initiative aiming to make 100% of the electricity used in business activities renewable energy. Seven & i Holdings has been taking part since December 2020.



Store Network Expansion through M&A

7-Eleven, Inc. has accelerated its expansion into regions with high growth potential by aggressively opening new stores and revamping existing stores, as well as by conducting M&As in line with its expansion strategy. In May 2021, 7-Eleven, Inc. acquired shares and other equity interests in the US-based Marathon Petroleum Corporation's business, mainly under the "Speedway" brand. We have put our focus on opening stores in 47 of the 50 most populous American cities.

Utilizing this network of stores, we are promoting the sophistication of product development (including fresh food), the provision of new customer experiences through DX, and the expansion of stores with restaurants that offer Mexican cuisine to meet local needs. By strengthening the supply chain, we are seeking to grow our convenience store operations, with a focus on food products.



A store with a restaurant

Digital Strategies to Enhance Customer Loyalty

"7REWARDS" is a smartphone app-based loyalty program with more than 52 million members. In 2020, the "7-Eleven Wallet" function was added, allowing users to make payments with ease. In addition, 7REWARDS is leading the industry in the field of DX by leveraging the latest digital technologies to provide shopping experiences, including the expansion of "mobile checkout (self-checkout)." With the ever-growing demand for convenient services that can be used any time, any place, we are also expanding our delivery service called "7NOW." This service utilizes Seven-Eleven's strength, its extensive, close-to-customer store infrastructure, while achieving an industry record of just 30 minutes from the order being placed to it getting into the customer's hands. We will continue to expand the service area even further, to support the lifestyles of our customers.



7Rewards provides coupons that our customers love



The "7-Select" lineup is always expanding

Product Differentiation Initiatives

The private brand 7-Select provides customers with a new "food and beverage experience" that is affordable and high-quality. Launched in 2004, 7-Select products have won a strong customer following for their insistence on taste, ingredients, and quality, as well as for being environmentally in-tune. Sales have improved dramatically alongside expansion in the lineup of confectioneries, household goods, drinks, and more. A current emphasis is on introducing more fresh food products in line with our customers' rapidly changing lifestyles. The product development process is currently being reviewed in collaboration with the delicatessen food makers from Seven-Eleven Japan's exclusive food manufacturing plants.

Seven & i Group: A History of “Transformation and Challenge”

Bringing about better daily living for our customers

Toshio Yoshikawa (uncle of Honorary Chairman Masatoshi Ito) opened clothing store “Myogaya” in Asakusa, Tokyo, later renamed “Yokado.”

Yokado Co., Ltd. (now Ito-Yokado Co., Ltd.) was established.

Business alliance made with Benimaru Co., Ltd. (now York-Benimaru Co., Ltd.), a supermarket in Fukushima Prefecture.

Denny's Japan Co., Ltd. was established.

York Seven Co., Ltd. (now SEVEN-ELEVEN JAPAN CO., LTD.) was established.

York Mart Co., Ltd. (now York Co., Ltd.) was established.



Acquisition of 69.98% of shares of The Southland Corporation(US) (now 7-Eleven, Inc.).

The Seven-Eleven Green Foundation (later the Seven-Eleven Memorial Foundation) was established.

A special subsidiary, Terube Ltd. was established.

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

A joint venture company, Hua Tang Yokado Commercial Co., Ltd. was established in China.

7dream.com was established.

IY Bank Co., Ltd. (now Seven Bank, Ltd.) was established.

IY Card Service Co., Ltd. (now Seven Card Service Co., Ltd.) was established.



SEVEN-ELEVEN (BEIJING) CO., LTD. was established.

Mall & SC Development Inc. (now Seven & i Create Link Co., Ltd.) was established.

Holding company Seven & i Holdings Co., Ltd. was established.

U.S.-based 7-Eleven, Inc., was made a wholly owned subsidiary of SEVEN-ELEVEN JAPAN CO., LTD.

Millennium Retailing, Inc. (now Sogo & Seibu Co., Ltd.) was made a wholly owned subsidiary.

York-Benimaru Co., Ltd. was made a wholly owned subsidiary.

Seven & i Food Systems Co., Ltd. was established.

THE LOFT CO., LTD. was made a wholly owned subsidiary of Millennium Retailing, Inc.

Akachan Honpo Co., Ltd. was made a subsidiary of Ito-Yokado Co., Ltd.

Seven & i Financial Group (now Seven Financial Service Co., Ltd.) was established.

Seven & i Net Media Co., Ltd. was established.

The agricultural corporation, Seven Farm Tomisato Co., Ltd. was established.

1920

1958

1973

1975

1982

1987

1991

1993

1994

1996

1997

2000

2001

2004

2005

2006

2007

2008



● Seven-Eleven Japan began 24-hour store operations.

● The Business Reform Committee was established at Ito-Yokado.

● Seven-Eleven Japan installed the world's largest POS system.

● Seven-Eleven Japan started utility bill payment services.



● The meal delivery service, “Seven Meal” was launched.

● Start of installation of IY Bank ATMs that can be used 24 hours a day, 365 days a year in principle.

● Total store sales of Seven-Eleven Japan top the Japanese retail industry.

● Seven-Eleven starts selling fresh food products that do not use any preservatives or artificial colorings.*
* Specifically, designated additives

● A woman becomes an Ito-Yokado store manager, a first among major supermarkets in Japan.



● Proprietary electronic money nanaco introduced.

● Seven Premium, a private brand across the Group, was launched.



Seven Culture Network Co., Ltd. was established.
Business and capital alliance with PIA Corporation.

Capital alliance with Tower Records Japan Inc.

Seven Farm Co., Ltd. was established.

SEVEN-ELEVEN (CHENGDU) Co., Ltd. was established.



Business and capital alliance with

DAIICHI CO., LTD. a Hokkaido-based supermarket.

Business and capital alliance with Nissen Holdings Co., Ltd.

Capital alliance between Ito-Yokado Co., Ltd. and Tenmaya Store Co., Ltd., and business alliance among Seven & i Holdings Co., Ltd., Tenmaya Store Co., Ltd., and Tenmaya Co., Ltd.

Business and capital alliance with BALS CORPORATION (now Francfranc Corporation).

Barneys Japan Co., Ltd. was made a wholly owned subsidiary.

Business alliance with Kansai-based food supermarket MANDAI CO., LTD.

Nissen Holdings Co., Ltd. was made a wholly owned subsidiary.

SEVEN-ELEVEN OKINAWA CO., LTD. was established.



Seven Payment Service, Ltd. was established.

7-Eleven, Inc. acquired the retail business of Sunoco LP.

Business alliance with Odakyu Electric Railway Co., Ltd. and with Odakyu Shoji Co., Ltd.

Business alliance between Ito-Yokado Co., Ltd. and Izumi Co., Ltd.

Business alliance with Zoshinkai Holdings Inc.

York Co., Ltd. was established.



2009

2010

2012

2013

2014

2015

2016

2017

2018

2019

2020

2021

● Services to issue official residence card copies and seal registration certificates using multifunction copy machines in Seven-Eleven stores were begun.

● Seven-Eleven Japan launched *Seven Easy Delivery* using electric mini vehicles.



● Seven Café launched.

● Operating income exceeded 300 billion yen for the first time for a Japanese retailer.

● Number of installed Seven Bank ATMs exceeded 20,000.

● Started first duty-free service in the convenience store industry.

● Grand opening of *Omni7*, the Group's comprehensive e-commerce channel.

● 10th anniversary of the launch of *Seven Premium*.
The brand lineup was expanded to include fresh food, household goods and apparel, and reorganized into five brands.



● The number of 7-Eleven stores in Japan exceeded 20,000 stores.



● Environmental initiative “GREEN CHALLENGE 2050” was formed.
● Number of 7-Eleven stores worldwide exceeded 70,000.

● 100th anniversary of Ito-Yokado Co., Ltd.

● The Seven Premium Connect Declaration was announced.

● 7-Eleven, Inc. acquired Marathon Petroleum Corporation's U.S. convenience store and fuel retail businesses operating mainly under the Speedway brand.

Corporate Communication Tools

Seven & i HLDGS.

Website



Find out more about the activities of the Seven & i Group. In addition to the latest news, history, and other company information, includes information on the Group's sustainability activities and other initiatives.



➤ Seven & i HLDGS. Homepage
<https://www.7andi.com/en/>

Management Report (Integrated Report)



A report summarizing the management policies of Seven & i Holdings, medium- and long-term efforts to improve corporate value, and corporate governance. Also includes business strategies of each group company.



➤ Seven & i Management Report
<https://www.7andi.com/en/ir/library/mr.html>

"Quarterly Report" Shareholder Newsletter



Data from the Quarterly Report (Vol. 151, 2021)

(Japanese website)



➤ Quarterly Report
<https://www.7andi.com/group/quarterly/>

Corporate Outline

An annual publication summarizing the business activities and sales information of the Seven & i Group and its various companies. Includes data such as store development, sales information, logistics and production systems in Japan and worldwide.



➤ Corporate Outline
https://www.7andi.com/en/ir/file/library/co/pdf/2021_all.pdf

Latest IR Materials

View the latest IR materials of Seven & i Holdings. Includes financial information such as annual securities reports, financial statements and presentation materials.



➤ IR Library
<https://www.7andi.com/en/ir/library.html>

Recruitment Information for the Group Companies

Introduces the operations of each Group company and provides recruitment information.



➤ Recruitment information
<https://www.7andi.com/recruit.html>

Seven-Eleven Japan

Seven-Eleven Japan Corporate Profile

Company guide for Seven-Eleven franchisees. Presents details of the systems and measures used to support franchisees' operations.



➤ Seven-Eleven Japan Corporate Profile
https://www.sej.co.jp/company/en/c_profile.html

Seven Bank

Integrated Report (Disclosure)

Provides comprehensive details of the current state of Seven Bank's business operations and of its financial data, as well as non-financial data that drives Seven Bank's continued growth.



➤ Integrated Report (Disclosure)
<https://www.sevenbank.co.jp/english/ir/library/disclosure/>

Corporate Outline

Date of establishment	September 1, 2005	Total Number of Employees	135,332*1 (as of the end of February 2021)
Capital	50 billion yen	Headquarters Location	8-8 Nibancho, Chiyoda-ku, Tokyo, Japan
Business	The planning, management and operation of Group companies, including convenience stores, superstores, supermarkets, department stores, specialty stores, food services, financial services and IT services (pure holding company).	Fiscal Year Ended February 28, 2021	Group Total Sales 11,044.8 billion yen*2 Revenues from Operations 5,766.7 billion yen Operating Income 366.3 billion yen Ordinary Income 357.3 billion yen Net Income Attributable to the Owners of the Parent Company 179.2 billion yen (Exchange rate: U.S.\$1 = 106.76 yen)

*1 Includes part-time employees (converted to the equivalent in full-time workers, assuming 163 average monthly working hours)

*2 "Group Total Sales" includes the sales of Seven-Eleven Japan, Seven-Eleven Okinawa, and 7-Eleven, Inc. franchisees.

List of Officers

(as of the end of June 2021)

* Indicates an outside director or Audit & Supervisory Board Member.

Board of Directors and Audit & Supervisory Board Members	President & Representative Director	Ryuichi Isaka	Director	Fumihiko Nagamatsu	Full-Time Audit & Supervisory Board Member	Noriyuki Habano
	Vice President & Representative Director	Katsuhiro Goto	Director	Shigeki Kimura	Full-Time Audit & Supervisory Board Member	Yoshitake Taniguchi
	Director & Managing Executive Officer	Junro Ito	Director	Joseph Michael DePinto		
	Director & Executive Officer	Kimiyooshi Yamaguchi	Director	Yoshio Tsukio*		
Executive Officer	Managing Executive Officer	Tomihiko Saegusa	Director	Kunio Ito*		
	Managing Executive Officer	Takui Hayashi	Director	Toshiro Yonemura*		
	Managing Executive Officer	Yukio Mafune	Director	Tetsuro Higashi*		
	Managing Executive Officer	Seiichi Ishibashi	Director	Kazuko Rudy*		
Executive Officer	Executive Officer	Osamu Yonetani	Executive Officer	Osamu Yonetani	Executive Officer	Hidekazu Nakamura
	Executive Officer	Masaki Saito	Executive Officer	Masaki Saito	Executive Officer	Minoru Matsumoto
	Executive Officer	Nobuyuki Miyaji	Executive Officer	Nobuyuki Miyaji	Executive Officer	Mayumi Tsuruy
	Executive Officer	Nobutomo Teshima	Executive Officer	Nobutomo Teshima		

Organization Chart

(as of September 2, 2021)

