

# AT A GLANCE

(As of February 28, 2007)

Note: Figures in parentheses indicate percentage of equity owned by Seven & i Holdings, including indirect holdings.

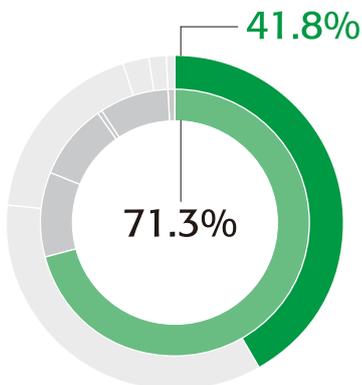
## CONVENIENCE STORE OPERATIONS



### PRINCIPAL SUBSIDIARIES

|                        |         |
|------------------------|---------|
| Seven-Eleven Japan     | (100.0) |
| 7-Eleven, Inc.         | (100.0) |
| SEVEN-ELEVEN (HAWAII)  | (100.0) |
| SEVEN-ELEVEN (BEIJING) | (65.0)  |

### CONTRIBUTION TO RESULTS



● Revenues from Operations  
● Operating Income

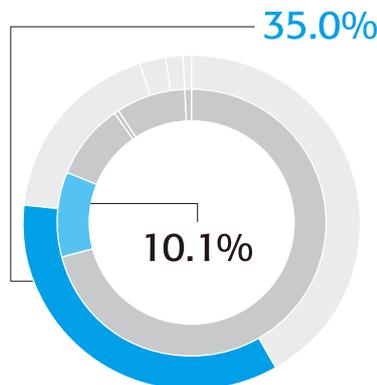
## SUPERSTORE OPERATIONS



### PRINCIPAL SUBSIDIARIES

|                            |         |
|----------------------------|---------|
| Ito-Yokado                 | (100.0) |
| York-Benimaru              | (100.0) |
| York Mart                  | (100.0) |
| Hua Tang Yokado Commercial | (75.8)  |
| Chengdu Ito-Yokado         | (51.0)  |

### CONTRIBUTION TO RESULTS



● Revenues from Operations  
● Operating Income

## DEPARTMENT STORE OPERATIONS

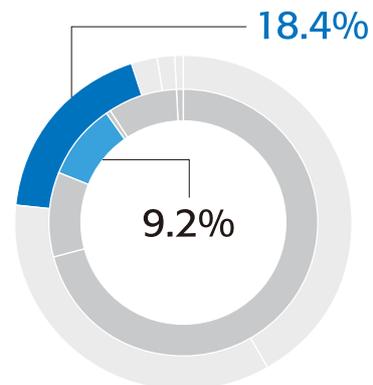


### PRINCIPAL SUBSIDIARIES

|                             |         |
|-----------------------------|---------|
| Millennium Retailing        | (100.0) |
| Sogo                        | (100.0) |
| THE SEIBU DEPARTMENT STORES | (100.0) |
| SHELL GARDEN                | (100.0) |
| THE LOFT                    | (35.7)  |

In March 2007, Millennium Retailing, a wholly owned subsidiary of the Company, acquired additional shares of Loft, an affiliate of the Company, increasing the Company's ownership in Loft from 35.7% to 70.7% and making Loft a subsidiary of the Company.

### CONTRIBUTION TO RESULTS



● Revenues from Operations  
● Operating Income

## RESTAURANT OPERATIONS

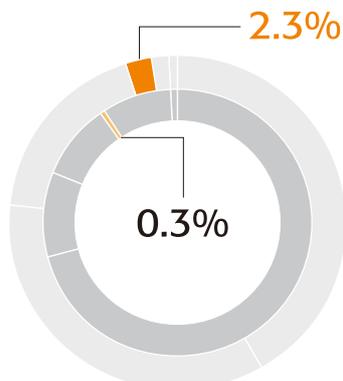


### PRINCIPAL SUBSIDIARIES

|                        |         |
|------------------------|---------|
| Seven & i Food Systems | (100.0) |
| Denny's Japan          | (100.0) |
| Famil                  | (100.0) |
| York Bussan            | (100.0) |

In January 2007, Seven & i Food Systems was established as a subsidiary of the Company, and plans call for Denny's Japan, Famil, and York Bussan to be merged into Seven & i Food Systems in September 2007.

### CONTRIBUTION TO RESULTS



- Revenues from Operations
- Operating Income

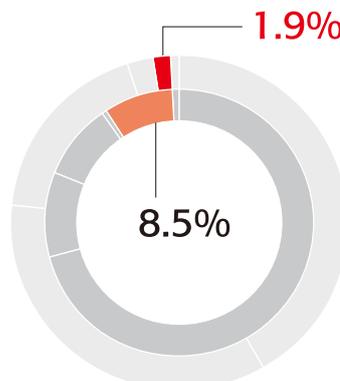
## FINANCIAL SERVICES



### PRINCIPAL SUBSIDIARIES

|                            |         |
|----------------------------|---------|
| Seven Bank                 | (49.9)  |
| IY Card Service            | (94.1)  |
| SE CAPITAL                 | (100.0) |
| York Insurance             | (100.0) |
| SEVEN & i Financial Center | (100.0) |

### CONTRIBUTION TO RESULTS



- Revenues from Operations
- Operating Income

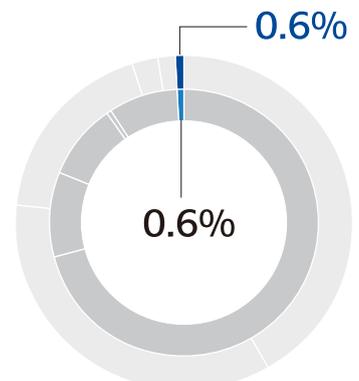
## OTHERS



### PRINCIPAL SUBSIDIARIES

|                                 |         |
|---------------------------------|---------|
| Seven and Y                     | (50.8)  |
| 7dream.com                      | (68.0)  |
| Seven-Meal Service              | (90.0)  |
| SEVEN & i Publishing            | (100.0) |
| Mall & SC Development           | (60.0)  |
| SEVEN & i Life Design Institute | (100.0) |

### CONTRIBUTION TO RESULTS



- Revenues from Operations
- Operating Income