

## 7&i Key Figures

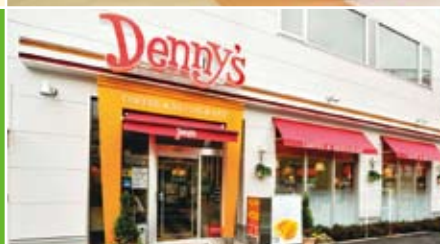


**38 million**  
NUMBER OF CUSTOMER STORE VISITS  
PER DAY WORLDWIDE



**¥5,111.2 billion**  
REVENUES FROM OPERATIONS

We have the largest sales among all retail groups in Japan.



## Corporate Profile

Seven & i Holdings Co., Ltd., is a holding company that was established on September 1, 2005, through a stock transfer by Seven-Eleven Japan Co., Ltd., Ito-Yokado Co., Ltd., and Denny's Japan Co., Ltd.

The Company oversees approximately 100 operating companies, principally retail businesses, and has seven core operational areas that are closely connected to the daily lives of its customers—convenience stores, superstores, supermarkets, department stores, food services, financial services, and IT/services.

From its base in Japan, North America, and China, the Company operates a network of approximately 20,000 stores that extends around the world (including convenience store area licensees, approximately 39,100 stores). With revenues from operations of approximately ¥5.1 trillion, Seven & i Holdings is one of Japan's leading retail groups.

By leveraging Group synergies, centered on our seven core operational areas, we are working to create "a new, comprehensive lifestyle industry" that will continue to meet the diverse needs of individual customers. While focusing on its core retail businesses, the Company is working to promote innovation throughout its operations, with an emphasis on strengthening the quality of its existing operational fields rather than on targeting increased operational scale and volume.

### FORWARD-LOOKING STATEMENTS

This annual report contains certain statements based on Seven & i Holdings' current plans, estimates, strategies, and beliefs; all statements that are not historical fact are forward-looking statements. These statements represent the judgments and hypotheses of the Company's management based on currently available information. It is possible that the Company's future performance will differ significantly from the contents of these statements. Accordingly, there is no assurance that the forward-looking statements in this annual report will prove to be accurate.



**15 million**  
NUMBER OF CUSTOMER STORE VISITS PER DAY IN JAPAN

**39,100**  
TOTAL NUMBER OF STORES WORLDWIDE



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### Special Feature

#### A New Approach to Meet Changing Customer Needs ..... 9

In the midst of ongoing change throughout society, Seven & i Holdings will remain focused on the future as it takes on new challenges that transcend existing operations.

The special feature section introduces the Group's approach to turning changes in the operating environment into opportunities.

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For the latest investor relations information, please refer to the following websites

<http://www.7andi.com/en/ir/index.html> (English)

<http://www.7andi.com/ir/index.html> (Japanese)