

# Group Business Overview

## THE STRENGTHS OF THE SEVEN & i GROUP

# CREATIVE MERCHANDISING

using the Group's comprehensive strengths

Sales capabilities:  
**¥8.7 TRILLION**  
 in total Group sales\*

\*Including the sales of Seven-Eleven Japan franchisees and 7-Eleven, Inc.'s area licensees.

# SOLID BUSINESS FOUNDATION

in Asia and North America

Seven & i Holdings Co., Ltd., is a holding company that oversees a wide range of operations in the fields of convenience stores, superstores, food supermarkets, department stores, food services, financial services, and IT/services.

By leveraging Group synergies, centered on our seven core operational areas, we are working to utilize the Group's strengths and creativity to create new value every day. In this way, we are creating "a new, comprehensive lifestyle industry" that meets the diverse needs of individual customers around the world.

### Convenience Store Operations



Convenience store operations are composed of 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

(As of February 28, 2011)

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

More information on [p14, 22, 74](#)

### Superstore Operations



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

#### Principal Subsidiaries

(As of February 28, 2011)

Ito-Yokado	(100.0)
York-Benimaru	(100.0)
York Mart	(100.0)
Hua Tang Yokado Commercial	(75.8)
Chengdu Ito-Yokado	(74.0)
Beijing Wang fu jing Yokado Commercial	(60.0)
Akachan Honpo	(93.6)

More information on [p17, 24, 74](#)

### Department Store Operations



Department store operations are composed of department stores and miscellaneous goods specialty stores.

#### Principal Subsidiaries

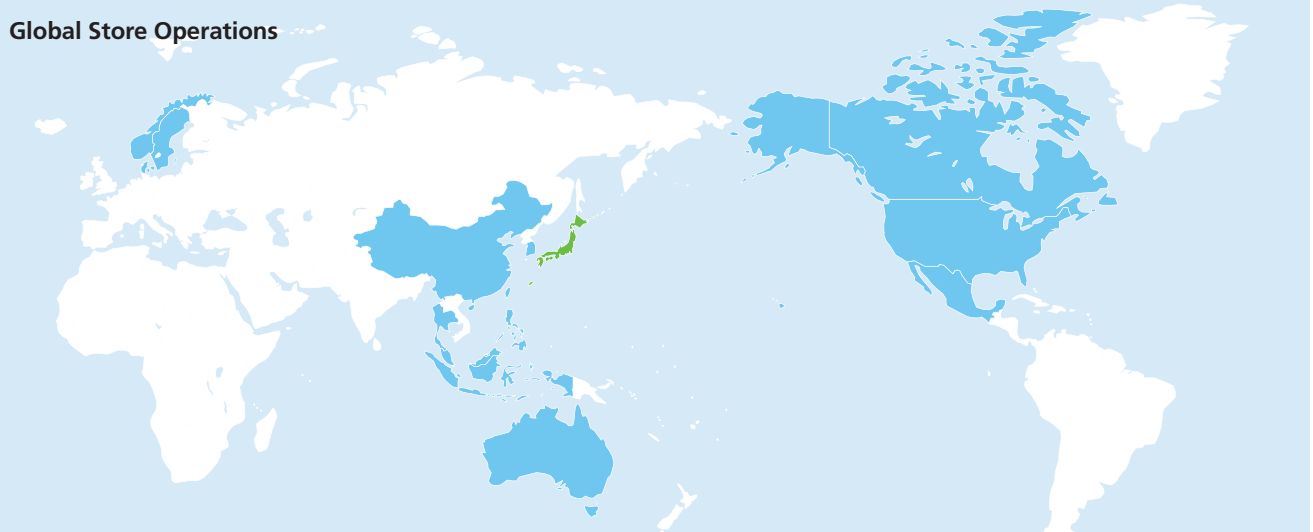
(As of February 28, 2011)

Sogo & Seibu	(100.0)
THE LOFT	(70.7)
SHELL GARDEN	(100.0)

More information on [p18, 26, 75](#)

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

## Global Store Operations



Customer Store-visits per Day  
(approximate numbers)

Global **40 million**

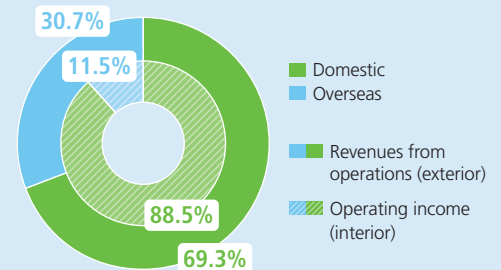
Japan **16 million**

Total Number of Stores  
(approximate numbers)

Global **41,800**

Japan **14,700**

Breakdown by Geographic Area



## Food Services



Food services are composed of restaurant operations, meal provision services (company cafeterias, hospitals, and schools), and fast food operations in Japan. We also operate restaurants in Beijing, China.

### Principal Subsidiaries (As of February 28, 2011)

Seven & i Food Systems	(100.0)
Seven & i Restaurant (Beijing)	(75.0)

More information on **p28, 75**

## Financial Services



Financial services are composed of ATM operations, credit card operations, electronic money services, leasing operations, and insurance operations in Japan.

### Principal Subsidiaries (As of February 28, 2011)

Seven Bank	(49.0)
SEVEN & i FINANCIAL GROUP*	(100.0)
Seven Card Service	(95.5)
SE CAPITAL*	(100.0)
York Insurance	(100.0)
SEVEN & i Financial Center	(100.0)

\* SEVEN & i FINANCIAL GROUP, SE CAPITAL, and Seven Cash Works were merged on March 1, 2011 and took the name Seven Financial Service.

More information on **p19, 29, 75**

## Others



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

### Principal Subsidiaries (As of February 28, 2011)

Seven & i Netmedia	(100.0)
Seven Net Shopping	(77.9)
7dream.com	(68.0)
Seven Culture Network	(100.0)
SEVEN & i Publishing	(100.0)
Seven-Meal Service	(90.0)
Seven & i Asset Management	(100.0)
Mall & SC Development	(100.0)