



SEVEN&i HLDGS. Co.,Ltd.

Corporate Outline 2011

Aiming to Create “A New Comprehensive Lifestyle Industry”

On September 1, 2005, Seven & i Holdings Co., Ltd. was established as the holding company through a stock transfer by Seven-Eleven Japan Co., Ltd., Ito-Yokado Co., Ltd., and Denny's Japan Co., Ltd. The Company oversees about 100 operating companies, principally retail businesses, and has seven core operational areas closely linked to consumer lifestyles: convenience stores, superstores, supermarkets, department stores, food services, financial services and IT/Services. We are working to meet the diverse needs of each individual customer and to create “a new, comprehensive lifestyle industry” that provides new value to meet emerging needs. In the years ahead, we will continue to take on the challenge of promoting innovation in retailing.

Group Corporate Creed

We aim to be a sincere company that our customers trust.

We aim to be a sincere company that business partners, our shareholders and local communities trust.

We aim to be a sincere company that our employees trust.

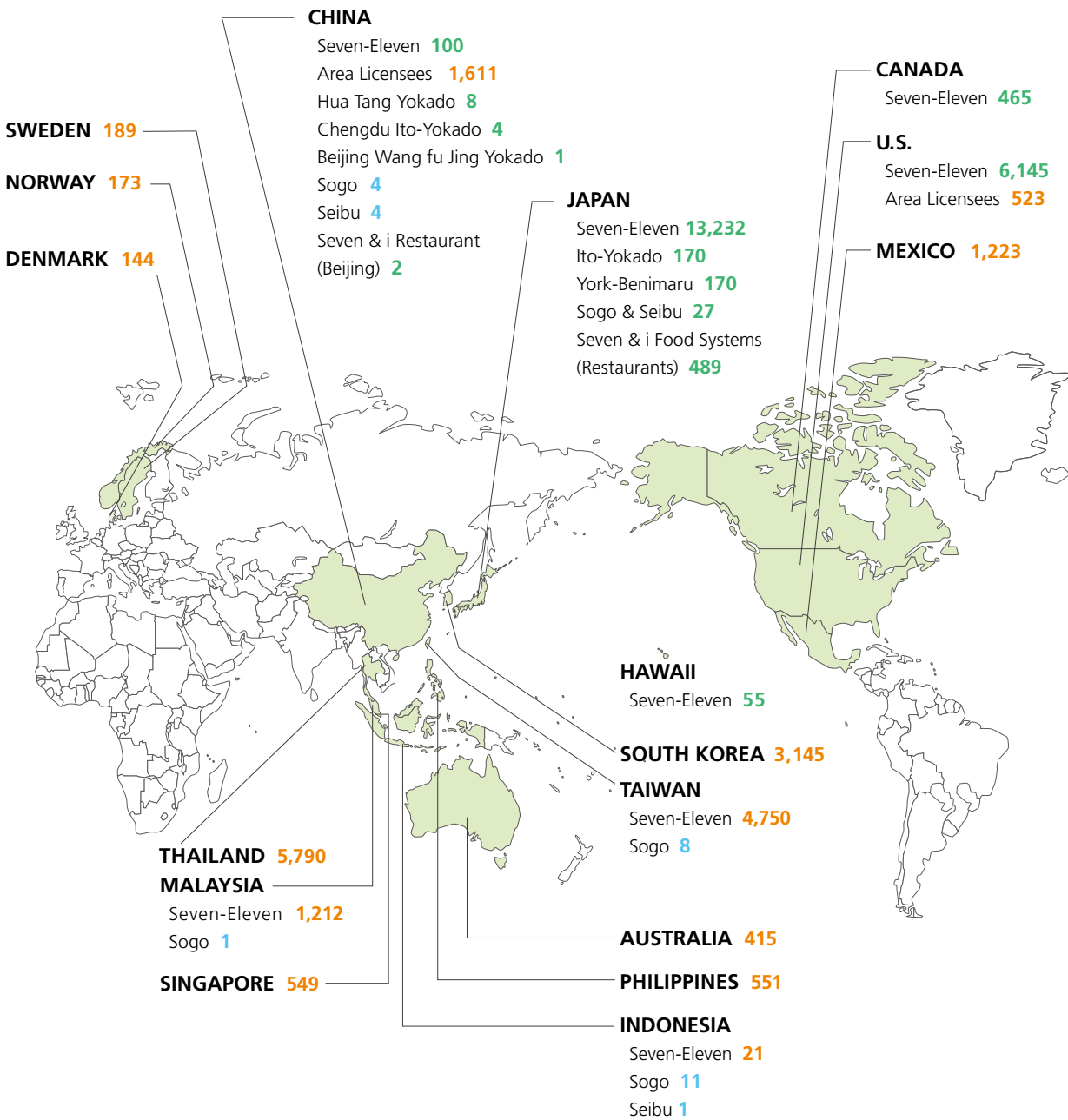
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Store Network

Centered in Japan, Seven & i Holdings' store network extends worldwide to encompass convenience stores, superstores, department stores, supermarkets, restaurants, and other operations.

Store Network of Seven & i Holdings	Global : approx. 41,800 stores
	Japan : approx. 14,700 stores
Number of Customer Store-Visits per Day	Global : approx. 40 million
	Japan : approx. 16 million



Notes: 1. ■ Number of stores operated directly by our subsidiaries
 ■ Number of stores operated by companies in each country granted a defined area license
 ■ Number of stores with license to use trademark of Sogo & Seibu Co., Ltd.
 2. Figures represent the number of stores on record as of February 28, 2011 in Japan, and December 31, 2010 for all other areas.

Establishment of Holding Company

■ Holding Company was Established to Maximize Enterprise Value

On September 1, 2005, Seven & i Holdings Co., Ltd. was established through the stock transfer method as the holding company for Seven-Eleven Japan Co., Ltd., Ito-Yokado Co., Ltd., and Denny's Japan Co., Ltd.

■ Reasons for Establishing the Holding Company

Maximize the Group's enterprise value

- Leveraging synergies among operational areas
- Reducing costs by integrating administrative functions

Strengthen corporate governance

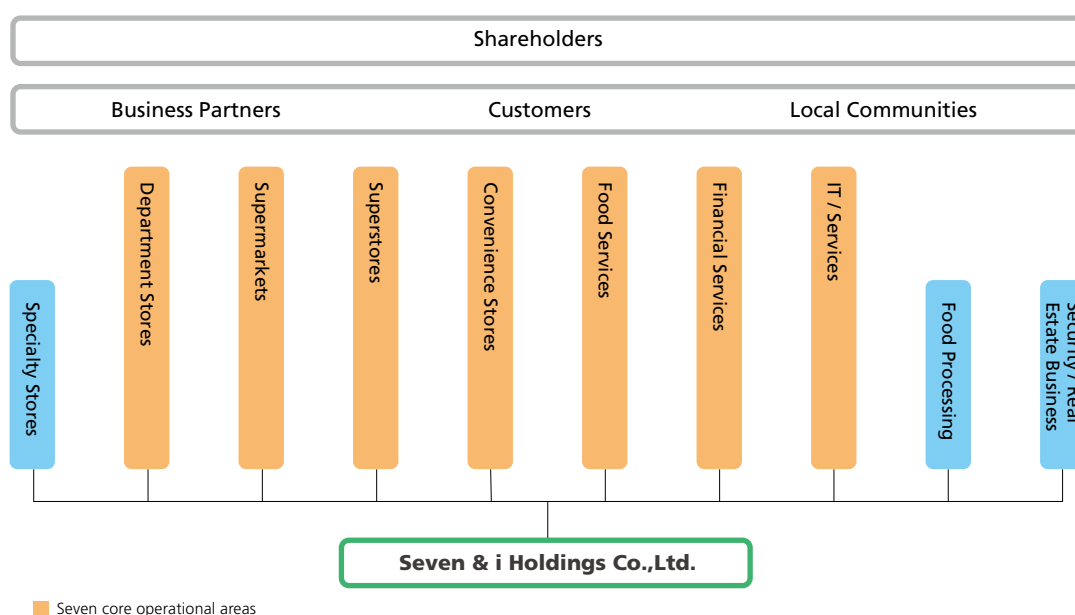
- Clearly delineating autonomy and the responsibilities of each group company
- Evaluating profitability and efficiently allocating management resources based on monitoring

■ The Roles of the Holding Company and the Operating Companies

Holding Company's Role	Operating Companies' Role
<p>Seven & i Holdings Co., Ltd.</p> <p>Principally reflect shareholder concerns</p> <ol style="list-style-type: none"> 1) Control over all governance 2) Maximize enterprise value as the Group's listed representative 3) Pursue group synergies 	<p>Core operating companies</p> <p>Seven-Eleven Japan Co., Ltd., 7-Eleven, Inc., Ito-Yokado Co., Ltd., York-Benimaru Co., Ltd., Sogo & Seibu Co., Ltd. Seven & i Food Systems Co., Ltd., Seven Bank, Ltd.</p> <p>Principally reflect customer concerns</p> <ol style="list-style-type: none"> 1) Fulfill responsibilities in each operational domain 2) Realize autonomy, seek profit growth and enhance capital efficiency

■ Seven & i Holdings' Core Operational Areas

As part of the objective of creating "a New, Comprehensive Lifestyle Industry," the Company identified seven core operational areas at the time of its establishment.



Overview of Main Group Companies

(As of February 28, 2011)

	Net Sales		Number of stores		Employees		Capital	Equity owned by the Company
	(Million ¥)	Growth rate (%)		Increase (Decrease)		Increase (Decrease)	(Million ¥)	(%)
Convenience Stores								
Seven-Eleven Japan Co., Ltd.	2,947,606 ^{*1}	5.8	13,232	479	9,946	(1,196)	17,200	100.0
○ 7-Eleven, Inc.	1,445,571	3.6	6,610	221	19,151	(1,615)	US\$13,000	100.0
○ SEVEN-ELEVEN (HAWAII), INC.	20,551	4.9	55	0	860	(7)	US\$20,000,000	100.0
○ SEVEN-ELEVEN (BEIJING) CO., LTD.	5,874 ^{*2}	12.9	100	8	1,787	109	US\$35,000,000	65.0
Superstores								
Ito-Yokado Co., Ltd.	1,349,345	(1.1)	170	(4)	39,614	(749)	40,000	100.0
○ Hua Tang Yokado Commercial Co., Ltd.	30,008 ^{*2}	(6.0)	8	(1)	2,659	(513)	US\$65,000,000	75.8
○ Chengdu Ito-Yokado Co., Ltd.	48,048 ^{*2}	16.6	4	0	3,038	(113)	US\$23,000,000	74.0
Supermarkets								
York-Benimaru Co., Ltd.	337,734	0.1	170	6	13,114	36	9,927	100.0
Life Foods Co., Ltd.	36,396	(0.2)	–	–	4,398	(1,105)	120	100.0
York Mart Co., Ltd.	110,510	1.7	65	3	4,419	121	1,000	100.0
SHELL GARDEN CO., LTD.	22,439	(3.4)	20	1	973	107	989	100.0
○ Beijing Wang fu jing Yokado Commercial Co., Ltd.	1,295 ^{*2}	(11.2)	1	0	133	(68)	US\$18,000,000	60.0
Department Stores								
Sogo & Seibu Co., Ltd. ^{*3}	834,723	(1.5) ^{*3}	27	(1)	10,632	(371)	10,000	100.0
Food Services								
Seven & i Food Systems Co., Ltd.	79,609	(7.3)	846	(46)	11,775	(882)	3,000	100.0
Financial Services								
☆ Seven Bank, Ltd.	83,964 ^{*4}	(5.4)	–	–	395	6	30,503	49.0
Seven Card Service Co., Ltd. ^{*5}	20,581 ^{*4}	9.0	–	–	106	7	7,500	95.5
IT/Services								
Seven Net Shopping Co., Ltd.	15,952	(6.8)	–	–	72	20	3,000	77.9
7dream.com	5,352	(8.3)	–	–	40	1	450	68.0
○ Seven-Meal Service Co., Ltd.	–	–	–	–	23	1	300	90.0
Specialty Stores								
Akachan Honpo Co., Ltd.	78,346	(1.0)	85	7	2,695	44	3,080	93.6
THE LOFT CO., LTD.	83,099	5.5	63	8	3,358	127	750	70.7
Oshman's Japan Co., Ltd.	6,514	(0.4)	6	0	184	(29)	1,200	100.0
Mary Ann Co., Ltd.	2,766	(25.6)	47	(10)	261	(19)	200	100.0

○ Figures are for the fiscal year ended December 31, 2010.

☆ Figures are for the fiscal year ended March 31, 2011.

Notes: 1. Exchange rates: US\$1=¥87.79; 1 yuan=¥12.90

2. Sales growth rate of overseas subsidiaries are calculated on a yen basis.

3. Number of employees includes part-time employees (monthly average based on an eight-hour workday)

4. Ownership ratios include indirect holdings.

*1 Seven-Eleven Japan's sales represent total store sales.

*2 Sales for Chinese subsidiaries exclude value added tax.

*3 Sogo & Seibu's sales growth rate represent a comparison with the FY2010 results which is calculated as if the former three companies, Millennium Retailing, Sogo and The Seibu Department Stores had merged at the beginning of the term.

*4 Sales for Seven Bank represent ordinary income, and sales for Seven Card Service represent revenues from operations.

*5 IY Card Service changed its name to Seven Card Service Co., Ltd. in October 2010.

Profile

Performance Overview

Retailers in the World

Domestic Market Share

Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

Corporate Data

Consolidated Financial Summary

Seven & I Holdings and its consolidated subsidiaries for the fiscal year ended February 28, or 29.

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	
Revenues from operations	3,530,316	3,542,146	3,623,554	3,895,772	5,337,806	5,752,392	
Operating income	201,301	207,783	211,950	244,940	286,838	281,088	
EBITDA*1	295,141	304,792	309,401	343,629	428,523	436,375	
Ordinary income	189,590	200,787	208,267	248,110	282,016	278,262	
Net income	46,623	53,632	17,205	87,930	133,419	130,657	
Total assets	2,401,736	2,461,927	2,574,817	3,424,878	3,809,192	3,886,680	
Net assets	1,111,475	1,138,210	1,144,504	1,603,684	1,969,149	2,058,038	
Minority interests in consolidated subsidiaries	366,093	365,992	402,862	114,196	62,350	73,020	
Interest-bearing debt	314,199	267,828	270,648	687,374	822,107	766,358	
Debt equity ratio (times)	0.28	0.24	0.24	0.43	0.43	0.39	
Cash flows from operating activities	202,697	237,956	266,709	217,325	157,209	465,380	
Cash flows from investing activities	(161,222)	(117,632)	(94,758)	(388,080)	(235,983)	(237,184)	
Free cash flows*2	41,475	120,323	171,950	(170,754)	(78,774)	228,195	
Cash flows from financing activities	22,807	(153,731)	(56,524)	103,093	37,241	(130,136)	
Net (decrease) increase in cash and cash equivalents	61,782	(37,505)	115,058	(72,223)	(40,742)	97,636	
Cash and cash equivalents at end of fiscal year	604,895	567,389	683,100	610,876	570,133	667,770	
Capital expenditures*3	182,891	171,876	168,725	185,354	278,388	217,738	
Depreciation and amortization	92,895	94,984	95,160	97,810	132,693	143,642	
Net income per share	¥110.67	¥128.25	¥40.73	¥100.83	¥142.90	¥137.03	
Net assets per share	¥2,656.24	¥2,726.99	¥2,742.42	¥1,772.25	¥1,999.77	¥2,081.85	
Cash flow per share*4	¥333.42	¥357.00	¥269.29	¥213.46	¥285.02	¥287.68	
Dividends per share	–	–	–	¥28.50	¥52.00	¥54.00	
Owner's equity ratio	46.3%	46.2%	44.4%	46.8%	50.1%	51.1%	
Return on equity (ROE)	4.2%	4.8%	1.5%	5.5%	7.6%	6.7%	
Return on total assets (ROA)	2.0%	2.2%	0.7%	2.6%	3.7%	3.4%	
Dividends payout ratio	–	–	–	–	36.4%	39.4%	
Ratio of total amounts of dividends to net assets	–	–	–	–	2.8%	2.6%	
Exchange rate							
(average on the term) US\$1=	¥125.18	¥116.00	¥108.23	¥110.26	¥116.38	¥117.85	
1yuan=	¥15.04	¥13.98	¥13.06	¥13.57	¥14.62	¥15.51	
(at fiscal year end) US\$1=	¥119.90	¥107.13	¥104.21	¥118.07	¥119.11	¥114.15	
1yuan=	¥14.49	¥12.95	¥12.59	¥14.63	¥15.24	¥15.62	

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of ¥82=U.S.\$1, the approximate rate of exchange prevailing on February 28, 2011.

2. FY2003 to 2005 show consolidated figures for the former Ito-Yokado.

3. For the results of department store operations in FY2006, only the balance sheets are included in consolidated figures.

4. Net assets represents shareholder's equity excluding minority interests for FY2003 to 2006.

5. ROE and ROA are calculated based on the average of net assets and total assets at the beginning and end of fiscal year, except for FY2006 where they are calculated at the end of fiscal year.

*1 EBITDA=Operating income + Depreciation and amortization + Amortization of goodwill

*2 Free cash flows=Cash flows from operating activities + Cash flows from investing activities

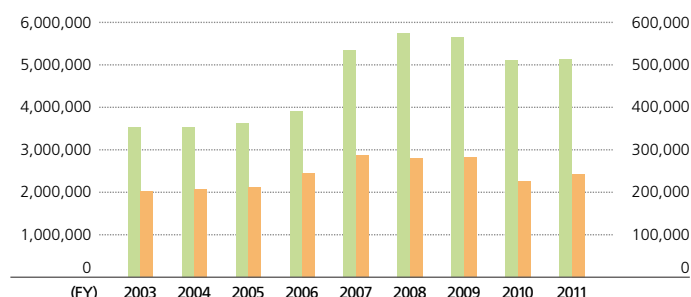
*3 Capital expenditures include long-term leasehold deposits

*4 Cash flow per share=(Net income + Depreciation and amortization) ÷ Average number of shares outstanding

REVENUES FROM OPERATIONS AND OPERATING INCOME

■ Revenues from operations (left) ■ Operating income (right)

(Millions of yen)

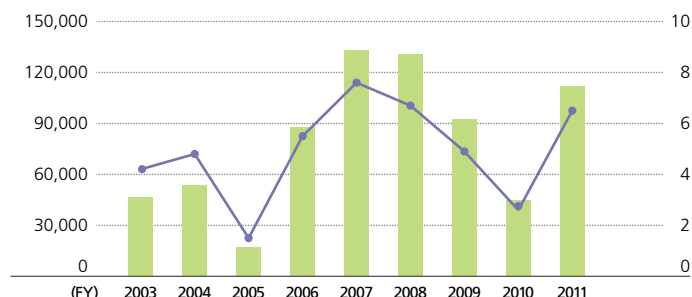


NET INCOME AND ROE

■ Net income (left) ● ROE (right)

(Millions of yen)

(%)



	(Millions of yen)			(Thousands of U.S. dollars)
	FY2009	FY2010	FY2011	FY2011
	5,649,948	5,111,297	5,119,739	62,435,841
	281,865	226,666	243,346	2,967,634
	434,033	377,768	391,913	4,779,426
	279,306	226,950	242,907	2,962,280
	92,336	44,875	111,961	1,365,378
	3,727,060	3,673,605	3,732,111	45,513,548
	1,860,672	1,793,940	1,776,512	21,664,780
	75,092	71,251	73,016	890,439
	793,867	701,487	727,385	8,870,548
	0.44	0.41	0.43	0.43
	310,007	322,202	310,527	3,786,914
	(139,568)	(115,158)	(312,081)	(3,805,865)
	170,438	207,044	(1,553)	(18,939)
	(169,755)	(156,708)	(56,258)	(686,073)
	(4,286)	54,397	(60,573)	(738,695)
	663,483	717,320	656,747	8,009,109
	188,943	211,189	338,656	4,129,951
	140,529	132,232	132,421	1,614,890
	¥100.54	¥49.67	¥126.21	\$1.53
	¥1,975.95	¥1,905.97	¥1,927.09	\$23.50
	¥253.56	¥196.03	¥275.48	\$3.35
	¥56.00	¥56.00	¥57.00	\$0.69
	47.9%	46.9%	45.6%	45.6%
	4.9%	2.6%	6.5%	6.5%
	2.4%	1.2%	3.0%	3.0%
	55.7%	112.7%	45.2%	45.2%
	2.8%	2.9%	3.0%	3.0%
	¥103.48	¥93.65	¥87.79	\$1.07
	¥14.85	¥13.72	¥12.90	\$0.15
	¥91.03	¥92.10	¥81.49	\$0.99
	¥13.31	¥13.48	¥12.29	\$0.14

Performance Overview

Retailers in the World

Domestic Market Share

Domestic Retail Environment

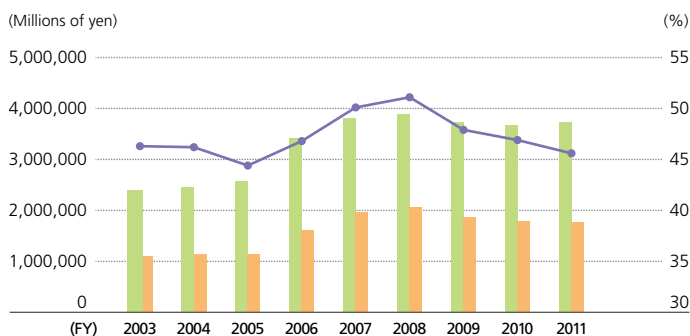
Group Business Strategy

Major Group Companies' Data

Corporate Data

TOTAL ASSETS, NET ASSETS AND OWNER'S EQUITY RATIO

■ Total assets (left) ■ Net assets (left) ● Owner's equity ratio (right)



CASH FLOWS

■ Cash flows from operating activities ■ Cash flows from investing activities ■ Cash flows from financing activities



Segment Information

Business Segments

REVENUES FROM OPERATIONS

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Convenience store operations	1,689,199	1,721,458	1,806,168	2,015,236	2,249,648	2,395,701
Superstore operations	1,709,044	1,669,329	1,642,264	1,687,734	1,882,935	2,109,049
Department store operations	-	-	-	-	988,357	1,025,354
Food services	127,447	126,189	126,181	124,025	121,683	113,980
Financial services	15,390	37,219	61,236	82,289	100,295	117,955
Others	13,148	14,737	17,195	19,780	32,340	36,653
Eliminations / corporate	(23,913)	(26,788)	(29,492)	(33,294)	(37,454)	(46,302)
Total	3,530,316	3,542,146	3,623,554	3,895,772	5,337,806	5,752,392

OPERATING INCOME

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Convenience store operations	177,236	187,467	195,385	209,815	206,090	201,032
Superstore operations	33,796	21,165	7,814	15,381	29,170	34,058
Department store operations	-	-	-	-	26,772	25,764
Food services	4,582	3,261	3,620	2,625	931	(4,231)
Financial services	(14,307)	(3,936)	5,401	17,278	24,547	21,071
Others	(125)	(205)	211	808	1,621	2,488
Eliminations / corporate	119	31	(482)	(968)	(2,296)	902
Total	201,301	207,783	211,950	244,940	286,838	281,088

CAPITAL EXPENDITURES

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Convenience store operations	115,981	96,967	93,456	102,025	98,518	108,585
Superstore operations	53,500	53,845	60,671	53,098	49,444	57,561
Department store operations	-	-	-	-	93,657	17,512
Food services	5,882	4,267	3,906	5,088	4,474	1,545
Financial services	7,518	7,467	7,410	22,917	31,872	31,990
Others	7	9,329	3,281	39	298	518
Corporate	-	-	-	2,184	122	24
Total	182,891	171,876	168,725	185,354	278,388	217,738

DEPRECIATION AND AMORTIZATION

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Convenience store operations	61,301	62,866	63,725	64,428	71,799	74,065
Superstore operations	24,278	23,927	22,345	20,796	24,070	26,452
Department store operations	-	-	-	-	19,042	20,154
Food services	3,260	3,456	3,252	3,019	3,454	2,903
Financial services	4,013	4,685	5,798	9,528	14,173	19,773
Others	41	48	38	37	134	271
Corporate	-	-	-	0	19	21
Total	92,895	94,984	95,160	97,810	132,693	143,642

Geographic Area Segments

REVENUES FROM OPERATIONS

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Japan	2,233,932	2,258,103	2,271,756	2,343,048	3,562,372	3,822,210
North America	1,293,905	1,278,331	1,341,503	1,516,907	1,728,481	1,867,067
Others	7,980	8,098	13,090	38,519	49,759	66,043
Eliminations	(5,500)	(2,387)	(2,796)	(2,704)	(2,806)	(2,928)
Total	3,530,316	3,542,146	3,623,554	3,895,772	5,337,806	5,752,392

OPERATING INCOME

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Japan	180,595	184,392	185,726	212,876	253,968	247,272
North America	20,582	23,333	26,080	32,492	31,985	31,582
Others	123	57	194	(432)	879	2,228
Eliminations	-	-	(51)	3	4	3
Total	201,301	207,783	211,950	244,940	286,838	281,088

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of ¥82=U.S.\$1, the approximate rate of exchange prevailing on February 28, 2011.

2. FY2003 to 2005 show consolidated figures for the former Ito-Yokado.

3. For the results of department store operations in FY2006, only the balance sheets are included in consolidated figures.

4. "Others" from FY2003 to FY2007 consists of the business results mainly in People's Republic of China ("P.R.C.") and "Others" for FY2008 and beyond consists of the business results in P.R.C.

5. Capital expenditures include long-term leasehold deposits.

6. In regard to capital expenditures for FY2011 of "Others," the land, buildings, and other facilities of Seibu Ikebukuro, valued at 123.0 billion yen, are included, which were acquired by Seven & i Asset Management Co., Ltd. on September 24, 2010.

	(Millions of yen)			(Thousands of U.S. dollars)
	FY2009	FY2010	FY2011	FY2011
	2,308,690	1,968,555	2,036,464	24,834,926
	2,125,029	2,016,558	1,981,604	24,165,902
	993,877	922,847	915,105	11,159,817
	102,711	86,420	80,225	978,353
	124,866	110,444	106,953	1,304,304
	35,079	33,669	35,610	434,268
	(40,305)	(27,198)	(36,224)	(441,756)
	5,649,948	5,111,297	5,119,739	62,435,841

Performance
Overview

	(Millions of yen)			(Thousands of U.S. dollars)
	FY2009	FY2010	FY2011	FY2011
	213,367	183,837	195,477	2,383,865
	24,742	14,178	15,708	191,560
	18,335	1,366	5,622	68,560
	(2,948)	(2,741)	(193)	(2,353)
	25,485	30,152	28,343	345,646
	2,069	567	(690)	(8,414)
	814	(694)	(921)	(11,231)
	281,865	226,666	243,346	2,967,634

Retailers in
the World

	(Millions of yen)			(Thousands of U.S. dollars)
	FY2009	FY2010	FY2011	FY2011
	104,233	104,936	106,368	1,297,170
	46,064	65,379	54,133	660,158
	12,464	19,734	27,807	339,109
	1,177	752	527	6,426
	23,932	15,543	19,616	239,219
	1,058	3,702	127,429	1,554,012
	12	1,140	2,774	33,829
	188,943	211,189	338,656	4,129,951

Domestic
Market
Share

	(Millions of yen)			(Thousands of U.S. dollars)
	FY2009	FY2010	FY2011	FY2011
	67,299	66,158	68,743	838,329
	26,115	24,335	25,890	315,731
	20,004	17,417	14,361	175,134
	2,210	1,270	811	9,890
	24,532	22,246	20,693	252,353
	346	588	1,598	19,487
	20	214	321	3,914
	140,529	132,232	132,421	1,614,890

Domestic
Retail
EnvironmentGroup
Business
Strategy

	(Millions of yen)			(Thousands of U.S. dollars)
	FY2009	FY2010	FY2011	FY2011
	3,806,717	3,602,982	3,552,691	43,325,500
	1,766,169	1,431,042	1,484,394	18,102,365
	80,401	80,561	86,033	1,049,182
	(3,339)	(3,289)	(3,380)	(41,219)
	5,649,948	5,111,297	5,119,739	62,435,841

Major Group
Companies'
Data

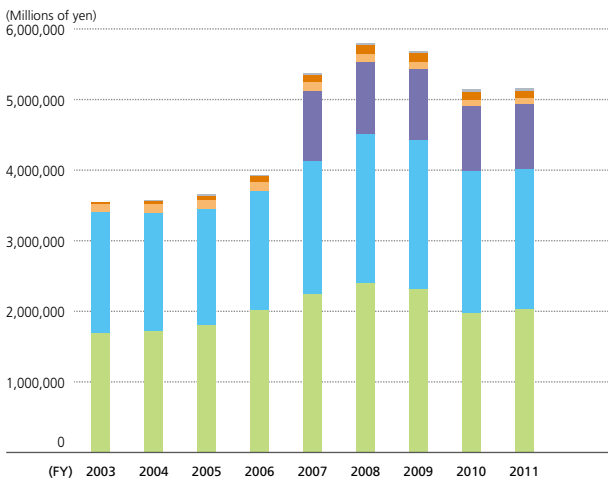
	(Millions of yen)			(Thousands of U.S. dollars)
	FY2009	FY2010	FY2011	FY2011
	245,248	197,618	215,231	2,624,768
	34,441	26,992	26,230	319,878
	2,328	2,021	1,857	22,646
	(151)	32	27	329
	281,865	226,666	243,346	2,967,634

Corporate
Data

Business Segments

Convenience store operations Superstore operations Department store operations Food services Financial services Others

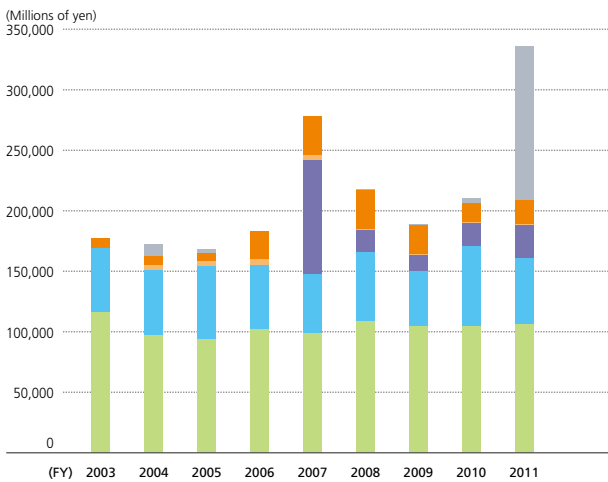
REVENUES FROM OPERATIONS



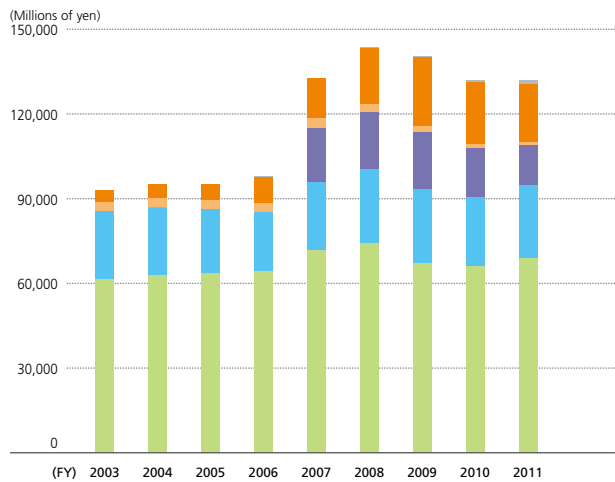
OPERATING INCOME



CAPITAL EXPENDITURES



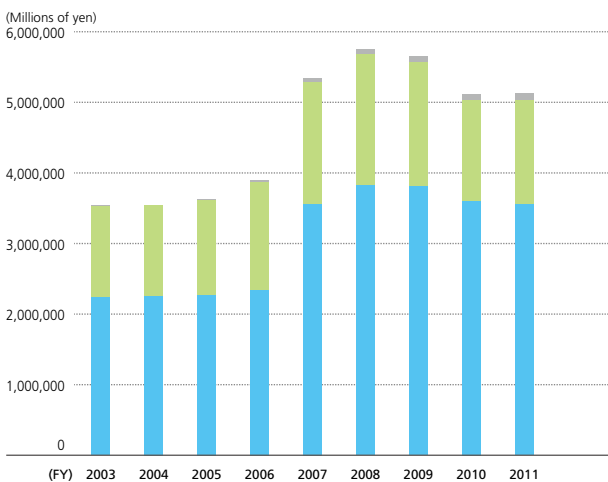
DEPRECIATION AND AMORTIZATION



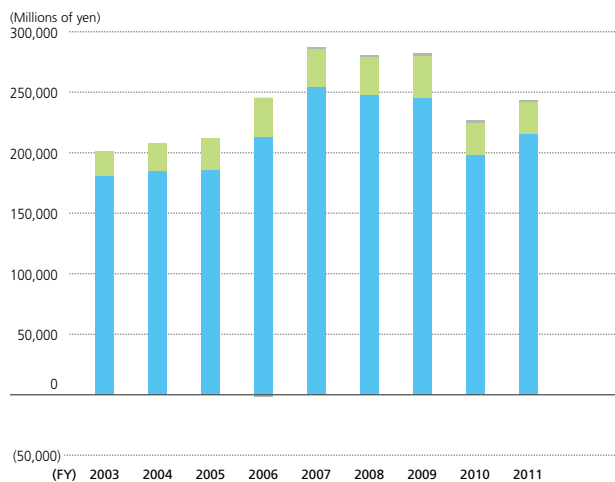
Geographic Area Segments

Japan North America Others

REVENUES FROM OPERATIONS



OPERATING INCOME



Financial Position

Profile

Interest-Bearing Debt

At fiscal year ended February 28, or 29.

(Millions of yen) (Thousands of U.S. dollars)

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2011
Short-term loans	176,913	149,861	191,100	151,200	108,330	1,321,097
Current portion of long-term loans	61,398	120,419	103,352	79,155	127,187	1,551,060
Current portion of bonds	30,000	16,217	50,592	20,385	36,100	440,243
Commercial paper	7,993	15,668	–	–	6,391	77,939
Subtotal	276,305	302,166	345,045	250,740	278,008	3,390,341
Bonds	145,000	131,077	180,448	190,068	263,973	3,219,182
Long-term loans	370,457	321,336	249,685	244,470	177,225	2,161,280
Commercial paper	30,344	11,777	18,688	16,208	8,177	99,719
Subtotal	545,801	464,191	448,822	450,746	449,376	5,480,195
Total	822,107	766,358	793,867	701,487	727,385	8,870,548

Performance Overview

BREAKDOWN OF INTEREST-BEARING DEBT BY BUSINESS SEGMENT

(Millions of yen) (Thousands of U.S. dollars)

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2011
Convenience store operations	48,401	35,991	25,188	20,631	16,872	205,756
Superstore operations	110,037	99,211	96,509	50,876	28,072	342,341
Department store operations	416,669	378,243	336,939	304,498	272,303	3,320,768
Food services	–	–	–	–	–	–
Others	5,250	4,500	3,750	3,000	2,250	27,439
Corporate	–	–	99,963	99,968	209,973	2,560,646
Subtotal (excluding financial services)	580,358	517,945	562,350	478,974	529,471	6,456,963
Financial services	241,749	248,413	231,517	222,512	197,913	2,413,573
Total	822,107	766,358	793,867	701,487	727,385	8,870,548

Retailers in the World

Domestic Market Share

Bonds

ISSUED BY SEVEN & i HOLDINGS CO., LTD.

(As of February 28, 2011)

	Amount of issue	Coupon	Issue date	Redemption date
1st unsecured domestic straight bonds	40 billion yen	1.48%	July 3, 2008	June 20, 2013
2nd unsecured domestic straight bonds	30 billion yen	1.68%	July 3, 2008	June 19, 2015
3rd unsecured domestic straight bonds	30 billion yen	1.94%	July 3, 2008	June 20, 2018
4th unsecured domestic straight bonds	30 billion yen	0.541%	June 29, 2010	June 19, 2015
5th unsecured domestic straight bonds	20 billion yen	0.852%	June 29, 2010	June 20, 2017
6th unsecured domestic straight bonds	60 billion yen	1.399%	June 29, 2010	June 19, 2020

Domestic Retail Environment

Group Business Strategy

ISSUED BY SEVEN BANK, LTD.

	Amount of issue	Coupon	Issue date	Redemption date
2nd unsecured domestic straight bonds	36 billion yen	1.45%	Dec. 4, 2006	Dec. 20, 2011
3rd unsecured domestic straight bonds	24 billion yen	1.67%	Dec. 4, 2006	Dec. 20, 2013
4th unsecured domestic straight bonds	10 billion yen	0.744%	July 2, 2009	June 20, 2012
5th unsecured domestic straight bonds	20 billion yen	1.038%	July 2, 2009	June 20, 2014

Major Group Companies' Data

Ratings

(As of May 31, 2011)

		S&P	Moody's	R&I	JCR
Seven & i Holdings Co., Ltd.	Long-term	AA-	Aa3	AA	AA+
Seven-Eleven Japan Co., Ltd.	Long-term	AA-	–	–	AA+
	Short-term	A-1+	P-1	–	–
7-Eleven, Inc.	Long-term	AA-	Baa3	–	–
Seven Bank, Ltd.	Long-term	AA-	–	AA	–

Corporate Data

Note: From January 2006, Seven-Eleven Japan's short-term rating is its rating as the guarantor of 7-Eleven, Inc.'s commercial paper program.

Sales Ranking

Sales Ranking by Retailers-Worldwide in FY2010

Source: STORES Magazine, January 2011

FY2010	FY2009	Company	Country	Sales		CAGR (%)	Net income	
				(Million \$)	(Billion ¥)		(Million \$)	(Billion ¥)
1	1	Wal-Mart Stores	U.S.	405,046	35,239.0	7.3	14,848	1,291.8
2	2	Carrefour	France	119,887	10,430.2	3.4	609	53.0
3	3	Metro	Germany	90,850	7,904.0	3.0	724	63.0
4	4	Tesco	U.K.	90,435	7,867.8	10.9	3,712	322.9
5	5	Schwarz	Germany	77,221 ^{*1}	6,718.2	9.8	-	-
6	6	Kroger	U.S.	76,733	6,675.8	6.3	57	5.0
7	8	Costco Wholesale	U.S.	69,889	6,080.3	8.2	1,086	94.5
8	9	Aldi	Germany	67,709 ^{*1}	5,890.7	6.3	-	-
9	7	Home Depot	U.S.	66,176	5,757.3	(2.0)	2,661	231.5
10	10	Target	U.S.	63,435	5,518.8	6.8	2,488	216.5
11	12	Walgreen	U.S.	63,335	5,510.1	11.0	2,006	174.5
12	11	Rewe	Germany	61,771 ^{*1}	5,374.1	5.3	-	-
13	15	CVS Caremark	U.S.	55,355	4,815.9	14.0	3,696	321.6
14	19	Edeka	Germany	55,339	4,814.5	9.9	-	-
15	13	Auchan	France	54,057	4,703.0	5.2	971	84.5
16	14	Seven & i Holdings	Japan	52,508	4,549.8	7.3 ^{*2}	604	44.8
17	21	Best Buy	U.S.	49,694	4,323.4	12.6	1,394	121.3
18	17	AEON	Japan	49,021	4,542.5	3.2	570	31.1
19	16	Lowe's	U.S.	47,220	4,108.1	5.3	1,783	155.1
20	26	Woolworths	Australia	44,410	3,863.7	10.3	1,798	156.4
21	20	Sears Holdings	U.S.	44,043	3,831.7	17.5	297	25.8
22	18	E. Leclerc	France	41,002 ^{*1}	3,567.2	2.2	-	-
23	28	Wesfarmers	Australia	40,288	3,505.1	62.3	1,381	120.1
24	23	Safeway	U.S.	40,034 ^{*1}	3,483.0	2.7	(1,098)	(95.5)
25	25	Royal Ahold	Netherlands	38,945	3,388.2	(5.4)	1,247	108.5
26	24	Casino	France	34,160	2,971.9	1.6	1,201	104.5
27	22	ITM (Intermarche)	France	34,071 ^{*1}	2,964.2	(1.2)	-	-
28	29	J. Sainsbury	U.K.	31,869	2,772.6	5.7	934	81.3
29	27	SuperValu	U.S.	31,637	2,752.4	24.6	393	34.2
30	30	IKEA	Sweden	29,100	2,531.7	10.9	-	-

Notes: 1. CAGR=Compound Annual Growth Rate over a five-year period.

2. CAGR is calculated on a local currency basis in each country.

3. Exchange rate: US\$1=¥87

*1 Estimate

*2 CAGR of Seven & i Holdings is calculated by the comparison with the consolidated figures for the former Ito-Yokado.

Market Capitalization Ranking

Profile

Ranking by Market Capitalization of Retailers-Worldwide

	Company	Country	Market capitalization		ROE (%)	EPS (\$)	PER (Times)	PBR (Times)
			(Million \$)	(Billion ¥)				
1	Wal-Mart Stores	U.S.	191,673	15,552.4	23.5	4.47	12.3	2.8
2	Amazon.com	U.S.	88,515	7,182.1	19.0	2.53	77.4	12.9
3	Home Depot	U.S.	60,260	4,889.5	17.4	2.01	18.5	3.2
4	Inditex	Spain	55,984	4,542.6	29.6	4.12	21.8	5.9
5	Wal-Mart de Mexico	Mexico	55,803	4,527.9	19.0	0.10	32.6	5.3
6	Tesco	U.K.	54,098	4,389.5	17.1	0.55	12.2	2.0
7	Hennes & Mauritz	Sweden	51,739	4,198.1	44.1	1.87	18.9	8.0
8	CVS Caremark	U.S.	49,482	4,015.0	9.3	2.49	14.5	1.3
9	Walgreen	U.S.	39,108	3,173.3	14.4	2.12	20.2	2.8
10	Wesfarmers	Australia	36,631	2,972.2	6.4	1.49	24.5	1.6
11	Costco Wholesale	U.S.	35,338	2,867.3	12.5	2.92	27.7	3.2
12	Woolworths	Australia	35,187	2,855.1	28.1	1.79	16.2	4.3
13	Lowe's	U.S.	34,606	2,807.9	10.7	1.42	18.5	2.0
14	Target	U.S.	33,836	2,745.5	18.9	4.00	12.3	2.2
15	Carrefour	France	32,261	2,617.6	4.4	0.95	50.0	2.3
16	Priceline.com	U.S.	26,886	2,181.6	33.7	10.35	52.9	14.8
17	Falabella	Chile	26,258	2,130.6	19.8	0.37	29.2	5.1
18	Metro	Germany	23,849	1,935.1	14.1	3.86	19.1	2.6
19	PPR	France	22,720	1,843.5	8.1	9.72	18.4	1.4
20	Seven & i Holdings	Japan	22,101	1,793.3	6.5	1.56	16.0	1.0
21	TJX	U.S.	20,767	1,685.1	44.9	3.30	16.2	6.7
22	Li & Fung	Hong Kong	20,669	1,677.1	18.6	0.14	35.5	5.6
23	Cencosud	Chile	17,900	1,452.4	12.4	0.28	27.8	3.1
24	Sysco	U.S.	16,846	1,366.9	32.4	1.99	14.5	4.4
25	Royal Ahold	Netherlands	16,761	1,360.0	15.2	1.10	12.8	1.8
26	Fast Retailing	Japan	16,616	1,348.2	22.6	7.47	21.0	4.5
27	Belle International Holdings	China	16,461	1,335.7	21.1	0.06	31.2	6.2
28	Kohl's	U.S.	15,308	1,242.1	14.0	3.64	14.5	1.9
29	Staples	U.S.	15,138	1,228.3	12.9	1.21	17.5	2.2
30	Kroger	U.S.	15,088	1,224.2	21.9	1.74	14.0	2.8

Performance Overview

Retailers in the World

Domestic Market Share

Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

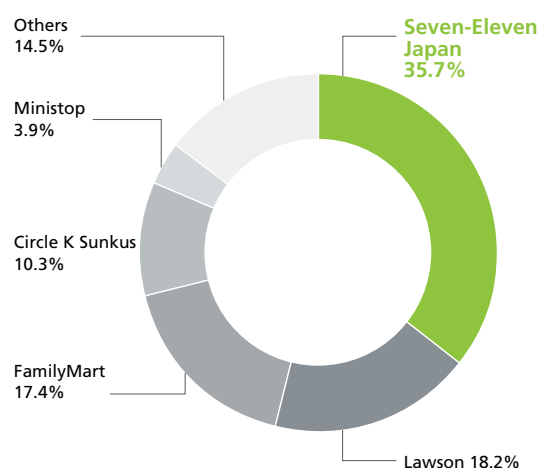
Corporate Data

Note: Ranking by market capitalization and exchange rates are as of April 28, 2011 (US\$1=¥81.14)
Source: Thomson Reuters

Major Group Companies' Market Share in Japan (Nonconsolidated)

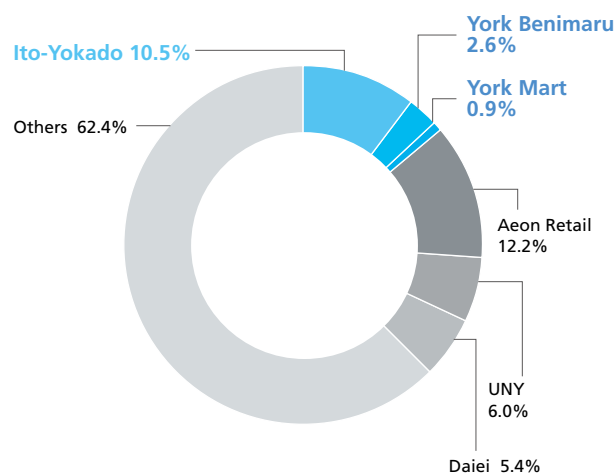
IN THE TOP 5 FOR TOTAL STORE SALES AT CONVENIENCE STORES

	FY2011 (Billion ¥)	Share (%)
Convenience stores total market	8,265.7	100.0
1 Seven-Eleven Japan	2,947.6	35.7
2 Lawson	1,502.7	18.2
3 FamilyMart	1,440.4	17.4
4 Circle K Sunkus	855.0	10.3
5 Ministop	322.0	3.9
Others	1,197.8	14.5
Top 5 Combined	7,067.8	85.5



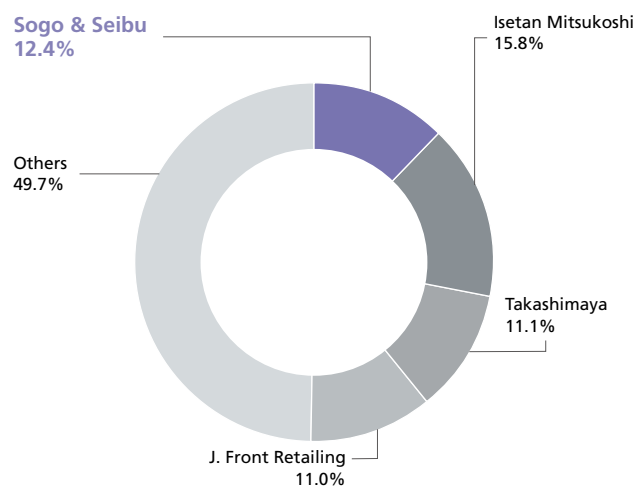
IN THE TOP 4 FOR NET SALES AT SUPERSTORES

	FY2011 (Billion ¥)	Share (%)
Superstores total market	12,850.9	100.0
1 Aeon Retail	1,564.9	12.2
2 Ito-Yokado	1,349.3	10.5
3 UNY	775.1	6.0
4 Daiei	693.4	5.4
Others	8,468.0	65.9
Top 4 Combined	4,382.8	34.1
York-Benimaru	337.7	2.6
York Mart	110.5	0.9



IN THE TOP 4 FOR NET SALES AT DEPARTMENT STORES

	FY2011 (Billion ¥)	Share (%)
Department stores total market	6,726.7	100.0
1 Isetan Mitsukoshi	1,064.4	15.8
2 Sogo & Seibu	834.7	12.4
3 Takashimaya	745.0	11.1
4 J. Front Retailing	738.0	11.0
Others	3,344.5	49.7
Top 4 Combined	3,382.1	50.3



Note: Net sales of Isetan Mitsukoshi, Takashimaya and J. Front Retailing represent simplified sum of their subsidiaries of domestic department stores.

Sources: 1. Current Survey of Commerce (Ministry of Economy, Trade and Industry)
2. Public information from each company

Domestic Market Share by Region

Profile

Performance Overview

Retailers in the World

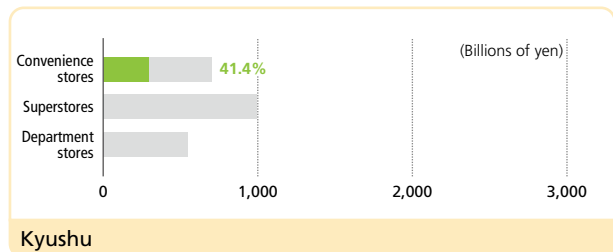
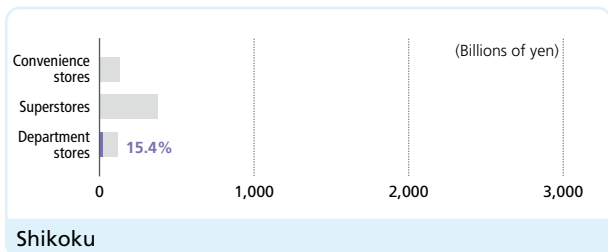
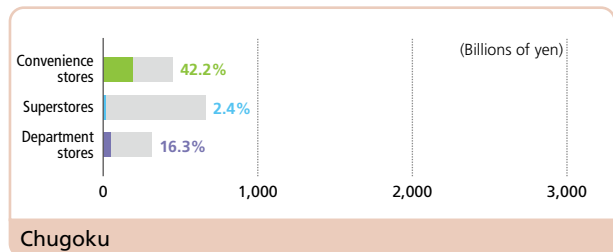
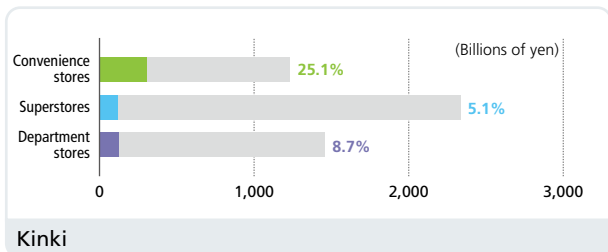
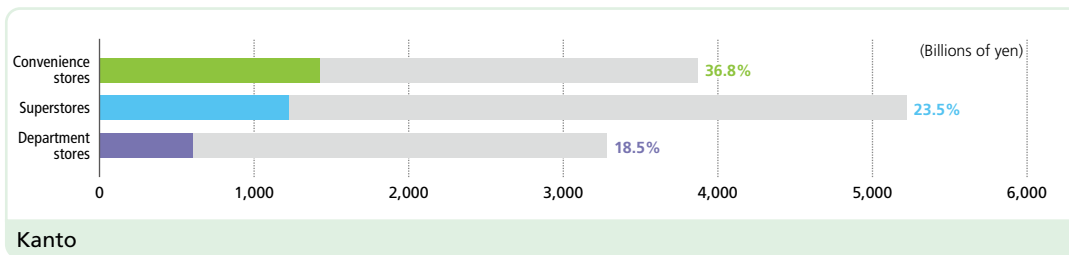
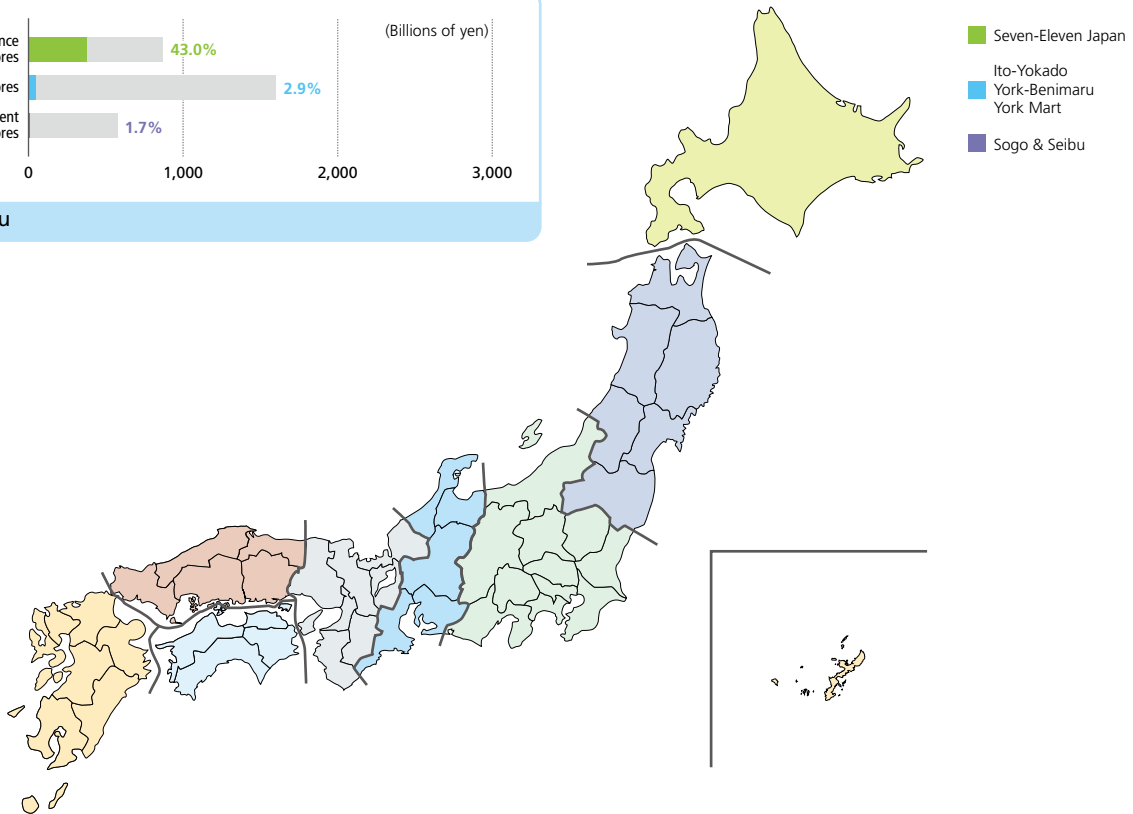
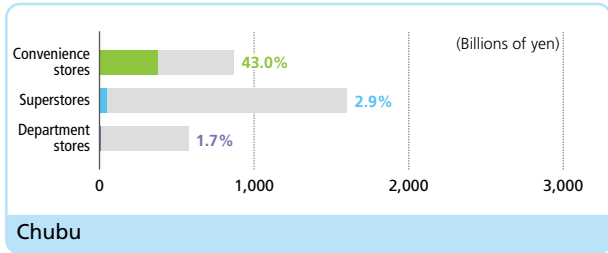
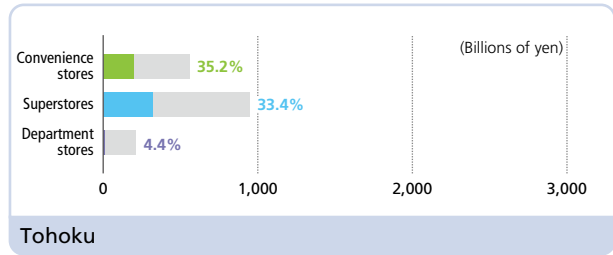
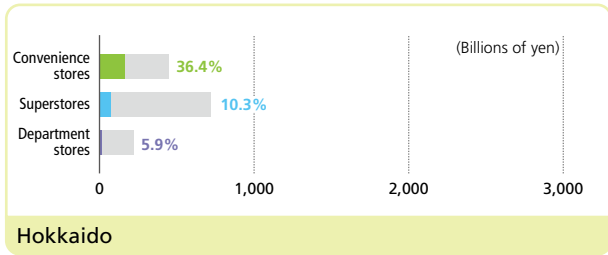
Domestic Market Share

Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

Corporate Data



Source: Current Survey of Commerce by Ministry of Economy, Trade and Industry (Sales by region under justification of each Regional Bureau of Economy, Trade and Industry)

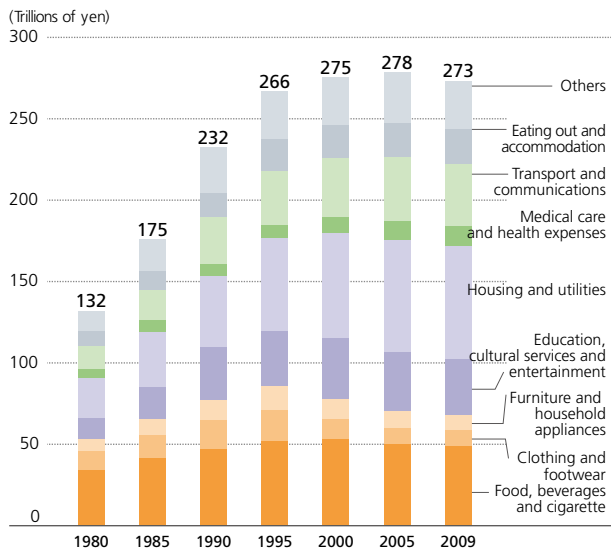
The Consumer Environment

YEAR-ON-YEAR COMPARISON OF ECONOMIC INDICES OVER FOUR QUARTERS



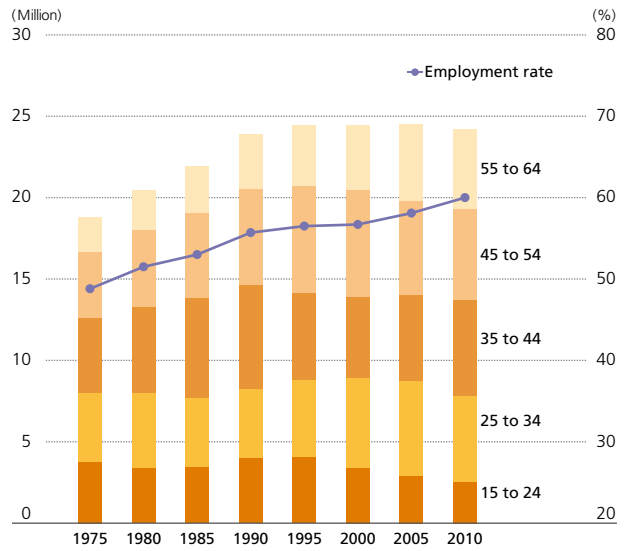
Source: National Accounts (Economic and Social Research Institute, Cabinet Office), Consumer Price Index (Ministry of Internal Affairs and Communications), Monthly Labour Survey (Ministry of Health, Labour and Welfare)

DOMESTIC FINAL CONSUMPTION EXPENDITURE OF HOUSEHOLD



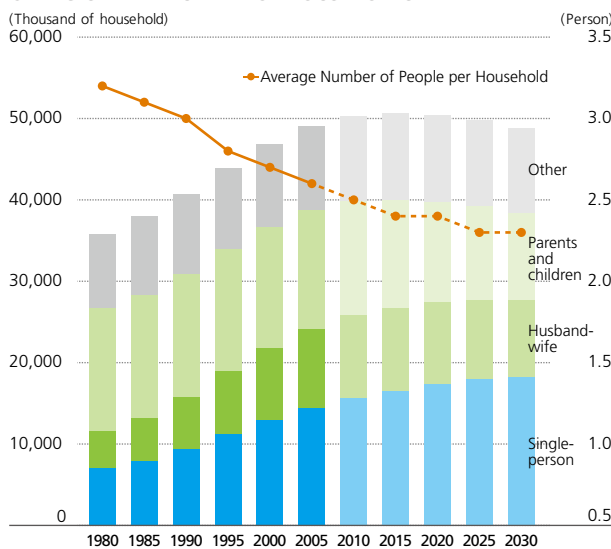
Source: National Accounts (Economic and Social Research Institute, Cabinet Office)

THE NUMBER OF FEMALE WORKERS AND THEIR EMPLOYMENT RATE



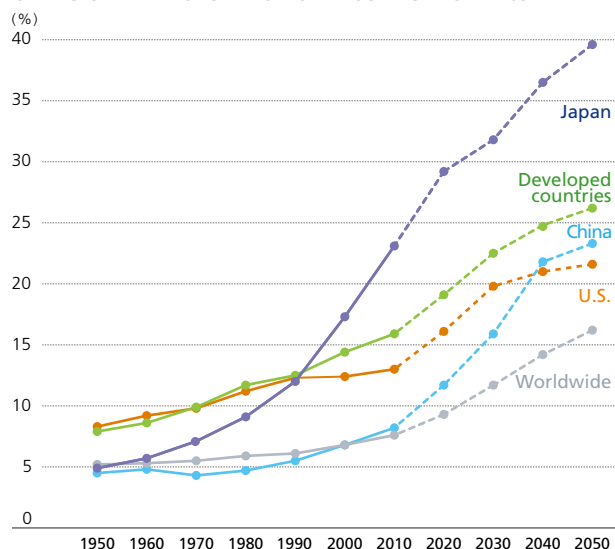
Source: Labour Force Survey (Ministry of Internal Affairs and Communications)

CHANGES IN THE NUMBER OF HOUSEHOLDS



Source: National Institute of Population and Social Security Research

CHANGES IN THE POPULATION OF THOSE AGED OVER 65

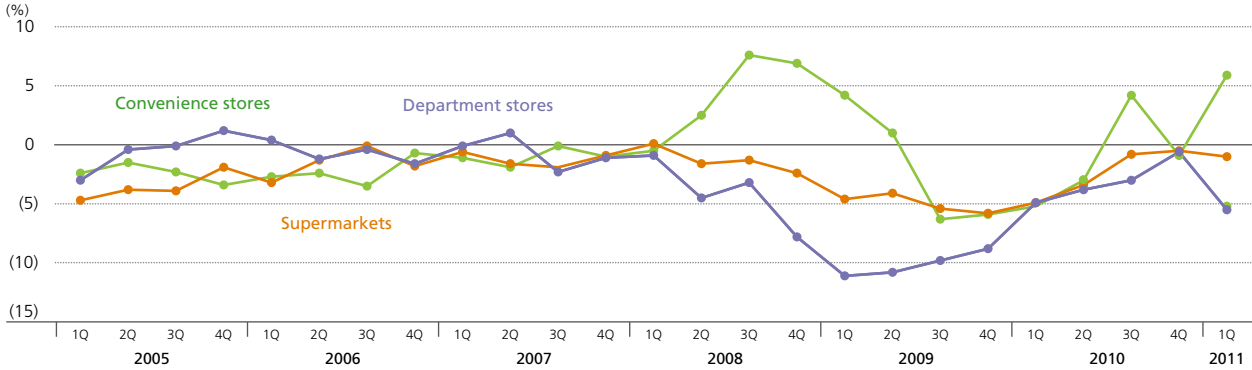


Source: Statistical Handbook of the World (Ministry of Internal Affairs and Communications)

Environment of Retail Industry

Profile

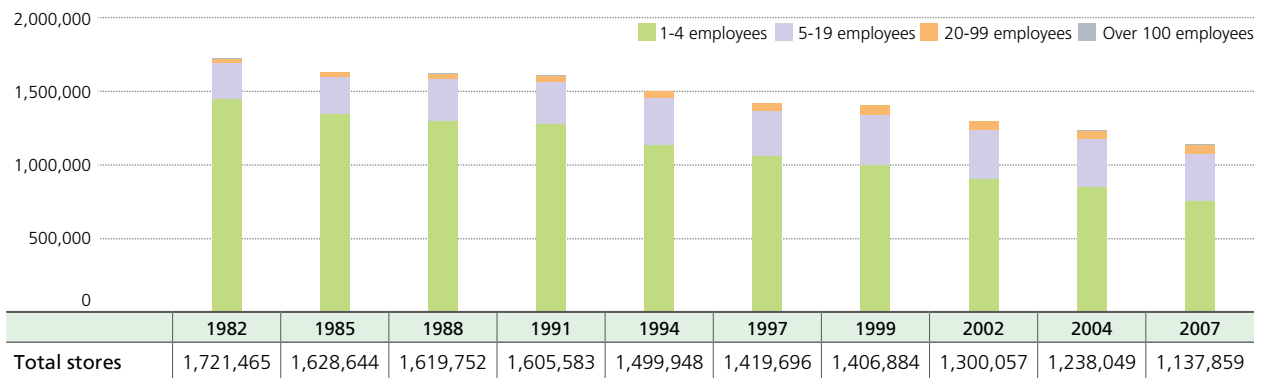
YEAR-ON-YEAR COMPARISON OF MAJOR STORE FORMATS OVER FOUR QUARTERS



Source: The Census of Commerce (Ministry of Economy, Trade and Industry)

Performance Overview

TREND IN NUMBER OF STORES BY STRATUM OF NUMBER OF EMPLOYEES

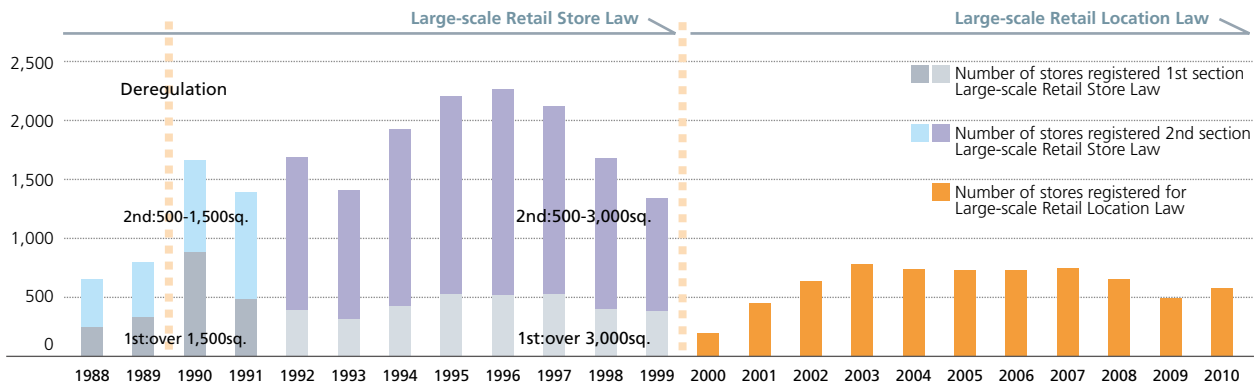


Source: The Census of Commerce (Ministry of Economy, Trade and Industry)

Retailers in the World

Domestic Market Share

TREND IN NUMBER OF REGISTERED LARGE-SCALE RETAIL STORES

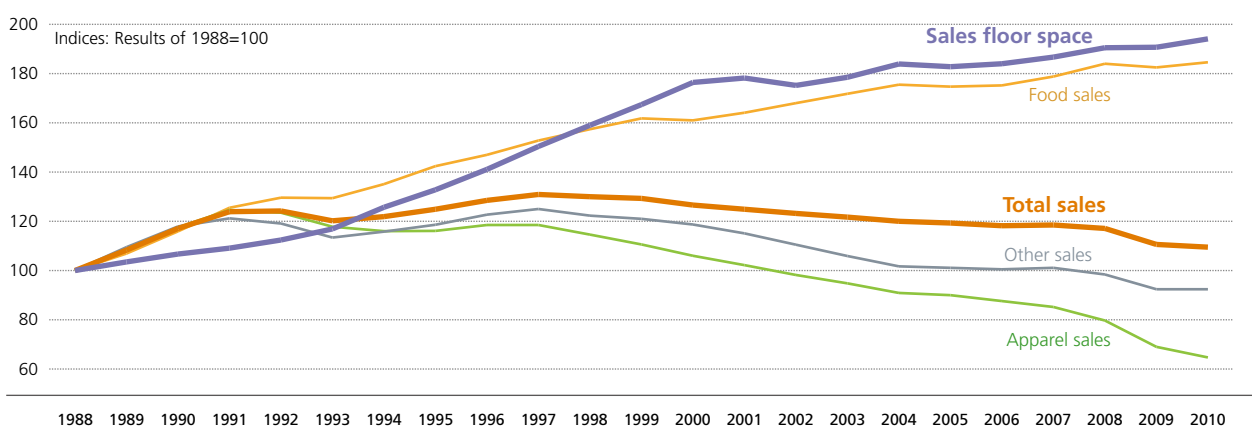


Source: Ministry of Economy, Trade and Industry

Domestic Retail Environment

Group Business Strategy

TREND IN SALES AND SALES FLOOR SPACE OF LARGE-SCALE RETAIL STORES



Source: Annual Report on the Current Survey of Commerce (Ministry of Economy, Trade and Industry)

Major Group Companies' Data

Corporate Data

Store-Opening Policy

Group Store-Opening Strategy

The Company develops stores in several formats and therefore opens stores of various sizes. Each format is clearly defined in terms of its motivations for store visits and has a different catchment areas. Accordingly, Seven & i Holdings can achieve a higher density level in its store-opening strategy across the different format of stores.

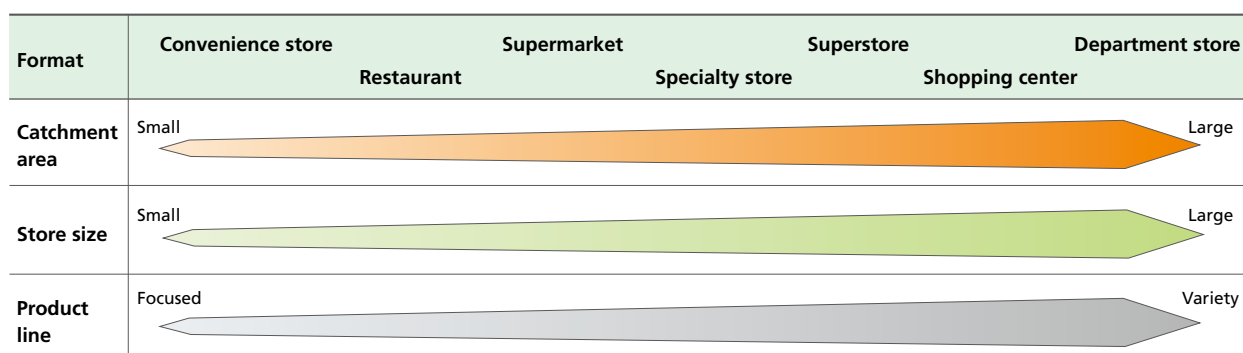
Market Concentration Strategy

Our fundamental strategy is market concentration, whereby a high concentration of stores is positioned within one region.

Effects of area market concentration strategy












- Greater familiarity with customers
- Effective sales promotions
- Improved efficiency in guiding franchised stores
- Efficient construction of production bases
- Efficient construction of distribution structure
- Preventing entry by competitors

Market Concentration Strategy by Store Format



Store Opening Policy by Store Format

(As of February 28, 2011)

Format	Store brand	Store development
Convenience store	 Seven-Eleven	<ul style="list-style-type: none"> · Formed market concentration mainly in residential areas in the 1990s and in urban areas after 2000 · Implement scrap-and-build strategy for revitalizing existing stores · In addition to the standard roadside-type stores, extended store openings in special locations, including train station buildings, business sites and schools · Store network encompassed 38 prefectures as of February 28, 2011. Began launching stores in Kagoshima Prefecture from March 2011 · From November 2010, provision of support for store openings by franchisees who will operate two or more stores
Superstore	 Ito-Yokado	<ul style="list-style-type: none"> · Formed market concentration primarily in the Kanto region · Many stores have a floor space of over 10,000 square meters at present, in accordance with the large-scale retail store openings trend · Convert some existing stores to the food centered discount store "THE PRICE" and urban-style home centers "Seven Home Center"
Shopping center	 Ario	<ul style="list-style-type: none"> · Operate 10 mall-type shopping centers primarily in the Kanto region · With Ito-Yokado as the anchor tenant, attract over 100 tenants
Supermarket	 York-Benimaru  York Mart	<ul style="list-style-type: none"> · York-Benimaru formed market concentration in the Southern Tohoku and Northern Kanto regions · York Mart formed market concentration primarily in the Southern Kanto region · Aim for a 300-store network through aggressive store opening strategy in the market concentration
Department store	 Sogo  Seibu  Robinson's	<ul style="list-style-type: none"> · Sogo, The Seibu Department Stores and Robinson Department Stores conduct collaborative store operations centered on key stores · Seven key stores are Ikebukuro, Yokohama, Chiba, Kobe, Hiroshima, Shibuya and Omiya · According to their characteristics, stores are classified into "key stores," "regional leader stores" or "suburban stores"
Restaurant	 Denny's	<ul style="list-style-type: none"> · Formed market concentration primarily in the Kanto region · Implement scrap-and-build strategy for roadside stores
Specialty store	 Akachan Honpo	<ul style="list-style-type: none"> · Operate stores primarily in shopping centers in 27 prefectures · Operate 27 stores primarily in Ito-Yokado, Ario and other stores operated by Group companies
	 LOFT	<ul style="list-style-type: none"> · Operate stores primarily in department stores and shopping centers in 23 prefectures · Operate 11 stores in Seibu, seven stores in Sogo, and four stores in Ario

Store Network in Japan

Seven & i Holdings focuses on the business factors that will make each and every store a success, not on simply expanding the number of stores.

Total Sales of Major Group Companies by Prefecture for FY2011



Performance Overview

Retailers in the World

Domestic Market Share

Domestic Retail Environment

Domestic Store Network

(As of February 28, 2011)

Hokkaido	831	12	–	–	1	8	4	2
Tohoku	919	10	124	–	1	21	4	3
Kanto	5,581	119	46	65	14	347	45	28
Chubu	2,167	17	–	–	3	87	9	7
Kinki	1,518	10	–	–	5	24	16	13
Chugoku	863	2	–	–	2	2	3	5
Shikoku	–	–	–	–	1	–	1	2
Kyushu	1,353	–	–	–	–	–	3	3
Total	13,232	170	170	65	27	489	85	63

Group Business Strategy

Major Group Companies' Data

Corporate Data

Merchandising

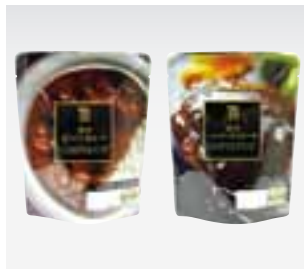
■ Group Merchandising Initiatives

Seven & i Holdings launched *Seven Premium* products in May 2007. These private-brand products have been developed through the integration of Group companies' infrastructure and expertise. In FY2011, it expanded the brand to cover total of 1,300 SKUs, including foods and household goods; Group-wide sales of private brand products reached ¥380.0 billion. In order to improve the quality of our products and to make them differentiate themselves, it launched a new branding strategy in March 2011 to renew its products lineups, logos, and packaging.

■ New Branding Concept

- Develop sophisticated products with maximized taste and quality
- Use a new brand logo for products that are of extremely high quality yet are reasonably priced

Previous Logo	New Logo	Brand Name	Concept
		<i>Seven Premium</i>	Quality and reasonable prices same as or better than national-brand products Improved quality through renewals
		<i>Seven Gold</i>	Reasonable prices with taste and quality same as or better than specialty-store products

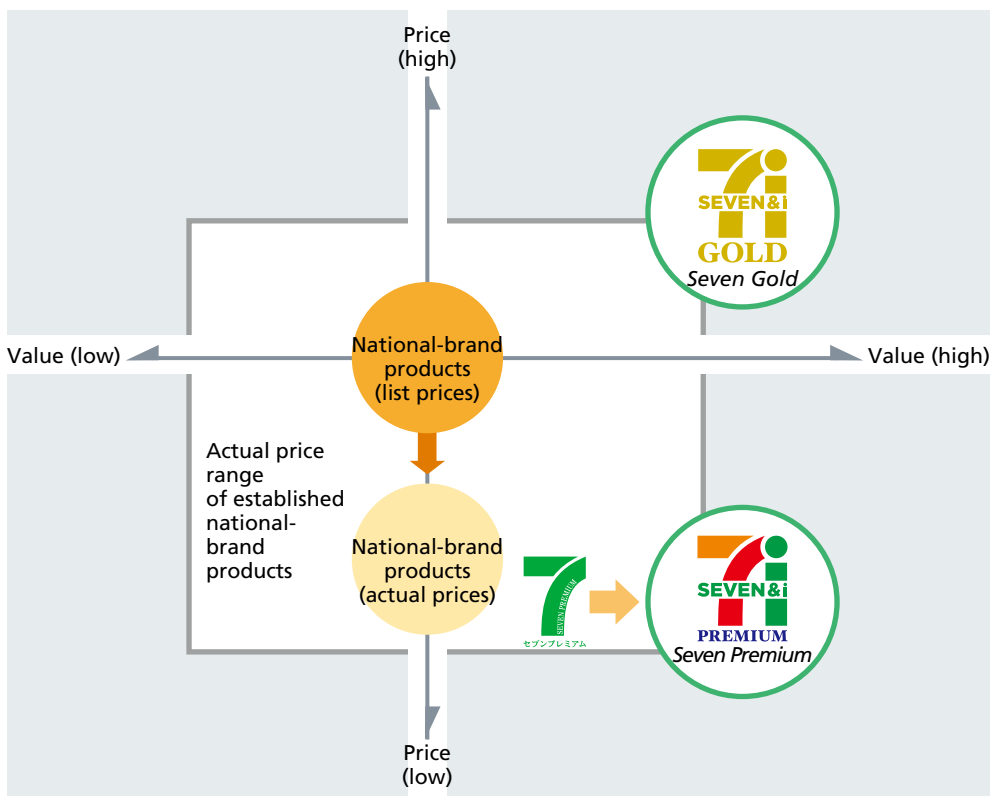


Seven Gold



Seven Premium

■ Positioning of Private-Brand Products

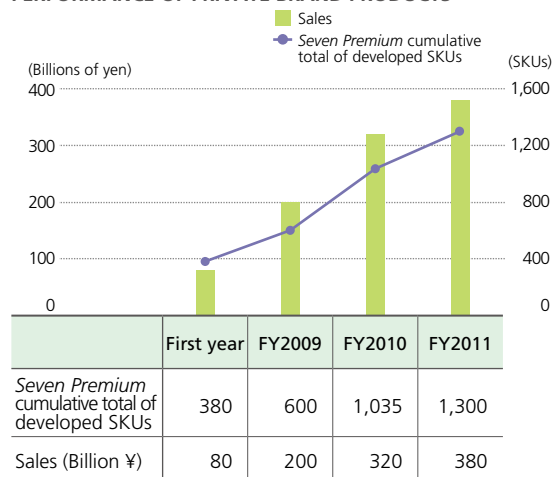


Implementation of the Merchandising Strategy

Development of *Seven Premium* private-brand products

November 2006:	Launched "The Group Merchandising Project"
May 2007:	Started sales of <i>Seven Premium</i> at superstores and supermarkets Number of SKUs: 49
August:	Started sales at Seven-Eleven Japan
November:	Started sales of household goods
March 2008:	Started sales of processed fresh foods
May:	First anniversary of <i>Seven Premium</i> sales Cumulative total of developed SKUs: 380
January 2009:	Received the "Most Excellent Award, Nikkei Award" of the 2008 Nikkei Superior Products and Services Awards
February:	Started sales at Seibu Ikebukuro
May:	Second anniversary of <i>Seven Premium</i> sales Cumulative total of developed SKUs: 690
July:	Launch of the Premium Life Enhancement Committee, a website community for product development that invites customers to participate
November:	Started sales of wine simultaneously in Japan and North America as the Group's first private brand product for the global market
May 2010:	Third anniversary of <i>Seven Premium</i> sales Cumulative total of developed SKUs: 1,100
June:	Started sales of 31 <i>Seven Premium</i> products developed by Group companies in China
September:	Started sales of <i>Seven Gold</i>
March 2011:	Launched a new brand

PERFORMANCE OF PRIVATE BRAND PRODUCTS



Note: First year represents the period from May 2007 to May 2008.

<Product Development Structure>

Food section:

Comprises 22 subcommittees, 36 teams and 108 merchandisers and buyers

Household goods section:

Comprises 12 subcommittees, 15 teams and 35 merchandisers and buyers

Full-time project staff: 19

Integrated product procurement by the Group

- Uniform management of raw materials for each company and consolidation of product-use raw materials
- Strengthening of joint purchasing

Global strategy

- Establishment of the supply structure required for overseas expansion involving area licensees
- Promotion of Groupwide joint procurement of raw materials and products
- Sharing of information on global production regions

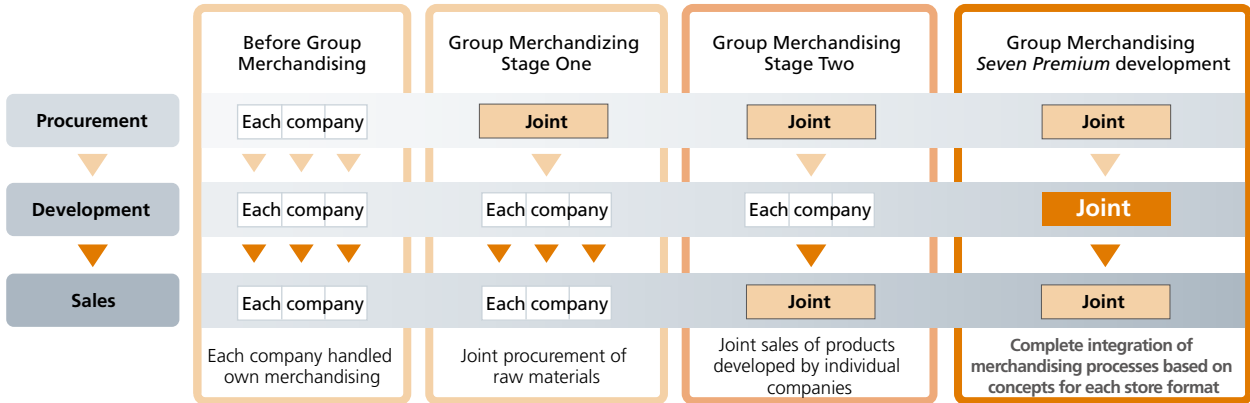
Distribution strategy

- Establishment of total optimization of distribution system
- Systematizing the Group's distribution section

Merchandising

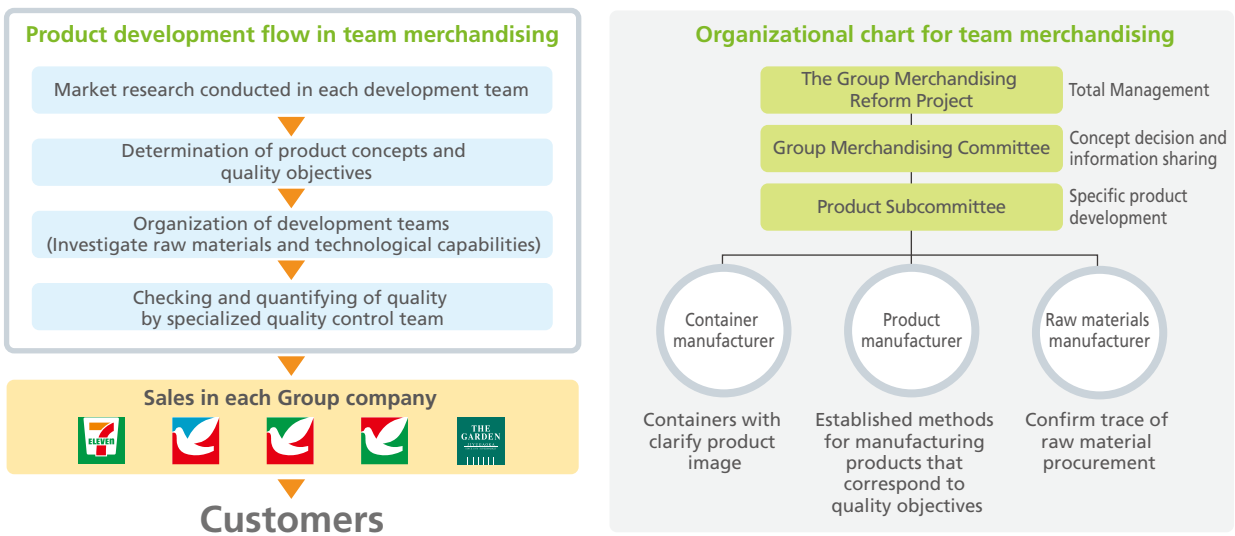
Product Development Policies

- Establish a development system that extends to the merchandising processes such as material procurement, manufacturing, distribution, and sales by sharing information within the Group and leveraging the Group's exceptional development methods
- The operating company with the greatest strengths in that field will be responsible as the development leader in each category



Development Process

We developed *Seven Premium* through team merchandising with manufactures and suppliers. In the fields of processed foods, daily foods, processed fresh foods and household goods products, Group Merchandising Committee has been organized 34 subcommittees and 51 teams (as of May 2011), and product developments in each subcommittee are jointly conducted with manufacturers.



Development Concept for Global Merchandising

Maximize the Group's economy of scale through raw material development and the optimization of producing area on a global basis

Features	Substantial reduction in production costs through global package procurement of raw materials
Pricing	Price same as or lower than actual price range of established national-brand products
Merchandising Examples	<p>November 2009: Started sales of California wine simultaneously in Japan and North America.</p> <p>June 2010: Started sales of sweets at Group stores in China.</p> <p>September 2010: Started sales of coffee simultaneously in Japan and North America.</p> <p>October 2010: Started sales of French Bordeaux wine in Japan and Asia.</p>



Seven Premium
for Chinese market

The Premium Life Enhancement Committee Website

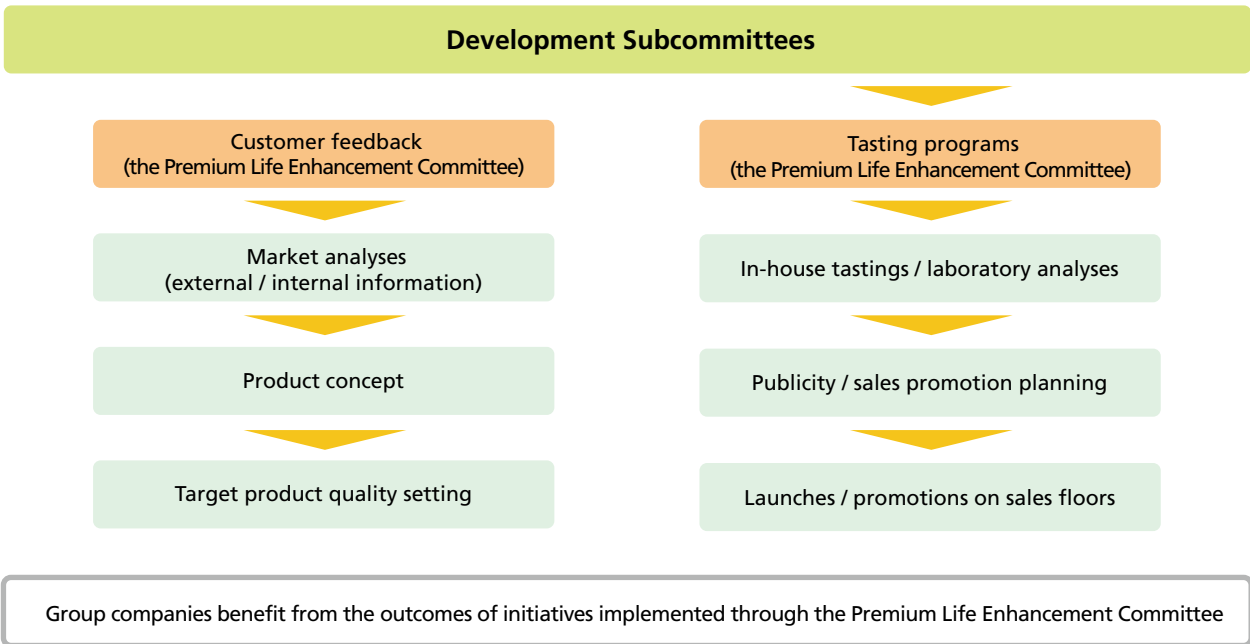
In October 2009, we launched the Premium Life Enhancement Committee website with the aim of directly customer feedback in the development of *Seven Premium* products. As of April 30, 2011, more than 14,700 members had registered through the website.

Product Reviews	Members can evaluate and grade <i>Seven Premium</i> products in three ranks as well as submit opinions about and requests for those products.
Premium Life Circle	Members can communicate with each other on <i>Seven Premium</i> product and lifestyle topics.
Joint Development	Develop products in cooperation with members based on their feedback obtained through questionnaires and comments as well as on the results of tasting programs.



Product Renewal Processes

We develop and improve *Seven Premium* products based on customer feedback and the results of household tasting programs obtained through the Premium Life Enhancement Committee. The outcomes of these activities are shared among Group companies and used in the development of products that accommodate customer needs more effectively.



Seven Premium Product Categories

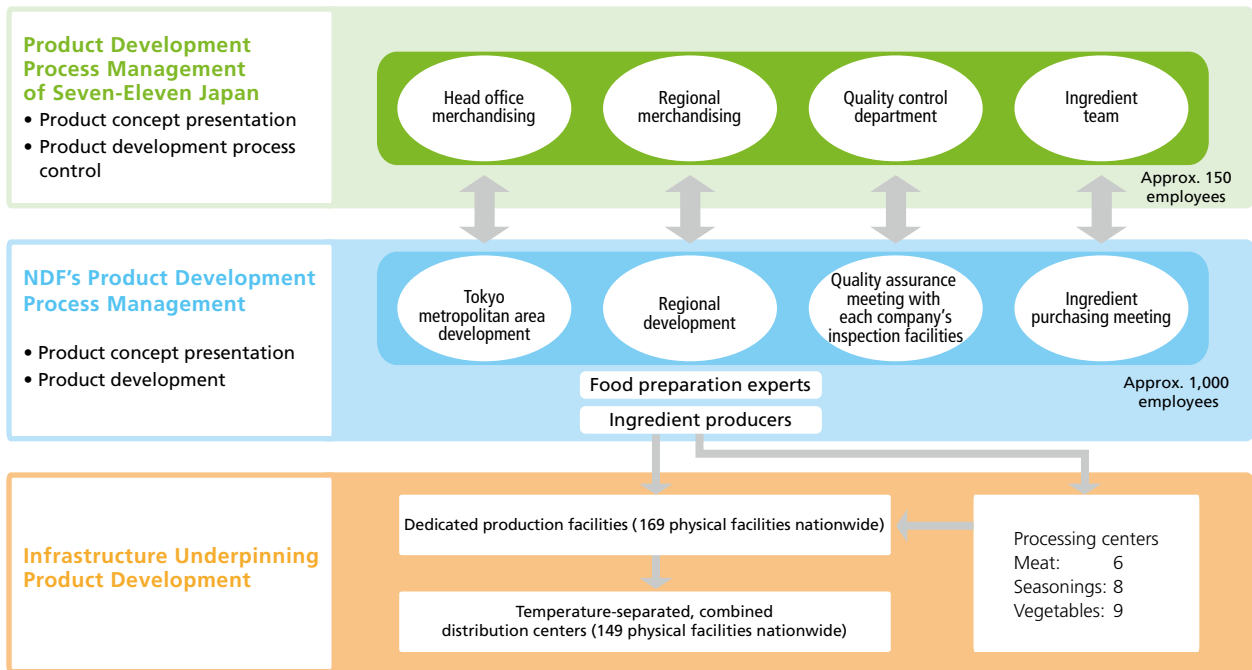
Processed foods (585SKU)	Daily foods (290SKU)	Processed fresh foods (115SKU)	Household goods (310SKU)

(As of February 28, 2011)

Merchandising

Original Daily Food Products Development by Seven-Eleven Japan

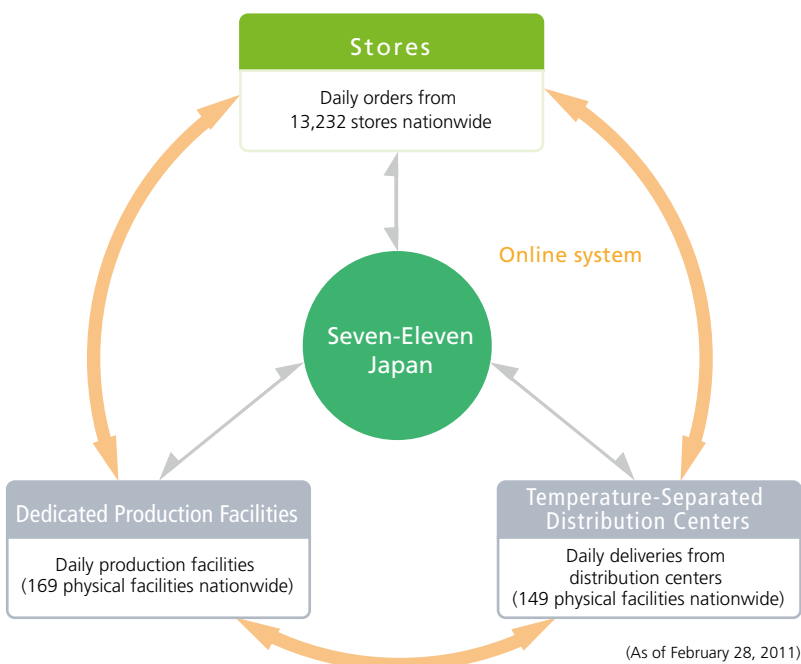
Food Product Development System



Notes 1. Nihon Delica Foods Association (NDF) was formed in 1979 mainly by vendors of rice-based products. NDF currently has approximately 80 member companies that engage in the vendor businesses of rice-based products, sandwiches, delicatessen items, noodles, and Japanese pickles. Members jointly develop products, manage quality, procure ingredients, and implement environmental measures.
 2. Figures for the development system, number of dedicated production facilities, combined distribution centers, and processing centers are as of February 28, 2011.

Supply System for Original Daily Food Products

Original daily food products are made in specialized facilities operated by independent collaborating companies and are delivered to 7-Eleven stores from combined distribution centers that have multiple temperature-specific zones. The production facilities and temperature-separated combined distribution centers serve only Seven-Eleven Japan, allowing us to distinguish ourselves from the competition in terms of product development, hygiene, and quality control.

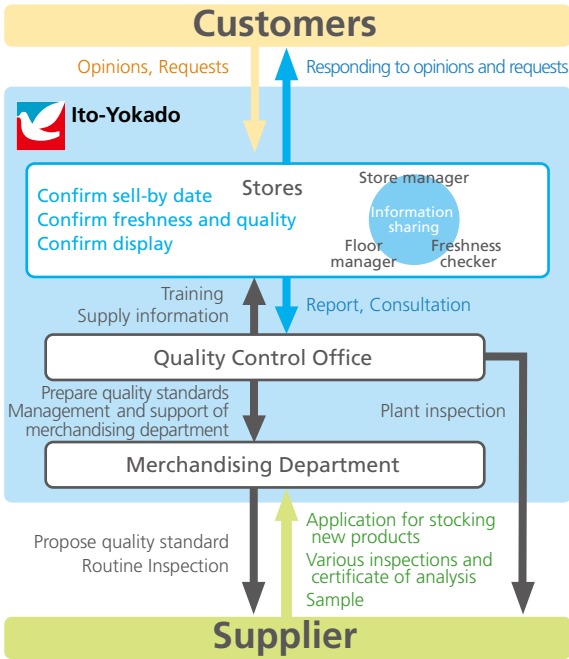


Examples of original daily food products

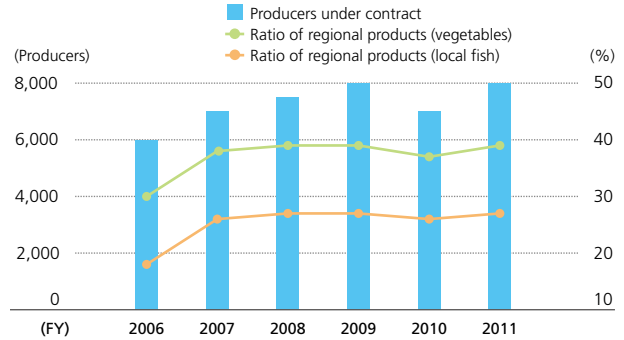
Food Safety Initiatives for Ito-Yokado

Quality Control System

Ito-Yokado rigorously inspects product ingredients and freshness at every stage from procurement to sales. If a defective product is detected after sales, Ito-Yokado responds immediately and takes steps to prevent its spread. To deliver the freshest products, Ito-Yokado contracts with local farmers and attempts to expand its selection of regional products.



PROGRESS WITH REGIONAL PRODUCTS



Performance Overview

Retailers in the World

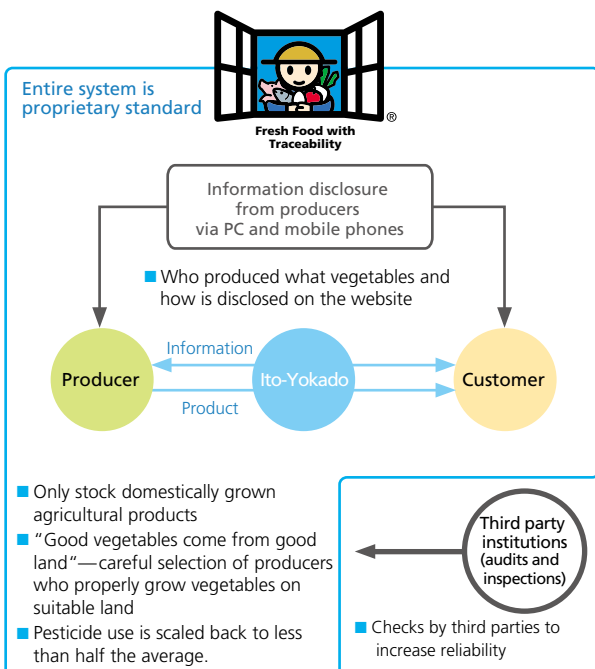
Domestic Market Share

Domestic Retail Environment

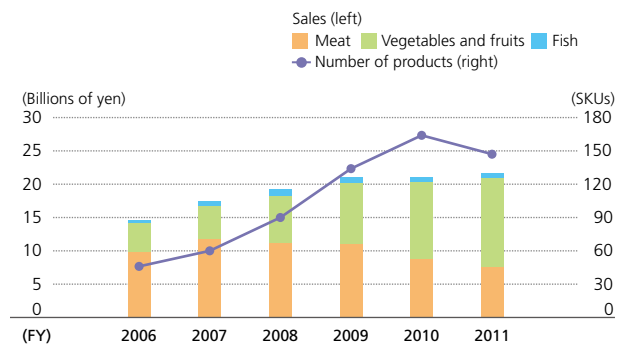
"Fresh Foods with Traceability" Initiatives

In order to respond to demand for more reliable food products, Ito-Yokado emphasizes the importance of giving customers a clear understanding about the place of production, production methods and distribution channels (traceability). This example is from the "Fresh foods with traceability" product series, a product brand designed by Ito-Yokado. Ito-Yokado works to provide safety food to customers through the standardization of production methods and quality standards, increasing reliability through the introduction of inspections by third parties and solidifying its relationship with stakeholders by enhancing open disclosure.

TRACEABILITY SYSTEM (VEGETABLES AND FRUITS)



SALES OF "FRESH FOODS WITH TRACEABILITY" PRODUCTS AND NUMBER OF PRODUCTS



Group Business Strategy

Major Group Companies' Data

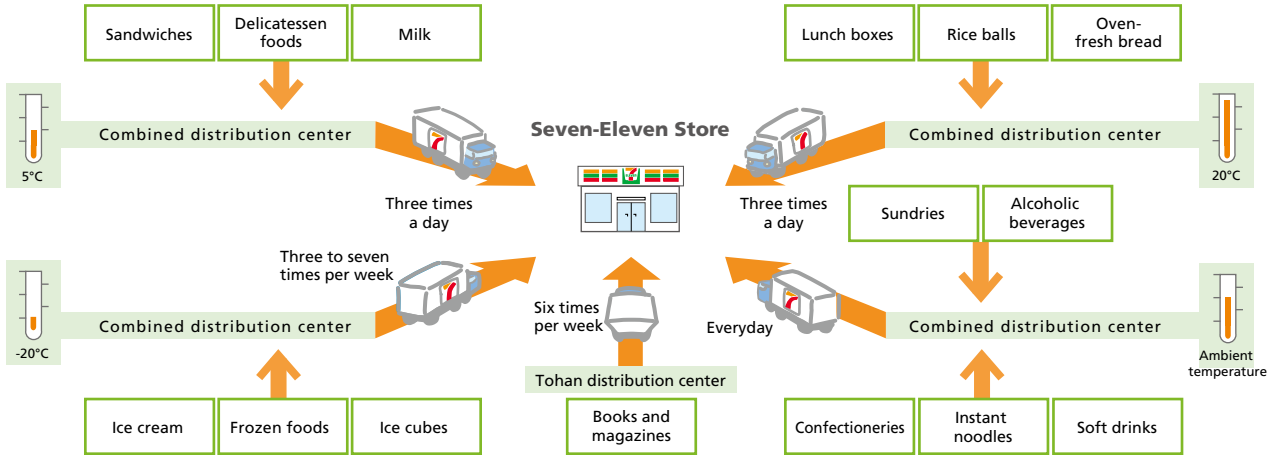
Corporate Data

Distribution Systems

Combined Delivery System

Group companies adopt a combined distribution system for greater efficiency. The combined distribution system is a rationalized system that allows products from different suppliers and manufacturers to be delivered to stores on the same truck. The combined distribution centers are operated by third parties.

TEMPERATURE-SEPARATED COMBINED DISTRIBUTION SYSTEM OF SEVEN-ELEVEN JAPAN

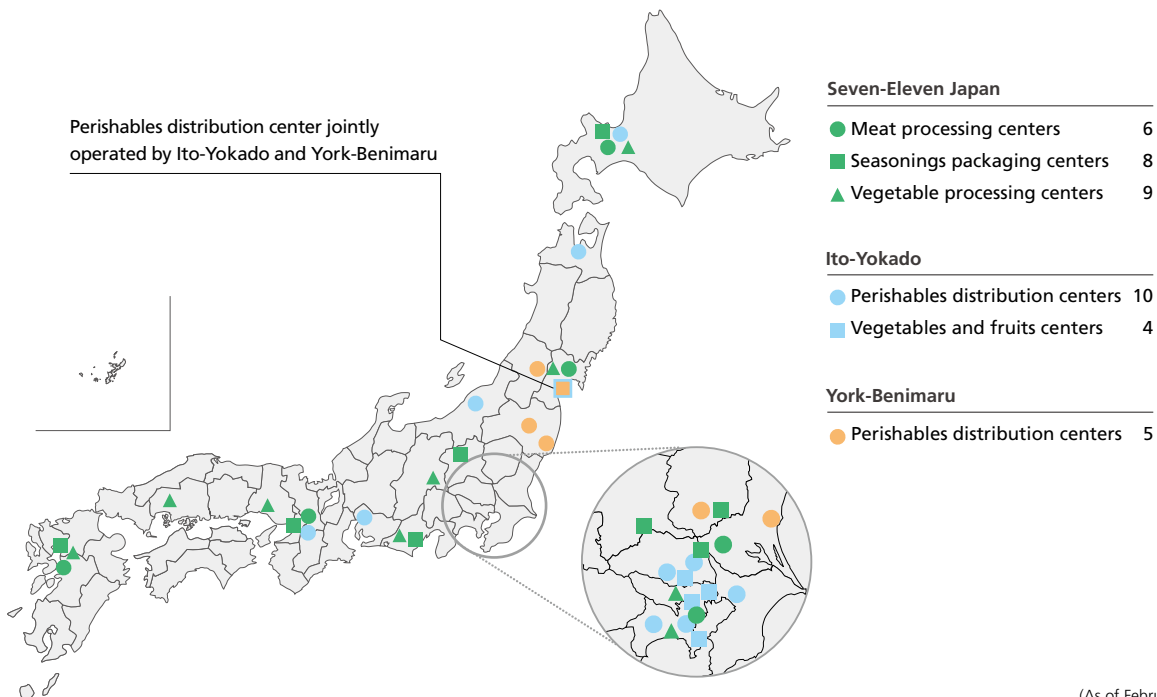


(As of February 28, 2011)

	Number of distribution centers	Number of physical facilities
5°C	66	5°C 16
20°C	67	20°C 17
		Share 50
-20°C	17	17
Subtotal	150	100
Ambient temperature	-	49
Total	-	149

Note: The number of distribution centers represents the distribution centers counted by product categories where multiple product categories were handled in one distribution center.

Processing Centers and Perishables Distribution Centers



(As of February 28, 2011)

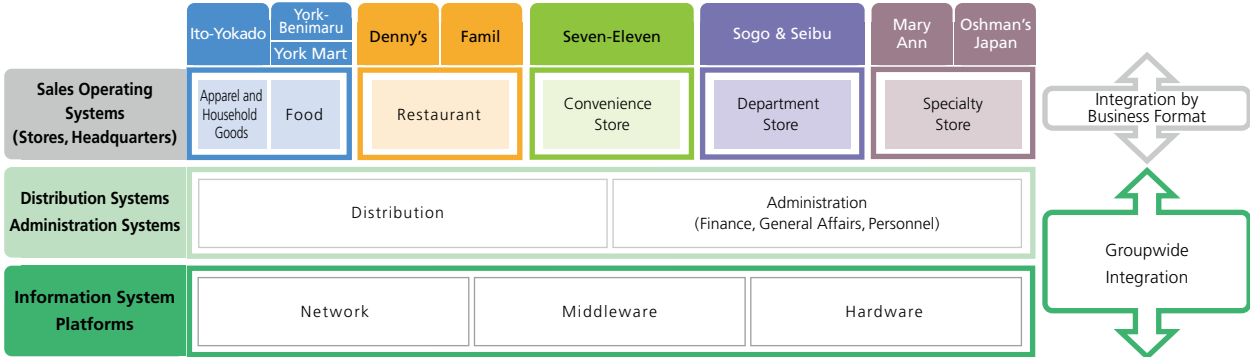
Information Systems

Profile

System Integration

In order to realize group synergies and upgrade administrative functions, Seven & i Holdings promotes integration between hardware and networks, which form the basis of its systems. In addition, sales administration systems are integrated by business categories.

CONCEPT CHART OF SYSTEM INTEGRATION



Performance Overview

Retailers in the World

Introduction of Distribution Business Message Standard

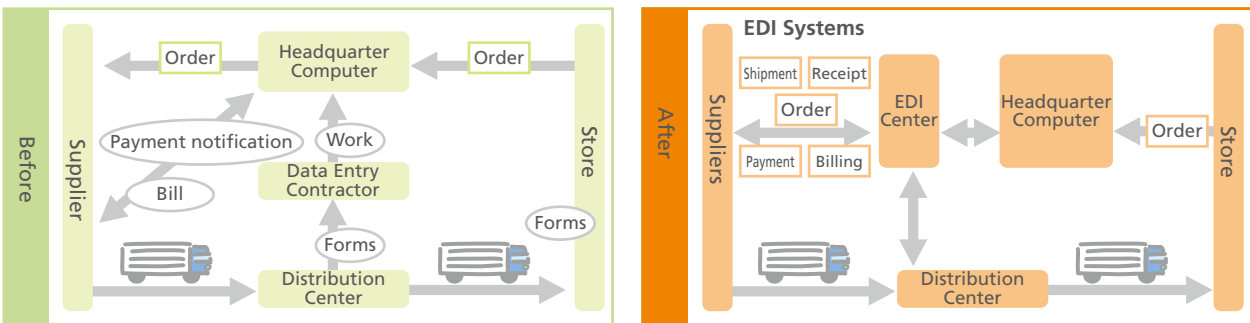
In April 2011, Ito-Yokado introduced a distribution business message standard (BMS)—promoted by the Ministry of Economy, Trade and Industry—in its electronic data interchange (EDI) systems. The EDI systems are used in transactions with suppliers, for example, in ordering, shipping, reception, billing and payment. We plan to introduce the distribution BMS in the systems used by York-Benimaru, York Mart and other Group stores.

Benefits of Distribution BMS

- Improve accuracy and productivity in ordering, order reception and payment operations.
- Reduce operating costs associated with paper-based forms.

Domestic Market Share

DISTRIBUTION BMS INTRODUCTION

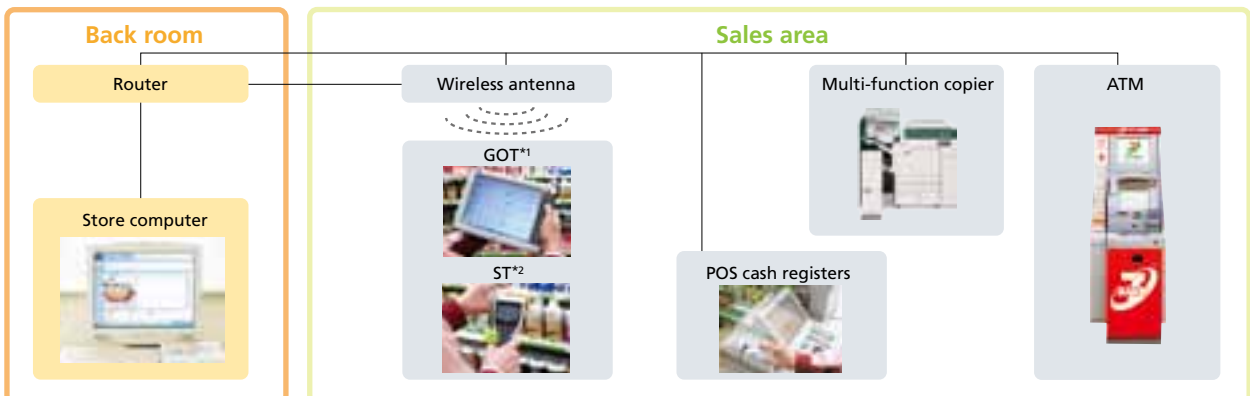


Domestic Retail Environment

Group Business Strategy

Sixth-Generation Total Information System for Seven-Eleven Japan

By introducing wireless in-store networks, the Sixth-Generation Total Information System can improve productivity and enhance "Store System" functions that support item-by-item management. In addition, POS cash registers equipped with a read / write ability that enables the use of electronic money systems are installed.



Major Group Companies' Data

Corporate Data

*1 Graphical Order Terminal used for ordering at the sales area

*2 Scan Terminal used for efficiently scanning products, checking stock location on the shelf, and monitoring freshness

Financial Services

Group Card Business

Group companies have issued over 30 million cards at present, and we are accelerating a card strategy that facilitates members to utilize the Group company's stores. . On April 1, 2011, Seven CS Card Service Co., Ltd., which handles Sogo & Seibu's credit card business, became a consolidated subsidiary of Seven & i Holdings. By strengthening collaboration between Seven CS Card Service and Seven Card Service, efforts are being made to establish and promote a new Groupwide card service strategy. These efforts include such initiatives as the integration of the two card service companies' businesses and the standardization of their point services.

(As of April 30, 2011)

Card name	Operator	Number of card issued	Credit function	Stores with point service						
nanaco	Seven Card Service	12.85 million	▲ ^{*2}	■	■	■ ^{*4}	■	■ ^{*5}		
Seven Card ^{*1}		3.11 million	●	□	■	□	□	□		
Ito-Yokado Point Card		7.12 million	—		■					
Millennium CARD SAISON	Seven CS Card Service	2.43 million	● ^{*3}	□	□	■	□	□		
CLUB ON CARD SAISON		2.41 million								
Member's Card	Akachan Honpo	1.58 million	—						■	

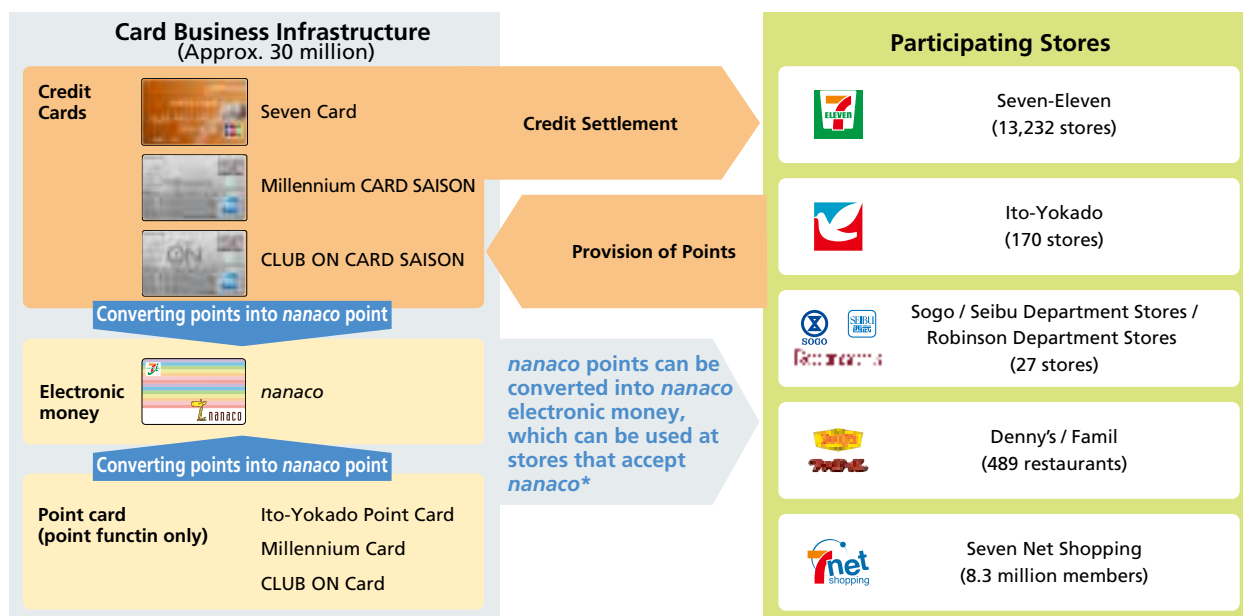
Notes:

- The number of cards issued is as of February 28, 2011.
- The number of Seven Cards issued represents active members.
- ^{*1} IY Card changed its name and its card design to Seven Card from issuance in July 2011.
- ^{*2} Credit functions can be used once the cardholder becomes a Seven Card and QUICPay member.
- ^{*3} Dedicated cards for point services, without credit functions, are also available.
- ^{*4} Applicable only in foods sections
- ^{*5} The *nanaco* point service system requires registration before points are received.

- indicates stores with existing point services.
- indicates stores with the new Seven & i Point Service launched in June 2011, through which preferential points are granted for credit card transactions.

Seven & i Point Service

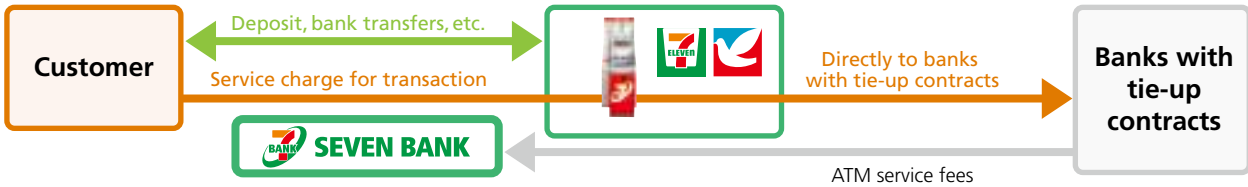
Previously, each type of card issued by Group companies was only valid for point services at specified stores of certain Group companies. From June 2011, however, Seven & i Holdings started a preferential point service, through which cardholders using credit functions can receive points at Group stores. This initiative is aimed at encouraging members to utilize the other company's stores. In September 2011, we plan to launch the *nanaco* Point Club service. Through this new service, points granted by Group companies can be converted into *nanaco*, electronic money and can be used at stores operated by Group companies.



Note: The numbers of card members, stores and Seven Net Shopping members are as of February 28, 2011.
^{*} They can also be used in the previous way, as points in the issuer's program.

ATM Services

Centered in 7-Eleven stores, ATMs had been placed in stores of Group companies. The main source of earnings in this business is the fees from banks with tie-up contracts. The fees are paid to Seven Bank for the use of its ATMs by card holders of these banks.



Performance Overview

Retailers in the World

Domestic Market Share

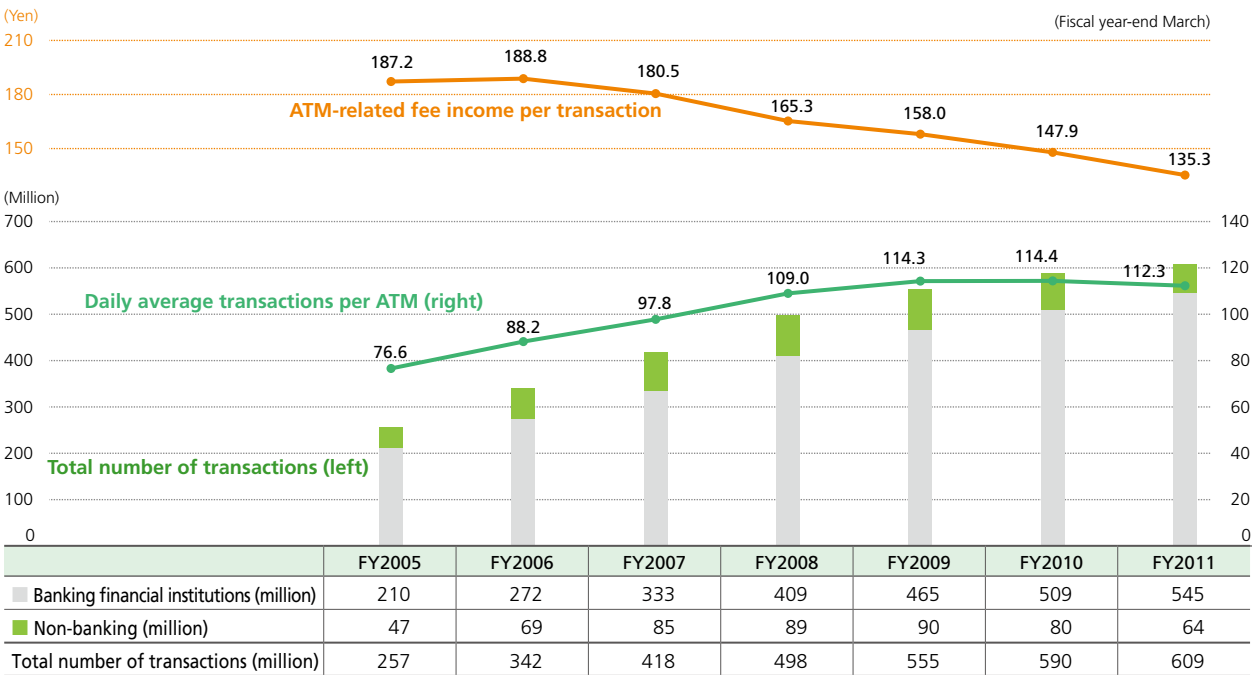
Domestic Retail Environment

Group Business Strategy

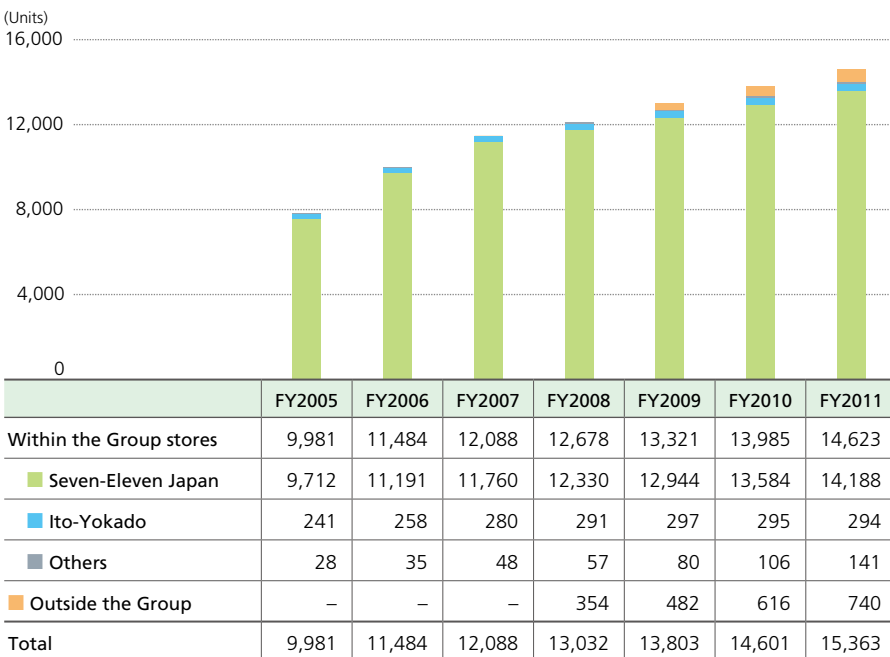
Major Group Companies' Data

Corporate Data

TRANSITION OF ATM TRANSACTIONS AND ATM-RELATED FEE INCOME PER TRANSACTION



NUMBER OF ATMS INSTALLED



(Units)

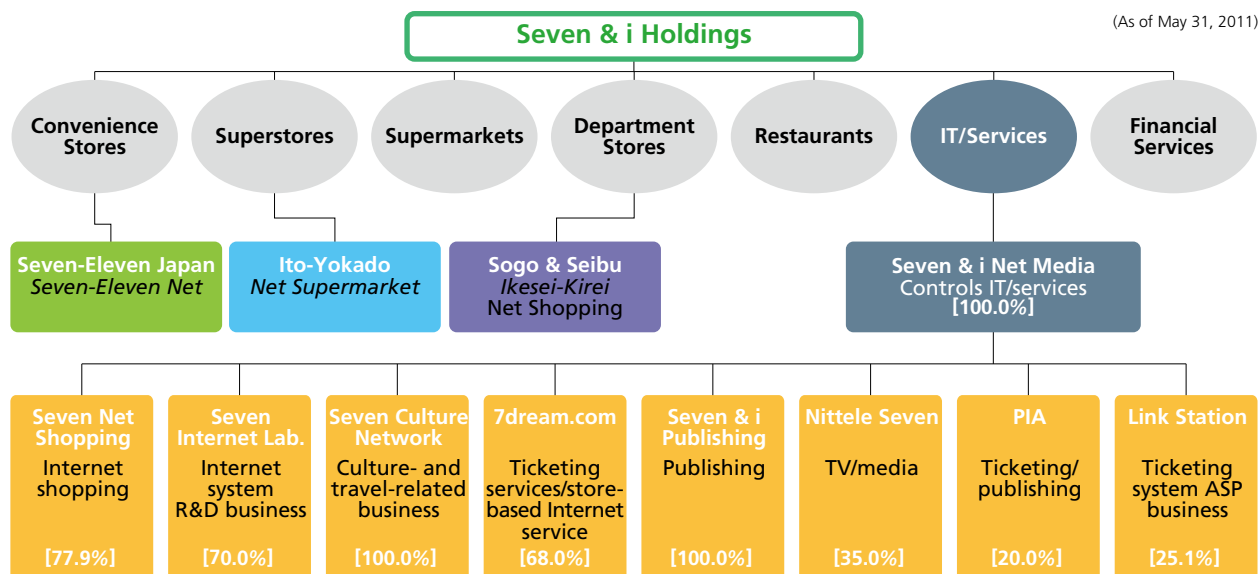
	FY2011
Total number of ATMs	15,363
Within the Group stores	14,623
Seven-Eleven Japan	14,188
Ito-Yokado	294
Others	141
Non-Group locations	740
Airports	30
Hotels	9
Stations and public transportation hubs	71
Commercial facilities	202
Business offices	66
Hospitals	7
Securities companies	355

IT / Services

Seven & i Holdings is promoting its IT / Services that integrates the Internet and actual stores. We are taking advantage of the Group's strengths—namely, its business network consisting of approximately 14,700 stores and its business infrastructure based on advanced information and distribution systems.

Business Structure

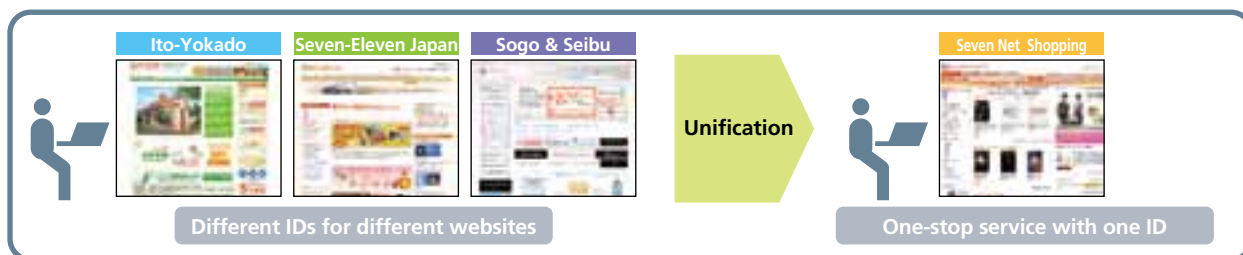
Seven & i Holdings has split the Internet-related operations undertaken by each Group company into three categories: Internet Shopping Business; Store-Based Internet Service Business; and Information Terminal Service Business. Seven & i Net Media, which controls the Group's IT / Services, leads the development and reorganization of business infrastructure required for these operations.



Note: [] indicates the percentage of equity owned by Seven & i Holdings.

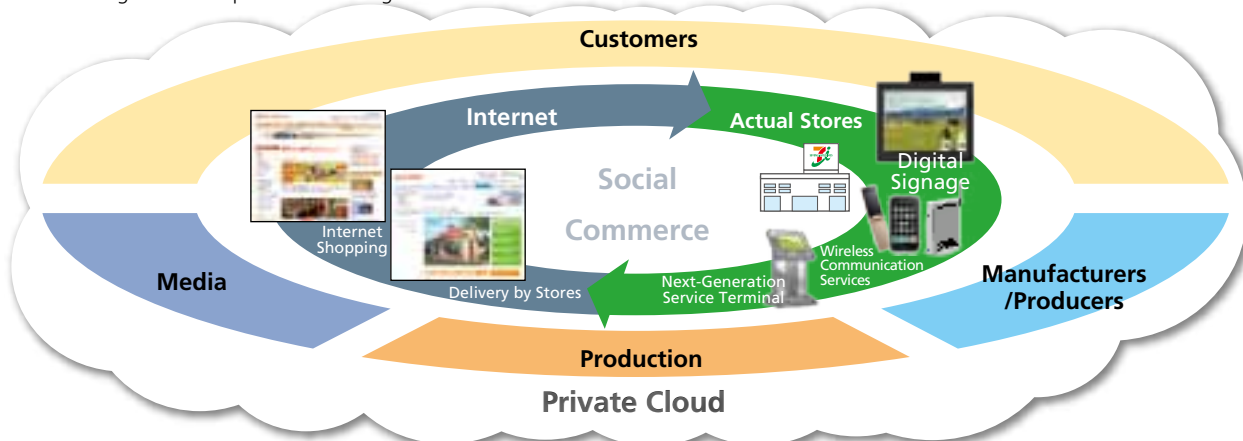
Group Internet Business

Seven & i Holdings plans to integrate the Internet sites established by different Group companies into one general website, thereby maximizing customer convenience.



"Social Commerce": Groups' Internet Strategy





Seven & i Holdings is promoting its IT / Services based on the concept of "Social Commerce." Under this concept, all parties—including our customers, suppliers and Group companies—participate in a virtual market and create new ways of Internet shopping through the sharing of their respective knowledge and know-how.



Internet Shopping: Nationwide

Four Sections of "Seven Net Shopping"

As the first step toward the realization of "Social Commerce," we renewed our "Seven Net Shopping," Internet shopping website in January 2011.

Shopping	Specialty Store	Word-of-Mouth	Net Supermarket
			
Section providing approximately 5 million items in 11 categories, from books to household goods	Section imparting behind-the-scenes information provided by manufacturers and producers (operate approx. 1,500 stores at the end of May 2011)	Section where customers and famous figures exchange opinions and contribute information about recommended items	Introducing Ito-Yokado's net supermarket to maximize customer convenience of one stop service

Performance Overview

Retailers in the World

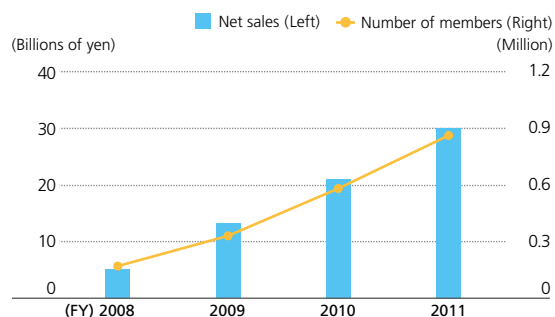
Internet Shopping: Store Based

Net Supermarket

With Ito-Yokado's stores manage as a core operator, fresh products are offered at the same prices as the in-store prices and delivered in the shortest amount of time within three hours after the placement of orders from customers located within its store catchment area.



Service launched	March 2001
Items handled	Approx. 30,000 items (foods, household goods, underwear, miscellaneous goods for kids, etc.)
Delivery fee	¥315 (including tax, free above set value of purchases)
Delivery schedule	Six shipments/day (excluding some stores)
Sales recognition	Posted as sales of Ito-Yokado
Net sales	¥30.0 billion (FY2011)
Number of members	860 thousand (as of Feb. 28, 2011)



Domestic Market Share

Domestic Retail Environment

Group Business Strategy

Seven-Eleven Net

By enhancing the supplementation of 7-Eleven stores' product lineups where it is hard to constantly keep in stock at the real stores, customers can receive and make payments for ordered items at the store front with no delivery charges or service fees.

Ikesei-Kirei Net Shopping

Ikebukuro store, Sogo & Seibu's flagship store, has launched a website specialized in cosmetics, a field in which department stores advantage. Cosmetic items ordered through this website can be delivered to and picked up at a 7-Eleven store of the customer's choice.

Major Group Companies' Data

Information Terminal Service Business

Services are offered through multi-function copier machine at our Seven-Eleven Japan stores.

Major Services:

- Photo Copy
- Fax
- Digital photo printing
- Internet printing
- Ticketing
- Prepaid services
- Sports promotion lottery ticket service
- Certification/qualification processing
- Motorcycle liability insurance processing
- Public administration-related services (issuance of residence certificate, seal registration certificate), etc.

*Through the ticketing service, customers can buy not only tickets for movies and events, but also tickets for reserved seats at sports and other events as well as on expressway buses.

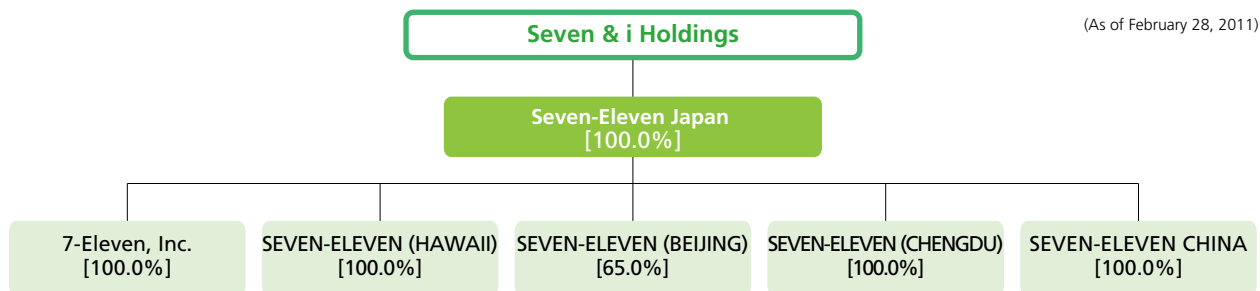


Corporate Data

Global Strategy

Capital Relationships in the Group's Convenience Store Operations

Convenience stores in Japan, the United States, Canada and China (Beijing, Tianjin and Chengdu) are operated by subsidiaries of Seven & i Holdings. Also, 7-Eleven, Inc., which acts as the global area licensor, and SEVEN-ELEVEN (CHINA), which serves as the master licensor in China, are subsidiaries of Seven & i Holdings.



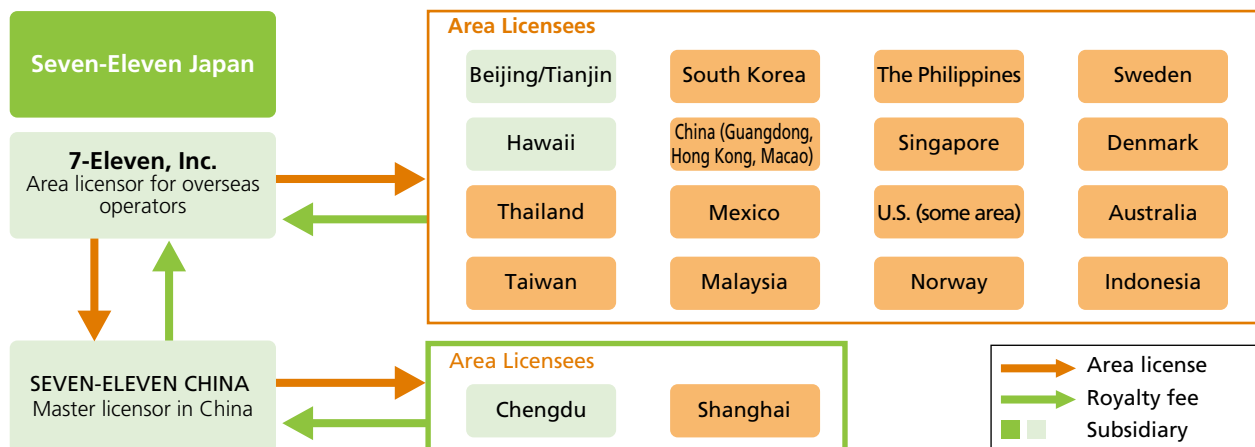
(As of February 28, 2011)

Notes: 1. [] indicates percentage of equity owned by the Group.

2. Seven-Eleven Japan and Ito-Yokado respectively hold 81.0% and 19.0% equity in SEVEN-ELEVEN (CHENGDU).

Overseas Licensing Scheme

7-Eleven, Inc. is responsible for granting area licenses to overseas operators of 7-Eleven stores. Royalty fees paid by area licensees are included in other income of 7-Eleven, Inc.



7-Eleven Store Operators Around the World

In countries and regions not covered by our subsidiaries, leading corporate groups have become our area licensees to operate 7-Eleven stores.

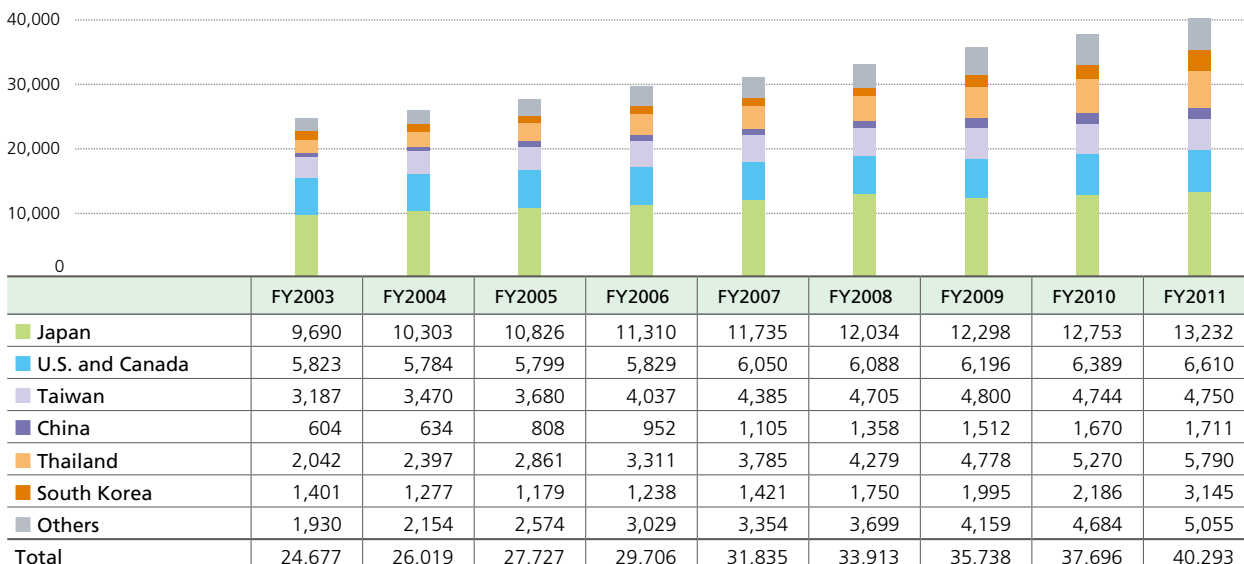
Country or Region	Operator	Number of Stores
Thailand	C. P. ALL Public Company Ltd. [Charoen Pokphand Group]	5,790
Taiwan / China (Shanghai)	President Chain Store Co. Ltd. [Uni-President Enterprise Corp.]	4,804
South Korea	Korea-Seven Co. Ltd. [Lotte Group]	3,145
China (Guangdong, Hong Kong, Macao)	The Dairy Farm Company, Limited [Dairy Farm International Holdings Limited]	1,557
Mexico	7-Eleven Mexico S.A. de C. V.	1,223
Malaysia	7-Eleven Malaysia Sdn Bhd	1,212
The Philippines	Philippine Seven Corporation [President Chain Store Corporation]	551
Singapore	Cold Storage Singapore (1983) Pte. Ltd. [Dairy Farm International Holdings Limited]	549
U.S.	Garb-Ko, Inc.	523
	Handee Marts, Inc.	
	Prima Marketing, LLC	
	Resort Retailers, Inc.	
Norway/Sweden/ Denmark	Reitan Servicehandel	506
Australia	7-Eleven Stores Pty. Ltd.	415
Indonesia	PT Modern Putraindonesia	21

Notes: 1. The number of stores is as of December 31, 2010.

2. Company names in brackets are those of the corporate groups affiliated with the companies listed.

Number of Seven-Eleven Stores Worldwide

TRANSITION OF NUMBER OF SEVEN-ELEVEN STORES

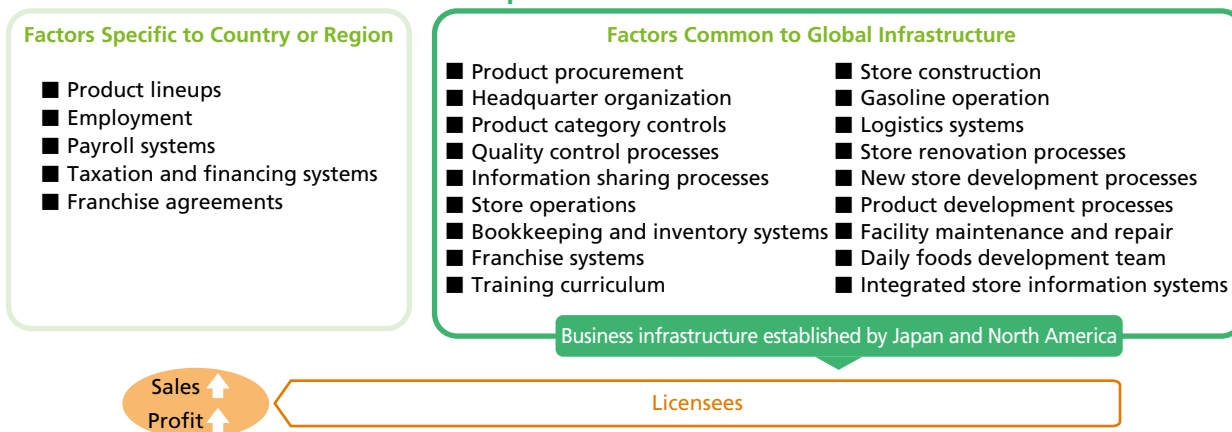


Notes: 1. Figures for the U.S. and Canada are the total number of stores directly managed and franchised by 7-Eleven, Inc.
 2. As of the end of December, excluding figures for Japan which are as of the end of February of the following year

Licensee Leadership Summit

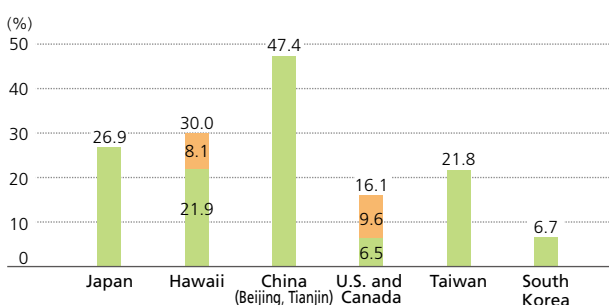
Seven-Eleven holds an Licensee Leadership Summit. Management teams of Seven-Eleven store operators worldwide gather and exchange information to improve the quality of management. Through various programs at the summit, we promote "Global Collaboration," the concept of providing business infrastructure to licensees in each country and region.

Global Collaborations



Sales of Fast Food of Seven-Eleven in the World

FAST FOOD SALES AS A PERCENTAGE OF TOTAL SALES FOR FY2011



U.S. and Canada



Beijing, China

Notes: 1. Portions of the graph represent such counter-served drinks as Slurpees and coffee.
 2. Percentages for Hawaii, U.S. and Canada are calculated using total sales that exclude gasoline sales.

Global Strategy

Operations in China

Adhering to our market concentration strategy for opening new stores, we are operating convenience stores, superstores, supermarkets and restaurants in China. Working to enhance synergy effects, we are exchanging information across business formats and starting to develop products jointly.

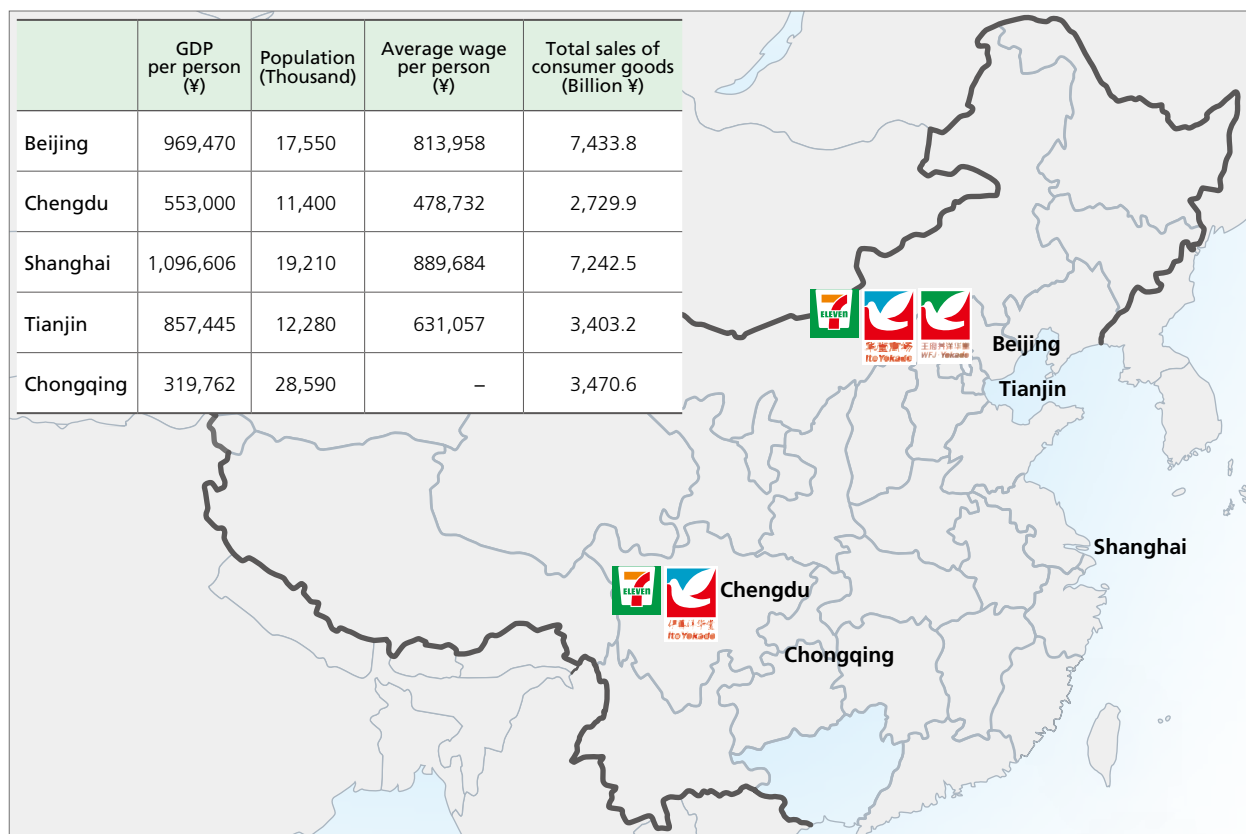
Company Overview

(As of December 31, 2010)

	Business category	Establishment	Opening date of the first store	Capital	Ownership ratio	
SEVEN-ELEVEN (BEIJING) CO., LTD.	Convenience store	Jan. 2004	Apr. 15, 2004	US\$35,000 thousand	Seven-Eleven Japan Co., Ltd. Beijing Wang fu jing Department Store Group Co., Ltd. China National Sugar & Alcohol Group	65.0% 25.0% 10.0%
SEVEN-ELEVEN (CHENGDU) Co., Ltd.	Convenience store	Dec. 2010	March 17, 2011	US\$10,000 thousand	Seven-Eleven Japan Co., Ltd. Ito-Yokado Co., Ltd.	81.0% 19.0%
SEVEN-ELEVEN CHINA Co., Ltd.	Seven-Eleven's master licensor in China*	Apr. 2008	-	50,000 thousand yuan	Seven-Eleven Japan Co., Ltd.	100.0%
Hua Tang Yokado Commercial Co., Ltd.	Superstore	Sept. 1997	Apr. 28, 1998	US\$65,000 thousand	Ito-Yokado Co., Ltd. ITOCHU Group China Huafu Trade & Development Group Corp.	75.8% 12.3% 12.0%
Chengdu Ito-Yokado Co., Ltd.	Superstore	Dec. 1996	Nov. 21, 1997	US\$23,000 thousand	Ito-Yokado Co., Ltd. China Huafu Trade & Development Group Corp. ITOCHU Group CITYWELL (CHENGDU) DEVELOPMENT CO., LTD.	74.0% 12.0% 9.0% 5.0%
Beijing Wang fu jing Yokado Commercial Co., Ltd.	Supermarket	Nov. 2004	Apr. 30, 2005	US\$18,000 thousand	Ito-Yokado Co., Ltd. Beijing Wangfujing Department Store Group Co., Ltd. York-Benimar Co., Ltd.	40.0% 40.0% 20.0%
Seven & i Restaurant (Beijing) Co., Ltd.	Restaurant	Feb. 2009	July 21, 2009	100,000 thousand yuan	Seven & i Food Systems Co., Ltd. Beijing Wang fu jing Department Store Group Co., Ltd. China National Sugar & Alcohol Group	75.0% 15.0% 10.0%

*1 Excluding Beijing, Tianjin and Hebei, as well as Hong Kong and Guangdong, which are already covered by the area license granted by 7-Eleven, Inc.

China Market

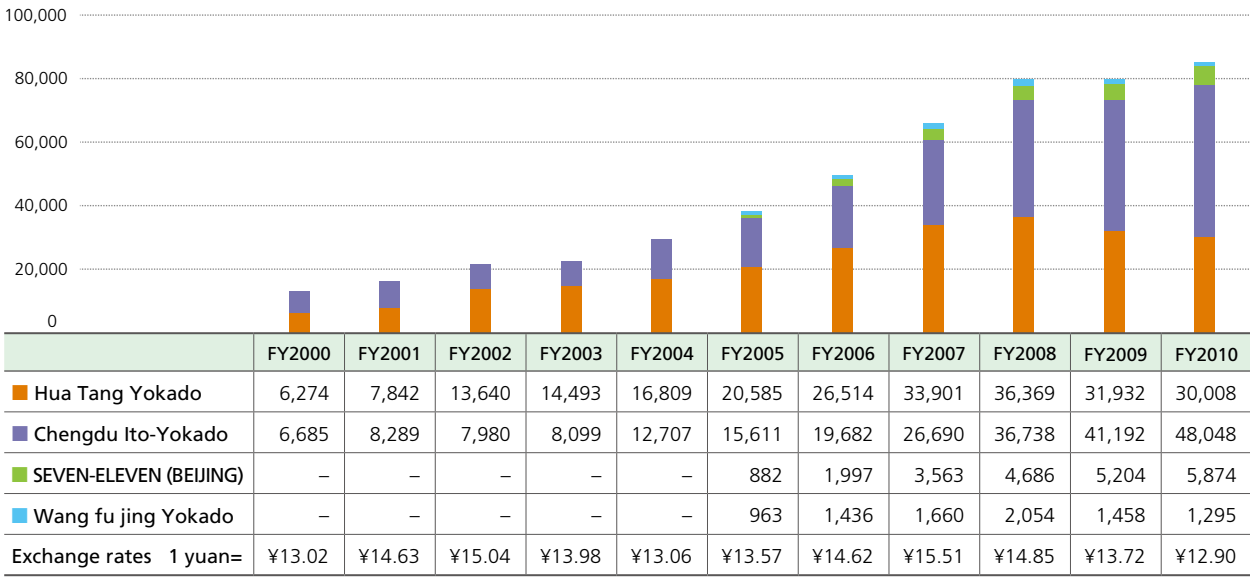


Note: Exchange rate: 1 yuan=¥14

Source: National Bureau of Statistics of China (2009)

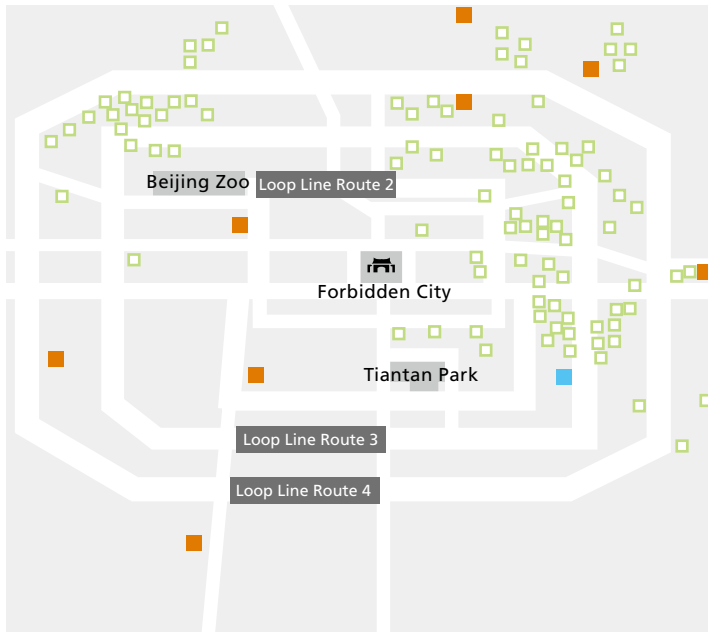
Sales Trend

(Fiscal year-end December, Millions of yen)



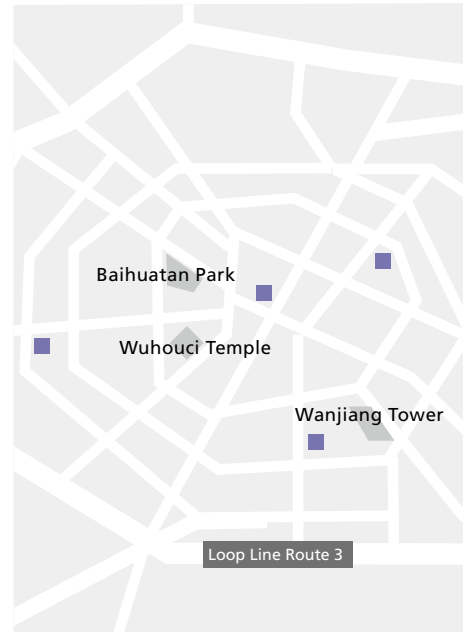
Note: Sales exclude value added tax.

Beijing



Chengdu

(As of December 31, 2010)



SEVEN-ELEVEN: 100 stores



Hua Tang Yokado: 8 stores



Wang fu jing Yokado: 1 store



Chengdu Ito-Yokado: 4 stores

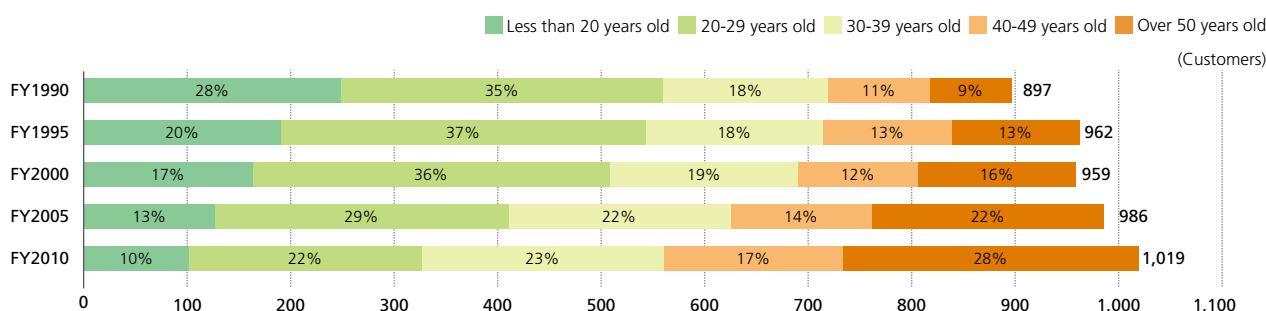
Convenience Store

SEVEN-ELEVEN JAPAN

(Millions of yen)

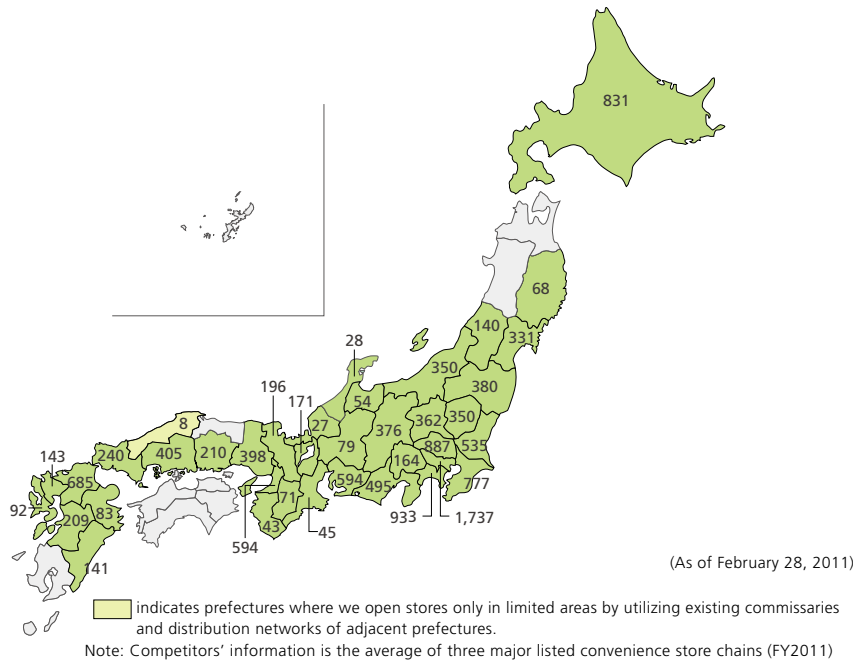
	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Revenues from operations	492,831	516,967	527,667	540,773	535,018	549,111
Operating income	177,350	172,737	168,171	178,060	156,220	169,152
Ordinary income	178,682	176,763	176,465	187,997	164,445	176,144
Net income	118,778	98,402	101,717	107,189	92,439	102,049
Capital expenditures	59,560	51,299	51,945	58,670	66,222	56,989
Depreciation and amortization	25,769	25,203	24,368	26,317	28,587	30,831
Total assets	1,136,999	1,149,977	1,214,689	1,288,298	1,301,004	1,358,837
Net assets	883,148	924,642	975,809	1,035,835	1,022,065	1,068,453
Total store sales	2,498,754	2,533,534	2,574,306	2,762,557	2,784,997	2,947,606
Processed food	752,124	752,459	767,143	787,328	788,154	828,277
Fast Food	732,134	734,724	736,251	759,703	751,949	792,906
Daily food	327,336	329,359	332,085	334,269	336,984	359,607
Nonfood	687,157	716,990	738,825	881,255	907,909	966,814
Existing stores sales increase	(1.6)%	(1.9)%	(1.5)%	5.2 %	(2.1)%	2.2 %
Number of customers	0.0 %	(1.7)%	0.4 %	4.7 %	0.5 %	1.1 %
Average spending per customer	(1.5)%	(0.2)%	(1.9)%	0.4 %	(2.6)%	1.1 %
Average daily sales per store (thousand ¥)	627	610	597	629	616	629
Average daily sales per store of new stores (thousand ¥)	550	515	517	555	525	554
Merchandise gross profit margin	31.0%	30.9%	31.0%	30.2%	30.3%	30.5%
Number of stores	11,310	11,735	12,034	12,298	12,753	13,232
Openings	891	832	816	874	966	939
Closures	407	407	517	610	511	460
Relocations	312	282	365	429	414	393
Type A franchised stores	5,196	5,122	4,919	4,638	4,437	4,340
Type C franchised stores	5,208	5,608	6,311	6,946	7,703	8,449
Provisional management contract stores	309	365	136	53	12	1
Directly operated stores	597	640	668	661	601	442
Ratio of stores with liquor license	86.6%	92.1%	96.7%	97.7%	98.6%	98.8%
Ratio of stores with cigarette license	80.8%	82.6%	85.0%	86.8%	89.5%	91.7%
Total sales floor space (square meters)	1,318,053	1,389,965	1,446,872	1,499,163	1,571,247	1,641,368
Full-time employees (term-end)	4,804	4,963	5,294	5,542	5,763	5,729
Payment acceptance services						
Number of transactions (thousands)	226,995	259,127	290,474	308,546	323,966	342,427
Total value of transactions (million ¥)	2,009,554	2,383,539	2,734,184	2,950,068	3,072,749	3,242,657

Average Daily Number of Customer Visits per Store

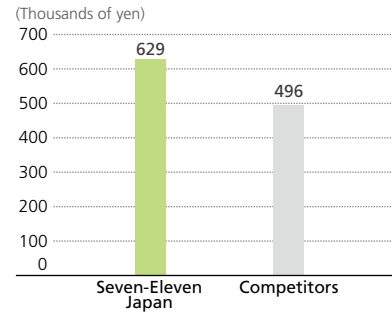


Source: Customer Survey by Seven-Eleven Japan

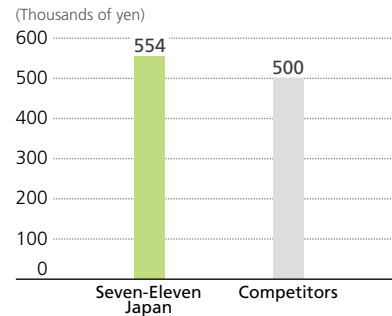
Store Expansion



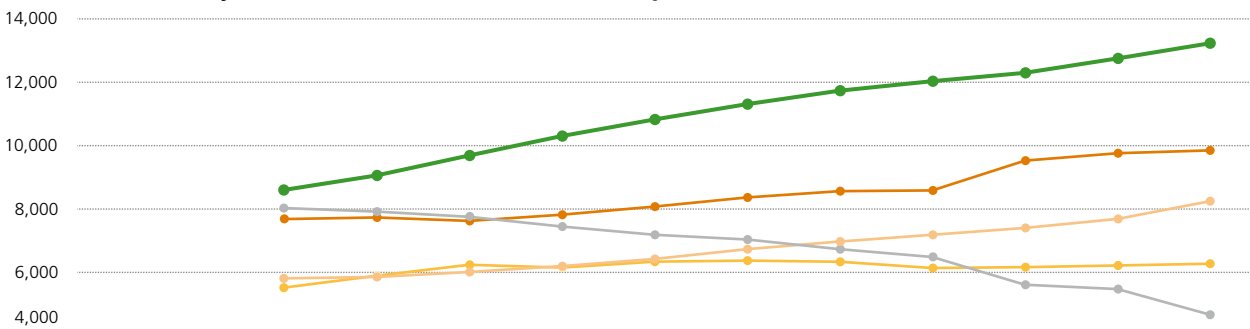
AVERAGE DAILY SALES PER STORE



AVERAGE DAILY SALES PER STORE OF NEW STORES



Number of Major Convenience Store Chains in Japan



	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
● Seven-Eleven Japan	8,602	9,060	9,690	10,303	10,826	11,310	11,735	12,034	12,298	12,753	13,232
● Lawson	7,683	7,734	7,625	7,821	8,077	8,366	8,564	8,587	9,527	9,761	9,994
● FamilyMart	5,812	5,856	6,013	6,199	6,424	6,734	6,974	7,187	7,404	7,688	8,248
● Circle K Sunkus	5,519	5,894	6,241	6,152	6,339	6,372	6,336	6,139	6,166	6,219	6,274
● Other CVS	8,031	7,919	7,755	7,448	7,188	7,038	6,733	6,486	5,611	5,474	4,664
Nationwide	35,647	36,463	37,324	37,923	38,854	39,820	40,342	40,433	41,006	41,895	42,412

Source: The Census of Commerce (Ministry of Economy, Trade and Industry)

Contract Type of Franchised Stores

	Type A (4,340 stores)	Type C (8,449 stores)
Type of ownership	Franchisee provides	Seven-Eleven Japan provides
Land and buildings	Franchisee provides	Seven-Eleven Japan provides
Sales equipment, computers, etc.	Seven-Eleven Japan provides	
Contract period	15 years	
Utilities	Seven-Eleven Japan 80%; Franchisee 20%	
Seven-Eleven charge (royalty)	43% of gross profit	An amount calculated on a sliding scale based on gross profit
Incentive system for multi-store operation	5-year incentives and 15-year contract renewal incentives (reductions in franchise fee) are offered	
Cost of disposing unsold items	When one franchisee operates 2 or more 7-Eleven stores, a 3% incentive charge is applied to the second and subsequent stores. When franchisees that have operated a 7-Eleven store for over five years open a new 7-Eleven store, the "incentive for stores open over five years" is applied to the new store from the beginning of its operation.	
Minimum guarantee	19 million yen (Franchisee's annual gross profit)	17 million yen (Franchisee's annual gross profit)

Notes: 1. Number of stores are as of February 28, 2011.

2. The condition for the Seven-Eleven charge (royalty) and minimum guarantee applies to stores that are open for 24 hours a day.

3. Gross profit is equal to net sales minus net cost of goods sold, which is calculated by subtracting costs of inventory loss, disposal merchandise and rebates from gross cost of goods sold.

Convenience Store

7-ELEVEN, INC.

(Fiscal year-end December, Millions of yen)

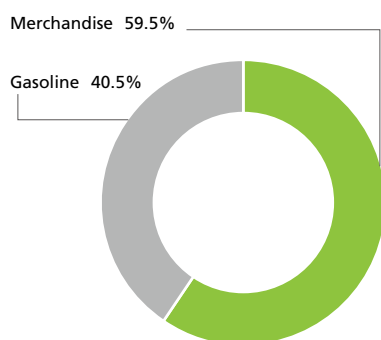
	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010
Revenues from operations	1,498,678	1,707,532	1,843,408	1,742,395	1,411,391	1,463,796
Net sales	1,485,408	1,690,613	1,822,737	1,725,910	1,394,694	1,445,571
Merchandise	916,066	1,008,818	1,068,453	967,411	883,229	859,632
Gasoline	569,342	681,795	754,283	758,499	511,464	585,939
Operating income	32,348	32,015	31,726	34,711	34,427	33,328
Net income	1,823	14,702	17,289	19,652	17,975	18,918
Capital expenditures	40,650	46,288	55,499	44,540	37,948	48,996
Depreciation and amortization	38,047	45,560	48,713	38,284	34,974	37,444
Total assets	650,472	655,233	609,319	493,108	511,766	472,566
Net assets	288,735	307,357	312,900	260,589	274,855	283,833
Exchange rate (Income statements) US\$1=	¥110.26	¥116.38	¥117.85	¥103.48	¥93.65	¥87.79
Exchange rate (Balance sheets) US\$1=	¥118.07	¥119.11	¥114.15	¥91.03	¥92.10	¥81.49
Existing stores sales increase (U.S. Merchandise sales)	4.4%	3.1%	3.1%	0.4%	0.6%	1.5%
Average daily sales per store (thousand ¥)	434	477	501	440	399	381
Merchandise gross profit margin	35.8%	36.0%	35.9%	35.2%	35.2%	35.1%
Number of stores	5,829	6,050	6,088	6,196	6,389	6,610
Openings	72	302	106	172	268	303
Closures	42	81	68	64	75	82
Franchised stores	3,508	3,828	4,041	4,220	4,649	5,064
Directly operated stores	2,321	2,222	2,047	1,976	1,740	1,546
Stores with gas station	2,437	2,436	2,440	2,486	2,495	2,481
Total sales floor space (square meters)	928,966	967,428	974,970	992,237	1,016,254	1,066,020
Full-time employees (term-end)*	21,361	21,084	19,308	17,084	14,397	13,263

Note: 1. Figures from the amounts of each fiscal year reflect adjustments to the necessary for the consolidation to Seven & i Holdings' consolidated account.

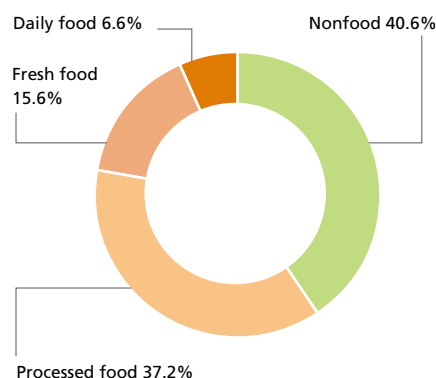
2. From FY2005, in accordance with change of accounting standard, the assets, liabilities, equity and results of operations of its franchised stores are included in its balance sheets and income statements.

* The number of employees are for the end of February following each fiscal year.

Breakdown of Net Sales

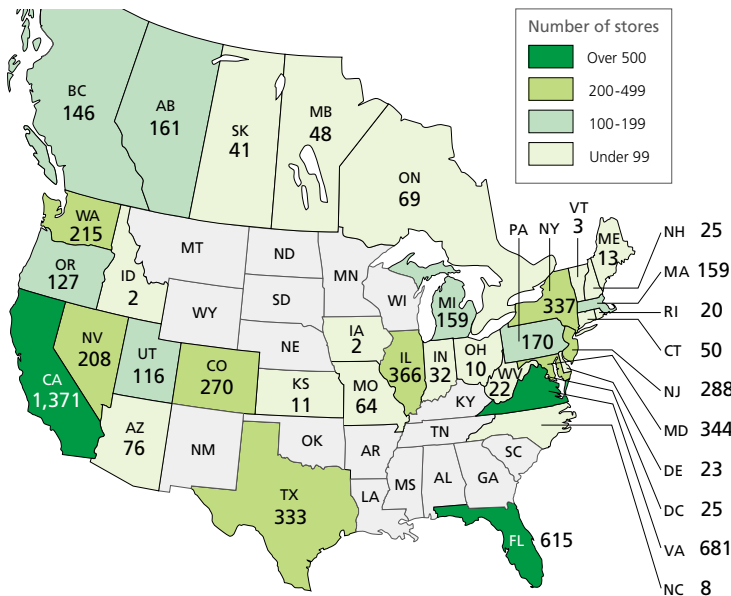


Breakdown of Merchandise Sales by Product Category



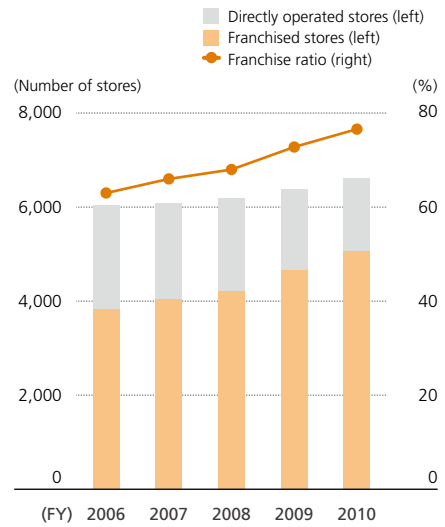
7-select
Private-brand products

Store Expansion



(As of December 31, 2010)

TRENDS IN STORE TYPE



Performance Overview

Retailers in the World

Domestic Market Share

Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

Corporate Data

Comparison of Seven-Eleven in Japan and the U.S. / Canada

	Japan	U.S. / Canada
Store-related		
Number of stores by type ^{*1}	A-type franchised stores 4,340 C-type franchised stores 8,449 Provisional management contract stores 1 Directly operated stores 442 (As of February 28, 2011)	A-type franchised stores (Business Conversion Program) 253 C-type franchised stores 4,811 Provisional management contract stores – Directly operated stores 1,546 (As of December 31, 2010)
Sales floor space (per store) ^{*2}	Approximately 120 square meters	Approximately 160 square meters
Stores with gas stations	39 stores ^{*3}	2,481 stores
Products and services		
Sales by product category	Processed foods 28.1% Fast food 26.9% Daily food 12.2% Nonfood 32.8% Gasoline –	Processed foods 22.1% Fresh food 9.3% Daily food 3.9% Nonfood 24.2% Gasoline 40.5%
Services	ATM Payment acceptance Express package delivery service Multi-function copier ^{*4} nanaco point service	V com ^{*5} ATM Sales of gift cards Sales of prepaid mobile phone Point service when using own credit card
Payment method	Cash/electronic money / credit card	Cash/credit card/debit card/check
Online shopping	Free shipping and commissions by picking up goods at stores	–
Number of items per store	Approximately 2,500 items	Approximately 2,300 items
Accounting standard		
Components of revenues from operations	Net sales of directly operated stores and franchise charge from franchised stores	Net sales of directly operated stores and franchised stores ^{*6}

*1 For A-type, franchisees provide land and buildings. For C-type, franchisor provides land and buildings

*2 Most common size of stores

*3 Seven-Eleven Japan's stores with gas stations are joint operations opened in partnership with Exxon Mobile

*4 Copy, fax, printing, ticketing, prepaid services, sports promotion lotteries, certification and qualification processing, motorcycle liability insurance processing, public administration-related services (issuance of residence certificate and seal registration certificate)

*5 Multi-function financial terminal with capabilities of ATM, check cashing and money order issuance

*6 From the fiscal year ending December 2011, 7-Eleven, Inc., has changed its accounting method for revenues from operation, related to franchise agreements, from "gross amount" to "net amount." Also, the company recognizes as revenues from operation (net), the sales of directly operated stores, gasoline sales and franchise fees from franchised stores.

Superstore

ITO-YOKADO

(Millions of yen)

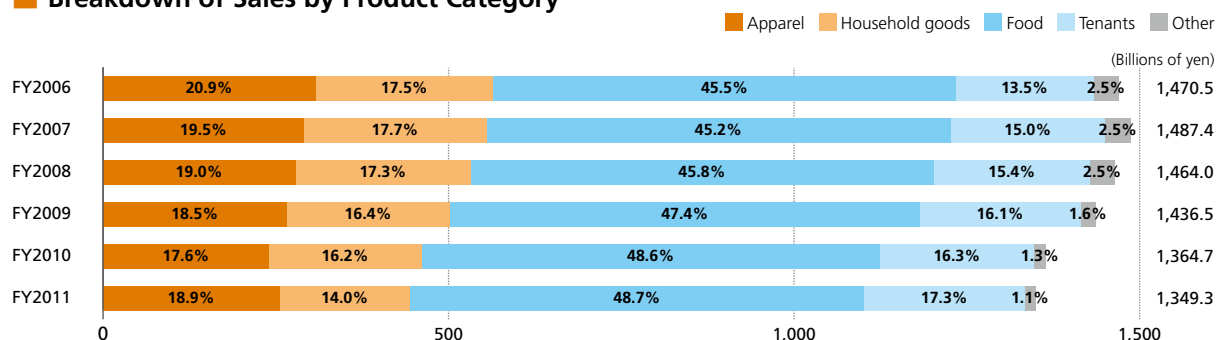
	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Revenues from operations	1,493,605	1,511,530	1,489,380	1,462,719	1,387,831	1,373,670
Net sales	1,470,523	1,487,480	1,464,094	1,436,541	1,364,765	1,349,345
Apparel	307,314	290,560	278,168	265,682	240,060	255,052
Household goods	257,466	263,995	253,609	236,025	220,620	189,481
Food	669,372	672,256	670,532	680,587	663,768	656,491
Merchandise sales	1,234,154	1,226,812	1,202,310	1,182,296	1,124,450	1,101,024
Tenants	198,928	222,999	225,619	231,913	222,422	233,056
Other	37,440	37,668	36,164	22,331	17,892	15,264
Operating income	12,072	18,322	17,126	9,582	1,757	2,155
Ordinary income	30,900	20,982	19,341	13,386	4,136	5,124
Net income	51,322	13,356	11,088	(922)	6,650	6,696
Capital expenditures	49,821	38,023	41,200	29,232	45,900	37,492
Depreciation and amortization	17,732	18,188	16,694	15,696	13,890	14,573
Total assets	1,105,752	933,602	891,248	899,289	805,242	779,389
Net assets	790,055	633,247	631,133	633,692	606,562	601,182
Existing stores sales increase	(2.0)%	(1.0)%	(2.0)%	(2.9)%	(5.7)%	(2.5)%
Number of customers	(4.0)%	(2.0)%	(2.0)%	(1.4)%	(1.7)%	(1.3)%
Average spending per customer	2.0 %	1.0 %	0.0 %	(1.6)%	(4.1)%	(1.2)%
Merchandise gross profit margin	30.9 %	30.3 %	29.9 %	29.8 %	29.0 %	29.1 %
Number of stores	178	174	176	175	174	170
Openings	5	3	3	2	4	6
Closures	8	7	1	3	5	10
Total sales floor space (square meters)	2,478,305	2,533,699	2,573,670	2,609,280	2,661,184	2,673,225
Directly managed sales floor space (square meters)	1,764,519	1,733,405	1,750,605	1,736,410	1,723,580	1,678,730
Sales per square meter (thousand ¥) ^{*1}	700	695	688	674	644	645
Full-time employees (term-end)	11,047	10,707	10,375	9,747	9,642	9,484
Part-time employees ^{*2}	34,511	33,592	32,762	32,181	30,721	30,130
Ratio of part-time employees	73.2%	75.6%	76.2%	77.0%	76.7%	76.8%
Sales per employee (thousand ¥) ^{*3}	26,183	27,627	27,979	28,274	28,061	28,056

*1 Sales per square meter = Merchandise sales ÷ Weighted average floor space

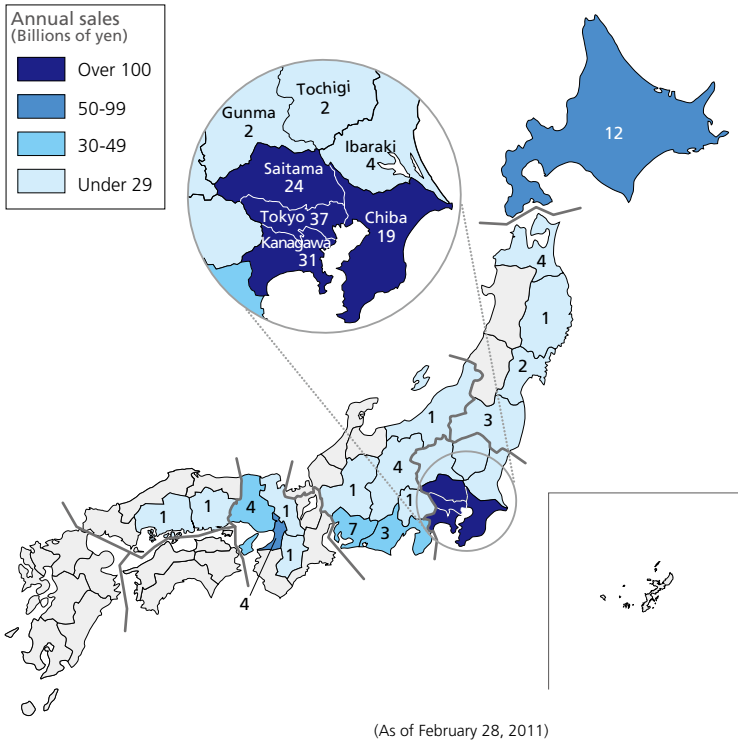
*2 Part-time employees are counted by adjusting their working hours to an 8-hour working day.

*3 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

Breakdown of Sales by Product Category



Store Expansion



SALES BREAKDOWN BY REGION FOR FY2011

	Sales (Billion ¥)	Composition (%)	Number of stores
Hokkaido	73.7	5.5	12
Tohoku	60.8	4.5	10
Kanto	975.6	72.3	119
Chubu	103.3	7.7	17
Kinki	120.1	8.9	10
Chugoku	15.9	1.2	2
Total	1,349.3	-	170

CLASSIFICATION BY SALES FLOOR SPACE AND STORE AGE

	Number of stores	Composition (%)
13,000 sq.—	38	22.4
10,000 sq.—	55	32.4
8,000 sq.—	23	13.5
5,000 sq.—	28	16.5
Under 5,000 sq.	26	15.3

	Number of stores	Composition (%)
30 years —	49	28.8
20 years —	26	15.3
10 years —	56	32.9
5 years —	21	12.4
1 year —	12	7.1
Under 1 year	6	3.5

Store Formats



General merchandise store (GMS) stand-alone stores

Following basic stand-alone store format of Ito-Yokado, stores are operated mainly in highly populated areas. Directly managed sales floor space accounts for 70-80% of its total sales floor space, and it has wide lineup of apparel, household goods, and foods.



Urban-style small supermarket

Operating in highly populated areas with limited catchment in urban area, this type of store specializes in fresh and processed foods, household goods that customers frequently purchase. Ito-Yokado *Shokuhinkan* Asagaya opened as the first and only store as of February 2011.



Mall-type shopping centers

Anchored by Ito-Yokado and host to another 100 to 200 tenants, mall-type shopping centers are located in metropolitan areas and operated under the concept of providing a wide-range of catchment areas. Opened in April 2005, Ario Soga was our first mall-type shopping center and the network has expanded to 10 stores as of February 28, 2011.



Discount stores

Under the name of THE PRICE, we operate a discount store chain offering reasonably priced items centered on food, apparel, and daily commodities. The network has expanded to 11 stores as of the end of February 2011.



Neighborhood shopping centers (NSC)

Opened the first NSC in March 2007, combining the *Shokuhinkan* food specialty store and other specialty stores tailored for region-specific needs. In November 2010, Ito-Yokado *Shokuhinkan* Azusawa store was opened. As of February 2011, the network has expanded to four stores.



Urban-style home centers

In November 2008, we opened our first Seven Home Center, which sells DIY items, gardening and pet-care goods and sundries that customers frequently purchase. As of February 28, 2011, the number of stores was two stores

Department Store

SOGO & SEIBU

(Millions of yen)

	FY2007	FY2008	FY2009	FY2010	FY2011
Revenues from operations	967,161	970,827	933,571	859,265	846,796
Net sales	953,424	956,415	919,634	847,044	834,723
Apparel	487,889	481,864	455,374	401,850	384,419
Household goods	95,329	98,668	90,537	81,576	80,679
Food	163,566	165,879	167,470	165,458	170,098
Merchandise sales	746,785	746,413	713,382	648,885	635,198
Tenants	171,253	171,442	166,179	155,673	159,243
Corporate sales	35,385	38,559	40,072	42,485	40,281
Operating income	34,510	31,815	23,294	5,613	7,385
Ordinary income	32,590	29,436	20,027	3,149	5,623
Net income	10,131	24,923	(5,986)	(4,313)	5,831
Capital expenditures* ¹	93,336	15,228	10,901	15,481	25,240
Depreciation and amortization	16,149	16,762	17,480	15,741	12,779
Total assets	681,910	644,108	576,997	535,870	503,285
Net assets	–	–	–	116,540	120,221
Existing stores sales increase	2.1%	0.4%	(4.2)%	(8.4)%	0.0%
Merchandise gross profit margin	27.3%	26.9%	26.6%	25.8%	25.4%
Key stores sales					
Ikebukuro	172,350	174,649	169,172	160,562	167,268
Yokohama	113,231	115,051	111,654	101,788	101,710
Chiba	82,301	85,355	82,841	76,771	77,967
Kobe	56,405	56,103	53,392	49,572	50,158
Hiroshima	50,689	49,440	47,169	43,082	41,973
Shibuya	49,404	54,808	50,510	43,583	42,325
Omiya	37,565	37,580	36,195	33,067	32,928
Number of stores	28	28	28	28	27
Openings	0	0	0	0	0
Closures	2	0	0	2	1
Total sales floor space (square meters)	962,934	962,934	962,437	939,911	924,980
Sales per square meter (thousand ¥)* ²	990	993	955	888	890
Full-time employees (term-end)	5,473	5,438	5,449	5,416	5,228
Part-time employees* ³	5,152	5,363	5,163	5,587	5,404
Ratio of part-time employees	48.0%	49.3%	48.2%	50.1%	50.2%

Notes: 1. Millennium Retailing, Sogo, and The Seibu Department Stores were merged in August 2009, and Sogo, as a surviving company, changed its name to Sogo & Seibu Co., Ltd. Furthermore, Robinson Department Stores (two stores) was merged into Sogo & Seibu in September 2009.

2. The financial and operating figures for FY2010 have been calculated as if the former three companies had merged at the beginning of the term.

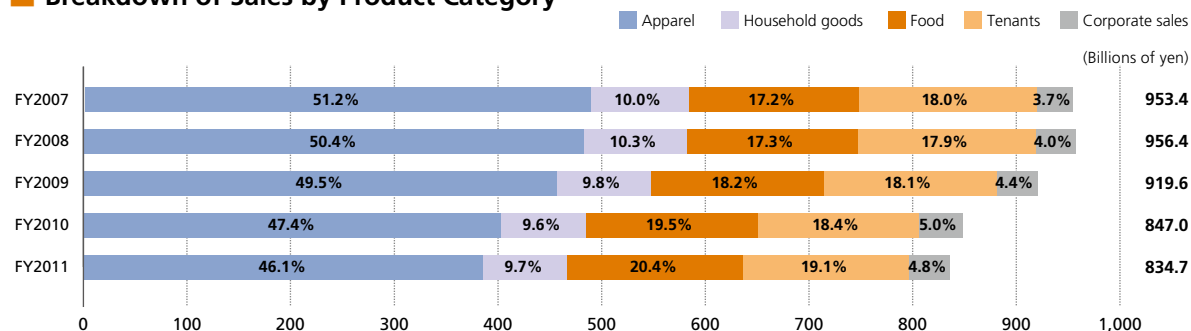
Prior year figures are also calculated in the same manner.

*1 Capital expenditures for FY2007 includes cost of repurchasing securitized real estate used for stores (approximately 49 billion yen)

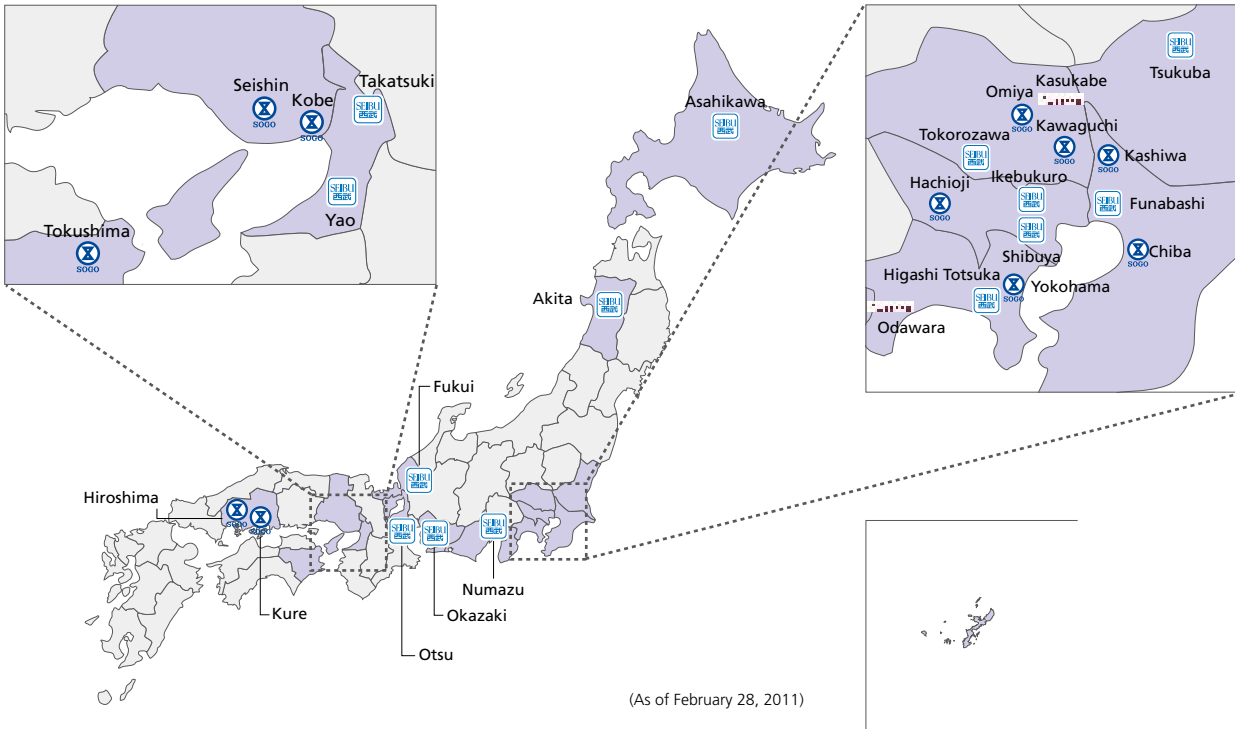
*2 Sales per square meter = Net sales ÷ Weighted average floor space

*3 Part-time employees are counted adjusting their working hours to an 8-hour working day.

Breakdown of Sales by Product Category



Store Expansion



Store Operation Structure

Sogo & Seibu is promoting structural reforms for its department store operations by dividing stores into three categories according to their characteristics: "key stores," "regional leader stores" or "suburban stores."

Key stores: Promoting structural reforms toward the establishment of a "new department store"

Introducing to other key stores the expertise nurtured by Seibu Ikebukuro, which reopened after full-scale remodeling in September 2010, Sogo & Seibu is working to further bolster its sales capabilities.



Seibu Ikebukuro



Sogo Yokohama



Sogo Kobe

Key stores: Seibu Ikebukuro, Sogo Yokohama, Sogo Chiba, Sogo Kobe, Sogo Hiroshima, Seibu Shibuya, Sogo Omiya

Regional leader stores: Leveraging regional competitive superiority and enhancing profitability

Regional leader stores are promoting region-specific product strategies, event planning and customer services.



Seibu Tokorozawa



Sogo Tokushima



Seibu Asahikawa

Regional leader stores: Seibu Tokorozawa, Seibu Asahikawa, Seibu Akita, Seibu Numazu, Seibu Okazaki, Seibu Fukui, Sogo Tokushima

Suburban stores: Converting business format to multi-purpose commercial facilities to break away from the traditional department store framework

In order to meet diversifying customer needs and establish an efficient store operating structure, Sogo & Seibu has promoted a shift to a shopping center management system by which profitable specialty stores both within and outside of the Group are invited as tenants (commenced in a phased manner from FY2010).

Suburban stores: Seibu Higashi Totsuka, Sogo Kawaguchi, Seibu Takatsuki, Seibu Otsu, Seibu Yao, Seibu Tsukuba, Sogo Kashiwa, Seibu Funabashi, Sogo Seishin, Sogo Kure, Robinson Kasukabe, Robinson Odawara, Sogo Hachioji (it will close on January 31, 2012)

Supermarket

YORK-BENIMARU

(Millions of yen)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Revenues from operations	297,445	313,935	330,145	348,883	348,735	343,379
Net sales	289,393	304,855	319,931	338,089	337,506	337,734
Fresh food	85,526	90,675	97,168	105,649	105,558	106,107
Processed food	63,304	68,249	74,273	80,813	82,862	82,861
Daily food	52,881	56,507	59,484	62,535	63,017	64,042
Food total	201,712	215,433	230,927	248,999	251,439	253,011
Apparel	19,872	20,126	19,331	18,437	17,230	16,586
Household goods	18,074	18,567	18,728	18,706	18,729	18,908
Merchandise sales	239,659	254,126	268,987	286,143	287,398	288,506
Tenants	49,734	50,728	50,944	51,946	50,107	49,227
Operating income	11,412	10,306	11,227	11,706	9,402	8,877
Ordinary income	11,921	11,261	12,525	13,065	10,874	10,276
Net income	6,716	4,441	9,150	8,015	6,088	5,093
Capital expenditures	10,769	8,811	6,765	8,210	12,560	7,629
Depreciation and amortization	3,556	4,186	4,327	4,515	4,886	5,573
Total assets	126,977	130,801	145,230	154,076	145,258	147,454
Net assets	104,192	106,414	115,785	121,654	116,612	117,814
Existing stores sales increase	(2.2) %	(3.6) %	(2.6) %	(1.0) %	(3.7) %	(4.1) %
Number of customers	(0.7) %	(2.3) %	(1.1) %	(0.1) %	(2.1) %	(4.1) %
Average spending per customer	(1.5) %	(1.4) %	(1.5) %	(0.9) %	(1.6) %	0.0 %
Merchandise gross profit margin	26.8 %	26.9 %	27.1 %	27.0 %	26.7 %	26.6 %
Number of stores	116	128	149	156	164	170
Openings	8	10	8	9	8	7
Closures	2	1	3	2	0	1
Total sales floor space (square meters)	388,528	448,492	496,784	524,361	547,920	560,684
Directly managed sales floor space (square meters)	302,169	335,075	379,073	395,887	409,360	421,362
Sales per square meter (thousand ¥)* ¹	814	771	746	737	713	693
Full-time employees (term-end)	1,882	2,033	2,284	2,430	2,496	2,508
Part-time employees* ²	8,407	9,295	9,856	10,354	10,582	10,606
Ratio of part-time employees	81.4%	81.9%	81.5%	81.3%	81.1%	80.6%
Sales per employee (thousand ¥)* ³	23,200	22,399	22,239	22,458	22,016	21,921

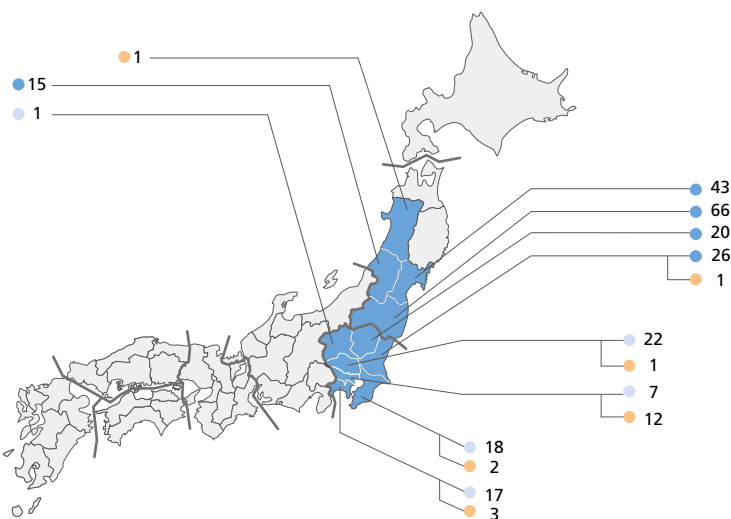
*1 Sales per square meter = Merchandise sales ÷ Weighted average floor space

*2 Part-time employees are counted adjusting their working hours to an 8-hour working day.

*3 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

Store Expansion

	Number of Stores	Sales of FY2011 (Billion ¥)
● York-Benimaru	170	337.7
● York Mart	65	110.5
● SHELL GARDEN	20	22.4
Total	255	470.6



(As of February 28, 2011)

Specialty Store

Profile

LOFT

(Millions of yen)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Revenues from operations	56,560	61,176	69,852	76,817	80,179	84,415
Net sales	54,187	59,746	68,419	75,371	78,749	83,099
Operating income	1,203	1,783	2,674	2,894	2,953	3,104
Ordinary income	1,155	1,740	2,627	2,851	2,887	3,046
Net income	656	513	1,480	1,609	1,472	1,826
Capital expenditures	255	595	959	666	1,317	2,275
Depreciation and amortization	483	414	518	620	700	867
Total assets	13,512	15,616	17,803	19,363	21,475	22,457
Net assets	4,694	4,891	6,034	7,269	8,366	9,818
Existing stores sales increase	2.9 %	5.1 %	6.3 %	1.7 %	(1.1)%	2.0 %
Merchandise gross profit margin	39.3 %	39.5 %	39.8 %	40.0 %	40.2 %	39.8 %
Number of stores	30	33	44	51	55	63
Openings	2	4	11	8	5	10
Closures	0	1	0	1	1	2
Total sales floor space (square meters)	68,740	69,706	83,448	91,101	92,102	100,774
Sales per square meter (thousands ¥)*1	789	828	870	853	837	841
Full-time employees (term-end)	585	670	757	1,971	2,109	2,277
Part-time employees*2	1,607	1,671	1,944	1,224	1,122	1,132
Sales per employee (thousands ¥)*3	23,015	23,717	24,586	25,877	25,305	25,320

Performance Overview

Retailers in the World

Note: Based on a personnel system review carried out in March 2008, part-time employees with 40-hour working time a week are counted as full-time employees from FY2009.



Domestic Market Share

AKACHAN HONPO

(Millions of yen)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Net sales	89,906	84,537	85,061	83,818	79,106	78,346
Operating income	349	(1,593)	27	(1,373)	(480)	526
Ordinary income	647	(1,604)	395	(1,763)	(678)	367
Net income	(722)	(3,208)	(2,950)	(5,346)	(848)	(145)
Capital expenditures	389	1,931	2,190	2,233	1,397	1,714
Depreciation and amortization	1,407	1,470	1,310	1,366	1,365	1,268
Total assets	45,808	42,904	36,637	31,029	30,333	29,771
Net assets	10,275	7,097	4,141	(1,748)	2,204	2,061
Existing stores sales increase	(9.8)%	(8.7)%	(3.5)%	(4.6)%	(7.7)%	(6.5)%
Merchandise gross profit margin	28.5 %	29.3 %	30.3 %	28.0 %	27.8 %	29.4 %
Number of stores	61	67	67	72	78	85
Openings	3	10	9	11	10	13
Closures	3	4	9	6	4	6
Total sales floor space (square meters)	150,135	152,737	138,089	142,912	145,997	149,997
Sales per square meter (thousands ¥)*1	597	553	566	589	556	530
Full-time employees (term-end)	1,135	1,096	960	912	925	914
Part-time employees*2	1,904	1,959	1,684	1,745	1,726	1,755
Sales per employee (thousands ¥)*3	29,371	27,214	29,964	30,941	30,612	29,354
Membership (thousands)	1,915	1,809	1,654	1,619	1,586	1,584

Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

Note: Akachan Honpo has changed its year-end closing date from the end of December to the end of February in FY2008. The figures presented before FY 2008 are as of the end of December except for number of stores, employees, and memberships.



Corporate Data

*1 Sales per square meter = Merchandise sales ÷ Weighted average floor space

*2 Part-time employees are counted adjusting their working hours to an 8-hour working day.

*3 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)

Food Services

SEVEN & i FOOD SYSTEMS

(Millions of yen)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Net sales	123,694	121,229	113,472	102,109	85,885	79,609
Denny's Japan	94,473	92,788	-	-	-	-
Famil	18,379	17,892	-	-	-	-
York Bussan	10,841	10,548	-	-	-	-
Restaurant division	-	-	94,392	84,109	69,394	63,668
Meal provision service division	-	-	9,103	8,077	7,926	8,189
Fast food division	-	-	9,977	9,922	8,564	7,751
Operating income	-	-	(2,923)	(3,079)	(2,714)	(89)
Ordinary income	-	-	(2,761)	(2,670)	(2,464)	112
Net income	-	-	(4,897)	(7,939)	(5,564)	(2,009)
Total assets	-	-	65,743	56,592	47,181	43,948
Net assets	-	-	54,570	46,176	38,997	36,831
Existing store sales increase	-	-	-	(6.4)	(7.2)	0.5
Number of customers	-	-	-	(1.4)	(2.1)	0.7
Average spending per customers	-	-	-	(5.1)	(5.2)	(0.2)
Number of stores	1,061	1,047	1,045	959	892	846
Restaurant division	699	692	674	595	525	489
Meal provision service division	216	213	225	224	232	228
Fast food division	146	142	146	140	135	129
Full-time employees (term-end)	1,918	1,867	1,802	1,622	1,584	1,351

Notes: 1. Denny's Japan, Famil, and York Bussan were merged into Seven & i Food Systems in September 2007. The figures for FY2008 are calculated by adjusting the net sales of three companies in the interim period.

2. Net sales for FY2006 and FY2007 are calculated by simply adding the net sales of the three companies.

3. Due to integration of the systems of the former three companies, the method of counting stores located within Ito-Yokado stores has been changed. As a result, the number of stores in restaurant division and fast food division has decreased three and one respectively for FY2006 to FY2008.

Store Formats

Seven & i Food Systems develops overall food-related businesses comprising of the Restaurant division, Meal provision service division and Fast food division.

Restaurant division



Denny's Japan

Operates family restaurants as "Denny's", which accounts for approximately 80% of all the restaurants. Providing a comprehensive menu, including mainstay hamburger steaks, steaks, pastas and seasonal delicacies, as well as friendly service, they operate 24 hours a day, seven days a week.



Famil

Famil family restaurants serve Japanese, Western and Chinese foods inside the Group's stores.



Gooburg

The Gooburg restaurant chain specializes in hamburger steaks made from 100% beef. Sales floor space is 70 to 80 square meters, and approximately one third of Denny's floor space.



Soba & Udon Shichi-Fuku

Operated primarily within the Tokyo metropolitan area, this self-serve restaurant format offers authentic soba (buckwheat) and udon noodles at reasonable prices. Sales floor space is 50 to 70 square meters, and approximately one fifth of Denny's floor space.

Meal provision service division



Operates meal provision services that provide meals at inside and outside the Group companies and students cafeterias, and offers catering delivery services and medical food services.

Fast food division



Poppo

Operates fast food shop as "Poppo" inside the Group stores, and small-sized demonstration-type fast food shops inside and outside the Group.

Financial Services

Profile

SEVEN BANK

(Fiscal year-end March, Millions of yen)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Ordinary income	64,612	75,427	83,663	89,815	88,830	83,964
Ordinary profits	19,409	25,021	24,650	28,751	30,407	27,449
Net income	10,590	12,667	13,830	16,988	17,953	16,008
Total assets	361,338	532,757	488,137	493,360	502,782	600,061
Net assets	67,080	73,849	88,974	98,393	109,939	114,539
Ordinary deposits	177,981	171,707	137,162	136,073	144,997	171,873
Time deposits	3,723	15,955	33,204	51,795	63,381	140,604
Individual deposit accounts (thousands)	331	466	580	688	775	885
Number of installed ATMs	11,484	12,088	13,032	13,803	14,601	15,363
Seven-Eleven	11,191	11,760	12,330	12,944	13,584	14,188
Ito-Yokado	258	280	291	297	295	294
York-Benimaru	10	13	15	19	30	40
York Mart	8	15	22	25	31	36
Other ATMs in the Group	17	20	20	36	45	65
Outside the Group	–	–	354	482	616	740
Correspondent financial institutions	513	548	554	566	555	567
Banks	63	80	92	95	97	100
Shinkin bank	255	263	260	264	258	262
Credit union	122	124	122	127	127	129
Labor credit association	13	13	13	13	13	13
JA Bank	1	1	1	1	1	1
JF Marine Bank	1	1	1	1	1	1
Shoko Chukin Bank	–	–	–	–	1	1
Securities companies	5	8	8	8	8	9
Life insurance companies	6	8	8	8	8	8
Other financial institutions	47	50	49	49	41	43
ATM-related fee income per transaction	¥188.8	¥180.5	¥165.3	¥158.0	¥147.9	¥135.3
Daily average transactions per ATM	88.2	97.8	109.0	114.3	114.4	112.3
Total number of transactions (millions)	342	418	498	555	590	609
with banking financial institutions (millions)	272	333	409	465	509	545
with non-banking (millions)	69	85	89	90	80	64
Gross profit margin	72.7%	49.5%	45.0%	49.1%	51.1%	44.8%
Full-time employees (term-end)	211	258	290	308	329	328

Performance Overview

Retailers in the World

Domestic Market Share

Domestic Retail Environment

Group Business Strategy

SEVEN CARD SERVICES

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Transaction volume (billion ¥)	378.3	414.0	660.4	731.8	767.8	882.9
Number of cards issued (10 thousands)						
Seven Card (credit card and point card) ^{*1,2}	246	249	262	281	297	311
<i>nanaco</i> (electronic money) ^{*3}	–	–	551	750	980	1,285
IY Point Card (cash usage only)	497	557	608	652	687	712
Full-time employees (term-end)	50	63	90	93	99	106

Major Group Companies' Data

Corporate Data

*1 The number of Seven Card issued indicates active members.

*2 IY Card changed its name to Seven Card from the issuance of July 2011.

*3 The *nanaco* figure includes the number of mobile *nanaco* holders.

Stock Information

Major Shareholders

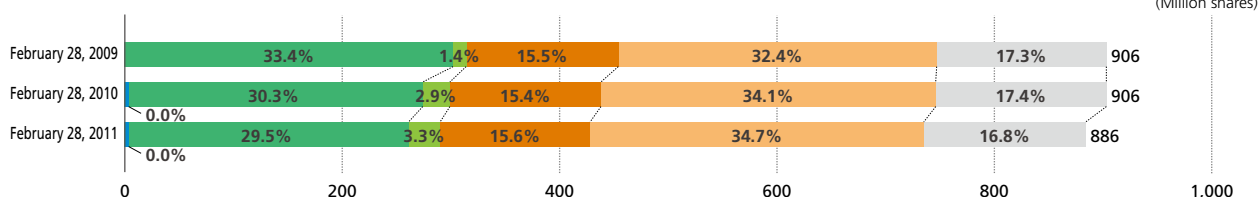
(As of February 28, 2011)

	Number of shares held (thousand shares)	Percentage of shares held
Ito-Kogyo Co., Ltd.	68,901	7.8%
Japan Trustee Services Bank, Ltd. (Trust account)	38,877	4.4%
The Master Trust Bank of Japan, Ltd. (Trust account)	37,313	4.2%
Nippon Life Insurance Company	20,664	2.3%
Deutsche Bank Trust Companies Americas	17,006	1.9%
Masatoshi Ito	16,801	1.9%
mitsui & CO., LTD.	16,222	1.8%
State Street Bank and Trust Company 505225	15,121	1.7%
SSBT OD05 OMNIBUS ACCOUNT - TREATY CLIENTS	14,229	1.6%
The Dai-ichi Life Insurance Company, Limited	13,777	1.6%

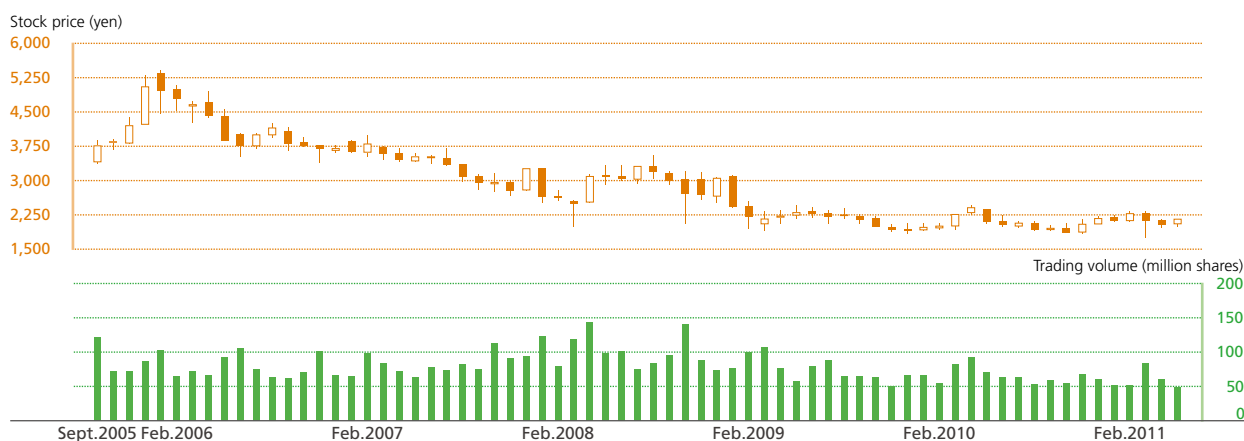
Classification of Shareholders

■ National and Municipal Governments
 ■ Financial Institutions
 ■ Securities Companies
 ■ Other Domestic Corporations
 ■ Foreign Corporations
 ■ Individuals and Others

(Million shares)



Stock Price Chart (Monthly)



	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Stock price						
Opening	¥3,410	¥4,630	¥3,740	¥2,550	¥2,055	¥2,008
High	¥5,420	¥4,950	¥3,760	¥3,550	¥2,465	¥2,468
Low	¥3,360	¥3,390	¥2,510	¥1,962	¥1,831	¥1,848
Closing	¥4,780	¥3,800	¥2,630	¥2,195	¥2,004	¥2,277
Trading volume (thousand shares)	518,891	937,170	1,029,289	1,194,651	840,559	771,407

Investment Indices (Consolidated)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Number of shares outstanding (excluding treasury stock)						
Average	870,127,116	933,675,491	953,496,897	918,389,766	903,458,314	887,128,871
End of period	904,774,606	953,508,603	953,487,255	903,459,511	903,458,108	883,463,233
Net income per share	¥100.83	¥142.90	¥137.03	¥100.54	¥49.67	¥126.21
Cash flow per share	¥213.46	¥285.02	¥287.68	¥253.56	¥196.03	¥275.48
Net assets per share	¥1,772.25	¥1,999.77	¥2,081.85	¥1,975.95	¥1,905.97	¥1,927.09
Price earnings ratio (times)	47.4	26.6	19.2	21.8	40.3	18.0
Price cash flow ratio (times)	22.4	13.3	9.1	8.7	10.2	8.3
Price book value ratio (times)	2.7	1.9	1.3	1.1	1.1	1.2
Dividends per share	¥28.50	¥52.00	¥54.00	¥56.00	¥56.00	¥57.00
Dividends payout ratio	-	36.4%	39.4%	55.7%	112.7%	45.2%
Ratio of total amount of dividends to net assets	-	2.8%	2.6%	2.8%	2.9%	3.0%

Corporate Overview

(As of February 28, 2011)

Profile

Company name: Seven & i Holdings Co., Ltd.
 Date of establishment: September 1, 2005
 Head office: 8-8, Nibancho, Chiyoda-ku, Tokyo 102-8452, Japan
 Chairman and CEO: Toshifumi Suzuki
 President and COO: Noritoshi Murata
 Paid-in capital: 50,000 million yen
 Number of employees: 386 (nonconsolidated)
 50,765 (consolidated)

Performance
Overview

History

■ Financial Strategies ■ Operating Strategies

Before the establishment of Seven & i Holdings	
1958	Apr. Yokado Co., Ltd. was incorporated
1971	Mar. Yokado changed its name to Ito-Yokado Co., Ltd.
1972	Sept. Ito-Yokado was listed on the second section of Tokyo Stock Exchange (TSE)
1973	Mar. Business tie-up with York-Benimaru Co., Ltd. July Ito-Yokado moved to the first section of TSE Nov. York-Seven Co., Ltd. was established under a license agreement with the largest U.S. convenience store chain operator, The Southland Corporation Nov. Denny's Japan Co., Ltd. was established under a license agreement with the US-based restaurant chain, Denny's, Inc
1977	July Ito-Yokado registered American Depository Receipts (ADRs) on NASDAQ
1978	Jan. York-Seven changed its name to Seven-Eleven Japan Co., Ltd.
1981	Aug. Seven-Eleven Japan was listed on the first section of TSE
1984	Aug. York-Benimaru was listed on the first section of TSE
1986	July Ito-Yokado's ADRs were transferred from NASDAQ small-cap listing to the National Market System Aug. Denny's Japan was listed on the first section of TSE
1991	Mar. Through IYG Holding Company, Seven-Eleven Japan and Ito-Yokado acquired major interest of The Southland Corporation
1996	Dec. Chengdu Ito-Yokado Co., Ltd. was established in Chengdu, Sichuan, China
1997	Sept. Hua Tang Yokado Commercial Co., Ltd. was established in Beijing, China
1999	Apr. The Southland Corporation changed its name to 7-Eleven, Inc.
2000	July 7-Eleven, Inc. shares were transferred from NASDAQ to NYSE
2001	Apr. IYBank Co., Ltd. was established Oct. IY Card Service Co., Ltd. was established
2003	May Ito-Yokado abolished the registration of ADRs on NASDAQ
2004	Jan. SEVEN-ELEVEN (BEIJING) CO., LTD. was established in Beijing, China Nov. Beijing Wang fu jing Yokado Commercial Co., Ltd. was established in Beijing, China

After the establishment of Seven & i Holdings	
2005	Sept. Seven & i Holdings Co., Ltd. was established and listed on the first section of TSE Oct. IYBank changed its name to Seven Bank, Ltd. Nov. 7-Eleven, Inc., was made a wholly owned subsidiary Made 7-Eleven, Inc. a wholly owned subsidiary with the aim of increasing long-term profits and promoting a global company strategy. Nov. Seven-Eleven Japan began to open stores in Gifu prefecture Nov. Ito-Yokado opened Ario Sapporo and Ario Kawaguchi
2006	Feb. Seven and Y Corp. was made a subsidiary Made Seven and Y a subsidiary as the core company in Group IT strategy. Feb. Seven-Eleven Japan began to open stores in Mie prefecture Mar. Ito-Yokado opened Ario Kameari May Sogo Chiba was reopened after a full-scale remodeling May Seven-Eleven Japan stores commenced the installation of the Sixth-Generation Total Information System June Millennium Retailing was made a wholly owned subsidiary through a stock for stock exchange To strengthen the Group department store operations, made Millennium Retailing—Sogo and The Seibu Department Stores—a wholly owned subsidiary. July Seven & i Holdings cancelled 427,509,908 shares of treasury stock Cancelled the shares of Seven-Eleven Japan and Denny's Japan, which Ito-Yokado had owned at the time of listing. Aug. White Hen Pantry, Inc., was acquired by 7-Eleven, Inc. White Hen Pantry, Inc. is a convenience store chain which owns approx. 200 stores in Chicago, U.S. Sept. York-Benimaru was made a wholly owned subsidiary through a stock for stock exchange Positioned as the core operating company of the supermarket operations after transformation from an equity-method affiliate to a wholly owned subsidiary. Nov. The Group Merchandising Reform Project was launched Dec. Ito-Yokado opened Ario Yao
2007	Jan. Seven & i Food Systems was established Established a new company with the aim of integrating and restructuring food services. Mar. LOFT was made a subsidiary Millennium Retailing made LOFT, miscellaneous goods specialty stores at nationwide, into a subsidiary. Mar. Seven-Eleven became world's largest store chain Mar. Seibu Shibuya was reopened after a full-scale remodeling Apr. The introduction of <i>nanaco</i> , electronic money was started May Started sales of <i>Seven Premium</i> , new private-brand products

Retailers in
the World

Domestic
Market
Share

Domestic
Retail
Environment

Group
Business
Strategy

Major Group
Companies'
Data

Corporate
Data

2007	
July	Akachan Honpo was made a subsidiary Ito-Yokado made Akachan Honpo, a nationwide chain of baby and children's products stores, into a subsidiary.
Aug.	Sales of <i>Seven Premium</i> products were commenced at Seven-Eleven Japan stores
Sept.	Denny's Japan, Famil, and York Bussan were merged into Seven & i Food Systems
Sept.	Seibu Tokorozawa was reopened after a full-scale remodeling
Sept.	Hua Tang Yokado opened You An Men store in Beijing, China
Oct.	Ito-Yokado opened Ario Nishiarai
Nov.	FUJIKOSHI was made a subsidiary York-Benimaru made FUJIKOSHI, a supermarket chain in Fukushima prefecture, into a subsidiary.
Dec.	NittleSeven Co., Ltd. was established by Nippon Television Network Corporation, Dentsu Inc., and Seven & i Holdings Seeking the integration of retail business and media, Nittle Seven was established with the aim of developing a next-generation shopping portal site.
Dec.	Chengdu Ito-Yokado opened Jin Hua store in Chengdu, Sichuan Province, China
Dec.	The introduction of <i>nanaco</i> at Denny's restaurants was started

2008	
Jan.	SEVEN & i FINANCIAL GROUP was established Established to oversee the Group's financial services-related management operations, excluding banking.
Feb.	Seven & i Holdings cancelled 11,329,000 shares of treasury stock Cancelled all shares of treasury stock acquired from Seven-Eleven Japan in Jan. 2008.
Feb.	Seven Bank was listed on the Jasdaq Securities Exchange
Mar.	The introduction of <i>nanaco</i> at Ito-Yokado stores was started
Mar.	Ito-Yokado opened Ario Otori
Apr.	SEVEN-ELEVEN CHINA Co., Ltd. was established Established to promote the development of 7-Eleven stores in China through area licensees.
Apr.	QUICPay, postpaid electronic money, was introduced at all Seven-Eleven Japan stores
June	Credit charge services for <i>nanaco</i> were initiated
July	Seven & i Holdings issued 1st, 2nd, and 3rd unsecured domestic straight bonds in the total amount of 100 billion yen
July	Seven & i Netmedia Co., Ltd. was established Established to further strengthen IT-related operations and take overall responsibility for its operations.
July	Seven & i Holdings cancelled 50,000,000 shares of treasury stock Cancelled all shares of treasury stock acquired from the market.
July	The Internet shopping site, <i>Seven-Eleven Net</i> commenced services
Aug.	Seven & i Holdings made a business and capital tie-up with AIN PHARMACIEZ INC. A business and capital tie-up was made to cooperate with store opening, pharmaceutical product sales and development.
Aug.	Seven Farm Tomisato Co., Ltd., the Group's first agricultural production corporation, was established
Aug.	Ito-Yokado opened THE PRICE Nishi-Arai, its first discount store
Nov.	Ito-Yokado Honmoku, a neighborhood shopping center, was opened
Nov.	Ito-Yokado opened Seven Home Center in Ito-Yokado Kanamachi

2009	
Jan.	Seven Culture Network Co., Ltd. was established Established to start a new business by integrating existing community school business and travel business.
Jan.	Seven-Eleven Japan began to open stores in Toyama and Fukui prefectures
Feb.	Seven-Eleven Japan began to open stores in Shimane prefecture
Feb.	The <i>Seven Premium</i> products received "Most Excellent Award, Nikkei Award" of the 2008 Nikkei Superior Products and Services Awards
Mar.	Seven Internet Lab. Co., Ltd. was established by a joint venture with NEC Corporation Established to undertake R&D on IT technology with the cooperation of NEC Corporation.
Mar.	Ito-Yokado Musashi-Koganei was opened
Apr.	7-Eleven store openings through an area licensee were commenced in Shanghai, China
June	Seven Health Care Co., Ltd. was established by a joint venture with AIN PHARMACIEZ INC. Established to form a new business model to meet changes in the pharmaceutical market.
July	Seven & i Restaurant (Beijing) Co., Ltd. opened its first store in Beijing, China
Aug.	Millennium Retailing, Sogo, and The Seibu Department Stores were merged, and Sogo, as a surviving company, changed its name to Sogo & Seibu Co., Ltd.
Aug.	Seven Bi no Gardens, the Group's first independently developed drugstore, was opened
Sept.	Robinson Department Stores was merged into Sogo & Seibu
Sept.	SEVEN-ELEVEN (BEIJING) opened its first stores in Tianjin, China
Sept.	Hua Tang Yokado opened Bei Yuan store in Beijing, China
Oct.	Edy, electronic money system, was introduced at all Seven-Eleven Japan stores
Nov.	Seven-Eleven Japan opened its first store at the railway station
Nov.	Started sales of wine simultaneously in Japan and North America as the Group's first private brand product for the global market
Nov.	Chengdu Ito-Yokado opened Jian She Lu store in Chengdu, Sichuan Province, China
Dec.	New England Pantry, Inc., was acquired by 7-Eleven, Inc. New England Pantry, Inc. is a convenience store chain which owns 58 stores in Boston, U.S.
Dec.	Seven & i Holdings made a business and capital tie-up with PIA CORPORATION A business and capital tie-up was made to cooperate with tickets and event-related businesses as well as membership businesses.
Dec.	Seven-Eleven Japan began to open stores in Ishikawa prefecture
Dec.	Seven and Y Corp. changed its name to Seven Net Shopping Co., Ltd.
Dec.	The introduction of Seven Net Shopping, the Group's internet shopping service was started

2010		2011			
	Jan.	Hua Tang Yokado opened Shi Li Pu store in Beijing, China through a scrap-and-build initiative			
	Jan.	Seven Bank started consumer loan services			
	Mar.	Seven & i Holdings made a capital participation in Tower Records Japan, Inc. Capital participation was made to cooperate with entertainment, IT and Internet fields.			
	Mar.	The number of <i>nanaco</i> cards issued exceeded 10 million			
	June	Seven & i Holdings cancelled 20,000,000 shares of treasury stock			
	June	Seven & i Holdings issued 4th, 5th, 6th unsecured domestic straight bonds in the total amount of 110 billion yen			
	June	Seven & i Asset Management Co., Ltd. was established Established to acquire and own trust beneficiary right (fixed assets) of Seibu Ikebukuro.			
	June	Ito-Yokado opened Ario Kitasuna			
	June	All 7-Eleven stores in Japan started to handle credit card transactions using IY Cards and JCB cards			
	July	Seven Farm Co., Ltd. was established Established to enable the centralized management of new agricultural business launches and expansion as well as the development of a foods recycling network			
	Sept.	Signed Basic Agreement Concerning Comprehensive Business Alliance with Credit Saison Co., Ltd. Concluded the agreement to establish a joint venture conducted between Credit Saison and Sogo & Seibu, thereby strengthening the Group's card business			
	Sept.	Seven & i Asset Management acquired the ownership of the land and building containing Seibu Ikebukuro (totaling ¥123.0 billion)			
	Sept.	Sales of high-end <i>Seven Gold</i> products were commenced			
	Sept.	Ito-Yokado opened Ario Hashimoto			
	Sept.	All 7-Eleven stores in Japan started to handle credit card transactions using VISA, MasterCard, American Express and Diners Club			
	Oct.	IY Card Service Co., Ltd. changed its name to Seven Card Service Co., Ltd.			
	Oct.	Ito-Yokado opened Ito-Yokado <i>Shokuhinkan</i> Asagaya, an urban-style small supermarket			
	Nov.	Seven-Eleven Japan extended the incentive system for multi-store operation Introduced a new system for owners who operate two or more stores under which the amount equivalent to 3% of gross profit on sales is deducted from the Seven-Eleven Charge			
	Nov.	Seven-Eleven Japan formed a business alliance with Hokkaido Kiosk Corporation Alliance was formed with the aim of renewing convenience stores operated by Hokkaido Kiosk in major stations throughout Hokkaido as 7-Eleven stores			
	Nov.	Seven-Eleven Japan started the sale of various tickets handled by PIA Corporation using in-store multifunction copiers			
	Nov.	Ito-Yokado opened Ito-Yokado Hikifune			
	Nov.	Ito-Yokado opened Ito-Yokado <i>Shokuhinkan</i> Azusawa			
	Dec.	SEVEN-ELEVEN (CHENGDU) Co., Ltd. was established Established with the aim of expanding the network of 7-Eleven stores in Chengdu, in Sichuan Province, China			
	Dec.	Ito-Yokado opened Ario Fukaya			
			Mar.	SEVEN & i FINANCIAL GROUP CO., LTD., SE CAPITAL CORPORATION and Seven Cash Works Co., Ltd. were merged and SE CAPITAL, as a surviving company, changed its name to Seven Financial Service Co., Ltd.	
			Mar.	Seven-Eleven Japan acquired the 7-Eleven trademark in Japan Seven-Eleven Japan acquire the rights held by 7-Eleven, Inc., for the use of the 7-Eleven trademark in Japan	Performance Overview
			Mar.	Acquisition of retail interest's by 7-Eleven, Inc. 7-Eleven, Inc. acquired a total of 183 convenience stores and other properties in Florida, U.S., previously held by Exxon Mobil Corporation	
			Mar.	Lease agreement to operate Retail Stores by 7-Eleven, Inc. 7-Eleven, Inc. signed a lease agreement with the Illinois State Toll Highway Authority to operate 13 sites located at Tollway Oases in Illinois, U.S.	Retailers in the World
			Mar.	Seven-Eleven Japan opened its first store in Kagoshima Prefecture	
			Mar.	All Seven-Eleven Japan stores started accepting payments and charges that utilize regional railway company electronic money systems	
			Mar.	7-Eleven store openings were commenced in Chengdu, Sichuan, China	
			Apr.	Seven CS Card Service Co., Ltd. was made subsidiary Initiative aimed at providing more comprehensive services in its credit card, electronic money and point service through cooperation with Seven Card Service	Domestic Market Share
			Apr.	Ito-Yokado opened Ito-Yokado Abeno	
			Apr.	Ito-Yokado opened Ario Ueda	
			June	7-Eleven, Inc. acquired WFI Group, Inc. Acquired WFI Group, the parent company of Wilson Farms, Inc., which operates 188 convenience stores in New York, U.S.	
			June	Seven & i Holdings launched Groupwide Seven & i Point Service Started a preferential point system to grant customers points for conducting credit card transactions using cards issued by Group companies	Domestic Retail Environment
					Group Business Strategy
					Major Group Companies' Data
					Corporate Data



SEVEN&i HLDGS. Co.,Ltd.



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