April 10, 2008

To whom it may concern:

Company name: Seven & i Holdings Co., Ltd.
Representative: Noritoshi Murata, President and Representative Director
(Code No. 3382/First Section of the Tokyo Stock Exchange)

Medium-Term Management Plan (Revenue and Profit Plan for FY ending February 2011)

Since its establishment on September 1, 2005, Seven & i Holdings Co., Ltd. (the "Company") has worked to create "a new, comprehensive lifestyle industry," implemented operational reforms and business restructuring initiatives, and worked to improve its performance. Based on its consolidated performance in the fiscal year ended February 2008, the Company has formulated a medium-term management plan (revenue and profit plan for FY ending February 2011).

1. Fundamental approach to medium-term management plan

To maximize enterprise value, the Company will bolster its focus on increasing consolidated operating income and the ratio of net income to owners' equity (ROE), which will be given top priority.

To increase consolidated operating income, the following items will be given priority by the Group as a whole and by each operating company.

(1) Strengthening the internal corporate constitution
(2) Reorganizing existing businesses
(3) Taking on the challenge of new businesses

In addition, the Company has set a target of over 8% for ROE in the FY ending February 2011, and will subsequently strive to raise it further, to 10%. To achieve that goal, the Company will not only focus on raising consolidated operating income but also take steps to bolster shareholder return. These steps include the acquisition of up to 50 million shares of treasury stock at an acquisition cost of up to ¥170.0 billion yen, which was announced on April 10, 2008. In addition, the Company will work to increase the efficiency of asset allocation.

2. Revenue and profit plan for FY ending February 2011

	Results in FY ended February 2008	Plan for FY ending February 2011
Consolidated revenues from operations	¥5,752.3 billion	¥6,080.0 billion
Consolidated operating income	¥281.0 billion	¥332.0 billion
ROE	6.7%	More than 8%

Notes

1. The planned level of consolidated operating income for the FY ending February 2011 includes about ¥8.0 billion in amortization of goodwill by an overseas subsidiary (arising from FY ending February 2010).
2. Foreign exchange rates: FY ended February 2008, actual: $1 = ¥117.85
   FY ending February 2011, planned: $1 = ¥100.00

Reference 1. Current Management Issues

Action plan for maximizing enterprise value at the time of the establishment	Actions taken in three years following the establishment	Future management issues
1. Advance operational restructuring, principally in new businesses 2. Establish financial strategy to support operational restructuring 3. Enhance Group functions (1) Leverage synergies in merchandising (2) Consolidate administration departments (3) Integrate management of intellectual property (4) Implement CSR-focused corporate activities	1. Advance operational restructuring (1) Establish department store operations (2) Reorganize food services (3) Strengthen specialty store operations (4) Reorganize financial services 2. Establish financial strategy (1) Corporate bond shelf registration scheme (¥300.0 billion shelf amount) 3. Enhance Group functions (1) Introduce “Seven Premium” (2) Introduce electronic money “nanaco” (3) Consolidate administrative departments ⇒ System integration (4) Establish Group action guidelines	1. Continue to take actions to maximize corporate value 2. Resolve profitability issues ・ROE ・Operating profit margin (1) Strengthen internal corporate constitution (2) Reorganize existing operations (3) Take on the challenge of new businesses + (4) Flexible returns to shareholders (5) Efficient allocation of assets

2. Basic Elements of Operating Strategies in the Medium-Term Management Plan

Strengthening internal constitution = increasing profitability	◇ Increase profitability through structural reforms ◇ Take on the challenge of opportunities to increase profits
Reorganizing existing operations	◇ Reorganize supermarket operations ◇ Reorganize financial services (excluding Seven Bank) ◇ Advance integrated administration of food services
Taking on the challenge of new businesses	◇ Aggressive development of “Seven Premium” ◇ Expand e-commerce operations ◇ Expand card operations ◇ Reorganize property management operations ◇ Expand overseas operations

3. Strengthen Internal Corporate Constitution

Closing Unprofitable Stores	◇ Seven-Eleven Japan - Closing 600 stores ◇ Ito-Yokado - Under consideration: Closing three to five unprofitable stores ◇ Seven & i Food Systems - Closing 140 unprofitable stores
Reducing Losses	◇ Ito-Yokado - Aiming to improve profits by reducing mark-down and disposal losses - Product areas to be strengthened: apparel, fresh foods
Leveraging Synergies	◇ Expansion of new private brand products—"Seven Premium" - Expansion of introduction at Seven-Eleven Japan - Expansion of product areas (household goods, processed fresh foods) - Sales target for FY ending February 2010: ¥320.0 billion - In each development category, increase of 3 to 5 percentage points in gross margin

4. Return to Shareholders

Basic approach to providing a return to shareholders

◇ Bolster shareholder return in line with increases in profits
◇ Cash dividends: calculated based on consolidated dividend payout ratio
◇ Return to shareholders by raising ROE: more than 8% in the FY ending February 2011

Dividend policy

◇ Consolidated payout ratio target: At least 35%
◇ After FY ending February 2010: payout ratio calculated on basis of net income after adjusting for amortization of goodwill by 7-Eleven, Inc.

Acquisition of treasury stock

◇ Acquisitions made as part of flexible shareholder return policy
◇ April 10, 2008, announcement:
-Number of shares to be acquired: up to 50 million. Total amount of acquisition: up to ¥170.0 billion.
-Scheduled date of cancellation: July 31, 2008.