

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

The Company oversees about 90 operating companies, principally retail businesses, and has seven core operational areas that are closely connected to the daily lives of its customers—convenience stores, superstores, department stores, supermarkets, restaurants, financial services, and IT/services. From its base in Japan, the Company operates a network of about 33,000 stores that extends around the world. With revenues from operations of approximately ¥5.3 trillion, Seven & i Holdings is one of Japan's leading retail groups.

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.

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FORWARD-LOOKING STATEMENTS

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

FINANCIAL HIGHLIGHTS

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries for the years ended February 28, 2007 and 2006

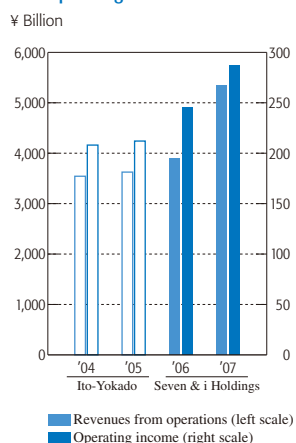
Figures for Ito-Yokado Co., Ltd. and its consolidated subsidiaries for the years ended February 28, 2005 and February 29, 2004 are presented for the convenience of the reader.

Seven-Eleven Japan Co., Ltd. and Denny's Japan Co., Ltd. became wholly owned subsidiaries of Seven & i Holdings Co., Ltd. in the fiscal year ended February 28, 2006. The associated decrease in minority interests contributed to the increase in net income.

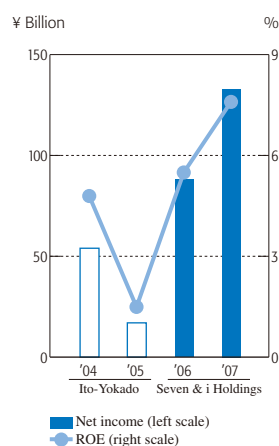
	Millions of yen		Thousands of U.S. dollars (Note A)	Millions of yen	
	2007	2006	2007	2005	2004
Seven & i Holdings					
For the year:					
Revenues from operations	¥5,337,807	¥3,895,772	\$45,235,653	¥3,623,555	¥3,542,146
Operating income	286,838	244,940	2,430,831	211,951	207,783
Income before income taxes and minority interests ..	243,060	178,518	2,059,831	150,833	177,784
Net income	133,419	87,931	1,130,669	17,205	53,632
% of revenues	2.5%	2.3%	2.5%	0.5%	1.5%
Capital expenditures (Note B)	278,389	185,354	2,359,229	168,725	171,877
Depreciation and amortization (Note C)	132,693	97,811	1,124,517	95,161	94,985
ROE	7.6%	5.5%	7.6%	1.5%	4.8%
ROA	3.7%	2.6%	3.7%	0.7%	2.2%
At year-end:					
Total assets	¥3,809,192	¥3,424,879	\$32,281,288	¥2,574,817	¥2,461,927
Total net assets	1,969,149	1,717,881	16,687,703	1,144,505	1,138,211
Net income per share:					
Basic	¥142.90	¥100.83	\$1.21	¥40.73	¥128.25
Diluted	—	—	—	40.51	128.22
Cash dividends declared					
per share of common stock (Note D)	¥52.00	¥28.50	\$0.44	¥34.00	¥34.00

Notes: (A) U.S. dollar amounts in this annual report are translated from yen, for convenience only, at the rate of ¥118=US\$1, the approximate rate of exchange on February 28, 2007.
 (B) Capital expenditures include property and equipment, intangible assets and long-term leasehold deposits.
 (C) Depreciation and amortization is included in cost of sales as well as selling, general and administrative expenses.
 (D) Cash payments upon a stock transfer were made by Seven & i Holdings to the shareholders of Seven-Eleven Japan, Ito-Yokado, and Denny's Japan recorded in the registers of shareholders as of August 31, 2005, instead of the interim dividend payments for the fiscal year ended February 28, 2006.

Revenues from Operations and Operating Income



Net Income and ROE



Net Income per Share (Basic) and Cash Dividends Declared per Share of Common Stock

