

Contents

Financial Highlights	2
Seven & i Group Key Figures	4
At a Glance.....	6
Annual Progress of the Seven & i Group.....	8
To Our Shareholders and Investors	10

An Interview with the President

Breaking New Ground in Retail	11
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To record steady growth no matter how difficult the environment, we need to invest aggressively in businesses with growth potential and to implement fundamental structural reforms in the businesses that are struggling.

In terms of new growth drivers, I believe it is important for us to draw on our unique characteristics as a corporate Group encompassing a wide range of business formats in order to strengthen synergy initiatives and take on the challenge of new growth opportunities.

Review of Operations	
Convenience Store Operations	20
Superstore Operations	24
Department Store Operations	28
Food Services.....	30
Financial Services	31
Corporate Social Responsibility (CSR)	32
Corporate Governance	35
Board of Directors and Auditors	38
Executive Officers.....	38
Financial Section	39
Financial Summary of Principal Group Companies	72
Principal Subsidiaries	74
Investor Information.....	75

For the latest information about the Company, please refer to the following web sites.

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

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

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.



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

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

From its base in Japan, North America, and China, the Company operates a network of approximately 20,000 stores that extends around the world (including convenience store area licensees, approximately 37,300 stores). With revenues from operations of approximately ¥5.6 trillion, Seven & i Holdings is one of Japan's leading retail groups.

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