




In September 2010, **Seven & i Holdings** marked the fifth anniversary of its establishment.

Today, the **Seven & i Group** has completed its transition to Group management under a pure holding company system, and the entire Group is working together to foster continued operational development.

The Annual Report 2011 details how the Group, which has entered a new phase of development, is approaching emerging business opportunities and formulating growth strategies.

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.



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For the latest investor relations information, please refer to the following websites:

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

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