

# AT A GLANCE

## CONVENIENCE STORE OPERATIONS



Principal Subsidiaries

- Seven-Eleven Japan (100.0)
- 7-Eleven, Inc. (100.0)
- SEVEN-ELEVEN (HAWAII) (100.0)
- SEVEN-ELEVEN (BEIJING) (65.0)

## SUPERSTORE OPERATIONS



Principal Subsidiaries

- Ito-Yokado (100.0)
- Hua Tang Yokado Commercial (51.8)
- Chengdu Ito-Yokado (51.0)
- York-Benimaru (36.3)
- York Mart (100.0)

## DEPARTMENT STORE OPERATIONS

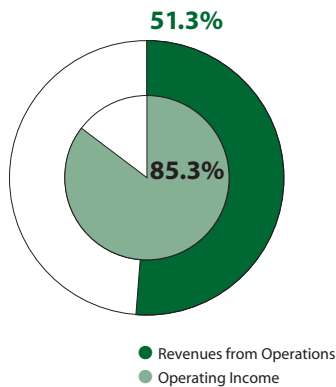


Principal Subsidiaries

- Millennium Retailing (67.7)
- Sogo (67.7)
- THE SEIBU DEPARTMENT STORES (67.7)
- SHELL GARDEN (66.9)
- THE LOFT (24.2)

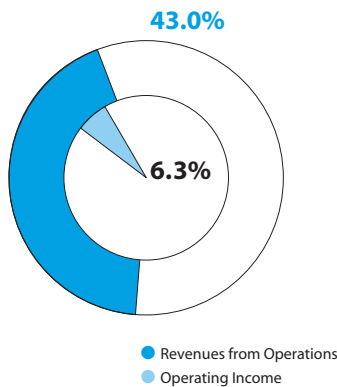
(As of February 28, 2006)

Contribution to Results



(As of February 28, 2006)

Contribution to Results



Contribution to Results

For the year ended February 2006, the income statements of Millennium Retailing and its subsidiaries were not consolidated whereas balance sheets were consolidated.

Topics

- In November 2005, the foundation for future global growth was strengthened when 7-Eleven, Inc., of the United States, was made a wholly owned subsidiary.
- Seven-Eleven Japan reinforced its position as the largest convenience store operator in Japan, with 11,310 stores at year-end, an increase of 484 stores.
- The total number of 7-Eleven stores around the world increased by 1,979 stores, to 29,706 stores at a fiscal year-end.

Topics

- Ito-Yokado implemented reforms, principally in apparel merchandising, and in February 2006 began to introduce new private brands.
- Three stores in the new "Ario" format of mall-type shopping centers in urban areas were opened during the fiscal year under review.
- In April 2006, Seven & i Holdings announced that it would make York-Benimaru a wholly owned subsidiary through a stock-for-stock exchange.

Topics

- In January 2006, Seven & i Holdings acquired about 65% of the common stock of Millennium Retailing.
- In June 2006, Seven & i Holdings increased its holdings of Millennium Retailing common stock to 100% through a stock-for-stock exchange.

## RESTAURANT OPERATIONS



Principal Subsidiaries

- Denny's Japan (100.0)
- Famil (100.0)
- York Bussan (100.0)

## FINANCIAL SERVICES



Principal Subsidiaries

- Seven Bank (50.0)
- IY Card Service (94.1)
- SE CAPITAL (100.0)
- York Insurance (100.0)
- SEVEN & i Financial Center (100.0)

## OTHERS

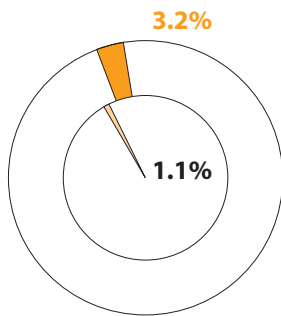


Principal Subsidiaries

- 7dream.com (68.0)
- Seven-Meal Service (90.0)
- SEVEN & i Publishing (100.0)
- Mall & SC Development (60.0)
- Seven and Y (50.8)
- SEVEN & i Life Design Institute (100.0)

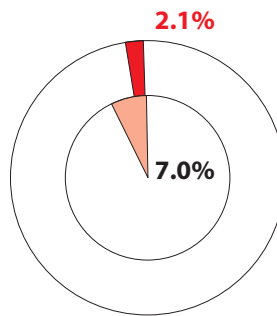
Note: Figures in parentheses indicate percentage of equity owned by Seven & i Holdings, including indirect holdings.

Contribution to Results



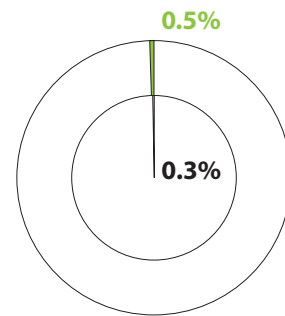
● Revenues from Operations  
● Operating Income

Contribution to Results



● Revenues from Operations  
● Operating Income

Contribution to Results



● Revenues from Operations  
● Operating Income

Topics

- In June 2005, Denny's Japan introduced a new restaurant system as one facet of the Group information system integration project.
- To ensure a high level of service, Denny's Japan is assigning to all restaurants specialized staff members who provide attentive service.
- Denny's Japan introduced regional menu items to meet needs that vary by restaurant.

Topics

- In December 2005, we announced that the issuance of *nanaco*, our own electronic money, and the introduction of point service would start in spring 2007.
- At the end of March 2006, Seven Bank had 11,484 ATMs, an increase of 1,503 from a year earlier, and installation had been completed at about 95% of domestic 7-Eleven stores. Average daily transaction volume per ATM rose to 88, from 77 a year earlier.

Topics

- In February 2006, Seven and Y, an Internet retailer of books and other media, was made a subsidiary.
- Seven-Meal Service's delivery services will be expanded to all 7-Eleven stores in Japan in 2006.