

# AIMING TO CREATE “A NEW COMPREHENSIVE LIFESTYLE INDUSTRY”

On September 1, 2005, Seven & i Holdings Co., Ltd. was established as the holding company through a stock transfer by Seven-Eleven Japan Co., Ltd., Ito-Yokado Co., Ltd., and Denny's Japan Co., Ltd. The Company oversees about 100 operating companies, principally retail businesses, and has seven core operational areas closely linked to consumer lifestyles: convenience stores, superstores, supermarkets, department stores, food services, financial services and IT/Services.

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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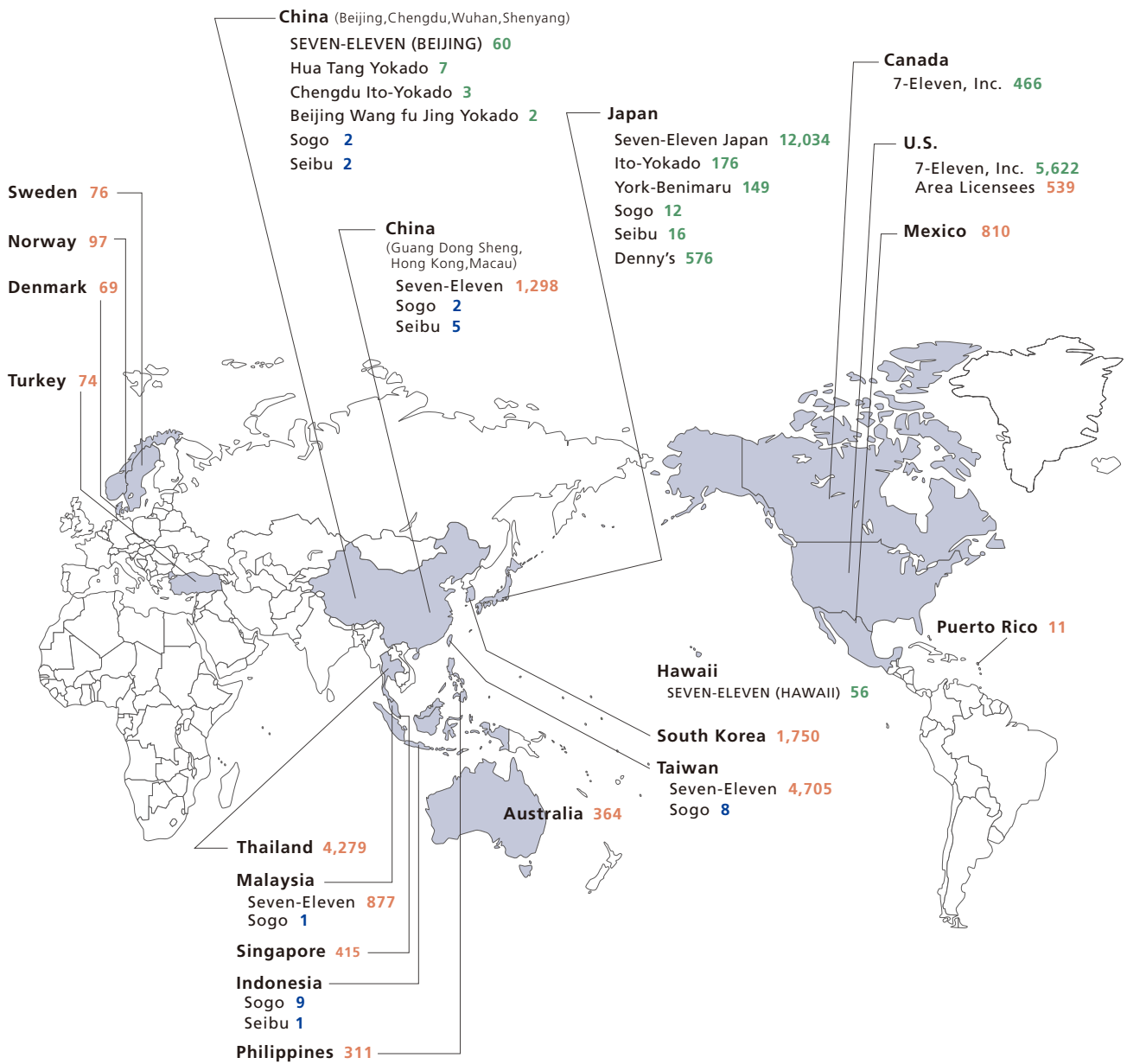
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# Store Network

Centered in Japan, Seven & i Holdings' store network extends worldwide to encompass convenience stores, superstores, department stores, supermarkets, restaurants, and other operations.

<b>Store Network of Seven &amp; i Holdings</b>	<b>Global : approx. 35,000 stores</b> <b>Japan : approx. 13,000 stores</b>
<b>Number of Customer Store-Visits per Day</b>	<b>Global : approx. 28 million</b> <b>Japan : approx. 14 million</b>



Notes: 1. ■ Number of stores operated directly by our subsidiaries  
 ■ Number of stores operated by companies in each country granted a defined area license from 7-Eleven, Inc.  
 ■ Number of stores with license to use trademark of Millennium Retailing  
 2. Figures represent the number of stores on record as of February 29, 2008 in Japan, and December 31, 2007 for all other areas.

# Establishment of Holding Company

## Holding Company Established to Maximize Enterprise Value

On September 1, 2005, Seven & i Holdings Co., Ltd. was established through the stock transfer method as the holding company for Seven-Eleven Japan Co., Ltd., Ito-Yokado Co., Ltd., and Denny's Japan Co., Ltd.

### Reasons for establishing the holding company

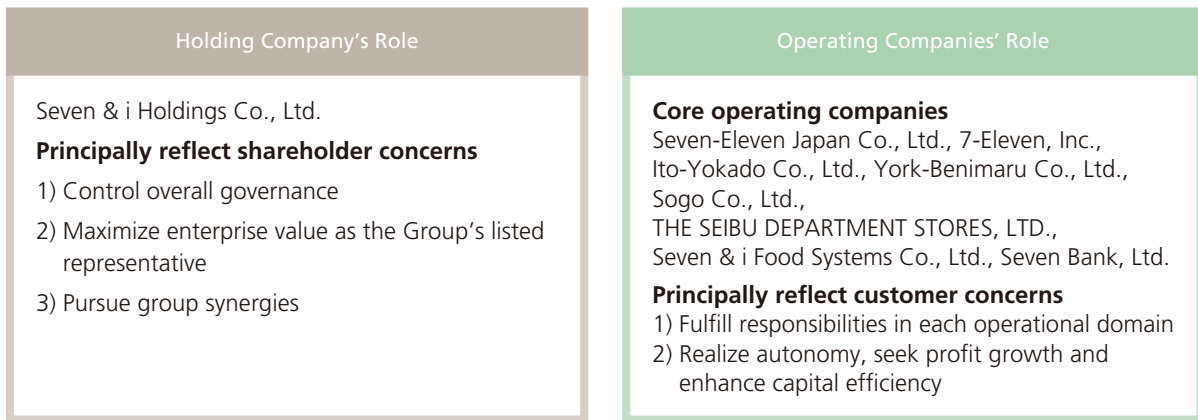
#### Maximize the Group's enterprise value

- Leveraging synergies among operational areas
- Reducing costs by integrating administrative functions

#### Strengthen corporate governance

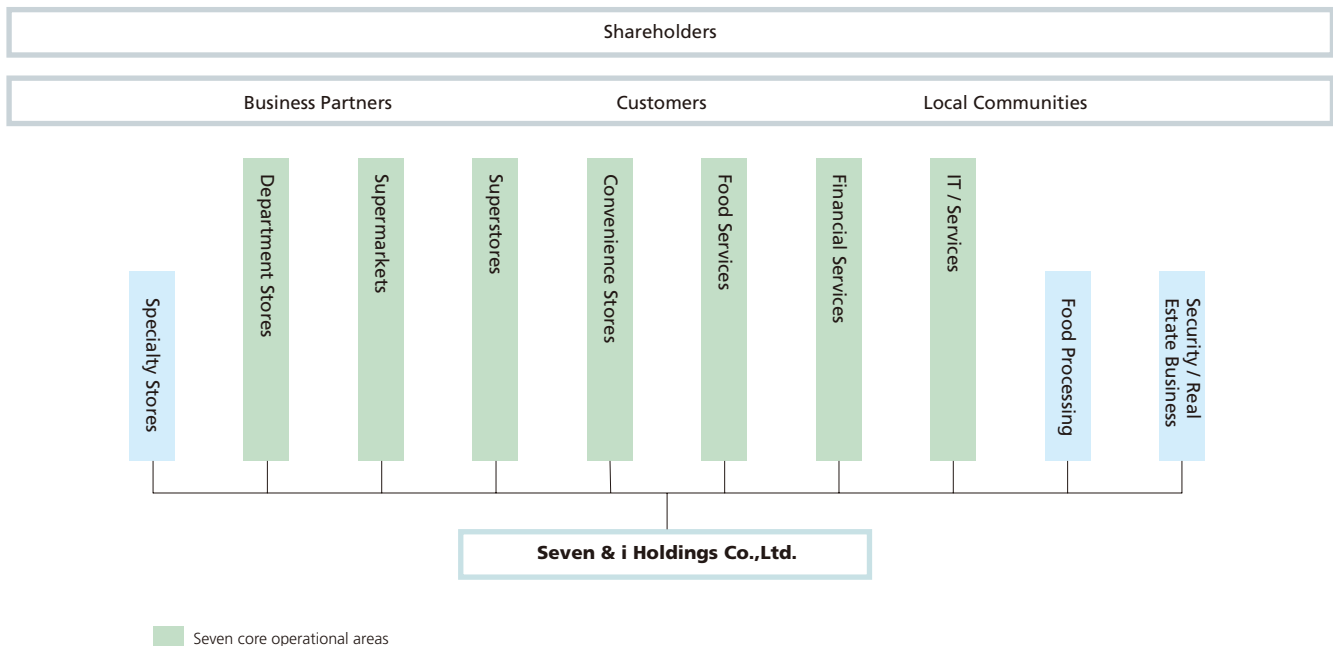
- Clearly delineating autonomy and the responsibilities of each group company
- Evaluating profitability and efficiently allocating management resources based on monitoring

### The roles of the holding company and the operating companies



### Seven & i Holdings' core operational areas

As part of the objective of creating "a New, Comprehensive Lifestyle Industry," the Company identified seven core operational areas at the time of its establishment.



## Overview of Main Group Companies

(As of February 29, 2008)

	Sales		Number of stores		Employees		Capital	Equity owned by the Company
	(Million ¥)	Growth rate (%)		Increase (Decrease)		Increase (Decrease)	(Million ¥)	(%)
<b>Convenience Store</b>								
Seven-Eleven Japan Co., Ltd.	2,574,306*1	1.6	12,034	299	11,671	(429)	17,200	100.0
○ 7-Eleven, Inc.	1,822,737	7.8	6,088	38	27,400	(1,815)	US\$11,000	100.0
○ SEVEN-ELEVEN (HAWAII), INC.	23,578	12.9	56	2	860	66	US\$20,000,000	100.0
○ SEVEN-ELEVEN (BEIJING) CO., LTD.	3,563*2	78.4	60	10	1,335	176	US\$35,000,000	65.0
<b>Superstore</b>								
Ito-Yokado Co., Ltd.	1,464,094	(1.6)	176	2	43,013	(1,286)	40,000	100.0
○ Hua Tang Yokado Commercial Co., Ltd.	33,901*2	27.9	7	1	3,067	120	US\$65,000,000	75.8
○ Chengdu Ito-Yokado Co., Ltd.	26,690*2	35.6	3	1	2,427	824	US\$17,300,000	74.0
<b>Supermarket</b>								
York-Benimaru Co., Ltd.	319,931	4.9	149	21	12,140	812	9,927	100.0
Life Foods Co., Ltd.	40,667	3.5	–	–	4,836	145	120	100.0
York Mart Co., Ltd.	103,464	4.0	60	2	4,432	33	1,000	100.0
SHELL GARDEN CO., LTD.	23,118	(0.8)	18	2	823	204	989	100.0
○ Beijing Wang fu jing Yokado Commercial Co., Ltd.	1,660*2	15.6	2	1	373	135	US\$12,000,000	60.0
<b>Department Store</b>								
Millennium Retailing, Inc.	–	–	–	–	447	32	37,733	100.0
Sogo Co., Ltd.	495,336	0.2	12	0	5,417	771	1,000	100.0
THE SEIBU DEPARTMENT STORES, LTD.	461,079	0.4	16	0	4,940	533	6,000	100.0
Robinson Department Store Co., Ltd.	41,432	(3.1)	3	0	1,117	(61)	5,500	87.5
<b>Food Services</b>								
Seven & i Food Systems Co., Ltd.*3	113,472	–	1,047	(2)	16,893	(93)	3,000	100.0
<b>Financial Services</b>								
☆ Seven Bank, Ltd.	83,663*4	10.9	–	–	347	20	30,500	47.8
IY Card Service Co., Ltd.	17,995*4	26.5	–	–	90	27	10,000	94.1
<b>IT/Service</b>								
Seven and Y Corp.	16,875	23.3	–	–	56	10	438	50.8
○ 7dream.com	9,658	13.9	–	–	43	3	5,000	68.0
○ Seven-Meal Service Co., Ltd.	–	–	–	–	20	0	300	90.0
<b>Specialty Store</b>								
Akachan Honpo Co., Ltd.*5	85,061	0.6	67	0	2,644	411	680	66.7
THE LOFT CO., LTD.	68,419	14.5	44	11	2,701	360	750	70.7
Oshman's Japan Co., Ltd.	6,551	10.2	5	0	190	3	1,200	100.0
Mary Ann Co., Ltd.	4,998	1.2	61	4	321	36	200	100.0

○ Figures are for the fiscal year ended December 31, 2007.

☆ Figures are for the fiscal year ended March 31, 2008.

Notes: 1. Exchange rate - US\$1=¥117.85, 1 yuan=¥15.51

2. Growth rate of overseas subsidiaries on a yen basis compared to the previous fiscal year.

3. Number of employees includes part-time employees (monthly average based on an eight-hour workday)

4. Ownership ratios include indirect holdings.

\*1 Seven-Eleven Japan's sales represent total store sales.

\*2 Sales for Chinese subsidiaries exclude value added tax.

\*3 Denny's Japan, Famil and York Bussan were merged into Seven &amp; i Food Systems in September 2007. Sales for Seven &amp; i Food Systems include interim sales for the three companies.

\*4 Sales for Seven Bank represent ordinary income, and sales for IY Card Service represent revenues from operations.

\*5 In FY2007, Akachan Honpo changed its year-end closing date from the end of December to the end of February. Sales for FY2007 represent the sales amounts from January to December 2007, for reference only.

# Highlights of Our Progress

Aiming at the creating "a New, Comprehensive Lifestyle Industry," Seven & i Holdings is continuously advancing innovation for business infrastructure in accordance with the change in time and social environments.

**September 2005:**

Seven & i Holdings was established



**November 2005:**

7-Eleven, Inc., was made a wholly owned subsidiary

Made 7-Eleven, Inc. a wholly owned subsidiary with the goal of increasing long-term profits and promoting a global company strategy

**February 2006:**

Seven and Y was made a subsidiary

Made Seven and Y a subsidiary as the core company in Group IT strategy

**June 2006:**

Millennium Retailing was made a wholly owned subsidiary

To strengthen the Group department store business, made Millennium Retailing—Sogo and Seibu—a wholly owned subsidiary.

**July 2006:**

Seven & i Holdings cancelled 427,509,908 shares of treasury stock

Cancelled the shares of Seven-Eleven Japan Co., Ltd., which Ito-Yokado Co., Ltd. had owned at the time of listing

**August 2006:**

White Hen Pantry, Inc., was acquired by 7-Eleven, Inc.

White Hen Pantry, Inc. is a convenience store chain which owns approx. 200 stores in Chicago, U.S.

**September 2006:**

York-Benimaru was made a wholly owned subsidiary

Positioned as the core operating company of the supermarket business after transformation from an equity-method affiliate to a wholly owned subsidiary



## 2005

**November 2005:**

Seven-Eleven Japan began to open stores in Gifu prefecture



**November 2005:**

Ito-Yokado opened *Ario* Sapporo and *Ario* Kawaguchi

## 2006

**February 2006:**

Seven-Eleven Japan began to open stores in Mie prefecture

**March 2006:**

Ito-Yokado opened *Ario* Kameari

**May 2006:**

Sogo Chiba was reopened after a full-scale remodeling

**September 2006:**

Seibu Yurakucho was reopened after a full-scale remodeling



**November 2006:**

The Group Merchandising Reform Project was launched

**December 2006:**

Ito-Yokado opened *Ario* Yao



**March 2007:**

Seven-Eleven becomes world's largest store chain

**March 2007:**

Seibu Shibuya was reopened after a full-scale remodeling



**January 2007:**

Seven & i Food Systems was established

Established a new company with the aim of integrating and restructuring food services

**March 2007:**

LOFT was made a subsidiary

Millennium Retailing made LOFT miscellaneous goods specialty stores at nationwide, into a subsidiary.

**June 2007:**

Seven Cash Works was established

Established as a company that provides operating cash (charge) services to small- and medium-sized retailers and restaurants

**July 2007:**

Akachan Honpo was made a subsidiary

Ito-Yokado made Akachan Honpo, a nationwide chain of baby and children's products stores, into a subsidiary.

**September 2007:**

Denny's Japan, Famil, and York Bussan were merged into Seven & i Food Systems

**November 2007:**

FUJIKOSHI was made a subsidiary

York-Benimaru made FUJIKOSHI, a supermarket chain in Fukushima prefecture, into a subsidiary.

**December 2007:**

NitteleSeven Co., Ltd. was established by Nippon Television Network Corporation, Dentsu Inc., and Seven & i Holdings

Seeking the integration of retail business and media, Nittele Seven was established with the aim of developing a next-generation shopping portal site.



**January 2008:**

SEVEN & i FINANCIAL GROUP was established

SEVEN & i FINANCIAL GROUP was established to oversee the Group's financial services related management operations, excluding banking.

**February 2008:**

Seven & i Holdings cancelled 11,329,000 shares of treasury stock

In January 2008, all shares of treasury stock acquired from Seven-Eleven Japan were cancelled.

**February 2008:**

Seven Bank was listed on the Jasdaq Securities Exchange

**April 2008:**

SEVEN-ELEVEN CHINA was established

Established to expand the number of Seven-Eleven Stores as area licensees in China.

**2007**

**2008**

**April 2007:**

The introduction of *nanaco* electronic money was started

**May 2007:**

The *Seven Premium* line of new private-brand products was launched



**August 2007:**

Sales of the *Seven Premium* were started at Seven-Eleven Japan stores

**September 2007:**

Seibu Tokorozawa was reopened after a full-scale remodeling

**September 2007:**

Hua Tang Yokado opened You An Men store in Beijing., China

**October 2007:**

Ito-Yokado opened *Ario* Nishiarai

**November 2007:**

Beijing Wang fu jing Yokado opened Pu Huang Yu store in Beijing., China

**December 2007:**

Chengdu Ito-Yokado opened Jin Hua store in Chengdu, Sichuan Province, China

**December 2007:**

The introduction of *nanaco* at Denny's restaurants was started

**March 2008:**

Sogo Hachioji was reopened after a full-scale remodeling

**March 2008:**

The introduction of *nanaco* at Ito-Yokado stores was started

**March 2008:**

Ito-Yokado opened *Ario* Otori



**April 2008:**

QUICPay, postpaid electronic money, was introduced at all Seven-Eleven Japan stores