

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.

Contents

Profile	Store Network	1
	Establishment of Holding Company	2
	Overview of Main Group Companies	3
	Highlights of Our Progress	4
Performance overview	Consolidated Financial Summary	6
	Segment Information	8
Retailers in the World	Sales Ranking	10
	Market Capitalization Ranking	11
Domestic Retail Environment	The Consumer Environment	12
	Environment of Retail Industry	13
Group Business Strategy	Store-Opening Policy	14
	Merchandising	16
	Distribution Systems	20
	Information Systems	21
	Financial Services	22
	IT / Services	24
	Global Strategy	25
Major Group Companies' Data	Convenience Store	28
	Superstore	32
	Department Store	34
	Supermarket	36
	Specialty Store	37
	Food Services	38
	Financial Services	39
Financial Data of Major Retailers in Japan	Major Group Companies' Market Share in Japan (Nonconsolidated)	40
	Convenience Stores	41
	Superstores	42
	Department Stores	43
	Supermarkets	44
	Specialty Stores	45
Corporate Data	Stock Information	46
	Corporate Overview	47

Store Network

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

Store Network of Seven & i Holdings

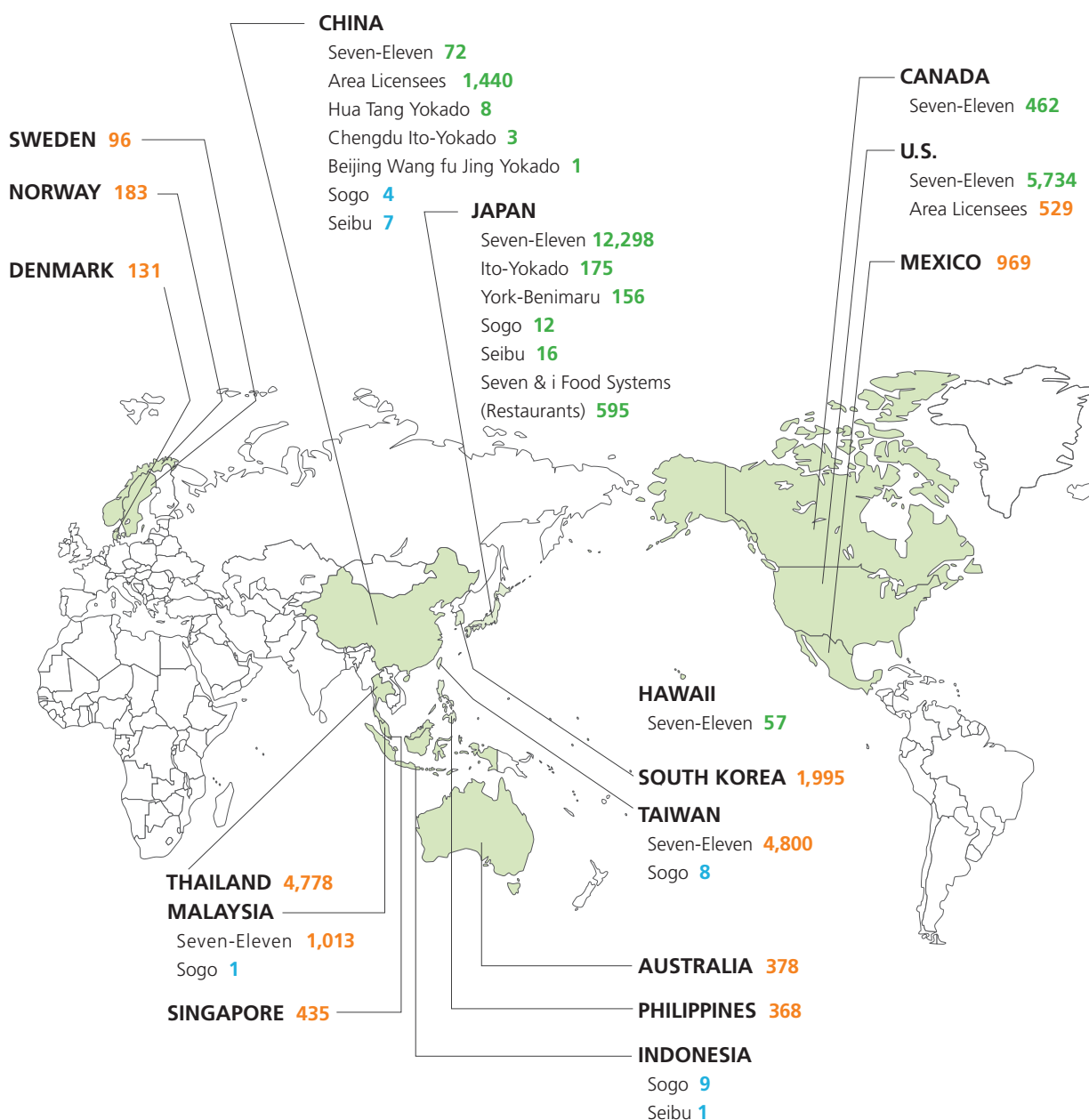
Global : approx. **37,300** stores

Japan : approx. **13,800** stores

Number of Customer Store-Visits per Day

Global : approx. **36** million

Japan : approx. **15** million



Profile

Performance
Overview

Retailers
in the
World

Domestic
Retail
Environment

Group
Business
Strategy

Major
Group
Companies'
Data

Financial
Data of
Major
Retailers in
Japan

Corporate
Data

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 Seven-Eleven, Inc.

■ Number of stores with license to use trademark of the Millennium Retailing

2. Figures represent the number of stores on record as of February 28, 2009 in Japan, and December 31, 2008 for all other areas.

Establishment of Holding Company

Holding Company was 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

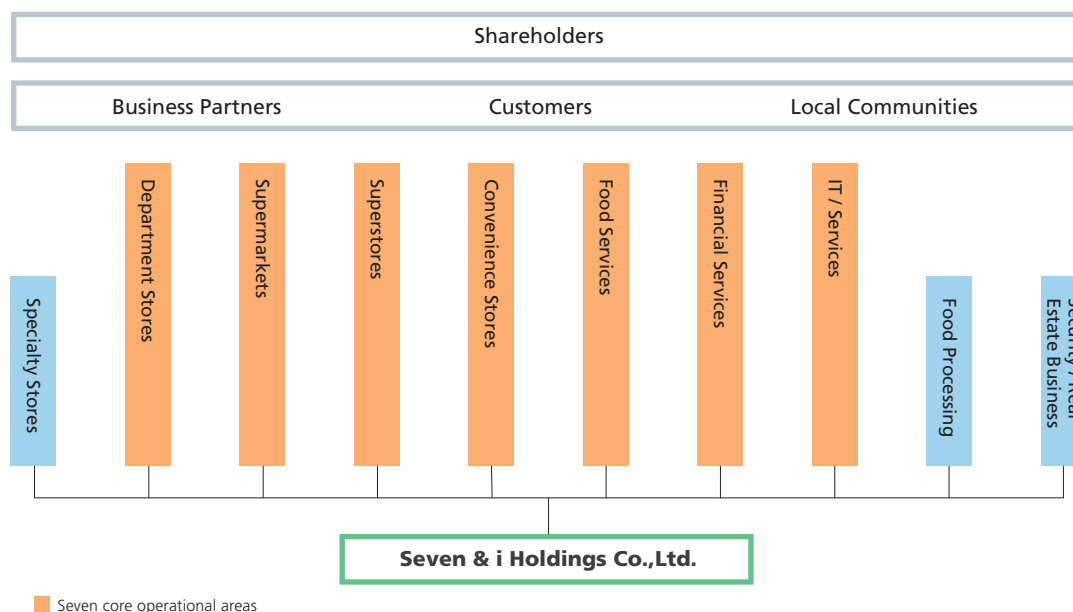
- Clearly delineating autonomy and the responsibilities of each group company
- Evaluating profitability and efficiently allocating management resources based on monitoring

The Roles of the Holding Company and the Operating Companies

Holding Company's Role	Operating Companies' Role
Seven & i Holdings Co., Ltd. Principally reflect shareholder concerns 1) Control over all governance 2) Maximize enterprise value as the Group's listed representative 3) Pursue group synergies	Core operating companies Seven-Eleven Japan Co., Ltd., 7-Eleven, Inc., Ito-Yokado Co., Ltd., York-Benimaru Co., Ltd., Sogo Co., Ltd., THE SEIBU DEPARTMENT STORES, LTD., Seven & i Food Systems Co., Ltd., Seven Bank, Ltd. Principally reflect customer concerns 1) Fulfill responsibilities in each operational domain 2) Realize autonomy, seek profit growth and enhance capital efficiency

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 28, 2009)

	Sales		Number of stores		Employees		Capital	Equity owned by the Company
	(Million ¥)	Growth rate (%)		Increase (Decrease)		Increase (Decrease)	(Million ¥)	(%)
Convenience Store								
Seven-Eleven Japan Co., Ltd.	2,762,557 ^{*1}	7.3	12,298	264	11,480	(191)	17,200	100.0
○ 7-Eleven, Inc.	1,725,910	(5.3)	6,196	108	24,515	(2,885)	US\$11,000	100.0
○ SEVEN-ELEVEN (HAWAII), INC.	23,716	0.6	57	1	844	(16)	US\$20,000,000	100.0
○ SEVEN-ELEVEN (BEIJING) CO., LTD.	4,686 ^{*2}	31.5	72	12	1,618	283	US\$35,000,000	65.0
Superstore								
Ito-Yokado Co., Ltd.	1,436,541	(1.9)	175	(1)	41,928	(1,085)	40,000	100.0
○ Hua Tang Yokado Commercial Co., Ltd.	36,369 ^{*2}	7.3	8	1	3,145	78	US\$65,000,000	75.8
○ Chengdu Ito-Yokado Co., Ltd.	36,738 ^{*2}	37.6	3	0	2,318	(109)	US\$23,000,000	74.0
Supermarket								
York-Benimaru Co., Ltd.	338,089	5.7	156	7	12,784	644	9,927	100.0
Life Foods Co., Ltd.	37,715	(7.3)	—	—	4,952	116	120	100.0
York Mart Co., Ltd.	107,372	3.8	60	0	4,154	(278)	1,000	100.0
SHELL GARDEN CO., LTD.	24,157	4.5	18	0	862	39	989	100.0
○ Beijing Wang fu jing Yokado Commercial Co., Ltd.	2,054 ^{*2}	23.8	1	(1)	249	(124)	US\$12,000,000	60.0
Department Store								
Millennium Retailing, Inc.	—	—	—	—	433	(14)	37,733	100.0
Sogo Co., Ltd.	475,575	(4.0)	12	0	5,275	(142)	1,000	100.0
THE SEIBU DEPARTMENT STORES, LTD.	444,058	(3.7)	16	0	4,896	(44)	6,000	100.0
Robinson Department Store Co., Ltd.	38,779	(6.4)	2	(1)	793	(324)	5,500	87.5
Food Services								
Seven & i Food Systems Co., Ltd.	102,109	(10.0) ^{*3}	959	(86)	14,626	(2,267)	3,000	100.0
Financial Services								
☆ Seven Bank, Ltd.	89,815 ^{*4}	7.3	—	—	384	37	30,500	47.8
IY Card Service Co., Ltd.	17,745 ^{*4}	(1.4)	—	—	93	3	2,500	94.1
IT/Service								
Seven and Y Corp.	18,605	10.3	—	—	58	2	438	50.8
○ 7dream.com	7,154	(25.9)	—	—	42	(1)	5,000	68.0
○ Seven-Meal Service Co., Ltd.	—	—	—	—	20	0	300	90.0
Specialty Store								
Akachan Honpo Co., Ltd.	81,771	(3.9)	72	5	2,657	13	680	66.7
THE LOFT CO., LTD.	75,371	10.2	51	7	3,195	494	750	70.7
Oshman's Japan Co., Ltd.	6,735	2.8	6	1	212	22	1,200	100.0
Mary Ann Co., Ltd.	4,701	(5.9)	58	(3)	298	(23)	200	100.0

○ Figures are for the fiscal year ended December 31, 2008.

☆ Figures are for the fiscal year ended March 31, 2009.

Notes: 1. Exchange rate - US\$1=¥103.48, 1 yuan=¥14.85

2. Sales growth rate of overseas subsidiaries are calculated on a yen basis.

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 The sales growth rate of Seven & i Food Systems is calculated in comparison with the combined interim net sales of three companies that merged in September 2007.

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

Profile

Performance Overview

Retailers in the World

Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

Financial Data of Major Retailers in Japan

Corporate Data

Highlights of Our Progress

	● Financial Strategies	● Operating Strategies
2005	Sept. Seven & i Holdings was established 	Nov. Seven-Eleven Japan began to open stores in Gifu prefecture 
	Nov. 7-Eleven, Inc., was made a wholly owned subsidiary Made 7-Eleven, Inc. a wholly owned subsidiary with the aim of increasing long-term profits and promoting a global company strategy.	Nov. Ito-Yokado opened Ario Sapporo and Ario Kawaguchi
2006	Feb. Seven and Y was made a subsidiary Made Seven and Y a subsidiary as the core company in Group IT strategy. June Millennium Retailing was made a wholly owned subsidiary To strengthen the Group department store operations, made Millennium Retailing—Sogo and Seibu—a wholly owned subsidiary. July Seven & i Holdings cancelled 427,509,908 shares of treasury stock Cancelled the shares of Seven-Eleven Japan Co., Ltd. and Denny's Japan Co., Ltd., which Ito-Yokado Co., Ltd. had owned at the time of listing. Aug. 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. Sept. York-Benimaru was made a wholly owned subsidiary Positioned as the core operating company of the supermarket operations after transformation from an equity-method affiliate to a wholly owned subsidiary. 	Feb. Seven-Eleven Japan began to open stores in Mie prefecture Mar. Ito-Yokado opened Ario Kameari May Sogo Chiba was reopened after a full-scale remodeling Sept. Seibu Yurakucho was reopened after a full-scale remodeling  Nov. The Group Merchandising Reform Project was launched Dec. Ito-Yokado opened Ario Yao 
2007	Jan. Seven & i Food Systems was established Established a new company with the aim of integrating and restructuring food services. Mar. LOFT was made a subsidiary Millennium Retailing made LOFT, miscellaneous goods specialty stores at nationwide, into a subsidiary. June Seven Cash Works was established Established as a company that provides operating cash (charge) services to small and medium-sized retailers and restaurants. July Akachan Honpo was made a subsidiary Ito-Yokado made Akachan Honpo, a nationwide chain of baby and children's products stores, into a subsidiary. Sept. Denny's Japan, Famil, and York Bussan were merged into Seven & i Food Systems Nov. FUJIKOSHI was made a subsidiary York-Benimaru made FUJIKOSHI, a supermarket chain in Fukushima prefecture, into a subsidiary. Dec. 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. 	Mar. Seven-Eleven became world's largest store chain Mar. Seibu Shibuya was reopened after a full-scale remodeling Apr. The introduction of nanaco, electronic money was started May Started sales of Seven Premium, new private-brand products  Aug. Sales of Seven Premium products were commenced at Seven-Eleven Japan stores Sept. Seibu Tokorozawa was reopened after a full-scale remodeling Sept. Hua Tang Yokado opened You An Men store in Beijing, China Oct. Ito-Yokado opened Ario Nishiarai Dec. Chengdu Ito-Yokado opened Jin Hua store in Chengdu, Sichuan Province, China Dec. The introduction of nanaco at Denny's restaurants was started

	● Financial Strategies	● Operating Strategies
2008	<p>Jan. SEVEN & i FINANCIAL GROUP was established Established to oversee the Group's financial services-related management operations, excluding banking.</p> <p>Feb. Seven & i Holdings cancelled 11,329,000 shares of treasury stock Cancelled all shares of treasury stock acquired from Seven-Eleven Japan in Jan. 2008.</p> <p>Feb. Seven Bank was listed on the Jasdaq Securities Exchange</p> <p>Apr. SEVEN-ELEVEN CHINA Co., Ltd. was established Established to promote the development of 7-Eleven stores in China through area licensees.</p> <p>July Seven & i Holdings issued 1st, 2nd, and 3rd unsecured domestic straight bonds in the total amount of 100 billion yen</p> <p>July Seven & i Netmedia Co., Ltd. was established Established to further strengthen IT-related operations and take overall responsibility for its operations.</p> <p>July Seven & i Holdings cancelled 50,000,000 shares of treasury stock Cancelled all shares of treasury stock acquired from the market.</p> <p>Aug. Seven & i Holdings made a business and capital tie-up with AIN PHARMACIEZ INC. A business and capital tie-up was made to cooperate with store opening, pharmaceutical product sales and development.</p>	<p>Mar. Sogo Hachioji was reopened after a full-scale remodeling</p> <p>Mar. The introduction of <i>nanaco</i> at Ito-Yokado stores was started</p> <p>Mar. Ito-Yokado opened Ario Otori</p>  <p>Apr. QUICPay, postpaid electronic money, was introduced at all Seven-Eleven Japan stores</p> <p>June Credit charge services for <i>nanaco</i> were initiated</p> <p>June Hua Tang Yokado opened the Wukesong store in Beijing, China</p> <p>July Seven Cash Works Co., Ltd. started change machine service</p> <p>July The Internet shopping site, <i>Seven-Eleven Net</i> commenced services</p> <p>Aug. Ito-Yokado opened THE PRICE Nishi-Arai, its first discount store</p>  <p>Nov. Ito-Yokado Honmoku, a neighborhood shopping center, was opened</p> <p>Nov. Ito-Yokado opened Seven Home Center in Ito-Yokado Kanamachi</p>
		
2009	<p>Jan. Seven Culture Network Co., Ltd. was established Established to start a new business by integrating existing community school business and travel business.</p> <p>Mar. Seven Internet Lab. Co., Ltd. was established by a joint venture with NEC Corporation Established to undertake R&D on IT technology with the cooperation of NEC Corporation.</p> <p>June AIN PHARMACIEZ INC. was established by a joint venture with AIN PHARMACIEZ INC. Established to form a new business model to meet changes in the pharmaceutical market.</p>	<p>Jan. Seven-Eleven Japan began to open stores in Toyama and Fukui prefectures</p>  <p>Feb. Seven-Eleven Japan began to open stores in Shimane prefecture</p> <p>Feb. The <i>Seven Premium</i> products received "Most Excellent Award, Nikkei Award" of the 2008 Nikkei Superior Products and Services Awards</p>  <p>Mar. Ito-Yokado Musashi-Koganei was opened</p> <p>Apr. 7-Eleven store openings through an area licensee were commenced in Shanghai, China</p>