



SEVEN&i HLDGS. Co.,Ltd.

2009

**Corporate
Outline**

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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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

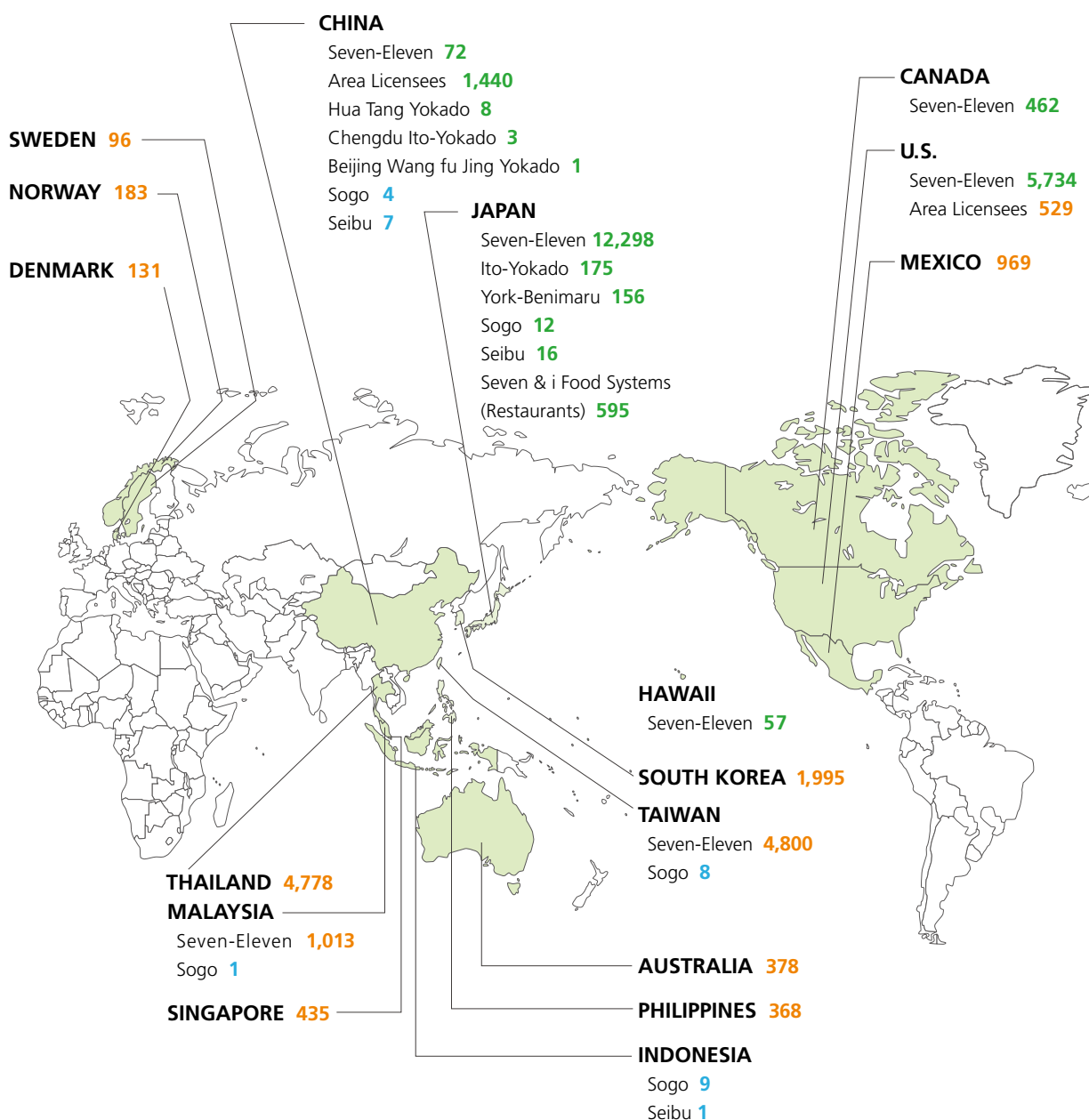
Global : approx. **37,300** stores

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

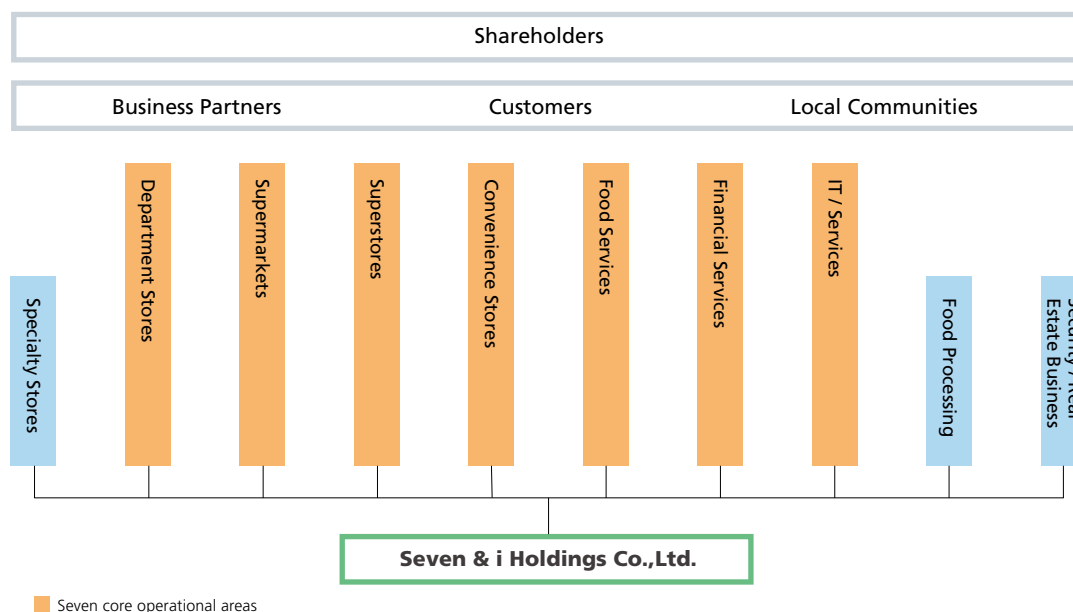
- Clearly delineating autonomy and the responsibilities of each group company
- Evaluating profitability and efficiently allocating management resources based on monitoring

The Roles of the Holding Company and the Operating Companies

Holding Company's Role	Operating Companies' Role
<p>Seven & i Holdings Co., Ltd.</p> <p>Principally reflect shareholder concerns</p> <ol style="list-style-type: none">1) Control over all governance2) Maximize enterprise value as the Group's listed representative3) Pursue group synergies	<p>Core operating companies</p> <p>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.</p> <p>Principally reflect customer concerns</p> <ol style="list-style-type: none">1) Fulfill responsibilities in each operational domain2) 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

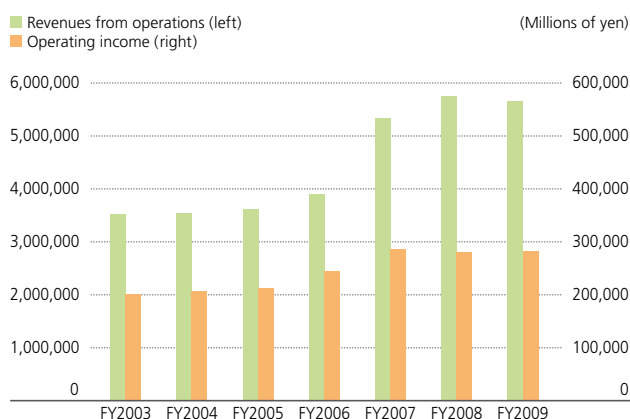
Highlights of Our Progress

	● 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. NitteteSeven Co., Ltd. was established by Nippon Television Network Corporation, Dentsu Inc., and Seven & i Holdings Seeking the integration of retail business and media, Nittete 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

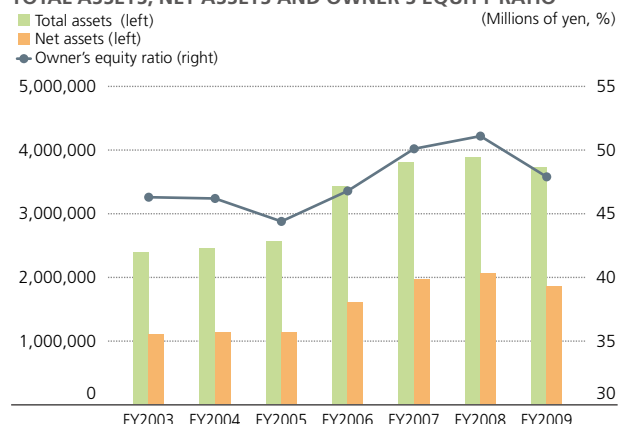
	● Financial Strategies	● Operating Strategies
2008	<p>Jan. SEVEN & i FINANCIAL GROUP was established Established to oversee the Group's financial services-related management operations, excluding banking.</p> <p>Feb. Seven & i Holdings cancelled 11,329,000 shares of treasury stock Cancelled all shares 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>Aug. Seven Farm Tomisato Co., Ltd., the Group's first agricultural production corporation, was established</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>

Consolidated Financial Summary

REVENUES FROM OPERATIONS AND OPERATING INCOME



TOTAL ASSETS, NET ASSETS AND OWNER'S EQUITY RATIO



(Millions of yen)

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Revenues from operations	3,530,316	3,542,146	3,623,554	3,895,772	5,337,806	5,752,392	5,649,948
Operating income	201,301	207,783	211,950	244,940	286,838	281,088	281,865
EBITDA* ¹	294,196	302,768	307,111	342,750	419,531	424,730	422,394
Ordinary income	189,590	200,787	208,267	248,110	282,016	278,262	279,306
Net income	46,623	53,632	17,205	87,930	133,419	130,657	92,336
Total assets	2,401,736	2,461,927	2,574,817	3,424,878	3,809,192	3,886,680	3,727,060
Net assets	1,111,475	1,138,210	1,144,504	1,603,684	1,969,149	2,058,038	1,860,672
Minority interests in consolidated subsidiaries	366,093	365,992	402,862	114,196	62,350	73,020	75,092
Interest-bearing debt	314,199	267,828	270,648	687,374	822,107	766,358	793,867
Debt equity ratio (times)	0.28	0.24	0.24	0.43	0.43	0.39	0.44
Cash flows from operating activities	202,697	237,956	266,709	217,325	157,209	465,380	310,007
Cash flows from investing activities	(161,222)	(117,632)	(94,758)	(388,080)	(235,983)	(237,184)	(139,568)
Free cash flows* ²	41,475	120,323	171,950	(170,754)	(78,774)	228,195	170,438
Cash flows from financing activities	22,807	(153,731)	(56,524)	103,093	37,241	(130,136)	(169,755)
Net (decrease) increase in cash and cash equivalents	61,782	(37,505)	115,058	(72,223)	(40,742)	97,636	(4,286)
Cash and cash equivalents at end of fiscal year	604,895	567,389	683,100	610,876	570,133	667,770	663,483
Capital expenditures	182,891	171,876	168,725	185,354	278,388	217,738	188,943
Depreciation and amortization	92,895	94,984	95,160	97,810	132,693	143,642	140,529
Net income per share	¥110.67	¥128.25	¥40.73	¥100.83	¥142.90	¥137.03	¥100.54
Net assets per share	¥2,656.24	¥2,726.99	¥2,742.42	¥1,772.25	¥1,999.77	¥2,081.85	¥1,975.95
Cash flow per share* ³	¥333.42	¥357.00	¥269.29	¥213.46	¥285.02	¥287.68	¥253.56
Dividends per share	—	—	—	¥28.5	¥52.0	¥54.0	¥56.0
Owner's equity ratio	46.3%	46.2%	44.4%	46.8%	50.1%	51.1%	47.9%
Return on equity (ROE)	4.2%	4.8%	1.5%	5.5%	7.6%	6.7%	4.9%
Return on total assets (ROA)	2.0%	2.2%	0.7%	2.6%	3.7%	3.4%	2.4%
Dividends payout ratio	—	—	—	—	36.4%	39.4%	55.7%
Ratio of total amounts of dividends to net assets	—	—	—	—	2.8%	2.6%	2.8%
Exchange rate (average on the term) US\$1=	¥125.18	¥116.00	¥108.23	¥110.26	¥116.38	¥117.85	¥103.48
1yuan=	¥15.04	¥13.98	¥13.06	¥13.57	¥14.62	¥15.51	¥14.85
(at fiscal year end) US\$1=	¥119.90	¥107.13	¥104.21	¥118.07	¥119.11	¥114.15	¥91.03
1yuan=	¥14.49	¥12.95	¥12.59	¥14.63	¥15.24	¥15.62	¥13.31

Notes: 1. FY2003 to 2005 show consolidated figures for the former Ito-Yokado.

2. For the results of department store operations in FY2006, only the balance sheets are included in consolidated figures.

3. Net assets represents shareholders' equity excluding minority interests for FY2003 to 2006.

4. ROE and ROA are calculated based on the average of net assets and total assets at the beginning and end of fiscal year, except for FY2006 where they are calculated at the end of fiscal year.

*1 EBITDA=Operating income + Depreciation and amortization

*2 Free cash flows=Cash flows from operating activities + Cash flows from investing activities

*3 Cash flow per share=(Net income + Depreciation and amortization) ÷ Average number of shares outstanding

Interest-Bearing Debt

(Millions of yen)

	Feb. 28, 2005	Feb. 28, 2006	Feb. 28, 2007	Feb. 29, 2008	Feb. 28, 2009
Short-term loans	5,654	114,462	176,913	149,861	191,100
Current portion of long-term loans	11,467	47,832	61,398	120,419	103,352
Current portion of bonds	20,000	–	30,000	16,217	50,592
Commercial paper	5,356	–	7,993	15,668	–
Subtotal	42,478	162,294	276,305	302,166	345,045
Bonds	115,000	115,000	145,000	131,077	180,448
Long-term loans	90,676	368,314	370,457	321,336	249,685
Commercial paper	22,493	41,764	30,344	11,777	18,688
Subtotal	228,170	525,079	545,801	464,191	448,822
Total	270,648	687,374	822,107	766,358	793,867

BREAKDOWN BY BUSINESS SEGMENT

(Millions of yen)

	Feb. 28, 2005	Feb. 28, 2006	Feb. 28, 2007	Feb. 29, 2008	Feb. 28, 2009
Convenience store operations	42,036	56,353	48,401	35,991	25,188
Superstore operations	132,557	112,016	110,037	99,211	96,509
Department store operations	–	372,027	416,669	378,243	336,939
Food services	–	–	–	–	–
Others	6,750	6,000	5,250	4,500	3,750
Corporate	–	–	–	–	99,963
Subtotal	181,344	546,396	580,358	517,945	562,350
Financial services	89,304	140,977	241,749	248,413	231,517
Total	270,648	687,374	822,107	766,358	793,867

Note: Figures as of February 28, 2005 are for the former Ito-Yokado consolidated results.

Bonds

ISSUED BY SEVEN AND i HOLDINGS CO., LTD.

	Amount of issue	Coupon	Issue date	Redemption date
1st unsecured domestic straight bonds	40 billion yen	1.48%	July 3, 2008	June 20, 2013
2nd unsecured domestic straight bonds	30 billion yen	1.68%	July 3, 2008	June 19, 2015
3rd unsecured domestic straight bonds	30 billion yen	1.94%	July 3, 2008	June 20, 2018

ISSUED BY ITO-YOKADO CO., LTD.

	Amount of issue	Coupon	Issue date	Redemption date
4th unsecured domestic straight bonds	20 billion yen	1.96%	Mar. 29, 2000	Mar. 29, 2010
5th unsecured domestic straight bonds	50 billion yen	0.65%	Nov. 1, 2002	Sept. 18, 2009

Note: Ito-Yokado Co., Ltd. has entered into a joint guaranty contract with Seven & i Holdings Co., Ltd. with respect to the straight bonds of Ito-Yokado Co., Ltd. in the manner of a "contract in favor of a third person" set forth in Article 537 of the Civil Law of Japan.

ISSUED BY SEVEN BANK, LTD.

	Amount of issue	Coupon	Issue date	Redemption date
2nd unsecured domestic straight bonds	36 billion yen	1.45%	Dec. 4, 2006	Dec. 20, 2011
3rd unsecured domestic straight bonds	24 billion yen	1.67%	Dec. 4, 2006	Dec. 20, 2013

Ratings

(As of April 30, 2009)

		S&P	Moody's	R&I	JCR
Seven & i Holdings Co., Ltd.	Long-term	AA-	Aa3	AA	AA+
Seven-Eleven Japan Co., Ltd.	Long-term	AA-	–	–	AA+
	Short-term	A-1+	P-1	–	–
7-Eleven, Inc.	Long-term	A	Baa3	–	–
Ito-Yokado Co., Ltd.	Long-term	–	Aa3	AA	AA+
Seven Bank, Ltd.	Long-term	AA-	–	AA	–

Note: From January 2006, Seven-Eleven Japan's short-term rating is its rating as the guarantor of 7-Eleven, Inc.'s commercial paper program.

Segment Information

■ Business Segments

REVENUES FROM OPERATIONS

(Millions of yen)

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Convenience store operations	1,689,199	1,721,458	1,806,168	2,015,236	2,249,648	2,395,701	2,308,690
Superstore operations	1,709,044	1,669,329	1,642,264	1,687,734	1,882,935	2,109,049	2,125,029
Department store operations	–	–	–	–	988,357	1,025,354	993,877
Food services	127,447	126,189	126,181	124,025	121,683	113,980	102,711
Financial services	15,390	37,219	61,236	82,289	100,295	117,955	124,866
Others	13,148	14,737	17,195	19,780	32,340	36,653	35,079
Eliminations / corporate	(23,913)	(26,788)	(29,492)	(33,294)	(37,454)	(46,302)	(40,305)
Total	3,530,316	3,542,146	3,623,554	3,895,772	5,337,806	5,752,392	5,649,948

OPERATING INCOME

(Millions of yen)

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Convenience store operations	177,236	187,467	195,385	209,815	206,090	201,032	213,367
Superstore operations	33,796	21,165	7,814	15,381	29,170	34,058	24,742
Department store operations	–	–	–	–	26,772	25,764	18,335
Food services	4,582	3,261	3,620	2,625	931	(4,231)	(2,948)
Financial services	(14,307)	(3,936)	5,401	17,278	24,547	21,071	25,485
Others	(125)	(205)	211	808	1,621	2,488	2,069
Eliminations / corporate	119	31	(482)	(968)	(2,296)	902	814
Total	201,301	207,783	211,950	244,940	286,838	281,088	281,865

CAPITAL EXPENDITURES

(Millions of yen)

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Convenience store operations	115,981	96,967	93,456	102,025	98,518	108,585	104,233
Superstore operations	53,500	53,845	60,671	53,098	49,444	57,561	46,064
Department store operations	–	–	–	–	93,657	17,512	12,464
Food services	5,882	4,267	3,906	5,088	4,474	1,545	1,177
Financial services	7,518	7,467	7,410	22,917	31,872	31,990	23,932
Others	7	9,329	3,281	39	298	518	1,058
Corporate	–	–	–	2,184	122	24	12
Total	182,891	171,876	168,725	185,354	278,388	217,738	188,943

DEPRECIATION AND AMORTIZATION

(Millions of yen)

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Convenience store operations	61,301	62,866	63,725	64,428	71,799	74,065	67,299
Superstore operations	24,278	23,927	22,345	20,796	24,070	26,452	26,115
Department store operations	–	–	–	–	19,042	20,154	20,004
Food services	3,260	3,456	3,252	3,019	3,454	2,903	2,210
Financial services	4,013	4,685	5,798	9,528	14,173	19,773	24,532
Others	41	48	38	37	134	271	346
Corporate	–	–	–	0	19	21	20
Total	92,895	94,984	95,160	97,810	132,693	143,642	140,529

■ Geographic Area Segments

REVENUES FROM OPERATIONS

(Millions of yen)

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Japan	2,233,932	2,258,103	2,271,756	2,343,048	3,562,372	3,822,210	3,806,717
North America	1,293,905	1,278,331	1,341,503	1,516,907	1,728,481	1,867,067	1,766,169
Others	7,980	8,098	13,090	38,519	49,759	66,043	80,401
Eliminations	(5,500)	(2,387)	(2,796)	(2,704)	(2,806)	(2,928)	(3,339)
Total	3,530,316	3,542,146	3,623,554	3,895,772	5,337,806	5,752,392	5,649,948

OPERATING INCOME

(Millions of yen)

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Japan	180,595	184,392	185,726	212,876	253,968	247,272	245,248
North America	20,582	23,333	26,080	32,492	31,985	31,582	34,441
Others	123	57	194	(432)	879	2,228	2,328
Eliminations	–	–	(51)	3	4	3	(151)
Total	201,301	207,783	211,950	244,940	286,838	281,088	281,865

Notes: 1. FY2003 to 2005 show consolidated figures for the former Ito-Yokado.

2. For the results of department store operations in FY2006, only the balance sheets are included in consolidated figures.

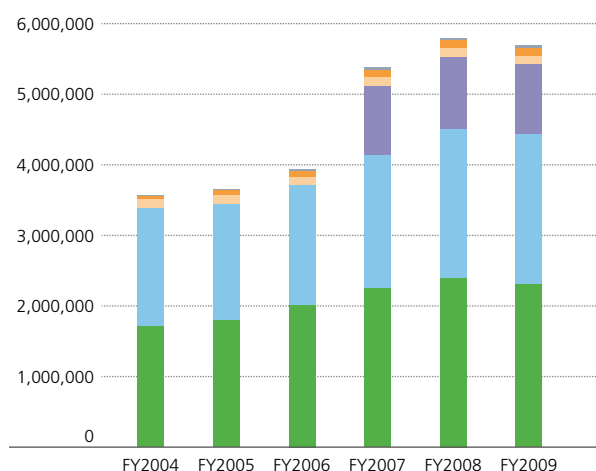
3. "Others" from FY2003 to FY2007 consists of the business results mainly in People's Republic of China ("P.R.C.") and "Others" for FY2008 and beyond consists of the business results in P.R.C.

Business Segments

Convenience store operations Superstore operations Department store operations Food services Financial services Others

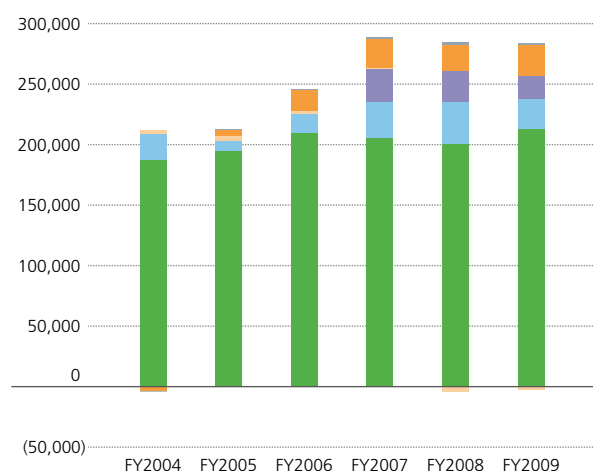
REVENUES FROM OPERATIONS

(Millions of yen)



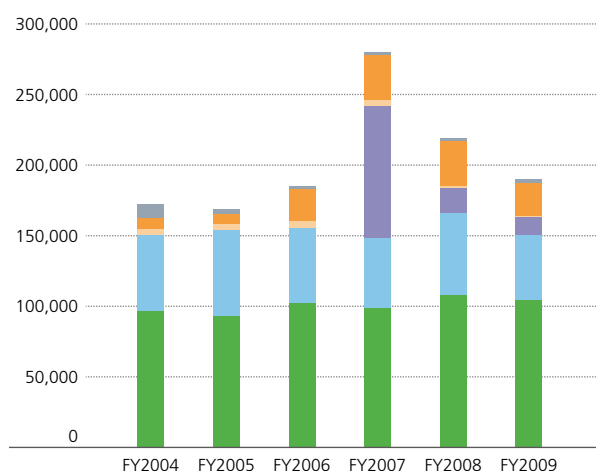
OPERATING INCOME

(Millions of yen)



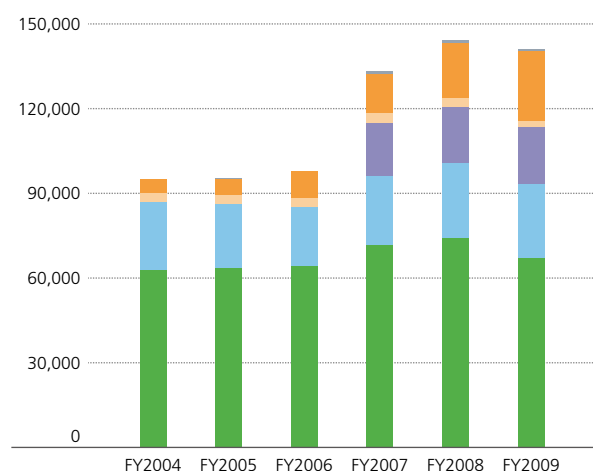
CAPITAL EXPENDITURES

(Millions of yen)



DEPRECIATION AND AMORTIZATION

(Millions of yen)

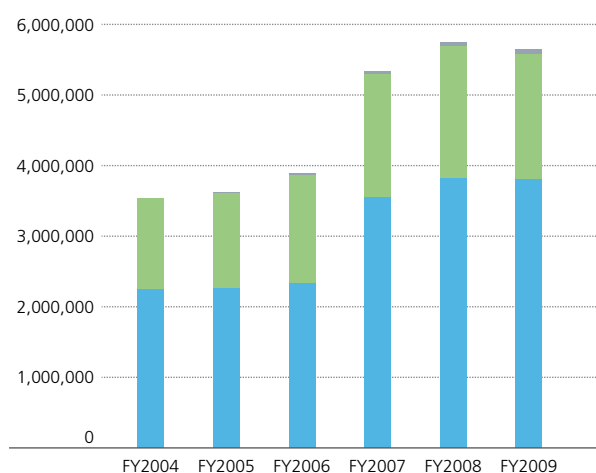


Geographic Area Segments

Japan North America Others

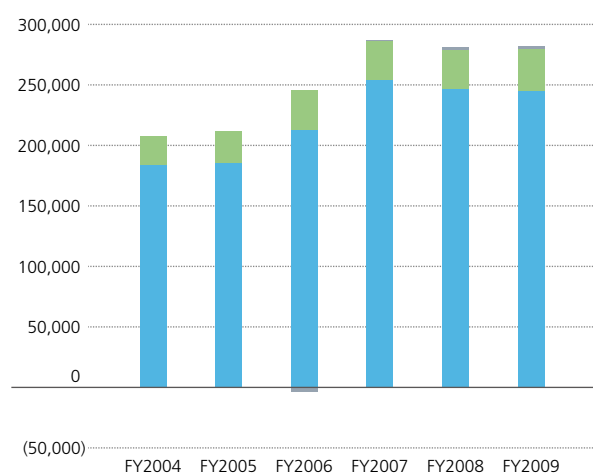
REVENUES FROM OPERATIONS

(Millions of yen)



OPERATING INCOME

(Millions of yen)



Sales Ranking

■ Sales Ranking by Retailers-Worldwide in FY2008

Source: STORES Magazine, January 2009

FY2008	FY2007	Company	Country	Sales		CAGR (%)	Net income	
				(Million \$)	(Billion ¥)		(Million \$)	(Billion ¥)
1	1	Wal-Mart Stores	U.S.	374,526	40,823.3	10.3	13,137	1431.9
2	2	Carrefour	France	112,604	12,273.8	3.6	3,398	370.4
3	4	Tesco	U.K.	94,740	10,326.7	12.4	4,266	465.0
4	5	Metro	Germany	87,586	9,546.9	4.6	1,347	146.8
5	3	Home Depot	U.S.	77,349	8,431.0	5.8	4,395	479.1
6	6	Kroger	U.S.	70,235	7,655.6	6.3	1,181	128.7
7	10	Schwarz	Germany	69,346* ¹	7,558.7* ¹	12.6	–	–
8	7	Target	U.S.	63,367	6,907.0	7.6	2,849	310.5
9	8	Costco Wholesale	U.S.	63,088	6,876.6	10.7	1,083	118.0
10	11	Aldi	Germany	58,487* ¹	6,375.1* ¹	4.3	–	–
11	12	Walgreen	U.S.	53,762	5,860.1	13.4	2,041	222.5
12	14	Rewe	Germany	51,929* ¹	5,660.3* ¹	2.8	–	–
13	9	Sears Holdings	U.S.	50,703	5,526.6	10.5	902	98.3
14	16	Auchan	France	49,295	5,373.2	5.5	1,339	146.0
15	13	Lowe's	U.S.	48,283	5,262.8	12.8	2,809	306.2
16	15	Seven & i Holdings	Japan	47,891	5,223.8	10.6* ²	1,205	130.6
17	18	CVS Caremark	U.S.	45,087	4,914.5	14.4	2,637	287.4
18	20	E. Leclerc	France	44,686	4,870.8	4.5	–	–
19	17	Edeka	Germany	44,609* ¹	4,862.4* ¹	5.6	–	–
20	19	Safeway	U.S.	42,286	4,609.2	5.5	888	96.8
21	21	AEON	Japan	41,339	4,650.0	11.2	589	43.9
22	25	Woolworths	Australia	41,021	4,471.3	11.9	1,481	161.4
23	24	ITM (Intermarche)	France	40,692* ¹	4,435.4* ¹	(1.7)	–	–
24	23	Best Buy	U.S.	40,023	4,362.5	13.8	1,410	153.7
25	22	Royal Ahold	Netherlands	38,589	4,206.2	(8.9)	4,037	440.0
26	26	J. Sainsbury	U.K.	35,809	3,903.2	0.8	660	71.9
27	27	SuperValu	U.S.	34,341	3,743.2	28.4	593	64.6
28	29	Casino	France	32,159	3,505.3	1.0	1,261	137.4
29	31	Coles	Australia	27,599	3,008.3	6.4	595	64.9
30	30	Tengelmann	Germany	27,135	2,957.7	(4.5)	–	–

Notes: 1. CAGR=Compound Annual Growth Rate over a five-year period.

2. CAGR is calculated on a local currency basis in each country.

3. Exchange rate: US\$1=¥109

*¹ Estimate

*² CAGR of Seven & i Holdings is calculated by the comparison with the consolidated figures for the former Ito-Yokado.

Market Capitalization Ranking

Profile

■ Ranking by Market Capitalization of Retailers-Worldwide

Company		Country	Market capitalization		ROE (%)	EPS (\$)	PER (Times)	PBR (Times)
			(Million \$)	(Billion ¥)				
1	Wal-Mart Stores	U.S.	197,322	19,414.5	20.3	3.34	15.1	3.0
2	CVS Caremark	U.S.	46,256	4,551.2	9.8	2.18	14.6	1.4
3	Home Depot	U.S.	44,646	4,392.7	12.7	1.34	19.6	2.5
4	Tesco	U.K.	39,464	3,882.8	19.0	0.40	12.5	2.2
5	Amazon.com	U.S.	34,595	3,403.8	33.3	1.49	54.0	12.9
6	Hennes & Mauritz	Sweden	32,870	3,234.0	44.3	2.29	19.6	8.1
7	Lowe's	U.S.	31,696	3,118.6	12.9	1.49	14.4	1.7
8	Walgreen	U.S.	31,169	3,066.8	17.9	2.17	14.5	2.4
9	Target	U.S.	31,055	3,055.5	15.3	2.86	14.4	2.3
10	Carrefour	France	28,853	2,838.9	12.1	2.42	16.9	2.1
11	Inditex	Spain	26,753	2,632.3	28.1	2.67	16.1	4.3
12	Hutchison Whampoa	Hong Kong	25,305	2,489.7	6.1	0.53	11.1	0.7
13	Woolworths	Australia	24,061	2,367.3	28.9	0.99	19.8	5.4
14	Wal-Mart de Mexico	Mexico	22,860	2,249.2	20.9	0.12	21.7	4.3
15	EBAY	U.S.	21,190	2,084.9	15.6	1.36	12.1	1.9
16	Costco Wholesale	U.S.	21,094	2,075.4	14.4	2.89	16.8	2.4
17	Seven & i Holdings	Japan	20,499	2,016.9	4.9	1.02	22.1	1.1
18	Best Buy	U.S.	15,977	1,572.0	22.0	2.39	16.1	10.8
19	Staples	U.S.	14,740	1,450.3	14.3	1.13	18.2	2.7
20	Kroger	U.S.	14,104	1,387.7	24.8	1.90	11.4	2.7
21	Metro	Germany	13,829	1,360.7	7.5	1.84	23.2	1.8
22	Kohl's	U.S.	13,819	1,359.6	13.8	2.89	15.7	2.1
23	Royal Ahold	Netherlands	13,159	1,294.7	21.1	1.01	11.0	2.1
24	TJX	U.S.	11,547	1,136.1	41.3	2.00	14.0	5.5
25	GAP	U.S.	10,811	1,063.7	22.3	1.34	11.6	2.5
26	PPR	France	9,802	964.4	4.7	4.58	16.9	0.8
27	Wm Morrison Supermarkets	U.K.	9,616	946.1	10.3	0.31	11.9	1.4
28	J. Sainsbury	U.K.	8,587	844.9	7.1	0.28	17.3	1.2
29	Safeway	U.S.	8,471	833.4	14.3	2.21	8.9	1.7
30	Marks & Spencer	U.K.	7,920	779.2	45.6	0.73	6.9	2.7

Note: Ranking by market capitalization and exchange rates are as of April 30, 2009 (US\$1=¥98.39)
Source: Thomson

Performance
Overview

Retailers
in the
World

Domestic
Retail
Environment

Group
Business
Strategy

Major
Group
Companies'
Data

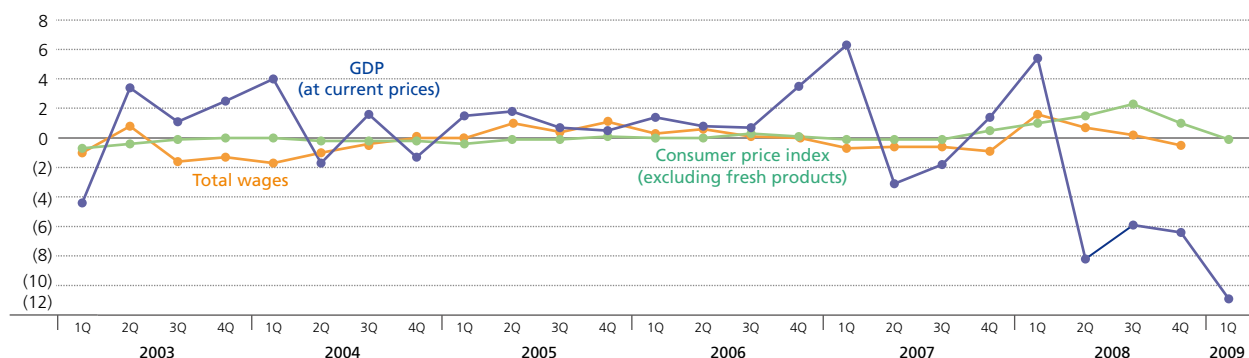
Financial
Data of
Major
Retailers in
Japan

Corporate
Data

The Consumer Environment

YEAR-ON-YEAR COMPARISON OF ECONOMIC INDICES OVER FOUR QUARTERS

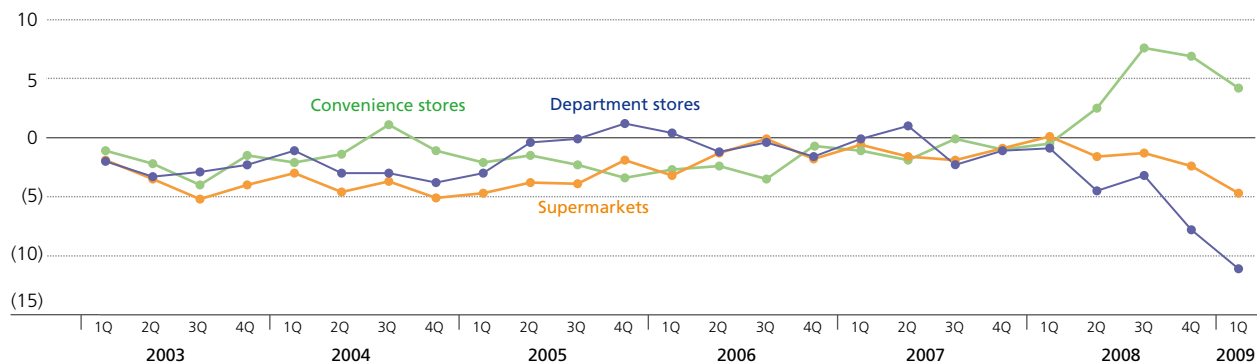
(%)



Source: National Accounts (Economic and Social Research Institute, Cabinet Office), Consumer Price Index (Ministry of Internal Affairs and Communications), Monthly Labour Survey (Ministry of Health, Labour and Welfare)

YEAR-ON-YEAR COMPARISON OF MAJOR STORE FORMATS OVER FOUR QUARTERS

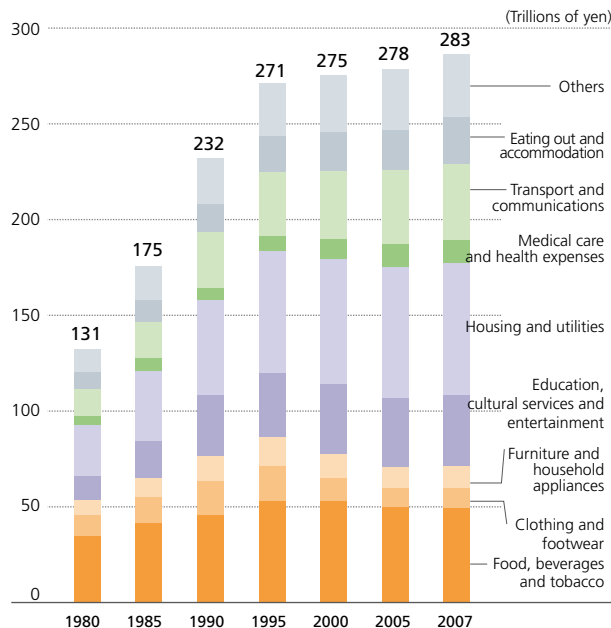
(%)



Source: The Census of Commerce (Ministry of Economy, Trade and Industry)

DOMESTIC FINAL CONSUMPTION EXPENDITURE OF HOUSEHOLD

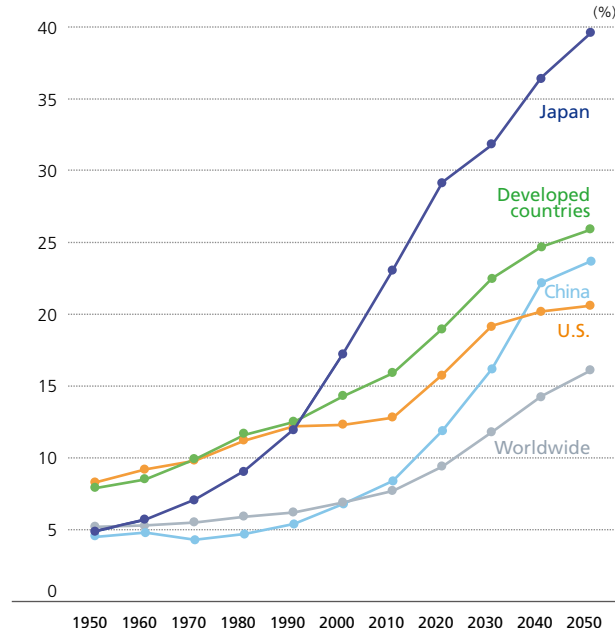
(Trillions of yen)



Source: National Accounts (Economic and Social Research Institute, Cabinet Office)

CHANGES IN THE POPULATION OF THOSE AGED OVER 65

(%)

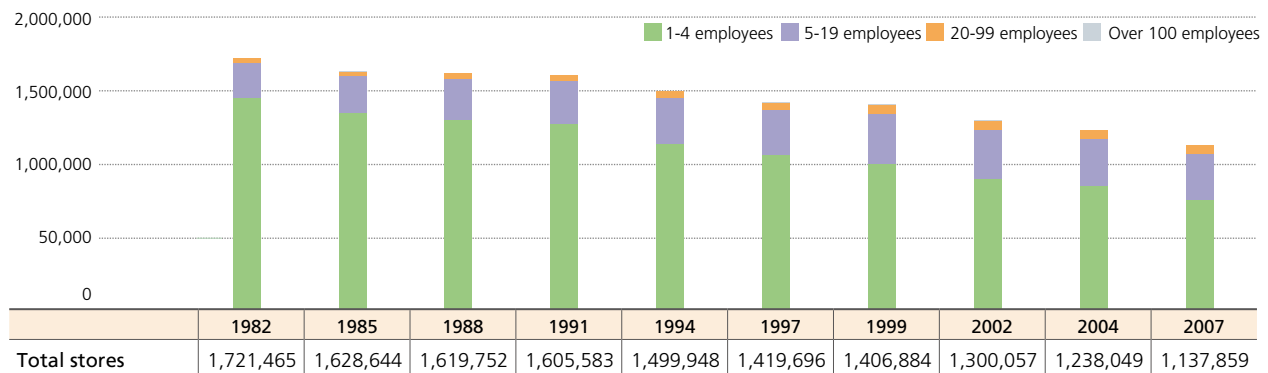


Source: Statistical Handbook of the World (Ministry of Internal Affairs and Communications)

Environment of Retail Industry

Profile

TREND IN NUMBER OF STORES BY STRATUM OF NUMBER OF EMPLOYEES

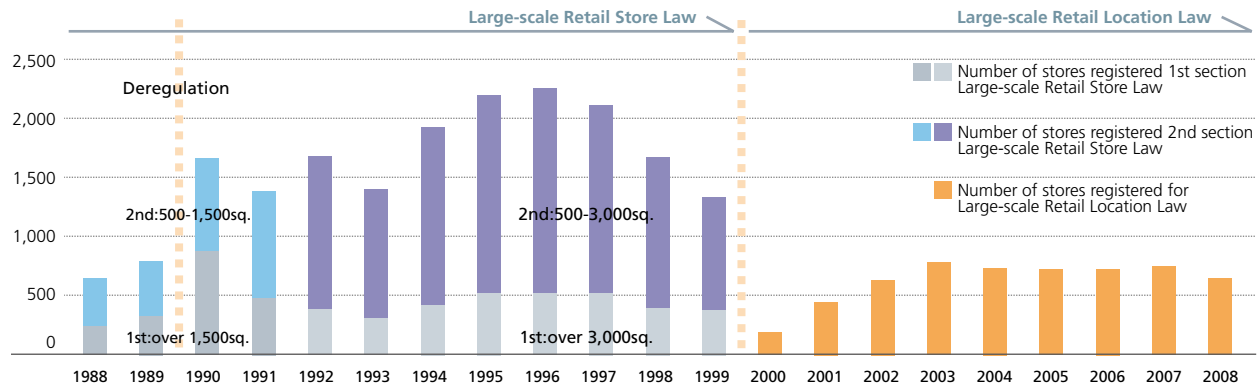


Source: The Census of Commerce (Ministry of Economy, Trade and Industry)

Performance
Overview

Retailers
in the
World

TREND IN NUMBER OF REGISTERED LARGE-SCALE RETAIL STORES

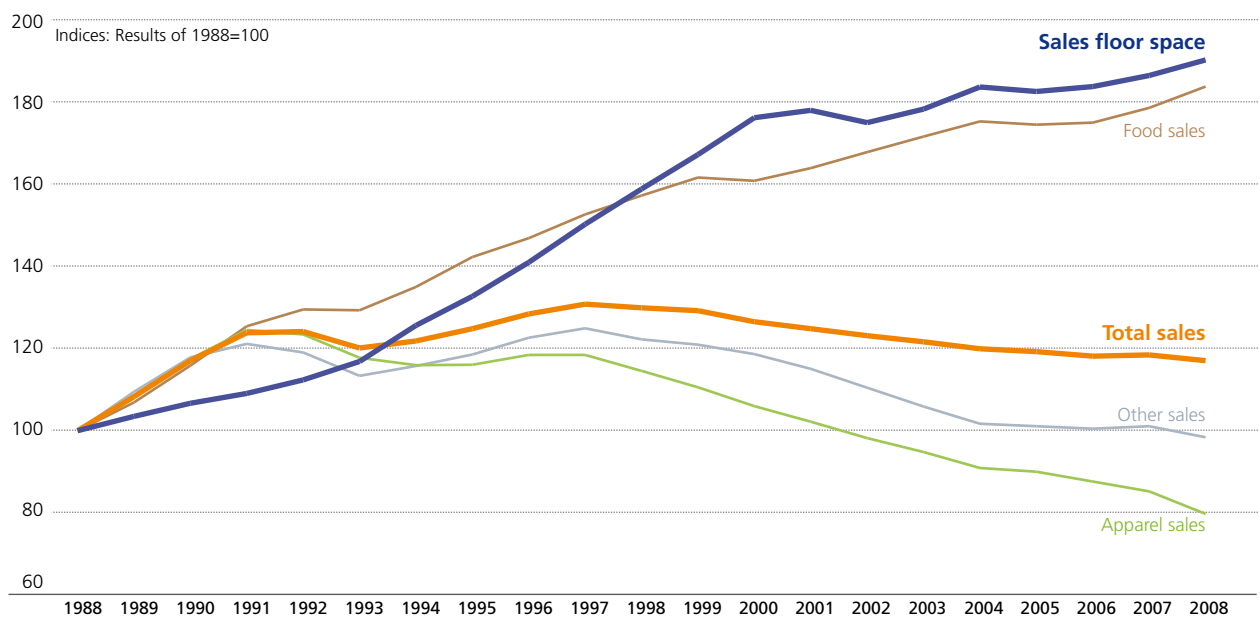


Source: Ministry of Economy, Trade and Industry

Domestic
Retail
Environment

Group
Business
Strategy

TREND IN SALES AND SALES FLOOR SPACE OF LARGE-SCALE RETAIL STORES



Source: Annual Report on the Current Survey of Commerce (Ministry of Economy, Trade and Industry)

Major
Group
Companies'
Data

Financial
Data of
Major
Retailers in
Japan

Corporate
Data

Store-Opening Policy

Group Store-Opening Strategy

The Company develops stores in several formats and therefore opens stores of various sizes. Each format is clearly defined in terms of its motivations for store visits and has a different catchment areas. Accordingly, Seven & i Holdings can achieve a higher density level in its store-opening strategy across the different format of stores.

■ Area Dominance Strategy

Our fundamental strategy is market dominance, whereby a high concentration of stores is positioned within one region.

Effects of area dominance strategy

- Greater familiarity with customers
- Effective sales promotions
- Improved efficiency in guiding franchised stores
- Efficient construction of production bases
- Efficient construction of distribution structure
- Preventing entry by competitors

■ Dominance Strategy by Store Format

Format	Convenience store	Supermarket	Superstore	Department store	
	Restaurant	Specialty store	Shopping center		
Catchment area	Small				Large
Store size	Small				Large
Product line	Focused				Variety

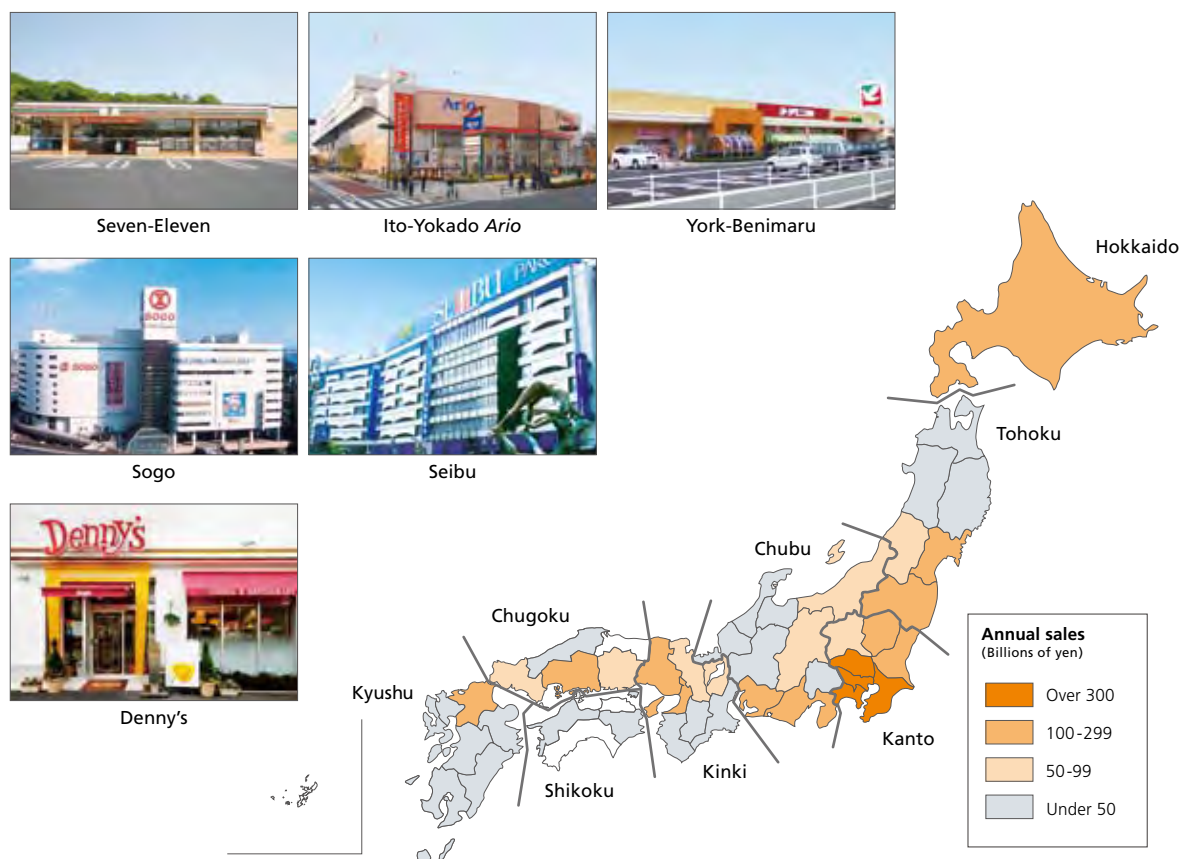
■ Store Opening Policy by Store Format

Convenience store	Seven-Eleven	<ul style="list-style-type: none"> · Formed market dominance mainly in residential areas in the 1990s and in urban areas after 2000 · Implement scrap-and-build strategy for revitalizing existing stores · Expand small-type convenience stores in addition to the openings of standard roadside type stores · Store network encompassed 37 prefectures at the end of February 2009
Superstore	Ito-Yokado	<ul style="list-style-type: none"> · Formed market dominance primarily in the Kanto region · Many stores have a floor space of over 10,000 square meters at present, in accordance with the large-scale retail store openings trend · Convert some existing stores to the food centered discount store "THE PRICE" and urban-style home centers "Seven Home Center"
Shopping center	Ario	<ul style="list-style-type: none"> · Operate seven mall-type shopping centers primarily in the Kanto region at the end of February, 2009 · With Ito-Yokado as the anchor tenant, attract over 100 tenants
Supermarket	York-Benimaru York Mart	<ul style="list-style-type: none"> · York-Benimaru formed market dominance in the Southern Tohoku and Northern Kanto regions · York Mart formed market dominance primarily in the Southern Kanto region · Aim for a 300-store network through aggressive store opening strategy in the market dominance
Department store	Sogo Seibu	<ul style="list-style-type: none"> · Operate stores primarily in the Kansai and Kanto regions · Key stores (annual sales over ¥50 billion per store) are Yokohama, Chiba, and Kobe · Operate stores primarily in the Kanto region (three stores in Tokyo) and local cities · Key stores (annual sales over ¥50 billion per store) are Ikebukuro and Shibuya.
Restaurant	Denny's	<ul style="list-style-type: none"> · Formed market dominance primarily in the Kanto region · Implement scrap-and-build strategy for roadside stores
Specialty store	Akachan Honpo LOFT	<ul style="list-style-type: none"> · Operate stores primarily in shopping centers in 27 prefectures at the end of February, 2009 · Operate nine stores in Ito-Yokado, and one store in Ario · Operate stores primarily in department stores and shopping centers in 22 prefectures at the end of February, 2009 · Operate 12 stores in Seibu, five stores in Sogo, and one store in Ario

Store Network in Japan









Seven & i Holdings focuses on the business factors that will make each and every store a success, not on simply expanding the number of stores.

■ Total Sales of Major Group Companies by Prefecture for FY2009



■ Major Group Companies' Store Network

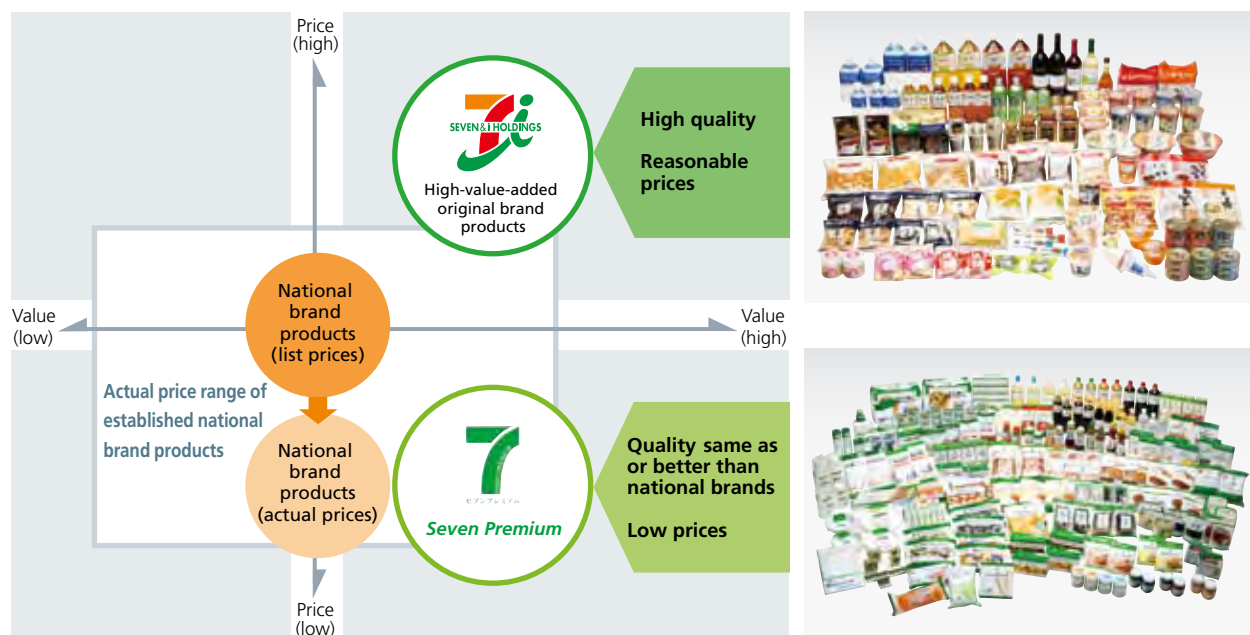
(As of February 28, 2009)

									
Hokkaido	821	12	—	—	—	2	8	4	2
Tohoku	872	12	114	—	—	1	25	3	1
Kanto	5,262	117	42	60	6	7	417	35	23
Chubu	1,932	21	—	—	—	3	113	7	6
Kinki	1,352	11	—	—	3	3	30	15	11
Chugoku	805	2	—	—	2	—	2	3	5
Shikoku	—	—	—	—	1	—	—	1	1
Kyushu	1,254	—	—	—	—	—	—	4	2
Total	12,298	175	156	60	12	16	595	72	51

Merchandising

Group Merchandising Initiatives

■ Positioning of Private-Brand Products



■ Implementation of the Merchandising Strategy

Step 1: Development of *Seven Premium* private-brand products

November 2006:	Launched "The Group Merchandising Project"	Comprising 11 subcommittees, 26 teams and 72 merchandisers and buyers
May 2007:	Started sales of <i>Seven Premium</i> at superstores and supermarkets Number of SKUs: 49	
August:	Started sales at Seven-Eleven	Launched household goods subcommittee
November:	Started sales of household goods	Launched fresh foods subcommittee
March 2008:	Started sales of processed fresh foods	
May:	First anniversary of <i>Seven Premium</i> sales Cumulative total of developed SKUs: 380	Appointed full-time project staff for NB strategy, ingredient procurement and distribution strategy
January 2009:	Received the "Most Excellent Award, Nikkei Award" of the 2008 Nikkei Superior Products and Services Awards	
February:	Started sales at Seibu Ikebukuro department store	Food section: Comprising 21 subcommittees, 64 teams and 78 merchandisers and buyers Household goods section: Comprising 3 subcommittee, 11 teams and 34 merchandisers and buyers Full-time project staff: 19
May:	Second anniversary of <i>Seven Premium</i> sales Cumulative total of developed SKUs: 690	

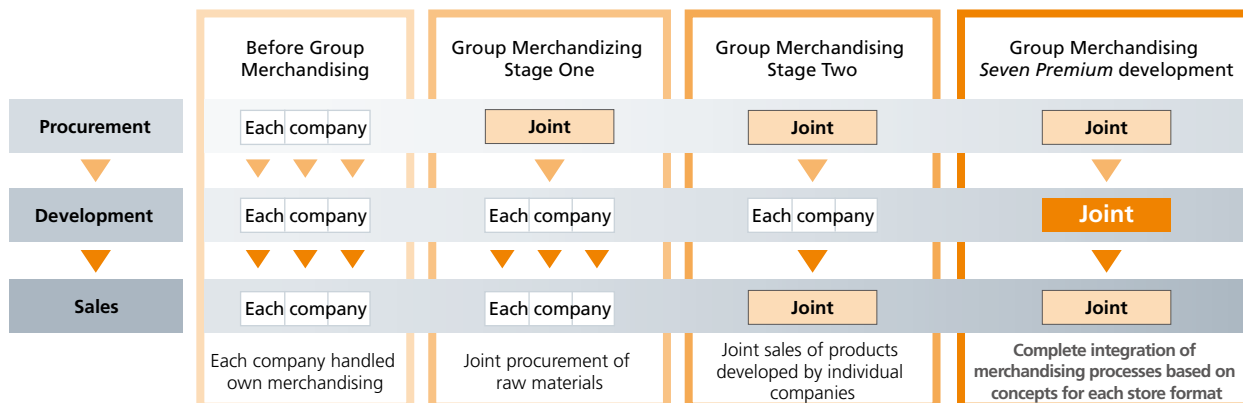
Step 2: Integrated product procurement by the Group

- Unified management of raw materials for each company
- Consolidation of product-use raw materials
- Strengthening of joint purchasing

Step 3: Distribution strategy

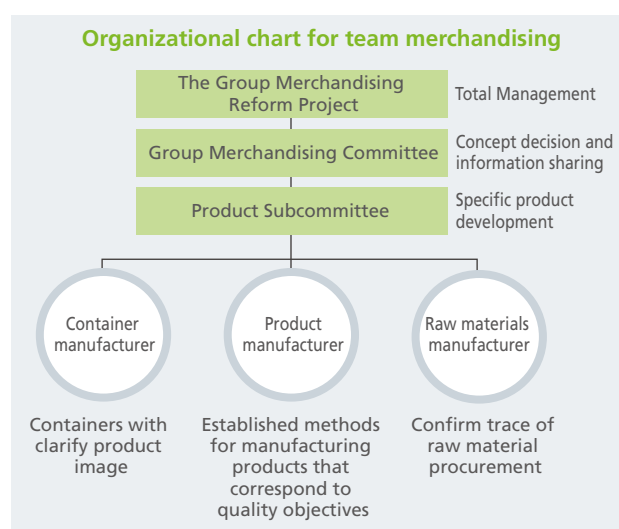
Product Development Policies

- Establish a development system that extends to the merchandising processes such as material procurement, manufacturing, distribution, and sales by sharing information within the Group and leveraging the Group's exceptional development methods
- The operating company with the greatest strengths in that field will be responsible as the development leader in each category
- Establish brands unique to each store format based on differences in customer motivation for store visits



Development Process

We developed *Seven Premium* through team merchandising with manufactures and suppliers. In the fields of processed foods, daily foods, processed fresh foods and household goods products, Group Merchandising Committee has been organized 24 subcommittees and 75 teams (as of May 2009), and product developments in each subcommittee are jointly conducted with manufacturers.



Seven Premium Product Categories

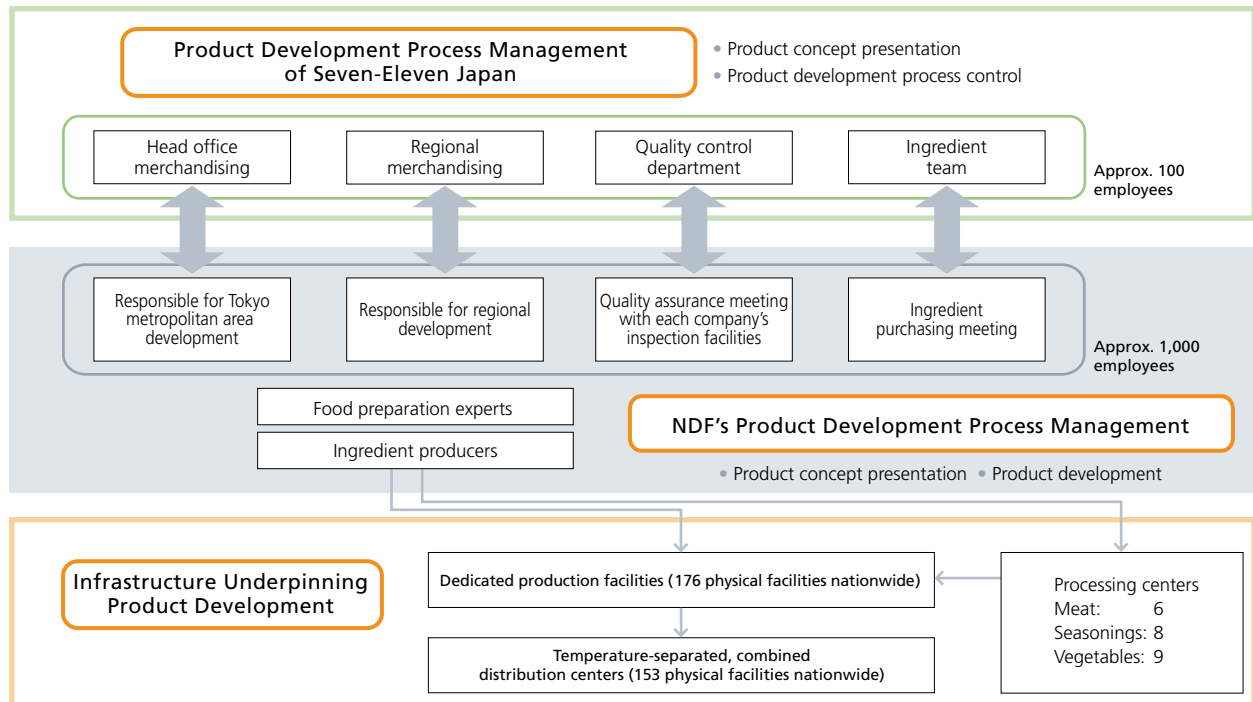


(As of May 31, 2009)

Merchandising

Original Daily Food Products Development by Seven-Eleven Japan

Food Product Development System

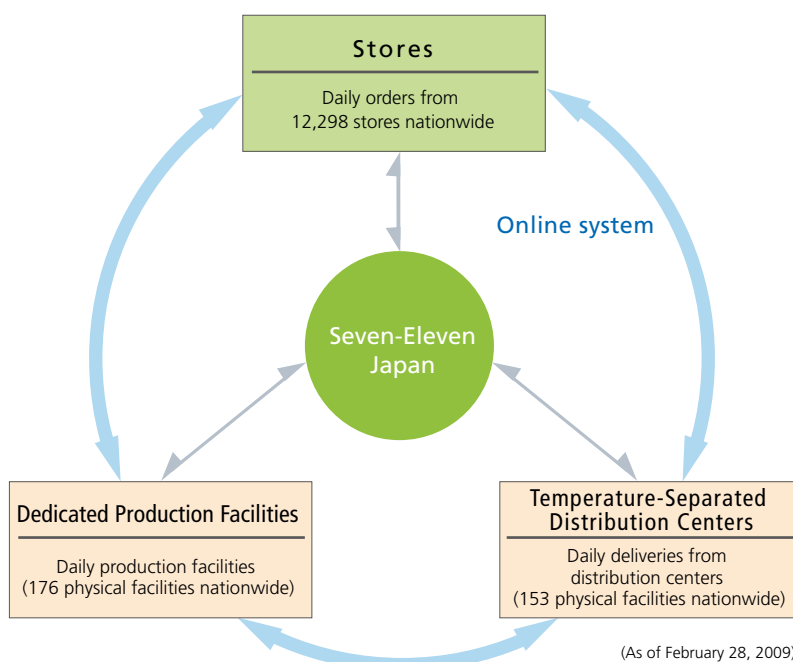


Notes 1. Nihon Delica Foods Association (NDF) was formed in 1979 mainly by vendors of rice-based products. NDF currently has approximately 80 member companies that engage in the vendor businesses of rice-based products, sandwiches, delicatessen items, noodles, and Japanese pickles. Members jointly develop products, manage quality, procure ingredients, and implement environmental measures.

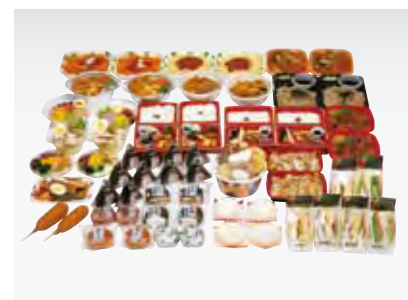
2. Figures for the development system, number of dedicated production facilities, combined distribution centers, and processing centers are as of February 28, 2009.

Supply System for Original Daily Food Products

Original daily food products are made in specialized facilities operated by independent collaborating companies and are delivered to Seven-Eleven stores from combined distribution centers that have multiple temperature-specific zones. The production facilities and temperature-separated combined distribution centers serve only Seven-Eleven Japan, allowing us to distinguish ourselves from the competition in terms of product development, hygiene, and quality control.



(As of February 28, 2009)

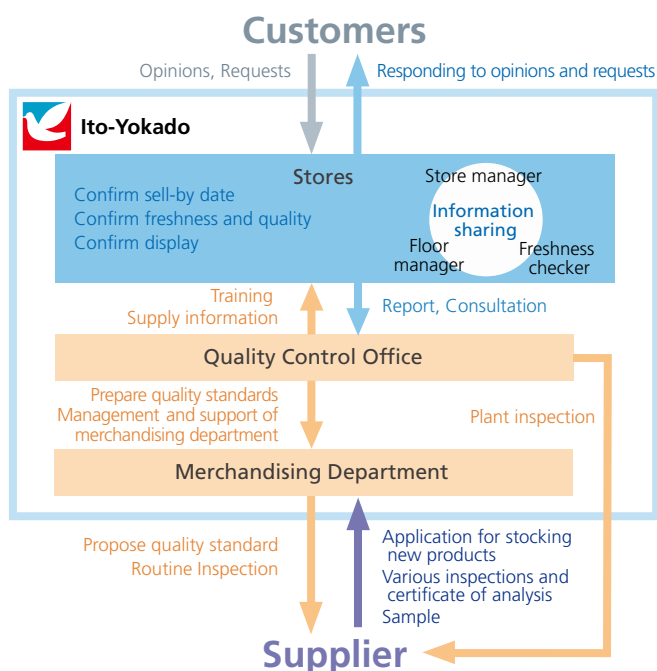


Examples of original daily food products

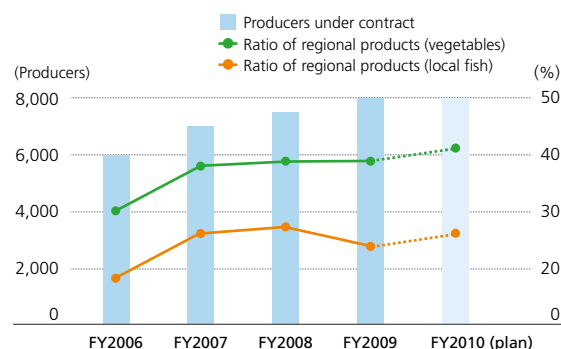
Food Safety Initiatives for Ito-Yokado

Quality Control System

Ito-Yokado rigorously inspects product ingredients and freshness at every stage from procurement to sales. If a defective product is detected after sales, Ito-Yokado responds immediately and takes steps to prevent its spread. To deliver the freshest products, Ito-Yokado contracts with local farmers and attempts to expand its selection of regional products.



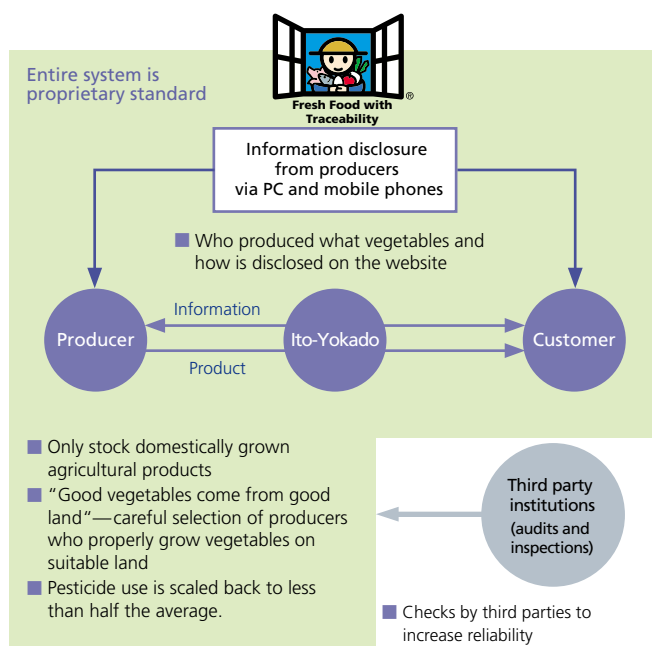
PROGRESS WITH REGIONAL PRODUCTS



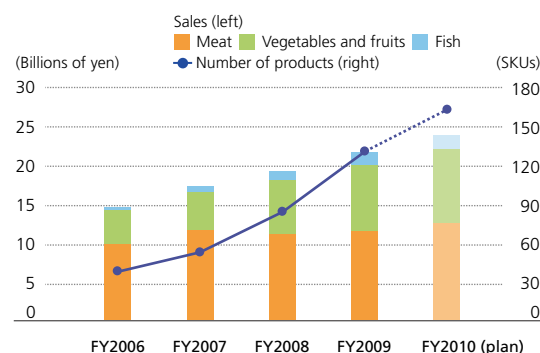
"Fresh Foods with Traceability" Initiatives

In order to respond to demand for more reliable food products, Ito-Yokado emphasizes the importance of giving customers a clear understanding about the place of production, production methods and distribution channels (traceability). This example is from the "Fresh foods with traceability" product series, a product brand designed by Ito-Yokado. Ito-Yokado works to provide safety food to customers through the standardization of production methods and quality standards, increasing reliability through the introduction of inspections by third parties and solidifying its relationship with stakeholders by enhancing open disclosure.

TRACEABILITY SYSTEM (VEGETABLES AND FRUITS)



SALES OF "FRESH FOODS WITH TRACEABILITY" PRODUCTS AND NUMBER OF PRODUCTS

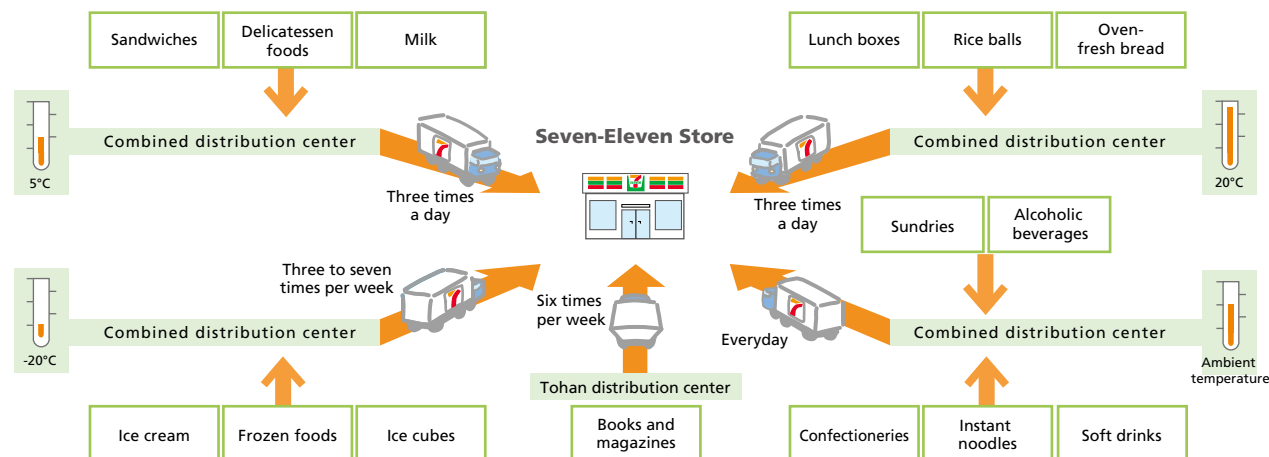


Distribution Systems

Combined Delivery System

Group companies adopt a combined distribution system for greater efficiency. The combined distribution system is a rationalized system that allows products from different suppliers and manufacturers to be delivered to stores on the same truck. The combined distribution centers are operated by third parties.

TEMPERATURE-SEPARATED COMBINED DISTRIBUTION SYSTEM OF SEVEN-ELEVEN JAPAN

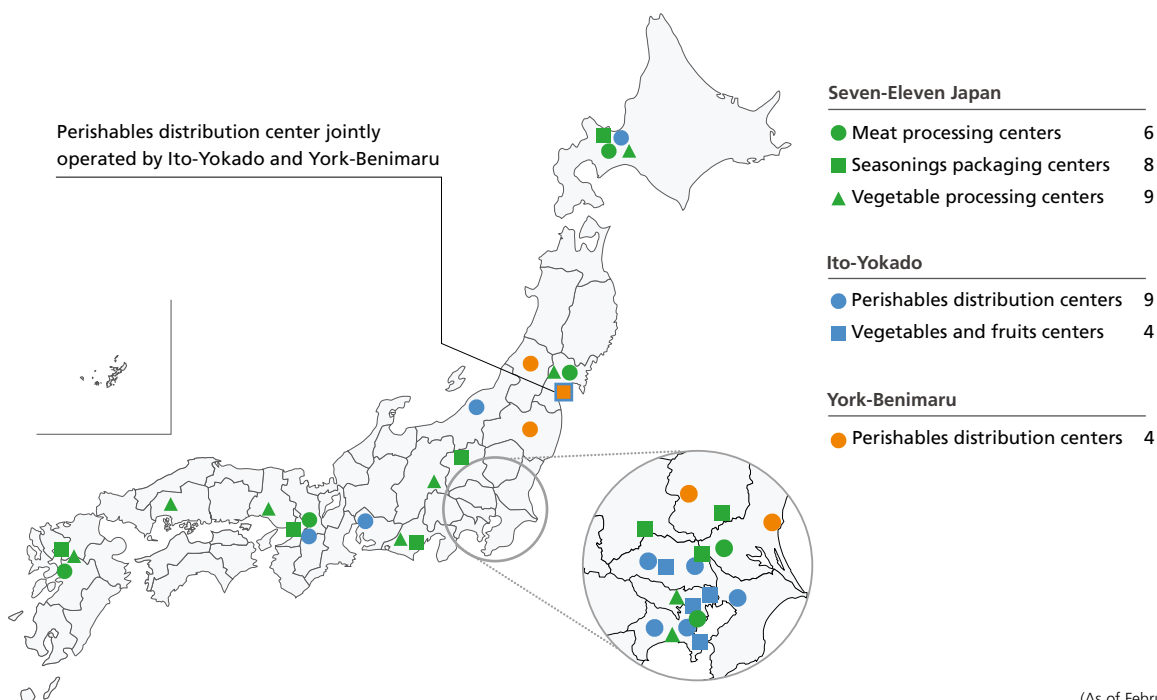


(As of February 28, 2009)

	Number of distribution centers	Number of physical facilities
5°C	64	5°C 16
20°C	65	20°C 17
		Share 48
-20°C	25	25
Subtotal	154	106
Ambient temperature	—	47
Total	—	153

Note: The number of distribution centers represents the distribution centers counted by product categories where multiple product categories were handled in one distribution center.

Processing Centers and Perishables Distribution Centers

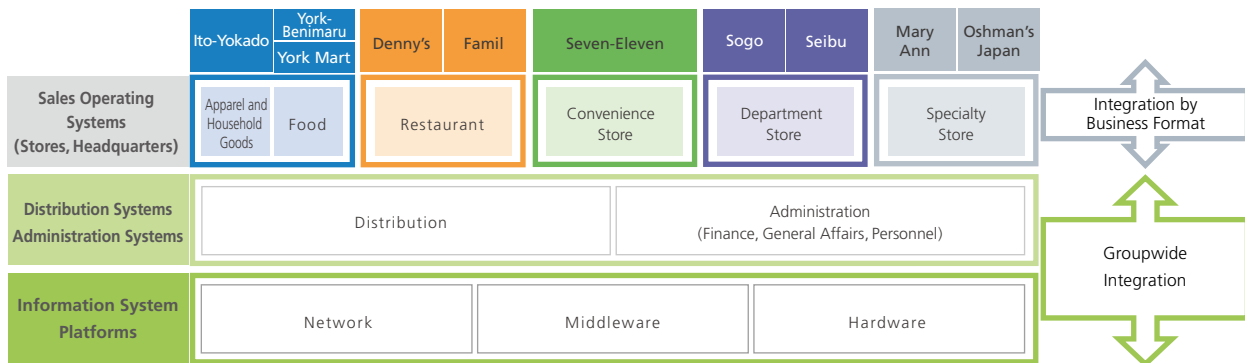


(As of February 28, 2009)

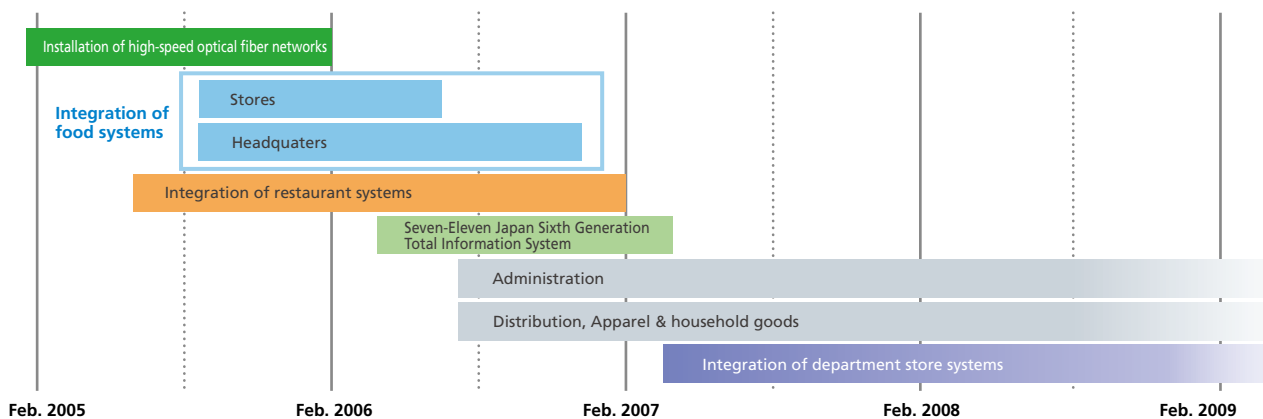
System Integration

- The systems network is shared groupwide and some hardware is also integrated among Group companies
- Sales operating systems are being integrated by business format
- In March 2008, full-scale system integration of administrative work was started
 - Objective is to realize Group synergies and upgrade administrative work—
 - 1. Reduce personnel by integrating work and systems
 - 2. Improve accuracy and increase efficiency by shifting work online and computerizing

CONCEPT CHART OF SYSTEM INTEGRATION

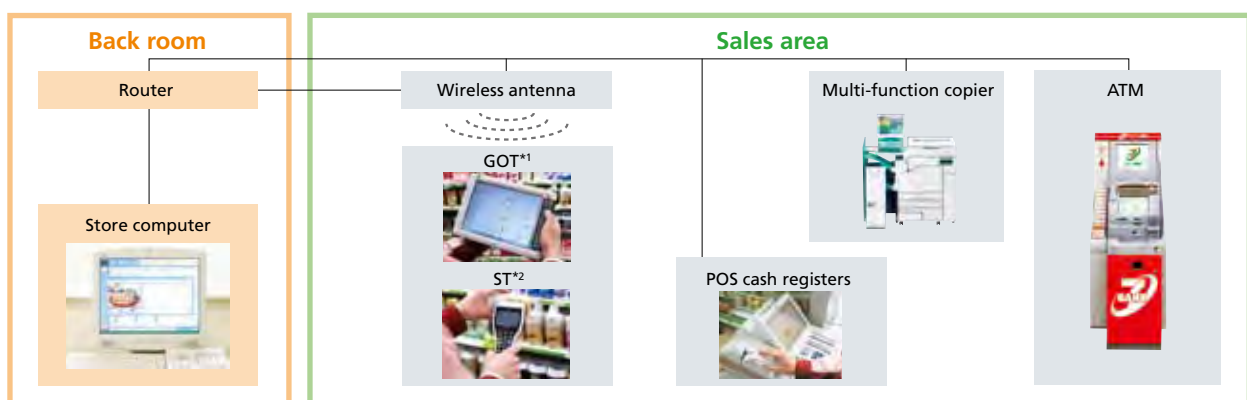


PROGRESS ON INTEGRATION



Sixth-Generation Total Information System for Seven-Eleven Japan

By introducing wireless in-store networks, the Sixth-Generation Total Information System can improve productivity and enhance "Store System" functions that support item-by-item management. In addition, POS cash registers equipped with a read/write ability that enables the use of electronic money systems are installed.



*1 Graphical Order Terminal used for ordering at the sales area













*2 Scan Terminal used for efficiently scanning products, checking stock location on the shelf, and monitoring freshness

Financial Services

■ Group Card Business

Group companies have issued a total of 23 million cards at present, and we will enhance the card strategy by expanding services to entire Group.

(As of April 30, 2009)

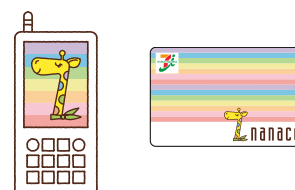
Card name	Number of card issued	Credit function	Point services	Stores with point service					
									
 nanaco	7.50 million	▲ ^{*1}	1 point given for every ¥100 spent	■	■			■	
 IY Card	2.81 million	●	1 point given for every ¥100 spent (additional 0.5 points given for credit card use)		■				
 Point Card	6.52 million	—	1 point given for every ¥100 spent		■				
 Millennium Card	2.63 million	● ^{*2}	Points equaling 2% of purchase amount given (up to a maximum of 7% of annual purchase amount in the next year)			■	■		
 Club ON Card	2.52 million								
 Member's Card	1.61 million	×	1 point given for every ¥200 spent						■




Notes: 1. The number of card issued is as of February 28, 2009.
 2. The number of IY Card issued represents active members.
 3. All stores except Seven-Eleven accept payment by credit cards other than those listed above.
^{*1} Credit card functions can be used once the member becomes an IY Card or QUICPay member.
^{*2} Card with limitation to cash payment are also available.

■ Electronic Money

On April 23, 2007, Seven & i Holdings launched its *nanaco* original electronic money service. As of April 30, 2009, the number of stores, including Group's Seven-Eleven stores, accepting *nanaco* payment expanded to approximately 23,000.

- Prepaid e-money with contactless IC chips
- One *nanaco* point is given for every ¥100 spent, and points can be converted to e-money
- The service can be used with *nanaco* mobile, which is available through cell phones
- IY Card Service Co., Ltd. handles operation and management of the service



Usage		Group stores: Seven-Eleven, Ito-Yokado, Denny's, Famil Outside the Group: 10,419 stores (as of April 30, 2009)
Charge method		Charging at stores: At the registers of Seven-Eleven, Denny's and Famil; the Customer Service Counter of Ito-Yokado; and Seven Bank ATMs Credit card charges: <i>nanaco</i> card or <i>nanaco</i> mobile can be charged through the IY card (maximum amount of charge: up to ¥30,000)
Point service		Given one point for every ¥100 spent, and the points can be converted to e-money Point tie-ups with Group company: Seven Bank Point tie-ups with non-Group company*: JCB, CHIBA BANK

* Through tie-ups with companies outside the Group, points from these companies may be converted to e-money

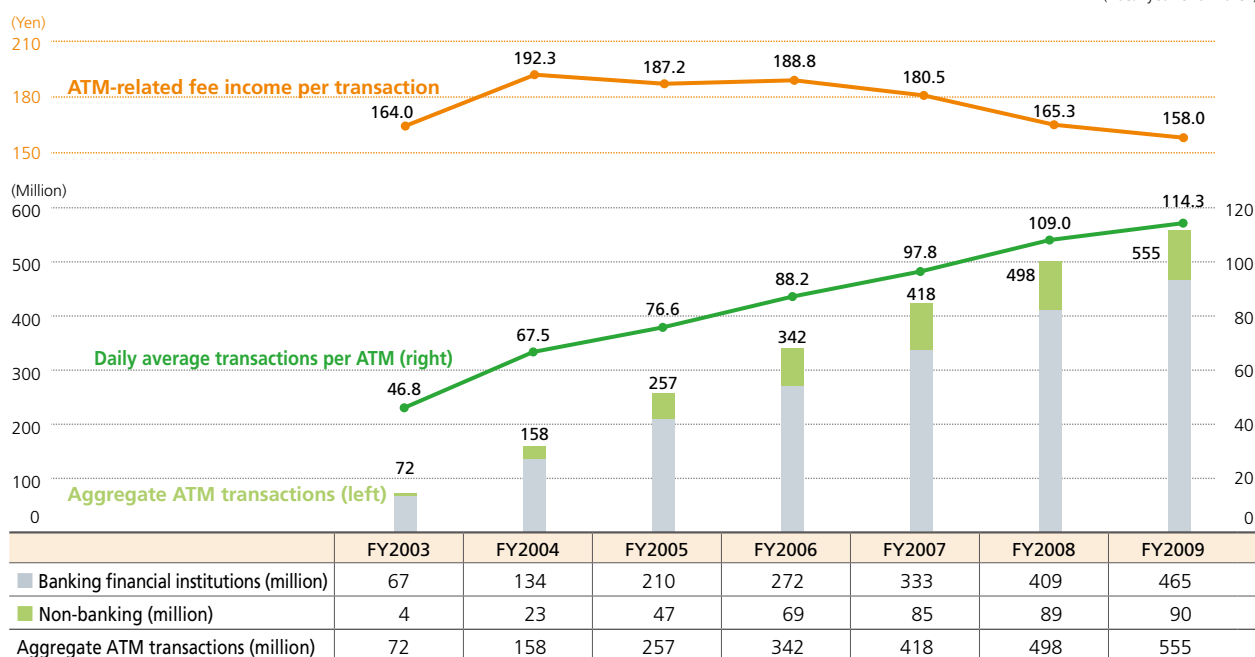
■ ATM Services

Centered in Seven-Eleven stores, ATMs had been placed in stores of Group companies. The main source of earnings in this business is the fees from banks with tie-up contracts. The fees are paid to Seven Bank for the use of its ATMs by card holders of these banks.



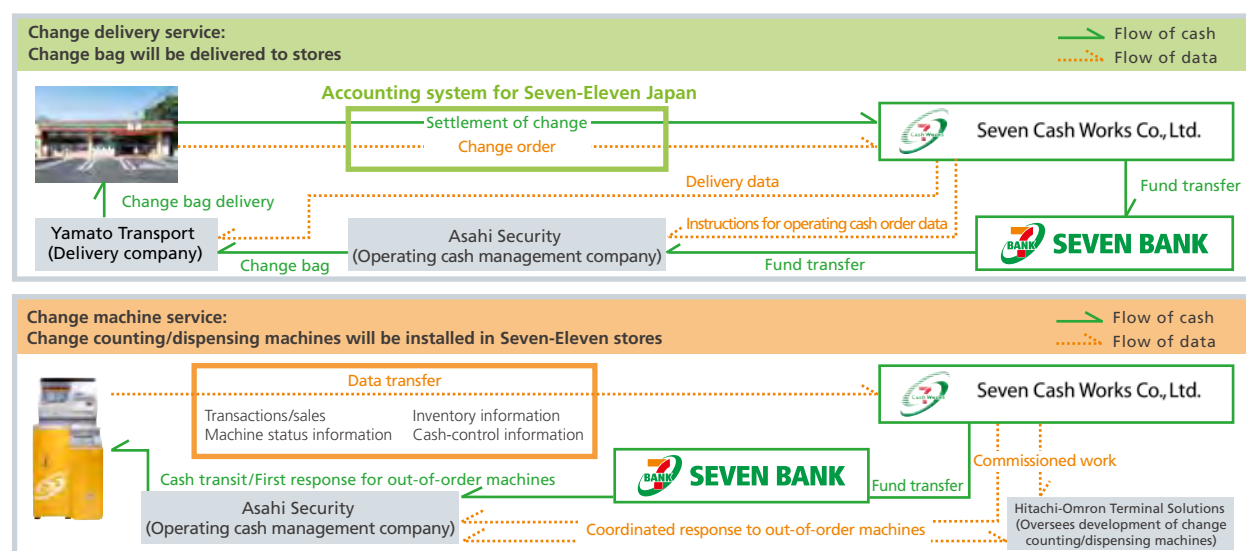
TRANSITION OF ATM TRANSACTIONS AND ATM-RELATED FEE INCOME PER TRANSACTION

(Fiscal year-end March)



■ Operating Cash (Change) Services

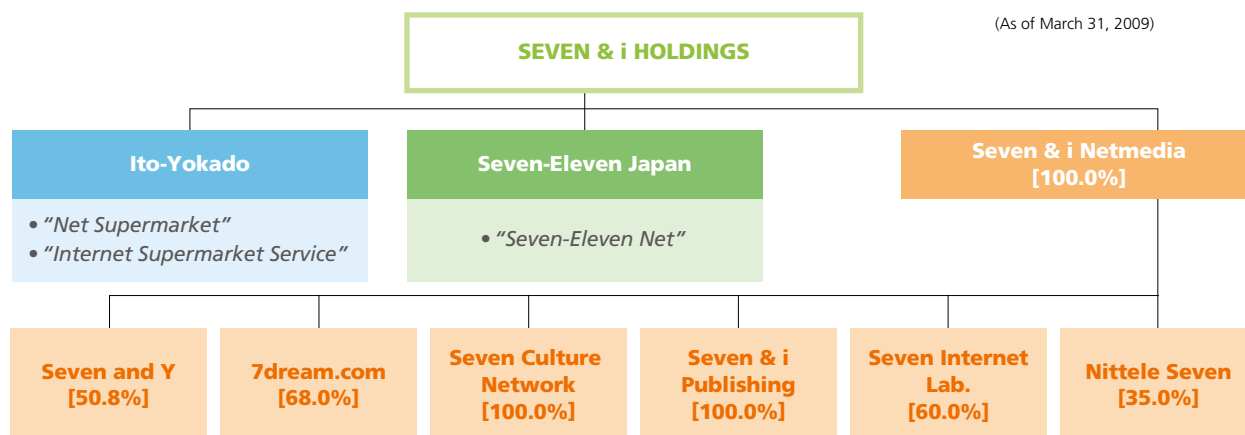
Owing to closing and consolidation of bank branches and to fee-based and higher-priced money exchange services at the banks, Seven Cash Works provides small and medium-sized retailers such as Seven-Eleven franchisees and service businesses with operating change delivery service and change machine service.



Group E-Commerce Business

■ Organization

Centered on Seven & i Netmedia, established in July 2008, we will implement reorganization and consolidation of IT/Services operational areas in the Group.



Note: [] indicates percentage of equity owned by the Company

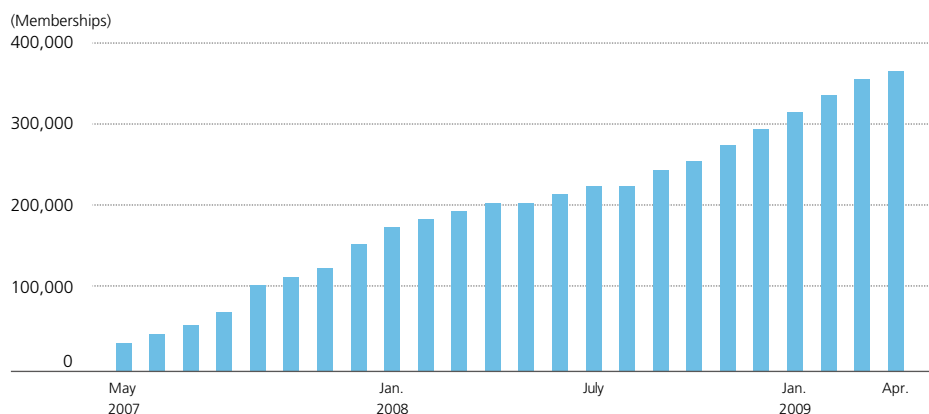
■ Business Overview

By utilizing group infrastructure such as high-performance information systems, distribution, and an existing store network of about 13,800 stores, we have materialized original systems for acceptance and payment of orders and a broad, unprecedented lineup of products. Therefore, we can offer services that meet the strong demands of our customers such as improvements in convenience and safe security.

"Seven-Eleven Net"	Promote the attractiveness of Seven-Eleven by enhancing the supplementation of existing store's product lineups where it is hard to constantly keep in stock at the real stores.
Ito-Yokado's "Net Supermarket"	With Ito-Yokado's existing stores manage as a core operator, fresh products are delivered to customers on the same day or the next day after the placement of orders by customers in the each store's catchment area.
Ito-Yokado's "Internet Supermarket Service"	Nationwide e-commerce system operated by Ito-Yokado which provides the largest lineup of products as an e-commerce business operated by superstores in Japan.
Seven and Y	Provide online sales of books, magazines and CD/DVD software. The number of memberships is approximately 597 million as of February 28, 2009.
Nittele Seven	Create new sales channel with the integration of the stores and information to provide new convenience to customers by merging media such as television and the Internet with retail operations.

■ Ito-Yokado's "Net Supermarket"

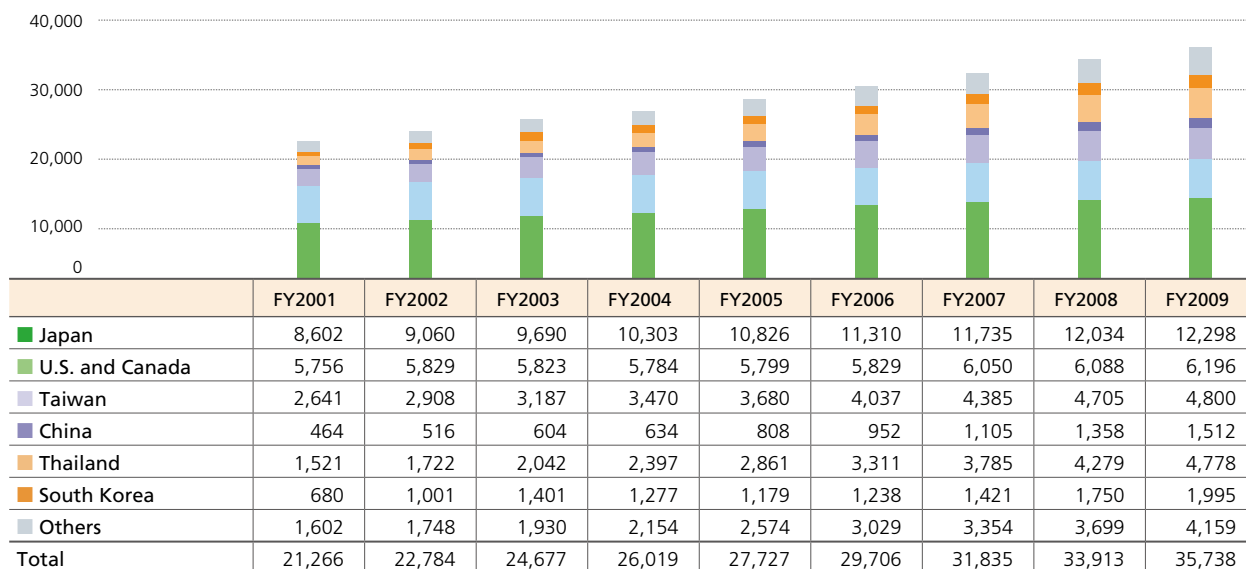
The total trading amount at Ito-Yokado's *Net Supermarkets* for FY2008 was approximately 13 billion yen. As of April 30, 2009, the number of stores offering the *Net Supermarket* service expanded to 96 and covered almost the entire Tokyo metropolitan area. With the availability of purchasing at flyer's discount price, the *Net Supermarket* enjoys a solid reputation among customers for convenience, and its memberships are steadily increasing.



Convenience Store Network that Extends to the World

Number of Seven-Eleven Stores Worldwide

TRANSITION OF NUMBER OF SEVEN-ELEVEN STORES IN THE WORLD



Notes: 1. Figures for the U.S. and Canada are the total number of stores directly managed or franchised by 7-Eleven, Inc.
2. Figures for Japan are as of February 28 or 29. Other figures are as of December 31.

Major Seven-Eleven Store Operators Around the World

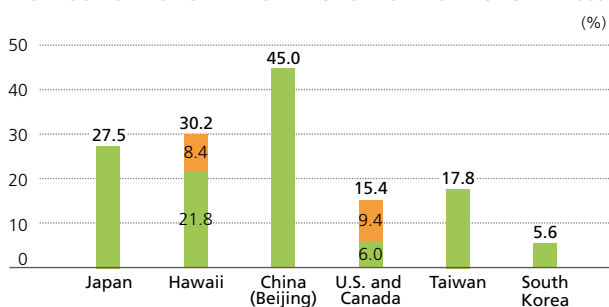
Our consolidated subsidiaries operate stores in Japan, the United States, Canada, China (Beijing), and Hawaii. In other countries and regions, efficient companies operate the stores as area licensees.

Country or Region	Company name	Number of stores
Japan	Seven-Eleven Japan Co., Ltd.	12,298
U.S. and Canada	7-Eleven, Inc.	6,196
China (Beijing)	SEVEN-ELEVEN (BEIJING) CO., LTD.	72
Hawaii	SEVEN-ELEVEN (HAWAII), INC.	57
Taiwan	President Chain Store Corporation [Uni-President Enterprise Corp.]	4,800
Thailand	C.P. Seven-Eleven Public Co., Ltd. [Charoen Pokphand Group]	4,778
South Korea	Korea Seven Co., Ltd. [Lotte Group]	1,995
China (Guang Dong Province, Hong Kong, Macau)	The Dairy Farm Company, Limited [Dairy Farm International Holdings Limited]	1,440
Singapore	Cold Storage Singapore (1983) Pte. Ltd. [Dairy Farm International Holdings Limited]	435
Philippines	Philippine Seven Corporation [President Chain Store Corporation]	368

Notes: 1. Companies in shaded area are subsidiaries.
2. The number of Japan stores is as of February 28, 2009. Others are as of December 31, 2008.
3. Company names in parentheses are the names of the corporate groups affiliated with the companies listed above.

Sales of Fast Food of Seven-Eleven in the World

FAST FOOD SALES AS A PERCENTAGE OF TOTAL SALES FOR FY2009



U.S. and Canada



Beijing, China

Notes: 1. Portions of the graph represent such counter-served drinks as Slurpees and coffee.
2. Percentages for Hawaii, U.S. and Canada are calculated using total sales that exclude gasoline sales.

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

Global Strategy

Operations in China

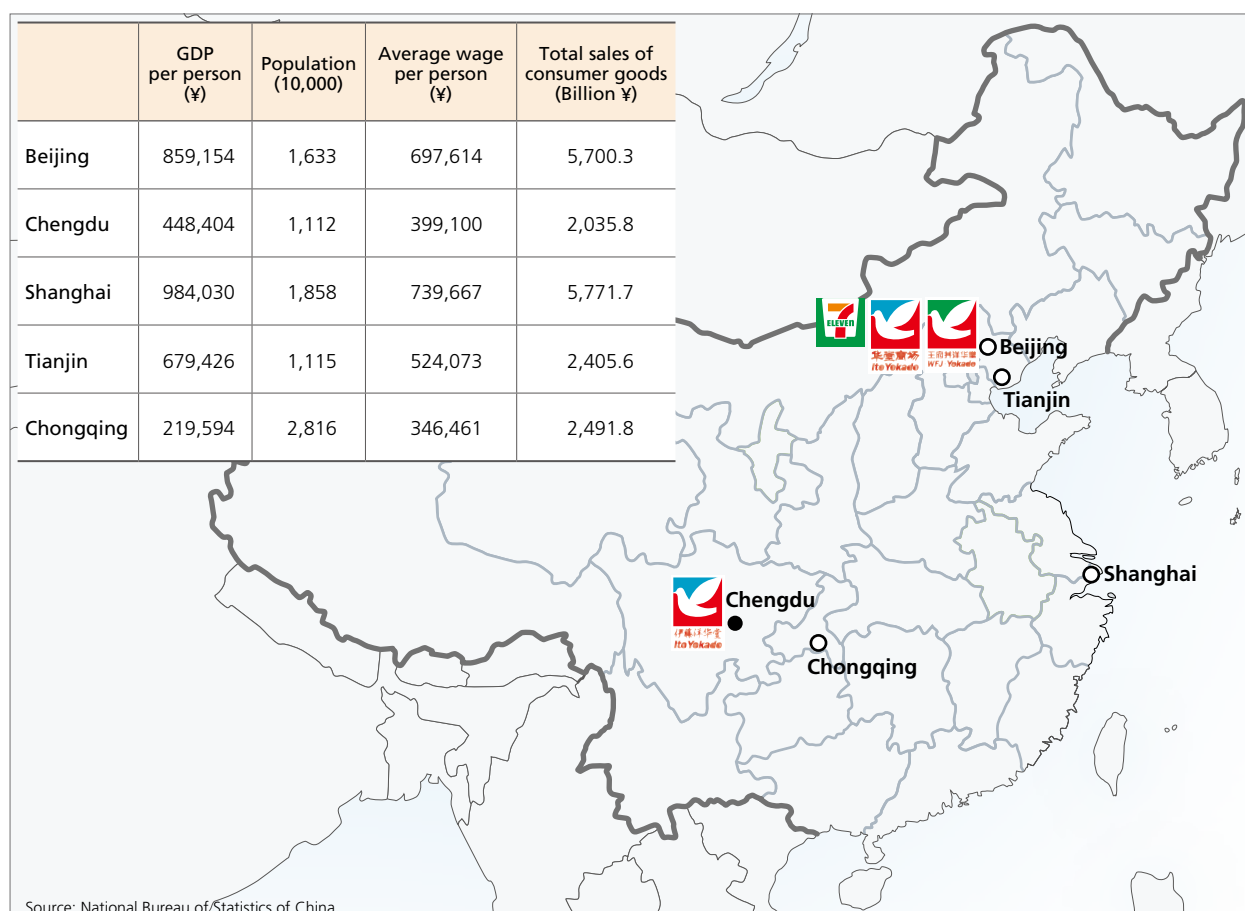
Adhering to our area dominance strategy for opening new stores, we are operating convenience stores, superstores, and supermarkets in China, with a focus on Beijing. Working to enhance synergy effects, we are exchanging information across business formats and starting to develop products jointly.

Company Overview

(As of December 31, 2008)

	Business category	Establishment	Opening date of the first store	Capital	Ownership ratio	
SEVEN-ELEVEN (BEIJING) CO., LTD.	Convenience Store	Jan. 2004	Apr. 15, 2004	US\$35,000,000	Seven-Eleven Japan Co., Ltd.	65.0%
					Beijing Wangfujing Department Store Group Co., Ltd.	25.0%
					China National Sugar & Alcohol Group	10.0%
Hua Tang Yokado Commercial Co., Ltd.	Superstore	Sept. 1997	Apr. 28, 1998	US\$65,000,000	Ito-Yokado Co., Ltd.	75.8%
					ITOCHU Group	12.3%
					China Huafu Trade & Development Group Corp.	12.0%
Chengdu Ito-Yokado Co., Ltd.	Superstore	Dec. 1996	Nov. 21, 1997	US\$23,000,000	Ito-Yokado Co., Ltd.	74.0%
					China Huafu Trade & Development Group Corp.	12.0%
					ITOCHU Group	9.0%
					CITYWELL (CHENGDU) DEVELOPMENT CO., LTD.	5.0%
Beijing Wang fu jing Yokado Commercial Co., Ltd.	Supermarket	Nov. 2004	Apr. 30, 2005	US\$12,000,000	Ito-Yokado Co., Ltd.	40.0%
					Beijing Wangfujing Department Store Group Co., Ltd.	40.0%
					York-Benimaru Co., Ltd.	20.0%
SEVEN-ELEVEN CHINA Co., Ltd.	Seven-Eleven's master licensor in China	Apr. 2008	—	50,000,000yuan	Seven-Eleven Japan Co., Ltd.	100.0%

China Market



Sales Trend

(Million ¥)

80,000

(Fiscal year-end December)

60,000

40,000

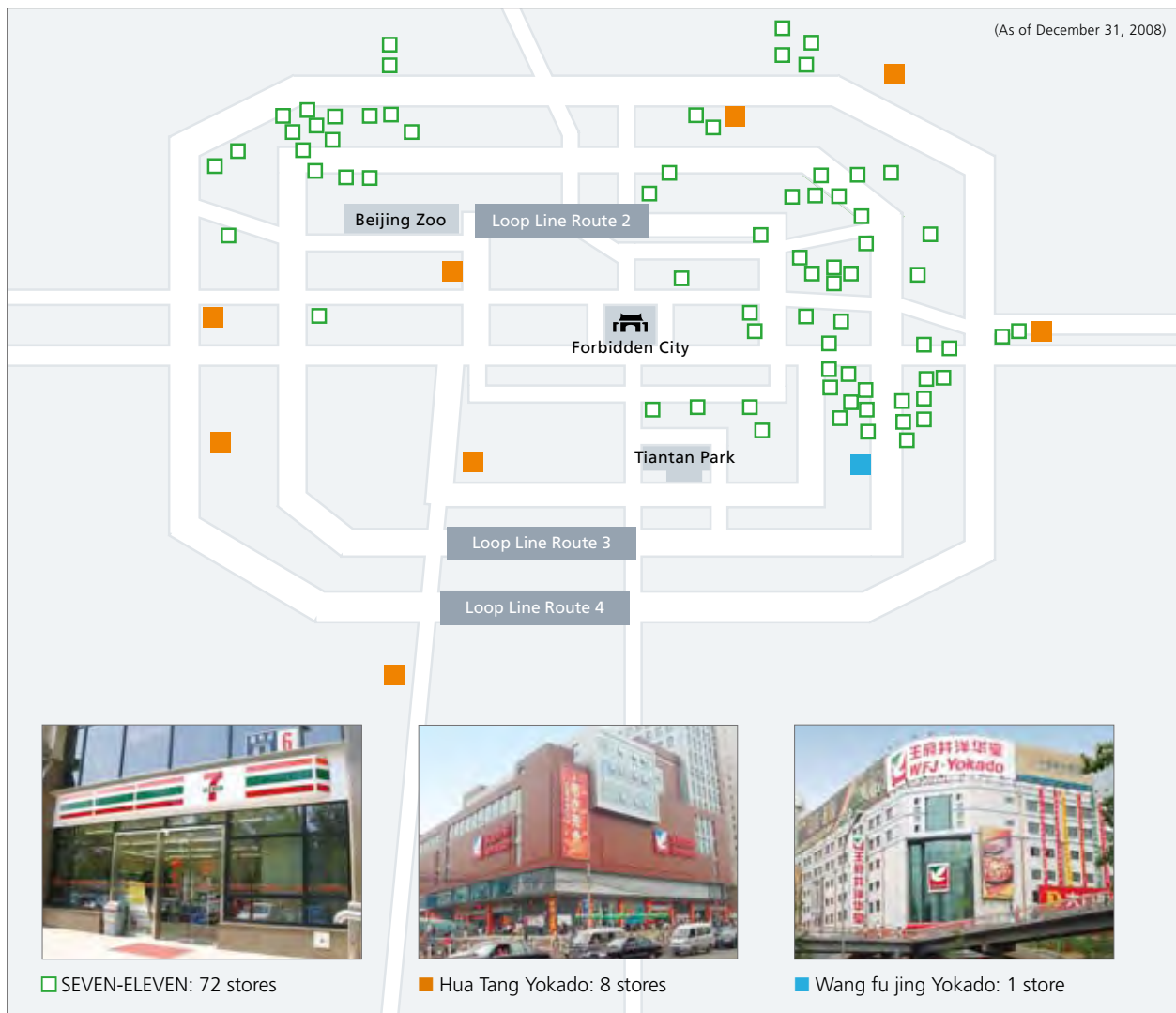
20,000

0

	FY1999	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008
Hua Tang Yokado	5,250	6,274	7,842	13,640	14,493	16,809	20,585	26,514	33,901	36,369
Chengdu Ito-Yokado	5,105	6,685	8,289	7,980	8,099	12,707	15,611	19,682	26,690	36,738
SEVEN-ELEVEN (BEIJING)	—	—	—	—	—	—	882	1,997	3,563	4,686
Wang fu jing Yokado	—	—	—	—	—	—	963	1,436	1,660	2,054
Exchange rates 1 yuan=	¥13.75	¥13.02	¥14.63	¥15.04	¥13.98	¥13.06	¥13.57	¥14.62	¥15.51	¥14.85

Note: Sales exclude value added tax.

Store Openings in Beijing



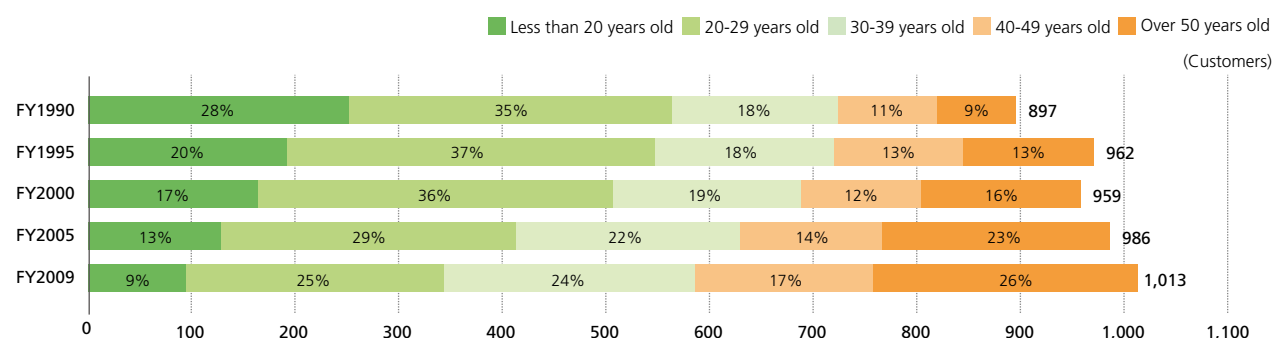
Convenience Store

SEVEN-ELEVEN JAPAN

(Millions of yen)

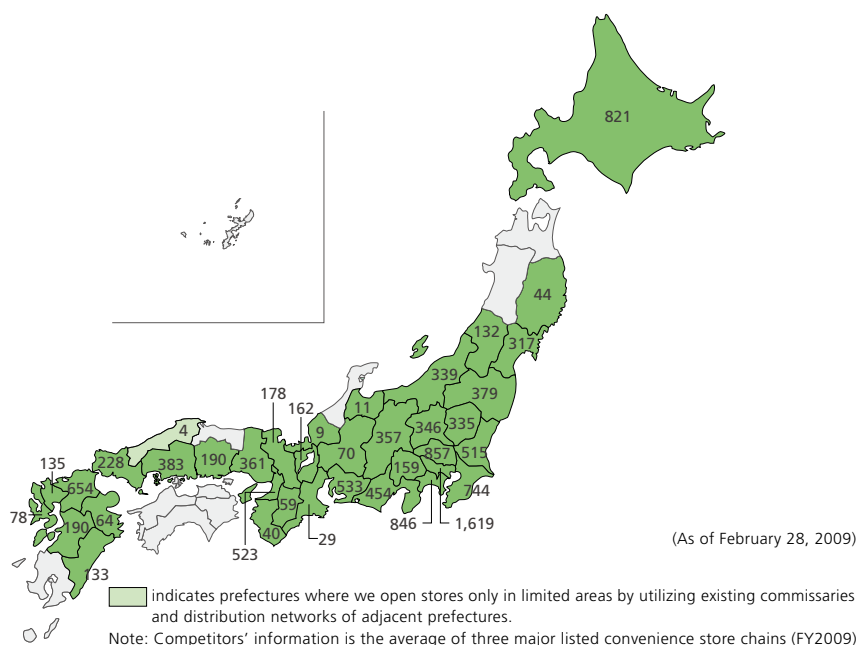
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Revenues from operations	445,413	467,233	492,831	516,967	527,667	540,773
Operating income	166,899	174,365	177,350	172,737	168,171	178,060
Ordinary income	168,892	176,070	178,682	176,763	176,465	187,997
Net income	91,475	92,891	118,778	98,402	101,717	107,189
Capital expenditures	49,973	55,895	59,560	51,299	51,945	58,670
Depreciation and amortization	25,931	26,064	25,769	25,203	24,368	26,317
Total assets	894,460	948,488	1,136,999	1,149,977	1,214,689	1,288,298
Net assets	662,221	722,145	883,148	924,642	975,809	1,035,835
Total store sales	2,343,177	2,440,853	2,498,754	2,533,534	2,574,306	2,762,557
Processed food	721,698	754,223	752,124	752,459	767,143	787,328
Fast Food	700,610	715,170	732,134	734,724	736,251	759,703
Daily food	304,613	317,310	327,336	329,359	332,085	334,269
Nonfood	616,255	654,148	687,157	716,990	738,825	881,255
Existing stores sales increase	(0.6)%	(0.7)%	(1.6)%	(1.9)%	(1.5)%	5.2%
Number of customers	0.1%	0.2%	0.0%	(1.7)%	0.4%	4.7%
Average spending per customer	(0.6)%	(0.8)%	(1.5)%	(0.2)%	(1.9)%	0.4%
Average daily sales per store (thousand ¥)	647	639	627	610	597	629
Average daily sales per store of new stores (thousand ¥)	549	541	550	515	517	555
Merchandise gross profit margin	30.6%	30.7%	31.0%	30.9%	31.0%	30.2%
Number of stores	10,303	10,826	11,310	11,735	12,034	12,298
Openings	904	904	891	832	816	874
Closures	291	381	407	407	517	610
Type A franchised stores	5,237	5,249	5,196	5,122	4,919	4,638
Type C franchised stores	4,316	4,799	5,208	5,608	6,311	6,946
Provisional management contract stores	285	255	309	365	136	53
Directly operated stores	465	523	597	640	668	661
Ratio of stores with liquor license	77.5%	87.3%	86.6%	92.1%	96.7%	97.7%
Ratio of stores with tobacco license	76.9%	78.6%	80.8%	82.6%	85.0%	86.8%
Total sales floor space (square meters)	1,153,998	1,236,387	1,318,053	1,389,965	1,446,872	1,499,163
Full-time employees (term-end)	4,665	4,815	4,804	4,963	5,294	5,542
Payment acceptance services						
Number of transactions (thousands)	166,994	195,525	226,995	259,127	290,474	308,546
Total value of transactions (million ¥)	1,390,474	1,681,775	2,009,554	2,383,539	2,734,184	2,950,068

■ Average Daily Number of Customer Visits per Store

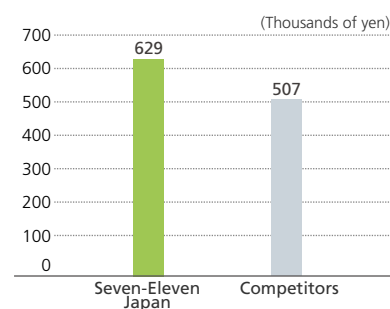


Source: Customer Survey by Seven-Eleven Japan

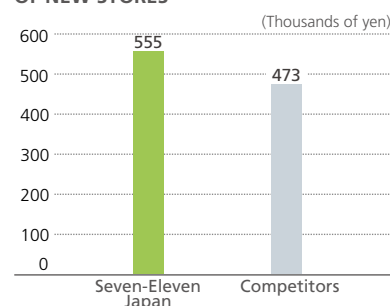
Store Expansion



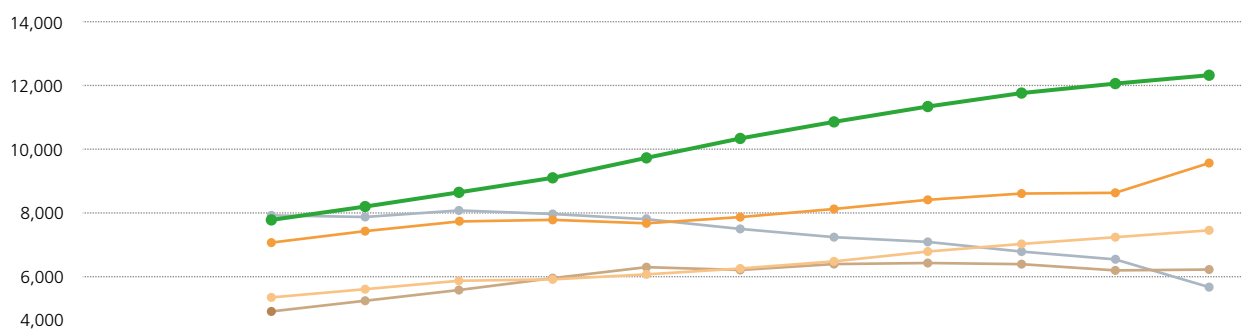
AVERAGE DAILY SALES PER STORE



AVERAGE DAILY SALES PER STORE OF NEW STORES



Number of Major Convenience Store Chains in Japan



	FY1999	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● Seven-Eleven Japan	7,732	8,153	8,602	9,060	9,690	10,303	10,826	11,310	11,735	12,034	12,298
● Lawson	7,016	7,378	7,683	7,734	7,625	7,821	8,077	8,366	8,564	8,587	9,527
● FamilyMart	5,286	5,546	5,812	5,856	6,013	6,199	6,424	6,734	6,974	7,187	7,404
● Circle K Sunkus	4,844	5,181	5,519	5,894	6,241	6,152	6,339	6,372	6,336	6,139	6,166
● Other CVS	7,959	7,825	8,031	7,919	7,755	7,448	7,188	7,038	6,733	6,486	5,611
Nationwide	32,837	34,083	35,647	36,463	37,324	37,923	38,854	39,820	40,342	40,433	41,006

Contract Type of Franchised Stores

	Type A (4,638 stores)	Type C (6,946 stores)
Type of ownership		
Land and buildings	Franchisee provides	Seven-Eleven Japan provides
Sales equipment, computers, etc.	Seven-Eleven Japan provides	
Contract period	15 years	
Utilities	Seven-Eleven Japan 80%; Franchisee 20%	
Seven-Eleven charge (royalty)	43% of gross profit	An amount calculated on a sliding scale based on gross profit
	5-year incentives and 15-year contract renewal incentives (reductions in franchise fee) are offered	
Minimum guarantee	19 million yen (Franchisee's annual gross profit)	17 million yen (Franchisee's annual gross profit)

Notes: 1. Number of stores are as of February 28, 2009.

2. The condition for the Seven-Eleven charge (royalty) and minimum guarantee applies to stores that are open for 24 hours a day.

3. Gross profit is equal to net sales minus net cost of goods sold, which is calculated by subtracting costs of inventory loss, disposal merchandise and rebates from gross cost of goods sold.

Convenience Store

7-ELEVEN, INC.

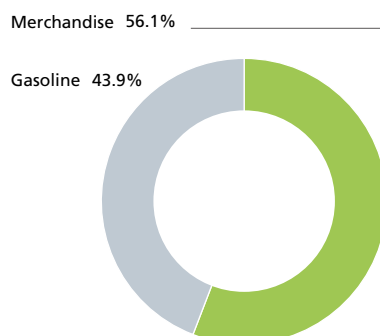
(Fiscal year-end December, Millions of yen)

	FY2004	FY2005	FY2006	FY2007	FY2008
Revenues from operations	1,325,393	1,498,678	1,707,532	1,843,408	1,742,395
Net sales	1,311,852	1,485,408	1,690,613	1,822,737	1,725,910
Merchandise	854,265	916,066	1,008,818	1,068,453	967,411
Gasoline	457,586	569,342	681,795	754,283	758,499
Operating income	26,530	32,348	32,015	31,726	34,711
Net income	7,024	1,823	14,702	17,289	19,652
Capital expenditures	–	40,650	46,288	55,499	44,540
Depreciation and amortization	–	38,047	45,560	48,713	38,284
Total assets	421,116	650,472	655,233	609,319	493,108
Net assets	136,590	288,735	307,357	312,900	260,589
Exchange rate (Income statements)	¥108.23	¥110.26	¥116.38	¥117.85	¥103.48
Exchange rate (Balance sheets)	¥104.21	¥118.07	¥119.11	¥114.15	¥91.03
Existing stores sales increase (U.S. Merchandise sales)	5.3%	4.4%	3.1%	3.1%	0.4%
Average daily sales per store (thousand ¥)	405	434	477	501	440
Merchandise gross profit margin	35.7%	35.8%	36.0%	35.9%	35.2%
Number of stores	5,799	5,829	6,050	6,088	6,196
Openings	63	72	302	106	172
Closures	48	42	81	68	64
Franchised stores	3,422	3,508	3,828	4,041	4,220
Directly operated stores	2,377	2,321	2,222	2,047	1,976
Stores with gas station	2,432	2,437	2,436	2,440	2,486
Total sales floor space (square meters)	922,300	928,966	967,428	974,970	992,237
Full-time employees (term-end)*	22,064	21,361	21,084	19,308	17,084

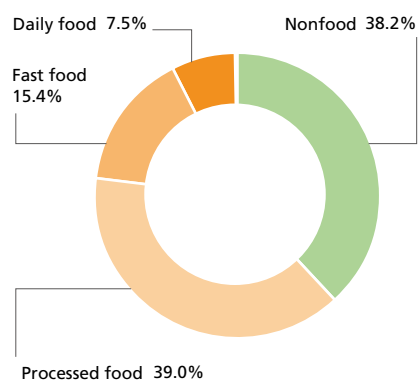
Note: From FY2005, in accordance with change of accounting standard, the assets, liabilities, equity and results of operations of its franchised stores are included in its balance sheets and income statements.

* The number of employees are for the end of February following each fiscal year.

Breakdown of Net Sales

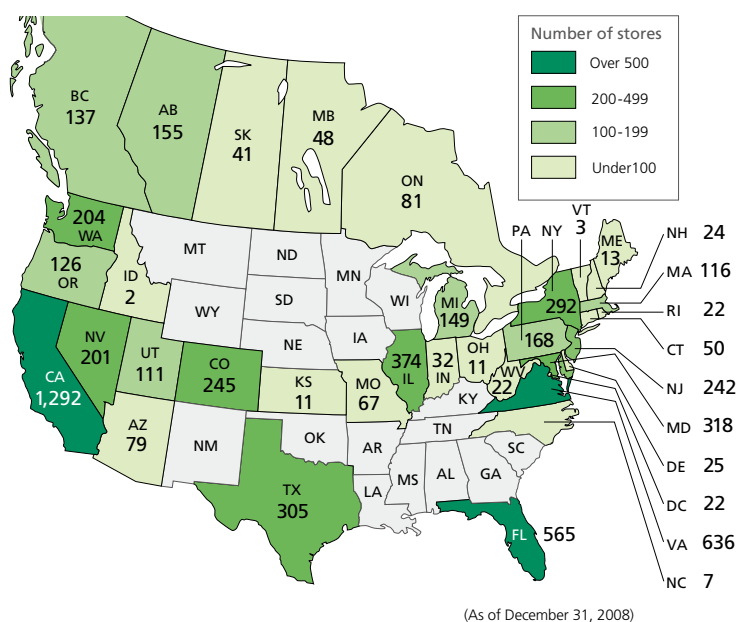


Breakdown of Merchandise Sales by Product Category



7-select

Store Expansion



(Millions of yen)

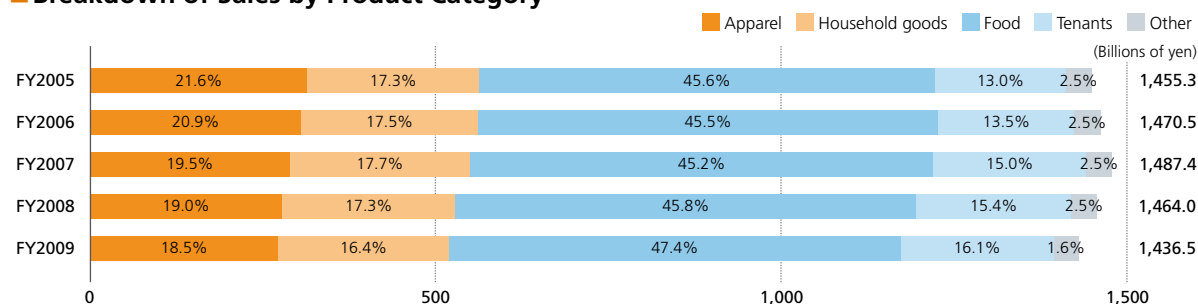
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Revenues from operations	1,493,962	1,473,583	1,493,605	1,511,530	1,489,380	1,462,719
Net sales	1,474,808	1,455,358	1,470,523	1,487,480	1,464,094	1,436,541
Apparel	342,364	314,658	307,314	290,560	278,168	265,682
Household goods	257,376	251,918	257,466	263,995	253,609	236,025
Food	652,516	663,184	669,372	672,256	670,532	680,587
Merchandise sales	1,252,257	1,229,760	1,234,154	1,226,812	1,202,310	1,182,296
Tenants	180,970	188,914	198,928	222,999	225,619	231,913
Other	41,579	36,683	37,440	37,668	36,164	22,331
Operating income	24,103	8,800	12,072	18,322	17,126	9,582
Ordinary income	42,317	27,081	30,900	20,982	19,341	13,386
Net income	28,695	17,509	51,322	13,356	11,088	(922)
Capital expenditures	48,215	55,055	49,821	38,023	41,200	29,232
Depreciation and amortization	20,540	19,135	17,732	18,188	16,694	15,696
Total assets	1,078,299	1,076,957	1,105,752	993,602	891,248	899,289
Net assets	748,177	752,003	790,055	633,247	631,133	633,692
Existing stores sales increase	(3.0)%	(4.0)%	(2.0)%	(1.0)%	(2.0)%	(2.9)%
Number of customers	(2.0)%	(1.0)%	(4.0)%	(2.0)%	(2.0)%	(1.4)%
Average spending per customer	(1.0)%	(3.0)%	2.0%	1.0%	0.0%	(1.6)%
Merchandise gross profit margin	31.6%	31.0%	30.9%	30.3%	29.9%	29.8%
Number of stores	177	181	178	174	176	175
Openings	5	8	5	3	3	2
Closures	5	4	8	7	1	3
Total sales floor space (square meters)	2,233,917	2,349,761	2,478,305	2,533,699	2,573,670	2,609,280
Directly managed sales floor space (square meters)	1,678,648	1,743,533	1,764,519	1,733,405	1,750,605	1,736,410
Sales per square meter (thousand ¥)* ¹	754	716	700	695	688	674
Full-time employees (term-end)	13,338	12,783	11,047	10,707	10,375	9,747
Part-time employees* ²	34,064	35,347	34,511	33,592	32,762	32,181
Ratio of part-time employees	71.3%	73.1%	73.2%	75.6%	76.2%	77.0%
Sales per employee (thousand ¥)* ³	26,221	25,447	26,183	27,627	27,979	28,274

*1 Sales per square meter = Merchandise sales ÷ Weighted average floor space

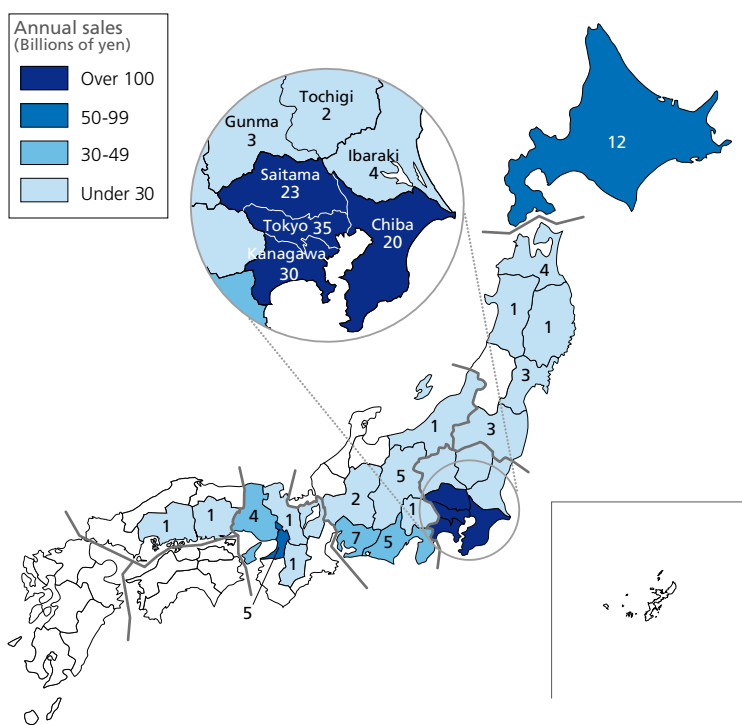
*2 Part-time employees are counted by adjusting their working hours to an 8-hour working day.

*3 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

■ Breakdown of Sales by Product Category



Store Expansion



SALES BREAKDOWN BY REGION FOR FY2009

	Sales (Billion ¥)	Composition (%)	Number of stores
Hokkaido	76.0	5.3	12
Tohoku	68.2	4.7	12
Kanto	1,027.6	71.5	117
Chubu	122.3	8.5	21
Kinki	124.8	8.7	11
Chugoku	17.7	1.2	2
Total	1,436.5	—	175

CLASSIFICATION BY SALES FLOOR SPACE AND STORE AGE

	Number of stores	Composition (%)
13,000 sq.—	43	24.6
10,000 sq.—	52	29.7
8,000 sq.—	25	14.3
5,000 sq.—	33	18.9
Under 5,000 sq.	22	12.6

	Number of stores	Composition (%)
30 years —	36	20.6
20 years —	45	25.7
10 years —	40	22.9
5 years —	28	16.0
1 year —	24	13.7
Under 1 year	2	1.1

Store Formats



General merchandise store (GMS) stand-alone stores

Following basic stand-alone store format of Ito-Yokado, stores are operated mainly in highly populated areas. Directly managed sales floor space accounts for 70-80% of its total sales floor space, and it has wide lineup of apparel, household goods, and foods.



Discount stores

Under the name of THE PRICE, we operate a discount store chain offering reasonably priced items centered on food, apparel, and daily commodities. In August 2008, we started conversion from existing GMS format and the network has expanded to seven stores as of the end of April 2009.



Mall-type shopping centers

Anchored by Ito-Yokado and host to another 100 to 200 tenants, mall-type shopping centers are operated with a concept of providing wide-range of catchment areas. Opened in April 2005, Ario Soga was our first mall-type shopping center and the network has expanded to seven stores as of February 28, 2009.



Urban-style home centers

Under the name of Seven Home Center, we operate urban-style home centers that focus primarily on sundries, DIY items (hardware and tools), pet-care and gardening goods which is necessary in everyday life. In November 2008, the first store started business within Ito-Yokado Kanamachi.



Neighborhood shopping centers and Shokuhinkan (food specialty stores)

Opened in March 2007, *Shokuhinkan* is a store format which is specialized in food sales managed by Ito-Yokado. In November 2008, neighborhood shopping center was opened which is anchored by "Shokuhinkan Ito-Yokado Honmoku" and 45 tenants providing convenient services to support everyday life.

Department Store

SOGO

(Millions of yen)

	FY2005	FY2006	FY2007	FY2008	FY2009
Revenues from operations	449,049	474,731	500,714	502,001	482,144
Net sales	443,845	468,994	494,349	495,336	475,575
Apparel	239,488	247,652	255,720	252,776	238,276
Household goods	49,148	53,175	55,390	56,825	52,113
Food	91,306	93,691	96,782	98,318	99,598
Tenants	58,354	66,756	76,977	77,896	75,731
Corporate sales	5,547	7,718	9,478	9,520	9,855
Operating income	16,951	17,247	16,754	16,242	12,010
Ordinary income	15,802	15,207	15,365	14,710	10,326
Net income	18,643	21,219	7,416	6,151	3,739
Capital expenditures	11,574	33,587	25,035	7,088	2,193
Depreciation and amortization	8,059	8,075	8,731	8,557	9,148
Total assets	293,849	299,574	307,767	289,139	256,235
Net assets	23,339	44,470	51,891	53,427	55,268
Merchandise gross profit margin	27.3%	27.2%	26.8%	26.4%	26.1%
Number of stores	11	12	12	12	12
Total sales floor space (square meters)	441,005	481,785	481,785	481,785	481,288
Sales per square meter (thousand ¥)*	1,006	1,016	1,026	1,028	988
Full-time employees (term-end)	2,817	2,845	2,733	2,695	2,687

* Sales per square meter = Net sales ÷ Weighted average floor space

SEIBU

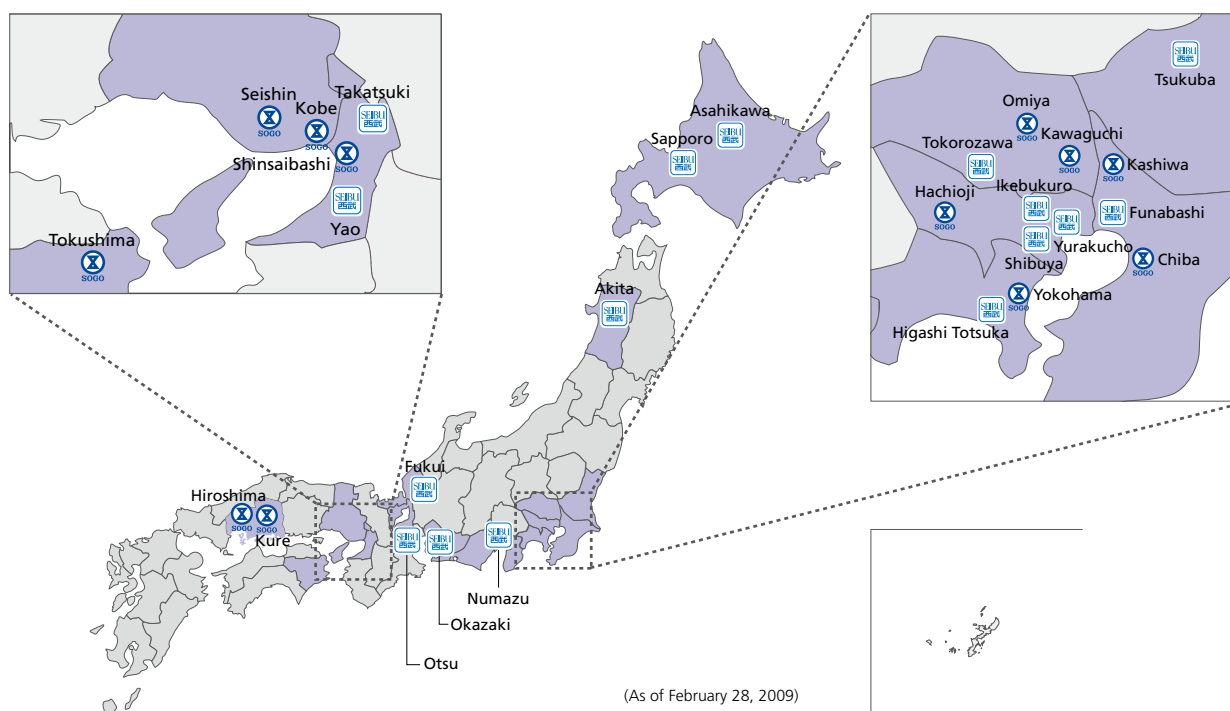
(Millions of yen)

	FY2005	FY2006	FY2007	FY2008	FY2009
Revenues from operations	480,182	482,938	465,831	468,063	450,698
Net sales	472,968	476,144	459,074	461,079	444,058
Apparel	237,986	243,638	232,169	229,088	217,098
Household goods	38,355	40,187	39,938	41,843	38,424
Food	67,014	66,968	66,783	67,561	67,871
Tenants	92,139	96,500	94,276	93,545	90,447
Corporate sales	37,472	28,848	25,906	29,039	30,217
Operating income	19,518	19,933	17,454	15,292	11,171
Ordinary income	17,102	16,835	16,811	14,267	9,328
Net income	6,034	4,475	2,546	18,486	(9,606)
Capital expenditures ^{*1}	13,780	10,308	65,638	7,109	8,218
Depreciation and amortization	5,229	5,965	5,710	6,363	6,379
Total assets	338,879	317,445	336,722	317,272	283,126
Net assets	18,736	45,419	36,474	44,721	31,403
Merchandise gross profit margin	28.3%	28.1%	27.8%	27.4%	27.1%
Number of stores	17	18	16	16	16
Total sales floor space (square meters)	501,765	512,504	481,149	481,149	481,149
Sales per square meter (thousand ¥) ^{*2}	940	929	954	958	923
Full-time employees (term-end)	2,460	2,451	2,340	2,320	2,345

*1 Capital expenditures for FY2007 include cost of repurchasing securitized real estate used for stores (approximately 49 billion yen)

*2 Sales per square meter = Net sales ÷ Weighted average floor space

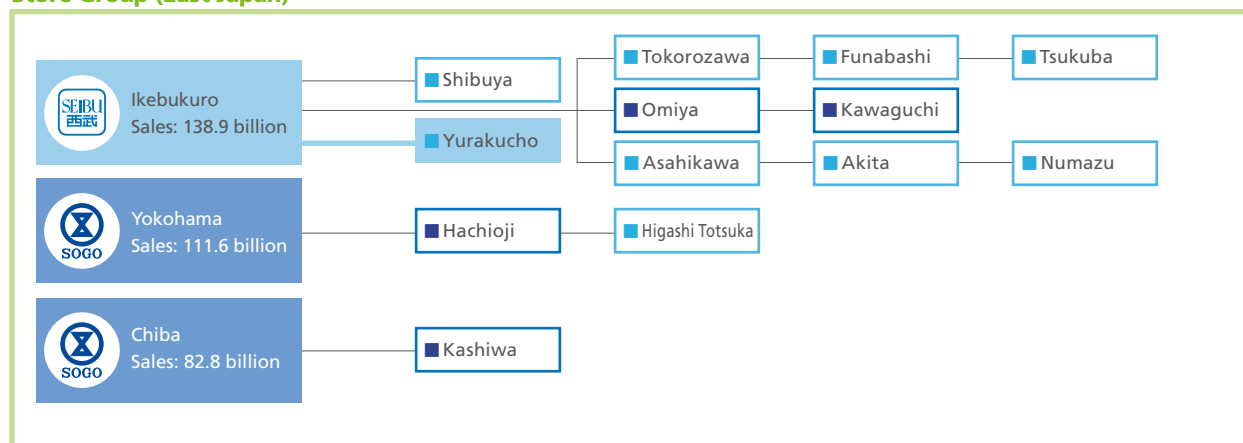
Store Expansion



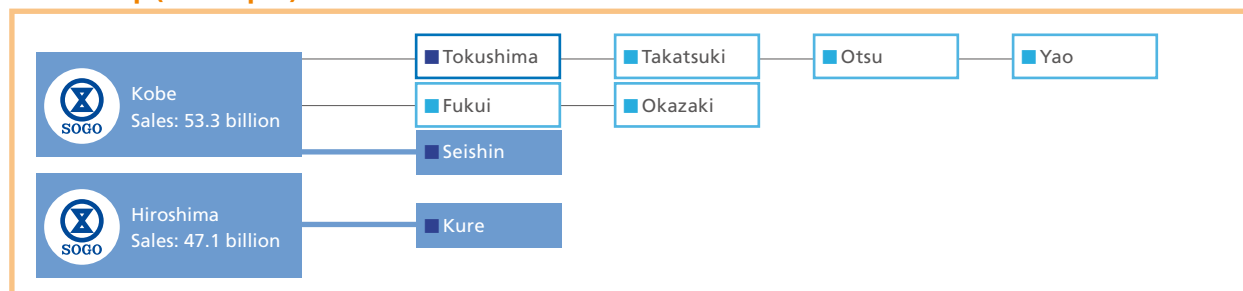
Organization

Until now, Sogo and Seibu have been operating branch department stores within their respective company structures. With the aim of strengthening overall marketing capabilities, however, the Company changed its business operation structure to integrating key stores and multiple branch stores into one integrated network regardless of the store brand.

Store Group (East Japan)



Store Group (West Japan)



Notes:

1. ■ Sogo branch stores ■ Seibu branch stores.
2. Sales are for the FY2009, excluding corporate sales.
3. Stores with connections indicated by —, namely Yurakucho, Seishin, and Kure are branch stores that operate in cooperation with each key store.
4. Sogo Shinsaibashi and Seibu Sapporo are scheduled for closure in August and September 2009, respectively.

Supermarket

YORK-BENIMARU

(Millions of yen)

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Revenues from operations	279,777	287,833	297,445	313,935	330,145	348,883
Net sales	272,890	280,595	289,393	304,855	319,931	338,089
Fresh food	80,590	83,017	85,526	90,675	97,168	105,649
Processed food	53,785	59,978	63,304	68,249	74,273	80,813
Daily food	47,345	51,068	52,881	56,507	59,484	62,535
Food total	181,722	194,065	201,712	215,433	230,927	248,999
Apparel	20,256	19,453	19,872	20,126	19,331	18,437
Household goods	18,470	17,779	18,074	18,567	18,728	18,706
Merchandise sales	220,449	231,297	239,659	254,126	268,987	286,143
Tenants	52,441	49,297	49,734	50,728	50,944	51,946
Operating income	11,024	12,024	11,412	10,306	11,227	11,706
Ordinary income	11,122	11,835	11,921	11,261	12,525	13,065
Net income	6,186	6,545	6,716	4,441	9,150	8,015
Capital expenditures	7,409	12,788	10,769	8,811	6,765	8,210
Depreciation and amortization	3,619	3,615	3,556	4,186	4,327	4,515
Total assets	118,041	123,412	126,977	130,801	145,230	154,076
Net assets	96,793	101,654	104,192	106,414	115,785	121,654
Existing stores sales increase	(2.5)%	(1.0)%	(2.2)%	(3.6)%	(2.6)%	(1.0)%
Number of customers	1.8%	2.7%	(0.7)%	(2.3)%	(1.1)%	(0.1)%
Average spending per customer	(4.2)%	(3.7)%	(1.5)%	(1.4)%	(1.5)%	(0.9)%
Merchandise gross profit margin	26.6%	26.7%	26.8%	26.9%	27.1%	27.0%
Number of stores	104	110	116	128	149	156
Openings	7	7	8	10	8	9
Closures	2	1	2	1	3	2
Total sales floor space (square meters)	345,745	366,104	388,528	448,492	496,784	524,361
Directly managed sales floor space (square meters)	268,416	282,299	302,169	335,075	379,073	395,887
Sales per square meter (thousand ¥)* ¹	832	841	814	771	746	737
Full-time employees (term-end)	1,776	1,819	1,882	2,033	2,284	2,430
Part-time employees* ²	7,174	7,717	8,407	9,295	9,856	10,354
Ratio of part-time employees	79.6%	80.8%	81.4%	81.9%	81.5%	81.3%
Sales per employee (thousand ¥)* ³	24,475	24,222	23,200	22,399	22,239	22,458

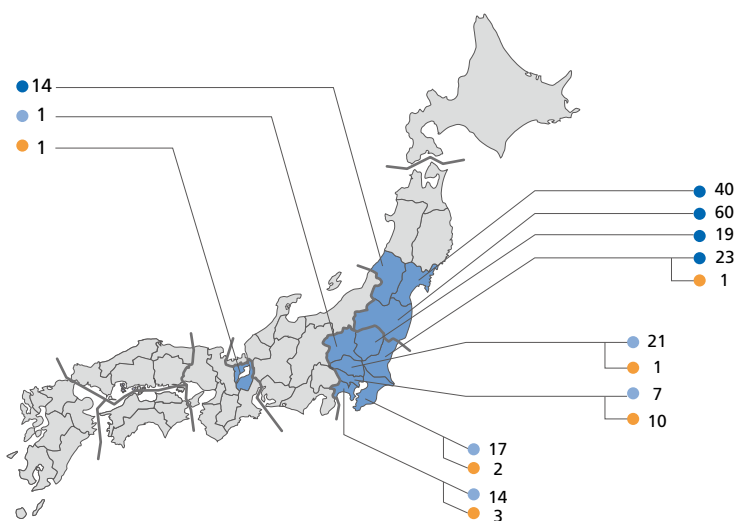
*1 Sales per square meter = Merchandise sales ÷ Weighted average floor space

*2 Part-time employees are counted adjusting their working hours to an 8-hour working day.

*3 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

Store Expansion

	Number of Stores	Sales of FY2009 (Billion ¥)
● York-Benimaru	156	338.0
● York Mart	60	107.3
● SHELL GARDEN	18	24.1
Total	234	469.6



(As of February 28, 2009)

Specialty Store

LOFT

(Millions of yen)

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Revenues from operations	50,991	51,469	56,560	61,176	69,852	76,817
Net sales	49,670	49,946	54,187	59,746	68,419	75,371
Operating income	2,106	741	1,203	1,783	2,674	2,894
Ordinary income	2,066	702	1,155	1,740	2,627	2,851
Net income	671	354	656	513	1,480	1,609
Capital expenditures	407	602	255	595	959	666
Depreciation and amortization	560	468	483	414	518	620
Total assets	14,133	13,690	13,512	15,616	17,803	19,363
Net assets	4,256	4,263	4,694	4,891	6,034	7,269
Existing stores sales increase	(5.2)%	(6.5)%	2.9%	5.1%	6.3%	1.7%
Merchandise gross profit margin	39.2%	39.1%	39.3%	39.5%	39.8%	40.0%
Number of stores	25	28	30	33	44	51
Openings	3	3	2	4	11	8
Closures	2	0	0	1	0	1
Total sales floor space (square meters)	61,098	67,008	68,740	69,706	83,448	91,101
Sales per square meter (thousands ¥)*1	860	789	789	828	870	853
Full-time employees (term-end)	424	412	585	670	757	1,971
Part-time employees*2	1,620	1,708	1,607	1,671	1,944	1,224
Sales per employee (thousands ¥)*3	23,380	22,344	23,015	23,717	24,586	25,877

Note: Based on a personnel system review carried out in March 2008, part-time employees with 40-hour working time a week are counted as full-time employees from FY2009.



AKACHAN HONPO

(Millions of yen)

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Net sales	103,155	96,441	89,906	84,537	85,061	83,818
Operating income	638	(358)	349	(1,593)	27	(1,373)
Ordinary income	553	(346)	647	(1,604)	395	(1,763)
Net income	175	(1,593)	(722)	(3,208)	(2,950)	(5,346)
Capital expenditures	760	1,014	389	1,931	2,190	2,233
Depreciation and amortization	1,350	1,487	1,407	1,470	1,310	1,366
Total assets	48,365	46,913	45,808	42,904	36,637	31,029
Net assets	12,922	11,329	10,275	7,097	4,141	(1,748)
Existing stores sales increase	(11.0)%	(12.3)%	(9.8)%	(8.7)%	(3.5)%	(4.6)%
Merchandise gross profit margin	23.6%	26.8%	28.5%	29.3%	30.3%	28.0%
Number of stores	52	61	61	67	67	72
Openings	4	5	3	10	9	11
Closures	2	1	3	4	9	6
Total sales floor space (square meters)	131,980	153,283	150,135	152,737	138,089	142,912
Sales per square meter (thousands ¥)*1	857	662	597	553	566	589
Full-time employees (term-end)	1,106	1,162	1,135	1,096	960	912
Part-time employees*2	1,804	1,989	1,904	1,959	1,684	1,745
Sales per employee (thousands ¥)*3	34,838	30,597	29,371	27,214	29,964	30,941
Membership (thousands)	—	2,036	1,915	1,809	1,654	1,619

Note: Akachan Honpo has changed its year-end closing date from the end of December to the end of February in FY2008. The figures presented before FY 2008 are as of the end of December except for number of stores, employees, and memberships.



*1 Sales per square meter = Merchandise sales ÷ Weighted average floor space

*2 Part-time employees are counted adjusting their working hours to an 8-hour working day.

*3 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)

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Food Services

SEVEN & i FOOD SYSTEMS

(Millions of yen)

	FY2006	FY2007	FY2008	FY2009
Net sales	123,694	121,229	113,472	102,109
Denny's Japan	94,473	92,788	—	—
Famil	18,379	17,892	—	—
York Bussan	10,841	10,548	—	—
Restaurant division	—	—	94,392	84,109
Meal provision service division	—	—	9,103	8,077
Fast food division	—	—	9,977	9,922
Total assets	—	—	65,743	56,592
Net assets	—	—	54,570	46,176
Number of stores	1,061	1,047	1,045	959
Restaurant division	699	692	674	595
Meal provision service division	216	213	225	224
Fast food division	146	142	146	140
Full-time employees (term-end)	1,918	1,867	1,802	1,622

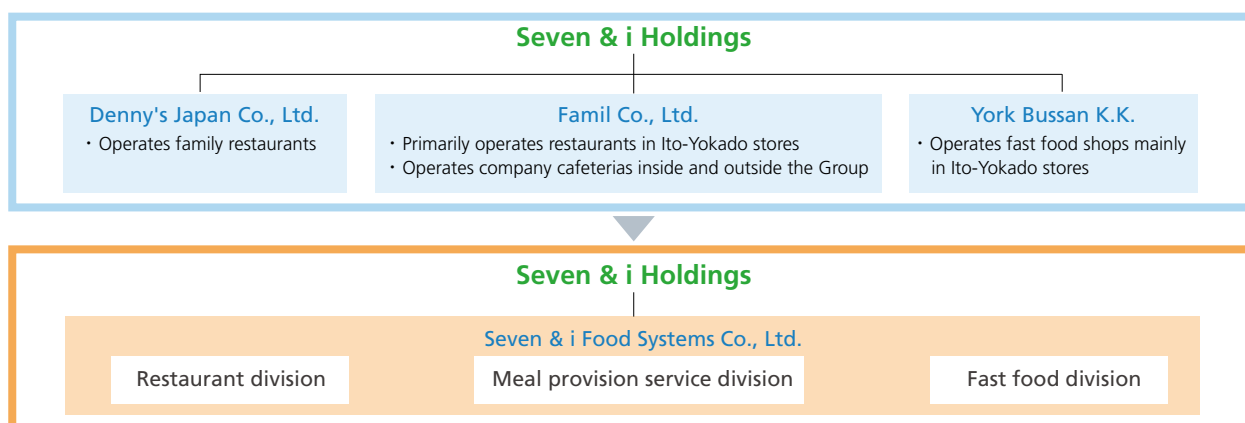
Notes: 1. Denny's Japan, Famil, and York Bussan were merged into Seven & i Food Systems in September 2007. The figures for FY2008 are calculated by adjusting the net sales of three companies in the interim period.

2. Net sales for FY2006 and FY2007 are calculated by simply adding the net sales of the three companies.

3. Due to integration of the systems of the former three companies, the method of counting stores located within Ito-Yokado stores has been changed. As a result, the number of stores in restaurant division and fast food division has decreased three and one respectively for FY2006 to FY2008.

Reorganization of the Food Service Segment

On September 1, 2007, Seven & i Food Systems merged the three companies Denny's Japan Co., Ltd., Famil Co., Ltd., and York Bussan K.K. By integrating the three companies to form the Restaurant, Meal provision service and Fast food divisions, we will aim to enhance the profitability of the Group's restaurant operations.



Restaurant division

Operates family restaurants as "Denny's" outside the Group stores, and as "Famil" inside the Group stores.



Meal provision service division

Operates contract food services that provide meals at inside and outside the Group companies and students cafeterias, and offers catering delivery services and medical food services.



Fast food division

Operates fast food shop as "Poppo" inside the Group stores, and small-sized demonstration-type fast food shops inside and outside the Group.

SEVEN BANK

(Fiscal year-end March, Millions of yen)

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Ordinary income	29,117	47,967	64,612	75,427	83,663	89,815
Ordinary profits	3,035	10,075	19,409	25,021	24,650	28,751
Net income	5,027	10,843	10,590	12,667	13,830	16,988
Total assets	259,676	313,305	361,338	532,757	488,137	493,360
Net assets	45,662	56,508	67,080	73,849	88,974	98,393
Ordinary deposits	122,442	124,776	177,981	171,707	137,162	136,073
Time deposits	–	–	3,723	15,955	33,204	51,795
Individual deposit accounts (thousands)	163	225	331	466	580	688
Installation of ATMs	7,804	9,981	11,484	12,088	13,032	13,803
Seven-Eleven	7,566	9,712	11,191	11,760	12,330	12,944
Ito-Yokado	221	241	258	280	291	297
York-Benimaru	2	5	10	13	15	19
York Mart	–	4	8	15	22	25
Other ATMs in the Group	15	19	17	20	20	36
Outside the Group	–	–	–	–	354	482
Correspondent financial institutions	309	469	513	548	554	566
Banks	27	50	63	80	92	95
Shinkin bank	240	241	255	263	260	264
Credit union	–	117	122	124	122	127
Labor credit association	–	13	13	13	13	13
JA Bank	–	–	1	1	1	1
JF Marine Bank	–	–	1	1	1	1
Securities companies	2	2	5	8	8	8
Life insurance companies	5	5	6	8	8	8
Other financial institutions	35	41	47	50	49	49
ATM-related fee income per transaction	¥192.3	¥187.2	¥188.8	¥180.5	¥165.3	¥158.0
Daily average transactions per ATM	67.5	76.6	88.2	97.8	109.0	114.3
Aggregate ATM transactions (millions)	158	257	342	418	498	555
with banking financial institutions (millions)	134	210	272	333	409	465
with non-banking (millions)	23	47	69	85	89	90
Gross profit margin	57.4%	76.2%	72.7%	49.5%	45.0%	49.1%
Full-time employees (term-end)	145	181	211	266	290	308

IY CARD SERVICES

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Transaction volume (billion ¥)	267.7	331.7	378.3	414.0	660.4	731.8
Number of cards issued (10 thousands)						
IY Card (credit card and point card)*1	231	240	246	249	262	281
nanaco (electronic money)*2	–	–	–	–	551	750
IY Point Card (cash usage only)	242	400	497	557	608	652
Full-time employees (term-end)	38	40	50	63	90	93

*1 The number of IY Card issued indicates active members.

*2 The nanaco figure includes the number of mobile nanaco holders.

Profile

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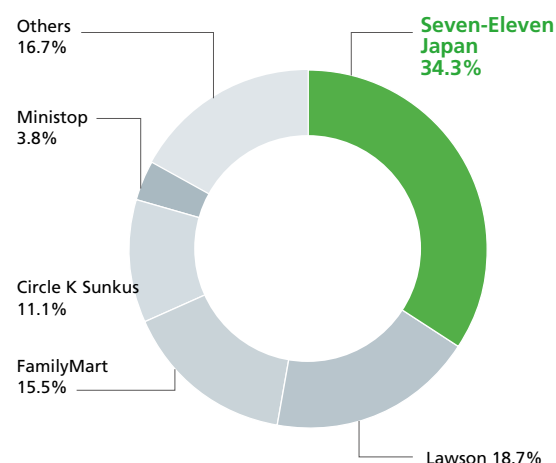
Financial
Data of
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Major Group Companies' Market Share in Japan (Nonconsolidated)

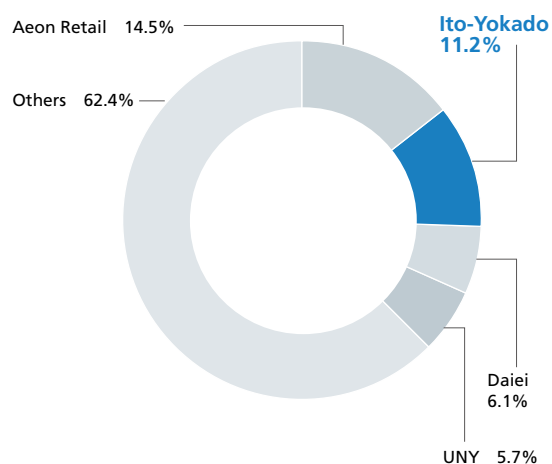
IN THE TOP 5 FOR TOTAL STORE SALES AT CONVENIENCE STORES

	FY2009 (Billion ¥)	Share (%)
Convenience stores total market	8,055.6	100.0
1 Seven-Eleven Japan	2,762.5	34.3
2 Lawson	1,506.3	18.7
3 FamilyMart	1,245.7	15.5
4 Circle K Sunkus	890.8	11.1
5 Ministop	302.9	3.8
Top 5 Combined	6,708.4	83.3



IN THE TOP 4 FOR NET SALES AT SUPERSTORES

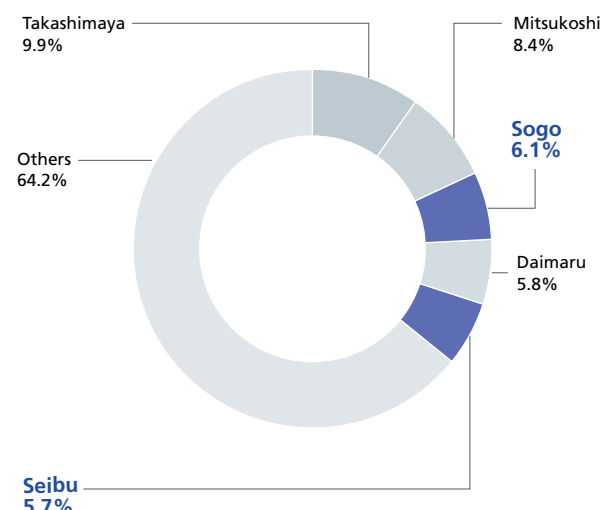
	FY2009 (Billion ¥)	Share (%)
Superstores total market	12,816.3	100.0
1 Aeon Retail	1,860.1	14.5
2 Ito-Yokado	1,436.5	11.2
3 Daiei	786.7	6.1
4 UNY	730.0	5.7
Top 4 Combined	4,813.5	37.6
York-Benimaru	338.0	2.6
York Mart	107.3	0.8



Note: Net sales for Seiyu have been undisclosed due to delisting of the company on April 19 2008, consequently, top 4 companies' net sales are presented.

IN THE TOP 5 FOR NET SALES AT DEPARTMENT STORES

	FY2009 (Billion ¥)	Share (%)
Department stores total market	7,844.2	100.0
1 Takashimaya	775.7	9.9
2 Mitsukoshi	657.1	8.4
3 Sogo	475.5	6.1
4 Daimaru	453.4	5.8
5 Seibu	444.0	5.7
Top 5 Combined	2,805.9	35.8



Source: 1. The Current Survey of Commerce (Ministry of Economy, Trade and Industry)
2. Public information from each company

Convenience Stores

Profile

Performance
Overview

Retailers
in the
World

Domestic
Retail
Environment

Group
Business
Strategy

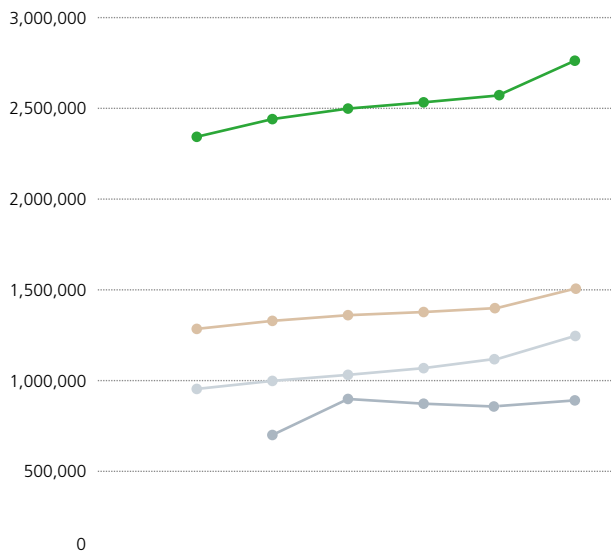
Major
Group
Companies'
Data

Financial
Data of
Major
Retailers in
Japan

Corporate
Data

TOTAL STORE SALES

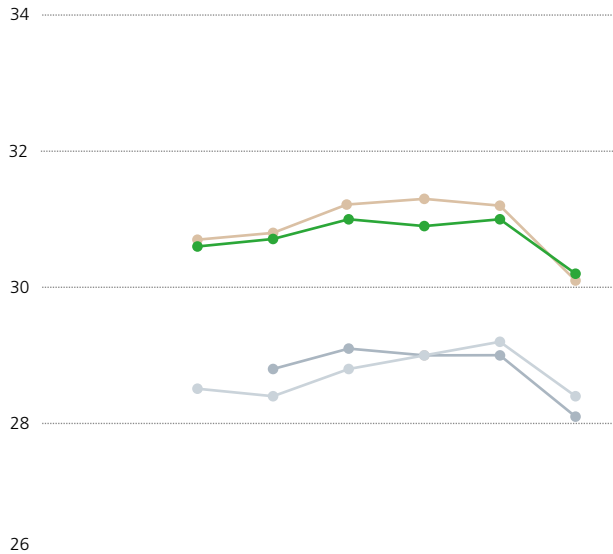
(Millions of yen)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● Seven-Eleven Japan	2,343,177	2,440,853	2,498,754	2,533,534	2,574,306	2,762,557
● Lawson	1,285,018	1,329,077	1,360,495	1,377,842	1,402,786	1,506,312
● FamilyMart	954,445	998,491	1,031,736	1,068,821	1,121,838	1,245,787
● Circle K Sunkus	-	700,094	898,741	872,844	860,041	890,856

GROSS PROFIT MARGIN

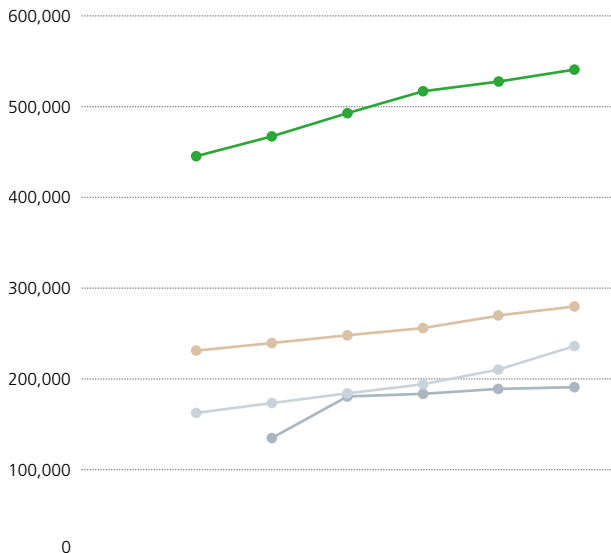
(%)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● Seven-Eleven Japan	30.6	30.7	31.0	30.9	31.0	30.2
● Lawson	30.7	30.8	31.2	31.3	31.2	30.1
● FamilyMart	28.5	28.4	28.8	29.0	29.2	28.4
● Circle K Sunkus	-	28.8	29.1	29.0	29.0	28.1

REVENUES FROM OPERATIONS

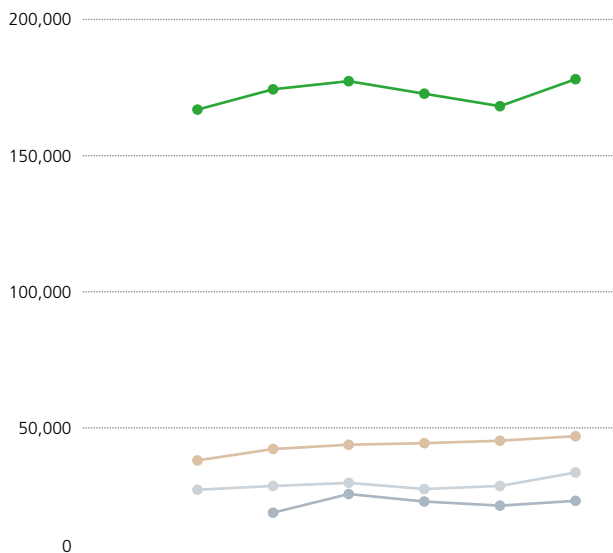
(Millions of yen)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● Seven-Eleven Japan	445,413	467,233	492,831	516,967	527,667	540,773
● Lawson	231,099	239,534	248,041	256,023	269,582	279,739
● FamilyMart	162,506	173,370	184,065	194,080	210,351	236,133
● Circle K Sunkus	-	134,843	180,613	183,521	189,247	190,814

OPERATING INCOME

(Millions of yen)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● Seven-Eleven Japan	166,899	174,365	177,350	172,737	168,171	178,060
● Lawson	38,039	42,220	43,804	44,373	45,334	46,913
● FamilyMart	27,266	28,646	29,780	27,542	28,639	33,592
● Circle K Sunkus	-	18,834	25,699	22,935	21,476	23,183

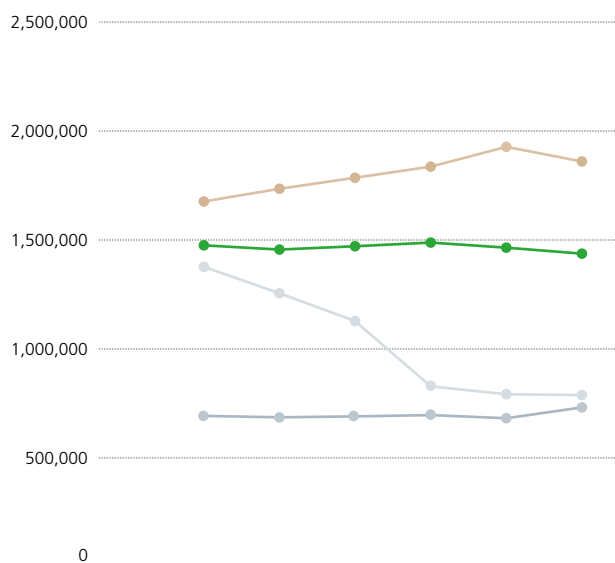
Note: Circle K Sunkus Co., Ltd. was formed on September 1, 2004 through the three-way merger of CIRCLE K JAPAN Co., Ltd., C&S Co., Ltd. and SUNKUS & ASSOCIATES INC.
The FY2005 figures of Circle K Sunkus exclude those of the first half of C&S and SUNKUS & ASSOCIATES.

Source: Public information from each company

Superstores

NET SALES

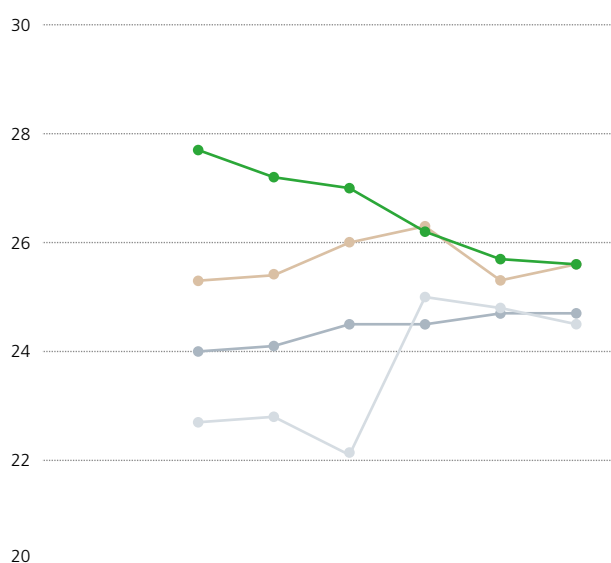
(Millions of yen)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● Ito-Yokado	1,474,808	1,455,358	1,470,523	1,487,480	1,464,094	1,436,541
● Aeon Retail	1,676,112	1,734,661	1,785,379	1,836,255	1,927,220	1,860,186
● Daiei	1,375,838	1,254,893	1,126,833	826,907	790,480	786,754
● UNY	691,055	684,688	688,775	694,815	680,334	730,081

RATIO OF GROSS PROFIT TO NET SALES

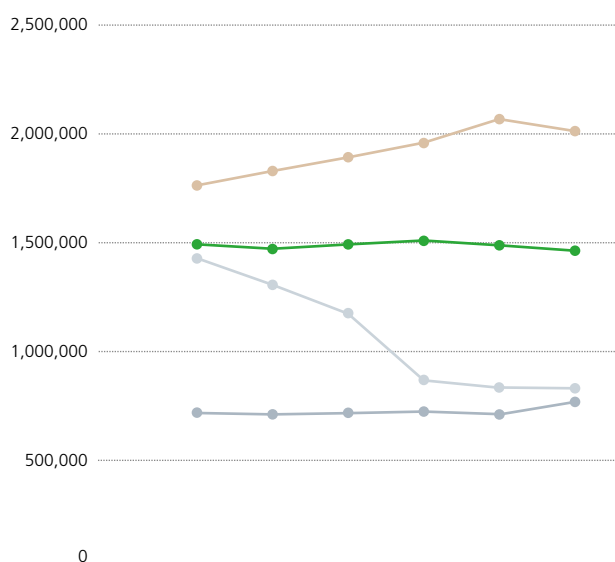
(%)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● Ito-Yokado	27.7	27.2	27.0	26.2	25.7	25.6
● Aeon Retail	25.3	25.4	26.0	26.3	25.3	25.6
● Daiei	22.7	22.8	22.1	25.0	24.8	24.5
● UNY	24.0	24.1	24.5	24.5	24.7	24.7

REVENUES FROM OPERATIONS

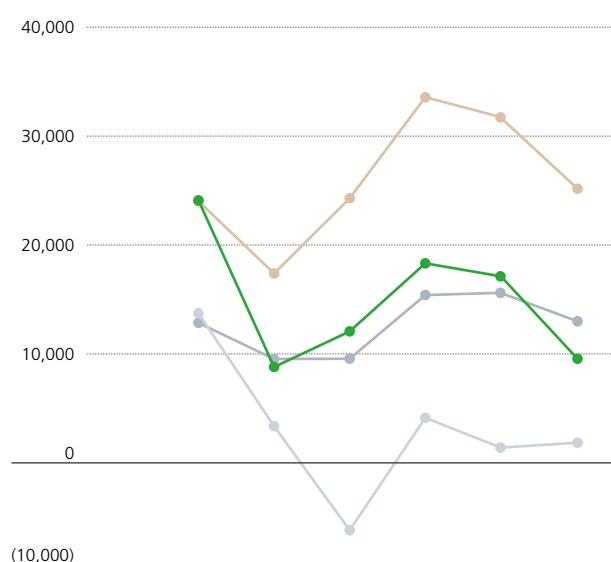
(Millions of yen)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● Ito-Yokado	1,493,962	1,473,583	1,493,605	1,511,530	1,489,380	1,462,719
● Aeon Retail	1,764,365	1,830,282	1,892,909	1,960,265	2,068,712	2,012,110
● Daiei	1,430,256	1,308,149	1,175,468	869,892	836,008	830,696
● UNY	720,214	713,826	719,542	726,792	714,885	768,199

OPERATING INCOME

(Millions of yen)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● Ito-Yokado	24,103	8,800	12,072	18,322	17,126	9,582
● Aeon Retail	24,017	17,392	24,297	33,576	31,718	25,199
● Daiei	13,730	3,361	(6,190)	4,132	1,410	1,868
● UNY	12,853	9,533	9,561	15,403	15,586	13,025

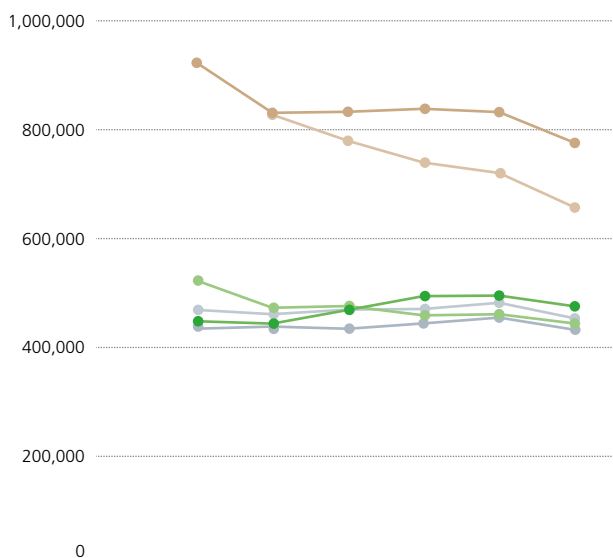
Note: Figures for Aeon Retail in FY2004 to FY2008 represent AEON's figures, and FY2009 represent sum of six-month results for AEON and full-year results for Aeon Retail.
Source: Public information from each company

Department Stores

Profile

NET SALES

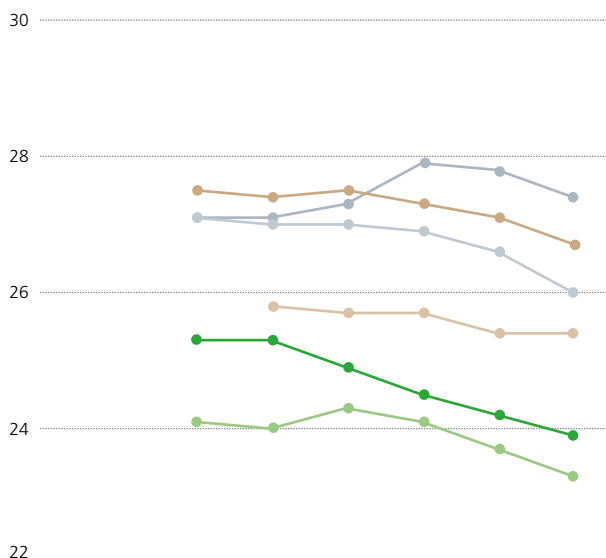
(Millions of yen)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● Sogo	448,211	443,845	468,994	494,349	495,336	475,575
● Seibu	522,918	472,968	476,144	459,074	461,079	444,058
● Takashimaya	922,899	831,006	832,917	838,388	832,345	775,774
● Mitsukoshi	-	827,463	779,612	739,588	720,457	657,106
● Daimaru	469,057	461,166	469,642	470,756	482,141	453,454
● Isetan	438,431	434,405	444,263	454,951	462,059	432,477

RATIO OF GROSS PROFIT TO NET SALES

(%)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● Sogo	25.3	25.3	24.9	24.5	24.2	23.9
● Seibu	24.1	24.0	24.3	24.1	23.7	23.3
● Takashimaya	27.5	27.4	27.5	27.3	27.1	26.7
● Mitsukoshi	-	25.8	25.7	25.7	25.4	25.4
● Daimaru	27.1	27.0	27.0	26.9	26.6	26.0
● Isetan	27.1	27.3	27.9	27.8	27.7	27.4

Performance Overview

Retailers in the World

Domestic Retail Environment

Group Business Strategy

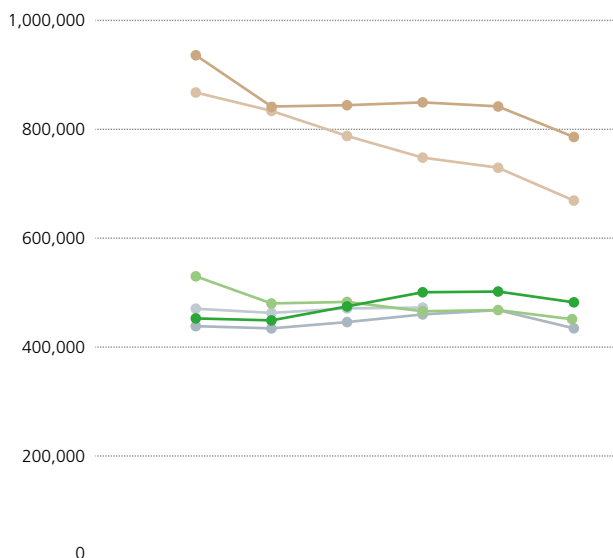
Major Group Companies' Data

Financial Data of Major Retailers in Japan

Corporate Data

REVENUES FROM OPERATIONS

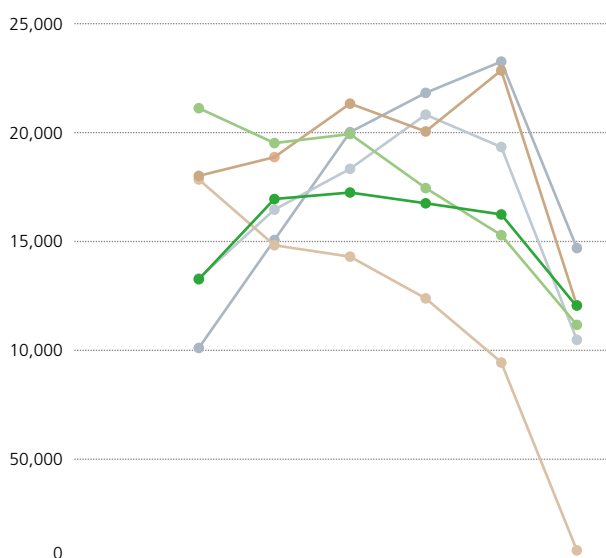
(Millions of yen)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● Sogo	452,667	449,049	474,731	500,714	502,001	482,144
● Seibu	529,956	480,182	482,938	465,831	468,063	450,698
● Takashimaya	935,991	841,909	844,290	849,453	843,025	785,826
● Mitsukoshi	867,598	833,870	787,774	747,982	729,396	669,049
● Daimaru	470,514	462,743	471,111	472,450	-	-
● Isetan	438,431	434,405	445,920	460,024	467,955	434,431

OPERATING INCOME

(Millions of yen)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● Sogo	13,265	16,951	17,247	16,754	16,242	12,010
● Seibu	21,122	19,518	19,933	17,454	15,292	11,171
● Takashimaya	18,014	18,872	21,330	20,051	22,856	12,062
● Mitsukoshi	17,846	14,828	14,303	12,388	9,455	818
● Daimaru	13,309	16,463	18,334	20,822	19,340	10,484
● Isetan	10,112	15,070	20,019	21,823	23,261	14,697

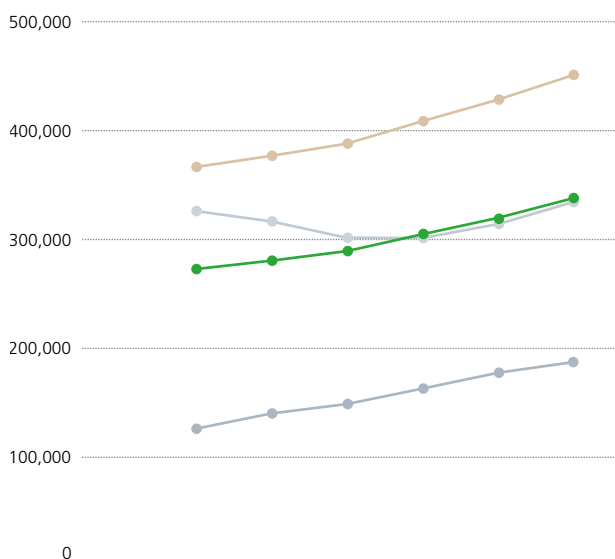
Note: Figures for operating revenues and operating income of Mitsukoshi, Ltd. in FY2004 represent the combined total of the simplified sum of pre-merger six-month results (March 2003 to August 2003) for Mitsukoshi, Ltd., Nagoya Mitsukoshi, Ltd., Chiba Mitsukoshi, Ltd., Kagoshima Mitsukoshi, Ltd. and Fukuoka Mitsukoshi, Ltd., plus the six-month results (September 2003 to February 2004) for Mitsukoshi, Ltd. following the merger of the aforementioned five companies.

Source: Public information from each company

Supermarkets

NET SALES

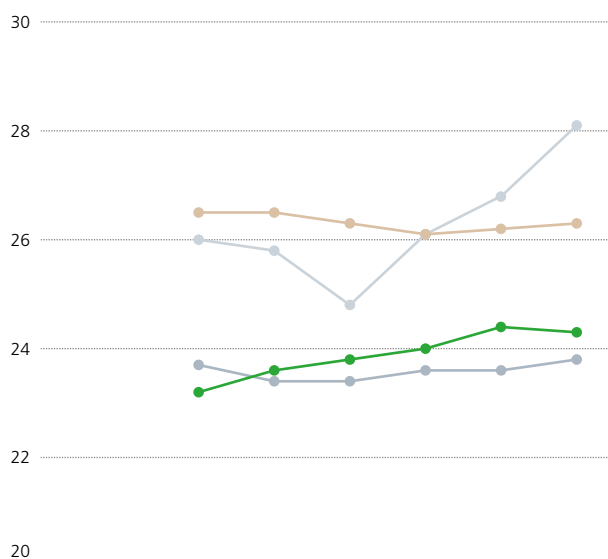
(Millions of yen)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● York-Benimaru	272,890	280,595	289,393	304,855	319,931	338,089
● LIFE	366,601	376,893	388,062	408,074	428,503	451,155
● Maruetsu	326,157	316,647	301,620	301,386	314,226	334,495
● YAOKO	126,223	140,293	148,919	163,143	177,667	187,507

RATIO OF GROSS PROFIT TO NET SALES

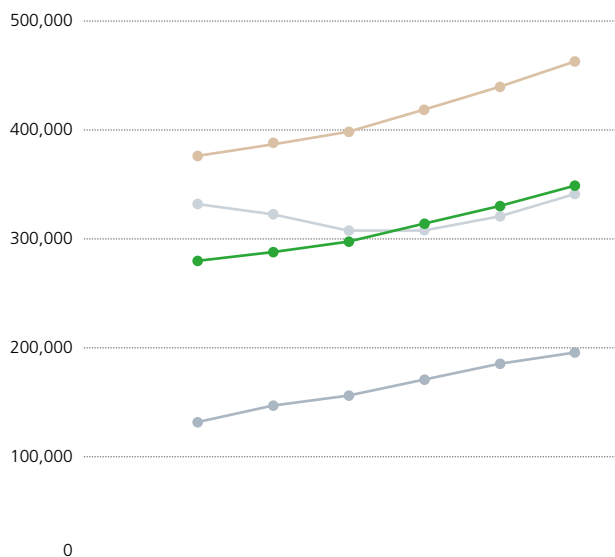
(%)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● York-Benimaru	23.2	23.6	23.8	24.0	24.4	24.3
● LIFE	26.5	26.5	26.3	26.1	26.2	26.3
● Maruetsu	26.0	25.8	24.8	26.1	26.8	28.1
● YAOKO	23.7	23.4	23.4	23.6	23.6	23.8

REVENUES FROM OPERATIONS

(Millions of yen)

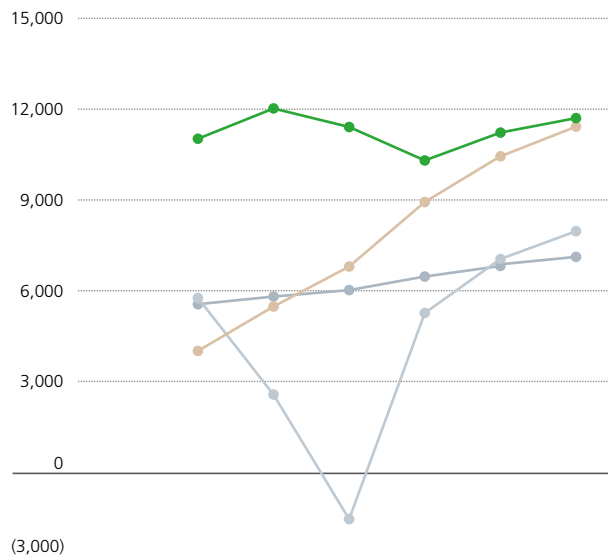


	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● York-Benimaru	279,777	287,833	297,445	313,935	330,145	348,883
● LIFE	376,138	386,732	398,319	418,615	439,606	462,968
● Maruetsu	332,060	322,668	307,660	307,668	320,650	341,212
● YAOKO	131,611	146,866	156,065	170,694	185,308	195,655

Source: Public information from each company

OPERATING INCOME

(Millions of yen)

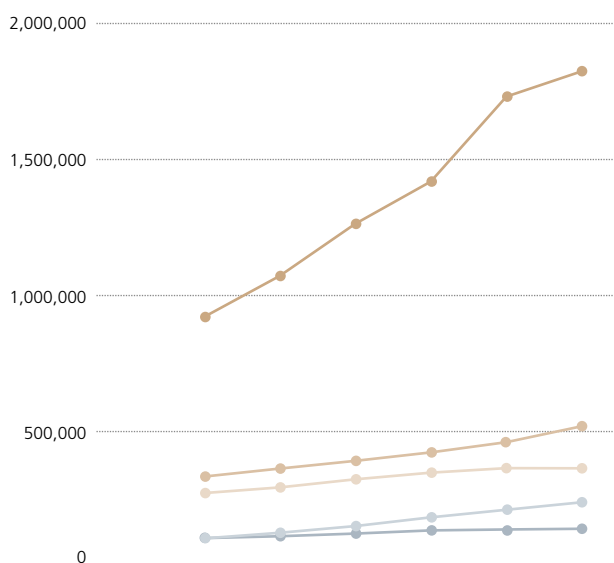


	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● York-Benimaru	11,024	12,024	11,412	10,306	11,227	11,706
● LIFE	4,009	5,478	6,799	8,931	10,437	11,424
● Maruetsu	5,761	2,564	(1,553)	5,262	7,052	7,967
● YAOKO	5,553	5,806	6,019	6,468	6,818	7,119

Specialty Stores

NET SALES

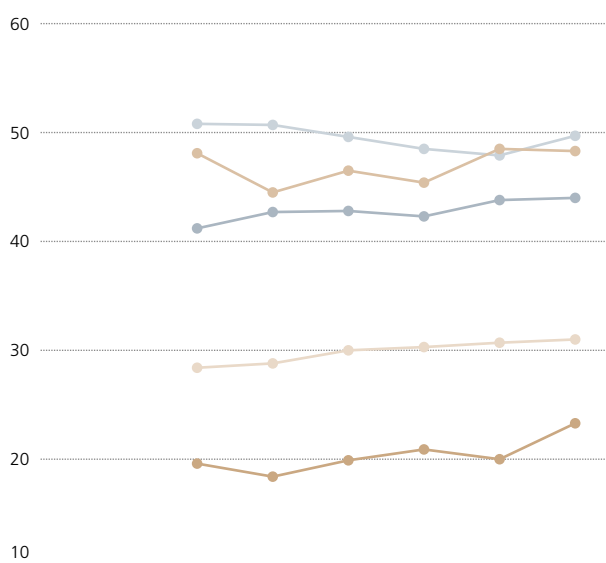
(Millions of yen)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Yamada Denki	921,997	1,072,677	1,264,235	1,419,629	1,731,694	1,825,060
FAST RETAILING	335,893	365,305	393,608	424,701	462,343	521,000
Shimamura	275,283	296,085	325,838	350,324	366,909	366,311
NITORI	108,777	129,446	154,038	186,176	213,982	241,582
Ryohin Keikaku	109,844	116,774	126,522	138,221	141,644	144,213

RATIO OF GROSS PROFIT TO NET SALES

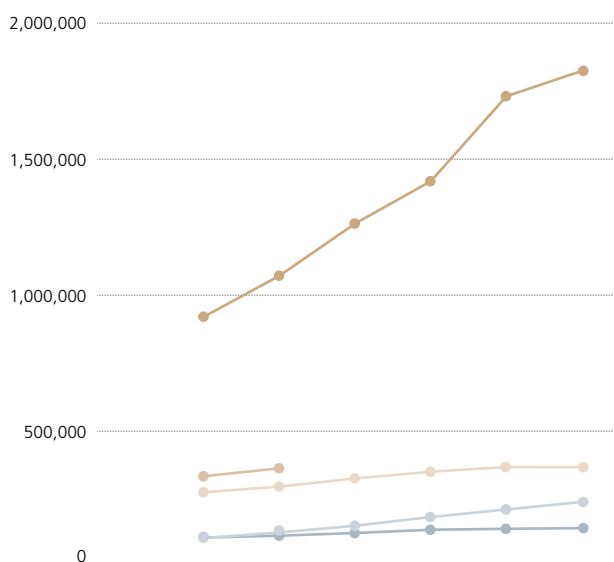
(%)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Yamada Denki	19.6	18.4	19.9	20.9	20.0	23.3
FAST RETAILING	48.1	44.5	46.5	45.4	48.5	48.3
Shimamura	28.4	28.8	30.0	30.3	30.7	31.0
NITORI	50.8	50.7	49.6	48.5	47.9	49.7
Ryohin Keikaku	41.2	42.7	42.8	42.3	43.8	44.0

REVENUES FROM OPERATIONS

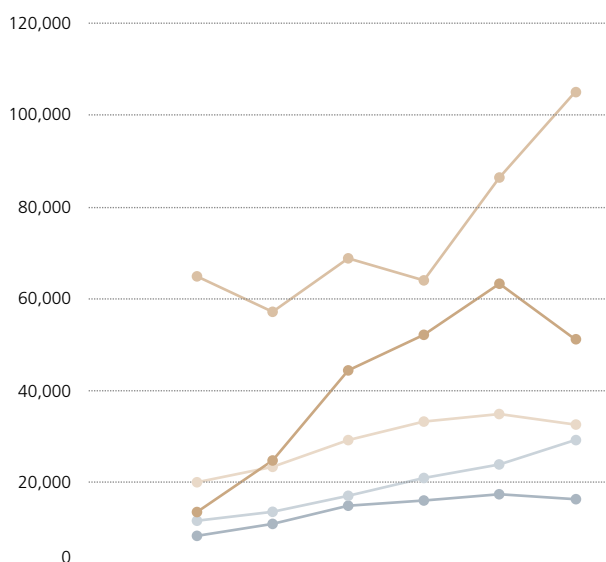
(Millions of yen)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Yamada Denki	921,997	1,072,677	1,264,235	1,419,629	1,731,694	1,825,060
FAST RETAILING	335,893	365,305	-	-	-	-
Shimamura	276,878	297,952	327,939	352,684	369,649	369,313
NITORI	108,777	129,446	154,038	186,176	213,982	241,582
Ryohin Keikaku	110,702	117,663	127,495	139,350	142,845	145,447

OPERATING INCOME

(Millions of yen)



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Yamada Denki	13,547	24,774	44,395	52,144	63,272	51,178
FAST RETAILING	64,874	57,153	68,800	64,000	86,400	105,000
Shimamura	20,033	23,388	29,213	33,249	34,891	32,601
NITORI	11,653	13,597	17,082	20,961	23,911	29,213
Ryohin Keikaku	8,361	10,963	14,923	16,057	17,422	16,346

Note: Figures for FAST RETAILING represent UNIQLO Japan operation, those for FY2009 being as announced in company forecasts in April 2009.
Source: Public information from each company

Profile

Performance
Overview

Retailers
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Data

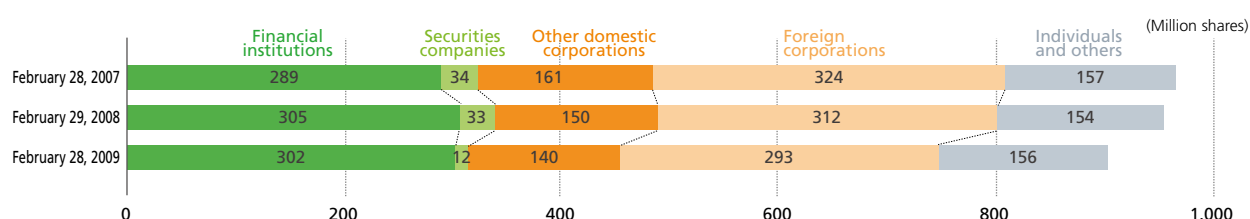
Stock Information

Major Shareholders

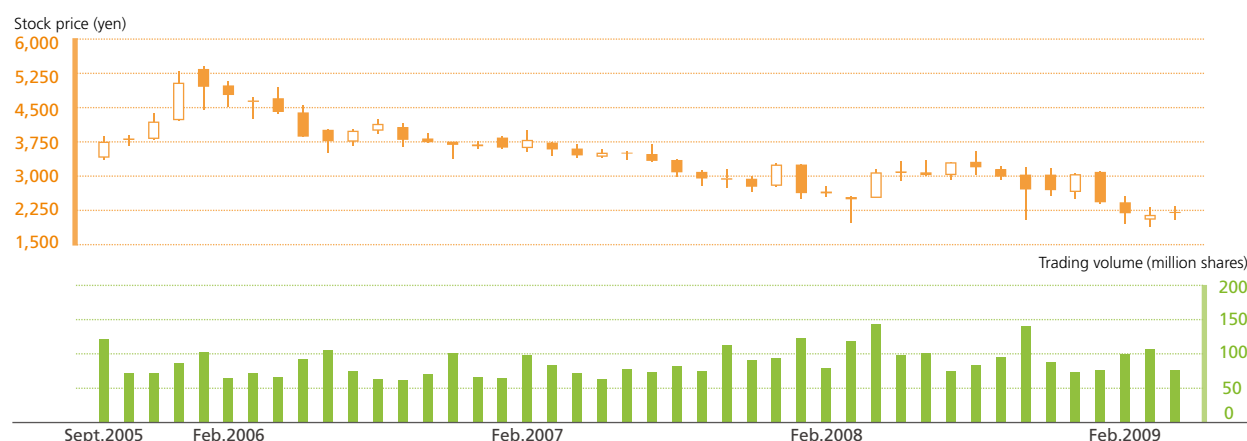
(As of February 28, 2009)

	Number of shares held (thousand shares)	Percentage of shares held
Ito-Kogyo Co., Ltd.	68,754	7.6%
Japan Trustee Services Bank, Ltd. (Trust account)	50,059	5.5%
Japan Trustee Services Bank, Ltd. (Trust account 4G)	43,942	4.8%
The Master Trust Bank of Japan, Ltd. (Trust account)	40,055	4.4%
The Dai-ichi Mutual Life Insurance Company	27,577	3.0%
Nippon Life Insurance Company	20,664	2.3%
Masatoshi Ito	19,331	2.1%
MITSUI & CO., LTD.	16,222	1.8%
Mellon Bank, N.A. Treaty Clients Omnibus	12,552	1.4%
State Street Bank and Trust Company 505225	12,523	1.4%

Classification of Shareholders



Stock Price Chart (Monthly)



	FY2006	FY2007	FY2008	FY2009	March 2009	April 2009
Stock price						
Opening	¥3,410	¥4,630	¥3,740	¥2,550	¥2,055	¥2,200
High	¥5,420	¥4,950	¥3,760	¥3,550	¥2,320	¥2,355
Low	¥3,360	¥3,390	¥2,510	¥1,962	¥1,901	¥2,065
Closing	¥4,780	¥3,800	¥2,630	¥2,195	¥2,160	¥2,225
Trading volume (thousand shares)	518,891	937,170	1,029,289	1,194,651	106,696	76,030

Investment Indices (Consolidated)

	FY2006	FY2007	FY2008	FY2009
Number of shares outstanding (excluding treasury stock)				
Average	870,127,116	933,675,491	953,496,897	918,389,766
End of period	904,774,606	953,508,603	953,487,255	903,459,511
Net income per share	¥100.83	¥142.90	¥137.03	¥100.54
Cash flow per share	¥213.46	¥285.02	¥287.68	¥253.56
Net assets per share	¥1,772.25	¥1,999.77	¥2,081.85	¥1,975.95
Price earnings ratio (times)	47.4	26.6	19.2	21.8
Price cash flow ratio (times)	22.4	13.3	9.1	8.7
Price book value ratio (times)	2.7	1.9	1.3	1.1
Dividends per share	¥28.5	¥52.0	¥54.0	¥56.0
Dividends payout ratio	—	36.4%	39.4%	55.7%
Ratio of total amount of dividends to net assets	—	2.8%	2.6%	2.8%

Corporate Overview (As of February 28, 2009)

Profile

Company name:	Seven & i Holdings Co., Ltd.
Date of establishment:	September 1, 2005
Head office:	8-8, Nibancho, Chiyoda-ku, Tokyo 102-8452, Japan
Chairman and CEO:	Toshifumi Suzuki
President and COO:	Noritoshi Murata
Paid-in capital:	50,000 million yen
Number of employees:	393 (nonconsolidated) 54,486 (consolidated)

Performance
Overview

History of the Group

Apr.	1958:	Yokado Co., Ltd. was incorporated
Mar.	1971:	Yokado changed its name to Ito-Yokado Co., Ltd.
Sept.	1972:	Ito-Yokado was listed on the second section of Tokyo Stock Exchange (TSE)
Mar.	1973:	Business tie-up with York-Benimaru Co., Ltd.
July	1973:	Ito-Yokado moved to the first section of TSE
Nov.	1973:	York-Seven Co., Ltd. was established under a license agreement with the largest U.S. convenience store chain operator, The Southland Corporation
Nov.	1973:	Denny's Japan Co., Ltd. was established under a license agreement with the US-based restaurant chain, Denny's, Inc.
July	1977:	Ito-Yokado registered American Depositary Receipts (ADRs) on NASDAQ
Jan.	1978:	York-Seven changed its name to Seven-Eleven Japan Co., Ltd.
Aug.	1981:	Seven-Eleven Japan was listed on the first section of TSE
Aug.	1984:	York-Benimaru was listed on the first section of TSE
July	1986:	Ito-Yokado's ADRs were transferred from NASDAQ small-cap listing to the National Market System
Aug.	1986:	Denny's Japan was listed on the first section of TSE
Mar.	1991:	Through IYG Holding Company, Seven-Eleven Japan and Ito-Yokado acquired major interest of The Southland Corporation
Dec.	1996:	Chengdu Ito-Yokado Co., Ltd. was established in Chengdu, Sichuan, China
Sept.	1997:	Hua Tang Yokado Commercial Co., Ltd. was established in Beijing, China
Apr.	1999:	The Southland Corporation changed its name to 7-Eleven, Inc.
July	2000:	7-Eleven, Inc. shares were transferred from NASDAQ to NYSE
Apr.	2001:	IYBank Co., Ltd. was established
Oct.	2001:	IY Card Service Co., Ltd. was established
May	2003:	Ito-Yokado abolished the registration of ADRs on NASDAQ
Jan.	2004:	SEVEN-ELEVEN (BEIJING) CO., LTD. was established in Beijing, China
Nov.	2004:	Beijing Wang fu jing Yokado Commercial Co., Ltd. was established in Beijing, China
Sept.	2005:	Seven & i Holdings Co., Ltd. was established and listed on the first section of TSE
Oct.	2005:	IYBank changed its name to Seven Bank, Ltd.
Nov.	2005:	7-Eleven, Inc. converted into a wholly owned subsidiary
June	2006:	Millennium Retailing, Inc. became a wholly owned subsidiary through a stock-for-stock exchange
July	2006:	Cancelled 427,509,908 shares of treasury stock
Sept.	2006:	York-Benimaru became a wholly owned subsidiary through a stock-for-stock exchange
Jan.	2007:	Seven & i Food Systems Co., Ltd. was established
Mar.	2007:	THE LOFT CO., LTD. became a subsidiary
June	2007:	Seven Cash Works Co., Ltd. was established
July	2007:	Akachan Honpo Co., Ltd. became a subsidiary
Sept.	2007:	Seven & i Food Systems merged Denny's Japan, Famil Co., Ltd. and York Bussan K. K.
Nov.	2007:	FUJIKOSHI CO., LTD. became a subsidiary
Jan.	2008:	SEVEN & i FINANCIAL GROUP CO., LTD. was established
Feb.	2008:	Cancelled 11,329,000 shares of treasury stock
Feb.	2008:	Seven Bank was listed on JASDAQ
Apr.	2008:	SEVEN-ELEVEN CHINA Co., Ltd. was established
July	2008:	Issued 1st, 2nd and 3rd unsecured domestic straight bonds in the total amount of 100 billion yen
July	2008:	Seven & i Netmedia Co., Ltd. was established
July	2008:	Cancelled 50,000,000 shares of treasury stock
Aug.	2008:	Business and capital tie-up with AIN PHARMACIEZ INC.
Aug.	2008:	Seven Farm Tomisato Co., Ltd., the Group's agricultural production corporation, was established
Jan.	2009:	Seven Culture Network Co., Ltd. was established
Mar.	2009:	Seven Internet Lab. Co., Ltd. was established
June	2009:	Seven Health Care Co., Ltd. was established

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