

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.

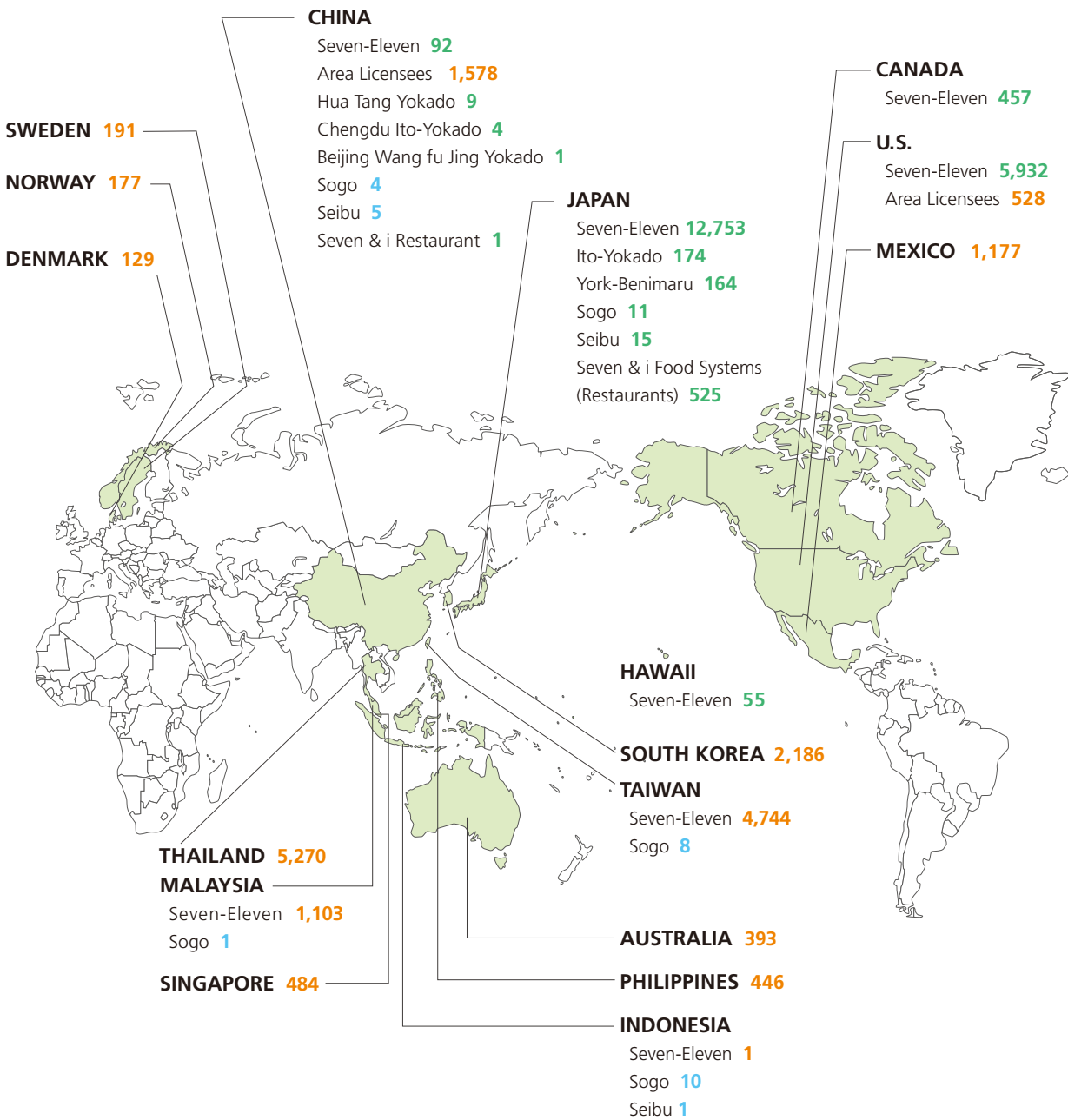
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Store Network

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. 39,100 stores |
| | Japan : approx. 14,200 stores |
| Number of Customer Store-Visits per Day | Global : approx. 38 million |
| | Japan : approx. 15 million |



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 Sogo & Seibu Co., Ltd.
 2. Figures represent the number of stores on record as of February 28, 2010 in Japan, and December 31, 2009 for all other areas.

Profile

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Retailers in the World

Domestic Retail Environment

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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

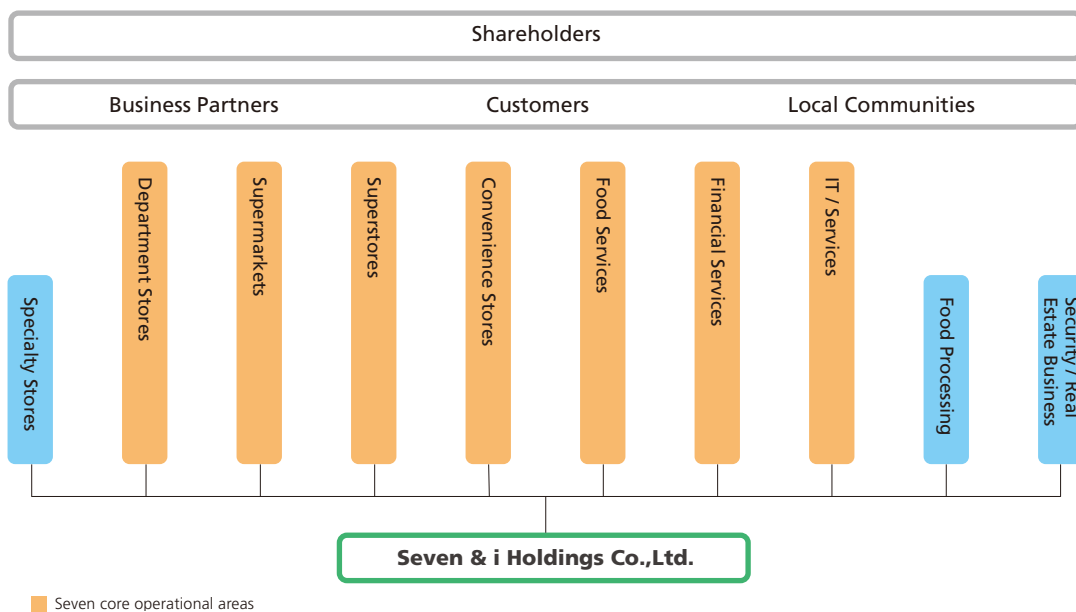
- Clearly delineating autonomy and the responsibilities of each group company
- Evaluating profitability and efficiently allocating management resources based on monitoring

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 governance 2) Maximize enterprise value as the Group's listed representative 3) 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 & Seibu Co., 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 domain 2) Realize autonomy, seek profit growth and enhance capital efficiency |

Seven & i Holdings' Core Operational Areas

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



Overview of Main Group Companies

(As of February 28, 2010)

| | Sales | | Number of stores | | Employees | | Capital | Equity owned by the Company |
|--|--------------|-----------------|------------------|---------------------|-----------|---------------------|----------------|-----------------------------|
| | (Million ¥) | Growth rate (%) | | Increase (Decrease) | | Increase (Decrease) | (Million ¥) | (%) |
| Convenience Stores | | | | | | | | |
| Seven-Eleven Japan Co., Ltd. | 2,784,997 *1 | 0.8 | 12,753 | 455 | 11,142 | (338) | 17,200 | 100.0 |
| ○ 7-Eleven, Inc. | 1,394,694 | (19.2) | 6,389 | 193 | 20,766 | (3,749) | US\$11,000 | 100.0 |
| ○ SEVEN-ELEVEN (HAWAII), INC. | 19,598 | (17.4) | 55 | (2) | 867 | 23 | US\$20,000,000 | 100.0 |
| ○ SEVEN-ELEVEN (BEIJING) CO., LTD. | 5,204 *2 | 11.1 | 92 | 20 | 1,678 | 60 | US\$35,000,000 | 65.0 |
| Superstores | | | | | | | | |
| Ito-Yokado Co., Ltd. | 1,364,765 | (5.0) | 174 | (1) | 40,363 | (1,565) | 40,000 | 100.0 |
| ○ Hua Tang Yokado Commercial Co., Ltd. | 31,932 *2 | (12.2) | 9 | 1 | 3,172 | 27 | US\$65,000,000 | 75.8 |
| ○ Chengdu Ito-Yokado Co., Ltd. | 41,192 *2 | 12.1 | 4 | 1 | 3,151 | 833 | US\$23,000,000 | 74.0 |
| Supermarkets | | | | | | | | |
| York-Benimaru Co., Ltd. | 337,506 | (0.2) | 164 | 8 | 13,078 | 294 | 9,927 | 100.0 |
| Life Foods Co., Ltd. | 36,484 | (3.3) | – | – | 5,503 | 551 | 120 | 100.0 |
| York Mart Co., Ltd. | 108,690 | 1.2 | 62 | 2 | 4,298 | 144 | 1,000 | 100.0 |
| SHELL GARDEN CO., LTD. | 23,240 | (3.8) | 19 | 1 | 866 | 4 | 989 | 100.0 |
| ○ Beijing Wang fu jing Yokado Commercial Co., Ltd. | 1,458 *2 | (29.0) | 1 | 0 | 201 | (48) | US\$18,000,000 | 60.0 |
| Department Stores | | | | | | | | |
| Sogo & Seibu Co., Ltd. *3 | 847,044 *4 | (7.9) *4 | 28 | 0 | 11,003 | 293 | 10,000 | 100.0 |
| Food Services | | | | | | | | |
| Seven & i Food Systems Co., Ltd. | 85,885 | (15.9) | 892 | (67) | 12,657 | (1,969) | 3,000 | 100.0 |
| Financial Services | | | | | | | | |
| ☆ Seven Bank, Ltd. | 88,830 *5 | (1.0) | – | – | 389 | 5 | 30,503 | 47.8 |
| IY Card Service Co., Ltd. | 18,881 *5 | 6.4 | – | – | 99 | 6 | 7,500 | 95.5 |
| IT/Services | | | | | | | | |
| Seven Net Shopping Co., Ltd. *6 | 17,124 | (8.0) | – | – | 52 | (6) | 438 | 57.6 |
| 7dream.com *7 | 5,840 | (18.4) | – | – | 39 | (3) | 450 | 68.0 |
| ○ Seven-Meal Service Co., Ltd. | – | – | – | – | 22 | 2 | 300 | 90.0 |
| Specialty Stores | | | | | | | | |
| Akachan Honpo Co., Ltd. | 79,106 | (3.3) | 78 | 6 | 2,651 | (6) | 3,080 | 93.6 |
| THE LOFT CO., LTD. | 78,749 | 4.5 | 55 | 4 | 3,231 | 36 | 750 | 70.7 |
| Oshman's Japan Co., Ltd. | 6,541 | (2.9) | 6 | 0 | 213 | 1 | 1,200 | 100.0 |
| Mary Ann Co., Ltd. | 3,716 | (20.9) | 57 | (1) | 280 | (18) | 200 | 100.0 |

○ Figures are for the fiscal year ended December 31, 2009.

☆ Figures are for the fiscal year ended March 31, 2010.

Notes: 1. Exchange rate - US\$1=¥93.65, 1 yuan=¥13.72

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 Millennium Retailing, Sogo, and The Seibu Department Stores were merged in August 2009, and Sogo, as a surviving company, changed its name to Sogo & Seibu Co., Ltd.

Furthermore, Robinson Department Stores (two stores) was merged into Sogo & Seibu in September 2009.

*4 Sales for Sogo & Seibu have been calculated as if the former three companies had merged at the beginning of the term. Also, sales growth rate represent a comparison with the previous year's results which is calculated in the same manner.

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

*6 Seven & Y Corp. changed its name to Seven Net Shopping Co., Ltd. in December 2009.

*7 Sales for 7dream.com represent results for a 14-month period, reflecting the change in fiscal year-end from December to February. The sales growth rate represents a comparison with the results for a 12-month period from January to December 2008.

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Highlights of Our Progress

| | ● Financial Strategies | ● Operating Strategies |
|------|---|---|
| 2005 | <p>Sept. Seven & i Holdings was established 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.</p> | <p>Nov. Seven-Eleven Japan began to open stores in Gifu prefecture Nov. Ito-Yokado opened Ario Sapporo and Ario Kawaguchi</p> |
| 2006 | <p>Feb. Seven and Y was made a subsidiary Made Seven and Y a subsidiary as the core company in Group IT strategy.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> | <p>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 May Seven-Eleven Japan stores commenced the installation of the Sixth-Generation Total Information System Oct. Seven Meal, Seven-Eleven Japan's meal delivery service, expanded nationwide where Seven-Eleven Japan stores are located. Nov. The Group Merchandising Reform Project was launched Dec. Ito-Yokado opened Ario Yao</p> |
| 2007 | <p>Jan. Seven & i Food Systems was established Established a new company with the aim of integrating and restructuring food services.</p> <p>Mar. LOFT was made a subsidiary Millennium Retailing made LOFT, miscellaneous goods specialty stores at nationwide, into a subsidiary.</p> <p>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.</p> <p>Sept. Denny's Japan, Famil, and York Bussan were merged into Seven & i Food Systems</p> <p>Nov. FUJIKOSHI was made a subsidiary York-Benimaru made FUJIKOSHI, a supermarket chain in Fukushima prefecture, into a subsidiary.</p> <p>Dec. NitteleSeven Co., Ltd. was established by Nippon Television Network Corporation, Dentsu Inc., and Seven & i Holdings Seeking the integration of retail business and media, Nittele Seven was established with the aim of developing a next-generation shopping portal site.</p> | <p>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</p> |
| 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 Jasdac 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>Mar. Sogo Hachioji was reopened after a full-scale remodeling Mar. The introduction of nanaco at Ito-Yokado stores was started Mar. Ito-Yokado opened Ario Otori Apr. QUICPay, postpaid electronic money, was introduced at all Seven-Eleven Japan stores June Credit charge services for nanaco were initiated June Hua Tang Yokado opened the Wukesong store in Beijing, China July The Internet shopping site, Seven-Eleven Net commenced services Aug. Ito-Yokado opened THE PRICE Nishi-Arai, its first discount store</p> |

| | ● Financial Strategies | ● Operating Strategies | |
|------|--|---|--|
| | <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>Nov. Ito-Yokado Honmoku, a neighborhood shopping center, was opened</p> <p>Nov. Ito-Yokado opened Seven Home Center in Ito-Yokado Kanamachi</p> | Performance Overview |
| 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 Seven Health Care Co., Ltd. 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>Aug. Millennium Retailing, Sogo, and The Seibu Department Stores were merged, and Sogo, as a surviving company, changed its name to Sogo & Seibu Co., Ltd.</p> <p>Sept. Robinson Department Stores was merged into Sogo & Seibu</p> <p>Dec. New England Pantry, Inc., was acquired by 7-Eleven, Inc. New England Pantry, Inc. is a convenience store chain which owns 58 stores in Boston, U.S.</p> <p>Dec. Seven & i Holdings made a business and capital tie-up with PIA CORPORATION A business and capital tie-up was made to cooperate with tickets and event-related businesses as well as membership businesses.</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 Seven Premium 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> <p>July Seven & i Restaurant (Beijing) Co., Ltd. opened its first store in Beijing, China</p> <p>Aug. Seven Bi no Gardens, the Group's first independently developed drugstore, was opened</p> <p>Sept. SEVEN-ELEVEN (BEIJING) opened its first stores in Tianjin, China</p> <p>Sept. Hua Tang Yokado opened Bei Yuan store in Beijing, China</p> <p>Oct. Edy, electronic money system, was introduced at all Seven-Eleven Japan stores</p> <p>Nov. Seven-Eleven Japan opened its first store at the railway station</p> <p>Nov. Started sales of wine simultaneously in Japan and North America as the Group's first private brand product for the global market</p> <p>Nov. Chengdu Ito-Yokado opened Jian She Lu store in Chengdu, Sichuan Province, China</p> <p>Dec. Seven-Eleven Japan began to open stores in Ishikawa prefecture</p> <p>Dec. The introduction of Seven Net Shopping, the Group's internet shopping service was started</p> | <p>Retailers in the World</p> <p>Domestic Retail Environment</p> <p>Group Business Strategy</p> <p>Major Group Companies' Data</p> |
| 2010 | <p>Mar. Seven & i Holdings made a capital participation in Tower Records Japan, Inc. Capital participation was made to cooperate with entertainment, IT and Internet fields.</p> <p>June Seven & i Asset Management Co., Ltd. was established Established to acquire and own trust beneficiary right (fixed assets) of Seibu Ikebukuro.</p> | <p>Jan. Hua Tang Yokado opened Shi Li Pu store in Beijing, China through a scrap-and-build initiative</p> <p>Jan. Seven Bank started consumer loan services</p> <p>Mar. The number of nanaco cards issued exceeded 10 million</p> <p>June Ito-Yokado opened Ario Kitasuna</p> | <p>Domestic Market Share</p> <p>Corporate Data</p> |