



SEVEN&i *HLDGS. Co.,Ltd.*



Corporate
Outline **2010**

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

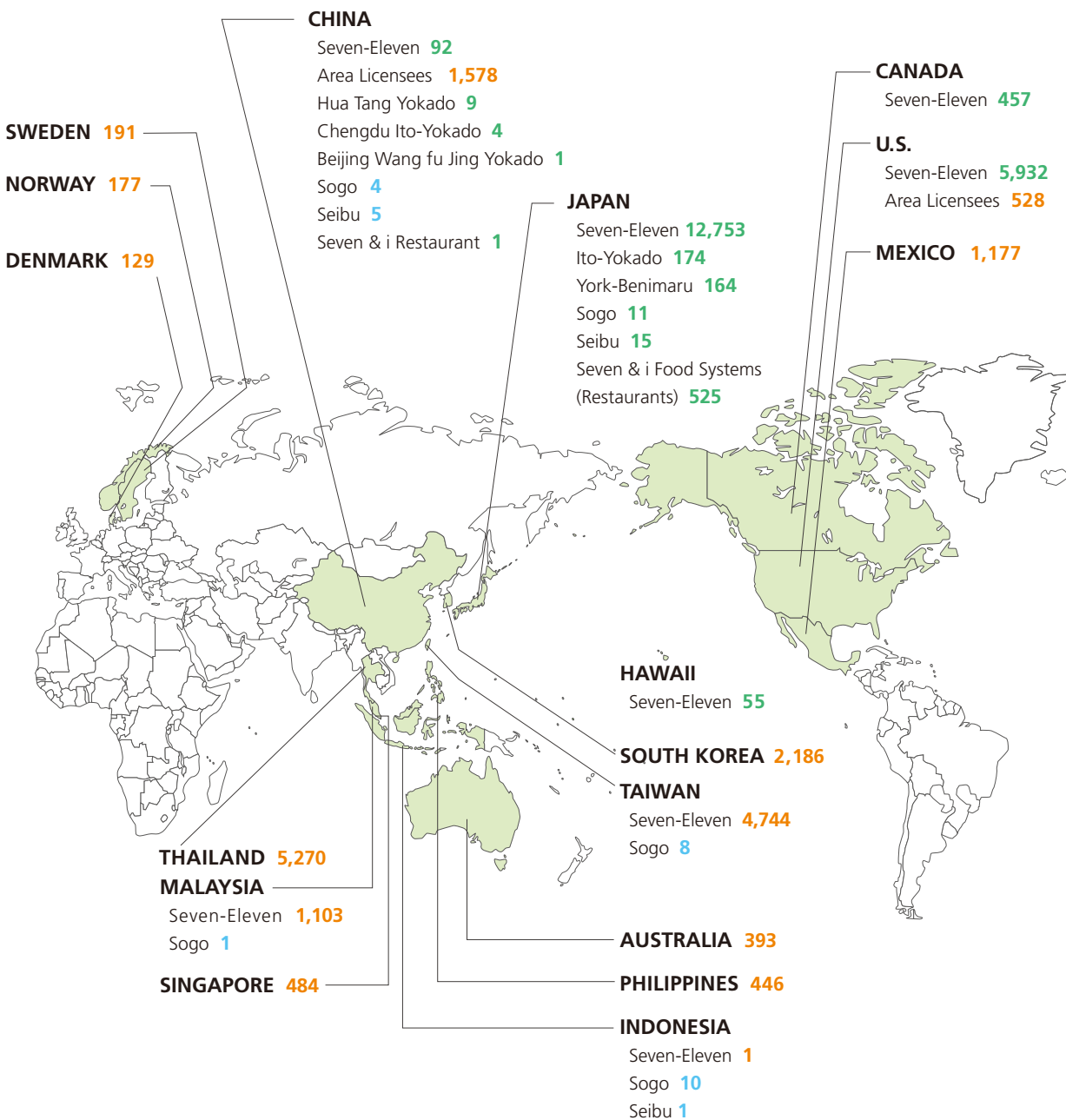
Global : approx. **39,100** stores

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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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

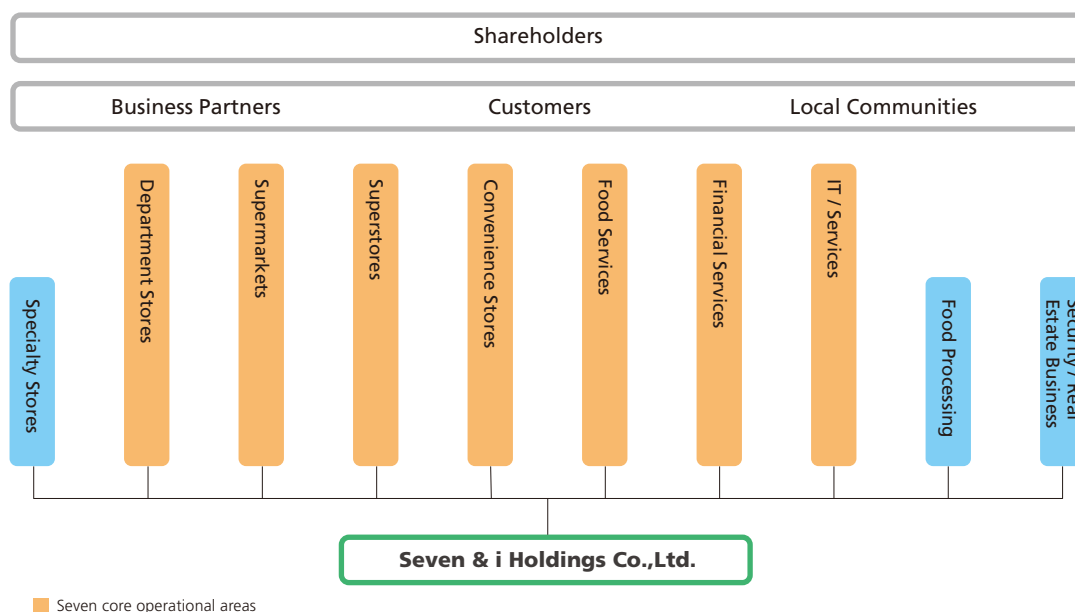
- Clearly delineating autonomy and the responsibilities of each group company
- Evaluating profitability and efficiently allocating management resources based on monitoring

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 & Seibu Co., Ltd.</p> <p>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

Profile

(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 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>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>

Consolidated Financial Summary

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	
Revenues from operations	3,530,316	3,542,146	3,623,554	3,895,772	5,337,806	5,752,392	
Operating income	201,301	207,783	211,950	244,940	286,838	281,088	
EBITDA* ¹	295,141	304,792	309,401	343,629	428,523	436,375	
Ordinary income	189,590	200,787	208,267	248,110	282,016	278,262	
Net income	46,623	53,632	17,205	87,930	133,419	130,657	
Total assets	2,401,736	2,461,927	2,574,817	3,424,878	3,809,192	3,886,680	
Net assets	1,111,475	1,138,210	1,144,504	1,603,684	1,969,149	2,058,038	
Minority interests in consolidated subsidiaries	366,093	365,992	402,862	114,196	62,350	73,020	
Interest-bearing debt	314,199	267,828	270,648	687,374	822,107	766,358	
Debt equity ratio (times)	0.28	0.24	0.24	0.43	0.43	0.39	
Cash flows from operating activities	202,697	237,956	266,709	217,325	157,209	465,380	
Cash flows from investing activities	(161,222)	(117,632)	(94,758)	(388,080)	(235,983)	(237,184)	
Free cash flows* ²	41,475	120,323	171,950	(170,754)	(78,774)	228,195	
Cash flows from financing activities	22,807	(153,731)	(56,524)	103,093	37,241	(130,136)	
Net (decrease) increase in cash and cash equivalents	61,782	(37,505)	115,058	(72,223)	(40,742)	97,636	
Cash and cash equivalents at end of fiscal year	604,895	567,389	683,100	610,876	570,133	667,770	
Capital expenditures	182,891	171,876	168,725	185,354	278,388	217,738	
Depreciation and amortization	92,895	94,984	95,160	97,810	132,693	143,642	
Net income per share	¥110.67	¥128.25	¥40.73	¥100.83	¥142.90	¥137.03	
Net assets per share	¥2,656.24	¥2,726.99	¥2,742.42	¥1,772.25	¥1,999.77	¥2,081.85	
Cash flow per share* ³	¥333.42	¥357.00	¥269.29	¥213.46	¥285.02	¥287.68	
Dividends per share	–	–	–	¥28.50	¥52.00	¥54.00	
Owner's equity ratio	46.3%	46.2%	44.4%	46.8%	50.1%	51.1%	
Return on equity (ROE)	4.2%	4.8%	1.5%	5.5%	7.6%	6.7%	
Return on total assets (ROA)	2.0%	2.2%	0.7%	2.6%	3.7%	3.4%	
Dividends payout ratio	–	–	–	–	36.4%	39.4%	
Ratio of total amounts of dividends to net assets	–	–	–	–	2.8%	2.6%	
Exchange rate							
(average on the term) US\$1=	¥125.18	¥116.00	¥108.23	¥110.26	¥116.38	¥117.85	
1yuan=	¥15.04	¥13.98	¥13.06	¥13.57	¥14.62	¥15.51	
(at fiscal year end) US\$1=	¥119.90	¥107.13	¥104.21	¥118.07	¥119.11	¥114.15	
1yuan=	¥14.49	¥12.95	¥12.59	¥14.63	¥15.24	¥15.62	

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 + Amortization of goodwill

*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

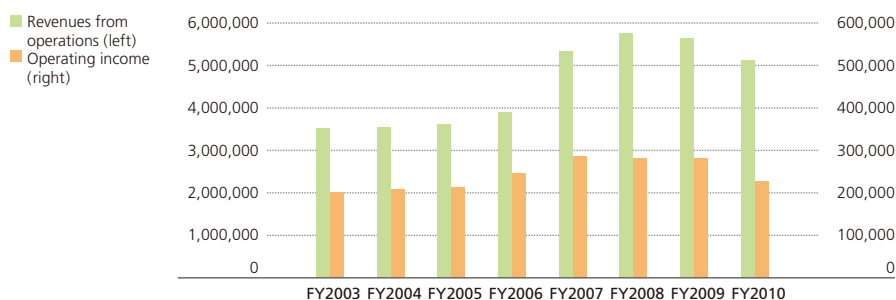
(Millions of yen)

	Feb. 28, 2005	Feb. 28, 2006	Feb. 28, 2007	Feb. 29, 2008	Feb. 28, 2009	Feb. 28, 2010
Short-term loans	5,654	114,462	176,913	149,861	191,100	151,200
Current portion of long-term loans	11,467	47,832	61,398	120,419	103,352	79,155
Current portion of bonds	20,000	–	30,000	16,217	50,592	20,385
Commercial paper	5,356	–	7,993	15,668	–	–
Subtotal	42,478	162,294	276,305	302,166	345,045	250,740
Bonds	115,000	115,000	145,000	131,077	180,448	190,068
Long-term loans	90,676	368,314	370,457	321,336	249,685	244,470
Commercial paper	22,493	41,764	30,344	11,777	18,688	16,208
Subtotal	228,170	525,079	545,801	464,191	448,822	450,746
Total	270,648	687,374	822,107	766,358	793,867	701,487

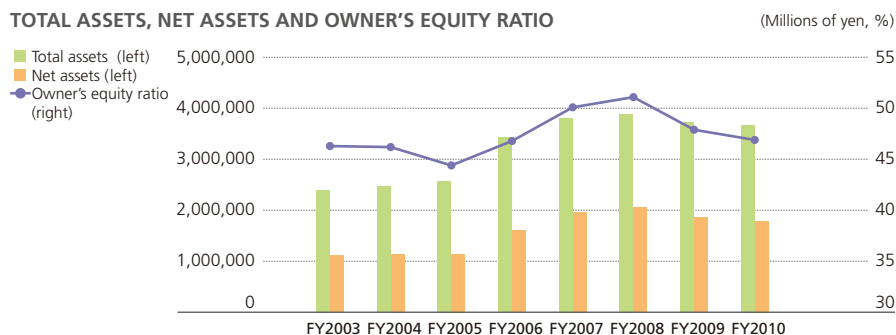
Note: Figures as of February 28, 2005 are for the former Ito-Yokado consolidated results.

	(Millions of yen)	
	FY2009	FY2010
	5,649,948	5,111,297
	281,865	226,666
	434,033	377,768
	279,306	226,950
	92,336	44,875
	3,727,060	3,673,605
	1,860,672	1,793,940
	75,092	71,251
	793,867	701,487
	0.44	0.41
	310,007	322,202
	(139,568)	(115,158)
	170,438	207,044
	(169,755)	(156,708)
	(4,286)	54,397
	663,483	717,320
	188,943	211,189
	140,529	132,232
	¥100.54	¥49.67
	¥1,975.95	¥1,905.97
	¥253.56	¥196.03
	¥56.00	¥56.00
	47.9%	46.9%
	4.9%	2.6%
	2.4%	1.2%
	55.7%	112.7%
	2.8%	2.9%
	¥103.48	¥93.65
	¥14.85	¥13.72
	¥91.03	¥92.10
	¥13.31	¥13.48

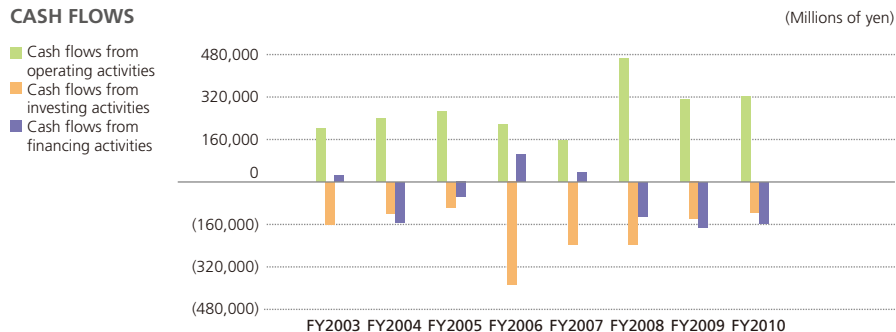
REVENUES FROM OPERATIONS AND OPERATING INCOME



TOTAL ASSETS, NET ASSETS AND OWNER'S EQUITY RATIO



CASH FLOWS



BREAKDOWN BY BUSINESS SEGMENT

	(Millions of yen)					
	Feb. 28, 2005	Feb. 28, 2006	Feb. 28, 2007	Feb. 29, 2008	Feb. 28, 2009	Feb. 28, 2010
Convenience store operations	42,036	56,353	48,401	35,991	25,188	20,631
Superstore operations	132,557	112,016	110,037	99,211	96,509	50,876
Department store operations	—	372,027	416,669	378,243	336,939	304,498
Food services	—	—	—	—	—	—
Others	6,750	6,000	5,250	4,500	3,750	3,000
Corporate	—	—	—	—	99,963	99,968
Subtotal (excluding financial services)	181,344	546,396	580,358	517,945	562,350	478,974
Financial services	89,304	140,977	241,749	248,413	231,517	222,512
Total	270,648	687,374	822,107	766,358	793,867	701,487

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

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REVENUES FROM OPERATIONS

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

OPERATING INCOME

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

CAPITAL EXPENDITURES

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

DEPRECIATION AND AMORTIZATION

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

Geographic Area Segments

REVENUES FROM OPERATIONS

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

OPERATING INCOME

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

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

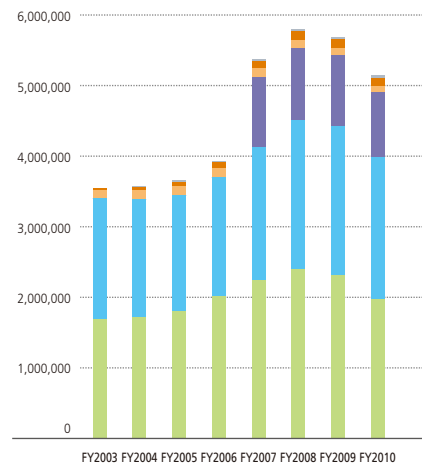
2. For the results of department store operations in FY2006, only the balance sheets are included in consolidated figures.

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.

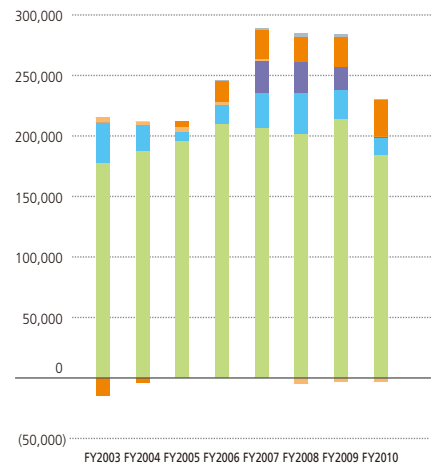
Business Segments

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

REVENUES FROM OPERATIONS (Millions of yen)



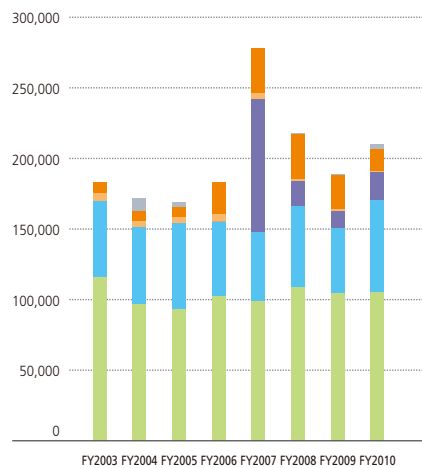
OPERATING INCOME (Millions of yen)



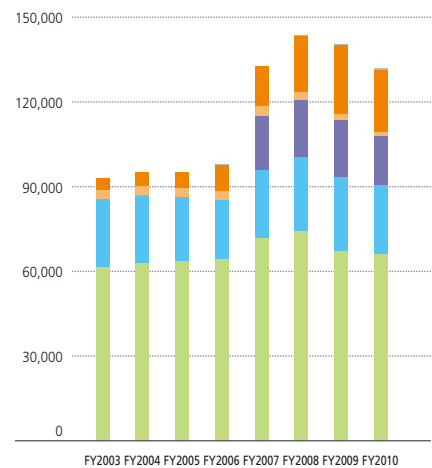
Performance Overview

Retailers in the World

CAPITAL EXPENDITURES (Millions of yen)



DEPRECIATION AND AMORTIZATION (Millions of yen)



Domestic Retail Environment

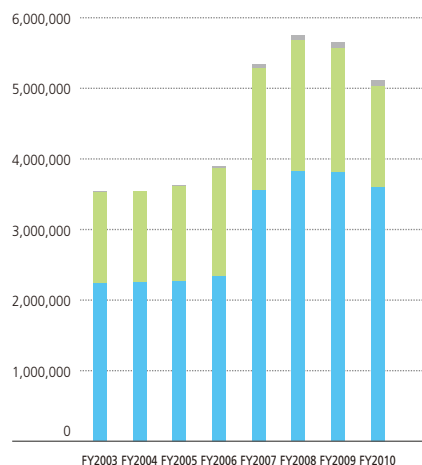
Group Business Strategy

Major Group Companies' Data

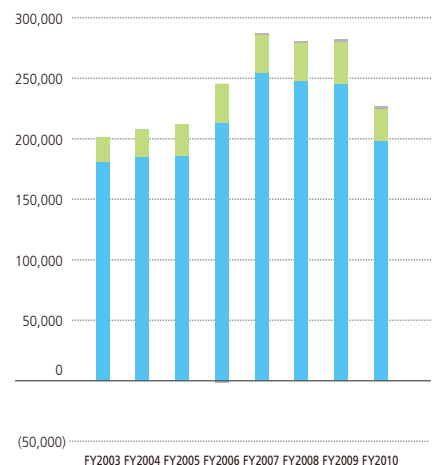
Geographic Area Segments

■ Japan ■ North America ■ Others

REVENUES FROM OPERATIONS (Millions of yen)



OPERATING INCOME (Millions of yen)



Domestic Market Share

Corporate Data

Sales Ranking

Sales Ranking by Retailers-Worldwide in FY2009

Source: STORES Magazine, January 2010

FY2009	FY2008	Company	Country	Sales		CAGR (%)	Net income	
				(Million \$)	(Billion ¥)		(Million \$)	(Billion ¥)
1	1	Wal-Mart Stores	U.S.	401,244	37,716.9	9.4	13,899	1,306.5
2	2	Carrefour	France	127,958	12,028.1	4.3	2,264	212.8
3	4	Metro	Germany	99,004	9,306.4	4.8	824	77.5
4	3	Tesco	U.K.	96,210	9,043.7	12.0	3,836	360.6
5	7	Schwarz	Germany	79,924* ¹	7,512.9* ¹	12.3	–	–
6	6	Kroger	U.S.	76,000	7,144.0	7.2	1,249	117.4
7	5	Home Depot	U.S.	71,288	6,701.1	1.9	2,260	212.4
8	9	Costco Wholesale	U.S.	70,977	6,671.8	11.2	1,283	120.6
9	10	Aldi	Germany	66,063* ¹	6,209.9* ¹	5.1	–	–
10	8	Target	U.S.	62,884	5,911.1	6.1	2,214	208.1
11	12	Rewe	Germany	61,549* ¹	5,785.6* ¹	4.2	–	–
12	11	Walgreen	U.S.	59,034	5,549.2	12.7	2,157	202.8
13	14	Auchan	France	56,831	5,342.1	6.1	1,095	102.9
14	16	Seven & i Holdings	Japan	54,113	5,094.7	9.7* ²	1,010	92.3
15	17	CVS Caremark	U.S.	48,990	4,605.1	14.1	3,212	301.9
16	15	Lowe's	U.S.	48,230	4,533.6	9.4	2,195	206.3
17	21	AEON	Japan	47,975	4,706.0	8.1	91	(2.7)
18	18	E. Leclerc	France	47,567* ¹	4,471.3* ¹	4.8	–	–
19	19	Edeka	Germany	47,389* ¹	4,454.6* ¹	4.9	–	–
20	13	Sears Holdings	U.S.	46,770	4,396.4	15.0	99	9.3
21	24	Best Buy	U.S.	45,015	4,231.4	12.9	1,033	97.1
22	23	ITM (Intermarche)	France	44,085* ¹	4,144.0* ¹	(2.4)	–	–
23	20	Safeway	U.S.	43,222* ¹	4,062.9* ¹	4.4	965	90.7
24	28	Casino	France	39,697	3,731.5	3.8	883	83.0
25	25	Royal Ahold	Netherlands	37,846	3,557.5	(8.8)	1,588	149.3
26	22	Woolworths	Australia	36,002	3,384.2	11.6	1,391	130.8
27	27	SuperValu	U.S.	34,664	3,258.4	26.9	(2,855)	(268.4)
28	36	Wesfarmers	Australia	32,716	3,075.3	62.7	1,148	107.9
29	26	J. Sainsbury	U.K.	32,558	3,060.5	2.3	498	46.8
30	32	IKEA	Sweden	31,794	2,988.6	13.4	–	–

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=¥94

*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

Ranking by Market Capitalization of Retailers-Worldwide

Profile

Performance
Overview

Retailers in
the World

Domestic
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Strategy

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Companies'
Data

Domestic
Market
Share

Corporate
Data

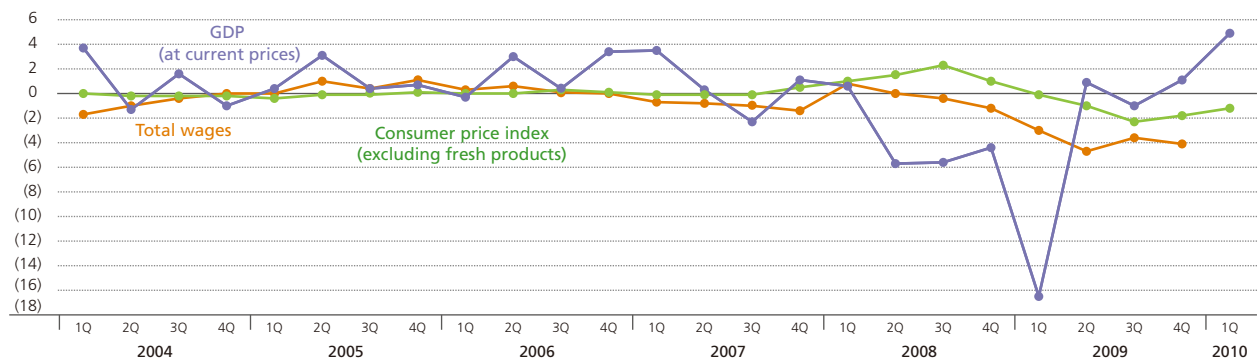
	Company	Country	Market capitalization		ROE (%)	EPS (\$)	PER (Times)	PBR (Times)
			(Million \$)	(Billion ¥)				
1	Wal-Mart Stores	U.S.	201,212	18,916.0	21.1	3.70	14.5	2.9
2	Amazon.com	U.S.	61,084	5,742.5	22.8	2.04	67.2	11.7
3	Home Depot	U.S.	59,656	5,608.3	14.3	1.57	22.4	3.1
4	Tesco	U.K.	53,236	5,004.7	16.9	0.45	14.9	2.4
5	Hennes & Mauritz	Sweden	53,018	4,984.2	42.2	2.73	23.5	9.5
6	CVS Caremark	U.S.	51,338	4,826.3	10.5	2.55	14.5	1.5
7	Target	U.S.	45,116	4,241.3	17.1	3.30	17.2	2.8
8	Wal-Mart de Mexico	Mexico	41,901	3,939.1	21.4	0.08	28.7	11.5
9	Lowe's	U.S.	39,145	3,680.0	9.6	1.21	22.4	2.1
10	Inditex	Spain	38,643	3,632.9	26.2	2.81	22.1	5.5
11	Carrefour	France	34,500	3,243.4	3.2	0.64	76.8	2.5
12	Walgreen	U.S.	34,392	3,233.2	14.6	2.02	17.4	2.4
13	Woolworths	Australia	31,280	2,940.7	28.7	1.40	18.0	4.9
14	EBAY	U.S.	31,080	2,921.8	19.2	1.83	13.0	2.2
15	Wesfarmers	Australia	27,405	2,576.4	7.0	1.49	18.3	1.4
16	Costco Wholesale	U.S.	26,025	2,446.6	11.3	2.47	23.9	2.6
17	Seven & i Holdings	Japan	23,208	2,181.8	2.6	0.53	48.5	1.3
18	Metro	Germany	19,596	1,842.2	6.6	1.56	38.5	2.6
19	Best Buy	U.S.	19,205	1,805.5	24.1	3.10	14.7	3.0
20	TJX	U.S.	18,971	1,783.5	48.4	2.84	16.3	6.6
21	Staples	U.S.	17,159	1,613.1	12.0	1.02	23.1	2.6
22	PPR	France	17,062	1,604.0	3.1	3.15	42.8	1.3
23	Kohl's	U.S.	16,881	1,586.9	13.6	3.23	17.0	2.3
24	GAP	U.S.	16,505	1,551.7	23.8	1.58	15.7	3.4
25	Fast Retailing	Japan	16,214	1,524.3	19.1	5.20	29.4	5.6
26	Royal Ahold	Netherlands	16,208	1,523.7	19.2	1.09	12.6	2.2
27	Falabella	Chile	15,295	1,437.9	11.2	0.16	39.7	4.4
28	Kroger	U.S.	14,366	1,350.5	1.4	0.11	202.1	3.0
29	Sears Holdings	U.S.	13,890	1,305.8	2.5	1.99	60.8	1.5
30	Bed Bath & Beyond	U.S.	12,099	1,137.5	18.0	2.30	20.0	3.3

Note: Ranking by market capitalization and exchange rates are as of April 30, 2010 (US\$1=¥94.01)
Source: Thomson Reuters

The Consumer Environment

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

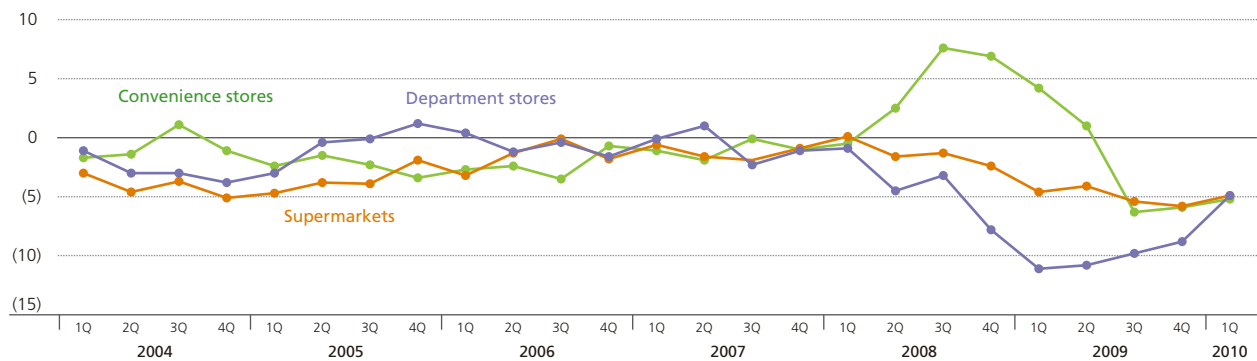
(%)



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

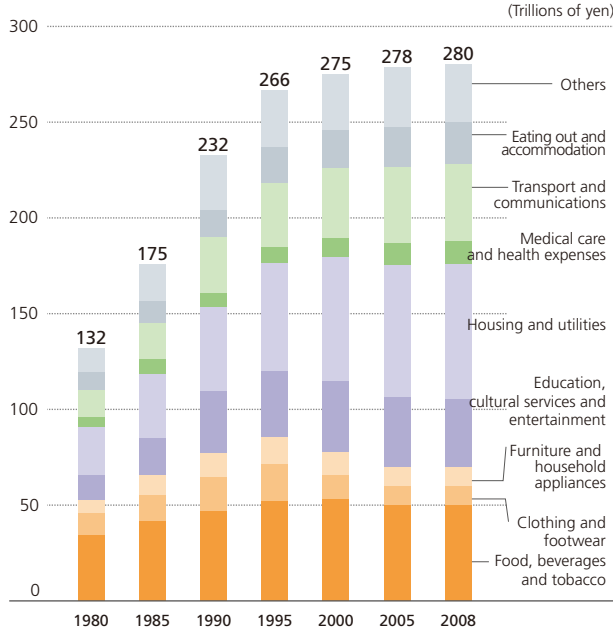
(%)



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

DOMESTIC FINAL CONSUMPTION EXPENDITURE OF HOUSEHOLD

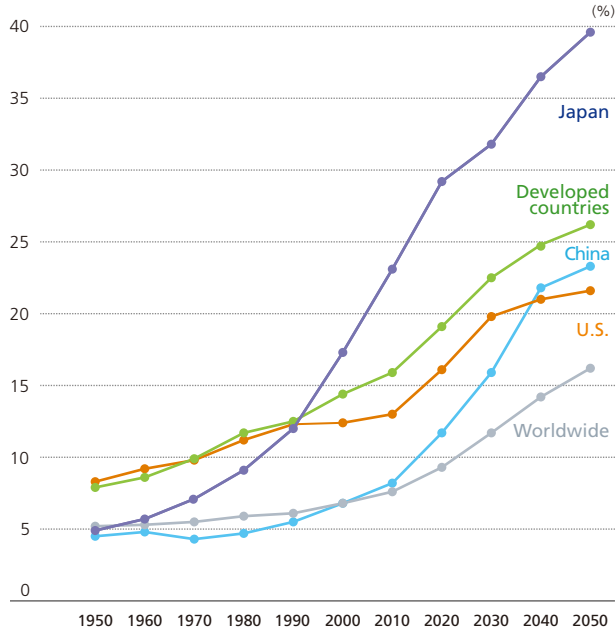
(Trillions of yen)



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

CHANGES IN THE POPULATION OF THOSE AGED OVER 65

(%)

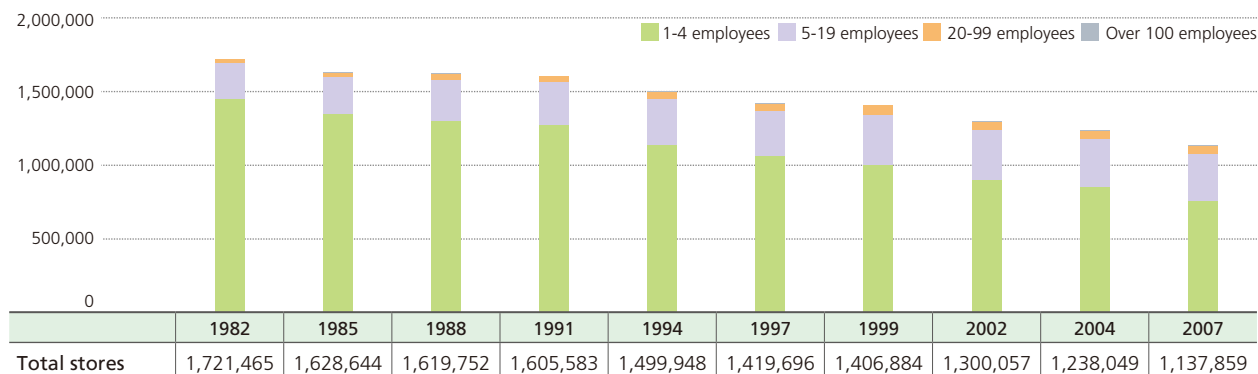


Source: Statistical Handbook of the World (Ministry of Internal Affairs and Communications)

Environment of Retail Industry

Profile

TREND IN NUMBER OF STORES BY STRATUM OF NUMBER OF EMPLOYEES

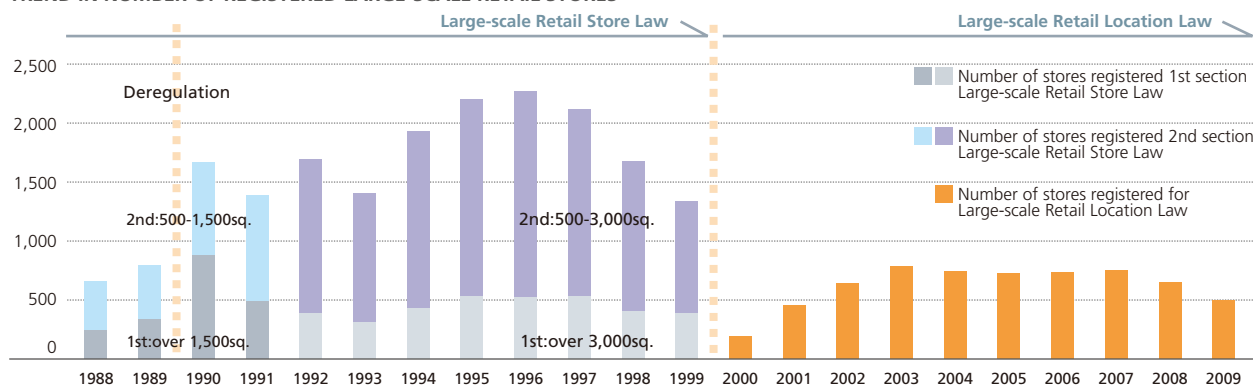


Source: The Census of Commerce (Ministry of Economy, Trade and Industry)

Performance Overview

Retailers in the World

TREND IN NUMBER OF REGISTERED LARGE-SCALE RETAIL STORES

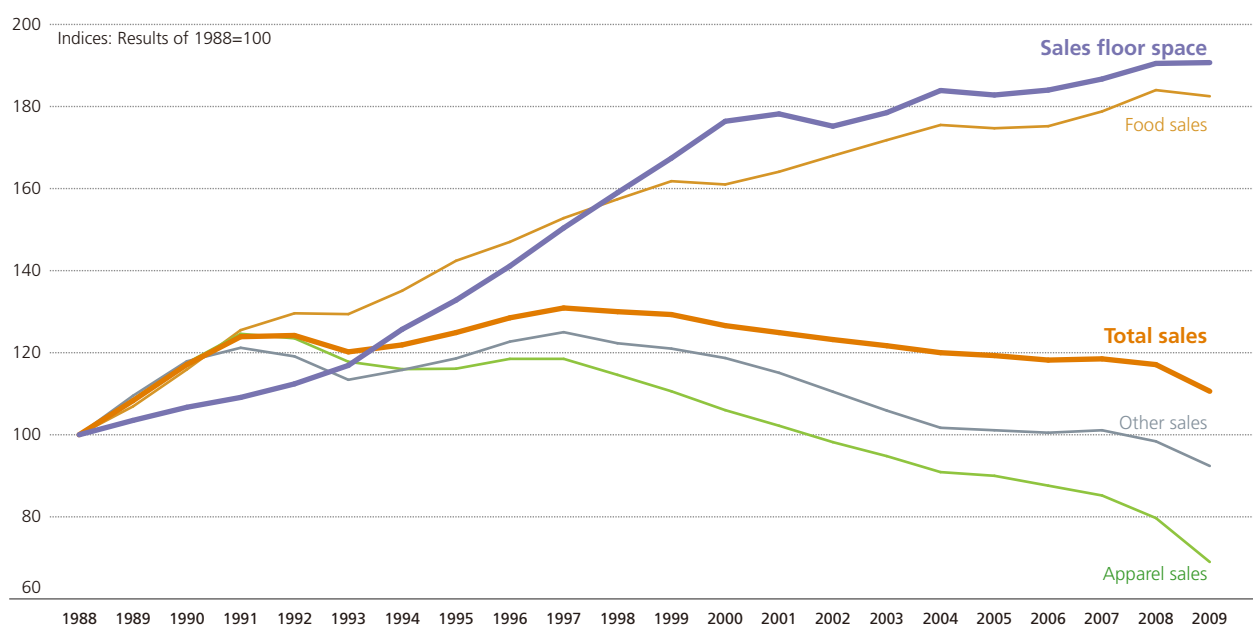


Source: Ministry of Economy, Trade and Industry

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

Domestic Market Share

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

Store Opening Policy by Store Format

Format	Store brand	Store development
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 38 prefectures at the end of February 2010
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, 2010 · 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  Robinson's	<ul style="list-style-type: none"> · Sogo, Seibu and Robinson will conduct collaborative store operations centered on key stores · Key stores (five stores) are Ikebukuro, Yokohama, Chiba, Kobe and Hiroshima · Conducting large-scale renovation for key stores and conversion of store format to multi-purpose commercial facilities for suburban stores
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, 2010 · Operate 14 stores in Ito-Yokado, one store in Ario, and one store in Seibu · Operate stores primarily in department stores and shopping centers in 22 prefectures at the end of February, 2010 · Operate 11 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 FY2010



Performance Overview

Retailers in the World

Domestic Retail Environment

Group Business Strategy

Store Network

(As of February 28, 2010)

									
Hokkaido	815	12	—	—	—	1	8	4	1
Tohoku	895	11	121	—	—	1	21	4	2
Kanto	5,416	119	43	62	6	7	367	40	24
Chubu	2,060	19	—	—	—	3	100	9	7
Kinki	1,423	11	—	—	2	3	27	14	12
Chugoku	832	2	—	—	2	—	2	3	5
Shikoku	—	—	—	—	1	—	—	1	1
Kyushu	1,312	—	—	—	—	—	—	3	3
Total	12,753	174	164	62	11	15	525	78	55

Major Group Companies' Data

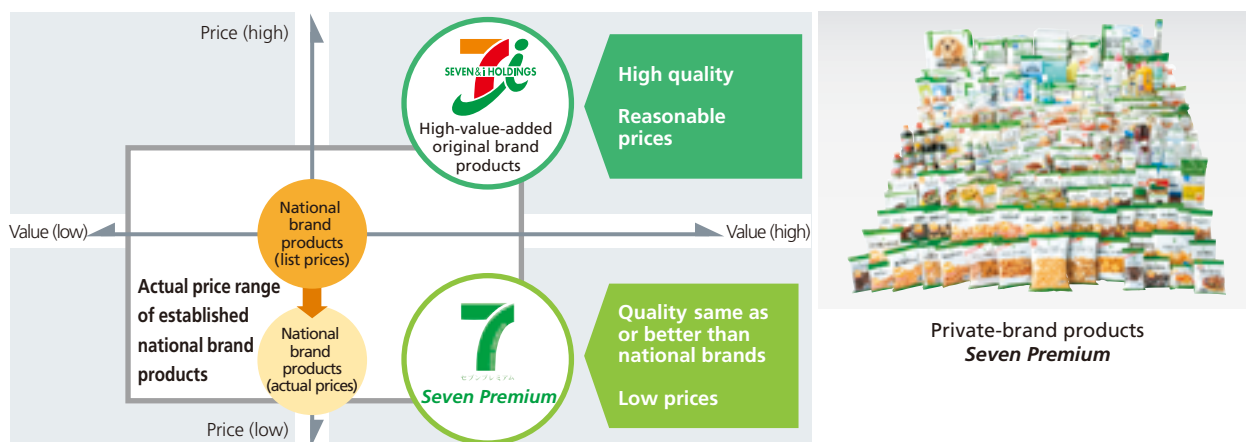
Domestic Market Share

Corporate Data

Merchandising

Group Merchandising Initiatives

Positioning of Private-Brand Products

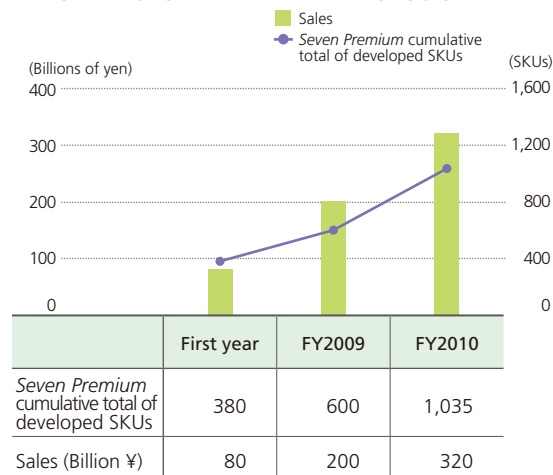


Implementation of the Merchandising Strategy

Development of *Seven Premium* private-brand products

November 2006:	Launched "The Group Merchandising Project"
May 2007:	Started sales of <i>Seven Premium</i> at superstores and supermarkets Number of SKUs: 49
August:	Started sales at Seven-Eleven
November:	Started sales of household goods
March 2008:	Started sales of processed fresh foods
May:	First anniversary of <i>Seven Premium</i> sales Cumulative total of developed SKUs: 380
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
May:	Second anniversary of <i>Seven Premium</i> sales Cumulative total of developed SKUs: 690
July:	Launch of the "Premium Life Enhancement Committee", a website community for product development that invites customers to participate
November:	Started sales of wine simultaneously in Japan and North America as the Group's first private brand product for the global market
May 2010:	Third anniversary of <i>Seven Premium</i> sales Cumulative total of developed SKUs: 1,100

PERFORMANCE OF PRIVATE BRAND PRODUCTS



Note: First year represents the period from May 2007 to May 2008.

Food section:

Comprising 19 subcommittees, 26 teams and 90 merchandisers and buyers

Household goods section:

Comprising 4 subcommittee, 12 teams and 43 merchandisers and buyers

Full-time project staff: 19

Integrated product procurement by the Group

- Uniform management of raw materials for each company and consolidation of product-use raw materials
- Strengthening of joint purchasing

Global strategy

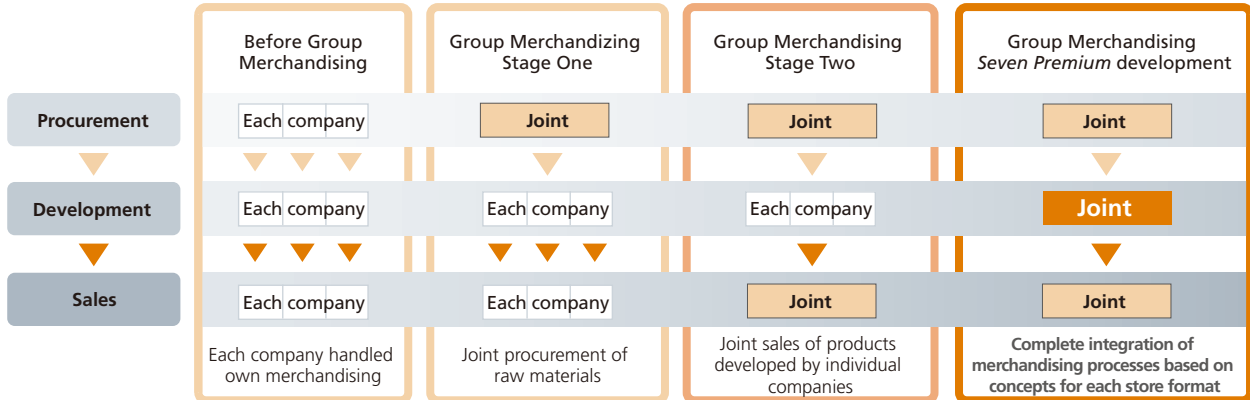
- Reinforcing product development to overseas and pursuing global synergies: Joint procurement of products and raw materials between Group companies

Distribution strategy

- Establishment of total optimization of distribution system
- Systematizing the Group's distribution section

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



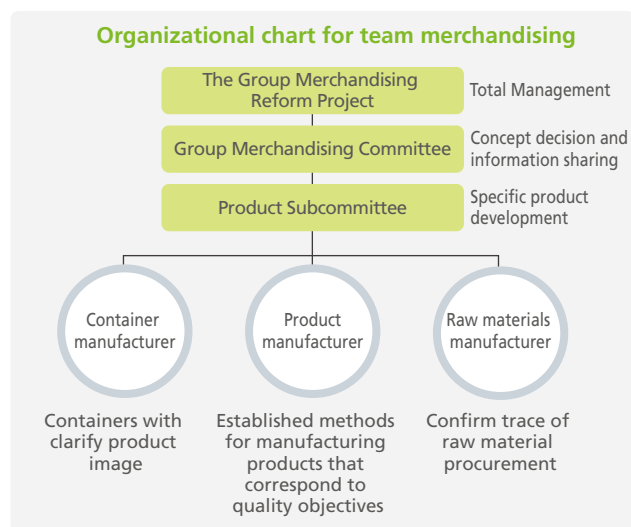
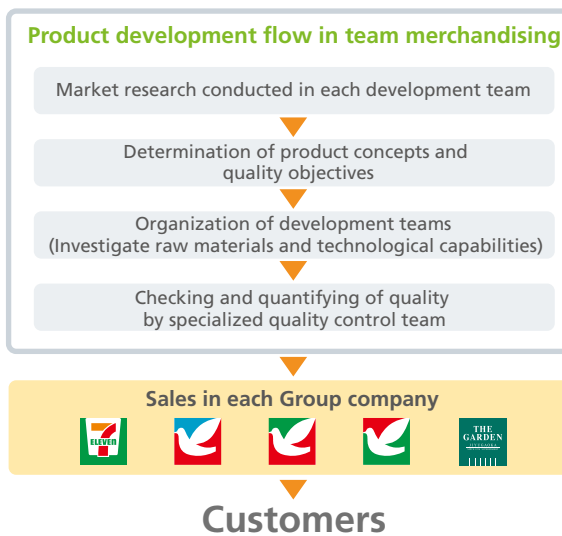
Performance Overview

Retailers in the World

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 23 subcommittees and 38 teams (as of May 2010), and product developments in each subcommittee are jointly conducted with manufacturers.

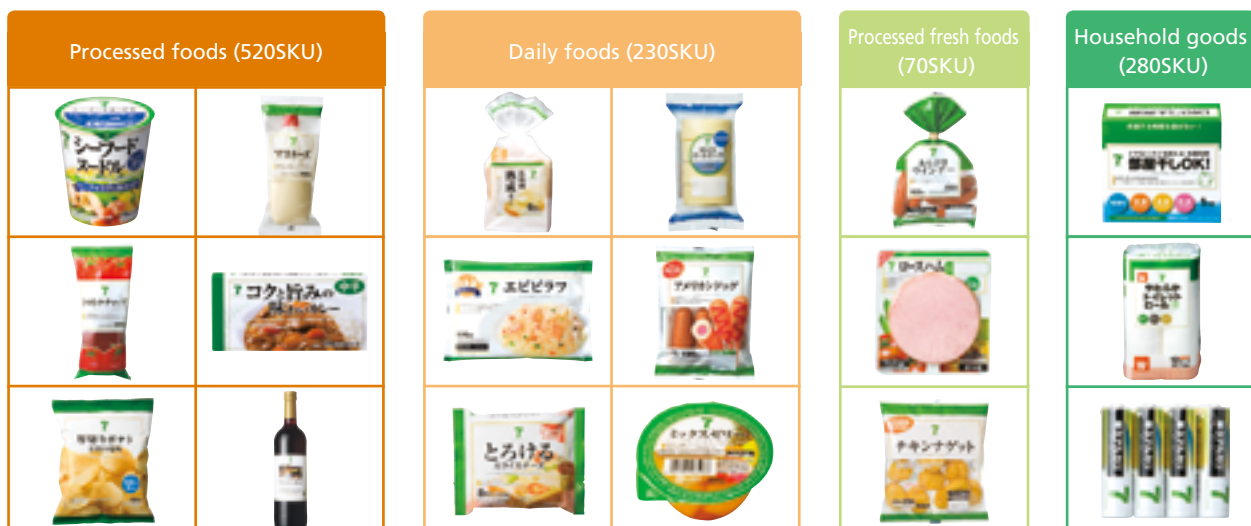
Domestic Retail Environment



Group Business Strategy

Major Group Companies' Data

Seven Premium Product Categories



Domestic Market Share

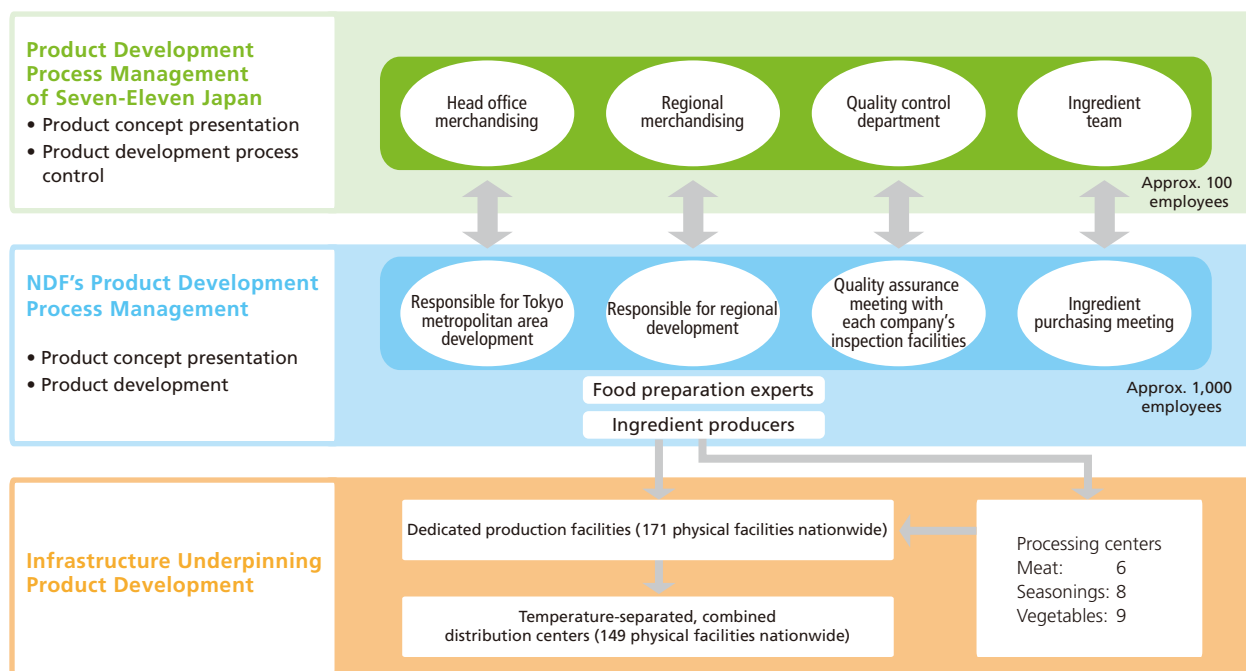
Corporate Data

(As of May 31, 2010)

Merchandising

Original Daily Food Products Development by Seven-Eleven Japan

Food Product Development System

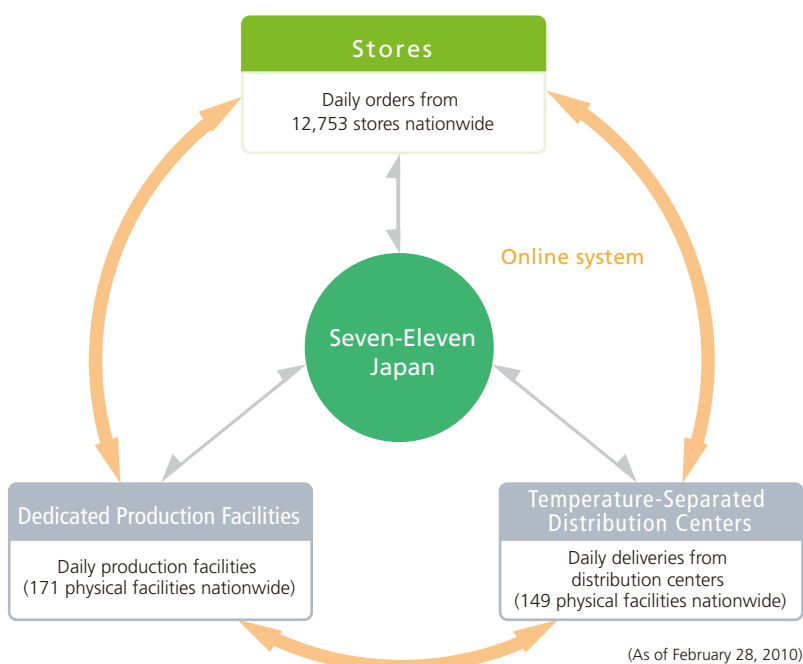


Notes 1. Nihon Delica Foods Association (NDF) was formed in 1979 mainly by vendors of rice-based products. NDF currently has approximately 80 member companies that engage in the vendor businesses of rice-based products, sandwiches, delicatessen items, noodles, and Japanese pickles. Members jointly develop 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, 2010.

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.

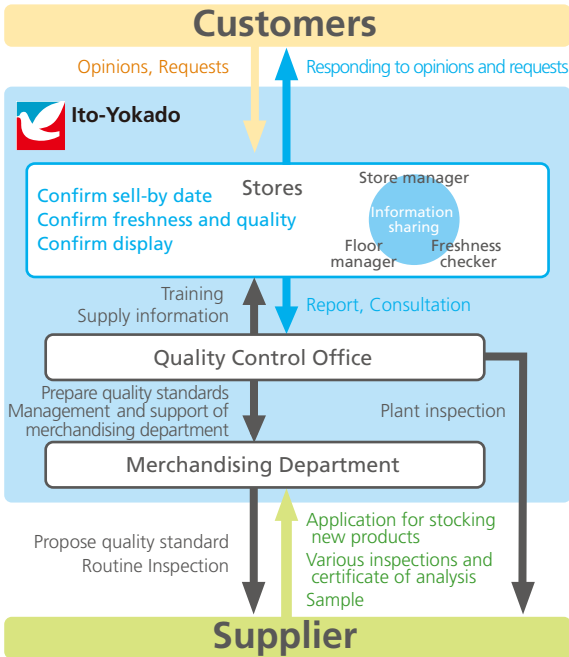


Examples of original daily food products

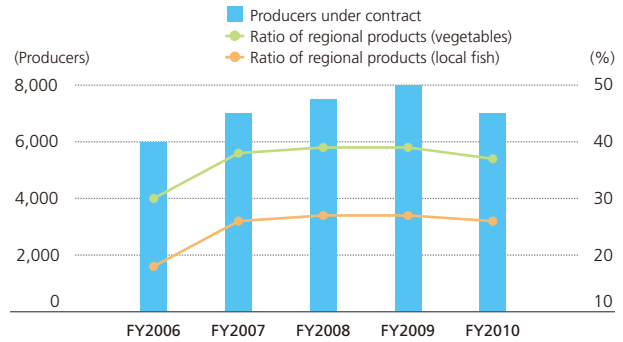
Food Safety Initiatives for Ito-Yokado

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.



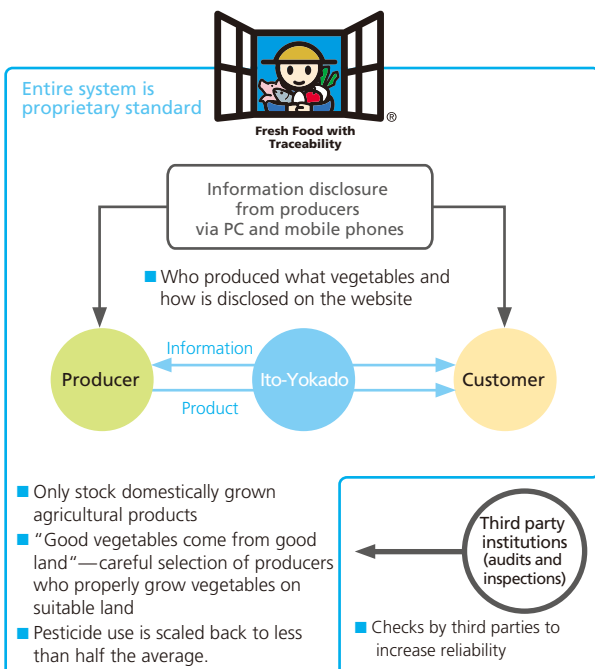
PROGRESS WITH REGIONAL PRODUCTS



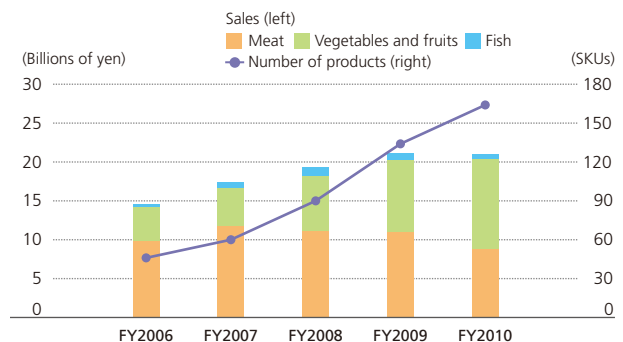
"Fresh Foods with Traceability" Initiatives

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

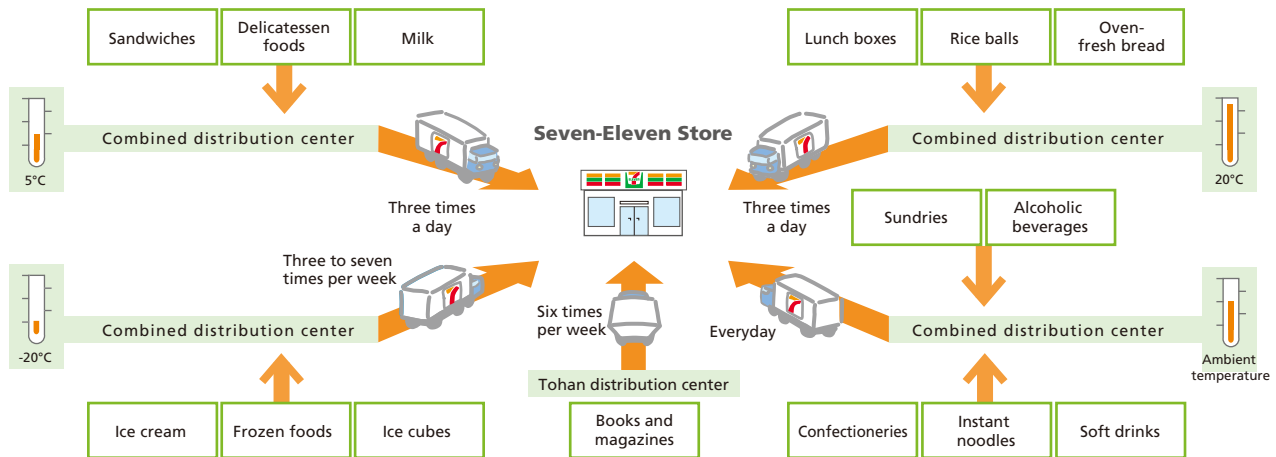


Distribution Systems

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

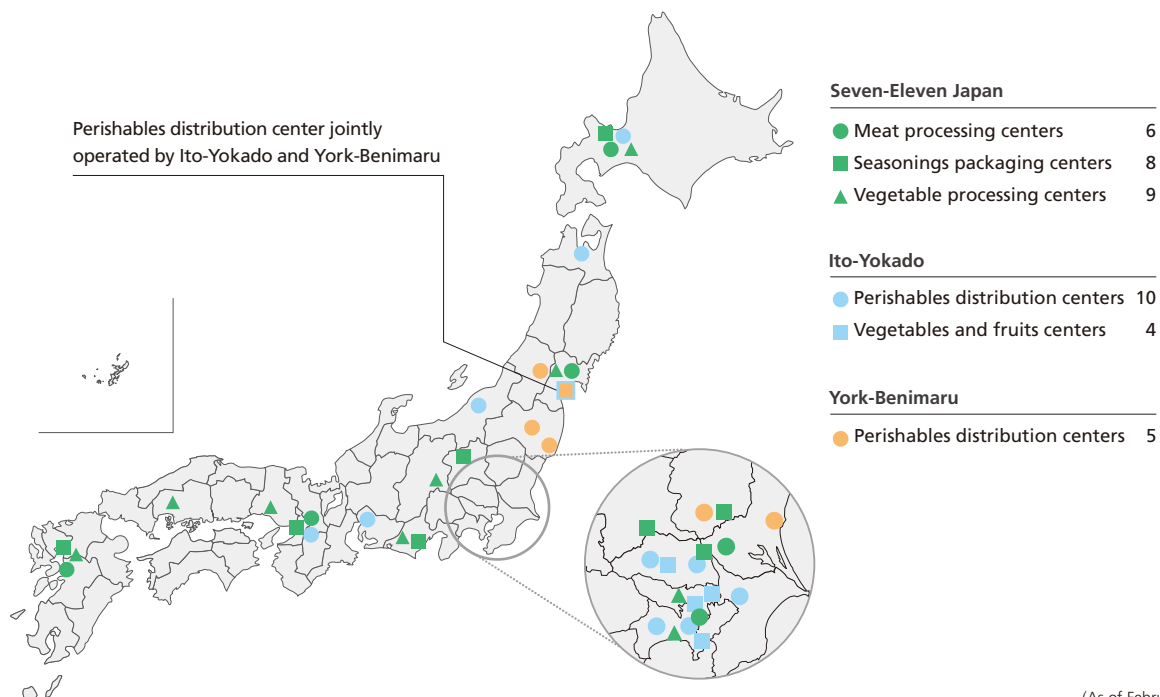


(As of February 28, 2010)

	Number of distribution centers	Number of physical facilities
5°C	66	5°C 16
20°C	67	20°C 17
		Share 50
-20°C	17	17
Subtotal	150	100
Ambient temperature	—	49
Total	—	149

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, 2010)

Information Systems

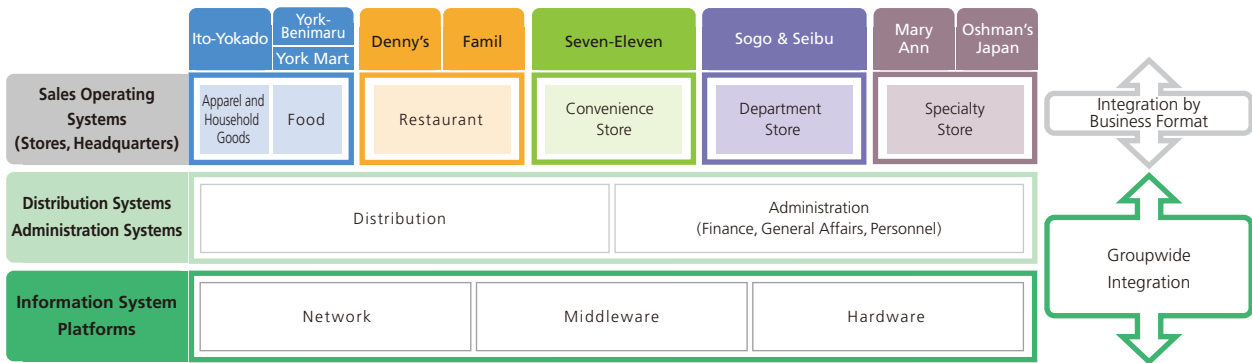
Profile

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

Performance Overview

CONCEPT CHART OF SYSTEM INTEGRATION



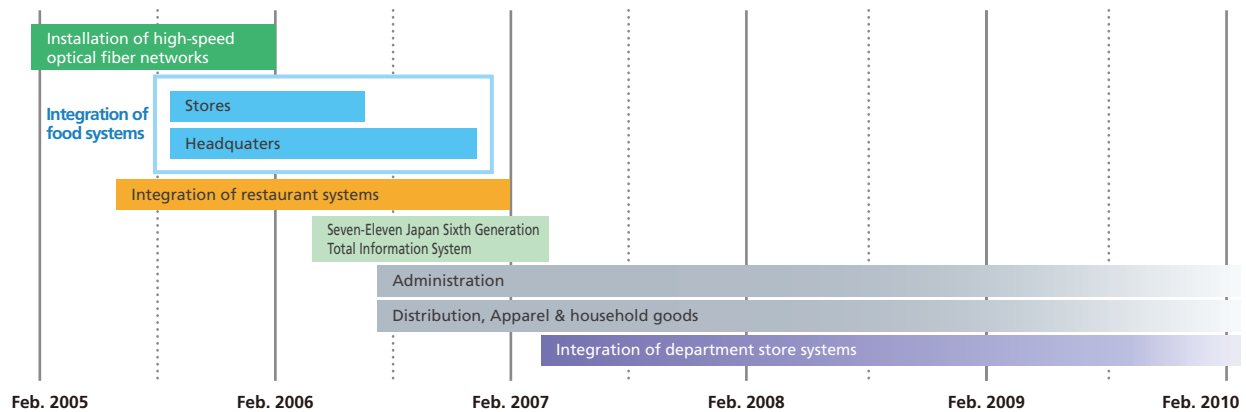
Retailers in the World

Domestic Retail Environment

Group Business Strategy

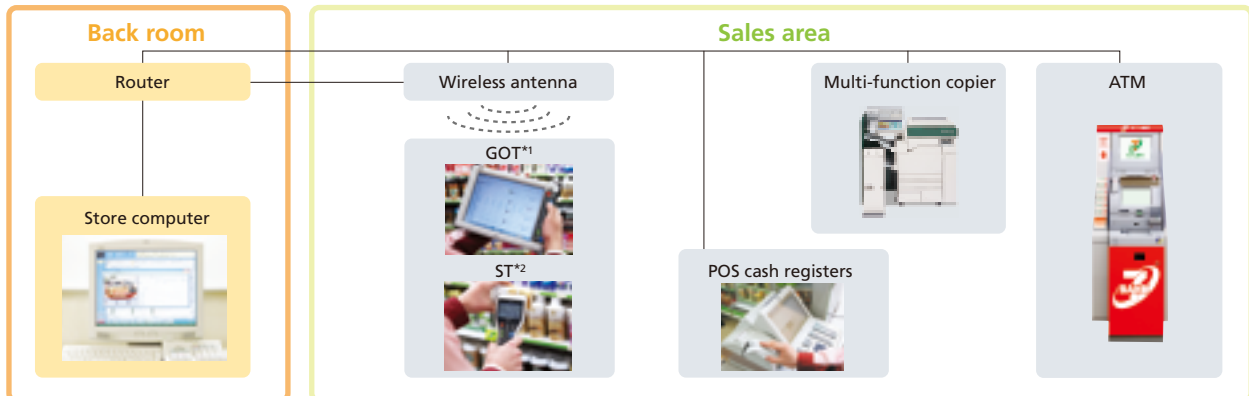
Major Group Companies' Data

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.



Domestic Market Share

Corporate Data

*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 over 26 million cards at present, and we will enhance the card strategy by expanding services to the entire Group. In March 2010, SEVEN & i FINANCIAL GROUP CO., LTD. and Credit Saison Co., Ltd. entered into a basic agreement to discuss details of a comprehensive business alliance. A newly established company by Credit Saison, conducting card business between Credit Saison and Sogo & Seibu, will be made a consolidated subsidiary of Seven & i Holdings. We will integrate various cards within the Group to make effective use of them as part of the Group's common infrastructure.

(As of April 30, 2010)

Card name	Number of card issued	Credit function	Point services	Stores with point service					
									
 nanaco	9.80 million	▲ ^{*1}	1 point given for every ¥100 spent	■	■			■	
 IY Card	2.97 million	●	1 point given for every ¥100 spent (additional 0.5 points given for credit card use)		■				
 Point Card	6.87 million	—	1 point given for every ¥100 spent		■				
 Millennium Card	2.47 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	2.44 million								
 Member's Card	1.58 million	×	1 point given for every ¥200 spent						■

Notes: 1. The number of card issued is as of February 28, 2010.

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.

Seven-Eleven Japan stores started to accept payment through IY Card (Visa / JCB) and JCB card from June 2010.

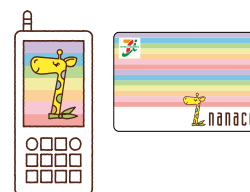
*1 Credit card functions can be used once the member becomes an IY Card or QUICPay member.




*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, 2010, the number of stores, including Group's Seven-Eleven stores, accepting *nanaco* payment expanded to approximately 54,800.

- 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: 41,471
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*: The Juroku Bank, Resona Bank, Saitama Resona Bank, The Kinki Osaka Bank, Yahoo Japan, CHIBA BANK, JCB

(as of April 30, 2010)

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

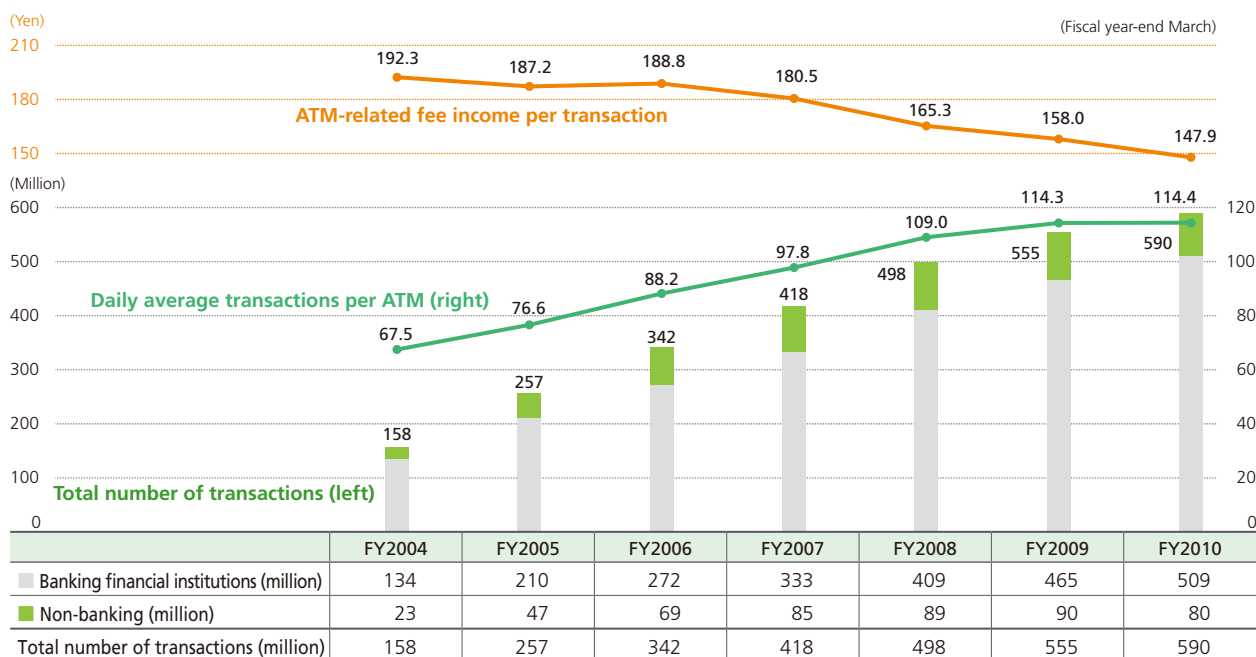
ATM Services

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.



Performance Overview

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

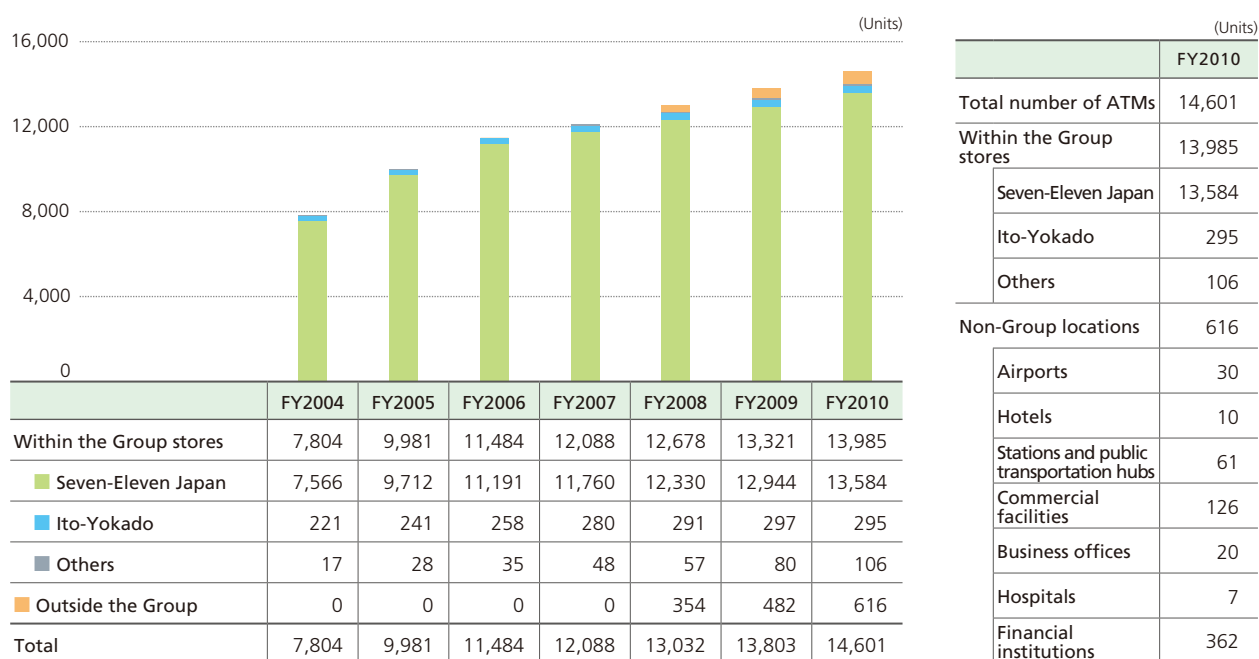


Retailers in the World

Domestic Retail Environment

Group Business Strategy

NUMBER OF ATMS INSTALLED



Major Group Companies' Data

Domestic Market Share

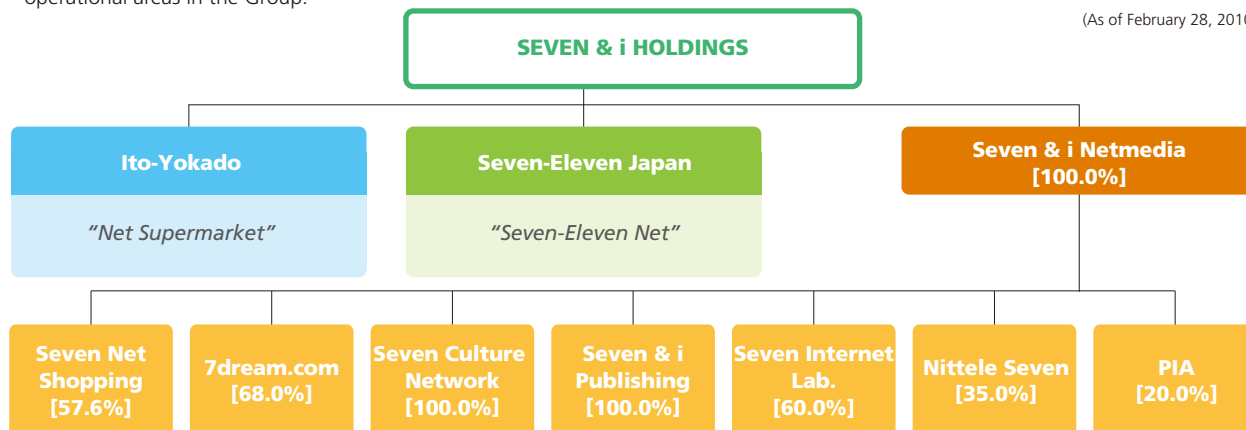
Corporate Data

IT / Services

Organization

Seven & i Netmedia, established in July 2008, will act as a core company to implement reorganization and consolidation of IT/Services operational areas in the Group.

(As of February 28, 2010)



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

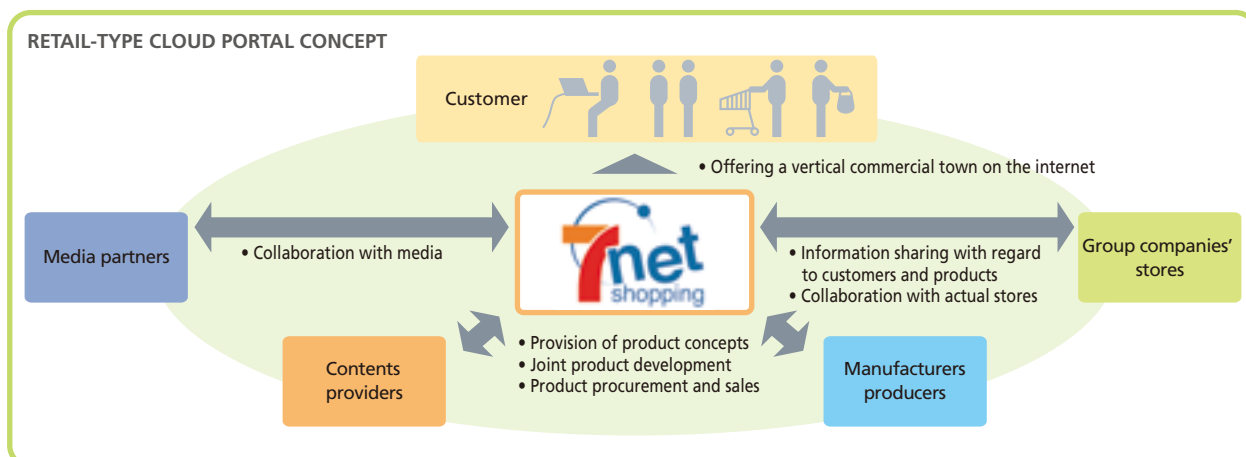
Business Overview

By utilizing group infrastructure such as high-performance information systems, distribution, and an existing store network of about 14,200 stores, we can offer IT / Services unique to the retail business company that would integrate the Internet and the actual stores.

Internet Shopping Business	With Seven Net Shopping as a core operator, this comprehensive Internet shopping service offers five million items in 11 categories.
Store-based Internet Service Business	<p>"Net Supermarket" With Ito-Yokado's stores manage as a core operator, fresh products are offered at the same prices as the in-store prices and delivered in the shortest amount of time within three hours after the placement of orders from customers located within its store catchment area.</p> <p>"Seven-Eleven Net" By enhancing the supplementation of Seven-Eleven stores' product lineups where it is hard to constantly keep in stock at the real stores, customers can receive and make payments for ordered items at the store front with no delivery charges or service fees.</p>
Information Terminal Service Business	<p>Services and products are offered through information terminal devices such as multi-function copier machine at Seven-Eleven Japan stores.</p> <p>Main services offered via multi-function copier machine:</p> <ul style="list-style-type: none"> • Photocopy, fax, printing photographs from various media, printing data from customers' home computer via the internet • Ticket sales*, public administration-related services (issuance of residence certificate and seal registration certificate) and other services <p>*Ticket sales cover movie tickets, various event tickets, seat reserved ticket for sports events and expressway bus services.</p>

Internet Shopping Business

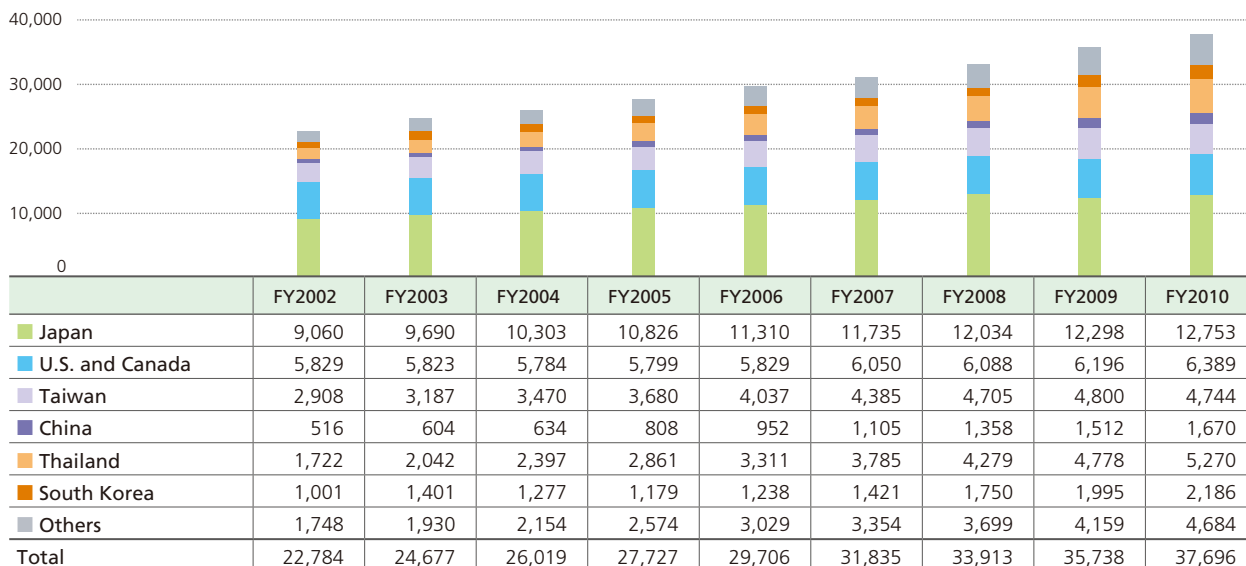
In December 2009, Seven and Y Corp. changed its name to Seven Net Shopping Co., Ltd., and started Group's comprehensive Internet shopping services under the name of "Seven Net Shopping".



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. As of the end of December, excluding figures for Japan which are as of the end of February of the following year

Performance Overview

Retailers in the World

Domestic Retail Environment

Major Seven-Eleven Store Operators Around the World

Our consolidated subsidiaries operate stores in Japan, the United States, Canada, China (Beijing, Tianjin), 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.	12,753
U.S. and Canada	7-Eleven, Inc.	6,389
China (Beijing, Tianjin)	SEVEN-ELEVEN (BEIJING) CO., LTD.	92
Hawaii	SEVEN-ELEVEN (HAWAII), INC.	55
Thailand	C.P. Seven-Eleven Public Co., Ltd. [Charoen Pokphand Group]	5,270
Taiwan	President Chain Store Corporation [Uni-President Enterprise Corp.]	4,744
South Korea	Korea Seven Co., Ltd. [Lotte Group]	2,186
China (Guang Dong Province, Hong Kong, Macau)	The Dairy Farm Company, Limited [Dairy Farm International Holdings Limited]	1,565
Singapore	Cold Storage Singapore (1983) Pte. Ltd. [Dairy Farm International Holdings Limited]	484
Philippines	Philippine Seven Corporation [President Chain Store Corporation]	446

Notes: 1. Companies in shaded area are subsidiaries.
2. The number of Japan stores is as of February 28, 2010. Others are as of December 31, 2009.
3. Company names in parentheses are the names of the corporate groups affiliated with the companies listed above.

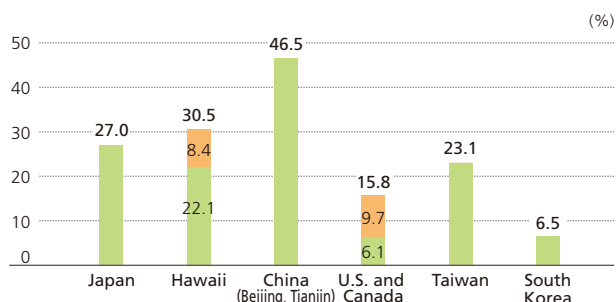
Group Business Strategy

Major Group Companies' Data

Domestic Market Share

Sales of Fast Food of Seven-Eleven in the World

FAST FOOD SALES AS A PERCENTAGE OF TOTAL SALES FOR FY2010



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.

Corporate Data

Global Strategy

Operations in China

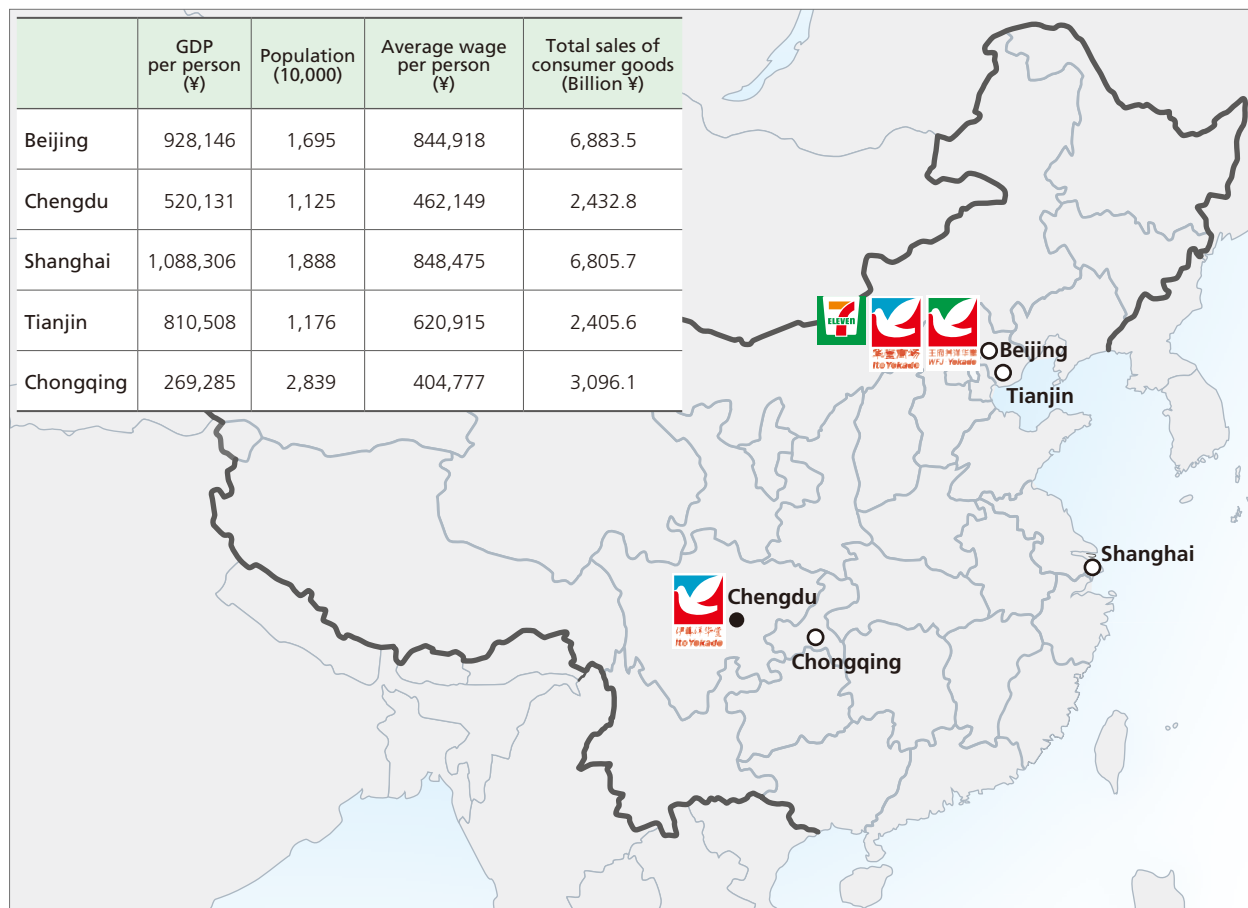
Adhering to our area dominance strategy for opening new stores, we are operating convenience stores, superstores, supermarkets and restaurants in China. Working to enhance synergy effects, we are exchanging information across business formats and starting to develop products jointly.

Company Overview

(As of December 31, 2009)

	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\$18,000,000	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%
Seven & i Restaurant (Beijing) Co., Ltd.	Restaurant	Feb. 2009	July 21, 2009	50,000,000yuan	Seven & i Food Systems Co., Ltd.	75.0%
					Beijing Wangfujing Department Store Group Co., Ltd.	15.0%
					China National Sugar & Alcohol Group	10.0%

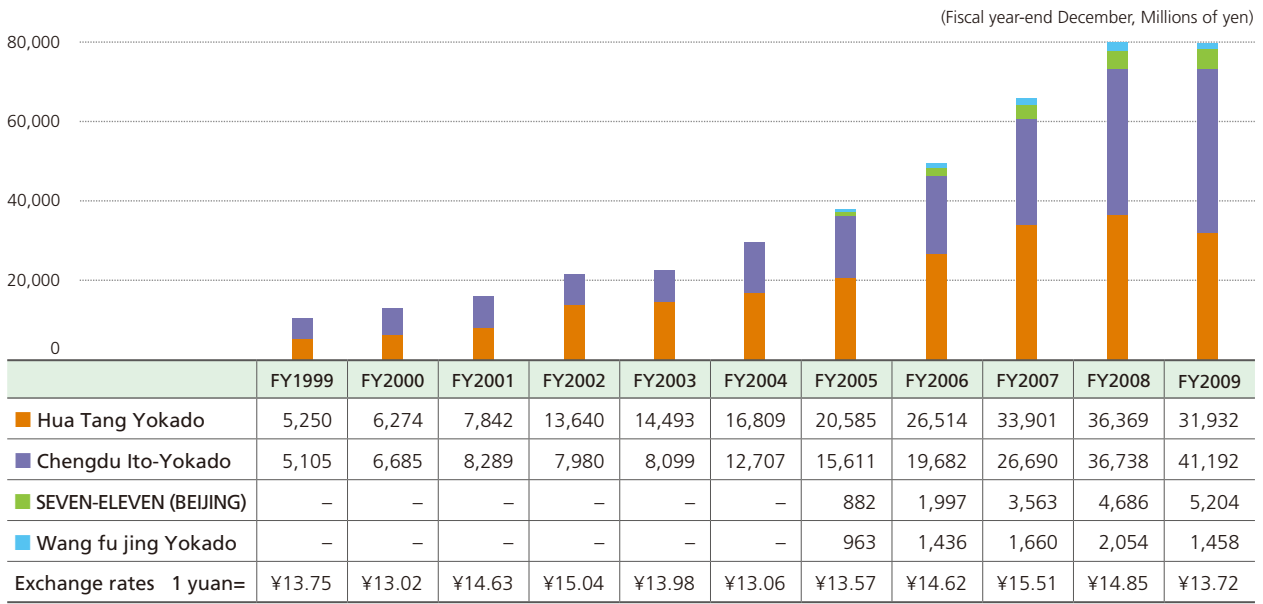
China Market



Note: Exchange rate: 1 yuan=¥15

Source: National Bureau of Statistics of China (2008)

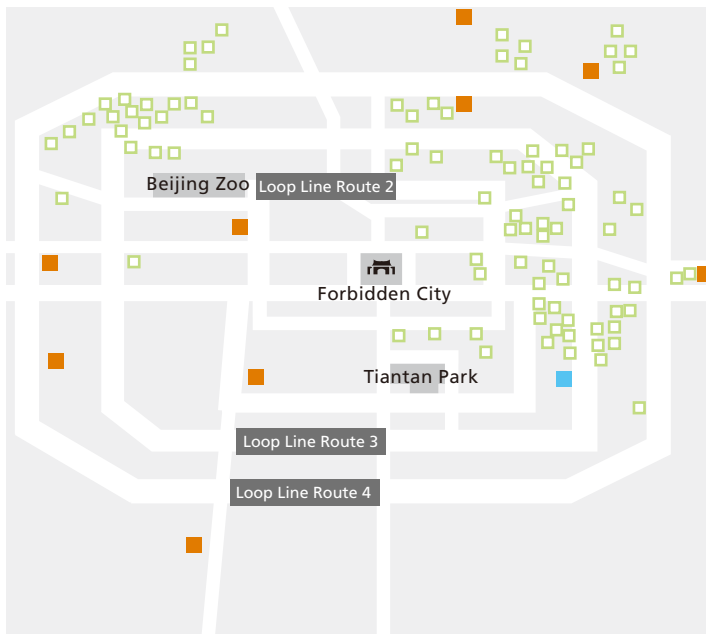
Sales Trend



Note: Sales exclude value added tax.

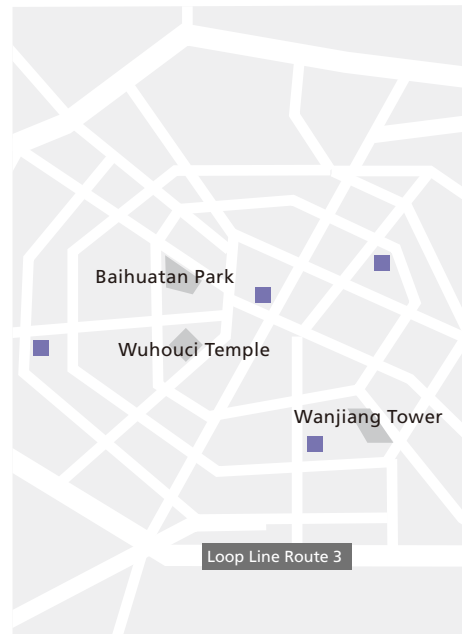
Store Openings

Beijing



Chengdu

(As of December 31, 2009)



SEVEN-ELEVEN: 92 stores



Hua Tang Yokado: 9 stores



Wang fu jing Yokado: 1 store



Chengdu Ito-Yokado: 4 stores

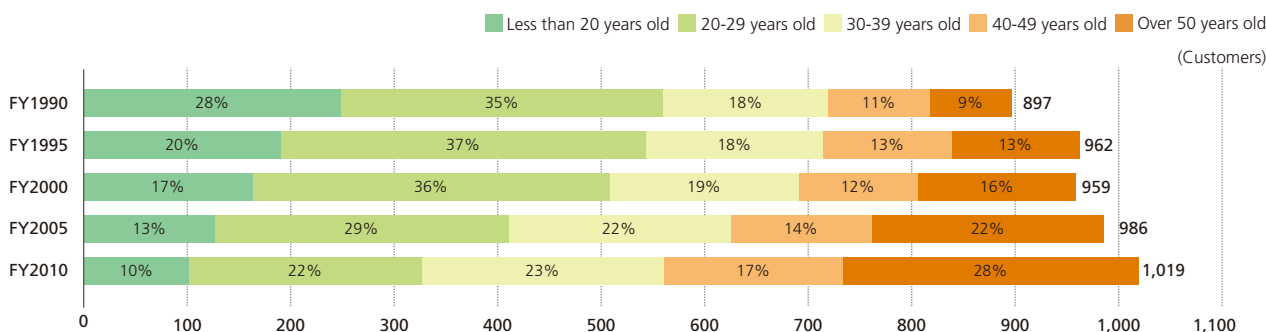
Convenience Store

SEVEN-ELEVEN JAPAN

(Millions of yen)

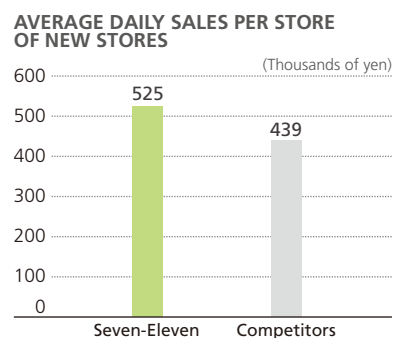
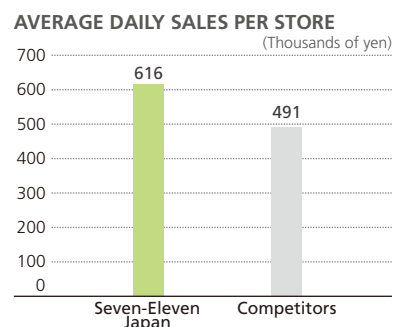
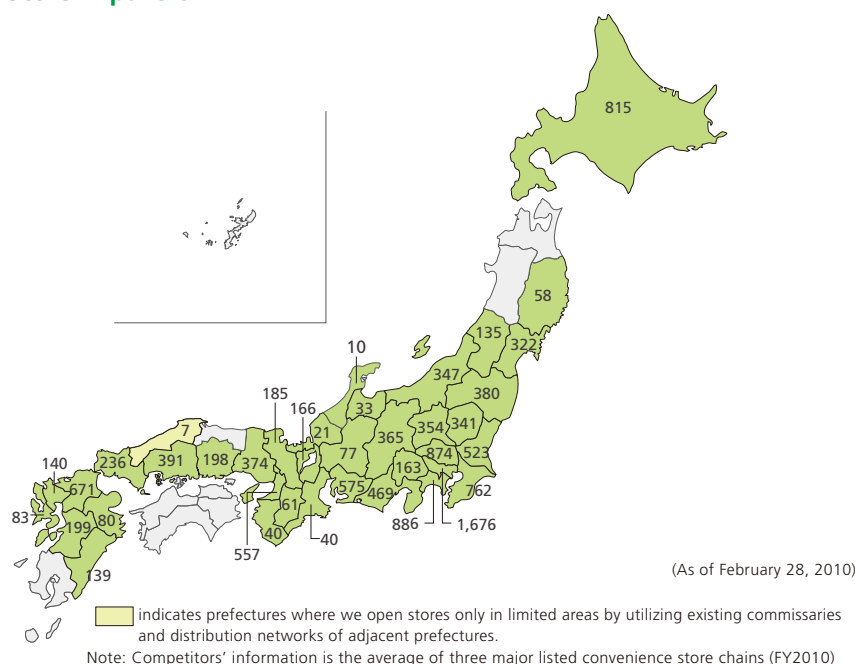
	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010
Revenues from operations	467,233	492,831	516,967	527,667	540,773	535,018
Operating income	174,365	177,350	172,737	168,171	178,060	156,220
Ordinary income	176,070	178,682	176,763	176,465	187,997	164,445
Net income	92,891	118,778	98,402	101,717	107,189	92,439
Capital expenditures	55,895	59,560	51,299	51,945	58,670	66,222
Depreciation and amortization	26,064	25,769	25,203	24,368	26,317	28,587
Total assets	948,488	1,136,999	1,149,977	1,214,689	1,288,298	1,301,004
Net assets	722,145	883,148	924,642	975,809	1,035,835	1,022,065
Total store sales	2,440,853	2,498,754	2,533,534	2,574,306	2,762,557	2,784,997
Processed food	754,223	752,124	752,459	767,143	787,328	788,154
Fast Food	715,170	732,134	734,724	736,251	759,703	751,949
Daily food	317,310	327,336	329,359	332,085	334,269	336,984
Nonfood	654,148	687,157	716,990	738,825	881,255	907,909
Existing stores sales increase	(0.7)%	(1.6)%	(1.9)%	(1.5)%	5.2 %	(2.1)%
Number of customers	0.2 %	0.0 %	(1.7)%	0.4 %	4.7 %	0.5 %
Average spending per customer	(0.8)%	(1.5)%	(0.2)%	(1.9)%	0.4 %	(2.6)%
Average daily sales per store (thousand ¥)	639	627	610	597	629	616
Average daily sales per store of new stores (thousand ¥)	541	550	515	517	555	525
Merchandise gross profit margin	30.7%	31.0%	30.9%	31.0%	30.2%	30.3%
Number of stores	10,826	11,310	11,735	12,034	12,298	12,753
Openings	904	891	832	816	874	966
Closures	381	407	407	517	610	511
Relocations	326	312	282	365	429	414
Type A franchised stores	5,249	5,196	5,122	4,919	4,638	4,437
Type C franchised stores	4,799	5,208	5,608	6,311	6,946	7,703
Provisional management contract stores	255	309	365	136	53	12
Directly operated stores	523	597	640	668	661	601
Ratio of stores with liquor license	87.3%	86.6%	92.1%	96.7%	97.7%	98.6%
Ratio of stores with tobacco license	78.6%	80.8%	82.6%	85.0%	86.8%	89.5%
Total sales floor space (square meters)	1,236,387	1,318,053	1,389,965	1,446,872	1,499,163	1,571,247
Full-time employees (term-end)	4,815	4,804	4,963	5,294	5,542	5,763
Payment acceptance services						
Number of transactions (thousands)	195,525	226,995	259,127	290,474	308,546	323,966
Total value of transactions (million ¥)	1,681,775	2,009,554	2,383,539	2,734,184	2,950,068	3,072,749

Average Daily Number of Customer Visits per Store



Source: Customer Survey by Seven-Eleven Japan

Store Expansion



Performance Overview

Retailers in the World

Domestic Retail Environment

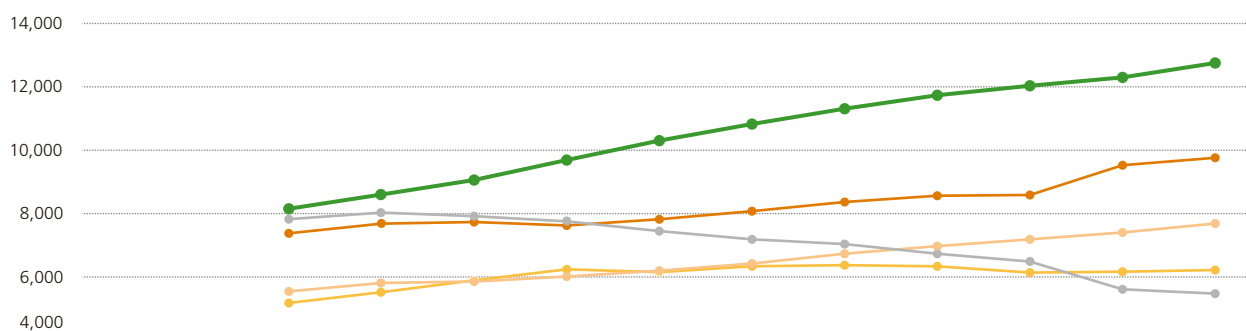
Group Business Strategy

Major Group Companies' Data

Domestic Market Share

Corporate Data

Number of Major Convenience Store Chains in Japan



	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010
● Seven-Eleven Japan	8,153	8,602	9,060	9,690	10,303	10,826	11,310	11,735	12,034	12,298	12,753
● Lawson	7,378	7,683	7,734	7,625	7,821	8,077	8,366	8,564	8,587	9,527	9,761
● FamilyMart	5,546	5,812	5,856	6,013	6,199	6,424	6,734	6,974	7,187	7,404	7,688
● Circle K Sunkus	5,181	5,519	5,894	6,241	6,152	6,339	6,372	6,336	6,139	6,166	6,219
● Other CVS	7,825	8,031	7,919	7,755	7,448	7,188	7,038	6,733	6,486	5,611	5,474
Nationwide	34,083	35,647	36,463	37,324	37,923	38,854	39,820	40,342	40,433	41,006	41,895

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

Contract Type of Franchised Stores

	Type A (4,437 stores)	Type C (7,703 stores)	
Type of ownership	Franchisee provides	Seven-Eleven Japan provides	
Land and buildings			
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		
Cost of disposing unsold items	Seven-Eleven Japan 15%; Franchisee 85%		
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, 2010.

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.

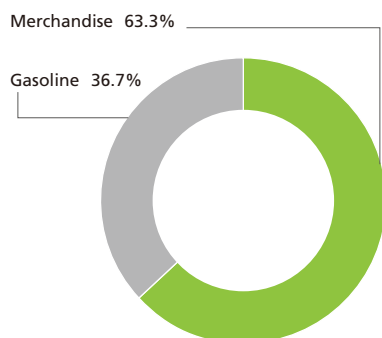
(Fiscal year-end December, Millions of yen)

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Revenues from operations	1,325,393	1,498,678	1,707,532	1,843,408	1,742,395	1,411,391
Net sales	1,311,852	1,485,408	1,690,613	1,822,737	1,725,910	1,394,694
Merchandise	854,265	916,066	1,008,818	1,068,453	967,411	883,229
Gasoline	457,586	569,342	681,795	754,283	758,499	511,464
Operating income	26,530	32,348	32,015	31,726	34,711	34,427
Net income	7,024	1,823	14,702	17,289	19,652	17,975
Capital expenditures	–	40,650	46,288	55,499	44,540	37,948
Depreciation and amortization	–	38,047	45,560	48,713	38,284	34,974
Total assets	421,116	650,472	655,233	609,319	493,108	511,766
Net assets	136,590	288,735	307,357	312,900	260,589	274,855
Exchange rate (Income statements) US\$1=	¥108.23	¥110.26	¥116.38	¥117.85	¥103.48	¥93.65
Exchange rate (Balance sheets) US\$1=	¥104.21	¥118.07	¥119.11	¥114.15	¥91.03	¥92.10
Existing stores sales increase (U.S. Merchandise sales)	5.3%	4.4%	3.1%	3.1%	0.4%	0.6%
Average daily sales per store (thousand ¥)	405	434	477	501	440	399
Merchandise gross profit margin	35.7%	35.8%	36.0%	35.9%	35.2%	35.2%
Number of stores	5,799	5,829	6,050	6,088	6,196	6,389
Openings	63	72	302	106	172	268
Closures	48	42	81	68	64	75
Franchised stores	3,422	3,508	3,828	4,041	4,220	4,649
Directly operated stores	2,377	2,321	2,222	2,047	1,976	1,740
Stores with gas station	2,432	2,437	2,436	2,440	2,486	2,495
Total sales floor space (square meters)	922,300	928,966	967,428	974,970	992,237	1,016,254
Full-time employees (term-end)*	22,064	21,361	21,084	19,308	17,084	14,397

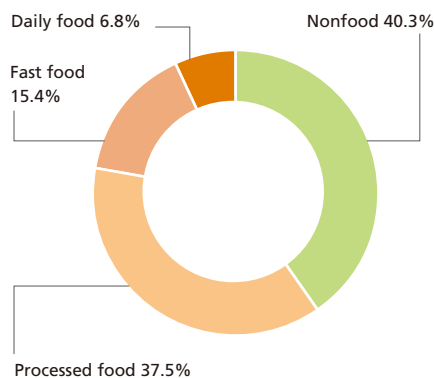
Note: From FY2005, in accordance with change of accounting standard, the assets, liabilities, equity and results of operations of its franchised stores are included in its balance sheets and income statements.

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

Breakdown of Net Sales

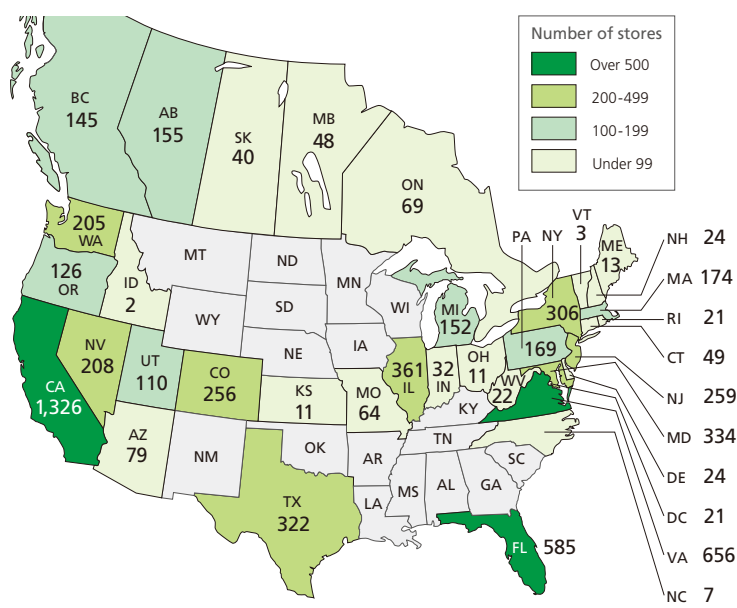


Breakdown of Merchandise Sales by Product Category



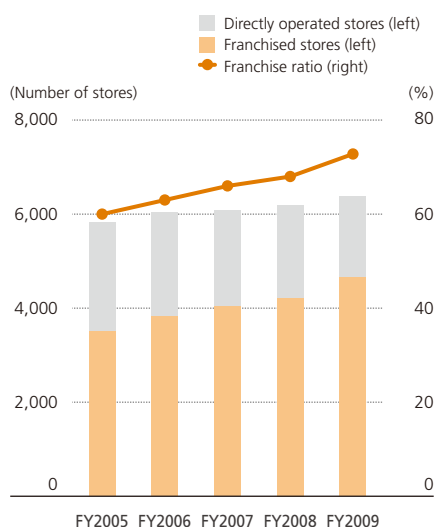
Private-brand products
7-select

Store Expansion



(As of December 31, 2009)

TRENDS IN STORE TYPE



Comparison of Seven-Eleven in Japan and the U.S. / Canada

	Japan	U.S. / Canada
Store-related		
Number of stores by type ^{*1}	Type A franchised stores 4,437 Type C franchised stores 7,703 Provisional management contract stores 12 Directly operated stores 601 (As of February 28, 2010)	Type A franchised stores (Business Conversion Program) 174 Type C franchised stores 4,475 Provisional management contract stores – Directly operated stores 1,740 (As of December 31, 2009)
Sales floor space (per store) ^{*2}	Approximately 120 square meters	Approximately 150 square meters
Stores with gas stations	20 stores ^{*3}	2,495 stores
Products and services		
Sales by product category	Processed foods 28.3% Fast food 27.0% Daily food 12.1% Nonfood 32.6% Gasoline –	Processed foods 23.7% Fast food 9.8% Daily food 4.3% Nonfood 25.5% Gasoline 36.7%
Services	ATM Payment acceptance Express package delivery service Multi-function copier ^{*4} <i>nanaco</i> point service	V com ^{*5} ATM Sales of gift cards Sales of prepaid mobile phone Point service when using own credit card
Payment method	Cash/ <i>nanaco</i> e-money / credit card ^{*6}	Cash/credit card/debit card/check
Online shopping	Free shipping and commissions by picking up goods at stores	–
Number of items per store	Approximately 2,500 items	Approximately 2,300 items
Accounting standard		
Components of revenues from operations	Net sales of directly operated stores and franchise charge from franchised stores	Net sales of directly operated stores and franchised stores

*1 For Type A, franchisees provide store lands and buildings. For Type C, franchisor provides lands and buildings

*2 Most common size of stores

*3 Seven-Eleven Japan's stores with gas stations are joint operations opened in partnership with Exxon Mobile

*4 Copy, fax, printing and ticket sales, public administration-related services (issuance of residence certificate and seal registration certificate)

*5 Multi-function financial terminal with capabilities of ATM, check cashing and money order issuance

*6 Credit payment function is available by using QUICPay, a post-paid type of e-money. Seven-Eleven Japan stores started to accept payment through IY Card (Visa / JCB) and JCB card from June 2010.

(Millions of yen)

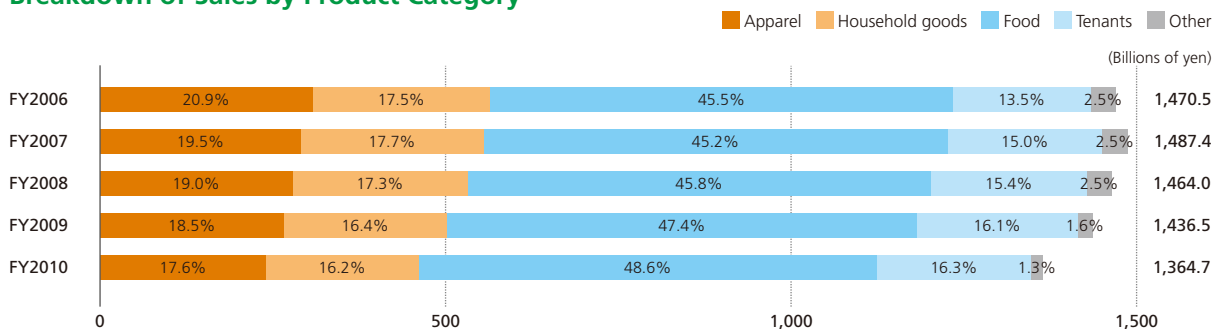
	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010
Revenues from operations	1,473,583	1,493,605	1,511,530	1,489,380	1,462,719	1,387,831
Net sales	1,455,358	1,470,523	1,487,480	1,464,094	1,436,541	1,364,765
Apparel	314,658	307,314	290,560	278,168	265,682	240,060
Household goods	251,918	257,466	263,995	253,609	236,025	220,620
Food	663,184	669,372	672,256	670,532	680,587	663,768
Merchandise sales	1,229,760	1,234,154	1,226,812	1,202,310	1,182,296	1,124,450
Tenants	188,914	198,928	222,999	225,619	231,913	222,422
Other	36,683	37,440	37,668	36,164	22,331	17,892
Operating income	8,800	12,072	18,322	17,126	9,582	1,757
Ordinary income	27,081	30,900	20,982	19,341	13,386	4,136
Net income	17,509	51,322	13,356	11,088	(922)	6,650
Capital expenditures	55,055	49,821	38,023	41,200	29,232	45,900
Depreciation and amortization	19,135	17,732	18,188	16,694	15,696	13,890
Total assets	1,076,957	1,105,752	933,602	891,248	899,289	805,242
Net assets	752,003	790,055	633,247	631,133	633,692	606,562
Existing stores sales increase	(4.0)%	(2.0)%	(1.0)%	(2.0)%	(2.9)%	(5.7)%
Number of customers	(1.0)%	(4.0)%	(2.0)%	(2.0)%	(1.4)%	(1.7)%
Average spending per customer	(3.0)%	2.0 %	1.0 %	0.0 %	(1.6)%	(4.1)%
Merchandise gross profit margin	31.0 %	30.9 %	30.3 %	29.9 %	29.8 %	29.0 %
Number of stores	181	178	174	176	175	174
Openings	8	5	3	3	2	4
Closures	4	8	7	1	3	5
Total sales floor space (square meters)	2,349,761	2,478,305	2,533,699	2,573,670	2,609,280	2,661,184
Directly managed sales floor space (square meters)	1,743,533	1,764,519	1,733,405	1,750,605	1,736,410	1,723,580
Sales per square meter (thousand ¥) ^{*1}	716	700	695	688	674	644
Full-time employees (term-end)	12,783	11,047	10,707	10,375	9,747	9,642
Part-time employees ^{*2}	35,347	34,511	33,592	32,762	32,181	30,721
Ratio of part-time employees	73.1%	73.2%	75.6%	76.2%	77.0%	76.7%
Sales per employee (thousand ¥) ^{*3}	25,447	26,183	27,627	27,979	28,274	28,061

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

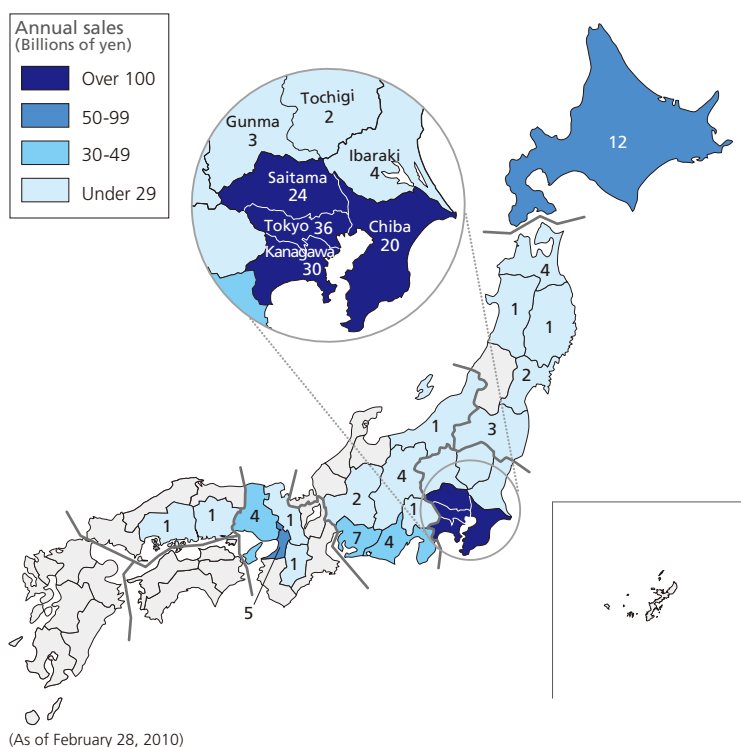
*2 Part-time employees are counted by adjusting their working hours to an 8-hour working day.

*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 FY2010

	Sales (Billion ¥)	Composition (%)	Number of stores
Hokkaido	77.8	5.7	12
Tohoku	67.1	4.9	11
Kanto	970.5	71.1	119
Chubu	112.0	8.2	19
Kinki	120.8	8.9	11
Chugoku	16.6	1.2	2
Total	1,364.7	—	174

CLASSIFICATION BY SALES FLOOR SPACE AND STORE AGE

	Number of stores	Composition (%)
13,000 sq. —	40	23.0
10,000 sq. —	56	32.2
8,000 sq. —	24	13.8
5,000 sq. —	30	17.2
Under 5,000 sq.	24	13.8

	Number of stores	Composition (%)
30 years —	37	21.3
20 years —	43	24.7
10 years —	44	25.3
5 years —	25	14.4
1 year —	21	12.1
Under 1 year	4	2.3

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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 November 2009, THE PRICE Sengandai was opened as its first newly established store in this business format and the network has expanded to 11 stores as of the end of February 2010.



Mall-type shopping centers

Anchored by Ito-Yokado and host to another 100 to 200 tenants, mall-type shopping centers are located in metropolitan areas and operated under the concept of providing a 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, 2010.



Urban-style home centers

Under the name of Seven Home Center, we operate urban-style home centers that focus primarily on household goods including sundries, DIY items, gardening, and pet-care goods. In November 2008, the first home center started business within Ito-Yokado Kanamachi and there was one store as of February 28, 2010. The second home center opened within Ito-Yokado Musashi-Sakai Store in March 2010.



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 September 2009, "Shokuhinkan Ito-Yokado LaLaport Shin Misato" was opened within "Mitsui Shopping Park LaLaport Shin Misato" and the network has expanded to three stores as of the end of February 2010.

Department Store

SOGO & SEIBU

(Millions of yen)

	FY2007	FY2008	FY2009	FY2010
Revenues from operations	967,161	970,827	933,571	859,265
Net sales	953,424	956,415	919,634	847,044
Apparel	487,889	481,864	455,374	401,850
Household goods	95,329	98,668	90,537	81,576
Food	163,566	165,879	167,470	165,458
Merchandise sales	746,785	746,413	713,382	648,885
Tenants	171,253	171,442	166,179	155,673
Corporate sales	35,385	38,559	40,072	42,485
Operating income	34,510	31,815	23,294	5,613
Ordinary income	32,590	29,436	20,027	3,149
Net income	10,131	24,923	(5,986)	(4,313)
Capital expenditures ^{*1}	93,336	15,228	10,901	15,481
Depreciation and amortization	16,149	16,762	17,480	15,741
Total assets	681,910	644,108	576,997	535,870
Net assets	–	–	–	116,540
Existing stores sales increase	2.1%	0.4%	(4.2)%	(8.4)%
Merchandise gross profit margin	27.3%	26.9%	26.6%	25.8%
Number of stores	28	28	28	28
Openings	0	0	0	0
Closures	2	0	0	2
Total sales floor space (square meters)	962,934	962,934	962,437	939,911
Sales per square meter (thousand ¥) ^{*2}	990	993	955	888
Full-time employees (term-end)	5,473	5,438	5,449	5,416
Part-time employees ^{*3}	5,152	5,363	5,163	5,587
Ratio of part-time employees	48.0%	49.3%	48.2%	50.1%

Notes: 1. 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.

2. The financial and operating figures for FY2010 have been calculated as if the former three companies had merged at the beginning of the term.

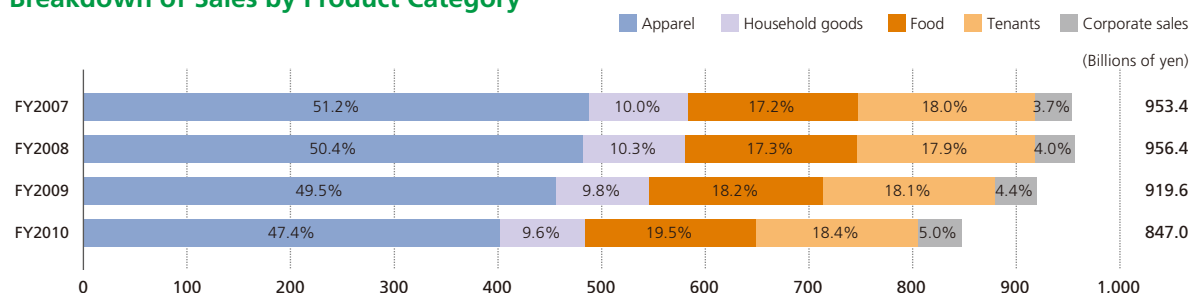
Prior year figures are also calculated in the same manner.

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

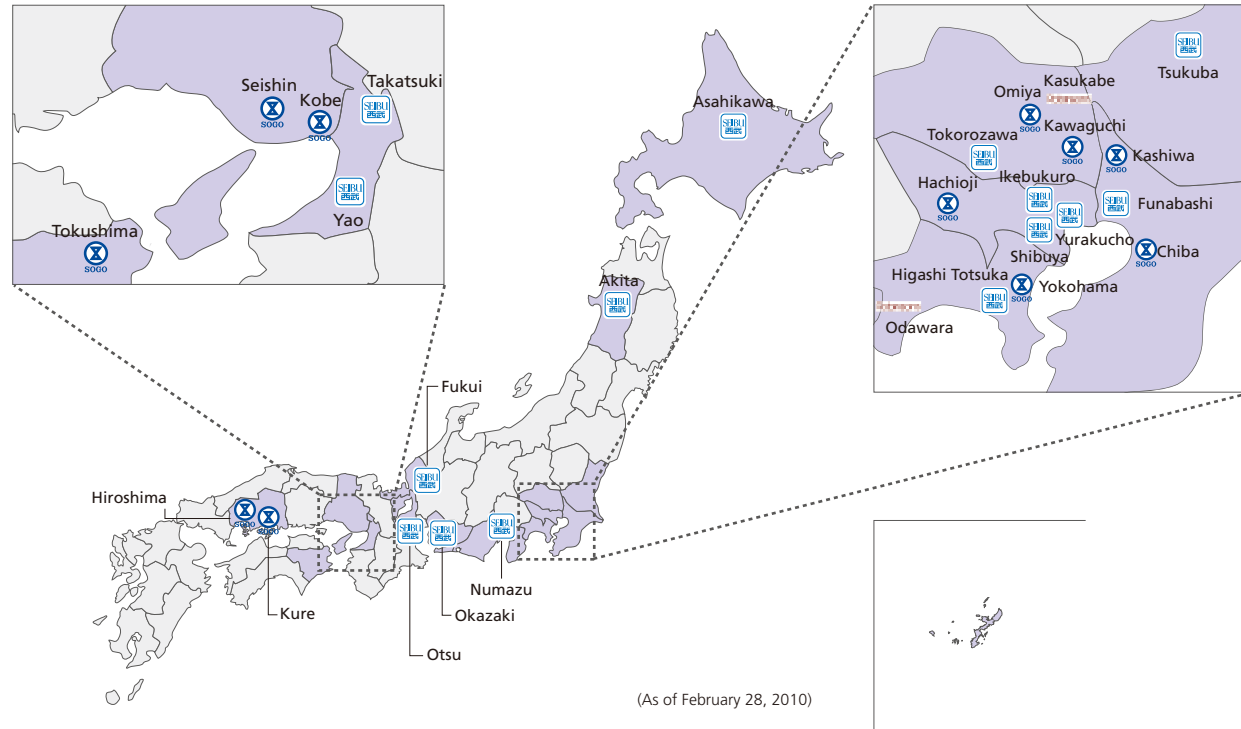
*2 Sales per square meter = Net sales ÷ Weighted average floor space

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

Breakdown of Sales by Product Category



Store Expansion



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Store Operation Structure

With the aim of stepping out of the existing business operation style, Sogo & Seibu is promoting drastic structural reform. As part of such efforts, Sogo & Seibu classified its stores into the two categories of “key stores,” which make large contributions to the entire business of the company, and “suburban stores,” which will require changes in earnings structure. Based on this classification, we are implementing strategies base on the characteristics of each store.

Key stores: Making strategic investment to establish a “new department store”

For key stores including Seibu Ikebukuro that can expect improved earnings and which have growth power, we will promote further reinforcement of marketing capabilities through aggressive renovations of stores and merchandising.

Key stores: Seibu Ikebukuro, Sogo Yokohama, Sogo Chiba, Sogo Kobe, Sogo Hiroshima



Seibu Ikebukuro



Sogo Yokohama



Sogo Kobe

Suburban stores: Converting business format to multi-purpose commercial facilities to break away from the traditional department store framework

In order to meet diversifying customer needs and establish an efficient store operating structure, we are promoting a shift to a shopping center management structure by leveraging profitable specialty stores as tenant both within and outside of the Group (commenced from FY2010 in a phased manner).



Seibu Higashi Totsuka



Sogo Kawaguchi



Seibu Takatsuki

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Supermarket

YORK-BENIMARU

(Millions of yen)

	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010
Revenues from operations	287,833	297,445	313,935	330,145	348,883	348,735
Net sales	280,595	289,393	304,855	319,931	338,089	337,506
Fresh food	83,017	85,526	90,675	97,168	105,649	105,558
Processed food	59,978	63,304	68,249	74,273	80,813	82,862
Daily food	51,068	52,881	56,507	59,484	62,535	63,017
Food total	194,065	201,712	215,433	230,927	248,999	251,439
Apparel	19,453	19,872	20,126	19,331	18,437	17,230
Household goods	17,779	18,074	18,567	18,728	18,706	18,729
Merchandise sales	231,297	239,659	254,126	268,987	286,143	287,398
Tenants	49,297	49,734	50,728	50,944	51,946	50,107
Operating income	12,024	11,412	10,306	11,227	11,706	9,402
Ordinary income	11,835	11,921	11,261	12,525	13,065	10,874
Net income	6,545	6,716	4,441	9,150	8,015	6,088
Capital expenditures	12,788	10,769	8,811	6,765	8,210	12,560
Depreciation and amortization	3,615	3,556	4,186	4,327	4,515	4,886
Total assets	123,412	126,977	130,801	145,230	154,076	145,258
Net assets	101,654	104,192	106,414	115,785	121,654	116,612
Existing stores sales increase	(1.0) %	(2.2) %	(3.6) %	(2.6) %	(1.0) %	(3.7) %
Number of customers	2.7 %	(0.7) %	(2.3) %	(1.1) %	(0.1) %	(2.1) %
Average spending per customer	(3.7) %	(1.5) %	(1.4) %	(1.5) %	(0.9) %	(1.6) %
Merchandise gross profit margin	26.7 %	26.8 %	26.9 %	27.1 %	27.0 %	26.7 %
Number of stores	110	116	128	149	156	164
Openings	7	8	10	8	9	8
Closures	1	2	1	3	2	0
Total sales floor space (square meters)	366,104	388,528	448,492	496,784	524,361	547,920
Directly managed sales floor space (square meters)	282,299	302,169	335,075	379,073	395,887	409,360
Sales per square meter (thousand ¥) ^{*1}	841	814	771	746	737	713
Full-time employees (term-end)	1,819	1,882	2,033	2,284	2,430	2,496
Part-time employees ^{*2}	7,717	8,407	9,295	9,856	10,354	10,582
Ratio of part-time employees	80.8%	81.4%	81.9%	81.5%	81.3%	81.1%
Sales per employee (thousand ¥) ^{*3}	24,222	23,200	22,399	22,239	22,458	22,016

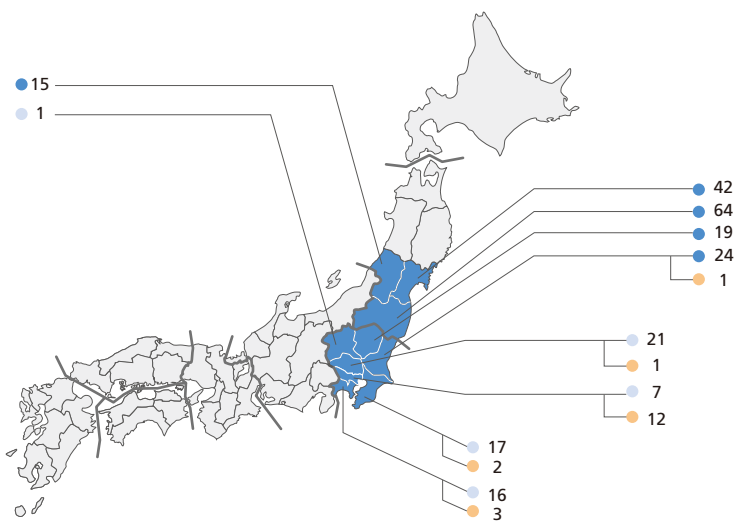
*1 Sales per square meter = Merchandise sales ÷ Weighted average floor space

*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 FY2010 (Billion ¥)
● York-Benimaru	164	337.5
● York Mart	62	108.6
● SHELL GARDEN	19	23.2
Total	245	469.4



(As of February 28, 2010)

Specialty Store

Profile

LOFT

(Millions of yen)

	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010
Revenues from operations	51,469	56,560	61,176	69,852	76,817	80,179
Net sales	49,946	54,187	59,746	68,419	75,371	78,749
Operating income	741	1,203	1,783	2,674	2,894	2,953
Ordinary income	702	1,155	1,740	2,627	2,851	2,887
Net income	354	656	513	1,480	1,609	1,472
Capital expenditures	602	255	595	959	666	1,317
Depreciation and amortization	468	483	414	518	620	700
Total assets	13,690	13,512	15,616	17,803	19,363	21,475
Net assets	4,263	4,694	4,891	6,034	7,269	8,366
Existing stores sales increase	(6.5)%	2.9 %	5.1 %	6.3 %	1.7 %	(1.1)%
Merchandise gross profit margin	39.1 %	39.3 %	39.5 %	39.8 %	40.0 %	40.2 %
Number of stores	28	30	33	44	51	55
Openings	3	2	4	11	8	5
Closures	0	0	1	0	1	1
Total sales floor space (square meters)	67,008	68,740	69,706	83,448	91,101	92,102
Sales per square meter (thousands ¥)*1	789	789	828	870	853	837
Full-time employees (term-end)	412	585	670	757	1,971	2,109
Part-time employees*2	1,708	1,607	1,671	1,944	1,224	1,122
Sales per employee (thousands ¥)*3	22,344	23,015	23,717	24,586	25,877	25,305

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.



Performance Overview

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AKACHAN HONPO

(Millions of yen)

	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010
Net sales	96,441	89,906	84,537	85,061	83,818	79,106
Operating income	(358)	349	(1,593)	27	(1,373)	(480)
Ordinary income	(346)	647	(1,604)	395	(1,763)	(678)
Net income	(1,593)	(722)	(3,208)	(2,950)	(5,346)	(848)
Capital expenditures	1,014	389	1,931	2,190	2,233	1,397
Depreciation and amortization	1,487	1,407	1,470	1,310	1,366	1,365
Total assets	46,913	45,808	42,904	36,637	31,029	30,333
Net assets	11,329	10,275	7,097	4,141	(1,748)	2,204
Existing stores sales increase	(12.3)%	(9.8)%	(8.7)%	(3.5)%	(4.6)%	(7.7)%
Merchandise gross profit margin	26.8 %	28.5 %	29.3 %	30.3 %	28.0 %	27.8 %
Number of stores	61	61	67	67	72	78
Openings	5	3	10	9	11	10
Closures	1	3	4	9	6	4
Total sales floor space (square meters)	153,283	150,135	152,737	138,089	142,912	145,997
Sales per square meter (thousands ¥)*1	662	597	553	566	589	556
Full-time employees (term-end)	1,162	1,135	1,096	960	912	925
Part-time employees*2	1,989	1,904	1,959	1,684	1,745	1,726
Sales per employee (thousands ¥)*3	30,597	29,371	27,214	29,964	30,941	30,612
Membership (thousands)	2,036	1,915	1,809	1,654	1,619	1,586

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.



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*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)

Food Services

SEVEN & i FOOD SYSTEMS

(Millions of yen)

	FY2006	FY2007	FY2008	FY2009	FY2010
Net sales	123,694	121,229	113,472	102,109	85,885
Denny's Japan	94,473	92,788	–	–	–
Famil	18,379	17,892	–	–	–
York Bussan	10,841	10,548	–	–	–
Restaurant division	–	–	94,392	84,109	69,394
Meal provision service division	–	–	9,103	8,077	7,926
Fast food division	–	–	9,977	9,922	8,564
Total assets	–	–	65,743	56,592	47,181
Net assets	–	–	54,570	46,176	38,997
Number of stores	1,061	1,047	1,045	959	892
Restaurant division	699	692	674	595	525
Meal provision service division	216	213	225	224	232
Fast food division	146	142	146	140	135
Full-time employees (term-end)	1,918	1,867	1,802	1,622	1,584

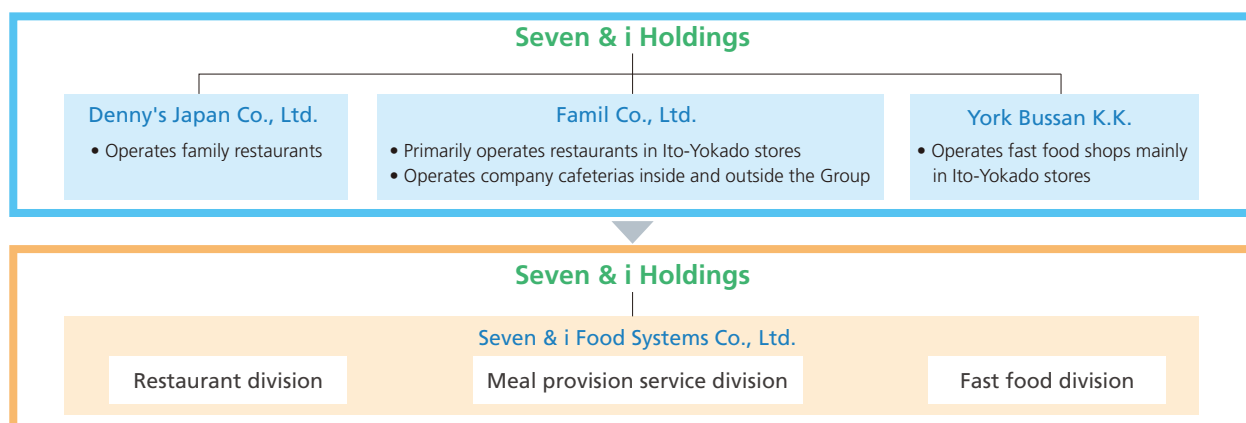
Notes: 1. Denny's Japan, Famil, and York Bussan were merged into Seven & i Food Systems in September 2007. The figures for FY2008 are calculated by adjusting the net sales of three companies in the interim period.

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.

Financial Services

Profile

SEVEN BANK

(Fiscal year-end March, Millions of yen)

	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010
Ordinary income	47,967	64,612	75,427	83,663	89,815	88,830
Ordinary profits	10,075	19,409	25,021	24,650	28,751	30,407
Net income	10,843	10,590	12,667	13,830	16,988	17,953
Total assets	313,305	361,338	532,757	488,137	493,360	502,782
Net assets	56,508	67,080	73,849	88,974	98,393	109,939
Ordinary deposits	124,776	177,981	171,707	137,162	136,073	144,997
Time deposits	–	3,723	15,955	33,204	51,795	63,381
Individual deposit accounts (thousands)	225	331	466	580	688	775
Number of installed ATMs	9,981	11,484	12,088	13,032	13,803	14,601
Seven-Eleven	9,712	11,191	11,760	12,330	12,944	13,584
Ito-Yokado	241	258	280	291	297	295
York-Benimaru	5	10	13	15	19	30
York Mart	4	8	15	22	25	31
Other ATMs in the Group	19	17	20	20	36	45
Outside the Group	–	–	–	354	482	616
Correspondent financial institutions	469	513	548	554	566	555
Banks	50	63	80	92	95	97
Shinkin bank	241	255	263	260	264	258
Credit union	117	122	124	122	127	127
Labor credit association	13	13	13	13	13	13
JA Bank	–	1	1	1	1	1
JF Marine Bank	–	1	1	1	1	1
Shoko Chukin Bank	–	–	–	–	–	1
Securities companies	2	5	8	8	8	8
Life insurance companies	5	6	8	8	8	8
Other financial institutions	41	47	50	49	49	41
ATM-related fee income per transaction	¥187.2	¥188.8	¥180.5	¥165.3	¥158.0	¥147.9
Daily average transactions per ATM	76.6	88.2	97.8	109.0	114.3	114.4
Total number of transactions (millions)	257	342	418	498	555	590
with banking financial institutions (millions)	210	272	333	409	465	509
with non-banking (millions)	47	69	85	89	90	80
Gross profit margin	76.2%	72.7%	49.5%	45.0%	49.1%	51.1%
Full-time employees (term-end)	181	211	258	290	308	329

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IY CARD SERVICES

	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010
Transaction volume (billion ¥)	331.7	378.3	414.0	660.4	731.8	767.8
Number of cards issued (10 thousands)						
IY Card (credit card and point card)*1	240	246	249	262	281	297
<i>nanaco</i> (electronic money)*2	–	–	–	551	750	980
IY Point Card (cash usage only)	400	497	557	608	652	687
Full-time employees (term-end)	40	50	63	90	93	99

Domestic Market Share

Corporate Data

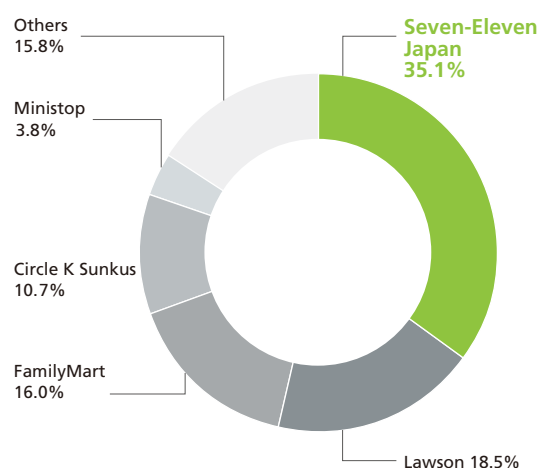
*1 The number of IY Card issued indicates active members.

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

Major Group Companies' Market Share in Japan (Nonconsolidated)

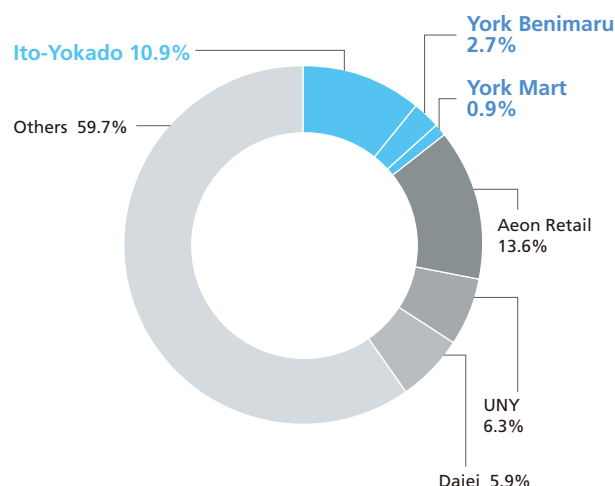
IN THE TOP 5 FOR TOTAL STORE SALES AT CONVENIENCE STORES

	FY2010 (Billion ¥)	Share (%)
Convenience stores total market	7,938.3	100.0
1 Seven-Eleven Japan	2,784.9	35.1
2 Lawson	1,472.4	18.5
3 FamilyMart	1,273.7	16.0
4 Circle K Sunkus	852.1	10.7
5 Ministop	300.4	3.8
Others	1,254.5	15.8
Top 5 Combined	6,683.7	84.2



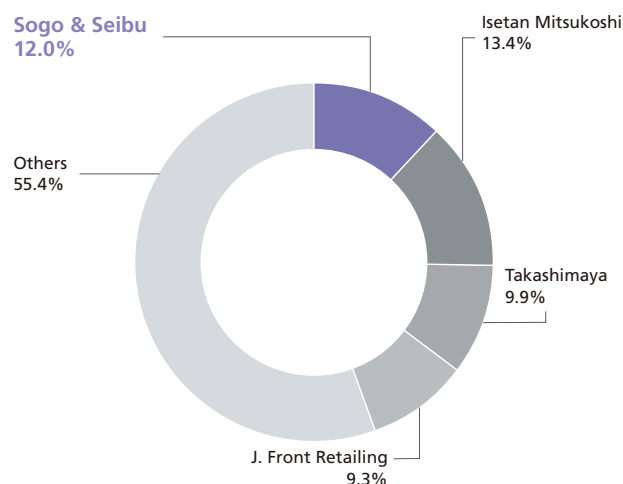
IN THE TOP 4 FOR NET SALES AT SUPERSTORES

	FY2010 (Billion ¥)	Share (%)
Superstores total market	12,512.6	100.0
1 Aeon Retail	1,702.5	13.6
2 Ito-Yokado	1,364.7	10.9
3 UNY	786.9	6.3
4 Daiei	738.1	5.9
Others	7,920.1	63.3
Top 4 Combined	4,592.4	36.7
York-Benimaru	337.5	2.7
York Mart	108.6	0.9



IN THE TOP 4 FOR NET SALES AT DEPARTMENT STORES

	FY2010 (Billion ¥)	Share (%)
Department stores total market	7,054.6	100.0
1 Isetan Mitsukoshi	942.4	13.4
2 Sogo & Seibu	847.0	12.0
3 Takashimaya	696.5	9.9
4 J. Front Retailing	657.3	9.3
Others	3,911.1	55.4
Top 4 Combined	3,143.4	44.6



Note: Net sales of Isetan Mitsukoshi Holdings Ltd. are calculated by simply adding the net sales of Mitsukoshi and Isetan. Net sales of J. FRONT RETAILING Co., Ltd. are calculated by simply adding the net sales of Daimaru and Matsuzakaya.

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

Domestic Market Share by Region

Profile

Performance Overview

Retailers in the World

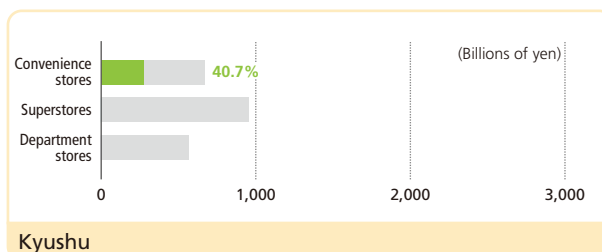
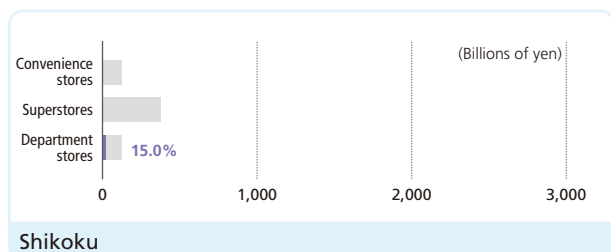
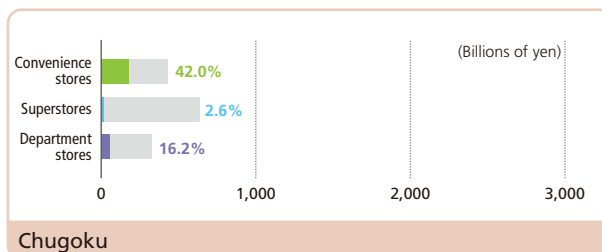
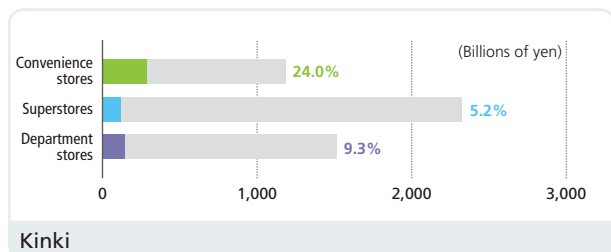
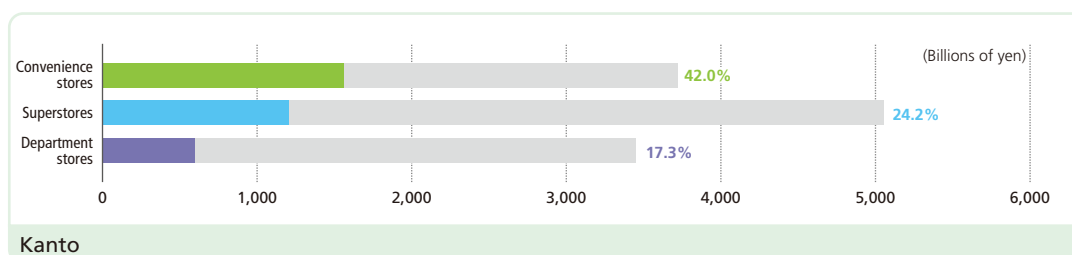
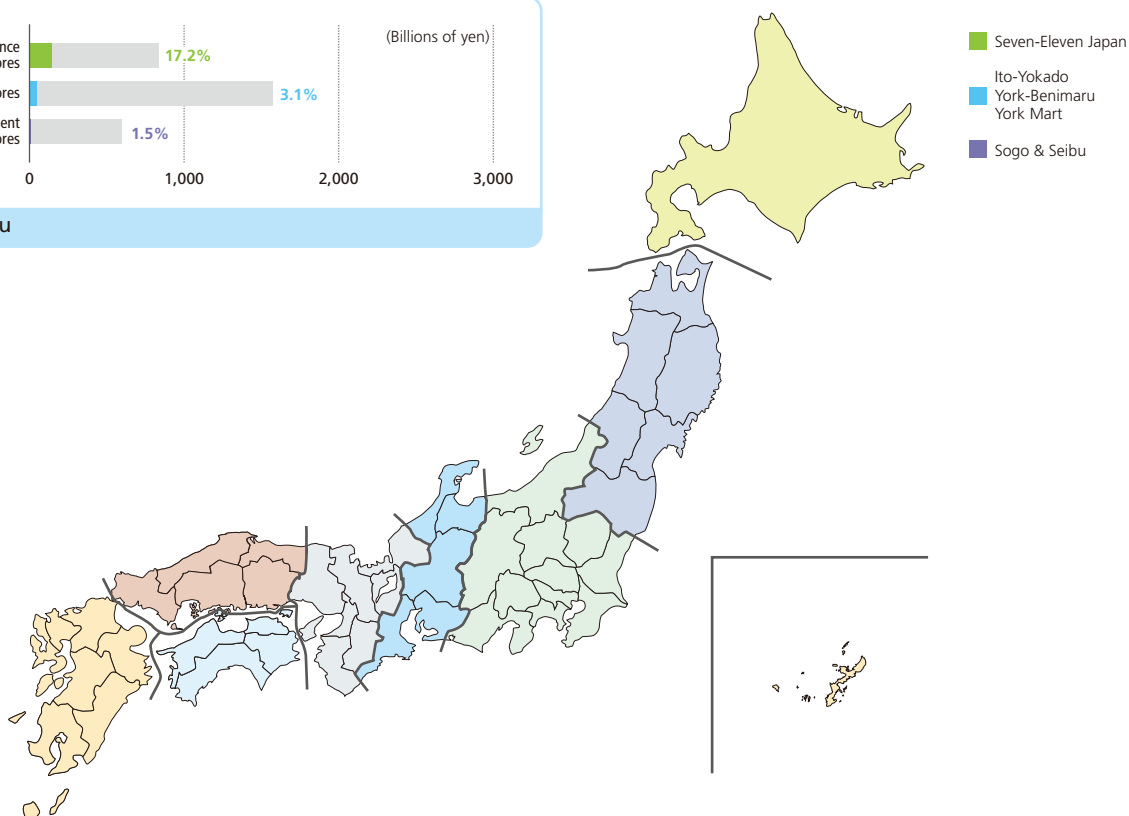
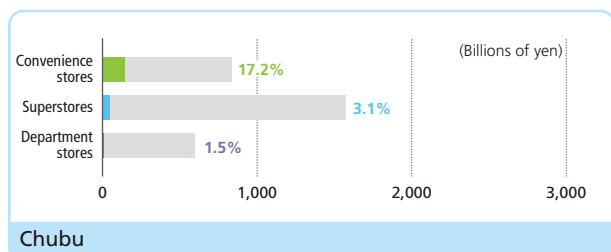
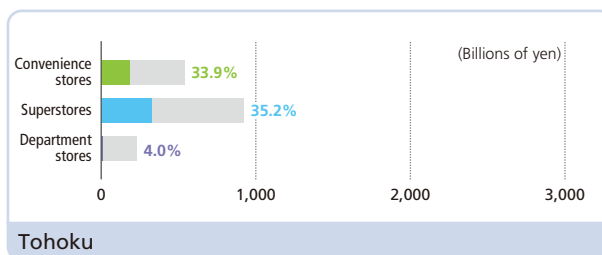
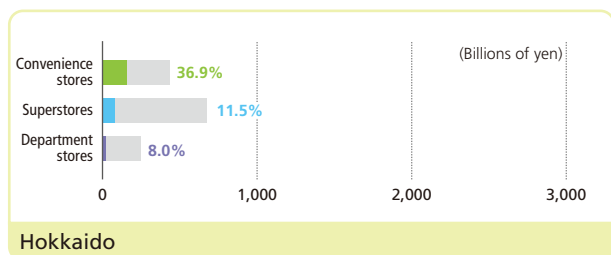
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Source: Current Survey of Commerce by Ministry of Economy, Trade and Industry (Sales by region under jurisdiction of each Regional Bureau of Economy, Trade and Industry)

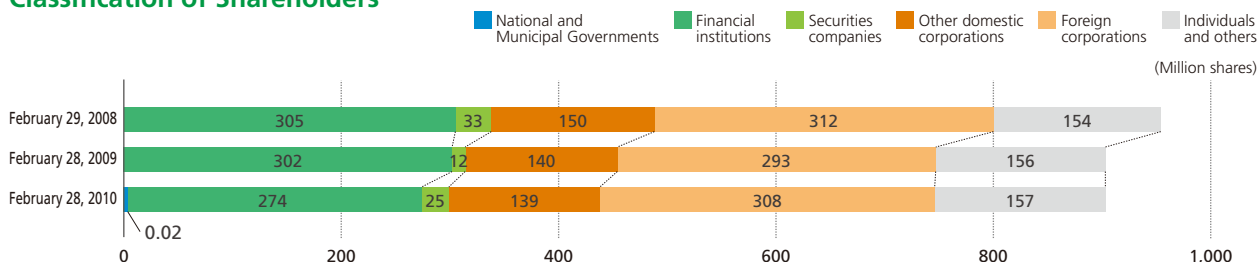
Stock Information

Major Shareholders

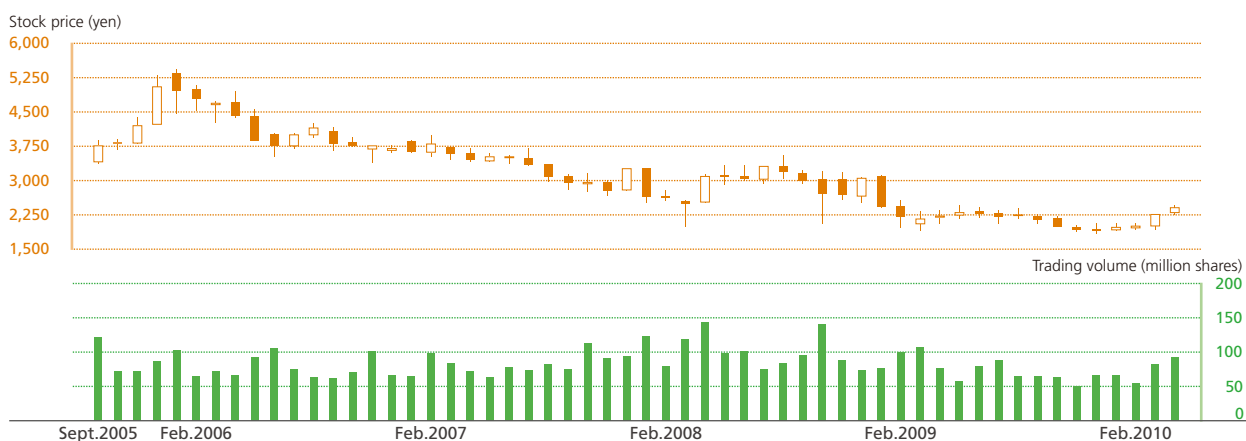
(As of February 28, 2010)

	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)	39,042	4.3%
The Master Trust Bank of Japan, Ltd. (Trust account)	33,593	3.7%
The Dai-ichi Mutual Life Insurance Company	20,865	2.3%
Nippon Life Insurance Company	20,664	2.3%
Masatoshi Ito	19,331	2.1%
mitsui & co., LTD.	16,222	1.8%
Deutsche Bank Trust Companies Americas	16,160	1.8%
State Street Bank and Trust Company 505225	15,848	1.7%
Mizuho Securities Co., Ltd.	13,209	1.5%

Classification of Shareholders



Stock Price Chart (Monthly)



	FY2006	FY2007	FY2008	FY2009	FY2010
Stock price					
Opening	¥3,410	¥4,630	¥3,740	¥2,550	¥2,055
High	¥5,420	¥4,950	¥3,760	¥3,550	¥2,465
Low	¥3,360	¥3,390	¥2,510	¥1,962	¥1,831
Closing	¥4,780	¥3,800	¥2,630	¥2,195	¥2,004
Trading volume (thousand shares)	518,891	937,170	1,029,289	1,194,651	840,559

Investment Indices (Consolidated)

	FY2006	FY2007	FY2008	FY2009	FY2010
Number of shares outstanding (excluding treasury stock)					
Average	870,127,116	933,675,491	953,496,897	918,389,766	903,458,314
End of period	904,774,606	953,508,603	953,487,255	903,459,511	903,458,108
Net income per share	¥100.83	¥142.90	¥137.03	¥100.54	¥49.67
Cash flow per share	¥213.46	¥285.02	¥287.68	¥253.56	¥196.03
Net assets per share	¥1,772.25	¥1,999.77	¥2,081.85	¥1,975.95	¥1,905.97
Price earnings ratio (times)	47.4	26.6	19.2	21.8	40.3
Price cash flow ratio (times)	22.4	13.3	9.1	8.7	10.2
Price book value ratio (times)	2.7	1.9	1.3	1.1	1.1
Dividends per share	¥28.50	¥52.00	¥54.00	¥56.00	¥56.00
Dividends payout ratio	—	36.4%	39.4%	55.7%	112.7%
Ratio of total amount of dividends to net assets	—	2.8%	2.6%	2.8%	2.9%

Bond and Rating Information

Bonds

ISSUED BY SEVEN & i HOLDINGS CO., LTD.

(As of May 31, 2010)

	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 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
4th unsecured domestic straight bonds	10 billion yen	0.744%	July 2, 2009	June 20, 2012
5th unsecured domestic straight bonds	20 billion yen	1.038%	July 2, 2009	June 20, 2014

Ratings

(As of May 31, 2010)

		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	—	—
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.

*On June 9, 2010, Standard & Poor's (S&P) raised its long-term corporate credit rating on 7-Eleven, Inc. from A to AA-.

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Corporate Overview (As of February 28, 2010)

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: 396 (nonconsolidated)
 52,814 (consolidated)

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
 Feb. 2006: Seven & Y Corp. became a 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
 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
Aug.	2009:	Millennium Retailing, Sogo, and The Seibu Department Stores were merged, and Sogo, as a surviving company, changed its name to Sogo & Seibu Co., Ltd.
Sept.	2009:	Robinson Department Stores was merged into Sogo & Seibu
Dec.	2009:	Business and capital tie-up with PIA CORPORATION
Dec.	2009:	Seven & Y Corp. changed its name to Seven Net Shopping Co., Ltd.
Mar.	2010:	Capital participation in Tower Records Japan, Inc.
June	2010:	Seven & i Asset Management Co., Ltd. was established



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