

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.

Group Corporate Creed

We aim to be a sincere company that our customers trust.

We aim to be a sincere company that business partners, our shareholders and local communities trust.

We aim to be a sincere company that our employees trust.

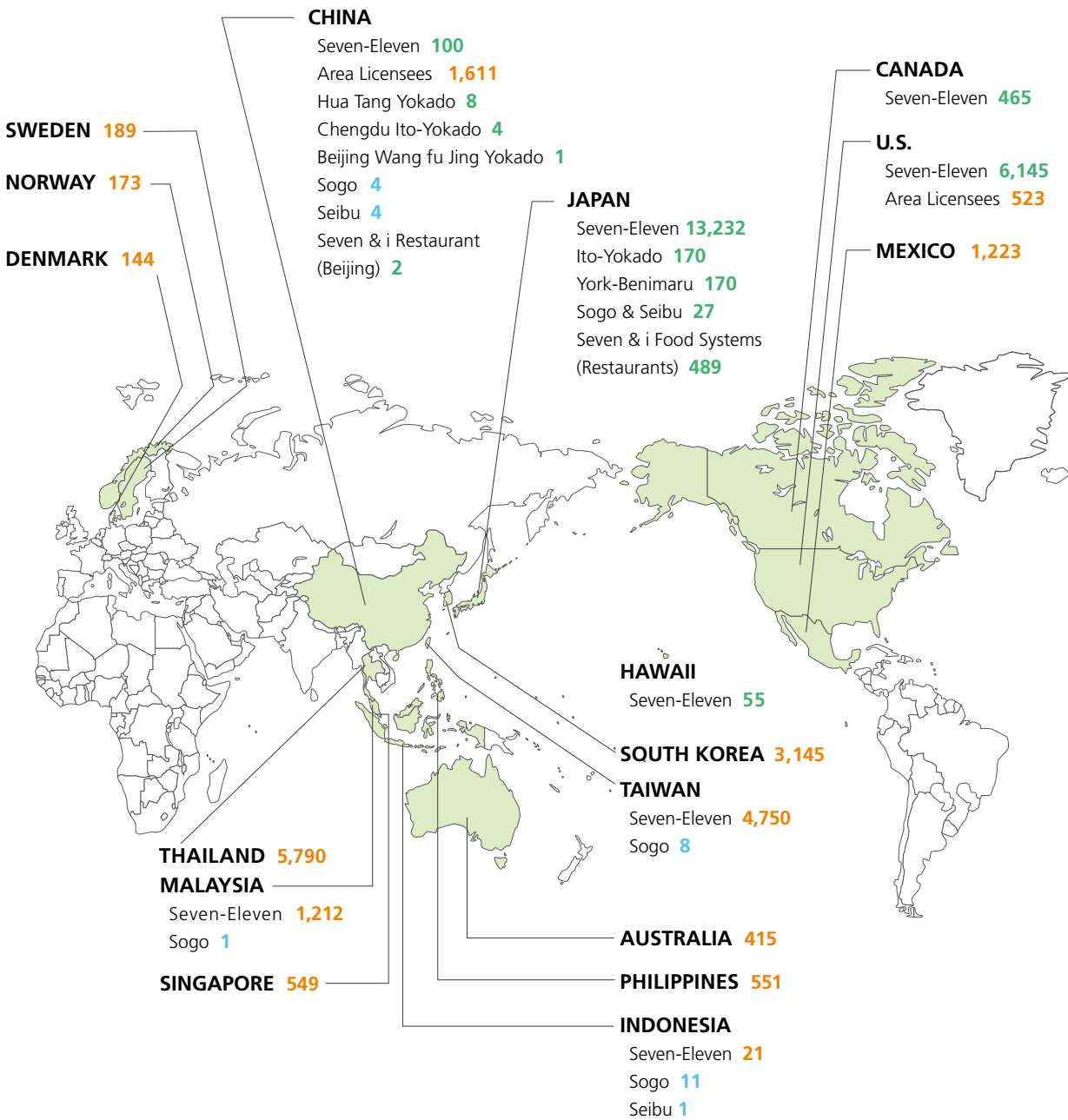
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Store Network

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. 41,800 stores
	Japan : approx. 14,700 stores
Number of Customer Store-Visits per Day	Global : approx. 40 million
	Japan : approx. 16 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
 ■ 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, 2011 in Japan, and December 31, 2010 for all other areas.

Establishment of Holding Company

■ Holding Company was Established to Maximize Enterprise Value

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

■ Reasons for Establishing the Holding Company

Maximize the Group's enterprise value

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

Strengthen corporate governance

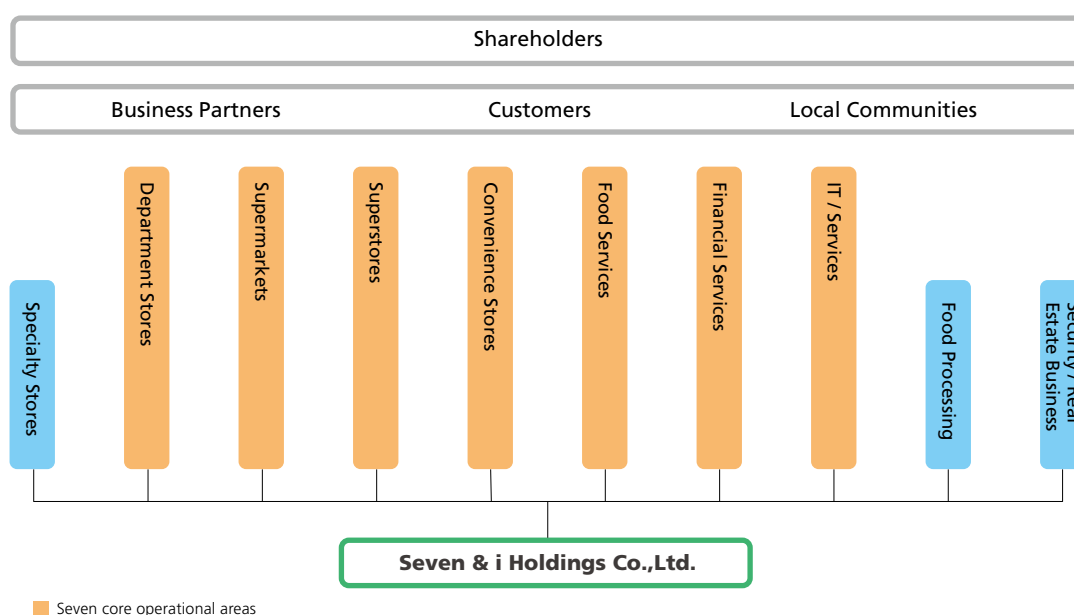
- Clearly delineating autonomy and the responsibilities of each group company
- Evaluating profitability and efficiently allocating management resources based on monitoring

■ The Roles of the Holding Company and the Operating Companies

Holding Company's Role	Operating Companies' Role
<p>Seven & i Holdings Co., Ltd.</p> <p>Principally reflect shareholder concerns</p> <ol style="list-style-type: none"> 1) Control over all governance 2) Maximize enterprise value as the Group's listed representative 3) Pursue group synergies 	<p>Core operating companies</p> <p>Seven-Eleven Japan Co., Ltd., 7-Eleven, Inc., Ito-Yokado Co., Ltd., York-Benimaru Co., Ltd., Sogo & Seibu Co., Ltd. Seven & i Food Systems Co., Ltd., Seven Bank, Ltd.</p> <p>Principally reflect customer concerns</p> <ol style="list-style-type: none"> 1) Fulfill responsibilities in each operational domain 2) Realize autonomy, seek profit growth and enhance capital efficiency

■ Seven & i Holdings' Core Operational Areas

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



Overview of Main Group Companies

(As of February 28, 2011)

	Net 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.	2,947,606 ^{*1}	5.8	13,232	479	9,946	(1,196)	17,200	100.0
○ 7-Eleven, Inc.	1,445,571	3.6	6,610	221	19,151	(1,615)	US\$13,000	100.0
○ SEVEN-ELEVEN (HAWAII), INC.	20,551	4.9	55	0	860	(7)	US\$20,000,000	100.0
○ SEVEN-ELEVEN (BEIJING) CO., LTD.	5,874 ^{*2}	12.9	100	8	1,787	109	US\$35,000,000	65.0
Superstores								
Ito-Yokado Co., Ltd.	1,349,345	(1.1)	170	(4)	39,614	(749)	40,000	100.0
○ Hua Tang Yokado Commercial Co., Ltd.	30,008 ^{*2}	(6.0)	8	(1)	2,659	(513)	US\$65,000,000	75.8
○ Chengdu Ito-Yokado Co., Ltd.	48,048 ^{*2}	16.6	4	0	3,038	(113)	US\$23,000,000	74.0
Supermarkets								
York-Benimaru Co., Ltd.	337,734	0.1	170	6	13,114	36	9,927	100.0
Life Foods Co., Ltd.	36,396	(0.2)	–	–	4,398	(1,105)	120	100.0
York Mart Co., Ltd.	110,510	1.7	65	3	4,419	121	1,000	100.0
SHELL GARDEN CO., LTD.	22,439	(3.4)	20	1	973	107	989	100.0
○ Beijing Wang fu jing Yokado Commercial Co., Ltd.	1,295 ^{*2}	(11.2)	1	0	133	(68)	US\$18,000,000	60.0
Department Stores								
Sogo & Seibu Co., Ltd. ^{*3}	834,723	(1.5) ^{*3}	27	(1)	10,632	(371)	10,000	100.0
Food Services								
Seven & i Food Systems Co., Ltd.	79,609	(7.3)	846	(46)	11,775	(882)	3,000	100.0
Financial Services								
☆ Seven Bank, Ltd.	83,964 ^{*4}	(5.4)	–	–	395	6	30,503	49.0
Seven Card Service Co., Ltd. ^{*5}	20,581 ^{*4}	9.0	–	–	106	7	7,500	95.5
IT/Services								
Seven Net Shopping Co., Ltd.	15,952	(6.8)	–	–	72	20	3,000	77.9
7dream.com	5,352	(8.3)	–	–	40	1	450	68.0
○ Seven-Meal Service Co., Ltd.	–	–	–	–	23	1	300	90.0
Specialty Stores								
Akachan Honpo Co., Ltd.	78,346	(1.0)	85	7	2,695	44	3,080	93.6
THE LOFT CO., LTD.	83,099	5.5	63	8	3,358	127	750	70.7
Oshman's Japan Co., Ltd.	6,514	(0.4)	6	0	184	(29)	1,200	100.0
Mary Ann Co., Ltd.	2,766	(25.6)	47	(10)	261	(19)	200	100.0

○ Figures are for the fiscal year ended December 31, 2010.

☆ Figures are for the fiscal year ended March 31, 2011.

Notes: 1. Exchange rates: US\$1=¥87.79; 1 yuan=¥12.90

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 Sogo & Seibu's sales growth rate represent a comparison with the FY2010 results which is calculated as if the former three companies, Millennium Retailing, Sogo and The Seibu Department Stores had merged at the beginning of the term.

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

*5 IY Card Service changed its name to Seven Card Service Co., Ltd. in October 2010.

Profile

Performance Overview

Retailers in the World

Domestic Market Share

Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

Corporate Data