

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.

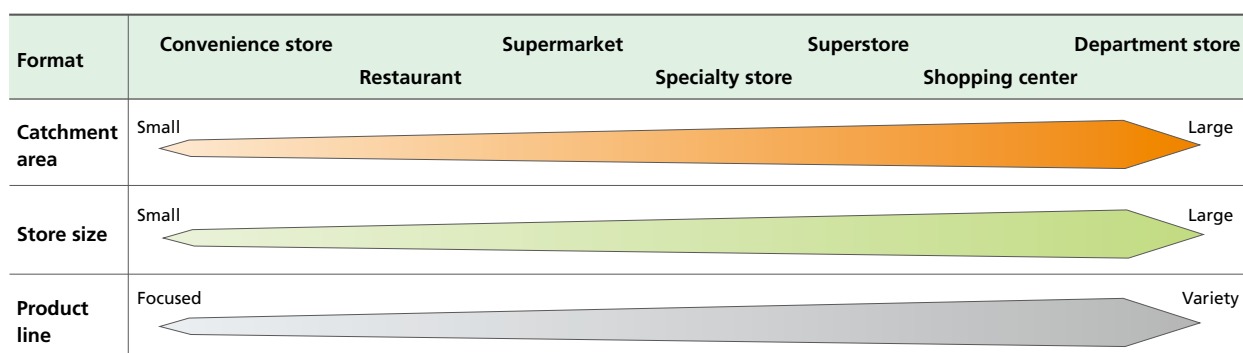
■ Market Concentration Strategy

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

Effects of area market concentration 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

■ Market Concentration Strategy by Store Format



■ Store Opening Policy by Store Format

(As of February 28, 2011)

Format	Store brand	Store development
Convenience store	 Seven-Eleven	<ul style="list-style-type: none"> · Formed market concentration mainly in residential areas in the 1990s and in urban areas after 2000 · Implement scrap-and-build strategy for revitalizing existing stores · In addition to the standard roadside-type stores, extended store openings in special locations, including train station buildings, business sites and schools · Store network encompassed 38 prefectures as of February 28, 2011. Began launching stores in Kagoshima Prefecture from March 2011 · From November 2010, provision of support for store openings by franchisees who will operate two or more stores
Superstore	 Ito-Yokado	<ul style="list-style-type: none"> · Formed market concentration 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 10 mall-type shopping centers primarily in the Kanto region · 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 concentration in the Southern Tohoku and Northern Kanto regions · York Mart formed market concentration primarily in the Southern Kanto region · Aim for a 300-store network through aggressive store opening strategy in the market concentration
Department store	 Sogo  Seibu  Robinson's	<ul style="list-style-type: none"> · Sogo, The Seibu Department Stores and Robinson Department Stores conduct collaborative store operations centered on key stores · Seven key stores are Ikebukuro, Yokohama, Chiba, Kobe, Hiroshima, Shibuya and Omiya · According to their characteristics, stores are classified into "key stores," "regional leader stores" or "suburban stores"
Restaurant	 Denny's	<ul style="list-style-type: none"> · Formed market concentration 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 · Operate 27 stores primarily in Ito-Yokado, Ario and other stores operated by Group companies · Operate stores primarily in department stores and shopping centers in 23 prefectures · Operate 11 stores in Seibu, seven stores in Sogo, and four stores 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 FY2011



Performance Overview

Retailers in the World

Domestic Market Share

Domestic Retail Environment









Group Business Strategy

Major Group Companies' Data

Corporate Data

Domestic Store Network

(As of February 28, 2011)

								
Hokkaido	831	12	—	—	1	8	4	2
Tohoku	919	10	124	—	1	21	4	3
Kanto	5,581	119	46	65	14	347	45	28
Chubu	2,167	17	—	—	3	87	9	7
Kinki	1,518	10	—	—	5	24	16	13
Chugoku	863	2	—	—	2	2	3	5
Shikoku	—	—	—	—	1	—	1	2
Kyushu	1,353	—	—	—	—	—	3	3
Total	13,232	170	170	65	27	489	85	63

Merchandising

■ Group Merchandising Initiatives

Seven & i Holdings launched *Seven Premium* products in May 2007. These private-brand products have been developed through the integration of Group companies' infrastructure and expertise. In FY2011, it expanded the brand to cover total of 1,300 SKUs, including foods and household goods; Group-wide sales of private brand products reached ¥380.0 billion. In order to improve the quality of our products and to make them differentiate themselves, it launched a new branding strategy in March 2011 to renew its products lineups, logos, and packaging.

■ New Branding Concept

- Develop sophisticated products with maximized taste and quality
- Use a new brand logo for products that are of extremely high quality yet are reasonably priced

Previous Logo	New Logo	Brand Name	Concept
		<i>Seven Premium</i>	Quality and reasonable prices same as or better than national-brand products Improved quality through renewals
		<i>Seven Gold</i>	Reasonable prices with taste and quality same as or better than specialty-store products

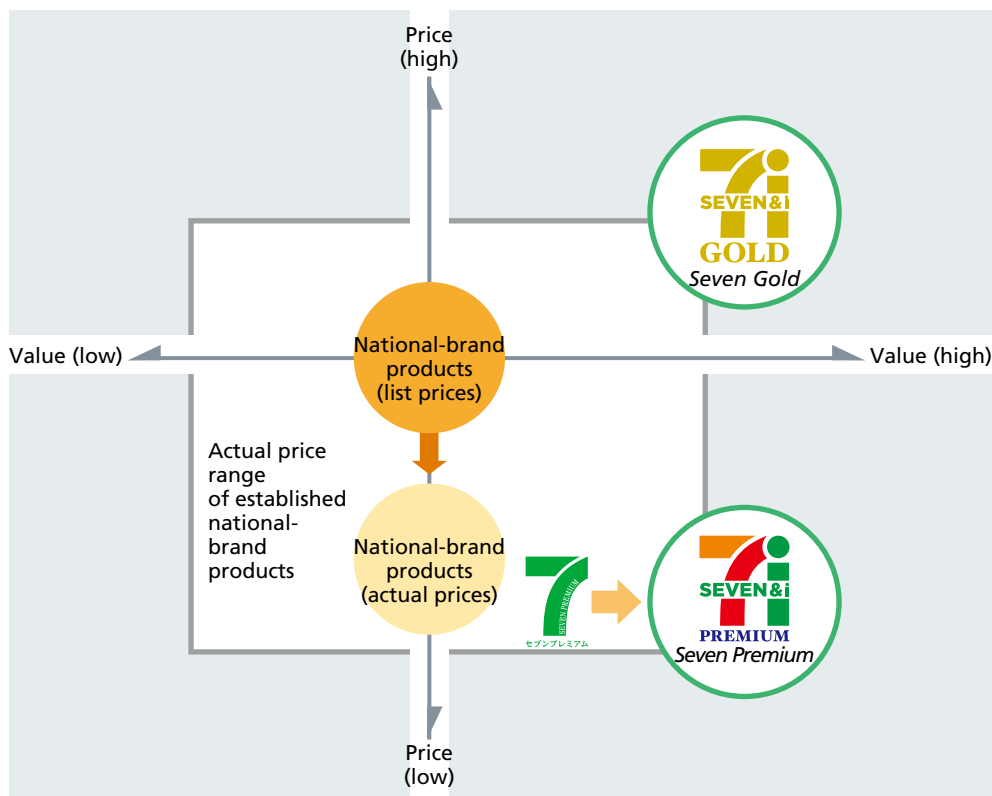


Seven Gold



Seven Premium

■ Positioning of Private-Brand Products

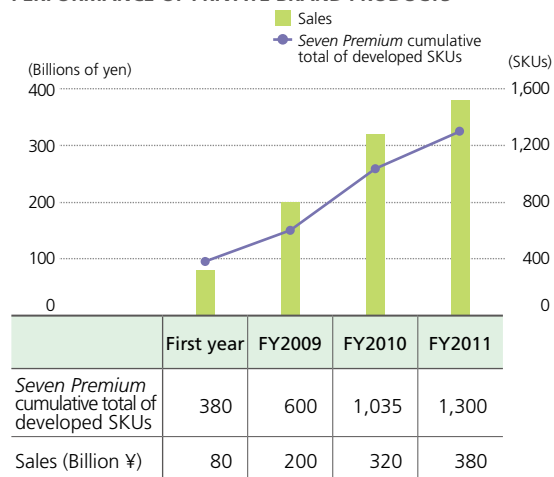


Implementation of the Merchandising Strategy

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 Japan
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
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
June:	Started sales of 31 <i>Seven Premium</i> products developed by Group companies in China
September:	Started sales of <i>Seven Gold</i>
March 2011:	Launched a new brand

PERFORMANCE OF PRIVATE BRAND PRODUCTS



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

<Product Development Structure>

Food section:

Comprises 22 subcommittees, 36 teams and 108 merchandisers and buyers

Household goods section:

Comprises 12 subcommittees, 15 teams and 35 merchandisers and buyers

Full-time project staff: 19

Performance Overview

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Group Business Strategy

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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

- Establishment of the supply structure required for overseas expansion involving area licensees
- Promotion of Groupwide joint procurement of raw materials and products
- Sharing of information on global production regions

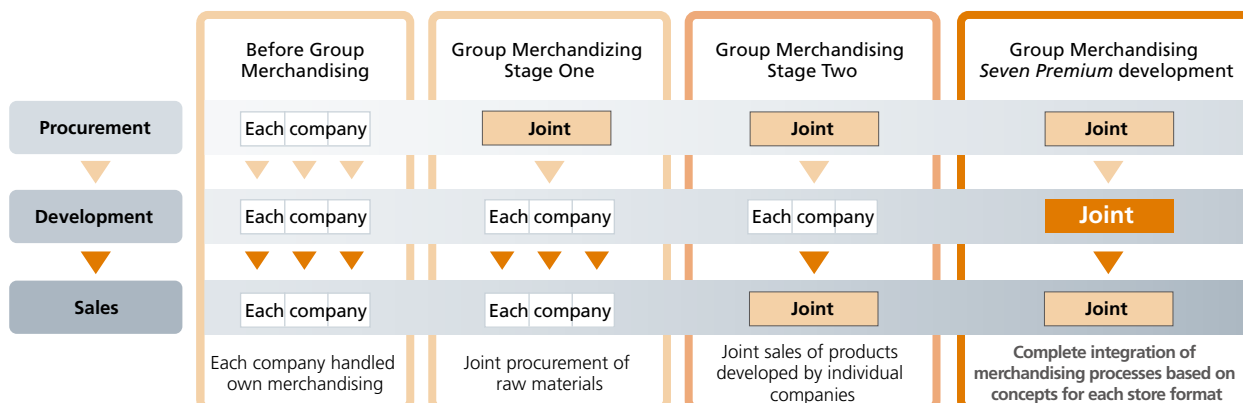
Distribution strategy

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

Merchandising

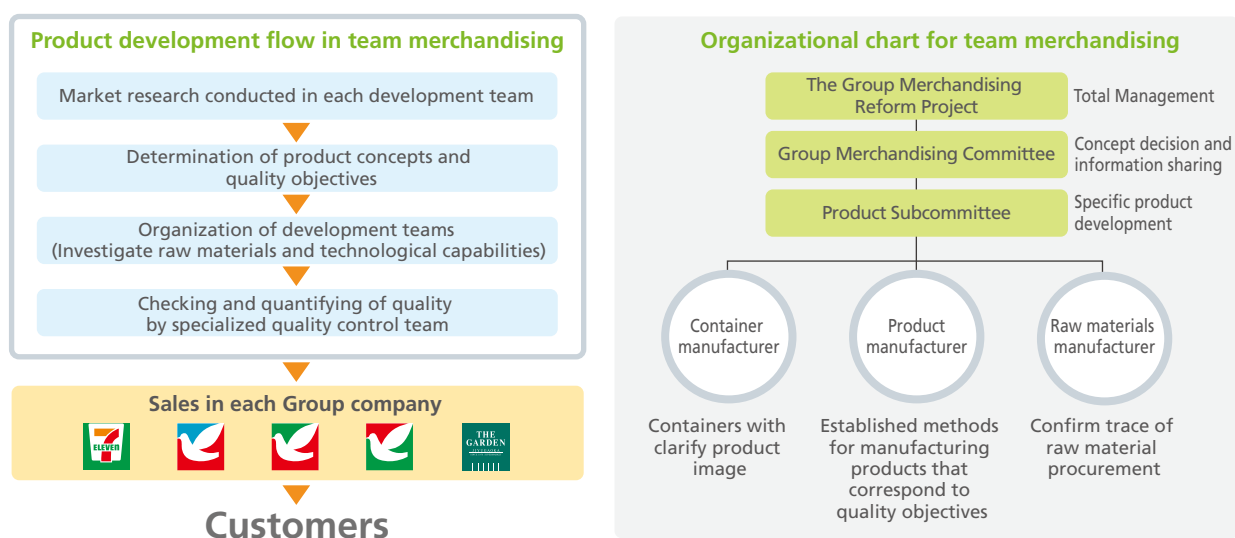
Product Development Policies

- 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



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 34 subcommittees and 51 teams (as of May 2011), and product developments in each subcommittee are jointly conducted with manufacturers.



Development Concept for Global Merchandising

- Maximize the Group's economy of scale through raw material development and the optimization of producing area on a global basis

Features	Substantial reduction in production costs through global package procurement of raw materials
Pricing	Price same as or lower than actual price range of established national-brand products
Merchandising Examples	November 2009: Started sales of California wine simultaneously in Japan and North America. June 2010: Started sales of sweets at Group stores in China. September 2010: Started sales of coffee simultaneously in Japan and North America. October 2010: Started sales of French Bordeaux wine in Japan and Asia.



Seven Premium
for Chinese market

■ The Premium Life Enhancement Committee Website

In October 2009, we launched the Premium Life Enhancement Committee website with the aim of directly customer feedback in the development of *Seven Premium* products. As of April 30, 2011, more than 14,700 members had registered through the website.

Product Reviews	Members can evaluate and grade <i>Seven Premium</i> products in three ranks as well as submit opinions about and requests for those products.
Premium Life Circle	Members can communicate with each other on <i>Seven Premium</i> product and lifestyle topics.
Joint Development	Develop products in cooperation with members based on their feedback obtained through questionnaires and comments as well as on the results of tasting programs.

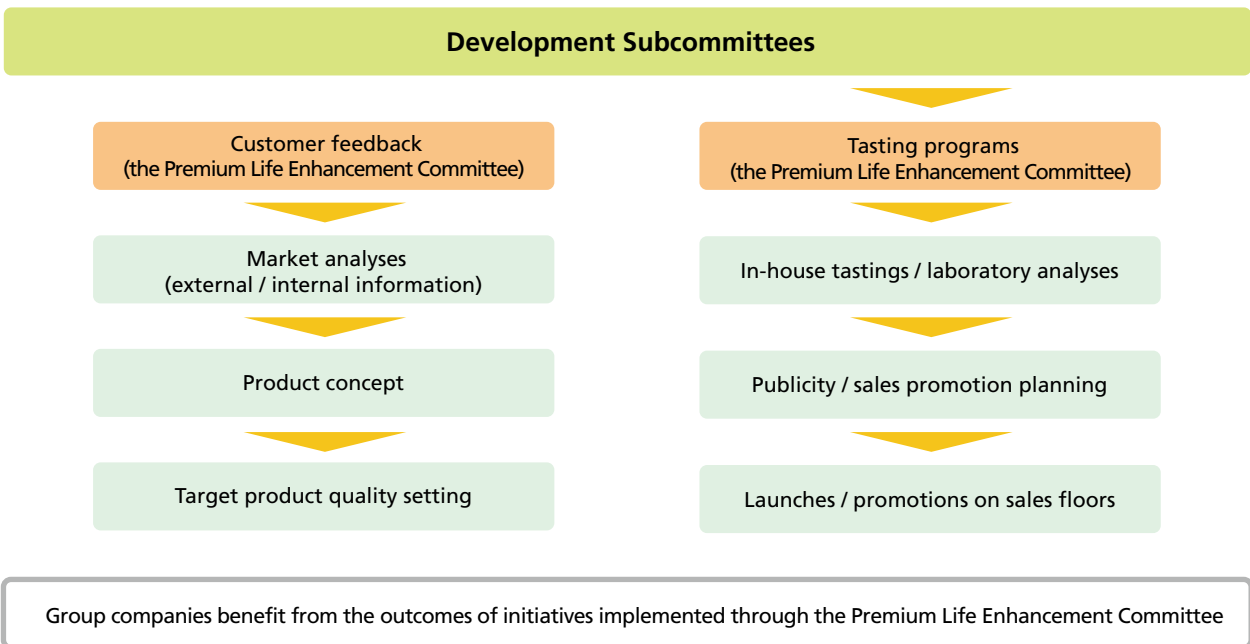


Performance Overview

Retailers in the World

■ Product Renewal Processes

We develop and improve *Seven Premium* products based on customer feedback and the results of household tasting programs obtained through the Premium Life Enhancement Committee. The outcomes of these activities are shared among Group companies and used in the development of products that accommodate customer needs more effectively.

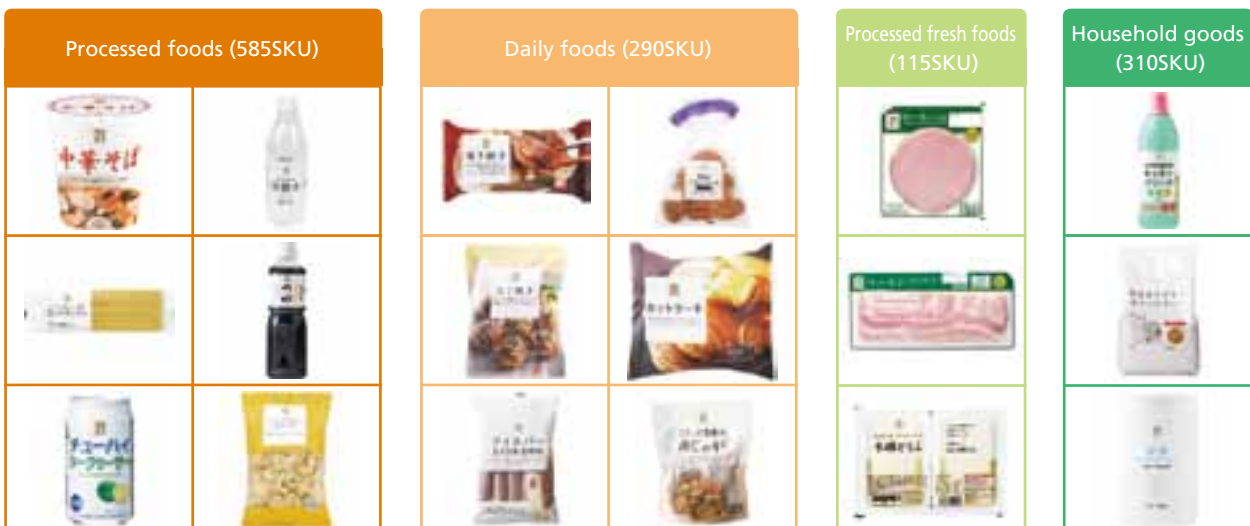


Domestic Market Share

Domestic Retail Environment

Group Business Strategy

■ Seven Premium Product Categories



(As of February 28, 2011)

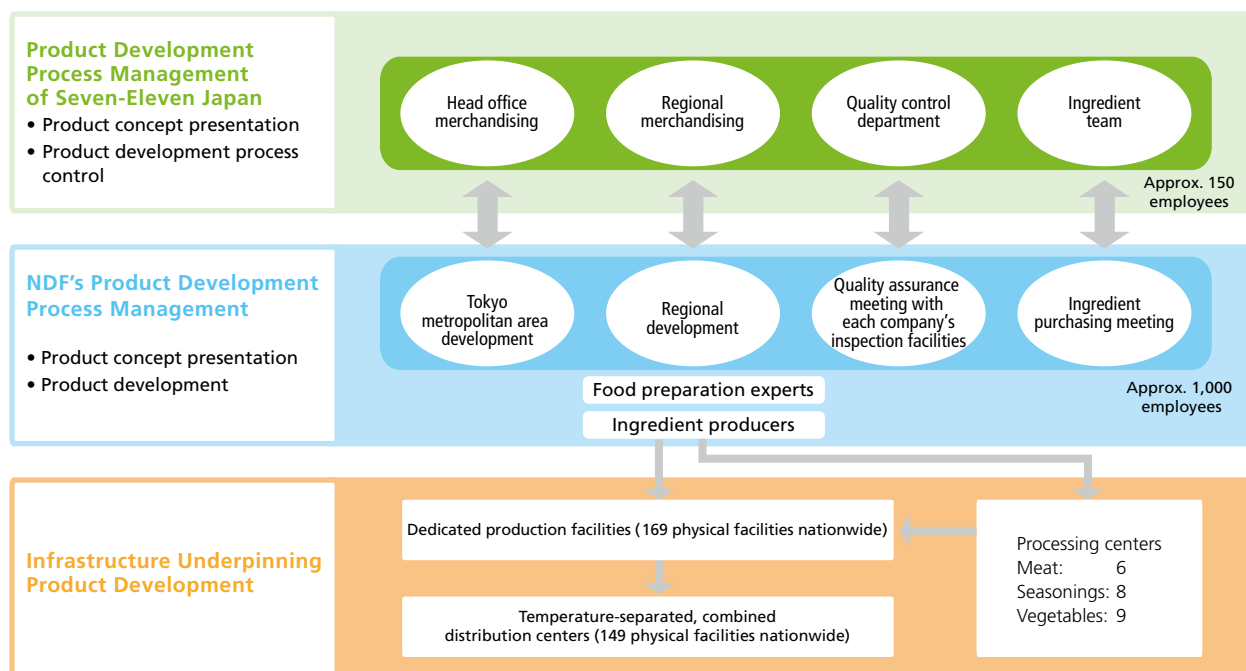
Major Group Companies' Data

Corporate Data

Merchandising

Original Daily Food Products Development by Seven-Eleven Japan

Food Product Development System

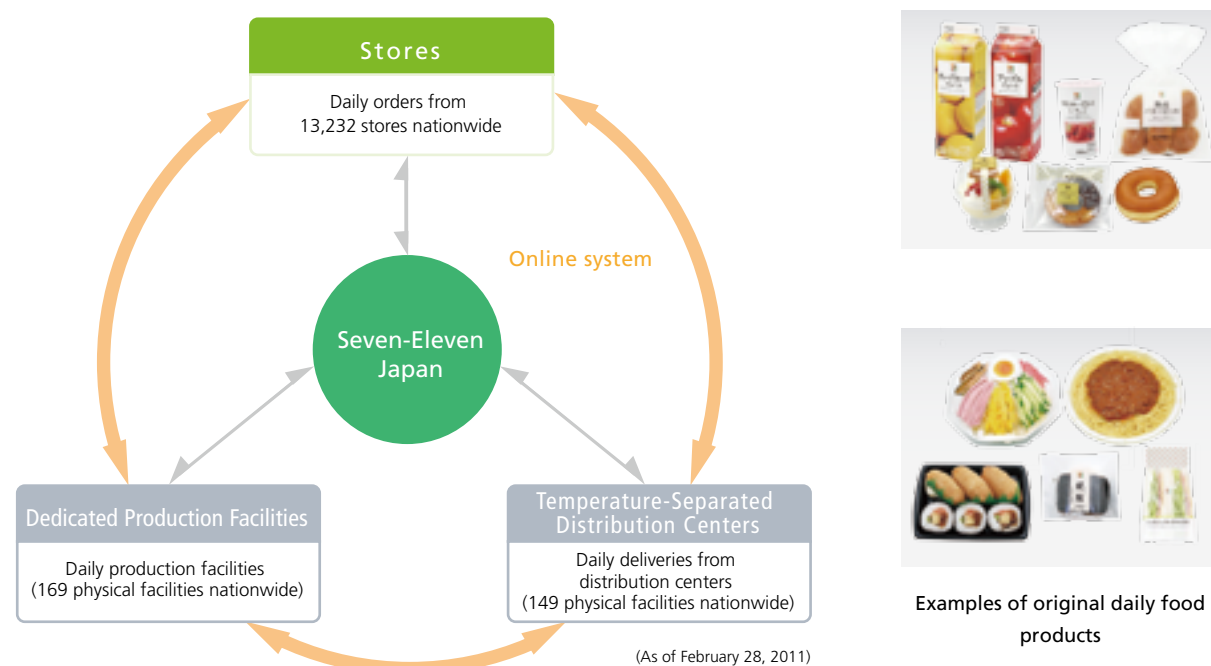


Notes 1. Nihon Delica Foods Association (NDF) was formed in 1979 mainly by vendors of rice-based products. NDF currently has approximately 80 member companies that engage in the vendor businesses of rice-based products, sandwiches, delicatessen items, noodles, and Japanese pickles. Members jointly develop 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, 2011.

Supply System for Original Daily Food Products

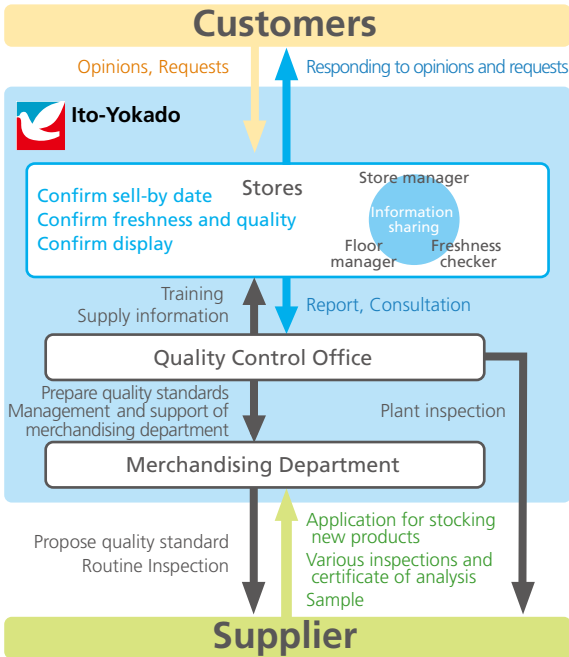
Original daily food products are made in specialized facilities operated by independent collaborating companies and are delivered to 7-Eleven stores from combined distribution centers that have multiple temperature-specific zones. The production facilities and temperature-separated combined distribution centers serve only Seven-Eleven Japan, allowing us to distinguish ourselves from the competition in terms of product development, hygiene, and quality control.



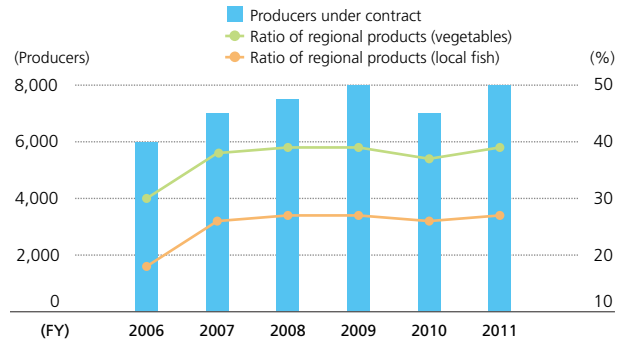
Food Safety Initiatives for Ito-Yokado

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.



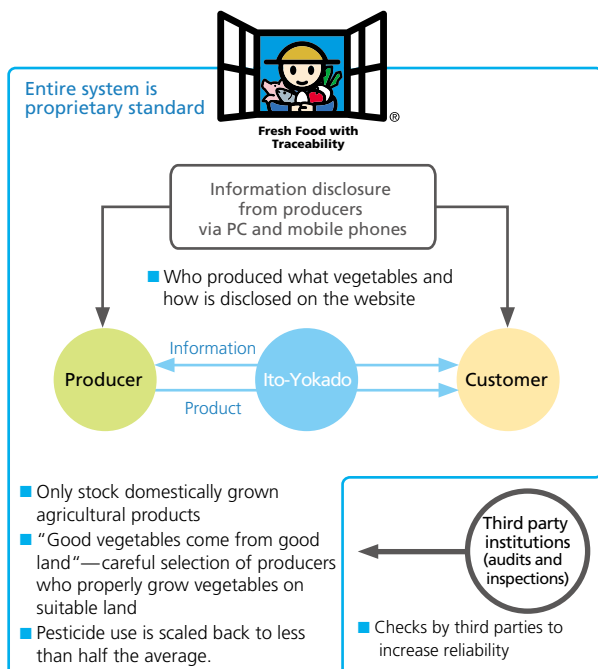
PROGRESS WITH REGIONAL PRODUCTS



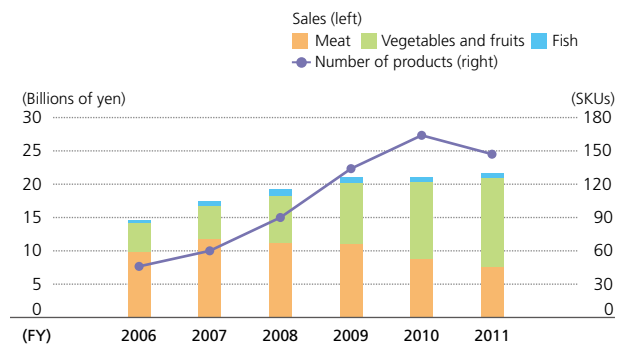
"Fresh Foods with Traceability" Initiatives

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

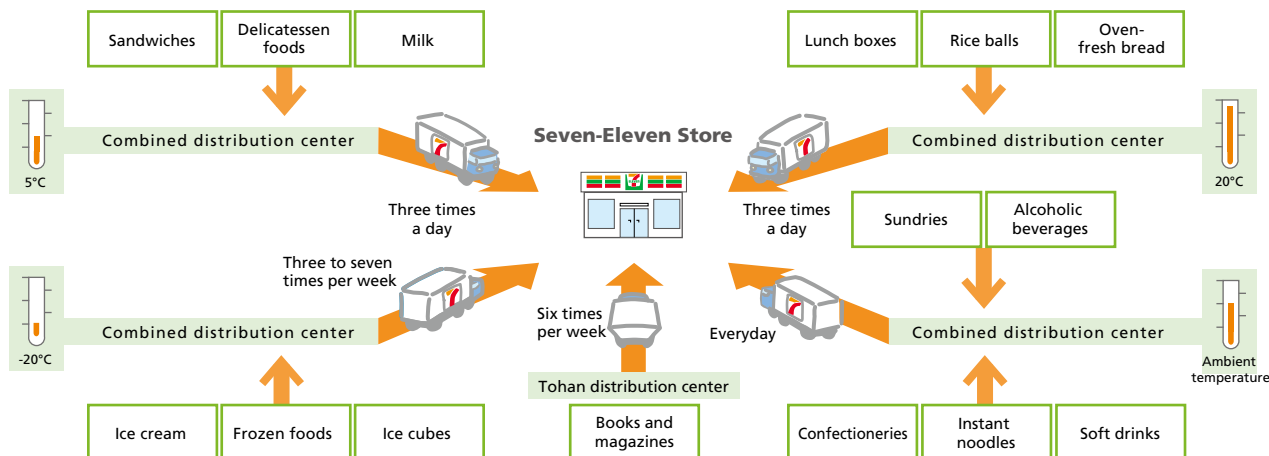


Distribution Systems

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

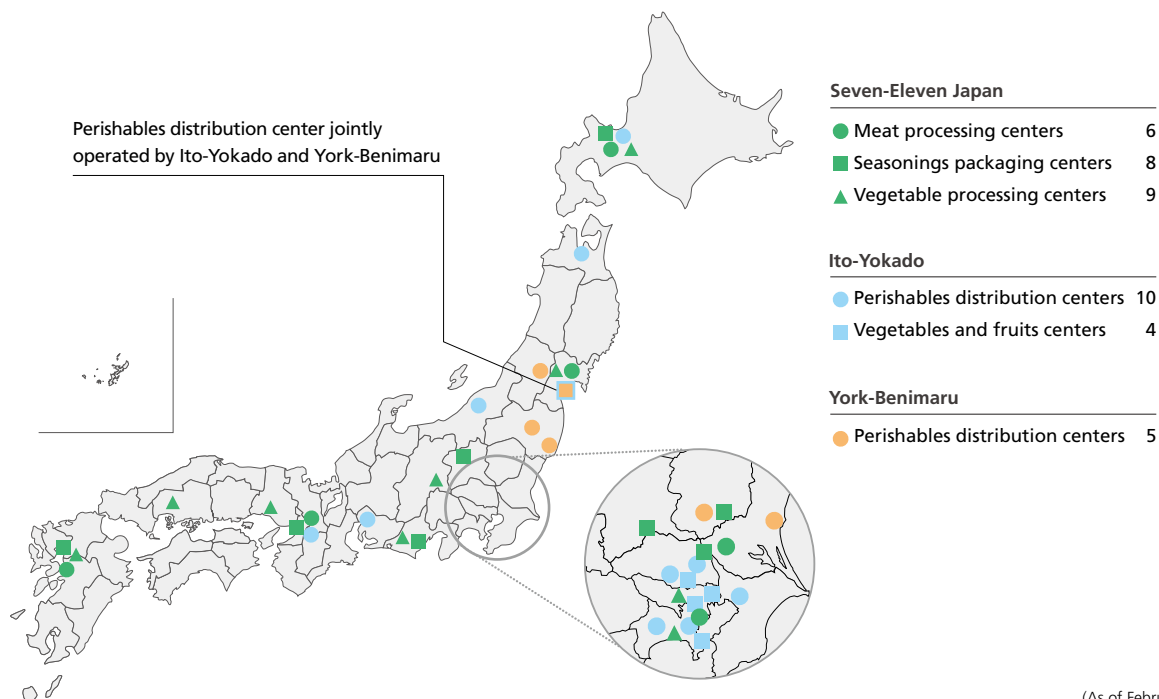


(As of February 28, 2011)

	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



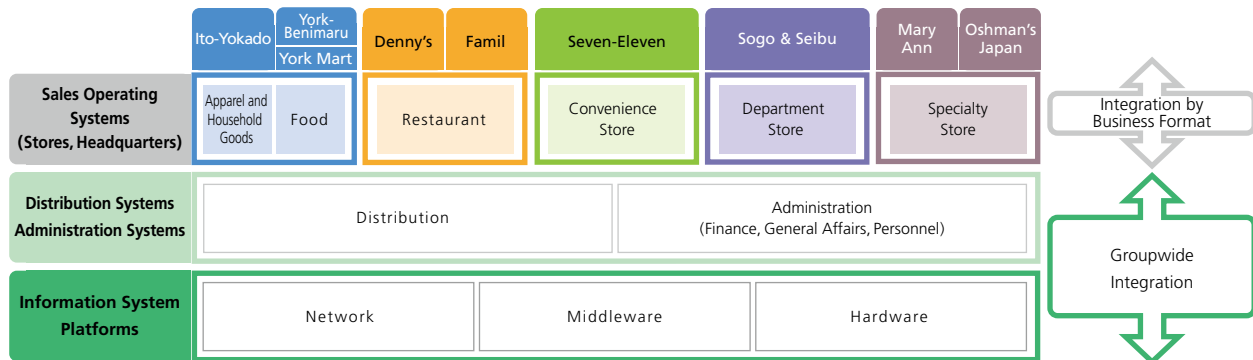
(As of February 28, 2011)

Information Systems

System Integration

In order to realize group synergies and upgrade administrative functions, Seven & i Holdings promotes integration between hardware and networks, which form the basis of its systems. In addition, sales administration systems are integrated by business categories.

CONCEPT CHART OF SYSTEM INTEGRATION



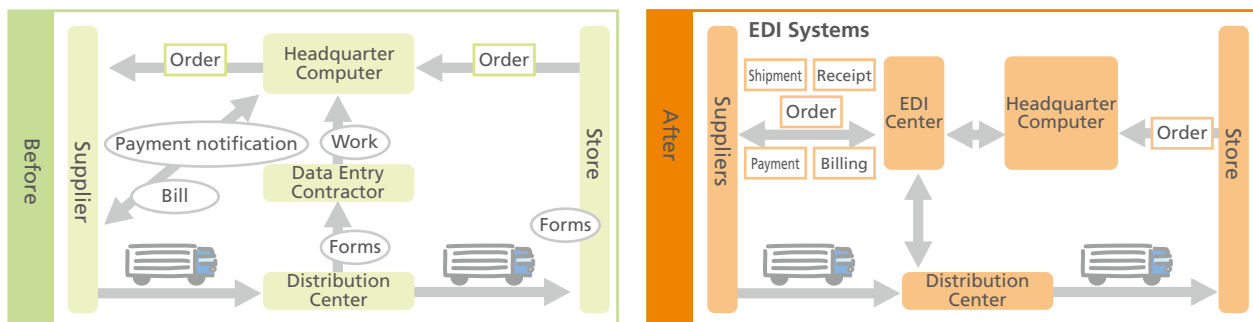
Introduction of Distribution Business Message Standard

In April 2011, Ito-Yokado introduced a distribution business message standard (BMS)—promoted by the Ministry of Economy, Trade and Industry—in its electronic data interchange (EDI) systems. The EDI systems are used in transactions with suppliers, for example, in ordering, shipping, reception, billing and payment. We plan to introduce the distribution BMS in the systems used by York-Benimaru, York Mart and other Group stores.

Benefits of Distribution BMS

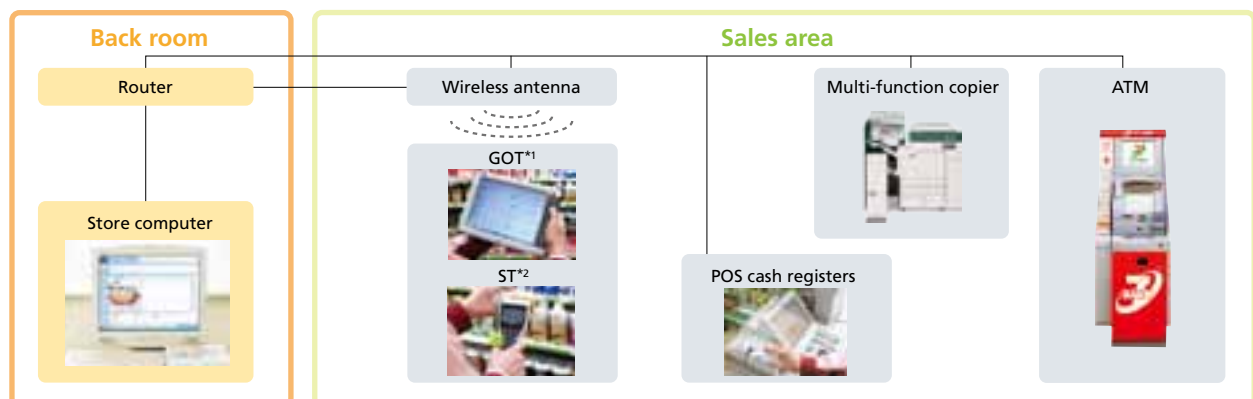
- Improve accuracy and productivity in ordering, order reception and payment operations.
- Reduce operating costs associated with paper-based forms.

DISTRIBUTION BMS INTRODUCTION



Sixth-Generation Total Information System for Seven-Eleven Japan

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



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

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

Financial Services

Group Card Business

Group companies have issued over 30 million cards at present, and we are accelerating a card strategy that facilitates members to utilize the Group company's stores. . On April 1, 2011, Seven CS Card Service Co., Ltd., which handles Sogo & Seibu's credit card business, became a consolidated subsidiary of Seven & i Holdings. By strengthening collaboration between Seven CS Card Service and Seven Card Service, efforts are being made to establish and promote a new Groupwide card service strategy. These efforts include such initiatives as the integration of the two card service companies' businesses and the standardization of their point services.

(As of April 30, 2011)

Card name	Operator	Number of card issued	Credit function	Stores with point service					
nanaco	Seven Card Service	12.85 million	▲ ^{*2}	■	■	■ ^{*4}	■	■ ^{*5}	
Seven Card ^{*1}		3.11 million	●	□	■	□	□	□	
Ito-Yokado Point Card		7.12 million	—		■				
Millennium CARD SAISON	Seven CS Card Service	2.43 million	● ^{*3}	□	□	■	□	□	
CLUB ON CARD SAISON		2.41 million							
Member's Card	Akachan Honpo	1.58 million	—						■

Notes:

1. The number of cards issued is as of February 28, 2011.

2. The number of Seven Cards issued represents active members.

*1 IY Card changed its name and its card design to Seven Card from issuance in July 2011.

*2 Credit functions can be used once the cardholder becomes a Seven Card and QUICPay member.

*3 Dedicated cards for point services, without credit functions, are also available.

*4 Applicable only in foods sections

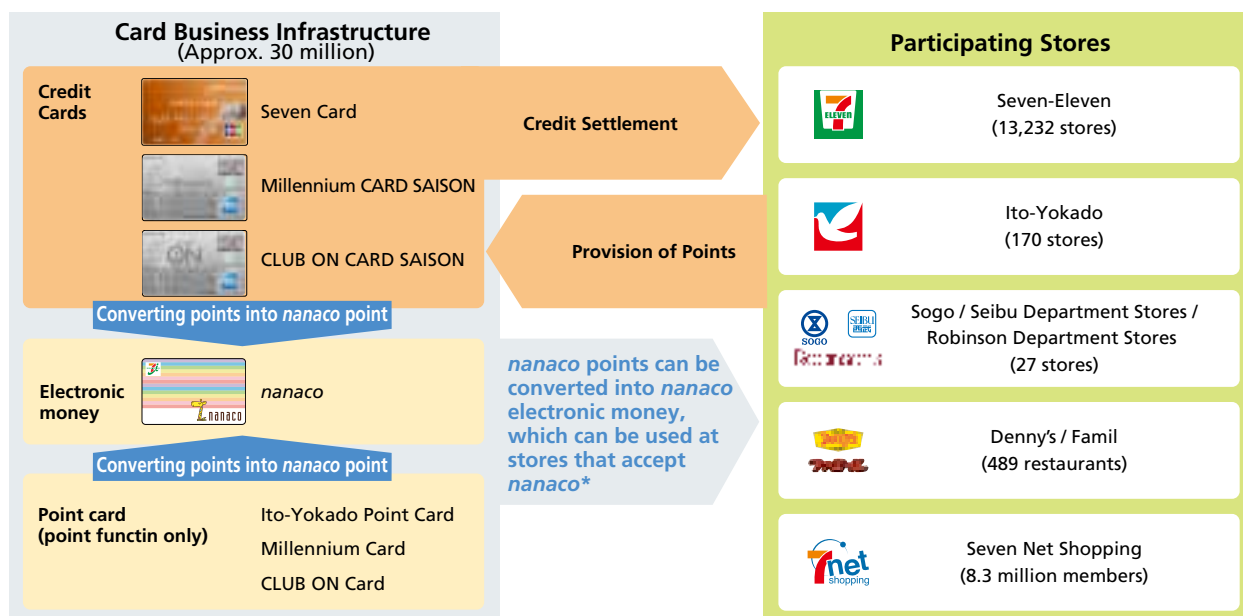
*5 The nanaco point service system requires registration before points are received.

■ indicates stores with existing point services.

□ indicates stores with the new Seven & i Point Service launched in June 2011, through which preferential points are granted for credit card transactions.

Seven & i Point Service

Previously, each type of card issued by Group companies was only valid for point services at specified stores of certain Group companies. From June 2011, however, Seven & i Holdings started a preferential point service, through which cardholders using credit functions can receive points at Group stores. This initiative is aimed at encouraging members to utilize the other company's stores. In September 2011, we plan to launch the nanaco Point Club service. Through this new service, points granted by Group companies can be converted into nanaco, electronic money and can be used at stores operated by Group companies.

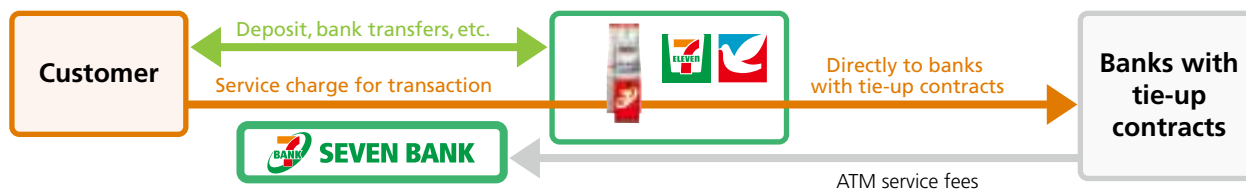


Note: The numbers of card members, stores and Seven Net Shopping members are as of February 28, 2011.

* They can also be used in the previous way, as points in the issuer's program.

ATM Services

Centered in 7-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

Retailers in the World

Domestic Market Share

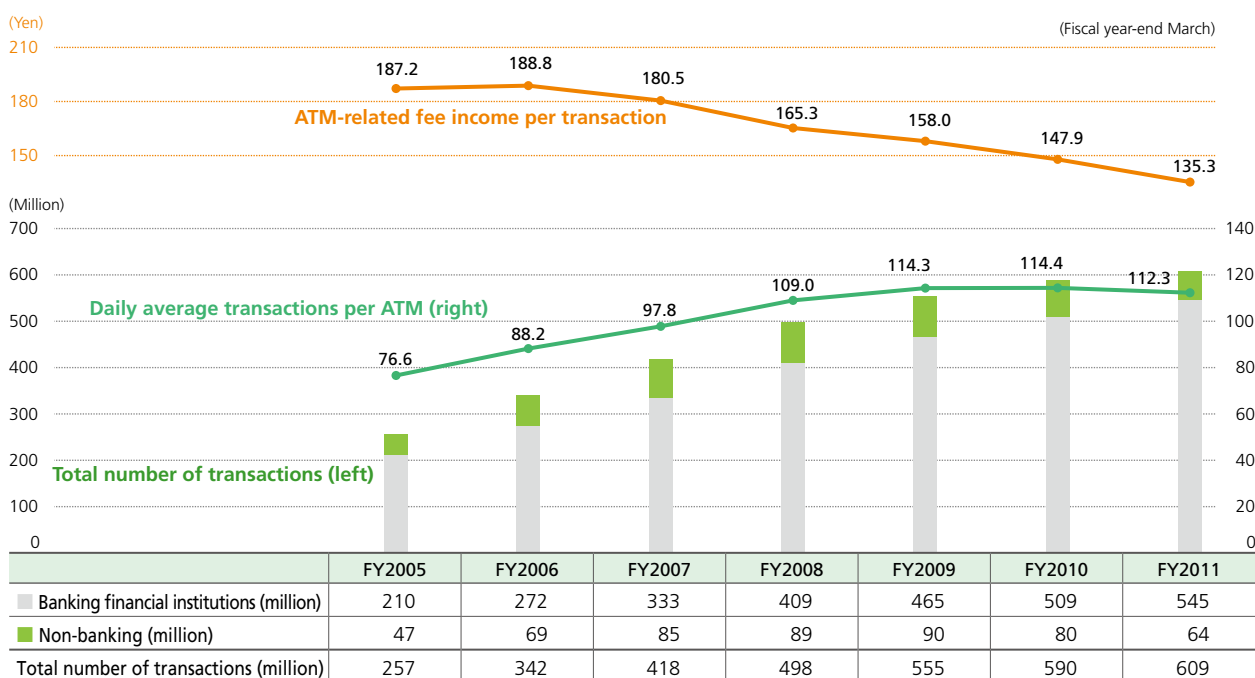
Domestic Retail Environment

Group Business Strategy

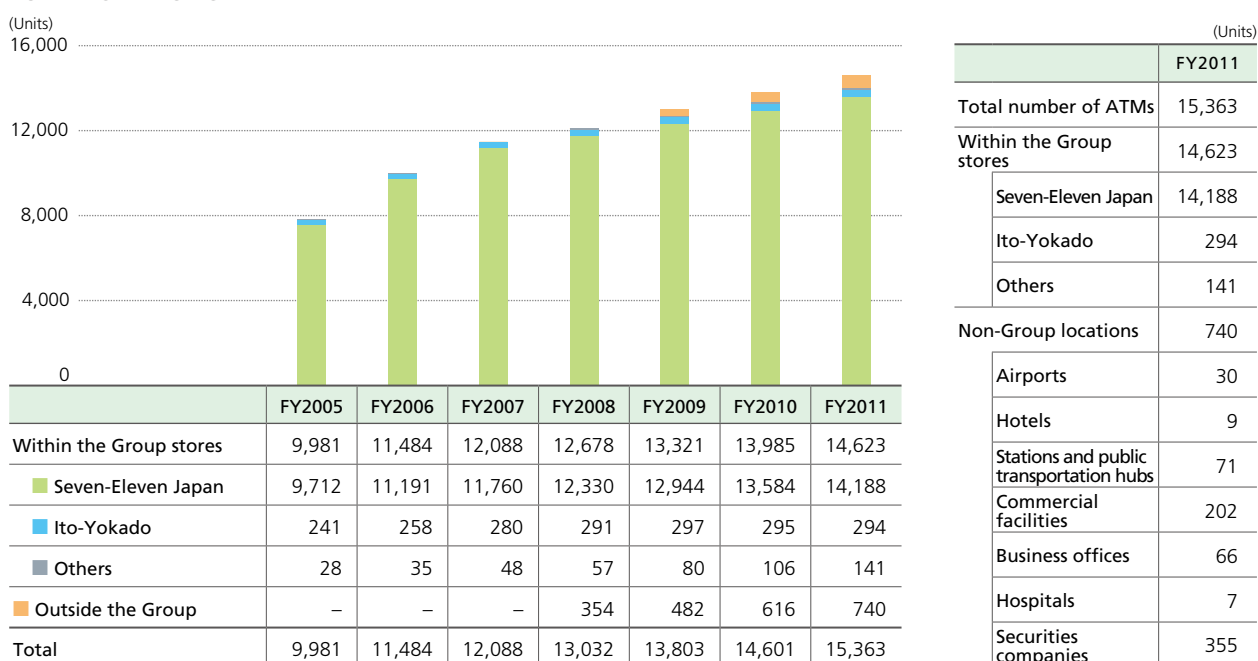
Major Group Companies' Data

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



NUMBER OF ATMS INSTALLED

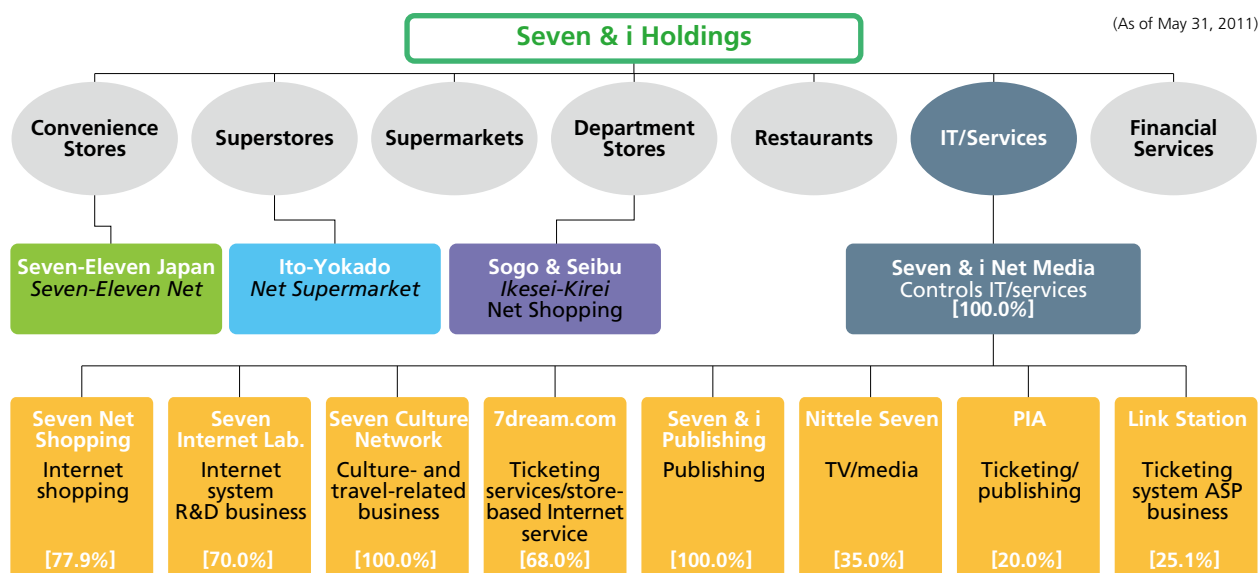


IT / Services

Seven & i Holdings is promoting its IT / Services that integrates the Internet and actual stores. We are taking advantage of the Group's strengths—namely, its business network consisting of approximately 14,700 stores and its business infrastructure based on advanced information and distribution systems.

Business Structure

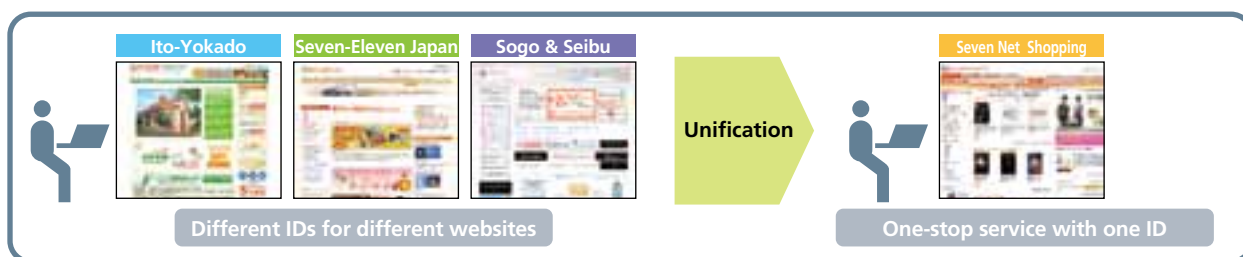
Seven & i Holdings has split the Internet-related operations undertaken by each Group company into three categories: Internet Shopping Business; Store-Based Internet Service Business; and Information Terminal Service Business. Seven & i Net Media, which controls the Group's IT / Services, leads the development and reorganization of business infrastructure required for these operations.



Note: [] indicates the percentage of equity owned by Seven & i Holdings.

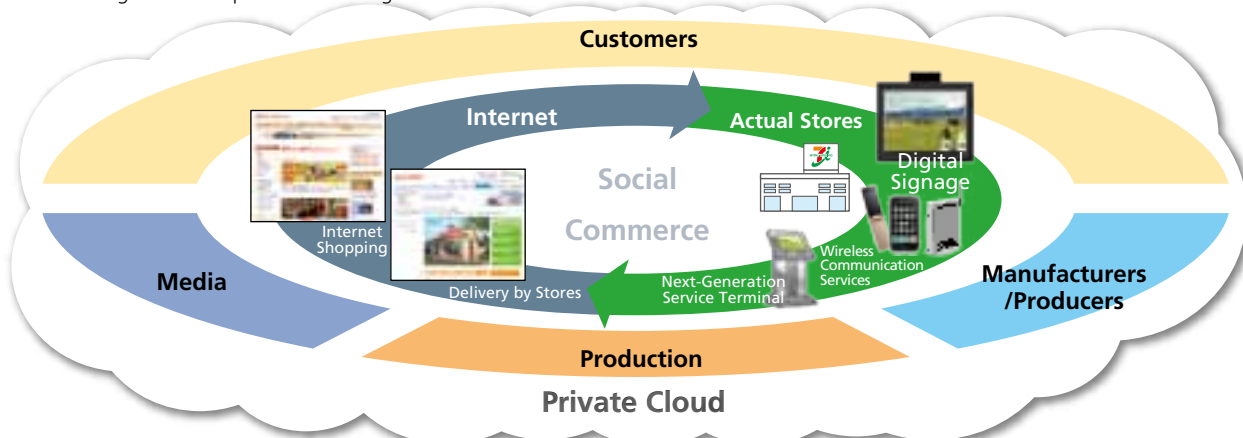
Group Internet Business

Seven & i Holdings plans to integrate the Internet sites established by different Group companies into one general website, thereby maximizing customer convenience.



"Social Commerce": Groups' Internet Strategy





Seven & i Holdings is promoting its IT / Services based on the concept of "Social Commerce." Under this concept, all parties—including our customers, suppliers and Group companies—participate in a virtual market and create new ways of Internet shopping through the sharing of their respective knowledge and know-how.



Internet Shopping: Nationwide

Four Sections of "Seven Net Shopping"

As the first step toward the realization of "Social Commerce," we renewed our "Seven Net Shopping," Internet shopping website in January 2011.

Shopping	Specialty Store	Word-of-Mouth	Net Supermarket
			
Section providing approximately 5 million items in 11 categories, from books to household goods	Section imparting behind-the-scenes information provided by manufacturers and producers (operate approx. 1,500 stores at the end of May 2011)	Section where customers and famous figures exchange opinions and contribute information about recommended items	Introducing Ito-Yokado's net supermarket to maximize customer convenience of one stop service

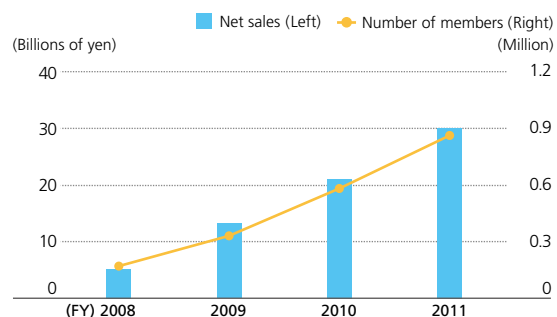
Internet Shopping: Store Based

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.



Service launched	March 2001
Items handled	Approx. 30,000 items (foods, household goods, underwear, miscellaneous goods for kids, etc.)
Delivery fee	¥315 (including tax, free above set value of purchases)
Delivery schedule	Six shipments/day (excluding some stores)
Sales recognition	Posted as sales of Ito-Yokado
Net sales	¥30.0 billion (FY2011)
Number of members	860 thousand (as of Feb. 28, 2011)



Seven-Eleven Net

By enhancing the supplementation of 7-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.

Ikesei-Kirei Net Shopping

Ikebukuro store, Sogo & Seibu's flagship store, has launched a website specialized in cosmetics, a field in which department stores advantage. Cosmetic items ordered through this website can be delivered to and picked up at a 7-Eleven store of the customer's choice.

Information Terminal Service Business

Services are offered through multi-function copier machine at our Seven-Eleven Japan stores.

Major Services:

- Photo Copy
- Fax
- Digital photo printing
- Internet printing
- Ticketing
- Prepaid services
- Sports promotion lottery ticket service
- Certification/qualification processing
- Motorcycle liability insurance processing
- Public administration-related services (issuance of residence certificate, seal registration certificate), etc.

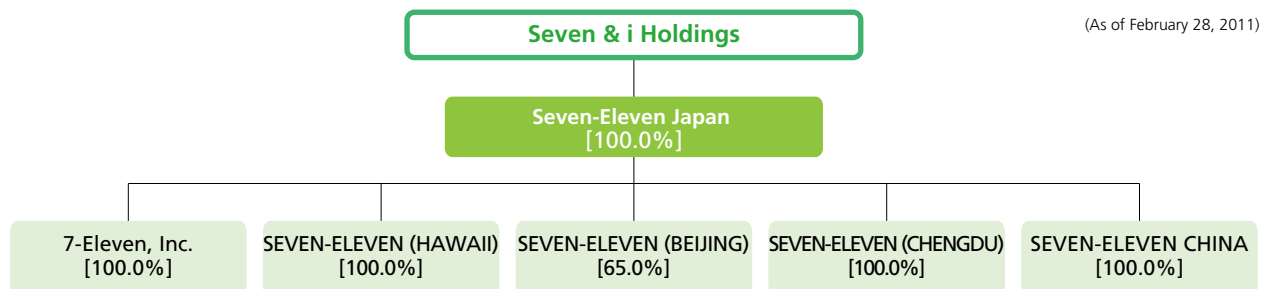
*Through the ticketing service, customers can buy not only tickets for movies and events, but also tickets for reserved seats at sports and other events as well as on expressway buses.



Global Strategy

Capital Relationships in the Group's Convenience Store Operations

Convenience stores in Japan, the United States, Canada and China (Beijing, Tianjin and Chengdu) are operated by subsidiaries of Seven & i Holdings. Also, 7-Eleven, Inc., which acts as the global area licensor, and SEVEN-ELEVEN (CHINA), which serves as the master licensor in China, are subsidiaries of Seven & i Holdings.

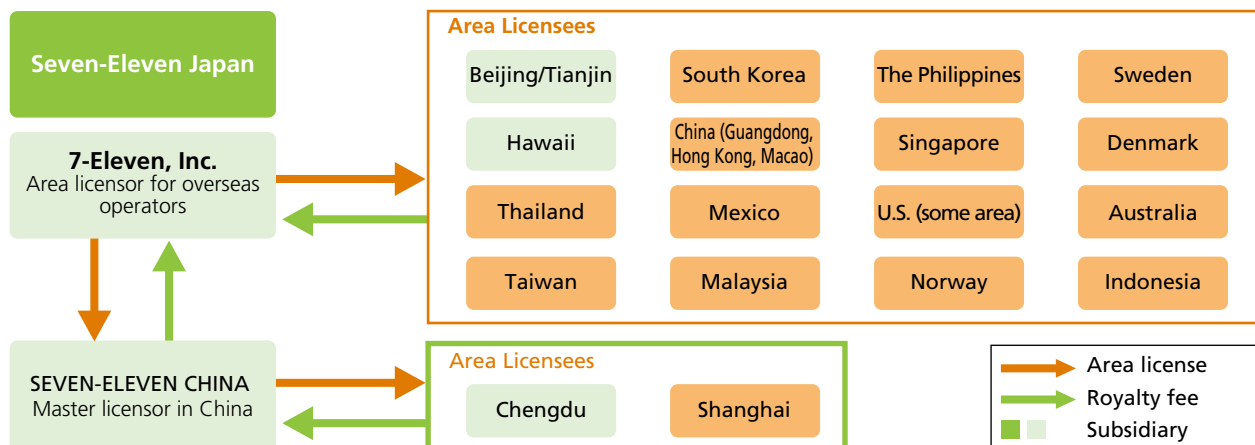


Notes: 1. [] indicates percentage of equity owned by the Group.

2. Seven-Eleven Japan and Ito-Yokado respectively hold 81.0% and 19.0% equity in SEVEN-ELEVEN (CHENGDU).

Overseas Licensing Scheme

7-Eleven, Inc. is responsible for granting area licenses to overseas operators of 7-Eleven stores. Royalty fees paid by area licensees are included in other income of 7-Eleven, Inc.



7-Eleven Store Operators Around the World

In countries and regions not covered by our subsidiaries, leading corporate groups have become our area licensees to operate 7-Eleven stores.

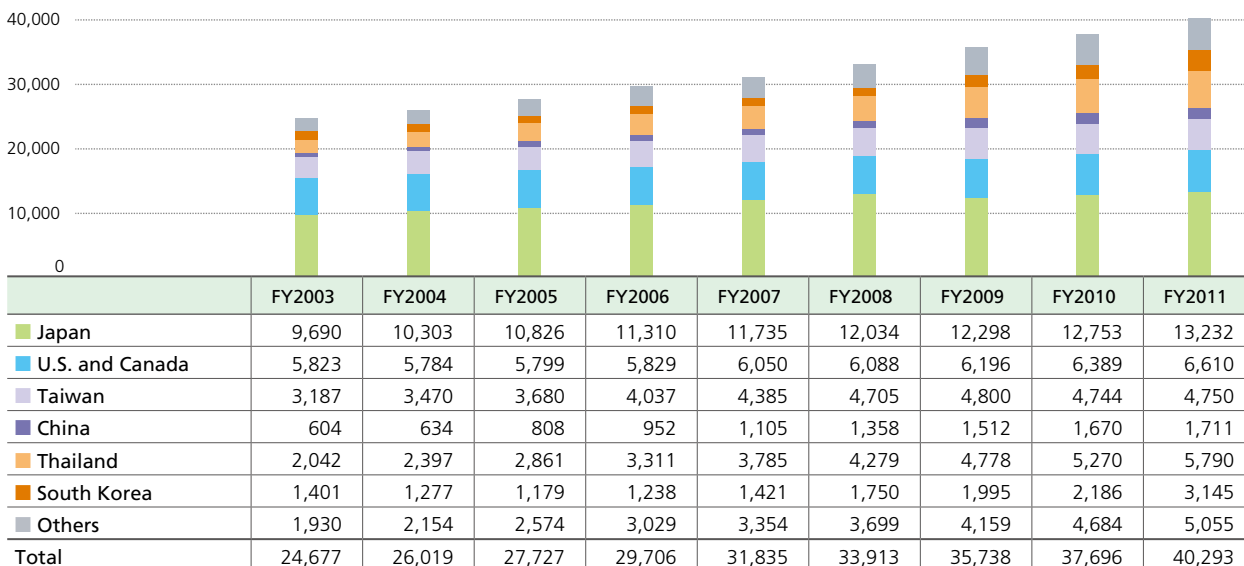
Country or Region	Operator	Number of Stores
Thailand	C. P. ALL Public Company Ltd. [Charoen Pokphand Group]	5,790
Taiwan / China (Shanghai)	President Chain Store Co. Ltd. [Uni-President Enterprise Corp.]	4,804
South Korea	Korea-Seven Co. Ltd. [Lotte Group]	3,145
China (Guangdong, Hong Kong, Macao)	The Dairy Farm Company, Limited [Dairy Farm International Holdings Limited]	1,557
Mexico	7-Eleven Mexico S.A. de C. V.	1,223
Malaysia	7-Eleven Malaysia Sdn Bhd	1,212
The Philippines	Philippine Seven Corporation [President Chain Store Corporation]	551
Singapore	Cold Storage Singapore (1983) Pte. Ltd. [Dairy Farm International Holdings Limited]	549
U.S.	Garb-Ko, Inc.	523
	Handee Marts, Inc.	
	Prima Marketing, LLC	
	Resort Retailers, Inc.	
	Southwest Convenience Stores, Inc.	
Norway/Sweden/ Denmark	Reitan Servicehandel	506
Australia	7-Eleven Stores Pty. Ltd.	415
Indonesia	PT Modern Putraindonesia	21

Notes: 1. The number of stores is as of December 31, 2010.

2. Company names in brackets are those of the corporate groups affiliated with the companies listed.

Number of Seven-Eleven Stores Worldwide

TRANSITION OF NUMBER OF SEVEN-ELEVEN STORES



Notes: 1. Figures for the U.S. and Canada are the total number of stores directly managed and 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

Licensee Leadership Summit

Seven-Eleven holds an Licensee Leadership Summit. Management teams of Seven-Eleven store operators worldwide gather and exchange information to improve the quality of management. Through various programs at the summit, we promote "Global Collaboration," the concept of providing business infrastructure to licensees in each country and region.

Global Collaborations



Trademark

Factors Specific to Country or Region

- Product lineups
- Employment
- Payroll systems
- Taxation and financing systems
- Franchise agreements

Factors Common to Global Infrastructure

- Product procurement
- Headquarter organization
- Product category controls
- Quality control processes
- Information sharing processes
- Store operations
- Bookkeeping and inventory systems
- Franchise systems
- Training curriculum
- Store construction
- Gasoline operation
- Logistics systems
- Store renovation processes
- New store development processes
- Product development processes
- Facility maintenance and repair
- Daily foods development team
- Integrated store information systems

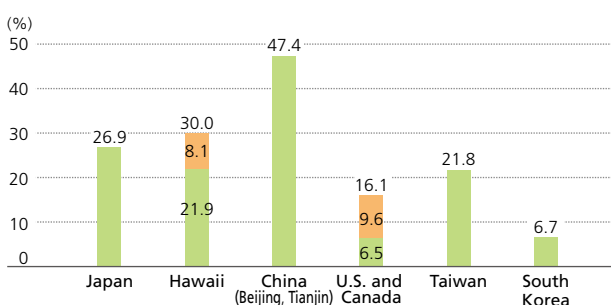
Business infrastructure established by Japan and North America



Licensees

Sales of Fast Food of Seven-Eleven in the World

FAST FOOD SALES AS A PERCENTAGE OF TOTAL SALES FOR FY2011



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.

Global Strategy

Operations in China

Adhering to our market concentration 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.

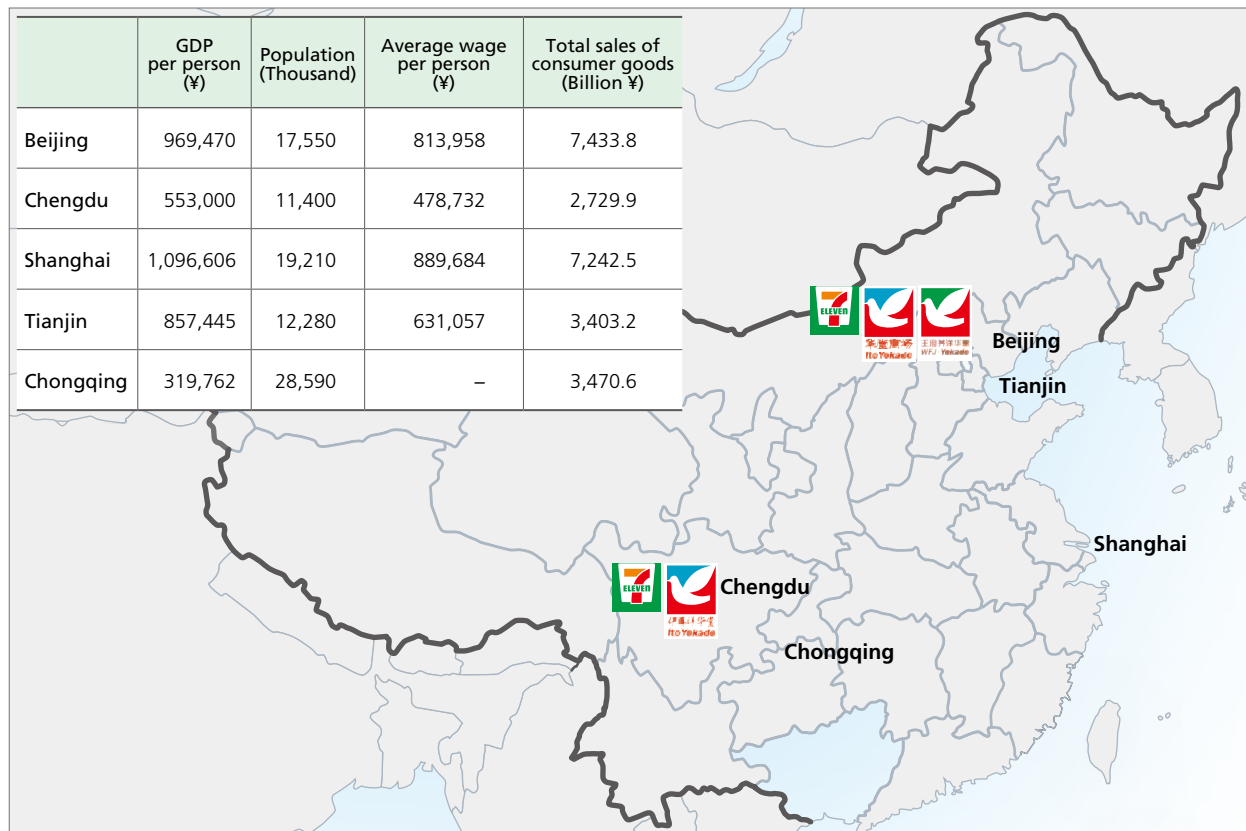
Company Overview

(As of December 31, 2010)

	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 thousand	Seven-Eleven Japan Co., Ltd. Beijing Wang fu jing Department Store Group Co., Ltd. China National Sugar & Alcohol Group	65.0% 25.0% 10.0%
SEVEN-ELEVEN (CHENGDU) Co., Ltd.	Convenience store	Dec. 2010	March 17, 2011	US\$10,000 thousand	Seven-Eleven Japan Co., Ltd. Ito-Yokado Co., Ltd.	81.0% 19.0%
SEVEN-ELEVEN CHINA Co., Ltd.	Seven-Eleven's master licensor in China*	Apr. 2008	–	50,000 thousand yuan	Seven-Eleven Japan Co., Ltd.	100.0%
Hua Tang Yokado Commercial Co., Ltd.	Superstore	Sept. 1997	Apr. 28, 1998	US\$65,000 thousand	Ito-Yokado Co., Ltd. ITOCHU Group China Huafu Trade & Development Group Corp.	75.8% 12.3% 12.0%
Chengdu Ito-Yokado Co., Ltd.	Superstore	Dec. 1996	Nov. 21, 1997	US\$23,000 thousand	Ito-Yokado Co., Ltd. China Huafu Trade & Development Group Corp. ITOCHU Group CITYWELL (CHENGDU) DEVELOPMENT CO., LTD.	74.0% 12.0% 9.0% 5.0%
Beijing Wang fu jing Yokado Commercial Co., Ltd.	Supermarket	Nov. 2004	Apr. 30, 2005	US\$18,000 thousand	Ito-Yokado Co., Ltd. Beijing Wangfujing Department Store Group Co., Ltd. York-Benimaru Co., Ltd.	40.0% 40.0% 20.0%
Seven & i Restaurant (Beijing) Co., Ltd.	Restaurant	Feb. 2009	July 21, 2009	100,000 thousand yuan	Seven & i Food Systems Co., Ltd. Beijing Wang fu jing Department Store Group Co., Ltd. China National Sugar & Alcohol Group	75.0% 15.0% 10.0%

*1 Excluding Beijing, Tianjin and Hebei, as well as Hong Kong and Guangdong, which are already covered by the area license granted by 7-Eleven, Inc.

China Market

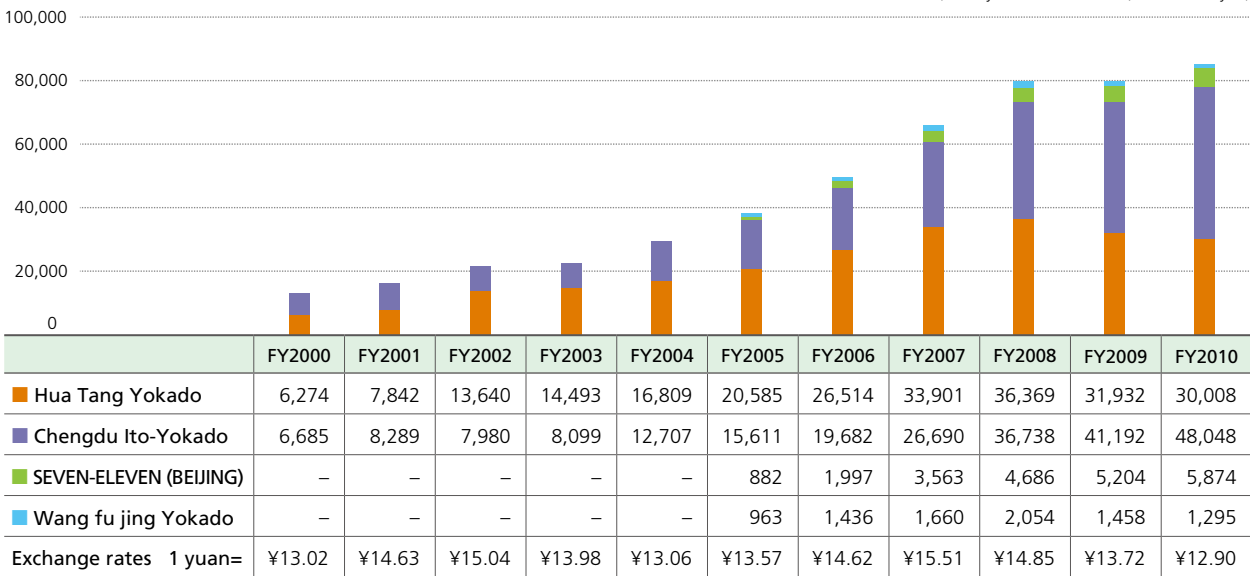


Note: Exchange rate: 1 yuan=¥14

Source: National Bureau of Statistics of China (2009)

Sales Trend

(Fiscal year-end December, Millions of yen)



Note: Sales exclude value added tax.

Performance Overview

Retailers in the World

Domestic Market Share

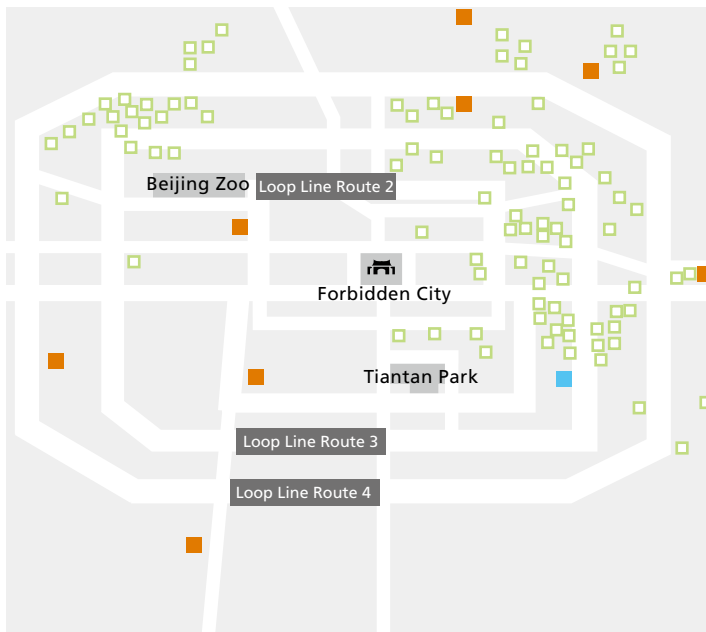
Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

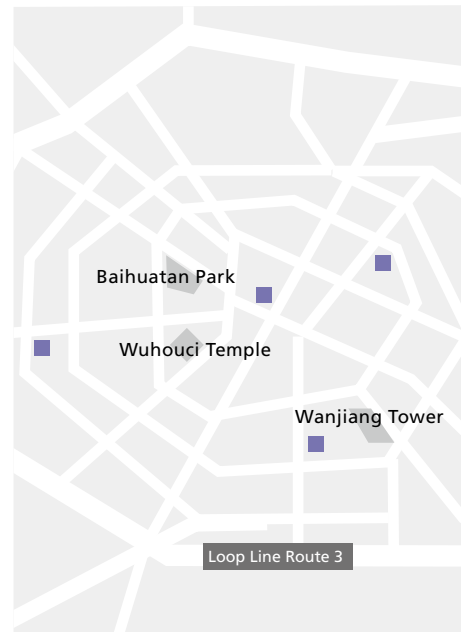
Corporate Data

Beijing



Chengdu

(As of December 31, 2010)



SEVEN-ELEVEN: 100 stores



Hua Tang Yokado: 8 stores



Wang fu jing Yokado: 1 store



Chengdu Ito-Yokado: 4 stores