

# It's a New Day

Our stores can meet your needs. When you visit one of our stores, you're sure to find something that makes you a little happier. In fact, we think that's the real meaning of a "store."

Our stores have the things you want. They have delicious foods. They have goods that you cannot find at other stores. They have products that are brought to you with care, and items that will surprise you.

They have employees who are kind and warmhearted. Who offer you a warm welcome.

Our stores are always clean, and they have efficient systems that enable you to quickly and accurately handle your daily affairs.

Rather than huge things that change our lives, isn't it the things that make us a little happier that, in the end, make our day-to-day lifestyles more comfortable?

But that isn't easy to do. It's not even possible without the wholehearted effort of the people who work in the stores.

Focusing on people. What do people want now? And what do they want to be? That is what we concentrate on, listen to, and strive to understand. We know that is the only way to meet the needs of our customers.

From convenience stores, superstores, and department stores to specialty stores, restaurants, Internet shopping, banking, and a range of public services, we are committed to being a Group that always asks, "what do customers want?"

The answer, of course, lies with the customers themselves. That is our vision for the Seven & i Group. It's a vision that we will always remember.

## Group Corporate Creed

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

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

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

## Contents

<b>Profile</b>		<b>Group Business Strategy</b>	
Store Network	1	Store-Opening Policy	16
Establishment of Holding Company	2	Merchandising	18
Overview of Main Group Companies	3	Distribution Systems	22
		Information Systems	23
<b>Performance overview</b>		Financial Services	24
Consolidated Financial Summary	4	IT / Services	26
Segment Information	6	Global Strategy	28
Financial Position	9		
		<b>Major Group Companies' Data</b>	
<b>Retailers in the World</b>		Convenience Stores	32
Sales Ranking	10	Superstores	36
Market Capitalization Ranking	11	Department Stores	38
		Supermarkets	40
<b>Domestic Retail Environment</b>		Specialty Stores	41
The Consumer Environment	12	Food Services	42
Environment of Retail Industry	13	Financial Services	43
Major Group Companies' Market Share in Japan (Nonconsolidated)	15		
		<b>Corporate Data</b>	
		Stock Information	44
		Corporate Overview	45

# 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

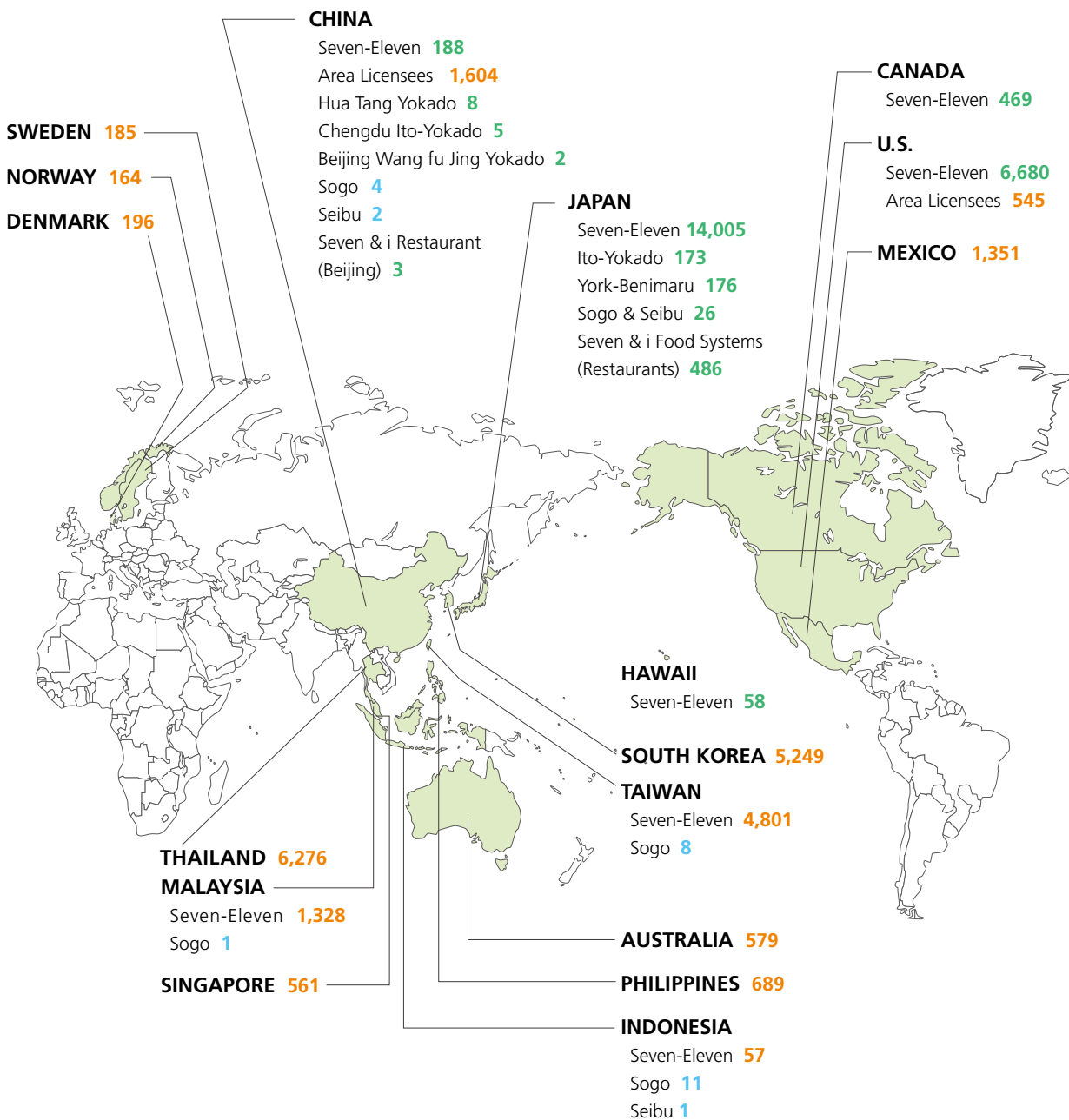
Global : approx. **46,600** stores

Japan : approx. **15,600** stores

## Number of Customer Store-Visits per Day

Global : approx. **48** million

Japan : approx. **17** 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 29, 2012 in Japan, and December 31, 2011 for all other areas.

Profile

Performance Overview

Retailers in the World

Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

Corporate Data

# 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

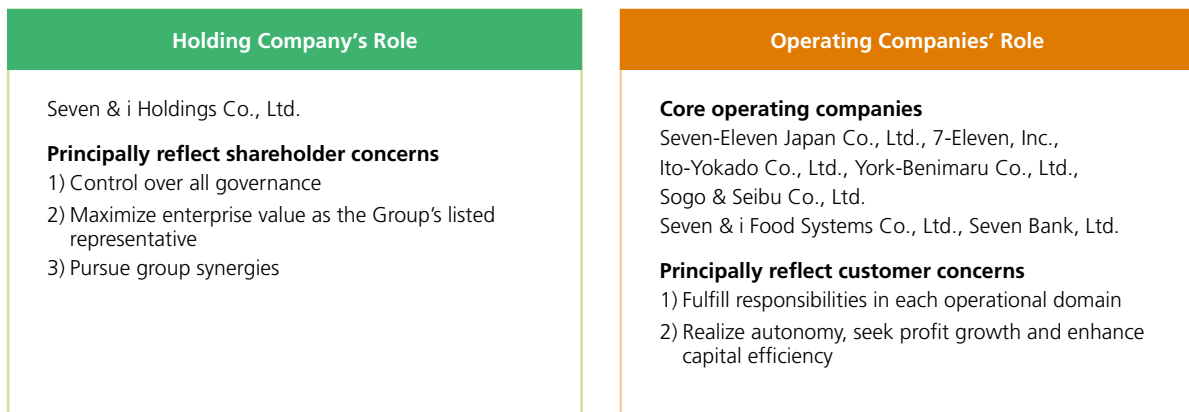
#### Maximize the Group's enterprise value

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

#### Strengthen corporate governance

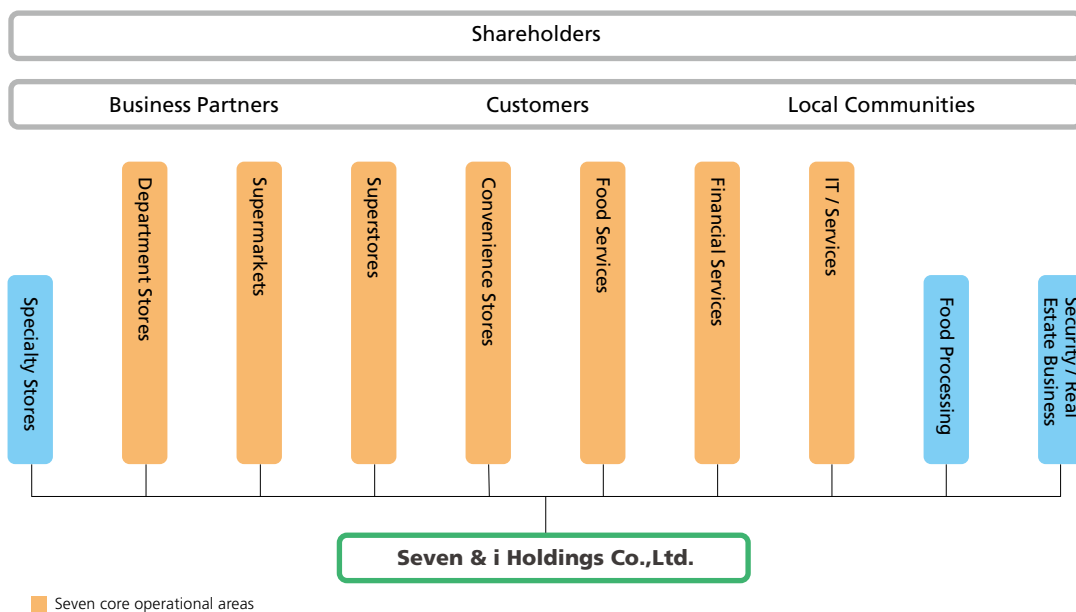
- Clearly delineating autonomy and the responsibilities of each group company
- Evaluating profitability and efficiently allocating management resources based on monitoring

### • The Roles of the Holding Company and the Operating Companies



### • Seven & i Holdings' Core Operational Areas

With the aim of providing new value to meet emerging needs and taking challenge of promoting innovation in retailing, the Company identified seven core operational areas at the time of its establishment.



# Overview of Main Group Companies

(As of February 29, 2012)

	Net Sales		Number of stores		Employees		Capital	Equity owned by the Company
	(Million ¥)	Growth rate (%)		Increase (Decrease)		Increase (Decrease)	(Million ¥)	(%)
<b>Convenience Stores</b>								
Seven-Eleven Japan Co., Ltd.	3,280,512 <sup>*1</sup>	11.3	14,005	773	9,384	(562)	17,200	100.0
○ 7-Eleven, Inc. <sup>*2</sup>	1,624,095 <sup>*1</sup>	10.4	7,149	539	20,002	851	U.S.\$13,000	100.0
○ SEVEN-ELEVEN (HAWAII), INC.	19,869	(3.3)	58	3	902	42	U.S.\$20,000,000	100.0
○ SEVEN-ELEVEN (BEIJING) CO., LTD.	7,754 <sup>*3</sup>	32.0	147	47	2,112	325	U.S.\$35,000,000	65.0
○ SEVEN-ELEVEN (CHENGDU) Co., Ltd.	517 <sup>*3</sup>	–	41	–	787	–	U.S.\$30,000,000	100.0
<b>Superstores</b>								
Ito-Yokado Co., Ltd.	1,334,297	(1.1)	173	3	38,989	(625)	40,000	100.0
○ Hua Tang Yokado Commercial Co., Ltd.	28,477 <sup>*3</sup>	(5.1)	8	0	2,359	(300)	U.S.\$65,000,000	75.8
○ Chengdu Ito-Yokado Co., Ltd.	50,672 <sup>*3</sup>	5.5	5	1	3,337	299	U.S.\$23,000,000	74.0
<b>Supermarkets</b>								
York-Benimaru Co., Ltd.	342,944	1.5	176	6	12,660	(454)	9,927	100.0
Life Foods Co., Ltd.	36,974	1.6	–	–	4,371	(27)	120	100.0
York Mart Co., Ltd.	118,422	7.2	68	3	4,971	552	1,000	100.0
SHELL GARDEN CO., LTD.	23,332	4.0	19	0	917	(56)	989	100.0
○ Beijing Wang fu jing Yokado Commercial Co., Ltd.	1,217 <sup>*3</sup>	(6.0)	2	1	197	64	U.S.\$18,000,000	60.0
<b>Department Stores</b>								
Sogo & Seibu Co., Ltd. <sup>*3</sup>	817,927	(2.0)	26	(1)	10,154	(478)	10,000	100.0
<b>Food Services</b>								
Seven & i Food Systems Co., Ltd.	77,400	(2.8)	858	12	11,722	(53)	3,000	100.0
<b>Financial Services</b>								
☆ Seven Bank, Ltd.	88,318 <sup>*4</sup>	5.1	–	–	384	(11)	30,505	45.8
Seven Card Service Co., Ltd.	22,229 <sup>*4</sup>	8.0	–	–	114	8	7,500	95.5
Seven CS Card Service Co., Ltd.	18,837 <sup>*4</sup>	–	–	–	642	–	100	51.0
<b>IT/Services</b>								
Seven Net Shopping Co., Ltd.	22,829	43.1	–	–	98	26	3,000	77.9
7dream.com	6,527	22.0	–	–	42	2	450	68.0
Seven-Meal Service Co., Ltd. <sup>*5</sup>	–	–	–	–	23	0	300	90.0
<b>Specialty Stores</b>								
Akachan Honpo Co., Ltd.	78,744	0.5	87	2	2,634	(61)	3,080	93.7
THE LOFT CO., LTD.	85,836	3.3	73	10	3,525	167	750	70.7
Seven Bi no Garden Co., LTD. <sup>*6</sup>	16,571	–	33	–	433	391	450	91.3
Oshman's Japan Co., Ltd.	6,826	4.8	7	1	196	12	1,200	100.0
Mary Ann Co., Ltd.	2,096	(24.2)	41	(6)	192	(69)	200	100.0

○ Figures are for the fiscal year ended December 31, 2011.

☆ Figures are for the fiscal year ended March 31, 2012.

Notes: 1. Exchange rates: U.S.\$1=¥79.80; 1 yuan=¥12.32

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 Sales of Seven-Eleven Japan and 7-Eleven, Inc. represent total store sales.

\*2 From the fiscal year ended December 31, 2011, 7-Eleven, Inc. has changed its accounting method for revenues from operations, related to franchise agreements, from "gross amount" to "net amount."

\*3 Sales for Chinese subsidiaries exclude value added tax.

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

\*5 Sales for Seven-Meal Service 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 2010.

\*6 Seven Health Care Co., Ltd. changed its company name to Seven Bi no Garden Co., LTD. in May 2012.

Profile

Performance Overview

Retailers in the World

Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

Corporate Data