



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

Corporate Outline **2012**

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.

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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. **46,600** stores

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

Number of Customer Store-Visits per Day

Global : approx. **48** million

Japan : approx. **17** million

Profile

Performance Overview

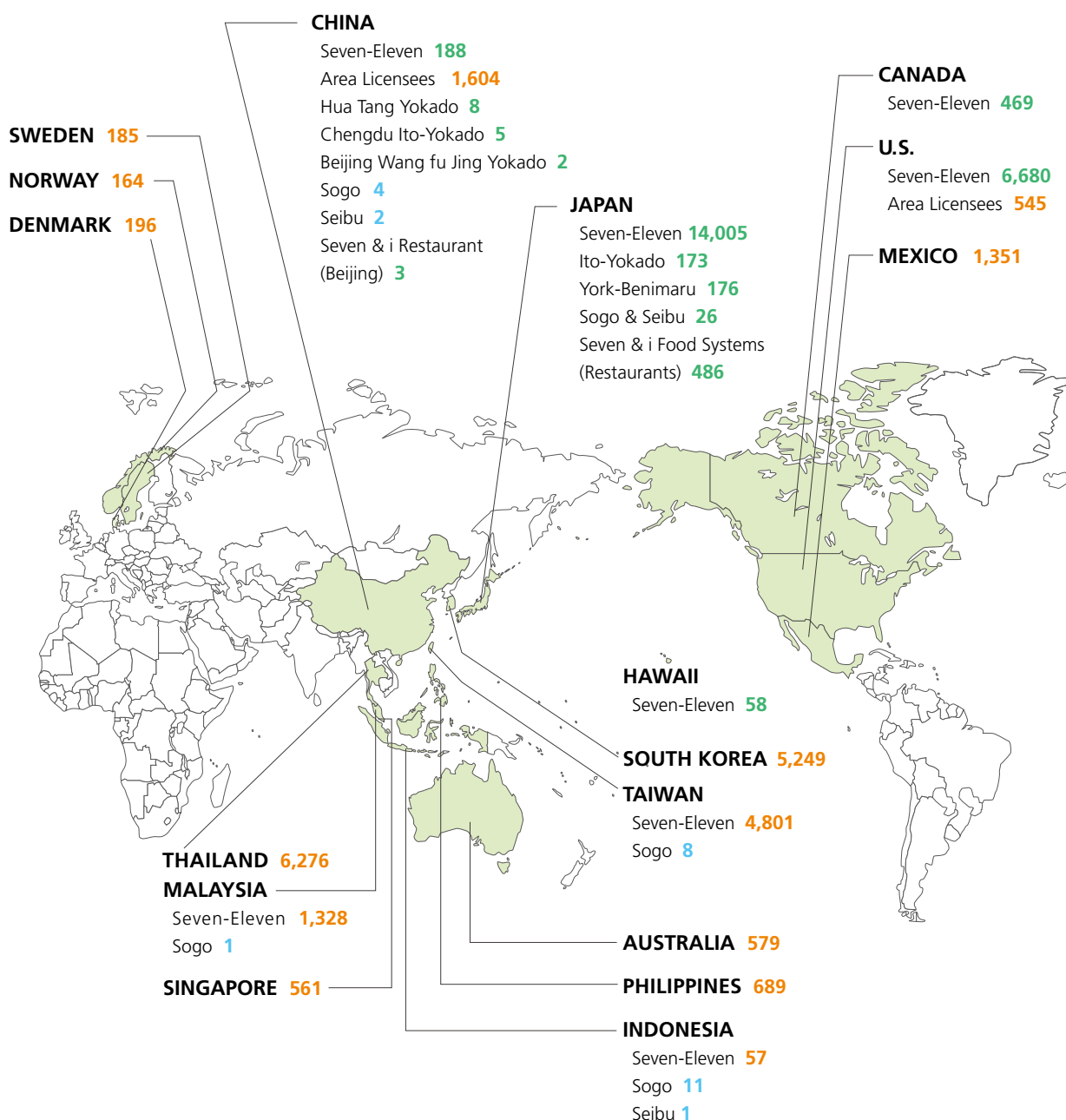
Retailers in the World

Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

Corporate Data



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.

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

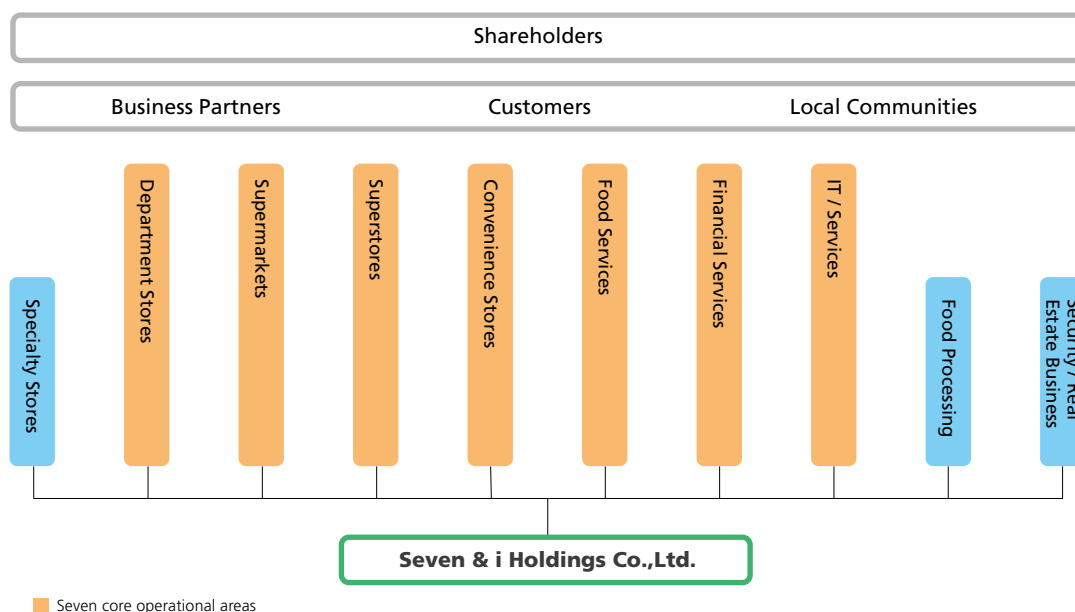
- Clearly delineating autonomy and the responsibilities of each group company
- Evaluating profitability and efficiently allocating management resources based on monitoring

• 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

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 ¥)	(%)
Convenience Stores								
Seven-Eleven Japan Co., Ltd.	3,280,512 ^{*1}	11.3	14,005	773	9,384	(562)	17,200	100.0
○ 7-Eleven, Inc. ^{*2}	1,624,095 ^{*1}	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 ^{*3}	32.0	147	47	2,112	325	U.S.\$35,000,000	65.0
○ SEVEN-ELEVEN (CHENGDU) Co., Ltd.	517 ^{*3}	–	41	–	787	–	U.S.\$30,000,000	100.0
Superstores								
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 ^{*3}	(5.1)	8	0	2,359	(300)	U.S.\$65,000,000	75.8
○ Chengdu Ito-Yokado Co., Ltd.	50,672 ^{*3}	5.5	5	1	3,337	299	U.S.\$23,000,000	74.0
Supermarkets								
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 ^{*3}	(6.0)	2	1	197	64	U.S.\$18,000,000	60.0
Department Stores								
Sogo & Seibu Co., Ltd. ^{*3}	817,927	(2.0)	26	(1)	10,154	(478)	10,000	100.0
Food Services								
Seven & i Food Systems Co., Ltd.	77,400	(2.8)	858	12	11,722	(53)	3,000	100.0
Financial Services								
☆ Seven Bank, Ltd.	88,318 ^{*4}	5.1	–	–	384	(11)	30,505	45.8
Seven Card Service Co., Ltd.	22,229 ^{*4}	8.0	–	–	114	8	7,500	95.5
Seven CS Card Service Co., Ltd.	18,837 ^{*4}	–	–	–	642	–	100	51.0
IT/Services								
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. ^{*5}	–	–	–	–	23	0	300	90.0
Specialty Stores								
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. ^{*6}	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.

Consolidated Financial Summary

Seven & i Holdings and its consolidated subsidiaries for the fiscal year ended February 28, or 29.

	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	
Interest coverage ratio (times)	—	—	—	34.9	14.6	36.6	
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* ³	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* ⁴	¥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)	U.S.\$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)	U.S.\$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. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥81, the approximate rate of exchange prevailing on February 29, 2012.

2. FY2003 to 2005 show consolidated figures for the former Ito-Yokado.

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

4. Net assets represents shareholder's equity excluding minority interests for FY2003 to 2006.

5. 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 Capital expenditures include long-term leasehold deposits

*4 Cash flow per share=(Net income + Depreciation and amortization) ÷ Average number of shares outstanding

REVENUES FROM OPERATIONS AND OPERATING INCOME

■ Revenues from operations (left) ■ Operating income (right)

(Millions of yen)



NET INCOME AND ROE

■ Net income (left) ◆ ROE (right)

(Millions of yen)



	(Millions of yen)				(Thousands of U.S. dollars)
	FY2009	FY2010	FY2011	FY2012	FY2012
	5,649,948	5,111,297	5,119,739	4,786,344	59,090,666
	281,865	226,666	243,346	292,060	3,605,679
	434,033	377,768	391,913	444,969	5,493,444
	279,306	226,950	242,907	293,171	3,619,395
	92,336	44,875	111,961	129,837	1,602,925
	3,727,060	3,673,605	3,732,111	3,889,358	48,016,765
	1,860,672	1,793,940	1,776,512	1,860,954	22,974,740
	75,092	71,251	73,016	93,748	1,157,382
	793,867	701,487	727,385	712,077	8,791,074
	0.44	0.41	0.43	0.40	0.40
	23.8	28.2	30.0	49.0	49.0
	310,007	322,202	310,527	462,642	5,711,629
	(139,568)	(115,158)	(312,081)	(342,805)	(4,232,160)
	170,438	207,044	(1,553)	119,836	1,479,456
	(169,755)	(156,708)	(56,258)	(40,561)	(500,753)
	(4,286)	54,397	(60,573)	76,960	950,123
	663,483	717,320	656,747	733,707	9,058,111
	188,943	211,189	338,656	255,426	3,153,407
	140,529	132,232	132,421	139,994	1,728,320
	¥100.54	¥49.67	¥126.21	¥146.96	\$1.81
	¥1,975.95	¥1,905.97	¥1,927.09	¥1,998.84	\$24.67
	¥253.56	¥196.03	¥275.48	¥305.41	\$3.77
	¥56.00	¥56.00	¥57.00	¥62.00	\$0.76
	47.9%	46.9%	45.6%	45.4%	45.4%
	4.9%	2.6%	6.5%	7.5%	7.5%
	2.4%	1.2%	3.0%	3.4%	3.4%
	55.7%	112.7%	45.2%	42.2%	42.2%
	2.8%	2.9%	3.0%	3.2%	3.2%
	¥103.48	¥93.65	¥87.79	¥79.80	—
	¥14.85	¥13.72	¥12.90	¥12.32	—
	¥91.03	¥92.10	¥81.49	¥77.74	—
	¥13.31	¥13.48	¥12.29	¥12.31	—

Profile

Performance
Overview

Retailers in
the World

Domestic
Retail
Environment

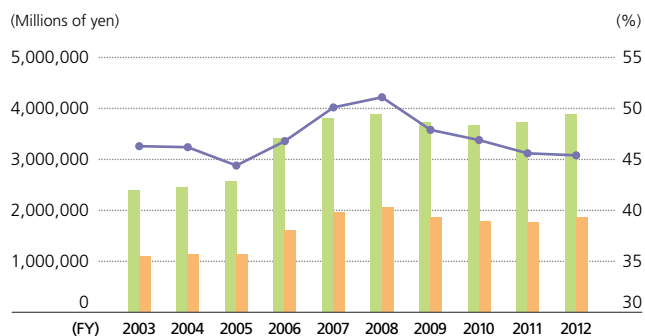
Group
Business
Strategy

Major Group
Companies'
Data

Corporate
Data

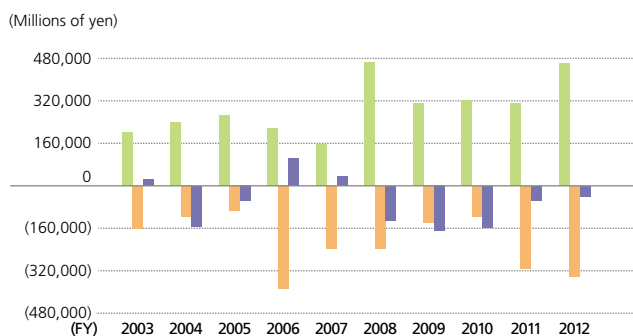
TOTAL ASSETS, NET ASSETS AND OWNER'S EQUITY RATIO

■ Total assets (left) ■ Net assets (left) ◆ Owner's equity ratio (right)



CASH FLOWS

■ Cash flows from operating activities ■ Cash flows from investing activities ■ Cash flows from financing activities



Segment Information

•Business Segments

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. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥81, the approximate rate of exchange prevailing on February 29, 2012.

2. FY2003 to 2005 show consolidated figures for the former Ito-Yokado.

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

4. "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.

5. Capital expenditures include long-term leasehold deposits.

6. In regard to capital expenditures for FY2011 of "Others," the land, buildings, and other facilities of Seibu Ikebukuro, valued at 123.0 billion yen, are included, which were acquired by Seven & i Asset Management Co., Ltd. on September 24, 2010.

	(Millions of yen)				(Thousands of U.S. dollars)
	FY2009	FY2010	FY2011	FY2012	FY2012
	2,308,690	1,968,555	2,036,464	1,690,924	20,875,604
	2,125,029	2,016,558	1,981,604	1,992,298	24,596,271
	993,877	922,847	915,105	900,222	11,113,851
	102,711	86,420	80,225	78,026	963,283
	124,866	110,444	106,953	129,601	1,600,012
	35,079	33,669	35,610	47,464	585,975
	(40,305)	(27,198)	(36,224)	(52,193)	(644,358)
	5,649,948	5,111,297	5,119,739	4,786,344	59,090,666

Profile

	(Millions of yen)				(Thousands of U.S. dollars)
	FY2009	FY2010	FY2011	FY2012	FY2012
	213,367	183,837	195,477	214,637	2,649,839
	24,742	14,178	15,708	32,432	400,395
	18,335	1,366	5,622	9,948	122,814
	(2,948)	(2,741)	(193)	(95)	(1,172)
	25,485	30,152	28,343	33,778	417,012
	2,069	567	(690)	2,304	28,444
	814	(694)	(921)	(945)	(11,666)
	281,865	226,666	243,346	292,060	3,605,679

Performance
Overview

Retailers in
the World

	(Millions of yen)				(Thousands of U.S. dollars)
	FY2009	FY2010	FY2011	FY2012	FY2012
	104,233	104,936	106,368	164,973	2,036,703
	46,064	65,379	54,133	40,284	497,333
	12,464	19,734	27,807	16,068	198,370
	1,177	752	527	831	10,259
	23,932	15,543	19,616	26,783	330,654
	1,058	3,702	127,429	3,114	38,444
	12	1,140	2,774	3,371	41,617
	188,943	211,189	338,656	255,426	3,153,407

Domestic
Retail
Environment

	(Millions of yen)				(Thousands of U.S. dollars)
	FY2009	FY2010	FY2011	FY2012	FY2012
	67,299	66,158	68,743	73,291	904,827
	26,115	24,335	25,890	28,626	353,407
	20,004	17,417	14,361	14,010	172,962
	2,210	1,270	811	667	8,234
	24,532	22,246	20,693	20,331	251,000
	346	588	1,598	2,588	31,950
	20	214	321	480	5,925
	140,529	132,232	132,421	139,994	1,728,320

Group
Business
Strategy

Major Group
Companies'
Data

	(Millions of yen)				(Thousands of U.S. dollars)
	FY2009	FY2010	FY2011	FY2012	FY2012
	3,806,717	3,602,982	3,552,691	3,590,917	44,332,308
	1,766,169	1,431,042	1,484,394	1,106,449	13,659,864
	80,401	80,561	86,033	89,524	1,105,234
	(3,339)	(3,289)	(3,380)	(546)	(6,740)
	5,649,948	5,111,297	5,119,739	4,786,344	59,090,666

Corporate
Data

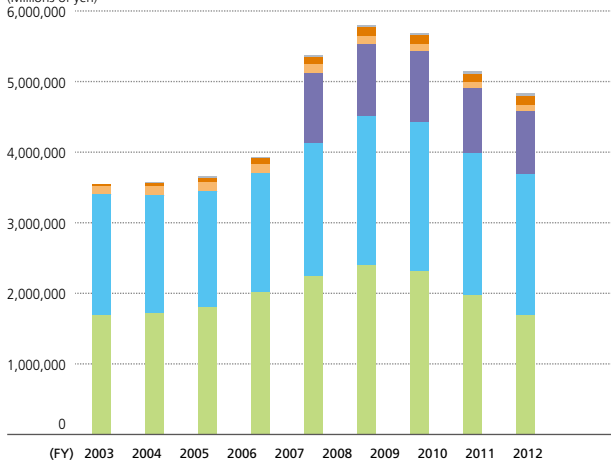
	(Millions of yen)				(Thousands of U.S. dollars)
	FY2009	FY2010	FY2011	FY2012	FY2012
	245,248	197,618	215,231	261,531	3,228,777
	34,441	26,992	26,230	29,181	360,259
	2,328	2,021	1,857	1,324	16,345
	(151)	32	27	22	271
	281,865	226,666	243,346	292,060	3,605,679

•Business Segments

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

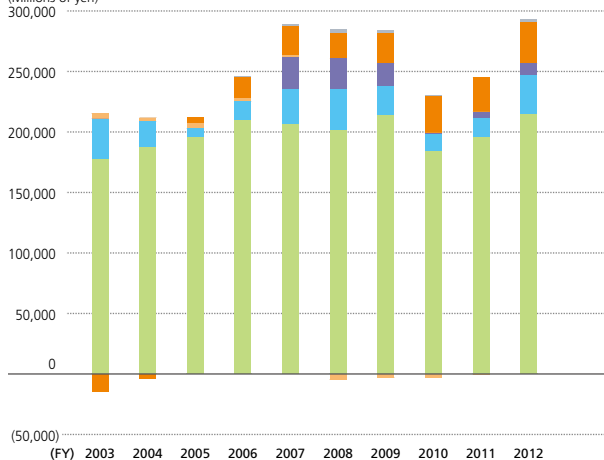
REVENUES FROM OPERATIONS

(Millions of yen)



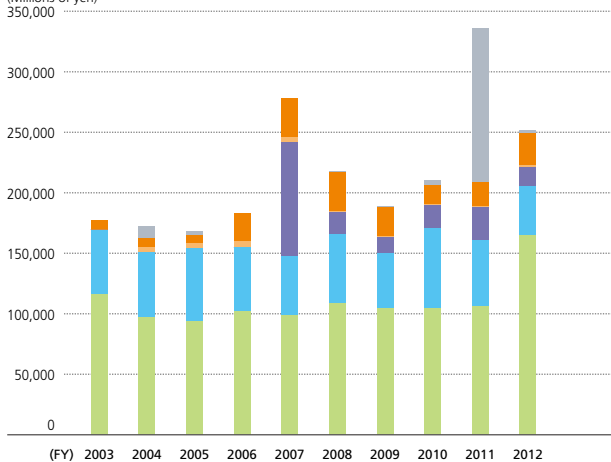
OPERATING INCOME

(Millions of yen)



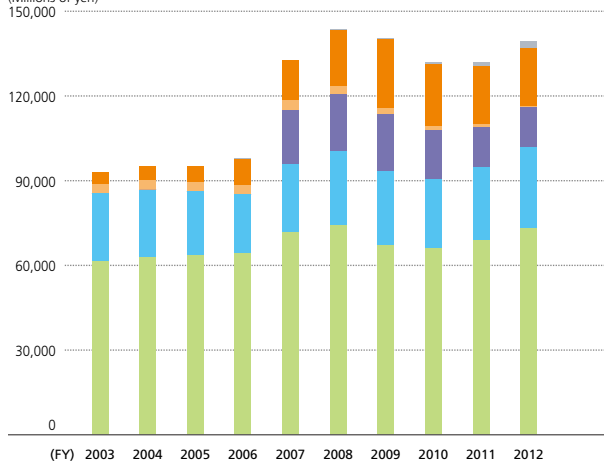
CAPITAL EXPENDITURES

(Millions of yen)



DEPRECIATION AND AMORTIZATION

(Millions of yen)

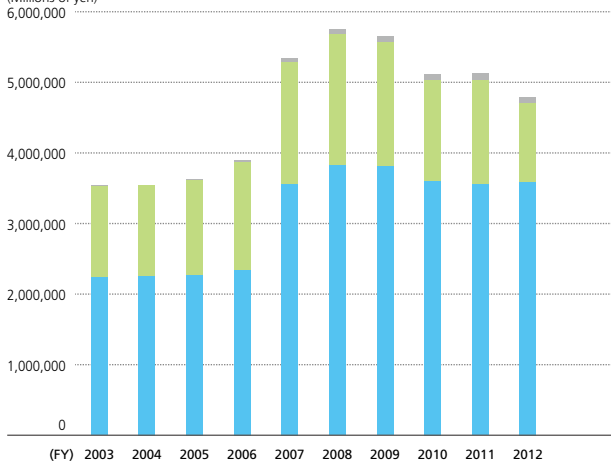


•Geographic Area Segments

Japan North America Others

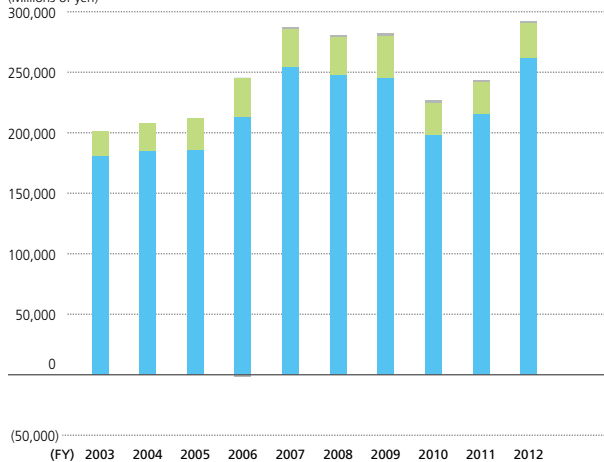
REVENUES FROM OPERATIONS

(Millions of yen)



OPERATING INCOME

(Millions of yen)



Financial Position

•Interest-Bearing Debt

At fiscal year ended February 28, or 29.

(Millions of yen)

(Thousands of U.S. dollars)

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2012
Short-term loans	149,861	191,100	151,200	108,330	139,690	1,724,567
Current portion of long-term loans	120,419	103,352	79,155	127,187	88,786	1,096,123
Current portion of bonds	16,217	50,592	20,385	36,100	10,000	123,456
Commercial paper	15,668	–	–	6,391	21,455	264,876
Subtotal	302,166	345,045	250,740	278,008	259,931	3,209,024
Bonds	131,077	180,448	190,068	263,973	253,978	3,135,530
Long-term loans	321,336	249,685	244,470	177,225	198,167	2,446,506
Commercial paper	11,777	18,688	16,208	8,177	–	–
Subtotal	464,191	448,822	450,746	449,376	452,145	5,582,037
Total	766,358	793,867	701,487	727,385	712,077	8,791,074

Profile

Performance Overview

BREAKDOWN BY SEGMENT

(Millions of yen)

(Thousands of U.S. dollars)

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2012
Convenience store operations	35,991	25,188	20,631	16,872	29,252	361,135
Superstore operations	99,211	96,509	50,876	28,072	26,219	323,691
Department store operations	378,243	336,939	304,498	272,303	200,154	2,471,037
Food services	–	–	–	–	–	–
Others	4,500	3,750	3,000	2,250	1,500	18,518
Corporate	–	99,963	99,968	209,973	209,978	2,592,320
Subtotal (excluding financial services)	517,945	562,350	478,974	529,471	467,103	5,766,703
Financial services	248,413	231,517	222,512	197,913	244,973	3,024,358
Total	766,358	793,867	701,487	727,385	712,077	8,791,074

Retailers in the World

Domestic Retail Environment

•Bonds

ISSUED BY SEVEN & i HOLDINGS CO., LTD.

(As of May 31, 2012)

	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
4th unsecured domestic straight bonds	30 billion yen	0.541%	June 29, 2010	June 19, 2015
5th unsecured domestic straight bonds	20 billion yen	0.852%	June 29, 2010	June 20, 2017
6th unsecured domestic straight bonds	60 billion yen	1.399%	June 29, 2010	June 19, 2020

Group Business Strategy

Major Group Companies' Data

ISSUED BY SEVEN BANK, LTD.

	Amount of issue	Coupon	Issue date	Redemption date
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
6th unsecured domestic straight bonds	30 billion yen	0.398%	May 31, 2012	June 20, 2017
7th unsecured domestic straight bonds	10 billion yen	0.613%	May 31, 2012	June 20, 2019

Corporate Data

•Ratings

(As of May 31, 2012)

		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	AA-	Baa1	–	–
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.

Sales Ranking

•Sales Ranking by Retailers-Worldwide in FY2010

Source: STORES Magazine, January 2012

FY2011	FY2010	Company	Country	Sales		CAGR (%)	Net income	
				(Million \$)	(Billion ¥)		(Million \$)	(Billion ¥)
1	1	Wal-Mart Stores	U.S.	418,952	33,097.2	6.0	16,993	1,342.4
2	2	Carrefour	France	119,642	9,451.7	3.9	754	59.6
3	4	Tesco	U.K.	92,171*1	7,281.5	9.3	4,131	326.3
4	3	Metro	Germany	88,931	7,025.5	3.8	1,243	98.2
5	6	Kroger	U.S.	82,189	6,492.9	6.3	1,133	89.5
6	5	Schwarz	Germany	79,119*1	6,250.4	9.8	—	—
7	7	Costco Wholesale	U.S.	76,255	6,024.1	8.0	1,323	104.5
8	9	Home Depot	U.S.	67,997	5,371.8	(2.5)	3,338	263.7
9	11	Walgreen	U.S.	67,420	5,326.2	9.8	2,091	165.2
10	8	Aldi	Germany	67,112*1	5,301.8	5.9	—	—
11	10	Target	U.S.	65,786	5,197.1	5.1	2,920	230.7
12	12	Rewe	Germany	61,134*1	4,829.6	5.4	—	—
13	13	CVS Caremark	U.S.	57,345	4,530.3	11.0	3,424	270.5
14	16	Seven & i Holdings	Japan	57,055	4,530.6	5.7	1,402	111.9
15	15	Auchan	France	55,212	4,361.7	4.7	985	77.8
16	14	Edeka	Germany	54,072	4,271.7	5.5	—	—
17	18	AEON	Japan	53,458	4,561.7	2.2	1,064	59.6
18	20	Woolworths	Australia	51,771	4,089.9	7.3	2,118	167.3
19	17	Best Buy	U.S.	50,272	3,971.5	10.3	1,366	107.9
20	19	Lowe's	U.S.	48,815	3,856.4	2.5	2,010	158.8
21	23	Wesfarmers	Australia	47,631	3,762.8	62.3	1,902	150.3
22	21	Sears Holdings	U.S.	43,326	3,422.8	(2.4)	150	11.9
23	22	E. Leclerc	France	41,165*1	3,252.0	3.2	—	—
24	24	Safeway	U.S.	40,229*1	3,178.1	1.3	591	46.7
25	25	Royal Ahold	Netherlands	39,213	3,097.8	(0.1)	1,133	89.5
26	26	Casino	France	37,875*1	2,992.1	5.0	987	78.0
27	27	ITM (Intermarche)	France	33,994*1	2,685.5	5.1	—	—
28	35	Amazon.com	U.S.	33,251	2,626.8	32.1	1,152	91.0
29	28	J. Sainsbury	U.K.	32,837	2,594.1	6.1	996	78.7
30	30	IKEA	Sweden	31,642	2,499.7	9.3	3,693	291.7

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: U.S.\$1=¥79, except for yen basis figures for Japanese companies which are based on public information.

*1 Estimate

Market Capitalization Ranking

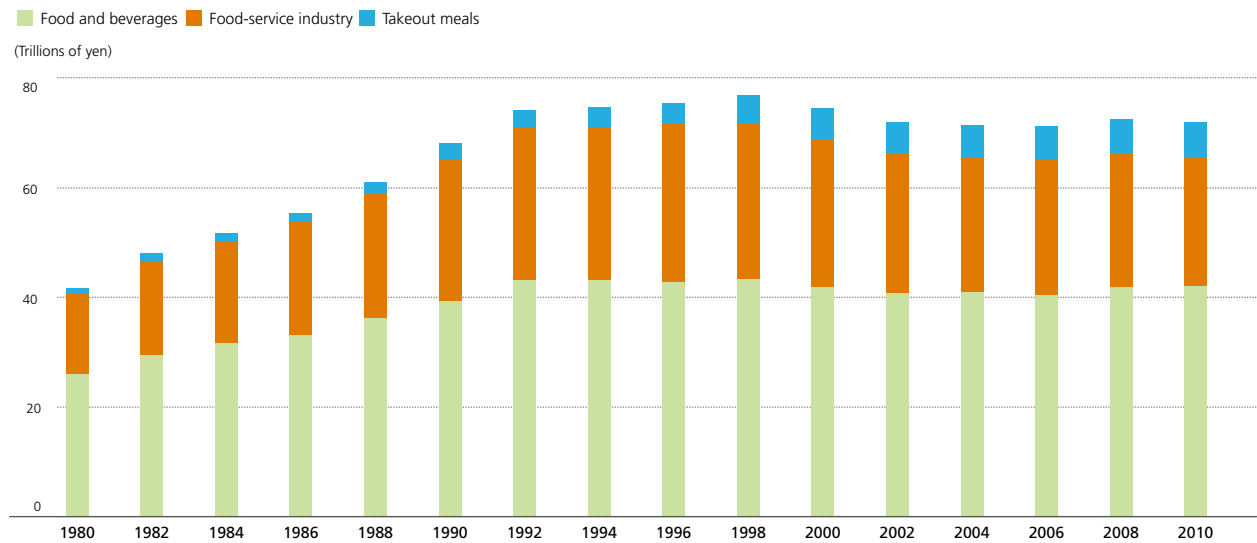
•Ranking by Market Capitalization of Retailers-Worldwide

	Company	Country	Market capitalization		ROE (%)	EPS (\$)	PER (Times)	PBR (Times)	
			(Million \$)	(Billion ¥)					
1	Wal Mart Stores	U.S.	200,742	16,151.7	22.5	4.52	13.1	2.8	Profile
2	Amazon.com	U.S.	102,196	8,222.7	8.6	1.37	165.6	13.3	
3	Home Depot	U.S.	79,218	6,373.9	21.8	2.47	21.0	4.5	
4	CVS Caremark	U.S.	58,639	4,718.1	9.1	2.57	17.5	1.5	
5	Inditex	Spain	56,485	4,544.8	28.0	4.11	22.1	5.7	Performance Overview
6	Wal-Mart De Mexico	Mexico	51,870	4,173.5	17.7	0.10	30.4	5.1	
7	Hennes & Mauritz	Sweden	50,166	4,036.4	6.2	1.42	24.1	8.7	
8	Tesco	U.K.	41,594	3,346.7	16.4	0.57	9.1	1.4	
9	Target	U.S.	38,946	3,133.6	18.7	4.28	13.6	2.5	Retailers in the World
10	Costco Wholesale	U.S.	38,489	3,096.8	12.8	3.30	26.9	3.2	
11	Lowe's	U.S.	37,898	3,049.2	10.5	1.43	22.1	2.4	
12	Woolworths	Australia	33,084	2,661.9	28.0	1.82	14.8	4.1	
13	TJX	U.S.	32,027	2,576.9	47.4	1.93	22.0	9.9	Domestic Retail Environment
14	Wesfarmers	Australia	31,764	2,555.8	7.7	1.74	18.2	1.4	
15	Walgreen	U.S.	30,774	2,476.1	18.5	2.94	12.1	2.1	
16	Seven & i Holdings	Japan	26,695	2,147.8	7.5	1.83	16.5	1.2	
17	Fast Retailing	Japan	23,638	1,901.9	18.1	6.64	33.6	5.8	Group Business Strategy
18	Falabella	Chile	23,484	1,889.5	16.6	0.36	27.2	4.2	
19	McKesson	U.S.	22,407	1,802.9	16.3	4.57	19.9	3.2	
20	PPR	France	21,249	1,709.7	9.3	10.35	16.3	1.5	
21	Macy's	U.S.	17,233	1,386.5	21.9	2.92	14.1	2.9	Major Group Companies' Data
22	Sysco	U.S.	16,988	1,366.8	27.0	1.96	14.8	3.6	
23	Bed Bath & Beyond	U.S.	16,640	1,338.8	25.2	4.06	17.5	4.3	
24	Dollar General	U.S.	16,170	1,301.0	17.5	2.22	21.5	3.5	
25	Whole Foods Market	U.S.	15,226	1,225.1	12.8	1.93	43.3	4.7	Corporate Data
26	Chow Tai Fook Jewellery	Hong Kong	15,079	1,213.2	36.4	0.05	33.1	10.4	
27	Limited Brands	U.S.	14,947	1,202.6	105.4	2.70	18.9	110.8	
28	Cardinal Health	U.S.	14,626	1,176.8	17.2	2.72	15.6	2.5	
29	Cencosud	Chile	14,313	1,151.6	10.4	0.26	24.3	2.4	
30	Ross Stores	U.S.	14,095	1,134.1	46.5	2.86	21.8	9.5	

Note: Ranking by market capitalization and exchange rates are as of April 27, 2012 (U.S.\$1=¥80.46)
Source: Thomson Reuters

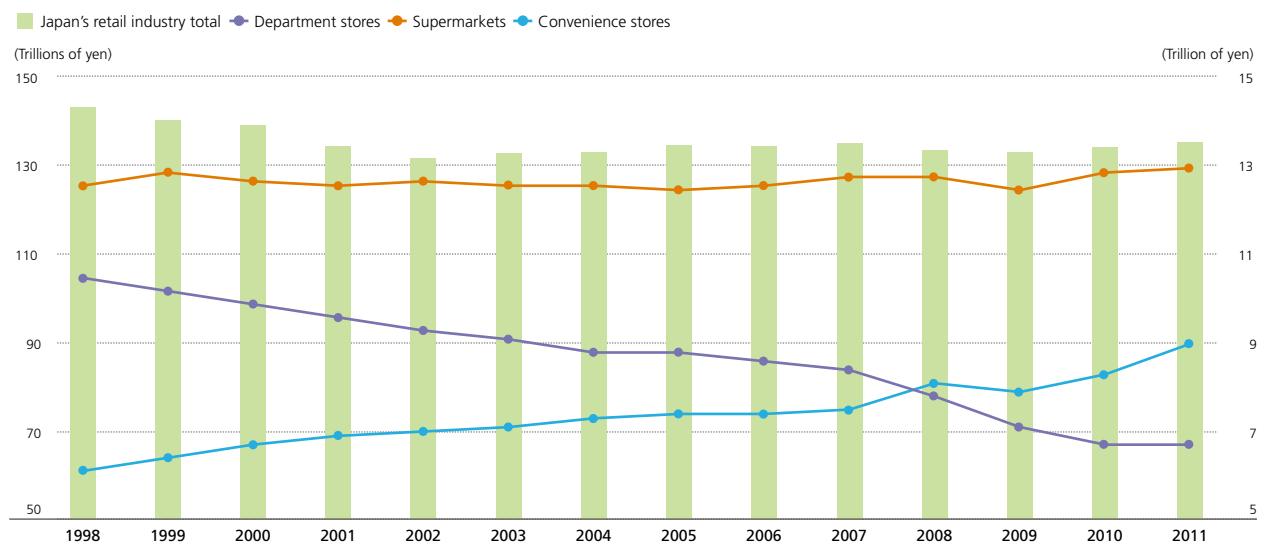
Environment of Retail Industry

TRENDS IN THE SCALE OF THE FOOD MARKET



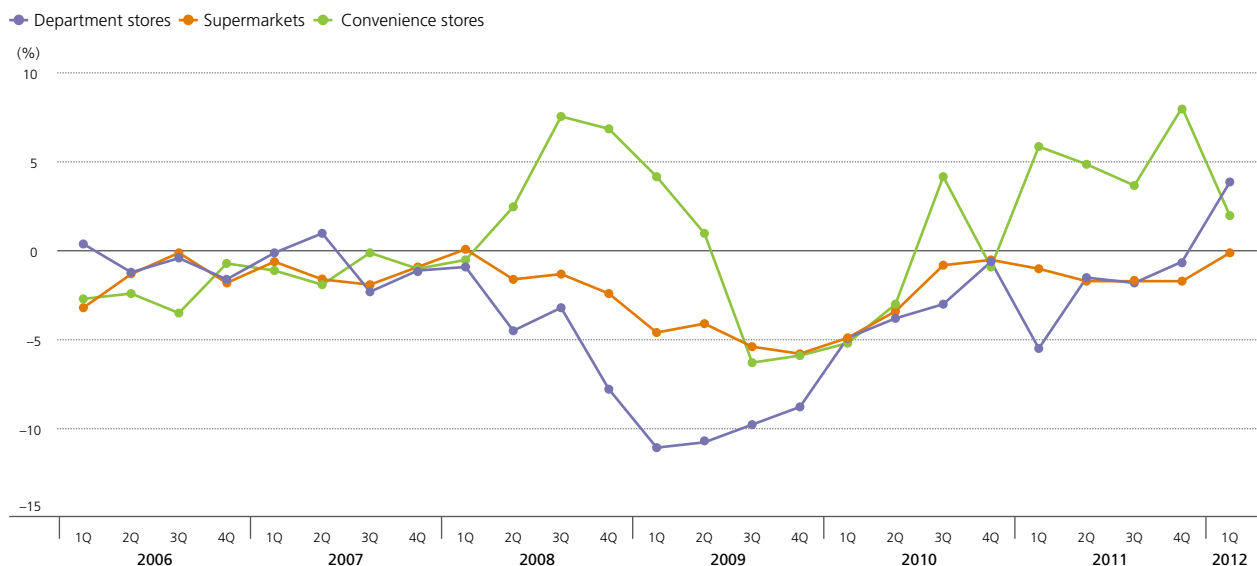
Source: Current Survey of Commerce (Ministry of Economy, Trade and Industry), Foodservice Industry Research Institute

YEAR-ON-YEAR COMPARISON OF MAJOR STORE FORMATS OVER FOUR QUARTERS



Source: Current Survey of Commerce (Ministry of Economy, Trade and Industry)

YEAR-ON-YEAR COMPARISON OF MAJOR STORE FORMATS OVER FOUR QUARTERS



Source: Current Survey of Commerce (Ministry of Economy, Trade and Industry)

Profile

Performance Overview

Retailers in the World

Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

Corporate Data

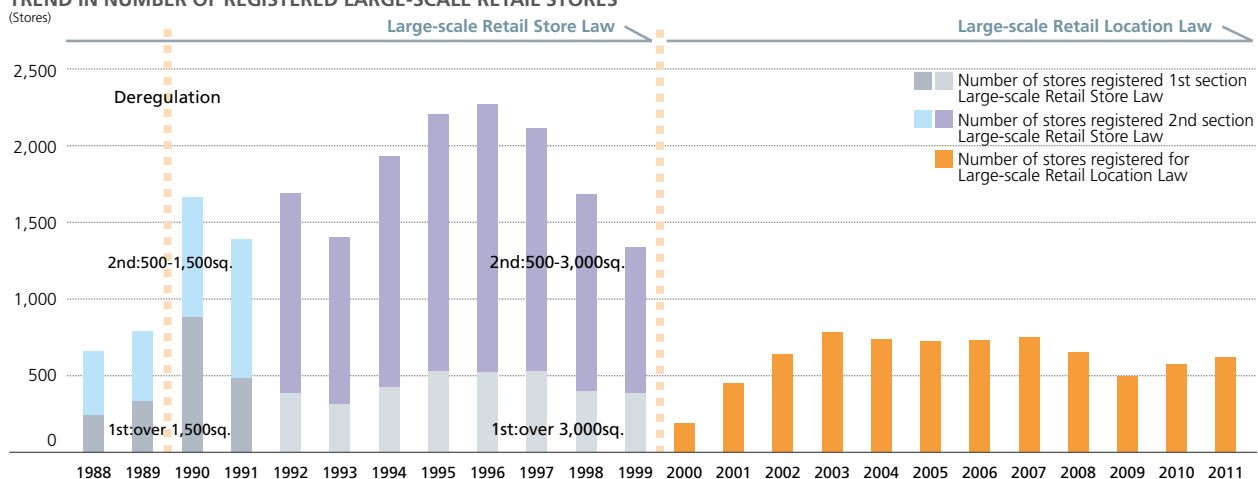
Environment of Retail Industry

TREND IN NUMBER OF STORES BY STRATUM OF NUMBER OF EMPLOYEES



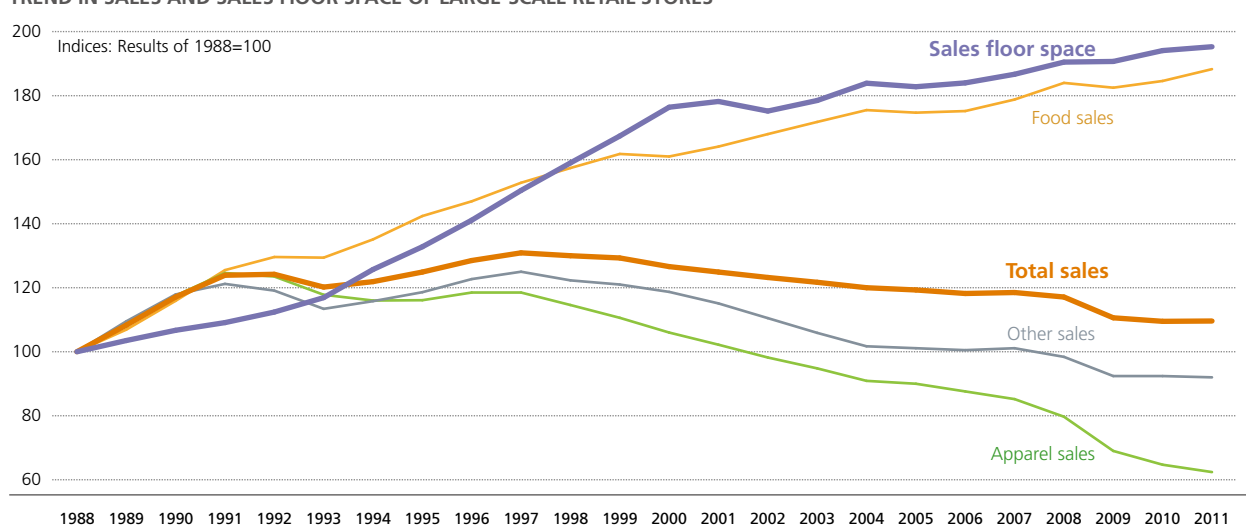
Source: The Census of Commerce (Ministry of Economy, Trade and Industry)

TREND IN NUMBER OF REGISTERED LARGE-SCALE RETAIL STORES



Source: Ministry of Economy, Trade and Industry

TREND IN SALES AND SALES FLOOR SPACE OF LARGE-SCALE RETAIL STORES



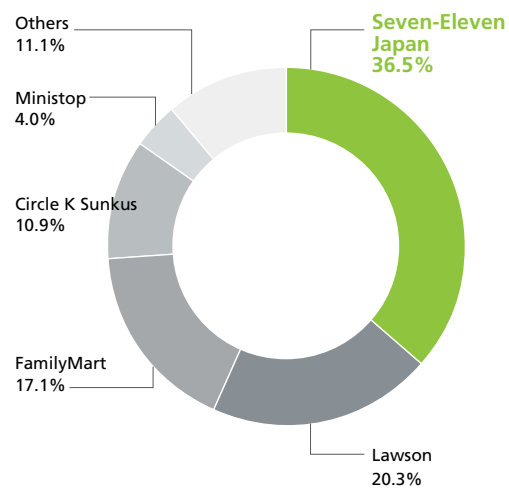
Source: Annual Report on the Current Survey of Commerce (Ministry of Economy, Trade and Industry)

Major Group Companies' Market Share in Japan (Nonconsolidated)

IN THE TOP 5 FOR TOTAL STORE SALES AT CONVENIENCE STORES

	FY2012 (Billion ¥)	Share (%)
Convenience stores total market	8,975.8	100.0
1 Seven-Eleven Japan	3,280.5	36.5
2 Lawson	1,825.2	20.3
3 FamilyMart	1,534.6	17.1
4 Circle K Sunkus	979.8	10.9
5 Ministop	355.5	4.0
Others	1,000.0	11.1
Top 5 Combined	7,975.7	88.9

Note: Total store sales of Lawson and Circle K Sunkus represent the simplified sum of their subsidiaries of domestic convenience stores.



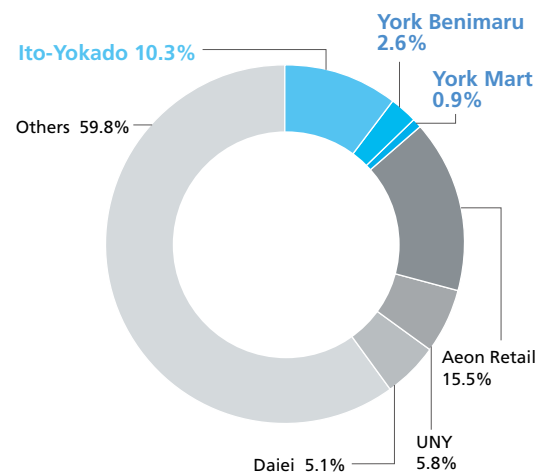
Profile

Performance
Overview

Retailers in
the World

IN THE TOP 4 FOR NET SALES AT SUPERSTORES

	FY2012 (Billion ¥)	Share (%)
Superstores total market	12,977.7	100.0
1 Aeon Retail	2,017.3	15.5
2 Ito-Yokado	1,334.2	10.3
3 UNY	750.1	5.8
4 Daiei	656.9	5.1
Others	8,219.0	63.3
Top 4 Combined	4,758.7	36.7
York-Benimaru	342.9	2.6
York Mart	118.4	0.9



Domestic
Retail
Environment

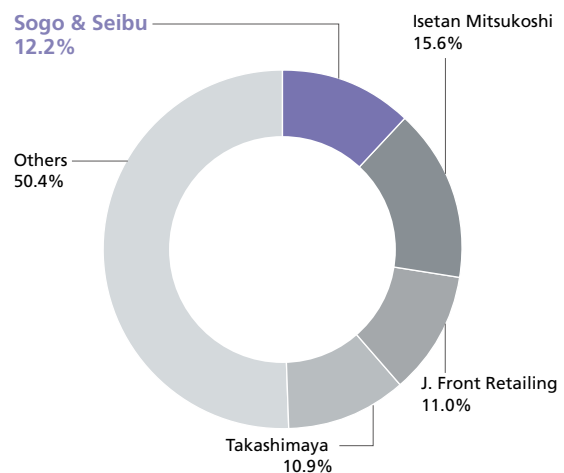
Group
Business
Strategy

Major Group
Companies'
Data

IN THE TOP 4 FOR NET SALES AT DEPARTMENT STORES

	FY2012 (Billion ¥)	Share (%)
Department stores total market	6,723.0	100.0
1 Isetan Mitsukoshi	1,051.2	15.6
2 Sogo & Seibu	817.9	12.2
3 J. Front Retailing	736.9	11.0
4 Takashimaya	729.7	10.9
Others	3,387.2	50.4
Top 4 Combined	3,335.8	49.6

Note: Net sales of Isetan Mitsukoshi, J. Front Retailing and Takashimaya represent simplified sum of their subsidiaries of domestic department stores.



Corporate
Data

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

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

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

(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 · From November 2010, provision of support for store openings by franchisees who will operate two or more stores · Store network encompassed 39 prefectures as of February 29, 2012. Began launching stores in Akita Prefecture from May 2012
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 · Implemented store structure reform to make efficient use of key specialty stores both inside and outside of the Group
Shopping center	 Ario	<ul style="list-style-type: none"> · Operate 13 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" · Opened small-sized department stores in Ario Malls and Ito-Yokado stores
Restaurant	 Denny's	<ul style="list-style-type: none"> · Formed stores in 16 prefectures nationwide, primarily in the Kanto region · Developed new-type store operations as "Benten-An" and "Gooburg" primarily in the metropolitan areas
Specialty store	 Akachan Honpo  LOFT	<ul style="list-style-type: none"> · Operate stores primarily in shopping centers in 27 prefectures · Operate 35 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 28 stores in Seibu, Sogo, Ito-Yokado, Ario, and other stores operated by Group company

►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 FY2012



•Domestic Store Network

(As of February 29, 2012)

								
Hokkaido	844	12	–	–	1	8	4	2
Tohoku	949	10	129	–	1	20	3	3
Kanto	5,873	120	47	68	13	347	43	37
Chubu	2,331	17	–	–	3	86	11	9
Kinki	1,632	11	–	–	5	23	18	13
Chugoku	907	3	–	–	2	2	4	5
Shikoku	–	–	–	–	1	–	1	2
Kyushu	1,469	–	–	–	–	–	3	2
Total	14,005	173	176	68	26	486	87	73

Profile

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Overview

Retailers in
the World

Domestic
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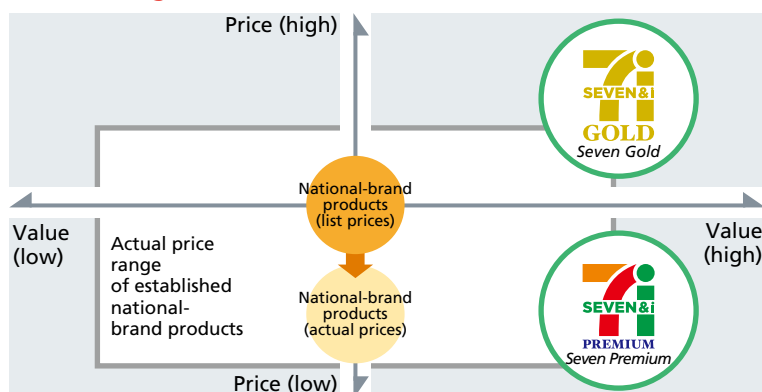
Major Group
Companies'
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Corporate
Data

Merchandising

► Group Merchandising Initiatives

• Positioning of Private-Brand Products



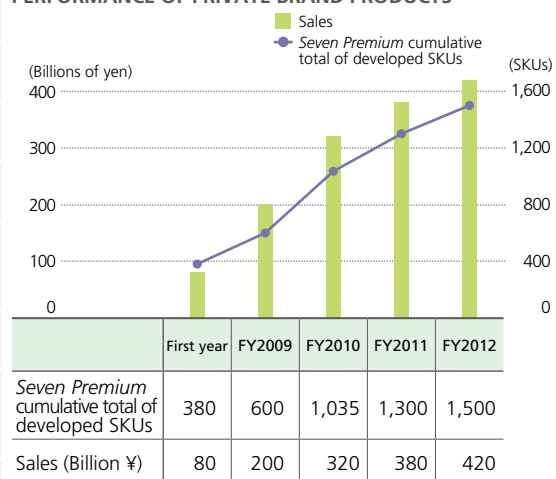
Seven Premium

• Implementation of the Merchandising Strategy

Development of Seven Premium private-brand products

November 2006:	Launched "The Group Merchandising Reform Project"
August 2007:	Started sales at Seven-Eleven Japan
November:	Started sales of household goods
March 2008:	Started sales of processed fresh foods
January 2009:	Received the "Most Excellent Award, Nikkei Award" of the 2008 Nikkei Superior Products and Services Awards
February:	Started sales at Seibu Ikebukuro
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
June 2010:	Started sales of 31 Seven Premium products developed by Group companies in China
September:	Started sales of Seven Gold
March 2011:	Launched a new brand
May 2012:	Started sales of perishable foods

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, 27 teams and 111 merchandisers and buyers

Household goods section:

Comprises 11 subcommittees, 11 teams and 36 merchandisers and buyers

Clothes section:

Comprises 2 subcommittees, 2 teams and 12 merchandisers and buyers

Full-time project staff: 26

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

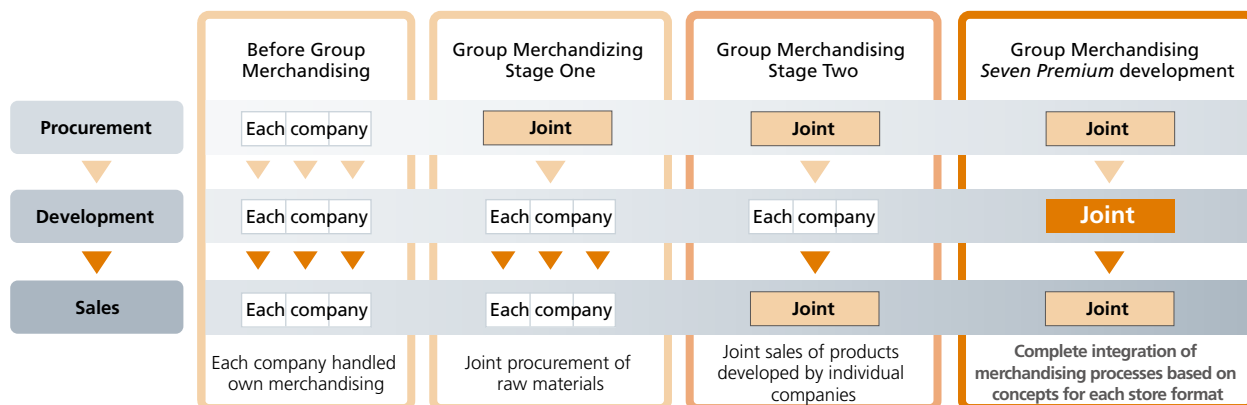
- Establishment of the supply structure required for overseas expansion involving area licensees
- Promotion of Groupwide joint procurement of raw materials and products
- Sharing of information on global production regions

Distribution strategy

- Establishment of total optimization of distribution system

•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



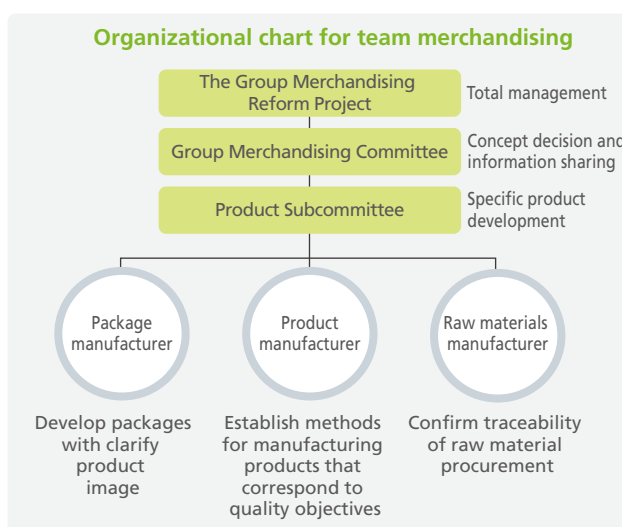
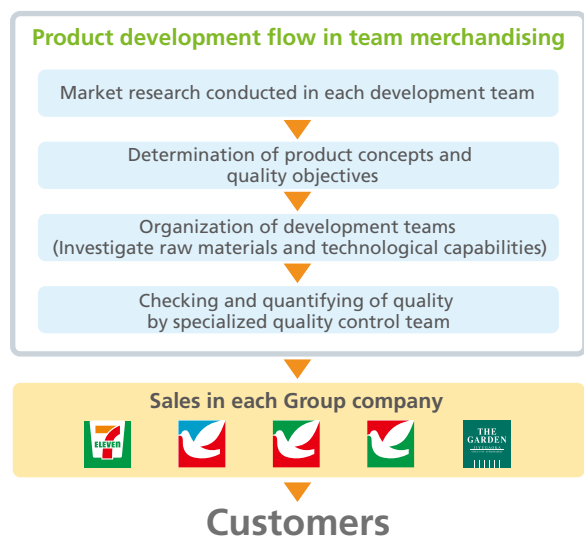
Profile

Performance Overview

•Development Process

We developed *Seven Premium* through team merchandising with manufactures and suppliers. In the fields of processed foods, daily foods, processed fresh foods, household goods and apparel products, Group Merchandising Committee has been organized 35 subcommittees and 51 teams (as of May 2011), and product developments in each subcommittee are jointly conducted with manufacturers.

Retailers in the World

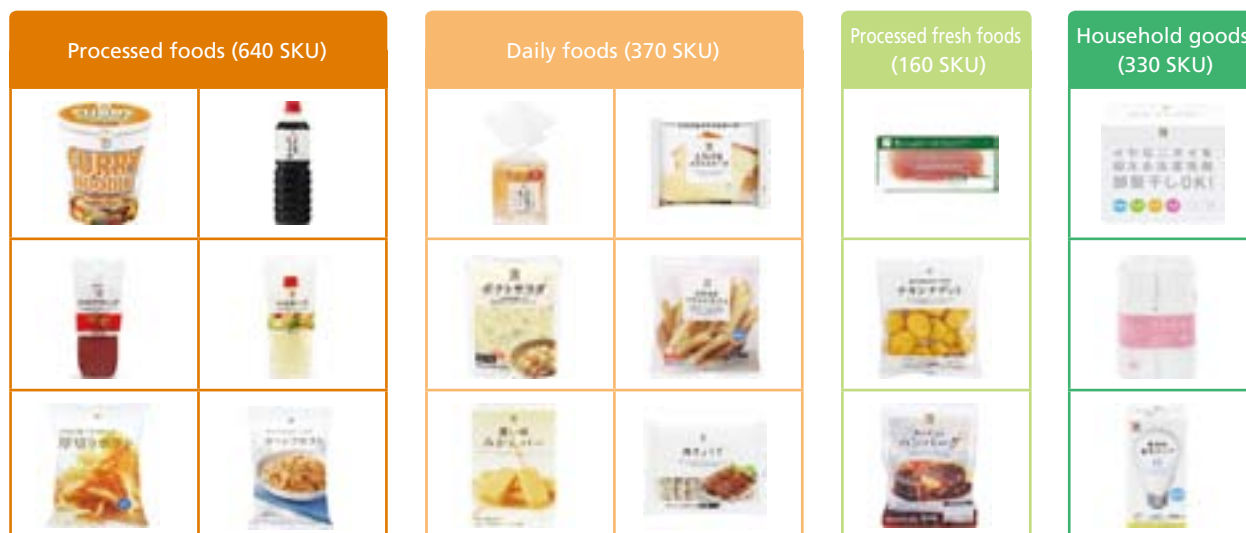


Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

•Seven Premium Product Categories



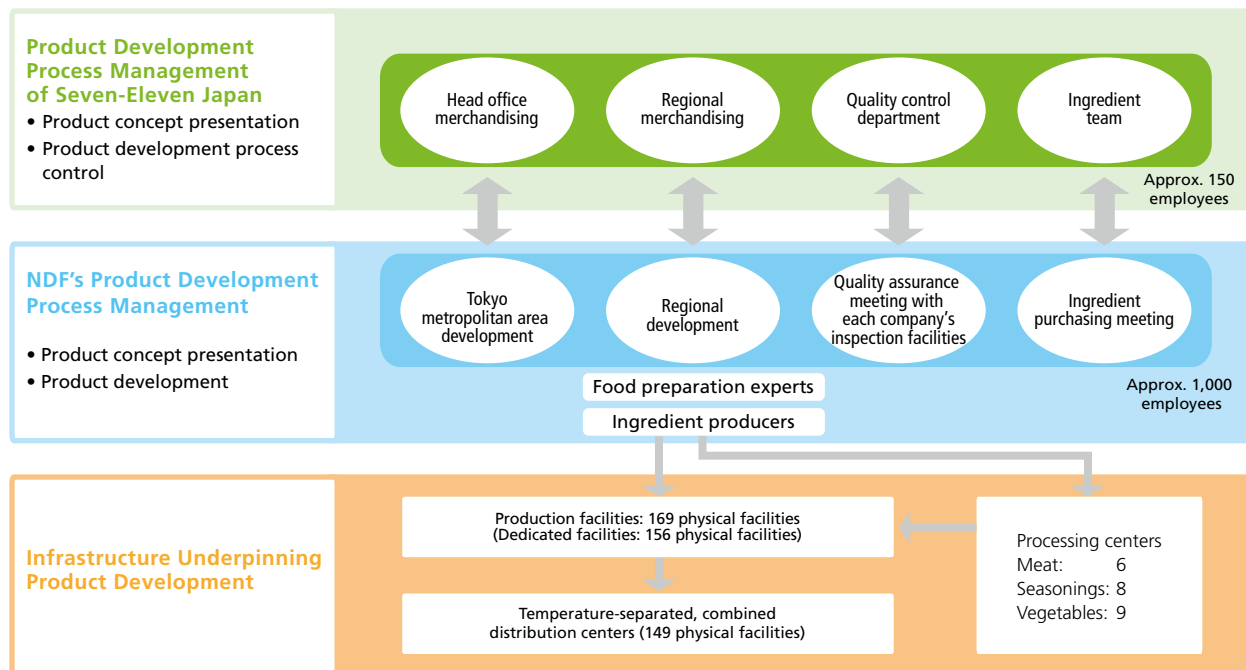
(As of February 29, 2012)

Corporate Data

Merchandising

►Original Daily Food Products Development by Seven-Eleven Japan

•Food Product Development System

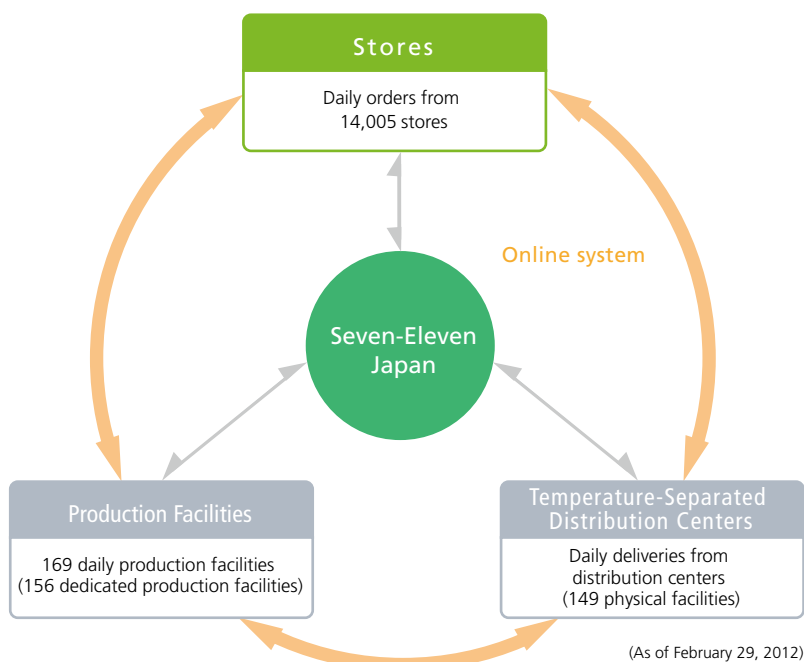


Notes 1. Nihon Delica Foods Association (NDF) was formed in 1979 mainly by vendors of rice-based products. NDF currently has approximately 80 member companies that engage in the vendor businesses of rice-based products, sandwiches, delicatessen items, noodles, and Japanese pickles. Members jointly develop 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 29, 2012.

•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.

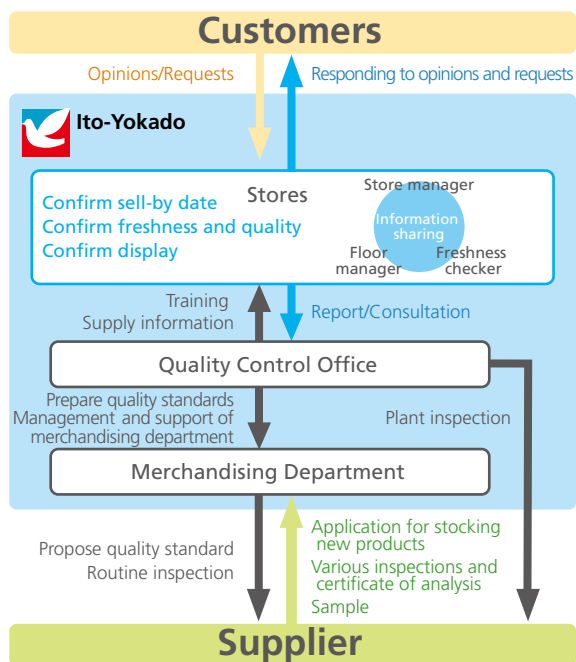


Examples of original daily food products

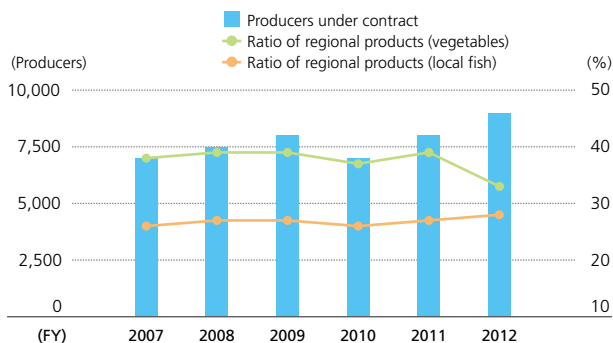
► Food Safety Initiatives for Ito-Yokado

• 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



Profile

Performance Overview

Retailers in the World

Domestic Retail Environment

Group Business Strategy

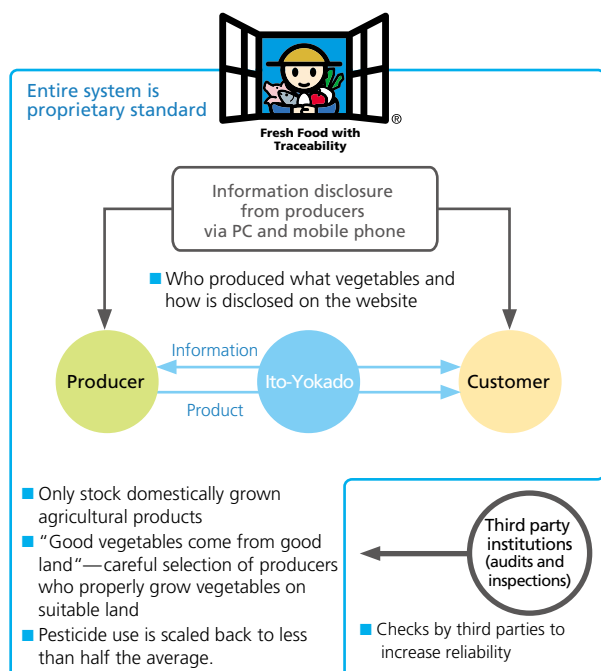
Major Group Companies' Data

Corporate Data

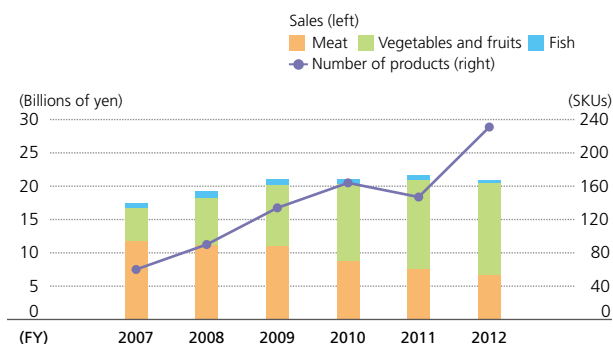
• "Fresh Foods with Traceability" Initiatives

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

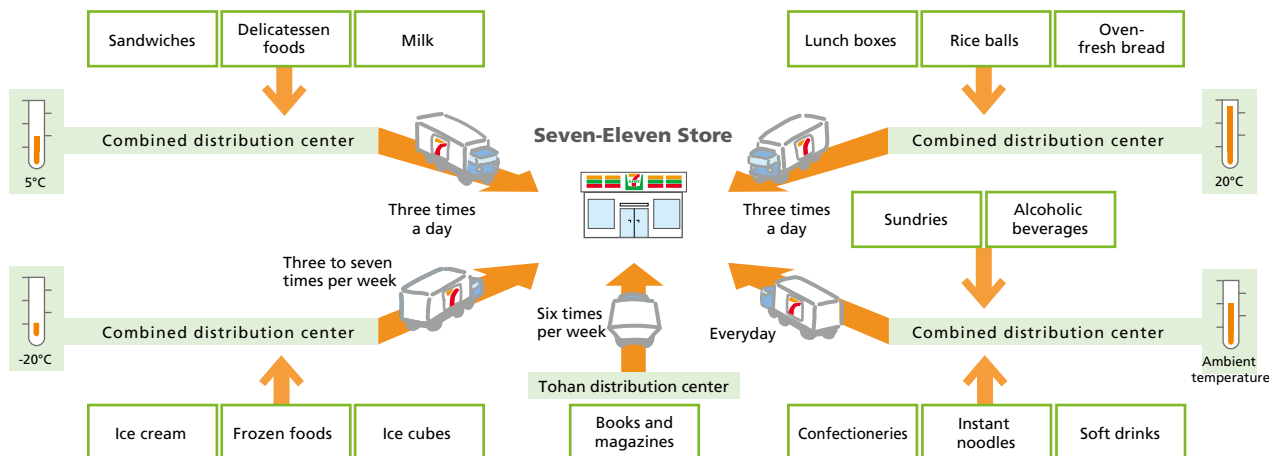


Distribution Systems

• 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

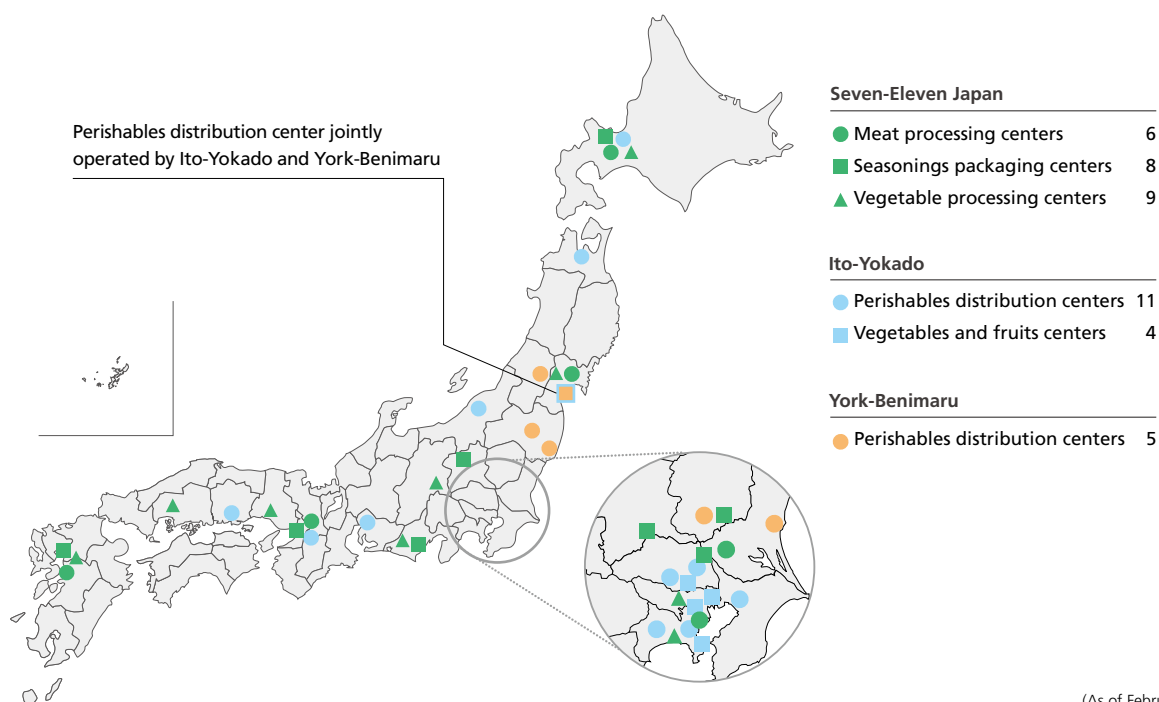


(As of February 29, 2012)

	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



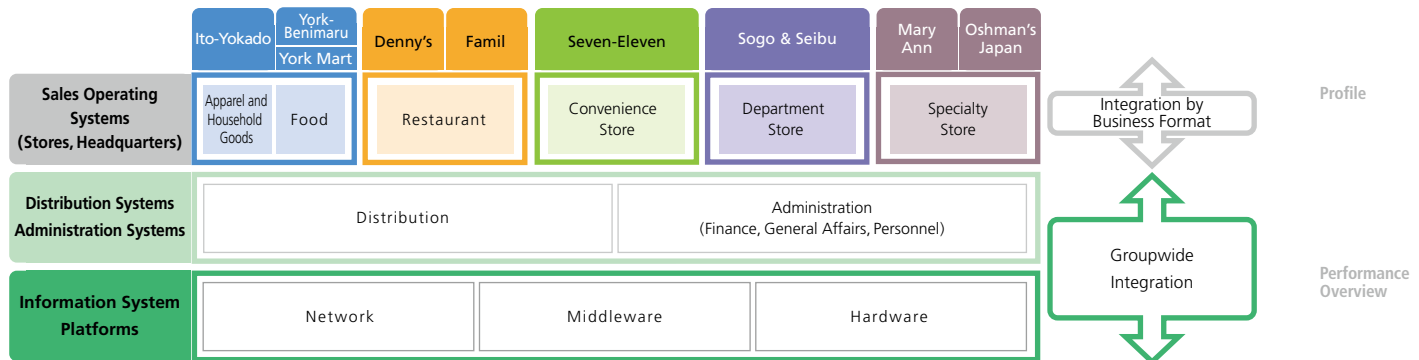
(As of February 29, 2012)

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.

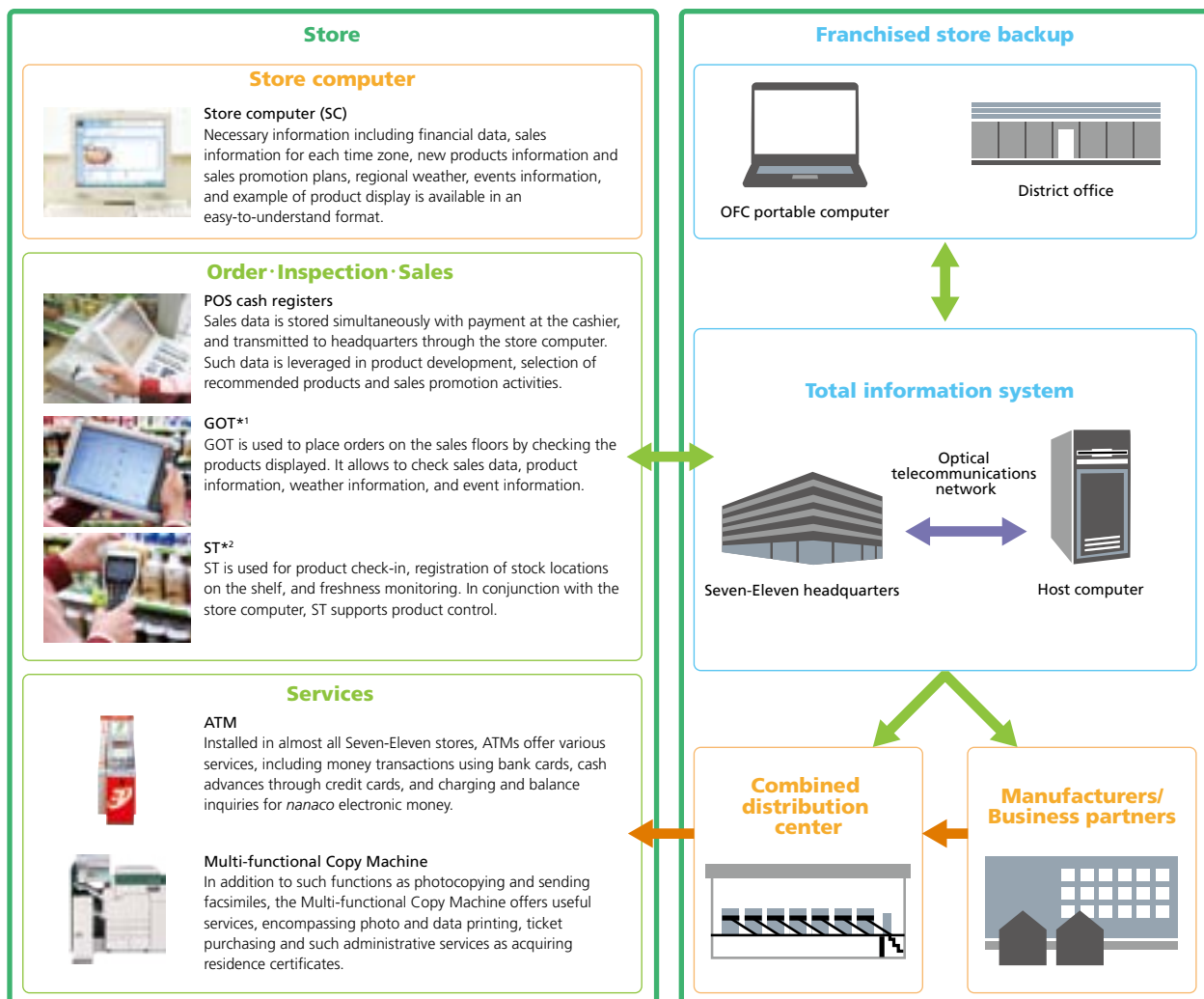
CONCEPT CHART OF SYSTEM INTEGRATION



•Sixth-Generation Total Information System for Seven-Eleven Japan

With its proprietary information system to realize "item-by-item management," Seven-Eleven Japan has built one of the world's largest information systems, which links stores, the head office, combined distribution centers, and business partners, maximizing store management efficiency and earnings.

Seven-Eleven Japan's information system has two host computers installed in Japan, providing the Company with secure continuous store operations and backup in the event of contingencies such as natural disaster or other situations should one of the host computers be not fully operable.



*1 Graphic 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

→ Distribution → Network

Financial Services

•Group Card Business

Group companies have issued over 32 million cards at present, and we are accelerating a card strategy that helps members to utilize Group company stores. In addition, to expand the use of credit cards and electronic money at Group company stores, we will make Groupwide efforts to develop shared point services linked to credit card transactions as well as the establishment and promotion of card service strategies for the entire Group.

(As of May 31, 2012)

Card name	Operator	Number of card issued	Credit function	Stores with point service							
nanaco	Seven Card Service	16.36 million	▲*2	■	■	■*3	■*3	■*4	■	■*5	
Seven Card *1		3.22 million	●	□	■		■	□	□	□	
Ito-Yokado Point Card		7.02 million	—		■						
Millennium CARD SAISON	Seven CS Card Service	3.12 million	●								
CLUB ON CARD SAISON				□	□		□	■	□	□	
Member's Card	Akachan Honpo	1.72 million	—								■

Notes:

1. The number of cards issued is as of February 29, 2012.

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 Available from May for York Mart and store by store from April for York-Benimaru

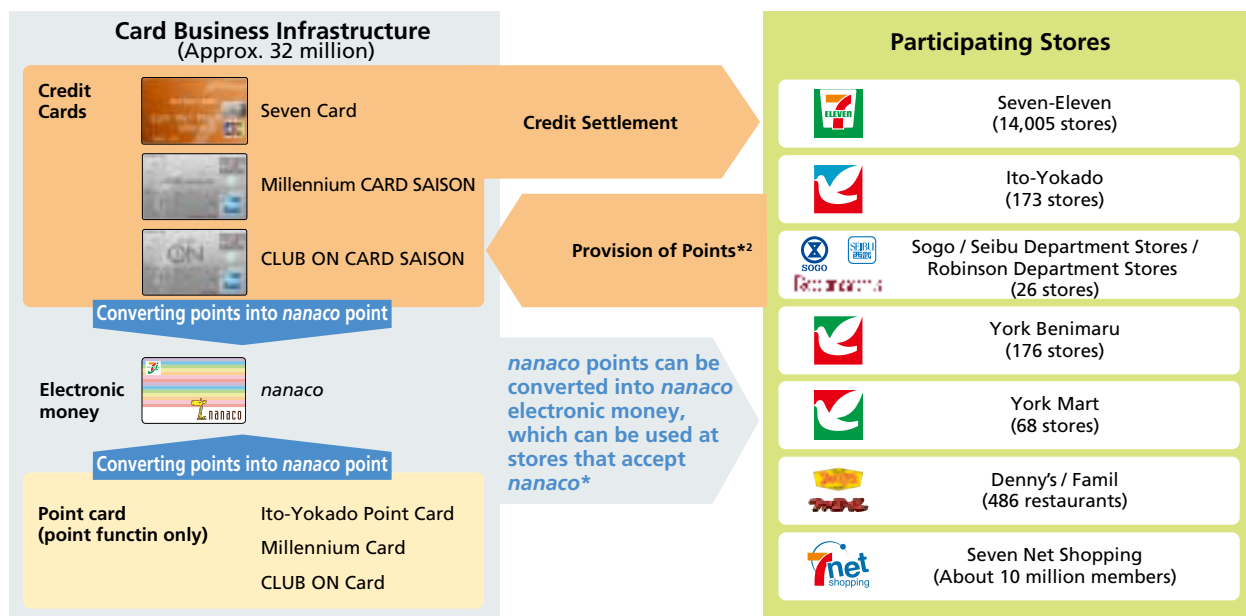
*4 Applicable only in foods sections

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

■ indicates stores with existing point services.
□ indicates stores which preferential points are granted for credit card transactions through Seven & i Point Service.

•Seven & i Point Service

To encourage customers to utilize within Group company stores, we started "Seven & i Point Service"*1 in 2011. With York Mart joining this service in March 2012, we are working to further increase member companies in this system.



Notes: 1. The numbers of card members, stores and Seven Net Shopping members are as of February 29, 2012.

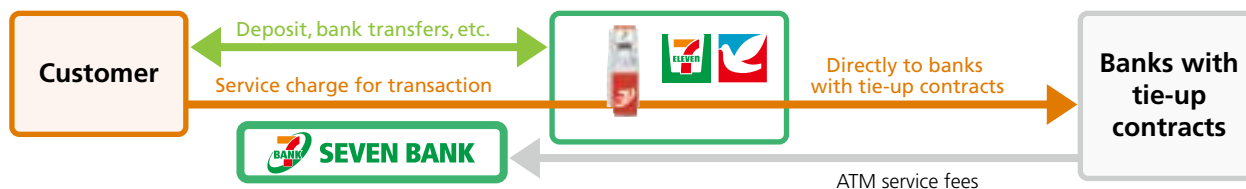
2. They can also be used in the previous way, as points in the issuer's program.

*1 Points collected through the use of Group company credit cards are designated within the "Seven & i Point Service," which gives preferential treatment for points earned from purchases made at Group companies. Points accumulated at Group companies, which are amassed and can be used as nanaco points, fall under the "nanaco point club."

*2 Excluding York-Benimaru Co., Ltd.

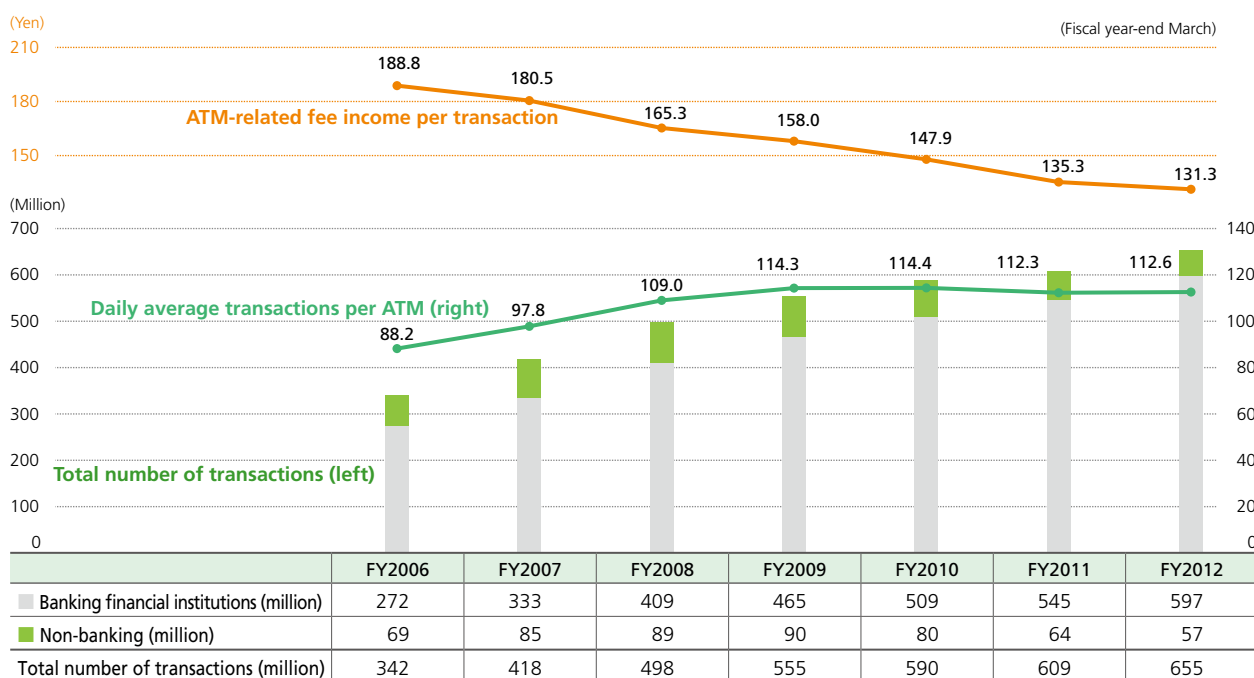
• ATM Services

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.



Profile

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



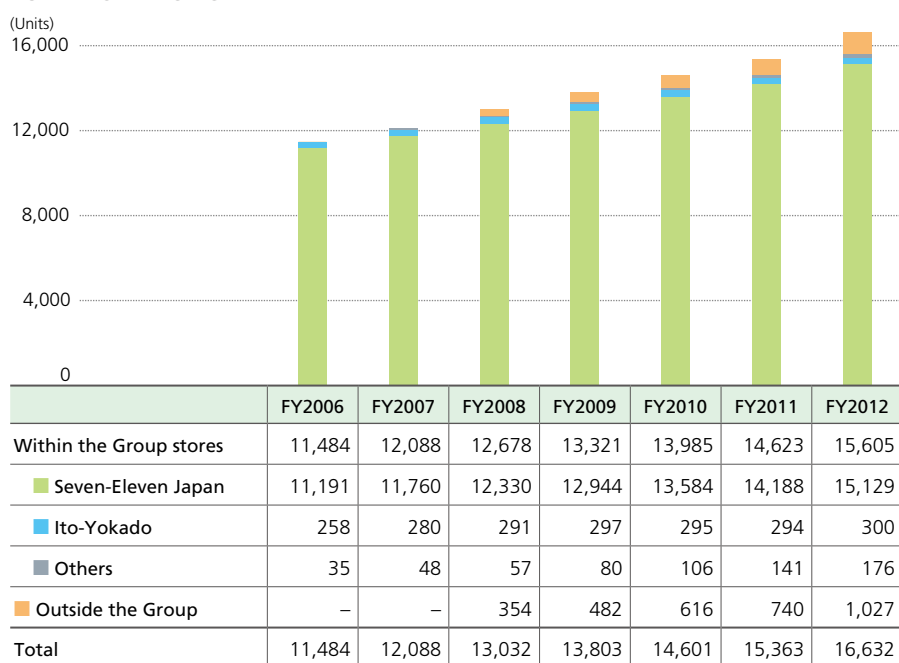
Performance Overview

Retailers in the World

Domestic Retail Environment

Group Business Strategy

NUMBER OF ATMS INSTALLED



	(Units)
Total number of ATMs	16,632
Within the Group stores	15,605
Seven-Eleven Japan	15,129
Ito-Yokado	300
Others	176
Non-Group locations	1,027
Airports	33
Hotels	9
Stations and public transportation hubs	84
Commercial facilities	298
Hospitals	8
Securities companies	486
Others	109

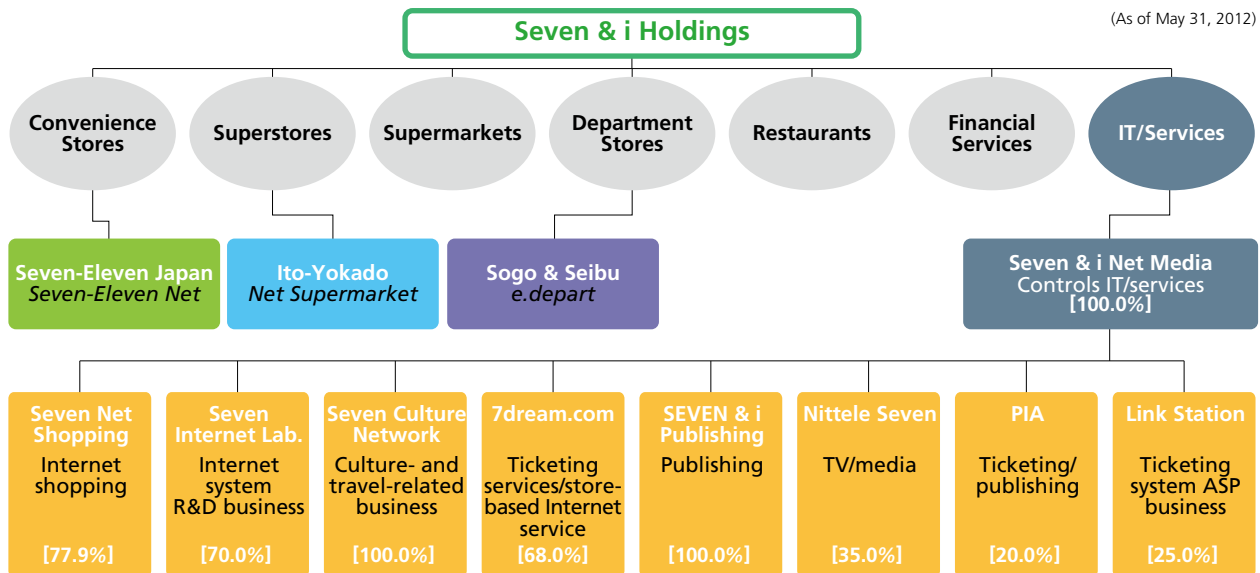
Major Group Companies' Data

Corporate Data

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 15,600 stores and its business infrastructure based on advanced information and distribution systems.

•Business Structure

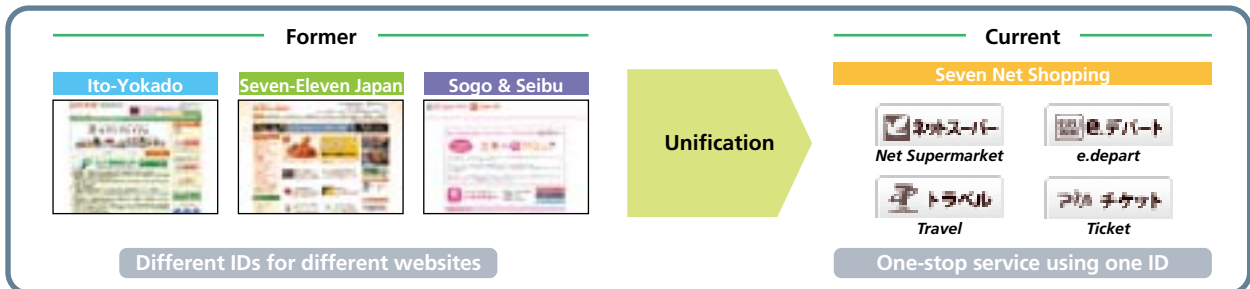
Seven & i Holdings has split the Internet-related operations undertaken by each Group company into three categories: Internet Shopping Business; Store-Based Internet Service Business; and Information Terminal Service Business. Seven & i Net Media, which controls the Group's IT / Services, leads the development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



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

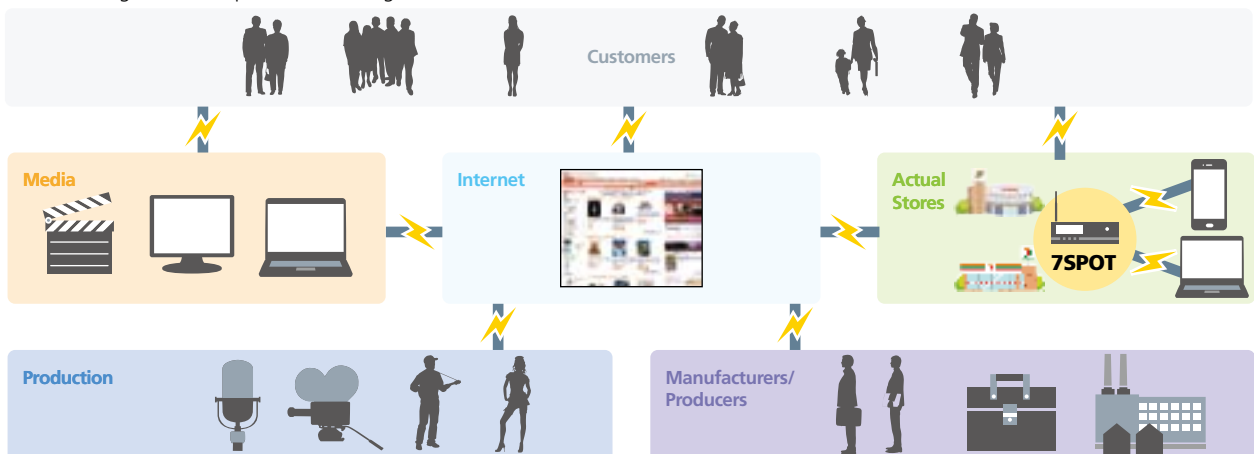
•Group Internet Business

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.



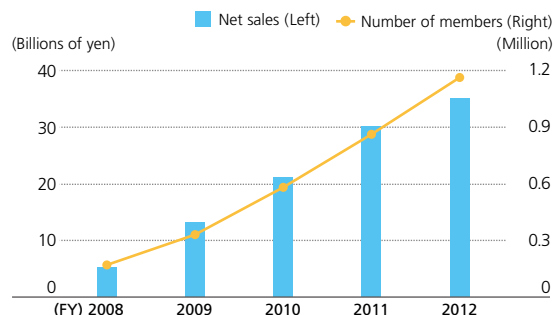
•Ito-Yokado's Net Supermarket

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



Profile

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	¥35.0 billion (FY2012)
Number of members	1,160 thousand (as of Feb. 29, 2012)



Performance Overview

Retailers in the World

•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
- Cycle-insurance
- Motorcycle liability insurance processing
- Public administration-related services (issuance of residence certificate, seal registration certificate, family register 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.



Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

•SevenSpot

Establishing a Wi-Fi environment using an optical broadband service inside the Seven & i Group stores, primarily in Seven-Eleven stores, the SevenSpot service was started on December 1, 2011. In addition to the Group's existing stores as the facilities for ordinary shopping, this offers combined services of both internet and actual-store services as the place to obtain information and contents via the Wi-Fi connection

Corporate Data

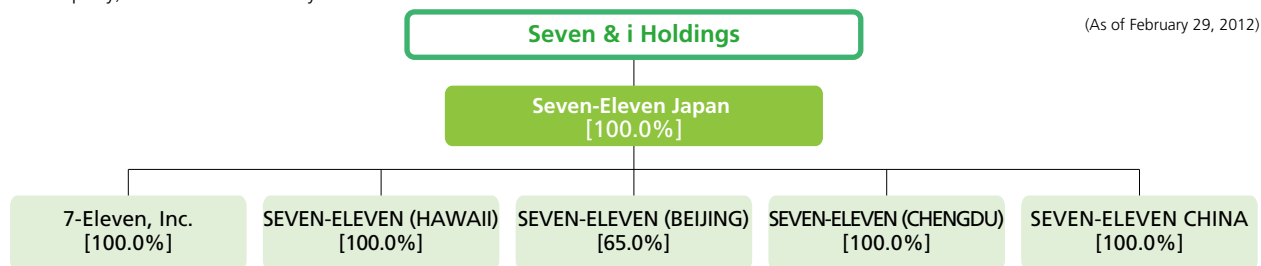


Global Strategy

•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.

In order to establish a system to proactively expand businesses in China, we changed the company name, business purposes and funding of SEVEN-ELEVEN CHINA Co., Ltd. to undertake the procedure to change the company to a holding company (investment company) so that it can directly invest in its subsidiaries.

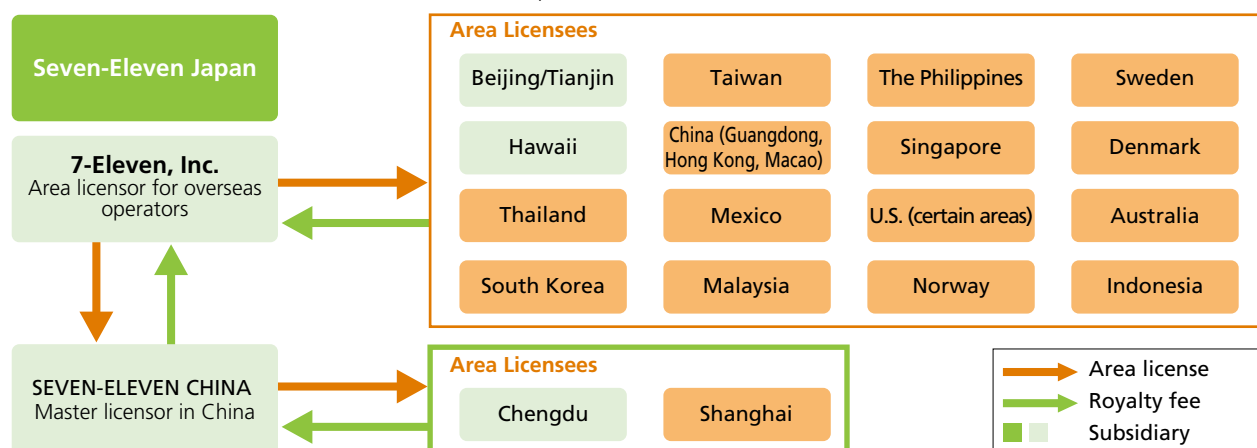


Notes: 1. [] indicates percentage of equity owned by the Group.

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 excluding Japan. 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.

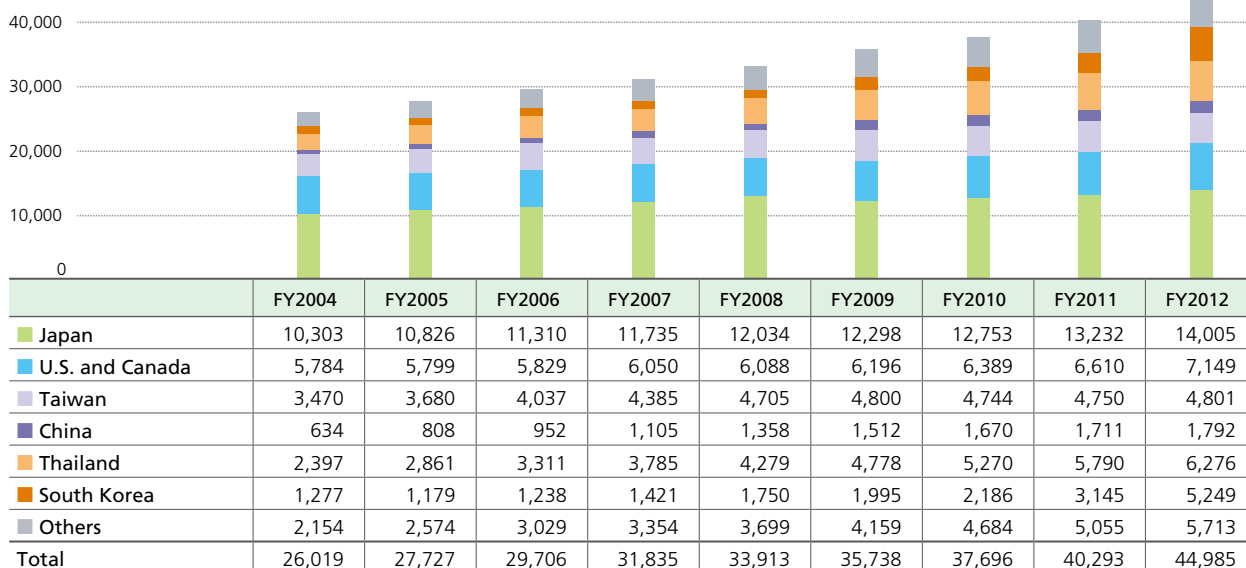
Country or Region	Operator	Number of Stores
Thailand	C. P. ALL Public Company Ltd. [Charoen Pokphand Group]	6,276
South Korea	Korea-Seven Co. Ltd. [Lotte Group]	5,249
Taiwan / China (Shanghai)	President Chain Store Co. Ltd. [Uni-President Enterprise Corp.]	4,895
China (Guangdong, Hong Kong, Macao)	The Dairy Farm Company, Limited [Dairy Farm International Holdings Limited]	1,510
Mexico	7-Eleven Mexico S.A. de C. V.	1,351
Malaysia	7-Eleven Malaysia Sdn Bhd	1,328
The Philippines	Philippine Seven Corporation [President Chain Store Corporation]	689
Singapore	Cold Storage Singapore (1983) Pte. Ltd. [Dairy Farm International Holdings Limited]	561
U.S.	Garb-Ko, Inc.	545
	Handee Marts, Inc.	
	Prima Marketing, LLC	
	Resort Retailers, Inc.	
	Southwest Convenience Stores, Inc.	
Norway/Sweden/ Denmark	Reitan Servicehandel	545
Australia	7-Eleven Stores Pty. Ltd.	579
Indonesia	PT Modern Putraindonesia	57

Notes: 1. The number of stores is as of December 31, 2011.

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

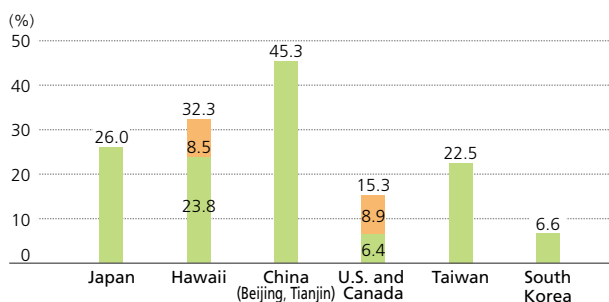
Business infrastructure established by Japan and North America

Sales ↑
Profit ↑

Licensees

•Sales of Fast Food of Seven-Eleven in the World

FAST FOOD SALES AS A PERCENTAGE OF TOTAL SALES FOR FY2012



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.

► 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.

Upon the reinforcement of Group operations in China, Seven-Eleven Japan and Ito-Yokado are undertaking the application procedure to establish holding companies (investment companies) to oversee convenience store and supermarket operations in China.

• Company Overview

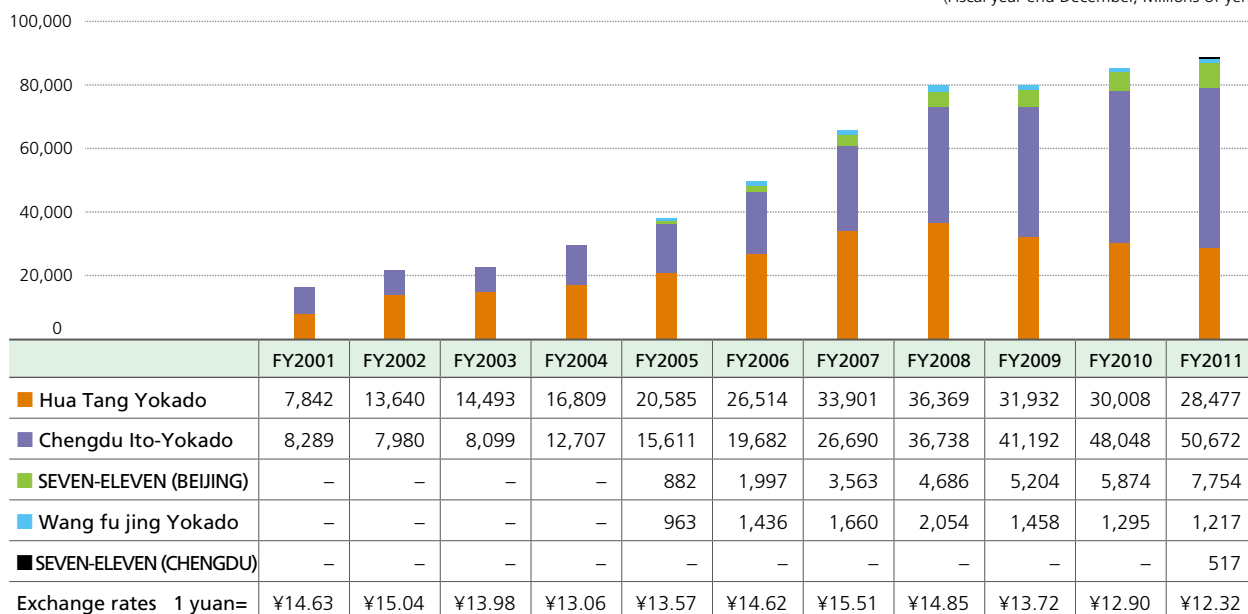
(As of December 31, 2011)

	Business category	Establishment	Opening date of the first store	Capital	Ownership ratio	
SEVEN-ELEVEN (BEIJING) CO., LTD.	Convenience store	Jan. 2004	Apr. 15, 2004	U.S.\$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	U.S.\$30,000 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 Chinese yuan	Seven-Eleven Japan Co., Ltd.	100.0%
Hua Tang Yokado Commercial Co., Ltd.	Superstore	Sept. 1997	Apr. 28, 1998	U.S.\$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	U.S.\$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	U.S.\$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 Chinese 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, Macau and Guangdong, which are already covered by the area license granted by 7-Eleven, Inc.

• Sales Trend

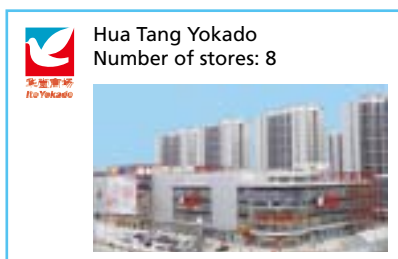
(Fiscal year-end December, Millions of yen)



Note: Sales exclude value added tax.

•Store Expansion

(As of December 31, 2011)



•China Market

	GDP (Billion ¥)		GDP per person (¥)	Population (Thousand)	Average wage per person (¥)	Total sales of consumer goods (Billion ¥)
		(%)				
Beijing	16,936.3	10.3	863,216	19,620	788,186	7,475.2
Chengdu	6,661.6	-	579,774	11,490	579,774	2,901.1
Shanghai	20,599.2	10.3	894,450	23,030	894,450	7,284.6
Tianjin	11,069.4	17.4	852,144	12,990	852,144	3,483.1
Chongqing	6,799.4	-	329,660	28,850	329,660	3,453.7
Qingdao	9,510.7	17.1	889,977	7,640	889,977	2,353.4

Note: Exchange rate: 1 yuan=¥12

Source: National Bureau of Statistics of China (2010)

Profile

Performance Overview

Retailers in the World

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Corporate Data

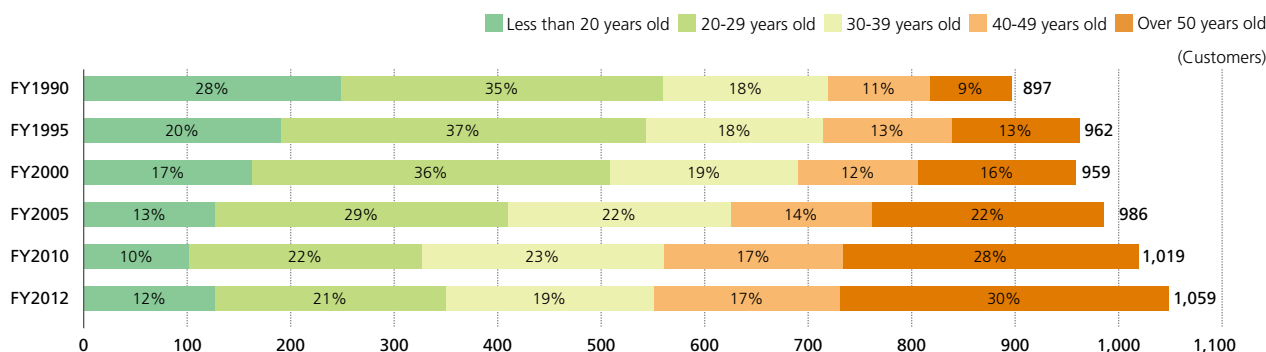
Convenience Store

SEVEN-ELEVEN JAPAN

(Millions of yen)

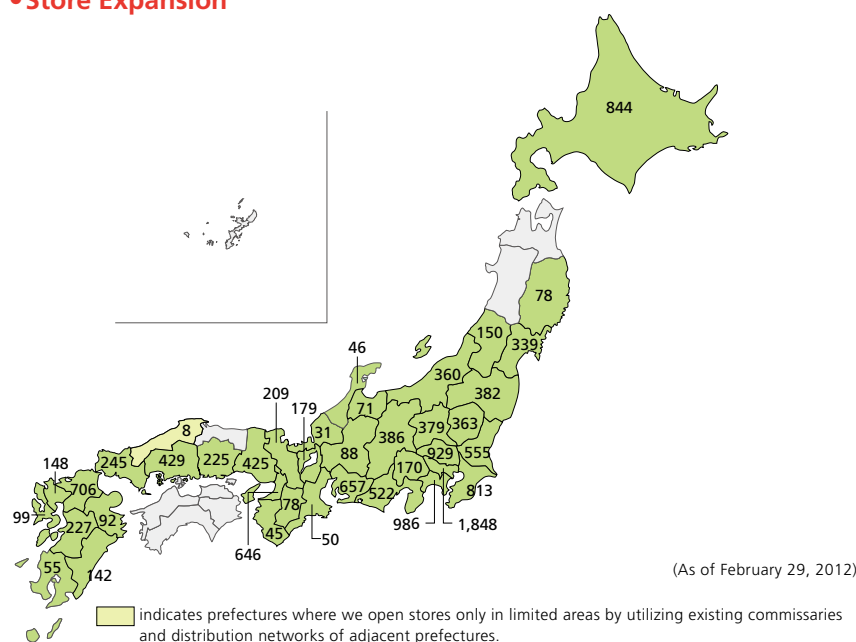
	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Revenues from operations	516,967	527,667	540,773	535,018	549,111	576,186
Operating income	172,737	168,171	178,060	156,220	169,152	183,160
Ordinary income	176,763	176,465	187,997	164,445	176,144	189,759
Net income	98,402	101,717	107,189	92,439	102,049	100,738
Capital expenditures	51,299	51,945	58,670	66,222	56,989	93,644
Depreciation and amortization	25,203	24,368	26,317	28,587	30,831	38,368
Total assets	1,149,977	1,214,689	1,288,298	1,301,004	1,358,837	1,432,828
Net assets	924,642	975,809	1,035,835	1,022,065	1,068,453	1,104,944
Total store sales	2,533,534	2,574,306	2,762,557	2,784,997	2,947,606	3,280,512
Processed food	752,459	767,143	787,328	788,154	828,277	872,616
Fast Food	734,724	736,251	759,703	751,949	792,906	852,933
Daily food	329,359	332,085	334,269	336,984	359,607	403,503
Nonfood	716,990	738,825	881,255	907,909	966,814	1,151,459
Existing stores sales increase	(1.9)%	(1.5)%	5.2 %	(2.1)%	2.2 %	6.7 %
Number of customers	(1.7)%	0.4 %	4.7 %	0.5 %	1.1 %	2.6 %
Average spending per customer	(0.2)%	(1.9)%	0.4 %	(2.6)%	1.1 %	4.0 %
Average daily sales per store (thousand ¥)	610	597	629	616	629	669
Average daily sales per store of new stores (thousand ¥)	515	517	555	525	554	570
Merchandise gross profit margin	30.9%	31.0%	30.2%	30.3%	30.5%	29.7%
Number of stores	11,735	12,034	12,298	12,753	13,232	14,005
Openings	832	816	874	966	939	1,201
Closures	407	517	610	511	460	428
Relocations	282	365	429	414	393	346
Type A franchised stores	5,122	4,919	4,638	4,437	4,340	4,263
Type C franchised stores	5,608	6,311	6,946	7,703	8,449	9,344
Provisional management contract stores	365	136	53	12	1	1
Directly operated stores	640	668	661	601	442	397
Ratio of stores with liquor license	92.1%	96.7%	97.7%	98.6%	98.8%	98.9%
Ratio of stores with cigarette license	82.6%	85.0%	86.8%	89.5%	91.7%	92.8%
Total sales floor space (square meters)	1,389,965	1,446,872	1,499,163	1,571,247	1,641,368	1,769,560
Full-time employees (term-end)	4,963	5,294	5,542	5,763	5,729	5,686
Payment acceptance services						
Number of transactions (thousands)	259,127	290,474	308,546	323,966	342,427	358,732
Total value of transactions (million ¥)	2,383,539	2,734,184	2,950,068	3,072,749	3,242,657	3,432,600

• Average Daily Number of Customer Visits per Store

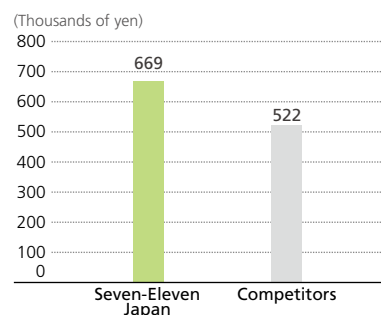


Source: Customer Survey by Seven-Eleven Japan

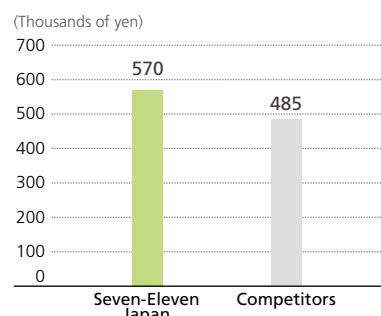
•Store Expansion



AVERAGE DAILY SALES PER STORE



AVERAGE DAILY SALES PER STORE OF NEW STORES

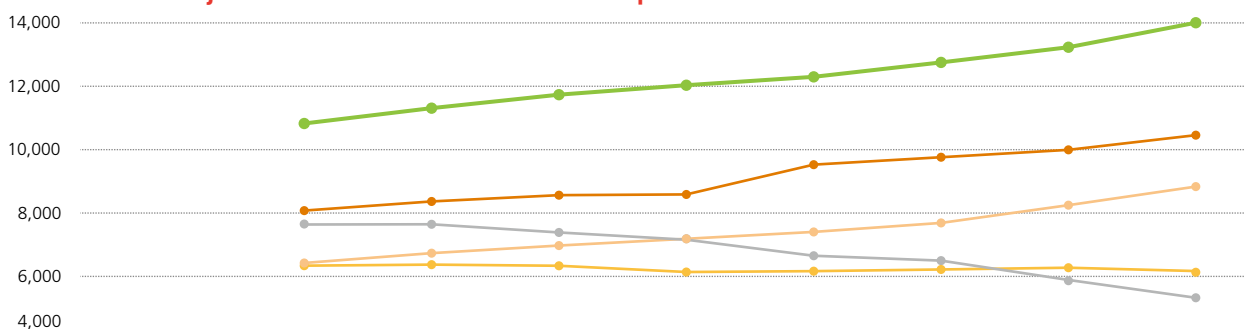


Profile

Performance Overview

Retailers in the World

•Number of Major Convenience Store Chains in Japan



Domestic Retail Environment

Group Business Strategy

	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
● Seven-Eleven Japan	10,826	11,310	11,735	12,034	12,298	12,753	13,232	14,005
● Lawson	8,077	8,366	8,564	8,587	9,527	9,761	9,994	10,457
● FamilyMart	6,424	6,734	6,974	7,187	7,404	7,688	8,248	8,834
● Circle K Sunkus	6,339	6,372	6,336	6,139	6,166	6,219	6,274	6,169
● Other CVS	7,638	7,645	7,387	7,158	6,652	6,498	5,888	5,326
Nationwide	39,304	40,427	40,996	41,105	42,047	42,919	43,636	44,791

Source: Japan Franchise Association, public information of each company

Major Group Companies' Data

Corporate Data

•Contract Type of Franchised Stores

	Type A (4,263 stores)	Type C (9,344 stores)
Type of ownership	Franchisee provides	Seven-Eleven Japan provides
Land and buildings	Franchisee provides	Seven-Eleven Japan provides
Sales equipment, computers, etc.	Seven-Eleven Japan provides	Seven-Eleven Japan provides
Contract period	15 years	15 years
Utilities	Seven-Eleven Japan 80%; Franchisee 20%	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
Incentive system for multi-store operation	5-year incentives and 15-year contract renewal incentives (reductions in franchise fee) are offered	
Cost of disposing unsold items	When one franchisee operates 2 or more 7-Eleven stores, a 3% incentive charge is applied to the second and subsequent stores. When franchisees that have operated a 7-Eleven store for over five years open a new 7-Eleven store, the "incentive for stores open over five years" is applied to the new store from the beginning of its operation.	
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 29, 2012.

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)

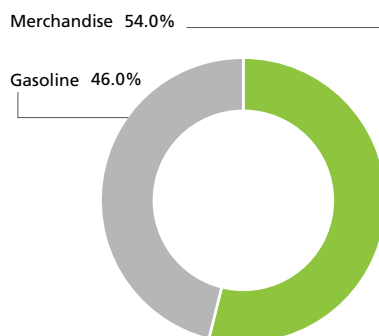
	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Revenues from operations*1	–	–	–	–	–	1,086,522
Revenues from operations (former)*1	1,707,532	1,843,408	1,742,395	1,411,391	1,463,796	–
Net sales	1,690,613	1,822,737	1,725,910	1,394,694	1,445,571	–
Merchandise	1,008,818	1,068,453	967,411	883,229	859,632	–
Gasoline	681,795	754,283	758,499	511,464	585,939	–
Operating income	32,015	31,726	34,711	34,427	33,328	32,737
Net income	14,702	17,289	19,652	17,975	18,918	22,413
Capital expenditures	46,288	55,499	44,540	37,948	48,996	103,476
Depreciation and amortization	45,560	48,713	38,284	34,974	37,444	37,180
Total assets	655,233	609,319	493,108	511,766	472,566	510,901
Net assets	307,357	312,900	260,589	274,855	283,833	307,359
Total store sales	–	–	–	1,412,301	1,470,632	1,624,095
Merchandise	–	–	–	899,624	883,905	876,672
Gasoline	–	–	–	512,677	586,726	747,423
Exchange rate (Income statements) U.S.\$1=	¥116.38	¥117.85	¥103.48	¥93.65	¥87.79	¥79.80
Exchange rate (Balance sheets) U.S.\$1=	¥119.11	¥114.15	¥91.03	¥92.10	¥81.49	¥77.74
Existing stores sales increase (U.S. Merchandise sales)	3.1%	3.1%	0.4%	0.6%	1.5%	2.8%
Average daily sales per store (U.S. dollars)	4,099	4,248	4,250	4,256	4,335	4,372
Average daily sales per store (thousand ¥)	477	501	440	399	381	349
Merchandise gross profit margin	36.0%	35.9%	35.2%	35.2%	35.1%	34.7%
Number of stores	6,050	6,088	6,196	6,389	6,610	7,149
Openings	302	106	172	268	303	643
Closures	81	68	64	75	82	104
Franchised stores	3,828	4,041	4,220	4,649	5,064	5,437
Directly operated stores	2,222	2,047	1,976	1,740	1,546	1,712
Stores with gas station	2,436	2,440	2,486	2,495	2,481	2,719
Total sales floor space (square meters)	967,428	974,970	992,237	1,016,254	1,066,020	1,158,089
Full-time employees (term-end)*2	21,084	19,308	17,084	14,397	13,263	13,596

Note: 1. Figures for the amounts of each fiscal year reflect adjustments to the necessary for the consolidation to Seven & i Holdings' consolidated account.

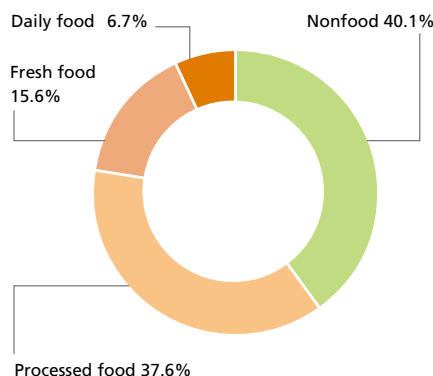
*1 From the fiscal year ending December 2011, 7-Eleven, Inc., has changed its accounting method for revenues from operation, related to franchise agreements, from "gross amount" to "net amount." Also, the company recognizes as revenues from operations, the sales of directly operated stores, gasoline sales and franchise fees from franchised stores.

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

• Breakdown of Net Sales

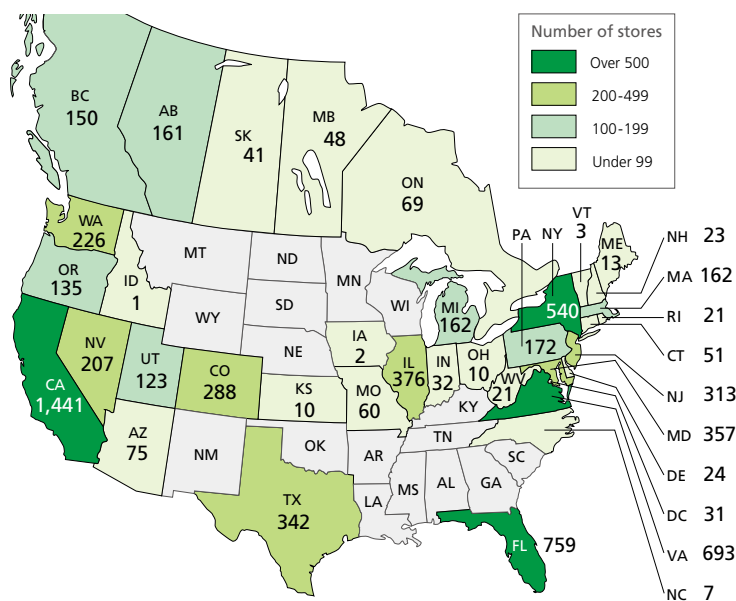


• Breakdown of Merchandise Sales by Product Category

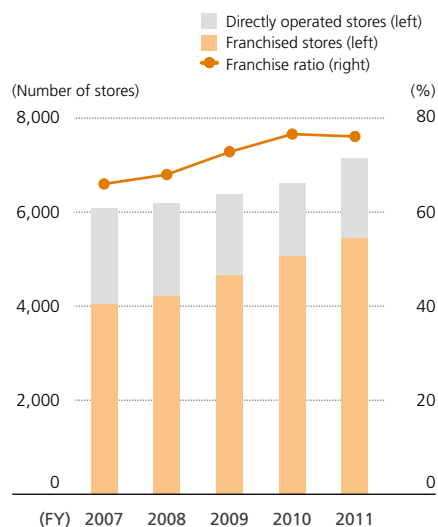


7-select
Private-brand products

•Store Expansion



TRENDS IN STORE TYPE



Profile

Performance Overview

Retailers in the World

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

	Japan	U.S. / Canada
Store-related		
Number of stores by type ^{*1}	A-type franchised stores 4,263 C-type franchised stores 9,344 Provisional management contract stores 1 Directly operated stores 397 (As of February 29, 2012)	A-type franchised stores (Business Conversion Program) 299 C-type franchised stores 5,138 Provisional management contract stores – Directly operated stores 1,712 (As of December 31, 2011)
Sales floor space (per store) ^{*2}	Approximately 130 square meters	Approximately 160 square meters
Stores with gas stations	48 stores ^{*3}	2,719 stores
Products and services		
Sales by product category	Processed foods 26.6% Fast food 26.0% Daily food 12.3% Nonfood 35.1% Gasoline –	Processed foods 20.3% Fresh food 8.4% Daily food 3.6% Nonfood 21.7% Gasoline 46.0%
Services	ATM Payment acceptance Express package delivery service Multi-function copier ^{*4} nanaco 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/electronic money / credit card	Cash/credit card/debit card/check
Online shopping	Free shipping and commissions by picking up goods at stores	–
Number of items per store	Approximately 2,800 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, gasoline sales, and franchise fees from franchise stores ^{*6}

Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

Corporate Data

*1 For A-type, franchisees provide land and buildings. For C-type, franchisor provides land 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, ticketing, prepaid services, sports promotion lotteries, certification and qualification processing, motorcycle liability insurance processing, public administration-related services (issuance of residence certificate and seal registration certificate, copy of family register)

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

*6 From the fiscal year ending December 2011, 7-Eleven, Inc., has changed its accounting method for revenues from operation, related to franchise agreements, from "gross amount" to "net amount." Also, the company recognizes as revenues from operations, the sales of directly operated stores, gasoline sales and franchise fees from franchised stores.

ITO-YOKADO

(Millions of yen)

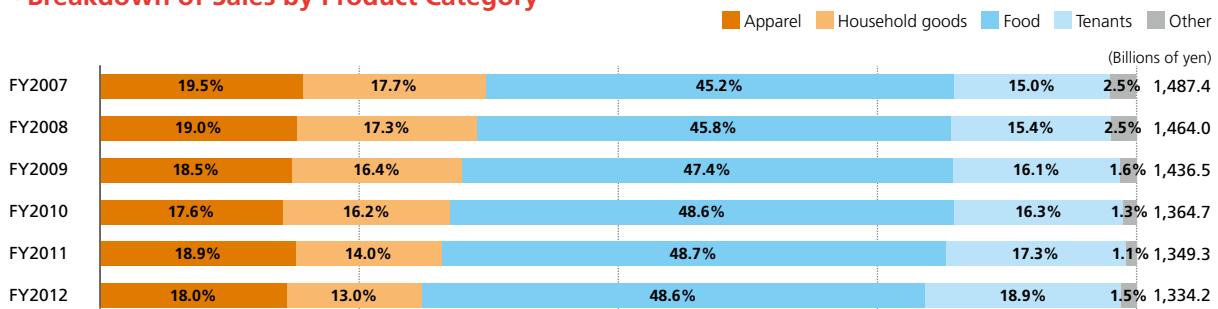
	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Revenues from operations	1,511,530	1,489,380	1,462,719	1,387,831	1,373,670	1,361,060
Net sales	1,487,480	1,464,094	1,436,541	1,364,765	1,349,345	1,334,297
Apparel	290,560	278,168	265,682	240,060	255,052	240,068
Household goods	263,995	253,609	236,025	220,620	189,481	173,049
Food	672,256	670,532	680,587	663,768	656,491	648,506
Merchandise sales	1,226,812	1,202,310	1,182,296	1,124,450	1,101,024	1,061,624
Tenants	222,999	225,619	231,913	222,422	233,056	252,709
Other	37,668	36,164	22,331	17,892	15,264	19,964
Operating income	18,322	17,126	9,582	1,757	2,155	10,554
Ordinary income	20,982	19,341	13,386	4,136	5,124	13,471
Net income	13,356	11,088	(922)	6,650	6,696	(520)
Capital expenditures	38,023	41,200	29,232	45,900	37,492	18,074
Depreciation and amortization	18,188	16,694	15,696	13,890	14,573	16,822
Total assets	933,602	891,248	899,289	805,242	779,389	790,851
Net assets	633,247	631,133	633,692	606,562	601,182	597,601
Existing stores sales increase	(1.0)%	(2.0)%	(2.9)%	(5.7)%	(2.5)%	(2.6)%
Number of customers	(2.0)%	(2.0)%	(1.4)%	(1.7)%	(1.3)%	(4.6)%
Average spending per customer	1.0 %	0.0 %	(1.6)%	(4.1)%	(1.2)%	2.0%
Merchandise gross profit margin	30.3 %	29.9 %	29.8 %	29.0 %	29.1 %	29.7%
Number of stores	174	176	175	174	170	173
Openings	3	3	2	4	6	5
Closures	7	1	3	5	10	2
Total sales floor space (square meters)	2,533,699	2,573,670	2,609,280	2,661,184	2,673,225	2,704,252
Directly managed sales floor space (square meters)	1,733,405	1,750,605	1,736,410	1,723,580	1,678,730	1,665,268
Sales per square meter (thousand ¥) ^{*1}	695	688	674	644	645	636
Full-time employees (term-end)	10,707	10,375	9,747	9,642	9,484	9,136
Part-time employees ^{*2}	33,592	32,762	32,181	30,721	30,130	29,349
Ratio of part-time employees	75.6%	76.2%	77.0%	76.7%	76.8%	77.0%
Sales per employee (thousand ¥) ^{*3}	27,627	27,979	28,274	28,061	28,056	27,856

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

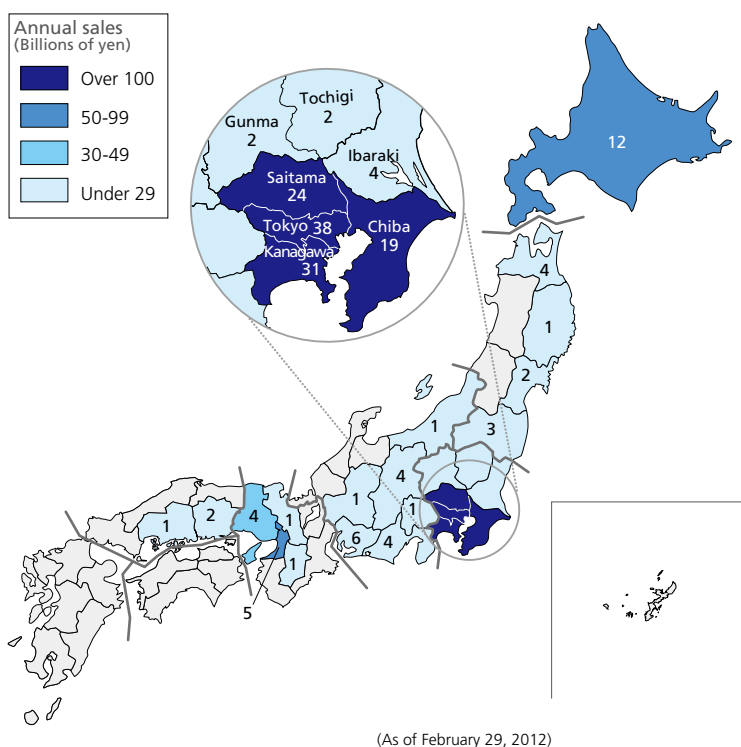
*2 Part-time employees are counted by adjusting their working hours to an 8-hour working day.

*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 FY2012

	Sales (Billion ¥)	Composition (%)	Number of stores
Hokkaido	72.1	5.4	12
Tohoku	57.1	4.3	10
Kanto	976.3	73.2	120
Chubu	95.2	7.1	17
Kinki	117.8	8.8	11
Chugoku	15.8	1.2	3
Total	1,334.2	—	173

CLASSIFICATION BY SALES FLOOR SPACE AND STORE AGE

	Number of stores	Composition (%)
13,000 sq.—	35	20.2
10,000 sq.—	58	33.5
8,000 sq.—	25	14.5
5,000 sq.—	25	14.5
Under 5,000 sq.	30	17.3

	Number of stores	Composition (%)
30 years —	51	29.5
20 years —	26	15.0
10 years —	53	30.6
5 years —	23	13.3
1 year —	15	8.7
Under 1 year	5	2.9

Profile

Performance Overview

Retailers in the World

Domestic Retail Environment

•Store Formats



General merchandise store (GMS) stand-alone stores

Following the basic stand-alone store format of Ito-Yokado, these stores are operated mainly in highly populated areas. Directly managed sales floor space accounts for 70-80% of total sales floor space, offering a wide lineup of apparel, household goods, and foods.



Urban-style small supermarket

Operating in highly populated areas with limited catchment in urban area, this type of store specializes in fresh and processed foods, household goods that customers frequently purchase. Ito-Yokado *Shokuhinkan* Asagaya was opened as the first store of this type. As of February 29, 2012, there are two urban-style small-sized supermarkets.

Group Business Strategy

Major Group Companies' Data



Shopping centers

Anchored by Ito-Yokado and host to another 100 to 200 tenants, 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 shopping center and the network has expanded to 13 stores as of February 29, 2012.



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. The network has expanded to 11 stores as of the end of February 2012.

Corporate Data



Neighborhood shopping centers (NSC)

Combining the *Shokuhinkan* food specialty store and other specialty stores tailored for region-specific needs, the first NSC store, Ito-Yokado *Shokuhinkan* Ootaka no Mori, was opened in March 2007. As of February 2012, the network has four stores.



Urban-style home centers

In November 2008, we opened our first Seven Home Center, which sells DIY items, gardening and pet-care goods and sundries that customers frequently purchase. In August 2011, a new Seven Home Center was opened within Ito-Yokado Matsudo store. As of February 29, 2012, the network has expanded to four stores.

Department Store

SOGO & SEIBU

(Millions of yen)

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Revenues from operations	967,161	970,827	933,571	859,265	846,796	830,340
Net sales	953,424	956,415	919,634	847,044	834,723	817,927
Apparel	487,889	481,864	455,374	401,850	384,419	361,550
Household goods	95,329	98,668	90,537	81,576	80,679	79,476
Food	163,566	165,879	167,470	165,458	170,098	170,707
Merchandise sales	746,785	746,413	713,382	648,885	635,198	611,735
Tenants	171,253	171,442	166,179	155,673	159,243	164,297
Corporate sales	35,385	38,559	40,072	42,485	40,281	41,895
Operating income	34,510	31,815	23,294	5,613	7,385	11,159
Ordinary income	32,590	29,436	20,027	3,149	5,623	9,890
Net income	10,131	24,923	(5,986)	(4,313)	5,831	9,964
Capital expenditures ^{*1}	93,336	15,228	10,901	15,481	25,240	13,374
Depreciation and amortization	16,149	16,762	17,480	15,741	12,779	12,181
Total assets	681,910	644,108	576,997	535,870	503,285	475,849
Net assets	—	—	—	116,540	120,221	129,320
Existing stores sales increase	2.1 %	0.4 %	(4.2)%	(8.4)%	0.0 %	(0.5)%
Merchandise gross profit margin	27.3 %	26.9 %	26.6 %	25.8 %	25.4 %	25.1 %
Key stores sales						
Ikebukuro	172,350	174,649	169,172	160,562	167,268	176,475
Yokohama	113,231	115,051	111,654	101,788	101,710	100,996
Chiba	82,301	85,355	82,841	76,771	77,967	78,632
Kobe	56,405	56,103	53,392	49,572	50,158	48,279
Hiroshima	50,689	49,440	47,169	43,082	41,973	41,446
Shibuya	49,404	54,808	50,510	43,583	42,325	39,802
Omiya	37,565	37,580	36,195	33,067	32,928	32,418
Number of stores	28	28	28	28	27	26
Openings	0	0	0	0	0	0
Closures	2	0	0	2	1	1
Total sales floor space (square meters)	962,934	962,934	962,437	939,911	924,980	894,481
Sales per square meter (thousand ¥) ^{*2}	990	993	955	888	890	886
Full-time employees (term-end)	5,473	5,438	5,449	5,416	5,228	4,975
Part-time employees ^{*3}	5,152	5,363	5,163	5,587	5,404	5,179
Ratio of part-time employees	48.0%	49.3%	48.2%	50.1%	50.2%	50.2%

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.

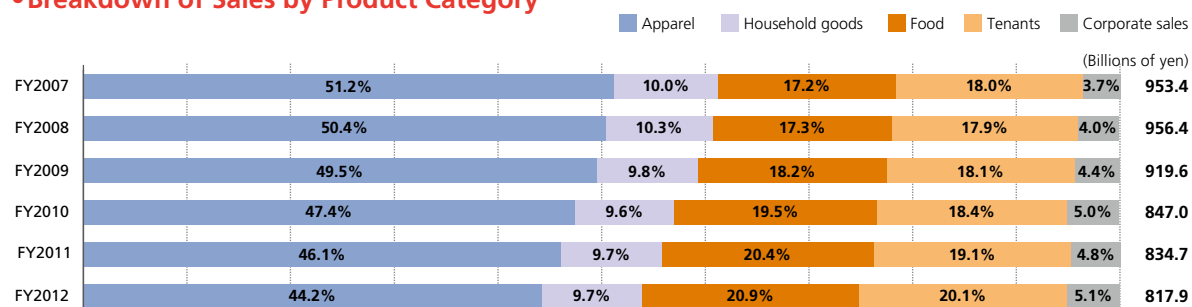
Prior year figures are also calculated in the same manner.

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

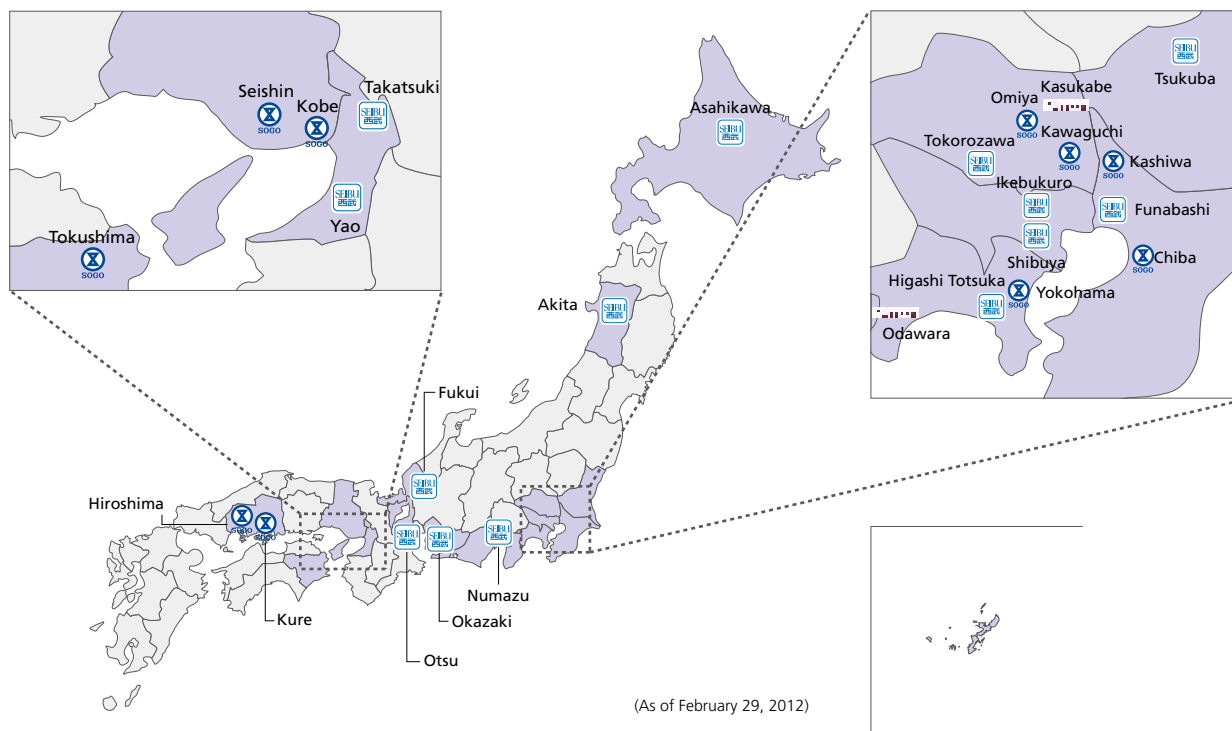
*2 Sales per square meter = Net sales ÷ Weighted average floor space

*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

Sogo & Seibu is promoting structural reforms for its department store operations by dividing stores into three categories according to their characteristics: "key stores," "regional leader stores" or "suburban stores."

Key stores: Promoting structural reforms toward the establishment of a "new department store"

Introducing to other key stores the expertise nurtured by Seibu Ikebukuro, which reopened after full-scale remodeling in September 2010, Sogo & Seibu is working to further bolster its sales capabilities.



Seibu Ikebukuro



Sogo Yokohama



Sogo Kobe

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

Regional leader stores: Leveraging regional competitive superiority and enhancing profitability

Regional leader stores are promoting region-specific product strategies, event planning and customer services.



Seibu Tokorozawa



Sogo Tokushima



Seibu Asahikawa

Regional leader stores: Seibu Tokorozawa, Seibu Asahikawa, Seibu Akita, Seibu Numazu, Seibu Okazaki, Seibu Fukui, Sogo Tokushima

Suburban stores: Suburban stores: Switching business format to multi-purpose commercial facilities to meet customer needs

In order to meet diversifying customer needs and establish an efficient store operating structure, Sogo & Seibu has promoted a shift to a shopping center management system by which profitable specialty stores both within and outside of the Group are invited as tenants (commenced in a phased manner from FY2010).

Suburban stores: Seibu Higashi Totsuka, Sogo Kawaguchi, Seibu Takatsuki, Seibu Otsu, Seibu Yao, Seibu Tsukuba, Sogo Kashiwa, Seibu Funabashi, Sogo Seishin, Sogo Kure, Robinson Kasukabe, Robinson Odawara.

Supermarket

YORK-BENIMARU

(Millions of yen)

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Revenues from operations	313,935	330,145	348,883	348,735	343,379	348,600
Net sales	304,855	319,931	338,089	337,506	337,734	342,944
Fresh food	90,675	97,168	105,649	105,558	106,107	108,226
Processed food	68,249	74,273	80,813	82,862	82,861	83,542
Daily food	56,507	59,484	62,535	63,017	64,042	65,222
Food total	215,433	230,927	248,999	251,439	253,011	256,991
Apparel	20,126	19,331	18,437	17,230	16,586	17,358
Household goods	18,567	18,728	18,706	18,729	18,908	19,474
Merchandise sales	254,126	268,987	286,143	287,398	288,506	293,824
Tenants	50,728	50,944	51,946	50,107	49,227	49,120
Operating income	10,306	11,227	11,706	9,402	8,877	14,955
Ordinary income	11,261	12,525	13,065	10,874	10,276	16,305
Net income	4,441	9,150	8,015	6,088	5,093	1,430
Capital expenditures	8,811	6,765	8,210	12,560	7,629	7,075
Depreciation and amortization	4,186	4,327	4,515	4,886	5,573	5,122
Total assets	130,801	145,230	154,076	145,258	147,454	150,789
Net assets	106,414	115,785	121,654	116,612	117,814	117,090
Existing stores sales increase	(3.6) %	(2.6) %	(1.0) %	(3.7) %	(4.1) %	1.5 %
Number of customers	(2.3) %	(1.1) %	(0.1) %	(2.1) %	(4.1) %	(3.3) %
Average spending per customer	(1.4) %	(1.5) %	(0.9) %	(1.6) %	0.0 %	4.9 %
Merchandise gross profit margin	26.9 %	27.1 %	27.0 %	26.7 %	26.6 %	27.0 %
Number of stores	128	149	156	164	170	176
Openings	10	8	9	8	7	8
Closures	1	3	2	0	1	2
Total sales floor space (square meters)	448,492	496,784	524,361	547,920	560,684	573,187
Directly managed sales floor space (square meters)	335,075	379,073	395,887	409,360	421,362	433,346
Sales per square meter (thousand ¥) ^{*1}	771	746	737	713	693	718
Full-time employees (term-end)	2,033	2,284	2,430	2,496	2,508	2,495
Part-time employees ^{*2}	9,295	9,856	10,354	10,582	10,606	10,165
Ratio of part-time employees	81.9%	81.5%	81.3%	81.1%	80.6%	80.1%
Sales per employee (thousand ¥) ^{*3}	22,399	22,239	22,458	22,016	21,921	23,141

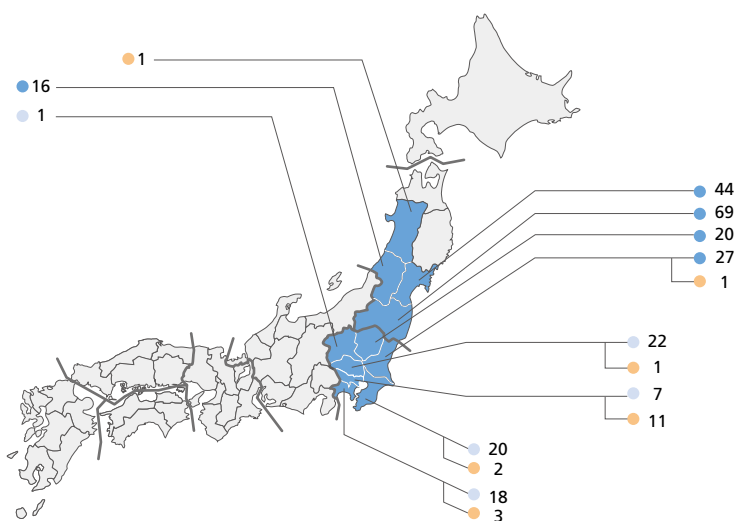
*1 Sales per square meter = Merchandise sales ÷ Weighted average floor space

*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 FY2011 (Billion ¥)
● York-Benimaru	176	342.9
● York Mart	68	118.4
● SHELL GARDEN	19	23.3
Total	263	484.6



(As of February 29, 2012)

Specialty Store

LOFT

(Millions of yen)

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Revenues from operations	61,176	69,852	76,817	80,179	84,415	87,001
Net sales	59,746	68,419	75,371	78,749	83,099	85,836
Operating income	1,783	2,674	2,894	2,953	3,104	3,294
Ordinary income	1,740	2,627	2,851	2,887	3,046	3,230
Net income	513	1,480	1,609	1,472	1,826	1,510
Capital expenditures	595	959	666	1,317	2,275	1,528
Depreciation and amortization	414	518	620	700	867	1,125
Total assets	15,616	17,803	19,363	21,475	22,457	23,542
Net assets	4,891	6,034	7,269	8,366	9,818	10,954
Existing stores sales increase	5.1 %	6.3 %	1.7 %	(1.1)%	2.0 %	(2.0)%
Merchandise gross profit margin	39.5 %	39.8 %	40.0 %	40.2 %	39.8 %	40.1 %
Number of stores	33	44	51	55	63	73
Openings	4	11	8	5	10	12
Closures	1	0	1	1	2	2
Total sales floor space (square meters)	69,706	83,448	91,101	92,102	100,774	107,967
Sales per square meter (thousands ¥)*1	828	870	853	837	841	806
Full-time employees (term-end)	670	757	1,971	2,109	2,277	2,169
Part-time employees*2	1,671	1,944	1,224	1,122	1,132	1,356
Sales per employee (thousands ¥)*3	23,717	24,586	25,877	25,305	25,320	25,113

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.



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AKACHAN HONPO

(Millions of yen)

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Net sales	84,537	85,061	83,818	79,106	78,346	78,744
Operating income	(1,593)	27	(1,373)	(480)	526	1,474
Ordinary income	(1,604)	395	(1,763)	(678)	367	1,334
Net income	(3,208)	(2,950)	(5,346)	(848)	(145)	(200)
Capital expenditures	1,931	2,190	2,233	1,397	1,714	1,783
Depreciation and amortization	1,470	1,310	1,366	1,365	1,268	1,365
Total assets	42,904	36,637	31,029	30,333	29,771	30,649
Net assets	7,097	4,141	(1,748)	2,204	2,061	1,852
Existing stores sales increase	(8.7)%	(3.5)%	(4.6)%	(7.7)%	(6.5)%	(3.1)%
Merchandise gross profit margin	29.3 %	30.3 %	28.0 %	27.8 %	29.4 %	30.2 %
Number of stores	67	67	72	78	85	87
Openings	10	9	11	10	13	11
Closures	4	9	6	4	6	9
Total sales floor space (square meters)	152,737	138,089	142,912	145,997	149,997	147,501
Sales per square meter (thousands ¥)*1	553	566	589	556	530	535
Full-time employees (term-end)	1,096	960	912	925	914	852
Part-time employees*2	1,959	1,684	1,745	1,726	1,755	1,782
Sales per employee (thousands ¥)*3	27,214	29,964	30,941	30,612	29,354	29,873
Membership (thousands)	1,809	1,654	1,619	1,586	1,584	1,721

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.



*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)

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Food Services

SEVEN & i FOOD SYSTEMS

(Millions of yen)

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Net sales	121,229	113,472	102,109	85,885	79,609	77,400
Denny's Japan	92,788	–	–	–	–	–
Famil	17,892	–	–	–	–	–
York Bussan	10,548	–	–	–	–	–
Restaurant division	–	94,392	84,109	69,394	63,668	60,821
Meal provision service division	–	9,103	8,077	7,926	8,189	9,347
Fast food division	–	9,977	9,922	8,564	7,751	7,232
Operating income	–	(2,923)	(3,079)	(2,714)	(89)	22
Ordinary income	–	(2,761)	(2,670)	(2,464)	112	203
Net income	–	(4,897)	(7,939)	(5,564)	(2,009)	(879)
Total assets	–	65,743	56,592	47,181	43,948	44,777
Net assets	–	54,570	46,176	38,997	36,831	35,966
Existing store sales increase	–	–	(6.4)%	(7.2)%	0.5 %	(1.0)%
Number of customers	–	–	(1.4)%	(2.1)%	0.7 %	(2.6)%
Average spending per customers	–	–	(5.1)%	(5.2)%	(0.2)%	1.6 %
Number of stores	1,047	1,045	959	892	846	858
Restaurant division	692	674	595	525	489	486
Meal provision service division	213	225	224	232	228	244
Fast food division	142	146	140	135	129	128
Full-time employees (term-end)	1,867	1,802	1,622	1,584	1,351	1,290

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 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 FY2007 to FY2008.

•Store Formats

Seven & i Food Systems develops overall food-related businesses comprising of the Restaurant division, Meal provision service division and Fast food division.

Restaurant division



Denny's

Operates family restaurants as "Denny's", which accounts for approximately 80% of all the restaurants. Providing a comprehensive menu, including mainstay hamburger steaks, steaks, pastas and seasonal delicacies, as well as friendly service, they operate 24 hours a day, seven days a week.



Famil

Famil family restaurants serve Japanese, Western and Chinese foods inside the Group's stores.



Gooburg

The Gooburg restaurant chain specializes in hamburger steaks made from 100% beef. Sales floor space is 70 to 80 square meters, and approximately one third of Denny's floor space.



Soba & Udon Shichi-Fuku

Operated primarily within the Tokyo metropolitan area, this self-serve restaurant format offers authentic soba (buckwheat) and udon noodles at reasonable prices. Sales floor space is 50 to 70 square meters, and approximately one fifth of Denny's floor space.

Meal provision service division



Operates meal provision 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



Poppo

Operates fast food shops inside Group stores serving various snacks like *imagawayaki* (a small, thick, pancake-like snack with sweet filling); *okonomiyaki* (a Japanese "pizza" of chopped cabbage, other ingredients and sauce); *takoyaki* (savory dumplings containing chopped octopus); *taiyaki* (a fish-shaped pancake-like snack with sweet filling); ramen noodles and soft-serve ice cream.

Financial Services

SEVEN BANK

(Fiscal year-end March, Millions of yen)

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Ordinary income	75,427	83,663	89,815	88,830	83,964	88,318
Ordinary profits	25,021	24,650	28,751	30,407	27,449	29,557
Net income	12,667	13,830	16,988	17,953	16,008	17,267
Total assets	532,757	488,137	493,360	502,782	600,061	652,956
Net assets	73,849	88,974	98,393	109,939	114,539	125,629
Ordinary deposits	171,707	137,162	136,073	144,997	171,873	196,290
Time deposits	15,955	33,204	51,795	63,381	140,604	134,949
Individual deposit accounts (thousands)	466	580	688	775	885	971
Number of installed ATMs	12,088	13,032	13,803	14,601	15,363	16,632
Seven-Eleven	11,760	12,330	12,944	13,584	14,188	15,129
Ito-Yokado	280	291	297	295	294	300
York-Benimaru	13	15	19	30	40	60
York Mart	15	22	25	31	36	42
Other ATMs in the Group	20	20	36	45	65	74
Outside the Group	–	354	482	616	740	1,027
Correspondent financial institutions	548	554	566	555	567	577
ATM-related fee income per transaction	¥180.5	¥165.3	¥158.0	¥147.9	¥135.3	¥131.3
Daily average transactions per ATM	97.8	109.0	114.3	114.4	112.3	112.6
Total number of transactions (millions)	418	498	555	590	609	655
with banking financial institutions (millions)	333	409	465	509	545	597
with non-banking (millions)	85	89	90	80	64	57
Overseas remittance service						
Number of contract accounts	–	–	–	–	–	10,700
Cumulative number of remittance	–	–	–	–	–	32,500
Consumer loan service						
Number of contract accounts	–	–	–	2,700	9,200	17,700
Balance of loans	–	–	–	126	536	1,916
Gross profit margin	49.5%	45.0%	49.1%	51.1%	44.8%	42.7%
Full-time employees (term-end)	258	290	308	329	328	324

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SEVEN CARD SERVICES

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Transaction volume (billion ¥)	414.0	660.4	731.8	767.8	882.9	1,000.4
Number of cards issued (10 thousands)						
Seven Card (credit card and point card)*1,2	249	262	281	297	311	322
<i>nanaco</i> (electronic money)*3	–	551	750	980	1,285	1,636
IY Point Card (cash usage only)	557	608	652	687	712	701
Full-time employees (term-end)	63	90	93	99	106	114

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

*2 IY Card changed its name to Seven Card from the issuance of July 2011.

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

SEVEN CS CARD SERVICES

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Transaction volume (billion ¥)	–	–	–	–	–	619.8
Number of cards issued (10 thousands)						
CLUB ON/Millennium CARD SAISON*	–	–	–	–	–	312
Full-time employees (term-end)	–	–	–	–	–	473

* The number indicates active members.

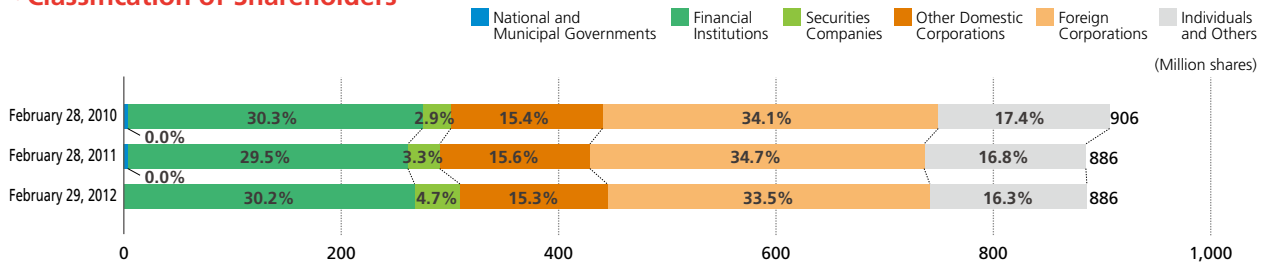
Stock Information

•Major Shareholders

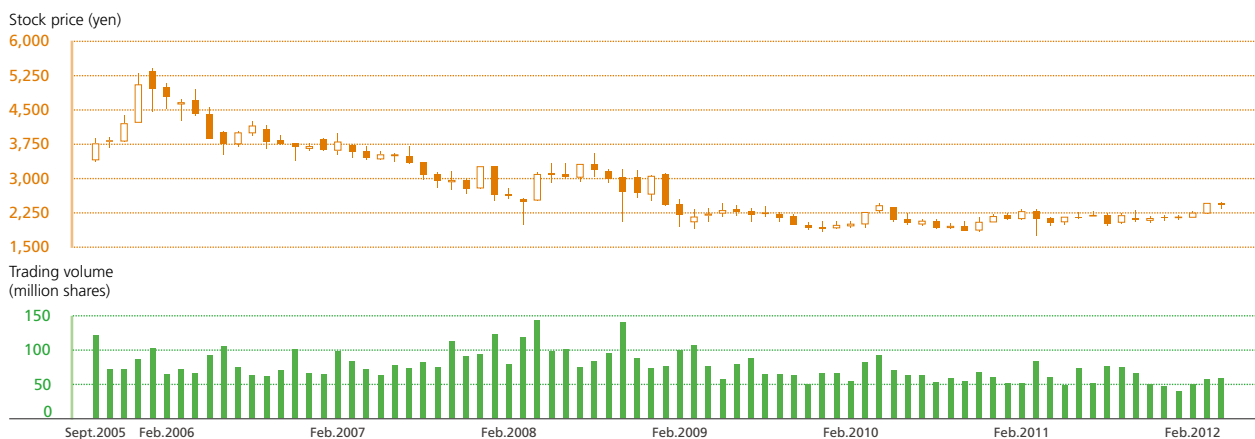
(As of February 29, 2012)

	Number of shares held (thousand shares)	Percentage of shares held
Ito-Kogyo Co., Ltd.	68,901	7.8%
Japan Trustee Services Bank, Ltd. (Trust account)	41,623	4.7%
The Master Trust Bank of Japan, Ltd. (Trust account)	34,887	3.9%
Nippon Life Insurance Company	20,664	2.3%
SSBT OD05 OMNIBUS ACCOUNT - TREATY CLIENTS	18,280	2.1%
Masatoshi Ito	16,801	1.9%
mitsui & co., LTD.	16,222	1.8%
State Street Bank and Trust Company 505225	14,866	1.7%
The Dai-ichi Life Insurance Company, Limited	13,777	1.6%
Mellon Bank, N.A. as Agent for its Client Mellon Omnibus US Pension	13,123	1.5%

•Classification of Shareholders



•Stock Price Chart (Monthly)



	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Stock price						
Opening	¥4,630	¥3,740	¥2,550	¥2,055	¥2,008	¥2,295
High	¥4,950	¥3,760	¥3,550	¥2,465	¥2,468	¥2,328
Low	¥3,390	¥2,510	¥1,962	¥1,831	¥1,848	¥1,755
Closing	¥3,800	¥2,630	¥2,195	¥2,004	¥2,277	¥2,246
Trading volume (thousand shares)	937,170	1,029,289	1,194,651	840,559	771,407	724,134

•Investment Indices (Consolidated)

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Number of shares outstanding (excluding treasury stock)						
Average	933,675,491	953,496,897	918,389,766	903,458,314	887,128,871	883,499,397
End of period	953,508,603	953,487,255	903,459,511	903,458,108	883,463,233	883,506,457
Net income per share	¥142.90	¥137.03	¥100.54	¥49.67	¥126.21	¥146.96
Cash flow per share	¥285.02	¥287.68	¥253.56	¥196.03	¥275.48	¥305.41
Net assets per share	¥1,999.77	¥2,081.85	¥1,975.95	¥1,905.97	¥1,927.09	¥1,998.84
Price earnings ratio (times)	26.6	19.2	21.8	40.3	18.0	15.3
Price cash flow ratio (times)	13.3	9.1	8.7	10.2	8.3	7.4
Price book value ratio (times)	1.9	1.3	1.1	1.1	1.2	1.1
Dividends per share	¥52.00	¥54.00	¥56.00	¥56.00	¥57.00	¥62.00
Dividends payout ratio	36.4%	39.4%	55.7%	112.7%	45.2%	42.2%
Ratio of total amount of dividends to net assets	2.8%	2.6%	2.8%	2.9%	3.0%	3.1%

Corporate Overview

(As of February 29, 2012)

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: 410 (nonconsolidated)
 51,888 (consolidated)

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Before the establishment of Seven & i Holdings		
1958	Apr.	Yokado Co., Ltd. was incorporated
1971	Mar.	Yokado changed its name to Ito-Yokado Co., Ltd.
1972	Sept.	Ito-Yokado was listed on the second section of Tokyo Stock Exchange (TSE)
1973	Mar. July Nov.	Business tie-up with York-Benimaru Co., Ltd. Ito-Yokado moved to the first section of TSE York-Seven Co., Ltd. was established under a license agreement with the largest U.S. convenience store chain operator, The Southland Corporation Denny's Japan Co., Ltd. was established under a license agreement with the US-based restaurant chain, Denny's, Inc
1977	July	Ito-Yokado registered American Depositary Receipts (ADRs) on NASDAQ
1978	Jan.	York-Seven changed its name to Seven-Eleven Japan Co., Ltd.
1981	Aug.	Seven-Eleven Japan was listed on the first section of TSE
1984	Aug.	York-Benimaru was listed on the first section of TSE
1986	July Aug.	Ito-Yokado's ADRs were transferred from NASDAQ small-cap listing to the National Market System Denny's Japan was listed on the first section of TSE
1991	Mar.	Through IYG Holding Company, Seven-Eleven Japan and Ito-Yokado acquired major interest of The Southland Corporation
1996	Dec.	Chengdu Ito-Yokado Co., Ltd. was established in Chengdu, Sichuan, China
1997	Sept.	Hua Tang Yokado Commercial Co., Ltd. was established in Beijing, China
1999	Apr.	The Southland Corporation changed its name to 7-Eleven, Inc.
2000	July	7-Eleven, Inc. shares were transferred from NASDAQ to NYSE
2001	Apr. Oct.	IYBank Co., Ltd. was established IY Card Service Co., Ltd. was established
2003	May	Ito-Yokado abolished the registration of ADRs on NASDAQ
2004	Jan. Nov.	SEVEN-ELEVEN (BEIJING) CO., LTD. was established in Beijing, China Beijing Wang fu jing Yokado Commercial Co., Ltd. was established in Beijing, China

After the establishment of Seven & i Holdings		
2005	Sept. Oct. Nov. Nov. Nov.	Seven & i Holdings Co., Ltd. was established and listed on the first section of TSE IYBank changed its name to Seven Bank, Ltd. 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. Seven-Eleven Japan began to open stores in Gifu prefecture Ito-Yokado opened Ario Sapporo and Ario Kawaguchi
2006	Feb. Feb. Mar. May May June July Aug. Sept. Nov. Dec.	Seven and Y Corp. was made a subsidiary Made Seven and Y a subsidiary as the core company in Group IT strategy. Seven-Eleven Japan began to open stores in Mie prefecture Ito-Yokado opened Ario Kameari Sogo Chiba was reopened after a full-scale remodeling Seven-Eleven Japan stores commenced the installation of the Sixth-Generation Total Information System Millennium Retailing was made a wholly owned subsidiary through a stock for stock exchange To strengthen the Group department store operations, made Millennium Retailing—Sogo and The Seibu Department Stores—a wholly owned subsidiary. Seven & i Holdings cancelled 427,509,908 shares of treasury stock Cancelled the shares of Seven-Eleven Japan and Denny's Japan, which Ito-Yokado had owned at the time of listing. 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. York-Benimaru was made a wholly owned subsidiary through a stock for stock exchange Positioned as the core operating company of the supermarket operations after transformation from an equity-method affiliate to a wholly owned subsidiary. The Group Merchandising Reform Project was launched Ito-Yokado opened Ario Yao
2007	Jan. Mar. Mar. Mar. Apr. May	Seven & i Food Systems was established Established a new company with the aim of integrating and restructuring food services. LOFT was made a subsidiary Millennium Retailing made LOFT, miscellaneous goods specialty stores at nationwide, into a subsidiary. Seven-Eleven became world's largest store chain Seibu Shibuya was reopened after a full-scale remodeling The introduction of nanaco, electronic money was started Started sales of Seven Premium, new private-brand products

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2007	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.
	Aug.	Sales of <i>Seven Premium</i> products were commenced at Seven-Eleven Japan stores
	Sept.	Denny's Japan, Famil, and York Bussan were merged into Seven & i Food Systems
	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
	Nov.	FUJIKOSHI was made a subsidiary York-Benimaru made FUJIKOSHI, a supermarket chain in Fukushima prefecture, into a subsidiary.
	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.
	Dec.	Chengdu Ito-Yokado opened Jin Hua store in Chengdu, Sichuan Province, China
	Dec.	The introduction of <i>nanaco</i> at Denny's restaurants was started
2008	Jan.	SEVEN & i FINANCIAL GROUP was established Established to oversee the Group's financial services-related management operations, excluding banking.
	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.
	Feb.	Seven Bank was listed on the Jasdaq Securities Exchange
	Mar.	The introduction of <i>nanaco</i> at Ito-Yokado stores was started
	Mar.	Ito-Yokado opened Ario Otori
	Apr.	SEVEN-ELEVEN CHINA Co., Ltd. was established Established to promote the development of 7-Eleven stores in China through area licensees.
	Apr.	QUICPay, postpaid electronic money, was introduced at all Seven-Eleven Japan stores
	June	Credit charge services for <i>nanaco</i> were initiated
	July	Seven & i Holdings issued 1st, 2nd, and 3rd unsecured domestic straight bonds in the total amount of 100 billion yen
	July	Seven & i Netmedia Co., Ltd. was established Established to further strengthen IT-related operations and take overall responsibility for its operations.
	July	Seven & i Holdings cancelled 50,000,000 shares of treasury stock Cancelled all shares of treasury stock acquired from the market.
	July	The Internet shopping site, <i>Seven-Eleven Net</i> commenced services
	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.
	Aug.	Seven Farm Tomisato Co., Ltd., the Group's first agricultural production corporation, was established
	Aug.	Ito-Yokado opened THE PRICE Nishi-Arai, its first discount store
	Nov.	Ito-Yokado Honmoku, a neighborhood shopping center, was opened
	Nov.	Ito-Yokado opened Seven Home Center in Ito-Yokado Kanamachi

2009	Jan.	Seven Culture Network Co., Ltd. was established Established to start a new business by integrating existing community school business and travel business.
	Jan.	Seven-Eleven Japan began to open stores in Toyama and Fukui prefectures
	Feb.	Seven-Eleven Japan began to open stores in Shimane prefecture
	Feb.	The <i>Seven Premium</i> products received "Most Excellent Award, Nikkei Award" of the 2008 Nikkei Superior Products and Services Awards
	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.
	Mar.	Ito-Yokado Musashi-Koganei was opened
	Apr.	7-Eleven store openings through an area licensee were commenced in Shanghai, China
	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.
	July	Seven & i Restaurant (Beijing) Co., Ltd. opened its first store in Beijing, China
	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.
	Aug.	Seven Bi no Gardens, the Group's first independently developed drugstore, was opened
	Sept.	Robinson Department Stores was merged into Sogo & Seibu
	Sept.	SEVEN-ELEVEN (BEIJING) opened its first stores in Tianjin, China
	Sept.	Hua Tang Yokado opened Bei Yuan store in Beijing, China
	Oct.	Edy, electronic money system, was introduced at all Seven-Eleven Japan stores
	Nov.	Seven-Eleven Japan opened its first store at the railway station
	Nov.	Started sales of wine simultaneously in Japan and North America as the Group's first private brand product for the global market
	Nov.	Chengdu Ito-Yokado opened Jian She Lu store in Chengdu, Sichuan Province, China
	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.
	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.
	Dec.	Seven-Eleven Japan began to open stores in Ishikawa prefecture
	Dec.	Seven and Y Corp. changed its name to Seven Net Shopping Co., Ltd.
	Dec.	The introduction of Seven Net Shopping, the Group's internet shopping service was started
2010	Jan.	Hua Tang Yokado opened Shi Li Pu store in Beijing, China through a scrap-and-build initiative
	Jan.	Seven Bank started consumer loan services
	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.
	Mar.	The number of <i>nanaco</i> cards issued exceeded 10 million
	June	Seven & i Holdings cancelled 20,000,000 shares of treasury stock

2010	June	Seven & i Holdings issued 4th, 5th, 6th unsecured domestic straight bonds in the total amount of 110 billion yen	
	June	Seven & i Asset Management Co., Ltd. was established Established to acquire and own trust beneficiary right (fixed assets) of Seibu Ikebukuro.	
	June	Ito-Yokado opened Ario Kitasuna	
	June	All 7-Eleven stores in Japan started to handle credit card transactions using IY Cards and JCB cards	
	July	Seven Farm Co., Ltd. was established Established to enable the centralized management of new agricultural business launches and expansion as well as the development of a foods recycling network	
	Sept.	Signed Basic Agreement Concerning Comprehensive Business Alliance with Credit Saison Co., Ltd. Concluded the agreement to establish a joint venture conducted between Credit Saison and Sogo & Seibu, thereby strengthening the Group's card business	
	Sept.	Seven & i Asset Management acquired the ownership of the land and building containing Seibu Ikebukuro (totaling ¥123.0 billion)	
	Sept.	Sales of high-end <i>Seven Gold</i> products were commenced	
	Sept.	Ito-Yokado opened Ario Hashimoto	
	Sept.	All 7-Eleven stores in Japan started to handle credit card transactions using VISA, MasterCard, American Express and Diners Club	
	Oct.	IY Card Service Co., Ltd. changed its name to Seven Card Service Co., Ltd.	
	Oct.	Ito-Yokado opened Ito-Yokado <i>Shokuhinkan</i> Asagaya, an urban-style small supermarket	
	Nov.	Seven-Eleven Japan extended the incentive system for multi-store operation Introduced a new system for owners who operate two or more stores under which the amount equivalent to 3% of gross profit on sales is deducted from the Seven-Eleven Charge	
	Nov.	Seven-Eleven Japan formed a business alliance with Hokkaido Kiosk Corporation Alliance was formed with the aim of renewing convenience stores operated by Hokkaido Kiosk in major stations throughout Hokkaido as 7-Eleven stores	
	Nov.	Seven-Eleven Japan started the sale of various tickets handled by PIA Corporation using in-store multifunction copiers	
	Nov.	Ito-Yokado opened Ito-Yokado Hikifune	
	Nov.	Ito-Yokado opened Ito-Yokado <i>Shokuhinkan</i> Azusawa	
	Dec.	SEVEN-ELEVEN (CHENGDU) Co., Ltd. was established Established with the aim of expanding the network of 7-Eleven stores in Chengdu, in Sichuan Province, China	
	Dec.	Ito-Yokado opened Ario Fukaya	
	Mar.	Seven-Eleven Japan opened its first store in Kagoshima Prefecture	
	Mar.	All Seven-Eleven Japan stores started accepting payments and charges that utilize regional railway company electronic money systems	
	Mar.	7-Eleven store openings were commenced in Chengdu, Sichuan, China	
	Apr.	Seven CS Card Service Co., Ltd. was made subsidiary Initiative aimed at providing more comprehensive services in its credit card, electronic money and point service through cooperation with Seven Card Service	Profile
	Apr.	Ito-Yokado opened Ito-Yokado Abeno	
	Apr.	Ito-Yokado opened Ario Ueda	
	June	7-Eleven, Inc. acquired WFI Group, Inc. Acquired WFI Group, the parent company of Wilson Farms, Inc., which operates 188 convenience stores in New York, U.S.	Performance Overview
	June	Seven & i Holdings launched Groupwide Seven & i Point Service Started a preferential point system to grant customers points for conducting credit card transactions using cards issued by Group companies	
	Sept.	Commenced "nanaco Point Club" service, in which points granted by Group companies can be converted into nanaco, electronic money and can be used at stores operated by Group companies	Retailers in the World
	Nov.	Seven & i Holdings made a business and capital tie-up with Kinsho Store A business and capital tie-up was made to reinforce the foundation of the food retail in the Kansai area	
	Nov.	Chengdu Ito-Yokado opened Gaoxin store in Chengdu, Sichuan Province, China	Domestic Retail Environment
	Nov.	Ito-Yokado opened Ario Kurashiki	
	Dec.	Commenced <i>SevenSpot</i> free wireless internet services	
	Dec.	Ito-Yokado opened Ito-Yokado <i>Shokuhinkan</i> Takaido urban-style small supermarkets	
	Dec.	Beijing Wang fu Jing Yokado opened San Li Tun store	Group Business Strategy
	Dec.	Conducted the first ever large-scale renovation of Espa, reopening as Ario Matsumoto	
	Dec.	Seven Bank, Ltd. was listed on the first section of the TSE	
2012	Jan.	Annual store sales of all domestic Seven-Eleven stores topped ¥3 trillion for the first time	Major Group Companies' Data
	Jan.	Acquisition of retail interests by 7-Eleven, Inc. 7-Eleven, Inc. acquired 51 sites and other properties in Texas, U.S., previously held by Exxon Mobil Corporation	
	Feb.	Acquisition of retail interests by 7-Eleven, Inc. 7-Eleven, Inc. acquired convenience stores operated by Sam's Mart in North Carolina and South Carolina, US	Corporate Data
	Mar.	Seven Financial Service Co., Ltd. and York Insurance Co., Ltd. were merged in agreement with making Seven Financial Service as a surviving company	
	Mar.	Started sales of electronic books via <i>Seven Net Shopping</i>	
	Mar.	The introduction of <i>nanaco</i> at York Mart stores was started	
	Mar.	<i>Senior nanaco</i> , electronic money issued with no service fees for customers 65 year old and older, was introduced	
	Apr.	The introduction of <i>nanaco</i> at York-Benimaru stores was started	
	May	Launched the "Seven Lifestyle" brand of stationery and daily commodities with the concept of "Adding Higher Quality to Everyday Lives"	
	May	Seven Healthcare Co., Ltd. changed its corporate name to Seven Bi no Garden Co., LTD.	
	May	Seven-Eleven Japan opened its first store in Akita Prefecture	
2011	Mar.	SEVEN & i FINANCIAL GROUP CO., LTD., SE CAPITAL CORPORATION and Seven Cash Works Co., Ltd. were merged and SE CAPITAL, as a surviving company, changed its name to Seven Financial Service Co., Ltd.	
	Mar.	Seven-Eleven Japan acquired the 7-Eleven trademark in Japan Seven-Eleven Japan acquire the rights held by 7-Eleven, Inc., for the use of the 7-Eleven trade mark in Japan	
	Mar.	Acquisition of retail interests by 7-Eleven, Inc. 7-Eleven, Inc. acquired a total of 183 convenience stores and other properties in Florida, U.S., previously held by Exxon Mobil Corporation	
	Mar.	Lease agreement to operate Retail Stores by 7-Eleven, Inc. 7-Eleven, Inc. signed a lease agreement with the Illinois State Toll Highway Authority to operate 13 sites located at Tollway Oases in Illinois, U.S.	



SEVEN&i HLDGS. Co.,Ltd.



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