

| | Sales (Billions of yen) | Number of Stores | Employees | Capital (Millions of yen) | Percentage of Ownership* ⁵ |
|--|----------------------------|---------------------|-----------|------------------------------|--|
| Convenience Store Operations | | | | | |
| ● Seven-Eleven Japan Co., Ltd. | 2,498.7 | 11,310 | 4,804 | 17,200 | 100.0 |
| ○ 7-Eleven, Inc. | 1,485.4* ³ | 5,829 | 21,361 | US\$11,000 | 100.0 |
| ○ SEVEN-ELEVEN (HAWAII), INC. | 18.1* ³ | 53 | 581 | US\$20,000,000 | 100.0 |
| ○ SEVEN-ELEVEN (BEIJING) CO., LTD. | 0.8* ⁴ | 30 | 430 | US\$35,000,000 | 65.0 |
| Superstore Operations | | | | | |
| ● Ito-Yokado Co., Ltd. | 1,470.5 | 178 | 11,047 | 47,987 | 100.0 |
| ○ Hua Tang Yokado Commercial Co., Ltd. | 20.5* ⁴ | 5 | 1,573 | US\$65,000,000 | 51.8 |
| ○ Chengdu Ito-Yokado Co., Ltd. | 15.6* ⁴ | 2 | 1,377 | US\$17,300,000 | 51.0 |
| Department Store Operations | | | | | |
| ● Millennium Retailing, Inc.* ¹ | — | — | 384 | 34,941 | 67.7 |
| ● Sogo Co., Ltd.* ¹ | 468.9 | 12 | 2,845 | 1,000 | 67.7 |
| ● THE SEIBU DEPARTMENT STORES, LTD.* ¹ | 476.1 | 18 | 2,451 | 6,000 | 67.7 |
| Supermarket Operations | | | | | |
| ● York-Benimaru Co., Ltd.* ² | 289.3 | 116 | 1,882 | 9,927 | 36.3 |
| ● York Mart Co., Ltd. | 98.2 | 57 | 1,023 | 1,000 | 100.0 |
| ○ Beijing Wang fu jing Yokado Commercial Co., Ltd. | 0.9* ⁴ | 2 | 317 | US\$12,000,000 | 40.0 |
| Restaurant Operations | | | | | |
| ● Denny's Japan Co., Ltd. | 94.4 | 583 | 1,494 | 7,125 | 100.0 |
| Financial Services | | | | | |
| ☆ Seven Bank, Ltd. | — | — | 212 | 61,000 | 50.0 |
| ● IY Card Service Co., Ltd. | — | — | 50 | 17,200 | 94.1 |

● Figures are for the fiscal year ended February 28, 2006.

○ Figures are for the fiscal year ended December 31, 2005.

☆ Figures are for the fiscal year ended March 31, 2006.

*¹ 100% of the issued shares of Millennium Retailing were acquired in a stock-for-stock exchange on June 1, 2006.

*² It is planned that York-Benimaru will become a wholly owned subsidiary through a stock-for-stock exchange to be implemented on September 1, 2006.

*³ Rate of exchange – US\$1=¥110.26

*⁴ Rate of exchange – 1 yuan=¥13.57

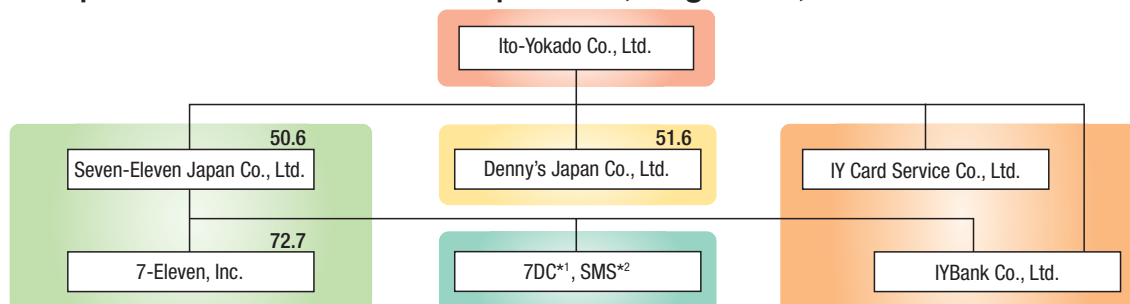
*⁵ Percentage of ownership includes indirect holdings.

Corporate Data

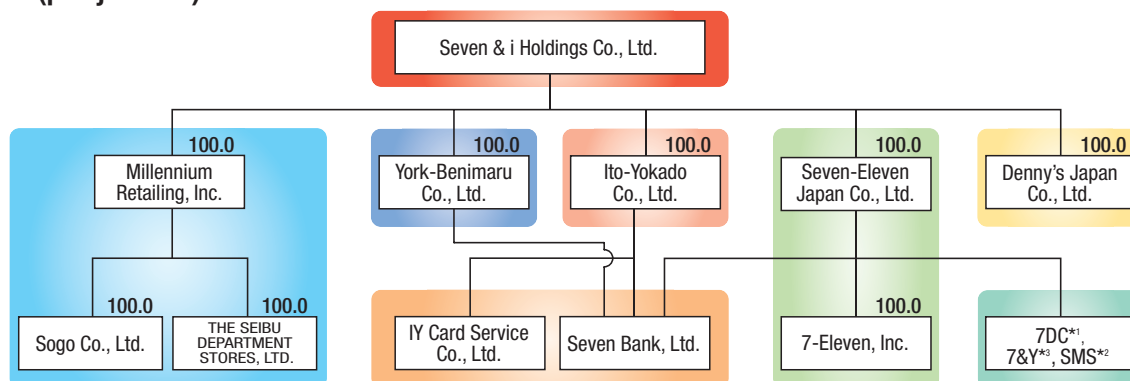
Capital Structure

Changes in the Capital Structure of Seven & i Holdings Since Its Establishment

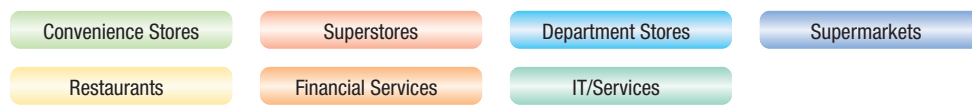
Capital Structure Before Incorporation, August 31, 2005



Capital Structure One Year After Incorporation, September 1, 2006 (projected)



Seven Core Operational Fields:



*1 7dream.com

*2 Seven-Meal Service Co., Ltd.

*3 Seven and Y Corp.

Notes: 1. Shares in 7-Eleven, Inc. are held through an intermediate holding company.
2. IYBank Co., Ltd. changed its name to Seven Bank, Ltd. on October 11, 2005.

Capital Structure: Calendar of Main Events

| Date | Events |
|-----------------------------|---|
| September 1, 2005 | Seven-Eleven Japan Co., Ltd., Ito-Yokado Co., Ltd., and Denny's Japan Co., Ltd. established Seven & i Holdings Co., Ltd. through stock transfer method. |
| November 9, 2005 | Made 7-Eleven, Inc. a wholly owned subsidiary by cash tender offer |
| January 31, 2006 | Acquired a 65% share of Millennium Retailing, Inc. and made it a subsidiary |
| February 14, 2006 | Made Seven and Y Corp. a subsidiary through the acquisition of shares |
| June 1, 2006 | Made Millennium Retailing a wholly owned subsidiary through the acquisition of shares and a stock-for-stock exchange |
| September 1, 2006 (planned) | Made York-Benimaru Co., Ltd. a wholly owned subsidiary through the acquisition of shares by a stock-for-stock exchange |

Interest-Bearing Debt

Interest-Bearing Debt by Business Segment

| | February 28, 2005 (Millions of yen) | February 28, 2006 (Millions of yen) | YOY (%) |
|------------------------------|--|--|------------|
| Convenience Store Operations | 42,036 | 56,353 | 134.1 |
| Superstore Operations | 132,557 | 112,016 | 84.5 |
| Department Store Operations | — | 372,027 | — |
| Restaurant Operations | — | — | — |
| Others | 6,750 | 6,000 | 88.9 |
| Sub Total | 181,344 | 546,396 | 301.3 |
| Financial Services | 89,304 | 140,977 | 157.9 |
| Total | 270,648 | 687,374 | 254.0 |

Note: Data as of February 28, 2005 is for Ito-Yokado, provided on a consolidated basis.

Bond and Rating Information

Bonds

Issued by Ito-Yokado Co., Ltd.

| | Amount of Issue (Billions of yen) | Coupon | Issue Date | Redemption Date |
|---------------------------------------|--------------------------------------|--------|---------------|-----------------|
| 3rd unsecured domestic straight bonds | 30 | 1.72% | Mar. 29, 2000 | Mar. 29, 2007 |
| 4th unsecured domestic straight bonds | 20 | 1.96% | Mar. 29, 2000 | Mar. 29, 2010 |
| 5th unsecured domestic straight bonds | 50 | 0.65% | Nov. 1, 2002 | Sep. 18, 2009 |

Note: Ito-Yokado Co., Ltd. has entered into a joint guaranty contract with Seven & i Holdings Co., Ltd. with respect to the straight bonds of Ito-Yokado Co., Ltd. in the manner of a "contract in favor of a third person" set forth in Article 537 of the Civil Law of Japan.

Issued by Seven Bank, Ltd.

| | Amount of Issue (Billions of yen) | Coupon | Issue Date | Redemption Date |
|---------------------------------------|--------------------------------------|--------|---------------|-----------------|
| 1st unsecured domestic straight bonds | 15 | 0.88% | Dec. 10, 2003 | Dec. 10, 2008 |

Ratings (As of March 31, 2006)

| | | R&I | JCR | S&P | Moody's |
|------------------------------|-------------|-----|-----|------|---------|
| Seven & i Holdings Co., Ltd. | Long-term | AA | AA+ | — | — |
| Seven-Eleven Japan Co., Ltd. | Long-term | — | AA+ | AA- | — |
| | Short-term* | — | — | A-1+ | P-1 |
| 7-Eleven, Inc. | Long-term | — | — | A | Baa3 |
| Ito-Yokado Co., Ltd. | Long-term | AA | AA+ | AA- | Aa3 |
| York-Benimaru Co., Ltd. | Long-term | — | AA- | — | — |
| Seven Bank, Ltd. | Long-term | — | — | A+ | — |

Note: Seven-Eleven Japan's short-term rating is that of the guarantor of 7-Eleven, Inc.'s commercial paper program (from January 2006)

Corporate Data

Corporate Overview

■ Seven & i Holdings Corporate Overview (As of February 28, 2006)

- 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
- Capital: 50,000 million yen
- Consolidated revenues from operations:
3,895,772 million yen (Results for Fiscal Year 2006)
- Employees: 52,954 (Consolidated basis)

■ The History of Seven & i Holdings

- Apr. 1958: Yokado Co., Ltd. incorporated
- Mar. 1971: Company name changed to Ito-Yokado Co., Ltd.
- Sep. 1972: Ito-Yokado listed on the Tokyo Stock Exchange (TSE), second section.
- Mar. 1973: Business tie-up with York-Benimaru.
- Jul. 1973: Ito-Yokado moved to the first section, TSE
- Nov. 1973: York-Seven Co., Ltd. established under license agreement with the Southland Corporation, largest U.S. convenience store chain.
- Nov. 1973: Denny's Japan Co., Ltd. established under license agreement with US-based restaurant chain Denny's, Inc.
- Jul. 1977: Ito-Yokado registered American Depositary Receipts (ADRs) on NASDAQ.
- Jan. 1978: York-Seven changed name to Seven-Eleven Japan Co., Ltd.
- Aug. 1981: Seven-Eleven Japan listed on TSE, first section.
- Aug. 1984: York-Benimaru listed on TSE, first section.
- Jul. 1986: Ito-Yokado's ADRs were transferred from NASDAQ small-cap to the National Market System.
- Aug. 1986: Denny's Japan listed on the TSE, first section.
- Mar. 1991: Through IYG Holding Company, Seven-Eleven Japan and Ito-Yokado acquired major interest of the Southland Corporation.
- Dec. 1996: Chengdu Ito-Yokado Co., Ltd. established in Chengdu, Sichuan, China
- Sep. 1997: Hua Tang Yokado Commercial Co., Ltd. established in Beijing, China
- Apr. 1999: The Southland Corporation name changed to 7-Eleven, Inc.
- Jul. 2000: 7-Eleven, Inc. shares transferred from NASDAQ to NYSE.
- Apr. 2001: IYBank Co., Ltd. established.
- Oct. 2001: IY Card Service Co., Ltd. established.
- May. 2003: Ito-Yokado ADRs withdrawn from NASDAQ.
- Jan. 2004: SEVEN-ELEVEN (BEIJING) CO., LTD. established in Beijing, China
- Nov. 2004: Beijing Wang fu jing Yokado Commercial Co., Ltd. established in Beijing, China
- Sep. 2005: Seven & i Holdings Co., Ltd. established and listed on TSE, first section.
- Nov. 2005: 7-Eleven, Inc. converted to wholly owned subsidiary.
- Apr. 2006: Announcement of a stock-for-stock exchange by which York-Benimaru will become a wholly owned subsidiary (planned for September 1, 2006)
- Jun. 2006: Implemented a stock-for-stock exchange making Millennium Retailing, Inc. our wholly owned subsidiary.