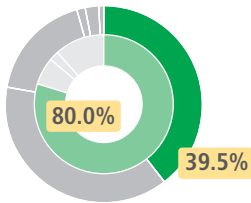


## FISCAL 2011 KEY POINTS

- In the fiscal year ended February 28, 2011, capital expenditures declined ¥11.2 billion in superstore operations but rose ¥8.0 billion in department store operations and ¥123.7 billion in others. As a result, capital expenditures for the fiscal year were up 60.4%, to ¥338.6 billion. Depreciation and amortization rose 0.1%, to ¥132.4 billion.

### Convenience Store Operations

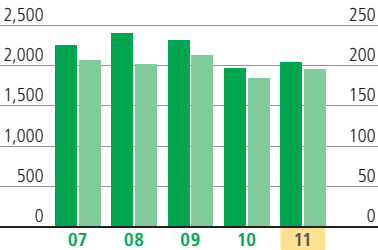
**Contribution to Results**  
For the fiscal year ended February 28, 2011



■ Revenues from operations  
■ Operating income

#### Revenues from Operations Operating Income

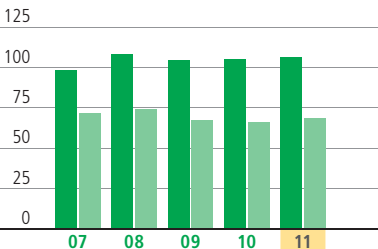
¥ Billion



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

#### Capital Expenditures Depreciation and Amortization

¥ Billion



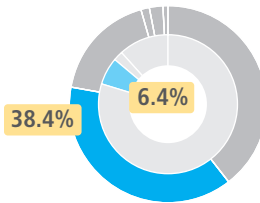
■ Capital expenditures  
■ Depreciation and amortization

#### Fiscal 2011 Achievements

- The number of 7-Eleven stores worldwide surpassed 40,000.
- SEVEN-ELEVEN (CHENGDU) CO., LTD., was established.

### Superstore Operations

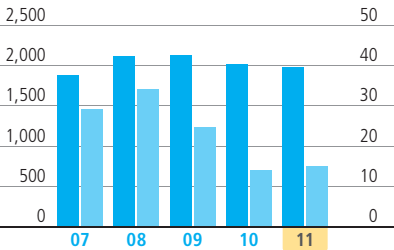
**Contribution to Results**  
For the fiscal year ended February 28, 2011



■ Revenues from operations  
■ Operating income

#### Revenues from Operations Operating Income

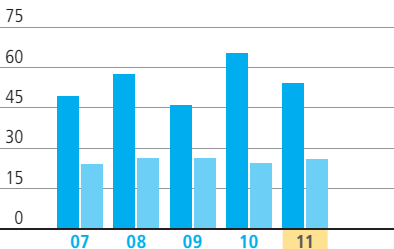
¥ Billion



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

#### Capital Expenditures Depreciation and Amortization

¥ Billion



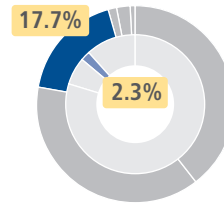
■ Capital expenditures  
■ Depreciation and amortization

#### Fiscal 2011 Achievements

- Three *Ario* mall-type shopping centers (Kitasuna, Hashimoto, Fukaya) were opened by Ito-Yokado.
- Development of a small urban supermarket format—Ito-Yokado *Shokuhinkan* (food specialty store)—got under way.

### Department Store Operations

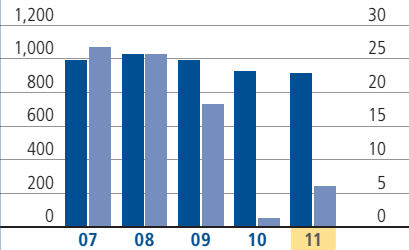
**Contribution to Results**  
For the fiscal year ended February 28, 2011



■ Revenues from operations  
■ Operating income

#### Revenues from Operations Operating Income

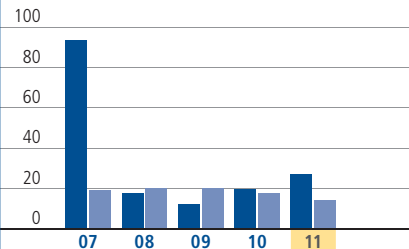
¥ Billion



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

#### Capital Expenditures Depreciation and Amortization

¥ Billion



■ Capital expenditures  
■ Depreciation and amortization

#### Fiscal 2011 Achievements

- The grand reopening of SEIBU Ikebukuro was held after the completion of a three-year remodeling.
- SEIBU Yurakucho was closed.

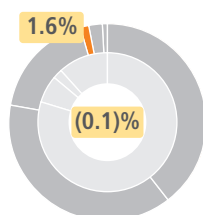
## FISCAL 2011 KEY POINTS

- The increase in capital expenditures in department store operations was principally the result of investment in the remodeling of SEIBU Ikebukuro.
- The substantial increase in capital expenditures in others was attributable to the acquisition of the land, buildings, and rights of leasehold of SEIBU Ikebukuro (¥123.0 billion) by Seven & i Asset Management.

### Food Services

#### Contribution to Results

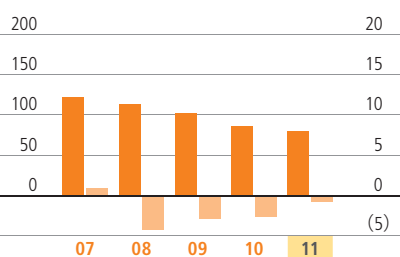
For the fiscal year ended February 28, 2011



■ Revenues from operations  
■ Operating income (loss)

#### Revenues from Operations Operating Income (Loss)

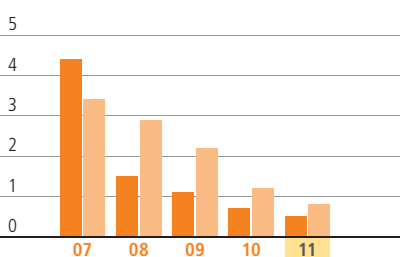
¥ Billion



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

#### Capital Expenditures Depreciation and Amortization

¥ Billion



■ Capital expenditures  
■ Depreciation and amortization

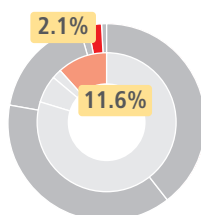
#### Fiscal 2011 Achievements

- The second *AllDay's* restaurant was opened in Beijing, China.

### Financial Services

#### Contribution to Results

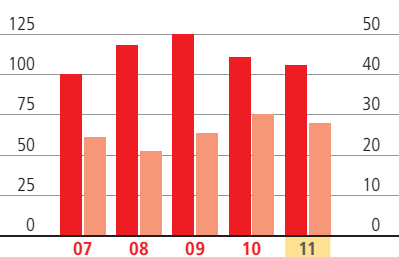
For the fiscal year ended February 28, 2011



■ Revenues from operations  
■ Operating income

#### Revenues from Operations Operating Income

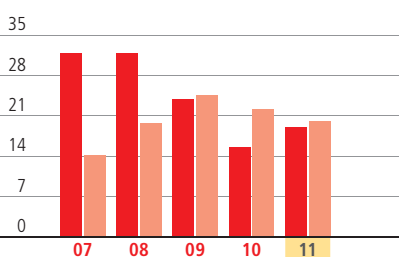
¥ Billion



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

#### Capital Expenditures Depreciation and Amortization

¥ Billion



■ Capital expenditures  
■ Depreciation and amortization

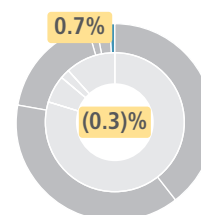
#### Fiscal 2011 Achievements

- A comprehensive business alliance agreement was concluded by SEVEN & i FINANCIAL GROUP CO., LTD., and Credit Saison Co., Ltd.
- Seven Bank began to install third-generation ATMs.

### Others

#### Contribution to Results

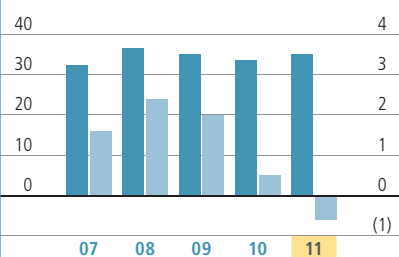
For the fiscal year ended February 28, 2011



■ Revenues from operations  
■ Operating income (loss)

#### Revenues from Operations Operating Income (Loss)

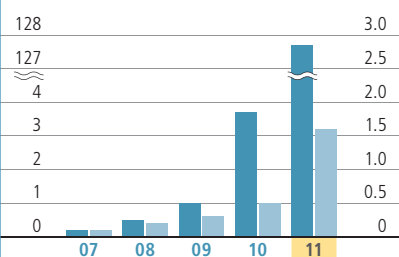
¥ Billion



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

#### Capital Expenditures Depreciation and Amortization

¥ Billion



■ Capital expenditures (left scale)  
■ Depreciation and amortization (right scale)

#### Fiscal 2011 Achievements

- Seven & i Asset Management Co., Ltd., was established.
- *Seven Net Shopping*, an Internet shopping site, was renewed.