

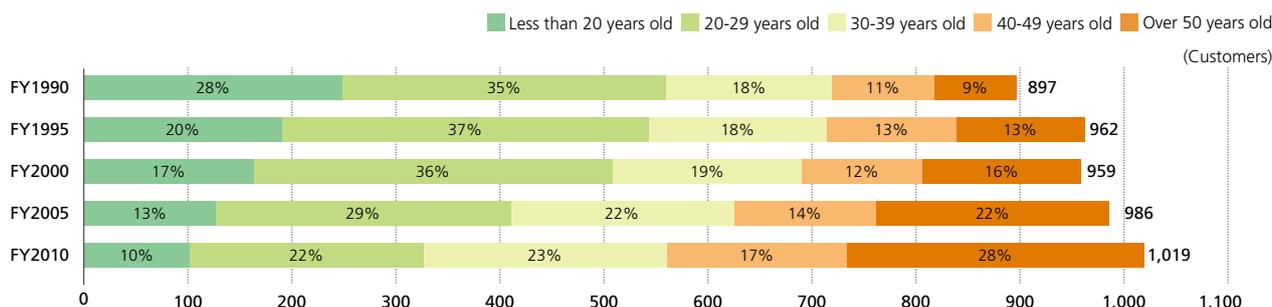
# Convenience Store

## SEVEN-ELEVEN JAPAN

(Millions of yen)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Revenues from operations	492,831	516,967	527,667	540,773	535,018	549,111
Operating income	177,350	172,737	168,171	178,060	156,220	169,152
Ordinary income	178,682	176,763	176,465	187,997	164,445	176,144
Net income	118,778	98,402	101,717	107,189	92,439	102,049
Capital expenditures	59,560	51,299	51,945	58,670	66,222	56,989
Depreciation and amortization	25,769	25,203	24,368	26,317	28,587	30,831
Total assets	1,136,999	1,149,977	1,214,689	1,288,298	1,301,004	1,358,837
Net assets	883,148	924,642	975,809	1,035,835	1,022,065	1,068,453
Total store sales	2,498,754	2,533,534	2,574,306	2,762,557	2,784,997	2,947,606
Processed food	752,124	752,459	767,143	787,328	788,154	828,277
Fast Food	732,134	734,724	736,251	759,703	751,949	792,906
Daily food	327,336	329,359	332,085	334,269	336,984	359,607
Nonfood	687,157	716,990	738,825	881,255	907,909	966,814
Existing stores sales increase	(1.6)%	(1.9)%	(1.5)%	5.2 %	(2.1)%	2.2 %
Number of customers	0.0 %	(1.7)%	0.4 %	4.7 %	0.5 %	1.1 %
Average spending per customer	(1.5)%	(0.2)%	(1.9)%	0.4 %	(2.6)%	1.1 %
Average daily sales per store (thousand ¥)	627	610	597	629	616	629
Average daily sales per store of new stores (thousand ¥)	550	515	517	555	525	554
Merchandise gross profit margin	31.0%	30.9%	31.0%	30.2%	30.3%	30.5%
Number of stores	11,310	11,735	12,034	12,298	12,753	13,232
Openings	891	832	816	874	966	939
Closures	407	407	517	610	511	460
Relocations	312	282	365	429	414	393
Type A franchised stores	5,196	5,122	4,919	4,638	4,437	4,340
Type C franchised stores	5,208	5,608	6,311	6,946	7,703	8,449
Provisional management contract stores	309	365	136	53	12	1
Directly operated stores	597	640	668	661	601	442
Ratio of stores with liquor license	86.6%	92.1%	96.7%	97.7%	98.6%	98.8%
Ratio of stores with cigarette license	80.8%	82.6%	85.0%	86.8%	89.5%	91.7%
Total sales floor space (square meters)	1,318,053	1,389,965	1,446,872	1,499,163	1,571,247	1,641,368
Full-time employees (term-end)	4,804	4,963	5,294	5,542	5,763	5,729
Payment acceptance services						
Number of transactions (thousands)	226,995	259,127	290,474	308,546	323,966	342,427
Total value of transactions (million ¥)	2,009,554	2,383,539	2,734,184	2,950,068	3,072,749	3,242,657

### Average Daily Number of Customer Visits per Store



Source: Customer Survey by Seven-Eleven Japan



# Convenience Store

## 7-ELEVEN, INC.

(Fiscal year-end December, Millions of yen)

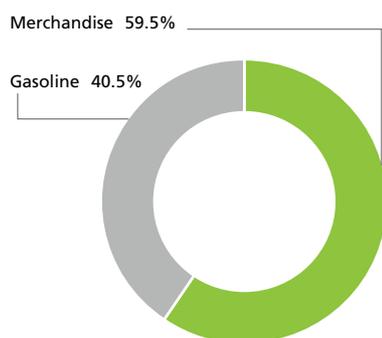
	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010
Revenues from operations	1,498,678	1,707,532	1,843,408	1,742,395	1,411,391	1,463,796
Net sales	1,485,408	1,690,613	1,822,737	1,725,910	1,394,694	1,445,571
Merchandise	916,066	1,008,818	1,068,453	967,411	883,229	859,632
Gasoline	569,342	681,795	754,283	758,499	511,464	585,939
Operating income	32,348	32,015	31,726	34,711	34,427	33,328
Net income	1,823	14,702	17,289	19,652	17,975	18,918
Capital expenditures	40,650	46,288	55,499	44,540	37,948	48,996
Depreciation and amortization	38,047	45,560	48,713	38,284	34,974	37,444
Total assets	650,472	655,233	609,319	493,108	511,766	472,566
Net assets	288,735	307,357	312,900	260,589	274,855	283,833
Exchange rate (Income statements) US\$1=	¥110.26	¥116.38	¥117.85	¥103.48	¥93.65	¥87.79
Exchange rate (Balance sheets) US\$1=	¥118.07	¥119.11	¥114.15	¥91.03	¥92.10	¥81.49
Existing stores sales increase (U.S. Merchandise sales)	4.4%	3.1%	3.1%	0.4%	0.6%	1.5%
Average daily sales per store (thousand ¥)	434	477	501	440	399	381
Merchandise gross profit margin	35.8%	36.0%	35.9%	35.2%	35.2%	35.1%
Number of stores	5,829	6,050	6,088	6,196	6,389	6,610
Openings	72	302	106	172	268	303
Closures	42	81	68	64	75	82
Franchised stores	3,508	3,828	4,041	4,220	4,649	5,064
Directly operated stores	2,321	2,222	2,047	1,976	1,740	1,546
Stores with gas station	2,437	2,436	2,440	2,486	2,495	2,481
Total sales floor space (square meters)	928,966	967,428	974,970	992,237	1,016,254	1,066,020
Full-time employees (term-end)*	21,361	21,084	19,308	17,084	14,397	13,263

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

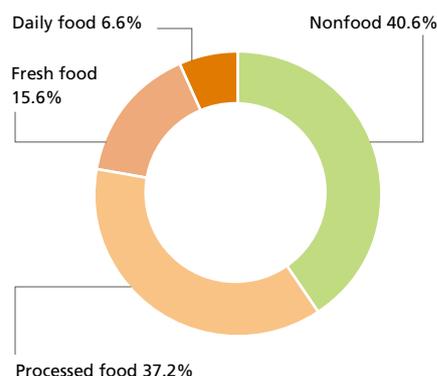
2. From FY2005, in accordance with change of accounting standard, the assets, liabilities, equity and results of operations of its franchised stores are included in its balance sheets and income statements.

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

### Breakdown of Net Sales

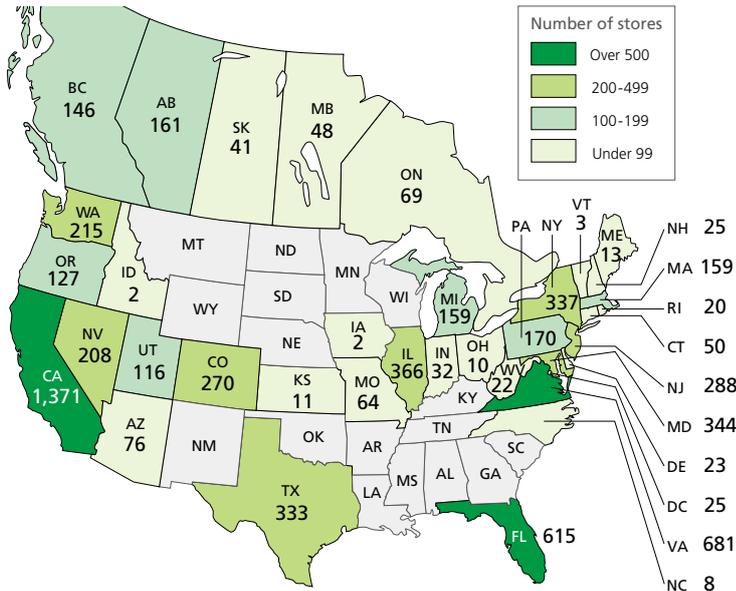


### Breakdown of Merchandise Sales by Product Category



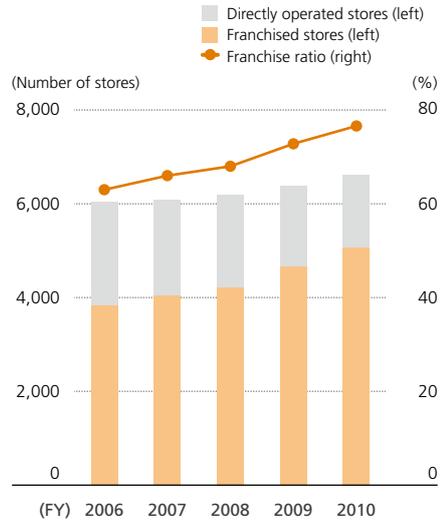
7-select  
Private-brand products

## Store Expansion



(As of December 31, 2010)

### TRENDS IN STORE TYPE



Performance Overview

Retailers in the World

Domestic Market Share

Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

Corporate Data

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

	Japan	U.S. / Canada
<b>Store-related</b>		
Number of stores by type <sup>*1</sup>	A-type franchised stores 4,340 C-type franchised stores 8,449 Provisional management contract stores 1 Directly operated stores 442 (As of February 28, 2011)	A-type franchised stores (Business Conversion Program) 253 C-type franchised stores 4,811 Provisional management contract stores – Directly operated stores 1,546 (As of December 31, 2010)
Sales floor space (per store) <sup>*2</sup>	Approximately 120 square meters	Approximately 160 square meters
Stores with gas stations	39 stores <sup>*3</sup>	2,481 stores
<b>Products and services</b>		
Sales by product category	Processed foods 28.1% Fast food 26.9% Daily food 12.2% Nonfood 32.8% Gasoline –	Processed foods 22.1% Fresh food 9.3% Daily food 3.9% Nonfood 24.2% Gasoline 40.5%
Services	ATM Payment acceptance Express package delivery service Multi-function copier <sup>*4</sup> nanaco point service	V com <sup>*5</sup> 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 2,500 items	Approximately 2,300 items
<b>Accounting standard</b>		
Components of revenues from operations	Net sales of directly operated stores and franchise charge from franchised stores	Net sales of directly operated stores and franchised stores <sup>*6</sup>

\*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)

\*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 operation (net), the sales of directly operated stores, gasoline sales and franchise fees from franchised stores.

# Superstore

## ITO-YOKADO

(Millions of yen)

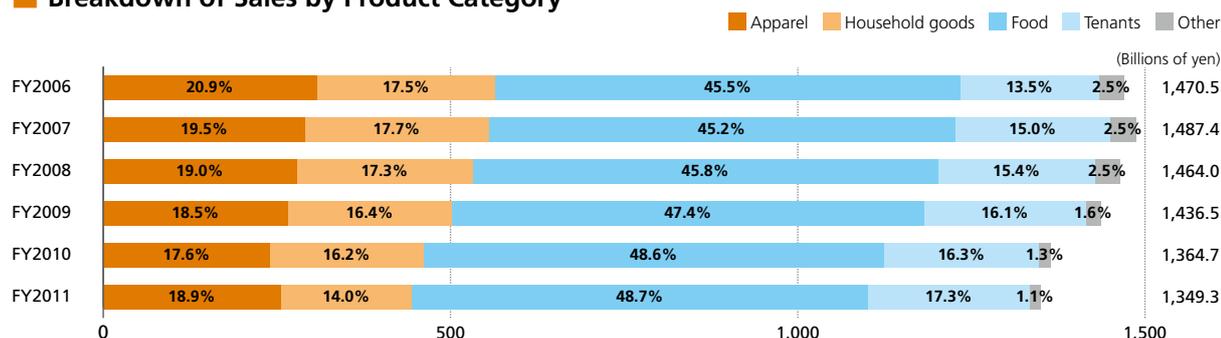
	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Revenues from operations	1,493,605	1,511,530	1,489,380	1,462,719	1,387,831	1,373,670
Net sales	1,470,523	1,487,480	1,464,094	1,436,541	1,364,765	1,349,345
Apparel	307,314	290,560	278,168	265,682	240,060	255,052
Household goods	257,466	263,995	253,609	236,025	220,620	189,481
Food	669,372	672,256	670,532	680,587	663,768	656,491
Merchandise sales	1,234,154	1,226,812	1,202,310	1,182,296	1,124,450	1,101,024
Tenants	198,928	222,999	225,619	231,913	222,422	233,056
Other	37,440	37,668	36,164	22,331	17,892	15,264
Operating income	12,072	18,322	17,126	9,582	1,757	2,155
Ordinary income	30,900	20,982	19,341	13,386	4,136	5,124
Net income	51,322	13,356	11,088	(922)	6,650	6,696
Capital expenditures	49,821	38,023	41,200	29,232	45,900	37,492
Depreciation and amortization	17,732	18,188	16,694	15,696	13,890	14,573
Total assets	1,105,752	933,602	891,248	899,289	805,242	779,389
Net assets	790,055	633,247	631,133	633,692	606,562	601,182
Existing stores sales increase	(2.0)%	(1.0)%	(2.0)%	(2.9)%	(5.7)%	(2.5)%
Number of customers	(4.0)%	(2.0)%	(2.0)%	(1.4)%	(1.7)%	(1.3)%
Average spending per customer	2.0 %	1.0 %	0.0 %	(1.6)%	(4.1)%	(1.2)%
Merchandise gross profit margin	30.9 %	30.3 %	29.9 %	29.8 %	29.0 %	29.1 %
Number of stores	178	174	176	175	174	170
Openings	5	3	3	2	4	6
Closures	8	7	1	3	5	10
Total sales floor space (square meters)	2,478,305	2,533,699	2,573,670	2,609,280	2,661,184	2,673,225
Directly managed sales floor space (square meters)	1,764,519	1,733,405	1,750,605	1,736,410	1,723,580	1,678,730
Sales per square meter (thousand ¥) <sup>*1</sup>	700	695	688	674	644	645
Full-time employees (term-end)	11,047	10,707	10,375	9,747	9,642	9,484
Part-time employees <sup>*2</sup>	34,511	33,592	32,762	32,181	30,721	30,130
Ratio of part-time employees	73.2%	75.6%	76.2%	77.0%	76.7%	76.8%
Sales per employee (thousand ¥) <sup>*3</sup>	26,183	27,627	27,979	28,274	28,061	28,056

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

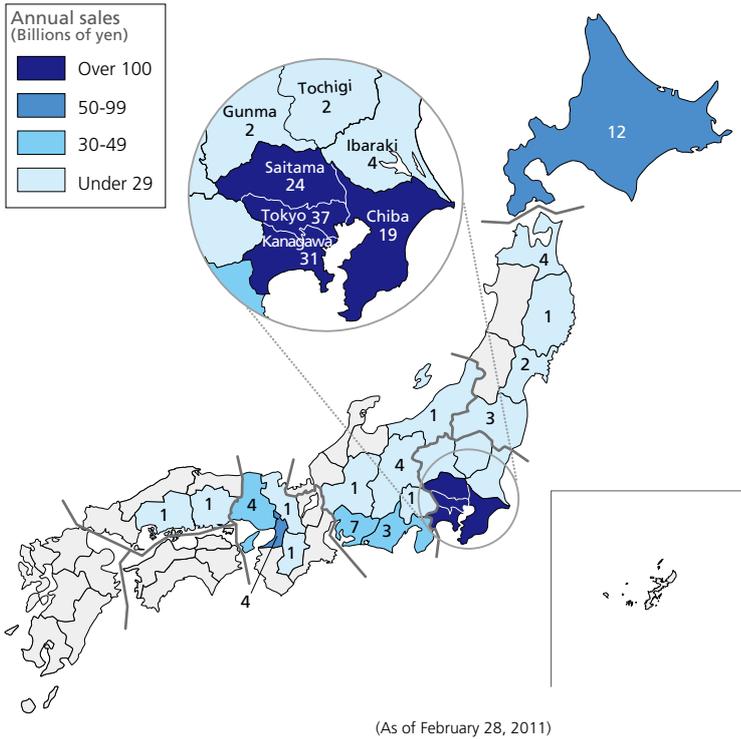
\*2 Part-time employees are counted by adjusting their working hours to an 8-hour working day.

\*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 FY2011

	Sales (Billion ¥)	Composition (%)	Number of stores
Hokkaido	73.7	5.5	12
Tohoku	60.8	4.5	10
Kanto	975.6	72.3	119
Chubu	103.3	7.7	17
Kinki	120.1	8.9	10
Chugoku	15.9	1.2	2
Total	1,349.3	-	170

### CLASSIFICATION BY SALES FLOOR SPACE AND STORE AGE

	Number of stores	Composition (%)
13,000 sq.—	38	22.4
10,000 sq.—	55	32.4
8,000 sq.—	23	13.5
5,000 sq.—	28	16.5
Under 5,000 sq.	26	15.3

	Number of stores	Composition (%)
30 years —	49	28.8
20 years —	26	15.3
10 years —	56	32.9
5 years —	21	12.4
1 year —	12	7.1
Under 1 year	6	3.5

## Store Formats



### General merchandise store (GMS) stand-alone stores

Following basic stand-alone store format of Ito-Yokado, stores are operated mainly in highly populated areas. Directly managed sales floor space accounts for 70-80% of its total sales floor space, and it has 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 opened as the first and only store as of February 2011.



### Mall-type shopping centers

Anchored by Ito-Yokado and host to another 100 to 200 tenants, mall-type 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 mall-type shopping center and the network has expanded to 10 stores as of February 28, 2011.



### 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 2011.



### Neighborhood shopping centers (NSC)

Opened the first NSC in March 2007, combining the *Shokuhinkan* food specialty store and other specialty stores tailored for region-specific needs. In November 2010, Ito-Yokado *Shokuhinkan* Azusawa store was opened. As of February 2011, the network has expanded to 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. As of February 28, 2011, the number of stores was two stores

# Department Store

## SOGO & SEIBU

(Millions of yen)

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

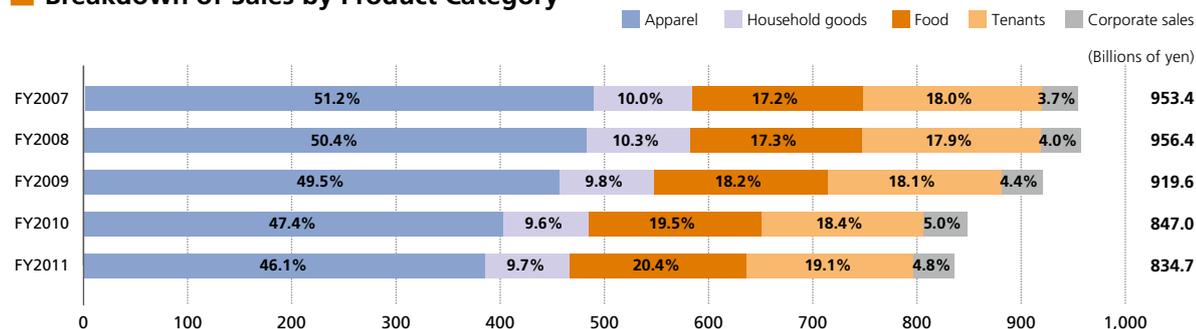
Prior year figures are also calculated in the same manner.

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

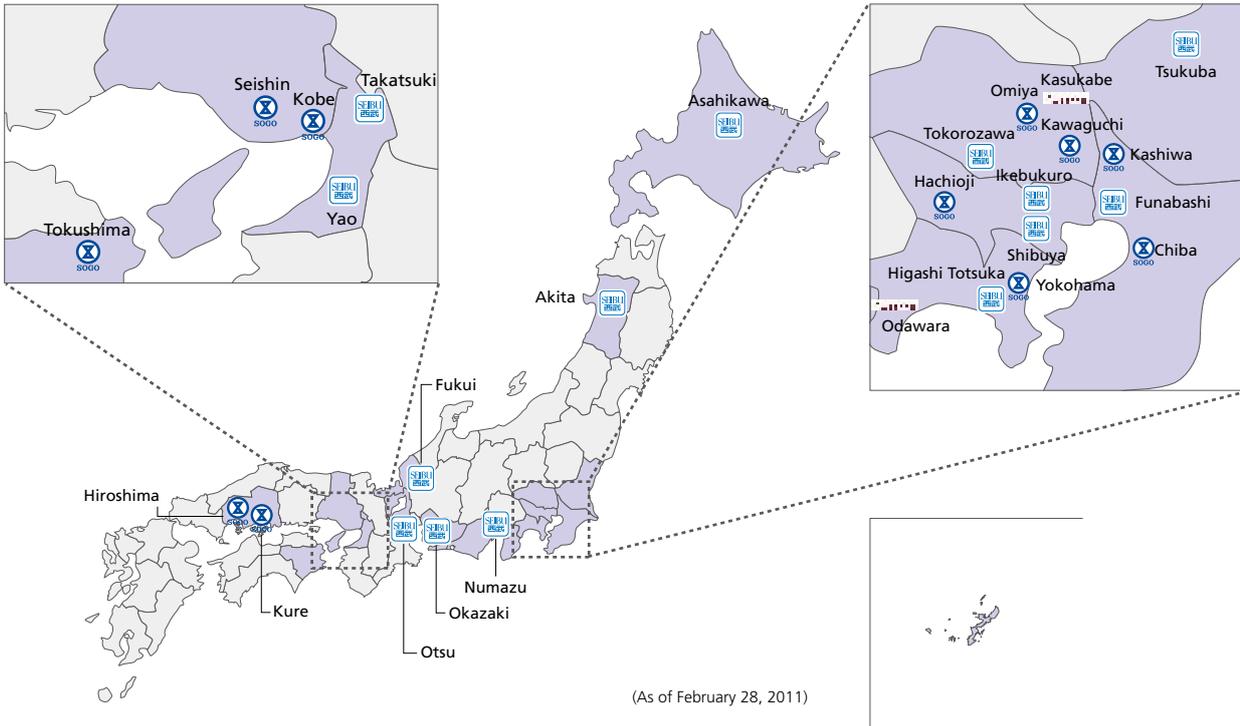
\*2 Sales per square meter = Net sales ÷ Weighted average floor space

\*3 Part-time employees are counted adjusting their working hours to an 8-hour working day.

### Breakdown of Sales by Product Category



## Store Expansion



## 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: Converting business format to multi-purpose commercial facilities to break away from the traditional department store framework

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, Sogo Hachioji (it will close on January 31, 2012)

# Supermarket

## YORK-BENIMARU

(Millions of yen)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Revenues from operations	297,445	313,935	330,145	348,883	348,735	343,379
Net sales	289,393	304,855	319,931	338,089	337,506	337,734
Fresh food	85,526	90,675	97,168	105,649	105,558	106,107
Processed food	63,304	68,249	74,273	80,813	82,862	82,861
Daily food	52,881	56,507	59,484	62,535	63,017	64,042
Food total	201,712	215,433	230,927	248,999	251,439	253,011
Apparel	19,872	20,126	19,331	18,437	17,230	16,586
Household goods	18,074	18,567	18,728	18,706	18,729	18,908
Merchandise sales	239,659	254,126	268,987	286,143	287,398	288,506
Tenants	49,734	50,728	50,944	51,946	50,107	49,227
Operating income	11,412	10,306	11,227	11,706	9,402	8,877
Ordinary income	11,921	11,261	12,525	13,065	10,874	10,276
Net income	6,716	4,441	9,150	8,015	6,088	5,093
Capital expenditures	10,769	8,811	6,765	8,210	12,560	7,629
Depreciation and amortization	3,556	4,186	4,327	4,515	4,886	5,573
Total assets	126,977	130,801	145,230	154,076	145,258	147,454
Net assets	104,192	106,414	115,785	121,654	116,612	117,814
Existing stores sales increase	(2.2) %	(3.6) %	(2.6) %	(1.0) %	(3.7) %	(4.1) %
Number of customers	(0.7) %	(2.3) %	(1.1) %	(0.1) %	(2.1) %	(4.1) %
Average spending per customer	(1.5) %	(1.4) %	(1.5) %	(0.9) %	(1.6) %	0.0 %
Merchandise gross profit margin	26.8 %	26.9 %	27.1 %	27.0 %	26.7 %	26.6 %
Number of stores	116	128	149	156	164	170
Openings	8	10	8	9	8	7
Closures	2	1	3	2	0	1
Total sales floor space (square meters)	388,528	448,492	496,784	524,361	547,920	560,684
Directly managed sales floor space (square meters)	302,169	335,075	379,073	395,887	409,360	421,362
Sales per square meter (thousand ¥)* <sup>1</sup>	814	771	746	737	713	693
Full-time employees (term-end)	1,882	2,033	2,284	2,430	2,496	2,508
Part-time employees* <sup>2</sup>	8,407	9,295	9,856	10,354	10,582	10,606
Ratio of part-time employees	81.4%	81.9%	81.5%	81.3%	81.1%	80.6%
Sales per employee (thousand ¥)* <sup>3</sup>	23,200	22,399	22,239	22,458	22,016	21,921

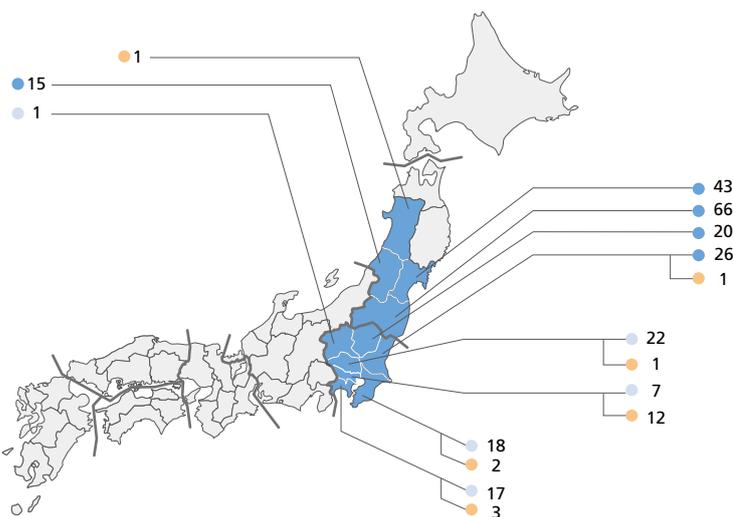
\*<sup>1</sup> Sales per square meter = Merchandise sales ÷ Weighted average floor space

\*<sup>2</sup> Part-time employees are counted adjusting their working hours to an 8-hour working day.

\*<sup>3</sup> Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

### Store Expansion

	Number of Stores	Sales of FY2011 (Billion ¥)
● York-Benimaru	170	337.7
● York Mart	65	110.5
● SHELL GARDEN	20	22.4
Total	255	470.6



(As of February 28, 2011)

# Specialty Store

Profile

## LOFT

(Millions of yen)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Revenues from operations	56,560	61,176	69,852	76,817	80,179	84,415
Net sales	54,187	59,746	68,419	75,371	78,749	83,099
Operating income	1,203	1,783	2,674	2,894	2,953	3,104
Ordinary income	1,155	1,740	2,627	2,851	2,887	3,046
Net income	656	513	1,480	1,609	1,472	1,826
Capital expenditures	255	595	959	666	1,317	2,275
Depreciation and amortization	483	414	518	620	700	867
Total assets	13,512	15,616	17,803	19,363	21,475	22,457
Net assets	4,694	4,891	6,034	7,269	8,366	9,818
Existing stores sales increase	2.9 %	5.1 %	6.3 %	1.7 %	(1.1)%	2.0 %
Merchandise gross profit margin	39.3 %	39.5 %	39.8 %	40.0 %	40.2 %	39.8 %
Number of stores	30	33	44	51	55	63
Openings	2	4	11	8	5	10
Closures	0	1	0	1	1	2
Total sales floor space (square meters)	68,740	69,706	83,448	91,101	92,102	100,774
Sales per square meter (thousands ¥)*1	789	828	870	853	837	841
Full-time employees (term-end)	585	670	757	1,971	2,109	2,277
Part-time employees*2	1,607	1,671	1,944	1,224	1,122	1,132
Sales per employee (thousands ¥)*3	23,015	23,717	24,586	25,877	25,305	25,320

Performance Overview

Retailers in the World

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.



Domestic Market Share

## AKACHAN HONPO

(Millions of yen)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Net sales	89,906	84,537	85,061	83,818	79,106	78,346
Operating income	349	(1,593)	27	(1,373)	(480)	526
Ordinary income	647	(1,604)	395	(1,763)	(678)	367
Net income	(722)	(3,208)	(2,950)	(5,346)	(848)	(145)
Capital expenditures	389	1,931	2,190	2,233	1,397	1,714
Depreciation and amortization	1,407	1,470	1,310	1,366	1,365	1,268
Total assets	45,808	42,904	36,637	31,029	30,333	29,771
Net assets	10,275	7,097	4,141	(1,748)	2,204	2,061
Existing stores sales increase	(9.8)%	(8.7)%	(3.5)%	(4.6)%	(7.7)%	(6.5)%
Merchandise gross profit margin	28.5 %	29.3 %	30.3 %	28.0 %	27.8 %	29.4 %
Number of stores	61	67	67	72	78	85
Openings	3	10	9	11	10	13
Closures	3	4	9	6	4	6
Total sales floor space (square meters)	150,135	152,737	138,089	142,912	145,997	149,997
Sales per square meter (thousands ¥)*1	597	553	566	589	556	530
Full-time employees (term-end)	1,135	1,096	960	912	925	914
Part-time employees*2	1,904	1,959	1,684	1,745	1,726	1,755
Sales per employee (thousands ¥)*3	29,371	27,214	29,964	30,941	30,612	29,354
Membership (thousands)	1,915	1,809	1,654	1,619	1,586	1,584

Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

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.



Corporate Data

\*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)

# Food Services

## SEVEN & i FOOD SYSTEMS

(Millions of yen)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Net sales	123,694	121,229	113,472	102,109	85,885	79,609
Denny's Japan	94,473	92,788	–	–	–	–
Famil	18,379	17,892	–	–	–	–
York Bussan	10,841	10,548	–	–	–	–
Restaurant division	–	–	94,392	84,109	69,394	63,668
Meal provision service division	–	–	9,103	8,077	7,926	8,189
Fast food division	–	–	9,977	9,922	8,564	7,751
Operating income	–	–	(2,923)	(3,079)	(2,714)	(89)
Ordinary income	–	–	(2,761)	(2,670)	(2,464)	112
Net income	–	–	(4,897)	(7,939)	(5,564)	(2,009)
Total assets	–	–	65,743	56,592	47,181	43,948
Net assets	–	–	54,570	46,176	38,997	36,831
Existing store sales increase	–	–	–	(6.4)	(7.2)	0.5
Number of customers	–	–	–	(1.4)	(2.1)	0.7
Average spending per customers	–	–	–	(5.1)	(5.2)	(0.2)
Number of stores	1,061	1,047	1,045	959	892	846
Restaurant division	699	692	674	595	525	489
Meal provision service division	216	213	225	224	232	228
Fast food division	146	142	146	140	135	129
Full-time employees (term-end)	1,918	1,867	1,802	1,622	1,584	1,351

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 FY2006 and 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 FY2006 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 Japan

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 shop as "Poppo" inside the Group stores, and small-sized demonstration-type fast food shops inside and outside the Group.

# Financial Services

Profile

## SEVEN BANK

(Fiscal year-end March, Millions of yen)

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Ordinary income	64,612	75,427	83,663	89,815	88,830	83,964
Ordinary profits	19,409	25,021	24,650	28,751	30,407	27,449
Net income	10,590	12,667	13,830	16,988	17,953	16,008
Total assets	361,338	532,757	488,137	493,360	502,782	600,061
Net assets	67,080	73,849	88,974	98,393	109,939	114,539
Ordinary deposits	177,981	171,707	137,162	136,073	144,997	171,873
Time deposits	3,723	15,955	33,204	51,795	63,381	140,604
Individual deposit accounts (thousands)	331	466	580	688	775	885
Number of installed ATMs	11,484	12,088	13,032	13,803	14,601	15,363
Seven-Eleven	11,191	11,760	12,330	12,944	13,584	14,188
Ito-Yokado	258	280	291	297	295	294
York-Benimaru	10	13	15	19	30	40
York Mart	8	15	22	25	31	36
Other ATMs in the Group	17	20	20	36	45	65
Outside the Group	–	–	354	482	616	740
Correspondent financial institutions	513	548	554	566	555	567
Banks	63	80	92	95	97	100
Shinkin bank	255	263	260	264	258	262
Credit union	122	124	122	127	127	129
Labor credit association	13	13	13	13	13	13
JA Bank	1	1	1	1	1	1
JF Marine Bank	1	1	1	1	1	1
Shoko Chukin Bank	–	–	–	–	1	1
Securities companies	5	8	8	8	8	9
Life insurance companies	6	8	8	8	8	8
Other financial institutions	47	50	49	49	41	43
ATM-related fee income per transaction	¥188.8	¥180.5	¥165.3	¥158.0	¥147.9	¥135.3
Daily average transactions per ATM	88.2	97.8	109.0	114.3	114.4	112.3
Total number of transactions (millions)	342	418	498	555	590	609
with banking financial institutions (millions)	272	333	409	465	509	545
with non-banking (millions)	69	85	89	90	80	64
Gross profit margin	72.7%	49.5%	45.0%	49.1%	51.1%	44.8%
Full-time employees (term-end)	211	258	290	308	329	328

Performance Overview

Retailers in the World

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## SEVEN CARD SERVICES

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Transaction volume (billion ¥)	378.3	414.0	660.4	731.8	767.8	882.9
Number of cards issued (10 thousands)						
Seven Card (credit card and point card) <sup>*1,2</sup>	246	249	262	281	297	311
<i>nanaco</i> (electronic money) <sup>*3</sup>	–	–	551	750	980	1,285
IY Point Card (cash usage only)	497	557	608	652	687	712
Full-time employees (term-end)	50	63	90	93	99	106

Major Group Companies' Data

Corporate Data

\*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.