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## **Brief Summary of FY 2013**

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**April 4, 2013**  
**Seven & i Holdings Co., Ltd.**

## CONSOLIDATED RESULTS

### 1. Financial Results

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013		2014 (forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
<b>Group's total sales *1</b>	<b>7,547,178</b>	<b>102.2</b>	<b>8,048,156</b>	<b>106.6</b>	<b>8,507,647</b>	<b>105.7</b>	<b>9,560,000</b>	<b>112.4</b>
<b>Revenues from operations</b>	<b>5,119,739</b>	<b>100.2</b>	<b>4,786,344</b>	<b>93.5</b>	<b>4,991,642</b>	<b>104.3</b>	<b>5,640,000</b>	<b>113.0</b>
Convenience store operations	2,036,464	103.4	1,690,924	83.0	1,899,573	112.3	2,495,000	131.3
Superstore operations	1,981,604	98.3	1,992,298	100.5	1,994,588	100.1	2,030,000	101.8
Department store operations	915,105	99.2	900,222	98.4	884,028	98.2	887,000	100.3
Food services	80,225	92.8	78,026	97.3	78,361	100.4	79,000	100.8
Financial services	106,953	96.8	129,601	121.2	144,355	111.4	160,000	110.8
Other	35,610	105.8	47,464	133.3	50,210	105.8	52,000	103.6
Eliminations / corporate	(36,224)	-	(52,193)	-	(59,475)	-	(63,000)	-
<b>Operating income (loss)</b>	<b>243,346</b>	<b>107.4</b>	<b>292,060</b>	<b>120.0</b>	<b>295,685</b>	<b>101.2</b>	<b>340,000</b>	<b>115.0</b>
Convenience store operations	195,477	106.3	214,637	109.8	221,764	103.3	249,000	112.3
Superstore operations	15,708	110.8	32,432	206.5	25,491	78.6	39,600	155.3
Department store operations	5,622	411.4	9,948	176.9	8,029	80.7	8,900	110.8
Food services	(193)	-	(95)	-	721	-	1,400	194.0
Financial services	28,343	94.0	33,778	119.2	37,425	110.8	41,400	110.6
Other	(690)	-	2,304	-	3,886	168.7	4,000	102.9
Eliminations / corporate	(921)	-	(945)	-	(1,634)	-	(4,300)	-
Non-operating income	10,390	92.9	10,150	97.7	11,064	109.0		
Non-operating expenses	10,829	99.3	9,039	83.5	10,913	120.7		
<b>Ordinary income</b>	<b>242,907</b>	<b>107.0</b>	<b>293,171</b>	<b>120.7</b>	<b>295,836</b>	<b>100.9</b>	<b>337,000</b>	<b>113.9</b>
Special gains	22,655	806.3	10,428	46.0	2,147	20.6		
Special losses	42,271	48.8	72,782	172.2	35,261	48.4		
<b>Income before income taxes and minority interests</b>	<b>223,291</b>	<b>156.0</b>	<b>230,817</b>	<b>103.4</b>	<b>262,722</b>	<b>113.8</b>		
<b>Net income</b>	<b>111,961</b>	<b>249.5</b>	<b>129,837</b>	<b>116.0</b>	<b>138,064</b>	<b>106.3</b>	<b>170,000</b>	<b>123.1</b>
<b>Net income per share</b>	yen: <b>126.21</b>	% <b>254.1</b>	yen: <b>146.96</b>	% <b>116.4</b>	yen: <b>156.26</b>	% <b>106.3</b>	yen: <b>192.41</b>	% <b>123.1</b>
<b>Number of shares outstanding</b>	(shares)							
Average *2	887,128,871		883,499,397		883,532,139			
End of period *2	883,463,233		883,506,457		883,534,869			

\*1. Group's total sales include total store sales of Seven-Eleven Japan and 7-Eleven, Inc.

Convenience store's total sales including total store sales of Seven-Eleven Japan and 7-Eleven, Inc. for the fiscal year ended Feb. 2011, 2012, 2013 and for fiscal year ending Feb. 2014 are 4,463,903 million yen, 4,952,736 million yen, 5,415,578 million yen and 6,415,000 million yen, respectively.

\*2. Excluding treasury stock

#### Exchange rates

Years ended February 28 or 29	2011	2012	2013	2014 (forecast)
Income statements U.S. \$1=	87.79 yen	79.80 yen	79.81 yen	92.00 yen
1yuan=	12.90 yen	12.32 yen	12.72 yen	14.50 yen
Balance sheets U.S. \$1=	81.49 yen	77.74 yen	86.58 yen	-
1yuan=	12.29 yen	12.31 yen	13.91 yen	-

#### (Reference) Operating income before amortization of goodwill

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013		2014 (forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
<b>Operating income (loss)</b>	<b>259,492</b>	<b>105.7</b>	<b>304,975</b>	<b>117.5</b>	<b>310,115</b>	<b>101.7</b>	<b>357,500</b>	<b>115.3</b>
Convenience store operations	202,696	105.9	218,257	107.7	226,659	103.8		
Superstore operations	19,079	108.7	35,804	187.7	28,864	80.6		
Department store operations	10,875	120.1	15,201	139.8	13,324	87.7		
Food services	(193)	-	(95)	-	721	-		
Financial services	28,602	94.1	34,388	120.2	38,231	111.2		
Other	(646)	-	2,363	-	3,948	167.1		
Eliminations / corporate	(921)	-	(945)	-	(1,634)	-		

Notes: 1. From the fiscal year ending February 28, 2014, the Company and its domestic consolidated subsidiaries (except for certain operating companies) changes the depreciation method for property and equipment from the declining-balance method to the straight-line method. As a result of this change, the forecast of operating income and ordinary income would increase by 24.8 billion yen.

2. From the fiscal year ended Dec. 2011, 7-Eleven, Inc., categorized under convenience store operations changed its accounting method for revenues from operations.

## 2. Major Factors for Changes in Financial Results for the FY2013

**\*For results of principal operating companies, please refer to page 5 to 6.**

(Millions of yen)

	Year ended Feb. 28, 2013		Major Factors
		Change	
<b>Total Group sales*</b>	<b>8,507,647</b>	<b>+459,491</b>	(1) <u>Increase in revenues from operations</u> (2) <u>Growth in total store sales in convenience store operations</u> <ul style="list-style-type: none"> <li>▪ Higher sales due to increase in number of SEJ stores and the effects of investment in existing stores.</li> <li>▪ Higher sales due to increase in number of SEI stores accompanying acquisition of stores, etc., and to higher sales of gasoline.</li> </ul>
<b>Revenues from operations</b>	<b>4,991,642</b>	<b>+205,297</b>	(1) <u>Higher revenues in convenience store operations</u> (2) <u>Higher revenues in financial services</u> (3) <u>Lower revenues in department store operations</u> <ul style="list-style-type: none"> <li>▪ Closure of Sogo Hachioji on January 31, 2012</li> </ul>
<b>Operating income</b>	<b>295,685</b>	<b>+3,625</b>	
<b>Convenience stores</b>	<b>221,764</b>	<b>+7,126</b>	(1) <u>Seven-Eleven Japan</u> <ul style="list-style-type: none"> <li>▪ Growth led by original daily food products and the Group's <i>Seven Premium</i> private-brand products. Existing store sales and merchandise gross profit margin both increased.</li> </ul> (2) <u>7-Eleven, Inc.</u> <ul style="list-style-type: none"> <li>▪ Growth led by beverages, fresh food and hot food products, and 7-<i>Select</i> private-brand products. Merchandise sales and its gross profit margin increased.</li> </ul>
<b>Superstores</b>	<b>25,491</b>	<b>(6,940)</b>	(1) <u>Ito-Yokado</u> <ul style="list-style-type: none"> <li>▪ The first half was effected by the backswing from post-earthquake surge, but achieved profit growth for the second half led by the improvements on merchandise gross profit margin mainly on apparel.</li> </ul> (2) <u>York-Benimaru</u> <ul style="list-style-type: none"> <li>▪ The first half was effected by the backswing from post-earthquake surge, but achieved profit growth for the second half led by the recovery of merchandise gross profit margin.</li> </ul>
<b>Department stores</b>	<b>8,029</b>	<b>(1,918)</b>	<u>Sogo &amp; Seibu</u> <ul style="list-style-type: none"> <li>▪ Existing stores sales increased mainly for the key stores, but merchandise gross profit margin decreased due to unfavorable sales mainly on apparel.</li> </ul>
<b>Food services</b>	<b>721</b>	<b>+816</b>	<u>Higher income at Seven &amp; i Food Systems</u>
<b>Financial services</b>	<b>37,425</b>	<b>+3,647</b>	(1) <u>Higher income at Seven Bank</u> (2) <u>Higher income in card operations</u> <ul style="list-style-type: none"> <li>▪ Favorable results in both credit card operations and electronic money operations.</li> </ul>
<b>Others</b>	<b>3,886</b>	<b>+1,582</b>	
<b>Ordinary income</b>	<b>295,836</b>	<b>+2,664</b>	<ul style="list-style-type: none"> <li>▪ Increase in non-operating expenses</li> </ul>
<b>Income before income taxes and minority interests</b>	<b>262,722</b>	<b>+31,905</b>	(1) <u>Decrease in special losses</u> <ul style="list-style-type: none"> <li>▪ In the previous fiscal year, loss on adjustment for changes of accounting standards for asset retirement obligations and losses on disaster were recorded.</li> <li>▪ Special losses were recorded accompanying the closures of Seibu Numazu and Sogo Kure.</li> </ul> (2) <u>Decline in special gains</u> <ul style="list-style-type: none"> <li>▪ In the previous year, gain on changes in accounting policies applied to foreign subsidiary was recorded.</li> </ul>
<b>Minority interests in income</b>	<b>13,818</b>	<b>+3,096</b>	<ul style="list-style-type: none"> <li>▪ Higher minority interests in income due primarily to increased income at Seven Bank.</li> </ul>
<b>Net income</b>	<b>138,064</b>	<b>+8,226</b>	

\* Total Group sales include the sales of Seven-Eleven Japan and 7-Eleven, Inc. franchisees.

## 2. Segment Information

### (1) Business Segment Information

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013			2014 (forecast)	
		YOY(%)		YOY(%)	YOY(%)	Composition (%)		YOY(%)	
<b>Assets (end of period)</b>									
Convenience store operations	1,112,557	100.8	1,077,608	96.9	1,370,292	127.2	28.8		
Superstore operations	1,081,491	98.6	1,048,661	97.0	967,887	92.3	20.3		
Department store operations	571,463	93.3	541,929	94.8	517,075	95.4	10.9		
Food services	21,105	85.7	21,026	99.6	21,843	103.9	0.5		
Financial services	1,350,272	114.8	1,565,291	115.9	1,716,745	109.7	36.1		
Others	145,792	869.3	153,852	105.5	168,047	109.2	3.5		
Eliminations / Corporate	(550,570)	-	(519,010)	-	(499,494)	-	-		
<b>Total</b>	<b>3,732,111</b>	<b>101.6</b>	<b>3,889,358</b>	<b>104.2</b>	<b>4,262,397</b>	<b>109.6</b>	-		
<b>Capital expenditure:</b>									
Convenience store operations	106,368	101.4	164,973	155.1	214,250	129.9	64.1	204,000	95.2
Superstore operations	54,133	82.8	40,284	74.4	54,243	134.7	16.2	69,000	127.2
Department store operations	27,807	140.9	16,068	57.8	18,265	113.7	5.5	16,000	87.6
Food services	527	70.1	831	157.6	1,407	169.3	0.4	1,200	85.3
Financial services	19,616	126.2	26,783	136.5	40,945	152.9	12.3	43,000	105.0
Others	127,429	-	3,114	2.4	4,331	139.1	1.3	6,800	157.0
Corporate	2,774	243.3	3,371	121.5	772	22.9	0.2	-	-
<b>Total</b>	<b>338,656</b>	<b>160.4</b>	<b>255,426</b>	<b>75.4</b>	<b>334,216</b>	<b>130.8</b>	<b>100.0</b>	<b>340,000</b>	<b>101.7</b>
<b>Depreciation and amortization</b>									
Convenience store operations	68,743	103.9	73,291	106.6	83,987	114.6	54.0	96,000	114.3
Superstore operations	25,890	106.4	28,626	110.6	29,129	101.8	18.7	19,000	65.2
Department store operations	14,361	82.5	14,010	97.6	14,662	104.7	9.4	12,000	81.8
Food services	811	63.8	667	82.2	639	95.8	0.4	500	78.2
Financial services	20,693	93.0	20,331	98.3	23,668	116.4	15.2	25,000	105.6
Others	1,598	271.7	2,588	161.9	2,484	96.0	1.6	3,300	132.8
Corporate	321	149.8	480	149.1	1,094	228.1	0.7	200	18.3
<b>Total</b>	<b>132,421</b>	<b>100.1</b>	<b>139,994</b>	<b>105.7</b>	<b>155,666</b>	<b>111.2</b>	<b>100.0</b>	<b>156,000</b>	<b>100.2</b>
<b>Amortization of goodwill</b>									
Convenience store operations	7,218	95.6	3,620	50.2	4,895	135.2	33.9		
Superstore operations	3,371	100.0	3,372	100.0	3,372	100.0	23.4		
Department store operations	5,253	68.3	5,253	100.0	5,295	100.8	36.7		
Food services	-	-	-	-	-	-	-		
Financial services	258	113.5	610	235.6	805	132.0	5.6		
Others	43	123.5	58	134.8	61	104.5	0.4		
<b>Total</b>	<b>16,145</b>	<b>85.6</b>	<b>12,915</b>	<b>80.0</b>	<b>14,430</b>	<b>111.7</b>	<b>100.0</b>		
<b>Impairment loss:</b>									
Convenience store operations	5,939	67.4	4,301	72.4	5,944	138.2	32.4		
Superstore operations	4,139	36.4	7,238	174.9	3,790	52.4	20.7		
Department store operations	10,301	224.5	2,059	20.0	7,782	377.9	42.5		
Food services	378	13.4	428	113.1	410	96.0	2.2		
Financial services	635	142.8	97	15.4	373	381.2	2.0		
Others	59	-	334	559.6	28	8.6	0.2		
<b>Total</b>	<b>21,454</b>	<b>76.5</b>	<b>14,460</b>	<b>67.4</b>	<b>18,330</b>	<b>126.8</b>	<b>100.0</b>		

- Notes: 1. Capital expenditures include long-term leasehold deposits. An increase of the future amortization of asset, resulting from the adoption of the "Accounting Standard for Asset Retirement Obligations" is not included.  
2. Capital expenditures include investments related to openings of stores for each fiscal year and beyond.  
3. 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.  
4. From the fiscal year ending February 28, 2014, the Company and its domestic consolidated subsidiaries (except for certain operating companies) changes the depreciation method for property and equipment from the declining-balance method to the straight-line method. As a result of this change, forecast of depreciation and amortization would decrease by 24.8 billion yen.  
5. Amortization of goodwill include only the amount record on selling, general and administrative expenses.

### (2) Geographic Area Segment Information

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013		
		YOY(%)		YOY(%)	YOY(%)	Composition(%)	
<b>Revenues from operations</b>							
Japan	3,552,691	98.6	3,590,917	101.1	3,625,974	101.0	72.6
North America	1,484,394	103.7	1,106,449	74.5	1,269,302	114.7	25.4
Others	86,033	106.8	89,524	104.1	97,226	108.6	1.9
Eliminations	(3,380)	-	(546)	-	(861)	-	-
<b>Total</b>	<b>5,119,739</b>	<b>100.2</b>	<b>4,786,344</b>	<b>93.5</b>	<b>4,991,642</b>	<b>104.3</b>	-
<b>Operating income</b>							
Japan	215,231	108.9	261,531	121.5	263,443	100.7	89.1
North America	26,230	97.2	29,181	111.3	33,137	113.6	11.2
Others	1,857	91.9	1,324	71.3	(909)	-	(0.3)
Eliminations	27	-	22	-	13	-	-
<b>Total</b>	<b>243,346</b>	<b>107.4</b>	<b>292,060</b>	<b>120.0</b>	<b>295,685</b>	<b>101.2</b>	-
<b>Assets (end of period)</b>							
Japan	3,294,540	102.7	3,407,399	103.4	3,559,489	104.5	83.5
North America	397,120	92.0	435,338	109.6	658,709	151.3	15.5
Others	40,873	116.6	46,752	114.4	44,522	95.2	1.0
Eliminations	(422)	-	(131)	-	(323)	-	-
<b>Total</b>	<b>3,732,111</b>	<b>101.6</b>	<b>3,889,358</b>	<b>104.2</b>	<b>4,262,397</b>	<b>109.6</b>	-

\*\*"Others" consists of the business results in China.

### 3. Interest-Bearing Debt

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013	
		YOY(%)		YOY(%)		YOY(%)
Short-term loans	108,330	71.6	139,690	128.9	145,750	104.3
Current portion of long-term loans	127,187	160.7	88,786	69.8	124,857	140.6
Current portion of bonds	36,100	177.1	10,000	27.7	63,999	640.0
Commercial paper	6,391	-	21,455	335.7	-	-
Sub-total	278,008	110.9	259,931	93.5	334,607	128.7
Bonds	263,973	138.9	253,978	96.2	229,983	90.6
Long-term loans	177,225	72.5	198,167	111.8	281,893	142.2
Commercial paper	8,177	50.5	-	-	6,579	-
Sub-total	449,376	99.7	452,145	100.6	518,456	114.7
<b>Total</b>	<b>727,385</b>	<b>103.7</b>	<b>712,077</b>	<b>97.9</b>	<b>853,064</b>	<b>119.8</b>
Ratio to total assets (%)	19.5	+0.4	18.3	(1.2)	20.0	+1.7
Ratio to owners' equity (%)	42.7	+2.0	40.3	(2.4)	45.1	+4.8

#### Interest-Bearing Debt by Business Segment

Convenience store operations	16,872	81.8	29,252	173.4	132,144	451.7
Superstore operations	28,072	55.2	26,219	93.4	22,045	84.1
Department store operations	272,303	89.4	200,154	73.5	185,005	92.4
Food services	-	-	-	-	-	-
Others	2,250	75.0	1,500	66.7	750	50.0
Corporate	209,973	210.0	209,978	100.0	209,982	100.0
Sub-total (excluding Financial services)	529,471	110.5	467,103	88.2	549,928	117.7
Financial services	197,913	88.9	244,973	123.8	303,136	123.7
<b>Total</b>	<b>727,385</b>	<b>103.7</b>	<b>712,077</b>	<b>97.9</b>	<b>853,064</b>	<b>119.8</b>

#### Bond Information

(As of Feb. 28, 2013)

	Amount	Date of issue	Coupon	Redemption date
<b>Issued by Seven &amp; i Holdings</b>				
1st unsecured domestic straight bonds	40 billion yen	July 3, 2008	1.48%	June 20, 2013
2nd unsecured domestic straight bonds	30 billion yen	July 3, 2008	1.68%	June 19, 2015
3rd unsecured domestic straight bonds	30 billion yen	July 3, 2008	1.94%	June 20, 2018
4th unsecured domestic straight bonds	30 billion yen	June 29, 2010	0.541%	June 19, 2015
5th unsecured domestic straight bonds	20 billion yen	June 29, 2010	0.852%	June 20, 2017
6th unsecured domestic straight bonds	60 billion yen	June 29, 2010	1.399%	June 19, 2020
<b>Issued by Seven Bank</b>				
3rd unsecured domestic straight bonds	24 billion yen	Dec. 4, 2006	1.67%	Dec. 20, 2013
5th unsecured domestic straight bonds	20 billion yen	July 2, 2009	1.038%	June 20, 2014
6th unsecured domestic straight bonds	30 billion yen	May 31, 2012	0.398%	June 20, 2017
7th unsecured domestic straight bonds	10 billion yen	May 31, 2012	0.613%	June 20, 2019

#### Bond ratings

(As of Mar. 31, 2013)

		S&P	Moody's	R&I	JCR
Seven & i Holdings	Long-term	AA-	Aa3	AA	AA+
Seven-Eleven Japan	Long-term	AA-	-	-	AA+
	Short-term*	A-1+	P-1	-	-
7-Eleven, Inc.	Long-term	AA-	Baa1	-	-
Seven Bank	Long-term	AA-	-	AA	-

\* From January 2006, Seven-Eleven Japan's short-term rating is its rating as the guarantor of 7-Eleven, Inc. commercial paper program.

## RESULTS OF GROUP PRINCIPAL COMPANIES

### Seven-Eleven Japan

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013		2014 (forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
<b>Revenues from operations</b>	549,111	102.6	576,186	104.9	617,559	107.2	666,000	107.8
<b>Operating income</b>	169,152	108.3	183,160	108.3	186,763	102.0	205,000	109.8
<b>Total store sales</b>	2,947,606	105.8	3,280,512	111.3	3,508,444	106.9	3,723,000	106.1
<b>Net sales of franchised stores</b>	2,839,680	106.8	3,189,317	112.3	3,416,986	107.1		
<b>Existing stores sales increase (%)</b>	+2.2		+6.7		+1.3		+0.5	
<b>Merchandise GP Margin (%)</b>	30.5	+0.2	29.7	(0.8)	30.0	+0.3	30.5	+0.5
<b>Average daily sales per store (thousand yen)</b>	629	+13	669	+40	668	(1)		
<b>Number of domestic stores</b>	13,232	+479	14,005	+773	15,072	+1,067	16,222	+1,150

### 7-Eleven, Inc.

(Millions of yen)

Years ended December 31	2010		2011		2012		2013 (forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
<b>Revenues from operations</b>	-	-	1,086,522	-	1,247,287	114.8	1,790,000	143.5
<b>Operating income</b>	33,328	96.8	32,737	98.2	38,175	116.6	49,700	130.2
<b>Operating income (thousands of dollar)</b>	379,639	103.3	410,241	108.1	478,326	116.6	540,217	112.9
<b>Total store sales</b>	1,470,632	104.1	1,624,095	110.4	1,852,162	114.0	2,649,000	143.0
<b>Merchandise</b>	883,905	98.3	876,672	99.2	954,100	108.8		
<b>Gasoline</b>	586,726	114.4	747,423	127.4	898,062	120.2		
<b>Existing stores sales increase (%)<sup>*1, 2</sup> (U.S. Merchandise sales)</b>	+1.5		+2.8		+2.9		+2.5	
<b>Merchandise GP Margin (%)<sup>*1</sup></b>	35.1	(0.1)	34.7	(0.4)	35.2	0.5	35.3	+0.1
<b>Average daily merchandise sales per store (U.S. dollar)<sup>*1</sup></b>	4,335	+79	4,372	+37	4,383	+11		
<b>Number of stores</b>	6,610	+221	7,149	+539	8,118	+969	8,533	+415
<b>Exchange rates</b>	<b>US \$1=</b>	87.79 yen	79.80 yen		79.81 yen		92.00 yen	

Notes 1. In the fiscal year ended December 2012, SEJ Asset Management & Investment Company was established to manage tangible and intangible fixed assets received from 7-Eleven, Inc., as well as leasing operations related to 7-Eleven, Inc. From the fiscal year ended December 2012, consolidated figures of SEJ Asset Management & Investment Company as a parent company are presented as financial figures of 7-Eleven, Inc.

2. Figures for the amounts of each fiscal year reflect adjustments to the necessary for the consolidation to Seven & i Holdings' consolidated accounts. Operating income in U.S. dollar amounts are translated from yen amounts, which reflect adjustments to the necessary for the consolidation of Seven & i Holdings' consolidated accounts.

3. From the fiscal year ended Dec. 2011, 7-Eleven, Inc., changed its accounting method for revenues from operations related to franchise agreements, from "gross amount" to "net amount."

\*1. Exclude gasoline sales.

\*2. Existing stores sales increase are calculated in U.S. dollars.

### Ito-Yokado

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013		2014 (forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
<b>Revenues from operations</b>	1,373,670	99.0	1,361,060	99.1	1,332,292	97.9	1,324,300	99.4
<b>Net sales</b>	1,349,345	98.9	1,334,297	98.9	1,302,923	97.6	1,295,000	99.4
<b>Operating income</b>	2,155	122.6	10,554	489.6	9,009	85.4	16,800	186.5
<b>Existing stores sales increase (%)</b>	(2.5)		(2.6)		(4.3)		(2.8)	
<b>Merchandise GP Margin (%)</b>	29.1	+0.1	29.7	+0.6	29.9	+0.2	30.2	+0.3
<b>Number of domestic stores</b>	170	(4)	173	+3	174	+1	177	+3

## York-Benimaru

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013		2014 (forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Revenues from operations	343,379	98.5	348,600	101.5	363,862	104.4	386,000	106.1
Net sales	337,734	100.1	342,944	101.5	358,061	104.4	380,000	106.1
Operating income	8,877	94.4	14,955	168.5	11,854	79.3	14,300	120.6
Existing stores sales increase (%)	(4.1)		+1.5		±0.0		+1.4	
Merchandise GP Margin (%)	26.6	(0.1)	27.0	+0.4	26.0	(1.0)	26.2	+0.2
Number of domestic stores	170	+6	176	+6	184	+8	196	+12

## (Reference) Results including Life Foods\*

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013		2014 (forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Operating income	11,528	98.9	18,407	159.6	15,558	84.5	18,800	120.8

Note: Results including Life Foods are provided for convenience only, which represent internal management reporting figures.

\* Life Foods is a wholly owned subsidiary which produces and sells delicatessen in York-Benimaru stores.

## Sogo & Seibu

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013		2014 (forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Revenues from operations	846,796	98.5	830,340	98.1	810,998	97.7	812,900	100.2
Net sales	834,723	98.5	817,927	98.0	798,427	97.6	800,000	100.2
Operating income	7,385	131.6	11,159	151.1	10,040	90.0	12,000	119.5
Existing stores sales increase (%)	±0.0		(0.5)		+0.9		+2.3	
Merchandise GP Margin (%)	25.4	(0.4)	25.1	(0.3)	24.9	(0.2)	25.2	+0.3
Number of domestic stores	27	(1)	26	(1)	24	(2)	24	±0

## Seven & i Food Systems

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013		2014 (forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Revenues from operations	80,167	92.8	77,940	97.2	78,238	100.4	79,080	101.1
Net sales	79,609	92.7	77,400	97.2	77,706	100.4	78,650	101.2
Operating income (loss)	(89)	-	22	-	868	-	1,410	162.3

< Restaurant division >

Existing stores sales increase (%)	+0.5		(1.0)		+0.8		+1.6	
Merchandise GP Margin (%)	68.3	+1.0	68.3	±0.0	69.0	+0.7	68.9	(0.1)
Number of domestic stores	489	(36)	486	(3)	476	(10)	478	+2

Note: From the fiscal year ending February 28, 2014, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, and Seven & i Food Systems changes the depreciation method for property and equipment from the declining-balance method to the straight-line method.

## STORE INFORMATION

### 1. Store Openings and Closures of Major Group Companies

As of February 28 or 29	2011		2012		2013		2014 (forecast)	
		Change		Change		Change		Change
<b>Convenience store operations</b>								
Seven-Eleven Japan	13,232	+479	14,005	+773	15,072	+1,067	16,222	+1,150
Openings	939		1,201		1,354		1,500	
Closures	460		428		287		350	
Relocations	393		346		237			
Terminations of contract	67		82		50			
7-Eleven, Inc. <sup>*1</sup>	6,610	+221	7,149	+539	8,118	+969	8,533	+415
Openings	303		643		1,078		600	
Closures	82		104		109		185	
SEVEN-ELEVEN (BEIJING) <sup>*1,2</sup>	100	+8	147	+47	200	+53	169	-
Openings	10		48		54		35	
Closures	2		1		1		4	
SEVEN-ELEVEN (TIANJIN) <sup>*1,2</sup>	-	-	-	-	-	-	98	-
Openings	-		-		-		38	
Closures	-		-		-		2	
SEVEN-ELEVEN (CHENGDU) <sup>*1</sup>	-	-	41	+41	87	+46	87	±0
Openings	-		41		47		13	
Closures	-		0		1		13	
<b>Superstore operations</b>								
Ito-Yokado	170	(4)	173	+3	174	+1	177	+3
Openings	6		5		3		6	
Closures	10		2		2		3	
York-Benimaru <sup>*3</sup>	170	+6	176	+6	184	+8	196	+12
Openings	7		8		11		14	
Closures	1		2		2		1	
York Mart	65	+3	68	+3	71	+3	74	+3
Openings	4		5		5		3	
Closures	1		2		2		0	
Hua Tang Yokado Commercial <sup>*1,4</sup>	8	(1)	8	±0	8	±0	9	+1
Openings	1		0		0		1	
Closures	2		0		0		0	
Chengdu Ito-Yokado <sup>*1</sup>	4	±0	5	+1	5	±0	6	+1
Openings	0		1		0		1	
Closures	0		0		0		0	
Akachan Honpo <sup>*5</sup>	85	+7	87	+2	92	+5	103	+11
Openings	13		11		9		15	
Closures	6		9		4		4	
<b>Department store operations</b>								
Sogo & Seibu	27	(1)	26	(1)	24	(2)	24	±0
Openings	0		0		0		0	
Closures	1		1		2		0	
LOFT <sup>*6</sup>	63	+8	73	+10	82	+9	89	+7
Openings	10		12		9		8	
Closures	2		2		0		1	
<b>Food services</b>								
Seven & i Food Systems	846	(46)	858	+12	844	(14)	851	+7
Restaurant operations	489	(36)	486	(3)	476	(10)	478	+2
Openings	14		12		12		10	
Closures	50		15		22		8	
Meal provision service business	228	(4)	244	+16	247	+3	255	+8
Fast food operations	129	(6)	128	(1)	121	(7)	118	(3)
Seven & i Restaurant (Beijing) <sup>*1</sup>	2	+1	3	+1	3	±0	3	±0
Openings	1		1		0		0	
Closures	0		0		0		0	

\*1. Figures are as of the end of December.

\*2. The number of stores in Tianjin, China which is included in SEVEN-ELEVEN (BEIJING) for FY2011, FY2012 and FY2013 are 6, 28 and 62 stores, respectively. Due to the establishment of SEVEN-ELEVEN (TIANJIN) on November 2012, 62 stores which was included in SEVEN-ELEVEN (BEIJING) has been transferred to SEVEN-ELEVEN (TIANJIN) in the 2014 forecast.

\*3. York-Benimaru's store openings planned for FY2013 and FY2014 include the reopening of 1 remodeled store that had been closed as a result of the earthquake disaster.

\*4. Beijing Wang fu jing Yokado closed one store on January 2013, and transferred one store to Hua Tang Yokado Commercial on March 2013 to be reopened. Beijing Wang fu jing Yokado is currently under the procedure of liquidation.

\*5. The number of Akachan Honpo stores includes 3 franchised stores.

\*6. The number of LOFT stores includes 7 franchised stores for FY2011, 9 franchised stores for FY2012, 11 franchised stores for FY2013.



## 2. Convenience Store Operations Network

### (1) Domestic Store Network

As of February 28, or 29	2011	2012	2013	Change
Hokkaido	831	844	881	+37
Iwate	68	78	87	+9
Miyagi	331	339	344	+5
Akita	-	-	14	+14
Yamagata	140	150	156	+6
Fukushima	380	382	387	+5
Ibaraki	535	555	577	+22
Tochigi	350	363	375	+12
Gunma	362	379	406	+27
Saitama	887	929	972	+43
Chiba	777	813	860	+47
Tokyo	1,737	1,848	1,984	+136
Kanagawa	933	986	1,067	+81
Niigata	350	360	376	+16
Toyama	54	71	87	+16
Ishikawa	28	46	71	+25
Fukui	27	31	40	+9
Yamanashi	164	170	170	±0
Nagano	376	386	405	+19
Gifu	79	88	104	+16
Shizuoka	495	522	562	+40
Aichi	594	657	766	+109
Mie	45	50	62	+12
Shiga	171	179	183	+4
Kyoto	196	209	225	+16
Osaka	594	646	732	+86
Hyogo	398	425	462	+37
Nara	71	78	85	+7
Wakayama	43	45	49	+4
Shimane	8	8	10	+2
Okayama	210	225	243	+18
Hiroshima	405	429	451	+22
Yamaguchi	240	245	257	+12
Fukuoka	685	706	751	+45
Saga	143	148	154	+6
Nagasaki	92	99	107	+8
Kumamoto	209	227	241	+14
Oita	83	92	114	+22
Miyazaki	141	142	150	+8
Kagoshima	-	55	105	+50
<b>Total</b>	<b>13,232</b>	<b>14,005</b>	<b>15,072</b>	<b>+1,067</b>

### (2) Global Seven-Eleven Store Network

As of February 28 or 29	2011	2012	2013	Change
Japan	13,232	14,005	15,072	+1,067
U.S.A. and Canada	6,610	7,149	8,118	+969
Hawaii	55	58	59	+1
China (Beijing and Tianjin)	100	147	200	+53
China (Chengdu)	-	41	87	+46
<b>Sub-total</b>	<b>19,997</b>	<b>21,400</b>	<b>23,536</b>	<b>+2,136</b>

Notes: 1. Stores presented above shows number of stores managed by consolidated subsidiaries.

2. Figures for overseas stores are as of the end of December.

(Area licensee)

As of December 31	2010	2011	2012	Change
South Korea	3,145	5,249	6,986	+1,737
China (Hong Kong and others)	1,557	1,510	1,544	+34
China (Shanghai)	54	94	84	(10)
China (Shandong)	-	-	4	+4
Taiwan	4,750	4,801	4,852	+51
Thailand	5,790	6,276	6,822	+546
Philippines	551	689	829	+140
Malaysia	1,212	1,328	1,407	+79
Singapore	549	561	570	+9
Indonesia	21	57	117	+60
Australia	415	579	595	+16
U.S.A.	523	545	368	(177)
Mexico	1,223	1,351	1,498	+147
Norway	173	164	161	(3)
Sweden	189	185	189	+4
Denmark	144	196	197	+1
<b>Sub-total</b>	<b>20,296</b>	<b>23,585</b>	<b>26,223</b>	<b>+2,638</b>
<b>Total Worldwide</b>	<b>40,293</b>	<b>44,985</b>	<b>49,759</b>	<b>+4,774</b>

Notes: 1. Figures for "U.S.A. and Canada" are the number of franchised stores and directly operated stores operated by 7-Eleven, Inc.

2. Figures for China (Hong Kong and others) include Guang Dong Province and Macau.

※ As of February 28, 2013, Seven-Eleven Japan operates in 40 prefectures out of 47 prefectures in Japan.

The Company started its store openings in Kagawa prefecture and Tokushima prefecture in March 2013.

### 3. Store Information of Superstore Operations

#### (1) Superstore (Ito-Yokado)

(Results for the fiscal year ended February 28, 2013)

(Square meters)

	Store name	Location	Date	Sales floor space	Directly managed sales floor space
Openings	<i>Shokuhinkan</i> Nerima-Takanodai (food specialty store)	Tokyo	June 28, 2012	-	846
	<i>Shokuhinkan</i> Waseda (food specialty store)	Tokyo	Aug. 17, 2012	965	695
	Ario Washinomiya	Saitama	Nov. 22, 2012	29,119	11,472
Closures	THE PRICE Kamagaya	Chiba	Apr. 19, 2012	-	1,825
	Tsuchiura	Ibaraki	Feb. 17, 2013	-	10,159

(Plan for the fiscal year ending February 28, 2014)

(Square meters)

	Store name	Location	Date	Sales floor space	Directly managed sales floor space
Openings	THE PRICE Shonandai	Kanagawa	Mar. 7, 2013	-	1,100
	Ario Sendai-Izumi (S&B)	Miyagi	Apr. 27, 2013	-	-
	Ario Nishi-Ageo	Saitama	1st Half	-	-
	<i>Shokuhinkan</i> Oji (food specialty store)	Tokyo	1st Half	-	-
	<i>Shokuhinkan</i> Shakujii (food specialty store)	Tokyo	2nd Half	-	-
	Ario Ichihara	Chiba	2nd Half	-	-
Closure *	Sendai-Izumi (S&B)	Miyagi	Apr. 24, 2013	-	8,887

\* In addition to the above, plans call for two store closures in the fiscal year ending February 2014.

#### (2) Supermarkets (York-Benimaru)

(Results for the fiscal year ended February 28, 2013)

(Square meters)

	Store name	Location	Date	Sales floor space	Directly managed sales floor space
Openings	Sendai-Ayashi	Miyagi	Mar. 23, 2012	1,990	1,849
	Yanome	Fukushima	Apr. 27, 2012	1,982	1,876
	Minato-Kazuma	Miyagi	July 20, 2012	3,601	3,315
	Sano-Iseyamacho	Tochigi	July 27, 2012	2,061	1,929
	Higashi-Oshima (S&B)	Ibaraki	Sept. 14, 2012	2,007	1,883
	Natori-Bypass	Miyagi	Oct. 11, 2012	2,185	2,040
	Kaminoyama	Yamagata	Oct. 26, 2012	3,190	3,041
	Machi-Kitamachi	Fukushima	Nov. 16, 2012	1,990	1,857
	Oyama-Amagaya	Tochigi	Nov. 30, 2012	2,315	2,180
	Shin-Sasaya (S&B)	Fukushima	Jan. 25, 2013	1,650	1,550
	Ushiku-Minami	Ibaraki	Feb. 22, 2013	2,005	1,880
	Closures	Sasaya (S&B)	Fukushima	Apr. 23, 2012	1,516
Tabiko (S&B)		Ibaraki	Sept. 9, 2012	1,763	1,673

\* The Minato-Kazuma store, which had been closed as a result of the earthquake disaster, was reopened after remodeling.

(Plan for the fiscal year ending February 28, 2014)

(Square meters)

	Store name	Location	Date	Sales floor space	Directly managed sales floor space
Openings *	Ueda	Fukushima	Apr. 2013	3,300	3,200
Closure	Yagawase (S&B)	Fukushima	Apr. 14, 2013	19,334	3,397

\*In addition to the above, plans call for 13 store openings in the fiscal year ending February 2014. One new store, which had been closed as a result of the earthquake disaster, is planned to be reopened after remodeling.

Note: S&B stands for scrap and build.

#### (3) China (Superstores)

(Plan for the fiscal year ending December 31, 2013)

(Square meters)

	Store name	Location	Date	Sales floor space
Openings	<i>Shokuhinkan</i> San Li Tun	Beijing	Mar. 1, 2013	2,040
	Wenjiang	Chengdu	2nd Half	22,000

Note: Beijing Wang fu jing Yokado closed San Li Tun store, and reopened as Hua Tang Yokado Commercial store.

#### (4) China (Supermarkets)

(Plan for the fiscal year ending December 31, 2013)

(Square meters)

	Store name	Location	Date	Sales floor space
Closure	Jinsong	Beijing	Jan. 12, 2013	5,822

### 4. Store Information of Department Store Operations

(Results for the fiscal year ended February 28, 2013)

(Square meters)

	Store name	Location	Date	Sales floor space
Closures	Seibu Numazu	Shizuoka	Jan. 31, 2013	9,732
	Sogo Kure	Hiroshima	Jan. 31, 2013	21,395

## 5. Capital Expenditures, Depreciation and Amortization of Major Group Companies

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013		2014 (forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
<b>Convenience store operations</b>								
<b>Seven-Eleven Japan</b>								
Investment to new stores	48,333	86.2	61,523	127.3	77,704	126.3		
Investment to existing stores and other	6,690	80.2	31,441	470.0	32,891	104.6		
Software development	1,966	108.0	680	34.6	1,918	282.1		
Total capital expenditures	56,989	86.1	93,644	164.3	112,514	120.2	115,000	102.2
Depreciation and amortization	30,831	107.8	38,368	124.4	46,292	120.7	43,000	92.9
<b>7-Eleven, Inc.</b>								
Investment to new stores	19,645	160.7	74,720	380.4	130,026	174.0		
Investment to existing stores and other	25,300	146.8	25,333	100.1	19,935	78.7		
Software development	4,049	47.7	3,421	84.5	5,478	160.1		
Total capital expenditures *	48,996	129.1	103,475	211.2	155,440	150.2	87,000	56.0
Depreciation and amortization	37,444	107.1	37,180	99.3	39,794	107.0	52,000	130.7
<b>Superstore operations</b>								
<b>Ito-Yokado</b>								
Investment to new stores	32,852	80.3	10,507	32.0	11,678	111.1		
Investment to existing stores and other	4,360	92.8	7,326	168.0	18,732	255.7		
Software development	280	89.7	241	86.1	168	69.7		
Total capital expenditures	37,492	81.7	18,074	48.2	30,578	169.2	44,600	145.9
Depreciation and amortization	14,573	104.9	16,822	115.4	15,937	94.7	10,100	63.4
<b>York-Benimaru</b>								
Investment to new stores	4,683	55.0	5,079	108.5	9,269	182.5		
Investment to existing stores and other	2,097	57.7	1,899	90.6	355	18.7		
Software development	849	208.1	96	11.3	155	161.5		
Total capital expenditures	7,629	60.7	7,075	92.7	9,779	138.2	14,500	148.3
Depreciation and amortization	5,573	114.1	5,122	91.9	5,161	100.8	3,400	65.9
<b>Department store operations</b>								
<b>Sogo &amp; Seibu</b>								
Investment to new stores	-	-	-	-	-	-		
Investment to existing stores and other	23,079	159.6	11,908	51.6	12,968	108.9		
Software development	2,161	212.1	1,466	67.8	2,498	170.4		
Total capital expenditures	25,240	163.0	13,374	53.0	15,465	115.6	13,000	84.1
Depreciation and amortization	12,779	81.2	12,181	95.3	12,608	103.5	10,800	85.7

Notes: 1. Capital expenditures include long-term leasehold deposits. An increase of the future amortization of asset, resulting from the adoption of "Asset Retirement Obligation" is not included.

2. Capital expenditures include investments related to openings of stores for each fiscal year and beyond.

3. Depreciation and amortization include amortization on intangible assets.

4. From the fiscal year ending February 28, 2014, Seven-Eleven Japan, Ito-Yokado, and York-Benimaru changes the depreciation method for property and equipment from the declining-balance method to the straight-line method.

\* Capital expenditures of 7-Eleven, Inc. include goodwill due to the acquisition of retail interests.

## Business Performance of Group Principal Companies

### I. Convenience Stores Operations

#### ■ Seven-Eleven Japan

##### Sales by product category (total store sales)

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013				
	YOY(%)	Composition (%)	YOY(%)	Composition (%)	YOY(%)	Composition (%)			
Processed food	828,277	105.1	28.1	872,616	105.4	26.6	926,229	106.1	26.4
Fast food	792,906	105.4	26.9	852,933	107.6	26.0	940,263	110.2	26.8
Daily food	359,607	106.7	12.2	403,503	112.2	12.3	449,080	111.3	12.8
Non food	966,814	106.5	32.8	1,151,459	119.1	35.1	1,192,871	103.6	34.0
Total store sales	2,947,606	105.8	100.0	3,280,512	111.3	100.0	3,508,444	106.9	100.0

##### Net sales increase at existing stores

(%)

Years ended February 28 or 29	2011	2012	2013
Net sales increase at existing stores	+2.2	+6.7	+1.3
Number of customers	+1.1	+2.6	+0.5
Average spending per customer	+1.1	+4.0	+0.8

##### Average daily sales per store

(Thousands of yen)

Years ended February 28 or 29	2011		2012		2013	
	Change		Change		Change	
Total stores	629	+13	669	+40	668	(1)
Newly opened stores	554	+29	570	+16	527	(43)

##### Gross profit margin

(%)

Years ended February 28 or 29	2011		2012		2013	
	Change		Change		Change	
Processed food	38.3	+0.4	38.3	±0.0	38.2	(0.1)
Fast food	34.1	+0.3	34.3	+0.2	34.3	±0.0
Daily food	33.3	+0.2	33.2	(0.1)	33.1	(0.1)
Non food	19.8	±0.0	18.6	(1.2)	19.1	+0.5
Total	30.5	+0.2	29.7	(0.8)	30.0	+0.3

##### Selling, general and administrative expenses

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013	
	YOY(%)		YOY(%)		YOY(%)	
Advertising expenses	28,209	107.3	36,318	128.7	45,059	124.1
Salaries and wages	50,505	97.8	50,710	100.4	51,907	102.4
Land and building rent	79,424	110.1	87,199	109.8	98,832	113.3
Depreciation and amortization	30,831	107.8	38,368	124.4	46,292	120.7
Utility expenses	31,799	104.4	33,124	104.2	38,098	115.0
Other	80,768	105.2	80,494	99.7	84,703	105.2
Total	301,538	105.5	326,216	108.2	364,893	111.9

\* Depreciation and amortization include amortization on intangible assets.

##### Number of stores by type

(Stores)

Years ended February 28 or 29	2011			2012			2013		
	Change	Composition (%)		Change	Composition (%)		Change	Composition (%)	
Number of stores	13,232	+479	100.0	14,005	+773	100.0	15,072	+1,067	100.0
Type A	4,340	(97)	32.8	4,263	(77)	30.4	4,244	(19)	28.2
Type C	8,449	+746	63.9	9,344	+895	66.7	10,394	+1,050	69.0
Provisional management contract stores	1	(11)	0.0	1	±0	0.0	1	±0	0.0
Directly operated stores	442	(159)	3.3	397	(45)	2.8	433	+36	2.9
Open 24 hours	13,079	+434	98.8	13,813	+734	98.6	14,833	+1,020	98.4
With liquor license	13,072	+502	98.8	13,847	+775	98.9	14,904	+1,057	98.9
With tobacco license	12,131	+716	91.7	12,997	+866	92.8	14,187	+1,190	94.1

##### Payment acceptance service

Years ended February 28 or 29	2011		2012		2013	
	YOY(%)		YOY(%)		YOY(%)	
Number of transactions (thousands)	342,427	105.7	358,732	104.8	384,913	107.3
Total value of transactions (million yen)	3,242,657	105.5	3,432,600	105.9	3,736,249	108.8

##### Inventory turnover, Number of employees and Sales floor space

Years ended February 28 or 29	2011		2012		2013	
	Change or YOY(%)		Change or YOY(%)		Change or YOY(%)	
Inventory turnover (days)	9.9	+0.5	9.2	(0.7)	9.7	+0.5
Full-time employees (term-end)	5,729	(34)	5,686	(43)	6,070	+384
Total sales floor space (square meters)	1,641,368	104.5	1,769,560	107.8	1,924,768	108.8

\* Inventory turnover = Average inventory for the period ÷ Average daily sales

**Sales by product category (total store sales)**

(Millions of yen)

Years ended December 31	2010			2011			2012					
	YOY(%)	Composition (%)	Merchandise Composition (%)	YOY(%)	Composition (%)	Merchandise Composition (%)	YOY(%)	Composition (%)	Merchandise Composition (%)			
Processed food	328,528	97.5	22.3	37.2	330,041	100.5	20.3	37.6	370,882	112.4	20.0	38.9
Fast food	137,693	99.2	9.4	15.6	136,335	99.0	8.4	15.6	146,891	107.7	7.9	15.4
Daily food	58,442	95.5	4.0	6.6	58,393	99.9	3.6	6.7	62,226	106.6	3.4	6.5
Non food	359,241	99.0	24.4	40.6	351,902	98.0	21.7	40.1	374,099	106.3	20.2	39.2
Merchandise	883,905	98.3	60.1	100.0	876,672	99.2	54.0	100.0	954,100	108.8	51.5	100.0
Gasoline	586,726	114.4	39.9	-	747,423	127.4	46.0	-	898,062	120.2	48.5	-
Total store sales	1,470,632	104.1	100.0	-	1,624,095	110.4	100.0	-	1,852,162	114.0	100.0	-

**Net sales increase at existing stores**

(%)

Years ended December 31	2010	2011	2012
U.S. Merchandise sales increase (dollar basis)	+1.5	+2.8	+2.9

**Average daily sales per store**

Years ended December 31	2010		2011		2012	
		Change		Change		Change
Total stores (dollar)	4,335	+79	4,372	+37	4,383	+11
Total stores (thousands of yen)	381	(18)	349	(32)	350	+1

**Gross profit margin**

(%)

Years ended December 31	2010		2011		2012	
		Change		Change		Change
Gross profit margin	35.1	(0.1)	34.7	(0.4)	35.2	+0.5

**Selling, general & administrative expenses**

(Millions of yen)

Years ended December 31	2010		2011		2012	
	YOY(%)		YOY(%)		YOY(%)	
Total (millions of yen)	-	-	208,726	-	226,458	108.5
Total (thousands of dollar)	-	-	2,615,622	-	2,837,464	108.5

Note: From the fiscal year ended December 2011, accounting method for selling, general & administrative expenses has changed in accordance with the changes in accounting method for revenues from operations, related to franchise agreements, from "gross amount" to "net amount". As a result of this change, figures for FY2010 and FY2011 are not disclosed.

**Number of stores**

(Stores)

Years ended December 31	2010			2011			2012		
		Change	Composition (%)		Change	Composition (%)		Change	Composition (%)
Number of stores	6,610	+221	100.0	7,149	+539	100.0	8,118	+969	100.0
Franchised stores	5,064	+415	76.6	5,437	+373	76.1	5,870	+433	72.3
BCP stores (Type A)*	253	+79	3.8	299	+46	4.2	377	+78	4.6
Type C	4,811	+336	72.8	5,138	+327	71.9	5,493	+355	67.7
Directly operated stores	1,546	(194)	23.4	1,712	+166	23.9	2,248	+536	27.7
With Gasoline station	2,481	(14)	37.5	2,719	+238	38.0	3,195	+476	39.4

\*BCP stores stands for Business Conversion Program.

**Sales floor space**

(Square meters)

Years ended December 31	2010		2011		2012	
		YOY(%)		YOY(%)		YOY(%)
Total floor space	1,066,020	104.9	1,158,089	108.6	1,335,707	115.3

## 2. Superstore Operations

### ■ Ito-Yokado

#### Sales by product category

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013				
	YOY(%)	Composition (%)	YOY(%)	Composition (%)	YOY(%)	Composition (%)			
Apparel	255,052	106.2	18.9	240,068	94.1	18.0	230,807	96.1	17.7
Household goods	189,481	85.9	14.0	173,049	91.3	13.0	160,916	93.0	12.4
Food	656,491	98.9	48.7	648,506	98.8	48.6	623,571	96.2	47.9
Merchandise sales	1,101,024	97.9	81.6	1,061,624	96.4	79.6	1,015,295	95.6	77.9
Tenants	233,056	104.8	17.3	252,709	108.4	18.9	271,258	107.3	20.8
Others	15,264	85.3	1.1	19,964	130.8	1.5	16,369	82.0	1.3
Net sales	1,349,345	98.9	100.0	1,334,297	98.9	100.0	1,302,923	97.6	100.0

Notes 1. Due to a change in product categories from FY 2011, a portion of the sales of "apparel" and "household goods" have been reclassified. Under the previous categories that were used in FY 2010, year-on-year figures for "apparel" and "household goods" for FY 2011 would be 95.6% and 97.4%, respectively.

2. From FY2012, *Seven Bi no Garden*, drug and cosmetic stores in Ito-Yokado was transferred into Seven Bi no Garden Co., LTD. Under the previous categories that were used in the previous term, year-on-year figures for FY2012 and FY2013 would be 98.2% and 96.8% for "household goods", 97.6% and 96.4% for "merchandise sales", respectively.

#### Net sales increase at existing stores

(%)

Years ended February 28 or 29	2011	2012	2013
Net sales increase at existing stores	(2.5)	(2.6)	(4.3)
Number of customers	(1.3)	(4.6)	(5.2)
Average spending per customer	(1.2)	+2.0	+1.0

#### Gross profit margin

(%)

Years ended February 28 or 29	2011		2012		2013	
		Change		Change		Change
Apparel	35.0	-	36.4	+1.4	37.3	+0.9
Household goods	31.4	-	31.8	+0.4	31.5	(0.3)
Food	26.1	±0.0	26.7	+0.6	26.8	+0.1
Total	29.1	+0.1	29.7	+0.6	29.9	+0.2

Notes 1. Due to a change in product categories from FY 2011, a portion of the gross profit margin of "apparel" and "household goods" have been reclassified. Under the previous categories that were used in FY 2010, change for "apparel" and "household goods" for FY2011 would be +0.5% and (0.2)%, respectively.

2. From FY2012, *Seven Bi no Garden*, drug and cosmetic stores in Ito-Yokado was transferred into Seven Bi no Garden Co., LTD. Under the previous categories that were used in the previous term, changes for FY2012, and FY2013 would be +0.5% and (0.4)% for "household goods" and +0.7% and +0.2% for "merchandise sales", respectively.

#### Selling, general and administrative expenses

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013	
		YOY(%)		YOY(%)		YOY(%)
Advertising and decoration expenses	33,083	98.9	32,562	98.4	30,891	94.9
Salaries and wages	142,946	96.6	142,452	99.7	137,380	96.4
Land and building rent	69,281	97.7	67,900	98.0	66,968	98.6
Depreciation and amortization	14,573	104.9	16,822	115.4	15,937	94.7
Utility expenses	18,943	100.1	18,480	97.6	19,849	107.4
Other	75,056	97.8	72,761	96.9	71,475	98.2
Total	353,884	97.8	350,981	99.2	342,502	97.6

\* Depreciation and amortization include amortization on intangible assets.

#### Inventory turnover and Loss ratio

Years ended February 28 or 29	2011		2012		2013	
		Change		Change		Change
Inventory turnover (days)	26.8	+1.8	27.7	+0.9	26.6	(1.1)
Loss ratio (%)	9.6	+0.7	8.8	(0.8)	8.7	(0.1)

\* Inventory turnover = Inventories at the end of period (Cost basis) ÷ Cost of merchandise sales × Annual operating days

\* Loss ratio = (Markdown + Abandonment) ÷ Merchandise sales

#### Number of employees

Years ended February 28 or 29	2011		2012		2013	
		Change		Change		Change
Full-time employees (term-end)	9,484	(158)	9,136	(348)	8,672	(464)
Full-time employees (average)	9,114	(237)	8,762	(352)	8,377	(385)
Part-time employees	30,130	(591)	29,349	(781)	28,637	(712)
Ratio to total (%)	76.8	+0.1	77.0	+0.2	77.4	+0.4
Sales per employee (thousands of yen)	28,056	(5)	27,856	(200)	27,430	(426)

\* Part-time employees are counted by adjusting their working hours to a 163-hour a month.

\* Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

#### Sales floor space

(Square meters)

Years ended February 28 or 29	2011		2012		2013	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	2,673,225	100.5	2,704,252	101.2	2,751,439	101.7
Directly managed floor space	1,678,730	97.4	1,665,268	99.2	1,642,954	98.7
Weighted average floor space	1,705,970	97.7	1,668,709	97.8	1,656,372	99.3
Sales per square meters (thousands of yen)	645	100.2	636	98.6	613	96.3

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

**Sales by product category**

(Millions of yen)

Years ended February 28 or 29	2011			2012			2013		
		YOY(%)	Composition (%)		YOY(%)	Composition (%)		YOY(%)	Composition (%)
Fresh food	106,107	100.5	31.4	108,226	102.0	31.5	114,914	106.2	32.1
Processed food	82,861	100.0	24.5	83,542	100.8	24.4	86,219	103.2	24.1
Daily food	64,042	101.6	19.0	65,222	101.8	19.0	68,660	105.3	19.2
Food Total	253,011	100.6	74.9	256,991	101.6	74.9	269,794	105.0	75.3
Apparel	16,586	96.3	4.9	17,358	104.7	5.1	17,642	101.6	4.9
Household goods	18,908	101.0	5.6	19,474	103.0	5.7	19,383	99.5	5.4
Merchandise sales	288,506	100.4	85.4	293,824	101.8	85.7	306,820	104.4	85.7
Tenants	49,227	98.2	14.6	49,120	99.8	14.3	51,240	104.3	14.3
Net sales	337,734	100.1	100.0	342,944	101.5	100.0	358,061	104.4	100.0

**Net sales increase at existing stores**

(%)

Years ended February 28 or 29	2011	2012	2013
Net sales increase at existing stores	(4.1)	+1.5	±0.0
Number of customers	(4.1)	(3.3)	+0.9
Average spending per customer	±0.0	+4.9	(1.0)

**Gross profit margin**

(%)

Years ended February 28 or 29	2011		2012		2013	
		Change		Change		Change
Food	26.0	(0.1)	26.3	+0.3	25.4	(0.9)
Apparel	33.6	+0.3	34.6	+1.0	33.7	(0.9)
Household goods	27.4	(0.3)	28.2	+0.8	27.3	(0.9)
Total	26.6	(0.1)	27.0	+0.4	26.0	(1.0)

**Selling, general and administrative expenses**

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013	
		YOY(%)		YOY(%)		YOY(%)
Advertising and decoration expenses	4,420	96.7	4,256	96.3	4,454	104.7
Salaries and wages	41,073	100.7	39,516	96.2	41,414	104.8
Land and building rent	8,632	103.4	8,193	94.9	8,512	103.9
Depreciation and amortization	5,573	114.1	5,122	91.9	5,161	100.8
Utility expenses	5,099	103.9	4,576	89.7	5,183	113.3
Other	13,399	67.5	13,019	97.2	13,922	106.9
Total	78,200	93.8	74,686	95.5	78,649	105.3

\* Depreciation and amortization include amortization on intangible assets.

**Inventory turnover and Loss ratio**

Years ended February 28 or 29	2011		2012		2013	
		Change		Change		Change
Inventory turnover (days)	14.6	+0.6	13.8	(0.8)	13.9	+0.1
Loss ratio (%)	6.3	+1.4	6.4	+0.1	6.6	+0.2

\* Inventory turnover = Inventories at the end of period (Cost basis) ÷ Cost of merchandise sales × Annual operating days

\* Loss ratio = (Markdown + Abandonment) ÷ Merchandise sales

**Number of employees**

Years ended February 28 or 29	2011		2012		2013	
		Change		Change		Change
Full-time employees (term-end)	2,508	+12	2,495	(13)	2,494	(1)
Full-time employees (average)	2,555	+83	2,532	(23)	2,543	+11
Part-time employees	10,606	+24	10,165	(441)	10,395	+230
Ratio to total (%)	80.6	(0.5)	80.1	(0.5)	80.3	+0.2
Sales per employee (thousands of yen)	21,921	(95)	23,141	+1,220	23,714	+573

\* Part-time employees are counted by adjusting their working hours to a 163-hour a month.

\* Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

**Sales floor space**

(Square meters)

Years ended February 28 or 29	2011		2012		2013	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	560,684	102.3	573,187	102.2	590,698	103.1
Directly managed floor space	421,362	102.9	433,346	102.8	450,581	104.0
Weighted average floor space	415,799	103.3	408,852	98.3	428,038	104.7
Sales per square meters (thousands of yen)	693	97.2	718	103.6	716	99.7

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

### 3. Department Store Operations

#### ■ Sogo & Seibu

##### Sales results of key stores

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013	
		YOY(%)		YOY(%)		YOY(%)
Ikebukuro	167,268	104.2	176,475	105.5	179,181	101.5
Yokohama	101,710	99.9	100,996	99.3	105,213	104.2
Chiba	77,967	101.6	78,632	100.9	78,780	100.2
Kobe	50,158	101.2	48,279	96.3	47,133	97.6
Hiroshima	41,973	97.4	41,446	98.7	41,291	99.6
Shibuya	42,325	97.1	39,802	94.0	39,298	98.7
Omiya	32,928	99.6	32,418	98.5	32,399	99.9

Note: Store sales include corporate sales.

##### Sales by product category

(Millions of yen)

Years ended February 28 or 29	2011			2012			2013		
		YOY(%)	Composition (%)		YOY(%)	Composition (%)		YOY(%)	Composition (%)
Apparel	384,419	95.7	46.1	361,550	94.1	44.2	349,846	96.8	43.8
Household goods	80,679	98.9	9.7	79,476	98.5	9.7	78,127	98.3	9.8
Food	170,098	102.8	20.4	170,707	100.4	20.9	162,023	94.9	20.3
Merchandise sales	635,198	97.9	76.1	611,735	96.3	74.8	589,997	96.4	73.9
Tenants	159,243	102.3	19.1	164,297	103.2	20.1	168,201	102.4	21.1
Corporate sales	40,281	94.8	4.8	41,895	104.0	5.1	40,228	96.0	5.0
Net sales	834,723	98.5	100.0	817,927	98.0	100.0	798,427	97.6	100.0

##### Net sales increase at existing stores

(%)

Years ended February 28 or 29	2011	2012	2013
Net sales increase at existing stores	±0.0	(0.5)	+0.9

##### Gross profit margin

(%)

Years ended February 28 or 29	2011		2012		2013	
		Change		Change		Change
Apparel	29.1	(0.4)	29.0	(0.1)	28.8	(0.2)
Household goods	25.4	(0.1)	25.0	(0.4)	24.7	(0.3)
Food	17.0	(0.1)	16.8	(0.2)	16.6	(0.2)
Total	25.4	(0.4)	25.1	(0.3)	24.9	(0.2)

##### Selling, general and administrative expenses

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013	
		YOY(%)		YOY(%)		YOY(%)
Advertising and decoration expenses	25,838	96.8	26,245	101.6	25,820	98.4
Salaries and wages	52,483	95.3	49,871	95.0	47,020	94.3
Land and building rent	47,658	101.5	44,222	92.8	42,755	96.7
Depreciation and amortization	12,779	81.2	12,181	95.3	12,608	103.5
Utility expenses	10,023	99.6	9,343	93.2	9,659	103.4
Other	43,254	94.3	38,909	90.0	37,940	97.5
Total	192,039	95.8	180,772	94.1	175,804	97.3

\* Depreciation and amortization include amortization on intangible assets.

##### Number of employees

Years ended February 28 or 29	2011		2012		2013	
		Change		Change		Change
Full-time employees (term-end)	5,228	(188)	4,975	(253)	4,632	(343)
Full-time employees (average)	5,362	(209)	5,128	(234)	4,816	(312)
Part-time employees	5,404	(183)	5,179	(225)	4,925	(254)
Ratio to total (%)	50.2	+0.1	50.2	±0.0	50.6	+0.3

\* Part-time employees are counted by adjusting their working hours to a 163-hour a month.

##### Sales floor space

(Square meters)

Years ended February 28 or 29	2011		2012		2013	
		YOY(%)		YOY(%)		YOY(%)
Total floor space	924,980	98.4	894,481	96.7	863,832	96.6
Weighted average floor space	937,423	98.3	922,674	98.4	892,769	96.8
Sales per square meters (thousands of yen)	890	100.2	886	99.6	894	100.9

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



#### 4. Food Services

##### ■ Seven & i Food Systems

##### Sales results by division

(Millions of yen)

Years ended February 28 or 29	2011			2012			2013		
	YOY(%)	Composition (%)		YOY(%)	Composition (%)		YOY(%)	Composition (%)	
Restaurant division	63,668	91.7	80.0	60,821	95.5	78.6	61,011	100.3	78.5
Meal provision service division	8,189	103.3	10.3	9,346	114.1	12.1	10,071	107.8	13.0
Fast food division	7,751	90.5	9.7	7,231	93.3	9.3	6,624	91.6	8.5
Total	79,609	92.7	100.0	77,400	97.2	100.0	77,706	100.4	100.0

##### [Restaurant division] Net sales increase at existing stores

(%)

Years ended February 28 or 29	2011	2012	2013
Net sales increase at existing stores	+0.5	(1.0)	+0.8
Number of customers	+0.7	(2.6)	(0.7)
Average spending per customer	(0.2)	+1.6	+1.5

##### [Restaurant division] Gross profit margin

(%)

Years ended February 28 or 29	2011	2012	2013
		Change	Change
Gross profit margin	68.3	+1.0	±0.0
			Change
			+0.7

##### Selling, general and administrative expenses

(Millions of yen)

Years ended February 28 or 29	2011		2012		2013	
		YOY(%)		YOY(%)		YOY(%)
Advertising and decoration expenses	762	89.5	1,007	132.1	843	83.8
Salaries and wages	31,725	91.5	30,716	96.8	29,983	97.6
Land and building rent	8,512	86.7	7,858	92.3	7,777	99.0
Depreciation and amortization	634	63.4	560	88.3	585	104.4
Utility expenses	4,397	90.4	4,293	97.6	4,625	107.7
Other	7,623	89.3	7,274	95.4	7,533	103.6
Total	53,656	89.8	51,711	96.4	51,349	99.3

\* Depreciation and amortization include amortization on intangible assets.

##### Number of employees

Years ended February 28 or 29	2011		2012		2013	
		Change		Change		Change
Full-time employees (term-end)	1,351	(233)	1,286	(65)	1,257	(29)
Full-time employees (average)	1,527	(119)	1,319	(208)	1,272	(47)
Part-time employees	10,403	(670)	10,432	+29	10,131	(301)
Ratio to total (%)	87.2	+0.1	88.8	+1.6	88.8	+0.1

\* Part-time employees are counted by adjusting their working hours to a 163-hour a month.

#### 5. Financial Services

##### Number of Seven Bank ATMs

Years ended February 28 or 29	2011		2012		2013	
		% of stores of ATMs		% of stores of ATMs		% of stores of ATMs
Seven-Eleven Japan	14,205	99.9	15,077	99.8	16,259	99.8
Ito-Yokado	279	98.8	299	98.3	304	98.9
York-Benimaru	40	22.9	60	33.5	69	37.0
York Mart	35	53.8	40	58.8	47	66.2
Others	80	-	74	-	78	-
Net ATMs in the Group	14,639	-	15,550	-	16,757	-
Net ATMs outside the Group	717	-	990	-	1,165	-
Total	15,356	-	16,540	-	17,922	-

##### Average number of transaction per day per ATM during the period

Years ended February 28 or 29	Mar. 2010 - Feb. 2011		Mar. 2011 - Feb. 2012		Mar. 2012 - Feb. 2013	
		Change		Change		Change
Average number of transactions	113.1	(1.3)	112.2	(0.9)	111.2	(1.0)

##### Number of credit cards, point cards and cash cards

(10 thousands)

Years ended February 28 or 29	2011		2012		2013	
		Change		Change		Change
Credit Cards						
Seven Card	311	+14	322	+11	337	+15
CLUB ON/Millennium CARD SAISON	-	-	312	-	321	+9
Electronic money (nanaco)	1,285	+305	1,636	+351	2,145	+509
Cash card (Seven Bank)	87	+11	96	+9	105	+9

Notes: 1. Seven Card and CLUB ON/Millennium CARD SAISON issued represent only the number of effective card members.

2. CLUB ON/Millennium CARD SAISON does not include dedicated cards for point services, without credit functions.

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

## Notes

### Fiscal periods of consolidated subsidiaries and affiliates

	1Q	2Q	3Q	Fiscal year
Consolidated subsidiaries and affiliates except for below	May	August	November	February
Overseas subsidiaries	March	June	September	December
Seven Bank	June	September	December	March

\* For consolidated subsidiaries ending fiscal year on December, financial statements for the fiscal year ended December have been adopted. For consolidated subsidiary ending fiscal year on March, financial statements which were applied correspondingly to regular financial statements on February have been adopted.

### 7-Eleven, Inc.

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

This document contains certain statements based on the Company's current plans, estimates, strategies, and beliefs; all statements that are not historical fact are forward-looking statements. These statements represent the judgments and hypotheses of the Company's management based on currently available information. It is possible that the Company's future performance will differ from the contents of these forward-looking statements. Accordingly, there is no assurance that the forward-looking statements in this document will prove to be accurate.