

Major Group Companies' Data

Domestic Convenience Store Operations

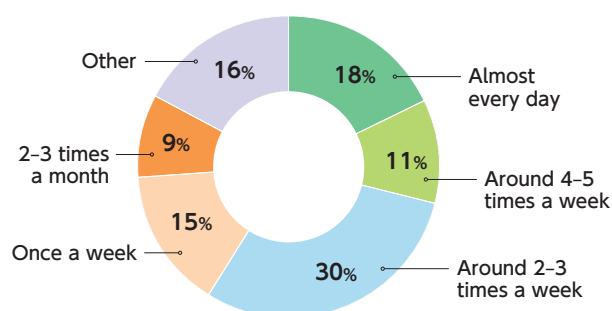
Seven-Eleven Japan

	FY2009	FY2010	FY2011	FY2012
Revenues from operations	540,773	535,018	549,111	576,186
Selling, general and administrative expenses	259,558	285,856	301,538	326,216
Operating income	178,060	156,220	169,152	183,160
Ordinary income	187,997	164,445	176,144	189,759
Net income	107,189	92,439	102,049	100,738
Capital expenditures	58,670	66,222	56,989	93,644
Depreciation and amortization*1	26,317	28,587	30,831	38,368
Total assets	1,288,298	1,301,004	1,358,837	1,432,828
Net assets	1,035,835	1,022,065	1,068,453	1,104,944
Total store sales	2,762,557	2,784,997	2,947,606	3,280,512
Processed food	787,328	788,154	828,277	872,616
Fast food	759,703	751,949	792,906	852,933
Daily food	334,269	336,984	359,607	403,503
Nonfood	881,255	907,909	966,814	1,151,459
Existing store sales increase (%)*2	5.2	(2.1)	2.2	6.7
Number of customers (%)	4.7	0.5	1.1	2.6
Average spending per customer (%)	0.4	(2.6)	1.1	4.0
Average daily sales per store (¥ Thousand)	629	616	629	669
Average daily sales per store of new stores (¥ Thousand)	555	525	554	570
Merchandise gross profit margin (%)	30.2	30.3	30.5	29.7
Processed food (%)	37.5	37.9	38.3	38.3
Fast food (%)	33.5	33.8	34.1	34.3
Daily food (%)	32.9	33.1	33.3	33.2
Nonfood (%)	19.9	19.8	19.8	18.6
Number of stores	12,298	12,753	13,232	14,005
Openings	874	966	939	1,201
Closures	610	511	460	428
Relocations, etc.	429	414	393	346
Franchised stores	11,584	12,140	12,789	13,607
Type A	4,638	4,437	4,340	4,263
Type C	6,946	7,703	8,449	9,344
Provisional management contracts	53	12	1	1
Directly operated stores	661	601	442	397
Ratio of stores with liquor license (%)	97.7	98.6	98.8	98.9
Ratio of stores with cigarette license (%)	86.8	89.5	91.7	92.8
Total sales floor space (m ²)	1,499,163	1,571,247	1,641,368	1,769,560
Full-time employees (fiscal year-end)	5,542	5,763	5,729	5,686
Payment acceptance services				
Number of transactions (Thousand)	308,546	323,966	342,427	358,732
Total value of transactions (¥ Million)	2,950,068	3,072,749	3,242,657	3,432,600

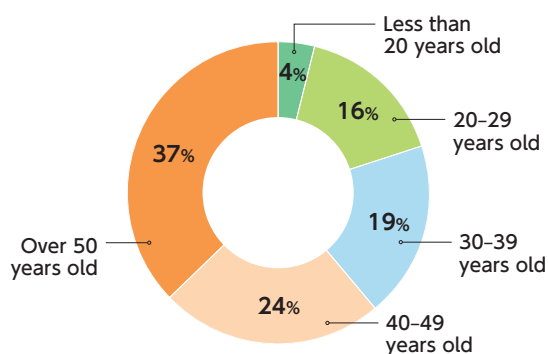
*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Existing store sales increase includes POSA card transactions from FY2014 to FY2018.

■ Frequency of Store-Visits (FY2018)



■ Composition of Customers by Age Group (FY2018)



(¥ Million)

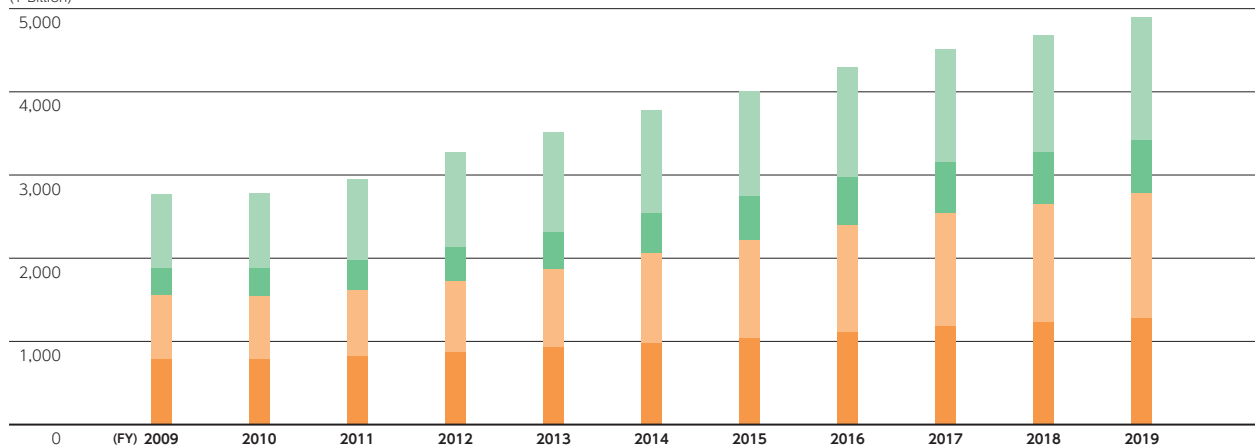
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
	617,559	679,561	736,343	793,661	833,743	849,862	873,555
	364,893	397,767	439,785	481,362	514,907	533,633	561,600
	186,763	212,785	223,356	235,033	243,493	244,110	245,088
	194,104	220,927	232,593	256,726	251,265	251,717	252,917
	112,446	134,371	136,924	162,910	144,151	166,760	153,233
	112,514	124,350	129,438	124,543	125,045	136,297	110,028
	46,292	39,002	47,698	51,784	58,829	64,294	70,182
	1,489,339	1,599,493	1,700,723	1,793,836	1,770,944	1,860,028	1,880,508
	1,143,288	1,204,465	1,255,621	1,325,737	1,293,157	1,365,202	1,408,557
	3,508,444	3,781,267	4,008,261	4,291,067	4,515,605	4,678,083	4,898,872
	926,229	979,348	1,034,131	1,115,677	1,183,088	1,230,335	1,278,605
	940,263	1,077,661	1,186,445	1,278,738	1,350,166	1,412,781	1,499,054
	449,080	487,783	517,065	579,294	614,122	626,863	641,752
	1,192,871	1,236,474	1,270,618	1,317,357	1,368,228	1,408,103	1,479,459
	1.3	2.3	2.4	2.9	1.8	0.7	1.3
	0.5	2.4	0.7	1.3	0.1	(0.9)	(0.6)
	0.8	(0.1)	1.7	1.6	1.7	1.6	1.9
	668	664	655	656	657	653	656
	527	522	513	530	533	546	560
	30.0	30.7	31.4	31.6	31.8	31.9	31.9
	38.2	38.7	38.8	38.9	39.2	39.4	39.5
	34.3	35.1	35.7	35.5	35.7	35.9	36.1
	33.1	33.2	33.1	33.2	33.4	33.5	33.4
	19.1	19.6	20.7	20.9	21.0	20.7	20.5
	15,072	16,319	17,491	18,572	19,422	20,260	20,876
	1,354	1,579	1,602	1,651	1,682	1,554	1,389
	287	332	430	570	832	716	773
	237	255	347	450	670	568	642
	14,638	15,879	17,021	18,071	18,977	19,792	20,499
	4,244	4,333	4,353	4,448	4,554	4,563	4,558
	10,394	11,546	12,668	13,623	14,423	15,229	15,941
	1	0	0	0	0	0	0
	433	440	470	501	445	468	377
	98.9	99.0	98.9	98.7	98.6	98.5	98.4
	94.1	94.8	95.5	95.5	95.7	95.8	96.3
	1,924,768	2,106,262	2,278,784	2,439,550	2,566,701	2,772,283	2,909,609
	6,070	6,567	7,191	8,054	8,562	8,886	9,092
	384,913	402,999	418,845	439,138	460,585	481,800	502,468
	3,736,249	4,038,119	4,346,959	4,579,660	4,691,738	4,961,715	5,253,766

Major Group
Companies'
Data

Sales by Product

Processed food Fast food Daily food Nonfood

(¥ Billion)



Domestic Convenience Store Operations

Store Network

7-Eleven



(As of February 28, 2019)

Number of Major Convenience Store Chains in Japan

(Stores)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
7-Eleven	16,319	17,491	18,572	19,422	20,260	20,876
Lawson	11,606	12,276	12,395	13,111	13,992	14,659
FamilyMart*1	10,547	11,328	11,656	18,125	17,232	16,430
Circle K Sunkus	6,359	6,353	6,350	-	-	-
Other CVS*2	5,163	4,932	5,174	4,264	3,911	4,014
Nationwide	49,994	52,380	54,147	54,922	55,395	55,979

Sources: Convenience Store Statistics Investigation Monthly Report (Japan Franchise Association) and materials disclosed by individual companies

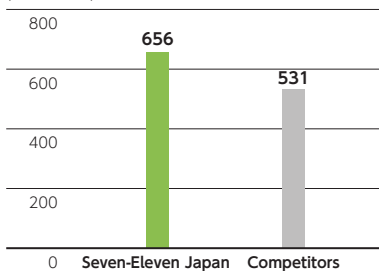
Note: Number of stores at fiscal year-end

*1 The number of FamilyMart stores for the fiscal year ended February 28, 2017 and onward includes the number of Circle K Sunkus stores following management integration.

*2 Figures until the fiscal year ended February 29, 2016 exclude the four main companies.

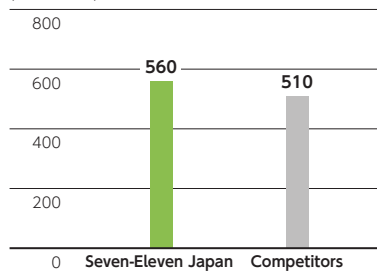
Average Daily Sales per Store

(¥ Thousand)



Average Daily Sales per Store of New Stores

(¥ Thousand)



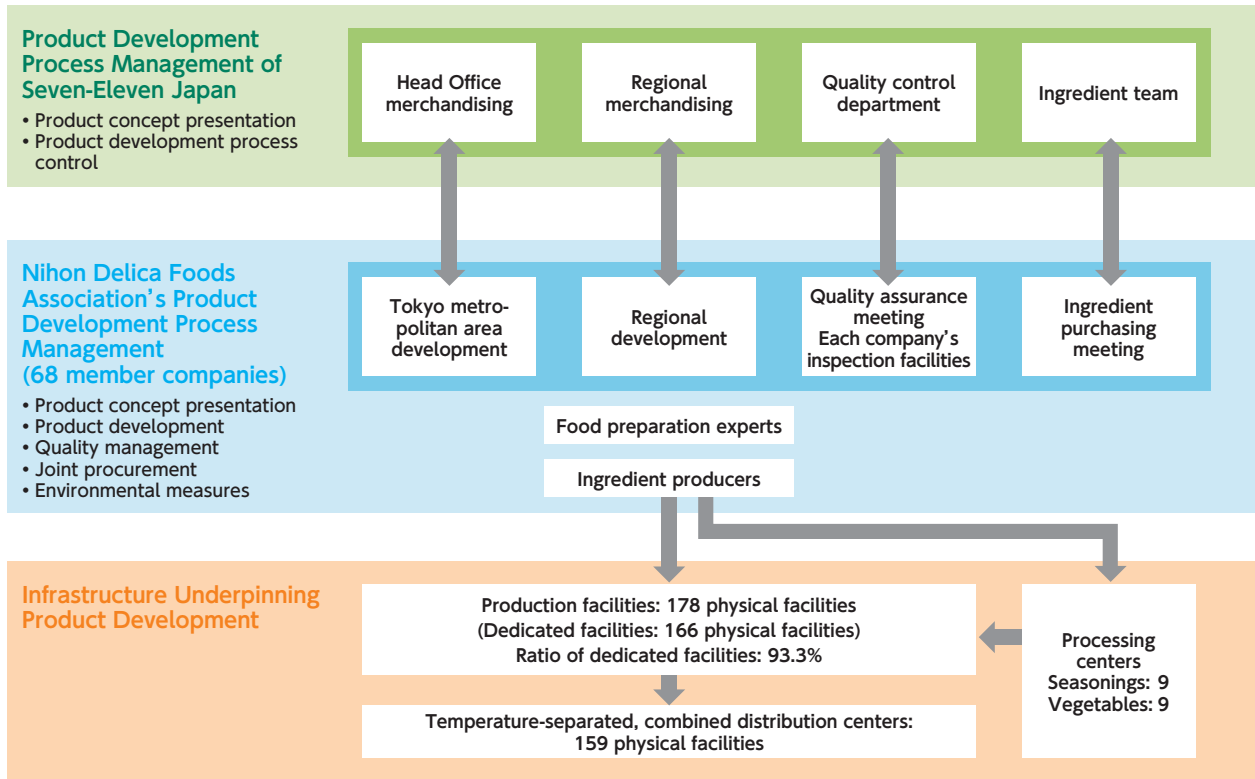
Notes: 1. FY2019

2. Competitors' information is the simple average of two major convenience store chains (FY2019).

Source: Materials disclosed by individual companies

Original Daily Food Product Development

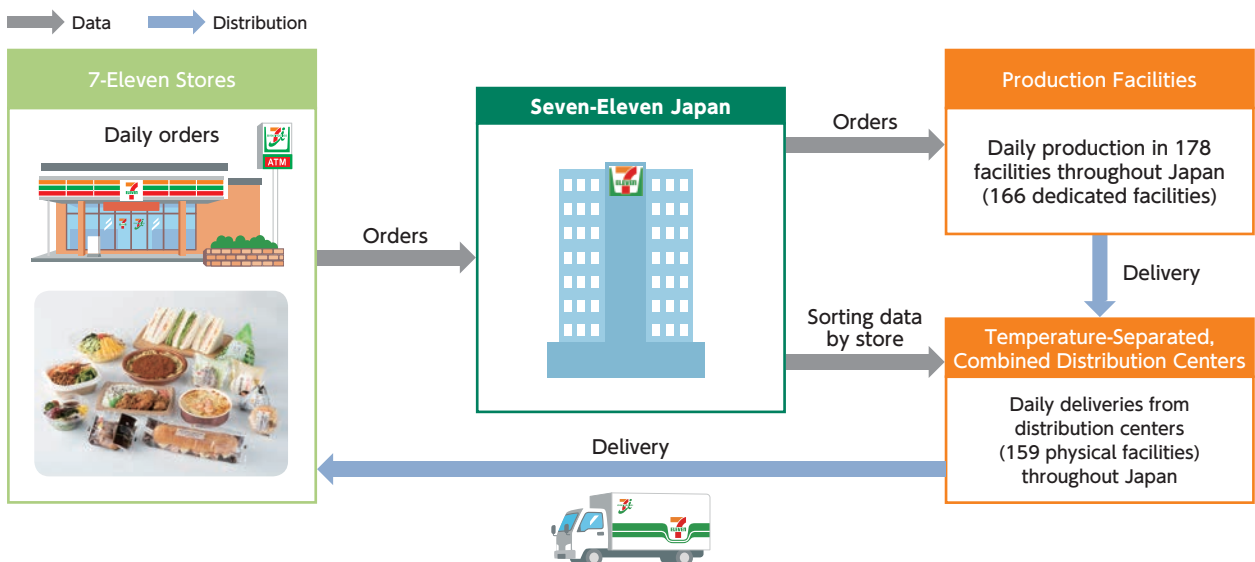
Food Product Development System



Notes: 1. Nihon Delica Foods Association (NDF) was formed in 1979 mainly by vendors of rice-based products. NDF currently has approximately 68 member companies that engage in the vendor businesses of rice-based products, sandwiches, delicatessen items, noodles, and Japanese pickles.
 2. Production facilities: Facilities producing products for Seven-Eleven Japan
 Dedicated production facilities: Facilities producing products exclusively for Seven-Eleven Japan
 3. Figures for the development system, the number of dedicated production facilities, combined distribution centers, and processing centers are as of February 28, 2019.

Supply System for Original Daily Food Products

Original daily food products are made in specialized facilities operated by independent collaborating companies and are delivered to 7-Eleven stores from combined distribution centers that have multiple temperature-separated zones. The production facilities and temperature-separated, combined distribution centers serve only Seven-Eleven Japan, allowing us to distinguish ourselves from the competition in terms of product development, hygiene, and quality control. Sharing stores' order data with manufacturers and temperature-separated, combined distribution centers enables more efficient deliveries in shorter times.



Major Group Companies' Data

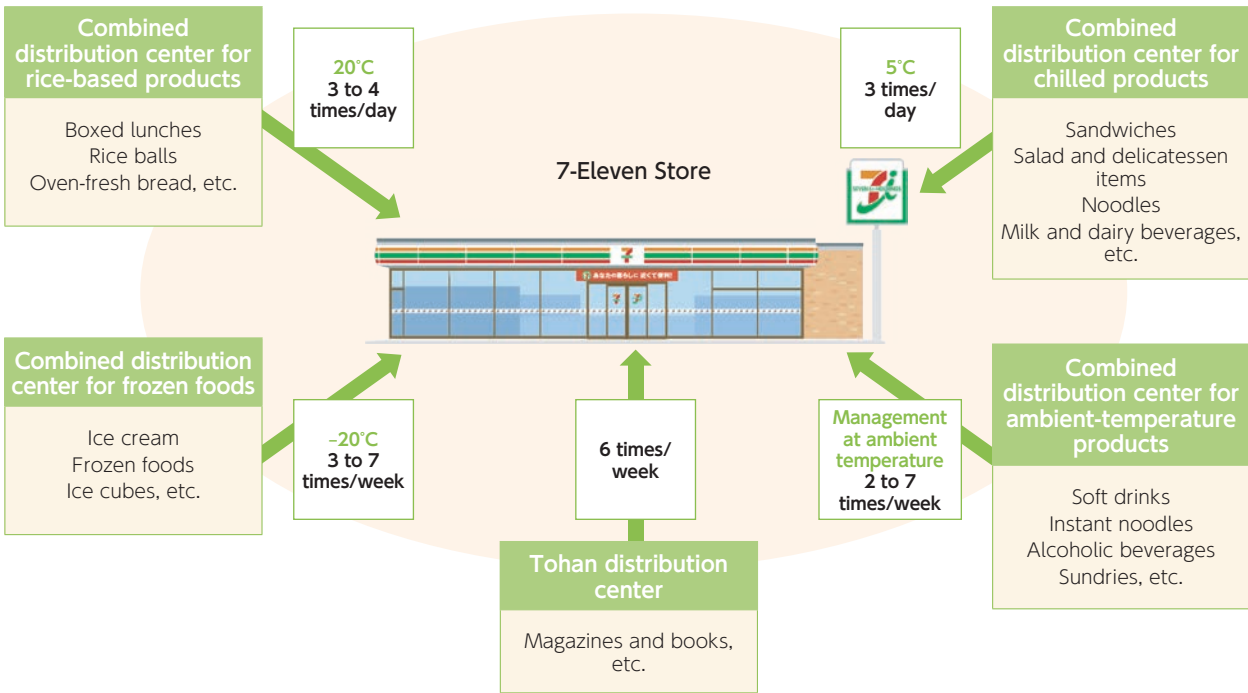
Domestic Convenience Store Operations

Distribution Systems

Combined Distribution System

Seven-Eleven Japan adopted a combined distribution system for greater efficiency. The combined distribution system is a rationalized system that allows products from different suppliers and manufacturers to be delivered to stores in the same truck. The combined distribution centers are operated by third parties.

TEMPERATURE-SEPARATED COMBINED DISTRIBUTION SYSTEM OF SEVEN-ELEVEN JAPAN



Number of Distribution Centers

Seven-Eleven Japan

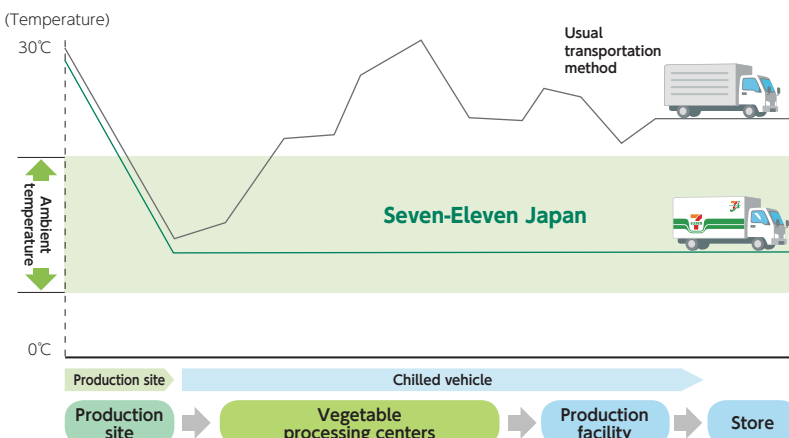
	Number of distribution centers*	Number of physical facilities
5°C	74	5°C 11
20°C	77	20°C 14
		Shared 63

	Number of distribution centers
-20°C	22
Room temperature control	49

Note: As of February 28, 2019

* The number of distribution centers represents the distribution centers counted by product categories where multiple product categories were handled in one distribution center.

Cold Chain (Refrigerated Distribution Network)

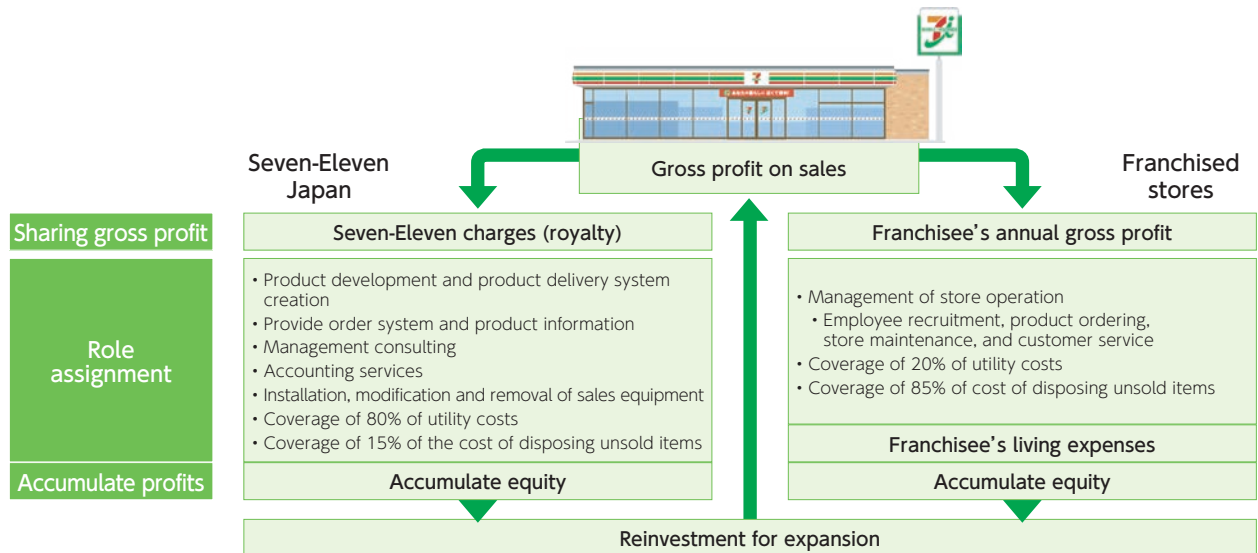


Freshness Managed from the Field to the Store

We have implemented a cold chain for transporting and processing vegetables in a fresh condition straight after they are harvested. The harvested vegetables are put into cold storage on the spot, and kept at a consistently managed temperature throughout their journey in the delivery vehicle from the production site through the processing center to the production facility and on to the store.

Franchise System

Seven-Eleven Japan has developed its own unique franchise system, guided by an aim for “modernizing and revitalizing small- and medium-sized retail stores.” Seven-Eleven Japan and its franchisees are on an equal footing with clear role assignments. The system uses a method of allocating gross profit and, as a result, Seven-Eleven Japan and its franchisees work together on improving gross profit margins instead of sales in a mutually beneficial relationship.



Major Group
Companies'
Data

Contract Type of Franchised Stores

	Type A (4,558 stores)	Type C (15,941 stores)
Type of ownership	Franchisee provides	Seven-Eleven Japan provides
Land and buildings	Seven-Eleven Japan provides	
Sales equipment, computers, etc.	Seven-Eleven Japan provides	
Contract period	15 years	
Utilities	Seven-Eleven Japan 80%	Franchisee 20%
Seven-Eleven charges (royalty)	43% of gross profit	An amount calculated on a sliding scale based on gross profit
Special reduction in charge	5-year incentives and 15-year contract renewal incentives (reductions in franchise fee) are offered	
The cost of disposing unsold items	Seven-Eleven Japan 15%	Franchisee 85%
Incentive system for multi-store operation	When one franchisee operates two or more 7-Eleven stores, a 3% incentive discount on the franchise fee is applied to the second and subsequent stores. When franchisees that have operated a 7-Eleven store for over five years open a new store, the "incentive for stores open over five years" is applied to the new store from the beginning of its operation.	
Minimum guarantee	¥22 million (Franchisee's annual gross profit)	¥20 million (Franchisee's annual gross profit)

Notes: 1. Number of stores as of February 28, 2019

2. The conditions of the Seven-Eleven charges (royalty) and minimum guarantee apply to stores that are open for 24 hours a day.

3. Gross profit is equal to net sales minus cost of goods sold, which is calculated by subtracting costs of inventory loss, disposal merchandise and rebates from gross cost of goods sold.

4. The special reduction in Seven-Eleven charges (royalty) will start from September 2017 and apply for the time being.

5. Franchisee's gross profit is equal to gross profit minus Seven-Eleven charges (royalty).

Comparison of 7-Eleven in Japan and the U.S./Canada

	Japan	U.S./Canada
Store-related		
Number of stores by type*1	A-type franchised stores 4,558 C-type franchised stores 15,941 Directly operated stores 377 (As of February 28, 2019)	BCP stores (A-type franchised stores)*2 475 C-type franchised stores 6,738 Directly operated stores 2,360 (As of December 31, 2018)
Standard sales floor space (per store)*3	Approximately 140 m ²	Approximately 175 m ²
Stores with gas stations	171 stores*4	4,385 stores
Products and services		
Number of items per store*3	Approximately 3,000 items	Approximately 2,500 items
Services	ATM Payment acceptance service Express package delivery service Multi-functional copy machine (ticketing services, administrative service, etc.) nanaco Point Service	ATM Payment acceptance service Sales of gift cards
Payment methods	Cash/electronic money/credit card/debit, etc.	Cash/credit card/debit/mobile phone, etc.

*1 For A-type and BCP stores, franchisees provide land and buildings. For C-type, the franchisor provides land and buildings.

*2 BCP: Business Conversion Program

*3 Most common size of store sales floor spaces and number of items

*4 Seven-Eleven Japan's stores with gas stations are joint operations opened in partnership with JXTG Nippon Oil & Energy Corporation.

Overseas Convenience Store Operations

7-Eleven, Inc.

	FY2008	FY2009	FY2010	FY2011
Revenues from operations*1	-	-	-	1,086,522
Revenues from operations (U.S.\$ Thousand)	-	-	-	13,615,565
Other operating revenues from above*2	-	-	-	133,997
Selling, general and administrative expenses	-	-	-	208,726
Selling, general and administrative expenses (U.S.\$ Thousand)	-	-	-	2,615,627
Operating income	34,711	34,427	33,328	32,737
Operating income (U.S.\$ Thousand)	335,437	367,613	379,633	410,238
Net income	19,652	17,975	18,918	22,413
Net income (U.S.\$ Thousand)	189,911	191,938	215,492	280,865
Capital expenditures	44,540	37,948	48,996	103,475
Depreciation and amortization	38,284	34,974	37,444	37,180
Total assets	493,108	511,766	472,566	510,901
Net assets	260,589	274,855	283,833	307,359
Total store sales	-	1,412,301	1,470,632	1,624,095
Processed food	-	-	328,528	330,041
Fast food	-	-	137,693	136,335
Daily food	-	-	58,442	58,393
Nonfood	-	-	359,241	351,902
Merchandise	-	899,624	883,905	876,672
Gasoline	-	512,677	586,726	747,423
Existing store sales increase (U.S. merchandise sales) (%)*3	0.4	0.6	1.5	2.8
Average daily sales per store (¥ Thousand)	440	399	381	349
Average daily sales per store (U.S.\$)	4,250	4,256	4,335	4,372
Merchandise gross profit margin (%)	35.2	35.2	35.1	34.7
Gasoline sales (Thousand gallons)	-	-	-	-
Gasoline retail gross profit (Cents/Gallon)	-	-	-	-
Exchange rate (Income statements) (¥) (U.S.\$1=)	103.48	93.65	87.79	79.80
Exchange rate (Balance sheets) (¥) (U.S.\$1=)	91.03	92.10	81.49	77.74
Number of stores	6,196	6,389	6,610	7,149
Openings	172	268	303	643
Closures	64	75	82	104
Franchised stores	4,220	4,649	5,064	5,437
Directly operated stores	1,976	1,740	1,546	1,712
Stores with gas station	2,486	2,495	2,481	2,719
Total sales floor space (m ²)	992,237	1,016,254	1,066,020	1,158,089
Full-time employees (fiscal year-end)*4	17,084	14,397	13,263	13,596

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

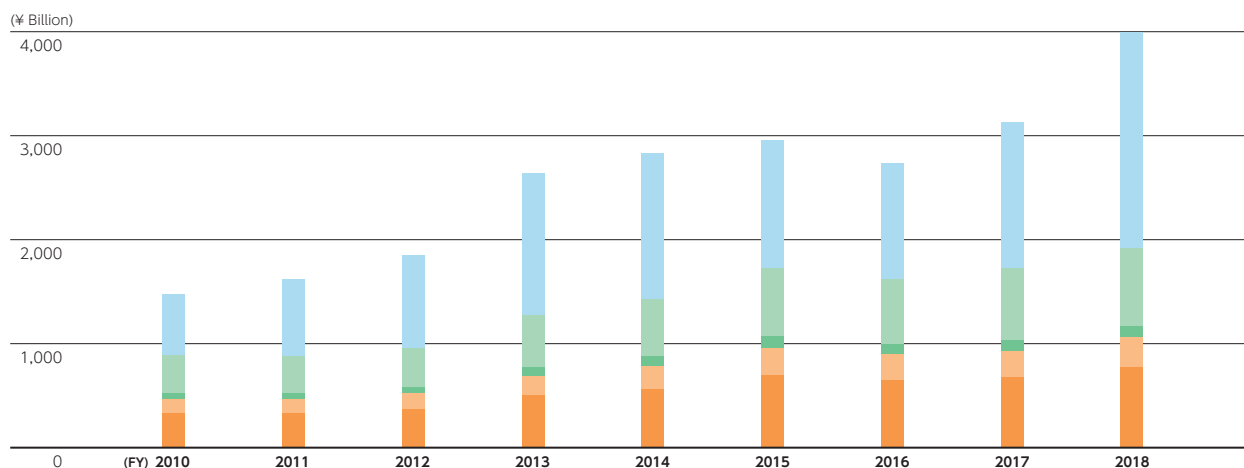
*2 From the fiscal year ended December 2011, 7-Eleven, Inc. changed its accounting method for revenues from operations related to franchise agreements from "gross amount" to "net amount." Also, the Company recognizes as revenues from operations, the sales of original products at directly operated stores, etc., gasoline sales and franchise fees from franchised stores.

*3 Existing store sales increase is calculated in U.S. dollars.

*4 As of the end of February.

Sales Composition by Category

■ Processed food ■ Fast food ■ Daily food ■ Nonfood ■ Gasoline



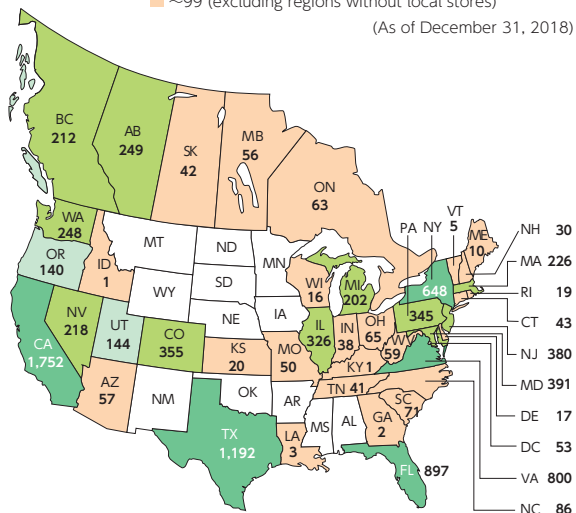
(Fiscal year-end December, ¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
	1,247,287	1,801,077	1,935,274	1,819,838	1,658,542	1,981,533	2,821,053
	15,628,206	18,429,117	18,293,553	15,027,570	15,246,764	17,667,025	25,543,768
	149,593	192,656	219,307	271,081	260,078	276,179	288,136
	226,458	307,975	341,225	395,162	372,662	399,557	484,090
	2,837,464	3,151,285	3,225,503	3,263,107	3,425,836	3,562,387	4,383,286
	38,175	51,207	59,651	77,478	76,671	90,852	111,081
	478,326	523,971	563,868	639,790	704,832	810,023	1,005,807
	22,378	29,738	35,870	45,181	45,470	76,048	77,616
	280,397	304,295	339,077	373,093	418,003	678,036	702,792
	155,440	80,195	63,226	159,772	216,776	98,874	452,029
	39,794	53,404	56,482	65,381	64,992	69,582	76,141
	726,876	903,326	1,088,910	1,137,495	1,231,149	1,356,972	1,564,596
	378,486	514,957	658,465	681,404	705,025	869,394	924,236
	1,852,162	2,641,180	2,834,464	2,950,422	2,735,199	3,134,412	3,993,259
	370,882	500,880	567,290	695,119	650,509	682,470	778,741
	146,891	187,673	216,881	261,947	244,299	248,718	282,342
	62,226	81,057	93,544	110,427	101,814	101,888	103,117
	374,099	501,514	553,712	661,355	624,655	688,325	751,641
	954,100	1,271,126	1,431,429	1,728,848	1,621,278	1,721,403	1,915,842
	898,062	1,370,054	1,403,035	1,221,573	1,113,921	1,413,009	2,077,417
	2.9	1.0	3.1	5.8	2.1	1.6	1.9
	350	424	473	569	519	543	549
	4,383	4,340	4,472	4,695	4,769	4,841	4,967
	35.2	34.8	34.5	34.6	34.8	34.3	34.2
	-	3,884,838	4,001,566	4,292,288	4,910,026	5,266,489	6,919,338
	-	20.29	20.81	19.80	20.05	22.62	22.56
	79.81	97.73	105.79	121.10	108.78	112.16	110.44
	86.58	105.39	120.55	120.61	116.49	113.00	111.00
	8,118	8,292	8,297	8,500	8,707	8,670	9,573
	1,078	462	238	344	356	214	1,245
	109	288	233	141	149	251	342
	5,870	6,219	6,390	6,752	7,008	7,161	7,213
	2,248	2,073	1,907	1,748	1,699	1,509	2,360
	3,195	3,300	3,165	3,168	3,374	3,376	4,385
	1,335,707	1,379,301	1,384,023	1,454,825	1,458,783	1,450,699	1,650,782
	17,330	16,553	15,591	14,379	15,021	17,877	19,994

Major Group Companies' Data

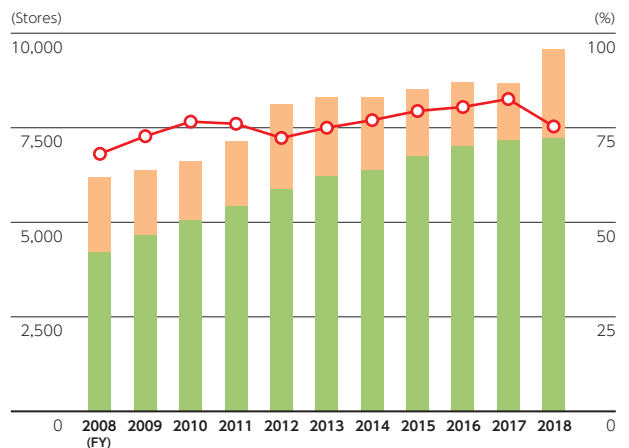
Store Network

Number of stores: 500~ (dark green), 200~499 (medium green), 100~199 (light green), ~99 (excluding regions without local stores) (orange)
 (As of December 31, 2018)



Trends in Store Type

Legend: Directly operated stores (left) (orange), Franchised stores (left) (green), Franchise ratio (right) (red line with circles)



Superstore Operations

Ito-Yokado

	FY2009	FY2010	FY2011	FY2012
Revenues from operations	1,462,719	1,387,831	1,373,670	1,361,060
Net sales	1,436,541	1,364,765	1,349,345	1,334,297
Apparel	265,682	240,060	255,052	240,068
Household goods* ¹	236,025	220,620	189,481	173,049
Food	680,587	663,768	656,491	648,506
Merchandise sales	1,182,296	1,124,450	1,101,024	1,061,624
Tenants	231,913	222,422	233,056	252,709
Other	22,331	17,892	15,264	19,964
Selling, general and administrative expenses	384,280	361,989	353,884	350,981
Operating income	9,582	1,757	2,155	10,554
Ordinary income	13,386	4,136	5,124	13,471
Net income	(922)	6,650	6,696	(520)
Capital expenditures	29,232	45,900	37,492	18,074
Depreciation and amortization* ²	15,696	13,890	14,573	16,822
Total assets	899,289	805,242	779,389	790,851
Net assets	633,692	606,562	601,182	597,601
Existing store sales increase (decrease) (%)	(2.9)	(5.7)	(2.5)	(2.6)
Number of customers (%)	(1.4)	(1.7)	(1.3)	(4.6)
Average spending per customer (%)	(1.6)	(4.1)	(1.2)	2.0
Merchandise gross profit margin (%)	29.8	29.0	29.1	29.7
Number of stores	175	174	170	173
Openings	2	4	6	5
Closures	3	5	10	2
Total sales floor space (m ²)	2,609,280	2,661,184	2,673,225	2,704,252
Directly managed sales floor space (m ²)	1,736,410	1,723,580	1,678,730	1,665,268
Sales per square meter (¥ Thousand)* ³	674	644	645	636
Full-time employees (fiscal year-end)	9,747	9,642	9,484	9,136
Part-time employees* ⁴	32,181	30,721	30,130	29,853
Ratio of part-time employees (%)	77.0	76.7	76.8	77.0
Sales per employee (¥ Thousand)* ⁵	28,274	28,061	28,056	27,856

*1 From FY2018, Seven Bi no Garden Co., Ltd. was absorbed through a merger and its figures are reflected.

*2 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

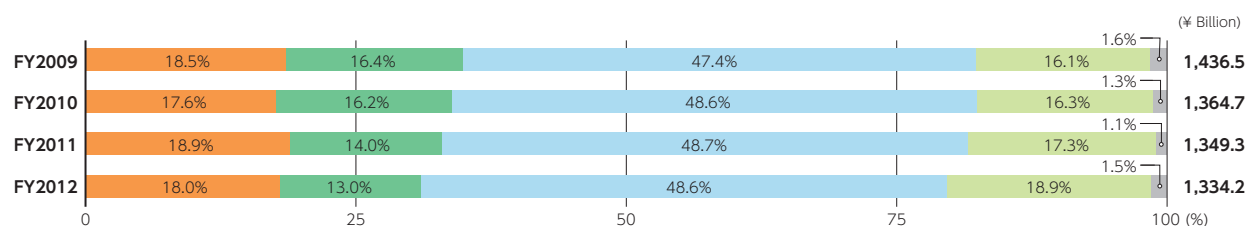
*3 Sales per square meter = Merchandise sales ÷ Weighted average floor space

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

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

Breakdown of Sales by Product Category

■ Apparel ■ Household goods ■ Food ■ Tenants ■ Other

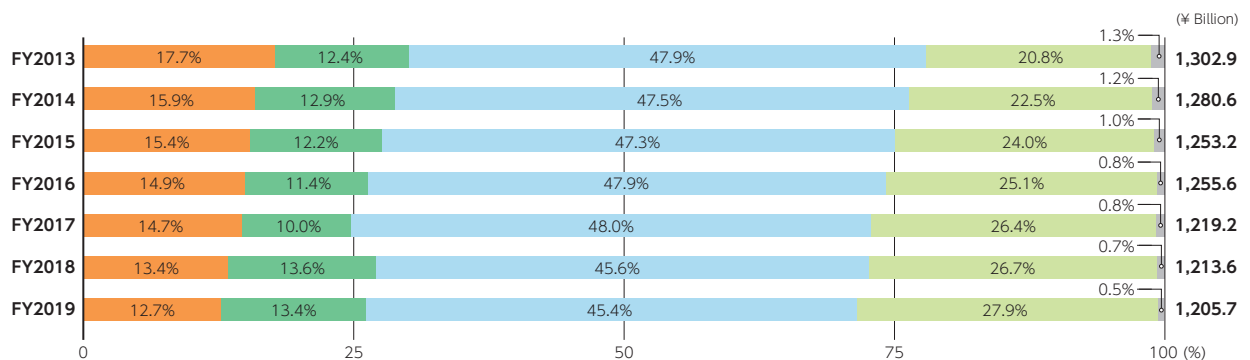


Notes: 1. From the fiscal year ended February 28, 2014, the Group revised its product categories. Accordingly, part of the net sales for apparel is now presented under net sales for household goods.

2. Seven Bi no Garden Co., Ltd. figures since it was absorbed in FY2018, are reflected in household goods.

(¥ Million)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
	1,332,292	1,311,989	1,285,942	1,289,586	1,255,017	1,244,262	1,236,180
	1,302,923	1,280,615	1,253,296	1,255,608	1,219,252	1,213,613	1,205,751
	230,807	204,051	193,354	187,047	179,027	162,589	153,590
	160,916	165,297	153,506	142,811	122,445	165,083	162,021
	623,571	608,343	592,913	601,672	585,457	553,670	547,175
	1,015,295	977,692	939,774	931,531	886,930	881,343	862,788
	271,258	287,874	301,376	314,612	322,191	324,328	336,390
	16,369	15,048	12,145	9,464	10,130	7,940	6,573
	342,502	335,771	333,118	334,380	316,879	310,285	304,510
	9,009	11,236	1,859	(13,980)	52	3,077	4,708
	15,223	13,071	4,142	(13,405)	1,786	3,687	6,122
	1,687	5,333	(6,881)	(23,923)	(13,797)	(5,821)	(7,840)
	30,578	47,943	41,067	58,555	30,636	18,072	44,057
	15,937	10,014	11,137	13,125	13,654	12,606	12,191
	791,020	807,425	817,735	799,073	753,315	736,336	721,594
	599,857	608,444	606,327	581,223	544,808	539,608	530,367
	(4.3)	(4.6)	(4.5)	0.2	(4.2)	(1.4)	(1.1)
	(5.2)	(4.3)	(5.7)	(0.1)	(4.4)	(1.7)	(1.1)
	1.0	(0.4)	1.3	0.4	0.3	0.3	0.0
	29.9	30.2	29.9	28.6	29.1	29.6	29.6
	174	179	181	182	171	164	159
	3	9	3	3	4	2	1
	2	4	1	2	15	9	6
	2,751,439	2,817,665	2,832,235	2,802,078	2,776,875	2,653,996	2,547,874
	1,642,954	1,639,943	1,630,246	1,590,958	1,508,282	1,490,522	1,420,357
	613	597	572	585	564	575	584
	8,672	8,289	8,029	7,790	7,654	7,663	7,443
	29,116	31,491	31,245	32,106	27,540	27,750	26,690
	77.4	78.6	79.3	80.0	79.9	79.8	79.8
	27,430	26,614	26,074	26,099	25,716	25,341	25,794

Major Group
Companies'
Data

Superstore Operations

Trend in Sales Breakdown by Region

(¥ Billion)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Hokkaido	75.9	77.7	73.7	72.0	71.7	67.2	64.6	65.5	64.6	64.8	65.5
Tohoku	68.1	67.0	60.8	57.1	55.8	45.8	51.5	50.1	47.2	48.3	45.9
Kanto	1,027.5	970.4	975.5	976.3	945.2	939.4	914.7	925.8	902.8	916.6	902.2
Chubu	122.3	112.0	103.3	95.1	96.0	93.9	91.7	85.5	82.9	76.9	91.0
Kinki	124.8	120.8	120.1	117.8	116.4	115.8	113.1	111.9	106.0	98.5	92.5
Chugoku	17.7	16.5	15.9	15.7	17.6	18.2	17.4	16.4	15.5	8.1	8.4
Total	1,436.5	1,364.7	1,349.3	1,334.2	1,302.9	1,280.6	1,253.2	1,255.6	1,219.2	1,213.6	1,205.7

Trend in the Number of Stores

BY REGION

(Stores)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Hokkaido	12	12	12	12	12	11	11	11	11	11	10
Tohoku	12	11	10	10	10	10	10	10	10	10	10
Kanto	117	119	119	120	121	127	130	131	125	120	118
Chubu	21	19	17	17	17	17	16	16	14	14	14
Kinki	11	11	10	11	11	11	11	11	10	8	7
Chugoku	2	2	2	3	3	3	3	3	1	1	0
Total	175	174	170	173	174	179	181	182	171	164	159

BY TOTAL SALES FLOOR SPACE

(Stores)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
16,000 m ² –	57	65	67	68	68	72	72	71	70	63	61
10,000 – 15,999 m ²	62	56	49	50	50	47	46	47	43	46	45
5,000 – 9,999 m ²	43	38	37	36	36	34	35	34	30	27	25
Under 5,000 m ²	13	15	17	19	20	26	28	30	28	28	28
Total	175	174	170	173	174	179	181	182	171	164	159

BY STORE AGE

(Stores)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
30 years –	36	37	49	51	56	58	60	60	54	53	52
20 years –	45	43	26	26	24	22	24	27	27	28	35
10 years –	40	44	56	53	51	52	55	55	51	48	38
5 years –	28	25	21	23	20	18	16	17	14	15	22
1 year –	24	21	12	15	20	20	23	20	21	18	11
Under 1 year	2	4	6	5	3	9	3	3	4	2	1
Total	175	174	170	173	174	179	181	182	171	164	159

BY FORMAT

(Stores)

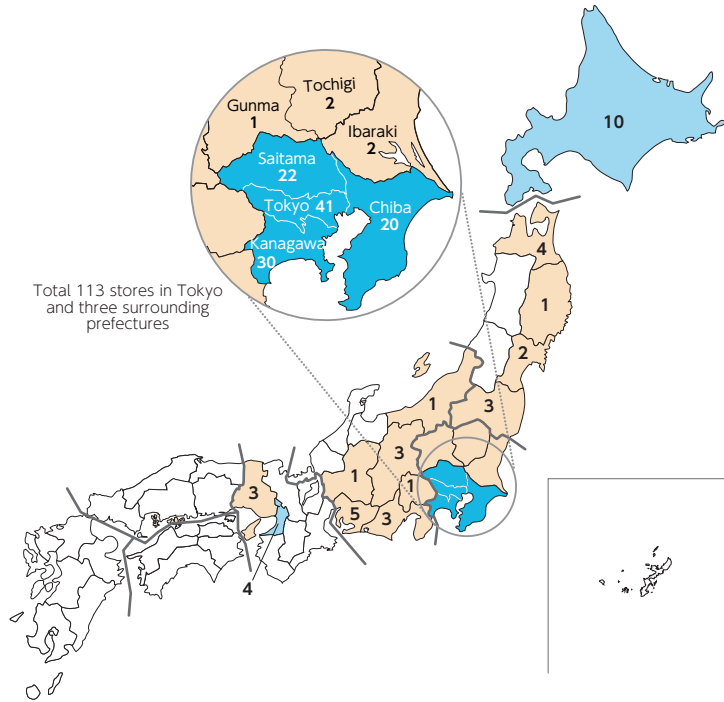
	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Superstores	160	150	141	140	139	137	136	136	127	121	117
Shopping centers	7	7	10	12	13	16	17	17	18	19	19
Food specialty stores*	8	17	19	21	22	26	28	29	26	24	23
Total	175	174	170	173	174	179	181	182	171	164	159

Note: Number of stores at fiscal year-end

* Shokuhinkan and THE PRICE (discount store)

■ Store Network

Annual net sales (¥ Billion) ■ 100~ ■ 50~99 ■ ~49 (excluding regions without local stores)



(As of February 28, 2019)

Major Group Companies' Data

■ Store Formats



Superstores (117 Stores)

Following the basic store format of Ito-Yokado, these stores are operated mainly in highly populated urban areas and offer a wide lineup of apparel, household goods, and foods.



Food specialty stores (23 Stores)

Shokuhinkan and *THE PRICE* are types of store that specialize in fresh and processed foods, as well as frequently purchased products such as household goods.

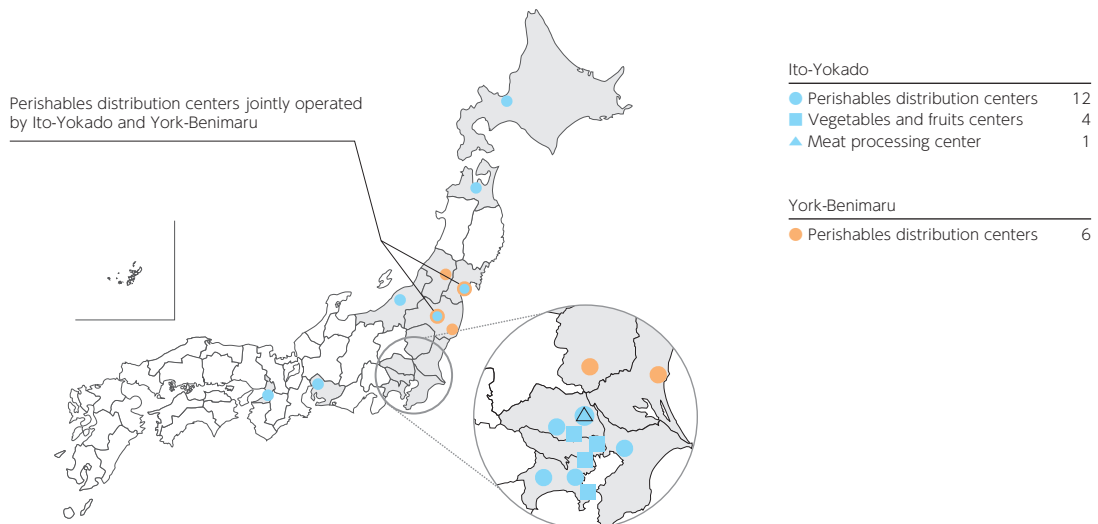


Shopping centers (19 Stores)

Developed under the names *Ario*, *GRAND TREE*, and *PRIMETREE*. Anchored by Ito-Yokado and host to around 100–200 tenants, shopping centers are located in metropolitan areas and operated under the concept of servicing a wide range of catchment areas.

(As of February 28, 2019)

■ Number of Processing Centers and Perishables Distribution Centers



(As of February 28, 2019)

Superstore Operations

York-Benimaru

	FY2009	FY2010	FY2011	FY2012
Revenues from operations	348,883	348,735	343,379	348,600
Net sales	338,089	337,506	337,734	342,944
Fresh food	105,649	105,558	106,107	108,226
Processed food	80,813	82,862	82,861	83,542
Daily food	62,535	63,017	64,042	65,222
Food total	248,999	251,439	253,011	256,991
Apparel	18,437	17,230	16,586	17,358
Household goods	18,706	18,729	18,908	19,474
Merchandise sales	286,143	287,398	288,506	293,824
Tenants	51,946	50,107	49,227	49,120
Selling, general and administrative expenses	81,399	83,351	78,200	74,686
Operating income	11,706	9,402	8,877	14,955
Ordinary income	13,065	10,874	10,276	16,305
Net income	8,015	6,088	5,093	1,430
Capital expenditures	8,210	12,560	7,629	7,075
Depreciation and amortization*1	4,515	4,886	5,573	5,122
Total assets	154,076	145,258	147,454	150,789
Net assets	121,654	116,612	117,814	117,090
Existing store sales increase (decrease) (%)	(1.0)	(3.7)	(4.1)	1.5
Number of customers (%)	(0.1)	(2.1)	(4.1)	(3.3)
Average spending per customer (%)	(0.9)	(1.6)	0.0	4.9
Merchandise gross profit margin (%)	27.0	26.7	26.6	27.0
Number of stores	156	164	170	176
Openings	9	8	7	8
Closures	2	0	1	2
Total sales floor space (m ²)	524,361	547,920	560,684	573,187
Directly managed sales floor space (m ²)	395,887	409,360	421,362	433,346
Sales per square meter (¥ Thousand)*2	737	713	693	718
Full-time employees (fiscal year-end)	2,430	2,496	2,508	2,495
Part-time employees*3	10,354	10,582	10,606	10,165
Ratio of part-time employees (%)	81.3	81.1	80.6	80.1
Sales per employee (¥ Thousand)*4	22,458	22,016	21,921	23,141

*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space (m²) (excluding floor space of the stores which have been closed)

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

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

Life Foods

Life Foods is a wholly owned subsidiary of York-Benimaru. The company produces and sells food inside York-Benimaru stores, including delicatessen products, sushi, bakery items, fast food and other takeout foods. As of February 28, 2019, Life Foods delicatessen food plants are operating in three locations in Koriyama, Fukushima Prefecture and one location in Miyagi Prefecture.

	FY2009	FY2010	FY2011	FY2012
Net sales	37,715	36,484	36,396	36,974
Selling, general and administrative expenses	14,984	14,643	15,076	14,710
Operating income	2,360	2,251	2,651	3,450
Ordinary income	2,621	2,466	2,857	3,659
Net income	1,555	1,447	1,634	2,187
Total assets	27,815	25,409	26,788	26,645
Net assets	21,759	20,842	21,250	21,053

York-Benimaru (including results from Life Foods)

	FY2009	FY2010	FY2011	FY2012
Operating income	14,066	11,654	11,528	18,407

Note: The above results are management figures.

(¥ Million)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
	363,862	380,869	396,930	412,977	426,172	437,197	445,297
	358,061	374,781	390,492	406,223	418,729	429,064	437,201
	114,914	123,054	132,110	139,489	145,105	149,910	153,597
	86,219	89,761	92,181	95,761	98,819	101,977	104,950
	68,660	71,510	73,843	77,433	81,101	84,097	86,551
	269,794	284,326	298,136	312,683	325,026	335,985	345,100
	17,642	17,597	16,614	15,887	14,967	13,531	12,761
	19,383	20,339	20,694	20,398	20,296	19,993	19,270
	306,820	322,263	335,445	348,970	360,290	369,510	377,132
	51,240	52,518	55,047	57,253	58,439	59,553	60,069
	78,649	80,969	84,796	88,784	92,185	94,713	98,337
	11,854	12,714	12,820	13,324	14,054	14,070	12,801
	14,003	14,467	14,018	14,529	15,344	15,301	13,973
	7,731	9,306	7,792	8,969	8,982	9,350	7,672
	9,779	10,700	14,120	10,642	12,330	13,452	10,328
	5,161	3,167	3,569	3,931	4,519	5,148	5,675
	156,212	168,013	182,267	184,894	177,983	184,302	184,914
	123,766	131,800	140,118	141,435	136,514	140,016	140,769
	0.0	0.1	0.2	1.2	0.5	(0.4)	(1.0)
	0.9	0.7	(0.1)	1.5	0.8	0.0	(0.9)
	(1.0)	(0.6)	0.2	(0.3)	(0.3)	(0.5)	(0.2)
	26.0	25.6	25.6	25.7	25.8	25.7	25.8
	184	193	200	205	213	220	225
	11	11	8	6	9	11	7
	3	2	1	1	1	4	2
	590,698	606,812	628,639	640,667	656,950	675,128	682,795
	450,581	469,142	485,123	494,201	505,269	519,177	525,508
	716	721	721	727	733	735	727
	2,494	2,538	2,614	2,660	2,685	2,697	2,747
	10,395	10,729	10,984	11,168	11,353	11,903	11,953
	80.3	80.6	80.6	80.5	80.6	81.2	81.0
	23,714	24,232	24,607	25,156	25,581	25,208	25,566

Major Group
Companies'
Data

(¥ Million)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
	38,509	39,894	42,487	44,603	45,913	46,739	47,285
	14,823	15,438	16,383	17,388	17,965	18,673	19,217
	3,704	3,823	4,204	4,422	4,704	4,028	3,923
	3,763	3,870	4,253	4,468	4,739	4,054	3,977
	2,193	2,407	2,526	2,801	3,237	2,657	2,596
	27,688	27,928	30,309	32,188	34,504	36,211	37,538
	21,493	22,523	24,265	26,293	28,628	30,396	32,209

(¥ Million)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
	15,558	16,539	17,025	17,747	18,760	18,098	16,724

Superstore Operations

York Mart

	FY2009	FY2010	FY2011	FY2012
Revenues from operations	107,889	109,298	111,363	119,335
Net sales	107,372	108,690	110,510	118,422
Selling, general and administrative expenses	28,401	28,728	29,647	31,490
Operating income	3,044	3,117	3,070	3,925
Ordinary income	3,163	3,193	3,140	4,012
Net income	1,823	1,412	1,656	2,111
Capital expenditures	4,177	3,846	2,662	3,899
Depreciation and amortization*1	1,090	1,225	1,356	1,647
Total assets	35,296	35,320	37,124	39,272
Net assets	25,627	24,941	25,702	26,926
Existing store sales increase (decrease) (%)	0.6	(2.7)	(3.5)	0.3
Merchandise gross profit margin (%)	29.1	29.1	29.1	29.5
Number of stores	60	62	65	68
Openings	2	3	4	5
Closures	2	1	1	2
Total sales floor space (m ²)	97,140	102,856	106,321	111,212
Sales per square meter (¥ Thousand)*2	1,105	1,087	1,117	1,127
Full-time employees (fiscal year-end)	1,116	1,262	1,278	1,269
Part-time employees*3	3,038	3,036	3,141	3,702
Sales per employee (¥ Thousand)*4	23,673	23,369	23,472	23,456

*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space (m²)

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

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

Store Formats



York-Benimaru (225 Stores)

York-Benimaru supermarkets are focused mainly on food and it is operated in the southern Tohoku and northern Kanto regions. York-Benimaru teams up with subsidiary Life Foods to ensure differentiation in fresh foods and delicatessen items, and to strengthen the product line up in response to local needs.



York Mart (79 Stores)

York Mart supermarkets are mainly involved with food and it is operated centered on the southern Kanto region. York Mart not only provides ingredients such as fresh vegetables, meat and fish, but also delicatessen items and frozen food that can be prepared and eaten easily to match customers' needs, and is focused on enhancing its semiprocessed products.



THE GARDEN JIYUGAOKA (21 Stores)

THE GARDEN JIYUGAOKA supermarkets are operated by SHELL GARDEN with a focus on fine-quality food. THE GARDEN JIYUGAOKA stores are operating in Tokyo, Kanagawa, Saitama and Chiba Prefectures. Stores are filled with a wide variety of foods not just from within Japan, but from all around the world, and they are quick to introduce ingredients and provide meticulous service.

(As of February 28, 2019)

Life Foods Life Foods is an integrated delicatessen company providing comprehensive services from product planning through to production and sales.

Working under a concept of providing a rich dining lifestyle using delicious items good for the body, Life Foods manufactures and sells takeout delicatessen products such as delicatessen items, sushi, baked goods, and fast food items mainly to York-Benimaru stores. The company operates four production facilities and is conducting independent merchandising with an integrated production and sales business model. Some products are provided to Group companies, such as Ito-Yokado and York Mart.



(¥ Million)

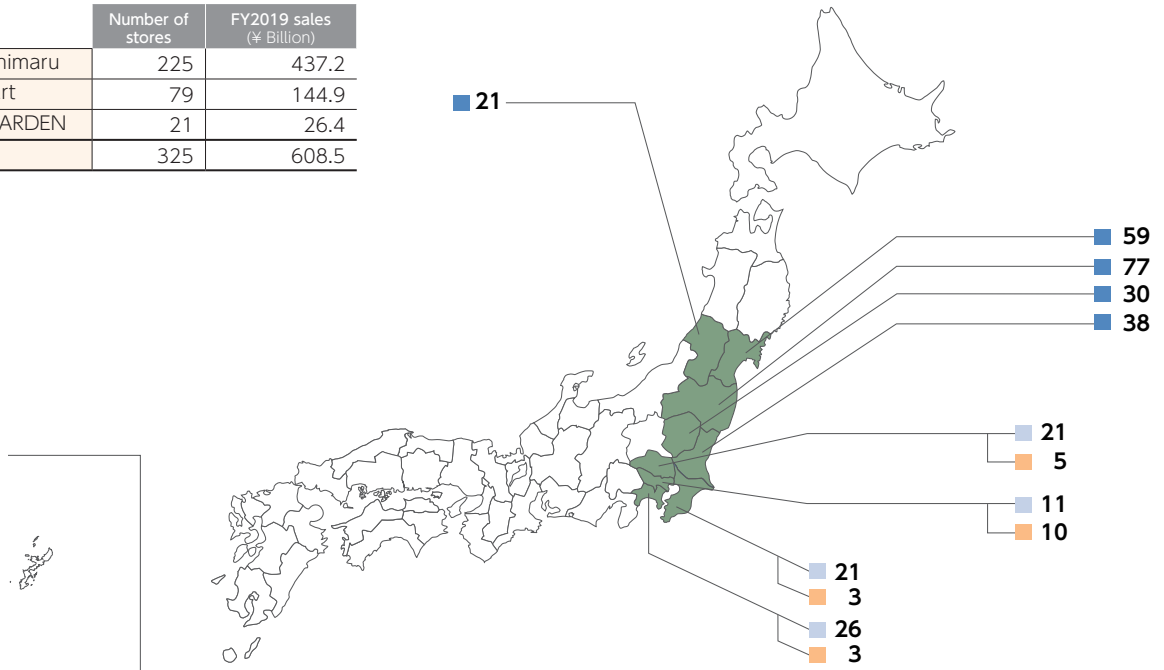
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
	122,672	129,306	133,138	141,242	142,864	144,829	146,142
	121,640	128,214	132,067	140,145	141,649	143,610	144,975
	33,653	34,740	36,095	38,313	38,801	39,936	40,549
	2,007	2,891	2,445	2,511	2,211	1,551	1,603
	2,075	2,945	2,525	2,540	2,231	1,532	1,622
	1,032	1,701	1,247	1,611	963	251	(746)
	5,216	2,951	4,801	5,234	2,677	3,286	2,414
	1,954	1,219	1,332	1,717	1,938	2,006	1,995
	41,410	41,991	45,555	48,494	47,321	47,660	47,009
	26,249	27,412	27,662	28,705	27,871	27,654	26,813
	(4.9)	(0.2)	0.6	1.8	(1.6)	(0.5)	(1.2)
	28.8	28.9	28.8	28.8	28.6	28.6	29.0
	71	74	76	76	78	78	79
	5	3	2	4	2	1	2
	2	0	0	4	0	1	1
	116,042	121,115	124,223	126,639	129,000	128,194	128,175
	1,108	1,118	1,130	1,158	1,149	1,154	1,145
	1,325	1,191	1,227	1,245	1,255	1,307	1,314
	4,018	4,206	4,367	4,715	4,524	4,494	4,840
	22,007	21,949	22,367	22,723	23,024	23,203	23,472

Major Group Companies' Data

■ Store Network

York-Benimaru has concentrated store openings in five prefectures in the southern Tohoku and northern Kanto regions. York Mart and SHELL GARDEN are being developed in the prefectures of Tokyo, Chiba, Kanagawa, and Saitama.

	Number of stores	FY2019 sales (¥ Billion)
■ York-Benimaru	225	437.2
■ York Mart	79	144.9
■ SHELL GARDEN	21	26.4
Total	325	608.5



(As of February 28, 2019)

Department Store Operations

Sogo & Seibu

	FY2009	FY2010	FY2011	FY2012
Revenues from operations	933,571	859,265	846,796	830,340
Net sales	919,634	847,044	834,723	817,927
Apparel	455,374	401,850	384,419	361,550
Household goods	90,537	81,576	80,679	79,476
Food	167,470	165,458	170,098	170,707
Merchandise sales	713,382	648,885	635,198	611,735
Tenants	166,179	155,673	159,243	164,297
Corporate sales	40,072	42,485	40,281	41,895
Selling, general and administrative expenses	207,560	200,386	192,039	180,772
Operating income	23,294	5,613	7,385	11,159
Ordinary income	20,027	3,149	5,623	9,890
Net income	(5,986)	(4,313)	5,831	9,964
Capital expenditures	10,901	15,481	25,240	13,374
Depreciation and amortization	17,480	15,741	12,779	12,181
Total assets	576,997	535,870	503,285	475,849
Net assets	-	116,540	120,221	129,320
Existing store sales increase (decrease) (%)	(4.2)	(8.4)	0.0	(0.5)
Merchandise gross profit margin (%)	26.6	25.8	25.4	25.1
Key store sales				
SEIBU Ikebukuro	169,172	160,562	167,268	176,475
Sogo Yokohama	111,654	101,788	101,710	100,996
Sogo Chiba	82,841	76,771	77,967	78,632
Sogo Hiroshima	47,169	43,082	41,973	41,446
SEIBU Shibuya	50,510	43,583	42,325	39,802
Sogo Omiya	36,195	33,067	32,928	32,418
Number of stores	28	28	27	26
Store openings and mergers	0	2	0	0
Store closures and transferred stores	0	2	1	1
Total sales floor space (m ²)	962,437	939,911	924,980	894,481
Sales per square meter (¥ Thousand)* ¹	955	888	890	886
Full-time employees (fiscal year-end)	5,547	5,416	5,228	4,975
Part-time employees* ²	5,163	5,587	5,404	5,179
Ratio of part-time employees (%)	48.2	50.1	50.2	50.2

Notes: 1. Millennium Retailing, Inc., Sogo Co., Ltd., and THE SEIBU DEPARTMENT STORES, LTD. were merged on August 1, 2009, and Sogo, as the surviving company, changed its name to Sogo & Seibu Co., Ltd. Robinson Department Stores (2 stores) merged into Sogo & Seibu in September 2009.

2. The financial and operating figures for FY2009 and FY2010 have been calculated as if the former three companies had merged at the beginning of the fiscal year.

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

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

Store Operation Structure

Sogo & Seibu is reorganizing its stores into two categories according to their characteristics as "key stores" or "regional and suburban stores."

	FY2019 sales (¥ Million)	Stores
Key stores	486,380	SEIBU Ikebukuro, Sogo Yokohama, Sogo Chiba, Sogo Hiroshima, SEIBU Shibuya, and Sogo Omiya
Regional and suburban stores	117,977	SEIBU Tokorozawa, SEIBU Akita, SEIBU Okazaki, SEIBU Fukui, Sogo Tokushima, SEIBU Higashi-Totsuka, Sogo Kawaguchi, SEIBU Otsu and Sogo Seishin



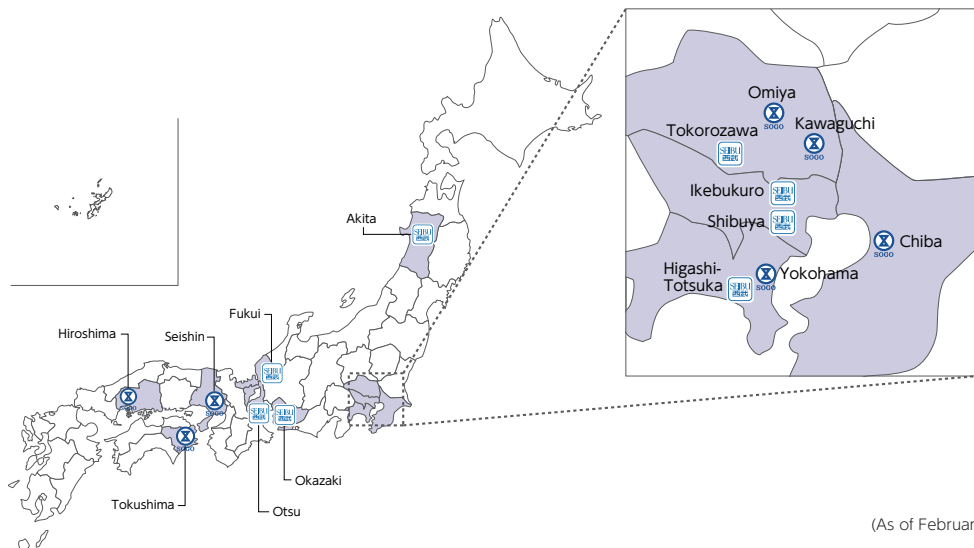
SEIBU Ikebukuro

(¥ Million)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
	810,998	801,535	802,996	803,443	760,692	685,888	615,256
	798,427	789,203	790,244	790,708	747,951	674,368	604,362
	349,846	335,252	328,008	317,260	291,470	260,919	229,563
	78,127	81,536	80,217	81,115	75,770	67,873	59,110
	162,023	157,832	161,491	163,059	157,168	142,863	125,068
	589,997	574,621	569,717	561,435	524,410	471,656	413,743
	168,201	174,418	180,085	188,554	183,696	167,519	157,714
	40,228	40,163	40,440	40,718	39,844	35,192	32,904
	175,804	171,607	170,700	170,514	161,306	144,772	131,568
	10,040	10,141	10,226	7,411	4,341	5,081	3,266
	9,160	9,265	9,216	6,070	2,593	3,254	1,751
	(3,650)	1,814	3,992	(4,034)	(28,426)	(29,973)	336
	15,465	12,156	12,762	12,650	11,773	12,474	16,503
	12,608	11,793	11,996	11,751	10,664	8,927	8,143
	455,269	447,577	446,368	436,878	424,143	369,310	353,887
	124,561	126,400	131,361	124,905	93,827	68,771	69,216
	0.9	1.2	0.1	0.0	(2.7)	0.5	(1.0)
	24.9	24.8	24.6	24.3	23.9	24.0	24.3
	179,181	184,453	187,330	190,018	186,597	185,149	184,091
	105,213	109,889	112,986	114,200	109,690	110,603	110,568
	78,780	78,924	76,908	76,053	73,381	74,439	75,522
	41,291	42,967	43,049	43,115	41,438	40,909	39,663
	39,298	39,490	40,211	42,376	41,779	43,671	43,550
	32,399	34,251	34,572	33,654	33,058	33,120	32,983
	24	24	24	23	19	15	15
	0	0	0	0	0	0	0
	2	0	0	1	4	4	0
	863,832	868,762	870,584	871,437	770,189	617,618	571,738
	894	909	909	907	930	1,013	1,057
	4,508	4,102	3,883	3,671	3,269	2,852	2,781
	4,925	5,109	5,395	5,652	5,317	4,580	3,827
	50.6	54.3	57.4	59.5	60.0	59.8	57.4

Major Group Companies' Data

Store Network



(As of February 28, 2019)

Financial Services

Seven Bank

	FY2009	FY2010	FY2011	FY2012
Ordinary income	89,815	88,830	83,964	88,318
Ordinary profits	28,751	30,407	27,449	29,557
Net income	16,988	17,953	16,008	17,267
Total assets	493,360	502,782	600,061	652,956
Net assets	98,393	109,939	114,539	125,629
Ordinary deposits (fiscal year-end)	136,073	144,997	171,873	196,290
Time deposits (fiscal year-end)	51,795	63,381	140,604	134,949
Individual deposit accounts (Thousand)	688	775	885	971
Number of installed ATMs (fiscal year-end)	13,803	14,601	15,363	16,632
7-Eleven	12,944	13,584	14,188	15,129
Ito-Yokado	297	295	294	300
York-Benimaru	19	30	40	60
York Mart	25	31	36	42
Other ATMs in the Group	36	45	65	74
Outside the Group	482	616	740	1,027
Correspondent financial institutions	566	555	567	577
ATM-related fee income per transaction (¥)	158.0	147.9	135.3	131.3
Daily average transactions per ATM	114.3	114.4	112.3	112.6
Total number of transactions (Million)	555	590	609	655
With banking financial institutions (Million)	465	509	545	597
With non-banking institutions (Million)	90	80	64	57
International money transfer service				
Number of contract accounts (Thousand)	-	-	-	10
Cumulative number of transfers (Thousand)	-	-	-	32
Consumer loan service				
Number of contract accounts (Thousand)	-	2	9	17
Balance of loans	-	126	536	1,916
Gross profit margin (%)	49.1	51.1	44.8	42.7
Full-time employees (fiscal year-end)	308	329	328	409

Note: The number of full-time employees at the fiscal year-end includes employees on fixed-term contracts for FY2012 and subsequent years.

Seven Card Service

	FY2009	FY2010	FY2011	FY2012
Transaction volume (¥ Billion)*1	731.8	767.8	882.9	1,000.4
Number of cards issued (10 Thousand)				
SEVEN CARD plus/ SEVEN CARD (credit card and point card)*2	281	297	311	322
nanaco (electronic money)*3	750	980	1,285	1,636
IY Point Card	652	687	712	701
Full-time employees (fiscal year-end)	93	99	106	114

*1 Shopping transaction volume using electronic money and credit cards.

*2 The number indicates active members.

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

Seven CS Card Service

	FY2009	FY2010	FY2011	FY2012
Transaction volume (¥ Billion)	-	-	-	619.8
Number of cards issued (10 Thousand)				
CLUB ON/Millennium CARD SAISON*	-	-	-	312
Full-time employees (fiscal year-end)	-	-	-	455

Note: Seven CS Card Service was converted into a consolidated subsidiary of Seven & i Holdings through the acquisition of its shares on April 1, 2011.

* The number indicates active members.

(Fiscal year-end March, ¥ Million)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
	94,105	99,832	105,648	110,465	113,109	116,650	119,567
	32,013	37,142	38,258	39,002	38,911	42,262	43,059
	19,515	22,325	24,457	26,107	26,871	29,106	14,572
	809,465	785,380	850,369	910,801	955,644	1,023,201	1,145,511
	137,091	151,142	166,814	183,174	199,602	217,036	219,667
	238,770	227,728	253,040	292,142	336,023	393,753	294,235
	154,910	209,703	248,327	254,760	151,632	141,287	140,416
	1,066	1,214	1,405	1,562	1,690	1,827	2,001
	18,123	19,514	21,056	22,472	23,368	24,392	25,152
	16,414	17,616	18,782	19,816	20,615	21,510	22,148
	305	312	315	320	305	294	288
	69	71	86	118	154	167	188
	48	59	67	70	74	76	76
	78	84	85	91	90	84	77
	1,209	1,372	1,721	2,057	2,130	2,261	2,375
	584	589	594	595	601	600	615
	130.3	131.2	136.2	133.6	133.1	132.9	132.9
	111.1	107.8	100.9	98.8	95.5	94.1	92.3
	698	736	743	782	796	815	829
	638	673	679	712	724	739	749
	59	62	64	70	71	75	76
	35	62	100	147	186	222	259
	189	391	633	816	979	1,079	1,144
	23	34	55	73	86	95	97
	3,387	5,257	10,406	16,208	19,829	22,715	22,688
	52.0	52.2	62.6	80.6	64.9	72.7	73.5
	453	458	445	456	472	468	460

Major Group
Companies'
Data

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
	1,280.9	1,596.6	2,099.4	2,501.8	2,790.6	2,925.1	3,156.1
	337	350	359	351	347	348	355
	2,145	2,839	3,717	4,543	5,350	5,983	6,518
	665	635	625	618	615	613	612
	125	163	186	225	214	221	334

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
	678.4	694.6	717.3	719.3	713.5	708.6	707.2
	321	328	320	322	323	317	316
	468	477	478	506	459	367	366

Specialty Store Operations

Akachan Honpo

	FY2009	FY2010	FY2011	FY2012
Net sales	81,771	79,106	78,346	78,744
Selling, general and administrative expenses	24,238	22,511	22,478	22,324
Operating income	(1,373)	(480)	526	1,474
Ordinary income	(1,763)	(678)	367	1,334
Net income	(5,346)	(848)	(145)	(200)
Capital expenditures	2,233	1,397	1,714	1,783
Depreciation and amortization*1	1,366	1,365	1,268	1,365
Total assets	31,029	30,333	29,771	30,649
Net assets	(1,748)	2,204	2,061	1,852
Existing store sales increase (decrease) (%)	(4.6)	(7.7)	(6.5)	(3.1)
Merchandise gross profit margin (%)	28.0	27.8	29.4	30.2
Number of stores	72	78	85	87
Openings	11	10	13	11
Closures	6	4	6	9
Total sales floor space (m ²)	142,912	145,997	149,997	147,501
Sales per square meter (¥ Thousand)*2	589	556	530	535
Full-time employees (fiscal year-end)	912	925	907	852
Part-time employees*3	1,745	1,726	1,788	1,782
Sales per employee (¥ Thousand)*4	30,941	30,612	29,354	29,873
Memberships (Thousand)	1,619	1,586	1,584	1,721

*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

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

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

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

Seven & i Food Systems

	FY2009	FY2010	FY2011	FY2012
Revenues from operations	102,711	86,400	80,167	77,940
Net sales	102,109	85,885	79,609	77,400
Selling, general and administrative expenses	70,063	59,761	53,656	51,711
Operating income	(3,079)	(2,714)	(89)	22
Ordinary income	(2,670)	(2,464)	112	203
Net income	(7,939)	(5,564)	(2,009)	(879)
Capital expenditures	1,153	743	527	756
Depreciation and amortization*1	1,743	1,001	634	560
Total assets	56,592	47,181	43,948	44,777
Net assets	46,176	38,997	36,831	35,966
Existing store sales increase (decrease) (Denny's) (%)	(6.4)	(7.2)	0.5	(1.0)
Number of customers (%)	(1.4)	(2.1)	0.7	(2.6)
Average spending per customer (%)	(5.1)	(5.2)	(0.2)	1.6
Merchandise gross profit margin (Denny's) (%)	66.5	67.3	68.3	68.3
Number of stores	959	892	846	858
Denny's	508	434	393	391
Others	451	458	453	467
Full-time employees (fiscal year-end)	1,622	1,584	1,351	1,290
Part-time employees*2	13,004	11,073	10,424	10,432
Ratio of part-time employees (%)	88.2	87.1	87.2	88.8

*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

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

(¥ Million)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
	82,907	85,141	92,899	102,716	102,765	104,687	102,639
	23,041	23,401	24,755	27,128	26,588	27,638	27,936
	1,920	2,365	2,866	3,315	2,909	3,381	3,503
	1,810	2,278	2,856	3,339	2,919	3,400	3,547
	(1,394)	1,759	2,178	3,336	1,621	2,541	2,103
	1,720	1,598	1,724	1,371	1,142	1,342	2,798
	1,496	1,100	1,216	1,187	1,186	1,063	949
	28,946	28,554	29,720	32,401	31,065	31,916	33,464
	1,861	3,582	5,761	9,095	10,716	13,258	15,362
	2.9	(1.8)	3.5	4.8	(3.2)	(0.4)	(3.9)
	30.1	30.3	29.7	29.6	28.7	29.6	30.6
	92	93	99	103	106	110	110
	9	8	7	8	8	8	6
	4	7	1	4	5	4	6
	150,674	151,292	159,537	162,013	164,327	168,201	168,932
	550	562	582	631	626	622	608
	839	877	895	929	917	885	909
	1,739	1,745	1,745	1,889	1,958	1,919	2,054
	31,875	32,092	35,098	36,469	35,626	35,916	35,552
	1,755	1,794	1,855	1,972	2,067	2,121	2,172

Major Group
Companies'
Data

(¥ Million)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
	78,238	78,484	80,932	83,839	82,562	80,350	78,206
	77,706	78,112	80,685	83,680	82,394	80,188	78,047
	51,349	51,669	52,844	52,636	52,001	49,692	47,925
	868	829	163	1,021	515	842	1,291
	1,043	990	302	1,121	595	907	1,351
	(439)	275	(449)	457	(1,688)	(523)	83
	1,407	2,277	3,518	1,853	3,348	2,076	2,432
	585	422	701	823	866	957	1,004
	44,144	44,511	46,700	43,979	40,901	36,638	35,751
	34,998	34,799	33,835	33,471	27,171	26,666	26,415
	1.2	2.1	1.7	(0.2)	(2.8)	1.0	0.9
	(0.2)	(1.2)	(0.5)	(3.5)	0.0	(1.7)	(3.5)
	1.4	3.4	2.2	3.4	(2.8)	2.8	4.5
	68.9	69.4	68.8	68.2	68.4	68.0	68.2
	844	844	840	851	815	749	716
	387	386	392	389	386	377	371
	457	458	448	462	429	372	345
	1,254	1,290	1,368	1,416	1,387	1,350	1,307
	10,130	9,972	10,013	9,453	8,938	8,137	7,390
	88.8	88.4	87.9	86.9	86.2	85.3	84.6

Specialty Store Operations

THE LOFT

	FY2009	FY2010	FY2011	FY2012
Revenues from operations	76,817	80,179	84,415	87,001
Net sales	75,371	78,749	83,099	85,836
Selling, general and administrative expenses	28,457	29,842	31,259	32,316
Operating income	2,894	2,953	3,104	3,294
Ordinary income	2,851	2,887	3,046	3,230
Net income	1,609	1,472	1,826	1,510
Capital expenditures	666	1,317	2,275	1,528
Depreciation and amortization*1	620	700	867	1,125
Total assets	19,363	21,475	22,457	23,542
Net assets	7,269	8,366	9,818	10,954
Existing store sales increase (decrease) (%)	1.7	(1.1)	2.0	(2.0)
Merchandise gross profit margin (%)	40.0	40.2	39.8	40.1
Number of stores	51	55	63	73
Openings	8	5	10	12
Closures	1	1	2	2
Total sales floor space (m ²)	91,101	92,102	100,774	107,967
Sales per square meter (¥ Thousand)*2	853	837	841	806
Full-time employees (fiscal year-end)	1,971	2,109	2,280	2,169
Part-time employees*3	1,224	1,122	1,078	1,356
Sales per employee (¥ Thousand)*4	25,877	25,305	25,320	25,113

*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

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

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

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

Trend in the Number of Stores (Fiscal Year-End)

Akachan Honpo

(Stores)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Hokkaido	4	4	4	4	4	4	4	3	3	3	3
Tohoku	3	4	4	3	3	4	4	4	4	4	4
Kanto	35	40	45	43	47	45	45	48	47	46	45
Chubu	7	9	9	11	13	14	16	17	17	18	18
Kinki	15	14	16	18	16	17	20	21	21	21	22
Chugoku	3	3	3	4	5	5	6	6	7	8	7
Shikoku	1	1	1	1	1	1	1	2	2	2	2
Kyushu	4	3	3	3	3	3	3	2	5	8	9
Total	72	78	85	87	92	93	99	103	106	110	110

Denny's

(Stores)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Tohoku	17	13	13	12	11	12	12	11	12	12	12
Kanto	362	308	283	284	283	281	289	286	281	276	272
Chubu	102	89	76	75	75	75	75	75	75	73	72
Kinki	27	24	21	20	18	18	16	17	18	16	15
Total	508	434	393	391	387	386	392	389	386	377	371

LOFT

(Stores)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Hokkaido	2	1	2	2	2	2	2	2	1	1	1
Tohoku	1	2	3	3	4	5	5	5	5	5	5
Kanto	23	24	28	37	44	50	51	54	58	58	59
Chubu	6	7	7	9	10	10	10	13	13	13	14
Kinki	11	12	13	13	13	13	15	16	16	17	18
Chugoku	5	5	5	5	5	5	5	6	8	8	8
Shikoku	1	1	2	2	2	2	3	3	3	3	4
Kyushu	2	3	3	2	2	2	3	3	5	5	6
Total	51	55	63	73	82	89	94	102	109	110	115

(¥ Million)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
	87,326	85,136	88,304	95,645	100,264	103,668	103,427
	86,179	84,459	87,647	94,930	99,560	102,956	102,592
	33,334	33,058	33,920	36,572	38,225	38,304	38,055
	2,262	1,138	1,409	1,603	1,464	2,159	2,698
	2,202	1,080	1,374	1,579	1,381	2,072	2,650
	728	(244)	701	572	138	908	1,388
	2,239	1,357	852	2,084	1,836	1,804	1,243
	1,290	1,153	1,014	1,048	1,099	1,133	1,121
	24,234	23,846	25,383	27,563	29,551	31,614	31,455
	11,308	10,965	11,667	12,022	12,055	12,878	13,987
	(4.4)	(4.3)	0.9	4.4	0.1	3.3	(0.2)
	40.4	40.1	40.0	39.9	39.6	39.0	39.3
	82	89	94	102	109	110	115
	9	10	6	10	8	8	8
	0	3	1	2	1	7	3
	114,926	116,235	120,962	128,040	135,286	134,083	135,083
	769	732	730	755	738	748	757
	2,133	2,034	2,028	2,195	2,267	2,350	2,280
	1,610	1,742	1,971	2,112	2,140	2,066	2,188
	24,310	23,585	23,740	23,852	24,668	26,352	26,991

Major Group
Companies'
Data

Nissen Holdings

(¥ Million)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Revenues from operations	-	-	208,370	157,289	139,226	102,202	45,569
Net sales	-	-	76,949	55,266	42,743	32,561	19,673
Selling, general and administrative expenses	-	-	83,598	63,482	57,840	37,924	19,866
Operating income	-	-	(6,628)	(8,159)	(15,097)	(5,363)	(193)

Notes: 1. Nissen Holdings was converted into a Seven & i Holdings consolidated subsidiary in January 2014.

2. Nissen Holdings was converted into a Seven & i Holdings wholly-owned subsidiary in August 2016.

3. A 14-month settlement occurred in FY2017 due to shifting the fiscal year-end from December 20 to February 28.



Akachan Honpo



Denny's



LOFT



Nissen