

Major Group Companies' Data

《Domestic Convenience Store Operations》

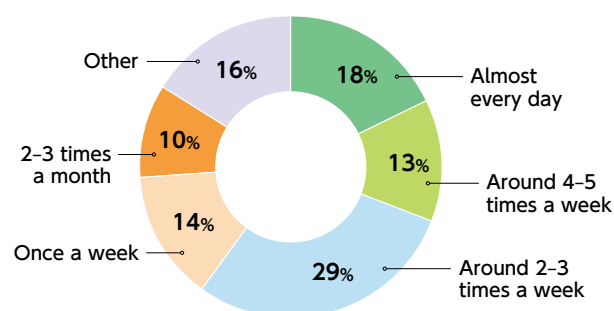
Seven-Eleven Japan

	FY2010	FY2011	FY2012	FY2013
Revenues from operations	535,018	549,111	576,186	617,559
Selling, general and administrative expenses	285,856	301,538	326,216	364,893
Operating income	156,220	169,152	183,160	186,763
Ordinary income	164,445	176,144	189,759	194,104
Net income	92,439	102,049	100,738	112,446
Capital expenditures	66,222	56,989	93,644	112,514
Depreciation and amortization*1	28,587	30,831	38,368	46,292
Total assets	1,301,004	1,358,837	1,432,828	1,489,339
Net assets	1,022,065	1,068,453	1,104,944	1,143,288
Total store sales	2,784,997	2,947,606	3,280,512	3,508,444
Processed food	788,154	828,277	872,616	926,229
Fast food	751,949	792,906	852,933	940,263
Daily food	336,984	359,607	403,503	449,080
Nonfood	907,909	966,814	1,151,459	1,192,871
Existing store sales increase (%)**2	(2.1)	2.2	6.7	1.3
Number of customers (%)	0.5	1.1	2.6	0.5
Average spending per customer (%)	(2.6)	1.1	4.0	0.8
Average daily sales per store (¥ Thousand)	616	629	669	668
Average daily sales per store of new stores (¥ Thousand)	525	554	570	527
Merchandise gross profit margin (%)	30.3	30.5	29.7	30.0
Processed food (%)	37.9	38.3	38.3	38.2
Fast food (%)	33.8	34.1	34.3	34.3
Daily food (%)	33.1	33.3	33.2	33.1
Nonfood (%)	19.8	19.8	18.6	19.1
Number of stores	12,753	13,232	14,005	15,072
Openings	966	939	1,201	1,354
Closures	511	460	428	287
Relocations, etc.	414	393	346	237
Franchised stores	12,140	12,789	13,607	14,638
Type A	4,437	4,340	4,263	4,244
Type C	7,703	8,449	9,344	10,394
Provisional management contracts	12	1	1	1
Directly operated stores	601	442	397	433
Ratio of stores with liquor license (%)	98.6	98.8	98.9	98.9
Ratio of stores with cigarette license (%)	89.5	91.7	92.8	94.1
Total sales floor space (m²)	1,571,247	1,641,368	1,769,560	1,924,768
Full-time employees (fiscal year-end)	5,763	5,729	5,686	6,070
Payment acceptance services				
Number of transactions (Thousand)	323,966	342,427	358,732	384,913
Total value of transactions (¥ Million)	3,072,749	3,242,657	3,432,600	3,736,249

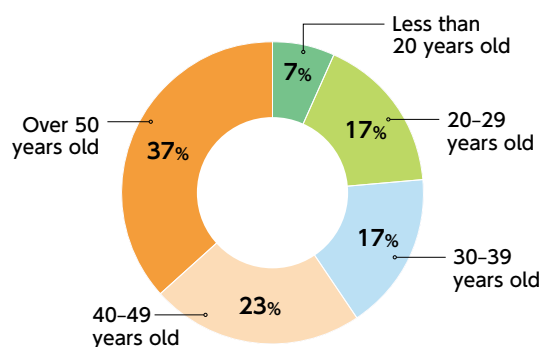
*1 From FY2014, Seven-Eleven Japan changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

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

■ Frequency of Store-Visits (FY2020)



■ Composition of Customers by Age Group (FY2020)



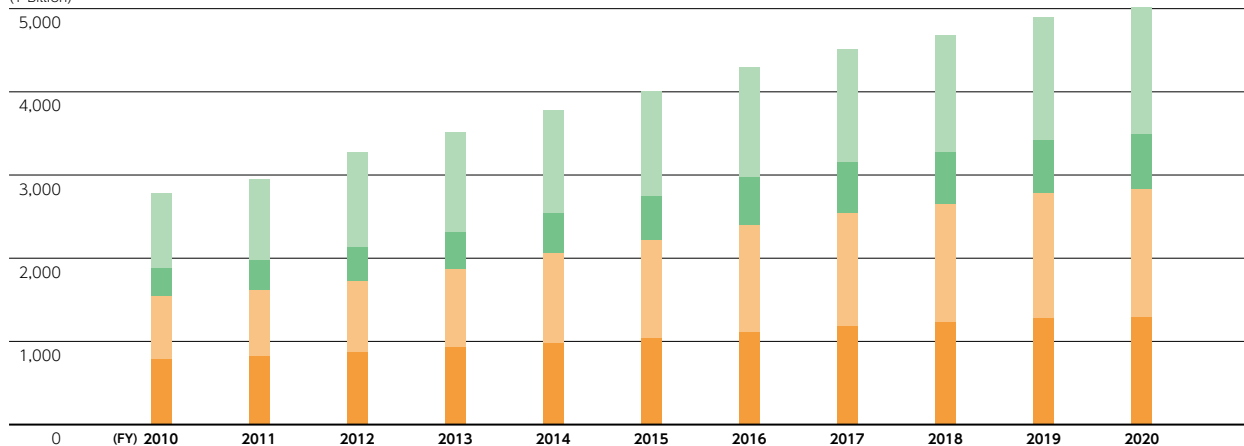
(¥ Million)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	679,561	736,343	793,661	833,743	849,862	873,555	887,625
	397,767	439,785	481,362	514,907	533,633	561,600	573,103
	212,785	223,356	235,033	243,493	244,110	245,088	253,980
	220,927	232,593	256,726	251,265	251,717	252,917	262,249
	134,371	136,924	162,910	144,151	166,760	153,233	169,695
	124,350	129,438	124,543	125,045	136,297	110,028	96,062
	39,002	47,698	51,784	58,829	64,294	70,182	73,538
	1,599,493	1,700,723	1,793,836	1,770,944	1,860,028	1,880,508	2,029,375
	1,204,465	1,255,621	1,325,737	1,293,157	1,365,202	1,408,557	1,478,416
	3,781,267	4,008,261	4,291,067	4,515,605	4,678,083	4,898,872	5,010,273
	979,348	1,034,131	1,115,677	1,183,088	1,230,335	1,278,605	1,297,660
	1,077,661	1,186,445	1,278,738	1,350,166	1,412,781	1,499,054	1,533,143
	487,783	517,065	579,294	614,122	626,863	641,752	661,356
	1,236,474	1,270,618	1,317,357	1,368,228	1,408,103	1,479,459	1,518,112
	2.3	2.4	2.9	1.8	0.7	1.3	0.2
	2.4	0.7	1.3	0.1	(0.9)	(0.6)	(2.1)
	(0.1)	1.7	1.6	1.7	1.6	1.9	2.3
	664	655	656	657	653	656	656
	522	513	530	533	546	560	554
	30.7	31.4	31.6	31.8	31.9	31.9	32.1
	38.7	38.8	38.9	39.2	39.4	39.5	39.5
	35.1	35.7	35.5	35.7	35.9	36.1	36.6
	33.2	33.1	33.2	33.4	33.5	33.4	34.0
	19.6	20.7	20.9	21.0	20.7	20.5	20.3
	16,319	17,491	18,572	19,422	20,260	20,876	20,916
	1,579	1,602	1,651	1,682	1,554	1,389	743
	332	430	570	832	716	773	703
	255	347	450	670	568	562	482
	15,879	17,021	18,071	18,977	19,792	20,499	20,545
	4,333	4,353	4,448	4,554	4,563	4,558	4,539
	11,546	12,668	13,623	14,423	15,229	15,941	16,006
	0	0	0	0	0	0	0
	440	470	501	445	468	377	371
	99.0	98.9	98.7	98.6	98.5	98.4	98.4
	94.8	95.5	95.5	95.7	95.8	96.3	96.9
	2,106,262	2,278,784	2,439,550	2,566,701	2,772,283	2,909,609	2,929,047
	6,567	7,191	8,054	8,562	8,886	9,092	8,959
	402,999	418,845	439,138	460,585	481,800	502,468	513,061
	4,038,119	4,346,959	4,579,660	4,691,738	4,961,715	5,253,766	5,439,479

Sales by Product

Processed food Fast food Daily food Nonfood

(¥ Billion)



■ Store Network



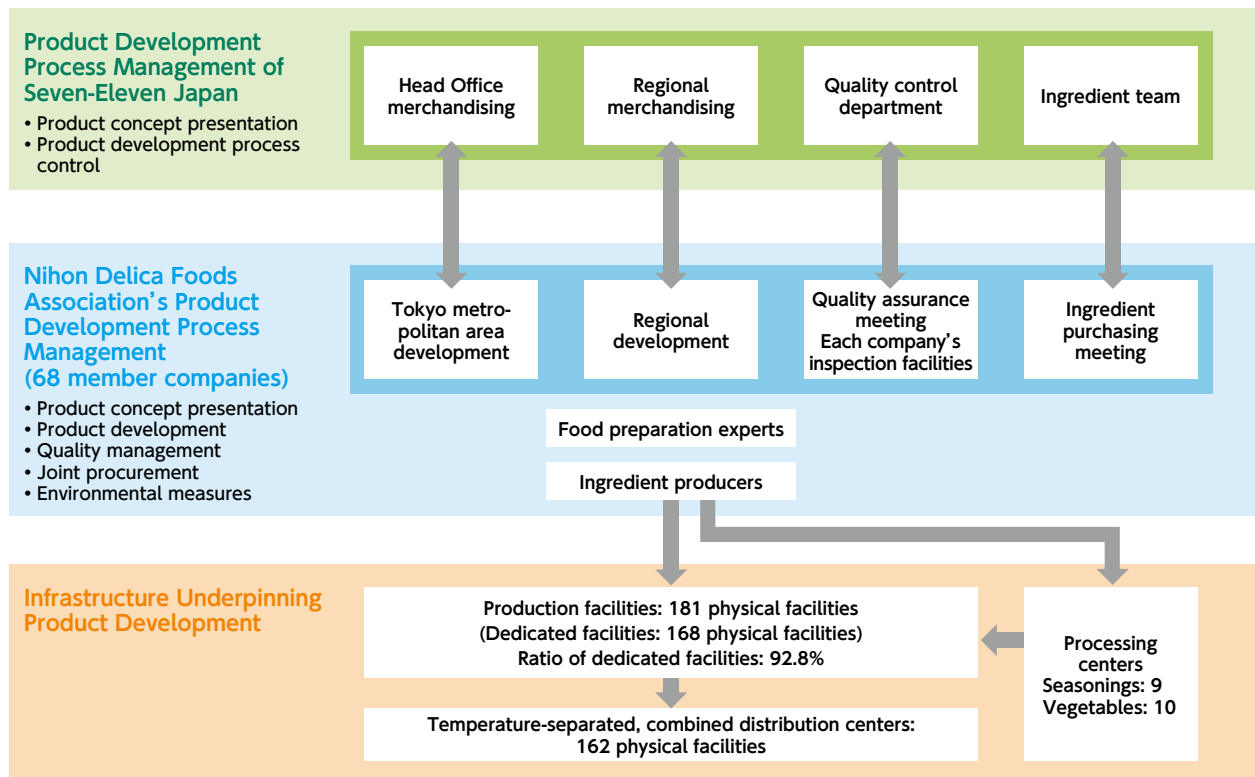
(Stores)

*3 Figures until FY2016 exclude the four main companies.

Source: Materials disclosed by individual companies

Original Daily Food Product Development

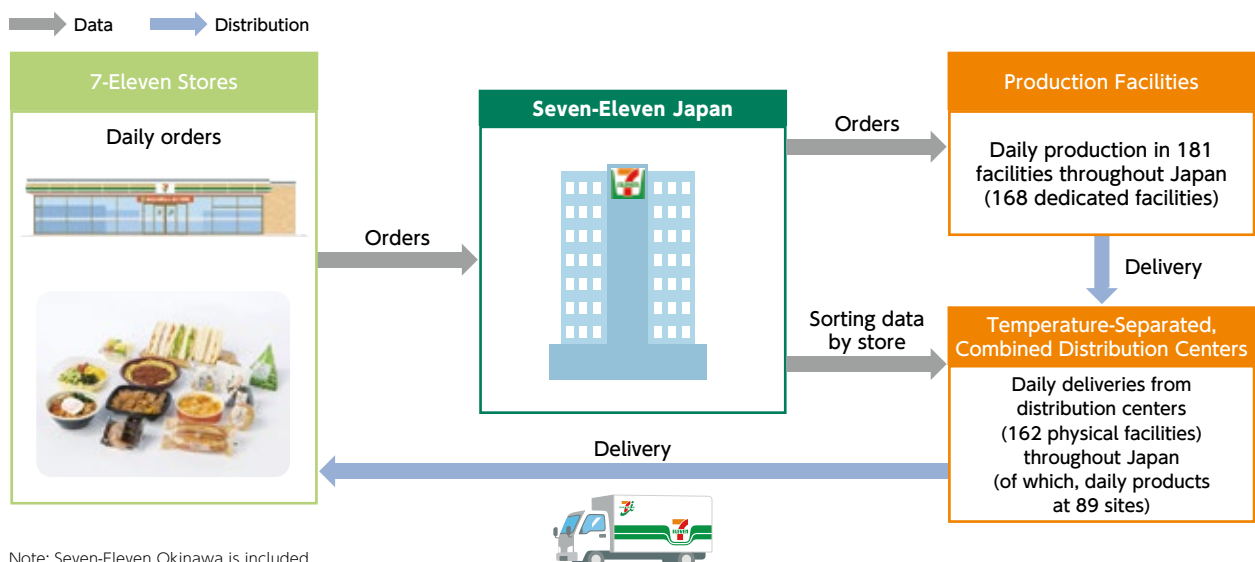
Food Product Development System



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 29, 2020.
 4. Seven-Eleven Okinawa is included.

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.



Note: Seven-Eleven Okinawa is included.

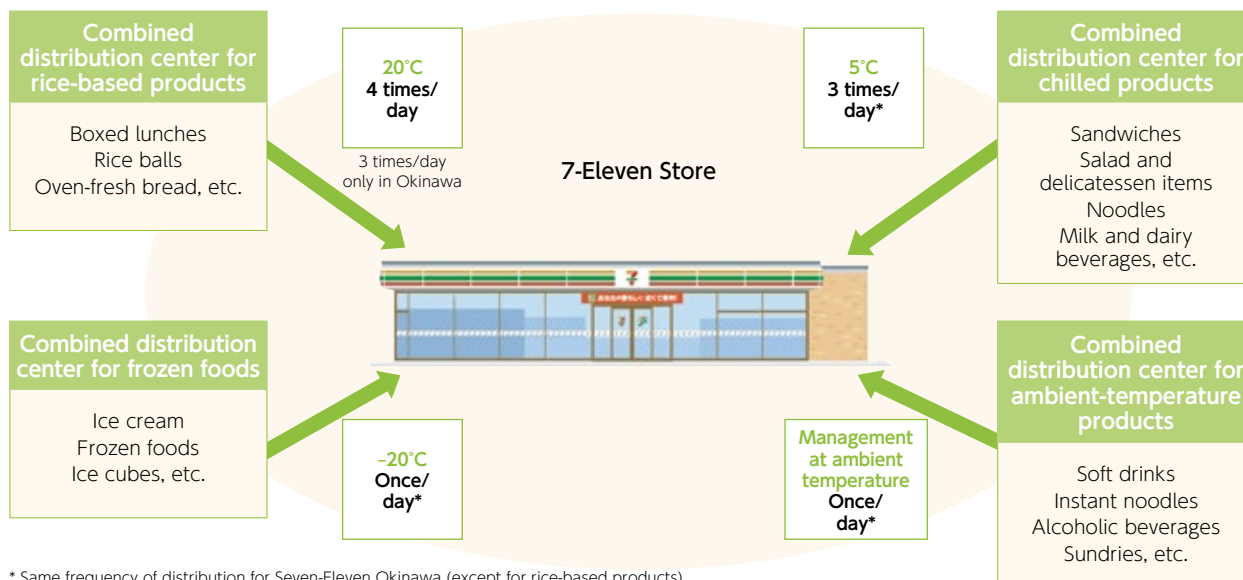
《Domestic Convenience Store Operations》

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



* Same frequency of distribution for Seven-Eleven Okinawa (except for rice-based products)

■ Number of Distribution Centers

	Number of distribution centers*	Number of physical facilities
5°C	75	5°C 11 20°C 14 Shared 64
20°C	78	

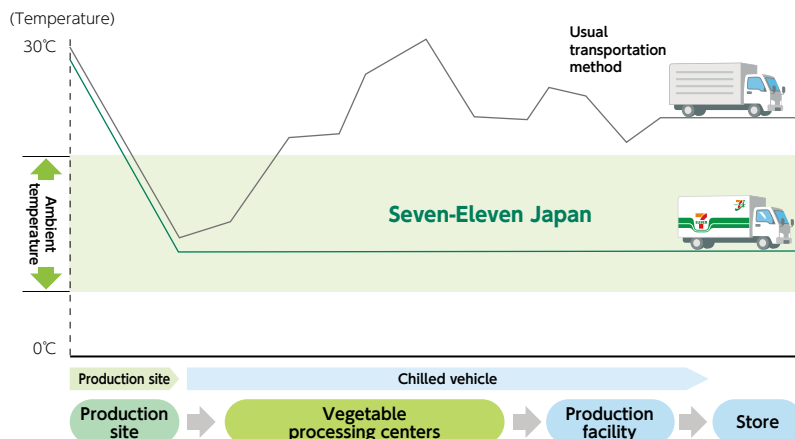
	Number of distribution centers
-20°C	23
Room temperature control	50

Notes: 1. As of February 29, 2020

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

3. Seven-Eleven Okinawa is included.

■ Cold Chain (Refrigerated Distribution Network)

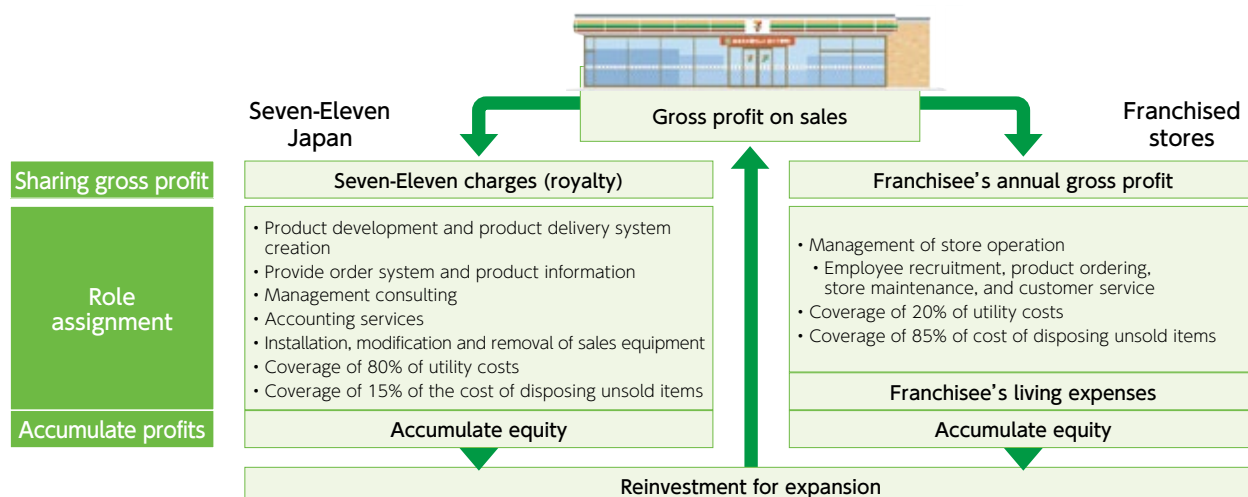


Freshness Managed from the Field to the Store

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.



Contract Type of Franchised Stores

	Type A (4,539 stores)	Type C (16,006 stores)
Land and buildings	Franchisee provides	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)	45% of gross profit on sales 5-year incentives and 15-year contract renewal incentives (reductions in franchise fee) are offered Gross profit on sales of over ¥5.5 million/month: 24-hour operations: ① 24-hour operations -2% ② Special reduction -1% ③ Monthly amount -¥35,000 Other than 24-hour operations: ① Special reduction -1% ② Monthly amount -¥15,000 Gross profit on sales of less than ¥5.5 million/month: 24-hour operations: Monthly amount -¥200,000 / Other than 24-hour operations: Monthly amount -¥70,000	
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	24-hour operations: ¥22 million Other than 24-hour operations: ¥19 million (Franchisee's annual gross profit)	24-hour operations: ¥20 million Other than 24-hour operations: ¥17 million (Franchisee's annual gross profit)

Notes: 1. Number of stores as of February 29, 2020

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

3. The special reduction in Seven-Eleven charges (royalty), which started from September 2017, will be applied for the time being.

4. Changes to the Seven-Eleven charges (royalty) system were implemented in March 2020.

5. Franchisee's gross profit on sales 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 4,539 C-type franchised stores 16,006 Directly operated stores 371 (As of February 29, 2020)	BCP stores (A-type franchised stores)*2 591 C-type franchised stores 6,788 Directly operated stores 2,303 (As of December 31, 2019)
Standard sales floor space (per store)*3	Approximately 140 m ²	Approximately 175 m ²
Stores with gas stations	171 stores*4	4,469 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 7Rewards
Payment methods	Cash/electronic money/credit card/debit/barcode payment, etc.	Cash/credit card/debit/barcode payment/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.

Profile

Performance Overview

Retail Environment in Japan

Global Retail Industry Data

Group Strategy

Major Group Companies' Data

Corporate Data

《Overseas Convenience Store Operations》

7-Eleven, Inc.

	FY2009	FY2010	FY2011	FY2012
Revenues from operations* ¹	-	-	1,086,522	1,247,287
Revenues from operations (U.S.\$ Thousand)	-	-	13,615,565	15,628,206
Other operating revenues from above* ²	-	-	133,997	149,593
Selling, general and administrative expenses	-	-	208,726	226,458
Selling, general and administrative expenses (U.S.\$ Thousand)	-	-	2,615,627	2,837,464
Operating income	34,427	33,328	32,737	38,175
Operating income (U.S.\$ Thousand)	367,613	379,633	410,238	478,326
Net income	17,975	18,918	22,413	22,378
Net income (U.S.\$ Thousand)	191,938	215,492	280,865	280,397
Capital expenditures	37,948	48,996	103,475	155,440
Depreciation and amortization	34,974	37,444	37,180	39,794
Total assets	511,766	472,566	510,901	726,876
Net assets	274,855	283,833	307,359	378,486
Total store sales	1,412,301	1,470,632	1,624,095	1,852,162
Processed food	-	328,528	330,041	370,882
Fast food	-	137,693	136,335	146,891
Daily food	-	58,442	58,393	62,226
Nonfood	-	359,241	351,902	374,099
Merchandise	899,624	883,905	876,672	954,100
Gasoline	512,677	586,726	747,423	898,062
Existing store sales increase (U.S. merchandise sales) (%) ^{*3}	0.6	1.5	2.8	2.9
Average daily sales per store (¥ Thousand)	399	381	349	350
Average daily sales per store (U.S.\$)	4,256	4,335	4,372	4,383
Merchandise gross profit margin (%)	35.2	35.1	34.7	35.2
Gasoline sales (Thousand gallons)	-	-	-	-
Gasoline retail gross profit (Cents/Gallon)	-	-	-	-
Exchange rate (Income statements) (¥) (U.S.\$1=)	93.65	87.79	79.80	79.81
Exchange rate (Balance sheets) (¥) (U.S.\$1=)	92.10	81.49	77.74	86.58
Number of stores	6,389	6,610	7,149	8,118
Openings	268	303	643	1,078
Closures	75	82	104	109
Franchised stores	4,649	5,064	5,437	5,870
Directly operated stores	1,740	1,546	1,712	2,248
Stores with gas stations	2,495	2,481	2,719	3,195
Total sales floor space (m ²)	1,016,254	1,066,020	1,158,089	1,335,707
Full-time employees (fiscal year-end) ^{*4}	14,397	13,263	13,596	17,330

*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.

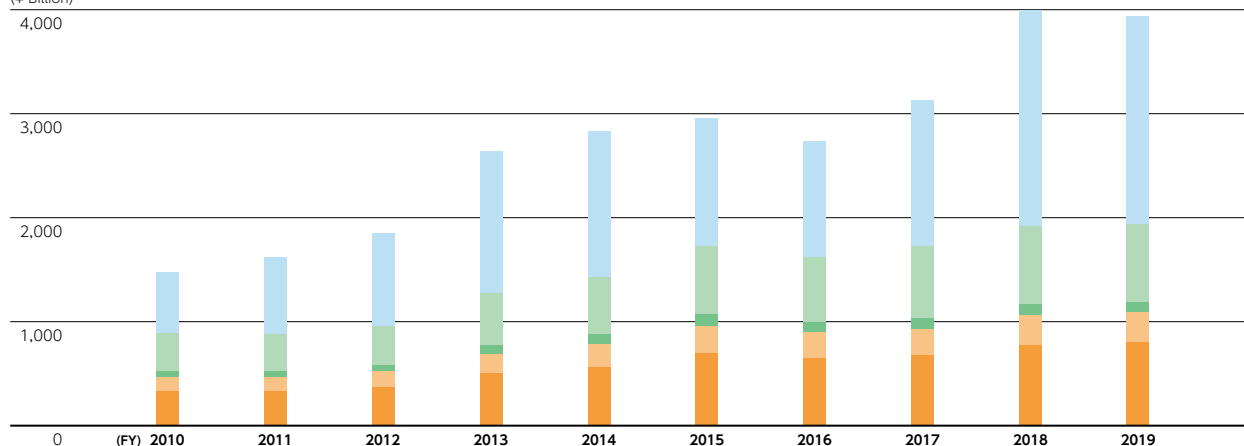
*3 Existing store sales increase is calculated in U.S. dollars.

*4 As of the end of February.

■ Sales Composition by Category

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

(¥ Billion)



(Fiscal year-end December, ¥ Million)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
	1,801,077	1,935,274	1,819,838	1,658,542	1,981,533	2,821,053	2,739,833
	18,429,117	18,293,553	15,027,570	15,246,764	17,667,025	25,543,768	25,129,170
	192,656	219,307	271,081	260,078	276,179	288,136	293,415
	307,975	341,225	395,162	372,662	399,557	484,090	494,223
	3,151,285	3,225,503	3,263,107	3,425,836	3,562,387	4,383,286	4,532,911
	51,207	59,651	77,478	76,671	90,852	111,081	121,654
	523,971	563,868	639,790	704,832	810,023	1,005,807	1,115,785
	29,738	35,870	45,181	45,470	76,048	77,616	83,193
	304,295	339,077	373,093	418,003	678,036	702,792	763,031
	80,195	63,226	159,772	216,776	98,874	452,029	150,454
	53,404	56,482	65,381	64,992	69,582	76,141	77,204
	903,326	1,088,910	1,137,495	1,231,149	1,356,972	1,564,596	1,612,783
	514,957	658,465	681,404	705,025	869,394	924,236	956,305
	2,641,180	2,834,464	2,950,422	2,735,199	3,134,412	3,993,259	3,936,217
	500,880	567,290	695,119	650,509	682,470	778,741	802,806
	187,673	216,881	261,947	244,299	248,718	282,342	289,052
	81,057	93,544	110,427	101,814	101,888	103,117	95,111
	501,514	553,712	661,355	624,655	688,325	751,641	753,802
	1,271,126	1,431,429	1,728,848	1,621,278	1,721,403	1,915,842	1,940,773
	1,370,054	1,403,035	1,221,573	1,113,921	1,413,009	2,077,417	1,995,444
	1.0	3.1	5.8	2.1	1.6	1.9	2.4
	424	473	569	519	543	549	553
	4,340	4,472	4,695	4,769	4,841	4,967	5,075
	34.8	34.5	34.6	34.8	34.3	34.2	34.8
	3,884,838	4,001,566	4,292,288	4,910,026	5,266,489	6,919,338	6,972,004
	20.29	20.81	19.80	20.05	22.62	22.56	23.95
	97.73	105.79	121.10	108.78	112.16	110.44	109.03
	105.39	120.55	120.61	116.49	113.00	111.00	109.56
	8,292	8,297	8,500	8,707	8,670	9,573	9,682
	462	238	344	356	214	1,245	361
	288	233	141	149	251	342	252
	6,219	6,390	6,752	7,008	7,161	7,213	7,379
	2,073	1,907	1,748	1,699	1,509	2,360	2,303
	3,300	3,165	3,168	3,374	3,376	4,385	4,469
	1,379,301	1,384,023	1,454,825	1,458,783	1,450,699	1,650,782	1,684,207
	16,553	15,591	14,379	15,021	17,877	19,994	19,578

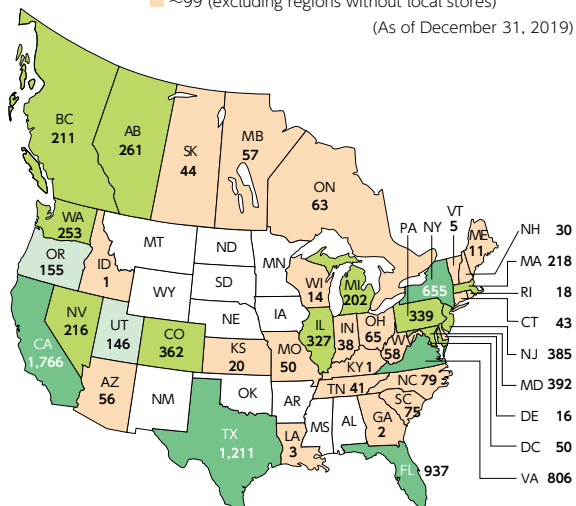
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Store Network

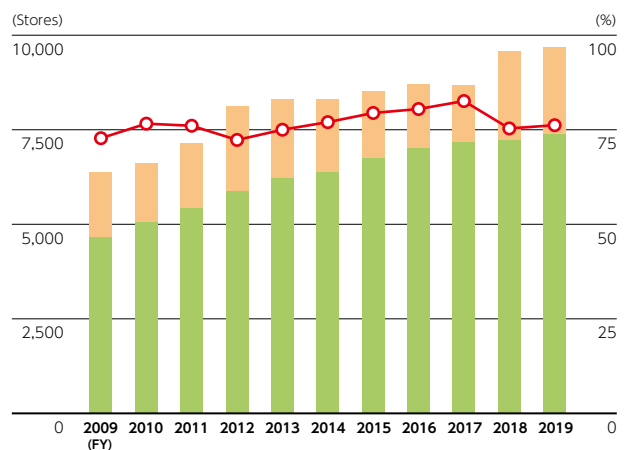
Number of stores: 500~ (dark green), 200~499 (medium green), 100~199 (light green), ~99 (excluding regions without local stores) (orange)

(As of December 31, 2019)



Trends in Store Type

Directly operated stores (left) (orange), Franchised stores (left) (green), Franchise ratio (right) (red line)



《Superstore Operations》

Ito-Yokado

	FY2010	FY2011	FY2012	FY2013
Revenues from operations	1,387,831	1,373,670	1,361,060	1,332,292
Net sales	1,364,765	1,349,345	1,334,297	1,302,923
Lifestyle* ¹	-	-	-	-
Specialty stores* ¹	-	-	-	-
Food* ¹	-	-	-	-
Apparel	240,060	255,052	240,068	230,807
Household goods* ²	220,620	189,481	173,049	160,916
Food	663,768	656,491	648,506	623,571
Merchandise sales	1,124,450	1,101,024	1,061,624	1,015,295
Tenants	222,422	233,056	252,709	271,258
Other	17,892	15,264	19,964	16,369
Selling, general and administrative expenses	361,989	353,884	350,981	342,502
Operating income	1,757	2,155	10,554	9,009
Ordinary income	4,136	5,124	13,471	15,223
Net income	6,650	6,696	(520)	1,687
Capital expenditures	45,900	37,492	18,074	30,578
Depreciation and amortization* ³	13,890	14,573	16,822	15,937
Total assets	805,242	779,389	790,851	791,020
Net assets	606,562	601,182	597,601	599,857
Existing store sales increase (decrease) (%)	(5.7)	(2.5)	(2.6)	(4.3)
Number of customers (%)	(1.7)	(1.3)	(4.6)	(5.2)
Average spending per customer (%)	(4.1)	(1.2)	2.0	1.0
Merchandise gross profit margin (%)	29.0	29.1	29.7	29.9
Number of stores	174	170	173	174
Openings	4	6	5	3
Closures	5	10	2	2
Total sales floor space (m ²)	2,661,184	2,673,225	2,704,252	2,751,439
Directly managed sales floor space (m ²)	1,723,580	1,678,730	1,665,268	1,642,954
Sales per square meter (¥ Thousand)* ⁴	644	645	636	613
Full-time employees (fiscal year-end)	9,642	9,484	9,136	8,672
Part-time employees* ⁵	30,721	30,130	29,853	29,116
Ratio of part-time employees (%)	76.7	76.8	77.0	77.4
Sales per employee (¥ Thousand)* ⁶	28,061	28,056	27,856	27,430

*1 From FY2020, the previous product-based sales classifications have been revised from apparel, household goods, and food to lifestyle, specialty stores, and food. Figures for FY2018 and FY2019 have been calculated and displayed in the same manner.

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

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

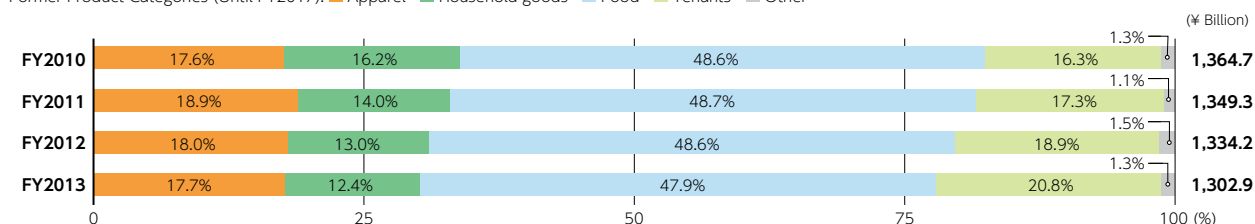
*4 Sales per square meter = Merchandise sales ÷ Weighted average floor space

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

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

■ Breakdown of Sales by Product Category

Product Categories (FY2018 Onward): ■ Lifestyle ■ Specialty stores ■ Food ■ Tenants ■ Other
Former Product Categories (Until FY2017): ■ 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.

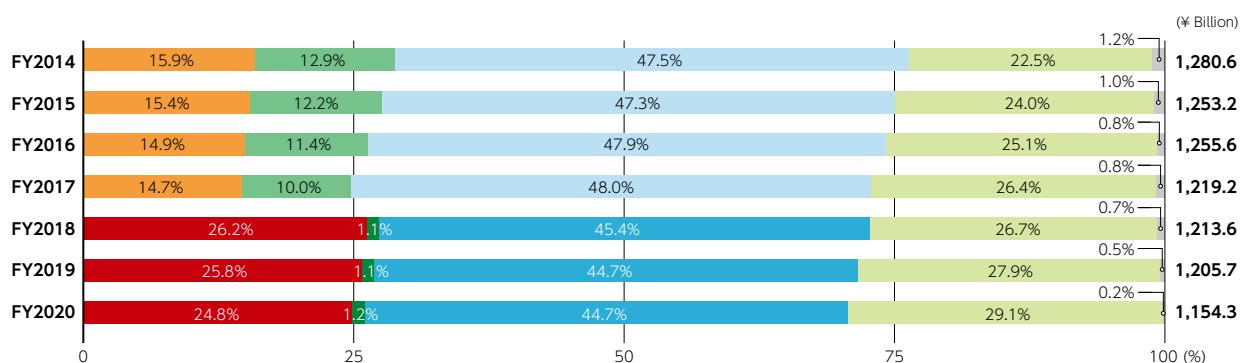
2. Seven Bi no Garden Co., Ltd. figures, since it was absorbed in FY2018, are reflected in household goods.

3. From FY2020, the previous product-based sales classifications have been revised from apparel, household goods, and food to lifestyle, specialty stores, and food. Figures for FY2018 and FY2019 have been calculated and displayed in the same manner.

(¥ Million)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	1,311,989	1,285,942	1,289,586	1,255,017	1,244,262	1,236,180	1,185,147
	1,280,615	1,253,296	1,255,608	1,219,252	1,213,613	1,205,751	1,154,374
	-	-	-	-	317,460	310,796	285,985
	-	-	-	-	13,484	13,213	13,488
	-	-	-	-	550,399	538,778	516,120
	204,051	193,354	187,047	179,027	162,589	153,590	-
	165,297	153,506	142,811	122,445	165,083	162,021	-
	608,343	592,913	601,672	585,457	553,670	547,175	-
	977,692	939,774	931,531	886,930	881,343	862,788	815,594
	287,874	301,376	314,612	322,191	324,328	336,390	335,359
	15,048	12,145	9,464	10,130	7,940	6,573	3,420
	335,771	333,118	334,380	316,879	310,285	304,510	291,051
	11,236	1,859	(13,980)	52	3,077	4,708	6,522
	13,071	4,142	(13,405)	1,786	3,687	6,122	7,615
	5,333	(6,881)	(23,923)	(13,797)	(5,821)	(7,840)	1,674
	47,943	41,067	58,555	30,636	18,072	44,057	27,305
	10,014	11,137	13,125	13,654	12,606	12,191	13,254
	807,425	817,735	799,073	753,315	736,336	721,594	713,839
	608,444	606,327	581,223	544,808	539,608	530,367	529,737
	(4.6)	(4.5)	0.2	(4.2)	(1.4)	(1.1)	(2.9)
	(4.3)	(5.7)	(0.1)	(4.4)	(1.7)	(1.1)	(3.5)
	(0.4)	1.3	0.4	0.3	0.3	0.0	0.7
	30.2	29.9	28.6	29.1	29.6	29.6	29.9
	179	181	182	171	164	159	157
	9	3	3	4	2	1	4
	4	1	2	15	9	6	6
	2,817,665	2,832,235	2,802,078	2,776,875	2,653,996	2,547,874	2,506,284
	1,639,943	1,630,246	1,590,958	1,508,282	1,490,522	1,420,357	1,355,959
	597	572	585	564	575	584	591
	8,289	8,029	7,790	7,654	7,663	7,443	7,238
	31,491	31,245	32,106	27,540	27,750	26,690	24,275
	78.6	79.3	80.0	79.9	78.0	77.9	76.7
	26,614	26,074	26,099	25,716	24,766	25,190	25,776

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《Superstore Operations》

■ Trend in Sales Breakdown by Region

(¥ Billion)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Hokkaido	77.7	73.7	72.0	71.7	67.2	64.6	65.5	64.6	64.8	65.5	60.3
Tohoku	67.0	60.8	57.1	55.8	45.8	51.5	50.1	47.2	48.3	45.9	45.4
Kanto	970.4	975.5	976.3	945.2	939.4	914.7	925.8	902.8	916.6	902.2	876.0
Chubu	112.0	103.3	95.1	96.0	93.9	91.7	85.5	82.9	76.9	91.0	87.3
Kinki	120.8	120.1	117.8	116.4	115.8	113.1	111.9	106.0	98.5	92.5	85.0
Chugoku	16.5	15.9	15.7	17.6	18.2	17.4	16.4	15.5	8.1	8.4	-
Total	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	1,154.3

■ Trend in the Number of Stores

BY REGION

(Stores)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Hokkaido	12	12	12	12	11	11	11	11	11	10	9
Tohoku	11	10	10	10	10	10	10	10	10	10	10
Kanto	119	119	120	121	127	130	131	125	120	118	118
Chubu	19	17	17	17	17	16	16	14	14	14	13
Kinki	11	10	11	11	11	11	11	10	8	7	7
Chugoku	2	2	3	3	3	3	3	1	1	-	-
Total	174	170	173	174	179	181	182	171	164	159	157

BY TOTAL SALES FLOOR SPACE

(Stores)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
16,000 m ² -	65	67	68	68	72	72	71	70	63	61	59
10,000 - 15,999 m ²	56	49	50	50	47	46	47	43	46	45	45
5,000 - 9,999 m ²	38	37	36	36	34	35	34	30	27	25	23
Under 5,000 m ²	15	17	19	20	26	28	30	28	28	28	30
Total	174	170	173	174	179	181	182	171	164	159	157

BY STORE AGE

(Stores)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
30 years -	37	49	51	56	58	60	60	54	53	52	50
20 years -	43	26	26	24	22	24	27	27	28	35	39
10 years -	44	56	53	51	52	55	55	51	48	38	34
5 years -	25	21	23	20	18	16	17	14	15	22	21
1 year -	21	12	15	20	20	23	20	21	18	11	9
Under 1 year	4	6	5	3	9	3	3	4	2	1	4
Total	174	170	173	174	179	181	182	171	164	159	157

BY FORMAT

(Stores)

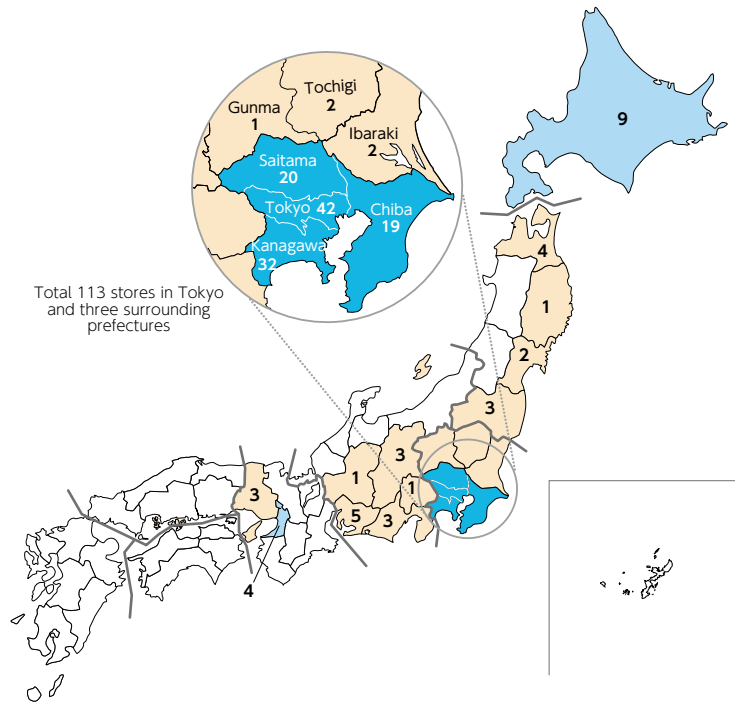
	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Superstores	150	141	140	139	137	136	136	127	121	116	112
Shopping centers	7	10	12	13	16	17	17	18	19	19	19
Food specialty stores*	17	19	21	22	26	28	29	26	24	24	26
Total	174	170	173	174	179	181	182	171	164	159	157

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)



Store Formats



Superstores (112 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 (26 stores)

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

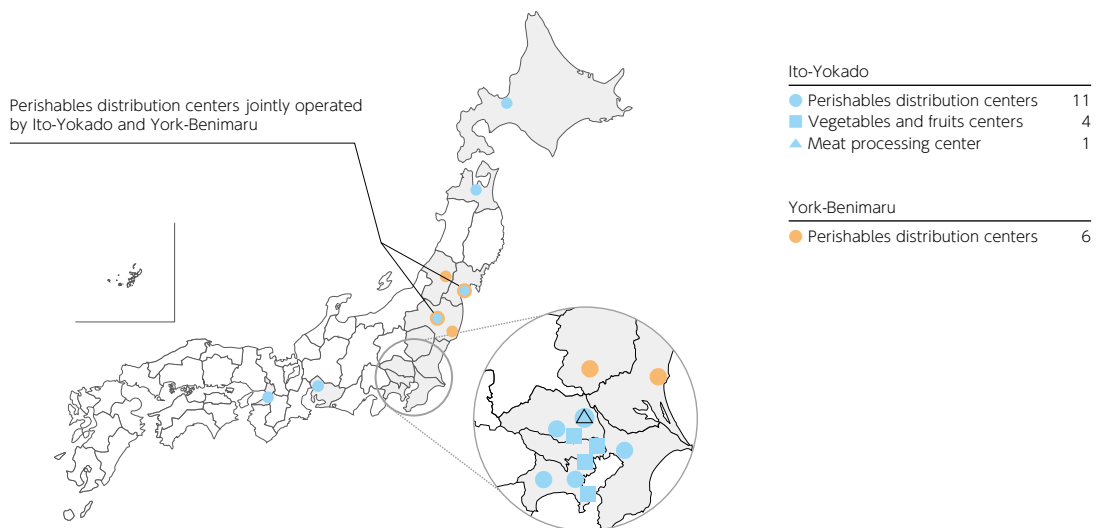


Shopping centers (19 stores)

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 29, 2020)

Number of Processing Centers and Perishables Distribution Centers



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《Superstore Operations》

York-Benimaru

	FY2010	FY2011	FY2012	FY2013
Revenues from operations	348,735	343,379	348,600	363,862
Net sales	337,506	337,734	342,944	358,061
Fresh food	105,558	106,107	108,226	114,914
Processed food	82,862	82,861	83,542	86,219
Daily food	63,017	64,042	65,222	68,660
Food total	251,439	253,011	256,991	269,794
Apparel	17,230	16,586	17,358	17,642
Household goods	18,729	18,908	19,474	19,383
Merchandise sales	287,398	288,506	293,824	306,820
Tenants	50,107	49,227	49,120	51,240
Selling, general and administrative expenses	83,351	78,200	74,686	78,649
Operating income	9,402	8,877	14,955	11,854
Ordinary income	10,874	10,276	16,305	14,003
Net income	6,088	5,093	1,430	7,731
Capital expenditures	12,560	7,629	7,075	9,779
Depreciation and amortization*1	4,886	5,573	5,122	5,161
Total assets*2	145,258	147,454	150,789	156,212
Net assets	116,612	117,814	117,090	123,766
Existing store sales increase (decrease) (%)	(3.7)	(4.1)	1.5	0.0
Number of customers (%)	(2.1)	(4.1)	(3.3)	0.9
Average spending per customer (%)	(1.6)	0.0	4.9	(1.0)
Merchandise gross profit margin (%)	26.7	26.6	27.0	26.0
Number of stores	164	170	176	184
Openings	8	7	8	11
Closures	0	1	2	3
Total sales floor space (m ²)	547,920	560,684	573,187	590,698
Directly managed sales floor space (m ²)	409,360	421,362	433,346	450,581
Sales per square meter (¥ Thousand)*3	713	693	718	716
Full-time employees (fiscal year-end)	2,496	2,508	2,495	2,494
Part-time employees*4	10,582	10,606	10,165	10,395
Ratio of part-time employees (%)	81.1	80.6	80.1	80.3
Sales per employee (¥ Thousand)*5	22,016	21,921	23,141	23,714

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

*2 ASBJ Statement No. 28 "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, dated February 16, 2018) has been applied to total assets from FY2020 and reflected retroactively in the figures for FY2019.

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

*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)

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 29, 2020, Life Foods delicatessen food plants are operating in three locations in Koriyama, Fukushima Prefecture and one location in Miyagi Prefecture.

	FY2010	FY2011	FY2012	FY2013
Net sales	36,484	36,396	36,974	38,509
Selling, general and administrative expenses	14,643	15,076	14,710	14,823
Operating income	2,251	2,651	3,450	3,704
Ordinary income	2,466	2,857	3,659	3,763
Net income	1,447	1,634	2,187	2,193
Total assets	25,409	26,788	26,645	27,688
Net assets	20,842	21,250	21,053	21,493

York-Benimaru (including results from Life Foods)

	FY2010	FY2011	FY2012	FY2013
Operating income	11,654	11,528	18,407	15,558

Note: The above results are management figures.

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	380,869	396,930	412,977	426,172	437,197	445,297	446,843
	374,781	390,492	406,223	418,729	429,064	437,201	438,637
	123,054	132,110	139,489	145,105	149,910	153,597	154,442
	89,761	92,181	95,761	98,819	101,977	104,950	106,140
	71,510	73,843	77,433	81,101	84,097	86,551	87,235
	284,326	298,136	312,683	325,026	335,985	345,100	347,818
	17,597	16,614	15,887	14,967	13,531	12,761	11,747
	20,339	20,694	20,398	20,296	19,993	19,270	19,005
	322,263	335,445	348,970	360,290	369,510	377,132	378,571
	52,518	55,047	57,253	58,439	59,553	60,069	60,066
	80,969	84,796	88,784	92,185	94,713	98,337	99,932
	12,714	12,820	13,324	14,054	14,070	12,801	13,100
	14,467	14,018	14,529	15,344	15,301	13,973	14,308
	9,306	7,792	8,969	8,982	9,350	7,672	6,712
	10,700	14,120	10,642	12,330	13,452	10,328	13,148
	3,167	3,569	3,931	4,519	5,148	5,675	5,883
	168,013	182,267	184,894	177,983	184,302	183,481	190,090
	131,800	140,118	141,435	136,514	140,016	140,769	141,422
	0.1	0.2	1.2	0.5	(0.4)	(1.0)	(1.2)
	0.7	(0.1)	1.5	0.8	0.0	(0.9)	(2.3)
	(0.6)	0.2	(0.3)	(0.3)	(0.5)	(0.2)	1.1
	25.6	25.6	25.7	25.8	25.7	25.8	26.1
	193	200	205	213	220	225	232
	11	8	6	9	11	7	8
	2	1	1	1	4	2	1
	606,812	628,639	640,667	656,950	675,128	682,795	697,646
	469,142	485,123	494,201	505,269	519,177	525,508	534,926
	721	721	727	733	735	727	721
	2,538	2,614	2,660	2,685	2,697	2,747	2,766
	10,729	10,984	11,168	11,353	11,903	11,953	11,811
	80.6	80.6	80.5	80.6	81.2	81.0	80.8
	24,232	24,607	25,156	25,581	25,208	25,566	25,888

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	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	39,894	42,487	44,603	45,913	46,739	47,285	47,320
	15,438	16,383	17,388	17,965	18,673	19,217	19,344
	3,823	4,204	4,422	4,704	4,028	3,923	3,786
	3,870	4,253	4,468	4,739	4,054	3,977	3,834
	2,407	2,526	2,801	3,237	2,657	2,596	2,528
	27,928	30,309	32,188	34,504	36,211	37,538	39,656
	22,523	24,265	26,293	28,628	30,396	32,209	33,990

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	16,539	17,025	17,747	18,760	18,098	16,724	16,887

《Superstore Operations》

York Mart

	FY2010	FY2011	FY2012	FY2013	
Revenues from operations	109,298	111,363	119,335	122,672	
Net sales	108,690	110,510	118,422	121,640	
Selling, general and administrative expenses	28,728	29,647	31,490	33,653	
Operating income	3,117	3,070	3,925	2,007	
Ordinary income	3,193	3,140	4,012	2,075	
Net income	1,412	1,656	2,111	1,032	
Capital expenditures	3,846	2,662	3,899	5,216	
Depreciation and amortization*1	1,225	1,356	1,647	1,954	
Total assets	35,320	37,124	39,272	41,410	
Net assets	24,941	25,702	26,926	26,249	
Existing store sales increase (decrease) (%)	(2.7)	(3.5)	0.3	(4.9)	
Merchandise gross profit margin (%)	29.1	29.1	29.5	28.8	
Number of stores	62	65	68	71	
Openings	3	4	5	5	
Closures	1	1	2	2	
Total sales floor space (m ²)	102,856	106,321	111,212	116,042	
Sales per square meter (¥ Thousand)*2	1,087	1,117	1,127	1,108	
Full-time employees (fiscal year-end)	1,262	1,278	1,269	1,325	
Part-time employees*3	3,036	3,141	3,702	4,018	
Sales per employee (¥ Thousand)*4	23,369	23,472	23,456	22,007	

*1 From FY2014, York Mart 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 (232 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 (78 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 29, 2020)

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 takeaway 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.



	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	129,306	133,138	141,242	142,864	144,829	146,142	144,102
	128,214	132,067	140,145	141,649	143,610	144,975	142,936
	34,740	36,095	38,313	38,801	39,936	40,549	41,163
	2,891	2,445	2,511	2,211	1,551	1,603	684
	2,945	2,525	2,540	2,231	1,532	1,622	671
	1,701	1,247	1,611	963	251	(746)	(1,036)
	2,951	4,801	5,234	2,677	3,286	2,414	3,069
	1,219	1,332	1,717	1,938	2,006	1,995	2,062
	41,991	45,555	48,494	47,321	47,660	47,009	47,133
	27,412	27,662	28,705	27,871	27,654	26,813	25,757
	(0.2)	0.6	1.8	(1.6)	(0.5)	(1.2)	(2.2)
	28.9	28.8	28.8	28.6	28.6	29.0	29.2
	74	76	76	78	78	79	78
	3	2	4	2	1	2	2
	0	0	4	0	1	1	3
	121,115	124,223	126,639	129,000	128,194	126,782	126,621
	1,118	1,130	1,158	1,149	1,154	1,145	1,128
	1,191	1,227	1,245	1,255	1,307	1,316	1,316
	4,206	4,367	4,715	4,524	4,494	4,475	4,582
	21,949	22,367	22,723	23,024	23,203	23,472	23,193

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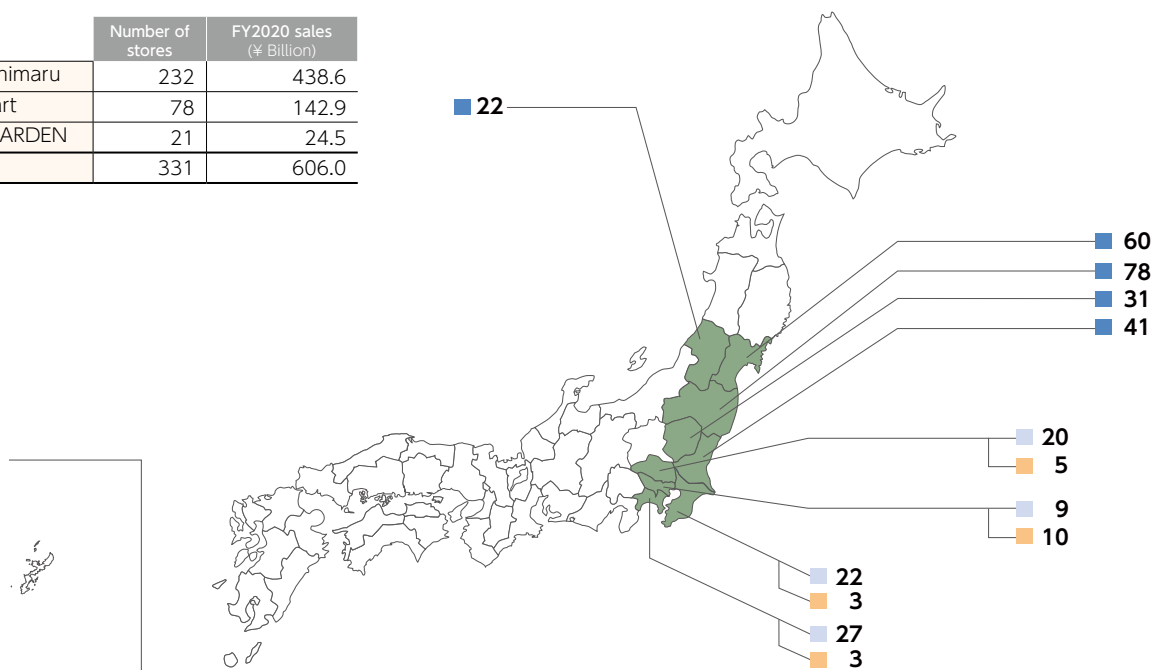
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York-Benimaru has concentrated store openings in five prefectures in the southern Tohoku and northern Kanto regions. York Mart and SHELL GARDEN are being developed in the prefectures of Tokyo, Chiba, Kanagawa, and Saitama.

	Number of stores	FY2020 sales (¥ Billion)
■ York-Benimaru	232	438.6
■ York Mart	78	142.9
■ SHELL GARDEN	21	24.5
Total	331	606.0



(As of February 29, 2020)

《Department Store Operations》

Sogo & Seibu

	FY2010	FY2011	FY2012	FY2013
Revenues from operations	859,265	846,796	830,340	810,998
Net sales	847,044	834,723	817,927	798,427
Apparel	401,850	384,419	361,550	349,846
Household goods	81,576	80,679	79,476	78,127
Food	165,458	170,098	170,707	162,023
Merchandise sales	648,885	635,198	611,735	589,997
Tenants	155,673	159,243	164,297	168,201
Corporate sales	42,485	40,281	41,895	40,228
Selling, general and administrative expenses	200,386	192,039	180,772	175,804
Operating income	5,613	7,385	11,159	10,040
Ordinary income	3,149	5,623	9,890	9,160
Net income	(4,313)	5,831	9,964	(3,650)
Capital expenditures	15,481	25,240	13,374	15,465
Depreciation and amortization	15,741	12,779	12,181	12,608
Total assets	535,870	503,285	475,849	455,269
Net assets	116,540	120,221	129,320	124,561
Existing store sales increase (decrease) (%)	(8.4)	0.0	(0.5)	0.9
Merchandise gross profit margin (%)	25.8	25.4	25.1	24.9
Major store sales				
SEIBU Ikebukuro	160,562	167,268	176,475	179,181
Sogo Yokohama	101,788	101,710	100,996	105,213
Sogo Chiba	76,771	77,967	78,632	78,780
Sogo Hiroshima	43,082	41,973	41,446	41,291
SEIBU Shibuya	43,583	42,325	39,802	39,298
Sogo Omiya	33,067	32,928	32,418	32,399
Number of stores	28	27	26	24
Store openings and mergers	2	0	0	0
Store closures and transferred stores	2	1	1	2
Total sales floor space (m ²)	939,911	924,980	894,481	863,832
Sales per square meter (¥ Thousand)*1	888	890	886	894
Full-time employees (fiscal year-end)	5,416	5,228	4,975	4,508
Part-time employees*2	5,587	5,404	5,179	4,925
Ratio of part-time employees (%)	50.1	50.2	50.2	50.6

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 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 “Major stores” or “Regional and suburban stores.”

	FY2020 sales (¥ Million)	Stores
Major stores	478,634	SEIBU Ikebukuro, Sogo Yokohama, Sogo Chiba, Sogo Hiroshima, SEIBU Shibuya, and Sogo Omiya
Regional and suburban stores	110,776	SEIBU Tokorozawa S.C., SEIBU Akita, SEIBU Okazaki, SEIBU Fukui, Sogo Tokushima, SEIBU Higashi-Totsuka S.C., Sogo Kawaguchi, SEIBU Otsu and Sogo Seishin



SEIBU Ikebukuro

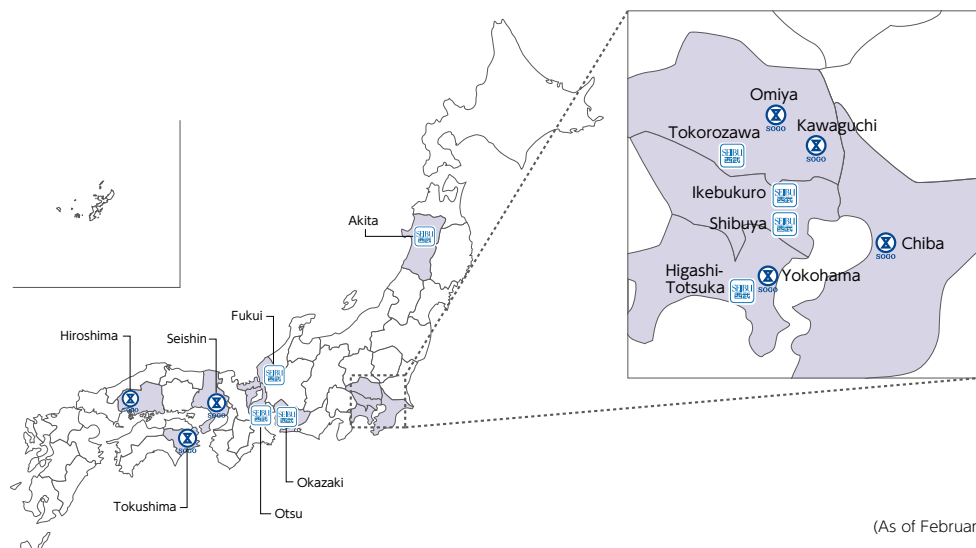
(¥ Million)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	801,535	802,996	803,443	760,692	685,888	615,256	600,148
	789,203	790,244	790,708	747,951	674,368	604,362	589,410
	335,252	328,008	317,260	291,470	260,919	229,563	214,255
	81,536	80,217	81,115	75,770	67,873	59,110	58,679
	157,832	161,491	163,059	157,168	142,863	125,068	123,649
	574,621	569,717	561,435	524,410	471,656	413,743	396,584
	174,418	180,085	188,554	183,696	167,519	157,714	161,037
	40,163	40,440	40,718	39,844	35,192	32,904	31,788
	171,607	170,700	170,514	161,306	144,772	131,568	129,318
	10,141	10,226	7,411	4,341	5,081	3,266	172
	9,265	9,216	6,070	2,593	3,254	1,751	(858)
	1,814	3,992	(4,034)	(28,426)	(29,973)	336	(7,526)
	12,156	12,762	12,650	11,773	12,474	16,503	11,039
	11,793	11,996	11,751	10,616	8,889	8,109	8,534
	447,577	446,368	436,878	424,143	369,310	353,887	333,700
	126,400	131,361	124,905	93,827	68,771	69,216	61,233
	1.2	0.1	0.0	(2.7)	0.5	(1.0)	(2.5)
	24.8	24.6	24.3	23.9	24.0	24.3	23.9
	184,453	187,330	190,018	186,597	185,149	184,091	182,369
	109,889	112,986	114,200	109,690	110,603	110,568	108,933
	78,924	76,908	76,053	73,381	74,439	75,522	74,003
	42,967	43,049	43,115	41,438	40,909	39,663	38,801
	39,490	40,211	42,376	41,779	43,671	43,550	43,231
	34,251	34,572	33,654	33,058	33,120	32,983	31,293
	24	24	23	19	15	15	15
	0	0	0	0	0	0	0
	0	0	1	4	4	0	0
	868,762	870,584	871,437	770,189	617,618	571,738	571,738
	909	909	907	930	1,013	1,057	1,030
	4,102	3,883	3,671	3,269	2,852	2,781	2,679
	5,109	5,395	5,652	5,317	4,580	3,827	3,665
	54.3	57.4	59.5	60.0	59.8	57.4	57.0

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(As of February 29, 2020)

《Financial Services》

Seven Bank

	FY2010	FY2011	FY2012	FY2013
Ordinary income	88,830	83,964	88,318	94,105
Ordinary profits	30,407	27,449	29,557	32,013
Net income	17,953	16,008	17,267	19,515
Total assets	502,782	600,061	652,956	809,465
Net assets	109,939	114,539	125,629	137,091
Ordinary deposits (fiscal year-end)	144,997	171,873	196,290	238,770
Time deposits (fiscal year-end)	63,381	140,604	134,949	154,910
Individual deposit accounts (Thousand)	775	885	971	1,066
Number of installed ATMs (fiscal year-end)	14,601	15,363	16,632	18,123
7-Eleven	13,584	14,188	15,129	16,414
Ito-Yokado	295	294	300	305
York-Benimaru	30	40	60	69
York Mart	31	36	42	48
Other ATMs in the Group	45	65	74	78
Outside the Group	616	740	1,027	1,209
Correspondent financial institutions	555	567	577	584
ATM-related fee income per transaction (¥)	147.9	135.3	131.3	130.3
Daily average transactions per ATM	114.4	112.3	112.6	111.1
Total number of transactions (Million)	590	609	655	698
With banking financial institutions (Million)	509	545	597	638
With non-banking institutions (Million)	80	64	57	59
International money transfer service				
Number of contract accounts (Thousand)	-	-	10	35
Cumulative number of transfers (Thousand)	-	-	32	189
Consumer loan service				
Number of contract accounts (Thousand)	2	9	17	23
Balance of loans	126	536	1,916	3,387
Gross profit margin (%)	51.1	44.8	42.7	52.0
Full-time employees (fiscal year-end)	329	328	409	453

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

	FY2010	FY2011	FY2012	FY2013
Transaction volume (¥ Billion)*1	767.8	882.9	1,000.4	1,280.9
Number of cards issued (10 Thousand)				
SEVEN CARD plus/ SEVEN CARD (credit card and point card)*2	297	311	322	337
nanaco (electronic money)*3	980	1,285	1,636	2,145
IY Point Card	687	712	701	665
Full-time employees (fiscal year-end)	99	106	114	125

*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

	FY2010	FY2011	FY2012	FY2013
Transaction volume (¥ Billion)	-	-	619.8	678.4
Number of cards issued (10 Thousand)				
CLUB ON/Millennium CARD SAISON*	-	-	312	321
Full-time employees (fiscal year-end)	-	-	455	468

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)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	99,832	105,648	110,465	113,109	116,650	119,567	120,275
	37,142	38,258	39,002	38,911	42,262	43,059	45,013
	22,325	24,457	26,107	26,871	29,106	14,572	27,675
	785,380	850,369	910,801	955,644	1,023,201	1,145,511	1,091,287
	151,142	166,814	183,174	199,602	217,036	219,667	229,866
	227,728	253,040	292,142	336,023	393,753	294,235	324,531
	209,703	248,327	254,760	151,632	141,287	140,416	134,093
	1,214	1,405	1,562	1,690	1,827	2,001	2,179
	19,514	21,056	22,472	23,368	24,392	25,152	25,215
	17,616	18,782	19,816	20,615	21,510	22,148	22,165
	312	315	320	305	294	288	284
	71	86	118	154	167	188	231
	59	67	70	74	76	76	75
	84	85	91	90	84	77	76
	1,372	1,721	2,057	2,130	2,261	2,375	2,384
	589	594	595	601	600	615	612
	131.2	136.2	133.6	133.1	132.9	132.9	130.9
	107.8	100.9	98.8	95.5	94.1	92.3	92.1
	736	743	782	796	815	829	849
	673	679	712	724	739	749	727
	62	64	70	71	75	76	121
	62	100	147	186	222	259	296
	391	633	816	979	1,079	1,144	1,214
	34	55	73	86	95	97	101
	5,257	10,406	16,208	19,829	22,715	22,688	23,283
	52.2	62.6	80.6	64.9	72.7	73.5	63.7
	458	445	456	472	468	460	487

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	1,596.6	2,099.4	2,501.8	2,790.6	2,925.1	3,156.1	3,153.9
	350	359	351	347	348	355	362
	2,839	3,717	4,543	5,350	5,983	6,518	6,905
	635	625	618	615	613	612	609
	163	186	225	214	221	334	345

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	694.6	717.3	719.3	713.5	708.6	707.2	713.4
	328	320	322	323	317	316	310
	477	478	506	459	367	366	338

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《Specialty Store Operations》

Akachan Honpo

	FY2010	FY2011	FY2012	FY2013	
Net sales	79,106	78,346	78,744	82,907	
Selling, general and administrative expenses	22,511	22,478	22,324	23,041	
Operating income	(480)	526	1,474	1,920	
Ordinary income	(678)	367	1,334	1,810	
Net income	(848)	(145)	(200)	(1,394)	
Capital expenditures	1,397	1,714	1,783	1,720	
Depreciation and amortization*1	1,365	1,268	1,365	1,496	
Total assets	30,333	29,771	30,649	28,946	
Net assets	2,204	2,061	1,852	1,861	
Existing store sales increase (decrease) (%)	(7.7)	(6.5)	(3.1)	2.9	
Merchandise gross profit margin (%)	27.8	29.4	30.2	30.1	
Number of stores	78	85	87	92	
Openings	10	13	11	9	
Closures	4	6	9	4	
Total sales floor space (m ²)	145,997	149,997	147,501	150,674	
Sales per square meter (¥ Thousand)*2	556	530	535	550	
Full-time employees (fiscal year-end)	925	907	852	839	
Part-time employees*3	1,726	1,788	1,782	1,739	
Sales per employee (¥ Thousand)*4	30,612	29,354	29,873	31,875	
Memberships (Thousand)	1,586	1,584	1,721	1,755	

*1 From FY2014, Akachan Honpo 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

	FY2010	FY2011	FY2012	FY2013	
Revenues from operations	86,400	80,167	77,940	78,238	
Net sales	85,885	79,609	77,400	77,706	
Selling, general and administrative expenses	59,761	53,656	51,711	51,349	
Operating income	(2,714)	(89)	22	868	
Ordinary income	(2,464)	112	203	1,043	
Net income	(5,564)	(2,009)	(879)	(439)	
Capital expenditures	743	527	756	1,407	
Depreciation and amortization*1	1,001	634	560	585	
Total assets	47,181	43,948	44,777	44,144	
Net assets	38,997	36,831	35,966	34,998	
Existing store sales increase (decrease) (Denny's) (%)	(7.2)	0.5	(1.0)	1.2	
Number of customers (%)	(2.1)	0.7	(2.6)	(0.2)	
Average spending per customer (%)	(5.2)	(0.2)	1.6	1.4	
Merchandise gross profit margin (Denny's) (%)	67.3	68.3	68.3	68.9	
Number of stores	892	846	858	844	
Denny's	434	393	391	387	
Others	458	453	467	457	
Full-time employees (fiscal year-end)	1,584	1,351	1,290	1,254	
Part-time employees*2	11,073	10,424	10,432	10,130	
Ratio of part-time employees (%)	87.1	87.2	88.8	88.8	

*1 From FY2014, Seven & i Food Systems 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)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	85,141	92,899	102,716	102,765	104,687	102,639	96,744
	23,401	24,755	27,128	26,588	27,638	27,936	27,433
	2,365	2,866	3,315	2,909	3,381	3,503	2,906
	2,278	2,856	3,339	2,919	3,400	3,547	2,920
	1,759	2,178	3,336	1,621	2,541	2,103	1,873
	1,598	1,724	1,371	1,142	1,342	2,798	3,592
	1,100	1,216	1,187	1,186	1,063	949	884
	28,554	29,720	32,401	31,065	31,916	33,464	34,440
	3,582	5,761	9,095	10,716	13,258	15,362	17,236
	(1.8)	3.5	4.8	(3.2)	(0.4)	(3.9)	(6.8)
	30.3	29.7	29.6	28.7	29.6	30.6	31.4
	93	99	103	106	110	110	117
	8	7	8	8	8	6	10
	7	1	4	5	4	6	3
	151,292	159,537	162,013	164,327	168,201	168,932	173,573
	562	582	631	626	622	608	557
	877	895	929	917	885	909	919
	1,745	1,745	1,889	1,958	1,919	2,054	1,908
	32,092	35,098	36,469	35,626	35,916	35,552	34,232
	1,794	1,855	1,972	2,067	2,121	2,172	2,148

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(¥ Million)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	78,484	80,932	83,839	82,562	80,350	78,206	74,323
	78,112	80,685	83,680	82,394	80,188	78,047	73,868
	51,669	52,844	52,636	52,001	49,692	47,925	46,252
	829	163	1,021	515	842	1,291	420
	990	302	1,121	595	907	1,351	478
	275	(449)	457	(1,688)	(523)	83	(1,301)
	2,277	3,518	1,853	3,348	2,076	2,432	2,486
	422	701	823	866	957	1,004	1,011
	44,511	46,700	43,979	40,901	36,638	35,751	35,034
	34,799	33,835	33,471	27,171	26,666	26,415	24,540
	2.1	1.7	(0.2)	(2.8)	1.0	0.9	(1.6)
	(1.2)	(0.5)	(3.5)	0.0	(1.7)	(3.5)	(4.2)
	3.4	2.2	3.4	(2.8)	2.8	4.5	2.6
	69.4	68.8	68.2	68.4	68.0	68.2	68.1
	844	840	851	815	749	716	679
	386	392	389	386	377	371	372
	458	448	462	429	372	345	307
	1,290	1,368	1,416	1,387	1,350	1,307	1,257
	9,972	10,013	9,453	8,938	8,137	7,390	6,849
	88.4	87.9	86.9	86.2	85.3	84.6	83.9

《Specialty Store Operations》

THE LOFT

	FY2010	FY2011	FY2012	FY2013	
Revenues from operations	80,179	84,415	87,001	87,326	
Net sales	78,749	83,099	85,836	86,179	
Selling, general and administrative expenses	29,842	31,259	32,316	33,334	
Operating income	2,953	3,104	3,294	2,262	
Ordinary income	2,887	3,046	3,230	2,202	
Net income	1,472	1,826	1,510	728	
Capital expenditures	1,317	2,275	1,528	2,239	
Depreciation and amortization* ¹	700	867	1,125	1,290	
Total assets	21,475	22,457	23,542	24,234	
Net assets	8,366	9,818	10,954	11,308	
Existing store sales increase (decrease) (%)	(1.1)	2.0	(2.0)	(4.4)	
Merchandise gross profit margin (%)	40.2	39.8	40.1	40.4	
Number of stores	55	63	73	82	
Openings	5	10	12	9	
Closures	1	2	2	0	
Total sales floor space (m ²)	92,102	100,774	107,967	114,926	
Sales per square meter (¥ Thousand)* ²	837	841	806	769	
Full-time employees (fiscal year-end)	2,109	2,280	2,169	2,133	
Part-time employees* ³	1,122	1,078	1,356	1,610	
Sales per employee (¥ Thousand)* ⁴	25,305	25,320	25,113	24,310	

*1 From FY2014, THE LOFT 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)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Hokkaido	4	4	4	4	4	4	3	3	3	3	3
Tohoku	4	4	3	3	4	4	4	4	4	4	4
Kanto	40	45	43	47	45	45	48	47	46	45	46
Chubu	9	9	11	13	14	16	17	17	18	18	20
Kinki	14	16	18	16	17	20	21	21	21	22	23
Chugoku	3	3	4	5	5	6	6	7	8	7	8
Shikoku	1	1	1	1	1	1	2	2	2	2	2
Kyushu, Okinawa	3	3	3	3	3	3	2	5	8	9	11
Total	78	85	87	92	93	99	103	106	110	110	117

Denny's

(Stores)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Tohoku	13	13	12	11	12	12	11	12	12	12	12
Kanto	308	283	284	283	281	289	286	281	276	272	272
Chubu	89	76	75	75	75	75	75	75	73	72	73
Kinki	24	21	20	18	18	16	17	18	16	15	15
Total	434	393	391	387	386	392	389	386	377	371	372

Loft

(Stores)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Hokkaido	1	2	2	2	2	2	2	1	1	1	1
Tohoku	2	3	3	4	5	5	5	5	5	5	6
Kanto	24	28	37	44	50	51	54	58	58	59	63
Chubu	7	7	9	10	10	10	13	13	13	14	16
Kinki	12	13	13	13	13	15	16	16	17	18	19
Chugoku	5	5	5	5	5	5	6	8	8	8	8
Shikoku	1	2	2	2	2	3	3	3	3	4	4
Kyushu	3	3	2	2	2	3	3	5	5	6	7
Total	55	63	73	82	89	94	102	109	110	115	124

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	85,136	88,304	95,645	100,264	103,668	103,427	106,408
	84,459	87,647	94,930	99,560	102,956	102,592	105,384
	33,058	33,920	36,572	38,225	38,304	38,055	39,380
	1,138	1,409	1,603	1,464	2,159	2,698	2,831
	1,080	1,374	1,579	1,381	2,072	2,650	2,769
	(244)	701	572	138	908	1,388	1,484
	1,357	852	2,084	1,836	1,804	1,243	1,797
	1,153	1,014	1,048	1,099	1,133	1,121	1,242
	23,846	25,383	27,563	29,551	31,614	31,455	33,931
	10,965	11,667	12,022	12,055	12,878	13,987	14,872
	(4.3)	0.9	4.4	0.1	3.3	(0.2)	0.5
	40.1	40.0	39.9	39.6	39.0	39.3	39.4
	89	94	102	109	110	115	124
	10	6	10	8	8	8	11
	3	1	2	1	7	3	2
	116,235	120,962	128,040	135,286	134,083	135,083	138,368
	732	730	755	738	748	757	771
	2,034	2,028	2,195	2,267	2,350	2,280	2,262
	1,742	1,971	2,112	2,140	2,066	2,188	2,343
	23,585	23,740	23,852	24,668	26,352	26,991	27,968

Profile

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Nissen Holdings

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Revenues from operations	208,370	157,289	139,226	102,202	45,569	37,955
Net sales	76,949	55,266	42,743	32,561	19,673	18,107
Selling, general and administrative expenses	83,598	63,482	57,840	37,924	19,866	18,291
Operating income	(6,628)	(8,159)	(15,097)	(5,363)	(193)	(184)

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 November 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