

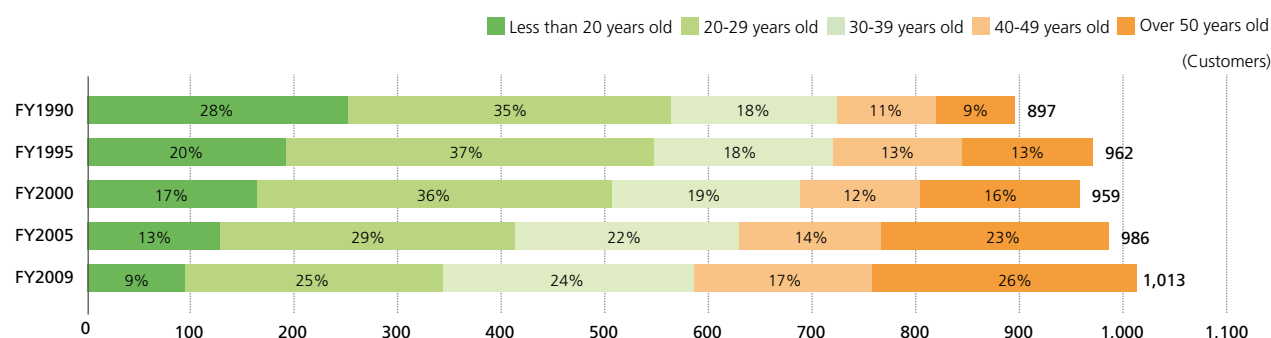
# Convenience Store

## SEVEN-ELEVEN JAPAN

(Millions of yen)

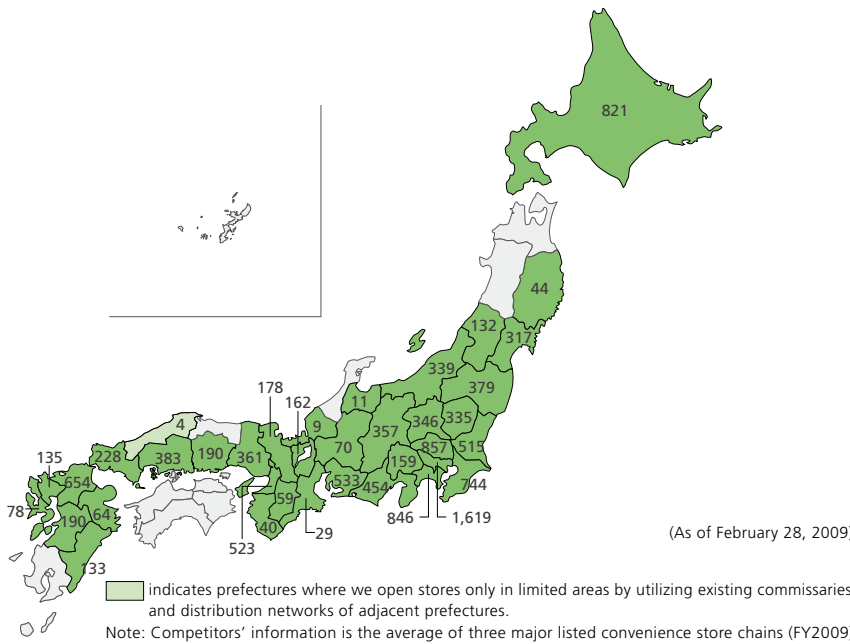
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Revenues from operations	445,413	467,233	492,831	516,967	527,667	540,773
Operating income	166,899	174,365	177,350	172,737	168,171	178,060
Ordinary income	168,892	176,070	178,682	176,763	176,465	187,997
Net income	91,475	92,891	118,778	98,402	101,717	107,189
Capital expenditures	49,973	55,895	59,560	51,299	51,945	58,670
Depreciation and amortization	25,931	26,064	25,769	25,203	24,368	26,317
Total assets	894,460	948,488	1,136,999	1,149,977	1,214,689	1,288,298
Net assets	662,221	722,145	883,148	924,642	975,809	1,035,835
Total store sales	2,343,177	2,440,853	2,498,754	2,533,534	2,574,306	2,762,557
Processed food	721,698	754,223	752,124	752,459	767,143	787,328
Fast Food	700,610	715,170	732,134	734,724	736,251	759,703
Daily food	304,613	317,310	327,336	329,359	332,085	334,269
Nonfood	616,255	654,148	687,157	716,990	738,825	881,255
Existing stores sales increase	(0.6)%	(0.7)%	(1.6)%	(1.9)%	(1.5)%	5.2%
Number of customers	0.1%	0.2%	0.0%	(1.7)%	0.4%	4.7%
Average spending per customer	(0.6)%	(0.8)%	(1.5)%	(0.2)%	(1.9)%	0.4%
Average daily sales per store (thousand ¥)	647	639	627	610	597	629
Average daily sales per store of new stores (thousand ¥)	549	541	550	515	517	555
Merchandise gross profit margin	30.6%	30.7%	31.0%	30.9%	31.0%	30.2%
Number of stores	10,303	10,826	11,310	11,735	12,034	12,298
Openings	904	904	891	832	816	874
Closures	291	381	407	407	517	610
Type A franchised stores	5,237	5,249	5,196	5,122	4,919	4,638
Type C franchised stores	4,316	4,799	5,208	5,608	6,311	6,946
Provisional management contract stores	285	255	309	365	136	53
Directly operated stores	465	523	597	640	668	661
Ratio of stores with liquor license	77.5%	87.3%	86.6%	92.1%	96.7%	97.7%
Ratio of stores with tobacco license	76.9%	78.6%	80.8%	82.6%	85.0%	86.8%
Total sales floor space (square meters)	1,153,998	1,236,387	1,318,053	1,389,965	1,446,872	1,499,163
Full-time employees (term-end)	4,665	4,815	4,804	4,963	5,294	5,542
Payment acceptance services						
Number of transactions (thousands)	166,994	195,525	226,995	259,127	290,474	308,546
Total value of transactions (million ¥)	1,390,474	1,681,775	2,009,554	2,383,539	2,734,184	2,950,068

### ■ Average Daily Number of Customer Visits per Store

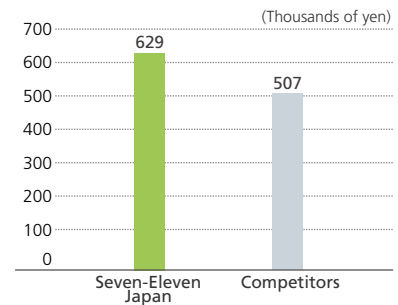


Source: Customer Survey by Seven-Eleven Japan

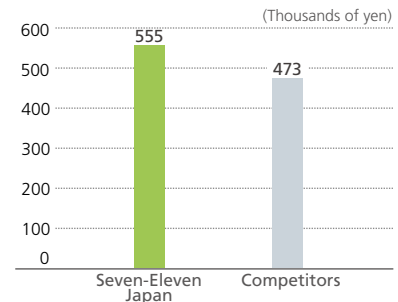
### Store Expansion



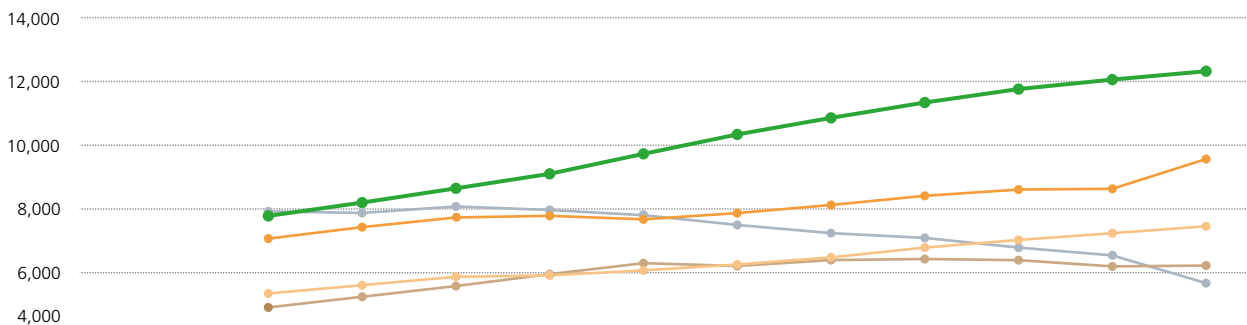
### AVERAGE DAILY SALES PER STORE



### AVERAGE DAILY SALES PER STORE OF NEW STORES



### Number of Major Convenience Store Chains in Japan



	FY1999	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
● Seven-Eleven Japan	7,732	8,153	8,602	9,060	9,690	10,303	10,826	11,310	11,735	12,034	12,298
● Lawson	7,016	7,378	7,683	7,734	7,625	7,821	8,077	8,366	8,564	8,587	9,527
● FamilyMart	5,286	5,546	5,812	5,856	6,013	6,199	6,424	6,734	6,974	7,187	7,404
● Circle K Sunkus	4,844	5,181	5,519	5,894	6,241	6,152	6,339	6,372	6,336	6,139	6,166
● Other CVS	7,959	7,825	8,031	7,919	7,755	7,448	7,188	7,038	6,733	6,486	5,611
Nationwide	32,837	34,083	35,647	36,463	37,324	37,923	38,854	39,820	40,342	40,433	41,006

### Contract Type of Franchised Stores

	Type A ( 4,638 stores )	Type C ( 6,946 stores )
Type of ownership		
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 charge (royalty)	43% of gross profit	An amount calculated on a sliding scale based on gross profit
	5-year incentives and 15-year contract renewal incentives (reductions in franchise fee) are offered	
Minimum guarantee	19 million yen (Franchisee's annual gross profit)	17 million yen (Franchisee's annual gross profit)

Notes: 1. Number of stores are as of February 28, 2009.  
 2. The condition for the Seven-Eleven charge (royalty) and minimum guarantee applies to stores that are open for 24 hours a day.  
 3. Gross profit is equal to net sales minus net cost of goods sold, which is calculated by subtracting costs of inventory loss, disposal merchandise and rebates from gross cost of goods sold.

# Convenience Store

## 7-ELEVEN, INC.

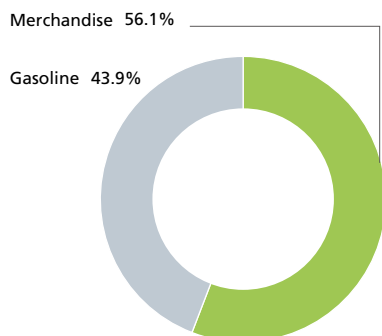
(Fiscal year-end December, Millions of yen)

	FY2004	FY2005	FY2006	FY2007	FY2008
Revenues from operations	1,325,393	1,498,678	1,707,532	1,843,408	1,742,395
Net sales	1,311,852	1,485,408	1,690,613	1,822,737	1,725,910
Merchandise	854,265	916,066	1,008,818	1,068,453	967,411
Gasoline	457,586	569,342	681,795	754,283	758,499
Operating income	26,530	32,348	32,015	31,726	34,711
Net income	7,024	1,823	14,702	17,289	19,652
Capital expenditures	–	40,650	46,288	55,499	44,540
Depreciation and amortization	–	38,047	45,560	48,713	38,284
Total assets	421,116	650,472	655,233	609,319	493,108
Net assets	136,590	288,735	307,357	312,900	260,589
Exchange rate (Income statements)	¥108.23	¥110.26	¥116.38	¥117.85	¥103.48
Exchange rate (Balance sheets)	¥104.21	¥118.07	¥119.11	¥114.15	¥91.03
Existing stores sales increase (U.S. Merchandise sales)	5.3%	4.4%	3.1%	3.1%	0.4%
Average daily sales per store (thousand ¥)	405	434	477	501	440
Merchandise gross profit margin	35.7%	35.8%	36.0%	35.9%	35.2%
Number of stores	5,799	5,829	6,050	6,088	6,196
Openings	63	72	302	106	172
Closures	48	42	81	68	64
Franchised stores	3,422	3,508	3,828	4,041	4,220
Directly operated stores	2,377	2,321	2,222	2,047	1,976
Stores with gas station	2,432	2,437	2,436	2,440	2,486
Total sales floor space (square meters)	922,300	928,966	967,428	974,970	992,237
Full-time employees (term-end)*	22,064	21,361	21,084	19,308	17,084

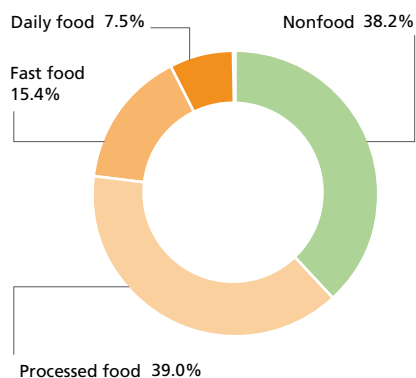
Note: From FY2005, in accordance with change of accounting standard, the assets, liabilities, equity and results of operations of its franchised stores are included in its balance sheets and income statements.

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

### Breakdown of Net Sales

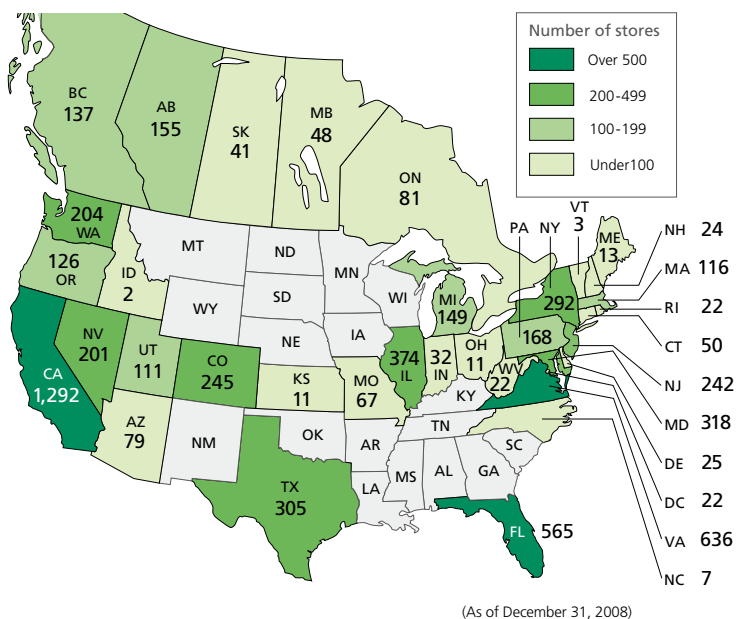


### Breakdown of Merchandise Sales by Product Category

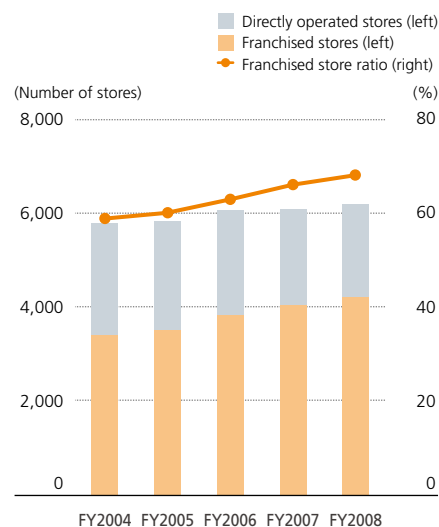


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## Store Expansion



## TRENDS IN STORE TYPE



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

	Japan	U.S. / Canada
<b>Store-related</b>		
Number of stores by type <sup>1</sup>	Type A franchised stores 4,638 Type C franchised stores 6,946 Provisional management contract stores 53 Directly operated stores 661 (As of February 28, 2009)	Type A franchised stores (Business Conversion Program) 100 Type C franchised stores 4,120 Provisional management contract stores – Directly operated stores 1,976 (As of December 31, 2008)
Sales floor space (per store) <sup>2</sup>	Approximately 120 square meters	Approximately 150 square meters
Stores with gas stations	20 stores <sup>3</sup>	2,486 stores
<b>Products and services</b>		
Sales by product category	Processed foods 28.5% Fast food 27.5% Daily food 12.1% Nonfood 31.9% Gasoline –	Processed foods 21.8% Fast food 8.7% Daily food 4.2% Nonfood 21.4% Gasoline 43.9%
Services	ATM Payment acceptance Express package delivery service Multi-function copier <sup>4</sup> nanaco point service	V com <sup>5</sup> ATM Sales of gift cards Sales of prepaid mobile phone Point service when using own credit card
Payment method	Cash/nanaco e-money / credit card <sup>6</sup>	Cash/credit card/debit card/check
Online shopping	Free shipping and commissions by picking up goods at stores	–
Number of items per store	Approximately 2,500 items	Approximately 2,300 items
<b>Accounting standard</b>		
Components of revenues from operations	Net sales of directly operated stores and franchise charge from franchised stores	Net sales of directly operated stores and franchised stores

\*1 For Type A, franchisees provide store lands and buildings. For Type C, franchisor provides lands and buildings

\*2 Most common size of stores

\*3 Seven-Eleven Japan's stores with gas stations are joint operations opened in partnership with Exxon Mobile

\*4 Copy, fax, printing and ticket sales

\*5 Multi-function financial terminal with capabilities of ATM, check cashing and money order issuance

\*6 Credit payment function is available only by using QUICPay, a post-paid type of e-money.

## ITO-YOKADO

(Millions of yen)

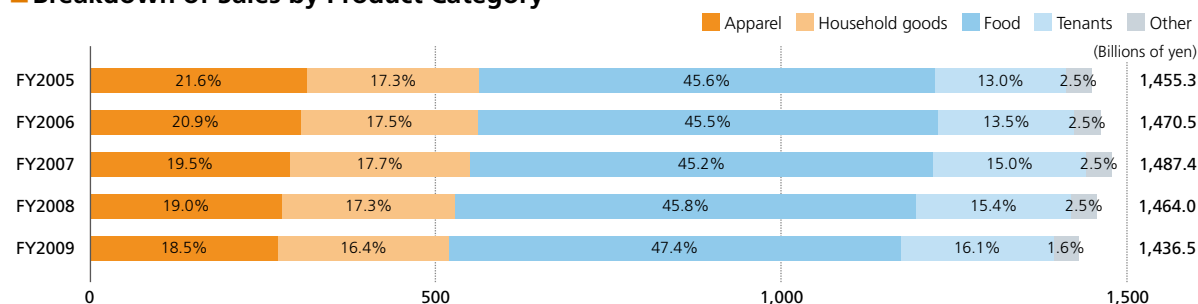
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Revenues from operations	1,493,962	1,473,583	1,493,605	1,511,530	1,489,380	1,462,719
Net sales	1,474,808	1,455,358	1,470,523	1,487,480	1,464,094	1,436,541
Apparel	342,364	314,658	307,314	290,560	278,168	265,682
Household goods	257,376	251,918	257,466	263,995	253,609	236,025
Food	652,516	663,184	669,372	672,256	670,532	680,587
Merchandise sales	1,252,257	1,229,760	1,234,154	1,226,812	1,202,310	1,182,296
Tenants	180,970	188,914	198,928	222,999	225,619	231,913
Other	41,579	36,683	37,440	37,668	36,164	22,331
Operating income	24,103	8,800	12,072	18,322	17,126	9,582
Ordinary income	42,317	27,081	30,900	20,982	19,341	13,386
Net income	28,695	17,509	51,322	13,356	11,088	(922)
Capital expenditures	48,215	55,055	49,821	38,023	41,200	29,232
Depreciation and amortization	20,540	19,135	17,732	18,188	16,694	15,696
Total assets	1,078,299	1,076,957	1,105,752	993,602	891,248	899,289
Net assets	748,177	752,003	790,055	633,247	631,133	633,692
Existing stores sales increase	(3.0)%	(4.0)%	(2.0)%	(1.0)%	(2.0)%	(2.9)%
Number of customers	(2.0)%	(1.0)%	(4.0)%	(2.0)%	(2.0)%	(1.4)%
Average spending per customer	(1.0)%	(3.0)%	2.0%	1.0%	0.0%	(1.6)%
Merchandise gross profit margin	31.6%	31.0%	30.9%	30.3%	29.9%	29.8%
Number of stores	177	181	178	174	176	175
Openings	5	8	5	3	3	2
Closures	5	4	8	7	1	3
Total sales floor space (square meters)	2,233,917	2,349,761	2,478,305	2,533,699	2,573,670	2,609,280
Directly managed sales floor space (square meters)	1,678,648	1,743,533	1,764,519	1,733,405	1,750,605	1,736,410
Sales per square meter (thousand ¥) <sup>*1</sup>	754	716	700	695	688	674
Full-time employees (term-end)	13,338	12,783	11,047	10,707	10,375	9,747
Part-time employees <sup>*2</sup>	34,064	35,347	34,511	33,592	32,762	32,181
Ratio of part-time employees	71.3%	73.1%	73.2%	75.6%	76.2%	77.0%
Sales per employee (thousand ¥) <sup>*3</sup>	26,221	25,447	26,183	27,627	27,979	28,274

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

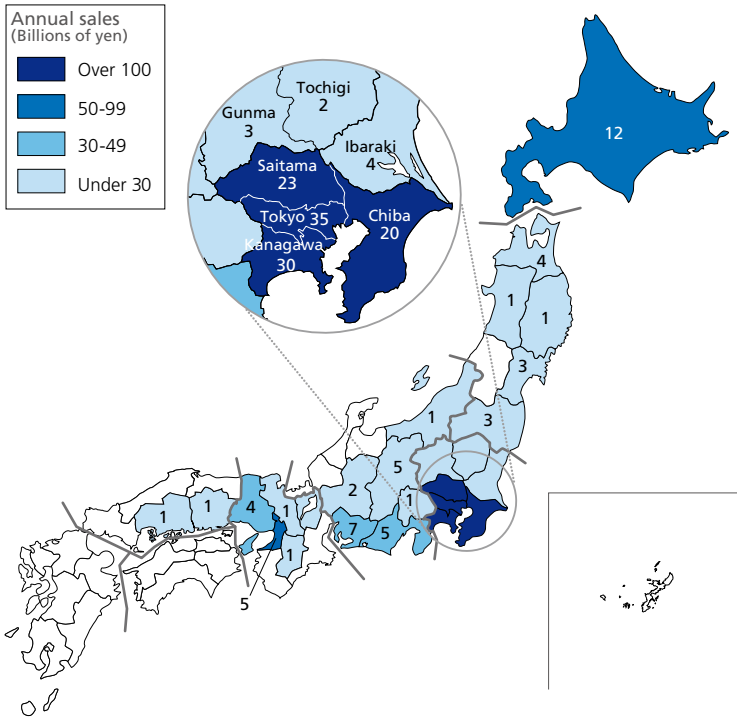
\*2 Part-time employees are counted by adjusting their working hours to an 8-hour working day.

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

### ■ Breakdown of Sales by Product Category



## Store Expansion



(As of February 28, 2009)

### SALES BREAKDOWN BY REGION FOR FY2009

	Sales (Billion ¥)	Composition (%)	Number of stores
Hokkaido	76.0	5.3	12
Tohoku	68.2	4.7	12
Kanto	1,027.6	71.5	117
Chubu	122.3	8.5	21
Kinki	124.8	8.7	11
Chugoku	17.7	1.2	2
Total	1,436.5	-	175

### CLASSIFICATION BY SALES FLOOR SPACE AND STORE AGE

	Number of stores	Composition (%)
13,000 sq.—	43	24.6
10,000 sq.—	52	29.7
8,000 sq.—	25	14.3
5,000 sq.—	33	18.9
Under 5,000 sq.	22	12.6

	Number of stores	Composition (%)
30 years —	36	20.6
20 years —	45	25.7
10 years —	40	22.9
5 years —	28	16.0
1 year —	24	13.7
Under 1 year	2	1.1

## Store Formats



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

Following basic stand-alone store format of Ito-Yokado, stores are operated mainly in highly populated areas. Directly managed sales floor space accounts for 70-80% of its total sales floor space, and it has wide lineup of apparel, household goods, and foods.



### Discount stores

Under the name of THE PRICE, we operate a discount store chain offering reasonably priced items centered on food, apparel, and daily commodities. In August 2008, we started conversion from existing GMS format and the network has expanded to seven stores as of the end of April 2009.



### Mall-type shopping centers

Anchored by Ito-Yokado and host to another 100 to 200 tenants, mall-type shopping centers are operated with a concept of providing wide-range of catchment areas. Opened in April 2005, Ario Soga was our first mall-type shopping center and the network has expanded to seven stores as of February 28, 2009.



### Urban-style home centers

Under the name of Seven Home Center, we operate urban-style home centers that focus primarily on sundries, DIY items (hardware and tools), pet-care and gardening goods which is necessary in everyday life. In November 2008, the first store started business within Ito-Yokado Kanamachi.



### Neighborhood shopping centers and Shokuhinkan (food specialty stores)

Opened in March 2007, Shokuhinkan is a store format which is specialized in food sales managed by Ito-Yokado. In November 2008, neighborhood shopping center was opened which is anchored by "Shokuhinkan Ito-Yokado Honmoku" and 45 tenants providing convenient services to support everyday life.

Performance Overview

Retailers in the World

Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

Financial Data of Major Retailers in Japan

Corporate Data

# Department Store

## SOGO

(Millions of yen)

	FY2005	FY2006	FY2007	FY2008	FY2009
Revenues from operations	449,049	474,731	500,714	502,001	482,144
Net sales	443,845	468,994	494,349	495,336	475,575
Apparel	239,488	247,652	255,720	252,776	238,276
Household goods	49,148	53,175	55,390	56,825	52,113
Food	91,306	93,691	96,782	98,318	99,598
Tenants	58,354	66,756	76,977	77,896	75,731
Corporate sales	5,547	7,718	9,478	9,520	9,855
Operating income	16,951	17,247	16,754	16,242	12,010
Ordinary income	15,802	15,207	15,365	14,710	10,326
Net income	18,643	21,219	7,416	6,151	3,739
Capital expenditures	11,574	33,587	25,035	7,088	2,193
Depreciation and amortization	8,059	8,075	8,731	8,557	9,148
Total assets	293,849	299,574	307,767	289,139	256,235
Net assets	23,339	44,470	51,891	53,427	55,268
Merchandise gross profit margin	27.3%	27.2%	26.8%	26.4%	26.1%
Number of stores	11	12	12	12	12
Total sales floor space (square meters)	441,005	481,785	481,785	481,785	481,288
Sales per square meter (thousand ¥)*	1,006	1,016	1,026	1,028	988
Full-time employees (term-end)	2,817	2,845	2,733	2,695	2,687

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

## SEIBU

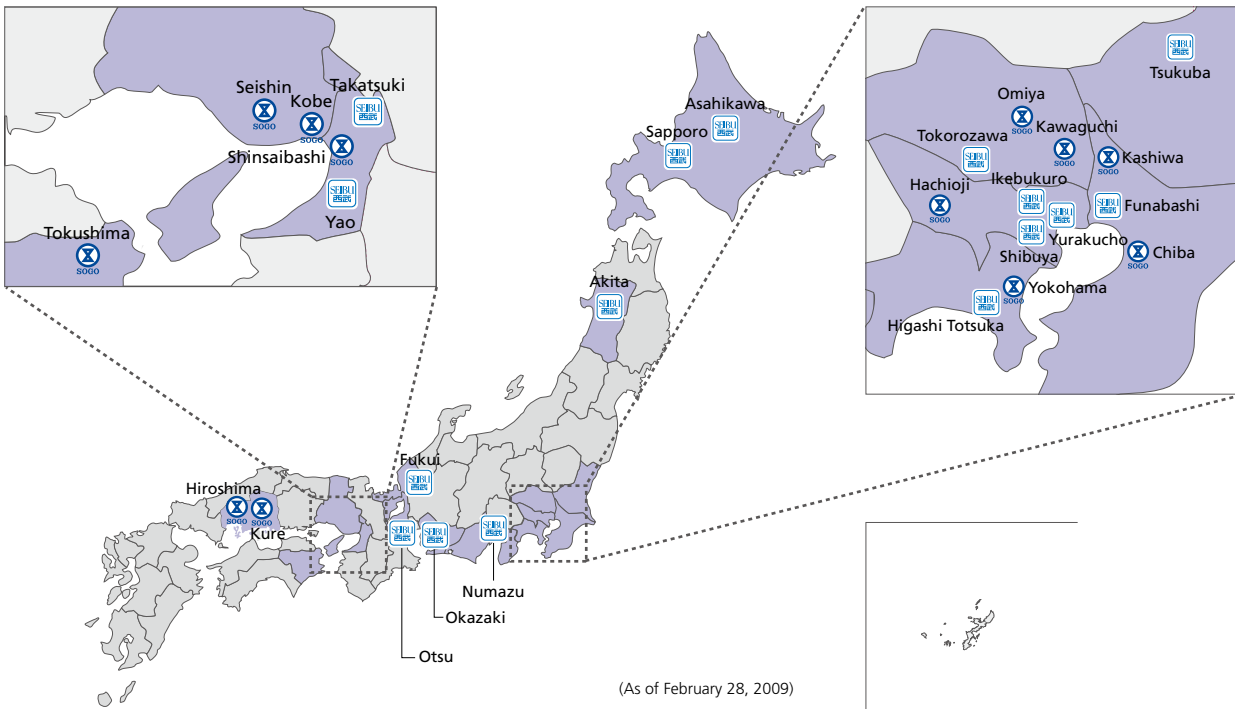
(Millions of yen)

	FY2005	FY2006	FY2007	FY2008	FY2009
Revenues from operations	480,182	482,938	465,831	468,063	450,698
Net sales	472,968	476,144	459,074	461,079	444,058
Apparel	237,986	243,638	232,169	229,088	217,098
Household goods	38,355	40,187	39,938	41,843	38,424
Food	67,014	66,968	66,783	67,561	67,871
Tenants	92,139	96,500	94,276	93,545	90,447
Corporate sales	37,472	28,848	25,906	29,039	30,217
Operating income	19,518	19,933	17,454	15,292	11,171
Ordinary income	17,102	16,835	16,811	14,267	9,328
Net income	6,034	4,475	2,546	18,486	(9,606)
Capital expenditures* <sup>1</sup>	13,780	10,308	65,638	7,109	8,218
Depreciation and amortization	5,229	5,965	5,710	6,363	6,379
Total assets	338,879	317,445	336,722	317,272	283,126
Net assets	18,736	45,419	36,474	44,721	31,403
Merchandise gross profit margin	28.3%	28.1%	27.8%	27.4%	27.1%
Number of stores	17	18	16	16	16
Total sales floor space (square meters)	501,765	512,504	481,149	481,149	481,149
Sales per square meter (thousand ¥)* <sup>2</sup>	940	929	954	958	923
Full-time employees (term-end)	2,460	2,451	2,340	2,320	2,345

\*<sup>1</sup> Capital expenditures for FY2007 include cost of repurchasing securitized real estate used for stores (approximately 49 billion yen)

\*<sup>2</sup> Sales per square meter = Net sales ÷ Weighted average floor space

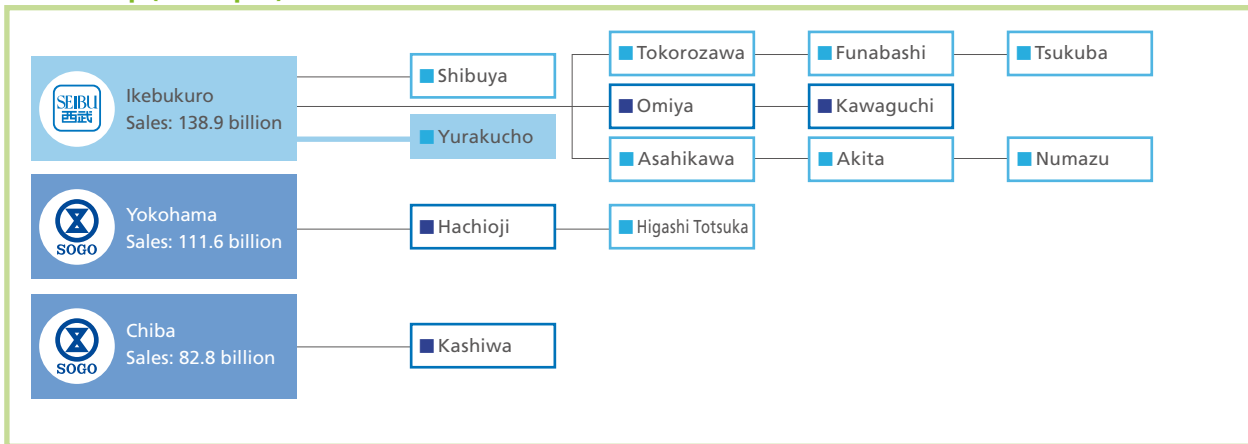
### Store Expansion



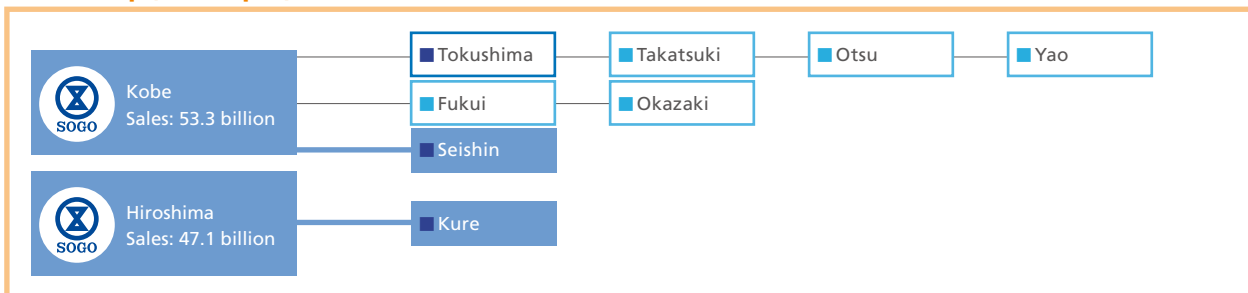
### Organization

Until now, Sogo and Seibu have been operating branch department stores within their respective company structures. With the aim of strengthening overall marketing capabilities, however, the Company changed its business operation structure to integrating key stores and multiple branch stores into one integrated network regardless of the store brand.

#### Store Group (East Japan)



#### Store Group (West Japan)



Notes:

1. ■ Sogo branch stores ■ Seibu branch stores.
2. Sales are for the FY2009, excluding corporate sales.
3. Stores with connections indicated by —, namely Yurakucho, Seishin, and Kure are branch stores that operate in cooperation with each key store.
4. Sogo Shinsaibashi and Seibu Sapporo are scheduled for closure in August and September 2009, respectively.



# Supermarket

## YORK-BENIMARU

(Millions of yen)

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Revenues from operations	279,777	287,833	297,445	313,935	330,145	348,883
Net sales	272,890	280,595	289,393	304,855	319,931	338,089
Fresh food	80,590	83,017	85,526	90,675	97,168	105,649
Processed food	53,785	59,978	63,304	68,249	74,273	80,813
Daily food	47,345	51,068	52,881	56,507	59,484	62,535
Food total	181,722	194,065	201,712	215,433	230,927	248,999
Apparel	20,256	19,453	19,872	20,126	19,331	18,437
Household goods	18,470	17,779	18,074	18,567	18,728	18,706
Merchandise sales	220,449	231,297	239,659	254,126	268,987	286,143
Tenants	52,441	49,297	49,734	50,728	50,944	51,946
Operating income	11,024	12,024	11,412	10,306	11,227	11,706
Ordinary income	11,122	11,835	11,921	11,261	12,525	13,065
Net income	6,186	6,545	6,716	4,441	9,150	8,015
Capital expenditures	7,409	12,788	10,769	8,811	6,765	8,210
Depreciation and amortization	3,619	3,615	3,556	4,186	4,327	4,515
Total assets	118,041	123,412	126,977	130,801	145,230	154,076
Net assets	96,793	101,654	104,192	106,414	115,785	121,654
Existing stores sales increase	(2.5)%	(1.0)%	(2.2)%	(3.6)%	(2.6)%	(1.0)%
Number of customers	1.8%	2.7%	(0.7)%	(2.3)%	(1.1)%	(0.1)%
Average spending per customer	(4.2)%	(3.7)%	(1.5)%	(1.4)%	(1.5)%	(0.9)%
Merchandise gross profit margin	26.6%	26.7%	26.8%	26.9%	27.1%	27.0%
Number of stores	104	110	116	128	149	156
Openings	7	7	8	10	8	9
Closures	2	1	2	1	3	2
Total sales floor space (square meters)	345,745	366,104	388,528	448,492	496,784	524,361
Directly managed sales floor space (square meters)	268,416	282,299	302,169	335,075	379,073	395,887
Sales per square meter (thousand ¥) <sup>*1</sup>	832	841	814	771	746	737
Full-time employees (term-end)	1,776	1,819	1,882	2,033	2,284	2,430
Part-time employees <sup>*2</sup>	7,174	7,717	8,407	9,295	9,856	10,354
Ratio of part-time employees	79.6%	80.8%	81.4%	81.9%	81.5%	81.3%
Sales per employee (thousand ¥) <sup>*3</sup>	24,475	24,222	23,200	22,399	22,239	22,458

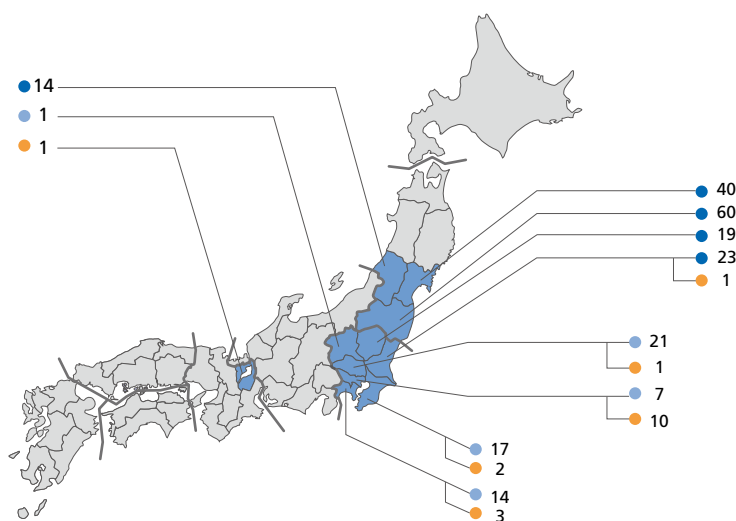
\*1 Sales per square meter = Merchandise sales ÷ Weighted average floor space

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

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

### Store Expansion

	Number of Stores	Sales of FY2009 (Billion ¥)
● York-Benimaru	156	338.0
● York Mart	60	107.3
● SHELL GARDEN	18	24.1
Total	234	469.6



(As of February 28, 2009)

# Specialty Store

## LOFT

(Millions of yen)

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Revenues from operations	50,991	51,469	56,560	61,176	69,852	76,817
Net sales	49,670	49,946	54,187	59,746	68,419	75,371
Operating income	2,106	741	1,203	1,783	2,674	2,894
Ordinary income	2,066	702	1,155	1,740	2,627	2,851
Net income	671	354	656	513	1,480	1,609
Capital expenditures	407	602	255	595	959	666
Depreciation and amortization	560	468	483	414	518	620
Total assets	14,133	13,690	13,512	15,616	17,803	19,363
Net assets	4,256	4,263	4,694	4,891	6,034	7,269
Existing stores sales increase	(5.2)%	(6.5)%	2.9%	5.1%	6.3%	1.7%
Merchandise gross profit margin	39.2%	39.1%	39.3%	39.5%	39.8%	40.0%
Number of stores	25	28	30	33	44	51
Openings	3	3	2	4	11	8
Closures	2	0	0	1	0	1
Total sales floor space (square meters)	61,098	67,008	68,740	69,706	83,448	91,101
Sales per square meter (thousands ¥)*1	860	789	789	828	870	853
Full-time employees (term-end)	424	412	585	670	757	1,971
Part-time employees*2	1,620	1,708	1,607	1,671	1,944	1,224
Sales per employee (thousands ¥)*3	23,380	22,344	23,015	23,717	24,586	25,877

Note: Based on a personnel system review carried out in March 2008, part-time employees with 40-hour working time a week are counted as full-time employees from FY2009.



## AKACHAN HONPO

(Millions of yen)

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Net sales	103,155	96,441	89,906	84,537	85,061	83,818
Operating income	638	(358)	349	(1,593)	27	(1,373)
Ordinary income	553	(346)	647	(1,604)	395	(1,763)
Net income	175	(1,593)	(722)	(3,208)	(2,950)	(5,346)
Capital expenditures	760	1,014	389	1,931	2,190	2,233
Depreciation and amortization	1,350	1,487	1,407	1,470	1,310	1,366
Total assets	48,365	46,913	45,808	42,904	36,637	31,029
Net assets	12,922	11,329	10,275	7,097	4,141	(1,748)
Existing stores sales increase	(11.0)%	(12.3)%	(9.8)%	(8.7)%	(3.5)%	(4.6)%
Merchandise gross profit margin	23.6%	26.8%	28.5%	29.3%	30.3%	28.0%
Number of stores	52	61	61	67	67	72
Openings	4	5	3	10	9	11
Closures	2	1	3	4	9	6
Total sales floor space (square meters)	131,980	153,283	150,135	152,737	138,089	142,912
Sales per square meter (thousands ¥)*1	857	662	597	553	566	589
Full-time employees (term-end)	1,106	1,162	1,135	1,096	960	912
Part-time employees*2	1,804	1,989	1,904	1,959	1,684	1,745
Sales per employee (thousands ¥)*3	34,838	30,597	29,371	27,214	29,964	30,941
Membership (thousands)	–	2,036	1,915	1,809	1,654	1,619

Note: Akachan Honpo has changed its year-end closing date from the end of December to the end of February in FY2008. The figures presented before FY 2008 are as of the end of December except for number of stores, employees, and memberships.



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

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

\*3 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)

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# Food Services

## SEVEN & i FOOD SYSTEMS

(Millions of yen)

	FY2006	FY2007	FY2008	FY2009
Net sales	123,694	121,229	113,472	102,109
Denny's Japan	94,473	92,788	–	–
Famil	18,379	17,892	–	–
York Bussan	10,841	10,548	–	–
Restaurant division	–	–	94,392	84,109
Meal provision service division	–	–	9,103	8,077
Fast food division	–	–	9,977	9,922
Total assets	–	–	65,743	56,592
Net assets	–	–	54,570	46,176
Number of stores	1,061	1,047	1,045	959
Restaurant division	699	692	674	595
Meal provision service division	216	213	225	224
Fast food division	146	142	146	140
Full-time employees (term-end)	1,918	1,867	1,802	1,622

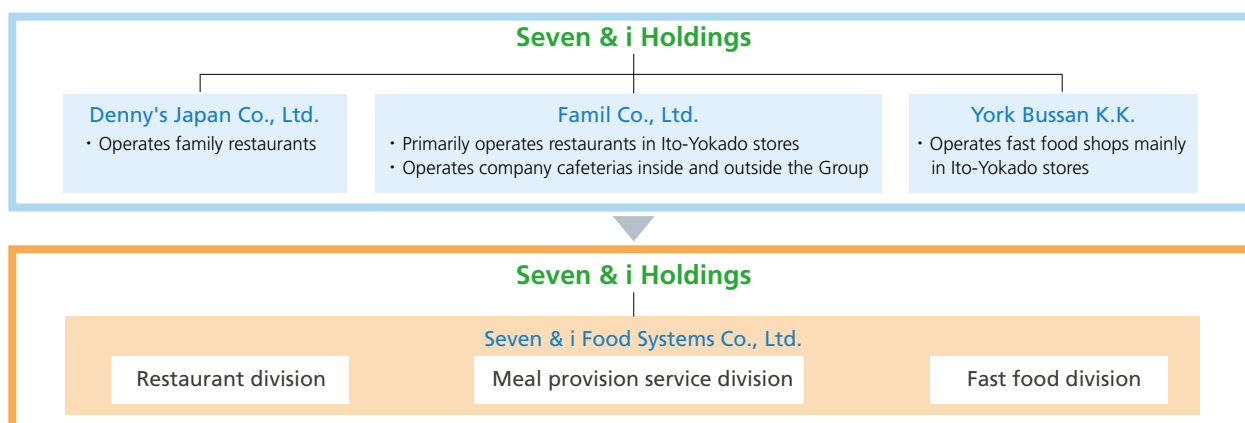
Notes: 1. Denny's Japan, Famil, and York Bussan were merged into Seven & i Food Systems in September 2007. The figures for FY2008 are calculated by adjusting the net sales of three companies in the interim period.

2. Net sales for FY2006 and FY2007 are calculated by simply adding the net sales of the three companies.

3. Due to integration of the systems of the former three companies, the method of counting stores located within Ito-Yokado stores has been changed. As a result, the number of stores in restaurant division and fast food division has decreased three and one respectively for FY2006 to FY2008.

### ■ Reorganization of the Food Service Segment

On September 1, 2007, Seven & i Food Systems merged the three companies Denny's Japan Co., Ltd., Famil Co., Ltd., and York Bussan K.K. By integrating the three companies to form the Restaurant, Meal provision service and Fast food divisions, we will aim to enhance the profitability of the Group's restaurant operations.



#### Restaurant division

Operates family restaurants as "Denny's" outside the Group stores, and as "Famil" inside the Group stores.



#### Meal provision service division

Operates contract food services that provide meals at inside and outside the Group companies and students cafeterias, and offers catering delivery services and medical food services.



#### Fast food division

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

## SEVEN BANK

(Fiscal year-end March, Millions of yen)

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Ordinary income	29,117	47,967	64,612	75,427	83,663	89,815
Ordinary profits	3,035	10,075	19,409	25,021	24,650	28,751
Net income	5,027	10,843	10,590	12,667	13,830	16,988
Total assets	259,676	313,305	361,338	532,757	488,137	493,360
Net assets	45,662	56,508	67,080	73,849	88,974	98,393
Ordinary deposits	122,442	124,776	177,981	171,707	137,162	136,073
Time deposits	–	–	3,723	15,955	33,204	51,795
Individual deposit accounts (thousands)	163	225	331	466	580	688
Installation of ATMs	7,804	9,981	11,484	12,088	13,032	13,803
Seven-Eleven	7,566	9,712	11,191	11,760	12,330	12,944
Ito-Yokado	221	241	258	280	291	297
York-Benimaru	2	5	10	13	15	19
York Mart	–	4	8	15	22	25
Other ATMs in the Group	15	19	17	20	20	36
Outside the Group	–	–	–	–	354	482
Correspondent financial institutions	309	469	513	548	554	566
Banks	27	50	63	80	92	95
Shinkin bank	240	241	255	263	260	264
Credit union	–	117	122	124	122	127
Labor credit association	–	13	13	13	13	13
JA Bank	–	–	1	1	1	1
JF Marine Bank	–	–	1	1	1	1
Securities companies	2	2	5	8	8	8
Life insurance companies	5	5	6	8	8	8
Other financial institutions	35	41	47	50	49	49
ATM-related fee income per transaction	¥192.3	¥187.2	¥188.8	¥180.5	¥165.3	¥158.0
Daily average transactions per ATM	67.5	76.6	88.2	97.8	109.0	114.3
Aggregate ATM transactions (millions)	158	257	342	418	498	555
with banking financial institutions (millions)	134	210	272	333	409	465
with non-banking (millions)	23	47	69	85	89	90
Gross profit margin	57.4%	76.2%	72.7%	49.5%	45.0%	49.1%
Full-time employees (term-end)	145	181	211	266	290	308

## IY CARD SERVICES

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Transaction volume (billion ¥)	267.7	331.7	378.3	414.0	660.4	731.8
Number of cards issued (10 thousands)						
IY Card (credit card and point card) <sup>*1</sup>	231	240	246	249	262	281
nanaco (electronic money) <sup>*2</sup>	–	–	–	–	551	750
IY Point Card (cash usage only)	242	400	497	557	608	652
Full-time employees (term-end)	38	40	50	63	90	93

\*1 The number of IY Card issued indicates active members.

\*2 The nanaco figure includes the number of mobile nanaco holders.

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