

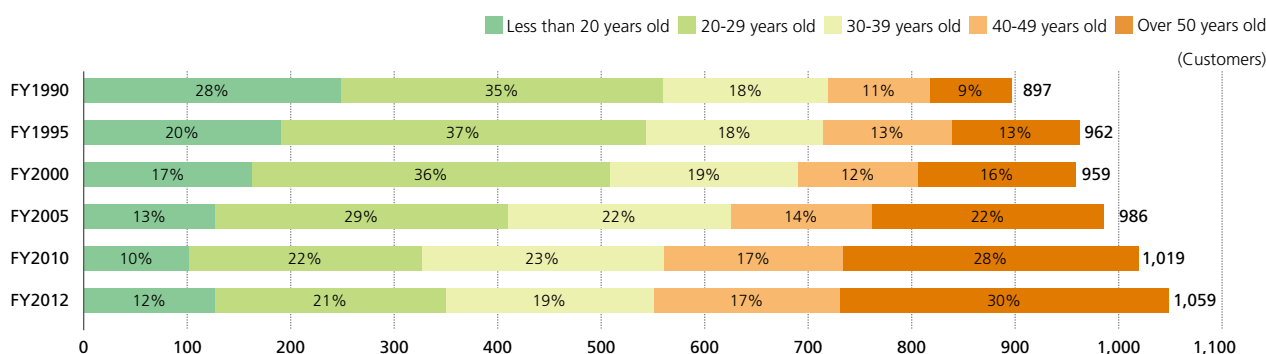
Convenience Store

SEVEN-ELEVEN JAPAN

(Millions of yen)

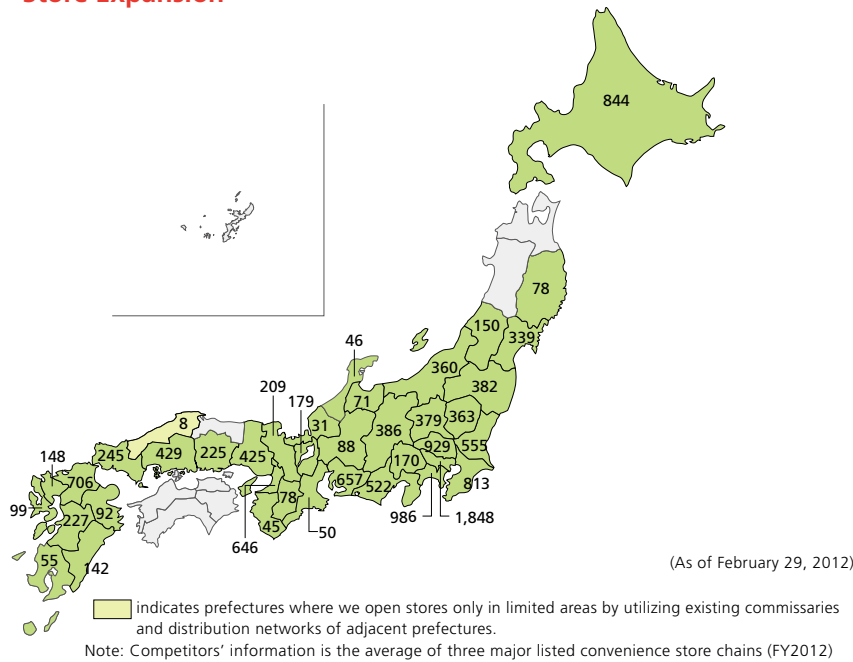
	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Revenues from operations	516,967	527,667	540,773	535,018	549,111	576,186
Operating income	172,737	168,171	178,060	156,220	169,152	183,160
Ordinary income	176,763	176,465	187,997	164,445	176,144	189,759
Net income	98,402	101,717	107,189	92,439	102,049	100,738
Capital expenditures	51,299	51,945	58,670	66,222	56,989	93,644
Depreciation and amortization	25,203	24,368	26,317	28,587	30,831	38,368
Total assets	1,149,977	1,214,689	1,288,298	1,301,004	1,358,837	1,432,828
Net assets	924,642	975,809	1,035,835	1,022,065	1,068,453	1,104,944
Total store sales	2,533,534	2,574,306	2,762,557	2,784,997	2,947,606	3,280,512
Processed food	752,459	767,143	787,328	788,154	828,277	872,616
Fast Food	734,724	736,251	759,703	751,949	792,906	852,933
Daily food	329,359	332,085	334,269	336,984	359,607	403,503
Nonfood	716,990	738,825	881,255	907,909	966,814	1,151,459
Existing stores sales increase	(1.9)%	(1.5)%	5.2 %	(2.1)%	2.2 %	6.7 %
Number of customers	(1.7)%	0.4 %	4.7 %	0.5 %	1.1 %	2.6 %
Average spending per customer	(0.2)%	(1.9)%	0.4 %	(2.6)%	1.1 %	4.0 %
Average daily sales per store (thousand ¥)	610	597	629	616	629	669
Average daily sales per store of new stores (thousand ¥)	515	517	555	525	554	570
Merchandise gross profit margin	30.9%	31.0%	30.2%	30.3%	30.5%	29.7%
Number of stores	11,735	12,034	12,298	12,753	13,232	14,005
Openings	832	816	874	966	939	1,201
Closures	407	517	610	511	460	428
Relocations	282	365	429	414	393	346
Type A franchised stores	5,122	4,919	4,638	4,437	4,340	4,263
Type C franchised stores	5,608	6,311	6,946	7,703	8,449	9,344
Provisional management contract stores	365	136	53	12	1	1
Directly operated stores	640	668	661	601	442	397
Ratio of stores with liquor license	92.1%	96.7%	97.7%	98.6%	98.8%	98.9%
Ratio of stores with cigarette license	82.6%	85.0%	86.8%	89.5%	91.7%	92.8%
Total sales floor space (square meters)	1,389,965	1,446,872	1,499,163	1,571,247	1,641,368	1,769,560
Full-time employees (term-end)	4,963	5,294	5,542	5,763	5,729	5,686
Payment acceptance services						
Number of transactions (thousands)	259,127	290,474	308,546	323,966	342,427	358,732
Total value of transactions (million ¥)	2,383,539	2,734,184	2,950,068	3,072,749	3,242,657	3,432,600

• Average Daily Number of Customer Visits per Store

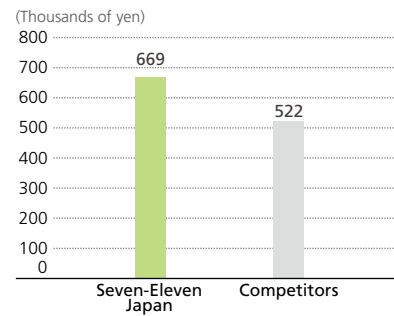


Source: Customer Survey by Seven-Eleven Japan

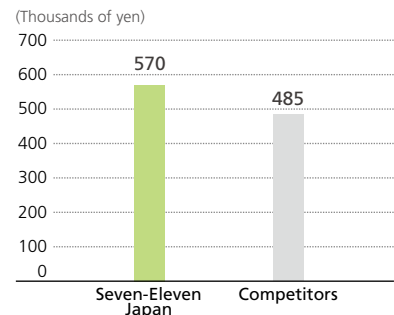
• Store Expansion



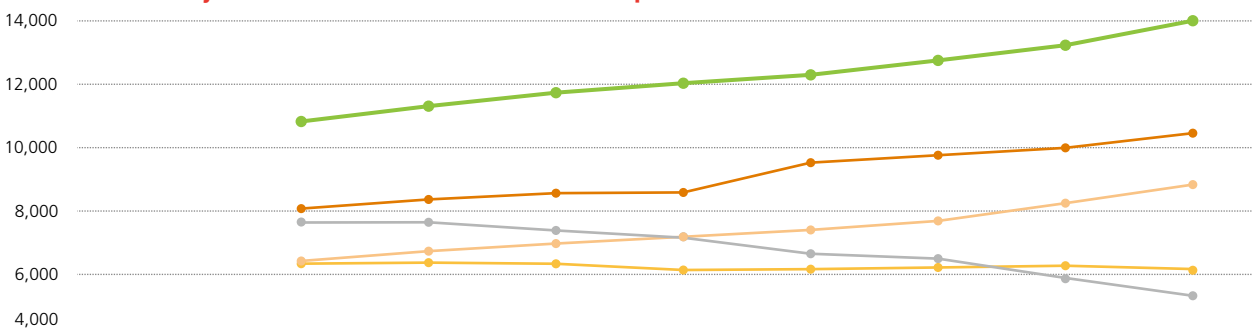
AVERAGE DAILY SALES PER STORE



AVERAGE DAILY SALES PER STORE OF NEW STORES



• Number of Major Convenience Store Chains in Japan



	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
● Seven-Eleven Japan	10,826	11,310	11,735	12,034	12,298	12,753	13,232	14,005
● Lawson	8,077	8,366	8,564	8,587	9,527	9,761	9,994	10,457
● FamilyMart	6,424	6,734	6,974	7,187	7,404	7,688	8,248	8,834
● Circle K Sunkus	6,339	6,372	6,336	6,139	6,166	6,219	6,274	6,169
● Other CVS	7,638	7,645	7,387	7,158	6,652	6,498	5,888	5,326
Nationwide	39,304	40,427	40,996	41,105	42,047	42,919	43,636	44,791

Source: Japan Franchise Association, public information of each company

• Contract Type of Franchised Stores

	Type A (4,263 stores)	Type C (9,344 stores)
Type of ownership	Franchisee provides	Seven-Eleven Japan provides
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
Incentive system for multi-store operation	5-year incentives and 15-year contract renewal incentives (reductions in franchise fee) are offered	
Cost of disposing unsold items	When one franchisee operates 2 or more 7-Eleven stores, a 3% incentive charge is applied to the second and subsequent stores. When franchisees that have operated a 7-Eleven store for over five years open a new 7-Eleven store, the "incentive for stores open over five years" is applied to the new store from the beginning of its operation.	
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 29, 2012.

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)

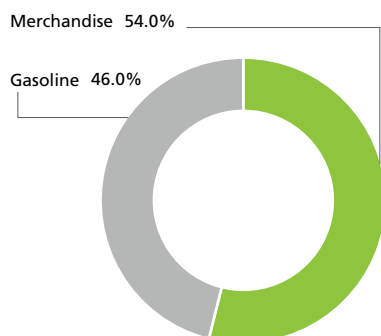
	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011
Revenues from operations*1	-	-	-	-	-	1,086,522
Revenues from operations (former)*1	1,707,532	1,843,408	1,742,395	1,411,391	1,463,796	-
Net sales	1,690,613	1,822,737	1,725,910	1,394,694	1,445,571	-
Merchandise	1,008,818	1,068,453	967,411	883,229	859,632	-
Gasoline	681,795	754,283	758,499	511,464	585,939	-
Operating income	32,015	31,726	34,711	34,427	33,328	32,737
Net income	14,702	17,289	19,652	17,975	18,918	22,413
Capital expenditures	46,288	55,499	44,540	37,948	48,996	103,476
Depreciation and amortization	45,560	48,713	38,284	34,974	37,444	37,180
Total assets	655,233	609,319	493,108	511,766	472,566	510,901
Net assets	307,357	312,900	260,589	274,855	283,833	307,359
Total store sales	-	-	-	1,412,301	1,470,632	1,624,095
Merchandise	-	-	-	899,624	883,905	876,672
Gasoline	-	-	-	512,677	586,726	747,423
Exchange rate (Income statements) U.S.\$1=	¥116.38	¥117.85	¥103.48	¥93.65	¥87.79	¥79.80
Exchange rate (Balance sheets) U.S.\$1=	¥119.11	¥114.15	¥91.03	¥92.10	¥81.49	¥77.74
Existing stores sales increase (U.S. Merchandise sales)	3.1%	3.1%	0.4%	0.6%	1.5%	2.8%
Average daily sales per store (U.S. dollars)	4,099	4,248	4,250	4,256	4,335	4,372
Average daily sales per store (thousand ¥)	477	501	440	399	381	349
Merchandise gross profit margin	36.0%	35.9%	35.2%	35.2%	35.1%	34.7%
Number of stores	6,050	6,088	6,196	6,389	6,610	7,149
Openings	302	106	172	268	303	643
Closures	81	68	64	75	82	104
Franchised stores	3,828	4,041	4,220	4,649	5,064	5,437
Directly operated stores	2,222	2,047	1,976	1,740	1,546	1,712
Stores with gas station	2,436	2,440	2,486	2,495	2,481	2,719
Total sales floor space (square meters)	967,428	974,970	992,237	1,016,254	1,066,020	1,158,089
Full-time employees (term-end)*2	21,084	19,308	17,084	14,397	13,263	13,596

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

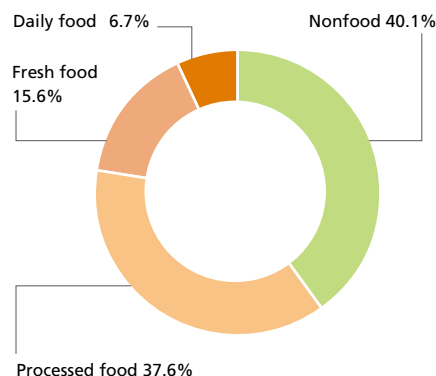
*1 From the fiscal year ending December 2011, 7-Eleven, Inc., has changed its accounting method for revenues from operation, related to franchise agreements, from "gross amount" to "net amount." Also, the company recognizes as revenues from operations, the sales of directly operated stores, gasoline sales and franchise fees from franchised stores.

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

• Breakdown of Net Sales

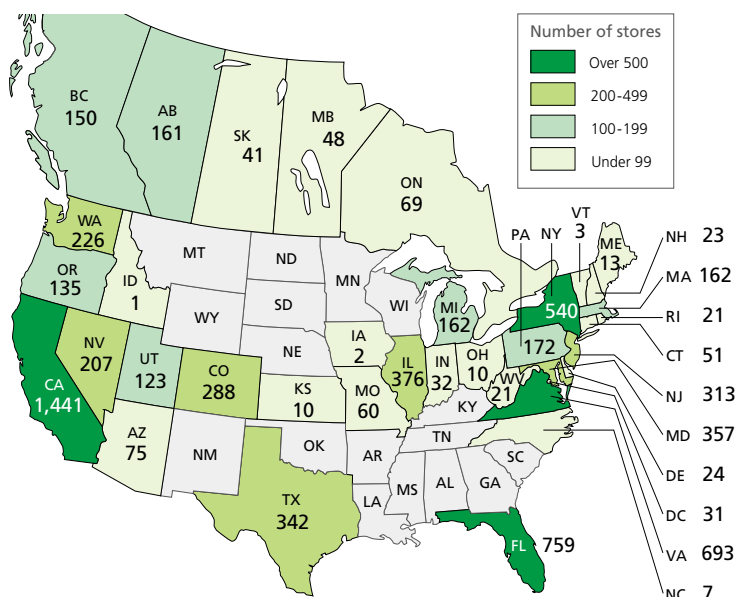


• Breakdown of Merchandise Sales by Product Category

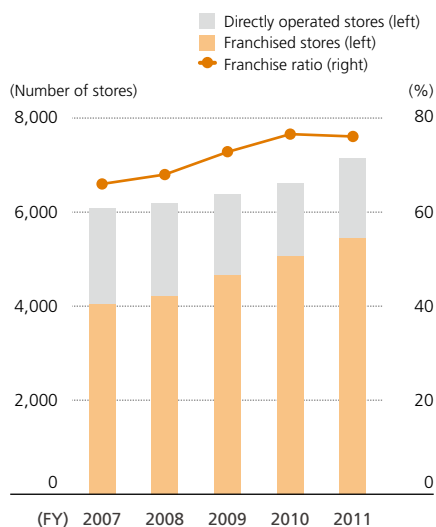


7-select
Private-brand products

• Store Expansion



TRENDS IN STORE TYPE



Profile
Performance Overview
Retailers in the World

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

	Japan	U.S. / Canada
Store-related		
Number of stores by type ^{*1}	A-type franchised stores 4,263 C-type franchised stores 9,344 Provisional management contract stores 1 Directly operated stores 397 (As of February 29, 2012)	A-type franchised stores (Business Conversion Program) 299 C-type franchised stores 5,138 Provisional management contract stores – Directly operated stores 1,712 (As of December 31, 2011)
Sales floor space (per store) ^{*2}	Approximately 130 square meters	Approximately 160 square meters
Stores with gas stations	48 stores ^{*3}	2,719 stores
Products and services		
Sales by product category	Processed foods 26.6% Fast food 26.0% Daily food 12.3% Nonfood 35.1% Gasoline –	Processed foods 20.3% Fresh food 8.4% Daily food 3.6% Nonfood 21.7% Gasoline 46.0%
Services	ATM Payment acceptance Express package delivery service Multi-function copier ^{*4} nanaco point service	V com ^{*5} ATM Sales of gift cards Sales of prepaid mobile phone Point service when using own credit card
Payment method	Cash/electronic money / credit card	Cash/credit card/debit card/check
Online shopping	Free shipping and commissions by picking up goods at stores	–
Number of items per store	Approximately 2,800 items	Approximately 2,300 items
Accounting standard		
Components of revenues from operations	Net sales of directly operated stores and franchise charge from franchised stores	Net sales of directly operated stores, gasoline sales, and franchise fees from franchise stores ^{*6}

*1 For A-type, franchisees provide land and buildings. For C-type, franchisor provides land and buildings
 *2 Most common size of stores
 *3 Seven-Eleven Japan's stores with gas stations are joint operations opened in partnership with Exxon Mobile
 *4 Copy, fax, printing, ticketing, prepaid services, sports promotion lotteries, certification and qualification processing, motorcycle liability insurance processing, public administration-related services (issuance of residence certificate and seal registration certificate, copy of family register)
 *5 Multi-function financial terminal with capabilities of ATM, check cashing and money order issuance
 *6 From the fiscal year ending December 2011, 7-Eleven, Inc., has changed its accounting method for revenues from operation, related to franchise agreements, from "gross amount" to "net amount." Also, the company recognizes as revenues from operations, the sales of directly operated stores, gasoline sales and franchise fees from franchised stores.

Domestic Retail Environment
Group Business Strategy
Major Group Companies' Data
Corporate Data

Superstore

ITO-YOKADO

(Millions of yen)

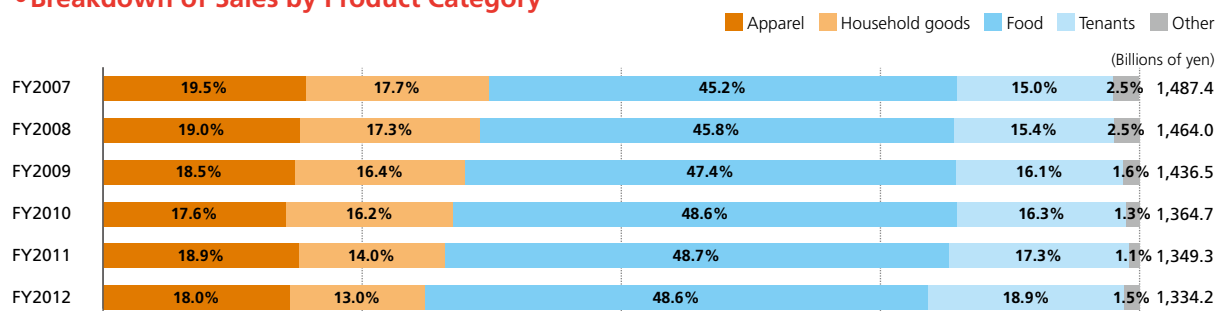
	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Revenues from operations	1,511,530	1,489,380	1,462,719	1,387,831	1,373,670	1,361,060
Net sales	1,487,480	1,464,094	1,436,541	1,364,765	1,349,345	1,334,297
Apparel	290,560	278,168	265,682	240,060	255,052	240,068
Household goods	263,995	253,609	236,025	220,620	189,481	173,049
Food	672,256	670,532	680,587	663,768	656,491	648,506
Merchandise sales	1,226,812	1,202,310	1,182,296	1,124,450	1,101,024	1,061,624
Tenants	222,999	225,619	231,913	222,422	233,056	252,709
Other	37,668	36,164	22,331	17,892	15,264	19,964
Operating income	18,322	17,126	9,582	1,757	2,155	10,554
Ordinary income	20,982	19,341	13,386	4,136	5,124	13,471
Net income	13,356	11,088	(922)	6,650	6,696	(520)
Capital expenditures	38,023	41,200	29,232	45,900	37,492	18,074
Depreciation and amortization	18,188	16,694	15,696	13,890	14,573	16,822
Total assets	933,602	891,248	899,289	805,242	779,389	790,851
Net assets	633,247	631,133	633,692	606,562	601,182	597,601
Existing stores sales increase	(1.0)%	(2.0)%	(2.9)%	(5.7)%	(2.5)%	(2.6)%
Number of customers	(2.0)%	(2.0)%	(1.4)%	(1.7)%	(1.3)%	(4.6)%
Average spending per customer	1.0 %	0.0 %	(1.6)%	(4.1)%	(1.2)%	2.0%
Merchandise gross profit margin	30.3 %	29.9 %	29.8 %	29.0 %	29.1 %	29.7%
Number of stores	174	176	175	174	170	173
Openings	3	3	2	4	6	5
Closures	7	1	3	5	10	2
Total sales floor space (square meters)	2,533,699	2,573,670	2,609,280	2,661,184	2,673,225	2,704,252
Directly managed sales floor space (square meters)	1,733,405	1,750,605	1,736,410	1,723,580	1,678,730	1,665,268
Sales per square meter (thousand ¥) *1	695	688	674	644	645	636
Full-time employees (term-end)	10,707	10,375	9,747	9,642	9,484	9,136
Part-time employees *2	33,592	32,762	32,181	30,721	30,130	29,349
Ratio of part-time employees	75.6%	76.2%	77.0%	76.7%	76.8%	77.0%
Sales per employee (thousand ¥) *3	27,627	27,979	28,274	28,061	28,056	27,856

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

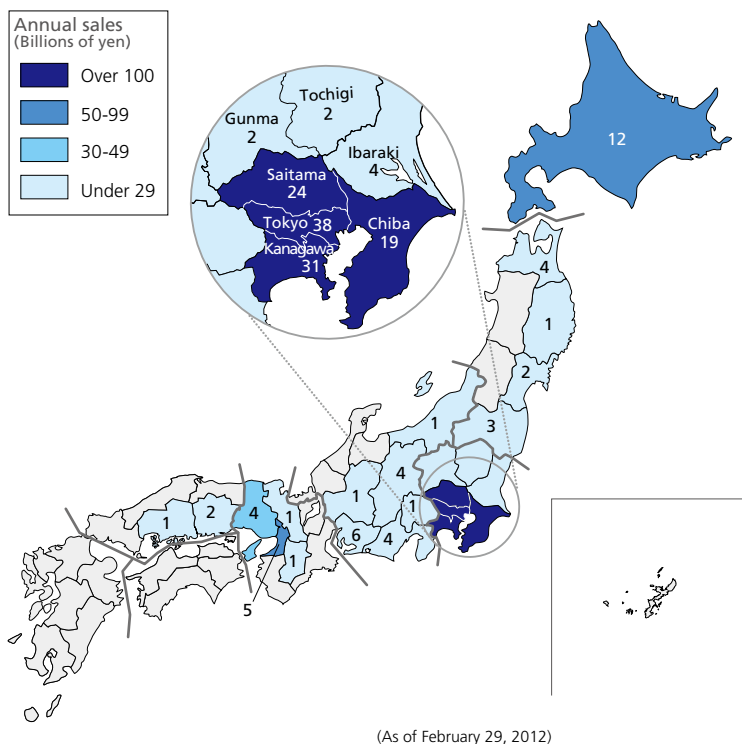
*2 Part-time employees are counted by adjusting their working hours to an 8-hour working day.

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

• Breakdown of Sales by Product Category



•Store Expansion



SALES BREAKDOWN BY REGION FOR FY2012

	Sales (Billion ¥)	Composition (%)	Number of stores
Hokkaido	72.1	5.4	12
Tohoku	57.1	4.3	10
Kanto	976.3	73.2	120
Chubu	95.2	7.1	17
Kinki	117.8	8.8	11
Chugoku	15.8	1.2	3
Total	1,334.2	-	173

CLASSIFICATION BY SALES FLOOR SPACE AND STORE AGE

	Number of stores	Composition (%)
13,000 sq.—	35	20.2
10,000 sq.—	58	33.5
8,000 sq.—	25	14.5
5,000 sq.—	25	14.5
Under 5,000 sq.	30	17.3

	Number of stores	Composition (%)
30 years —	51	29.5
20 years —	26	15.0
10 years —	53	30.6
5 years —	23	13.3
1 year —	15	8.7
Under 1 year	5	2.9

Profile

Performance Overview

Retailers in the World

Domestic Retail Environment

•Store Formats



General merchandise store (GMS) stand-alone stores

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



Urban-style small supermarket

Operating in highly populated areas with limited catchment in urban area, this type of store specializes in fresh and processed foods, household goods that customers frequently purchase. Ito-Yokado *Shokuhinkan* Asagaya was opened as the first store of this type. As of February 29, 2012, there are two urban-style small-sized supermarkets.

Group Business Strategy

Major Group Companies' Data



Shopping centers

Anchored by Ito-Yokado and host to another 100 to 200 tenants, shopping centers are located in metropolitan areas and operated under the concept of providing a wide-range of catchment areas. Opened in April 2005, Ario Soga was our first shopping center and the network has expanded to 13 stores as of February 29, 2012.



Discount stores

Under the name of THE PRICE, we operate a discount store chain offering reasonably priced items centered on food, apparel, and daily commodities. The network has expanded to 11 stores as of the end of February 2012.

Corporate Data



Neighborhood shopping centers (NSC)

Combining the *Shokuhinkan* food specialty store and other specialty stores tailored for region-specific needs, the first NSC store, Ito-Yokado *Shokuhinkan* Ootaka no Mori, was opened in March 2007. As of February 2012, the network has four stores.



Urban-style home centers

In November 2008, we opened our first Seven Home Center, which sells DIY items, gardening and pet-care goods and sundries that customers frequently purchase. In August 2011, a new Seven Home Center was opened within Ito-Yokado Matsudo store. As of February 29, 2012, the network has expanded to four stores.

Department Store

SOGO & SEIBU

(Millions of yen)

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Revenues from operations	967,161	970,827	933,571	859,265	846,796	830,340
Net sales	953,424	956,415	919,634	847,044	834,723	817,927
Apparel	487,889	481,864	455,374	401,850	384,419	361,550
Household goods	95,329	98,668	90,537	81,576	80,679	79,476
Food	163,566	165,879	167,470	165,458	170,098	170,707
Merchandise sales	746,785	746,413	713,382	648,885	635,198	611,735
Tenants	171,253	171,442	166,179	155,673	159,243	164,297
Corporate sales	35,385	38,559	40,072	42,485	40,281	41,895
Operating income	34,510	31,815	23,294	5,613	7,385	11,159
Ordinary income	32,590	29,436	20,027	3,149	5,623	9,890
Net income	10,131	24,923	(5,986)	(4,313)	5,831	9,964
Capital expenditures* ¹	93,336	15,228	10,901	15,481	25,240	13,374
Depreciation and amortization	16,149	16,762	17,480	15,741	12,779	12,181
Total assets	681,910	644,108	576,997	535,870	503,285	475,849
Net assets	–	–	–	116,540	120,221	129,320
Existing stores sales increase	2.1 %	0.4 %	(4.2)%	(8.4)%	0.0 %	(0.5)%
Merchandise gross profit margin	27.3 %	26.9 %	26.6 %	25.8 %	25.4 %	25.1 %
Key stores sales						
Ikebukuro	172,350	174,649	169,172	160,562	167,268	176,475
Yokohama	113,231	115,051	111,654	101,788	101,710	100,996
Chiba	82,301	85,355	82,841	76,771	77,967	78,632
Kobe	56,405	56,103	53,392	49,572	50,158	48,279
Hiroshima	50,689	49,440	47,169	43,082	41,973	41,446
Shibuya	49,404	54,808	50,510	43,583	42,325	39,802
Omiya	37,565	37,580	36,195	33,067	32,928	32,418
Number of stores	28	28	28	28	27	26
Openings	0	0	0	0	0	0
Closures	2	0	0	2	1	1
Total sales floor space (square meters)	962,934	962,934	962,437	939,911	924,980	894,481
Sales per square meter (thousand ¥)* ²	990	993	955	888	890	886
Full-time employees (term-end)	5,473	5,438	5,449	5,416	5,228	4,975
Part-time employees* ³	5,152	5,363	5,163	5,587	5,404	5,179
Ratio of part-time employees	48.0%	49.3%	48.2%	50.1%	50.2%	50.2%

Notes: 1. Millennium Retailing, Sogo, and The Seibu Department Stores were merged in August 2009, and Sogo, as a surviving company, changed its name to Sogo & Seibu Co., Ltd. Furthermore, Robinson Department Stores (two stores) was merged into Sogo & Seibu in September 2009.

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

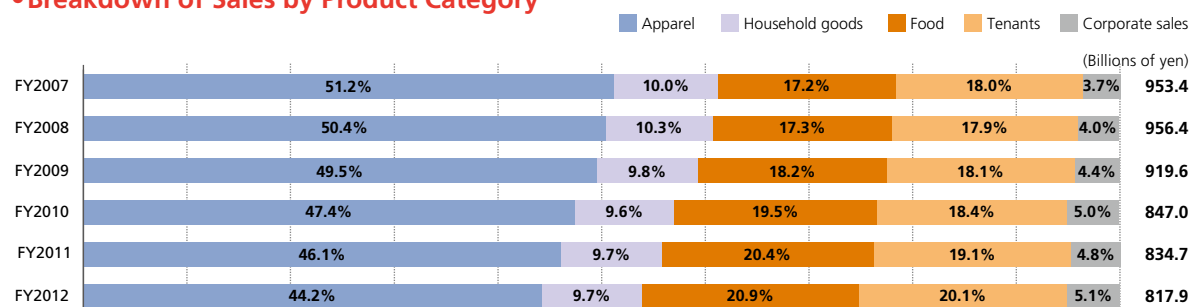
Prior year figures are also calculated in the same manner.

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

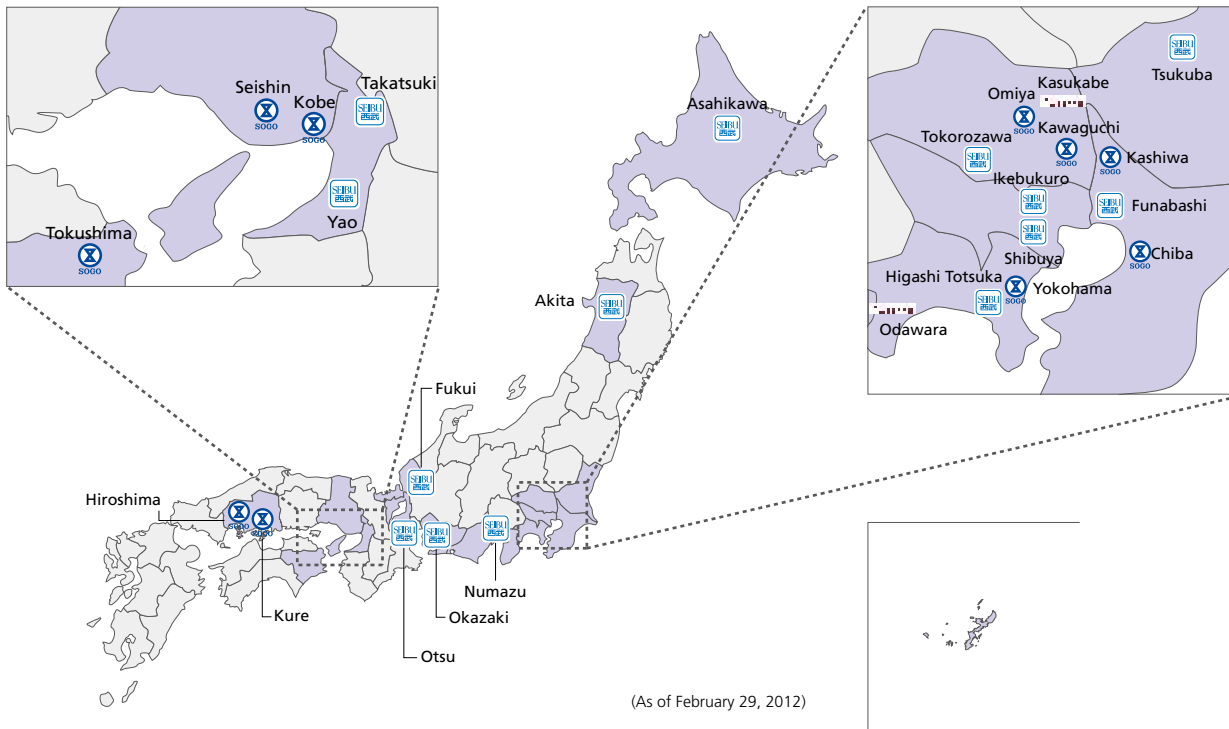
*2 Sales per square meter = Net sales ÷ Weighted average floor space

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

• Breakdown of Sales by Product Category



• Store Expansion



(As of February 29, 2012)

Profile

Performance Overview

Retailers in the World

Domestic Retail Environment

• Store Operation Structure

Sogo & Seibu is promoting structural reforms for its department store operations by dividing stores into three categories according to their characteristics: "key stores," "regional leader stores" or "suburban stores."

Key stores: Promoting structural reforms toward the establishment of a "new department store"

Introducing to other key stores the expertise nurtured by Seibu Ikebukuro, which reopened after full-scale remodeling in September 2010, Sogo & Seibu is working to further bolster its sales capabilities.



Seibu Ikebukuro



Sogo Yokohama



Sogo Kobe

Key stores: Seibu Ikebukuro, Sogo Yokohama, Sogo Chiba, Sogo Kobe, Sogo Hiroshima, Seibu Shibuya, Sogo Omiya

Group Business Strategy

Major Group Companies' Data

Regional leader stores: Leveraging regional competitive superiority and enhancing profitability

Regional leader stores are promoting region-specific product strategies, event planning and customer services.



Seibu Tokorozawa



Sogo Tokushima



Seibu Asahikawa

Regional leader stores: Seibu Tokorozawa, Seibu Asahikawa, Seibu Akita, Seibu Numazu, Seibu Okazaki, Seibu Fukui, Sogo Tokushima

Corporate Data

Suburban stores: Suburban stores: Switching business format to multi-purpose commercial facilities to meet customer needs

In order to meet diversifying customer needs and establish an efficient store operating structure, Sogo & Seibu has promoted a shift to a shopping center management system by which profitable specialty stores both within and outside of the Group are invited as tenants (commenced in a phased manner from FY2010).

Suburban stores: Seibu Higashi Totsuka, Sogo Kawaguchi, Seibu Takatsuki, Seibu Otsu, Seibu Yao, Seibu Tsukuba, Sogo Kashiwa, Seibu Funabashi, Sogo Seishin, Sogo Kure, Robinson Kasukabe, Robinson Odawara.

Supermarket

YORK-BENIMARU

(Millions of yen)

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Revenues from operations	313,935	330,145	348,883	348,735	343,379	348,600
Net sales	304,855	319,931	338,089	337,506	337,734	342,944
Fresh food	90,675	97,168	105,649	105,558	106,107	108,226
Processed food	68,249	74,273	80,813	82,862	82,861	83,542
Daily food	56,507	59,484	62,535	63,017	64,042	65,222
Food total	215,433	230,927	248,999	251,439	253,011	256,991
Apparel	20,126	19,331	18,437	17,230	16,586	17,358
Household goods	18,567	18,728	18,706	18,729	18,908	19,474
Merchandise sales	254,126	268,987	286,143	287,398	288,506	293,824
Tenants	50,728	50,944	51,946	50,107	49,227	49,120
Operating income	10,306	11,227	11,706	9,402	8,877	14,955
Ordinary income	11,261	12,525	13,065	10,874	10,276	16,305
Net income	4,441	9,150	8,015	6,088	5,093	1,430
Capital expenditures	8,811	6,765	8,210	12,560	7,629	7,075
Depreciation and amortization	4,186	4,327	4,515	4,886	5,573	5,122
Total assets	130,801	145,230	154,076	145,258	147,454	150,789
Net assets	106,414	115,785	121,654	116,612	117,814	117,090
Existing stores sales increase	(3.6)%	(2.6)%	(1.0)%	(3.7)%	(4.1)%	1.5%
Number of customers	(2.3)%	(1.1)%	(0.1)%	(2.1)%	(4.1)%	(3.3)%
Average spending per customer	(1.4)%	(1.5)%	(0.9)%	(1.6)%	0.0%	4.9%
Merchandise gross profit margin	26.9%	27.1%	27.0%	26.7%	26.6%	27.0%
Number of stores	128	149	156	164	170	176
Openings	10	8	9	8	7	8
Closures	1	3	2	0	1	2
Total sales floor space (square meters)	448,492	496,784	524,361	547,920	560,684	573,187
Directly managed sales floor space (square meters)	335,075	379,073	395,887	409,360	421,362	433,346
Sales per square meter (thousand ¥)* ¹	771	746	737	713	693	718
Full-time employees (term-end)	2,033	2,284	2,430	2,496	2,508	2,495
Part-time employees* ²	9,295	9,856	10,354	10,582	10,606	10,165
Ratio of part-time employees	81.9%	81.5%	81.3%	81.1%	80.6%	80.1%
Sales per employee (thousand ¥)* ³	22,399	22,239	22,458	22,016	21,921	23,141

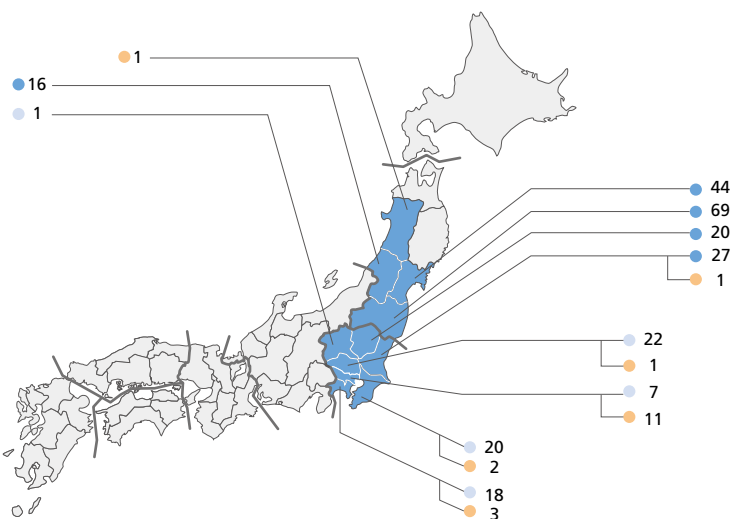
*¹ Sales per square meter = Merchandise sales ÷ Weighted average floor space

*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 FY2011 (Billion ¥)
● York-Benimaru	176	342.9
● York Mart	68	118.4
● SHELL GARDEN	19	23.3
Total	263	484.6



(As of February 29, 2012)

Specialty Store

LOFT

(Millions of yen)

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Revenues from operations	61,176	69,852	76,817	80,179	84,415	87,001
Net sales	59,746	68,419	75,371	78,749	83,099	85,836
Operating income	1,783	2,674	2,894	2,953	3,104	3,294
Ordinary income	1,740	2,627	2,851	2,887	3,046	3,230
Net income	513	1,480	1,609	1,472	1,826	1,510
Capital expenditures	595	959	666	1,317	2,275	1,528
Depreciation and amortization	414	518	620	700	867	1,125
Total assets	15,616	17,803	19,363	21,475	22,457	23,542
Net assets	4,891	6,034	7,269	8,366	9,818	10,954
Existing stores sales increase	5.1 %	6.3 %	1.7 %	(1.1)%	2.0 %	(2.0)%
Merchandise gross profit margin	39.5 %	39.8 %	40.0 %	40.2 %	39.8 %	40.1 %
Number of stores	33	44	51	55	63	73
Openings	4	11	8	5	10	12
Closures	1	0	1	1	2	2
Total sales floor space (square meters)	69,706	83,448	91,101	92,102	100,774	107,967
Sales per square meter (thousands ¥)*1	828	870	853	837	841	806
Full-time employees (term-end)	670	757	1,971	2,109	2,277	2,169
Part-time employees*2	1,671	1,944	1,224	1,122	1,132	1,356
Sales per employee (thousands ¥)*3	23,717	24,586	25,877	25,305	25,320	25,113

Profile

Performance Overview

Retailers in the World

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



Domestic Retail Environment

AKACHAN HONPO

(Millions of yen)

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Net sales	84,537	85,061	83,818	79,106	78,346	78,744
Operating income	(1,593)	27	(1,373)	(480)	526	1,474
Ordinary income	(1,604)	395	(1,763)	(678)	367	1,334
Net income	(3,208)	(2,950)	(5,346)	(848)	(145)	(200)
Capital expenditures	1,931	2,190	2,233	1,397	1,714	1,783
Depreciation and amortization	1,470	1,310	1,366	1,365	1,268	1,365
Total assets	42,904	36,637	31,029	30,333	29,771	30,649
Net assets	7,097	4,141	(1,748)	2,204	2,061	1,852
Existing stores sales increase	(8.7)%	(3.5)%	(4.6)%	(7.7)%	(6.5)%	(3.1)%
Merchandise gross profit margin	29.3 %	30.3 %	28.0 %	27.8 %	29.4 %	30.2 %
Number of stores	67	67	72	78	85	87
Openings	10	9	11	10	13	11
Closures	4	9	6	4	6	9
Total sales floor space (square meters)	152,737	138,089	142,912	145,997	149,997	147,501
Sales per square meter (thousands ¥)*1	553	566	589	556	530	535
Full-time employees (term-end)	1,096	960	912	925	914	852
Part-time employees*2	1,959	1,684	1,745	1,726	1,755	1,782
Sales per employee (thousands ¥)*3	27,214	29,964	30,941	30,612	29,354	29,873
Membership (thousands)	1,809	1,654	1,619	1,586	1,584	1,721

Group Business Strategy

Major Group Companies' Data

Corporate Data

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



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

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

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

Food Services

SEVEN & i FOOD SYSTEMS

(Millions of yen)

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Net sales	121,229	113,472	102,109	85,885	79,609	77,400
Denny's Japan	92,788	-	-	-	-	-
Famil	17,892	-	-	-	-	-
York Bussan	10,548	-	-	-	-	-
Restaurant division	-	94,392	84,109	69,394	63,668	60,821
Meal provision service division	-	9,103	8,077	7,926	8,189	9,347
Fast food division	-	9,977	9,922	8,564	7,751	7,232
Operating income	-	(2,923)	(3,079)	(2,714)	(89)	22
Ordinary income	-	(2,761)	(2,670)	(2,464)	112	203
Net income	-	(4,897)	(7,939)	(5,564)	(2,009)	(879)
Total assets	-	65,743	56,592	47,181	43,948	44,777
Net assets	-	54,570	46,176	38,997	36,831	35,966
Existing store sales increase	-	-	(6.4)%	(7.2)%	0.5 %	(1.0)%
Number of customers	-	-	(1.4)%	(2.1)%	0.7 %	(2.6)%
Average spending per customers	-	-	(5.1)%	(5.2)%	(0.2)%	1.6 %
Number of stores	1,047	1,045	959	892	846	858
Restaurant division	692	674	595	525	489	486
Meal provision service division	213	225	224	232	228	244
Fast food division	142	146	140	135	129	128
Full-time employees (term-end)	1,867	1,802	1,622	1,584	1,351	1,290

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 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 FY2007 to FY2008.

• Store Formats

Seven & i Food Systems develops overall food-related businesses comprising of the Restaurant division, Meal provision service division and Fast food division.

Restaurant division



Denny's

Operates family restaurants as "Denny's", which accounts for approximately 80% of all the restaurants. Providing a comprehensive menu, including mainstay hamburger steaks, steaks, pastas and seasonal delicacies, as well as friendly service, they operate 24 hours a day, seven days a week.



Famil

Famil family restaurants serve Japanese, Western and Chinese foods inside the Group's stores.



Gooburg

The Gooburg restaurant chain specializes in hamburger steaks made from 100% beef. Sales floor space is 70 to 80 square meters, and approximately one third of Denny's floor space.



Soba & Udon Shichi-Fuku

Operated primarily within the Tokyo metropolitan area, this self-serve restaurant format offers authentic soba (buckwheat) and udon noodles at reasonable prices. Sales floor space is 50 to 70 square meters, and approximately one fifth of Denny's floor space.

Meal provision service division



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

Fast food division



Poppo

Operates fast food shops inside Group stores serving various snacks like *imagawayaki* (a small, thick, pancake-like snack with sweet filling); *okonomiyaki* (a Japanese "pizza" of chopped cabbage, other ingredients and sauce); *takoyaki* (savory dumplings containing chopped octopus); *tajiyaki* (a fish-shaped pancake-like snack with sweet filling); ramen noodles and soft-serve ice cream.

Financial Services

SEVEN BANK

(Fiscal year-end March, Millions of yen)

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Ordinary income	75,427	83,663	89,815	88,830	83,964	88,318
Ordinary profits	25,021	24,650	28,751	30,407	27,449	29,557
Net income	12,667	13,830	16,988	17,953	16,008	17,267
Total assets	532,757	488,137	493,360	502,782	600,061	652,956
Net assets	73,849	88,974	98,393	109,939	114,539	125,629
Ordinary deposits	171,707	137,162	136,073	144,997	171,873	196,290
Time deposits	15,955	33,204	51,795	63,381	140,604	134,949
Individual deposit accounts (thousands)	466	580	688	775	885	971
Number of installed ATMs	12,088	13,032	13,803	14,601	15,363	16,632
Seven-Eleven	11,760	12,330	12,944	13,584	14,188	15,129
Ito-Yokado	280	291	297	295	294	300
York-Benimaru	13	15	19	30	40	60
York Mart	15	22	25	31	36	42
Other ATMs in the Group	20	20	36	45	65	74
Outside the Group	–	354	482	616	740	1,027
Correspondent financial institutions	548	554	566	555	567	577
ATM-related fee income per transaction	¥180.5	¥165.3	¥158.0	¥147.9	¥135.3	¥131.3
Daily average transactions per ATM	97.8	109.0	114.3	114.4	112.3	112.6
Total number of transactions (millions)	418	498	555	590	609	655
with banking financial institutions (millions)	333	409	465	509	545	597
with non-banking (millions)	85	89	90	80	64	57
Overseas remittance service						
Number of contract accounts	–	–	–	–	–	10,700
Cumulative number of remittance	–	–	–	–	–	32,500
Consumer loan service						
Number of contract accounts	–	–	–	2,700	9,200	17,700
Balance of loans	–	–	–	126	536	1,916
Gross profit margin	49.5%	45.0%	49.1%	51.1%	44.8%	42.7%
Full-time employees (term-end)	258	290	308	329	328	324

Profile

Performance Overview

Retailers in the World

Domestic Retail Environment

Group Business Strategy

Major Group Companies' Data

SEVEN CARD SERVICES

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Transaction volume (billion ¥)	414.0	660.4	731.8	767.8	882.9	1,000.4
Number of cards issued (10 thousands)						
Seven Card (credit card and point card)*1,2	249	262	281	297	311	322
<i>nanaco</i> (electronic money)*3	–	551	750	980	1,285	1,636
IY Point Card (cash usage only)	557	608	652	687	712	701
Full-time employees (term-end)	63	90	93	99	106	114

*1 The number of Seven Card issued indicates active members.

*2 IY Card changed its name to Seven Card from the issuance of July 2011.

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

SEVEN CS CARD SERVICES

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Transaction volume (billion ¥)	–	–	–	–	–	619.8
Number of cards issued (10 thousands)						
CLUB ON/Millennium CARD SAISON*	–	–	–	–	–	312
Full-time employees (term-end)	–	–	–	–	–	473

* The number indicates active members.