

Convenience Stores

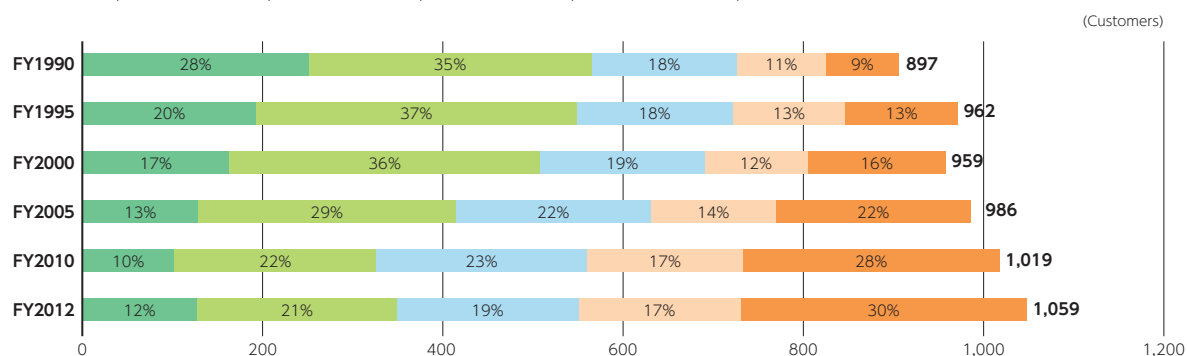
Seven-Eleven Japan

(¥ Million)

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Revenues from operations	527,667	540,773	535,018	549,111	576,186	617,559
Selling, general and administrative expenses	247,709	259,558	285,856	301,538	326,216	364,893
Operating income	168,171	178,060	156,220	169,152	183,160	186,763
Ordinary income	176,465	187,997	164,445	176,144	189,759	194,104
Net income	101,717	107,189	92,439	102,049	100,738	112,446
Capital expenditures	51,945	58,670	66,222	56,989	93,644	112,514
Depreciation and amortization	24,368	26,317	28,587	30,831	38,368	46,292
Total assets	1,214,689	1,288,298	1,301,004	1,358,837	1,432,828	1,489,339
Net assets	975,809	1,035,835	1,022,065	1,068,453	1,104,944	1,143,288
Total store sales	2,574,306	2,762,557	2,784,997	2,947,606	3,280,512	3,508,444
Processed food	767,143	787,328	788,154	828,277	872,616	926,229
Fast food	736,251	759,703	751,949	792,906	852,933	940,263
Daily food	332,085	334,269	336,984	359,607	403,503	449,080
Nonfood	738,825	881,255	907,909	966,814	1,151,459	1,192,871
Existing stores sales increase	(1.5)%	5.2 %	(2.1)%	2.2 %	6.7 %	1.3 %
Number of customers	0.4 %	4.7 %	0.5 %	1.1 %	2.6 %	0.5 %
Average spending per customer	(1.9)%	0.4 %	(2.6)%	1.1 %	4.0 %	0.8 %
Average daily sales per store (¥ Thousand)	597	629	616	629	669	668
Average daily sales per store of new stores (¥ Thousand)	517	555	525	554	570	527
Merchandise gross profit margin	31.0%	30.2%	30.3%	30.5%	29.7%	30.0%
Number of stores	12,034	12,298	12,753	13,232	14,005	15,072
Openings	816	874	966	939	1,201	1,354
Closures	517	610	511	460	428	287
Relocations	365	429	414	393	346	237
Type A franchised stores	4,919	4,638	4,437	4,340	4,263	4,244
Type C franchised stores	6,311	6,946	7,703	8,449	9,344	10,394
Directly operated stores	668	661	601	442	397	433
Ratio of stores with liquor license	96.7%	97.7%	98.6%	98.8%	98.9%	98.9%
Ratio of stores with cigarette license	85.0%	86.8%	89.5%	91.7%	92.8%	94.1%
Total sales floor space (square meters)	1,446,872	1,499,163	1,571,247	1,641,368	1,769,560	1,924,768
Full-time employees (fiscal year-end)	5,294	5,542	5,763	5,729	5,686	6,070
Payment acceptance services						
Number of transactions (thousands)	290,474	308,546	323,966	342,427	358,732	384,913
Total value of transactions (¥ Million)	2,734,184	2,950,068	3,072,749	3,242,657	3,432,600	3,736,249

■ Average Daily Number of Customer Visits per Store by Age Group

■ Less than 20 years old ■ 20-29 years old ■ 30-39 years old ■ 40-49 years old ■ Over 50 years old

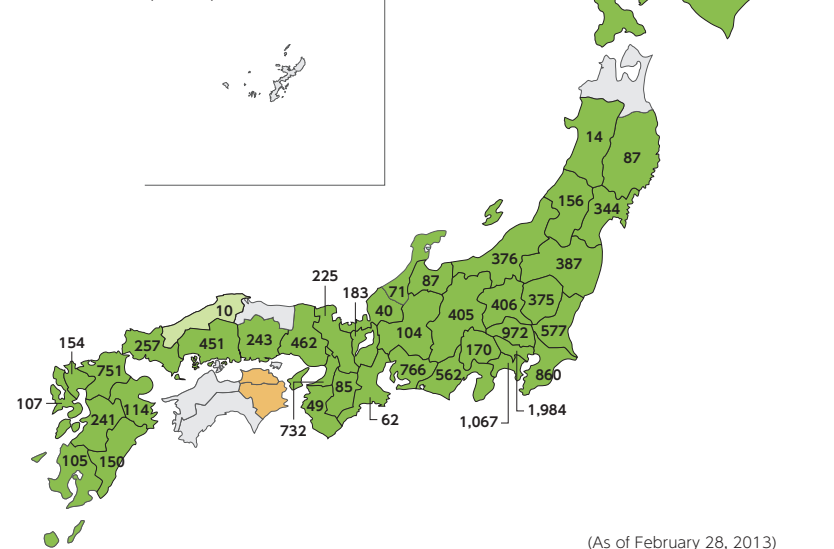


Source: Customer Survey by Seven-Eleven Japan

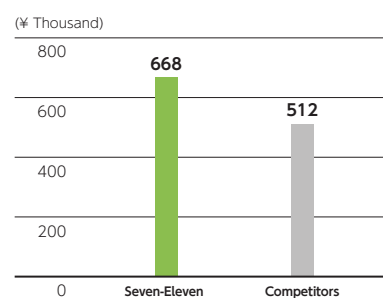
Store Openings

■ Indicates prefectures where we open stores only in limited areas by utilizing existing commissaries and distribution networks of adjacent prefectures.
 ■ In March 2013, Seven-Eleven Japan opened its first stores in Kagawa and Tokushima Prefectures.

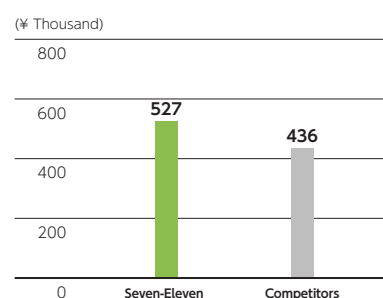
Note: Competitors' information is the average of three major convenience store chains (FY2013).



AVERAGE DAILY SALES PER STORE

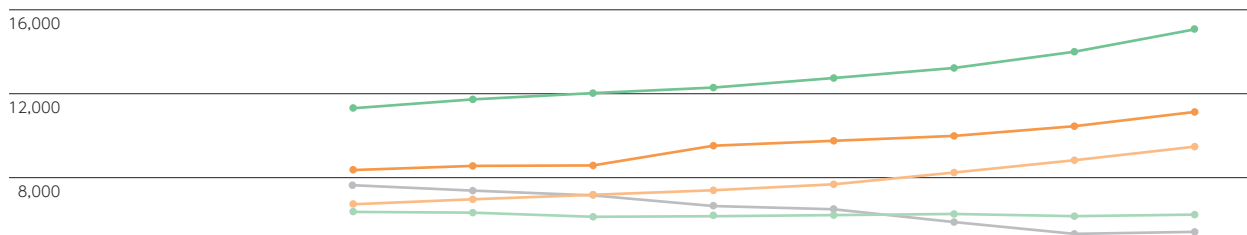


AVERAGE DAILY SALES PER STORE OF NEW STORES



Number of Major Convenience Store Chains in Japan

(Stores)



	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
● Seven-Eleven Japan	11,310	11,735	12,034	12,298	12,753	13,232	14,005	15,072
● Lawson	8,366	8,564	8,587	9,527	9,761	9,994	10,457	11,130
● FamilyMart	6,734	6,974	7,187	7,404	7,688	8,248	8,834	9,481
● Circle K Sunkus	6,372	6,336	6,139	6,166	6,219	6,274	6,169	6,242
● Other CVS	7,645	7,387	7,158	6,652	6,498	5,888	5,326	5,420
Nationwide	40,427	40,996	41,105	42,047	42,919	43,636	44,791	47,345

Source: Japan Franchise Association, public information of each company

Contract Type of Franchised Stores

	Type A (4,244 stores)	Type C (10,394 stores)
Type of ownership	Franchisee provides	Seven-Eleven Japan provides
Land and buildings		
Sales equipment, computers, etc.	Seven-Eleven Japan provides	
Contract period	15 years	
Utilities	Seven-Eleven Japan 80%	Franchisee 20%
Seven-Eleven franchise fee (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 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.	
Cost of disposing unsold items	Seven-Eleven Japan 15%; Franchisee 85%	
Minimum guarantee	¥19 million (Franchisee's annual gross profit)	¥17 million (Franchisee's annual gross profit)

Notes: 1. Number of stores is as of February 28, 2013.

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

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

4. Franchisee's gross profit is equal to gross profit minus the Seven-Eleven franchise fee (royalty).

7-ELEVEN, INC.

(Fiscal year-end December, ¥ Million)

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012
Revenues from operations*1	–	–	–	–	1,086,522	1,247,287
Revenues from operations (former)*1	1,843,408	1,742,395	1,411,391	1,463,796	–	–
Net sales	1,822,737	1,725,910	1,394,694	1,445,571	–	–
Merchandise	1,068,453	967,411	883,229	859,632	–	–
Gasoline	754,283	758,499	511,464	585,939	–	–
Selling, general and administrative expenses	–	–	–	–	208,726	226,458
Operating income	31,726	34,711	34,427	33,328	32,737	38,175
Net income	17,289	19,652	17,975	18,918	22,413	22,378
Capital expenditures	55,499	44,540	37,948	48,996	103,475	155,440
Depreciation and amortization	48,713	38,284	34,974	37,444	37,180	39,794
Total assets	609,319	493,108	511,766	472,566	510,901	726,876
Net assets	312,900	260,589	274,855	283,833	307,359	378,486
Total store sales	–	–	1,412,301	1,470,632	1,624,095	1,852,162
Merchandise	–	–	899,624	883,905	876,672	954,100
Gasoline	–	–	512,677	586,726	747,423	898,062
Exchange rate (Income statements) (U.S. \$1=)	¥117.85	¥103.48	¥93.65	¥87.79	¥79.80	¥79.81
Exchange rate (Balance sheets) (U.S. \$1=)	¥114.15	¥91.03	¥92.10	¥81.49	¥77.74	¥86.58
Existing stores sales increase (U.S. Merchandise sales)*2	3.1%	0.4%	0.6%	1.5%	2.8%	2.9%
Average daily sales per store (U.S. \$)	4,248	4,250	4,256	4,335	4,372	4,383
Average daily sales per store (¥ Thousand)	501	440	399	381	349	350
Merchandise gross profit margin	35.9%	35.2%	35.2%	35.1%	34.7%	35.2%
Number of stores	6,088	6,196	6,389	6,610	7,149	8,118
Openings	106	172	268	303	643	1,078
Closures	68	64	75	82	104	109
Franchised stores	4,041	4,220	4,649	5,064	5,437	5,870
Directly operated stores	2,047	1,976	1,740	1,546	1,712	2,248
Stores with gas station	2,440	2,486	2,495	2,481	2,719	3,195
Total sales floor space (square meters)	974,970	992,237	1,016,254	1,066,020	1,158,089	1,335,707
Full-time employees*3	19,308	17,084	14,397	13,263	13,596	17,330

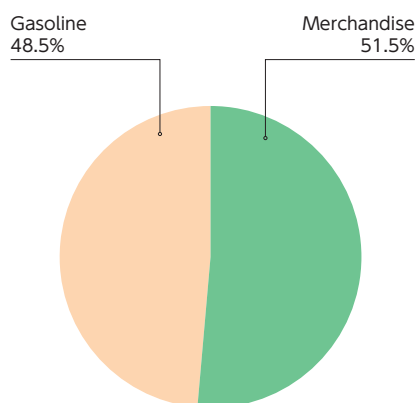
Note: Figures for the amounts of each fiscal year reflect adjustments necessary for consolidation to Seven & i Holdings' consolidated account.

*1 From the fiscal year ended December 2011, 7-Eleven, Inc., 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.

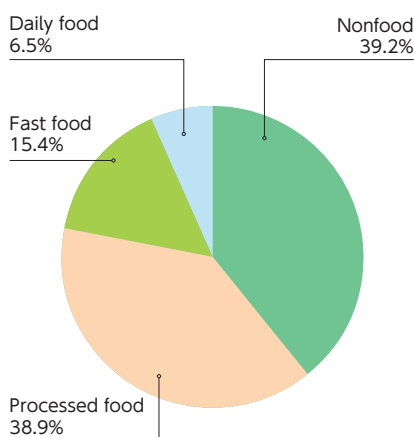
*2 Existing stores sales increases are calculated in U.S. dollars.

*3 The numbers of employees are as of the end of February following each fiscal year.

■ Breakdown of Net Sales



■ Breakdown of Merchandise Sales by Product Category

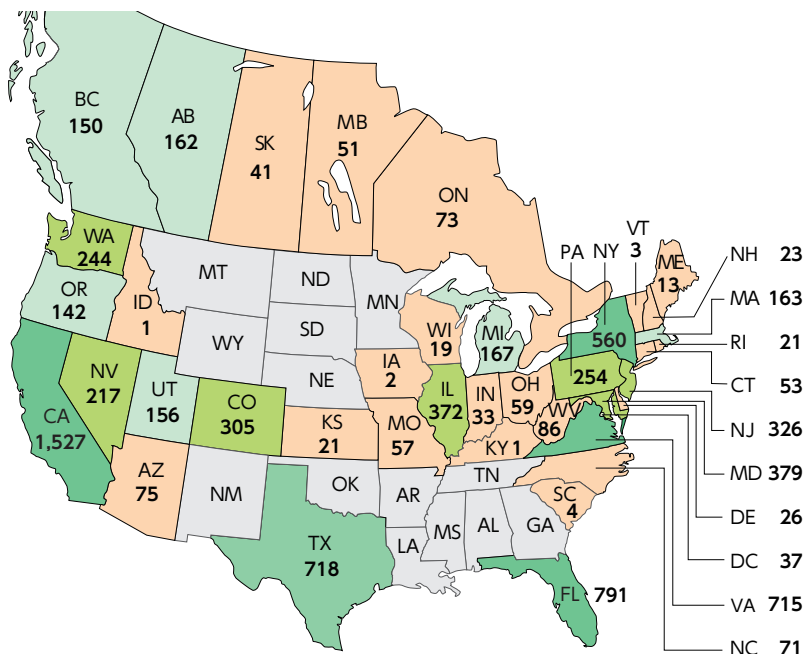


7-Select
Private-brand products

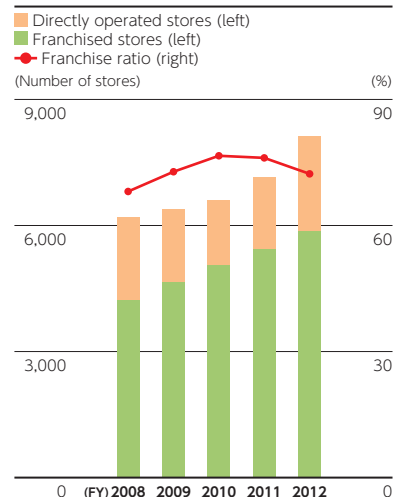
Store Expansion

Number of stores 500~ 200~499 100~199 ~99

(As of December 31, 2012)



TRENDS IN STORE TYPE



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	4,244
	C-type franchised stores	10,394
	Provisional management contract stores	1
	Directly operated stores	433
	(As of February 28, 2013)	
Standard sales floor space (per store)*2	Approximately 130 m ²	Approximately 160 m ²
Stores with gas stations	56 stores*3	3,195 stores
Products and services		
Sales by product category	Processed foods	26.4%
	Fast food	26.8%
	Daily food	12.8%
	Nonfood	34.0%
	Gasoline	-
Services	ATM	20.0% (38.9%)*4
	Payment acceptance	7.9% (15.4%)
	Express package delivery service	3.4% (6.5%)
	Multi-function copier*5	20.2% (39.2%)
	nanaco Point Service	48.5%
Payment method	Cash/electronic money/credit card	Cash/credit card/debit card/check
Online shopping	Free shipping and commission when 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 fees from franchised stores	Net sales of directly operated stores, gasoline sales, and franchise fees from franchise stores

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

*2 Most common size of store sales floor spaces.

*3 Seven-Eleven Japan's stores with gas stations are joint operations opened in partnership with EMG Marketing Godo Kaisha.

*4 Numbers in parentheses () represent the share of merchandise sales.

*5 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, seal registration certificate, and copy of family register).

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

Superstores

Ito-Yokado

(¥ Million)

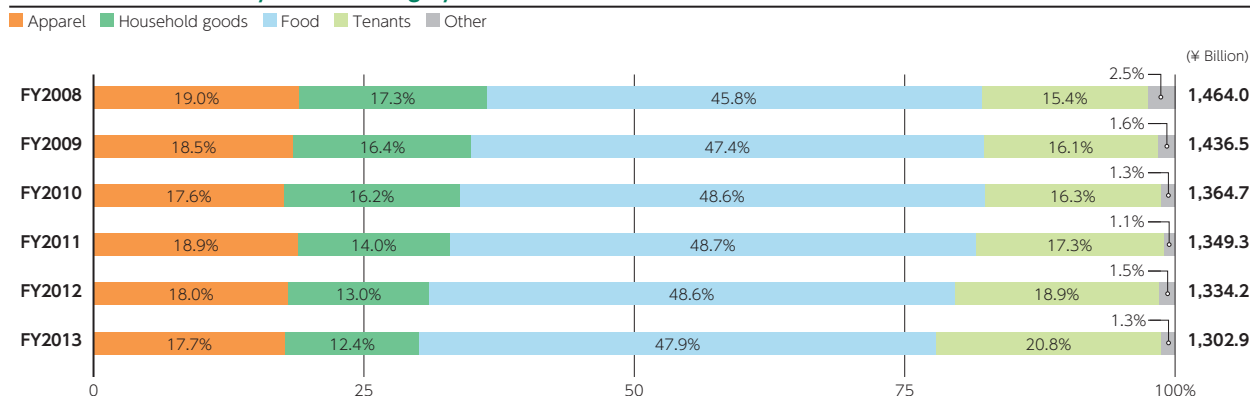
	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Revenues from operations	1,489,380	1,462,719	1,387,831	1,373,670	1,361,060	1,332,292
Net sales	1,464,094	1,436,541	1,364,765	1,349,345	1,334,297	1,302,923
Apparel	278,168	265,682	240,060	255,052	240,068	230,807
Household goods	253,609	236,025	220,620	189,481	173,049	160,916
Food	670,532	680,587	663,768	656,491	648,506	623,571
Merchandise sales	1,202,310	1,182,296	1,124,450	1,101,024	1,061,624	1,015,295
Tenants	225,619	231,913	222,422	233,056	252,709	271,258
Other	36,164	22,331	17,892	15,264	19,964	16,369
Selling, general and administrative expenses	384,955	384,280	361,989	353,884	350,981	342,502
Operating income	17,126	9,582	1,757	2,155	10,554	9,009
Ordinary income	19,341	13,386	4,136	5,124	13,471	15,223
Net income	11,088	(922)	6,650	6,696	(520)	1,687
Capital expenditures	41,200	29,232	45,900	37,492	18,074	30,578
Depreciation and amortization	16,694	15,696	13,890	14,573	16,822	15,937
Total assets	891,248	899,289	805,242	779,389	790,851	791,020
Net assets	631,133	633,692	606,562	601,182	597,601	599,857
Existing stores sales increase (decrease)	(2.0)%	(2.9)%	(5.7)%	(2.5)%	(2.6)%	(4.3)%
Number of customers	(2.0)%	(1.4)%	(1.7)%	(1.3)%	(4.6)%	(5.2)%
Average spending per customer	0.0 %	(1.6)%	(4.1)%	(1.2)%	2.0 %	1.0 %
Merchandise gross profit margin	29.9 %	29.8 %	29.0 %	29.1 %	29.7 %	29.9 %
Number of stores	176	175	174	170	173	174
Openings	3	2	4	6	5	3
Closures	1	3	5	10	2	2
Total sales floor space(square meters)	2,573,670	2,609,280	2,661,184	2,673,225	2,704,252	2,751,439
Directly managed sales floor space (square meters)	1,750,605	1,736,410	1,723,580	1,678,730	1,665,268	1,642,954
Sales per square meter (¥ thousand)*1	688	674	644	645	636	613
Full-time employees (fiscal year-end)	10,375	9,747	9,642	9,484	9,136	8,672
Part-time employees*2	32,762	32,181	30,721	30,130	29,349	28,637
Ratio of part-time employees	76.2%	77.0%	76.7%	76.8%	77.0%	77.4%
Sales per employee (¥ thousand)*3	27,979	28,274	28,061	28,056	27,856	27,430

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

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

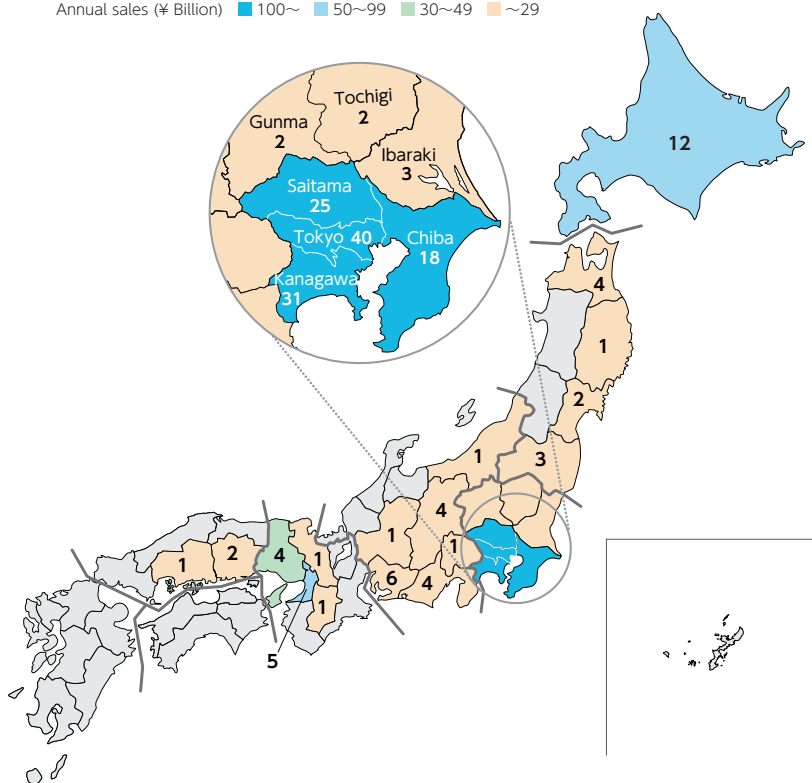
*3 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

Breakdown of Sales by Product Category



Store Expansion

Annual sales (¥ Billion) ■ 100~ ■ 50~99 ■ 30~49 ■ ~29



(As of February 28, 2013)

SALES BREAKDOWN BY REGION FOR FY2013

	Sales (¥ Billion)	Composition (%)	Number of stores
Hokkaido	71.7	5.5	12
Tohoku	55.8	4.3	10
Kanto	945.2	72.5	121
Chubu	96.0	7.4	17
Kinki	116.4	8.9	11
Chugoku	17.6	1.4	3
Total	1,302.9	100.0	174

CLASSIFICATION BY SALES FLOOR SPACE

	Number of stores	Composition (%)
13,000 m ² —	35	20.1
10,000 m ² —	58	33.3
8,000 m ² —	25	14.4
5,000 m ² —	25	14.4
Under 5,000 m ²	31	17.8

CLASSIFICATION BY STORE AGE

	Number of stores	Composition (%)
30 years—	56	32.2
20 years—	24	13.8
10 years—	51	29.3
5 years—	20	11.5
1 year—	20	11.5
Under 1 year	3	1.7

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 supermarkets

Operating in highly populated areas with limited catchment in urban areas, 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 in October 2010. As of February 28, 2013, the network has four stores.



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 14 stores as of February 28, 2013.



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 10 stores as of February 28, 2013.



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* Otaka no Mori, was opened in March 2007. As of February 28, 2013, 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, the second Seven Home Center was opened within Ito-Yokado Matsudo store. As of February 28, 2013, the network has expanded to four stores.

Supermarkets

York-Benimaru

(¥ Million)

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Revenues from operations	330,145	348,883	348,735	343,379	348,600	363,862
Net sales	319,931	338,089	337,506	337,734	342,944	358,061
Fresh food	97,168	105,649	105,558	106,107	108,226	114,914
Processed food	74,273	80,813	82,862	82,861	83,542	86,219
Daily food	59,484	62,535	63,017	64,042	65,222	68,660
Food total	230,927	248,999	251,439	253,011	256,991	269,794
Apparel	19,331	18,437	17,230	16,586	17,358	17,642
Household goods	18,728	18,706	18,729	18,908	19,474	19,383
Merchandise sales	268,987	286,143	287,398	288,506	293,824	306,820
Tenants	50,944	51,946	50,107	49,227	49,120	51,240
Selling, general and administrative expenses	76,940	81,399	83,351	78,200	74,686	78,649
Operating income	11,227	11,706	9,402	8,877	14,955	11,854
Ordinary income	12,525	13,065	10,874	10,276	16,305	14,003
Net income	9,150	8,015	6,088	5,093	1,430	7,731
Capital expenditures	6,765	8,210	12,560	7,629	7,075	9,779
Depreciation and amortization	4,327	4,515	4,886	5,573	5,122	5,161
Total assets	145,230	154,076	145,258	147,454	150,789	156,212
Net assets	115,785	121,654	116,612	117,814	117,090	123,766
Existing stores sales increase (decrease)	(2.6)%	(1.0)%	(3.7)%	(4.1)%	1.5 %	0.0 %
Number of customers	(1.1)%	(0.1)%	(2.1)%	(4.1)%	(3.3)%	0.9 %
Average spending per customer	(1.5)%	(0.9)%	(1.6)%	0.0 %	4.9 %	(1.0)%
Merchandise gross profit margin	27.1 %	27.0 %	26.7 %	26.6 %	27.0 %	26.0 %
Number of stores	149	156	164	170	176	184
Openings	8	9	8	7	8	11
Closures	3	2	0	1	2	2
Total sales floor space (square meters)	496,784	524,361	547,920	560,684	573,187	590,698
Directly managed sales floor space (square meters)	379,073	395,887	409,360	421,362	433,346	450,581
Sales per square meter (¥ Thousand)*1	746	737	713	693	718	716
Full-time employees (fiscal year-end)	2,284	2,430	2,496	2,508	2,495	2,494
Part-time employees*2	9,856	10,354	10,582	10,606	10,165	10,395
Ratio of part-time employees	81.5%	81.3%	81.1%	80.6%	80.1%	80.3%
Sales per employee (¥ Thousand)*3	22,239	22,458	22,016	21,921	23,141	23,714

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

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

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

Life Foods

(¥ Million)

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Net sales	40,667	37,715	36,484	36,396	36,974	38,509
Selling, general and administrative expenses	18,254	14,984	14,643	15,076	14,710	14,823
Operating income	2,314	2,360	2,251	2,651	3,450	3,704
Ordinary income	2,510	2,621	2,466	2,857	3,659	3,763
Net income	1,434	1,555	1,447	1,634	2,187	2,193
Total assets	23,045	27,815	25,409	26,788	26,645	27,688
Net assets	19,174	21,759	20,842	21,250	21,053	21,493

York-Benimaru (Including results from Life Foods)

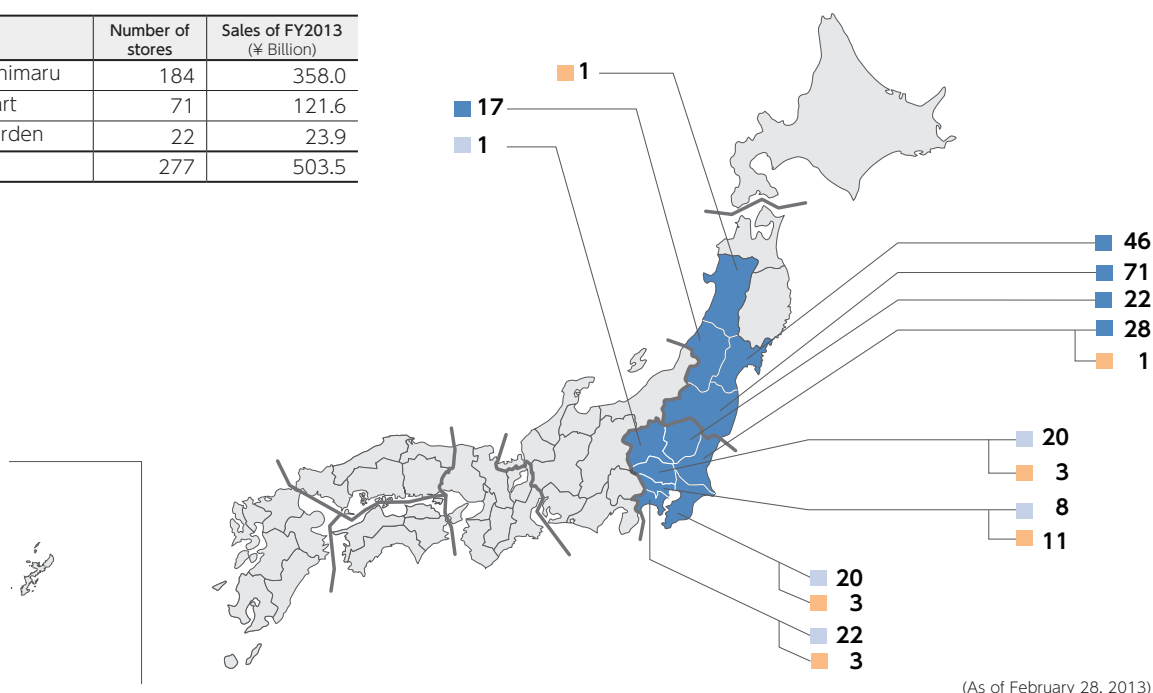
(¥ Million)

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Operating income	13,541	14,066	11,654	11,528	18,407	15,558

Store Expansion

York-Benimaru has concentrated store openings in five prefectures in the southern Tohoku and northern Kanto regions. York Mart and Shell Garden are mainly being developed in the Kanto area.

	Number of stores	Sales of FY2013 (¥ Billion)
■ York-Benimaru	184	358.0
■ York Mart	71	121.6
■ Shell Garden	22	23.9
Total	277	503.5



York-Benimaru Store Format

In order to achieve a dominant market share, York-Benimaru has set the standard format size at 2,000 m², and is now developing new limited catchment area-type stores and Neighborhood shopping center (NSC) (commercial accumulation)-type stores.

STORE FORMATS

Store formats	Stand-alone		NSC (commercial accumulation)
	Limited catchment area	Standard	
Catchment area	Urban		Suburban
Sales floor space	1,700 m ²	2,000 m ²	2,300 m ² to 2,500 m ²
Of which, tenant floor space	100 m ²	200 m ²	300 m ²

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 take-out foods. As of February 2013, Life Foods delicatessen food plants are operating in three locations in Koriyama, Fukushima Prefecture, and one location in Sendai, Miyagi Prefecture.

A rising number of elderly people and people who live alone is stimulating demand for ready-to-eat foods. In response, York-Benimaru will step up its development of delicatessen products to suit different lifestyle scenarios and expand the delicatessen foods sales sections, mainly in new stores, to 1.5 times the size in conventional stores.



The Danran Deli Corner proposes prepared foods to suit customers' various dining situations.

Department Stores/Specialty Stores

Sogo & Seibu

(¥ Million)

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Revenues from operations	970,827	933,571	859,265	846,796	830,340	810,998
Net sales	956,415	919,634	847,044	834,723	817,927	798,427
Apparel	481,864	455,374	401,850	384,419	361,550	349,846
Household goods	98,668	90,537	81,576	80,679	79,476	78,127
Food	165,879	167,470	165,458	170,098	170,707	162,023
Merchandise sales	746,413	713,382	648,885	635,198	611,735	589,997
Tenants	171,442	166,179	155,673	159,243	164,297	168,201
Corporate sales	38,559	40,072	42,485	40,281	41,895	40,228
Selling, general and administrative expenses	211,565	207,560	200,386	192,039	180,772	175,804
Operating income	31,815	23,294	5,613	7,385	11,159	10,040
Ordinary income	29,436	20,027	3,149	5,623	9,890	9,160
Net income	24,923	(5,986)	(4,313)	5,831	9,964	(3,650)
Capital expenditures	15,228	10,901	15,481	25,240	13,374	15,465
Depreciation and amortization	16,762	17,480	15,741	12,779	12,181	12,608
Total assets	644,108	576,997	535,870	503,285	475,849	455,269
Net assets	–	–	116,540	120,221	129,320	124,561
Existing stores sales increase (decrease)	0.4 %	(4.2)%	(8.4)%	0.0 %	(0.5)%	0.9 %
Merchandise gross profit margin	26.9 %	26.6 %	25.8 %	25.4 %	25.1 %	24.9 %
Key stores sales						
Ikebukuro	174,649	169,172	160,562	167,268	176,475	179,181
Yokohama	115,051	111,654	101,788	101,710	100,996	105,213
Chiba	85,355	82,841	76,771	77,967	78,632	78,780
Kobe	56,103	53,392	49,572	50,158	48,279	47,133
Hiroshima	49,440	47,169	43,082	41,973	41,446	41,291
Shibuya	54,808	50,510	43,583	42,325	39,802	39,298
Omiya	37,580	36,195	33,067	32,928	32,418	32,399
Number of stores	28	28	28	27	26	24
Openings	0	0	0	0	0	0
Closures	0	0	2	1	1	2
Total sales floor space (square meters)	962,934	962,437	939,911	924,980	894,481	863,832
Sales per square meter (¥ Thousand)*1	993	955	888	890	886	894
Full-time employees (fiscal year-end)	5,438	5,449	5,416	5,228	4,975	4,632
Part-time employees*2	5,363	5,163	5,587	5,404	5,179	4,925
Ratio of part-time employees	49.3%	48.2%	50.1%	50.2%	50.2%	50.6%

Notes: 1. Millennium Retailing, Sogo, and The SEIBU Department Stores were merged in August 2009, and Sogo, as the 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 fiscal year. Prior year figures have also been restated in the same manner.

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

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

Store Operation Structure

Sogo & Seibu is promoting structural reforms for its department store operations by reorganizing its stores into three categories according to their characteristics as “key stores,” “regional leader stores,” and “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, Sogo & Seibu is working to further bolster its sales capabilities.

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

Regional leader stores: Leveraging regional competitive superiority to turn more stores back to profitability

Regional leader stores play a role in promoting product development tied closely to local communities, event planning, and highly-developed customer services.

Region leader stores: SEIBU Tokorozawa, SEIBU Asahikawa, SEIBU Akita, SEIBU Okazaki, SEIBU Fukui and Sogo Tokushima

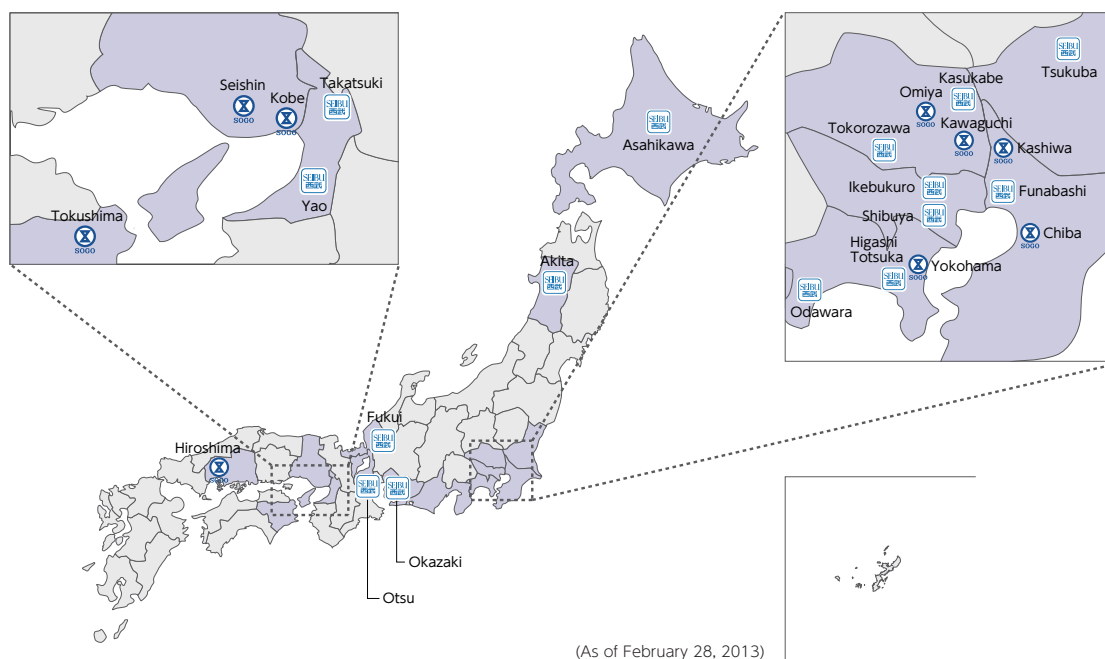
Suburban stores: Transforming from “Department Stores” into multi-purpose commercial facilities

Sogo & Seibu continues to shift to a shopping center management system that utilizes leading specialty stores from inside and outside the Group.



SEIBU Ikebukuro

Store Expansion



Loft

(¥ Million)

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Revenues from operations	69,852	76,817	80,179	84,415	87,001	87,326
Net sales	68,419	75,371	78,749	83,099	85,836	86,179
Selling, general and administrative expenses	25,781	28,457	29,842	31,259	32,316	33,334
Operating income	2,674	2,894	2,953	3,104	3,294	2,262
Ordinary income	2,627	2,851	2,887	3,046	3,230	2,202
Net income	1,480	1,609	1,472	1,826	1,510	728
Capital expenditures	959	666	1,317	2,275	1,528	2,239
Depreciation and amortization	518	620	700	867	1,125	1,305
Total assets	17,803	19,363	21,475	22,457	23,542	24,234
Net assets	6,034	7,269	8,366	9,818	10,954	11,308
Existing stores sales increase (decrease)	6.3 %	1.7 %	(1.1)%	2.0 %	(2.0)%	(4.4)%
Merchandise gross profit margin	39.8 %	40.0 %	40.2 %	39.8 %	40.1 %	40.4 %
Number of stores	44	51	55	63	73	82
Openings	11	8	5	10	12	9
Closures	0	1	1	2	2	0
Total sales floor space (square meters)	83,448	91,101	92,102	100,774	107,967	114,926
Sales per square meter (¥ Thousand)* ¹	870	853	837	841	806	769
Full-time employees (fiscal year-end)	757	1,971	2,109	2,277	2,169	2,133
Part-time employees* ²	1,944	1,224	1,122	1,132	1,356	1,610
Sales per employee (¥ Thousand)* ³	24,586	25,877	25,305	25,320	25,113	24,310

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

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

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

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



Specialty Stores/Food Services

Akachan Honpo

(¥ Million)

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Net sales	85,061	81,771	79,106	78,346	78,744	82,907
Operating income	27	(1,373)	(480)	526	1,474	1,920
Ordinary income	395	(1,763)	(678)	367	1,334	1,810
Net income	(2,950)	(5,346)	(848)	(145)	(200)	(1,394)
Capital expenditures	2,190	2,233	1,397	1,714	1,783	1,720
Depreciation and amortization	1,310	1,366	1,365	1,268	1,365	1,496
Total assets	36,637	31,029	30,333	29,771	30,649	28,946
Net assets	4,141	(1,748)	2,204	2,061	1,852	1,861
Existing stores sales increase (decrease)	(3.5)%	(4.6)%	(7.7)%	(6.5)%	(3.1)%	2.9 %
Merchandise gross profit margin	30.3 %	28.0 %	27.8 %	29.4 %	30.2 %	30.1 %
Number of stores	67	72	78	85	87	92
Openings	9	11	10	13	11	9
Closures	9	6	4	6	9	4
Total sales floor space (square meters)	138,089	142,912	145,997	149,997	147,501	150,674
Sales per square meter (¥ Thousand)* ¹	566	589	556	530	535	550
Full-time employees (fiscal year-end)	960	912	925	914	852	844
Part-time employees* ²	1,684	1,745	1,726	1,755	1,782	1,757
Sales per employee (¥ Thousand)* ³	29,964	30,941	30,612	29,354	29,873	31,875
Membership (thousands)	1,654	1,619	1,586	1,584	1,721	1,755

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

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

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

Seven & i Food Systems

(¥ Million)

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Revenues from operations	–	102,711	86,400	80,167	77,940	78,238
Net sales	113,472	102,109	85,885	79,609	77,400	77,706
Restaurant division	94,392	84,109	69,394	63,668	60,821	61,011
Meal provision service division	9,103	8,077	7,926	8,189	9,346	10,071
Fast food division	9,977	9,922	8,564	7,751	7,231	6,624
Selling, general and administrative expenses	–	70,063	59,761	53,656	51,711	51,349
Operating income	(2,923)	(3,079)	(2,714)	(89)	22	868
Ordinary income	(2,761)	(2,670)	(2,464)	112	203	1,043
Net income	(4,897)	(7,939)	(5,564)	(2,009)	(879)	(439)
Total assets	65,743	56,592	47,181	43,948	44,777	44,144
Net assets	54,570	46,176	38,997	36,831	35,966	34,998
Existing store sales increase (decrease)	–	(6.4)%	(7.2)%	0.5 %	(1.0)%	0.8 %
Number of customers	–	(1.4)%	(2.1)%	0.7 %	(2.6)%	(0.7)%
Average spending per customer	–	(5.1)%	(5.2)%	(0.2)%	1.6 %	1.5 %
Merchandise gross profit margin	–	66.5 %	67.3 %	68.3 %	68.3 %	69.0 %
Number of stores	1,045	959	892	846	858	844
Restaurant division	674	595	525	489	486	476
Meal provision service division	225	224	232	228	244	247
Fast food division	146	140	135	129	128	121
Full-time employees (fiscal year-end)	1,802	1,622	1,584	1,351	1,286	1,257
Part-time employees*	15,091	13,004	11,073	10,403	10,432	10,131
Ratio of part-time employees	88.9	88.2	87.1	87.2	88.8	88.8

Note: 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 the three companies for the interim period.

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

Akachan Honpo



Seven & i Food Systems



Restaurant division



Meal provision service division



Fast food division

Financial Services

Seven Bank

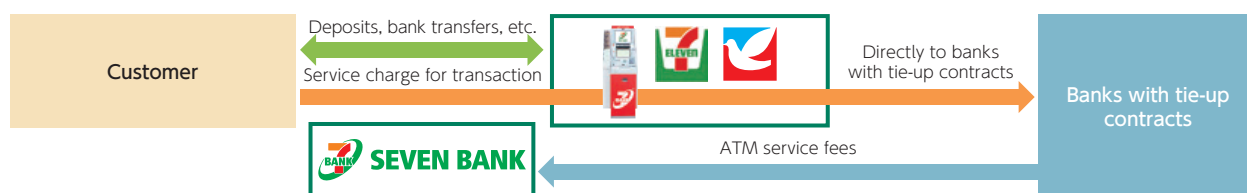
(Fiscal year-end March, ¥ Million)

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Ordinary income	83,663	89,815	88,830	83,964	88,318	94,105
Ordinary profits	24,650	28,751	30,407	27,449	29,557	32,013
Net income	13,830	16,988	17,953	16,008	17,267	19,515
Total assets	488,137	493,360	502,782	600,061	652,956	809,465
Net assets	88,974	98,393	109,939	114,539	125,629	137,091
Ordinary deposits (fiscal year-end)	137,162	136,073	144,997	171,873	196,290	238,770
Time deposits (fiscal year-end)	33,204	51,795	63,381	140,604	134,949	154,910
Individual deposit accounts (thousands)	580	688	775	885	971	1,066
Number of installed ATMs (fiscal year-end)	13,032	13,803	14,601	15,363	16,632	18,123
Seven-Eleven	12,330	12,944	13,584	14,188	15,129	16,414
Ito-Yokado	291	297	295	294	300	305
York-Benimaru	15	19	30	40	60	69
York Mart	22	25	31	36	42	48
Other ATMs in the Group	20	36	45	65	74	78
Outside the Group	354	482	616	740	1,027	1,209
Correspondent financial institutions	554	566	555	567	577	584
ATM-related fee income per transaction	¥165.3	¥158.0	¥147.9	¥135.3	¥131.3	¥130.3
Daily average transactions per ATM	109.0	114.3	114.4	112.3	112.6	111.1
Total number of transactions (millions)	498	555	590	609	655	698
with banking financial institutions (millions)	409	465	509	545	597	638
with non-banking institutions (millions)	89	90	80	64	57	59
International money transfer service						
Number of contract accounts	-	-	-	-	10,700	35,500
Cumulative number of transfers	-	-	-	-	32,500	189,800
Consumer loan service						
Number of contract accounts	-	-	2,700	9,200	17,700	23,900
Balance of loans	-	-	126	536	1,916	3,387
Gross profit margin	45.0%	49.1%	51.1%	44.8%	42.7%	52.0%
Full-time employees (fiscal year-end)	290	308	329	328	409	453

Note: The number of full-time employees at fiscal year-end includes employees on fixed-term contracts for the fiscal year ended March 31, 2012 and subsequent years.

■ ATM Services

ATMs have been installed in 7-Eleven stores and other stores of Group companies. The main source of earnings in this business is fees from banks with tie-up contracts. The fees are paid to Seven Bank for the use of its ATMs by card holders of these banks.



■ International Money Transfer Service

Since March 2011, Seven Bank has offered international money transfer services to meet the needs of foreigners who live in Japan or Japanese who have families or friends living abroad.

The number of contract accounts stood at 35,500 as of March 31, 2013, and the cumulative number of transfers stood at 189,800.

Features of Seven Bank's International Money Transfer Service

- (1) Money can be transferred in principle 24 hours a day, every day of the year from a Seven Bank account via an ATM, PC, or mobile phone.
- (2) Simple and reasonable transfer fees.
- (3) Transfers can be received at over 450,000 locations affiliated with Western Union in over 200 countries and regions around the world.
- (4) Money can be received in as little as a few minutes from completion of the transfer.



■ Group Card Business

Seven & i Group have issued over 37 million cards, and we are promoting a card strategy that allows members to utilize Group company cards between Group company stores. In addition, to encourage use of credit cards and electronic money at Group company stores, the whole Group is working to develop a shared point service linked to credit card transactions and to promote card service strategies for the entire Group.

Seven Card Services

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Transaction volume (¥ Billion)	660.4	731.8	767.8	882.9	1,000.4	1,299.1
Number of cards issued (10 Thousands)						
Seven Card (credit card and point card)*1	262	281	297	311	322	337
nanaco (electronic money)*2	551	750	980	1,285	1,636	2,145
IY Point Card (Ito-Yokado)	608	652	687	712	701	665
Full-time employees (fiscal year-end)	90	93	99	106	114	125

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

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

Seven CS Card Services

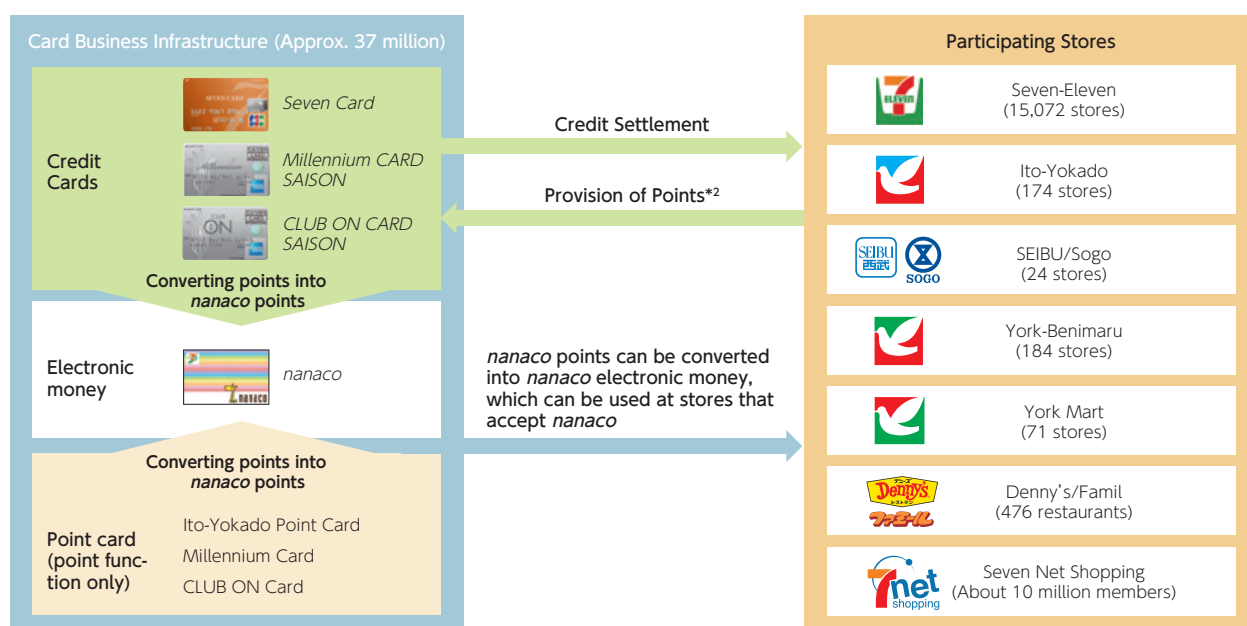
	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Transaction volume (¥ Billion)	–	–	–	–	619.8	678.4
Number of cards issued (10 Thousands)						
CLUB ON/Millennium CARD SAISON*	–	–	–	–	312	321
Full-time employees (fiscal year-end)	–	–	–	–	455	468

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.

■ Seven & i Point Service

To encourage customers to utilize Seven & i Group company stores, we started the “Seven & i Point Service”*1 in 2011.



Notes: 1. The numbers of card members, stores and Seven Net Shopping members are as of February 28, 2013.

2. They can also be used in the previous way, as points in the issuer's program.

*1 Points collected through the use of Group company credit cards are designated within the “Seven & i Point Service,” which gives preferential treatment for points earned from purchases made at Group companies. Points accumulated at Group companies, which are amassed and can be used as nanaco points, fall under the “nanaco Point Club.”

*2 Excluding York-Benimaru Co., Ltd.