

Convenience Stores

Seven-Eleven Japan

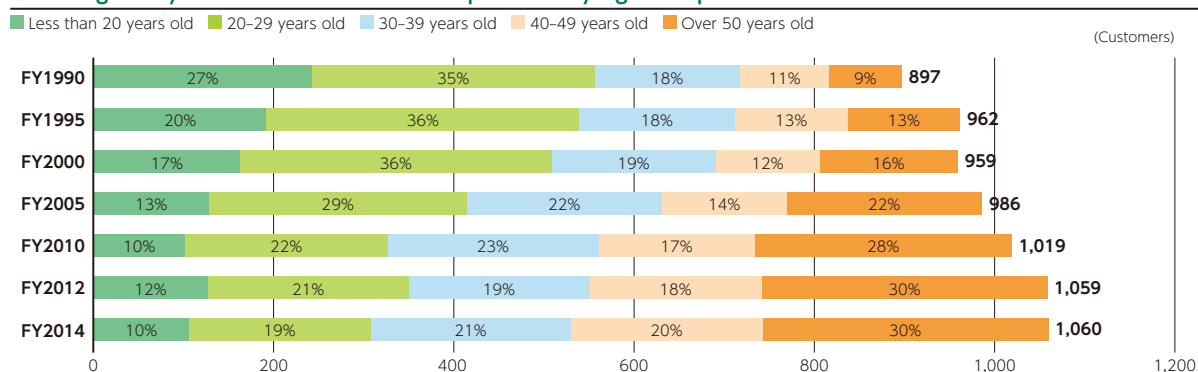
(¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Revenues from operations	540,773	535,018	549,111	576,186	617,559	679,561
Selling, general and administrative expenses	259,558	285,856	301,538	326,216	364,893	397,767
Operating income	178,060	156,220	169,152	183,160	186,763	212,785
Ordinary income	187,997	164,445	176,144	189,759	194,104	220,927
Net income	107,189	92,439	102,049	100,738	112,446	134,371
Capital expenditures	58,670	66,222	56,989	93,644	112,514	124,350
Depreciation and amortization*1	26,317	28,587	30,831	38,368	46,292	39,002
Total assets	1,288,298	1,301,004	1,358,837	1,432,828	1,489,339	1,599,493
Net assets	1,035,835	1,022,065	1,068,453	1,104,944	1,143,288	1,204,465
Total store sales	2,762,557	2,784,997	2,947,606	3,280,512	3,508,444	3,781,267
Processed food	787,328	788,154	828,277	872,616	926,229	979,348
Fast food	759,703	751,949	792,906	852,933	940,263	1,077,661
Daily food	334,269	336,984	359,607	403,503	449,080	487,783
Nonfood	881,255	907,909	966,814	1,151,459	1,192,871	1,236,474
Existing stores sales increase*2	5.2 %	(2.1)%	2.2 %	6.7 %	1.3 %	2.3 %
Number of customers	4.7 %	0.5 %	1.1 %	2.6 %	0.5 %	2.4 %
Average spending per customer	0.4 %	(2.6)%	1.1 %	4.0 %	0.8 %	(0.1)%
Average daily sales per store (¥ Thousand)	629	616	629	669	668	664
Average daily sales per store of new stores (¥ Thousand)	555	525	554	570	527	522
Merchandise gross profit margin	30.2%	30.3%	30.5%	29.7%	30.0%	30.7%
Processed food	37.5%	37.9%	38.3%	38.3%	38.2%	38.7%
Fast food	33.5%	33.8%	34.1%	34.3%	34.3%	35.1%
Daily food	32.9%	33.1%	33.3%	33.2%	33.1%	33.2%
Nonfood	19.9%	19.8%	19.8%	18.6%	19.1%	19.6%
Number of stores	12,298	12,753	13,232	14,005	15,072	16,319
Openings	874	966	939	1,201	1,354	1,579
Closures	610	511	460	428	287	332
Relocations	429	414	393	346	237	255
Franchised stores	11,584	12,140	12,789	13,607	14,638	15,879
Type A	4,638	4,437	4,340	4,263	4,244	4,333
Type C	6,946	7,703	8,449	9,344	10,394	11,546
Directly operated stores	661	601	442	397	433	440
Ratio of stores with liquor license	97.7%	98.6%	98.8%	98.9%	98.9%	99.0%
Ratio of stores with cigarette license	86.8%	89.5%	91.7%	92.8%	94.1%	94.8%
Total sales floor space (square meters)	1,499,163	1,571,247	1,641,368	1,769,560	1,924,768	2,106,262
Full-time employees (fiscal year-end)	5,542	5,763	5,729	5,686	6,070	6,567
Payment acceptance services						
Number of transactions (thousands)	308,546	323,966	342,427	358,732	384,913	402,999
Total value of transactions (¥ Million)	2,950,068	3,072,749	3,242,657	3,432,600	3,736,249	4,038,119

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

*2 Growth rates in existing stores are shown in the new standard.

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

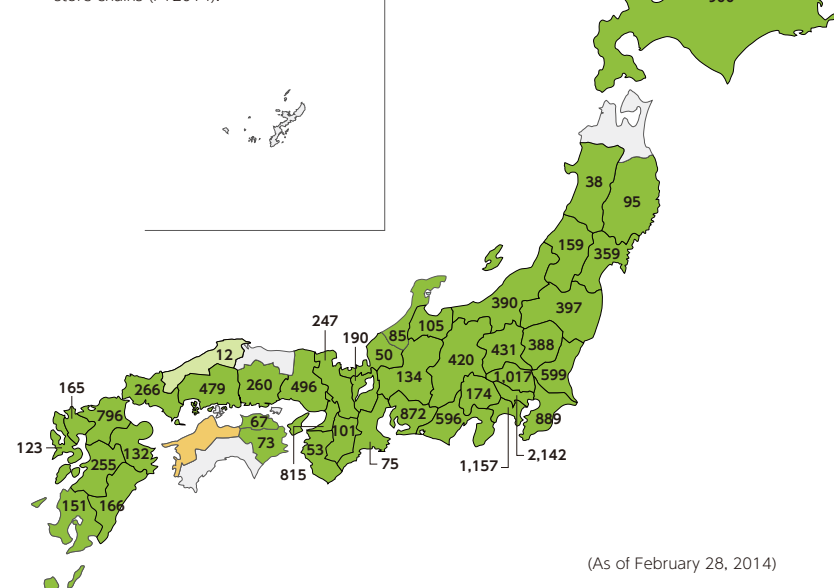


Source: Customer Survey by Seven-Eleven Japan

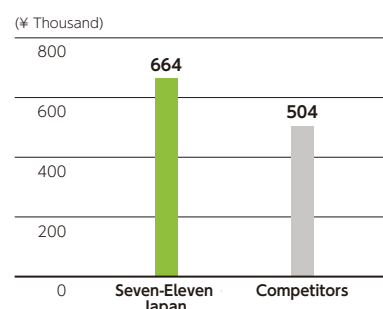
Store Openings

- Indicates prefectures where we open stores only in limited areas by utilizing existing commissaries and distribution networks of adjacent prefectures.
- In March 2014, Seven-Eleven Japan opened its first stores in Ehime Prefecture.

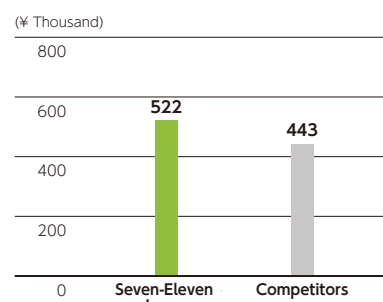
Note: Competitors' information is the simple average of three major convenience store chains (FY2014).



AVERAGE DAILY SALES PER STORE

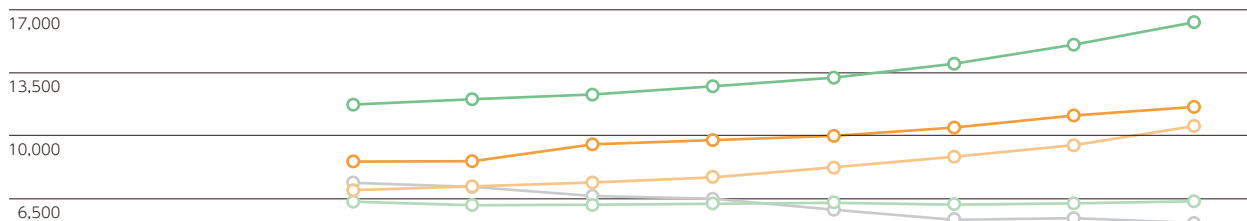


AVERAGE DAILY SALES PER STORE OF NEW STORES



Number of Major Convenience Store Chains in Japan

(Stores)



	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Seven-Eleven Japan	11,735	12,034	12,298	12,753	13,232	14,005	15,072	16,319
Lawson	8,564	8,587	9,527	9,761	9,994	10,457	11,130	11,606
FamilyMart	6,974	7,187	7,404	7,688	8,248	8,834	9,481	10,547
Circle K Sunkus	6,336	6,139	6,166	6,219	6,274	6,169	6,242	6,359
Other CVS	7,387	7,158	6,652	6,498	5,888	5,326	5,420	5,151
Nationwide	40,996	41,105	42,047	42,919	43,636	44,791	47,345	49,982

Source: Japan Franchise Association, public information of each company

Contract Type of Franchised Stores

	Type A (4,333 stores)	Type C (11,546 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 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, 2014.

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)

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Revenues from operations*1	–	–	–	1,086,522	1,247,287	1,801,077
Revenues from operations (former)*1	1,742,395	1,411,391	1,463,796	–	–	–
Net sales	1,725,910	1,394,694	1,445,571	–	–	–
Merchandise	967,411	883,229	859,632	–	–	–
Gasoline	758,499	511,464	585,939	–	–	–
Selling, general and administrative expenses	–	–	–	208,726	226,458	307,975
Operating income	34,711	34,427	33,328	32,737	38,175	51,207
Net income	19,652	17,975	18,918	22,413	22,378	29,738
Capital expenditures	44,540	37,948	48,996	103,475	155,440	80,195
Depreciation and amortization	38,284	34,974	37,444	37,180	39,794	53,404
Total assets	493,108	511,766	472,566	510,901	726,876	903,326
Net assets	260,589	274,855	283,833	307,359	378,486	514,957
Total store sales	–	1,412,301	1,470,632	1,624,095	1,852,162	2,641,180
Merchandise	–	899,624	883,905	876,672	954,100	1,271,126
Gasoline	–	512,677	586,726	747,423	898,062	1,370,054
Exchange rate (Income statements) (U.S.\$1=)	¥103.48	¥93.65	¥87.79	¥79.80	¥79.81	¥97.73
Exchange rate (Balance sheets) (U.S.\$1=)	¥91.03	¥92.10	¥81.49	¥77.74	¥86.58	¥105.39
Existing stores sales increase (U.S. Merchandise sales)*2	0.4%	0.6%	1.5%	2.8%	2.9%	1.0%
Average daily sales per store (U.S.\$)	4,250	4,256	4,335	4,372	4,383	4,340
Average daily sales per store (¥ Thousand)	440	399	381	349	350	424
Merchandise gross profit margin	35.2%	35.2%	35.1%	34.7%	35.2%	34.8%
Number of stores	6,196	6,389	6,610	7,149	8,118	8,292
Openings	172	268	303	643	1,078	462
Closures	64	75	82	104	109	288
Franchised stores	4,220	4,649	5,064	5,437	5,870	6,219
Directly operated stores	1,976	1,740	1,546	1,712	2,248	2,073
Stores with gas station	2,486	2,495	2,481	2,719	3,195	3,300
Total sales floor space (square meters)	992,237	1,016,254	1,066,020	1,158,089	1,335,707	1,379,301
Full-time employees*3	17,084	14,397	13,263	13,596	17,330	16,553

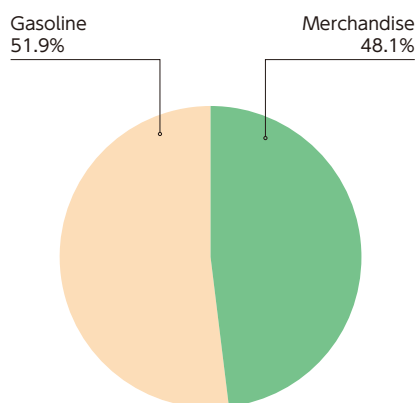
Note: Figures for the amounts of each fiscal year reflect adjustments necessary for consolidation to Seven & i Holdings' consolidated account.

*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, franchise fees from franchised stores, and other operating revenues.

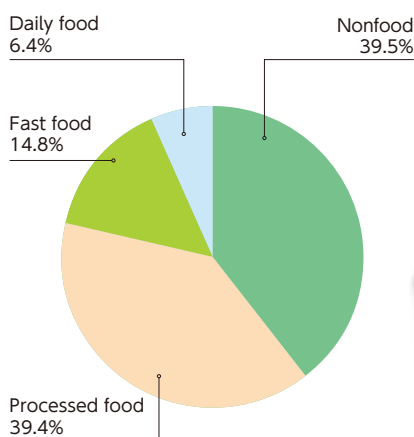
*2 Existing stores sales increases are calculated in U.S. dollars.

*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

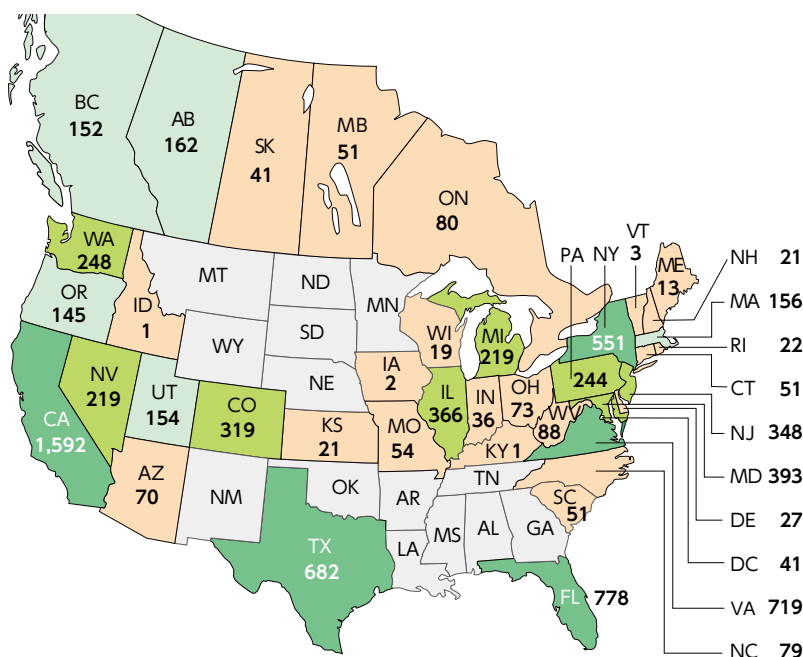


7-Select
Private-brand products

Store Expansion

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

(As of December 31, 2013)



TRENDS IN STORE TYPE

Directly operated stores (left)
Franchised stores (left)
Franchise ratio (right)
(Number of stores) (%)



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	4,333
	C-type franchised stores	11,546
	Directly operated stores	440
	(As of February 28, 2014)	
Standard sales floor space (per store)*3	Approximately 130 m ²	Approximately 160 m ²
Stores with gas stations	74 stores*4	3,300 stores
Products and services		
Sales by product category	Processed foods	25.9%
	Fast food	28.5%
	Daily food	12.9%
	Nonfood	32.7%
	Gasoline	-
Services	ATM	19.0% (39.4%)*5
	Payment acceptance	7.1% (14.8%)
	Express package delivery service	3.1% (6.4%)
	Multi-function copier*6	18.9% (39.5%)
	nanaco Point Service	51.9%
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, franchise fees from franchised stores, and other operating revenues	Net sales of directly operated stores, gasoline sales, franchise fees from franchise stores, and other operating revenues

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

*2 BCP stands for Business Conversion Program.

*3 Most common size of store sales floor spaces.

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

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

*6 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).

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

Superstores

Ito-Yokado

(¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Revenues from operations	1,462,719	1,387,831	1,373,670	1,361,060	1,332,292	1,311,989
Net sales	1,436,541	1,364,765	1,349,345	1,334,297	1,302,923	1,280,615
Apparel	265,682	240,060	255,052	240,068	230,807	204,051
Household goods	236,025	220,620	189,481	173,049	160,916	165,297
Food	680,587	663,768	656,491	648,506	623,571	608,343
Merchandise sales	1,182,296	1,124,450	1,101,024	1,061,624	1,015,295	977,692
Tenants	231,913	222,422	233,056	252,709	271,258	287,874
Other	22,331	17,892	15,264	19,964	16,369	15,048
Selling, general and administrative expenses	384,280	361,989	353,884	350,981	342,502	335,771
Operating income	9,582	1,757	2,155	10,554	9,009	11,236
Ordinary income	13,386	4,136	5,124	13,471	15,223	13,071
Net income	(922)	6,650	6,696	(520)	1,687	5,333
Capital expenditures	29,232	45,900	37,492	18,074	30,578	47,943
Depreciation and amortization*1	15,696	13,890	14,573	16,822	15,937	10,014
Total assets	899,289	805,242	779,389	790,851	791,020	807,425
Net assets	633,692	606,562	601,182	597,601	599,857	608,444
Existing stores sales increase (decrease)	(2.9)%	(5.7)%	(2.5)%	(2.6)%	(4.3)%	(4.6)%
Number of customers	(1.4)%	(1.7)%	(1.3)%	(4.6)%	(5.2)%	(4.3)%
Average spending per customer	(1.6)%	(4.1)%	(1.2)%	2.0 %	1.0 %	(0.4)%
Merchandise gross profit margin	29.8 %	29.0 %	29.1 %	29.7 %	29.9 %	30.2%
Number of stores	175	174	170	173	174	179
Openings	2	4	6	5	3	9
Closures	3	5	10	2	2	4
Total sales floor space (square meters)	2,609,280	2,661,184	2,673,225	2,704,252	2,751,439	2,817,665
Directly managed sales floor space (square meters)	1,736,410	1,723,580	1,678,730	1,665,268	1,642,954	1,639,943
Sales per square meter (¥ thousand)*2	674	644	645	636	613	597
Full-time employees (fiscal year-end)	9,747	9,642	9,484	9,136	8,672	8,289
Part-time employees*3	32,181	30,721	30,130	29,349	28,637	28,873
Ratio of part-time employees	77.0%	76.7%	76.8%	77.0%	77.4%	78.6%
Sales per employee (¥ thousand)*4	28,274	28,061	28,056	27,856	27,430	26,614

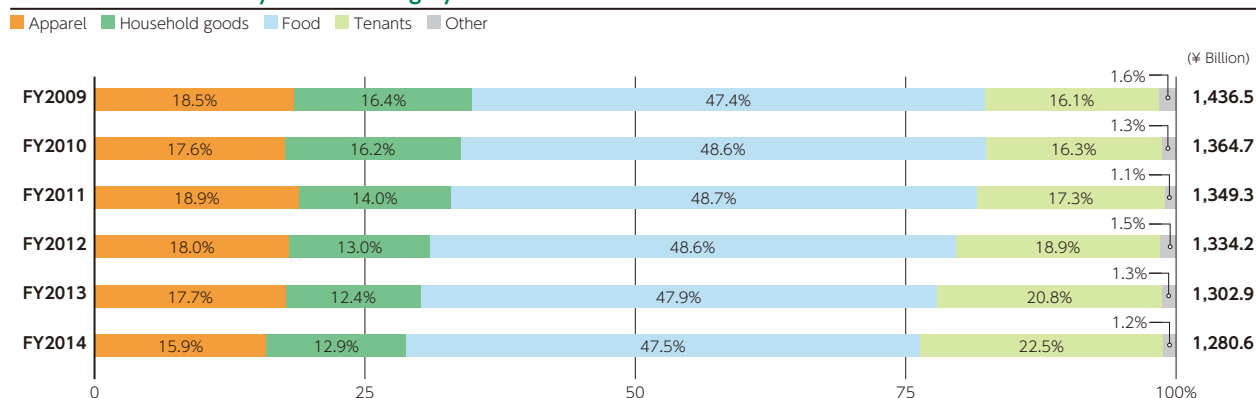
*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

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

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

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

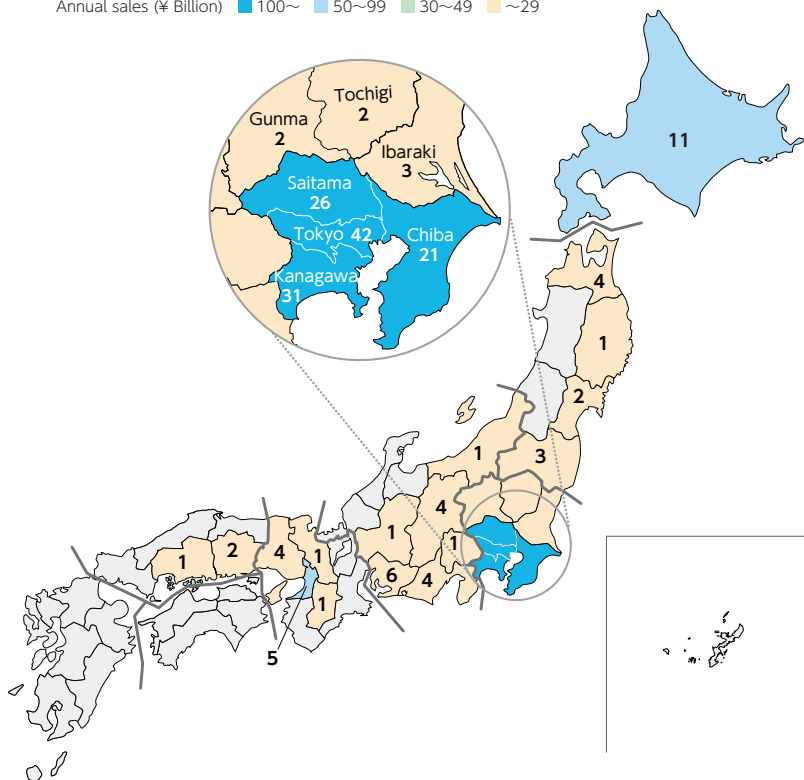
Breakdown of Sales by Product Category



Note: From the fiscal year ended February 28, 2014, the Group revised its product categories. Accordingly, part of the net sales for Apparel is now presented under net sales for Household goods.

Store Expansion

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



(As of February 28, 2014)

SALES BREAKDOWN BY REGION FOR FY2014

	Sales (¥ Billion)	Composition (%)	Number of stores
Hokkaido	67.2	5.3	11
Tohoku	45.8	3.6	10
Kanto	939.4	73.4	127
Chubu	93.9	7.3	17
Kinki	115.8	9.0	11
Chugoku	18.2	1.4	3
Total	1,280.6	100.0	179

CLASSIFICATION BY SALES FLOOR SPACE

	Number of stores	Composition (%)
13,000 m ² —	33	18.4
10,000 m ² —	55	30.7
8,000 m ² —	29	16.2
5,000 m ² —	26	14.5
Under 5,000 m ²	36	20.1

CLASSIFICATION BY STORE AGE

	Number of stores	Composition (%)
30 years—	58	32.4
20 years—	22	12.3
10 years—	52	29.1
5 years—	18	10.1
1 year—	20	11.2
Under 1 year	9	5.0

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 and 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, 2014, the network has seven 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 17 stores as of February 28, 2014.



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 February 28, 2014.

Numbers of Stores by Format

(Stores)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
General merchandise store (GMS) stand-alone stores	158	156	148	147	146	144
Shopping centers	7	7	10	13	14	17
Urban-style small supermarkets	0	0	1	2	4	7
Discount stores	10	11	11	11	10	11
Total	175	174	170	173	174	179

Supermarkets

York-Benimaru

(¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Revenues from operations	348,883	348,735	343,379	348,600	363,862	380,869
Net sales	338,089	337,506	337,734	342,944	358,061	374,781
Fresh food	105,649	105,558	106,107	108,226	114,914	123,054
Processed food	80,813	82,862	82,861	83,542	86,219	89,761
Daily food	62,535	63,017	64,042	65,222	68,660	71,510
Food total	248,999	251,439	253,011	256,991	269,794	284,326
Apparel	18,437	17,230	16,586	17,358	17,642	17,597
Household goods	18,706	18,729	18,908	19,474	19,383	20,339
Merchandise sales	286,143	287,398	288,506	293,824	306,820	322,263
Tenants	51,946	50,107	49,227	49,120	51,240	52,518
Selling, general and administrative expenses	81,399	83,351	78,200	74,686	78,649	80,969
Operating income	11,706	9,402	8,877	14,955	11,854	12,714
Ordinary income	13,065	10,874	10,276	16,305	14,003	14,467
Net income	8,015	6,088	5,093	1,430	7,731	9,306
Capital expenditures	8,210	12,560	7,629	7,075	9,779	10,700
Depreciation and amortization*1	4,515	4,886	5,573	5,122	5,161	3,167
Total assets	154,076	145,258	147,454	150,789	156,212	168,013
Net assets	121,654	116,612	117,814	117,090	123,766	131,800
Existing stores sales increase (decrease)	(1.0)%	(3.7)%	(4.1)%	1.5 %	0.0 %	0.1 %
Number of customers	(0.1)%	(2.1)%	(4.1)%	(3.3)%	0.9 %	0.7 %
Average spending per customer	(0.9)%	(1.6)%	0.0 %	4.9 %	(1.0)%	(0.6)%
Merchandise gross profit margin	27.0 %	26.7 %	26.6 %	27.0 %	26.0 %	25.6%
Number of stores	156	164	170	176	184	193
Openings	9	8	7	8	11	11
Closures	2	0	1	2	2	1
Total sales floor space (square meters)	524,361	547,920	560,684	573,187	590,698	606,812
Directly managed sales floor space (square meters)	395,887	409,360	421,362	433,346	450,581	469,142
Sales per square meter (¥ Thousand)*2	737	713	693	718	716	721
Full-time employees (fiscal year-end)	2,430	2,496	2,508	2,495	2,494	2,538
Part-time employees*3	10,354	10,582	10,606	10,165	10,395	10,729
Ratio of part-time employees	81.3%	81.1%	80.6%	80.1%	80.3%	80.6%
Sales per employee (¥ Thousand)*4	22,458	22,016	21,921	23,141	23,714	24,232

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

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

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

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

Life Foods

(¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Net sales	37,715	36,484	36,396	36,974	38,509	39,894
Selling, general and administrative expenses	14,984	14,643	15,076	14,710	14,823	15,438
Operating income	2,360	2,251	2,651	3,450	3,704	3,823
Ordinary income	2,621	2,466	2,857	3,659	3,763	3,870
Net income	1,555	1,447	1,634	2,187	2,193	2,407
Total assets	27,815	25,409	26,788	26,645	27,688	27,928
Net assets	21,759	20,842	21,250	21,053	21,493	22,523

York-Benimaru (Including results from Life Foods)

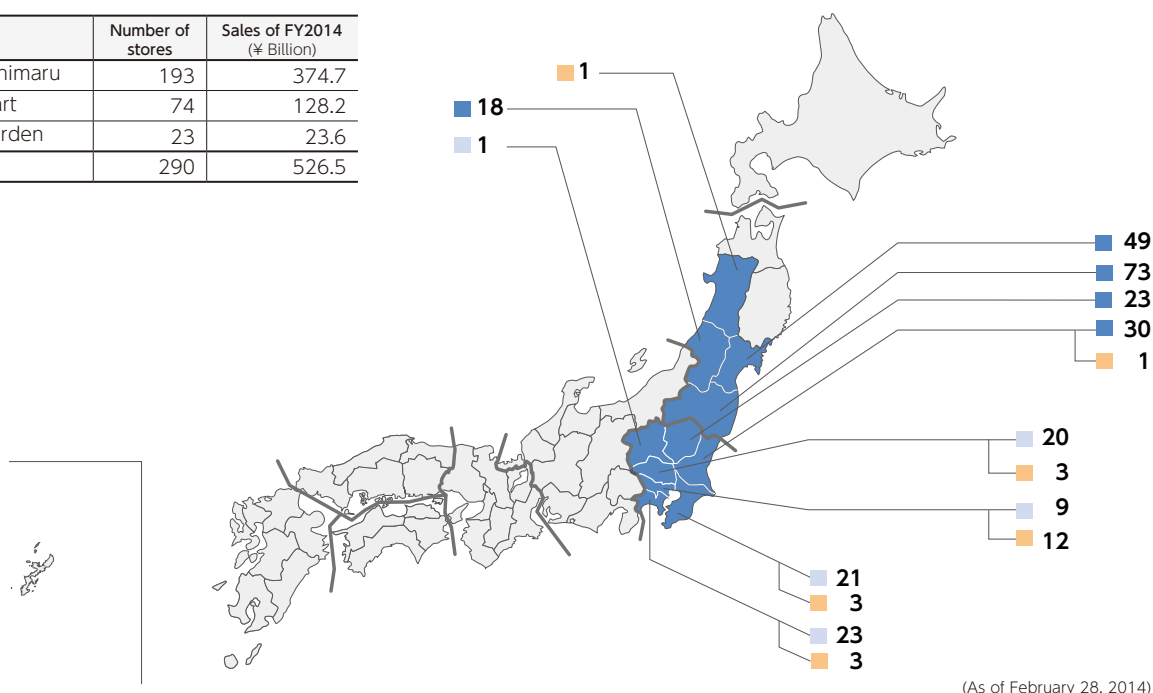
(¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Operating income	14,066	11,654	11,528	18,407	15,558	16,539

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 FY2014 (¥ Billion)
York-Benimaru	193	374.7
York Mart	74	128.2
Shell Garden	23	23.6
Total	290	526.5



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 2014, Life Foods delicatessen food plants are operating in three locations in Koriyama, Fukushima Prefecture and one location in Miyagi Prefecture.

A rising number of elderly people and people who live alone are 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.



A "Fresh foods with traceability" sales area selling vegetables

Department Stores/Specialty Stores

Sogo & Seibu

(¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Revenues from operations	933,571	859,265	846,796	830,340	810,998	801,535
Net sales	919,634	847,044	834,723	817,927	798,427	789,203
Apparel	455,374	401,850	384,419	361,550	349,846	335,252
Household goods	90,537	81,576	80,679	79,476	78,127	81,536
Food	167,470	165,458	170,098	170,707	162,023	157,832
Merchandise sales	713,382	648,885	635,198	611,735	589,997	574,621
Tenants	166,179	155,673	159,243	164,297	168,201	174,418
Corporate sales	40,072	42,485	40,281	41,895	40,228	40,163
Selling, general and administrative expenses	207,560	200,386	192,039	180,772	175,804	171,607
Operating income	23,294	5,613	7,385	11,159	10,040	10,141
Ordinary income	20,027	3,149	5,623	9,890	9,160	9,265
Net income	(5,986)	(4,313)	5,831	9,964	(3,650)	1,814
Capital expenditures	10,901	15,481	25,240	13,374	15,465	12,156
Depreciation and amortization	17,480	15,741	12,779	12,181	12,608	11,793
Total assets	576,997	535,870	503,285	475,849	455,269	447,577
Net assets	–	116,540	120,221	129,320	124,561	126,400
Existing stores sales increase (decrease)	(4.2)%	(8.4)%	0.0 %	(0.5)%	0.9 %	1.2 %
Merchandise gross profit margin	26.6 %	25.8 %	25.4 %	25.1 %	24.9 %	24.8 %
Key stores sales						
Ikebukuro	169,172	160,562	167,268	176,475	179,181	184,453
Yokohama	111,654	101,788	101,710	100,996	105,213	109,889
Chiba	82,841	76,771	77,967	78,632	78,780	78,924
Kobe	53,392	49,572	50,158	48,279	47,133	45,750
Hiroshima	47,169	43,082	41,973	41,446	41,291	42,967
Shibuya	50,510	43,583	42,325	39,802	39,298	39,490
Omiya	36,195	33,067	32,928	32,418	32,399	34,251
Number of stores	28	28	27	26	24	24
Openings	0	0	0	0	0	0
Closures	0	2	1	1	2	0
Total sales floor space (square meters)	962,437	939,911	924,980	894,481	863,832	868,762
Sales per square meter (¥ Thousand)*1	955	888	890	886	894	909
Full-time employees (fiscal year-end)	5,449	5,416	5,228	4,975	4,632	4,102
Part-time employees*2	5,163	5,587	5,404	5,179	4,925	5,109
Ratio of part-time employees	48.2%	50.1%	50.2%	50.2%	50.6%	54.3%

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

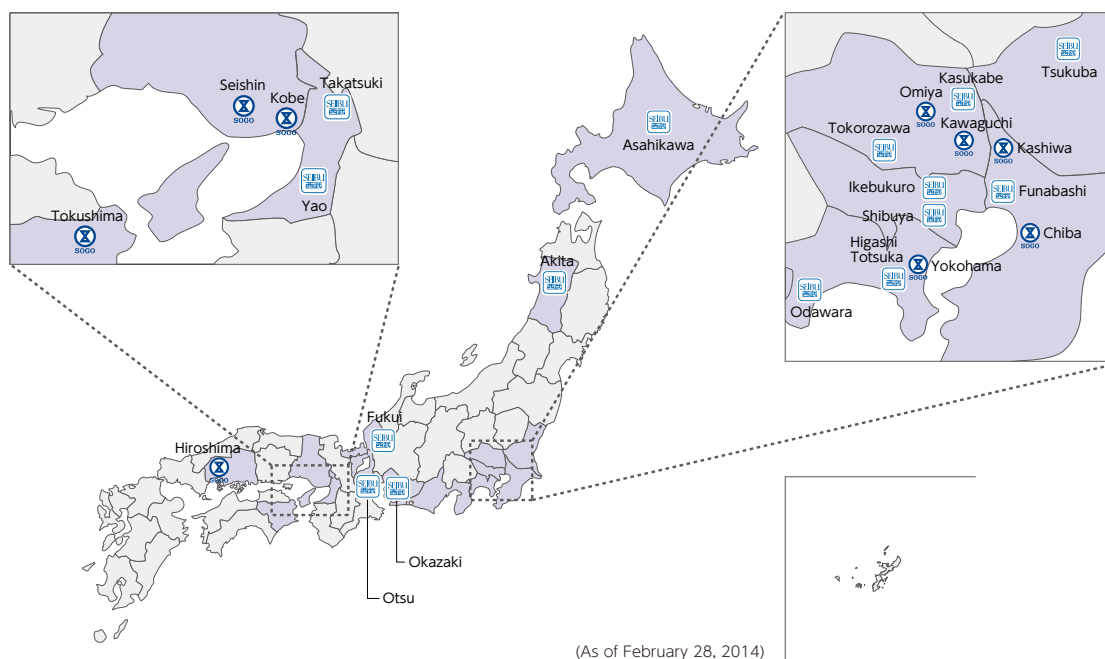
Suburban stores: Transforming from “department stores” into multi-purpose commercial facilities

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)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Revenues from operations	76,817	80,179	84,415	87,001	87,326	85,136
Net sales	75,371	78,749	83,099	85,836	86,179	84,459
Selling, general and administrative expenses	28,457	29,842	31,259	32,316	33,334	33,058
Operating income	2,894	2,953	3,104	3,294	2,262	1,138
Ordinary income	2,851	2,887	3,046	3,230	2,202	1,080
Net income	1,609	1,472	1,826	1,510	728	(244)
Capital expenditures	666	1,317	2,275	1,528	2,239	1,357
Depreciation and amortization* ¹	620	700	867	1,125	1,305	1,096
Total assets	19,363	21,475	22,457	23,542	24,234	23,846
Net assets	7,269	8,366	9,818	10,954	11,308	10,965
Existing stores sales increase (decrease)	1.7 %	(1.1)%	2.0 %	(2.0)%	(4.4)%	(4.3)%
Merchandise gross profit margin	40.0 %	40.2 %	39.8 %	40.1 %	40.4 %	40.1 %
Number of stores	51	55	63	73	82	89
Openings	8	5	10	12	9	10
Closures	1	1	2	2	0	3
Total sales floor space (square meters)	91,101	92,102	100,774	107,967	114,926	116,235
Sales per square meter (¥ Thousand)* ²	853	837	841	806	769	732
Full-time employees (fiscal year-end)	1,971	2,109	2,277	2,169	2,133	2,034
Part-time employees* ³	1,224	1,122	1,132	1,356	1,610	1,742
Sales per employee (¥ Thousand)* ⁴	25,877	25,305	25,320	25,113	24,310	23,585

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

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

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

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



Specialty Stores/Food Services

Akachan Honpo

(¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Net sales	81,771	79,106	78,346	78,744	82,907	85,141
Operating income	(1,373)	(480)	526	1,474	1,920	2,365
Ordinary income	(1,763)	(678)	367	1,334	1,810	2,278
Net income	(5,346)	(848)	(145)	(200)	(1,394)	1,759
Capital expenditures	2,233	1,397	1,714	1,783	1,720	1,598
Depreciation and amortization*1	1,366	1,365	1,268	1,365	1,496	1,100
Total assets	31,029	30,333	29,771	30,649	28,946	28,554
Net assets	(1,748)	2,204	2,061	1,852	1,861	3,582
Existing stores sales increase (decrease)	(4.6)%	(7.7)%	(6.5)%	(3.1)%	2.9 %	(1.8)%
Merchandise gross profit margin	28.0 %	27.8 %	29.4 %	30.2 %	30.1 %	30.3 %
Number of stores	72	78	85	87	92	93
Openings	11	10	13	11	9	8
Closures	6	4	6	9	4	7
Total sales floor space (square meters)	142,912	145,997	149,997	147,501	150,674	151,292
Sales per square meter (¥ Thousand)*2	589	556	530	535	550	562
Full-time employees (fiscal year-end)	912	925	914	852	844	877
Part-time employees*3	1,745	1,726	1,755	1,782	1,757	1,745
Sales per employee (¥ Thousand)*4	30,941	30,612	29,354	29,873	31,875	32,092
Membership (thousands)	1,619	1,586	1,584	1,721	1,755	1,794

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

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

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

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

Seven & i Food Systems

(¥ Million)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Revenues from operations	102,711	86,400	80,167	77,940	78,238	78,484
Net sales	102,109	85,885	79,609	77,400	77,706	78,112
Restaurant division	84,109	69,394	63,668	60,821	61,011	61,539
Meal provision service division	8,077	7,926	8,189	9,346	10,071	10,383
Fast food division	9,922	8,564	7,751	7,231	6,624	6,189
Selling, general and administrative expenses	70,063	59,761	53,656	51,711	51,349	51,669
Operating income	(3,079)	(2,714)	(89)	22	868	829
Ordinary income	(2,670)	(2,464)	112	203	1,043	990
Net income	(7,939)	(5,564)	(2,009)	(879)	(439)	275
Total assets	56,592	47,181	43,948	44,777	44,144	44,511
Net assets	46,176	38,997	36,831	35,966	34,998	34,799
Existing store sales increase (decrease) (Restaurant division)	(6.4)%	(7.2)%	0.5 %	(1.0)%	0.8 %	1.6 %
Number of customers	(1.4)%	(2.1)%	0.7 %	(2.6)%	(0.7)%	(1.6)%
Average spending per customer	(5.1)%	(5.2)%	(0.2)%	1.6 %	1.5 %	3.3 %
Merchandise gross profit margin (Restaurant division)	66.5%	67.3%	68.3%	68.3%	69.0%	69.4%
Number of stores	959	892	846	858	844	840
Restaurant division	595	525	489	486	476	470
Meal provision service division	224	232	228	244	247	254
Fast food division	140	135	129	128	121	116
Full-time employees (fiscal year-end)	1,622	1,584	1,351	1,286	1,257	1,301
Part-time employees*	13,004	11,073	10,403	10,432	10,131	9,974
Ratio of part-time employees	88.2%	87.1%	87.2%	88.8%	88.8%	88.4%

* 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)

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Ordinary income	89,815	88,830	83,964	88,318	94,105	99,832
Ordinary profits	28,751	30,407	27,449	29,557	32,013	37,142
Net income	16,988	17,953	16,008	17,267	19,515	22,325
Total assets	493,360	502,782	600,061	652,956	809,465	785,380
Net assets	98,393	109,939	114,539	125,629	137,091	151,142
Ordinary deposits (fiscal year-end)	136,073	144,997	171,873	196,290	238,770	227,728
Time deposits (fiscal year-end)	51,795	63,381	140,604	134,949	154,910	209,703
Individual deposit accounts (thousands)	688	775	885	971	1,066	1,214
Number of installed ATMs (fiscal year-end)	13,803	14,601	15,363	16,632	18,123	19,514
Seven-Eleven	12,944	13,584	14,188	15,129	16,414	17,616
Ito-Yokado	297	295	294	300	305	312
York-Benimaru	19	30	40	60	69	71
York Mart	25	31	36	42	48	59
Other ATMs in the Group	36	45	65	74	78	84
Outside the Group	482	616	740	1,027	1,209	1,372
Correspondent financial institutions	566	555	567	577	584	589
ATM-related fee income per transaction	¥158.0	¥147.9	¥135.3	¥131.3	¥130.3	¥131.2
Daily average transactions per ATM	114.3	114.4	112.3	112.6	111.1	107.8
Total number of transactions (millions)	555	590	609	655	698	736
with banking financial institutions (millions)	465	509	545	597	638	673
with non-banking institutions (millions)	90	80	64	57	59	62
International money transfer service						
Number of contract accounts (thousands)	-	-	-	10	35	62
Cumulative number of transfers (thousands)	-	-	-	32	189	391
Consumer loan service						
Number of contract accounts (thousands)	-	2	9	17	23	34
Balance of loans	-	126	536	1,916	3,387	5,257
Gross profit margin	49.1%	51.1%	44.8%	42.7%	52.0%	52.2%
Full-time employees (fiscal year-end)	308	329	328	409	453	458

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.

Seven Card Service

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Transaction volume (¥ Billion)	731.8	767.8	882.9	1,000.4	1,299.1	1,615.5
Number of cards issued (10 Thousands)						
SEVEN CARD (credit card and point card)*1	281	297	311	322	337	350
nanaco (electronic money)*2	750	980	1,285	1,636	2,145	2,839
IY Point Card (Ito-Yokado)	652	687	712	701	665	635
Full-time employees (fiscal year-end)	93	99	106	114	125	163

*1 The number of SEVEN CARDS issued indicates active members.

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

Seven CS Card Service

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Transaction volume (¥ Billion)	-	-	-	619.8	678.4	694.6
Number of cards issued (10 Thousands)						
CLUB ON/Millennium CARD SAISON*	-	-	-	312	321	328
Full-time employees (fiscal year-end)	-	-	-	455	468	477

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.