

Major Group Companies' Data

Convenience Stores

Seven-Eleven Japan

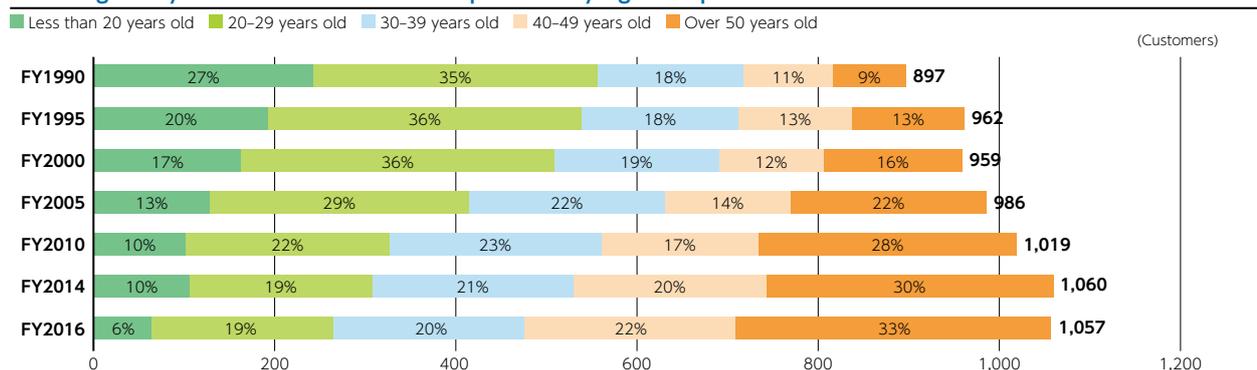
(¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Revenues from operations	549,111	576,186	617,559	679,561	736,343	793,661
Selling, general and administrative expenses	301,538	326,216	364,893	397,767	439,785	481,362
Operating income	169,152	183,160	186,763	212,785	223,356	235,033
Ordinary income	176,144	189,759	194,104	220,927	232,593	256,726
Net income	102,049	100,738	112,446	134,371	136,924	162,910
Capital expenditures	56,989	93,644	112,514	124,350	129,438	124,543
Depreciation and amortization*1	30,831	38,368	46,292	39,002	47,698	51,784
Total assets	1,358,837	1,432,828	1,489,339	1,599,493	1,700,723	1,793,836
Net assets	1,068,453	1,104,944	1,143,288	1,204,465	1,255,621	1,325,737
Total store sales	2,947,606	3,280,512	3,508,444	3,781,267	4,008,261	4,291,067
Processed food	828,277	872,616	926,229	979,348	1,034,131	1,115,677
Fast food	792,906	852,933	940,263	1,077,661	1,186,445	1,278,738
Daily food	359,607	403,503	449,080	487,783	517,065	579,294
Nonfood	966,814	1,151,459	1,192,871	1,236,474	1,270,618	1,317,357
Existing store sales increase*2	2.2 %	6.7 %	1.3 %	2.3 %	2.4 %	2.9 %
Number of customers	1.1 %	2.6 %	0.5 %	2.4 %	0.7 %	1.3 %
Average spending per customer	1.1 %	4.0 %	0.8 %	(0.1)%	1.7 %	1.6 %
Average daily sales per store (¥ Thousand)	629	669	668	664	655	656
Average daily sales per store of new stores (¥ Thousand)	554	570	527	522	513	530
Merchandise gross profit margin	30.5%	29.7%	30.0%	30.7%	31.4%	31.6%
Processed food	38.3%	38.3%	38.2%	38.7%	38.8%	38.9%
Fast food	34.1%	34.3%	34.3%	35.1%	35.7%	35.5%
Daily food	33.3%	33.2%	33.1%	33.2%	33.1%	33.2%
Nonfood	19.8%	18.6%	19.1%	19.6%	20.7%	20.9%
Number of stores	13,232	14,005	15,072	16,319	17,491	18,572
Openings	939	1,201	1,354	1,579	1,602	1,651
Closures	460	428	287	332	430	570
Relocations, etc.	393	346	237	255	347	450
Franchised stores	12,789	13,607	14,638	15,879	17,021	18,071
Type A	4,340	4,263	4,244	4,333	4,353	4,448
Type C	8,449	9,344	10,394	11,546	12,668	13,623
Provisional management contracts	1	1	1	0	0	0
Directly operated stores	442	397	433	440	470	501
Ratio of stores with liquor license	98.8%	98.9%	98.9%	99.0%	98.9%	98.7%
Ratio of stores with cigarette license	91.7%	92.8%	94.1%	94.8%	95.5%	95.5%
Total sales floor space (m ²)	1,641,368	1,769,560	1,924,768	2,106,262	2,278,784	2,439,550
Full-time employees (fiscal year-end)	5,729	5,686	6,070	6,567	7,191	8,054
Payment acceptance services						
Number of transactions (thousand)	342,427	358,732	384,913	402,999	418,845	439,138
Total value of transactions (¥ Million)	3,242,657	3,432,600	3,736,249	4,038,119	4,346,959	4,579,660

*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 From FY2014, growth rates in existing stores are shown using the new standard.

Average Daily Number of Customer Visits per Store by Age Group



Source: Customer Survey by Seven-Eleven Japan

7-Eleven, Inc.

(Fiscal year-end December, ¥ Million)

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Revenues from operations*1	-	1,086,522	1,247,287	1,801,077	1,935,274	1,819,838
Revenues from operations (U.S.\$ Thousand)	-	13,615,565	15,628,206	18,429,117	18,293,553	15,027,570
Other operating revenues from above*2	-	133,997	149,593	192,656	219,307	271,081
Selling, general and administrative expenses	-	208,726	226,458	307,975	341,225	395,162
Selling, general and administrative expenses (U.S.\$ Thousand)	-	2,615,627	2,837,464	3,151,285	3,225,503	3,263,107
Operating income	33,328	32,737	38,175	51,207	59,651	77,478
Operating income (U.S.\$ Thousand)	379,633	410,238	478,326	523,971	563,868	639,790
Net income	18,918	22,413	22,378	29,738	35,870	45,181
Net income (U.S.\$ Thousand)	215,492	280,865	280,397	304,295	339,077	373,093
Capital expenditures	48,996	103,475	155,440	80,195	63,226	159,772
Depreciation and amortization	37,444	37,180	39,794	53,404	56,482	65,381
Total assets	472,566	510,901	726,876	903,326	1,088,910	1,137,495
Net assets	283,833	307,359	378,486	514,957	658,465	681,404
Total store sales	1,470,632	1,624,095	1,852,162	2,641,180	2,834,464	2,950,422
Processed food	328,528	330,041	370,882	500,880	567,290	695,119
Fast food	137,693	136,335	146,891	187,673	216,881	261,947
Daily food	58,442	58,393	62,226	81,057	93,544	110,427
Nonfood	359,241	351,902	374,099	501,514	553,712	661,355
Merchandise	883,905	876,672	954,100	1,271,126	1,431,429	1,728,848
Gasoline	586,726	747,423	898,062	1,370,054	1,403,035	1,221,573
Existing store sales increase (U.S. merchandise sales)*3	1.5%	2.8%	2.9%	1.0%	3.1%	5.8%
Average daily sales per store (¥ Thousand)	381	349	350	424	473	569
Average daily sales per store (U.S.\$)	4,335	4,372	4,383	4,340	4,472	4,695
Merchandise gross profit margin	35.1%	34.7%	35.2%	34.8%	34.5%	34.6%
Gasoline sales (thousand gallons)	-	-	-	3,884,838	4,001,566	4,292,288
Gasoline retail gross profit (cents/gallon)	-	-	-	20.29	20.81	19.80
Exchange rate (Income statements) (U.S.\$1=)	¥87.79	¥79.80	¥79.81	¥97.73	¥105.79	¥121.10
Exchange rate (Balance sheets) (U.S.\$1=)	¥81.49	¥77.74	¥86.58	¥105.39	¥120.55	¥120.61
Number of stores	6,610	7,149	8,118	8,292	8,297	8,500
Openings	303	643	1,078	462	238	344
Closures	82	104	109	288	233	141
Franchised stores	5,064	5,437	5,870	6,219	6,390	6,752
Directly operated stores	1,546	1,712	2,248	2,073	1,907	1,748
Stores with gas station	2,481	2,719	3,195	3,300	3,165	3,168
Total sales floor space (m ²)	1,066,020	1,158,089	1,335,707	1,379,301	1,384,023	1,454,825
Full-time employees*4	13,263	13,596	17,330	16,553	15,591	14,379

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

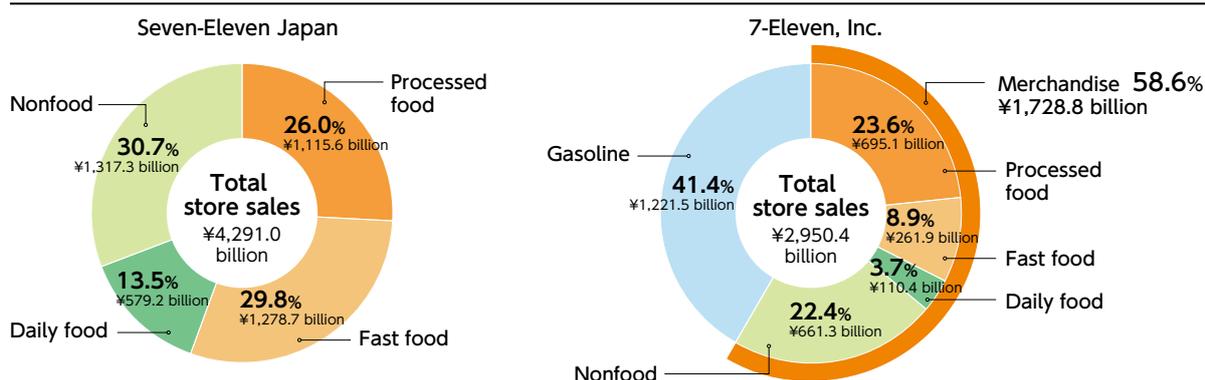
*1 From the fiscal year ended December 2011, 7-Eleven, Inc. changed its accounting method for revenues from operations, related to franchise agreements, from "gross amount" to "net amount." The gross amount of revenues from operations in the fiscal year ended December 2010 was ¥1,463,796 million. Moreover, product sales from directly operated stores, gasoline sales, and other operating revenues are included in revenues from operations.

*2 Other operating revenues includes franchise commission from franchised stores, franchise agreement fees, royalty fees paid by area licensees, and so forth.

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

*4 The numbers of full-time employees are as of the end of February for each fiscal year.

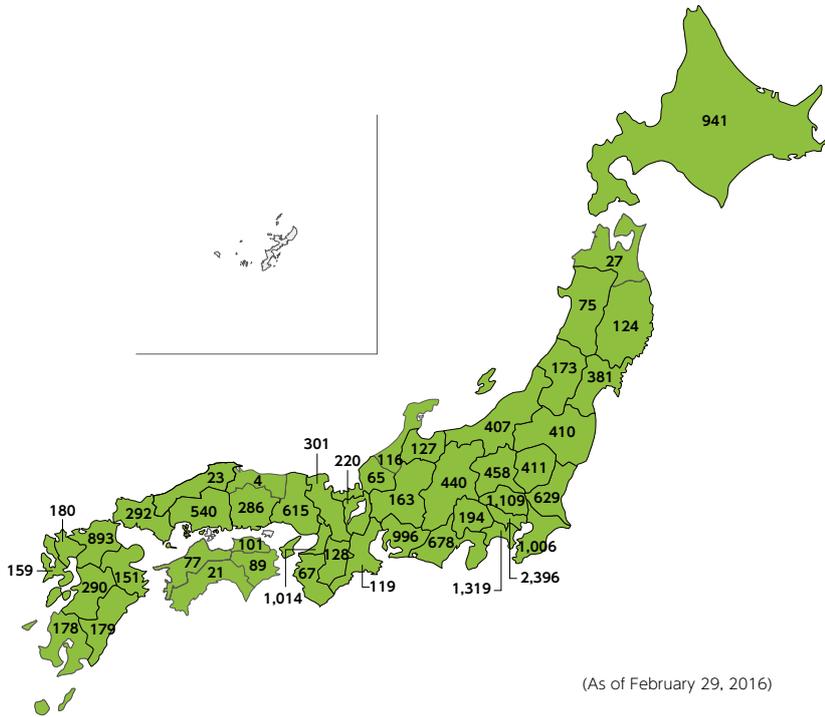
Sales Composition by Product



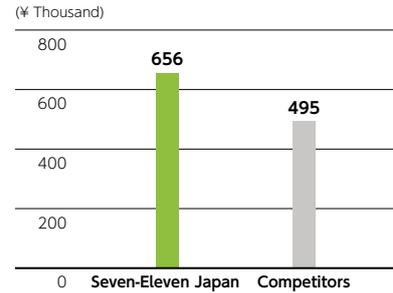
Convenience Stores

Store Network

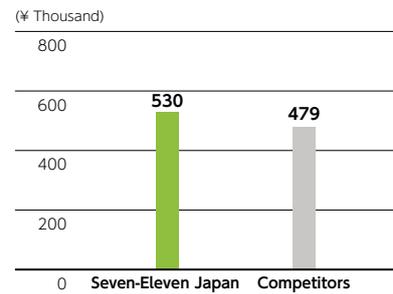
Seven-Eleven Japan



AVERAGE DAILY SALES PER STORE



AVERAGE DAILY SALES PER STORE OF NEW STORES



Note: Competitors' information is the simple average of three major convenience store chains (FY2016).

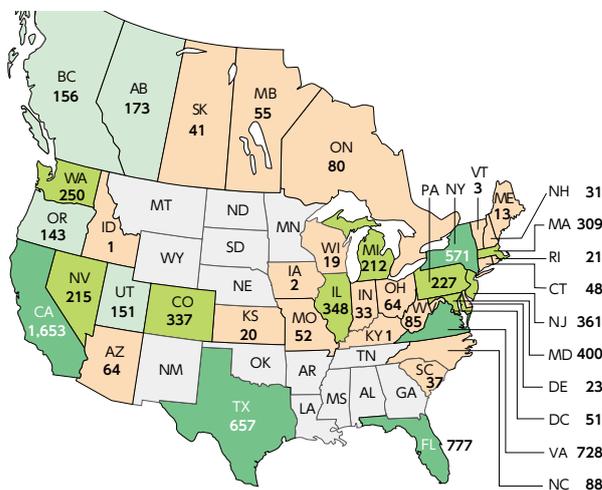
Number of Major Convenience Store Chains in Japan

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Seven-Eleven Japan	12,034	12,298	12,753	13,232	14,005	15,072	16,319	17,491	18,572
Lawson	8,587	9,527	9,761	9,994	10,457	11,130	11,606	12,276	12,395
FamilyMart	7,187	7,404	7,688	8,248	8,834	9,481	10,547	11,328	11,656
Circle K Sunkus	6,139	6,166	6,219	6,274	6,169	6,242	6,359	6,353	6,350
Other CVS	7,158	6,652	6,498	5,888	5,326	5,420	5,163	4,932	5,174
Nationwide	41,105	42,047	42,919	43,636	44,791	47,345	49,994	52,380	54,147

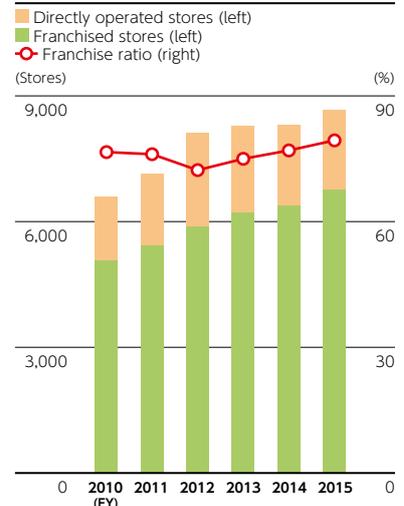
Sources: Japan Franchise Association and public information of each company

7-Eleven, Inc.

Number of stores: 500~ 200~499 100~199 ~99 (As of December 31, 2015)

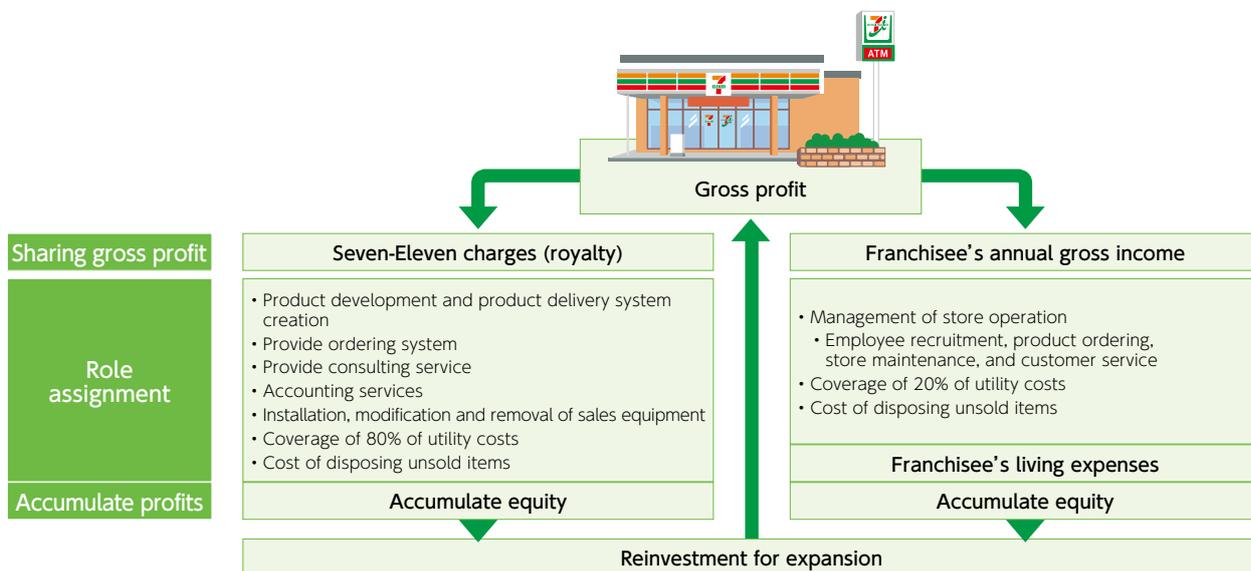


TRENDS IN STORE TYPE



■ Seven-Eleven Japan's Franchise System

Seven-Eleven Japan has developed its own unique franchise system, guided by aim for “modernizing and revitalizing small- and medium-sized retail stores.” Seven-Eleven Japan and its franchisees are on an equal footing with clear role assignments. The system uses a method of allocating gross profit and, as a result, Seven-Eleven Japan and its franchisees work together on improving gross profit margins instead of sales in a mutually beneficial relationship.



Contract Type of Franchised Stores

	Type A (4,448 stores)	Type C (13,623 stores)
Type of ownership	Franchisee provides	Seven-Eleven Japan provides
Land and buildings	Seven-Eleven Japan provides	
Sales equipment, computers, etc.	Seven-Eleven Japan provides	
Contract period	15 years	
Utilities	Seven-Eleven Japan 80%	Franchisee 20%
Seven-Eleven charges (royalty)	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	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 29, 2016.

2. The conditions of the Seven-Eleven charges (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 Seven-Eleven charges (royalty).

■ Comparison of 7-Eleven in Japan and the U.S./Canada

	Japan	U.S./Canada
Store-related		
Number of stores by type*1	A-type franchised stores 4,448 C-type franchised stores 13,623 Directly operated stores 501 (As of February 29, 2016)	BCP stores (A-type franchised stores)*2 446 C-type franchised stores 6,306 Directly operated stores 1,748 (As of December 31, 2015)
Standard sales floor space (per store)*3	Approximately 140 m ²	Approximately 160 m ²
Stores with gas stations	121 stores*4	3,168 stores
Products and services		
Number of items per store	Approximately 2,900 items	Approximately 2,500 items
Services	ATM Payment acceptance service Express package delivery service Multi-functional copy machine (ticketing services, administrative service, etc.) nanaco Point Service	ATM Payment acceptance service Sales of gift cards Sales of prepaid mobile phones
Payment methods	Cash/electronic money/credit card	Cash/credit card/debit card/check

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

*2 BCP: Business Conversion Program

*3 Most common size of store sales floor spaces.

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

Superstores

Ito-Yokado

(¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Revenues from operations	1,373,670	1,361,060	1,332,292	1,311,989	1,285,942	1,289,586
Net sales	1,349,345	1,334,297	1,302,923	1,280,615	1,253,296	1,255,608
Apparel	255,052	240,068	230,807	204,051	193,354	187,047
Household goods	189,481	173,049	160,916	165,297	153,506	142,811
Food	656,491	648,506	623,571	608,343	592,913	601,672
Merchandise sales	1,101,024	1,061,624	1,015,295	977,692	939,774	931,531
Tenants	233,056	252,709	271,258	287,874	301,376	314,612
Other	15,264	19,964	16,369	15,048	12,145	9,464
Selling, general and administrative expenses	353,884	350,981	342,502	335,771	333,118	334,380
Operating income	2,155	10,554	9,009	11,236	1,859	(13,980)
Ordinary income	5,124	13,471	15,223	13,071	4,142	(13,405)
Net income	6,696	(520)	1,687	5,333	(6,881)	(23,923)
Capital expenditures*1	37,492	18,074	30,578	47,943	41,067	34,279
Depreciation and amortization*2	14,573	16,822	15,937	10,014	11,137	13,125
Total assets	779,389	790,851	791,020	807,425	817,735	799,073
Net assets	601,182	597,601	599,857	608,444	606,327	581,223
Existing store sales increase (decrease)	(2.5)%	(2.6)%	(4.3)%	(4.6)%	(4.5)%	0.2 %
Number of customers	(1.3)%	(4.6)%	(5.2)%	(4.3)%	(5.7)%	(0.1)%
Average spending per customer	(1.2)%	2.0 %	1.0 %	(0.4)%	1.3 %	0.4 %
Merchandise gross profit margin	29.1 %	29.7 %	29.9 %	30.2 %	29.9 %	28.6 %
Number of stores	170	173	174	179	181	182
Openings	6	5	3	9	3	3
Closures	10	2	2	4	1	2
Total sales floor space (m ²)	2,673,225	2,704,252	2,751,439	2,817,665	2,832,235	2,802,078
Directly managed sales floor space (m ²)	1,678,730	1,665,268	1,642,954	1,639,943	1,630,246	1,590,958
Sales per square meter (¥ Thousand)*3	645	636	613	597	572	585
Full-time employees (fiscal year-end)	9,484	9,136	8,672	8,289	8,029	7,820
Part-time employees*4	30,130	29,349	28,637	28,873	28,571	28,556
Ratio of part-time employees	76.8%	77.0%	77.4%	78.6%	79.3%	80.0%
Sales per employee (¥ Thousand)*5	28,056	27,856	27,430	26,614	26,074	26,099

*1 In capital expenditures for FY2016, figures are shown reflecting the securitization of assets of a new store.

*2 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.

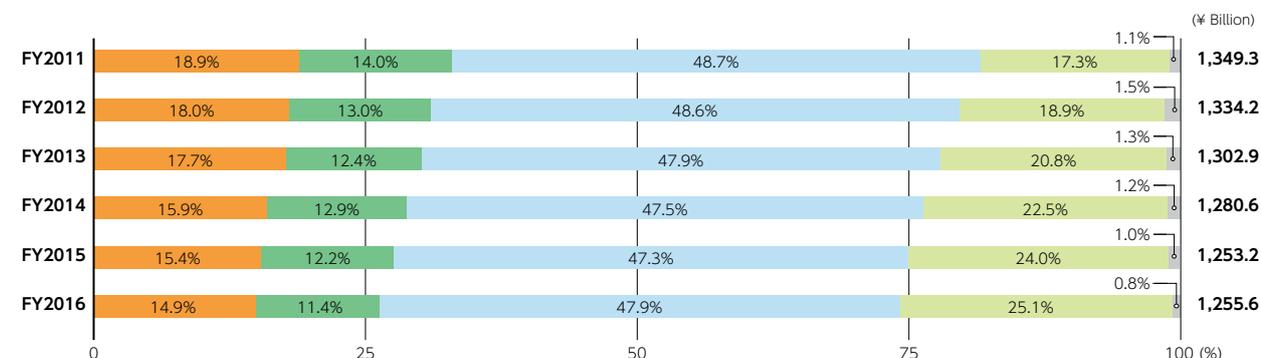
*3 Sales per square meter = Merchandise sales ÷ Weighted average floor space

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

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

Breakdown of Sales by Product Category

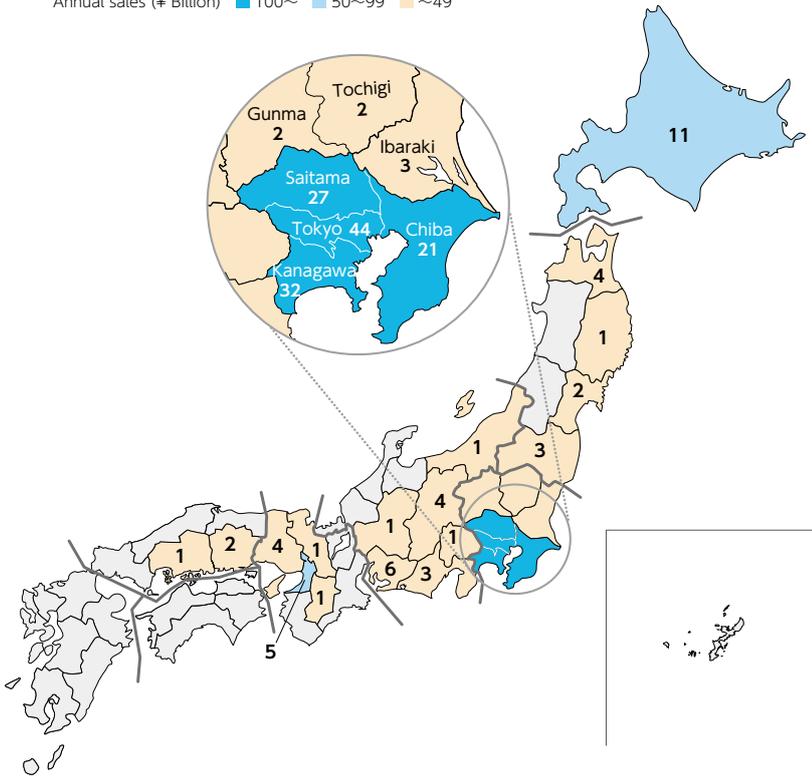
■ Apparel ■ Household goods ■ Food ■ Tenants ■ Other



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 Network

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



(As of February 29, 2016)

SALES BREAKDOWN BY REGION FOR FY2016

	Sales (¥ Billion)	Composition (%)	Number of stores
Hokkaido	65.5	5.2	11
Tohoku	50.1	4.0	10
Kanto	925.8	73.7	131
Chubu	85.5	6.8	16
Kinki	111.9	8.9	11
Chugoku	16.4	1.3	3
Total	1,255.6	100.0	182

CLASSIFICATION BY TOTAL SALES FLOOR SPACE

	Number of stores	Composition (%)
16,000 m ² –	71	39.0
10,000–15,999 m ²	47	25.8
5,000–9,999 m ²	34	18.7
Under 5,000 m ²	30	16.5
Total	182	100.0

CLASSIFICATION BY STORE AGE

	Number of stores	Composition (%)
30 years–	60	33.0
20 years–	27	14.8
10 years–	55	30.2
5 years–	17	9.3
1 year–	20	11.0
Under 1 year	3	1.6

Store Formats



General merchandise stores

Following the basic store format of Ito-Yokado, these stores are operated mainly in highly populated urban areas and offer a wide lineup of apparel, household goods, and foods.



Food specialty stores

Shokuhinkan is a type of store that specializes in fresh and processed foods, as well as household goods that customers frequently purchase. Since 2010, these stores have been operating highly populated, urban areas with limited catchment. As of February 29, 2016, there are 14 urban-style, small-sized supermarkets.



Shopping centers

We are also developing shopping centers under the *Ario* and *GRAND TREE* brands. Anchored by Ito-Yokado and host to around 100–200 tenants, shopping centers are located in metropolitan areas and operated under the concept of servicing a wide range of catchment areas. Opened in April 2005, *Ario Soga* was our first shopping center and the network has expanded to 18 stores as of February 29, 2016.



Discount stores

Under the name *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 29, 2016.

Number of Stores by Format

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
General merchandise stores	144	143	142	140	139	139
Shopping centers	10	13	14	17	18	18
Food specialty stores	5	6	8	11	13	14
Discount stores	11	11	10	11	11	11
Total	170	173	174	179	181	182

Supermarkets

York-Benimaru

(¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Revenues from operations	343,379	348,600	363,862	380,869	396,930	412,977
Net sales	337,734	342,944	358,061	374,781	390,492	406,223
Fresh food	106,107	108,226	114,914	123,054	132,110	139,489
Processed food	82,861	83,542	86,219	89,761	92,181	95,761
Daily food	64,042	65,222	68,660	71,510	73,843	77,433
Food total	253,011	256,991	269,794	284,326	298,136	312,683
Apparel	16,586	17,358	17,642	17,597	16,614	15,887
Household goods	18,908	19,474	19,383	20,339	20,694	20,398
Merchandise sales	288,506	293,824	306,820	322,263	335,445	348,970
Tenants	49,227	49,120	51,240	52,518	55,047	57,253
Selling, general and administrative expenses	78,200	74,686	78,649	80,969	84,796	88,784
Operating income	8,877	14,955	11,854	12,714	12,820	13,324
Ordinary income	10,276	16,305	14,003	14,467	14,018	14,529
Net income	5,093	1,430	7,731	9,306	7,792	8,969
Capital expenditures	7,629	7,075	9,779	10,700	14,120	10,642
Depreciation and amortization*1	5,573	5,122	5,161	3,167	3,569	3,931
Total assets	147,454	150,789	156,212	168,013	182,267	184,894
Net assets	117,814	117,090	123,766	131,800	140,118	141,435
Existing store sales increase (decrease)	(4.1)%	1.5 %	0.0 %	0.1 %	0.2 %	1.2 %
Number of customers	(4.1)%	(3.3)%	0.9 %	0.7 %	(0.1)%	1.5 %
Average spending per customer	0.0 %	4.9 %	(1.0)%	(0.6)%	0.2 %	(0.3)%
Merchandise gross profit margin	26.6 %	27.0 %	26.0 %	25.6 %	25.6 %	25.7 %
Number of stores	170	176	184	193	200	205
Openings	7	8	11	11	8	6
Closures	1	2	2	1	1	1
Total sales floor space (m ²)	560,684	573,187	590,698	606,812	628,639	640,667
Directly managed sales floor space (m ²)	421,362	433,346	450,581	469,142	485,123	494,201
Sales per square meter (¥ Thousand)*2	693	718	716	721	721	727
Full-time employees (fiscal year-end)	2,508	2,495	2,494	2,538	2,614	2,660
Part-time employees*3	10,606	10,165	10,395	10,729	10,984	11,168
Ratio of part-time employees	80.6%	80.1%	80.3%	80.6%	80.6%	80.5%
Sales per employee (¥ Thousand)*4	21,921	23,141	23,714	24,232	24,607	25,156

*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 (excluding floor space of the stores which have been closed)

*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)

Life Foods

Life Foods is a wholly-owned subsidiary of York-Benimaru. The company produces and sells food inside York-Benimaru stores, including delicatessen products, sushi, bakery items, fast food and other takeout foods. As of February 29, 2016, Life Foods delicatessen food plants are operating in three locations in Koriyama, Fukushima Prefecture and one location in Miyagi Prefecture.

(¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Net sales	36,396	36,974	38,509	39,894	42,487	44,603
Selling, general and administrative expenses	15,076	14,710	14,823	15,438	16,383	17,388
Operating income	2,651	3,450	3,704	3,823	4,204	4,422
Ordinary income	2,857	3,659	3,763	3,870	4,253	4,468
Net income	1,634	2,187	2,193	2,407	2,526	2,801
Total assets	26,788	26,645	27,688	27,928	30,309	32,188
Net assets	21,250	21,053	21,493	22,523	24,265	26,293

York-Benimaru (including results from Life Foods)

(¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Operating income	11,528	18,407	15,558	16,539	17,025	17,747

Note: The above results are management figures.

York Mart

	(¥ Million)					
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Revenues from operations	111,363	119,335	122,672	129,306	133,138	141,242
Net sales	110,510	118,422	121,640	128,214	132,067	140,145
Selling, general and administrative expenses	29,647	31,490	33,653	34,740	36,095	38,313
Operating income	3,070	3,925	2,007	2,891	2,445	2,511
Ordinary income	3,140	4,012	2,075	2,945	2,525	2,540
Net income	1,656	2,111	1,032	1,701	1,247	1,611
Capital expenditures	2,662	3,899	5,216	2,951	4,801	5,234
Depreciation and amortization*1	1,356	1,647	1,954	1,219	1,332	1,717
Total assets	37,124	39,272	41,410	41,991	45,555	48,494
Net assets	25,702	26,926	26,249	27,412	27,662	28,705
Existing store sales increase (decrease)	(3.5)%	0.3 %	(4.9)%	(0.2)%	0.6 %	1.8 %
Merchandise gross profit margin	29.1 %	29.5 %	28.8 %	28.9 %	28.8 %	28.9 %
Number of stores	65	68	71	74	76	76
Openings	4	5	5	3	2	4
Closures	1	2	2	0	0	4
Total sales floor space (m ²)	106,321	111,212	116,042	121,115	124,223	126,639
Sales per square meter (¥ Thousand)*2	1,117	1,127	1,108	1,118	1,130	1,158
Full-time employees (fiscal year-end)	1,278	1,269	1,325	1,191	1,227	1,245
Part-time employees*3	3,141	3,702	4,018	4,206	4,367	4,715
Sales per employee (¥ Thousand)*4	23,472	23,456	22,007	21,949	22,367	22,723

*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

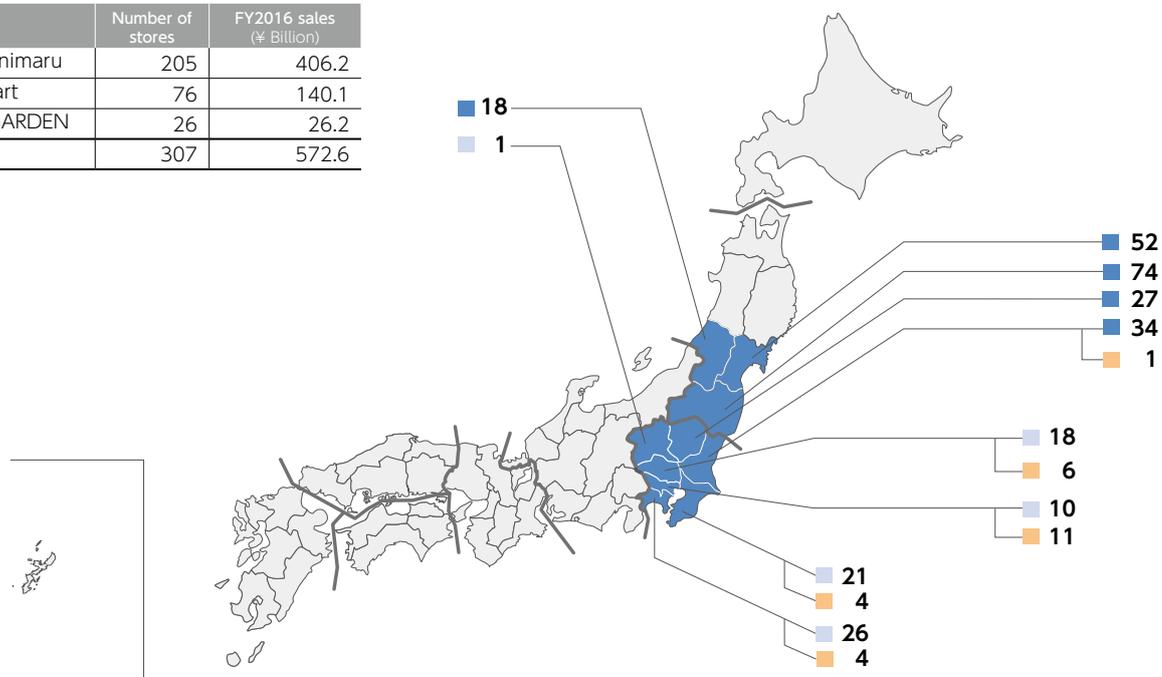
*3 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

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

Store Network

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

	Number of stores	FY2016 sales (¥ Billion)
■ York-Benimaru	205	406.2
■ York Mart	76	140.1
■ SHELL GARDEN	26	26.2
Total	307	572.6



(As of February 29, 2016)

Department Stores/Specialty Stores

Sogo & Seibu

(¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Revenues from operations	846,796	830,340	810,998	801,535	802,996	803,443
Net sales	834,723	817,927	798,427	789,203	790,244	790,708
Apparel	384,419	361,550	349,846	335,252	328,008	317,260
Household goods	80,679	79,476	78,127	81,536	80,217	81,115
Food	170,098	170,707	162,023	157,832	161,491	163,059
Merchandise sales	635,198	611,735	589,997	574,621	569,717	561,435
Tenants	159,243	164,297	168,201	174,418	180,085	188,554
Corporate sales	40,281	41,895	40,228	40,163	40,440	40,718
Selling, general and administrative expenses	192,039	180,772	175,804	171,607	170,700	170,514
Operating income	7,385	11,159	10,040	10,141	10,226	7,411
Ordinary income	5,623	9,890	9,160	9,265	9,216	6,070
Net income	5,831	9,964	(3,650)	1,814	3,992	(4,034)
Capital expenditures	25,240	13,374	15,465	12,156	12,762	12,650
Depreciation and amortization	12,779	12,181	12,608	11,793	11,996	11,751
Total assets	503,285	475,849	455,269	447,577	446,368	436,878
Net assets	120,221	129,320	124,561	126,400	131,361	124,905
Existing store sales increase (decrease)	0.0 %	(0.5)%	0.9 %	1.2 %	0.1 %	0.0 %
Merchandise gross profit margin	25.4 %	25.1 %	24.9 %	24.8 %	24.6 %	24.3 %
Key store sales						
Ikebukuro (flagship store)	167,268	176,475	179,181	184,453	187,330	190,018
Yokohama	101,710	100,996	105,213	109,889	112,986	114,200
Chiba	77,967	78,632	78,780	78,924	76,908	76,053
Kobe	50,158	48,279	47,133	45,750	46,045	46,757
Hiroshima	41,973	41,446	41,291	42,967	43,049	43,115
Shibuya	42,325	39,802	39,298	39,490	40,211	42,376
Omiya	32,928	32,418	32,399	34,251	34,572	33,654
Number of stores	27	26	24	24	24	23
Openings	0	0	0	0	0	0
Closures	1	1	2	0	0	1
Total sales floor space (m ²)	924,980	894,481	863,832	868,762	870,584	871,437
Sales per square meter (¥ Thousand)*1	890	886	894	909	909	907
Full-time employees (fiscal year-end)	5,228	4,975	4,632	4,102	3,883	3,671
Part-time employees*2	5,404	5,179	4,925	5,109	5,395	5,652
Ratio of part-time employees	50.2%	50.2%	50.6%	54.3%	57.4%	59.5%

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

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

Store Operation Structure

Sogo & Seibu is reorganizing its stores into three categories according to their characteristics as “key stores,” “regional leader stores,” and “suburban stores.”

	FY2016 sales (¥ Million)	Stores*1
Key stores	5,461	SEIBU Ikebukuro, Sogo Yokohama, Sogo Chiba, Sogo Kobe, Sogo Hiroshima, SEIBU Shibuya, and Sogo Omiya
Regional leader stores	790	SEIBU Tokorozawa, SEIBU Asahikawa, SEIBU Akita, SEIBU Okazaki, SEIBU Fukui, and Sogo Tokushima
Suburban stores	1,655*2	SEIBU Higashi-Totsuka, Sogo Kawaguchi, SEIBU Takatsuki, SEIBU Otsu, SEIBU Yao, SEIBU Tsukuba, Sogo Kashiwa, SEIBU Funabashi, SEIBU Odawara, and Sogo Seishin

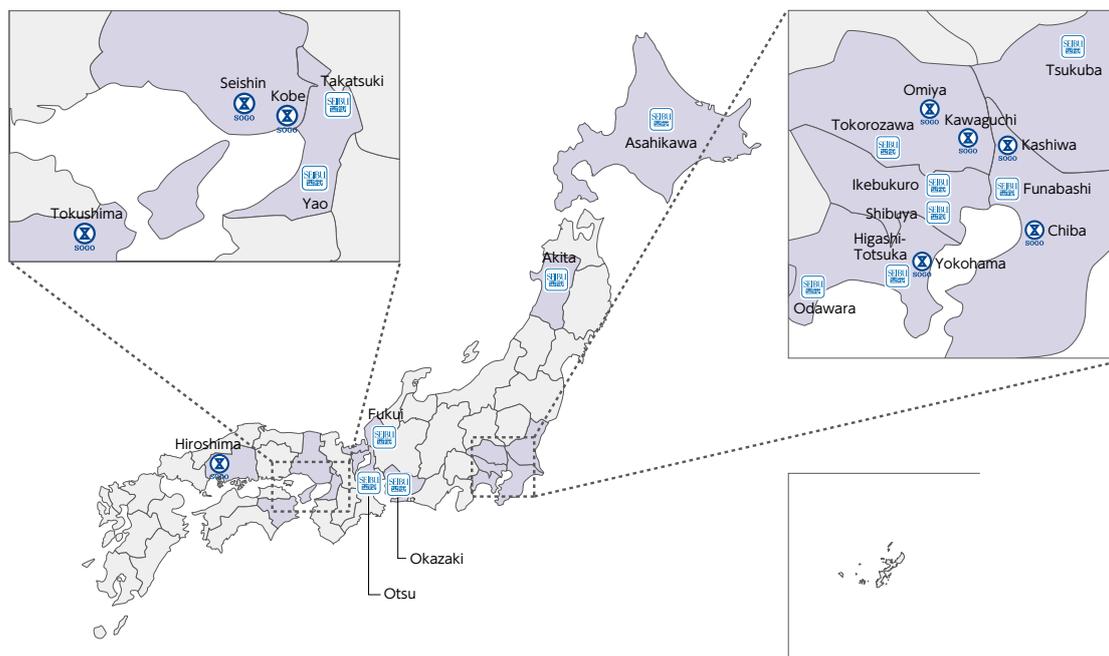


SEIBU Ikebukuro

*1 Information as of February 29, 2016.

*2 Includes net sales from the SEIBU Kasukabe store that closed on February 29, 2016.

Store Network



Note: Sogo Kashiwa and SEIBU Asahikawa are scheduled to close at the end of operations on September 30, 2016.

(As of February 29, 2016)

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	(¥ Million)					
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Revenues from operations	84,415	87,001	87,326	85,136	88,304	95,645
Net sales	83,099	85,836	86,179	84,459	87,647	94,930
Selling, general and administrative expenses	31,259	32,316	33,334	33,058	33,920	36,572
Operating income	3,104	3,294	2,262	1,138	1,409	1,603
Ordinary income	3,046	3,230	2,202	1,080	1,374	1,579
Net income	1,826	1,510	728	(244)	701	572
Capital expenditures	2,275	1,528	2,239	1,357	852	2,084
Depreciation and amortization*1	847	1,119	1,290	1,153	1,014	1,048
Total assets	22,457	23,542	24,234	23,846	25,383	27,563
Net assets	9,818	10,954	11,308	10,965	11,667	12,022
Existing store sales increase (decrease)	2.0 %	(2.0)%	(4.4)%	(4.3)%	0.9 %	4.4 %
Merchandise gross profit margin	39.8 %	40.1 %	40.4 %	40.1 %	40.0 %	39.9 %
Number of stores	63	73	82	89	94	102
Openings	10	12	9	10	6	10
Closures	2	2	0	3	1	2
Total sales floor space (m ²)	100,774	107,967	114,926	116,235	120,962	128,040
Sales per square meter (¥ Thousand)*2	841	806	769	732	730	755
Full-time employees (fiscal year-end)	2,277	2,169	2,133	1,935	1,889	2,077
Part-time employees*3	1,132	1,356	1,610	1,841	2,111	2,317
Sales per employee (¥ Thousand)*4	25,320	25,113	24,310	23,585	23,740	23,852

*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 = Net sales ÷ Average number of employees (including part-time employees)



Specialty Stores/Food Services

Akachan Honpo

(¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Net sales	78,346	78,744	82,907	85,141	92,899	102,716
Selling, general and administrative expenses	22,478	22,324	23,041	23,401	24,755	27,128
Operating income	526	1,474	1,920	2,365	2,866	3,315
Ordinary income	367	1,334	1,810	2,278	2,856	3,339
Net income	(145)	(200)	(1,394)	1,759	2,178	3,336
Capital expenditures	1,714	1,783	1,720	1,598	1,724	1,371
Depreciation and amortization*1	1,268	1,365	1,496	1,100	1,216	1,187
Total assets	29,771	30,649	28,946	28,554	29,720	32,401
Net assets	2,061	1,852	1,861	3,582	5,761	9,095
Existing store sales increase (decrease)	(6.5)%	(3.1)%	2.9 %	(1.8)%	3.5 %	4.8 %
Merchandise gross profit margin	29.4 %	30.2 %	30.1 %	30.3 %	29.7 %	29.6 %
Number of stores	85	87	92	93	99	103
Openings	13	11	9	8	7	8
Closures	6	9	4	7	1	4
Total sales floor space (m ²)	149,997	147,501	150,674	151,292	159,537	162,013
Sales per square meter (¥ Thousand)*2	530	535	550	562	582	631
Full-time employees (fiscal year-end)	914	852	844	877	895	929
Part-time employees*3	1,755	1,782	1,757	1,745	1,745	1,889
Sales per employee (¥ Thousand)*4	29,354	29,873	31,875	32,092	35,098	36,469
Memberships (thousand)	1,584	1,721	1,755	1,794	1,855	1,972

*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 = Net sales ÷ Average number of employees (including part-time employees)

Seven & i Food Systems

(¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Revenues from operations	80,167	77,940	78,238	78,484	80,932	83,839
Net sales	79,609	77,400	77,706	78,112	80,685	83,680
Restaurant division	63,668	60,821	61,011	61,539	62,496	62,797
Meal provision service division	8,189	9,346	10,071	10,383	12,231	15,227
Fast food division	7,751	7,231	6,624	6,189	5,957	5,655
Selling, general and administrative expenses	53,656	51,711	51,349	51,669	52,844	52,636
Operating income	(89)	22	868	829	163	1,021
Ordinary income	112	203	1,043	990	302	1,121
Net income	(2,009)	(879)	(439)	275	(449)	457
Capital expenditures	527	756	1,407	2,277	3,518	1,853
Depreciation and amortization*1	634	560	585	422	701	823
Total assets	43,948	44,777	44,144	44,511	46,700	43,979
Net assets	36,831	35,966	34,998	34,799	33,835	33,471
Existing store sales increase (decrease) (Restaurant division)	0.5 %	(1.0)%	0.8 %	1.6 %	1.1 %	0.2 %
Number of customers	0.7 %	(2.6)%	(0.7)%	(1.6)%	(1.3)%	(3.4)%
Average spending per customer	(0.2)%	1.6 %	1.5 %	3.3 %	2.5 %	3.7 %
Merchandise gross profit margin (Restaurant division)	68.3 %	68.3 %	69.0 %	69.4 %	68.9 %	68.3 %
Number of stores	846	858	844	840	846	851
Restaurant division	489	486	476	470	474	469
Meal provision service division	228	244	247	254	265	275
Fast food division	129	128	121	116	107	107
Full-time employees (fiscal year-end)	1,351	1,286	1,257	1,301	1,372	1,420
Part-time employees*2	10,403	10,432	10,131	9,974	10,013	9,453
Ratio of part-time employees	87.2%	88.8%	88.8%	88.4%	87.9%	86.9%

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

Financial Services

Seven Bank

(Fiscal year-end March, ¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Ordinary income	83,964	88,318	94,105	99,832	105,648	110,465
Ordinary profits	27,449	29,557	32,013	37,142	38,258	39,002
Net income	16,008	17,267	19,515	22,325	24,457	26,107
Total assets	600,061	652,956	809,465	785,380	850,369	910,801
Net assets	114,539	125,629	137,091	151,142	166,814	183,174
Ordinary deposits (fiscal year-end)	171,873	196,290	238,770	227,728	253,040	292,142
Time deposits (fiscal year-end)	140,604	134,949	154,910	209,703	248,327	254,760
Individual deposit accounts (thousand)	885	971	1,066	1,214	1,405	1,562
Number of installed ATMs (fiscal year-end)	15,363	16,632	18,123	19,514	21,056	22,472
7-Eleven	14,188	15,129	16,414	17,616	18,782	19,816
Ito-Yokado	294	300	305	312	315	320
York-Benimaru	40	60	69	71	86	118
York Mart	36	42	48	59	67	70
Other ATMs in the Group	65	74	78	84	85	91
Outside the Group	740	1,027	1,209	1,372	1,721	2,057
Correspondent financial institutions	567	577	584	589	594	595
ATM-related fee income per transaction	¥135.3	¥131.3	¥130.3	¥131.2	¥136.2	¥133.6
Daily average transactions per ATM	112.3	112.6	111.1	107.8	100.9	98.8
Total number of transactions (million)	609	655	698	736	743	782
With banking financial institutions (million)	545	597	638	673	679	712
With non-banking institutions (million)	64	57	59	62	64	70
International money transfer service						
Number of contract accounts (thousand)	-	10	35	62	100	147
Cumulative number of transfers (thousand)	-	32	189	391	633	816
Consumer loan service						
Number of contract accounts (thousand)	9	17	23	34	55	73
Balance of loans	536	1,916	3,387	5,257	10,406	16,208
Gross profit margin	44.8%	42.7%	52.0%	52.2%	62.6%	80.6%
Full-time employees (fiscal year-end)	328	409	453	458	445	456

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

Seven Card Service

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Transaction volume (¥ Billion)	882.9	1,000.4	1,299.1	1,615.5	2,119.5	2,521.5
Number of cards issued (10 thousand)						
SEVEN CARD plus*1/ SEVEN CARD (credit card and point card)	311	322	337	350	359	351
nanaco (electronic money)*2	1,285	1,636	2,145	2,839	3,717	4,543
IY Point Card	712	701	665	635	625	618
Full-time employees (fiscal year-end)	106	114	125	163	184	225

*1 The number indicates active members.

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

Seven CS Card Service

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Transaction volume (¥ Billion)	-	619.8	678.4	694.6	717.3	719.3
Number of cards issued (10 thousand)						
CLUB ON/Millennium CARD SAISON*	-	312	321	328	320	322
Full-time employees (fiscal year-end)	-	455	468	477	478	499

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.