

Major Group Companies' Data

Domestic Convenience Store Operations

Seven-Eleven Japan

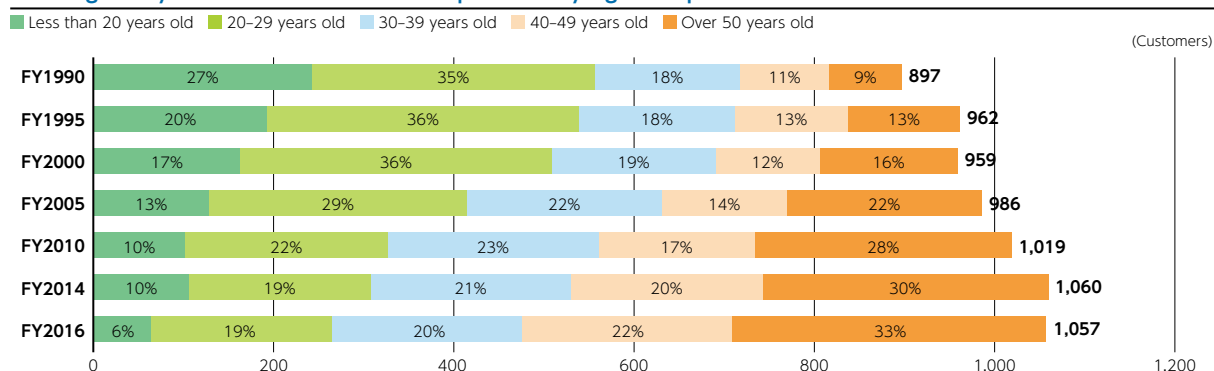
(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Revenues from operations	576,186	617,559	679,561	736,343	793,661	833,743
Selling, general and administrative expenses	326,216	364,893	397,767	439,785	481,362	514,907
Operating income	183,160	186,763	212,785	223,356	235,033	243,493
Ordinary income	189,759	194,104	220,927	232,593	256,726	251,265
Net income	100,738	112,446	134,371	136,924	162,910	144,151
Capital expenditures	93,644	112,514	124,350	129,438	124,543	125,045
Depreciation and amortization*1	38,368	46,292	39,002	47,698	51,784	58,829
Total assets	1,432,828	1,489,339	1,599,493	1,700,723	1,793,836	1,770,944
Net assets	1,104,944	1,143,288	1,204,465	1,255,621	1,325,737	1,293,157
Total store sales	3,280,512	3,508,444	3,781,267	4,008,261	4,291,067	4,515,605
Processed food	872,616	926,229	979,348	1,034,131	1,115,677	1,183,088
Fast food	852,933	940,263	1,077,661	1,186,445	1,278,738	1,350,166
Daily food	403,503	449,080	487,783	517,065	579,294	614,122
Nonfood	1,151,459	1,192,871	1,236,474	1,270,618	1,317,357	1,368,228
Existing store sales increase*2	6.7 %	1.3 %	2.3 %	2.4 %	2.9 %	1.8 %
Number of customers	2.6 %	0.5 %	2.4 %	0.7 %	1.3 %	0.1 %
Average spending per customer	4.0 %	0.8 %	(0.1)%	1.7 %	1.6 %	1.7 %
Average daily sales per store (¥ Thousand)	669	668	664	655	656	657
Average daily sales per store of new stores (¥ Thousand)	570	527	522	513	530	533
Merchandise gross profit margin	29.7%	30.0%	30.7%	31.4%	31.6%	31.8%
Processed food	38.3%	38.2%	38.7%	38.8%	38.9%	39.2%
Fast food	34.3%	34.3%	35.1%	35.7%	35.5%	35.7%
Daily food	33.2%	33.1%	33.2%	33.1%	33.2%	33.4%
Nonfood	18.6%	19.1%	19.6%	20.7%	20.9%	21.0%
Number of stores	14,005	15,072	16,319	17,491	18,572	19,422
Openings	1,201	1,354	1,579	1,602	1,651	1,682
Closures	428	287	332	430	570	832
Relocations, etc.	346	237	255	347	450	670
Franchised stores	13,607	14,638	15,879	17,021	18,071	18,977
Type A	4,263	4,244	4,333	4,353	4,448	4,554
Type C	9,344	10,394	11,546	12,668	13,623	14,423
Provisional management contracts	1	1	0	0	0	0
Directly operated stores	397	433	440	470	501	445
Ratio of stores with liquor license	98.9%	98.9%	99.0%	98.9%	98.7%	98.6%
Ratio of stores with cigarette license	92.8%	94.1%	94.8%	95.5%	95.5%	95.7%
Total sales floor space (m ²)	1,769,560	1,924,768	2,106,262	2,278,784	2,439,550	2,566,701
Full-time employees (fiscal year-end)	5,686	6,070	6,567	7,191	8,054	8,562
Payment acceptance services						
Number of transactions (thousand)	358,732	384,913	402,999	418,845	439,138	460,585
Total value of transactions (¥ Million)	3,432,600	3,736,249	4,038,119	4,346,959	4,579,660	4,691,738

*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

Overseas Convenience Store Operations

7-Eleven, Inc.

(Fiscal year-end December, ¥ Million)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Revenues from operations*1	1,086,522	1,247,287	1,801,077	1,935,274	1,819,838	1,658,542
Revenues from operations (U.S.\$ Thousand)	13,615,565	15,628,206	18,429,117	18,293,553	15,027,570	15,246,764
Other operating revenues from above*2	133,997	149,593	192,656	219,307	271,081	260,078
Selling, general and administrative expenses	208,726	226,458	307,975	341,225	395,162	372,662
Selling, general and administrative expenses (U.S.\$ Thousand)	2,615,627	2,837,464	3,151,285	3,225,503	3,263,107	3,425,836
Operating income	32,737	38,175	51,207	59,651	77,478	76,671
Operating income (U.S.\$ Thousand)	410,238	478,326	523,971	563,868	639,790	704,832
Net income	22,413	22,378	29,738	35,870	45,181	45,470
Net income (U.S.\$ Thousand)	280,865	280,397	304,295	339,077	373,093	418,003
Capital expenditures	103,475	155,440	80,195	63,226	159,772	216,776
Depreciation and amortization	37,180	39,794	53,404	56,482	65,381	64,992
Total assets	510,901	726,876	903,326	1,088,910	1,137,495	1,231,149
Net assets	307,359	378,486	514,957	658,465	681,404	705,025
Total store sales	1,624,095	1,852,162	2,641,180	2,834,464	2,950,422	2,735,199
Processed food	330,041	370,882	500,880	567,290	695,119	650,509
Fast food	136,335	146,891	187,673	216,881	261,947	244,299
Daily food	58,393	62,226	81,057	93,544	110,427	101,814
Nonfood	351,902	374,099	501,514	553,712	661,355	624,655
Merchandise	876,672	954,100	1,271,126	1,431,429	1,728,848	1,621,278
Gasoline	747,423	898,062	1,370,054	1,403,035	1,221,573	1,113,921
Existing store sales increase (U.S. merchandise sales)*3	2.8%	2.9%	1.0%	3.1%	5.8%	2.1%
Average daily sales per store (¥ Thousand)	349	350	424	473	569	4,769
Average daily sales per store (U.S.\$)	4,372	4,383	4,340	4,472	4,695	519
Merchandise gross profit margin	34.7%	35.2%	34.8%	34.5%	34.6%	34.8%
Gasoline sales (thousand gallons)	-	-	3,884,838	4,001,566	4,292,288	4,910,026
Gasoline retail gross profit (cents/gallon)	-	-	20.29	20.81	19.80	20.05
Exchange rate (Income statements) (U.S.\$1=)	¥79.80	¥79.81	¥97.73	¥105.79	¥121.10	¥108.78
Exchange rate (Balance sheets) (U.S.\$1=)	¥77.74	¥86.58	¥105.39	¥120.55	¥120.61	¥116.49
Number of stores	7,149	8,118	8,292	8,297	8,500	8,707
Openings	643	1,078	462	238	344	356
Closures	104	109	288	233	141	149
Franchised stores	5,437	5,870	6,219	6,390	6,752	7,008
Directly operated stores	1,712	2,248	2,073	1,907	1,748	1,699
Stores with gas station	2,719	3,195	3,300	3,165	3,168	3,374
Total sales floor space (m ²)	1,158,089	1,335,707	1,379,301	1,384,023	1,454,825	1,458,783
Full-time employees*4	13,596	17,330	16,553	15,591	14,379	15,021

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

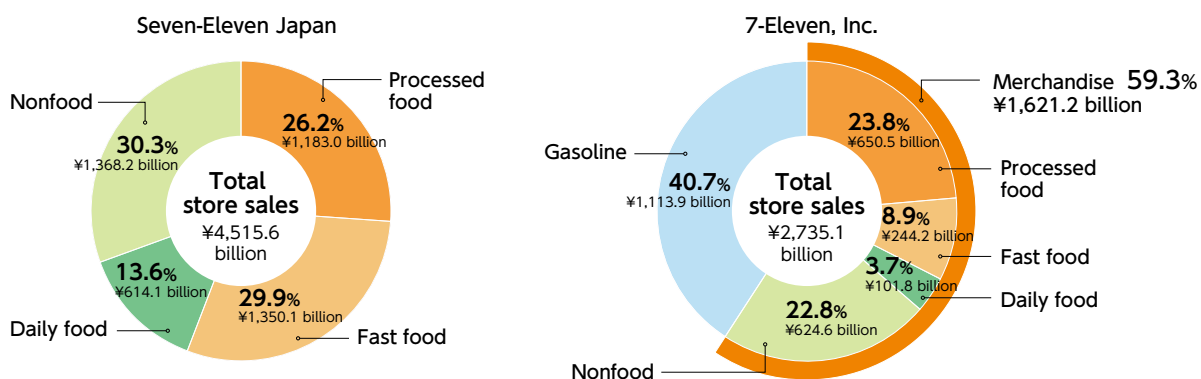
*1 Revenues from operations include sales at directly operated stores, gasoline sales and other operating revenues.

*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.

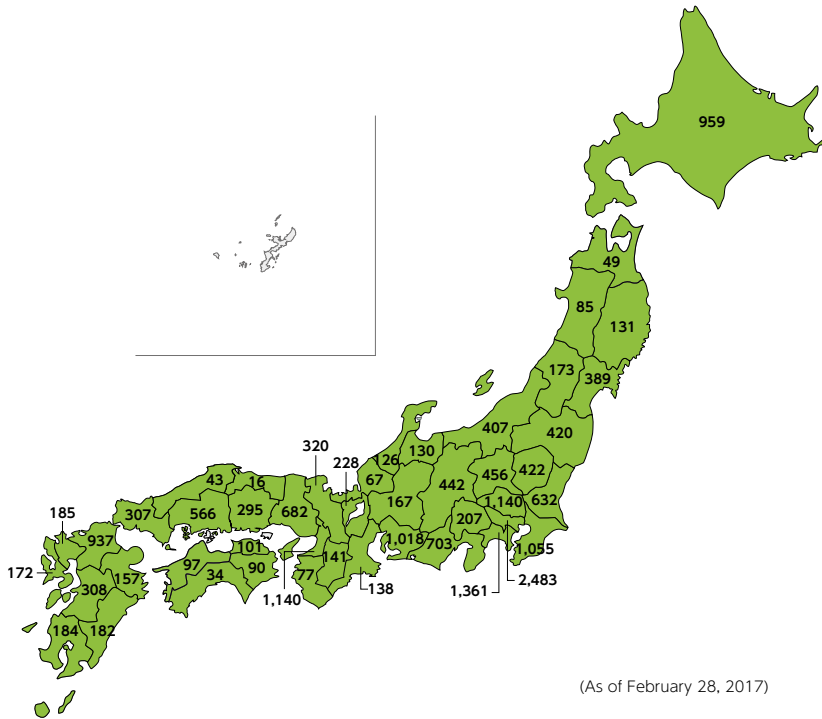
<Sales Composition by Product>



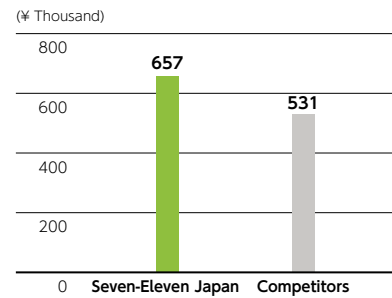
Domestic Convenience Store Operations/Overseas Convenience Store Operations

<Store Network>

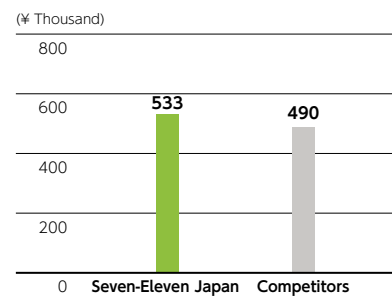
Seven-Eleven Japan



AVERAGE DAILY SALES PER STORE



AVERAGE DAILY SALES PER STORE OF NEW STORES



Note: Competitors' information is the simple average of two major convenience store chains (FY2017).

Number of Major Convenience Store Chains in Japan

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Seven-Eleven Japan	12,298	12,753	13,232	14,005	15,072	16,319	17,491	18,572	19,422
Lawson	9,527	9,761	9,994	10,457	11,130	11,606	12,276	12,395	13,111
FamilyMart*1	7,404	7,688	8,248	8,834	9,481	10,547	11,328	11,656	18,125
Circle K Sunkus	6,166	6,219	6,274	6,169	6,242	6,359	6,353	6,350	-
Other CVS*2	6,652	6,498	5,888	5,326	5,420	5,163	4,932	5,174	4,264
Nationwide	42,047	42,919	43,636	44,791	47,345	49,994	52,380	54,147	54,922

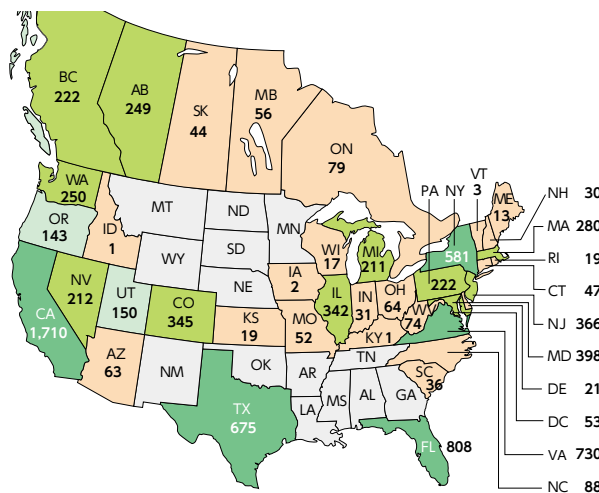
Sources: Japan Franchise Association and public information of each company

*1 The number of FamilyMart stores for the fiscal year ended February 28, 2017 includes the number of Circle K Sunkus stores following management integration.

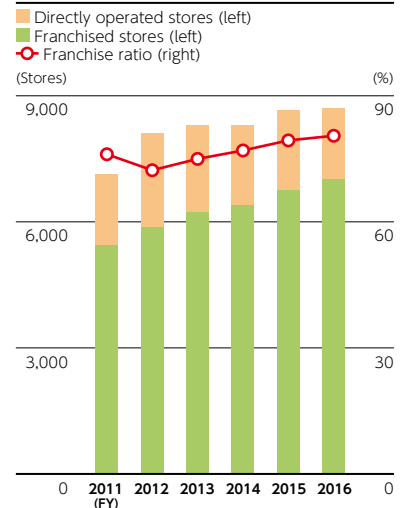
*2 The fiscal year ended February 28, 2017 excludes the three main companies.

7-Eleven, Inc.

Number of stores: 500~ (Dark Green), 200~499 (Light Green), 100~199 (Medium Green), ~99 (Orange) (As of December 31, 2016)

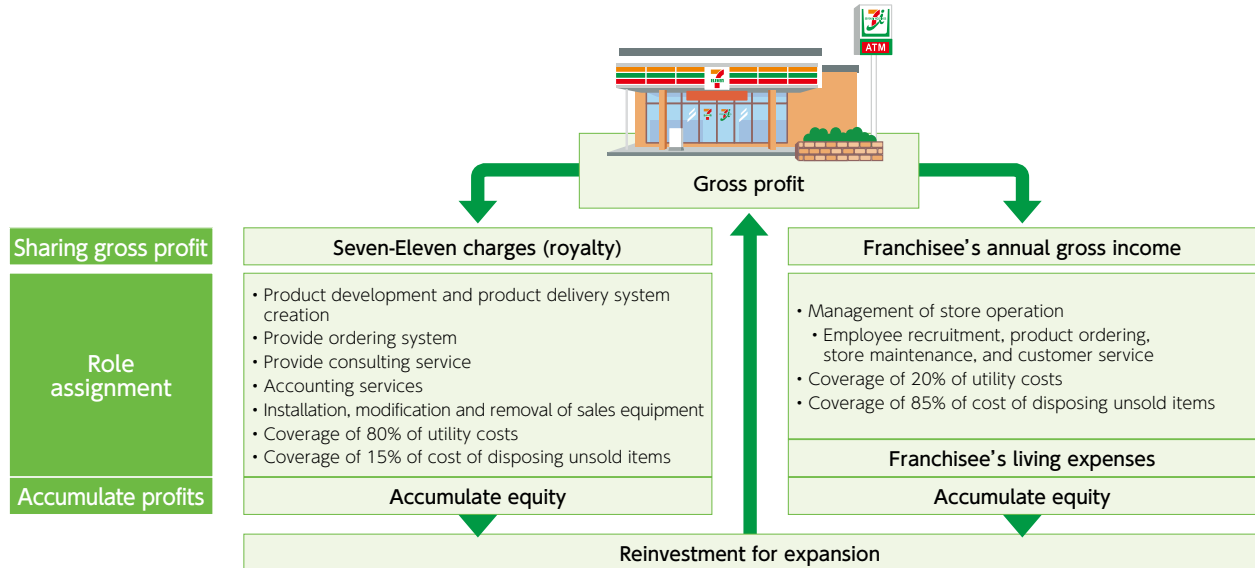


TRENDS IN STORE TYPE



<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.



Major Group Companies' Data

Contract Type of Franchised Stores

	Type A (4,554 stores)	Type C (14,423 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
Special reduction in charge	5-year incentives and 15-year contract renewal incentives (reductions in franchise fee) are offered	
Cost of disposing unsold items	Seven-Eleven charges (royalty) reduced by 1%	
Incentive system for multi-store operation	Seven-Eleven Japan 15%	Franchisee 85%
Minimum guarantee	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.	
Until August 2017	¥19 million (Franchisee's annual gross profit)	¥17 million (Franchisee's annual gross profit)
From September 2017	¥22 million	¥20 million

Notes: 1. Number of stores is as of February 28, 2017.

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. The special reduction in Seven-Eleven charges (royalty) will start from September 2017 and apply for the time being.

5. 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	4,554
	C-type franchised stores	14,423
	Directly operated stores	445
	(As of February 28, 2017)	(As of December 31, 2016)
Standard sales floor space (per store)*3	Approximately 140 m ²	Approximately 160 m ²
Stores with gas stations	144 stores*4	3,374 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).

Superstore Operations

Ito-Yokado

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Revenues from operations	1,361,060	1,332,292	1,311,989	1,285,942	1,289,586	1,255,017
Net sales	1,334,297	1,302,923	1,280,615	1,253,296	1,255,608	1,219,252
Apparel	240,068	230,807	204,051	193,354	187,047	179,027
Household goods	173,049	160,916	165,297	153,506	142,811	122,445
Food	648,506	623,571	608,343	592,913	601,672	585,457
Merchandise sales	1,061,624	1,015,295	977,692	939,774	931,531	886,930
Tenants	252,709	271,258	287,874	301,376	314,612	322,191
Other	19,964	16,369	15,048	12,145	9,464	10,130
Selling, general and administrative expenses	350,981	342,502	335,771	333,118	334,380	316,879
Operating income	10,554	9,009	11,236	1,859	(13,980)	52
Ordinary income	13,471	15,223	13,071	4,142	(13,405)	1,786
Net income	(520)	1,687	5,333	(6,881)	(23,923)	(13,797)
Capital expenditures	18,074	30,578	47,943	41,067	58,555	30,636
Depreciation and amortization*1	16,822	15,937	10,014	11,137	13,125	13,654
Total assets	790,851	791,020	807,425	817,735	799,073	753,315
Net assets	597,601	599,857	608,444	606,327	581,223	544,808
Existing store sales increase (decrease)	(2.6)%	(4.3)%	(4.6)%	(4.5)%	0.2 %	(4.2)%
Number of customers	(4.6)%	(5.2)%	(4.3)%	(5.7)%	(0.1)%	(4.4)%
Average spending per customer	2.0 %	1.0 %	(0.4)%	1.3 %	0.4 %	0.3 %
Merchandise gross profit margin	29.7 %	29.9 %	30.2 %	29.9 %	28.6 %	29.1 %
Number of stores	173	174	179	181	182	171
Openings	5	3	9	3	3	4
Closures	2	2	4	1	2	15
Total sales floor space (m ²)	2,704,252	2,751,439	2,817,665	2,832,235	2,802,078	2,776,875
Directly managed sales floor space (m ²)	1,665,268	1,642,954	1,639,943	1,630,246	1,590,958	1,508,282
Sales per square meter (¥ Thousand)*2	636	613	597	572	585	564
Full-time employees (fiscal year-end)	9,136	8,672	8,289	8,029	7,820	7,654
Part-time employees*3	29,349	28,637	28,873	28,571	28,556	27,540
Ratio of part-time employees	77.0%	77.4%	78.6%	79.3%	80.0%	79.9%
Sales per employee (¥ Thousand)*4	27,856	27,430	26,614	26,074	26,099	25,716

*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.

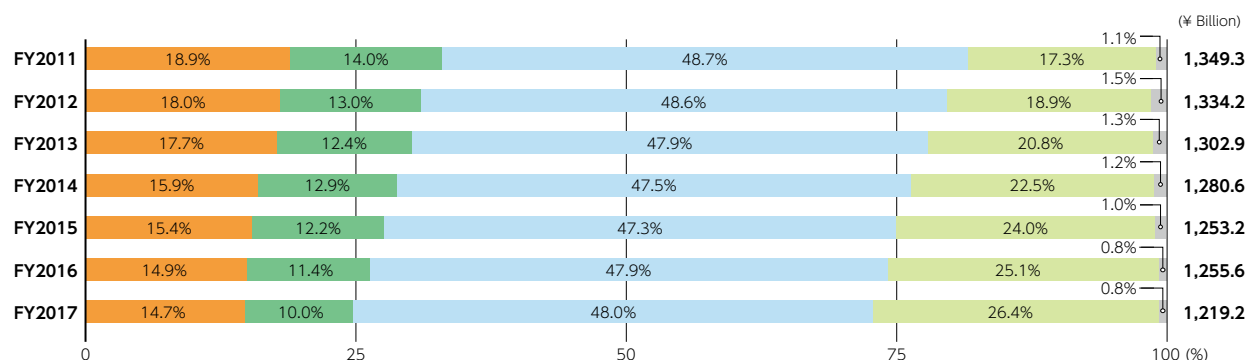
*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space

*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>

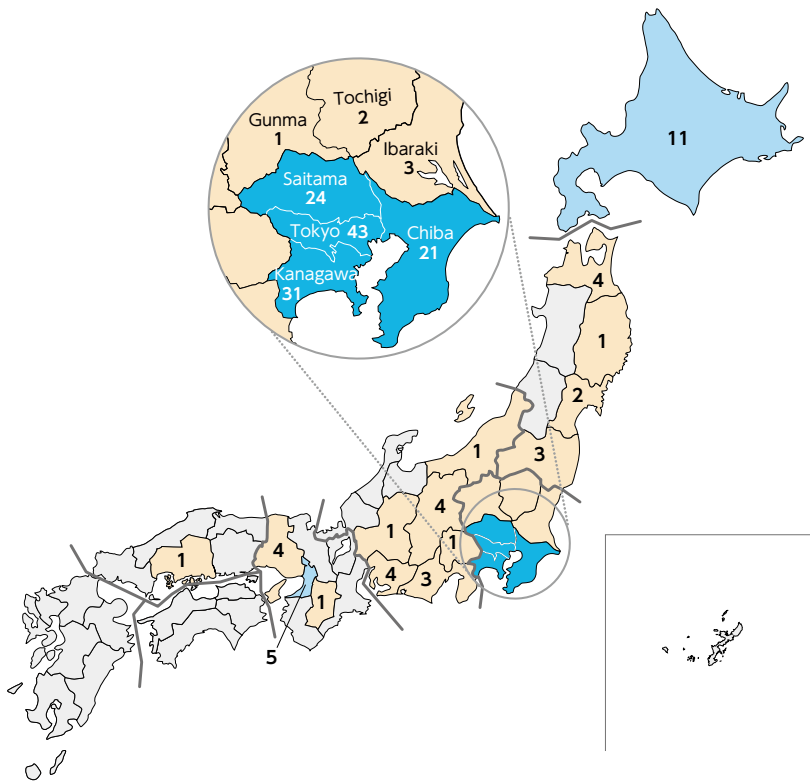
Apparel Household goods Food Tenants Other



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 28, 2017)

SALES BREAKDOWN BY REGION FOR FY2017

	Sales (¥ Billion)	Composition (%)	Number of stores
Hokkaido	64.6	5.3	11
Tohoku	47.2	3.9	10
Kanto	881.0	74.0	125
Chubu	82.9	6.8	14
Kinki	106.0	8.7	10
Chugoku	15.5	1.3	1
Total	1,219.2	100.0	171

CLASSIFICATION BY TOTAL SALES FLOOR SPACE

	Number of stores	Composition (%)
16,000 m ² -	70	40.9
10,000 - 15,999 m ²	43	25.1
5,000 - 9,999 m ²	30	17.5
Under 5,000 m ²	28	16.4
Total	171	100.0

CLASSIFICATION BY STORE AGE

	Number of stores	Composition (%)
30 years -	54	31.6
20 years -	27	15.8
10 years -	51	29.8
5 years -	14	8.2
1 year -	21	12.3
Under 1 year	4	2.3

Major Group Companies' Data

<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. As of February 28, 2017, there are 127 stores.



Food specialty stores

Shokuhinkan and THE PRICE are types of store that specialize in fresh and processed foods, as well as frequently purchased products such as household goods. Since 2010, these stores have also been operating in highly populated, urban areas with limited catchment areas. As of February 28, 2017, there are 26 urban-style, small-sized stores.



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 28, 2017.

<Number of Stores by Format>

	(Stores)					
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
General merchandise stores	140	139	137	136	136	127
Shopping centers	12	13	16	17	17	18
Food specialty stores	21	22	26	28	29	26
Total	173	174	179	181	182	171

Superstore Operations

York-Benimaru

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Revenues from operations	348,600	363,862	380,869	396,930	412,977	426,172
Net sales	342,944	358,061	374,781	390,492	406,223	418,729
Fresh food	108,226	114,914	123,054	132,110	139,489	145,105
Processed food	83,542	86,219	89,761	92,181	95,761	98,819
Daily food	65,222	68,660	71,510	73,843	77,433	81,101
Food total	256,991	269,794	284,326	298,136	312,683	325,026
Apparel	17,358	17,642	17,597	16,614	15,887	14,967
Household goods	19,474	19,383	20,339	20,694	20,398	20,296
Merchandise sales	293,824	306,820	322,263	335,445	348,970	360,290
Tenants	49,120	51,240	52,518	55,047	57,253	58,439
Selling, general and administrative expenses	74,686	78,649	80,969	84,796	88,784	92,185
Operating income	14,955	11,854	12,714	12,820	13,324	14,054
Ordinary income	16,305	14,003	14,467	14,018	14,529	15,344
Net income	1,430	7,731	9,306	7,792	8,969	8,982
Capital expenditures	7,075	9,779	10,700	14,120	10,642	12,330
Depreciation and amortization*1	5,122	5,161	3,167	3,569	3,931	4,519
Total assets	150,789	156,212	168,013	182,267	184,894	177,983
Net assets	117,090	123,766	131,800	140,118	141,435	136,514
Existing store sales increase (decrease)	1.5 %	0.0 %	0.1 %	0.2 %	1.2 %	0.5 %
Number of customers	(3.3)%	0.9 %	0.7 %	(0.1)%	1.5 %	0.8 %
Average spending per customer	4.9 %	(1.0)%	(0.6)%	0.2 %	(0.3)%	(0.3)%
Merchandise gross profit margin	27.0 %	26.0 %	25.6 %	25.6 %	25.7 %	25.8 %
Number of stores	176	184	193	200	205	213
Openings	8	11	11	8	6	9
Closures	2	2	1	1	1	1
Total sales floor space (m ²)	573,187	590,698	606,812	628,639	640,667	656,950
Directly managed sales floor space (m ²)	433,346	450,581	469,142	485,123	494,201	505,269
Sales per square meter (¥ Thousand)*2	718	716	721	721	727	733
Full-time employees (fiscal year-end)	2,495	2,494	2,538	2,614	2,660	2,685
Part-time employees*3	10,165	10,395	10,729	10,984	11,168	11,353
Ratio of part-time employees	80.1%	80.3%	80.6%	80.6%	80.5%	80.6%
Sales per employee (¥ Thousand)*4	23,141	23,714	24,232	24,607	25,156	25,581

*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 28, 2017, Life Foods delicatessen food plants are operating in three locations in Koriyama, Fukushima Prefecture and one location in Miyagi Prefecture.

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Net sales	36,974	38,509	39,894	42,487	44,603	45,913
Selling, general and administrative expenses	14,710	14,823	15,438	16,383	17,388	17,965
Operating income	3,450	3,704	3,823	4,204	4,422	4,704
Ordinary income	3,659	3,763	3,870	4,253	4,468	4,739
Net income	2,187	2,193	2,407	2,526	2,801	3,237
Total assets	26,645	27,688	27,928	30,309	32,188	34,504
Net assets	21,053	21,493	22,523	24,265	26,293	28,628

York-Benimaru (including results from Life Foods)

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Operating income	18,407	15,558	16,539	17,025	17,747	18,760

Note: The above results are management figures.

York Mart

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Revenues from operations	119,335	122,672	129,306	133,138	141,242	142,864
Net sales	118,422	121,640	128,214	132,067	140,145	141,649
Selling, general and administrative expenses	31,490	33,653	34,740	36,095	38,313	38,801
Operating income	3,925	2,007	2,891	2,445	2,511	2,211
Ordinary income	4,012	2,075	2,945	2,525	2,540	2,231
Net income	2,111	1,032	1,701	1,247	1,611	963
Capital expenditures	3,899	5,216	2,951	4,801	5,234	2,677
Depreciation and amortization*1	1,647	1,954	1,219	1,332	1,717	1,718
Total assets	39,272	41,410	41,991	45,555	48,494	47,321
Net assets	26,926	26,249	27,412	27,662	28,705	27,871
Existing store sales increase (decrease)	0.3 %	(4.9)%	(0.2)%	0.6 %	1.8 %	(1.6)%
Merchandise gross profit margin	29.5 %	28.8 %	28.9 %	28.8 %	28.9 %	28.7 %
Number of stores	68	71	74	76	76	78
Openings	5	5	3	2	4	2
Closures	2	2	0	0	4	0
Total sales floor space (m ²)	111,212	116,042	121,115	124,223	126,639	129,000
Sales per square meter (¥ Thousand)*2	1,127	1,108	1,118	1,130	1,158	1,147
Full-time employees (fiscal year-end)	1,269	1,325	1,191	1,227	1,245	1,259
Part-time employees*3	3,702	4,018	4,206	4,367	4,715	4,525
Sales per employee (¥ Thousand)*4	23,456	22,007	21,949	22,367	22,723	23,024

*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

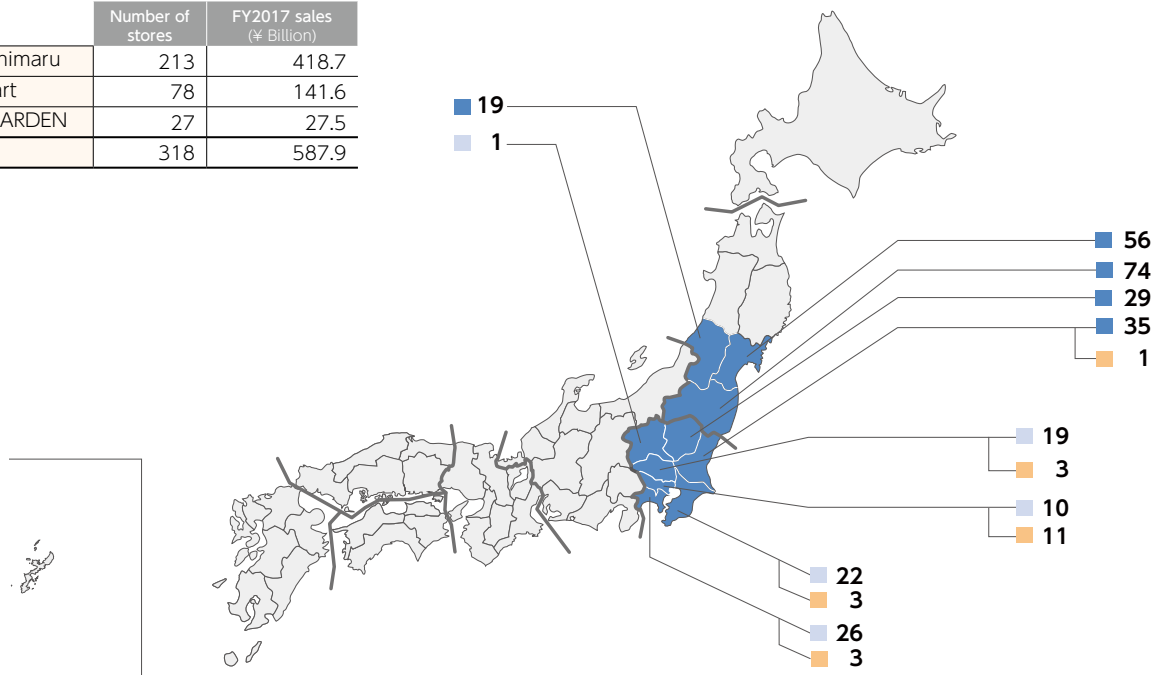
*3 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

*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	FY2017 sales (¥ Billion)
■ York-Benimaru	213	418.7
■ York Mart	78	141.6
■ SHELL GARDEN	27	27.5
Total	318	587.9



(As of February 28, 2017)

Department Store Operations/Specialty Store Operations

Sogo & Seibu

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Revenues from operations	830,340	810,998	801,535	802,996	803,443	760,692
Net sales	817,927	798,427	789,203	790,244	790,708	747,951
Apparel	361,550	349,846	335,252	328,008	317,260	291,470
Household goods	79,476	78,127	81,536	80,217	81,115	75,770
Food	170,707	162,023	157,832	161,491	163,059	157,168
Merchandise sales	611,735	589,997	574,621	569,717	561,435	524,410
Tenants	164,297	168,201	174,418	180,085	188,554	183,696
Corporate sales	41,895	40,228	40,163	40,440	40,718	39,844
Selling, general and administrative expenses	180,772	175,804	171,607	170,700	170,514	161,306
Operating income	11,159	10,040	10,141	10,226	7,411	4,341
Ordinary income	9,890	9,160	9,265	9,216	6,070	2,593
Net income	9,964	(3,650)	1,814	3,992	(4,034)	(28,426)
Capital expenditures	13,374	15,465	12,156	12,762	12,650	11,773
Depreciation and amortization	12,181	12,608	11,793	11,996	11,751	10,664
Total assets	475,849	455,269	447,577	446,368	436,878	424,143
Net assets	129,320	124,561	126,400	131,361	124,905	93,827
Existing store sales increase (decrease)	(0.5)%	0.9 %	1.2 %	0.1 %	0.0 %	(2.7)%
Merchandise gross profit margin	25.1 %	24.9 %	24.8 %	24.6 %	24.3 %	23.9 %
Key store sales						
Ikebukuro (flagship store)	176,475	179,181	184,453	187,330	190,018	186,597
Yokohama	100,996	105,213	109,889	112,986	114,200	109,690
Chiba	78,632	78,780	78,924	76,908	76,053	73,381
Kobe	48,279	47,133	45,750	46,045	46,757	45,197
Hiroshima	41,446	41,291	42,967	43,049	43,115	41,438
Shibuya	39,802	39,298	39,490	40,211	42,376	41,779
Omiya	32,418	32,399	34,251	34,572	33,654	33,058
Number of stores	26	24	24	24	23	19
Openings	0	0	0	0	0	0
Closures	1	2	0	0	1	4
Total sales floor space (m ²)	894,481	863,832	868,762	870,584	871,437	770,189
Sales per square meter (¥ Thousand)*1	886	894	909	909	907	930
Full-time employees (fiscal year-end)	4,975	4,632	4,102	3,883	3,671	3,269
Part-time employees*2	5,179	4,925	5,109	5,395	5,652	5,317
Ratio of part-time employees	50.2%	50.6%	54.3%	57.4%	59.5%	60.0%

*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.”

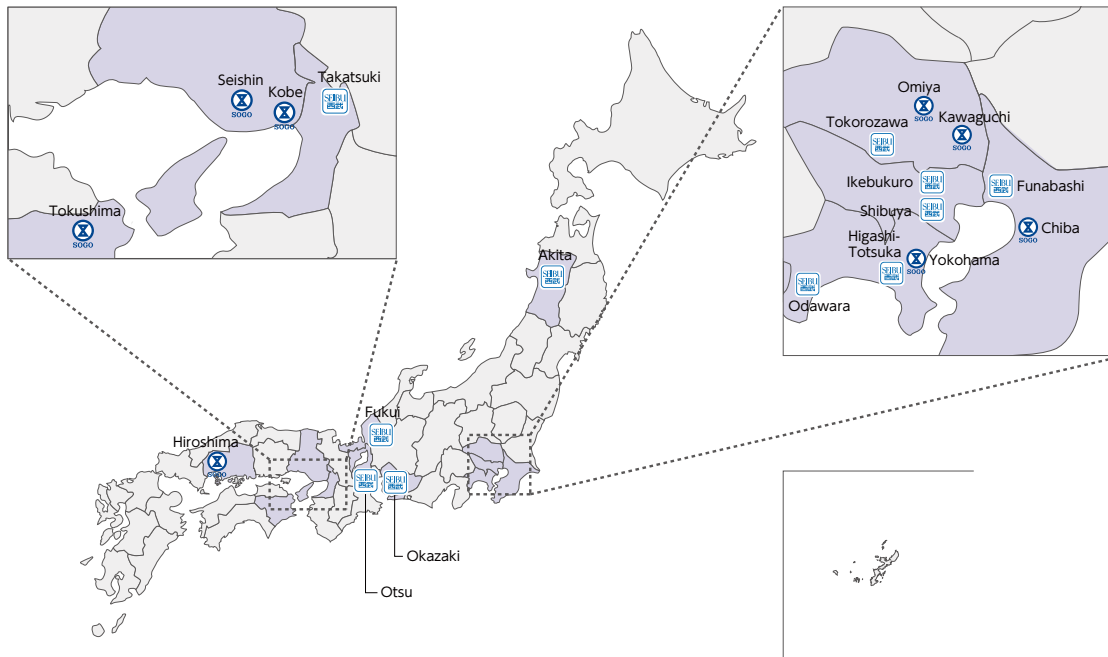
	FY2017 sales (¥ Million)	Stores*
Key stores	531,143	SEIBU Ikebukuro, Sogo Yokohama, Sogo Chiba, Sogo Kobe, Sogo Hiroshima, SEIBU Shibuya, and Sogo Omiya
Regional leader stores	71,428	SEIBU Tokorozawa, SEIBU Akita, SEIBU Okazaki, SEIBU Fukui, and Sogo Tokushima
Suburban stores	145,351	SEIBU Higashi-Totsuka, Sogo Kawaguchi, SEIBU Takatsuki, SEIBU Otsu, SEIBU Funabashi, SEIBU Odawara, and Sogo Seishin



SEIBU Ikebukuro

* Information as of February 28, 2017.

<Store Network>



(As of February 28, 2017)

Major
Group
Companies'
Data

THE LOFT

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
	(¥ Million)					
Revenues from operations	87,001	87,326	85,136	88,304	95,645	100,264
Net sales	85,836	86,179	84,459	87,647	94,930	99,560
Selling, general and administrative expenses	32,316	33,334	33,058	33,920	36,572	38,225
Operating income	3,294	2,262	1,138	1,409	1,603	1,464
Ordinary income	3,230	2,202	1,080	1,374	1,579	1,381
Net income	1,510	728	(244)	701	572	138
Capital expenditures	1,528	2,239	1,357	852	2,084	1,836
Depreciation and amortization*1	1,119	1,290	1,153	1,014	1,048	1,099
Total assets	23,542	24,234	23,846	25,383	27,563	29,551
Net assets	10,954	11,308	10,965	11,667	12,022	12,055
Existing store sales increase (decrease)	(2.0)%	(4.4)%	(4.3)%	0.9 %	4.4 %	0.1 %
Merchandise gross profit margin	40.1 %	40.4 %	40.1 %	40.0 %	39.9 %	39.6 %
Number of stores	73	82	89	94	102	109
Openings	12	9	10	6	10	8
Closures	2	0	3	1	2	1
Total sales floor space (m ²)	107,967	114,926	116,235	120,962	128,040	135,286
Sales per square meter (¥ Thousand)*2	806	769	732	730	755	738
Full-time employees (fiscal year-end)	2,169	2,133	1,935	1,889	2,077	2,045
Part-time employees*3	1,356	1,610	1,841	2,111	2,317	2,311
Sales per employee (¥ Thousand)*4	25,113	24,310	23,585	23,740	23,852	24,668

*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 Store Operations

Akachan Honpo

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Net sales	78,744	82,907	85,141	92,899	102,716	102,765
Selling, general and administrative expenses	22,324	23,041	23,401	24,755	27,128	26,588
Operating income	1,474	1,920	2,365	2,866	3,315	2,909
Ordinary income	1,334	1,810	2,278	2,856	3,339	2,919
Net income	(200)	(1,394)	1,759	2,178	3,336	1,621
Capital expenditures	1,783	1,720	1,598	1,724	1,371	1,142
Depreciation and amortization*1	1,365	1,496	1,100	1,216	1,187	1,186
Total assets	30,649	28,946	28,554	29,720	32,401	31,065
Net assets	1,852	1,861	3,582	5,761	9,095	10,716
Existing store sales increase (decrease)	(3.1)%	2.9 %	(1.8)%	3.5 %	4.8 %	(3.2)%
Merchandise gross profit margin	30.2 %	30.1 %	30.3 %	29.7 %	29.6 %	28.7 %
Number of stores	87	92	93	99	103	106
Openings	11	9	8	7	8	8
Closures	9	4	7	1	4	5
Total sales floor space (m ²)	147,501	150,674	151,292	159,537	162,013	164,327
Sales per square meter (¥ Thousand)*2	535	550	562	582	631	626
Full-time employees (fiscal year-end)	852	844	877	895	929	927
Part-time employees*3	1,782	1,757	1,745	1,745	1,889	1,958
Sales per employee (¥ Thousand)*4	29,873	31,875	32,092	35,098	36,469	35,626
Memberships (thousand)	1,721	1,755	1,794	1,855	1,972	2,067

*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)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Revenues from operations	77,940	78,238	78,484	80,932	83,839	82,562
Net sales	77,400	77,706	78,112	80,685	83,680	82,394
Restaurant division	60,821	61,011	61,539	62,496	62,797	60,790
Meal provision service division	9,346	10,071	10,383	12,231	15,227	16,422
Fast food division	7,231	6,624	6,189	5,957	5,655	5,181
Selling, general and administrative expenses	51,711	51,349	51,669	52,844	52,636	52,001
Operating income	22	868	829	163	1,021	515
Ordinary income	203	1,043	990	302	1,121	595
Net income	(879)	(439)	275	(449)	457	(1,688)
Capital expenditures	756	1,407	2,277	3,518	1,853	2,081
Depreciation and amortization*1	560	585	422	701	823	866
Total assets	44,777	44,144	44,511	46,700	43,979	40,901
Net assets	35,966	34,998	34,799	33,835	33,471	27,171
Existing store sales increase (decrease)						
(Restaurant division)	(1.0)%	0.8 %	1.6 %	1.1 %	0.2 %	(2.8)%
Number of customers	(2.6)%	(0.7)%	(1.6)%	(1.3)%	(3.4)%	0.0 %
Average spending per customer	1.6 %	1.5 %	3.3 %	2.5 %	3.7 %	(2.8)%
Merchandise gross profit margin						
(Restaurant division)	68.3 %	69.0 %	69.4 %	68.9 %	68.3 %	68.4%
Number of stores	858	844	840	846	851	815
Restaurant division	486	476	470	474	469	386
Meal provision service division	244	247	254	265	275	270
Fast food division	128	121	116	107	107	159
Full-time employees (fiscal year-end)	1,286	1,257	1,301	1,372	1,420	1,395
Part-time employees*2	10,432	10,131	9,974	10,013	9,453	8,938
Ratio of part-time employees	88.8%	88.8%	88.4%	87.9%	86.9%	86.2%

*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)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Ordinary income	88,318	94,105	99,832	105,648	110,465	113,109
Ordinary profits	29,557	32,013	37,142	38,258	39,002	38,911
Net income	17,267	19,515	22,325	24,457	26,107	26,871
Total assets	652,956	809,465	785,380	850,369	910,801	955,644
Net assets	125,629	137,091	151,142	166,814	183,174	199,602
Ordinary deposits (fiscal year-end)	196,290	238,770	227,728	253,040	292,142	336,023
Time deposits (fiscal year-end)	134,949	154,910	209,703	248,327	254,760	151,632
Individual deposit accounts (thousand)	971	1,066	1,214	1,405	1,562	1,690
Number of installed ATMs (fiscal year-end)	16,632	18,123	19,514	21,056	22,472	23,368
7-Eleven	15,129	16,414	17,616	18,782	19,816	20,615
Ito-Yokado	300	305	312	315	320	305
York-Benimaru	60	69	71	86	118	154
York Mart	42	48	59	67	70	74
Other ATMs in the Group	74	78	84	85	91	90
Outside the Group	1,027	1,209	1,372	1,721	2,057	2,130
Correspondent financial institutions	577	584	589	594	595	601
ATM-related fee income per transaction	¥131.3	¥130.3	¥131.2	¥136.2	¥133.6	¥133.1
Daily average transactions per ATM	112.6	111.1	107.8	100.9	98.8	95.5
Total number of transactions (million)	655	698	736	743	782	796
With banking financial institutions (million)	597	638	673	679	712	724
With non-banking institutions (million)	57	59	62	64	70	71
International money transfer service						
Number of contract accounts (thousand)	10	35	62	100	147	186
Cumulative number of transfers (thousand)	32	189	391	633	816	979
Consumer loan service						
Number of contract accounts (thousand)	17	23	34	55	73	86
Balance of loans	1,916	3,387	5,257	10,406	16,208	19,829
Gross profit margin	42.7%	52.0%	52.2%	62.6%	80.6%	64.9%
Full-time employees (fiscal year-end)	409	453	458	445	456	472

Note: The number of full-time employees at the fiscal year-end includes employees on fixed-term contracts.

Seven Card Service

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Transaction volume (¥ Billion)*1	982.8	1,280.9	1,596.6	2,099.4	2,501.8	2,790.6
Number of cards issued (10 thousand)						
SEVEN CARD plus/ SEVEN CARD (credit card and point card)*2	322	337	350	359	351	347
nanaco (electronic money)*3	1,636	2,145	2,839	3,717	4,543	5,350
IY Point Card	701	665	635	625	618	615
Full-time employees (fiscal year-end)	114	125	163	184	225	214

*1 Shopping transaction volume using electronic money and credit cards.

*2 The number indicates active members.

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

Seven CS Card Service

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Transaction volume (¥ Billion)*1	619.8	678.4	694.6	717.3	719.3	713.5
Number of cards issued (10 thousand)						
CLUB ON/Millennium CARD SAISON*2	312	321	328	320	322	323
Full-time employees (fiscal year-end)	455	468	477	478	499	459

*1 Shopping transaction volume using credit cards.

*2 The number indicates active members.