

Major Group Companies' Data

Domestic Convenience Store Operations

Seven-Eleven Japan

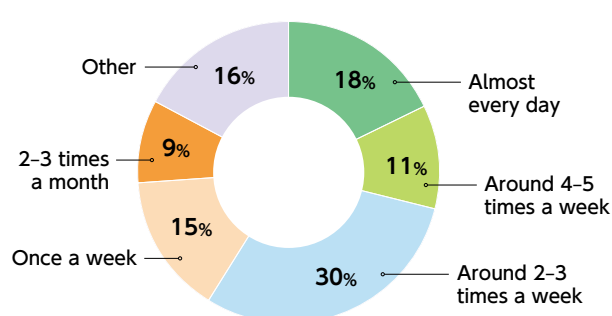
(¥ Million)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Revenues from operations	617,559	679,561	736,343	793,661	833,743	849,862
Selling, general and administrative expenses	364,893	397,767	439,785	481,362	514,907	533,633
Operating income	186,763	212,785	223,356	235,033	243,493	244,110
Ordinary income	194,104	220,927	232,593	256,726	251,265	251,717
Net income	112,446	134,371	136,924	162,910	144,151	166,760
Capital expenditures	112,514	124,350	129,438	124,543	125,045	136,297
Depreciation and amortization*1	46,292	39,002	47,698	51,784	58,829	64,294
Total assets	1,489,339	1,599,493	1,700,723	1,793,836	1,770,944	1,860,028
Net assets	1,143,288	1,204,465	1,255,621	1,325,737	1,293,157	1,365,202
Total store sales	3,508,444	3,781,267	4,008,261	4,291,067	4,515,605	4,678,083
Processed food	926,229	979,348	1,034,131	1,115,677	1,183,088	1,230,335
Fast food	940,263	1,077,661	1,186,445	1,278,738	1,350,166	1,412,781
Daily food	449,080	487,783	517,065	579,294	614,122	626,863
Nonfood	1,192,871	1,236,474	1,270,618	1,317,357	1,368,228	1,408,103
Existing store sales increase*2	1.3 %	2.3 %	2.4 %	2.9 %	1.8 %	0.7 %
Number of customers	0.5 %	2.4 %	0.7 %	1.3 %	0.1 %	(0.9)%
Average spending per customer	0.8 %	(0.1)%	1.7 %	1.6 %	1.7 %	1.6 %
Average daily sales per store (¥ Thousand)	668	664	655	656	657	653
Average daily sales per store of new stores (¥ Thousand)	527	522	513	530	533	546
Merchandise gross profit margin	30.0%	30.7%	31.4%	31.6%	31.8%	31.9%
Processed food	38.2%	38.7%	38.8%	38.9%	39.2%	39.4%
Fast food	34.3%	35.1%	35.7%	35.5%	35.7%	35.9%
Daily food	33.1%	33.2%	33.1%	33.2%	33.4%	33.5%
Nonfood	19.1%	19.6%	20.7%	20.9%	21.0%	20.7%
Number of stores	15,072	16,319	17,491	18,572	19,422	20,260
Openings	1,354	1,579	1,602	1,651	1,682	1,554
Closures	287	332	430	570	832	716
Relocations, etc.	237	255	347	450	670	568
Franchised stores	14,638	15,879	17,021	18,071	18,977	19,792
Type A	4,244	4,333	4,353	4,448	4,554	4,563
Type C	10,394	11,546	12,668	13,623	14,423	15,229
Provisional management contracts	1	0	0	0	0	0
Directly operated stores	433	440	470	501	445	468
Ratio of stores with liquor license	98.9%	99.0%	98.9%	98.7%	98.6%	98.5%
Ratio of stores with cigarette license	94.1%	94.8%	95.5%	95.5%	95.7%	95.8%
Total sales floor space (m ²)	1,924,768	2,106,262	2,278,784	2,439,550	2,566,701	2,772,283
Full-time employees (fiscal year-end)	6,070	6,567	7,191	8,054	8,562	8,886
Payment acceptance services						
Number of transactions (thousand)	384,913	402,999	418,845	439,138	460,585	481,800
Total value of transactions (¥ Million)	3,736,249	4,038,119	4,346,959	4,579,660	4,691,738	4,961,715

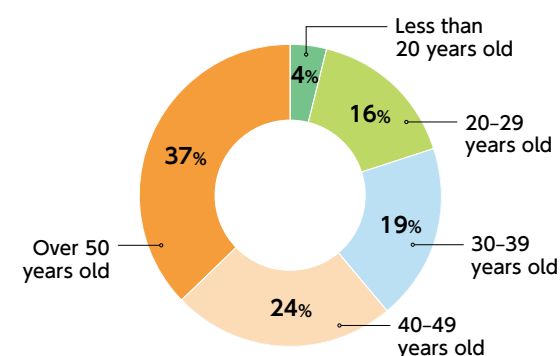
*1 From FY2014, the Company changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Existing store sales increase includes POSA card transactions from FY2014 onward.

Frequency of Store-Visits (FY2018)



Composition of Customers by Age Group (FY2018)



Overseas Convenience Store Operations

7-Eleven, Inc.

(Fiscal year-end December, ¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Revenues from operations*1	1,247,287	1,801,077	1,935,274	1,819,838	1,658,542	1,981,533
Revenues from operations (U.S.\$ Thousand)	15,628,206	18,429,117	18,293,553	15,027,570	15,246,764	17,667,025
Other operating revenues from above*2	149,593	192,656	219,307	271,081	260,078	276,179
Selling, general and administrative expenses	226,458	307,975	341,225	395,162	372,662	399,557
Selling, general and administrative expenses (U.S.\$ Thousand)	2,837,464	3,151,285	3,225,503	3,263,107	3,425,836	3,562,387
Operating income	38,175	51,207	59,651	77,478	76,671	90,852
Operating income (U.S.\$ Thousand)	478,326	523,971	563,868	639,790	704,832	810,023
Net income	22,378	29,738	35,870	45,181	45,470	76,048
Net income (U.S.\$ Thousand)	280,397	304,295	339,077	373,093	418,003	678,036
Capital expenditures	155,440	80,195	63,226	159,772	216,776	98,874
Depreciation and amortization	39,794	53,404	56,482	65,381	64,992	69,582
Total assets	726,876	903,326	1,088,910	1,137,495	1,231,149	1,356,972
Net assets	378,486	514,957	658,465	681,404	705,025	869,394
Total store sales	1,852,162	2,641,180	2,834,464	2,950,422	2,735,199	3,134,412
Processed food	370,882	500,880	567,290	695,119	650,509	682,470
Fast food	146,891	187,673	216,881	261,947	244,299	248,718
Daily food	62,226	81,057	93,544	110,427	101,814	101,888
Nonfood	374,099	501,514	553,712	661,355	624,655	688,325
Merchandise	954,100	1,271,126	1,431,429	1,728,848	1,621,278	1,721,403
Gasoline	898,062	1,370,054	1,403,035	1,221,573	1,113,921	1,413,009
Existing store sales increase (U.S. merchandise sales)*3	2.9%	1.0%	3.1%	5.8%	2.1%	1.6%
Average daily sales per store (¥ Thousand)	350	424	473	569	519	543
Average daily sales per store (U.S.\$)	4,383	4,340	4,472	4,695	4,769	4,841
Merchandise gross profit margin	35.2%	34.8%	34.5%	34.6%	34.8%	34.3%
Gasoline sales (thousand gallons)	-	3,884,838	4,001,566	4,292,288	4,910,026	5,266,489
Gasoline retail gross profit (cents/gallon)	-	20.29	20.81	19.80	20.05	22.62
Exchange rate (Income statements) (U.S.\$1=)	¥79.81	¥97.73	¥105.79	¥121.10	¥108.78	¥112.16
Exchange rate (Balance sheets) (U.S.\$1=)	¥86.58	¥105.39	¥120.55	¥120.61	¥116.49	¥113.00
Number of stores	8,118	8,292	8,297	8,500	8,707	8,670
Openings	1,078	462	238	344	356	214
Closures	109	288	233	141	149	251
Franchised stores	5,870	6,219	6,390	6,752	7,008	7,161
Directly operated stores	2,248	2,073	1,907	1,748	1,699	1,509
Stores with gas station	3,195	3,300	3,165	3,168	3,374	3,376
Total sales floor space (m ²)	1,335,707	1,379,301	1,384,023	1,454,825	1,458,783	1,450,699
Full-time employees*4	17,330	16,553	15,591	14,379	15,021	17,877

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

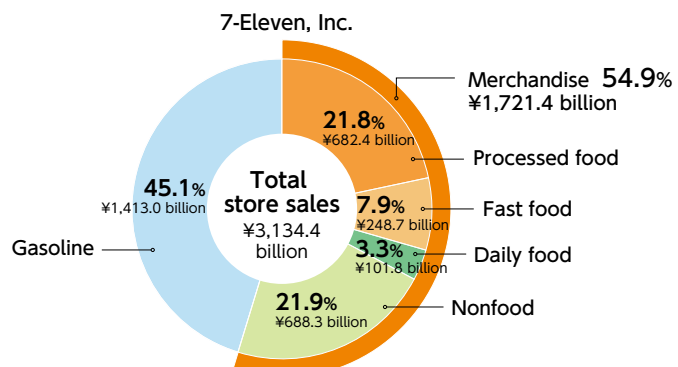
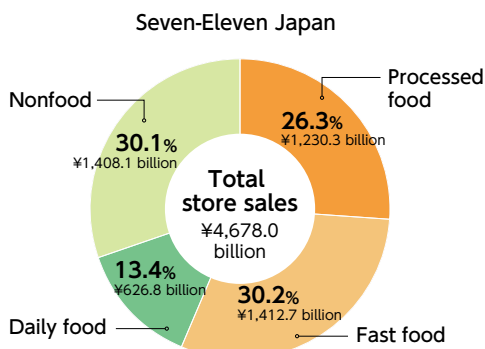
*1 Revenues from operations include sales at directly operated stores, gasoline sales and other operating revenues.

*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

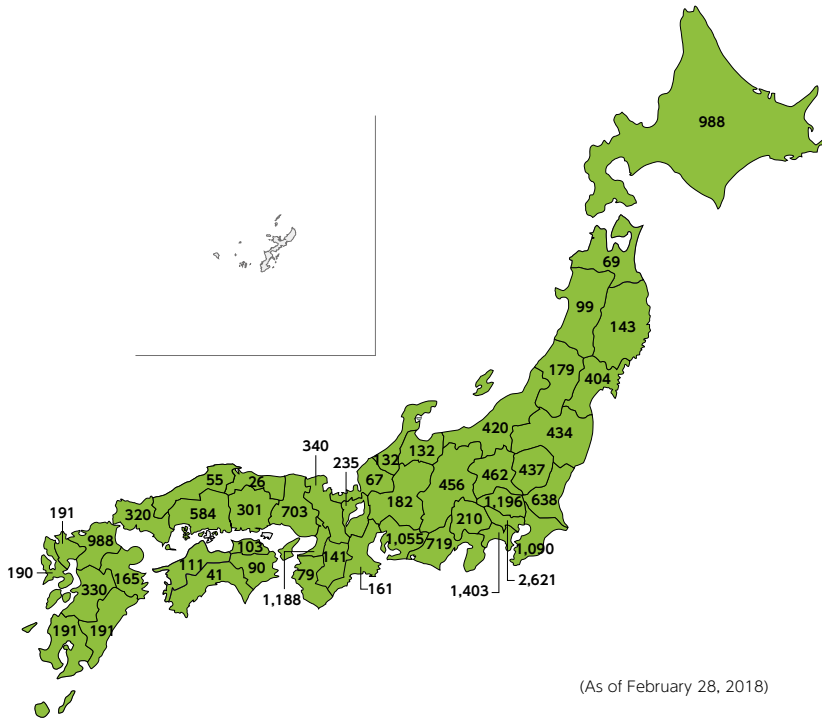


Major Group Companies' Data

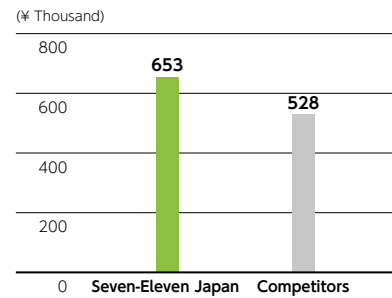
Domestic Convenience Store Operations/Overseas Convenience Store Operations

Store Network

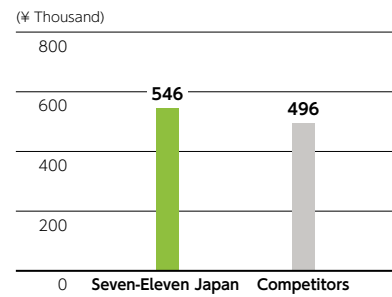
Seven-Eleven Japan



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 (FY2018).

Number of Major Convenience Store Chains in Japan

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Seven-Eleven Japan	15,072	16,319	17,491	18,572	19,422	20,260
Lawson	11,130	11,606	12,276	12,395	13,111	13,992
FamilyMart*1	9,481	10,547	11,328	11,656	18,125	17,232
Circle K Sunkus	6,242	6,359	6,353	6,350	-	-
Other CVS*2	5,420	5,163	4,932	5,174	4,264	3,911
Nationwide	47,345	49,994	52,380	54,147	54,922	55,395

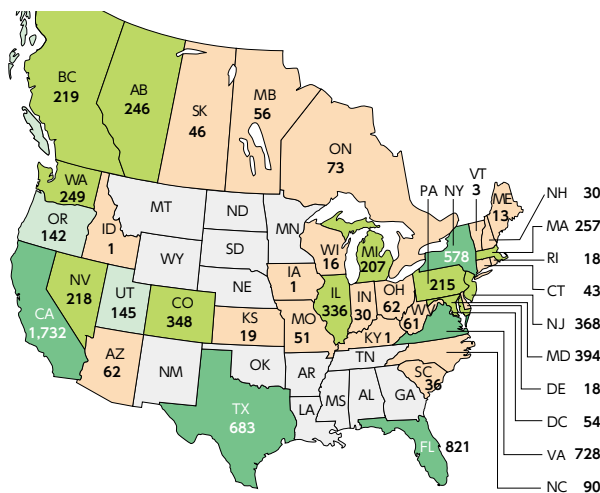
Sources: Japan Franchise Association and public information of each company

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

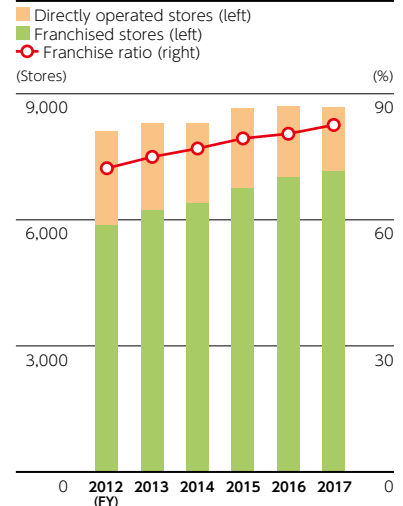
*2 Figures until the fiscal year ended February 29, 2016 exclude the four main companies.

7-Eleven, Inc.

Number of stores: 500~ (Dark Green), 200~499 (Light Green), 100~199 (Medium Green), ~99 (Orange) (As of December 31, 2017)

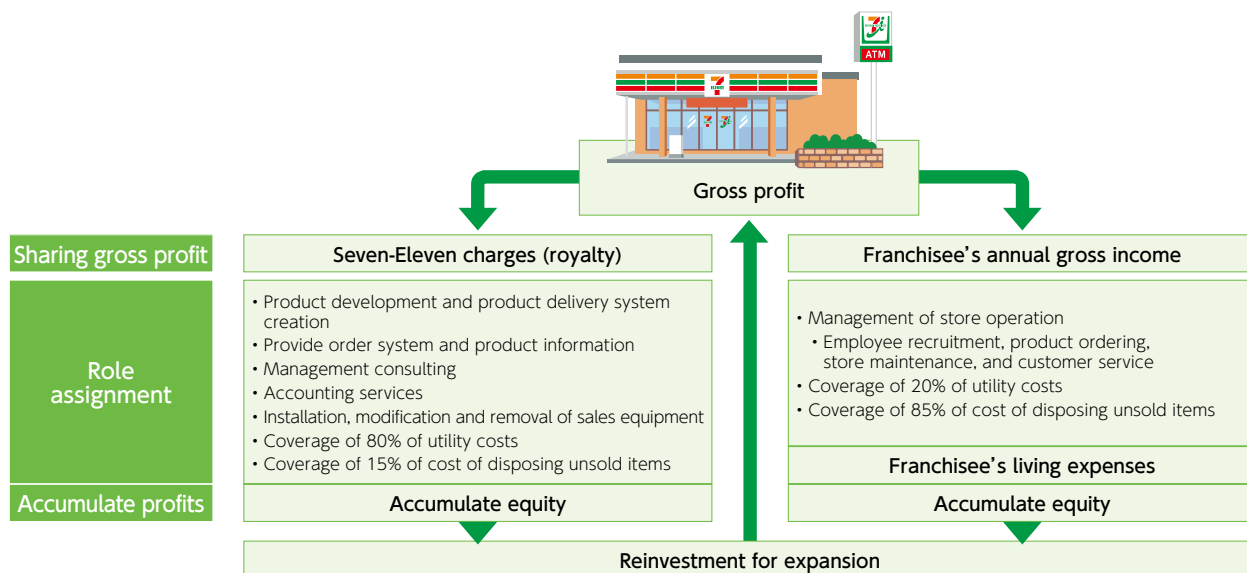


TRENDS IN STORE TYPE



■ Seven-Eleven Japan's Franchise System

Seven-Eleven Japan has developed its own unique franchise system, guided by an 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 (4,563 stores)	Type C (15,229 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 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 Japan 15%	Franchisee 85%
Incentive system for multi-store operation	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.	
Minimum guarantee	¥22 million (Franchisee's annual gross profit)	¥20 million (Franchisee's annual gross profit)

Notes: 1. Number of stores is as of February 28, 2018.

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 4,563 C-type franchised stores 15,229 Directly operated stores 468 (As of February 28, 2018)	BCP stores (A-type franchised stores)*2 460 C-type franchised stores 6,701 Directly operated stores 1,509 (As of December 31, 2017)
Standard sales floor space (per store)*3	Approximately 140 m ²	Approximately 160 m ²
Stores with gas stations	157 stores*4	3,376 stores
Products and services		
Number of items per store*3	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 and number of items

*4 Seven-Eleven Japan's stores with gas stations are joint operations opened in partnership with JXTG Nippon Oil & Energy Corporation.

Superstore Operations

Ito-Yokado

(¥ Million)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Revenues from operations	1,332,292	1,311,989	1,285,942	1,289,586	1,255,017	1,244,262
Net sales	1,302,923	1,280,615	1,253,296	1,255,608	1,219,252	1,213,613
Apparel	230,807	204,051	193,354	187,047	179,027	162,589
Household goods*1	160,916	165,297	153,506	142,811	122,445	165,083
Food	623,571	608,343	592,913	601,672	585,457	553,670
Merchandise sales*1	1,015,295	977,692	939,774	931,531	886,930	881,343
Tenants	271,258	287,874	301,376	314,612	322,191	324,328
Other	16,369	15,048	12,145	9,464	10,130	7,940
Selling, general and administrative expenses	342,502	335,771	333,118	334,380	316,879	310,285
Operating income	9,009	11,236	1,859	(13,980)	52	3,077
Ordinary income	15,223	13,071	4,142	(13,405)	1,786	3,687
Net income	1,687	5,333	(6,881)	(23,923)	(13,797)	(5,821)
Capital expenditures	30,578	47,943	41,067	58,555	30,636	18,072
Depreciation and amortization*2	15,937	10,014	11,137	13,125	13,654	12,606
Total assets	791,020	807,425	817,735	799,073	753,315	736,336
Net assets	599,857	608,444	606,327	581,223	544,808	539,608
Existing store sales increase (decrease)	(4.3)%	(4.6)%	(4.5)%	0.2 %	(4.2)%	(1.4)%
Number of customers	(5.2)%	(4.3)%	(5.7)%	(0.1)%	(4.4)%	(1.7)%
Average spending per customer	1.0 %	(0.4)%	1.3 %	0.4 %	0.3 %	0.3 %
Merchandise gross profit margin	29.9 %	30.2 %	29.9 %	28.6 %	29.1 %	29.6 %
Number of stores	174	179	181	182	171	164
Openings	3	9	3	3	4	2
Closures	2	4	1	2	15	9
Total sales floor space (m ²)	2,751,439	2,817,665	2,832,235	2,802,078	2,776,875	2,653,996
Directly managed sales floor space (m ²)	1,642,954	1,639,943	1,630,246	1,590,958	1,508,282	1,490,522
Sales per square meter (¥ Thousand)*3	613	597	572	585	564	575
Full-time employees (fiscal year-end)	8,672	8,289	8,029	7,820	7,654	7,663
Part-time employees*4	28,637	28,873	28,571	28,556	27,540	27,750
Ratio of part-time employees	77.4%	78.6%	79.3%	80.0%	79.9%	79.8%
Sales per employee (¥ Thousand)*5	27,430	26,614	26,074	26,099	25,716	25,341

*1 From FY2018, Seven Bi no Garden Co., Ltd. was absorbed through a merger and its figures are reflected.

*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.

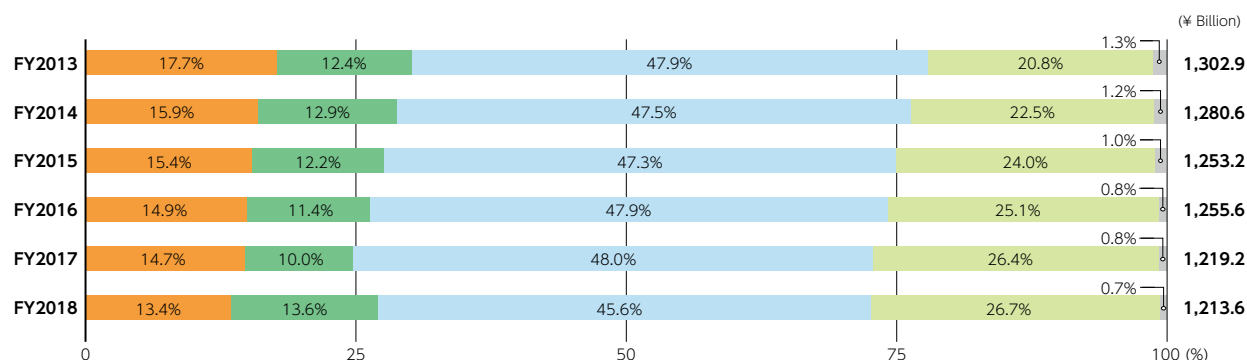
*3 Sales per square meter = Merchandise sales ÷ Weighted average floor space

*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

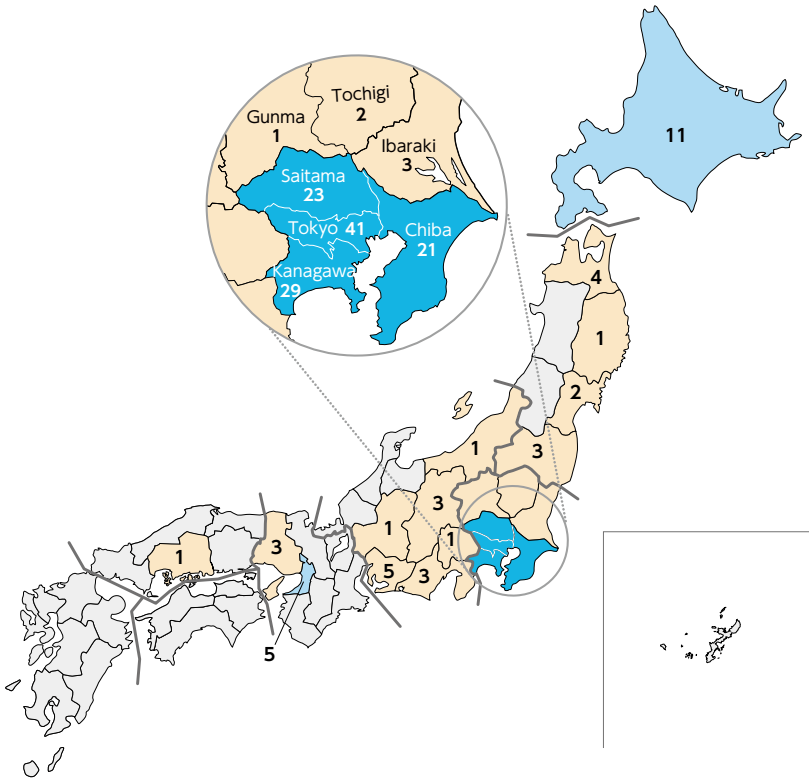
■ Apparel ■ Household goods ■ Food ■ Tenants ■ Other



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 28, 2018)

SALES BREAKDOWN BY REGION FOR FY2018

	Sales (¥ Billion)	Composition (%)	Number of stores
Hokkaido	64.8	5.3	11
Tohoku	48.3	4.0	10
Kanto	916.6	75.5	120
Chubu	76.9	6.3	14
Kinki	98.5	8.1	8
Chugoku	8.1	0.7	1
Total	1,213.6	100.0	164

CLASSIFICATION BY TOTAL SALES FLOOR SPACE

	Number of stores	Composition (%)
16,000 m ² -	63	38.4
10,000 - 15,999 m ²	46	28.0
5,000 - 9,999 m ²	27	16.5
Under 5,000 m ²	28	17.1
Total	164	100.0

CLASSIFICATION BY STORE AGE

	Number of stores	Composition (%)
30 years -	53	32.3
20 years -	28	17.1
10 years -	48	29.3
5 years -	15	9.1
1 year -	18	11.0
Under 1 year	2	1.2
Total	164	100.0

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, 2018, there are 121 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, 2018, there are 24 urban-style, small-sized stores.



Shopping centers

Developed under the names *Ario*, *GRAND TREE*, and *PRIMETREE*. 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 19 stores as of February 28, 2018.

■ Number of Stores by Format

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
General merchandise stores	139	137	136	136	127	121
Shopping centers	13	16	17	17	18	19
Food specialty stores	22	26	28	29	26	24
Total	174	179	181	182	171	164

(Stores)

Superstore Operations

York-Benimaru

(¥ Million)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Revenues from operations	363,862	380,869	396,930	412,977	426,172	437,197
Net sales	358,061	374,781	390,492	406,223	418,729	429,064
Fresh food	114,914	123,054	132,110	139,489	145,105	149,910
Processed food	86,219	89,761	92,181	95,761	98,819	101,977
Daily food	68,660	71,510	73,843	77,433	81,101	84,097
Food total	269,794	284,326	298,136	312,683	325,026	335,985
Apparel	17,642	17,597	16,614	15,887	14,967	13,531
Household goods	19,383	20,339	20,694	20,398	20,296	19,993
Merchandise sales	306,820	322,263	335,445	348,970	360,290	369,510
Tenants	51,240	52,518	55,047	57,253	58,439	59,553
Selling, general and administrative expenses	78,649	80,969	84,796	88,784	92,185	94,713
Operating income	11,854	12,714	12,820	13,324	14,054	14,070
Ordinary income	14,003	14,467	14,018	14,529	15,344	15,301
Net income	7,731	9,306	7,792	8,969	8,982	9,350
Capital expenditures	9,779	10,700	14,120	10,642	12,330	13,452
Depreciation and amortization*1	5,161	3,167	3,569	3,931	4,519	5,148
Total assets	156,212	168,013	182,267	184,894	177,983	184,302
Net assets	123,766	131,800	140,118	141,435	136,514	140,016
Existing store sales increase (decrease)	0.0 %	0.1 %	0.2 %	1.2 %	0.5 %	(0.4)%
Number of customers	0.9 %	0.7 %	(0.1)%	1.5 %	0.8 %	0.0 %
Average spending per customer	(1.0)%	(0.6)%	0.2 %	(0.3)%	(0.3)%	(0.5)%
Merchandise gross profit margin	26.0 %	25.6 %	25.6 %	25.7 %	25.8 %	25.7 %
Number of stores	184	193	200	205	213	220
Openings	11	11	8	6	9	11
Closures	2	1	1	1	1	4
Total sales floor space (m ²)	590,698	606,812	628,639	640,667	656,950	675,128
Directly managed sales floor space (m ²)	450,581	469,142	485,123	494,201	505,269	519,177
Sales per square meter (¥ Thousand)*2	716	721	721	727	733	735
Full-time employees (fiscal year-end)	2,494	2,538	2,614	2,660	2,685	2,697
Part-time employees*3	10,395	10,729	10,984	11,168	11,353	11,903
Ratio of part-time employees	80.3%	80.6%	80.6%	80.5%	80.6%	81.2%
Sales per employee (¥ Thousand)*4	23,714	24,232	24,607	25,156	25,581	25,208

*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, 2018, Life Foods delicatessen food plants are operating in three locations in Koriyama, Fukushima Prefecture and one location in Miyagi Prefecture.

(¥ Million)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Net sales	38,509	39,894	42,487	44,603	45,913	46,739
Selling, general and administrative expenses	14,823	15,438	16,383	17,388	17,965	18,673
Operating income	3,704	3,823	4,204	4,422	4,704	4,028
Ordinary income	3,763	3,870	4,253	4,468	4,739	4,054
Net income	2,193	2,407	2,526	2,801	3,237	2,657
Total assets	27,688	27,928	30,309	32,188	34,504	36,211
Net assets	21,493	22,523	24,265	26,293	28,628	30,396

York-Benimaru (including results from Life Foods)

(¥ Million)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Operating income	15,558	16,539	17,025	17,747	18,760	18,098

Note: The above results are management figures.

York Mart

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
	(¥ Million)					
Revenues from operations	122,672	129,306	133,138	141,242	142,864	144,829
Net sales	121,640	128,214	132,067	140,145	141,649	143,610
Selling, general and administrative expenses	33,653	34,740	36,095	38,313	38,801	39,936
Operating income	2,007	2,891	2,445	2,511	2,211	1,551
Ordinary income	2,075	2,945	2,525	2,540	2,231	1,532
Net income	1,032	1,701	1,247	1,611	963	251
Capital expenditures	5,216	2,951	4,801	5,234	2,677	3,286
Depreciation and amortization*1	1,954	1,219	1,332	1,717	1,938	2,006
Total assets	41,410	41,991	45,555	48,494	47,321	47,660
Net assets	26,249	27,412	27,662	28,705	27,871	27,654
Existing store sales increase (decrease)	(4.9)%	(0.2)%	0.6 %	1.8 %	(1.6)%	(0.5)%
Merchandise gross profit margin	28.8 %	28.9 %	28.8 %	28.8 %	28.6 %	28.6 %
Number of stores	71	74	76	76	78	78
Openings	5	3	2	4	2	1
Closures	2	0	0	4	0	1
Total sales floor space (m ²)	116,042	121,115	124,223	126,639	129,000	128,194
Sales per square meter (¥ Thousand)*2	1,108	1,118	1,130	1,158	1,149	1,154
Full-time employees (fiscal year-end)	1,325	1,191	1,231	1,249	1,260	1,309
Part-time employees*3	4,018	4,206	4,368	4,717	4,525	4,495
Sales per employee (¥ Thousand)*4	22,007	21,949	22,367	22,723	23,024	23,203

*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.

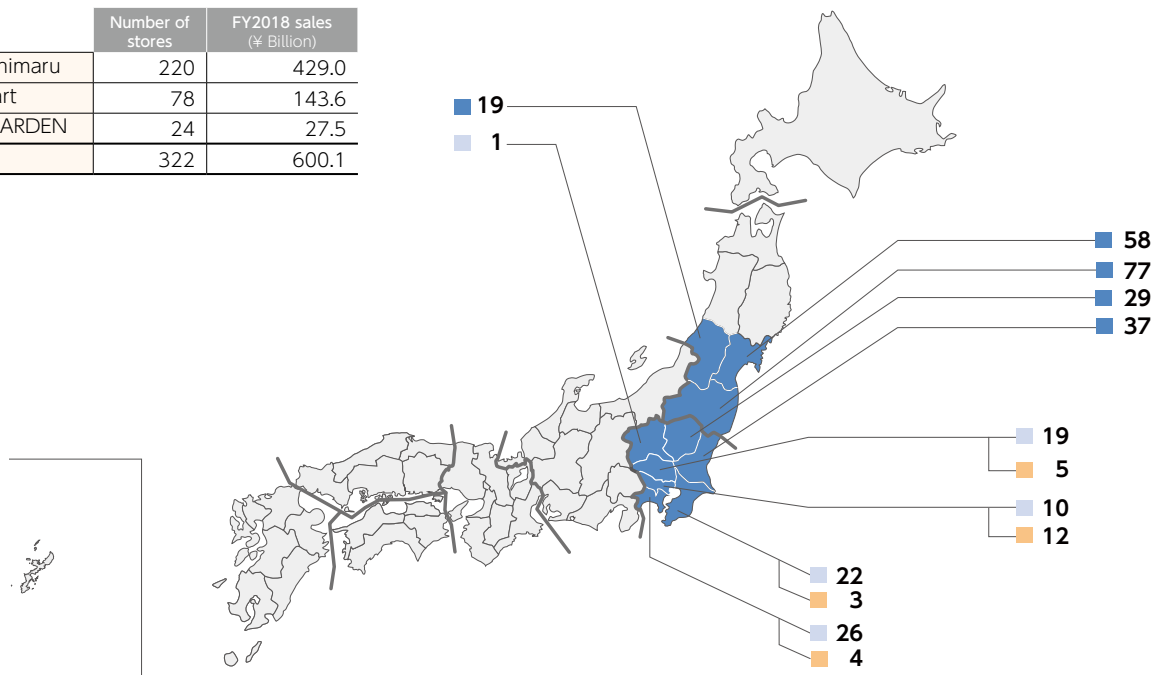
*4 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)

Major
Group
Companies'
Data

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	FY2018 sales (¥ Billion)
York-Benimaru	220	429.0
York Mart	78	143.6
SHELL GARDEN	24	27.5
Total	322	600.1



(As of February 28, 2018)

Department Store Operations

Sogo & Seibu

(¥ Million)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Revenues from operations	810,998	801,535	802,996	803,443	760,692	685,888
Net sales	798,427	789,203	790,244	790,708	747,951	674,368
Apparel	349,846	335,252	328,008	317,260	291,470	260,919
Household goods	78,127	81,536	80,217	81,115	75,770	67,873
Food	162,023	157,832	161,491	163,059	157,168	142,863
Merchandise sales	589,997	574,621	569,717	561,435	524,410	471,656
Tenants	168,201	174,418	180,085	188,554	183,696	167,519
Corporate sales	40,228	40,163	40,440	40,718	39,844	35,192
Selling, general and administrative expenses	175,804	171,607	170,700	170,514	161,306	144,772
Operating income	10,040	10,141	10,226	7,411	4,341	5,081
Ordinary income	9,160	9,265	9,216	6,070	2,593	3,254
Net income	(3,650)	1,814	3,992	(4,034)	(28,426)	(29,973)
Capital expenditures	15,465	12,156	12,762	12,650	11,773	12,474
Depreciation and amortization	12,608	11,793	11,996	11,751	10,664	8,927
Total assets	455,269	447,577	446,368	436,878	424,143	369,310
Net assets	124,561	126,400	131,361	124,905	93,827	68,771
Existing store sales increase (decrease)	0.9 %	1.2 %	0.1 %	0.0 %	(2.7)%	0.5 %
Merchandise gross profit margin	24.9 %	24.8 %	24.6 %	24.3 %	23.9 %	24.0 %
Key store sales						
Ikebukuro (flagship store)	179,181	184,453	187,330	190,018	186,597	185,149
Yokohama	105,213	109,889	112,986	114,200	109,690	110,603
Chiba	78,780	78,924	76,908	76,053	73,381	74,439
Hiroshima	41,291	42,967	43,049	43,115	41,438	40,909
Shibuya	39,298	39,490	40,211	42,376	41,779	43,671
Omiya	32,399	34,251	34,572	33,654	33,058	33,120
Number of stores	24	24	24	23	19	15
Openings	0	0	0	0	0	0
Store closures and transferred stores	2	0	0	1	4	4
Total sales floor space (m ²)	863,832	868,762	870,584	871,437	770,189	617,618
Sales per square meter (¥ Thousand)* ¹	894	909	909	907	930	1,013
Full-time employees (fiscal year-end)	4,632	4,102	3,883	3,671	3,269	2,852
Part-time employees* ²	4,925	5,109	5,395	5,652	5,317	4,580
Ratio of part-time employees	50.6%	54.3%	57.4%	59.5%	60.0%	59.8%

*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.”

	FY2018 sales (¥ Million)	Stores*
Key stores	512,747	SEIBU Ikebukuro, Sogo Yokohama, Sogo Chiba, Sogo Hiroshima, SEIBU Shibuya, and Sogo Omiya
Regional leader stores	63,155	SEIBU Tokorozawa, SEIBU Akita, SEIBU Okazaki, SEIBU Fukui, and Sogo Tokushima
Suburban stores	98,379	SEIBU Higashi-Totsuka, Sogo Kawaguchi, SEIBU Otsu, and Sogo Seishin

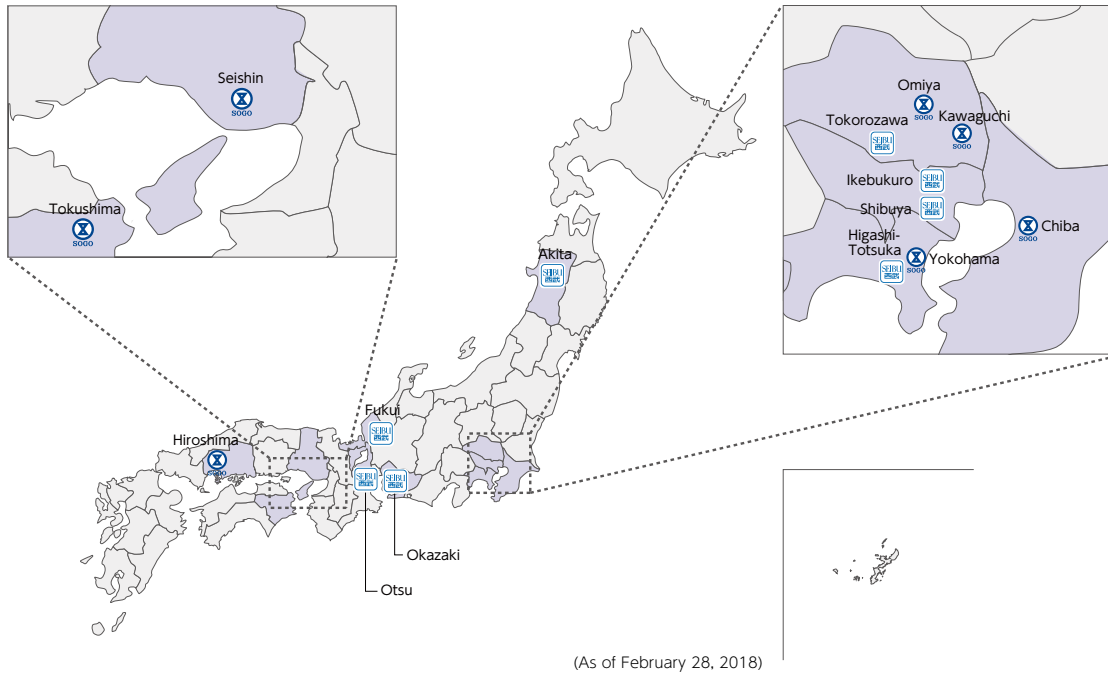
* Information as of February 28, 2018.



SEIBU Ikebukuro

Specialty Store Operations

Store Network



Major
Group
Companies'
Data

THE LOFT

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
	(¥ Million)					
Revenues from operations	87,326	85,136	88,304	95,645	100,264	103,668
Net sales	86,179	84,459	87,647	94,930	99,560	102,956
Selling, general and administrative expenses	33,334	33,058	33,920	36,572	38,225	38,304
Operating income	2,262	1,138	1,409	1,603	1,464	2,159
Ordinary income	2,202	1,080	1,374	1,579	1,381	2,072
Net income	728	(244)	701	572	138	908
Capital expenditures	2,239	1,357	852	2,084	1,836	1,804
Depreciation and amortization*1	1,290	1,153	1,014	1,048	1,099	1,133
Total assets	24,234	23,846	25,383	27,563	29,551	31,614
Net assets	11,308	10,965	11,667	12,022	12,055	12,878
Existing store sales increase (decrease)	(4.4)%	(4.3)%	0.9 %	4.4 %	0.1 %	3.3 %
Merchandise gross profit margin	40.4 %	40.1 %	40.0 %	39.9 %	39.6 %	39.0 %
Number of stores	82	89	94	102	109	110
Openings	9	10	6	10	8	8
Closures	0	3	1	2	1	7
Total sales floor space (m ²)	114,926	116,235	120,962	128,040	135,286	134,083
Sales per square meter (¥ Thousand)*2	769	732	730	755	738	748
Full-time employees (fiscal year-end)	2,133	1,935	1,889	2,077	2,045	2,119
Part-time employees*3	1,610	1,841	2,111	2,317	2,311	2,253
Sales per employee (¥ Thousand)*4	24,310	23,585	23,740	23,852	24,668	26,352

*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)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Net sales	82,907	85,141	92,899	102,716	102,765	104,687
Selling, general and administrative expenses	23,041	23,401	24,755	27,128	26,588	27,638
Operating income	1,920	2,365	2,866	3,315	2,909	3,381
Ordinary income	1,810	2,278	2,856	3,339	2,919	3,400
Net income	(1,394)	1,759	2,178	3,336	1,621	2,541
Capital expenditures	1,720	1,598	1,724	1,371	1,142	1,342
Depreciation and amortization*1	1,496	1,100	1,216	1,187	1,186	1,063
Total assets	28,946	28,554	29,720	32,401	31,065	31,916
Net assets	1,861	3,582	5,761	9,095	10,716	13,258
Existing store sales increase (decrease)	2.9 %	(1.8)%	3.5 %	4.8 %	(3.2)%	(0.4)%
Merchandise gross profit margin	30.1 %	30.3 %	29.7 %	29.6 %	28.7 %	29.6 %
Number of stores	92	93	99	103	106	110
Openings	9	8	7	8	8	8
Closures	4	7	1	4	5	4
Total sales floor space (m ²)	150,674	151,292	159,537	162,013	164,327	168,201
Sales per square meter (¥ Thousand)*2	550	562	582	631	626	622
Full-time employees (fiscal year-end)	844	877	895	929	927	900
Part-time employees*3	1,757	1,745	1,745	1,889	1,958	2,015
Sales per employee (¥ Thousand)*4	31,875	32,092	35,098	36,469	35,626	35,916
Memberships (thousand)	1,755	1,794	1,855	1,972	2,067	2,121

*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)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Revenues from operations	78,238	78,484	80,932	83,839	82,562	80,350
Net sales	77,706	78,112	80,685	83,680	82,394	80,188
Selling, general and administrative expenses	51,349	51,669	52,844	52,636	52,001	49,692
Operating income	868	829	163	1,021	515	842
Ordinary income	1,043	990	302	1,121	595	907
Net income	(439)	275	(449)	457	(1,688)	(523)
Capital expenditures	1,407	2,277	3,518	1,853	3,348	2,076
Depreciation and amortization*1	585	422	701	823	866	957
Total assets	44,144	44,511	46,700	43,979	40,901	36,638
Net assets	34,998	34,799	33,835	33,471	27,171	26,666
Existing store sales increase (decrease) (Denny's)	1.2 %	2.1 %	1.7 %	(0.2)%	(2.8)%	1.0 %
Number of customers	(0.2)%	(1.2)%	(0.5)%	(3.5)%	0.0 %	(1.7)%
Average spending per customer	1.4 %	3.4 %	2.2 %	3.4 %	(2.8)%	2.8 %
Merchandise gross profit margin (Denny's)	68.9 %	69.4 %	68.8 %	68.2 %	68.4 %	68.0 %
Number of stores	844	840	846	851	815	749
Denny's	385	385	392	389	386	377
Others	459	455	454	462	429	372
Full-time employees (fiscal year-end)	1,257	1,301	1,372	1,420	1,395	1,350
Part-time employees*2	10,131	9,974	10,013	9,453	8,938	8,137
Ratio of part-time employees	88.8%	88.4%	87.9%	86.9%	86.2%	85.3%

*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)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Ordinary income	94,105	99,832	105,648	110,465	113,109	116,650
Ordinary profits	32,013	37,142	38,258	39,002	38,911	42,262
Net income	19,515	22,325	24,457	26,107	26,871	29,106
Total assets	809,465	785,380	850,369	910,801	955,644	1,023,201
Net assets	137,091	151,142	166,814	183,174	199,602	217,036
Ordinary deposits (fiscal year-end)	238,770	227,728	253,040	292,142	336,023	393,753
Time deposits (fiscal year-end)	154,910	209,703	248,327	254,760	151,632	141,287
Individual deposit accounts (thousand)	1,066	1,214	1,405	1,562	1,690	1,827
Number of installed ATMs (fiscal year-end)	18,123	19,514	21,056	22,472	23,368	24,392
7-Eleven	16,414	17,616	18,782	19,816	20,615	21,510
Ito-Yokado	305	312	315	320	305	294
York-Benimaru	69	71	86	118	154	167
York Mart	48	59	67	70	74	76
Other ATMs in the Group	78	84	85	91	90	84
Outside the Group	1,209	1,372	1,721	2,057	2,130	2,261
Correspondent financial institutions	584	589	594	595	601	600
ATM-related fee income per transaction	¥130.3	¥131.2	¥136.2	¥133.6	¥133.1	¥132.9
Daily average transactions per ATM	111.1	107.8	100.9	98.8	95.5	94.1
Total number of transactions (million)	698	736	743	782	796	815
With banking financial institutions (million)	638	673	679	712	724	739
With non-banking institutions (million)	59	62	64	70	71	75
International money transfer service						
Number of contract accounts (thousand)	35	62	100	147	186	222
Cumulative number of transfers (thousand)	189	391	633	816	979	1,079
Consumer loan service						
Number of contract accounts (thousand)	23	34	55	73	86	95
Balance of loans	3,387	5,257	10,406	16,208	19,829	22,715
Gross profit margin	52.0%	52.2%	62.6%	80.6%	64.9%	72.7%
Full-time employees (fiscal year-end)	453	458	445	456	472	468

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

Seven Card Service

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Transaction volume (¥ Billion)*1	1,280.9	1,596.6	2,099.4	2,501.8	2,790.6	2,925.1
Number of cards issued (10 thousand)						
SEVEN CARD plus/ SEVEN CARD (credit card and point card)*2	337	350	359	351	347	348
nanaco (electronic money)*3	2,145	2,839	3,717	4,543	5,350	5,983
IY Point Card	665	635	625	618	615	613
Full-time employees (fiscal year-end)	125	163	184	225	214	221

*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

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Transaction volume (¥ Billion)	678.4	694.6	717.3	719.3	713.5	708.6
Number of cards issued (10 thousand)						
CLUB ON/Millennium CARD SAISON*	321	328	320	322	323	317
Full-time employees (fiscal year-end)	468	477	478	499	459	367

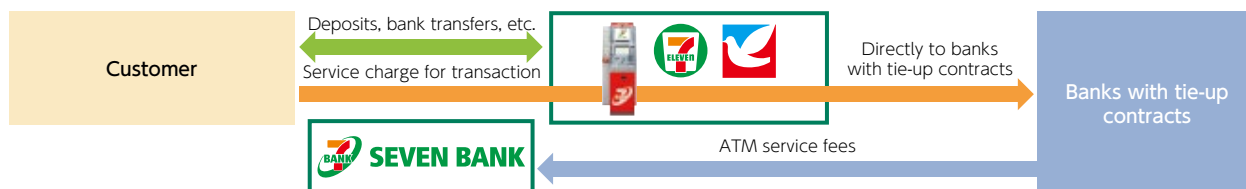
* The number indicates active members.

Financial Services

Bank Business

ATM Services

As of the end of March 2018, Seven Bank has tie-up contracts with 600 financial institutions and the like, and ATMs have been installed in 7-Eleven stores and other stores of Group companies in Japan. The main source of earnings in this business is fees from banks with tie-up contracts. The fees are paid to Seven Bank for the use of its ATMs by cardholders of these banks.



International Money Transfer Service

Seven Bank offers an international money transfer service to meet the needs of foreigners who live in Japan or Japanese people who have family or friends living abroad. The number of transfers in FY2018 was 1,079,000, approximately 1.1 times more than the previous fiscal year.

Features of Seven Bank's International Money Transfer Service

- (1) Money can be transferred in principle 24 hours a day, every day of the year from a Seven Bank account via an ATM, PC, smartphone or mobile phone
- (2) Simple and reasonable transfer fees
- (3) Transfers can be received at over 500,000 locations affiliated with Western Union in about 200 countries and regions around the world
- (4) Money can be received in as little as a few minutes from completion of the transfer



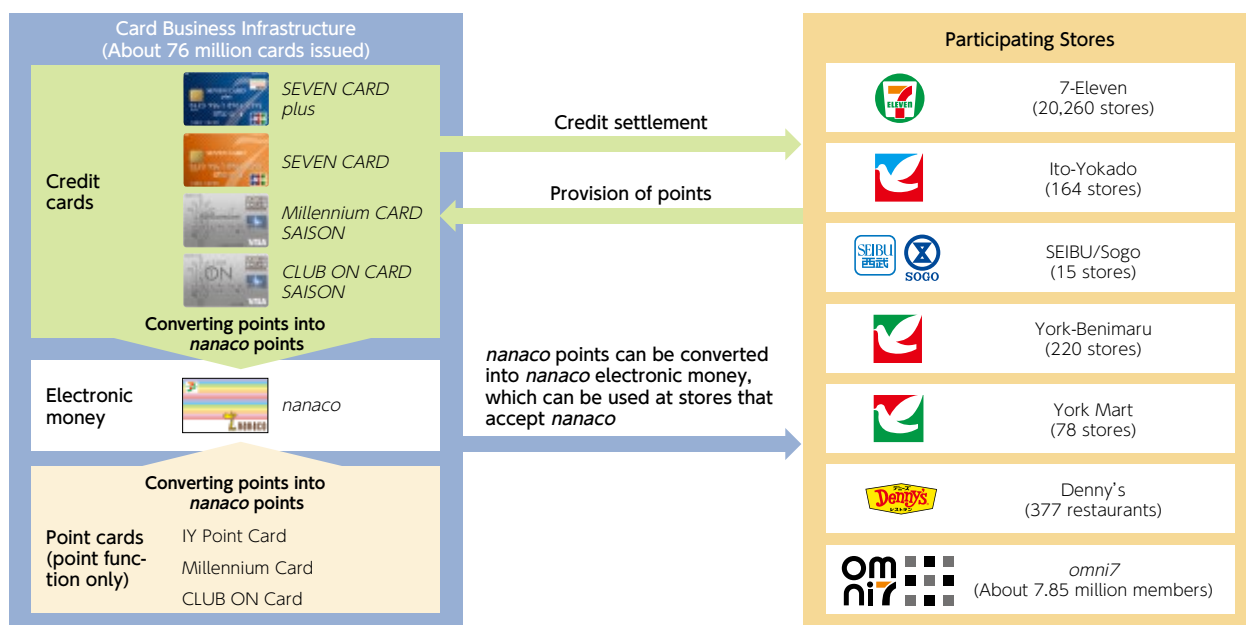
Card Business

Group Card Business

The Seven & i Group has issued about 76 million cards, and we are promoting a card strategy that allows members to utilize Group company cards between Group company stores. In addition, to encourage use of credit cards and electronic money at Group company stores, the whole Group is working to develop a shared point service linked to credit card transactions and to promote card service strategies for the entire Group.

Seven & i Point Service

To encourage customers to utilize Seven & i Group company stores, we provide the *Seven & i Point Service**.



Notes: 1. The numbers of cards issued, stores, and omni7 members are as of February 28, 2018.

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

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