

Performance Highlights (financial)

Convenience Store Business (CVS)



● Total Store Sales:

¥ **3,016,064** million

● Core operating income:

¥ **34,196** million

Major Performance

General Merchandise Store Business (GMS)



● Gross operating revenue:

¥ **605,827** million

● Core operating income:

¥ **19,551** million

Medium-term Management Plan (Fiscal 2018 Management Plan)

~Accelerated Pursuit of New Growth~

Total investment for FY2018: ¥ **140.0** billion

1 Improvement of quality at existing stores

	CVS	GMS
Reinforcement of store foundations	<ul style="list-style-type: none"> Complete brand conversion Advance B&S initiatives Renovate existing stores and improve facilities Open high-quality stores, etc. 	<ul style="list-style-type: none"> Develop UD Retail business Renovate existing stores and improve facilities Open high-quality stores, etc.
Enhancement of product Competitiveness	<ul style="list-style-type: none"> Improve quality of ready-to-eat items and conduct capital investments Introduce new coffee machines, etc. 	<ul style="list-style-type: none"> Advance side dish project (develop products through team merchandising, renovate sales floors), etc.
Improvement of store operating procedures	<ul style="list-style-type: none"> Enhance operational efficiency (introduce new store facilities, etc.) 	<ul style="list-style-type: none"> Invest in new systems (introduce new registers, etc.)

2 Creation of new revenue-generating businesses

Development of earnings foundations in financial and peripheral e-commerce operations	<ul style="list-style-type: none"> Advance initiatives in the Company's financial operations Develop customer database Improve convenience and enable smartphone compatibility for point services
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Performance Highlights

Financial Information



● Stores globally

CVS + GMS

Approx. **24,000** stores

● Overseas

CVS + GMS

In **7** countries and regions

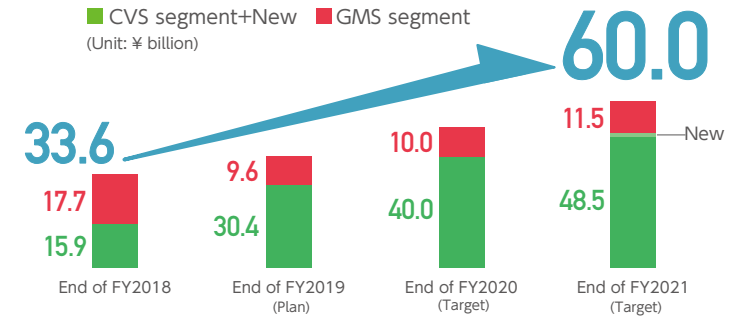
6,849 stores

As of the end of February 2018

Earnings Growth Scenario

(IFRS: International Financial Reporting Standards)

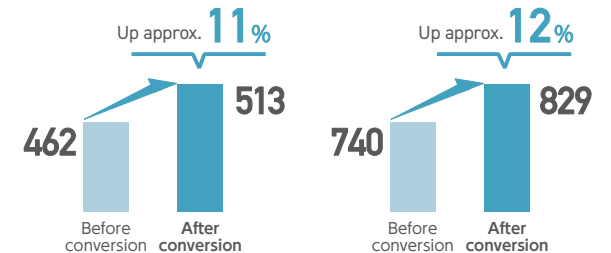
■ CVS segment+New ■ GMS segment
(Unit: ¥ billion)



Circle K Sunkus stores after Brand Conversion

● Daily Sales (¥ thousand)

● Daily Customer Numbers



September 2016 - February 2018 results, year on year

Performance Highlights (non-financial)

Environment

- Certified Food recycling loop system (Recycling plan)



- Food recycling rate (Actual food recycling rate)



- Amount of curtailing the generation of food waste (per million yen of net sales)

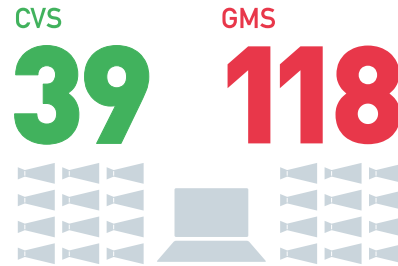


- Rate of customers declining plastic shopping bag



Governance

- Number of reports from whistleblowers



Performance Highlights Non-financial Information



- Number of store visitors per day in Japan

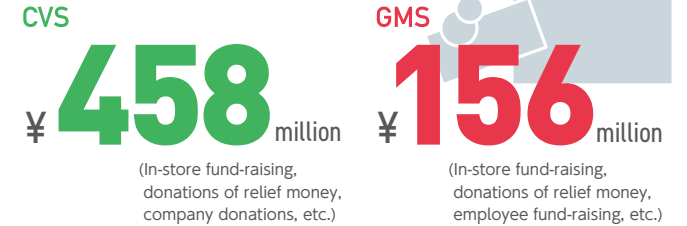


- Number of group employees



Society

- Total funds raised



- Rate of employment of persons with disabilities (as of June 2018)



- Number of applications for the Thank You Letter Contest



- Number of participants in the environmental events to raise consumer awareness

