

# Brief Summary FY2022

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## ■ Consolidated Results

### Financial Results

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Group's total sales	11,997,643	99.8	11,044,874	92.1	14,243,270	129.0	15,468,000	108.6
Gross revenues from operations [reference]							10,374,000	118.6
Domestic convenience store operations							886,000	101.5
Overseas convenience store operations							6,650,000	128.0
Superstore operations							1,850,000	102.2
Department and specialty store operations							817,000	114.7
Financial services							209,000	107.5
Others							25,000	122.9
Eliminations / Corporate							(63,000)	-
Revenues from operations	6,644,359	97.8	5,766,718	86.8	8,749,752	151.7	9,653,000	110.3
Domestic convenience store operations	897,847	-	858,776	95.6	873,239	101.7	855,000	97.9
Overseas convenience store operations	2,813,104	-	2,253,355	80.1	5,194,327	230.5	6,650,000	128.0
Superstore operations	1,849,121	-	1,810,884	97.9	1,810,728	100.0	1,495,000	82.6
Department and specialty store operations	912,060	-	684,660	75.1	712,282	104.0	487,000	68.4
Financial services	217,367	-	198,927	91.5	194,399	97.7	200,000	102.9
Others	19,706	-	17,323	87.9	20,340	117.4	24,000	118.0
Eliminations / Corporate	(64,847)	-	(57,209)	-	(55,567)	-	(58,000)	-
Operating income (loss)	424,266	103.1	366,329	86.3	387,653	105.8	430,000	110.9
Domestic convenience store operations	255,260	-	233,700	91.6	223,396	95.6	230,300	103.1
Overseas convenience store operations	103,351	-	98,664	95.5	159,866	162.0	214,000	133.9
Superstore operations	21,307	-	29,681	139.3	18,791	63.3	21,700	115.5
Department and specialty store operations	8,279	-	(17,444)	-	(8,153)	-	5,500	-
Financial services	53,610	-	48,077	89.7	37,549	78.1	35,000	93.2
Others	(1,224)	-	(570)	-	(115)	-	800	-
Eliminations / Corporate	(16,319)	-	(25,779)	-	(43,681)	-	(77,300)	-
Ordinary income	417,872	102.8	357,364	85.5	358,571	100.3	402,000	112.1
Special gains	8,554	55.0	10,433	122.0	22,011	211.0	-	-
Special losses	79,957	76.4	109,022	136.3	68,728	63.0	-	-
Income before income taxes	346,469	109.2	258,776	74.7	311,854	120.5	-	-
Net income attributable to owners of parent	218,185	107.5	179,262	82.2	210,774	117.6	240,000	113.9
ROA (%)	3.7		2.8		2.7			
<b>Number of shares outstanding</b>								
Average	883,508,868		882,927,577		883,065,915			
End of period	882,845,467		882,966,279		883,116,298			

### Medium-Term Management Plan 2021-2025 key consolidated financial KPIs

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)change		YOY(%)change		YOY(%)change		YOY(%)change
EBITDA	674,317	102.8	626,874	93.0	751,491	119.9	882,300	117.4
Operating cash flow (excl. financial services)	477,435	-	456,708	95.7	630,807	138.1	-	-
Free cash flow level (excl. financial services)	166,227	-	132,069	79.5	279,597	211.7	-	-
ROE (%)	8.5		6.8		7.5		7.9	
ROIC (excl. financial services)	6.6		4.7		4.8		-	
Debt/EBITDA ratio	1.5		2.8		3.9		2.9	
Net income per share (EPS) (yen)	246.95	107.6	203.03	82.2	238.68	117.6	271.76	113.9
EPS before amortization of goodwill (yen)	273.64	107.0	231.39	84.6	319.40	138.0	381.72	119.5

### Exchange rates

(yen)

		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast)	
Income statements	U.S.\$1=	109.03	106.76	109.90	114.00				
	1yuan=	15.78	15.48	17.04	16.00				
Balance sheets	U.S.\$1=	109.56	103.50	115.02	-				
	1yuan=	15.67	15.88	18.06	-				

\* Forecast for the fiscal year ending February 28, 2023 is based on figures after applying the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020).

The forecast for revenues from operations in the fiscal year ending February 28, 2023, presented as "Gross revenues from operations [reference]" is based on the previous accounting standard.

Notes: 1. Group's total sales include the sales of Seven-Eleven Japan, Seven-Eleven Okinawa and 7-Eleven, Inc. franchisees.

2. In accordance with our Medium-Term Management Plan announced on July 1, 2021, we reclassified our business segments, effective from the second quarter for FY2022.

Figures in the tables have been restated to reflect this change.

3. "Eliminations / Corporate" in operating income mainly reflects the Company's operating expenses relating to the Group strategy.

4. EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill\* \*Amortization of goodwill: Only figure included in SG&A expenses

5. ROA: Net income attributable to owners of parent / Average of total assets at the beginning and the end of each fiscal year

6. ROE: Net income attributable to owners of parent / Average of owners' equity\* \*Owners' equity: Net assets - Subscription rights to shares - Non-controlling interests at the beginning and the end of each fiscal year

7. EPS: Net income attributable to owners of parent / Weighted average shares outstanding during the period

8. EPS before amortization of goodwill: (Net income attributable to owners of parent + Amortization of goodwill) / Weighted average shares outstanding during the period.

9. Number of shares outstanding at each fiscal year-end and of weighted average shares over each fiscal period do not include treasury stock.

Seven & i Holdings introduced the BIP Trust and ESOP Trust and its shares held by these Trusts are included in the number of treasury stock.

10. Operating cash flow represents management accounting figures based on NOPAT (excl. financial services).

11. Free cash flow is based on management accounting figures (excl. financial services) and is calculated by excluding M&A as a strategic investment from investment cash flow.

12. ROIC: {Net income + Interest expense × (1 - Effective tax rate)} / {Owner's equity + Interest-bearing debt (both the averages of the figures at the beginning and the end of each fiscal year)}

## Major Factors for the Change

	(Millions of yen)		(Billions of yen)
	Fiscal Year Ended Feb. 28, 2022	Change	Major Factors for the Change
Group's total sales* <sup>1</sup>	14,243,270	+3,198,395	Total store sales at Seven-Eleven Japan: +82.1 Total store sales at 7-Eleven, Inc.: +3,056.8 [Effect of exchange rate: +197.6]
Revenues from operations	8,749,752	+2,983,033	Domestic CVS: +14.4, Overseas CVS: +2,940.9, Superstore: (0.10), Department and specialty store: +27.6, Financial services: (4.5) [Effect of exchange rate: +158.0]
Operating income (loss)	387,653	+21,323	[Effect of exchange rate: +4.6]
Domestic convenience store operations	223,396	(10,304)	Seven-Eleven Japan: (10.2) Sales: +12.5, Gross profit margin: (7.0), SG&A expenses: (15.7) Others: (0.07)
Overseas convenience store operations	159,866	+61,201	7-Eleven, Inc.: +105.6 [of which, effect of exchange rate: +6.4] Sales: +394.3, Gross profit margin: +45.8, SG&A expenses: (334.4) Others: +1.7 Amortization of goodwill: (46.2) [of which, effect of exchange rate: (1.9)]
Superstore operations	18,791	(10,890)	Ito-Yokado: (6.1) Sales: (3.3), Gross profit margin: (8.9), SG&A expenses: +6.1 York-Benimaru: (1.8) Sales: (0.29), Gross profit margin: (2.5), SG&A expenses: +0.96 Life Foods* <sup>2</sup> : +0.13 Others: (3.0)
Department and specialty store operations	(8,153)	+9,291	Sogo & Seibu: +3.1 Sales: +3.1, Gross profit margin: +0.78, SG&A expenses: (0.76) Seven & i Food Systems: +2.9 Nissen Holdings [Consolidated]: +0.60 Others: +2.5
Financial services	37,549	(10,528)	
Others	(115)	+454	
Eliminations / Corporate* <sup>3</sup>	(43,681)	(17,901)	
Ordinary income	358,571	+1,207	Increase in operating income, increase in non-operating expenses
Income before income taxes	311,854	+53,078	Decrease in special losses
Net income attributable to owners of parent	210,774	+31,512	

\*1. Group's total sales include the sales of Seven-Eleven Japan, Seven-Eleven Okinawa and 7-Eleven, Inc. franchisees.

\*2. Life Foods was a wholly owned subsidiary which produced and sold delicatessen mainly in York-Benimaru stores.

\*3. Eliminations / Corporate in operating income mainly reflect the Company's operating expenses relating to the Group strategy.

## Segment Information

### Business segment information

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022			Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)	Composition(%)		YOY(%)
<b>Assets (end of period)</b>	5,996,887	103.5	6,946,832	115.8	8,739,279	125.8	100.0		
Domestic convenience store operations	-	-	1,227,004	-	1,182,328	96.4	13.5		
Overseas convenience store operations	-	-	2,309,842	-	4,126,637	178.7	47.2		
Superstore operations	-	-	964,187	-	972,803	100.9	11.1		
Department and specialty store operations	-	-	566,491	-	531,990	93.9	6.1		
Financial services	-	-	1,788,607	-	1,711,943	95.7	19.6		
Others	-	-	34,701	-	36,070	103.9	0.4		
Eliminations / Corporate	-	-	55,996	-	177,506	317.0	2.0		
<b>Capital expenditures</b>	360,909	66.9	377,299	104.5	439,630	116.5	100.0	510,700	116.2
Domestic convenience store operations	101,917	-	128,131	125.7	99,801	77.9	22.7	102,900	103.1
Overseas convenience store operations	136,992	-	146,067	106.6	178,435	122.2	40.6	219,200	122.8
Superstore operations	47,310	-	48,411	102.3	62,139	128.4	14.1	59,000	94.9
Department and specialty store operations	22,398	-	26,160	116.8	15,090	57.7	3.4	28,000	185.6
Financial services	36,099	-	39,328	108.9	37,323	94.9	8.5	40,800	109.3
Others	2,062	-	972	47.1	2,323	239.0	0.5	1,100	47.3
Eliminations / Corporate	14,127	-	(11,771)	-	44,516	-	10.1	59,700	134.1
<b>Depreciation and amortization</b>	226,475	102.4	235,504	104.0	292,561	124.2	100.0	355,200	121.4
Domestic convenience store operations	75,010	-	78,430	104.6	80,781	103.0	27.6	84,400	104.5
Overseas convenience store operations	78,713	-	82,725	105.1	127,193	153.8	43.5	170,800	134.3
Superstore operations	26,071	-	26,929	103.3	28,600	106.2	9.8	31,700	110.8
Department and specialty store operations	14,335	-	14,598	101.8	14,460	99.1	4.9	16,700	115.5
Financial services	29,031	-	28,766	99.1	31,783	110.5	10.9	35,500	111.7
Others	1,074	-	1,016	94.6	877	86.3	0.3	1,200	136.8
Eliminations / Corporate	2,238	-	3,038	135.7	8,865	291.8	3.0	14,900	168.1
<b>Amortization of goodwill</b>	23,574	101.7	25,040	106.2	71,276	284.6	100.0	97,100	136.2
Domestic convenience store operations	-	-	-	-	-	-	-		
Overseas convenience store operations	19,653	-	21,119	107.5	67,355	318.9	94.5		
Superstore operations	3,098	-	3,098	100.0	3,098	100.0	4.3		
Department and specialty store operations	462	-	462	100.0	462	100.0	0.6		
Financial services	359	-	359	100.0	359	100.0	0.5		
Others	-	-	-	-	-	-	-		
Corporate	-	-	-	-	-	-	-		
<b>EBITDA</b>	674,317	102.8	626,874	93.0	751,491	119.9	100.0	882,300	117.4
Domestic convenience store operations	330,271	-	312,131	94.5	304,178	97.5	38.7		
Overseas convenience store operations	201,718	-	202,509	100.4	354,415	175.0	45.1		
Superstore operations	50,477	-	59,710	118.3	50,490	84.6	6.4		
Department and specialty store operations	23,078	-	(2,383)	-	6,769	-	0.9		
Financial services	83,001	-	77,202	93.0	69,692	90.3	8.9		
Others	(149)	-	445	-	761	170.9	0.1		
Eliminations / Corporate	(14,080)	-	(22,741)	-	(34,815)	-	-		
<b>Impairment loss</b>	35,477	61.8	35,484	100.0	27,775	78.3	100.0		
Domestic convenience store operations	11,801	-	8,859	75.1	9,944	112.2	35.8		
Overseas convenience store operations	3,565	-	5,911	165.8	2,359	39.9	8.5		
Superstore operations	10,102	-	11,589	114.7	6,359	54.9	22.9		
Department and specialty store operations	5,302	-	7,585	143.0	7,882	103.9	28.4		
Financial services	4,651	-	1	0.0	761	-	2.7		
Others	39	-	1,529	-	67	4.4	0.2		
Eliminations / Corporate	14	-	7	49.7	400	-	1.4		

Notes: 1. Capital expenditures include long-term leasehold deposits, advances for store construction, and investments related to store openings for each fiscal year and beyond, and do not include the increase of future amortization of assets under the Accounting Standard for Asset Retirement Obligations.

Figures for actual results do not include goodwill and others related to the acquisition of stores, etc.

"Eliminations / Corporate" in capital expenditures mainly reflects inter-segment transactions of non-current assets within the Group and capital expenditures relating to the Group strategy.

2. Depreciation and amortization respectively include 2,596 million yen, and 970 million yen recorded as "Loss related to novel coronavirus (COVID-19)" in the consolidated income statements for the fiscal year ended February 28, 2021, and February 28, 2022.

"Eliminations / Corporate" in depreciation and amortization mainly reflects the Company's depreciation and amortization relating to the Group strategy.

3. Amortization of goodwill include only the amount recorded on SG&A expenses.

4. EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill

5. Impairment losses respectively include 7,496 million yen for the fiscal year ended February 29, 2020; 3,879 million yen for the fiscal year ended February 28, 2021; 1,365 million yen for the fiscal year ended February 28, 2022.

**Geographic area segment information**

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Composition(%)
		YOY(%)		YOY(%)		YOY(%)	
Assets (end of period)	5,996,887	103.5	6,946,832	115.8	8,739,279	125.8	-
Japan	4,537,418	104.0	4,594,255	101.3	4,547,790	99.0	52.0
North America	1,418,454	102.1	2,302,841	162.3	4,110,757	178.5	47.0
Others	46,942	97.7	50,551	107.7	81,507	161.2	0.9
Eliminations	(5,927)	-	(815)	-	(776)	-	-
Revenues from operations	6,644,359	97.8	5,766,718	86.8	8,749,752	151.7	-
Japan	3,745,475	98.2	3,435,146	91.7	3,468,840	101.0	39.6
North America	2,782,055	97.2	2,232,234	80.2	5,170,053	231.6	59.1
Others	118,118	100.5	100,707	85.3	112,500	111.7	1.3
Eliminations	(1,289)	-	(1,371)	-	(1,642)	-	-
Operating income	424,266	103.1	366,329	86.3	387,653	105.8	-
Japan	321,441	100.6	266,096	82.8	227,174	85.4	58.6
North America	101,777	112.6	99,582	97.8	159,507	160.2	41.1
Others	1,199	76.8	805	67.2	1,029	127.7	0.3
Eliminations	(152)	-	(154)	-	(58)	-	-

Note: "Others" consists of the business results in the P.R.C., etc.

**Interest-Bearing Debt & Ratings**
**Interest-bearing debt (end of period)**

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022	
		YOY(%)change		YOY(%)change		YOY(%)change
Short-term loans	129,456	90.4	619,953	478.9	140,146	22.6
Current portion of long-term loans	88,437	82.9	146,747	165.9	121,280	82.6
Current portion of bonds	80,000	160.0	66,917	83.6	60,000	89.7
Subtotal	297,893	99.3	833,618	279.8	321,427	38.6
Long-term loans	403,151	90.9	362,592	89.9	994,399	274.2
Bonds	281,915	77.9	565,000	200.4	1,582,906	280.2
Subtotal	685,067	85.1	927,592	135.4	2,577,306	277.8
Total	982,960	88.9	1,761,210	179.2	2,898,733	164.6
Ratio to total assets (%)	16.4	(2.7)	25.4	+9.0	33.2	+7.8
Ratio to owners' equity (%)	37.8	(6.0)	66.0	+28.2	97.2	+31.2

**Interest-bearing debt by business segment (end of period)**

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022	
		YOY(%)		YOY(%)		YOY(%)
Domestic convenience store operations	-	-	-	-	-	-
Overseas convenience store operations	219,041	-	281,974	128.7	1,500,345	532.1
Superstore operations	-	-	-	-	-	-
Department and specialty store operations	178,742	-	187,191	104.7	169,806	90.7
Others	-	-	-	-	-	-
Corporate	236,915	-	1,008,917	425.9	940,974	93.3
Subtotal	634,699	-	1,478,083	232.9	2,611,126	176.7
Financial services	348,261	-	283,127	81.3	287,607	101.6
Total	982,960	88.9	1,761,210	179.2	2,898,733	164.6

**Bond information**

(As of Feb. 28, 2022)

	Amount	Date of issue	Coupon	Redemption date
<b>Issued by Seven &amp; i Holdings</b>				
9th unsecured domestic straight bonds	20 billion yen	Apr. 26, 2013	0.671%	Mar. 20, 2023
11th unsecured domestic straight bonds	60 billion yen	Jun. 17, 2015	0.514%	Jun. 20, 2022
12th unsecured domestic straight bonds	30 billion yen	Jun. 17, 2015	0.781%	Jun. 20, 2025
13th unsecured domestic straight bonds	130 billion yen	Dec. 14, 2020	0.060%	Dec. 20, 2023
14th unsecured domestic straight bonds	180 billion yen	Dec. 14, 2020	0.190%	Dec. 19, 2025
15th unsecured domestic straight bonds	40 billion yen	Dec. 14, 2020	0.280%	Dec. 20, 2027
<b>Issued by 7-Eleven, Inc.</b>				
USD-denominated senior unsecured notes due 2023	\$1.25 billion	Feb. 10, 2021	0.625%	Feb. 10, 2023
USD-denominated senior unsecured notes due 2024	\$2.25 billion	Feb. 10, 2021	0.800%	Feb. 10, 2024
USD-denominated senior unsecured notes due 2026	\$1.25 billion	Feb. 10, 2021	0.950%	Feb. 10, 2026
USD-denominated senior unsecured notes due 2028	\$1.0 billion	Feb. 10, 2021	1.300%	Feb. 10, 2028
USD-denominated senior unsecured notes due 2031	\$1.7 billion	Feb. 10, 2021	1.800%	Feb. 10, 2031
USD-denominated senior unsecured notes due 2041	\$0.75 billion	Feb. 10, 2021	2.500%	Feb. 10, 2041
USD-denominated senior unsecured notes due 2051	\$1.25 billion	Feb. 10, 2021	2.800%	Feb. 10, 2051
<b>Issued by Seven Bank</b>				
10th unsecured domestic straight bonds	20 billion yen	Mar. 07, 2013	0.803%	Mar. 20, 2023
11th unsecured domestic straight bonds	15 billion yen	Dec. 17, 2014	0.536%	Dec. 20, 2024
12th unsecured domestic straight bonds	30 billion yen	Oct. 20, 2017	0.390%	Sep. 17, 2027
13th unsecured domestic straight bonds	20 billion yen	Jan. 25, 2019	0.160%	Dec. 20, 2023
14th unsecured domestic straight bonds	20 billion yen	Jan. 25, 2019	0.385%	Dec. 20, 2028

Note: USD-denominated senior unsecured notes due 2022 amounts to 1.5 billion USD was redeemed prior to maturity.

(September 2021:750 million USD, November 2021:750 million USD)

**Ratings**

(As of Mar. 31, 2022)

		S&P	Moody's	R&I	JCR
Seven & i Holdings	Long-term	A	A2	AA-	AA
Seven-Eleven Japan	Long-term	A	-	-	AA
	Short-term*	A-1	P-1	-	-
7-Eleven, Inc.	Long-term	A	Baa2	-	-
Seven Bank	Long-term	A	-	AA-	-
	Short-term	A-1	-	-	-

\* From January 2006, Seven-Eleven Japan's short-term rating is its rating as the guarantor of 7-Eleven, Inc.'s commercial paper program.

## Consolidated Balance Sheets

(Millions of yen)

ASSETS	Feb. 28, 2021	Feb. 28, 2022	LIABILITIES	Feb. 28, 2021	Feb. 28, 2022
	Amount	Amount		Amount	Amount
Current assets	3,350,223	2,604,774	Current liabilities	2,782,433	2,480,725
Cash and bank deposits*	2,189,152	1,420,653	Notes and accounts payable, trade	385,289	483,908
Notes and accounts receivable-trade	318,142	365,746	Short-term loans	619,953	140,146
Trade accounts receivable-financial services	95,010	91,662	Current portion of bonds	66,917	60,000
Merchandise and finished goods	158,867	246,571	Current portion of long-term loans	146,747	121,280
Work in process	80	51	Income taxes payable	21,283	22,716
Raw materials and supplies	2,378	2,193	Accrued expenses	124,070	235,274
Prepaid expenses	62,009	71,249	Deposits received	236,400	223,146
ATM-related temporary payments	216,471	107,883	ATM-related temporary advances	130,167	73,901
Other	315,465	306,593	Allowance for sales promotion expenses	19,859	17,649
Allowance for doubtful accounts	(7,353)	(7,829)	Allowance for bonuses to employees	14,853	13,937
			Allowance for bonuses to Directors and Audit & Supervisory Board Members	360	349
			Allowance for loss on future collection of gift certificates	933	602
			Provision for sales returns	27	34
			Deposits received in banking business	741,422	787,879
			Other	274,145	299,898
Non-current assets	3,594,022	6,132,658	Non-current liabilities	1,333,063	3,110,820
Property and equipment	2,206,023	3,232,347	Bonds	565,000	1,582,906
Buildings and structures, net	994,096	1,527,898	Long-term loans	362,592	994,399
Furniture, fixtures and equipment, net	330,185	436,377	Deferred income taxes	78,879	109,825
Vehicles, net	17,647	19,506	Allowance for retirement benefits to Directors and Audit & Supervisory Board Members	774	569
Land	746,284	1,119,796	Allowance for stock payments	4,008	4,272
Lease assets, net	7,789	7,240	Net defined benefit liability	9,309	12,702
Right-of-use assets	-	10,801	Deposits received from tenants and franchised stores	50,783	51,422
Construction in progress	110,019	110,725	Asset retirement obligations	99,072	130,456
Intangible assets	645,873	2,140,002	Other	162,644	224,265
Goodwill	349,882	1,741,604	<b>TOTAL LIABILITIES</b>	<b>4,115,497</b>	<b>5,591,546</b>
Software	152,324	213,462			
Other	143,666	184,935	<b>NET ASSETS</b>		
Investments and other assets	742,125	760,308	Shareholder's equity	2,647,023	2,767,517
Investments in securities	204,107	220,615	Common stock	50,000	50,000
Long-term loans receivable	14,194	14,633	Capital surplus	409,069	408,645
Long-term leasehold deposits	339,405	330,285	Retained earnings	2,198,805	2,319,155
Advances for store construction	203	542	Treasury stock, at cost	(10,851)	(10,282)
Net defined benefit asset	79,888	86,217	Total accumulated other comprehensive income	21,902	213,438
Deferred income taxes	44,352	43,539	Unrealized gains on available-for-sale securities, net of taxes	35,729	37,696
Other	63,338	67,499	Unrealized gains (losses) on hedging derivatives, net of taxes	1,580	4,270
Allowance for doubtful accounts	(3,364)	(3,024)	Foreign currency translation adjustments	(30,835)	157,570
Deferred assets	2,586	1,846	Remeasurements of defined benefit plans	15,427	13,901
Business commencement expenses	1,934	1,353	Subscription rights to shares	56	56
Bond issuance costs	652	492	Non-controlling interests	162,352	166,719
<b>TOTAL ASSETS</b>	<b>6,946,832</b>	<b>8,739,279</b>	<b>TOTAL NET ASSETS</b>	<b>2,831,335</b>	<b>3,147,732</b>
			<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>6,946,832</b>	<b>8,739,279</b>

## Consolidated Statements of Income

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021	Fiscal Year Ended Feb. 28, 2022
Revenues from operations	5,766,718	8,749,752
Net sales	4,518,821	7,429,576
Cost of sales	3,480,025	6,017,372
Gross profit on sales	1,038,796	1,412,203
Operating revenues	1,247,896	1,320,175
Gross profit from operations	2,286,692	2,732,379
Selling, general and administrative expenses	1,920,363	2,344,726
Advertising and decoration expenses	112,921	123,214
Salaries and wages	450,665	564,770
Provision for bonuses to employees	14,796	13,861
Pension expenses	10,541	14,045
Legal welfare expenses	61,137	75,217
Land and building rent	376,771	396,241
Depreciation and amortization	220,434	279,082
Utility expenses	104,457	121,954
Store maintenance and repair expenses	73,778	92,481
Other	494,856	663,854
Operating income	366,329	387,653
Non-operating income	10,138	12,736
Interest income	2,991	3,220
Dividend income	1,013	1,093
Equity in earnings of affiliates	-	2,643
Insurance income	790	1,389
Income from electronic money breakage	1,179	1,205
Other	4,163	3,184
Non-operating expenses	19,104	41,818
Interest expenses	9,479	12,101
Interest on bonds	1,105	17,248
Equity in losses of affiliates	885	-
Commitment fee	1,508	3,534
Other	6,124	8,934
Ordinary income	357,364	358,571
Special gains	10,433	22,011
Gain on sales of property and equipment	3,010	6,372
Gain on sales of property and equipment related to restructuring	1,106	2,554
Subsidy income	4,108	7,648
Insurance income related to disasters	956	-
Gain on sales of investments in securities	252	3,222
Other	999	2,213
Special losses	109,022	68,728
Loss on desposals of property and equipment	12,180	13,666
Impairment loss	31,604	26,410
Loss related to novel coronavirus (COVID-19)	40,534	10,380
Restructuring expenses	10,213	4,163
Other	14,489	14,107
Income before income taxes	258,776	311,854
Total income taxes	64,439	88,613
Income taxes - current	46,369	66,886
Income taxes - deferred	18,069	21,727
Net income	194,337	223,241
Net income attributable to non-controlling interests	15,074	12,466
Net income attributable to owners of parent	179,262	210,774



## Consolidated Statements of Cash Flows

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021	Fiscal Year Ended Feb. 28, 2022
<b>Cash flows from operating activities</b>		
Income before income taxes	258,776	311,854
Depreciation and amortization	235,504	292,561
Impairment loss	35,484	27,775
Amortization of goodwill	25,040	71,276
Increase (decrease) in allowance for bonuses to employees	654	(956)
Increase in net defined benefit asset	(6,280)	(8,514)
Interest and dividends income	(4,004)	(4,313)
Interest expenses and interest on bonds	10,585	29,349
Equity in earnings of affiliates	885	(2,643)
Insurance income	(790)	(1,389)
Insurance income related to disasters	(956)	-
Gain on sales of property and equipment	(4,116)	(8,927)
Subsidies income	(4,094)	(7,648)
Loss on disposals of property and equipment	12,193	13,667
Loss (gain) on sale of investment securities	-	(3,211)
Increase (decrease) in notes and accounts receivable, trade	31,472	(9,227)
Increase (decrease) in trade accounts receivable, financial services	7,713	3,348
Decrease (increase) in inventories	13,844	(26,209)
Increase (decrease) in notes and accounts payable, trade	(21,610)	3,015
Increase (decrease) in deposits received	7,854	(13,396)
Net increase (decrease) in corporate bonds in the banking business	(20,000)	-
Net increase (decrease) in deposits received in the banking business	86,386	46,456
Net decrease (increase) in ATM-related temporary accounts	(7,475)	52,386
Other	(18,225)	12,713
Subtotal	638,840	777,967
Interest and dividends received	2,201	4,505
Interest paid	(10,129)	(20,781)
Proceeds from settlement of interest rate swaps	-	5,993
Insurance income received	790	1,389
Insurance income related to disasters received	956	-
Subsidies income received	4,092	7,647
Income taxes paid	(102,693)	(67,411)
Income taxes refund	5,935	27,165
Net cash provided by operating activities	539,995	736,476
<b>Cash flows from investing activities</b>		
Acquisition of property and equipment	(297,859)	(337,505)
Proceeds from sales of property and equipment	13,442	147,745
Acquisition of intangible assets	(51,972)	(86,926)
Payment for purchase of investments in securities	(22,239)	(25,519)
Proceeds from sales of investments in securities	14,690	106,380
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(41,973)	(2,295,563)
Payment for long-term leasehold deposits	(9,938)	(12,357)
Refund of long-term leasehold deposits	26,971	24,536
Proceeds from deposits from tenants	2,428	4,002
Refund of deposits from tenants	(2,963)	(2,841)
Payment for acquisition of business	(11,447)	(11,661)
Payment for time deposits	(4,081)	(3,996)
Proceeds from withdrawal of time deposits	1,963	4,083
Other	(11,146)	(15,943)
Net cash used in investing activities	(394,127)	(2,505,566)
<b>Cash flows from financing activities</b>		
Net increase (decrease) in short-term loans	490,506	(479,923)
Proceeds from long-term debts	125,793	832,298
Repayment of long-term debts	(93,579)	(261,954)
Proceeds from commercial paper	263,118	81,872
Payment for redemption of commercial paper	(263,118)	(81,872)
Proceeds from issuance of bonds	349,307	1,192,710
Payment for redemption of bonds	(60,000)	(231,768)
Capital contribution from non-controlling interests	183	337
Purchase of treasury shares	(12)	(22)
Dividends paid	(87,081)	(87,490)
Dividends paid to non-controlling interests	(7,482)	(7,348)
Payment for changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	(770)	(1,821)
Other	(26,321)	(17,941)
Net cash provided by financing activities	690,542	937,077
Effect of exchange rate changes on cash and cash equivalents	(7,430)	63,065
Net increase in cash and cash equivalents	828,980	(768,946)
Cash and cash equivalents at the beginning of the year	1,354,856	2,183,837
Cash and cash equivalents at the end of the year	2,183,837	1,414,890

## Financial Results and Business Performance of Major Companies

### Domestic Convenience Store Operations

#### Seven-Eleven Japan

#### Financial results

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast) <sup>*1</sup>	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Gross total store sales [reference]	-	-	-	-	-	-	5,103,000	103.0
Total store sales	5,010,273	102.3	4,870,619	97.2	4,952,782	101.7	5,087,000	102.7
Net sales at franchised stores	4,923,751	102.5	4,787,495	97.2	4,859,926	101.5		
Gross revenues from operations [reference]	-	-	-	-	-	-	865,500	100.3
Revenues from operations	887,625	101.6	850,291	95.8	863,025	101.5	837,500	97.0
Franchise commission from franchised stores	796,266	102.9	763,031	95.8	765,731	100.4		
Gross profit from operations	827,084	102.5	791,919	95.7	797,431	100.7		
SG&A expenses	573,103	102.0	558,597	97.5	574,340	102.8		
Advertising expenses	57,188	94.7	49,009	85.7	45,590	93.0		
Salaries and wages	79,055	102.1	75,729	95.8	78,139	103.2		
Land and building rent	189,457	104.6	188,473	99.5	190,390	101.0		
Depreciation and amortization	73,538	104.8	76,896	104.6	79,283	103.1		
Utility expenses	48,012	100.0	43,748	91.1	46,550	106.4		
Others	125,850	101.1	124,740	99.1	134,384	107.7		
Operating income	253,980	103.6	233,321	91.9	223,091	95.6	230,000	103.1
Net income	169,695	110.7	194,479	114.6	189,652	97.5		
EBITDA <sup>*2</sup>	327,519	103.9	310,217	94.7	302,375	97.5	312,500	103.3
ROA <sup>*3</sup> (%)	8.7		9.5		9.1			

\*1. Forecast for the fiscal year ending February 28, 2023 is based on figures after applying the "Accounting Standard for Revenue Recognition". The forecast for revenues from operations in the fiscal year ending February 28, 2023, presented as "Gross revenues from operations [reference]" is based on the previous accounting standard.

\*2. Operating income + Depreciation and amortization

\*3. Net income / Average of total assets at the beginning and end of each fiscal year

#### Sales by merchandise category (total store sales)

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020			Fiscal Year Ended Feb. 28, 2021			Fiscal Year Ended Feb. 28, 2022			Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Total store sales	5,010,273	102.3	100.0	4,870,619	97.2	100.0	4,952,782	101.7	100.0	5,103,000	103.0
Processed food	1,297,660	101.5	25.9	1,246,878	96.1	25.6	1,258,006	100.9	25.4		
Fast food	1,533,143	102.3	30.6	1,436,832	93.7	29.5	1,456,118	101.3	29.4		
Daily food	661,356	103.1	13.2	647,792	97.9	13.3	638,908	98.6	12.9		
Nonfood	1,518,112	102.6	30.3	1,539,115	101.4	31.6	1,599,748	103.9	32.3		

#### Average daily sales per store

(Thousands of yen)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		Change		Change		Change		Change
All stores	656	±0	642	(14)	646	+4		
Newly opened stores	554	(6)	557	+3	537	(20)		

#### Existing store sales increase

(%)

	Fiscal Year Ended Feb. 29, 2020	Fiscal Year Ended Feb. 28, 2021	Fiscal Year Ended Feb. 28, 2022	Fiscal Year Ending Feb. 28, 2023 (Forecast)
Existing store sales increase	+0.2	(2.4)	+0.7	+2.5
Number of customers	(2.1)	(9.9)	(1.2)	
Average spending per customer	+2.3	+8.4	+1.9	

#### Gross profit margin by merchandise category

(%)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		Change		Change		Change		Change
Total	32.1	+0.2	32.0	(0.1)	31.7	(0.3)	31.9	+0.2
Processed food	39.5	±0.0	39.4	(0.1)	39.3	(0.1)		
Fast food	36.6	+0.5	36.6	±0.0	36.6	±0.0		
Daily food	34.0	+0.6	34.2	+0.2	34.2	±0.0		
Nonfood	20.3	(0.2)	20.7	+0.4	20.1	(0.6)		

## Overseas Convenience Store Operations

7-Eleven, Inc. (Dollar basis)

### Financial results

(Thousands of dollar)

	Fiscal Year Ended Dec. 31, 2019		Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ending Dec. 31, 2022 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total store sales	36,102,155	99.8	31,913,927	88.4	58,816,567	184.3	70,637,000	120.1
Merchandise sales at directly operated stores	4,008,576	100.0	4,204,887	104.9	8,743,635	207.9		
Merchandise sales at franchised stores	13,791,781	103.4	14,100,499	102.2	15,431,258	109.4		
Fuel sales	18,301,797	97.3	13,608,540	74.4	34,641,674	254.6		
Revenues from operations	25,129,171	98.4	20,526,263	81.7	46,607,410	227.1	57,708,000	123.8
Merchandise sales at directly operated stores, etc	4,136,227	100.3	4,306,568	104.1	8,853,012	205.6		
Fuel sales	18,301,797	97.3	13,608,540	74.4	34,641,673	254.6		
Other operating revenues	2,691,147	103.1	2,611,155	97.0	3,112,724	119.2		
Franchise commission from franchised stores	2,380,364	102.9	2,296,840	96.5	2,678,569	116.6		
Gross profit from operations	5,648,697	104.8	5,867,433	103.9	9,704,706	165.4		
SG&A expenses	4,532,909	103.4	4,750,707	104.8	7,658,625	161.2		
Advertising expenses	80,554	434.6	79,619	98.8	171,434	215.3		
Salaries and wages	1,224,779	100.8	1,305,320	106.6	2,476,929	189.8		
Land and building rent	661,115	101.1	704,192	106.5	851,244	120.9		
Depreciation and amortization	708,102	102.7	761,517	107.5	1,115,879	146.5		
Utility expenses	286,327	99.5	288,897	100.9	405,296	140.3		
Others	1,572,030	103.5	1,611,159	102.5	2,637,841	163.7		
Operating income	1,115,785	110.9	1,116,725	100.1	2,046,081	183.2	2,682,000	131.1
Net income	763,031	108.6	768,614	100.7	1,317,485	171.4		
EBITDA <sup>*1</sup>	1,823,887	107.6	1,878,242	103.0	3,161,960	168.3	4,153,000	131.3
ROA <sup>*2</sup>	5.3		5.0		4.8			

\*1. Selling expenses of directly operated stores

\*2. Operating income + Depreciation and amortization

### Sales by merchandise category (total store sales)

(Thousands of dollar)

	Fiscal Year Ended Dec. 31, 2019		Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ending Dec. 31, 2022 (Forecast)	
	YOY(%)	Composition(%)	YOY(%)	Composition(%)	YOY(%)	Composition(%)	YOY(%)	YOY(%)
Net sales	36,102,155	99.8	31,913,927	88.4	58,816,567	184.3	70,637,000	120.1
Merchandise sales	17,800,358	102.6	18,305,387	102.8	24,174,893	132.1		
Processed food	7,363,173	104.4	7,947,127	107.9	10,452,142	131.5		
Fast food	2,651,130	103.7	2,287,571	86.3	3,154,386	137.9		
Daily food	872,343	93.4	790,100	90.6	828,597	104.9		
Nonfood	6,913,712	101.6	7,280,589	105.3	9,739,769	133.8		
Fuel sales	18,301,797	97.3	13,608,540	74.4	34,641,674	254.6		

### Existing store sales increase

(%)

	Fiscal Year Ended Dec. 31, 2019	Fiscal Year Ended Dec. 31, 2020	Fiscal Year Ended Dec. 31, 2021	Fiscal Year Ending Dec. 31, 2022 (Forecast)
U.S. merchandise sales increase	+2.4	+0.9	+7.4	+6.0
Number of customers	(2.2)	(14.6)	+2.3	
Average spending per customer	+4.7	+18.1	+4.9	

### Average merchandise daily sales per store

(Dollar)

	Fiscal Year Ended Dec. 31, 2019	Fiscal Year Ended Dec. 31, 2020	Fiscal Year Ended Dec. 31, 2021	Fiscal Year Ending Dec. 31, 2022 (Forecast)
	Change	Change	Change	Change
All stores	5,075	5,104	5,483	
	+108	+29	+379	

### Merchandise gross profit margin

(%)

	Fiscal Year Ended Dec. 31, 2019	Fiscal Year Ended Dec. 31, 2020	Fiscal Year Ended Dec. 31, 2021	Fiscal Year Ending Dec. 31, 2022 (Forecast)
	Change	Change	Change	Change
Gross profit margin	34.8	34.1	34.2	34.4
	+0.6	(0.7)	+0.1	+0.2

### Fuel

	Fiscal Year Ended Dec. 31, 2019	Fiscal Year Ended Dec. 31, 2020	Fiscal Year Ended Dec. 31, 2021	Fiscal Year Ending Dec. 31, 2022 (Forecast)
	YOY(%)Change	YOY(%)Change	YOY(%)Change	YOY(%)Change
Sales (K dollars)	18,301,797	13,608,540	34,641,674	
	97.3	74.4	254.6	
Gallons sold (K gallons)	6,972,004	6,171,433	11,384,814	
	100.8	88.5	184.5	
Fuel margin (cents per gallon)*	23.95	32.60	34.50	
	+1.39	+8.65	+1.90	
Avg. retail gallon sold per store increase (%)	(1.8)	(18.3)	+22.2	+9.9
Avg. retail price (dollars per gallon)	2.65	2.26	3.11	
	(0.13)	(0.39)	+0.85	
Retail fuel margin (cents per gallon)	24.09	34.85	35.77	
	+1.27	+10.76	+0.92	

\*Fuel margin is shown for the entire gasoline business, including wholesale business.

## Overseas Convenience Store Operations

7-Eleven, Inc. (Yen basis)

### Financial results

(Millions of yen)

	Fiscal Year Ended Dec. 31, 2019		Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ending Dec. 31, 2022 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total store sales	3,936,217	98.6	3,407,130	86.6	6,463,940	189.7	8,052,600	124.6
Merchandise sales at directly operated stores	437,055	98.7	448,913	102.7	960,925	214.1		
Merchandise sales at franchised stores	1,503,717	102.1	1,505,369	100.1	1,695,895	112.7		
Fuel sales	1,995,444	96.1	1,452,847	72.8	3,807,119	262.0		
Revenues from operations	2,739,833	97.1	2,191,383	80.0	5,122,154	233.7	6,578,800	128.4
Merchandise sales at directly operated stores, etc	450,972	99.0	459,769	102.0	972,946	211.6		
Fuel sales	1,995,444	96.1	1,452,847	72.8	3,807,119	262.0		
Other operating revenues	293,415	101.8	278,766	95.0	342,088	122.7		
Franchise commission from franchised stores	259,531	101.6	245,210	94.5	294,374	120.0		
Gross profit from operations	615,877	103.5	626,407	101.7	1,066,547	170.3		
SG&A expenses	494,223	102.1	507,185	102.6	841,682	166.0		
Advertising expenses	8,782	429.1	8,500	96.8	18,840	221.6		
Salaries and wages	133,537	99.5	139,356	104.4	272,214	195.3		
Land and building rent	72,081	99.8	75,179	104.3	93,551	124.4		
Depreciation and amortization	77,204	101.4	81,299	105.3	122,635	150.8		
Utility expenses	31,218	98.2	30,842	98.8	44,542	144.4		
Others	171,398	102.2	172,007	100.4	289,898	168.5		
Operating income	121,654	109.5	119,221	98.0	224,864	188.6	305,700	135.9
Net income	83,193	107.2	82,057	98.6	144,791	176.5		
EBITDA <sup>*1</sup>	198,858	106.2	200,520	100.8	347,499	173.3	473,400	136.2
ROA <sup>*2</sup>	5.2		5.0		4.8			

\*1. Selling expenses of directly operated stores

\*2. Operating income + Depreciation and amortization

### Sales by merchandise category (total store sales)

(Millions of yen)

	Fiscal Year Ended Dec. 31, 2019			Fiscal Year Ended Dec. 31, 2020			Fiscal Year Ended Dec. 31, 2021			Fiscal Year Ending Dec. 31, 2022 (Forecast)	
	YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	
Net sales	3,936,217	98.6	-	3,407,130	86.6	-	6,463,940	189.7	-	8,052,600	124.6
Merchandise sales	1,940,773	101.3	100.0	1,954,283	100.7	100.0	2,656,820	135.9	100.0		
Processed food	802,806	103.1	41.4	848,435	105.7	43.4	1,148,690	135.4	43.2		
Fast food	289,052	102.4	14.9	244,221	84.5	12.5	346,667	141.9	13.0		
Daily food	95,111	92.2	4.9	84,351	88.7	4.3	91,062	108.0	3.4		
Nonfood	753,802	100.3	38.8	777,275	103.1	39.8	1,070,400	137.7	40.3		
Fuel sales	1,995,444	96.1	-	1,452,847	72.8	-	3,807,119	262.0	-		

### Existing store sales increase

(%)

	Fiscal Year Ended Dec. 31, 2019	Fiscal Year Ended Dec. 31, 2020	Fiscal Year Ended Dec. 31, 2021	Fiscal Year Ending Dec. 31, 2022 (Forecast)
U.S. merchandise sales increase(Dollar)	+2.4	+0.9	+7.4	+6.0
Number of customers	(2.2)	(14.6)	+2.3	
Average spending per customer	+4.7	+18.1	+4.9	

### Average merchandise daily sales per store

(Thousands of yen)

	Fiscal Year Ended Dec. 31, 2019		Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ending Dec. 31, 2022 (Forecast)	
		Change		Change		Change		Change
All stores	553	+4	545	-8	602	+57		

### Merchandise gross profit margin

(%)

	Fiscal Year Ended Dec. 31, 2019		Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ending Dec. 31, 2022 (Forecast)	
		Change		Change		Change		Change
Gross profit margin	34.8	+0.6	34.1	(0.7)	34.2	+0.1	34.4	+0.2

### Exchange rates (Income statements)

(yen)

	Fiscal Year Ended Dec. 31, 2019	Fiscal Year Ended Dec. 31, 2020	Fiscal Year Ended Dec. 31, 2021	Fiscal Year Ending Dec. 31, 2022 (Forecast)
U.S. \$1=	109.03	106.76	109.90	114.00

## Superstore Operations

### Ito-Yokado

#### Financial results

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast) <sup>*1</sup>	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Gross revenues from operations [reference]	-	-	-	-	-	-	1,089,000	102.0
Revenues from operations	1,185,147	95.9	1,080,934	91.2	1,067,545	98.8	764,400	71.6
Gross sales [reference]	-	-	-	-	-	-	1,057,900	101.9
Net sales	1,154,374	95.7	1,053,284	91.2	1,038,664	98.6	689,900	66.4
Gross profit from operations	297,573	96.2	273,260	91.8	260,919	95.5		
SG&A expenses	291,051	95.6	265,479	91.2	259,298	97.7		
Advertising expenses	17,873	90.4	15,345	85.9	14,840	96.7		
Salaries and wages	120,074	94.1	110,508	92.0	101,949	92.3		
Land and building rent	54,446	94.4	46,292	85.0	46,098	99.6		
Depreciation and amortization	13,254	108.7	12,594	95.0	13,318	105.8		
Utility expenses	14,014	91.8	11,515	82.2	12,034	104.5		
Others	71,388	99.1	69,223	97.0	71,056	102.6		
Operating income	6,522	138.5	7,781	119.3	1,620	20.8	4,000	246.8
Net income (loss)	1,674	-	(3,705)	-	(11,201)	-		
EBITDA <sup>*2</sup>	19,776	117.0	20,375	103.0	14,939	73.3	19,700	131.9
ROA <sup>*3</sup> (%)	0.2		(0.5)		(1.7)			

\*1. Forecast for the fiscal year ending February 28, 2023 is based on figures after applying the "Accounting Standard for Revenue Recognition". The forecast for revenues from operations in the fiscal year ending February 28, 2023, presented as "Gross revenues from operations [reference]" is based on the previous accounting standard.

\*2. Operating income + Depreciation and amortization

\*3. Net income / Average of total assets at the beginning and end of each fiscal year

#### Gross sales by merchandise category

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020			Fiscal Year Ended Feb. 28, 2021			Fiscal Year Ended Feb. 28, 2022			Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Gross sales	1,154,374	95.7	100.0	1,053,284	91.2	100.0	1,038,664	98.6	100.0	1,057,900	101.9
Merchandise sales	815,594	94.5	70.7	769,510	94.3	73.1	738,046	95.9	71.1		
Lifestyle	285,985	92.0	24.8	238,816	83.5	22.7	219,985	92.1	21.2		
Specialty stores	13,488	102.1	1.2	13,592	100.8	1.3	11,791	86.7	1.1		
Food	516,120	95.8	44.7	517,101	100.2	49.1	506,270	97.9	48.7		
Tenants	335,359	99.7	29.1	278,428	83.0	26.4	297,225	106.8	28.6		
Others	3,420	52.0	0.3	5,345	156.3	0.5	3,392	63.5	0.3		

#### Existing store sales increase

(%)

	Fiscal Year Ended Feb. 29, 2020	Fiscal Year Ended Feb. 28, 2021	Fiscal Year Ended Feb. 28, 2022	Fiscal Year Ending Feb. 28, 2023 (Forecast)
Total	(1.0)	(5.3)	+1.8	+2.8
Existing store sales increase	(2.9)	(0.6)	(0.5)	+0.6
Lifestyle	(4.9)	(14.5)	(4.2)	
Specialty stores	+4.0	+2.5	+20.2	
Food	(2.0)	+7.4	+0.8	
Number of customers	(3.5)	(6.9)	(0.3)	
Average spending per customer	+0.7	+6.7	(0.3)	
Tenants	+3.2	(16.1)	+7.8	

#### Gross profit margin by merchandise category

(%)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		Change		Change		Change		Change
Total	29.9	+0.3	29.6	(0.3)	29.0	(0.6)	29.5	+0.5
Lifestyle	33.8	+0.8	32.7	(1.1)	32.6	(0.1)		
Specialty stores	21.9	+1.9	23.8	+1.9	31.8	+8.0		
Food	27.9	+0.1	28.3	+0.4	27.4	(0.9)		

Note: Both actual results and forecasts are based on the figures before applying the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020).

Note: On June 1, 2020, 20 stores of "Shokuhinkan" (Food specialty store) and "THE PRICE" (Discount store) were transferred to York (Formerly York Mart) with the purpose of strengthening the Tokyo metropolitan area food strategy.

York-Benimaru

Financial results

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast) <sup>*1</sup>	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Gross revenues from operations [reference]	-	-	-	-	-	-	489,000	102.3
Revenues from operations	446,843	100.3	477,633	106.9	478,144	100.1	475,900	99.5
Gross sales [reference]	-	-	-	-	-	-	478,900	102.0
Net sales	438,637	100.3	469,057	106.9	469,415	100.1	463,200	98.7
Gross profit from operations	113,033	101.7	122,556	108.4	119,748	97.7		
SG&A expenses	99,932	101.6	106,007	106.1	105,044	99.1		
Advertising expenses	6,791	106.3	6,284	92.5	5,955	94.8		
Salaries and wages	52,184	101.8	54,714	104.8	54,615	99.8		
Land and building rent	10,133	101.6	10,404	102.7	10,500	100.9		
Depreciation and amortization	5,883	103.7	6,259	106.4	7,297	116.6		
Utility expenses	5,940	98.8	5,804	97.7	5,498	94.7		
Others	18,998	99.9	22,539	118.6	21,177	94.0		
Operating income	13,100	102.3	16,548	126.3	14,704	88.9	19,000	129.2
Net income	6,712	87.5	7,845	116.9	9,055	115.4		
EBITDA <sup>*2</sup>	18,984	102.7	22,808	120.1	22,001	96.5	28,800	130.9
ROA <sup>*3</sup>	3.6		4.0		4.5			

\*1. Forecast for the fiscal year ending February 28, 2023 is based on figures after applying the "Accounting Standard for Revenue Recognition". The forecast for revenues from operations in the fiscal year ending February 28, 2023, presented as "Gross revenues from operations [reference]" is based on the previous accounting standard.

Forecast for the fiscal year ending February 28, 2023 includes the business of Life Foods, which was previously a wholly owned subsidiary and merged into York-Benimaru on March 1, 2022.

\*2. Operating income + Depreciation and amortization

\*3. Net income / Average of total assets at the beginning and end of each fiscal year

Gross sales by merchandise category

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020			Fiscal Year Ended Feb. 28, 2021			Fiscal Year Ended Feb. 28, 2022			Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Gross sales	438,637	100.3	100.0	469,057	106.9	100.0	469,415	100.1	100.0	478,900	102.0
Merchandise sales	378,571	100.4	86.3	408,993	108.0	87.2	406,085	99.3	86.5		
Food	347,818	100.8	79.3	378,356	108.8	80.7	377,269	99.7	80.4		
Fresh food	154,442	100.6	35.2	169,112	109.5	36.1	167,111	98.8	35.6		
Processed food	106,140	101.1	24.2	114,288	107.7	24.4	114,763	100.4	24.5		
Daily food	87,235	100.8	19.9	94,955	108.8	20.2	95,394	100.5	20.3		
Apparel	11,747	92.1	2.7	10,751	91.5	2.3	10,314	95.9	2.2		
Household goods	19,005	98.6	4.3	19,885	104.6	4.2	18,500	93.0	3.9		
Tenants	60,066	100.0	13.7	60,064	100.0	12.8	63,330	105.4	13.5		
Formerly Life Foods <sup>*</sup>	50,710	100.3	11.6	51,472	101.5	11.0	54,505	105.9	11.6		
Others	9,355	98.2	2.1	8,591	91.8	1.8	8,824	102.7	1.9		

\* Represents sales amount for delicatessen items in York-Benimaru stores.

Existing store sales increase

(%)

	Fiscal Year Ended Feb. 29, 2020	Fiscal Year Ended Feb. 28, 2021	Fiscal Year Ended Feb. 28, 2022	Fiscal Year Ending Feb. 28, 2023 (Forecast)
Existing store sales increase	(1.2)	+5.0	(0.4)	+0.1
Food	(0.8)	+6.7	(0.7)	
Apparel	(6.8)	(8.1)	(1.6)	
Household goods	(2.8)	+4.2	(6.0)	
Tenants	(1.4)	(2.0)	+4.3	
Number of customers	(2.3)	(3.3)	(1.0)	
Average spending per customer	+1.1	+8.5	+0.6	

Gross profit margin by merchandise category

(%)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		Change		Change		Change		Change
Total	26.1	+0.3	26.4	+0.3	25.8	(0.6)	30.4	+4.6
Food <sup>*</sup>	25.9	+0.4	26.3	+0.4	25.7	(0.6)		
Apparel	32.7	+0.6	32.8	+0.1	32.1	(0.7)		
Household goods	26.5	±0.0	26.2	(0.3)	25.7	(0.5)		

Note: Both actual results and forecasts are based on the figures before applying the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020).

\* Forecast for the fiscal year ending February 28, 2023 includes the business of formerly Life Foods

York-Benimaru

**[Reference] Results including formerly Life Foods**

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022	
		YOY(%)		YOY(%)		YOY(%)
Revenues from operations	447,070	-	477,734	106.9	478,183	100.1
Net sales	439,806	-	470,108	106.9	470,492	100.1
SG&A expenses	118,334	-	124,669	105.4	125,015	100.3
Advertising expenses	7,145	-	6,676	93.4	6,189	92.7
Salaries and wages	64,253	-	66,794	104.0	67,551	101.1
Land and building rent	10,136	-	10,408	102.7	10,501	100.9
Depreciation and amortization	7,141	-	7,518	105.3	8,625	114.7
Utility expenses	6,851	-	6,639	96.9	6,334	95.4
Others	22,808	-	26,634	116.8	25,815	96.9
Operating income	16,887	101.0	20,506	121.4	18,800	91.7
Net income	8,495	-	9,627	113.3	8,974	93.2
EBITDA*	24,028	-	28,024	116.6	27,425	97.9

\* Operating income + Depreciation and amortization

## Department and Specialty Store Operations

### Sogo & Seibu

#### Financial results

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast) <sup>*1</sup>	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Gross revenues from operations [reference]	-	-	-	-	-	-	532,500	116.6
Revenues from operations	600,148	97.5	440,484	73.4	456,842	103.7	200,500	43.9
Gross sales [reference]	-	-	-	-	-	-	519,800	116.3
Net sales	589,410	97.5	430,698	73.1	446,973	103.8	116,900	26.2
Gross profit from operations	129,490	96.0	92,180	71.2	96,106	104.3	-	-
SG&A expenses	129,318	98.3	98,871	76.5	99,634	100.8	-	-
Advertising expenses	19,569	97.4	12,898	65.9	13,038	101.1	-	-
Salaries and wages	32,233	95.7	24,303	75.4	23,816	98.0	-	-
Land and building rent	33,902	99.9	27,071	79.9	25,575	94.5	-	-
Depreciation and amortization	8,534	105.2	7,400	86.7	8,731	118.0	-	-
Utility expenses	6,374	94.8	4,420	69.3	4,559	103.1	-	-
Others	28,702	98.9	22,777	79.4	23,912	105.0	-	-
Operating income (loss)	172	5.3	(6,691)	-	(3,527)	-	3,000	-
Net income (loss)	(7,526)	-	(17,239)	-	(8,826)	-	-	-
EBITDA <sup>*2</sup>	8,707	76.5	708	8.1	5,204	734.1	14,500	278.6
ROA <sup>*3</sup>	(2.2)		(5.1)		(2.3)			

Note: On September 1, 2021, Sogo & Seibu merged with Seven & i Asset Management, the real estate management company for the SEIBU IKEBUKURO flagship store.

\*1. Forecast for the fiscal year ending February 28, 2023 is based on figures after applying the "Accounting Standard for Revenue Recognition". The forecast for revenues from operations in the fiscal year ending February 28, 2023, presented as "Gross revenues from operations [reference]" is based on the previous accounting standard.

\*2. Operating income + Depreciation and amortization

\*3. Net income / Average of total assets at the beginning and end of each fiscal year

#### Gross sales by key stores

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
SEIBU IKEBUKURO (flagship store)	182,369	99.1	138,582	76.0	154,002	111.1	-	-
SOGO YOKOHAMA	108,933	98.5	80,500	73.9	94,903	117.9	-	-
SOGO CHIBA	74,003	98.0	57,244	77.4	65,655	114.7	-	-
SOGO HIROSHIMA	38,801	97.8	29,669	76.5	32,632	110.0	-	-
SEIBU SHIBUYA	43,231	99.3	25,591	59.2	26,406	103.2	-	-
SOGO OMIYA	31,293	94.9	22,223	71.0	26,582	119.6	-	-

Note: Store sales include sales at corporate trading business unit.

#### Gross sales by merchandise category

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020			Fiscal Year Ended Feb. 28, 2021			Fiscal Year Ended Feb. 28, 2022			Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Gross sales	589,410	97.5	100.0	430,698	73.1	100.0	446,973	103.8	100.0	519,800	116.3
Merchandise sales	396,584	95.9	67.3	272,652	68.8	63.3	276,573	101.4	61.9	-	-
Apparel	214,255	93.3	36.4	133,435	62.3	31.0	134,286	100.6	30.0	-	-
Household goods	58,679	99.3	10.0	43,336	73.9	10.1	45,707	105.5	10.2	-	-
Food	123,649	98.9	21.0	95,880	77.5	22.3	96,580	100.7	21.6	-	-
Tenants	161,037	102.1	27.3	126,785	78.7	29.4	143,361	113.1	32.1	-	-
Corporate sales	31,788	96.6	5.4	31,260	98.3	7.3	27,038	86.5	6.0	-	-

#### Existing store sales increase

(%)

	Fiscal Year Ended Feb. 29, 2020	Fiscal Year Ended Feb. 28, 2021	Fiscal Year Ended Feb. 28, 2022	Fiscal Year Ending Feb. 28, 2023 (Forecast)
Existing store sales increase	(2.5)	(24.2)	+12.5	+16.3

#### Gross profit margin by merchandise category

(%)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		Change		Change		Change		Change
Total	23.9	(0.4)	22.6	(1.3)	22.9	+0.3	23.7	+0.8
Apparel	28.7	(0.3)	27.4	(1.3)	27.8	+0.4	-	-
Household goods	23.6	(0.2)	23.2	(0.4)	23.4	+0.2	-	-
Food	15.8	(0.2)	15.7	(0.1)	15.8	+0.1	-	-

Note: Both actual results and forecast are based on the figures before applying the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020).



Seven & i Food Systems

**Financial results**

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Gross revenues from operations [reference]	-	-	-	-	-	-	56,200	124.2
Revenues from operations	74,323	95.0	50,853	68.4	45,251	89.0	56,100	124.0
Gross sales [reference]	-	-	-	-	-	-	55,700	124.4
Net sales	73,868	94.6	50,317	68.1	44,765	89.0	55,600	124.2
Gross profit from operations	46,673	94.8	31,115	66.7	28,021	90.1		
SG&A expenses	46,252	96.5	38,176	82.5	32,136	84.2		
Operating income (loss)	420	32.5	(7,061)	-	(4,114)	-	700	-

**[Denny's] Existing store sales increase**

(%)

	Fiscal Year Ended Feb. 29, 2020	Fiscal Year Ended Feb. 28, 2021	Fiscal Year Ended Feb. 28, 2022	Fiscal Year Ending Feb. 28, 2023 (Forecast)
Existing store sales increase	(1.6)	(29.7)	(3.5)	+43.6
Number of customers	(4.2)	(35.4)	(0.3)	
Average spending per customer	+2.6	+8.7	(3.2)	

**[Denny's] Gross profit margin**

(%)

	Fiscal Year Ended Feb. 29, 2020	Change	Fiscal Year Ended Feb. 28, 2021	Change	Fiscal Year Ended Feb. 28, 2022	Change	Fiscal Year Ending Feb. 28, 2023 (Forecast)	Change
Gross profit margin	68.1	(0.1)	65.6	(2.5)	67.3	+1.7	67.5	+0.2

Nissen Holdings (Consolidated)

**Financial results**

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Gross sales [reference]	-	-	-	-	-	-	45,000	111.7
Net sales	37,955	83.3	38,056	100.3	40,296	105.9	42,700	106.0
Gross profit from operations	18,107	92.0	18,657	103.0	19,661	105.4		
SG&A expenses	18,291	92.1	19,008	103.9	19,409	102.1		
Operating income (loss)	(184)	-	(351)	-	252	-	1,100	436.5

Note: Forecast for the fiscal year ending February 28, 2023 is based on figures after applying the "Accounting Standard for Revenue Recognition". The forecast for revenues from operations in the fiscal year ending February 28, 2023, presented as "Gross revenues from operations [reference]" is based on the previous accounting standard.

## Financial Services

### Seven Bank

#### Number of ATMs

##### (1) Domestic

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022	
		Change		Change		Change
Total	25,194	+111	25,686	+492	26,194	+508
ATMs in the Group	22,853	+114	23,074	+221	23,233	+159
7-Eleven	22,189	+75	22,417	+228	22,572	+155
Ito-Yokado*	284	(2)	257	(27)	253	(4)
York-Benimaru	229	+43	235	+6	238	+3
York Mart / York Foods / York PRICE*	75	(1)	95	+20	96	+1
Others	76	(1)	70	(6)	74	+4
ATMs outside the Group	2,341	(3)	2,612	+271	2,961	+349

\*On June 1, 2020, York Mart, which operates York Mart, York Foods and York PRICE stores, changed its trade name to York, and took over 20 stores of formerly "Shokuhinkan" and "THE PRICE" from Ito-Yokado on the same date.

##### (2) Overseas

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022	
		Change		Change		Change
North America	10,886	(1,909)	9,368	(1,518)	9,004	(364)

#### Average number of transaction per day per ATM during the period

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022	
		Change		Change		Change
Average number of transactions	92.0	(0.4)	89.7	(2.3)	96.7	+7.0

#### International money transfer service

(Thousands)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022	
		Change		Change		Change
Cumulative number of contract accounts	294	+38	310	+16	317	+7
Cumulative number of transfers	1,211	+76	1,236	+25	1,118	(118)

### Seven Card Service / Seven CS Card Service

#### Number of credit cards and electronic money

(10 thousands)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022	
		Change		Change		Change
Credit cards	672	+1	660	(12)	649	(11)
SEVEN CARD plus / SEVEN CARD *1	362	+7	366	+4	366	±0
CLUB ON/Millennium CARD SAISON *1,2	310	(6)	294	(16)	283	(11)
Electronic money ( <i>nanaco</i> ) *3	6,905	+387	7,250	+345	7,520	+270

\*1. Only the number of effective card members.

\*2. Excluding dedicated cards for point services, without credit functions.

\*3. Including the number of mobile *nanaco* holders.

## Group Strategy

### (1) Seven Premium

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		Change		Change		Change		Change
Sales (billions of yen)	1,450.0	+37.0	1,460.0	+10.0	1,380.0	(80.0)	1,340.0	(40.0)
Items	4,150	+100	4,000	(150)	3,500	(500)	3,400	(100)

### (2) EC sales

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		Change		Change		Change		Change
EC sales	100,261	(12,932)	104,138	+3,877	101,097	(3,041)	88,800	(12,297)
Seven Net Shopping	20,066	(5,364)	23,688	+3,622	25,241	+1,553		
Seven-Meal*	23,297	(4,701)	23,374	+77	20,376	(2,998)		
Ito-Yokado	5,428	(5)	7,503	+2,075	6,082	(1,421)		
Ito-Yokado's Net Supermarket*	39,732	(2,949)	35,734	(3,998)	36,196	+462		
Akachan Honpo	6,485	+68	7,000	+515	6,774	(226)		
SEIBU / SOGO	4,075	+152	5,041	+966	5,072	+31		
LOFT	1,174	+58	1,794	+620	1,354	(440)		

Note: EC sales indicate the sales of "omni7" of Seven & i Group.

\*Delivery-type services (others are mail order sales-type services)

## Capital Expenditures, Depreciation and Amortization of Major Companies

(Millions of yen, thousands of dollar)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
<b>Domestic convenience store operations</b>								
<b>Seven-Eleven Japan</b>								
Total capital expenditures	96,062	87.3	125,461	130.6	97,599	77.8	100,000	102.5
Investment to new stores	37,875	55.2	36,323	95.9	37,712	103.8		
Investment to existing stores and other	48,752	145.8	79,544	163.2	47,198	59.3		
Software development	9,434	118.9	9,593	101.7	12,688	132.3		
Depreciation and amortization	73,538	104.8	76,896	104.6	79,283	103.1	82,500	104.1
<b>Overseas convenience store operations</b>								
<b>7-Eleven, Inc. [Dollar basis]</b>								
Total capital expenditures	1,379,940	33.7	1,865,001	135.2	22,594,531	-	1,900,000	8.4
Investment to new stores and other	783,809	22.0	1,330,583	169.8	21,895,517	-		
Investment to existing stores and other	533,222	114.5	500,136	93.8	687,087	137.4		
Software development	62,909	93.7	34,282	54.5	11,925	34.8		
Depreciation and amortization	708,102	102.7	761,517	107.5	1,115,879	146.5	1,471,000	131.8
<b>7-Eleven, Inc. [Yen basis]</b>								
Total capital expenditures	150,454	33.3	199,107	132.3	2,483,138	-	216,600	8.7
Investment to new stores and other	85,458	21.7	142,053	166.2	2,406,317	-		
Investment to existing stores and other	58,137	113.0	53,394	91.8	75,510	141.4		
Software development	6,858	92.5	3,659	53.4	1,310	35.8		
Depreciation and amortization	77,204	101.4	81,299	105.3	122,635	150.8	167,700	136.7
<b>Superstore operations</b>								
<b>Ito-Yokado</b>								
Total capital expenditures	27,305	62.0	20,613	75.5	29,311	142.2	27,000	92.1
Investment to new stores	3,543	160.1	1,938	54.7	251	13.0		
Investment to existing stores and other	21,172	52.7	16,295	77.0	20,600	126.4		
Software development	2,589	155.3	2,379	91.9	8,459	355.5		
Depreciation and amortization	13,254	108.7	12,594	95.0	13,318	105.8	15,700	117.9
<b>York-Benimaru</b>								
Total capital expenditures	13,148	127.3	17,056	129.7	17,437	102.2	18,800	107.8
Investment to new stores	8,306	132.6	4,876	58.7	6,048	124.0		
Investment to existing stores and other	4,270	109.6	12,110	283.6	11,311	93.4		
Software development	571	344.5	69	12.1	78	112.6		
Depreciation and amortization	5,883	103.7	6,259	106.4	7,297	116.6	9,800	134.3
[Reference] Including formerly Life Foods								
Total capital expenditures	14,910	-	22,047	147.9	24,926	113.1		
Depreciation and amortization	7,141	-	7,518	105.3	8,625	114.7		
<b>Department and specialty store operations</b>								
<b>Sogo &amp; Seibu</b>								
Total capital expenditures	11,039	66.9	15,860	143.7	9,042	57.0	18,600	205.7
Investment to new stores		-		-		-		
Investment to existing stores and other	9,893	62.2	14,844	150.0	6,915	46.6		
Software development	1,146	189.7	1,016	88.6	2,126	209.3		
Depreciation and amortization	8,534	105.2	7,400	86.7	8,731	118.0	11,500	131.7

Notes: 1. Capital expenditures include investments related to openings of stores for each fiscal year and beyond, and goodwill and others due to the acquisition of stores, etc. in addition to long-term leasehold deposits and advances for store construction.

On the other hand, an increase of the future amortization of assets under the "Accounting Standard for Asset Retirement Obligations" is not included.

- Capital expenditures at Seven-Eleven Japan for the fiscal year ended February 28, 2021 include inter-segment transactions of non-current assets within the Group.
- Capital expenditures at 7-Eleven, Inc. for the fiscal year ended February 28, 2021 include purchase of shares of Brown-Thompson General Partnership and 7-Eleven, L.L.C. on March 1, 2020. Also the results for the fiscal year ended February 28, 2022 include investment to acquire shares and other interests related to the convenience store business and other business of Marathon Petroleum Corporation on May 14, 2021.
- On March 1, 2022, York-Benimaru merged with Life Foods. The forecast for the fiscal year ending February 28, 2023 includes the figures for Life Foods.
- On September 1, 2021, Sogo & Seibu merged with Seven & i Asset Management.

## ■ Store Information

### Number of Stores and Store Openings / Closures of Major Companies

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ending Feb. 28, 2023 (Forecast)	
		Change		Change		Change		Change
<b>Domestic convenience store operations</b>								
Seven-Eleven Japan	20,916	+40	21,085	+169	21,205	+120	21,305	+100
Openings	743		610		625		600	
Closures	703		441		505		500	
Relocations, etc.	482		288		354			
Terminations of contract	221		153		151			
Seven-Eleven Okinawa	39	+39	82	+43	122	+40	155	+33
Openings	39		43		40		33	
Closures	0		0		0		0	
<b>Overseas convenience store operations</b>								
7-Eleven, Inc.* <sup>1</sup>	9,682	+109	9,884	+202	13,213	+3,329	13,223	+10
Openings	361		436		3,806		210	
Closures	252		234		477		200	
SEVEN-ELEVEN (BEIJING)* <sup>1</sup>	275	+9	283	+8	304	+21	380	+76
Openings	50		22		62		100	
Closures	41		14		41		24	
SEVEN-ELEVEN (TIANJIN)* <sup>1</sup>	178	+23	179	+1	200	+21	220	+20
Openings	36		18		38		40	
Closures	13		17		17		20	
SEVEN-ELEVEN (CHENGDU)* <sup>1</sup>	75	(2)	73	(2)	84	+11	104	+20
Openings	6		11		17		25	
Closures	8		13		6		5	
<b>Superstore operations</b>								
Ito-Yokado* <sup>2</sup>	157	(2)	132	(25)	128	(4)	126	(2)
Openings	4		3		0		0	
Closures / Transfers	6		28		4		2	
York-Benimaru	232	+7	235	+3	237	+2	245	+8
Openings	8		5		5		11	
Closures	1		2		3		3	
York* <sup>2</sup>	78	(1)	100	+22	101	+1	103	+2
Openings / Successions	2		23		1		2	
Closures	3		1		0		0	
Chengdu Ito-Yokado* <sup>1</sup>	9	+1	9	±0	10	+1	11	+1
Openings	1		0		1		1	
Closures	0		0		0		0	
Hua Tang Yokado Commercial* <sup>1</sup>	1	±0	1	±0	1	±0	1	±0
Openings	0		0		0		0	
Closures	0		0		0		0	
<b>Department and specialty store operations</b>								
Sogo & Seibu	15	±0	10	(5)	10	±0	10	±0
Openings	0		0		0		0	
Closures	0		5		0		0	
Akachan Honpo* <sup>3</sup>	117	+7	117	±0	121	+4	130	+9
Openings	10		3		5		9	
Closures	3		3		1		0	
Seven & i Food Systems	679	(37)	614	(65)	545	(69)	542	(3)
Denny's	372	+1	339	(33)	322	(17)	321	(1)
Openings	9		13		3		1	
Closures	8		46		20		2	
Other	307	(38)	275	(32)	223	(52)	221	(2)
THE LOFT* <sup>4</sup>	124	+9	131	+7	138	+7	152	+14
Openings	11		10		11		18	
Closures	2		3		4		4	

\*1. Figures are as of the end of December.

\*2. The trade name of York Mart was changed to York on June 1, 2020.

York took over 20 stores of "Shokuhinkan" and "THE PRICE" from Ito-Yokado on the same date.

\*3. Including 1 franchised store for the fiscal year ended February 29, 2020, 3 franchised stores for the fiscal year ended February 28, 2021, and 5 franchised stores for the fiscal year ended February 28, 2022.

\*4. Including 19 franchised stores for the fiscal year ended February 29, 2020 and 20 franchised stores for the fiscal year ended February 28, 2021 and 2022.

## Store Information in Domestic / Overseas Convenience Store Operations

### Domestic Store Network

	Feb. 2020	Feb. 2021	Feb. 2022	Change
Hokkaido	1,003	1,002	1,001	(1)
Aomori	94	97	99	+2
Iwate	147	145	146	+1
Miyagi	412	416	426	+10
Akita	108	107	113	+6
Yamagata	184	183	185	+2
Fukushima	454	457	456	(1)
Ibaraki	648	649	647	(2)
Tochigi	450	453	457	+4
Gunma	469	473	477	+4
Saitama	1,207	1,220	1,229	+9
Chiba	1,125	1,138	1,160	+22
Tokyo	2,768	2,803	2,850	+47
Kanagawa	1,460	1,472	1,483	+11
Niigata	430	435	437	+2
Toyama	131	133	135	+2
Ishikawa	137	137	137	±0
Fukui	68	69	70	+1
Yamanashi	207	206	207	+1
Nagano	462	460	461	+1
Gifu	195	195	196	+1
Shizuoka	737	743	752	+9
Aichi	1,053	1,063	1,071	+8
Mie	170	170	171	+1
Shiga	239	238	231	(7)
Kyoto	357	362	356	(6)
Osaka	1,251	1,260	1,269	+9
Hyogo	698	703	693	(10)
Nara	140	139	137	(2)
Wakayama	85	88	86	(2)
Tottori	39	43	44	+1
Shimane	60	60	60	±0
Okayama	310	317	320	+3
Hiroshima	599	606	597	(9)
Yamaguchi	330	328	326	(2)
Tokushima	83	81	80	(1)
Kagawa	103	106	108	+2
Ehime	125	124	124	±0
Kochi	41	42	43	+1
Fukuoka	1,017	1,031	1,026	(5)
Saga	188	187	187	±0
Nagasaki	202	204	205	+1
Kumamoto	353	359	360	+1
Oita	181	182	182	±0
Miyazaki	196	198	199	+1
Kagoshima	200	201	206	+5
Okinawa	39	82	122	+40
<b>Total</b>	<b>20,955</b>	<b>21,167</b>	<b>21,327</b>	<b>+160</b>

### Global Seven-Eleven Store Network

[Consolidated subsidiaries]

	Feb. 2020	Feb. 2021	Feb. 2022	Change
Japan	20,955	21,167	21,327	+160
North America *1	9,682	9,884	13,213	+3,329
U.S.A.	9,046	9,255	12,593	+3,338
Canada	636	629	620	(9)
Hawaii	66	65	65	±0
China [Beijing]	275	283	304	+21
China [Tianjin]	178	179	200	+21
China [Chengdu]	75	73	84	+11
<b>Subtotal</b>	<b>31,231</b>	<b>31,651</b>	<b>35,193</b>	<b>+3,542</b>

\*1. Figures for North America are the number of franchised stores and directly operated stores operated by 7-Eleven, Inc.

[Area licensees]

	Dec. 2019	Dec. 2020	Dec. 2021	Change
South Korea	10,016	10,501	11,173	+672
China	2,290	2,428	2,637	+209
[Hong Kong and others]*2				
China [Shanghai]	116	136	151	+15
China [Shandong]	93	113	247	+134
China [Chongqing]	37	35	37	+2
China [Zhejiang]	39	46	61	+15
China [Jiangsu]	16	24	61	+37
China [Hubei]	12	16	22	+6
China [Shaanxi]	21	36	70	+34
China [Fujian]	4	17	36	+19
China [Hunan]	-	17	42	+25
China [Henan]	-	9	23	+14
China [Yunnan]	-	-	5	+5
China [Taiwan]	5,647	6,024	6,379	+355
Thailand	11,712	12,432	13,134	+702
Philippines	2,864	2,978	3,073	+95
Malaysia	2,411	2,413	2,427	+14
Singapore	411	423	455	+32
Australia	708	714	718	+4
Vietnam	44	52	63	+11
Cambodia	-	-	4	+4
India	-	-	2	+2
U.S.A.	252	210	284	+74
Mexico	1,829	1,822	1,841	+19
Norway	154	152	149	(3)
Sweden	83	84	82	(2)
Denmark	172	173	172	(1)
<b>Subtotal</b>	<b>38,943</b>	<b>40,855</b>	<b>43,348</b>	<b>+2,493</b>

\*2. Figures for China [Hong Kong and others] include Guang Dong Province and Macau.

	Feb. 2020	Feb. 2021	Feb. 2022	Change
<b>Total worldwide</b>	<b>70,174</b>	<b>72,506</b>	<b>78,541</b>	<b>+6,035</b>

Note: Figures for overseas stores are as of the end of December.

As of February 28, 2022, the number of Seven-Eleven stores around the world including area licensees is 78,721.

## Store Information in Superstore Operations

### (1) Ito-Yokado

【Fiscal year ended February 28, 2022】					(Square meters)
	Store name	Location	Date	Total sales floor space	Directly managed sales floor space
Closures	Asahikawa	Hokkaido	May 9, 2021	15,416	12,646
	Numazu	Shizuoka	Aug. 22, 2021	11,306	11,110
	Kariya	Aichi	Sep. 5, 2021	4,675	4,675
	Hitachi	Ibaraki	Jan. 16, 2022	13,908	12,025

【Fiscal year ending February 28, 2023】					(Square meters)
	Store name	Location	Date	Total sales floor space	Directly managed sales floor space
Closures	Hakodate (Plan)	Hokkaido	Jul. 3, 2022	14,101	11,675
	Kanamachi (Plan)	Tokyo	Sep. 4, 2022	8,780	6,260

### (2) York-Benimaru

【Fiscal year ended February 28, 2022】					(Square meters)
	Store name	Location	Date	Total sales floor space	Directly managed sales floor space
Openings	Tsukuba-Sakuranomori	Ibaraki	Mar. 19, 2021	2,357	2,157
	Iriecho	Fukushima	Oct. 29, 2021	2,371	2,119
	Asakamachi (S&B)	Fukushima	Nov. 1, 2021	3,409	3,049
	Sendai-Komatsushima	Miyagi	Dec. 3, 2021	999	899
	Nihonmatsu-Inter	Fukushima	Feb. 26, 2022	2,000	1,798
Closures	Hamada	Fukushima	Oct. 24, 2021	2,994	2,069
	Asakamachi (S&B)	Fukushima	Oct. 24, 2021	3,116	2,727
	Kuwano	Fukushima	Nov. 14, 2021	1,597	1,498

Note: S&B stands for Scrap & Build.

【Fiscal year ending February 28, 2023】					(Square meters)
	Store name	Location	Date	Total sales floor space	Directly managed sales floor space
Opening	Sanuma (S&B) (Plan)	Miyagi	Apr. 9, 2022	2,260	2,216
Closure	Senoue	Fukushima	Mar. 27, 2022	1,025	972

In addition to the above, 10 stores will be opened, and 2 stores will be closed in the fiscal year ending February 28, 2023.

### (3) Chengdu Ito-Yokado

【Fiscal year ended December 31, 2021】					(Square meters)
	Store name	Location	Date	Total sales floor space	
Opening	Le Shan	Le Shan	Jan. 6, 2021	22,800	

【Fiscal year ending December 31, 2022】					(Square meters)
	Store name	Location	Date	Total sales floor space	
Opening	Jin Rong Cheng (food specialty store)	Chengdu	Jan. 2, 2022	2,532	

## Number of Stores by Type

### Seven-Eleven Japan

	Fiscal Year Ended Feb. 29, 2020			Fiscal Year Ended Feb. 28, 2021			Fiscal Year Ended Feb. 28, 2022		
		Change	Composition (%)		Change	Composition (%)		Change	Composition (%)
Number of stores	20,916	+40	100.0	21,085	+169	100.0	21,205	+120	100.0
Franchised stores	20,545	+46	98.2	20,632	+87	97.9	20,778	+146	98.0
Type A	4,539	(19)	21.7	4,482	(57)	21.3	4,420	(62)	20.8
Type C	16,006	+65	76.5	16,150	+144	76.6	16,358	+208	77.1
Directly operated stores	371	(6)	1.8	453	+82	2.1	427	(26)	2.0
Open 24 hours	19,847	(152)	94.9	19,312	(535)	91.6	19,341	+29	91.2
With liquor license	20,574	+29	98.4	20,748	+174	98.4	20,862	+114	98.4
With cigarette license	20,260	+148	96.9	20,448	+188	97.0	20,578	+130	97.0

### 7-Eleven, Inc.

	Fiscal Year Ended Dec. 31, 2019			Fiscal Year Ended Dec. 31, 2020			Fiscal Year Ended Dec. 31, 2021		
		Change	Composition (%)		Change	Composition (%)		Change	Composition (%)
Number of stores	9,682	+109	100.0	9,884	+202	100.0	13,213	+3,329	100.0
Franchised stores	7,379	+166	76.2	7,485	+106	75.7	7,404	(81)	56.0
BCP stores [Type A]*	591	+116	6.1	647	+56	6.5	648	+1	4.9
Type C	6,788	+50	70.1	6,838	+50	69.2	6,756	(82)	51.1
Directly operated stores	2,303	(57)	23.8	2,399	+96	24.3	5,809	+3,410	44.0
With fuel station	4,469	+84	46.2	4,748	+279	48.0	8,138	+3,390	61.6

\* BCP stands for Business Conversion Program.

## Sales Floor Space

### Seven-Eleven Japan

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	2,929,047	100.7	2,969,294	101.4	2,972,807	100.1

### 7-Eleven, Inc.

	Fiscal Year Ended Dec. 31, 2019		Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ended Dec. 31, 2021	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	1,684,207	102.0	1,730,254	102.7	2,309,199	133.5

### Ito-Yokado

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	2,506,284	98.4	2,373,250	94.7	2,288,584	96.4
Directly managed sales floor space	1,355,959	95.5	1,230,268	90.7	1,162,773	94.5
Weighted average directly managed sales floor space	1,380,409	93.5	1,279,303	92.7	1,185,771	92.7
Sales per square meters (K yen)	591	101.1	602	101.8	622	103.5

### York-Benimaru

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	697,646	102.2	703,029	100.8	709,077	100.9
Directly managed sales floor space	534,926	101.8	541,036	101.1	544,925	100.7
Weighted average directly managed sales floor space*	524,486	101.2	534,910	102.0	539,830	100.9
Sales per square meters (K yen)	721	99.2	764	106.0	752	98.5

\* Excluding floor space of the stores which has been temporarily closed.

### Sogo & Seibu

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	571,738	100.0	443,079	77.5	443,201	100.0
Weighted average sales floor space	571,738	100.0	530,499	92.8	443,191	83.5
Sales per square meters (K yen)	1,030	97.5	811	78.7	1,008	124.3

## Employee and other information

### Seven-Eleven Japan

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022	
		YOY(%)Change		YOY(%)Change		YOY(%)Change
Payment acceptance service						
Number of transactions (thousands)	513,061	102.1	510,212	99.4	501,181	98.2
Total value of transactions (millions of yen)	5,439,479	103.5	5,403,420	99.3	5,479,461	101.4
Inventory turnover (days) <sup>*1</sup>	11.5	±0.0	11.8	+0.3	11.9	+0.1
Full-time employees (term-end)	8,959	(133)	8,990	+31	8,930	(60)

### Ito-Yokado

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022	
		Change		Change		Change
Inventory turnover (days) <sup>*2</sup>	25.3	+0.2	22.8	(2.5)	22.1	(0.7)
Loss ratio (%) <sup>*3</sup>	6.2	(1.0)	5.2	(1.0)	5.1	(0.1)
Full-time employees (term-end)	7,238	(205)	6,477	(761)	6,024	(453)
Full-time employees (average)	7,367	(194)	6,826	(541)	6,238	(588)
Part-time employees <sup>*4</sup>	24,275	(2,415)	22,319	(1,956)	20,059	(2,260)
Ratio to total (%)	76.7	(1.2)	76.6	(0.1)	76.3	(0.3)

### York-Benimaru

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022	
		Change		Change		Change
Inventory turnover (days) <sup>*2</sup>	13.4	(0.1)	12.0	(1.4)	12.2	+0.2
Loss ratio (%) <sup>*3</sup>	4.9	(0.4)	4.4	(0.5)	4.5	+0.1
Full-time employees (term-end)	2,766	+19	2,810	+44	2,866	+56
Full-time employees (average)	2,812	+14	2,828	+16	2,880	+52
Part-time employees <sup>*4</sup>	11,811	(142)	12,178	+367	12,166	(12)
Ratio to total (%)	80.8	(0.2)	81.2	+0.4	80.9	(0.3)

### Sogo & Seibu

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022	
		Change		Change		Change
Full-time employees (term-end)	2,679	(102)	2,409	(270)	2,135	(274)
Full-time employees (average)	2,763	(71)	2,533	(230)	2,254	(279)
Part-time employees <sup>*4</sup>	3,665	(162)	2,962	(703)	2,414	(548)
Ratio to total (%)	57.0	(0.4)	53.9	(3.1)	51.7	(2.2)

### Seven & i Food Systems

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022	
		Change		Change		Change
Full-time employees (term-end)	1,257	(50)	1,184	(73)	962	(222)
Full-time employees (average)	1,311	(34)	1,232	(79)	1,002	(230)
Part-time employees <sup>*4</sup>	6,849	(541)	5,380	(1,469)	4,552	(828)
Ratio to total (%)	83.9	(0.7)	81.4	(2.5)	82.0	+0.6

\*1 Average inventory for the period / Average daily sales

\*2 Inventories at the end of period (Cost basis) / Cost of merchandise sales × Annual operating days

\*3 Loss ratio: (Markdown + Abandonment) / Merchandise sales

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



## Appendix

### Fiscal periods of consolidated subsidiaries

	Q1	Q2	Q3	Fiscal year
Consolidated subsidiaries except for below	May	August	November	February
Overseas subsidiaries	March	June	September	December
Seven Bank, Ltd. and its domestic consolidated subsidiaries	June	September	December	March

Note: For consolidated subsidiaries ending fiscal year on December, financial statements for the fiscal year ended December have been adopted.

For consolidated subsidiary ending fiscal year on March, financial statements which were applied correspondingly to regular financial statements on February have been adopted.

The information disclosed by the Company may contain forward-looking statements. These statements are based on management's judgment in accordance with materials available to the Company at the time of disclosure, with future projections based on certain assumptions. The forward-looking statements therefore incorporate various risks, estimates, uncertainties and as such, actual results and performance may differ from the future outlook included in disclosed information due to various factors, such as changes in business operations and the financial situation going forward.