

Brief Summary

for the Third Quarter of FY2023

(Fiscal Year Ending February 29, 2024)

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"Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc.

"Accounting Standard for Revenue Recognition", etc. have been applied since the fiscal year ended February 28, 2023.

Reclassification of operating segments

In accordance with the results of the group strategy reevaluation, we have reclassified our business segments, effective from the fiscal year ending February 29, 2024. Figures for the same period of the previous year have been revised to reflect the new classification.

Transfer of subsidiary shares

We transferred all of the issued shares of Sogo & Seibu Co., Ltd. on September 1, 2023. As a result, Sogo & Seibu Co., Ltd., and its subsidiaries were excluded from the scope of consolidation.

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.

■ Consolidated Results

Results

	(Millions of yen)							
	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Group's total sales	13,332,202	129.7	13,344,629	100.1	17,842,688	125.3	17,813,000	99.8
Revenues from operations	8,823,781	143.5	8,580,207	97.2	11,811,303	135.0	11,482,000	97.2
Domestic convenience store operations	671,602	-	700,065	104.2	890,293	102.0	937,000	105.2
Overseas convenience store operations	6,628,271	-	6,357,719	95.9	8,846,163	170.3	8,525,000	96.4
Superstore operations	1,064,876	-	1,086,301	102.0	1,449,165	80.0	1,467,000	101.2
Financial services	145,700	-	155,799	106.9	194,295	99.9	208,000	107.1
Others	355,204	-	326,591	91.9	488,304	66.8	408,000	83.6
Eliminations / Corporate	(41,874)	-	(46,269)	-	(56,920)	-	(63,000)	-
Operating income (loss)	394,873	130.4	410,019	103.8	506,521	130.7	525,000	103.6
Domestic convenience store operations	185,345	-	199,004	107.4	232,033	103.9	250,000	107.7
Overseas convenience store operations	227,539	-	231,287	101.6	289,703	181.2	301,000	103.9
Superstore operations	1,417	-	2,405	169.7	12,395	65.2	14,500	117.0
Financial services	29,952	-	29,020	96.9	37,140	98.9	33,500	90.2
Others	(1,105)	-	2,497	-	2,593	-	100	3.9
Eliminations / Corporate	(48,276)	-	(54,195)	-	(67,344)	-	(74,100)	-
Ordinary income	370,264	131.2	388,239	104.9	475,887	132.7	490,000	103.0
Special gains	10,253	60.4	11,253	109.7	13,510	61.4		
Special losses	42,729	107.7	177,586	415.6	86,636	126.1		
Income before income taxes	337,788	130.2	221,905	65.7	402,761	129.2		
Net income attributable to owners of parent	234,708	134.2	182,162	77.6	280,976	133.3	230,000	81.9
EBITDA	755,490	135.3	796,280	105.4	995,319	132.4	1,044,700	105.0
ROA (%)					2.9			
ROE (%)					8.7		6.5	
Net income per share (EPS) (yen)	265.75	134.2	206.23	77.6	318.14	133.3	260.59	81.9
EPS before amortization of goodwill (yen)	359.21	143.0	306.30	85.3	445.74	139.6	396.21	88.9

Number of shares outstanding

Average	883,177,403	883,289,367	883,189,201
End of period	883,225,686	883,336,654	883,224,712

Exchange rates

		(Yen)							
		Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
Income statements	U.S.\$1=	128.30	138.24	131.62	140.60				
	1yuan=	19.38	19.62	19.50	19.80				
Balance sheets	U.S.\$1=	144.81	149.58	132.70	-				
	1yuan=	20.37	20.46	19.01	-				

- Notes:
- Group's total sales include the sales of franchisees of Seven-Eleven Japan, Seven-Eleven Okinawa and 7-Eleven, Inc.
 - "Eliminations/Corporate" in operating income includes the Company's operating expenses relating to the Group strategy.
 - EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill*
*Amortization of goodwill: Only figure included in SG&A expenses
 - ROA: Net income attributable to owners of parent / Average of total assets at the beginning and the end of each fiscal year
 - ROE: Net income attributable to owners of parent / Average of owners' equity*
*Owners' equity: Net assets - Subscription rights to shares - Non-controlling interests
 - EPS: Net income attributable to owners of parent / Average shares outstanding during the period
 - EPS before amortization of goodwill: (Net income attributable to owners of parent + Amortization of goodwill) / Average shares outstanding during the period
 - The Company resolved to acquire its own shares at the meeting of the Board of Directors held on November 30, 2023. The estimated impact of acquisition of own shares and cancellation of treasury stock are taken into account in regards to 'EPS' and 'EPS before amortization of goodwill' in the forecast for the fiscal year ending February 29, 2024.
 - Number of shares outstanding at each fiscal year-end and of 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.

Major Factors for the Change

	(Millions of yen)		(Billions of yen)
	Nine Months Ended Nov. 30, 2023	Change	Major Factors for the Change
Group's total sales*1	13,344,629	+12,426	Total store sales at Seven-Eleven Japan: +166.8 Total store sales at 7-Eleven, Inc.: (182.2) [Effect of exchange rate: +555.4]
Revenues from operations	8,580,207	(243,573)	Domestic CVS: +28.4, Overseas CVS: (270.5), Superstore: +21.4, Financial services: +10.0 [Effect of exchange rate: +456.8]
Operating income (loss)	410,019	+15,146	[Effect of exchange rate: +16.4]
Domestic convenience store operations	199,004	+13,659	Seven-Eleven Japan: +14.0 Revenues: +26.9, Gross profit margin: +7.0, SG&A expenses: (19.9) Others: (0.39)
Overseas convenience store operations	231,287	+3,748	7-Eleven, Inc.: +7.8 [of which, effect of exchange rate: +22.5] Revenues: +43.4, Gross profit margin: +36.5, SG&A expenses: (72.1) Others: +1.6 Amortization of goodwill: (5.7) [of which, effect of exchange rate: (6.1)]
Superstore operations	2,405	+987	Ito-Yokado: (1.4) Revenues: +14.2, Gross profit margin: (4.0), SG&A expenses: (11.6) York-Benimaru: +0.72 Revenues: +4.2, Gross profit margin: (0.08), SG&A expenses: (3.4) Others: +1.6
Financial services	29,020	(932)	
Others	2,497	+3,603	
Eliminations / Corporate*2	(54,195)	(5,919)	
Ordinary income	388,239	+17,974	Increase in operating income, increase in non-operating income
Income before income taxes	221,905	(115,882)	Increase in ordinary income, increase in special losses
Net income attributable to owners of parent	182,162	(52,546)	

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

*2. "Eliminations / Corporate" in operating income includes the Company's operating expenses relating to the Group strategy.

Segment Information

Operating segment information

(Millions of yen)

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023			Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)		YOY(%)	Composition(%)		YOY(%)		YOY(%)
Capital expenditures	298,534	94.2	321,864	107.8	100.0	431,961	98.3	474,900	109.9
Domestic convenience store operations	58,011	-	84,873	146.3	26.4	95,913	96.1	123,200	128.4
Overseas convenience store operations	131,181	-	130,292	99.3	40.5	188,641	105.7	185,400	98.3
Superstore operations	34,712	-	35,855	103.3	11.1	49,542	81.9	51,300	103.5
Financial services	25,538	-	38,588	151.1	12.0	34,223	91.7	46,300	135.3
Others	17,888	-	15,467	86.5	4.8	24,862	130.2	29,400	118.3
Eliminations / Corporate	31,201	-	16,787	53.8	5.2	38,778	87.1	39,300	101.3
Depreciation and amortization	278,077	133.2	297,868	107.1	100.0	376,097	128.6	400,000	106.4
Domestic convenience store operations	63,643	-	66,556	104.6	22.3	85,553	105.9	90,400	105.7
Overseas convenience store operations	139,420	-	153,643	110.2	51.6	192,968	151.7	207,700	107.6
Superstore operations	26,167	-	27,465	105.0	9.2	35,388	123.7	37,600	106.2
Financial services	26,764	-	25,498	95.3	8.6	32,227	101.4	34,500	107.1
Others	11,174	-	8,912	79.8	3.0	14,985	97.7	10,200	68.1
Eliminations / Corporate	10,907	-	15,791	144.8	5.3	14,973	168.9	19,600	130.9
Amortization of goodwill	82,539	176.1	88,392	107.1	100.0	112,700	158.1	119,700	106.2
Domestic convenience store operations	-	-	-	-	-	-	-		
Overseas convenience store operations	79,599	-	85,358	107.2	96.6	108,756	161.5		
Superstore operations	2,324	-	2,350	101.1	2.7	3,098	100.0		
Financial services	269	-	336	125.1	0.4	381	106.3		
Others	347	-	347	100.0	0.4	462	100.0		
Corporate	-	-	-	-	-	-	-		
EBITDA	755,490	135.3	796,280	105.4	100.0	995,319	132.4	1,044,700	105.0
Domestic convenience store operations	248,989	-	265,561	106.7	31.8	317,587	104.4	340,400	107.2
Overseas convenience store operations	446,559	-	470,290	105.3	56.3	591,428	166.9	624,400	105.6
Superstore operations	29,909	-	32,220	107.7	3.9	50,883	100.3	55,200	108.5
Financial services	56,985	-	54,855	96.3	6.6	69,749	100.1	68,400	98.1
Others	10,415	-	11,756	112.9	1.4	18,041	269.7	10,800	59.9
Eliminations / Corporate	(37,368)	-	(38,403)	-	-	(52,371)	-	(54,500)	-
Impairment loss	17,672	141.5	18,518	104.8	100.0	48,950	176.2		
Domestic convenience store operations	6,614	-	5,257	79.5	28.4	8,918	89.7		
Overseas convenience store operations	4,653	-	5,110	109.8	27.6	9,816	416.0		
Superstore operations	1,694	-	5,381	317.6	29.1	15,589	245.2		
Financial services	50	-	1,433	-	7.7	78	10.3		
Others	4,660	-	1,306	28.0	7.1	13,423	168.9		
Eliminations / Corporate	-	-	27	-	0.1	1,124	280.8		

- 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 includes capital expenditures relating to the Group strategy.
2. "Eliminations / Corporate" in depreciation and amortization includes depreciation and amortization of assets 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 109 million yen for the nine months ended November 30, 2022; 524 million yen for the nine months ended November 30, 2023; 5,530 million yen for the fiscal year ended February 28, 2023.

Geographic area segment information

(Millions of yen)

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023			Fiscal Year Ended Feb. 28, 2023	
		YOY(%)		YOY(%)	Composition(%)		YOY(%)
Revenues from operations	8,823,781	143.5	8,580,207	97.2	-	11,811,303	135.0
Japan	2,173,112	84.7	2,196,927	101.1	25.6	2,930,711	84.5
North America	6,611,968	188.8	6,340,477	95.9	73.8	8,824,900	170.7
Others	54,499	65.5	57,829	106.1	0.7	71,990	64.0
Eliminations	(15,798)	-	(15,027)	-	-	(16,299)	-
Operating income	394,873	130.4	410,019	103.8	-	506,521	130.7
Japan	183,662	103.6	193,807	105.5	45.8	235,110	103.5
North America	226,257	181.3	227,972	100.8	53.9	287,265	180.1
Others	(542)	-	1,372	-	0.3	(1,355)	-
Eliminations	(14,504)	-	(13,132)	-	-	(14,499)	-

Note: "Others" consists of the results in the China, etc.

Interest-Bearing Debt & Ratings

Interest-bearing debt (end of period)

(Millions of yen)

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023	
		YOY(%) / change		YOY(%) / change		YOY(%) / change
Short-term loans	141,790	22.6	84,013	59.3	143,568	102.4
Current portion of long-term loans	157,873	118.1	142,755	90.4	145,605	120.1
Current portion of bonds	220,826	153.6	486,282	220.2	355,823	593.0
Subtotal	520,490	57.6	713,051	137.0	644,997	200.7
Long-term loans	994,271	198.8	863,171	86.8	936,070	94.1
Bonds	1,642,855	105.8	1,417,062	86.3	1,394,728	88.1
Subtotal	2,637,127	128.4	2,280,233	86.5	2,330,799	90.4
Total	3,157,617	106.8	2,993,284	94.8	2,975,797	102.7
Ratio to total assets (%)	29.0	(5.2)	27.0	(2.0)	28.2	(5.0)
Ratio to owners' equity (%)	86.6	(15.5)	77.7	(8.9)	85.6	(11.6)

Interest-bearing debt by operating segment (end of period)

(Millions of yen)

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)		YOY(%)		YOY(%)
Domestic convenience store operations	-	-	-	-	-	-
Overseas convenience store operations	1,858,618	-	1,671,196	89.9	1,703,683	113.6
Superstore operations	-	-	552	-	-	-
Others	156,439	-	23,461	15.0	152,299	89.7
Corporate	860,474	-	1,019,474	118.5	839,974	89.3
Subtotal	2,875,531	108.0	2,714,684	94.4	2,695,957	103.2
Financial services	282,085	96.1	278,600	98.8	279,839	97.3
Total	3,157,617	106.8	2,993,284	94.8	2,975,797	102.7

Bond information

(As of November 30, 2023)

	Amount	Date of issue	Coupon	Redemption date
Issued by Seven & i Holdings				
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
16th unsecured domestic straight bonds	60 billion yen	Nov. 02, 2023	0.400%	Nov. 02, 2026
17th unsecured domestic straight bonds	60 billion yen	Nov. 02, 2023	0.687%	Nov. 02, 2028
18th unsecured domestic straight bonds	30 billion yen	Nov. 02, 2023	1.040%	Nov. 01, 2030
19th unsecured domestic straight bonds	70 billion yen	Nov. 02, 2023	1.392%	Nov. 02, 2033
Issued by 7-Eleven, Inc.				
USD-denominated senior unsecured notes due 2024	2.25 billions dollars	Feb. 10, 2021	0.800%	Feb. 10, 2024
USD-denominated senior unsecured notes due 2026	1.25 billions dollars	Feb. 10, 2021	0.950%	Feb. 10, 2026
USD-denominated senior unsecured notes due 2028	1.0 billions dollars	Feb. 10, 2021	1.300%	Feb. 10, 2028
USD-denominated senior unsecured notes due 2031	1.7 billions dollars	Feb. 10, 2021	1.800%	Feb. 10, 2031
USD-denominated senior unsecured notes due 2041	0.75 billions dollars	Feb. 10, 2021	2.500%	Feb. 10, 2041
USD-denominated senior unsecured notes due 2051	1.25 billions dollars	Feb. 10, 2021	2.800%	Feb. 10, 2051
Issued by Seven Bank				
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

Ratings

(As of December 31, 2023)

		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.

[Reference] Medium-Term Management Plan 2021-2025 principal consolidated financial KPIs

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
EBITDA	626,874	93.0	751,491	119.9	995,319	132.4	1,044,700	105.0
Operating cash flow (excl. financial services)	456,708	95.7	630,807	138.1	832,804	132.0	-	-
Free cash flow level (excl. financial services)	132,069	79.5	279,597	211.7	474,055	169.5	-	-
ROE (%)	6.8		7.5		8.7		6.5	
ROIC (excl. financial services) (%)	4.7		4.8		5.2		4.2	
Debt/EBITDA ratio (times)	2.8		3.9		3.0		2.6	
Net income per share (EPS) (yen)	203.03	82.2	238.68	117.6	318.14	133.3	260.59	81.9
EPS before amortization of goodwill (yen)	231.39	84.6	319.40	138.0	445.74	139.6	396.21	88.9

Notes: 1. Operating cash flow represents management accounting figures based on NOPAT (excl. financial services).

2. 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.

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

4. The Company resolved to acquire its own shares at the meeting of the Board of Directors held on November 30, 2023. The estimated impact of acquisition of own shares and cancellation of treasury stock are taken into account in regards to 'EPS' and 'EPS before amortization of goodwill' in the forecast for the fiscal year ending February 29, 2024.

Consolidated Balance Sheets

				(Millions of yen)	
ASSETS		Feb. 28, 2023 Amount	Nov. 30, 2023 Amount	LIABILITIES	
		Feb. 28, 2023 Amount	Nov. 30, 2023 Amount	Feb. 28, 2023 Amount	Nov. 30, 2023 Amount
Current assets		3,060,653	3,285,877	Current liabilities	3,265,089
Cash and bank deposits*		1,670,872	1,739,434	Notes and accounts payable, trade	536,173
Call loan		23,000	-	Short-term loans	143,568
Notes and accounts receivable - trade, and contract assets		422,635	511,488	Current portion of bonds	355,823
Trade accounts receivable - financial services		93,490	100,103	Current portion of long-term loans	145,605
Merchandise and finished goods		280,044	323,616	Income taxes payable	25,549
Work in process		119	45	Accrued expenses	276,771
Raw materials and supplies		2,216	2,189	Contract liabilities	211,356
Prepaid expenses		78,588	91,717	Deposits received	165,501
ATM-related temporary payments		102,755	95,571	ATM-related temporary advances	61,772
Other		397,288	435,182	Lease obligations	121,472
Allowance for doubtful accounts		(10,356)	(13,470)	Allowance for related loss on transfer of department store	-
				Allowance for sales promotion expenses	1,104
				Allowance for bonuses to employees	14,389
				Allowance for bonuses to Directors and Audit & Supervisory Board Members	483
				Deposits received in banking business	810,139
				Call money	110,000
				Other	285,377
Non-current assets		7,489,195	7,806,788	Non-current liabilities	3,637,704
Property and equipment		4,341,750	4,500,459	Bonds	1,394,728
Buildings and structures, net		1,614,830	1,649,980	Long-term loans	936,070
Furniture, fixtures and equipment, net		463,518	505,524	Deferred income taxes	184,242
Land		1,196,007	1,144,443	Allowance for retirement benefits to Directors and Audit & Supervisory Board Members	526
Lease assets, net		6,264	3,930	Allowance for stock payments	4,555
Right-of-use assets, net		885,645	1,016,690	Net defined benefit liability	13,584
Construction in progress		156,842	159,565	Deposits received from tenants and franchised stores	50,322
Other, net		18,640	20,324	Lease obligations	834,913
Intangible assets		2,364,673	2,492,826	Asset retirement obligations	155,137
Goodwill		1,913,017	2,068,102	Other	63,623
Software		265,638	295,036	TOTAL LIABILITIES	6,902,794
Other		186,016	129,687	NET ASSETS	
Investments and other assets		782,772	813,501	Shareholders' equity	2,981,545
Investments in securities		243,215	271,672	Common stock	50,000
Long-term loans receivable		14,903	14,992	Capital surplus	408,926
Long-term leasehold deposits		321,945	279,067	Retained earnings	2,532,491
Advances for store construction		770	75	Treasury stock, at cost	(9,451)
Net defined benefit asset		87,088	90,565	Total accumulated other comprehensive income	493,001
Deferred income taxes		57,186	96,984	Unrealized gains (losses) on available-for-sale securities, net of taxes	34,823
Other		60,627	62,582	Unrealized gains (losses) on hedging derivatives, net of taxes	4,799
Allowance for doubtful accounts		(2,965)	(2,438)	Foreign currency translation adjustments	444,478
Deferred assets		1,106	1,178	Remeasurements of defined benefit plans	8,899
Business commencement expenses		773	338	Subscription rights to shares	49
Bond issuance cost		332	839	Non-controlling interests	173,565
TOTAL ASSETS		10,550,956	11,093,844	TOTAL NET ASSETS	3,648,161
				TOTAL LIABILITIES AND NET ASSETS	10,550,956

*Of which, "cash and bank deposits" of Seven Bank amounted to 1,024.3 billion yen as of February 28, 2023 and 930.1 billion yen as of November 30, 2023 including cash to be held in ATMs.

Consolidated Statements of Income

(Millions of yen)

	Nine Months Ended Nov. 30, 2022	Nine Months Ended Nov. 30, 2023
Revenues from operations	8,823,781	8,580,207
Net sales	7,665,598	7,348,772
Cost of sales	6,375,866	6,018,149
Gross profit on sales	1,289,731	1,330,623
Operating revenues	1,158,183	1,231,435
Gross profit from operations	2,447,915	2,562,058
Selling, general and administrative expenses	2,053,042	2,152,039
Operating income	394,873	410,019
Non-operating income	8,192	15,768
Interest income	2,982	7,997
Equity in earnings of affiliates	2,271	3,067
Other	2,938	4,702
Non-operating expenses	32,801	37,548
Interest expenses	10,381	16,201
Interest on bonds	15,184	15,269
Other	7,235	6,077
Ordinary income	370,264	388,239
Special gains	10,253	11,253
Gain on sales of property and equipment	7,883	6,931
Gain on sales of investments in securities	268	2,853
Other	2,101	1,468
Special losses	42,729	177,586
Loss on disposals of property and equipment	10,161	10,198
Impairment loss	17,563	17,993
Loss on transfer of department store	-	132,241
Loss on transfer of subsidiary	-	4,866
Restructuring expenses	576	1,468
Other	14,427	10,817
Income before income taxes	337,788	221,905
Total income taxes	94,320	30,370
Income taxes - current	60,526	43,491
Income taxes - deferred	33,793	(13,120)
Net income	243,468	191,535
Net income attributable to non-controlling interests	8,759	9,373
Net income attributable to owners of parent	234,708	182,162

Consolidated Statements of Cash Flows

(Millions of yen)

	Nine Months Ended Nov. 30, 2022	Nine Months Ended Nov. 30, 2023
Cash flows from operating activities		
Income before income taxes	337,788	221,905
Depreciation and amortization	278,077	297,868
Impairment loss	17,672	18,518
Amortization of goodwill	82,539	88,392
Interest income	(2,982)	(7,997)
Interest expenses and interest on bonds	25,565	31,470
Equity in losses (earnings) of affiliates	(2,271)	(3,067)
Gain on sales of property and equipment	(7,883)	(6,931)
Loss on disposals of property and equipment	10,233	10,198
Loss on transfer of department store	-	132,241
Loss on transfer of subsidiary	-	4,866
Loss (gain) on sales of investment in securities	(268)	(2,853)
Decrease (increase) in notes and accounts receivable, trade	(69,862)	(86,141)
Decrease (increase) in trade accounts receivable, financial services	(549)	(6,612)
Decrease (increase) in inventories	(28,399)	(33,363)
Increase (decrease) in notes and accounts payable, trade	83,041	55,231
Increase (decrease) in deposits received	(61,249)	(28,613)
Net increase (decrease) in bonds in banking business	-	(20,000)
Net increase (decrease) in deposits received in banking business	(15,589)	(17,857)
Net decrease (increase) in call loan in banking business	(12,000)	23,000
Net increase (decrease) in call money in banking business	5,000	(50,000)
Net decrease (increase) in ATM-related temporary accounts	(6,040)	2,419
Other	35,593	(49,450)
Subtotal	668,415	573,222
Interest and dividends received	2,998	8,380
Interest paid	(30,337)	(35,310)
Insurance income received	-	1,071
Income taxes paid	(75,075)	(80,124)
Income taxes refund	15,567	18,874
Net cash provided by operating activities	581,568	486,114
Cash flows from investing activities		
Acquisition of property and equipment	(216,433)	(231,574)
Proceeds from sales of property and equipment	17,072	17,620
Acquisition of intangible assets	(80,812)	(90,422)
Payment for purchase of investments in securities	(36,955)	(36,999)
Proceeds from sales of investments in securities	22,192	26,421
Payment for purchase of shares in subsidiaries resulting in change in scope of consolidation	(459)	(776)
Proceeds from sales of shares in subsidiaries resulting in change in scope of consolidation	938	36,036
Payment for sales of shares in subsidiaries resulting in change in scope of consolidation	-	(2,687)
Payment for long-term leasehold deposits	(8,648)	(11,037)
Refund of long-term leasehold deposits	15,781	13,802
Proceeds from deposits from tenants	2,035	1,625
Refund of deposits from tenants	(1,991)	(1,411)
Payment for acquisition of business	(218)	-
Payment for time deposits	(2,178)	(6,738)
Proceeds from withdrawal of time deposits	1,723	3,324
Other	(7,066)	(10,979)
Net cash used in investing activities	(295,019)	(293,796)
Cash flows from financing activities		
Net increase (decrease) in short-term loans	691	11,134
Proceeds from long-term debts	154,266	45,700
Repayment of long-term debts	(223,856)	(122,888)
Proceeds from issuance of bonds	-	220,000
Payment for redemption of bonds	(60,000)	(192,800)
Proceeds from share issuance to non-controlling shareholders	-	2,368
Purchase of treasury stock	(10)	(11)
Dividends paid	(89,481)	(105,900)
Dividends paid to non-controlling interests	(4,320)	(4,051)
Payment for changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	(969)	(1,396)
Other	(14,988)	(16,073)
Net cash used in financing activities	(238,669)	(163,920)
Effect of exchange rate changes on cash and cash equivalents	53,325	38,672
Net increase (decrease) in cash and cash equivalents	101,205	67,070
Cash and cash equivalents at beginning of period	1,414,890	1,674,787
Cash and cash equivalents at end of period	1,516,095	1,741,857

■ Results and Business Performance of Major Companies

Domestic Convenience Store Operations

Seven-Eleven Japan

Results

(Millions of yen)

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total store sales	3,883,460	103.8	4,050,296	104.3	5,148,742	104.0	5,365,000	104.2
Net sales at franchised stores	3,816,007	103.9	4,003,061	104.9	5,061,782	104.2		
Revenues from operations	660,497	100.9	679,848	102.9	872,719	101.1	897,000	102.8
Franchise commission from franchised stores	588,327	101.4	626,570	106.5	779,161	101.8		
Gross profit from operations	612,967	101.4	646,962	105.5	811,423	101.8		
SG&A expenses	427,317	100.0	447,259	104.7	578,549	100.7		
Advertising expenses	21,066	65.4	27,867	132.3	30,260	66.4		
Salaries and wages	58,814	99.9	60,257	102.5	80,493	103.0		
Land and building rent	143,995	101.0	145,939	101.3	192,215	101.0		
Depreciation and amortization	62,462	106.5	65,334	104.6	83,961	105.9		
Utility expenses	47,378	137.7	46,979	99.2	64,998	139.6		
Others	93,599	93.0	100,880	107.8	126,620	94.2		
Operating income	185,649	104.8	199,703	107.6	232,873	104.4	251,000	107.8
EBITDA	248,111	105.2	265,038	106.8	316,835	104.8	339,000	107.0

Note: EBITDA: Operating income + Depreciation and amortization

Sales by merchandise category (gross total store sales)

(Millions of yen)

	Nine Months Ended Nov. 30, 2022			Nine Months Ended Nov. 30, 2023			Fiscal Year Ended Feb. 28, 2023			Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Total	3,893,931	104.0	100.0	4,063,946	104.4	100.0	5,164,231	104.3	100.0	5,383,000	104.2
Processed food	992,952	103.2	25.5	1,089,137	109.7	26.8	1,311,714	104.3	25.4		
Fast food	1,148,709	104.4	29.5	1,194,800	104.0	29.4	1,523,448	104.6	29.5		
Daily food	482,847	100.8	12.4	499,865	103.5	12.3	645,528	101.0	12.5		
Nonfood	1,269,421	105.7	32.6	1,280,143	100.8	31.5	1,683,539	105.2	32.6		

Existing store sales increase

(%)

	Nine Months Ended Nov. 30, 2022	Nine Months Ended Nov. 30, 2023	Fiscal Year Ended Feb. 28, 2023	Fiscal Year Ending Feb. 29, 2024 (Forecasts)
Existing store sales increase	+3.4	+3.8	+3.6	+3.4
Number of customers	+0.1	+2.1	+0.3	
Average spending per customer	+3.3	+1.7	+3.3	

Average daily sales per store

(Thousands of yen)

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		Change		Change		Change		Change
All stores	670	+23	698	+28	670	+24		
Newly opened stores	596	+66	631	+35	598	+61		

Gross profit margin by merchandise category

(%)

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		Change		Change		Change		Change
Total	31.9	+0.2	32.3	+0.4	31.9	+0.2	32.1	+0.2
Processed food	39.9	+0.4	40.3	+0.4	39.8	+0.5		
Fast food	37.2	+0.7	37.1	(0.1)	37.3	+0.7		
Daily food	34.5	+0.2	34.7	+0.2	34.5	+0.3		
Nonfood	19.9	(0.2)	19.9	±0.0	20.1	±0.0		

Note: "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied since the fiscal year ended February 28, 2023, excluding the figures of sales by merchandise category (total store sales), existing store sales increase, average daily sales per store and gross profit margin by merchandise category which are calculated on previous standard.

Seven Net Shopping

(Millions of yen)

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023	
		Change		Change		Change
EC sales	17,406	(1,415)	14,501	(2,905)	23,018	(2,223)

Note: Seven Net Shopping Co., Ltd. transferred the dealing in "Gift" on EC site to "Seven-Eleven Net Gift", a dedicated gift site operated by SEVEN-ELEVEN JAPAN CO.,LTD. on September 22, 2022.

Overseas Convenience Store Operations

7-Eleven, Inc. (Dollar basis)

Results

(Thousands of dollar)

	Nine Months Ended Sep. 30, 2022		Nine Months Ended Sep. 30, 2023		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ending Dec. 31, 2023 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total store sales	60,768,411	147.9	55,080,293	90.6	79,337,183	134.9	72,600,000	91.5
MDSE sales at directly operated stores	8,472,035	139.9	8,700,977	102.7	11,256,006	128.7		
MDSE sales at franchised stores	12,095,615	104.4	12,236,491	101.2	16,040,095	103.9		
Fuel sales	40,200,761	171.4	34,142,824	84.9	52,041,081	150.2		
Revenues from operations	51,186,186	160.3	45,505,678	88.9	66,584,766	142.9	60,000,000	90.1
MDSE sales at directly operated stores, etc.	8,563,666	139.6	8,832,771	103.1	11,380,053	128.5		
Fuel sales	40,200,761	171.4	34,142,824	84.9	52,041,081	150.2		
Other operating revenues	2,421,758	103.3	2,530,082	104.5	3,163,631	101.6		
Franchise commission from franchised stores	2,112,973	104.8	2,179,853	103.2	2,752,629	102.8		
Gross profit from operations	9,243,817	134.8	9,158,016	99.1	12,258,677	126.3		
SG&A expenses	6,860,609	129.0	6,889,260	100.4	9,245,694	120.7		
Advertising expenses	120,866	97.4	126,651	104.8	136,669	79.7		
Salaries and wages	2,342,868	138.8	2,284,843	97.5	3,141,626	126.8		
Land and building rent	760,161	122.1	801,621	105.5	1,022,296	120.1		
Depreciation and amortization	1,064,066	137.3	1,087,178	102.2	1,429,265	128.1		
Utility expenses	382,073	130.2	404,544	105.9	502,224	123.9		
Others	2,190,572	120.7	2,184,419	99.7	3,013,612	114.2		
Operating income	2,383,208	154.8	2,268,756	95.2	3,012,982	147.3	2,935,000	97.4
EBITDA	3,447,274	149.0	3,355,935	97.4	4,442,248	140.5	4,377,000	98.5

Notes: 1. Figures are shown on SAM consolidated basis in accordance with U.S. GAAP.

*SAM: SEJ Asset Management & Investment Company which holds shares of operating companies in North America CVS operations

2. EBITDA: Operating income + Depreciation and amortization

Sales by merchandise category (total store sales)

(Thousands of dollar)

	Nine Months Ended Sep. 30, 2022			Nine Months Ended Sep. 30, 2023			Fiscal Year Ended Dec. 31, 2022			Fiscal Year Ending Dec. 31, 2023 (Forecasts)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Total	60,768,411	147.9	-	55,080,293	90.6	-	79,337,183	134.9	-	72,600,000	91.5
Merchandise sales	20,567,650	116.6	100.0	20,937,469	101.8	100.0	27,296,101	112.9	100.0		
Processed food	9,176,466	119.2	44.6	9,754,753	106.3	46.6	12,177,902	116.5	44.6		
Fast food	2,628,289	115.9	12.8	2,735,831	104.1	13.1	3,577,405	113.4	13.1		
Daily food	810,135	135.1	3.9	849,932	104.9	4.1	951,959	114.9	3.5		
Nonfood	7,952,758	112.4	38.7	7,596,951	95.5	36.3	10,588,833	108.7	38.8		
Fuel sales	40,200,761	171.4	-	34,142,824	84.9	-	52,041,081	150.2	-		

Note: From the beginning of the fiscal year ending December 31, 2023, 7-Eleven, Inc. has revised its merchandise category details. Figures for the nine months ended September 30, 2022 have been revised to reflect the new classification.

Existing store sales increase

(%)

	Nine Months Ended Sep. 30, 2022	Nine Months Ended Sep. 30, 2023	Fiscal Year Ended Dec. 31, 2022	Fiscal Year Ending Dec. 31, 2023 (Forecasts)
U.S. merchandise sales increase	+4.8	+1.9	+4.5	+1.2
Number of customers	+0.9	(1.9)	+0.4	
Average spending per customer	+3.8	+3.8	+4.1	

Note: Speedway is included in existing store sales increase figures for the nine months ended September 30, 2023 and the forecasts for the fiscal year ending December 31, 2023.

Average merchandise daily sales per store

(Dollar)

	Nine Months Ended Sep. 30, 2022		Nine Months Ended Sep. 30, 2023		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ending Dec. 31, 2023 (Forecasts)	
		Change		Change		Change		Change
All stores	5,716	+192	5,855	+139	5,678	+195		

Merchandise gross profit margin

(%)

	Nine Months Ended Sep. 30, 2022		Nine Months Ended Sep. 30, 2023		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ending Dec. 31, 2023 (Forecasts)	
		Change		Change		Change		Change
Gross profit margin	33.8	(0.5)	34.4	+0.6	34.0	(0.2)	34.3	+0.3

Fuel

	Nine Months Ended Sep. 30, 2022		Nine Months Ended Sep. 30, 2023		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ending Dec. 31, 2023 (Forecasts)	
		YOY(%) / Change		YOY(%) / Change		YOY(%) / Change		YOY(%) / Change
Sales (thousands of dollar)	40,200,761	171.4	34,142,824	84.9	52,041,081	150.2		
Gallons sold (thousands of gallon)	9,814,374	122.9	9,444,723	96.2	13,083,664	114.9		
Fuel margin (cents per gallon)*	43.82	+10.52	42.48	(1.34)	43.91	+9.41		
Avg. retail gallon sold per store increase (%)	+0.7		(1.4)		(0.7)		(2.0)	
Avg. retail price (dollars per gallon)	4.14	+1.13	3.62	(0.52)	4.02	+0.91		
Retail fuel margin (cents per gallon)	42.61	+8.06	41.10	(1.51)	43.14	+7.37		

* Fuel margin shows the entire fuel business, including wholesale business, etc.

7-Eleven, Inc. (Yen basis)

Results

(Millions of yen)

	Nine Months Ended Sep. 30, 2022		Nine Months Ended Sep. 30, 2023		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ending Dec. 31, 2023 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total store sales	7,796,587	174.7	7,614,299	97.7	10,442,360	161.5	10,207,000	97.7
MDSE sales at directly operated stores	1,086,962	165.3	1,202,823	110.7	1,481,515	154.2		
MDSE sales at franchised stores	1,551,867	123.4	1,691,572	109.0	2,111,197	124.5		
Fuel sales	5,157,757	202.6	4,719,904	91.5	6,849,647	179.9		
Revenues from operations	6,567,187	189.4	6,290,704	95.8	8,763,887	171.1	8,436,000	96.3
MDSE sales at directly operated stores, etc.	1,098,718	164.9	1,221,042	111.1	1,497,842	153.9		
Fuel sales	5,157,757	202.6	4,719,904	91.5	6,849,647	179.9		
Other operating revenues	310,711	122.0	349,758	112.6	416,397	121.7		
Franchise commission from franchised stores	271,094	123.9	301,342	111.2	362,301	123.1		
Gross profit from operations	1,185,981	159.3	1,266,004	106.7	1,613,487	151.3		
SG&A expenses	880,216	152.4	952,371	108.2	1,216,918	144.6		
Advertising expenses	15,507	115.1	17,508	112.9	17,988	95.5		
Salaries and wages	300,590	164.0	315,856	105.1	413,500	151.9		
Land and building rent	97,528	144.2	110,816	113.6	134,554	143.8		
Depreciation and amortization	136,519	162.3	150,291	110.1	188,119	153.4		
Utility expenses	49,020	153.8	55,924	114.1	66,102	148.4		
Others	281,050	142.6	301,974	107.4	396,651	136.8		
Operating income	305,765	182.9	313,632	102.6	396,568	176.4	412,600	104.0
EBITDA	442,285	176.0	463,924	104.9	584,688	168.3	615,300	105.2

Notes: 1. Figures are shown on SAM consolidated basis in accordance with U.S. GAAP.

*SAM: SEJ Asset Management & Investment Company which holds shares of operating companies in North America CVS operations

2. EBITDA: Operating income + Depreciation and amortization

Sales by merchandise category (total store sales)

(Millions of yen)

	Nine Months Ended Sep. 30, 2022			Nine Months Ended Sep. 30, 2023			Fiscal Year Ended Dec. 31, 2022			Fiscal Year Ending Dec. 31, 2023 (Forecasts)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Total	7,796,587	174.7	-	7,614,299	97.7	-	10,442,360	161.5	-	10,207,000	97.7
Merchandise sales	2,638,829	137.8	100.0	2,894,395	109.7	100.0	3,592,712	135.2	100.0		
Processed food	1,177,340	140.8	44.6	1,348,497	114.5	46.6	1,602,855	139.5	44.6		
Fast food	337,209	136.9	12.8	378,201	112.2	13.1	470,858	135.8	13.1		
Daily food	103,940	159.7	3.9	117,494	113.0	4.1	125,296	137.6	3.5		
Nonfood	1,020,338	132.9	38.7	1,050,202	102.9	36.3	1,393,702	130.2	38.8		
Fuel sales	5,157,757	202.6	-	4,719,904	91.5	-	6,849,647	179.9	-		

Note: From the beginning of the fiscal year ending December 31, 2023, 7-Eleven, Inc. has revised its merchandise category details. Figures for the nine months ended September 30, 2022 have been revised to reflect the new classification.

Existing store sales increase

(%)

	Nine Months Ended Sep. 30, 2022	Nine Months Ended Sep. 30, 2023	Fiscal Year Ended Dec. 31, 2022	Fiscal Year Ending Dec. 31, 2023 (Forecasts)
U.S. merchandise sales increase (Dollar)	+4.8	+1.9	+4.5	+1.2
Number of customers	+0.9	(1.9)	+0.4	
Average spending per customer	+3.8	+3.8	+4.1	

Note: Speedway is included in existing store sales increase figures for the six months ended June 30, 2023 and the forecasts for the fiscal year ending December 31, 2023.

Average merchandise daily sales per store

(Thousands of yen)

	Nine Months Ended Sep. 30, 2022		Nine Months Ended Sep. 30, 2023		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ending Dec. 31, 2023 (Forecasts)	
		Change		Change		Change		Change
All stores	733	+134	809	+76	747	+145		

Merchandise gross profit margin

(%)

	Nine Months Ended Sep. 30, 2022		Nine Months Ended Sep. 30, 2023		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ending Dec. 31, 2023 (Forecasts)	
		Change		Change		Change		Change
Gross profit margin	33.8	(0.5)	34.4	+0.6	34.0	(0.2)	34.3	+0.3

Exchange rates (Income statements)

(Yen)

	Nine Months Ended Sep. 30, 2022	Nine Months Ended Sep. 30, 2023	Fiscal Year Ended Dec. 31, 2022	Fiscal Year Ending Dec. 31, 2023 (Forecasts)
U.S.\$1=	128.30	138.24	131.62	140.60

Superstore Operations

Ito-Yokado Co., Ltd

Results

(Millions of yen)

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Revenues from operations	534,560	68.1	574,809	107.5	729,342	68.3	818,900	112.3
Net sales	478,888	62.7	517,359	108.0	654,251	63.0	740,500	113.2
Gross profit from operations	188,695	98.6	198,901	105.4	258,351	99.0		
SG&A expenses	194,312	100.2	205,933	106.0	257,943	99.5		
Advertising expenses	6,125	54.7	5,493	89.7	8,138	54.8		
Salaries and wages	71,912	93.0	75,819	105.4	94,055	92.3		
Land and building rent	35,769	105.0	36,674	102.5	47,508	103.1		
Depreciation and amortization	11,425	117.1	13,141	115.0	15,402	115.6		
Utility expenses	17,946	201.5	17,796	99.2	24,057	199.9		
Others	51,133	97.2	57,007	111.5	68,781	96.8		
Operating income (loss)	(5,617)	-	(7,031)	-	408	25.2	(1,500)	-
EBITDA	5,807	79.7	6,109	105.2	15,810	105.8	17,100	108.2

Notes: 1. On September 1, 2023, Ito-Yokado Co., Ltd merged with York Co., Ltd. Figures of former York Co., Ltd. after September 2023 are included in the figures for the nine months ended November 30, 2023 and the fiscal year ending February 29, 2024 (Forecasts). Figures for the period prior to August 31, 2023 which are used in the calculation of the year-on-year do not include the figures of former York Co., Ltd.

2. EBITDA: Operating income + Depreciation and amortization

Gross sales by merchandise category

(Millions of yen)

Ito-Yokado	Nine Months Ended Nov. 30, 2022			Nine Months Ended Nov. 30, 2023			Fiscal Year Ended Feb. 28, 2023			Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Total	761,740	99.8	100.0	765,860	100.5	100.0	1,039,102	100.0	100.0	1,042,400	100.3
Merchandise sales	528,334	97.1	69.4	521,619	98.7	68.1	719,618	97.5	69.3		
Food	356,757	96.0	46.8	352,026	98.7	46.0	488,764	96.5	47.0		
Lifestyle	161,395	98.5	21.2	159,506	98.8	20.8	217,398	98.8	20.9		
Specialty stores	10,181	115.4	1.3	10,086	99.1	1.3	13,455	114.1	1.3		
Tenants	233,383	106.9	30.6	243,762	104.4	31.8	317,230	106.7	30.5		
Others	22	2.1	0.0	478	-	0.1	2,252	66.4	0.2		

(Millions of yen)

York Mart, York Foods, etc.	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total merchandise	135,847	96.5	141,142	103.9	184,616	97.7	191,500	103.7

Existing store sales increase

Ito-Yokado

(%)

	Nine Months Ended Nov. 30, 2022	Nine Months Ended Nov. 30, 2023	Fiscal Year Ended Feb. 28, 2023	Fiscal Year Ending Feb. 29, 2024 (Forecasts)
Total	+1.1	+1.0	+1.3	+0.5
Existing store sales increase	(1.3)	(0.6)	(1.0)	(1.0)
Food	(2.6)	(0.8)	(2.1)	
Lifestyle	+0.5	(0.1)	+0.8	
Specialty stores	+17.6	+0.4	+16.3	
Number of customers	(1.1)	(0.5)	(1.2)	
Average spending per customer	(0.2)	(0.1)	+0.1	
Tenants	+7.2	+4.7	+7.0	

York Mart, York Foods, etc.

(%)

	Nine Months Ended Nov. 30, 2022	Nine Months Ended Nov. 30, 2023	Fiscal Year Ended Feb. 28, 2023	Fiscal Year Ending Feb. 29, 2024 (Forecasts)
Total	(4.8)	+3.1	(3.1)	+3.1
Number of customers	(4.1)	+1.7	(2.5)	
Average spending per customer	(0.8)	+1.3	(0.6)	

Gross profit margin by merchandise category

Ito-Yokado		Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
			Change		Change		Change		Change
Total		29.0	+0.1	28.7	(0.3)	29.1	+0.1	28.5	(0.6)
Food		27.0	(0.2)	26.8	(0.2)	27.2	(0.2)		
Lifestyle		33.1	+0.5	32.3	(0.8)	33.2	+0.6		
Specialty stores		32.7	+1.9	33.3	+0.6	33.3	+1.5		
York Mart, York Foods, etc.									
		Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
			Change		Change		Change		Change
Total merchandise		28.4	(0.7)	28.1	(0.3)	27.7	(0.5)	28.0	+0.3

Note: 1. Although Ito-Yokado Co., Ltd. merged with York Co., Ltd. on September 1, 2023, figures for gross sales by merchandise category, existing store sales increase and gross profit margin by merchandise category are calculated by Ito-Yokado and York Mart, York Foods, etc. separately.

2. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied since the fiscal year ended February 28, 2023, excluding the figures of gross sales by merchandise category, existing store sales increase and gross profit margin by merchandise category which are calculated on previous standard.

EC sales

		Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023	
			Change		Change		Change
Online Shopping		2,827	(1,482)	1,866	(961)	3,909	(2,173)
Net Supermarket [online supermarket]		26,298	(679)	22,156	(4,142)	34,923	(1,273)

(Millions of yen)

York-Benimaru

Results

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023		(Millions of yen) Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Revenues from operations	347,171	97.8	363,023	104.6	469,994	98.3	488,600	104.0
Net sales	338,012	97.0	354,374	104.8	458,991	97.8	476,000	103.7
Gross profit from operations	106,395	120.9	110,606	104.0	144,371	120.6		
SG&A expenses	94,396	122.0	97,884	103.7	126,357	120.3		
Advertising expenses	3,015	68.5	2,985	99.0	4,065	68.3		
Salaries and wages	50,758	125.5	52,901	104.2	68,345	125.1		
Land and building rent	8,009	101.9	8,316	103.8	10,722	102.1		
Depreciation and amortization	7,021	129.8	7,454	106.2	9,466	129.7		
Utility expenses	7,107	175.4	7,763	109.2	9,979	181.5		
Others	18,485	121.6	18,463	99.9	23,778	112.3		
Operating income	11,999	112.7	12,721	106.0	18,013	122.5	18,200	101.0
EBITDA	19,020	118.4	20,176	106.1	27,480	124.9	28,300	103.0

Notes: 1. On March 1, 2022, York-Benimaru merged with Life Foods, formerly produced and sold delicatessen mainly in York-Benimaru stores.
2. EBITDA: Operating income + Depreciation and amortization

Gross sales by merchandise category

	Nine Months Ended Nov. 30, 2022			Nine Months Ended Nov. 30, 2023			Fiscal Year Ended Feb. 28, 2023			(Millions of yen) Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Total	351,914	101.0	100.0	368,423	104.7	100.0	477,377	101.7	100.0	495,200	103.7
Merchandise sales	344,688	114.2	97.9	361,227	104.8	98.0	467,922	115.2	98.0		
Food	324,336	115.8	92.2	339,885	104.8	92.3	439,703	116.5	92.1		
Fresh food	124,543	100.7	35.4	127,772	102.6	34.7	167,563	100.3	35.1		
Processed food	85,443	100.0	24.3	89,920	105.2	24.4	116,252	101.3	24.4		
Daily food	72,154	101.4	20.5	77,137	106.9	20.9	97,652	102.4	20.5		
Delicatessen	42,195	-	12.0	45,054	106.8	12.2	58,235	-	12.2		
Apparel	7,275	94.7	2.1	7,524	103.4	2.0	10,156	98.5	2.1		
Household goods	13,076	94.5	3.7	13,816	105.7	3.8	18,062	97.6	3.8		
Tenants*	7,225	15.5	2.1	7,195	99.6	2.0	9,455	14.9	2.0		
Others	7,225	107.5	2.1	7,195	99.6	2.0	9,455	107.1	2.0		

* Sales of tenants for the nine months ended November 30, 2022 and the fiscal year ended February 28, 2023 decreased year on year due to the merger of Life Foods as of March 1, 2022.

Existing store sales increase

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023		(%) Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
Existing store sales increase	(1.2)		+2.6		(0.8)		+1.2	
Food	(1.0)		+2.7		(0.6)			
Apparel	(4.1)		+2.3		(2.4)			
Household goods	(4.4)		(0.6)		(4.5)			
Number of customers	(2.5)		(0.5)		(2.2)			
Average spending per customer	+1.4		+3.0		+1.4			

Gross profit margin by merchandise category

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023		(%) Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		Change		Change		Change		Change
Total*	30.1	+4.6	30.0	(0.1)	30.3	+4.5	30.6	+0.3
Food*	30.2	+4.8	30.2	±0.0	30.5	+4.8		
Apparel	33.4	+1.0	32.8	(0.6)	32.7	+0.6		
Household goods	24.1	(0.4)	23.6	(0.5)	25.2	(0.5)		

* Gross profit margin improved for the nine months ended November 30, 2022 and the fiscal year ended February 28, 2023 due to the merger of Life Foods as of March 1, 2022.

Note: "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied since the fiscal year ended February 28, 2023, excluding the figures of gross sales by merchandise category, existing store sales increase and gross profit margin by merchandise category which are calculated on previous standard.

Financial Services

Seven Bank

Number of ATMs

(1) Domestic

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023	
		Change		Change		Change
Total	26,660	+466	27,232	+343	26,889	+695
ATMs in the Group	23,265	+32	23,379	+45	23,334	+101
7-Eleven	22,580	+8	22,704	+63	22,641	+69
Ito-Yokado	259	+6	268	+6	262	+9
York Mart, York Foods, etc.	98	+2	98	±0	98	+2
York-Benimaru	253	+15	263	+5	258	+20
Others	75	+1	46	(29)	75	+1
ATMs outside the Group	3,395	+434	3,853	+298	3,555	+594

(2) Overseas

	Nine Months Ended Sep. 30, 2022		Nine Months Ended Sep. 30, 2023		Fiscal Year Ended Dec. 31, 2022	
		Change		Change		Change
North America	8,710	(294)	8,651	±0	8,651	(353)
Asia	6,698	+2,898	10,111	+2,210	7,901	+4,101

Average number of transaction per day per ATM during the period

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023	
		Change		Change		Change
Average number of transactions	100.4	+4.1	104.5	+4.1	101.1	+4.4

International money transfer service

(Thousands)

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023	
		Change		Change		Change
Cumulative number of contract accounts	319	+2	326	+5	321	+4
Cumulative number of transfers	683	(167)	579	(104)	904	(214)

Seven Card Service / Seven CS Card Service

Number of credit cards and electronic money

(Ten thousands)

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023	
		Change		Change		Change
Credit cards	637	(12)	617	(15)	632	(17)
SEVEN CARD plus / SEVEN CARD *1, 2	362	(4)	357	(4)	361	(5)
CLUB ON/Millennium CARD SAISON *1, 2	275	(8)	260	(11)	271	(12)
Electronic money (<i>nanaco</i>) *3	7,757	+237	8,161	+254	7,907	+387

*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.

Seven Premium

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecast)	
		Change		Change		Change		Change
Sales (billions of yen)	1,053.0	(15.0)	1,120.0	+67.0	1,380.0	±0.0	1,450.0	+70.0
Items	3,430	(410)	3,440	+10	3,500	±0	3,400	(100)

Capital Expenditures, Depreciation and Amortization of Major Companies

(Millions of yen, thousands of dollar)

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Domestic convenience store operations								
Seven-Eleven Japan								
Total capital expenditures	56,586	83.9	84,055	148.5	93,946	96.3	120,000	127.7
Investment to new stores	23,298	96.0	26,942	115.6	39,821	105.6		
Investment to existing stores and other	17,884	49.0	28,180	157.6	26,261	55.6		
Software development	15,402	230.7	28,932	187.8	27,863	219.6		
Depreciation and amortization	62,462	106.5	65,334	104.6	83,961	105.9	88,000	104.8
Overseas convenience store operations								
7-Eleven, Inc. [Dollar basis]								
Total capital expenditures	1,016,287	4.6	929,637	91.5	1,412,627	6.3	1,298,000	91.9
Investment to new stores and other	478,663	2.2	273,914	57.2	663,339	3.0		
Investment to existing stores and other	529,169	127.4	567,395	107.2	734,933	107.0		
Software development	8,454	94.1	88,327	-	14,354	120.4		
Depreciation and amortization	1,064,066	137.3	1,087,178	102.2	1,429,265	128.1	1,442,000	100.9
7-Eleven, Inc. [Yen basis]								
Total capital expenditures	130,389	5.4	128,513	98.6	185,930	7.5	182,500	98.2
Investment to new stores and other	61,412	2.6	37,865	61.7	87,308	3.6		
Investment to existing stores and other	67,892	150.5	78,436	115.5	96,731	128.1		
Software development	1,084	111.2	12,210	-	1,889	144.2		
Depreciation and amortization	136,519	162.3	150,291	110.1	188,119	153.4	202,700	107.8
Superstore operations								
Ito-Yokado								
Total capital expenditures	17,106	73.8	21,879	127.9	25,773	87.9	30,000	116.4
Investment to new stores	346	978.6	3,184	917.9	889	353.4		
Investment to existing stores and other	9,137	52.7	13,079	143.1	13,568	65.9		
Software development	7,621	131.3	5,615	73.7	11,315	133.8		
Depreciation and amortization	11,425	117.1	13,141	115.0	15,402	115.6	18,600	120.8
[Reference] Former York								
Total capital expenditures	3,261	71.4	4,635	142.1	4,313	88.7		
Investment to new stores	1,304	97.9	2,631	201.8	1,907	133.0		
Investment to existing stores and other	834	27.0	1,342	161.0	1,086	33.3		
Software development	1,123	733.0	660	58.8	1,320	804.9		
Depreciation and amortization	1,976	105.2	1,949	98.6	2,645	105.5		
York-Benimaru								
Total capital expenditures	13,391	97.5	11,701	87.4	17,425	99.9	18,300	105.0
Investment to new stores	8,549	211.5	4,541	53.1	11,486	189.9		
Investment to existing stores and other	4,154	43.1	6,763	162.8	5,223	46.2		
Software development	687	-	395	57.5	715	916.8		
Depreciation and amortization	7,021	129.8	7,454	106.2	9,466	129.7	10,100	106.7

- Notes: 1. Capital expenditures include long-term leasehold deposits, advances for store construction, investments related to store openings for each fiscal year and beyond, and goodwill and others related to the acquisition of stores, etc., and do not include the increase of future amortization of assets under the Accounting Standard for Asset Retirement Obligations.
2. The criteria for the breakdown of capital expenditures at 7-Eleven, Inc. has been revised since the beginning of the fiscal year ending December 31, 2023.
3. On September 1, 2023, Ito-Yokado Co., Ltd merged with York Co., Ltd. Figures of former York Co., Ltd. after September 2023 are included in the figures for the nine months ended November 30, 2023 and the fiscal year ending February 29, 2024 (Forecasts). Figures for the period prior to August 31, 2023 which are used in the calculation of the year-on-year do not include the figures of former York Co., Ltd.

■ Store Information

Number of Stores and Store Openings / Closures of Major Companies

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		Change		Change		Change		Change
Domestic convenience store operations								
Seven-Eleven Japan	21,208	+3	21,305	+53	21,252	+47	21,302	+50
Openings	355		362		597		550	
Closures	352		309		550		500	
Relocations, etc.	275		225		445			
Terminations of contract	77		84		105			
Seven-Eleven Okinawa	134	+12	166	+16	150	+28	179	+29
Openings	12		16		28		29	
Closures	0		0		0		0	
Overseas convenience store operations								
7-Eleven, Inc.* ¹	13,232	+19	13,145	(22)	13,167	(46)	13,117	(50)
Openings	142		137		188		180	
Closures	123		159		234		230	
SEVEN-ELEVEN (BEIJING)* ¹	314	+10	328	+11	317	+13	357	+40
Openings	43		44		52		80	
Closures	33		33		39		40	
SEVEN-ELEVEN (TIANJIN)* ¹	212	+12	209	±0	209	+9	233	+24
Openings	22		17		32		50	
Closures	10		17		23		26	
SEVEN-ELEVEN (CHENGDU)* ¹	86	+2	81	(4)	85	+1	86	+1
Openings	17		7		18		10	
Closures	15		11		17		9	
Superstore operations								
Ito-Yokado Co., Ltd.* ²	229	±0	227	(2)	229	±0	226	(3)
Ito-Yokado	126	(2)	124	(2)	126	(2)	123	(3)
Openings	0		0		0		0	
Closures	2		2		2		3	
York Mart, York Foods, etc.	103	+2	103	±0	103	+2	103	±0
Openings	2		2		2		2	
Closures	0		2		0		2	
York-Benimaru	243	+6	246	±0	246	+9	249	+3
Openings	8		3		11		6	
Closures	2		3		2		3	
Chengdu Ito-Yokado* ¹	11	+1	9	(1)	10	±0	9	(1)
Openings	1		0		1		0	
Closures	0		1		1		1	
Hua Tang Yokado Commercial* ¹	1	±0	1	±0	1	±0	1	±0
Openings	0		0		0		0	
Closures	0		0		0		0	

*1 Figures are as of the end of September 2022, September 2023, December 2022, December 2023 respectively.

*2 On September 1, 2023, Ito-Yokado Co., Ltd. merged with York Co., Ltd.

Store Information in Domestic / Overseas Convenience Store Operations

Domestic Store Network

	Nov. 2022	Feb. 2023	Nov. 2023	Change
Hokkaido	997	999	999	±0
Aomori	102	103	104	+1
Iwate	149	150	154	+4
Miyagi	427	430	434	+4
Akita	115	116	115	(1)
Yamagata	187	186	186	±0
Fukushima	454	453	453	±0
Ibaraki	642	641	642	+1
Tochigi	458	465	466	+1
Gunma	473	477	475	(2)
Saitama	1,237	1,233	1,240	+7
Chiba	1,158	1,164	1,170	+6
Tokyo	2,872	2,881	2,888	+7
Kanagawa	1,486	1,491	1,492	+1
Niigata	432	432	430	(2)
Toyama	136	134	131	(3)
Ishikawa	135	134	131	(3)
Fukui	71	71	70	(1)
Yamanashi	205	205	204	(1)
Nagano	457	459	457	(2)
Gifu	196	194	193	(1)
Shizuoka	750	748	750	+2
Aichi	1,061	1,061	1,055	(6)
Mie	173	174	177	+3
Shiga	226	224	224	±0
Kyoto	353	351	354	+3
Osaka	1,270	1,276	1,290	+14
Hyogo	694	694	696	+2
Nara	136	135	136	+1
Wakayama	86	85	87	+2
Tottori	47	47	48	+1
Shimane	60	62	64	+2
Okayama	320	320	316	(4)
Hiroshima	596	597	598	+1
Yamaguchi	323	323	321	(2)
Tokushima	80	82	82	±0
Kagawa	108	108	106	(2)
Ehime	123	123	124	+1
Kochi	45	46	48	+2
Fukuoka	1,030	1,032	1,041	+9
Saga	187	189	190	+1
Nagasaki	204	205	205	±0
Kumamoto	361	361	366	+5
Oita	181	183	185	+2
Miyazaki	199	200	200	±0
Kagoshima	206	208	208	±0
Okinawa	134	150	166	+16
Total	21,342	21,402	21,471	+69

Global Seven-Eleven Store Network

[Consolidated subsidiaries]

	Nov. 2022	Feb. 2023	Nov. 2023	Change
Japan	21,342	21,402	21,471	+69
North America *1	13,232	13,167	13,145	(22)
U.S.A.	12,619	12,560	12,545	(15)
Canada	613	607	600	(7)
Hawaii	65	65	66	+1
China [Beijing]	314	317	328	+11
China [Tianjin]	212	209	209	±0
China [Chengdu]	86	85	81	(4)
Subtotal	35,251	35,245	35,300	+55

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

[Licensees]

	Sep. 2022	Dec. 2022	Sep. 2023	Change
South Korea	14,254	14,265	13,495	(770)
China	2,651	2,706	2,838	+132
[Hong Kong and others]*2				
China [Shanghai]	164	173	229	+56
China [Shandong]	317	344	451	+107
China [Chongqing]	44	48	43	(5)
China [Zhejiang]	88	101	127	+26
China [Jiangsu]	107	121	165	+44
China [Hubei]	25	28	36	+8
China [Shaanxi]	85	85	98	+13
China [Fujian]	58	66	79	+13
China [Hunan]	55	58	70	+12
China [Henan]	29	33	46	+13
China [Yunnan]	50	60	107	+47
China [Taiwan]	6,570	6,631	6,806	+175
Thailand	13,660	13,838	14,391	+553
Philippines	3,282	3,393	3,624	+231
Malaysia	2,446	2,472	2,532	+60
Singapore	458	457	489	+32
Australia	730	736	759	+23
Vietnam	73	79	95	+16
Cambodia	26	42	72	+30
India	9	21	44	+23
Israel	-	-	10	+10
Laos	-	-	1	+1
U.S.A.	279	279	181	(98)
Mexico	1,863	1,889	1,910	+21
Norway	150	152	129	(23)
Sweden	81	81	79	(2)
Denmark	176	176	177	+1
Subtotal	47,730	48,334	49,083	+749

*2. Figures for China [Hong Kong and others] include Guangdong and Macau.

	Nov. 2022	Feb. 2023	Nov. 2023	Change
Total worldwide	82,981	83,579	84,383	+804

Note: Figures for overseas stores are as of the end of September 2022, December 2022, September 2023 respectively.

As of November 30, 2023, the number of Seven-Eleven stores around the world including licensees (companies that acquired licenses to operate 7-Eleven stores) is 84,515.

Store Information in Superstore Operations

(1) Ito-Yokado Co., Ltd.

Ito-Yokado

	Store name	Location	Date	Total sales floor space	Directly operated
Closures	Takenotsuka	Tokyo	Mar. 5, 2023	14,084	8,987
	<i>Net Supermarket</i> Nishi-Nippori*	Tokyo	Oct. 3, 2023	-	-
	Ario Sendai Izumi (Plan)	Miyagi	Jan. 31, 2024	24,922	9,492

* As the store is an online supermarket store, floor space is not shown.

York Mart, York Foods, etc.

	Store name	Location	Date	Total sales floor space	Directly operated
Openings	Hoya	Tokyo	Sep. 20, 2023	973	973
	Nakaurawa	Saitama	Nov. 22, 2023	4,203	1,958
Closures	Sakurajosui	Tokyo	Sep. 18, 2023	902	902
	Minamimotojyuku	Saitama	Nov. 19, 2023	1,499	1,482

Note: On September 1, 2023, Ito-Yokado Co., Ltd. merged with York Co., Ltd.

(2) York-Benimaru

	Store name	Location	Date	Total sales floor space	Directly operated
Openings	Hitachiota	Ibaraki	Apr. 7, 2023	3,395	2,429
	Tomobe Square	Ibaraki	Apr. 28, 2023	3,306	2,320
	Sendaikamisugi	Miyagi	Nov. 18, 2023	3,709	2,027
	Shiogama (S&B)	Miyagi	Dec. 1, 2023	2,988	1,995
Closures	Ohara (S&B)	Fukushima	May 14, 2023	15,733	2,079
	Okuma	Fukushima	Sep. 30, 2023	1,937	1,477
	Namie	Fukushima	Nov. 30, 2023	2,995	1,686

In addition to the above, 2 stores will be opened in the fiscal year ending February 29, 2024.

(3) Chengdu Ito-Yokado

	Store name	Location	Date	Total sales floor space
Closure	Meishan	Meishan	Aug. 31, 2023	7,102

Note: S&B stands for Scrap & Build.

Number of Stores by Type

Seven-Eleven Japan

	Nine Months Ended Nov. 30, 2022			Nine Months Ended Nov. 30, 2023			Fiscal Year Ended Feb. 28, 2023		
		Change	Composition (%)		Change	Composition (%)		Change	Composition (%)
Number of stores	21,208	+3	100.0	21,305	+53	100.0	21,252	+47	100.0
Franchised stores	20,819	+41	98.2	21,038	+51	98.7	20,987	+209	98.8
Type A	4,410	(10)	20.8	4,366	(34)	20.5	4,400	(20)	20.7
Type C	16,409	+51	77.4	16,672	+85	78.3	16,587	+229	78.0
Directly operated stores	389	(38)	1.8	267	+2	1.3	265	(162)	1.2
Open 24 hours	19,287	(54)	90.9	19,227	(75)	90.2	19,302	(39)	90.8
With liquor license	20,845	(17)	98.3	20,929	+43	98.2	20,886	+24	98.3
With cigarette license	20,635	+57	97.3	20,748	+92	97.4	20,656	+78	97.2

7-Eleven, Inc.

	Nine Months Ended Sep. 30, 2022			Nine Months Ended Sep. 30, 2023			Fiscal Year Ended Dec. 31, 2022		
		Change	Composition (%)		Change	Composition (%)		Change	Composition (%)
Number of stores	13,232	+19	100.0	13,145	(22)	100.0	13,167	(46)	100.0
Franchised stores	7,247	(157)	54.8	7,206	(13)	54.8	7,219	(185)	54.6
BCP stores [Type A]*	641	(7)	4.8	630	(18)	4.8	648	±0	4.9
Type C	6,606	(150)	49.9	6,576	+5	50.0	6,571	(185)	49.7
Directly operated stores	5,985	+176	45.2	5,939	(9)	45.2	5,948	+139	45.0
With fuel station	8,257	+119	62.4	8,264	+25	62.9	8,239	+101	62.4

* BCP stands for Business Conversion Program.

Sales Floor Space

Ito-Yokado Co., Ltd.

Ito-Yokado*

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	2,495,100	108.4	2,486,362	99.6	2,495,162	109.0
Directly managed sales floor space	1,106,377	94.2	1,103,352	99.7	1,105,108	95.0
Weighted average directly operated sales floor space	1,128,151	95.0	1,102,987	97.8	1,122,553	94.7

* The calculation method of the sales floor space has been changed since the fiscal year ended February 28, 2023.

York Mart, York Foods, etc.

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	159,474	102.7	161,787	101.5	159,709	102.8
Directly managed sales floor space	158,011	102.8	160,324	101.5	158,246	102.8
Weighted average directly operated sales floor space	156,415	102.7	158,663	101.4	156,877	102.8

Note: On September 1, 2023, Ito-Yokado Co., Ltd. merged with York Co., Ltd.

York-Benimaru

	Nine Months Ended Nov. 30, 2022		Nine Months Ended Nov. 30, 2023		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	719,716	102.3	716,024	99.5	722,244	101.9
Directly operated sales floor space	593,275	109.5	594,744	100.2	595,516	109.3
Weighted average directly operated sales floor space	584,292	108.4	594,552	101.8	592,353	109.7

Note: Weighted average directly operated sales floor space does not include floor space of the stores which has been closed.