

Learn about Seven & i Group

Learn about the Market Environment

Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
- - Domestic CVS business strategy
- Strategy aiming for depth - Group food strategy
- - Large-scale commercial base strategy
- Expansion of customer contact

See Stock Information

See Seven & i Group's History

See Numerical Data

Market environment

Seven & i Group's Performance

- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

Table of contents

- P44

Group food strategy
- P46

Large-scale commercial base strategy
- P47

Superstore Operations performance
- P53

Department and specialty store Operations performance

Strategy aiming for depth

Strategy overview		Featured Topics	
Group food strategy	Challenge of "Food" expected now	<div><div>Phase 2: Construction of a common infrastructure (May 2021–)</div><div>Phase 3: Expansion of joint procurement functions</div></div> <div><div><div>Seven &amp; i HD</div><div>Ito-Yokado</div><div>York</div><div>Common infrastructure management subsidiary</div><div>Central kitchen</div><div>Processing center</div><div>Distribution center</div><div>Know-how sharing (York Benimaru)</div><div>Merchandise supply</div><div>Metropolitan area stores / online supermarket</div></div><div><div>Two central kitchens and two process centers</div><div>Scheduled to start operations from FY2026</div></div></div> <div><div>Common infrastructure management subsidiary</div><div>Central kitchen</div><div>Processing center</div><div>Joint procurement (direct imports)</div><div>Deli, bakery</div><div>Fresh food, meal kits</div><div>Groceries, etc.</div><div>Distribution center</div><div>CVS</div><div>Metropolitan area stores / online supermarket</div><div>Affiliated companies</div><div>Realizing a high-quality and efficient product supply system by building a common infrastructure for the Group</div></div>	
	Create an abundant "Lifestyle Hubs"	<div><div>Growth Strategies</div><div>Internet</div><div>Store</div><div>Merchandise</div><div>Utilization of centers and expansion of services</div><div>Concentration to capital area and metropolitan area</div><div>Vertically integrate food business, IY's strength</div><div>Optimization of LS area and reform of MD*</div><div>Differentiation through merchandises, delivery, UI/UX / collaboration with SEJ, etc.</div><div>Tokyo metropolitan area: construction of economy through stores and internet</div><div>Other area: Implementation of alliances with companies inside/outside the Group</div><div>Food: development of original merchandises through utilization of Group's infrastructure</div><div>FY2024: Nagareyama PC, FY2025: Chiba Honda PC/CK, FY2026: Sugito PC opening, and planned for enlargement*</div><div>LS: optimization of sales floor format (GIS trade area analysis) / MD construction through collaboration of companies inside / outside the Group*</div><div>Common: brand construction centered around SDGs</div></div> <div><div>* SPA: Specialty store retailer of Private label Apparel, PC: process center, CK: central kitchen, LS: life style, MD: merchandising</div></div>	

Learn about Seven & i Group

Learn about the Market Environment

## Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
- - Domestic CVS business strategy
- **Strategy aiming for depth - Group food strategy**
- - Large-scale commercial base strategy
- Expansion of customer contact

See Stock Information

See Seven & i Group's History

See Numerical Data

Market environment

Seven & i Group's Performance

- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

Medium-Term Management Plan

Strategy aiming for growth

Strategy aiming for depth

Expansion of customer contact

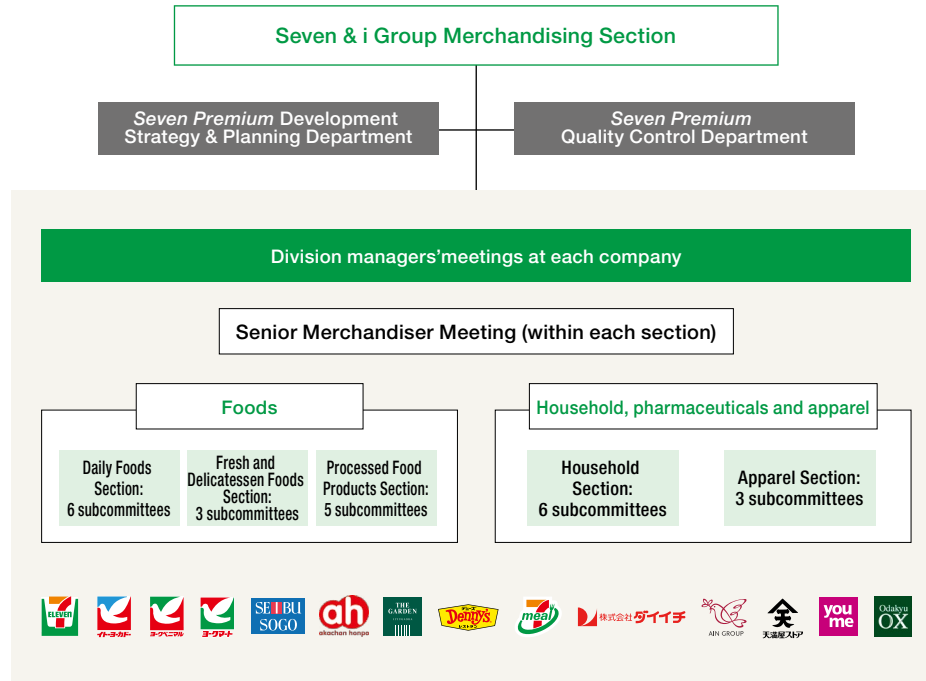
Group food strategy

### Seven Premium Initiatives

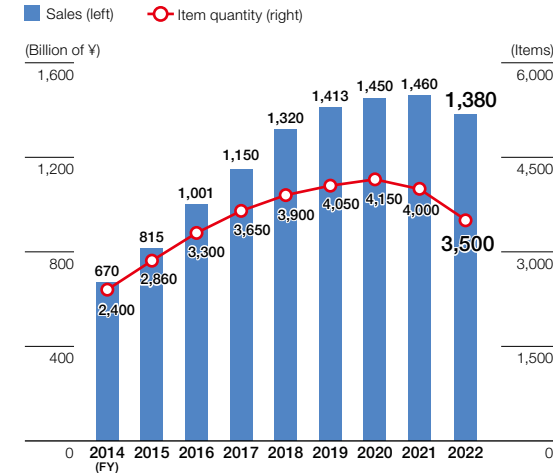
Under its private brand, *Seven Premium*, the Group has developed products leveraging the methods for original product development cultivated by Seven-Eleven Japan, and concentrating the infrastructure, product development expertise, and sales capabilities of its Group companies.

#### Product Development and Supply System

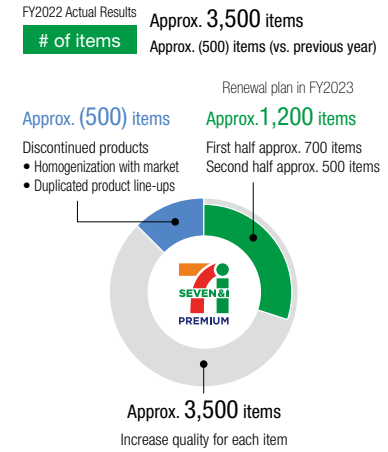
Product development staff in Seven & i Group companies are organized into 5 sections and 23 subcommittees to conduct joint product development with product manufacturers. As of February 28, 2022, they supply 14 companies in total.



#### SEVEN PREMIUM SALES AND ITEM QUANTITY



#### Continuous Review/Improvements of Seven Premium Product Line-up



#### Development of Seven Premium

Around 50% of *Seven Premium*'s higher-selling existing products are renewed each year to respond to changes in customers' tastes and convey novelty. Through questionnaires, group interviews and other consumer surveys, we research customers' opinions, create test products and conduct monitoring trials until we are satisfied. This process enables us to develop products that offer high quality at an agreeable price.

#### PRODUCTS THAT SELL OVER ¥1 BILLION PER YEAR

The number of products that sold over ¥1 billion per year in FY2022 was 300 items.





Learn about Seven & i Group

Learn about the Market Environment

## Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
- - Domestic CVS business strategy
- Strategy aiming for depth - Group food strategy
- - Large-scale commercial base strategy
- Expansion of customer contact

See Stock Information

See Seven & i Group's History

See Numerical Data

Market environment

Seven & i Group's Performance

- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

Medium-Term Management Plan

Strategy aiming for growth

Strategy aiming for depth

Expansion of customer contact

Group food strategy

### Taking on the challenge of further synergies in the food sector

Promotion of overseas procurement (direct imports)



Establish joint procurement that takes advantage of economies of scale



Reinforcing Group product strength (Team MD)



Share raw materials and recipes, develop and supply differentiated products such as meal kits using the common infrastructure (Central kitchen / Process center)



Utilization of common infrastructure (fresh food)

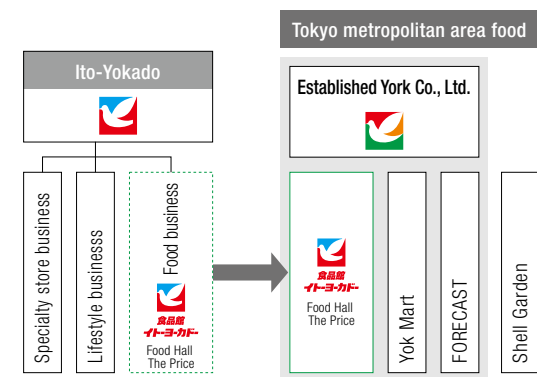


CVS also handle SM fresh foods such as special discerning vegetables



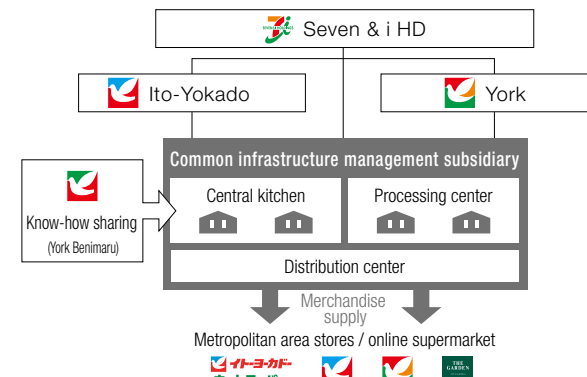
Differentiation in the food sector that can only be achieved by having a variety of business formats

Phase 1: Store reorganization (~ June 2020)



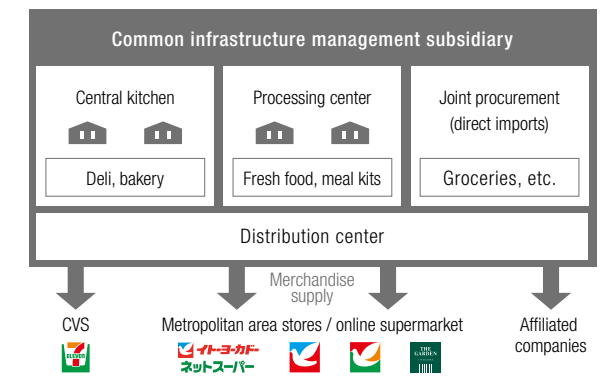
- Reorganize the stores to meet new needs
- Strengthening cooperation with food supermarkets in the Tokyo metropolitan area

Phase 2: Construction of a common infrastructure (May 2021 ~)



- Two central kitchens and two process centers
- Scheduled to start operations from FY2026

Phase 3: Expansion of joint procurement functions



Realizing a high-quality and efficient product supply system by building a common infrastructure for the Group



Learn about Seven & i Group

Learn about the Market Environment

## Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
- - Domestic CVS business strategy
- Strategy aiming for depth - Group food strategy
- - Large-scale commercial base strategy
- Expansion of customer contact

See Stock Information

See Seven & i Group's History

See Numerical Data

Market environment

Seven & i Group's Performance

- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

Medium-Term Management Plan

Strategy aiming for growth

Strategy aiming for depth

Expansion of customer contact

### Large-scale commercial base strategy

Business / Store structural reform in the large-scale base strategy



Ito-Yokado

Business structural reform	Unprofitable stores: Close down / scrutinize profitability	Store structural reform	Create buildings that match the characteristics of the trade area (improvement of trade area analysis accuracy)	Non-store business	Online supermarket: large-scale centers
	Personnel optimization		Improve productivity through AI orders, etc.		Expand mobile sales of "Tokushimaru"

At Ito-Yokado, we will close unprofitable stores, scrutinize profitability, and optimize personnel while promoting store structural reforms based on accurate analyses of each trade area. We will also actively incorporate AI-based ordering and other means to improve productivity. For the Ito-Yokado online supermarket, which is in high demand from customers, we will promote the development of large-scale centers, mainly in the Tokyo metropolitan area. In addition, we will expand mobile supermarkets in collaboration with outside companies to meet the needs of customers who have difficulty shopping.

### Business Restructuring/Growth Strategies of Ito-Yokado

IY will complete business restructuring by FY2023 and concentrate in re-growth strategies

		~FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Structural Transformation	Store Policies	182 stores → 132 stores	Closure of 4 stores	Planned closure of 2 stores,16 stores examined			
	Personnel Policies	Approx. (1,000)	Approx. (400)	Approx. (300)			
	Productivity Reform	Introduction of productivity improvement plans through IT utilization such as AI orders			Operation fully in progress		
Growth Strategies	Internet	● Utilization of centers and expansion of services	● Differentiation through merchandises, delivery, UIUX / collaboration with SEJ, etc.				
	Store	● Concentration to capital area and metropolitan area	● Tokyo metropolitan area: construction of economy through stores and internet ● Other area: implement alliances with companies inside/outside the Group				
	Merchandise	● Vertically integrate food business, IY's strength ● Optimization of LS area and reform of MD*	● Food: development of original merchandises through utilization of Group's infrastructure FY2024: Nagareyama PC, FY2025: Chiba Honda PC/CK, FY2026: Sugito PC opening, and planned for enlargement * ● LS: optimization of sales floor format (GIS trade area analysis) / MD construction through collaboration of companies inside / outside the Group * ● Common: brand construction centered around SDGs				
Major KPI	EBITDA		14.9 billion yen				47.0 billion yen+
	EBITDA Margin		1.4%				4.5%+



Goal

1. Contribute to Group's competitiveness and increase corporate value

2. Strengthen stand-alone profitability as Ito-Yokado

\* PC: process center, CK: central kitchen, LS: life style, MD: merchandising



Learn about Seven & i Group

Learn about the Market Environment

Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
- - Domestic CVS business strategy
- Strategy aiming for depth - Group food strategy
- - Large-scale commercial base strategy
- Expansion of customer contact

See Stock Information

See Seven & i Group's History

See Numerical Data

Market environment

Seven & i Group's Performance

- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

Superstore Operations

Click here to download the data

Ito-Yokado	(Millions of yen)										
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues from operations	1,361,060	1,332,292	1,311,989	1,285,942	1,289,586	1,255,017	1,244,262	1,236,180	1,185,147	1,080,934	1,067,545
Net sales	1,334,297	1,302,923	1,280,615	1,253,296	1,255,608	1,219,252	1,213,613	1,205,751	1,154,374	1,053,284	1,038,664
Lifestyle*1	-	-	-	-	-	-	317,460	310,796	285,985	238,816	219,985
Specialty stores*1	-	-	-	-	-	-	13,484	13,213	13,488	13,592	11,791
Food*1	-	-	-	-	-	-	550,399	538,778	516,120	517,101	506,270
Apparel	240,068	230,807	204,051	193,354	187,047	179,027	162,589	153,590	-	-	-
Household goods*2	173,049	160,916	165,297	153,506	142,811	122,445	165,083	162,021	-	-	-
Food	648,506	623,571	608,343	592,913	601,672	585,457	553,670	547,175	-	-	-
Merchandise sales	1,061,624	1,015,295	977,692	939,774	931,531	886,930	881,343	862,788	815,594	769,510	738,046
Tenants	252,709	271,258	287,874	301,376	314,612	322,191	324,328	336,390	335,359	278,428	297,225
Other	19,964	16,369	15,048	12,145	9,464	10,130	7,940	6,573	3,420	5,345	3,392
Selling, general and administrative expenses	350,981	342,502	335,771	333,118	334,380	316,879	310,285	304,510	291,051	265,479	259,298
Operating income	10,554	9,009	11,236	1,859	(13,980)	52	3,077	4,708	6,522	7,781	1,620
Ordinary income	13,471	15,223	13,071	4,142	(13,405)	1,786	3,687	6,122	7,615	7,698	2,371
Net income	(520)	1,687	5,333	(6,881)	(23,923)	(13,797)	(5,821)	(7,840)	1,674	(3,705)	(11,201)
Capital expenditures	18,074	30,578	47,943	41,067	58,555	30,636	18,072	44,057	27,305	20,613	29,311
Depreciation and amortization*3	16,822	15,937	10,014	11,137	13,125	13,654	12,606	12,191	13,254	12,594	13,318
Total assets	790,851	791,020	807,425	817,735	799,073	753,315	736,336	721,594	713,839	682,167	666,022
Net assets	597,601	599,857	608,444	606,327	581,223	544,808	539,608	530,367	529,737	512,489	507,849
EBITDA	27,377	24,946	21,250	12,997	(855)	13,707	15,683	16,899	19,776	20,375	14,939
ROA (%)	(0.1)	0.2	0.7	(0.8)	(3.0)	(1.8)	(0.8)	(1.1)	0.2	(0.5)	(1.7)
Existing store sales increase (decrease) (%)	(2.6)	(4.3)	(4.6)	(4.5)	0.2	(4.2)	(1.4)	(1.1)	(2.9)	(0.6)	(0.5)
Number of customers (%)	(4.6)	(5.2)	(4.3)	(5.7)	(0.1)	(4.4)	(1.7)	(1.1)	(3.5)	(6.9)	(0.3)
Average spending per customer (%)	2.0	1.0	(0.4)	1.3	0.4	0.3	0.3	0.0	0.7	6.7	(0.3)
Merchandise gross profit margin (%)	29.7	29.9	30.2	29.9	28.6	29.1	29.6	29.6	29.9	29.6	29.0
Number of stores	173	174	179	181	182	171	164	159	157	132	128
Openings	5	3	9	3	3	4	2	1	4	3	0
Closures	2	2	4	1	2	15	9	6	6	28	4
Total sales floor space (m²)	2,704,252	2,751,439	2,817,665	2,832,235	2,802,078	2,776,875	2,653,996	2,547,874	2,506,284	2,373,250	2,288,584
Directly managed sales floor space (m²)	1,665,268	1,642,954	1,639,943	1,630,246	1,590,958	1,508,282	1,490,522	1,420,357	1,355,959	1,230,268	1,162,773
Sales per square meter (¥ Thousand)*4	636	613	597	572	585	564	575	584	591	602	622
Full-time employees (fiscal year-end)	9,136	8,672	8,289	8,029	7,790	7,654	7,663	7,443	7,238	6,477	6,024
Part-time employees*5	29,853	29,116	31,491	31,245	32,106	27,540	27,750	26,690	24,275	22,319	20,059
Ratio of part-time employees (%)	77.0	77.4	78.6	79.3	80.0	79.9	78.0	77.9	76.7	76.6	76.3
Sales per employee (¥ Thousand)*6	27,856	27,430	26,614	26,074	26,099	25,716	24,766	25,190	25,776	26,403	28,066

\*1 From FY2020, the previous product-based sales classifications have been revised from apparel, household goods, and food to lifestyle, specialty stores, and food.

Figures for FY2018 and FY2019 have been calculated and displayed in the same manner.

\*2 From FY2018, Seven Bi no Garden Co., Ltd. was absorbed through a merger and its figures are reflected.

\*3 From FY2014, Ito-Yokado changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

\*4 Sales per square meter = Merchandise sales ÷ Weighted average floor space

\*5 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

\*6 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)



Learn about Seven & i Group

Learn about the Market Environment

## Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
- - Domestic CVS business strategy
- Strategy aiming for depth - Group food strategy
- - Large-scale commercial base strategy
- Expansion of customer contact

See Stock Information

See Seven & i Group's History

See Numerical Data

### Market environment

### Seven & i Group's Performance

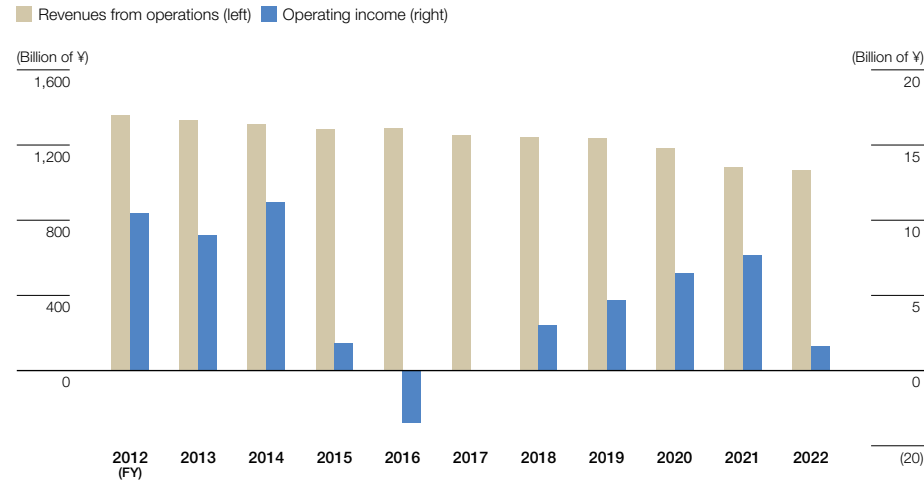
- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

## Superstore Operations

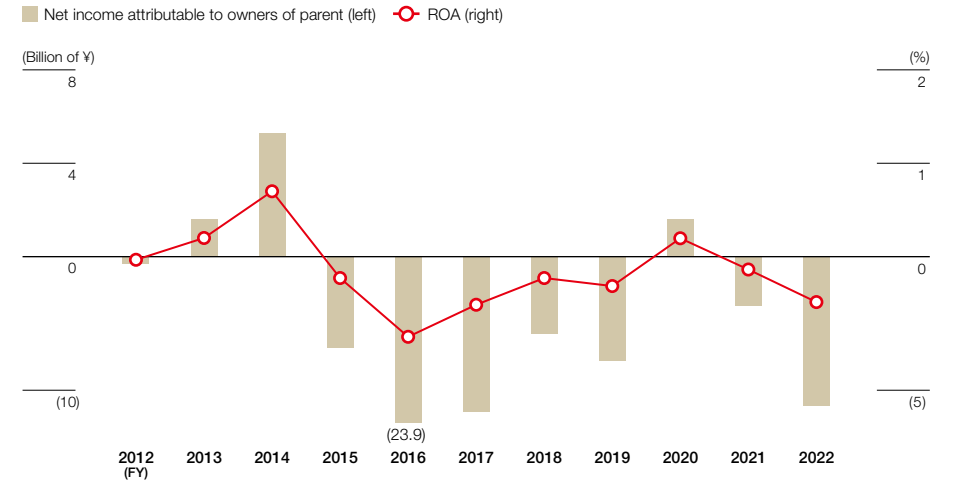
Click here to download the data

### Ito-Yokado

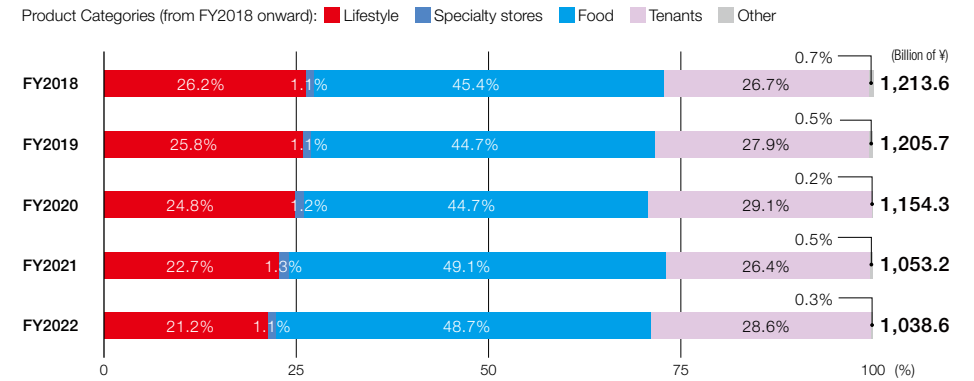
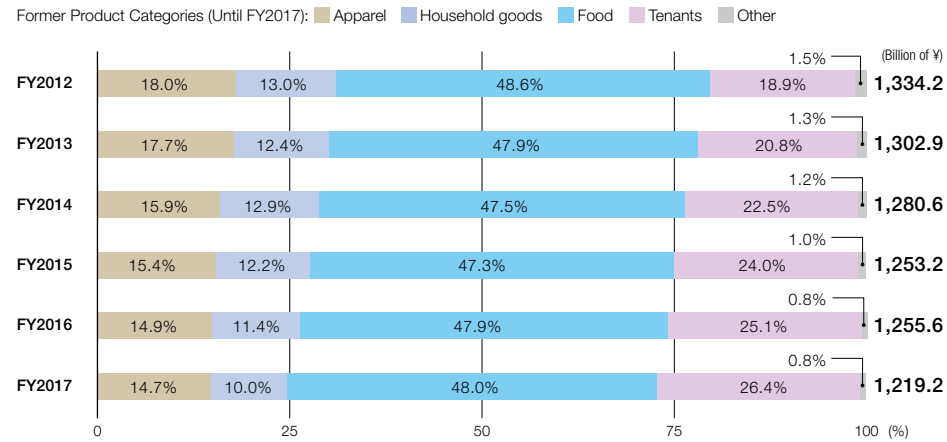
#### Revenues from operations and Operating income



#### Net income attributable to owners of parent and ROA



#### Breakdown of sales by product category



Notes: 1. From the fiscal year ended February 28, 2014, Ito-Yokado revised its product categories. Accordingly, part of the net sales for apparel is now presented under net sales for household goods.  
2. Seven Bi no Garden Co., Ltd. figures, since it was absorbed in FY2018, are reflected in household goods.  
3. From FY2020, the previous product-based sales classifications have been revised from apparel, household goods, and food to lifestyle, specialty stores, and food.  
Figures for FY2018 and FY2019 have been calculated and displayed in the same manner.



Learn about Seven & i Group

Learn about the Market Environment

Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
- - Domestic CVS business strategy
- Strategy aiming for depth - Group food strategy
- - Large-scale commercial base strategy
- Expansion of customer contact

See Stock Information

See Seven & i Group's History

See Numerical Data

Market environment

Seven & i Group's Performance

- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

Superstore Operations

Click here to download the data

Ito-Yokado

Trend in sales breakdown by region

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	(Billions of yen) FY2022
Hokkaido	72.0	71.7	67.2	64.6	65.5	64.6	64.8	65.5	60.3	51.6	49.5
Tohoku	57.1	55.8	45.8	51.5	50.1	47.2	48.3	45.9	45.4	41.9	38.7
Kanto	976.3	945.2	939.4	914.7	925.8	902.8	916.6	902.2	876.0	805.2	794.9
Chubu	95.1	96.0	93.9	91.7	85.5	82.9	76.9	91.0	87.3	77.6	76.1
Kinki	117.8	116.4	115.8	113.1	111.9	106.0	98.5	92.5	85.0	76.8	79.3
Chugoku	15.7	17.6	18.2	17.4	16.4	15.5	8.1	8.4	–	–	–
Total	1,334.2	1,302.9	1,280.6	1,253.2	1,255.6	1,219.2	1,213.6	1,205.7	1,154.3	1,053.2	1,038.6

Trend in the number of stores

By region	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	(Stores) FY2022
Hokkaido	12	12	11	11	11	11	11	10	9	8	7
Tohoku	10	10	10	10	10	10	10	10	10	9	9
Kanto	120	121	127	130	131	125	120	118	118	96	95
Chubu	17	17	17	16	16	14	14	14	13	12	10
Kinki	11	11	11	11	11	10	8	7	7	7	7
Chugoku	3	3	3	3	3	1	1	–	–	–	–
Total	173	174	179	181	182	171	164	159	157	132	128

By total sales floor space

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
16,000 m²–	68	68	72	72	71	70	63	61	59	58	58
10,000–15,999 m²	50	50	47	46	47	43	46	45	45	39	33
5,000–9,999 m²	36	36	34	35	34	30	27	25	23	19	21
Under 5,000 m²	19	20	26	28	30	28	28	28	30	16	16
Total	173	174	179	181	182	171	164	159	157	132	128

By store age

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
30 years–	51	56	58	60	60	54	53	52	50	44	42
20 years–	26	24	22	24	27	27	28	35	39	40	39
10 years–	53	51	52	55	55	51	48	38	34	31	32
5 years–	23	20	18	16	17	14	15	22	21	9	9
1 year–	15	20	20	23	20	21	18	11	9	5	6
Under 1 year	5	3	9	3	3	4	2	1	4	3	0
Total	173	174	179	181	182	171	164	159	157	132	128

By format

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Superstores	140	139	137	136	136	127	121	116	112	104	99
Shopping centers	12	13	16	17	17	18	19	19	19	19	20
Food specialty stores	21	22	26	28	29	26	24	24	26	9	9
Total	173	174	179	181	182	171	164	159	157	132	128

Note: Number of stores at fiscal year-end



## Learn about Seven & i Group

## Learn about the Market Environment

## Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
- - Domestic CVS business strategy
- Strategy aiming for depth - Group food strategy
- - Large-scale commercial base strategy
- Expansion of customer contact

## See Stock Information

## See Seven & i Group's History


## See Numerical Data

### Market environment

### Seven & i Group's Performance

- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

## Superstore Operations

 Click here to download the data

(Millions of yen)											
York-Benimaru	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues from operations	348,600	363,862	380,869	396,930	412,977	426,172	437,197	445,297	446,843	477,633	478,144
Net sales	342,944	358,061	374,781	390,492	406,223	418,729	429,064	437,201	438,637	469,057	469,415
Fresh food	108,226	114,914	123,054	132,110	139,489	145,105	149,910	153,597	154,442	169,112	167,111
Processed food	83,542	86,219	89,761	92,181	95,761	98,819	101,977	104,950	106,140	114,288	114,763
Daily food	65,222	68,660	71,510	73,843	77,433	81,101	84,097	86,551	87,235	94,955	95,394
Food total	256,991	269,794	284,326	298,136	312,683	325,026	335,985	345,100	347,818	378,356	377,269
Apparel	17,358	17,642	17,597	16,614	15,887	14,967	13,531	12,761	11,747	10,751	10,314
Household goods	19,474	19,383	20,339	20,694	20,398	20,296	19,993	19,270	19,005	19,885	18,500
Merchandise sales	293,824	306,820	322,263	335,445	348,970	360,290	369,510	377,132	378,571	408,993	406,085
Tenants	49,120	51,240	52,518	55,047	57,253	58,439	59,553	60,069	60,066	60,064	63,330
Selling, general and administrative expenses	74,686	78,649	80,969	84,796	88,784	92,185	94,713	98,337	99,932	106,007	105,044
Operating income	14,955	11,854	12,714	12,820	13,324	14,054	14,070	12,801	13,100	16,548	14,704
Ordinary income	16,305	14,003	14,467	14,018	14,529	15,344	15,301	13,973	14,308	17,707	15,953
Net income	1,430	7,731	9,306	7,792	8,969	8,982	9,350	7,672	6,712	7,845	9,055
Capital expenditures	7,075	9,779	10,700	14,120	10,642	12,330	13,452	10,328	13,148	17,056	17,437
Depreciation and amortization*1	5,122	5,161	3,167	3,569	3,931	4,519	5,148	5,675	5,883	6,259	7,297
Total assets*2	150,789	156,212	168,013	182,267	184,894	177,983	184,302	183,481	190,090	199,509	201,144
Net assets	117,090	123,766	131,800	140,118	141,435	136,514	140,016	140,769	141,422	143,447	147,122
EBITDA	20,077	17,015	15,882	16,389	17,255	18,573	19,218	18,476	18,984	22,808	22,001
ROA (%)	1.0	5.0	5.7	4.4	4.9	5.0	5.2	4.2	3.6	4.0	4.5
Existing store sales increase (decrease) (%)	1.5	0.0	0.1	0.2	1.2	0.5	(0.4)	(1.0)	(1.2)	5.0	(0.4)
Number of customers (%)	(3.3)	0.9	0.7	(0.1)	1.5	0.8	0.0	(0.9)	(2.3)	(3.3)	(1.0)
Average spending per customer (%)	4.9	(1.0)	(0.6)	0.2	(0.3)	(0.3)	(0.5)	(0.2)	1.1	8.5	0.6
Merchandise gross profit margin (%)	27.0	26.0	25.6	25.6	25.7	25.8	25.7	25.8	26.1	26.4	25.8
Number of stores	176	184	193	200	205	213	220	225	232	235	237
Openings	8	11	11	8	6	9	11	7	8	5	5
Closures	2	3	2	1	1	1	4	2	1	2	3
Total sales floor space (m <sup>2</sup> )	573,187	590,698	606,812	628,639	640,667	656,950	675,128	682,795	697,646	703,029	709,077
Directly managed sales floor space (m <sup>2</sup> )	433,346	450,581	469,142	485,123	494,201	505,269	519,177	525,508	534,926	541,036	544,925
Sales per square meter (¥ Thousand)*3	718	716	721	721	727	733	735	727	721	764	752
Full-time employees (fiscal year-end)	2,495	2,494	2,538	2,614	2,660	2,685	2,697	2,747	2,766	2,810	2,866
Part-time employees*4	10,165	10,395	10,729	10,984	11,168	11,353	11,903	11,953	11,811	12,178	12,166
Ratio of part-time employees (%)	80.1	80.3	80.6	80.6	80.5	80.6	81.2	81.0	80.8	81.2	80.9
Sales per employee (¥ Thousand)*5	23,141	23,714	24,232	24,607	25,156	25,581	25,208	25,566	25,888	27,255	26,989

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

\*2 ASBJ Statement No. 28 "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, dated February 16, 2018) has been applied to total assets from FY2020 and reflected retroactively in the figures for FY2019.

\*3 Sales per square meter = Merchandise sales ÷ Weighted average floor space (m<sup>2</sup>) (excluding floor space of the stores which have been temporarily closed)

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

\*5 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

Life Foods	(Millions of yen)										
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Net sales	36,974	38,509	39,894	42,487	44,603	45,913	46,739	47,285	47,320	47,902	50,601
Selling, general and administrative expenses	14,710	14,823	15,438	16,383	17,388	17,965	18,673	19,217	19,344	19,610	20,934
Operating income	3,450	3,704	3,823	4,204	4,422	4,704	4,028	3,923	3,786	3,957	4,095
Ordinary income	3,659	3,763	3,870	4,253	4,468	4,739	4,054	3,977	3,834	3,995	4,131
Net income	2,187	2,193	2,407	2,526	2,801	3,237	2,657	2,596	2,528	2,570	760
Total assets	26,645	27,688	27,928	30,309	32,188	34,504	36,211	37,538	39,656	41,957	41,903
Net assets	21,053	21,493	22,523	24,265	26,293	28,628	30,396	32,209	33,990	35,769	35,690

											(Millions of yen)
York-Benimaru (including results from Life Foods)	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Operating income	18,407	15,558	16,539	17,025	17,747	18,760	18,098	16,724	16,887	20,506	18,800

Note: The above results are management figures.



Learn about Seven & i Group

Learn about the Market Environment

Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
- - Domestic CVS business strategy
- Strategy aiming for depth - Group food strategy
- - Large-scale commercial base strategy
- Expansion of customer contact

See Stock Information

See Seven & i Group's History

See Numerical Data

Market environment

Seven & i Group's Performance

- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

Superstore Operations

Click here to download the data

York (Former York Mart)	(Millions of yen)										
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues from operations	119,335	122,672	129,306	133,138	141,242	142,864	144,829	146,142	144,102	183,703	190,651
Net sales	118,422	121,640	128,214	132,067	140,145	141,649	143,610	144,975	142,936	182,219	188,961
Selling, general and administrative expenses	31,490	33,653	34,740	36,095	38,313	38,801	39,936	40,549	41,163	50,282	52,946
Operating income	3,925	2,007	2,891	2,445	2,511	2,211	1,551	1,603	684	3,253	1,473
Ordinary income	4,012	2,075	2,945	2,525	2,540	2,231	1,532	1,622	671	3,290	1,521
Net income	2,111	1,032	1,701	1,247	1,611	963	251	(746)	(1,036)	963	(288)
Capital expenditures	4,133	4,919	2,627	4,534	4,911	2,562	3,313	2,390	3,090	4,864	4,881
Depreciation and amortization*1	1,647	1,954	1,219	1,332	1,717	1,938	2,006	1,995	2,062	2,315	2,506
Total assets	39,272	41,410	41,991	45,555	48,494	47,321	47,660	47,009	47,133	67,998	72,717
Net assets	26,926	26,249	27,412	27,662	28,705	27,871	27,654	26,813	25,757	43,700	48,973
EBITDA	5,573	3,961	4,110	3,778	4,229	4,149	3,557	3,599	2,747	5,569	3,979
ROA (%)	5.5	2.6	4.1	2.9	3.4	2.0	0.5	(1.6)	(2.2)	1.4	(0.4)
Existing store sales increase (decrease) (%)	0.3	(4.9)	(0.2)	0.6	1.8	(1.6)	(0.5)	(1.2)	(2.2)	6.7	(3.4)
Merchandise gross profit margin (%)	29.5	28.8	28.9	28.8	28.8	28.6	28.6	29.0	29.2	29.1	28.7
Number of stores	68	71	74	76	76	78	78	79	78	100	101
Openings	5	5	3	2	4	2	1	2	2	23	1
Closures	2	2	0	0	4	0	1	1	3	1	0
Total sales floor space (m²)	111,212	116,042	121,115	124,223	126,639	129,000	128,194	126,782	126,621	157,114	159,299
Sales per square meter (¥ Thousand)*2	1,127	1,108	1,118	1,130	1,158	1,149	1,154	1,145	1,128	1,227	1,197
Full-time employees (fiscal year-end)	1,269	1,325	1,191	1,227	1,245	1,255	1,307	1,316	1,316	1,603	1,653
Part-time employees*3	3,702	4,018	4,206	4,367	4,715	4,524	4,494	4,475	4,582	5,797	5,896
Sales per employee (¥ Thousand)*4	23,456	22,007	21,949	22,367	22,723	23,024	23,203	23,472	23,193	25,106	25,580

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

\*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space (m²)

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

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

Learn about Seven & i Group

Learn about the Market Environment

Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
- - Domestic CVS business strategy
- Strategy aiming for depth - Group food strategy
- - Large-scale commercial base strategy
- Expansion of customer contact

See Stock Information

See Seven & i Group's History

See Numerical Data

Market environment

Seven & i Group's Performance

- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

Superstore Operations

Store Formats

Ito-Yokado

Superstores (99 stores)



Following the basic store format of Ito-Yokado, these stores are operated mainly in highly populated urban areas and offer a wide lineup of apparel, household goods, and foods.

Food specialty stores (9 stores)



Stores that specialize in fresh and processed foods, as well as frequently purchased products such as household goods. Twenty stores were transferred to York Co., Ltd. in June 2020.

Shopping centers (20 stores)



Developed under the names *Ario*, *GRAND TREE*, and *PRIMETREE*. Anchored by Ito-Yokado and host to around 100–200 tenants, shopping centers are located in metropolitan areas and operated under the concept of servicing a wide range of catchment areas.

(As of February 28, 2022)

York-Benimaru

Food specialty stores (237 stores)



York-Benimaru supermarkets are focused mainly on food and it is operated in the southern Tohoku and northern Kanto regions.

York-Benimaru teams up with subsidiary Life Foods to ensure differentiation in fresh foods and delicatessen items, and to strengthen the product line up in response to local needs.

York Mart / York Foods

Food specialty stores (101 stores)



Operate supermarkets in the Tokyo metropolitan area. Strengthen the fresh foods and delicatessen section, and differentiate through original products, "new merchandising," made from high quality and fresh ingredients, as well as through product line up in response to local needs.

THE GARDEN JIYUGAOKA

Food specialty stores (21 stores)



THE GARDEN JIYUGAOKA supermarkets are operated by SHELL GARDEN with a focus on fine-quality food. THE GARDEN JIYUGAOKA stores are operating in the Tokyo metropolitan area. Stores are filled with a wide variety of foods not just from within Japan, but from all around the world, and they are quick to introduce ingredients and provide meticulous service.

Life Foods

An integrated delicatessen company providing comprehensive services from merchandise planning through to production and sales

Life Foods is a wholly owned subsidiary of York-Benimaru. The company produces and sells food inside York-Benimaru stores, including delicatessen, sushi, bakery items, fast food and other takeout foods. As of February 28, 2021, Life Foods delicatessen food plants are operating in three locations in Koriyama, Fukushima Prefecture and one location in Miyagi Prefecture.

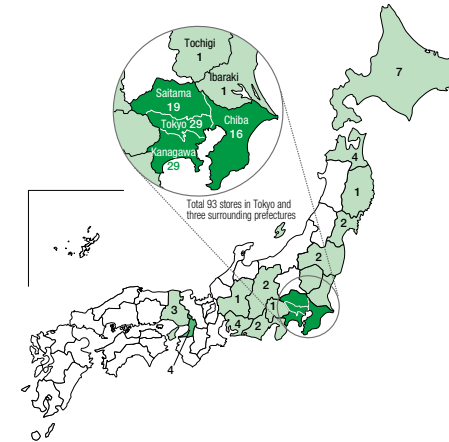
Life Foods was dissolved when it was merged into York-Benimaru Co., Ltd. on March 1, 2022.



Store Network (Ito-Yokado)

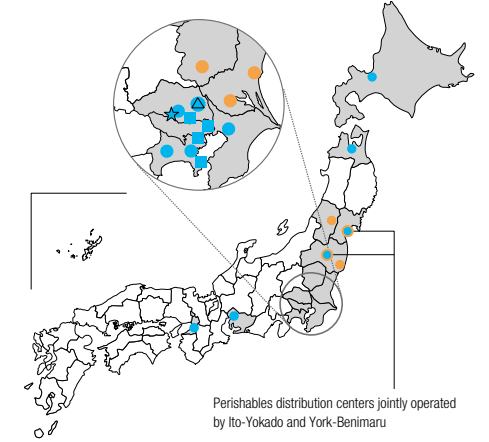
Annual net sales (Billion of yen)

■ 100– ■ 50–99 ■ –49 (excluding regions without local stores)



Number of Processing Centers and Perishables Distribution Centers

(As of February 28, 2022)



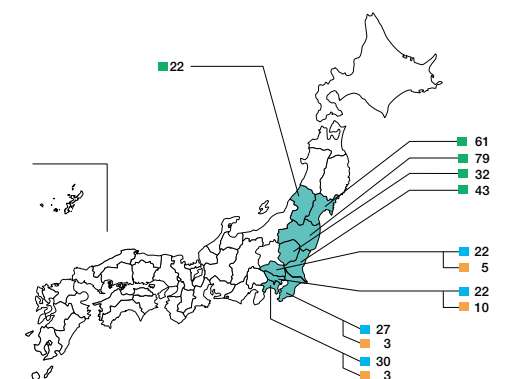
Ito-Yokado		York-Benimaru	
● Perishables distribution centers	11	● Perishables distribution centers	7
■ Vegetables and fruits centers	4		
▲ Meat processing center	1		
★ Central Kitchen	1		

Store Network (York-Benimaru, York and SHELL GARDEN)

(As of February 28, 2022)

York-Benimaru has concentrated store openings in five prefectures in the southern Tohoku and northern Kanto regions. York Mart and SHELL GARDEN are being developed in the Tokyo metropolitan area.

	Number of stores	FY2022 sales (Billions of yen)
■ York-Benimaru	237	469.4
■ York	101	188.9
■ SHELL GARDEN	21	23.0
Total	359	681.3





Learn about Seven & i Group

Learn about the Market Environment

Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
- - Domestic CVS business strategy
- Strategy aiming for depth - Group food strategy
- - Large-scale commercial base strategy
- Expansion of customer contact

See Stock Information

See Seven & i Group's History

See Numerical Data

Market environment

Seven & i Group's Performance

- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

Department and Specialty Store Operations

Click here to download the data

(Millions of yen)											
Sogo & Seibu	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues from operations	830,340	810,998	801,535	802,996	803,443	760,692	685,888	615,256	600,148	440,484	456,842
Net sales	817,927	798,427	789,203	790,244	790,708	747,951	674,368	604,362	589,410	430,698	446,973
Apparel	361,550	349,846	335,252	328,008	317,260	291,470	260,919	229,563	214,255	133,435	134,286
Household goods	79,476	78,127	81,536	80,217	81,115	75,770	67,873	59,110	58,679	43,336	45,707
Food	170,707	162,023	157,832	161,491	163,059	157,168	142,863	125,068	123,649	95,880	96,580
Merchandise sales	611,735	589,997	574,621	569,717	561,435	524,410	471,656	413,743	396,584	272,652	276,573
Tenants	164,297	168,201	174,418	180,085	188,554	183,696	167,519	157,714	161,037	126,785	143,361
Corporate sales	41,895	40,228	40,163	40,440	40,718	39,844	35,192	32,904	31,788	31,260	27,038
Selling, general and administrative	180,772	175,804	171,607	170,700	170,514	161,306	144,772	131,568	129,318	98,871	99,634
Operating income	11,159	10,040	10,141	10,226	7,411	4,341	5,081	3,266	172	(6,691)	(3,527)
Ordinary income	9,890	9,160	9,265	9,216	6,070	2,593	3,254	1,751	(858)	(8,148)	(5,530)
Net income	9,964	(3,650)	1,814	3,992	(4,034)	(28,426)	(29,973)	336	(7,526)	(17,239)	(8,826)
Capital expenditures	13,374	15,465	12,156	12,762	12,650	11,773	12,474	16,503	11,039	15,860	9,042
Depreciation and amortization	12,181	12,608	11,793	11,996	11,751	10,616	8,889	8,109	8,534	7,400	8,731
Total assets	475,849	455,269	447,577	446,368	436,878	424,143	369,310	353,887	333,700	344,154	434,045
Net assets	129,320	124,561	126,400	131,361	124,905	93,827	68,771	69,216	61,233	44,781	64,165
EBITDA	23,340	22,648	21,935	22,223	19,163	14,957	13,971	11,376	8,707	708	5,204
ROA (%)	2.0	(0.8)	0.4	0.9	(0.9)	(6.6)	(7.6)	0.1	(2.2)	(5.1)	(2.3)
Existing store sales increase (decrease) (%)	(0.5)	0.9	1.2	0.1	0.0	(2.7)	0.5	(1.0)	(2.5)	(24.2)	12.5
Merchandise gross profit margin (%)	25.1	24.9	24.8	24.6	24.3	23.9	24.0	24.3	23.9	22.6	22.9
Major store sales											
SEIBU IKEBUKURO	176,475	179,181	184,453	187,330	190,018	186,597	185,149	184,091	182,369	138,582	154,002
SOGO YOKOHAMA	100,996	105,213	109,889	112,986	114,200	109,690	110,603	110,568	108,933	80,500	94,903
SOGO CHIBA	78,632	78,780	78,924	76,908	76,053	73,381	74,439	75,522	74,003	57,244	65,655
SOGO HIROSHIMA	41,446	41,291	42,967	43,049	43,115	41,438	40,909	39,663	38,801	29,669	32,632
SEIBU SHIBUYA	39,802	39,298	39,490	40,211	42,376	41,779	43,671	43,550	43,231	25,591	26,406
SOGO OMIYA	32,418	32,399	34,251	34,572	33,654	33,058	33,120	32,983	31,293	22,223	26,582
Number of stores	26	24	24	24	23	19	15	15	15	10	10
Store openings and mergers	0	0	0	0	0	0	0	0	0	0	0
Store closures and transferred stores	1	2	0	0	1	4	4	0	0	5	0
Total sales floor space (m <sup>2</sup> )	894,481	863,832	868,762	870,584	871,437	770,189	617,618	571,738	571,738	443,079	443,201
Sales per square meter (¥ Thousand)*1	886	894	909	909	907	930	1,013	1,057	1,030	811	1,008
Full-time employees (fiscal year-end)	4,975	4,508	4,102	3,883	3,671	3,269	2,852	2,781	2,679	2,409	2,135
Part-time employees*2	5,179	4,925	5,109	5,395	5,652	5,317	4,580	3,827	3,665	2,962	2,414
Ratio of part-time employees (%)	50.2	50.6	54.3	57.4	59.5	60.0	59.8	57.4	57.0	53.9	51.7

\*1 Sales per square meter = Net sales ÷ Weighted average floor space  
\*2 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

Learn about Seven & i Group

Learn about the Market Environment

## Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
  - - Domestic CVS business strategy
- Strategy aiming for depth - Group food strategy
  - - Large-scale commercial base strategy
- Expansion of customer contact

See Stock Information

See Seven & i Group's History


See Numerical Data

### Market environment

#### Seven & i Group's Performance

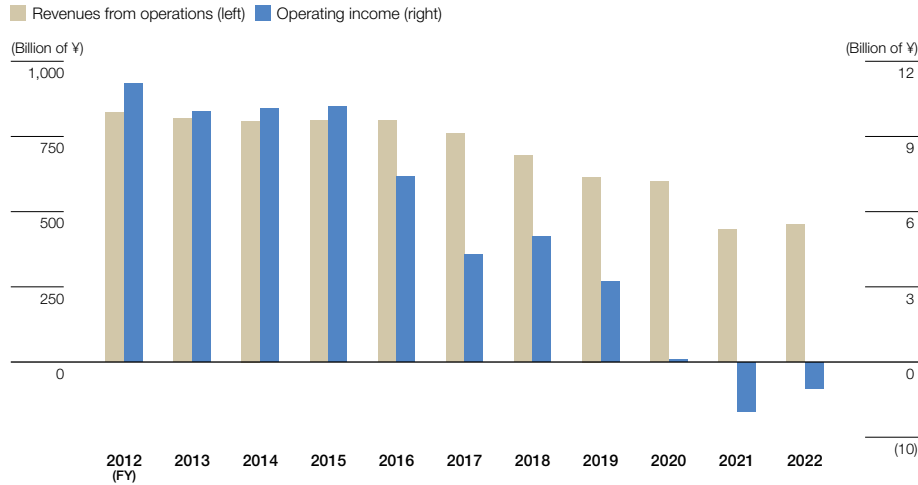
- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

## Department and Specialty Store Operations

 Click here to download the data

### Sogo & Seibu

#### Revenues from operations and Operating income



#### Large-scale commercial base strategy

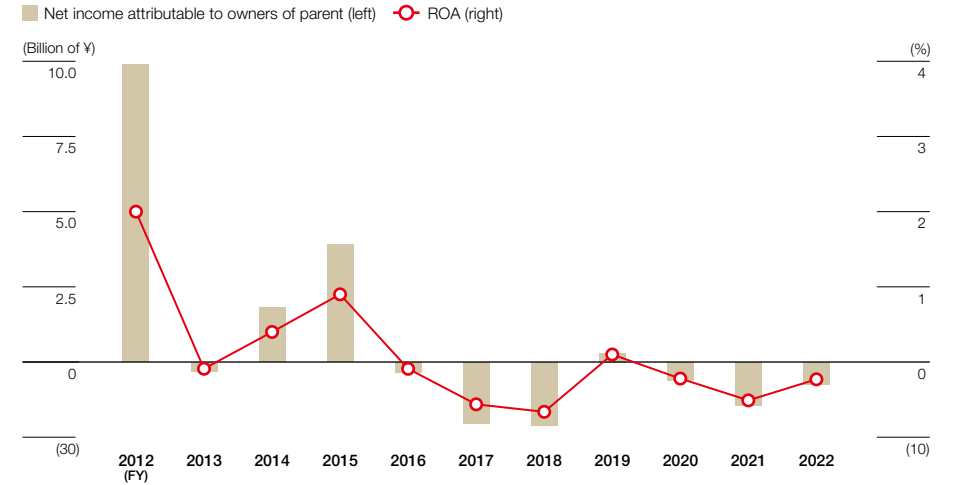
At Sogo & Seibu, we will reassess our operations and staffing through store reforms and optimize personnel. As part of store structural reforms, we will apply to major stores the know-how gained through our experience in property management (PM) at two suburban stores—SEIBU Tokorozawa S.C. and SEIBU Higashi-Totsuka S.C.—by FY2026. At the same time, we will improve the quality of our trade area analyses with the aim of creating stores that better match the characteristics of each trade area. We will also improve the appeal of each store and use DX to expand customer contact points. In the non-store business, we will expand our business with affluent customers by strengthening sales to outside customers and our commercial business.

Business structural reform	Review operations and personnel through store reform
	Personnel optimization
Store structural reform	Create buildings that match the characteristics of the trade area (improvement of trade area analysis accuracy)
	Expand customer contact points using DX
Non-store business	Strengthening foreign business (affluent customers)
	Expand commercial business (BtoBtoC)

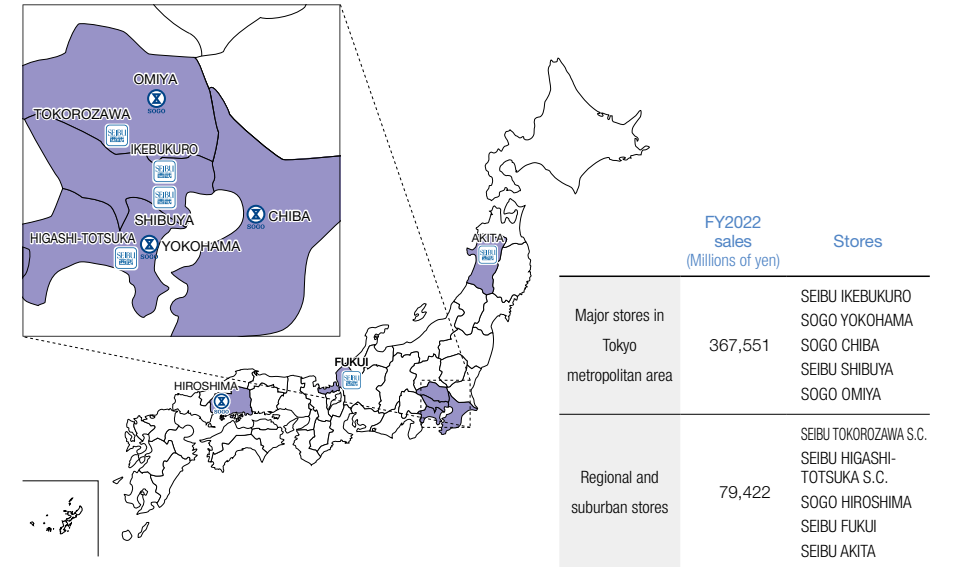
#### Structural reform/growth strategy schedule

	From FY2017 Priority measures	From FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Structural reform	Unprofitable stores	13 stores closed 23→10 stores 2 local stores reduced (FY2021)					
	Personnel optimization	(1,500) (compared to FY2019)	Optimization and relocation of growth fields in line with store reforms				
Growth strategy	Create buildings that match the trade area	2 suburban stores converted to SC	6 major stores				
		Improve trade area analysis accuracy			Explore market needs		
	Non-store expansion	Foreign business (affluent customers), commercial business (BtoBtoC), etc.					

#### Net income attributable to owners of parent and ROA



#### Store network





Learn about Seven & i Group

Learn about the Market Environment

Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
- - Domestic CVS business strategy
- Strategy aiming for depth - Group food strategy
- - Large-scale commercial base strategy
- Expansion of customer contact

See Stock Information

See Seven & i Group's History

See Numerical Data

Market environment

Seven & i Group's Performance

- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

Department and Specialty Store Operations

Click here to download the data

Akachan Honpo	(Millions of yen)										
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Net sales	78,744	82,907	85,141	92,899	102,716	102,765	104,687	102,639	96,744	75,559	79,153
Selling, general and administrative expenses	22,324	23,041	23,401	24,755	27,128	26,588	27,638	27,936	27,433	23,798	24,282
Operating income	1,474	1,920	2,365	2,866	3,315	2,909	3,381	3,503	2,906	90	382
Ordinary income	1,334	1,810	2,278	2,856	3,339	2,919	3,400	3,547	2,920	158	364
Net income	(200)	(1,394)	1,759	2,178	3,336	1,621	2,541	2,103	1,873	(481)	181
Capital expenditures	1,783	1,720	1,598	1,724	1,371	1,142	1,342	2,798	3,592	4,159	1,628
Depreciation and amortization*1	1,365	1,496	1,100	1,216	1,187	1,186	1,063	949	884	1,058	1,316
Total assets	30,649	28,946	28,554	29,720	32,401	31,065	31,916	33,464	34,440	37,977	36,356
Net assets	1,852	1,861	3,582	5,761	9,095	10,716	13,258	15,362	17,236	16,754	16,936
EBITDA	2,839	3,416	3,465	4,082	4,502	4,095	4,444	4,452	3,791	1,148	1,698
ROA (%)	(0.7)	(4.7)	6.1	7.5	10.7	5.1	8.1	6.4	5.5	(1.3)	0.4
Existing store sales increase (decrease) (%)	(3.1)	2.9	(1.8)	3.5	4.8	(3.2)	(0.4)	(3.9)	(6.8)	(26.0)	3.8
Merchandise gross profit margin (%)	30.2	30.1	30.3	29.7	29.6	28.7	29.6	30.6	31.4	31.6	31.2
Number of stores	87	92	93	99	103	106	110	110	117	117	121
Openings	11	9	8	7	8	8	8	6	10	3	5
Closures	9	4	7	1	4	5	4	6	3	3	1
Total sales floor space (m <sup>2</sup> )	147,501	150,674	151,292	159,537	162,013	164,327	168,201	168,932	173,573	170,413	172,982
Sales per square meter (¥ Thousand)*2	535	550	562	582	631	626	622	607	557	443	458
Full-time employees (fiscal year-end)	852	839	877	895	929	917	885	909	919	959	915
Part-time employees*3	1,782	1,739	1,745	1,745	1,889	1,958	1,919	2,054	1,908	1,518	1,688
Sales per employee (¥ Thousand)*4	29,873	31,875	32,092	35,098	36,469	35,626	35,916	35,552	34,232	30,504	30,408
Memberships (Thousand)	1,721	1,755	1,794	1,855	1,972	2,067	2,121	2,172	2,148	1,850	1,872

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

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

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

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



Learn about Seven & i Group

Learn about the Market Environment

Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
- - Domestic CVS business strategy
- Strategy aiming for depth - Group food strategy
- - Large-scale commercial base strategy
- Expansion of customer contact

See Stock Information

See Seven & i Group's History

See Numerical Data

Market environment

Seven & i Group's Performance

- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

Department and Specialty Store Operations

Click here to download the data

Seven & i Food Systems

(Millions of yen)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues from operations	77,940	78,238	78,484	80,932	83,839	82,562	80,350	78,206	74,323	50,853	45,251
Net sales	77,400	77,706	78,112	80,685	83,680	82,394	80,188	78,047	73,868	50,317	44,765
Selling, general and administrative expenses	51,711	51,349	51,669	52,844	52,636	52,001	49,692	47,925	46,252	38,176	32,136
Operating income	22	868	829	163	1,021	515	842	1,291	420	(7,062)	(4,114)
Ordinary income	203	1,043	990	302	1,121	595	907	1,351	478	(6,942)	(4,066)
Net income	(879)	(439)	275	(449)	457	(1,688)	(523)	83	(1,301)	(8,884)	(3,910)
Capital expenditures	756	1,407	2,277	3,518	1,853	3,348	2,076	2,432	2,486	1,694	813
Depreciation and amortization*1	560	585	422	701	823	866	957	1,004	1,011	835	539
Total assets	44,777	44,144	44,511	46,700	43,979	40,901	36,638	35,751	35,034	27,729	24,126
Net assets	35,966	34,998	34,799	33,835	33,471	27,171	26,666	26,415	24,540	15,721	11,831
EBITDA	582	1,453	1,251	864	1,845	1,381	1,799	2,296	1,431	(6,225)	(3,574)
ROA (%)	(2.0)	(1.0)	0.6	(1.0)	1.0	(4.0)	(1.4)	0.2	(3.7)	(28.3)	(15.1)
Existing store sales increase (decrease) (Denny's) (%)	(1.0)	1.2	2.1	1.7	(0.2)	(2.8)	1.0	0.9	(1.6)	(29.7)	(3.5)
Number of customers (%)	(2.6)	(0.2)	(1.2)	(0.5)	(3.5)	0.0	(1.7)	(3.5)	(4.2)	(35.4)	(0.3)
Average spending per customer (%)	1.6	1.4	3.4	2.2	3.4	(2.8)	2.8	4.5	2.6	8.7	(3.2)
Merchandise gross profit margin (Denny's) (%)	68.3	68.9	69.4	68.8	68.2	68.4	68.0	68.2	68.1	65.6	67.3
Number of stores	858	844	844	840	851	815	749	716	679	614	545
Denny's	390	387	386	392	389	386	377	371	372	339	322
Others	468	457	458	448	462	429	372	345	307	275	223
Full-time employees (fiscal year-end)	1,290	1,254	1,290	1,368	1,416	1,387	1,350	1,307	1,257	1,184	962
Part-time employees*2	10,432	10,130	9,972	10,013	9,453	8,938	8,137	7,390	6,849	5,380	4,552
Ratio of part-time employees (%)	88.8	88.8	88.4	87.9	86.9	86.2	85.3	84.6	83.9	81.4	82.0

\*1 From FY2014, Seven & i Food Systems changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

\*2 Part-time employees are counted by adjusting their working hours to a 163-hour working month.



Learn about Seven & i Group

Learn about the Market Environment

Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
- - Domestic CVS business strategy
- Strategy aiming for depth - Group food strategy
- - Large-scale commercial base strategy
- Expansion of customer contact

See Stock Information

See Seven & i Group's History

See Numerical Data

Market environment

Seven & i Group's Performance

- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

Department and Specialty Store Operations

Click here to download the data

THE LOFT

(Millions of yen)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues from operations	87,001	87,326	85,136	88,304	95,645	100,264	103,668	103,427	106,408	82,472	90,043
Net sales	85,836	86,179	84,459	87,647	94,930	99,560	102,956	102,592	105,384	81,549	89,086
Selling, general and administrative expenses	32,316	33,334	33,058	33,920	36,572	38,225	38,304	38,055	39,380	34,504	35,351
Operating income	3,294	2,262	1,138	1,409	1,603	1,464	2,159	2,698	2,831	(2,178)	562
Ordinary income	3,230	2,202	1,080	1,374	1,579	1,381	2,072	2,650	2,769	(2,206)	454
Net income	1,510	728	(244)	701	572	138	908	1,388	1,484	(2,274)	(336)
Capital expenditures	1,528	2,239	1,357	852	2,084	1,836	1,804	1,243	1,797	2,908	965
Depreciation and amortization*1	1,125	1,290	1,153	1,014	1,048	1,099	1,133	1,121	1,242	1,477	1,513
Total assets	23,542	24,234	23,846	25,383	27,563	29,551	31,614	31,455	33,931	47,882	47,513
Net assets	10,954	11,308	10,965	11,667	12,022	12,055	12,878	13,987	14,872	12,290	11,954
EBITDA	4,419	3,553	2,291	2,423	2,651	2,563	3,292	3,820	4,074	(701)	2,075
ROA (%)	6.6	3.1	(1.0)	2.9	2.2	0.5	3.0	4.4	4.5	(5.6)	(0.7)
Existing store sales increase (decrease) (%)	(2.0)	(4.4)	(4.3)	0.9	4.4	0.1	3.3	(0.2)	0.5	(25.5)	6.5
Merchandise gross profit margin (%)	40.1	40.4	40.1	40.0	39.9	39.6	39.0	39.3	39.4	39.0	40.0
Number of stores	73	82	89	94	102	109	110	115	124	131	138
Openings	12	9	10	6	10	8	8	8	11	10	11
Closures	2	0	3	1	2	1	7	3	2	3	4
Total sales floor space (m <sup>2</sup> )	107,967	114,926	116,235	120,962	128,040	135,286	134,083	135,083	138,368	42,189	43,846
Sales per square meter (¥ Thousand)*2	806	769	732	730	755	738	748	757	771	578	621
Full-time employees (fiscal year-end)	2,169	2,133	2,034	2,028	2,195	2,267	2,350	2,280	2,262	2,315	2,348
Part-time employees*3	1,356	1,610	1,742	1,971	2,112	2,140	2,066	2,188	2,343	2,119	1,946
Sales per employee (¥ Thousand)*4	25,113	24,310	23,585	23,740	23,852	24,668	26,352	26,991	27,968	23,427	25,067

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

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

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

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

Nissen Holdings

(Millions of yen)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues from operations	157,289	139,226	102,202	45,569	37,955	38,056	40,296
Net sales	55,266	42,743	32,561	19,673	18,107	18,657	19,661
Selling, general and administrative expenses	63,482	57,840	37,924	19,866	18,291	19,008	19,409
Operating income	(8,159)	(15,097)	(5,363)	(193)	(184)	(351)	252

Notes: 1. Nissen Holdings was converted into a Seven & i Holdings consolidated subsidiary in January 2014.

2. Nissen Holdings was converted into a Seven & i Holdings wholly owned subsidiary in November 2016.

3. A 14-month settlement occurred in FY2017 due to shifting the fiscal year-end from December 20 to February 28.

Learn about Seven & i Group

Learn about the Market Environment

Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
- - Domestic CVS business strategy
- Strategy aiming for depth - Group food strategy
- - Large-scale commercial base strategy
- Expansion of customer contact

See Stock Information

See Seven & i Group's History

See Numerical Data

- Market environment
- Seven & i Group's Performance
- Medium-Term Management Plan
  - Consolidated Financial Summary
  - Overview of Major Group Companies
  - Segment Information
  - Financial Position
  - Overseas Convenience Store Operations
  - Domestic Convenience Store Operations
  - Superstore Operations
  - Department and Specialty Store Operations
  - Financial Services

Department and Specialty Store Operations

Click here to download the data

Trend in the Number of Stores By resion

Akachan Honpo	(Stores)										
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Hokkaido	4	4	4	4	3	3	3	3	3	3	3
Tohoku	3	3	4	4	4	4	4	4	4	4	4
Kanto	43	47	45	45	48	47	46	45	46	46	49
Chubu	11	13	14	16	17	17	18	18	20	21	20
Kinki	18	16	17	20	21	21	21	22	23	22	22
Chugoku	4	5	5	6	6	7	8	7	8	8	8
Shikoku	1	1	1	1	2	2	2	2	2	2	2
Kyushu, Okinawa	3	3	3	3	2	5	8	9	11	11	13
Total	87	92	93	99	103	106	110	110	117	117	121



Akachan Honpo

Denny's	(Stores)										
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Tohoku	12	11	12	12	11	12	12	12	12	12	12
Kanto	284	283	281	289	286	281	276	272	272	248	234
Chubu	75	75	75	75	75	75	73	72	73	69	66
Kinki	20	18	18	16	17	18	16	15	15	10	10
Total	391	387	386	392	389	386	377	371	372	339	322



Denny's

Loft	(Stores)										
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Hokkaido	2	2	2	2	2	1	1	1	1	1	2
Tohoku	3	4	5	5	5	5	5	5	6	7	7
Kanto	37	44	50	51	54	58	58	59	63	67	69
Chubu	9	10	10	10	13	13	13	14	16	16	19
Kinki	13	13	13	15	16	16	17	18	19	19	20
Chugoku	5	5	5	5	6	8	8	8	8	8	7
Shikoku	2	2	2	3	3	3	3	4	4	4	4
Kyushu	2	2	2	3	3	5	5	6	7	9	10
Total	73	82	89	94	102	109	110	115	124	131	138



Loft

Note: Number of stores at fiscal year-end