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Superstore Operations

Ito-Yokado Co., Ltd.

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Revenues from operations	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	729,342	814,964
Net sales	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	654,251	737,318
Selling, general and administrative expenses	335,771	333,118	334,380	316,879	310,285	304,510	291,051	265,479	259,298	257,943	279,485
Operating income	11,236	1,859	(13,980)	52	3,077	4,708	6,522	7,781	1,620	408	(1,205)
Ordinary income	13,071	4,142	(13,405)	1,786	3,687	6,122	7,615	7,698	2,371	1,087	(268)
Net income	5,333	(6,881)	(23,923)	(13,797)	(5,821)	(7,840)	1,674	(3,705)	(11,201)	(15,203)	(25,963)
Capital expenditures	47,943	41,067	58,555	30,636	18,072	44,057	27,305	20,613	29,311	25,773	29,519
Depreciation and amortization*3	10,014	11,137	13,125	13,654	12,606	12,191	13,254	12,594	13,318	15,402	18,021
Total assets	807,425	817,735	799,073	753,315	736,336	721,594	713,839	682,167	666,022	650,372	697,754
Net assets	608,444	606,327	581,223	544,808	539,608	530,367	529,737	512,489	507,849	492,632	505,138
EBITDA	21,250	12,997	(855)	13,707	15,683	16,899	19,776	20,375	14,939	15,810	16,815
ROA (%)	0.7	(0.8)	(3.0)	(1.8)	(0.8)	(1.1)	0.2	(0.5)	(1.7)	(2.3)	(3.9)

Ito-Yokado

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Gross sales*1	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	1,039,102	1,041,253
Lifestyle*2	-	-	-	-	317,460	310,796	285,985	238,816	219,985	217,398	213,308
Specialty stores*2	-	-	-	-	13,484	13,213	13,488	13,592	11,791	13,455	13,250
Food*2	-	-	-	-	550,399	538,778	516,120	517,101	506,270	488,764	482,006
Apparel	204,051	193,354	187,047	179,027	162,589	153,590	-	-	-	-	-
Household goods*3	165,297	153,506	142,811	122,445	165,083	162,021	-	-	-	-	-
Food	608,343	592,913	601,672	585,457	553,670	547,175	-	-	-	-	-
Merchandise sales	977,692	939,774	931,531	886,930	881,343	862,788	815,594	769,510	738,046	719,618	708,566
Tenants	287,874	301,376	314,612	322,191	324,328	336,390	335,359	278,428	297,225	317,230	329,571
Other	15,048	12,145	9,464	10,130	7,940	6,573	3,420	5,345	3,392	2,252	3,115
Existing store sales increase (decrease) (%)	(4.6)	(4.5)	0.2	(4.2)	(1.4)	(1.1)	(2.9)	(0.6)	(0.5)	(1.0)	(1.1)
Number of customers (%)	(4.3)	(5.7)	(0.1)	(4.4)	(1.7)	(1.1)	(3.5)	(6.9)	(0.3)	(1.2)	(1.0)
Average spending per customer (%)	(0.4)	1.3	0.4	0.3	0.3	0.0	0.7	6.7	(0.3)	0.1	(0.2)
Merchandise gross profit margin (%)	30.2	29.9	28.6	29.1	29.6	29.6	29.9	29.6	29.0	29.1	28.5
Number of stores	179	181	182	171	164	159	157	132	128	126	123
Openings	9	3	3	4	2	1	4	3	0	0	0
Closures	4	1	2	15	9	6	6	28	4	2	3
Total sales floor space (m²)*4	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	2,495,162	2,449,609
Directly managed sales floor space (m²)*4	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	1,105,108	1,073,816
Sales per square meter (¥ Thousand)*5	597	572	585	564	575	584	591	602	622	641	645
Full-time employees (fiscal year-end)	8,289	8,029	7,790	7,654	7,663	7,443	7,238	6,477	6,024	5,635	5,131
Part-time employees*6	31,491	31,245	32,106	27,540	27,750	26,690	24,275	22,319	20,059	18,619	16,668
Ratio of part-time employees (%)	78.6	79.3	80.0	79.9	78.0	77.9	76.7	76.6	76.3	76.3	75.5
Sales per employee (¥ Thousand)*7	26,614	26,074	26,099	25,716	24,766	25,190	25,776	26,403	28,066	29,477	32,103

*1 "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Net sales under the previous accounting method are shown as "Gross sales." Gross revenues from operations (revenues from operations under the previous accounting method) was 485,402 million yen.

*2 From FY2019, the previous product-based sales classifications have been revised from apparel, household goods, and food to lifestyle, specialty stores, and food. Figures for FY2017 and FY2018 have been calculated and displayed in the same manner.

*3 From FY2017, Seven Bi no Garden Co., Ltd. was absorbed through a merger and its figures are reflected.

*4 The method of calculating sales floor space was changed in FY2022.

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

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

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

Notes : 1 "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

2 On September 1, 2023, Ito-Yokado Co., Ltd merged with York Co., Ltd. Figures for the period ended August 31, 2023 and earlier do not include the figures of former York Co., Ltd. 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.

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York Mart/York Foods, etc.

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Gross sales* ¹	128,214	132,067	140,145	141,649	143,610	144,975	142,936	182,219	188,961	184,616	191,404
Existing store sales increase (decrease) (%)	(0.2)	0.6	1.8	(1.6)	(0.5)	(1.2)	(2.2)	6.7	(3.4)	(3.1)	2.8
Number of customers (%)	-	-	-	-	-	-	-	-	(2.2)	(2.5)	1.4
Average spending per customer (%)	-	-	-	-	-	-	-	-	(1.3)	(0.6)	1.3
Merchandise gross profit margin (%)	28.9	28.8	28.8	28.6	28.6	29.0	29.2	29.1	28.2	27.7	27.1
Number of stores	74	76	76	78	78	79	78	100	101	103	103
Openings	3	2	4	2	1	2	2	23	1	2	2
Closures	0	0	4	0	1	1	3	1	0	0	2
Total sales floor space (m ²)	-	-	-	-	-	-	-	-	155,359	159,709	160,305
Directly managed sales floor space (m ²)	121,115	124,223	126,639	129,000	128,194	126,782	126,621	157,114	153,936	158,246	158,841
Sales per square meter (¥ Thousand)* ²	1,118	1,130	1,158	1,149	1,154	1,145	1,128	1,227	1,197	1,135	1,199
Full-time employees (fiscal year-end)	1,191	1,227	1,245	1,255	1,307	1,314	1,320	1,606	1,656	1,647	1,496
Part-time employees* ³	4,206	4,367	4,715	4,524	4,494	4,840	4,583	4,505	5,804	5,339	5,137
Ratio of part-time employees (%)	78.6	79.3	80.0	79.9	78.0	77.9	76.7	76.6	77.4	75.8	76.6
Sales per employee (¥ Thousand)* ⁴	21,949	22,367	22,723	23,024	23,203	23,472	23,193	25,106	25,580	27,458	28,453

*1 "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Net sales under the previous accounting method are shown as "Gross sales."
*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)

Notes : 1. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.
2. 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.

Trend in the number of stores

By region	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Hokkaido	11	11	11	11	11	10	9	8	7	6	6
Tohoku	10	10	10	10	10	10	10	9	9	9	8
Kanto	201	206	207	203	198	197	196	196	196	197	195
Chubu	17	16	16	14	14	14	13	12	10	10	10
Kinki	11	11	11	10	8	7	7	7	7	7	7
Chugoku	3	3	3	1	1	-	-	-	-	-	-
Total	253	257	258	249	242	238	235	232	229	229	226

By format	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Superstores	137	136	136	127	121	116	112	104	99	97	95
Shopping centers	16	17	17	18	19	19	19	19	20	20	19
Food specialty stores	26	28	29	26	24	24	26	9	9	9	9
Ito-Yokado Total	179	181	182	171	164	159	157	132	128	126	123
York Mart/York Foods, etc.	74	76	76	78	78	79	78	100	101	103	103
Ito-Yokado Co., Ltd. Total	253	257	258	249	242	238	235	232	229	229	226

Note : Number of stores at fiscal year-end

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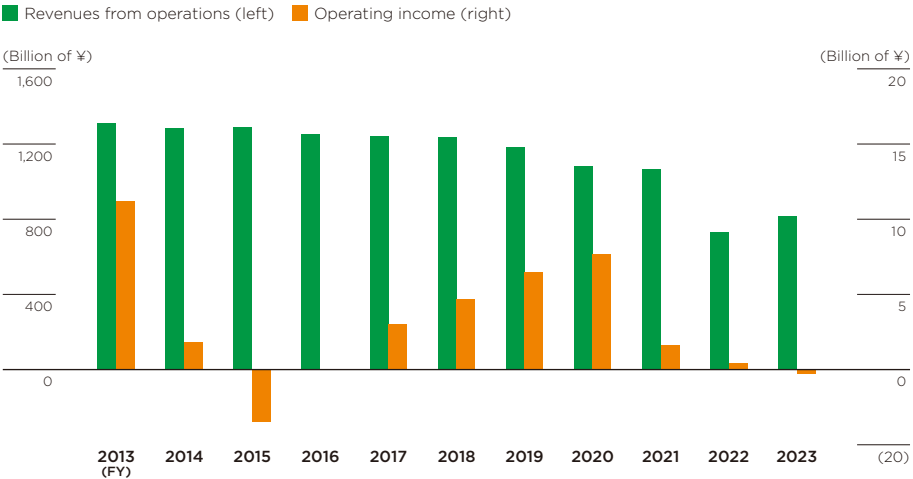
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Superstore Operations

Ito-Yokado Co., Ltd.

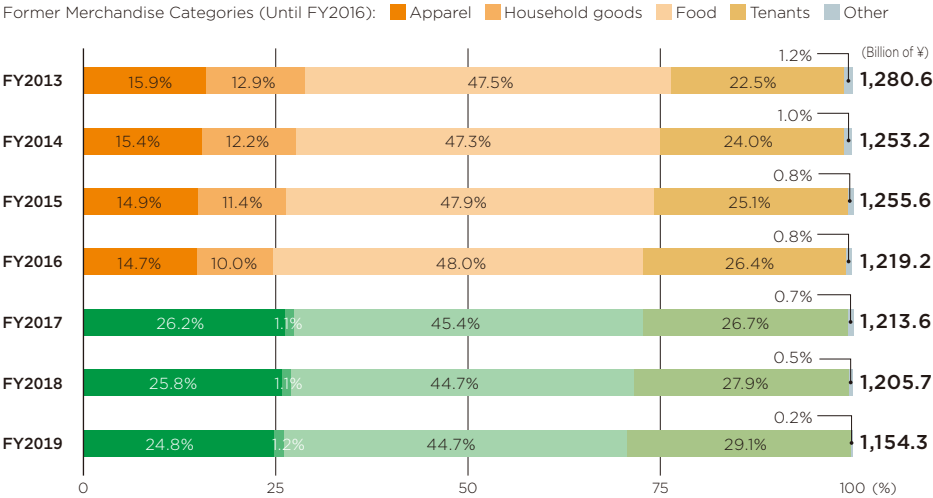
Revenues from operations and Operating income



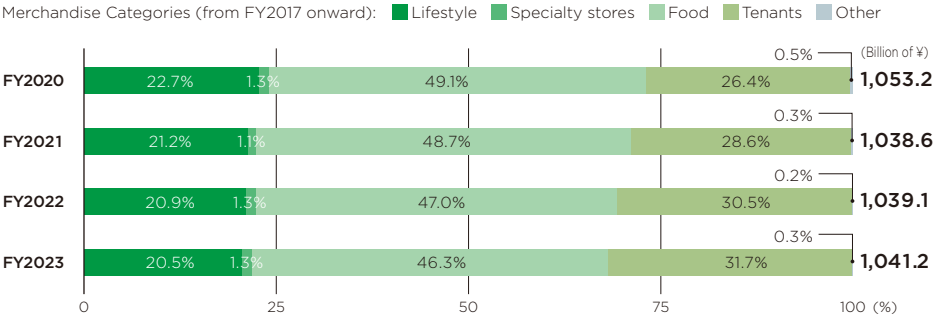
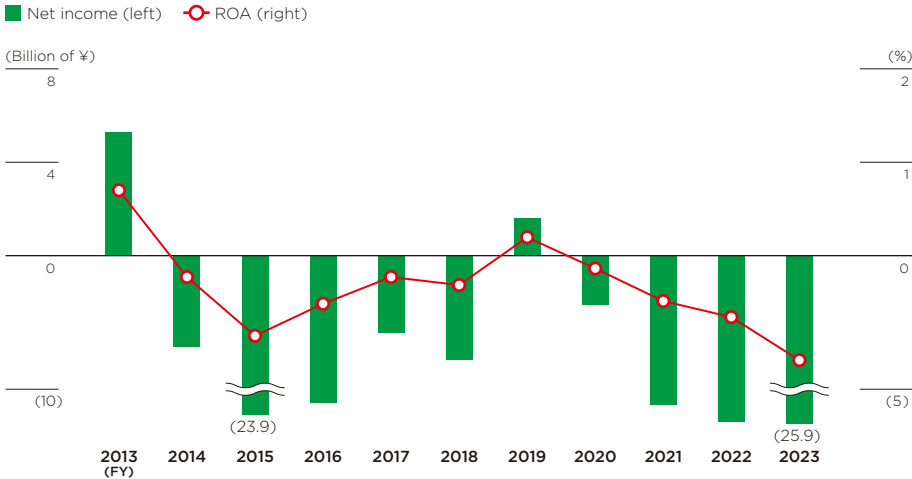
Note : "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

Ito-Yokado

Breakdown of sales by merchandise category



Net income and ROA



Notes: 1. Figures for Seven Bi no Garden Co., Ltd., since it was absorbed in FY2017, are reflected in household goods.
2. From FY2019, the previous product-based sales classifications have been revised from apparel, household goods, and food to lifestyle, specialty stores, and food. Figures for FY2017 and FY2018 have been calculated and displayed in the same manner.



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Superstore Operations

York-Benimaru

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Revenues from operations	380,869	396,930	412,977	426,172	437,197	445,297	446,843	477,633	478,144	469,994	491,515
Net sales	374,781	390,492	406,223	418,729	429,064	437,201	438,637	469,057	469,415	458,991	479,931
Selling, general and administrative expenses	80,969	84,796	88,784	92,185	94,713	98,337	99,932	106,007	105,044	126,357	132,669
Operating income	12,714	12,820	13,324	14,054	14,070	12,801	13,100	16,548	14,704	18,013	18,701
Ordinary income	14,467	14,018	14,529	15,344	15,301	13,973	14,308	17,707	15,953	18,421	19,183
Net income	9,306	7,792	8,969	8,982	9,350	7,672	6,712	7,845	9,055	45,278	11,616
Capital expenditures	10,700	14,120	10,642	12,330	13,452	10,328	13,148	17,056	17,437	17,425	15,396
Depreciation and amortization	3,167	3,569	3,931	4,519	5,148	5,675	5,883	6,259	7,297	9,466	10,093
Total assets* ¹	168,013	182,267	184,894	177,983	184,302	183,481	190,090	199,509	201,144	247,713	261,881
Net assets	131,800	140,118	141,435	136,514	140,016	140,769	141,422	143,447	147,122	186,606	193,117
EBITDA	15,882	16,389	17,255	18,573	19,218	18,476	18,984	22,808	22,001	27,480	28,794
ROA (%)	5.7	4.4	4.9	5.0	5.2	4.2	3.6	4.0	4.5	20.2	4.6
Gross sales	–	–	–	–	–	–	–	–	–	477,377	498,309
Fresh food	123,054	132,110	139,489	145,105	149,910	153,597	154,442	169,112	167,111	167,563	173,838
Processed food	89,761	92,181	95,761	98,819	101,977	104,950	106,140	114,288	114,763	116,252	121,575
Daily food	71,510	73,843	77,433	81,101	84,097	86,551	87,235	94,955	95,394	97,652	103,815
Delicatessen	–	–	–	–	–	–	–	–	–	58,235	61,414
Food total	284,326	298,136	312,683	325,026	335,985	345,100	347,818	378,356	377,269	439,703	460,644
Apparel	17,597	16,614	15,887	14,967	13,531	12,761	11,747	10,751	10,314	10,156	10,143
Household goods	20,339	20,694	20,398	20,296	19,993	19,270	19,005	19,885	18,500	18,062	18,402
Merchandise sales	322,263	335,445	348,970	360,290	369,510	377,132	378,571	408,993	406,085	467,922	489,190
Tenants	52,518	55,047	57,253	58,439	59,553	60,069	60,066	60,064	63,330	9,455	9,119
Existing store sales increase (decrease) (%)	0.1	0.2	1.2	0.5	(0.4)	(1.0)	(1.2)	5.0	(0.4)	(0.8)	2.4
Number of customers (%)	0.7	(0.1)	1.5	0.8	0.0	(0.9)	(2.3)	(3.3)	(1.0)	(2.2)	(0.3)
Average spending per customer (%)	(0.6)	0.2	(0.3)	(0.3)	(0.5)	(0.2)	1.1	8.5	0.6	1.4	2.7
Merchandise gross profit margin (%)	25.6	25.6	25.7	25.8	25.7	25.8	26.1	26.4	25.8	30.3	30.4
Number of stores	193	200	205	213	220	225	232	235	237	246	248
Openings	11	8	6	9	11	7	8	5	5	11	5
Closures	2	1	1	1	4	2	1	2	3	2	3
Total sales floor space (m ²)	606,812	628,639	640,667	656,950	675,128	682,795	697,646	703,029	709,077	722,244	721,126
Directly managed sales floor space (m ²)	469,142	485,123	494,201	505,269	519,177	525,508	534,926	541,036	544,925	595,516	599,676
Sales per square meter (¥ Thousand)* ²	721	721	727	733	735	727	721	764	752	783	800
Full-time employees (fiscal year-end)	2,538	2,614	2,660	2,685	2,697	2,747	2,766	2,810	2,866	3,142	3,132
Part-time employees* ³	10,729	10,984	11,168	11,353	11,903	11,953	11,811	12,178	12,166	16,005	16,183
Ratio of part-time employees (%)	80.6	80.6	80.5	80.6	81.2	81.0	80.8	81.2	80.9	83.4	83.8
Sales per employee (¥ Thousand)* ⁴	24,232	24,607	25,156	25,581	25,208	25,566	25,888	27,255	26,989	23,923	24,847

*1 "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, February 16, 2018) has been applied to total assets from FY2019 and reflected retroactively in the figures for FY2018.
*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space (excluding floor space of the stores which have been temporarily closed)
*3 Part-time employees are counted by adjusting their working hours to a 163-hour working month.
*4 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

Notes 1: "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Net sales under the previous accounting method are shown as "Gross sales."
2: On March 1, 2022, York-Benimaru merged with Life Foods, which formerly produced and sold delicatessen mainly in York-Benimaru stores.

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Store Formats

Ito-Yokado

Superstores (95 stores)



Ito-Yokado stores operate in 18 prefectures mainly in the Kanto region. They are implementing store structural reforms, including full utilization of leading specialty stores inside and outside the Group.

York Mart/York Foods, etc.

Food specialty stores (103 stores)



A "lifestyle suggestion type" food supermarket will be developed in Tokyo and three prefectures. Aim to expand market share in the Tokyo Metropolitan Area as a core operating company in the Group's "Tokyo Metropolitan Area Food Strategy" by offering a range of products rooted in the region and unique merchandising that emphasizes ready-to-eat foods.

Food specialty stores (9 stores)



Stores that specialize in fresh and processed foods, as well as frequently purchased products such as household goods. 20 stores were transferred to York Co., Ltd. in June 2020.

York-Benimaru

Food specialty stores (248 stores)



York-Benimaru supermarkets are focused mainly on food and operated in the southern Tohoku and northern Kanto regions. They strive to strengthen value propositions in fresh food and delicatessen items and the merchandise assortment in response to local needs.

Shopping centers (19 stores)



19 mall-type shopping centers are operating. They aggregate tenants anchored by Ito-Yokado as a core tenant.

THE GARDEN JIYUGAOKA

Food specialty stores (23 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.

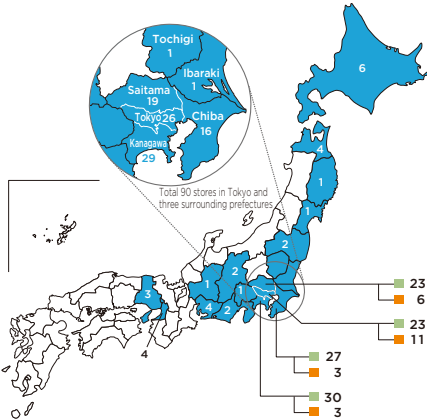
(As of February 29, 2024)

Store Network (Tokyo Metropolitan Area SST Operations)

Ito-Yokado stores operate in 18 prefectures, mainly in the Kanto region. York Mart/York Foods, etc. and THE GARDEN JIYUGAOKA are being developed in the Tokyo metropolitan area.

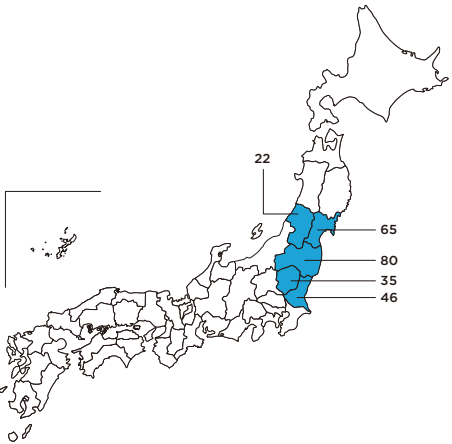
	Number of stores
Ito-Yokado	123
York Mart/York Foods, etc.	103
THE GARDEN JIYUGAOKA	23
Tokyo metropolitan area (Tokyo, Chiba, Kanagawa, Saitama)	216

(As of February 29, 2024)



Store Network (York-Benimaru)

(As of February 29, 2024)



Number of Centers

(As of February 29, 2024)

