

Learn about Seven & i Group

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Akachan Honpo

	(Millions of yen)										
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Net sales	85,141	92,899	102,716	102,765	104,687	102,639	96,744	75,559	79,153	80,184	82,989
Selling, general and administrative expenses	23,401	24,755	27,128	26,588	27,638	27,936	27,433	23,798	24,282	25,790	26,425
Operating income	2,365	2,866	3,315	2,909	3,381	3,503	2,906	90	382	451	1,584
Ordinary income	2,278	2,856	3,339	2,919	3,400	3,547	2,920	158	364	468	1,632
Net income	1,759	2,178	3,336	1,621	2,541	2,103	1,873	(481)	181	698	78
Capital expenditures	1,598	1,724	1,371	1,142	1,342	2,798	3,592	3,196	1,628	2,779	1,613
Depreciation and amortization	1,100	1,216	1,187	1,186	1,063	949	884	1,058	1,316	1,475	1,572
Total assets	28,554	29,720	32,401	31,065	31,916	33,464	34,440	37,977	36,356	36,945	35,219
Net assets	3,582	5,761	9,095	10,716	13,258	15,362	17,236	16,754	16,936	17,457	17,328
EBITDA	3,465	4,082	4,502	4,095	4,444	4,452	3,791	1,148	1,698	1,881	3,156
ROA (%)	6.1	7.5	10.7	5.1	8.1	6.4	5.5	(1.3)	0.4	1.9	0.2
Existing store sales increase (decrease) (%)	(1.8)	3.5	4.8	(3.2)	(0.4)	(3.9)	(6.8)	(26.0)	3.8	5.2	1.4
Merchandise gross profit margin (%)	30.3	29.7	29.6	28.7	29.6	30.6	31.4	31.6	31.2	32.4	33.3
Number of stores	93	99	103	106	110	110	117	117	121	124	126
Openings	8	7	8	8	8	6	10	3	5	7	4
Closures	7	1	4	5	4	6	3	3	1	4	2
Total sales floor space (m ²)	151,584	159,564	161,209	164,485	168,653	169,841	174,595	171,435	174,003	170,701	174,917
Sales per square meter (¥ Thousand)* ¹	562	582	631	626	622	607	557	443	458	453	474
Full-time employees (fiscal year-end)	877	895	929	917	885	909	919	959	903	871	862
Part-time employees* ²	1,745	1,745	1,889	1,958	1,919	2,054	1,908	1,518	1,580	1,587	1,626
Sales per employee (¥ Thousand)* ³	32,471	35,189	36,449	35,744	37,334	34,640	34,221	30,504	31,877	32,621	33,355
Memberships (Thousand)	1,794	1,855	1,972	2,067	2,121	2,172	2,148	1,850	1,872	1,839	1,772

*1 Sales per square meter = Merchandise sales ÷ Weighted average floor space
*2 Part-time employees are counted by adjusting their working hours to a 163-hour working month.
*3 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)

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

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Seven & i Food Systems

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Revenues from operations	78,484	80,932	83,839	82,562	80,350	78,206	74,323	50,853	45,251	46,777	52,353
Net sales	78,112	80,685	83,680	82,394	80,188	78,047	73,868	50,317	44,765	46,224	51,909
Selling, general and administrative expenses	51,669	52,844	52,636	52,001	49,692	47,925	46,252	38,176	32,136	30,346	32,371
Operating income	829	163	1,021	515	842	1,291	420	(7,062)	(4,114)	(716)	976
Ordinary income	990	302	1,121	595	907	1,351	478	(6,942)	(4,066)	(720)	940
Net income	275	(449)	457	(1,688)	(523)	83	(1,301)	(8,884)	(3,910)	(4,042)	164
Capital expenditures	2,277	3,518	1,853	3,348	2,076	2,432	2,486	1,694	813	2,179	1,702
Depreciation and amortization	422	701	823	866	957	1,004	1,011	835	539	180	262
Total assets	44,511	46,700	43,979	40,901	36,638	35,751	35,034	27,729	24,126	22,655	23,164
Net assets	34,799	33,835	33,471	27,171	26,666	26,415	24,540	15,721	11,831	7,772	7,986
EBITDA	1,251	864	1,845	1,381	1,799	2,296	1,431	(6,225)	(3,574)	(535)	1,239
ROA (%)	0.6	(1.0)	1.0	(4.0)	(1.4)	0.2	(3.7)	(28.3)	(15.1)	(17.3)	0.7
Existing store sales increase (decrease) (Denny's) (%)	2.1	1.7	(0.2)	(2.8)	1.0	0.9	(1.6)	(29.7)	(3.5)	17.0	15.0
Number of customers (%)	(1.2)	(0.5)	(3.5)	0.0	(1.7)	(3.5)	(4.2)	(35.4)	(0.3)	14.9	7.6
Average spending per customer (%)	3.4	2.2	3.4	(2.8)	2.8	4.5	2.6	8.7	(3.2)	1.8	6.9
Merchandise gross profit margin (Denny's) (%)	69.4	68.8	68.2	68.4	68.0	68.2	68.1	65.6	67.3	67.1	67.1
Number of stores	844	840	851	815	749	716	679	614	545	497	489
Denny's	386	392	389	386	377	371	372	339	322	319	319
Others	458	448	462	429	372	345	307	275	223	178	170
Full-time employees (fiscal year-end)	1,290	1,368	1,416	1,387	1,350	1,307	1,257	1,184	962	890	801
Part-time employees*	9,972	10,013	9,453	8,938	8,137	7,390	6,849	5,380	4,552	4,256	4,098
Ratio of part-time employees (%)	88.4	87.9	86.9	86.2	85.3	84.6	83.9	81.4	82.0	82.2	83.0

* Part-time employees are counted by adjusting their working hours to a 163-hour working month.
Note : "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

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THE LOFT

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Revenues from operations	85,136	88,304	95,645	100,264	103,668	103,427	106,408	82,472	90,043	96,048	110,637
Net sales	84,459	87,647	94,930	99,560	102,956	102,592	105,384	81,549	89,086	92,974	107,188
Selling, general and administrative expenses	33,058	33,920	36,572	38,225	38,304	38,055	39,380	34,504	35,351	37,454	41,339
Operating income	1,138	1,409	1,603	1,464	2,159	2,698	2,831	(2,178)	562	2,285	4,292
Ordinary income	1,080	1,374	1,579	1,381	2,072	2,650	2,769	(2,206)	454	2,182	4,211
Net income	(244)	701	572	138	908	1,388	1,484	(2,274)	(336)	243	2,410
Capital expenditures*1	1,895	1,228	2,727	1,963	2,266	1,737	2,411	3,420	1,420	2,008	2,093
Depreciation and amortization	1,153	1,014	1,048	1,099	1,133	1,121	1,242	1,477	1,513	1,493	1,607
Total assets	23,846	25,383	27,563	29,551	31,614	31,455	33,931	47,882	47,513	42,051	43,209
Net assets	10,965	11,667	12,022	12,055	12,878	13,987	14,872	12,290	11,954	12,195	14,605
EBITDA	2,291	2,423	2,651	2,563	3,292	3,820	4,074	(701)	2,075	3,779	5,899
ROA (%)	(1.0)	2.9	2.2	0.5	3.0	4.4	4.5	(5.6)	(0.7)	0.5	5.6
Existing store sales increase (decrease) (%)	(4.3)	0.9	4.4	0.1	3.3	(0.2)	0.5	(25.5)	6.5	11.1	13.3
Merchandise gross profit margin (%)	40.1	40.0	39.9	39.6	39.0	39.3	39.4	39.0	39.6	39.2	39.1
Number of stores	89	94	102	109	110	115	124	131	138	151	160
Openings	10	6	10	8	8	8	11	10	11	18	14
Closures	3	1	2	1	7	3	2	3	4	5	5
Total sales floor space (m²)	116,235	120,962	128,040	135,286	134,083	135,083	138,368	139,468	144,944	147,579	145,841
Sales per square meter (¥ Thousand)*2	732	730	755	738	748	757	771	578	621	635	727
Full-time employees (fiscal year-end)	2,034	2,028	2,195	2,267	2,350	2,280	2,311	2,319	2,313	2,307	2,403
Part-time employees*3	1,742	1,971	2,112	2,140	2,066	2,188	2,343	2,119	1,994	2,133	2,242
Sales per employee (¥ Thousand)*4	23,585	23,740	23,852	24,668	26,352	26,991	27,968	23,427	25,067	25,812	28,179

*1 The calculation standards were changed in FY2022. Accordingly, figures for FY2013 through FY2021 have been restated.

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Trend in the Number of Stores by Region

Akachan Honpo

	(Stores)										
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Hokkaido	4	4	3	3	3	3	3	3	3	3	3
Tohoku	4	4	4	4	4	4	4	4	4	4	4
Kanto	45	45	48	47	46	45	46	46	49	48	48
Chubu	14	16	17	17	18	18	20	21	20	20	20
Kinki	17	20	21	21	21	22	23	22	22	25	27
Chugoku	5	6	6	7	8	7	8	8	8	8	8
Shikoku	1	1	2	2	2	2	2	2	2	2	2
Kyushu, Okinawa	3	3	2	5	8	9	11	11	13	14	14
Total	93	99	103	106	110	110	117	117	121	124	126



Akachan Honpo

Denny's

	(Stores)										
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Tohoku	12	12	11	12	12	12	12	12	12	12	12
Kanto	281	289	286	281	276	272	272	248	234	231	231
Chubu	75	75	75	75	73	72	73	69	66	66	66
Kinki	18	16	17	18	16	15	15	10	10	10	10
Total	386	392	389	386	377	371	372	339	322	319	319



Denny's

Loft

	(Stores)										
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Hokkaido	2	2	2	1	1	1	1	1	2	2	4
Tohoku	5	5	5	5	5	5	6	7	7	7	6
Kanto	50	51	54	58	58	59	63	67	69	73	75
Chubu	10	10	13	13	13	14	16	16	19	22	22
Kinki	13	15	16	16	17	18	19	19	20	21	26
Chugoku	5	5	6	8	8	8	8	8	7	9	10
Shikoku	2	3	3	3	3	4	4	4	4	4	4
Kyushu, Okinawa	2	3	3	5	5	6	7	9	10	13	13
Total	89	94	102	109	110	115	124	131	138	151	160

Note: Number of stores at fiscal year-end



Loft