

# Brief Summary for the Third Quarter of FY2021

## Contents

Consolidated Results	
I. Financial Results	P1
II. Major Factors for the Change	P2
III. Segment Information	P3
IV. Interest-Bearing Debt	P4
V. Consolidated Balance Sheets	P5
VI. Consolidated Statements of Income	P6
VII. Consolidated Statements of Cash Flows	P7
Financial Results and Business Performance of Major Companies	
I. Domestic Convenience Store Operations	P8
II. Overseas Convenience Store Operations	P9
III. Superstore Operations	P10
IV. Department Store Operations	P12
V. Financial Services	P13
VI. Specialty Store Operations	P14
VII. Group Strategy	P14
VIII. Capital Expenditures, Depreciation and Amortization of Major Companies	P15
Store Information	
I. Number of Stores and Store Openings / Closures of Major Companies	P16
II. Store Information on Domestic / Overseas Convenience Store Operations	P17
III. Store Information on Superstore Operations	P18
IV. Store Information on Department Store Operations	P18
V. Number of Stores by Type	P19
VI. Sales Floor Space	P19

## ■ Consolidated Results

### I. Financial Results

(Millions of yen)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
<b>Group's total sales</b> <sup>*1</sup>	9,019,326	100.1	8,266,218	91.7	11,997,643	99.8	11,014,000	91.8
<b>Revenues from operations</b>	4,975,533	98.1	4,276,808	86.0	6,644,359	97.8	5,718,000	86.1
Domestic convenience store operations	733,733	101.2	694,497	94.7	971,236	101.7	920,000	94.7
Overseas convenience store operations	2,075,852	97.8	1,640,230	79.0	2,739,833	97.1	2,162,000	78.9
Superstore operations	1,366,233	97.2	1,330,291	97.4	1,849,121	97.2	1,795,000	97.1
Department store operations	420,660	98.6	300,251	71.4	577,633	97.6	426,000	73.7
Financial services	162,909	100.1	150,744	92.5	217,367	101.1	202,000	92.9
Specialty store operations	253,323	94.9	194,298	76.7	339,660	95.6	260,000	76.5
Others	19,477	110.4	16,095	82.6	25,202	106.2	19,000	75.4
Eliminations / Corporate	(56,655)	-	(49,601)	-	(75,695)	-	(66,000)	-
<b>Operating income (loss)</b>	319,085	104.9	285,632	89.5	424,266	103.1	345,000	81.3
Domestic convenience store operations	200,187	107.3	182,397	91.1	256,601	104.0	230,300	89.8
Overseas convenience store operations	76,471	111.4	79,761	104.3	102,001	110.6	95,800	93.9
Superstore operations	7,911	80.2	19,906	251.6	21,307	100.6	25,100	117.8
Department store operations	(1,943)	-	(6,508)	-	797	21.3	(8,400)	-
Financial services	41,700	97.1	37,486	89.9	53,610	101.4	46,300	86.4
Specialty store operations	4,071	75.8	(10,028)	-	4,690	70.2	(17,000)	-
Others	1,538	75.1	1,300	84.5	1,554	58.5	1,700	109.4
Eliminations / Corporate	(10,852)	-	(18,684)	-	(16,296)	-	(28,800)	-
<b>Ordinary income</b>	314,988	105.0	276,266	87.7	417,872	102.8	332,000	79.5
Special gains	3,830	63.8	5,969	155.9	8,554	55.0		
Special losses	48,974	75.9	74,721	152.6	79,957	76.4		
<b>Income before income taxes</b>	269,844	111.7	207,514	76.9	346,469	109.2		
<b>Net income attributable to owners of parent</b>	169,968	108.8	130,987	77.1	218,185	107.5	144,500	66.2
<b>Net income per share</b>	yen	%	yen	%	yen	%	yen	%
	192.33	108.9	148.36	77.1	246.95	107.6	163.66	66.3
<b>Number of shares outstanding</b>								
Average <sup>*2</sup>	883,729,191		882,915,831		883,508,868			
End of period <sup>*2</sup>	882,842,966		882,962,984		882,845,467			

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

\*2. Excluding treasury stock. Seven & i Holdings has introduced the BIP Trust and ESOP Trust from fiscal year ended November 30, 2019, and the Company shares held by these Trusts are included in the number of treasury stock.

#### Exchange rates

(yen)

		Nine Months Ended Nov. 30, 2019	Nine Months Ended Nov. 30, 2020	Fiscal Year Ended Feb. 29, 2020	Fiscal Year Ending Feb. 28, 2021 (Forecast)
Income statements	U.S.\$1=	109.12	107.55	109.03	107.00
	1yuan=	15.89	15.37	15.78	15.50
Balance sheets	U.S.\$1=	107.92	105.80	109.56	-
	1yuan=	15.13	15.54	15.67	-

#### Operating income before amortization of goodwill

(Millions of yen)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
<b>Total</b>	336,693	104.7	304,376	90.4	447,841	103.0	370,300	82.7
Domestic convenience store operations	200,187	107.3	182,397	91.1	256,601	104.0		
Overseas convenience store operations	91,138	110.5	95,565	104.9	121,655	109.5		
Superstore operations	10,236	84.0	22,230	217.2	24,405	100.6		
Department store operations	(1,943)	-	(6,508)	-	797	21.3		
Financial services	41,969	96.1	37,756	90.0	53,970	100.5		
Specialty store operations	4,419	77.8	(9,681)	-	5,153	72.6		
Others	1,538	75.1	1,300	84.5	1,554	58.5		
Eliminations / Corporate	(10,852)	-	(18,684)	-	(16,296)	-		

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

## II. Major Factors for the Change

	(Millions of yen)		(Billions of yen)
	Nine Months Ended Nov. 30, 2020	Change	Major Factors for the Change
Group's total sales <sup>*1</sup>	8,266,218	(753,107)	Total store sales at Seven-Eleven Japan: (112.6) Total store sales at 7-Eleven, Inc.: (412.6) The effect of exchange rate: (40.6)
Revenues from operations	4,276,808	(698,725)	Domestic CVS: (39.2) Overseas CVS: (435.6) Financial services: (12.1) Superstore: (35.9) Department store: (120.4) Specialty store: (59.0) The effect of exchange rate: (26.8)
Operating income (loss)	285,632	(33,453)	The effect of exchange rate: (1.2)
Domestic convenience store operations	182,397	(17,789)	Seven-Eleven Japan: (16.4) Sales: (25.7) Gross profit margin: (1.4) SG&A expenses: +10.7 Others: (1.3)
Overseas convenience store operations	79,761	+3,290	7-Eleven, Inc.: +4.4 Sales: (29.8) Gross profit margin: +39.5 <sup>*2</sup> SG&A expenses: (5.2) Amortization of goodwill: (1.1) The effect of exchange rate: (1.1)
Superstore operations	19,906	+11,994	Ito-Yokado: +2.7 Sales: (21.0) Gross profit margin: +1.9 SG&A expenses: +21.9 York-Benimaru: +5.2 Sales: +6.6 Gross profit margin: +1.2 SG&A expenses: (2.6) Life Foods <sup>*3</sup> : +0.38 Others: +3.5
Department store operations	(6,508)	(4,565)	Sogo & Seibu: (4.4) Sales: (27.0) Gross profit margin: (2.4) SG&A expenses: +25.0 Others: (0.10)
Financial services	37,486	(4,213)	Decrease in the number of ATM transactions and in credit card and electronic money transaction amount
Specialty store operations	(10,028)	(14,100)	Seven & i Food Systems: (5.9) Nissen Holdings [Consolidated]: +0.20 Others: (8.3)
Others	1,300	(237)	
Eliminations / Corporate <sup>*4</sup>	(18,684)	(7,832)	
Ordinary income	276,266	(38,722)	Decrease in operating income, increase in non-operating losses
Income before income taxes	207,514	(62,330)	Decrease in ordinary income, increase in special losses
Net income attributable to owners of parent	130,987	(38,981)	

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

\*2. Negative growth in the gross profit on product sales was outweighed by an increase in the gross profit on gasoline sales, leading to an overall rise in the gross profit margin.

\*3. Life Foods is a wholly owned subsidiary which produces and sells delicatessen in York-Benimaru stores.

\*4. "Eliminations / Corporate" in operating income mainly reflects the Company's operating expenses relating to the Group strategy.

### III. Segment Information

#### Business segment information

(Millions of yen)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020			Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		YOY(%)		YOY(%)	Composition(%)		YOY(%)		YOY(%)
<b>Capital expenditures</b>	256,828	58.9	258,580	100.7	100.0	360,909	66.9	395,800	109.7
Domestic convenience store operations	73,102	90.7	97,747	133.7	37.8	104,226	90.2	139,300	133.7
Overseas convenience store operations	88,168	35.2	96,886	109.9	37.5	134,684	46.7	145,600	108.1
Superstore operations	38,394	76.5	33,057	86.1	12.8	47,310	77.0	57,100	120.7
Department store operations	7,893	57.5	13,975	177.1	5.4	11,235	66.3	17,000	151.3
Financial services	26,533	108.1	29,252	110.2	11.3	36,099	103.4	42,200	116.9
Specialty store operations	8,516	133.8	6,313	74.1	2.4	10,427	113.9	7,500	71.9
Others	2,075	123.6	983	47.4	0.4	2,798	95.5	1,500	53.6
Eliminations / Corporate	12,144	146.9	(19,635)	-	-	14,127	139.1	(14,400)	-
<b>Depreciation and amortization</b>	168,337	102.2	175,468	104.2	100.0	226,475	102.4	237,300	104.8
Domestic convenience store operations	56,779	104.2	59,319	104.5	33.8	76,519	105.2	80,200	104.8
Overseas convenience store operations	57,389	102.0	60,990	106.3	34.8	77,204	101.4	82,200	106.5
Superstore operations	19,401	107.2	19,968	102.9	11.4	26,071	106.5	27,300	104.7
Department store operations	6,810	107.0	6,819	100.1	3.9	9,083	104.8	9,000	99.1
Financial services	21,784	92.6	21,377	98.1	12.2	29,031	93.4	28,800	99.2
Specialty store operations	2,810	89.2	3,050	108.6	1.7	3,879	93.7	4,100	105.7
Others	1,811	107.3	1,769	97.7	1.0	2,447	108.0	2,300	94.0
Corporate	1,548	134.9	2,173	140.3	1.2	2,238	135.5	3,400	151.9
<b>Amortization of goodwill</b>	17,607	102.1	18,744	106.5	100.0	23,574	101.7	25,300	107.3
Domestic convenience store operations	-	-	-	-	-	-	-	-	-
Overseas convenience store operations	14,666	105.8	15,803	107.8	84.3	19,653	104.4	-	-
Superstore operations	2,324	100.0	2,324	100.0	12.4	3,098	100.0	-	-
Department store operations	-	-	-	-	-	-	-	-	-
Financial services	269	36.1	269	100.0	1.4	359	42.7	-	-
Specialty store operations	347	112.0	347	100.0	1.9	462	112.0	-	-
Others	-	-	-	-	-	-	-	-	-
Corporate	-	-	-	-	-	-	-	-	-
<b>Impairment loss</b>	20,929	63.0	18,148	86.7	100.0	35,477	61.8	-	-
Domestic convenience store operations	8,630	59.7	7,569	87.7	41.7	11,801	60.5	-	-
Overseas convenience store operations	2,364	103.6	4,161	176.0	22.9	3,565	103.8	-	-
Superstore operations	4,298	75.9	1,748	40.7	9.6	10,102	49.6	-	-
Department store operations	697	38.4	1,230	176.3	6.8	3,179	106.2	-	-
Financial services	4,579	42.9	0	0.0	0.0	4,651	43.2	-	-
Specialty store operations	351	18.8	1,938	551.0	10.7	2,123	54.6	-	-
Others	-	-	1,492	-	8.2	39	-	-	-
Eliminations / Corporate	6	-	6	91.2	0.0	14	-	-	-

- Notes: 1. Capital expenditures include long-term leasehold deposits, advances for store construction, and investments related to store openings for each fiscal year and beyond, and do not include the increase of future amortization of assets under the Accounting Standard for Asset Retirement Obligations. Figures for actual results do not include goodwill and others related to the acquisition of stores, etc.  
"Eliminations / Corporate" in capital expenditures mainly reflects inter-segment transactions of non-current assets within Group and capital expenditures relating to the Group strategy.
2. Depreciation and amortization include 2,350 million yen recorded as "Loss related to novel coronavirus (COVID-19)" in the consolidated income statements for the nine months ended November 30, 2020.  
"Corporate" in depreciation and amortization mainly reflects the Company's depreciation and amortization relating to the Group strategy.
3. Amortization of goodwill includes only the amount recorded on selling, general and administrative expenses.
4. Impairment loss includes 4,939 million yen, 1,789 million yen, and 7,496 million yen recorded as "Loss on digital and settlement services" and "Restructuring expenses" in the consolidated income statements for the nine months ended November 30, 2019 and 2020, and recorded as the same for the fiscal year ended February 29, 2020.

#### Geographic area segment information

(Millions of yen)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020			Fiscal Year Ended Feb. 29, 2020	
		YOY(%)		YOY(%)	Composition(%)		YOY(%)
<b>Revenues from operations</b>	4,975,533	98.1	4,276,808	86.0	-	6,644,359	97.8
Japan	2,781,962	98.2	2,534,816	91.1	59.3	3,745,475	98.2
North America	2,107,370	97.8	1,671,024	79.3	39.1	2,782,055	97.2
Others	87,218	100.7	72,028	82.6	1.7	118,118	100.5
Eliminations	(1,017)	-	(1,061)	-	-	(1,289)	-
<b>Operating income</b>	319,085	104.9	285,632	89.5	-	424,266	103.1
Japan	242,240	102.6	204,161	84.3	71.4	321,441	100.6
North America	76,442	114.2	80,877	105.8	28.3	101,777	112.6
Others	559	44.0	751	134.4	0.3	1,199	76.8
Eliminations	(156)	-	(158)	-	-	(152)	-

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

#### IV. Interest-Bearing Debt

(Millions of yen)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020	
		YOY(%)change		YOY(%)change		YOY(%)change
Short-term loans	127,260	86.7	140,845	110.7	129,456	90.4
Current portion of long-term loans	125,716	148.6	91,556	72.8	88,437	82.9
Current portion of bonds	80,000	160.0	66,916	83.6	80,000	160.0
Subtotal	332,976	118.4	299,319	89.9	297,893	99.3
Long-term loans	408,801	86.6	438,115	107.2	403,151	90.9
Bonds	281,915	87.6	215,000	76.3	281,915	77.9
Subtotal	690,717	87.0	653,115	94.6	685,067	85.1
Total	1,023,694	95.2	952,435	93.0	982,960	88.9
Ratio to total assets (%) <sup>*</sup>	17.2	(1.3)	15.9	(1.3)	16.4	(2.7)
Ratio to owners' equity (%)	40.3	(2.6)	36.3	(4.0)	37.8	(6.0)

<sup>\*</sup>Partial Amendments to the Accounting Standard for Tax Effect Accounting" (ASBJ No.28; February 16, 2018), etc. have been applied from the beginning of the fiscal year ended February 29, 2020.

#### Segment Information excluding Financial Services

Domestic convenience store operations	-	-	-	-	-	-
Overseas convenience store operations	253,530	95.0	288,236	113.7	219,041	84.0
Superstore operations	-	-	-	-	-	-
Department store operations	167,015	98.5	151,603	90.8	160,999	98.4
Specialty store operations	19,858	42.0	41,798	210.5	17,743	40.1
Others	-	-	-	-	-	-
Corporate	236,915	85.6	176,916	74.7	236,915	84.0
Subtotal	677,319	88.9	658,554	97.2	634,699	84.5
Financial services	346,374	110.4	293,880	84.8	348,261	98.4
Total	1,023,694	95.2	952,435	93.0	982,960	88.9

#### Bond information

(As of Nov. 30, 2020)

	Amount	Date of issue	Coupon	Redemption date
Issued by Seven & i Holdings				
9th unsecured domestic straight bonds	20 billion yen	Apr. 26, 2013	0.671%	Mar. 20, 2023
11th unsecured domestic straight bonds	60 billion yen	Jun. 17, 2015	0.514%	Jun. 20, 2022
12th unsecured domestic straight bonds	30 billion yen	Jun. 17, 2015	0.781%	Jun. 20, 2025
USD-denominated senior unsecured notes	\$ 600 million	Sep. 19, 2018	3.350%	Sep. 17, 2021
Issued by Seven Bank				
10th unsecured domestic straight bonds	20 billion yen	Mar. 7, 2013	0.803%	Mar. 20, 2023
11th unsecured domestic straight bonds	15 billion yen	Dec. 17, 2014	0.536%	Dec. 20, 2024
12th unsecured domestic straight bonds	30 billion yen	Oct. 20, 2017	0.390%	Sep. 17, 2027
13th unsecured domestic straight bonds	20 billion yen	Jan. 25, 2019	0.160%	Dec. 20, 2023
14th unsecured domestic straight bonds	20 billion yen	Jan. 25, 2019	0.385%	Dec. 20, 2028

#### Ratings information

(As of Dec. 31, 2020)

		S&P	Moody's	R&I	JCR
Seven & i Holdings	Long-term	AA-	A2	AA	AA+
Seven-Eleven Japan	Long-term	AA-	-	-	AA+
	Short-term*	A-1+	P-1	-	-
7-Eleven, Inc.	Long-term	AA-	Baa1	-	-
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.

## V. Consolidated Balance Sheets

		(Millions of yen)	
		Feb. 29, 2020	Nov. 30, 2020
ASSETS		Amount	Amount
Current assets		2,471,921	2,409,996
Cash and bank deposits		1,357,733	1,339,617
Notes and accounts receivable - trade		351,915	358,727
Trade accounts receivable - financial services		102,723	96,884
Merchandise and finished goods		175,509	171,664
Work in process		44	59
Raw materials and supplies		2,541	2,630
Prepaid expenses		58,688	67,688
ATM-related temporary payments		153,057	88,445
Other		276,575	292,441
Allowance for doubtful accounts		(6,868)	(8,162)
Non-current assets		3,522,541	3,572,308
Property and equipment		2,183,375	2,193,896
Buildings and structures, net		992,368	994,102
Furniture, fixtures and equipment, net		323,436	326,379
Land		746,914	753,185
Lease assets, net		7,252	6,907
Construction in progress		98,618	96,327
Other, net		14,785	16,994
Intangible assets		608,883	650,095
Goodwill		359,618	362,625
Software		102,015	143,824
Other		147,249	143,645
Investments and other assets		730,282	728,316
Investments in securities		184,670	204,654
Long-term loans receivable		13,836	13,343
Long-term leasehold deposits		360,725	343,772
Advances for store construction		458	323
Net defined benefit asset		55,986	59,168
Deferred income taxes		57,071	50,026
Other		60,270	59,786
Allowance for doubtful accounts		(2,737)	(2,759)
Deferred assets		2,424	2,014
Business commencement expenses		2,424	2,014
<b>TOTAL ASSETS</b>		<b>5,996,887</b>	<b>5,984,318</b>
LIABILITIES		2,157,172	2,180,062
Current liabilities		2,157,172	2,180,062
Notes and accounts payable - trade		410,793	422,558
Short-term loans		129,456	140,845
Current portion of bonds		80,000	66,916
Current portion of long-term loans		88,437	91,556
Income taxes payable		37,854	29,919
Accrued expenses		131,328	153,441
Deposits received		228,415	210,763
ATM-related temporary advances		74,227	48,515
Allowance for sales promotion expenses		18,996	23,479
Allowance for bonuses to employees		14,275	4,227
Allowance for bonuses to Directors and Audit & Supervisory Board Members		384	198
Allowance for loss on future collection of gift certificates		1,142	969
Provision for sales returns		80	32
Deposits received in banking business		655,036	700,213
Other		286,743	286,422
Non-current liabilities		1,082,492	1,021,658
Bonds		281,915	215,000
Long-term loans		403,151	438,115
Deferred income taxes		63,949	50,648
Allowance for retirement benefits to Directors and Audit & Supervisory Board Members		859	841
Allowance for stock payments		3,432	3,686
Net defined benefit liability		8,619	8,303
Deposits received from tenants and franchised stores		52,646	51,453
Asset retirement obligations		95,721	94,237
Other		172,196	159,370
<b>TOTAL LIABILITIES</b>		<b>3,239,665</b>	<b>3,201,720</b>
NET ASSETS		2,554,869	2,598,736
Shareholders' equity		2,554,869	2,598,736
Common stock		50,000	50,000
Capital surplus		409,262	409,069
Retained earnings		2,106,920	2,150,531
Treasury stock, at cost		(11,313)	(10,863)
Total accumulated other comprehensive income		46,725	25,104
Unrealized gains on available-for-sale securities, net of taxes		25,953	35,677
Unrealized gains (losses) on hedging derivatives, net of taxes		(277)	(418)
Foreign currency translation adjustments		17,515	(13,121)
Remeasurements of defined benefit plans		3,533	2,967
Subscription rights to shares		331	56
Non-controlling interests		155,295	158,700
<b>TOTAL NET ASSETS</b>		<b>2,757,222</b>	<b>2,782,598</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>		<b>5,996,887</b>	<b>5,984,318</b>

Note: "Partial Amendments to the Accounting Standard for Tax Effect Accounting" (ASBJ No.28; February 16, 2018), etc. have been applied from the beginning of the fiscal year ended February 29, 2020.

## VI. Consolidated Statements of Income

	(Millions of yen)	
	Nine Months Ended Nov. 30, 2019	Nine Months Ended Nov. 30, 2020
Revenues from operations	4,975,533	4,276,808
Net sales	3,983,285	3,335,939
Cost of sales	3,174,583	2,565,359
Gross profit on sales	808,702	770,580
Operating revenues	992,247	940,868
Gross profit from operations	1,800,950	1,711,448
Selling, general and administrative expenses	1,481,864	1,425,816
Operating income	319,085	285,632
Non-operating income	7,737	6,888
Interest income	2,699	2,303
Equity in earnings of affiliates	2,369	-
Other	2,668	4,585
Non-operating expenses	11,834	16,254
Interest expenses	6,861	7,330
Interest on bonds	1,237	811
Equity in losses of affiliates	-	590
Other	3,735	7,522
Ordinary income	314,988	276,266
Special gains	3,830	5,969
Gain on sales of property and equipment	2,133	1,464
Gain on sales of property and equipment related to restructuring	905	-
Subsidies for employment adjustment	-	3,645
Other	791	859
Special losses	48,974	74,721
Loss on disposals of property and equipment	11,166	8,031
Impairment loss	15,990	16,359
Loss related to novel coronavirus (COVID-19)	-	36,888
Restructuring expenses	2,903	7,118
Loss on digital and settlement services	11,305	-
Other	7,609	6,324
Income before income taxes	269,844	207,514
Total income taxes	87,739	64,924
Income taxes - current	60,751	76,546
Income taxes - deferred	26,988	(11,621)
Net income	182,104	142,589
Net income attributable to non-controlling interests	12,135	11,601
Net income attributable to owners of parent	169,968	130,987

## VII. Consolidated Statements of Cash Flows

	(Millions of yen)	
	Nine Months Ended Nov. 30, 2019	Nine Months Ended Nov. 30, 2020
<b>Cash flows from operating activities:</b>		
Income before income taxes	269,844	207,514
Depreciation and amortization	168,337	175,468
Impairment loss	20,929	18,148
Amortization of goodwill	17,607	18,744
Interest income	(2,699)	(2,303)
Interest expenses and interest on bonds	8,098	8,141
Equity in losses (earnings) of affiliates	(2,369)	590
Gain on sales of property and equipment	(3,039)	(1,464)
Subsidies for employment adjustment	-	(3,645)
Loss on disposals of property and equipment	11,190	8,044
Decrease (increase) in notes and accounts receivable-trade	(54,630)	(8,279)
Decrease (increase) in trade accounts receivable, financial services	(3,334)	5,839
Decrease (increase) in inventories	(12,918)	1,910
Increase (decrease) in notes and accounts payable - trade	57,206	14,315
Increase (decrease) in deposits received	62,286	(17,746)
Net increase (decrease) in loans in banking business	(10,000)	-
Net increase (decrease) in corporate bonds in banking business	(10,000)	(20,000)
Net increase (decrease) in deposits received in banking business	33,935	45,177
Net decrease (increase) in ATM-related temporary accounts	(38,316)	38,888
Other	(21,626)	(64)
<b>Subtotal</b>	<b>490,502</b>	<b>489,277</b>
Interest and dividends received	2,223	1,783
Interest paid	(8,143)	(7,238)
Subsidies for employment adjustment received	-	3,607
Income taxes paid	(89,303)	(95,984)
<b>Net cash provided by (used in) operating activities</b>	<b>395,279</b>	<b>391,444</b>
<b>Cash flows from investing activities:</b>		
Acquisition of property and equipment	(214,504)	(208,179)
Proceeds from sales of property and equipment	7,365	5,449
Acquisition of intangible assets	(32,013)	(37,392)
Payment for purchase of investments in securities	(20,557)	(21,847)
Proceeds from sales of investments in securities	26,978	13,525
Payment for purchase of shares in subsidiaries resulting in change in scope of consolidation	-	(42,284)
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	12	-
Payment for long-term leasehold deposits	(6,141)	(6,098)
Refund of long-term leasehold deposits	20,838	21,063
Proceeds from deposits from tenants	2,254	1,871
Refund of deposits from tenants	(2,814)	(2,332)
Payment for acquisition of business	(10,994)	(8,556)
Payment for time deposits	(2,204)	(3,966)
Proceeds from withdrawal of time deposits	2,435	1,779
Other	(3,541)	(7,053)
<b>Net cash provided by (used in) investing activities</b>	<b>(232,886)</b>	<b>(294,021)</b>
<b>Cash flows from financing activities:</b>		
Net increase (decrease) in short-term loans	(15,900)	11,412
Proceeds from long-term debts	50,580	126,504
Repayment of long-term debts	(48,953)	(79,647)
Proceeds from commercial paper	-	286,575
Payment for redemption of commercial paper	-	(286,575)
Payment for redemption of bonds	(40,000)	(60,000)
Proceeds from share issuance to non-controlling shareholders	416	183
Purchase of treasury shares	(6,713)	(7)
Dividends paid	(83,801)	(86,889)
Dividends paid to non-controlling interests	(4,747)	(4,000)
Payments from changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	(3,857)	(770)
Other	(16,064)	(22,379)
<b>Net cash provided by (used in) financing activities</b>	<b>(169,041)</b>	<b>(115,593)</b>
<b>Effect of exchange rate changes on cash and cash equivalents</b>	<b>(3,381)</b>	<b>(2,190)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(10,029)</b>	<b>(20,360)</b>
<b>Cash and cash equivalents at beginning of period</b>	<b>1,310,729</b>	<b>1,354,856</b>
<b>Cash and cash equivalents at end of period</b>	<b>1,300,699</b>	<b>1,334,495</b>

Note: Subsidiaries in North America that adopt USGAAP have applied ASU No.2016-18 "Statement of Cash Flows Restricted Cash (a consensus of the FASB Emerging Issues Task Force)" from the beginning of the fiscal year ended February 29, 2020.

As a result of adopting this standard, cash and cash equivalents in the quarterly consolidated cash flow statements for the nine months ended November 30, 2019 and 2020 indicate cash and cash equivalents including restricted cash.



## Financial Results and Business Performance of Major Companies

### I. Domestic Convenience Store Operations

#### Seven-Eleven Japan

##### Financial results

(Millions of yen)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total store sales	3,789,707	102.2	3,677,016	97.0	5,010,273	102.3	4,867,000	97.1
Net sales of franchised stores	3,724,541	102.5	3,615,809	97.1	4,923,751	102.5		
Revenues from operations	671,760	101.2	641,965	95.6	887,625	101.6	849,000	95.6
Franchise commission from franchised stores	602,951	102.8	577,695	95.8	796,266	102.9		
Gross profit from operations	626,180	102.4	599,037	95.7	827,084	102.5		
SG&A expenses	427,695	100.4	416,992	97.5	573,103	102.0		
Advertising expenses	42,532	87.6	35,987	84.6	57,188	94.7		
Salaries and wages	58,593	99.7	56,932	97.2	79,055	102.1		
Land and building rent	141,818	105.3	141,281	99.6	189,457	104.6		
Depreciation and amortization	54,591	103.6	57,110	104.6	73,538	104.8		
Utility expenses	37,267	102.9	33,731	90.5	48,012	100.0		
Others	92,891	97.5	91,948	99.0	125,850	101.1		
Operating income	198,485	107.0	182,044	91.7	253,980	103.6	230,000	90.6

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

(Millions of yen)

	Nine Months Ended Nov. 30, 2019			Nine Months Ended Nov. 30, 2020			Fiscal Year Ended Feb. 29, 2020			Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Total store sales	3,789,707	102.2	100.0	3,677,016	97.0	100.0	5,010,273	102.3	100.0	4,867,000	97.1
Processed food	992,903	101.4	26.2	948,670	95.5	25.8	1,297,660	101.5	25.9		
Fast food	1,159,650	102.2	30.6	1,084,719	93.5	29.5	1,533,143	102.3	30.6		
Daily food	496,451	102.2	13.1	489,043	98.5	13.3	661,356	103.1	13.2		
Nonfood	1,140,702	102.9	30.1	1,154,583	101.2	31.4	1,518,112	102.6	30.3		

##### Average daily sales per store

(Thousands of yen)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		Change		Change		Change		Change
All stores	660	(2)	644	(16)	656	±0		
Newly opened stores	558	(9)	561	+3	554	(6)		

##### Existing store sales increase

(%)

	Nine Months Ended Nov. 30, 2019	Nine Months Ended Nov. 30, 2020	Fiscal Year Ended Feb. 29, 2020	Fiscal Year Ending Feb. 28, 2021 (Forecast)
Existing store sales increase	(0.1)	(2.7)	+0.2	(2.5)
Number of customers	(2.5)	(10.0)	(2.1)	
Average spending per customer	+2.5	+8.1	+2.3	

##### Gross profit margin by product category

(%)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		Change		Change		Change		Change
Total	32.1	+0.1	32.0	(0.1)	32.1	+0.2	32.0	(0.1)
Processed food	39.7	+0.1	39.5	(0.2)	39.5	±0.0		
Fast food	36.5	+0.6	36.5	±0.0	36.6	+0.5		
Daily food	34.0	+0.6	34.1	+0.1	34.0	+0.6		
Nonfood	20.3	(0.3)	20.7	+0.4	20.3	(0.2)		

## II. Overseas Convenience Store Operations

7-Eleven, Inc.

### Financial results

(Millions of yen)

	Nine Months Ended Sep. 30, 2019		Nine Months Ended Sep. 30, 2020		Fiscal Year Ended Dec. 31, 2019		Fiscal Year Ending Dec. 31, 2020 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total store sales	2,977,538	99.2	2,564,903	86.1	3,936,217	98.6	3,400,000	86.4
Merchandise sales at directly operated stores	332,905	100.4	341,994	102.7	437,055	98.7		
Merchandise sales at franchised stores	1,134,073	103.2	1,141,682	100.7	1,503,717	102.1		
Gasoline sales	1,510,560	96.1	1,081,226	71.6	1,995,444	96.1		
Revenues from operations	2,075,852	97.8	1,640,230	79.0	2,739,833	97.1	2,162,000	78.9
Merchandise sales at directly operated stores, etc	343,225	100.8	350,303	102.1	450,972	99.0		
Gasoline sales	1,510,560	96.1	1,081,226	71.6	1,995,444	96.1		
Other operating revenues	222,065	105.7	208,700	94.0	293,415	101.8		
Franchise commission from franchised stores	197,396	103.0	184,914	93.7	259,531	101.6		
Gross profit from operations	462,431	106.9	472,105	102.1	615,877	103.5		
SG&A expenses	371,283	106.1	376,538	101.4	494,223	102.1		
SG&A expenses (thousands of \$)	3,402,520	106.5	3,501,050	102.9	4,532,911	103.4		
Directly operated stores*	587,050	100.6	605,223	103.1	785,541	100.3		
Operating income	91,147	110.5	95,567	104.8	121,654	109.5	117,100	96.3
Operating income (thousands of dollar)	835,294	111.0	888,589	106.4	1,115,785	110.9	1,094,393	98.1

\* Selling expenses of directly operated stores.

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

(Millions of yen)

	Nine Months Ended Sep. 30, 2019			Nine Months Ended Sep. 30, 2020			Fiscal Year Ended Dec. 31, 2019			Fiscal Year Ending Dec. 31, 2020 (Forecast)	
	YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	
Net sales	2,977,538	99.2	-	2,564,903	86.1	-	3,936,217	98.6	-	3,400,000	86.4
Merchandise sales	1,466,978	102.5	100.0	1,483,676	101.1	100.0	1,940,773	101.3	100.0		
Processed food	611,539	104.3	41.7	647,531	105.9	43.6	802,806	103.1	41.4		
Fast food	218,480	102.8	14.9	184,428	84.4	12.4	289,052	102.4	14.9		
Daily food	71,155	93.2	4.9	62,971	88.5	4.2	95,111	92.2	4.9		
Nonfood	565,802	101.8	38.6	588,744	104.1	39.7	753,802	100.3	38.8		
Gasoline sales	1,510,560	96.1	-	1,081,226	71.6	-	1,995,444	96.1	-		

### Existing store sales increase

(%)

	Nine Months Ended Sep. 30, 2019	Nine Months Ended Sep. 30, 2020	Fiscal Year Ended Dec. 31, 2019	Fiscal Year Ending Dec. 31, 2020 (Forecast)
U.S. merchandise sales increase (dollar basis)	+2.9	+0.7	+2.4	+0.7

### Average daily sales per store

	Nine Months Ended Sep. 30, 2019		Nine Months Ended Sep. 30, 2020		Fiscal Year Ended Dec. 31, 2019		Fiscal Year Ending Dec. 31, 2020 (Forecast)	
		Change		Change		Change		Change
All stores (dollar)	5,132	+137	5,153	+21	5,075	+108		
All stores (thousands of yen)	560	+13	554	(6)	553	+4		

### Merchandise gross profit margin

(%)

	Nine Months Ended Sep. 30, 2019		Nine Months Ended Sep. 30, 2020		Fiscal Year Ended Dec. 31, 2019		Fiscal Year Ending Dec. 31, 2020 (Forecast)	
		Change		Change		Change		Change
Gross profit margin	35.0	+0.7	34.2	(0.8)	34.8	+0.6	34.1	(0.7)

### Gasoline

	Nine Months Ended Sep. 30, 2019		Nine Months Ended Sep. 30, 2020		Fiscal Year Ended Dec. 31, 2019		Fiscal Year Ending Dec. 31, 2020 (Forecast)	
		YOY(%)change		YOY(%)change		YOY(%)change		YOY(%)change
Sales (thousands of dollar)	13,843,115	96.5	10,053,243	72.6	18,301,797	97.3		
Gallons sold(thousands of gallon)	5,260,368	101.1	4,527,863	86.1	6,972,004	100.8		
Gross profit (cents per gallon)*	23.11	+1.92	33.09	+9.98	23.95	+1.39		
Average retail price (dollars per gallon)	2.66	(0.16)	2.27	(0.39)	2.65	(0.13)		
Retail fuel margin (cents per gallon)	23.31	+2.47	35.55	+12.24	24.09	+1.27		

\*Gross profit is shown for the entire gasoline business, including wholesale business, etc.

### Exchange rates (Income statements)

(yen)

	Nine Months Ended Sep. 30, 2019	Nine Months Ended Sep. 30, 2020	Fiscal Year Ended Dec. 31, 2019	Fiscal Year Ending Dec. 31, 2020 (Forecast)
U.S. \$1=	109.12	107.55	109.03	107.00

### III. Superstore Operations

#### Ito-Yokado

##### Financial results

(Millions of yen)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Revenues from operations	876,694	96.1	792,481	90.4	1,185,147	95.9	1,078,100	91.0
Net sales	854,043	96.0	772,485	90.5	1,154,374	95.7	1,050,400	91.0
Gross profit from operations	219,479	96.1	200,330	91.3	297,573	96.2		
SG&A expenses	220,375	96.4	198,435	90.0	291,051	95.6		
Advertising expenses	13,359	93.1	11,142	83.4	17,873	90.4		
Salaries and wages	90,976	94.3	83,510	91.8	120,074	94.1		
Land and building rent	41,265	95.2	34,187	82.8	54,446	94.4		
Depreciation and amortization	9,826	109.6	9,221	93.8	13,254	108.7		
Utility expenses	11,524	95.8	9,411	81.7	14,014	91.8		
Others	53,422	100.1	50,961	95.4	71,388	99.1		
Operating income	(896)	-	1,895	-	6,522	138.5	5,000	76.7

##### Sales by product category

(Millions of yen)

	Nine Months Ended Nov. 30, 2019			Nine Months Ended Nov. 30, 2020			Fiscal Year Ended Feb. 29, 2020			Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Net sales	854,043	96.0	100.0	772,485	90.5	100.0	1,154,374	95.7	100.0	1,050,400	91.0
Merchandise sales	602,609	94.6	70.6	568,243	94.3	73.6	815,594	94.5	70.7		
Lifestyle	216,327	93.0	25.3	178,606	82.6	23.1	285,985	92.0	24.8		
Specialty stores	9,892	102.9	1.2	9,603	97.1	1.2	13,488	102.1	1.2		
Food	376,390	95.3	44.1	380,032	101.0	49.2	516,120	95.8	44.7		
Tenants	250,149	100.2	29.3	201,528	80.6	26.1	335,359	99.7	29.1		
Others	1,284	34.0	0.2	2,713	211.3	0.4	3,420	52.0	0.3		

##### Existing store sales increase

(%)

	Nine Months Ended Nov. 30, 2019	Nine Months Ended Nov. 30, 2020	Fiscal Year Ended Feb. 29, 2020	Fiscal Year Ending Feb. 28, 2021 (Forecast)
Net sales	(0.9)	(6.8)	(1.0)	(5.3)
Existing store sales increase	(3.1)	(0.9)	(2.9)	(1.1)
Lifestyle	(4.4)	(15.3)	(4.9)	
Specialty stores	+4.3	(0.9)	+4.0	
Food	(2.6)	+7.9	(2.0)	
Number of customers	(4.0)	(7.2)	(3.5)	
Average spending per customer	+0.9	+6.8	+0.7	
Tenants	+3.8	(18.5)	+3.2	

##### Gross profit margin by product category

(%)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		Change		Change		Change		Change
Total	30.0	+0.3	29.7	(0.3)	29.9	+0.3	29.6	(0.3)
Lifestyle	33.9	+0.5	32.9	(1.0)	33.8	+0.8		
Specialty stores	21.7	+1.8	23.5	+1.8	21.9	+1.9		
Food	27.9	+0.2	28.3	+0.4	27.9	+0.1		

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

The result for the nine months ended November 30, 2020 and the forecast for the fiscal year ending February 28, 2021 reflect this.

## York-Benimaru

### Financial results

(Millions of yen)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Revenues from operations	329,853	99.9	354,889	107.6	446,843	100.3	472,700	105.8
Net sales	323,729	99.8	348,472	107.6	438,637	100.3	464,100	105.8
Gross profit from operations	82,723	101.7	90,644	109.6	113,033	101.7		
SG&A expenses	74,093	100.7	76,755	103.6	99,932	101.6		
Advertising expenses	4,936	102.0	4,423	89.6	6,791	106.3		
Salaries and wages	38,684	100.9	39,941	103.2	52,184	101.8		
Land and building rent	7,587	101.6	7,784	102.6	10,133	101.6		
Depreciation and amortization	4,363	103.6	4,592	105.2	5,883	103.7		
Utility expenses	4,527	101.4	4,330	95.6	5,940	98.8		
Others	13,993	98.4	15,683	112.1	18,998	99.9		
Operating income	8,629	110.4	13,889	160.9	13,100	102.3	16,000	122.1

### [Reference] Results including Life Foods\*

(Millions of yen)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Operating income	11,105	105.7	16,748	150.8	16,887	101.0	19,900	117.8

Note: Results including Life Foods represent internal management reporting figures.

\* Life Foods is a wholly owned subsidiary which produces and sells delicatessen in York-Benimaru stores.

### Sales by product category

(Millions of yen)

	Nine Months Ended Nov. 30, 2019			Nine Months Ended Nov. 30, 2020			Fiscal Year Ended Feb. 29, 2020			Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Net sales	323,729	99.8	100.0	348,472	107.6	100.0	438,637	100.3	100.0	464,100	105.8
Merchandise sales	279,585	99.9	86.4	304,298	108.8	87.3	378,571	100.4	86.3		
Food	256,767	100.4	79.3	281,433	109.6	80.8	347,818	100.8	79.3		
Fresh food	113,507	100.1	35.0	125,490	110.6	36.0	154,442	100.6	35.2		
Processed food	78,555	101.0	24.3	84,998	108.2	24.4	106,140	101.1	24.2		
Daily food	64,705	100.3	20.0	70,944	109.6	20.4	87,235	100.8	19.9		
Apparel	8,876	91.8	2.8	8,064	90.9	2.3	11,747	92.1	2.7		
Household goods	13,941	96.7	4.3	14,800	106.2	4.2	19,005	98.6	4.3		
Tenants	44,143	99.3	13.6	44,173	100.1	12.7	60,066	100.0	13.7		
Life Foods*	37,009	99.4	11.4	37,706	101.9	10.8	50,710	100.3	11.6		
Others	7,133	98.6	2.2	6,467	90.7	1.9	9,355	98.2	2.1		

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

### Existing store sales increase

(%)

	Nine Months Ended Nov. 30, 2019	Nine Months Ended Nov. 30, 2020	Fiscal Year Ended Feb. 29, 2020	Fiscal Year Ending Feb. 28, 2021 (Forecast)
Existing store sales increase	(1.6)	+5.6	(1.2)	+3.8
Food	(1.1)	+7.3	(0.8)	
Apparel	(6.7)	(9.0)	(6.8)	
Household goods	(4.3)	+5.4	(2.8)	
Tenants	(2.0)	(1.9)	(1.4)	
Number of customers	(2.9)	(2.9)	(2.3)	
Average spending per customer	+1.3	+8.6	+1.1	

### Gross profit margin by product category

(%)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		Change		Change		Change		Change
Total	25.9	+0.5	26.3	+0.4	26.1	+0.3	26.4	+0.3
Food	25.6	+0.5	26.1	+0.5	25.9	+0.4		
Apparel	33.4	+0.9	33.7	+0.3	32.7	+0.6		
Household goods	25.8	(0.2)	25.9	+0.1	26.5	±0.0		

## IV. Department Store Operations

### Sogo & Seibu

#### Financial results

(Millions of yen)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Revenues from operations	436,794	98.6	311,411	71.3	600,148	97.5	441,500	73.6
Net sales	428,777	98.5	304,257	71.0	589,410	97.5	432,000	73.3
Gross profit from operations	95,058	97.1	65,556	69.0	129,490	96.0		
SG&A expenses	97,675	98.9	72,630	74.4	129,318	98.3		
Advertising expenses	15,076	98.4	9,601	63.7	19,569	97.4		
Salaries and wages	24,397	96.2	17,883	73.3	32,233	95.7		
Land and building rent	25,380	100.0	19,780	77.9	33,902	99.9		
Depreciation and amortization	6,383	107.2	5,349	83.8	8,534	105.2		
Utility expenses	5,003	95.5	3,425	68.5	6,374	94.8		
Others	21,434	99.5	16,588	77.4	28,702	98.9		
Operating income (loss)	(2,617)	-	(7,073)	-	172	5.3	(8,800)	-

#### Sales results of major stores

(Millions of yen)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
SEIBU Ikebukuro (flagship store)	132,610	100.2	96,912	73.1	182,369	99.1		
Sogo Yokohama	79,479	99.9	55,644	70.0	108,933	98.5		
Sogo Chiba	53,510	98.4	39,655	74.1	74,003	98.0		
Sogo Hiroshima	28,038	98.6	20,678	73.7	38,801	97.8		
SEIBU Shibuya	31,763	100.2	17,791	56.0	43,231	99.3		
Sogo Omiya	22,782	96.1	15,351	67.4	31,293	94.9		

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

#### Sales by product category

(Millions of yen)

	Nine Months Ended Nov. 30, 2019			Nine Months Ended Nov. 30, 2020			Fiscal Year Ended Feb. 29, 2020			Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Net sales	428,777	98.5	100.0	304,257	71.0	100.0	589,410	97.5	100.0	432,000	73.3
Merchandise sales	287,906	97.2	67.1	190,703	66.2	62.7	396,584	95.9	67.3		
Apparel	159,727	95.2	37.3	96,400	60.4	31.7	214,255	93.3	36.4		
Household goods	44,515	101.0	10.4	30,404	68.3	10.0	58,679	99.3	10.0		
Food	83,663	99.3	19.5	63,898	76.4	21.0	123,649	98.9	21.0		
Tenants	117,129	102.0	27.3	89,240	76.2	29.3	161,037	102.1	27.3		
Corporate sales	23,741	98.4	5.5	24,313	102.4	8.0	31,788	96.6	5.4		

#### Existing store sales increase

(%)

	Nine Months Ended Nov. 30, 2019	Nine Months Ended Nov. 30, 2020	Fiscal Year Ended Feb. 29, 2020	Fiscal Year Ending Feb. 28, 2021 (Forecast)
Existing store sales increase	(1.5)	(27.4)	(2.5)	(24.1)

#### Gross profit margin by product category

(%)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		Change		Change		Change		Change
Total	24.2	(0.4)	22.9	(1.3)	23.9	(0.4)	22.9	(1.0)
Apparel	28.9	(0.3)	27.7	(1.2)	28.7	(0.3)		
Household goods	23.6	(0.2)	23.5	(0.1)	23.6	(0.2)		
Food	15.5	(0.1)	15.4	(0.1)	15.8	(0.2)		

## V. Financial Services

### Seven Bank

#### Number of ATMs

##### (1) Domestic

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020	
		Change		Change		Change
Total	25,343	+260	25,522	+328	25,194	+111
Net ATMs in the Group	22,909	+170	22,954	+101	22,853	+114
7-Eleven	22,253	+139	22,292	+103	22,189	+75
Ito-Yokado*	286	±0	262	(22)	284	(2)
York-Benimaru	219	+33	234	+5	229	+43
York Mart / York Foods*	75	(1)	95	+20	75	(1)
Others	76	(1)	71	(5)	76	(1)
Net ATMs outside the Group	2,434	+90	2,568	+227	2,341	(3)

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

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

##### (2) Overseas

	Nine Months Ended Sep. 30, 2019		Nine Months Ended Sep. 30, 2020		Fiscal Year Ended Dec. 31, 2019	
		Change		Change		Change
North America	11,992	(803)	9,485	(1,401)	10,886	(1,909)

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

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020	
		Change		Change		Change
Average number of transactions	91.2	(1.9)	89.3	(1.9)	92.0	(0.4)

#### International money transfer service

(Thousands)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020	
		Change		Change		Change
Cumulative number of contract accounts	287	+31	306	+12	294	+38
Cumulative number of transfers	902	+58	927	+25	1,211	+76

#### Seven Card Service / Seven CS Card Service

##### Number of credit cards and electronic money

(10 thousands)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020	
		Change		Change		Change
Credit cards	671	±0	663	(9)	672	+1
SEVEN CARD plus / SEVEN CARD* <sup>1</sup>	359	+4	366	+4	362	+7
CLUB ON/Millennium CARD SAISON* <sup>2</sup>	312	(4)	297	(13)	310	(6)
Electronic money (nanaco)* <sup>3</sup>	6,791	+273	7,181	+276	6,905	+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.

## VI. Specialty Store Operations

### Seven & i Food Systems

#### Financial results

(Millions of yen)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Revenues from operations	56,585	95.6	39,095	69.1	74,323	95.0	48,900	65.8
Net sales	56,251	95.2	38,697	68.8	73,868	94.6	48,400	65.5
Gross profit from operations	35,616	95.7	24,006	67.4	46,673	94.8		
SG&A expenses	35,003	96.4	29,344	83.8	46,252	96.5		
Operating income	613	67.8	(5,337)	-	420	32.5	(8,600)	-

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

(%)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Existing store sales increase	(0.8)		(29.3)		(1.6)		(35.6)	
Number of customers	(3.5)		(34.7)		(4.2)			
Average spending per customer	+2.8		+8.2		+2.6			

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

(%)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		Change		Change		Change		Change
Gross profit margin	68.3	+0.1	65.7	(2.6)	68.1	(0.1)	65.3	(2.8)

## Nissen Holdings (Consolidated)

#### Financial results

(Millions of yen)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Net sales*	29,023	78.7	29,535	101.8	37,955	83.3	38,100	100.4
Gross profit from operation	13,979	88.4	14,537	104.0	18,107	92.0		
SG&A expenses	13,836	89.2	14,184	102.5	18,291	92.1		
Operating income* (loss)	143	46.1	352	246.2	(184)	-	(1,000)	-

\* Figures excluding the impact of Shaddy Co., Ltd. and its subsidiaries, which were sold on April 27, 2018, are as follows :

Nine months ended November 30, 2019: Net sales 29,023 million [ 99.1%YOY ] / Operating income 143 million yen [ 24.9%YOY ]

Fiscal year ended February 29, 2020: Net sales 37,955 million yen [ 99.9% YOY ] / Operating income (184) million yen [ -%YOY ]

## VII. Group Strategy

### (1) Seven Premium

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		Change		Change		Change		Change
Sales (billions of yen)	1,097.0	+27.0	1,100.0	+3.0	1,450.0	+37.0	1,480.0	+30.0
Number of items	4,130	+100	3,890	(240)	4,150	+100	3,850	(300)

### (2) EC sales

(Millions of yen)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		Change		Change		Change		Change
EC sales	73,627	(10,976)	75,527	+1,900	100,261	(12,932)	97,900	(2,361)
Seven Net Shopping	14,484	(4,835)	16,099	+1,615	20,066	(5,364)		
Seven-Meal*	17,240	(4,360)	17,626	+386	23,297	(4,701)		
Ito-Yokado	3,728	+10	5,383	+1,655	5,428	(5)		
Ito-Yokado's Net Supermarket*	29,861	(2,047)	26,746	(3,115)	39,732	(2,949)		
Akachan Honpo	4,932	+196	5,375	+443	6,485	+68		
Sogo & Seibu	2,564	+206	3,038	+474	4,075	+152		
LOFT	816	+9	1,260	+444	1,174	+58		
Others	-	(153)	-	-	-	(191)		

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

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

### VIII. Capital Expenditures, Depreciation and Amortization of Major Companies

(Millions of yen)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
<b>Domestic convenience store operations</b>								
<b>Seven-Eleven Japan</b>								
Total capital expenditures	66,344	85.5	95,255	143.6	96,062	87.3	135,000	140.5
Investment to new stores	27,286	56.4	21,722	79.6	37,875	55.2		
Investment to existing stores and other	31,776	138.9	65,791	207.0	48,752	145.8		
Software development	7,281	113.8	7,742	106.3	9,434	118.9		
Depreciation and amortization	54,591	103.6	57,110	104.6	73,538	104.8	77,000	104.7
<b>Overseas convenience store operations</b>								
<b>7-Eleven, Inc.</b>								
Total capital expenditures	98,843	24.1	148,327	150.1	150,454	33.3	197,000	130.9
Investment to new stores and other	58,492	15.8	113,647	194.3	85,458	21.7		
Investment to existing stores and other	37,657	105.3	31,791	84.4	58,137	113.0		
Software development	2,693	58.4	2,888	107.2	6,858	92.5		
Depreciation and amortization	57,389	102.0	60,990	106.3	77,204	101.4	82,200	106.5
<b>Superstore operations</b>								
<b>Ito-Yokado</b>								
Total capital expenditures	22,831	62.6	14,557	63.8	27,305	62.0	28,000	102.5
Investment to new stores	3,526	192.8	1,738	49.3	3,543	160.1		
Investment to existing stores and other	17,269	51.5	11,148	64.6	21,172	52.7		
Software development	2,035	177.4	1,671	82.1	2,589	155.3		
Depreciation and amortization	9,826	109.6	9,221	93.8	13,254	108.7	13,000	98.1
<b>York-Benimaru</b>								
Total capital expenditures	9,651	121.8	10,694	110.8	13,148	127.3	17,300	131.6
Investment to new stores	5,978	126.3	3,287	55.0	8,306	132.6		
Investment to existing stores and other	3,175	103.0	7,371	232.1	4,270	109.6		
Software development	497	475.1	36	7.2	571	344.5		
Depreciation and amortization	4,363	103.6	4,592	105.2	5,883	103.7	6,400	108.8
<b>Department store operations</b>								
<b>Sogo &amp; Seibu</b>								
Total capital expenditures	7,786	58.4	13,580	174.4	11,039	66.9	17,000	154.0
Investment to new stores	-	-	-	-	-	-		
Investment to existing stores and other	6,722	52.6	12,869	191.4	9,893	62.2		
Software development	1,063	186.7	710	66.8	1,146	189.7		
Depreciation and amortization	6,383	107.2	5,349	83.8	8,534	105.2	7,500	87.9

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

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

The forecast for capital expenditures by 7-Eleven, Inc. in the fiscal year ending February 28, 2021 includes purchase of shares in Brown-Thompson General Partnership and 7-Eleven, L.L.C., both of which were acquired on March 1, 2020.

2. Capital expenditures at Seven-Eleven Japan for the nine months ended November 30, 2020 and the fiscal year ending February 28, 2021 include inter-segment transactions of non-current assets within the Group.



## Store Information

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

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ending Feb. 28, 2021 (Forecast)	
		Change		Change		Change		Change
<b>Domestic convenience store operations</b>								
Seven-Eleven Japan	20,974	+98	20,973	+57	20,916	+40	21,016	+100
Openings	548		386		743		600	
Closures	450		329		703		500	
Relocations, etc.	301		210		482			
Terminations of contract	149		119		221			
Seven-Eleven Okinawa	28	+28	65	+26	39	+39	82	+43
Openings	28		26		39		43	
Closures	0		0		0		0	
SEVEN-ELEVEN (BEIJING) <sup>*1</sup>	282	+16	281	+6	275	+9	283	+8
Openings	44		16		50		22	
Closures	28		10		41		14	
SEVEN-ELEVEN (TIANJIN) <sup>*1</sup>	167	+12	173	(5)	178	+23	179	+1
Openings	21		12		36		18	
Closures	9		17		13		17	
SEVEN-ELEVEN (CHENGDU) <sup>*1</sup>	75	(2)	70	(5)	75	(2)	73	(2)
Openings	5		7		6		11	
Closures	7		12		8		13	
<b>Overseas convenience store operations</b>								
7-Eleven, Inc. <sup>*1</sup>	9,631	+58	9,915	+233	9,682	+109	9,893	+211
Openings	198		324		361		435	
Closures	140		91		252		224	
<b>Superstore operations</b>								
Ito-Yokado <sup>*2</sup>	158	(1)	136	(21)	157	(2)	132	(25)
Openings	4		2		4		3	
Closures / transfers	5		23		6		28	
York-Benimaru	231	+6	234	+2	232	+7	235	+3
Openings	6		2		8		5	
Closures	0		0		1		2	
York <sup>*2</sup>	78	(1)	100	+22	78	(1)	100	+22
Openings / Successions	2		23		2		23	
Closures	3		1		3		1	
Chengdu Ito-Yokado <sup>*1</sup>	9	+1	9	±0	9	+1	9	±0
Openings	1		0		1		0	
Closures	0		0		0		0	
Hua Tang Yokado Commercial <sup>*1</sup>	1	±0	1	±0	1	±0	1	±0
Openings	0		0		0		0	
Closures	0		0		0		0	
<b>Department store operations</b>								
Sogo & Seibu	15	±0	11	(4)	15	±0	10	(5)
Openings	0		0		0		0	
Closures	0		4		0		5	
<b>Specialty store operations</b>								
Akachan Honpo <sup>*3</sup>	117	+7	119	+2	117	+7	117	±0
Openings	9		3		10		3	
Closures	2		1		3		3	
Seven & i Food Systems	678	(38)	656	(23)	679	(37)	615	(64)
Denny's	369	(2)	368	(4)	372	+1	340	(32)
Openings	6		12		9		13	
Closures	8		16		8		45	
Others	309	(36)	288	(19)	307	(38)	275	(32)
THE LOFT <sup>*4</sup>	124	+9	133	+9	124	+9	130	+6
Openings	11		10		11		10	
Closures	2		1		2		4	

Note: Changes in number of stores represent the net change from the beginning of the fiscal year.

\*1. Figures are as of the end of September, or the end of December.

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

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

\*3. Including 1 franchised store for the nine months ended November 30, 2019, 3 franchised stores for the nine months ended November 30, 2020 and 1 franchised store for the fiscal year ended February 29, 2020.

\*4. Including 19 franchised stores for the nine months ended November 30, 2019, 20 franchised stores for the nine months ended November 30, 2020 and 19 franchised stores for the fiscal year ended February 29, 2020.

## II. Store Information on Domestic / Overseas Convenience Store Operations

### Domestic Store Network

	Nov. 2019	Feb. 2020	Nov. 2020	Change
Hokkaido	1,009	1,003	1,002	(1)
Aomori	94	94	95	+1
Iwate	147	147	146	(1)
Miyagi	410	412	414	+2
Akita	108	108	106	(2)
Yamagata	184	184	183	(1)
Fukushima	454	454	449	(5)
Ibaraki	651	648	644	(4)
Tochigi	451	450	451	+1
Gunma	468	469	474	+5
Saitama	1,213	1,207	1,213	+6
Chiba	1,126	1,125	1,130	+5
Tokyo	2,769	2,768	2,778	+10
Kanagawa	1,464	1,460	1,464	+4
Niigata	428	430	433	+3
Toyama	133	131	131	+0
Ishikawa	138	137	136	(1)
Fukui	69	68	69	+1
Yamanashi	207	207	205	(2)
Nagano	464	462	461	(1)
Gifu	195	195	194	(1)
Shizuoka	737	737	736	(1)
Aichi	1,054	1,053	1,058	+5
Mie	170	170	170	+0
Shiga	241	239	239	+0
Kyoto	360	357	357	+0
Osaka	1,262	1,251	1,254	+3
Hyogo	707	698	698	+0
Nara	142	140	139	(1)
Wakayama	86	85	88	+3
Tottori	37	39	41	+2
Shimane	63	60	60	+0
Okayama	307	310	317	+7
Hiroshima	600	599	605	+6
Yamaguchi	333	330	329	(1)
Tokushima	84	83	82	(1)
Kagawa	103	103	106	+3
Ehime	125	125	124	(1)
Kochi	40	41	41	+0
Fukuoka	1,015	1,017	1,026	+9
Saga	188	188	187	(1)
Nagasaki	204	202	202	+0
Kumamoto	356	353	356	+3
Oita	180	181	183	+2
Miyazaki	197	196	196	+0
Kagoshima	201	200	201	+1
Okinawa	28	39	65	+26
<b>Total</b>	<b>21,002</b>	<b>20,955</b>	<b>21,038</b>	<b>+83</b>

### Global Seven-Eleven Store Network

[Consolidated subsidiaries]

	Nov. 2019	Feb. 2020	Nov. 2020	Change
Japan	21,002	20,955	21,038	+83
North America* <sup>1</sup>	9,631	9,682	9,915	+233
U.S.A.	8,994	9,046	9,283	+237
Canada	637	636	632	(4)
Hawaii	66	66	64	(2)
China [Beijing]	282	275	281	+6
China [Tianjin]	167	178	173	(5)
China [Chengdu]	75	75	70	(5)
<b>Subtotal</b>	<b>31,223</b>	<b>31,231</b>	<b>31,541</b>	<b>+310</b>

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

[Area licensees]

	Sep. 2019	Dec. 2019	Sep. 2020	Change
South Korea	9,879	10,016	10,378	+362
China	2,198	2,290	2,358	+68
[Hong Kong and others]* <sup>2</sup>				
China [Shanghai]	114	116	129	+13
China [Shandong]	93	93	108	+15
China [Chongqing]	47	37	37	+0
China [Zhejiang]	31	39	46	+7
China [Jiangsu]	12	16	21	+5
China [Hubei]	11	12	11	(1)
China [Shaanxi]	10	21	31	+10
China [Fujian]	-	4	13	+9
China [Hunan]	-	-	12	+12
China [Taiwan]	5,574	5,647	5,938	+291
Thailand	11,612	11,712	12,225	+513
Philippines	2,726	2,864	2,960	+96
Malaysia	2,382	2,411	2,377	(34)
Singapore	402	411	410	(1)
Australia	702	708	710	+2
UAE	12	12	10	(2)
Vietnam	42	44	48	+4
U.S.A.	269	252	210	(42)
Mexico	1,810	1,829	1,826	(3)
Norway	154	154	155	+1
Sweden	83	83	84	+1
Denmark	173	172	173	+1
<b>Subtotal</b>	<b>38,336</b>	<b>38,943</b>	<b>40,270</b>	<b>+1,327</b>

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

	Nov. 2019	Feb. 2020	Nov. 2020	Change
<b>Total worldwide</b>	<b>69,559</b>	<b>70,174</b>	<b>71,811</b>	<b>+1,637</b>

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

As of November 30, 2020, the number of Seven-Eleven stores around the world including area licensees is 71,903.

### III. Store Information on Superstore Operations

#### (1) Ito-Yokado

	Store name	Location	Date	(Square meters)	
				Total sales floor space	Directly managed sales floor space
Openings	Shinden	Saitama	Oct. 30, 2020	2,221	2,221
	Asaka	Saitama	Nov. 12, 2020	1,437	1,437
	Nishi-Kawaguchi	Saitama	Dec. 3, 2020	1,329	1,329
Closures *	Susukino (S&B)	Hokkaido	May 17, 2020	2,161	1,829
	Nishikiicho	Saitama	May 31, 2020	26,151	15,105
	Nagano	Nagano	Jun. 7, 2020	11,825	7,612
	Kazo	Saitama	Jan. 11, 2021	5,614	5,614
	Tanashi (Plan)	Tokyo	Feb. 14, 2021	994	994
	Isesaki (Plan)	Gunma	Feb. 21, 2021	12,441	10,372
	Oyama (Plan)	Tochigi	Feb. 23, 2021	12,385	8,877
	Taira (Plan)	Fukushima	Feb. 28, 2021	13,070	10,935

\* On June 1, 2020, 20 stores of "Shokuhinkan" and "THE PRICE" were transferred to York (Formerly York Mart)

#### (2) York-Benimaru

	Store name	Location	Date	(Square meters)	
				Total sales floor space	Directly managed sales floor space
Openings	Hitachi-Namekawa	Ibaraki	Mar. 18, 2020	2,781	2,535
	Koriyamashima	Fukushima	Nov. 13, 2020	1,778	1,518

In addition to the above, 3 stores will be opened, and 2 stores will be closed in the fiscal year ending February 28, 2021.

Note: S&B stands for Scrap & Build.

### IV. Store Information on Department Store Operations

#### Sogo & Seibu

	Store name	Location	Date	(Square meters)
				Total sales floor space
Closures	SEIBU Okazaki	Aichi	Aug. 31, 2020	15,387
	SEIBU Otsu	Shiga	Aug. 31, 2020	28,364
	Sogo Seishin	Hyogo	Aug. 31, 2020	17,391
	Sogo Tokushima	Tokushima	Aug. 31, 2020	21,338
	Sogo Kawaguchi (Plan)	Saitama	Feb. 28, 2021	32,381

## V. Number of Stores by Type

### Seven-Eleven Japan

	Nine Months Ended Nov. 30, 2019			Nine Months Ended Nov. 30, 2020			Fiscal Year Ended Feb. 29, 2020		
	Change	Composition (%)		Change	Composition (%)		Change	Composition (%)	
Number of stores	20,974	+98	100.0	20,973	+57	100.0	20,916	+40	100.0
Franchised stores	20,594	+95	98.2	20,549	+4	98.0	20,545	+46	98.2
Type A	4,540	(18)	21.6	4,497	(42)	21.4	4,539	(19)	21.7
Type C	16,054	+113	76.5	16,052	+46	76.5	16,006	+65	76.5
Directly operated stores	380	+3	1.8	424	+53	2.0	371	(6)	1.8
Open 24 hours	20,033	+34	95.5	19,254	(593)	91.8	19,847	(152)	94.9
With liquor license	20,638	+93	98.4	20,635	+61	98.4	20,574	+29	98.4
With cigarette license	20,306	+194	96.8	20,347	+87	97.0	20,260	+148	96.9

### 7-Eleven, Inc.

	Nine Months Ended Sep. 30, 2019			Nine Months Ended Sep. 30, 2020			Fiscal Year Ended Dec. 31, 2019		
	Change	Composition (%)		Change	Composition (%)		Change	Composition (%)	
Number of stores	9,631	+58	100.0	9,915	+233	100.0	9,682	+109	100.0
Franchised stores	7,273	+60	75.5	7,431	+52	74.9	7,379	+166	76.2
BCP stores* [Type A]	535	+60	5.6	601	+10	6.1	591	+116	6.1
Type C	6,738	±0	70.0	6,830	+42	68.9	6,788	+50	70.1
Directly operated stores	2,358	(2)	24.5	2,484	+181	25.1	2,303	(57)	23.8
With gasoline station	4,422	+37	45.9	4,695	+226	47.4	4,469	+84	46.2

\* BCP stands for Business Conversion Program.

## VI. Sales Floor Space

### Ito-Yokado

(Square meters)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020	
	YOY(%)		YOY(%)		YOY(%)	
Total sales floor space	2,514,025	95.6	2,395,576	95.3	2,506,284	98.4
Directly managed sales floor space	1,368,206	92.8	1,271,398	92.9	1,355,959	95.5
Weighted average directly managed sales floor space	1,382,763	93.0	1,288,538	93.2	1,380,409	93.5

### York-Benimaru

(Square meters)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020	
	YOY(%)		YOY(%)		YOY(%)	
Total sales floor space	695,284	101.8	702,099	101.0	697,646	102.2
Directly managed sales floor space	533,622	101.6	538,381	100.9	534,926	101.8
Weighted average directly managed sales floor space*	523,249	101.1	534,666	102.2	524,486	101.2

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

### Sogo & Seibu

(Square meters)

	Nine Months Ended Nov. 30, 2019		Nine Months Ended Nov. 30, 2020		Fiscal Year Ended Feb. 29, 2020	
	YOY(%)		YOY(%)		YOY(%)	
Total sales floor space	571,738	100.0	489,259	85.6	571,738	100.0
Weighted average sales floor space	571,738	100.0	544,245	95.2	571,738	100.0

## Appendix

### Fiscal periods of consolidated subsidiaries

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

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

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

The information disclosed by the Company may contain forward-looking statements. These statements are based on management's judgment in accordance with materials available to the Company at the time of disclosure, with future projections based on certain assumptions. The forward-looking statements therefore incorporate various risks, estimates, and 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.