

Brief Summary FY2022

(Year Ended February 28, 2023)

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Fiscal years are indicated by the year in which that fiscal year begins, starting from the first quarter of the fiscal year ended February 28, 2023.

Appendix

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

Note: "Accounting Standard for Revenue Recognition", etc. have been applied from the fiscal year ended February 28, 2023. Revenues from operations and net sales based on the previous accounting standard restated as "Gross revenues from operations [reference]" and "Gross sales [reference]."

Transfer of Subsidiary Shares of Sogo & Seibu Co., Ltd. ("Sogo & Seibu") and Resulting Change of Subsidiaries

Note: Figures do not include the effect of the sale of shares of Sogo & Seibu Co., Ltd., announced on November 11, 2022.

Fiscal periods of consolidated subsidiaries

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

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

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

The information disclosed by the Company may contain forward-looking statements. These statements are based on management's judgment in accordance with materials available to the Company at the time of disclosure, with future projections based on certain assumptions. The forward-looking statements therefore incorporate various risks, estimates, uncertainties and as such, actual results and performance may differ from the future outlook included in disclosed information due to various factors, such as changes in business operations and the financial situation going forward.

■ Consolidated Results

Operating segment will be changed from the fiscal year ending February 29, 2024. Figures of new segment for the results of the fiscal year ended February 28, 2023 and forecasts of the fiscal year ending February 29, 2024 can be referred on pages 6-7.

Results

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Group's total sales	11,044,874	92.1	14,243,270	129.0	17,842,688	125.3	17,418,000	97.6
Gross revenues from operations [reference]					12,496,004	142.8		
Domestic convenience store operations					921,318	105.5		
Overseas convenience store operations					8,846,163	170.3		
Superstore operations					1,775,885	98.1		
Department and specialty store operations					780,438	109.6		
Financial services					206,935	106.4		
Others					25,458	125.2		
Eliminations / Corporate					(60,194)	-		
Revenues from operations	5,766,718	86.8	8,749,752	151.7	11,811,303	135.0	11,154,000	94.4
Domestic convenience store operations	858,776	95.6	873,239	101.7	890,293	102.0		
Overseas convenience store operations	2,253,355	80.1	5,194,327	230.5	8,846,163	170.3		
Superstore operations	1,810,884	97.9	1,810,728	100.0	1,449,165	80.0		
Department and specialty store operations	684,660	75.1	712,282	104.0	463,739	65.1		
Financial services	198,927	91.5	194,399	97.7	194,295	99.9		
Others	17,323	87.9	20,340	117.4	26,044	128.0		
Eliminations / Corporate	(57,209)	-	(55,567)	-	(58,398)	-		
Operating income (loss)	366,329	86.3	387,653	105.8	506,521	130.7	513,000	101.3
Domestic convenience store operations	233,700	91.6	223,396	95.6	232,033	103.9		
Overseas convenience store operations	98,664	95.5	159,866	162.0	289,703	181.2		
Superstore operations	29,681	139.3	18,791	63.3	12,107	64.4		
Department and specialty store operations	(17,444)	-	(8,153)	-	3,434	-		
Financial services	48,077	89.7	37,549	78.1	37,140	98.9		
Others	(570)	-	(115)	-	(466)	-		
Eliminations / Corporate	(25,779)	-	(43,681)	-	(67,432)	-		
Ordinary income	357,364	85.5	358,571	100.3	475,887	132.7	480,000	100.9
Special gains	10,433	122.0	22,011	211.0	13,510	61.4		
Special losses	109,022	136.3	68,728	63.0	86,636	126.1		
Income before income taxes	258,776	74.7	311,854	120.5	402,761	129.2		
Net income attributable to owners of parent	179,262	82.2	210,774	117.6	280,976	133.3	285,000	101.4
ROA (%)	2.8		2.7		2.9			
Number of shares outstanding								
Average		882,927,577		883,065,915		883,189,201		
End of period		882,966,279		883,116,298		883,224,712		

Medium-Term Management Plan 2021-2025 principal consolidated financial KPIs

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (forecasts)	
		YOY(%)change		YOY(%)change		YOY(%)change		YOY(%)change
EBITDA	626,874	93.0	751,491	119.9	995,319	132.4	1,010,000	101.5
Operating cash flow (excl. financial services)	456,708	95.7	630,807	138.1	832,804	132.0	-	-
Free cash flow level (excl. financial services)	132,069	79.5	279,597	211.7	474,055	169.5	-	-
ROE (%)	6.8		7.5		8.7		8.2	
ROIC (excl. financial services) (%)	4.7		4.8		5.2		5.2	
Debt/EBITDA ratio (times)	2.8		3.9		3.0		2.6	
Net income per share (EPS) (yen)	203.03	82.2	238.68	117.6	318.14	133.3	322.68	101.4
EPS before amortization of goodwill (yen)	231.39	84.6	319.40	138.0	445.74	139.6	450.06	101.0

Exchange rates

(yen)

		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
Income statements	U.S.\$1=	106.76		109.90		131.62		131.00	
	1yuan=	15.48		17.04		19.50		19.00	
Balance sheets	U.S.\$1=	103.50		115.02		132.70		-	
	1yuan=	15.88		18.06		19.01		-	

- Notes: 1. Group's total sales include the sales of Seven-Eleven Japan, Seven-Eleven Okinawa and 7-Eleven, Inc. franchisees.
2. In accordance with our Medium-Term Management Plan announced on July 1, 2021, we reclassified our operating segments, effective from the second quarter for the fiscal year ended February 28, 2022. This is reflected in the year-on-year comparisons for the fiscal year ended February 28, 2021 and the fiscal year ended February 28, 2022.
3. "Eliminations / Corporate" in operating income mainly reflects the Company's operating expenses relating to the Group strategy.
4. EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill* *Amortization of goodwill: Only figure included in SG&A expenses
5. ROA: Net income attributable to owners of parent / Average of total assets at the beginning and the end of each fiscal year
6. ROE: Net income attributable to owners of parent / Average of owners' equity*
*Owners' equity: Net assets - Subscription rights to shares - Non-controlling interests at the beginning
7. EPS: Net income attributable to owners of parent / Weighted average shares outstanding during the period
8. EPS before amortization of goodwill: (Net income attributable to owners of parent + Amortization of goodwill) / Weighted average shares outstanding during the period.
9. Number of shares outstanding at each fiscal year-end and of weighted average shares over each fiscal period do not include treasury stock.
Seven & i Holdings introduced the BIP Trust and ESOP Trust and its shares held by these Trusts are included in the number of treasury stock.
10. Operating cash flow represents management accounting figures based on NOPAT (excl. financial services).
11. Free cash flow is based on management accounting figures (excl. financial services) and is calculated by excluding M&A as a strategic investment from investment cash flow.
12. ROIC: {Net income + Interest expense x (1 - Effective tax rate)} / {Owner's equity + Interest-bearing debt (both the averages of the figures at the beginning and the end of each fiscal year)}

Major Factors for the Change

	(Millions of yen)		(Billions of yen)
	Fiscal Year Ended Feb. 28, 2023	Change	Major Factors for the Change
Group's total sales ^{*1}	17,842,688	+3,599,418	Total store sales at Seven-Eleven Japan: +195.9 Total store sales at 7-Eleven, Inc.: +3,978.4 [Effect of exchange rate: +1,751.4]
Gross revenues from operations [reference]	12,496,004	+3,746,252	Domestic CVS: +48.0, Overseas CVS: +3,651.8, Superstore: (34.8) Department and specialty store: +68.1, Financial services: +12.5 [Effect of exchange rate: +1,465.6]
Revenues from operations	11,811,303	+3,061,550	Domestic CVS: +17.0, Overseas CVS: +3,651.8, Superstore: (361.5) Department and specialty store: (248.5), Financial services: (0.10) [Effect of exchange rate: +1,465.6]
Operating income (loss)	506,521	+118,868	[Effect of exchange rate: +47.5]
Domestic convenience store operations	232,033	+8,637	Seven-Eleven Japan: +9.7 Revenues: +7.2, Gross profit margin: +6.7, SG&A expenses: (4.2) Others: (1.1)
Overseas convenience store operations	289,703	+129,836	7-Eleven, Inc.: +171.7 [of which, effect of exchange rate: +65.4] Revenues: +303.9, Gross profit margin ^{*2} : +243.0, SG&A expenses: (375.2) Others: (0.46) Amortization of goodwill: (41.4) [of which, effect of exchange rate: (17.9)]
Superstore operations	12,107	(6,683)	Ito-Yokado: (1.2) Revenues: (82.6), Gross profit margin: +80.0, SG&A expenses: +1.3 York-Benimaru: +3.3 Revenues: +3.3, Gross profit margin: +21.2, SG&A expenses: (21.3) Others: (8.7)
Department and specialty store operations	3,434	+11,588	Sogo & Seibu: +5.9 Revenues: +7.3, Gross profit margin: +0.09, SG&A expenses: (1.4) Seven & i Food Systems: +3.3 Nissen Holdings [Consolidated]: +0.09 Others: +2.0
Financial services	37,140	(409)	
Others	(466)	(350)	
Eliminations / Corporate ^{*3}	(67,432)	(23,750)	
Ordinary income	475,887	+117,316	Increase in operating income, decrease in non-operating income and expenses
Income before income taxes	402,761	+90,906	Increase in ordinary income, decrease in special gains and losses
Net income attributable to owners of parent	280,976	+70,202	

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

*2. A decrease in gross profit on merchandise was outweighed by growth in gross profit on fuel, leading to a year-on-year increase in the overall gross profit margin factor.

*3. Eliminations / Corporate in operating income mainly reflect the Company's operating expenses relating to the Group strategy.

Segment Information

Operating segment information

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		
		YOY(%)		YOY(%)		YOY(%)	Composition(%)
Assets (end of period)	6,946,832	115.8	8,739,279	125.8	10,550,956	120.7	100.0
Domestic convenience store operations	1,227,004	-	1,182,328	96.4	1,204,038	101.8	11.4
Overseas convenience store operations	2,309,842	-	4,126,637	178.7	5,764,895	139.7	54.6
Superstore operations	964,187	-	972,803	100.9	983,632	101.1	9.3
Department and specialty store operations	566,491	-	531,990	93.9	526,288	98.9	5.0
Financial services	1,788,607	-	1,711,943	95.7	1,905,942	111.3	18.1
Others	34,701	-	36,070	103.9	39,473	109.4	0.4
Eliminations / Corporate	55,996	-	177,506	317.0	126,685	71.4	1.2
Capital expenditures	377,299	104.5	439,630	116.5	431,961	98.3	100.0
Domestic convenience store operations	128,131	125.7	99,801	77.9	95,913	96.1	22.2
Overseas convenience store operations	146,067	106.6	178,435	122.2	188,641	105.7	43.7
Superstore operations	48,411	102.3	62,139	128.4	54,643	87.9	12.7
Department and specialty store operations	26,160	116.8	15,090	57.7	19,292	127.8	4.5
Financial services	39,328	108.9	37,323	94.9	34,223	91.7	7.9
Others	972	47.1	2,323	239.0	469	20.2	0.1
Eliminations / Corporate	(11,771)	-	44,516	-	38,778	87.1	9.0
Depreciation and amortization	235,504	104.0	292,561	124.2	376,097	128.6	100.0
Domestic convenience store operations	78,430	104.6	80,781	103.0	85,553	105.9	22.7
Overseas convenience store operations	82,725	105.1	127,193	153.8	192,968	151.7	51.3
Superstore operations	26,929	103.3	28,600	106.2	35,389	123.7	9.4
Department and specialty store operations	14,598	101.8	14,460	99.1	14,034	97.1	3.7
Financial services	28,766	99.1	31,783	110.5	32,227	101.4	8.6
Others	1,016	94.6	877	86.3	950	108.4	0.3
Eliminations / Corporate	3,038	135.7	8,865	291.8	14,973	168.9	4.0
Amortization of goodwill	25,040	106.2	71,276	284.6	112,700	158.1	100.0
Domestic convenience store operations	-	-	-	-	-	-	-
Overseas convenience store operations	21,119	107.5	67,355	318.9	108,756	161.5	96.5
Superstore operations	3,098	100.0	3,098	100.0	3,098	100.0	2.7
Department and specialty store operations	462	100.0	462	100.0	462	100.0	0.4
Financial services	359	100.0	359	100.0	381	106.3	0.3
Others	-	-	-	-	-	-	-
Corporate	-	-	-	-	-	-	-
EBITDA	626,874	93.0	751,491	119.9	995,319	132.4	100.0
Domestic convenience store operations	312,131	94.5	304,178	97.5	317,587	104.4	30.3
Overseas convenience store operations	202,509	100.4	354,415	175.0	591,428	166.9	56.4
Superstore operations	59,710	118.3	50,490	84.6	50,596	100.2	4.8
Department and specialty store operations	(2,383)	-	6,769	-	17,931	264.9	1.7
Financial services	77,202	93.0	69,692	90.3	69,749	100.1	6.7
Others	445	-	761	170.9	484	63.6	0.0
Eliminations / Corporate	(22,741)	-	(34,815)	-	(52,458)	-	-
Impairment loss	35,484	100.0	27,775	78.3	48,950	176.2	100.0
Domestic convenience store operations	8,859	75.1	9,944	112.2	8,918	89.7	18.2
Overseas convenience store operations	5,911	165.8	2,359	39.9	9,816	416.0	20.1
Superstore operations	11,589	114.7	6,359	54.9	15,589	245.2	31.8
Department and specialty store operations	7,585	143.0	7,882	103.9	13,331	169.1	27.2
Financial services	1	0.0	761	-	78	10.3	0.2
Others	1,529	-	67	4.4	92	136.6	0.2
Eliminations / Corporate	7	49.7	400	-	1,124	280.8	2.3

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 capital expenditures relating to the Group strategy.

2. Depreciation and amortization respectively include 2,596 million yen and 970 million yen recorded as "Loss related to novel coronavirus (COVID-19)" in the consolidated income statements for the fiscal year ended February 28, 2021 and February 28, 2022.

"Eliminations / Corporate" in depreciation and amortization mainly reflects the Company's depreciation and amortization relating to the Group strategy.

3. Amortization of goodwill include only the amount recorded on SG&A expenses.

4. EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill

5. Impairment losses respectively include 3,879 million yen for the fiscal year ended February 28, 2021; 1,365 million yen for the fiscal year ended February 28, 2022; 5,530 million yen for the fiscal year ended February 28, 2023.

Geographic area segment information

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		
		YOY(%)		YOY(%)		YOY(%)	Composition(%)
Assets (end of period)	6,946,832	115.8	8,739,279	125.8	10,550,956	120.7	-
Japan	4,594,255	101.3	4,547,790	99.0	4,688,504	103.1	44.4
North America	2,302,841	162.3	4,110,757	178.5	5,753,041	140.0	54.5
Others	50,551	107.7	81,507	161.2	110,512	135.6	1.0
Eliminations	(815)	-	(776)	-	(1,101)	-	-
Revenues from operations	5,766,718	86.8	8,749,752	151.7	11,811,303	135.0	-
Japan	3,435,146	91.7	3,468,840	101.0	2,930,711	84.5	24.8
North America	2,232,234	80.2	5,170,053	231.6	8,824,900	170.7	74.7
Others	100,707	85.3	112,500	111.7	71,990	64.0	0.6
Eliminations	(1,371)	-	(1,642)	-	(16,299)	-	-
Operating income	366,329	86.3	387,653	105.8	506,521	130.7	-
Japan	266,096	82.8	227,174	85.4	235,110	103.5	45.1
North America	99,582	97.8	159,507	160.2	287,265	180.1	55.1
Others	805	67.2	1,029	127.7	(1,355)	-	-
Eliminations	(154)	-	(58)	-	(14,499)	-	-

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

Interest-Bearing Debt & Ratings
Interest-bearing debt (end of period)

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)change		YOY(%)change		YOY(%)change
Short-term loans	619,953	478.9	140,146	22.6	143,568	102.4
Current portion of long-term loans	146,747	165.9	121,280	82.6	145,605	120.1
Current portion of bonds	66,917	83.6	60,000	89.7	355,823	593.0
Subtotal	833,618	279.8	321,427	38.6	644,997	200.7
Long-term loans	362,592	89.9	994,399	274.2	936,070	94.1
Bonds	565,000	200.4	1,582,906	280.2	1,394,728	88.1
Subtotal	927,592	135.4	2,577,306	277.8	2,330,799	90.4
Total	1,761,210	179.2	2,898,733	164.6	2,975,797	102.7
Ratio to total assets (%)	25.4	+9.0	33.2	+7.8	28.2	(5.0)
Ratio to owners' equity (%)	66.0	+28.2	97.2	+31.2	85.6	(11.6)

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

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)		YOY(%)		YOY(%)
Domestic convenience store operations	-	-	-	-	-	-
Overseas convenience store operations	281,974	128.7	1,500,345	532.1	1,703,683	113.6
Superstore operations	-	-	-	-	-	-
Department and specialty store operations	187,191	104.7	169,806	90.7	152,299	89.7
Others	-	-	-	-	-	-
Corporate	1,008,917	425.9	940,974	93.3	839,974	89.3
Subtotal	1,478,083	232.9	2,611,126	176.7	2,695,957	103.2
Financial services	283,127	81.3	287,607	101.6	279,839	97.3
Total	1,761,210	179.2	2,898,733	164.6	2,975,797	102.7

Bond information

(As of Feb. 28, 2023)

	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
12th unsecured domestic straight bonds	30 billion yen	Jun. 17, 2015	0.781%	Jun. 20, 2025
13th unsecured domestic straight bonds	130 billion yen	Dec. 14, 2020	0.060%	Dec. 20, 2023
14th unsecured domestic straight bonds	180 billion yen	Dec. 14, 2020	0.190%	Dec. 19, 2025
15th unsecured domestic straight bonds	40 billion yen	Dec. 14, 2020	0.280%	Dec. 20, 2027
Issued by 7-Eleven, Inc.				
USD-denominated senior unsecured notes due 2024	\$2.25 billion	Feb. 10, 2021	0.800%	Feb. 10, 2024
USD-denominated senior unsecured notes due 2026	\$1.25 billion	Feb. 10, 2021	0.950%	Feb. 10, 2026
USD-denominated senior unsecured notes due 2028	\$1.0 billion	Feb. 10, 2021	1.300%	Feb. 10, 2028
USD-denominated senior unsecured notes due 2031	\$1.7 billion	Feb. 10, 2021	1.800%	Feb. 10, 2031
USD-denominated senior unsecured notes due 2041	\$0.75 billion	Feb. 10, 2021	2.500%	Feb. 10, 2041
USD-denominated senior unsecured notes due 2051	\$1.25 billion	Feb. 10, 2021	2.800%	Feb. 10, 2051
Issued by Seven Bank				
10th unsecured domestic straight bonds	20 billion yen	Mar. 07, 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

(As of March 31, 2023)

		S&P	Moody's	R&I	JCR
Seven & i Holdings	Long-term	A	A2	AA-	AA
Seven-Eleven Japan	Long-term	A	-	-	AA
	Short-term *	A-1	P-1	-	-
7-Eleven, Inc.	Long-term	A	Baa2	-	-
Seven Bank	Long-term	A	-	AA-	-
	Short-term	A-1	-	-	-

* From January 2006, Seven-Eleven Japan's short-term rating is its rating as the guarantor of 7-Eleven, Inc.'s commercial paper program.

Results (New Segment)

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)
Group's total sales	14,243,270	129.0	17,842,688	125.3	17,418,000	97.6
Revenues from operations	8,749,752	151.7	11,811,303	135.0	11,154,000	94.4
Domestic convenience store operations	873,239	-	890,293	102.0	922,000	103.6
Overseas convenience store operations	5,194,327	-	8,846,163	170.3	8,182,000	92.5
Superstore operations	1,810,728	-	1,449,165	80.0	1,484,000	102.4
Financial services	194,399	-	194,295	99.9	208,000	107.1
Others	731,430	-	488,304	66.8	424,000	86.8
Eliminations / Corporate	(54,374)	-	(56,920)	-	(66,000)	-
Operating income (loss)	387,653	105.8	506,521	130.7	513,000	101.3
Domestic convenience store operations	223,396	-	232,033	103.9	244,000	105.2
Overseas convenience store operations	159,866	-	289,703	181.2	296,500	102.3
Superstore operations	19,024	-	12,395	65.2	14,500	117.0
Financial services	37,549	-	37,140	98.9	33,500	90.2
Others	(8,647)	-	2,593	-	100	3.9
Eliminations / Corporate	(43,536)	-	(67,344)	-	(75,600)	-
Ordinary income	358,571	100.3	475,887	132.7	480,000	100.9
Special gains	22,011	211.0	13,510	61.4		
Special losses	68,728	63.0	86,636	126.1		
Income before income taxes	311,854	120.5	402,761	129.2		
Net income attributable to owners of parent	210,774	117.6	280,976	133.3	285,000	101.4
ROA (%)	2.7		2.9			
Number of shares outstanding						
Average	883,065,915		883,189,201			
End of period	883,116,298		883,224,712			

EBITDA

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)
Total	751,491	119.9	995,319	132.4	1,010,000	101.5
Domestic convenience store operations	304,178	-	317,587	104.4	334,400	105.3
Overseas convenience store operations	354,415	-	591,428	166.9	601,900	101.8
Superstore operations	50,723	-	50,883	100.3	55,200	108.5
Financial services	69,692	-	69,749	100.1	68,400	98.1
Others	7,152	-	18,041	252.2	6,100	33.8
Eliminations / Corporate	(34,670)	-	(52,371)	-	(56,000)	-

- Notes: 1. Group's total sales include the sales of Seven-Eleven Japan, Seven-Eleven Okinawa and 7-Eleven, Inc. franchisees.
2. "Eliminations / Corporate" in operating income mainly reflects the Company's operating expenses relating to the Group strategy.
3. EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill* *Amortization of goodwill: Only figure included in SG&A expenses
4. ROA: Net income attributable to owners of parent / Average of total assets at the beginning and the end of each fiscal year
5. Number of shares outstanding at each fiscal year-end and of weighted average shares over each fiscal period do not include treasury stock.
Seven & i Holdings introduced the BIP Trust and ESOP Trust and its shares held by these Trusts are included in the number of treasury stock.

Segment Information (New Segment)

Operating segment information

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023			Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)		YOY(%)	Composition(%)		YOY(%)
Capital expenditures	439,630	116.5	431,961	98.3	100.0	453,100	104.9
Domestic convenience store operations	99,801	-	95,913	96.1	22.2	123,200	128.4
Overseas convenience store operations	178,435	-	188,641	105.7	43.7	166,600	88.3
Superstore operations	60,458	-	49,542	81.9	11.5	51,300	103.5
Financial services	37,323	-	34,223	91.7	7.9	46,300	135.3
Others	19,094	-	24,862	130.2	5.8	26,400	106.2
Eliminations / Corporate	44,516	-	38,778	87.1	9.0	39,300	101.3
Depreciation and amortization	292,561	124.2	376,097	128.6	100.0	384,500	102.2
Domestic convenience store operations	80,781	-	85,553	105.9	22.7	90,400	105.7
Overseas convenience store operations	127,193	-	192,968	151.7	51.3	196,900	102.0
Superstore operations	28,600	-	35,388	123.7	9.4	37,600	106.2
Financial services	31,783	-	32,227	101.4	8.6	34,500	107.1
Others	15,337	-	14,985	97.7	4.0	5,500	36.7
Eliminations / Corporate	8,865	-	14,973	168.9	4.0	19,600	130.9
Amortization of goodwill	71,276	284.6	112,700	158.1	100.0	112,500	99.8
Domestic convenience store operations	-	-	-	-	-	-	-
Overseas convenience store operations	67,355	-	108,756	161.5	96.5	-	-
Superstore operations	3,098	-	3,098	100.0	2.7	-	-
Financial services	359	-	381	106.3	0.3	-	-
Others	462	-	462	100.0	0.4	-	-
Eliminations / Corporate	-	-	-	-	-	-	-
Impairment loss	27,775	78.3	48,950	176.2	100.0	-	-
Domestic convenience store operations	9,944	-	8,918	89.7	18.2	-	-
Overseas convenience store operations	2,359	-	9,816	416.0	20.1	-	-
Superstore operations	6,359	-	15,589	245.2	31.8	-	-
Financial services	761	-	78	10.3	0.2	-	-
Others	7,949	-	13,423	168.9	27.4	-	-
Eliminations / Corporate	400	-	1,124	280.8	2.3	-	-

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 capital expenditures relating to the Group strategy.

2. Depreciation and amortization respectively include 2,596 million yen and 970 million yen recorded as "Loss related to novel coronavirus (COVID-19)" in the consolidated income statements for the fiscal year ended February 28, 2021 and February 28, 2022.

"Eliminations / Corporate" in depreciation and amortization mainly reflects the Company's depreciation and amortization relating to the Group strategy.

3. Amortization of goodwill include only the amount recorded on SG&A expenses.

4. Impairment losses respectively include 3,879 million yen for the fiscal year ended February 28, 2021; 1,365 million yen for the fiscal year ended February 28, 2022; 5,530 million yen for the fiscal year ended February 28, 2023.

Interest-Bearing Debt & Ratings (New Segment)

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

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)		YOY(%)
Domestic convenience store operations	-	-	-	-
Overseas convenience store operations	1,500,345	-	1,703,683	113.6
Superstore operations	-	-	-	-
Others	169,806	-	152,299	89.7
Corporate	940,974	-	839,974	89.3
Subtotal	2,611,126	-	2,695,957	103.2
Financial services	287,607	-	279,839	97.3
Total	2,898,733	164.6	2,975,797	102.7

Consolidated Balance Sheets

		(Millions of yen)	
		Feb. 28, 2022	Feb. 28, 2023
ASSETS	Amount	Amount	Amount
Current assets	2,604,774	3,060,653	
Cash and bank deposits*	1,420,653	1,670,872	
Call loan	-	23,000	
Notes and accounts receivable - trade	365,746	-	
Notes and accounts receivable - trade, and contract assets	-	422,635	
Trade accounts receivable - financial services	91,662	93,490	
Merchandise and finished goods	246,571	280,044	
Work in process	51	119	
Raw materials and supplies	2,193	2,216	
Prepaid expenses	71,249	78,588	
ATM-related temporary payments	107,883	102,755	
Other	306,593	397,288	
Allowance for doubtful accounts	(7,829)	(10,356)	
*Of which, "cash and bank deposits" of Seven Bank amounted to 934.6 billion yen as of February 28, 2022 and 1,024.3 billion yen as of February 28, 2023 including cash to be held in ATMs.			
Non-current assets	6,132,658	7,489,195	
Property and equipment	3,232,347	4,341,750	
Buildings and structures, net	1,527,898	1,614,830	
Furniture, fixtures and equipment, net	436,377	463,518	
Vehicles, net	19,506	18,640	
Land	1,119,796	1,196,007	
Lease assets, net	7,240	6,264	
Right-of-use assets, net	10,801	885,645	
Construction in progress	110,725	156,842	
Intangible assets	2,140,002	2,364,673	
Goodwill	1,741,604	1,913,017	
Software	213,462	265,638	
Other	184,935	186,016	
Investments and other assets	760,308	782,772	
Investments in securities	220,615	243,215	
Long-term loans receivable	14,633	14,903	
Long-term leasehold deposits	330,285	321,945	
Advances for store construction	542	770	
Net defined benefit asset	86,217	87,088	
Deferred income taxes	43,539	57,186	
Other	67,499	60,627	
Allowance for doubtful accounts	(3,024)	(2,965)	
Deferred assets	1,846	1,106	
Business commencement expenses	1,353	773	
Bond issuance cost	492	332	
TOTAL ASSETS	8,739,279	10,550,956	
LIABILITIES	Amount	Amount	Amount
Current liabilities	2,480,725	3,265,089	
Notes and accounts payable, trade	483,908	536,173	
Short-term loans	140,146	143,568	
Current portion of bonds	60,000	355,823	
Current portion of long-term loans	121,280	145,605	
Income taxes payable	22,716	25,549	
Accrued expenses	235,274	276,771	
Contract liabilities	-	211,356	
Deposits received	223,146	165,501	
ATM-related temporary advances	73,901	61,772	
Lease obligations	20,409	121,472	
Allowance for sales promotion expenses	17,649	1,104	
Allowance for bonuses to employees	13,937	14,389	
Allowance for bonuses to Directors and Audit & Supervisory Board Members	349	483	
Allowance for loss on future collection of gift certificates	602	-	
Provision for sales returns	34	-	
Deposits received in banking business	787,879	810,139	
Call Money	-	110,000	
Other	279,489	285,377	
Non-current liabilities	3,110,820	3,637,704	
Bonds	1,582,906	1,394,728	
Long-term loans	994,399	936,070	
Deferred income taxes	109,825	184,242	
Allowance for retirement benefits to Directors and Audit & Supervisory Board Members	569	526	
Allowance for stock payments	4,272	4,555	
Net defined benefit liability	12,702	13,584	
Deposits received from tenants and franchised stores	51,422	50,322	
Lease obligations	36,527	834,913	
Asset retirement obligations	130,456	155,137	
Other	187,738	63,623	
TOTAL LIABILITIES	5,591,546	6,902,794	
NET ASSETS	Amount	Amount	Amount
Shareholders' equity	2,767,517	2,981,545	
Common stock	50,000	50,000	
Capital surplus	408,645	408,926	
Retained earnings	2,319,155	2,532,491	
Treasury stock, at cost	(10,282)	(9,873)	
Total accumulated other comprehensive income	213,438	493,001	
Unrealized gains (losses) on available-for-sale securities, net of taxes	37,696	34,823	
Unrealized gains (losses) on hedging derivatives, net of taxes	4,270	4,799	
Foreign currency translation adjustments	157,570	444,478	
Remeasurements of defined benefit plans	13,901	8,899	
Subscription rights to shares	56	49	
Non-controlling interests	166,719	173,565	
TOTAL NET ASSETS	3,147,732	3,648,161	
TOTAL LIABILITIES AND NET ASSETS	8,739,279	10,550,956	

Consolidated Statements of Income

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2022	Fiscal Year Ended Feb. 28, 2023
Revenues from operations	8,749,752	11,811,303
Net sales	7,429,576	10,265,151
Cost of sales	6,017,372	8,503,617
Gross profit on sales	1,412,203	1,761,534
Operating revenues	1,320,175	1,546,151
Gross profit from operations	2,732,379	3,307,685
Selling, general and administrative expenses	2,344,726	2,801,164
Advertising and decoration expenses	123,214	97,091
Salaries and wages	564,770	696,197
Provision for bonuses to employees	13,861	14,314
Pension expenses	14,045	13,812
Legal welfare expenses	75,217	81,495
Land and building rent	396,241	441,127
Depreciation and amortization	279,082	363,564
Utility expenses	121,954	185,724
Store maintenance and repair expenses	92,481	162,768
Other	663,854	745,068
Operating income	387,653	506,521
Non-operating income	12,736	15,827
Interest income	3,220	6,050
Dividend income	1,093	1,267
Equity in earnings of affiliates	2,643	2,506
Gain on valuation of investment securities	274	1,920
Income from electronic money breakage	1,205	772
Insurance income	1,389	174
Other	2,909	3,136
Non-operating expenses	41,818	46,460
Interest expenses	12,101	15,673
Interest on bonds	17,248	20,711
Commitment fee	3,534	618
Other	8,934	9,457
Ordinary income	358,571	475,887
Special gains	22,011	13,510
Gain on sales of property and equipment	6,372	9,116
Gain on sales of property and equipment related to restructuring	2,554	-
Gain on sales of investments in securities	3,222	272
Subsidy income	7,648	-
Other	2,213	4,120
Special losses	68,728	86,636
Loss on desposals of property and equipment	13,666	14,038
Impairment loss	26,410	43,420
Restructuring expenses	4,163	10,298
Loss related to COVID-19	10,380	-
Other	14,107	18,878
Income before income taxes	311,854	402,761
Total income taxes	88,613	110,591
Income taxes - current	66,886	71,881
Income taxes - deferred	21,727	38,710
Net income	223,241	292,169
Net income attributable to non-controlling interests	12,466	11,193
Net income attributable to owners of parent	210,774	280,976

Consolidated Statements of Cash Flows

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2022	Fiscal Year Ended Feb. 28, 2023
Cash flows from operating activities		
Income before income taxes	311,854	402,761
Depreciation and amortization	292,561	376,097
Impairment loss	27,775	48,950
Amortization of goodwill	71,276	112,700
Increase (decrease) in allowance for bonuses to employees	(956)	515
Increase in net defined benefit asset	(8,514)	(8,993)
Interest and dividends income	(4,313)	(7,317)
Interest expenses and interest on bonds	29,349	36,384
Equity in losses (earnings) of affiliates	(2,643)	(2,506)
Insurance income	(1,389)	(174)
Gain on sales of property and equipment	(8,927)	(9,116)
Subsidy income	(7,648)	-
Loss on disposals of property and equipment	13,667	14,110
Loss (gain) on sales of investments in securities	(3,211)	(272)
Decrease (increase) in notes and accounts receivable, trade	(9,227)	(44,022)
Decrease (increase) in trade accounts receivable, financial services	3,348	(1,824)
Decrease (increase) in inventories	(26,209)	(12,111)
Increase (decrease) in notes and accounts payable, trade	3,015	25,183
Increase (decrease) in deposits received	(13,396)	(57,643)
Net increase (decrease) in deposits received in banking business	46,456	22,260
Net decrease (increase) in call loan in banking business	-	(23,000)
Net increase (decrease) in call money in banking business	-	110,000
Net decrease (increase) in ATM-related temporary accounts	52,386	(6,997)
Other	12,713	62,193
Subtotal	777,967	1,037,177
Interest and dividends received	4,505	5,967
Interest paid	(20,781)	(35,807)
Proceeds from settlement of interest rate swaps	5,993	-
Insurance income received	1,389	174
Proceeds from subsidy income	7,647	0
Income taxes paid	(67,411)	(96,856)
Income taxes refund	27,165	17,820
Net cash provided by operating activities	736,476	928,476
Cash flows from investing activities		
Acquisition of property and equipment	(337,505)	(305,217)
Proceeds from sales of property and equipment	147,745	20,221
Acquisition of intangible assets	(86,926)	(105,672)
Payment for purchase of investments in securities	(25,519)	(50,305)
Proceeds from sales of investments in securities	106,380	30,317
Payment for purchase of shares in subsidiaries resulting in change in scope of consolidation	(2,295,563)	(459)
Proceeds from sales of shares in subsidiaries resulting in change in scope of consolidation	-	938
Payment for long-term leasehold deposits	(12,357)	(13,125)
Refund of long-term leasehold deposits	24,536	20,588
Proceeds from deposits from tenants	4,002	2,577
Refund of deposits from tenants	(2,841)	(2,535)
Payment for acquisition of business	(11,661)	(224)
Payment for time deposits	(3,996)	(2,594)
Proceeds from withdrawal of time deposits	4,083	2,176
Other	(15,943)	(9,914)
Net cash used in investing activities	(2,505,566)	(413,229)
Cash flows from financing activities		
Net increase (decrease) in short-term loans	(479,923)	3,718
Proceeds from long-term debts	832,298	163,652
Repayment of long-term debts	(261,954)	(262,650)
Proceeds from commercial paper	81,872	-
Payment for redemption of commercial paper	(81,872)	-
Proceeds from issuance of bonds	1,192,710	-
Payment for redemption of bonds	(231,768)	(60,000)
Proceeds from share issuance to non-controlling shareholders	337	2,368
Purchase of treasury stock	(22)	(16)
Dividends paid	(87,490)	(89,762)
Dividends paid to non-controlling interests	(7,348)	(7,803)
Payment for changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	(1,821)	(975)
Other	(17,941)	(18,904)
Net cash used in financing activities	937,077	(270,373)
Effect of exchange rate changes on cash and cash equivalents	63,065	15,023
Net increase (decrease) in cash and cash equivalents	(768,946)	259,897
Cash and cash equivalents at beginning of period	2,183,837	1,414,890
Cash and cash equivalents at end of period	1,414,890	1,674,787

■ Results and Business Performance of Major Companies

Domestic Convenience Store Operations

Seven-Eleven Japan

Results

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Gross total store sales [reference]					5,164,231	104.3	5,329,000	103.2
Total store sales	4,870,619	97.2	4,952,782	101.7	5,148,742	104.0	5,314,000	103.2
Net sales at franchised stores	4,787,495	97.2	4,859,926	101.5	5,061,782	104.2		
Gross revenues from operations [reference]					901,131	104.4		
Revenues from operations	850,291	95.8	863,025	101.5	872,719	101.1	882,000	101.1
Franchise commission from franchised stores	763,031	95.8	765,731	100.4	779,161	101.8		
Gross profit from operations	791,919	95.7	797,431	100.7	811,423	101.8		
SG&A expenses	558,597	97.5	574,340	102.8	578,549	100.7		
Advertising expenses	49,009	85.7	45,590	93.0	30,260	66.4		
Salaries and wages	75,729	95.8	78,139	103.2	80,493	103.0		
Land and building rent	188,473	99.5	190,390	101.0	192,215	101.0		
Depreciation and amortization	76,896	104.6	79,283	103.1	83,961	105.9		
Utility expenses	43,748	91.1	46,550	106.4	64,998	139.6		
Others	124,740	99.1	134,384	107.7	126,620	94.2		
Operating income	233,321	91.9	223,091	95.6	232,873	104.4	245,000	105.2
Net income	194,479	114.6	189,652	97.5	203,009	107.0		
EBITDA	310,217	94.7	302,375	97.5	316,835	104.8	333,000	105.1
ROA (%)	9.5		9.1		9.6			

Notes: 1. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from the fiscal year ended February 28, 2023. Total store sales and revenues from operations based on the previous accounting standard restated as "Gross total store sales [reference]" and "Gross revenues from operations [reference]".

2. EBITDA: Operating income + Depreciation and amortization

3. ROA: Net income / Average of total assets at the beginning and the end of each fiscal year

Sales by merchandise category (total store sales)

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021			Fiscal Year Ended Feb. 28, 2022			Fiscal Year Ended Feb. 28, 2023			Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Total store sales	4,870,619	97.2	100.0	4,952,782	101.7	100.0	5,164,231	104.3	100.0	5,329,000	103.2
Processed food	1,246,878	96.1	25.6	1,258,006	100.9	25.4	1,311,714	104.3	25.4		
Fast food	1,436,832	93.7	29.5	1,456,118	101.3	29.4	1,523,448	104.6	29.5		
Daily food	647,792	97.9	13.3	638,908	98.6	12.9	645,528	101.0	12.5		
Nonfood	1,539,115	101.4	31.6	1,599,748	103.9	32.3	1,683,539	105.2	32.6		

Existing store sales increase

(Thousands of yen)

	Fiscal Year Ended Feb. 28, 2021	Fiscal Year Ended Feb. 28, 2022	Fiscal Year Ended Feb. 28, 2023	Fiscal Year Ending Feb. 29, 2024 (Forecasts)
Existing store sales increase	(2.4)	+0.7	+3.6	+2.5
Number of customers	(9.9)	(1.2)	+0.3	
Average spending per customer	+8.4	+1.9	+3.3	

Average daily sales per store

(%)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		Change		Change		Change		Change
All stores	642	(14)	646	+4	670	+24		
Newly opened stores	557	+3	537	(20)	598	+61		

Gross profit margin by merchandise category

(%)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		Change		Change		Change		Change
Total	32.0	(0.1)	31.7	(0.3)	31.9	+0.2	32.1	+0.2
Processed food	39.4	(0.1)	39.3	(0.1)	39.8	+0.5		
Fast food	36.6	±0.0	36.6	±0.0	37.3	+0.7		
Daily food	34.2	+0.2	34.2	±0.0	34.5	+0.3		
Nonfood	20.7	+0.4	20.1	(0.6)	20.1	±0.0		

Seven Net Shopping

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		Change		Change		Change
EC sales	23,688	+3,622	25,241	+1,553	23,018	(2,223)

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

Overseas Convenience Store Operations

7-Eleven, Inc. (Dollar basis)

Results

(Thousands of dollar)

	Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ending Dec. 31, 2023 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total store sales	31,913,927	88.4	58,816,567	184.3	79,337,183	134.9	75,100,000	94.7
MDSE sales at directly operated stores	4,204,887	104.9	8,743,635	207.9	11,256,006	128.7		
MDSE sales at franchised stores	14,100,499	102.2	15,431,258	109.4	16,040,095	103.9		
Fuel sales	13,608,540	74.4	34,641,673	254.6	52,041,081	150.2		
Revenues from operations	20,526,263	81.7	46,607,410	227.1	66,584,766	142.9	61,800,000	92.8
MDSE sales at directly operated stores, etc	4,306,568	104.1	8,853,012	205.6	11,380,053	128.5		
Fuel sales	13,608,540	74.4	34,641,673	254.6	52,041,081	150.2		
Other operating revenues	2,611,155	97.0	3,112,724	119.2	3,163,631	101.6		
Franchise commission from franchised stores	2,296,840	96.5	2,678,569	116.6	2,752,629	102.8		
Gross profit from operations	5,867,433	103.9	9,704,706	165.4	12,258,677	126.3		
SG&A expenses	4,750,707	104.8	7,658,625	161.2	9,245,694	120.7		
Advertising expenses	79,619	98.8	171,434	215.3	136,669	79.7		
Salaries and wages	1,305,320	106.6	2,476,929	189.8	3,141,626	126.8		
Land and building rent	704,192	106.5	851,244	120.9	1,022,296	120.1		
Depreciation and amortization	761,517	107.5	1,115,879	146.5	1,429,265	128.1		
Utility expenses	288,897	100.9	405,296	140.3	502,224	123.9		
Others	1,611,159	102.5	2,637,841	163.7	3,013,612	114.2		
Operating income	1,116,725	100.1	2,046,081	183.2	3,012,982	147.3	3,078,000	102.2
Net income	768,614	100.7	1,317,485	171.4	2,030,943	154.2		
EBITDA	1,878,242	103.0	3,161,960	168.3	4,442,248	140.5	4,544,000	102.3
ROA (%)	5.0		4.8		5.1			

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

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

2. EBITDA: Operating income + Depreciation and amortization

3. ROA: Net income / Average of total assets at the beginning and the end of each fiscal year

Sales by merchandise category (total store sales)

(Thousands of dollar)

	Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ending Dec. 31, 2023 (Forecasts)	
	YOY(%)	Composition(%)	YOY(%)	Composition(%)	YOY(%)	Composition(%)	YOY(%)	
Net sales	31,913,927	88.4	58,816,567	184.3	79,337,183	134.9	75,100,000	94.7
Merchandise sales	18,305,387	102.8	24,174,893	132.1	27,296,101	112.9		
Processed food	7,947,127	107.9	10,452,142	131.5	12,177,902	116.5		
Fast food	2,287,571	86.3	3,154,386	137.9	3,577,405	113.4		
Daily food	790,100	90.6	828,597	104.9	951,959	114.9		
Nonfood	7,280,589	105.3	9,739,769	133.8	10,588,833	108.7		
Fuel sales	13,608,540	74.4	34,641,673	254.6	52,041,081	150.2		

Existing store sales increase

(%)

	Fiscal Year Ended Dec. 31, 2020	Fiscal Year Ended Dec. 31, 2021	Fiscal Year Ended Dec. 31, 2022	Fiscal Year Ending Dec. 31, 2023 (Forecasts)
U.S. merchandise sales increase	+0.9	+7.4	+4.5	+4.5
Number of customers	(14.6)	+2.3	+0.4	
Average spending per customer	+18.1	+4.9	+4.1	

Note: Speedway is included in existing store sales increase figures from the fiscal year ending Dec. 31, 2023 (Forecasts).

Average merchandise daily sales per store

(Dollar)

	Fiscal Year Ended Dec. 31, 2020	Fiscal Year Ended Dec. 31, 2021	Fiscal Year Ended Dec. 31, 2022	Fiscal Year Ending Dec. 31, 2023 (Forecasts)
	Change	Change	Change	Change
All stores	5,104	+29	5,483	+379

Merchandise gross profit margin

(%)

	Fiscal Year Ended Dec. 31, 2020	Fiscal Year Ended Dec. 31, 2021	Fiscal Year Ended Dec. 31, 2022	Fiscal Year Ending Dec. 31, 2023 (Forecasts)
	Change	Change	Change	Change
Gross profit margin	34.1	(0.7)	34.0	(0.2)

Fuel

	Fiscal Year Ended Dec. 31, 2020	Fiscal Year Ended Dec. 31, 2021	Fiscal Year Ended Dec. 31, 2022	Fiscal Year Ending Dec. 31, 2023 (Forecasts)
	YOY(%) / Change	YOY(%) / Change	YOY(%) / Change	YOY(%) / Change
Sales (thousands of dollar)	13,608,540	74.4	34,641,673	254.6
Gallons sold (thousands of gallon)	6,171,433	88.5	11,384,814	184.5
Fuel margin (cents per gallon)*	32.60	+8.65	34.50	+1.90
Avg. retail gallon sold per store increase (%)	(18.3)		+22.2	(0.7)
Avg. retail price (dollars per gallon)	2.26	(0.39)	3.11	+0.85
Retail fuel margin (cents per gallon)	34.85	+10.76	35.77	+0.92

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

Overseas Convenience Store Operations

7-Eleven, Inc. (Yen basis)

Results

(Millions of yen)

	Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ending Dec. 31, 2023 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total store sales	3,407,130	86.6	6,463,940	189.7	10,442,360	161.5	9,838,000	94.2
MDSE sales at directly operated stores	448,913	102.7	960,925	214.1	1,481,515	154.2		
MDSE sales at franchised stores	1,505,369	100.1	1,695,895	112.7	2,111,197	124.5		
Fuel sales	1,452,847	72.8	3,807,119	262.0	6,849,647	179.9		
Revenues from operations	2,191,383	80.0	5,122,154	233.7	8,763,887	171.1	8,096,000	92.4
MDSE sales at directly operated stores, etc	459,769	102.0	972,946	211.6	1,497,842	153.9		
Fuel sales	1,452,847	72.8	3,807,119	262.0	6,849,647	179.9		
Other operating revenues	278,766	95.0	342,088	122.7	416,397	121.7		
Franchise commission from franchised stores	245,210	94.5	294,374	120.0	362,301	123.1		
Gross profit from operations	626,407	101.7	1,066,547	170.3	1,613,487	151.3		
SG&A expenses	507,185	102.6	841,682	166.0	1,216,918	144.6		
Advertising expenses	8,500	96.8	18,840	221.6	17,988	95.5		
Salaries and wages	139,356	104.4	272,214	195.3	413,500	151.9		
Land and building rent	75,179	104.3	93,551	124.4	134,554	143.8		
Depreciation and amortization	81,299	105.3	122,635	150.8	188,119	153.4		
Utility expenses	30,842	98.8	44,542	144.4	66,102	148.4		
Others	172,007	100.4	289,898	168.5	396,651	136.8		
Operating income	119,221	98.0	224,864	188.6	396,568	176.4	403,200	101.7
Net income	82,057	98.6	144,791	176.5	267,312	184.6		
EBITDA	200,520	100.8	347,499	173.3	584,688	168.3	595,200	101.8
ROA (%)	5.0		4.8		5.1			

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

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

2. EBITDA: Operating income + Depreciation and amortization

3. ROA: Net income / Average of total assets at the beginning and the end of each fiscal year

Sales by merchandise category (total store sales)

(Millions of yen)

	Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ending Dec. 31, 2023 (Forecasts)	
	YOY(%)	Composition(%)	YOY(%)	Composition(%)	YOY(%)	Composition(%)		YOY(%)
Net sales	3,407,130	86.6	6,463,940	189.7	10,442,360	161.5	9,838,000	94.2
Merchandise sales	1,954,283	100.7	2,656,820	135.9	3,592,712	135.2		
Processed food	848,435	105.7	1,148,690	135.4	1,602,855	139.5		
Fast food	244,221	84.5	346,667	141.9	470,858	135.8		
Daily food	84,351	88.7	91,062	108.0	125,296	137.6		
Nonfood	777,275	103.1	1,070,400	137.7	1,393,702	130.2		
Fuel sales	1,452,847	72.8	3,807,119	262.0	6,849,647	179.9		

Existing store sales increase

(%)

	Fiscal Year Ended Dec. 31, 2020	Fiscal Year Ended Dec. 31, 2021	Fiscal Year Ended Dec. 31, 2022	Fiscal Year Ending Dec. 31, 2023 (Forecasts)
U.S. merchandise sales increase(Dollar)	+0.9	+7.4	+4.5	+4.5
Number of customers	(14.6)	+2.3	+0.4	
Average spending per customer	+18.1	+4.9	+4.1	

Note: Speedway is included in existing store sales increase figures from the fiscal year ending Dec. 31, 2023 (Forecasts).

Average merchandise daily sales per store

(Thousands of yen)

	Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ending Dec. 31, 2023 (Forecasts)	
		Change		Change		Change		Change
All stores	545	(8)	602	+57	747	+145		

Merchandise gross profit margin

(%)

	Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ending Dec. 31, 2023 (Forecasts)	
		Change		Change		Change		Change
Gross profit margin	34.1	(0.7)	34.2	+0.1	34.0	(0.2)	34.9	+0.9

Exchange rates (Income statements)

(yen)

	Fiscal Year Ended Dec. 31, 2020	Fiscal Year Ended Dec. 31, 2021	Fiscal Year Ended Dec. 31, 2022	Fiscal Year Ending Dec. 31, 2023 (Forecasts)
U.S.\$1=	106.76	109.90	131.62	131.00

Superstore Operations

Ito-Yokado

Results

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Gross revenues from operations [reference]					1,069,501	100.2		
Revenues from operations	1,080,934	91.2	1,067,545	98.8	729,342	68.3	738,200	101.2
Gross sales [reference]					1,039,102	100.0	1,051,600	101.2
Net sales	1,053,284	91.2	1,038,664	98.6	654,251	63.0	660,600	101.0
Gross profit from operations	273,260	91.8	260,919	95.5	258,351	99.0		
SG&A expenses	265,479	91.2	259,298	97.7	257,943	99.5		
Advertising expenses	15,345	85.9	14,840	96.7	8,138	54.8		
Salaries and wages	110,508	92.0	101,949	92.3	94,055	92.3		
Land and building rent	46,292	85.0	46,098	99.6	47,508	103.1		
Depreciation and amortization	12,594	95.0	13,318	105.8	15,402	115.6		
Utility expenses	11,515	82.2	12,034	104.5	24,057	199.9		
Others	69,223	97.0	71,056	102.6	68,781	96.8		
Operating income (loss)	7,781	119.3	1,620	20.8	408	25.2	(1,500)	-
Net income (loss)	(3,705)	-	(11,201)	-	(15,203)	-		
EBITDA	20,375	103.0	14,939	73.3	15,810	105.8	15,700	99.3
ROA (%)	(0.5)		(1.7)		(2.3)			

Notes: 1. EBITDA: Operating income + Depreciation and amortization

2. ROA: Net income / Average of total assets at the beginning and the end of each fiscal year

Gross sales by merchandise category

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021			Fiscal Year Ended Feb. 28, 2022			Fiscal Year Ended Feb. 28, 2023			Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Gross sales	1,053,284	91.2	100.0	1,038,664	98.6	100.0	1,039,102	100.0	100.0	1,051,600	101.2
Merchandise sales	769,510	94.3	73.1	738,046	95.9	71.1	719,618	97.5	69.3		
Lifestyle	238,816	83.5	22.7	219,985	92.1	21.2	217,398	98.8	20.9		
Specialty stores	13,592	100.8	1.3	11,791	86.7	1.1	13,455	114.1	1.3		
Food	517,101	100.2	49.1	506,270	97.9	48.7	488,764	96.5	47.0		
Tenants	278,428	83.0	26.4	297,225	106.8	28.6	317,230	106.7	30.5		
Others	5,345	156.3	0.5	3,392	63.5	0.3	2,252	66.4	0.2		

Existing store sales increase

(%)

	Fiscal Year Ended Feb. 28, 2021	Fiscal Year Ended Feb. 28, 2022	Fiscal Year Ended Feb. 28, 2023	Fiscal Year Ending Feb. 29, 2024 (Forecasts)
Total	(5.3)	+1.8	+1.3	+2.2
Existing store sales increase	(0.6)	(0.5)	(1.0)	+1.6
Lifestyle	(14.5)	(4.2)	+0.8	
Specialty stores	+2.5	+20.2	+16.3	
Food	+7.4	+0.8	(2.1)	
Number of customers	(6.9)	(0.3)	(1.2)	
Average spending per customer	+6.7	(0.3)	+0.1	
Tenants	(16.1)	+7.8	+7.0	

Gross profit margin by merchandise category

(%)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		Change		Change		Change		Change
Total	29.6	(0.3)	29.0	(0.6)	29.1	+0.1	29.2	+0.1
Lifestyle	32.7	(1.1)	32.6	(0.1)	33.2	+0.6		
Specialty stores	23.8	+1.9	31.8	+8.0	33.3	+1.5		
Food	28.3	+0.4	27.4	(0.9)	27.2	(0.2)		

Note: Both actual results and forecasts are based on the figures before applying the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc.

EC sales

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		Change		Change		Change
Online Shopping	7,503	+2,075	6,082	(1,421)	3,909	(2,173)
Net Supermarket [online supermarket]	35,734	(3,998)	36,196	+462	34,923	(1,273)

York-Benimaru

Results

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Gross revenues from operations [reference]					485,402	101.5		
Revenues from operations	477,633	106.9	478,144	100.1	469,994	98.3	488,600	104.0
Gross sales [reference]					477,377	101.7	495,200	103.7
Net sales	469,057	106.9	469,415	100.1	458,991	97.8	476,000	103.7
Gross profit from operations	122,556	108.4	119,748	97.7	144,371	120.6		
SG&A expenses	106,007	106.1	105,044	99.1	126,357	120.3		
Advertising expenses	6,284	92.5	5,955	94.8	4,065	68.3		
Salaries and wages	54,714	104.8	54,615	99.8	68,345	125.1		
Land and building rent	10,404	102.7	10,500	100.9	10,722	102.1		
Depreciation and amortization	6,259	106.4	7,297	116.6	9,466	129.7		
Utility expenses	5,804	97.7	5,498	94.7	9,979	181.5		
Others	22,539	118.6	21,177	94.0	23,778	112.3		
Operating income	16,548	126.3	14,704	88.9	18,013	122.5	18,200	101.0
Net income	7,845	116.9	9,055	115.4	45,278	500.0		
EBITDA	22,808	120.1	22,001	96.5	27,480	124.9	28,300	103.0
ROA (%)	4.0		4.5		20.2			

Notes: 1. On March 1, 2022, York-Benimaru merged with Life Foods, formerly produced and sold delicatessen mainly in York-Benimaru stores.
2. EBITDA: Operating income + Depreciation and amortization
3. ROA: Net income / Average of total assets at the beginning and the end of each fiscal year

Gross sales by merchandise category

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021			Fiscal Year Ended Feb. 28, 2022			Fiscal Year Ended Feb. 28, 2023			Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Gross sales	469,057	106.9	100.0	469,415	100.1	100.0	477,377	101.7	100.0	495,200	103.7
Merchandise sales	408,993	108.0	87.2	406,085	99.3	86.5	467,922	115.2	98.0		
Food	378,356	108.8	80.7	377,269	99.7	80.4	439,703	116.5	92.1		
Fresh food	169,112	109.5	36.1	167,111	98.8	35.6	167,563	100.3	35.1		
Processed food	114,288	107.7	24.4	114,763	100.4	24.5	116,252	101.3	24.4		
Daily food	94,955	108.8	20.2	95,394	100.5	20.3	97,652	102.4	20.5		
Delicatessen	-	-	-	-	-	-	58,235	-	12.2		
Apparel	10,751	91.5	2.3	10,314	95.9	2.2	10,156	98.5	2.1		
Household goods	19,885	104.6	4.2	18,500	93.0	3.9	18,062	97.6	3.8		
Tenants	60,064	100.0	12.8	63,330	105.4	13.5	9,455	14.9	2.0		
Formerly Life Foods*	51,472	101.5	11.0	54,505	105.9	11.6	-	-	-		
Others	8,591	91.8	1.8	8,824	102.7	1.9	9,455	107.1	2.0		

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

Existing store sales increase

(%)

	Fiscal Year Ended Feb. 28, 2021	Fiscal Year Ended Feb. 28, 2022	Fiscal Year Ended Feb. 28, 2023	Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
Existing store sales increase	+5.0	(0.4)	(0.8)	+1.2	
Food	+6.7	(0.7)	(0.6)		
Apparel	(8.1)	(1.6)	(2.4)		
Household goods	+4.2	(6.0)	(4.5)		
Tenants	(2.0)	+4.3	-		
Number of customers	(3.3)	(1.0)	(2.2)		
Average spending per customer	+8.5	+0.6	+1.4		

Note: The results for the fiscal year ended February 28, 2023 and the forecasts for the fiscal year ending February 29, 2024 do not include tenants.

Gross profit margin by merchandise category

(%)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		Change		Change		Change		Change
Total	26.4	+0.3	25.8	(0.6)	30.3	+4.5	30.6	+0.3
Food	26.3	+0.4	25.7	(0.6)	30.5	+4.8		
Apparel	32.8	+0.1	32.1	(0.7)	32.7	+0.6		
Household goods	26.2	(0.3)	25.7	(0.5)	25.2	(0.5)		

Notes: 1. Both actual results and forecasts are based on the figures before applying the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc.
2. The results for the fiscal year ended February 28, 2023 and the forecasts for the fiscal year ending February 29, 2024 include the business of formerly Life Foods.

York-Benimaru

[Reference] Results including formerly Life Foods

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)		YOY(%)		YOY(%)
Gross revenues from operations [reference]					485,402	101.5
Revenues from operations	477,734	106.9	478,183	100.1	469,994	98.3
Gross sales [reference]					477,377	101.5
Net sales	470,108	106.9	470,492	100.1	458,991	97.6
SG&A expenses	124,669	105.4	124,941	100.2	126,357	101.1
Advertising expenses	6,676	93.4	6,189	92.7	4,065	65.7
Salaries and wages	66,794	104.0	67,549	101.1	68,345	101.2
Land and building rent	10,408	102.7	10,501	100.9	10,722	102.1
Depreciation and amortization	7,518	105.3	8,629	114.7	9,466	109.7
Utility expenses	6,639	96.9	6,334	95.4	9,979	157.5
Others	26,634	116.8	25,736	96.6	23,778	92.4
Operating income	20,506	121.4	18,800	91.7	18,013	95.8
Net income	9,627	113.3	8,974	93.2	45,278	504.5
EBITDA	28,024	116.6	27,429	97.9	27,480	100.2

Note: EBITDA: Operating income + Depreciation and amortization

Department and Specialty Store Operations

Sogo & Seibu

Results

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)		YOY(%)		YOY(%)
Gross revenues from operations [reference]					507,395	111.1
Revenues from operations	440,484	73.4	456,842	103.7	185,434	40.6
Gross sales [reference]					496,342	111.0
Net sales	430,698	73.1	446,973	103.8	103,925	23.3
Gross profit from operations	92,180	71.2	96,106	104.3	103,572	107.8
SG&A expenses	98,871	76.5	99,634	100.8	101,109	101.5
Advertising expenses	12,898	65.9	13,038	101.1	9,261	71.0
Salaries and wages	24,303	75.4	23,816	98.0	23,699	99.5
Land and building rent	27,071	79.9	25,575	94.5	23,437	91.6
Depreciation and amortization	7,400	86.7	8,731	118.0	9,751	111.7
Utility expenses	4,420	69.3	4,559	103.1	6,505	142.7
Others	22,777	79.4	23,912	105.0	28,453	119.0
Operating income (loss)	(6,691)	-	(3,527)	-	2,463	-
Net income (loss)	(17,239)	-	(8,826)	-	(13,059)	-
EBITDA	708	8.1	5,204	734.1	12,215	234.7
ROA (%)	(5.1)		(2.3)		(5.6)	

Notes: 1. On September 1, 2021, Sogo & Seibu merged with Seven & i Asset Management, formerly the real estate management company for the SEIBU IKEBUKURO flagship store.

2. EBITDA: Operating income + Depreciation and amortization

3. ROA: Net income / Average of total assets at the beginning and the end of each fiscal year

Gross sales by key stores

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)		YOY(%)		YOY(%)
SEIBU IKEBUKURO (flagship store)	138,582	76.0	154,002	111.1	176,836	114.8
SOGO YOKOHAMA	80,500	73.9	94,903	117.9	106,344	112.1
SOGO CHIBA	57,244	77.4	65,655	114.7	70,905	108.0
SOGO HIROSHIMA	29,669	76.5	32,632	110.0	36,012	110.4
SEIBU SHIBUYA	25,591	59.2	26,406	103.2	31,765	120.3
SOGO OMIYA	22,223	71.0	26,582	119.6	28,264	106.3

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

Gross sales by merchandise category

	Fiscal Year Ended Feb. 28, 2021			Fiscal Year Ended Feb. 28, 2022			Fiscal Year Ended Feb. 28, 2023		
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)
Gross sales	430,698	73.1	100.0	446,973	103.8	100.0	496,342	111.0	100.0
Merchandise sales	272,652	68.8	63.3	276,573	101.4	61.9	294,169	106.4	59.3
Apparel	133,435	62.3	31.0	134,286	100.6	30.0	144,005	107.2	29.0
Household goods	43,336	73.9	10.1	45,707	105.5	10.2	49,371	108.0	9.9
Food	95,880	77.5	22.3	96,580	100.7	21.6	100,791	104.4	20.3
Tenants	126,785	78.7	29.4	143,361	113.1	32.1	169,847	118.5	34.2
Corporate sales	31,260	98.3	7.3	27,038	86.5	6.0	32,326	119.6	6.5

Existing store sales increase

	Fiscal Year Ended Feb. 28, 2021	Fiscal Year Ended Feb. 28, 2022	Fiscal Year Ended Feb. 28, 2023
Existing store sales increase	(24.2)	+12.5	+11.0

Gross profit margin by merchandise category

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		Change		Change		Change
Total	22.6	(1.3)	22.9	+0.3	22.9	±0.0
Apparel	27.4	(1.3)	27.8	+0.4	27.9	+0.1
Household goods	23.2	(0.4)	23.4	+0.2	23.1	(0.3)
Food	15.7	(0.1)	15.8	+0.1	15.6	(0.2)

Note: Both actual results and forecast are based on the figures before applying the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc.

EC sales

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		Change		Change		Change
e.depart	5,041	+966	5,072	+31	4,223	(849)

Seven & i Food Systems

Results

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)		YOY(%)		YOY(%)
Gross revenues from operations [reference]					46,845	103.5
Revenues from operations	50,853	68.4	45,251	89.0	46,777	103.4
Gross sales [reference]					46,291	103.4
Net sales	50,317	68.1	44,765	89.0	46,224	103.3
Gross profit from operations	31,115	66.7	28,021	90.1	29,630	105.7
SG&A expenses	38,176	82.5	32,136	84.2	30,346	94.4
Operating income (loss)	(7,061)	-	(4,114)	-	(716)	-

[Denny's] Existing store sales increase

(%)

	Fiscal Year Ended Feb. 28, 2021	Fiscal Year Ended Feb. 28, 2022	Fiscal Year Ended Feb. 28, 2023
Existing store sales increase	(29.7)	(3.5)	+17.0
Number of customers	(35.4)	(0.3)	+14.9
Average spending per customer	+8.7	(3.2)	+1.8

[Denny's] Gross profit margin

(%)

	Fiscal Year Ended Feb. 28, 2021	Fiscal Year Ended Feb. 28, 2022	Fiscal Year Ended Feb. 28, 2023			
	Change	Change	Change			
Gross profit margin	65.6	(2.5)	67.3	+1.7	67.1	(0.2)

Nissen Holdings (Consolidated)

Results

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)		YOY(%)		YOY(%)
Gross sales [reference]					43,007	106.7
Net sales	38,056	100.3	40,296	105.9	41,067	101.9
Gross profit from operations	18,657	103.0	19,661	105.4	20,306	103.3
SG&A expenses	19,008	103.9	19,409	102.1	19,954	102.8
Operating income (loss)	(351)	-	252	-	352	139.7

Financial Services

Seven Bank

Number of ATMs

(1) Domestic

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		Change		Change		Change
Total	25,686	+492	26,194	+508	26,889	+695
ATMs in the Group	23,074	+221	23,233	+159	23,334	+101
7-Eleven	22,417	+228	22,572	+155	22,641	+69
Ito-Yokado	257	(27)	253	(4)	262	+9
York-Benimaru	235	+6	238	+3	258	+20
York Mart / York Foods / York PRICE	95	+20	96	+1	98	+2
Others	70	(6)	74	+4	75	+1
ATMs outside the Group	2,612	+271	2,961	+349	3,555	+594

(2) Overseas

	Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022	
		Change		Change		Change
North America	9,368	(1,518)	9,004	(364)	8,651	(353)
Asia	730	+530	3,800	+3,070	7,901	+4,101

Average number of transaction per day per ATM during the period

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		Change		Change		Change
Average number of transactions	89.7	(2.3)	96.7	+7.0	101.1	+4.4

International money transfer service

(Thousands)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		Change		Change		Change
Cumulative number of contract accounts	310	+16	317	+7	321	+4
Cumulative number of transfers	1,236	+25	1,118	(118)	904	(214)

Seven Card Service / Seven CS Card Service

Number of credit cards and electronic money

(Ten thousands)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		Change		Change		Change
Credit cards	660	(12)	649	(11)	632	(17)
SEVEN CARD plus / SEVEN CARD *1	366	+4	366	±0	361	(5)
CLUB ON/Millennium CARD SAISON *1,2	294	(16)	283	(11)	271	(12)
Electronic money (<i>nanaco</i>) *3	7,250	+345	7,520	+270	7,907	+387

*1. Only the number of effective card members.

*2. Excluding dedicated cards for point services, without credit functions.

*3. Including the number of mobile *nanaco* holders.

Seven Premium

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecast)	
		Change		Change		Change		Change
Sales (billions of yen)	1,460.0	+10.0	1,380.0	(80.0)	1,380.0	±0.0	1,400.0	+20.0
Items	4,000	(150)	3,500	(500)	3,500	±0	3,400	(100)

Capital Expenditures, Depreciation and Amortization of Major Companies

(Millions of yen, thousands of dollar)

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Domestic convenience store operations								
Seven-Eleven Japan								
Total capital expenditures	125,461	130.6	97,599	77.8	93,946	96.3	120,000	127.7
Investment to new stores	36,323	95.9	37,712	103.8	39,821	105.6		
Investment to existing stores and other	79,544	163.2	47,198	59.3	26,261	55.6		
Software development	9,593	101.7	12,688	132.3	27,863	219.6		
Depreciation and amortization	76,896	104.6	79,283	103.1	83,961	105.9	88,000	104.8
Overseas convenience store operations								
7-Eleven, Inc. [Dollar basis]								
Total capital expenditures	1,865,001	135.2	22,594,531	-	1,412,627	6.3	1,250,000	88.5
Investment to new stores and other	1,330,583	169.8	21,895,517	-	663,339	3.0		
Investment to existing stores and other	500,136	93.8	687,087	137.4	734,933	107.0		
Software development	34,282	54.5	11,925	34.8	14,354	120.4		
Depreciation and amortization	761,517	107.5	1,115,879	146.5	1,429,265	128.1	1,466,000	102.6
7-Eleven, Inc. [Yen basis]								
Total capital expenditures	199,107	132.3	2,483,138	-	185,930	7.5	163,800	88.1
Investment to new stores and other	142,053	166.2	2,406,317	-	87,308	3.6		
Investment to existing stores and other	53,394	91.8	75,510	141.4	96,731	128.1		
Software development	3,659	53.4	1,310	35.8	1,889	144.2		
Depreciation and amortization	81,299	105.3	122,635	150.8	188,119	153.4	192,000	102.1
Superstore operations								
Ito-Yokado								
Total capital expenditures	20,613	75.5	29,311	142.2	25,773	87.9	28,000	108.6
Investment to new stores	1,938	54.7	251	13.0	889	353.4		
Investment to existing stores and other	16,295	77.0	20,600	126.4	13,568	65.9		
Software development	2,379	91.9	8,459	355.5	11,315	133.8		
Depreciation and amortization	12,594	95.0	13,318	105.8	15,402	115.6	17,200	111.7
York-Benimaru								
Total capital expenditures	17,056	129.7	17,437	102.2	17,425	99.9	18,300	105.0
Investment to new stores	4,876	58.7	6,048	124.0	11,486	189.9		
Investment to existing stores and other	12,110	283.6	11,311	93.4	5,223	46.2		
Software development	69	12.1	78	112.6	715	916.8		
Depreciation and amortization	6,259	106.4	7,297	116.6	9,466	129.7	10,100	106.7
[Reference] Including formerly Life Foods								
Total capital expenditures	22,047	147.9	24,926	113.1				
Depreciation and amortization	7,518	105.3	8,629	114.7				
Department and specialty store operations								
Sogo & Seibu								
Total capital expenditures	15,860	143.7	9,042	57.0	11,322	125.2		
Investment to new stores	-	-	-	-	-	-		
Investment to existing stores and other	14,844	150.0	6,915	46.6	9,452	136.7		
Software development	1,016	88.6	2,126	209.3	1,869	87.9		
Depreciation and amortization	7,400	86.7	8,731	118.0	9,751	111.7		

Notes: 1. Capital expenditures include long-term leasehold deposits, advances for store construction, investments related to store openings for each fiscal year and beyond, and goodwill and others related to the acquisition of stores, etc., and do not include the increase of future amortization of assets under the Accounting Standard for Asset Retirement Obligations.

2. Capital expenditures at 7-Eleven, Inc. for the fiscal year ended February 28, 2021 include purchase of shares of Brown-Thompson General Partnership and 7-Eleven, L.L.C. on March 1, 2020. Also the results for the fiscal year ended February 28, 2022 include investment to acquire shares and other interests related to the convenience store business and other business of Marathon Petroleum Corporation on May 14, 2021.

3. On March 1, 2022, York-Benimaru merged with Life Foods, formerly produced and sold delicatessen mainly in York-Benimaru stores.

4. On September 1, 2021, Sogo & Seibu merged with Seven & i Asset Management, formerly the real estate management company for the SEIBU IKEBUKURO flagship store.

■ Store Information

Number of Stores and Store Openings / Closures of Major Companies

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ending Feb. 29, 2024 (Forecasts)	
		Change		Change		Change		Change
Domestic convenience store operations								
Seven-Eleven Japan	21,085	+169	21,205	+120	21,252	+47	21,302	+50
Openings	610		625		597		550	
Closures	441		505		550		500	
Relocations, etc.	288		354		445			
Terminations of contract	153		151		105			
Seven-Eleven Okinawa	82	+43	122	+40	150	+28	185	+35
Openings	43		40		28		35	
Closures	0		0		0		0	
Overseas convenience store operations								
7-Eleven, Inc.* ¹	9,884	+202	13,213	+3,329	13,167	(46)	13,187	+20
Openings	436		3,806		188		200	
Closures	234		477		234		180	
SEVEN-ELEVEN (BEIJING)* ¹	283	+8	304	+21	317	+13	357	+40
Openings	22		62		52		80	
Closures	14		41		39		40	
SEVEN-ELEVEN (TIANJIN)* ¹	179	+1	200	+21	209	+9	233	+24
Openings	18		38		32		50	
Closures	17		17		23		26	
SEVEN-ELEVEN (CHENGDU)* ¹	73	(2)	84	+11	85	+1	86	+1
Openings	11		17		18		10	
Closures	13		6		17		9	
Superstore operations								
Ito-Yokado* ²	132	(25)	128	(4)	126	(2)	124	(2)
Openings	3		0		0		0	
Closures / Transfers	28		4		2		2	
York-Benimaru	235	+3	237	+2	246	+9	251	+5
Openings	5		5		11		6	
Closures	2		3		2		1	
York* ²	100	+22	101	+1	103	+2	103	±0
Openings / Successions	23		1		2		2	
Closures	1		0		0		2	
Chengdu Ito-Yokado* ¹	9	±0	10	+1	10	±0	10	±0
Openings	0		1		1		0	
Closures	0		0		1		0	
Hua Tang Yokado Commercial* ¹	1	±0	1	±0	1	±0	1	±0
Openings	0		0		0		0	
Closures	0		0		0		0	
Department and specialty store operations								
Sogo & Seibu	10	(5)	10	±0	10	±0		
Openings	0		0		0			
Closures	5		0		0			
Akachan Honpo* ³	117	±0	121	+4	124	+3	126	+2
Openings	3		5		7		2	
Closures	3		1		4		0	
Seven & i Food Systems	614	(65)	545	(69)	497	(48)	493	(4)
Denny's	339	(33)	322	(17)	319	(3)	317	(2)
Openings	13		3		1		1	
Closures	46		20		4		3	
Other* ^{3,4}	275	(32)	223	(52)	178	(45)	176	(2)
THE LOFT* ³	131	+7	138	+7	151	+13	162	+11
Openings	10		11		18		14	
Closures	3		4		5		3	

*1. Figures are as of the end of December.

*2. York took over 20 stores of "Shokuhinkan" and "THE PRICE" from Ito-Yokado on June 1, 2020.

*3. Respectively including franchised stores as follows;

For the fiscal year ended February 28, 2021

Akachan Honpo: 3 Seven & i Food Systems: 18 THE LOFT: 20

For the fiscal year ended February 28, 2022

Akachan Honpo: 5 Seven & i Food Systems: 38 THE LOFT: 20

For the fiscal year ended February 28, 2023

Akachan Honpo: 6 Seven & i Food Systems: 0 THE LOFT: 24

*4. Seven & i Food Systems transferred "POPPO", a fast food business which had been operated as a franchise, to Ito-Yokado as of September 1, 2022.

Store Information in Domestic / Overseas Convenience Store Operations

Domestic Store Network

	Feb. 2021	Feb. 2022	Feb. 2023	Change
Hokkaido	1,002	1,001	999	(2)
Aomori	97	99	103	+4
Iwate	145	146	150	+4
Miyagi	416	426	430	+4
Akita	107	113	116	+3
Yamagata	183	185	186	+1
Fukushima	457	456	453	(3)
Ibaraki	649	647	641	(6)
Tochigi	453	457	465	+8
Gunma	473	477	477	±0
Saitama	1,220	1,229	1,233	+4
Chiba	1,138	1,160	1,164	+4
Tokyo	2,803	2,850	2,881	+31
Kanagawa	1,472	1,483	1,491	+8
Niigata	435	437	432	(5)
Toyama	133	135	134	(1)
Ishikawa	137	137	134	(3)
Fukui	69	70	71	+1
Yamanashi	206	207	205	(2)
Nagano	460	461	459	(2)
Gifu	195	196	194	(2)
Shizuoka	743	752	748	(4)
Aichi	1,063	1,071	1,061	(10)
Mie	170	171	174	+3
Shiga	238	231	224	(7)
Kyoto	362	356	351	(5)
Osaka	1,260	1,269	1,276	+7
Hyogo	703	693	694	+1
Nara	139	137	135	(2)
Wakayama	88	86	85	(1)
Tottori	43	44	47	+3
Shimane	60	60	62	+2
Okayama	317	320	320	±0
Hiroshima	606	597	597	±0
Yamaguchi	328	326	323	(3)
Tokushima	81	80	82	+2
Kagawa	106	108	108	±0
Ehime	124	124	123	(1)
Kochi	42	43	46	+3
Fukuoka	1,031	1,026	1,032	+6
Saga	187	187	189	+2
Nagasaki	204	205	205	±0
Kumamoto	359	360	361	+1
Oita	182	182	183	+1
Miyazaki	198	199	200	+1
Kagoshima	201	206	208	+2
Okinawa	82	122	150	+28
Total	21,167	21,327	21,402	+75

Global Seven-Eleven Store Network

[Consolidated subsidiaries]

	Feb. 2021	Feb. 2022	Feb. 2023	Change
Japan	21,167	21,327	21,402	+75
North America *1	9,884	13,213	13,167	(46)
U.S.A.	9,255	12,593	12,560	(33)
Canada	629	620	607	(13)
Hawaii	65	65	65	±0
China [Beijing]	283	304	317	+13
China [Tianjin]	179	200	209	+9
China [Chengdu]	73	84	85	+1
Subtotal	31,651	35,193	35,245	+52

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

[Licensees]

	Dec. 2020	Dec. 2021	Dec. 2022	Change
South Korea	10,501	11,173	14,265	+3,092
China [Hong Kong and others]*2	2,428	2,637	2,706	+69
China [Shanghai]	136	151	173	+22
China [Shandong]	113	247	344	+97
China [Chongqing]	35	37	48	+11
China [Zhejiang]	46	61	101	+40
China [Jiangsu]	24	61	121	+60
China [Hubei]	16	22	28	+6
China [Shaanxi]	36	70	85	+15
China [Fujian]	17	36	66	+30
China [Hunan]	17	42	58	+16
China [Henan]	9	23	33	+10
China [Yunnan]	-	5	60	+55
China [Taiwan]	6,024	6,379	6,631	+252
Thailand	12,432	13,134	13,838	+704
Philippines	2,978	3,073	3,393	+320
Malaysia	2,413	2,427	2,472	+45
Singapore	423	455	457	+2
Australia	714	718	736	+18
Vietnam	52	63	79	+16
Cambodia	-	4	42	+38
India	-	2	21	+19
U.S.A.	210	284	279	(5)
Mexico	1,822	1,841	1,889	+48
Norway	152	149	152	+3
Sweden	84	82	81	(1)
Denmark	173	172	176	+4
Subtotal	40,855	43,348	48,334	+4,986

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

	Feb. 2021	Feb. 2022	Feb. 2023	Change
Total worldwide	72,506	78,541	83,579	+5,038

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

As of February 28, 2023, the number of Seven-Eleven stores around the world including licensees (companies that acquired licenses to operate 7-Eleven stores) is 83,282.

Store Information in Superstore Operations

(1) Ito-Yokado

【Fiscal year ended February 28, 2023】

	Store name	Location	Date	Total sales floor space	(Square meters) Directly operated sales floor space
Closures	Hakodate	Hokkaido	Jul. 3, 2022	14,101	11,675
	Kanamachi	Tokyo	Sep. 4, 2022	8,780	6,260

【Fiscal year ending February 29, 2024】

	Store name	Location	Date	Total sales floor space	(Square meters) Directly managed sales floor space
Closures	Takenotsuka	Tokyo	Mar. 5, 2023	14,084	8,987
	Net Supermarket Nishi-Nippori (Plan)*	Tokyo	Oct. 3, 2023	-	-

* Sales floor space is not displayed for the dedicated Net Supermarket store.

(2) York-Benimaru

【Fiscal year ended February 28, 2023】

	Store name	Location	Date	Total sales floor space	(Square meters) Directly operated sales floor space
Openings	Sanuma (S&B)	Miyagi	Apr. 9, 2022	2,260	2,216
	Nishitomiya	Tochigi	Apr. 22, 2022	3,191	2,110
	Ushiku-Kamikashiwada	Ibaraki	May 27, 2022	1,741	1,741
	Kanuma-Sendo	Tochigi	Jun. 17, 2022	2,217	1,623
	Sendai-Toshogu	Miyagi	Jul. 29, 2022	1,702	971
	Utsunomiya Terrace	Tochigi	Aug. 26, 2022	2,631	1,752
	Hamada (S&B)	Fukushima	Nov. 11, 2022	2,316	1,533
	Aizubange	Fukushima	Nov. 25, 2022	2,993	2,070
	Shiogama-Funairi	Miyagi	Dec. 1, 2022	4,389	2,035
	Kuwano (S&B)	Fukushima	Jan. 27, 2023	5,889	2,206
	Senoue (S&B)	Fukushima	Feb. 9, 2023	1,479	939
	Closures	Senoue (S&B)	Fukushima	Mar. 27, 2022	1,025
Shiogama (S&B)		Miyagi	Oct. 23, 2022	5,920	3,323

【Fiscal year ending February 29, 2024】

	Store name	Location	Date	Total sales floor space	(Square meters) Directly managed sales floor space
Openings	Hitachiota (Plan)	Ibaraki	Apr. 7, 2023	3,395	2,429
	Tomobe Square (Plan)	Ibaraki	Apr. 28, 2023	3,306	2,314

In addition to the above, 4 stores will be opened, and 1 store will be closed in the fiscal year ending February 29, 2024.

Note: S&B stands for Scrap & Build.

(3) Chengdu Ito-Yokado

【Fiscal year ended December 31, 2022】

	Store name	Location	Date	Total sales floor space	(Square meters)
Opening	Jin Rong Cheng (food specialty store)	Chengdu	Jan. 2, 2022	2,532	
Closure	Chun Xi	Chengdu	Dec. 31, 2022	23,721	

Number of Stores by Type

Seven-Eleven Japan

	Fiscal Year Ended Feb. 28, 2021			Fiscal Year Ended Feb. 28, 2022			Fiscal Year Ended Feb. 28, 2023		
		Change	Composition(%)		Change	Composition(%)		Change	Composition(%)
Number of stores	21,085	+169	100.0	21,205	+120	100.0	21,252	+47	100.0
Franchised stores	20,632	+87	97.9	20,778	+146	98.0	20,987	+209	98.8
Type A	4,482	(57)	21.3	4,420	(62)	20.8	4,400	(20)	20.7
Type C	16,150	+144	76.6	16,358	+208	77.1	16,587	+229	78.0
Directly operated stores	453	+82	2.1	427	(26)	2.0	265	(162)	1.2
Open 24 hours	19,312	(535)	91.6	19,341	+29	91.2	19,302	(39)	90.8
With liquor license	20,748	+174	98.4	20,862	+114	98.4	20,886	+24	98.3
With cigarette license	20,448	+188	97.0	20,578	+130	97.0	20,656	+78	97.2

7-Eleven, Inc.

	Fiscal Year Ended Dec. 31, 2020			Fiscal Year Ended Dec. 31, 2021			Fiscal Year Ended Dec. 31, 2022		
		Change	Composition(%)		Change	Composition(%)		Change	Composition(%)
Number of stores	9,884	+202	100.0	13,213	+3,329	100.0	13,167	(46)	100.0
Franchised stores	7,485	+106	75.7	7,404	(81)	56.0	7,219	(185)	54.6
BCP stores [Type A]*	647	+56	6.5	648	+1	4.9	648	±0	4.9
Type C	6,838	+50	69.2	6,756	(82)	51.1	6,571	(185)	49.7
Directly operated stores	2,399	+96	24.3	5,809	+3,410	44.0	5,948	+139	45.0
With fuel station	4,748	+279	48.0	8,138	+3,390	61.6	8,239	+101	62.4

* BCP stands for Business Conversion Program.

Sales Floor Space

Seven-Eleven Japan

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	2,969,294	101.4	2,972,807	100.1	3,029,067	101.9

(Square meters)

7-Eleven, Inc.

	Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	1,730,254	102.7	2,309,199	133.5	2,314,505	100.2

(Square meters)

Ito-Yokado

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	2,373,250	94.7	2,288,584	96.4	2,495,162	109.0
Directly managed sales floor space	1,230,268	90.7	1,162,773	94.5	1,105,108	95.0
Weighted average directly operated sales floor space	1,279,303	92.7	1,185,771	92.7	1,122,553	94.7
Sales per square meters (K yen)	602	101.8	622	103.5	641	103.0

(Square meters)

Note: The calculation method of the sales floor space have been changed from the fiscal year ended February 28, 2023.

York-Benimaru

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	703,029	100.8	709,077	100.9	722,244	101.9
Directly operated sales floor space	541,036	101.1	544,925	100.7	595,516	109.3
Weighted average directly operated sales floor space	534,910	102.0	539,830	100.9	592,353	109.7
Sales per square meters (K yen)	764	106.0	752	98.5	783	104.1

(Square meters)

Notes: 1. The results for fiscal year ended February 28, 2023 include the business of formerly Life Foods.

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

Sogo & Seibu

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	443,079	77.5	443,201	100.0	443,201	100.0
Weighted average sales floor space	530,499	92.8	443,191	83.5	443,201	100.0
Sales per square meters (K yen)	811	78.7	1,008	124.3	1,119	111.0

(Square meters)

Employee and Other Information

Seven-Eleven Japan

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		YOY(%)Change		YOY(%)Change		YOY(%)Change
Payment acceptance service						
Number of transactions (thousands)	510,212	99.4	501,181	98.2	524,766	104.7
Total value of transactions (millions of yen)	5,403,420	99.3	5,479,461	101.4	5,967,134	108.9
Full-time employees (end of period)	8,990	+31	8,930	(60)	8,549	(381)

7-Eleven, Inc.

	Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022	
		YOY(%)Change		YOY(%)Change		YOY(%)Change
Full-time employees (end of period)	29,043	+1,577	47,972	+18,929	49,065	+1,093

Ito-Yokado

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		Change		Change		Change
Full-time employees (end of period)	6,477	(761)	6,024	(453)	5,635	(389)
Full-time employees (average)	6,826	(541)	6,238	(588)	5,794	(444)
Part-time employees*	22,319	(1,956)	20,059	(2,260)	18,619	(1,440)
Ratio to total (%)	76.6	(0.1)	76.3	(0.3)	76.3	±0.0

York-Benimaru

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		Change		Change		Change
Full-time employees (end of period)	2,810	+44	2,866	+56	3,142	+276
Full-time employees (average)	2,828	+16	2,880	+52	3,181	+301
Part-time employees*	12,178	+367	12,166	(12)	16,005	+3,839
Ratio to total (%)	81.2	+0.4	80.9	(0.3)	83.4	+2.5

Sogo & Seibu

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		Change		Change		Change
Full-time employees (end of period)	2,409	(270)	2,135	(274)	1,983	(152)
Full-time employees (average)	2,533	(230)	2,254	(279)	2,062	(192)
Part-time employees*	2,962	(703)	2,414	(548)	2,352	(62)
Ratio to total (%)	53.9	(3.1)	51.7	(2.2)	53.3	+1.6

Seven & i Food Systems

	Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023	
		Change		Change		Change
Full-time employees (end of period)	1,184	(73)	962	(222)	890	(72)
Full-time employees (average)	1,232	(79)	1,002	(230)	923	(79)
Part-time employees*	5,380	(1,469)	4,552	(828)	4,256	(296)
Ratio to total (%)	81.4	(2.5)	82.0	+0.6	82.2	+0.2

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