

Brief Summary FY2021(Revised July 1, 2021)

Contents

Consolidated Results	
I . Financial Results	P1
II . Major Factors for the Change	P2
III . Segment Information	P3
IV . Interest-Bearing Debt & Ratings	P4
V . Financial Results (New Business Segment Information)	P6
VI . Segment Information (New Business Segment Information)	P7
VII . Interest-Bearing Debt (New Business Segment Information)	P7
VIII . Consolidated Balance Sheets	P8
IX . Consolidated Statements of Income	P9
X . Consolidated Statements of Cash Flows	P10
Financial Results and Business Performance of Major Companies	
I . Domestic Convenience Store Operations	P11
II . Overseas Convenience Store Operations	P12
III . Superstore Operations	P13
IV . Department Store & Specialty Store Operations	P15
V . Financial Services	P16
VI . Group Strategy	P17
VII . Capital Expenditures, Depreciation and Amortization of Major Companies	P18
Store Information	
I . Number of Stores and Store Openings / Closures of Major Companies	P19
II . Store Information in Domestic / Overseas Convenience Store Operations	P20
III . Store Information in Superstore Operations	P21
IV . Store Information in Department Store & Specialty Store Operations	P21
V . Number of Stores by Type	P22
VI . Sales Floor Space	P22
VII . Employee and Other Information	P23

■ Consolidated Results

New business segments will be applied from the second quarter of FY2022. Please refer to pages 6-7 for data on the new business segments.

I. Financial Results

						(Millions of yen)	
		Fiscal Year Ended Feb. 28, 2019	YOY(%)	Fiscal Year Ended Feb. 29, 2020	YOY(%)	Fiscal Year Ended Feb. 28, 2021	YOY(%)
						Fiscal Year Ending Feb. 28, 2022 (Forecast)	YOY(%)
Group's total sales		12,018,004	108.8	11,997,643	99.8	11,044,874	92.1
Revenues from operations		6,791,215	112.5	6,644,359	97.8	5,766,718	86.8
Domestic convenience store operations		955,443	102.9	971,236	101.7	920,832	94.8
Overseas convenience store operations		2,821,053	142.4	2,739,833	97.1	2,191,383	80.0
Superstore operations		1,902,507	100.1	1,849,121	97.2	1,810,884	97.9
Department store operations		592,100	90.0	577,633	97.6	425,153	73.6
Financial services		215,007	105.9	217,367	101.1	198,927	91.5
Specialty store operations		355,474	85.3	339,660	95.6	263,803	77.7
Others		23,720	100.8	25,202	106.2	22,011	87.3
Eliminations / Corporate		(74,093)	-	(75,695)	-	(66,277)	-
Operating income (loss)		411,596	105.1	424,266	103.1	366,329	86.3
Domestic convenience store operations		246,721	100.6	256,601	104.0	234,258	91.3
Overseas convenience store operations		92,266	116.7	102,001	110.6	98,097	96.2
Superstore operations		21,173	99.6	21,307	100.6	29,683	139.3
Department store operations		3,737	69.6	797	21.3	(6,248)	-
Financial services		52,874	106.4	53,610	101.4	48,077	89.7
Specialty store operations		6,680	-	4,690	70.2	(13,572)	-
Others		2,659	72.4	1,554	58.5	1,944	125.1
Eliminations / Corporate		(14,515)	-	(16,296)	-	(25,911)	-
Ordinary income		406,523	104.0	417,872	102.8	357,364	85.5
Special gains		15,556	116.5	8,554	55.0	10,433	122.0
Special losses		104,668	81.9	79,957	76.4	109,022	136.3
Income before income taxes		317,411	114.9	346,469	109.2	258,776	74.7
Net income attributable to owners of parent		203,004	112.1	218,185	107.5	179,262	82.2
EBITDA		655,915	105.5	674,317	102.8	626,874	93.0
ROA (%)		3.6		3.7		2.8	
ROE (%)		8.2		8.5		6.8	
Net income per share (EPS) (yen)		229.50	112.1	246.95	107.6	203.03	82.2
EPS before amortization of goodwill (yen)		255.70	114.4	273.64	107.0	231.39	84.6
Number of shares outstanding							
Average		884,568,131		883,508,868		882,927,577	
End of period		884,568,599		882,845,467		882,966,279	

						(yen)	
		Fiscal Year Ended Feb. 28, 2019	YOY(%)	Fiscal Year Ended Feb. 29, 2020	YOY(%)	Fiscal Year Ended Feb. 28, 2021	YOY(%)
						Fiscal Year Ending Feb. 28, 2022 (Forecast)	YOY(%)
Income statements	U.S.\$1=	110.44		109.03		106.76	107.00
	1yuan=	16.71		15.78		15.48	16.00
Balance sheets	U.S.\$1=	111.00		109.56		103.50	-
	1yuan=	16.16		15.67		15.88	-

						(Millions of yen)	
		Fiscal Year Ended Feb. 28, 2019	YOY(%)	Fiscal Year Ended Feb. 29, 2020	YOY(%)	Fiscal Year Ended Feb. 28, 2021	YOY(%)
						Fiscal Year Ending Feb. 28, 2022 (Forecast)	YOY(%)
Total		655,915	105.5	674,317	102.8	626,874	93.0
Domestic convenience store operations		319,439	102.5	333,120	104.3	314,114	94.3
Overseas convenience store operations		187,239	116.7	198,859	106.2	200,516	100.8
Superstore operations		48,747	101.0	50,477	103.6	59,711	118.3
Department store operations		12,404	82.2	9,880	79.7	2,843	28.8
Financial services		84,787	106.0	83,001	97.9	77,202	93.0
Specialty store operations		11,235	174.5	9,032	80.4	(8,854)	-
Others		4,926	83.1	4,002	81.2	4,214	105.3
Eliminations / Corporate		(12,864)	-	(14,058)	-	(22,873)	-

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. 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 and the end of each fiscal year

6. EPS: Net income attributable to owners of parent / Weighted average shares outstanding during the period

7. EPS before amortization of goodwill: (Net income attributable to owners of parent + Amortization of goodwill) / Weighted average shares outstanding during the period

8. Number of shares outstanding at each fiscal year-end and of weighted average shares over each fiscal period did 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 stocks.

II . Major Factors for the Change

	(Millions of yen)		(Billions of yen)
	Fiscal Year Ended Feb. 28, 2021		Major Factors for the Change
		Change	
Group's total sales ^{*1}	11,044,874	(952,769)	Total store sales at Seven-Eleven Japan: (139.6) Total store sales at 7-Eleven, Inc.: (529.0) [Effect of exchange rate: (75.9)]
Revenues from operations	5,766,718	(877,641)	Domestic CVS: (50.4), Overseas CVS: (548.4) , Superstore: (38.2) Department store: (152.4), Financial services: (18.4), Specialty store: (75.8) [Effect of exchange rate: (49.4)]
Operating income (loss)	366,329	(57,936)	[Effect of exchange rate: (2.1)]
Domestic convenience store operations	234,258	(22,342)	Seven-Eleven Japan: (20.6) Sales: (32.1), Gross profit margin: (3.0), SG&A expenses: +14.5 Others: (1.6)
Overseas convenience store operations	98,097	(3,903)	7-Eleven, Inc.: (2.4) [of which, effect of exchange rate: (2.5)] Sales: (36.1), Gross profit margin ^{*2} : +46.6, SG&A expenses: (12.9) Amortization of goodwill: (1.4) [of which, effect of exchange rate: +0.4]
Superstore operations	29,683	+8,376	Ito-Yokado: +1.2 Sales: (26.1), Gross profit margin: +1.8, SG&A expenses: +25.5 York-Benimaru: +3.4 Sales: +8.3, Gross profit margin: +1.2, SG&A expenses: (6.0) Life Foods ^{*3} : +0.17 Others: +3.4
Department store operations	(6,248)	(7,045)	Sogo & Seibu: (6.8) Sales: (33.6), Gross profit margin: (3.6), SG&A expenses: +30.4 Others: (0.18)
Financial services	48,077	(5,533)	
Specialty store operations	(13,572)	(18,262)	Seven & i Food Systems: (7.4) Nissen Holdings [Consolidated]: (0.16) Others: (10.6)
Others	1,944	+390	
Eliminations / Corporate ^{*4}	(25,911)	(9,615)	
Ordinary income	357,364	(60,508)	Decrease in operating income, increase in non-operating losses
Income before income taxes	258,776	(87,693)	Decrease in ordinary income, increase in special losses
Net income attributable to owners of parent	179,262	(38,923)	

*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 reflect the Company's operating expenses relating to the Group strategy.

Ⅲ. Segment Information

Business segment information

								(Millions of yen)	
	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Composition(%)	Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)			YOY(%)
Assets (end of period)	5,795,065	105.5	5,996,887	103.5	6,946,832	115.8	100.0		
Domestic convenience store operations	1,147,777	101.8	1,224,157	106.7	1,252,296	102.3	18.0		
Overseas convenience store operations	1,371,383	116.3	1,401,418	102.2	2,284,682	163.0	32.9		
Superstore operations	945,406	97.6	959,853	101.5	963,545	100.4	13.9		
Department store operations	328,082	95.6	308,969	94.2	297,593	96.3	4.3		
Financial services	1,514,897	105.6	1,666,038	110.0	1,788,607	107.4	25.7		
Specialty store operations	133,429	83.0	136,657	102.4	151,604	110.9	2.2		
Others	159,168	101.9	160,882	101.1	156,651	97.4	2.3		
Eliminations / Corporate	194,920	157.5	138,909	71.3	51,850	37.3	0.7		
Capital expenditures	539,328	155.3	360,909	66.9	377,299	104.5	100.0	511,000	135.4
	[525,462]	[151.3]	-	-	-	-	-	-	-
Domestic convenience store operations	115,525	82.3	104,226	90.2	129,028	123.8	34.2	136,300	105.6
Overseas convenience store operations	288,221	305.7	134,684	46.7	145,170	107.8	38.5	214,500	147.8
Superstore operations	61,462	162.5	47,310	77.0	48,411	102.3	12.8	63,300	130.8
	[47,596]	[125.8]	-	-	-	-	-	-	-
Department store operations	16,955	130.5	11,235	66.3	16,332	145.4	4.3	12,200	74.7
Financial services	34,918	90.0	36,099	103.4	39,328	108.9	10.4	43,400	110.4
Specialty store operations	9,157	103.1	10,427	113.9	9,038	86.7	2.4	5,500	60.9
Others	2,931	78.7	2,798	95.5	1,760	62.9	0.5	5,000	283.9
Eliminations / Corporate	10,157	96.4	14,127	139.1	(11,771)	-	-	30,800	-
Depreciation and amortization	221,133	103.7	226,475	102.4	235,504	104.0	100.0	290,000	123.1
Domestic convenience store operations	72,717	109.3	76,519	105.2	79,856	104.4	33.9	86,200	107.9
Overseas convenience store operations	76,141	109.4	77,204	101.4	81,299	105.3	34.5	118,300	145.5
Superstore operations	24,475	102.4	26,071	106.5	26,929	103.3	11.4	27,300	101.4
Department store operations	8,667	89.1	9,083	104.8	9,091	100.1	3.9	9,300	102.3
Financial services	31,072	107.4	29,031	93.4	28,766	99.1	12.2	31,400	109.2
Specialty store operations	4,141	74.1	3,879	93.7	4,254	109.7	1.8	4,100	96.4
Others	2,267	100.4	2,447	108.0	2,269	92.7	1.0	2,300	101.4
Eliminations / Corporate	1,651	24.7	2,238	135.5	3,038	135.7	1.3	11,100	365.3
Amortization of goodwill	23,184	139.5	23,574	101.7	25,040	106.2	100.0	68,300	272.8
Domestic convenience store operations	-	-	-	-	-	-	-		
Overseas convenience store operations	18,832	160.0	19,653	104.4	21,119	107.5	84.3		
Superstore operations	3,098	100.0	3,098	100.0	3,098	100.0	12.4		
Department store operations	-	-	-	-	-	-	-		
Financial services	840	62.9	359	42.7	359	100.0	1.4		
Specialty store operations	413	100.0	462	112.0	462	100.0	1.8		
Others	-	-	-	-	-	-	-		
Corporate	-	-	-	-	-	-	-		
Impairment loss	57,368	64.5	35,477	61.8	35,484	100.0	100.0		
Domestic convenience store operations	19,500	212.0	11,801	60.5	8,859	75.1	25.0		
Overseas convenience store operations	3,435	101.2	3,565	103.8	5,911	165.8	16.7		
Superstore operations	20,349	106.1	10,102	49.6	11,589	114.7	32.7		
Department store operations	2,994	10.1	3,179	106.2	3,332	104.8	9.4		
Financial services	10,756	-	4,651	43.2	1	0.0	0.0		
Specialty store operations	3,888	68.3	2,123	54.6	4,252	200.3	12.0		
Others	-	-	39	-	1,529	-	4.3		
Eliminations / Corporate	(3,557)	-	14	-	7	49.7	0.0		

Notes: 1. "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, and results for the fiscal year ended February 28, 2019 are those after retrospective application.

2. 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.

Square brackets [] in superstore operations for the fiscal year ended February 28, 2019 show the figures reflecting the sale leaseback of assets.

"Eliminations / Corporate" in capital expenditures mainly reflects inter-segment transactions of non-current assets within Group and capital expenditures relating to the Group strategy.

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

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

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

5. Impairment losses respectively include 1,591 million yen, 7,496 million yen, and 3,879 million yen recorded as "Loss on digital and settlement services" and "Restructuring expenses" in the consolidated income statements for the fiscal year ended February 28, 2019, February 29, 2020 and February 28, 2021.

Geographic area segment information

(Millions of yen)

Geographic area segment information				(millions of yen)			
	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		
		YOY(%)		YOY(%)		YOY(%)	Composition(%)
Assets (end of period)	5,795,065	105.5	5,996,887	103.5	6,946,832	115.8	100.0
Japan	4,363,764	103.0	4,537,418	104.0	4,594,255	101.3	66.1
North America	1,389,111	114.7	1,418,454	102.1	2,302,841	162.3	33.1
Others	48,051	95.0	46,942	97.7	50,551	107.7	0.7
Eliminations	(5,863)	-	(5,927)	-	(815)	-	-
Revenues from operations	6,791,215	112.5	6,644,359	97.8	5,766,718	86.8	100.0
Japan	3,812,200	97.6	3,745,475	98.2	3,435,146	91.7	59.6
North America	2,862,627	141.9	2,782,055	97.2	2,232,234	80.2	38.7
Others	117,555	103.1	118,118	100.5	100,707	85.3	1.7
Eliminations	(1,167)	-	(1,289)	-	(1,371)	-	-
Operating income	411,596	105.1	424,266	103.1	366,329	86.3	100.0
Japan	319,613	101.6	321,441	100.6	266,096	82.8	72.6
North America	90,411	119.6	101,777	112.6	99,582	97.8	27.2
Others	1,562	118.3	1,199	76.8	805	67.2	0.2
Eliminations	9	91.4	(152)	-	(154)	-	-

Notes: 1. "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, and the assets for the fiscal year ended February 28, 2019 are those after retrospective application.

2. "Others" consists of the business results in the P.R.C., etc.

IV. Interest-Bearing Debt & Ratings

Interest-bearing debt

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021	
		YOY(%)change		YOY(%)change		YOY(%)change
Short-term loans	143,160	112.5	129,456	90.4	619,953	478.9
Current portion of long-term loans	106,688	129.1	88,437	82.9	146,747	165.9
Current portion of bonds	50,000	66.7	80,000	160.0	66,917	83.6
Subtotal	299,848	105.2	297,893	99.3	833,618	279.8
Long-term loans	443,425	112.8	403,151	90.9	362,592	89.9
Bonds	361,914	118.7	281,915	77.9	565,000	200.4
Subtotal	805,340	115.4	685,067	85.1	927,592	135.4
Total	1,105,189	112.4	982,960	88.9	1,761,210	179.2
Ratio to total assets (%)*	19.1	+1.2	16.4	(2.7)	25.4	+9.0
Ratio to owners' equity (%)	43.8	+3.3	37.8	(6.0)	66.0	+28.2

Interest-bearing debt by business segment

Domestic convenience store operations	-	-	-	-	-	-
Overseas convenience store operations	260,757	159.1	219,041	84.0	281,974	128.7
Superstore operations	637	33.3	-	-	-	-
Department store operations	163,564	93.1	160,999	98.4	146,193	90.8
Specialty store operations	44,296	84.1	17,743	40.1	40,998	231.1
Others	-	-	-	-	-	-
Corporate	281,914	104.4	236,915	84.0	1,008,917	425.9
Subtotal	751,170	113.1	634,699	84.5	1,478,083	232.9
Financial services	354,018	111.0	348,261	98.4	283,127	81.3
Total	1,105,189	112.4	982,960	88.9	1,761,210	179.2

* "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, and the total assets for the fiscal year ended February 28, 2019 are those after retrospective application.

Bond information

(As of May 31, 2021)

	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
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 2022	\$1.5 billion	Feb. 10, 2021	3-month USD LIBOR +0.45%	Aug. 10, 2022
USD-denominated senior unsecured notes due 2023	\$1.25 billion	Feb. 10, 2021	0.625%	Feb. 10, 2023
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

* Because the fiscal year of 7-Eleven, Inc. ends in December, bonds issued by 7-Eleven, Inc. are not included in the Company's consolidated financial statements as of February 28, 2021.

Ratings

(As of June 30, 2021)

		S&P	Moody's	R&I	JCR
Seven & i Holdings	Long-term	A ^{*1}	A2	AA-	AA+
Seven-Eleven Japan	Long-term	A	-	-	AA+
	Short-term ^{*2}	A-1	P-1	-	-
7-Eleven, Inc.	Long-term	A	Baa2	-	-
Seven Bank	Long-term	A	-	AA-	-
	Short-term	A-1	-	-	-

*1. USD-denominated senior unsecured notes issued by Seven & i Holdings: A-

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

■ Consolidated Results (New Business Segment Information)

V. Financial Results

		(Millions of yen)					
		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
			YOY(%)		YOY(%)		YOY(%)
Group's total sales		11,997,643	99.8	11,044,874	92.1	13,549,000	122.7
Revenues from operations		6,644,359	97.8	5,766,718	86.8	8,038,000	139.4
Domestic convenience store operations		897,847	-	858,776	95.6	898,000	104.6
Overseas convenience store operations		2,813,104	-	2,253,355	80.1	4,371,000	194.0
Superstore operations		1,849,121	-	1,810,884	97.9	1,844,000	101.8
Department store & Specialty store operation		912,060	-	684,660	75.1	768,000	112.2
Financial services		217,367	-	198,927	91.5	204,000	102.5
Others		19,706	-	17,323	87.9	20,000	115.5
Eliminations / Corporate		(64,847)	-	(57,209)	-	(67,000)	-
Operating income (loss)		424,266	103.1	366,329	86.3	380,000	103.7
Domestic convenience store operations		255,260	-	233,700	91.6	245,600	105.1
Overseas convenience store operations		103,351	-	98,664	95.5	116,300	117.9
Superstore operations		21,307	-	29,681	139.3	23,800	80.2
Department store & Specialty store operation		8,279	-	(17,444)	-	3,300	-
Financial services		53,610	-	48,077	89.7	33,100	68.8
Others		(1,224)	-	(570)	-	(500)	-
Eliminations / Corporate		(16,319)	-	(25,779)	-	(41,600)	-
Ordinary income		417,872	102.8	357,364	85.5	343,500	96.1
Special gains		8,554	55.0	10,433	122.0		
Special losses		79,957	76.4	109,022	136.3		
Income before income taxes		346,469	109.2	258,776	74.7		
Net income attributable to owners of parent		218,185	107.5	179,262	82.2	190,000	106.0
EBITDA		674,317	102.8	626,874	93.0	738,300	117.8
ROA (%)		3.7		2.8			
ROE (%)		8.5		6.8			
Net income per share (EPS) (yen)		246.95	107.6	203.03	82.2	215.18	106.0
EPS before amortization of goodwill (yen)		273.64	107.0	231.39	84.6	292.54	126.4
Number of shares outstanding							
Average		883,508,868		882,927,577			
End of period		882,845,467		882,966,279			

Exchange rates		(yen)					
		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
Income statements	U.S.\$1=	109.03		106.76		107.00	
	1yuan=	15.78		15.48		16.00	
Balance sheets	U.S.\$1=	109.56		103.50		-	
	1yuan=	15.67		15.88		-	

EBITDA		(Millions of yen)					
		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
			YOY(%)		YOY(%)		YOY(%)
Total		674,317	102.8	626,874	93.0	738,300	117.8
Domestic convenience store operations		330,271	-	312,131	94.5		
Overseas convenience store operations		201,718	-	202,509	100.4		
Superstore operations		50,477	-	59,710	118.3		
Department store & Specialty store operation		23,078	-	(2,383)	-		
Financial services		83,001	-	77,202	93.0		
Others		(149)	-	445	-		
Eliminations / Corporate		(14,080)	-	(22,741)	-		

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. ROE: Net income attributable to owners of parent / Average of owners' equity* *Owners' equity: Net assets — Subscription rights to shares — Non-controlling interest at the beginning and the end of each fiscal year

6. EPS: Net income attributable to owners of parent / Weighted average shares outstanding during the period

7. EPS before amortization of goodwill: (Net income attributable to owners of parent + Amortization of goodwill) / Weighted average shares outstanding during the period

8. Number of shares outstanding at each fiscal year-end and of weighted average shares over each fiscal period did 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 stocks.

VI. Segment Information

Business segment information

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021			Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		YOY(%)		YOY(%)	Composition(%)		YOY(%)
Capital expenditures	360,909	66.9	377,299	104.5	100.0	511,000	135.4
Domestic convenience store operations	101,917	-	128,131	125.7	34.0	134,200	104.7
Overseas convenience store operations	136,992	-	146,067	106.6	38.7	216,600	148.3
Superstore operations	47,310	-	48,411	102.3	12.8	63,300	130.8
Department store & Specialty store operations	22,398	-	26,160	116.8	6.9	19,100	73.0
Financial services	36,099	-	39,328	108.9	10.4	43,400	110.4
Others	2,062	-	972	47.1	0.3	3,600	370.4
Eliminations / Corporate	14,127	-	(11,771)	-	-	30,800	-
Depreciation and amortization	226,475	102.4	235,504	104.0	100.0	290,000	123.1
Domestic convenience store operations	75,010	-	78,430	104.6	33.3	84,500	107.7
Overseas convenience store operations	78,713	-	82,725	105.1	35.1	120,000	145.1
Superstore operations	26,071	-	26,929	103.3	11.4	27,300	101.4
Department store & Specialty store operations	14,335	-	14,598	101.8	6.2	14,600	100.0
Financial services	29,031	-	28,766	99.1	12.2	31,400	109.2
Others	1,074	-	1,016	94.6	0.4	1,100	108.3
Eliminations / Corporate	2,238	-	3,038	135.7	1.3	11,100	365.3
Amortization of goodwill	23,574	101.7	25,040	106.2	100.0	68,300	272.8
Domestic convenience store operations	-	-	-	-	-		
Overseas convenience store operations	19,653	-	21,119	107.5	84.3		
Superstore operations	3,098	-	3,098	100.0	12.4		
Department store & Specialty store operations	462	-	462	100.0	1.8		
Financial services	359	-	359	100.0	1.4		
Others	-	-	-	-	-		
Corporate	-	-	-	-	-		
Impairment loss	35,477	61.8	35,484	100.0	100.0		
Domestic convenience store operations	11,801	-	8,859	75.1	25.0		
Overseas convenience store operations	3,565	-	5,911	165.8	16.7		
Superstore operations	10,102	-	11,589	114.7	32.7		
Department store & Specialty store operations	5,302	-	7,585	143.0	21.4		
Financial services	4,651	-	1	0.0	0.0		
Others	39	-	1,529	-	4.3		
Eliminations / Corporate	14	-	7	49.7	0.0		

- 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 2,596 million yen recorded as "Loss related to novel coronavirus (COVID-19)" in the consolidated income statements for the fiscal year ended February 28, 2021. "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 include 7,496 million yen and 3,879 million yen recorded as "Loss on digital and settlement services" and "Restructuring expenses" in the consolidated income statements for the fiscal year ended February 29, 2020 and February 28, 2021.

VII. Interest-Bearing Debt

Interest-bearing debt by business segment

	Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021	
		YOY(%)		YOY(%)
Domestic convenience store operations	-	-	-	-
Overseas convenience store operations	219,041	-	281,974	128.7
Superstore operations	-	-	-	-
Department store & Specialty store operations	178,742	-	187,191	104.7
Others	-	-	-	-
Corporate	236,915	-	1,008,917	425.9
Subtotal	634,699	-	1,478,083	232.9
Financial services	348,261	-	283,127	81.3
Total	982,960	88.9	1,761,210	179.2

VIII. Consolidated Balance Sheets

			(Millions of yen)		
			Feb.29,2020	Feb.28,2021	
ASSETS			Amount	Amount	LIABILITIES
Current assets			2,471,921	3,350,223	Current liabilities
Cash and bank deposits*			1,357,733	2,189,152	Notes and accounts payable-trade
Notes and accounts receivable-trade			351,915	318,142	Short-term loans
Trade accounts receivable-financial services			102,723	95,010	Current portion of bonds
Merchandise and finished goods			175,509	158,867	Current portion of long-term loans
Work in process			44	80	Income taxes payable
Raw materials and supplies			2,541	2,378	Accrued expenses
Prepaid expenses			58,688	62,009	Deposits received
ATM-related temporary payments			153,057	216,471	ATM-related temporary advances
Other			276,575	315,465	Allowance for sales promotion expenses
Allowance for doubtful accounts			(6,868)	(7,353)	Allowance for bonuses to employees
*Of which, "cash and bank deposits" of Seven Bank amounted to 846.2 billion yen for FY 2020 and 925.4 billion yen for FY 2021 including cash to be held in ATMs.					Allowance for bonuses to Directors and Audit & Supervisory Board Members
Non-current assets			3,522,541	3,594,022	Allowance for loss on future collection of gift certificates
Property and equipment			2,183,375	2,206,023	Provision for sales returns
Buildings and structures, net			992,368	994,096	Deposits received in banking business
Furniture, fixtures and equipment, net			323,436	330,185	Other
Vehicles, net			14,785	17,647	Non-current liabilities
Land			746,914	746,284	Bonds
Lease assets, net			7,252	7,789	Long-term loans
Construction in progress			98,618	110,019	Deferred income taxes
Intangible assets			608,883	645,873	Allowance for retirement benefits to Director and Audit & Supervisory Board Members
Goodwill			359,618	349,882	Allowance for stock payments
Software			102,015	152,324	Net defined benefit liability
Other			147,249	143,666	Deposits received from tenants and franchised stores
Investments and other assets			730,282	742,125	Asset retirement obligations
Investments in securities			184,670	204,107	Other
Long-term loans receivable			13,836	14,194	TOTAL LIABILITIES
Long-term leasehold deposits			360,725	339,405	
Advances for store construction			458	203	NET ASSETS
Net defined benefit assets			55,986	79,888	Shareholder's equity
Deferred income taxes			57,071	44,352	Common stock
Other			60,270	63,338	Capital surplus
Allowance for doubtful accounts			(2,737)	(3,364)	Retained earnings
Deferred assets			2,424	2,586	Treasury stock, at cost
Business commencement expenses			2,424	1,934	Total accumulated other comprehensive income
Bond issuance cost			-	652	Unrealized gains on available-for-sale securities, net of taxes
TOTAL ASSETS			5,996,887	6,946,832	Unrealized gains(losses) on hedging derivatives, net of taxes
					Foreign currency translation adjustments
					Remeasurements of defined benefit plan
					Subscription rights to shares
					Non-controlling interests
					TOTAL NET ASSETS
					TOTAL LIABILITIES AND NET ASSETS

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.

IX. Consolidated Statements of Income

(Millions of yen)

	Fiscal Year Ended Feb. 29, 2020	Fiscal Year Ended Feb. 28, 2021
Revenues from operations	6,644,359	5,766,718
Net sales	5,329,919	4,518,821
Cost of sales	4,239,583	3,480,025
Gross profit on sales	1,090,336	1,038,796
Operating revenues	1,314,439	1,247,896
Gross profit from operations	2,404,776	2,286,692
Selling, general and administrative expenses	1,980,510	1,920,363
Advertising and decoration expenses	135,938	112,921
Salaries and wages	466,448	450,665
Provision for bonuses to employees	14,208	14,796
Pension expenses	8,861	10,541
Legal welfare expenses	63,565	61,137
Land and building rent	388,098	376,771
Depreciation and amortization	214,354	220,434
Utility expenses	115,535	104,457
Store maintenance and repair expenses	73,305	73,778
Other	500,193	494,856
Operating income	424,266	366,329
Non-operating income	9,061	10,138
Interest income	3,593	2,991
Dividend income	1,236	1,013
Equity in earnings of affiliates	937	-
Income from electronic money breakage	818	1,179
Other	2,474	4,954
Non-operating expenses	15,454	19,104
Interest expenses	8,961	9,479
Interest on bonds	1,630	1,105
Equity in losses of affiliates	-	885
Other	4,862	7,633
Ordinary income	417,872	357,364
Special gains	8,554	10,433
Gain on sales of property and equipment	5,701	3,010
Gain on sales of property and equipment related to restructuring	905	1,106
Subsidies for employment adjustment	-	4,094
Insurance income	944	956
Other	1,002	1,265
Special losses	79,957	109,022
Loss on desposals of property and equipment	15,556	12,180
Impairment loss	27,981	31,604
Loss related to novel coronavirus (COVID-19)	-	40,534
Restructuring expenses	7,740	10,213
Loss on digital and settlement services	13,463	-
Other	15,215	14,489
Income before income taxes	346,469	258,776
Total income taxes	111,263	64,439
Income taxes - current	77,542	46,369
Income taxes - deferred	33,721	18,069
Net income	235,206	194,337
Net income attributable to non-controlling interests	17,020	15,074
Net income attributable to owners of parent	218,185	179,262

X. Consolidated Statements of Cash Flows

	(Millions of yen)	
	Fiscal Year Ended Feb. 29, 2020	Fiscal Year Ended Feb. 28, 2021
Cash flows from operating activities		
Income before income taxes	346,469	258,776
Depreciation and amortization	226,475	235,504
Impairment loss	35,477	35,484
Amortization of goodwill	23,574	25,040
Increase (decrease) in allowance for bonuses to employees	453	654
Increase in net defined benefit asset	(6,807)	(6,280)
Interest and dividends income	(4,830)	(4,004)
Interest expenses and interest on bonds	10,592	10,585
Equity in earnings of affiliates	(937)	885
Insurance income	(944)	(956)
Gain on sales of property and equipment	(6,607)	(4,116)
Subsidies for employment adjustment	-	(4,094)
Loss on disposals of property and equipment	15,905	12,193
Increase (decrease) in notes and accounts receivable, trade	(16,380)	31,472
Increase (decrease) in trade accounts receivable, financial services	(1,232)	7,713
Decrease (increase) in inventories	2,163	13,844
Increase (decrease) in notes and accounts payable, trade	753	(21,610)
Increase (decrease) in deposits received	54,067	7,854
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	66,640	86,386
Net decrease (increase) in ATM-related temporary accounts	(26,663)	(7,475)
Other	(33,605)	(18,225)
Subtotal	664,565	639,630
Interest and dividends received	2,794	2,201
Interest paid	(10,735)	(10,129)
Insurance income	944	956
Subsidies for employment adjustment received	-	4,092
Income taxes paid	(92,629)	(102,693)
Income taxes refund	11,732	5,935
Net cash provided by operating activities	576,670	539,995
Cash flows from investing activities		
Acquisition of property and equipment	(297,693)	(297,859)
Proceeds from sales of property and equipment	17,365	13,442
Acquisition of intangible assets	(41,649)	(51,972)
Payment for purchase of investments in securities	(24,678)	(22,239)
Proceeds from sales of investments in securities	33,928	14,690
Purchase of shares of subsidiaries resulting in charge in scope of consolidation	-	(41,973)
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation in scope of consolidation	12	-
Payment for long-term leasehold deposits	(10,593)	(9,938)
Refund of long-term leasehold deposits	27,049	26,971
Proceeds from deposits from tenants	2,864	2,428
Refund of deposits from tenants	(3,443)	(2,963)
Payment for acquisition of business	(16,631)	(11,447)
Payment for time deposits	(2,364)	(4,081)
Proceeds from withdrawal of time deposits	2,834	1,963
Other	(5,046)	(11,146)
Net cash used in investing activities	(318,047)	(394,127)
Cash flows from financing activities		
Net increase (decrease) in short-term loans	(13,707)	490,506
Proceeds from long-term debts	53,580	125,793
Repayment of long-term debts	(98,555)	(93,579)
Proceeds from commercial paper	-	263,118
Payment for redemption of commercial paper	-	(263,118)
Proceeds from issuance of bonds	-	349,307
Payment for redemption of bonds	(40,000)	(60,000)
Capital contribution from non-controlling interests	1,488	183
Purchase of treasury shares	(6,718)	(12)
Dividends paid	(83,976)	(87,081)
Dividends paid to non-controlling interests	(8,224)	(7,482)
Payments for changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	(3,857)	(770)
Other	(13,233)	(26,321)
Net cash used in financing activities	(213,204)	690,542
Effect of exchange rate changes on cash and cash equivalents	(1,292)	(7,430)
Net increase in cash and cash equivalents	44,126	828,980
Cash and cash equivalents at beginning of year	1,310,729	1,354,856
Cash and cash equivalents at end of year	1,354,856	2,183,837

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 include restricted cash.

■ Financial Results and Business Performance of Major Companies

I. Domestic Convenience Store Operations

Seven-Eleven Japan

Financial results

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total store sales	4,898,872	104.7	5,010,273	102.3	4,870,619	97.2	5,040,000	103.5
Net sales of franchised stores	4,803,852	105.0	4,923,751	102.5	4,787,495	97.2		
Revenues from operations	873,555	102.8	887,625	101.6	850,291	95.8	886,000	104.2
Franchise commission from franchised stores	773,954	104.1	796,266	102.9	763,031	95.8		
Gross profit from operation	806,688	103.7	827,084	102.5	791,919	95.7		
SG&A expenses	561,600	105.2	573,103	102.0	558,597	97.5		
Advertising expenses	60,417	101.8	57,188	94.7	49,009	85.7		
Salaries and wages	77,392	104.0	79,055	102.1	75,729	95.8		
Land and building rent	181,143	108.5	189,457	104.6	188,473	99.5		
Depreciation and amortization	70,182	109.2	73,538	104.8	76,896	104.6		
Utility expenses	48,002	103.5	48,012	100.0	43,748	91.1		
Others	124,461	101.8	125,850	101.1	124,740	99.1		
Operating income	245,088	100.4	253,980	103.6	233,321	91.9	245,000	105.0
Net income	153,233	91.9	169,695	110.7	194,479	114.6		
EBITDA ^{*1}	315,270	102.2	327,519	103.9	310,217	94.7	328,500	105.9
ROA ^{*2} (%)	8.2		8.7		9.5			

*1. Operating income + Depreciation and amortization

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

Sales by product category (total store sales)

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2019			Fiscal Year Ended Feb. 29, 2020			Fiscal Year Ended Feb. 28, 2021			Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Total store sales	4,898,872	104.7	100.0	5,010,273	102.3	100.0	4,870,619	97.2	100.0	5,040,000	103.5
Processed food	1,278,605	103.9	26.1	1,297,660	101.5	25.9	1,246,878	96.1	25.6		
Fast food	1,499,054	106.1	30.6	1,533,143	102.3	30.6	1,436,832	93.7	29.5		
Daily food	641,752	102.4	13.1	661,356	103.1	13.2	647,792	97.9	13.3		
Nonfood	1,479,459	105.1	30.2	1,518,112	102.6	30.3	1,539,115	101.4	31.6		

Average daily sales per store

(Thousands of yen)

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		Change		Change		Change		Change
All stores	656	+3	656	±0	642	(14)		
Newly opened stores	560	+14	554	(6)	557	+3		

Existing store sales increase

(%)

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
Existing store sales increase	+1.3		+0.2		(2.4)		+2.0	
Number of customers	(0.6)		(2.1)		(9.9)			
Average spending per customer	+1.9		+2.3		+8.4			

Gross profit margin by product category

(%)

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		Change		Change		Change		Change
Total	31.9	±0.0	32.1	+0.2	32.0	(0.1)	32.1	+0.1
Processed food	39.5	+0.1	39.5	±0.0	39.4	(0.1)		
Fast food	36.1	+0.2	36.6	+0.5	36.6	±0.0		
Daily food	33.4	(0.1)	34.0	+0.6	34.2	+0.2		
Nonfood	20.5	(0.2)	20.3	(0.2)	20.7	+0.4		

II. Overseas Convenience Store Operations

7-Eleven, Inc.

Financial results

(Millions of yen)

	Fiscal Year Ended Dec. 31, 2018		Fiscal Year Ended Dec. 31, 2019		Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ending Dec. 31, 2021 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total store sales	3,993,259	127.4	3,936,217	98.6	3,407,130	86.6	5,594,000	164.2
Merchandise sales at directly operated stores	442,875	157.6	437,055	98.7	458,458	104.9		
Merchandise sales at franchised stores	1,472,966	102.3	1,503,717	102.1	1,505,369	100.1		
Gasoline sales	2,077,417	147.0	1,995,444	96.1	1,452,847	72.8		
Revenues from operations	2,821,053	142.4	2,739,833	97.1	2,191,383	80.0	4,301,000	196.3
Merchandise sales at directly operated stores, etc	455,499	155.8	450,972	99.0	469,545	104.1		
Gasoline sales	2,077,417	147.0	1,995,444	96.1	1,452,847	72.8		
Other operating revenues	288,136	104.3	293,415	101.8	278,766	95.0		
Franchise commission from franchised stores	255,516	101.7	259,531	101.6	245,210	94.5		
Gross profit from operations	595,171	121.4	615,877	103.5	626,407	101.7		
SG&A expenses	484,090	121.2	494,223	102.1	507,185	102.6		
SG&A expenses (K dollars)	4,383,286	123.0	4,532,911	103.4	4,750,707	104.8		
Directly operated stores ^{*1}	783,189	156.1	785,541	100.3	822,698	104.7		
Operating income	111,081	122.3	121,654	109.5	119,221	98.0	179,200	150.3
Operating income (K dollars)	1,005,807	124.2	1,115,785	110.9	1,116,725	100.1	1,674,766	150.0
Net income	77,616	102.1	83,193	107.2	82,057	98.6		
Net income (K dollars)	702,792	103.7	763,031	108.6	768,614	100.7		
EBITDA ^{*2}	187,222	116.7	198,858	106.2	200,520	100.8	297,500	148.4
ROA ^{*3} (%)	5.3		5.2		5.0			

*1. Selling expenses of directly operated stores

*2. Operating income + Depreciation and amortization

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

Sales by product category (total store sales)

(Millions of yen)

	Fiscal Year Ended Dec. 31, 2018			Fiscal Year Ended Dec. 31, 2019			Fiscal Year Ended Dec. 31, 2020			Fiscal Year Ending Dec. 31, 2021 (Forecast)	
	YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	
Net sales	3,993,259	127.4	-	3,936,217	98.6	-	3,407,130	86.6	-	5,594,000	164.2
Merchandise sales	1,915,842	111.3	100.0	1,940,773	101.3	100.0	1,954,283	100.7	100.0		
Processed food	778,741	114.1	40.6	802,806	103.1	41.4	848,435	105.7	43.4		
Fast food	282,342	113.5	14.7	289,052	102.4	14.9	244,221	84.5	12.5		
Daily food	103,117	101.2	5.4	95,111	92.2	4.9	84,351	88.7	4.3		
Nonfood	751,641	109.2	39.2	753,802	100.3	38.8	777,275	103.1	39.8		
Gasoline sales	2,077,417	147.0	-	1,995,444	96.1	-	1,452,847	72.8	-		

Existing store sales increase

(%)

	Fiscal Year Ended Dec. 31, 2018	Fiscal Year Ended Dec. 31, 2019	Fiscal Year Ended Dec. 31, 2020	Fiscal Year Ending Dec. 31, 2021 (Forecast)
U.S. merchandise sales increase (dollar basis)	+1.9	+2.4	+0.9	+4.5

Average daily sales per store

	Fiscal Year Ended Dec. 31, 2018		Fiscal Year Ended Dec. 31, 2019		Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ending Dec. 31, 2021 (Forecast)	
		Change		Change		Change		Change
All stores (dollar)	4,967	+126	5,075	+108	5,104	+29		
All stores (K yen)	549	+6	553	+4	545	(8)		

Merchandise gross profit margin

(%)

	Fiscal Year Ended Dec. 31, 2018		Fiscal Year Ended Dec. 31, 2019		Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ending Dec. 31, 2021 (Forecast)	
		Change		Change		Change		Change
Gross profit margin	34.2	(0.1)	34.8	+0.6	34.1	(0.7)	33.7	(0.4)

Gasoline

	Fiscal Year Ended Dec. 31, 2018		Fiscal Year Ended Dec. 31, 2019		Fiscal Year Ended Dec. 31, 2020		Fiscal Year Ending Dec. 31, 2021 (Forecast)	
	YOY(%)	Change	YOY(%)	Change	YOY(%)	Change	YOY(%)	Change
Sales (K dollars)	18,810,373	149.3	18,301,797	97.3	13,608,540	74.4		
Gallons sold (Kilogallon)	6,919,338	131.4	6,972,004	100.8	6,171,433	88.5		
Gross Profit (cents per gallon)*	22.56	(0.06)	23.95	+1.39	32.60	+8.65		
Average retail price (dollars per gallon)	2.78	+0.30	2.65	(0.13)	2.26	(0.39)		
Retail fuel margin (cents per gallon)	22.82	(0.19)	24.09	+1.27	34.85	+10.76		

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

Exchange rates (Income statements)

(yen)

	Fiscal Year Ended Dec. 31, 2018	Fiscal Year Ended Dec. 31, 2019	Fiscal Year Ended Dec. 31, 2020	Fiscal Year Ending Dec. 31, 2021 (Forecast)
U.S. \$1=	110.44	109.03	106.76	107.00

III. Superstore Operations

Ito-Yokado

Financial results

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Revenues from operations	1,236,180	99.4	1,185,147	95.9	1,080,934	91.2	1,096,000	101.4
Net sales	1,205,751	99.4	1,154,374	95.7	1,053,284	91.2	1,066,300	101.2
Gross profit from operations	309,218	98.7	297,573	96.2	273,260	91.8		
SG&A expenses	304,510	98.1	291,051	95.6	265,479	91.2		
Advertising expenses	19,768	95.7	17,873	90.4	15,345	85.9		
Salaries and wages	127,536	96.3	120,074	94.1	110,508	92.0		
Land and building rent	57,687	97.8	54,446	94.4	46,292	85.0		
Depreciation and amortization	12,191	96.7	13,254	108.7	12,594	95.0		
Utility expenses	15,267	99.9	14,014	91.8	11,515	82.2		
Others	72,058	102.6	71,388	99.1	69,223	97.0		
Operating income	4,708	153.0	6,522	138.5	7,781	119.3	5,000	64.3
Net income (loss)	(7,840)	-	1,674	-	(3,705)	-		
EBITDA ^{*1}	16,899	107.8	19,776	117.0	20,375	103.0	18,600	91.3
ROA ^{*2} (%)	(1.1)		0.2		(0.5)			

*1. Operating income + Depreciation and amortization

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

Sales by product category

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2019			Fiscal Year Ended Feb. 29, 2020			Fiscal Year Ended Feb. 28, 2021			Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Net sales	1,205,751	99.4	100.0	1,154,374	95.7	100.0	1,053,284	91.2	100.0	1,066,300	101.2
Merchandise sales	862,788	97.9	71.6	815,594	94.5	70.7	769,510	94.3	73.1		
Lifestyle	310,796	96.1	25.8	285,985	92.0	24.8	238,816	83.5	22.7		
Specialty stores	13,213	98.5	1.1	13,488	102.1	1.2	13,592	100.8	1.3		
Food	538,778	98.9	44.7	516,120	95.8	44.7	517,101	100.2	49.1		
Tenants	336,390	103.7	27.9	335,359	99.7	29.1	278,428	83.0	26.4		
Others	6,573	82.8	0.5	3,420	52.0	0.3	5,345	156.3	0.5		

Existing store sales increase

(%)

Existing store sales increase		Fiscal Year Ended Feb. 28, 2019	Fiscal Year Ended Feb. 29, 2020	Fiscal Year Ended Feb. 28, 2021	Fiscal Year Ending Feb. 28, 2022 (Forecast)	(%)
Total		(0.3)	(1.0)	(5.3)	+4.2	
Existing store sales increase		(1.1)	(2.9)	(0.6)	+0.6	
Lifestyle		(3.4)	(4.9)	(14.5)		
Specialty stores		(0.3)	+4.0	+2.5		
Food		(0.5)	(2.0)	+7.4		
Number of customers		(1.1)	(3.5)	(6.9)		
Average spending per customer		±0.0	+0.7	+6.7		
Tenants		+1.7	+3.2	(16.1)		

Gross profit margin by product category

(%)

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		Change		Change		Change		Change
Total	29.6	±0.0	29.9	+0.3	29.6	(0.3)	29.5	(0.1)
Lifestyle	33.0	+0.3	33.8	+0.8	32.7	(1.1)		
Specialty stores	20.0	+1.0	21.9	+1.9	23.8	+1.9		
Food	27.8	(0.2)	27.9	+0.1	28.3	+0.4		

Notes: 1. From the fiscal year ended February 29, 2020, the previous product-base sales classifications have been revised from Apparel, Household goods and Food to Lifestyle, Specialty stores and Food.

As a result, reflected retroactively in the figures for the fiscal year ended February 28, 2019.

Lifestyle: formerly Apparel and Household goods excluding events, etc.

Specialty stores: events, etc. of formerly Apparel, Household goods and Food

Food: formerly Food excluding events, etc.

Tenants and Others remain unchanged.

2. 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.

York-Benimaru

Financial results

Financial results	(Millions of yen)							
	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Revenues from operations	445,297	101.9	446,843	100.3	477,633	106.9	470,300	98.5
Net sales	437,201	101.9	438,637	100.3	469,057	106.9	461,800	98.5
Gross profit from operations	111,139	102.2	113,033	101.7	122,556	108.4		
SG&A expenses	98,337	103.8	99,932	101.6	106,007	106.1		
Advertising expenses	6,386	96.0	6,791	106.3	6,284	92.5		
Salaries and wages	51,278	102.2	52,184	101.8	54,714	104.8		
Land and building rent	9,971	103.9	10,133	101.6	10,404	102.7		
Depreciation and amortization	5,675	110.2	5,883	103.7	6,259	106.4		
Utility expenses	6,014	110.9	5,940	98.8	5,804	97.7		
Others	19,011	107.4	18,998	99.9	22,539	118.6		
Operating income	12,801	91.0	13,100	102.3	16,548	126.3	14,400	87.0
Net income	7,672	82.1	6,712	87.5	7,845	116.9		
EBITDA * ¹	18,476	96.1	18,984	102.7	22,808	120.1	21,300	93.4
ROA * ² (%)	4.2		3.6		4.0			

*1. Operating income + Depreciation and amortization

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

[Reference] Results including Life Foods *

[Reference] Results including Life Foods [*]						(Millions of yen)		
	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Operating income	16,724	92.4	16,887	101.0	20,506	121.4	18,400	89.7

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

Sales by product category											(Millions of yen)	
	Fiscal Year Ended Feb. 28, 2019			Fiscal Year Ended Feb. 29, 2020			Fiscal Year Ended Feb. 28, 2021			Fiscal Year Ending Feb. 28, 2022 (Forecast)		
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	
Net sales	437,201	101.9	100.0	438,637	100.3	100.0	469,057	106.9	100.0	461,800	98.5	
Merchandise sales	377,132	102.1	86.3	378,571	100.4	86.3	408,993	108.0	87.2			
Food	345,100	102.7	79.0	347,818	100.8	79.3	378,356	108.8	80.7			
Fresh food	153,597	102.5	35.2	154,442	100.6	35.2	169,112	109.5	36.1			
Processed food	104,950	102.9	24.0	106,140	101.1	24.2	114,288	107.7	24.4			
Daily food	86,551	102.9	19.8	87,235	100.8	19.9	94,955	108.8	20.2			
Apparel	12,761	94.3	2.9	11,747	92.1	2.7	10,751	91.5	2.3			
Household goods	19,270	96.4	4.4	19,005	98.6	4.3	19,885	104.6	4.2			
Tenants	60,069	100.9	13.7	60,066	100.0	13.7	60,064	100.0	12.8			
Life Foods*	50,539	101.7	11.5	50,710	100.3	11.6	51,472	101.5	11.0			
Others	9,529	96.6	2.2	9,355	98.2	2.1	8,591	91.8	1.8			

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

Existing store sales increase

Existing store sales increase				(%)
	Fiscal Year Ended Feb. 28, 2019	Fiscal Year Ended Feb. 29, 2020	Fiscal Year Ended Feb. 28, 2021	Fiscal Year Ending Feb. 28, 2022 (Forecast)
Existing store sales increase	(1.0)	(1.2)	+5.0	(2.0)
Food	(0.5)	(0.8)	+6.7	
Apparel	(5.1)	(6.8)	(8.1)	
Household goods	(5.5)	(2.8)	+4.2	
Tenants	(1.7)	(1.4)	(2.0)	
Number of customers	(0.9)	(2.3)	(3.3)	
Average spending per customer	(0.2)	+1.1	+8.5	

Gross profit margin by product category

Gross profit margin by product category								(%)	
		Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		Change		Change		Change		Change	
Total		25.8	+0.1	26.1	+0.3	26.4	+0.3	26.1	(0.3)
Food		25.5	+0.2	25.9	+0.4	26.3	+0.4		
Apparel		32.1	(0.3)	32.7	+0.6	32.8	+0.1		
Household goods		26.5	±0.0	26.5	±0.0	26.2	(0.3)		

IV. Department Store & Specialty Store Operations

Sogo & Seibu

Financial results

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Revenues from operations	615,256	89.7	600,148	97.5	440,484	73.4	485,800	110.3
Net sales	604,362	89.6	589,410	97.5	430,698	73.1	476,900	110.7
Gross profit from operations	134,835	90.0	129,490	96.0	92,180	71.2		
SG&A expenses	131,568	90.9	129,318	98.3	98,871	76.5		
Advertising expenses	20,102	90.2	19,569	97.4	12,898	65.9		
Salaries and wages	33,677	90.1	32,233	95.7	24,303	75.4		
Land and building rent	33,938	92.7	33,902	99.9	27,071	79.9		
Depreciation and amortization	8,109	91.2	8,534	105.2	7,400	86.7		
Utility expenses	6,727	90.0	6,374	94.8	4,420	69.3		
Others	29,012	90.3	28,702	98.9	22,777	79.4		
Operating income	3,266	64.3	172	5.3	(6,691)	-	500	-
Net income (loss)	336	-	(7,526)	-	(17,239)	-		
EBITDA ^{*1}	11,376	81.2	8,707	76.5	708	8.1	9,500	-
ROA ^{*2} (%)	0.1		(2.2)		(5.1)			

*1. Operating income + Depreciation and amortization

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

Sales results of major stores

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
SEIBU IKEBUKURO (flagship store)	184,091	99.4	182,369	99.1	138,582	76.0		
SOGO YOKOHAMA	110,568	100.0	108,933	98.5	80,500	73.9		
SOGO CHIBA	75,522	101.5	74,003	98.0	57,244	77.4		
SOGO HIROSHIMA	39,663	97.0	38,801	97.8	29,669	76.5		
SEIBU SHIBUYA	43,550	99.7	43,231	99.3	25,591	59.2		
SOGO OMIYA	32,983	99.6	31,293	94.9	22,223	71.0		

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

Sales by product category

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2019			Fiscal Year Ended Feb. 29, 2020			Fiscal Year Ended Feb. 28, 2021			Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Net sales	604,362	89.6	100.0	589,410	97.5	100.0	430,698	73.1	100.0	476,900	110.7
Merchandise sales	413,743	87.7	68.5	396,584	95.9	67.3	272,652	68.8	63.3		
Apparel	229,563	88.0	38.0	214,255	93.3	36.4	133,435	62.3	31.0		
Household goods	59,110	87.1	9.8	58,679	99.3	10.0	43,336	73.9	10.1		
Food	125,068	87.5	20.7	123,649	98.9	21.0	95,880	77.5	22.3		
Tenants	157,714	94.1	26.1	161,037	102.1	27.3	126,785	78.7	29.4		
Corporate sales	32,904	93.5	5.4	31,788	96.6	5.4	31,260	98.3	7.3		

Existing store sales increase

(%)

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
Existing store sales increase	(1.0)		(2.5)		(24.2)		+20.0	

Gross profit margin by product category

(%)

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		Change		Change		Change		Change
Total	24.3	+0.3	23.9	(0.4)	22.6	(1.3)	23.4	+0.8
Apparel	29.0	+0.4	28.7	(0.3)	27.4	(1.3)		
Household goods	23.8	+0.3	23.6	(0.2)	23.2	(0.4)		
Food	16.0	±0.0	15.8	(0.2)	15.7	(0.1)		

Seven & i Food Systems

Financial results

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Revenues from operations	78,206	97.3	74,323	95.0	50,853	68.4	48,100	94.6
Net sales	78,047	97.3	73,868	94.6	50,317	68.1	47,600	94.6
Gross profit from operations	49,217	97.4	46,673	94.8	31,115	66.7		
SG&A expenses	47,925	96.4	46,252	96.5	38,176	82.5		
Operating income	1,291	153.3	420	32.5	(7,061)	-	(400)	-

[Denny's] Existing store sales increase

(%)

	Fiscal Year Ended Feb. 28, 2019	Fiscal Year Ended Feb. 29, 2020	Fiscal Year Ended Feb. 28, 2021	Fiscal Year Ending Feb. 28, 2022 (Forecast)
Existing store sales increase	+0.9	(1.6)	(29.7)	+5.9
Number of customers	(3.5)	(4.2)	(35.4)	
Average spending per customer	+4.5	+2.6	+8.7	

[Denny's] Gross profit margin

(%)

Denny's	Gross profit margin				(7%)			
	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		Change		Change		Change		Change
Gross profit margin	68.2	+0.2	68.1	(0.1)	65.6	(2.5)	68.6	+3.0

Nissen Holdings (Consolidated)

Financial results

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Net sales*	45,569	44.6	37,955	83.3	38,056	100.3	42,400	111.4
Gross profit from operations	19,673	60.4	18,107	92.0	18,657	103.0		
SG&A expenses	19,866	52.4	18,291	92.1	19,008	103.9		
Operating income (loss)*	(193)	-	(184)	-	(351)	-	360	-

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

Fiscal year ended February 28, 2019: Net sales 37,981 million yen / Operating income 71 million yen.

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

V. Financial Services

Seven Bank

Number of ATMs

(1) Domestic

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021	
		Change		Change		Change
Total	25,083	+745	25,194	+111	25,686	+492
Net ATMs in the Group	22,739	+638	22,853	+114	23,074	+221
7-Eleven	22,114	+633	22,189	+75	22,417	+228
Ito-Yokado*	286	(8)	284	(2)	257	(27)
York-Benimaru	186	+21	229	+43	235	+6
York Mart / York Foods*	76	+1	75	(1)	95	+20
Others	77	(9)	76	(1)	70	(6)
Net ATMs outside the Group	2,344	+107	2,341	(3)	2,612	+271

*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

	Fiscal Year Ended Dec. 31, 2018		Fiscal Year Ended Dec. 31, 2019		Fiscal Year Ended Dec. 31, 2020	
		Change		Change		Change
North America	12,795	+1,213	10,886	(1,909)	9,368	(1,518)

Average number of transaction per day per ATM during the period

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021	
		Change		Change		Change
Average number of transactions	92.4	(1.8)	92.0	(0.4)	89.7	(2.3)

International money transfer service

(Thousands)

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021	
		Change		Change		Change
Cumulative number of contract accounts	256	+37	294	+38	310	+16
Cumulative number of transfers	1,135	+61	1,211	+76	1,236	+25

Seven Card Service / Seven CS Card Service

Number of credit cards and electronic money

(10 thousands)

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021	
		Change		Change		Change
Credit cards	671	+6	672	+1	660	(12)
SEVEN CARD plus / SEVEN CARD ^{*1}	355	+7	362	+7	366	+4
CLUB ON/Millennium CARD SAISON ^{*1,2}	316	(1)	310	(6)	294	(16)
Electronic money (<i>nanaco</i>) ^{*3}	6,518	+535	6,905	+387	7,250	+345

*1. Only the number of effective card members.

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

*3. Including the number of mobilenanaco holders.

VI. Group Strategy

(1) Seven Premium

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		Change		Change		Change		Change
Sales (billions of yen)	1,413.0	+93.0	1,450.0	+37.0	1,460.0	+10.0	1,480.0	+20.0
Items	4,050	+150	4,150	+100	4,000	(150)	3,800	(200)

(2) EC sales

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		Change		Change		Change		Change
EC sales	113,193	+4,408	100,261	(12,932)	104,138	+3,877	104,400	+262
Seven Net Shopping	25,430	+3,382	20,066	(5,364)	23,688	+3,622		
Seven-Meal [*]	27,998	+1,450	23,297	(4,701)	23,374	+77		
Ito-Yokado	5,433	+933	5,428	(5)	7,503	+2,075		
Ito-Yokado's Net Supermarket [*]	42,681	(1,553)	39,732	(2,949)	35,734	(3,998)		
Akachan Honpo	6,417	+160	6,485	+68	7,000	+515		
SEIBU / SOGO	3,923	+324	4,075	+152	5,041	+966		
LOFT	1,116	+114	1,174	+58	1,794	+620		
Other	191	(404)	-	(191)	-	-		

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

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

VII. Capital Expenditures, Depreciation and Amortization of Major Companies

(Millions of yen)

		Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		(thousands of yen) Fiscal Year Ending Feb. 28, 2022 (Forecast)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)	
Domestic convenience store operations									
Seven-Eleven Japan									
	Total capital expenditures	110,028	80.7	96,062	87.3	125,461	130.6	130,000	103.6
	Investment to new stores	68,654	97.6	37,875	55.2	36,323	95.9		
	Investment to existing stores and other	33,438	57.8	48,752	145.8	79,544	163.2		
	Software development	7,936	97.5	9,434	118.9	9,593	101.7		
	Depreciation and amortization	70,182	109.2	73,538	104.8	76,896	104.6	83,500	108.6
Overseas convenience store operations									
7-Eleven, Inc.									
	Total capital expenditures	452,029	457.2	150,454	33.3	199,107	132.3	2,461,500	-
	Investment to new stores and other	393,170	775.8	85,458	21.7	142,053	166.2		
	Investment to existing stores and other	51,442	115.4	58,137	113.0	53,394	91.8		
	Software development	7,416	205.9	6,858	92.5	3,659	53.4		
	Depreciation and amortization	76,141	109.4	77,204	101.4	81,299	105.3	118,300	145.5
Superstore operations									
Ito-Yokado									
	Total capital expenditures	44,057	243.8	27,305	62.0	20,613	75.5	40,000	194.1
		[30,192]	[167.1]	-	-	-	-	-	-
	Investment to new stores	2,212	102.1	3,543	160.1	1,938	54.7		
	Investment to existing stores and other	40,177	261.0	21,172	52.7	16,295	77.0		
Software development	[26,311]	[170.9]	-	-	-	-			
	Depreciation and amortization	12,191	96.7	13,254	108.7	12,594	95.0	13,600	108.0
York-Benimaru									
	Total capital expenditures	10,328	76.8	13,148	127.3	17,056	129.7	15,000	87.9
	Investment to new stores	6,266	60.2	8,306	132.6	4,876	58.7		
	Investment to existing stores and other	3,896	133.2	4,270	109.6	12,110	283.6		
	Software development	165	141.3	571	344.5	69	12.1		
	Depreciation and amortization	5,675	110.2	5,883	103.7	6,259	106.4	6,900	110.2
Department store & Specialty store operations									
Sogo & Seibu									
	Total capital expenditures	16,503	132.3	11,039	66.9	15,860	143.7	12,000	75.7
	Investment to new stores	-	-	-	-	-	-		
	Investment to existing stores and other	15,899	148.1	9,893	62.2	14,844	150.0		
	Software development	604	34.7	1,146	189.7	1,016	88.6		
	Depreciation and amortization	8,109	91.2	8,534	105.2	7,400	86.7	9,000	121.6

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.

Capital expenditures at 7-Eleven, Inc. in 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 its forecast for the fiscal year ending February 28, 2022 includes investment to acquire shares and other interests related to the convenience store business and other business of Marathon Petroleum Corporation on May 14, 2021.

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

3. Square brackets [] show the figures reflecting the sale leaseback of assets in superstore operations.

■ Store Information

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

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021		Fiscal Year Ending Feb. 28, 2022 (Forecast)	
	Change		Change		Change		Change	
Domestic convenience store operations								
Seven-Eleven Japan	20,876	+616	20,916	+40	21,085	+169	21,185	+100
Openings	1,389		743		610		700	
Closures	773		703		441		600	
Relocations, etc.	562		482		288			
Terminations of contract	211		221		153			
Seven-Eleven Okinawa	-	-	39	+39	82	+43	127	+45
Openings	-		39		43		45	
Closures	-		0		0		0	
Overseas convenience store operations								
7-Eleven, Inc.* ¹	9,573	+903	9,682	+109	9,884	+202	13,324	+3,440
Openings	1,245		361		436		3,940	
Closures	342		252		234		500	
SEVEN-ELEVEN (BEIJING)* ¹	266	+19	275	+9	283	+8	318	+35
Openings	38		50		22		50	
Closures	19		41		14		15	
SEVEN-ELEVEN (TIANJIN)* ¹	155	+37	178	+23	179	+1	210	+31
Openings	43		36		18		48	
Closures	6		13		17		17	
SEVEN-ELEVEN (CHENGDU)* ¹	77	(10)	75	(2)	73	(2)	93	+20
Openings	4		6		11		23	
Closures	14		8		13		3	
Superstore operations								
Ito-Yokado* ²	159	(5)	157	(2)	132	(25)	128	(4)
Openings	1		4		3		0	
Closures / Transfers	6		6		28		4	
York-Benimaru	225	+5	232	+7	235	+3	238	+3
Openings	7		8		5		6	
Closures	2		1		2		3	
York* ²	79	+1	78	(1)	100	+22	101	+1
Openings / Successions	2		2		23		1	
Closures	1		3		1		0	
Chengdu Ito-Yokado* ¹	8	+1	9	+1	9	±0	11	+2
Openings	1		1		0		2	
Closures	0		0		0		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 store & Specialty store operations								
Sogo & Seibu	15	±0	15	±0	10	(5)	10	±0
Openings	0		0		0		0	
Closures	0		0		5		0	
Akachan Honpo* ³	110	±0	117	+7	117	±0	121	+4
Openings	6		10		3		5	
Closures	6		3		3		1	
Seven & i Food Systems	716	(33)	679	(37)	614	(65)	590	(24)
Denny's	371	(6)	372	+1	339	(33)	327	(12)
Openings	4		9		13		6	
Closures	10		8		46		18	
Other	345	(27)	307	(38)	275	(32)	263	(12)
THE LOFT* ⁴	115	+5	124	+9	131	+7	139	+8
Openings	8		11		10		10	
Closures	3		2		3		2	

*1. Figures are as of 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 fiscal year ended February 28, 2019 and February 29, 2020, and 3 franchised stores for the fiscal year ended February 28, 2021.

*4. Including 18 franchised stores for the fiscal year ended February 28, 2019, 19 franchised stores for the fiscal year ended February 29, 2020 and 20 franchised stores for the fiscal year ended February 28, 2021.

II. Store Information in Domestic / Overseas Convenience Store Operations

Domestic Store Network

	Feb. 2019	Feb. 2020	Feb. 2021	Change
Hokkaido	1,009	1,003	1,002	(1)
Aomori	91	94	97	+3
Iwate	149	147	145	(2)
Miyagi	407	412	416	+4
Akita	108	108	107	(1)
Yamagata	183	184	183	(1)
Fukushima	450	454	457	+3
Ibaraki	645	648	649	+1
Tochigi	445	450	453	+3
Gunma	468	469	473	+4
Saitama	1,218	1,207	1,220	+13
Chiba	1,120	1,125	1,138	+13
Tokyo	2,731	2,768	2,803	+35
Kanagawa	1,438	1,460	1,472	+12
Niigata	429	430	435	+5
Toyama	133	131	133	+2
Ishikawa	138	137	137	±0
Fukui	69	68	69	+1
Yamanashi	210	207	206	(1)
Nagano	467	462	460	(2)
Gifu	199	195	195	±0
Shizuoka	740	737	743	+6
Aichi	1,064	1,053	1,063	+10
Mie	173	170	170	±0
Shiga	242	239	238	(1)
Kyoto	354	357	362	+5
Osaka	1,251	1,251	1,260	+9
Hyogo	712	698	703	+5
Nara	141	140	139	(1)
Wakayama	84	85	88	+3
Tottori	34	39	43	+4
Shimane	61	60	60	±0
Okayama	308	310	317	+7
Hiroshima	594	599	606	+7
Yamaguchi	332	330	328	(2)
Tokushima	87	83	81	(2)
Kagawa	102	103	106	+3
Ehime	119	125	124	(1)
Kochi	41	41	42	+1
Fukuoka	1,013	1,017	1,031	+14
Saga	192	188	187	(1)
Nagasaki	200	202	204	+2
Kumamoto	349	353	359	+6
Oita	175	181	182	+1
Miyazaki	198	196	198	+2
Kagoshima	203	200	201	+1
Okinawa	-	39	82	+43
Total	20,876	20,955	21,167	+212

Global Seven-Eleven Store Network

[Consolidated subsidiaries]

	Feb. 2019	Feb. 2020	Feb. 2021	Change
Japan	20,876	20,955	21,167	+212
North America *1	9,573	9,682	9,884	+202
U.S.A.	8,951	9,046	9,255	+209
Canada	622	636	629	(7)
Hawaii	64	66	65	(1)
China [Beijing]	266	275	283	+8
China [Tianjin]	155	178	179	+1
China [Chengdu]	77	75	73	(2)
Subtotal	31,011	31,231	31,651	+420

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

[Area licensees]

	Dec. 2018	Dec. 2019	Dec. 2020	Change
South Korea	9,400	10,016	10,501	+485
China [Hong Kong and others]*2	2,034	2,290	2,428	+138
China [Shanghai]	118	116	136	+20
China [Shandong]	67	93	113	+20
China [Chongqing]	63	37	35	(2)
China [Zhejiang]	28	39	46	+7
China [Jiangsu]	8	16	24	+8
China [Hubei]	-	12	16	+4
China [Shaanxi]	-	21	36	+15
China [Fujian]	-	4	17	+13
China [Hunan]	-	-	17	+17
China [Henan]	-	-	9	+9
China [Taiwan]	5,369	5,647	6,024	+377
Thailand	10,988	11,712	12,432	+720
Philippines	2,550	2,864	2,978	+114
Malaysia	2,287	2,411	2,413	+2
Singapore	393	411	423	+12
Australia	692	708	714	+6
Vietnam	27	44	52	+8
U.S.A.	337	252	210	(42)
Mexico	1,801	1,829	1,822	(7)
Norway	149	154	152	(2)
Sweden	146	83	84	+1
Denmark	174	172	173	+1
Subtotal	36,645	38,943	40,855	+1,912

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

	Feb. 2019	Feb. 2020	Feb. 2021	Change
Total worldwide	67,656	70,174	72,506	+2,332

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

As of February 28, 2021, the number of Seven-Eleven stores around the world including area licensees is 72,802.

III. Store Information in Superstore Operations

(1) Ito-Yokado

【Results for the fiscal year ended February 28, 2021】

	Store name	Location	Date	Total sales floor space	(Square meters) 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
	Nishikicho	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	Tokyo	Feb. 14, 2021	994	994
	Isesaki	Gunma	Feb. 21, 2021	12,441	10,372
	Oyama	Tochigi	Feb. 23, 2021	12,385	8,877
	Taira	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)

【Plan for the fiscal year ending February 28, 2022】

	Store name	Location	Date	Total sales floor space	(Square meters) Directly managed sales floor space
Closures	Asahikawa	Hokkaido	May 9, 2021	15,416	12,646
	Numazu	Shizuoka	Aug. 22, 2021	11,306	11,110
	Kariya	Aichi	Sep. 5, 2021	4,675	4,675
	Hitachi	Ibaraki	Jan. 16, 2022	13,908	12,025

Note: S&B stands for Scrap & Build.

(2) York-Benimaru

【Results for the fiscal year ended February 28, 2021】

	Store name	Location	Date	Total sales floor space	(Square meters) Directly managed sales floor space
Openings	Hitachi-Namekawa	Ibaraki	Mar. 18, 2020	2,781	2,535
	Koriyama-Shima	Fukushima	Nov. 13, 2020	1,778	1,518
	Nihonmatsu	Fukushima	Jan. 29, 2021	2,352	2,134
	Imaizumi	Tochigi	Feb. 10, 2021	1,269	1,115
	Natori-Medeshima	Miyagi	Feb. 19, 2021	1,993	1,820
Closures	Nihonmatsu-Inter	Fukushima	Jan. 23, 2021	1,665	1,411
	Sanuma	Miyagi	Jan. 31, 2021	2,689	2,430

【Plan for the fiscal year ending February 28, 2022】

	Store name	Location	Date	Total sales floor space	(Square meters) Directly managed sales floor space
Opening	Tsukuba-Sakuranomori	Ibaraki	Mar. 19, 2021	2,357	2,157

In addition to the above, 5 stores will be opened, and 3 stores will be closed in the fiscal year ending February 28, 2022.

(3) Chengdu Ito-Yokado

【Plan for the fiscal year ending December 31, 2021】

	Store name	Location	Date	Total sales floor space	(Square meters)
Opening	Le Shan	Le Shan	Jan. 6, 2021	22,800	

In addition to the above, 1 store will be opened in the fiscal year ending December 31, 2021.

IV. Store Information in Department Store & Specialty Store Operations

Sogo & Seibu

【Results for the fiscal year ended February 28, 2021】

	Store name	Location	Date	Total sales floor space	(Square meters)
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	Saitama	Feb. 28, 2021	32,381	

V. Number of Stores by Type

Seven-Eleven Japan

	Fiscal Year Ended Feb. 28, 2019			Fiscal Year Ended Feb. 29, 2020			Fiscal Year Ended Feb. 28, 2021		
		Change	Composition (%)		Change	Composition (%)		Change	Composition (%)
Number of stores	20,876	+616	100.0	20,916	+40	100.0	21,085	+169	100.0
Franchised stores	20,499	+707	98.2	20,545	+46	98.2	20,632	+87	97.9
Type A	4,558	(5)	21.8	4,539	(19)	21.7	4,482	(57)	21.3
Type C	15,941	+712	76.4	16,006	+65	76.5	16,150	+144	76.6
Directly operated stores	377	(91)	1.8	371	(6)	1.8	453	+82	2.1
Open 24 hours	19,999	+555	95.8	19,847	(152)	94.9	19,312	(535)	91.6
With liquor license	20,545	+589	98.4	20,574	+29	98.4	20,748	+174	98.4
With cigarette license	20,112	+709	96.3	20,260	+148	96.9	20,448	+188	97.0

7-Eleven, Inc.

	Fiscal Year Ended Dec. 31, 2018			Fiscal Year Ended Dec. 31, 2019			Fiscal Year Ended Dec. 31, 2020		
		Change	Composition (%)		Change	Composition (%)		Change	Composition (%)
Number of stores	9,573	+903	100.0	9,682	+109	100.0	9,884	+202	100.0
Franchised stores	7,213	+52	75.3	7,379	+166	76.2	7,485	+106	75.7
BCP stores [Type A]*	475	+15	5.0	591	+116	6.1	647	+56	6.5
Type C	6,738	+37	70.4	6,788	+50	70.1	6,838	+50	69.2
Directly operated stores	2,360	+851	24.7	2,303	(57)	23.8	2,399	+96	24.3
With Gasoline station	4,385	+1,009	45.8	4,469	+84	46.2	4,748	+279	48.0

* BCP stands for Business Conversion Program.

VI. Sales Floor Space

Seven-Eleven Japan

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	2,909,609	105.0	2,929,047	100.7	2,969,294	101.4

7-Eleven, Inc.

	Fiscal Year Ended Dec. 31, 2018		Fiscal Year Ended Dec. 31, 2019		Fiscal Year Ended Dec. 31, 2020	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	1,650,782	113.8	1,684,207	102.0	1,730,254	102.7

Ito-Yokado

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	2,547,874	96.0	2,506,284	98.4	2,373,250	94.7
Directly managed sales floor space	1,420,357	95.3	1,355,959	95.5	1,230,268	90.7
Weighted average directly managed sales floor space	1,476,605	96.3	1,380,409	93.5	1,279,303	92.7
Sales per square meters (thousands of yen)	584	101.6	591	101.1	602	101.8

York-Benimaru

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	682,795	101.1	697,646	102.2	703,029	100.8
Directly managed sales floor space	525,508	101.2	534,926	101.8	541,036	101.1
Weighted average directly managed sales floor space*	518,149	103.1	524,486	101.2	534,910	102.0
Sales per square meters (thousands of yen)	727	98.9	721	99.2	764	106.0

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

Sogo & Seibu

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	571,738	92.6	571,738	100.0	410,698	71.8
Weighted average sales floor space	571,738	85.9	571,738	100.0	530,499	92.8
Sales per square meters (thousands of yen)	1,057	104.3	1,030	97.5	811	78.7

VII. Employee and other information

Seven-Eleven Japan

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021	
		YOY(%) / Change		YOY(%) / Change		YOY(%) / Change
Payment acceptance service						
Number of transactions (thousands)	502,468	104.3	513,061	102.1	510,212	99.4
Total value of transactions (millions of yen)	5,253,766	105.9	5,439,479	103.5	5,403,420	99.3
Inventory turnover (days) ^{*1}	11.5	+0.4	11.5	±0.0	11.8	+0.3
Full-time employees (term-end)	9,092	+206	8,959	(133)	8,990	+31

Ito-Yokado

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021	
		Change		Change		Change
Inventory turnover (days) ^{*2}	25.1	(0.5)	25.3	+0.2	22.8	(2.5)
Loss ratio (%) ^{*3}	7.2	+0.4	6.2	(1.0)	5.2	(1.0)
Full-time employees (term-end)	7,443	(220)	7,238	(205)	6,477	(761)
Full-time employees (average)	7,561	(276)	7,367	(194)	6,826	(541)
Part-time employees ^{*4}	26,690	(1,060)	24,275	(2,415)	22,319	(1,956)
Ratio to total (%)	77.9	(0.1)	76.7	(1.2)	76.6	(0.1)
Sales per employee (thousands of yen) ^{*5}	25,190	+424	25,776	+586	26,403	+627

York-Benimaru

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021	
		Change		Change		Change
Inventory turnover (days) ^{*2}	13.5	+0.1	13.4	(0.1)	12.0	(1.4)
Loss ratio (%) ^{*3}	5.3	(0.2)	4.9	(0.4)	4.4	(0.5)
Full-time employees (term-end)	2,747	+50	2,766	+19	2,810	+44
Full-time employees (average)	2,798	+43	2,812	+14	2,828	+16
Part-time employees ^{*4}	11,953	+50	11,811	(142)	12,178	+367
Ratio to total (%)	81.0	(0.2)	80.8	(0.2)	81.2	+0.4
Sales per employee (thousands of yen) ^{*5}	25,566	+358	25,888	+322	27,255	+1,367

Sogo & Seibu

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021	
		Change		Change		Change
Full-time employees (term-end)	2,781	(71)	2,679	(102)	2,409	(270)
Full-time employees (average)	2,834	(237)	2,763	(71)	2,533	(230)
Part-time employees ^{*4}	3,827	(753)	3,665	(162)	2,962	(703)
Ratio to total (%)	57.4	(2.4)	57.0	(0.4)	53.9	(3.1)

Seven & i Food Systems

	Fiscal Year Ended Feb. 28, 2019		Fiscal Year Ended Feb. 29, 2020		Fiscal Year Ended Feb. 28, 2021	
		Change		Change		Change
Full-time employees (term-end)	1,307	(43)	1,257	(50)	1,184	(73)
Full-time employees (average)	1,345	(54)	1,311	(34)	1,232	(79)
Part-time employees ^{*4}	7,390	(747)	6,849	(541)	5,380	(1,469)
Ratio to total (%)	84.6	(0.7)	83.9	(0.7)	81.4	(2.5)

*1. Average inventory for the period / Average daily sales

*2. Inventories at the end of period (Cost basis) / Cost of merchandise sales × Annual operating days

*3. Loss ratio = (Markdown + Abandonment) / Merchandise sales

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

*5. Merchandise sales / Weighted average floor space (excluding floor space of the stores which has been closed)

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, 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.