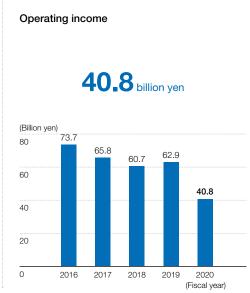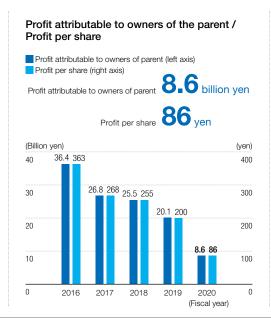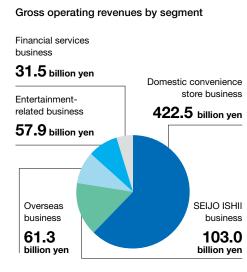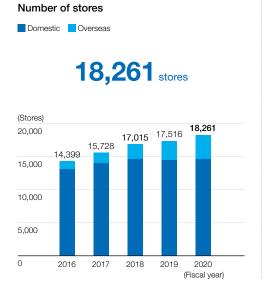# Financial Highlights

Consolidated net sales of all convenience stores

2,349.7 billion yen

(Billion yen)

Fiscal year	Value
2016	2,157.9
2017	2,283.6
2018	2,424.5
2019	2,506.9
2020	**2,349.7**

Operating income

40.8 billion yen

(Billion yen)

Fiscal year	Value
2016	73.7
2017	65.8
2018	60.7
2019	62.9
2020	**40.8**

Profit attributable to owners of the parent / Profit per share

■ Profit attributable to owners of parent (left axis)
■ Profit per share (right axis)

Profit attributable to owners of parent **8.6** billion yen

Profit per share **86** yen

(Billion yen) / (yen)

Fiscal year	Profit attributable to owners of parent	Profit per share
2016	36.4	363
2017	26.8	268
2018	25.5	255
2019	20.1	200
2020	8.6	86

Gross operating revenues by segment

Financial services business
31.5 billion yen

Entertainment-related business
57.9 billion yen

Domestic convenience store business
422.5 billion yen

Overseas business
61.3 billion yen

SEIJO ISHII business
103.0 billion yen

Number of stores

■ Domestic ■ Overseas

18,261 stores

(Stores)

Fiscal year	Value
2016	14,399
2017	15,728
2018	17,015
2019	17,516
2020	**18,261**

Total assets / Net assets

■ Total assets (left axis) ■ Net assets (right axis)

Total assets **1,365.4** billion yen

Net assets **272.9** billion yen

(Billion yen) / (Billion yen)

Fiscal year	Total assets	Net assets
2016	866.5	285.9
2017	900.2	281.4
2018	1,342.3	281.9
2019	1,357.7	275.3
2020	**1,365.4**	**272.9**

Return on equity (ROE) / Return on assets (ROA)

-○- ROE -○- ROA

ROE **3.2** %

ROA **0.6** %

(%)

Fiscal year	ROE	ROA
2016	13.5	4.4
2017	9.7	3.0
2018	9.3	2.3
2019	7.3	1.5
2020	**3.2**	**0.6**

Dividends and payout ratio

■ Dividends (left axis) -○- Payout ratio (right axis)

Dividends **150** yen

Payout ratio **172.7** %

(yen) / (%)

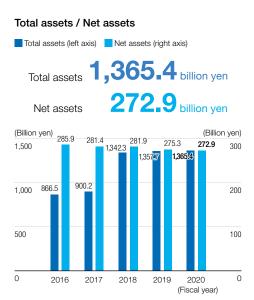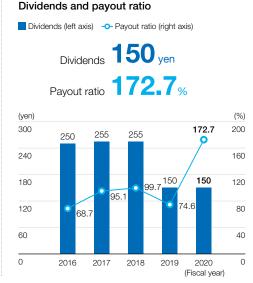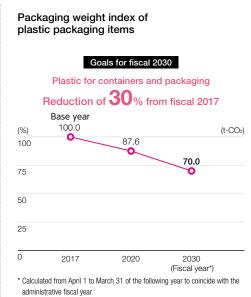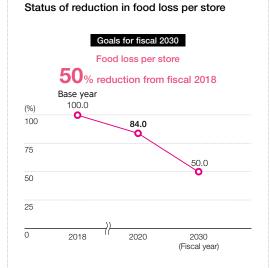| Fiscal year	Dividends	Payout ratio
2016	250	68.7
2017	255	95.1
2018	255	99.7
2019	150	74.6
2020	**150**	**172.7**

Non-financial Highlights

CO₂ emissions per store*1

Goals for fiscal 2030

CO₂ emissions per store

Reduction of **50**% from fiscal 2013

(t-CO₂)

Base year 101.8 (2013)	74.2 (2020)	50.9 (2030)

Axis: 120, 80, 40, 0

2013 / 2020 / 2030 (Fiscal year*2)

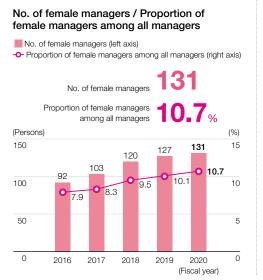*1 CO₂ emissions are calculated using emissions coefficients by electricity provider
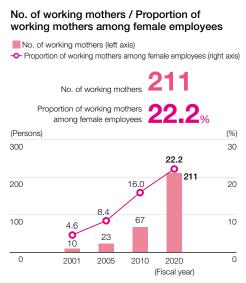*2 Calculated from April 1 to March 31 of the following year to coincide with the administrative fiscal year
  A reduction of 27.1% in fiscal 2020 compared with fiscal 2013
  (The figures have been changed due to the change in the coefficient.)
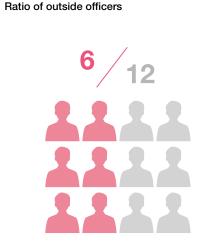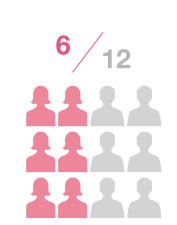
Packaging weight index of plastic packaging items

Goals for fiscal 2030

Plastic for containers and packaging

Reduction of **30**% from fiscal 2017

(%) Base year 100.0 (2017), 87.6 (2020), 70.0 (2030) (t-CO₂)

Axis: 100, 75, 50, 25, 0

2017 / 2020 / 2030 (Fiscal year*)

* Calculated from April 1 to March 31 of the following year to coincide with the administrative fiscal year

Status of reduction in food loss per store

Goals for fiscal 2030

Food loss per store

50% reduction from fiscal 2018

(%) Base year 100.0 (2018), 84.0 (2020), 50.0 (2030)

Axis: 100, 75, 50, 25, 0

2018 / 2020 / 2030 (Fiscal year)

Number of employees by segment

Financial services business **165**

Other business **142**

Entertainment-related business **1,178**

Domestic convenience store business **5,374**

SEIJO ISHII business **1,217**

Overseas business **2,309**

No. of female managers / Proportion of female managers among all managers

■ No. of female managers (left axis)
─○─ Proportion of female managers among all managers (right axis)

No. of female managers **131**

Proportion of female managers among all managers **10.7**%

(Persons) / (%)

Fiscal year	2016	2017	2018	2019	2020
No. of female managers	92	103	120	127	131
Proportion (%)	7.9	8.3	9.5	10.1	10.7

Axis: 150, 100, 50, 0 / 15, 10, 5, 0

No. of working mothers / Proportion of working mothers among female employees

■ No. of working mothers (left axis)
─○─ Proportion of working mothers among female employees (right axis)

No. of working mothers **211**

Proportion of working mothers among female employees **22.2**%

(Persons) / (%)

Fiscal year	2001	2005	2010	2020
No. of working mothers	10	23	67	211
Proportion (%)	4.6	8.4	16.0	22.2

Axis: 300, 200, 100, 0 / 30, 20, 10, 0

Ratio of outside officers

6 / 12

Ratio of female officers

6 / 12