# Fiscal Year Ending March 31, 2023 

Supplementary Materials on Financial Results for the First Six Months Ended September 30, 2022

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## 1. 〈Consolidated〉Comparison of results with the previous year



| Earnings per share (yen) | 122.16 | 171.33 | 49.17 |  |
| :---: | :---: | :---: | :---: | :---: |
| Dividend per share (yen) | 35.00 | 45.00 | 10.00 |  |
| Net assets per share (yen) | 3,811.15 | 4,036.15 | 225.00 |  |

## 2. <Consolidated> Major items in balance sheet



## 3. 〈Consolidated〉Statement of cash flows

|  |  |  |  | Millions of yen (rounded down to the nearest million) |
| :---: | :---: | :---: | :---: | :---: |
|  | 1HFYO3/22 | 1HFYO3/23 | Change | Notes |
| Profit before income taxes | 8,943 | 10,986 | 2,042 |  |
| Depreciation | 5,093 | 5,726 | 633 |  |
| Impairment losses | 33 | 76 | 42 |  |
| Amortization of goodwill | 165 | 200 | 35 |  |
| Increase (decrease) in allowance for doubtful accounts | 58 | 3 | -54 |  |
| Loss (gain) on sale of property, plant and equipment | (4) | (3) | 1 |  |
| Loss (gain) on sale of investment securities | 4 | - | -4 |  |
| Decrease (increase) in trade receivables | $(7,775)$ | $(16,894)$ | -9,118 |  |
| Decrease (increase) in inventories | $(1,468)$ | $(12,173)$ | -10,704 |  |
| Decrease (increase) in accounts receivable - other | (422) | $(1,765)$ | -1,342 |  |
| Increase (decrease) in trade payables | 14,444 | 34,075 | 19,631 |  |
| Decrease (increase) in consumption taxes refund receivable | 52 | (410) | -462 |  |
| Increase (decrease) in accrued consumption taxes | (21) | (17) | 4 |  |
| Income taxes paid | $(3,116)$ | $(4,211)$ | -1,095 |  |
| Other | $(4,162)$ | $(3,365)$ | 797 |  |
| Cash flows from operating activities | 11,823 | 12,228 | 404 |  |
| Purchase of property, plant and equipment | $(3,522)$ | $(4,648)$ | -1,125 |  |
| Proceeds from sale of property, plant and equipment | 4 | 4 | 0 |  |
| Purchase of intangible assets | $(1,886)$ | $(1,058)$ | 828 |  |
| Purchase of investment securities | $(1,157)$ | (48) | 1,109 |  |
| Proceeds from sale of investment securities | 9 | 45 | 35 |  |
| Purchase of shares of subsidiaries | - | $(2,016)$ | -2,016 |  |
| Other | (50) | (8) | 41 |  |
| Cash flows from investing activities | (6,602) | (7,729) | -1,127 |  |
| Repayments of lease obligations | (657) | (660) | -2 |  |
| Dividends paid | $(1,428)$ | $(1,959)$ | -530 |  |
| Purchase of treasury shares | $(35,251)$ | (338) | 34,913 |  |
| Other | 54 | (46) | -100 |  |
| Cash flows from financing activities | $(37,283)$ | (3,003) | 34,279 |  |
| Effect of exchange rate changes on cash and cash equivalents | 26 | 45 | 19 |  |
| Net increase (decrease) in cash and cash equivalents | $(32,035)$ | 1,540 | 33,575 |  |
| Cash and cash equivalents at beginning of period | 96,135 | 63,963 | -32,172 |  |
| Cash and cash equivalents at end of period | 64,100 | 65,503 | 1,403 |  |

## 1) 1 HResults

|  | FY03/20 |  | FY03/21(Before reclassification) |  | FY03/21(After reclassification) |  | FY03/22 |  | FY03/23 |  | Change |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of net sales | Amount | \% of net sales | Amount | $\%$ of net sales | Amount | \% of net sales | Amount | \% of net sales | $\begin{aligned} & \text { FY03/21 (Before reclassification) vs. } \\ & \text { FY03/20 } \end{aligned}$ |  | Fro3323 Froeesast vs Fryo322 |
| Net sales | 1,351,280 | $\begin{array}{r} \% \\ 100 \\ \hline \end{array}$ | 1,299,849 | $\begin{array}{r} \hline \% \\ 100 \\ \hline \end{array}$ | 1,017,054 | \% 100 | 1,008,815 | $\begin{array}{r} \% \\ 100 \\ \hline \end{array}$ | 998,603 | $\%$ 100 | $-3.81$ | \% -0.81 | -1.01 |
| Operating profit | 5,098 | 0.38 | 6,078 | 0.47 | 6,078 | 0.60 | 8,339 | 0.83 | 10,060 | 1.01 | 19.24 | 37.19 | 20.63 |
| Ordinary profit | 5,811 | 0.43 | 6,737 | 0.52 | 6,737 | 0.66 | 8,978 | 0.89 | 11,081 | 1.11 | 15.94 | 33.25 | 23.42 |
| Profit attributable to owners of parent | 5,227 | 0.39 | 5,548 | 0.43 | 5,548 | 0.55 | 6,267 | 0.62 | 7,454 | 0.75 | 6.13 | 12.97 | 18.93 |
| Net assets | 178,550 | - | 191,961 | - | 191,961 | - | 166,056 | - | 175,452 | - | 7.51 | -13.50 | 5.66 |
| Total assets | 690,156 | - | 695,357 | - | 695,357 | - | 664,680 | - | 711,244 | - | 0.75 | -4.41 | 7.01 |
| Equity ratio | 25.9\% | - | 27.6\% | - | 27.6\% | - | 25.0\% | - | 24.7\% | - | 1.7 P | -2.6P | -0.3 P |
| Earnings per share (yen) | 91.49 | - | 97.10 | - | 97.10 | - | 122.16 | - | 171.33 | - | 5.61 | 25.06 | 49.17 |
| Dividend per share (yen) | 25.00 | - | 25.00 | - | 25.00 | - | 35.00 | - | 45.00 | - | - | 10.00 | 10.00 |
| Net asset per share (yen) | 3,123.12 | - | 3,357.67 | - | 3,357.67 | - | 3,811.15 | - | 4,036.15 | - | 234.55 | 453.48 | 225.00 |

Note: Net Sales-for FYO3/21 have been retroactively adjusted to comply with the Accounting Standard for Revenue Recognition adopted from FYO3/22.

## 2) Full-Year Results

|  | FY03/20 |  | FY03/21(Before reclassification) |  | FY03/21(After reclassification) |  | FY03/22 |  | $\begin{gathered} \hline \text { FY03/23 } \\ \text { Forecasts } \end{gathered}$ |  | Change |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of net sales | Amount | \% of net sales | Amount | \% of net sales | Amount | \% of net sales | Amount | \% of net sales | FY03/21 (Before reclassification) vs FY03/20 | FY03/22 vs. FY03/21 (After reclassification) | FYo323 Froeasass vs Frosa22 |
| Net sales | 2,654,698 | \% 100 | 2,577,625 | $\begin{array}{r} \hline \% \\ 100 \end{array}$ | 1,979,421 |  | 1,955,601 | \% 100 | 1,990,000 | $\%$ 100 | \% -2.90 | $\begin{array}{r} \% \\ -1.20 \\ \hline \end{array}$ | $\begin{array}{r}\text { \% } \\ 1.76 \\ \hline\end{array}$ |
| Operating profit | 15,378 | 0.58 | 15,621 | 0.61 | 15,621 | 0.79 | 19,036 | 0.97 | 19,900 | 1.00 | 1.58 | 21.86 | 4.54 |
| Ordinary profit | 16,672 | 0.63 | 16,912 | 0.66 | 16,912 | 0.85 | 20,371 | 1.04 | 21,500 | 1.08 | 1.44 | 20.46 | 5.54 |
| Profit attributable to owners of parent | 11,408 | 0.43 | 11,077 | 0.43 | 11,077 | 0.56 | 13,949 | 0.71 | 14,000 | 0.70 | -2.91 | 25.93 | 0.36 |
| Net assets | 184,027 | - | 197,006 | - | 197,006 | - | 170,291 | - | - | - | 7.05 | -13.56 | - |
| Total assets | 680,919 | - | 684,280 | - | 684,280 | - | 665,177 | - | - | - | 0.49 | -2.79 | - |
| Equity ratio | 27.0\% | - | 28.8\% | - | 28.8\% | - | 25.6\% | - | - | - | 1.8 P | -3.2 P | - |
| Earnings per share (yen) | 199.67 | - | 193.87 | - | 193.87 | - | 292.31 | - | 322.02 | - | -5.80 | 98.44 | 29.71 |
| Dividend per share (yen) | 50.00 | - | 50.00 | - | 50.00 | - | 80.00 | - | 90.00 | - | - | 30.00 | 10.00 |
| Net asset per share (yen) | 3,218.95 | - | 3,445.70 | - | 3,445.70 | - | 3,908.32 | - | - | - | 226.76 | 462.62 | - |
| ROE | 6.3\% | - | 5.8\% | - | 5.8\% | - | 7.6\% | - | 8.0\% | - | -0.5 P | 1.8 P | 0.4 P |

[^0]
## 5. 〈Consolidated〉 Performance by segment

## 1) 1 H Results

|  | Sales |  |  |  |  |  |  | Operating profit |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | FY03/21 Results(adjusted) | FYO3/22 Results | FYO3/23 | Change |  |  |  | FYO3/21Results | FYO3/22Results | FYO3/23Results | Change |  |  |  | \% of net sales |  |  |
|  |  |  |  | FYO3/22 vs.FY03/21 (adjusted) |  | $\begin{gathered} \text { FYO3/23 vs. } \\ \text { FYO3/22 } \\ \hline \end{gathered}$ |  |  |  |  | $\begin{gathered} \text { FY03/22 vs. } \\ \text { FY03/21 (adjusted) } \\ \hline \end{gathered}$ |  | $\begin{gathered} \hline \mathrm{FYOS} / 23 \mathrm{vs} . \\ \mathrm{FYO} / 22 \\ \hline \end{gathered}$ |  | FYO3/21 Results (adjusted) | FYO3/22 Results | FYO3/23 Results |
|  |  |  |  | Amount | \% | Amount | \% |  |  |  | Amount | \% | Amount | \% |  |  |  |
| Processed foods | 350,840 | 342,550 | 328,371 | -8,289 | -2.36 | -14,179 | -4.14 | 1,245 | 1,812 | 2,504 | 566 | 45.51 | 691 | 38.16 | 0.36 | 0.53 | 0.76 |
| Frozen and chilled foods | 294,846 | 291,421 | 293,285 | $-3,424$ | -1.16 | 1,863 | 0.64 | 3,469 | 4,963 | 6,368 | 1,493 | 43.05 | 1,404 | 28.30 | 1.18 | 1.70 | 2.17 |
| Liquor | 239,408 | 240,607 | 249,835 | 1,198 | 0.50 | 9,227 | 3.84 | 1,603 | 1,310 | 1,055 | -293 | -18.28 | -255 | -19.47 | 0.67 | 0.54 | 0.42 |
| Confectionery | 130,987 | 132,971 | 126,286 | 1,984 | 1.52 | -6,685 | -5.03 | 633 | 957 | 880 | 324 | 51.25 | -76 | -8.01 | 0.48 | 0.72 | 0.70 |
| Other, adjustments | 972 | 1,263 | 825 | 291 | 29.99 | -438 | -34.72 | (873) | (704) | (748) | 168 | - | -44 | - | - | - |  |
| Consolidated total | 1,017,054 | 1,008,815 | 998,604 | -8,239 | -0.81 | -10,211 | -1.01 | 6,078 | 8,339 | 10,060 | 2,260 | 37.19 | 1,720 | 20.63 | 0.60 | 0.83 | 1.01 |

Note: Sales figures for FYO3/21 have been retroactively adjusted to comply with the Accounting Standard for Revenue Recognition adopted from FYO3/22.

## 2) Full-Year Results

|  | Sales |  |  |  |  |  |  | Operating profit |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | FYO3/21 Results (adjusted) | FYOZ/22 Results | FYO3/23 Forecasts | Change |  |  |  | FYO3/21 Results | $\begin{gathered} \text { FYO3/22 } \\ \text { Results } \end{gathered}$ | FYO3/23 Forecasts | Change |  |  |  | \% of net sales |  |  |
|  |  |  |  | FYO3/22 vs.FY03/21 (adjusted) |  | FYO3/23 Forecasts vs. FYO3/22 |  |  |  |  | $\begin{gathered} \text { FY03/22 vs. } \\ \text { FY03/21 (adjusted) } \end{gathered}$ |  | $\begin{gathered} \hline \mathrm{FYOS} / 23 \mathrm{vs} . \\ \mathrm{FYO} / 22 \\ \hline \end{gathered}$ |  | FYO3/21 Results (adjusted) | FYO3/22 Results | FYO3/23 Forecasts |
|  |  |  |  | Amount | \% | Amount | \% |  |  |  | Amount | \% | Amount | \% |  |  |  |
| Processed foods | 684,094 | 670,106 | 671,900 | -13,988 | -2.04 | 1,793 | 0.27 | 3,680 | 4,691 | 4,600 | 1,010 | 27.47 | -91 | -1.95 | 0.54 | 0.70 | 0.68 |
| Frozen and chilled foods | 554,723 | 542,182 | 562,800 | -12,540 | -2.26 | 20,617 | 3.80 | 7,232 | 9,197 | 9,800 | 1,965 | 27.17 | 602 | 6.55 | 1.30 | 1.70 | 1.74 |
| Liquor | 469,002 | 471,109 | 480,000 | 2,107 | 0.45 | 8,890 | 1.89 | 3,913 | 3,745 | 3,700 | -168 | -4.30 | -45 | -1.21 | 0.83 | 0.79 | 0.77 |
| Confectionery | 269,527 | 269,608 | 272,700 | 80 | 0.03 | 3,091 | 1.15 | 2,553 | 3,004 | 3,100 | 450 | 17.65 | 95 | 3.17 | 0.95 | 1.11 | 1.14 |
| Other, adjustments | 2,073 | 2,595 | 2,600 | 521 | 25.17 | 4 | 0.17 | $(1,758)$ | $(1,602)$ | $(1,300)$ | 156 | - | 302 | - | - | - | - |
| Consolidated total | 1,979,421 | 1,955,601 | 1,990,000 | -23,819 | -1.20 | 34,398 | 1.76 | 15,621 | 19,036 | 19,900\| | 3,415 | 21.86 | 863 | 4.54 | 0.79 | 0.97 | 1.00 | Note: Sales figures for $\mathrm{FYO} / 21$ have been retroactively adjusted to comply with the Accounting Standard for Revenue Recognition adopted from FYO3/22.

## 6. 〈Consolidated〉 Sales by product categories and business formats

## 1) Sales by product categories 1 Hesults

|  | FYO3/20 |  | FYOZ/21 <br> (Before reclassification) |  | FYO3/21 <br> (After reclassification) |  | FYO3/22 |  | FYO3/23 |  | FYOB/21 (Before reclassification) vs.FYO . |  | FYO3/22vs. <br> FYO3/21 (After reclassification) |  | FYO3/23 vs. FYO3/22 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of total | Amount | \% of total | Amount | \% of total | Amount | \% of total | Amount | \% of total | Change | \% Change | Change | \% Change | Change | \% Change |
| Canned foods and seasonings | 139,003 | 10.3 | 144,051 | 11.1 | 124,253 | 12.2 | 120,831 | 12.0 | 117,670 | 11.8 | 5,047 | 3.63 | $-3,421$ | -2.75 | -3,161 | -2.62 |
| Noodles and dried foods | 77,049 | 5.7 | 79,204 | 6.1 | 71,891 | 7.1 | 68,604 | 6.8 | 68,393 | 6.8 | 2,155 | 2.80 | -3,287 | -4.57 | -211 | -0.31 |
| Luxury foods and beverages | 155,123 | 11.5 | 151,408 | 11.7 | 124,124 | 12.2 | 124,384 | 12.3 | 115,871 | 11.6 | -3,714 | -2.40 | 259 | 0.21 | -8,512 | -6.84 |
| Confectioneries | 151,098 | 11.2 | 155,161 | 11.9 | 130,133 | 12.8 | 132,712 | 13.2 | 125,901 | 12.6 | 4,063 | 2.69 | 2,579 | 1.98 | -6,810 | -5.13 |
| Frozen and chilled foods | 511,710 | 37.8 | 455,991 | 35.1 | 251,844 | 24.8 | 247,137 | 24.5 | 242,423 | 24.3 | -55,718 | -10.89 | -4,707 | -1.87 | -4,713 | -1.91 |
| Beer | 137,797 | 10.2 | 130,989 | 10.1 | 128,676 | 12.6 | 129,762 | 12.9 | 136,702 | 13.7 | -6,807 | -4.94 | 1,086 | 0.84 | 6,939 | 5.35 |
| Other alcoholic beverages | 107,742 | 8.0 | 105,773 | 8.1 | 99,846 | 9.8 | 99,124 | 9.8 | 101,407 | 10.2 | -1,969 | -1.83 | -722 | -0.72 | 2,283 | 2.30 |
| Others | 71,755 | 5.3 | 77,268 | 5.9 | 86,282 | 8.5 | 86,257 | 8.5 | 90,232 | 9.0 | 5,512 | 7.68 | -24 | -0.03 | 3,974 | 4.61 |
| Total | 1,351,280 | 100.0 | 1,299,849 | 100.0 | 1,017,054 | 100.0 | 1,008,815 | 100.0 | 998,603 | 100.0 | -51,431 | -3.81 | -8,239 | -0.81 | -10,211 | -1.01 |

Note: Net Sales for FYO3/21 have been retroactively adjusted to comply with the Accounting Standard for Revenue Recognition adopted from FYO3/22.

## 2) Sales by business formats 1 H Results

|  | FYO3/20 |  | FYOZ/21 <br> (Before reclassification) |  | FYOZ/21 <br> (After reclassification) |  | FYO3/22 |  | FYO3/23 |  | FYO3/21 (Before reclassification) vs. FYO3/20 |  | FYO3/22vs. <br> FYO3/21 (After reclassification) |  | FYO3/23 vs. FYO3/22 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of total | Amount | \% of total | Amount | \% of total | Amount | \% of total | Amount | \% of total | Change | \% Change | Change | \% Change | Change | \% Change |
| Wholesalers | 118,606 | 8.8 | 96,391 | 7.4 | 79,802 | 7.8 | 82,610 | 8.2 | 96,937 | 9.7 | -22,214 | -18.73 | 2,808 | 3.52 | 14,326 | 17.34 |
| Supermarkets | 549,213 | 40.6 | 557,067 | 42.9 | 513,210 | 50.5 | 495,300 | 49.1 | 473,546 | 47.4 | 7,854 | 1.43 | -17,910 | -3.49 | -21,753 | -4.39 |
| Convenience stores | 445,367 | 32.9 | 400,792 | 30.8 | 199,062 | 19.6 | 203,448 | 20.2 | 187,199 | 18.7 | -44,575 | -10.01 | 4,386 | 2.20 | -16,249 | -7.99 |
| Drugstores | 76,644 | 5.7 | 82,378 | 6.3 | 82,059 | 8.1 | 77,250 | 7.6 | 84,471 | 8.5 | 5,734 | 7.48 | -4,809 | -5.86 | 7,220 | 9.35 |
| Users | 32,438 | 2.4 | 26,252 | 2.0 | 19,245 | 1.9 | 16,332 | 1.6 | 19,996 | 2.0 | -6,185 | -19.07 | -2,912 | -15.13 | 3,663 | 22.43 |
| Other direct sales | 96,946 | 7.2 | 108,726 | 8.4 | 105,373 | 10.4 | 114,083 | 11.3 | 110,831 | 11.1 | 11,780 | 12.15 | 8,709 | 8.27 | -3,251 | -2.85 |
| (Total of direct sales) | 1,200,609 | 88.8 | 1,175,217 | 90.4 | 918,952 | 90.5 | 906,415 | 89.8 | 876,045 | 87.7 | -25,392 | -2.11 | -12,536 | -1.36 | -30,370 | -3.35 |
| Manufacturers and others | 32,064 | 2.4 | 28,239 | 2.2 | 18,300 | 1.7 | 19,788 | 2.0 | 25,620 | 2.6 | -3,824 | -11.93 | 1,488 | 8.13 | 5,831 | 29.47 |
| Total | 1,351,280 | 100.0 | 1,299,849 | 100.0 | 1,017,054 | 100.0 | 1,008,815 | 100.0 | 998,603 | 100.0 | -51,431 | -3.81 | -8,239 | -0.81 | -10,211 | -1.01 |

[^1] Note 2. Other direct sales include discount stores, e-commerce operators, home improvement stores, department stores, etc.

## 7. 〈Consolidated〉 Investments, etc.

## 1) 1 H Results

|  | FY03/19 | FY03/20 | FY03/21 | FY03/22 | FY03/23 | Change |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  | FY03/20 vs. FY03/19 | FY03/21 vs. FY03/20 | FY03/22 vs. FY03/21 | FY03/23 vs. FY03/22 |
| < Investment amount> |  |  |  |  |  |  |  |  |  |
| Capital expenditures | 5,030 | 6,349 | 3,610 | 3,960 | 2,179 | 1,318 | -2,738 | 349 | -1,780 |
| System development, etc. | 1,764 | 1,935 | 1,534 | 1,801 | 1,319 | 171 | -401 | 267 | -482 |
| Business investment | 731 | - | 356 | 1,109 | 5,501 | -731 | 356 | 752 | 4,392 |
| Total investment | 7,527 | 8,285 | 5,501 | 6,871 | 9,000 | 757 | -2,784 | 1,369 | 2,129 |
| < Depreciation, amortization and leasing costs > |  |  |  |  |  |  |  |  |  |
| Capital expenditures (including leases) | 2,717 | 3,003 | 3,174 | 3,055 | 3,430 | 285 | 170 | -118 | 374 |
| System development, etc. | 1,072 | 1,703 | 2,009 | 2,284 | 2,471 | 630 | 306 | 274 | 187 |
| Total depreciation and amortization | 3,790 | 4,706 | 5,183 | 5,339 | 5,901 | 915 | 477 | 156 | 561 |

## 2) Full-Year Results

|  | FY03/19 | FY03/20 | FY03/21 | FY03/22 | FY03/23 <br> Forecasts | Change |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  | FY03/20 vs. FY03/19 | FY03/21 vs. FY03/20 | FY03/22 vs. FY03/21 | Fro323 Freeasts vs. Frosaz |
| < Investment amount> |  |  |  |  |  |  |  |  |  |
| Capital expenditures | 13,621 | 13,553 | 6,591 | 8,357 | 5,000 | -68 | -6,961 | 1,765 | -3,357 |
| System development, etc. | 4,111 | 4,235 | 4,351 | 3,631 | 4,000 | 123 | 115 | -719 | 368 |
| Business investment | 731 | 704 | 844 | 1,109 | 5,000 | -27 | 140 | 264 | 3,890 |
| Total investment | 18,465 | 18,493 | 11,787 | 13,098 | 14,000 | 28 | -6,705 | 1,310 | 901 |
| < Depreciation, amortization and leasing costs > |  |  |  |  |  |  |  |  |  |
| Capital expenditures (including leases) | 5,905 | 6,445 | 6,577 | 6,709 | 7,000 | 539 | 131 | 132 | 290 |
| System development, etc. | 2,535 | 3,494 | 3,792 | 4,759 | 5,000 | 958 | 297 | 966 | 240 |
| Total depreciation and amortization | 8,441 | 9,940 | 10,369 | 11,468 | 12,000 | 1,498 | 429 | 1,099 | 531 |


[^0]:    Note: Net Sales for FYO3/21 have been retroactively adjusted to comply with the Accounting Standard for Revenue Recognition adopted from FYO3/22.

[^1]:    Note: Net Sales for FYO3/21 have been retroactively adjusted to comply with the Accounting Standard for Revenue Recognition adopted from FYO3/22.
    Note 1. Users are businesses that provide food and beverage services directly to consumers, such as restaurants and food service industries, home meal replacements, and school lunches.

