



CORPORATE OUTLINE




FY2022

Seven & i Holdings Co., Ltd.


How to use this report

This report has been edited using PDF with interactive function. Each page has a navigation and category tab at the top and a page tab on the left to help you navigate between pages. There is also a link button for sites related to the text.

Navigation buttons

-  Click to navigate to the table of contents.
-  Click to go one page.
-  Click to go one page.

Link button

-  Click to go to the relevant website.

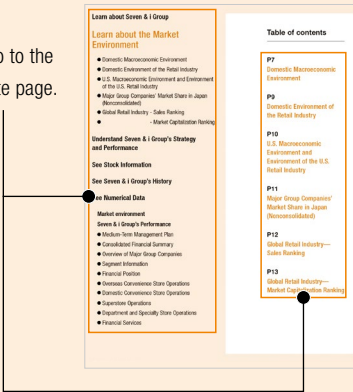
Chapter



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About Corporate Outline

The Company aims to be a sincere company in line with its corporate creed, earning the trust of all stakeholders, including customers, business partners and franchisees, shareholders and investors, local communities, and employees.

Guided by our Group slogan of “Responding to Change while Strengthening Fundamentals”, we conduct open and honest dialogue with our customers to stay in tune with their constantly changing needs. Learning about these needs yields opportunities to create and evolve new retail services in response to changes in the times.

We believe that the core concept of corporate governance is to create “a system for being a sincere company trusted by all stakeholders”, and that this is in line with our corporate creed. We will redouble our efforts to improve and expand our corporate governance, based on the philosophy of our founder.

In the same way that we foster opportunities for creating services through dialogue with our customers, we believe that expanding dialogue with all of our stakeholders, including business partners and franchisees, shareholders and investors, local communities, and employees, will yield opportunities for increasing corporate value.

This Corporate Outline is designed to communicate an overview of our Group's business in a clear manner to enable better understanding.

We hope you will be able to use it to your benefit.



Six Chapters to Learn about Seven & i Group

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Corporate Profile

Corporate Overview (As of February 28, 2022)

Company name

Seven & i Holdings Co., Ltd.

Date of establishment

September 1, 2005

Head office

8-8, Nibancho, Chiyoda-ku,
Tokyo 102-8452, Japan

Representative

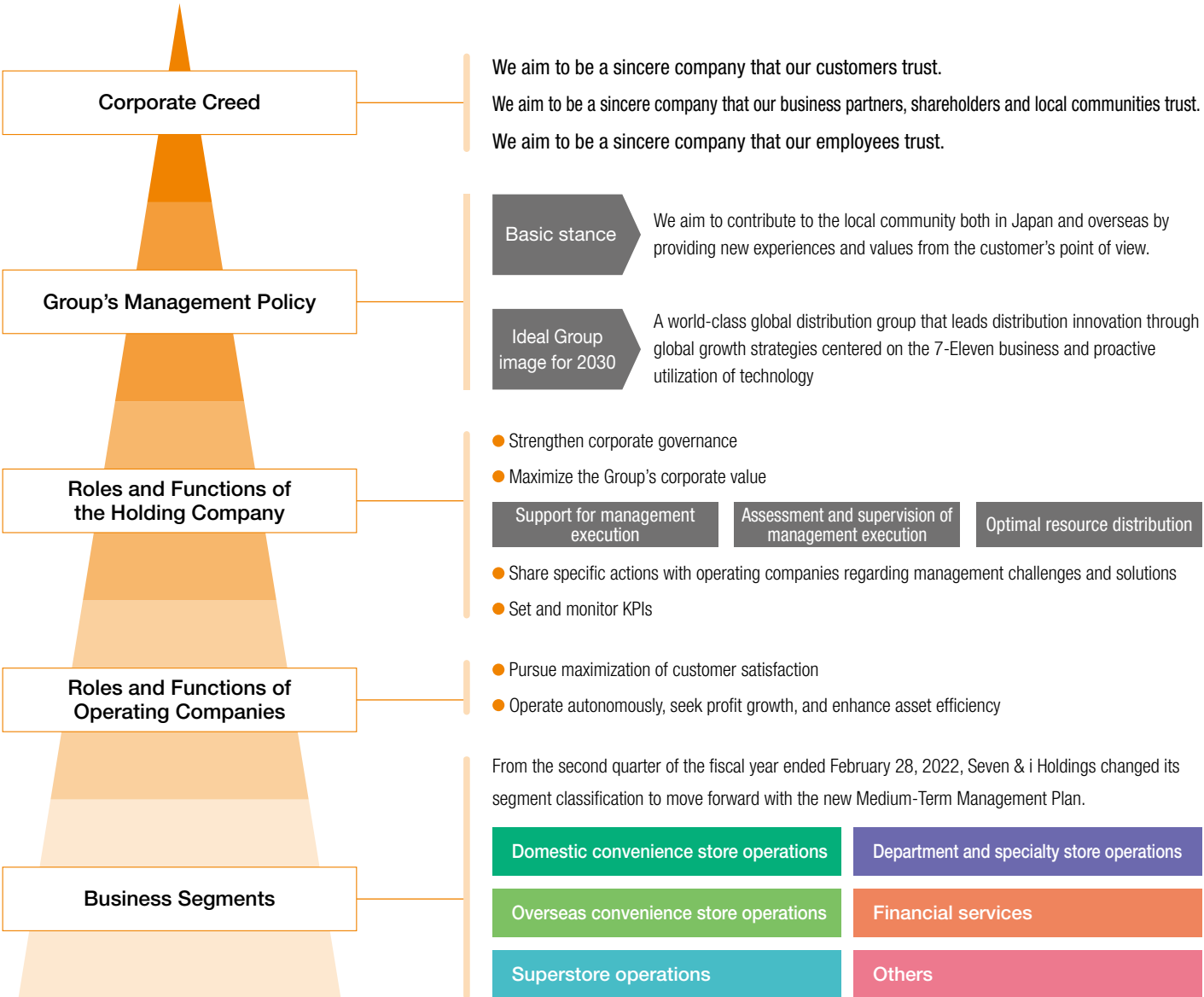
President and Representative Director:
Ryuichi Isaka

Paid-in capital

50 billion yen

Number of employees

969 (nonconsolidated)
83,635 (consolidated)





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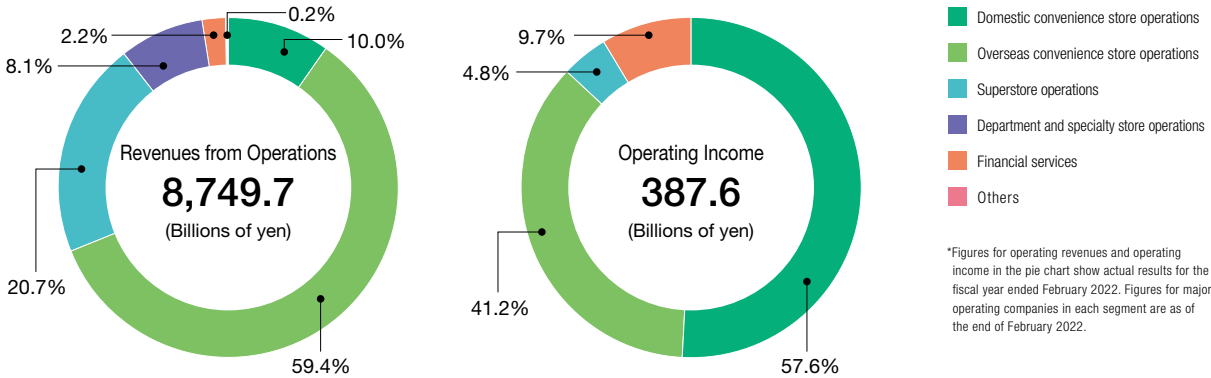
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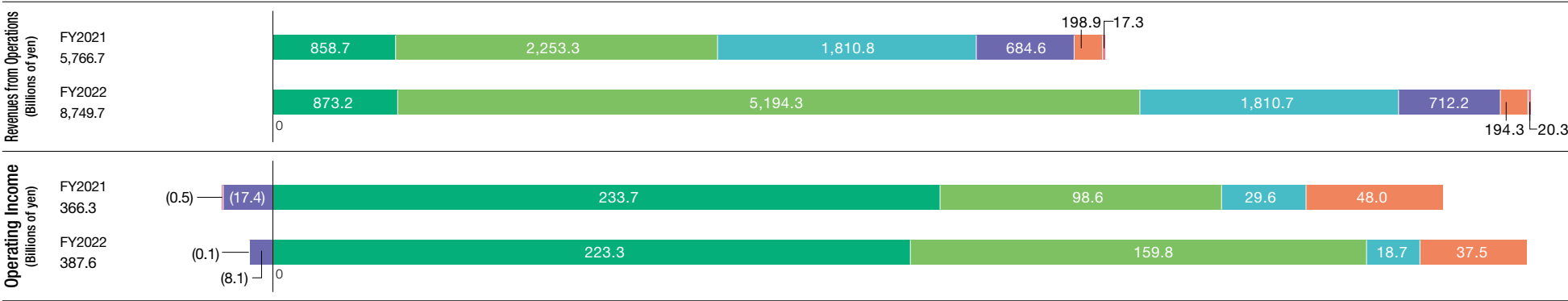
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Seven & i Group in Numbers

The Seven & i Group is committed to create new value through dialogue with various stakeholders and by leveraging Group synergies, while utilizing the strengths of its diverse businesses alongside the lives of its customers.



Core Operating Companies	Domestic convenience store operations	Overseas convenience store operations	Superstore operations	Department and specialty store operations	Financial services	Others
	• SEVEN-ELEVEN JAPAN CO., LTD. • SEVEN-ELEVEN OKINAWA CO., LTD.	• 7-Eleven, Inc. • SEJ Asset Management & Investment Company • Speedway LLC • 7-Eleven International LLC • SEVEN-ELEVEN HAWAII, INC. • SEVEN-ELEVEN (BEIJING) CO., LTD. • SEVEN-ELEVEN (CHENGDU) CO., LTD. • SEVEN-ELEVEN (TIANJIN) CO., LTD.	• Ito-Yokado Co., Ltd. • York-Benimaru Co., Ltd. • Life Foods Co., Ltd.* • York Co., Ltd. • Peace Deli Co., Ltd. • Hua Tang Yokado Commercial Co., Ltd. • Chengdu Ito-Yokado Co., Ltd.	• Sogo & Seibu Co., Ltd. • Akachan Honpo Co., Ltd. • Seven & i Food Systems Co., Ltd. • THE LOFT CO., LTD. • Nissen Holdings Co., Ltd.	• Seven Bank, Ltd. • Seven Financial Service Co., Ltd. • Seven Card Service Co., Ltd. • Seven CS Card Service Co., Ltd	• Seven & i Create Link Co., Ltd. • Seven & i Net Media Co., Ltd. • Seven Culture Network Co., Ltd. • Yatsugatake Kogen Lodge Co., Ltd. • Terube Ltd.
	(5 consolidated subsidiaries, 4 affiliates; 9 companies, in total)	(110 consolidated subsidiaries, 4 affiliates; 114 companies, in total)	(16 consolidated subsidiaries, 5 affiliates; 21 companies, in total) <small>*Life Foods Co., Ltd. ceased to exist as a result of its merger with York-Benimaru Co., Ltd. on March 1, 2022.</small>	(22 consolidated subsidiaries, 6 affiliates; 28 companies, in total)	(13 consolidated subsidiaries, 2 affiliates; 15 companies, in total)	(6 consolidated subsidiaries, 3 affiliates; 9 companies, in total)



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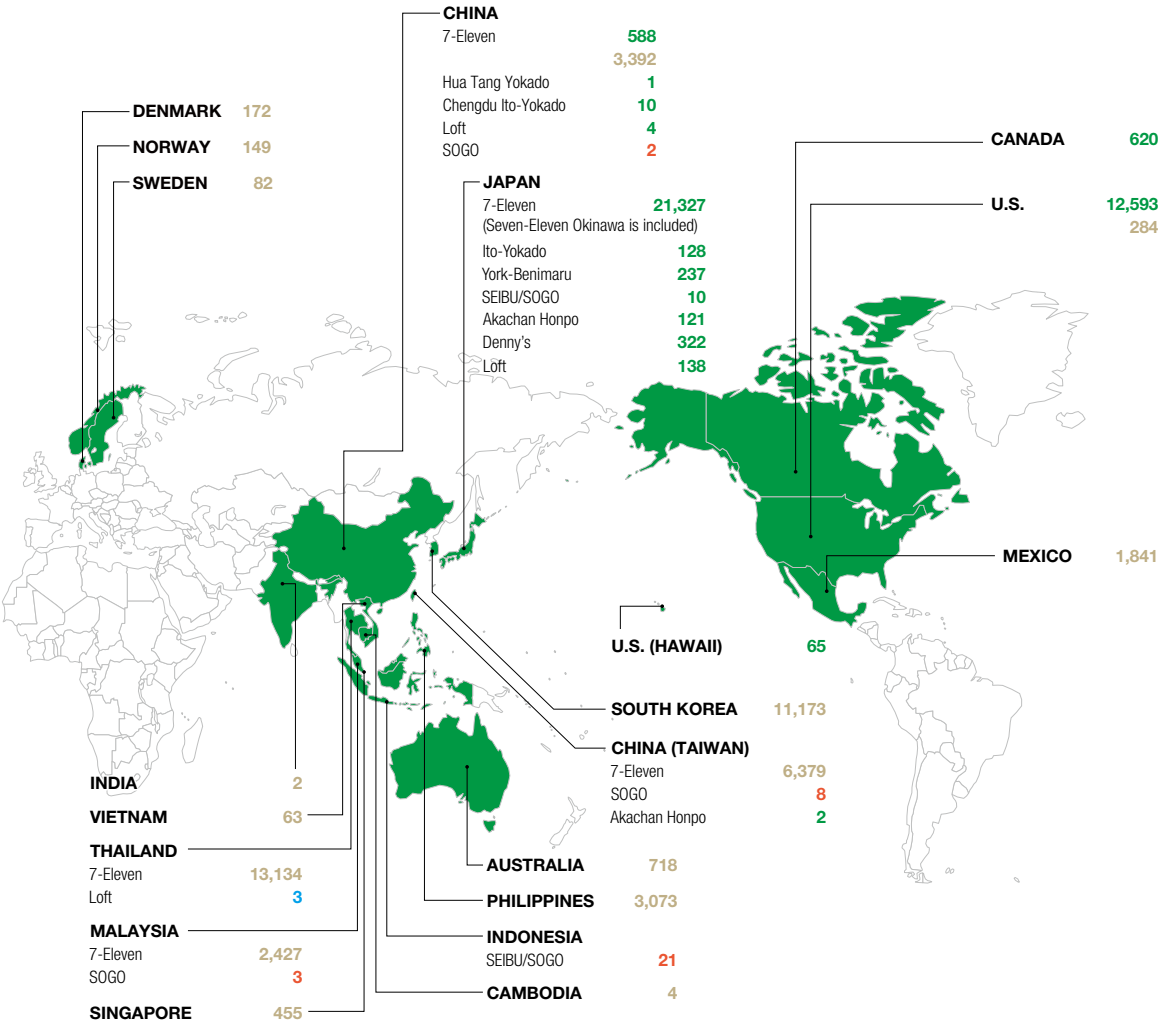
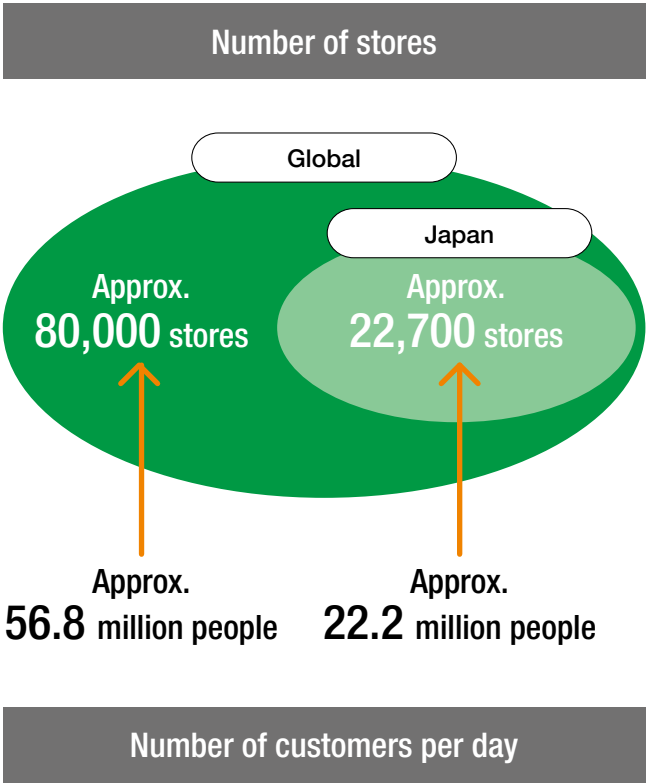
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Seven & i Group in Numbers

Store Network



Notes: 1. ■ Number of stores operated directly by our subsidiaries
■ Number of stores operated by companies in each country granted a defined license
■ Number of stores with licenses to use the trademark of Sogo & Seibu Co., Ltd.
■ Number of stores that are THE LOFT overseas franchise

2. The number of stores in Japan is as of February 28, 2022 and in the rest of other countries/areas is as of December 31, 2021.

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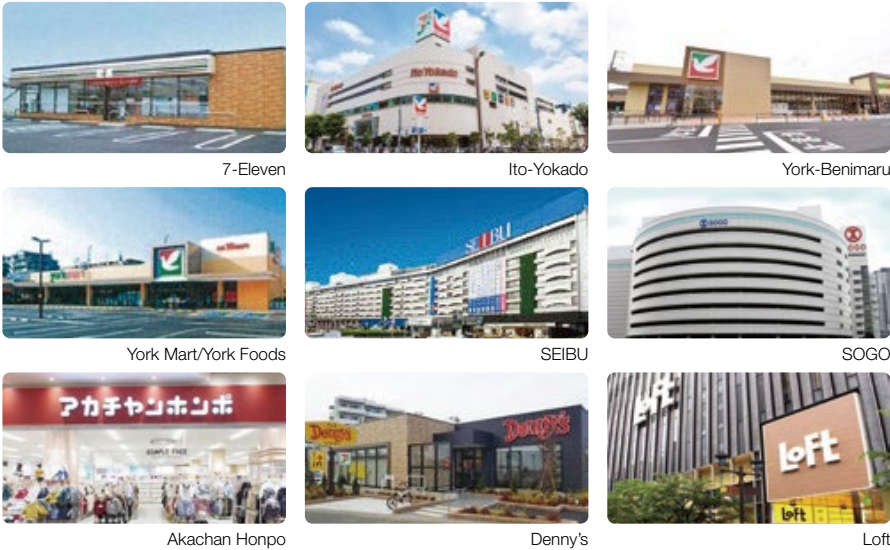
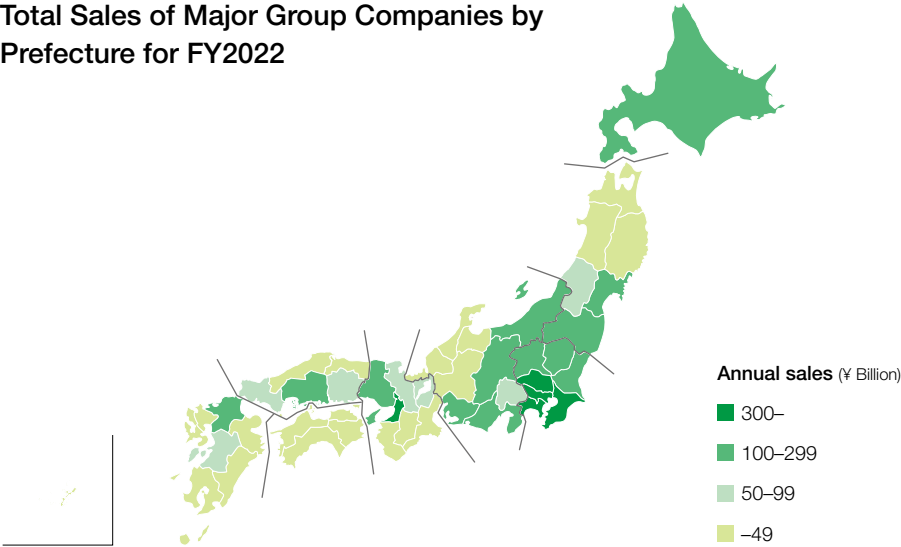
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Status of Store Development

Total Sales of Major Group Companies by Prefecture for FY2022



Domestic Store Network

	7-Eleven	Ito-Yokado	York-Benimaru	York Mart, York Foods, etc.	SEIBU/SOGO	Akachan Honpo	Denny's	Loft
Hokkaido	1,001	7	–	–	–	3	–	2
Tohoku	1,425	9	162	–	1	4	12	7
Kanto	8,303	95	75	101	7	49	234	69
Chubu	3,466	10	–	–	1	20	66	19
Kinki	2,943	7	–	–	–	22	10	20
Chugoku	1,347	–	–	–	1	8	–	7
Shikoku	355	–	–	–	–	2	–	4
Kyushu, Okinawa	2,487	–	–	–	–	13	–	10
Total	21,327	128	237	101	10	121	322	138

Note: As of February 28, 2022

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Seven & i Group in Numbers

Operations in China

In China, we are operating convenience stores, superstores, supermarkets, etc. We are also working to exchange information between business formats and jointly develop merchandise.

(As of December 31, 2021)

	Business category	Establishment	Opening date of the first store	Capital	Ownership ratio	
SEVEN-ELEVEN (BEIJING) CO., LTD.	Convenience stores	Jan. 2004	Apr. 15, 2004	U.S.\$44 million	SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD. Beijing Wang fu jing Department Store Group Co., Ltd. China National Sugar & Alcohol Group	65.0% 25.0% 10.0%
SEVEN-ELEVEN (CHENGDU) CO., LTD.	Convenience stores	Dec. 2010	Mar. 17, 2011	CNY472.9 million	SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.	100.0%
SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.	Investment company and 7-Eleven’s master licensor in China	Sep. 2012	–	CNY876.2 million	SEVEN-ELEVEN JAPAN CO., LTD.	100.0%
SEVEN-ELEVEN (TIANJIN) CO., LTD.	Convenience stores	Nov. 2012	Nov. 29, 2012	CNY200.0 million	SEVEN-ELEVEN (BEIJING) CO., LTD.	100.0%
SHAN DONG ZHONG DI CONVENIENCE CO., LTD.	Convenience stores	Jun. 2012	Nov. 7, 2012	CNY210.0 million	Zhongdi Group Co., Ltd. SEVEN-ELEVEN JAPAN CO., LTD. SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.	65.0% 20.0% 15.0%
Chengdu Ito-Yokado Co., Ltd.	Superstores and supermarkets	Dec. 1996	Nov. 21, 1997	U.S.\$23 million	Ito-Yokado (China) Investment Co., Ltd. China National Sugar & Alcohol Group ITOCHU Corporation	80.0% 12.0% 8.0%
Hua Tang Yokado Commercial Co., Ltd.	Superstores	Sep. 1997	Apr. 28, 1998	U.S.\$98,722 million	Ito-Yokado (China) Investment Co., Ltd.	100.0%
Ito-Yokado (China) Investment Co., Ltd.	Investment company in China	Jul. 2012	–	U.S.\$47.25 million	Ito-Yokado Co., Ltd.	100.0%
Chengdu Ito-Yokado E-commerce Co., Ltd.	E-commerce	Apr. 2017	–	CNY80.0 million	Chengdu Ito-Yokado Co., Ltd. Ito-Yokado (China) Investment Co., Ltd. Chengdu-Vienna Rotation Investment Co., Ltd.	73.8% 20.0% 6.3%

Sales Trend

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Chengdu Ito-Yokado	53,513	62,788	70,650	79,686	67,276	71,638	73,632	73,751	64,305	71,250
Hua Tang Yokado	27,902	34,015	31,814	24,066	15,869	6,826	5,033	4,882	5,096	5,439
SEVEN-ELEVEN (BEIJING)	11,273	14,458	17,983	21,781	20,871	24,458	26,399	26,859	21,111	22,331
SEVEN-ELEVEN (TIANJIN)	–	3,136	3,783	4,623	4,551	5,364	5,190	4,781	3,404	3,405
SEVEN-ELEVEN (CHENGDU)	1,909	3,505	4,204	4,036	3,435	4,042	4,815	4,517	3,688	3,733
Exchange rate (CNY1=) (¥)	12.72	15.92	17.18	19.23	16.42	16.62	16.71	15.78	15.48	17.04

Notes: 1. Sales exclude value added tax.
2. All companies’ fiscal year-ends are on December 31.
3. Figures exclude franchised store sales for SEVEN-ELEVEN (BEIJING), SEVEN-ELEVEN (TIANJIN) and SEVEN-ELEVEN (CHENGDU).



Chengdu Ito-Yokado



Hua Tang Yokado



SEVEN-ELEVEN (BEIJING)



SEVEN-ELEVEN (CHENGDU)



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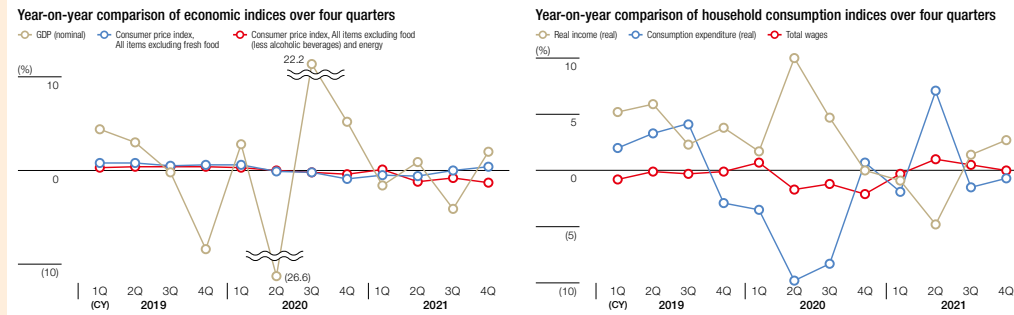
Global Retail Industry—Sales Ranking

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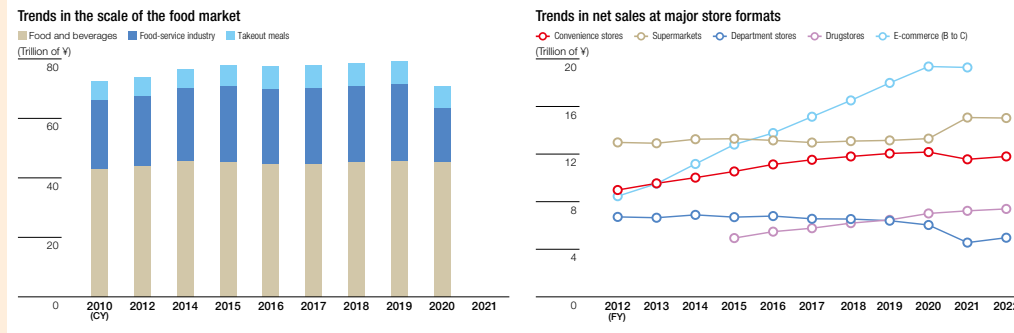
Global Retail Industry—Market Capitalization Ranking

Chapter Summary

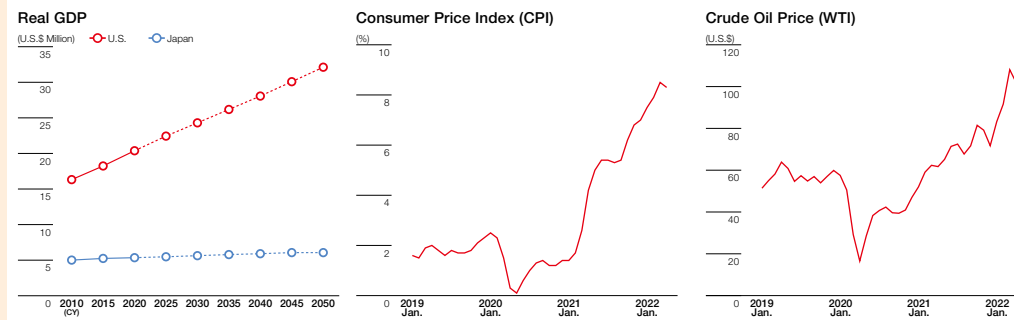
Domestic Macroeconomic Environment



Domestic Environment of the Retail Industry



U.S. Macroeconomic Environment



Major Group Companies' Sales Ranking

Convenience stores

- 1 Seven-Eleven Japan
- 2 FamilyMart
- 3 Lawson

Superstores

- 1 Aeon Retail
- 2 Ito-Yokado
- 3 LIFE Corporation

Department stores

- 1 Isetan Mitsukoshi Holdings
- 2 Takashimaya
- 3 J. Front Retailing
- 4 Sogo & Seibu

Global Retail Industry (Sales Ranking)

- 1 Walmart
- 2 Amazon.com
- 3 Costco Wholesale
- 19 Seven & i Holdings

Global Retail Industry (Market Capitalization Ranking)

- 1 Amazon.com
- 2 Alibaba Group Holding
- 3 Home Depot
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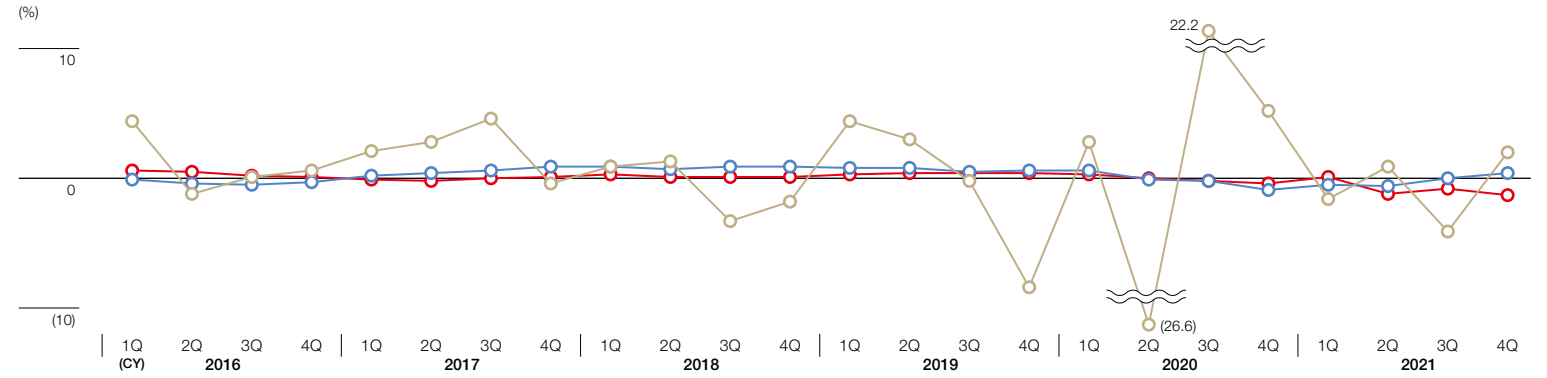
Domestic Macroeconomic Environment

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Year-on-year comparison of economic indices over four quarters

- GDP (nominal)
- Consumer price index, All items excluding fresh food
- Consumer price index, All items excluding food (less alcoholic beverages) and energy

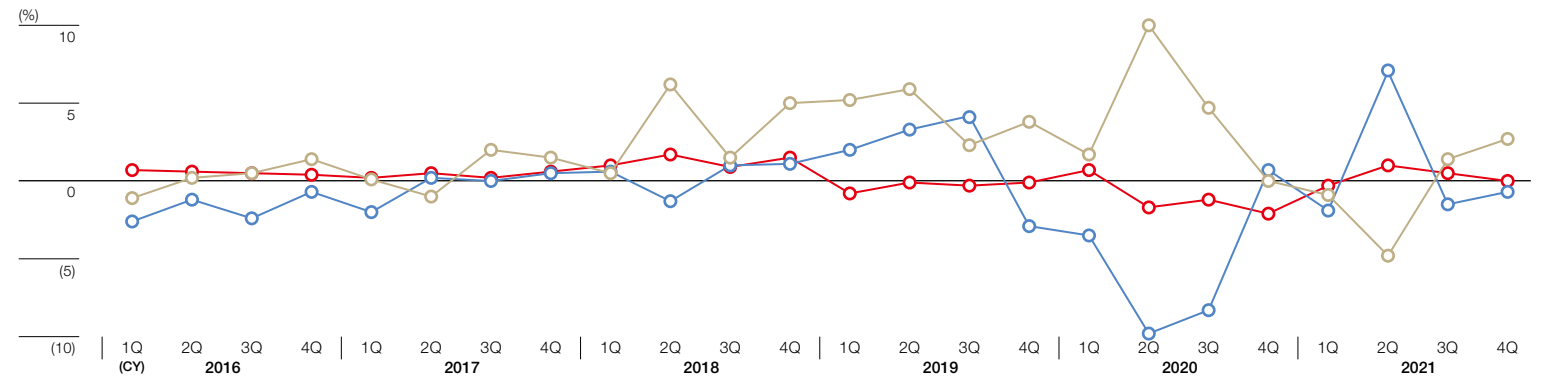
Sources: National Accounts (Economic and Social Research Institute, Cabinet Office) and Consumer Price Index (Ministry of Internal Affairs and Communications)



Year-on-year comparison of household consumption indices over four quarters

- Real income (real)
- Consumption expenditure (real)
- Total wages

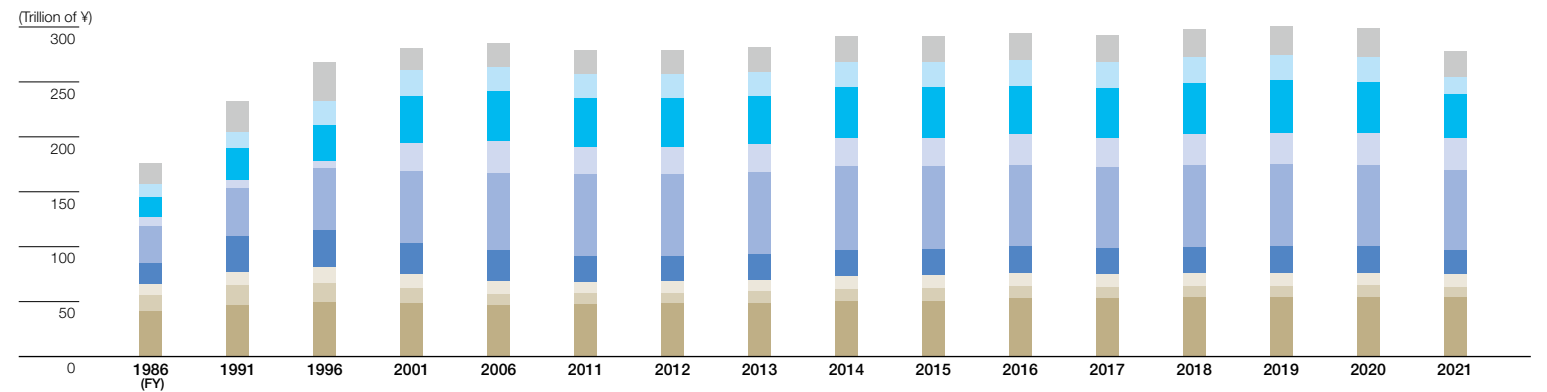
Sources: Family Income and Expenditure Survey (Ministry of Internal Affairs and Communications) and Monthly Labour Survey (Ministry of Health, Labour and Welfare)



Domestic final consumption expenditure of households

- Food, beverages and cigarettes
- Clothing and footwear
- Furniture and household appliances
- Education, cultural services and entertainment
- Housing and utilities
- Medical care and health expenses
- Transport and communications
- Eating out and accommodation
- Others

Note: The figures before 2000 are based on an old standard.
Source: National Accounts (Economic and Social Research Institute, Cabinet Office)



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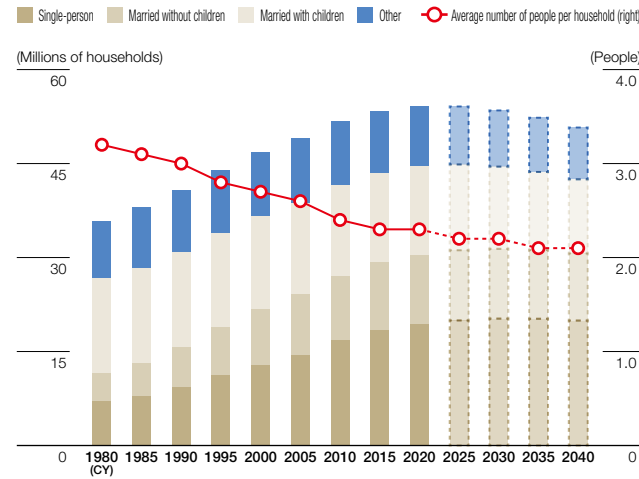
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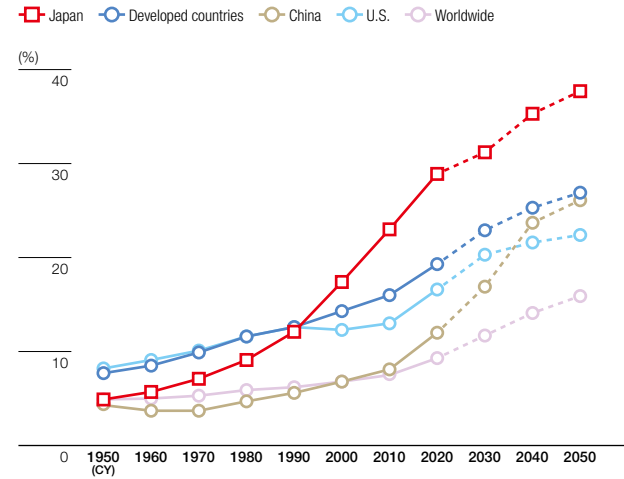
Domestic Macroeconomic Environment

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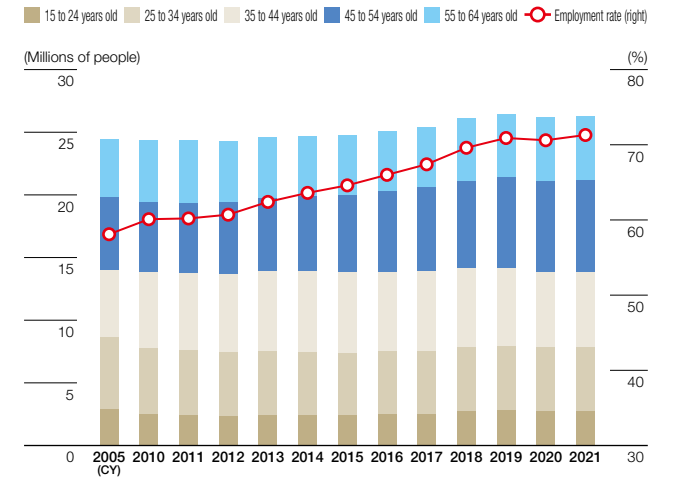
Changes in the number of households



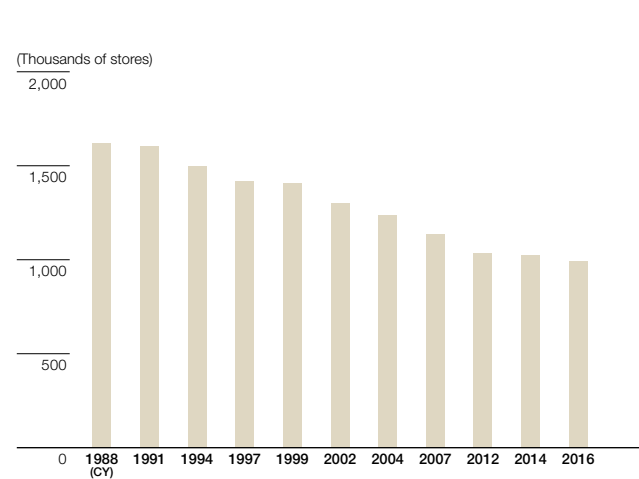
Changes in the population of those aged over 65



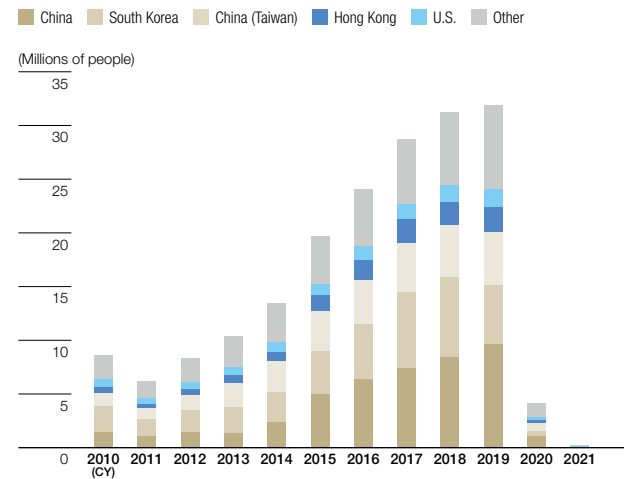
The number of female workers and their employment rate



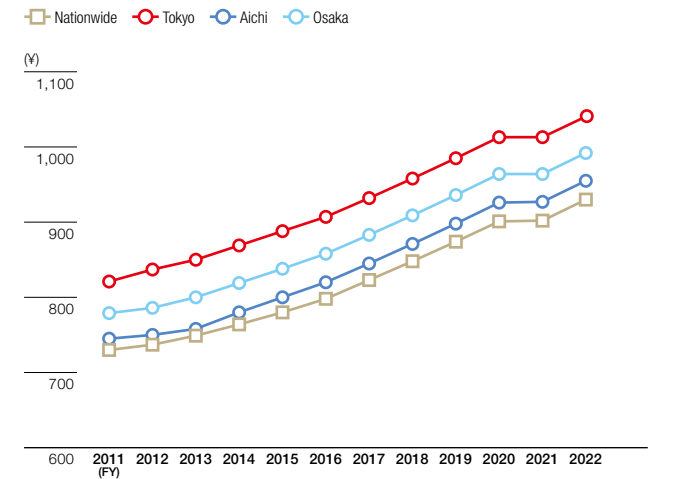
Trend in the number of retail stores



The number of foreign tourists



Minimum wage nationwide and in three main urban centers





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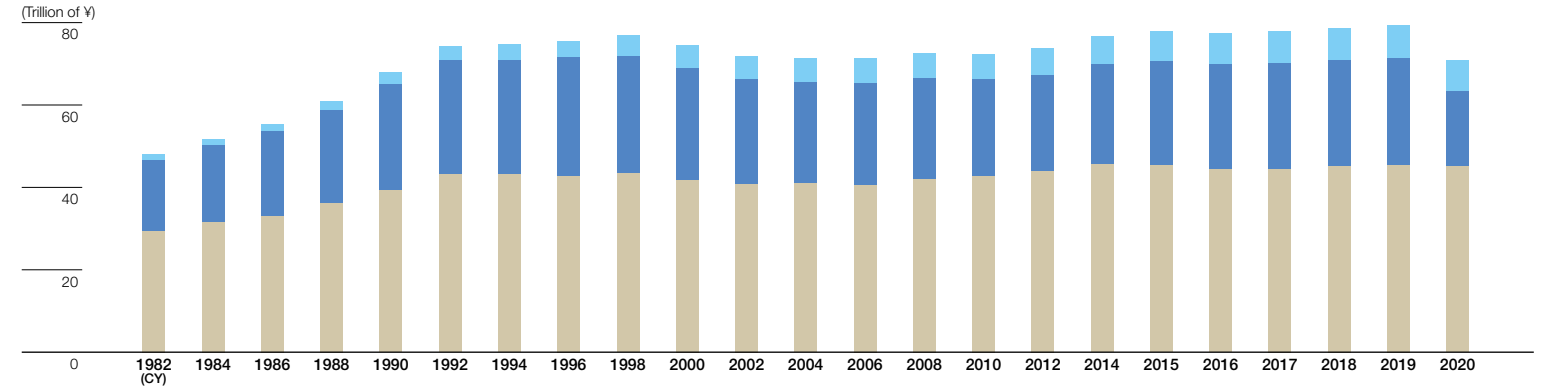
Domestic Environment of the Retail Industry

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Trends in the scale of the food market

- Food and beverages
- Food-service industry
- Takeout meals

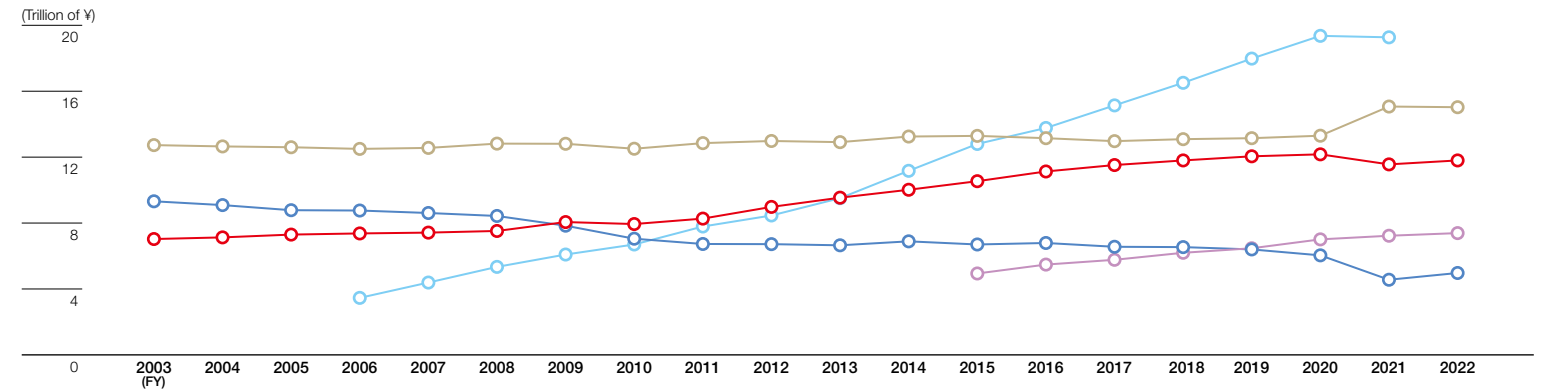
Sources: Current Survey of Commerce (Ministry of Economy, Trade and Industry) and Trends in the Scale of the Food Market (Foodservice Industry Research Institute)



Trends in net sales at major store formats

- Convenience stores
- Supermarkets
- Department stores
- Drugstores
- E-commerce (B to C)

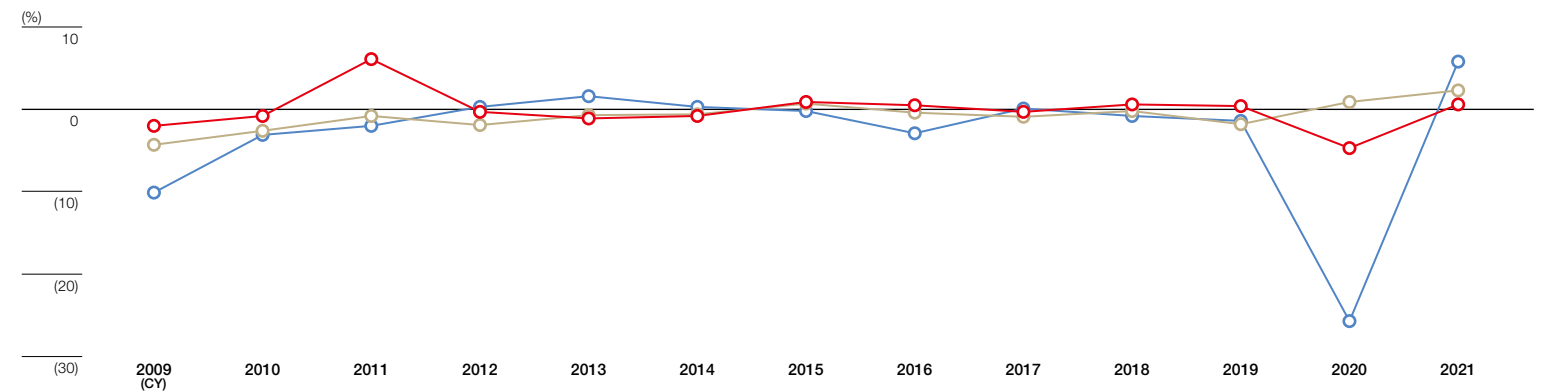
Source: Current Survey of Commerce and E-Commerce Market Survey (Ministry of Economy, Trade and Industry)



Year-on-year comparison of growth in existing-store sales at major store formats

- Convenience stores
- Supermarkets
- Department stores

Sources: Flash Report on Department Store Sales (Japan Department Stores Association); Chain Store Sales (Japan Chain Stores Association); and Annual Statistics on Convenience Store Trends (Japan Franchise Association)





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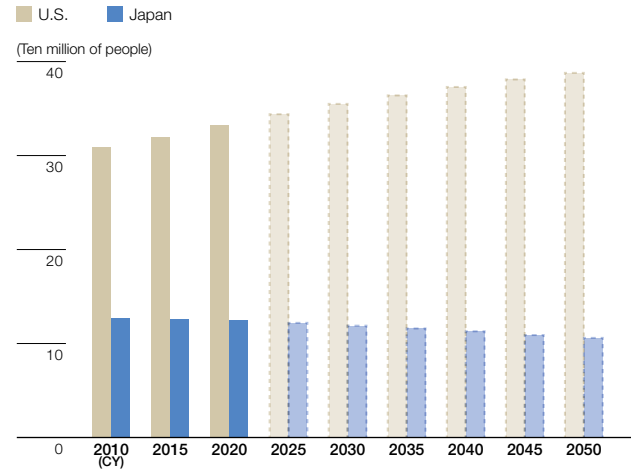
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U.S. Macroeconomic Environment and Environment of the U.S. Retail Industry

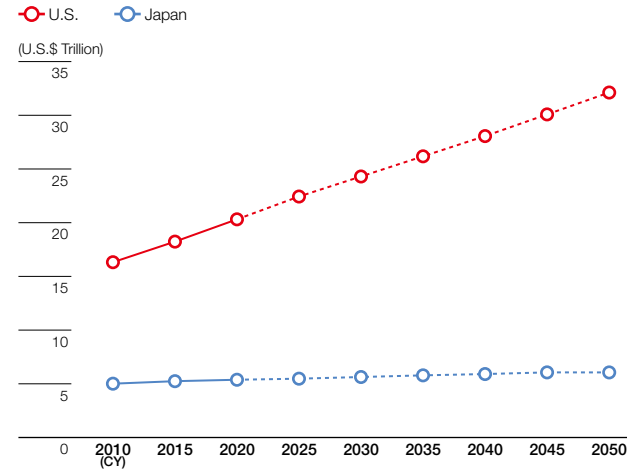
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Demographic forecast



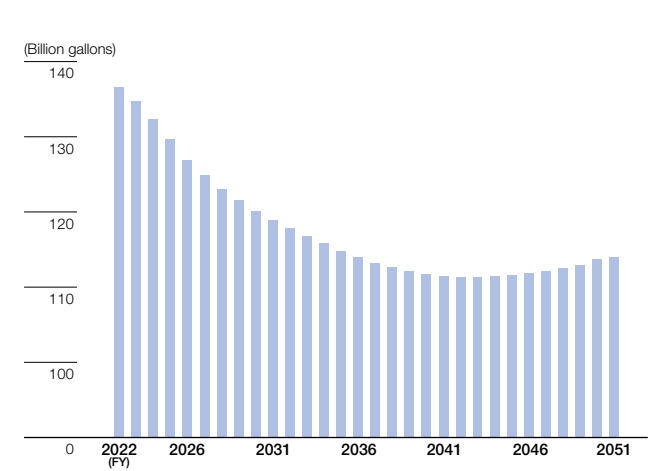
Note: The figures on 2025 and after are estimates.
Sources: U.S. Census Bureau

Real GDP



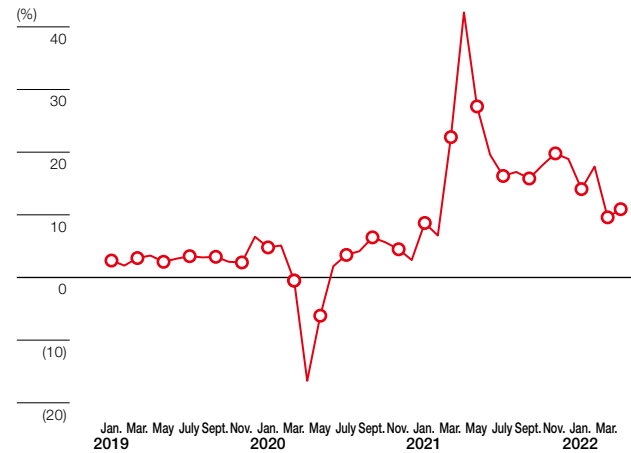
Note: The figures on 2025 and after are estimates.
Sources: Organisation for Economic Co-operation and Development

Gasoline consumption forecast



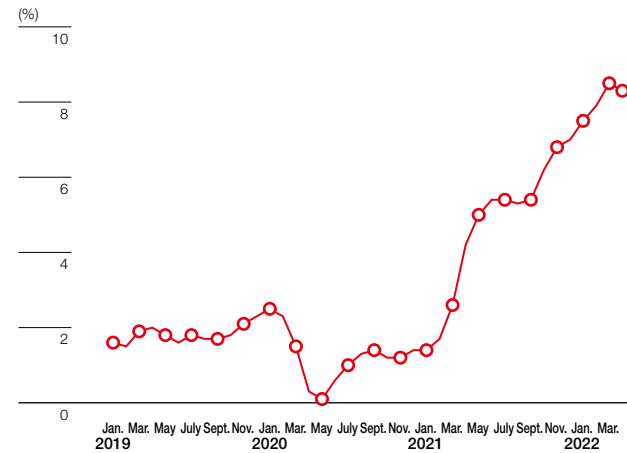
Sources: U.S. Energy Information Administration

Growth in retail sales (excluding automobiles, seasonally adjusted)



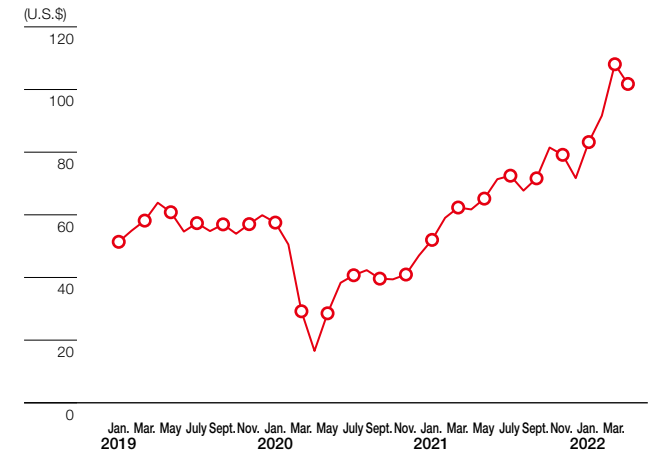
Sources: U.S. Internal Revenue Service

Consumer price index (CPI)



Note: U.S. Bureau of Labor Statistics

Crude oil price (WTI)



Sources: U.S. Energy Information Administration



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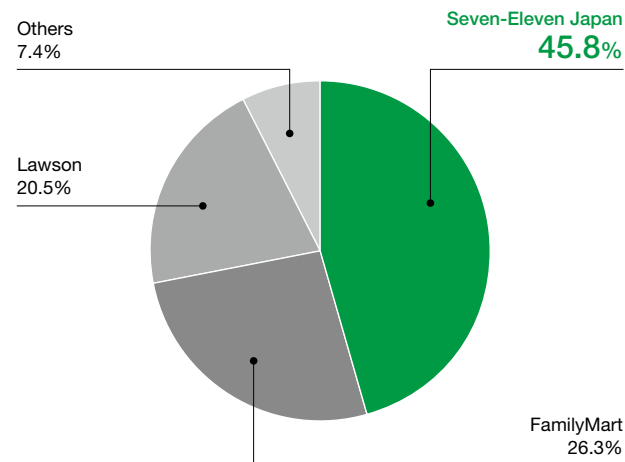
Major Group Companies' Market Share in Japan (Nonconsolidated)

Click here to download the data

Top 3 in chain store sales at convenience stores

	FY2022 (Billion of ¥)	Share (%)
Convenience stores total market*	10,807.3	100.0
1 Seven-Eleven Japan	4,952.7	45.8
2 FamilyMart	2,841.9	26.3
3 Lawson	2,211.9	20.5
Others	800.5	7.4
Top three combined	10,006.7	92.6

* The figure for convenience stores total market is sum of sales from March 2021 to February 2022, according to the Japan Franchise Association's Convenience Store Statistics Investigation Monthly Report.

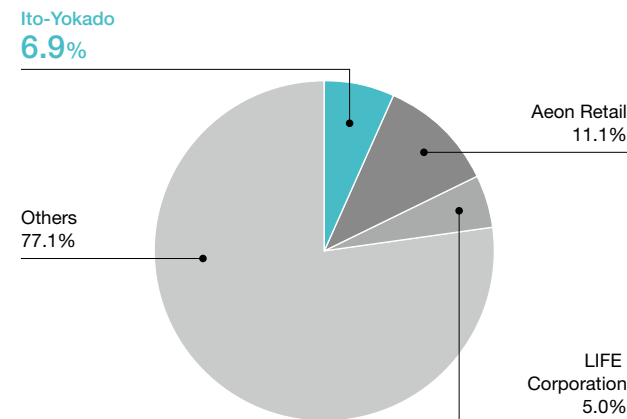


Top 3 in net sales at superstores

	FY2022 (Billion of ¥)	Share (%)
Superstores total market	15,029.5	100.0
1 Aeon Retail	1,664.8	11.1
2 Ito-Yokado	1,038.6	6.9
3 LIFE Corporation	745.0	5.0
Others	11,581.0	77.1
Top three combined	3,448.5	22.9

<Reference>

York-Benimaru	469.4	3.1
York	188.9	1.3

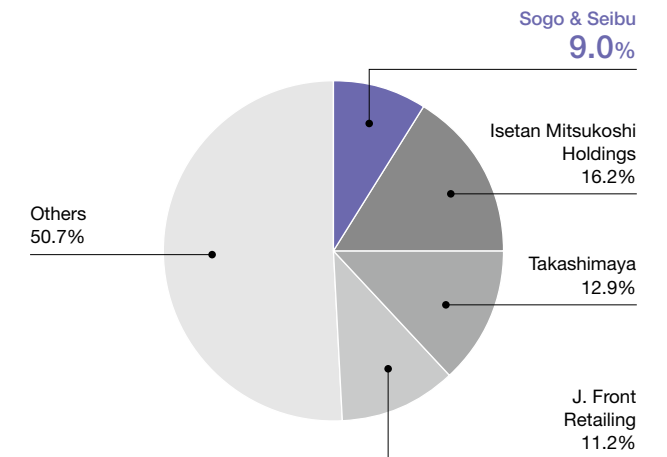


Top 4 in net sales at department stores

	FY2022 (Billion of ¥)	Share (%)
Department stores total market	4,968.3	100.0
1 Isetan Mitsukoshi Holdings*1	803.0	16.2
2 Takashimaya*1	642.4	12.9
3 J. Front Retailing*2	555.8	11.2
4 Sogo & Seibu	446.9	9.0
Others	2,519.9	50.7
Top four combined	2,448.3	49.3

*1 Net sales of Isetan Mitsukoshi Holdings and Takashimaya represent simplified sums of their subsidiaries of domestic department stores.

*2 Net sales of J. Front Retailing represent total sales for the department store business.



Sources: Published material from the Current Survey of Commerce (Ministry of Economy, Trade and Industry), Convenience Store Statistics Investigation Monthly Report (Japan Franchise Association) and materials disclosed by individual companies



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Global Retail Industry—Sales Ranking

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Sales Ranking of Retailers—Worldwide in FY2021

FY2021	FY2020	Company	Country	Net sales		CAGR (%)	Sales growth rate (%)	Net profit margin (%)
				(U.S.\$ Million)	(Billions of ¥)			
1	1	WalMart	U.S.	559,151	59,270.0	3.0	6.7	2.5
2	2	Amazon.com	U.S.	213,573	22,638.7	21.9	34.8	5.5
3	3	Costco Wholesale	U.S.	166,761	17,676.7	7.5	9.2	2.4
4	4	Schwarz	Germany	144,254	15,290.9	7.8	10.0	–
5	7	Home Depot	U.S.	132,110	14,003.7	8.3	19.9	9.7
6	5	Kroger	U.S.	131,620	13,951.7	3.7	8.3	2.0
7	6	Walgreen	U.S.	117,705	12,476.7	5.6	1.5	0.3
8	8	Aldi	Germany	117,047	12,407.0	5.8	8.1	–
9	13	JD.com	China	94,423	10,008.8	31.2	27.6	6.6
10	11	Target	U.S.	92,400	9,794.4	4.6	19.8	4.7
11	9	CVS Health	U.S.	91,198	9,667.0	4.8	5.3	–
12	15	Lowe's	U.S.	89,597	9,497.3	8.7	24.2	6.5
13	12	Ahold Delhaize	Netherlands	85,177	9,028.8	14.4	12.8	1.9
14	14	AEON	Japan	75,077	8,603.9	0.7	0.3	(0.4)
15	10	Tesco	U.K.	73,888	7,832.1	1.3	(10.3)	10.6
16	16	Albertsons	U.S.	69,690	7,387.1	3.5	11.6	1.2
17	17	Edeka	Germany	68,268	7,236.4	4.9	9.7	–
18	19	Rewe	Germany	61,853	6,556.4	6.7	8.9	0.6
19	18	Seven & i Holdings	Japan	52,317 Group's total sales*104,196	5,766.7 Group's total sales*11,044.8	(0.8)	(13.2)	3.4
20	21	Best Buy	U.S.	47,262	5,009.8	3.6	8.3	3.8
21	28	Publix	U.S.	45,204	4,791.6	6.7	17.5	8.8
22	22	E. Leclerc	France	44,676	4,735.7	2.1	1.0	–
23	24	Woolworths	Australia	41,533	4,402.5	(0.4)	(10.7)	3.8
24	26	IKEA	Netherlands	39,174	4,152.4	2.0	(4.1)	3.2
25	31	Loblaw Companies	Canada	38,663	4,098.3	3.1	10.1	2.3
26	32	ITM Development	France	37,946	4,022.3	3.4	3.9	–
27	30	J Sainsbury	U.K.	36,997	3,921.7	4.3	0.7	(1.0)
28	27	Casino	France	36,370	3,855.2	(7.1)	(7.9)	2.0
29	20	Auchan	France	36,045	3,820.8	(9.9)	(30.9)	2.8
30	23	LVMH	France	35,856	3,800.7	6.4	(15.8)	11.1

Notes: 1. CAGR is the compound annual growth rate over a five-year period.

2. CAGR is calculated on a local currency basis in each country.

3. Exchange rate: U.S.\$1=¥106, except for yen-based figures for Japanese companies which are based on public information

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

Source: Global Powers of Retailing 2021 (Deloitte Touche Tohmatsu Limited)



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Global Retail Industry—Market Capitalization Ranking

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Ranking by Market Capitalization of Retailers—Worldwide (As of April 30, 2022)

	Company	Country	Market capitalization		ROE (%)	EPS (U.S.\$)	PER (Times)	PBR (Times)
			(U.S.\$ Million)	(Billions of ¥)				
1	Amazon.com	U.S.	1,264,043	163,769.4	28.8	65.61	37.89	9.14
2	Walmart	U.S.	420,995	54,544.1	16.7	4.97	30.79	5.06
3	Home Depot	U.S.	310,423	40,218.4	2050.3	15.90	18.89	–
4	Alibaba Group Holding	China	280,147	36,295.8	17.7	1.02	12.79	1.98
5	Costco Wholesale	U.S.	235,671	30,533.6	27.9	11.30	47.07	13.42
6	Lowe's	U.S.	130,723	16,936.5	(497.7)	12.72	15.55	–
7	CVS Health	U.S.	126,237	16,355.3	11.0	6.02	15.96	1.68
8	Target	U.S.	105,732	13,698.6	50.9	15.02	15.22	8.24
9	JD.com, Inc.	China	90,508	11,726.2	(1.8)	(0.20)	–	2.78
10	The TJX Company	U.S.	72,018	9,330.6	55.5	2.79	21.94	12.00
11	Wal-art de Mexico	Mexico	61,740	7,999.0	24.9	0.12	28.55	6.78
12	Dollar General	U.S.	54,343	7,040.7	37.1	10.49	22.65	8.68
13	Fast Retailing	Japan	49,254	6,381.4	16.4	12.36	37.57	5.72
14	MercadoLibre, Inc.	Uruguay	49,089	6,360.0	5.2	1.65	589.28	32.05
15	Alimentation Couche-Tard	Canada	46,825	6,066.6	24.5	2.65	16.89	3.99
16	Lululemon Athletica	Canada	43,517	5,638.0	36.8	7.95	44.62	15.88
17	O'Reilly	U.S.	40,212	5,209.9	5,863.6	32.65	18.58	–
18	Wesfarmers	Australia	39,823	5,159.5	25.0	1.49	23.55	5.77
19	Seven & i Holdings	Japan	39,122	5,068.7	7.5	1.84	24.05	1.70
20	Kroger	U.S.	38,982	5,050.5	17.2	2.27	23.78	4.12
21	AutoZone	U.S.	38,814	5,028.7	(162.2)	109.34	17.88	–
22	Walgreen	U.S.	36,624	4,745.0	10.1	2.57	16.50	1.56
23	Dollar Tree	U.S.	36,569	4,737.9	17.7	5.90	27.54	4.74
24	Ross Stores	U.S.	35,058	4,542.2	46.9	4.90	20.35	8.63
25	Avenue Supermarts	India	33,460	4,335.1	9.5	0.22	232.64	20.99
26	Woolworths	Australia	33,221	4,304.1	41.0	1.21	22.54	33.90
27	Royal Ahold Delhaize	Netherlands	30,989	4,014.9	17.2	2.27	13.08	2.14
28	Loblaw Companies	Canada	30,611	3,966.0	16.6	4.41	20.87	3.38
29	eBay, Inc.	U.S.	29,453	3,816.0	(32.7)	(3.84)	–	3.01
30	CK Hutchison Holdings	Hong Kong	26,977	3,495.2	6.6	1.11	6.32	0.41

Note: Exchange rate (as of April 30, 2022): U.S.\$1=¥129.56
Source: FactSet

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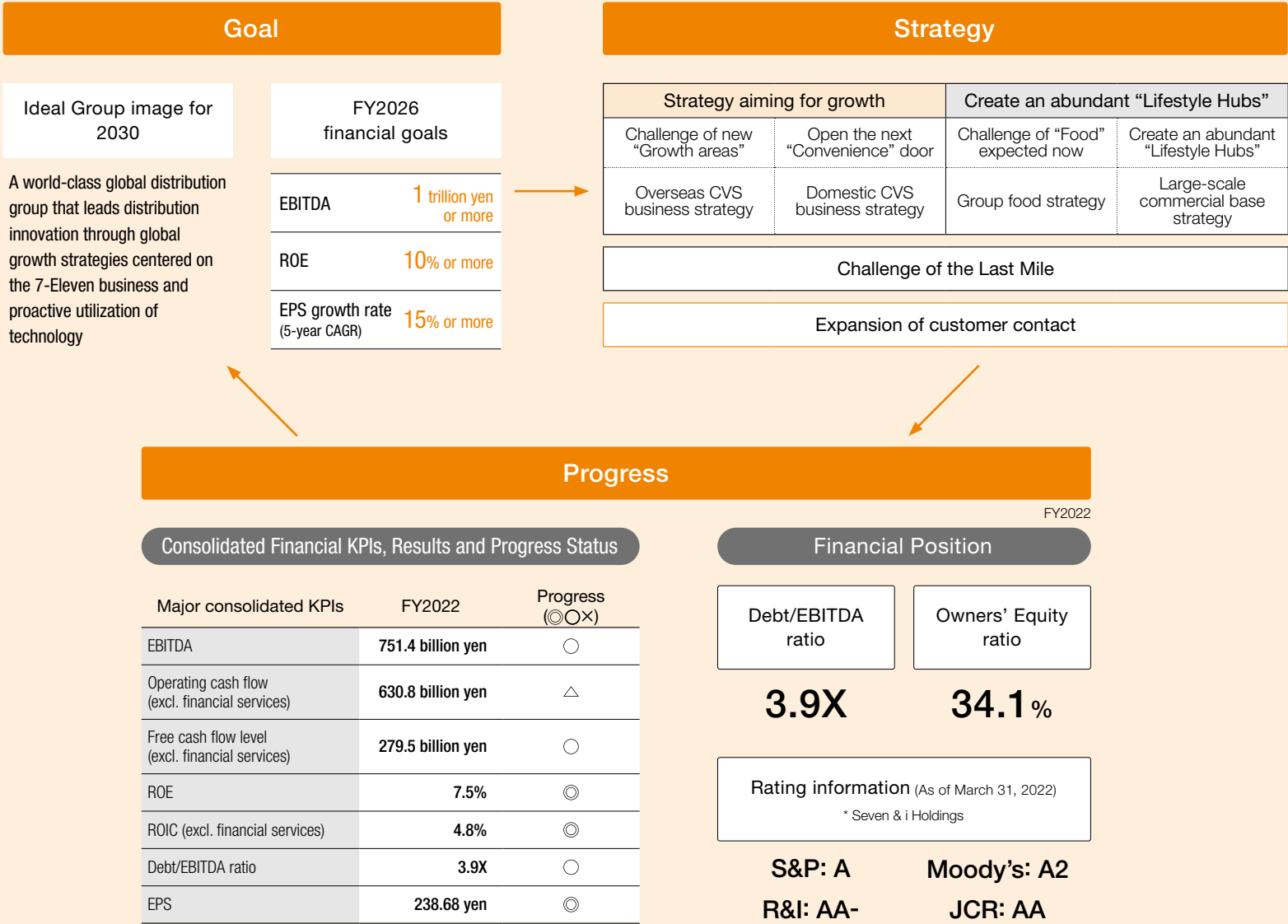
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Chapter Summary

Medium-Term Management Plan





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Medium-Term Management Plan

Strategy aiming for growth

Strategy aiming for depth

Expansion of customer contact

Corporate creed

We aim to be a sincere company that our customers trust.
We aim to be a sincere company that our business partners, shareholders and local communities trust.
We aim to be a sincere company that our employees trust.

Basic stance

We aim to contribute to the local community both in Japan and overseas by providing new experiences and values from the customer's point of view.

Towards 2030 (Positioning of the Medium-Term Management Plan)

Composition of the phases of the Medium-Term Management Plan

Completion of business structural reform (by FY2024)
Dealing with unprofitable stores, optimizing personnel, etc.

Results of Group's strategic investment
Last Mile / DX / financial strategies, etc.

Execution of growth strategy

Present day

Economic value



Growth opportunity



Sustainability

FY2026

FY2026 financial goals

EBITDA
1 trillion yen or more

ROE
10% or more

EPS growth rate
15% or more
(5-year CAGR)

Ideal Group image for 2030

A world-class global distribution group that leads distribution innovation through global growth strategies centered on the 7-Eleven business and proactive utilization of technology



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Medium-Term Management Plan

Strategy aiming for growth

Strategy aiming for depth

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Group Priority Strategy

Provide a new experience and value consistently from the customer's point of view

Challenge of new
"Growth areas"

Open the next
"Convenience" door

Challenge of "Food"
expected now

Create an abundant
"Lifestyle Hubs"

Strategy aiming for growth

Strategy aiming for depth

Overseas CVS business strategy

To be the main driver of Group growth

- North America: synergy of integration with Speedway
- Increase value as a global brand

Domestic CVS business strategy

Return to regrowth path

- Explore business regions, handling by individual stores / location
- Strengthen relationships with franchisees

Group food strategy

Closer partnerships with supermarkets in the metropolitan area

Reinforced development of Group products
Enhance joint procurement through direct imports, etc.

Large-scale commercial base strategy

Higher hub value in line with each business region

Expand non-store profits

Challenge of the Last Mile

Expand on-demand delivery service / Enhance online supermarket (BOPIS)

Customer base

9.9 million a day in North America

22.2 million a day in Japan

Expansion of customer contact

Improve LTV by 7Rewards/CRM
Expand 7NOW (delivery)
Expand 7Wallet (digital settlement)

Improve LTV by Group CRM around "7iD"

- Strengthen point strategy
- Provide new settlement experience
- Enhance financial services

DX/Finance strategies

Build Last Mile delivery platform
Improve technology-aided productivity

Human resource measures linked to the business strategy

Sustainable management

Balancing the sustainable growth of the company with sustainable growth in society



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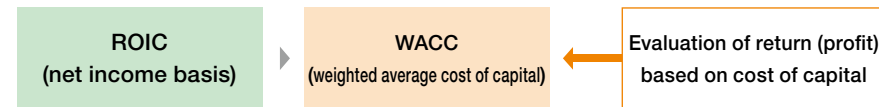
Expansion of customer contact

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Group Priority Strategy

Basic financial policy

In order to continuously improve corporate value, increase returns (profit) that exceed the cost of capital and increase the ability to generate cash flow (CF).

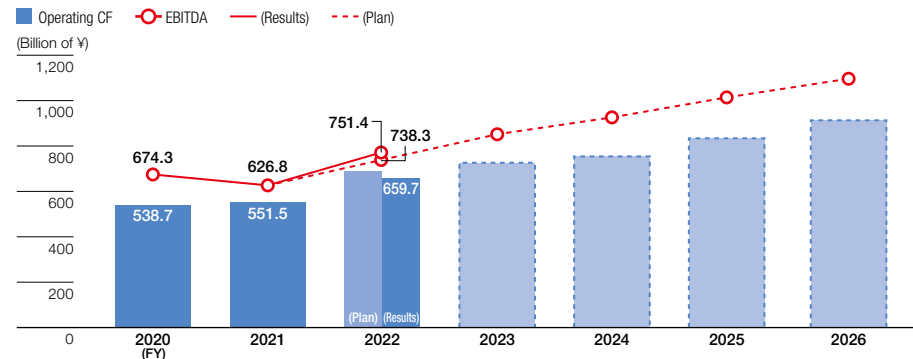


Main consolidated KPIs



EBITDA/Operating CF plan (consolidated)

[Until 2026] **EBITDA: 1 trillion yen or more** **Operating CF: 800 billion yen or more**



* Exchange rate: \$1 = 109 yen (FY2020), \$1 = 106 yen (FY2021), \$1 = 109 yen (FY2022), \$1 = 114 yen (FY2023), \$1 = 105 yen (FY2023-26) / 1 yuan = ¥17 (FY2022), 1 yuan = ¥16 (FY2023-2026)

* Operating CF: Management accounting figures based on NOPAT

* Planned values are those of the Medium-Term Management Plan announced in July 2021.

Consolidated financial numerical targets

	FY2021 Results	FY2022 Results	Evaluation*6	FY2026 Targets
EBITDA	626.8 billion yen	751.4 billion yen	○	1 trillion yen or higher
Operating cash flow (excluding financial services)*1	456.7 billion yen	630.8 billion yen	△	800.0 billion yen or higher
Free cash flow (excluding financial services)*2	132.0 billion yen	279.5 billion yen	○	400.0 billion yen or higher
ROE	6.8%	7.5%	◎	10% or higher
ROIC (excluding financial services)*3	4.7%	4.8%	◎	7% or higher
Debt/EBITDA multiple	2.8x	3.9x	○	Less than 2.0x
Adjusted Debt/EBITDA multiple*4	—	—	—	Less than 2.2x
EPS growth rate (CAGR)*5	—	—	—	15% or higher

*1. Operating cash flow represents management accounting figures based on NOPAT (excl. financial business).

*2. Free cash flow is based on management accounting figures (excl. financial business) and is calculated by excluding M&A as a strategic investment from investment cash flow.

*3. ROIC is calculated using the following formula:

(Net income + Interest expense × (1 - Effective tax rate)) / (Owner's equity + Interest-bearing debt (both the averages of the figures at the beginning and the end of each fiscal year))

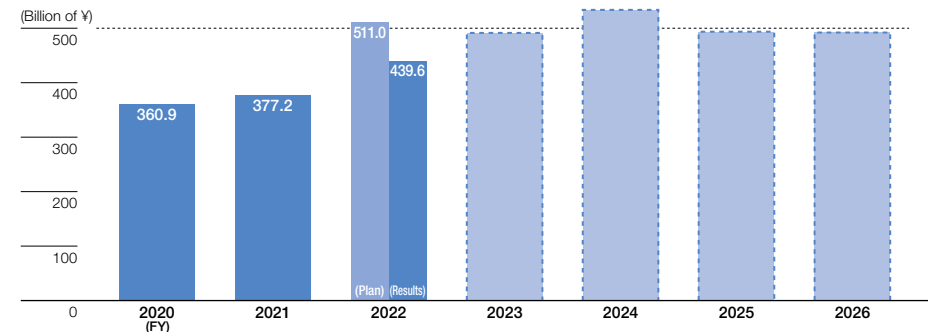
*4. Adjusted Debt/EBITDA multiple represents a management accounting figure (excl. financial business) and is calculated using the following formula: Net debt/EBITDA (Net debt: Interest-bearing debt + On-balance lease - Cash and deposit adjustment)

*5. EPS growth rate is estimated by CAGR for FY2021

*6 FY2022 Results: ◎ Outperformed target ○ Proceed as planned × Target not achieved

Capital expenditures plan (consolidated)

- Continue proactive investment in US-Japan CVS business
- Investment based on Group strategy
- Environmental investment to be about 125 billion yen in 5 years (about 5% of the total)



* Excluding investment in the acquisition of Speedway in FY2022

* Planned values are those of the Medium-Term Management Plan announced in July 2021.



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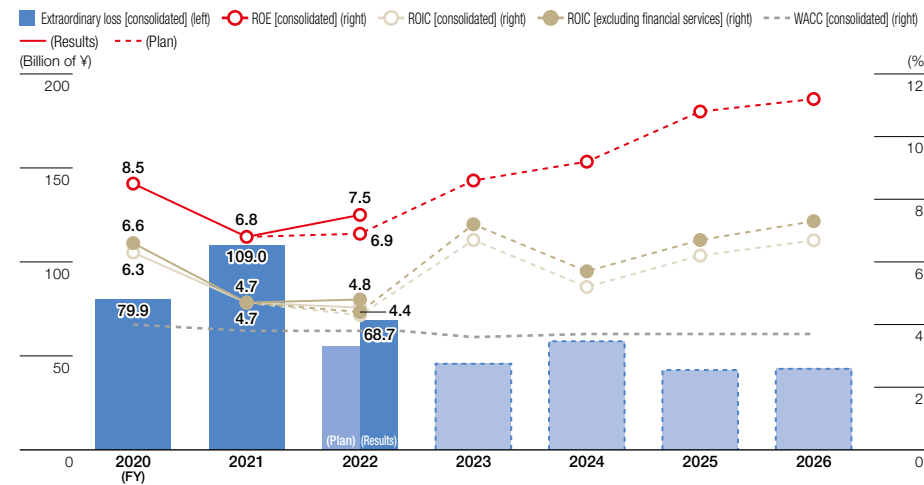
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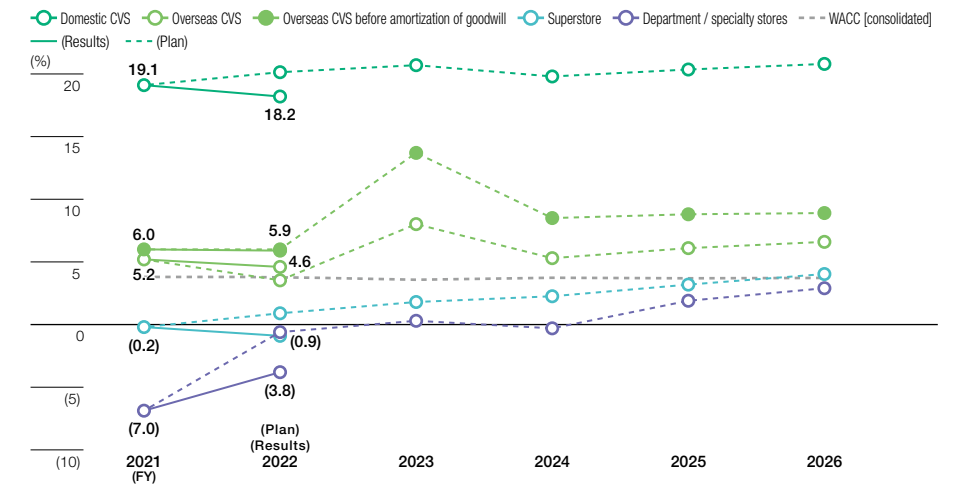
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ROE/ROIC/Extraordinary loss plan



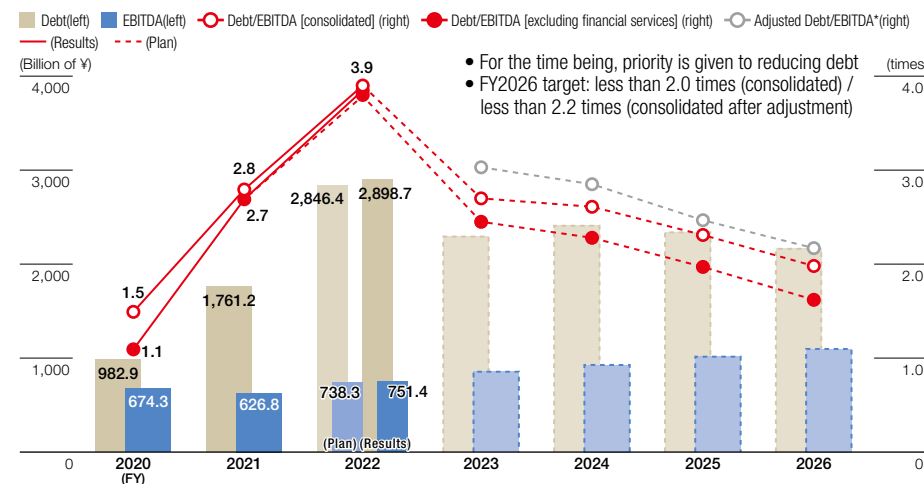
* Planned values are those of the Medium-Term Management Plan announced in July 2021.

ROIC by business segment



* Management accounting base figures adjusted for intra-group capital and fund transactions
* Planned values are those of the Medium-Term Management Plan announced in July 2021.

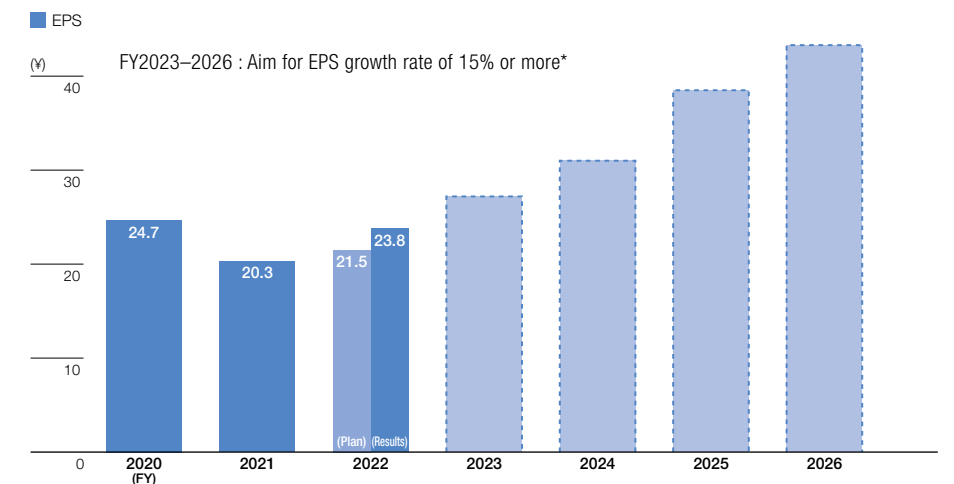
Debt/EBITDA ratio plan (consolidated)



* Adjusted Debt/EBITDA ... Excluding financial services business, Net Debt/EBITDA management accounting figures (Net Debt: Debt + on-balance lease - cash and deposit and other adjustment)

* Planned values are those of the Medium-Term Management Plan announced in July 2021.

EPS growth rate



* Planned values are those of the Medium-Term Management Plan announced in July 2021. Figures for FY2023 exclude the impact of the elimination of Speedway sales and leasebacks.

* Estimated by CAGR (Compound Annual Growth Rate) for FY2021.



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Consolidated Financial Summary

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	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	(Millions of yen)	(Thousands of US Dollars)
												FY2022	FY2022
Revenues from operations	4,786,344	4,991,642	5,631,820	6,038,948	6,045,704	5,835,689	6,037,815	6,791,215	6,644,359	5,766,718	8,749,752		76,084,800
Operating income	292,060	295,685	339,659	343,331	352,320	364,573	391,657	411,596	424,266	366,329	387,653		3,370,895
EBITDA ¹⁾	444,969	465,782	505,662	534,464	569,064	588,214	621,445	655,915	674,317	626,874	751,491		6,534,704
Ordinary income	293,171	295,836	339,083	341,484	350,165	364,405	390,746	406,523	417,872	357,364	358,571		3,118,008
Net income attributable to owners of parent	129,837	138,064	175,691	172,979	160,930	96,750	181,150	203,004	218,185	179,262	210,774		1,832,817
Total assets	3,889,358	4,262,397	4,811,380	5,234,705	5,441,691	5,508,888	5,494,630	5,795,065	5,996,887	6,946,832	8,739,279		75,993,730
Net assets	1,860,954	1,994,740	2,221,557	2,430,917	2,505,182	2,475,806	2,575,342	2,672,486	2,757,222	2,831,335	3,147,732		27,371,582
Non-controlling interests	93,748	102,038	123,866	128,827	129,912	137,154	145,454	148,285	155,295	162,352	166,719		1,449,730
Interest-bearing debt	712,077	853,064	934,396	948,252	1,032,970	1,048,490	983,061	1,105,189	982,960	1,761,210	2,898,733		25,206,373
Debt/equity ratio (Times)	0.40	0.45	0.45	0.41	0.44	0.45	0.41	0.44	0.38	0.66	0.97		0.97
Interest coverage ratio (Times)	49.0	41.1	39.4	37.8	43.8	57.2	48.7	44.6	48.4	48.6	33.9		33.9
Cash flows from operating activities	462,642	391,406	454,335	416,690	488,973	512,523	498,306	577,878	576,670	539,995	736,476		6,404,139
Cash flows from investing activities	(342,805)	(340,922)	(286,686)	(270,235)	(335,949)	(371,602)	(240,418)	(557,497)	(318,047)	(394,127)	(2,505,566)		(21,787,530)
Free cash flows ²⁾	119,836	50,484	167,648	146,454	153,023	140,921	257,887	20,380	258,623	145,868	(1,769,089)		(15,383,382)
Cash flows from financing activities	(40,561)	10,032	(55,227)	(79,482)	(2,312)	(78,190)	(168,510)	(5,324)	(213,204)	690,542	937,077		8,148,495
Net (decrease) increase in cash and cash equivalents	76,960	66,380	121,344	79,395	146,830	62,576	90,886	9,824	44,126	828,980	(768,946)		(6,686,486)
Cash and cash equivalents at end of fiscal year	733,707	800,087	921,432	1,000,762	1,147,086	1,209,497	1,300,383	1,310,729	1,354,856	2,183,837	1,414,890		12,303,391
Capital expenditures ³⁾	255,426	334,216	336,758	341,075	399,204	384,119	347,374	539,328	360,909	377,299	439,630		3,822,869
Depreciation and amortization ⁴⁾	139,994	155,666	147,379	172,237	195,511	207,483	213,167	221,133	226,475	235,504	292,561		2,544,008
Net income per share (¥/U.S.\$)	146.96	156.26	198.84	195.66	182.02	109.42	204.80	229.50	246.95	203.03	238.68		2.07
Owners' equity per share (¥/U.S.\$)	1,998.84	2,140.45	2,371.92	2,601.23	2,683.11	2,641.40	2,744.08	2,850.42	2,946.83	3,022.68	3,375.50		29.35
Cash flow per share (¥/U.S.\$) ⁵⁾	305.41	332.45	365.64	390.49	403.15	344.07	445.79	479.49	503.29	469.76	569.99		4.95
Cash dividends per share (¥/U.S.\$)	62.00	64.00	68.00	73.00	85.00	90.00	90.00	95.00	98.50	98.50	100.00		0.86
Owners' equity ratio (%)	45.4	44.4	43.6	43.9	43.6	42.4	44.2	43.5	43.4	38.4	34.1		34.1
Return on equity (ROE) (%)	7.5	7.6	8.8	7.9	6.9	4.1	7.6	8.2	8.5	6.8	7.5		7.5
Return on total assets (ROA) (%)	3.4	3.4	3.9	3.4	3.0	1.8	3.3	3.6	3.7	2.8	2.7		2.7
Dividend payout ratio (%)	42.2	41.0	34.2	37.3	46.7	82.3	43.9	41.4	39.9	48.5	41.9		41.9
Ratio of total amounts of dividends to net assets (%)	3.2	3.1	3.0	2.9	3.2	3.4	3.3	3.4	3.4	3.3	3.1		3.1
Exchange rate													
(Income statements) (¥)	U.S.\$1=	79.80	79.81	97.73	105.79	121.10	108.78	112.16	110.44	109.03	106.76	109.90	—
	CNY1=	12.32	12.72	15.92	17.18	19.23	16.42	16.62	16.71	15.78	15.48	17.04	—
(Balance sheets) (¥)	U.S.\$1=	77.74	86.58	105.39	120.55	120.61	116.49	113.00	111.00	109.56	103.50	115.02	—
	CNY1=	12.31	13.91	17.36	19.35	18.36	16.76	17.29	16.16	15.67	15.88	18.06	—

^{*1} EBITDA = Operating income + Depreciation and amortization + Amortization of goodwill
^{*2} Free cash flows = Cash flows from operating activities + Cash flows from investing activities
^{*3} Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.
^{*4} From FY2014, Seven & i Holdings and its domestic consolidated subsidiaries (except for certain operating companies) changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.
^{*5} Cash flow per share = (Net income + Depreciation and amortization) ÷ Average number of shares outstanding

Notes:1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥115, the approximate rate of exchange prevailing on February 28, 2022.
2. Results of mail order services were consolidated in the balance sheets for FY2014.
3. ROE and ROA are calculated based on the average of net assets and total assets at the beginning and end of each fiscal year.
4. ASBJ Statement No. 28 "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, dated February 16, 2018) has been applied to total assets from FY2020 and reflected retroactively in the figures for FY2018 and FY2019.
5. ASU 2016-18 Statement of Cash Flows (Topic 230): Restricted Cash was applied in statements of cash flows for overseas subsidiaries using U.S. GAAP from FY2020.



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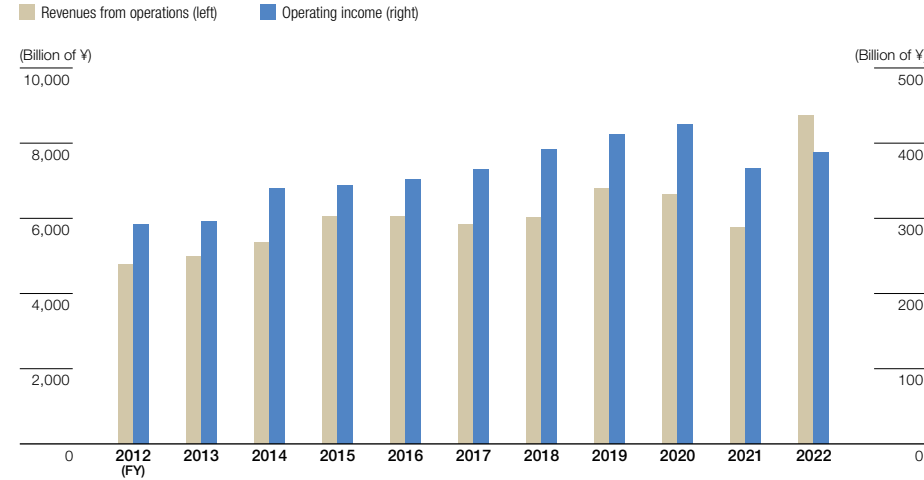
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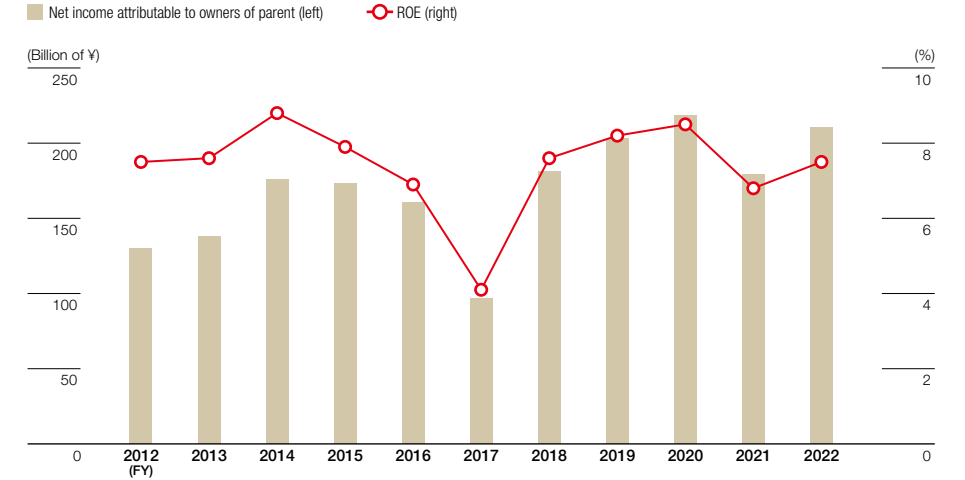
Performance Overview

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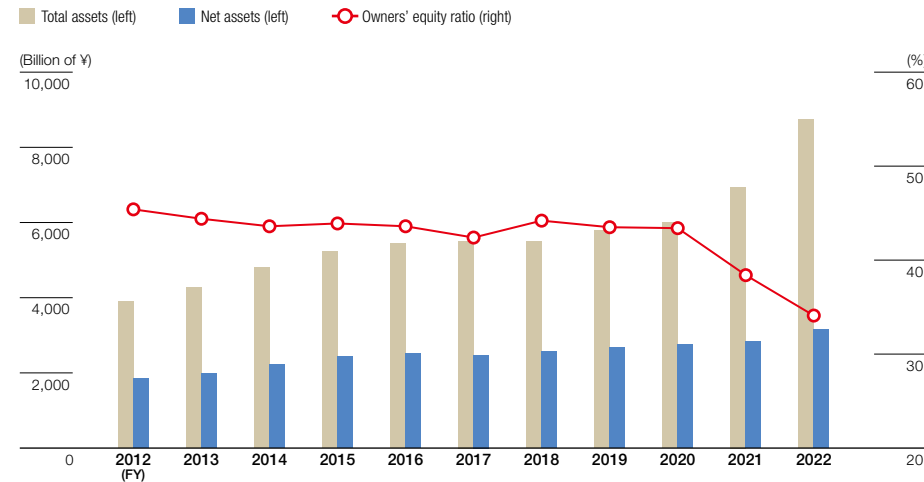
Revenues from operations and Operating income



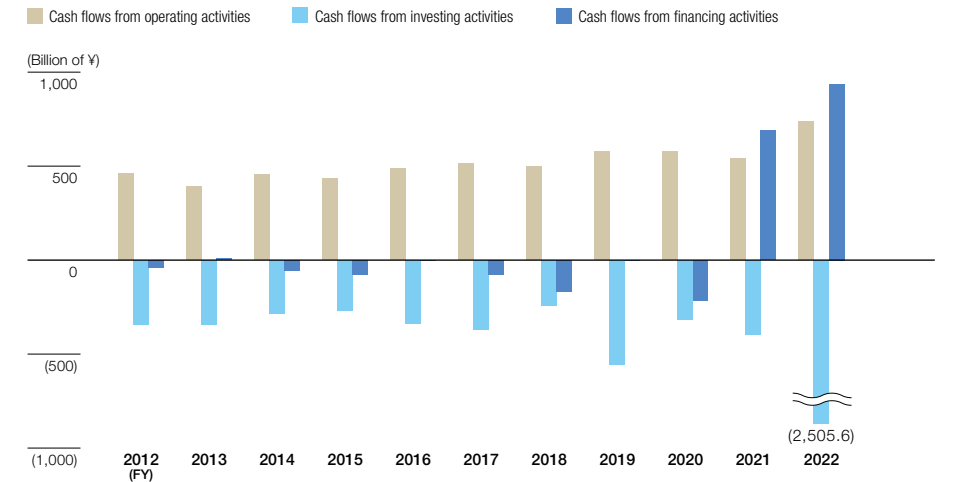
Net income attributable to owners of parent and ROE



Total assets, Net assets and Owners' equity ratio



Cash flows





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Overview of Major Group Companies

(As of February 28, 2022)

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		FY2022 sales		Number of stores		Number of employees		Capital	Equity owned by the Company
		(Millions of yen)	Growth rate (%)	(Stores)	Increase (Decrease)	(People)	Increase (Decrease)	(Millions of yen)	(%)
Further details on P36-42 →	Domestic Convenience Store Operations								
	SEVEN-ELEVEN JAPAN CO., LTD.	4,952,782 ^{*1}	1.7	21,205	120	12,869	(221)	17,200	100.0
	SEVEN-ELEVEN OKINAWA Co., Ltd.	18,262 ^{*1}	54.5	122	40	146	26	1,500	100.0
Further details on P27-35 →	Overseas Convenience Store Operations								
	○ 7-Eleven, Inc.	6,463,000 ^{*1}	89.7	13,213	3,329	74,423	39,439	U.S.\$17,532	100.0
	○ SEVEN-ELEVEN HAWAII, INC.	39,985	23.2	65	0	986	(22)	U.S.\$20,000,000	100.0
	○ SEVEN-ELEVEN (BEIJING) CO., LTD.	22,331 ^{*2}	5.8	304	21	636	(138)	U.S.\$44,000,000	65.0
	○ SEVEN-ELEVEN (CHENGDU) CO., LTD.	3,733 ^{*2}	1.2	84	11	202	(26)	CHY472,924,388	100.0
	○ SEVEN-ELEVEN (TIANJIN) CO., LTD.	3,405 ^{*2}	0.0	200	21	220	16	CHY200,000,000	65.0
Further details on P44-52 →	Superstore Operations								
	Ito-Yokado Co., Ltd.	1,038,664	(1.4)	128	(4)	26,083	(2,713)	40,000	100.0
	York-Benimaru Co., Ltd.	469,415	0.1	237	2	15,032	44	9,927	100.0
	Life Foods Co., Ltd.* ⁴	50,601	5.6	–	–	5,138	168	120	100.0
	York Co., Ltd.	188,961	3.7	101	1	6,824	713	3,000	100.0
	SHELL GARDEN CO., LTD.	23,093	0.9	21	0	692	97	400	99.9
	○ Hua Tang Yokado Commercial Co., Ltd.	5,439 ^{*2}	6.7	1	0	190	(1)	U.S.\$98,721,983	100.0
	○ Chengdu Ito-Yokado Co., Ltd.	71,250 ^{*2}	10.8	0	1	2,807	12	U.S.\$23,000,000	80.0
	Department and Specialty Store Operations								
Sogo & Seibu Co., Ltd.	446,973	3.8	10	0	4,549	(822)	20,500	100.0	
Akachan Honpo Co., Ltd.	79,153	4.8	121	4	2,483	6	3,780	95.0	
Barneys Japan Co., Ltd.	14,116	12.5	11	0	466	(28)	4,990	100.0	
Seven & i Food Systems Co., Ltd.	44,765	(11.0)	545	(69)	5,514	(1,050)	3,000	100.0	
THE LOFT CO., LTD.	89,086	9.2	138	7	4,307	(137)	750	75.2	
Nissen Co., Ltd.	36,558	5.8	–	–	826	(102)	100	100.0	
Further details on P60-62 →	Financial Services								
	☆ Seven Bank, Ltd.	110,298 ^{*3}	(1.2)	–	–	501	33	30,724	46.4
	Seven Card Service Co., Ltd.	43,176 ^{*3}	(6.0)	–	–	391	0	7,500	98.9
	Seven CS Card Service Co., Ltd.	17,292 ^{*3}	(1.0)	–	–	379	(86)	100	51.0

○ Figures are for the fiscal year ended December 31, 2021. (Number of stores is as of December 31, 2021; Number of employees is as of February 28, 2022) ☆ Figures are for the fiscal year ended March 31, 2022. (Number of employees is as of February 28, 2022)

^{*1} Sales of Seven-Eleven Japan, Seven-Eleven Okinawa and 7-Eleven, Inc. represent total store sales. ^{*2} Sales for Chinese subsidiaries exclude value added tax. ^{*3} Sales for Seven Bank represent ordinary income, and sales for Seven Card Service and Seven CS Card Service represent revenues from operations.

^{*4} Life Foods Co., Ltd. ceased to exist as a result of its merger with York-Benimaru Co., Ltd.

Notes: 1. Exchange rates (average for the period): U.S.\$1=¥109.90; CNY1=¥17.04 2. Year-on-year comparisons for overseas subsidiaries are growth rates calculated on a yen basis. 3. Number of employees includes part-time employees (monthly average based on a 163-hour working month). 4. Ownership ratios include indirect holdings.



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Segment Information

Business Segments

Revenues from operations	FY2020	FY2021	(Millions of yen) FY2022	(Thousands of US Dollars) FY2022
Domestic convenience store operations	897,847	858,776	873,239	7,593,382
Overseas convenience store operations	2,813,104	2,253,355	5,194,327	45,168,060
Superstore operations	1,849,121	1,810,884	1,810,728	15,745,460
Department and specialty store operations	912,060	684,660	712,282	6,193,756
Financial services	217,367	198,927	194,399	1,690,426
Others	19,706	17,323	20,340	176,869
Eliminations/Corporate	(64,847)	(57,209)	(55,567)	(483,191)
Total	6,644,359	5,766,718	8,749,752	76,084,800

Operating income	FY2020	FY2021	FY2022	FY2022
Domestic convenience store operations	255,260	233,700	223,396	1,942,573
Overseas convenience store operations	103,351	98,664	159,866	1,390,139
Superstore operations	21,307	29,681	18,791	163,400
Department and specialty store operations	8,279	(17,444)	(8,153)	(70,895)
Financial services	53,610	48,077	37,549	326,513
Others	(1,224)	(570)	(115)	(1,000)
Eliminations/Corporate	(16,319)	(25,779)	(43,681)	(379,834)
Total	424,266	366,329	387,653	3,370,895

Capital expenditures	FY2020	FY2021	FY2022	FY2022
Domestic convenience store operations	101,917	128,131	99,801	867,834
Overseas convenience store operations	136,992	146,067	178,435	1,551,608
Superstore operations	47,310	48,411	62,139	540,339
Department and specialty store operations	22,398	26,160	15,090	131,217
Financial services	36,099	39,328	37,323	324,547
Others	2,062	972	2,323	20,200
Eliminations/Corporate	14,127	(11,771)	44,516	387,095
Total	360,909	377,299	439,630	3,822,869

Depreciation and amortization	FY2020	FY2021	FY2022	FY2022
Domestic convenience store operations	75,010	78,430	80,781	702,443
Overseas convenience store operations	78,713	82,725	127,193	1,106,026
Superstore operations	26,071	26,929	28,600	248,695
Department and specialty store operations	14,335	14,598	14,460	125,739
Financial services	29,031	28,766	31,783	276,373
Others	1,074	1,016	877	7,626
Eliminations/Corporate	2,238	3,038	8,865	77,086
Total	226,475	235,504	292,561	2,544,008

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Geographic Area Segments

Revenues from operations	FY2020	FY2021	(Millions of yen) FY2022	(Thousands of US Dollars) FY2022
Japan	3,745,475	3,435,146	3,468,840	30,163,826
North America	2,782,055	2,232,234	5,170,053	44,956,982
Others	118,118	100,707	112,500	978,260
Eliminations	(1,289)	(1,371)	(1,642)	(14,278)
Total	6,644,359	5,766,718	8,749,752	76,084,800

Operating income	FY2020	FY2021	FY2022	FY2022
Japan	321,441	266,096	227,174	1,975,426
North America	101,777	99,582	159,507	1,387,017
Others	1,199	805	1,029	8,947
Eliminations	(152)	(154)	(58)	(504)
Total	424,266	366,329	387,653	3,370,895

- Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥115, the approximate rate of exchange prevailing on February 28, 2022.
2. Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.
3. Others under segments by location are China, etc.



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Segment Information

Former Segments

Revenues from operations	FY2016	FY2017	FY2018	FY2019	FY2020	(Millions of yen) FY2021
Domestic convenience store operations	863,373	901,306	928,649	955,443	971,236	920,832
Overseas convenience store operations	1,819,838	1,658,542	1,981,533	2,821,053	2,739,833	2,191,383
Superstore operations	1,982,381	1,949,313	1,901,164	1,902,507	1,849,121	1,810,884
Department store operations	768,757	729,612	657,886	592,100	577,633	425,153
Financial services	192,486	201,932	202,942	215,007	217,367	198,927
Specialty store operations	468,003	450,488	416,616	355,474	339,660	263,803
Others	30,340	23,854	23,533	23,720	25,202	22,011
Eliminations/Corporate	(79,477)	(79,360)	(74,510)	(74,093)	(75,695)	(66,277)
Total	6,045,704	5,835,689	6,037,815	6,791,215	6,644,359	5,766,718

Operating income	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Domestic convenience store operations	235,093	243,839	245,249	246,721	256,601	234,258
Overseas convenience store operations	66,804	67,421	79,078	92,266	102,001	98,097
Superstore operations	3,910	20,228	21,260	21,173	21,307	29,683
Department store operations	3,041	2,867	5,369	3,737	797	(6,248)
Financial services	49,672	50,136	49,713	52,874	53,610	48,077
Specialty store operations	(3,006)	(11,276)	435	6,680	4,690	(13,572)
Others	4,651	4,005	3,670	2,659	1,554	1,944
Eliminations/Corporate	(7,846)	(12,650)	(13,120)	(14,515)	(16,296)	(25,911)
Total	352,320	364,573	391,657	411,596	424,266	366,329

Capital expenditures	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Domestic convenience store operations	125,958	125,970	140,333	115,525	104,226	129,028
Overseas convenience store operations	112,807	147,226	94,285	288,221	134,684	145,170
Superstore operations	81,097	50,086	37,821	61,462	47,310	48,411
Department store operations	13,368	12,151	12,992	16,955	11,235	16,332
Financial services	33,422	26,070	38,803	34,918	36,099	39,328
Specialty store operations	11,708	8,979	8,882	9,157	10,427	9,038
Others	2,601	3,259	3,723	2,931	2,798	1,760
Eliminations/Corporate	18,240	10,373	10,532	10,157	14,127	(11,771)
Total	399,204	384,119	347,374	539,328	360,909	377,299

Depreciation and amortization	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Domestic convenience store operations	54,024	61,101	66,500	72,717	76,519	79,856
Overseas convenience store operations	65,381	64,992	69,582	76,141	77,204	81,299
Superstore operations	22,850	24,397	23,893	24,475	26,071	26,929
Department store operations	12,205	11,472	9,727	8,667	9,083	9,091
Financial services	29,071	29,416	28,926	31,072	29,031	28,766
Specialty store operations	7,284	7,787	5,588	4,141	3,879	4,254
Others	2,393	2,189	2,257	2,267	2,447	2,269
Eliminations/Corporate	2,299	6,125	6,691	1,651	2,238	3,038
Total	195,511	207,483	213,167	221,133	226,475	235,504

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Geographic Area Segments

Revenues from operations	FY2016	FY2017	FY2018	FY2019	FY2020	(Millions of yen) FY2021
Japan	4,056,272	4,032,803	3,907,835	3,812,200	3,745,475	3,435,146
North America	1,855,305	1,690,713	2,017,092	2,862,627	2,782,055	2,232,234
Others	136,058	113,475	113,992	117,555	118,118	100,707
Eliminations	(1,931)	(1,303)	(1,104)	(1,167)	(1,289)	(1,371)
Total	6,045,704	5,835,689	6,037,815	6,791,215	6,644,359	5,766,718

Operating income	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Japan	288,068	299,251	314,700	319,613	321,441	266,096
North America	65,148	65,548	75,626	90,411	101,777	99,582
Others	(842)	(238)	1,320	1,562	1,199	805
Eliminations	(53)	11	10	9	(152)	(154)
Total	352,320	364,573	391,657	411,596	424,266	366,329

Notes: 1. Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.
2. Others under segments by location are China, etc.



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Segment Information

Click here to download the data

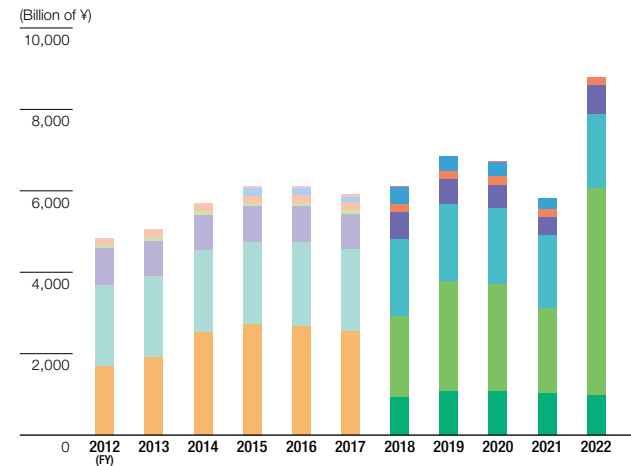
Business Segments

Segments (FY2022 Onward): Domestic convenience store operations Overseas convenience store operations Superstore operations Department and specialty store operations Financial services
 Others Eliminations/Corporate (excluding revenues from operations)

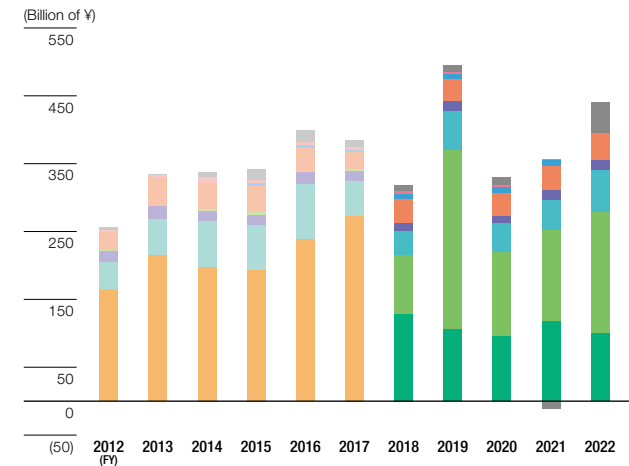
Former Segments (Until FY2021): Domestic convenience store operations Overseas convenience store operations Superstore operations Department store operations Financial services
 Specialty store operations Others Eliminations/Corporate (excluding revenues from operations)

Former Segments (Until FY2017): Convenience store operations Superstore operations Department store operations Food services Financial services Mail order services Others
 Eliminations/Corporate (excluding revenues from operations)

Revenues from operations



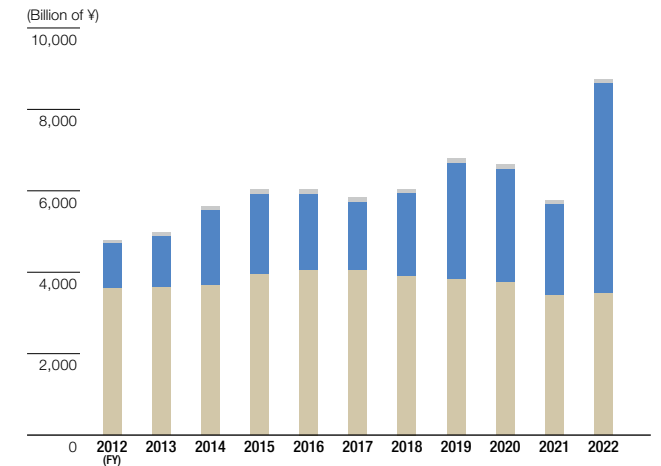
Capital expenditures



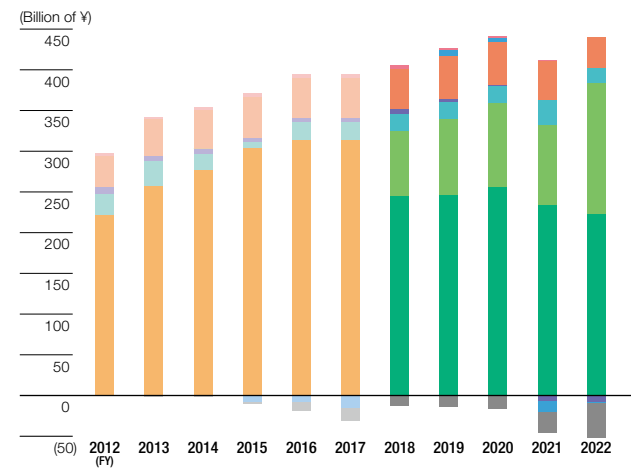
Geographic Area Segments

Japan North America Others

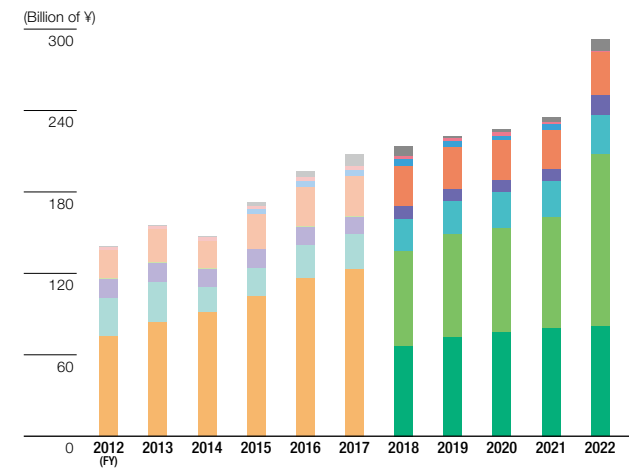
Revenues from operations



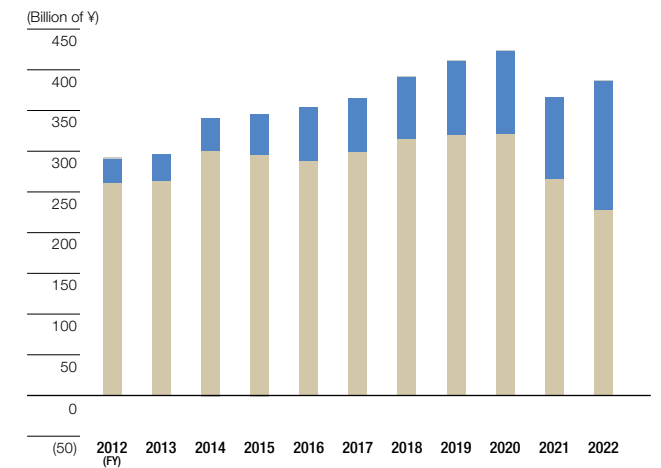
Operating income



Depreciation and amortization



Operating income





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Financial Position

Interest-Bearing Debt

	FY2018	FY2019	FY2020	FY2021	(Millions of yen) FY2022	(Thousands of US Dollars) FY2022
Short-term loans	127,255	143,160	129,456	619,953	140,146	1,218,660
Current portion of long-term loans	82,656	106,688	88,437	146,747	121,280	1,054,608
Current portion of bonds	74,999	50,000	80,000	66,917	60,000	521,739
Subtotal	284,911	299,848	297,893	833,618	321,427	2,795,017
Long-term loans	393,149	443,425	403,151	362,592	994,399	8,646,947
Bonds	305,000	361,914	281,915	565,000	1,582,906	13,764,400
Subtotal	698,149	805,340	685,067	927,592	2,577,306	22,411,356
Total	983,061	1,105,189	982,960	1,761,210	2,898,733	25,206,373

Breakdown by segment	FY2018	FY2019	FY2020	FY2021	(Millions of yen) FY2022	(Thousands of US Dollars) FY2022
Domestic convenience store operations	–	–	–	–	–	–
Overseas convenience store operations	163,867	260,757	219,041	281,974	1,500,345	13,046,478
Superstore operations	1,912	637	–	–	–	–
Department and Specialty Store Operations	–	207,860	178,742	187,191	169,806	1,476,573
Department store operations	175,711	163,564	160,999	146,193	–	–
Specialty store operations	52,673	44,296	17,743	40,998	–	–
Others	–	–	–	–	–	–
Corporate	269,999	281,914	236,915	1,008,917	940,974	8,182,382
Subtotal	664,164	751,170	634,699	1,478,083	2,611,126	22,705,443
Financial services	318,896	354,018	348,261	283,127	287,607	2,500,930
Total	983,061	1,105,189	982,960	1,761,210	2,898,733	25,206,373

Note: U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥115, the approximate rate of exchange prevailing on February 28, 2022.

Ratings

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

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

Click here to download the data

Bonds

Issued by Seven & i Holdings

	Amount	Issue date	Coupon	(As of February 28, 2022) Redemption date
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
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.

	Amount	Issue date	Coupon	Redemption date
USD-denominated senior unsecured notes due 2023	1.25 billions dollars	Feb. 10, 2021	0.625%	Feb. 10, 2023
USD-denominated senior unsecured notes due 2024	2.25 billions dollars	Feb. 10, 2021	0.800%	Feb. 10, 2024
USD-denominated senior unsecured notes due 2026	1.25 billions dollars	Feb. 10, 2021	0.950%	Feb. 10, 2026
USD-denominated senior unsecured notes due 2028	1.0 billions dollars	Feb. 10, 2021	1.300%	Feb. 10, 2028
USD-denominated senior unsecured notes due 2031	1.7 billions dollars	Feb. 10, 2021	1.800%	Feb. 10, 2031
USD-denominated senior unsecured notes due 2041	0.75 billions dollars	Feb. 10, 2021	2.500%	Feb. 10, 2041
USD-denominated senior unsecured notes due 2051	1.25 billions dollars	Feb. 10, 2021	2.800%	Feb. 10, 2051

Note: USD-denominated senior unsecured notes due 2022 amounts to 1.5 billion USD was redeemed prior to maturity. (September 2021: 750 million USD, November 2021: 750 million USD)

Issued by Seven Bank

	Amount	Issue date	Coupon	Redemption date
10th unsecured domestic straight bonds	20 billion yen	Mar. 7, 2013	0.803%	Mar. 20, 2023
11th unsecured domestic straight bonds	15 billion yen	Dec. 17, 2014	0.536%	Dec. 20, 2024
12th unsecured domestic straight bonds	30 billion yen	Oct. 20, 2017	0.390%	Sep. 17, 2027
13th unsecured domestic straight bonds	20 billion yen	Jan. 25, 2019	0.160%	Dec. 20, 2023
14th unsecured domestic straight bonds	20 billion yen	Jan. 25, 2019	0.385%	Dec. 20, 2028

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Strategy aiming for growth

Strategy overview		Featured Topics																		
Overseas CVS business strategy	Challenge of new "Growth areas" Main driver for group growth	<div>Growth plan details</div> <div>North American CVS business</div> <ul style="list-style-type: none">Realize integration synergies with Speedway and leverage scale for operational efficiencies and cost savingsStrengthen food business through establishing value chain management in collaboration with SEJ, and expand fresh food, 7-Select (private brand) and restaurant businessPlans to actively expand digital strategies / loyalty program and 7NOW delivery <div>Global strategy</div> <ul style="list-style-type: none">Established 7-Eleven International LLC as a JV of SEJ and SEITargets expansion in 30 countries/regions by 2030 <p>* Detailed plans to be further disclosed</p> <div><div>7&i HLDGS</div><div>SEJ ↔ SEI</div><div>7-Eleven International LLC</div></div>	<div>Exclusive merchandise assortment</div> <p>(2021 U.S. Existing Store Sales Growth by Category)</p> <div>Fresh food +14.5%</div> <div>Proprietary beverage +8.7%</div> <div>7-Select (private brand) +14.9%</div> <div>Digital technology utilization</div> <div>7REWARDS + Speedway Rewards</div> <div>Restaurant business</div> <div>Delivery service</div> <p>With the addition of Speedway, more than 50% of the nation's population live in areas within 2 miles from the store</p>																	
		Domestic CVS business strategy	Open the next "Convenience" door Return to regrowth trajectory	<div>Merchandise and assortment to support store and 7NOW growth</div> <div>"Let's go to 7-Eleven!" (Operate stores that customers visit with a purpose)</div> <ul style="list-style-type: none">High-value-added merchandiseSales promotion and CRM enhancement <div>Assortment enhancement</div> <div>Innovation challenge</div> <ul style="list-style-type: none">New customer acquisition through 7NOWData business<div>Expansion of 7NOW acceleration</div><p>● Original plan ● Revised plan (No. of stores)</p><table><thead><tr><th>FY</th><th>Original plan</th><th>Revised plan</th></tr></thead><tbody><tr><td>2022</td><td>1,200</td><td>1,200</td></tr><tr><td>2023</td><td>3,000</td><td>5,000</td></tr><tr><td>2024</td><td>8,000</td><td>12,000</td></tr><tr><td>2025</td><td>15,000</td><td>20,000</td></tr><tr><td>2026</td><td>20,000</td><td>20,000</td></tr></tbody></table><div>Provide new customer experience utilizing DX</div>	FY	Original plan	Revised plan	2022	1,200	1,200	2023	3,000	5,000	2024	8,000	12,000	2025	15,000	20,000	2026
FY	Original plan	Revised plan																		
2022	1,200	1,200																		
2023	3,000	5,000																		
2024	8,000	12,000																		
2025	15,000	20,000																		
2026	20,000	20,000																		



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Overseas CVS Business Strategy

Growth of North American CVS business through strengthening the supply chain

Six Point Plan

Provide consistent customer experiences

Provide differentiated merchandise and services

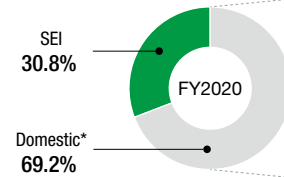
Optimize the fuel business and expand use of alternative energy (with EVs)

Leverage economies of scale to reform cost structure

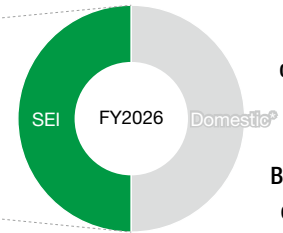
Use digital data to transform our convenience stores

Build store and delivery networks

Sales CF composition ratio (exc. financial services)



* Including overseas business other than SEI

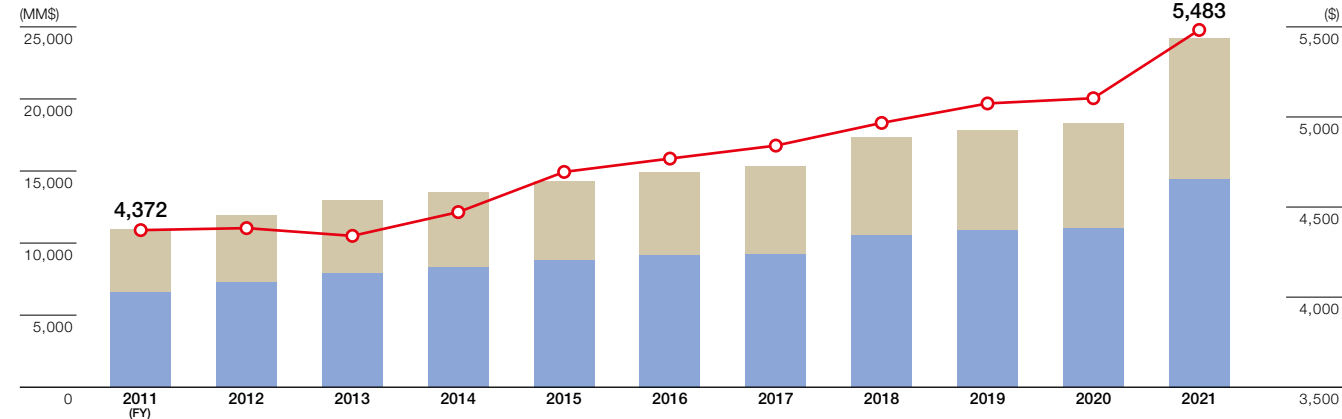


Aim for about 50% of Group Operating CF

Become the main driver of sustainable growth

Food sales and average daily sales trends

Food sales (left) Nonfood sales (left) APSD (right)



Growth of North American business through utilizing the store network

	FY2021	FY2025 targets
Number of SEI stores	13,213 stores	Over 15,000 stores
Fortify fresh food	13% ratio	Over 20% ratio
Expand DX utilization/deliveries (7NOW)	Approx. 4,000 stores	6,500 stores ↓ 7,500 stores

Expansion of food sales

Increase in APSD



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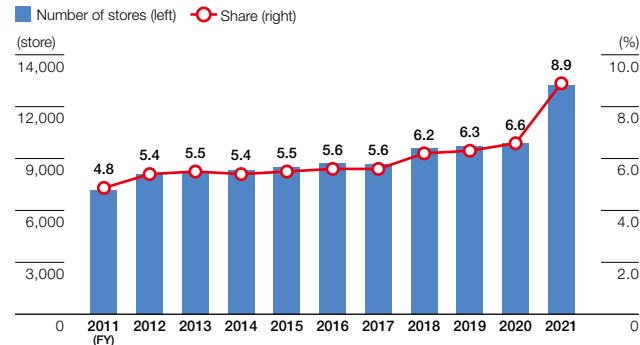
Overseas CVS Business Strategy

Characteristics of the North American market

U.S. convenience store industry crowded with small chains

The U.S. convenience store industry is characterized by a large number of small businesses. As of December 31, 2021, there were around 150,000 convenience stores nationwide, and chains of 10 stores or fewer and privately owned stores account for about 65% of the total. The number of top-10 stores, including SEI (13,213 stores), which ranks first, they would account for approx. 20% of the market. As such, the industry is very fragmented, and restructuring efforts are gathering pace. The United States is also the world's second largest automobile market after China, and a major feature is that around 80% of U.S. convenience stores have fuel stations.

Changes in the number of SEI stores and the U.S. CVS share



Source: Total number of stores <https://www.convenience.org/Research/FactSheets/IndustryStoreCount>

Combined presence in 47 of 50 most populated markets

Small operators
(10 or fewer stores)
65%

With motor fuels
approx. 80%

Top 10 chains' shares
approx. 20%

Industry remains
fragmented

Acquire Speedway LLC, the 3rd largest U.S convenience store chain

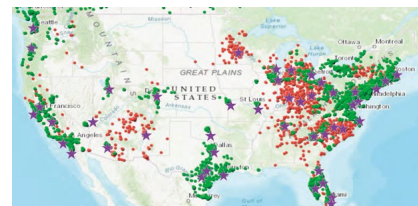
Speedway acquisition Background

In August 2020, 7-Eleven, Inc. signed the agreement with Marathon Petroleum Corporation to acquire the shares and other interests of the companies operating the convenience store and fuel retail businesses under the Speedway brand. This acquisition will give SEI the opportunity to operate in 47 of the top 50 most-populated metro areas in the U.S.

Speedway overview

- Favorable site and business attributes
- Over 70% of real estate owned
- 100% of the Speedways are company operated
- Speedy Rewards loyalty program with 6+ million active users

Source: Speedway internal financials, excludes direct dealer business.



- ★ Top 50 metro areas
- SEI stores
- Speedway stores

Comparison of Speedway and SEI (excl. Speedway) (FY2021)

	Speedway (May 14–Dec. 31)		SEI excl. Speedway (Jan. 1–Dec. 31)		SEI total	
		YOY%		YOY%		YOY%
Merchandise APSD (dollars per store)	5,435	–	5,493	107.6	5,483	107.4
Merchandise gross profitmargin (%)	30.0	–	35.1	+1.0	34.2	+0.1
Fuel gallons sold (per day / per store)	4,779	–	3,268	107.2	3,723	122.2
Operating income (\$MM)	735	–	1,311	117.4	2,046	183.2
Operating income (¥B)	80.7	–	144.0	120.9	224.8	188.6
Amortization of goodwill (¥B)	44.9	–	22.4	106.1	67.3	318.9
Contribution to consolidated results (¥B)	35.8	–	121.6	124.0	157.5	160.6

Note) Exchange rate: \$1 = 109.90JPY for FY2022, 106.76JPY for FY2021



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Overseas CVS Business Strategy

Fresh food

Provide differentiated merchandise and services

Since 2017, we have been working with Warabeya TEXAS as part of efforts to strengthen our fresh food lineup. Specifically, we have revamped the merchandise development process, improved the taste and quality, and rolled out our merchandise to stores around Dallas.

Using this development process as a model, we are collaborating and expanding initiatives with manufacturers and suppliers in other districts. We are also developing recipes according to the needs of local customers. These merchandise policies have been successful, and sales of differentiated merchandises such as fresh foods have grown significantly.

We plan to expand our business to Florida, Seattle and Chicago in FY 2022. In the first half of FY 2023, we plan to start operation of a large-scale combined distribution center with a fresh food plant in cooperation with Warabeya Texas, Inc. We expect that this will help establish a system that can efficiently supply even higher quality merchandises to many stores.



Initiative of Team MD (FY2022)

Expand "Slider" (plan) Florida (all stores), Seattle, Chicago

Combined distribution center with commissary plants (Stafford, Virginia)

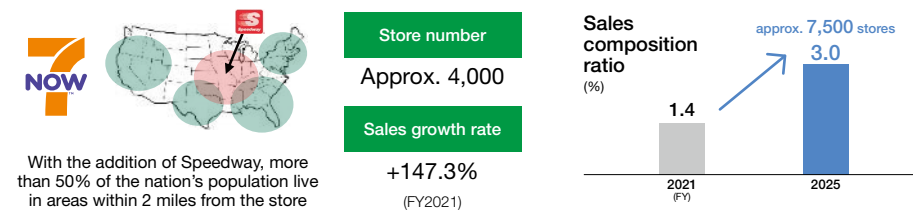
Operation schedule FY2023 1H

7NOW (Delivery)

Promoting digital strategies

The COVID-19 pandemic has further increased the need for delivery services using digital tools. With this in mind, SEI has been promoting its DX-based delivery service, 7NOW, which boasts one of the fastest delivery times in the industry. By responding accurately to customer needs, the service is building a rapidly growing track record. As of December 31, 2021, around 4,000 stores offered the 7NOW service. We have noticed particularly high demand for fresh food as well as steady purchases of snacks and beverages. The average number of items purchased and average spending per customer also tend to be high.

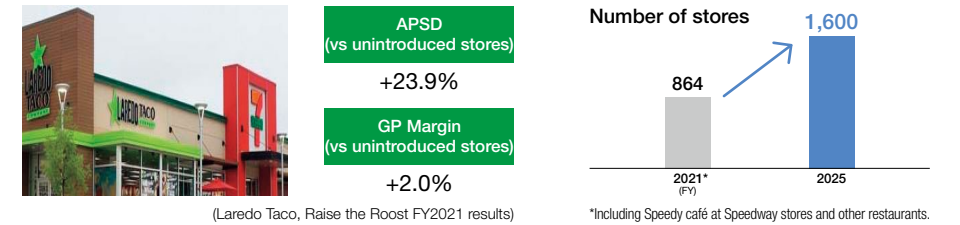
Through the acquisition of Speedway, we will be able to take advantage of the store base, where more than 50% of the U.S. population lives in areas within 2 miles from one of our stores. We will increase the sales composition ratio by capturing delivery needs rather than just waiting for customers to visit a store.



Restaurant business

Expanding the restaurant business

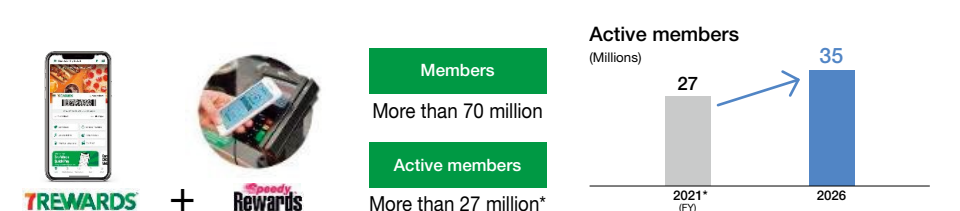
As of December 31, 2021, we operate approximately 900 stores with a restaurant. Adding brands, such as Raise the Roost (a fried chicken restaurant), we plan to increase the number of stores with a restaurant to about 1,600 by FY 2025. With the opening of Laredo Taco and Raise the Roost, more people now see 7-Eleven as a "destination to purchase fresh food." This contributes to creation of a new brand value. The opening of a restaurant at a store has been increasing the purchase of proprietary beverages and snacks that go well with the foods. Compared to stores with no restaurant, both the average daily sales and gross margin tend to be higher. We believe that there is the potential to grow further by building an operational structure and providing high-quality items both stably and efficiently. In anticipation of the shift to EVs, we expect this service to allow people to spend time charging their vehicles comfortably.



Digital technology utilization

Provide a new experience and value consistently

In terms of digital technology use, we have a membership base of more than 70 million people, including 7Rewards and Speedy Rewards members. 7Rewards is a loyalty program that delivers convenience and benefits specific to individual customers. When the app is opened, merchandise and promotions tailored to the user are proposed, motivating the customer to visit a store. Speedy Rewards is a payment service built into the app. Customers can pay cashless for each purchase by loading the Wallet in advance using cash, credit card, debit card, etc. Through research and development using cutting-edge digital technologies and knowledge, we continue to evolve every day so that we can provide innovative conveniences.





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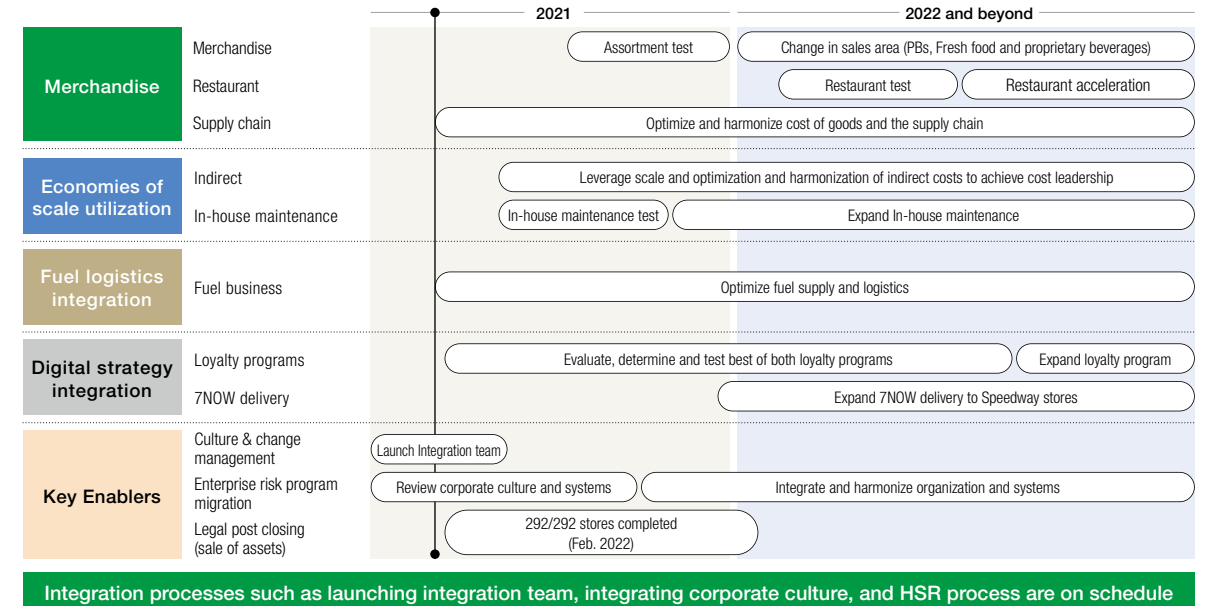
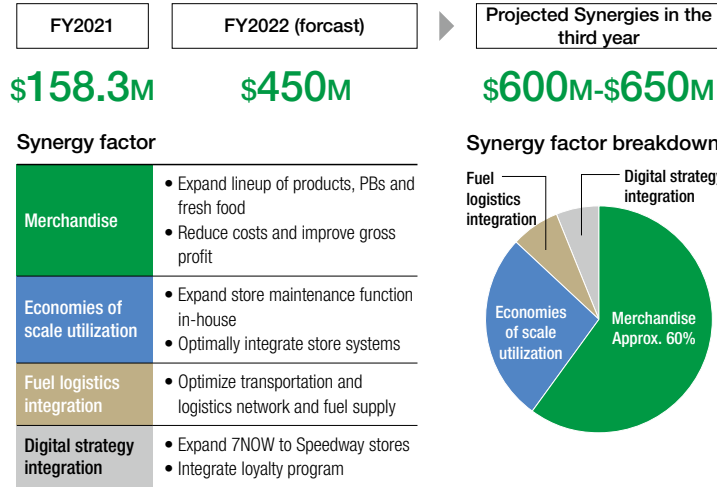
Strategy aiming for growth

Strategy aiming for depth

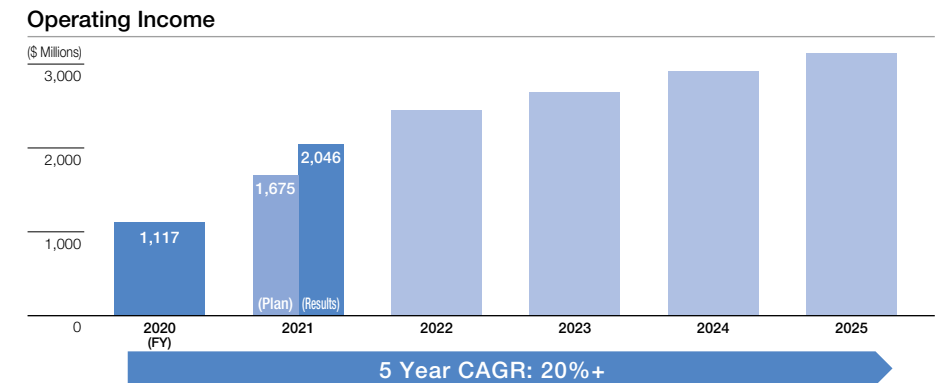
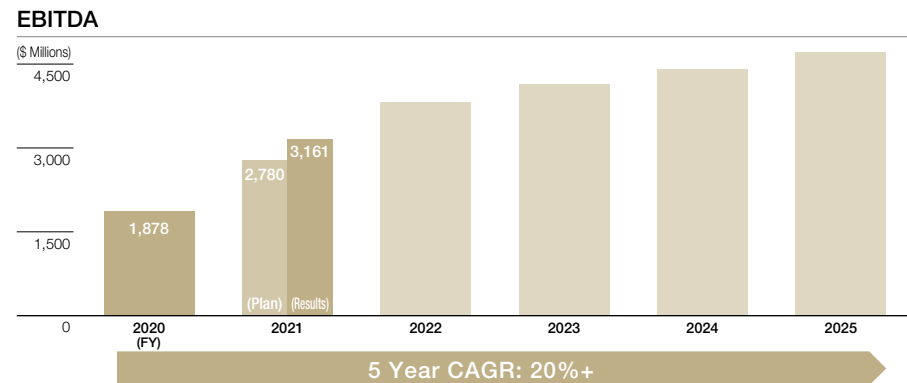
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Overseas CVS Business Strategy

Steady progress toward projected synergies in the third year



Pro forma: Post Synergy



Taking advantage of the Speedway acquisition to drive the creation of Group value by accelerating the growth of sales and profits

* Exchange rate: \$1 = 106 yen (FY2020), \$1 = 109 yen (FY2021), \$1 = 114 yen (FY2022), \$1 = 105 yen (FY2023-25)

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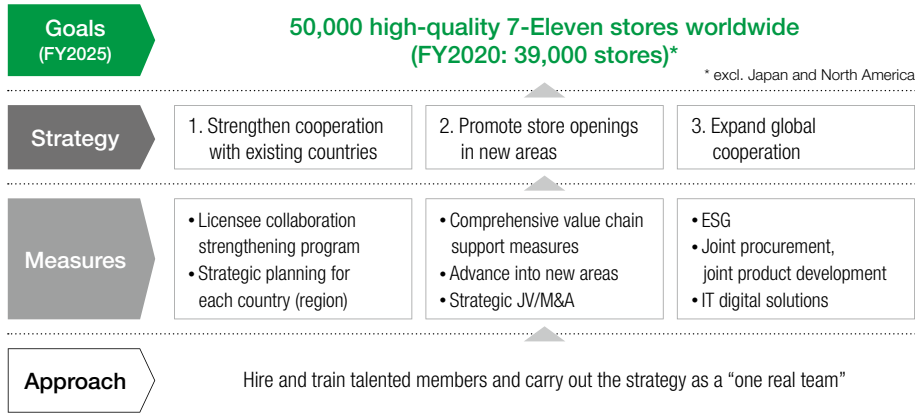
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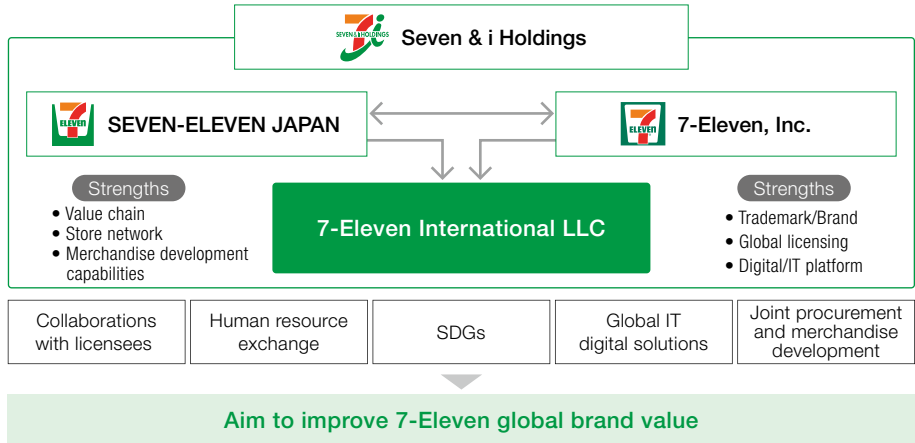
Overseas CVS Business Strategy

Growth opportunities through global expansion

Enhancement of the 7-Eleven global brand value through Japan-US collaboration



7-Eleven International LLC established to enhance global brand value

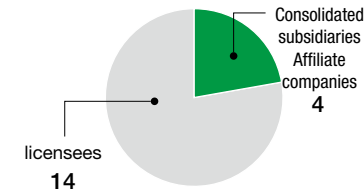


7-Eleven of the World
(As of the end of December 2021)

The number of stores is the largest in the world, but the number of store openings is limited to 18, yet growth opportunities exist through global expansion.



Operation style (number of countries/regions)



Comparison with global expansion of other companies

	Number of stores	Number of areas in store openings
7-Eleven	Approx. 78,000	18
McDonald's	Approx. 40,000	Approx. 100
SUBWAY	Approx. 37,000	104
Starbucks Coffee	Approx. 34,000	84

Source : Company website

Strategy of 7-Eleven International LLC

1. Strengthen collaboration with existing markets

A comparison of average daily sales of stores in existing markets reveals a disparity between regions where our stores are directly managed by consolidated subsidiaries and those where area licensees operate our stores. In existing markets, 7-Eleven International LLC will enhance the collaborative program with area licensees, meticulously plan strategies for each country and region, and reinforce collaboration with area licensees in each area.

2. Promote new market entry

For store openings in new regions, 7-Eleven International LLC's policy is to select and proceed after a thorough analysis of the risks and opportunities of the candidate country and potential local partners. To expand the number of regions where we can open new stores, 7-Eleven International LLC will adopt comprehensive value chain support measures and incorporate joint ventures and M&As into strategies.

3. Expand global collaborations

Through 7-Eleven International LLC, we will maximize synergies and expand global collaboration in areas such as human resource exchanges, SDGs/ESG initiatives, global IT digital solutions, joint procurement, and joint merchandise development.



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Global Strategy

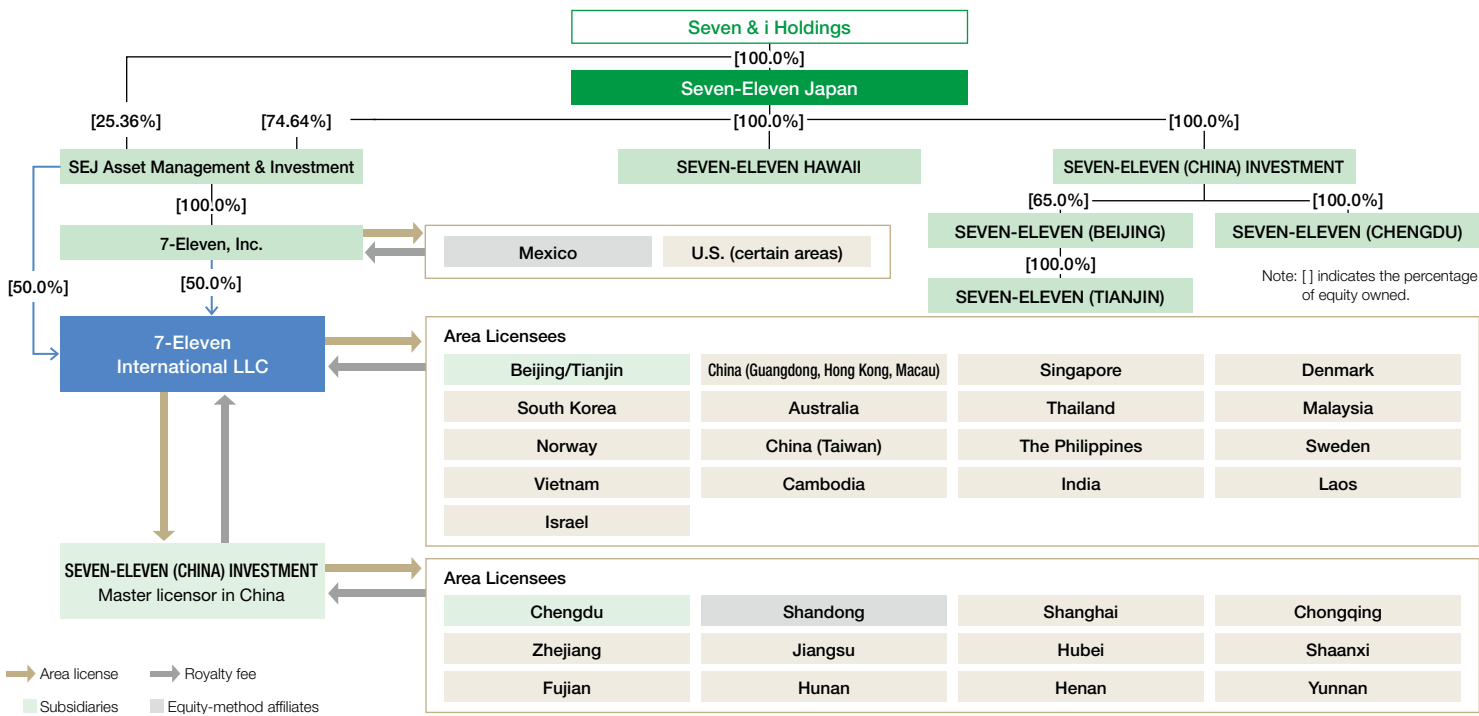
Capital Relationships in the Group's Convenience Store Operations

Seven & i Holdings' subsidiaries operate 7-Eleven convenience stores in Japan, North America, and China (Beijing, Tianjin, and Chengdu). In countries and regions where the Company has no local subsidiaries, leading local corporate groups operate 7-Eleven stores as area licensees.

Overseas Licensing Scheme

For 7-Eleven stores in countries outside of Japan and North America, we have granted area license rights and receive royalties from the licensees. With the establishment of 7-Eleven International LLC, the licensor to receive royalties has been changed from 7-Eleven, Inc. to 7-Eleven International LLC.

* Laos and Israel will open their first stores in 2022.



Trend in the 7-Eleven Stores Worldwide

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	(store) FY2022
Japan	14,005	15,072	16,319	17,491	18,572	19,422	20,260	20,876	20,955	21,167	21,327
U.S. and Canada	7,752	8,545	8,641	8,646	8,868	9,077	9,061	9,974	10,000	10,159	13,562
Thailand	6,276	6,822	7,429	8,127	8,832	9,542	10,268	10,988	11,712	12,432	13,134
South Korea	5,249	6,986	7,085	7,231	8,000	8,556	9,231	9,400	10,016	10,501	11,173
China (Taiwan)	4,801	4,852	4,919	5,040	5,029	5,107	5,221	5,369	5,647	6,024	6,379
China	1,792	1,919	2,001	2,064	2,182	2,357	2,599	2,816	3,156	3,412	3,980
Others	5,110	5,563	6,039	6,682	7,228	7,744	7,960	8,233	8,688	8,811	8,986
Total	44,985	49,759	52,433	55,281	58,711	61,805	64,600	67,656	70,174	72,506	78,541

Note: As of the end of December, excluding figures for Japan, which are as of the end of February of the following year.



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Overseas CVS Business Strategy

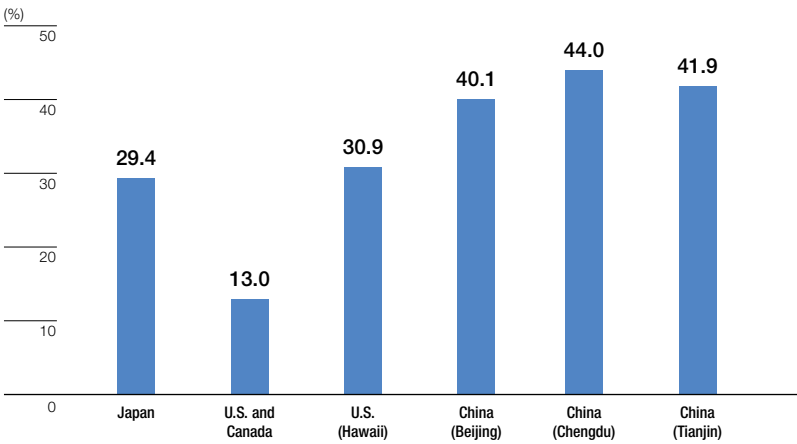
Global Strategy

7-Eleven store operators around the world

Country or region	Operator	Number of stores
Thailand	CP ALL Public Company Ltd. [Charoen Pokphand Group]	13,134
South Korea	Korea-Seven Co., Ltd. [Lotte Group]	11,173
China (Taiwan/Shanghai)	PRESIDENT CHAIN STORE CORP. [Uni-President Enterprises Corp.]	6,530
The Philippines	Philippine Seven Corporation [PRESIDENT CHAIN STORE CORP.]	3,073
China (Guangdong, Hong Kong, Macau)	The Dairy Farm Company, Limited [Dairy Farm International Holdings Limited]	2,637
Malaysia	7-Eleven Malaysia Sdn. Bhd. [Berjaya Retail Berhad]	2,427
Mexico	7-Eleven Mexico S.A. de C.V. [Valso, S.A. de C.V.]	1,841
Australia	7-Eleven Stores Pty. Ltd.	718
Singapore	Cold Storage Singapore (1983) Pte. Ltd. [Dairy Farm International Holdings Limited]	455
Norway/Sweden/Denmark	Reitan Convenience [Reitangruppen AS]	403
U.S.	SRoesuothrtw Reestta Cileornsv, elnncie. nce Stores, Inc.	284
China (Shandong)	SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhongdi Group Co., Ltd.]	247
China (Shaanxi)	Shaan Xi Sai Wen Tick Convenience Chain CO., LTD. [SHAANXI TICKMART TRADING CO., LTD.]	70
Vietnam	Seven System Viet Nam JSC	63
China (Zhejiang)	SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhongdi Group Co., Ltd.]	61
China (Jiangsu)	Nanjing Golden Eagle Convenience Store and Supermarket Management Co., Ltd.[GOLDEN EAGLE RETAIL GROUP LIMITED]	61
China (Hunan)	Hubei Oriental Meilin CVS Co., Ltd. [New Hope Group Co., Ltd.]	42
China (Chongqing)	New Nine Business Development Co., Ltd. [New Hope Group Co., Ltd.]	37
China (Fujian)	Fujian Rong Ning CVS Management CO., LTD. [FUJIAN SANFU APPAREL CO., LTD.][FUJIAN RONGNING CONVENIENCE STORE MANAGEMENT CO., LTD.]	36
China (Henan)	Henan Sanyu Convenience Store Chain CO., LTD. [Sanquan Food Co., Ltd.]	23
China (Hubei)	Hunan Friendship & Apollo CVS Co., LTD. [Hunan Friendship & Apollo Commercial Co., Ltd.]	22
China (Yunnan)	Yunnan Challenge Joy Mart Convenience Store Chain Co., Ltd. [Yunnan Challenge Petroleum Group Co., Ltd.]	5
Cambodia	CP ALL (Cambodia) Co., Ltd. [Charoen Pokphand Group]	4
India	7-India Convenience Retail Limited [Reliance Retail Ventures Limited]	2
Laos	CP ALL Laos Co., Ltd. [Charoen Pokphand Group]	-
Israel	Electra Consumer Products Ltd. [Elco Ltd.]	-

Notes: 1. Number of stores as of December 31, 2021
2. Company names in brackets are those of the corporate groups affiliated with the companies listed.
3. The first store in Laos and Israel are scheduled to be opened by the end of 2022.

7-Eleven fast food sales as a percentage of total sales for FY2022



Notes: 1. Percentages for Hawaii, the U.S., and Canada are calculated using merchandise sales.
2. The end of the fiscal year for overseas subsidiaries is December 31, 2021.
3. Seven-Eleven Okinawa is not included.



U.S. and Canada



China (Beijing)



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Overseas Convenience Store Operations

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7-Eleven, Inc.

(Fiscal year-end December, Millions of yen)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Revenues from operations*1	1,086,522	1,247,287	1,801,077	1,935,274	1,819,838	1,658,542	1,981,533	2,821,053	2,739,833	2,191,383	5,122,154
Revenues from operations (U.S.\$ Thousand)	13,615,565	15,628,206	18,429,117	18,293,553	15,027,570	15,246,764	17,667,025	25,543,768	25,129,170	20,526,263	46,607,410
Other operating revenues from above	133,997	149,593	192,656	219,307	271,081	260,078	276,179	288,136	293,415	278,766	342,088
Selling, general and administrative expenses	208,726	226,458	307,975	341,225	395,162	372,662	399,557	484,090	494,223	507,185	841,682
Selling, general and administrative expenses (U.S.\$ Thousand)	2,615,627	2,837,464	3,151,285	3,225,503	3,263,107	3,425,836	3,562,387	4,383,286	4,532,911	4,750,707	7,658,625
Operating income	32,737	38,175	51,207	59,651	77,478	76,671	90,852	111,081	121,654	119,221	224,864
Operating income (U.S.\$ Thousand)	410,238	478,326	523,971	563,868	639,790	704,832	810,023	1,005,807	1,115,785	1,116,725	2,046,081
Net income	22,413	22,378	29,738	35,870	45,181	45,470	76,048	77,616	83,193	82,057	144,791
Net income (U.S.\$ Thousand)	280,865	280,397	304,295	339,077	373,093	418,003	678,036	702,792	763,031	768,614	1,317,485
Capital expenditures	103,475	155,440	80,195	63,226	159,772	216,776	98,874	452,029	150,454	199,107	2,483,138
Depreciation and amortization	37,180	39,794	53,404	56,482	65,381	64,992	69,582	76,141	77,204	81,299	122,635
Total assets	510,901	726,876	903,326	1,088,910	1,137,495	1,231,149	1,356,972	1,564,596	1,612,783	1,680,699	4,397,014
Net assets	307,359	378,486	514,957	658,465	681,404	705,025	869,394	924,236	956,305	947,519	2,082,538
EBITDA	69,917	77,969	104,612	116,133	142,860	141,663	160,434	187,222	198,858	200,521	347,499
ROA (%)	4.6	3.6	3.6	3.6	4.1	3.8	5.9	5.3	5.2	5.0	4.8
Total store sales	1,624,095	1,852,162	2,641,180	2,834,464	2,950,422	2,735,199	3,134,412	3,993,259	3,936,217	3,407,130	6,463,940
Processed food	330,041	370,882	500,880	567,290	695,119	650,509	682,470	778,741	802,806	848,435	1,148,690
Fast food	136,335	146,891	187,673	216,881	261,947	244,299	248,718	282,342	289,052	244,221	346,667
Daily food	58,393	62,226	81,057	93,544	110,427	101,814	101,888	103,117	95,111	84,351	91,062
Nonfood	351,902	374,099	501,514	553,712	661,355	624,655	688,325	751,641	753,802	777,275	1,070,400
Merchandise	876,672	954,100	1,271,126	1,431,429	1,728,848	1,621,278	1,721,403	1,915,842	1,940,773	1,954,283	2,656,820
Fuel	747,423	898,062	1,370,054	1,403,035	1,221,573	1,113,921	1,413,009	2,077,417	1,995,444	1,452,847	3,807,119
Existing store sales increase (U.S. merchandise sales) (%)*2	2.8	2.9	1.0	3.1	5.8	2.1	1.6	1.9	2.4	0.9	7.4
Average daily sales per store (¥ Thousand)	349	350	424	473	569	519	543	549	553	545	602
Average daily sales per store (U.S.\$)	4,372	4,383	4,340	4,472	4,695	4,769	4,841	4,967	5,075	5,104	5,483
Merchandise gross profit margin (%)	34.7	35.2	34.8	34.5	34.6	34.8	34.3	34.2	34.8	34.1	34.2
Fuel sales (Thousand gallons)	–	–	3,884,838	4,001,566	4,292,288	4,910,026	5,266,489	6,919,338	6,972,004	6,171,433	11,384,814
Fuel retail gross profit (Cents/Gallon)	–	–	20.29	20.81	19.80	20.05	22.62	22.56	23.95	32.60	34.50
Exchange rate (Income statements) (¥) (U.S.\$1=)	79.80	79.81	97.73	105.79	121.10	108.78	112.16	110.44	109.03	106.76	109.90
Exchange rate (Balance sheets) (¥) (U.S.\$1=)	77.74	86.58	105.39	120.55	120.61	116.49	113.00	111.00	109.56	103.50	115.20
Number of stores	7,149	8,118	8,292	8,297	8,500	8,707	8,670	9,573	9,682	9,884	13,213
Openings	643	1,078	462	238	344	356	214	1,245	361	436	3,806
Closures	104	109	288	233	141	149	251	342	252	234	477
Franchised stores	5,437	5,870	6,219	6,390	6,752	7,008	7,161	7,213	7,379	7,485	7,404
Directly operated stores	1,712	2,248	2,073	1,907	1,748	1,699	1,509	2,360	2,303	2,399	5,809
Stores with fuel stations	2,719	3,195	3,300	3,165	3,168	3,374	3,376	4,385	4,469	4,748	8,138
Total sales floor space (m²)	1,158,089	1,335,707	1,379,301	1,384,023	1,454,825	1,458,783	1,450,699	1,650,782	1,684,207	1,730,254	2,309,199
Full-time employees (fiscal year-end)*3	13,596	17,330	16,553	15,591	14,379	15,021	17,877	19,994	19,578	22,291	47,748

Note: Figures for the amounts of each fiscal year reflect adjustments necessary for consolidation to Seven & i Holdings' consolidated account.
*1 The Company recognizes as revenues from operations the sales of original products at directly operated stores, etc., fuel sales and franchise fees from franchised stores.
*2 Existing store sales increase is calculated in U.S. dollars.
*3 As of the end of February of the following year.

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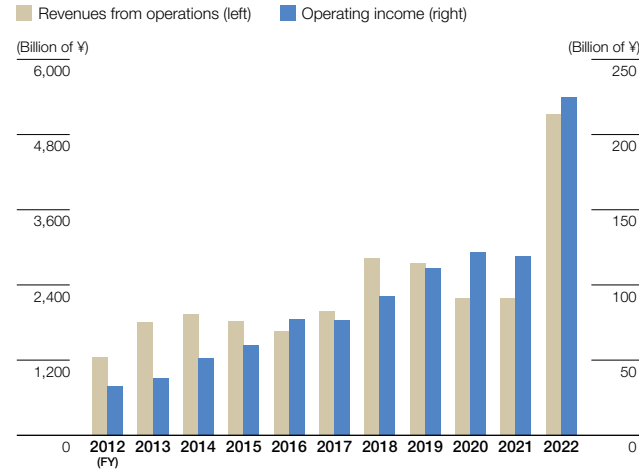
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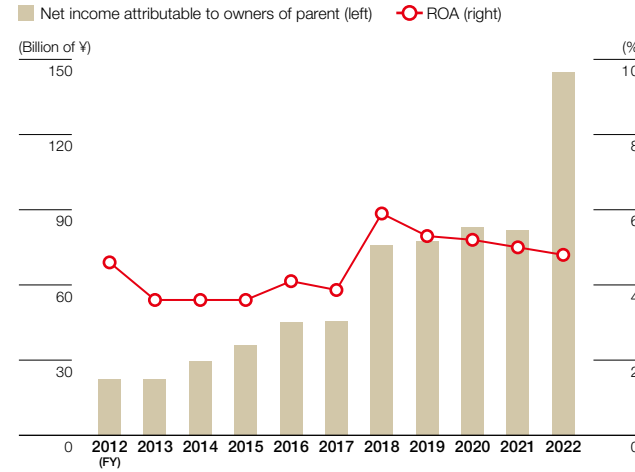
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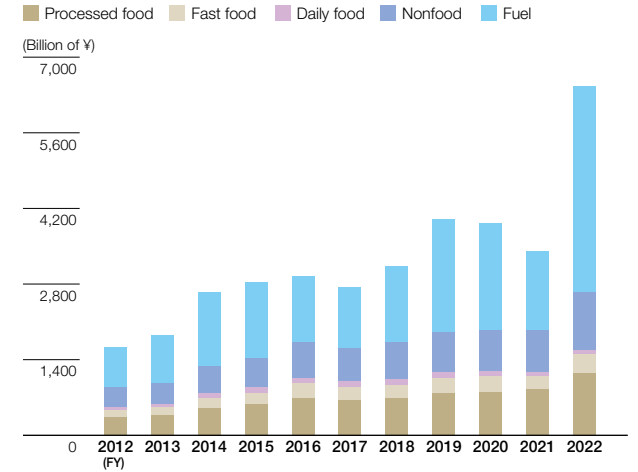
Revenues from operations and Operating income



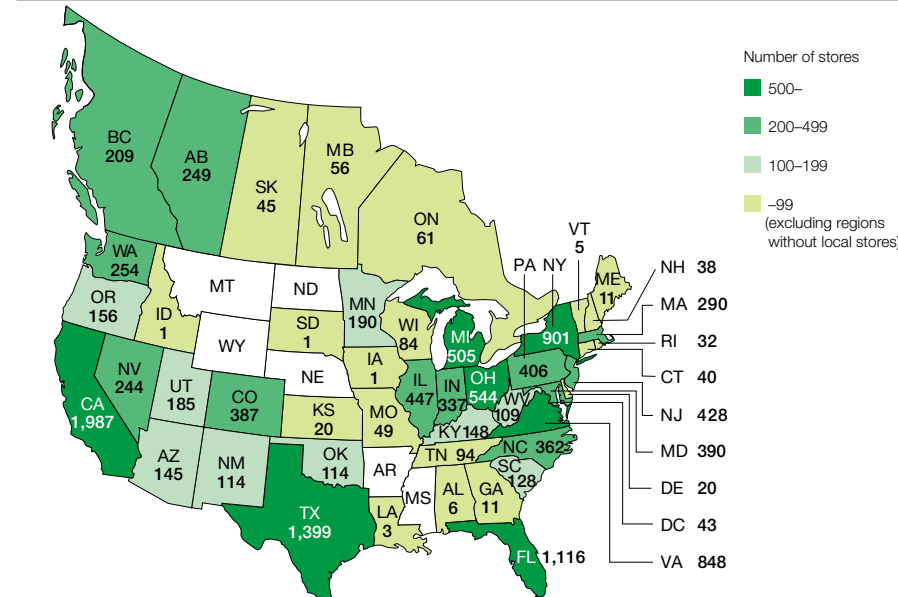
Net income attributable to owners of parent and ROA



Sales composition by category



Store network





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Medium-Term Management Plan

Strategy aiming for growth

Strategy aiming for depth

Expansion of customer contact

Domestic CVS Business Strategy

Medium-Term strategy overview

Changes in the social structure × COVID-19 = Acceleration and diversification of small commercial areas

Ideal image

Meet diversifying needs and provide convenience to all local communities

Sustainable growth of existing stores

- Review product composition
- Sales floor layout tailored to small commercial areas
 - Group procurement

Store opening strategy

- Build a foundation for re-accelerating store openings
- Develop and test next-generation stores

Promotion of DX

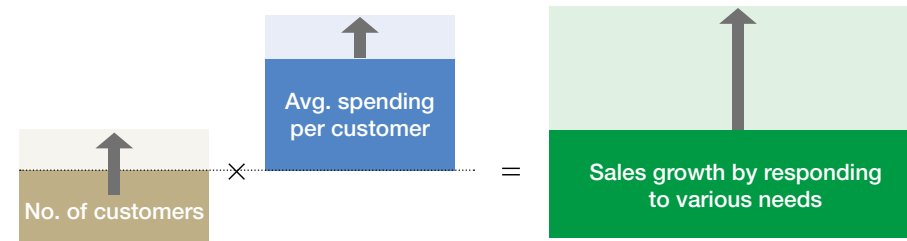
- Expand online convenience stores
- Enhance CRM (app evolution)
- Improve the productivity of franchise stores and headquarters

Open the door to the next "convenience" → Towards a regrowth trajectory with distribution innovation

Medium-Term strategy roadmap

	FY2022	FY2026
Sales floor / products	Product composition corresponding to small commercial area (change of sales floor layout)	Product procurement and expansion of product assortments utilizing the Group's power (fresh food, meal kits, direct overseas imports, etc.)
Services	Last Mile: Online convenience stores – 1,000 test stores in FY2022 → To be expanded nationwide in FY2026	CRM enhancement (7 app evolution, Group linkage through "7iD")
Stores	Facilitate closing of unprofitable stores	Greater refinement and efficiency in selecting candidate sites → Build a foundation for re-accelerating store openings
	Develop and test complex stores and next-generation stores	
Productivity	Franchise stores	AI orders: Test → Aim to expand to all stores
	Headquarters	Smartphone registration
		New self-checkouts, face recognition, etc.
		Productivity improvement through DX
		Digitization of forms, RPA, chatbots, efficiency of sales promotion, etc.

Seven-Eleven Japan's vision towards regrowth



Merchandise and assortment to support store and 7NOW growth

"Let's go to 7-Eleven!"
(Operate stores that customers visit with a purpose)

- High-value-added merchandise
- Sales promotion and CRM enhancement

Assortment enhancement

Innovation challenge

- New customer acquisition through 7NOW
- Data business

Efforts in stores

Merchandise and assortment

- High-value-added merchandise (to generate gross profit)
- New merchandise launch, assortment expansion

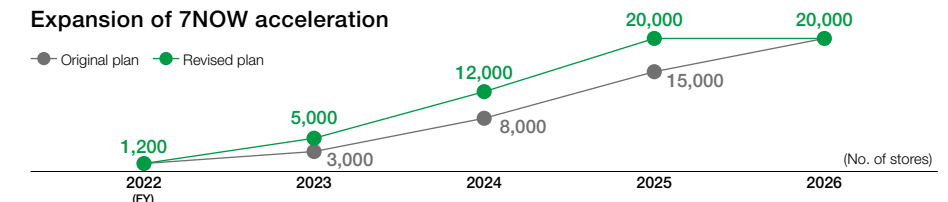
Sales area

- New in-store layout 2020 and expand assortments
- Location-specific merchandise support

Sales promotion

- Fair and event plan and support
- App and CRM enhancement

Expansion of 7NOW acceleration



Provide new customer experience utilizing DX

Into a new growth stage by maintaining and improving the average spending per customer and increasing the number of customers through new customer acquisition



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Domestic Convenience Store Operations

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Seven-Eleven Japan

(Millions of yen)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues from operations	576,186	617,559	679,561	736,343	793,661	833,743	849,862	873,555	887,625	850,291	863,025
Selling, general and administrative expenses	326,216	364,893	397,767	439,785	481,362	514,907	533,633	561,600	573,103	558,597	574,340
Operating income	183,160	186,763	212,785	223,356	235,033	243,493	244,110	245,088	253,980	233,321	223,091
Ordinary income	189,759	194,104	220,927	232,593	256,726	251,265	251,717	252,917	262,249	281,974	273,672
Net income	100,738	112,446	134,371	136,924	162,910	144,151	166,760	153,233	169,695	194,479	189,652
Capital expenditures	93,644	112,514	124,350	129,438	124,543	125,045	136,297	110,028	96,062	125,461	97,599
Depreciation and amortization*1	38,368	46,292	39,002	47,698	51,784	58,829	64,294	70,182	73,538	76,896	79,283
Total assets	1,432,828	1,489,339	1,599,493	1,700,723	1,793,836	1,770,944	1,860,028	1,880,508	2,029,375	2,058,152	2,109,174
Net assets	1,104,944	1,143,288	1,204,465	1,255,621	1,325,737	1,293,157	1,365,202	1,408,557	1,478,416	1,528,718	1,583,441
EBITDA	221,529	233,056	251,788	271,054	286,817	302,322	308,404	315,270	327,519	310,217	302,375
ROA (%)	7.2	7.7	8.7	8.3	9.3	8.1	9.2	8.2	8.7	9.5	9.1
Total store sales	3,280,512	3,508,444	3,781,267	4,008,261	4,291,067	4,515,605	4,678,083	4,898,872	5,010,273	4,870,619	4,952,782
Processed food	872,616	926,229	979,348	1,034,131	1,115,677	1,183,088	1,230,335	1,278,605	1,297,660	1,246,878	1,258,006
Fast food	852,933	940,263	1,077,661	1,186,445	1,278,738	1,350,166	1,412,781	1,499,054	1,533,143	1,436,832	1,456,118
Daily food	403,503	449,080	487,783	517,065	579,294	614,122	626,863	641,752	661,356	647,792	638,908
Nonfood	1,151,459	1,192,871	1,236,474	1,270,618	1,317,357	1,368,228	1,408,103	1,479,459	1,518,112	1,539,115	1,599,748
Existing store sales increase (%)*2	6.7	1.3	2.3	2.4	2.9	1.8	0.7	1.3	0.2	(2.4)	0.7
Number of customers (%)	2.6	0.5	2.4	0.7	1.3	0.1	(0.9)	(0.6)	(2.1)	(9.9)	(1.2)
Average spending per customer (%)	4.0	0.8	(0.1)	1.7	1.6	1.7	1.6	1.9	2.3	8.4	1.9
Average daily sales per store (¥ Thousand)	669	668	664	655	656	657	653	656	656	642	646
Average daily sales per store of new stores (¥ Thousand)	570	527	522	513	530	533	546	560	554	557	537
Merchandise gross profit margin (%)	29.7	30.0	30.7	31.4	31.6	31.8	31.9	31.9	32.1	32.0	31.7
Processed food (%)	38.3	38.2	38.7	38.8	38.9	39.2	39.4	39.5	39.5	39.4	39.3
Fast food (%)	34.3	34.3	35.1	35.7	35.5	35.7	35.9	36.1	36.6	36.6	36.6
Daily food (%)	33.2	33.1	33.2	33.1	33.2	33.4	33.5	33.4	34.0	34.2	34.2
Nonfood (%)	18.6	19.1	19.6	20.7	20.9	21.0	20.7	20.5	20.3	20.7	20.1
Number of stores	14,005	15,072	16,319	17,491	18,572	19,422	20,260	20,876	20,916	21,085	21,205
Openings	1,201	1,354	1,579	1,602	1,651	1,682	1,554	1,389	743	610	625
Closures	428	287	332	430	570	832	716	773	703	441	505
Relocations, etc.	346	237	255	347	450	670	568	562	482	288	354
Franchised stores	13,607	14,638	15,879	17,021	18,071	18,977	19,792	20,499	20,545	20,632	20,778
Type A	4,263	4,244	4,333	4,353	4,448	4,554	4,563	4,558	4,539	4,482	4,420
Type C	9,344	10,394	11,546	12,668	13,623	14,423	15,229	15,941	16,006	16,150	16,358
Provisional management contracts	1	1	0	0	0	0	0	0	0	0	0
Directly operated stores	397	433	440	470	501	445	468	377	371	453	427
Ratio of stores with liquor license (%)	98.9	98.9	99.0	98.9	98.7	98.6	98.5	98.4	98.4	98.4	98.4
Ratio of stores with cigarette license (%)	92.8	94.1	94.8	95.5	95.5	95.7	95.8	96.3	96.9	97.0	97.0
Total sales floor space (m ²)	1,769,560	1,924,768	2,106,262	2,278,784	2,439,550	2,566,701	2,772,283	2,909,609	2,929,047	2,969,294	2,972,807
Full-time employees (fiscal year-end)	5,686	6,070	6,567	7,191	8,054	8,562	8,886	9,092	8,959	8,990	8,930
Payment acceptance services Number of transactions (Thousand)	358,732	384,913	402,999	418,845	439,138	460,585	481,800	502,468	513,061	510,212	501,181
Total value of transactions (¥ Million)	3,432,600	3,736,249	4,038,119	4,346,959	4,579,660	4,691,738	4,961,715	5,253,766	5,439,479	5,403,420	5,479,461

*1 From FY2014, Seven-Eleven Japan changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Existing store sales increase includes POSA card transactions from FY2014 to FY2018.



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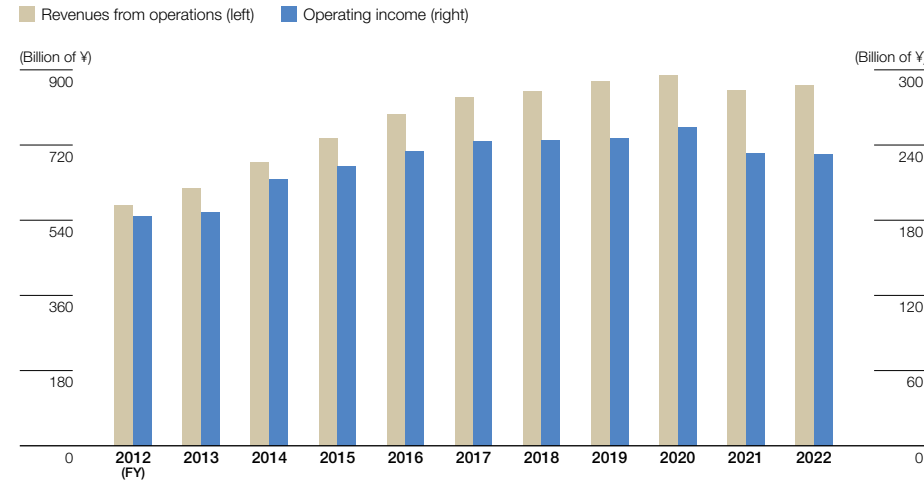
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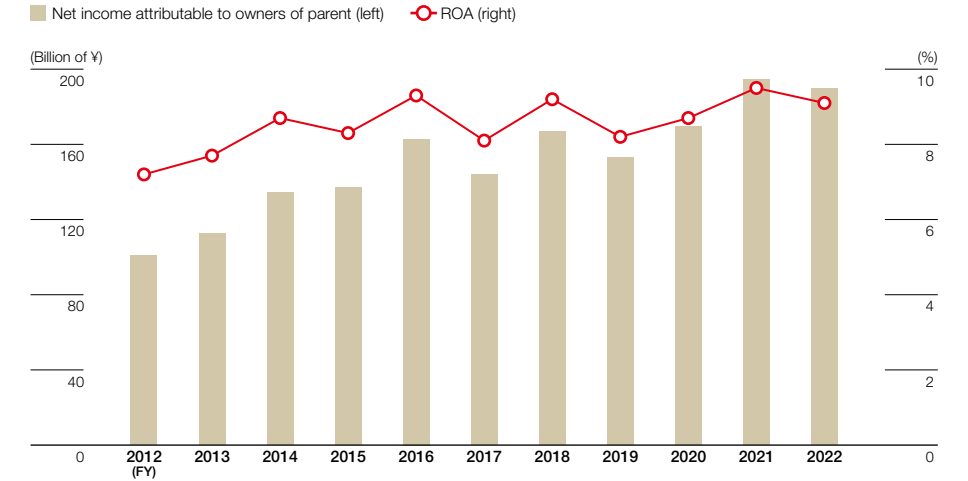
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Seven-Eleven Japan

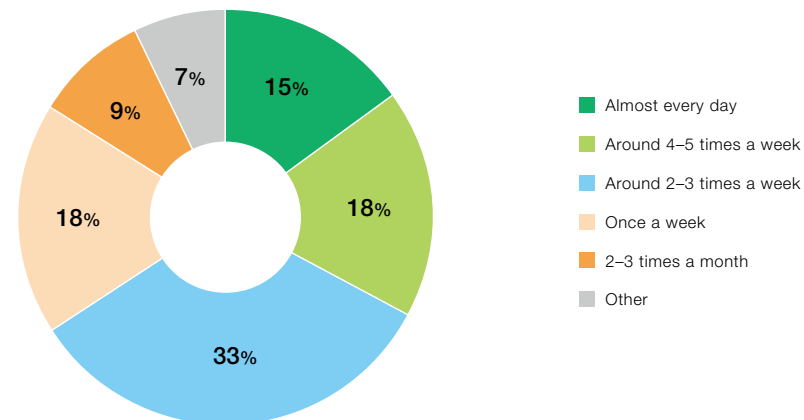
Revenues from operations and Operating income



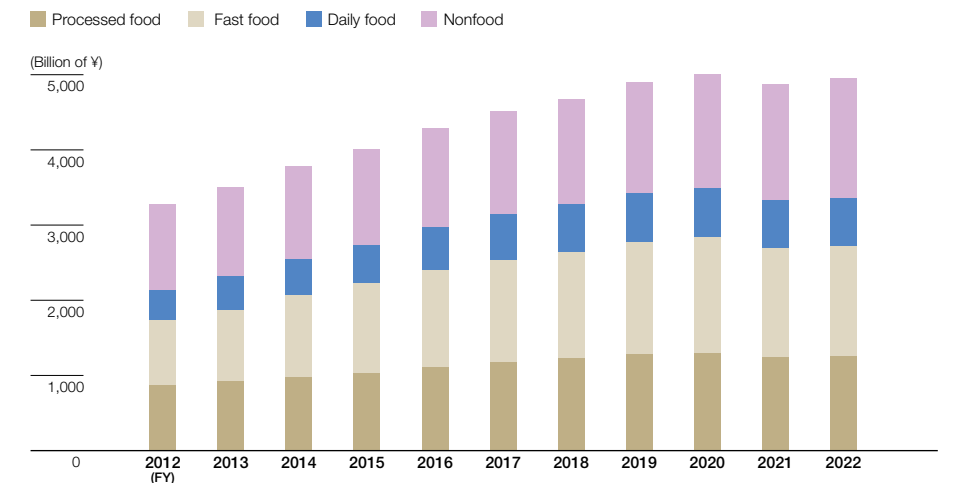
Net income attributable to owners of parent and ROA



Frequency of store-visits (FY2022)



Sales by product



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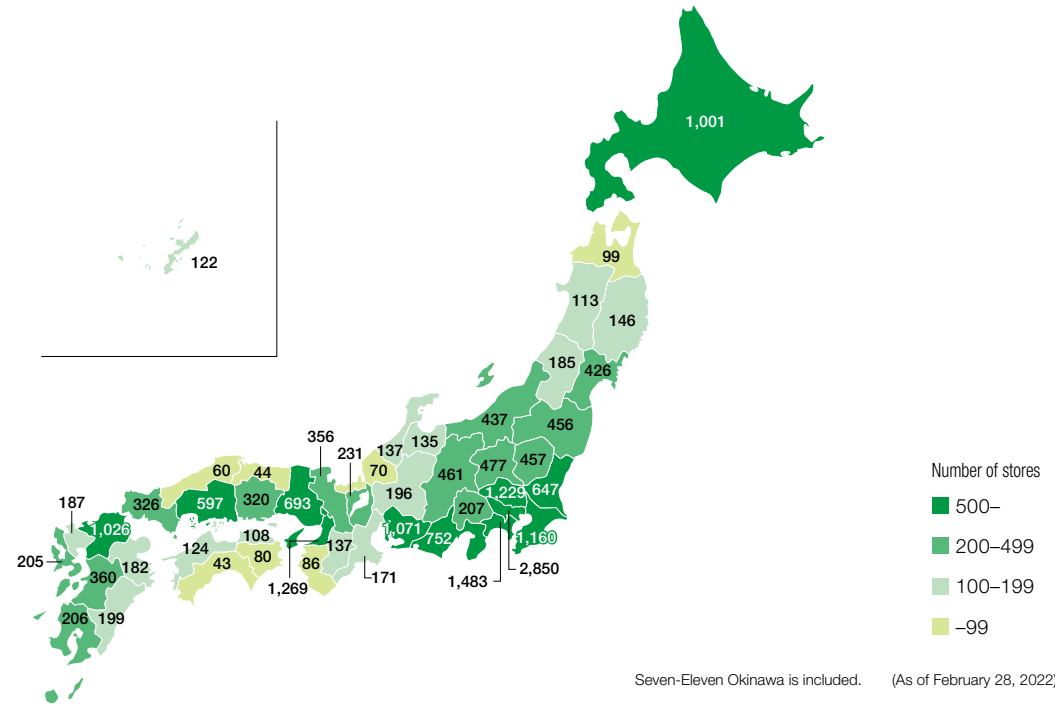
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Seven-Eleven Japan

Store network



Seven-Eleven Okinawa is included. (As of February 28, 2022)

Number of major convenience store chains in Japan

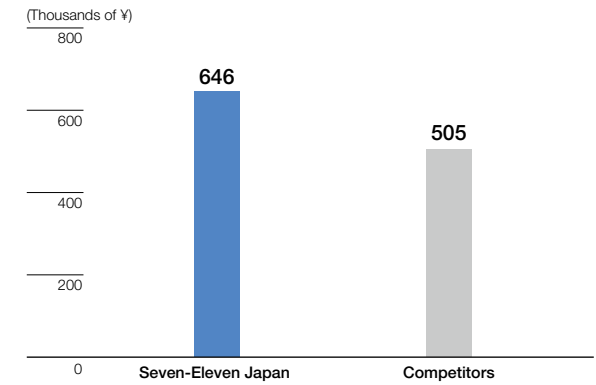
	FY2017	FY2018	FY2019	FY2020	FY2021	(Stores) FY2022
7-Eleven*	19,422	20,260	20,876	20,955	21,167	21,327
Lawson	13,111	13,992	14,659	14,444	14,476	14,656
FamilyMart	18,125	17,232	16,430	16,611	16,646	16,569
Other CVS	4,264	3,911	4,014	3,450	3,608	3,379
Nationwide	54,922	55,395	55,979	55,460	55,897	55,931

Sources: Convenience Store Statistics Investigation Monthly Report (Japan Franchise Association) and materials disclosed by individual companies

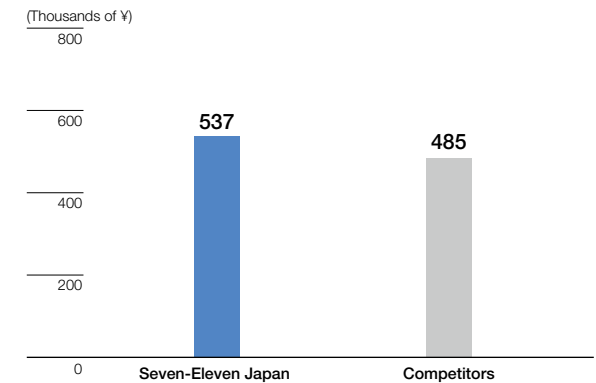
Note: Number of stores at fiscal year-end
* Seven-Eleven Okinawa is included.

Click here to download the data

Average daily sales per store



Average daily sales per store of new stores



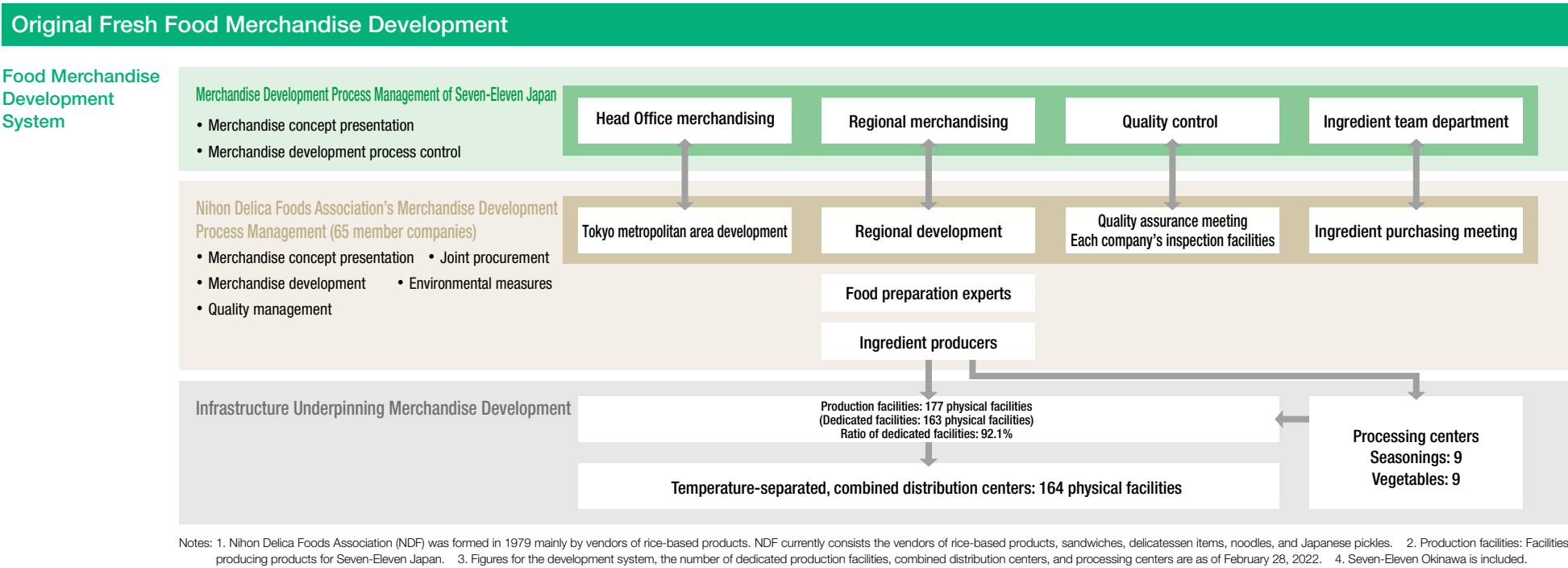
Notes: 1. FY2022
2. Competitors' information is the simple average of two major convenience store chains.
Source: Materials disclosed by individual companies

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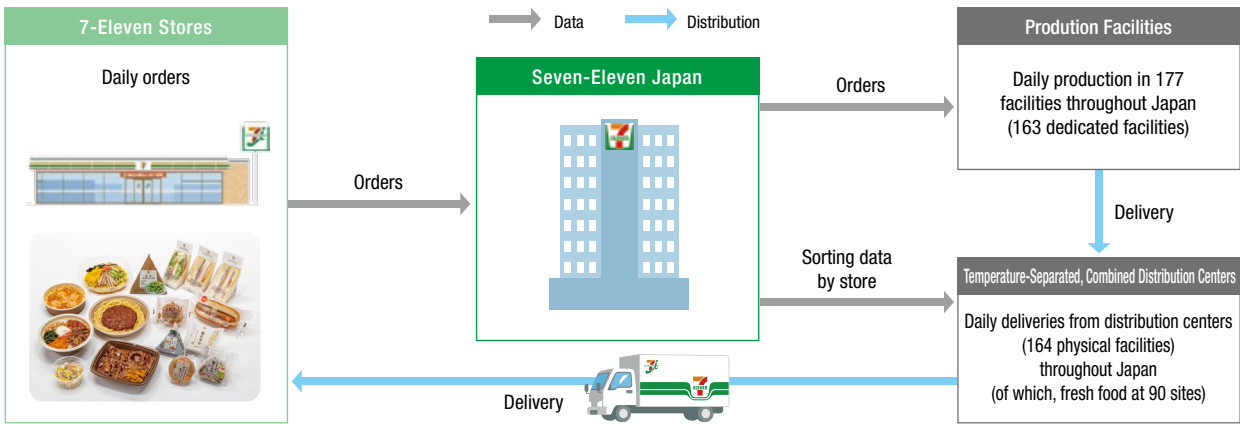
Seven-Eleven Japan



Supply System for Original Fresh Food Products

Original fresh food merchandises are made in specialized facilities operated by independent collaborating companies and are delivered to 7-Eleven stores from combined distribution centers that have multiple temperature-separated zones. The production facilities and temperature-separated, combined distribution centers serve only Seven-Eleven Japan, allowing us to distinguish ourselves from the competition in terms of product development, hygiene, and quality control. Sharing stores' order data with manufacturers and temperature-separated, combined distribution centers enables more efficient deliveries in shorter times.

Note: Seven-Eleven Okinawa is included.



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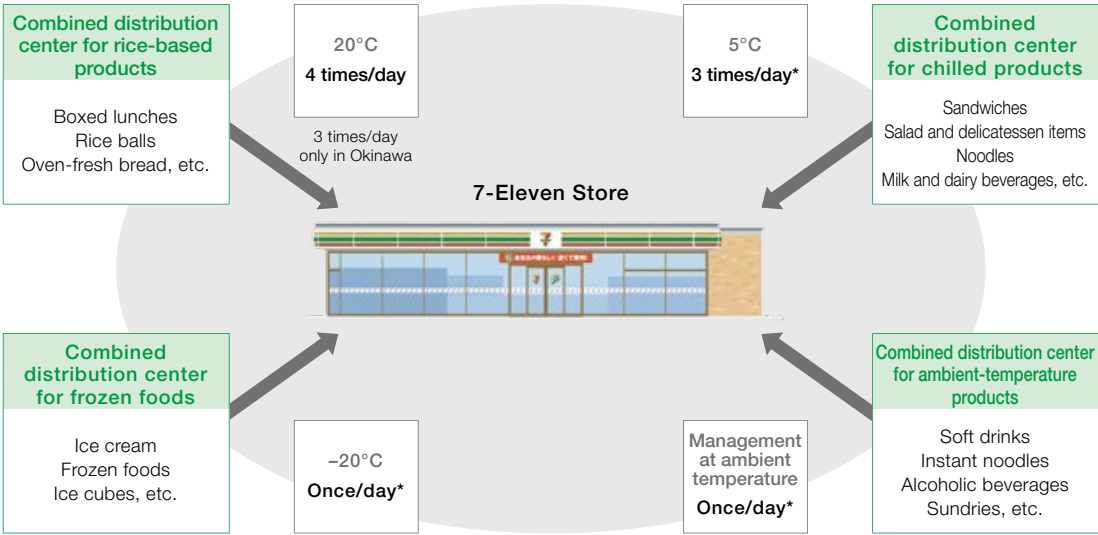
Seven-Eleven Japan

Distribution Systems

Combined Distribution System

Seven-Eleven Japan adopted a combined distribution system for greater efficiency. The combined distribution system is a rationalized system that allows products from different suppliers and manufacturers to be delivered to stores in the same truck. The combined distribution centers are operated by third parties.

Temperature-separated, combined distribution system of Seven-Eleven Japan



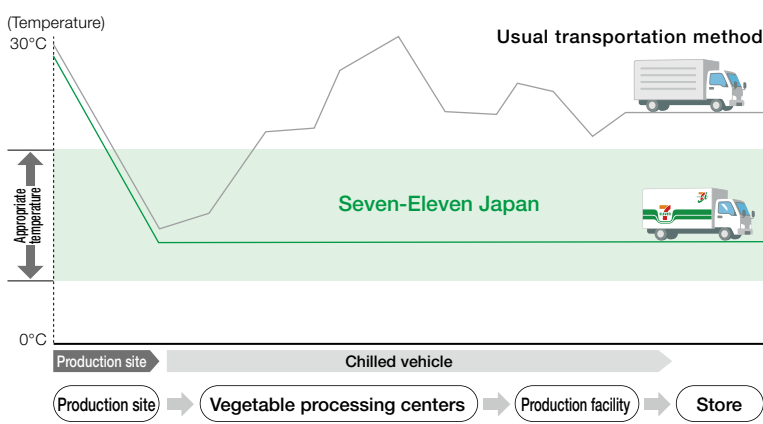
* Same frequency of distribution for Seven-Eleven Okinawa (except for rice-based products)

Number of Distribution Centers

	Number of distribution centers	Number of locations		Number of distribution centers
5°C control	76	5°C 11	-20°C control	22
		20°C 14		
20°C control	79	Combined 65	Room temperature control	52

Notes: 1. As of February 28, 2022
2. The number of distribution centers represents the distribution centers counted by merchandise categories where multiple merchandise categories were handled in one distribution center.
3. Seven-Eleven Okinawa is included.

Cold Chain (Refrigerated Distribution Network)



Freshness Managed from the Field to the Store

We have implemented a cold chain for transporting and processing vegetables in a fresh condition straight after they are harvested. The harvested vegetables are put into cold storage on the spot, and kept at a consistently managed temperature throughout their journey in the delivery vehicle from the production site through the processing center to the production facility and on to the store.

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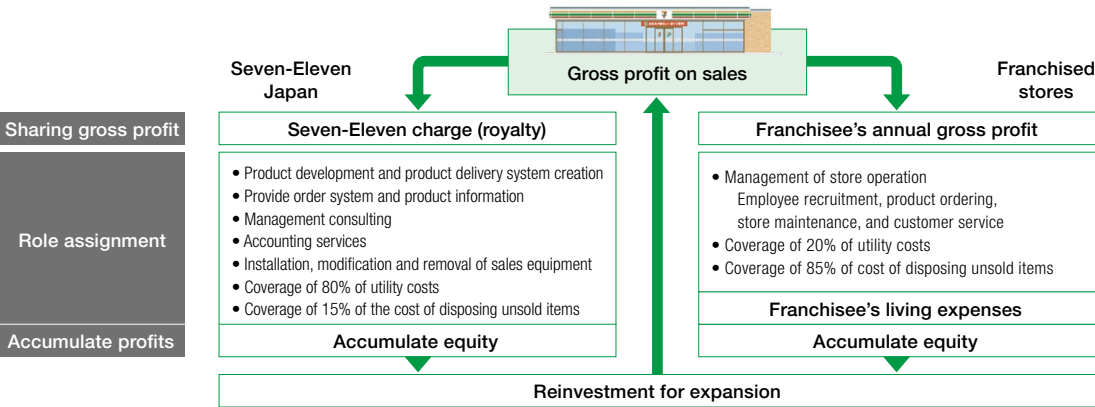
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Seven-Eleven Japan

Franchise System

Seven-Eleven Japan has developed its own unique franchise system, guided by an aim for “modernizing and revitalizing small- and medium-sized retail stores.” Seven-Eleven Japan and its franchisees are on an equal footing with clear role assignments. The system uses a method of allocating gross profit and, as a result, Seven-Eleven Japan and its franchisees work together on improving gross profit margins instead of sales in a mutually beneficial relationship.



	Type A (4,420 stores)	Type C (16,358 stores)
Land and buildings	Franchisee provides	Seven-Eleven Japan provides
Sales equipment, computers, etc.	Seven-Eleven Japan provides	
Contract period	15 years	
Cost of utilities	Seven-Eleven Japan covers 80%, Franchisee covers 20%	
Seven-Eleven charges (royalty)	45% of gross profit on sales	An amount calculated on a sliding scale based on gross profit on sales
	5-year incentives and 15-year contract renewal incentives (reductions in franchise fee) are offered	
	Gross profit on sales of over ¥5.5 million/month:	
	24-hour operations: ① 24-hour operations (2%) ② Special reduction (1%) ③ Monthly amount ¥(35,000)	
	Other than 24-hour operations: ① Special reduction (1%) ② Monthly amount ¥(15,000)	
Cost of disposing unsold items	Gross profit on sales of less than ¥5.5 million/month:	
	24-hour operations: Monthly amount ¥(200,000) / Other than 24-hour operations: Monthly amount ¥(70,000)	
Incentive system for multi-store operation	Seven-Eleven Japan covers 15%, Franchisee covers 85%	
	When one franchisee operates two or more 7-Eleven stores, a 3% incentive discount on the franchise fee is applied to the second and subsequent stores.	
	When franchisees that have operated a 7-Eleven store for over five years open a new store, the “incentive for stores open over five years” is applied to the new store from the beginning of its operation.	
Minimum guarantee	24-hour operations: ¥22 million	24-hour operations: ¥20 million
	Other than 24-hour operations: ¥19 million (Franchisee's annual gross profit)	Other than 24-hour operations: ¥17 million (Franchisee's annual gross profit)

Notes: 1. Number of stores as of February 28, 2022.
2. Gross profit on sales is equal to net sales minus cost of goods sold, which is calculated by subtracting costs of inventory loss, disposal of unsold items and rebates from gross cost of goods sold.
3. The special reduction in Seven-Eleven charges (royalty), which started from September 2017, will be applied for the time being.
4. Changes to the Seven-Eleven charges (royalty) system were implemented in March 2020.
5. Franchisee's gross profit on sales is equal to gross profit minus Seven-Eleven charges (royalty).

Comparison of 7-Eleven in Japan and North America

	Japan	U.S./Canada
Store-related information		
Number of stores by type*1	A-type franchised stores 4,420	BCP stores (A-type franchised stores)*2 648
	C-type franchised stores 16,358	C-type franchised stores 6,756
	Directly operated stores 427	Directly operated stores 5,809
	(As of February 28, 2022)	(As of December 31, 2021)
Stores with fuel stations	197 stores*3	8,138 stores
Standard sales floor space (per store)*4	Approx. 140 m²	Approx. 175 m²
Products and services		
Number of items per store*4	Approx. 3,300 items	Approx. 2,300 items
Services	ATM	ATM
	Payment acceptance service	Payment acceptance service
	Express package delivery service	Sales of gift cards
	Multi-functional copy machine (ticketing services, administrative service, etc.)	7Rewards
	nanaco point service	
Payment methods	Cash/Electronic money/Credit card/Debit/Barcode payment, etc.	Cash/Credit card/Debit/Barcode payment/Mobile phone, etc.

*1 For A-type and BCP stores, franchisees provide land and buildings. For C-type, the franchisor provides land and buildings.
*2 BCP: Business Conversion Program
*3 Seven-Eleven Japan's stores with fuel stations are joint operations opened in partnership with ENEOS Corporation.
*4 Most common size of store sales floor spaces and number of items

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Strategy aiming for depth

Strategy overview		Featured Topics	
Group food strategy	Challenge of "Food" expected now	<div><div>Phase 2: Construction of a common infrastructure (May 2021–)</div><div><div><div>Seven & i HD</div><div><div>Ito-Yokado</div><div>York</div></div><div><div>Common infrastructure management subsidiary</div><div><div>Central kitchen</div><div>Processing center</div></div><div><div>Distribution center</div></div></div><div><div>Know-how sharing (York Benimaru)</div></div><div><div>Merchandise supply</div><div>Metropolitan area stores / online supermarket</div></div></div></div><div><div>● Two central kitchens and two process centers</div><div>Scheduled to start operations from FY2026</div></div></div>	<div><div>Phase 3: Expansion of joint procurement functions</div><div><div>Common infrastructure management subsidiary</div><div><div>Central kitchen</div><div>Deli, bakery</div></div><div><div>Processing center</div><div>Fresh food, meal kits</div></div><div><div>Joint procurement (direct imports)</div><div>Groceries, etc.</div></div><div><div>Distribution center</div></div><div><div>CVS</div><div>Metropolitan area stores / online supermarket</div><div>Affiliated companies</div></div></div></div> <div><div>Realizing a high-quality and efficient product supply system by building a common infrastructure for the Group</div></div>
		<div><div>● Closer partnerships with supermarkets in the metropolitan area</div><div>● Reinforced development of Group merchandise</div><div>● Enhance joint procurement through direct imports, etc.</div><div>● Expansion of joint procurement functions</div><div>● Utilization and construction of common infrastructure</div></div>	
Large-scale commercial base strategy	Create an abundant "Lifestyle Hubs"	<div><div>Growth Strategies</div><div><div>Internet</div><div>● Utilization of centers and expansion of services</div></div><div><div>Store</div><div>● Concentration to capital area and metropolitan area</div></div><div><div>Merchandise</div><div><div>● Vertically integrate food business, IY's strength</div><div>● Optimization of LS area and reform of MD*</div></div></div></div>	<div><div>● Differentiation through merchandises, delivery, UI/UX / collaboration with SEJ, etc.</div><div>● Tokyo metropolitan area: construction of economy through stores and internet</div><div>● Other area: Implementation of alliances with companies inside/outside the Group</div><div>● Food: development of original merchandises through utilization of Group's infrastructure FY2024: Nagareyama PC, FY2025: Chiba Honda PC/CK, FY2026: Sugito PC opening, and planned for enlargement*</div><div>● LS: optimization of sales floor format (GIS trade area analysis) / MD construction through collaboration of companies inside / outside the Group*</div><div>● Common: brand construction centered around SDGs</div></div>
		<div><div>* SPA: Specialty store retailer of Private label Apparel, PC: process center, CK: central kitchen, LS: life style, MD: merchandising</div></div>	

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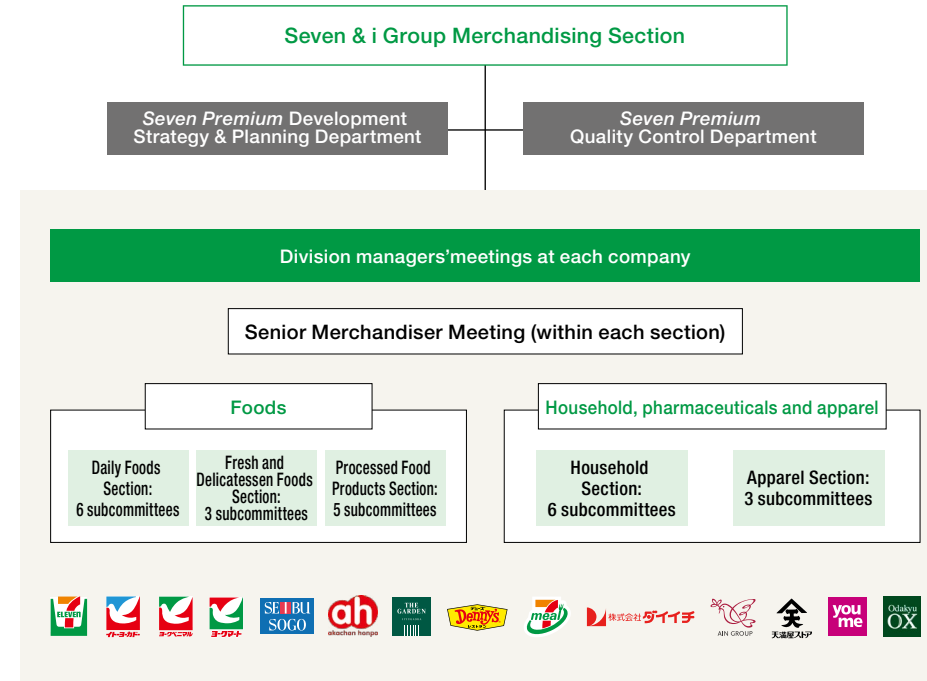
Group food strategy

Seven Premium Initiatives

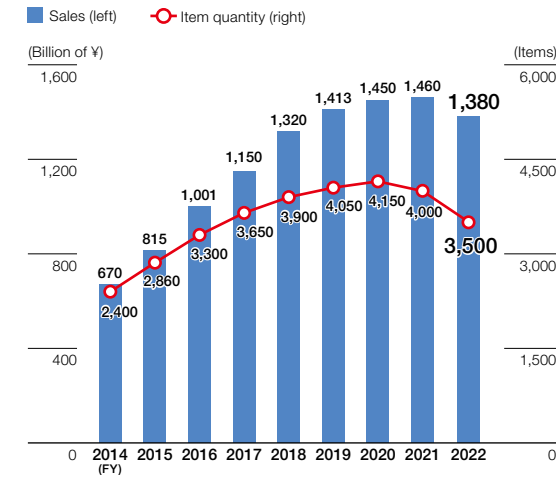
Under its private brand, *Seven Premium*, the Group has developed products leveraging the methods for original product development cultivated by Seven-Eleven Japan, and concentrating the infrastructure, product development expertise, and sales capabilities of its Group companies.

Product Development and Supply System

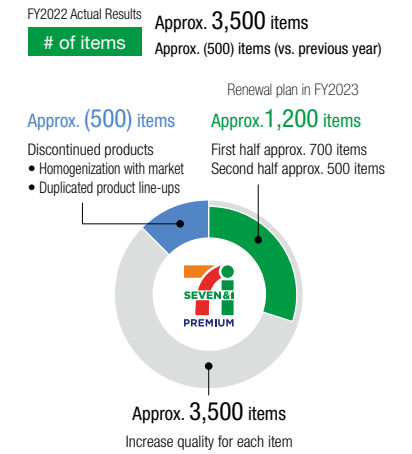
Product development staff in Seven & i Group companies are organized into 5 sections and 23 subcommittees to conduct joint product development with product manufacturers. As of February 28, 2022, they supply 14 companies in total.



SEVEN PREMIUM SALES AND ITEM QUANTITY



Continuous Review/Improvements of Seven Premium Product Line-up



Development of Seven Premium

Around 50% of *Seven Premium*'s higher-selling existing products are renewed each year to respond to changes in customers' tastes and convey novelty. Through questionnaires, group interviews and other consumer surveys, we research customers' opinions, create test products and conduct monitoring trials until we are satisfied. This process enables us to develop products that offer high quality at an agreeable price.

PRODUCTS THAT SELL OVER ¥1 BILLION PER YEAR

The number of products that sold over ¥1 billion per year in FY2022 was 300 items.





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Group food strategy

Taking on the challenge of further synergies in the food sector

Promotion of overseas procurement (direct imports)



Establish joint procurement that takes advantage of economies of scale



Reinforcing Group product strength (Team MD)



Share raw materials and recipes, develop and supply differentiated products such as meal kits using the common infrastructure (Central kitchen / Process center)



Utilization of common infrastructure (fresh food)

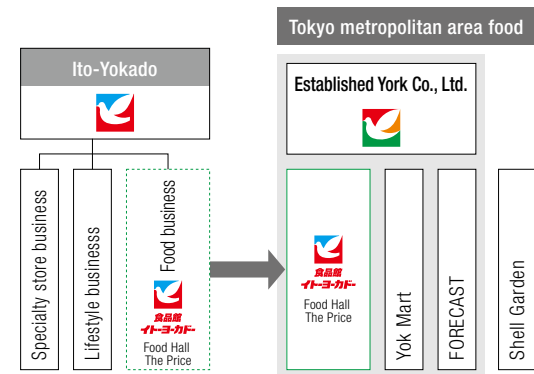


CVS also handle SM fresh foods such as special discerning vegetables



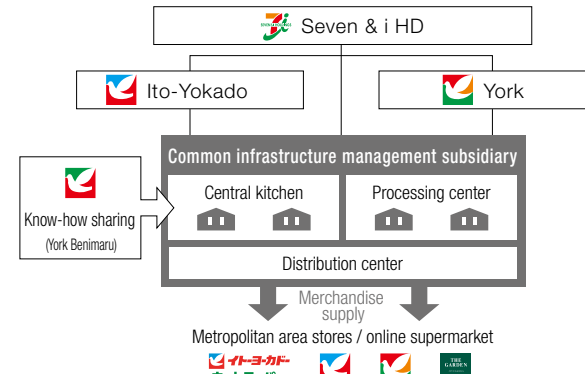
Differentiation in the food sector that can only be achieved by having a variety of business formats

Phase 1: Store reorganization (~ June 2020)



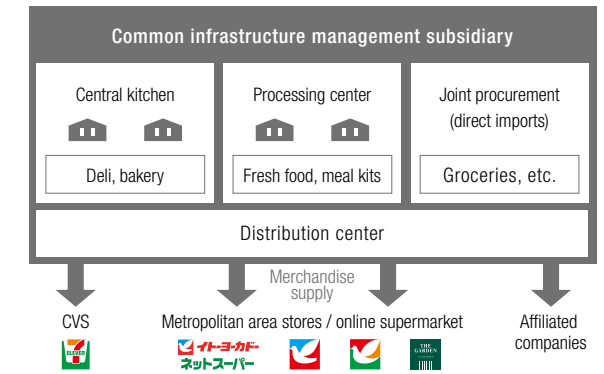
- Reorganize the stores to meet new needs
- Strengthening cooperation with food supermarkets in the Tokyo metropolitan area

Phase 2: Construction of a common infrastructure (May 2021 ~)



- Two central kitchens and two process centers
- Scheduled to start operations from FY2026

Phase 3: Expansion of joint procurement functions



Realizing a high-quality and efficient product supply system by building a common infrastructure for the Group



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Large-scale commercial base strategy

Business / Store structural reform in the large-scale base strategy

Ito-Yokado					
Business structural reform	Unprofitable stores: Close down / scrutinize profitability	Store structural reform	Create buildings that match the characteristics of the trade area (improvement of trade area analysis accuracy)	Non-store business	Online supermarket: large-scale centers
	Personnel optimization		Improve productivity through AI orders, etc.		Expand mobile sales of "Tokushimaru"

At Ito-Yokado, we will close unprofitable stores, scrutinize profitability, and optimize personnel while promoting store structural reforms based on accurate analyses of each trade area. We will also actively incorporate AI-based ordering and other means to improve productivity. For the Ito-Yokado online supermarket, which is in high demand from customers, we will promote the development of large-scale centers, mainly in the Tokyo metropolitan area. In addition, we will expand mobile supermarkets in collaboration with outside companies to meet the needs of customers who have difficulty shopping.

Business Restructuring/Growth Strategies of Ito-Yokado

IY will complete business restructuring by FY2023 and concentrate in re-growth strategies

		~FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Structural Transformation	Store Policies	182 stores → 132 stores	Closure of 4 stores	Planned closure of 2 stores,16 stores examined			
	Personnel Policies	Approx. (1,000)	Approx. (400)	Approx. (300)			
	Productivity Reform	Introduction of productivity improvement plans through IT utilization such as AI orders			Operation fully in progress		
Growth Strategies	Internet	● Utilization of centers and expansion of services	● Differentiation through merchandises, delivery, UIUX / collaboration with SEJ, etc.				
	Store	● Concentration to capital area and metropolitan area	● Tokyo metropolitan area: construction of economy through stores and internet ● Other area: implement alliances with companies inside/outside the Group				
	Merchandise	● Vertically integrate food business, IY's strength ● Optimization of LS area and reform of MD*	● Food: development of original merchandises through utilization of Group's infrastructure FY2024: Nagareyama PC, FY2025: Chiba Honda PC/CK, FY2026: Sugito PC opening, and planned for enlargement * ● LS: optimization of sales floor format (GIS trade area analysis) / MD construction through collaboration of companies inside / outside the Group * ● Common: brand construction centered around SDGs				
Major KPI	EBITDA		14.9 billion yen				47.0 billion yen+
	EBITDA Margin		1.4%				4.5%+



Goal

1. Contribute to Group's competitiveness and increase corporate value

2. Strengthen stand-alone profitability as Ito-Yokado

* PC: process center, CK: central kitchen, LS: life style, MD: merchandising



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Ito-Yokado	(Millions of yen)										
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues from operations	1,361,060	1,332,292	1,311,989	1,285,942	1,289,586	1,255,017	1,244,262	1,236,180	1,185,147	1,080,934	1,067,545
Net sales	1,334,297	1,302,923	1,280,615	1,253,296	1,255,608	1,219,252	1,213,613	1,205,751	1,154,374	1,053,284	1,038,664
Lifestyle* ¹	-	-	-	-	-	-	317,460	310,796	285,985	238,816	219,985
Specialty stores* ¹	-	-	-	-	-	-	13,484	13,213	13,488	13,592	11,791
Food* ¹	-	-	-	-	-	-	550,399	538,778	516,120	517,101	506,270
Apparel	240,068	230,807	204,051	193,354	187,047	179,027	162,589	153,590	-	-	-
Household goods* ²	173,049	160,916	165,297	153,506	142,811	122,445	165,083	162,021	-	-	-
Food	648,506	623,571	608,343	592,913	601,672	585,457	553,670	547,175	-	-	-
Merchandise sales	1,061,624	1,015,295	977,692	939,774	931,531	886,930	881,343	862,788	815,594	769,510	738,046
Tenants	252,709	271,258	287,874	301,376	314,612	322,191	324,328	336,390	335,359	278,428	297,225
Other	19,964	16,369	15,048	12,145	9,464	10,130	7,940	6,573	3,420	5,345	3,392
Selling, general and administrative expenses	350,981	342,502	335,771	333,118	334,380	316,879	310,285	304,510	291,051	265,479	259,298
Operating income	10,554	9,009	11,236	1,859	(13,980)	52	3,077	4,708	6,522	7,781	1,620
Ordinary income	13,471	15,223	13,071	4,142	(13,405)	1,786	3,687	6,122	7,615	7,698	2,371
Net income	(520)	1,687	5,333	(6,881)	(23,923)	(13,797)	(5,821)	(7,840)	1,674	(3,705)	(11,201)
Capital expenditures	18,074	30,578	47,943	41,067	58,555	30,636	18,072	44,057	27,305	20,613	29,311
Depreciation and amortization* ³	16,822	15,937	10,014	11,137	13,125	13,654	12,606	12,191	13,254	12,594	13,318
Total assets	790,851	791,020	807,425	817,735	799,073	753,315	736,336	721,594	713,839	682,167	666,022
Net assets	597,601	599,857	608,444	606,327	581,223	544,808	539,608	530,367	529,737	512,489	507,849
EBITDA	27,377	24,946	21,250	12,997	(855)	13,707	15,683	16,899	19,776	20,375	14,939
ROA (%)	(0.1)	0.2	0.7	(0.8)	(3.0)	(1.8)	(0.8)	(1.1)	0.2	(0.5)	(1.7)
Existing store sales increase (decrease) (%)	(2.6)	(4.3)	(4.6)	(4.5)	0.2	(4.2)	(1.4)	(1.1)	(2.9)	(0.6)	(0.5)
Number of customers (%)	(4.6)	(5.2)	(4.3)	(5.7)	(0.1)	(4.4)	(1.7)	(1.1)	(3.5)	(6.9)	(0.3)
Average spending per customer (%)	2.0	1.0	(0.4)	1.3	0.4	0.3	0.3	0.0	0.7	6.7	(0.3)
Merchandise gross profit margin (%)	29.7	29.9	30.2	29.9	28.6	29.1	29.6	29.6	29.9	29.6	29.0
Number of stores	173	174	179	181	182	171	164	159	157	132	128
Openings	5	3	9	3	3	4	2	1	4	3	0
Closures	2	2	4	1	2	15	9	6	6	28	4
Total sales floor space (m ²)	2,704,252	2,751,439	2,817,665	2,832,235	2,802,078	2,776,875	2,653,996	2,547,874	2,506,284	2,373,250	2,288,584
Directly managed sales floor space (m ²)	1,665,268	1,642,954	1,639,943	1,630,246	1,590,958	1,508,282	1,490,522	1,420,357	1,355,959	1,230,268	1,162,773
Sales per square meter (¥ Thousand)* ⁴	636	613	597	572	585	564	575	584	591	602	622
Full-time employees (fiscal year-end)	9,136	8,672	8,289	8,029	7,790	7,654	7,663	7,443	7,238	6,477	6,024
Part-time employees* ⁵	29,853	29,116	31,491	31,245	32,106	27,540	27,750	26,690	24,275	22,319	20,059
Ratio of part-time employees (%)	77.0	77.4	78.6	79.3	80.0	79.9	78.0	77.9	76.7	76.6	76.3
Sales per employee (¥ Thousand)* ⁶	27,856	27,430	26,614	26,074	26,099	25,716	24,766	25,190	25,776	26,403	28,066

*1 From FY2020, the previous product-based sales classifications have been revised from apparel, household goods, and food to lifestyle, specialty stores, and food.

Figures for FY2018 and FY2019 have been calculated and displayed in the same manner.

*2 From FY2018, Seven Bi no Garden Co., Ltd. was absorbed through a merger and its figures are reflected.

*3 From FY2014, Ito-Yokado changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*4 Sales per square meter = Merchandise sales ÷ Weighted average floor space

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

*6 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)



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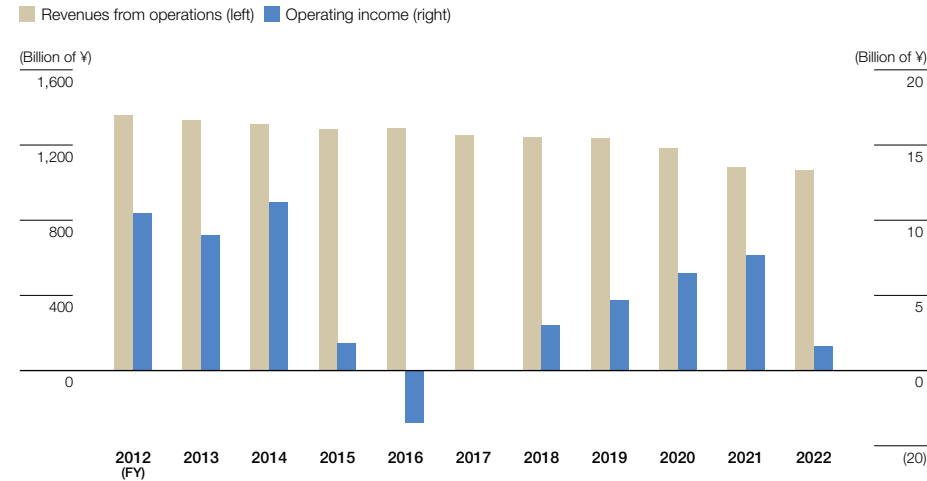
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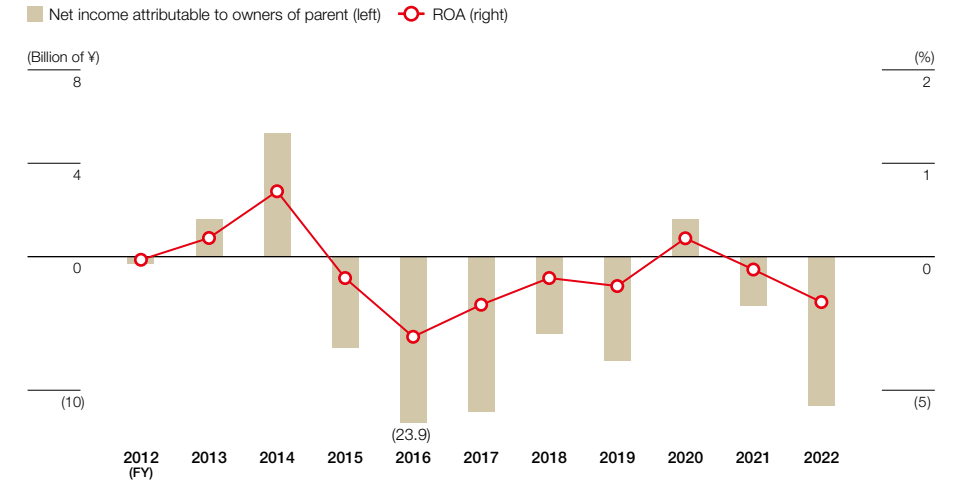
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Ito-Yokado

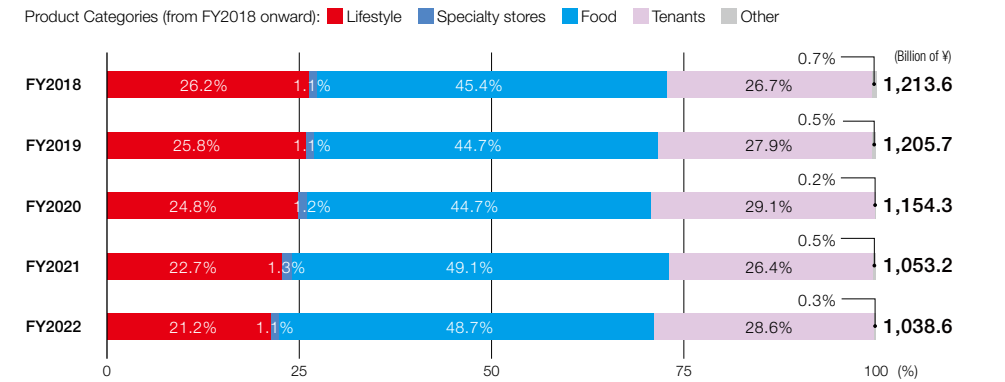
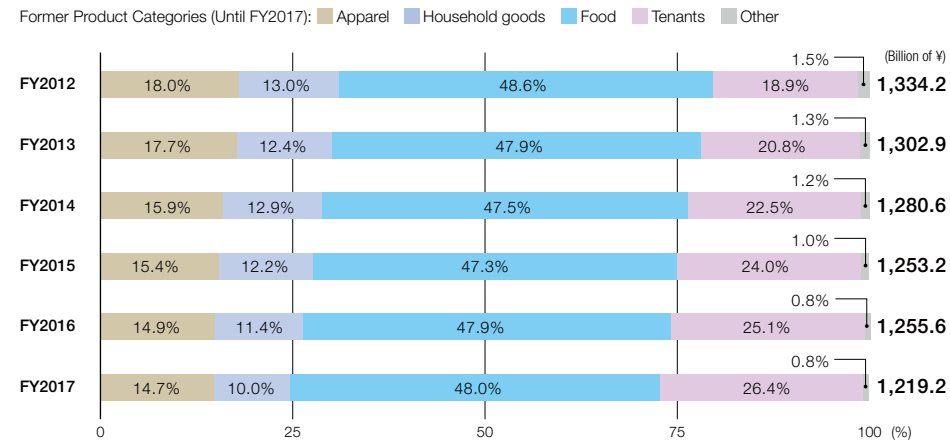
Revenues from operations and Operating income



Net income attributable to owners of parent and ROA



Breakdown of sales by product category



Notes: 1. From the fiscal year ended February 28, 2014, Ito-Yokado revised its product categories. Accordingly, part of the net sales for apparel is now presented under net sales for household goods.
2. Seven Bi no Garden Co., Ltd. figures, since it was absorbed in FY2018, are reflected in household goods.
3. From FY2020, the previous product-based sales classifications have been revised from apparel, household goods, and food to lifestyle, specialty stores, and food.
Figures for FY2018 and FY2019 have been calculated and displayed in the same manner.



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Trend in sales breakdown by region

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	(Billions of yen) FY2022
Hokkaido	72.0	71.7	67.2	64.6	65.5	64.6	64.8	65.5	60.3	51.6	49.5
Tohoku	57.1	55.8	45.8	51.5	50.1	47.2	48.3	45.9	45.4	41.9	38.7
Kanto	976.3	945.2	939.4	914.7	925.8	902.8	916.6	902.2	876.0	805.2	794.9
Chubu	95.1	96.0	93.9	91.7	85.5	82.9	76.9	91.0	87.3	77.6	76.1
Kinki	117.8	116.4	115.8	113.1	111.9	106.0	98.5	92.5	85.0	76.8	79.3
Chugoku	15.7	17.6	18.2	17.4	16.4	15.5	8.1	8.4	–	–	–
Total	1,334.2	1,302.9	1,280.6	1,253.2	1,255.6	1,219.2	1,213.6	1,205.7	1,154.3	1,053.2	1,038.6

Trend in the number of stores

By region	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	(Stores) FY2022
Hokkaido	12	12	11	11	11	11	11	10	9	8	7
Tohoku	10	10	10	10	10	10	10	10	10	9	9
Kanto	120	121	127	130	131	125	120	118	118	96	95
Chubu	17	17	17	16	16	14	14	14	13	12	10
Kinki	11	11	11	11	11	10	8	7	7	7	7
Chugoku	3	3	3	3	3	1	1	–	–	–	–
Total	173	174	179	181	182	171	164	159	157	132	128

By total sales floor space

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
16,000 m²–	68	68	72	72	71	70	63	61	59	58	58
10,000–15,999 m²	50	50	47	46	47	43	46	45	45	39	33
5,000–9,999 m²	36	36	34	35	34	30	27	25	23	19	21
Under 5,000 m²	19	20	26	28	30	28	28	28	30	16	16
Total	173	174	179	181	182	171	164	159	157	132	128

By store age

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
30 years–	51	56	58	60	60	54	53	52	50	44	42
20 years–	26	24	22	24	27	27	28	35	39	40	39
10 years–	53	51	52	55	55	51	48	38	34	31	32
5 years–	23	20	18	16	17	14	15	22	21	9	9
1 year–	15	20	20	23	20	21	18	11	9	5	6
Under 1 year	5	3	9	3	3	4	2	1	4	3	0
Total	173	174	179	181	182	171	164	159	157	132	128

By format

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Superstores	140	139	137	136	136	127	121	116	112	104	99
Shopping centers	12	13	16	17	17	18	19	19	19	19	20
Food specialty stores	21	22	26	28	29	26	24	24	26	9	9
Total	173	174	179	181	182	171	164	159	157	132	128

Note: Number of stores at fiscal year-end



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(Millions of yen)											
York-Benimaru	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues from operations	348,600	363,862	380,869	396,930	412,977	426,172	437,197	445,297	446,843	477,633	478,144
Net sales	342,944	358,061	374,781	390,492	406,223	418,729	429,064	437,201	438,637	469,057	469,415
Fresh food	108,226	114,914	123,054	132,110	139,489	145,105	149,910	153,597	154,442	169,112	167,111
Processed food	83,542	86,219	89,761	92,181	95,761	98,819	101,977	104,950	106,140	114,288	114,763
Daily food	65,222	68,660	71,510	73,843	77,433	81,101	84,097	86,551	87,235	94,955	95,394
Food total	256,991	269,794	284,326	298,136	312,683	325,026	335,985	345,100	347,818	378,356	377,269
Apparel	17,358	17,642	17,597	16,614	15,887	14,967	13,531	12,761	11,747	10,751	10,314
Household goods	19,474	19,383	20,339	20,694	20,398	20,296	19,993	19,270	19,005	19,885	18,500
Merchandise sales	293,824	306,820	322,263	335,445	348,970	360,290	369,510	377,132	378,571	408,993	406,085
Tenants	49,120	51,240	52,518	55,047	57,253	58,439	59,553	60,069	60,066	60,064	63,330
Selling, general and administrative expenses	74,686	78,649	80,969	84,796	88,784	92,185	94,713	98,337	99,932	106,007	105,044
Operating income	14,955	11,854	12,714	12,820	13,324	14,054	14,070	12,801	13,100	16,548	14,704
Ordinary income	16,305	14,003	14,467	14,018	14,529	15,344	15,301	13,973	14,308	17,707	15,953
Net income	1,430	7,731	9,306	7,792	8,969	8,982	9,350	7,672	6,712	7,845	9,055
Capital expenditures	7,075	9,779	10,700	14,120	10,642	12,330	13,452	10,328	13,148	17,056	17,437
Depreciation and amortization*1	5,122	5,161	3,167	3,569	3,931	4,519	5,148	5,675	5,883	6,259	7,297
Total assets*2	150,789	156,212	168,013	182,267	184,894	177,983	184,302	183,481	190,090	199,509	201,144
Net assets	117,090	123,766	131,800	140,118	141,435	136,514	140,016	140,769	141,422	143,447	147,122
EBITDA	20,077	17,015	15,882	16,389	17,255	18,573	19,218	18,476	18,984	22,808	22,001
ROA (%)	1.0	5.0	5.7	4.4	4.9	5.0	5.2	4.2	3.6	4.0	4.5
Existing store sales increase (decrease) (%)	1.5	0.0	0.1	0.2	1.2	0.5	(0.4)	(1.0)	(1.2)	5.0	(0.4)
Number of customers (%)	(3.3)	0.9	0.7	(0.1)	1.5	0.8	0.0	(0.9)	(2.3)	(3.3)	(1.0)
Average spending per customer (%)	4.9	(1.0)	(0.6)	0.2	(0.3)	(0.3)	(0.5)	(0.2)	1.1	8.5	0.6
Merchandise gross profit margin (%)	27.0	26.0	25.6	25.6	25.7	25.8	25.7	25.8	26.1	26.4	25.8
Number of stores	176	184	193	200	205	213	220	225	232	235	237
Openings	8	11	11	8	6	9	11	7	8	5	5
Closures	2	3	2	1	1	1	4	2	1	2	3
Total sales floor space (m ²)	573,187	590,698	606,812	628,639	640,667	656,950	675,128	682,795	697,646	703,029	709,077
Directly managed sales floor space (m ²)	433,346	450,581	469,142	485,123	494,201	505,269	519,177	525,508	534,926	541,036	544,925
Sales per square meter (¥ Thousand)*3	718	716	721	721	727	733	735	727	721	764	752
Full-time employees (fiscal year-end)	2,495	2,494	2,538	2,614	2,660	2,685	2,697	2,747	2,766	2,810	2,866
Part-time employees*4	10,165	10,395	10,729	10,984	11,168	11,353	11,903	11,953	11,811	12,178	12,166
Ratio of part-time employees (%)	80.1	80.3	80.6	80.6	80.5	80.6	81.2	81.0	80.8	81.2	80.9
Sales per employee (¥ Thousand)*5	23,141	23,714	24,232	24,607	25,156	25,581	25,208	25,566	25,888	27,255	26,989

*1 From FY2014, York-Benimaru changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 ASBJ Statement No. 28 "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, dated February 16, 2018) has been applied to total assets from FY2020 and reflected retroactively in the figures for FY2019.

*3 Sales per square meter = Merchandise sales ÷ Weighted average floor space (m²) (excluding floor space of the stores which have been temporarily closed)

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

*5 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

Life Foods	(Millions of yen)										
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Net sales	36,974	38,509	39,894	42,487	44,603	45,913	46,739	47,285	47,320	47,902	50,601
Selling, general and administrative expenses	14,710	14,823	15,438	16,383	17,388	17,965	18,673	19,217	19,344	19,610	20,934
Operating income	3,450	3,704	3,823	4,204	4,422	4,704	4,028	3,923	3,786	3,957	4,095
Ordinary income	3,659	3,763	3,870	4,253	4,468	4,739	4,054	3,977	3,834	3,995	4,131
Net income	2,187	2,193	2,407	2,526	2,801	3,237	2,657	2,596	2,528	2,570	760
Total assets	26,645	27,688	27,928	30,309	32,188	34,504	36,211	37,538	39,656	41,957	41,903
Net assets	21,053	21,493	22,523	24,265	26,293	28,628	30,396	32,209	33,990	35,769	35,690

											(Millions of yen)
York-Benimaru (including results from Life Foods)	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Operating income	18,407	15,558	16,539	17,025	17,747	18,760	18,098	16,724	16,887	20,506	18,800

Note: The above results are management figures.



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											(Millions of yen)
York (Former York Mart)	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues from operations	119,335	122,672	129,306	133,138	141,242	142,864	144,829	146,142	144,102	183,703	190,651
Net sales	118,422	121,640	128,214	132,067	140,145	141,649	143,610	144,975	142,936	182,219	188,961
Selling, general and administrative expenses	31,490	33,653	34,740	36,095	38,313	38,801	39,936	40,549	41,163	50,282	52,946
Operating income	3,925	2,007	2,891	2,445	2,511	2,211	1,551	1,603	684	3,253	1,473
Ordinary income	4,012	2,075	2,945	2,525	2,540	2,231	1,532	1,622	671	3,290	1,521
Net income	2,111	1,032	1,701	1,247	1,611	963	251	(746)	(1,036)	963	(288)
Capital expenditures	4,133	4,919	2,627	4,534	4,911	2,562	3,313	2,390	3,090	4,864	4,881
Depreciation and amortization*1	1,647	1,954	1,219	1,332	1,717	1,938	2,006	1,995	2,062	2,315	2,506
Total assets	39,272	41,410	41,991	45,555	48,494	47,321	47,660	47,009	47,133	67,998	72,717
Net assets	26,926	26,249	27,412	27,662	28,705	27,871	27,654	26,813	25,757	43,700	48,973
EBITDA	5,573	3,961	4,110	3,778	4,229	4,149	3,557	3,599	2,747	5,569	3,979
ROA (%)	5.5	2.6	4.1	2.9	3.4	2.0	0.5	(1.6)	(2.2)	1.4	(0.4)
Existing store sales increase (decrease) (%)	0.3	(4.9)	(0.2)	0.6	1.8	(1.6)	(0.5)	(1.2)	(2.2)	6.7	(3.4)
Merchandise gross profit margin (%)	29.5	28.8	28.9	28.8	28.8	28.6	28.6	29.0	29.2	29.1	28.7
Number of stores	68	71	74	76	76	78	78	79	78	100	101
Openings	5	5	3	2	4	2	1	2	2	23	1
Closures	2	2	0	0	4	0	1	1	3	1	0
Total sales floor space (m²)	111,212	116,042	121,115	124,223	126,639	129,000	128,194	126,782	126,621	157,114	159,299
Sales per square meter (¥ Thousand)*2	1,127	1,108	1,118	1,130	1,158	1,149	1,154	1,145	1,128	1,227	1,197
Full-time employees (fiscal year-end)	1,269	1,325	1,191	1,227	1,245	1,255	1,307	1,316	1,316	1,603	1,653
Part-time employees*3	3,702	4,018	4,206	4,367	4,715	4,524	4,494	4,475	4,582	5,797	5,896
Sales per employee (¥ Thousand)*4	23,456	22,007	21,949	22,367	22,723	23,024	23,203	23,472	23,193	25,106	25,580

*1 From FY2014, York Mart changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.
*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space (m²)
*3 Part-time employees are counted by adjusting their working hours to a 163-hour working month.
*4 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)

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Store Formats

Ito-Yokado

Superstores (99 stores)



Following the basic store format of Ito-Yokado, these stores are operated mainly in highly populated urban areas and offer a wide lineup of apparel, household goods, and foods.

Food specialty stores (9 stores)



Stores that specialize in fresh and processed foods, as well as frequently purchased products such as household goods. Twenty stores were transferred to York Co., Ltd. in June 2020.

Shopping centers (20 stores)



Developed under the names *Ario*, *GRAND TREE*, and *PRIMETREE*. Anchored by Ito-Yokado and host to around 100–200 tenants, shopping centers are located in metropolitan areas and operated under the concept of servicing a wide range of catchment areas.

(As of February 28, 2022)

York-Benimaru

Food specialty stores (237 stores)



York-Benimaru supermarkets are focused mainly on food and it is operated in the southern Tohoku and northern Kanto regions.

York-Benimaru teams up with subsidiary Life Foods to ensure differentiation in fresh foods and delicatessen items, and to strengthen the product line up in response to local needs.

York Mart / York Foods

Food specialty stores (101 stores)



Operate supermarkets in the Tokyo metropolitan area. Strengthen the fresh foods and delicatessen section, and differentiate through original products, "new merchandising," made from high quality and fresh ingredients, as well as through product line up in response to local needs.

THE GARDEN JIYUGAOKA

Food specialty stores (21 stores)



THE GARDEN JIYUGAOKA supermarkets are operated by SHELL GARDEN with a focus on fine-quality food. THE GARDEN JIYUGAOKA stores are operating in the Tokyo metropolitan area. Stores are filled with a wide variety of foods not just from within Japan, but from all around the world, and they are quick to introduce ingredients and provide meticulous service.

Life Foods

An integrated delicatessen company providing comprehensive services from merchandise planning through to production and sales

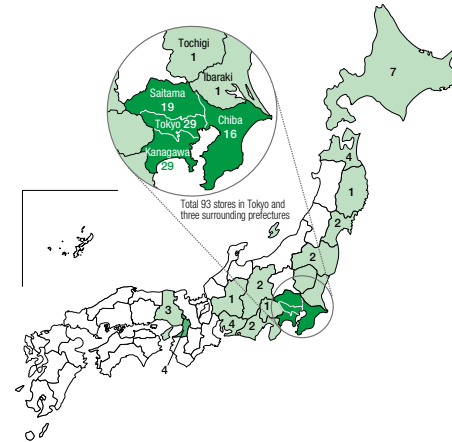
Life Foods is a wholly owned subsidiary of York-Benimaru. The company produces and sells food inside York-Benimaru stores, including delicatessen, sushi, bakery items, fast food and other takeout foods. As of February 28, 2021, Life Foods delicatessen food plants are operating in three locations in Koriyama, Fukushima Prefecture and one location in Miyagi Prefecture.

Life Foods was dissolved when it was merged into York-Benimaru Co., Ltd. on March 1, 2022.



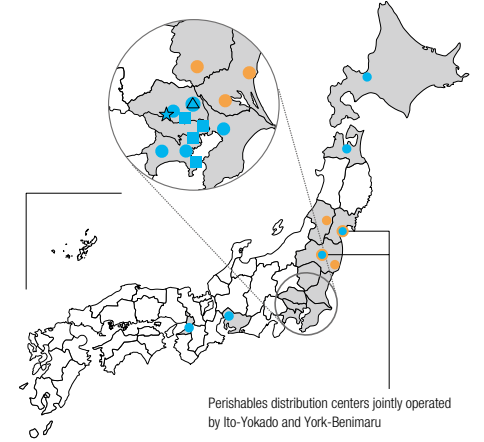
Store Network (Ito-Yokado)

Annual net sales (Billion of yen)
■ 100– ■ 50–99 ■ –49 (excluding regions without local stores)



Number of Processing Centers and Perishables Distribution Centers

(As of February 28, 2022)



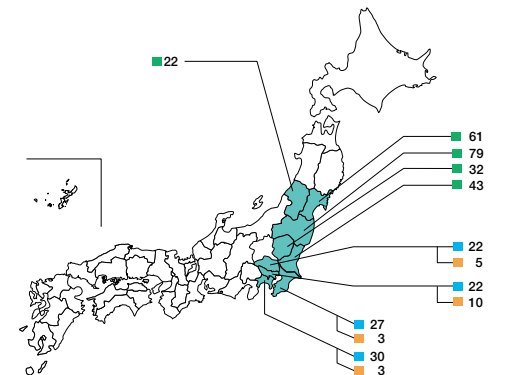
	Ito-Yokado	York-Benimaru
● Perishables distribution centers	11	7
● Vegetables and fruits centers	4	
▲ Meat processing center	1	
★ Central Kitchen	1	

Store Network (York-Benimaru, York and SHELL GARDEN)

(As of February 28, 2022)

York-Benimaru has concentrated store openings in five prefectures in the southern Tohoku and northern Kanto regions. York Mart and SHELL GARDEN are being developed in the Tokyo metropolitan area.

	Number of stores	FY2022 sales (Billions of yen)
■ York-Benimaru	237	469.4
■ York	101	188.9
■ SHELL GARDEN	21	23.0
Total	359	681.3





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(Millions of yen)											
Sogo & Seibu	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues from operations	830,340	810,998	801,535	802,996	803,443	760,692	685,888	615,256	600,148	440,484	456,842
Net sales	817,927	798,427	789,203	790,244	790,708	747,951	674,368	604,362	589,410	430,698	446,973
Apparel	361,550	349,846	335,252	328,008	317,260	291,470	260,919	229,563	214,255	133,435	134,286
Household goods	79,476	78,127	81,536	80,217	81,115	75,770	67,873	59,110	58,679	43,336	45,707
Food	170,707	162,023	157,832	161,491	163,059	157,168	142,863	125,068	123,649	95,880	96,580
Merchandise sales	611,735	589,997	574,621	569,717	561,435	524,410	471,656	413,743	396,584	272,652	276,573
Tenants	164,297	168,201	174,418	180,085	188,554	183,696	167,519	157,714	161,037	126,785	143,361
Corporate sales	41,895	40,228	40,163	40,440	40,718	39,844	35,192	32,904	31,788	31,260	27,038
Selling, general and administrative	180,772	175,804	171,607	170,700	170,514	161,306	144,772	131,568	129,318	98,871	99,634
Operating income	11,159	10,040	10,141	10,226	7,411	4,341	5,081	3,266	172	(6,691)	(3,527)
Ordinary income	9,890	9,160	9,265	9,216	6,070	2,593	3,254	1,751	(858)	(8,148)	(5,530)
Net income	9,964	(3,650)	1,814	3,992	(4,034)	(28,426)	(29,973)	336	(7,526)	(17,239)	(8,826)
Capital expenditures	13,374	15,465	12,156	12,762	12,650	11,773	12,474	16,503	11,039	15,860	9,042
Depreciation and amortization	12,181	12,608	11,793	11,996	11,751	10,616	8,889	8,109	8,534	7,400	8,731
Total assets	475,849	455,269	447,577	446,368	436,878	424,143	369,310	353,887	333,700	344,154	434,045
Net assets	129,320	124,561	126,400	131,361	124,905	93,827	68,771	69,216	61,233	44,781	64,165
EBITDA	23,340	22,648	21,935	22,223	19,163	14,957	13,971	11,376	8,707	708	5,204
ROA (%)	2.0	(0.8)	0.4	0.9	(0.9)	(6.6)	(7.6)	0.1	(2.2)	(5.1)	(2.3)
Existing store sales increase (decrease) (%)	(0.5)	0.9	1.2	0.1	0.0	(2.7)	0.5	(1.0)	(2.5)	(24.2)	12.5
Merchandise gross profit margin (%)	25.1	24.9	24.8	24.6	24.3	23.9	24.0	24.3	23.9	22.6	22.9
Major store sales											
SEIBU IKEBUKURO	176,475	179,181	184,453	187,330	190,018	186,597	185,149	184,091	182,369	138,582	154,002
SOGO YOKOHAMA	100,996	105,213	109,889	112,986	114,200	109,690	110,603	110,568	108,933	80,500	94,903
SOGO CHIBA	78,632	78,780	78,924	76,908	76,053	73,381	74,439	75,522	74,003	57,244	65,655
SOGO HIROSHIMA	41,446	41,291	42,967	43,049	43,115	41,438	40,909	39,663	38,801	29,669	32,632
SEIBU SHIBUYA	39,802	39,298	39,490	40,211	42,376	41,779	43,671	43,550	43,231	25,591	26,406
SOGO OMIYA	32,418	32,399	34,251	34,572	33,654	33,058	33,120	32,983	31,293	22,223	26,582
Number of stores	26	24	24	24	23	19	15	15	15	10	10
Store openings and mergers	0	0	0	0	0	0	0	0	0	0	0
Store closures and transferred stores	1	2	0	0	1	4	4	0	0	5	0
Total sales floor space (m ²)	894,481	863,832	868,762	870,584	871,437	770,189	617,618	571,738	571,738	443,079	443,201
Sales per square meter (¥ Thousand)*1	886	894	909	909	907	930	1,013	1,057	1,030	811	1,008
Full-time employees (fiscal year-end)	4,975	4,508	4,102	3,883	3,671	3,269	2,852	2,781	2,679	2,409	2,135
Part-time employees*2	5,179	4,925	5,109	5,395	5,652	5,317	4,580	3,827	3,665	2,962	2,414
Ratio of part-time employees (%)	50.2	50.6	54.3	57.4	59.5	60.0	59.8	57.4	57.0	53.9	51.7

*1 Sales per square meter = Net sales ÷ Weighted average floor space
*2 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

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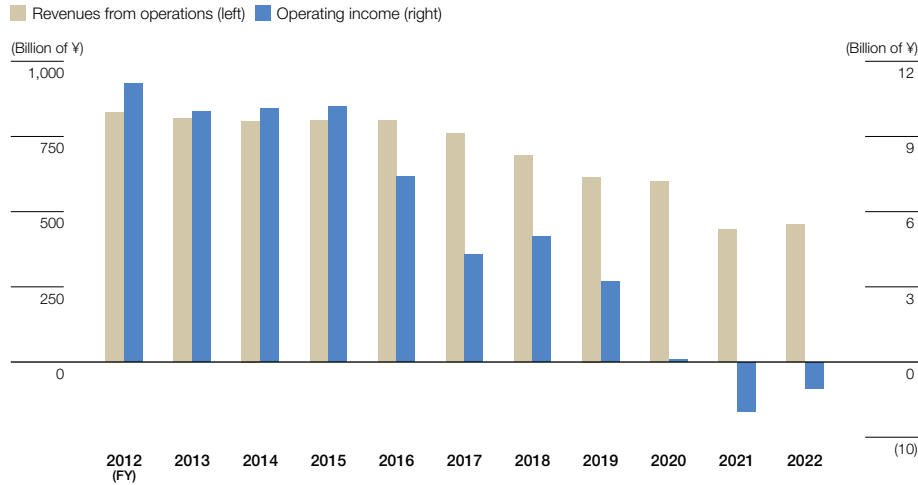
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Department and Specialty Store Operations

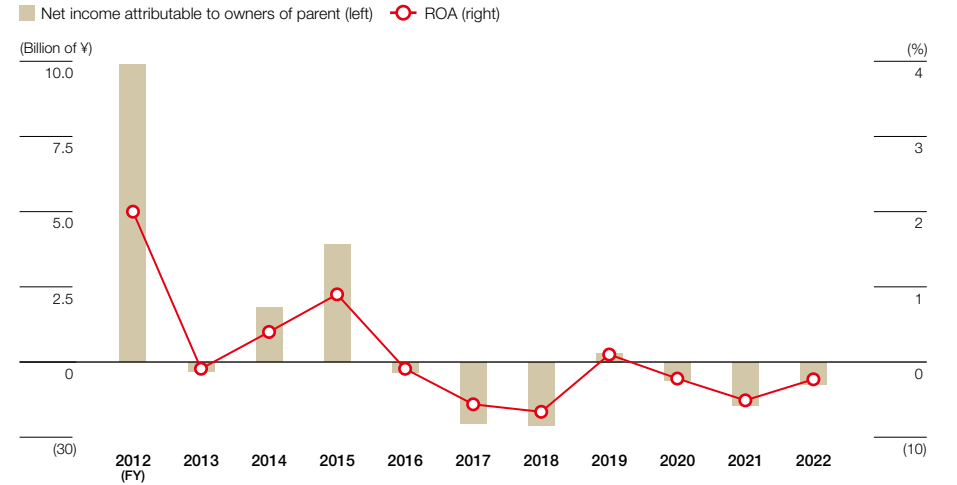
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Sogo & Seibu

Revenues from operations and Operating income



Net income attributable to owners of parent and ROA



Large-scale commercial base strategy

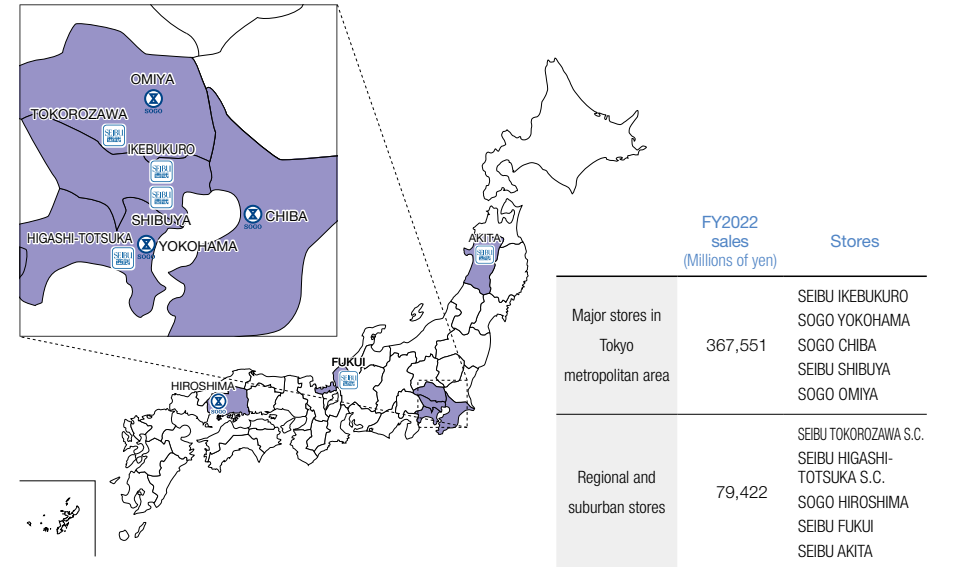
At Sogo & Seibu, we will reassess our operations and staffing through store reforms and optimize personnel. As part of store structural reforms, we will apply to major stores the know-how gained through our experience in property management (PM) at two suburban stores—SEIBU Tokorozawa S.C. and SEIBU Higashi-Totsuka S.C.—by FY2026. At the same time, we will improve the quality of our trade area analyses with the aim of creating stores that better match the characteristics of each trade area. We will also improve the appeal of each store and use DX to expand customer contact points. In the non-store business, we will expand our business with affluent customers by strengthening sales to outside customers and our commercial business.

Business structural reform	Review operations and personnel through store reform
	Personnel optimization
Store structural reform	Create buildings that match the characteristics of the trade area (improvement of trade area analysis accuracy)
	Expand customer contact points using DX
Non-store business	Strengthening foreign business (affluent customers)
	Expand commercial business (BtoBtoC)

Structural reform/growth strategy schedule

	From FY2017 Priority measures	From FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Structural reform	Unprofitable stores	13 stores closed 23→10 stores 2 local stores reduced (FY2021)					
	Personnel optimization	(1,500) (compared to FY2019)	Optimization and relocation of growth fields in line with store reforms				
Growth strategy	Create buildings that match the trade area	2 suburban stores converted to SC	6 major stores				
		Improve trade area analysis accuracy	Explore market needs				
	Non-store expansion	Foreign business (affluent customers), commercial business (BtoBtoC), etc.					

Store network





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Akachan Honpo	(Millions of yen)										
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Net sales	78,744	82,907	85,141	92,899	102,716	102,765	104,687	102,639	96,744	75,559	79,153
Selling, general and administrative expenses	22,324	23,041	23,401	24,755	27,128	26,588	27,638	27,936	27,433	23,798	24,282
Operating income	1,474	1,920	2,365	2,866	3,315	2,909	3,381	3,503	2,906	90	382
Ordinary income	1,334	1,810	2,278	2,856	3,339	2,919	3,400	3,547	2,920	158	364
Net income	(200)	(1,394)	1,759	2,178	3,336	1,621	2,541	2,103	1,873	(481)	181
Capital expenditures	1,783	1,720	1,598	1,724	1,371	1,142	1,342	2,798	3,592	4,159	1,628
Depreciation and amortization*1	1,365	1,496	1,100	1,216	1,187	1,186	1,063	949	884	1,058	1,316
Total assets	30,649	28,946	28,554	29,720	32,401	31,065	31,916	33,464	34,440	37,977	36,356
Net assets	1,852	1,861	3,582	5,761	9,095	10,716	13,258	15,362	17,236	16,754	16,936
EBITDA	2,839	3,416	3,465	4,082	4,502	4,095	4,444	4,452	3,791	1,148	1,698
ROA (%)	(0.7)	(4.7)	6.1	7.5	10.7	5.1	8.1	6.4	5.5	(1.3)	0.4
Existing store sales increase (decrease) (%)	(3.1)	2.9	(1.8)	3.5	4.8	(3.2)	(0.4)	(3.9)	(6.8)	(26.0)	3.8
Merchandise gross profit margin (%)	30.2	30.1	30.3	29.7	29.6	28.7	29.6	30.6	31.4	31.6	31.2
Number of stores	87	92	93	99	103	106	110	110	117	117	121
Openings	11	9	8	7	8	8	8	6	10	3	5
Closures	9	4	7	1	4	5	4	6	3	3	1
Total sales floor space (m ²)	147,501	150,674	151,292	159,537	162,013	164,327	168,201	168,932	173,573	170,413	172,982
Sales per square meter (¥ Thousand)*2	535	550	562	582	631	626	622	607	557	443	458
Full-time employees (fiscal year-end)	852	839	877	895	929	917	885	909	919	959	915
Part-time employees*3	1,782	1,739	1,745	1,745	1,889	1,958	1,919	2,054	1,908	1,518	1,688
Sales per employee (¥ Thousand)*4	29,873	31,875	32,092	35,098	36,469	35,626	35,916	35,552	34,232	30,504	30,408
Memberships (Thousand)	1,721	1,755	1,794	1,855	1,972	2,067	2,121	2,172	2,148	1,850	1,872

*1 From FY2014, Akachan Honpo changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space

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

*4 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)



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											(Millions of yen)
Seven & i Food Systems	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues from operations	77,940	78,238	78,484	80,932	83,839	82,562	80,350	78,206	74,323	50,853	45,251
Net sales	77,400	77,706	78,112	80,685	83,680	82,394	80,188	78,047	73,868	50,317	44,765
Selling, general and administrative expenses	51,711	51,349	51,669	52,844	52,636	52,001	49,692	47,925	46,252	38,176	32,136
Operating income	22	868	829	163	1,021	515	842	1,291	420	(7,062)	(4,114)
Ordinary income	203	1,043	990	302	1,121	595	907	1,351	478	(6,942)	(4,066)
Net income	(879)	(439)	275	(449)	457	(1,688)	(523)	83	(1,301)	(8,884)	(3,910)
Capital expenditures	756	1,407	2,277	3,518	1,853	3,348	2,076	2,432	2,486	1,694	813
Depreciation and amortization*1	560	585	422	701	823	866	957	1,004	1,011	835	539
Total assets	44,777	44,144	44,511	46,700	43,979	40,901	36,638	35,751	35,034	27,729	24,126
Net assets	35,966	34,998	34,799	33,835	33,471	27,171	26,666	26,415	24,540	15,721	11,831
EBITDA	582	1,453	1,251	864	1,845	1,381	1,799	2,296	1,431	(6,225)	(3,574)
ROA (%)	(2.0)	(1.0)	0.6	(1.0)	1.0	(4.0)	(1.4)	0.2	(3.7)	(28.3)	(15.1)
Existing store sales increase (decrease) (Denny's) (%)	(1.0)	1.2	2.1	1.7	(0.2)	(2.8)	1.0	0.9	(1.6)	(29.7)	(3.5)
Number of customers (%)	(2.6)	(0.2)	(1.2)	(0.5)	(3.5)	0.0	(1.7)	(3.5)	(4.2)	(35.4)	(0.3)
Average spending per customer (%)	1.6	1.4	3.4	2.2	3.4	(2.8)	2.8	4.5	2.6	8.7	(3.2)
Merchandise gross profit margin (Denny's) (%)	68.3	68.9	69.4	68.8	68.2	68.4	68.0	68.2	68.1	65.6	67.3
Number of stores	858	844	844	840	851	815	749	716	679	614	545
Denny's	390	387	386	392	389	386	377	371	372	339	322
Others	468	457	458	448	462	429	372	345	307	275	223
Full-time employees (fiscal year-end)	1,290	1,254	1,290	1,368	1,416	1,387	1,350	1,307	1,257	1,184	962
Part-time employees*2	10,432	10,130	9,972	10,013	9,453	8,938	8,137	7,390	6,849	5,380	4,552
Ratio of part-time employees (%)	88.8	88.8	88.4	87.9	86.9	86.2	85.3	84.6	83.9	81.4	82.0

*1 From FY2014, Seven & i Food Systems changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.
*2 Part-time employees are counted by adjusting their working hours to a 163-hour working month.



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THE LOFT

(Millions of yen)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues from operations	87,001	87,326	85,136	88,304	95,645	100,264	103,668	103,427	106,408	82,472	90,043
Net sales	85,836	86,179	84,459	87,647	94,930	99,560	102,956	102,592	105,384	81,549	89,086
Selling, general and administrative expenses	32,316	33,334	33,058	33,920	36,572	38,225	38,304	38,055	39,380	34,504	35,351
Operating income	3,294	2,262	1,138	1,409	1,603	1,464	2,159	2,698	2,831	(2,178)	562
Ordinary income	3,230	2,202	1,080	1,374	1,579	1,381	2,072	2,650	2,769	(2,206)	454
Net income	1,510	728	(244)	701	572	138	908	1,388	1,484	(2,274)	(336)
Capital expenditures	1,528	2,239	1,357	852	2,084	1,836	1,804	1,243	1,797	2,908	965
Depreciation and amortization*1	1,125	1,290	1,153	1,014	1,048	1,099	1,133	1,121	1,242	1,477	1,513
Total assets	23,542	24,234	23,846	25,383	27,563	29,551	31,614	31,455	33,931	47,882	47,513
Net assets	10,954	11,308	10,965	11,667	12,022	12,055	12,878	13,987	14,872	12,290	11,954
EBITDA	4,419	3,553	2,291	2,423	2,651	2,563	3,292	3,820	4,074	(701)	2,075
ROA (%)	6.6	3.1	(1.0)	2.9	2.2	0.5	3.0	4.4	4.5	(5.6)	(0.7)
Existing store sales increase (decrease) (%)	(2.0)	(4.4)	(4.3)	0.9	4.4	0.1	3.3	(0.2)	0.5	(25.5)	6.5
Merchandise gross profit margin (%)	40.1	40.4	40.1	40.0	39.9	39.6	39.0	39.3	39.4	39.0	40.0
Number of stores	73	82	89	94	102	109	110	115	124	131	138
Openings	12	9	10	6	10	8	8	8	11	10	11
Closures	2	0	3	1	2	1	7	3	2	3	4
Total sales floor space (m ²)	107,967	114,926	116,235	120,962	128,040	135,286	134,083	135,083	138,368	42,189	43,846
Sales per square meter (¥ Thousand)*2	806	769	732	730	755	738	748	757	771	578	621
Full-time employees (fiscal year-end)	2,169	2,133	2,034	2,028	2,195	2,267	2,350	2,280	2,262	2,315	2,348
Part-time employees*3	1,356	1,610	1,742	1,971	2,112	2,140	2,066	2,188	2,343	2,119	1,946
Sales per employee (¥ Thousand)*4	25,113	24,310	23,585	23,740	23,852	24,668	26,352	26,991	27,968	23,427	25,067

*1 From FY2014, THE LOFT changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space

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

*4 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)

Nissen Holdings

(Millions of yen)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues from operations	157,289	139,226	102,202	45,569	37,955	38,056	40,296
Net sales	55,266	42,743	32,561	19,673	18,107	18,657	19,661
Selling, general and administrative expenses	63,482	57,840	37,924	19,866	18,291	19,008	19,409
Operating income	(8,159)	(15,097)	(5,363)	(193)	(184)	(351)	252

Notes: 1. Nissen Holdings was converted into a Seven & i Holdings consolidated subsidiary in January 2014.

2. Nissen Holdings was converted into a Seven & i Holdings wholly owned subsidiary in November 2016.

3. A 14-month settlement occurred in FY2017 due to shifting the fiscal year-end from December 20 to February 28.



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Department and Specialty Store Operations

Click here to download the data

Trend in the Number of Stores By resion

Akachan Honpo

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	(Stores) FY2022
Hokkaido	4	4	4	4	3	3	3	3	3	3	3
Tohoku	3	3	4	4	4	4	4	4	4	4	4
Kanto	43	47	45	45	48	47	46	45	46	46	49
Chubu	11	13	14	16	17	17	18	18	20	21	20
Kinki	18	16	17	20	21	21	21	22	23	22	22
Chugoku	4	5	5	6	6	7	8	7	8	8	8
Shikoku	1	1	1	1	2	2	2	2	2	2	2
Kyushu, Okinawa	3	3	3	3	2	5	8	9	11	11	13
Total	87	92	93	99	103	106	110	110	117	117	121



Akachan Honpo

Denny's

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	(Stores) FY2022
Tohoku	12	11	12	12	11	12	12	12	12	12	12
Kanto	284	283	281	289	286	281	276	272	272	248	234
Chubu	75	75	75	75	75	75	73	72	73	69	66
Kinki	20	18	18	16	17	18	16	15	15	10	10
Total	391	387	386	392	389	386	377	371	372	339	322



Denny's

Loft

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	(Stores) FY2022
Hokkaido	2	2	2	2	2	1	1	1	1	1	2
Tohoku	3	4	5	5	5	5	5	5	6	7	7
Kanto	37	44	50	51	54	58	58	59	63	67	69
Chubu	9	10	10	10	13	13	13	14	16	16	19
Kinki	13	13	13	15	16	16	17	18	19	19	20
Chugoku	5	5	5	5	6	8	8	8	8	8	7
Shikoku	2	2	2	3	3	3	3	4	4	4	4
Kyushu	2	2	2	3	3	5	5	6	7	9	10
Total	73	82	89	94	102	109	110	115	124	131	138



Loft

Note: Number of stores at fiscal year-end

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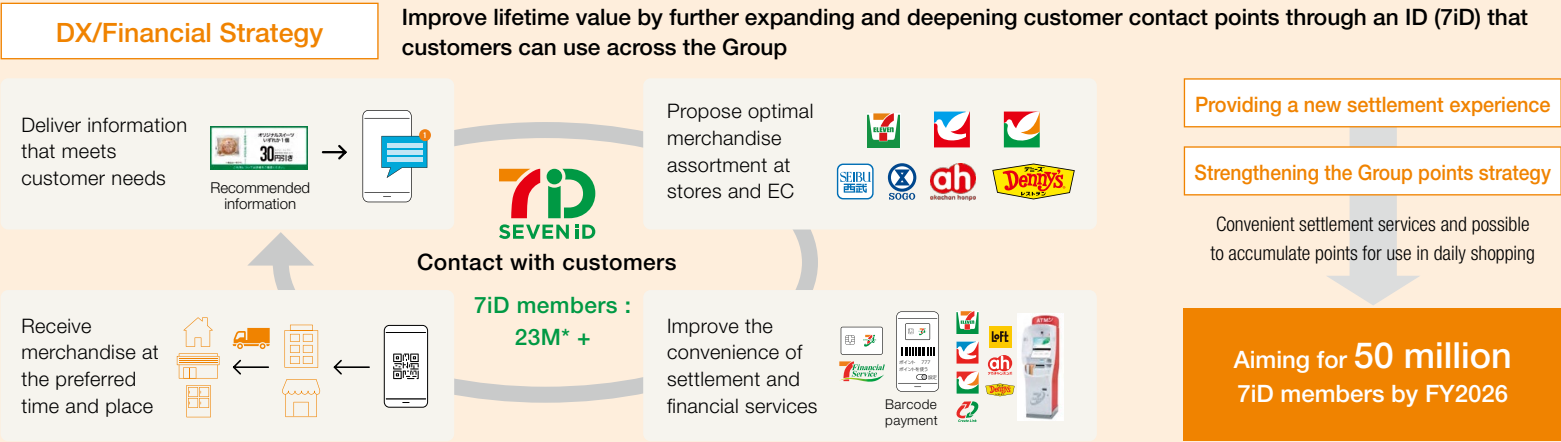
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DX/Financial Strategy

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SEVEN&i HLDGS.
CORPORATE OUTLINE FY2022

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Medium-Term Management Plan

Strategy aiming for growth

Strategy aiming for depth








Expansion of customer contact

DX/Financial Strategy

Development of Last Mile Measures

7NOW and Ito-Yokado online supermarket have completed trials outlined below and shifted to roll-out phase

● Real-time stock management / 30-minutes-delivery of 7NOW ● No maximum order limit for Nishi-Nippori's Ito-Yokado online supermarket, 7-11 in-store locker pick-up, and pick-up locker in apartments

		FY2023	FY2024	FY2025	FY2026
Last-mile Measures	7NOW (On-demand)	 Approx. 5,000 stores	Approx. 12,000 stores	Approx. 20,000 stores	Accelerate countrywide expansion to FY2025
	Online supermarket (Planned Purchase)	 2023 Spring Start of operation of Shin-Yokohama Center		 2024 Summer Start of operation of Nagareyama Center	Cover most of Tokyo metropolitan area Reduction of store costs Strengthen fresh food and improve profitability
7iD Utilization	Expansion of Customer Touchpoints	 Conduct single sign-on (SSO) of EC website/apps respectively Collaboration of 7iD and respective services	  		Increase 7iD members to 50 million members
DX	Last-mile Platform	<div><div>Delivery HUB</div><div>AI</div><div>Delivery App.</div></div> Response through multiple deliverer per region Optimization of routes / management of delivery resource, pick-up place proposal, delivery fee dynamic pricing, utilization of iOS and Androids			Evolve delivery service and accelerate expansion
	Center-type Online supermarket	Warehouse automation / management / delivery management system Wide-coverage delivery utilizing relay point and expansion of service area			Achieve large volume orders and wide-coverage delivery

Strengthen efforts to accelerate expansion of Group's proprietary last-mile Measures



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Medium-Term Management Plan

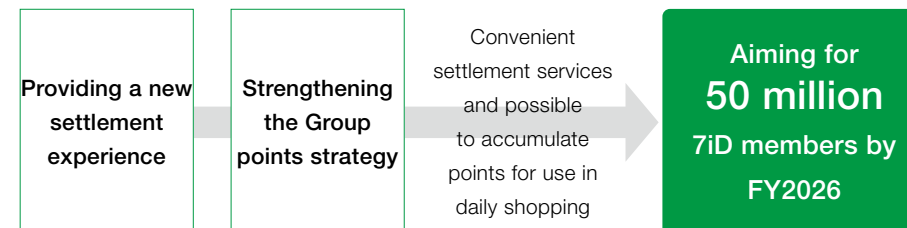
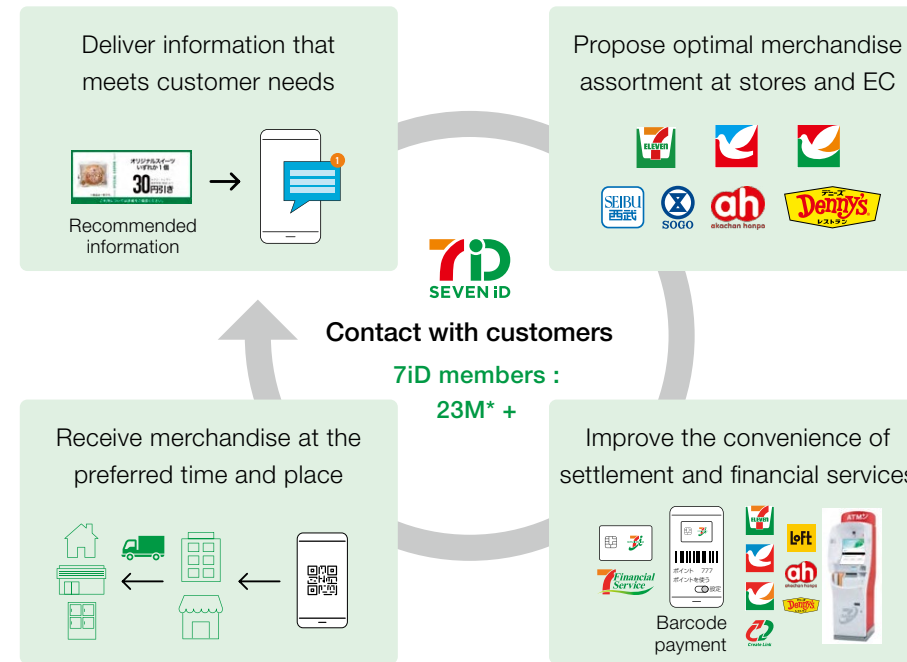
Strategy aiming for growth

Strategy aiming for depth

Expansion of customer contact

DX/Financial Strategy

Improve lifetime value by further expanding and deepening customer contact points through an ID (7iD) that customers can use across the Group

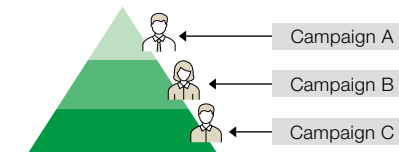


By “deepening customer understanding” and “expanding customer contact”, not only aim to grow both stores and online services, but also pursue new profit growth opportunities with the Group platform as “advertising value”

Deepen customer understanding

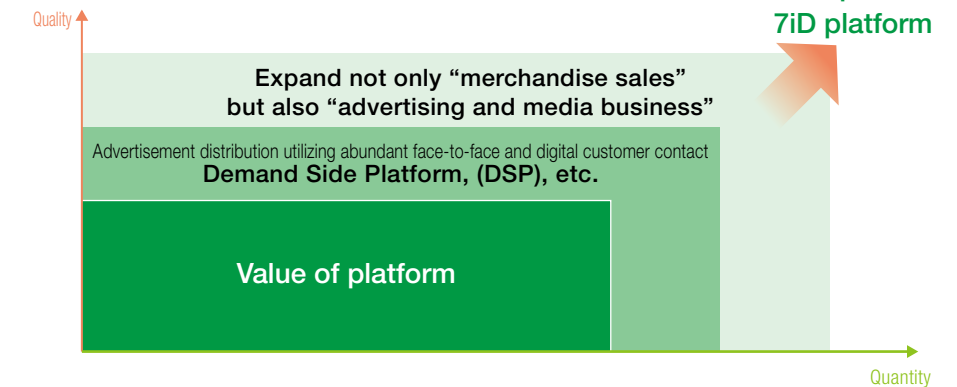
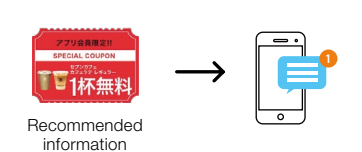
[Personal loyalty program]

Nurture quality customers with individualized campaigns tailored to the customer's actual usage



[Customer preference score (tentative)]

One to One marketing based on customer preferences and potential needs



* As of Feb 28, 2022



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Financial Services

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Seven Bank

(Fiscal year-end: March, Million of yen)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Ordinary income	88,318	94,105	99,832	105,648	110,465	113,109	116,650	119,567	120,275	111,672	110,298
Ordinary profits	29,557	32,013	37,142	38,258	39,002	38,911	42,262	43,059	45,013	34,593	28,412
Net income	17,267	19,515	22,325	24,457	26,107	26,871	29,106	14,572	27,675	15,825	18,135
Total assets	652,956	809,465	785,380	850,369	910,801	955,644	1,023,201	1,145,511	1,091,287	1,192,358	1,209,040
Net assets	125,629	137,091	151,142	166,814	183,174	199,602	217,036	219,667	229,866	231,687	236,925
Ordinary deposits (fiscal year-end)	196,290	238,770	227,728	253,040	292,142	336,023	393,753	294,235	324,531	383,290	423,038
Time deposits (fiscal year-end)	134,949	154,910	209,703	248,327	254,760	151,632	141,287	140,416	134,093	135,722	127,720
Individual deposit accounts (Thousand)	971	1,066	1,214	1,405	1,562	1,690	1,827	2,001	2,179	2,364	2,528
Number of installed ATMs (fiscal year-end)	16,632	18,123	19,514	21,056	22,472	23,368	24,392	25,152	25,215	25,676	26,253
7-Eleven	15,129	16,414	17,616	18,782	19,816	20,615	21,510	22,148	22,165	22,394	22,550
Ito-Yokado	300	305	312	315	320	305	294	288	284	254	254
York-Benimaru	60	69	71	86	118	154	167	188	231	236	238
York Mart	42	48	59	67	70	74	76	76	75	95	96
Other ATMs in the Group companies	74	78	84	85	91	90	84	77	76	69	74
Outside the Group companies	1,027	1,209	1,372	1,721	2,057	2,130	2,261	2,375	2,384	2,628	3,041
Correspondent financial institutions	577	584	589	594	595	601	600	615	612	613	620
ATM-related fee income per transaction (¥)	131.3	130.3	131.2	136.2	133.6	133.1	132.9	132.9	130.9	121.4	108.8
Daily average transactions per ATM	112.6	111.1	107.8	100.9	98.8	95.5	94.1	92.3	92.1	90.5	96.5
Total number of transactions (Million)	655	698	736	743	782	796	815	829	849	836	910
With banking financial institutions (Million)	597	638	673	679	712	724	739	749	727	659	667
With non-banking institutions (Million)	57	59	62	64	70	71	75	76	121	177	242
International money transfer service											
Number of contract accounts (Thousand)	10	35	62	100	147	186	222	259	296	311	317
Cumulative number of transfers (Thousand)	32	189	391	633	816	979	1,079	1,144	1,214	1,227	1,104
Consumer loan service											
Number of contract accounts (Thousand)	17	23	34	55	73	86	95	97	101	110	122
Balance of loans	1,916	3,387	5,257	10,406	16,208	19,829	22,715	22,688	23,283	24,300	27,953
Gross profit margin (%)	42.7	52.0	52.2	62.6	80.6	64.9	72.7	73.5	63.7	53.7	47.0
Full-time employees (fiscal year-end)	409	453	458	445	456	472	468	460	487	470	505

Seven Card Service

(Fiscal year-end: February)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Transaction volume (¥ Billion)*1	1,000.4	1,280.9	1,596.6	2,099.4	2,501.8	2,790.6	2,925.1	3,156.1	3,153.9	3,019.8	2,771.5
Number of cards issued (10 Thousand)											
SEVEN CARD plus / SEVEN CARD (credit card and point card)*2	322	337	350	359	351	347	348	355	362	366	366
nanaco (electronic money)*3	1,636	2,145	2,839	3,717	4,543	5,350	5,983	6,518	6,905	7,250	7,520
Full-time employees (fiscal year-end)	114	125	163	186	225	214	221	334	345	365	386

*1 Shopping transaction volume using electronic money and credit cards. *2 The number indicates active members. *3 The nanaco figure includes the number of mobile nanaco members.

Seven CS Card Service

(Fiscal year-end: February)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Transaction volume (¥ Billion)*1	619.8	678.4	694.6	717.3	719.3	713.5	708.6	707.2	713.4	594.9	612.1
Number of cards issued (10 Thousand)											
CLUB ON/Millennium CARD SAISON*2	312	321	328	320	322	323	317	316	310	294	283
Full-time employees (fiscal year-end)	455	468	477	478	506	459	367	366	338	284	261

Note: Seven CS Card Service was converted into a consolidated subsidiary of Seven & i Holdings through the acquisition of its shares on April 1, 2011. *1 Shopping transaction volume using electronic money and credit cards. *2 The number indicates active members.



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Major Shareholders

	(As of February 28, 2022)	
	Number of shares held (Thousand shares)	Percentage of shares held (%)
THE MASTER TRUST BANK OF JAPAN, LTD. (TRUST ACCOUNT)	133,146	15.0
ITO-KOGYO CO., LTD.	70,701	8.0
CUSTODY BANK OF JAPAN, LTD. (TRUST ACCOUNT)	49,696	5.6
SMBC NIKKO SECURITIES INC.	32,762	3.7
NIPPON LIFE INSURANCE COMPANY	17,672	2.0
MASATOSHI ITO	16,799	1.9
VALUEACT CAPITAL MASTER FUND L.P.	16,761	1.9
MITSUI & CO., LTD.	16,222	1.8
CUSTODY BANK OF JAPAN, LTD. (TRUST ACCOUNT 4)	15,260	1.7
JAPAN SECURITIES FINANCE CO., LTD.	15,073	1.7

Classification of Shareholders

■ Financial institutions ■ Securities companies ■ Other domestic corporations ■ Foreign corporations ■ Individuals and others (including treasury stock)

As of February 29, 2016



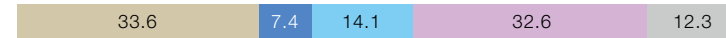
As of February 28, 2017



As of February 28, 2018



As of February 28, 2019



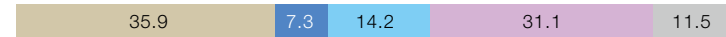
As of February 29, 2020



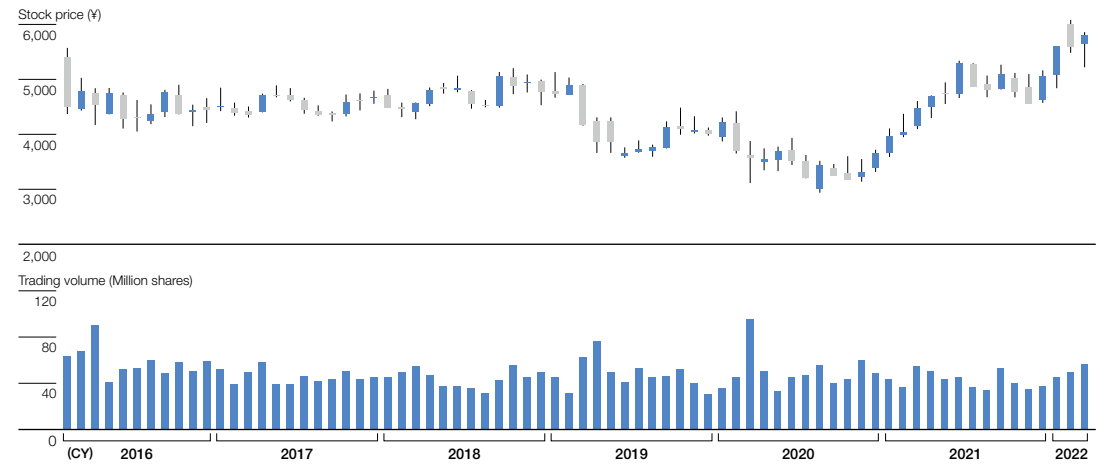
As of February 28, 2021



As of February 28, 2022



Stock Price Chart (Monthly)



		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Stock price (¥)	Opening	4,470	4,430	4,409	4,893	3,623	4,150
	High	5,028	4,891	5,203	4,916	4,373	6,083
	Low	4,051	4,234	4,275	3,573	2,938	4,095
	Closing	4,400	4,461	4,894	3,696	4,037	5,591
Trading volume (Million shares)		671	552	514	577	602	526

Investment Indices (Consolidated)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Number of shares outstanding Average (Shares) ^{*1}	884,214,252	884,531,496	884,568,131	883,508,868	882,927,577	883,065,915
End of period (Shares) ^{*1}	884,402,184	884,544,201	884,568,599	882,845,467	882,966,279	883,116,298
Net income per share (¥)	109.42	204.80	229.50	246.95	203.03	238.68
Cash flow per share (¥)	344.07	445.79	479.49	503.29	469.76	569.99
Net assets per share (¥)	2,641.40	2,744.08	2,850.42	2,946.83	3,022.68	3,375.50
Price earnings ratio (X) ^{*2}	40.2	21.8	21.3	15.0	19.9	23.4
Price cash flow ratio (X) ^{*2}	12.8	10.0	10.2	7.3	8.6	9.8
Price book value ratio (X) ^{*2}	1.7	1.6	1.7	1.3	1.3	1.7
Dividends per share (¥)	90.00	90.00	95.00	98.50	98.50	100.00
Dividend payout ratio (%)	82.3	43.9	41.4	39.9	48.5	41.9
Ratio of total amounts of dividends to net assets (%)	3.4	3.3	3.4	3.4	3.3	3.1

^{*1} Figures exclude treasury stock. A Board Incentive Plan for compensation of Directors and Audit & Supervisory Board Members and an Employee Stock Ownership Plan were introduced from FY2020 and the Company's shares held by these plans include treasury stock.

^{*2} Calculated using the stock price at fiscal year-end.



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Group History

■ Company establishment, capital policy and financial strategies ■ Store opening policy and operating strategies

Before the Establishment of Seven & i Holdings			
1958	Apr.	■	Yokado Co., Ltd. incorporated
1971	Mar.	■	Yokado changed its name to Ito-Yokado Co., Ltd.
1972	Sep.	■	Ito-Yokado listed on the Tokyo Stock Exchange (TSE)
1973	Mar.	■	Business tie-up with Benimaru Corp.
	Nov.	■	York-Seven Co., Ltd. established under a license agreement with the largest U.S. convenience store chain operator, The Southland Corporation
	Nov.	■	Denny’s Japan Co., Ltd. established under a license agreement with the U.S.-based restaurant chain, Denny’s, Inc.
1974	May	■	Opened the first 7-Eleven store
1977	Jul.	■	Ito-Yokado registered American Depositary Receipts (ADRs) on NASDAQ
1978	Jan.	■	York-Seven changed its name to SEVEN-ELEVEN JAPAN CO., LTD.
1979	Oct.	■	Seven-Eleven Japan listed on the TSE
1980	Nov.	■	York-Benimaru listed on the TSE
1982	Feb.	■	Denny’s Japan listed on the TSE
1986	Jul.	■	Ito-Yokado’s ADRs transferred from NASDAQ small-cap listing to the National Market System
1991	Mar.	■	Ito-Yokado and Seven-Eleven Japan acquired and hold the major interest of The Southland Corporation through the IYG Holding Company
1996	Dec.	■	Chengdu Ito-Yokado Co., Ltd. established in Chengdu, Sichuan Province, China
1997	Sep.	■	Hua Tang Yokado Commercial Co., Ltd. established in Beijing, China
1999	May	■	The Southland Corporation changed its name to 7-Eleven, Inc.
2000	Jul.	■	7-Eleven, Inc. shares transferred from NASDAQ to NYSE
2001	Apr.	■	IYBank Co., Ltd. established
	Oct.	■	IY Card Service Co., Ltd. established
2003	May	■	Ito-Yokado abolished the registration of ADRs on NASDAQ
	Aug.	■	The number of 7-Eleven stores in Japan topped 10,000
2004	Jan.	■	SEVEN-ELEVEN (BEIJING) CO., LTD. established in Beijing, China
2005	Apr.	■	Grand opening of Ario Soga, the first Ario shopping center

Seven & i Holdings—From Establishment until Today			
2005	Sep.	■	Seven & i Holdings Co., Ltd. was established and listed on the TSE
	Oct.	■	IYBank changed its name to Seven Bank, Ltd.
	Nov.	■	7-Eleven, Inc. made a wholly owned subsidiary Made 7-Eleven, Inc. a wholly owned subsidiary with the aim of increasing long-term profits and promoting a global strategy.
2006	Nov.	■	Ito-Yokado opened Ario Sapporo and Ario Kawaguchi
	Feb.	■	Seven and Y Corp. made a subsidiary Made Seven and Y a subsidiary as the core company in Group IT strategy.
	May	■	7-Eleven stores in Japan commenced installation of the Sixth-Generation Total Information System
	Jun.	■	Millennium Retailing, Inc. made a wholly owned subsidiary through a stock-for-stock exchange To strengthen the Group’s department store operations, made Millennium Retailing, parent of Sogo Co., Ltd. and The Seibu Department Stores, Ltd., a wholly owned subsidiary.
	Jul.	■	Seven & i Holdings cancelled 427,509,908 shares of treasury stock Cancelled the shares of Seven-Eleven Japan and Denny’s Japan, which Ito-Yokado had owned at the time of listing.
	Aug.	■	White Hen Pantry, Inc. acquired by 7-Eleven, Inc. The White Hen Pantry, Inc. convenience store chain owned approx. 200 stores in Chicago, U.S.
2007	Sep.	■	York-Benimaru made a wholly owned subsidiary through a stock-for-stock exchange Positioned as the core operating company of the supermarket operations after transformation from an equitymethod affiliate to a wholly owned subsidiary.
	Nov.	■	Group Merchandising Reform Project launched
	Jan.	■	Seven & i Food Systems Co., Ltd. established Established a new company with the aim of integrating and restructuring food services.
	Mar.	■	THE LOFT CO., LTD. made a subsidiary Millennium Retailing made THE LOFT, a nationwide chain of miscellaneous goods specialty stores, into a subsidiary.
	Mar.	■	7-Eleven became the world’s largest store chain
2008	Apr.	■	Seven-Eleven Japan launched <i>nanaco</i> , the Group’s proprietary electronic money service
	May	■	Started sales of Seven Premium, the Group’s new private-brand products
	Jul.	■	Akachan Honpo Co., Ltd. made a subsidiary Ito-Yokado made Akachan Honpo, a nationwide chain of baby and children’s products specialty stores, into a subsidiary.
	Aug.	■	Sales of Seven Premium products commenced at 7-Eleven stores in Japan
	Sep.	■	Denny’s Japan, Famil, and York Bussan merged into Seven & i Food Systems
	Jan.	■	Seven & i Financial Group Co., Ltd. established Established to oversee the Group’s financial services-related management operations, excluding banking.
	Feb.	■	Seven & i Holdings cancelled 11,329,000 shares of treasury stock Cancelled all shares of treasury stock acquired from Seven-Eleven Japan in January 2008.
	Feb.	■	Seven Bank listed on the Jasdaq Securities Exchange
2009	Mar.	■	<i>nanaco</i> introduced at Ito-Yokado stores
	Mar.	■	Ito-Yokado opened Ario Otori
	Apr.	■	SEVEN-ELEVEN CHINA Co., Ltd. established Established to promote the development of 7-Eleven stores in China through area licensees.
	Apr.	■	QUICPay, postpaid electronic money, introduced at all 7-Eleven stores in Japan
	Jun.	■	<i>nanaco</i> credit charge services launched
	Jul.	■	Seven & i Holdings issued 1st, 2nd, and 3rd unsecured domestic straight bonds in the total amount of ¥00 billion
	Jul.	■	Seven & i Net Media Co., Ltd. established Established to further strengthen and take overall responsibility for IT-related operations.
	Jul.	■	Seven & i Holdings cancelled 50,000,000 shares of treasury stock Cancelled all shares of treasury stock acquired from the market.
2010	Aug.	■	Seven & i Holdings made a business and capital tie-up with AIN PHARMACIEZ INC. A business and capital tie-up was made to promote cooperation with store openings, pharmaceutical product sales and development.
	Aug.	■	Seven Farm Tomisato Co., Ltd. established—The Group’s first agricultural production corporation
	Aug.	■	Ito-Yokado opened THE PRICE Nishiarai, its first discount store
	Jan.	■	Seven Culture Network Co., Ltd. established Established to start a new business by integrating existing community school business and travel business.
2011	Jan.	■	Seven Premium products received the “Most Excellent Award, Nikkei Award” of the 2008 Nikkei Superior Products and Services Awards
	Jan.	■	Seven Premium products received the “Most Excellent Award, Nikkei Award” of the 2008 Nikkei Superior Products and Services Awards

2005	Nov.	■	FUJIKOSHI CO., LTD. made a subsidiary York-Benimaru made FUJIKOSHI, a supermarket chain in Fukushima Prefecture, into a subsidiary.
	Dec.	■	NitteSeven Co., Ltd. established by Nippon Television Network Corporation, Dentsu Inc., and Seven & i Holdings Seeking the integration of retail business and media, NitteSeven was established to develop a new business strategy.
	Dec.	■	Chengdu Ito-Yokado opened its Jin Hua store in Chengdu, Sichuan Province, China
2006	Dec.	■	<i>nanaco</i> introduced at Denny’s restaurants
	Jan.	■	SEVEN & i FINANCIAL GROUP CO., LTD. established Established to oversee the Group’s financial services-related management operations, excluding banking.
	Feb.	■	Seven & i Holdings cancelled 11,329,000 shares of treasury stock Cancelled all shares of treasury stock acquired from Seven-Eleven Japan in January 2008.
2007	Feb.	■	Seven Bank listed on the Jasdaq Securities Exchange
	Mar.	■	<i>nanaco</i> introduced at Ito-Yokado stores
	Mar.	■	Ito-Yokado opened Ario Otori
2008	Apr.	■	SEVEN-ELEVEN CHINA Co., Ltd. established Established to promote the development of 7-Eleven stores in China through area licensees.
	Apr.	■	QUICPay, postpaid electronic money, introduced at all 7-Eleven stores in Japan
	Jun.	■	<i>nanaco</i> credit charge services launched
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2009	Apr.	■	7-Eleven store openings through an area licensee commenced in Shanghai, China
	Aug.	■	Millennium Retailing, Sogo, and The Seibu Department Stores were merged, and Sogo, as a surviving company, changed its name to Sogo & Seibu Co., Ltd.
	Sep.	■	SEVEN-ELEVEN (BEIJING) opened its first stores in Tianjin, China
	Sep.	■	Seven-Eleven Japan entered a business alliance with Keihin Electric Express Railway Co., Ltd. Business alliance formed with the aim of converting stores inside Keikyu Line stations into 7-Eleven stores.
	Oct.	■	Edy electronic money system introduced at all 7-Eleven stores in Japan
	Nov.	■	Started sales of wine simultaneously in Japan and North America as the Group’s first private-brand product for the global market
	Nov.	■	Chengdu Ito-Yokado opened its Jian She Lu store in Chengdu, Sichuan Province, China
	Dec.	■	New England Pantry, Inc. acquired by 7-Eleven, Inc. The New England Pantry, Inc. convenience store chain owned 58 stores in Boston, U.S.
	Dec.	■	Seven & i Holdings made a business and capital tie-up with PIA CORPORATION A business and capital tie-up was made to promote cooperation with tickets and event-related businesses as well as membership businesses.
	Dec.	■	Seven and Y changed its name to Seven Net Shopping Co., Ltd.
	Dec.	■	Seven Net Shopping launched—The Group’s internet shopping service
2010	Jan.	■	Seven Bank started consumer loan services
	Mar.	■	Seven & i Holdings made capital participation in Tower Records Japan, Inc. Capital participation to foster cooperation in the entertainment, IT and internet fields.
	Mar.	■	The number of <i>nanaco</i> cards issued exceeded 10 million
	Jun.	■	Seven & i Holdings cancelled 20,000,000 shares of treasury stock by purchasing them from the market
	Jun.	■	Seven & i Holdings issued 4th, 5th, and 6th unsecured domestic straight bonds in the total amount of ¥110 billion
	Jun.	■	Seven & i Asset Management Co., Ltd. established Established to acquire and own trust beneficiary right (fixed assets) of SEIBU Ikebukuro.
	Jun.	■	All 7-Eleven stores in Japan started handling credit card transactions using IY Cards and JCB cards
	Jul.	■	Seven Farm Co., Ltd. established Established to enable centralized management of new agricultural production corporation launches and expansion, as well as the development of a food recycling network.
	Sep.	■	Signed basic agreement concerning comprehensive business alliance with Credit Saison Co., Ltd. Concluded the agreement to establish a joint venture between Credit Saison and Sogo & Seibu, thereby strengthening the Group’s card business.

Sep.	■	Seven & i Asset Management acquired ownership of the land and building containing SEIBU Ikebukuro (totaling ¥123.0 billion)
Sep.	■	Sales of high-end Seven Premium Gold products one rank up from Seven Premium commenced
Sep.	■	All 7-Eleven stores in Japan started handling credit card transactions using VISA, MasterCard, American Express and Diners Club
Oct.	■	IY Card Service Co., Ltd. changed its name to Seven Card Service Co., Ltd.
Oct.	■	Ito-Yokado opened Ito-Yokado Shokuhinkan Asagaya, an urban-style small supermarket
Nov.	■	Seven-Eleven Japan extended the incentive system for multi-store operation Introduced a new system for owners who operate two or more stores, under which the amount equivalent to 3% of gross profit on sales is deducted from the Seven-Eleven charges (royalty).
Nov.	■	Seven-Eleven Japan formed a business alliance with Hokkaido Kiosk Corporation Alliance formed with the aim of renewing convenience stores operated by Hokkaido Kiosk in major stations throughout Hokkaido as 7-Eleven stores.
Nov.	■	Seven-Eleven Japan started the sale of various tickets handled by PIA CORPORATION using in-store multifunctional copy machines
Dec.	■	SEVEN-ELEVEN (CHENGDU) Co., Ltd. established Established with the aim of expanding the network of 7-Eleven stores in Chengdu, Sichuan Province, China.

2011	Mar.	■	SEVEN & i FINANCIAL GROUP CO., LTD., SE CAPITAL CORPORATION and Seven Cash Works Co., Ltd. merged, and SE CAPITAL, as a surviving company, changed its name to Seven Financial Service Co., Ltd.
	Mar.	■	Seven-Eleven Japan acquired the 7-Eleven trademark in Japan Seven-Eleven Japan acquired the rights held by 7-Eleven, Inc. for the use of the 7-Eleven trademark in Japan.
	Mar.	■	7-Eleven, Inc. acquired retail interests 7-Eleven, Inc. acquired a total of 183 convenience stores and other properties in Florida, U.S., previously held by Exxon Mobil Corporation.
	Mar.	■	Lease agreement to operate retail stores by 7-Eleven, Inc. 7-Eleven, Inc. signed a lease agreement with the Illinois State Toll Highway Authority to operate 13 sites located at Tollway Oases in Illinois, U.S.
	Mar.	■	All 7-Eleven stores in Japan started accepting payments and charges utilizing regional railway company electronic money systems
	Mar.	■	Seven Bank launched an international money transfer service The service was launched in collaboration with Western Union, which offers the world’s largest-scale money transfer services.
	Apr.	■	Seven CS Card Service Co., Ltd. made a subsidiary Initiative aimed at providing more comprehensive services in credit card, electronic money, and point services through cooperation with Seven Card Service.

Jun.	■	7-Eleven, Inc. acquired WFI Group, Inc. WFI Group is the parent company of Wilson Farms, Inc., which operated 188 convenience stores in New York, U.S.
Jun.	■	Seven & i Holdings launched Groupwide Seven & i Point Service Started a preferential point system to grant customers points for conducting credit card transactions using cards issued by Group companies.
Sep.	■	Commenced <i>nanaco</i> Point Club service, in which points granted by Group companies can be converted into <i>nanaco</i> electronic money usable at stores operated by Group companies
Nov.	■	Chengdu Ito-Yokado opened its Gaoxin store in Chengdu, Sichuan Province, China
Dec.	■	Commenced Seven Spot free wireless internet services
Dec.	■	Seven Bank listed on the TSE

2012

Jan.

■

Annual store sales of Seven-Eleven Japan topped ¥3 trillion for the first time

Jan.

■

7-Eleven, Inc. acquired retail interests

7-Eleven, Inc. acquired 51 convenience stores and other properties in Texas, U.S., previously held by Exxon Mobil Corporation.

Feb.

■

7-Eleven, Inc. acquired retail interests

7-Eleven, Inc. acquired 55 convenience stores operated by Sam's Mart LLC in North Carolina and South Carolina, U.S.

Mar.

■

Seven Financial Service and K.K. York Insurance merged with Seven Financial Service as the surviving company

Mar.

■

Started sales of electronic books via Seven Net Shopping

Mar.

■

nanaco introduced at York Mart stores

Mar.

■

Introduced Senior *nanaco*—electronic money issued with no service fees for customers aged 65 and older

Apr.

■

nanaco introduced at York-Benimaru stores

May

■

Started sales of the Seven Lifestyle brand of stationery and daily commodities with the concept of “Adding Higher Quality to Everyday Lives”

Jun.

■

Established SHAN DONG ZHONG DI CONVENIENCE CO., LTD.

The company was established by Seven-Eleven Japan as a joint venture with Zhongdi Group Co., Ltd. to develop 7-Eleven stores in Shandong, China.

Jun.

■

Acquisition of retail interests by 7-Eleven, Inc.

7-Eleven, Inc. acquired 23 convenience stores operated by Strasburger Enterprises, Inc. in Texas, U.S.

The company also acquired 18 convenience stores operated by Open Pantry Food Marts of Wisconsin, Inc. in Wisconsin, U.S.

Jul.

■

Seven Raku-Raku Delivery home delivery service was launched

Jul.

■

Ito-Yokado (China) Investment Co., Ltd. established

In the superstore business in China, Ito-Yokado (China) Investment was established to oversee business and allow direct investment in its subsidiaries.

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2012	Sep.	■ Changed the business objective and increased the capital investment in SEVEN-ELEVEN CHINA Co. Ltd., and changed the company name to SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.
	Oct.	■ Established SEJ Asset Management & Investment Company The company was established to strengthen the business framework for expanding operations and increasing earnings in North America.
	Oct.	■ Acquisition of retail interests by 7-Eleven, Inc. 7-Eleven, Inc. acquired the following retail interests: 74 convenience stores operated by Prima Marketing LLC as an area licensee of 7-Eleven for West Virginia, Ohio, Pennsylvania, and Kentucky, U.S. 67 convenience stores and the fuel wholesale business operated by EZ Energy USA, Inc. in Ohio and Pennsylvania, U.S. 58 convenience stores operated by Handee Marts, Inc. as an area licensee of 7-Eleven for West Virginia and Maryland, U.S. 12 convenience stores operated by Fast Track, Inc. in North Carolina, U.S.
	Nov.	■ SEVEN-ELEVEN (TIANJIN) CO., LTD. established The company was established to proactively expand business operations in Tianjin, China.
	Nov.	■ Acquisition of retail interests by 7-Eleven, Inc. 7-Eleven, Inc. acquired 174 convenience stores and the fuel wholesale business operated by Tetco, Inc. in Texas and Utah, U.S.
	Dec.	■ Acquisition of retail interests by 7-Eleven, Inc. 7-Eleven, Inc. acquired 143 convenience stores and the fuel wholesale business operated by C.L. Thomas, Inc. in Texas, U.S.
2013	Feb.	■ The number of 7-Eleven stores in Japan topped 15,000
	Mar.	■ 7-Eleven, Inc. signed a lease agreement 7-Eleven, Inc. signed an agreement to operate 19 convenience stores in Pennsylvania, U.S., owned by Lehigh Gas Partners LP.
	Mar.	■ Seven Bank issued 8th, 9th, and 10th series unsecured domestic straight bonds in the total amount of ¥55.0 billion
	Apr.	■ Seven-Eleven Japan launched SEVEN CARD plus featuring <i>nanaco</i> electronic money functionality
	Apr.	■ Seven & i Holdings issued 7th, 8th, and 9th unsecured domestic straight bonds in the total amount of ¥100 billion
	Apr.	■ Acquisition of retail interests by 7-Eleven, Inc. 7-Eleven, Inc. acquired 46 convenience stores operated by CB Mart, Inc. in South Carolina, U.S.
	Jul.	■ Ito-Yokado entered a business and capital alliance with DAICHI CO., LTD. Business and capital alliance formed with the aim of strengthening the food retail business base in the Hokkaido area.
	Sep.	■ Seven Bank’s wholly owned U.S. subsidiary FCTI acquired the ATM business of Global Axxess Corp.

Oct.	■ Seven-Eleven Japan entered a business alliance with Shin-Keisei Electric Railway Co., Ltd. Business alliance formed with the aim of converting stores inside Shin-Keisei Line stations into 7-Eleven stores.
Nov.	■ Seven-Eleven Japan celebrated its 40th founding anniversary
Dec.	■ Capital and business alliance agreement signed with Nissen Holdings Co., Ltd. Capital and business alliance formed with the aim of using the catalogue and internet businesses of Nissen Holdings to advance the Omni-Channel Strategy.
Dec.	■ Business alliance formed with Tenmaya Store Co., Ltd. and Tenmaya Company, Limited Ito-Yokado entered capital alliance with Tenmaya Store Business alliance formed with the aim of strengthening the retailing operation base in Okayama and Hiroshima Prefectures.
Dec.	■ Entered a capital and business alliance with BALS CORPORATION Capital and business alliance formed with the aim of selling high-value-added products through joint development of sundries-related products and pursuing collaboration in the Omni-Channel field.
Dec.	■ Started opening 7-Eleven stores in Chongqing, China

2014	Jan.	■ Grand opening of Chengdu Ito-Yokado’s Wenjiang store
	Jan.	■ SEVEN CAFÉ received “Most Excellent Award, Nikkei Award” of the 2013 Nikkei Superior Products and Services Awards
	Jan.	■ Acquired shares of Barneys Japan Co., Ltd. Acquired shares with the aim of strengthening product development capabilities in the department store business and to form alliances in the Omni-Channel field.
	Jan.	■ Nissen Holdings made a consolidated subsidiary
	Mar.	■ Seven Net Shopping was merged by Seven & i Net Media
	Mar.	■ Ito-Yokado was awarded the Minister of Agriculture, Forestry and Fisheries 2013 35th Food Industry Outstanding Corporation Award in the environmental division
	Mar.	■ Seven-Eleven Japan entered into a business alliance with West Japan Railway Company and West Japan Railway Daily Service Net Co., Ltd. A business alliance formed to enable refurbishment of stores so they can become tie-up stores inside stations associated with West Japan Railway Co.
	May	■ Completion of the Sugito Fuel Storage Station Stockpiled 400 kiloliters of fuel in Sugito Town, Saitama Prefecture, for emergency delivery to evacuation centers and stores.
	May	■ Seven-Eleven Japan Memorial Foundation conducted Sendai Bay Seven & i Forest Project tree-planting Supported regeneration of coastline trees as a disaster countermeasure in coastal areas along Sendai Bay with the Forestry Agency’s Sendai Forestry Management Office.
	Jul.	■ Seven-Eleven Japan entered a business alliance with JR Shikoku Railway Co., Ltd. and Shikoku Kiosk Co. Business alliance formed with the aim of remodeling existing stores into tie-up stores within the JR Shikoku service area.
	Jul.	■ Started a new three-year plan for the Tohoku Kakehashi Project, a plan to support recovery from the Great East Japan Earthquake
	Nov.	■ Grand opening of GRAND TREE MUSASHIKOSUGI

Nov.	■ Received the Best IR Award at the 19th Annual IR Grand Prix held by the Japan Investor Relations Association
Dec.	■ Seven Bank issued 11th series of unsecured domestic straight bonds in the total amount of ¥15.0 billion

2015	Jan.	■ Awarded the Prime Minister’s Award in the 1st Leading Companies Where Women Shine Awards held by the Prime Minister’s Office
	Jan.	■ Awarded a FY2014 Corporate Activity Award by the TSE
	Feb.	■ Converted Barneys Japan into a consolidated subsidiary
	Feb.	■ Annual store sales of Seven-Eleven Japan topped ¥4.0 trillion
	Mar.	■ Opened dedicated Online Supermarket store Started operating the Seven & i Online Supermarket Nishi Nippori store.
	Mar.	■ Business alliance formed with MANDAI Co., Ltd. Business alliance formed with the aim of further growth in the food retail business base in the Kansai area.
	Apr.	■ Seven-Eleven Japan entered a business alliance with Kobe Electric Railway Co., Ltd. and Shintetsu Tourist Co., Ltd. Business alliance formed with the aim of converting stores inside Shintetsu Line stations into 7-Eleven stores.
	May	■ Acquisition of retail interests by 7-Eleven, Inc. Acquired 181 convenience stores operated by Tedeschi Food Shops, Inc. in Massachusetts, U.S.
	Jun.	■ Seven & i Holdings issued 10th, 11th, and 12th unsecured domestic straight bonds in the total amount of ¥120.0 billion
	Oct.	■ Seven-Eleven Japan entered a business alliance with OSAKA MONORAIL CO., LTD. Business alliance formed with the aim of converting stores inside Osaka Monorail stations into 7-Eleven stores.
	Nov.	■ Grand opening of omni7
	Nov.	■ Acquired the fuel wholesale business operated by 7-Eleven, Inc. Acquired 101 retail businesses related to gasoline and the fuel wholesale business operated by Biscayne Petroleum, LLC and Everglades Petroleum, LLC in Florida, U.S.
	Nov.	■ Ito-Yokado awarded the METI Minister’s Prize in the large retailer category of the Ninth METI Minister’s Awards for Best Contributors to Product Safety
	Dec.	■ Ito-Yokado awarded the Outstanding Prize (Health, Labour and Welfare Minister’s Prize) in the First Awards for Enterprises Promoting Part-Time Workers to Play Active Roles at Work

2016	Mar.	■ 7-Eleven, Inc. acquired retail interests 7-Eleven, Inc. acquired 148 convenience stores operated by Imperial Oil Limited in Alberta and British Columbia, Canada.
	Apr.	■ Grand opening of SEVENPARK ARIO KASHIWA
	Jun.	■ 7-Eleven, Inc. acquired retail interests 7-Eleven, Inc. acquired 79 gas stations and convenience stores operated by CST Brands, Inc. in California and Wyoming, U.S.
	Jul.	■ Ito-Yokado awarded the Supply Chain Innovation Award (Ministry of Economy, Trade and Industry)



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2016	Aug.	■	7-Eleven topped 60,000 stores globally
	Oct.	■	Published the three-year medium-term management plan
	Oct.	■	Reached a basic agreement for a capital and business alliance with H2O Retailing Corp. Capital and business alliance formed to effectively utilize the store networks, products and services of both groups with the aims of reallocating resources from the department store business and enhancing convenience and satisfaction among customers living in the Kansai area.
	Oct.	■	Ito-Yokado certified as a gender-advanced company based on the law to promote active roles for women in the workplace
	Nov.	■	Nissen Holdings made a wholly owned subsidiary
	Nov.	■	Certified as a gender-advanced company based on the law to promote active roles for women in the workplace
2017	Jan.	■	Opened “Chengdu Ito-Yokado Meishan store”
	Mar.	■	Chosen as a Nadeshiko Brand for 2017 under the Nadeshiko Brand program of the Ministry of Economy, Trade, and Industry and the Tokyo Stock Exchange
	May	■	10th anniversary of Seven Premium
	Jun.	■	Opened the first 7-Eleven store in Vietnam
	Jun.	■	Opened the first 7-Eleven store in Zhejiang Province, China
	Jul.	■	Reached a basic agreement for a business alliance with ASKUL Corporation The two companies mutually referred customers between the Group’s e-commerce website omni7 and ASKUL’s e-commerce website LOHACO, offering a new business format that uses the LOHACO platform. Business tie-up with aims that include starting the IY Fresh service.
	Oct.	■	Started childcare service for employees of franchised stores Opened the Seven Nana Iro Nursery School.
	Oct.	■	Seven-Eleven Japan phased in the Seventh-Generation Total Information System nationwide
	Oct.	■	Seven-Eleven Japan established the wholly owned subsidiary SEVEN-ELEVEN OKINAWA Co., Ltd.
	Nov.	■	Grand opening of PRIMETREE AKAIKE
2018	Jan.	■	7-Eleven, Inc. acquired retail interests 7-Eleven, Inc. acquired 1,030 gas stations and convenience stores operated by Sunoco LP in Texas, Florida, and elsewhere in the U.S.
	Jan.	■	7-Eleven topped 20,000 stores in Japan
	Feb.	■	Received the Excellence Award for its Sustainable Value Report in the Environmental Report Section of the 21st Environmental Communication Awards hosted by the Ministry of the Environment and the Global Environmental Forum
	Feb.	■	Received Bronze Class Distinction in the RobecoSAM Sustainability Awards 2018
	Apr.	■	Business alliance formed with IZUMI CO., LTD. Business alliance formed with the aim of raising operational efficiency and increasing profits through the effective utilization of management resources and expertise.
	May	■	Opened the first 7-Eleven store in Jiangsu Province, China

Jun.	■	Launched Seven & i Data Labo Striving to solve daily life issues and social issues through the shared use of data in different industries.
Jun.	■	Established Seven Pay Co., Ltd. Established with the aim of creating a payment service using smartphones as part of a digital strategy responding to changes in the business environment.
Jul.	■	Seven-Eleven Japan entered a business alliance with Odakyu Electric Railway Co., Ltd. and Odakyu Shoji Co., Ltd. Formed a business alliance with the aim of promoting expanded store openings along Odakyu railway lines and business development.
Jul.	■	Business alliance with Zoshinkai Holdings Inc. Formed a business alliance with the aim of further success and maximizing corporate value for both parties by spurring growth in the business profits of both groups.
Sep.	■	Issued US \$ 600 million unsecured straight corporate bonds
Oct.	■	Seven-Eleven Japan awarded Gold certification, the highest rating in the PRIDE INDEX

2019	Jan.	■	Seven-Eleven Japan started joint use of parking spaces for delivery vehicles following an agreement between the three major convenience store companies Parking spaces near any stores operated by the three major convenience store companies can be used to maintain flow of deliveries.
	Mar.	■	Selected as a Semi-Nadeshiko Brand under the Nadeshiko Brand program of the Ministry of Economy, Trade, and Industry and the Tokyo Stock Exchange
	Mar.	■	Opened the first 7-Eleven store in Hubei Province, China
	Apr.	■	Formulated the Seven-Eleven Japan “Action Plan” A guideline for responding to changes in the social structure and environment, coexisting with diverse societies as a social infrastructure for customers in their respective regions, and realizing sustainable growth.
	May	■	Seven & i Group’s Environmental Goals “GREEN CHALLENGE 2050” established To respond to various changes in the social environment (e.g., changes in societal needs and environmental issues), we will now work to realize a rich and sustainable society together with our customers, business partners and all other stakeholders.
	Jun.	■	Selected to become a participating company in the Ministry of the Environment’s CE Challenge
	Jul.	■	Opened the first 7-Eleven store in Okinawa Prefecture Finally achieved opening 7-Eleven stores in all 47 prefectures in Japan.
	Aug.	■	Included in the FTSE4Good Index Series and the FTSE Blossom Japan Index for ESG investment
	Aug.	■	Opened the first 7-Eleven store in Shaanxi Province, China
	Oct.	■	Opened the first Akachan Honpo store in Taiwan
	Nov.	■	Opened the first 7-Eleven store in Fujian Province, China
	Dec.	■	7-Eleven topped 70,000 stores globally

2020	Feb.	■	7-Eleven selected for the first time for Best Japan Brands 2020, ranking 18th
	Feb.	■	Annual store sales of Seven-Eleven Japan reached a record high of ¥5.0 trillion

Mar.	■	Acquisition of shares of Brown-Thompson General Partnership and 7-Eleven, L.L.C. by 7-Eleven, Inc. Acquisition of shares for the purpose of further increasing earnings in North America by strengthening product appeal and enhancing the store network.
Mar.	■	Included in the Health and Productivity Management Organization 2020 White 500
May	■	Opened the first York Foods store, a new type of supermarket
May	■	Opened the first 7-Eleven store in Hunan Province, China
Jun.	■	York Mart changed its name to York Co., Ltd. and restructured its supermarkets in the Tokyo metropolitan area
Aug.	■	7-Eleven, Inc. signed an agreement with Marathon Petroleum Corporation to acquire its shares and other interests related to its convenience store and other businesses Signed an agreement to expand the store network and increase earnings in North America, as well as to strengthen ESG leadership.
Oct.	■	Agreement to establish a PET bottle recycling plant joint venture with Veolia Japan K.K. and Mitsui & Co., Ltd. Agreed to establish a joint venture to achieve a circular economy through PET bottle recycling.
Oct.	■	Opened the first 7-Eleven store in Henan Province, China
Dec.	■	Seven & i Holdings issued 13th, 14th and 15th unsecured domestic straight bonds in the total amount of ¥350 billion sourcing
Dec.	■	Participated in RE100, a global initiative aiming for 100% renewable energy sourcing

2021	Feb.	■	7-Eleven, Inc. issued U.S. dollar-denominated straight bonds in the total amount of \$10.95 billion
	Feb.	■	Seven & i Holdings made capital participation in R Plus Japan, Ltd. Capital participation to develop a technology and a system for recycling used plastics.
	Mar.	■	Included in the Health and Productivity Management Organization 2021 White 500
	Mar.	■	Seven-Eleven Japan Memorial Foundation concluded an agreement with the Ministry of the Environment and the Environmental Partnership Council to cooperate on environmental conservation and joint initiatives An agreement to cooperate on the promotion of environmental conservation activities and initiatives, as well as on initiatives to achieve the SDGs.
	Apr.	■	Introduced green electricity, including offsite PPAs, in some stores Cooperation with the NTT Group to realize 100% renewable electricity in the Group’s store operation.
	May	■	7-Eleven, Inc. completed the acquisition of shares and other interests 7-Eleven, Inc. acquired shares and other interests from multiple companies operating convenience store and fuel retail businesses operated by Marathon Petroleum Corporation mainly under the Speedway brand.
	Jun.	■	Selected as DX Stock 2021 for the first time
	Jun.	■	Capital participation in Kyoiei J&T Recycling Capital participation to develop technologies and mechanisms to recycle used PET bottles



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Learn about the Market Environment

Understand Seven & i Group’s Strategy and Performance

See Stock Information

See Seven & i Group’s History

● Group History

See Numerical Data

Market environment

Seven & i Group’s Performance

- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

Group History

■ Company establishment, capital policy and financial strategies ■ Store opening policy and operating strategies

2021	Jul.	■	Medium-Term Management Plan announced
	Jul.	■	Peace Deli Co., Ltd. was split into Ito-Yokado Co., Ltd. and York Co., Ltd.
	Jul.	■	Decided to open a large online supermarket center in Shin-Yokohama Opening for the purpose of strengthening the Last Mile measure
	Jul.	■	Peace Deli decided to build a food manufacturing plant in Honda, Chiba Construction to strengthen the Group's food strategy
	Jul.	■	Seven-Eleven Japan established Seven Global Linkage Established to realize a multicultural society through support and management of human resource development and employment promotion across borders
	Jul.	■	Transfer of some shares of Francfranc to Blue Wedge Limited.
	Aug.	■	Included in the FTSE4Good Index Series and FTSE Blossom Japan Index (ESG investment indexes) Included in FTSE4Good for the 7th consecutive year and FTSE Blossom Japan for the 5th consecutive year
	Aug.	■	First 7-Eleven store opened in Cambodia
	Sep.	■	Sogo & Seibu Co., Ltd. absorbed Seven & i Asset Management Co., Ltd.
	Sep.	■	Participated in the Afu no Wa project Participated in a project launched in June 2020 by the Ministry of Agriculture, Forestry and Fisheries, the Consumer Affairs Agency, and the Ministry of the Environment to promote initiatives for sustainable production and consumption.
2022	Oct.	■	First 7-Eleven store opened in India
	Oct.	■	Seven Mile Program won the Good Design Award
	Oct.	■	Apple Pay™ began to support nanaco.
	Nov.	■	Grand Opening of Seven Park Amami
	Dec.	■	Included in the Dow Jones Sustainability Asia Pacific Index, a global ESG investment index, for the 12th consecutive year
	Jan.	■	7-Eleven International LLC begun full operation Aims to improve 7-Eleven global brand value
	Mar.	■	Stocks of Oshman’s Japan were transferred to ABC Mart, Inc.
	Mar.	■	Revised the Seven & i Group’s material issues
	Mar.	■	York-Benimaru absorbed Life Foods.
	Apr.	■	The Company and Seven Bank were shifted to the prime market due to market reclassification by the TSE
	Apr.	■	Management message sent to the Company’s shareholders and other stakeholders Management Message: “To Become a World-Class Global Retailer Group”



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Market environment

- Domestic Macroeconomic Environment
- Domestic Environment of the Retail Industry
- U.S. Macroeconomic Environment and Environment of the U.S. Retail Industry
- Major Group Companies' Market Share in Japan (Nonconsolidated)
- Global Retail Industry - Sales Ranking
- - Market Capitalization Ranking

Seven & i Group's Performance

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Numerical Data

Click on each item to go to the corresponding page

Market Environment

Domestic Macroeconomic Environment

- Year-on-year comparison of economic indices over four quarters
- Year-on-year comparison of household consumption indices over four quarters
- Domestic final consumption expenditure of households
- Changes in the number of households
- Changes in the population of those aged over 65
- The number of female workers and their employment rate
- Trend in the number of retail stores
- The number of foreign tourists
- Minimum wage nationwide and in three main urban centers

Domestic Environment of the Retail Industry

- Trends in the scale of the food market
- Trends in net sales at major store formats
- Year-on-year comparison of growth in existing-store sales at major store formats

U.S. Macroeconomic Environment and Environment of the U.S. Retail Industry

- Demographic forecast
- Real GDP
- Gasoline consumption forecast
- Growth in retail sales (excluding automobiles, seasonally adjusted)
- Consumer price index (CPI)
- Crude oil price (WTI)

Major Group Companies' Market Share in Japan (Nonconsolidated)

- Top 3 in chain store sales at convenience stores
- Top 3 in net sales at superstores
- Top 4 in net sales at department stores

Global Retail Industry—Sales Ranking

- Sales Ranking of Retailers—Worldwide in FY2021

Global Retail Industry—Market Capitalization Ranking

- Ranking by Market Capitalization of Retailers—Worldwide (As of April 30, 2022)



Data available here

Seven & i Group's Performance

Medium-Term Management Plan

- Progress of Medium-Term Management Plan

Consolidated Financial Summary

- Revenues from operations and Operating income
- Net income attributable to owners of parent and ROE
- Total assets, Net assets and Owners' equity ratio
- Cash flows

Overview of Major Group Companies

- Overview of Major Group Companies

Segment Information

- Business segment
- Former business segment
- Geographic Area Segments

Financial Position

- Interest-Bearing Debt
- Ratings
- Bonds

Overseas Convenience Store Operations

● 7-Eleven, Inc

- 11-year transition
- Revenues from operations and Operating income
- Net income attributable to owners of parent and ROA
- Sales composition by category
- Store network
- Trends in store type

Domestic Convenience Store Operations

● Seven-Eleven Japan

- 11-year transition
- Revenues from operations and Operating income
- Net income attributable to owners of parent and ROA
- Frequency of store-visits (FY2022)
- Sales by product
- Store network
- Number of Major Convenience Store Chains in Japan
- Average Daily Sales per Store
- Average Daily Sales per Store of New Stores

Superstore Operations

● Ito-Yokado

- 11-year transition
- Revenues from operations and Operating income
- Net income attributable to owners of parent and ROA
- Breakdown of sales by product category
- Trend in sales breakdown by region
- Trend in the number of stores (By region, By total sales floor space, By store age, By format)

● York-Benimaru

- 11-year transition
- Life Foods
- York-Benimaru (including results from Life Foods)

● York (Former York Mart)

- 11-year transition

Department and Specialty Store Operations

● Sogo & Seibu

- 11-year transition
- Revenues from operations and Operating income
- Net income attributable to owners of parent and ROA
- Store network

● Akachan Honpo

- 11-year transition
- Store network

● Seven & i Food Systems

- 11-year transition
- Store network (Denny's)

● THE LOFT

- 11-year transition
- Store network

● Nissen Holdings

- 7-year transition

Financial Services

● Seven Bank

- 11-year transition

● Seven Card Service

- 11-year transition

● Seven CS Card Service

- 11-year transition