



CORPORATE OUTLINE

FY2024 (Year Ended February 28, 2025)

Seven & i Holdings Co., Ltd.

How to use this report

This report has been edited by using PDF with interactive function.

Each page has navigation buttons 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 websites related to the contents.

Navigation buttons



Click to the table of contents.



Click to the next page.



Click to the previous page.

Link button



Click to the relevant websites.

Chapter



Click to the opening page of each chapter.

Index



Click to the appropriate page.

About Corporate Outline

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

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

Six Chapters to Learn about Seven & i Group

Learn about Seven & i Group

| | |
|----------------------------|-----|
| Corporate Profile | P 1 |
| Seven & i Group in Numbers | P 2 |

Learn about the Market Environment

| | |
|-----------------------------------------------------------------------|------|
| Domestic Macroeconomic Environment | P 7 |
| Domestic Environment of the Retail Industry | P 9 |
| U.S. Macroeconomic Environment and Environment of the Retail Industry | P 10 |
| Major Operating Companies' Market Share (Nonconsolidated) | P 11 |
| Global Retail Industry | |
| — Sales Ranking | P 12 |
| — Market Capitalization Ranking | P 13 |

See Seven & i Group's Performance

| | |
|----------------------------------|------|
| Consolidated Financial KPI | P 14 |
| Consolidated Financial Results | P 16 |
| Consolidated Financial Highlight | P 17 |
| Segment Information | P 18 |
| Financial Position | P 21 |

See Major Operating Companies' Data

| | |
|---------------------------------------|------|
| Overview of Major Operating Companies | P 22 |
| Domestic Convenience Store Operations | P 23 |
| Overseas Convenience Store Operations | P 29 |
| Superstore Operations | P 34 |
| Financial Services | P 39 |
| Others | P 41 |

See Stock Information

| | |
|-------------------|------|
| Stock Information | P 45 |
|-------------------|------|

See Seven & i Group's History

| | |
|---------------|------|
| Group History | P 46 |
|---------------|------|

Learn about Seven & i Group

Corporate Profile

Seven & i Group in Numbers

Learn about the Market Environment

Domestic Macroeconomic Environment

Domestic Environment of the Retail Industry

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

Major Operating Companies' Market Share
(Nonconsolidated)

Global Retail Industry - Sales Ranking

- Market Capitalization Ranking

See Seven & i Group's Performance

Consolidated Financial KPI

Consolidated Financial Results

Consolidated Financial Highlight

Segment Information

Financial Position

See Major Operating Companies' Data

Overview of Major Operating Companies

Domestic Convenience Store Operations

Overseas Convenience Store Operations

Superstore Operations

Financial Services

Others

See Stock Information

Stock Information

See Seven & i Group's History

Group History

Corporate Profile

Corporate Overview (As of February 28, 2025)

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
1,097 (nonconsolidated)
62,012 (consolidated)

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.

Group's Management Policy

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 perspective.

Ideal Group image for 2030

A world-class retail group centered around its *food* that leads retail innovation through global growth strategies centered on the 7-Eleven business and proactive utilization of technology.

Roles and Functions of the Holding Company

- Strengthen corporate governance
- Maximize the Group's corporate value

Support for management execution

Assessment and supervision of management execution

Optimal resource allocation

- Share specific actions with operating companies regarding management challenges and solutions
- Set and monitor KPIs

Roles and Functions of Operating Companies

- Pursue maximization of customer satisfaction
- Operate autonomously, seek profit growth, and enhance asset efficiency

Business Segments

Domestic convenience store operations

Overseas convenience store operations

Superstore operations

Financial services

Others

Learn about Seven & i Group

| |
|-----------------------------------------------------------------------|
| Corporate Profile |
| Seven & i Group in Numbers |
| Learn about the Market Environment |
| Domestic Macroeconomic Environment |
| Domestic Environment of the Retail Industry |
| U.S. Macroeconomic Environment and Environment of the Retail Industry |
| Major Operating Companies' Market Share (Nonconsolidated) |
| Global Retail Industry - Sales Ranking |
| - Market Capitalization Ranking |

See Seven & i Group's Performance

| |
|----------------------------------|
| Consolidated Financial KPI |
| Consolidated Financial Results |
| Consolidated Financial Highlight |
| Segment Information |
| Financial Position |

See Major Operating Companies' Data

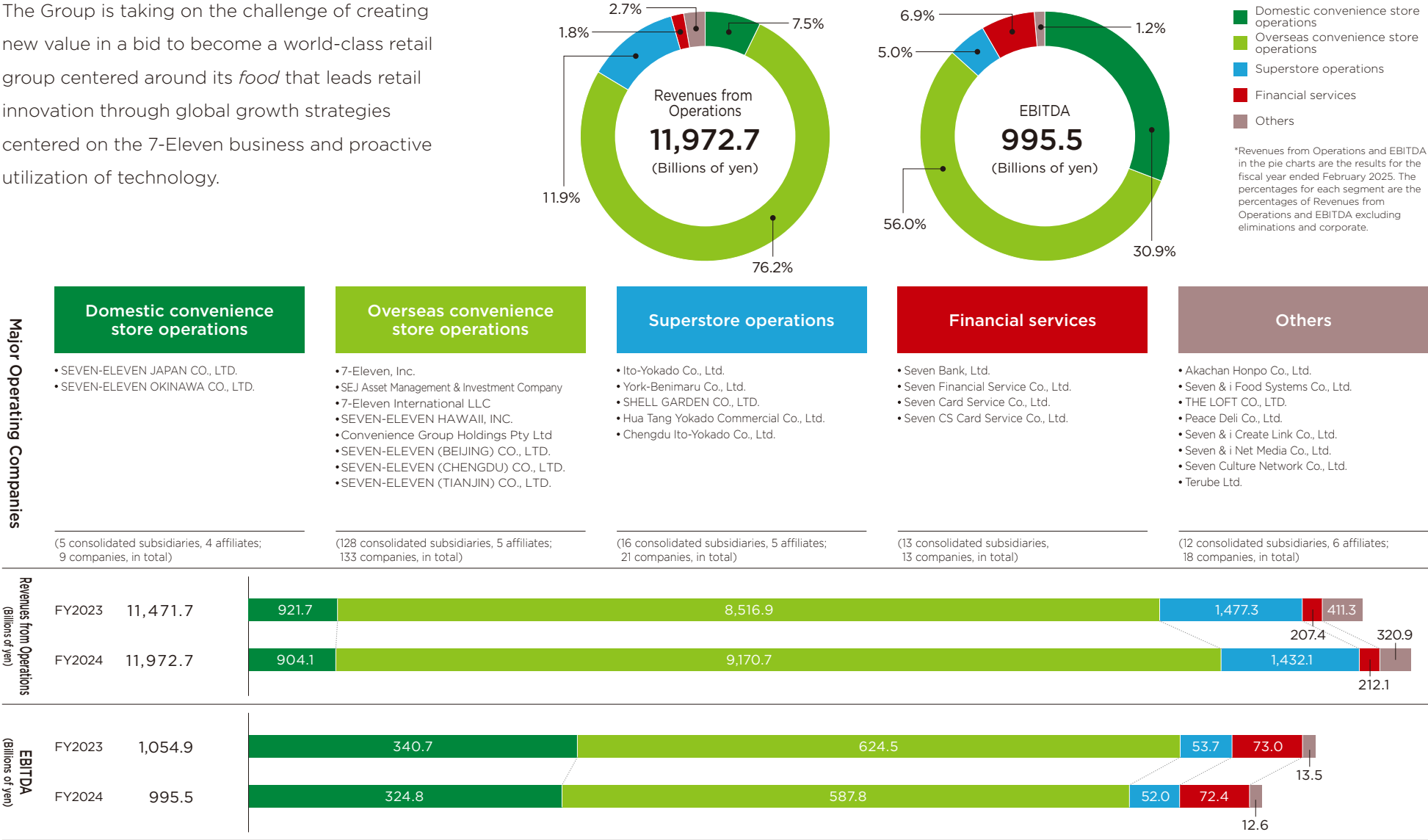
| |
|---------------------------------------|
| Overview of Major Operating Companies |
| Domestic Convenience Store Operations |
| Overseas Convenience Store Operations |
| Superstore Operations |
| Financial Services |
| Others |

See Stock Information

| |
|-------------------------------|
| Stock Information |
| See Seven & i Group's History |
| Group History |

The Group is taking on the challenge of creating new value in a bid to become a world-class retail group centered around its *food* that leads retail innovation through global growth strategies centered on the 7-Eleven business and proactive utilization of technology.

Seven & i Group in Numbers



Learn about Seven & i Group

Corporate Profile

Seven & i Group in Numbers

Learn about the Market Environment

Domestic Macroeconomic Environment

Domestic Environment of the Retail Industry

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

Major Operating Companies' Market Share (Nonconsolidated)

Global Retail Industry - Sales Ranking

- Market Capitalization Ranking

See Seven & i Group's Performance

Consolidated Financial KPI

Consolidated Financial Results

Consolidated Financial Highlight

Segment Information

Financial Position

See Major Operating Companies' Data

Overview of Major Operating Companies

Domestic Convenience Store Operations

Overseas Convenience Store Operations

Superstore Operations

Financial Services

Others

See Stock Information

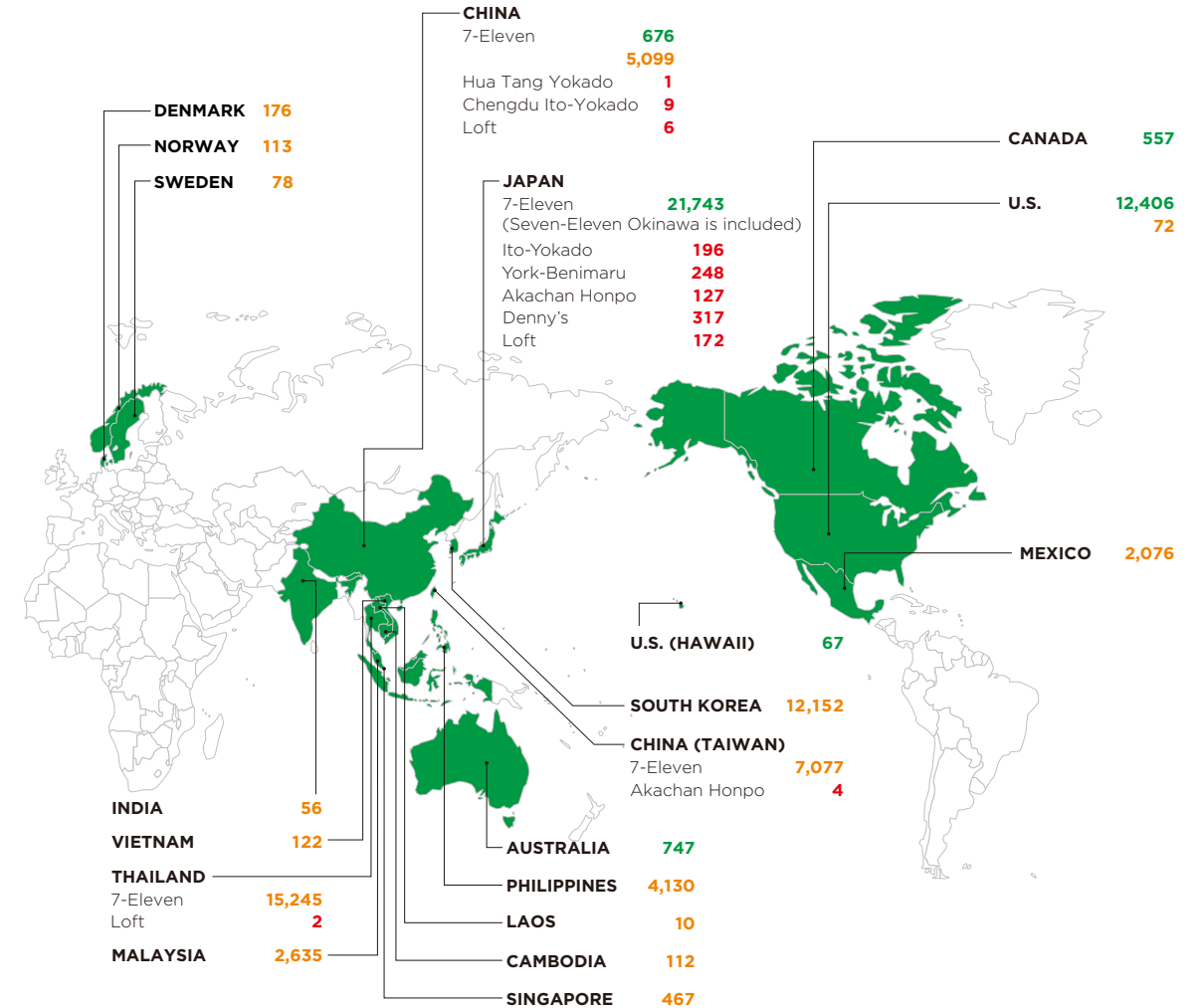
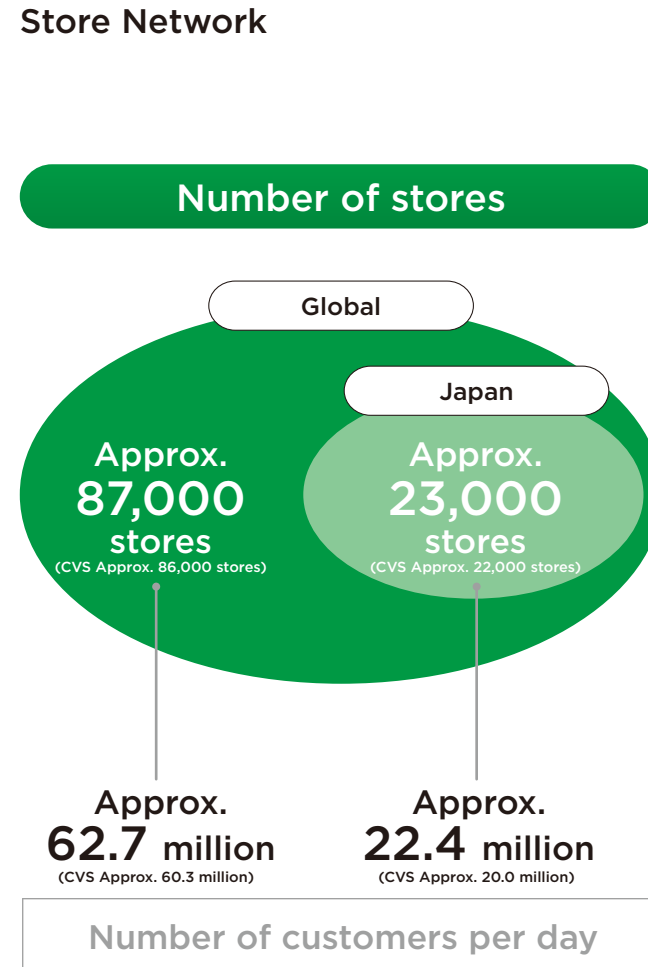
Stock Information

See Seven & i Group's History

Group History

Seven & i Group in Numbers

Store Network



Notes) 1. ■ Number of CVS stores operated directly by our subsidiaries

■ Number of CVS stores operated by companies in each country granted a defined license

■ Number of stores other than CVS stores

2. The number of stores in Japan is as of February 28, 2025 and in the other countries/areas is as of December 31, 2024.

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

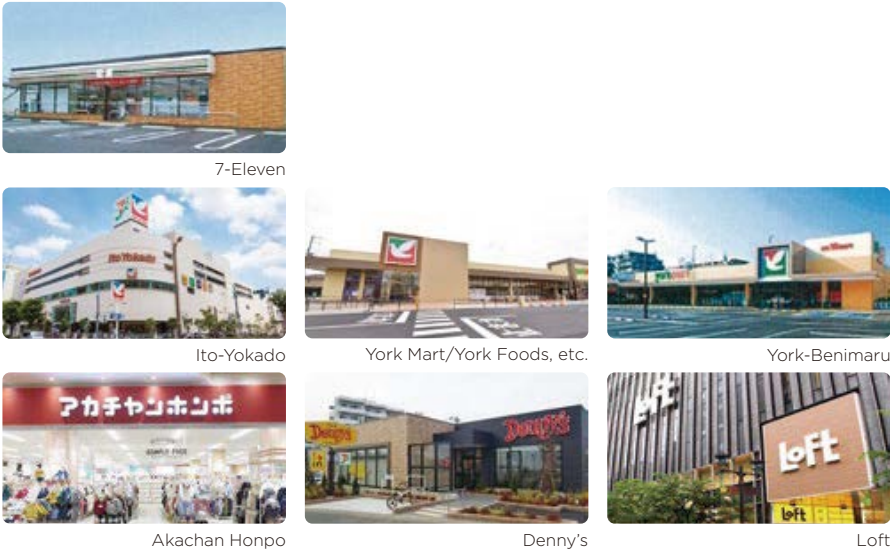
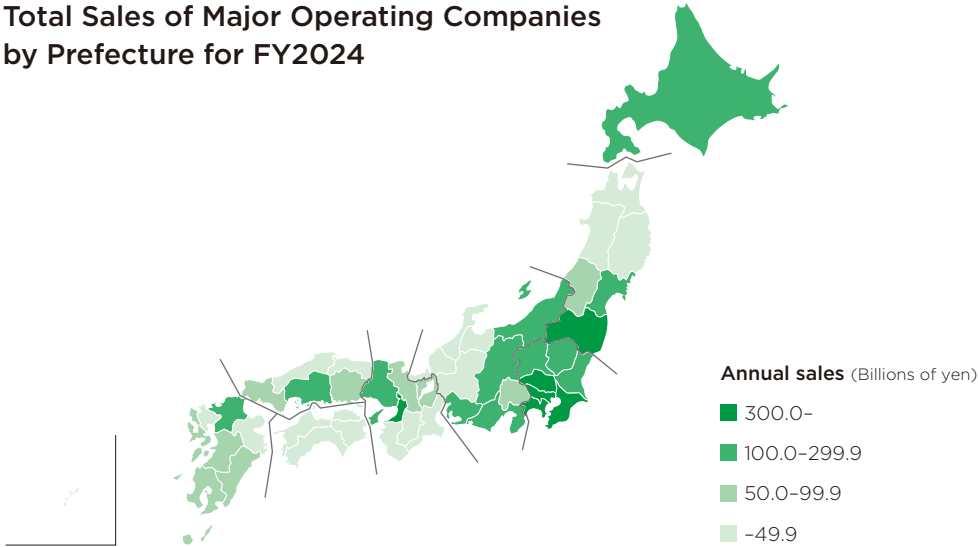
See Seven & i Group's History








- Group History

Seven & i Group in Numbers

Domestic Store Network

Total Sales of Major Operating Companies by Prefecture for FY2024



| | 7-Eleven | Ito-Yokado | York Mart/York Foods, etc. | York-Benimaru | Akachan Honpo | Denny's | Loft |
|-----------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| |  |  |  |  |  |  |  |
| | (Stores) | | | | | | |
| Hokkaido | 994 | - | - | - | 3 | - | 4 |
| Tohoku | 1,478 | - | - | 166 | 3 | 12 | 4 |
| Kanto | 8,471 | 78 | 104 | 82 | 50 | 229 | 83 |
| Chubu | 3,442 | 7 | - | - | 19 | 66 | 23 |
| Kinki | 2,967 | 7 | - | - | 27 | 10 | 29 |
| Chugoku | 1,367 | - | - | - | 8 | - | 10 |
| Shikoku | 388 | - | - | - | 2 | - | 5 |
| Kyushu, Okinawa | 2,636 | - | - | - | 15 | - | 14 |
| Total | 21,743 | 92 | 104 | 248 | 127 | 317 | 172 |

Note) As of February 28, 2025

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

See Seven & i Group's History

- Group History

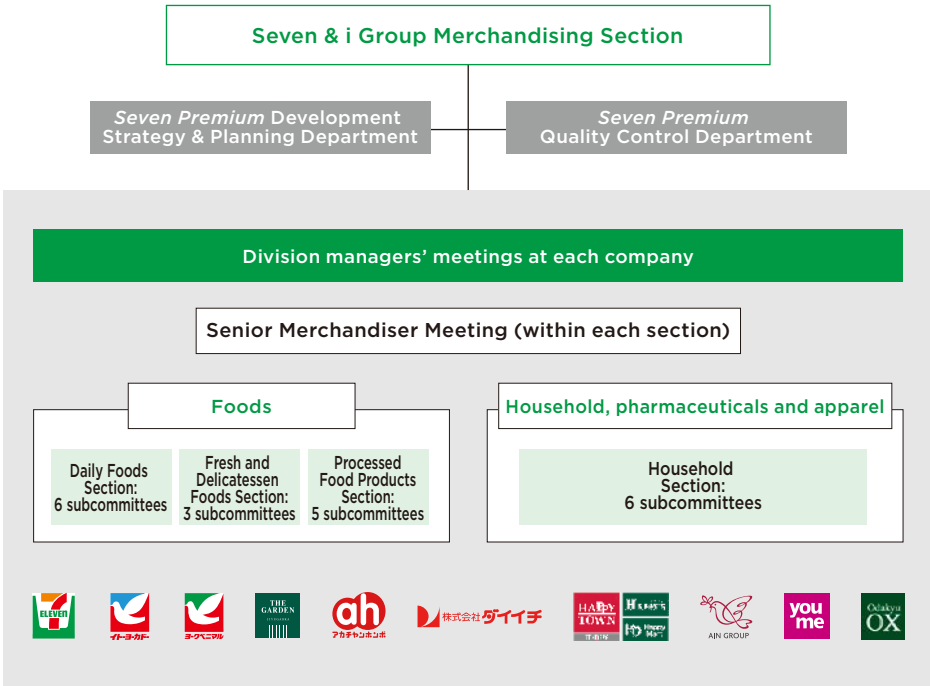
Seven & i Group in Numbers

Seven Premium Initiatives

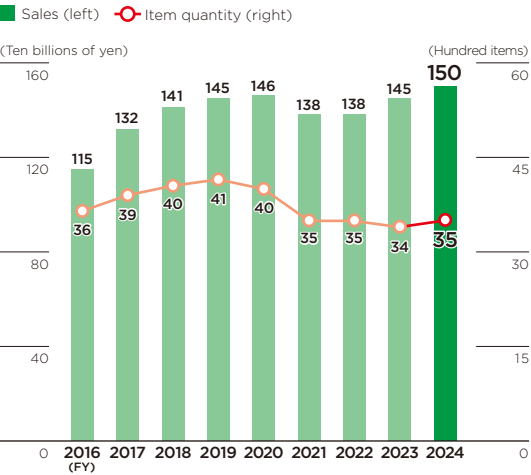
Under its private brand, *Seven Premium*, the Group has developed merchandise leveraging the methods for original merchandise development cultivated by Seven-Eleven Japan, and concentrating the infrastructure, merchandise development expertise, and sales capabilities of its Group companies.

Merchandise Development and Supply System

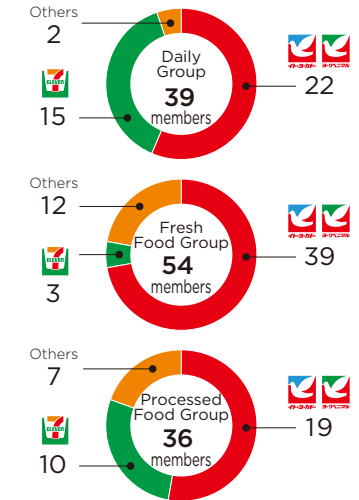
Merchandise development staff in Seven & i Group companies are organized into 4 sections and 20 subcommittees to conduct joint merchandise development with merchandise manufacturers. As of February 28, 2025, they supply 10 companies in total.



SEVEN PREMIUM sales and item quantity



Inter-group development structure of Seven Premium (Food) (As of Feb. 2025)



Development of Seven Premium

Seven Premium strives to respond to changes in customer preferences and communicate newness by renewing existing merchandise every year, mainly those with high sales. Through questionnaires, group interviews and other consumer surveys, we research customers' opinions, create test merchandise and conduct monitoring trials until we are satisfied. This process enables us to develop merchandise that offer high quality at an agreeable price.

MERCHANDISE SOLD OVER 1 BILLION YEN PER YEAR

The number of merchandise sold over 1 billion yen per year in FY2024 was 315 items.



Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

See Seven & i Group's History

- Group History

Seven & i Group in Numbers

Development 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, 2024)

| Business category | | Establishment | Opening date of the first store | Capital | Ownership ratio | |
|-------------------------------------------------------------|------------------------------------------------------------|---------------|---------------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| SEVEN-ELEVEN (BEIJING) CO., LTD. | Convenience stores | Jan. 2004 | Apr. 15, 2004 | USD44 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 | USD23 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 | USD98.722 million | Ito-Yokado (China) Investment Co., Ltd. | 100.0% |
| Ito-Yokado (China) Investment Co., Ltd. | Investment company in China | Jul. 2012 | - | USD47.25 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% |
| Chengdu Ito-Yokado Information Technology Service Co., LTD. | BPO business | Feb. 2022 | - | CNY5.0 million | Chengdu Ito-Yokado Co., Ltd. Ito-Yokado (China) Investment Co., Ltd. | 70.0% 30.0% |

Sales Trend

| | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | (Millions of yen) FY2024 |
|-----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------------------------|
| SEVEN-ELEVEN (BEIJING) | 21,781 | 20,871 | 24,458 | 26,399 | 26,859 | 21,111 | 22,331 | 18,128 | 18,676 | 16,114 |
| SEVEN-ELEVEN (TIANJIN) | 4,623 | 4,551 | 5,364 | 5,190 | 4,781 | 3,404 | 3,405 | 3,155 | 3,416 | 3,331 |
| SEVEN-ELEVEN (CHENGDU) | 4,036 | 3,435 | 4,042 | 4,815 | 4,517 | 3,688 | 3,733 | 3,090 | 2,770 | 2,644 |
| Chengdu Ito-Yokado* | 79,686 | 67,276 | 71,638 | 73,632 | 73,751 | 64,305 | 71,250 | 25,153 | 23,368 | 22,169 |
| Hua Tang Yokado* | 24,066 | 15,869 | 6,826 | 5,033 | 4,882 | 5,096 | 5,439 | 2,697 | 2,343 | 1,789 |
| Exchange rate (1CNY=) (JPY) | 19.23 | 16.42 | 16.62 | 16.71 | 15.78 | 15.48 | 17.04 | 19.50 | 19.82 | 21.04 |

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).
* New accounting standard for revenue recognition has been applied from FY2022.



SEVEN-ELEVEN (BEIJING)



SEVEN-ELEVEN (CHENGDU)



Chengdu Ito-Yokado



Hua Tang Yokado

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

Domestic Macroeconomic Environment

Domestic Environment of the Retail Industry

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

Major Operating Companies' Market Share (Nonconsolidated)

Global Retail Industry - Sales Ranking

- Market Capitalization Ranking

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

Stock Information

See Seven & i Group's History

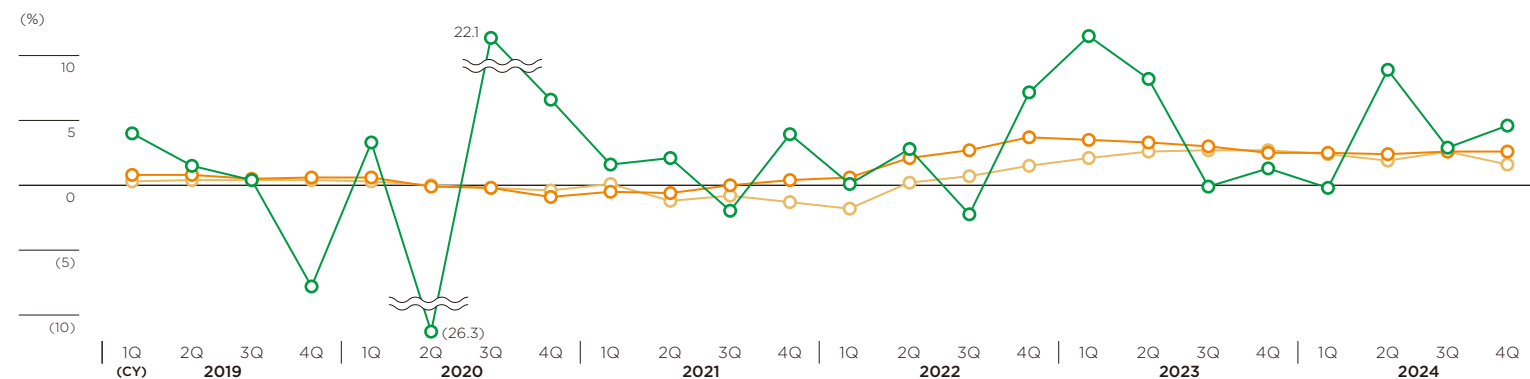
Group History

Domestic Macroeconomic Environment

Year-on-year comparison of economic indices over quarters

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

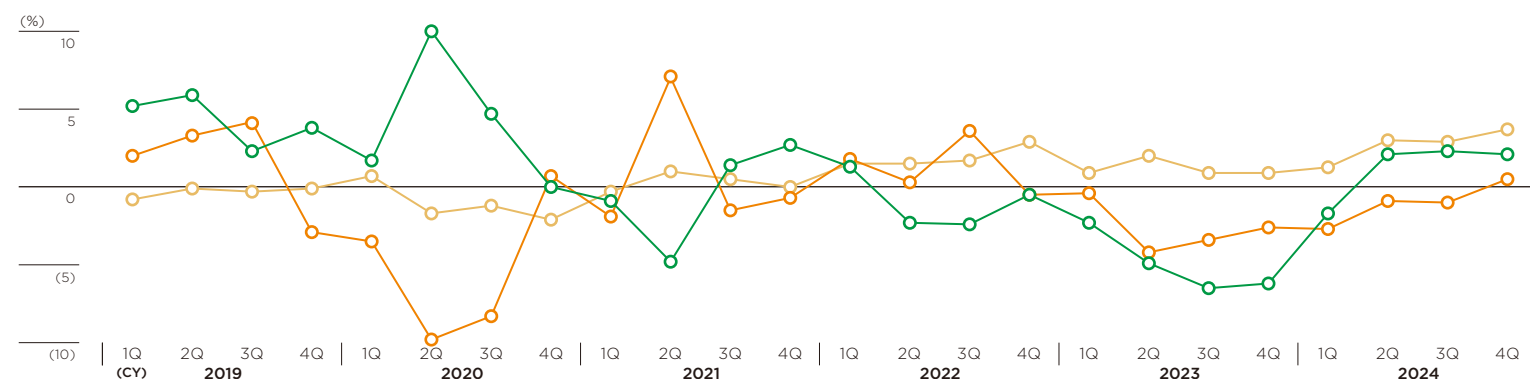
Sources: System of National Accounts (SNA) (Economic and Social Research Institute, Cabinet Office)
Consumer Price Index (Ministry of Internal Affairs and Communications)



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

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

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

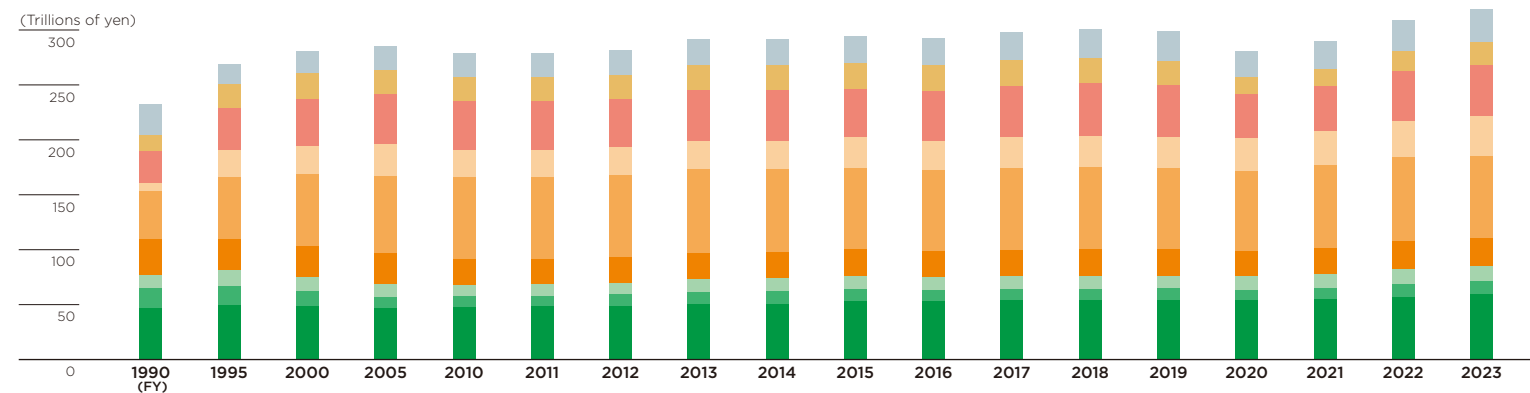


Domestic final consumption expenditure of households

- 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

Notes) 1. The figures before 2000 are based on an old standard.
2. Revised retroactively from 1994 (due to revision of estimation method)

Source: System of National Accounts (SNA) (Economic and Social Research Institute, Cabinet Office)



Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

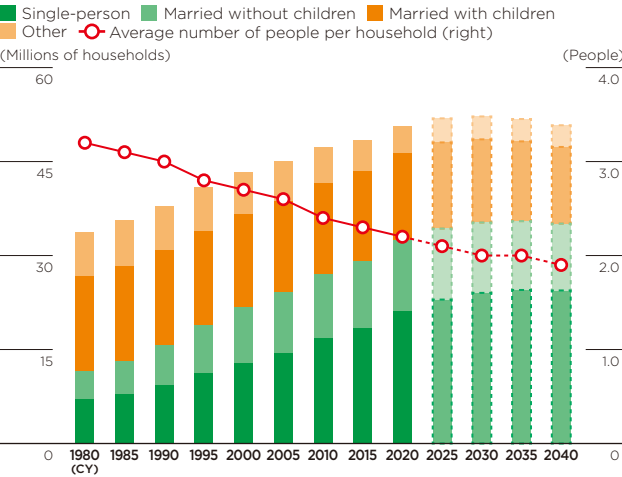
- Stock Information

See Seven & i Group's History

- Group History

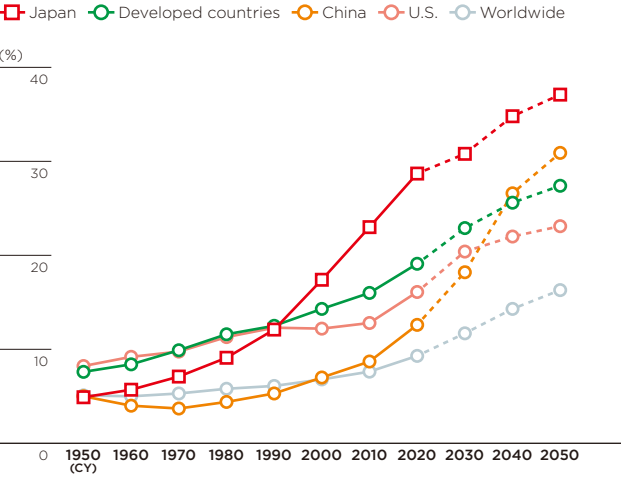
Domestic Macroeconomic Environment

Changes in the number of households



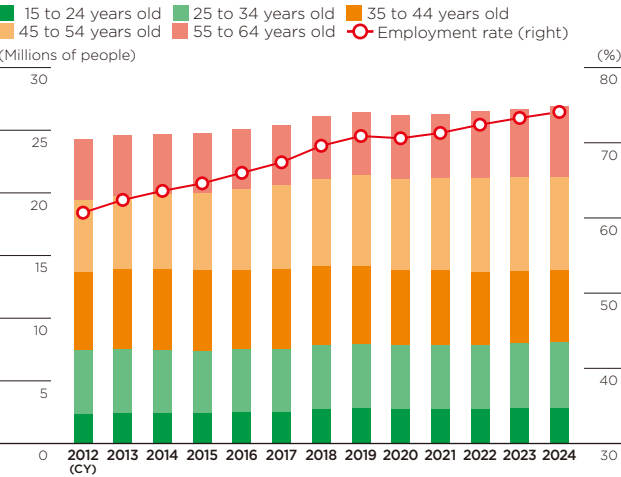
Note) The figures on 2025 and after.
Source: National Estimates, Population Projection for Japan (National Institute of Population and Social Security Research)

Changes in the population of those aged over 65



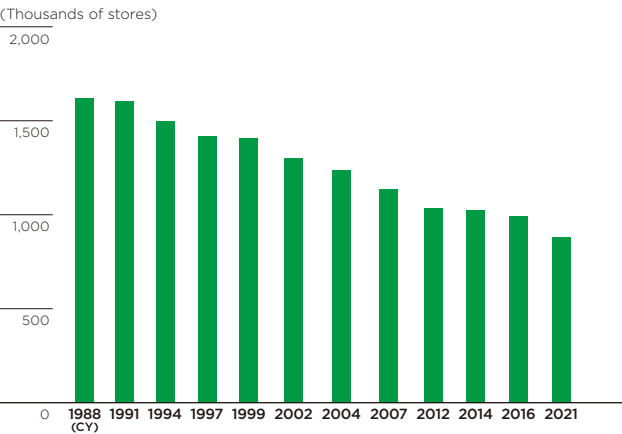
Note) The figures after 2025 are estimates.
Source: Statistical Handbook of the World (Ministry of Internal Affairs and Communications)

The number of female workers and their employment rate



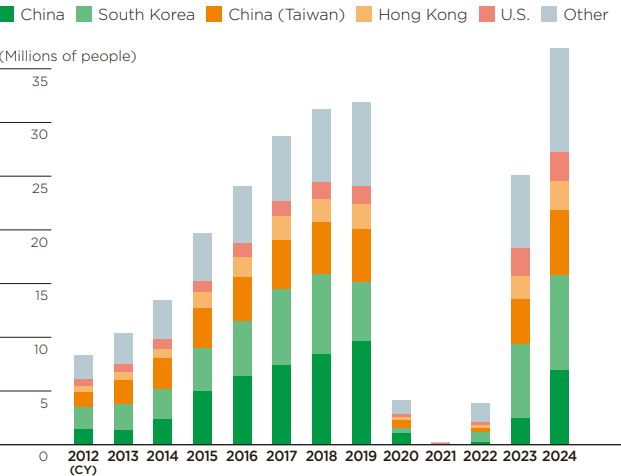
Source: Labour Force Survey (Ministry of Internal Affairs and Communications)

Trend in the number of retail stores



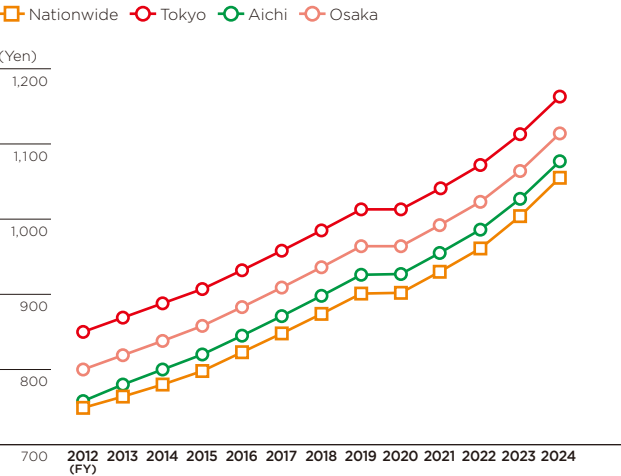
Sources: The Census of Commerce (Ministry of Economy, Trade and Industry) <until 2007>
Economic Census (Ministry of Economy, Trade and Industry; Ministry of Internal Affairs and Communications) <from 2012>

The number of tourists from overseas



Source: Japan National Tourism Organization

Minimum wage nationwide and in three main metropolitans



Note) Nationwide: Weighted average
Source: Revised List of Regional Minimum Wages (Ministry of Health, Labour and Welfare)

Learn about Seven & i Group

Corporate Profile

Seven & i Group in Numbers

Learn about the Market Environment

Domestic Macroeconomic Environment

Domestic Environment of the Retail Industry

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

Major Operating Companies' Market Share (Nonconsolidated)

Global Retail Industry - Sales Ranking

- Market Capitalization Ranking

See Seven & i Group's Performance

Consolidated Financial KPI

Consolidated Financial Results

Consolidated Financial Highlight

Segment Information

Financial Position

See Major Operating Companies' Data

Overview of Major Operating Companies

Domestic Convenience Store Operations

Overseas Convenience Store Operations

Superstore Operations

Financial Services

Others

See Stock Information

Stock Information

See Seven & i Group's History

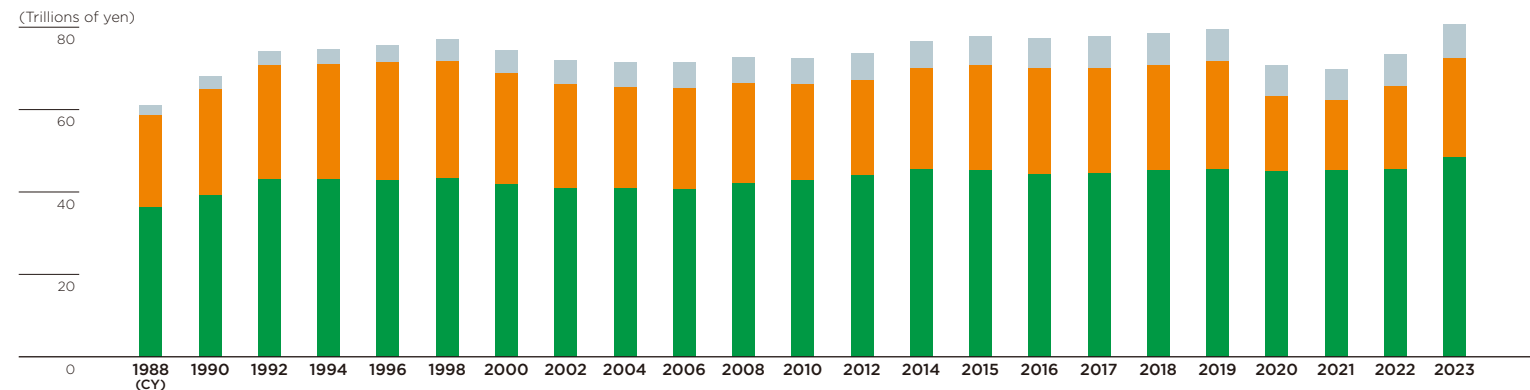
Group History

Domestic Environment of the Retail Industry

Trends in the scale of the food market

- Food and beverage retailers
- Food-service industry
- Takeout meals industry

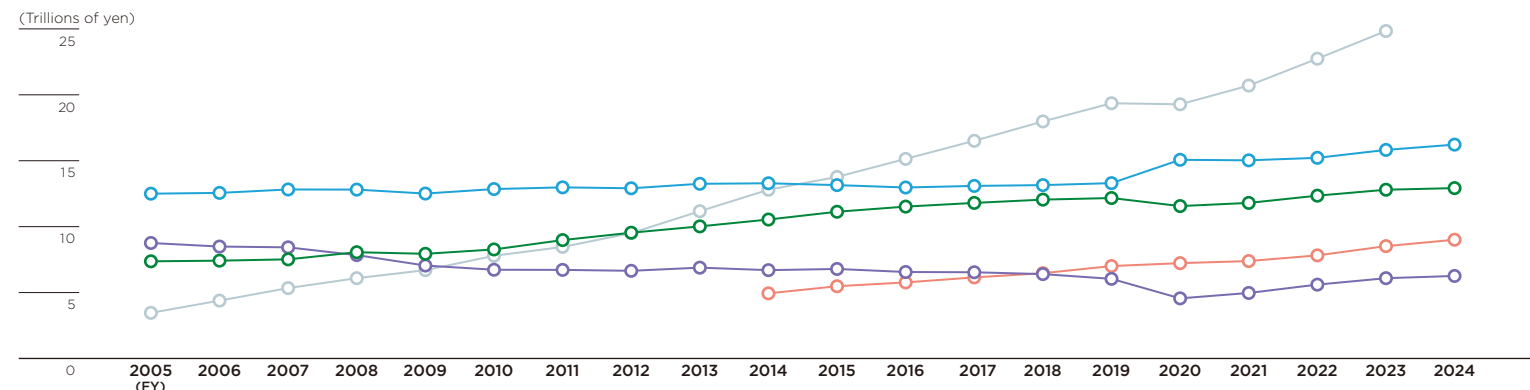
Sources: Current Survey of Commerce (Ministry of Economy, Trade and Industry)
Estimates in the Scale of the Food Market (Foodservice Industry Research Institute)



Trends in net sales at major store formats

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

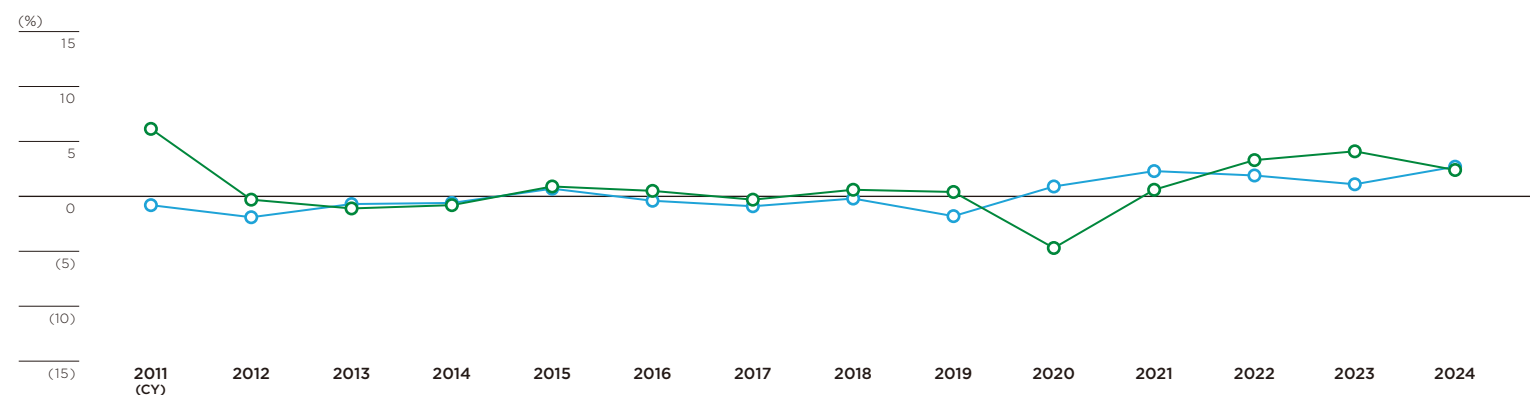
Source: Current Survey of Commerce and E-Commerce Market Survey (Ministry of Economy, Trade and Industry)



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

- Convenience stores
- Supermarkets

Sources: Annual Statistics on Convenience Store Trends (Japan Franchise Association)
Chain Store Sales (Japan Chain Stores Association)



Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

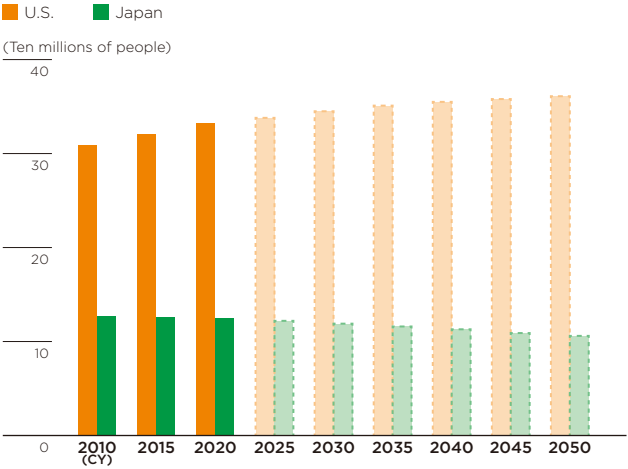
- Stock Information

See Seven & i Group's History

- Group History

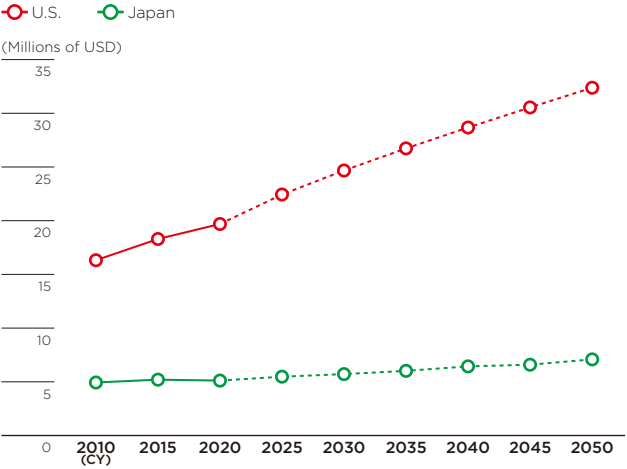
U.S. Macroeconomic Environment and Environment of the Retail Industry

Demographic forecast



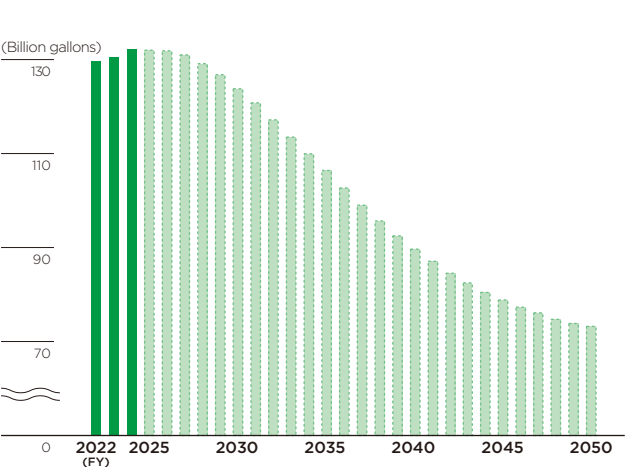
Note) The figures on 2025 and after are estimates.
Source: U.S. Census Bureau

Real GDP



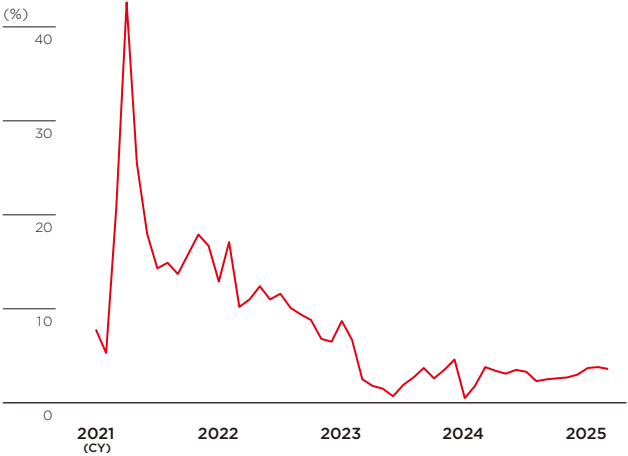
Note) The figures on 2025 and after are estimates.
Source: Organisation for Economic Co-operation and Development

Fuel consumption forecast



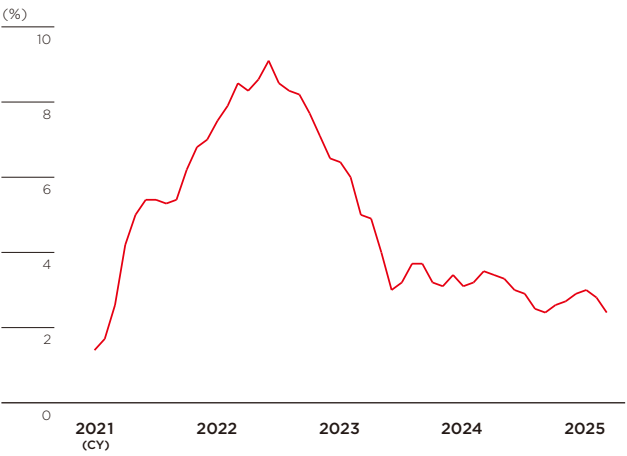
Source: U.S. Energy Information Administration

Growth in retail sales (excluding automobiles, seasonally adjusted)



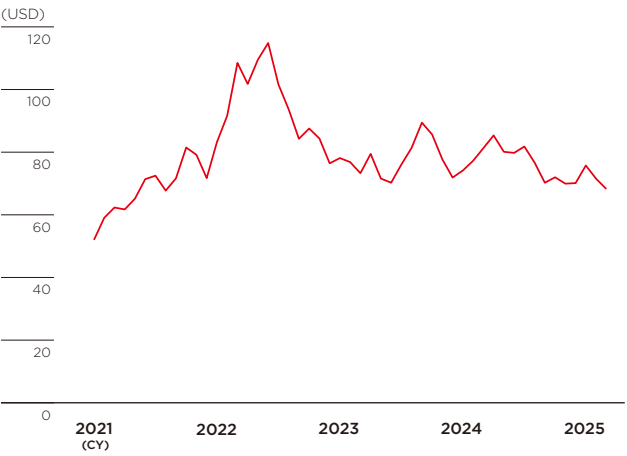
Source: U.S. Internal Revenue Service

Consumer price index (CPI)



Source: U.S. Bureau of Labor Statistics

Crude oil price (WTI)



Source: U.S. Energy Information Administration

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

See Seven & i Group's History

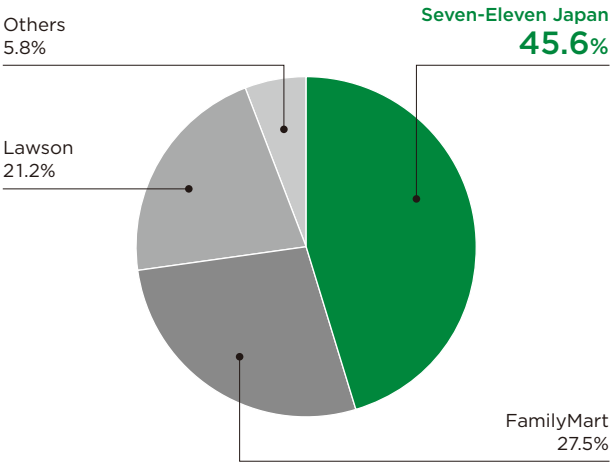
- Group History

Major Operating Companies' Market Share (Nonconsolidated)

Top 3 in gross total store sales at convenience stores

| | FY2024 (Billions of yen) | Share (%) |
|----------------------------------|-----------------------------|--------------|
| Convenience stores total market* | 11,719.4 | 100.0 |
| 1 Seven-Eleven Japan | 5,390.2 | 45.6 |
| 2 FamilyMart | 3,243.8 | 27.5 |
| 3 Lawson | 2,502.4 | 21.2 |
| Others | 680.1 | 5.8 |
| Top 3 combined | 11,136.5 | 94.2 |

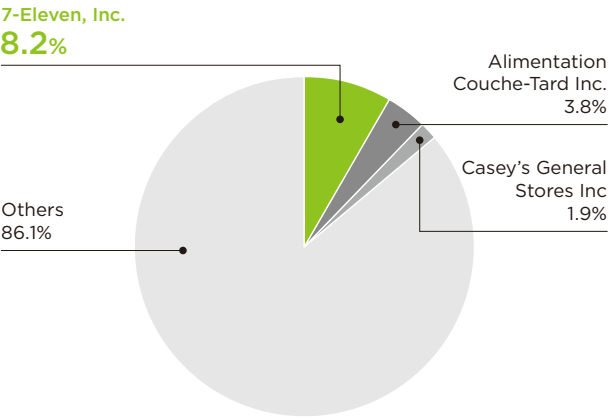
* The figure for convenience stores total market is the sum of sales from March 2024 to February 2025, according to the Japan Franchise Association's Convenience Store Statistics Investigation Monthly Report.



Top 3 convenience store market shares in the U.S.

| | Share (%) |
|---------------------------------|--------------|
| 1 7-Eleven, Inc. | 8.2 |
| 2 Alimentation Couche-Tard Inc. | 3.8 |
| 3 Casey's General Stores Inc | 1.9 |
| Others | 86.1 |
| Top 3 combined | 13.9 |

* As of December 31, 2024

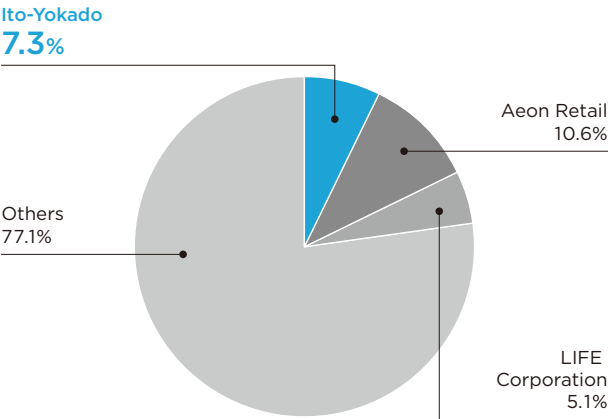


Top 3 in gross sales at superstores

| | FY2024 (Billions of yen) | Share (%) |
|--------------------------|-----------------------------|--------------|
| Superstores total market | 16,161.8 | 100.0 |
| 1 Aeon Retail | 1,712.8 | 10.6 |
| 2 Ito-Yokado | 1,176.1 | 7.3 |
| 3 LIFE Corporation | 818.8 | 5.1 |
| Others | 12,454.0 | 77.1 |
| Top 3 combined | 3,707.8 | 22.9 |

<Reference>

| | | |
|---------------|-------|-----|
| York-Benimaru | 511.1 | 3.2 |
|---------------|-------|-----|



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

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

See Seven & i Group's History

- Group History

Global Retail Industry—Sales Ranking

Sales Ranking of Retailers—Worldwide in FY2023

| FY2023 | FY2022 | Company | Country | Net sales | | CAGR (%) | Sales growth rate (%) | Net profit margin (%) |
|--------|--------|----------------------------------------------------------------------------|-------------|----------------------------------------------------------|-------------------|----------|-----------------------|-----------------------|
| | | | | (Millions of USD) | (Billions of yen) | | | |
| 1 | 1 | WalMart | U.S. | 648,125 | 90,737.5 | 4.7 | 6.0 | 2.5 |
| 2 | 2 | Amazon.com | U.S. | 251,902 | 35,266.3 | 12.4 | 5.4 | 5.3 |
| 3 | 3 | Costco Wholesale Corporation | U.S. | 242,290 | 33,920.6 | 11.3 | 6.8 | 2.6 |
| 4 | 4 | Schwarz | Germany | 177,009 | 24,781.3 | 9.4 | 8.9 | - |
| 5 | 5 | Home Depot | U.S. | 152,669 | 21,373.7 | 7.1 | (3.0) | 9.9 |
| 6 | 6 | Kroger | U.S. | 148,905 | 20,846.7 | 4.4 | 1.1 | 1.4 |
| 7 | 9 | Aldi Einkauf GmbH & Co. oHG and Aldi International Services GmbH & Co. oHG | Germany | 123,608 | 17,305.1 | 9.0 | 8.7 | - |
| 8 | 7 | JD.com, Inc | China | 122,884 | 17,203.8 | 15.9 | 0.7 | 2.1 |
| 9 | 8 | Walgreens Boots Alliance, Inc. | U.S. | 121,191 | 16,966.7 | 1.8 | 1.2 | 2.5 |
| 10 | 11 | CVS Health Corporation | U.S. | 116,763 | 16,346.8 | 6.8 | 9.5 | - |
| 11 | 10 | Target Corporation | U.S. | 105,803 | 14,812.4 | 7.3 | (1.7) | 3.9 |
| 12 | 13 | Ahold Delhaize | Netherlands | 97,837 | 13,697.2 | 7.1 | 1.9 | 2.1 |
| 13 | 14 | Carrefour S.A. | France | 90,803 | 12,712.4 | 1.8 | 2.2 | 1.9 |
| 14 | 12 | Lowe's Companies, Inc. | U.S. | 86,377 | 12,092.8 | 3.9 | (11.0) | 8.9 |
| 15 | 16 | Tesco PLC | U.K. | 85,218 | 11,930.5 | 1.4 | 4.2 | 1.7 |
| 16 | 17 | Albertsons Companies, Inc. | U.S. | 73,238 | 10,253.3 | 5.5 | 2.0 | 1.6 |
| 17 | 18 | Edeka-Verbund | Germany | 75,930 | 10,630.2 | 5.5 | 6.5 | - |
| 18 | 19 | LVMH Moët Hennessy- Louis Vuitton S.A. | France | 73,299 | 10,261.9 | 15.7 | 11.8 | 18.5 |
| 19 | 15 | Seven & i Holdings Co., Ltd. | Japan | 72,750 | 11,471.7 | 10.8 | (6.3) | 2.1 |
| | | | | Group's total sales*127,070 Group's total sales*17,789.9 | | | | |
| 20 | 21 | Rewe Group | Germany | 68,552 | 9,597.3 | 5.4 | 8.4 | 0.9 |
| 21 | 22 | Centres Distributeurs E. Leclerc | France | 63,229 | 8,852.1 | 8.1 | 11.6 | - |
| 22 | 20 | Aeon Co., Ltd. | Japan | 58,671 | 9,553.5 | 2.2 | 4.7 | 1.1 |
| 23 | 23 | Publix Super Markets, Inc. | U.S. | 57,100 | 7,994.0 | 9.4 | 4.8 | 7.6 |
| 24 | 24 | The TJX Companies, Inc. | U.S. | 54,217 | 7,590.4 | 6.8 | 8.6 | 8.3 |
| 25 | 26 | Loblaw Companies Limited | Canada | 44,012 | 6,161.7 | 4.9 | 5.1 | 3.7 |
| 26 | 30 | H-E-B Grocery Company LP | U.S. | 43,600 | 6,104.0 | 11.8 | 12.1 | - |
| 27 | 25 | Best Buy Co., Inc. | U.S. | 43,452 | 6,083.3 | 0.3 | (6.1) | 2.9 |
| 28 | 33 | Les Mousquetaires | France | 43,377 | 6,072.8 | 7.0 | 12.6 | 0.2 |
| 29 | 29 | The IKEA Group | Netherlands | 42,960 | 6,014.4 | 2.6 | 0.0 | 3.4 |
| 30 | 28 | Woolworths Limited | Australia | 42,005 | 5,880.7 | 1.6 | 4.8 | 0.2 |

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: 1USD=140JPY, 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 2025 (Deloitte Touche Tohmatsu Limited)

Learn about Seven & i Group

| |
|----------------------------|
| Corporate Profile |
| Seven & i Group in Numbers |

Learn about the Market Environment

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

See Seven & i Group's Performance

| |
|----------------------------------|
| Consolidated Financial KPI |
| Consolidated Financial Results |
| Consolidated Financial Highlight |
| Segment Information |
| Financial Position |

See Major Operating Companies' Data

| |
|---------------------------------------|
| Overview of Major Operating Companies |
| Domestic Convenience Store Operations |
| Overseas Convenience Store Operations |
| Superstore Operations |
| Financial Services |
| Others |

See Stock Information

| |
|-------------------|
| Stock Information |
|-------------------|

See Seven & i Group's History

| |
|---------------|
| Group History |
|---------------|

Global Retail Industry—Market Capitalization Ranking

Ranking by Market Capitalization of Retailers—Worldwide (As of March 28, 2025)

| | Company | Country | Market capitalization | | ROE (%) | EPS (USD) | PER (Times) | PBR (Times) |
|----|--------------------------------|-------------|-----------------------|-------------------|---------|-----------|-------------|-------------|
| | | | (Millions of USD) | (Billions of yen) | | | | |
| 1 | Amazon.com | U.S. | 2,016,324 | 301,521.1 | 24.3 | 5.59 | 34.03 | 7.05 |
| 2 | Walmart | U.S. | 703,799 | 105,246.1 | 22.2 | 2.42 | 36.21 | 7.73 |
| 3 | Costco Wholesale Corporation | U.S. | 419,627 | 62,751.0 | 30.3 | 16.60 | 56.96 | 17.76 |
| 4 | Home Depot | U.S. | 364,265 | 54,472.1 | 385.4 | 14.90 | 24.60 | 54.86 |
| 5 | Alibaba Group Holding Ltd. | China | 312,556 | 46,739.6 | 7.9 | 0.59 | 27.95 | 2.28 |
| 6 | Inditex | Spain | 154,359 | 23,082.8 | 30.6 | 2.03 | 24.36 | 7.26 |
| 7 | TJX Company | U.S. | 136,063 | 20,346.8 | 62.0 | 4.35 | 27.97 | 16.21 |
| 8 | Lowe's | U.S. | 130,540 | 19,521.0 | (47.4) | 12.40 | 18.81 | - |
| 9 | MercadoLibre, Inc. | Uruguay | 98,904 | 14,790.1 | 51.5 | 37.69 | 51.76 | 22.73 |
| 10 | Fast Retailing | Japan | 93,760 | 14,020.8 | 19.4 | 7.82 | 37.69 | 6.95 |
| 11 | CVS Health | U.S. | 85,527 | 12,789.6 | 6.1 | 3.65 | 18.54 | 1.13 |
| 12 | O'Reilly | U.S. | 82,002 | 12,262.5 | (153.5) | 41.70 | 34.36 | - |
| 13 | AutoZone | U.S. | 63,783 | 9,538.1 | (58.5) | 159.15 | 23.96 | - |
| 14 | JD.com, Inc. | China | 59,915 | 8,959.7 | 17.6 | 1.99 | 10.40 | 1.83 |
| 15 | Copart, Inc. | U.S. | 54,671 | 8,175.5 | 20.2 | 1.41 | 40.11 | 7.27 |
| 16 | Wesfarmers | Australia | 50,921 | 7,614.7 | 30.3 | 1.40 | 31.96 | 9.52 |
| 17 | Wal-mart de Mexico | Mexico | 48,063 | 7,187.3 | 24.9 | 0.15 | 18.27 | 4.22 |
| 18 | Target | U.S. | 47,544 | 7,109.7 | 29.1 | 8.98 | 11.62 | 3.24 |
| 19 | Alimentation Couche-Tard, Inc. | Canada | 46,749 | 6,990.9 | 21.0 | 2.70 | 18.25 | 3.71 |
| 20 | Kroger | U.S. | 44,736 | 6,689.8 | 26.6 | 4.00 | 16.91 | 5.40 |
| 21 | Loblaw Companies | Canada | 42,090 | 6,294.1 | 19.3 | 5.02 | 27.90 | 5.46 |
| 22 | Ross Stores, Inc. | U.S. | 42,022 | 6,283.9 | 40.3 | 6.36 | 20.10 | 7.63 |
| 23 | Seven & i Holdings | Japan | 37,673 | 5,633.7 | 4.5 | 0.44 | 32.55 | 1.40 |
| 24 | Coupang, Inc. | U.S. | 36,134 | 5,403.4 | 3.8 | 0.09 | 234.63 | 8.81 |
| 25 | Royal Ahold Delhaize | Netherlands | 34,364 | 5,138.7 | 11.7 | 2.07 | 18.03 | 2.06 |
| 26 | Lululemon Athletica | Canada | 32,699 | 4,889.9 | 42.4 | 15.71 | 18.02 | 7.56 |
| 27 | eBay, Inc. | U.S. | 31,562 | 4,719.8 | 34.2 | 4.24 | 15.98 | 6.12 |
| 28 | Avenue Supermarts | India | 31,048 | 4,643.0 | 14.6 | 0.46 | 104.64 | 14.19 |
| 29 | Dollarama, Inc. | Canada | 29,635 | 4,431.6 | 148.9 | 2.93 | 36.50 | 35.89 |
| 30 | Tractor Supply | U.S. | 29,292 | 4,380.3 | 49.8 | 2.07 | 26.60 | 12.90 |

Note) Market Capitalization Ranking and Exchange rate (as of March 31, 2025): 1USD=149.54JPY
Source: FactSet

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

See Seven & i Group's History

- Group History

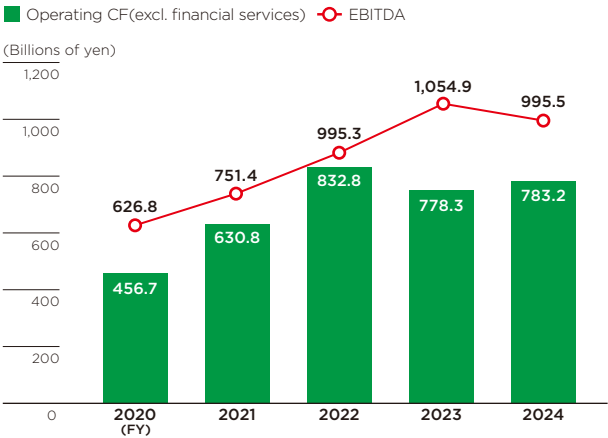
Consolidated Financial KPI

| | FY2020 results | FY2021 results | FY2022 results | FY2023 results | FY2024 results |
|-------------------------------------------------|----------------|----------------|----------------|----------------------|----------------------|
| EBITDA | ¥626.8 B | ¥751.4 B | ¥995.3 B | ¥1,054.9 B | ¥995.5 B |
| Operating cash flow (excl. financial services) | ¥456.7 B | ¥630.8 B | ¥832.8 B | ¥778.3 B | ¥783.2 B |
| Free cash flow level (excl. financial services) | ¥132.0 B | ¥279.5 B | ¥474.0 B | ¥391.6 B | ¥435.0 B |
| ROE | 6.8% | 7.5% | 8.7% | 6.2% (Adjusted) 7.9% | 4.5% (Adjusted) 5.1% |
| ROIC (excl. financial services) | 4.7% | 4.8% | 5.2% | 4.1% (Adjusted) 5.1% | 3.5% (Adjusted) 3.9% |
| Debt/EBITDA ratio | 2.8X | 3.9X | 3.0X | 2.6X | 2.7X |
| EPS | ¥67 | ¥79 | ¥106 | ¥84 (Adjusted) ¥108 | ¥66 (Adjusted) ¥76 |

Notes)

- Adjusted figures for the effects of the transient special gains and losses
- ROIC (excl. financial services): (Net income + Interest expense x (1 – Effective tax rate)) / {Owner's equity + Interest-bearing debt (both the averages of the figures at the beginning and the end of each fiscal year)}
- The Company conducted a 3-for-1 common share split on March 1, 2024. "EPS" are calculated as if the share split had occurred at the beginning of FY2020.

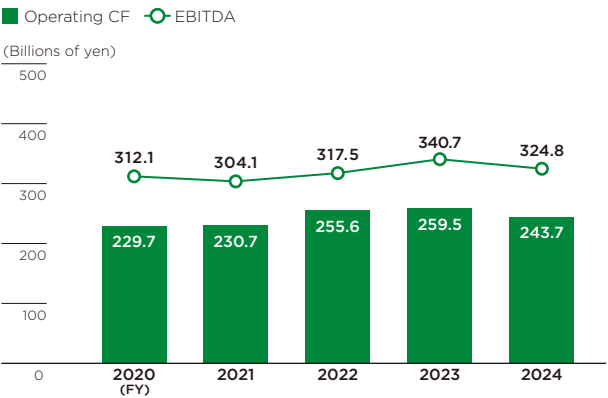
EBITDA and operating CF(excl. financial services)



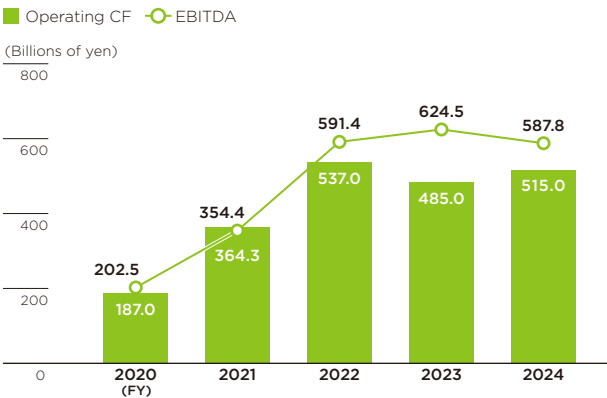
Notes) 1. Operating CF: Management accounting figures based on NOPAT (excl. financial services)
2. 1USD=106.76JPY (FY2020), 109.90JPY (FY2021), 1USD=131.62JPY (FY2022), 1USD=140.67JPY (FY2023), 1USD=151.69JPY (FY2024)

By segment

Domestic CVS



Overseas CVS



Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

Consolidated Financial KPI

- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

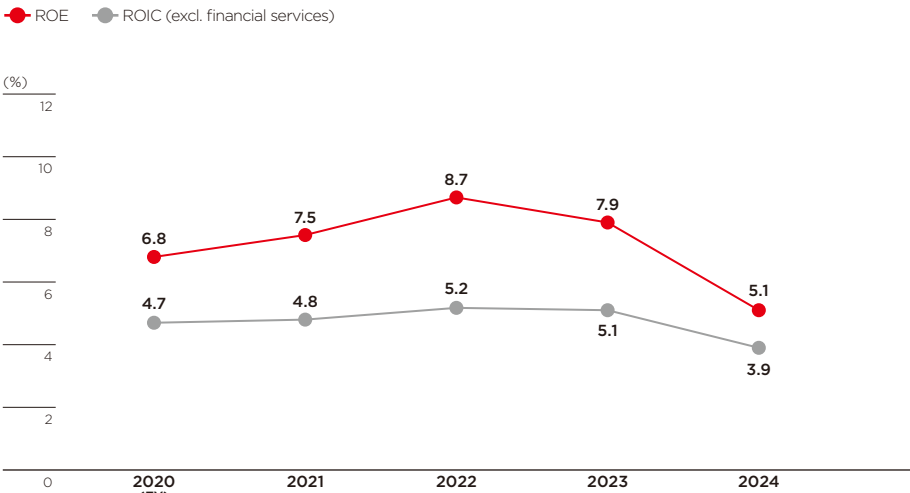
- Stock Information

See Seven & i Group's History

- Group History

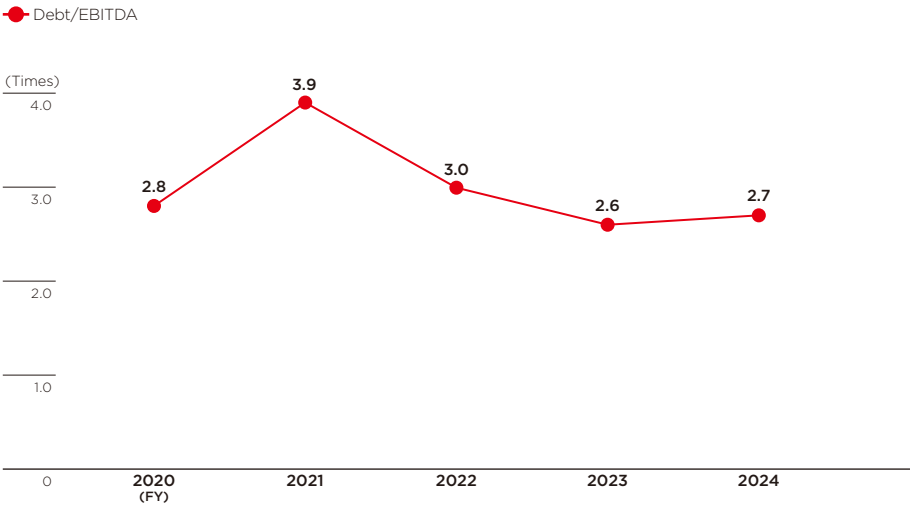
Consolidated Financial KPI

ROE and ROIC

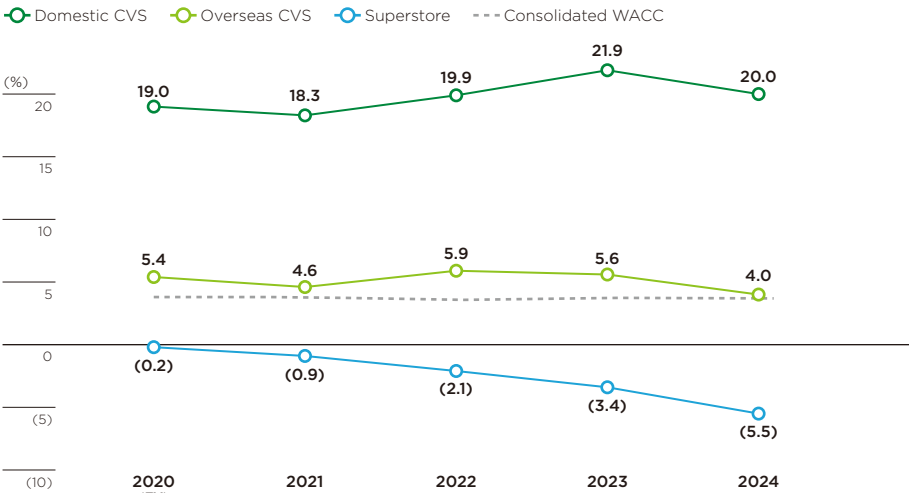


Notes) 1. FY 2023 and FY 2024 results : Adjusted figures for the effects of the transient special gains and losses
2. ROIC: {Net income + Interest expense x (1 - Effective tax rate)} / {Owner's equity + Interest-bearing debt (both the averages of the figures at the beginning and the end of each fiscal year)}

Debt/EBITDA ratio (Consolidated)

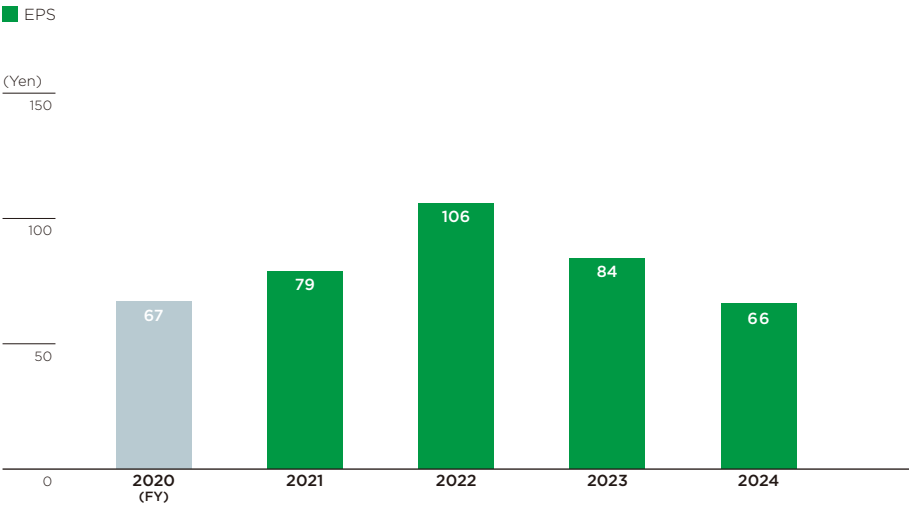


ROIC by segment



Note) Management accounting figures adjusted for intra-group capital and financing transactions

EPS



Note) The Company conducted a 3-for-1 common share split on March 1, 2024. "EPS" are calculated as if the share split had occurred at the beginning of FY2020.

Learn about Seven & i Group

| |
|-----------------------------------------------------------------------|
| Corporate Profile |
| Seven & i Group in Numbers |
| Learn about the Market Environment |
| Domestic Macroeconomic Environment |
| Domestic Environment of the Retail Industry |
| U.S. Macroeconomic Environment and Environment of the Retail Industry |
| Major Operating Companies' Market Share (Nonconsolidated) |
| Global Retail Industry - Sales Ranking |
| - Market Capitalization Ranking |

See Seven & i Group's Performance

| |
|----------------------------------|
| Consolidated Financial KPI |
| Consolidated Financial Results |
| Consolidated Financial Highlight |
| Segment Information |
| Financial Position |

See Major Operating Companies' Data

| |
|---------------------------------------|
| Overview of Major Operating Companies |
| Domestic Convenience Store Operations |
| Overseas Convenience Store Operations |
| Superstore Operations |
| Financial Services |
| Others |

See Stock Information

| |
|-------------------|
| Stock Information |
|-------------------|

See Seven & i Group's History

| |
|---------------|
| Group History |
|---------------|

Consolidated Financial Results

| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | (Millions of yen) FY2024 | (Thousands of USD) FY2024 |
|-------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|------------|------------|-----------------------------|------------------------------|
| Revenues from operations | 6,038,948 | 6,045,704 | 5,835,689 | 6,037,815 | 6,791,215 | 6,644,359 | 5,766,718 | 8,749,752 | 11,811,303 | 11,471,753 | 11,972,762 | 79,818,413 |
| Operating income | 343,331 | 352,320 | 364,573 | 391,657 | 411,596 | 424,266 | 366,329 | 387,653 | 506,521 | 534,248 | 420,991 | 2,806,606 |
| EBITDA ^{*1} | 534,464 | 569,064 | 588,214 | 621,445 | 655,915 | 674,317 | 626,874 | 751,491 | 995,319 | 1,054,951 | 995,523 | 6,636,820 |
| Ordinary income | 341,484 | 350,165 | 364,405 | 390,746 | 406,523 | 417,872 | 357,364 | 358,571 | 475,887 | 507,086 | 374,586 | 2,497,240 |
| Net income attributable to owners of parent | 172,979 | 160,930 | 96,750 | 181,150 | 203,004 | 218,185 | 179,262 | 210,774 | 280,976 | 224,623 | 173,068 | 1,153,786 |
| Total assets | 5,234,705 | 5,441,691 | 5,508,888 | 5,494,630 | 5,795,065 | 5,996,887 | 6,946,832 | 8,739,279 | 10,550,956 | 10,592,117 | 11,386,111 | 75,907,406 |
| Net assets | 2,430,917 | 2,505,182 | 2,475,806 | 2,575,342 | 2,672,486 | 2,757,222 | 2,831,335 | 3,147,732 | 3,648,161 | 3,900,624 | 4,217,445 | 28,116,300 |
| Non-controlling interests | 128,827 | 129,912 | 137,154 | 145,454 | 148,285 | 155,295 | 162,352 | 166,719 | 173,565 | 184,041 | 187,154 | 1,247,693 |
| Interest-bearing debt | 948,252 | 1,032,970 | 1,048,490 | 983,061 | 1,105,189 | 982,960 | 1,761,210 | 2,898,733 | 2,975,797 | 2,738,654 | 2,694,730 | 17,964,866 |
| Debt/equity ratio (Times) | 0.41 | 0.44 | 0.45 | 0.41 | 0.44 | 0.38 | 0.66 | 0.97 | 0.86 | 0.74 | 0.67 | 0.67 |
| Interest coverage ratio (Times) | 37.8 | 43.8 | 57.2 | 48.7 | 44.6 | 48.4 | 48.6 | 33.9 | 25.3 | 15.7 | 14.8 | 14.8 |
| Cash flows from operating activities | 416,690 | 488,973 | 512,523 | 498,306 | 577,878 | 576,670 | 539,995 | 736,476 | 928,476 | 673,015 | 876,458 | 5,843,053 |
| Cash flows from investing activities | (270,235) | (335,949) | (371,602) | (240,418) | (557,497) | (318,047) | (394,127) | (2,505,566) | (413,229) | (431,809) | (732,363) | (4,882,420) |
| Free cash flows ^{*2} | 146,454 | 153,023 | 140,921 | 257,887 | 20,380 | 258,623 | 145,868 | (1,769,089) | 515,246 | 241,205 | 144,095 | 960,633 |
| Cash flows from financing activities | (79,482) | (2,312) | (78,190) | (168,510) | (5,324) | (213,204) | 690,542 | 937,077 | (270,373) | (377,065) | (392,648) | (2,617,653) |
| Net (decrease) increase in cash and cash equivalents | 79,395 | 146,830 | 62,576 | 90,886 | 9,824 | 44,126 | 828,980 | (768,946) | 259,897 | (112,293) | (100,379) | (669,193) |
| Cash and cash equivalents at end of fiscal year | 1,000,762 | 1,147,086 | 1,209,497 | 1,300,383 | 1,310,729 | 1,354,856 | 2,183,837 | 1,414,890 | 1,674,787 | 1,562,493 | 1,349,820 | 8,998,800 |
| Capital expenditures ^{*3} | 341,075 | 399,204 | 384,119 | 347,374 | 539,328 | 360,909 | 377,299 | 439,630 | 431,961 | 473,770 | 552,778 | 3,685,186 |
| Depreciation and amortization | 172,237 | 195,511 | 207,483 | 213,167 | 221,133 | 226,475 | 235,504 | 292,561 | 376,097 | 400,789 | 436,593 | 2,910,620 |
| Net income per share (JPY/USD) | 65.22 | 60.67 | 36.47 | 68.26 | 76.50 | 82.31 | 67.67 | 79.56 | 106.04 | 84.88 | 66.62 | 0.44 |
| Owners' equity per share (JPY/USD) | 867.07 | 894.37 | 880.46 | 914.69 | 950.14 | 982.27 | 1,007.56 | 1,125.16 | 1,311.31 | 1,416.94 | 1,553.71 | 10.35 |
| Cash flow per share (JPY/USD) ^{*4} | 130.16 | 134.38 | 114.69 | 148.60 | 159.83 | 167.76 | 156.59 | 190.00 | 247.99 | 236.32 | 234.68 | 1.56 |
| Cash dividends per share (JPY/USD) | 24.33 | 28.33 | 30.00 | 30.00 | 31.66 | 32.83 | 32.83 | 33.33 | 37.66 | 37.66 | 40.00 | 0.26 |
| Owners' equity ratio (%) | 43.9 | 43.6 | 42.4 | 44.2 | 43.5 | 43.4 | 38.4 | 34.1 | 32.9 | 35.1 | 35.4 | 35.4 |
| Return on equity (ROE) (%) | 7.9 | 6.9 | 4.1 | 7.6 | 8.2 | 8.5 | 6.8 | 7.5 | 8.7 | 6.2 | 4.5 | 4.5 |
| Return on total assets (ROA) (%) | 3.4 | 3.0 | 1.8 | 3.3 | 3.6 | 3.7 | 2.8 | 2.7 | 2.9 | 2.1 | 1.6 | 1.6 |
| Dividend payout ratio (%) | 37.3 | 46.7 | 82.3 | 43.9 | 41.4 | 39.9 | 48.5 | 41.9 | 35.5 | 44.4 | 60.0 | 60.0 |
| Ratio of total amounts of dividends to net assets (%) | 2.9 | 3.2 | 3.4 | 3.3 | 3.4 | 3.4 | 3.3 | 3.1 | 3.1 | 2.8 | 2.7 | 2.7 |
| Exchange rate | | | | | | | | | | | | |
| Income statements (JPY) | 1USD= | 105.79 | 121.10 | 108.78 | 112.16 | 110.44 | 109.03 | 106.76 | 109.90 | 131.62 | 140.67 | 151.69 |
| | 1CNY= | 17.18 | 19.23 | 16.42 | 16.62 | 16.71 | 15.78 | 15.48 | 17.04 | 19.50 | 19.82 | 21.04 |
| Balance sheets (JPY) | 1USD= | 120.55 | 120.61 | 116.49 | 113.00 | 111.00 | 109.56 | 103.50 | 115.02 | 132.70 | 141.83 | 158.18 |
| | 1CNY= | 19.35 | 18.36 | 16.76 | 17.29 | 16.16 | 15.67 | 15.88 | 18.06 | 19.01 | 19.93 | 21.67 |

*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 Cash flow per share = (Net income + Depreciation and amortization) ÷ Average number of shares outstanding (excluding treasury stock)

Notes) 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2025.

2. ROE and ROA are calculated based on the average of net assets and total assets at the beginning and end of each fiscal year.

3. "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, dated February 16, 2018) has been applied to total assets from FY2019 and reflected retroactively in the figures for FY2017 and FY2018.

4. 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 FY2019.

5. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

6. The Company conducted a 3-for-1 common share split on March 1, 2024. "EPS" are calculated as if the share split had occurred at the beginning of FY2014.

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight

- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

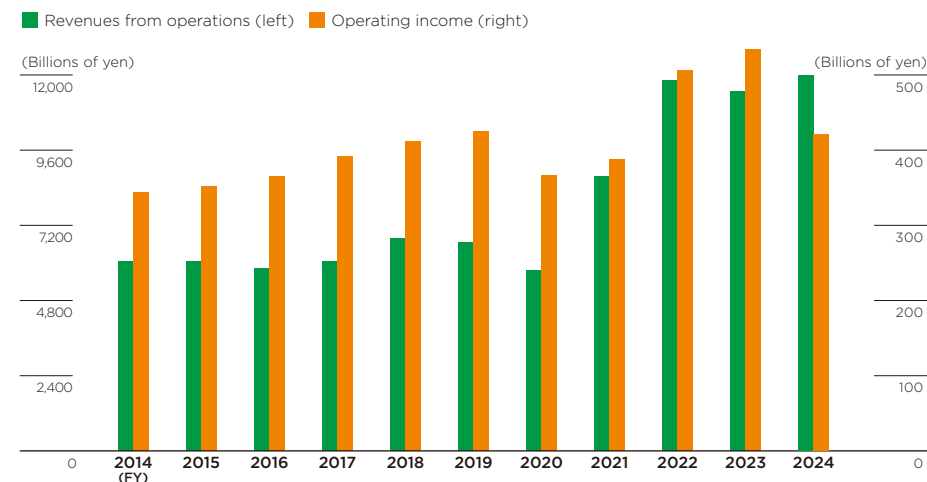
- Stock Information

See Seven & i Group's History

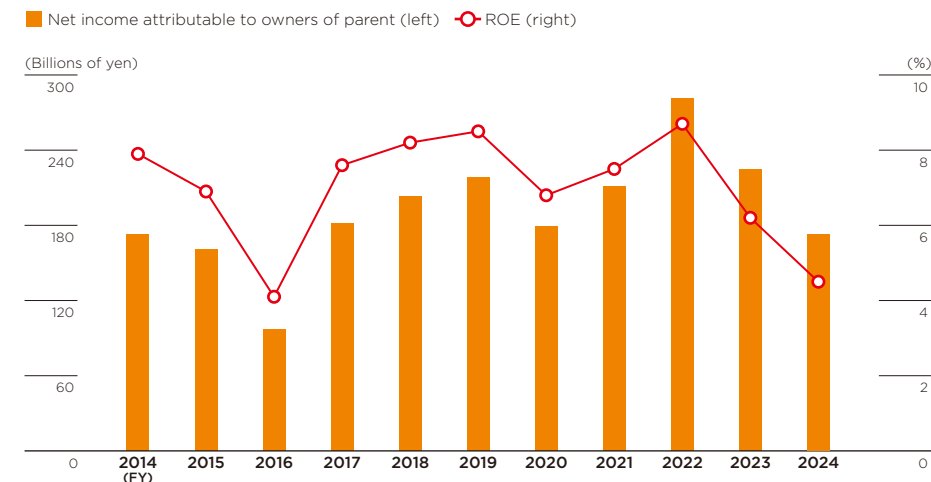
- Group History

Consolidated Financial Highlight

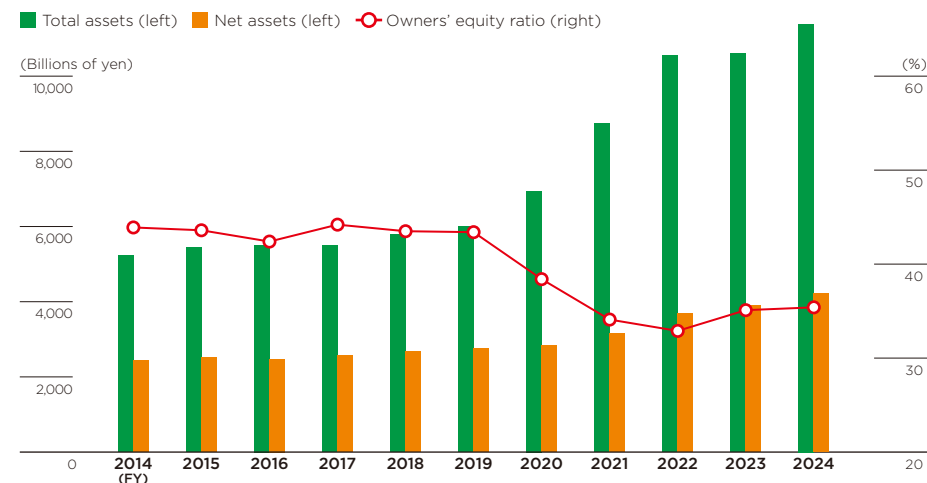
Revenues from operations and Operating income



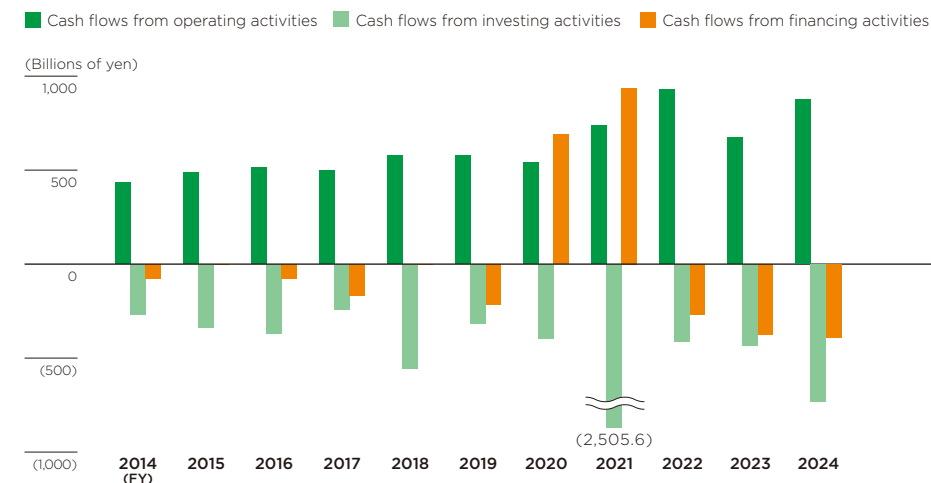
Net income attributable to owners of parent and ROE



Total assets, Net assets and Owners' equity ratio



Cash flows



(Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

Learn about Seven & i Group

| |
|----------------------------|
| Corporate Profile |
| Seven & i Group in Numbers |

Learn about the Market Environment

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

See Seven & i Group's Performance

| |
|----------------------------------|
| Consolidated Financial KPI |
| Consolidated Financial Results |
| Consolidated Financial Highlight |
| Segment Information |
| Financial Position |

See Major Operating Companies' Data

| |
|---------------------------------------|
| Overview of Major Operating Companies |
| Domestic Convenience Store Operations |
| Overseas Convenience Store Operations |
| Superstore Operations |
| Financial Services |
| Others |

See Stock Information

| |
|-------------------|
| Stock Information |
|-------------------|

See Seven & i Group's History

| |
|---------------|
| Group History |
|---------------|

Segment Information

Operating Segments

| Revenues from operations | FY2021 | FY2022 | FY2023 | (Millions of yen) | (Thousands of USD) |
|---------------------------------------|-----------|------------|------------|-------------------|--------------------|
| | | | | FY2024 | FY2024 |
| Domestic convenience store operations | 873,239 | 890,293 | 921,706 | 904,152 | 6,027,680 |
| Overseas convenience store operations | 5,194,327 | 8,846,163 | 8,516,939 | 9,170,782 | 61,138,546 |
| Superstore operations | 1,810,728 | 1,449,165 | 1,477,384 | 1,432,126 | 9,547,506 |
| Financial services | 194,399 | 194,295 | 207,479 | 212,127 | 1,414,180 |
| Others | 731,430 | 488,304 | 411,305 | 320,914 | 2,139,426 |
| Eliminations/Corporate | (54,374) | (56,920) | (63,060) | (67,339) | (448,926) |
| Total | 8,749,752 | 11,811,303 | 11,471,753 | 11,972,762 | 79,818,413 |

| Operating income | FY2021 | FY2022 | FY2023 | FY2024 | FY2024 |
|---------------------------------------|----------|----------|----------|----------|-----------|
| Domestic convenience store operations | 223,396 | 232,033 | 250,544 | 233,554 | 1,557,026 |
| Overseas convenience store operations | 159,866 | 289,703 | 301,628 | 216,248 | 1,441,653 |
| Superstore operations | 19,024 | 12,395 | 13,588 | 10,415 | 69,433 |
| Financial services | 37,549 | 37,140 | 38,172 | 32,015 | 213,433 |
| Others | (8,647) | 2,593 | 2,688 | 5,779 | 38,526 |
| Eliminations/Corporate | (43,536) | (67,344) | (72,373) | (77,023) | (513,486) |
| Total | 387,653 | 506,521 | 534,248 | 420,991 | 2,806,606 |

Notes) 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2025.
2. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.
3. Business segments were changed in FY2023 based on the results of the Group strategy re-evaluation. Figures for FY2021 and FY2022 have been revised to reflect the new classification.

Former Operating Segments

| Revenues from operations | FY2020 | FY2021 | (Millions of yen) |
|-------------------------------------------|-----------|-----------|-------------------|
| | | | FY2022 |
| Domestic convenience store operations | 858,776 | 873,239 | 890,293 |
| Overseas convenience store operations | 2,253,355 | 5,194,327 | 8,846,163 |
| Superstore operations | 1,810,884 | 1,810,728 | 1,449,165 |
| Department and specialty store operations | 684,660 | 712,282 | 463,739 |
| Financial services | 198,927 | 194,399 | 194,295 |
| Others | 17,323 | 20,340 | 26,044 |
| Eliminations/Corporate | (57,209) | (55,567) | (58,398) |
| Total | 5,766,718 | 8,749,752 | 11,811,303 |

| Operating income | FY2020 | FY2021 | FY2022 |
|-------------------------------------------|----------|----------|----------|
| Domestic convenience store operations | 233,700 | 223,396 | 232,033 |
| Overseas convenience store operations | 98,664 | 159,866 | 289,703 |
| Superstore operations | 29,681 | 18,791 | 12,107 |
| Department and specialty store operations | (17,444) | (8,153) | 3,434 |
| Financial services | 48,077 | 37,549 | 37,140 |
| Others | (570) | (115) | (466) |
| Eliminations/Corporate | (25,779) | (43,681) | (67,432) |
| Total | 366,329 | 387,653 | 506,521 |

Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

| Capital expenditures | FY2021 | FY2022 | FY2023 | (Millions of yen) | (Thousands of USD) |
|---------------------------------------|---------|---------|---------|-------------------|--------------------|
| | | | | FY2024 | FY2024 |
| Domestic convenience store operations | 99,801 | 95,913 | 128,460 | 110,009 | 733,393 |
| Overseas convenience store operations | 178,435 | 188,641 | 192,737 | 290,828 | 1,938,853 |
| Superstore operations | 60,458 | 49,542 | 46,659 | 64,798 | 431,986 |
| Financial services | 37,323 | 34,223 | 54,679 | 68,041 | 453,606 |
| Others | 19,094 | 24,862 | 26,619 | 7,756 | 51,706 |
| Eliminations/Corporate | 44,516 | 38,778 | 24,613 | 11,343 | 75,620 |
| Total | 439,630 | 431,961 | 473,770 | 552,778 | 3,685,186 |

| Depreciation and amortization | FY2021 | FY2022 | FY2023 | FY2024 | FY2024 |
|---------------------------------------|---------|---------|---------|---------|-----------|
| Domestic convenience store operations | 80,781 | 85,553 | 90,172 | 91,312 | 608,746 |
| Overseas convenience store operations | 127,193 | 192,968 | 207,066 | 237,661 | 1,584,406 |
| Superstore operations | 28,600 | 35,388 | 36,994 | 38,529 | 256,860 |
| Financial services | 31,783 | 32,227 | 34,463 | 40,024 | 266,826 |
| Others | 15,337 | 14,985 | 10,440 | 6,413 | 42,753 |
| Eliminations/Corporate | 8,865 | 14,973 | 21,651 | 22,653 | 151,020 |
| Total | 292,561 | 376,097 | 400,789 | 436,593 | 2,910,620 |

| Capital expenditures | FY2020 | FY2021 | (Millions of yen) |
|-------------------------------------------|----------|---------|-------------------|
| | | | FY2022 |
| Domestic convenience store operations | 128,131 | 99,801 | 95,913 |
| Overseas convenience store operations | 146,067 | 178,435 | 188,641 |
| Superstore operations | 48,411 | 62,139 | 54,643 |
| Department and specialty store operations | 26,160 | 15,090 | 19,292 |
| Financial services | 39,328 | 37,323 | 34,223 |
| Others | 972 | 2,323 | 469 |
| Eliminations/Corporate | (11,771) | 44,516 | 38,778 |
| Total | 377,299 | 439,630 | 431,961 |

| Depreciation and amortization | FY2020 | FY2021 | FY2022 |
|-------------------------------------------|---------|---------|---------|
| Domestic convenience store operations | 78,430 | 80,781 | 85,553 |
| Overseas convenience store operations | 82,725 | 127,193 | 192,968 |
| Superstore operations | 26,929 | 28,600 | 35,389 |
| Department and specialty store operations | 14,598 | 14,460 | 14,034 |
| Financial services | 28,766 | 31,783 | 32,227 |
| Others | 1,016 | 877 | 950 |
| Eliminations/Corporate | 3,038 | 8,865 | 14,973 |
| Total | 235,504 | 292,561 | 376,097 |

Learn about Seven & i Group

| |
|----------------------------|
| Corporate Profile |
| Seven & i Group in Numbers |

Learn about the Market Environment

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

See Seven & i Group's Performance

| |
|----------------------------------|
| Consolidated Financial KPI |
| Consolidated Financial Results |
| Consolidated Financial Highlight |
| Segment Information |
| Financial Position |

See Major Operating Companies' Data

| |
|---------------------------------------|
| Overview of Major Operating Companies |
| Domestic Convenience Store Operations |
| Overseas Convenience Store Operations |
| Superstore Operations |
| Financial Services |
| Others |

See Stock Information

| |
|-------------------|
| Stock Information |
|-------------------|

See Seven & i Group's History

| |
|---------------|
| Group History |
|---------------|

Segment Information

Former Operating Segments

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

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

Notes) Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.

Geographic Area Segments

| Revenues from operations | (Millions of yen) | | | | | | | | (Thousands of USD) | |
|--------------------------|-------------------|-----------|-----------|-----------|-----------|-----------|------------|------------|--------------------|------------|
| | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2024 |
| Japan | 4,032,803 | 3,907,835 | 3,812,200 | 3,745,475 | 3,435,146 | 3,468,840 | 2,930,711 | 2,915,628 | 2,761,208 | 18,408,053 |
| North America | 1,690,713 | 2,017,092 | 2,862,627 | 2,782,055 | 2,232,234 | 5,170,053 | 8,824,900 | 8,494,845 | 8,715,080 | 58,100,533 |
| Others | 113,475 | 113,992 | 117,555 | 118,118 | 100,707 | 112,500 | 71,990 | 77,138 | 514,900 | 3,432,666 |
| Eliminations | (1,303) | (1,104) | (1,167) | (1,289) | (1,371) | (1,642) | (16,299) | (15,859) | (18,426) | (122,840) |
| Total | 5,835,689 | 6,037,815 | 6,791,215 | 6,644,359 | 5,766,718 | 8,749,752 | 11,811,303 | 11,471,753 | 11,972,762 | 79,818,413 |

| Operating income | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | FY2024 |
|------------------|---------|---------|---------|---------|---------|---------|----------|----------|----------|-----------|
| Japan | 299,251 | 314,700 | 319,613 | 321,441 | 266,096 | 227,174 | 235,110 | 248,521 | 220,838 | 1,472,253 |
| North America | 65,548 | 75,626 | 90,411 | 101,777 | 99,582 | 159,507 | 287,265 | 297,926 | 219,207 | 1,461,380 |
| Others | (238) | 1,320 | 1,562 | 1,199 | 805 | 1,029 | (1,355) | 1,517 | (4,402) | (29,346) |
| Eliminations | 11 | 10 | 9 | (152) | (154) | (58) | (14,499) | (13,716) | (14,651) | (97,673) |
| Total | 364,573 | 391,657 | 411,596 | 424,266 | 366,329 | 387,653 | 506,521 | 534,248 | 420,991 | 2,806,606 |

Notes) 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2025.
2. "Others" consists of the results in Australia (FY2024Q2 onwards) and the China, etc.
3. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

See Seven & i Group's History

- Group History

Segment Information

Operating Segments

Segments (FY2023 Onward)

Domestic convenience store operations

Overseas convenience store operations

Superstore operations

Financial services

Others

Eliminations/Corporate (excluding revenues from operations)

Former Segments (Until FY2022)

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 FY2020)

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 FY2016)

Convenience store operations

Superstore operations

Department store operations

Food services

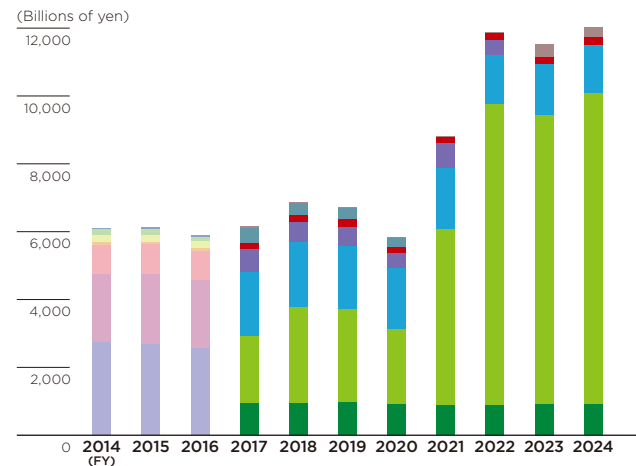
Financial services

Mail order services

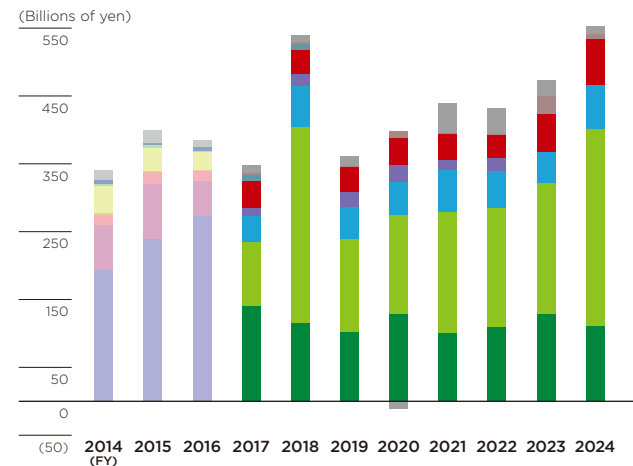
Others

Eliminations/Corporate (excluding revenues from operations)

Revenues from operations



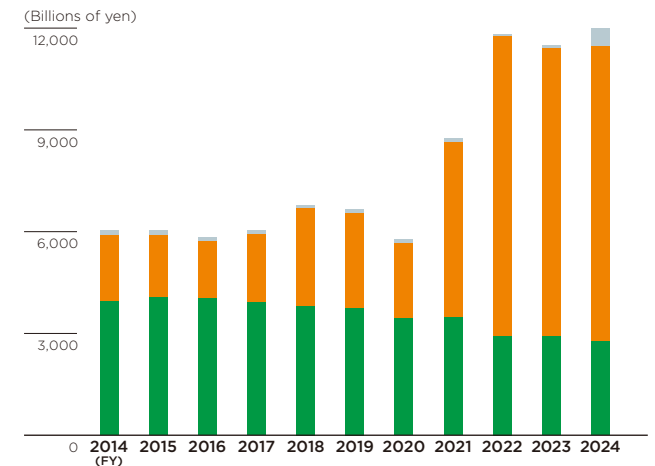
Capital expenditures



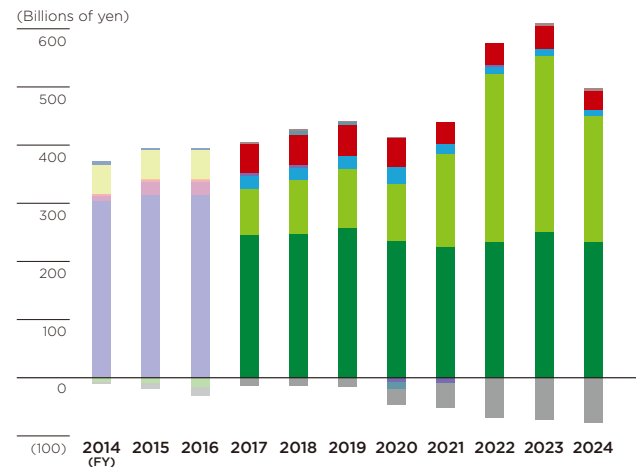
Geographic Area Segments

JapanNorth AmericaOthers

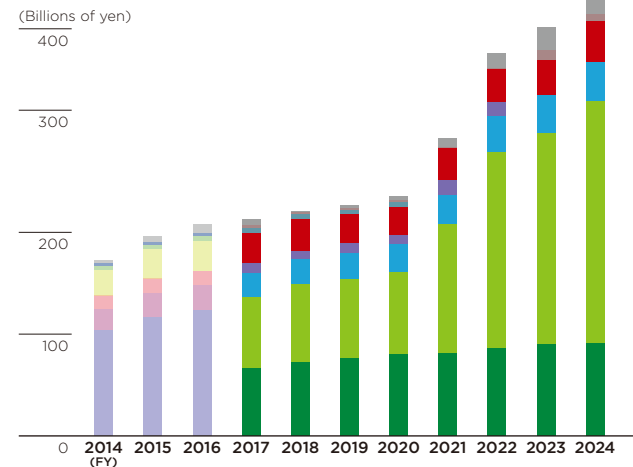
Revenues from operations



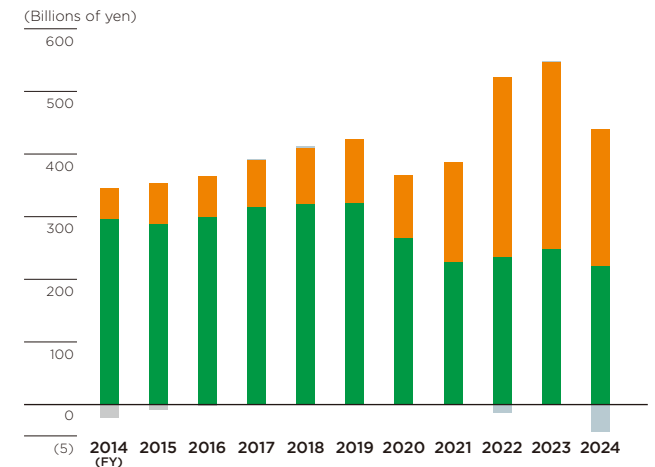
Operating income



Depreciation and amortization



Operating income



Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

Learn about Seven & i Group

| |
|----------------------------|
| Corporate Profile |
| Seven & i Group in Numbers |

Learn about the Market Environment

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

See Seven & i Group's Performance

| |
|----------------------------------|
| Consolidated Financial KPI |
| Consolidated Financial Results |
| Consolidated Financial Highlight |
| Segment Information |
| Financial Position |

See Major Operating Companies' Data

| |
|---------------------------------------|
| Overview of Major Operating Companies |
| Domestic Convenience Store Operations |
| Overseas Convenience Store Operations |
| Superstore Operations |
| Financial Services |
| Others |

See Stock Information

| |
|-------------------|
| Stock Information |
|-------------------|

See Seven & i Group's History

| |
|---------------|
| Group History |
|---------------|

Financial Position

Interest-Bearing Debt

| | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | (Thousands of USD) |
|------------------------------------|-----------|-----------|-----------|-------------------|-----------|--------------------|
| | | | | (Millions of yen) | | FY2024 |
| Short-term loans | 619,953 | 140,146 | 143,568 | 84,882 | 172,497 | 1,149,980 |
| Current portion of long-term loans | 146,747 | 121,280 | 145,605 | 138,530 | 290,128 | 1,934,187 |
| Current portion of bonds | 66,917 | 60,000 | 355,823 | 334,039 | 210,000 | 1,400,000 |
| Subtotal | 833,618 | 321,427 | 644,997 | 557,452 | 672,625 | 4,484,167 |
| Long-term loans | 362,592 | 994,399 | 936,070 | 824,616 | 778,068 | 5,187,120 |
| Bonds | 565,000 | 1,582,906 | 1,394,728 | 1,356,585 | 1,244,036 | 8,293,573 |
| Subtotal | 927,592 | 2,577,306 | 2,330,799 | 2,181,202 | 2,022,104 | 13,480,693 |
| Total | 1,761,210 | 2,898,733 | 2,975,797 | 2,738,654 | 2,694,730 | 17,964,867 |

| Breakdown by operating segment | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 | (Thousands of USD) |
|-------------------------------------------|-----------|-----------|-----------|-------------------|-----------|--------------------|
| | | | | (Millions of yen) | | FY2024 |
| Domestic convenience store operations | - | - | - | - | - | - |
| Overseas convenience store operations | 281,974 | 1,500,345 | 1,703,683 | 1,585,017 | 1,520,446 | 10,136,307 |
| Superstore operations | - | - | - | 526 | 433 | 2,887 |
| Department and Specialty Store Operations | 187,191 | 169,806 | 152,299 | - | - | - |
| Department store operations | 146,193 | - | - | - | - | - |
| Specialty store operations | 40,998 | - | - | - | - | - |
| Others | - | - | - | 19,963 | 16,562 | 110,413 |
| Corporate | 1,008,917 | 940,974 | 839,974 | 868,974 | 909,546 | 6,063,640 |
| Subtotal | 1,478,083 | 2,611,126 | 2,695,957 | 2,474,481 | 2,446,978 | 16,313,187 |
| Financial services | 283,127 | 287,607 | 279,839 | 264,172 | 247,751 | 1,651,673 |
| Total | 1,761,210 | 2,898,733 | 2,975,797 | 2,738,654 | 2,694,730 | 17,964,867 |

Note) U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2025.

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)

Bonds

(As of February 28, 2025)

Issued by Seven & i Holdings

| | Amount | Issue date | Coupon | Redemption date |
|----------------------------------------|-----------------|---------------|--------|-----------------|
| 12th unsecured domestic straight bonds | 30 billion yen | Jun. 17, 2015 | 0.781% | Jun. 20, 2025 |
| 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 |
| 16th unsecured domestic straight bonds | 60 billion yen | Nov. 02, 2023 | 0.400% | Nov. 02, 2026 |
| 17th unsecured domestic straight bonds | 60 billion yen | Nov. 02, 2023 | 0.687% | Nov. 02, 2028 |
| 18th unsecured domestic straight bonds | 30 billion yen | Nov. 02, 2023 | 1.040% | Nov. 01, 2030 |
| 19th unsecured domestic straight bonds | 70 billion yen | Nov. 02, 2023 | 1.392% | Nov. 02, 2033 |

Issued by 7-Eleven, Inc.

| | Amount | Issue date | Coupon | Redemption date |
|-------------------------------------------------|-----------------------|---------------|--------|-----------------|
| 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 |

Issued by Seven Bank

| | Amount | Issue date | Coupon | Redemption date |
|----------------------------------------|----------------|---------------|--------|-----------------|
| 12th unsecured domestic straight bonds | 30 billion yen | Oct. 20, 2017 | 0.390% | Sep. 17, 2027 |
| 14th unsecured domestic straight bonds | 20 billion yen | Jan. 25, 2019 | 0.385% | Dec. 20, 2028 |

Learn about Seven & i Group

| |
|----------------------------|
| Corporate Profile |
| Seven & i Group in Numbers |

Learn about the Market Environment

| |
|-----------------------------------------------------------------------|
| Domestic Macroeconomic Environment |
| Domestic Environment of the Retail Industry |
| U.S. Macroeconomic Environment and Environment of the Retail Industry |
| Major Operating Companies’ Market Share (Nonconsolidated) |
| Global Retail Industry - Sales Ranking |
| - Market Capitalization Ranking |

See Seven & i Group’s Performance

| |
|----------------------------------|
| Consolidated Financial KPI |
| Consolidated Financial Results |
| Consolidated Financial Highlight |
| Segment Information |
| Financial Position |

See Major Operating Companies’ Data

| |
|---------------------------------------|
| Overview of Major Operating Companies |
| Domestic Convenience Store Operations |
| Overseas Convenience Store Operations |
| Superstore Operations |
| Financial Services |
| Others |

See Stock Information

| |
|-------------------|
| Stock Information |
|-------------------|

See Seven & i Group’s History

| |
|---------------|
| Group History |
|---------------|

Overview of Major Operating Companies

(As of February 28, 2025)

| | | FY2024 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 P23-28 → | Domestic Convenience Store Operations | | | | | | | | |
| | SEVEN-ELEVEN JAPAN CO., LTD. | 5,369,756*1 | 0.5 | 21,552 | 189 | 10,252 | (498) | 17,200 | 100.0 |
| | SEVEN-ELEVEN OKINAWA Co., Ltd. | 35,248*1 | 13.3 | 191 | 19 | 151 | 1 | 1,500 | 100.0 |
| Further details on P29-34 → | Overseas Convenience Store Operations | | | | | | | | |
| | ○ 7-Eleven, Inc. | 10,493,291*1 | 2.9 | 12,963 | (159) | 71,691 | (1,677) | USD17,532 | 100.0 |
| | ○ Convenience Group Holdings Pty Ltd (Australia) | – | – | 747 | 747 | 4,003 | 4,003 | AUD72,000,000 | 100.0 |
| | ○ SEVEN-ELEVEN HAWAII, INC. | 64,134 | 8.2 | 67 | 0 | 1,058 | (5) | USD20,000,000 | 100.0 |
| | ○ SEVEN-ELEVEN (BEIJING) CO., LTD. | 16,114*2 | (13.7) | 362 | 31 | 541 | (46) | USD44,000,000 | 65.0 |
| | ○ SEVEN-ELEVEN (CHENGDU) CO., LTD. | 2,644*2 | (4.5) | 82 | 5 | 147 | 8 | CHY472,924,388 | 100.0 |
| | ○ SEVEN-ELEVEN (TIANJIN) CO., LTD. | 3,331*2 | (2.5) | 232 | 15 | 196 | (14) | CHY200,000,000 | 65.0 |
| Further details on P34-38 → | Superstore Operations | | | | | | | | |
| | Ito-Yokado Co., Ltd. | 764,706 | 3.7 | 196 | (30) | 23,890 | (4,542) | 40,000 | 100.0 |
| | York-Benimaru Co., Ltd. | 491,952 | 2.5 | 248 | 0 | 19,504 | 189 | 9,927 | 100.0 |
| | SHELL GARDEN CO., LTD. | 15,759 | (20.2) | 19 | (4) | 460 | (181) | 400 | 90.0 |
| | ○ Hua Tang Yokado Commercial Co., Ltd. | 1,789*2 | (23.6) | 1 | 0 | 152 | (25) | USD98,721,983 | 100.0 |
| | ○ Chengdu Ito-Yokado Co., Ltd. | 22,169*2 | (5.1) | 9 | 0 | 1,983 | (268) | USD23,000,000 | 80.0 |
| Further details on P39-40 → | Financial Services | | | | | | | | |
| | ☆ Seven Bank, Ltd. | 135,747*3 | 5.3 | – | – | 699 | 90 | 30,724 | 46.4 |
| | ☆ Seven Card Service Co., Ltd. | 32,529*3 | (7.7) | – | – | 325 | (34) | 7,500 | 98.9 |
| | Seven CS Card Service Co., Ltd. | 15,508*3 | (2.8) | – | – | 282 | (48) | 100 | 51.0 |
| Further details on P41-44 → | Others | | | | | | | | |
| | Akachan Honpo Co., Ltd. | 83,091 | 0.1 | 127 | 1 | 2,561 | 73 | 3,780 | 95.0 |
| | Seven & i Food Systems Co., Ltd. | 54,599 | 5.2 | 373 | (116) | 4,794 | (106) | 3,000 | 100.0 |
| | THE LOFT CO., LTD. | 121,567 | 13.4 | 172 | 12 | 4,954 | 309 | 750 | 75.2 |

○ Figures are for the fiscal year ended December 31, 2024. (Number of stores is as of December 31, 2024; Number of employees is as of February 28, 2025) ☆ Figures are for the fiscal year ended March 31, 2025. (Number of employees is as of February 28, 2025)

*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 and Seven Card Service represent ordinary income, and sales for Seven CS Card Service represent revenues from operations.

Notes) 1. Exchange rates (average for the period): 1USD=151.69JPY; 1CNY=21.04JPY

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.

5. Acquired all shares of Convenience Group Holdings Pty Ltd in Australia on April 1, 2024.

Learn about Seven & i Group

| |
|-----------------------------------------------------------------------|
| Corporate Profile |
| Seven & i Group in Numbers |
| Learn about the Market Environment |
| Domestic Macroeconomic Environment |
| Domestic Environment of the Retail Industry |
| U.S. Macroeconomic Environment and Environment of the Retail Industry |
| Major Operating Companies’ Market Share (Nonconsolidated) |
| Global Retail Industry - Sales Ranking |
| - Market Capitalization Ranking |

See Seven & i Group’s Performance

| |
|----------------------------------|
| Consolidated Financial KPI |
| Consolidated Financial Results |
| Consolidated Financial Highlight |
| Segment Information |
| Financial Position |

See Major Operating Companies’ Data

| |
|---------------------------------------|
| Overview of Major Operating Companies |
| Domestic Convenience Store Operations |
| Overseas Convenience Store Operations |
| Superstore Operations |
| Financial Services |
| Others |

See Stock Information

| |
|-------------------|
| Stock Information |
|-------------------|

See Seven & i Group’s History

| |
|---------------|
| Group History |
|---------------|

Domestic Convenience Store Operations

| | | | | | | | | | | | |
|-------------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Seven-Eleven Japan | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
| Revenues from operations | 736,343 | 793,661 | 833,743 | 849,862 | 873,555 | 887,625 | 850,291 | 863,025 | 872,719 | 894,659 | 879,460 |
| Selling, general and administrative expenses | 439,785 | 481,362 | 514,907 | 533,633 | 561,600 | 573,103 | 558,597 | 574,340 | 578,549 | 600,627 | 609,746 |
| Operating income | 223,356 | 235,033 | 243,493 | 244,110 | 245,088 | 253,980 | 233,321 | 223,091 | 232,873 | 251,029 | 233,797 |
| Ordinary income | 232,593 | 256,726 | 251,265 | 251,717 | 252,917 | 262,249 | 281,974 | 273,672 | 282,630 | 297,714 | 284,779 |
| Net income | 136,924 | 162,910 | 144,151 | 166,760 | 153,233 | 169,695 | 194,479 | 189,652 | 203,009 | 211,102 | 201,987 |
| Capital expenditures | 129,438 | 124,543 | 125,045 | 136,297 | 110,028 | 96,062 | 125,461 | 97,599 | 93,946 | 127,080 | 109,503 |
| Depreciation and amortization | 47,698 | 51,784 | 58,829 | 64,294 | 70,182 | 73,538 | 76,896 | 79,283 | 83,961 | 88,508 | 89,661 |
| Total assets | 1,700,723 | 1,793,836 | 1,770,944 | 1,860,028 | 1,880,508 | 2,029,375 | 2,058,152 | 2,109,174 | 2,116,144 | 2,214,464 | 2,275,374 |
| Net assets | 1,255,621 | 1,325,737 | 1,293,157 | 1,365,202 | 1,408,557 | 1,478,416 | 1,528,718 | 1,583,441 | 1,557,212 | 1,628,167 | 1,684,550 |
| EBITDA | 271,054 | 286,817 | 302,322 | 308,404 | 315,270 | 327,519 | 310,217 | 302,375 | 316,835 | 339,537 | 323,458 |
| ROA (%) | 8.3 | 9.3 | 8.1 | 9.2 | 8.2 | 8.7 | 9.5 | 9.1 | 9.6 | 9.7 | 9.0 |
| Total store sales | 4,008,261 | 4,291,067 | 4,515,605 | 4,678,083 | 4,898,872 | 5,010,273 | 4,870,619 | 4,952,782 | 5,148,742 | 5,345,243 | 5,369,756 |
| Gross total store sales | - | - | - | - | - | - | - | - | 5,164,231 | 5,362,931 | 5,390,271 |
| Processed food | 1,034,131 | 1,115,677 | 1,183,088 | 1,230,335 | 1,278,605 | 1,297,660 | 1,246,878 | 1,258,006 | 1,311,714 | 1,426,539 | 1,460,763 |
| Fast food | 1,186,445 | 1,278,738 | 1,350,166 | 1,412,781 | 1,499,054 | 1,533,143 | 1,436,832 | 1,456,118 | 1,523,448 | 1,565,976 | 1,525,446 |
| Daily food | 517,065 | 579,294 | 614,122 | 626,863 | 641,752 | 661,356 | 647,792 | 638,908 | 645,528 | 670,366 | 668,393 |
| Nonfood | 1,270,618 | 1,317,357 | 1,368,228 | 1,408,103 | 1,479,459 | 1,518,112 | 1,539,115 | 1,599,748 | 1,683,539 | 1,700,049 | 1,735,667 |
| Existing store sales increase (%)* | 2.4 | 2.9 | 1.8 | 0.7 | 1.3 | 0.2 | (2.4) | 0.7 | 3.6 | 3.0 | 0.2 |
| Number of customers (%) | 0.7 | 1.3 | 0.1 | (0.9) | (0.6) | (2.1) | (9.9) | (1.2) | 0.3 | 1.6 | 0.2 |
| Average spending per customer (%) | 1.7 | 1.6 | 1.7 | 1.6 | 1.9 | 2.3 | 8.4 | 1.9 | 3.3 | 1.4 | 0.0 |
| Average daily sales per store of all stores (Thousands of yen) | 655 | 656 | 657 | 653 | 656 | 656 | 642 | 646 | 670 | 691 | 692 |
| Average daily sales per store of newly opened stores (Thousands of yen) | 513 | 530 | 533 | 546 | 560 | 554 | 557 | 537 | 598 | 611 | 579 |
| Merchandise gross profit margin (%) | 31.4 | 31.6 | 31.8 | 31.9 | 31.9 | 32.1 | 32.0 | 31.7 | 31.9 | 32.2 | 32.0 |
| Processed food (%) | 38.8 | 38.9 | 39.2 | 39.4 | 39.5 | 39.5 | 39.4 | 39.3 | 39.8 | 40.2 | 40.5 |
| Fast food (%) | 35.7 | 35.5 | 35.7 | 35.9 | 36.1 | 36.6 | 36.6 | 36.6 | 37.3 | 37.2 | 36.6 |
| Daily food (%) | 33.1 | 33.2 | 33.4 | 33.5 | 33.4 | 34.0 | 34.2 | 34.2 | 34.5 | 34.7 | 34.8 |
| Nonfood (%) | 20.7 | 20.9 | 21.0 | 20.7 | 20.5 | 20.3 | 20.7 | 20.1 | 20.1 | 20.0 | 19.6 |
| Number of stores | 17,491 | 18,572 | 19,422 | 20,260 | 20,876 | 20,916 | 21,085 | 21,205 | 21,252 | 21,363 | 21,552 |
| Openings | 1,602 | 1,651 | 1,682 | 1,554 | 1,389 | 743 | 610 | 625 | 597 | 556 | 601 |
| Closures | 430 | 570 | 832 | 716 | 773 | 703 | 441 | 505 | 550 | 445 | 412 |
| Relocations, etc. | 347 | 450 | 670 | 568 | 562 | 482 | 288 | 354 | 445 | 329 | 302 |
| Franchised stores | 17,021 | 18,071 | 18,977 | 19,792 | 20,499 | 20,545 | 20,632 | 20,778 | 20,987 | 21,170 | 21,402 |
| Type A | 4,353 | 4,448 | 4,554 | 4,563 | 4,558 | 4,539 | 4,482 | 4,420 | 4,400 | 4,352 | 4,292 |
| Type C | 12,668 | 13,623 | 14,423 | 15,229 | 15,941 | 16,006 | 16,150 | 16,358 | 16,587 | 16,818 | 17,110 |
| Directly operated stores | 470 | 501 | 445 | 468 | 377 | 371 | 453 | 427 | 265 | 193 | 150 |
| Ratio of stores with liquor license (%) | 98.9 | 98.7 | 98.6 | 98.5 | 98.4 | 98.4 | 98.4 | 98.4 | 98.3 | 98.3 | 98.3 |
| Ratio of stores with cigarette license (%) | 95.5 | 95.5 | 95.7 | 95.8 | 96.3 | 96.9 | 97.0 | 97.0 | 97.2 | 97.4 | 97.5 |
| Total sales floor space (m ²) | 2,278,784 | 2,439,550 | 2,566,701 | 2,772,283 | 2,909,609 | 2,929,047 | 2,969,294 | 2,972,807 | 3,029,067 | 3,053,346 | 3,088,464 |
| Full-time employees (fiscal year-end) | 7,191 | 8,054 | 8,562 | 8,886 | 9,092 | 8,959 | 8,990 | 8,930 | 8,549 | 8,333 | 8,248 |
| Number of payment acceptance transactions (Thousand) | 418,845 | 439,138 | 460,585 | 481,800 | 502,468 | 513,061 | 510,212 | 501,181 | 524,766 | 538,763 | 534,302 |
| Total value of payment acceptance transactions | 4,346,959 | 4,579,660 | 4,691,738 | 4,961,715 | 5,253,766 | 5,439,479 | 5,403,420 | 5,479,461 | 5,967,134 | 6,087,506 | 6,217,455 |

Note) *Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Total store sales based on the previous method are shown as “Gross total store sales.”

* Existing store sales increase includes POSA card transactions from FY2014 to FY2017.

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

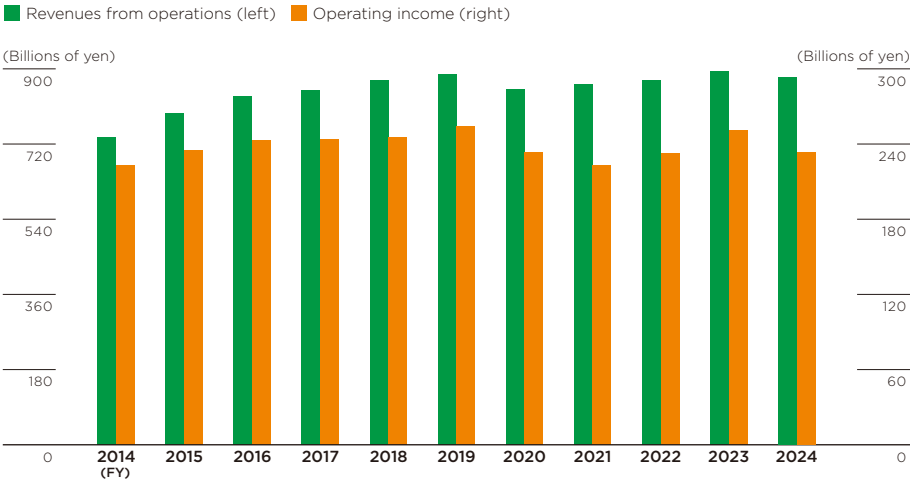
See Seven & i Group's History

- Group History

Domestic Convenience Store Operations

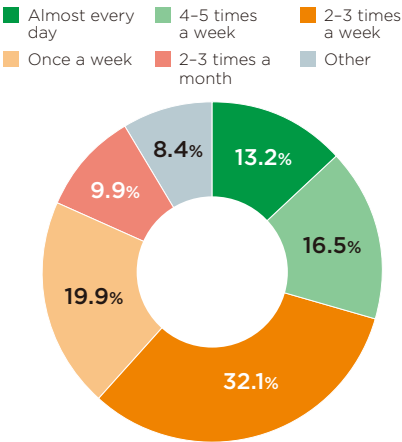
Seven-Eleven Japan

Revenues from operations and operating income

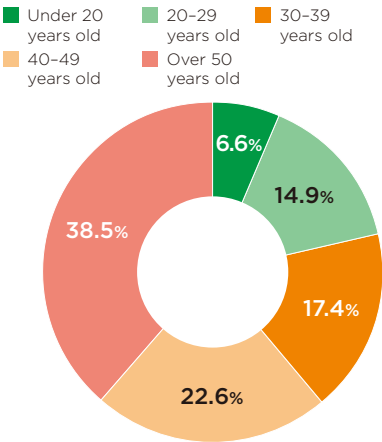


Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

Frequency of store-visits (FY2024)

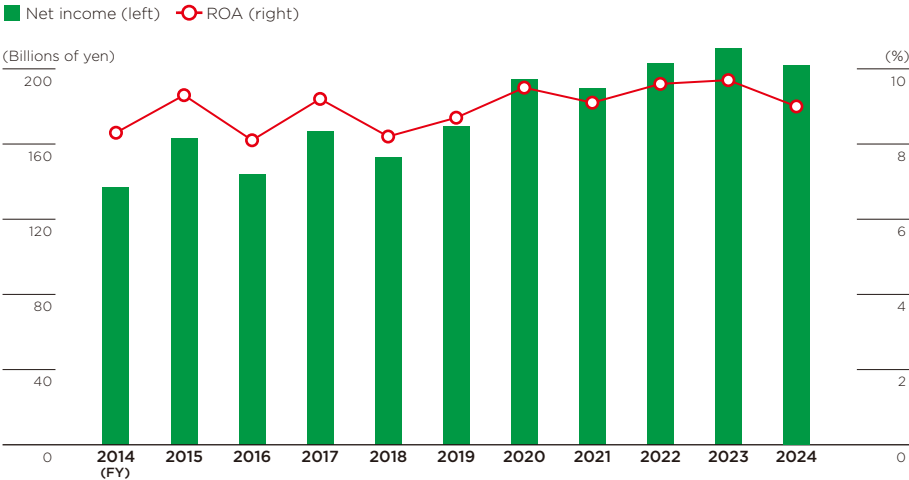


Composition of customers by age (FY2024)

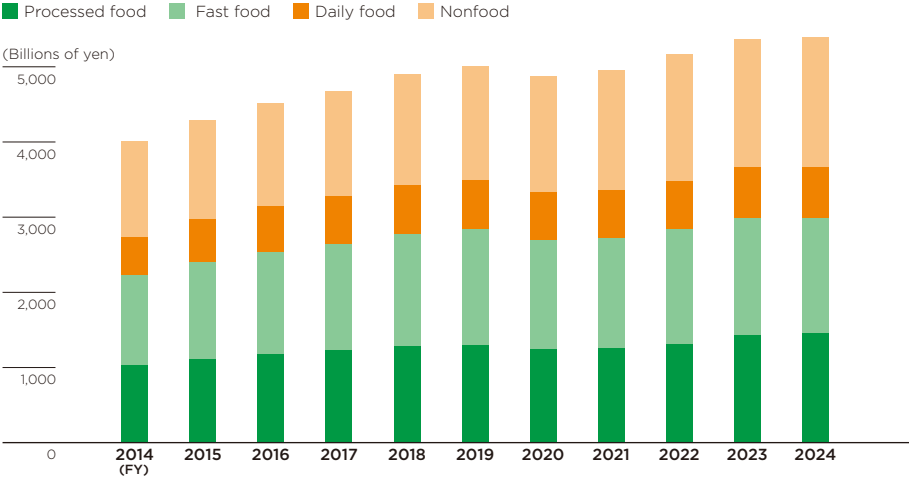


Source : Customer survey by Seven-Eleven Japan

Net income attributable to owners of parent and ROA



Sales by merchandise category



Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

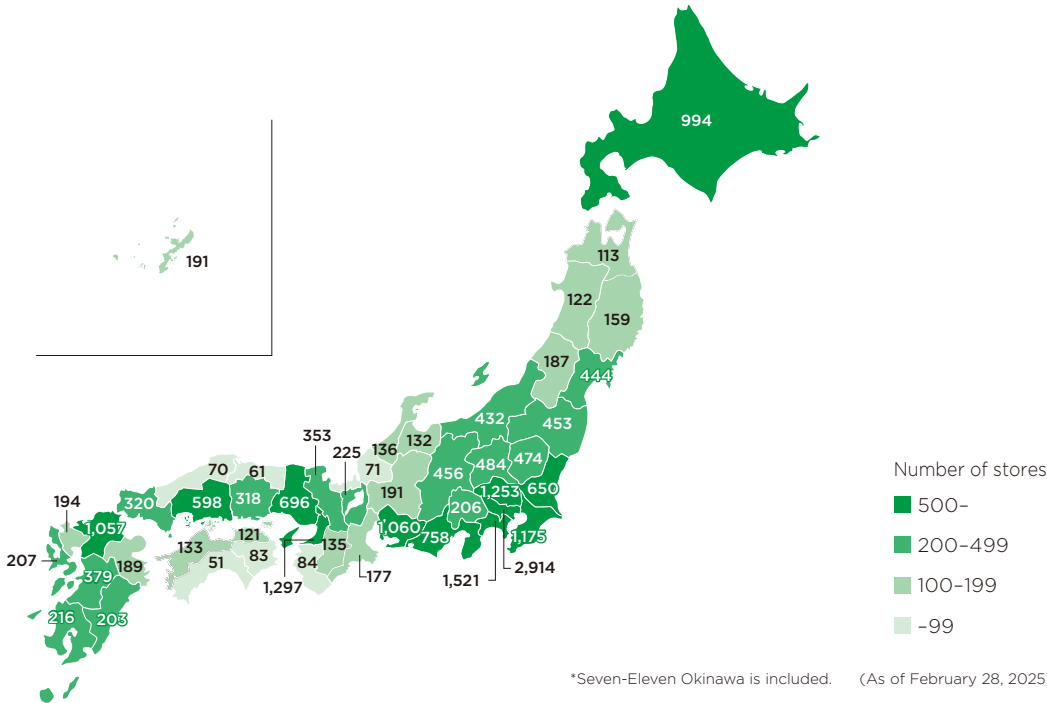
See Seven & i Group's History

- Group History

Domestic Convenience Store Operations

Seven-Eleven Japan

Store network

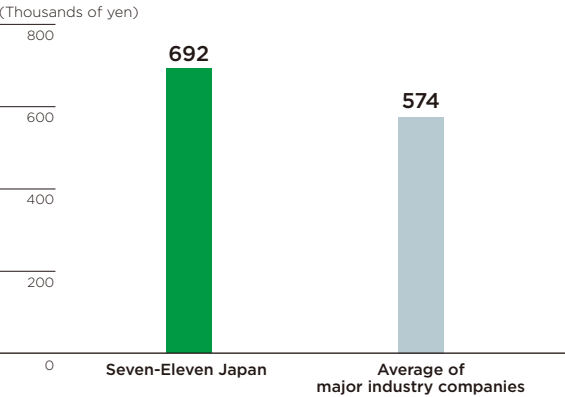


Number of major convenience store chains in Japan

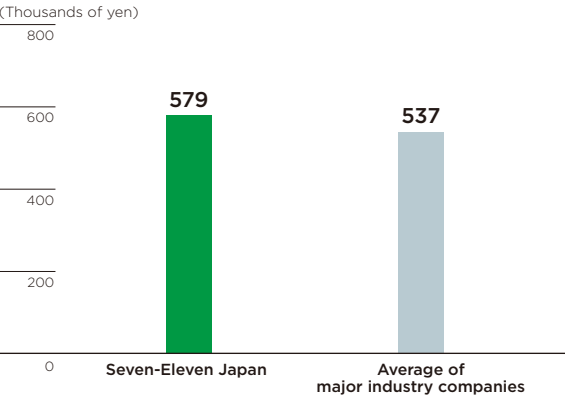
| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | (Stores) FY2024 |
|---------------|--------|--------|--------|--------|--------|--------------------|
| Seven-Eleven* | 20,955 | 21,167 | 21,327 | 21,402 | 21,535 | 21,743 |
| Lawson | 14,444 | 14,476 | 14,656 | 14,631 | 14,643 | 14,694 |
| FamilyMart | 16,611 | 16,646 | 16,569 | 16,533 | 16,271 | 16,251 |
| Other CVS | 3,450 | 3,608 | 3,379 | 3,286 | 3,208 | 3,162 |
| Nationwide | 55,460 | 55,897 | 55,931 | 55,852 | 55,657 | 55,850 |

Note) Number of stores at fiscal year-end * Seven-Eleven Okinawa is included
Sources: Convenience Store Statistics Investigation Monthly Report (Japan Franchise Association) and materials disclosed by individual companies

Average daily sales per store of all stores



Average daily sales per store of newly opened stores



Notes) 1. FY2024
2. Average of major industry companies is the simple average of two major convenience store chains.
Source: Materials disclosed by individual companies

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

See Seven & i Group's History

- Group History

Domestic Convenience Store Operations

Seven-Eleven Japan

Original Fresh Food Merchandise Development

Merchandise Development System

Development Management of Seven-Eleven Japan

- Proposing product quality and standards that meet changing customer needs.
- Team MD (merchandising)

(Note) We team up with various manufacturers and vendors to bring together advanced technologies and knowledge in various fields. Develop merchandise that focus on quality, safety and deliciousness.

Nihon Delica Foods Association (60 companies)

- Hygiene control, quality control, process control
- Joint purchase of ingredient
- Same process and equipment
- Merchandise development, equipment development
- Environmental measures

Infrastructure Underpinning Merchandise Development

HQ merchandise development team

Regional merchandise development team

Quality control team

Ingredient team

Metropolitan area merchandise development team

Regional merchandise development team

Quality assurance meeting

Each company's inspection equipment

Ingredient procurement meeting

Culinary experts

Ingredient manufacture

Manufacturing commissaries: 173 bases nationwide
(Manufacturing commissaries dedicated to Seven-Eleven Japan: 156 bases nationwide, 90% of the total manufacturing commissaries)

Temperature-separated, combined distribution centers: 164 bases nationwide

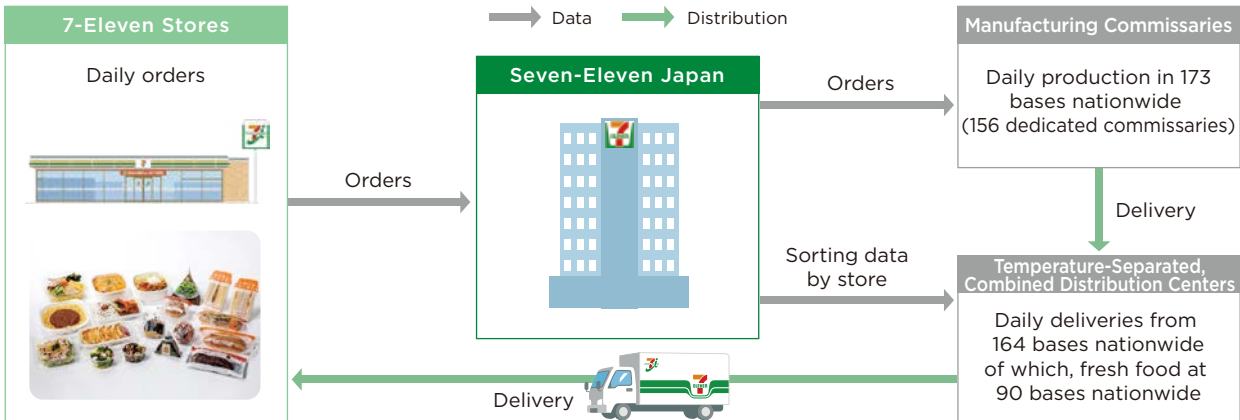
Processing centers
Seasonings: 9
Vegetables: 9

Notes) 1. Nihon Delica Foods Association (NDF) was formed in 1979 mainly by vendors of rice-based products. NDF currently consists of the vendors of rice-based products, sandwiches, delicatessen items, noodles, and Japanese pickles, etc.
2. Production facilities: Facilities producing merchandise for Seven-Eleven Japan.
3. Figures for the development system, the number of dedicated production facilities temperature-separated, processing centers are as of February 29, 2025.
4. Seven-Eleven Okinawa is included.

Supply System for Merchandise

Original fresh food merchandise is made in manufacturing commissaries dedicated to Seven-Eleven Japan that operated by independent collaborating companies and are delivered to 7-Eleven stores from temperature - separated, combined distribution centers. The manufacturing commissaries and temperature-separated, combined distribution centers are all managed under Seven-Eleven Japan's standard, allowing us to distinguish ourselves from the competition in terms of product development, hygiene, and quality control. Sharing stores' order data with manufacturing commissaries and temperature-separated, combined distribution centers enables more efficient deliveries in shorter times.

(Note) Seven-Eleven Okinawa is included.



Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

See Seven & i Group's History

- Group History

Domestic Convenience Store Operations

Seven-Eleven Japan

Distribution Systems

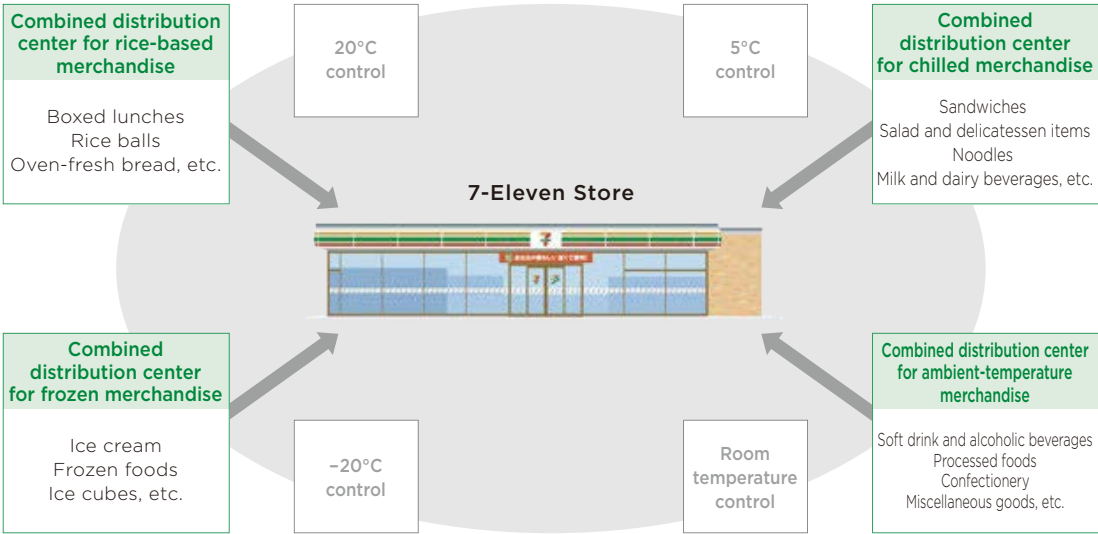
Combined Distribution System

Our original fresh foods are produced in manufacturing commissaries that handle only Seven-Eleven merchandise and are operated by independent cooperating companies, and delivered to stores from temperature-separated, combined distribution centers.

In order to differentiate ourselves in terms of merchandise development, hygiene management, and quality control, all of our manufacturing commissaries and temperature-separated, combined distribution centers are managed according to Seven-Eleven Japan's standards.

By sharing data of orders from stores with manufacturing commissaries and temperature-separated, combined distribution centers, we are able to deliver merchandise quickly and efficiently.

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

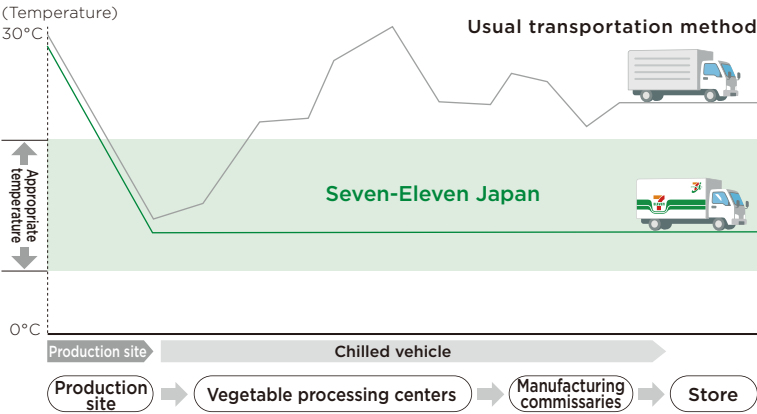


Number of Distribution Centers

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

Notes) 1. As of February 28, 2025
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

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 manufacturing commissaries and on to the store.

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

- Domestic Macroeconomic Environment
- Domestic Environment of the Retail Industry
- U.S. Macroeconomic Environment and Environment of the Retail Industry
- Major Operating Companies’ Market Share (Nonconsolidated)
- Global Retail Industry - Sales Ranking
- Market Capitalization Ranking

See Seven & i Group’s Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies’ Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

See Seven & i Group’s History

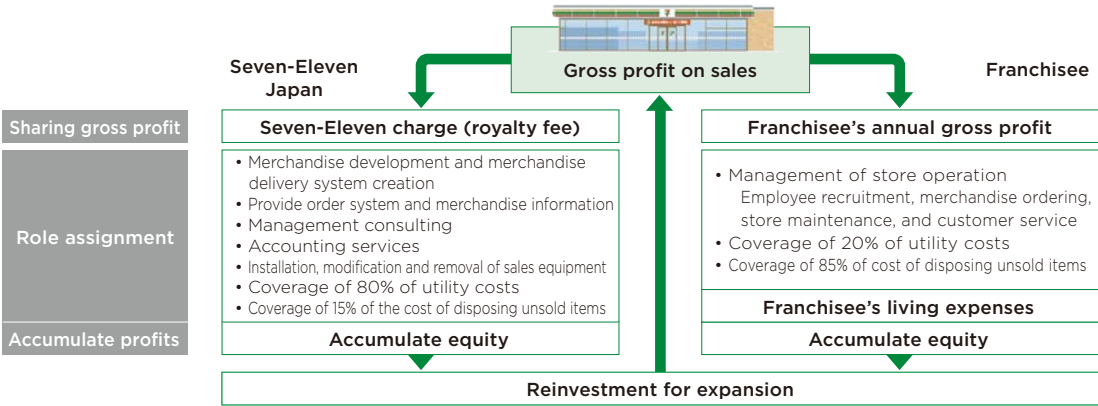
- Group History

Domestic Convenience Store Operations

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 (4,292 stores) | Type C (17,110 stores) |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| Land and buildings | Franchisee provides | Seven-Eleven Japan provides |
| Sales equipment, store computers, etc. | Seven-Eleven Japan provides | |
| Contract period | 15 years | |
| Cost of utilities | Seven-Eleven Japan covers 80%, Franchisee covers 20% | |
| Seven-Eleven charge (royalty fee) | 45% of gross profit on sales | An amount calculated on a sliding scale based on gross profit on sales |
| | 5-year operating incentives and 15-year operating incentives: reductions in royalty fee are offered | |
| | (Gross profit on sales of over ¥5.5 million/month) | |
| | 24-hour operations: (a) 24-hour operations (2)% (b) Special reduction (1)% (c) Monthly amount ¥(35,000) Other than 24-hour operations: (a) Special reduction (1)% (b) 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% | |
| Minimum guarantee | When one franchisee operates two or more stores, a 3% incentive discount on the royalty 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 | (Franchisee’s annual gross profit) | (Franchisee’s annual gross profit) |
| | 24-hour operations: ¥22 million Other than 24-hour operations: ¥19 million | 24-hour operations: ¥20 million Other than 24-hour operations: ¥17 million |

Notes) 1. Number of stores as of February 28, 2025.
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 charge (royalty fee).

Comparison of Seven-Eleven in Japan and North America

| | Japan | U.S./Canada |
|------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------|
| Store-related information | | |
| Number of stores by type*1 | A-type franchised stores 4,292 | BCP stores (A-type franchised stores)*2 599 |
| | C-type franchised stores 17,110 | C-type franchised stores 6,630 |
| | Directly operated stores 150 | Directly operated stores 5,734 |
| | (As of February 28, 2025) | (As of December 31, 2024) |
| Stores with fuel stations | 198 stores*3 | 8,314 stores |
| Standard sales floor space (per store)*4 | Approx. 148 m² | Approx. 179 m² |
| Merchandise 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 |
| Payment methods | Express package delivery service | Sales of gift cards |
| | Multi-functional copy machine (ticketing services, administrative service, etc.) nanaco point service | 7Rewards |
| Payment methods | Cash/Electronic money/ | Cash/Credit card/Debit card/ |
| | Credit card/Debit card/Barcode payment, etc. | 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

Learn about Seven & i Group

| |
|----------------------------|
| Corporate Profile |
| Seven & i Group in Numbers |

Learn about the Market Environment

| |
|-----------------------------------------------------------------------|
| Domestic Macroeconomic Environment |
| Domestic Environment of the Retail Industry |
| U.S. Macroeconomic Environment and Environment of the Retail Industry |
| Major Operating Companies’ Market Share (Nonconsolidated) |
| Global Retail Industry - Sales Ranking |
| - Market Capitalization Ranking |

See Seven & i Group’s Performance

| |
|----------------------------------|
| Consolidated Financial KPI |
| Consolidated Financial Results |
| Consolidated Financial Highlight |
| Segment Information |
| Financial Position |

See Major Operating Companies’ Data

| |
|---------------------------------------|
| Overview of Major Operating Companies |
| Domestic Convenience Store Operations |
| Overseas Convenience Store Operations |
| Superstore Operations |
| Financial Services |
| Others |

See Stock Information

| |
|-------------------|
| Stock Information |
|-------------------|

See Seven & i Group’s History

| |
|---------------|
| Group History |
|---------------|

Overseas Convenience Store Operations

| 7-Eleven, Inc. | (Fiscal year-end December, Millions of yen) | | |
|----------------------------------------------------------------|---------------------------------------------|------------|------------|
| | FY2022 | FY2023 | FY2024 |
| Revenues from operations*1 | 8,747,266 | 8,409,039 | 8,619,452 |
| Revenues from operations (Millions of USD) | 66,458 | 59,778 | 56,823 |
| Other operating revenues from above | 399,777 | 448,656 | 477,242 |
| Selling, general and administrative expenses | 1,216,384 | 1,283,340 | 1,427,717 |
| Selling, general and administrative expenses (Millions of USD) | 9,241 | 9,123 | 9,412 |
| Operating income | 380,482 | 396,203 | 329,620 |
| Operating income (Millions of USD) | 2,890 | 2,816 | 2,172 |
| Net income | 259,724 | 269,185 | 223,715 |
| Net income (Millions of USD) | 1,973 | 1,913 | 1,474 |
| Capital expenditures | 185,930 | 190,051 | 383,206 |
| Depreciation and amortization | 187,524 | 202,591 | 220,031 |
| Total assets | 6,116,541 | 6,580,628 | 7,322,195 |
| Net assets | 2,501,660 | 2,895,601 | 3,396,528 |
| EBITDA | 568,007 | 598,794 | 549,651 |
| ROA (%) | 4.7 | 4.1 | 3.2 |
| Total store sales | 10,442,360 | 10,200,414 | 10,493,291 |
| Processed food | 1,600,058 | 1,796,980 | 1,923,604 |
| Fast food | 458,598 | 512,280 | 551,086 |
| Daily food | 142,425 | 154,070 | 162,592 |
| Nonfood | 1,391,631 | 1,414,258 | 1,476,574 |
| Merchandise | 3,592,712 | 3,877,588 | 4,113,857 |
| Fuel | 6,849,647 | 6,322,825 | 6,379,433 |
| Existing store sales increase (U.S. merchandise sales) (%)*2 | 4.5 | 1.0 | (2.7) |
| Average daily sales per store (Thousands of yen) | 747 | 811 | 858 |
| Average daily sales per store (USD) | 5,678 | 5,765 | 5,657 |
| Merchandise gross profit margin (%) | 34.0 | 34.2 | 33.3 |
| Fuel sales (Thousand gallons) | 13,083,664 | 12,678,956 | 12,631,598 |
| Fuel gross profit (Cents/Gallon) | 43.91 | 42.25 | 41.42 |
| Exchange rate (Income statements) (JPY) (1USD=) | 131.62 | 140.67 | 151.69 |
| Exchange rate (Balance sheets) (JPY) (1USD=) | 132.70 | 141.83 | 158.18 |
| Number of stores | 13,167 | 13,122 | 12,963 |
| Openings | 188 | 182 | 315 |
| Closures | 234 | 227 | 474 |
| Franchised stores | 7,219 | 7,248 | 7,229 |
| Directly operated stores | 5,948 | 5,874 | 5,734 |
| Stores with fuel stations | 8,239 | 8,255 | 8,314 |
| Total sales floor space (m²) | 2,314,505 | 2,302,211 | 2,320,081 |
| Full-time employees (fiscal year-end)*3 | 49,391 | 46,062 | 31,112 |

*1 The company recognizes the merchandise sales at directly operated stores, etc., fuel sales and franchise commission from franchised stores as revenues from operations

*2 Existing store sales increase (U.S. merchandise sales) is calculated in USD

*3 As of the end of February of the following year

| 7-Eleven International LLC | (Fiscal year-end December, Millions of yen) | | |
|----------------------------------------------------------------|---------------------------------------------|--------|---------|
| | FY2022 | FY2023 | FY2024 |
| Revenues from operations | 16,620 | 19,225 | 459,459 |
| Revenues from operations (Millions of USD) | 126 | 136 | 3,028 |
| Gross operating profit | 16,620 | 19,225 | 94,059 |
| Gross operating profit (Millions of USD) | 126 | 136 | 620 |
| Selling, general and administrative expenses | 3,348 | 4,451 | 79,754 |
| Selling, general and administrative expenses (Millions of USD) | 25 | 31 | 525 |
| Operating income | 13,271 | 14,773 | 14,305 |
| Operating income (Millions of USD) | 100 | 105 | 94 |
| Net income | 10,480 | 12,272 | 10,049 |
| Net income (Millions of USD) | 79 | 87 | 66 |
| EBITDA | 13,271 | 14,773 | 26,469 |
| EBITDA (Millions of USD) | 100 | 105 | 174 |

Notes) 1. 7-Eleven International LLC (7IN) acquired all shares of the Australian company Convenience Group Holdings Pty Ltd (SEA) on April 1, 2024.

As a result, SEA is included in the scope of 7IN's consolidation.

2. EBITDA: Operating income + Depreciation and amortization + Equity in earnings/losses of affiliates

*7IN's EBITDA includes equity in earnings/losses of affiliates

Notes) 1. The figures for 7-Eleven, Inc. were disclosed on a "SAM consolidated basis" until FY2023, but will be disclosed on a "7-Eleven, Inc. consolidated basis" from FY2024 onward. Figures in the above table for 7-Eleven, Inc. were shown on a "7-Eleven, Inc. consolidated basis."

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

*SAM consolidated basis: SAM + 7-Eleven, Inc. consolidated basis + 7-Eleven International LLC consolidated basis + Consolidation and elimination

2. EBITDA: Operating income + Depreciation and amortization

Learn about Seven & i Group

| |
|-----------------------------------------------------------------------|
| Corporate Profile |
| Seven & i Group in Numbers |
| Learn about the Market Environment |
| Domestic Macroeconomic Environment |
| Domestic Environment of the Retail Industry |
| U.S. Macroeconomic Environment and Environment of the Retail Industry |
| Major Operating Companies' Market Share (Nonconsolidated) |
| Global Retail Industry - Sales Ranking |
| - Market Capitalization Ranking |

See Seven & i Group's Performance

| |
|----------------------------------|
| Consolidated Financial KPI |
| Consolidated Financial Results |
| Consolidated Financial Highlight |
| Segment Information |
| Financial Position |

See Major Operating Companies' Data

| |
|---------------------------------------|
| Overview of Major Operating Companies |
| Domestic Convenience Store Operations |
| Overseas Convenience Store Operations |
| Superstore Operations |
| Financial Services |
| Others |

See Stock Information

| |
|-------------------|
| Stock Information |
|-------------------|

See Seven & i Group's History

| |
|---------------|
| Group History |
|---------------|

Overseas Convenience Store Operations

7-Eleven, Inc. (SAM consolidated basis)

| | (Fiscal year-end December, Millions of yen) | | | | | | | | | |
|----------------------------------------------------------------|---------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|------------|------------|------------|
| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
| Revenues from operations*1 | 1,935,274 | 1,819,838 | 1,658,542 | 1,981,533 | 2,821,053 | 2,739,833 | 2,191,383 | 5,122,154 | 8,763,887 | 8,428,264 |
| Revenues from operations (Millions of USD) | 18,293 | 15,027 | 15,246 | 17,667 | 25,543 | 25,129 | 20,526 | 46,607 | 66,584 | 59,915 |
| Other operating revenues from above | 219,307 | 271,081 | 260,078 | 276,179 | 288,136 | 293,415 | 278,766 | 342,088 | 416,397 | 467,881 |
| Selling, general and administrative expenses | 341,225 | 395,162 | 372,662 | 399,557 | 484,090 | 494,223 | 507,185 | 841,682 | 1,216,918 | 1,284,802 |
| Selling, general and administrative expenses (Millions of USD) | 3,225 | 3,263 | 3,425 | 3,562 | 4,383 | 4,532 | 4,750 | 7,658 | 9,245 | 9,133 |
| Operating income | 59,651 | 77,478 | 76,671 | 90,852 | 111,081 | 121,654 | 119,221 | 224,864 | 396,568 | 413,966 |
| Operating income (Millions of USD) | 563 | 639 | 704 | 810 | 1,005 | 1,115 | 1,116 | 2,046 | 3,012 | 2,942 |
| Net income | 35,870 | 45,181 | 45,470 | 76,048 | 77,616 | 83,193 | 82,057 | 144,791 | 267,312 | 277,955 |
| Net income (Millions of USD) | 339 | 373 | 418 | 678 | 702 | 763 | 768 | 1,317 | 2,030 | 1,975 |
| Capital expenditures | 63,226 | 159,772 | 216,776 | 98,874 | 452,029 | 150,454 | 199,107 | 2,483,138 | 185,930 | 190,051 |
| Depreciation and amortization | 56,482 | 65,381 | 64,992 | 69,582 | 76,141 | 77,204 | 81,299 | 122,635 | 188,119 | 203,237 |
| Total assets | 1,088,910 | 1,137,495 | 1,231,149 | 1,356,972 | 1,564,596 | 1,612,783 | 1,680,699 | 4,397,014 | 6,173,779 | 6,649,828 |
| Net assets | 658,465 | 681,404 | 705,025 | 869,394 | 924,236 | 956,305 | 947,519 | 2,082,538 | 2,645,003 | 3,053,340 |
| EBITDA | 116,133 | 142,860 | 141,663 | 160,434 | 187,222 | 198,858 | 200,521 | 347,499 | 584,688 | 617,203 |
| ROA (%) | 3.6 | 4.1 | 3.8 | 5.9 | 5.3 | 5.2 | 5.0 | 4.8 | 5.1 | 4.3 |
| Total store sales | 2,834,464 | 2,950,422 | 2,735,199 | 3,134,412 | 3,993,259 | 3,936,217 | 3,407,130 | 6,463,940 | 10,442,360 | 10,200,414 |
| Processed food | 567,290 | 695,119 | 650,509 | 682,470 | 778,741 | 802,806 | 848,435 | 1,148,690 | 1,600,058 | 1,796,980 |
| Fast food | 216,881 | 261,947 | 244,299 | 248,718 | 282,342 | 289,052 | 244,221 | 346,667 | 458,598 | 512,280 |
| Daily food | 93,544 | 110,427 | 101,814 | 101,888 | 103,117 | 95,111 | 84,351 | 91,062 | 142,425 | 154,070 |
| Nonfood | 553,712 | 661,355 | 624,655 | 688,325 | 751,641 | 753,802 | 777,275 | 1,070,400 | 1,391,631 | 1,414,258 |
| Merchandise | 1,431,429 | 1,728,848 | 1,621,278 | 1,721,403 | 1,915,842 | 1,940,773 | 1,954,283 | 2,656,820 | 3,592,712 | 3,877,588 |
| Fuel | 1,403,035 | 1,221,573 | 1,113,921 | 1,413,009 | 2,077,417 | 1,995,444 | 1,452,847 | 3,807,119 | 6,849,647 | 6,322,825 |
| Existing store sales increase (U.S. merchandise sales) (%)*2 | 3.1 | 5.8 | 2.1 | 1.6 | 1.9 | 2.4 | 0.9 | 7.4 | 4.5 | 1.0 |
| Average daily sales per store (Thousands of yen) | 473 | 569 | 519 | 543 | 549 | 553 | 545 | 602 | 747 | 811 |
| Average daily sales per store (USD) | 4,472 | 4,695 | 4,769 | 4,841 | 4,967 | 5,075 | 5,104 | 5,483 | 5,678 | 5,765 |
| Merchandise gross profit margin (%) | 34.5 | 34.6 | 34.8 | 34.3 | 34.2 | 34.8 | 34.1 | 34.2 | 34.0 | 34.2 |
| Fuel sales (Thousand gallons) | 4,001,566 | 4,292,288 | 4,910,026 | 5,266,489 | 6,919,338 | 6,972,004 | 6,171,433 | 11,384,814 | 13,083,664 | 12,678,956 |
| Fuel gross profit (Cents/Gallon) | 20.81 | 19.80 | 20.05 | 22.62 | 22.56 | 23.95 | 32.60 | 34.50 | 43.91 | 42.25 |
| Exchange rate (Income statements) (JPY) (IUSD=) | 105.79 | 121.10 | 108.78 | 112.16 | 110.44 | 109.03 | 106.76 | 109.90 | 131.62 | 140.67 |
| Exchange rate (Balance sheets) (JPY) (IUSD=) | 120.55 | 120.61 | 116.49 | 113.00 | 111.00 | 109.56 | 103.50 | 115.20 | 132.70 | 141.83 |
| Number of stores | 8,297 | 8,500 | 8,707 | 8,670 | 9,573 | 9,682 | 9,884 | 13,213 | 13,167 | 13,122 |
| Openings | 238 | 344 | 356 | 214 | 1,245 | 361 | 436 | 3,806 | 188 | 182 |
| Closures | 233 | 141 | 149 | 251 | 342 | 252 | 234 | 477 | 234 | 227 |
| Franchised stores | 6,390 | 6,752 | 7,008 | 7,161 | 7,213 | 7,379 | 7,485 | 7,404 | 7,219 | 7,248 |
| Directly operated stores | 1,907 | 1,748 | 1,699 | 1,509 | 2,360 | 2,303 | 2,399 | 5,809 | 5,948 | 5,874 |
| Stores with fuel stations | 3,165 | 3,168 | 3,374 | 3,376 | 4,385 | 4,469 | 4,748 | 8,138 | 8,239 | 8,255 |
| Total sales floor space (m²) | 1,384,023 | 1,454,825 | 1,458,783 | 1,450,699 | 1,650,782 | 1,684,207 | 1,730,254 | 2,309,199 | 2,314,505 | 2,302,211 |
| Full-time employees (fiscal year-end)*3 | 15,591 | 14,379 | 15,021 | 17,877 | 19,994 | 19,578 | 22,291 | 47,748 | 49,432 | 46,103 |

*1 The company recognizes the merchandise sales at directly operated stores, etc., fuel sales and franchise commission from franchised stores as revenues from operations
*2 Existing store sales increase (U.S. merchandise sales) is calculated in USD
*3 As of the end of February of the following year
Notes) 1. SAM: SEJ Asset Management & Investment Company which holds shares of operating companies in North American CVS operations
2. Figures for the amounts of each fiscal year reflect adjustments necessary for consolidation to Seven & i Holdings' consolidated account

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

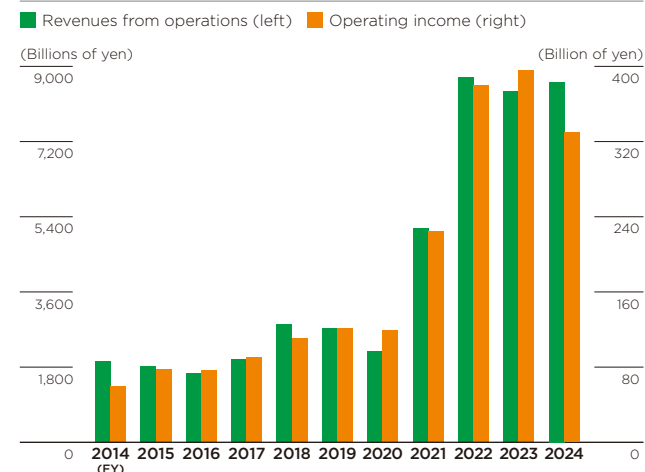
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- Group History

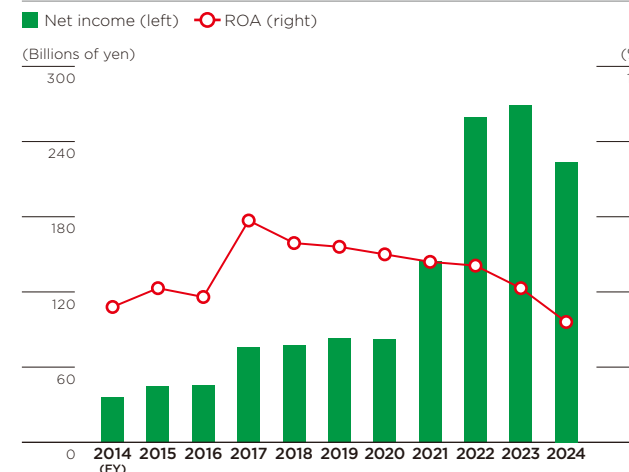
Overseas Convenience Store Operations

7-Eleven, Inc.

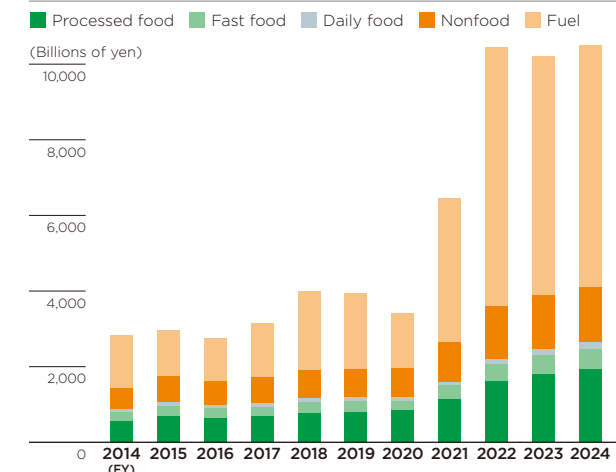
Revenues from operations and Operating income



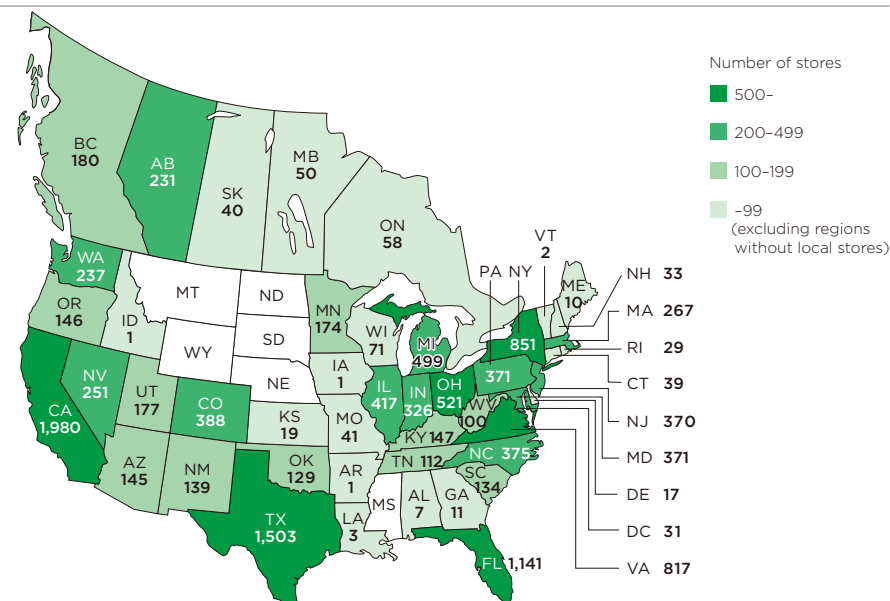
Net income and ROA



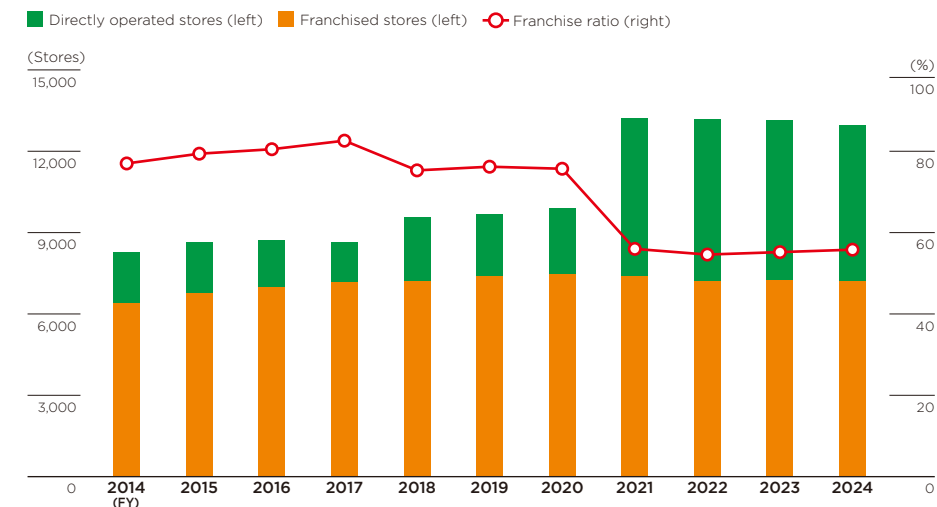
Sales composition by category



Store network



Trends in store type



Learn about Seven & i Group

Corporate Profile

Seven & i Group in Numbers

Learn about the Market Environment

Domestic Macroeconomic Environment

Domestic Environment of the Retail Industry

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

Major Operating Companies' Market Share (Nonconsolidated)

Global Retail Industry - Sales Ranking

- Market Capitalization Ranking

See Seven & i Group's Performance

Consolidated Financial KPI

Consolidated Financial Results

Consolidated Financial Highlight

Segment Information

Financial Position

See Major Operating Companies' Data

Overview of Major Operating Companies

Domestic Convenience Store Operations

Overseas Convenience Store Operations

Superstore Operations

Financial Services

Others

[See Stock Information](#)

Stock Information

See Seven & i Group's History

Group History

Overseas Convenience Store Operations

Growth Strategy of Global CVS Operations

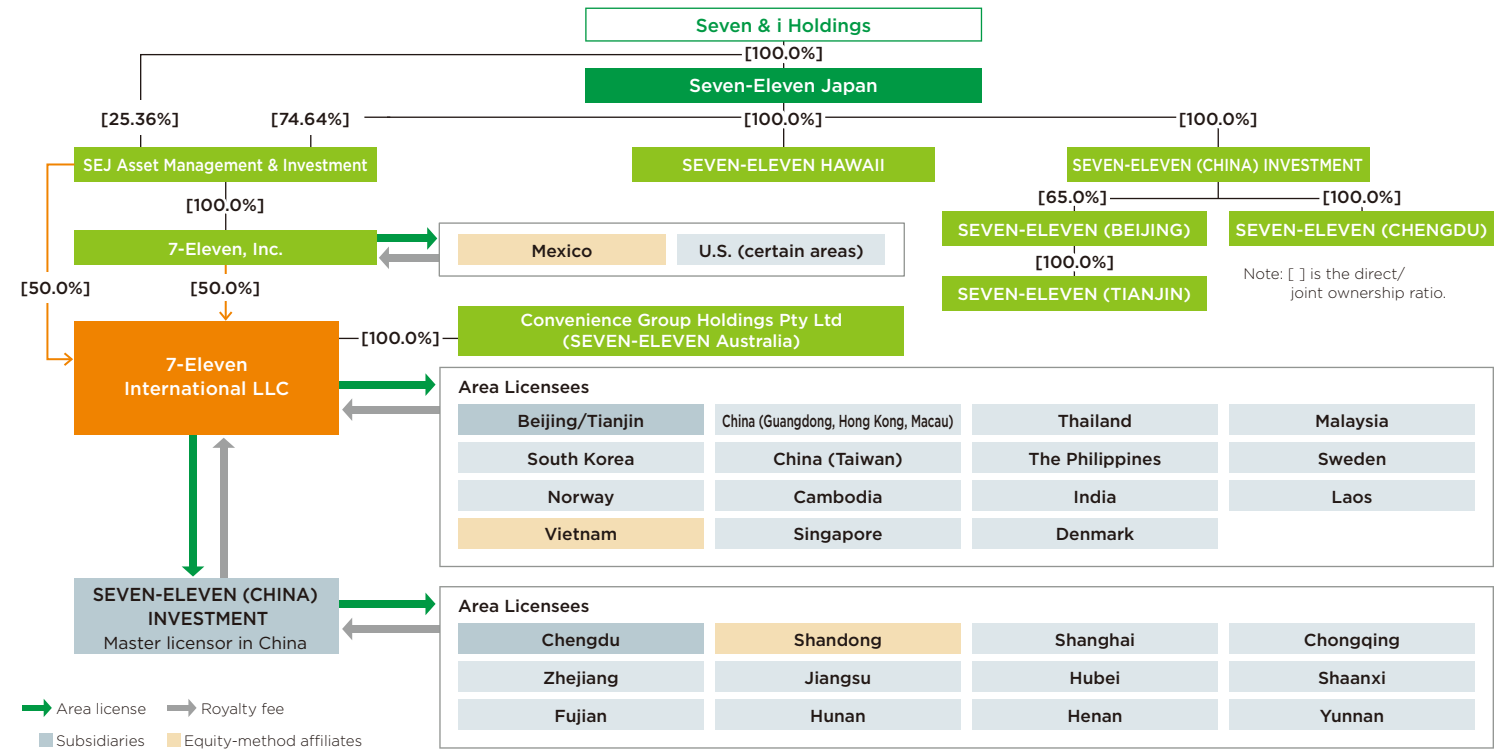
Global Strategy

Capital Relationships in the Group's Convenience Store Operations

Seven & i Holdings' subsidiaries operate 7-Eleven 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 Royalty fee from the licensees. With the establishment of 7-Eleven International LLC, the licensor to receive Royalty fee has been changed from 7-Eleven, Inc. to 7-Eleven International LLC.



Trend in the 7-Eleven Stores Worldwide

| Trend in the 7-Eleven Stores Worldwide | (Stores) | | | | | | | | | | |
|----------------------------------------|----------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
| Japan | 17,491 | 18,572 | 19,422 | 20,260 | 20,876 | 20,955 | 21,167 | 21,327 | 21,402 | 21,535 | 21,743 |
| Thailand | 8,127 | 8,832 | 9,542 | 10,268 | 10,988 | 11,712 | 12,432 | 13,134 | 13,838 | 14,545 | 15,245 |
| South Korea | 8,646 | 8,868 | 9,077 | 9,061 | 9,974 | 10,000 | 10,159 | 13,562 | 13,511 | 13,122 | 12,963 |
| U.S. and Canada | 7,231 | 8,000 | 8,556 | 9,231 | 9,400 | 10,016 | 10,501 | 11,173 | 14,265 | 13,137 | 12,152 |
| China (Taiwan) | 5,040 | 5,029 | 5,107 | 5,221 | 5,369 | 5,647 | 6,024 | 6,379 | 6,631 | 6,859 | 7,077 |
| China | 2,064 | 2,182 | 2,357 | 2,599 | 2,816 | 3,156 | 3,412 | 3,980 | 4,434 | 5,051 | 5,775 |
| Others | 6,682 | 7,228 | 7,744 | 7,960 | 8,233 | 8,688 | 8,811 | 8,986 | 9,498 | 10,292 | 10,861 |
| Total | 55,281 | 58,711 | 61,805 | 64,600 | 67,656 | 70,174 | 72,506 | 78,541 | 83,579 | 84,541 | 85,816 |

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

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

- Domestic Macroeconomic Environment
- Domestic Environment of the Retail Industry
- U.S. Macroeconomic Environment and Environment of the Retail Industry
- Major Operating Companies’ Market Share (Nonconsolidated)
- Global Retail Industry - Sales Ranking
- Market Capitalization Ranking

See Seven & i Group’s Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies’ Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

See Seven & i Group’s History

- Group History

Overseas Convenience Store Operations

Growth Strategy of Global CVS Operations

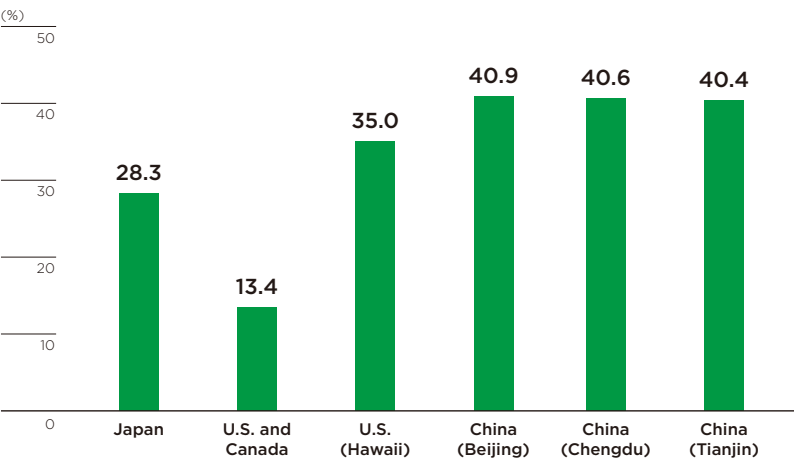
Global Strategy

7-Eleven store operators around the world (licensees)

| Country or region | | Operator | Number of stores |
|--------------------------|--|---------------------------------------------------------------------------------------------------------------------------------|------------------|
| Thailand | | CP ALL Public Company Ltd. [Charoen Pokphand Group] | 15,245 |
| South Korea | | Korea Seven Co., Ltd [Lotte Group] | 12,152 |
| China (Taiwan/Shanghai) | | PRESIDENT CHAIN STORE CORP. [Uni-President Enterprises Corp.] | 7,399 |
| The Philippines | | Philippine Seven Corporation [PRESIDENT CHAIN STORE CORP.] | 4,130 |
| Malaysia | | 7-Eleven Malaysia Sdn. Bhd. [7-Eleven Malaysia Holdings Berhad] | 2,635 |
| Mexico | | 7-Eleven Mexico S.A. de C.V. [Valso, S.A. de C.V.] | 2,076 |
| China (Guangdong) | | South China: Guangdong Sai Yi Convenience Stores [DFI Retail Group Holdings Ltd.] | 1,833 |
| China (Hong Kong, Macau) | | Hong Kong/Macau: The Dairy Farm Company, Limited [DFI Retail Group Holdings Ltd.] | 1,136 |
| China (Shandong) | | SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhongdi Sunshine Group Co., Ltd.] | 657 |
| Singapore | | Cold Storage Singapore (1983) Pte. Ltd. [DFI Retail Group Holdings Ltd.] | 467 |
| Norway/Sweden/Denmark | | Reitan Convenience [Reitangruppen AS] | 367 |
| China (Jiangsu) | | Nanjing Golden Eagle Convenience Supermarket Management Co., Ltd. [GOLDEN EAGLE INTERNATIONAL RETAIL GROUP (CHINA) Co., Ltd.] | 260 |
| China (Yunnan) | | Yunnan Qianglin Lejia Chain Convenience Store Co. Ltd. [Yunnan Qianglin Petrochemical Co. Ltd.] | 230 |
| China (Zhejiang) | | Uni President Supermarket (zhejiang) Convenience Store Co., Ltd. [President Chain Store (Hong Kong) Holdings Limited] | 200 |
| Vietnam | | Seven System Viet Nam JSC | 122 |
| China (Shaanxi) | | Shaan Xi Sai Wen Tike Convenience Chain CO., LTD. [SHAANXI TIKE TRADING CO., LTD.] | 119 |
| Cambodia | | CP ALL (Cambodia) Co., Ltd. [Charoen Pokphand Group] | 112 |
| China (Fujian) | | Fujian Rongning Convenience Store Management CO., LTD. [FUJIAN RONGNING INVESTMENT CO., LTD.] [Fujian Sanfu Clothing CO., LTD.] | 92 |
| China (Henan) | | Henan Sanyi Convenience Store Chain CO., LTD. [Sanquan Food Co., Ltd.] | 84 |
| China (Hunan) | | Hunan You’a Convenience Supermarket Management Co., Ltd. [Hunan Friendship & Apollo Commercial Co., Ltd.] | 83 |
| U.S. | | Various Companies | 72 |
| India | | 7-India Convenience Retail Limited [Reliance Retail Ventures Limited] | 56 |
| China (Hubei) | | Hubei Dongfang Meilin Convenience Store CO., LTD. [Jiangsu Baiye Baihui Supermarket Management CO., LTD.] | 44 |
| China (Chongqing) | | Xinjiu Commercial Development Co., Ltd. [Southern Hoper Industry Co., Ltd.] | 39 |
| Laos | | CP ALL Laos Co., Ltd. [Charoen Pokphand Group] | 10 |

Notes) 1. Number of stores as of December 31, 2024
2. Company names in brackets are those of the corporate groups affiliated with the companies listed.

7-Eleven fast food sales as a percentage of total sales for FY2024



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



U.S. and Canada



China (Beijing)

Learn about Seven & i Group

| |
|-----------------------------------------------------------------------|
| Corporate Profile |
| Seven & i Group in Numbers |
| Learn about the Market Environment |
| Domestic Macroeconomic Environment |
| Domestic Environment of the Retail Industry |
| U.S. Macroeconomic Environment and Environment of the Retail Industry |
| Major Operating Companies’ Market Share (Nonconsolidated) |
| Global Retail Industry - Sales Ranking |
| - Market Capitalization Ranking |

See Seven & i Group’s Performance

| |
|----------------------------------|
| Consolidated Financial KPI |
| Consolidated Financial Results |
| Consolidated Financial Highlight |
| Segment Information |
| Financial Position |

See Major Operating Companies’ Data

| |
|---------------------------------------|
| Overview of Major Operating Companies |
| Domestic Convenience Store Operations |
| Overseas Convenience Store Operations |
| Superstore Operations |
| Financial Services |
| Others |

See Stock Information

| |
|-------------------|
| Stock Information |
|-------------------|

See Seven & i Group’s History

| |
|---------------|
| Group History |
|---------------|

Superstore Operations

Ito-Yokado Co., Ltd.

| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|----------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|----------|----------|
| Revenues from operations | 1,285,942 | 1,289,586 | 1,255,017 | 1,244,262 | 1,236,180 | 1,185,147 | 1,080,934 | 1,067,545 | 729,342 | 814,964 | 842,736 |
| Net sales | 1,253,296 | 1,255,608 | 1,219,252 | 1,213,613 | 1,205,751 | 1,154,374 | 1,053,284 | 1,038,664 | 654,251 | 737,318 | 764,706 |
| Selling, general and administrative expenses | 333,118 | 334,380 | 316,879 | 310,285 | 304,510 | 291,051 | 265,479 | 259,298 | 257,943 | 279,485 | 276,220 |
| Operating income | 1,859 | (13,980) | 52 | 3,077 | 4,708 | 6,522 | 7,781 | 1,620 | 408 | (1,205) | 3,020 |
| Ordinary income | 4,142 | (13,405) | 1,786 | 3,687 | 6,122 | 7,615 | 7,698 | 2,371 | 1,087 | (268) | 4,166 |
| Net income | (6,881) | (23,923) | (13,797) | (5,821) | (7,840) | 1,674 | (3,705) | (11,201) | (15,203) | (25,963) | (33,737) |
| Capital expenditures | 41,067 | 58,555 | 30,636 | 18,072 | 44,057 | 27,305 | 20,613 | 29,311 | 25,773 | 29,519 | 39,365 |
| Depreciation and amortization*3 | 11,137 | 13,125 | 13,654 | 12,606 | 12,191 | 13,254 | 12,594 | 13,318 | 15,402 | 18,021 | 20,112 |
| Total assets | 817,735 | 799,073 | 753,315 | 736,336 | 721,594 | 713,839 | 682,167 | 666,022 | 650,372 | 697,754 | 658,879 |
| Net assets | 606,327 | 581,223 | 544,808 | 539,608 | 530,367 | 529,737 | 512,489 | 507,849 | 492,632 | 505,138 | 472,929 |
| EBITDA | 12,997 | (855) | 13,707 | 15,683 | 16,899 | 19,776 | 20,375 | 14,939 | 15,810 | 16,815 | 23,133 |
| ROA (%) | (0.8) | (3.0) | (1.8) | (0.8) | (1.1) | 0.2 | (0.5) | (1.7) | (2.3) | (3.9) | (5.0) |

Ito-Yokado

| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|--------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Gross sales*1 | 1,253,296 | 1,255,608 | 1,219,252 | 1,213,613 | 1,205,751 | 1,154,374 | 1,053,284 | 1,038,664 | 1,039,102 | 1,041,253 | 978,206 |
| Food & Drug*2 | - | - | - | - | - | - | - | - | - | 578,590 | 526,785 |
| Food*2 | - | - | - | - | - | - | - | - | - | 482,006 | 438,853 |
| Specialty stores*2 | - | - | - | - | - | - | - | - | - | 129,975 | 108,562 |
| Lifestyle*3 | - | - | - | 317,460 | 310,796 | 285,985 | 238,816 | 219,985 | 217,398 | 213,308 | - |
| Specialty stores*3 | - | - | - | 13,484 | 13,213 | 13,488 | 13,592 | 11,791 | 13,455 | 13,250 | - |
| Food*3 | - | - | - | 550,399 | 538,778 | 516,120 | 517,101 | 506,270 | 488,764 | 482,006 | - |
| Apparel | 193,354 | 187,047 | 179,027 | 162,589 | 153,590 | - | - | - | - | - | - |
| Household goods*4 | 153,506 | 142,811 | 122,445 | 165,083 | 162,021 | - | - | - | - | - | - |
| Food | 592,913 | 601,672 | 585,457 | 553,670 | 547,175 | - | - | - | - | - | - |
| Merchandise sales | 939,774 | 931,531 | 886,930 | 881,343 | 862,788 | 815,594 | 769,510 | 738,046 | 719,618 | 708,566 | 635,348 |
| Tenants | 301,376 | 314,612 | 322,191 | 324,328 | 336,390 | 335,359 | 278,428 | 297,225 | 317,230 | 329,571 | 333,336 |
| Other | 12,145 | 9,464 | 10,130 | 7,940 | 6,573 | 3,420 | 5,345 | 3,392 | 2,252 | 3,115 | 9,521 |
| Existing store sales increase (decrease) (%) | (4.5) | 0.2 | (4.2) | (1.4) | (1.1) | (2.9) | (0.6) | (0.5) | (1.0) | (1.1) | (3.8) |
| Number of customers (%) | (5.7) | (0.1) | (4.4) | (1.7) | (1.1) | (3.5) | (6.9) | (0.3) | (1.2) | (1.0) | (2.4) |
| Average spending per customer (%) | 1.3 | 0.4 | 0.3 | 0.3 | 0.0 | 0.7 | 6.7 | (0.3) | 0.1 | (0.2) | (1.4) |
| Merchandise gross profit margin (%) | 29.9 | 28.6 | 29.1 | 29.6 | 29.6 | 29.9 | 29.6 | 29.0 | 29.1 | 28.5 | 27.6 |
| Number of stores | 181 | 182 | 171 | 164 | 159 | 157 | 132 | 128 | 126 | 123 | 92 |
| Openings | 3 | 3 | 4 | 2 | 1 | 4 | 3 | 0 | 0 | 0 | 0 |
| Closures | 1 | 2 | 15 | 9 | 6 | 6 | 28 | 4 | 2 | 3 | 31 |
| Total sales floor space (m ²)*5 | 2,832,235 | 2,802,078 | 2,776,875 | 2,653,996 | 2,547,874 | 2,506,284 | 2,373,250 | 2,288,584 | 2,495,162 | 2,449,609 | 1,942,550 |
| Directly managed sales floor space (m ²)*5 | 1,630,246 | 1,590,958 | 1,508,282 | 1,490,522 | 1,420,357 | 1,355,959 | 1,230,268 | 1,162,773 | 1,105,108 | 1,073,816 | 748,427 |
| Sales per square meter (Thousands of yen)*6 | 572 | 585 | 564 | 575 | 584 | 591 | 602 | 622 | 641 | 645 | 683 |
| Full-time employees (fiscal year-end) | 8,029 | 7,790 | 7,654 | 7,663 | 7,443 | 7,238 | 6,477 | 6,024 | 5,635 | 5,131 | 4,159 |
| Part-time employees*7 | 31,245 | 32,106 | 27,540 | 27,750 | 26,690 | 24,275 | 22,319 | 20,059 | 18,619 | 16,668 | 13,261 |
| Ratio of part-time employees (%) | 79.3 | 80.0 | 79.9 | 78.0 | 77.9 | 76.7 | 76.6 | 76.3 | 76.3 | 75.5 | 75.2 |
| Sales per employee (Thousands of yen)*8 | 26,074 | 26,099 | 25,716 | 24,766 | 25,190 | 25,776 | 26,403 | 28,066 | 29,477 | 32,103 | 36,035 |

*1 “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Net sales under the previous accounting method are shown as “Gross sales.”

*2 Ito-Yokado has revised its merchandise category details due to organizational changes from March 2024. Figures for Food & Drug includes former “Food” and part of former “Lifestyle”, and for Specialty stores includes previous “Specialty stores” and part of former “Apparel.” Figures for FY2023 have been calculated and displayed in the same manner.

*3 From FY2019, the previous product-based sales classifications have been revised from apparel, household goods, and food to lifestyle, specialty stores, and food. Figures for FY2017 and FY2018 have been calculated and displayed in the same manner.

*4 From FY2017, Seven Bi no Garden Co., Ltd. was absorbed through a merger and its figures are reflected.

*5 The method of calculating sales floor space was changed in FY2022.

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

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

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

Notes) 1. “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

2. On September 1, 2023, Ito-Yokado Co., Ltd merged with York Co., Ltd. Figures for the period ended August 31, 2023 and earlier do not include the figures of former York Co., Ltd. Although Ito-Yokado Co., Ltd. merged with York Co., Ltd. on September 1, 2023, figures for gross sales by merchandise category, existing store sales increase and gross profit margin by merchandise category are calculated by Ito-Yokado and York Mart/York Foods, etc. separately

Learn about Seven & i Group

| |
|-----------------------------------------------------------------------|
| Corporate Profile |
| Seven & i Group in Numbers |
| Learn about the Market Environment |
| Domestic Macroeconomic Environment |
| Domestic Environment of the Retail Industry |
| U.S. Macroeconomic Environment and Environment of the Retail Industry |
| Major Operating Companies’ Market Share (Nonconsolidated) |
| Global Retail Industry - Sales Ranking |
| - Market Capitalization Ranking |

See Seven & i Group’s Performance

| |
|----------------------------------|
| Consolidated Financial KPI |
| Consolidated Financial Results |
| Consolidated Financial Highlight |
| Segment Information |
| Financial Position |

See Major Operating Companies’ Data

| |
|---------------------------------------|
| Overview of Major Operating Companies |
| Domestic Convenience Store Operations |
| Overseas Convenience Store Operations |
| Superstore Operations |
| Financial Services |
| Others |

See Stock Information

| |
|-------------------|
| Stock Information |
|-------------------|

See Seven & i Group’s History

| |
|---------------|
| Group History |
|---------------|

Superstore Operations

York Mart/York Foods, etc.

| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|----------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Gross sales*1 | 132,067 | 140,145 | 141,649 | 143,610 | 144,975 | 142,936 | 182,219 | 188,961 | 184,616 | 191,404 | 197,924 |
| Existing store sales increase (decrease) (%) | 0.6 | 1.8 | (1.6) | (0.5) | (1.2) | (2.2) | 6.7 | (3.4) | (3.1) | 2.8 | 1.6 |
| Number of customers (%) | - | - | - | - | - | - | - | (2.2) | (2.5) | 1.4 | (0.1) |
| Average spending per customer (%) | - | - | - | - | - | - | - | (1.3) | (0.6) | 1.3 | 1.6 |
| Merchandise gross profit margin (%) | 28.8 | 28.8 | 28.6 | 28.6 | 29.0 | 29.2 | 29.1 | 28.2 | 27.7 | 27.1 | 26.4 |
| Number of stores | 76 | 76 | 78 | 78 | 79 | 78 | 100 | 101 | 103 | 103 | 104 |
| Openings | 2 | 4 | 2 | 1 | 2 | 2 | 23 | 1 | 2 | 2 | 1 |
| Closures | 0 | 4 | 0 | 1 | 1 | 3 | 1 | 0 | 0 | 2 | 0 |
| Total sales floor space (m²) | - | - | - | - | - | - | - | 213,383 | 216,506 | 218,395 | 221,699 |
| Directly managed sales floor space (m²) | 124,223 | 126,639 | 129,000 | 128,194 | 126,782 | 126,621 | 151,810 | 155,738 | 158,775 | 159,370 | 161,725 |
| Sales per square meter (Thousands of yen)*2 | 1,130 | 1,158 | 1,149 | 1,154 | 1,145 | 1,128 | 1,227 | 1,197 | 1,135 | 1,199 | 1,224 |
| Full-time employees (fiscal year-end) | 1,227 | 1,245 | 1,255 | 1,307 | 1,314 | 1,320 | 1,606 | 1,656 | 1,647 | 1,496 | 1,425 |
| Part-time employees*3 | 4,367 | 4,715 | 4,524 | 4,494 | 4,840 | 4,583 | 4,505 | 5,804 | 5,339 | 5,137 | 5,045 |
| Ratio of part-time employees (%) | 79.3 | 80.0 | 79.9 | 78.0 | 77.9 | 76.7 | 76.6 | 77.4 | 75.8 | 76.6 | 77.8 |
| Sales per employee (Thousands of yen)*4 | 22,367 | 22,723 | 23,024 | 23,203 | 23,472 | 23,193 | 25,106 | 25,580 | 27,458 | 28,453 | 30,520 |

*1 “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Net sales under the previous accounting method are shown as “Gross sales.”
*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)

Notes) 1. “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.
2. Although Ito-Yokado Co., Ltd. merged with York Co., Ltd. on September 1, 2023, figures for gross sales by merchandise category, existing store sales increase and gross profit margin by merchandise category are calculated by Ito-Yokado and York Mart/York Foods, etc. separately.

Trend in the number of stores

| By region | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-----------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Hokkaido | 11 | 11 | 11 | 11 | 10 | 9 | 8 | 7 | 6 | 6 | - |
| Tohoku | 10 | 10 | 10 | 10 | 10 | 10 | 9 | 9 | 9 | 8 | - |
| Kanto | 206 | 207 | 203 | 198 | 197 | 196 | 196 | 196 | 197 | 195 | 182 |
| Chubu | 16 | 16 | 14 | 14 | 14 | 13 | 12 | 10 | 10 | 10 | 7 |
| Kinki | 11 | 11 | 10 | 8 | 7 | 7 | 7 | 7 | 7 | 7 | 7 |
| Chugoku | 3 | 3 | 1 | 1 | - | - | - | - | - | - | - |
| Total | 257 | 258 | 249 | 242 | 238 | 235 | 232 | 229 | 229 | 226 | 196 |

| By format | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Superstores | 136 | 136 | 127 | 121 | 116 | 112 | 104 | 99 | 97 | 95 | 69 |
| Shopping centers | 17 | 17 | 18 | 19 | 19 | 19 | 19 | 20 | 20 | 19 | 17 |
| Food specialty stores | 28 | 29 | 26 | 24 | 24 | 26 | 9 | 9 | 9 | 9 | 6 |
| Ito-Yokado Total | 181 | 182 | 171 | 164 | 159 | 157 | 132 | 128 | 126 | 123 | 92 |
| York Mart/York Foods, etc. | 76 | 76 | 78 | 78 | 79 | 78 | 100 | 101 | 103 | 103 | 104 |
| Ito-Yokado Co., Ltd. Total | 257 | 258 | 249 | 242 | 238 | 235 | 232 | 229 | 229 | 226 | 196 |

Note) Number of stores at fiscal year-end

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

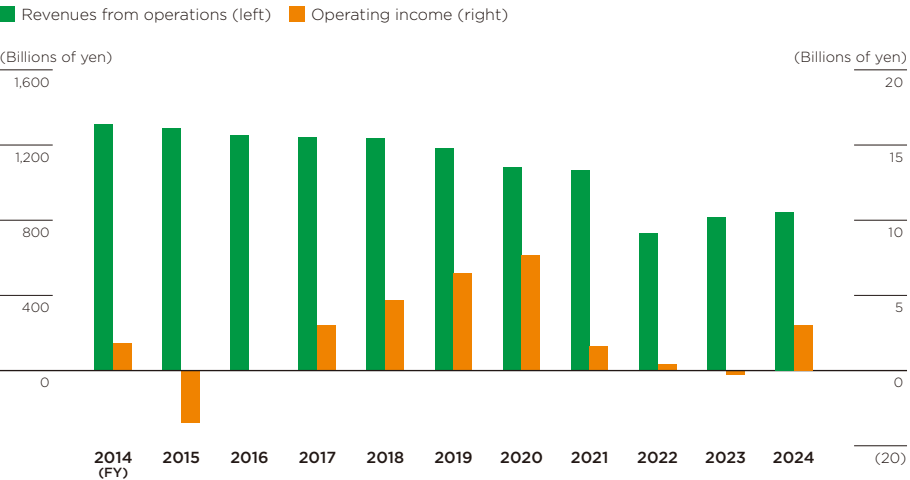
See Seven & i Group's History

- Group History

Superstore Operations

Ito-Yokado Co., Ltd.

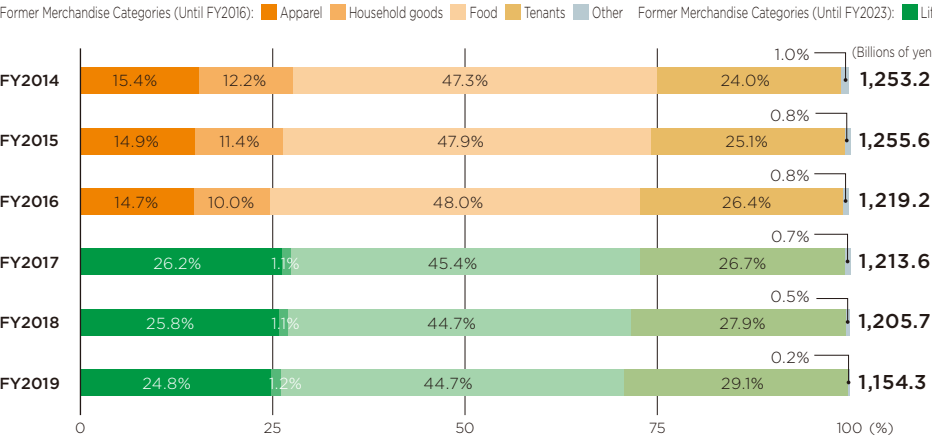
Revenues from operations and Operating income



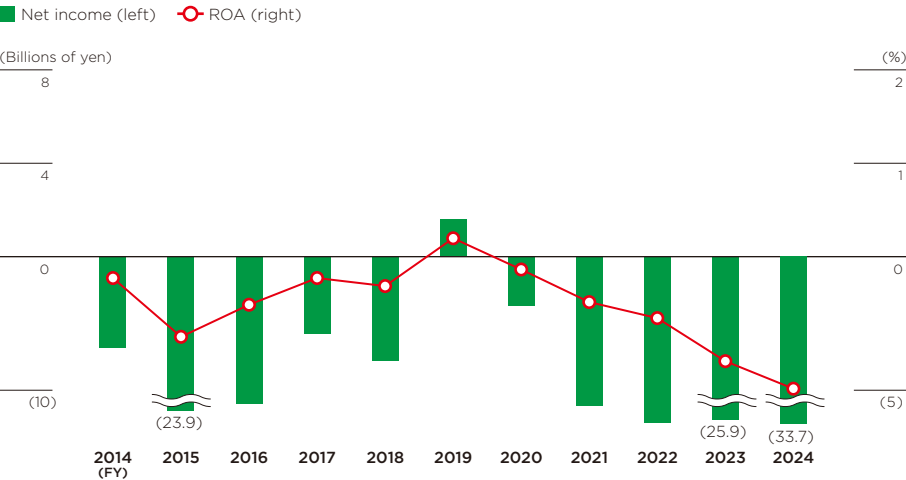
Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

Ito-Yokado

Breakdown of sales by merchandise category



Net income and ROA



Notes) 1. Figures for Seven Bi no Garden Co., Ltd., since it was absorbed in FY2017, are reflected in household goods.
2. From FY2019, the previous product-based sales classifications have been revised from apparel, household goods, and food to lifestyle, specialty stores, and food. Figures for FY2017 and FY2018 have been calculated and displayed in the same manner.
3. Ito-Yokado has revised its merchandise category details due to organizational changes from March 2024. Figures for Food & Drug includes former "Food" and part of former "Lifestyle", and for Specialty stores includes previous "Specialty stores" and "Apparel."

Learn about Seven & i Group

| |
|-----------------------------------------------------------------------|
| Corporate Profile |
| Seven & i Group in Numbers |
| Learn about the Market Environment |
| Domestic Macroeconomic Environment |
| Domestic Environment of the Retail Industry |
| U.S. Macroeconomic Environment and Environment of the Retail Industry |
| Major Operating Companies' Market Share (Nonconsolidated) |
| Global Retail Industry - Sales Ranking |
| - Market Capitalization Ranking |

See Seven & i Group's Performance

| |
|----------------------------------|
| Consolidated Financial KPI |
| Consolidated Financial Results |
| Consolidated Financial Highlight |
| Segment Information |
| Financial Position |

See Major Operating Companies' Data

| |
|---------------------------------------|
| Overview of Major Operating Companies |
| Domestic Convenience Store Operations |
| Overseas Convenience Store Operations |
| Superstore Operations |
| Financial Services |
| Others |

See Stock Information

| |
|-------------------|
| Stock Information |
|-------------------|

See Seven & i Group's History

| |
|---------------|
| Group History |
|---------------|

Superstore Operations

| | | | | | | | | | | | |
|---------------------------------------------------------|-------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| York-Benimaru | (Millions of yen) | | | | | | | | | | |
| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
| Revenues from operations | 396,930 | 412,977 | 426,172 | 437,197 | 445,297 | 446,843 | 477,633 | 478,144 | 469,994 | 491,515 | 503,797 |
| Net sales | 390,492 | 406,223 | 418,729 | 429,064 | 437,201 | 438,637 | 469,057 | 469,415 | 458,991 | 479,931 | 491,952 |
| Selling, general and administrative expenses | 84,796 | 88,784 | 92,185 | 94,713 | 98,337 | 99,932 | 106,007 | 105,044 | 126,357 | 132,669 | 136,863 |
| Operating income | 12,820 | 13,324 | 14,054 | 14,070 | 12,801 | 13,100 | 16,548 | 14,704 | 18,013 | 18,701 | 16,810 |
| Ordinary income | 14,018 | 14,529 | 15,344 | 15,301 | 13,973 | 14,308 | 17,707 | 15,953 | 18,421 | 19,183 | 17,153 |
| Net income | 7,792 | 8,969 | 8,982 | 9,350 | 7,672 | 6,712 | 7,845 | 9,055 | 45,278 | 11,616 | 9,898 |
| Capital expenditures | 14,120 | 10,642 | 12,330 | 13,452 | 10,328 | 13,148 | 17,056 | 17,437 | 17,425 | 15,396 | 25,831 |
| Depreciation and amortization | 3,569 | 3,931 | 4,519 | 5,148 | 5,675 | 5,883 | 6,259 | 7,297 | 9,466 | 10,093 | 10,551 |
| Total assets* ¹ | 182,267 | 184,894 | 177,983 | 184,302 | 183,481 | 190,090 | 199,509 | 201,144 | 247,713 | 261,881 | 268,930 |
| Net assets | 140,118 | 141,435 | 136,514 | 140,016 | 140,769 | 141,422 | 143,447 | 147,122 | 186,606 | 193,117 | 196,612 |
| EBITDA | 16,389 | 17,255 | 18,573 | 19,218 | 18,476 | 18,984 | 22,808 | 22,001 | 27,480 | 28,794 | 27,362 |
| ROA (%) | 4.4 | 4.9 | 5.0 | 5.2 | 4.2 | 3.6 | 4.0 | 4.5 | 20.2 | 4.6 | 3.7 |
| Gross sales | - | - | - | - | - | - | - | - | 477,377 | 498,309 | 511,126 |
| Fresh food | 132,110 | 139,489 | 145,105 | 149,910 | 153,597 | 154,442 | 169,112 | 167,111 | 167,563 | 173,838 | 177,755 |
| Processed food | 92,181 | 95,761 | 98,819 | 101,977 | 104,950 | 106,140 | 114,288 | 114,763 | 116,252 | 121,575 | 127,285 |
| Daily food | 73,843 | 77,433 | 81,101 | 84,097 | 86,551 | 87,235 | 94,955 | 95,394 | 97,652 | 103,815 | 106,085 |
| Delicatessen | - | - | - | - | - | - | - | - | 58,235 | 61,414 | 62,553 |
| Food total | 298,136 | 312,683 | 325,026 | 335,985 | 345,100 | 347,818 | 378,356 | 377,269 | 439,703 | 460,644 | 473,679 |
| Apparel | 16,614 | 15,887 | 14,967 | 13,531 | 12,761 | 11,747 | 10,751 | 10,314 | 10,156 | 10,143 | 9,965 |
| Household goods | 20,694 | 20,398 | 20,296 | 19,993 | 19,270 | 19,005 | 19,885 | 18,500 | 18,062 | 18,402 | 17,993 |
| Merchandise sales | 335,445 | 348,970 | 360,290 | 369,510 | 377,132 | 378,571 | 408,993 | 406,085 | 467,922 | 489,190 | 501,639 |
| Tenants | 55,047 | 57,253 | 58,439 | 59,553 | 60,069 | 60,066 | 60,064 | 63,330 | 9,455 | 9,119 | 9,487 |
| Existing store sales increase (decrease) (%) | 0.2 | 1.2 | 0.5 | (0.4) | (1.0) | (1.2) | 5.0 | (0.4) | (0.8) | 2.4 | 2.0 |
| Number of customers (%) | (0.1) | 1.5 | 0.8 | 0.0 | (0.9) | (2.3) | (3.3) | (1.0) | (2.2) | (0.3) | 0.0 |
| Average spending per customer (%) | 0.2 | (0.3) | (0.3) | (0.5) | (0.2) | 1.1 | 8.5 | 0.6 | 1.4 | 2.7 | 1.9 |
| Merchandise gross profit margin (%) | 25.6 | 25.7 | 25.8 | 25.7 | 25.8 | 26.1 | 26.4 | 25.8 | 30.3 | 30.4 | 30.1 |
| Number of stores | 200 | 205 | 213 | 220 | 225 | 232 | 235 | 237 | 246 | 248 | 248 |
| Openings | 8 | 6 | 9 | 11 | 7 | 8 | 5 | 5 | 11 | 5 | 3 |
| Closures | 1 | 1 | 1 | 4 | 2 | 1 | 2 | 3 | 2 | 3 | 3 |
| Total sales floor space (m ²) | 628,639 | 640,667 | 656,950 | 675,128 | 682,795 | 697,646 | 703,029 | 709,077 | 722,244 | 721,126 | 721,268 |
| Directly managed sales floor space (m ²) | 485,123 | 494,201 | 505,269 | 519,177 | 525,508 | 534,926 | 541,036 | 544,925 | 595,516 | 599,676 | 596,317 |
| Sales per square meter (Thousands of yen)* ² | 721 | 727 | 733 | 735 | 727 | 721 | 764 | 752 | 783 | 800 | 825 |
| Full-time employees (fiscal year-end) | 2,614 | 2,660 | 2,685 | 2,697 | 2,747 | 2,766 | 2,810 | 2,866 | 3,142 | 3,132 | 3,133 |
| Part-time employees* ³ | 10,984 | 11,168 | 11,353 | 11,903 | 11,953 | 11,811 | 12,178 | 12,166 | 16,005 | 16,183 | 16,371 |
| Ratio of part-time employees (%) | 80.6 | 80.5 | 80.6 | 81.2 | 81.0 | 80.8 | 81.2 | 80.9 | 83.4 | 83.8 | 83.8 |
| Sales per employee (Thousands of yen)* ⁴ | 24,607 | 25,156 | 25,581 | 25,208 | 25,566 | 25,888 | 27,255 | 26,989 | 23,923 | 24,847 | 25,174 |

^{*1} "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, February 16, 2018) has been applied to total assets from FY2019 and reflected retroactively in the figures for FY2018.

^{*2} Sales per square meter = Merchandise sales ÷ Weighted average floor space (excluding floor space of the stores which have been temporarily closed)

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

^{*4} Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

Notes) 1. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Net sales under the previous accounting method are shown as "Gross sales."

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

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

See Seven & i Group's History

- Group History

Superstore Operations

Store Formats

Ito-Yokado

Superstores (69 stores)



Ito-Yokado stores operate in 11 prefectures mainly in the Kanto region. They are implementing store structural reforms, including full utilization of leading specialty stores inside and outside the Group.

York Mart/York Foods, etc.

Food specialty stores (104 stores)



A "lifestyle suggestion type" food supermarket will be developed in the Tokyo metropolitan area. Aim to expand market share in the Tokyo Metropolitan Area as a core operating company in the Group's "Tokyo Metropolitan Area Food Strategy" by offering a range of products rooted in the region and unique merchandising that emphasizes ready-to-eat foods.

Food specialty stores (6 stores)



Stores that specialize in fresh and processed foods, as well as frequently purchased products such as household goods. 20 stores were transferred to York Co., Ltd. in June 2020.

York-Benimaru

Food specialty stores (248 stores)



York-Benimaru supermarkets are focused mainly on food and operated in the southern Tohoku and northern Kanto regions. They strive to strengthen value propositions in fresh food and delicatessen items and the merchandise assortment in response to local needs.

Shopping centers (17 stores)



17 mall-type shopping centers are operating. They aggregate tenants anchored by Ito-Yokado as a core tenant.

THE GARDEN JIYUGAOKA

Food specialty stores (19 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.

(As of February 28, 2025)

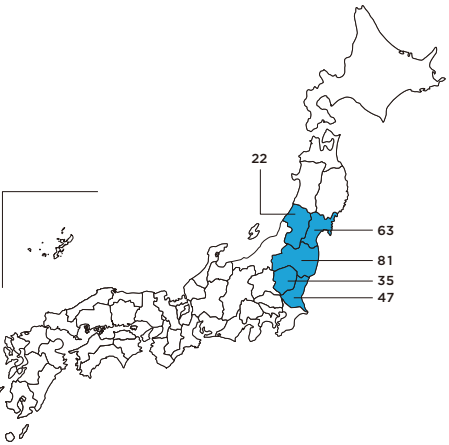
Store Network (Tokyo Metropolitan Area SST Operations)

Ito-Yokado stores operate in 11 prefectures, mainly in the Kanto region. York Mart/York Foods, etc. and THE GARDEN JIYUGAOKA are being developed in the Tokyo metropolitan area.

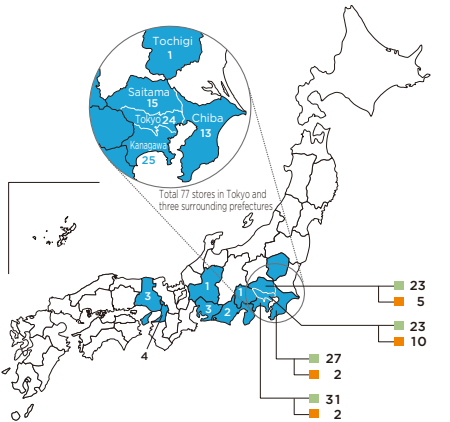
| | Number of stores |
|-----------------------------------------------------------|------------------|
| Ito-Yokado | 77 |
| York Mart/York Foods, etc. | 104 |
| THE GARDEN JIYUGAOKA | 19 |
| Tokyo metropolitan area (Tokyo, Chiba, Kanagawa, Saitama) | 200 |

Store Network (York-Benimaru)

(As of February 28, 2025)

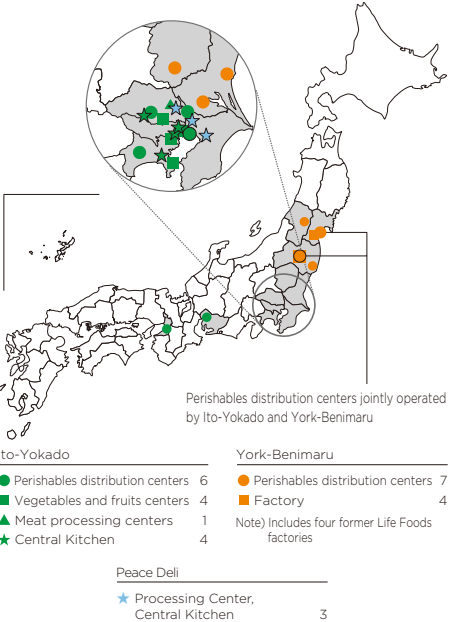


(As of February 28, 2025)



Number of Centers

(As of February 28, 2025)



Learn about Seven & i Group

| |
|----------------------------|
| Corporate Profile |
| Seven & i Group in Numbers |

Learn about the Market Environment

| |
|-----------------------------------------------------------------------|
| Domestic Macroeconomic Environment |
| Domestic Environment of the Retail Industry |
| U.S. Macroeconomic Environment and Environment of the Retail Industry |
| Major Operating Companies’ Market Share (Nonconsolidated) |
| Global Retail Industry - Sales Ranking |
| - Market Capitalization Ranking |

See Seven & i Group’s Performance

| |
|----------------------------------|
| Consolidated Financial KPI |
| Consolidated Financial Results |
| Consolidated Financial Highlight |
| Segment Information |
| Financial Position |

See Major Operating Companies’ Data

| |
|---------------------------------------|
| Overview of Major Operating Companies |
| Domestic Convenience Store Operations |
| Overseas Convenience Store Operations |
| Superstore Operations |
| Financial Services |
| Others |

See Stock Information

| |
|-------------------|
| Stock Information |
|-------------------|

See Seven & i Group’s History

| |
|---------------|
| Group History |
|---------------|

Financial Services

Seven Bank

| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-----------------------------------------------|---------|---------|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| (Fiscal year-end March, Millions of yen) | | | | | | | | | | | |
| Ordinary income | 105,648 | 110,465 | 113,109 | 116,650 | 119,567 | 120,275 | 111,672 | 110,298 | 120,509 | 128,899 | 135,747 |
| Ordinary profits | 38,258 | 39,002 | 38,911 | 42,262 | 43,059 | 45,013 | 34,593 | 28,412 | 31,500 | 29,123 | 27,307 |
| Net income | 24,457 | 26,107 | 26,871 | 29,106 | 14,572 | 27,675 | 15,825 | 18,135 | 19,508 | 19,320 | 17,657 |
| Total assets | 850,369 | 910,801 | 955,644 | 1,023,201 | 1,145,511 | 1,091,287 | 1,192,358 | 1,209,040 | 1,287,693 | 1,536,555 | 1,327,309 |
| Net assets | 166,814 | 183,174 | 199,602 | 217,036 | 219,667 | 229,866 | 231,687 | 236,925 | 243,627 | 248,252 | 252,482 |
| Ordinary deposits (fiscal year-end) | 253,040 | 292,142 | 336,023 | 393,753 | 294,235 | 324,531 | 383,290 | 423,038 | 452,691 | 482,906 | 498,554 |
| Time deposits (fiscal year-end) | 248,327 | 254,760 | 151,632 | 141,287 | 140,416 | 134,093 | 135,722 | 127,720 | 122,974 | 115,472 | 109,249 |
| Individual deposit accounts (Thousand) | 1,405 | 1,562 | 1,690 | 1,827 | 2,001 | 2,179 | 2,364 | 2,528 | 2,755 | 3,037 | 3,359 |
| Number of installed ATMs (fiscal year-end) | 21,056 | 22,472 | 23,368 | 24,392 | 25,152 | 25,215 | 25,676 | 26,253 | 26,913 | 27,422 | 27,990 |
| 7-Eleven | 18,782 | 19,816 | 20,615 | 21,510 | 22,148 | 22,165 | 22,394 | 22,550 | 22,619 | 22,776 | 22,970 |
| Ito-Yokado | 315 | 320 | 305 | 294 | 288 | 284 | 254 | 254 | 263 | 264 | 224 |
| York Mart/York Foods, etc. | 67 | 70 | 74 | 76 | 76 | 75 | 95 | 96 | 98 | 99 | 99 |
| York-Benimaru | 86 | 118 | 154 | 167 | 188 | 231 | 236 | 238 | 258 | 265 | 264 |
| Other ATMs in the Group companies | 85 | 91 | 90 | 84 | 77 | 76 | 69 | 74 | 69 | 41 | 37 |
| Outside the Group companies | 1,721 | 2,057 | 2,130 | 2,261 | 2,375 | 2,384 | 2,628 | 3,041 | 3,606 | 3,977 | 4,396 |
| Correspondent financial institutions | 594 | 595 | 601 | 600 | 615 | 612 | 613 | 620 | 640 | 676 | 682 |
| ATM-related fee income per transaction (Yen) | 136.2 | 133.6 | 133.1 | 132.9 | 132.9 | 130.9 | 121.4 | 108.8 | 108.3 | 109.3 | 106.5 |
| Daily average transactions per ATM | 100.9 | 98.8 | 95.5 | 94.1 | 92.3 | 92.1 | 90.5 | 96.5 | 101.5 | 105.0 | 108.0 |
| Total number of transactions (Million) | 743 | 782 | 796 | 815 | 829 | 849 | 836 | 910 | 980 | 1,039 | 1,089 |
| With banking financial institutions (Million) | 679 | 712 | 724 | 739 | 749 | 727 | 659 | 667 | 701 | 722 | 739 |
| With non-banking institutions (Million) | 64 | 70 | 71 | 75 | 80 | 121 | 177 | 242 | 278 | 316 | 349 |
| International money transfer service | | | | | | | | | | | |
| Number of contract accounts (Thousand) | 100 | 147 | 186 | 222 | 259 | 296 | 311 | 317 | 322 | 328 | 333 |
| Cumulative number of transfers (Thousand) | 633 | 816 | 979 | 1,079 | 1,144 | 1,214 | 1,227 | 1,104 | 893 | 747 | 660 |
| Consumer loan service | | | | | | | | | | | |
| Number of contract accounts (Thousand) | 55 | 73 | 86 | 95 | 97 | 101 | 110 | 122 | 148 | 184 | 249 |
| Balance of loans | 10,406 | 16,208 | 19,829 | 22,715 | 22,688 | 23,283 | 24,300 | 27,953 | 34,921 | 44,318 | 60,550 |
| Gross profit margin (%) | 62.6 | 80.6 | 64.9 | 72.7 | 73.5 | 63.7 | 53.7 | 47.0 | 40.5 | 29.1 | 39.2 |
| Full-time employees (fiscal year-end) | 445 | 456 | 472 | 468 | 460 | 487 | 470 | 505 | 549 | 614 | 703 |

Seven Card Service

| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| (Fiscal year-end March) | | | | | | | | | | | |
| Transaction volume (Billions of yen)* ¹ | 2,099.4 | 2,501.8 | 2,790.6 | 2,925.1 | 3,156.1 | 3,153.9 | 3,019.8 | 2,771.5 | 2,751.7 | 2,673.1 | 2,414.2 |
| Number of cards issued (10 Thousand) | | | | | | | | | | | |
| SEVEN CARD plus / SEVEN CARD (credit card and point card)* ² | 359 | 351 | 347 | 348 | 355 | 362 | 366 | 366 | 361 | 354 | 317 |
| <i>nanaco</i> (electronic money)* ³ | 3,717 | 4,543 | 5,350 | 5,983 | 6,518 | 6,905 | 7,250 | 7,520 | 7,907 | 8,216 | 8,331 |
| Full-time employees (fiscal year-end) | 186 | 225 | 214 | 221 | 334 | 345 | 365 | 386 | 377 | 340 | 313 |

*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.
Note) Seven Card Service was transferred from Seven Financial Service to Seven Bank on July 1, 2023. Figures for FY2022 and before are for the 12 months ending in February. Figures for FY2023 are for the 12 months ending in March.

Seven CS Card Service

| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|----------------------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| (Fiscal year-end February) | | | | | | | | | | | |
| Transaction volume (Billions of yen)* ¹ | 717.3 | 719.3 | 713.5 | 708.6 | 707.2 | 713.4 | 594.9 | 612.1 | 673.4 | 669.9 | 639.4 |
| Number of cards issued (10 Thousand) | | | | | | | | | | | |
| CLUB ON/Millennium CARD SAISON* ² | 320 | 322 | 323 | 317 | 316 | 310 | 294 | 283 | 271 | 257 | 235 |
| Full-time employees (fiscal year-end) | 478 | 506 | 459 | 367 | 366 | 338 | 284 | 261 | 232 | 211 | 181 |

*1 Shopping transaction volume using electronic money and credit cards. *2 The number indicates active members.

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

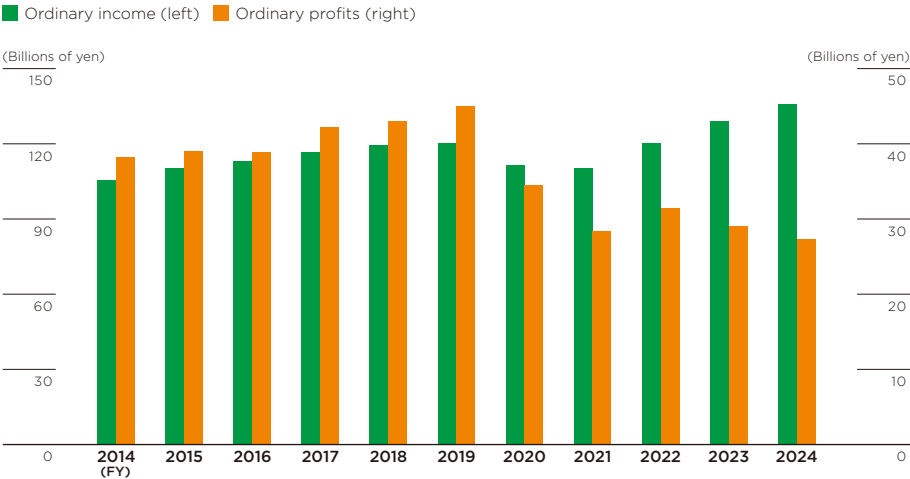
See Seven & i Group's History

- Group History

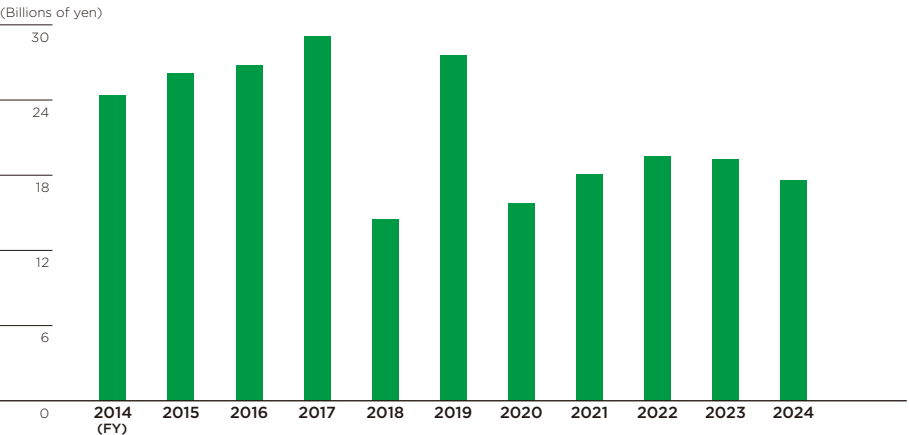
Financial Services

Seven Bank

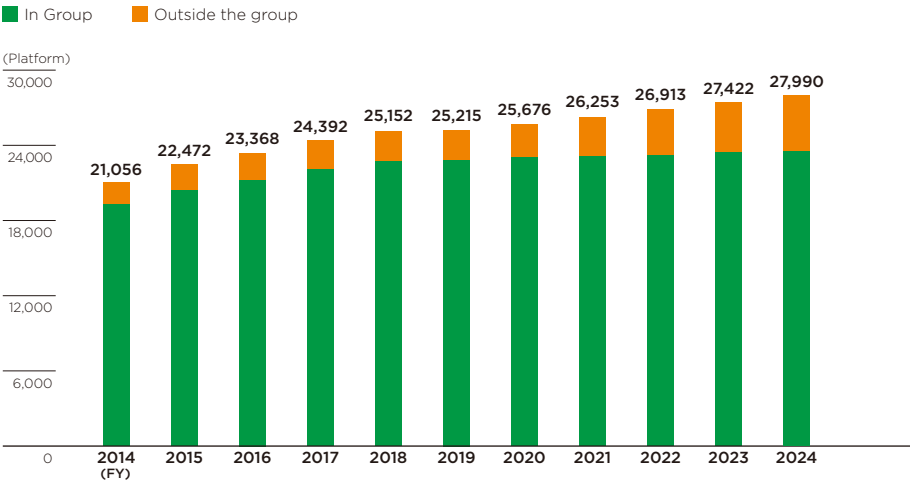
Ordinary income and Ordinary profits



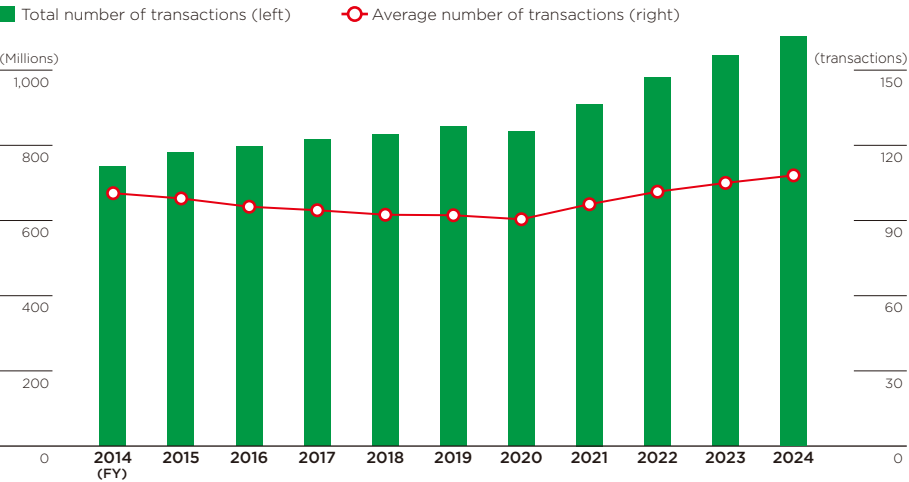
Net income



Number of ATMs



Number of ATM transactions



Note) All figures are as of the end of March.

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

- Domestic Macroeconomic Environment
- Domestic Environment of the Retail Industry
- U.S. Macroeconomic Environment and Environment of the Retail Industry
- Major Operating Companies’ Market Share (Nonconsolidated)
- Global Retail Industry - Sales Ranking
- Market Capitalization Ranking

See Seven & i Group’s Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies’ Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

See Seven & i Group’s History

- Group History

Others

Akachan Honpo

| | (Millions of yen) | | | | | | | | | | |
|---------------------------------------------------------|-------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
| Net sales | 92,899 | 102,716 | 102,765 | 104,687 | 102,639 | 96,744 | 75,559 | 79,153 | 80,184 | 82,989 | 83,091 |
| Selling, general and administrative expenses | 24,755 | 27,128 | 26,588 | 27,638 | 27,936 | 27,433 | 23,798 | 24,282 | 25,790 | 26,425 | 27,456 |
| Operating income | 2,866 | 3,315 | 2,909 | 3,381 | 3,503 | 2,906 | 90 | 382 | 451 | 1,584 | 2,084 |
| Ordinary income | 2,856 | 3,339 | 2,919 | 3,400 | 3,547 | 2,920 | 158 | 364 | 468 | 1,632 | 1,983 |
| Net income | 2,178 | 3,336 | 1,621 | 2,541 | 2,103 | 1,873 | (481) | 181 | 698 | 78 | 1,184 |
| Capital expenditures | 1,724 | 1,371 | 1,142 | 1,342 | 2,798 | 3,592 | 3,196 | 1,628 | 2,779 | 1,613 | 2,179 |
| Depreciation and amortization | 1,216 | 1,187 | 1,186 | 1,063 | 949 | 884 | 1,058 | 1,316 | 1,475 | 1,572 | 1,609 |
| Total assets | 29,720 | 32,401 | 31,065 | 31,916 | 33,464 | 34,440 | 37,977 | 36,356 | 36,945 | 35,219 | 35,352 |
| Net assets | 5,761 | 9,095 | 10,716 | 13,258 | 15,362 | 17,236 | 16,754 | 16,936 | 17,457 | 17,328 | 18,274 |
| EBITDA | 4,082 | 4,502 | 4,095 | 4,444 | 4,452 | 3,791 | 1,148 | 1,698 | 1,881 | 3,156 | 3,693 |
| ROA (%) | 7.5 | 10.7 | 5.1 | 8.1 | 6.4 | 5.5 | (1.3) | 0.4 | 1.9 | 0.2 | 3.3 |
| Existing store sales increase (decrease) (%) | 3.5 | 4.8 | (3.2) | (0.4) | (3.9) | (6.8) | (26.0) | 3.8 | 5.2 | 1.4 | 1.3 |
| Merchandise gross profit margin (%) | 29.7 | 29.6 | 28.7 | 29.6 | 30.6 | 31.4 | 31.6 | 31.2 | 32.4 | 33.3 | 35.1 |
| Number of stores | 99 | 103 | 106 | 110 | 110 | 117 | 117 | 121 | 124 | 126 | 127 |
| Openings | 7 | 8 | 8 | 8 | 6 | 10 | 3 | 5 | 7 | 4 | 7 |
| Closures | 1 | 4 | 5 | 4 | 6 | 3 | 3 | 1 | 4 | 2 | 6 |
| Total sales floor space (m ²) | 159,564 | 161,209 | 164,485 | 168,653 | 169,841 | 174,595 | 171,435 | 174,003 | 170,701 | 174,917 | 172,954 |
| Sales per square meter (Thousands of yen)* ¹ | 582 | 631 | 626 | 622 | 607 | 557 | 443 | 458 | 453 | 474 | 480 |
| Full-time employees (fiscal year-end) | 895 | 929 | 917 | 885 | 909 | 919 | 959 | 903 | 871 | 862 | 911 |
| Part-time employees* ² | 1,745 | 1,889 | 1,958 | 1,919 | 2,054 | 1,908 | 1,518 | 1,580 | 1,587 | 1,626 | 1,650 |
| Sales per employee (Thousands of yen)* ³ | 35,189 | 36,449 | 35,744 | 37,334 | 34,640 | 34,221 | 30,504 | 31,877 | 32,621 | 33,355 | 32,444 |
| Memberships (Thousand) | 1,855 | 1,972 | 2,067 | 2,121 | 2,172 | 2,148 | 1,850 | 1,872 | 1,839 | 1,772 | 1,716 |

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

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

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

Note) “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

- Domestic Macroeconomic Environment
- Domestic Environment of the Retail Industry
- U.S. Macroeconomic Environment and Environment of the Retail Industry
- Major Operating Companies’ Market Share (Nonconsolidated)
- Global Retail Industry - Sales Ranking
- Market Capitalization Ranking

See Seven & i Group’s Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies’ Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

See Seven & i Group’s History

- Group History

Others

Seven & i Food Systems

| | (Millions of yen) | | | | | | | | | | |
|--------------------------------------------------------|-------------------|--------|---------|--------|--------|---------|---------|---------|---------|--------|--------|
| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
| Revenues from operations | 80,932 | 83,839 | 82,562 | 80,350 | 78,206 | 74,323 | 50,853 | 45,251 | 46,777 | 52,353 | 55,064 |
| Net sales | 80,685 | 83,680 | 82,394 | 80,188 | 78,047 | 73,868 | 50,317 | 44,765 | 46,224 | 51,909 | 54,600 |
| Selling, general and administrative expenses | 52,844 | 52,636 | 52,001 | 49,692 | 47,925 | 46,252 | 38,176 | 32,136 | 30,346 | 32,371 | 33,704 |
| Operating income | 163 | 1,021 | 515 | 842 | 1,291 | 420 | (7,062) | (4,114) | (716) | 976 | 1,667 |
| Ordinary income | 302 | 1,121 | 595 | 907 | 1,351 | 478 | (6,942) | (4,066) | (720) | 940 | 1,578 |
| Net income | (449) | 457 | (1,688) | (523) | 83 | (1,301) | (8,884) | (3,910) | (4,042) | 164 | 685 |
| Capital expenditures | 3,518 | 1,853 | 3,348 | 2,076 | 2,432 | 2,486 | 1,694 | 813 | 2,179 | 1,702 | 1,722 |
| Depreciation and amortization | 701 | 823 | 866 | 957 | 1,004 | 1,011 | 835 | 539 | 180 | 262 | 325 |
| Total assets | 46,700 | 43,979 | 40,901 | 36,638 | 35,751 | 35,034 | 27,729 | 24,126 | 22,655 | 23,164 | 23,492 |
| Net assets | 33,835 | 33,471 | 27,171 | 26,666 | 26,415 | 24,540 | 15,721 | 11,831 | 7,772 | 7,986 | 8,686 |
| EBITDA | 864 | 1,845 | 1,381 | 1,799 | 2,296 | 1,431 | (6,225) | (3,574) | (535) | 1,239 | 1,992 |
| ROA (%) | (1.0) | 1.0 | (4.0) | (1.4) | 0.2 | (3.7) | (28.3) | (15.1) | (17.3) | 0.7 | 2.9 |
| Existing store sales increase (decrease) (Denny's) (%) | 1.7 | (0.2) | (2.8) | 1.0 | 0.9 | (1.6) | (29.7) | (3.5) | 17.0 | 15.0 | 10.8 |
| Number of customers (%) | (0.5) | (3.5) | 0.0 | (1.7) | (3.5) | (4.2) | (35.4) | (0.3) | 14.9 | 7.6 | 5.2 |
| Average spending per customer (%) | 2.2 | 3.4 | (2.8) | 2.8 | 4.5 | 2.6 | 8.7 | (3.2) | 1.8 | 6.9 | 5.3 |
| Merchandise gross profit margin (Denny's) (%) | 68.8 | 68.2 | 68.4 | 68.0 | 68.2 | 68.1 | 65.6 | 67.3 | 67.1 | 67.1 | 67.0 |
| Number of stores | 840 | 851 | 815 | 749 | 716 | 679 | 614 | 545 | 497 | 489 | 373 |
| Denny's | 392 | 389 | 386 | 377 | 371 | 372 | 339 | 322 | 319 | 319 | 317 |
| Others | 448 | 462 | 429 | 372 | 345 | 307 | 275 | 223 | 178 | 170 | 56 |
| Full-time employees (fiscal year-end) | 1,368 | 1,416 | 1,387 | 1,350 | 1,307 | 1,257 | 1,184 | 962 | 890 | 801 | 733 |
| Part-time employees* | 10,013 | 9,453 | 8,938 | 8,137 | 7,390 | 6,849 | 5,380 | 4,552 | 4,256 | 4,098 | 4,061 |
| Ratio of part-time employees (%) | 87.9 | 86.9 | 86.2 | 85.3 | 84.6 | 83.9 | 81.4 | 82.0 | 82.2 | 83.0 | 84.2 |

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

Note) “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

- Domestic Macroeconomic Environment
- Domestic Environment of the Retail Industry
- U.S. Macroeconomic Environment and Environment of the Retail Industry
- Major Operating Companies’ Market Share (Nonconsolidated)
- Global Retail Industry - Sales Ranking
- Market Capitalization Ranking

See Seven & i Group’s Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies’ Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

See Seven & i Group’s History

- Group History

Others

| | (Millions of yen) | | | | | | | | | | |
|----------------------------------------------|-------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
| Revenues from operations | 88,304 | 95,645 | 100,264 | 103,668 | 103,427 | 106,408 | 82,472 | 90,043 | 96,048 | 110,637 | 125,416 |
| Net sales | 87,647 | 94,930 | 99,560 | 102,956 | 102,592 | 105,384 | 81,549 | 89,086 | 92,974 | 107,188 | 121,567 |
| Selling, general and administrative expenses | 33,920 | 36,572 | 38,225 | 38,304 | 38,055 | 39,380 | 34,504 | 35,351 | 37,454 | 41,339 | 44,884 |
| Operating income | 1,409 | 1,603 | 1,464 | 2,159 | 2,698 | 2,831 | (2,178) | 562 | 2,285 | 4,292 | 6,809 |
| Ordinary income | 1,374 | 1,579 | 1,381 | 2,072 | 2,650 | 2,769 | (2,206) | 454 | 2,182 | 4,211 | 6,711 |
| Net income | 701 | 572 | 138 | 908 | 1,388 | 1,484 | (2,274) | (336) | 243 | 2,410 | 2,766 |
| Capital expenditures*1 | 1,228 | 2,727 | 1,963 | 2,266 | 1,737 | 2,411 | 3,420 | 1,420 | 2,008 | 2,093 | 2,142 |
| Depreciation and amortization | 1,014 | 1,048 | 1,099 | 1,133 | 1,121 | 1,242 | 1,477 | 1,513 | 1,493 | 1,607 | 1,540 |
| Total assets | 25,383 | 27,563 | 29,551 | 31,614 | 31,455 | 33,931 | 47,882 | 47,513 | 42,051 | 43,398 | 46,472 |
| Net assets | 11,667 | 12,022 | 12,055 | 12,878 | 13,987 | 14,872 | 12,290 | 11,954 | 12,195 | 14,605 | 16,952 |
| EBITDA | 2,423 | 2,651 | 2,563 | 3,292 | 3,820 | 4,074 | (701) | 2,075 | 3,779 | 5,899 | 8,350 |
| ROA (%) | 2.9 | 2.2 | 0.5 | 3.0 | 4.4 | 4.5 | (5.6) | (0.7) | 0.5 | 5.6 | 5.2 |
| Existing store sales increase (decrease) (%) | 0.9 | 4.4 | 0.1 | 3.3 | (0.2) | 0.5 | (25.5) | 6.5 | 11.1 | 13.3 | 10.7 |
| Merchandise gross profit margin (%) | 40.0 | 39.9 | 39.6 | 39.0 | 39.3 | 39.4 | 39.0 | 39.6 | 39.2 | 39.1 | 39.1 |
| Number of stores | 94 | 102 | 109 | 110 | 115 | 124 | 131 | 138 | 151 | 160 | 172 |
| Openings | 6 | 10 | 8 | 8 | 8 | 11 | 10 | 11 | 18 | 14 | 17 |
| Closures | 1 | 2 | 1 | 7 | 3 | 2 | 3 | 4 | 5 | 5 | 5 |
| Total sales floor space (m²) | 120,962 | 128,040 | 135,286 | 134,083 | 135,083 | 138,368 | 139,468 | 144,944 | 147,579 | 145,841 | 152,824 |
| Sales per square meter (Thousands of yen)*2 | 730 | 755 | 738 | 748 | 757 | 771 | 578 | 621 | 635 | 727 | 810 |
| Full-time employees (fiscal year-end) | 2,028 | 2,195 | 2,267 | 2,350 | 2,280 | 2,311 | 2,319 | 2,313 | 2,307 | 2,403 | 2,533 |
| Part-time employees*3 | 1,971 | 2,112 | 2,140 | 2,066 | 2,188 | 2,343 | 2,119 | 1,994 | 2,133 | 2,242 | 2,421 |
| Sales per employee (Thousands of yen)*4 | 23,740 | 23,852 | 24,668 | 26,352 | 26,991 | 27,968 | 23,427 | 25,067 | 25,812 | 28,180 | 30,568 |

*1 The calculation standards were changed in FY2022. Figures for FY2021 and before have been restated.

*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)

Note) *Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

- Domestic Macroeconomic Environment
- Domestic Environment of the Retail Industry
- U.S. Macroeconomic Environment and Environment of the Retail Industry
- Major Operating Companies’ Market Share (Nonconsolidated)
- Global Retail Industry - Sales Ranking
- Market Capitalization Ranking

See Seven & i Group’s Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies’ Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

See Seven & i Group’s History

- Group History

Others

Trend in the Number of Stores by Region

Akachan Honpo

| | (Stores) | | | | | | | | | | |
|-----------------|----------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
| Hokkaido | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Tohoku | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 3 |
| Kanto | 45 | 48 | 47 | 46 | 45 | 46 | 46 | 49 | 48 | 48 | 50 |
| Chubu | 16 | 17 | 17 | 18 | 18 | 20 | 21 | 20 | 20 | 20 | 19 |
| Kinki | 20 | 21 | 21 | 21 | 22 | 23 | 22 | 22 | 25 | 27 | 27 |
| Chugoku | 6 | 6 | 7 | 8 | 7 | 8 | 8 | 8 | 8 | 8 | 8 |
| Shikoku | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Kyushu, Okinawa | 3 | 2 | 5 | 8 | 9 | 11 | 11 | 13 | 14 | 14 | 15 |
| Total | 99 | 103 | 106 | 110 | 110 | 117 | 117 | 121 | 124 | 126 | 127 |



Akachan Honpo

Denny’s

| | (Stores) | | | | | | | | | | |
|--------|----------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
| Tohoku | 12 | 11 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 |
| Kanto | 289 | 286 | 281 | 276 | 272 | 272 | 248 | 234 | 231 | 231 | 229 |
| Chubu | 75 | 75 | 75 | 73 | 72 | 73 | 69 | 66 | 66 | 66 | 66 |
| Kinki | 16 | 17 | 18 | 16 | 15 | 15 | 10 | 10 | 10 | 10 | 10 |
| Total | 392 | 389 | 386 | 377 | 371 | 372 | 339 | 322 | 319 | 319 | 317 |



Denny's

Loft

| | (Stores) | | | | | | | | | | |
|-----------------|----------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
| Hokkaido | 2 | 2 | 1 | 1 | 1 | 1 | 1 | 2 | 2 | 4 | 4 |
| Tohoku | 5 | 5 | 5 | 5 | 5 | 6 | 7 | 7 | 7 | 6 | 4 |
| Kanto | 51 | 54 | 58 | 58 | 59 | 63 | 67 | 69 | 73 | 75 | 83 |
| Chubu | 10 | 13 | 13 | 13 | 14 | 16 | 16 | 19 | 22 | 22 | 23 |
| Kinki | 15 | 16 | 16 | 17 | 18 | 19 | 19 | 20 | 21 | 26 | 29 |
| Chugoku | 5 | 6 | 8 | 8 | 8 | 8 | 8 | 7 | 9 | 10 | 10 |
| Shikoku | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 5 |
| Kyushu, Okinawa | 3 | 3 | 5 | 5 | 6 | 7 | 9 | 10 | 13 | 13 | 14 |
| Total | 94 | 102 | 109 | 110 | 115 | 124 | 131 | 138 | 151 | 160 | 172 |



Loft

Note) Number of stores at fiscal year-end

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

Stock Information

See Seven & i Group's History

- Group History

Stock Information

Major Shareholders

| | (As of February 28, 2025) | |
|------------------------------------------------------|---------------------------------------|----------------------------------|
| | Number of shares (Thousand shares) | Percentage of shares held (%) |
| The Master Trust Bank of Japan, Ltd. (Trust account) | 412,346 | 15.86 |
| Ito-Kogyo Co., Ltd. | 212,103 | 8.16 |
| Custody Bank of Japan, Ltd. (Trust account) | 139,766 | 5.37 |
| STATE STREET BANK AND TRUST COMPANY 505001 | 56,959 | 2.19 |
| Nippon Life Insurance Company | 53,017 | 2.03 |
| JP MORGAN CHASE BANK 385632 | 50,504 | 1.94 |
| MITSUI & CO., LTD. | 48,667 | 1.87 |
| SMBC Nikko Securities Inc. | 47,591 | 1.83 |
| STATE STREET BANK WEST CLIENT-TREATY 505234 | 43,883 | 1.68 |
| JP MORGAN CHASE BANK 385864 | 33,715 | 1.29 |

* The calculation of the percentage of shares held does not include shares of treasury stock. The shares of treasury stock do not include shares held by the "Board Incentive Plan (BIP) Trust" (the "BIP Trust") and the "ESOP Trust for Granting Stock" (the "ESOP Trust").

* The Company conducted a 3-for-1 common share split on March 1, 2024. Above figures are after share split.

Classification of Shareholders

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

As of February 28, 2019



As of February 29, 2020



As of February 28, 2021



As of February 28, 2022



As of February 28, 2023



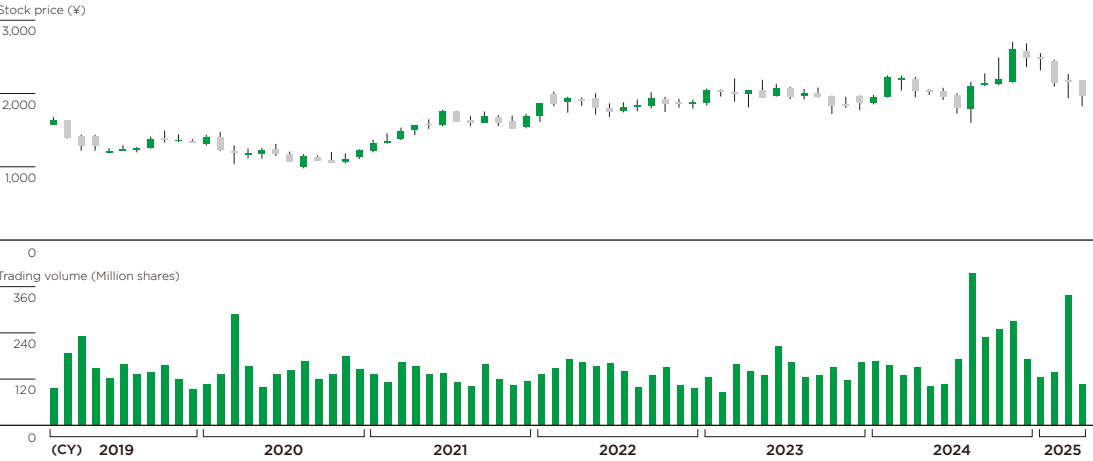
As of February 29, 2024



As of February 28, 2025



Stock Price Chart (Monthly)



| | | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|----------------------|---------------------------------|--------|--------|--------|--------|--------|--------|
| Stock price (Yen) | Opening | 1,631 | 1,208 | 1,383 | 1,885 | 2,017 | 2,180 |
| | High | 1,639 | 1,458 | 2,028 | 2,068 | 2,245 | 2,703 |
| | Low | 1,191 | 979 | 1,365 | 1,680 | 1,721 | 1,600 |
| | Closing | 1,232 | 1,346 | 1,864 | 2,030 | 2,230 | 2,144 |
| | Trading volume (Million shares) | 1,733 | 1,807 | 1,578 | 1,584 | 1,689 | 2,240 |

Investment Indices (Consolidated)

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|-------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Number of shares outstanding Average (Shares)*1 | 2,650,526,604 | 2,648,782,731 | 2,649,197,745 | 2,649,567,603 | 2,646,511,134 | 2,597,855,216 |
| End of period (Shares)*1 | 2,648,536,401 | 2,648,898,837 | 2,649,348,894 | 2,649,674,136 | 2,622,913,557 | 2,594,832,371 |
| Net income per share (Yen) | 82.31 | 67.67 | 79.56 | 106.04 | 84.88 | 66.62 |
| Cash flow per share (Yen) | 167.76 | 156.59 | 190.00 | 247.99 | 236.32 | 234.68 |
| Net assets per share (Yen) | 982.27 | 1,007.56 | 1,125.16 | 1,311.31 | 1,416.94 | 1,553.17 |
| Price earnings ratio (X)*2 | 15.0 | 19.9 | 23.4 | 19.1 | 26.3 | 32.2 |
| Price cash flow ratio (X)*2 | 7.3 | 8.6 | 9.8 | 8.2 | 9.4 | 9.1 |
| Price book value ratio (X)*2 | 1.3 | 1.3 | 1.7 | 1.5 | 1.6 | 1.4 |
| Dividends per share (Yen) | 32.83 | 32.83 | 33.33 | 37.66 | 37.66 | 40.00 |
| Dividend payout ratio (%) | 39.90 | 48.50 | 41.90 | 35.50 | 44.40 | 60.00 |
| Ratio of total amounts of dividends to net assets (%) | 3.4 | 3.3 | 3.1 | 3.1 | 2.8 | 2.7 |

*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 FY2019, and the Company's shares held by these plans include treasury stock.

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

Note) The Company conducted a 3-for-1 common share split on March 1, 2024. Figures for FY2023 and before are calculated as if the share split had occurred at the beginning of FY2019.

Learn about Seven & i Group

| |
|----------------------------|
| Corporate Profile |
| Seven & i Group in Numbers |

Learn about the Market Environment

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

See Seven & i Group's Performance

| |
|----------------------------------|
| Consolidated Financial KPI |
| Consolidated Financial Results |
| Consolidated Financial Highlight |
| Segment Information |
| Financial Position |

See Major Operating Companies' Data

| |
|---------------------------------------|
| Overview of Major Operating Companies |
| Domestic Convenience Store Operations |
| Overseas Convenience Store Operations |
| Superstore Operations |
| Financial Services |
| Others |

See Stock Information

| |
|-------------------|
| Stock Information |
|-------------------|

See Seven & i Group's History

| |
|---------------|
| Group History |
|---------------|

Group History

Company establishment, capital policy and financial strategies

Store opening policy and operating strategies

| | | | | | |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2022 | Jan. | ■ 7-Eleven International LLC begun full operation Aims to improve 7-Eleven global brand value | Jun. | ■ Decided to absorb York Co., Ltd. by Ito-Yokado Co., Ltd. | |
| | Mar. | ■ Stocks of Oshman's Japan were transferred to ABC Mart, Inc. | Jul. | ■ Transfer of shares of Seven Card Service to Seven Bank | |
| | Mar. | ■ Revised the Seven & i Group's material issues | Sep. | ■ Transfer of shares of Sogo & Seibu to Sugi Godo Kaisha, a special purpose company which is a related entity of Fortress Investment Group LLC | |
| | Mar. | ■ York-Benimaru absorbed Life Foods. | Sep. | ■ Ito-Yokado Co., Ltd. absorbed York Co., Ltd. | |
| | Apr. | ■ The Company and Seven Bank were shifted to the prime market due to market reclassification by the TSE | Sep. | ■ Acquired the highest rating of 3 Star in the "Benchmarking" hosted by HDI-Japan "7iD Account Service Center" acquired the highest rating of 3 Star for the first time in the "Inquiry Desk Ratings" of the "HDI Benchmarking." | |
| | Apr. | ■ Management message sent to the Company's shareholders and other stakeholders Management Message: "To Become a World-Class Global Retailer Group" | Sep. | ■ First 7-Eleven store opened in Laos | |
| | Jun. | ■ Concluded a basic agreement for securing renewable energy power sources Concluded a basic agreement with NTT Anode Energy Corporation for supplying renewable energy with additionality to Seven & i on a long-term basis | Sep. | ■ 7iD members topped 30 million | |
| | Aug. | ■ Acquired FTSE Russell ESG Rating 4.3, which evaluates initiatives to address potential ESG risks | Sep. | ■ Expanded activities in line with recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to Ito-Yokado and York-Benimaru | |
| | Aug. | ■ 15th anniversary of <i>Seven Premium</i> Cumulative sales topped 13 trillion yen | Nov. | ■ 7-Eleven International LLC signed an agreement on the acquisition of shares of Convenience Group Holdings Pty Ltd. in Australia Signed the agreement to expand store network in the Australian market to promote global CVS strategy. | |
| | Sep. | ■ Launched <i>Seven Premium's</i> new brand "SEVEN THE PRICE" | 2024 | Jan. | ■ Decided to acquire a portion of the business from Sunoco LP by 7-Eleven, Inc. Acquired assets to expand store network and revenues in North America. |
| Sep. | ■ Concluded an agreement with Ochanomizu University on comprehensive collaborative co-operation on SDGs | Feb. | | ■ "AI-KATA" project won the excellence award in "SUPER-DX contest" sponsored by Ministry of Economy, Trade and Industry The application "AI-KATA," which aims to improve the operational efficiency of retail employees, was praised for focusing on the issues faced by frontline employees and providing a solution that is close to the frontline. | |
| Oct. | ■ Released a Group strategy video "Group synergy "Food" — Outlook for Maximizing Corporate Value Through Group Synergy" for creating group synergy starting from food | Feb. | | ■ "Peace Deli Chiba Kitchen" started operation | |
| Oct. | ■ Acquired the MSC/ASC CoC certification, a certification for distribution management of certified marine products produced with consideration for the natural environment | Feb. | | ■ York-Benimaru and Ito-Yokado concluded an agreement with Ibaraki Prefecture on "Comprehensive Collaborative Agreement" | |
| Oct. | ■ Participated in a demonstration experiment for promoting the health of the elderly, conducted in collaboration with Hachioji City, Tokyo | Feb. | | ■ Opened new concept stores "SIP Store" New concept stores under "SEJ-IY Partnership (commonly known as SIP)" launched by Seven-Eleven Japan and Ito-Yokado to create new group synergies. | |
| Nov. | ■ Decided to transfer the shares of Sogo & Seibu to Sugi Godo Kaisha, a special purpose company which is a related entity of Fortress Investment Group LLC | Apr. | | ■ 7-Eleven International LLC completed the acquisition of shares of Convenience Group Holdings Pty Ltd. in Australia Acquired the shares to expand store network in the Australian market to promote global CVS strategy. | |
| 2023 | Mar. | ■ Announced the Update to the Medium-Term Management Plan and the Results of the Group Strategy Reevaluation | | Apr. | ■ Announced the contents of the discussions on the recommendations of Strategy Committee and the action plan to maximize the Group's corporate and shareholder value |
| | Mar. | ■ The Group's first common infrastructure "Peace Deli Nagareyama Kitchen" started operation Began supplying merchandise to approximately 200 Ito-Yokado and York stores in the Tokyo metropolitan area | | | |
| | Apr. | ■ Decided to transfer shares of Seven Card Service to Seven Bank | | | |
| | May | ■ Transfer of shares of Barneys Japan to Laox Holdings Co., LTD. | | | |

| | |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Apr. | <div></div> 7-Eleven, Inc. completed the acquisition of a portion of the business from Sunoco LP Acquired assets to expand store network and revenues in North America. |
| May | <div></div> Concluded an agreement to transfer of Nissen Holdings Shares to Ci Medical Co.,Ltd. |
| May | <div></div> Cumulative sales of Seven Premium products topped ¥15 trillion |
| Jul. | <div></div> Acquired FTSE Russell ESG Rating 4.6, which evaluates initiatives to address potential ESG risks Included in the FTSE4Good Index Series for the 10th consecutive year, FTSE Blossom Japan Index for the 8th consecutive year and FTSE Blossom Japan Sector Relative Index for the 3rd consecutive year. |
| Aug. | <div></div> Seven & i Energy Management Co., Ltd. newly established To advance with a sense of urgency "Reduction of CO ₂ emissions" set forth in the Environmental Goals "GREEN CHALLENGE 2050," newly established a retail electricity supplier with the aim of expanding the renewable energy procurement. |
| Sep. | <div></div> Started to disclose nature-related information in line with the recommendations of the Task Force on Nature-related Financial Disclosures (TNFD) |
| Oct. | <div></div> YORK Holdings Co., Ltd. newly established Established an intermediate holding company aimed to preside over the Group's supermarket food business, specialty stores, and other businesses as a wholly-owned subsidiary of the Company. |
| Oct. | <div></div> Formulated the Seven & i Group Nature Policy Formulated to further promote initiatives on nature to become nature-positive. |
| Dec. | <div></div> Cumulative sales of SEVEN THE PRICE products topped ¥20 billion |
| Dec. | <div></div> Selected as a component of "World Index" of "Dow Jones Sustainability"™ Indices" for the 2nd consecutive year and "Asia/Pacific Index" for the 16th consecutive year Became the sole company selected among Japanese retailers selling groceries as a component of "World Index." |
| Jan. | <div></div> Selected for the 4th consecutive year as a company featured in S&P Global's Sustainability Yearbook Became the only Japanese company selected in the "Food & Staples Retailing" industry for the 4th consecutive year since its foundation. |
| Mar. | <div></div> Announced the Update on Management Initiatives |
| Apr. | <div></div> Annual store sales of Seven Premium products topped ¥1.5 trillion |

* Please refer to the website and Excel data from the link button on the upper right of the page for the history before FY2022.