



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

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Link button

 Click to the relevant websites.

Chapter

 Learn about Seven & i Group

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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

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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

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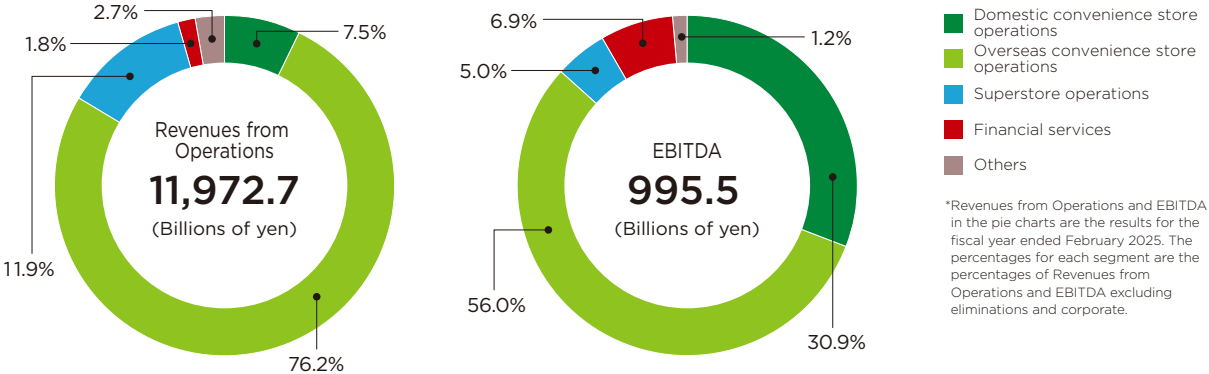
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The Group is taking on the challenge of creating new value in a bid to become a world-class retail group centered around its *food* that leads retail innovation through global growth strategies centered on the 7-Eleven business and proactive utilization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



		Major Operating Companies				
		Domestic convenience store operations	Overseas convenience store operations	Superstore operations	Financial services	Others
		• SEVEN-ELEVEN JAPAN CO., LTD. • SEVEN-ELEVEN OKINAWA CO., LTD.	• 7-Eleven, Inc. • SEJ Asset Management & Investment Company • 7-Eleven International LLC • SEVEN-ELEVEN HAWAII, INC. • Convenience Group Holdings Pty Ltd • SEVEN-ELEVEN (BEIJING) CO., LTD. • SEVEN-ELEVEN (CHENGDU) CO., LTD. • SEVEN-ELEVEN (TIANJIN) CO., LTD.	• Ito-Yokado Co., Ltd. • York-Benimaru Co., Ltd. • SHELL GARDEN CO., LTD. • Hua Tang Yokado Commercial Co., Ltd. • Chengdu Ito-Yokado Co., Ltd.	• Seven Bank, Ltd. • Seven Financial Service Co., Ltd. • Seven Card Service Co., Ltd. • Seven CS Card Service Co., Ltd.	• Akachan Honpo Co., Ltd. • Seven & i Food Systems Co., Ltd. • THE LOFT CO., LTD. • Peace Deli Co., Ltd. • Seven & i Create Link Co., Ltd. • Seven & i Net Media Co., Ltd. • Seven Culture Network Co., Ltd. • Terube Ltd.
		(5 consolidated subsidiaries, 4 affiliates; 9 companies, in total)	(128 consolidated subsidiaries, 5 affiliates; 133 companies, in total)	(16 consolidated subsidiaries, 5 affiliates; 21 companies, in total)	(13 consolidated subsidiaries, 13 companies, in total)	(12 consolidated subsidiaries, 6 affiliates; 18 companies, in total)
Revenues from Operations (Billions of yen)	FY2023	11,471.7	<div><div>921.7</div><div>8,516.9</div><div>1,477.3</div><div>411.3</div></div>			
	FY2024	11,972.7	<div><div>904.1</div><div>9,170.7</div><div>1,432.1</div><div>207.4</div><div>320.9</div><div>212.1</div></div>			
EBITDA (Billions of yen)	FY2023	1,054.9	<div><div>340.7</div><div>624.5</div><div>53.7</div><div>73.0</div><div>13.5</div></div>			
	FY2024	995.5	<div><div>324.8</div><div>587.8</div><div>52.0</div><div>72.4</div><div>12.6</div></div>			

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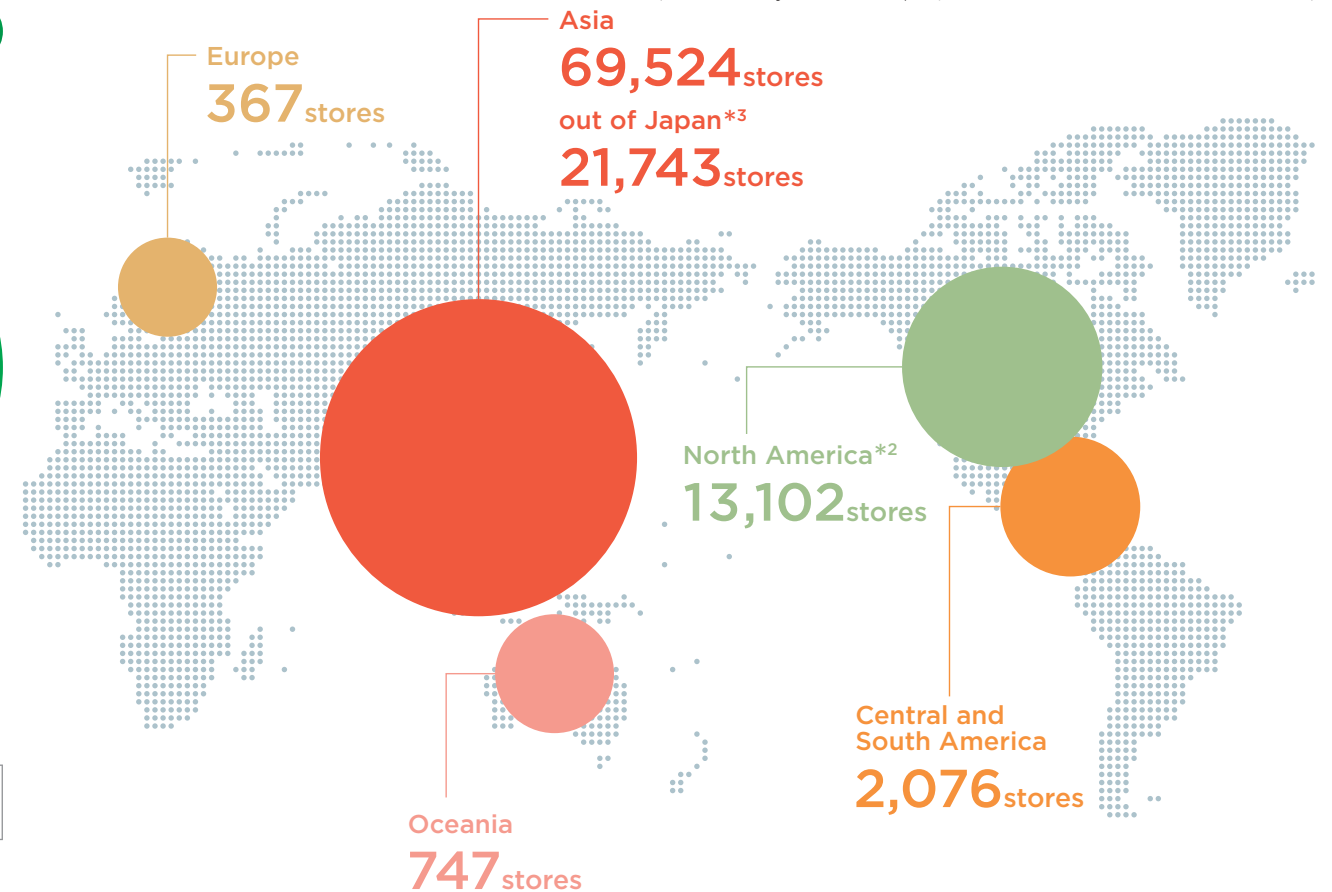
SEVEN-ELEVEN Store Network



*1 86,898 stores, including Ito-Yokado, York-Benimaru, Akachan Honpo, Denny's, and Loft
*2 Including Hawaii
*3 Total of SEVEN-ELEVEN JAPAN and SEVEN-ELEVEN OKINAWA

85,816stores*1

(As of February 28, 2025 in Japan / As of December 31, 2024 in other countries)



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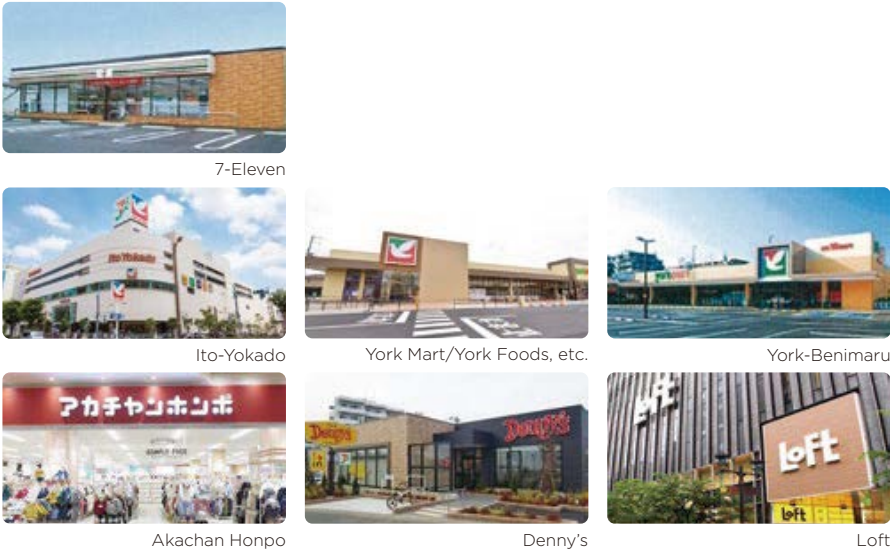
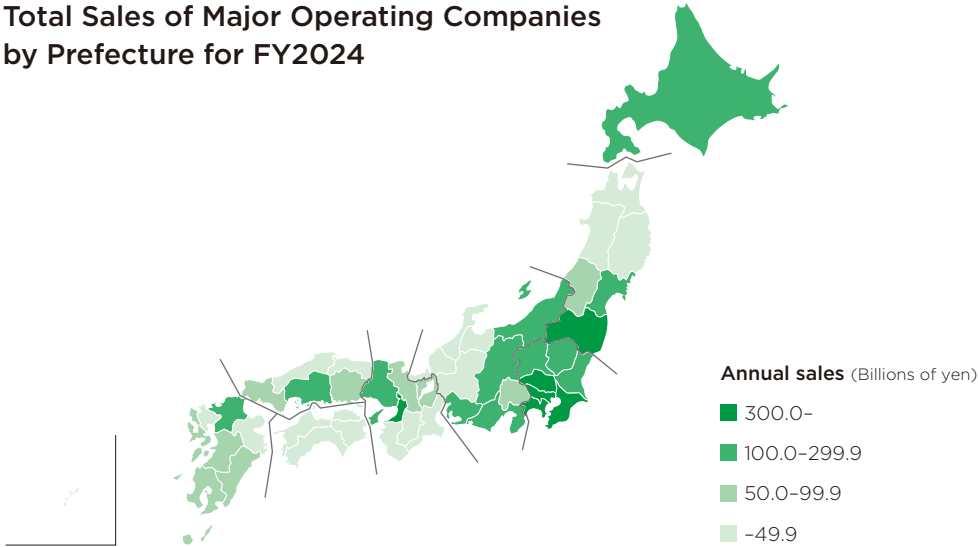
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Domestic Store Network

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

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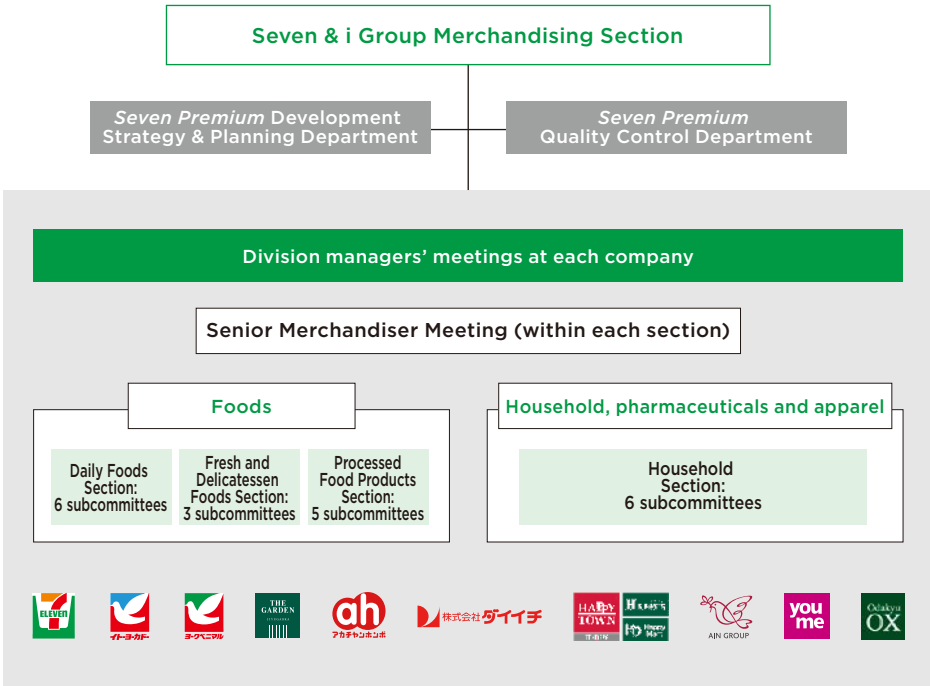
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Seven Premium Initiatives

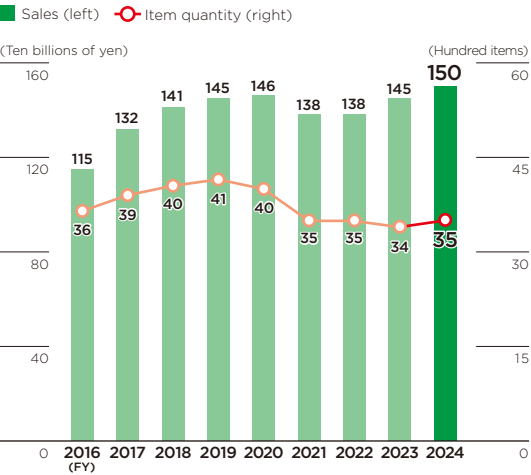
Under its private brand, *Seven Premium*, the Group has developed merchandise leveraging the methods for original merchandise development cultivated by Seven-Eleven Japan, and concentrating the infrastructure, merchandise development expertise, and sales capabilities of its Group companies.

Merchandise Development and Supply System

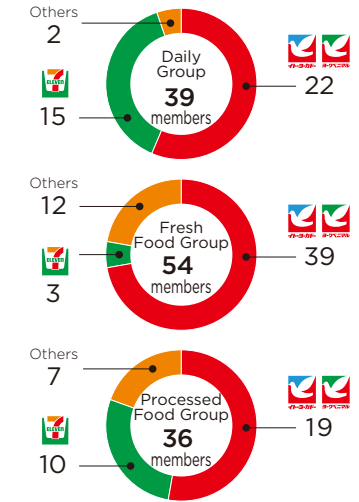
Merchandise development staff in Seven & i Group companies are organized into 4 sections and 20 subcommittees to conduct joint merchandise development with merchandise manufacturers. As of February 28, 2025, they supply 10 companies in total.



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.



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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) Investmt 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	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

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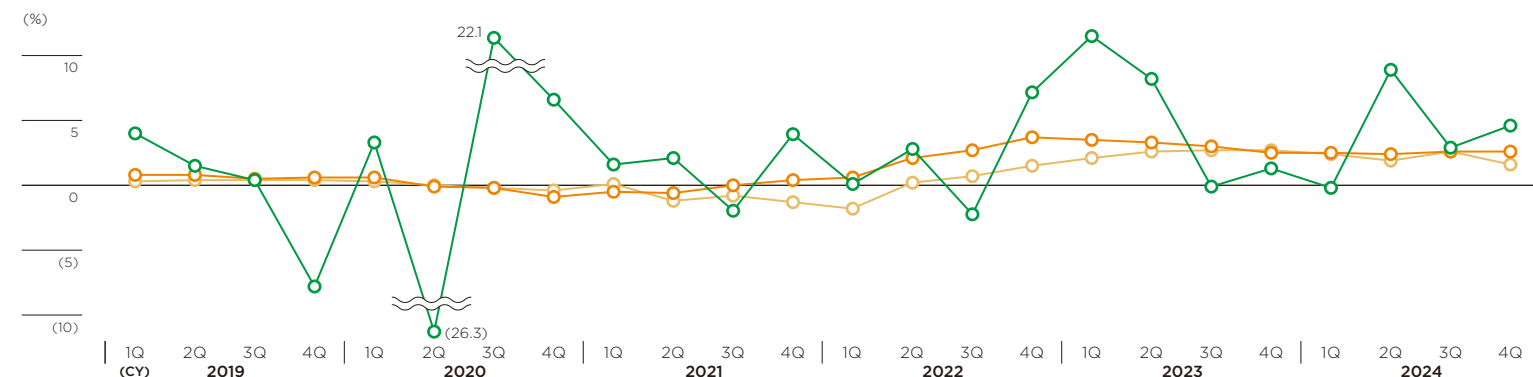
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Domestic Macroeconomic Environment

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

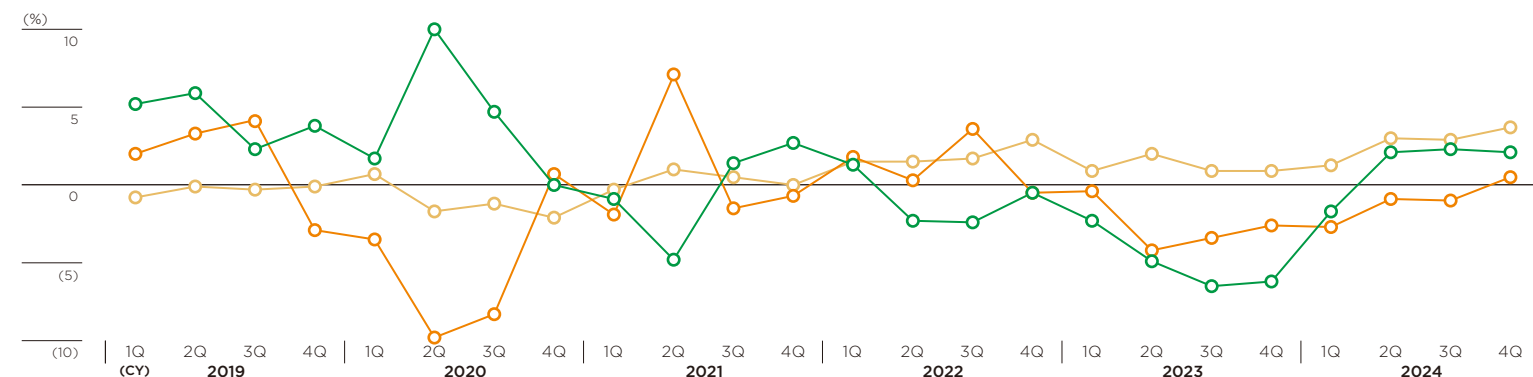
Sources: System of National Accounts (SNA) (Economic and Social Research Institute, Cabinet Office)
Consumer Price Index (Ministry of Internal Affairs and Communications)



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

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

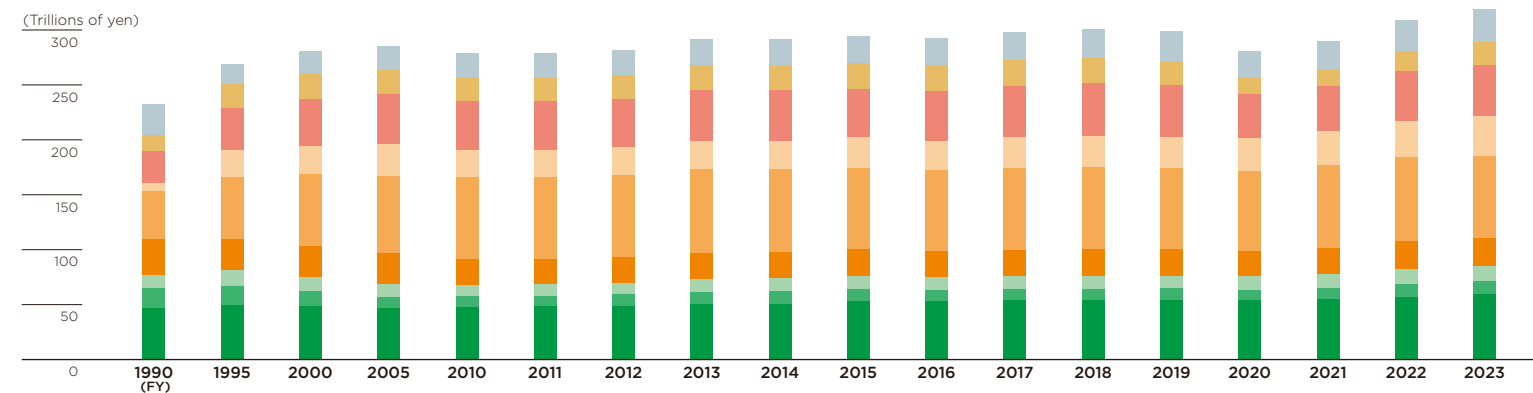
Sources: Family Income and Expenditure Survey (Ministry of Internal Affairs and Communications)
Monthly Labour Survey (Ministry of Health, Labour and Welfare)



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)



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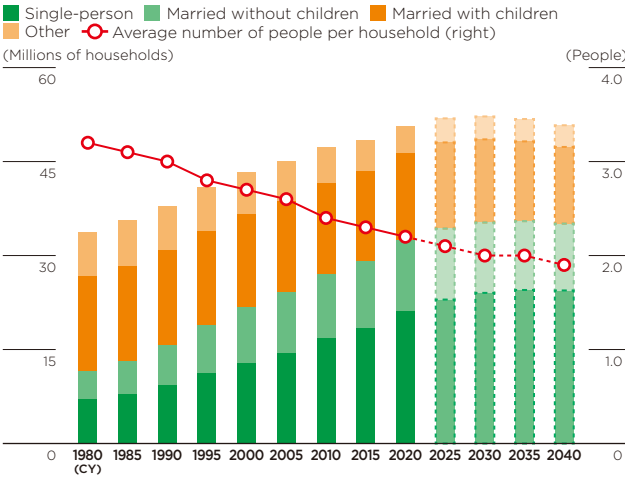
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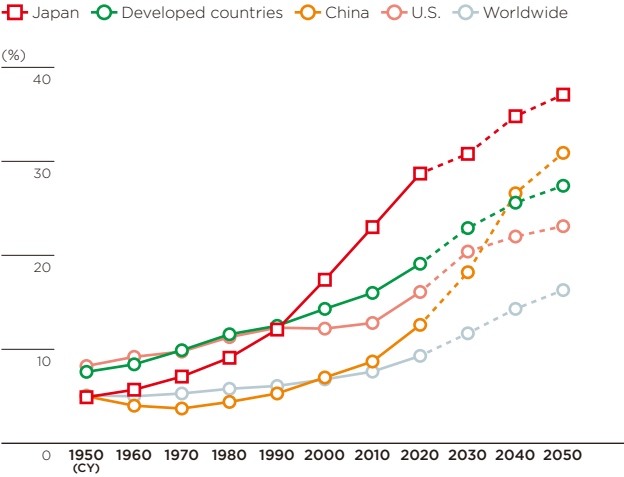
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Domestic Macroeconomic Environment

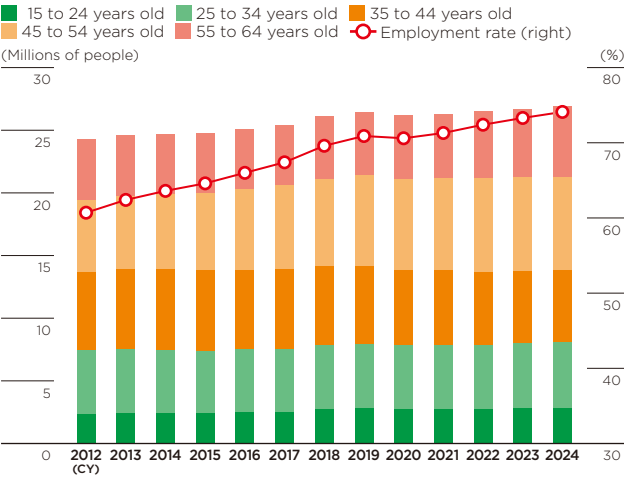
Changes in the number of households



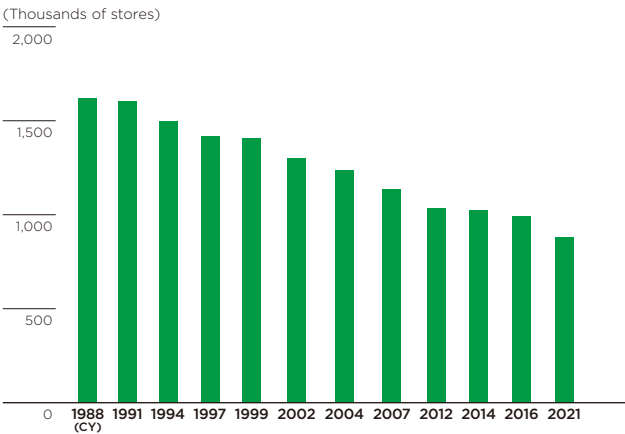
Changes in the population of those aged over 65



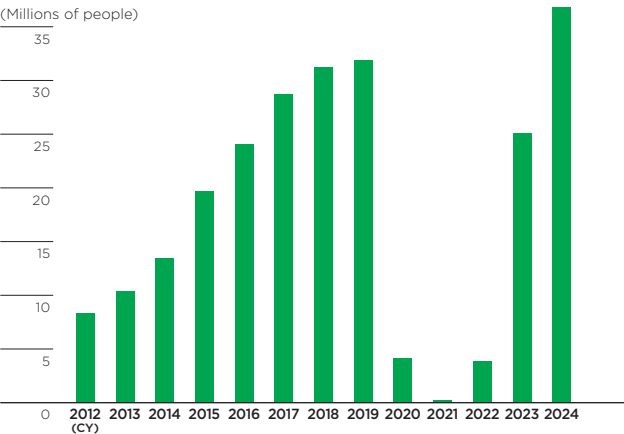
The number of female workers and their employment rate



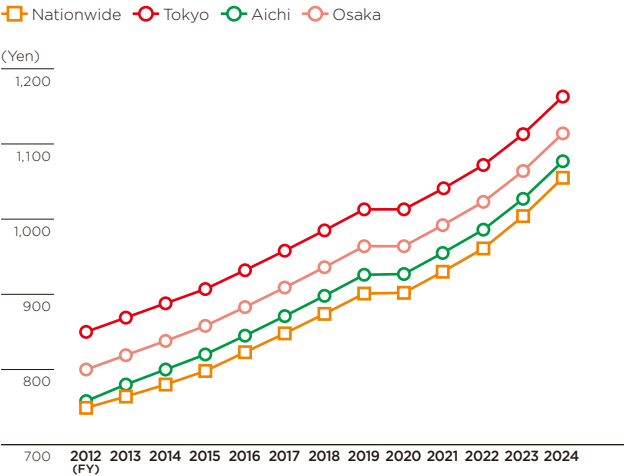
Trend in the number of retail stores



The number of tourists from overseas



Minimum wage nationwide and in three main metropolitans



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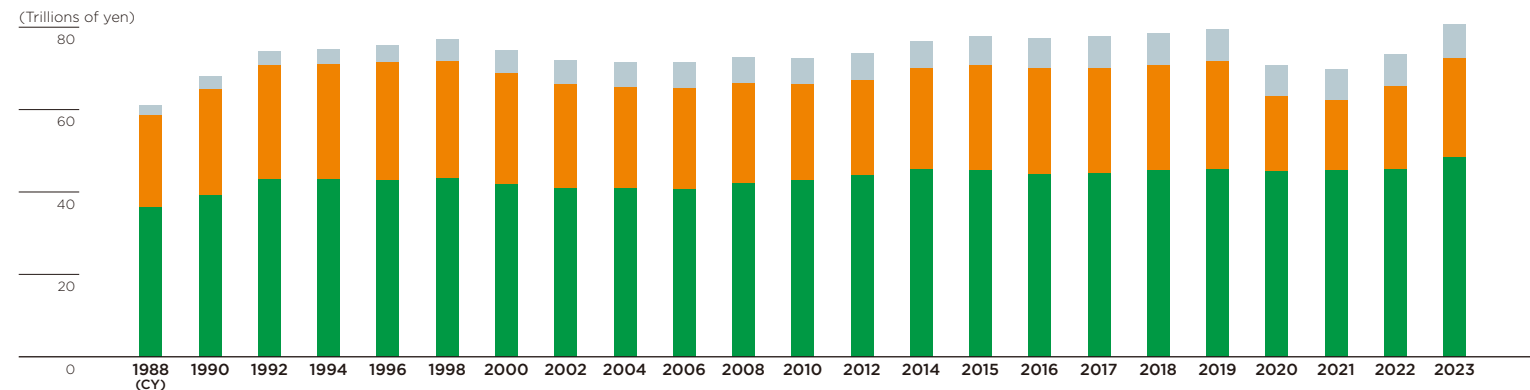
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Trends in the scale of the food market

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

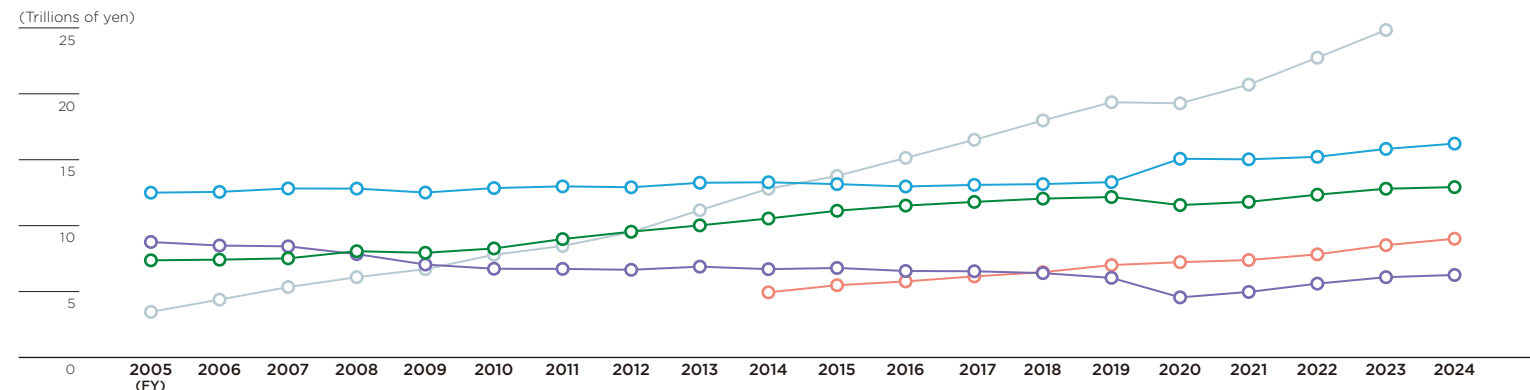
Sources: Current Survey of Commerce (Ministry of Economy, Trade and Industry)
Estimates in the Scale of the Food Market (Foodservice Industry Research Institute)



Trends in net sales at major store formats

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

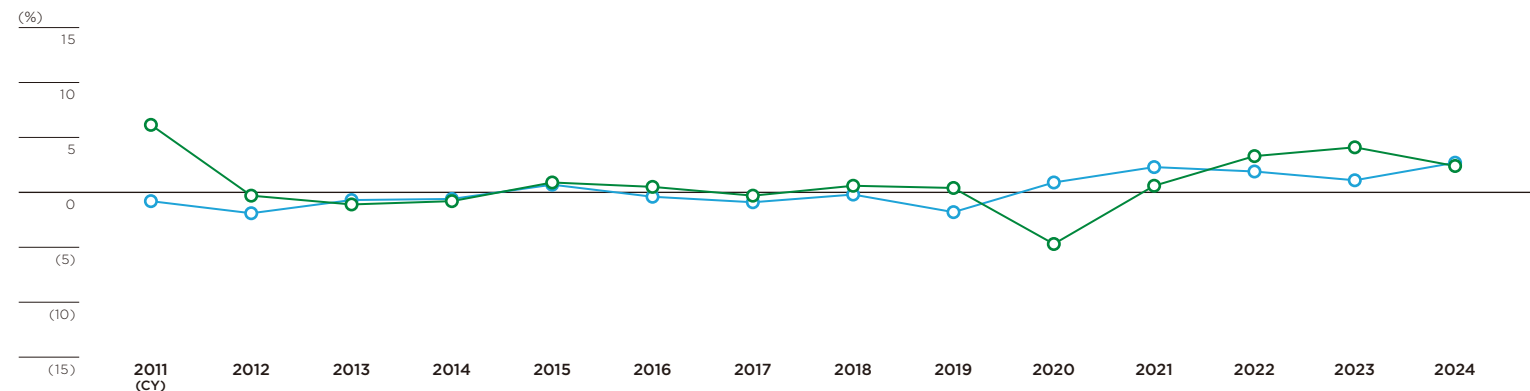
Source: Current Survey of Commerce and E-Commerce Market Survey (Ministry of Economy, Trade and Industry)



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)



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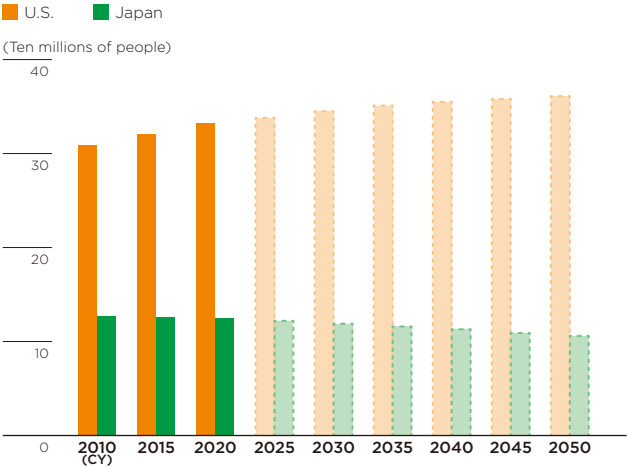
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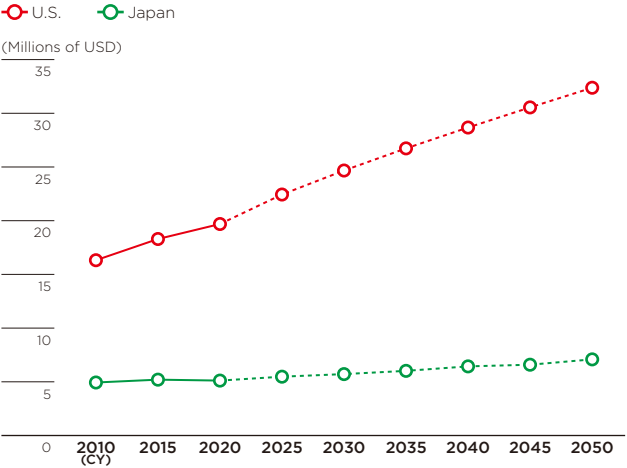
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Demographic forecast



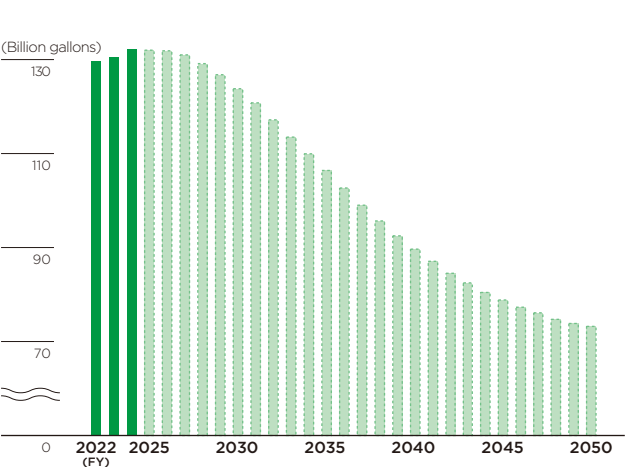
Note) The figures on 2025 and after are estimates.
Source: U.S. Census Bureau

Real GDP



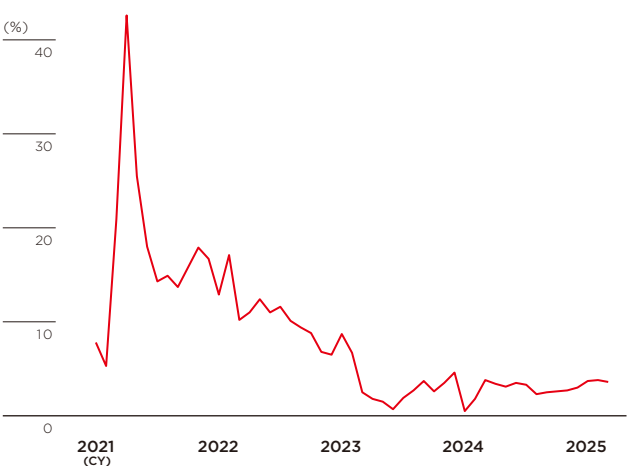
Note) The figures on 2025 and after are estimates.
Source: Organisation for Economic Co-operation and Development

Fuel consumption forecast



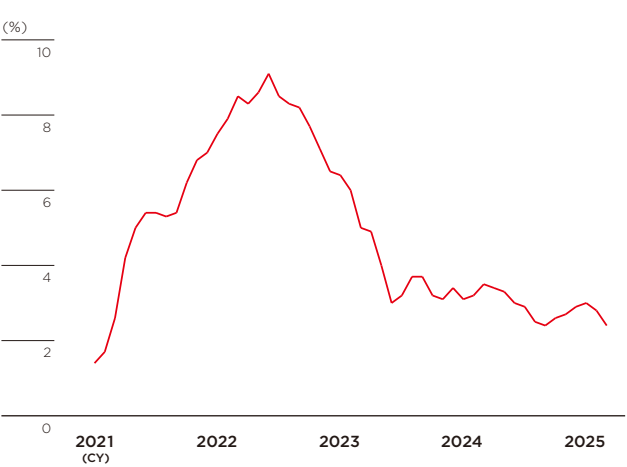
Source: U.S. Energy Information Administration

Growth in retail sales (excluding automobiles, seasonally adjusted)



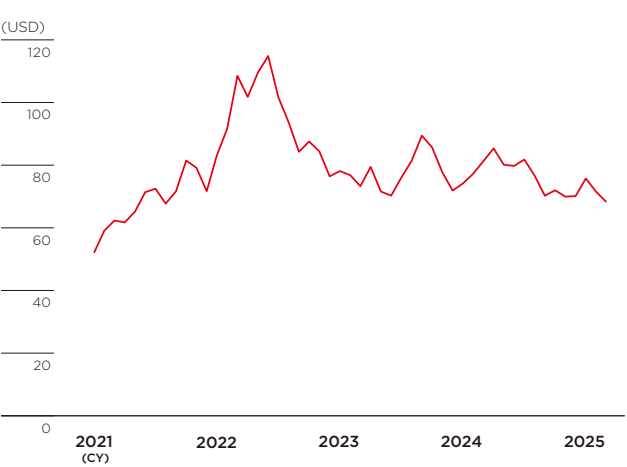
Source: U.S. Internal Revenue Service

Consumer price index (CPI)



Source: U.S. Bureau of Labor Statistics

Crude oil price (WTI)



Source: U.S. Energy Information Administration

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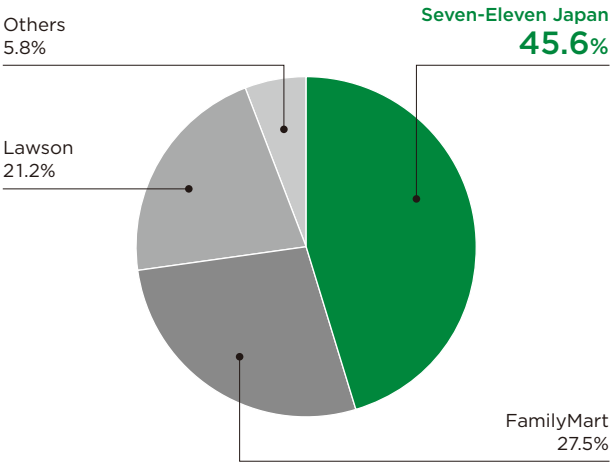
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Major Operating Companies' Market Share (Nonconsolidated)

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

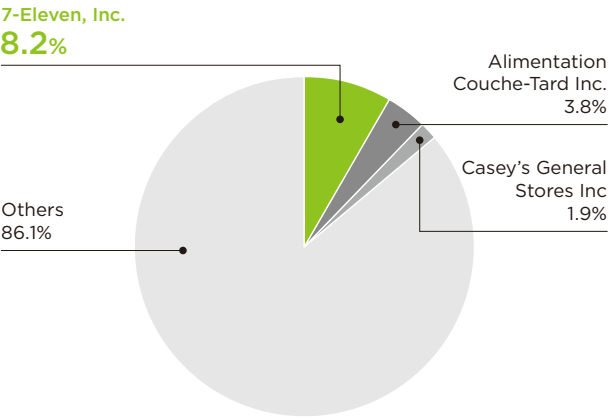
* The figure for convenience stores total market is the sum of sales from March 2024 to February 2025, according to the Japan Franchise Association's Convenience Store Statistics Investigation Monthly Report.



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

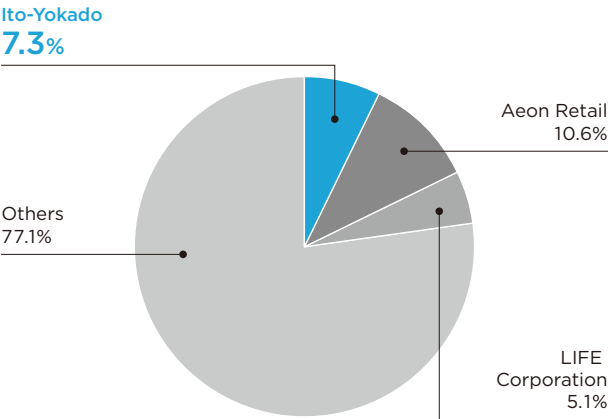


Top 3 in gross sales at superstores

	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
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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

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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)

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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

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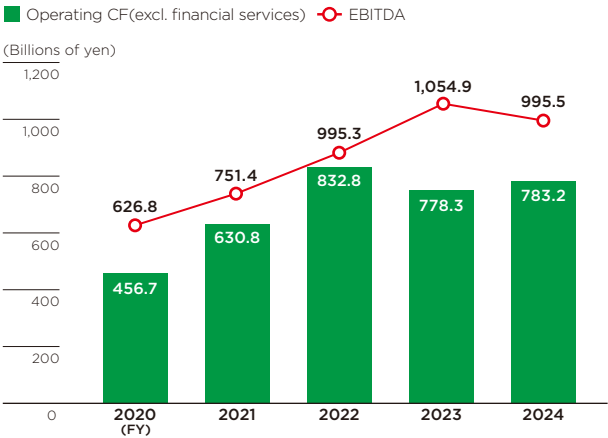
Consolidated Financial KPI

	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.

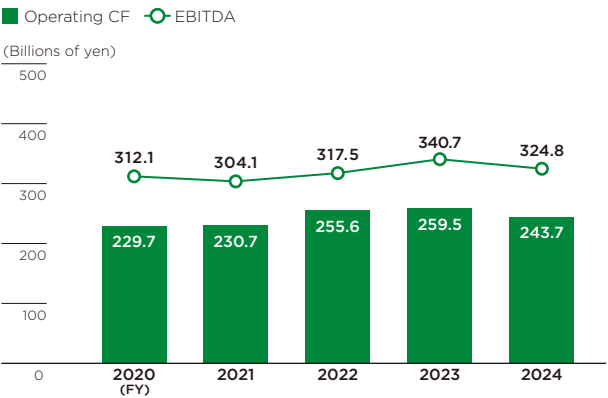
EBITDA and operating CF(excl. financial services)



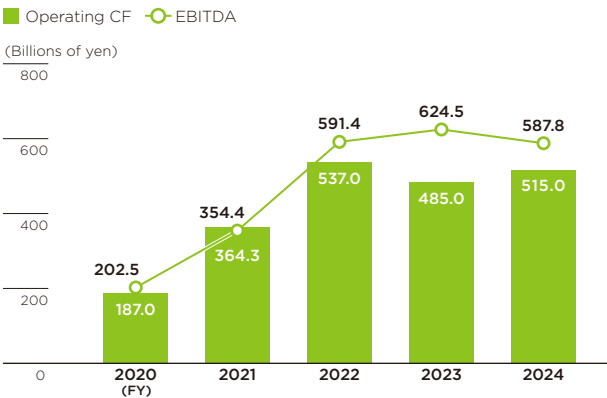
Notes) 1. Operating CF: Management accounting figures based on NOPAT (excl. financial services)
2. 1USD=106.76JPY (FY2020), 109.90JPY (FY2021), 1USD=131.62JPY (FY2022), 1USD=140.67JPY (FY2023), 1USD=151.69JPY (FY2024)

By segment

Domestic CVS



Overseas CVS



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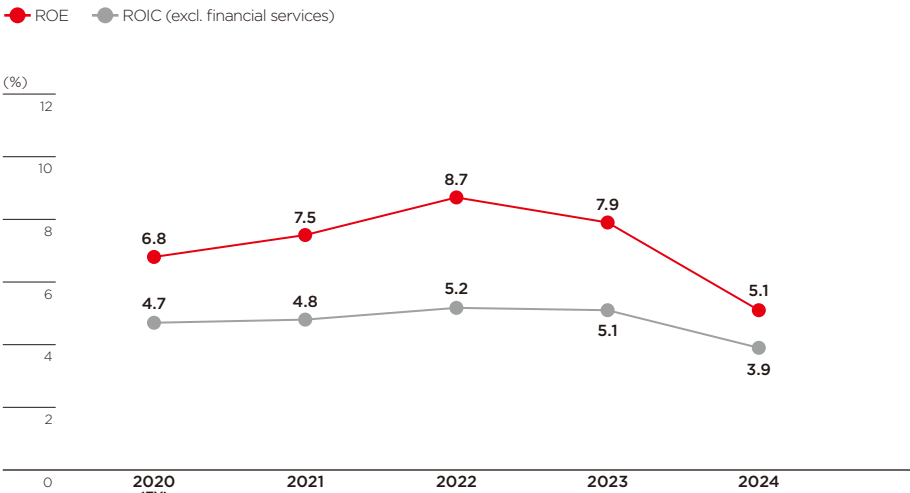
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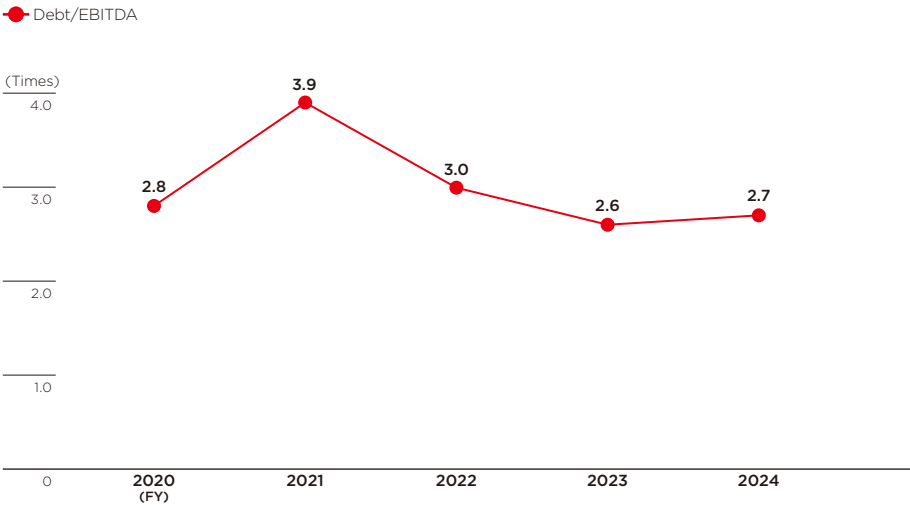
Consolidated Financial KPI

ROE and ROIC

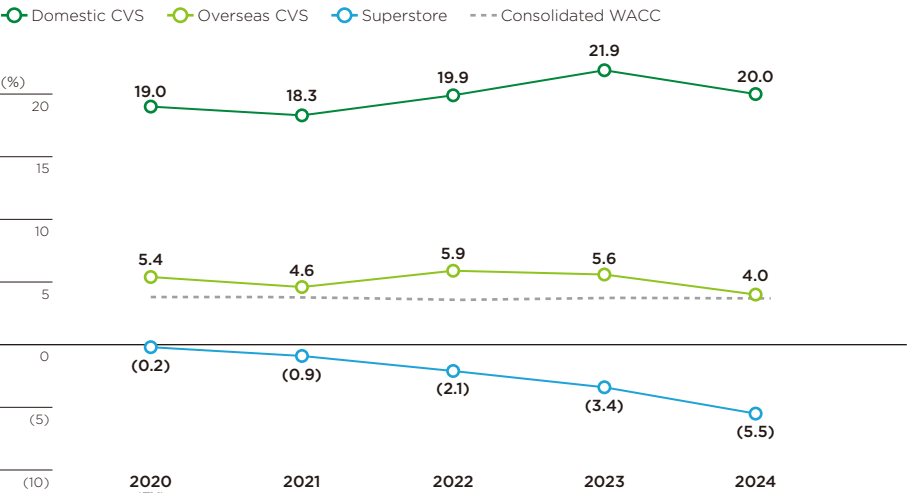


Notes) 1. FY 2023 and FY 2024 results : Adjusted figures for the effects of the transient special gains and losses
2. ROIC: {Net income + Interest expense x (1 - Effective tax rate)} / {Owner's equity + Interest-bearing debt (both the averages of the figures at the beginning and the end of each fiscal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

Debt/EBITDA ratio (Consolidated)

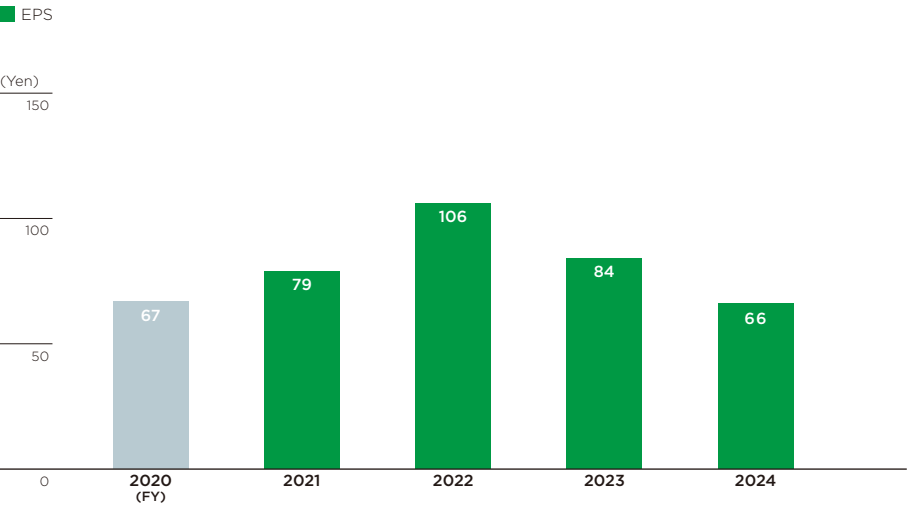


ROIC by segment



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.

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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.

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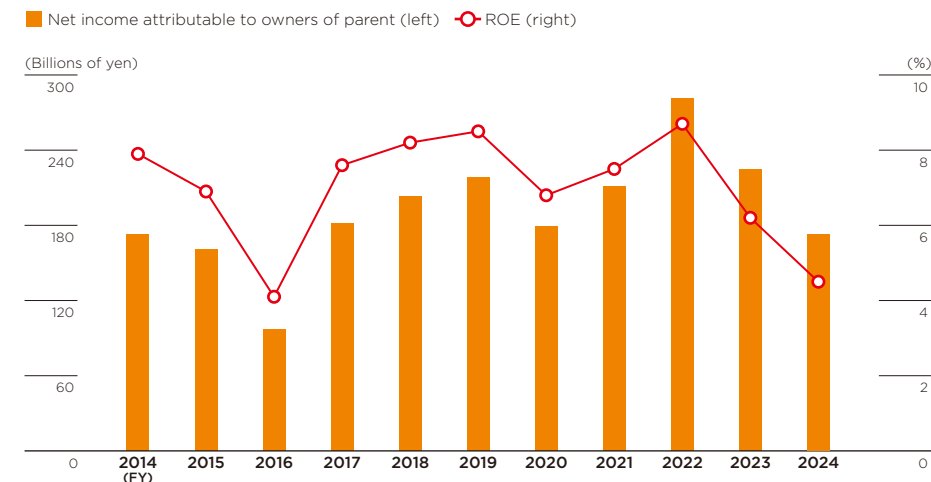
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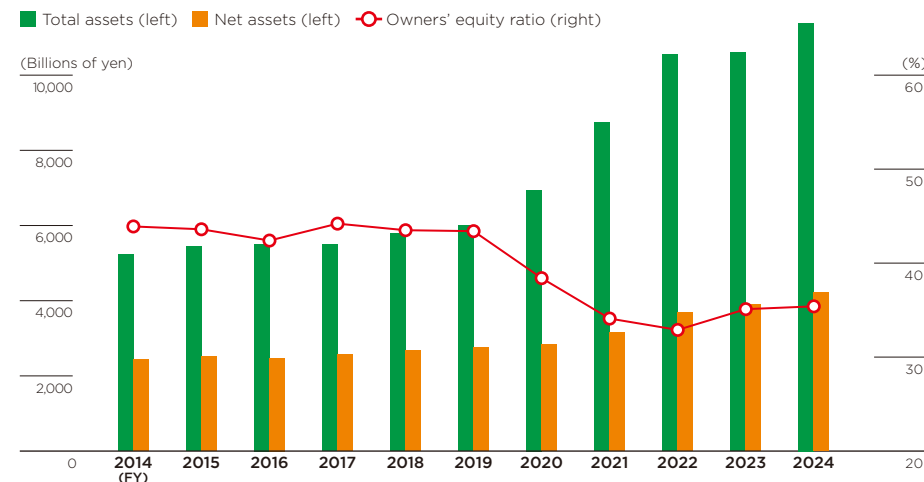
Revenues from operations and Operating income



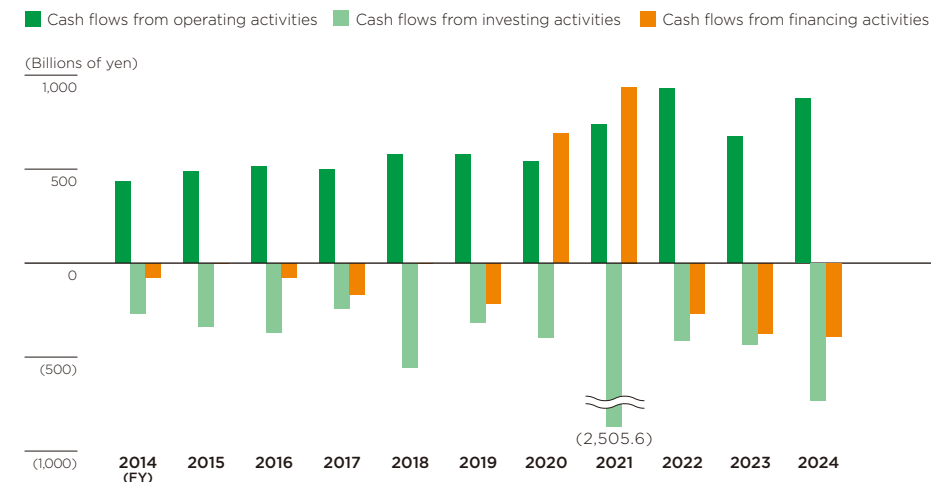
Net income attributable to owners of parent and ROE



Total assets, Net assets and Owners' equity ratio



Cash flows



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

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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

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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.

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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

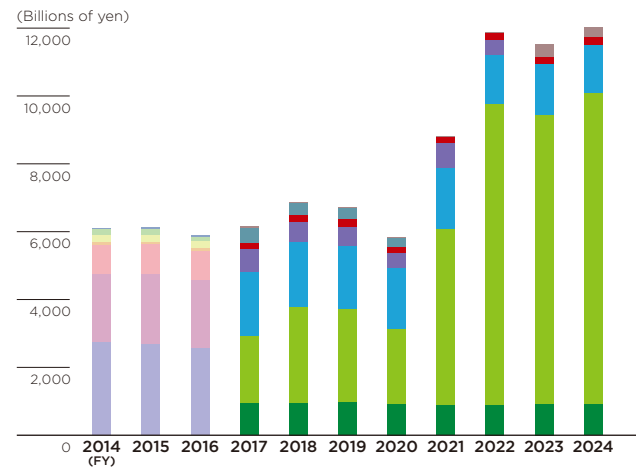
Financial services

Mail order services

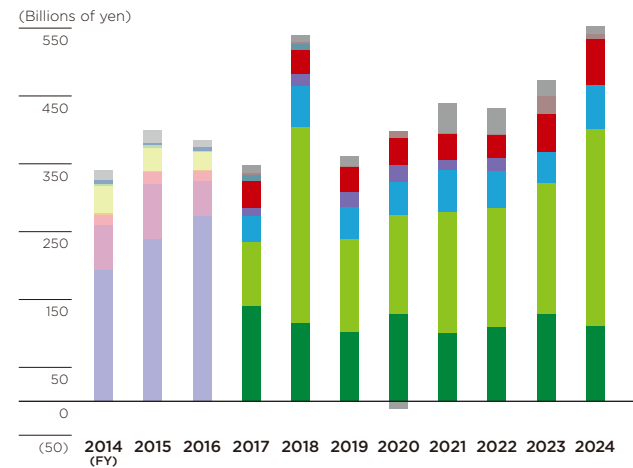
Others

Eliminations/Corporate (excluding revenues from operations)

Revenues from operations



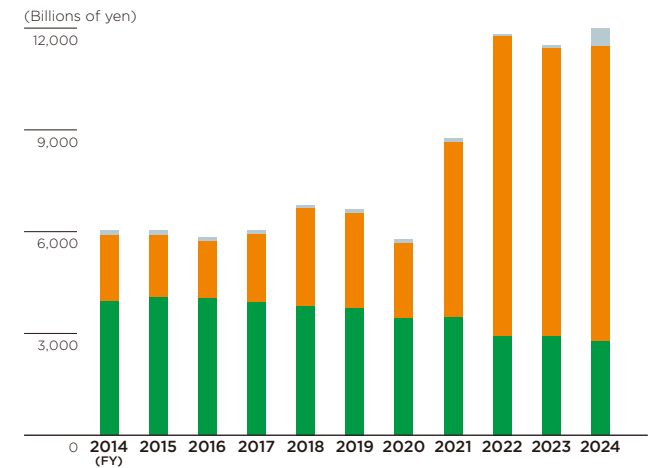
Capital expenditures



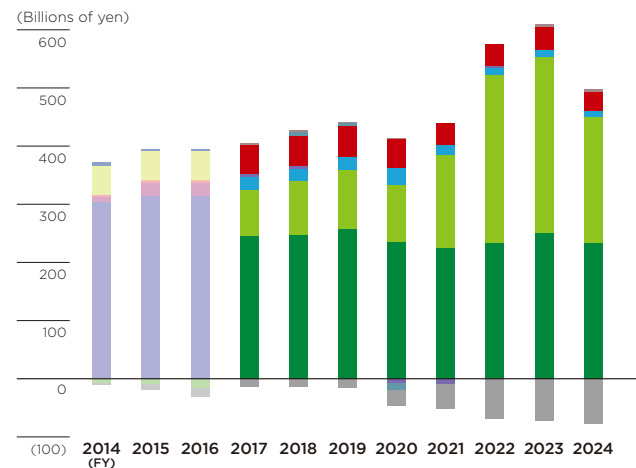
Geographic Area Segments

Japan North America Others

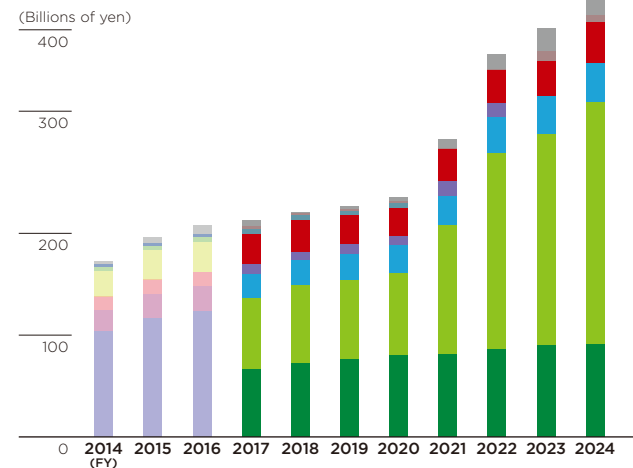
Revenues from operations



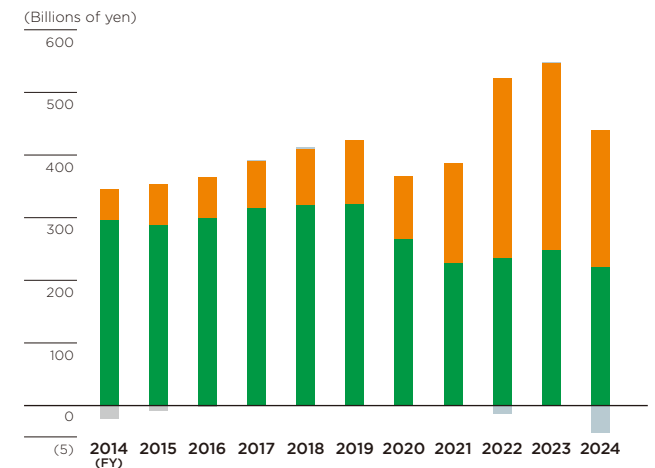
Operating income



Depreciation and amortization



Operating income



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

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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

	FY2020	FY2021	FY2022	FY2023	FY2024	(Thousands of USD)
Breakdown by operating segment				(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

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(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.

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Domestic Convenience Store Operations

Seven-Eleven Japan	(Millions of yen)										
	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.

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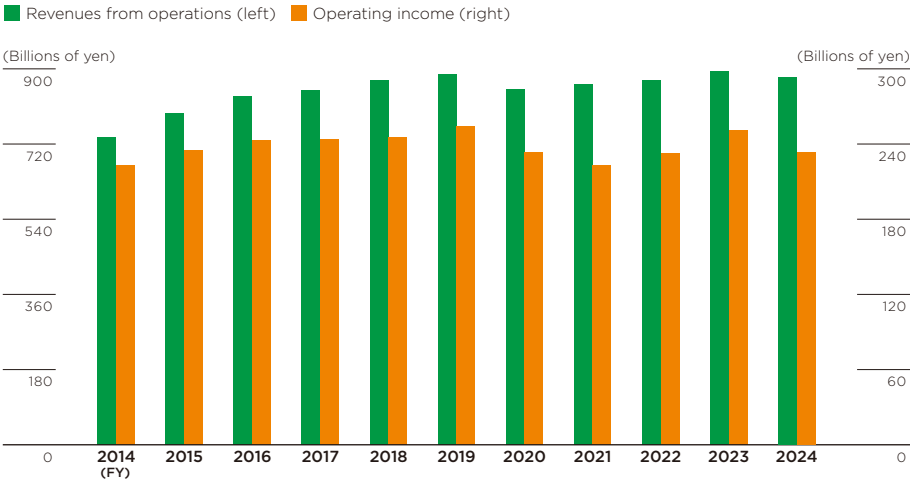
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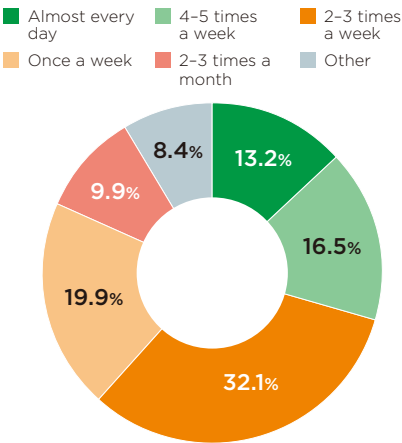
Seven-Eleven Japan

Revenues from operations and operating income

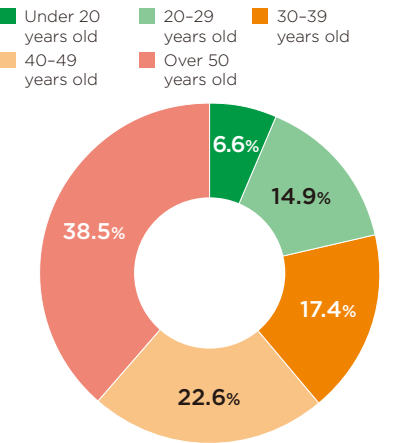


Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

Frequency of store-visits (FY2024)

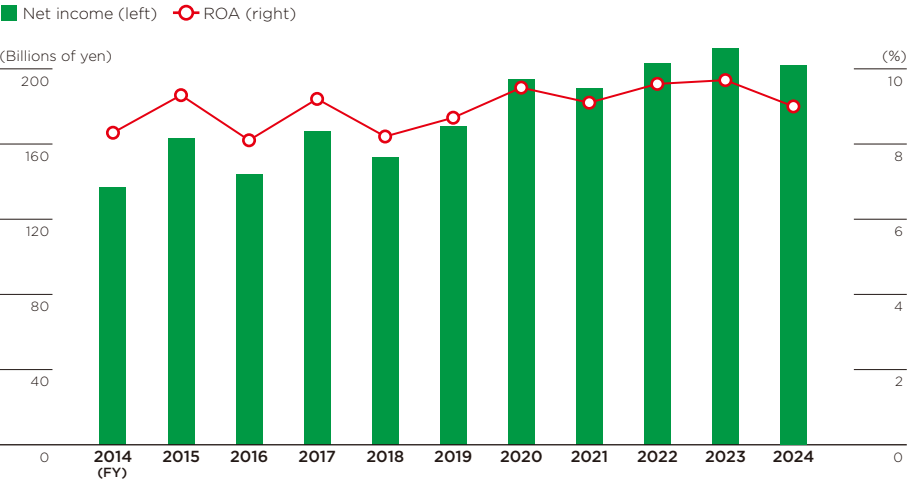


Composition of customers by age (FY2024)

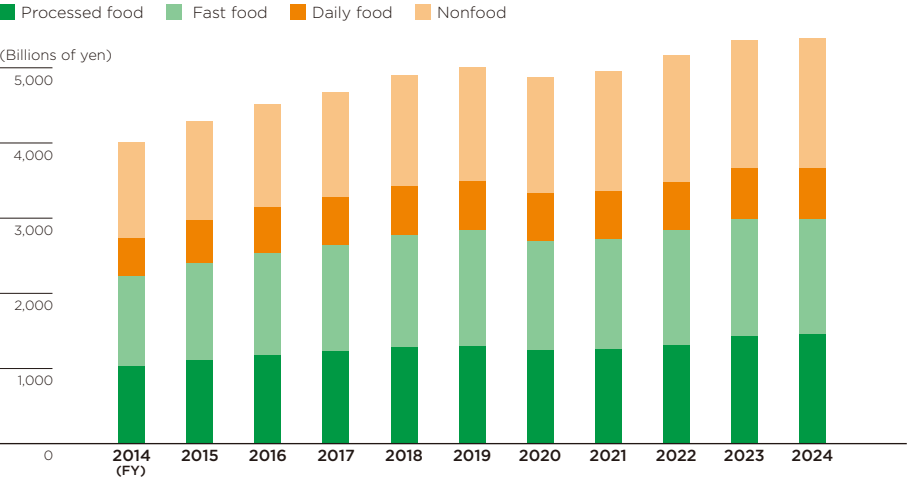


Source : Customer survey by Seven-Eleven Japan

Net income attributable to owners of parent and ROA



Sales by merchandise category



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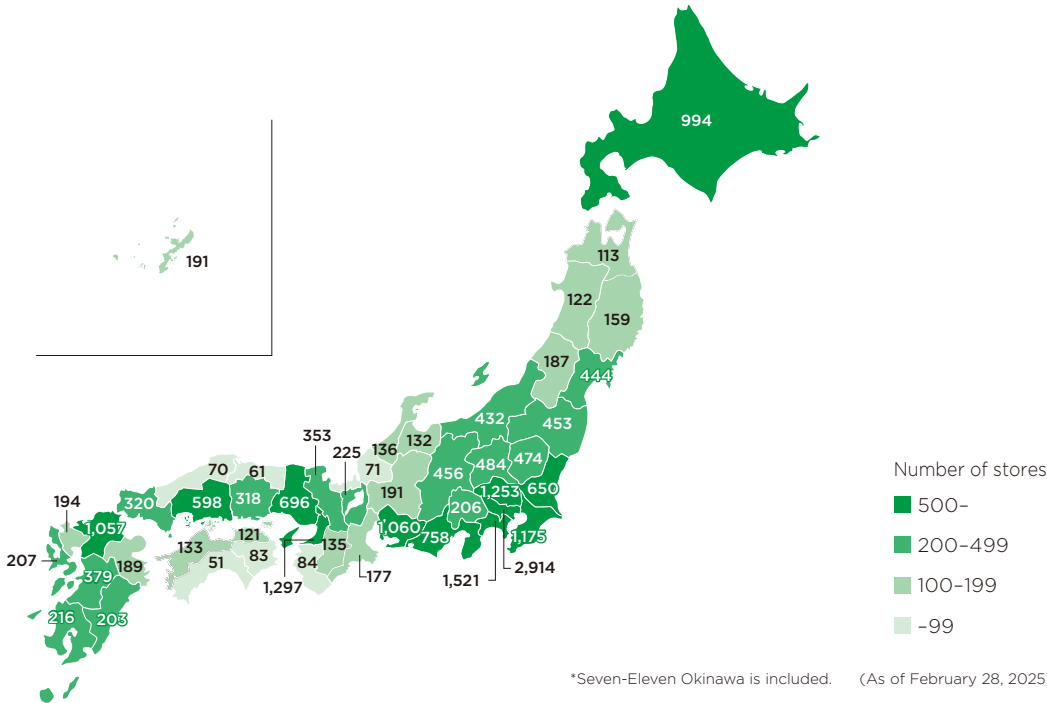
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Seven-Eleven Japan

Store network

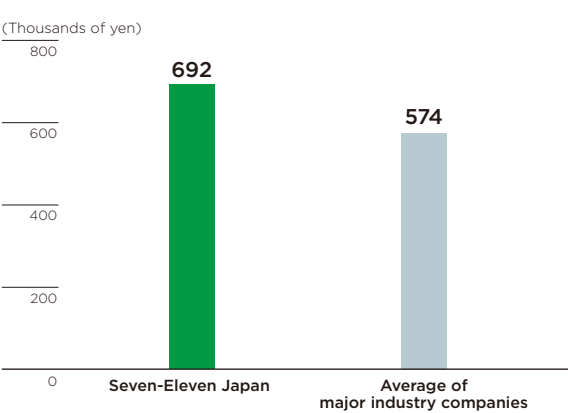


Number of major convenience store chains in Japan

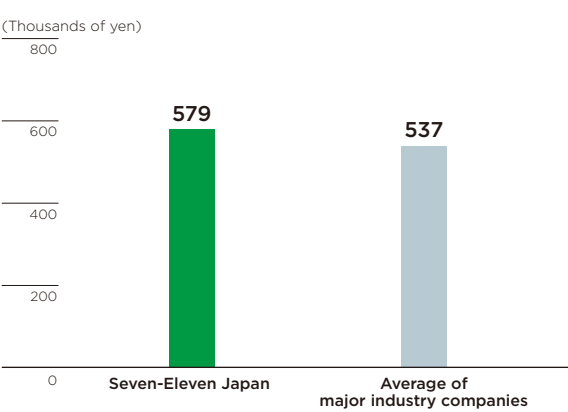
	FY2019	FY2020	FY2021	FY2022	FY2023	(Stores) FY2024
Seven-Eleven*	20,955	21,167	21,327	21,402	21,535	21,743
Lawson	14,444	14,476	14,656	14,631	14,643	14,694
FamilyMart	16,611	16,646	16,569	16,533	16,271	16,251
Other CVS	3,450	3,608	3,379	3,286	3,208	3,162
Nationwide	55,460	55,897	55,931	55,852	55,657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

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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: 171 bases nationwide
(Manufacturing commissaries dedicated to Seven-Eleven Japan: 154 bases nationwide, 90% of the total manufacturing commissaries)

Temperature-separated, combined distribution centers: 164 bases nationwide

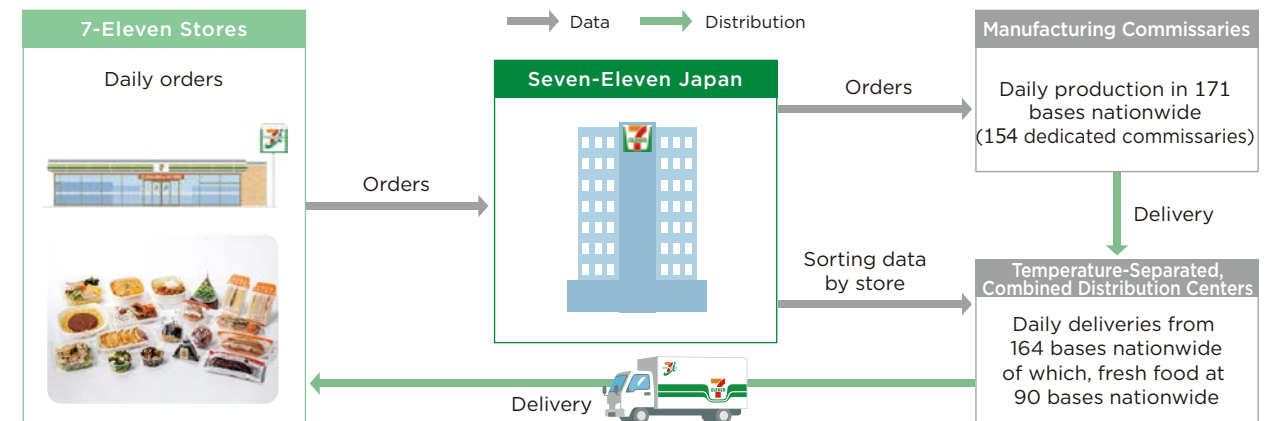
Processing centers
Seasonings: 9
Vegetables: 9

- 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.



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Seven-Eleven Japan

Distribution Systems

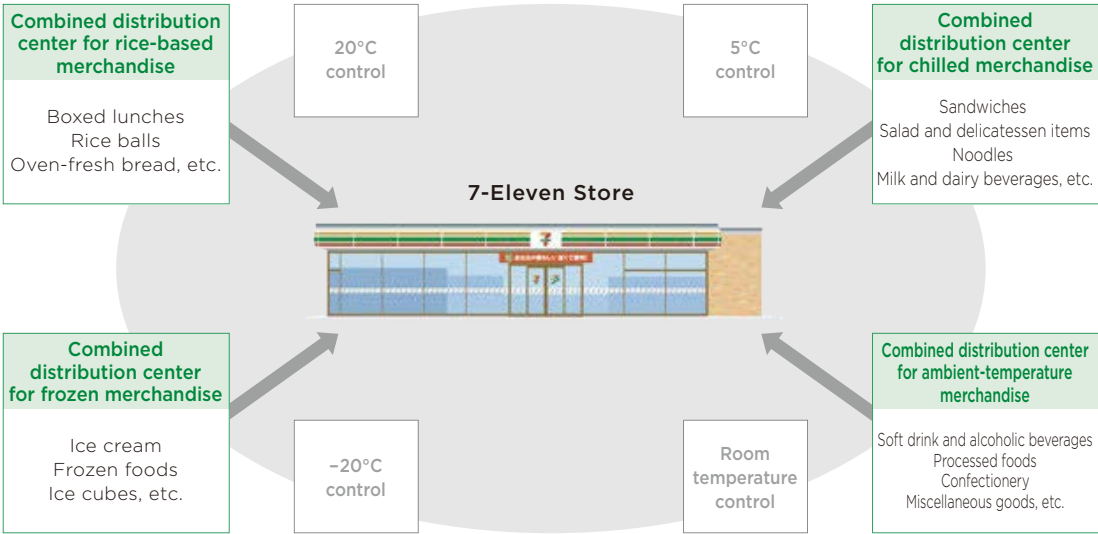
Combined Distribution System

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

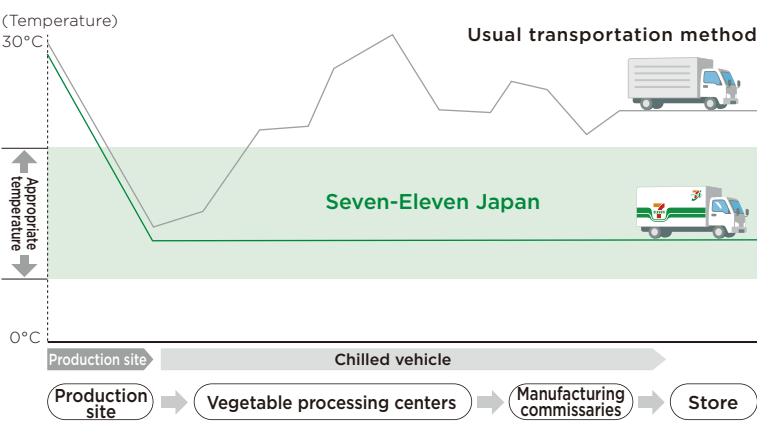


Number of Distribution Centers

	Number of distribution centers	Number of locations		Number of distribution centers	
5°C control	76	5°C	11	-20°C control	22
		20°C	14		
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.

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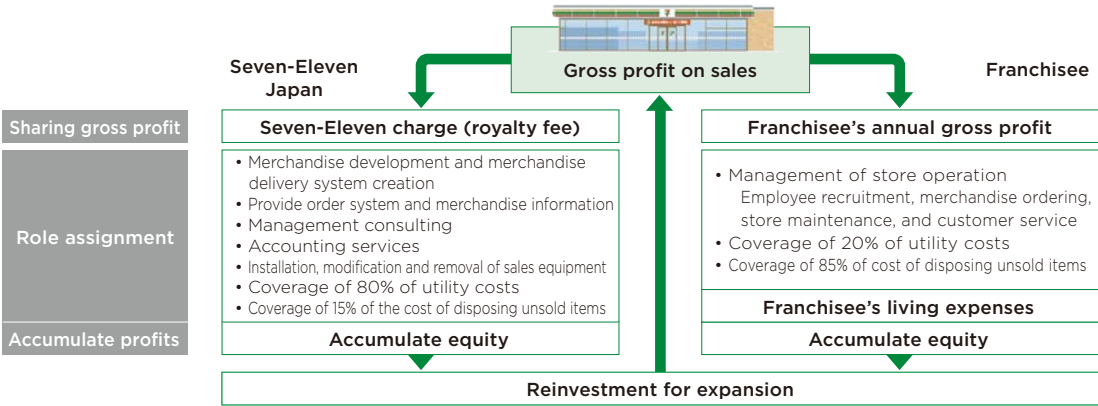
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Seven-Eleven Japan

Franchise System

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



	Type A (4,292 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: 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)	
Cost of disposing unsold items	Seven-Eleven Japan covers 15%, Franchisee covers 85%	
Incentive system for multi-store operation	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
	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/ Credit card/Debit card/ Barcode payment, etc.	Cash/Credit card/Debit card/ Barcode payment/Mobile phone, etc.

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

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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

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Overseas Convenience Store Operations

7-Eleven, Inc. (SAM consolidated basis)

	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

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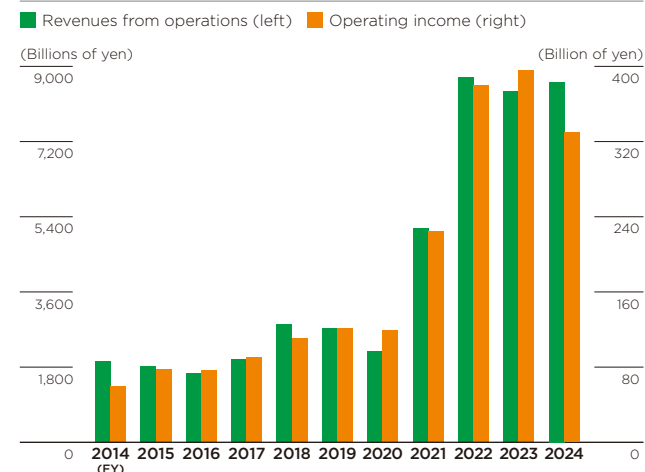
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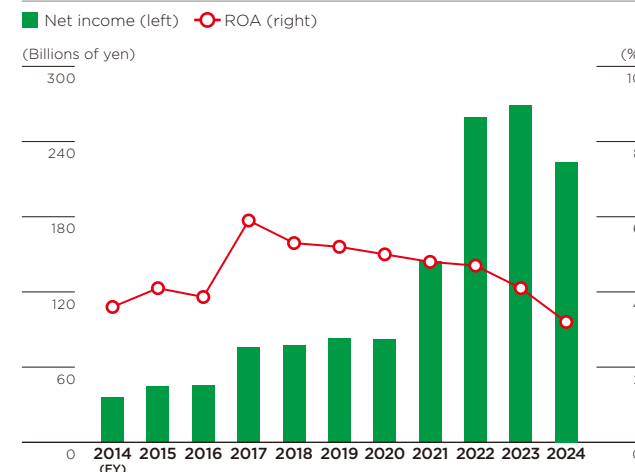
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7-Eleven, Inc.

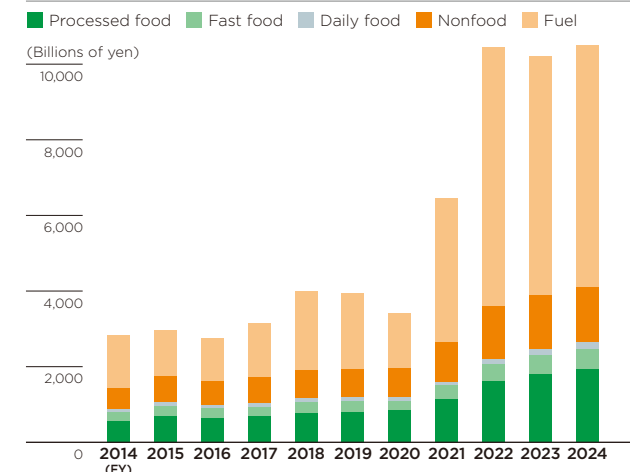
Revenues from operations and Operating income



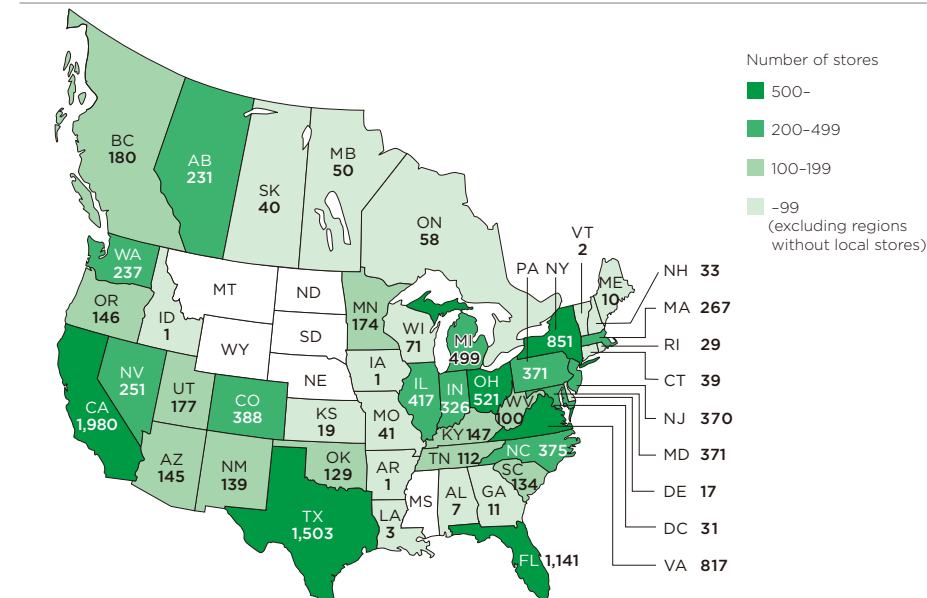
Net income and ROA



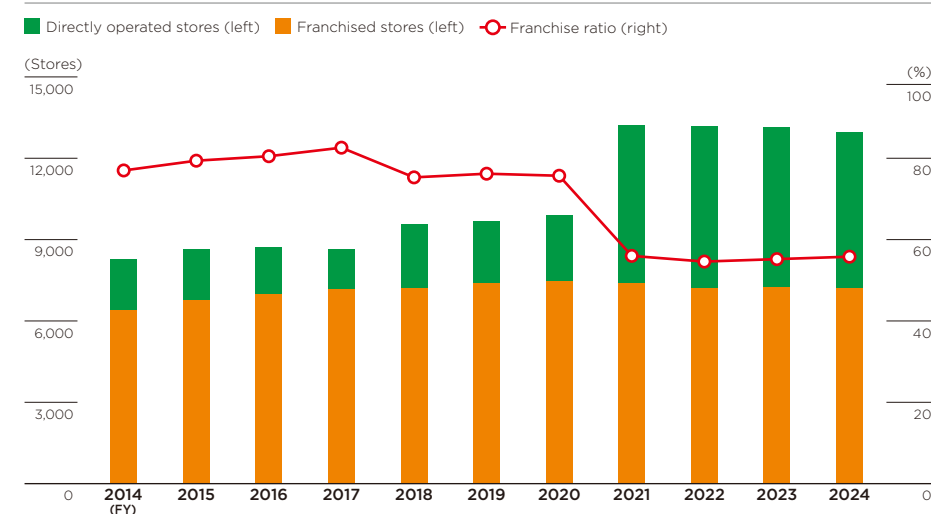
Sales composition by category



Store network



Trends in store type



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Growth Strategy of Global CVS Operations

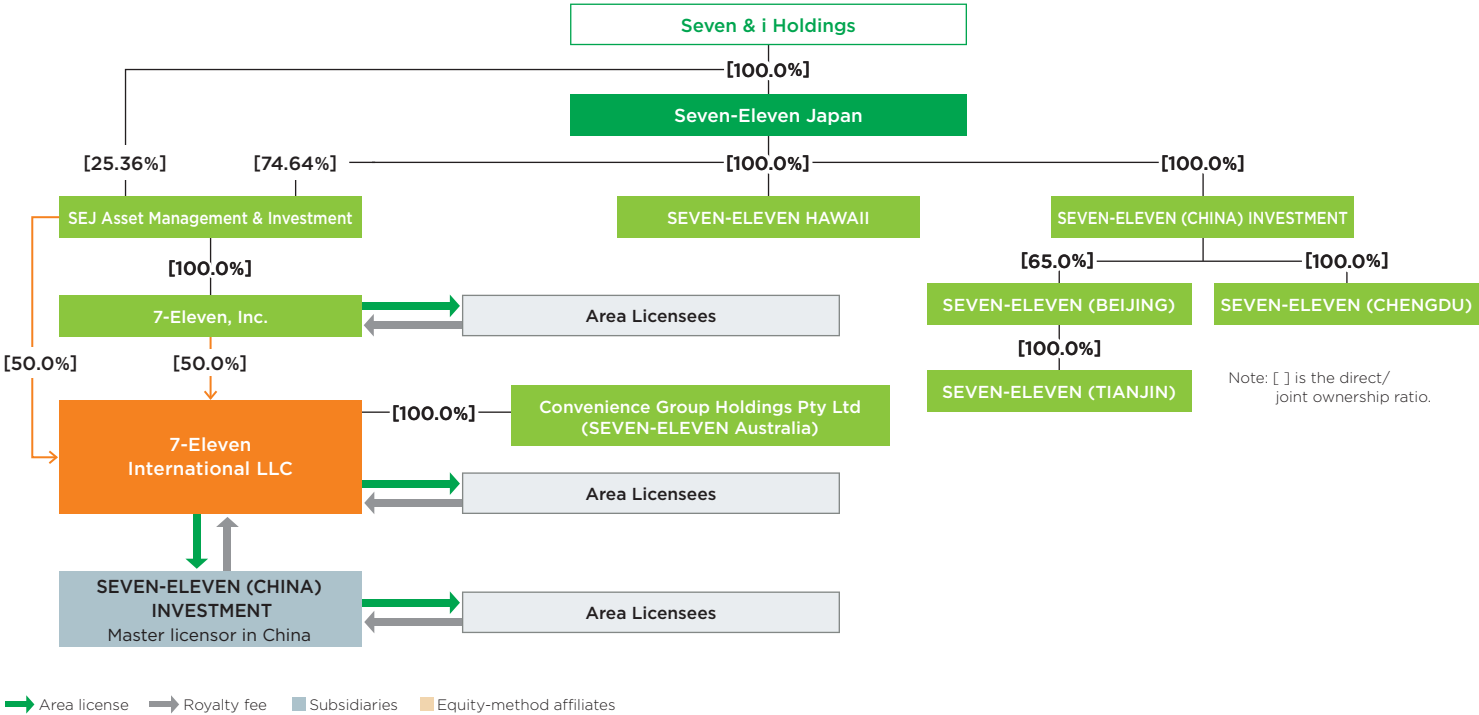
Global Strategy

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 each regions except Japan, North America and Australia, 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

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	(Stores) FY2024
Asia	43,660	46,806	49,673	52,493	54,706	57,216	59,402	62,017	67,034	68,192	69,524
North America	8,646	8,868	9,077	9,061	9,974	10,000	10,159	13,562	13,511	13,267	13,102
Central and South America	1,826	1,879	1,878	1,835	1,801	1,829	1,822	1,841	1,889	1,925	2,076
Europe	538	530	524	523	469	409	409	403	409	382	367
Oceania	611	626	646	675	692	708	714	718	736	767	747
Middle East	-	2	7	13	14	12	-	-	-	8	-
Total	55,281	58,711	61,805	64,600	67,656	70,174	72,506	78,541	83,579	84,541	85,816

Notes)1. As of the end of December, excluding figures for Japan, which are as of the end of February of the following year.
2. North America includes H waii

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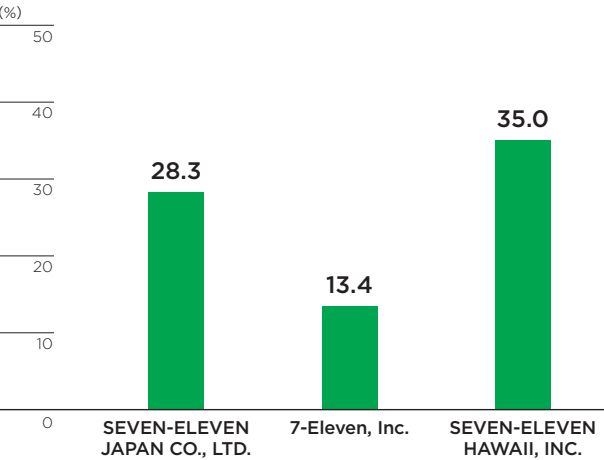
7-Eleven store operators around the world (licensees)

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

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 7-Eleven, Inc. and SEVEN-ELEVEN HAWAII, INC. are calculated using merchandise sales.

2. Fiscal year-end for overseas subsidiaries is December 31.

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Superstore Operations

Ito-Yokado Co., Ltd.

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	(Millions of yen) 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	(Millions of yen) 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

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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

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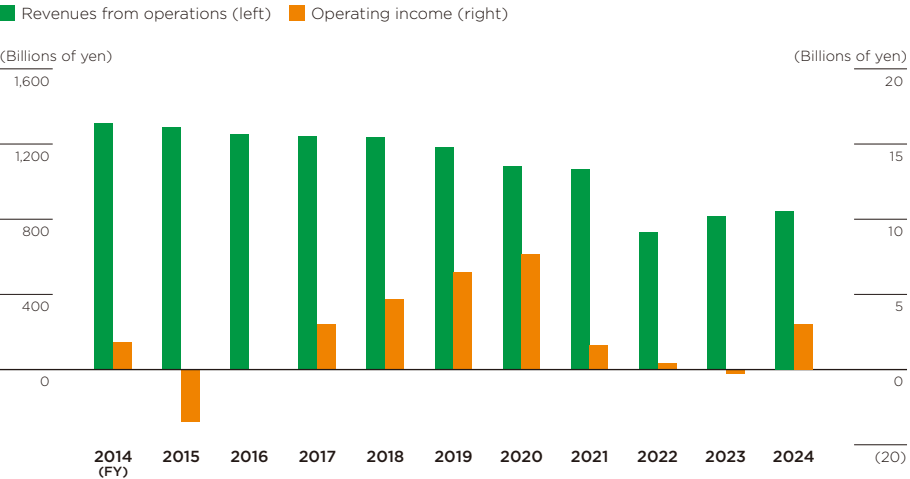
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Ito-Yokado Co., Ltd.

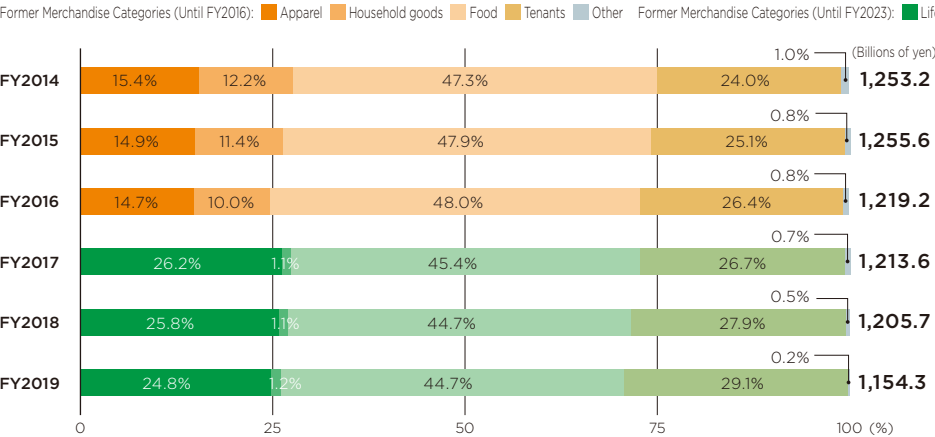
Revenues from operations and Operating income



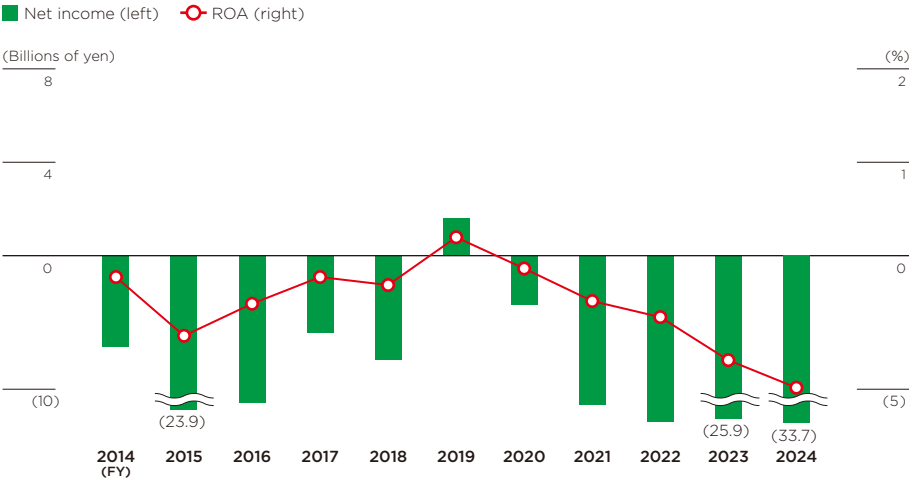
Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

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."

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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.

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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)

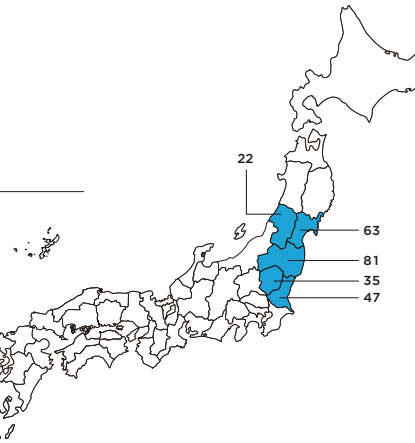
Store Network (Tokyo Metropolitan Area SST Operations)

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.

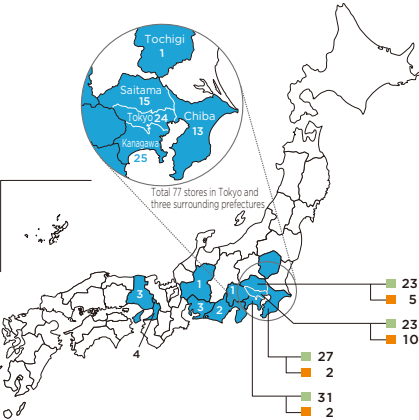
	Number of stores
Ito-Yokado	77
York Mart/York Foods, etc.	104
THE GARDEN JIYUGAOKA	19
Tokyo metropolitan area (Tokyo, Chiba, Kanagawa, Saitama)	200

Store Network (York-Benimaru)

(As of February 28, 2025)

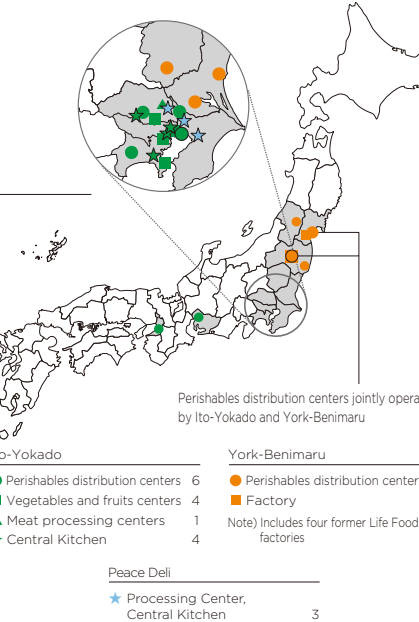


(As of February 28, 2025)



Number of Centers

(As of February 28, 2025)



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	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.

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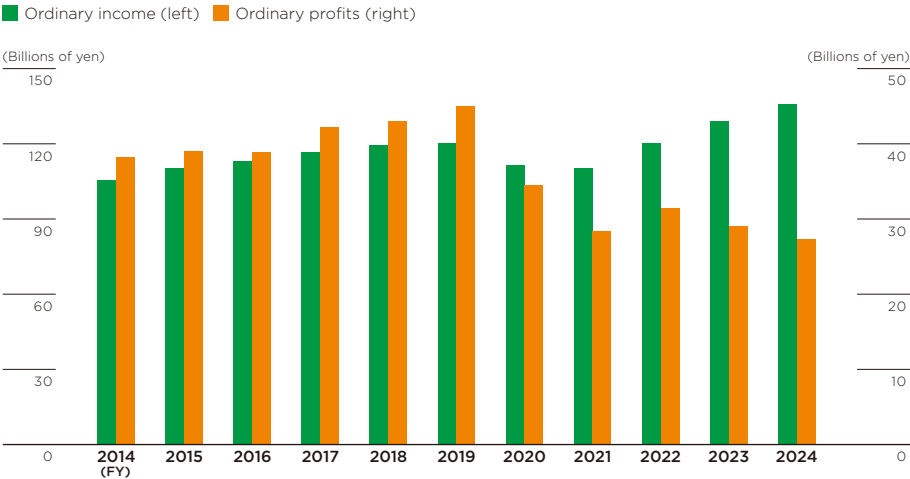
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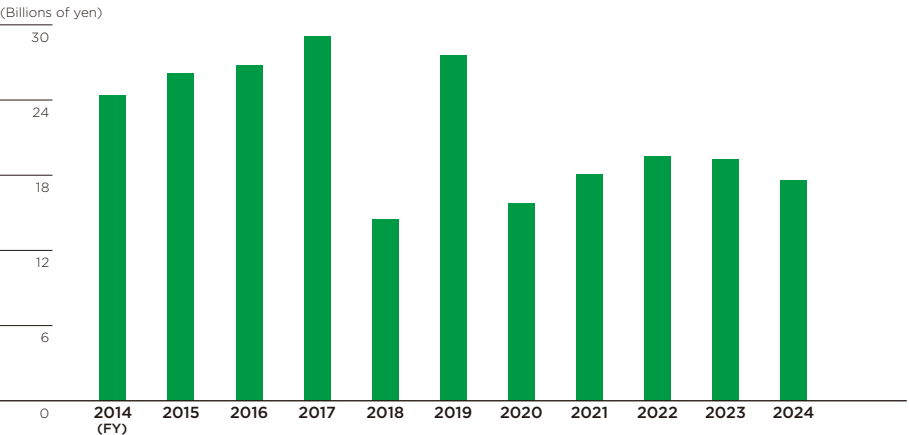
Financial Services

Seven Bank

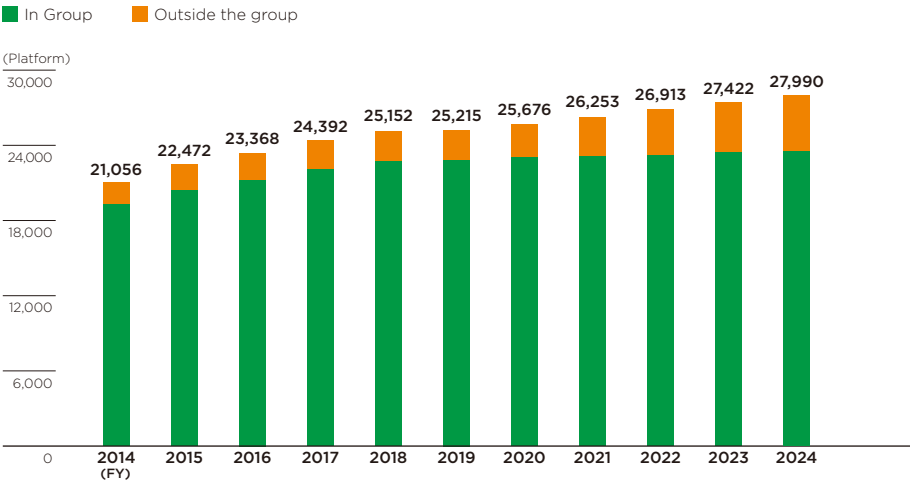
Ordinary income and Ordinary profits



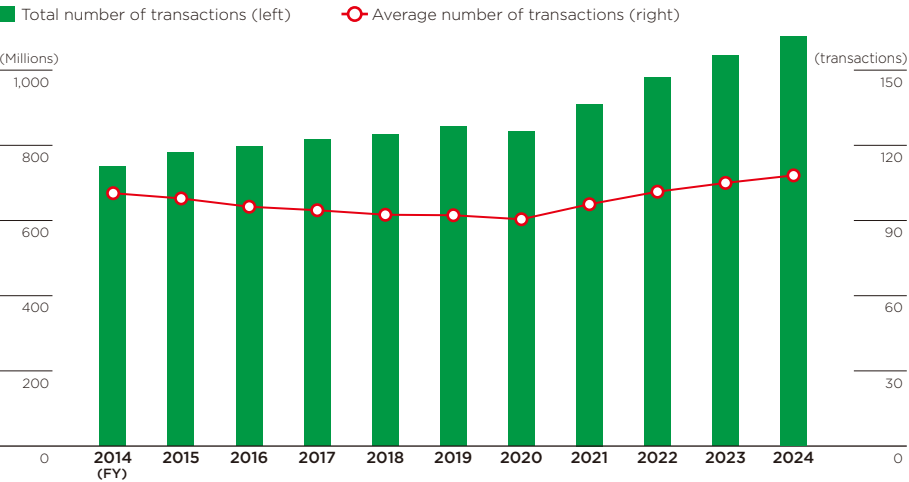
Net income



Number of ATMs



Number of ATM transactions



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

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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.

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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.

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THE LOFT

	(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 (m ²)	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.

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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

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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



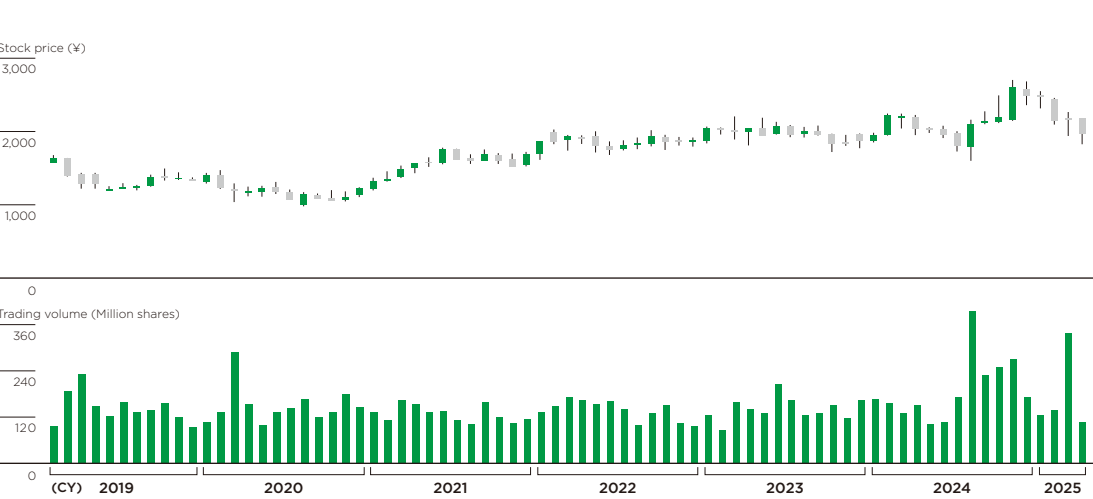
As of February 29, 2024



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.

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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)
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See Major Operating Companies' Data

Overview of Major Operating Companies
Domestic Convenience Store Operations
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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.	<div></div> 7-Eleven International LLC begun full operation Aims to improve 7-Eleven global brand value
	Mar.	<div></div> Stocks of Oshman's Japan were transferred to ABC Mart, Inc.
	Mar.	<div></div> Revised the Seven & i Group's material issues
	Mar.	<div></div> York-Benimaru absorbed Life Foods.
	Apr.	<div></div> The Company and Seven Bank were shifted to the prime market due to market reclassification by the TSE
	Apr.	<div></div> Management message sent to the Company's shareholders and other stakeholders Management Message: "To Become a World-Class Global Retailer Group"
	Jun.	<div></div> 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
	Aug.	<div></div> Acquired FTSE Russell ESG Rating 4.3, which evaluates initiatives to address potential ESG risks
	Aug.	<div></div> 15th anniversary of <i>Seven Premium</i> Cumulative sales topped 13 trillion yen
	Sep.	<div></div> Launched <i>Seven Premium's</i> new brand "SEVEN THE PRICE"
2024	Sep.	<div></div> Concluded an agreement with Ochanomizu University on comprehensive collaborative co-operation on SDGs
	Oct.	<div></div> Released a Group strategy video "Group synergy "Food" — Outlook for Maximizing Corporate Value Through Group Synergy" for creating group synergy starting from food
	Oct.	<div></div> Acquired the MSC/ASC CoC certification, a certification for distribution management of certified marine products produced with consideration for the natural environment
	Oct.	<div></div> Participated in a demonstration experiment for promoting the health of the elderly, conducted in collaboration with Hachioji City, Tokyo
	Nov.	<div></div> 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
	Mar.	<div></div> Announced the Update to the Medium-Term Management Plan and the Results of the Group Strategy Reevaluation
	Mar.	<div></div> 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.	<div></div> Decided to transfer shares of Seven Card Service to Seven Bank
	May	<div></div> Transfer of shares of Barneys Japan to Laox Holdings Co., LTD.
	Jun.	<div></div> Decided to absorb York Co., Ltd. by Ito-Yokado Co., Ltd.
2025	Jul.	<div></div> Transfer of shares of Seven Card Service to Seven Bank
	Sep.	<div></div> Transfer of shares of Sogo & Seibu to Sugi Godo Kaisha, a special purpose company which is a related entity of Fortress Investment Group LLC
	Sep.	<div></div> Ito-Yokado Co., Ltd. absorbed York Co., Ltd.
	Sep.	<div></div> 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."
	Sep.	<div></div> First 7-Eleven store opened in Laos
	Sep.	<div></div> 7iD members topped 30 million
	Sep.	<div></div> Expanded activities in line with recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to Ito-Yokado and York-Benimaru
	Nov.	<div></div> 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.
	Jan.	<div></div> 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.
	Feb.	<div></div> "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.
2026	Feb.	<div></div> "Peace Deli Chiba Kitchen" started operation
	Feb.	<div></div> York-Benimaru and Ito-Yokado concluded an agreement with Ibaraki Prefecture on "Comprehensive Collaborative Agreement"
	Feb.	<div></div> 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.
	Apr.	<div></div> 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.
	Apr.	<div></div> 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
	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.
2027	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.