



Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

Understand Seven & i Group’s Strategy and Performance

See Stock Information

See Seven & i Group’s History

See Numerical Data

Market environment

Seven & i Group’s Performance

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

Corporate Profile

Corporate Overview (As of February 28, 2022)

Company name

Seven & i Holdings Co., Ltd.

Date of establishment

September 1, 2005

Head office

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

Representative

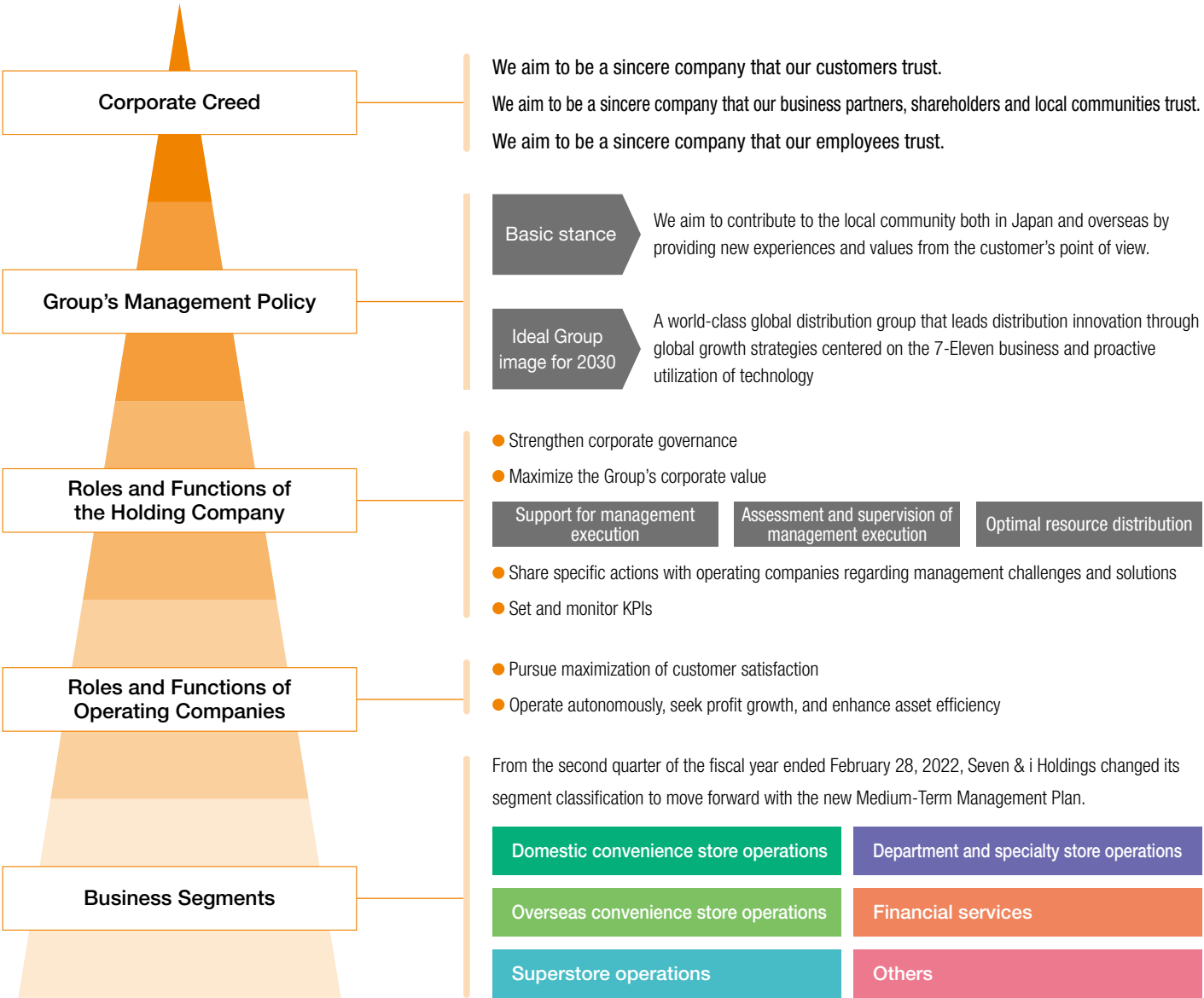
President and Representative Director:
Ryuichi Isaka

Paid-in capital

50 billion yen

Number of employees

969 (nonconsolidated)
83,635 (consolidated)





Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

Understand Seven & i Group’s Strategy and Performance

See Stock Information

See Seven & i Group’s History

See Numerical Data

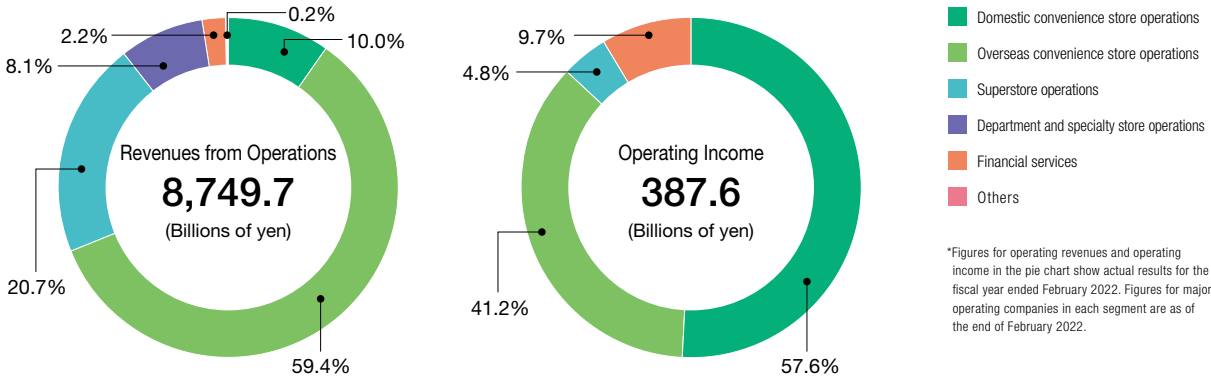
Market environment

Seven & i Group’s Performance

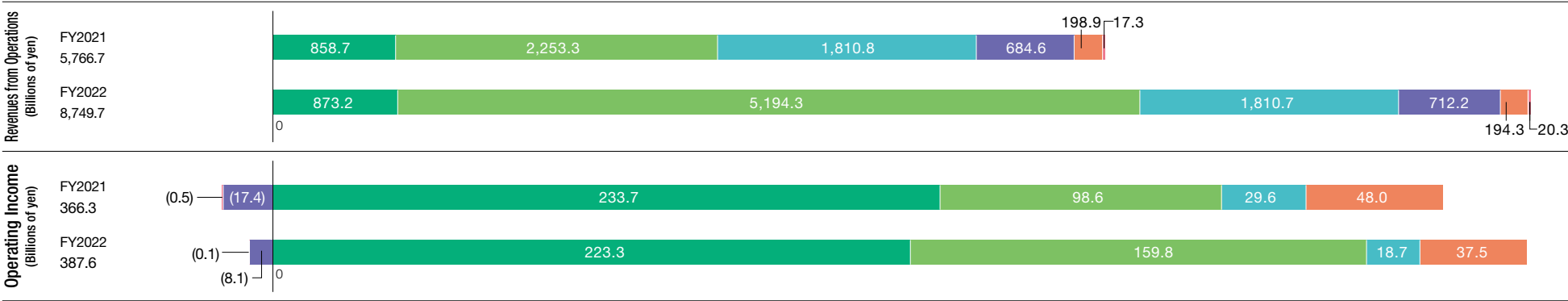
- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial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

Seven & i Group in Numbers

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



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



Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

Understand Seven & i Group’s Strategy and Performance

See Stock Information

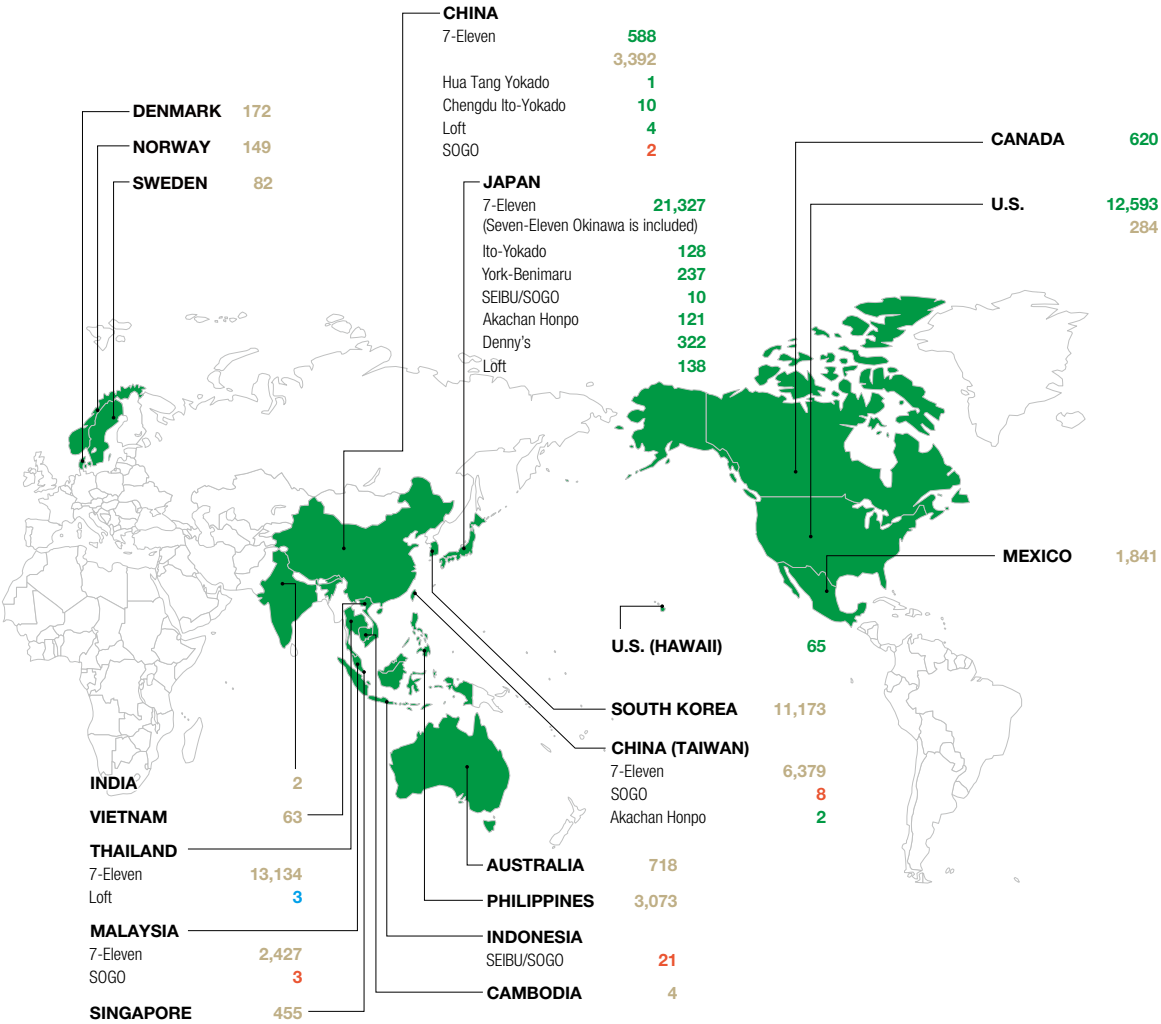
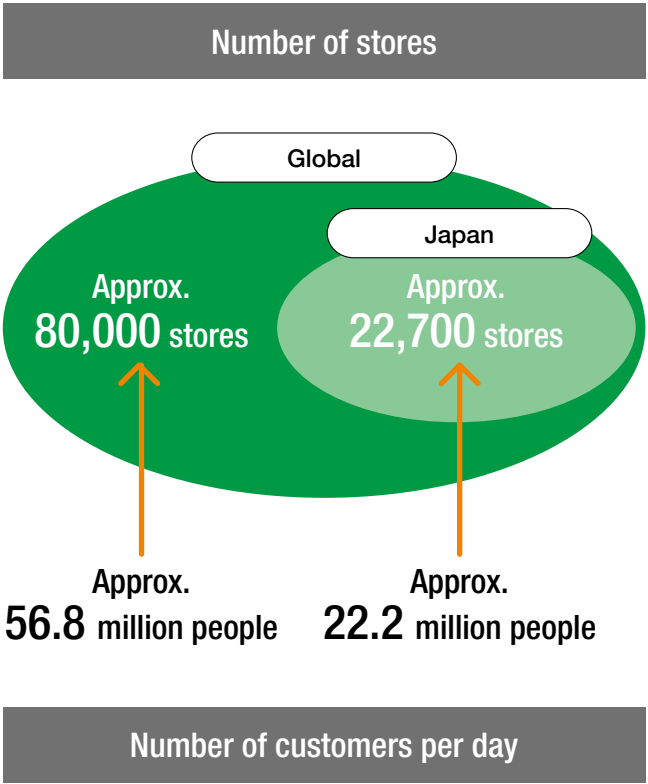
See Seven & i Group’s History

See Numerical Data

- Market environment
- Seven & i Group’s Performance
- Medium-Term Management Plan
 - Consolidated Financial Summary
 - Overview of Major Group Companies
 - Segment Information
 - Financial Position
 - Overseas Convenience Store Operations
 - Domestic Convenience Store Operations
 - Superstore Operations
 - Department and Specialty Store Operations
 - Financial Services

Seven & i Group in Numbers

Store Network



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

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

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

Understand Seven & i Group’s Strategy and Performance

See Stock Information

See Seven & i Group’s History

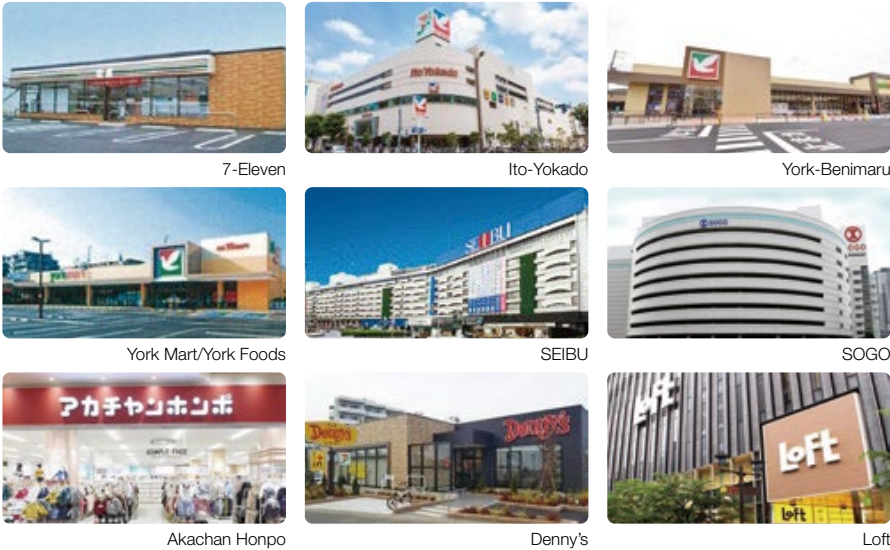
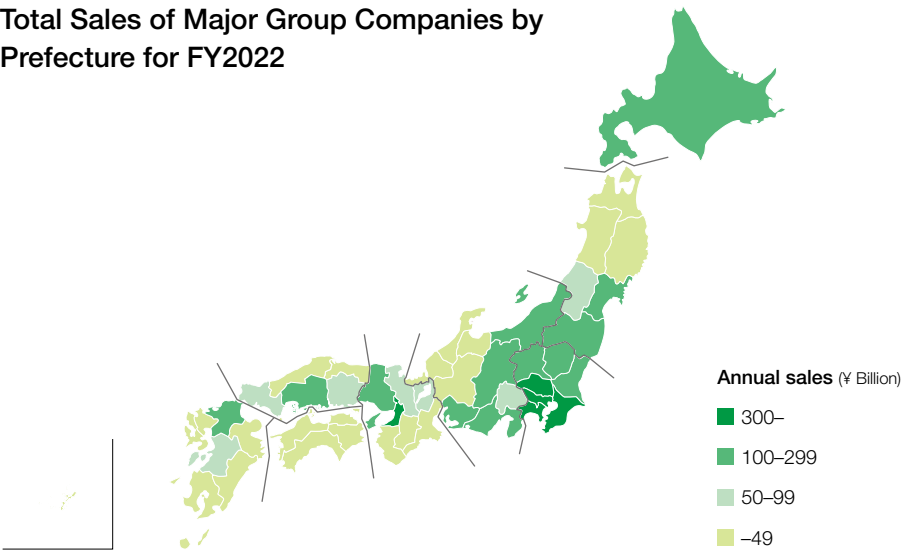
See Numerical Data

- Market environment
- Seven & i Group’s Performance
- Medium-Term Management Plan
 - Consolidated Financial Summary
 - Overview of Major Group Companies
 - Segment Information
 - Financial Position
 - Overseas Convenience Store Operations
 - Domestic Convenience Store Operations
 - Superstore Operations
 - Department and Specialty Store Operations
 - Financial Services

Seven & i Group in Numbers

Status of Store Development

Total Sales of Major Group Companies by Prefecture for FY2022



Domestic Store Network

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

Note: As of February 28, 2022

Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

Understand Seven & i Group’s Strategy and Performance

See Stock Information

See Seven & i Group’s History

See Numerical Data

- Market environment
- Seven & i Group’s Performance
- Medium-Term Management Plan
 - Consolidated Financial Summary
 - Overview of Major Group Companies
 - Segment Information
 - Financial Position
 - Overseas Convenience Store Operations
 - Domestic Convenience Store Operations
 - Superstore Operations
 - Department and Specialty Store Operations
 - Financial Services

Seven & i Group in Numbers

Operations in China

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

(As of December 31, 2021)

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

Sales Trend

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

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



Chengdu Ito-Yokado



Hua Tang Yokado



SEVEN-ELEVEN (BEIJING)



SEVEN-ELEVEN (CHENGDU)