



Learn about Seven & i Group

Learn about the Market Environment

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

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

Table of contents

P7

Domestic Macroeconomic Environment

P9

Domestic Environment of the Retail Industry

P10

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

P11

Major Group Companies' Market Share in Japan (Nonconsolidated)

P12

Global Retail Industry—Sales Ranking

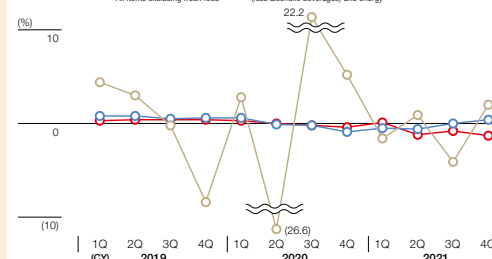
P13

Global Retail Industry—Market Capitalization Ranking

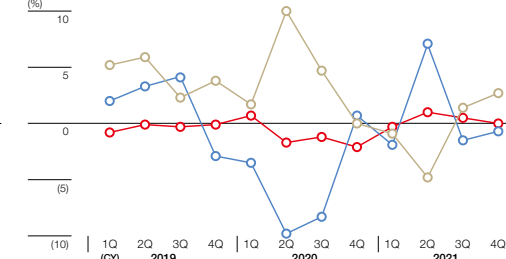
Chapter Summary

Domestic Macroeconomic Environment

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

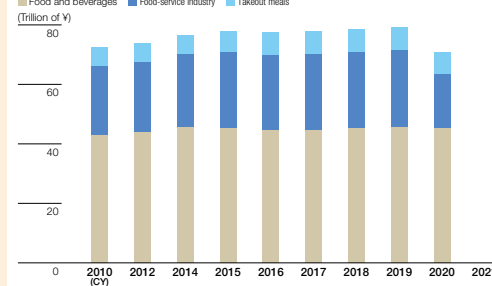


Year-on-year comparison of household consumption indices over four quarters

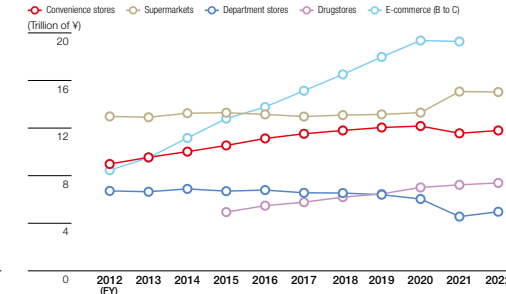


Domestic Environment of the Retail Industry

Trends in the scale of the food market

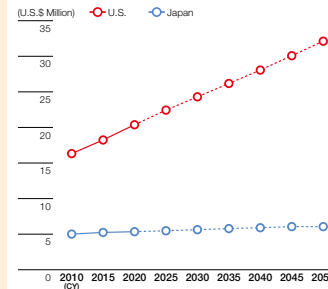


Trends in net sales at major store formats

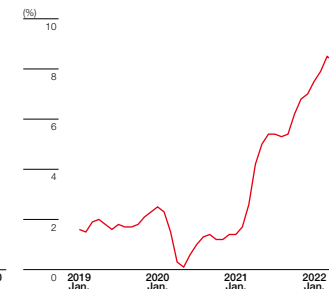


U.S. Macroeconomic Environment

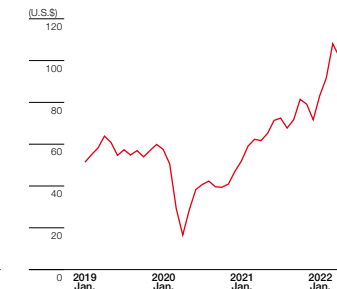
Real GDP



Consumer Price Index (CPI)



Crude Oil Price (WTI)



Major Group Companies' Sales Ranking

Convenience stores

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

Superstores

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

Department stores

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

Global Retail Industry (Sales Ranking)

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

Global Retail Industry (Market Capitalization Ranking)

- 1 Amazon.com
- 2 Alibaba Group Holding
- 3 Home Depot
- 19 Seven & i Holdings



Learn about Seven & i Group

Learn about the Market Environment

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

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

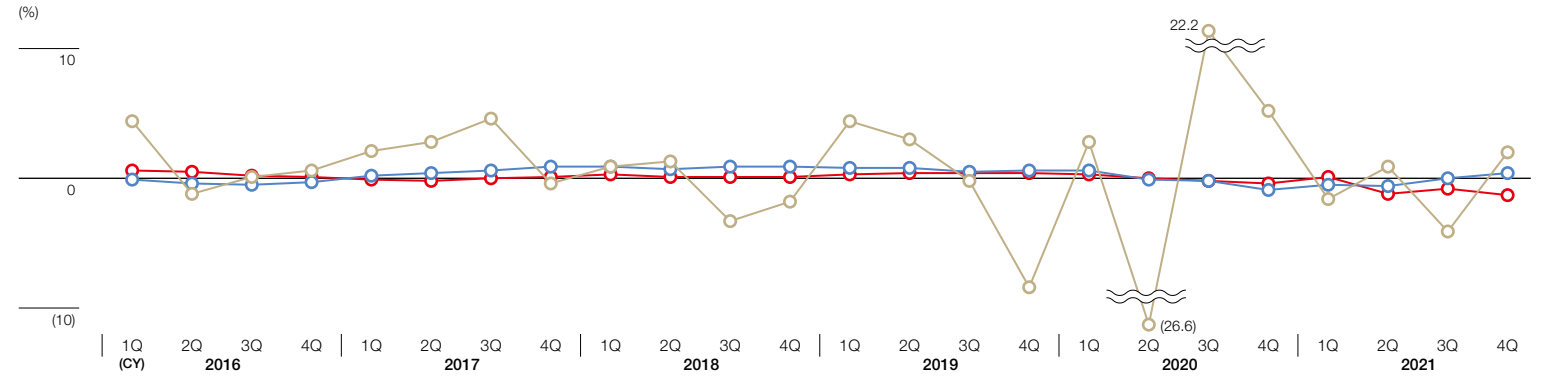
Domestic Macroeconomic Environment

Click here to download the data

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

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

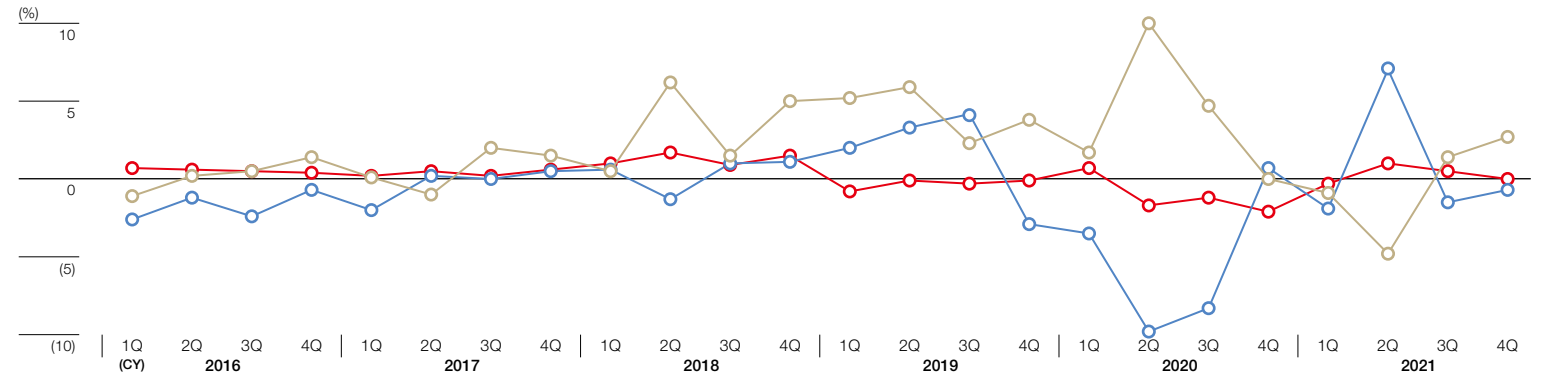
Sources: National Accounts (Economic and Social Research Institute, Cabinet Office) and Consumer Price Index (Ministry of Internal Affairs and Communications)



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

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

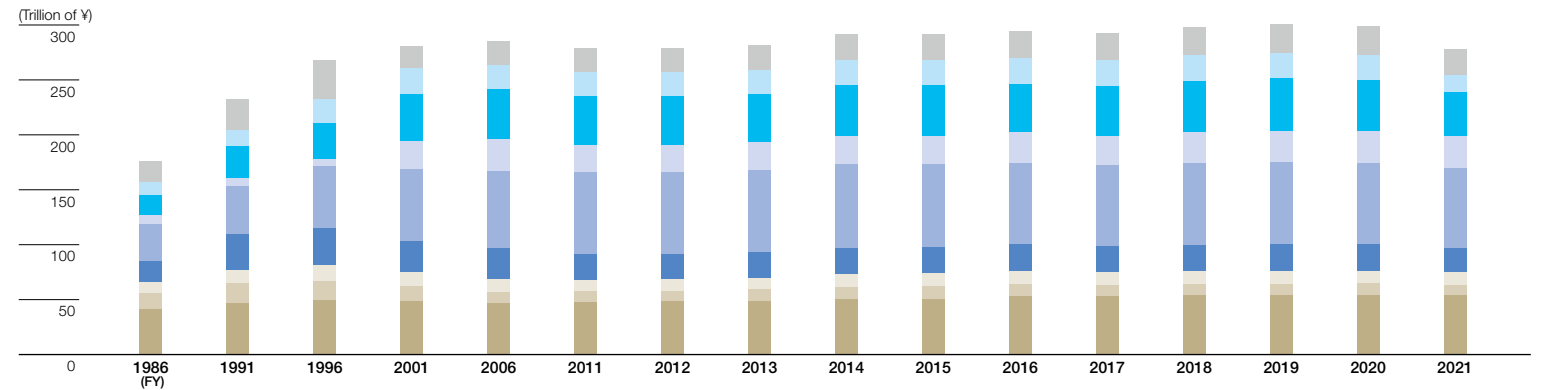
Sources: Family Income and Expenditure Survey (Ministry of Internal Affairs and Communications) and Monthly Labour Survey (Ministry of Health, Labour and Welfare)



Domestic final consumption expenditure of households

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

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



Learn about Seven & i Group

Learn about the Market Environment

Domestic Macroeconomic Environment

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

Understand Seven & i Group's Strategy and Performance

See Stock Information

See Seven & i Group's History

See Numerical Data

Market environment

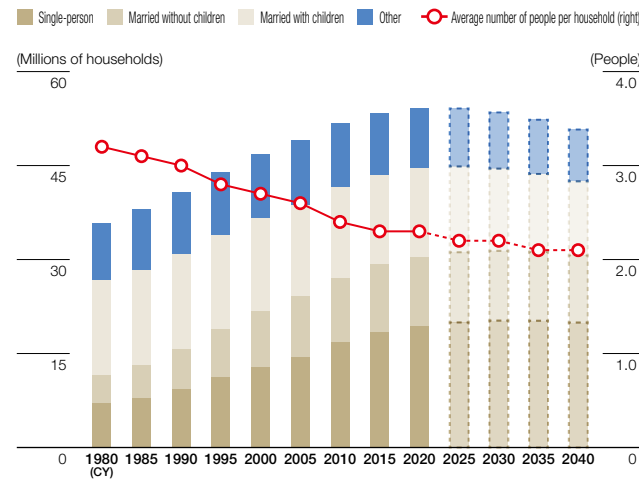
Seven & i Group's Performance

- 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

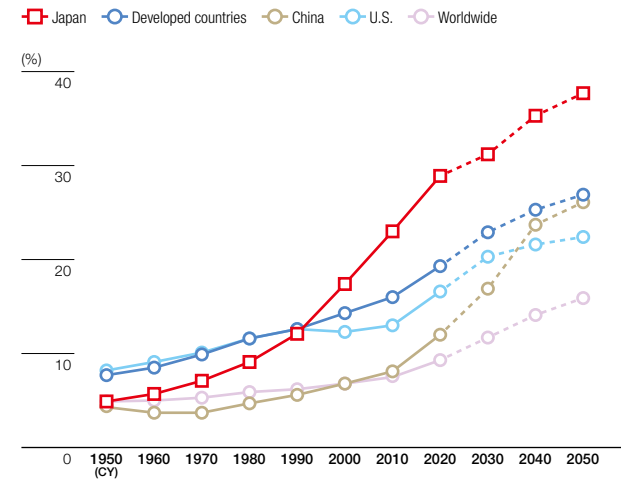
Domestic Macroeconomic Environment

Click here to download the data

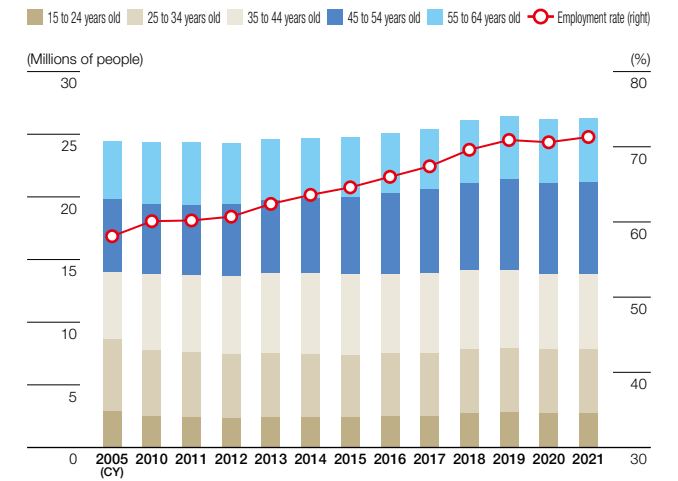
Changes in the number of households



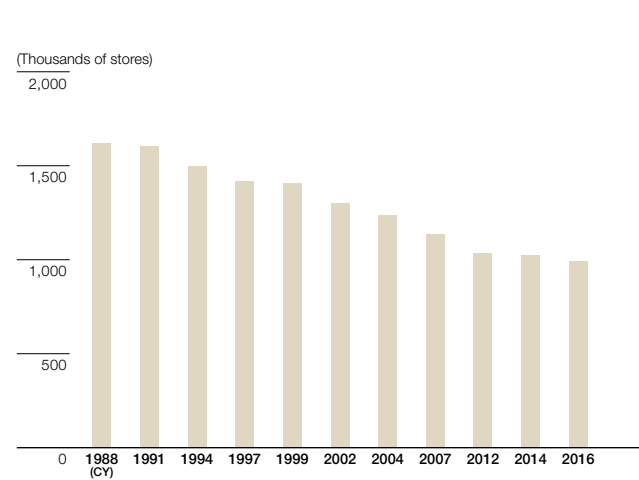
Changes in the population of those aged over 65



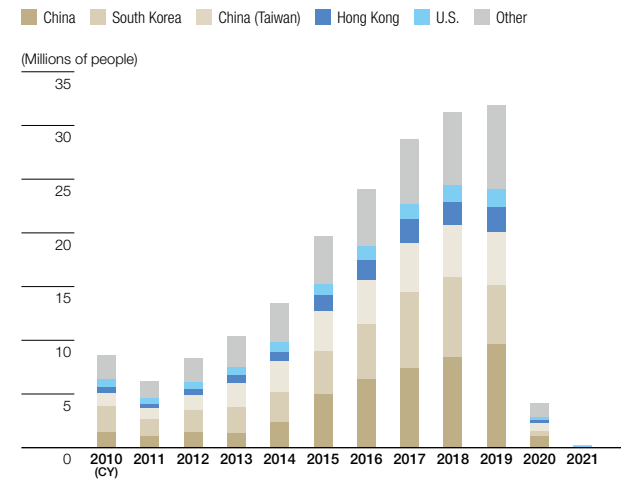
The number of female workers and their employment rate



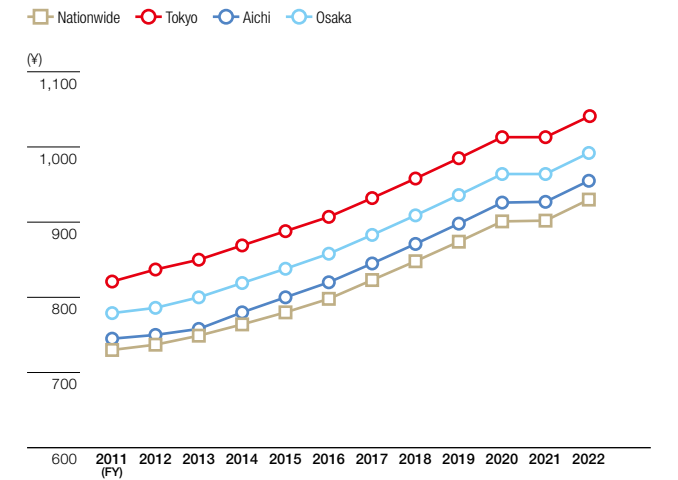
Trend in the number of retail stores



The number of foreign tourists



Minimum wage nationwide and in three main urban centers





Learn about Seven & i Group

Learn about the Market Environment

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

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

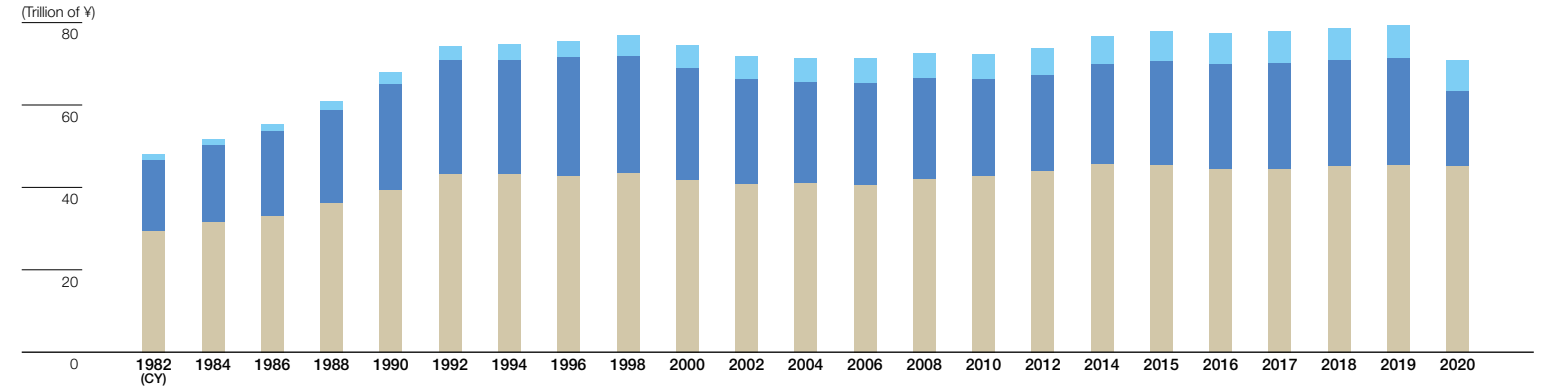
Domestic Environment of the Retail Industry

Click here to download the data

Trends in the scale of the food market

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

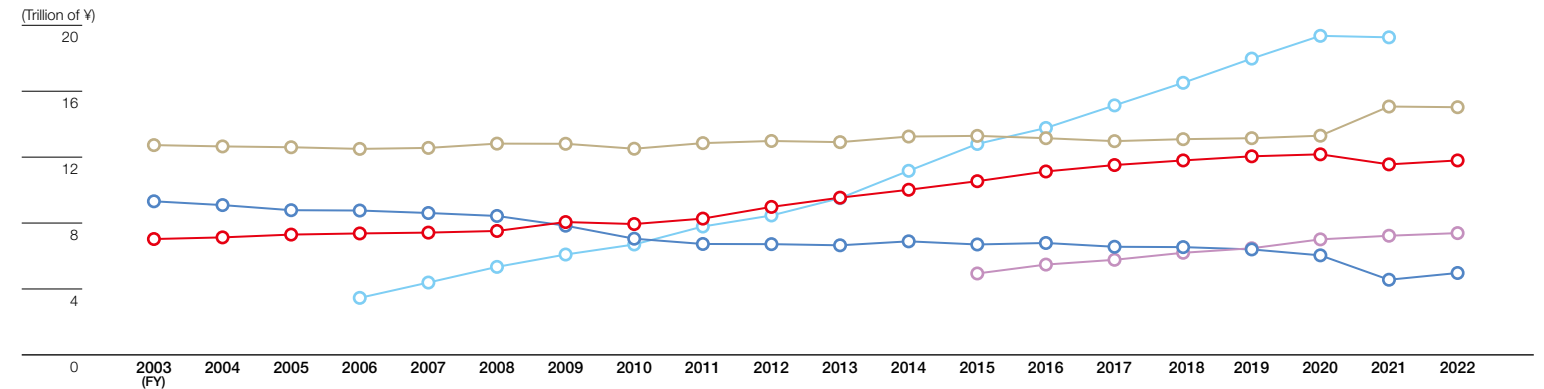
Sources: Current Survey of Commerce (Ministry of Economy, Trade and Industry) and Trends in the Scale of the Food Market (Foodservice Industry Research Institute)



Trends in net sales at major store formats

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

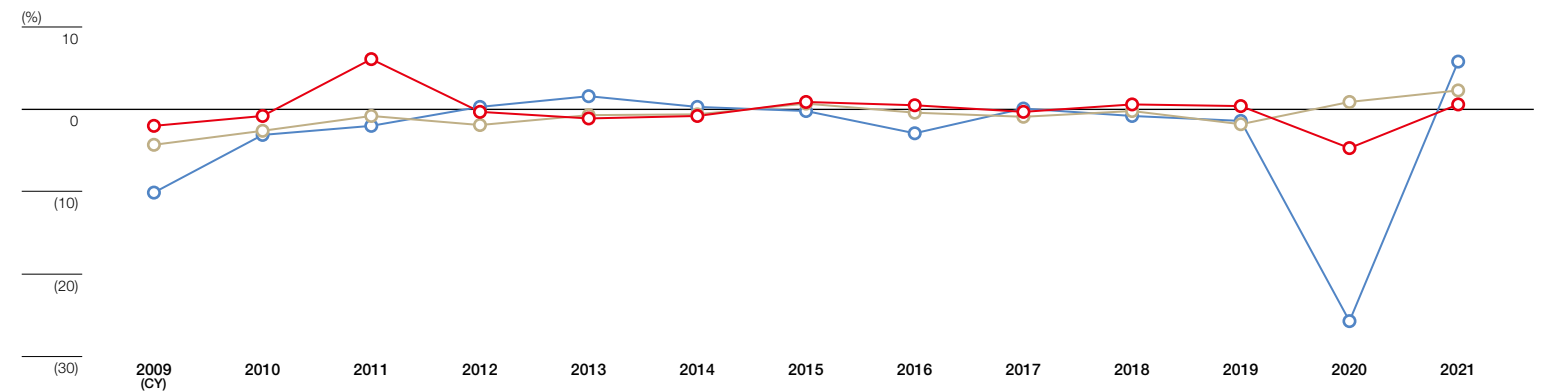
Source: Current Survey of Commerce and E-Commerce Market Survey (Ministry of Economy, Trade and Industry)



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

- Convenience stores
- Supermarkets
- Department stores

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





Learn about Seven & i Group

Learn about the Market Environment

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

Understand Seven & i Group's Strategy and Performance

See Stock Information

See Seven & i Group's History

See Numerical Data

Market environment

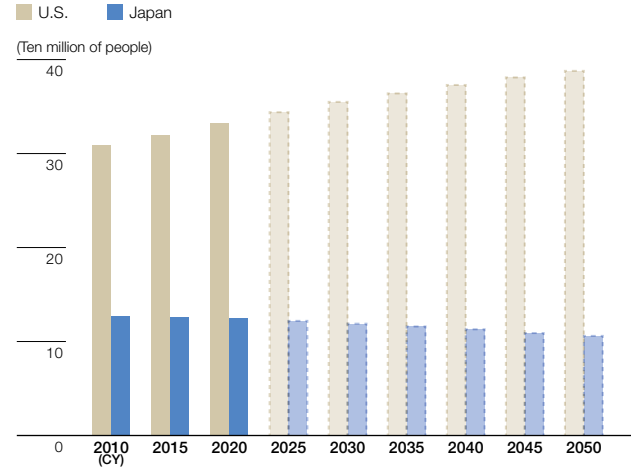
Seven & i Group's Performance

- 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

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

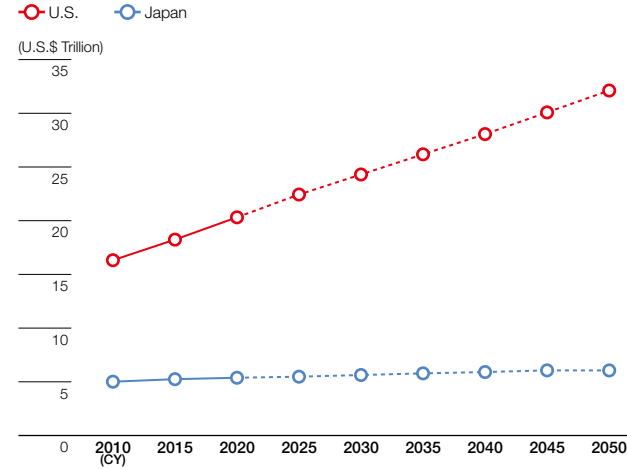
Click here to download the data

Demographic forecast



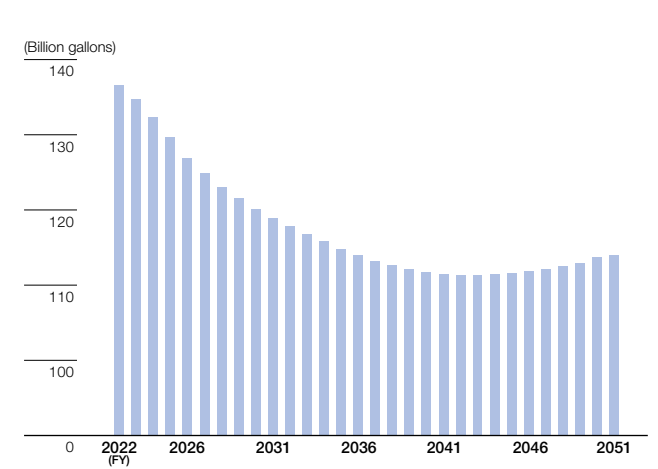
Note: The figures on 2025 and after are estimates.
Sources: U.S. Census Bureau

Real GDP



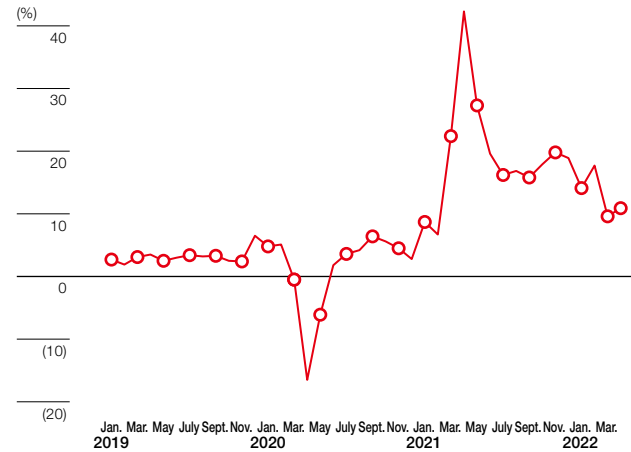
Note: The figures on 2025 and after are estimates.
Sources: Organisation for Economic Co-operation and Development

Gasoline consumption forecast



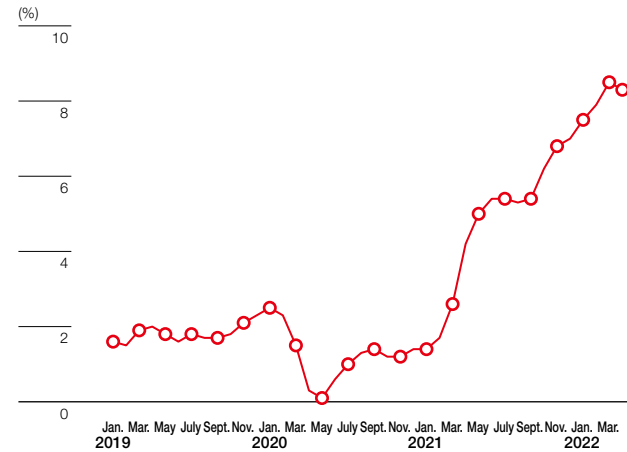
Sources: U.S. Energy Information Administration

Growth in retail sales (excluding automobiles, seasonally adjusted)



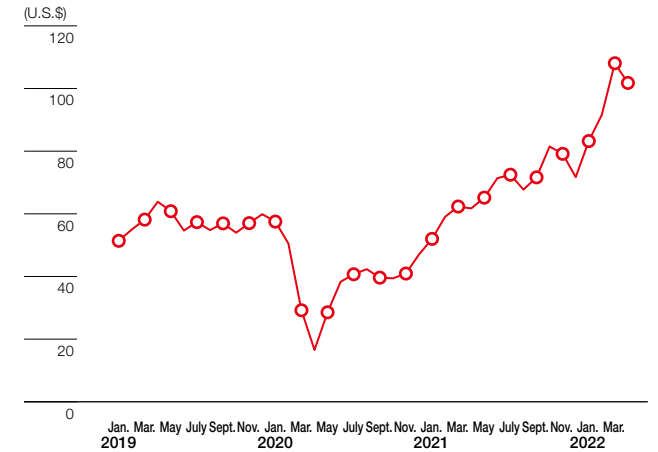
Sources: U.S. Internal Revenue Service

Consumer price index (CPI)



Note: U.S. Bureau of Labor Statistics

Crude oil price (WTI)



Sources: U.S. Energy Information Administration



Learn about Seven & i Group

Learn about the Market Environment

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

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

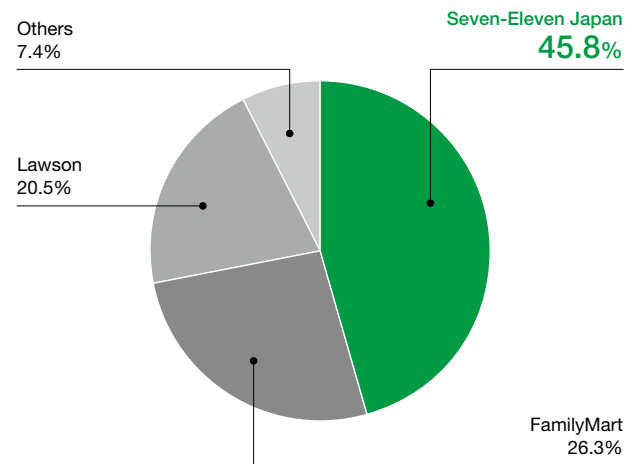
Major Group Companies' Market Share in Japan (Nonconsolidated)

Click here to download the data

Top 3 in chain store sales at convenience stores

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

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

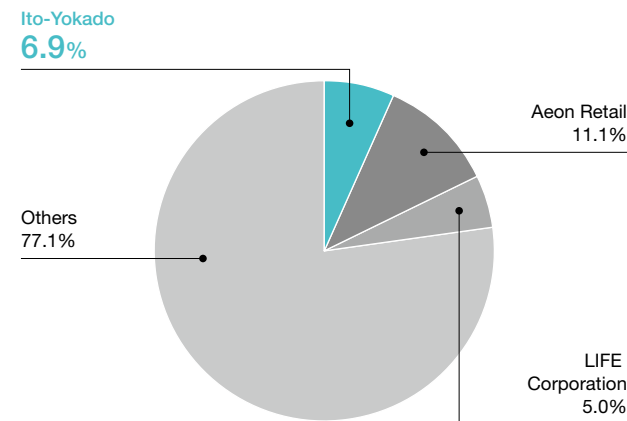


Top 3 in net sales at superstores

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

<Reference>

| | | |
|---------------|-------|-----|
| York-Benimaru | 469.4 | 3.1 |
| York | 188.9 | 1.3 |

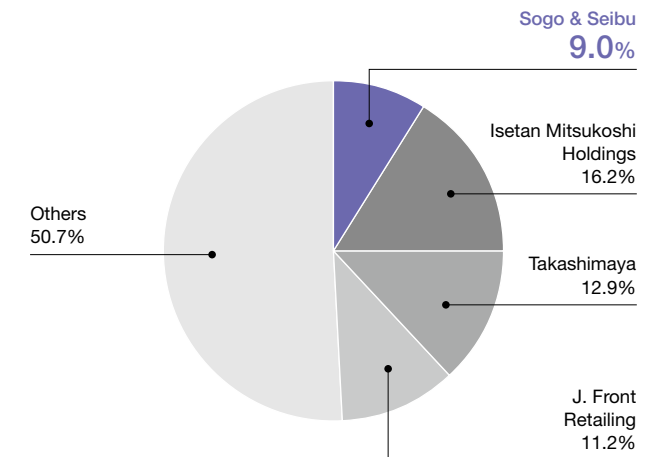


Top 4 in net sales at department stores

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

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

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



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



Learn about Seven & i Group

Learn about the Market Environment

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

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

Global Retail Industry—Sales Ranking

Click here to download the data

Sales Ranking of Retailers—Worldwide in FY2021

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

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

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

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

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

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



Learn about Seven & i Group

Learn about the Market Environment

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

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

Global Retail Industry—Market Capitalization Ranking

 Click here to download the data

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

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

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