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Corporate Profile

Corporate Overview (As of February 28, 2023)

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

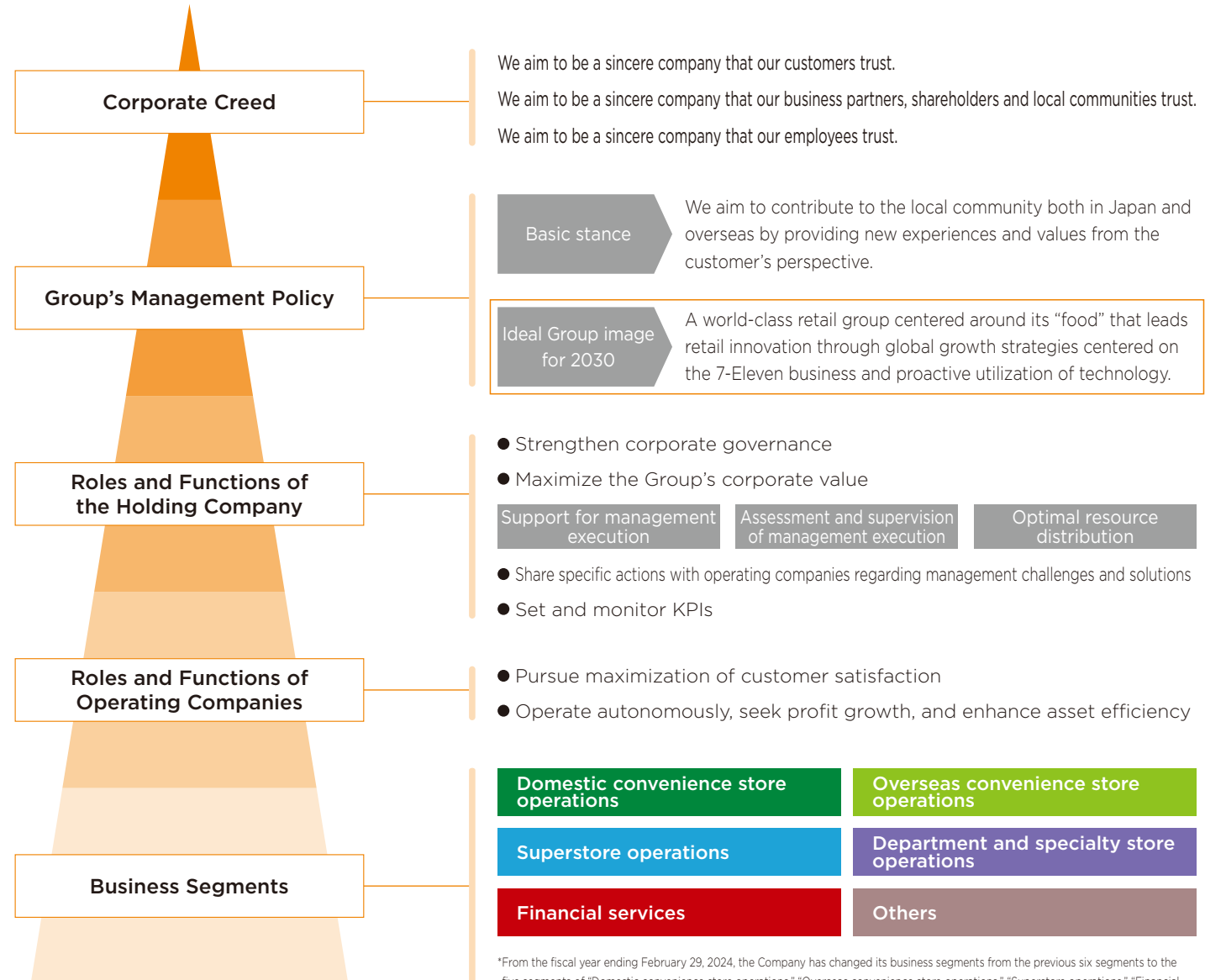
President and Representative Director:
Ryuichi Isaka

Paid-in capital

50 billion yen

Number of employees

1,017 (nonconsolidated)
84,154 (consolidated)



*From the fiscal year ending February 29, 2024, the Company has changed its business segments from the previous six segments to the five segments of "Domestic convenience store operations," "Overseas convenience store operations," "Superstore operations," "Financial services," and "Others" in order to realize the Group's vision for 2030 based on the results of the Re-evaluation of the Group Strategy.

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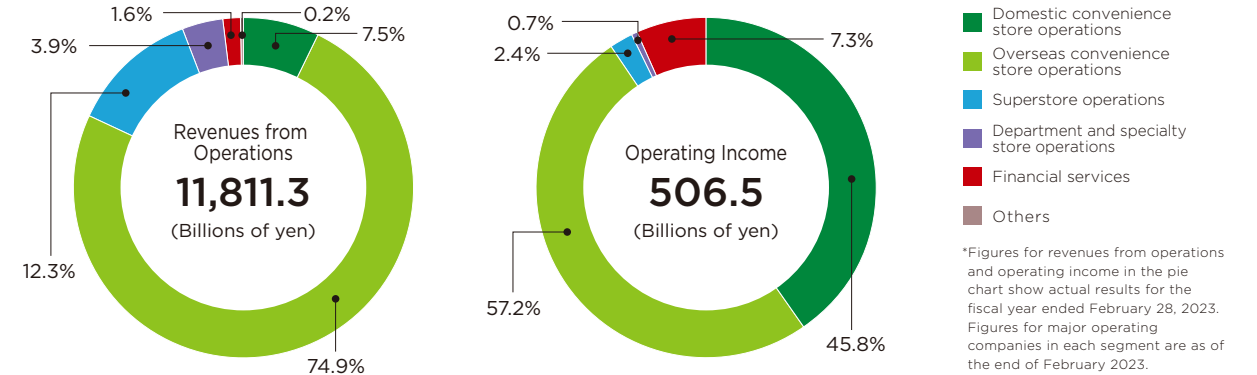
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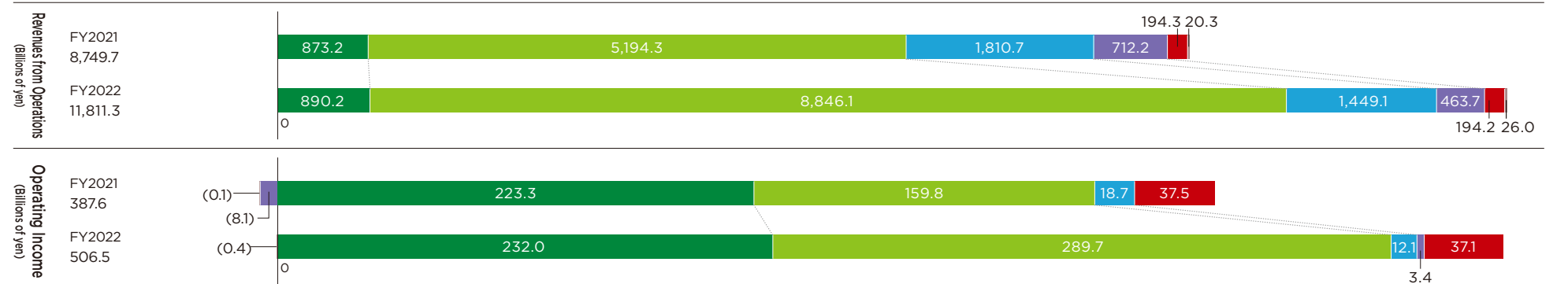
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Centered on the convenience store (CVS) operations, the Group is taking on the challenge of creating new value as a global retail group unparalleled in the world that responds to the needs of customers in various aspects of their lives, including the superstore (SST) operations and the financial services.



Core Operating Companies	Domestic convenience store operations	Overseas convenience store operations	Superstore operations	Department and specialty store operations	Financial services	Others
	<ul style="list-style-type: none"> SEVEN-ELEVEN JAPAN CO., LTD. SEVEN-ELEVEN OKINAWA CO., LTD. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Ito-Yokado Co., Ltd. York-Benimaru Co., Ltd. York Co., Ltd. SHELL GARDEN CO., LTD. Peace Deli Co., Ltd. Hua Tang Yokado Commercial Co., Ltd. Chengdu Ito-Yokado Co., Ltd. 	<ul style="list-style-type: none"> Sogo & Seibu Co., Ltd. Akachan Honpo Co., Ltd. Seven & i Food Systems Co., Ltd. THE LOFT CO., LTD. Nissen Holdings Co., Ltd. 	<ul style="list-style-type: none"> Seven Bank, Ltd. Seven Financial Service Co., Ltd. Seven Card Service Co., Ltd. Seven CS Card Service Co., Ltd. 	<ul style="list-style-type: none"> 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)	(102 consolidated subsidiaries, 4 affiliates; 106 companies, in total)	(16 consolidated subsidiaries, 5 affiliates; 21 companies, in total)	(21 consolidated subsidiaries, 6 affiliates; 27 companies, in total)	(14 consolidated subsidiaries, 2 affiliates; 16 companies, in total)	(6 consolidated subsidiaries, 3 affiliates; 9 companies, in total)



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

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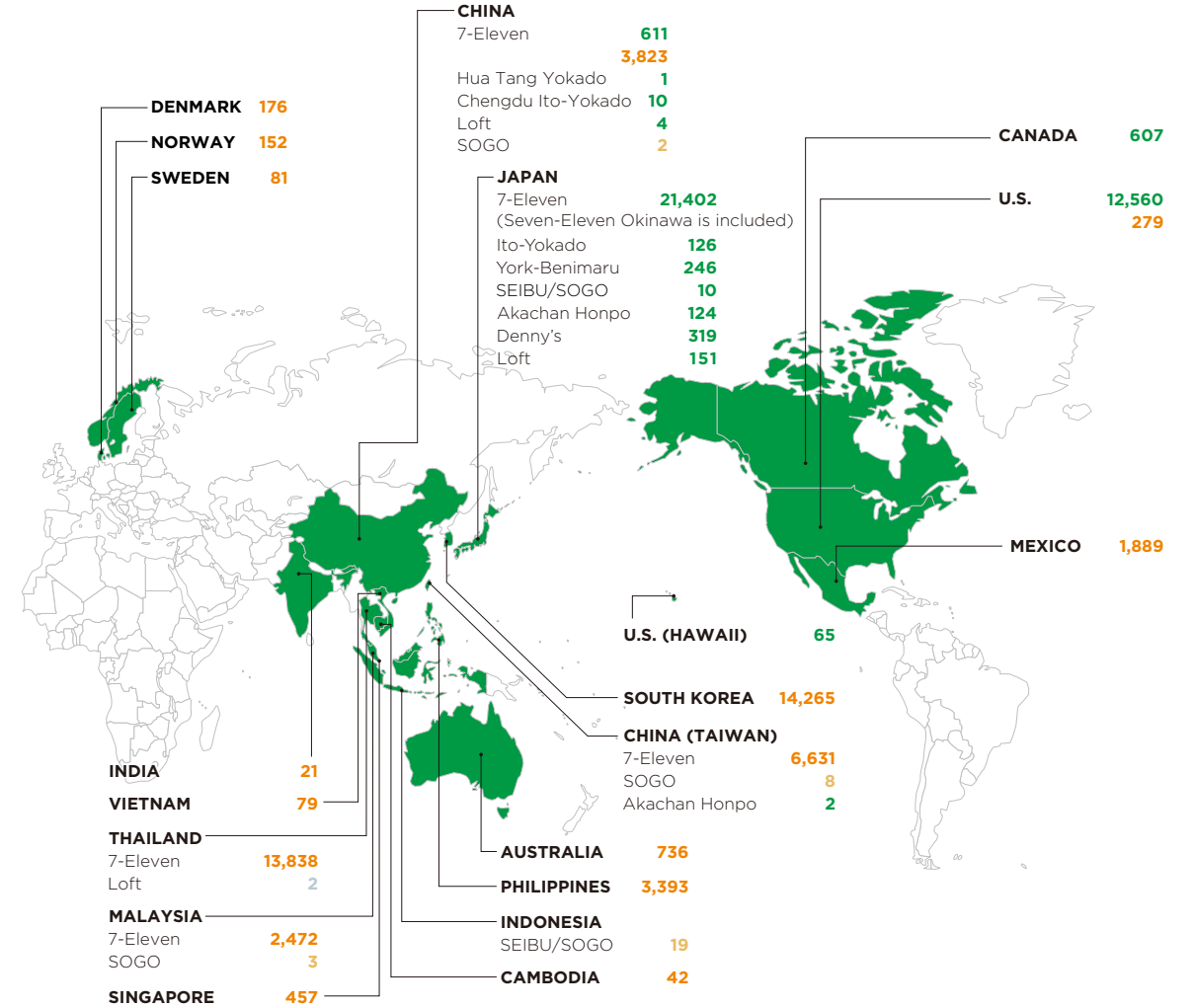
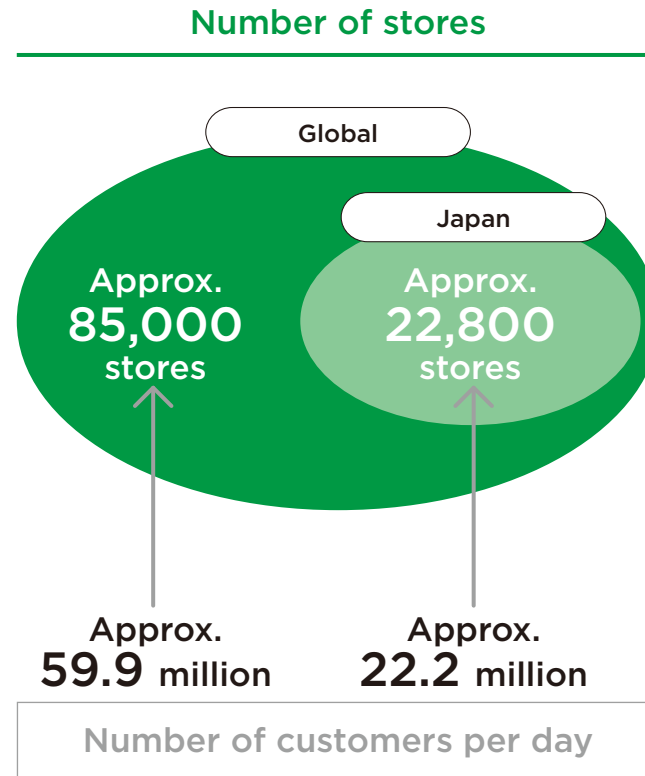
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Store Network



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, 2023 and in the other countries/areas is as of December 31, 2022.

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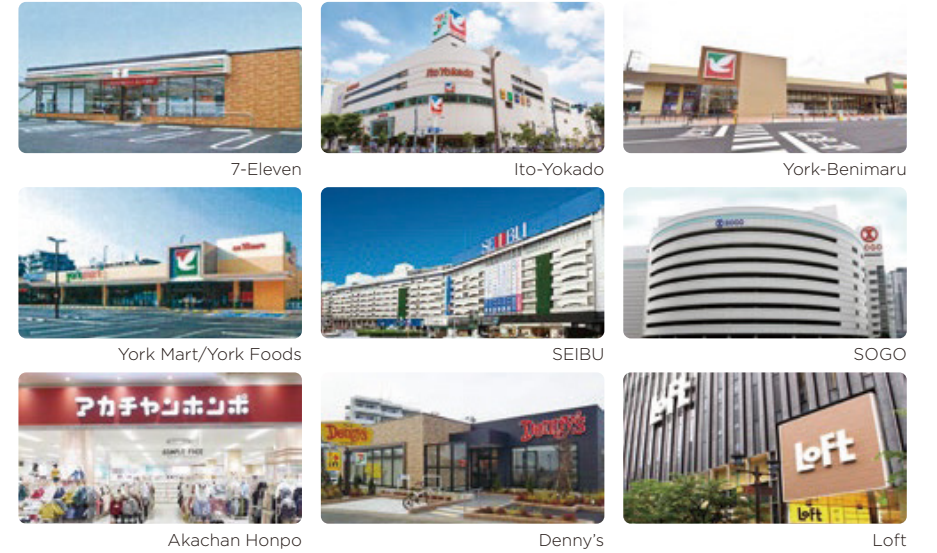
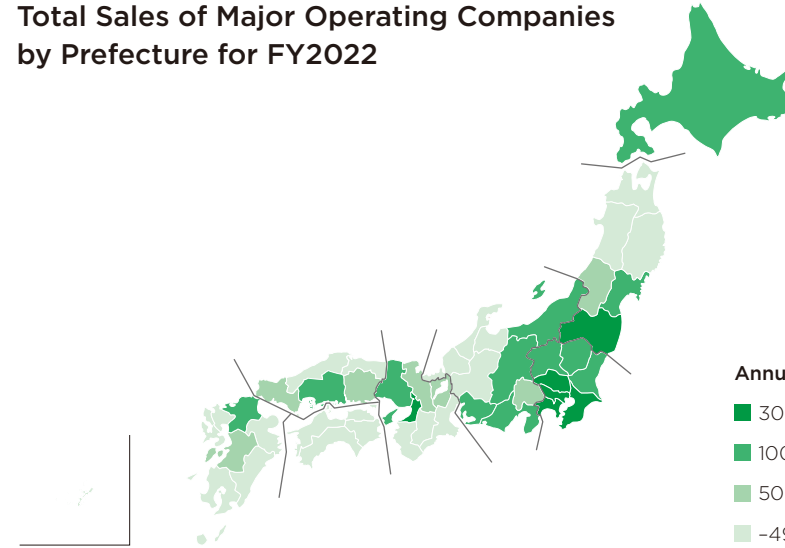
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Domestic Store Network

Total Sales of Major Operating Companies by Prefecture for FY2022



	7-Eleven	Ito-Yokado	York-Benimaru	York Mart, York Foods, etc.	SEIBU/SOGO	Akachan Honpo	Denny's	Loft (Stores)
Hokkaido	999	6	-	-	-	3	-	2
Tohoku	1,438	9	167	-	1	4	12	7
Kanto	8,352	94	79	103	7	48	231	73
Chubu	3,438	10	-	-	1	20	66	22
Kinki	2,939	7	-	-	-	25	10	21
Chugoku	1,349	-	-	-	1	8	-	9
Shikoku	359	-	-	-	-	2	-	4
Kyushu, Okinawa	2,528	-	-	-	-	14	-	13
Total	21,402	126	246	103	10	124	319	151

Note: As of February 28, 2023

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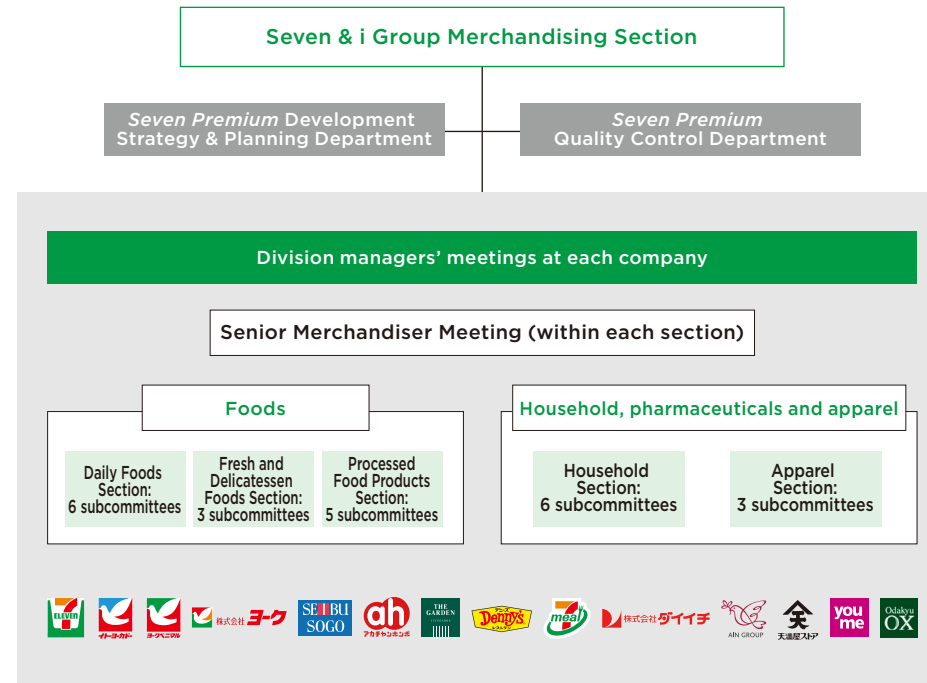
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Seven Premium Initiatives

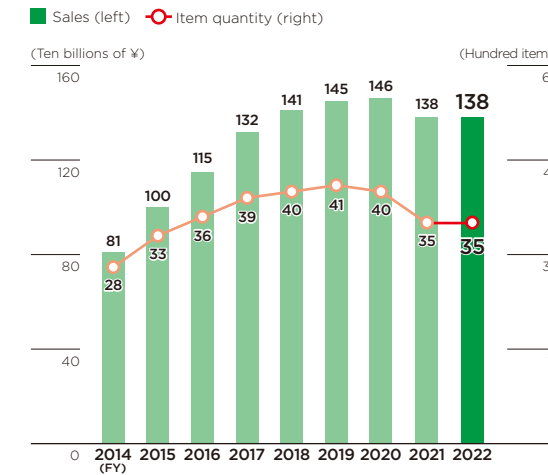
Under its private brand, *Seven Premium*, the Group has developed merchandise leveraging the methods for original merchandise development cultivated by Seven-Eleven Japan, and concentrating the infrastructure, merchandise development expertise, and sales capabilities of its Group companies.

Merchandise Development and Supply System

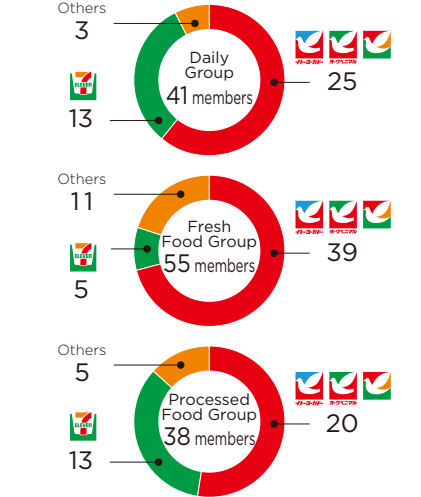
Merchandise development staff in Seven & i Group companies are organized into 5 sections and 23 subcommittees to conduct joint merchandise development with merchandise manufacturers. As of February 28, 2023, they supply 14 companies in total.



SEVEN PREMIUM SALES AND ITEM QUANTITY



Inter-group Development Structure of Seven Premium (Food) (As of March 2022)



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 PER YEAR

The number of merchandise sold over ¥1 billion per year in FY2022 was 286 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, 2022)

	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. 65.0% Beijing Wang fu jing Department Store Group Co., Ltd. 25.0% China National Sugar & Alcohol Group 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. 65.0% SEVEN-ELEVEN JAPAN CO., LTD. 20.0% SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD. 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. 80.0% China National Sugar & Alcohol Group 12.0% ITOCHU Corporation 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. 73.8% Ito-Yokado (China) Investment Co., Ltd. 20.0% Chengdu-Vienna Rotation Investment Co., Ltd. 6.3%
Chengdu Ito-Yokado Information Technology Service Co., LTD.	BPO business	Feb. 2022	-	CNY5.0 million	Chengdu Ito-Yokado Co., Ltd. 70.0% Ito-Yokado (China) Investment Co., Ltd. 30.0%

Sales Trend

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
SEVEN-ELEVEN (BEIJING)	14,458	17,983	21,781	20,871	24,458	26,399	26,859	21,111	22,331	18,128
SEVEN-ELEVEN (TIANJIN)	3,136	3,783	4,623	4,551	5,364	5,190	4,781	3,404	3,405	3,155
SEVEN-ELEVEN (CHENGDU)	3,505	4,204	4,036	3,435	4,042	4,815	4,517	3,688	3,733	3,090
Chengdu Ito-Yokado*	62,788	70,650	79,686	67,276	71,638	73,632	73,751	64,305	71,250	25,153
Hua Tang Yokado*	34,015	31,814	24,066	15,869	6,826	5,033	4,882	5,096	5,439	2,697
Exchange rate (CNY1=) (¥)	15.92	17.18	19.23	16.42	16.62	16.71	15.78	15.48	17.04	19.50

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 have been applied from FY2022.



SEVEN-ELEVEN (BEIJING)



SEVEN-ELEVEN (CHENGDU)



Chengdu Ito-Yokado



Hua Tang Yokado