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- Seven & i Group in Numbers

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

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Major Operating Companies' Market Share (Nonconsolidated)

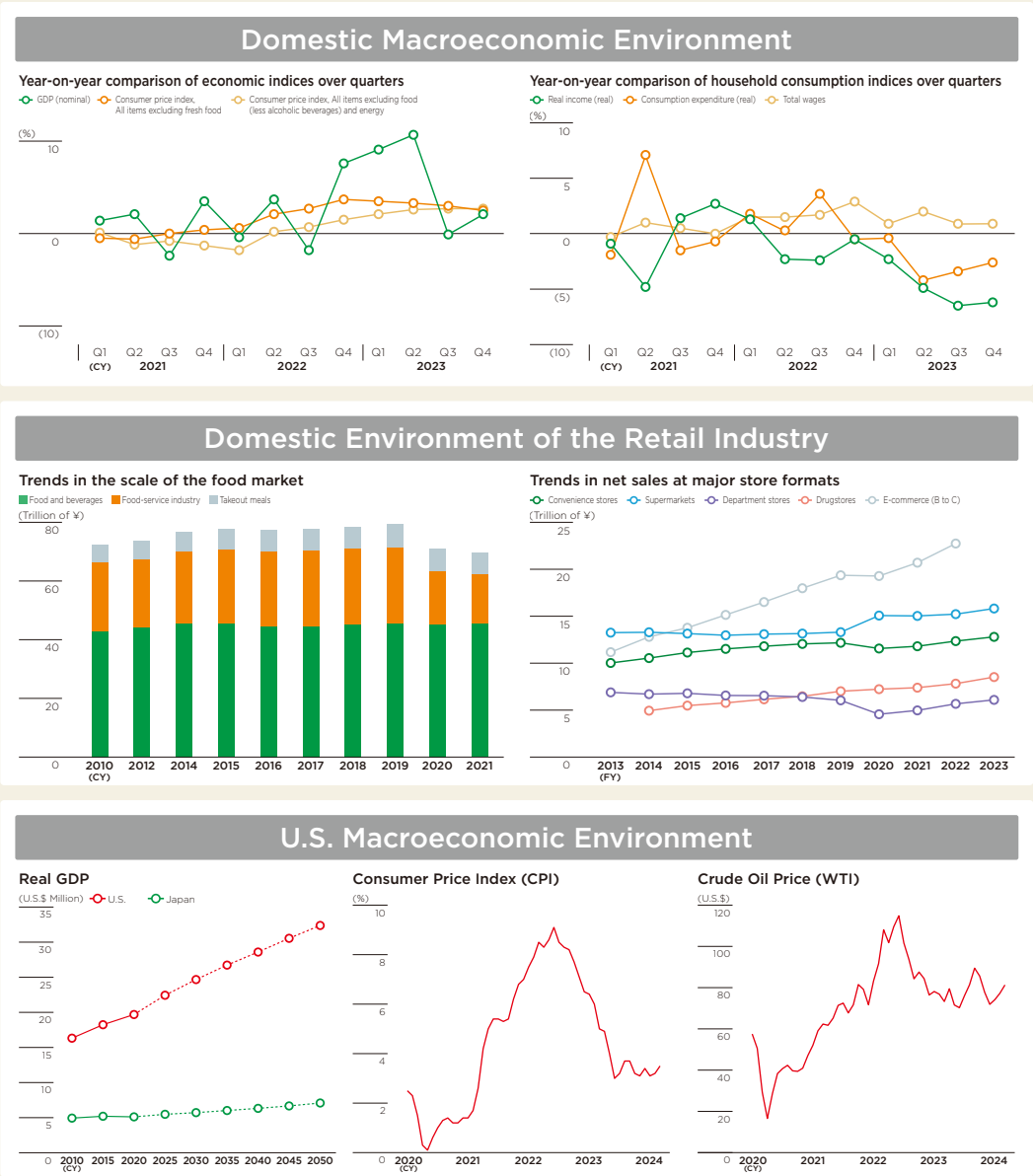
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Global Retail Industry—Sales Ranking

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Global Retail Industry—Market Capitalization Ranking

Chapter Summary



Major Group Companies's Market Share in Japan

Convenience stores

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

Superstores

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

Major Group Companies's Market Share in U.S.

Convenience stores

- 1 7-Eleven, Inc.
- 2 Alimentation Couche-Tard Inc.
- 3 Caseys General Stores Inc

Global Retail Industry (Sales Ranking)

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

Global Retail Industry (Market Capitalization Ranking)

- 1 Amazon.com
- 2 Walmart
- 3 Home Depot
- 22 Seven & i Holdings

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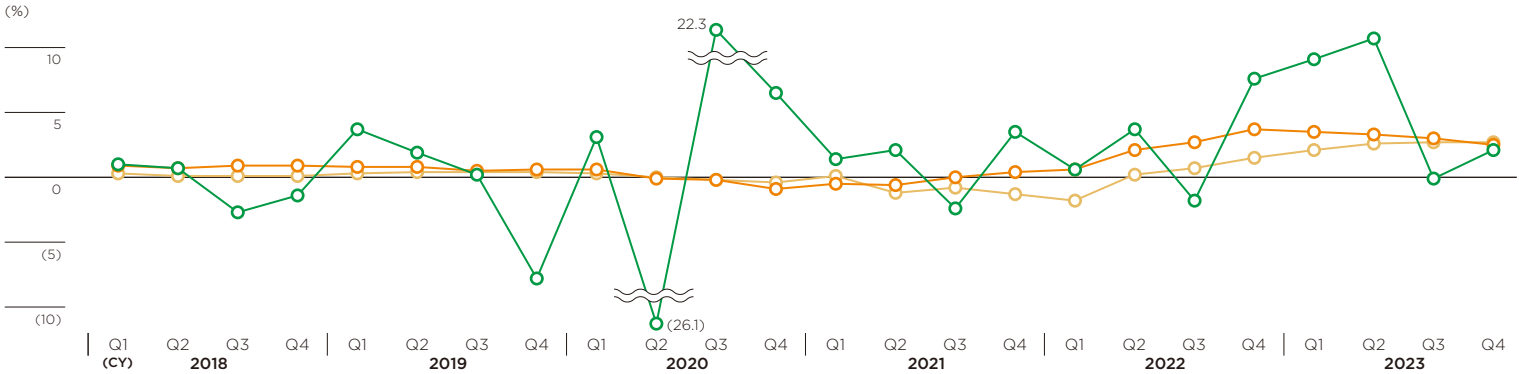
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Domestic Macroeconomic Environment

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

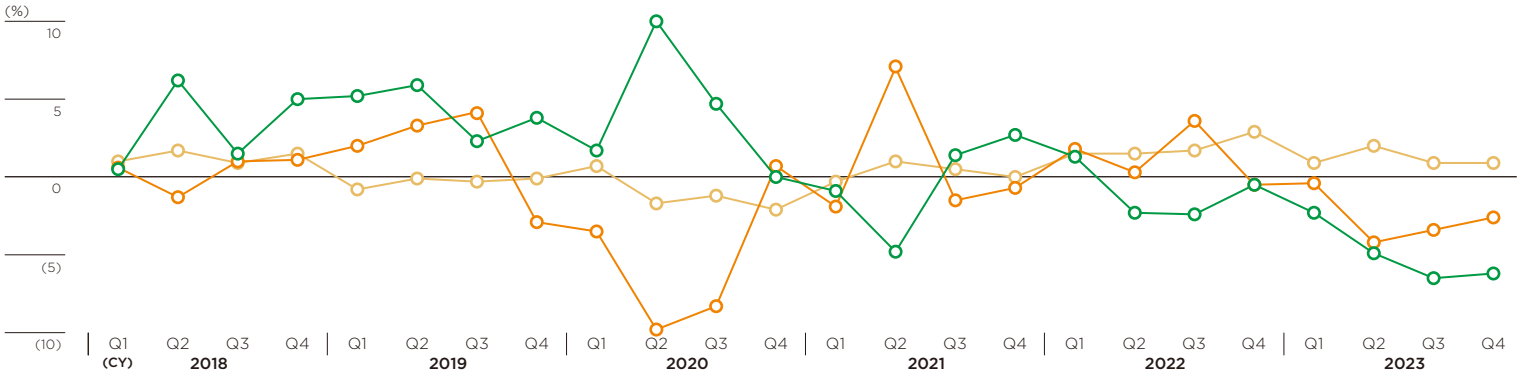
Sources: System of National Accounts (SNA) (Economic and Social Research Institute, Cabinet Office)
Consumer Price Index (Ministry of Internal Affairs and Communications)



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)

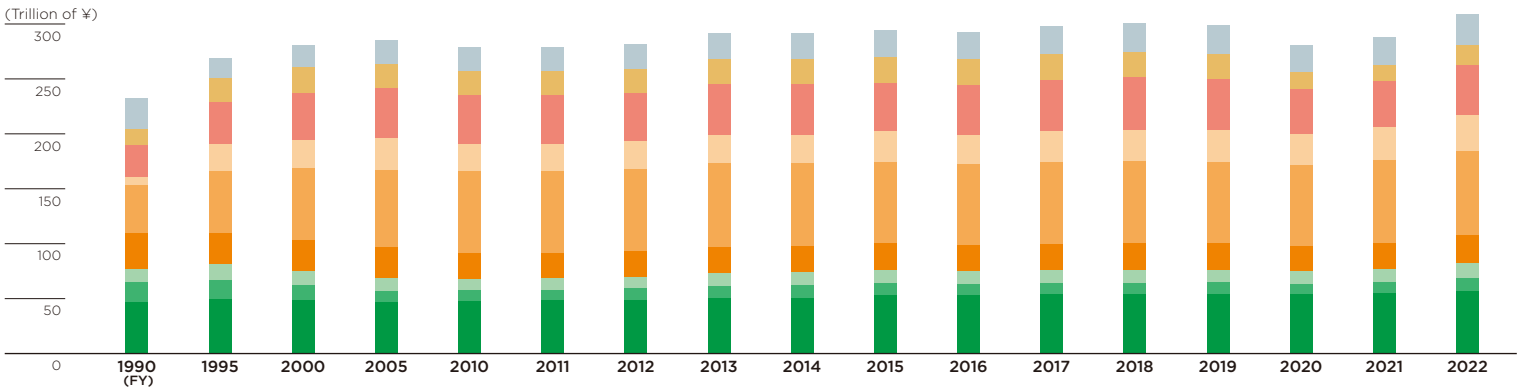


Domestic final consumption expenditure of households

- 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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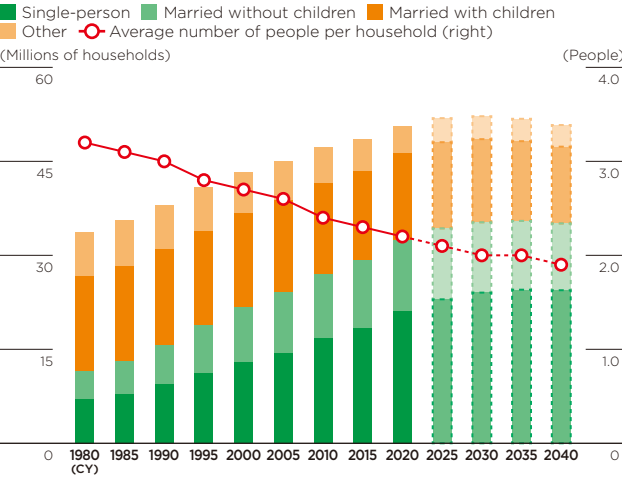
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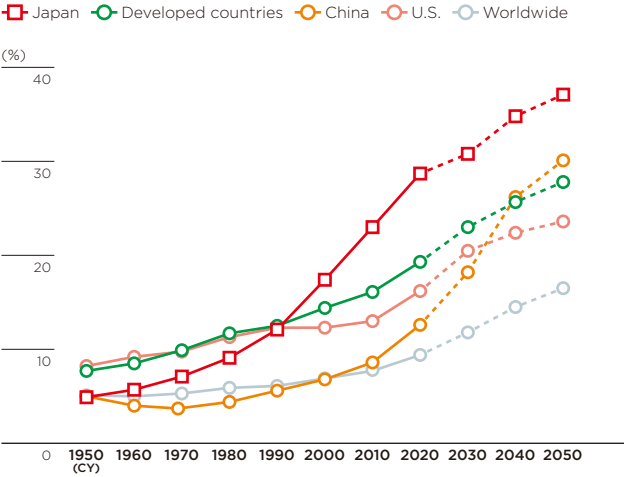
Domestic Macroeconomic Environment

Changes in the number of households



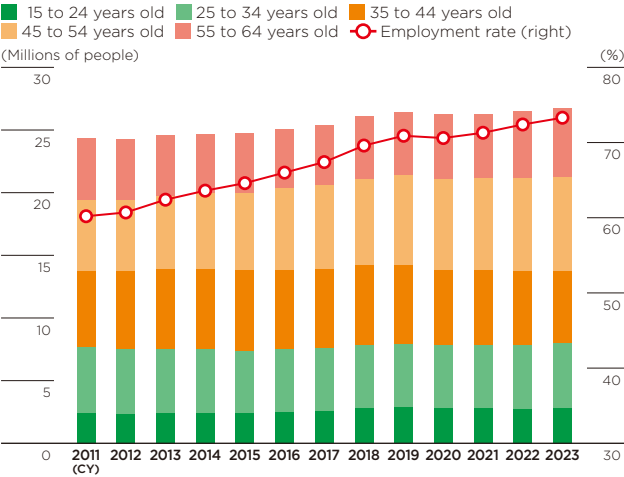
Note: The figures after 2025 are estimates.
Source: National Estimates, Population Projection for Japan (National Institute of Population and Social Security Research)

Changes in the population of those aged over 65



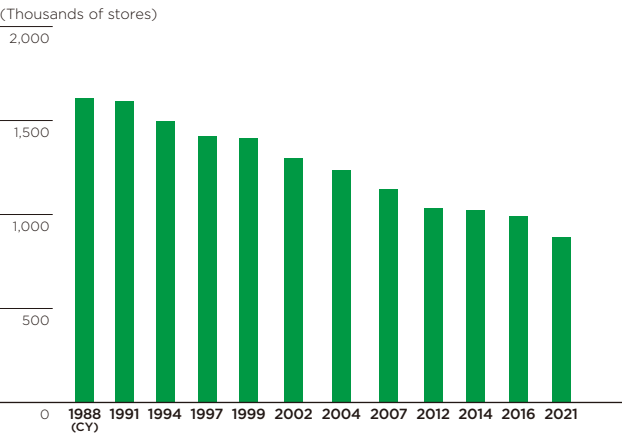
Note: The figures after 2025 are estimates.
Source: Statistical Handbook of the World (Ministry of Internal Affairs and Communications)

The number of female workers and their employment rate



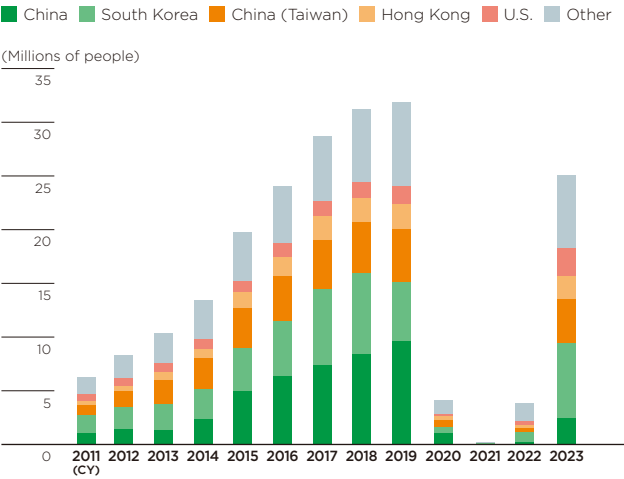
Source: Labour Force Survey (Ministry of Internal Affairs and Communications)

Trend in the number of retail stores



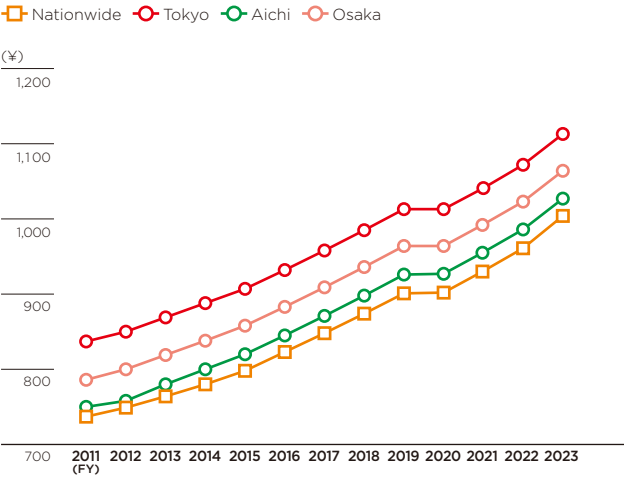
Sources: The Census of Commerce (Ministry of Economy, Trade and Industry) <until 2007>
Economic Census (Ministry of Economy, Trade and Industry; Ministry of Internal Affairs and Communications) <from 2012>

The number of tourists from overseas



Source: Japan National Tourism Organization

Minimum wage nationwide and in three main metropolitans



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

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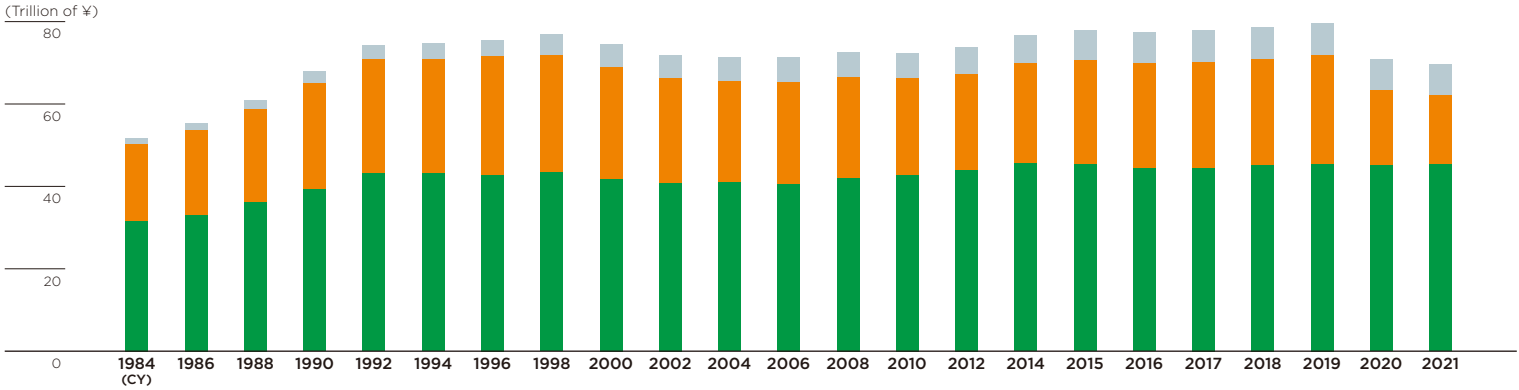
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Domestic Environment of the Retail Industry

Trends in the scale of the food market

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

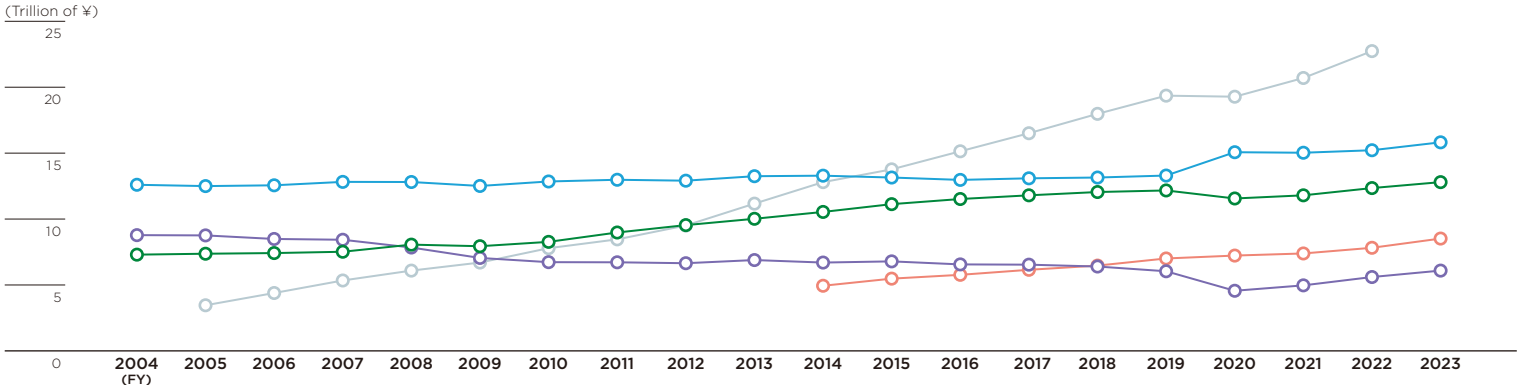
Sources: Current Survey of Commerce (Ministry of Economy, Trade and Industry)
Estimates in the Scale of the Food Market (Foodservice Industry Research Institute)



Trends in net sales at major store formats

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

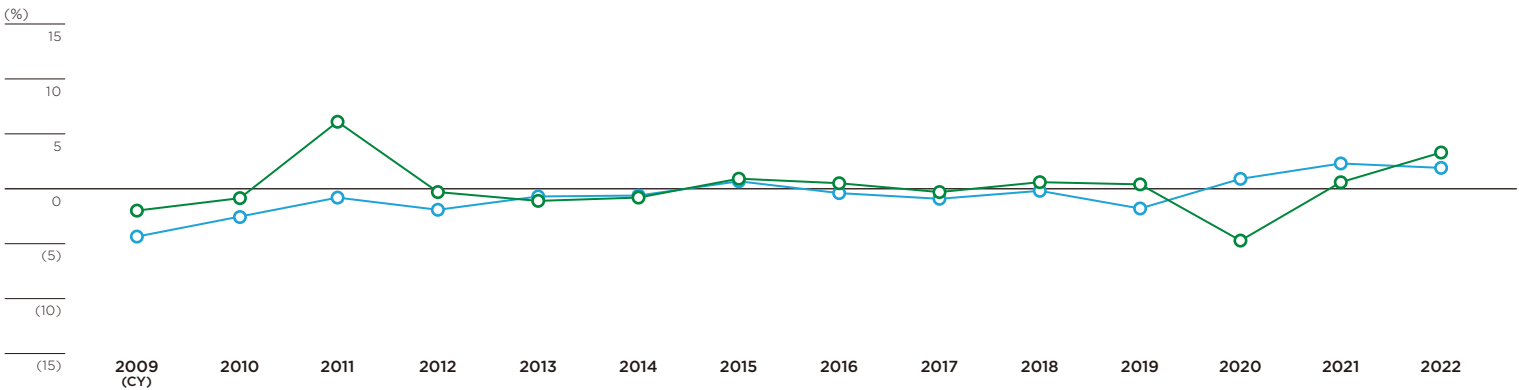
Source: Current Survey of Commerce and E-Commerce Market Survey (Ministry of Economy, Trade and Industry)



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

- Convenience stores
- Supermarkets

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



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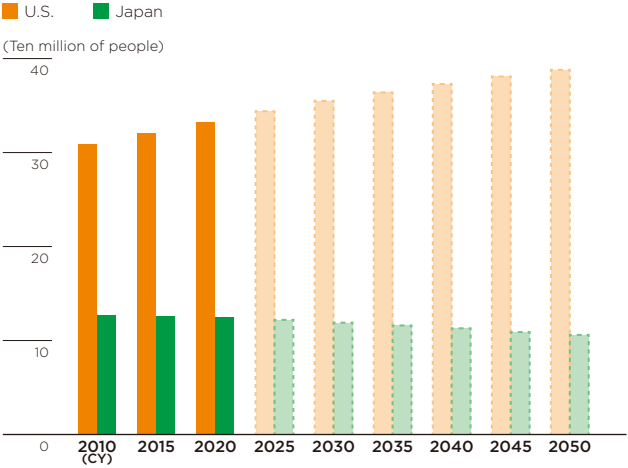
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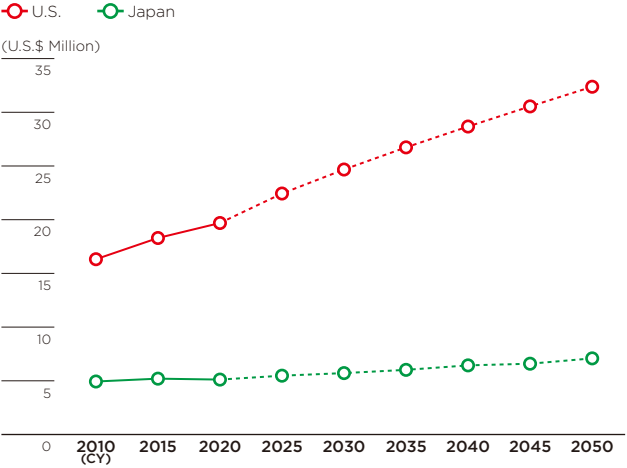
U.S. Macroeconomic Environment and Environment of the Retail Industry

Demographic forecast



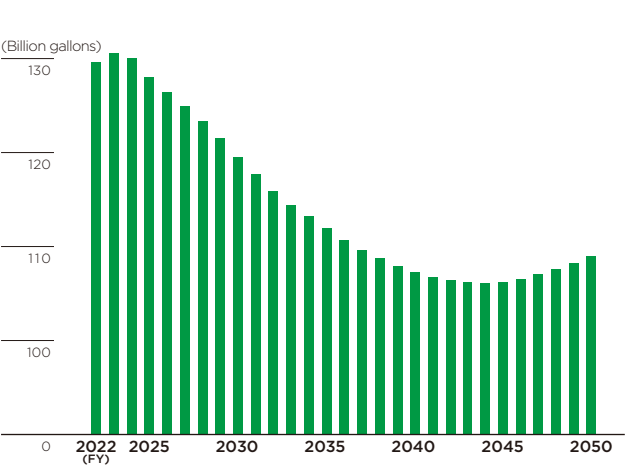
Note: The figures on 2025 and after are estimates.
Source: U.S. Census Bureau

Real GDP



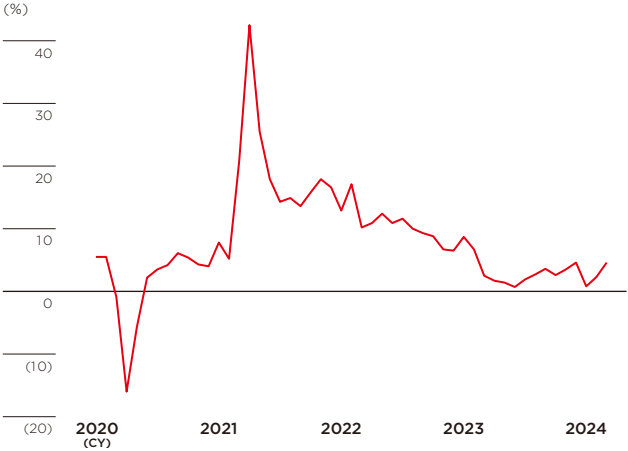
Note: The figures on 2025 and after are estimates.
Source: Organisation for Economic Co-operation and Development

Fuel consumption forecast



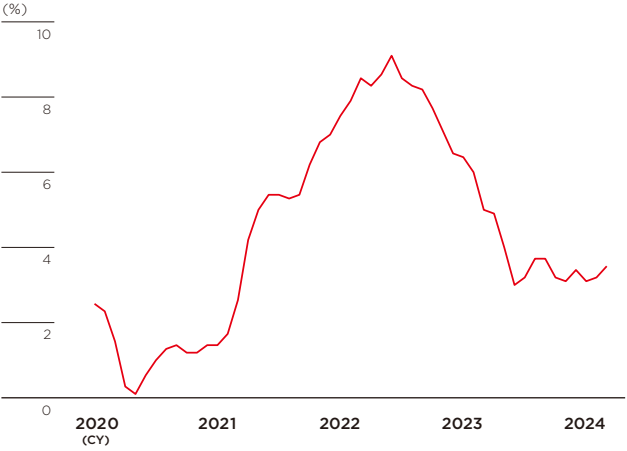
Source: U.S. Energy Information Administration

Growth in retail sales (excluding automobiles, seasonally adjusted)



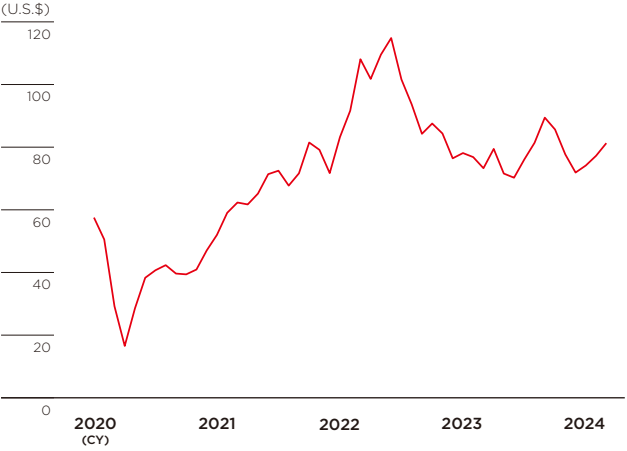
Source: U.S. Internal Revenue Service

Consumer price index (CPI)



Source: U.S. Bureau of Labor Statistics

Crude oil price (WTI)



Source: U.S. Energy Information Administration

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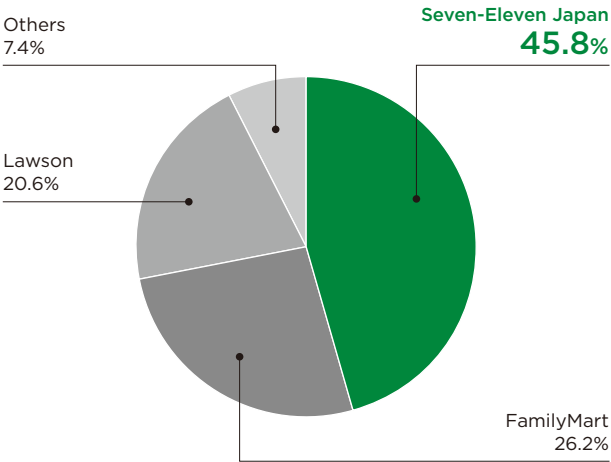
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Major Operating Companies' Market Share (Nonconsolidated)

Top 3 in gross total store sales at convenience stores

	FY2023 (Billion of ¥)	Share (%)
Convenience stores total market*	11,719.4	100.0
1 Seven-Eleven Japan	5,362.9	45.8
2 FamilyMart	3,069.2	26.2
3 Lawson	2,416.2	20.6
Others	870.9	7.4
Top 3 combined	10,848.5	92.6

* The figure for convenience stores total market is the sum of sales from March 2023 to February 2024, according to the Japan Franchise Association's Convenience Store Statistics Investigation Monthly Report.

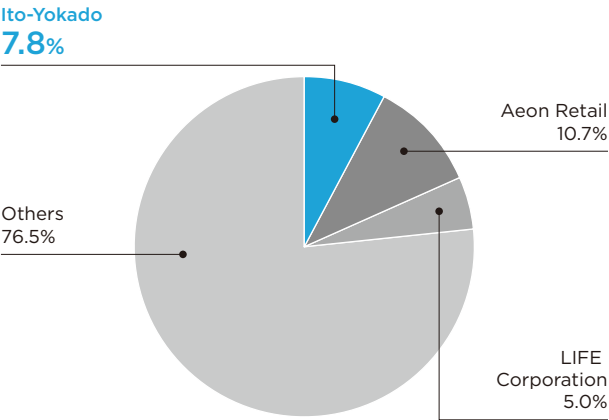


Top 3 in gross sales at superstores

	FY2023 (Billion of ¥)	Share (%)
Superstores total market	15,743.8	100.0
1 Aeon Retail	1,679.8	10.7
2 Ito-Yokado	1,232.6	7.8
3 LIFE Corporation	780.0	5.0
Others	12,051.3	76.5
Top 3 combined	3,692.4	23.5

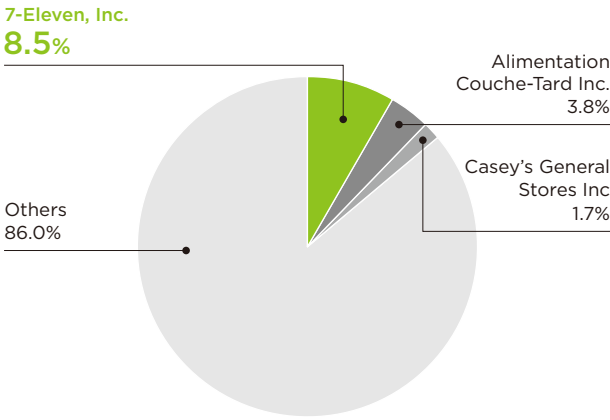
<Reference>

York-Benimaru	498.3	3.2
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Top 3 convenience store market shares in the U.S.

	Share (%)
1 7-Eleven, Inc.	8.5
2 Alimentation Couche-Tard Inc.	3.8
3 Casey's General Stores Inc	1.7
Others	86.0
Top 3 combined	14.0



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 FY2021

FY2021	FY2020	Company	Country	Net sales		CAGR (%)	Sales growth rate (%)	Net profit margin (%)
				(U.S.\$ Million)	(Billions of ¥)			
1	1	WalMart	U.S.	572,754	62,430.2	3.3	2.4	2.4
2	2	Amazon.com	U.S.	239,150	26,067.4	20.4	12.0	7.1
3	3	Costco Wholesale	U.S.	195,929	21,356.3	10.5	17.5	2.6
4	4	Schwarz	Germany	153,754	16,759.2	7.8	5.5	-
5	5	Home Depot	U.S.	151,157	16,476.1	9.8	14.4	10.9
6	6	Kroger	U.S.	136,971	14,929.8	3.5	4.1	1.2
7	9	JD.com	China	126,387	13,776.2	28.0	25.1	(0.5)
8	7	Walgreen	U.S.	122,045	13,302.9	4.7	3.7	1.9
9	8	Aldi	Germany	120,947	13,183.2	4.8	(0.4)	-
10	10	Target	U.S.	104,611	11,402.6	8.5	13.2	6.6
11	11	CVS Health	U.S.	100,105	10,911.4	4.3	9.8	-
12	12	Lowe's	U.S.	96,250	10,491.3	8.2	7.4	8.8
13	13	Ahold Delhaize	Netherlands	89,381	9,742.5	3.9	1.2	3.0
14	15	Tesco	U.K.	82,881	9,034.0	1.9	5.7	2.4
15	19	Seven & i Holdings	Japan	76,912	8,749.7	9.0	54.7	2.6
16	17	Edeka	Germany	72,462	7,898.4	4.8	2.3	-
17	14	AEON	Japan	72,190	8,715.9	1.0	1.2	0.7
18	16	Albertsons	U.S.	71,887	7,835.7	3.8	3.2	2.3
19	18	Rewe	Germany	62,735	6,838.1	5.6	(2.2)	1.1
20	30	LVMH	France	56,305	6,137.2	14.4	51.4	19.8
21	22	E. Leclerc	France	54,385	5,928.0	4.5	11.7	-
22	20	Best Buy	U.S.	51,761	5,641.9	5.6	9.5	4.7
23	33	TJX Companies	U.S.	48,550	5,292.0	7.9	51.1	6.8
24	21	Publix	U.S.	48,394	5,274.9	7.1	7.1	9.1
25	24	IKEA	Netherlands	44,699	4,872.2	1.8	6.3	4.0
26	26	ITM Development	France	43,626	4,755.2	4.9	6.0	-
27	25	Loblaw Companies	Canada	41,683	4,543.4	2.9	0.8	3.7
28	23	Woolworths	Australia	41,320	4,503.9	1.0	2.3	13.1
29	42	Alibaba Group	Hong Kong	40,645	4,430.3	153.1	42.7	-
30	27	J Sainsbury	U.K.	40,414	4,405.1	2.7	3.0	2.9

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=¥109, 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 2023 (Deloitte Touche Tohmatsu Limited)

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Global Retail Industry—Market Capitalization Ranking

Ranking by Market Capitalization of Retailers—Worldwide (As of March 29, 2024)

	Company	Country	Market capitalization		ROE (%)	EPS (U.S.\$)	PER (Times)	PBR (Times)
			(U.S.\$ Million)	(Billions of ¥)				
1	Amazon.com	U.S.	1,873,676	283,524.6	17.5	2.93	61.58	9.28
2	Walmart	U.S.	484,537	73,320.1	19.3	1.93	31.24	5.78
3	Home Depot	U.S.	380,154	57,524.8	1,162.2	15.28	25.10	364.13
4	Costco Wholesale	U.S.	324,924	49,167.6	27.5	14.19	51.64	12.97
5	Alibaba Group Holding	China	182,638	27,636.8	7.2	0.52	17.24	1.26
6	Inditex	Spain	157,094	23,771.5	30.2	1.86	27.03	7.80
7	Lowe's	U.S.	145,752	22,055.3	(52.6)	13.47	18.91	-
8	TJX Company	U.S.	115,586	17,490.5	65.5	3.93	25.84	15.83
9	CVS Health	U.S.	100,374	15,188.6	11.3	6.63	12.03	1.31
10	Fast Retailing	Japan	99,117	14,998.5	17.5	6.15	50.64	8.24
11	Target	U.S.	81,816	12,380.4	33.6	8.96	19.77	6.09
12	MercadoLibre	Uruguay	76,653	11,599.1	40.3	19.47	77.66	24.96
13	Wal-mart de Mexico	Mexico	70,324	10,641.4	25.7	0.18	22.66	5.87
14	O'Reilly	U.S.	66,645	10,084.8	(167.6)	39.75	28.40	-
15	Copart	U.S.	55,688	8,426.7	23.3	1.29	44.99	9.30
16	Alimentation Couche-Tard	Canada	55,048	8,329.9	25.0	3.15	18.12	4.37
17	AutoZone	U.S.	54,533	8,251.9	(64.1)	146.13	21.57	-
18	Wesfarmers	Australia	50,639	7,662.7	30.3	1.42	31.49	9.37
19	Ross Stores	U.S.	49,409	7,476.6	40.9	5.57	26.36	10.14
20	Lululemon Athletica	Canada	47,227	7,146.3	42.0	12.82	30.46	11.16
21	Kroger	U.S.	41,134	6,224.3	19.8	2.98	19.17	3.54
22	Seven & i Holdings	Japan	38,382	5,807.9	6.2	0.56	25.86	1.56
23	JD.com	China	38,071	5,760.9	10.8	1.24	11.16	1.17
24	Avenue Supermarts	India	35,339	5,347.6	16.0	0.44	123.92	18.33
25	Loblaw Companies	Canada	34,388	5,203.5	18.5	5.01	22.16	4.06
26	Dollar General	U.S.	34,282	5,187.5	27.0	7.56	20.64	5.08
27	Dollar Tree	U.S.	29,024	4,392.0	(12.4)	(4.58)	-	3.97
28	Coupang	U.S.	28,793	4,357.0	41.8	0.84	21.17	7.04
29	Royal Ahold Delhaize	Netherlands	28,512	4,314.5	12.4	2.13	14.09	1.79
30	Tractor Supply	U.S.	28,244	4,273.9	52.8	10.26	25.51	13.14

Note: Market Capitalization Ranking and Exchange rate (as of March 29, 2024): U.S.\$1=¥151.32
Source: FactSet