

Learn about Seven & i Group

- Company Profile
- 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)
- Global Retail Industry - Sales Ranking
- Market Capitalization Ranking

Understand Seven & i Group's Performance and Strategy

- Group Strategy Trajectory and Promotion Plan / Group's Concrete Action Plans
- Consolidated Financial KPI
- Capital Allocation Plan / Shareholder Return
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position
- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations**
- Superstore Operations
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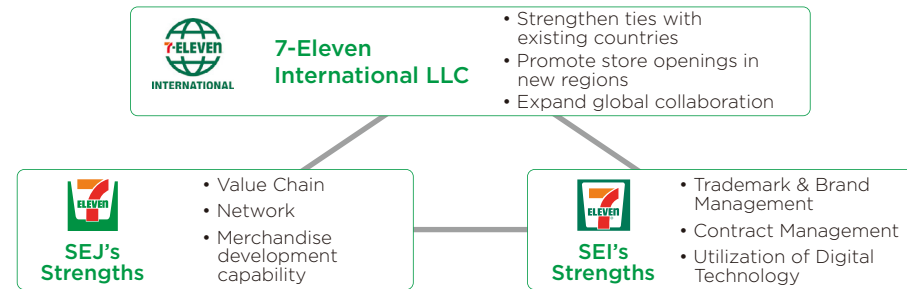
- Group History

Overseas Convenience Store Operations

Growth Strategy of Global CVS Operations

7-Eleven International LLC Foundation

Establishment of 7IN to maximize group-wide synergies and increase profits



7IN which Consolidates Each Strength of SEJ and SEI Will Play a Core Role for Future Global CVS Strategy

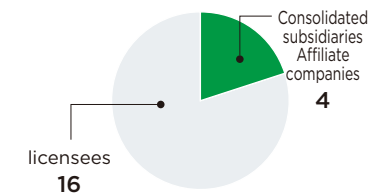
7-Eleven Operation Status and Growth Areas

Establishment of 7IN to maximize group-wide synergies and increase profits

Asia-Pacific (Stores)			North America (Stores)		Europe / Middle East (Stores)		
Japan	21,535	Malaysia	2,566	U.S.	12,603	Denmark	174
South Korea	13,137	Australia	767	Mexico	1,925	Norway	129
Thailand	14,545	Singapore	500	Canada	597	Sweden	79
Taiwan	6,859	Vietnam	99			Israel	8
China	5,051	Cambodia	82				
Philippines	3,768	India	47				
		Laos	3				

Note : The number of stores in Japan as of February 29, 2024 and in other countries is as of December 31, 2023.

Operation style (number of countries/regions)



Comparison with global expansion of other companies

	Number of stores	Number of areas
7-Eleven	Approx. 84,000	20
McDonald's	Approx. 40,000	Approx. 100
SUBWAY	Approx. 37,000	Approx. 100
Starbucks Coffee	Approx. 38,000	Approx. 80

Source : Company website

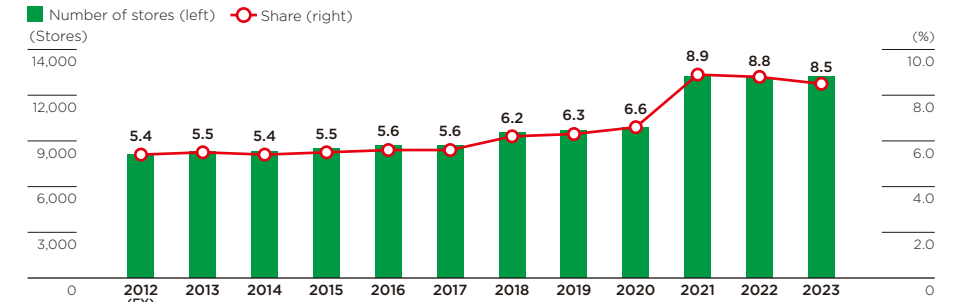
Global Strategy Promotion by 7-Eleven International LLC



- 1. Accelerate New Market Entry**
 - Accelerate expansion into white space with strategic priorities in Europe, Latin America, Middle East, and Africa in addition to APAC (Including JV/M&A)
 - Expand store footprint in new markets to increase growth and profitability
- 2. Support Existing Market Growth**
 - Close the performance gap among markets and maximize licensee growth potential by fully leveraging SEJ and SEI's core competencies
 - Enhance the 7-Eleven global brand to increase profitability of 7IN and licensees
- 3. Invest in Strategic Markets**
 - Pursue accelerated profit growth through strategic investments and business involvement with licensees

U.S. convenience store industry crowded with small chains

Changes in the number of SEI stores and the U.S. CVS share



Source: Total number of stores <https://www.convenience.org/Research/FactSheets/IndustryStoreCount>

Presence in 47 of 50 Most Populated Markets

Small operators (10 or fewer stores) approx. 65%	With fuel stations approx. 80%	Top 10 chains' shares approx. 20%
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Overseas Convenience Store Operations

7-Eleven, Inc. (SAM consolidated basis)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
	(Fiscal year-end December, Millions of yen)										
Revenues from operations*1	1,801,077	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 (U.S.\$ Thousand)	18,429,117	18,293,553	15,027,570	15,246,764	17,667,025	25,543,768	25,129,170	20,526,263	46,607,410	66,584,766	59,915,149
Other operating revenues from above	192,656	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	307,975	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 (U.S.\$ Thousand)	3,151,285	3,225,503	3,263,107	3,425,836	3,562,387	4,383,286	4,532,911	4,750,707	7,658,625	9,245,694	9,133,454
Operating income	51,207	59,651	77,478	76,671	90,852	111,081	121,654	119,221	224,864	396,568	413,966
Operating income (U.S.\$ Thousand)	523,971	563,868	639,790	704,832	810,023	1,005,807	1,115,785	1,116,725	2,046,081	3,012,982	2,942,820
Net income	29,738	35,870	45,181	45,470	76,048	77,616	83,193	82,057	144,791	267,312	277,955
Net income (U.S.\$ Thousand)	304,295	339,077	373,093	418,003	678,036	702,792	763,031	768,614	1,317,485	2,030,943	1,975,937
Capital expenditures	80,195	63,226	159,772	216,776	98,874	452,029	150,454	199,107	2,483,138	185,930	190,051
Depreciation and amortization	53,404	56,482	65,381	64,992	69,582	76,141	77,204	81,299	122,635	188,119	203,237
Total assets	903,326	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	514,957	658,465	681,404	705,025	869,394	924,236	956,305	947,519	2,082,538	2,645,003	3,053,340
EBITDA	104,612	116,133	142,860	141,663	160,434	187,222	198,858	200,521	347,499	584,688	617,203
ROA (%)	3.6	3.6	4.1	3.8	5.9	5.3	5.2	5.0	4.8	5.1	4.3
Total store sales	2,641,180	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	500,880	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	187,673	216,881	261,947	244,299	248,718	282,342	289,052	244,221	346,667	458,598	512,280
Daily food	81,057	93,544	110,427	101,814	101,888	103,117	95,111	84,351	91,062	142,425	154,070
Nonfood	501,514	553,712	661,355	624,655	688,325	751,641	753,802	777,275	1,070,400	1,391,631	1,414,258
Merchandise	1,271,126	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	1,370,054	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	1.0	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 (¥ Thousand)	424	473	569	519	543	549	553	545	602	747	811
Average daily sales per store (U.S.\$)	4,340	4,472	4,695	4,769	4,841	4,967	5,075	5,104	5,483	5,678	5,765
Merchandise gross profit margin (%)	34.8	34.5	34.6	34.8	34.3	34.2	34.8	34.1	34.2	34.0	34.2
Fuel sales (Thousand gallons)	3,884,838	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 retail gross profit (Cents/Gallon)	20.29	20.81	19.80	20.05	22.62	22.56	23.95	32.60	34.50	43.91	42.25
Exchange rate (Income statements) (¥) (U.S.\$1=)	97.73	105.79	121.10	108.78	112.16	110.44	109.03	106.76	109.90	131.62	140.67
Exchange rate (Balance sheets) (¥) (U.S.\$1=)	105.39	120.55	120.61	116.49	113.00	111.00	109.56	103.50	115.20	132.70	141.83
Number of stores	8,292	8,297	8,500	8,707	8,670	9,573	9,682	9,884	13,213	13,167	13,122
Openings	462	238	344	356	214	1,245	361	436	3,806	188	182
Closures	288	233	141	149	251	342	252	234	477	234	227
Franchised stores	6,219	6,390	6,752	7,008	7,161	7,213	7,379	7,485	7,404	7,219	7,248
Directly operated stores	2,073	1,907	1,748	1,699	1,509	2,360	2,303	2,399	5,809	5,948	5,874
Stores with fuel stations	3,300	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)	1,379,301	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	16,553	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 sales of original products at directly operated stores, etc., fuel sales and franchise fees from franchised stores as revenues from operations.

*2 Existing store sales increase (U.S. merchandise sales) is calculated in U.S. dollars.

*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 America 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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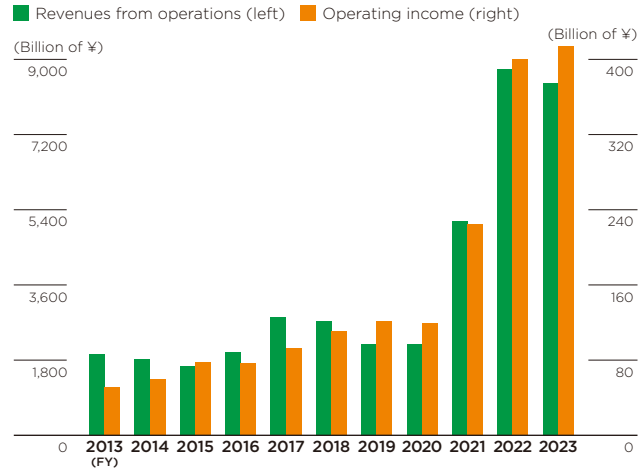
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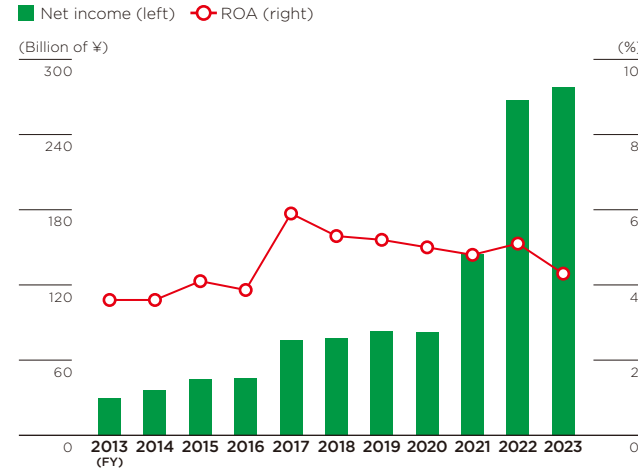
Overseas Convenience Store Operations

7-Eleven, Inc.

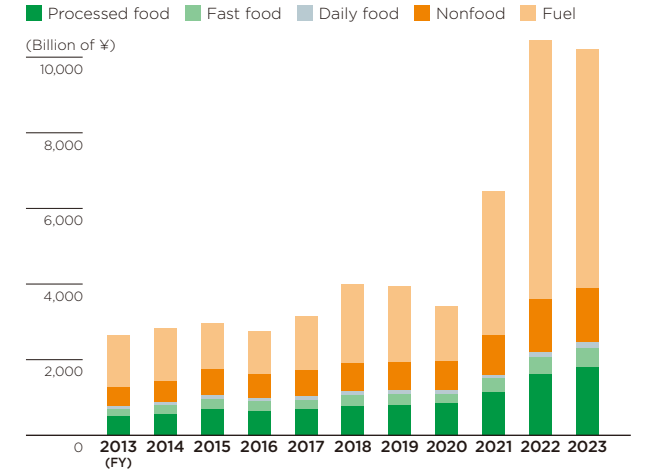
Revenues from operations and Operating income



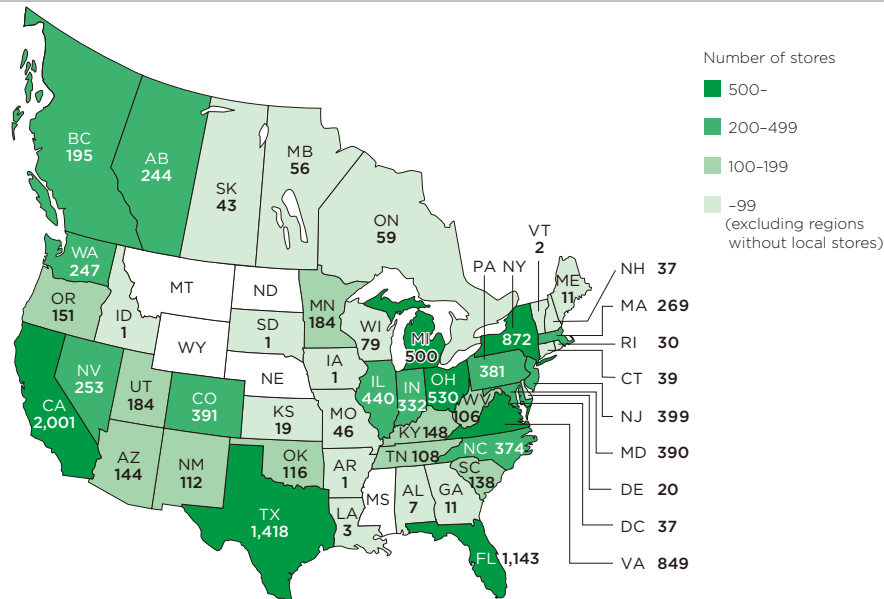
Net income and ROA



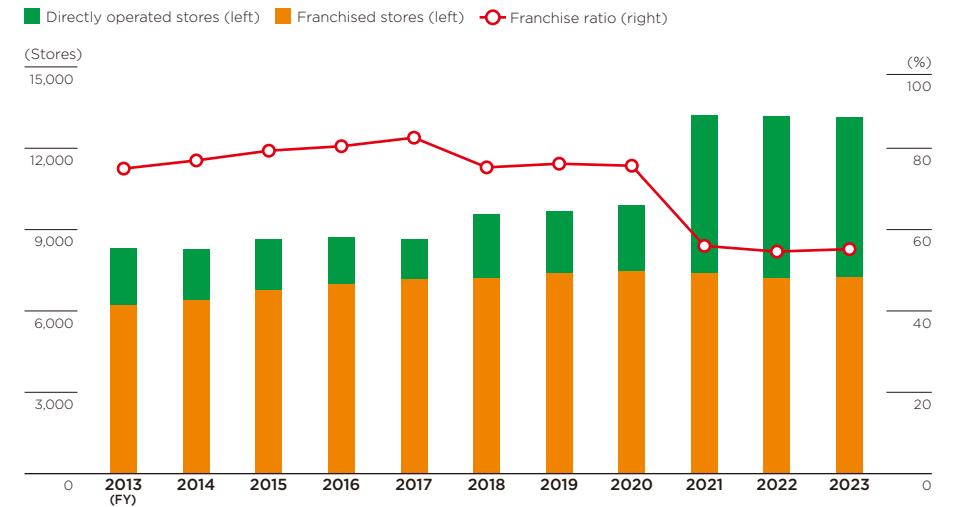
Sales composition by category



Store network



Trends in store type



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Growth Strategy of Global CVS Operations

Global Strategy

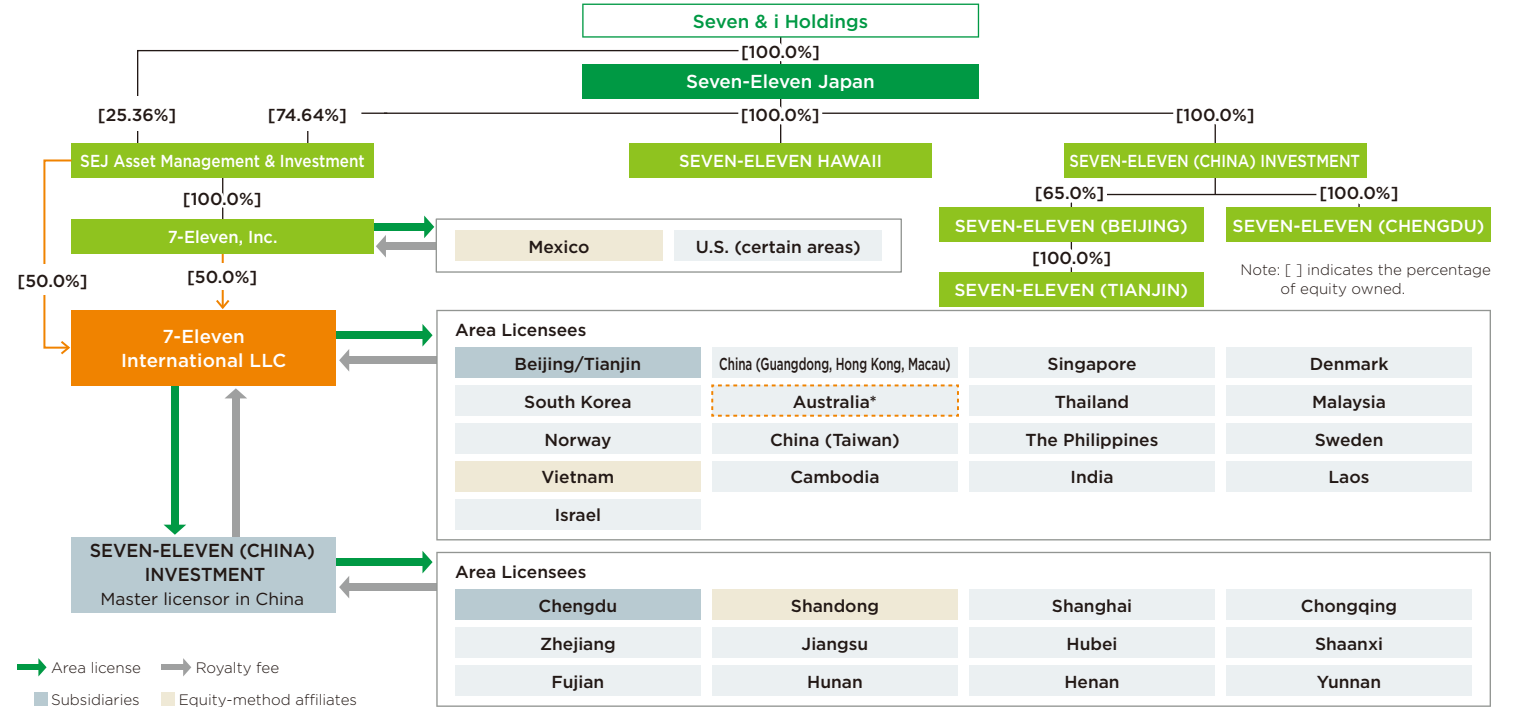
Capital Relationships in the Group's Convenience Store Operations

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 countries outside of Japan and North America, we have granted area license rights and receive royalties from the licensees. With the establishment of 7-Eleven International LLC, the licensor to receive royalties has been changed from 7-Eleven, Inc. to 7-Eleven International LLC.

*All shares of Convenience Group Holdings Pty Ltd (SEA) in Australia were acquired on April 1, 2024.



Trend in the 7-Eleven Stores Worldwide

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Japan	16,319	17,491	18,572	19,422	20,260	20,876	20,955	21,167	21,327	21,402	21,535
Thailand	7,429	8,127	8,832	9,542	10,268	10,988	11,712	12,432	13,134	13,838	14,545
South Korea	7,085	7,231	8,000	8,556	9,231	9,400	10,016	10,501	11,173	14,265	13,137
U.S. and Canada	8,641	8,646	8,868	9,077	9,061	9,974	10,000	10,159	13,562	13,511	13,122
China (Taiwan)	4,919	5,040	5,029	5,107	5,221	5,369	5,647	6,024	6,379	6,631	6,859
China	2,001	2,064	2,182	2,357	2,599	2,816	3,156	3,412	3,980	4,434	5,051
Others	6,039	6,682	7,228	7,744	7,960	8,233	8,688	8,811	8,986	9,498	10,292
Total	52,433	55,281	58,711	61,805	64,600	67,656	70,174	72,506	78,541	83,579	84,541

Note: As of the end of December, excluding figures for Japan, which are as of the end of February of the following year.



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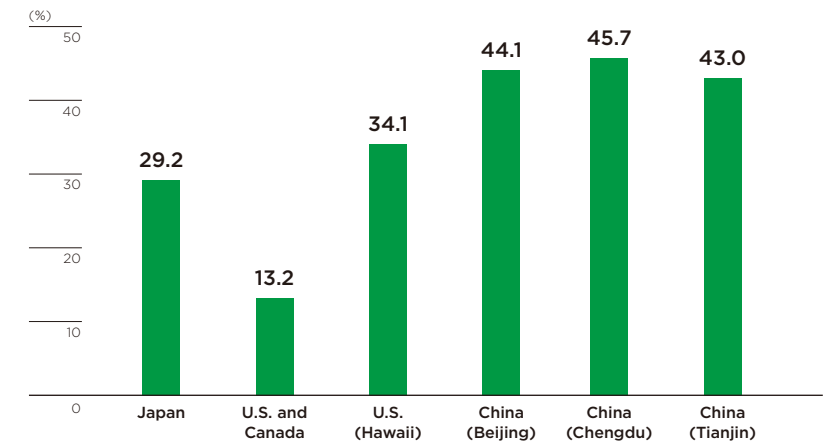
Global Strategy

7-Eleven store operators around the world (licensees)

Country or region	Operator	Number of stores
Thailand	CP ALL Public Company Ltd. [Charoen Pokphand Group]	14,545
South Korea	Korea Seven Co., Ltd [Lotte Group]	13,137
China (Taiwan/Shanghai)	PRESIDENT CHAIN STORE CORP. [Uni-President Enterprises Corp.]	7,108
The Philippines	Philippine Seven Corporation [PRESIDENT CHAIN STORE CORP.]	3,768
Malaysia	7-Eleven Malaysia Sdn. Bhd. [Berjaya Retail Berhad]	2,566
Mexico	7-Eleven Mexico S.A. de C.V. [Valso, S.A. de C.V.]	1,925
China (Guangdong)	South China: Guangdong Sai Yi Convenience Stores [DFI Retail Group Holdings Ltd.]	1,730
China (Hong Kong, Macau)	Hong Kong/Macau: The Dairy Farm Company, Limited [DFI Retail Group Holdings Ltd.]	1,145
Australia	7-Eleven Stores Pty. Ltd.	767
Singapore	Cold Storage Singapore (1983) Pte. Ltd. [DFI Retail Group Holdings Ltd.]	500
China (Shandong)	SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhongdi Group Co., Ltd.]	472
Norway/Sweden/Denmark	Reitan Convenience [Reitangruppen AS]	382
China (Jiangsu)	Nanjing Golden Eagle Convenience Store and Supermarket Management Co., Ltd. [GOLDEN EAGLE RETAIL GROUP LIMITED]	182
China (Zhejiang)	SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhongdi Group Co., Ltd.]	140
China (Yunnan)	Yunnan Challenge Joy Mart Convenience Store Chain Co., Ltd. [Yunnan Challenge Petroleum Group Co., Ltd.]	119
China (Shaanxi)	Shaan Xi Sai Wen Tick Convenience Chain CO., LTD. [SHAANXI TICKMART TRADING CO., LTD.]	104
Vietnam	Seven System Viet Nam JSC	99
Cambodia	CP ALL (Cambodia) Co., Ltd. [Charoen Pokphand Group]	82
China (Fujian)	Fujian Rong Ning CVS Management CO., LTD. [FUJIAN SANFU APPAREL CO., LTD.] [FUJIAN RONGNING CONVENIENCE STORE MANAGEMENT CO., LTD.]	80
U.S.	SRoesuothrtw Reestta Cileornsv, elnncie. nce Stores, Inc.	78
China (Henan)	Henan Sanyi Convenience Store Chain CO., LTD. [Sanquan Food Co., Ltd.]	70
China (Hunan)	Hubei Oriental Meilin CVS CO., LTD.	53
India	7-India Convenience Retail Limited [Reliance Retail Ventures Limited]	47
China (Chongqing)	New Nine Business Development Co., Ltd. [New Hope Group Co., Ltd.]	44
China (Hubei)	Hunan Friendship & Apollo CVS Co., LTD. [Hunan Friendship & Apollo Commercial Co., Ltd.]	38
Israel	Electra Consumer Products Ltd. [Elco Ltd.]	8
Laos	CP ALL Laos Co., Ltd. [Charoen Pokphand Group]	3

Notes: 1. Number of stores as of December 31, 2023
 2. Company names in brackets are those of the corporate groups affiliated with the companies listed.
 3. 7-Eleven International LLC acquired all shares of the Australian company Convenience Group Holdings Pty Ltd (SEA) on April 1, 2024.

7-Eleven fast food sales as a percentage of total sales for FY2023



Notes: 1. Percentages for Hawaii, the U.S., and Canada are calculated using merchandise sales.
 2. Fiscal year-end for overseas subsidiaries is December 31.
 3. Seven-Eleven Okinawa is not included.



U.S. and Canada



China (Beijing)