



CORPORATE OUTLINE

FY2023 (Year Ended February 29, 2024)

Seven & i Holdings Co., Ltd.

About Corporate Outline

This Corporate Outline is designed to communicate an overview of our Group's business in a clear manner, focusing on data to enable better understanding. We hope you will be able to use it to your benefit.

Five Chapters to Learn about Seven & i Group

Learn about Seven & i Group

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Corporate Profile

Corporate Overview (As of February 29, 2024)

Company name
Seven & i Holdings Co., Ltd.

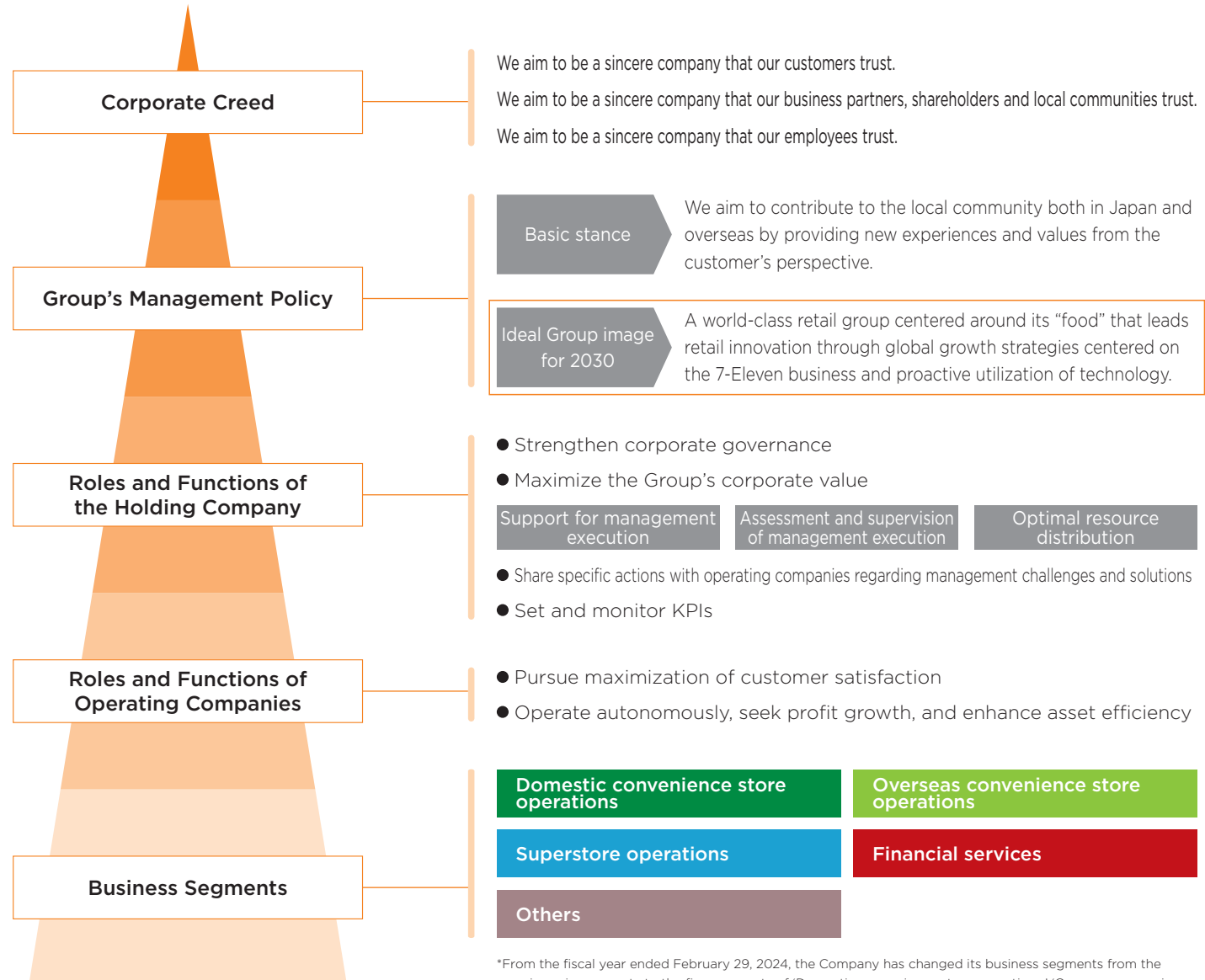
Date of establishment
September 1, 2005

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

Representative
President and Representative Director:
Ryuichi Isaka

Paid-in capital
50 billion yen

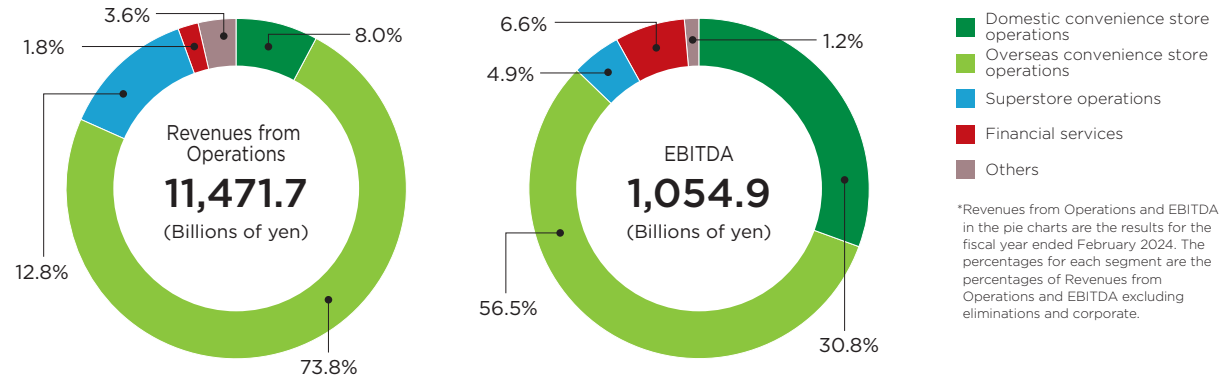
Number of employees
1,074 (nonconsolidated)
77,902 (consolidated)



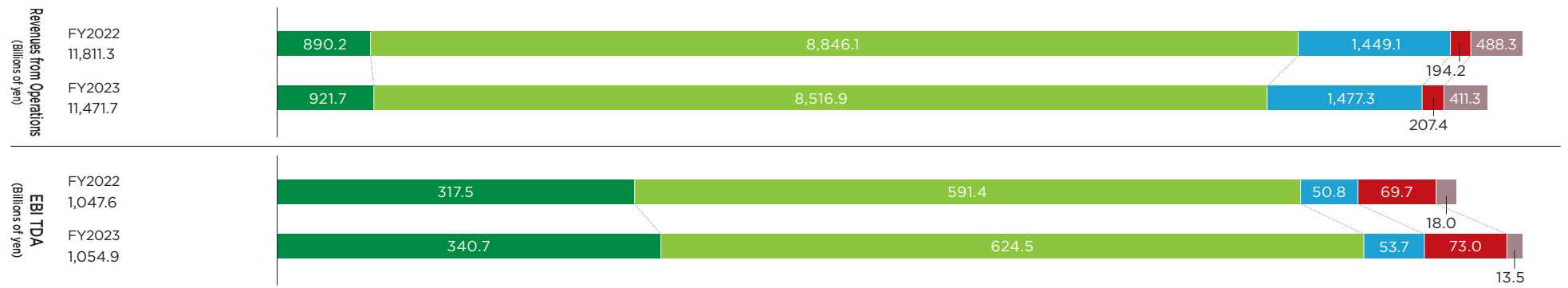
*From the fiscal year ended February 29, 2024, the Company has changed its business segments from the previous six segments to the five segments of 'Domestic convenience store operations,' 'Overseas convenience store operations,' 'Superstore operations,' 'Financial services,' and 'Others' in order to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

Seven & i Group in Numbers

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 operations and the financial services.



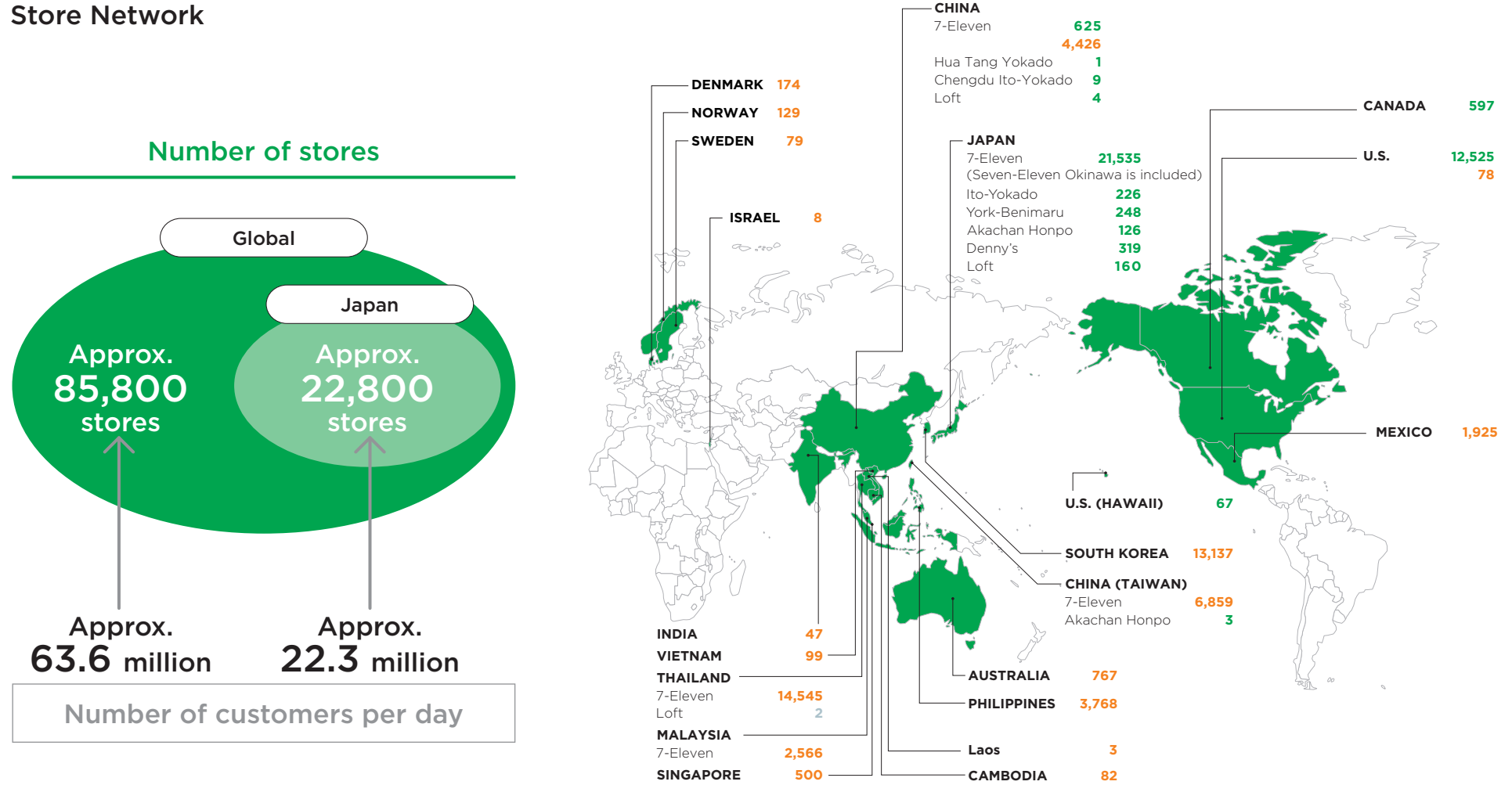
Core Operating Companies	Domestic convenience store operations	Overseas convenience store operations	Superstore operations	Financial services	Others
	<ul style="list-style-type: none"> SEVEN-ELEVEN JAPAN CO., LTD. SEVEN-ELEVEN OKINAWA CO., LTD. 	<ul style="list-style-type: none"> 7-Eleven, Inc. SEJ Asset 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. SHELL GARDEN CO., LTD. Hua Tang Yokado Commercial Co., Ltd. Chengdu Ito-Yokado 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"> Akachan Honpo Co., Ltd. Seven & i Food Systems Co., Ltd. THE LOFT CO., LTD. Peace Deli Co., Ltd. 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)	(104 consolidated subsidiaries, 4 affiliates; 108 companies, in total)	(16 consolidated subsidiaries, 4 affiliates; 20 companies, in total)	(14 consolidated subsidiaries, 1 affiliate; 15 companies, in total)	(20 consolidated subsidiaries, 7 affiliates; 27 companies, in total)



Notes: 1. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.
2. Business segments were changed in FY2023 based on the results of the Group strategy re-evaluation. Figures for the same period of the previous fiscal year have been revised to reflect the new classification.

Seven & i Group in Numbers

Store Network



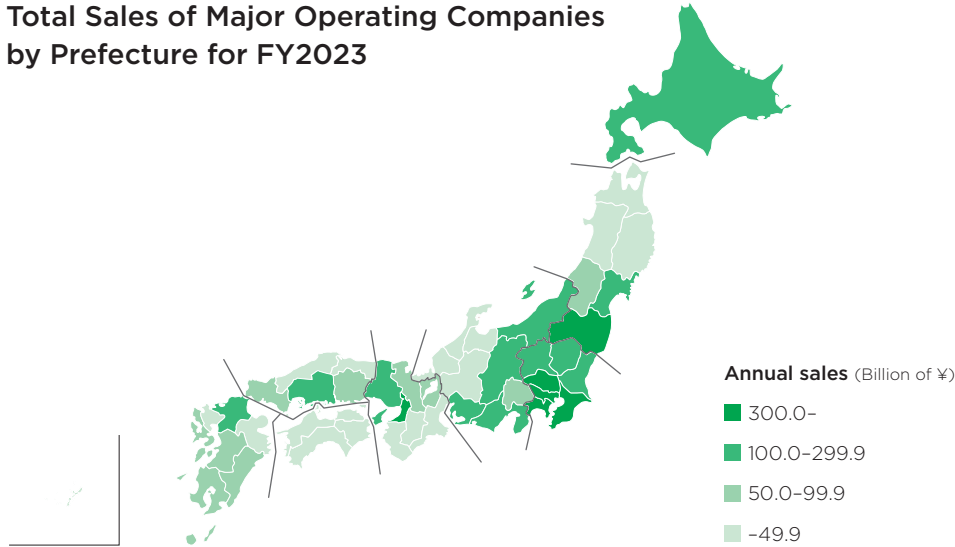
Notes: 1. ■ Number of stores operated directly by our subsidiaries
 ■ Number of stores operated by companies in each country granted a defined license
 ■ Number of stores that are THE LOFT overseas franchise

2. The number of stores in Japan is as of February 29, 2024 and in the other countries/areas is as of December 31, 2023.

Seven & i Group in Numbers

Domestic Store Network

Total Sales of Major Operating Companies by Prefecture for FY2023



7-Eleven



Ito-Yokado



York Mart/York Foods, etc.



York-Benimaru



Akachan Honpo



Denny's



Loft

7-Eleven



Ito-Yokado



York Mart/York Foods, etc.



York-Benimaru



Akachan Honpo



Denny's



Loft



(Stores)

	7-Eleven	Ito-Yokado	York Mart/York Foods, etc.	York-Benimaru	Akachan Honpo	Denny's	Loft
Hokkaido	999	6	-	-	3	-	4
Tohoku	1,456	8	-	167	4	12	6
Kanto	8,396	92	103	81	48	231	75
Chubu	3,422	10	-	-	20	66	22
Kinki	2,964	7	-	-	27	10	26
Chugoku	1,349	-	-	-	8	-	10
Shikoku	366	-	-	-	2	-	4
Kyushu, Okinawa	2,583	-	-	-	14	-	13
Total	21,535	123	103	248	126	319	160

Note: As of February 29, 2024

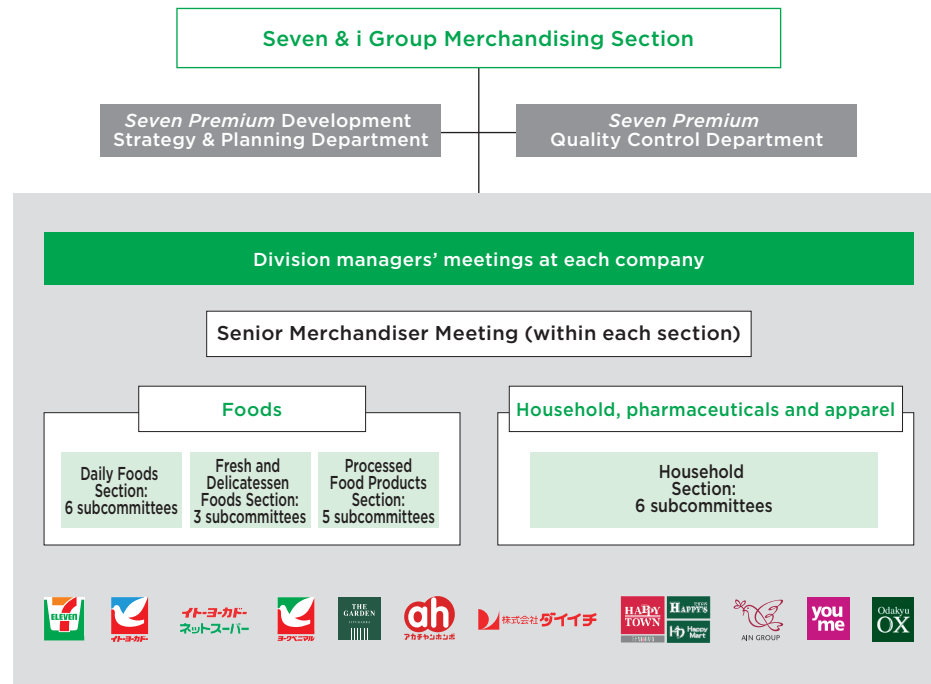
Seven & i Group in Numbers

Seven Premium Initiatives

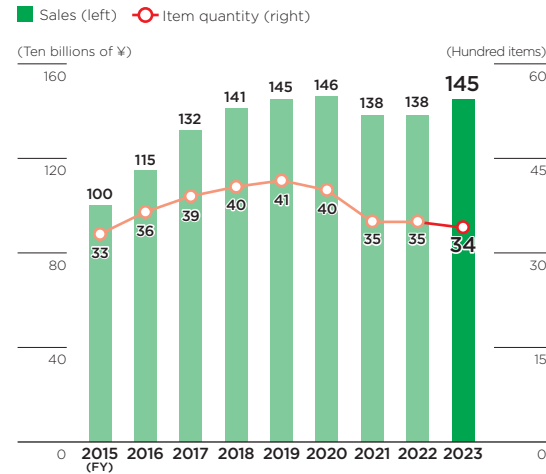
Under its private brand, *Seven Premium*, the Group has developed merchandise leveraging the methods for original merchandise development cultivated by Seven-Eleven Japan, and concentrating the infrastructure, merchandise development expertise, and sales capabilities of its Group companies.

Merchandise Development and Supply System

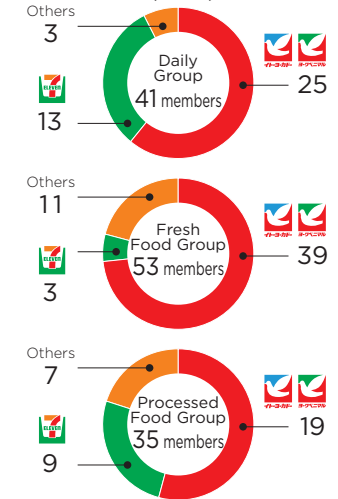
Merchandise development staff in Seven & i Group companies are organized into 4 sections and 20 subcommittees to conduct joint merchandise development with merchandise manufacturers. As of February 29, 2024, they supply 11 companies in total.



SEVEN PREMIUM SALES AND ITEM QUANTITY



Inter-group Development Structure of Seven Premium (Food) (As of Feb. 2024)



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 FY2023 was 303 items.

Total 303 items



Seven & i Group in Numbers

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, 2023)

	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%
Chengdu Ito-Yokado Information Technology Service Co., LTD.	BPO business	Feb. 2022	-	CNY5.0 million	Chengdu Ito-Yokado Co., Ltd. Ito-Yokado (China) Investment Co., Ltd.	70.0% 30.0%

Sales Trend

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
	(Million of yen)									
SEVEN-ELEVEN (BEIJING)	17,983	21,781	20,871	24,458	26,399	26,859	21,111	22,331	18,128	18,676
SEVEN-ELEVEN (TIANJIN)	3,783	4,623	4,551	5,364	5,190	4,781	3,404	3,405	3,155	3,416
SEVEN-ELEVEN (CHENGDU)	4,204	4,036	3,435	4,042	4,815	4,517	3,688	3,733	3,090	2,770
Chengdu Ito-Yokado*	70,650	79,686	67,276	71,638	73,632	73,751	64,305	71,250	25,153	23,368
Hua Tang Yokado*	31,814	24,066	15,869	6,826	5,033	4,882	5,096	5,439	2,697	2,343
Exchange rate (CNY1=) (¥)	17.18	19.23	16.42	16.62	16.71	15.78	15.48	17.04	19.50	19.82

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 has been applied from FY2022.



SEVEN-ELEVEN (BEIJING)



SEVEN-ELEVEN (CHENGDU)



Chengdu Ito-Yokado

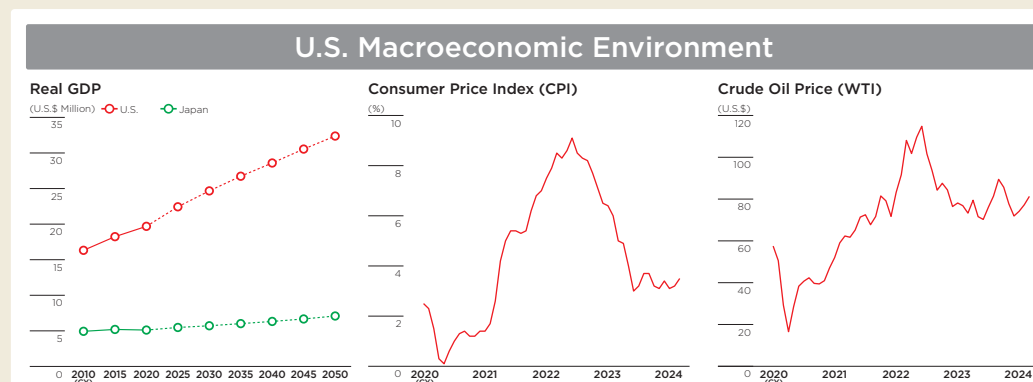
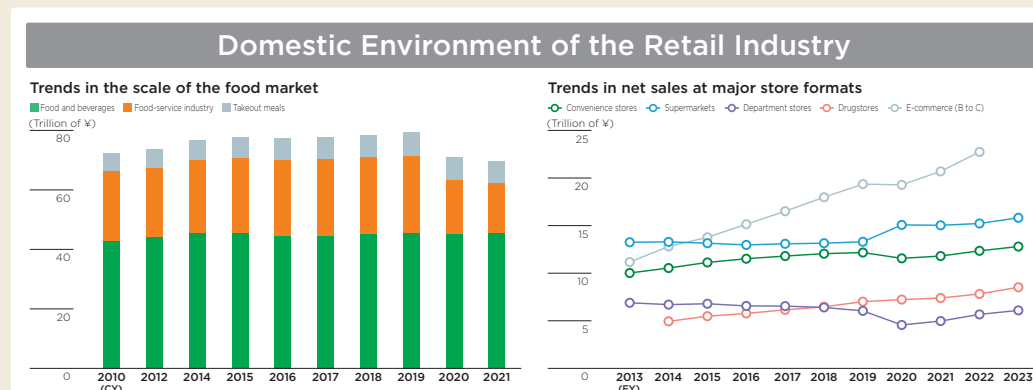
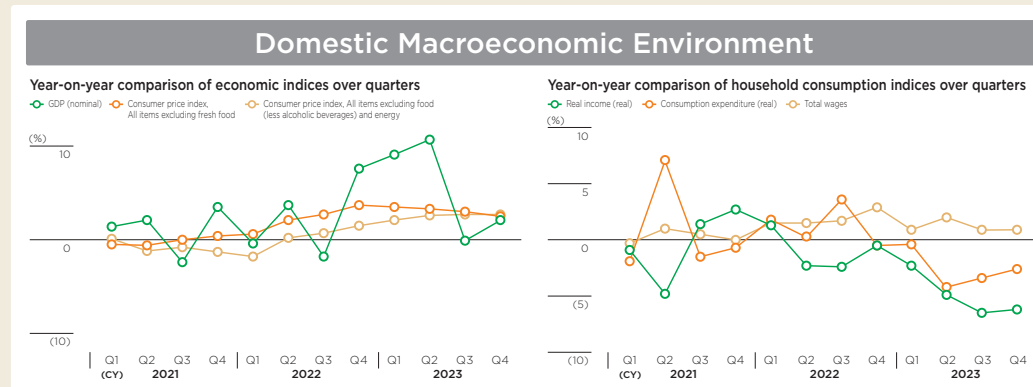


Hua Tang Yokado

Chapter Summary

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Global Retail Industry—Market Capitalization Ranking



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)

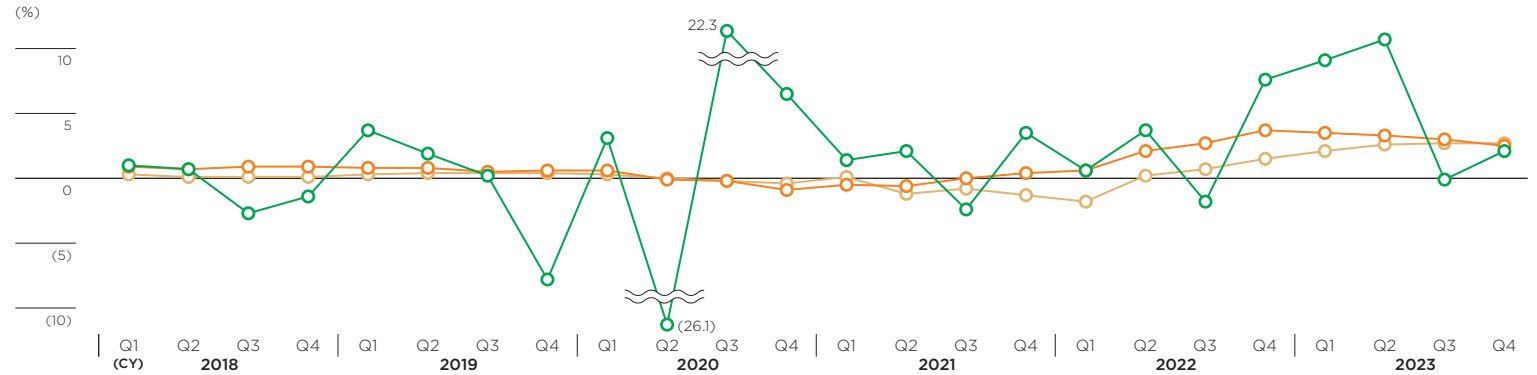
- 1 Amazon.com
- 2 Walmart
- 3 Home Depot
- 22 Seven & i Holdings

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

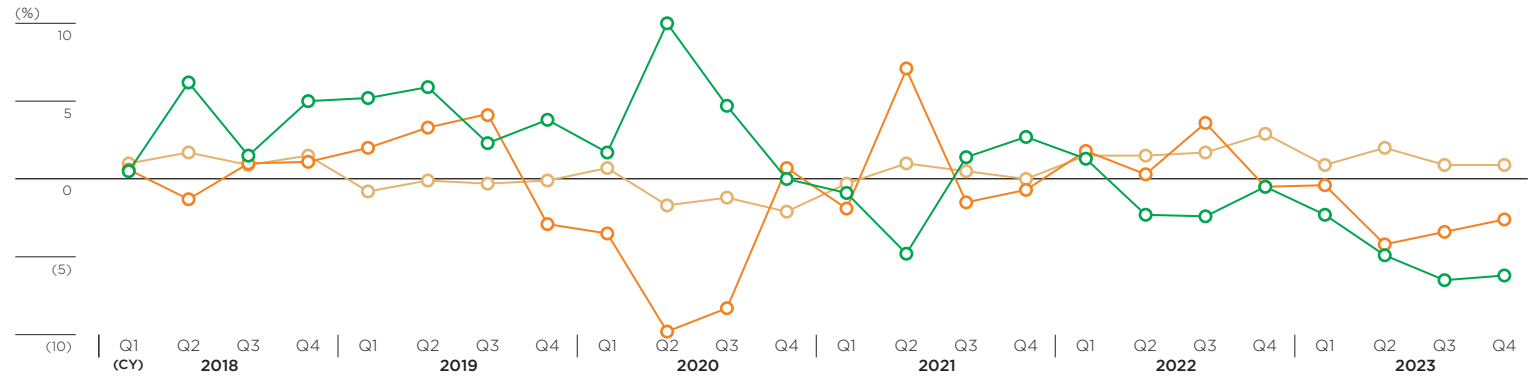
Sources: System of National Accounts (SNA) (Economic and Social Research Institute, Cabinet Office)
Consumer Price Index (Ministry of Internal Affairs and Communications)



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)

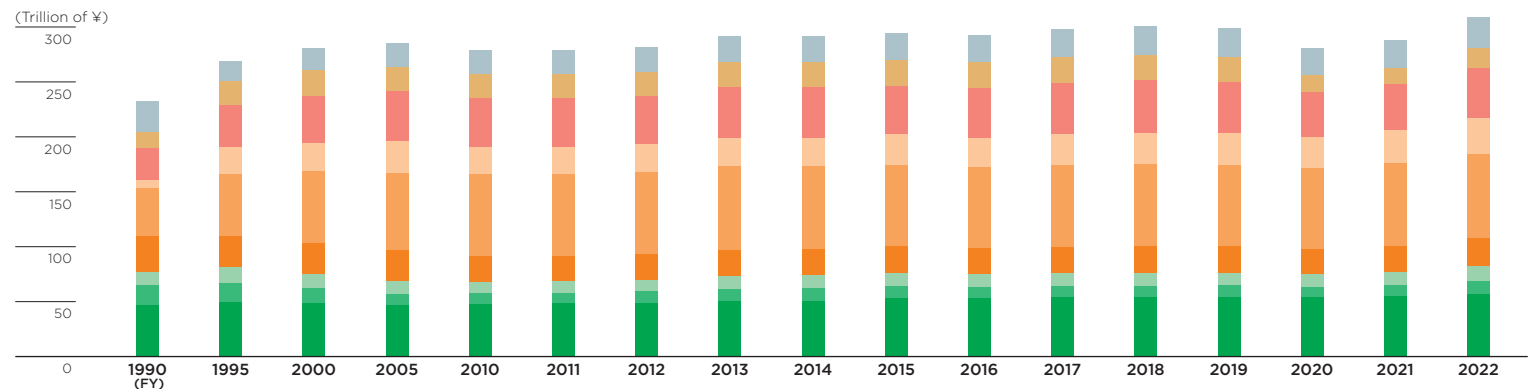


Domestic final consumption expenditure of households

- 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

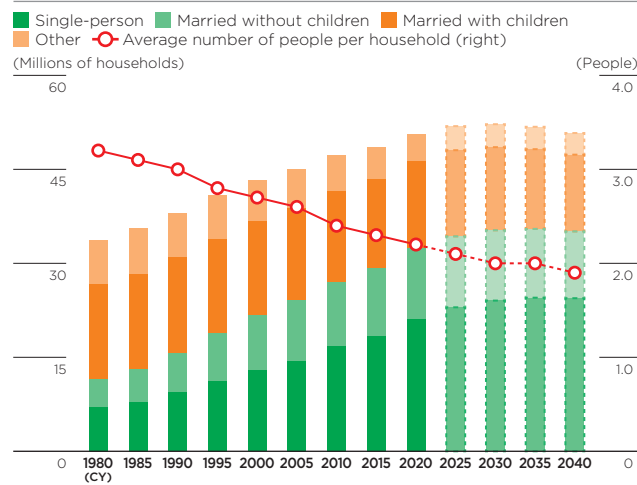
Notes: 1. The figures before 2000 are based on an old standard.
2. Revised retroactively from 1994 (due to revision of estimation method)

Source: System of National Accounts (SNA) (Economic and Social Research Institute, Cabinet Office)



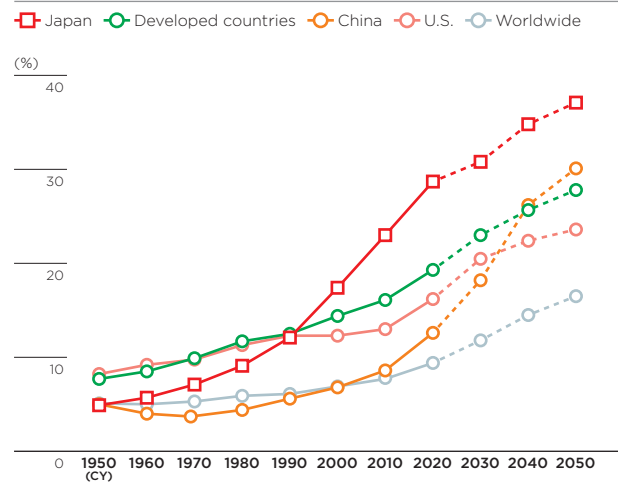
Domestic Macroeconomic Environment

Changes in the number of households



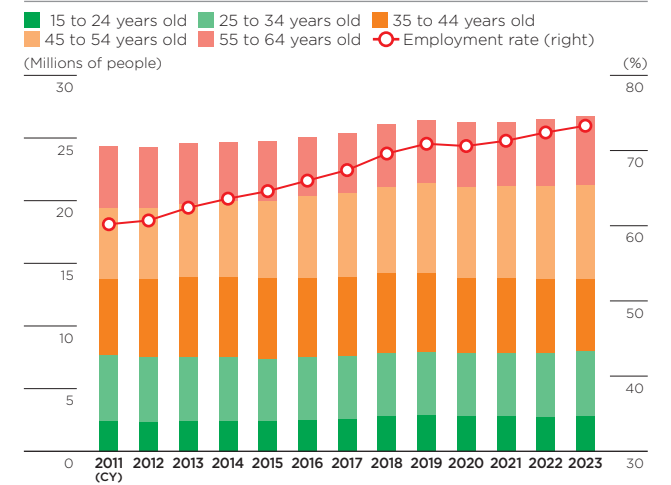
Note: The figures after 2025 are estimates.
Source: National Estimates, Population Projection for Japan (National Institute of Population and Social Security Research)

Changes in the population of those aged over 65



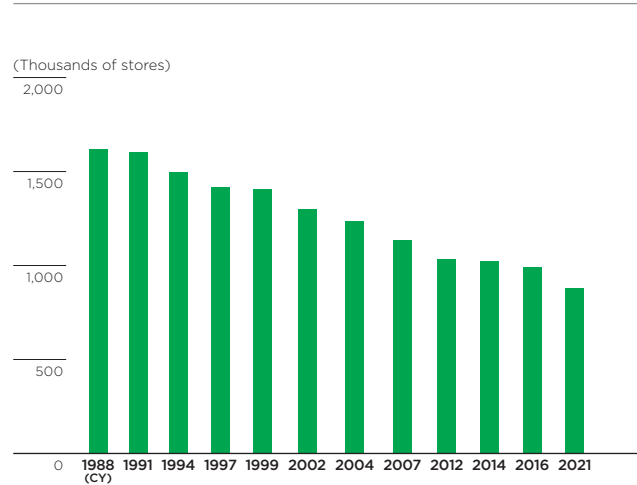
Note: The figures after 2025 are estimates.
Source: Statistical Handbook of the World (Ministry of Internal Affairs and Communications)

The number of female workers and their employment rate



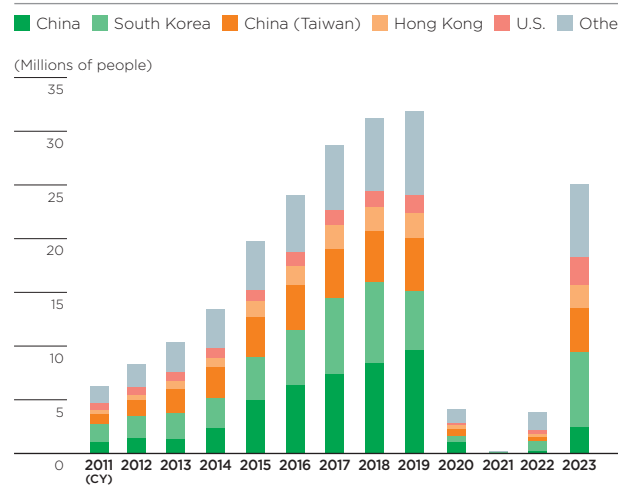
Source: Labour Force Survey (Ministry of Internal Affairs and Communications)

Trend in the number of retail stores



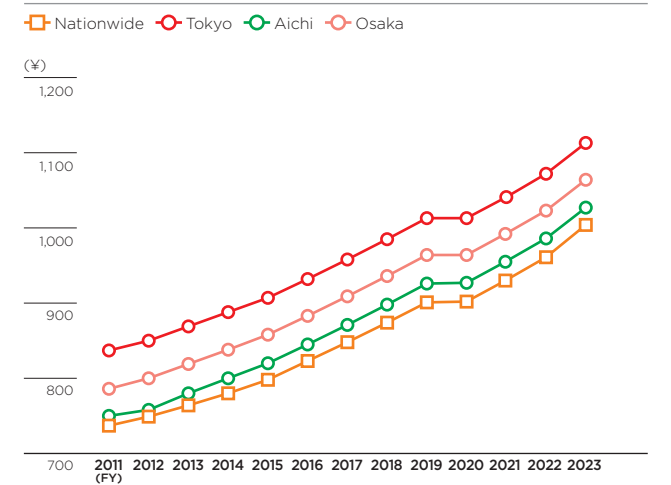
Sources: The Census of Commerce (Ministry of Economy, Trade and Industry) <until 2007>
Economic Census (Ministry of Economy, Trade and Industry; Ministry of Internal Affairs and Communications) <from 2012>

The number of tourists from overseas



Source: Japan National Tourism Organization

Minimum wage nationwide and in three main metropolitans



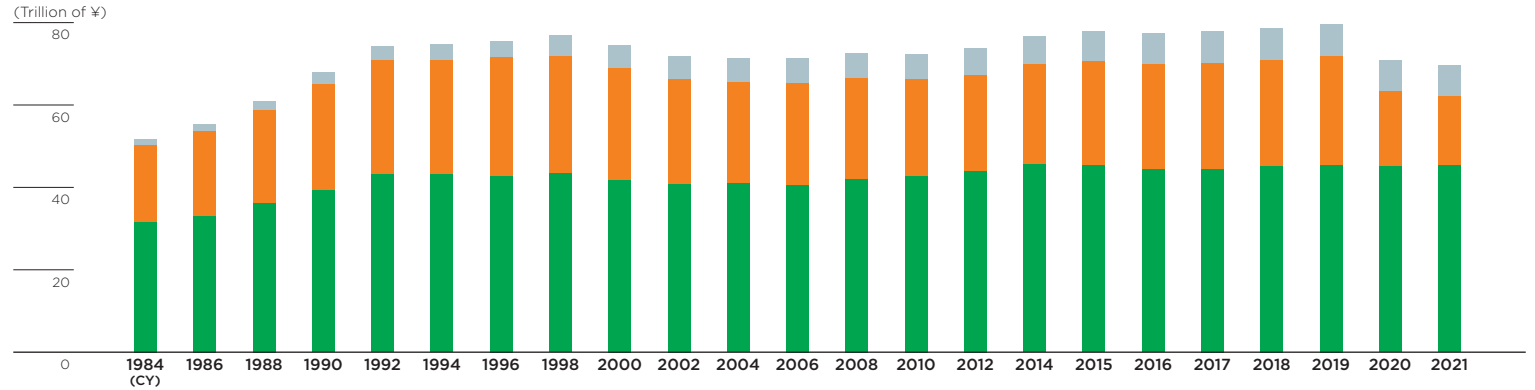
Note: National weighted average
Source: Revised List of Regional Minimum Wages (Ministry of Health, Labour and Welfare)

Domestic Environment of the Retail Industry

Trends in the scale of the food market

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

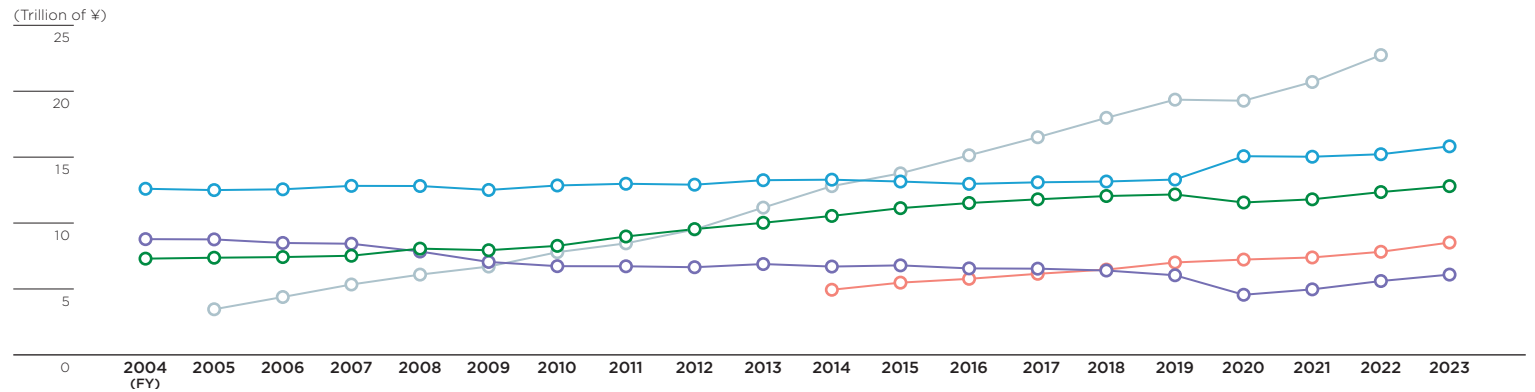
Sources: Current Survey of Commerce (Ministry of Economy, Trade and Industry)
Estimates in the Scale of the Food Market (Foodservice Industry Research Institute)



Trends in net sales at major store formats

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

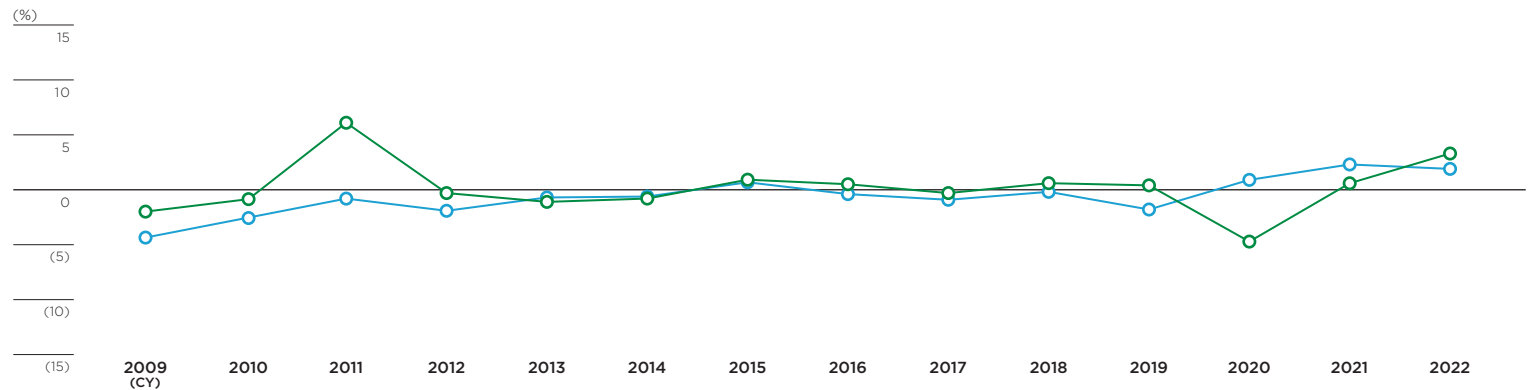
Source: Current Survey of Commerce and E-Commerce Market Survey (Ministry of Economy, Trade and Industry)



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

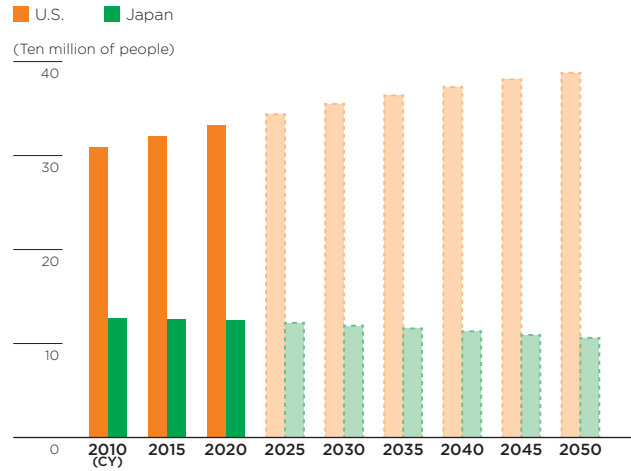
- Convenience stores
- Supermarkets

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



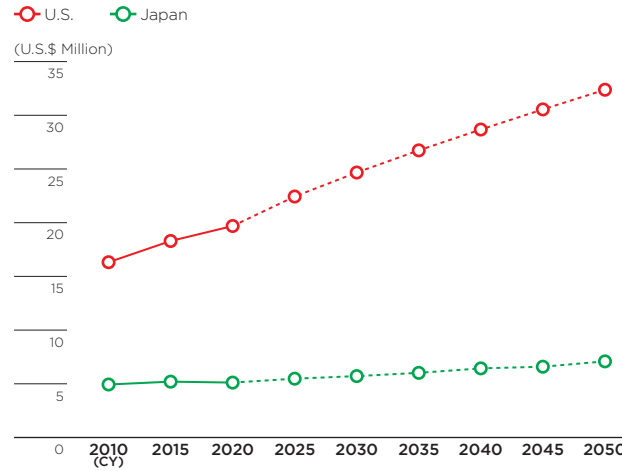
U.S. Macroeconomic Environment and Environment of the Retail Industry

Demographic forecast



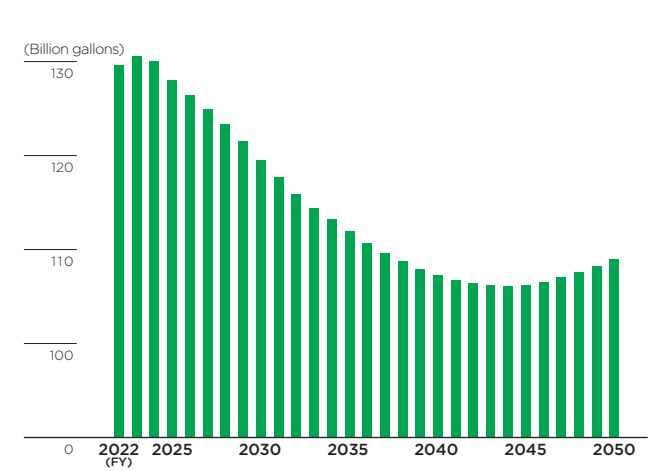
Note: The figures on 2025 and after are estimates.
Source: U.S. Census Bureau

Real GDP



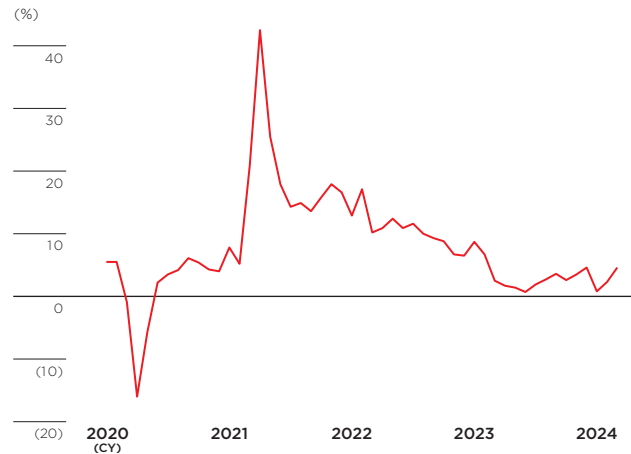
Note: The figures on 2025 and after are estimates.
Source: Organisation for Economic Co-operation and Development

Fuel consumption forecast



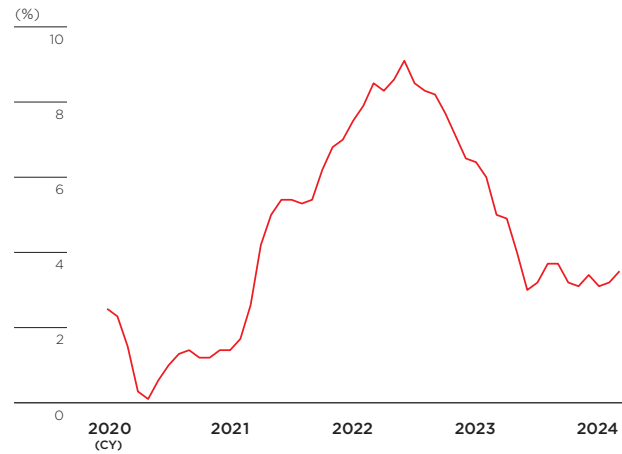
Source: U.S. Energy Information Administration

Growth in retail sales (excluding automobiles, seasonally adjusted)



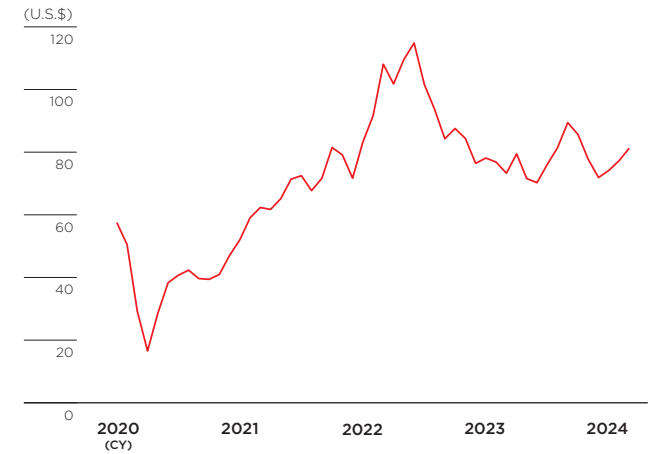
Source: U.S. Internal Revenue Service

Consumer price index (CPI)



Source: U.S. Bureau of Labor Statistics

Crude oil price (WTI)



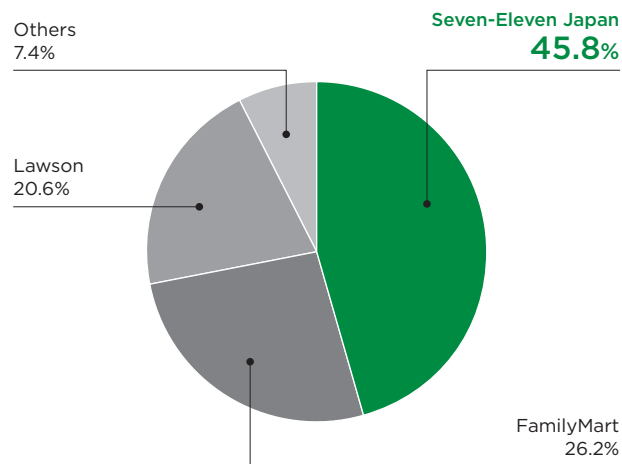
Source: U.S. Energy Information Administration

Major Operating Companies' Market Share (Nonconsolidated)

Top 3 in gross total store sales at convenience stores

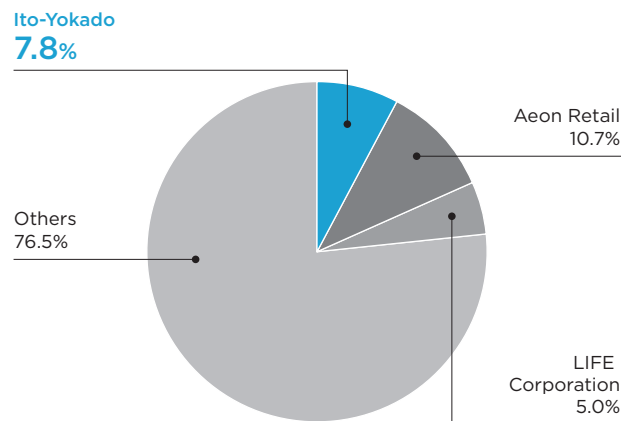
	FY2023 (Billion of ¥)	Share (%)
Convenience stores total market*	11,719.4	100.0
1 Seven-Eleven Japan	5,362.9	45.8
2 FamilyMart	3,069.2	26.2
3 Lawson	2,416.2	20.6
Others	870.9	7.4
Top 3 combined	10,848.5	92.6

* 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.



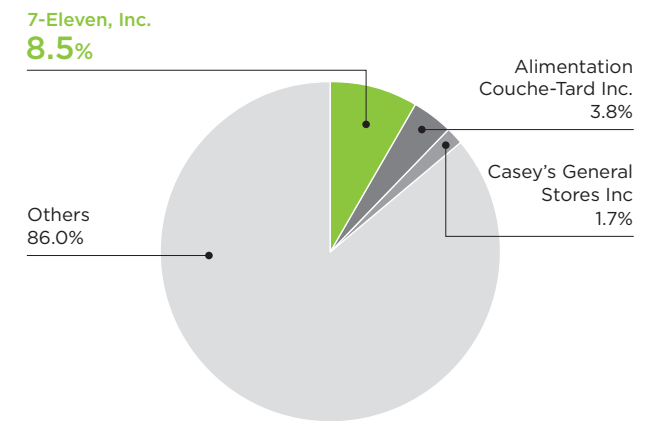
Top 3 in gross sales at superstores

	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



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

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
				Group's total sales* 130,671		Group's total sales* 14,243.2		
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	Loblaws 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

Seventh in the world in terms of group sales

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)

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

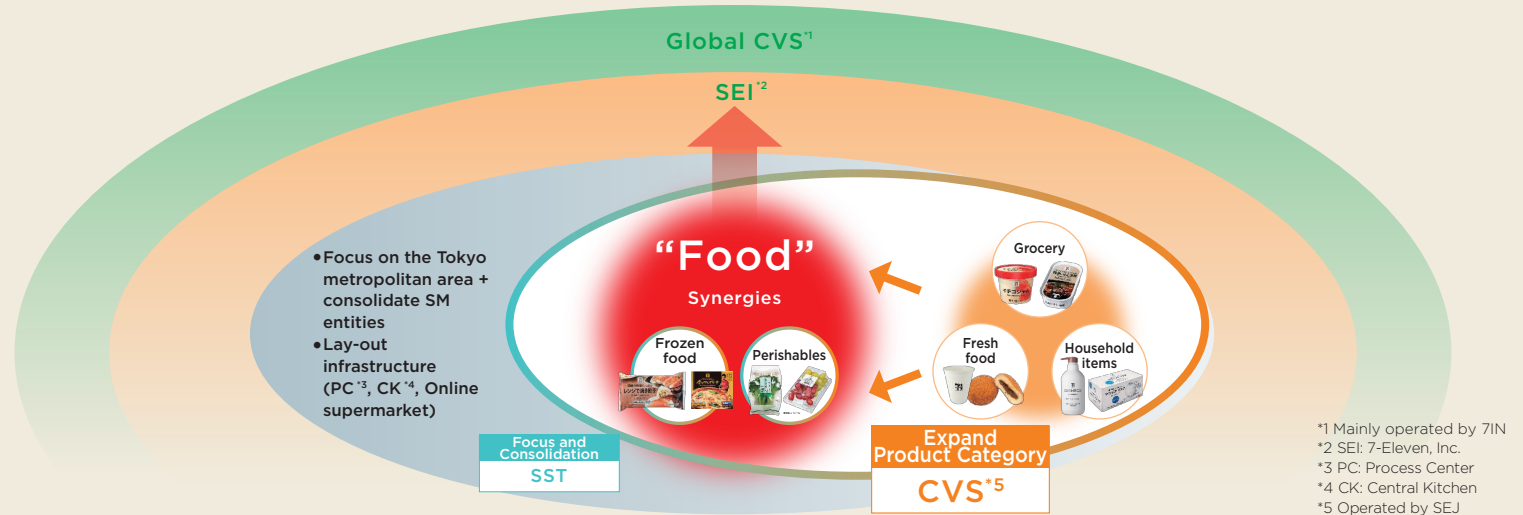
Note: Market Capitalization Ranking and Exchange rate (as of March 29, 2024): U.S.\$1=¥151.32
Source: FactSet

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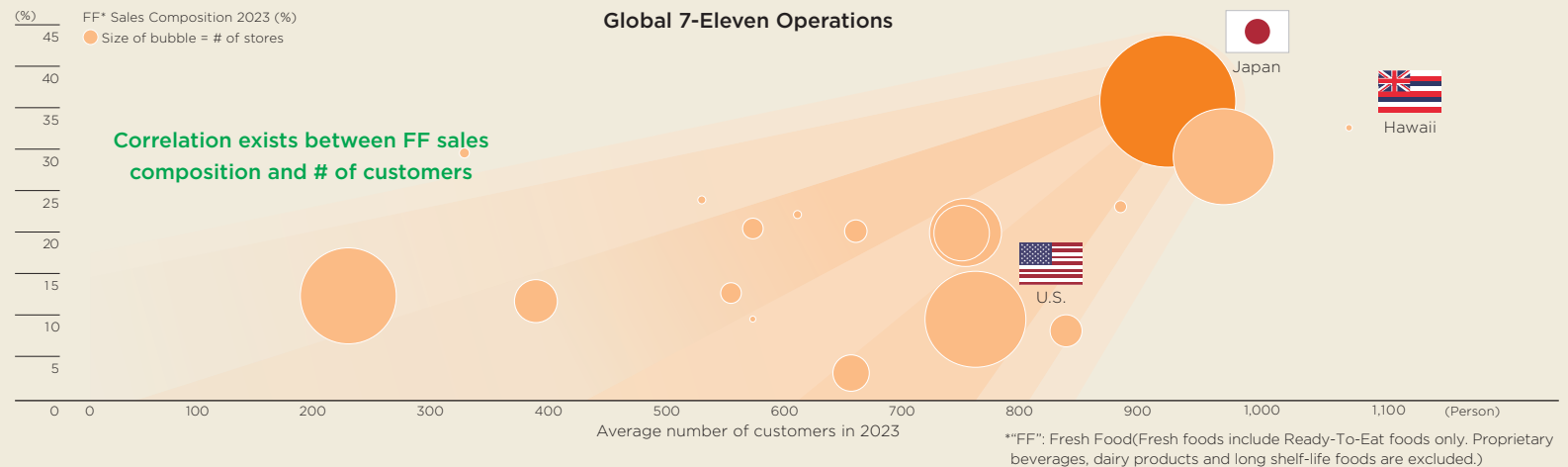
Medium-Term Management Plan (-FY 2025)

Key Group Strategies – Growth Strategy of Domestic and Overseas CVS Operations with “Food” at its Core –



Strength in “Food” is the key source of competitive advantage for the Group’s CVS business

Growth Strategy of CVS Businesses with “Food” at its Core



Expand the business scale globally by leveraging strengths in “food”

Footprint of Our Group Strategy Promotion



We have continuously implemented strategic initiatives with the assessment and monitoring by Strategy Committee

Group's Concrete Action Plans

Considering the Strategy Committee Recommendations to maximize corporate value and shareholder value in medium-to long-term...

A Formulation of concrete action plans to accelerate growth

- Accelerate growth and improve profitability in the North American CVS market
- Develop more aggressive business plans and investments
- Establish the IT/DX strategy for the foundation of our global growth, and the IT/DX governance to improve cost competitiveness
- Monitor and support the completion of the transformation and growth of Tokyo Metropolitan Area SST
- Maximize the synergy between Retail and Financial

B Changes to the Group structure that will enhance our long-term growth and corporate value

- We will create a globally **integrated CVS management structure**, including Japan and North America, **with a unified leadership**
- SST business will aim to establish the refined management structure / business structure; employees having the autonomy to pursue re-growth, and **independently in** strategic decision making as well as **financial capacity**, while continuing to aim towards successful business transformation. With respect, **the Company is considering an IPO of SST business targeting to list as soon as reasonably practicable as one workable option**, on the basis that certain capital alliance and shareholdings among these business continues with the food related collaboration between CVS and SST would be maintained

C Enhancement of investor engagement

- We value of investors and want to ensure that we are engaging with them in a clear and transparent way to deliver on our mission and enhance shareholder value.
- We will continuously examine and strengthen the investor communication regarding our concrete strategy, growth path and its progress

Our concrete plan with actionable deliverables will enhance our current Medium-Term Management Plan

Consolidated Financial KPI

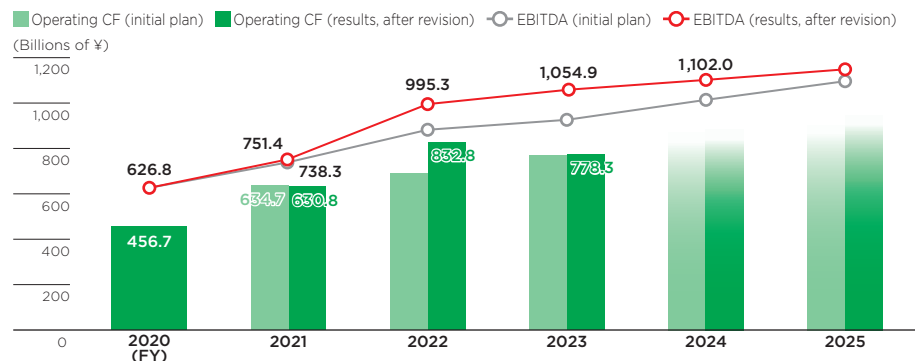
	FY2022 Results	FY2023		FY2023 Results	FY2024		FY2025 Medium-Term Management Plan target
		Initial plan	Results		Forecasts		
EBITDA	¥995.3 B	¥1,010.0 B	¥1,054.9 B	¥1,054.9 B	¥1,102.0 B	¥1.1 T or more	
Operating cash flow (excl. financial services)	¥832.8 B	¥834.5 B	¥778.3 B				
Free cash flow level (excl. financial services)	¥474.0 B	¥427.7 B	¥391.6 B				
ROE	8.7%	8.2%	6.2% (Adjusted) 7.9%	6.2% (Adjusted) 7.9%	7.8%	11.5% or more	
ROIC (excl. financial services)	5.2%	5.2%	4.1% (Adjusted) 5.1%	4.1% (Adjusted) 5.1%	5.5%	8.0% or more	
Debt/EBITDA ratio	3.0X	2.6X	2.6X	2.6X	2.3X	1.8~2.5X Updated	
EPS	¥106	¥107	¥84 (Adjusted) ¥108	¥84 (Adjusted) ¥108	¥112	18% or more (CAGR)	

Notes) 1. Adjusted figures for the effects of the transfer of the shares of Sogo & Seibu and Barneys Japan
 2. ROIC (excl. financial services): (Net income + Interest expense x (1 - Effective tax rate)) / (Owner's equity + Interest-bearing debt (both the averages of the figures at the beginning and the end of each fiscal year))
 3. Debt/EBITDA ratio: We changed our FY2025 target to proactively implement strategic investments in the Convenience Store business with a more agile and flexible financial discipline, in order to promote the growth strategy of our Group.
 4. The Company conducted a 3-for-1 common share split on March 1, 2024. "EPS" are calculated as if the share split had occurred at the beginning of FY2022.

Achieve goals for quantitative expansion, qualitative improvement and financial integrity At the same time, aim to increase corporate value for the future

Plan of EBITDA and operating CF

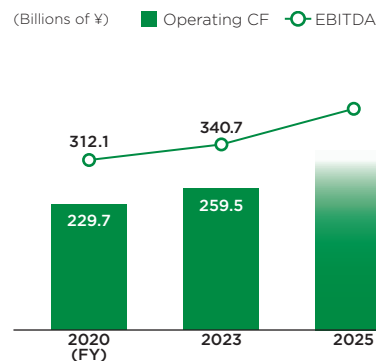
[Until FY2025] EBITDA 1.1 trillion of yen or more Operating CF* 900 billion of yen or more



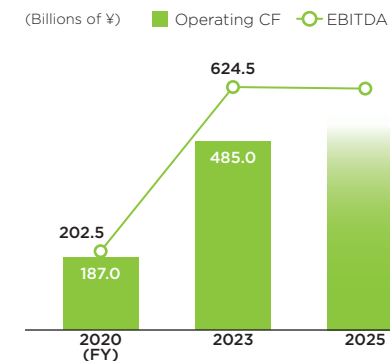
* Operating CF: Management accounting figures based on NOPAT (excl. financial services)
 Note) Exchange rate: [Initial plan] 1USD=107JPY (FY2021), 1USD=105JPY (FY2022-2025)
 [Results, after revision] 1USD=109.90JPY (FY2021), 1USD=131.62JPY (FY2022), 1USD=140.67JPY (FY2023), 1USD=145.0JPY (FY2024), 1USD=116.0JPY (FY2025)
 Figures in the initial plan exclude the effect of sales & leaseback.

Plan by segment

Domestic CVS



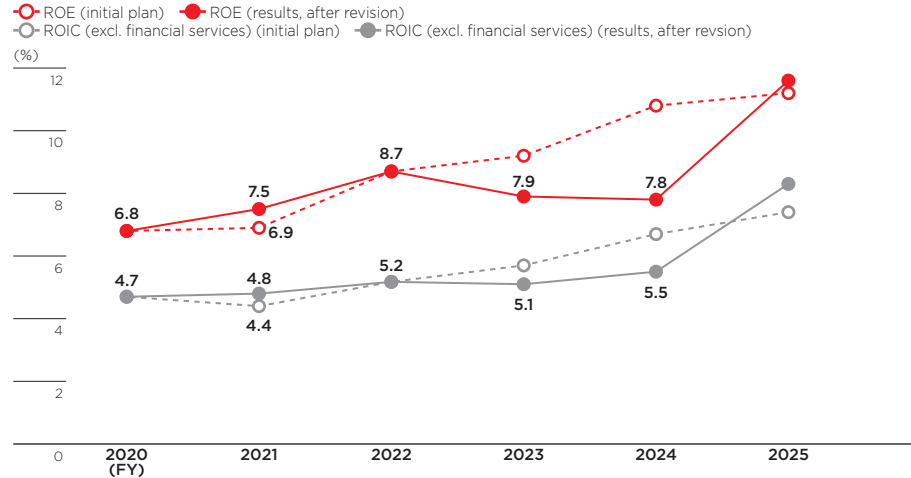
Overseas CVS



Consolidated Financial KPI (2)

ROE, ROIC

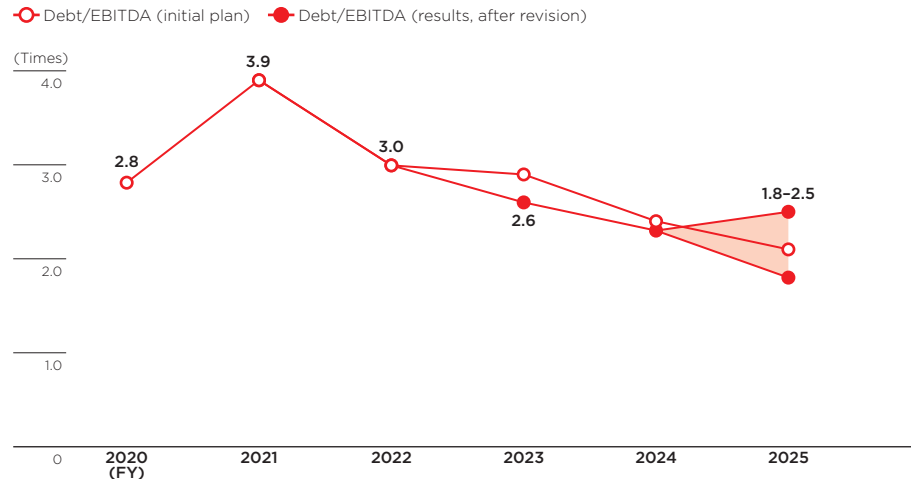
[Until FY2025] ROE 11.5% or more ROIC 8% or more (excl. financial services)



Notes) 1. Adjusted figures for the effects of the transfer of the shares of Sogo & Seibu and Barneys Japan Note) Management accounting figures adjusted for intra-group capital and financing transactions
2. Figures in the initial plan exclude the effect of sales & leaseback.
3. ROIC: $\{\text{Net income} + \text{Interest expense} \times (1 - \text{Effective tax rate})\} / \{\text{Owner's equity} + \text{Interest-bearing debt (both the averages of the figures at the beginning and the end of each fiscal year)}\}$

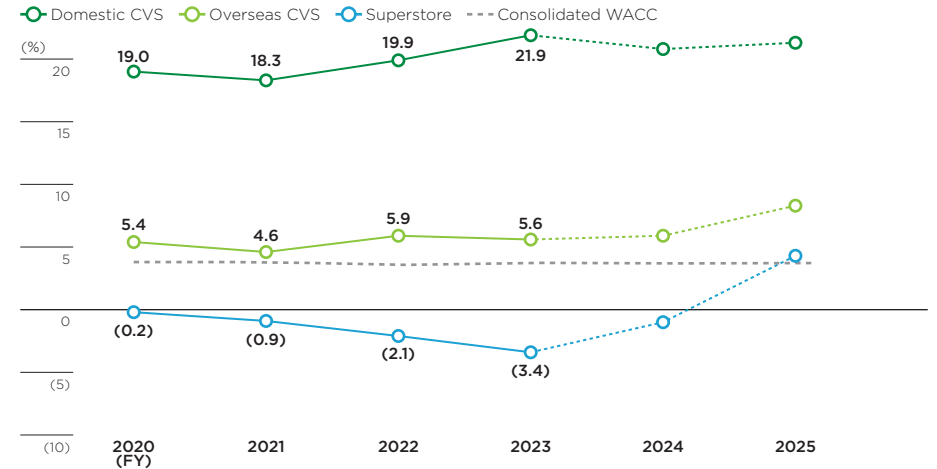
Debt/EBITDA ratio

[FY2025] below 1.8 times to 1.8-2.5 times



Note) We changed our FY2025 target to proactively implement strategic investments in the Convenience Store business with a more agile and flexible financial discipline, in order to promote the growth strategy of our Group.

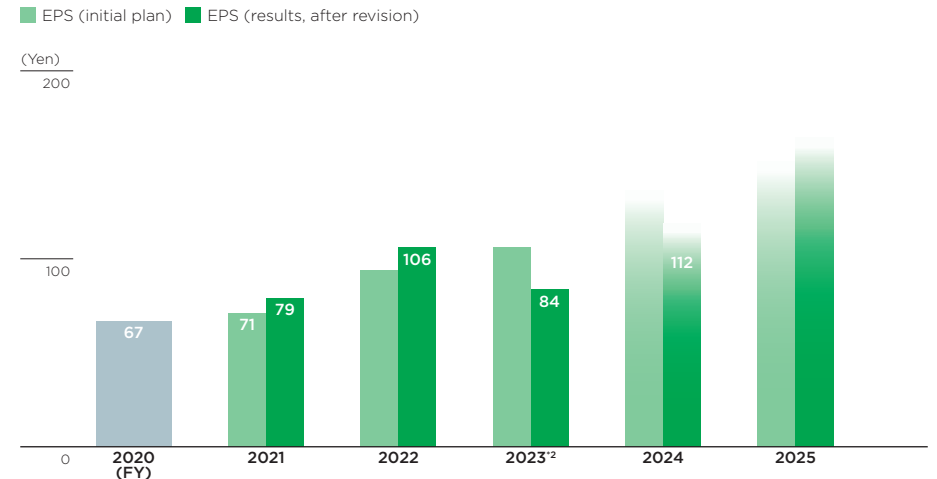
ROIC by segment



Note) Management accounting figures adjusted for intra-group capital and financing transactions

EPS

[FY2021-2025] EPS growth plan: 18% or more¹⁾

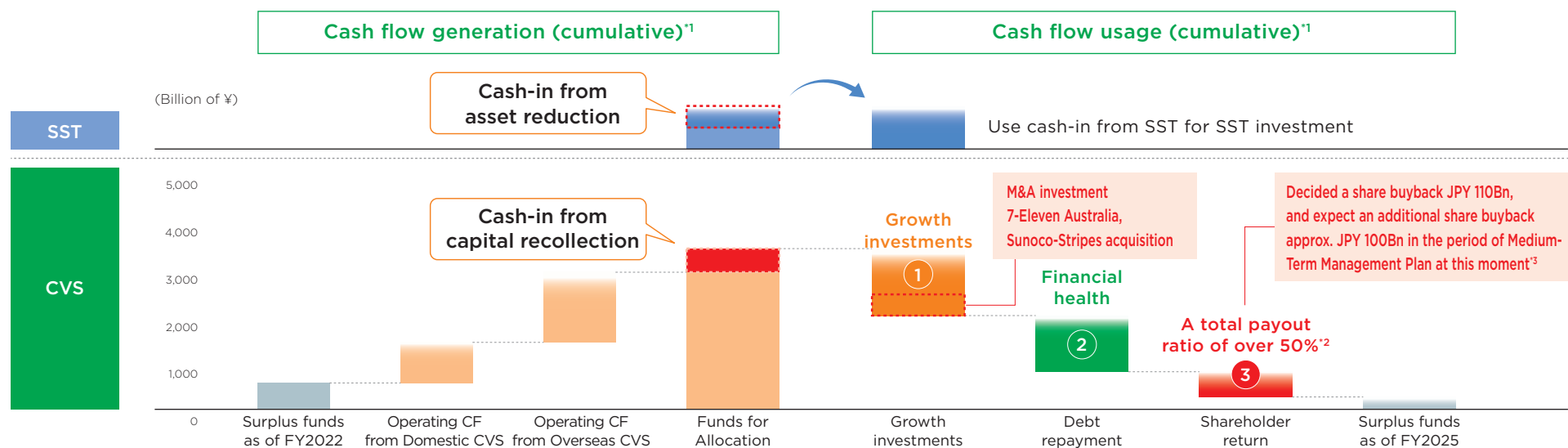


¹⁾ Calculated based on CAGR (compound Annual Growth Rate) for FY2020

²⁾ Adjusted figures for the effects of the transfer of the shares of Sogo & Seibu and Barneys Japan Note) The Company conducted a 3-for-1 common share split on March 1, 2024.

³⁾ "EPS" are calculated as if the share split had occurred at the beginning of the FY2020.

Capital Allocation Plan



¹ Cumulative figures from fiscal year 2023 to 2025 ² Total payout ratio from fiscal year 2023 to 2025 ³ The share buyback amount may possibly change if large strategic investments (such as M&A) are pursued instead of share buybacks.

Operating CF from CVS and cash-in from capital recollection can be invested not only in growth investments in CVS but also in shareholder returns including buyback

Shareholder Return

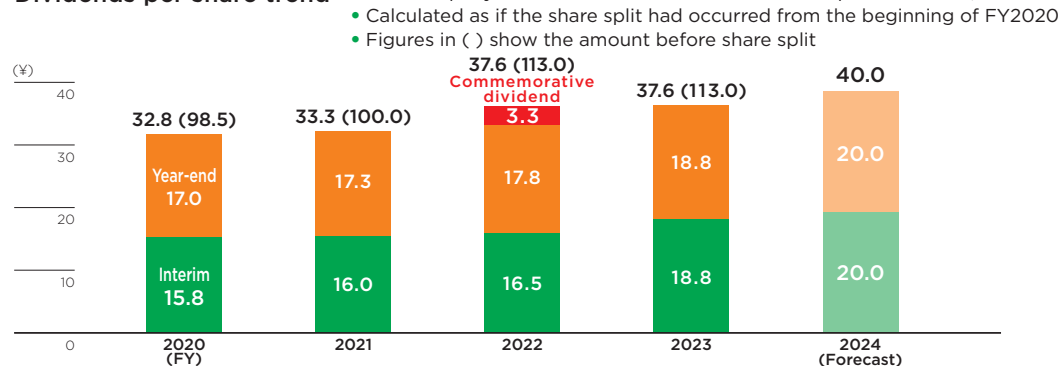
Shareholder return policy We have introduced a “Progressive Dividend” policy that increases dividends in line with sustained profit growth, and achieve a total payout ratio of over 50% (Cumulative total return to shareholders from FY2023 to FY2025)

- Increase operating cash flow
- Focus on investments in the growth of domestic and overseas CVS operations
- Ensure financial integrity
- Expand shareholder return

- Introduced “Progressive Dividend”
- Conducting a share buyback up to JPY 110Bn of the total JPY 210Bn planned by FY2025

^{*} Conducting a share buyback up to 75 million shares (post-split) with amount of 110 billion yen that can be acquired from December 1, 2023 to May 31, 2024. Cancelled all shares of treasury stock.

Dividends per share trend



Increase operating cash flow, focus on investments in the growth of domestic and overseas CVS operations and ensure financial integrity. Also, achieve a total payout ratio of over 50% by enhancing shareholder return

Consolidated Financial Results

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	(Millions of yen) FY2023	(Thousands of US dollars) FY2023	
Revenues from operations	5,631,820	6,038,948	6,045,704	5,835,689	6,037,815	6,791,215	6,644,359	5,766,718	8,749,752	11,811,303	11,471,753	76,478,353	
Operating income	339,659	343,331	352,320	364,573	391,657	411,596	424,266	366,329	387,653	506,521	534,248	3,561,653	
EBITDA ¹	505,662	534,464	569,064	588,214	621,445	655,915	674,317	626,874	751,491	995,319	1,054,951	7,033,006	
Ordinary income	339,083	341,484	350,165	364,405	390,746	406,523	417,872	357,364	358,571	475,887	507,086	3,380,573	
Net income attributable to owners of parent	175,691	172,979	160,930	96,750	181,150	203,004	218,185	179,262	210,774	280,976	224,623	1,497,486	
Total assets	4,811,380	5,234,705	5,441,691	5,508,888	5,494,630	5,795,065	5,996,887	6,946,832	8,739,279	10,550,956	10,592,117	70,614,113	
Net assets	2,221,557	2,430,917	2,505,182	2,475,806	2,575,342	2,672,486	2,757,222	2,831,335	3,147,732	3,648,161	3,900,624	26,004,160	
Non-controlling interests	123,866	128,827	129,912	137,154	145,454	148,285	155,295	162,352	166,719	173,565	184,041	1,226,940	
Interest-bearing debt	934,396	948,252	1,032,970	1,048,490	983,061	1,105,189	982,960	1,761,210	2,898,733	2,975,797	2,738,654	18,257,693	
Debt/equity ratio (Times)	0.45	0.41	0.44	0.45	0.41	0.44	0.38	0.66	0.97	0.86	0.74	0.74	
Interest coverage ratio (Times)	39.4	37.8	43.8	57.2	48.7	44.6	48.4	48.6	33.9	25.3	15.7	15.7	
Cash flows from operating activities	454,335	416,690	488,973	512,523	498,306	577,878	576,670	539,995	736,476	928,476	673,015	4,486,766	
Cash flows from investing activities	(286,686)	(270,235)	(335,949)	(371,602)	(240,418)	(557,497)	(318,047)	(394,127)	(2,505,566)	(413,229)	(431,809)	(2,878,726)	
Free cash flows ²	167,648	146,454	153,023	140,921	257,887	20,380	258,623	145,868	(1,769,089)	515,246	241,205	1,608,033	
Cash flows from financing activities	(55,227)	(79,482)	(2,312)	(78,190)	(168,510)	(5,324)	(213,204)	690,542	937,077	(270,373)	(377,065)	(2,513,766)	
Net (decrease) increase in cash and cash equivalents	121,344	79,395	146,830	62,576	90,886	9,824	44,126	828,980	(768,946)	259,897	(112,293)	(748,620)	
Cash and cash equivalents at end of fiscal year	921,432	1,000,762	1,147,086	1,209,497	1,300,383	1,310,729	1,354,856	2,183,837	1,414,890	1,674,787	1,562,493	10,416,620	
Capital expenditures ³	336,758	341,075	399,204	384,119	347,374	539,328	360,909	377,299	439,630	431,961	473,770	3,158,466	
Depreciation and amortization	147,379	172,237	195,511	207,483	213,167	221,133	226,475	235,504	292,561	376,097	400,789	2,671,926	
Net income per share (¥/U.S.\$)	198.84	195.66	182.02	109.42	204.80	229.50	246.95	203.03	238.68	318.14	254.63	1.69	
Owners' equity per share (¥/U.S.\$)	2,371.92	2,601.23	2,683.11	2,641.40	2,744.08	2,850.42	2,946.83	3,022.68	3,375.50	3,933.93	4,250.83	28.33	
Cash flow per share (¥/U.S.\$) ⁴	365.64	390.49	403.15	344.07	445.79	479.49	503.29	469.76	569.99	743.98	708.94	4.72	
Cash dividends per share (¥/U.S.\$)	68.00	73.00	85.00	90.00	90.00	95.00	98.50	98.50	100.00	113.00	113.00	0.75	
Owners' equity ratio (%)	43.6	43.9	43.6	42.4	44.2	43.5	43.4	38.4	34.1	32.9	35.1	35.1	
Return on equity (ROE) (%)	8.8	7.9	6.9	4.1	7.6	8.2	8.5	6.8	7.5	8.7	6.2	6.2	
Return on total assets (ROA) (%)	3.9	3.4	3.0	1.8	3.3	3.6	3.7	2.8	2.7	2.9	2.1	2.1	
Dividend payout ratio (%)	34.2	37.3	46.7	82.3	43.9	41.4	39.9	48.5	41.9	35.5	44.4	44.4	
Ratio of total amounts of dividends to net assets (%)	3.0	2.9	3.2	3.4	3.3	3.4	3.4	3.3	3.1	3.1	2.8	2.8	
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	-
	CNY1=	15.92	17.18	19.23	16.42	16.62	16.71	15.78	15.48	17.04	19.50	19.82	-
(Balance sheets) (¥)	U.S.\$1=	105.39	120.55	120.61	116.49	113.00	111.00	109.56	103.50	115.02	132.70	141.83	-
	CNY1=	17.36	19.35	18.36	16.76	17.29	16.16	15.67	15.88	18.06	19.01	19.93	-

¹ EBITDA = Operating income + Depreciation and amortization + Amortization of goodwill

² Free cash flows = Cash flows from operating activities + Cash flows from investing activities

³ Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.

⁴ Cash flow per share = (Net income + Depreciation and amortization) ÷ Average number of shares outstanding (excluding treasury stock)

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥150, the approximate rate of exchange prevailing on February 29, 2024.

2. Results of mail order services were consolidated in the balance sheets for FY2013.

3. ROE and ROA are calculated based on the average of net assets and total assets at the beginning and end of each fiscal year.

4. "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, dated February 16, 2018) has been applied to total assets from FY2019 and reflected retroactively in the figures for FY2017 and FY2018.

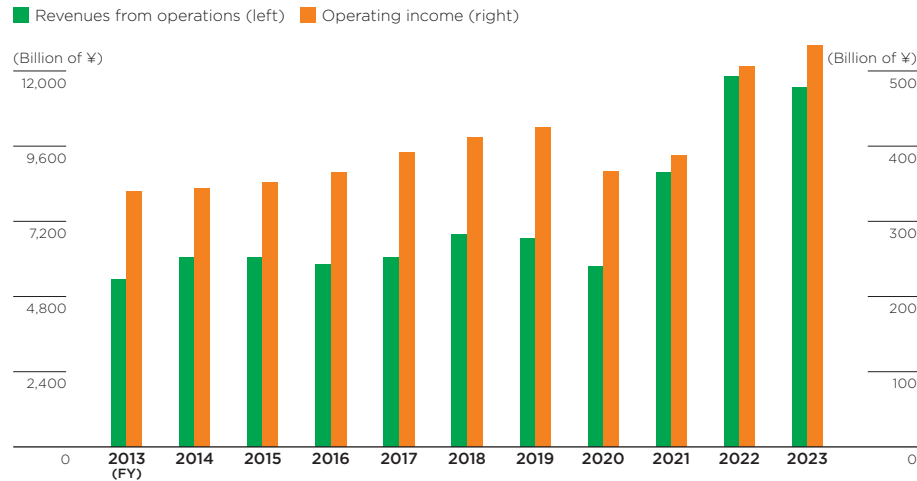
5. ASU 2016-18 Statement of Cash Flows (Topic 230): Restricted Cash was applied in statements of cash flows for overseas subsidiaries using U.S. GAAP from FY2019.

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

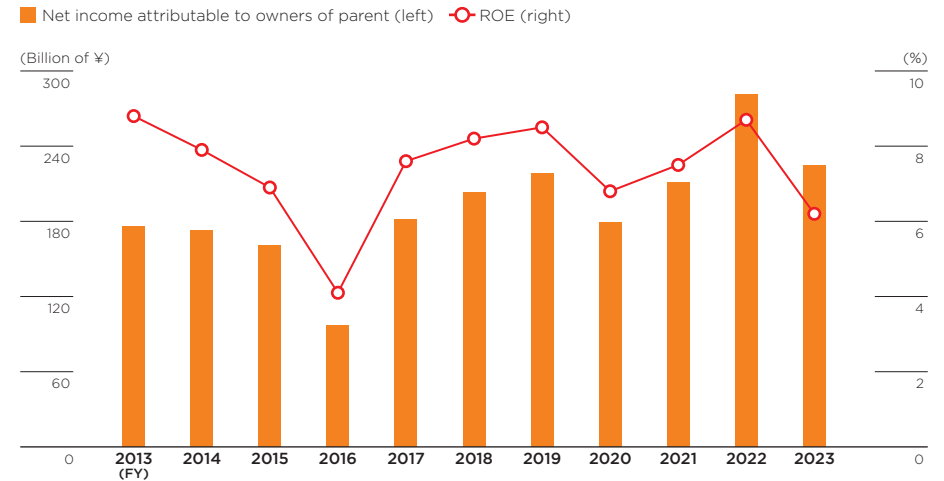
7. The Company conducted a 3-for-1 common share split on March 1, 2024. Above figures are before stock split

Consolidated Financial Highlight

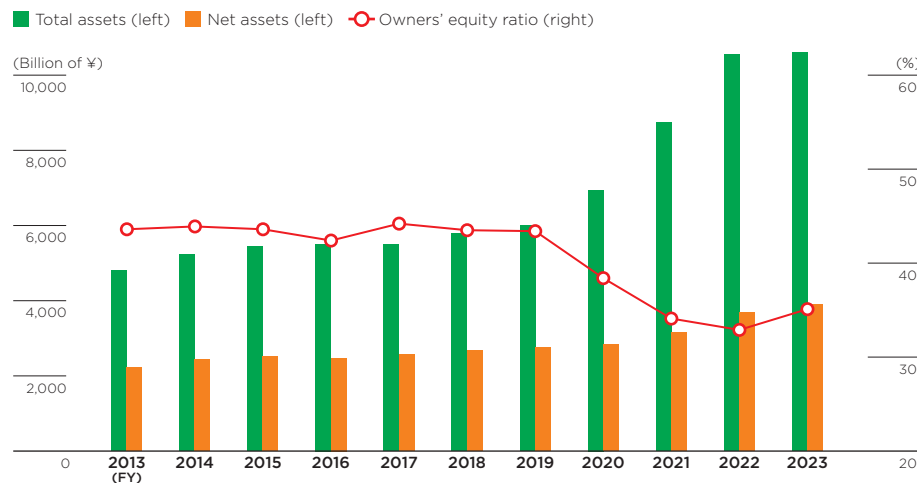
Revenues from operations and Operating income



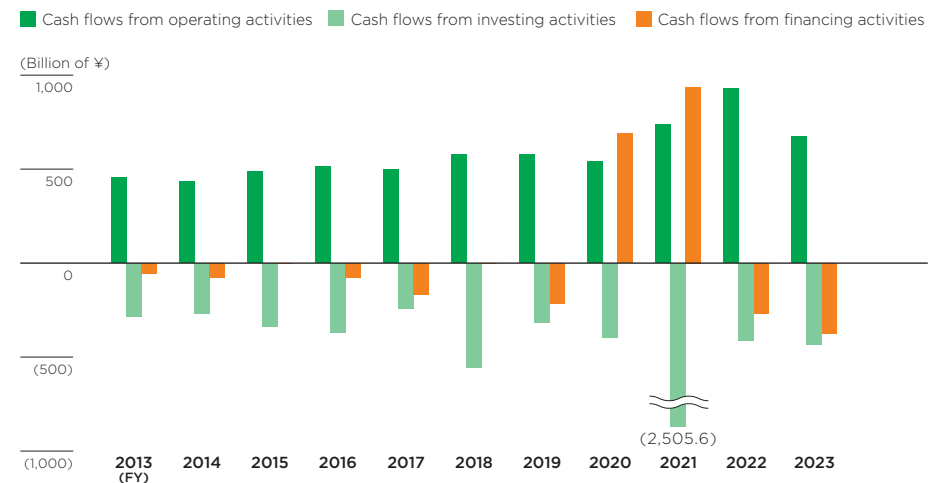
Net income attributable to owners of parent and ROE



Total assets, Net assets and Owners' equity ratio



Cash flows



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

Segment Information

Operating Segments

Revenues from operations	FY2021	FY2022	(Millions of yen)	(Thousands of US dollars)
			FY2023	FY2023
Domestic convenience store operations	873,239	890,293	921,706	6,144,706
Overseas convenience store operations	5,194,327	8,846,163	8,516,939	56,779,593
Superstore operations	1,810,728	1,449,165	1,477,384	9,849,226
Financial services	194,399	194,295	207,479	1,383,193
Others	731,430	488,304	411,305	2,742,033
Eliminations/Corporate	(54,374)	(56,920)	(63,060)	(420,400)
Total	8,749,752	11,811,303	11,471,753	76,478,353
Operating income	FY2021	FY2022	FY2023	FY2023
Domestic convenience store operations	223,396	232,033	250,544	1,670,293
Overseas convenience store operations	159,866	289,703	301,628	2,010,853
Superstore operations	19,024	12,395	13,588	90,586
Financial services	37,549	37,140	38,172	254,480
Others	(8,647)	2,593	2,688	17,920
Eliminations/Corporate	(43,536)	(67,344)	(72,373)	(482,486)
Total	387,653	506,521	534,248	3,561,653

Capital expenditures	FY2021	FY2022	(Millions of yen)	(Thousands of US dollars)
			FY2023	FY2023
Domestic convenience store operations	99,801	95,913	128,460	856,400
Overseas convenience store operations	178,435	188,641	192,737	1,284,913
Superstore operations	60,458	49,542	46,659	311,060
Financial services	37,323	34,223	54,679	364,526
Others	19,094	24,862	26,619	177,460
Eliminations/Corporate	44,516	38,778	24,613	164,086
Total	439,630	431,961	473,770	3,158,466
Depreciation and amortization	FY2021	FY2022	FY2023	FY2023
Domestic convenience store operations	80,781	85,553	90,172	601,146
Overseas convenience store operations	127,193	192,968	207,066	1,380,440
Superstore operations	28,600	35,388	36,994	246,626
Financial services	31,783	32,227	34,463	229,753
Others	15,337	14,985	10,440	69,600
Eliminations/Corporate	8,865	14,973	21,651	144,340
Total	292,561	376,097	400,789	2,671,926

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥150, the approximate rate of exchange prevailing on February 29, 2024.
2. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.
3. Business segments were changed in fiscal 2023 based on the results of the Group strategy re-evaluation. Figures for FY2021 and FY2022 have been revised to reflect the new classification.

Former Operating Segments

Revenues from operations	FY2020	FY2021	(Millions of yen)
			FY2022
Domestic convenience store operations	858,776	873,239	890,293
Overseas convenience store operations	2,253,355	5,194,327	8,846,163
Superstore operations	1,810,884	1,810,728	1,449,165
Department and specialty store operations	684,660	712,282	463,739
Financial services	198,927	194,399	194,295
Others	17,323	20,340	26,044
Eliminations/Corporate	(57,209)	(55,567)	(58,398)
Total	5,766,718	8,749,752	11,811,303
Operating income	FY2020	FY2021	FY2022
Domestic convenience store operations	233,700	223,396	232,033
Overseas convenience store operations	98,664	159,866	289,703
Superstore operations	29,681	18,791	12,107
Department and specialty store operations	(17,444)	(8,153)	3,434
Financial services	48,077	37,549	37,140
Others	(570)	(115)	(466)
Eliminations/Corporate	(25,779)	(43,681)	(67,432)
Total	366,329	387,653	506,521

Capital expenditures	FY2020	FY2021	(Millions of yen)
			FY2022
Domestic convenience store operations	128,131	99,801	95,913
Overseas convenience store operations	146,067	178,435	188,641
Superstore operations	48,411	62,139	54,643
Department and specialty store operations	26,160	15,090	19,292
Financial services	39,328	37,323	34,223
Others	972	2,323	469
Eliminations/Corporate	(11,771)	44,516	38,778
Total	377,299	439,630	431,961
Depreciation and amortization	FY2020	FY2021	FY2022
Domestic convenience store operations	78,430	80,781	85,553
Overseas convenience store operations	82,725	127,193	192,968
Superstore operations	26,929	28,600	35,389
Department and specialty store operations	14,598	14,460	14,034
Financial services	28,766	31,783	32,227
Others	1,016	877	950
Eliminations/Corporate	3,038	8,865	14,973
Total	235,504	292,561	376,097

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

Segment Information

Former Operating Segments

Revenues from operations	(Millions of yen)				
	FY2016	FY2017	FY2018	FY2019	FY2020
Domestic convenience store operations	901,306	928,649	955,443	971,236	920,832
Overseas convenience store operations	1,658,542	1,981,533	2,821,053	2,739,833	2,191,383
Superstore operations	1,949,313	1,901,164	1,902,507	1,849,121	1,810,884
Department store operations	729,612	657,886	592,100	577,633	425,153
Financial services	201,932	202,942	215,007	217,367	198,927
Specialty store operations	450,488	416,616	355,474	339,660	263,803
Others	23,854	23,533	23,720	25,202	22,011
Eliminations/Corporate	(79,360)	(74,510)	(74,093)	(75,695)	(66,277)
Total	5,835,689	6,037,815	6,791,215	6,644,359	5,766,718

Operating income	(Millions of yen)				
	FY2016	FY2017	FY2018	FY2019	FY2020
Domestic convenience store operations	243,839	245,249	246,721	256,601	234,258
Overseas convenience store operations	67,421	79,078	92,266	102,001	98,097
Superstore operations	20,228	21,260	21,173	21,307	29,683
Department store operations	2,867	5,369	3,737	797	(6,248)
Financial services	50,136	49,713	52,874	53,610	48,077
Specialty store operations	(11,276)	435	6,680	4,690	(13,572)
Others	4,005	3,670	2,659	1,554	1,944
Eliminations/Corporate	(12,650)	(13,120)	(14,515)	(16,296)	(25,911)
Total	364,573	391,657	411,596	424,266	366,329

Notes: Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.

Capital expenditures	(Millions of yen)				
	FY2016	FY2017	FY2018	FY2019	FY2020
Domestic convenience store operations	125,970	140,333	115,525	104,226	129,028
Overseas convenience store operations	147,226	94,285	288,221	134,684	145,170
Superstore operations	50,086	37,821	61,462	47,310	48,411
Department store operations	12,151	12,992	16,955	11,235	16,332
Financial services	26,070	38,803	34,918	36,099	39,328
Specialty store operations	8,979	8,882	9,157	10,427	9,038
Others	3,259	3,723	2,931	2,798	1,760
Eliminations/Corporate	10,373	10,532	10,157	14,127	(11,771)
Total	384,119	347,374	539,328	360,909	377,299

Depreciation and amortization	(Millions of yen)				
	FY2016	FY2017	FY2018	FY2019	FY2020
Domestic convenience store operations	61,101	66,500	72,717	76,519	79,856
Overseas convenience store operations	64,992	69,582	76,141	77,204	81,299
Superstore operations	24,397	23,893	24,475	26,071	26,929
Department store operations	11,472	9,727	8,667	9,083	9,091
Financial services	29,416	28,926	31,072	29,031	28,766
Specialty store operations	7,787	5,588	4,141	3,879	4,254
Others	2,189	2,257	2,267	2,447	2,269
Eliminations/Corporate	6,125	6,691	1,651	2,238	3,038
Total	207,483	213,167	221,133	226,475	235,504

Geographic Area Segments

Revenues from operations	(Millions of yen)								(Thousands of US dollars)	
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2023	FY2023
Japan	4,032,803	3,907,835	3,812,200	3,745,475	3,435,146	3,468,840	2,930,711	2,915,628		19,437,520
North America	1,690,713	2,017,092	2,862,627	2,782,055	2,232,234	5,170,053	8,824,900	8,494,845		56,632,300
Others	113,475	113,992	117,555	118,118	100,707	112,500	71,990	77,138		514,253
Eliminations	(1,303)	(1,104)	(1,167)	(1,289)	(1,371)	(1,642)	(16,299)	(15,859)		(105,726)
Total	5,835,689	6,037,815	6,791,215	6,644,359	5,766,718	8,749,752	11,811,303	11,471,753		76,478,353

Operating income	(Millions of yen)								(Thousands of US dollars)	
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2023	FY2023
Japan	299,251	314,700	319,613	321,441	266,096	227,174	235,110	248,521		1,656,806
North America	65,548	75,626	90,411	101,777	99,582	159,507	287,265	297,926		1,986,173
Others	(238)	1,320	1,562	1,199	805	1,029	(1,355)	1,517		10,113
Eliminations	11	10	9	(152)	(154)	(58)	(14,499)	(13,716)		(91,440)
Total	364,573	391,657	411,596	424,266	366,329	387,653	506,521	534,248		3,561,653

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥150, the approximate rate of exchange prevailing on February 29, 2024.

2. Others under segments by location are China, etc.

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

Segment Information

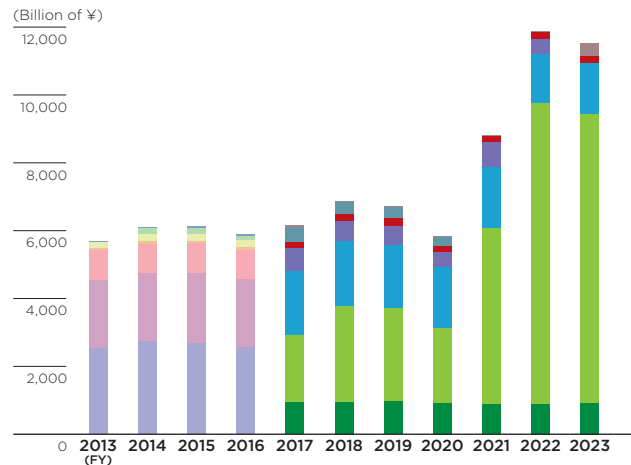
Operating Segments

- Segments (FY2023 Onward)
 - Domestic convenience store operations
 - Overseas convenience store operations
 - Superstore operations
 - Financial services
 - Others
- Former Segments (Until FY2022)
 - Domestic convenience store operations
 - Overseas convenience store operations
 - Superstore operations
 - Department and specialty store operations
 - Financial services
 - Others
 - Eliminations/Corporate (excluding revenues from operations)
- Former Segments (Until FY2020)
 - Domestic convenience store operations
 - Overseas convenience store operations
 - Superstore operations
 - Department store operations
 - Financial services
 - Specialty store operations
 - Others
 - Eliminations/Corporate (excluding revenues from operations)
- Former Segments (Until FY2016)
 - Convenience store operations
 - Superstore operations
 - Department store operations
 - Food services
 - Financial services
 - Mail order services
 - Others
 - Eliminations/Corporate (excluding revenues from operations)

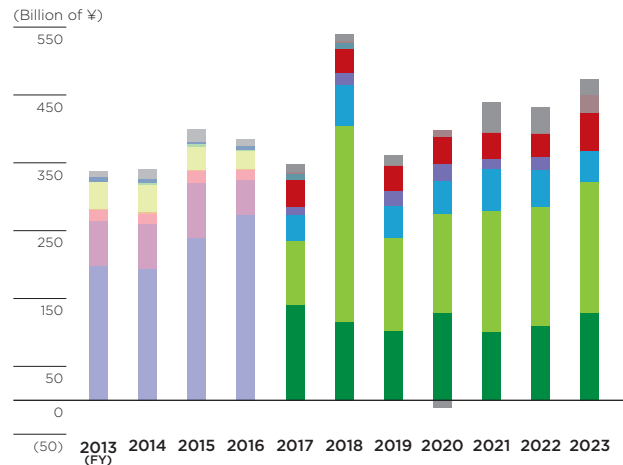
Geographic Area Segments

- Japan
- North America
- Others

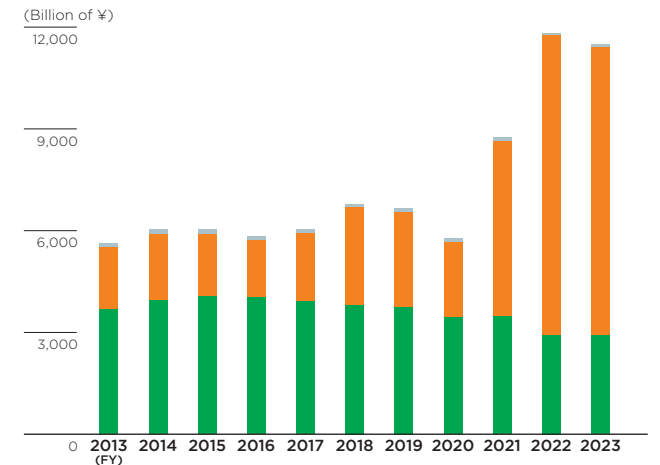
Revenues from operations



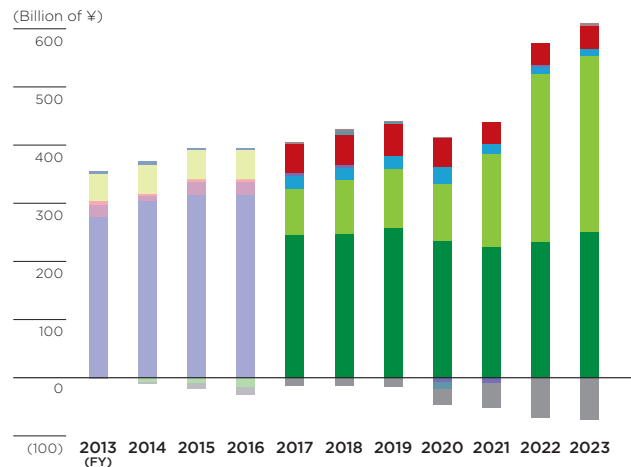
Capital expenditures



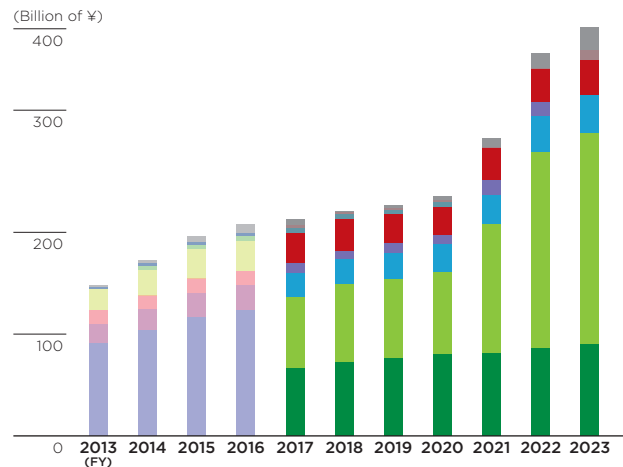
Revenues from operations



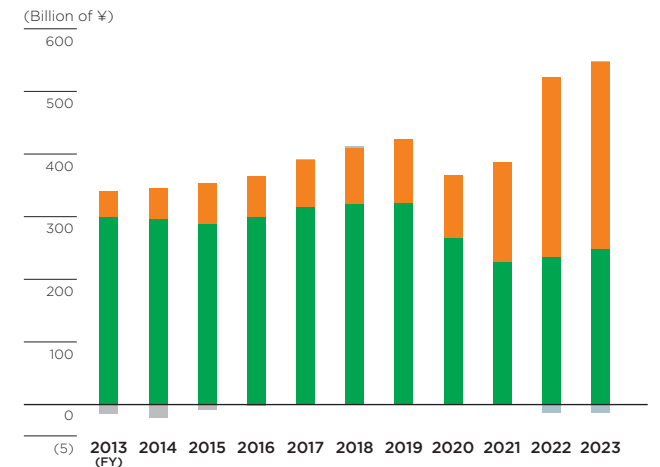
Operating income



Depreciation and amortization



Operating income



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

Financial Position

Interest-bearing Debt

	(Millions of yen)					(Thousands of US dollars)
	FY2019	FY2020	FY2021	FY2022	FY2023	FY2023
Short-term loans	129,456	619,953	140,146	143,568	84,882	565,880
Current portion of long-term loans	88,437	146,747	121,280	145,605	138,530	923,533
Current portion of bonds	80,000	66,917	60,000	355,823	334,039	2,226,926
Subtotal	297,893	833,618	321,427	644,997	557,452	3,716,346
Long-term loans	403,151	362,592	994,399	936,070	824,616	5,497,440
Bonds	281,915	565,000	1,582,906	1,394,728	1,356,585	9,043,900
Subtotal	685,067	927,592	2,577,306	2,330,799	2,181,202	14,541,346
Total	982,960	1,761,210	2,898,733	2,975,797	2,738,654	18,257,693

Breakdown by operating segment	(Millions of yen)					(Thousands of US dollars)
	FY2019	FY2020	FY2021	FY2022	FY2023	FY2023
Domestic convenience store operations	-	-	-	-	-	-
Overseas convenience store operations	219,041	281,974	1,500,345	1,703,683	1,585,017	10,566,780
Superstore operations	-	-	-	-	526	3,506
Department and Specialty Store Operations	178,742	187,191	169,806	152,299	-	-
Department store operations	160,999	146,193	-	-	-	-
Specialty store operations	17,743	40,998	-	-	-	-
Others	-	-	-	-	19,963	133,086
Corporate	236,915	1,008,917	940,974	839,974	868,974	5,793,160
Subtotal	634,699	1,478,083	2,611,126	2,695,957	2,474,481	16,496,540
Financial services	348,261	283,127	287,607	279,839	264,172	1,761,146
Total	982,960	1,761,210	2,898,733	2,975,797	2,738,654	18,257,693

Note: U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥150, the approximate rate of exchange prevailing on February 29, 2024.

Ratings

		(As of March 31, 2024)			
		S&P	Moody's	R&I	JCR
Seven & i Holdings	Long-term	A	A2	AA-	AA
	Short-term*	A-1	P-1	-	-
Seven-Eleven Japan	Long-term	A	-	-	AA
	Short-term*	A-1	P-1	-	-
7-Eleven, Inc.	Long-term	A	Baa2	-	-
	Short-term	A	-	AA-	-
Seven Bank	Long-term	A	-	AA-	-
	Short-term	A-1	-	-	-

* Seven-Eleven Japan's short-term rating is its rating as the guarantor of 7-Eleven, Inc's commercial paper program. (from January 2006)

Bonds

(As of February 29, 2024)

Issued by Seven & i Holdings

	Amount	Issue date	Coupon	Redemption date
12th unsecured domestic straight bonds	30 billion yen	Jun. 17, 2015	0.781%	Jun. 20, 2025
14th unsecured domestic straight bonds	180 billion yen	Dec. 14, 2020	0.190%	Dec. 19, 2025
15th unsecured domestic straight bonds	40 billion yen	Dec. 14, 2020	0.280%	Dec. 20, 2027
16th unsecured domestic straight bonds	60 billion yen	Nov. 02, 2023	0.400%	Nov. 02, 2026
17th unsecured domestic straight bonds	60 billion yen	Nov. 02, 2023	0.687%	Nov. 02, 2028
18th unsecured domestic straight bonds	30 billion yen	Nov. 02, 2023	1.040%	Nov. 01, 2030
19th unsecured domestic straight bonds	70 billion yen	Nov. 02, 2023	1.392%	Nov. 02, 2033

Issued by 7-Eleven, Inc.

	Amount	Issue date	Coupon	Redemption date
USD-denominated senior unsecured notes due 2026	1.25 billions dollars	Feb. 10, 2021	0.950%	Feb. 10, 2026
USD-denominated senior unsecured notes due 2028	1.0 billions dollars	Feb. 10, 2021	1.300%	Feb. 10, 2028
USD-denominated senior unsecured notes due 2031	1.7 billions dollars	Feb. 10, 2021	1.800%	Feb. 10, 2031
USD-denominated senior unsecured notes due 2041	0.75 billions dollars	Feb. 10, 2021	2.500%	Feb. 10, 2041
USD-denominated senior unsecured notes due 2051	1.25 billions dollars	Feb. 10, 2021	2.800%	Feb. 10, 2051

Issued by Seven Bank

	Amount	Issue date	Coupon	Redemption date
11th unsecured domestic straight bonds	15 billion yen	Dec. 17, 2014	0.536%	Dec. 20, 2024
12th unsecured domestic straight bonds	30 billion yen	Oct. 20, 2017	0.390%	Sep. 17, 2027
14th unsecured domestic straight bonds	20 billion yen	Jan. 25, 2019	0.385%	Dec. 20, 2028

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Domestic Convenience Store Operations

Seven-Eleven Japan

Gross total store sales	Average daily sales per store	Average daily sales per store of new stores	Stores	Employees
5,362.9 billion yen	691 thousand yen	611 thousand yen	21,363 stores	8,333 people

Overseas Convenience Store Operations

7-Eleven, Inc.

Total store sales	Average daily sales per store	Stores	Employees
10,200.4 billion yen	811 thousand yen	5,765 U.S.\$	13,122 stores
			46,103 people

Superstore Operations

Ito-Yokado

Gross sales	Stores	Employees
1,232.6 billion yen	226 stores	6,627 people

York-Benimaru

Gross sales	Stores	Employees
498.3 billion yen	248 stores	3,188 people

Financial Services

Seven Bank

Ordinary income	Transactions	Employees
128.8 billion yen	1.039 billion items	614 people

Seven Card Service

Transaction volume	Number of cards issued	Employees
2,673.1 billion yen	3.54 million	340 people

Seven CS Card Service

Transaction volume	Number of cards issued	Employees
669.9 billion yen	2.57 million	211 people

Others

Akachan Honpo

Net sales	Stores	Employees
82.9 billion yen	126 stores	862 people

Seven & i Food Systems

Net sales	Stores	Employees
51.9 billion yen	319 stores	801 people

THE LOFT

Net sales	Stores	Employees
107.1 billion yen	160 stores	2,403 people

Overview of Major Operating Companies

(As of February 29, 2024)

	FY2023 sales		Number of stores		Number of employees		Capital	Equity owned by the Company	
	(Millions of yen)	(Growth rate %)	(Stores)	(Increase / Decrease)	(People)	(Increase / Decrease)	(Millions of yen)	(%)	
Further details on P28-33 →	Domestic Convenience Store Operations								
	SEVEN-ELEVEN JAPAN CO., LTD.	5,345,243*1	3.8	21,363	111	10,750	(1,164)	17,200	100.0
	SEVEN-ELEVEN OKINAWA Co., Ltd.	31,123*1	27.1	172	22	150	(7)	1,500	100.0
Further details on P34-38 →	Overseas Convenience Store Operations								
	○ 7-Eleven, Inc.	10,200,414*1	(2.3)	13,122	(45)	73,409	(2,620)	U.S.\$17,532	100.0
	○ SEVEN-ELEVEN HAWAII, INC.	59,246	8.5	67	2	1,063	76	U.S.\$20,000,000	100.0
	○ SEVEN-ELEVEN (BEIJING) CO., LTD.	18,676*2	3.0	331	14	587	31	U.S.\$44,000,000	65.0
	○ SEVEN-ELEVEN (CHENGDU) CO., LTD.	2,770*2	(10.3)	77	(8)	139	(19)	CHY472,924,388	100.0
	○ SEVEN-ELEVEN (TIANJIN) CO., LTD.	3,416*2	8.3	217	8	210	21	CHY200,000,000	65.0
Further details on P39-43 →	Superstore Operations								
	Ito-Yokado Co., Ltd.	737,318	12.7	226	(3)	28,432	4,178	40,000	100.0
	York-Benimaru Co., Ltd.	479,931	4.6	248	2	19,315	168	9,927	100.0
	SHELL GARDEN CO., LTD.	19,749	4.0	23	1	641	(62)	400	90.0
	○ Hua Tang Yokado Commercial Co., Ltd.	2,343*2	(13.1)	1	0	177	(16)	U.S.\$98,721,983	100.0
	○ Chengdu Ito-Yokado Co., Ltd.	23,368*2	(7.1)	9	(1)	2,251	(302)	U.S.\$23,000,000	80.0
Further details on P44-45 →	Financial Services								
	☆ Seven Bank, Ltd.	128,899*3	6.9	-	-	609	61	30,724	46.4
	☆ Seven Card Service Co., Ltd.	25,084*3	(5.1)	-	-	359	(37)	7,500	98.9
	Seven CS Card Service Co., Ltd.	15,951*3	1.0	-	-	330	(21)	100	51.0
Further details on P46-49 →	Others								
	Akachan Honpo Co., Ltd.	82,989	3.5	126	2	2,488	30	3,780	95.0
	Seven & i Food Systems Co., Ltd.	51,909	12.3	319	0	4,900	(246)	3,000	100.0
	THE LOFT CO., LTD.	107,188	15.3	160	9	4,645	205	750	75.2

○ Figures are for the fiscal year ended December 31, 2023. (Number of stores is as of December 31, 2023; Number of employees is as of February 29, 2024) ☆ Figures are for the fiscal year ended March 31, 2024. (Number of employees is as of February 29, 2024)

*1 Sales of Seven-Eleven Japan, Seven-Eleven Okinawa and 7-Eleven, Inc. represent total store sales. *2 Sales for Chinese subsidiaries exclude value added tax. *3 Sales for Seven Bank represent ordinary income, and sales for Seven Card Service and Seven CS Card Service represent revenues from operations.

Notes: 1. Exchange rates (average for the period): U.S.\$1=¥140.67; CNY1=¥19.82 2. Year-on-year comparisons for overseas subsidiaries are growth rates calculated on a yen basis. 3. Number of employees includes part-time employees (monthly average based on a 163-hour working month).

4. Ownership ratios include indirect holdings. 5. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. 6. On July 1, 2023, Seven Card Service was transferred from Seven Financial Service to Seven Bank.

7. On September 1, 2023, Ito-Yokado Co., Ltd merged with York Co., Ltd.

Domestic Convenience Store Operations

Seven-Eleven Japan

(Millions of yen)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Revenues from operations	679,561	736,343	793,661	833,743	849,862	873,555	887,625	850,291	863,025	872,719	894,659
Selling, general and administrative expenses	397,767	439,785	481,362	514,907	533,633	561,600	573,103	558,597	574,340	578,549	600,627
Operating income	212,785	223,556	235,033	243,493	244,110	245,088	253,980	233,321	223,091	232,873	251,029
Ordinary income	220,927	232,593	256,726	251,265	251,717	252,917	262,249	281,974	273,672	282,630	297,714
Net income	134,371	136,924	162,910	144,151	166,760	153,233	169,695	194,479	189,652	203,009	211,102
Capital expenditures	124,350	129,438	124,543	125,045	136,297	110,028	96,062	125,461	97,599	93,946	127,080
Depreciation and amortization	39,002	47,698	51,784	58,829	64,294	70,182	73,538	76,896	79,283	83,961	88,508
Total assets	1,599,493	1,700,723	1,793,836	1,770,944	1,860,028	1,880,508	2,029,375	2,058,152	2,109,174	2,116,144	2,214,464
Net assets	1,204,465	1,255,621	1,325,737	1,293,157	1,365,202	1,408,557	1,478,416	1,528,718	1,583,441	1,557,212	1,628,167
EBITDA	251,788	271,054	286,817	302,322	308,404	315,270	327,519	310,217	302,375	316,835	339,537
ROA (%)	8.7	8.3	9.3	8.1	9.2	8.2	8.7	9.5	9.1	9.6	9.7
Total store sales	3,781,267	4,008,261	4,291,067	4,515,605	4,678,083	4,898,872	5,010,273	4,870,619	4,952,782	5,148,742	5,345,243
Gross total store sales	-	-	-	-	-	-	-	-	-	5,164,231	5,362,931
Processed food	979,348	1,034,131	1,115,677	1,183,088	1,230,335	1,278,605	1,297,660	1,246,878	1,258,006	1,311,714	1,426,539
Fast food	1,077,661	1,186,445	1,278,738	1,350,166	1,412,781	1,499,054	1,533,143	1,436,832	1,456,118	1,523,448	1,565,976
Daily food	487,783	517,065	579,294	614,122	626,863	641,752	661,356	647,792	638,908	645,528	670,366
Nonfood	1,236,474	1,270,618	1,317,357	1,368,228	1,408,103	1,479,459	1,518,112	1,539,115	1,599,748	1,683,539	1,700,049
Existing store sales increase (%)*	2.3	2.4	2.9	1.8	0.7	1.3	0.2	(2.4)	0.7	3.6	3.0
Number of customers (%)	2.4	0.7	1.3	0.1	(0.9)	(0.6)	(2.1)	(9.9)	(1.2)	0.3	1.6
Average spending per customer (%)	(0.1)	1.7	1.6	1.7	1.6	1.9	2.3	8.4	1.9	3.3	1.4
Average daily sales per store of all stores (¥ Thousand)	664	655	656	657	653	656	656	642	646	670	691
Average daily sales per store of newly opened stores (¥ Thousand)	522	513	530	533	546	560	554	557	537	598	611
Merchandise gross profit margin (%)	30.7	31.4	31.6	31.8	31.9	31.9	32.1	32.0	31.7	31.9	32.2
Processed food (%)	38.7	38.8	38.9	39.2	39.4	39.5	39.5	39.4	39.3	39.8	40.2
Fast food (%)	35.1	35.7	35.5	35.7	35.9	36.1	36.6	36.6	36.6	37.3	37.2
Daily food (%)	33.2	33.1	33.2	33.4	33.5	33.4	34.0	34.2	34.2	34.5	34.7
Nonfood (%)	19.6	20.7	20.9	21.0	20.7	20.5	20.3	20.7	20.1	20.1	20.0
Number of stores	16,319	17,491	18,572	19,422	20,260	20,876	20,916	21,085	21,205	21,252	21,363
Openings	1,579	1,602	1,651	1,682	1,554	1,389	743	610	625	597	556
Closures	332	430	570	832	716	773	703	441	505	550	445
Relocations, etc.	255	347	450	670	568	562	482	288	354	445	329
Franchised stores	15,879	17,021	18,071	18,977	19,792	20,499	20,545	20,632	20,778	20,987	21,170
Type A	4,333	4,353	4,448	4,554	4,563	4,558	4,539	4,482	4,420	4,400	4,352
Type C	11,546	12,668	13,623	14,423	15,229	15,941	16,006	16,150	16,358	16,587	16,818
Directly operated stores	440	470	501	445	468	377	371	453	427	265	193
Ratio of stores with liquor license (%)	99.0	98.9	98.7	98.6	98.5	98.4	98.4	98.4	98.4	98.3	98.3
Ratio of stores with cigarette license (%)	94.8	95.5	95.5	95.7	95.8	96.3	96.9	97.0	97.0	97.2	97.4
Total sales floor space (m ²)	2,106,262	2,278,784	2,439,550	2,566,701	2,772,283	2,909,609	2,929,047	2,969,294	2,972,807	3,029,067	3,053,346
Full-time employees (fiscal year-end)	6,567	7,191	8,054	8,562	8,886	9,092	8,959	8,990	8,930	8,549	8,333
Number of payment acceptance transactions (Thousand)	402,999	418,845	439,138	460,585	481,800	502,468	513,061	510,212	501,181	524,766	538,763
Total value of payment acceptance transactions	4,038,119	4,346,959	4,579,660	4,691,738	4,961,715	5,253,766	5,439,479	5,403,420	5,479,461	5,967,134	6,087,506

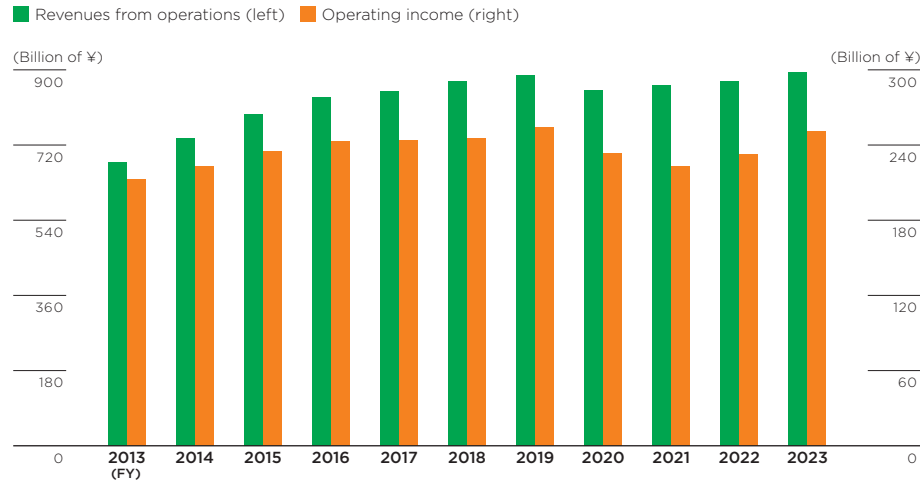
* Existing store sales increase includes POSA card transactions from FY2013 to FY2017.

Note: "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Total store sales based on the previous method are shown as "Gross total store sales."

Domestic Convenience Store Operations

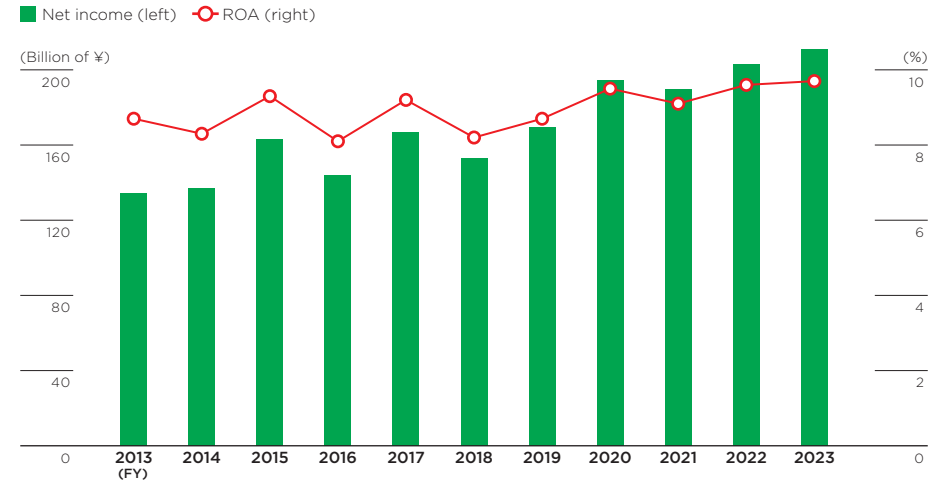
Seven-Eleven Japan

Revenues from operations and operating income

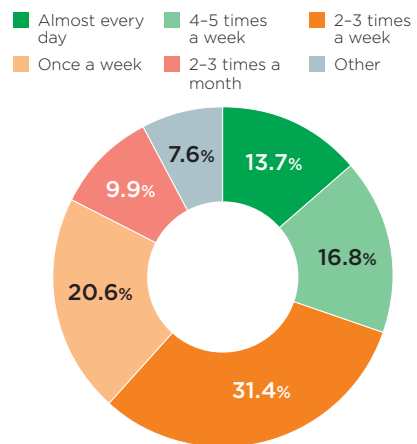


Note: "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

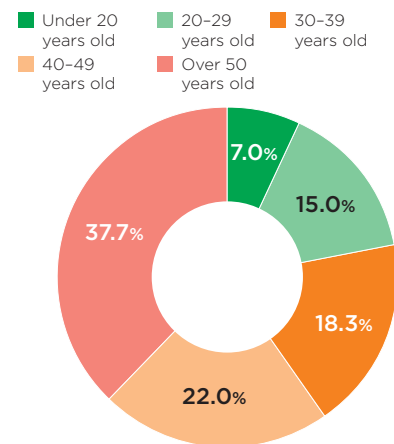
Net income attributable to owners of parent and ROA



Frequency of store-visits (FY2023)

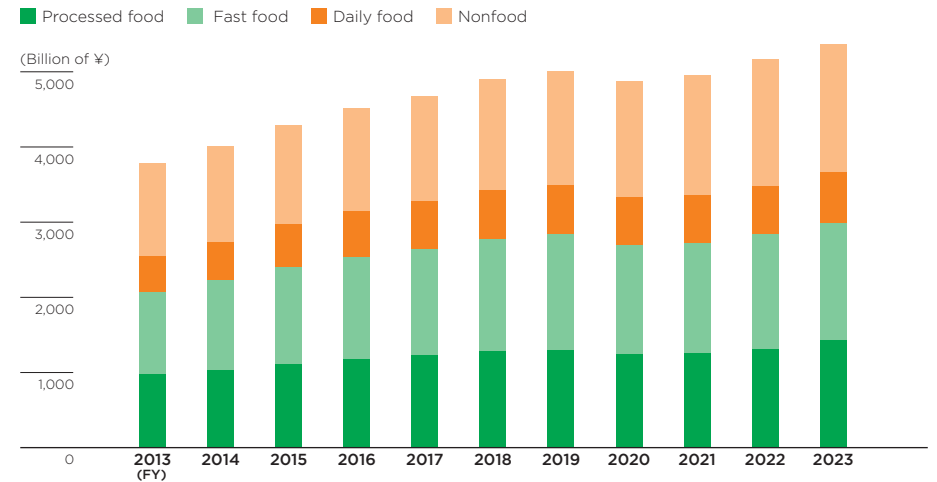


Composition of customers by age (FY2023)



Source: Customer survey by Seven-Eleven Japan

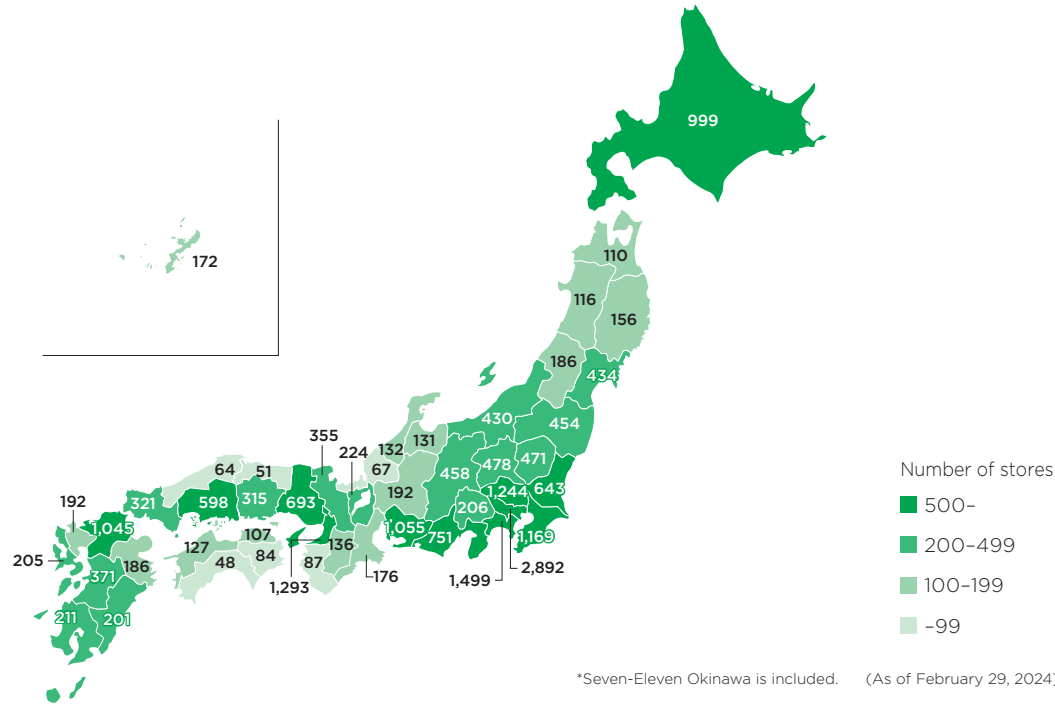
Sales by merchandise category



Domestic Convenience Store Operations

Seven-Eleven Japan

Store network

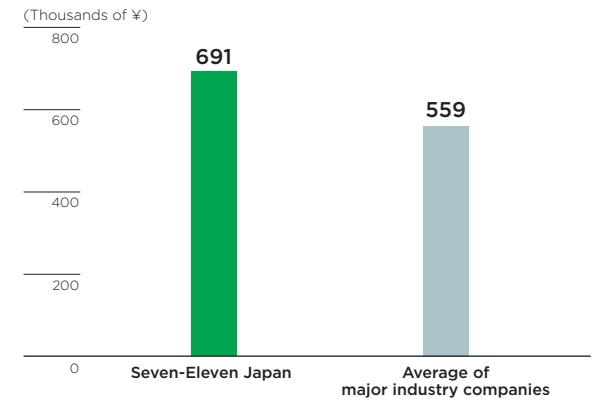


Number of major convenience store chains in Japan

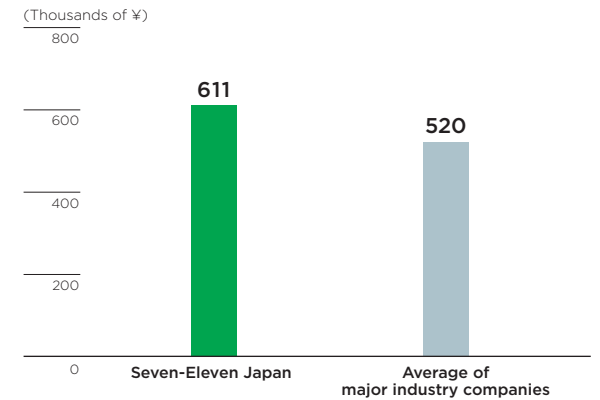
	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Seven-Eleven*	20,876	20,955	21,167	21,327	21,402	21,535
Lawson	14,659	14,444	14,476	14,656	14,631	14,643
FamilyMart	16,430	16,611	16,646	16,569	16,533	16,271
Other CVS	4,014	3,450	3,608	3,379	3,286	3,208
Nationwide	55,979	55,460	55,897	55,931	55,852	55,657

Note: Number of stores at fiscal year-end * Seven-Eleven Okinawa is included.
Sources: Convenience Store Statistics Investigation Monthly Report (Japan Franchise Association) and materials disclosed by individual companies

Average daily sales per store of all stores



Average daily sales per store of newly opened stores



Notes: 1. FY2023
2. Average of major industry companies is the simple average of two major convenience store chains.

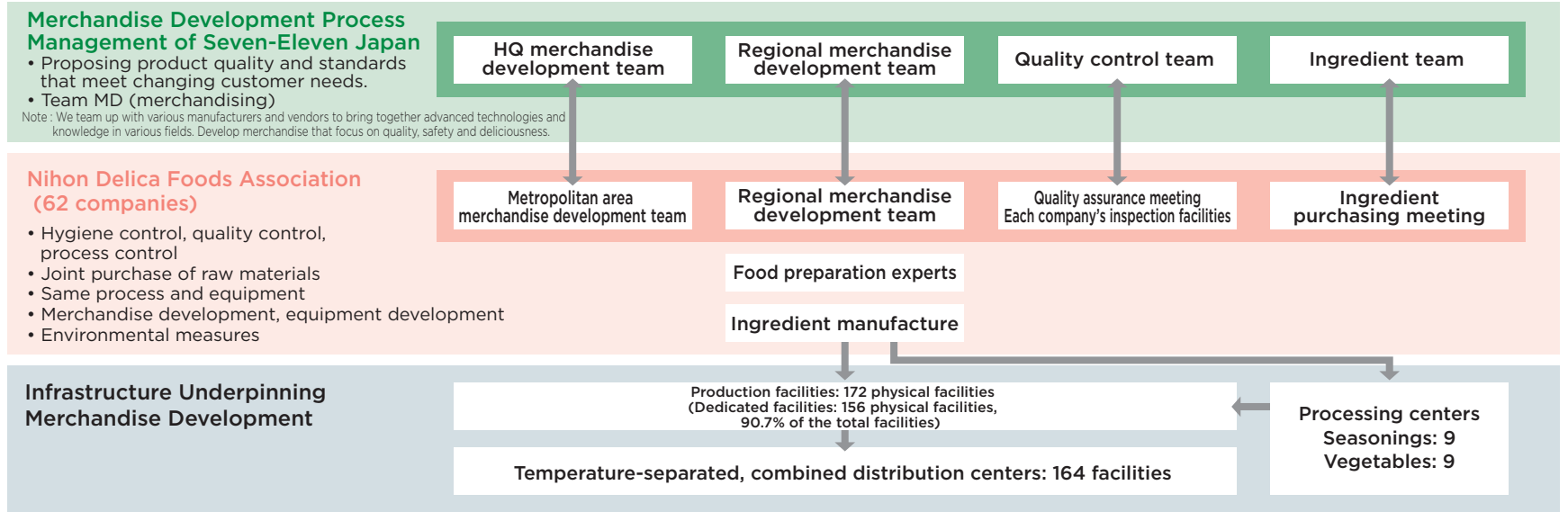
Source: Materials disclosed by individual companies

Domestic Convenience Store Operations

Seven-Eleven Japan

Original Fresh Food Merchandise Development

Food Merchandise Development System

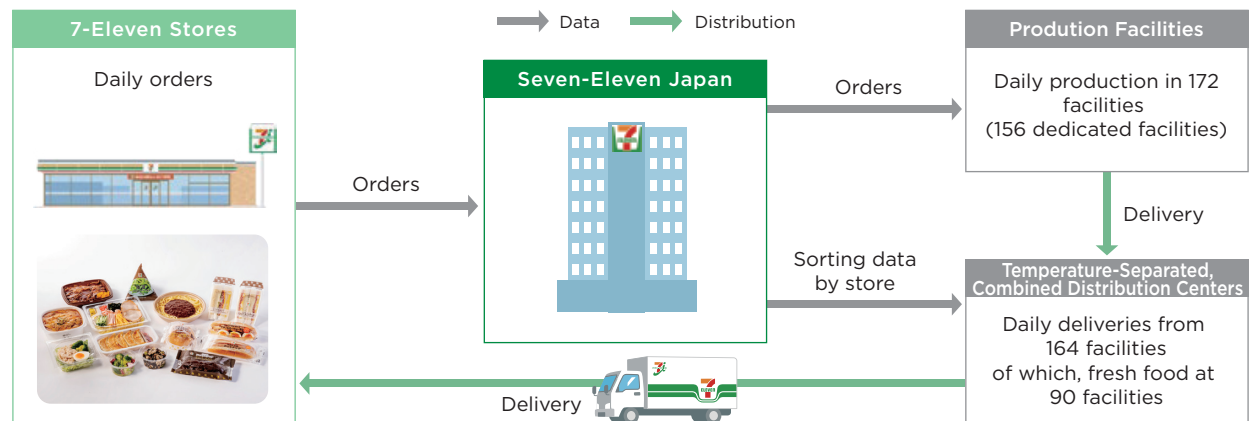


Notes: 1. Nihon Delica Foods Association (NDF) was formed in 1979 mainly by vendors of rice-based products. NDF currently consists the vendors of rice-based products, sandwiches, delicatessen items, noodles, and Japanese pickles, etc. 2. Production facilities: Facilities producing merchandise for Seven-Eleven Japan. 3. Figures for the development system, the number of dedicated production facilities temperature-separated, processing centers are as of February 29, 2024. 4. Seven-Eleven Okinawa is included.

Supply System for Merchandise

Original fresh food merchandise is made in dedicated facilities operated by independent collaborating companies and are delivered to 7-Eleven stores from combined distribution centers that have multiple temperature-separated zones. The production facilities and temperature-separated, combined distribution centers are all managed by Seven-Eleven Japan's standard, allowing us to distinguish ourselves from the competition in terms of product development, hygiene, and quality control. Sharing stores' order data with production facilities and temperature-separated, combined distribution centers enables more efficient deliveries in shorter times.

Note: Seven-Eleven Okinawa is included.



Domestic Convenience Store Operations

Seven-Eleven Japan

Distribution Systems

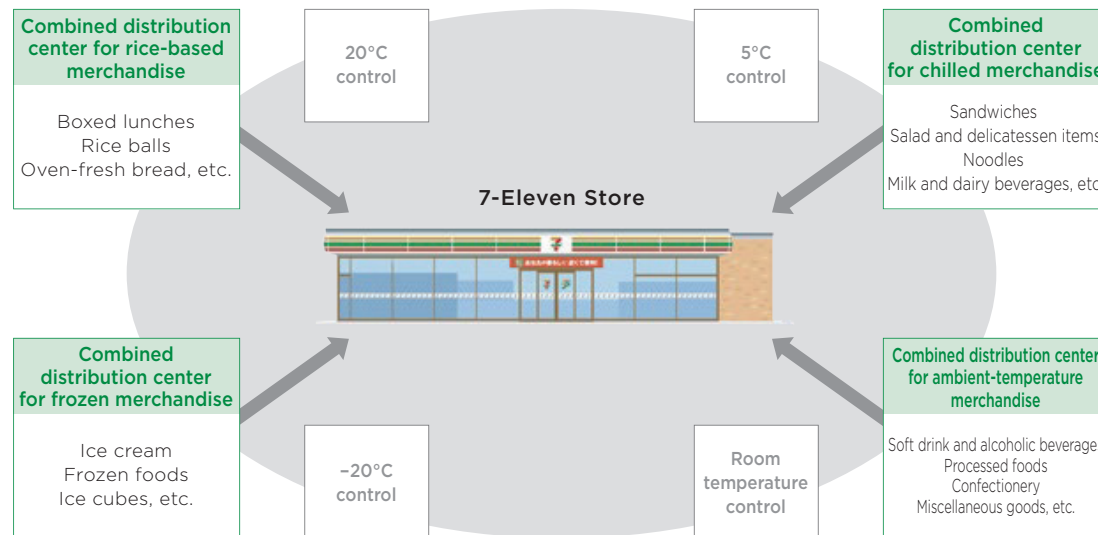
Combined Distribution System

Our original fresh foods are manufactured in production facilities that handle only Seven-Eleven merchandise and are operated by independent cooperating companies, and delivered to stores from temperature-separated, combined distribution centers.

In order to differentiate ourselves in terms of merchandise development, hygiene management, and quality control, all of our production facilities and temperature-separated, combined distribution centers are managed according to Seven-Eleven Japan's standards.

By sharing data of orders from stores with production facilities and temperature-separated, combined distribution centers, we are able to deliver merchandise quickly and efficiently.

Temperature-separated, combined distribution system of Seven-Eleven Japan

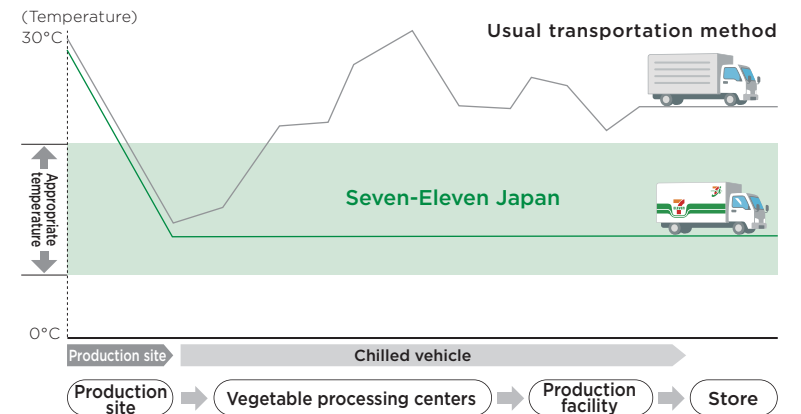


Number of Distribution Centers

	Number of distribution centers	Number of locations		Number of distribution centers
5°C control	76	5°C 11	-20°C control	22
		20°C 14	Room temperature control	52
20°C control	79	Combined 65		

Notes: 1. As of February 29, 2024
2. The number of distribution centers represents the distribution centers counted by merchandise categories where multiple merchandise categories were handled in one distribution center.
3. Seven-Eleven Okinawa is included.

Cold Chain (Refrigerated Distribution Network)



Freshness Managed from the Field

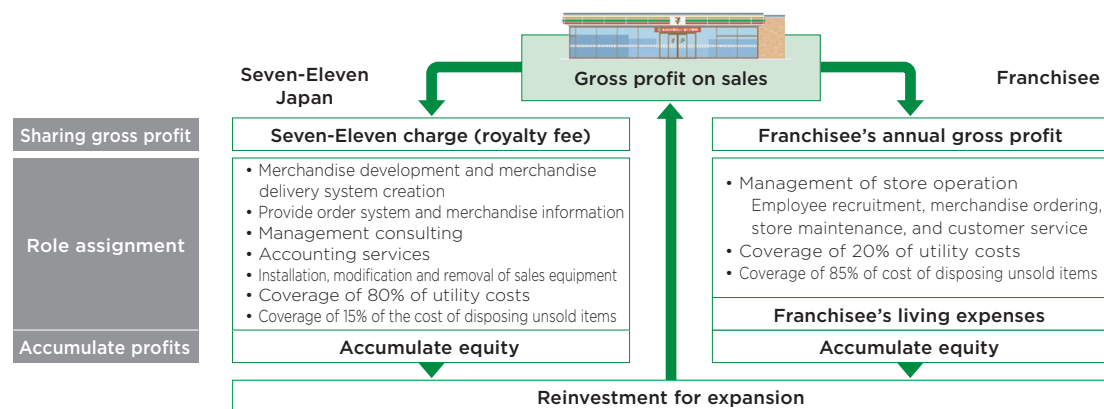
We have implemented a cold chain for transporting and processing vegetables in a fresh condition straight after they are harvested. The harvested vegetables are put into cold storage on the spot and kept at a consistently managed temperature throughout their journey in the delivery vehicle from the production site through the processing center to the production facility and on to the store.

Domestic Convenience Store Operations

Seven-Eleven Japan

Franchise System

Seven-Eleven Japan has developed its own unique franchise system, guided by an aim for "modernizing and revitalizing small- and medium-sized retail stores." Seven-Eleven Japan and its franchisees are on an equal footing with clear role assignments. The system uses a method of allocating gross profit and, as a result, Seven-Eleven Japan and its franchisees work together on improving gross profit margins instead of sales in a mutually beneficial relationship.



	Type A (4,352 stores)	Type C (16,818 stores)
Land and buildings	Franchisee provides	Seven-Eleven Japan provides
Sales equipment, store computers, etc.	Seven-Eleven Japan provides	
Contract period	15 years	
Cost of utilities	Seven-Eleven Japan covers 80%, Franchisee covers 20%	
Seven-Eleven charge (royalty fee)	45% of gross profit on sales	An amount calculated on a sliding scale based on gross profit on sales
	5-year operating incentives and 15-year operating incentives: reductions in royalty fee are offered (Gross profit on sales of over ¥5.5 million/month)	
	24-hour operations: ① 24-hour operations (2)% ② Special reduction (1)% ③ Monthly amount ¥(35,000) Other than 24-hour operations: ① Special reduction (1)% ② Monthly amount ¥(15,000) (Gross profit on sales of less than ¥5.5 million/month)	
	24-hour operations: Monthly amount ¥(200,000) / Other than 24-hour operations: Monthly amount ¥(70,000)	
Cost of disposing unsold items	Seven-Eleven Japan covers 15%, Franchisee covers 85%	
Incentive system for multi-store operation	When one franchisee operates two or more stores, a 3% incentive discount on the royalty fee is applied to the second and subsequent stores. When franchisees that have operated a 7-Eleven store for over five years open a new store, the "incentive for stores open over five years" is applied to the new store from the beginning of its operation.	
Minimum guarantee	(Franchisee's annual gross profit) 24-hour operations: ¥22 million Other than 24-hour operations: ¥19 million	(Franchisee's annual gross profit) 24-hour operations: ¥20 million Other than 24-hour operations: ¥17 million

Notes: 1. Number of stores as of February 29, 2024.

2. Gross profit on sales is equal to net sales minus cost of goods sold, which is calculated by subtracting costs of inventory loss, disposal of unsold items and rebates from gross cost of goods sold.

3. The special reduction in Seven-Eleven charges (royalty), which started from September 2017, will be applied for the time being.

4. Changes to the Seven-Eleven charges (royalty) system were implemented in March 2020.

5. Franchisee's gross profit on sales is equal to gross profit minus Seven-Eleven charge (royalty fee).

Comparison of Seven-Eleven in Japan and North America

	Japan	U.S./Canada
Store-related information		
Number of stores by type*1	A-type franchised stores	BCP stores (A-type franchised stores)*2
	C-type franchised stores	C-type franchised stores
	Directly operated stores	Directly operated stores
	4,352	625
	16,818	6,623
	193	5,874
	(As of February 29, 2024)	(As of December 31, 2023)
Stores with fuel stations	202 stores*3	8,255 stores
Standard sales floor space (per store)*4	Approx. 148 m ²	Approx. 177m ²
Merchandise and services		
Number of items per store*4	Approx. 3,300 items	Approx. 2,300 items
Services	ATM	ATM
	Payment acceptance service	Payment acceptance service
	Express package delivery service	Sales of gift cards 7Rewards
	Multi-functional copy machine (ticketing services, administrative service, etc.) nanaco point service	
Payment methods	Cash/Electronic money/ Credit card/Debit card/ Barcode payment, etc.	Cash/Credit card/Debit card/ Barcode payment/Mobile phone, etc.

*1 For A-type and BCP stores, franchisees provide land and buildings. For C-type, the franchisor provides land and buildings.

*2 BCP: Business Conversion Program

*3 Seven-Eleven Japan's stores with fuel stations are joint operations opened in partnership with ENEOS Corporation.

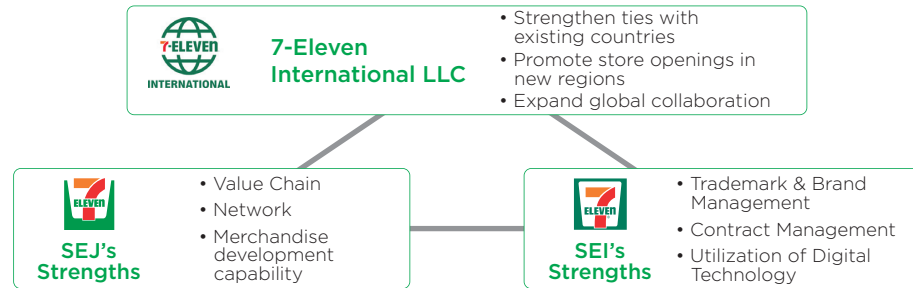
*4 Most common size of store sales floor spaces and number of items

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



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

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

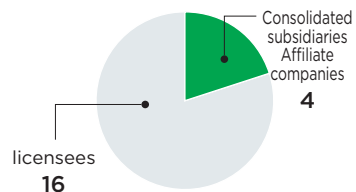
7-Eleven Operation Status and Growth Areas

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)



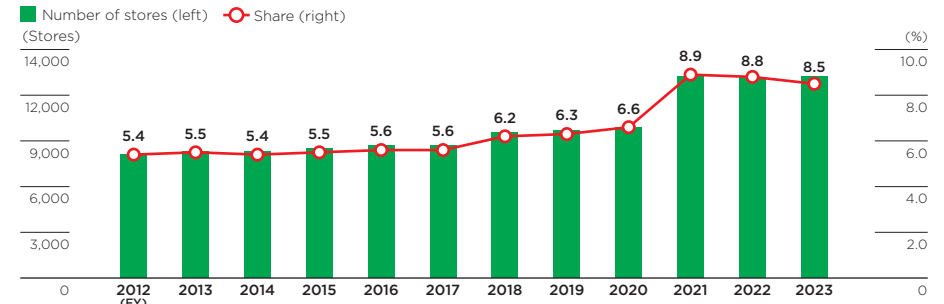
Comparison with global expansion of other companies

	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

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%**

Overseas Convenience Store Operations

7-Eleven, Inc. (SAM consolidated basis)

(Fiscal year-end December, Millions of yen)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Revenues from operations*	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 (m ²)	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.

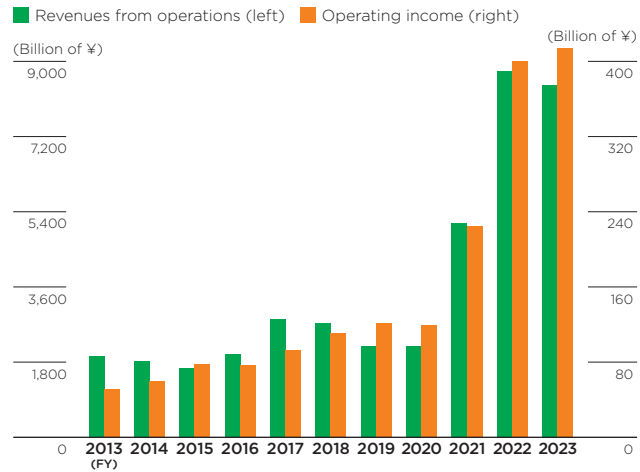
Notes 1: SAM: SEJ Asset Management & Investment Company which holds shares of operating companies in North America CVS operations

2: Figures for the amounts of each fiscal year reflect adjustments necessary for consolidation to Seven & i Holdings' consolidated account.

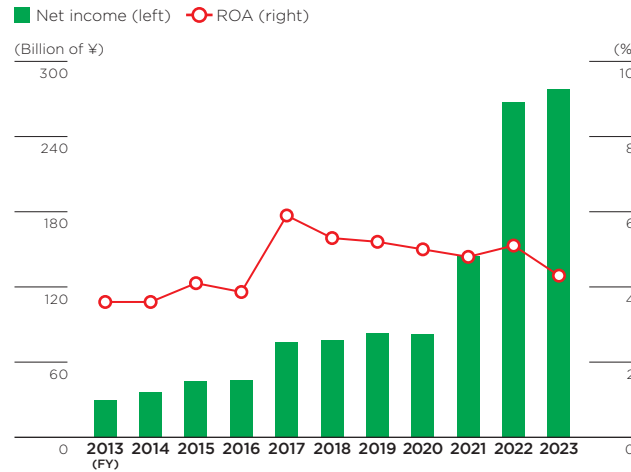
Overseas Convenience Store Operations

7-Eleven, Inc.

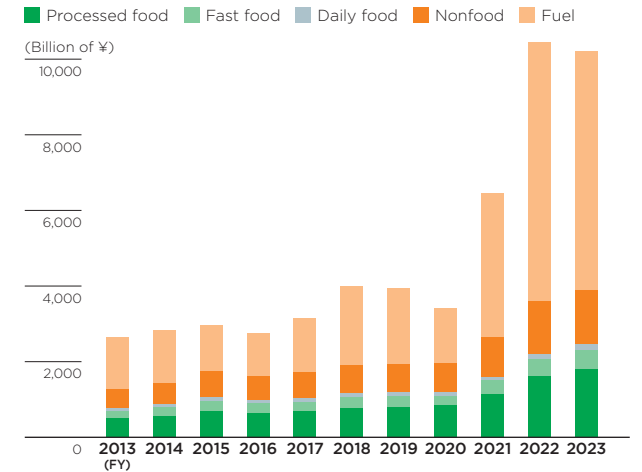
Revenues from operations and Operating income



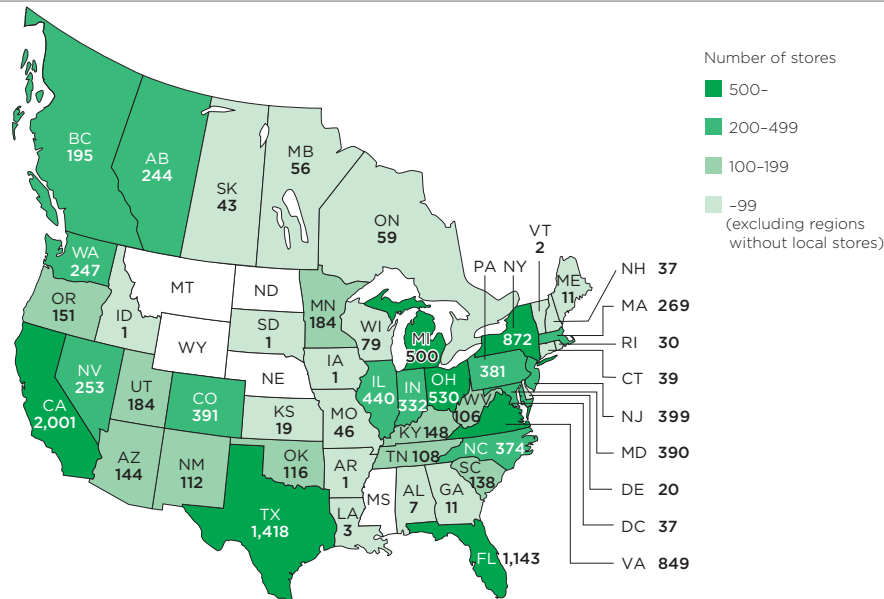
Net income and ROA



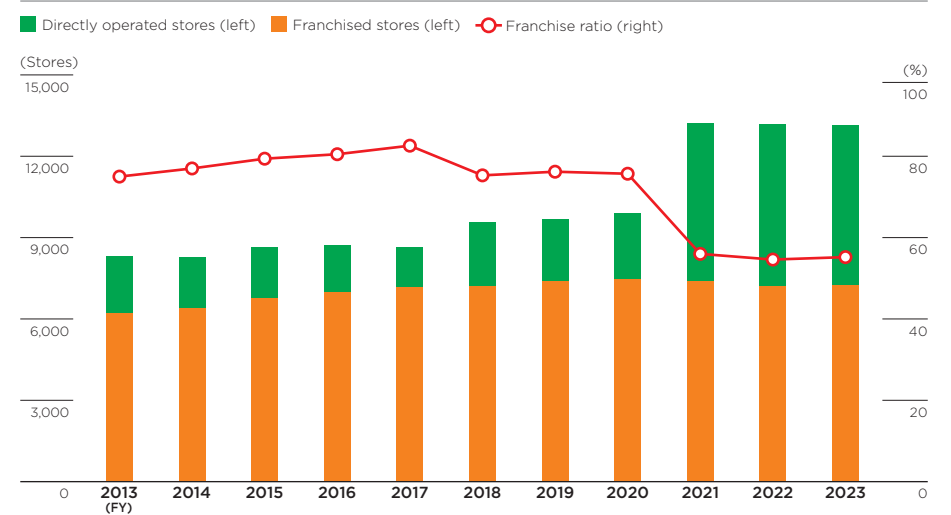
Sales composition by category



Store network



Trends in store type



Overseas Convenience Store Operations

Growth Strategy of Global CVS Operations

Global Strategy

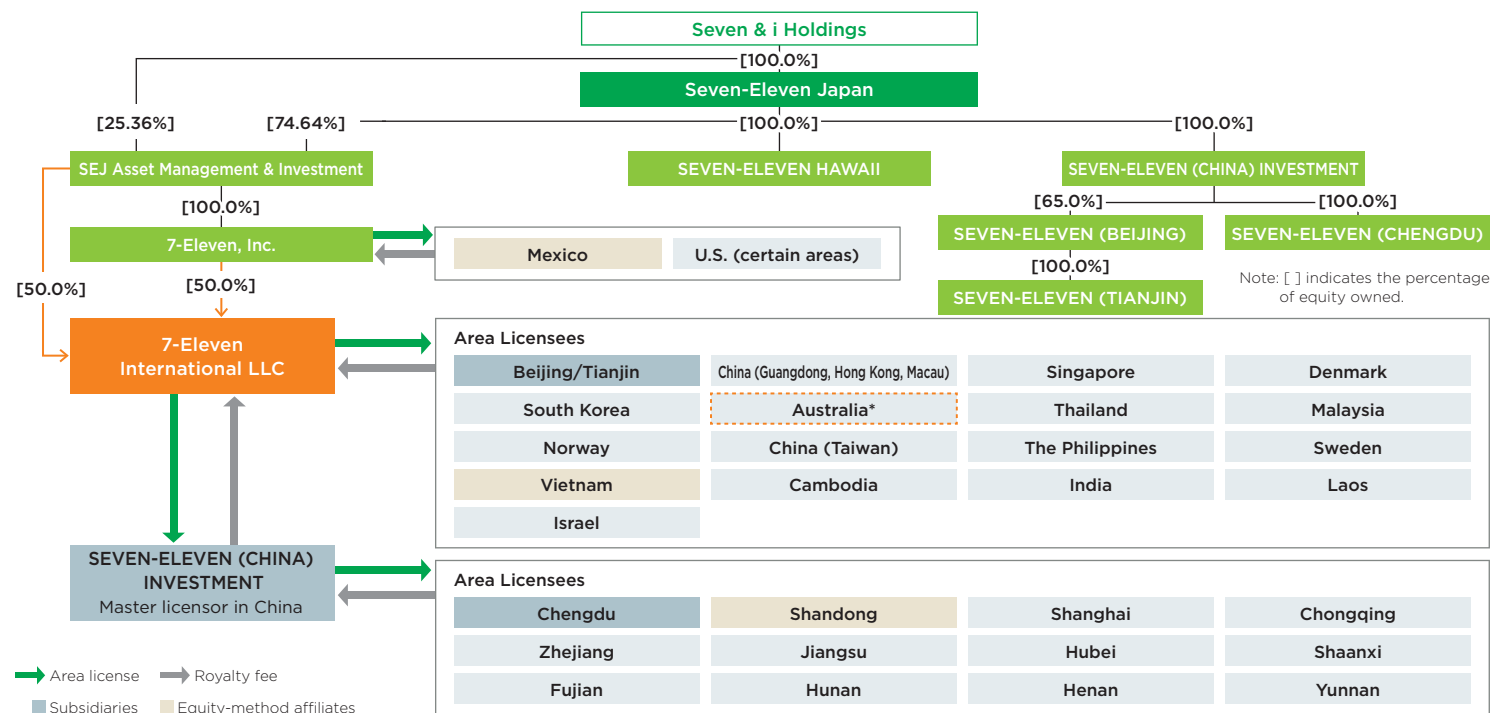
Capital Relationships in the Group's Convenience Store Operations

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.

Overseas Convenience Store Operations

Growth Strategy of Global CVS Operations

Global Strategy

7-Eleven store operators around the world (licensees)

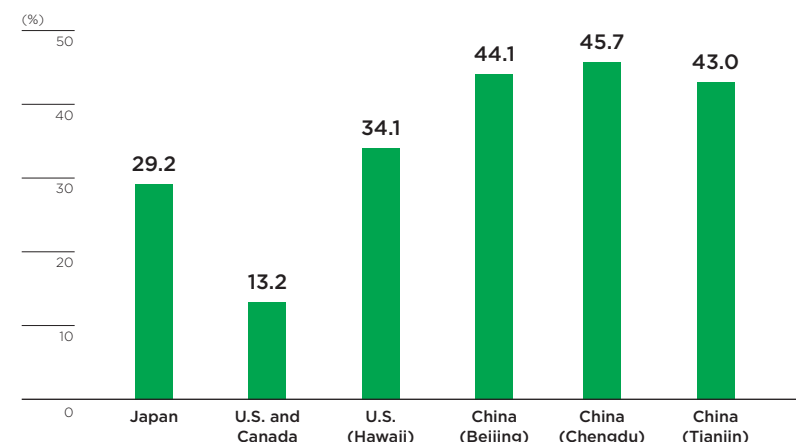
Country or region	Operator	Number of stores
Thailand	CP ALL Public Company Ltd. [Charoen Pokphand Group]	14,545
South Korea	Korea Seven Co., Ltd [Lotte Group]	13,137
China (Taiwan/Shanghai)	PRESIDENT CHAIN STORE CORP. [Uni-President Enterprises Corp.]	7,108
The Philippines	Philippine Seven Corporation [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



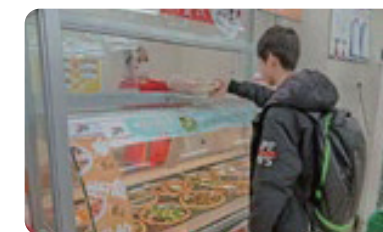
Notes: 1. Percentages for Hawaii, the U.S., and Canada are calculated using merchandise sales.

2. Fiscal year-end for overseas subsidiaries is December 31.

3. Seven-Eleven Okinawa is not included.



U.S. and Canada



China (Beijing)

Superstore Operations

Ito-Yokado Co., Ltd.

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Revenues from operations	1,311,989	1,285,942	1,289,586	1,255,017	1,244,262	1,236,180	1,185,147	1,080,934	1,067,545	729,342	814,964
Net sales	1,280,615	1,253,296	1,255,608	1,219,252	1,213,613	1,205,751	1,154,374	1,053,284	1,038,664	654,251	737,318
Selling, general and administrative expenses	335,771	333,118	334,380	316,879	310,285	304,510	291,051	265,479	259,298	257,943	279,485
Operating income	11,236	1,859	(13,980)	52	3,077	4,708	6,522	7,781	1,620	408	(1,205)
Ordinary income	13,071	4,142	(13,405)	1,786	3,687	6,122	7,615	7,698	2,371	1,087	(268)
Net income	5,333	(6,881)	(23,923)	(13,797)	(5,821)	(7,840)	1,674	(3,705)	(11,201)	(15,203)	(25,963)
Capital expenditures	47,943	41,067	58,555	30,636	18,072	44,057	27,305	20,613	29,311	25,773	29,519
Depreciation and amortization*3	10,014	11,137	13,125	13,654	12,606	12,191	13,254	12,594	13,318	15,402	18,021
Total assets	807,425	817,735	799,073	753,315	736,336	721,594	713,839	682,167	666,022	650,372	697,754
Net assets	608,444	606,327	581,223	544,808	539,608	530,367	529,737	512,489	507,849	492,632	505,138
EBITDA	21,250	12,997	(855)	13,707	15,683	16,899	19,776	20,375	14,939	15,810	16,815
ROA (%)	0.7	(0.8)	(3.0)	(1.8)	(0.8)	(1.1)	0.2	(0.5)	(1.7)	(2.3)	(3.9)

Ito-Yokado

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Gross sales*1	1,280,615	1,253,296	1,255,608	1,219,252	1,213,613	1,205,751	1,154,374	1,053,284	1,038,664	1,039,102	1,041,253
Lifestyle*2	-	-	-	-	317,460	310,796	285,985	238,816	219,985	217,398	213,308
Specialty stores*2	-	-	-	-	13,484	13,213	13,488	13,592	11,791	13,455	13,250
Food*2	-	-	-	-	550,399	538,778	516,120	517,101	506,270	488,764	482,006
Apparel	204,051	193,354	187,047	179,027	162,589	153,590	-	-	-	-	-
Household goods*3	165,297	153,506	142,811	122,445	165,083	162,021	-	-	-	-	-
Food	608,343	592,913	601,672	585,457	553,670	547,175	-	-	-	-	-
Merchandise sales	977,692	939,774	931,531	886,930	881,343	862,788	815,594	769,510	738,046	719,618	708,566
Tenants	287,874	301,376	314,612	322,191	324,328	336,390	335,359	278,428	297,225	317,230	329,571
Other	15,048	12,145	9,464	10,130	7,940	6,573	3,420	5,345	3,392	2,252	3,115
Existing store sales increase (decrease) (%)	(4.6)	(4.5)	0.2	(4.2)	(1.4)	(1.1)	(2.9)	(0.6)	(0.5)	(1.0)	(1.1)
Number of customers (%)	(4.3)	(5.7)	(0.1)	(4.4)	(1.7)	(1.1)	(3.5)	(6.9)	(0.3)	(1.2)	(1.0)
Average spending per customer (%)	(0.4)	1.3	0.4	0.3	0.3	0.0	0.7	6.7	(0.3)	0.1	(0.2)
Merchandise gross profit margin (%)	30.2	29.9	28.6	29.1	29.6	29.6	29.9	29.6	29.0	29.1	28.5
Number of stores	179	181	182	171	164	159	157	132	128	126	123
Openings	9	3	3	4	2	1	4	3	0	0	0
Closures	4	1	2	15	9	6	6	28	4	2	3
Total sales floor space (m ²)*4	2,817,665	2,832,235	2,802,078	2,776,875	2,653,996	2,547,874	2,506,284	2,373,250	2,288,584	2,495,162	2,449,609
Directly managed sales floor space (m ²)*4	1,639,943	1,630,246	1,590,958	1,508,282	1,490,522	1,420,357	1,355,959	1,230,268	1,162,773	1,105,108	1,073,816
Sales per square meter (¥ Thousand)*5	597	572	585	564	575	584	591	602	622	641	645
Full-time employees (fiscal year-end)	8,289	8,029	7,790	7,654	7,663	7,443	7,238	6,477	6,024	5,635	5,131
Part-time employees*6	31,491	31,245	32,106	27,540	27,750	26,690	24,275	22,319	20,059	18,619	16,668
Ratio of part-time employees (%)	78.6	79.3	80.0	79.9	78.0	77.9	76.7	76.6	76.3	76.3	75.5
Sales per employee (¥ Thousand)*7	26,614	26,074	26,099	25,716	24,766	25,190	25,776	26,403	28,066	29,477	32,103

*1 "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Net sales under the previous accounting method are shown as "Gross sales." Gross revenues from operations (revenues from operations under the previous accounting method) was 485,402 million yen.

*2 From FY2019, the previous product-based sales classifications have been revised from apparel, household goods, and food to lifestyle, specialty stores, and food. Figures for FY2017 and FY2018 have been calculated and displayed in the same manner.

*3 From FY2017, Seven Bi no Garden Co., Ltd. was absorbed through a merger and its figures are reflected.

*4 The method of calculating sales floor space was changed in FY2022.

*5 Sales per square meter = Merchandise sales ÷ Weighted average floor space

*6 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

*7 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

Notes: 1 "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

2 On September 1, 2023, Ito-Yokado Co., Ltd merged with York Co., Ltd. Figures for the period ended August 31, 2023 and earlier do not include the figures of former York Co., Ltd. Although Ito-Yokado Co., Ltd. merged with York Co., Ltd. on September 1, 2023, figures for gross sales by merchandise category, existing store sales increase and gross profit margin by merchandise category are calculated by Ito-Yokado and York Mart/York Foods, etc. separately.

Superstore Operations

York Mart/York Foods, etc.

(Millions of yen)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Gross sales*1	128,214	132,067	140,145	141,649	143,610	144,975	142,936	182,219	188,961	184,616	191,404
Existing store sales increase (decrease) (%)	(0.2)	0.6	1.8	(1.6)	(0.5)	(1.2)	(2.2)	6.7	(3.4)	(3.1)	2.8
Number of customers (%)	-	-	-	-	-	-	-	-	(2.2)	(2.5)	1.4
Average spending per customer (%)	-	-	-	-	-	-	-	-	(1.3)	(0.6)	1.3
Merchandise gross profit margin (%)	28.9	28.8	28.8	28.6	28.6	29.0	29.2	29.1	28.2	27.7	27.1
Number of stores	74	76	76	78	78	79	78	100	101	103	103
Openings	3	2	4	2	1	2	2	23	1	2	2
Closures	0	0	4	0	1	1	3	1	0	0	2
Total sales floor space (m ²)	-	-	-	-	-	-	-	-	155,359	159,709	160,305
Directly managed sales floor space (m ²)	121,115	124,223	126,639	129,000	128,194	126,782	126,621	157,114	153,936	158,246	158,841
Sales per square meter (¥ Thousand)*2	1,118	1,130	1,158	1,149	1,154	1,145	1,128	1,227	1,197	1,135	1,199
Full-time employees (fiscal year-end)	1,191	1,227	1,245	1,255	1,307	1,314	1,320	1,606	1,656	1,647	1,496
Part-time employees*3	4,206	4,367	4,715	4,524	4,494	4,840	4,583	4,505	5,804	5,339	5,137
Ratio of part-time employees (%)	78.6	79.3	80.0	79.9	78.0	77.9	76.7	76.6	77.4	75.8	76.6
Sales per employee (¥ Thousand)*4	21,949	22,367	22,723	23,024	23,203	23,472	23,193	25,106	25,580	27,458	28,453

*1 "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Net sales under the previous accounting method are shown as "Gross sales."

*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space

*3 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

*4 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)

Notes: 1. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

2. Although Ito-Yokado Co., Ltd. merged with York Co., Ltd. on September 1, 2023, figures for gross sales by merchandise category, existing store sales increase and gross profit margin by merchandise category are calculated by Ito-Yokado and York Mart/York Foods, etc. separately.

Trend in the number of stores

By region	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Hokkaido	11	11	11	11	11	10	9	8	7	6	6
Tohoku	10	10	10	10	10	10	10	9	9	9	8
Kanto	201	206	207	203	198	197	196	196	196	197	195
Chubu	17	16	16	14	14	14	13	12	10	10	10
Kinki	11	11	11	10	8	7	7	7	7	7	7
Chugoku	3	3	3	1	1	-	-	-	-	-	-
Total	253	257	258	249	242	238	235	232	229	229	226

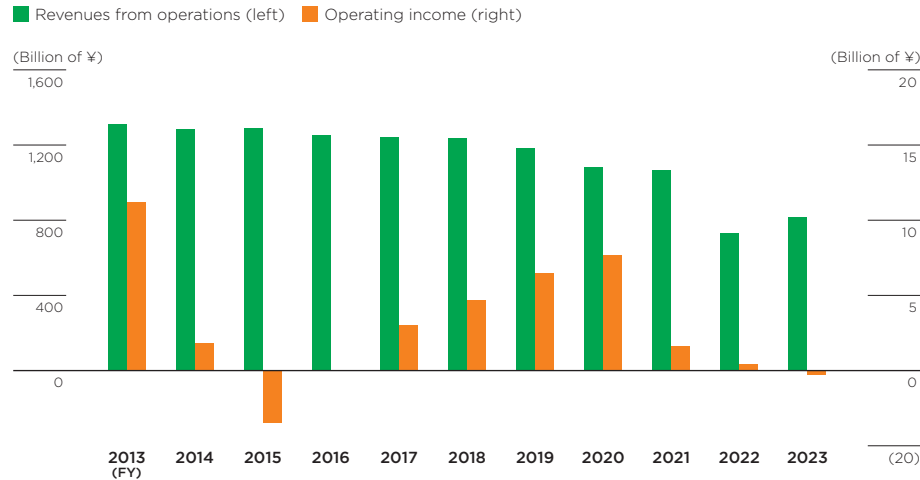
By format	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Superstores	137	136	136	127	121	116	112	104	99	97	95
Shopping centers	16	17	17	18	19	19	19	19	20	20	19
Food specialty stores	26	28	29	26	24	24	26	9	9	9	9
Ito-Yokado Total	179	181	182	171	164	159	157	132	128	126	123
York Mart/York Foods, etc.	74	76	76	78	78	79	78	100	101	103	103
Ito-Yokado Co., Ltd. Total	253	257	258	249	242	238	235	232	229	229	226

Note: Number of stores at fiscal year-end

Superstore Operations

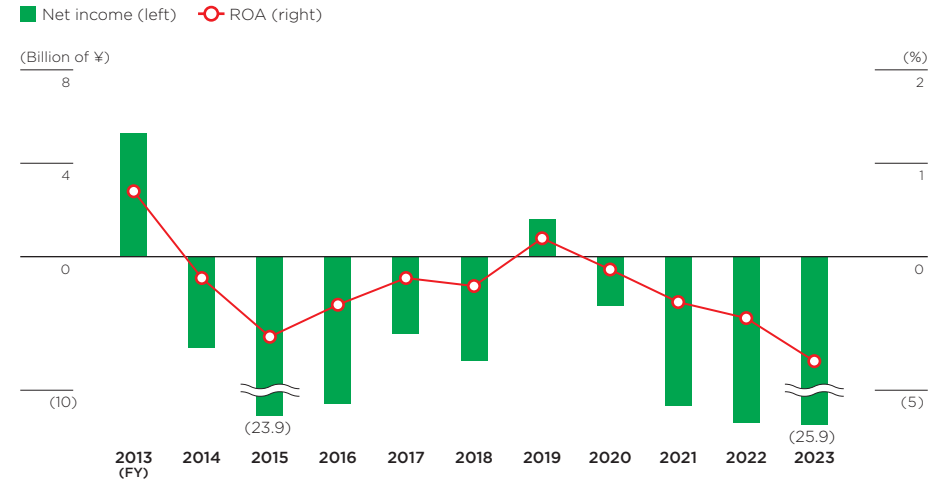
Ito-Yokado Co., Ltd.

Revenues from operations and Operating income



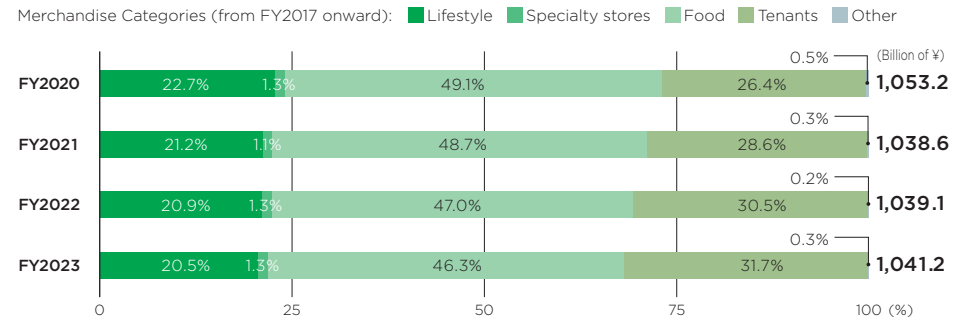
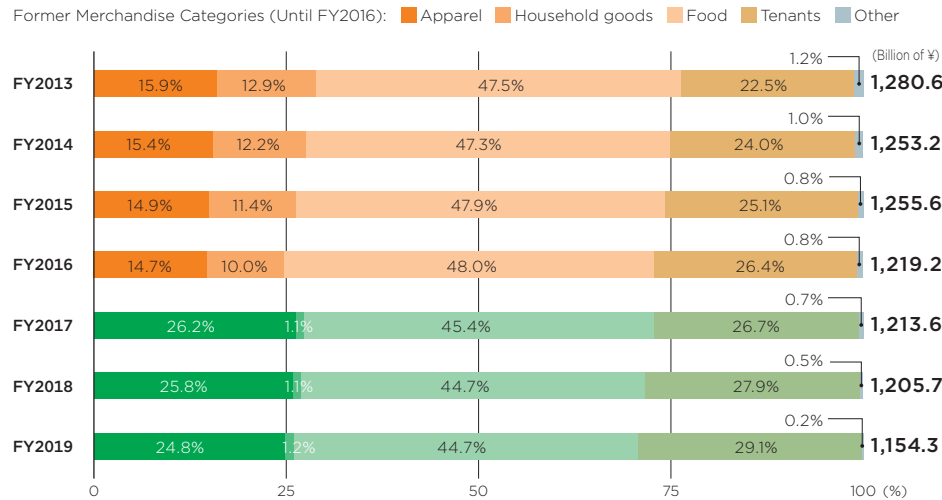
Note: "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

Net income and ROA



Ito-Yokado

Breakdown of sales by merchandise category



Notes: 1. Figures for Seven Bi no Garden Co., Ltd., since it was absorbed in FY2017, are reflected in household goods.
2. From FY2019, the previous product-based sales classifications have been revised from apparel, household goods, and food to lifestyle, specialty stores, and food. Figures for FY2017 and FY2018 have been calculated and displayed in the same manner.

Superstore Operations

York-Benimaru

(Millions of yen)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Revenues from operations	380,869	396,930	412,977	426,172	437,197	445,297	446,843	477,633	478,144	469,994	491,515
Net sales	374,781	390,492	406,223	418,729	429,064	437,201	438,637	469,057	469,415	458,991	479,931
Selling, general and administrative expenses	80,969	84,796	88,784	92,185	94,713	98,337	99,932	106,007	105,044	126,357	132,669
Operating income	12,714	12,820	13,324	14,054	14,070	12,801	13,100	16,548	14,704	18,013	18,701
Ordinary income	14,467	14,018	14,529	15,344	15,301	13,973	14,308	17,707	15,953	18,421	19,183
Net income	9,306	7,792	8,969	8,982	9,350	7,672	6,712	7,845	9,055	45,278	11,616
Capital expenditures	10,700	14,120	10,642	12,330	13,452	10,328	13,148	17,056	17,437	17,425	15,396
Depreciation and amortization	3,167	3,569	3,931	4,519	5,148	5,675	5,883	6,259	7,297	9,466	10,093
Total assets*1	168,013	182,267	184,894	177,983	184,302	183,481	190,090	199,509	201,144	247,713	261,881
Net assets	131,800	140,118	141,435	136,514	140,016	140,769	141,422	143,447	147,122	186,606	193,117
EBITDA	15,882	16,389	17,255	18,573	19,218	18,476	18,984	22,808	22,001	27,480	28,794
ROA (%)	5.7	4.4	4.9	5.0	5.2	4.2	3.6	4.0	4.5	20.2	4.6
Gross sales	-	-	-	-	-	-	-	-	-	477,377	498,309
Fresh food	123,054	132,110	139,489	145,105	149,910	153,597	154,442	169,112	167,111	167,563	173,838
Processed food	89,761	92,181	95,761	98,819	101,977	104,950	106,140	114,288	114,763	116,252	121,575
Daily food	71,510	73,843	77,433	81,101	84,097	86,551	87,235	94,955	95,394	97,652	103,815
Delicatessen	-	-	-	-	-	-	-	-	-	58,235	61,414
Food total	284,326	298,136	312,683	325,026	335,985	345,100	347,818	378,356	377,269	439,703	460,644
Apparel	17,597	16,614	15,887	14,967	13,531	12,761	11,747	10,751	10,314	10,156	10,143
Household goods	20,339	20,694	20,398	20,296	19,993	19,270	19,005	19,885	18,500	18,062	18,402
Merchandise sales	322,263	335,445	348,970	360,290	369,510	377,132	378,571	408,993	406,085	467,922	489,190
Tenants	52,518	55,047	57,253	58,439	59,553	60,069	60,066	60,064	63,330	9,455	9,119
Existing store sales increase (decrease) (%)	0.1	0.2	1.2	0.5	(0.4)	(1.0)	(1.2)	5.0	(0.4)	(0.8)	2.4
Number of customers (%)	0.7	(0.1)	1.5	0.8	0.0	(0.9)	(2.3)	(3.3)	(1.0)	(2.2)	(0.3)
Average spending per customer (%)	(0.6)	0.2	(0.3)	(0.3)	(0.5)	(0.2)	1.1	8.5	0.6	1.4	2.7
Merchandise gross profit margin (%)	25.6	25.6	25.7	25.8	25.7	25.8	26.1	26.4	25.8	30.3	30.4
Number of stores	193	200	205	213	220	225	232	235	237	246	248
Openings	11	8	6	9	11	7	8	5	5	11	5
Closures	2	1	1	1	4	2	1	2	3	2	3
Total sales floor space (m ²)	606,812	628,639	640,667	656,950	675,128	682,795	697,646	703,029	709,077	722,244	721,126
Directly managed sales floor space (m ²)	469,142	485,123	494,201	505,269	519,177	525,508	534,926	541,036	544,925	595,516	599,676
Sales per square meter (¥ Thousand)*2	721	721	727	733	735	727	721	764	752	783	800
Full-time employees (fiscal year-end)	2,538	2,614	2,660	2,685	2,697	2,747	2,766	2,810	2,866	3,142	3,132
Part-time employees*3	10,729	10,984	11,168	11,353	11,903	11,953	11,811	12,178	12,166	16,005	16,183
Ratio of part-time employees (%)	80.6	80.6	80.5	80.6	81.2	81.0	80.8	81.2	80.9	83.4	83.8
Sales per employee (¥ Thousand)*4	24,232	24,607	25,156	25,581	25,208	25,566	25,888	27,255	26,989	23,923	24,847

*1 "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, February 16, 2018) has been applied to total assets from FY2019 and reflected retroactively in the figures for FY2018.

*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space (excluding floor space of the stores which have been temporarily closed)

*3 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

*4 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

Notes 1: "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Net sales under the previous accounting method are shown as "Gross sales."

2: On March 1, 2022, York-Benimaru merged with Life Foods, which formerly produced and sold delicatessen mainly in York-Benimaru stores.

Superstore Operations

Store Formats

Ito-Yokado

Superstores (95 stores)



Ito-Yokado stores operate in 18 prefectures mainly in the Kanto region. They are implementing store structural reforms, including full utilization of leading specialty stores inside and outside the Group.

Food specialty stores (9 stores)



Stores that specialize in fresh and processed foods, as well as frequently purchased products such as household goods. 20 stores were transferred to York Co., Ltd. in June 2020.

Shopping centers (19 stores)



19 mall-type shopping centers are operating. They aggregate tenants anchored by Ito-Yokado as a core tenant.

(As of February 29, 2024)

York Mart/York Foods, etc.

Food specialty stores (103 stores)



A "lifestyle suggestion type" food supermarket will be developed in Tokyo and three prefectures. Aim to expand market share in the Tokyo Metropolitan Area as a core operating company in the Group's "Tokyo Metropolitan Area Food Strategy" by offering a range of products rooted in the region and unique merchandising that emphasizes ready-to-eat foods.

York-Benimaru

Food specialty stores (248 stores)



York-Benimaru supermarkets are focused mainly on food and operated in the southern Tohoku and northern Kanto regions. They strive to strengthen value propositions in fresh food and delicatessen items and the merchandise assortment in response to local needs.

THE GARDEN JIYUGAOKA

Food specialty stores (23 stores)



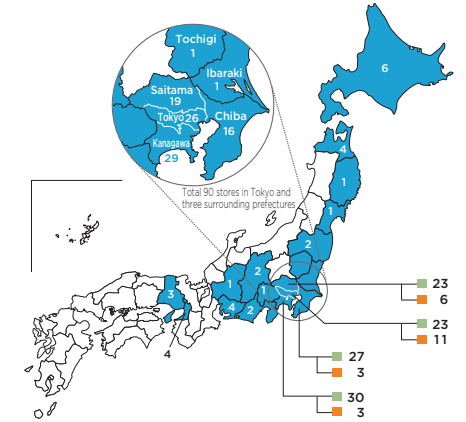
THE GARDEN JIYUGAOKA supermarkets are operated by SHELL GARDEN with a focus on fine-quality food. THE GARDEN JIYUGAOKA stores are operating in the Tokyo metropolitan area. Stores are filled with a wide variety of foods not just from within Japan, but from all around the world, and they are quick to introduce ingredients and provide meticulous service.

Store Network (Tokyo Metropolitan Area SST Operations)

Ito-Yokado stores operate in 18 prefectures, mainly in the Kanto region. York Mart/York Foods, etc. and THE GARDEN JIYUGAOKA are being developed in the Tokyo metropolitan area.

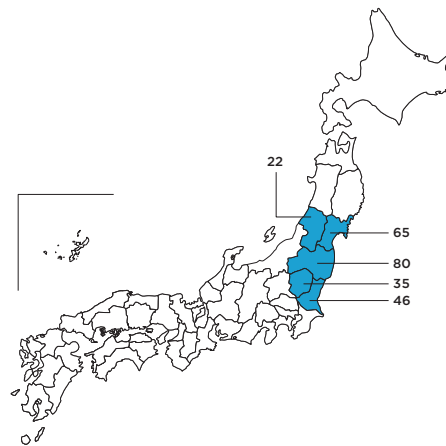
	Number of stores
Ito-Yokado	123
York Mart/York Foods, etc.	103
THE GARDEN JIYUGAOKA	23
Tokyo metropolitan area (Tokyo, Chiba, Kanagawa, Saitama)	216

(As of February 29, 2024)



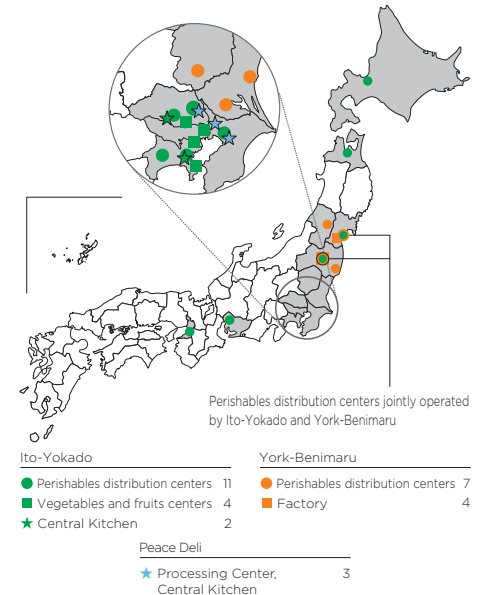
Store Network (York-Benimaru)

(As of February 29, 2024)



Number of Centers

(As of February 29, 2024)



Financial Services

Seven Bank

(Fiscal year-end March, Million of yen)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Ordinary income	99,832	105,648	110,465	113,109	116,650	119,567	120,275	111,672	110,298	120,509	128,899
Ordinary profits	37,142	38,258	39,002	38,911	42,262	43,059	45,013	34,593	28,412	31,500	29,123
Net income	22,325	24,457	26,107	26,871	29,106	14,572	27,675	15,825	18,135	19,508	19,320
Total assets	785,380	850,369	910,801	955,644	1,023,201	1,145,511	1,091,287	1,192,358	1,209,040	1,287,693	1,536,555
Net assets	151,142	166,814	183,174	199,602	217,036	219,667	229,866	231,687	236,925	243,627	248,252
Ordinary deposits (fiscal year-end)	227,728	253,040	292,142	336,023	393,753	294,235	324,531	383,290	423,038	452,691	482,906
Time deposits (fiscal year-end)	209,703	248,327	254,760	151,632	141,287	140,416	134,093	135,722	127,720	122,974	115,472
Individual deposit accounts (Thousand)	1,214	1,405	1,562	1,690	1,827	2,001	2,179	2,364	2,528	2,755	3,037
Number of installed ATMs (fiscal year-end)	19,514	21,056	22,472	23,368	24,392	25,152	25,215	25,676	26,253	26,913	27,422
7-Eleven	17,616	18,782	19,816	20,615	21,510	22,148	22,165	22,394	22,550	22,619	22,776
Ito-Yokado	312	315	320	305	294	288	284	254	254	263	264
York Mart/York Foods, etc.	59	67	70	74	76	76	75	95	96	98	99
York-Benimaru	71	86	118	154	167	188	231	236	238	258	265
Other ATMs in the Group companies	84	85	91	90	84	77	76	69	74	69	41
Outside the Group companies	1,372	1,721	2,057	2,130	2,261	2,375	2,384	2,628	3,041	3,606	3,977
Correspondent financial institutions	589	594	595	601	600	615	612	613	620	640	676
ATM-related fee income per transaction (¥)	131.2	136.2	133.6	133.1	132.9	132.9	130.9	121.4	108.8	108.3	109.3
Daily average transactions per ATM	107.8	100.9	98.8	95.5	94.1	92.3	92.1	90.5	96.5	101.5	105.0
Total number of transactions (Million)	736	743	782	796	815	829	849	836	910	980	1,039
With banking financial institutions (Million)	673	679	712	724	739	749	727	659	667	701	722
With non-banking institutions (Million)	62	64	70	71	75	80	121	177	242	278	316
International money transfer service											
Number of contract accounts (Thousand)	62	100	147	186	222	259	296	311	317	322	328
Cumulative number of transfers (Thousand)	391	633	816	979	1,079	1,144	1,214	1,227	1,104	893	747
Consumer loan service											
Number of contract accounts (Thousand)	34	55	73	86	95	97	101	110	122	148	184
Balance of loans	5,257	10,406	16,208	19,829	22,715	22,688	23,283	24,300	27,953	34,921	44,318
Gross profit margin (%)	52.2	62.6	80.6	64.9	72.7	73.5	63.7	53.7	47.0	40.5	29.1
Full-time employees (fiscal year-end)	458	445	456	472	468	460	487	470	505	549	614

Seven Card Service

(Fiscal year-end March)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Transaction volume (¥ Billion)*1	1,596.6	2,099.4	2,501.8	2,790.6	2,925.1	3,156.1	3,153.9	3,019.8	2,771.5	2,751.7	2,673.1
Number of cards issued (10 Thousand)											
SEVEN CARD plus / SEVEN CARD (credit card and point card)*2	350	359	351	347	348	355	362	366	366	361	354
nanaco (electronic money)*3	2,839	3,717	4,543	5,350	5,983	6,518	6,905	7,250	7,520	7,907	8,216
Full-time employees (fiscal year-end)	163	186	225	214	221	334	345	365	386	377	340

*1 Shopping transaction volume using electronic money and credit cards. *2 The number indicates active members. *3 The nanaco figure includes the number of mobile nanaco members.

Note : Seven Card Service was transferred from Seven Financial Service to Seven Bank on July 1, 2023. Figures for fiscal 2022 and before are for the 12 months ending in February. Figures for fiscal 2023 are for the 12 months ending in March.

Seven CS Card Service

(Fiscal year-end February)

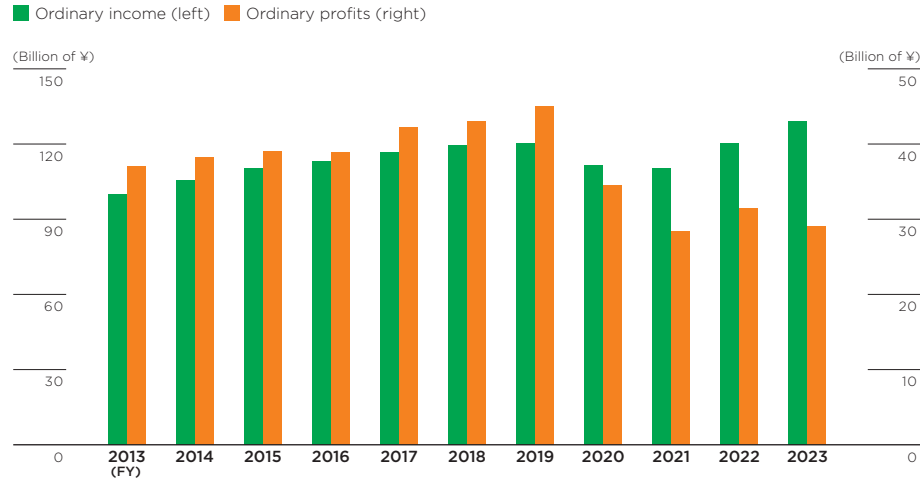
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Transaction volume (¥ Billion)*1	694.6	717.3	719.3	713.5	708.6	707.2	713.4	594.9	612.1	673.4	669.9
Number of cards issued (10 Thousand)											
CLUB ON/Millennium CARD SAISON*2	328	320	322	323	317	316	310	294	283	271	257
Full-time employees (fiscal year-end)	477	478	506	459	367	366	338	284	261	232	211

*1 Shopping transaction volume using electronic money and credit cards. *2 The number indicates active members.

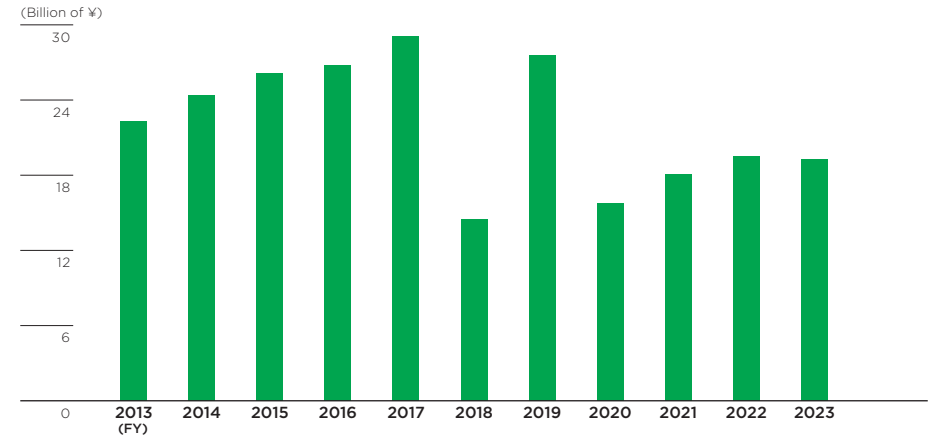
Financial Services

Seven Bank

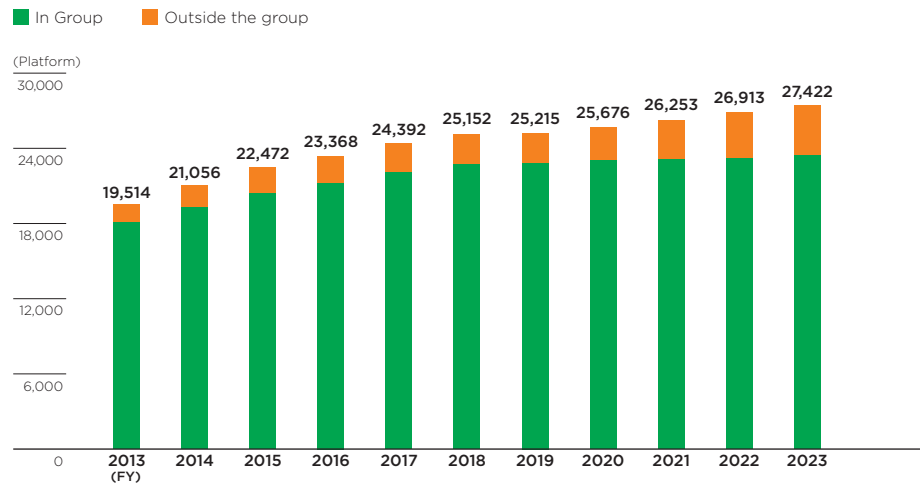
Ordinary income and Ordinary profits



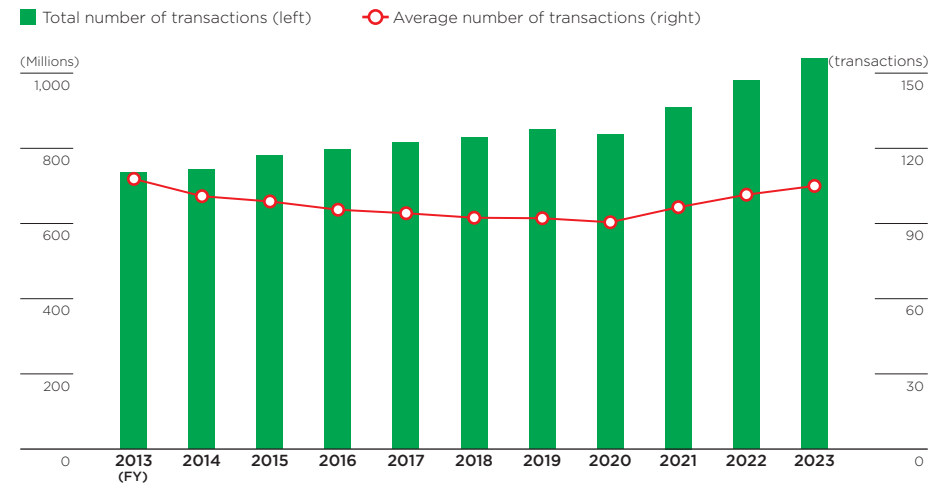
Net income



Number of ATMs



Number of ATM transactions



Note: All figures are as of the end of March.

Others

Akachan Honpo

(Millions of yen)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Net sales	85,141	92,899	102,716	102,765	104,687	102,639	96,744	75,559	79,153	80,184	82,989
Selling, general and administrative expenses	23,401	24,755	27,128	26,588	27,638	27,936	27,433	23,798	24,282	25,790	26,425
Operating income	2,365	2,866	3,315	2,909	3,381	3,503	2,906	90	382	451	1,584
Ordinary income	2,278	2,856	3,339	2,919	3,400	3,547	2,920	158	364	468	1,632
Net income	1,759	2,178	3,336	1,621	2,541	2,103	1,873	(481)	181	698	78
Capital expenditures	1,598	1,724	1,371	1,142	1,342	2,798	3,592	3,196	1,628	2,779	1,613
Depreciation and amortization	1,100	1,216	1,187	1,186	1,063	949	884	1,058	1,316	1,475	1,572
Total assets	28,554	29,720	32,401	31,065	31,916	33,464	34,440	37,977	36,356	36,945	35,219
Net assets	3,582	5,761	9,095	10,716	13,258	15,362	17,236	16,754	16,936	17,457	17,328
EBITDA	3,465	4,082	4,502	4,095	4,444	4,452	3,791	1,148	1,698	1,881	3,156
ROA (%)	6.1	7.5	10.7	5.1	8.1	6.4	5.5	(1.3)	0.4	1.9	0.2
Existing store sales increase (decrease) (%)	(1.8)	3.5	4.8	(3.2)	(0.4)	(3.9)	(6.8)	(26.0)	3.8	5.2	1.4
Merchandise gross profit margin (%)	30.3	29.7	29.6	28.7	29.6	30.6	31.4	31.6	31.2	32.4	33.3
Number of stores	93	99	103	106	110	110	117	117	121	124	126
Openings	8	7	8	8	8	6	10	3	5	7	4
Closures	7	1	4	5	4	6	3	3	1	4	2
Total sales floor space (m ²)	151,584	159,564	161,209	164,485	168,653	169,841	174,595	171,435	174,003	170,701	174,917
Sales per square meter (¥ Thousand)* ¹	562	582	631	626	622	607	557	443	458	453	474
Full-time employees (fiscal year-end)	877	895	929	917	885	909	919	959	903	871	862
Part-time employees* ²	1,745	1,745	1,889	1,958	1,919	2,054	1,908	1,518	1,580	1,587	1,626
Sales per employee (¥ Thousand)* ³	32,471	35,189	36,449	35,744	37,334	34,640	34,221	30,504	31,877	32,621	33,355
Memberships (Thousand)	1,794	1,855	1,972	2,067	2,121	2,172	2,148	1,850	1,872	1,839	1,772

*1 Sales per square meter = Merchandise sales ÷ Weighted average floor space

*2 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

*3 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)

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

Others

Seven & i Food Systems

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Revenues from operations	78,484	80,932	83,839	82,562	80,350	78,206	74,323	50,853	45,251	46,777	52,353
Net sales	78,112	80,685	83,680	82,394	80,188	78,047	73,868	50,317	44,765	46,224	51,909
Selling, general and administrative expenses	51,669	52,844	52,636	52,001	49,692	47,925	46,252	38,176	32,136	30,346	32,371
Operating income	829	163	1,021	515	842	1,291	420	(7,062)	(4,114)	(716)	976
Ordinary income	990	302	1,121	595	907	1,351	478	(6,942)	(4,066)	(720)	940
Net income	275	(449)	457	(1,688)	(523)	83	(1,301)	(8,884)	(3,910)	(4,042)	164
Capital expenditures	2,277	3,518	1,853	3,348	2,076	2,432	2,486	1,694	813	2,179	1,702
Depreciation and amortization	422	701	823	866	957	1,004	1,011	835	539	180	262
Total assets	44,511	46,700	43,979	40,901	36,638	35,751	35,034	27,729	24,126	22,655	23,164
Net assets	34,799	33,835	33,471	27,171	26,666	26,415	24,540	15,721	11,831	7,772	7,986
EBITDA	1,251	864	1,845	1,381	1,799	2,296	1,431	(6,225)	(3,574)	(535)	1,239
ROA (%)	0.6	(1.0)	1.0	(4.0)	(1.4)	0.2	(3.7)	(28.3)	(15.1)	(17.3)	0.7
Existing store sales increase (decrease) (Denny's) (%)	2.1	1.7	(0.2)	(2.8)	1.0	0.9	(1.6)	(29.7)	(3.5)	17.0	15.0
Number of customers (%)	(1.2)	(0.5)	(3.5)	0.0	(1.7)	(3.5)	(4.2)	(35.4)	(0.3)	14.9	7.6
Average spending per customer (%)	3.4	2.2	3.4	(2.8)	2.8	4.5	2.6	8.7	(3.2)	1.8	6.9
Merchandise gross profit margin (Denny's) (%)	69.4	68.8	68.2	68.4	68.0	68.2	68.1	65.6	67.3	67.1	67.1
Number of stores	844	840	851	815	749	716	679	614	545	497	489
Denny's	386	392	389	386	377	371	372	339	322	319	319
Others	458	448	462	429	372	345	307	275	223	178	170
Full-time employees (fiscal year-end)	1,290	1,368	1,416	1,387	1,350	1,307	1,257	1,184	962	890	801
Part-time employees*	9,972	10,013	9,453	8,938	8,137	7,390	6,849	5,380	4,552	4,256	4,098
Ratio of part-time employees (%)	88.4	87.9	86.9	86.2	85.3	84.6	83.9	81.4	82.0	82.2	83.0

* Part-time employees are counted by adjusting their working hours to a 163-hour working month.

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

Others

THE LOFT

(Millions of yen)

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Revenues from operations	85,136	88,304	95,645	100,264	103,668	103,427	106,408	82,472	90,043	96,048	110,637
Net sales	84,459	87,647	94,930	99,560	102,956	102,592	105,384	81,549	89,086	92,974	107,188
Selling, general and administrative expenses	33,058	33,920	36,572	38,225	38,304	38,055	39,380	34,504	35,351	37,454	41,339
Operating income	1,138	1,409	1,603	1,464	2,159	2,698	2,831	(2,178)	562	2,285	4,292
Ordinary income	1,080	1,374	1,579	1,381	2,072	2,650	2,769	(2,206)	454	2,182	4,211
Net income	(244)	701	572	138	908	1,388	1,484	(2,274)	(336)	243	2,410
Capital expenditures*1	1,895	1,228	2,727	1,963	2,266	1,737	2,411	3,420	1,420	2,008	2,093
Depreciation and amortization	1,153	1,014	1,048	1,099	1,133	1,121	1,242	1,477	1,513	1,493	1,607
Total assets	23,846	25,383	27,563	29,551	31,614	31,455	33,931	47,882	47,513	42,051	43,209
Net assets	10,965	11,667	12,022	12,055	12,878	13,987	14,872	12,290	11,954	12,195	14,605
EBITDA	2,291	2,423	2,651	2,563	3,292	3,820	4,074	(701)	2,075	3,779	5,899
ROA (%)	(1.0)	2.9	2.2	0.5	3.0	4.4	4.5	(5.6)	(0.7)	0.5	5.6
Existing store sales increase (decrease) (%)	(4.3)	0.9	4.4	0.1	3.3	(0.2)	0.5	(25.5)	6.5	11.1	13.3
Merchandise gross profit margin (%)	40.1	40.0	39.9	39.6	39.0	39.3	39.4	39.0	39.6	39.2	39.1
Number of stores	89	94	102	109	110	115	124	131	138	151	160
Openings	10	6	10	8	8	8	11	10	11	18	14
Closures	3	1	2	1	7	3	2	3	4	5	5
Total sales floor space (m ²)	116,235	120,962	128,040	135,286	134,083	135,083	138,368	139,468	144,944	147,579	145,841
Sales per square meter (¥ Thousand)**2	732	730	755	738	748	757	771	578	621	635	727
Full-time employees (fiscal year-end)	2,034	2,028	2,195	2,267	2,350	2,280	2,311	2,319	2,313	2,307	2,403
Part-time employees*3	1,742	1,971	2,112	2,140	2,066	2,188	2,343	2,119	1,994	2,133	2,242
Sales per employee (¥ Thousand)**4	23,585	23,740	23,852	24,668	26,352	26,991	27,968	23,427	25,067	25,812	28,179

*1 The calculation standards were changed in FY2022. Accordingly, figures for FY2013 through FY2021 have been restated.

*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space

*3 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

*4 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)

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

Others

Trend in the Number of Stores by Region

Akachan Honpo

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Hokkaido	4	4	3	3	3	3	3	3	3	3	3
Tohoku	4	4	4	4	4	4	4	4	4	4	4
Kanto	45	45	48	47	46	45	46	46	49	48	48
Chubu	14	16	17	17	18	18	20	21	20	20	20
Kinki	17	20	21	21	21	22	23	22	22	25	27
Chugoku	5	6	6	7	8	7	8	8	8	8	8
Shikoku	1	1	2	2	2	2	2	2	2	2	2
Kyushu, Okinawa	3	3	2	5	8	9	11	11	13	14	14
Total	93	99	103	106	110	110	117	117	121	124	126



Akachan Honpo

Denny's

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Tohoku	12	12	11	12	12	12	12	12	12	12	12
Kanto	281	289	286	281	276	272	272	248	234	231	231
Chubu	75	75	75	75	73	72	73	69	66	66	66
Kinki	18	16	17	18	16	15	15	10	10	10	10
Total	386	392	389	386	377	371	372	339	322	319	319



Denny's

Loft

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Hokkaido	2	2	2	1	1	1	1	1	2	2	4
Tohoku	5	5	5	5	5	5	6	7	7	7	6
Kanto	50	51	54	58	58	59	63	67	69	73	75
Chubu	10	10	13	13	13	14	16	16	19	22	22
Kinki	13	15	16	16	17	18	19	19	20	21	26
Chugoku	5	5	6	8	8	8	8	8	7	9	10
Shikoku	2	3	3	3	3	4	4	4	4	4	4
Kyushu, Okinawa	2	3	3	5	5	6	7	9	10	13	13
Total	89	94	102	109	110	115	124	131	138	151	160



Loft

Note: Number of stores at fiscal year-end

Stock Information

Major Shareholders

(As of February 29, 2024)

	Number of shares (Thousand shares)	Percentage of shares held (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	129,904	14.8
Ito-Kogyo Co., Ltd.	70,701	8.1
Custody Bank of Japan, Ltd. (Trust account)	44,644	5.1
JP MORGAN CHASE BANK 385632	33,070	3.8
SSBTC CLIENT OMNIBUS ACCOUNT	21,938	2.5
SMBN Nikko Securities Inc.	18,905	2.2
Nippon Life Insurance Company	17,672	2.0
MITSUI & CO., LTD.	16,222	1.9
STATE STREET BANK WEST CLIENT - TREATY 505234	14,317	1.6
JAPAN SECURITIES FINANCE CO., LTD.	12,419	1.4

* The calculation of the percentage of shares held does not include shares of treasury stock. The shares of treasury stock do not include shares held by the "Board Incentive Plan (BIP) Trust" (the "BIP Trust") and the "ESOP Trust for Granting Stock" (the "ESOP Trust").

* The Company conducted a 3-for-1 common share split on March 1, 2024. Above figures are before share split.

Classification of Shareholders

■ Financial institutions ■ Securities companies ■ Other domestic corporations
■ Foreign corporations ■ Individuals and others (including treasury stock)

As of February 28, 2018



As of February 28, 2019



As of February 29, 2020



As of February 28, 2021



As of February 28, 2022



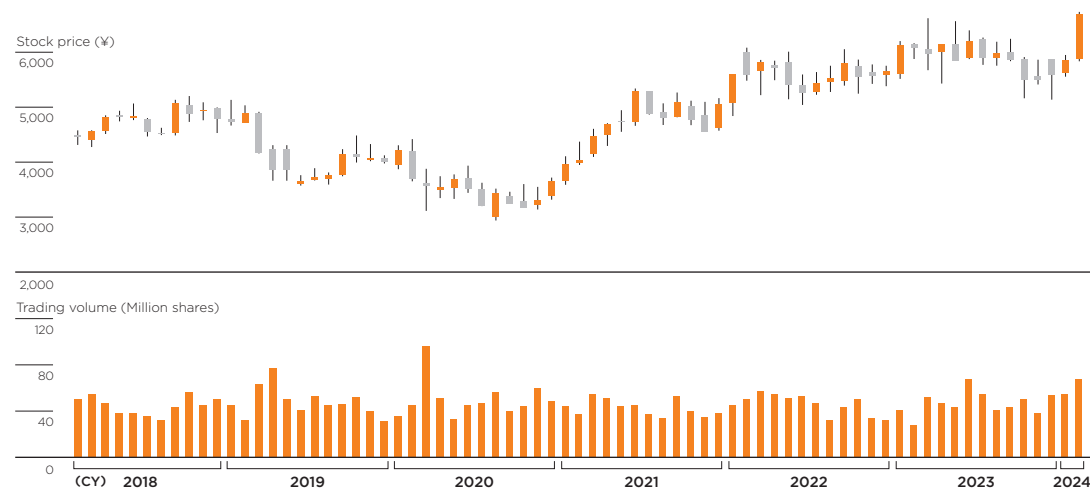
As of February 28, 2023



As of February 29, 2024



Stock Price Chart (Monthly)



	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Stock price (¥)						
Opening	4,409	4,893	3,623	4,150	5,656	6,050
High	5,203	4,916	4,373	6,083	6,203	6,734
Low	4,275	3,573	2,938	4,095	5,041	5,162
Closing	4,894	3,696	4,037	5,591	6,090	6,690
Trading volume (Million shares)	514	577	602	526	528	576

Investment Indices (Consolidated)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Number of shares outstanding Average (Shares)* ¹	884,568,131	883,508,868	882,927,577	883,065,915	883,189,201	882,170,378
End of period (Shares)* ¹	884,568,599	882,845,467	882,966,279	883,116,298	883,224,712	874,304,519
Net income per share (¥)	229.50	246.95	203.03	238.68	318.14	254.63
Cash flow per share (¥)	479.49	503.29	469.76	569.99	743.98	708.95
Net assets per share (¥)	2,850.42	2,946.83	3,022.68	3,375.50	3,933.93	4,250.83
Price earnings ratio (X)* ²	21.3	15.0	19.9	23.4	19.1	26.3
Price cash flow ratio (X)* ²	10.2	7.3	8.6	9.8	8.2	9.4
Price book value ratio (X)* ²	1.7	1.3	1.3	1.7	1.5	1.6
Dividends per share (¥)	95.00	98.50	98.50	100.00	113.00	113.00
Dividend payout ratio (%)	41.4	39.9	48.5	41.9	35.5	44.4
Ratio of total amounts of dividends to net assets (%)	3.4	3.4	3.3	3.1	3.1	2.8

*¹ Figures exclude treasury stock. A Board Incentive Plan for compensation of Directors and Audit & Supervisory Board Members and an Employee Stock Ownership Plan were introduced from FY2019, and the Company's shares held by these plans include treasury stock.

*² Calculated using the stock price at fiscal year-end.

The Company conducted a 3-for-1 common share split on March 1, 2024. Above figures are before share split.

Group History

■ Company establishment, capital policy and financial strategies ■ Store opening policy and operating strategies

Before the Establishment of Seven & i Holdings

1958	Apr.	■	Yokado Co., Ltd. incorporated
1971	Mar.	■	Yokado changed its name to Ito-Yokado Co., Ltd.
1972	Sep.	■	Ito-Yokado listed on the Tokyo Stock Exchange (TSE)
1973	Mar.	■	Business tie-up with Benimaru Corp.
	Nov.	■	York-Seven Co., Ltd. established under a license agreement with the largest U.S. convenience store chain operator, The Southland Corporation
	Nov.	■	Denny's Japan Co., Ltd. established under a license agreement with the U.S.-based restaurant chain, Denny's, Inc.
1974	May	■	Opened the first 7-Eleven store
1977	Jul.	■	Ito-Yokado registered American Depositary Receipts (ADRs) on NASDAQ
1978	Jan.	■	York-Seven changed its name to SEVEN-ELEVEN JAPAN CO., LTD.
1979	Oct.	■	Seven-Eleven Japan listed on the TSE
1980	Nov.	■	York-Benimaru listed on the TSE
1982	Feb.	■	Denny's Japan listed on the TSE
1986	Jul.	■	Ito-Yokado's ADRs transferred from NASDAQ small-cap listing to the National Market System
1991	Mar.	■	Ito-Yokado and Seven-Eleven Japan acquired and hold the major interest of The Southland Corporation through the IYG Holding Company
1996	Dec.	■	Chengdu Ito-Yokado Co., Ltd. established in Chengdu, Sichuan Province, China
1997	Sep.	■	Hua Tang Yokado Commercial Co., Ltd. established in Beijing, China
1999	May	■	The Southland Corporation changed its name to 7-Eleven, Inc.
2000	Jul.	■	7-Eleven, Inc. shares transferred from NASDAQ to NYSE
2001	Apr.	■	IYBank Co., Ltd. established
	Oct.	■	IY Card Service Co., Ltd. established
2003	May	■	Ito-Yokado abolished the registration of ADRs on NASDAQ
	Aug.	■	The number of 7-Eleven stores in Japan topped 10,000
2004	Jan.	■	SEVEN-ELEVEN (BEIJING) CO., LTD. established in Beijing, China
2005	Apr.	■	Grand opening of Ario Soga, the first Ario shopping center

Seven & i Holdings—From Establishment until Today

2005	Sep.	■	Seven & i Holdings Co., Ltd. was established and listed on the TSE
	Oct.	■	IYBank changed its name to Seven Bank, Ltd.
	Nov.	■	7-Eleven, Inc. made a wholly owned subsidiary Made 7-Eleven, Inc. a wholly owned subsidiary with the aim of increasing long-term profits and promoting a global strategy.
	Nov.	■	Ito-Yokado opened Ario Sapporo and Ario Kawaguchi
2006	Feb.	■	Seven and Y Corp. made a subsidiary Made Seven and Y a subsidiary as the core company in Group IT strategy.
	May	■	7-Eleven stores in Japan commenced installation of the Sixth-Generation Total Information System
	Jun.	■	Millennium Retailing, Inc. made a wholly owned subsidiary through a stock-for-stock exchange To strengthen the Group's department store operations, made Millennium Retailing, parent of Sogo Co., Ltd. and The Seibu Department Stores, Ltd., a wholly owned subsidiary.
	Jul.	■	Seven & i Holdings cancelled 427,509,908 shares of treasury stock Cancelled the shares of Seven-Eleven Japan and Denny's Japan, which Ito-Yokado had owned at the time of listing.
	Aug.	■	White Hen Pantry, Inc. acquired by 7-Eleven, Inc. The White Hen Pantry, Inc. convenience store chain owned approx. 200 stores in Chicago, U.S.
	Sep.	■	York-Benimaru made a wholly owned subsidiary through a stock-for-stock exchange Positioned as the core operating company of the supermarket operations after transformation from an equity method affiliate to a wholly owned subsidiary.
	Nov.	■	Group Merchandising Reform Project launched
2007	Jan.	■	Seven & i Food Systems Co., Ltd. established Established a new company with the aim of integrating and restructuring food services.
	Mar.	■	THE LOFT CO., LTD. made a subsidiary Millennium Retailing made THE LOFT, a nationwide chain of miscellaneous goods specialty stores, into a subsidiary.
	Mar.	■	7-Eleven became the world's largest store chain
	Apr.	■	Seven-Eleven Japan launched <i>nanaco</i> , the Group's proprietary electronic money service
	May	■	Started sales of Seven Premium, the Group's new private-brand products
	Jul.	■	Akachan Honpo Co., Ltd. made a subsidiary Ito-Yokado made Akachan Honpo, a nationwide chain of baby and children's products specialty stores, into a subsidiary.
	Aug.	■	Sales of Seven Premium products commenced at 7-Eleven stores in Japan
	Sep.	■	Denny's Japan, Famil, and York Bussan merged into Seven & i Food Systems

	Nov.	■	FUJIKOSHI CO., LTD. made a subsidiary York-Benimaru made FUJIKOSHI, a supermarket chain in Fukushima Prefecture, into a subsidiary.
	Dec.	■	NitteleSeven Co., Ltd. established by Nippon Television Network Corporation, Dentsu Inc., and Seven & i Holdings Seeking the integration of retail business and media, NitteleSeven was established to develop a new business strategy.
	Dec.	■	Chengdu Ito-Yokado opened its Jin Hua store in Chengdu, Sichuan Province, China
	Dec.	■	<i>nanaco</i> introduced at Denny's restaurants
2008	Jan.	■	SEVEN & i FINANCIAL GROUP CO., LTD. established Established to oversee the Group's financial services-related management operations, excluding banking.
	Feb.	■	Seven & i Holdings cancelled 11,329,000 shares of treasury stock Cancelled all shares of treasury stock acquired from Seven-Eleven Japan in January 2008.
	Feb.	■	Seven Bank listed on the JASDAQ Securities Exchange
	Mar.	■	<i>nanaco</i> introduced at Ito-Yokado stores
	Mar.	■	Ito-Yokado opened Ario Otori
	Apr.	■	SEVEN-ELEVEN CHINA Co., Ltd. established Established to promote the development of 7-Eleven stores in China through area licensees.
	Apr.	■	QUICPay, postpaid electronic money, introduced at all 7-Eleven stores in Japan
	Jun.	■	<i>nanaco</i> credit charge services launched
	Jul.	■	Seven & i Holdings issued 1st, 2nd, and 3rd unsecured domestic straight bonds in the total amount of ¥100 billion
	Jul.	■	Seven & i Net Media Co., Ltd. established Established to further strengthen and take overall responsibility for IT-related operations.
	Jul.	■	Seven & i Holdings cancelled 50,000,000 shares of treasury stock Cancelled all shares of treasury stock acquired from the market.
	Aug.	■	Seven & i Holdings made a business and capital tie-up with AIN PHARMACIEZ INC. A business and capital tie-up was made to promote cooperation with store openings, pharmaceutical product sales and development.
	Aug.	■	Seven Farm Tomisato Co., Ltd. established—The Group's first agricultural production corporation
	Aug.	■	Ito-Yokado opened THE PRICE Nishiarai, its first discount store
2009	Jan.	■	Seven Culture Network Co., Ltd. established Established to start a new business by integrating existing community school business and travel business.
	Jan.	■	Seven Premium products received the "Most Excellent Award, Nikkei Award" of the 2008 Nikkei Superior Products and Services Awards

Group History

■ Company establishment, capital policy and financial strategies ■ Store opening policy and operating strategies

- 2009**
- Apr.** ■ 7-Eleven store openings through an area licensee commenced in Shanghai, China
 - Aug.** ■ Millennium Retailing, Sogo, and The Seibu Department Stores were merged, and Sogo, as a surviving company, changed its name to Sogo & Seibu Co., Ltd.
 - Sep.** ■ SEVEN-ELEVEN (BEIJING) opened its first stores in Tianjin, China
 - Sep.** ■ Seven-Eleven Japan entered a business alliance with Keihin Electric Express Railway Co., Ltd. Business alliance formed with the aim of converting stores inside Keikyuu Line stations into 7-Eleven stores.
 - Oct.** ■ Edy electronic money system introduced at all 7-Eleven stores in Japan
 - Nov.** ■ Started sales of wine simultaneously in Japan and North America as the Group's first private-brand product for the global market
 - Nov.** ■ Chengdu Ito-Yokado opened its Jian She Lu store in Chengdu, Sichuan Province, China
 - Dec.** ■ New England Pantry, Inc. acquired by 7-Eleven, Inc. The New England Pantry, Inc. convenience store chain owned 58 stores in Boston, U.S.
 - Dec.** ■ Seven & i Holdings made a business and capital tie-up with PIA CORPORATION
A business and capital tie-up was made to promote cooperation with tickets and event-related businesses as well as membership businesses.
 - Dec.** ■ Seven and Y changed its name to Seven Net Shopping Co., Ltd.
 - Dec.** ■ Seven Net Shopping launched—The Group's internet shopping service
-
- 2010**
- Jan.** ■ Seven Bank started consumer loan services
 - Mar.** ■ Seven & i Holdings made capital participation in Tower Records Japan, Inc.
Capital participation to foster cooperation in the entertainment, IT and internet fields.
 - Mar.** ■ The number of *nanaco* cards issued exceeded 10 million
 - Jun.** ■ Seven & i Holdings cancelled 20,000,000 shares of treasury stock by purchasing them from the market
 - Jun.** ■ Seven & i Holdings issued 4th, 5th, and 6th unsecured domestic straight bonds in the total amount of ¥110 billion
 - Jun.** ■ Seven & i Asset Management Co., Ltd. established
Established to acquire and own trust beneficiary right (fixed assets) of SEIBU Ikebukuro.
 - Jun.** ■ All 7-Eleven stores in Japan started handling credit card transactions using IY Cards and JCB cards
 - Jul.** ■ Seven Farm Co., Ltd. established
Established to enable centralized management of new agricultural production corporation launches and expansion, as well as the development of a food recycling network.
 - Sep.** ■ Signed basic agreement concerning comprehensive business alliance with Credit Saison Co., Ltd.
Concluded the agreement to establish a joint venture between Credit Saison and Sogo & Seibu, thereby strengthening the Group's card business.
-
- 2011**
- Mar.** ■ SEVEN & i FINANCIAL GROUP CO., LTD., SE CAPITAL CORPORATION and Seven Cash Works Co., Ltd. merged, and SE CAPITAL, as a surviving company, changed its name to Seven Financial Service Co., Ltd.
 - Mar.** ■ Seven-Eleven Japan acquired the 7-Eleven trademark in Japan
Seven-Eleven Japan acquired the rights held by 7-Eleven, Inc. for the use of the 7-Eleven trademark in Japan.
 - Mar.** ■ 7-Eleven, Inc. acquired retail interests
7-Eleven, Inc. acquired a total of 183 convenience stores and other properties in Florida, U.S., previously held by Exxon Mobil Corporation.
 - Mar.** ■ Lease agreement to operate retail stores by 7-Eleven, Inc.
7-Eleven, Inc. signed a lease agreement with the Illinois State Toll Highway Authority to operate 13 sites located at Tollway Oases in Illinois, U.S.
 - Mar.** ■ All 7-Eleven stores in Japan started accepting payments and charges utilizing regional railway company electronic money systems
 - Mar.** ■ Seven Bank launched an international money transfer service
The service was launched in collaboration with Western Union, which offers the world's largest-scale money transfer services.
 - Apr.** ■ Seven CS Card Service Co., Ltd. made a subsidiary
Initiative aimed at providing more comprehensive services in credit card, electronic money, and point services through cooperation with Seven Card Service.
-
- 2012**
- Jan.** ■ Annual store sales of Seven-Eleven Japan topped ¥3 trillion for the first time
 - Jan.** ■ 7-Eleven, Inc. acquired retail interests
7-Eleven, Inc. acquired 51 convenience stores and other properties in Texas, U.S., previously held by Exxon Mobil Corporation.
 - Feb.** ■ 7-Eleven, Inc. acquired retail interests
7-Eleven, Inc. acquired 55 convenience stores operated by Sam's Mart LLC in North Carolina and South Carolina, U.S.
 - Mar.** ■ Seven Financial Service and K.K. York Insurance merged with Seven Financial Service as the surviving company
 - Mar.** ■ Started sales of electronic books via Seven Net Shopping
 - Mar.** ■ *nanaco* introduced at York Mart stores
 - Mar.** ■ Introduced Senior *nanaco*—electronic money issued with no service fees for customers aged 65 and older
 - Apr.** ■ *nanaco* introduced at York-Benimaru stores
 - May** ■ Started sales of the Seven Lifestyle brand of stationery and daily commodities with the concept of "Adding Higher Quality to Everyday Lives"
 - Jun.** ■ Established SHAN DONG ZHONG DI CONVENIENCE CO., LTD.
The company was established by Seven-Eleven Japan as a joint venture with Zhongdi Group Co., Ltd. to develop 7-Eleven stores in Shandong, China.
 - Jun.** ■ Acquisition of retail interests by 7-Eleven, Inc.
7-Eleven, Inc. acquired 23 convenience stores operated by Strasburger Enterprises, Inc. in Texas, U.S. The company also acquired 18 convenience stores operated by Open Pantry Food Marts of Wisconsin, Inc. in Wisconsin, U.S.
 - Jul.** ■ Seven Raku-Raku Delivery home delivery service was launched
 - Jul.** ■ Ito-Yokado (China) Investment Co., Ltd. established
In the superstore business in China, Ito-Yokado (China) Investment was established to oversee business and allow direct investment in its subsidiaries.

Group History

■ Company establishment, capital policy and financial strategies ■ Store opening policy and operating strategies

- 2012**
- 2012 Sep.** ■ **Changed the business objective and increased the capital investment in SEVEN-ELEVEN CHINA Co. Ltd., and changed the company name to SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.**
 - Oct.** ■ **Established SEJ Asset Management & Investment Company**
The company was established to strengthen the business framework for expanding operations and increasing earnings in North America.
 - Oct.** ■ **Acquisition of retail interests by 7-Eleven, Inc.**
7-Eleven, Inc. acquired the following retail interests: 74 convenience stores operated by Prima Marketing LLC as an area licensee of 7-Eleven for West Virginia, Ohio, Pennsylvania, and Kentucky, U.S.; 67 convenience stores and the fuel wholesale business operated by EZ Energy USA, Inc. in Ohio and Pennsylvania, U.S.; 58 convenience stores operated by Handee Marts, Inc. as an area licensee of 7-Eleven for West Virginia and Maryland, U.S.; 12 convenience stores operated by Fast Track, Inc. in North Carolina, U.S.
 - Nov.** ■ **SEVEN-ELEVEN (TIANJIN) CO., LTD. established**
The company was established to proactively expand business operations in Tianjin, China.
 - Nov.** ■ **Acquisition of retail interests by 7-Eleven, Inc.**
7-Eleven, Inc. acquired 174 convenience stores and the fuel wholesale business operated by Tetco, Inc. in Texas and Utah, U.S.
 - Dec.** ■ **Acquisition of retail interests by 7-Eleven, Inc.**
7-Eleven, Inc. acquired 143 convenience stores and the fuel wholesale business operated by C.L. Thomas, Inc. in Texas, U.S.
-
- 2013**
- 2013 Feb.** ■ **The number of 7-Eleven stores in Japan topped 15,000**
 - Mar.** ■ **7-Eleven, Inc. signed a lease agreement**
7-Eleven, Inc. signed an agreement to operate 19 convenience stores in Pennsylvania, U.S., owned by Lehigh Gas Partners LP.
 - Mar.** ■ **Seven Bank issued 8th, 9th, and 10th series unsecured domestic straight bonds in the total amount of ¥55 billion**
 - Apr.** ■ **Seven Financial Service and Seven Card Service launched SEVEN CARD plus featuring nanaco electronic money functionality**
 - Apr.** ■ **Seven & i Holdings issued 7th, 8th, and 9th unsecured domestic straight bonds in the total amount of ¥100 billion**
 - Apr.** ■ **Acquisition of retail interests by 7-Eleven, Inc.**
7-Eleven, Inc. acquired 46 convenience stores operated by CB Mart, Inc. in South Carolina, U.S.
 - Jul.** ■ **Ito-Yokado entered a business and capital alliance with DAICHI CO., LTD.**
Business and capital alliance formed with the aim of strengthening the food retail business base in the Hokkaido area.
 - Sep.** ■ **Seven Bank's wholly owned U.S. subsidiary FCTI acquired the ATM business of Global Access Corp.**
 - Oct.** ■ **Seven-Eleven Japan entered a business alliance with Shin-Keisei Electric Railway Co., Ltd.**
Business alliance formed with the aim of converting stores inside Shin-Keisei Line stations into 7-Eleven stores.
-
- 2014**
- 2014 Nov.** ■ **Seven-Eleven Japan celebrated its 40th founding anniversary**
 - Dec.** ■ **Capital and business alliance agreement signed with Nissen Holdings Co., Ltd.**
Capital and business alliance formed with the aim of using the catalogue and internet businesses of Nissen Holdings to advance the Omni-Channel Strategy.
 - Dec.** ■ **Business alliance formed with Tenmaya Store Co., Ltd. and Tenmaya Company, Limited**
Ito-Yokado entered capital alliance with Tenmaya Store
Business alliance formed with the aim of strengthening the retailing operation base in Okayama and Hiroshima Prefectures.
 - Dec.** ■ **Entered a capital and business alliance with BALS CORPORATION**
Capital and business alliance formed with the aim of selling high-value-added products through joint development of sundries-related products and pursuing collaboration in the Omni-Channel field.
-
- 2015**
- 2015 Dec.** ■ **Started opening 7-Eleven stores in Chongqing, China**
 - 2015 Jan.** ■ **Grand opening of Chengdu Ito-Yokado's Wenjiang store**
 - 2015 Jan.** ■ **SEVEN CAFÉ received "Most Excellent Award, Nikkei Award" of the 2013 Nikkei Superior Products and Services Awards**
 - 2015 Jan.** ■ **Acquired shares of Barneys Japan Co., Ltd.**
Acquired shares with the aim of strengthening product development capabilities in the department store business and to form alliances in the Omni-Channel field.
 - 2015 Jan.** ■ **Nissen Holdings made a consolidated subsidiary**
 - 2015 Mar.** ■ **Seven Net Shopping was merged by Seven & i Net Media**
 - 2015 Mar.** ■ **Ito-Yokado was awarded the Minister of Agriculture, Forestry and Fisheries FY2013 35th Food Industry Outstanding Corporation Award in the environmental division**
 - 2015 Mar.** ■ **Seven-Eleven Japan entered into a business alliance with West Japan Railway Company and West Japan Railway Daily Service Net Co., Ltd.**
A business alliance formed to enable refurbishment of stores so they can become tie-up stores inside stations associated with West Japan Railway Co.
 - 2015 May** ■ **Completion of the Fuel Storage Station**
Stockpiled 400 kiloliters of fuel in Sugito Town, Saitama Prefecture, for emergency delivery to evacuation centers and stores.
 - 2015 May** ■ **Seven-Eleven Japan Memorial Foundation conducted Sendai Bay Seven & i Forest Project tree-planting**
Supported regeneration of coastline trees as a disaster countermeasure in coastal areas along Sendai Bay with the Forestry Agency's Sendai Forestry Management Office.
 - 2015 Jul.** ■ **Seven-Eleven Japan entered a business alliance with JR Shikoku Railway Co., Ltd. and Shikoku Kiosk Co.**
Business alliance formed with the aim of remodeling existing stores into tie-up stores within the JR Shikoku service area.
 - 2015 Jul.** ■ **Started a new three-year plan for the Tohoku Kakehashi Project, a plan to support recovery from the Great East Japan Earthquake**
 - 2015 Nov.** ■ **Grand opening of GRAND TREE MUSASHIKOSUGI**
 - 2015 Nov.** ■ **Received the Best IR Award at the 19th Annual IR Grand Prix held by the Japan Investor Relations Association**
 - 2015 Dec.** ■ **Seven Bank issued 11th series of unsecured domestic straight bonds in the total amount of ¥15 billion**
 - 2015 Jan.** ■ **Awarded the Prime Minister's Award in the 1st Leading Companies Where Women Shine Awards held by the Prime Minister's Office**
 - 2015 Jan.** ■ **Awarded a FY2014 Corporate Activity Award by the TSE**
 - 2015 Feb.** ■ **Converted Barneys Japan into a consolidated subsidiary**
 - 2015 Feb.** ■ **Annual store sales of Seven-Eleven Japan topped ¥4 trillion**
 - 2015 Mar.** ■ **Opened dedicated Online Supermarket store**
Started operating the Seven & i Online Supermarket Nishi Nippori store.
 - 2015 Mar.** ■ **Business alliance formed with MANDAI Co., Ltd.**
Business alliance formed with the aim of further growth in the food retail business base in the Kansai area.
 - 2015 Apr.** ■ **Seven-Eleven Japan entered a business alliance with Kobe Electric Railway Co., Ltd. and Shintetsu Tourist Co., Ltd.**
Business alliance formed with the aim of converting stores inside Shintetsu Line stations into 7-Eleven stores.
 - 2015 May** ■ **Acquisition of retail interests by 7-Eleven, Inc.**
Acquired 181 convenience stores operated by Tedeschi Food Shops, Inc. in Massachusetts, U.S.
 - 2015 Jun.** ■ **Seven & i Holdings issued 10th, 11th, and 12th unsecured domestic straight bonds in the total amount of ¥120 billion**
 - 2015 Oct.** ■ **Seven-Eleven Japan entered a business alliance with OSAKA MONORAIL CO., LTD.**
Business alliance formed with the aim of converting stores inside Osaka Monorail stations into 7-Eleven stores.
 - 2015 Nov.** ■ **Grand opening of omni7**
 - 2015 Nov.** ■ **Acquired the fuel wholesale business operated by 7-Eleven, Inc.**
Acquired 101 retail businesses related to gasoline and the fuel wholesale business operated by Biscayne Petroleum, LLC and Everglades Petroleum, LLC in Florida, U.S.
 - 2015 Nov.** ■ **Ito-Yokado awarded the METI Minister's Prize in the large retailer category of the Ninth METI Minister's Awards for Best Contributors to Product Safety**
 - 2015 Dec.** ■ **Ito-Yokado awarded the Outstanding Prize (Health, Labour and Welfare Minister's Prize) in the First Awards at the 2015 for Enterprises Promoting Part-Time Workers to Play Active Roles at Work**
-
- 2016**
- 2016 Mar.** ■ **7-Eleven, Inc. acquired retail interests**
7-Eleven, Inc. acquired 148 convenience stores operated by Imperial Oil Limited in Alberta and British Columbia, Canada.
 - 2016 Apr.** ■ **Grand opening of SEVENPARK ARIO KASHIWA**
 - 2016 Jun.** ■ **7-Eleven, Inc. acquired retail interests**
7-Eleven, Inc. acquired 79 gas stations and convenience stores operated by CST Brands, Inc. in California and Wyoming, U.S.
 - 2016 Jul.** ■ **Ito-Yokado awarded the Supply Chain Innovation Award (Ministry of Economy, Trade and Industry)**

Group History

■ Company establishment, capital policy and financial strategies ■ Store opening policy and operating strategies

- | | | |
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| <p>2016</p> <p>Aug. ■ 7-Eleven topped 60,000 stores globally</p> <p>Oct. ■ Published the three-year medium-term management plan</p> <p>Oct. ■ Reached a basic agreement for a capital and business alliance with H2O Retailing Corp.
Capital and business alliance formed to effectively utilize the store networks, products and services of both groups with the aims of reallocating resources from the department store business and enhancing convenience and satisfaction among customers living in the Kansai area.</p> <p>Oct. ■ Ito-Yokado certified as a “L-Boshi” gender-advanced company based on the law to promote active roles for women in the workplace</p> <p>Nov. ■ Nissen Holdings made a wholly owned subsidiary</p> <p>Nov. ■ Certified as a “L-Boshi” gender-advanced company based on the law to promote active roles for women in the workplace</p> <hr/> <p>2017</p> <p>Jan. ■ Opened “Chengdu Ito-Yokado Meishan store”</p> <p>Mar. ■ Chosen as a Nadeshiko Brand for 2017 under the Nadeshiko Brand program of the Ministry of Economy, Trade, and Industry and the Tokyo Stock Exchange</p> <p>May ■ 10th anniversary of Seven Premium</p> <p>Jun. ■ Opened the first 7-Eleven store in Vietnam</p> <p>Jun. ■ Opened the first 7-Eleven store in Zhejiang Province, China</p> <p>Jul. ■ Reached a basic agreement for a business alliance with ASKUL Corporation
The two companies mutually referred customers between the Group's e-commerce website omni7 and ASKUL's e-commerce website LOHACO, offering a new business format that uses the LOHACO platform. Business tie-up with aims that include starting the IY Fresh service.</p> <p>Oct. ■ Started childcare service for employees of franchised stores
Opened the Seven Nanairo Nursery School.</p> <p>Oct. ■ Seven-Eleven Japan phased in the 7th-Generation Total Information System nationwide</p> <p>Oct. ■ Seven-Eleven Japan established the wholly owned subsidiary SEVEN-ELEVEN OKINAWA Co., Ltd.</p> <p>Nov. ■ Grand opening of PRIMETREE AKAIKE</p> <hr/> <p>2018</p> <p>Jan. ■ 7-Eleven, Inc. acquired part of Sunoco LP's business
7-Eleven, Inc. acquired 1,030 gas stations and convenience stores operated by Sunoco LP in Texas, Florida, and elsewhere in the U.S.</p> <p>Jan. ■ 7-Eleven topped 20,000 stores in Japan</p> <p>Feb. ■ Received the Excellence Award for its Sustainable Value Report in the Environmental Report Section of the 21st Environmental Communication Awards hosted by the Ministry of the Environment and the Global Environmental Forum</p> <p>Feb. ■ Received Bronze Class Distinction in the RobecoSAM Sustainability Awards 2018</p> <p>Apr. ■ Business alliance formed with IZUMI CO., LTD.
Business alliance formed with the aim of raising operational efficiency and increasing profits through the effective utilization of management resources and expertise.</p> <p>May ■ Opened the first 7-Eleven store in Jiangsu Province, China</p> | <p>Jun. ■ Launched Seven & i Data Labo
Striving to solve daily life issues and social issues through the shared use of data in different industries.</p> <p>Jun. ■ Established Seven Pay Co., Ltd.
Established with the aim of creating a payment service using smartphones as part of a digital strategy responding to changes in the business environment.</p> <p>Jul. ■ Seven-Eleven Japan entered a business alliance with Odakyu Electric Railway Co., Ltd. and Odakyu Shoji Co., Ltd.
Formed a business alliance with the aim of promoting expanded store openings along Odakyu railway lines and business development.</p> <p>Jul. ■ Business alliance with Zoshinkai Holdings Inc.
Formed a business alliance with the aim of further success and maximizing corporate value for both parties by spurring growth in the business profits of both groups.</p> <p>Sep. ■ Issued US \$ 600 million unsecured straight corporate bonds</p> <p>Oct. ■ Seven-Eleven Japan awarded Gold certification, the highest rating in the PRIDE INDEX</p> <hr/> <p>2019</p> <p>Jan. ■ Seven-Eleven Japan started joint use of parking spaces for delivery vehicles following an agreement between the three major convenience store companies
Parking spaces near any stores operated by the three major convenience store companies can be used to maintain flow of deliveries.</p> <p>Mar. ■ Selected as a Semi-Nadeshiko Brand under the Nadeshiko Brand program of the Ministry of Economy, Trade, and Industry and the Tokyo Stock Exchange</p> <p>Mar. ■ Opened the first 7-Eleven store in Hubei Province, China</p> <p>Apr. ■ Formulated the Seven-Eleven Japan “Action Plan”
A guideline for responding to changes in the social structure and environment, coexisting with diverse societies as a social infrastructure for customers in their respective regions, and realizing sustainable growth.</p> <p>May ■ Seven & i Group's Environmental Goals “GREEN CHALLENGE 2050” established
To respond to various changes in the social environment (e.g., changes in societal needs and environmental issues), we will now work to realize a rich and sustainable society together with our customers, business partners and all other stakeholders.</p> <p>Jun. ■ Selected to become a participating company in the Ministry of the Environment's CE Challenge</p> <p>Jul. ■ Opened the first 7-Eleven store in Okinawa Prefecture
Finally achieved opening 7-Eleven stores in all 47 prefectures in Japan.</p> <p>Aug. ■ Announced support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)</p> <p>Aug. ■ Opened the first 7-Eleven store in Shaanxi Province, China</p> <p>Oct. ■ Opened the first Akachan Honpo store in Taiwan</p> <p>Nov. ■ Opened the first 7-Eleven store in Fujian Province, China</p> <p>Dec. ■ 7-Eleven topped 70,000 stores globally</p> <hr/> <p>2020</p> <p>Feb. ■ 7-Eleven selected for the first time for Best Japan Brands 2020, ranking 18th</p> <p>Feb. ■ Annual store sales of Seven-Eleven Japan reached a record high of ¥5 trillion</p> | <p>Mar. ■ Acquisition of shares of Brown-Thompson General Partnership and 7-Eleven, L.L.C. by 7-Eleven, Inc.
Acquisition of shares for the purpose of further increasing earnings in North America by strengthening product appeal and enhancing the store network.</p> <p>Mar. ■ Included in the Health and Productivity Management Organization 2020 White 500</p> <p>May ■ Opened the first York Foods store, a new type of supermarket</p> <p>May ■ Opened the first 7-Eleven store in Hunan Province, China</p> <p>Jun. ■ York Mart changed its name to York Co., Ltd. and restructured its supermarkets in the Tokyo metropolitan area</p> <p>Aug. ■ 7-Eleven, Inc. signed an agreement on the acquisition of shares and other equity interests of Speedway, etc.
Signed an agreement to expand the store network and increase earnings in North America, as well as to strengthen ESG leadership.</p> <p>Oct. ■ Agreement to establish a PET bottle recycling plant joint venture with Veolia Japan K.K. and Mitsui & Co., Ltd.
Agreed to establish a joint venture to achieve a circular economy through PET bottle recycling.</p> <p>Oct. ■ Opened the first 7-Eleven store in Henan Province, China</p> <p>Dec. ■ Seven & i Holdings issued 13th, 14th and 15th unsecured domestic straight bonds in the total amount of ¥350 billion sourcing</p> <p>Dec. ■ Participated in RE100, a global initiative aiming for 100% renewable energy sourcing</p> <hr/> <p>2021</p> <p>Feb. ■ 7-Eleven, Inc. issued U.S. dollar-denominated straight bonds in the total amount of \$10.95 billion</p> <p>Feb. ■ Seven & i Holdings made capital participation in R Plus Japan, Ltd.
Capital participation to develop a technology and a system for recycling used plastics.</p> <p>Mar. ■ Included in the Health and Productivity Management Organization 2021 White 500</p> <p>Mar. ■ Seven-Eleven Japan Memorial Foundation concluded an agreement with the Ministry of the Environment and the Environmental Partnership Council to cooperate on environmental conservation and joint initiatives
An agreement to cooperate on the promotion of environmental conservation activities and initiatives, as well as on initiatives to achieve the SDGs.</p> <p>Apr. ■ Introduced green electricity, including offsite PPAs, in some stores
Cooperation with the NTT Group to realize 100% renewable electricity in the Group's store operation.</p> <p>May ■ 7-Eleven, Inc. completed the acquisition of shares and other equity interests of Speedway, etc.
7-Eleven, Inc. acquired shares and other interests from multiple companies operating convenience store and fuel retail businesses operated by Marathon Petroleum Corporation mainly under the Speedway brand.</p> <p>Jun. ■ Selected as DX Stock 2021 for the first time</p> <p>Jun. ■ Capital participation in Kyoei J&T Recycling
Capital participation to develop technologies and mechanisms to recycle used PET bottles</p> |
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Group History

■ Company establishment, capital policy and financial strategies ■ Store opening policy and operating strategies

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| <p>2021</p> <p>Jul. ■ Medium-Term Management Plan announced</p> <p>Jul. ■ Peace Deli Co., Ltd. was split into Ito-Yokado Co., Ltd. and York Co., Ltd.</p> <p>Jul. ■ Decided to open a large online supermarket center in Shin-Yokohama
Opening for the purpose of strengthening the Last Mile measure</p> <p>Jul. ■ Peace Deli decided to build a food manufacturing plant in Honda, Chiba
Construction to strengthen the Group's food strategy</p> <p>Jul. ■ Seven-Eleven Japan established Seven Global Linkage
Established to realize a multicultural society through support and management of human resource development and employment promotion across borders</p> <p>Jul. ■ Transfer of some shares of Francfranc to Blue Wedge Limited.</p> <p>Aug. ■ Included in the FTSE4Good Index Series and FTSE Blossom Japan Index (ESG investment indexes)
Included in FTSE4Good for the 7th consecutive year and FTSE Blossom Japan for the 5th consecutive year</p> <p>Aug. ■ First 7-Eleven store opened in Cambodia</p> <p>Sep. ■ Sogo & Seibu absorbed Seven & i Asset Management Co., Ltd.</p> <p>Sep. ■ Participated in the Afu no Wa project
Participated in a project launched in June 2020 by the Ministry of Agriculture, Forestry and Fisheries, the Consumer Affairs Agency, and the Ministry of the Environment to promote initiatives for sustainable production and consumption.</p> <p>Oct. ■ First 7-Eleven store opened in India</p> <p>Oct. ■ Seven Mile Program won the Good Design Award</p> <p>Oct. ■ Apple Pay™ began to support nanaco.</p> <p>Nov. ■ Grand Opening of Seven Park Amami</p> <hr/> <p>2022</p> <p>Jan. ■ 7-Eleven International LLC begun full operation
Aims to improve 7-Eleven global brand value</p> <p>Mar. ■ Stocks of Oshman's Japan were transferred to ABC Mart, Inc.</p> <p>Mar. ■ Revised the Seven & i Group's material issues</p> <p>Mar. ■ York-Benimaru absorbed Life Foods.</p> <p>Apr. ■ The Company and Seven Bank were shifted to the prime market due to market reclassification by the TSE</p> <p>Apr. ■ Management message sent to the Company's shareholders and other stakeholders
Management Message: "To Become a World-Class Global Retailer Group"</p> <p>Jun. ■ Concluded a basic agreement for securing renewable energy power sources
Concluded a basic agreement with NTT Anode Energy Corporation for supplying renewable energy with additionality to Seven & i on a long-term basis</p> | <p>Aug. ■ Acquired FTSE Russell ESG Rating 4.3, which evaluates initiatives to address potential ESG risks</p> <p>Aug. ■ 15th anniversary of <i>Seven Premium</i>
Cumulative sales topped ¥13 trillion</p> <p>Sep. ■ Launched <i>Seven Premium's</i> new brand "SEVEN THE PRICE"</p> <p>Sep. ■ Concluded an agreement with Ochanomizu University on comprehensive collaborative cooperation on SDGs</p> <p>Oct. ■ Released a Group strategy video "Group synergy "Food" - Outlook for Maximizing Corporate Value Through Group Synergy" for creating group synergy starting from food</p> <p>Oct. ■ Acquired the MSC/ASC CoC certification, a certification for distribution management of certified marine products produced with consideration for the natural environment</p> <p>Oct. ■ Participated in a demonstration experiment for promoting the health of the elderly, conducted in collaboration with Hachioji City, Tokyo</p> <p>Nov. ■ Decided to transfer the shares of Sogo & Seibu to Sugi Godo Kaisha, a special purpose company which is a related entity of Fortress Investment Group LLC</p> <hr/> <p>2023</p> <p>Jan. ■ First 7-Eleven store opened in Israel</p> <p>Mar. ■ Announced the Update to the Medium-Term Management Plan and the Results of the Group Strategy Reevaluation</p> <p>Mar. ■ The Group's first common infrastructure "Peace Deli Nagareyama Kitchen" started operation
Began supplying merchandise to approximately 200 Ito-Yokado and York stores in the Tokyo metropolitan area</p> <p>Apr. ■ Decided to transfer shares of Seven Card Service to Seven Bank</p> <p>May ■ Transfer of shares of Barneys Japan to Laox Holdings Co., LTD.</p> <p>Jun. ■ Decided to absorb York Co., Ltd. by Ito-Yokado Co., Ltd.</p> <p>Jul. ■ Transfer of shares of Seven Card Service to Seven Bank</p> <p>Sep. ■ Transfer of shares of Sogo & Seibu to Sugi Godo Kaisha, a special purpose company which is a related entity of Fortress Investment Group LLC</p> <p>Sep. ■ Ito-Yokado Co., Ltd. absorbed York Co., Ltd.</p> <p>Sep. ■ Acquired the highest rating of 3 Star in the "Benchmarking" hosted by HDI-Japan
"7iD Account Service Center" acquired the highest rating of 3 Star for the first time in the "Inquiry Desk Ratings" of the "HDI Benchmarking."</p> <p>Sep. ■ First 7-Eleven store opened in Laos</p> | <p>Sep. ■ Acquired FTSE Russell ESG Rating 4.5, which evaluates initiatives to address potential ESG risks
Included in the FTSE4Good Index Series for the 9th consecutive year, FTSE Blossom Japan Index for the 7th consecutive year and FTSE Blossom Japan Sector Relative Index for the 2nd consecutive year.</p> <p>Sep. ■ 7iD members topped 30 million</p> <p>Sep. ■ Expanded activities in line with recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to Ito-Yokado and York-Benimaru</p> <p>Nov. ■ 7-Eleven International LLC signed an agreement on the acquisition of shares of Convenience Group Holdings Pty Ltd. in Australia
Signed the agreement to expand store network in the Australian market to promote global CVS strategy.</p> <p>Dec. ■ Selected as a component of "World Index" of "Dow Jones Sustainability™ Indices," "Asia/Pacific Index," for the 15th consecutive year
Became the sole company selected among Japanese retailers selling groceries as a component of "World Index."</p> <hr/> <p>2024</p> <p>Jan. ■ Decided to acquire a portion of the business from Sunoco LP by 7-Eleven, Inc.
Acquired assets to expand store network and revenues in North America.</p> <p>Feb. ■ "AI-KATA" project won the excellence award in "SUPER-DX contest" sponsored by Ministry of Economy, Trade and Industry
The application "AI-KATA," which aims to improve the operational efficiency of retail employees, was praised for focusing on the issues faced by frontline employees and providing a solution that is close to the frontline.</p> <p>Feb. ■ "Peace Deli Chiba Kitchen" started operation</p> <p>Feb. ■ York-Benimaru and Ito-Yokado concluded an agreement with Ibaraki Prefecture on "Comprehensive Collaborative Agreement"</p> <p>Feb. ■ Opened new concept stores "SIP Store"
New concept stores under "SEJ-IY Partnership (commonly known as SIP)" launched by Seven-Eleven Japan and Ito-Yokado to create new group synergies.</p> <p>Apr. ■ 7-Eleven International LLC completed the acquisition of shares of Convenience Group Holdings Pty Ltd. in Australia
Acquired the shares to expand store network in the Australian market to promote global CVS strategy.</p> <p>Apr. ■ Announced the contents of the discussions on the recommendations of Strategy Committee and the action plan to maximize the Group's corporate and shareholder value</p> <p>Apr. ■ 7-Eleven, Inc. completed the acquisition of a portion of the business from Sunoco LP
Acquired assets to expand store network and revenues in North America.</p> <p>May ■ Concluded an agreement to transfer of Nissen Holdings Shares to Ci Medical Co.,Ltd.</p> |
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