

Brief Summary FY2023

(Year Ended February 29, 2024)

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Appendix

"Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc.

"Accounting Standard for Revenue Recognition", etc. have been applied since the fiscal year ended February 28, 2023.

Reclassification of operating segments

In accordance with the results of the group strategy reevaluation, we have reclassified our business segments, effective from the fiscal year ended February 29, 2024. Figures for the same period of the previous year have been revised to reflect the new classification.

Transfer of subsidiary shares

We transferred all of the issued shares of Sogo & Seibu Co., Ltd. on September 1, 2023. As a result, Sogo & Seibu Co., Ltd., and its subsidiaries were excluded from the scope of consolidation.

Fiscal periods of consolidated subsidiaries

	Q1	Q2	Q3	Fiscal year
Consolidated subsidiaries except for below	May	August	November	February
Overseas subsidiaries	March	June	September	December
Seven Bank, Ltd. and its domestic consolidated subsidiaries	June	September	December	March

Note: For consolidated subsidiaries ending fiscal year in December, financial statements for the fiscal year ended December have been adopted.

For consolidated subsidiary ending fiscal year in March, financial statements which were applied correspondingly to regular financial statements on February have been adopted.

The information disclosed by the Company may contain forward-looking statements. These statements are based on management's judgment in accordance with materials available to the Company at the time of disclosure, with future projections based on certain assumptions. The forward-looking statements therefore incorporate various risks, estimates, uncertainties and as such, actual results and performance may differ from the future outlook included in disclosed information due to various factors, such as changes in business operations and the financial situation going forward.

■ Consolidated Results

Results

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Group's total sales	14,243,270	129.0	17,842,688	125.3	17,789,927	99.7	17,815,000	100.1
Revenues from operations	8,749,752	151.7	11,811,303	135.0	11,471,753	97.1	11,246,000	98.0
Domestic convenience store operations	873,239	-	890,293	102.0	921,706	103.5	943,000	102.3
Overseas convenience store operations	5,194,327	-	8,846,163	170.3	8,516,939	96.3	8,410,000	98.7
Superstore operations	1,810,728	-	1,449,165	80.0	1,477,384	101.9	1,448,000	98.0
Financial services	194,399	-	194,295	99.9	207,479	106.8	210,000	101.2
Others	731,430	-	488,304	66.8	411,305	84.2	310,000	75.4
Eliminations / Corporate	(54,374)	-	(56,920)	-	(63,060)	-	(75,000)	-
Operating income (loss)	387,653	105.8	506,521	130.7	534,248	105.5	545,000	102.0
Domestic convenience store operations	223,396	-	232,033	103.9	250,544	108.0	260,000	103.8
Overseas convenience store operations	159,866	-	289,703	181.2	301,628	104.1	318,700	105.7
Superstore operations	19,024	-	12,395	65.2	13,588	109.6	18,600	136.9
Financial services	37,549	-	37,140	98.9	38,172	102.8	36,000	94.3
Others	(8,647)	-	2,593	-	2,688	103.6	1,700	63.2
Eliminations / Corporate	(43,536)	-	(67,344)	-	(72,373)	-	(90,000)	-
Ordinary income	358,571	100.3	475,887	132.7	507,086	106.6	502,000	99.0
Special gains	22,011	211.0	13,510	61.4	15,912	117.8	-	-
Special losses	68,728	63.0	86,636	126.1	245,991	283.9	-	-
Income before income taxes	311,854	120.5	402,761	129.2	277,007	68.8	-	-
Net income attributable to owners of parent	210,774	117.6	280,976	133.3	224,623	79.9	293,000	130.4
ROA (%)	2.7		2.9		2.1		-	-

Number of shares outstanding

Average	2,649,197,745	2,649,567,603	2,646,511,134
End of period	2,649,348,894	2,649,674,136	2,622,913,557

[Reference] Medium-Term Management Plan 2021-2025 key consolidated financial KPIs

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
EBITDA	751,491	119.9	995,319	132.4	1,054,951	106.0	1,102,000	104.5
Operating cash flow (excl. financial services)	630,807	138.1	832,804	132.0	778,398	93.5	-	-
Free cash flow level (excl. financial services)	279,597	211.7	474,055	169.5	391,694	82.6	-	-
ROE (%)	7.5		8.7		6.2		7.8	
ROIC (excl. financial services)	4.8		5.2		4.1		5.5	
Debt/EBITDA ratio	3.9		3.0		2.6		2.3	
Net income per share (EPS) (yen)	79.56	117.6	106.05	133.3	84.88	80.0	112.05	132.0
EPS before amortization of goodwill (yen)	106.47	138.0	148.58	139.6	130.19	87.6	162.53	124.8

Exchange rates

(Yen)

		Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecasts)	
Income statements	U.S.\$1=	109.90	131.62	140.67	145.00				
	1yuan=	17.04	19.50	19.82	19.00				
Balance sheets	U.S.\$1=	115.02	132.70	141.83	-				
	1yuan=	18.06	19.01	19.93	-				

- Notes:
- Group's total sales include the sales of franchisees of Seven-Eleven Japan, Seven-Eleven Okinawa and 7-Eleven, Inc.
 - "Eliminations / Corporate" in operating income includes the Company's operating expenses relating to the Group strategy.
 - ROA: Net income attributable to owners of parent / Average of total assets at the beginning and the end of each fiscal year
 - EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill*
*Amortization of goodwill: Only figure included in SG&A expenses
 - Operating cash flow represents management accounting figures based on NOPAT (excl. financial services).
 - Free cash flow is based on management accounting figures (excl. financial services) and is calculated by excluding M&A as a strategic investment from investment cash flow.
 - ROE: Net income attributable to owners of parent / Average of owners' equity*
*Owners' equity: Net assets - Subscription rights to shares - Non-controlling interests
 - ROIC: {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)}
 - EPS: Net income attributable to owners of parent / Average shares outstanding during the period
 - EPS before amortization of goodwill: (Net income attributable to owners of parent + Amortization of goodwill) / Average shares outstanding during the period
 - The Company resolved to acquire its own shares at the meeting of the Board of Directors held on November 30, 2023. The estimated impact of acquisition of own shares and cancellation of treasury stock are taken into account in regards to "EPS" and "EPS before amortization of goodwill" in the forecast for the fiscal year ending February 28, 2025.
 - Number of shares outstanding at each fiscal year-end and of average shares over each fiscal period do not include treasury stock.
Seven & i Holdings introduced the BIP Trust and ESOP Trust and its shares held by these Trusts are included in the number of treasury stock.
 - The Company conducted a 3-for-1 common share split on March 1, 2024. "Number of shares outstanding (average)", "Number of shares outstanding (end of period)", "EPS" and "EPS before amortization of goodwill" are calculated as if the share split had occurred at the beginning of the fiscal year ended February 28, 2022.

Major Factors for the Change

	(Millions of yen)		(Billions of yen)
	Fiscal Year Ended Feb. 29, 2024	Change	Major Factors for the Change
Group's total sales ^{*1}	17,789,927	(52,760)	Total store sales at Seven-Eleven Japan: +196.5 Total store sales at 7-Eleven, Inc.: (241.9) [Effect of exchange rate: +666.2]
Revenues from operations	11,471,753	(339,549)	Domestic CVS: +31.4, Overseas CVS: (329.2), Superstore: +28.2, Financial services: +13.1 [Effect of exchange rate: +548.0]
Operating income (loss)	534,248	+27,727	[Effect of exchange rate: +19.2]
Domestic convenience store operations	250,544	+18,511	Seven-Eleven Japan: +18.1 Revenues: +32.6, Gross profit margin: +7.5, SG&A expenses: (22.0) Others: +0.35
Overseas convenience store operations	301,628	+11,925	7-Eleven, Inc.: +17.3 [of which, effect of exchange rate: +26.6] Revenues: +59.5, Gross profit margin: +25.7, SG&A expenses: (67.8) Others: +1.6 Amortization of goodwill: (7.1) [of which, effect of exchange rate: (7.4)]
Superstore operations	13,588	+1,193	Ito-Yokado: (1.6) Revenues: +30.3, Gross profit margin: (10.4), SG&A expenses: (21.5) York-Benimaru: +0.68 Revenues: +6.6, Gross profit margin: +0.31, SG&A expenses: (6.3) Others: +2.1
Financial services	38,172	+1,032	
Others	2,688	+94	
Eliminations / Corporate ^{*2}	(72,373)	(5,029)	
Ordinary income	507,086	+31,198	Increase in operating income, increase in non-operating income
Income before income taxes	277,007	(125,753)	Increase in ordinary income, increase in special losses
Net income attributable to owners of parent	224,623	(56,353)	

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

*2. "Eliminations / Corporate" in operating income includes the Company's operating expenses relating to the Group strategy.

Segment Information

Operating segment information

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024			Fiscal Year Ending Feb. 28, 2025 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)	Composition(%)		YOY(%)
Assets (end of period)	8,739,279	125.8	10,550,956	120.7	10,592,117	100.4	100.0		
Domestic convenience store operations	-	-	1,204,038	-	1,272,137	105.7	12.0		
Overseas convenience store operations	-	-	5,764,895	-	6,101,146	105.8	57.6		
Superstore operations	-	-	975,836	-	991,748	101.6	9.4		
Financial services	-	-	1,905,942	-	1,763,916	92.5	16.7		
Others	-	-	571,810	-	182,364	31.9	1.7		
Eliminations / Corporate	-	-	128,432	-	280,805	218.6	2.7		
Capital expenditures	439,630	116.5	431,961	98.3	473,770	109.7	100.0	575,700	121.5
Domestic convenience store operations	99,801	-	95,913	96.1	128,460	133.9	27.1	172,500	134.3
Overseas convenience store operations	178,435	-	188,641	105.7	192,737	102.2	40.7	219,700	114.0
Superstore operations	60,458	-	49,542	81.9	46,659	94.2	9.8	96,300	206.4
Financial services	37,323	-	34,223	91.7	54,679	159.8	11.5	45,700	83.6
Others	19,094	-	24,862	130.2	26,619	107.1	5.6	14,300	53.7
Eliminations / Corporate	44,516	-	38,778	87.1	24,613	63.5	5.2	27,200	110.5
Depreciation and amortization	292,561	124.2	376,097	128.6	400,789	106.6	100.0	425,000	106.0
Domestic convenience store operations	80,781	-	85,553	105.9	90,172	105.4	22.5	96,200	106.7
Overseas convenience store operations	127,193	-	192,968	151.7	207,066	107.3	51.7	216,600	104.6
Superstore operations	28,600	-	35,388	123.7	36,994	104.5	9.2	40,900	110.6
Financial services	31,783	-	32,227	101.4	34,463	106.9	8.6	39,600	114.9
Others	15,337	-	14,985	97.7	10,440	69.7	2.6	6,600	63.2
Eliminations / Corporate	8,865	-	14,973	168.9	21,651	144.6	5.4	25,100	115.9
Amortization of goodwill	71,276	284.6	112,700	158.1	119,912	106.4	100.0	132,000	110.1
Domestic convenience store operations	-	-	-	-	-	-	-		
Overseas convenience store operations	67,355	-	108,756	161.5	115,862	106.5	96.6		
Superstore operations	3,098	-	3,098	100.0	3,137	101.3	2.6		
Financial services	359	-	381	106.3	449	117.7	0.4		
Others	462	-	462	100.0	462	100.0	0.4		
Corporate	-	-	-	-	-	-	-		
EBITDA	751,491	119.9	995,319	132.4	1,054,951	106.0	100.0	1,102,000	104.5
Domestic convenience store operations	304,178	-	317,587	104.4	340,717	107.3	30.8	356,200	104.5
Overseas convenience store operations	354,415	-	591,428	166.9	624,557	105.6	56.5	663,500	106.2
Superstore operations	50,723	-	50,883	100.3	53,720	105.6	4.9	62,700	116.7
Financial services	69,692	-	69,749	100.1	73,085	104.8	6.6	75,800	103.7
Others	7,152	-	18,041	252.2	13,591	75.3	1.2	8,700	64.0
Eliminations / Corporate	(34,670)	-	(52,371)	-	(50,721)	-	-	(64,900)	-
Impairment loss	27,775	78.3	48,950	176.2	57,079	116.6	100.0		
Domestic convenience store operations	9,944	-	8,918	89.7	9,383	105.2	16.4		
Overseas convenience store operations	2,359	-	9,816	416.0	17,368	176.9	30.4		
Superstore operations	6,359	-	15,589	245.2	24,887	159.6	43.6		
Financial services	761	-	78	10.3	1,523	-	2.7		
Others	7,949	-	13,423	168.9	2,440	18.2	4.3		
Eliminations / Corporate	400	-	1,124	280.8	1,476	131.3	2.6		

Notes: 1. Capital expenditures include long-term leasehold deposits, advances for store construction, and investments related to store openings for each fiscal year and beyond, and do not include the increase of future amortization of assets under the Accounting Standard for Asset Retirement Obligations. Figures for actual results do not include goodwill and others related to the acquisition of stores, etc.

"Eliminations / Corporate" in capital expenditures includes capital expenditures relating to the Group strategy.

2. "Eliminations / Corporate" in depreciation and amortization includes depreciation and amortization of assets relating to the Group strategy.

3. Amortization of goodwill include only the amount recorded in SG&A expenses.

4. EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill

5. Impairment losses respectively include 1,365 million yen for the fiscal year ended February 28, 2022; 5,530 million yen for the fiscal year ended February 28, 2023; 14,069 million yen for the fiscal year ended February 29, 2024.

Geographic area segment information

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		
		YOY(%)		YOY(%)		YOY(%)	Composition(%)
Assets (end of period)	8,739,279	125.8	10,550,956	120.7	10,592,117	100.4	-
Japan	4,547,790	99.0	4,688,504	103.1	4,383,197	93.5	41.4
North America	4,110,757	178.5	5,753,041	140.0	6,088,831	105.8	57.5
Others	81,507	161.2	110,512	135.6	121,635	110.1	1.1
Eliminations	(776)	-	(1,101)	-	(1,547)	-	-
Revenues from operations	8,749,752	151.7	11,811,303	135.0	11,471,753	97.1	-
Japan	3,468,840	101.0	2,930,711	84.5	2,915,628	99.5	25.4
North America	5,170,053	231.6	8,824,900	170.7	8,494,845	96.3	73.9
Others	112,500	111.7	71,990	64.0	77,138	107.2	0.7
Eliminations	(1,642)	-	(16,299)	-	(15,859)	-	-
Operating income	387,653	105.8	506,521	130.7	534,248	105.5	-
Japan	227,174	85.4	235,110	103.5	248,521	105.7	45.4
North America	159,507	160.2	287,265	180.1	297,926	103.7	54.4
Others	1,029	127.7	(1,355)	-	1,517	-	0.3
Eliminations	(58)	-	(14,499)	-	(13,716)	-	-

Note: "Others" consists of the results in the China, etc.

Interest-Bearing Debt & Ratings

Interest-bearing debt (end of period)

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024	
		YOY(%) / change		YOY(%) / change		YOY(%) / change
Short-term loans	140,146	22.6	143,568	102.4	84,882	59.1
Current portion of long-term loans	121,280	82.6	145,605	120.1	138,530	95.1
Current portion of bonds	60,000	89.7	355,823	593.0	334,039	93.9
Subtotal	321,427	38.6	644,997	200.7	557,452	86.4
Long-term loans	994,399	274.2	936,070	94.1	824,616	88.1
Bonds	1,582,906	280.2	1,394,728	88.1	1,356,585	97.3
Subtotal	2,577,306	277.8	2,330,799	90.4	2,181,202	93.6
Total	2,898,733	164.6	2,975,797	102.7	2,738,654	92.0
Ratio to total assets (%)	33.2	+7.8	28.2	(5.0)	25.9	(2.3)
Ratio to owners' equity (%)	97.2	+31.2	85.6	(11.6)	73.7	(11.9)

Interest-bearing debt by operating segment (end of period)

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024	
		YOY(%)		YOY(%)		YOY(%)
Domestic convenience store operations	-	-	-	-	-	-
Overseas convenience store operations	1,500,345	-	1,703,683	113.6	1,585,017	93.0
Superstore operations	-	-	-	-	526	-
Others	169,806	-	152,299	89.7	19,963	13.1
Corporate	940,974	-	839,974	89.3	868,974	103.5
Subtotal	2,611,126	-	2,695,957	103.2	2,474,481	91.8
Financial services	287,607	-	279,839	97.3	264,172	94.4
Total	2,898,733	164.6	2,975,797	102.7	2,738,654	92.0

(As of February 29, 2024)

Bond information

	Amount	Date of issue	Coupon	Redemption date
Issued by Seven & i Holdings				
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.				
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				
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

Ratings

(As of March 31, 2024)

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

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

Consolidated Balance Sheets

				(Millions of yen)	
		Feb. 28, 2023	Feb. 29, 2024	Feb. 28, 2023	Feb. 29, 2024
		Amount	Amount	Amount	Amount
ASSETS				LIABILITIES	
Current assets		3,060,653	3,035,666	Current liabilities	
Cash and bank deposits*		1,670,872	1,558,738	Notes and accounts payable, trade	
Call loan		23,000	-	Short-term loans	
Notes and accounts receivable - trade, and contract assets		422,635	464,159	Current portion of bonds	
Trade accounts receivable - financial services		93,490	100,645	Current portion of long-term loans	
Merchandise and finished goods		280,044	283,349	Income taxes payable	
Work in process		119	79	Accrued expenses	
Raw materials and supplies		2,216	2,444	Contract liabilities	
Prepaid expenses		78,588	90,576	Deposits received	
ATM-related temporary payments		102,755	99,351	ATM-related temporary advances	
Other		397,288	447,812	Lease obligations	
Allowance for doubtful accounts		(10,356)	(11,491)	Allowance for restructuring expenses	
				Allowance for sales promotion expenses	
				Allowance for bonuses to employees	
				Allowance for bonuses to Directors and Audit & Supervisory Board Members	
				Deposits received in banking business	
				Call money	
				Other	
				Non-current liabilities	
				Bonds	
				Long-term loans	
				Deferred income taxes	
				Allowance for retirement benefits to Directors and Audit & Supervisory Board Members	
				Allowance for stock payments	
				Net defined benefit liability	
				Deposits received from tenants and franchised stores	
				Lease obligations	
				Asset retirement obligations	
				Other	
				TOTAL LIABILITIES	
				NET ASSETS	
				Shareholders' equity	
				Common stock	
				Capital surplus	
				Retained earnings	
				Treasury stock, at cost	
				Total accumulated other comprehensive income	
				Unrealized gains (losses) on available-for-sale securities, net of taxes	
				Unrealized gains (losses) on hedging derivatives, net of taxes	
				Foreign currency translation adjustments	
				Remeasurements of defined benefit plans	
				Subscription rights to shares	
				Non-controlling interests	
				TOTAL NET ASSETS	
				TOTAL LIABILITIES AND NET ASSETS	
Non-current assets		7,489,195	7,555,469		
Property and equipment		4,341,750	4,362,500		
Buildings and structures, net		1,614,830	1,606,839		
Furniture, fixtures and equipment, net		463,518	493,756		
Vehicles, net		18,640	21,783		
Land		1,196,007	1,096,630		
Lease assets, net		6,264	2,970		
Right-of-use assets, net		885,645	985,657		
Construction in progress		156,842	154,862		
Intangible assets		2,364,673	2,356,578		
Goodwill		1,913,017	1,928,916		
Software		265,638	302,767		
Other		186,016	124,895		
Investments and other assets		782,772	836,390		
Investments in securities		243,215	277,526		
Long-term loans receivable		14,903	14,488		
Long-term leasehold deposits		321,945	278,642		
Advances for store construction		770	75		
Net defined benefit asset		87,088	116,852		
Deferred income taxes		57,186	92,015		
Other		60,627	59,222		
Allowance for doubtful accounts		(2,965)	(2,432)		
Deferred assets		1,106	981		
Business commencement expenses		773	193		
Bond issuance cost		332	788		
TOTAL ASSETS		10,550,956	10,592,117		

*Of which, "cash and bank deposits" of Seven Bank amounted to 1,024.3 billion yen as of February 28, 2023 and 877.1 billion yen as of February 29, 2024 including cash to be held in ATMs.

Consolidated Statements of Income

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2023	Fiscal Year Ended Feb. 29, 2024
Revenues from operations	11,811,303	11,471,753
Net sales	10,265,151	9,850,470
Cost of sales	8,503,617	8,060,919
Gross profit on sales	1,761,534	1,789,551
Operating revenues	1,546,151	1,621,283
Gross profit from operations	3,307,685	3,410,834
Selling, general and administrative expenses	2,801,164	2,876,585
Advertising and decoration expenses	97,091	103,036
Salaries and wages	696,197	699,665
Provision for bonuses to employees	14,314	14,769
Pension expenses	13,812	13,833
Legal welfare expenses	81,495	82,957
Land and building rent	441,127	450,944
Depreciation and amortization	363,564	388,036
Utility expenses	185,724	183,411
Store maintenance and repair expenses	162,768	164,886
Other	745,068	775,044
Operating income	506,521	534,248
Non-operating income	15,827	23,487
Interest income	6,050	12,186
Dividend income	1,267	1,533
Equity in earnings of affiliates	2,506	3,711
Gain on valuation of investment securities	1,920	146
Other	4,083	5,910
Non-operating expenses	46,460	50,649
Interest expenses	15,673	22,060
Interest on bonds	20,711	21,059
Other	10,076	7,529
Ordinary income	475,887	507,086
Special gains	13,510	15,912
Gain on sales of property and equipment	9,116	11,027
Gain on sales of investments in securities	272	2,867
Other	4,120	2,017
Special losses	86,636	245,991
Loss on disposals of property and equipment	14,038	15,590
Impairment loss	43,420	43,010
Loss on transfer of department store	-	129,618
Restructuring expenses	10,298	28,858
Loss on transfer of subsidiary	-	4,866
Other	18,878	24,047
Income before income taxes	402,761	277,007
Total income taxes	110,591	41,803
Income taxes - current	71,881	63,116
Income taxes - deferred	38,710	(21,313)
Net income	292,169	235,203
Net income attributable to non-controlling interests	11,193	10,580
Net income attributable to owners of parent	280,976	224,623

Consolidated Statements of Cash Flows

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2023	Fiscal Year Ended Feb. 29, 2024
Cash flows from operating activities		
Income before income taxes	402,761	277,007
Depreciation and amortization	376,097	400,789
Impairment loss	48,950	57,079
Amortization of goodwill	112,700	119,912
Increase (decrease) in allowance for bonuses to employees	515	472
Increase in net defined benefit asset	(8,993)	(8,195)
Interest and dividends income	(7,317)	(13,719)
Interest expenses and interest on bonds	36,384	43,120
Equity in losses (earnings) of affiliates	(2,506)	(3,711)
Gain on sales of property and equipment	(9,116)	(11,027)
Loss on disposals of property and equipment	14,110	15,590
Loss on transfer of department store	-	129,618
Loss on transfer of subsidiary	-	4,866
Loss (gain) on sales of investment in securities	(272)	(2,867)
Decrease (increase) in notes and accounts receivable, trade	(44,022)	(50,033)
Decrease (increase) in trade accounts receivable, financial services	(1,824)	(7,155)
Decrease (increase) in inventories	(12,111)	(5,984)
Increase (decrease) in notes and accounts payable, trade	25,183	5,587
Increase (decrease) in deposits received	(57,643)	(23,689)
Net increase (decrease) in bonds in banking business	-	(40,000)
Net increase (decrease) in deposits received in banking business	22,260	(6,376)
Net decrease (increase) in call loan in banking business	(23,000)	23,000
Net increase (decrease) in call money in banking business	110,000	(70,000)
Net decrease (increase) in ATM-related temporary accounts	(6,997)	2,626
Other	62,019	(67,073)
Subtotal	1,037,177	769,836
Interest and dividends received	5,967	12,646
Interest paid	(35,807)	(41,920)
Insurance income received	174	1,090
Income taxes paid	(96,856)	(87,527)
Income taxes refund	17,820	18,889
Net cash provided by operating activities	928,476	673,015
Cash flows from investing activities		
Acquisition of property and equipment	(305,217)	(337,439)
Proceeds from sales of property and equipment	20,221	24,317
Acquisition of intangible assets	(105,672)	(120,202)
Payment for purchase of investments in securities	(50,305)	(44,240)
Proceeds from sales of investments in securities	30,317	29,973
Payment for purchase of shares in subsidiaries resulting in change in scope of consolidation	(459)	(776)
Proceeds from sales of shares in subsidiaries resulting in change in scope of consolidation	938	36,036
Payment for sales of shares in subsidiaries resulting in change in scope of consolidation	-	(2,687)
Payment for long-term leasehold deposits	(13,125)	(17,026)
Refund of long-term leasehold deposits	20,588	18,046
Proceeds from deposits from tenants	2,577	2,093
Refund of deposits from tenants	(2,535)	(1,872)
Payment for acquisition of business	(224)	(2,187)
Payment for time deposits	(2,594)	(7,302)
Proceeds from withdrawal of time deposits	2,176	5,522
Other	(9,914)	(14,064)
Net cash used in investing activities	(413,229)	(431,809)
Cash flows from financing activities		
Net increase (decrease) in short-term loans	3,718	12,821
Proceeds from long-term debts	163,652	52,700
Repayment of long-term debts	(262,650)	(150,246)
Proceeds from issuance of bonds	-	220,000
Payment for redemption of bonds	(60,000)	(325,837)
Proceeds from share issuance to non-controlling shareholders	2,368	2,988
Purchase of treasury stock	(16)	(52,393)
Dividends paid	(89,762)	(106,092)
Dividends paid to non-controlling interests	(7,803)	(7,533)
Payment for changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	(975)	(2,062)
Other	(18,904)	(21,409)
Net cash used in financing activities	(270,373)	(377,065)
Effect of exchange rate changes on cash and cash equivalents	15,023	23,566
Net increase (decrease) in cash and cash equivalents	259,897	(112,293)
Cash and cash equivalents at beginning of period	1,414,890	1,674,787
Cash and cash equivalents at end of period	1,674,787	1,562,493

■ Results and Business Performance of Major Companies

Domestic Convenience Store Operations

Seven-Eleven Japan

Results

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total store sales	4,952,782	101.7	5,148,742	104.0	5,345,243	103.8	5,498,000	102.9
Net sales at franchised stores	4,859,926	101.5	5,061,782	104.2	5,283,525	104.4		
Revenues from operations	863,025	101.5	872,719	101.1	894,659	102.5	910,000	101.7
Franchise commission from franchised stores	765,731	100.4	779,161	101.8	824,847	105.9		
Gross profit from operations	797,431	100.7	811,423	101.8	851,656	105.0		
SG&A expenses	574,340	102.8	578,549	100.7	600,627	103.8		
Advertising expenses	45,590	93.0	30,260	66.4	36,803	121.6		
Salaries and wages	78,139	103.2	80,493	103.0	81,490	101.2		
Land and building rent	190,390	101.0	192,215	101.0	195,286	101.6		
Depreciation and amortization	79,283	103.1	83,961	105.9	88,508	105.4		
Utility expenses	46,550	106.4	64,998	139.6	60,885	93.7		
Others	134,384	107.7	126,620	94.2	137,652	108.7		
Operating income	223,091	95.6	232,873	104.4	251,029	107.8	260,000	103.6
Net income	189,652	97.5	203,009	107.0	211,102	104.0		
EBITDA	302,375	97.5	316,835	104.8	339,537	107.2	354,000	104.3
ROA (%)	9.1		9.6		9.7			

Notes: 1. EBITDA: Operating income + Depreciation and amortization
2. ROA: Net income / Average of total assets at the beginning and the end of each fiscal year

Sales by merchandise category (gross total store sales)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecasts)				
	YOY(%)	Composition(%)	YOY(%)	Composition(%)	YOY(%)	Composition(%)		YOY(%)			
Total	4,952,782	101.7	100.0	5,164,231	104.3	100.0	5,362,931	103.8	100.0	5,515,000	102.8
Processed food	1,258,006	100.9	25.4	1,311,714	104.3	25.4	1,426,539	108.8	26.6		
Fast food	1,456,118	101.3	29.4	1,523,448	104.6	29.5	1,565,976	102.8	29.2		
Daily food	638,908	98.6	12.9	645,528	101.0	12.5	670,366	103.8	12.5		
Nonfood	1,599,748	103.9	32.3	1,683,539	105.2	32.6	1,700,049	101.0	31.7		

Existing store sales increase

	Fiscal Year Ended Feb. 28, 2022	Fiscal Year Ended Feb. 28, 2023	Fiscal Year Ended Feb. 29, 2024	Fiscal Year Ending Feb. 28, 2025 (Forecasts)
Existing store sales increase	+0.7	+3.6	+3.0	+2.5
Number of customers	(1.2)	+0.3	+1.6	
Average spending per customer	+1.9	+3.3	+1.4	

Average daily sales per store

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecasts)	
		Change		Change		Change		Change
All stores	646	+4	670	+24	691	+21		
Newly opened stores	537	(20)	598	+61	611	+13		

Gross profit margin by merchandise category

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecasts)	
		Change		Change		Change		Change
Total	31.7	(0.3)	31.9	+0.2	32.2	+0.3	32.4	+0.2
Processed food	39.3	(0.1)	39.8	+0.5	40.2	+0.4		
Fast food	36.6	±0.0	37.3	+0.7	37.2	(0.1)		
Daily food	34.2	±0.0	34.5	+0.3	34.7	+0.2		
Nonfood	20.1	(0.6)	20.1	±0.0	20.0	(0.1)		

Note: "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied since the fiscal year ended February 28, 2023, excluding the figures of sales by merchandise category (gross total store sales), existing store sales increase, average daily sales per store and gross profit margin by merchandise category which are calculated on previous standard.

Seven Net Shopping

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024	
		Change		Change		Change
EC sales	25,241	+1,553	23,018	(2,223)	19,239	(3,779)

Note: Seven Net Shopping Co., Ltd. transferred the dealing in "Gift" on EC site to "Seven-Eleven Net Gift", a dedicated gift site operated by SEVEN-ELEVEN JAPAN CO.,LTD. on September 22, 2022.

Overseas Convenience Store Operations

7-Eleven, Inc. (Dollar basis)

Results

[SAM consolidated basis]

	Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ended Dec. 31, 2023		Fiscal Year Ending Dec. 31, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total store sales	58,816,567	184.3	79,337,183	134.9	72,513,077	91.4		
MDSE sales at directly operated stores	8,743,635	207.9	11,256,006	128.7	11,413,081	101.4		
MDSE sales at franchised stores	15,431,258	109.4	16,040,095	103.9	16,152,062	100.7		
Fuel sales	34,641,673	254.6	52,041,081	150.2	44,947,933	86.4		
Revenues from operations	46,607,410	227.1	66,584,766	142.9	59,915,149	90.0		
MDSE sales at directly operated stores, etc.	8,853,012	205.6	11,380,053	128.5	11,641,125	102.3		
Fuel sales	34,641,673	254.6	52,041,081	150.2	44,947,933	86.4		
Other operating revenues	3,112,724	119.2	3,163,631	101.6	3,326,090	105.1		
Franchise commission from franchised stores	2,678,569	116.6	2,752,629	102.8	2,858,136	103.8		
Gross profit from operations	9,704,706	165.4	12,258,677	126.3	12,076,274	98.5		
SG&A expenses	7,658,625	161.2	9,245,694	120.7	9,133,454	98.8		
Advertising expenses	171,434	215.3	136,669	79.7	152,595	111.7		
Salaries and wages	2,476,929	189.8	3,141,626	126.8	3,027,673	96.4		
Land and building rent	851,244	120.9	1,022,296	120.1	1,075,541	105.2		
Depreciation and amortization	1,115,879	146.5	1,429,265	128.1	1,444,779	101.1		
Utility expenses	405,296	140.3	502,224	123.9	528,031	105.1		
Others	2,637,841	163.7	3,013,612	114.2	2,904,833	96.4		
Operating income	2,046,081	183.2	3,012,982	147.3	2,942,820	97.7		
Net income	1,317,485	171.4	2,030,943	154.2	1,975,937	97.3		
EBITDA	3,161,960	168.3	4,442,248	140.5	4,387,599	98.8		
ROA (%)	4.8		5.1		4.3			

[7-Eleven, Inc. consolidated basis]

	Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ended Dec. 31, 2023		Fiscal Year Ending Dec. 31, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total store sales			79,337,183	-	72,513,077	91.4	70,289,000	96.9
MDSE sales at directly operated stores			11,256,006	-	11,413,081	101.4		
MDSE sales at franchised stores			16,040,095	-	16,152,062	100.7		
Fuel sales			52,041,081	-	44,947,933	86.4		
Revenues from operations			66,458,493	-	59,778,481	89.9	57,210,000	95.7
MDSE sales at directly operated stores, etc.			11,380,053	-	11,641,125	102.3		
Fuel sales			52,041,081	-	44,947,933	86.4		
Other operating revenues			3,037,358	-	3,189,422	105.0		
Franchise commission from franchised stores			2,752,629	-	2,858,136	103.8		
Gross profit from operations			12,132,404	-	11,939,607	98.4		
SG&A expenses			9,241,638	-	9,123,058	98.7		
Advertising expenses			136,669	-	152,595	111.7		
Salaries and wages			3,140,214	-	3,025,665	96.4		
Land and building rent			1,048,837	-	1,102,025	105.1		
Depreciation and amortization			1,424,741	-	1,440,186	101.1		
Utility expenses			502,224	-	528,031	105.1		
Others			2,988,951	-	2,874,552	96.2		
Operating income			2,890,766	-	2,816,548	97.4	2,930,000	104.0
Net income			1,973,287	-	1,913,595	97.0		
EBITDA			4,315,507	-	4,256,735	98.6	4,374,600	102.8
ROA (%)			4.7		4.1			

Notes: 1. The figures for 7-Eleven, Inc. were shown on a "SAM consolidated basis" until fiscal year ended December 31, 2023, but will be shown on a "7-Eleven, Inc. consolidated basis" from fiscal year ending December 31, 2024.

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

*SAM consolidated basis: SAM + 7-Eleven, Inc. consolidated basis + 7-Eleven International LLC consolidated basis + consolidation and elimination

*7-Eleven International LLC acquired all shares of the Australian company Convenience Group Holdings Pty Ltd (SEA) on April 1, 2024.

2. EBITDA: Operating income + Depreciation and amortization

3. ROA: Net income / Average of total assets at the beginning and the end of each fiscal year

Sales by merchandise category (total store sales)

(Thousands of dollar)

	Fiscal Year Ended Dec. 31, 2021			Fiscal Year Ended Dec. 31, 2022			Fiscal Year Ended Dec. 31, 2023			Fiscal Year Ending Dec. 31, 2024 (Forecasts)	
	YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	
Total	58,816,567	184.3	-	79,337,183	134.9	-	72,513,077	91.4	-	70,289,000	96.9
Merchandise sales	24,174,893	132.1	100.0	27,296,101	112.9	100.0	27,565,144	101.0	100.0		
Processed food	10,452,142	131.5	43.2	12,156,648	116.3	44.5	12,774,438	105.1	46.3		
Fast food	3,154,386	137.9	13.0	3,484,258	110.5	12.8	3,641,715	104.5	13.2		
Daily food	828,597	104.9	3.4	1,082,093	130.6	4.0	1,095,261	101.2	4.0		
Nonfood	9,739,769	133.8	40.3	10,573,100	108.6	38.7	10,053,729	95.1	36.5		
Fuel sales	34,641,673	254.6	-	52,041,081	150.2	-	44,947,933	86.4	-		

Note: From the beginning of the fiscal year ended December 31, 2023, 7-Eleven, Inc. has revised its merchandise category details. Figures for the fiscal year ended December 31, 2022 have been revised to reflect the new classification.

Existing store sales increase

(%)

	Fiscal Year Ended Dec. 31, 2021	Fiscal Year Ended Dec. 31, 2022	Fiscal Year Ended Dec. 31, 2023	Fiscal Year Ending Dec. 31, 2024 (Forecasts)
U.S. merchandise sales increase	+7.4	+4.5	+1.0	+0.5
Number of customers	+2.3	+0.4	(2.5)	
Average spending per customer	+4.9	+4.1	+3.5	

Note: Speedway is included in existing store sales increase figures for the fiscal year ended December 31, 2023 and the forecasts for the fiscal year ending December 31, 2024.

Average merchandise daily sales per store

(Dollar)

	Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ended Dec. 31, 2023		Fiscal Year Ending Dec. 31, 2024 (Forecasts)	
		Change		Change		Change		Change
All stores	5,483	+379	5,678	+195	5,765	+87		

Merchandise gross profit margin

(%)

	Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ended Dec. 31, 2023		Fiscal Year Ending Dec. 31, 2024 (Forecasts)	
		Change		Change		Change		Change
Gross profit margin	34.2	+0.1	34.0	(0.2)	34.2	+0.2	34.2	±0.0

Fuel

	Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ended Dec. 31, 2023		Fiscal Year Ending Dec. 31, 2024 (Forecasts)	
	YOY(%) / Change		YOY(%) / Change		YOY(%) / Change		YOY(%) / Change	
Sales (thousands of dollar)	34,641,673	254.6	52,041,081	150.2	44,947,933	86.4		
Gallons sold (thousands of gallon)	11,384,814	184.5	13,083,664	114.9	12,678,956	96.9		
Fuel margin (cents per gallon)*	34.50	+1.90	43.91	+9.41	42.25	(1.66)		
Avg. retail gallon sold per store increase (%)	+22.2		(0.7)		(2.2)		(3.2)	
Avg. retail price (dollars per gallon)	3.11	+0.85	4.02	+0.91	3.56	(0.46)		
Retail fuel margin (cents per gallon)	35.77	+0.92	43.14	+7.37	41.49	(1.65)		

* Fuel margin shows the entire fuel business, including wholesale business, etc.

7-Eleven, Inc. (Yen basis)

Results

[SAM consolidated basis]

(Millions of yen)

	Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ended Dec. 31, 2023		Fiscal Year Ending Dec. 31, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total store sales	6,463,940	189.7	10,442,360	161.5	10,200,414	97.7		
MDSE sales at directly operated stores	960,925	214.1	1,481,515	154.2	1,605,478	108.4		
MDSE sales at franchised stores	1,695,895	112.7	2,111,197	124.5	2,272,110	107.6		
Fuel sales	3,807,119	262.0	6,849,647	179.9	6,322,825	92.3		
Revenues from operations	5,122,154	233.7	8,763,887	171.1	8,428,264	96.2		
MDSE sales at directly operated stores, etc.	972,946	211.6	1,497,842	153.9	1,637,557	109.3		
Fuel sales	3,807,119	262.0	6,849,647	179.9	6,322,825	92.3		
Other operating revenues	342,088	122.7	416,397	121.7	467,881	112.4		
Franchise commission from franchised stores	294,374	120.0	362,301	123.1	402,054	111.0		
Gross profit from operations	1,066,547	170.3	1,613,487	151.3	1,698,769	105.3		
SG&A expenses	841,682	166.0	1,216,918	144.6	1,284,802	105.6		
Advertising expenses	18,840	221.6	17,988	95.5	21,465	119.3		
Salaries and wages	272,214	195.3	413,500	151.9	425,902	103.0		
Land and building rent	93,551	124.4	134,554	143.8	151,296	112.4		
Depreciation and amortization	122,635	150.8	188,119	153.4	203,237	108.0		
Utility expenses	44,542	144.4	66,102	148.4	74,278	112.4		
Others	289,898	168.5	396,651	136.8	408,622	103.0		
Operating income	224,864	188.6	396,568	176.4	413,966	104.4		
Net income	144,791	176.5	267,312	184.6	277,955	104.0		
EBITDA	347,499	173.3	584,688	168.3	617,203	105.6		
ROA (%)	4.8		5.1		4.3			

[7-Eleven, Inc. consolidated basis]

(Millions of yen)

	Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ended Dec. 31, 2023		Fiscal Year Ending Dec. 31, 2024 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total store sales			10,442,360	-	10,200,414	97.7	10,192,000	99.9
MDSE sales at directly operated stores			1,481,515	-	1,605,478	108.4		
MDSE sales at franchised stores			2,111,197	-	2,272,110	107.6		
Fuel sales			6,849,647	-	6,322,825	92.3		
Revenues from operations			8,747,266	-	8,409,039	96.1	8,295,000	98.6
MDSE sales at directly operated stores, etc.			1,497,842	-	1,637,557	109.3		
Fuel sales			6,849,647	-	6,322,825	92.3		
Other operating revenues			399,777	-	448,656	112.2		
Franchise commission from franchised stores			362,301	-	402,054	111.0		
Gross profit from operations			1,596,867	-	1,679,544	105.2		
SG&A expenses			1,216,384	-	1,283,340	105.5		
Advertising expenses			17,988	-	21,465	119.3		
Salaries and wages			413,314	-	425,620	103.0		
Land and building rent			138,047	-	155,021	112.3		
Depreciation and amortization			187,524	-	202,591	108.0		
Utility expenses			66,102	-	74,278	112.4		
Others			393,405	-	404,363	102.8		
Operating income			380,482	-	396,203	104.1	424,900	107.2
Net income			259,724	-	269,185	103.6		
EBITDA			568,007	-	598,794	105.4	634,400	105.9
ROA (%)			4.7		4.1			

Notes: 1. The figures for 7-Eleven, Inc. were shown on a "SAM consolidated basis" until fiscal year ended December 31, 2023, but will be shown on a "7-Eleven, Inc. consolidated basis" from fiscal year ending December 31, 2024.

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

*SAM consolidated basis: SAM + 7-Eleven, Inc. consolidated basis + 7-Eleven International LLC consolidated basis + consolidation and elimination

*7-Eleven International LLC acquired all shares of the Australian company Convenience Group Holdings Pty Ltd (SEA) on April 1, 2024.

2. EBITDA: Operating income + Depreciation and amortization

3. ROA: Net income / Average of total assets at the beginning and the end of each fiscal year

Sales by merchandise category (total store sales)

(Millions of yen)

	Fiscal Year Ended Dec. 31, 2021			Fiscal Year Ended Dec. 31, 2022			Fiscal Year Ended Dec. 31, 2023			Fiscal Year Ending Dec. 31, 2024 (Forecasts)	
	YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	
Total	6,463,940	189.7	-	10,442,360	161.5	-	10,200,414	97.7	-	10,192,000	99.9
Merchandise sales	2,656,820	135.9	100.0	3,592,712	135.2	100.0	3,877,588	107.9	100.0		
Processed food	1,148,690	135.4	43.2	1,600,058	139.3	44.5	1,796,980	112.3	46.3		
Fast food	346,667	141.9	13.0	458,598	132.3	12.8	512,280	111.7	13.2		
Daily food	91,062	108.0	3.4	142,425	156.4	4.0	154,070	108.2	4.0		
Nonfood	1,070,400	137.7	40.3	1,391,631	130.0	38.7	1,414,258	101.6	36.5		
Fuel sales	3,807,119	262.0	-	6,849,647	179.9	-	6,322,825	92.3	-		

Note: From the beginning of the fiscal year ended December 31, 2023, 7-Eleven, Inc. has revised its merchandise category details. Figures for the fiscal year ended December 31, 2022 have been revised to reflect the new classification.

Existing store sales increase

(%)

	Fiscal Year Ended Dec. 31, 2021	Fiscal Year Ended Dec. 31, 2022	Fiscal Year Ended Dec. 31, 2023	Fiscal Year Ending Dec. 31, 2024 (Forecasts)
U.S. merchandise sales increase (Dollar)	+7.4	+4.5	+1.0	+0.5
Number of customers	+2.3	+0.4	(2.5)	
Average spending per customer	+4.9	+4.1	+3.5	

Note: Speedway is included in existing store sales increase figures for the fiscal year ended December 31, 2023 and the forecasts for the fiscal year ending December 31, 2024.

Average merchandise daily sales per store

(Thousands of yen)

	Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ended Dec. 31, 2023		Fiscal Year Ending Dec. 31, 2024 (Forecasts)	
		Change		Change		Change		Change
All stores	602	+57	747	+145	811	+64		

Merchandise gross profit margin

(%)

	Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ended Dec. 31, 2023		Fiscal Year Ending Dec. 31, 2024 (Forecasts)	
		Change		Change		Change		Change
Gross profit margin	34.2	+0.1	34.0	(0.2)	34.2	+0.2	34.2	±0.0

Exchange rates (Income statements)

(Yen)

	Fiscal Year Ended Dec. 31, 2021	Fiscal Year Ended Dec. 31, 2022	Fiscal Year Ended Dec. 31, 2023	Fiscal Year Ending Dec. 31, 2024 (Forecasts)
U.S.\$1=	109.90	131.62	140.67	145.00

Superstore Operations

Ito-Yokado Co., Ltd

Results

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Revenues from operations	1,067,545	98.8	729,342	68.3	814,964	111.7	847,500	104.0
Net sales	1,038,664	98.6	654,251	63.0	737,318	112.7	769,100	104.3
Gross profit from operations	260,919	95.5	258,351	99.0	278,279	107.7		
SG&A expenses	259,298	97.7	257,943	99.5	279,485	108.4		
Advertising expenses	14,840	96.7	8,138	54.8	7,602	93.4		
Salaries and wages	101,949	92.3	94,055	92.3	102,582	109.1		
Land and building rent	46,098	99.6	47,508	103.1	49,783	104.8		
Depreciation and amortization	13,318	105.8	15,402	115.6	18,021	117.0		
Utility expenses	12,034	104.5	24,057	199.9	22,956	95.4		
Others	71,056	102.6	68,781	96.8	78,540	114.2		
Operating income (loss)	1,620	20.8	408	25.2	(1,205)	-	5,400	-
Net income (loss)	(11,201)	-	(15,203)	-	(25,963)	-		
EBITDA	14,939	73.3	15,810	105.8	16,815	106.4	27,900	165.9
ROA (%)	(1.7)		(2.3)		(3.9)			

Notes: 1. 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.

2. EBITDA: Operating income + Depreciation and amortization

3. ROA: Net income / Average of total assets at the beginning and the end of each fiscal year

Gross sales by merchandise category

Ito-Yokado

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2022			Fiscal Year Ended Feb. 28, 2023			Fiscal Year Ended Feb. 29, 2024			Fiscal Year Ending Feb. 28, 2025 (Forecasts)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Total	1,038,664	98.6	100.0	1,039,102	100.0	100.0	1,041,253	100.2	100.0	958,400	92.0
Merchandise sales	738,046	95.9	71.1	719,618	97.5	69.3	708,566	98.5	68.0		
Food	506,270	97.9	48.7	488,764	96.5	47.0	482,006	98.6	46.3		
Lifestyle	219,985	92.1	21.2	217,398	98.8	20.9	213,308	98.1	20.5		
Specialty stores	11,791	86.7	1.1	13,455	114.1	1.3	13,250	98.5	1.3		
Tenants	297,225	106.8	28.6	317,230	106.7	30.5	329,571	103.9	31.7		
Others	3,392	63.5	0.3	2,252	66.4	0.2	3,115	138.3	0.3		

York Mart, York Foods, etc.

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Total merchandise	188,962	103.8	184,616	97.7	191,404	103.7	198,200	103.6

Existing store sales increase

Ito-Yokado

(%)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecasts)	
Total	+1.8		+1.3		+0.5		(1.9)	
Existing store sales increase	(0.5)		(1.0)		(1.1)		(3.3)	
Food	+0.8		(2.1)		(1.2)			
Lifestyle	(4.2)		+0.8		(1.0)			
Specialty stores	+20.2		+16.3		(0.4)			
Number of customers	(0.3)		(1.2)		(1.0)			
Average spending per customer	(0.3)		+0.1		(0.2)			
Tenants	+7.8		+7.0		+4.1			

York Mart, York Foods, etc.

(%)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecasts)	
Total	(3.4)		(3.1)		+2.8		+0.6	
Number of customers	(2.2)		(2.5)		+1.4			
Average spending per customer	(1.3)		(0.6)		+1.3			

Gross profit margin by merchandise category

Ito-Yokado		(%)							
	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecasts)		
		Change		Change		Change		Change	
Total	29.0	(0.6)	29.1	+0.1	28.5	(0.6)	28.5	±0.0	
Food	27.4	(0.9)	27.2	(0.2)	26.8	(0.4)			
Lifestyle	32.6	(0.1)	33.2	+0.6	31.8	(1.4)			
Specialty stores	31.8	+8.0	33.3	+1.5	33.8	+0.5			
York Mart, York Foods, etc.		(%)							
	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecasts)		
		Change		Change		Change		Change	
Total merchandise	28.2	(0.6)	27.7	(0.5)	27.0	(0.7)	27.0	±0.0	

- Notes: 1. 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.
2. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied since the fiscal year ended February 28, 2023, excluding the figures of gross sales by merchandise category, existing store sales increase and gross profit margin by merchandise category which are calculated on previous standard.

EC sales

		(Millions of yen)					
	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		
		Change		Change		Change	
Online Shopping	6,082	(1,421)	3,909	(2,173)	2,908	(1,001)	
Net Supermarket [online supermarket]	36,196	+462	34,923	(1,273)	29,107	(5,816)	

York-Benimaru

Results

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Revenues from operations	478,144	100.1	469,994	98.3	491,515	104.6	506,400	103.0
Net sales	469,415	100.1	458,991	97.8	479,931	104.6	495,200	103.2
Gross profit from operations	119,748	97.7	144,371	120.6	151,370	104.8		
SG&A expenses	105,044	99.1	126,357	120.3	132,669	105.0		
Advertising expenses	5,955	94.8	4,065	68.3	4,080	100.4		
Salaries and wages	54,615	99.8	68,345	125.1	71,731	105.0		
Land and building rent	10,500	100.9	10,722	102.1	11,144	103.9		
Depreciation and amortization	7,297	116.6	9,466	129.7	10,093	106.6		
Utility expenses	5,498	94.7	9,979	181.5	10,094	101.2		
Others	21,177	94.0	23,778	112.3	25,524	107.3		
Operating income	14,704	88.9	18,013	122.5	18,701	103.8	18,900	101.1
Net income	9,055	115.4	45,278	500.0	11,616	25.7		
EBITDA	22,001	96.5	27,480	124.9	28,794	104.8	30,100	104.5
ROA (%)	4.5		20.2		4.6			

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

2. EBITDA: Operating income + Depreciation and amortization

3. ROA: Net income / Average of total assets at the beginning and the end of each fiscal year

Gross sales by merchandise category

(Millions of yen)

	Fiscal Year Ended Feb. 28, 2022			Fiscal Year Ended Feb. 28, 2023			Fiscal Year Ended Feb. 29, 2024			Fiscal Year Ending Feb. 28, 2025 (Forecasts)	
		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)	Composition(%)		YOY(%)
Total	469,415	100.1	100.0	477,377	101.7	100.0	498,309	104.4	100.0	513,500	103.0
Merchandise sales	406,085	99.3	86.5	467,922	115.2	98.0	489,190	104.5	98.2		
Food	377,269	99.7	80.4	439,703	116.5	92.1	460,644	104.8	92.4		
Fresh food	167,111	98.8	35.6	167,563	100.3	35.1	173,838	103.7	34.9		
Processed food	114,763	100.4	24.5	116,252	101.3	24.4	121,575	104.6	24.4		
Daily food	95,394	100.5	20.3	97,652	102.4	20.5	103,815	106.3	20.8		
Delicatessen	-	-	-	58,235	-	12.2	61,414	105.5	12.3		
Apparel	10,314	95.9	2.2	10,156	98.5	2.1	10,143	99.9	2.0		
Household goods	18,500	93.0	3.9	18,062	97.6	3.8	18,402	101.9	3.7		
Tenants*	63,330	105.4	13.5	9,455	14.9	2.0	9,119	96.4	1.8		
Formerly Life Foods*	54,505	105.9	11.6	-	-	-	-	-	-		
Others	8,824	102.7	1.9	9,455	107.1	2.0	9,119	96.4	1.8		

* Represents sales amount for delicatessen items in York-Benimaru stores.

Existing store sales increase

(%)

	Fiscal Year Ended Feb. 28, 2022	Fiscal Year Ended Feb. 28, 2023	Fiscal Year Ended Feb. 29, 2024	Fiscal Year Ending Feb. 28, 2025 (Forecasts)
Existing store sales increase	(0.4)	(0.8)	+2.4	+1.9
Food	(0.7)	(0.6)	+2.6	
Apparel	(1.6)	(2.4)	+1.0	
Household goods	(6.0)	(4.5)	(1.5)	
Tenants	+4.3	-	-	
Number of customers	(1.0)	(2.2)	(0.3)	
Average spending per customer	+0.6	+1.4	+2.7	

Note: The results for the fiscal year ended February 28, 2022 include tenants.

Gross profit margin by merchandise category

(%)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecasts)	
		Change		Change		Change		Change
Total*	25.8	(0.6)	30.3	+4.5	30.4	+0.1	30.5	+0.1
Food*	25.7	(0.6)	30.5	+4.8	30.6	+0.1		
Apparel	32.1	(0.7)	32.7	+0.6	31.7	(1.0)		
Household goods	25.7	(0.5)	25.2	(0.5)	24.8	(0.4)		

* Gross profit margin improved for the fiscal year ended February 28, 2023 due to the merger of Life Foods as of March 1, 2022.

Note: "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied since the fiscal year ended February 28, 2023, excluding the figures of gross sales by merchandise category, existing store sales increase and gross profit margin by merchandise category which are calculated on previous standard.

Financial Services

Seven Bank

Number of ATMs

(1) Domestic

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024	
		Change		Change		Change
Total	26,194	+508	26,889	+695	27,370	+481
ATMs in the Group	23,233	+159	23,334	+101	23,435	+101
7-Eleven	22,572	+155	22,641	+69	22,767	+126
Ito-Yokado	253	(4)	262	+9	264	+2
York Mart, York Foods, etc.	96	+1	98	+2	98	±0
York-Benimaru	238	+3	258	+20	265	+7
Others	74	+4	75	+1	41	(34)
ATMs outside the Group	2,961	+349	3,555	+594	3,935	+380

(2) Overseas

	Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ended Dec. 31, 2023	
		Change		Change		Change
North America	9,004	(364)	8,651	(353)	8,602	(49)
Asia	3,800	+3,070	7,901	+4,101	10,976	+3,075

Average number of transaction per day per ATM during the period

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024	
		Change		Change		Change
Average number of transactions	96.7	+7.0	101.1	+4.4	104.6	+3.5

International money transfer service

(Thousands)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024	
		Change		Change		Change
Cumulative number of contract accounts	317	+7	321	+4	327	+6
Cumulative number of transfers	1,118	(118)	904	(214)	762	(142)

Seven Card Service / Seven CS Card Service

Number of credit cards and electronic money

(Ten thousands)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024	
		Change		Change		Change
Credit cards	649	(11)	632	(17)	612	(20)
SEVEN CARD plus / SEVEN CARD ^{*1, 2}	366	±0	361	(5)	355	(6)
CLUB ON/Millennium CARD SAISON ^{*1, 2}	283	(11)	271	(12)	257	(14)
Electronic money (<i>nanaco</i>) ^{*3}	7,520	+270	7,907	+387	8,204	+297

*1. Only the number of effective card members.

*2. Excluding dedicated cards for point services, without credit functions.

*3. Including the number of mobile *nanaco* holders.

Seven Premium

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecast)	
		Change		Change		Change		Change
Sales (billions of yen)	1,380.0	(80.0)	1,380.0	±0.0	1,450.0	+70.0	1,500.0	+50.0
Items	3,500	(500)	3,500	±0	3,400	(100)	3,500	+100

Capital Expenditures, Depreciation and Amortization of Major Companies

(Millions of yen, thousands of dollar)

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecasts)	
		YOY(%)		YOY(%)		YOY(%)		YOY(%)
Domestic convenience store operations								
Seven-Eleven Japan								
Total capital expenditures	97,599	77.8	93,946	96.3	127,080	135.3	170,000	133.8
Investment to new stores	37,712	103.8	39,821	105.6	42,832	107.6		
Investment to existing stores and other	47,198	59.3	26,261	55.6	44,364	168.9		
Software development	12,688	132.3	27,863	219.6	39,882	143.1		
Depreciation and amortization	79,283	103.1	83,961	105.9	88,508	105.4	94,000	106.2
Overseas convenience store operations								
7-Eleven, Inc. [Dollar basis] *								
Total capital expenditures [7-Eleven, Inc. consolidated basis]	22,594,531	-	1,412,627	6.3	1,351,046	95.6	2,425,000	179.5
Investment to new stores and other	21,895,517	-	663,339	3.0	373,098	56.2		
Investment to existing stores and other	687,087	137.4	734,933	107.0	822,720	111.9		
Software development	11,925	34.8	14,354	120.4	155,229	-		
Depreciation and amortization [SAM Consolidated basis]	1,115,879	146.5	1,429,265	128.1	1,444,779	101.1	-	-
[7-Eleven, Inc. consolidated basis]	-	-	1,424,741	-	1,440,186	101.1	1,444,600	100.3
7-Eleven, Inc. [Yen basis] *								
Total capital expenditures [7-Eleven, Inc. consolidated basis]	2,483,138	-	185,930	7.5	190,051	102.2	351,630	185.0
Investment to new stores and other	2,406,317	-	87,308	3.6	52,483	60.1		
Investment to existing stores and other	75,510	141.4	96,731	128.1	115,732	119.6		
Software development	1,310	35.8	1,889	144.2	21,836	-		
Depreciation and amortization [SAM Consolidated basis]	122,635	150.8	188,119	153.4	203,237	108.0	-	-
[7-Eleven, Inc. consolidated basis]	-	-	187,524	-	202,591	108.0	209,500	103.4
Superstore operations								
Ito-Yokado								
Total capital expenditures	29,311	142.2	25,773	87.9	29,519	114.5	64,400	218.2
Investment to new stores	251	13.0	889	353.4	3,561	400.3		
Investment to existing stores and other	20,600	126.4	13,568	65.9	18,045	133.0		
Software development	8,459	355.5	11,315	133.8	7,912	69.9		
Depreciation and amortization	13,318	105.8	15,402	115.6	18,021	117.0	22,500	124.9
[Reference] Former York								
Total capital expenditures	4,862	117.9	4,313	88.7	5,396	125.1		
Investment to new stores	1,433	129.7	1,907	133.0	3,014	158.1		
Investment to existing stores and other	3,261	119.6	1,086	33.3	1,607	148.0		
Software development	163	56.7	1,320	804.9	774	58.7		
Depreciation and amortization	2,506	109.1	2,645	105.5	2,600	98.3		
York-Benimaru								
Total capital expenditures	17,437	102.2	17,425	99.9	15,396	88.4	29,300	190.3
Investment to new stores	6,048	124.0	11,486	189.9	5,765	50.2		
Investment to existing stores and other	11,311	93.4	5,223	46.2	8,323	159.3		
Software development	78	112.6	715	916.8	1,308	182.9		
Depreciation and amortization	7,297	116.6	9,466	129.7	10,093	106.6	11,200	111.0

*Figures are the actual results for fiscal year ended December 31, 2021, December 31, 2022, December 31, 2023, and forecast for December 31, 2024, respectively.

- Notes: 1. Capital expenditures include long-term leasehold deposits, advances for store construction, investments related to store openings for each fiscal year and beyond, and goodwill and others related to the acquisition of stores, etc., and do not include the increase of future amortization of assets under the Accounting Standard for Asset Retirement Obligations.
2. The criteria for the breakdown of capital expenditures at 7-Eleven, Inc. has been revised since the beginning of the fiscal year ended December 31, 2023.
3. SAM consolidated basis: SAM + 7-Eleven, Inc. consolidated basis + 7-Eleven International LLC consolidated basis + consolidation and elimination SAM: SEJ Asset Management & Investment Company which holds shares of operating companies in North America CVS operations
4. 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.
5. On March 1, 2022, York-Benimaru merged with Life Foods, formerly produced and sold delicatessen mainly in York-Benimaru stores.

■ Store Information

Number of Stores and Store Openings / Closures of Major Companies

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024		Fiscal Year Ending Feb. 28, 2025 (Forecasts)	
		Change		Change		Change		Change
Domestic convenience store operations								
Seven-Eleven Japan	21,205	+120	21,252	+47	21,363	+111	21,513	+150
Openings	625		597		556		630	
Closures	505		550		445		480	
Relocations, etc.	354		445		329			
Terminations of contract	151		105		116			
Seven-Eleven Okinawa	122	+40	150	+28	172	+22	200	+28
Openings	40		28		22		28	
Closures	0		0		0		0	
Overseas convenience store operations								
7-Eleven, Inc.* ¹	13,213	+3,329	13,167	(46)	13,122	(45)	13,132	+10
Openings	3,806		188		182		290	
Closures	477		234		227		280	
SEVEN-ELEVEN (BEIJING)* ¹	304	+21	317	+13	331	+14	402	+71
Openings	62		52		51		100	
Closures	41		39		37		29	
SEVEN-ELEVEN (TIANJIN)* ¹	200	+21	209	+9	217	+8	263	+46
Openings	38		32		26		61	
Closures	17		23		18		15	
SEVEN-ELEVEN (CHENGDU)* ¹	84	+11	85	+1	77	(8)	82	+5
Openings	17		18		11		15	
Closures	6		17		19		10	
Superstore operations								
Ito-Yokado Co., Ltd.* ²	229	(3)	229	±0	226	(3)	198	(28)
Ito-Yokado	128	(4)	126	(2)	123	(3)	93	(30)
Openings	0		0		0		0	
Closures	4		2		3		30	
York Mart, York Foods, etc.	101	+1	103	+2	103	±0	105	+2
Openings	1		2		2		2	
Closures	0		0		2		0	
York-Benimaru	237	+2	246	+9	248	+2	250	+2
Openings	5		11		5		3	
Closures	3		2		3		1	
Chengdu Ito-Yokado* ¹	10	+1	10	±0	9	(1)	9	±0
Openings	1		1		0		0	
Closures	0		1		1		0	
Hua Tang Yokado Commercial* ¹	1	±0	1	±0	1	±0	1	±0
Openings	0		0		0		0	
Closures	0		0		0		0	

*1 Figures are as of the end of December 2021, December 2022, December 2023, and December 2024, respectively.

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

Store Information in Domestic / Overseas Convenience Store Operations

Domestic Store Network

	Feb. 2022	Feb. 2023	Feb. 2024	Change
Hokkaido	1,001	999	999	±0
Aomori	99	103	110	+7
Iwate	146	150	156	+6
Miyagi	426	430	434	+4
Akita	113	116	116	±0
Yamagata	185	186	186	±0
Fukushima	456	453	454	+1
Ibaraki	647	641	643	+2
Tochigi	457	465	471	+6
Gunma	477	477	478	+1
Saitama	1,229	1,233	1,244	+11
Chiba	1,160	1,164	1,169	+5
Tokyo	2,850	2,881	2,892	+11
Kanagawa	1,483	1,491	1,499	+8
Niigata	437	432	430	(2)
Toyama	135	134	131	(3)
Ishikawa	137	134	132	(2)
Fukui	70	71	67	(4)
Yamanashi	207	205	206	+1
Nagano	461	459	458	(1)
Gifu	196	194	192	(2)
Shizuoka	752	748	751	+3
Aichi	1,071	1,061	1,055	(6)
Mie	171	174	176	+2
Shiga	231	224	224	±0
Kyoto	356	351	355	+4
Osaka	1,269	1,276	1,293	+17
Hyogo	693	694	693	(1)
Nara	137	135	136	+1
Wakayama	86	85	87	+2
Tottori	44	47	51	+4
Shimane	60	62	64	+2
Okayama	320	320	315	(5)
Hiroshima	597	597	598	+1
Yamaguchi	326	323	321	(2)
Tokushima	80	82	84	+2
Kagawa	108	108	107	(1)
Ehime	124	123	127	+4
Kochi	43	46	48	+2
Fukuoka	1,026	1,032	1,045	+13
Saga	187	189	192	+3
Nagasaki	205	205	205	±0
Kumamoto	360	361	371	+10
Oita	182	183	186	+3
Miyazaki	199	200	201	+1
Kagoshima	206	208	211	+3
Okinawa	122	150	172	+22
Total	21,327	21,402	21,535	+133

Global Seven-Eleven Store Network

[Consolidated subsidiaries]

	Feb. 2022	Feb. 2023	Feb. 2024	Change
Japan	21,327	21,402	21,535	+133
North America *1	13,213	13,167	13,122	(45)
U.S.A.	12,593	12,560	12,525	(35)
Canada	620	607	597	(10)
Hawaii	65	65	67	+2
China [Beijing]	304	317	331	+14
China [Tianjin]	200	209	217	+8
China [Chengdu]	84	85	77	(8)
Subtotal	35,193	35,245	35,349	+104

*1. Figures for North America are the number of franchised stores and directly operated stores operated by 7-Eleven, Inc.

[Licensees]

	Dec. 2021	Dec. 2022	Dec. 2023	Change
South Korea	11,173	14,265	13,137	(1,128)
China	2,637	2,706	2,875	+169
[Hong Kong and others] *2				
China [Shanghai]	151	173	249	+76
China [Shandong]	247	344	472	+128
China [Chongqing]	37	48	44	(4)
China [Zhejiang]	61	101	140	+39
China [Jiangsu]	61	121	182	+61
China [Hubei]	22	28	38	+10
China [Shaanxi]	70	85	104	+19
China [Fujian]	36	66	80	+14
China [Hunan]	42	58	70	+12
China [Henan]	23	33	53	+20
China [Yunnan]	5	60	119	+59
China [Taiwan]	6,379	6,631	6,859	+228
Thailand	13,134	13,838	14,545	+707
Philippines	3,073	3,393	3,768	+375
Malaysia	2,427	2,472	2,566	+94
Singapore	455	457	500	+43
Australia	718	736	767	+31
Vietnam	63	79	99	+20
Cambodia	4	42	82	+40
India	2	21	47	+26
Israel	-	-	8	+8
Laos	-	-	3	+3
U.S.A.	284	279	78	(201)
Mexico	1,841	1,889	1,925	+36
Norway	149	152	129	(23)
Sweden	82	81	79	(2)
Denmark	172	176	174	(2)
Subtotal	43,348	48,334	49,192	+858

*2. Figures for China [Hong Kong and others] include Guangdong and Macau.

	Feb. 2022	Feb. 2023	Feb. 2024	Change
Total worldwide	78,541	83,579	84,541	+962

Note: Figures for overseas stores are as of the end of December 2021, December 2022, and December 2023, respectively.

As of February 29, 2024, the number of Seven-Eleven stores around the world including licensees (companies that acquired licenses to operate 7-Eleven stores) is 84,652.

Store Information in Superstore Operations

(1) Ito-Yokado Co., Ltd.

[Fiscal year ended February 29, 2024]

Ito-Yokado

(Square meters)

	Store name	Location	Date	Total sales floor space	Directly operated
Closures	Takenotsuka	Tokyo	Mar. 5, 2023	14,084	8,987
	Net Supermarket Nishi-Nippori*	Tokyo	Oct. 3, 2023	-	-
	Ario Sendai Izumi	Miyagi	Jan. 31, 2024	24,922	9,492

* As the store is an online supermarket store, floor space is not shown.

York Mart, York Foods, etc.

(Square meters)

	Store name	Location	Date	Total sales floor space	Directly operated
Openings	Hoya	Tokyo	Sep. 20, 2023	973	973
	Nakaurawa	Saitama	Nov. 22, 2023	4,203	1,958
Closures	Sakurajosui	Tokyo	Sep. 18, 2023	902	902
	Minamimotojyuku	Saitama	Nov. 19, 2023	1,499	1,482

[Fiscal year ending February 28, 2025 (Plan)]

Ito-Yokado

(Square meters)

	Store name	Location	Date	Total sales floor space	Directly operated
Closures	Goshogawara	Aomori	Mar. 31, 2024	2,046	2,046
	Haijima	Tokyo	Apr. 21, 2024	17,321	10,963
	Fukushima	Fukushima	May. 06, 2024	11,036	9,575
	Koriyama	Fukushima	May. 26, 2024	19,443	13,984
	Obihiro	Hokkaido	Jun. 30, 2024	19,262	12,522
	Tonden	Hokkaido	Jul. 28, 2024	20,730	12,585
	Aomori	Aomori	Jul. 28, 2024	22,794	12,895
	Shokuhinkan Kawagoe	Saitama	Jul. 29, 2024	1,328	1,328
	Tsunashima	Kanagawa	Aug. 18, 2024	11,286	7,637
	Kitami	Hokkaido	Aug. 18, 2024	7,864	7,575
	Shokuhinkan Shinmisato	Saitama	Aug. 25, 2024	2,668	2,668
	Hachinohe Numadate	Aomori	Aug. 31, 2024	17,099	12,336
	Kami-itabashi	Tokyo	Sep. 29, 2024	8,407	6,586
	Kashiwa	Chiba	Oct. 27, 2024	11,456	7,183
	Fukuzumi	Hokkaido	Sep. 2024	16,541	11,538
	Tsudanuma	Chiba	Sep. 2024	23,824	10,538
	Hirosaki	Aomori	Sep. 2024	28,420	16,141
	Minami-matsumoto	Nagano	Jan. 2025	18,566	9,112
	Ario Ueda*	Nagano	Jan. 2025	34,724	3,439
	Hanamaki	Iwate	Jan. 2025	13,337	9,243
Kotoni	Hokkaido	Jan. 2025	17,959	14,410	
Ario Sapporo*	Hokkaido	Jan. 2025	53,471	2,938	
Ishinomaki Akebono	Miyagi	Jan. 2025	13,594	10,811	

* The shopping mall will continue to operate.

In addition to the above, 7 stores will be closed in the fiscal year ending February 28, 2025.

York Mart, York Foods, etc.

(Square meters)

	Store name	Location	Date	Total sales floor space	Directly operated
Opening	Saikaya Yokosuka	Kanagawa	Mar. 20, 2024	1,760	1,760

In addition to the above, 1 store will be opened in the fiscal year ending February 28, 2025.

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

(2) York-Benimaru

(Square meters)

【Fiscal year ended February 29, 2024】

	Store name	Location	Date	Total sales floor space	Directly operated
Openings	Hitachiota	Ibaraki	Apr. 7, 2023	3,395	2,429
	Tomobe Square	Ibaraki	Apr. 28, 2023	3,306	2,320
	Sendaikamisugi	Miyagi	Nov. 18, 2023	3,709	2,027
	Shiogama (S&B)	Miyagi	Dec. 1, 2023	2,988	1,995
	Iwakitaira	Fukushima	Feb. 22, 2024	3,401	2,333
Closures	Ohara (S&B)	Fukushima	May 14, 2023	15,733	2,079
	Okuma	Fukushima	Sep. 30, 2023	1,937	1,477
	Namie	Fukushima	Nov. 30, 2023	2,995	1,686

【Fiscal year ending February 28, 2025 (Plan)】

3 stores will be opened and 1 store will be closed in the fiscal year ending February 28, 2025.

(3) Chengdu Ito-Yokado

(Square meters)

【Fiscal year ended December 31, 2023】

	Store name	Location	Date	Total sales floor space
Closure	Meishan	Meishan	Aug. 31, 2023	7,102

Note: S&B stands for Scrap & Build.

Number of Stores by Type

Seven-Eleven Japan

	Fiscal Year Ended Feb. 28, 2022			Fiscal Year Ended Feb. 28, 2023			Fiscal Year Ended Feb. 29, 2024		
		Change	Composition (%)		Change	Composition (%)		Change	Composition (%)
Number of stores	21,205	+120	100.0	21,252	+47	100.0	21,363	+111	100.0
Franchised stores	20,778	+146	98.0	20,987	+209	98.8	21,170	+183	99.1
Type A	4,420	(62)	20.8	4,400	(20)	20.7	4,352	(48)	20.4
Type C	16,358	+208	77.1	16,587	+229	78.0	16,818	+231	78.7
Directly operated stores	427	(26)	2.0	265	(162)	1.2	193	(72)	0.9
Open 24 hours	19,341	+29	91.2	19,302	(39)	90.8	19,269	(33)	90.2
With liquor license	20,862	+114	98.4	20,886	+24	98.3	20,991	+105	98.3
With cigarette license	20,578	+130	97.0	20,656	+78	97.2	20,806	+150	97.4

7-Eleven, Inc.

	Fiscal Year Ended Dec. 31, 2021			Fiscal Year Ended Dec. 31, 2022			Fiscal Year Ended Dec. 31, 2023		
		Change	Composition (%)		Change	Composition (%)		Change	Composition (%)
Number of stores	13,213	+3,329	100.0	13,167	(46)	100.0	13,122	(45)	100.0
Franchised stores	7,404	(81)	56.0	7,219	(185)	54.6	7,248	+29	55.2
BCP stores [Type A]*	648	+1	4.9	648	±0	4.9	625	(23)	4.8
Type C	6,756	(82)	51.1	6,571	(185)	49.7	6,623	+52	50.5
Directly operated stores	5,809	+3,410	44.0	5,948	+139	45.0	5,874	(74)	44.8
With fuel station	8,138	+3,390	61.6	8,239	+101	62.4	8,255	+16	62.9

* BCP stands for Business Conversion Program.

Sales Floor Space

Seven-Eleven Japan

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	2,972,807	100.1	3,029,067	101.9	3,053,346	100.8

7-Eleven, Inc.

	Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ended Dec. 31, 2023	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	2,309,199	133.5	2,314,505	100.2	2,302,211	99.5

Ito-Yokado Co., Ltd.

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	2,288,584	96.4	2,495,162	109.0	2,449,609	98.2
Directly managed sales floor space	1,162,773	94.5	1,105,108	95.0	1,073,816	97.2
Weighted average directly operated sales floor space	1,185,771	92.7	1,122,553	94.7	1,099,246	97.9
Sales per square meters (K yen)	622	103.5	641	103.0	645	100.6

* The calculation method of the sales floor space has been changed since the fiscal year ended February 28, 2023.

York Mart, York Foods, etc.

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	155,359	101.4	159,709	102.8	160,305	100.4
Directly managed sales floor space	153,936	101.4	158,246	102.8	158,841	100.4
Weighted average directly operated sales floor space	152,604	105.4	156,877	102.8	158,708	101.2
Sales per square meters (K yen)	1,197	97.6	1,135	94.8	1,199	105.6

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

York-Benimaru

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024	
		YOY(%)		YOY(%)		YOY(%)
Total sales floor space	709,077	100.9	722,244	101.9	721,126	99.8
Directly operated sales floor space	544,925	100.7	595,516	109.3	599,676	100.7
Weighted average directly operated sales floor space	539,830	100.9	586,116	108.6	595,268	101.6
Sales per square meters (K yen)	752	98.5	783	104.1	800	102.2

Note: The results for the fiscal year ended February 28, 2022 do not include the business of formerly Life Foods.

Employee and Other Information

Seven-Eleven Japan

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024	
		YOY(%) / Change		YOY(%) / Change		YOY(%) / Change
Payment acceptance service						
Number of transactions (thousands)	501,181	98.2	524,766	104.7	538,763	102.7
Total value of transactions (millions of yen)	5,479,461	101.4	5,967,134	108.9	6,087,506	102.0
Full-time employees (end of period)	8,930	(60)	8,549	(381)	8,333	(216)

7-Eleven, Inc.

	Fiscal Year Ended Dec. 31, 2021		Fiscal Year Ended Dec. 31, 2022		Fiscal Year Ended Dec. 31, 2023	
		Change		Change		Change
Full-time employees (end of period)	47,972	+18,929	49,065	+1,093	47,731	(1,334)

Ito-Yokado

Ito-Yokado	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024	
		Change		Change		Change
Full-time employees (end of period)	6,024	(453)	5,635	(389)	5,131	(504)
Full-time employees (average)	6,238	(588)	5,794	(444)	5,404	(390)
Part-time employees*	20,059	(2,260)	18,619	(1,440)	16,668	(1,951)
Ratio to total (%)	76.3	(0.3)	76.3	±0.0	75.5	(0.8)
York Mart, York Foods, etc.						
	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024	
		Change		Change		Change
Full-time employees (end of period)	1,656	+49	1,647	(9)	1,496	(151)
Full-time employees (average)	1,690	+117	1,704	+14	1,567	(137)
Part-time employees*	5,804	+180	5,339	(465)	5,137	(202)
Ratio to total (%)	77.4	+1.4	75.8	(1.6)	76.6	+0.8

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

York-Benimaru

	Fiscal Year Ended Feb. 28, 2022		Fiscal Year Ended Feb. 28, 2023		Fiscal Year Ended Feb. 29, 2024	
		Change		Change		Change
Full-time employees (end of period)	2,866	+56	3,142	+276	3,132	(10)
Full-time employees (average)	2,880	+52	3,181	+301	3,188	+7
Part-time employees*	12,166	(12)	16,005	+3,839	16,183	+178
Ratio to total (%)	80.9	(0.3)	83.4	+2.5	83.5	+0.1

Note: Each figure increased for the fiscal year ended February 28, 2023 due to the merger of Life Foods as of March 1, 2022.

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