

The Seven & i Group by the Numbers

The various numbers that give an outline of the Seven & i Group show not just the large scale of our operations but are also proof that we have grown while maintaining close connections with the lives of each and every one of our customers and employees around the world.

(Fiscal year ended February 28, 2021)

Group Total Sales

11,044.8 billion yen

Figures include the sales of Seven-Eleven Japan, Seven-Eleven Okinawa, and 7-Eleven, Inc. franchisees.



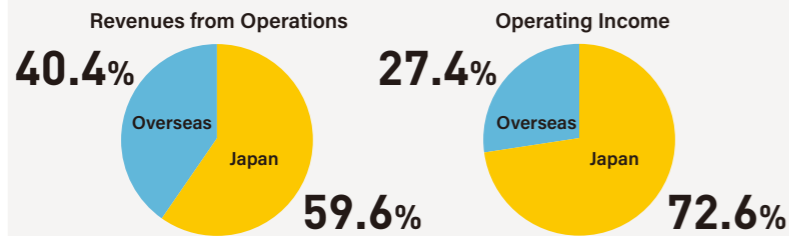
Consolidated Revenues from Operations

5,766.7 billion yen

Consolidated Operating Income

366.3 billion yen

Consolidated Revenues from Operations and Operating Income, by Region



Total Number of Employees*1

135,332



Proportion of Female Management (Section Manager or Higher)*2

22.1%

Proportion of Employees with Disabilities*3

2.95%

*1 As of the end of February 2021. Includes part-time employees (converted to the equivalent in full-time workers, assuming 163 average monthly working hours) *2 Total for 8 companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Sogo & Seibu, Akachan Honpo, Seven & i Food Systems, and Seven Bank (as of the end of February 2021) *3 Proportion for 5 eligible Group companies: Seven & i Holdings, Terube, Seven-Eleven Japan, Ito-Yokado, and Seven & i Food Systems (as of June 1, 2021)

Total Number of Customer Store-Visits per Day



Approx. **53.8 million people**

* Incl. 7-Eleven, Inc. area licensees



Approx. **22.4 million people**

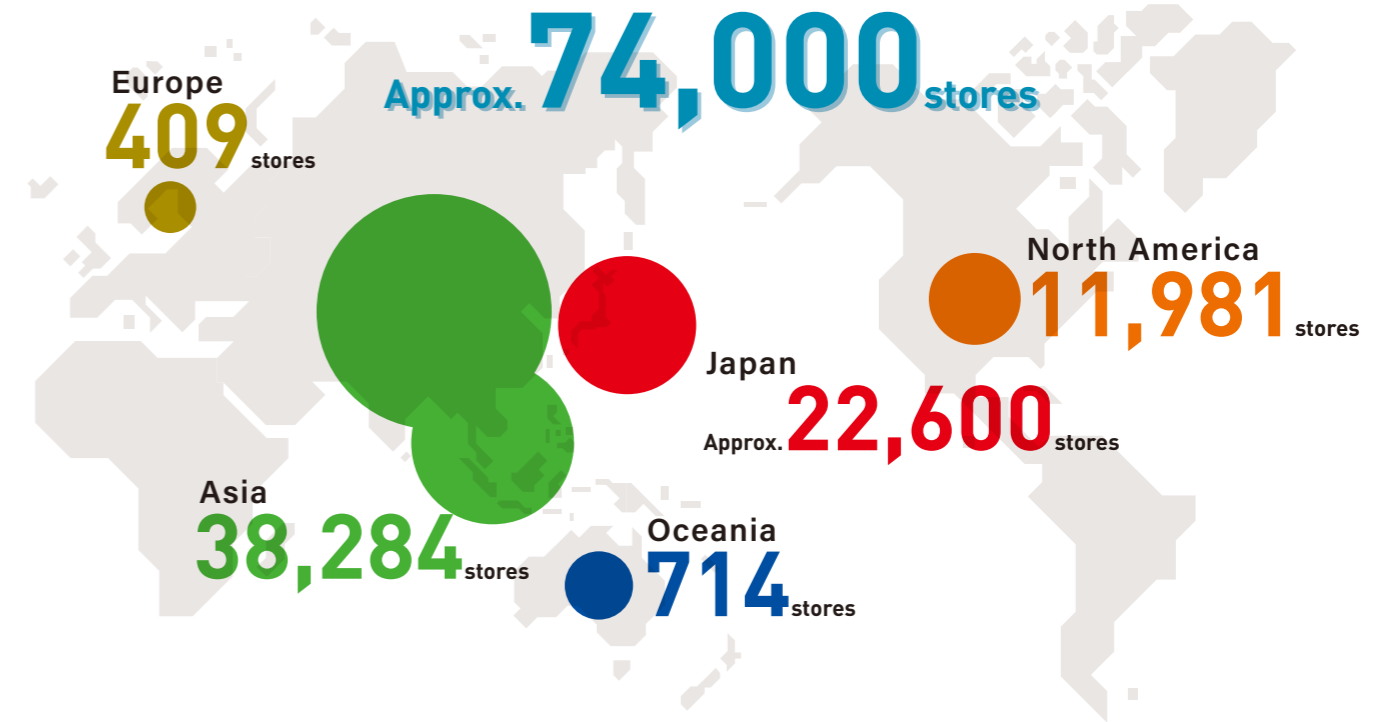
Approximately 74,000 Stores in 17 Countries and Regions Worldwide. Seven & i Group Has Grown into a Global Brand.

We now operate convenience stores, superstores, department stores, specialty stores and more in 17 countries and regions including Japan.

We use our global network of stores to deliver new value and high-quality services to our customers.

Global Network

17 countries and regions throughout the world



Stores of Major Operating Companies by Country

Japan		Asia			
7-Eleven	21,167	[China]			
Ito-Yokado	132	7-Eleven	3,412		
York-Benimaru	235	Chengdu Ito-Yokado	9		
York	100	Hua Tang Yokado	1		
Sogo & Seibu	10	Sogo	2		
Akachan Honpo	117	LOFT	1		
Denny's	339	[China (Taiwan)]			
LOFT	131	7-Eleven	6,024		
		Sogo	8		
		Akachan Honpo	1		
		[South Korea]			
		7-Eleven	10,501		
		[Malaysia]			
		7-Eleven	2,413		
		Sogo	3		
		[Indonesia]			
		Sogo & Seibu	20		
		[Philippines]			
		7-Eleven	2,978		
		[Singapore]			
		7-Eleven	423		
		[Thailand]			
		7-Eleven	12,432		
		LOFT	4		
		[Vietnam]			
		7-Eleven	52		
North America		Europe		Oceania	
[Canada]		[Denmark]		[Australia]	
7-Eleven	629	7-Eleven	173	7-Eleven	714
[U.S.]		[Norway]			
7-Eleven	9,465	7-Eleven	152		
[Hawaii]		[Sweden]			
7-Eleven	65	7-Eleven	84		
[Mexico]					
7-Eleven	1,822				

Number of stores as of the end of February 2021 (the end of December 2020 for overseas)