



Seven & i Holdings Co., Ltd.

Corporate Profile

2022-2023

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 its operations but are also proof that the Group has grown while maintaining close connections with the lives of each and every one of its customers and employees around the world.

(Fiscal year ended February 28, 2022)

Group's Total Sales^{*1}

14,243.2 billion yen



Total Number of Employees^{*2}



170,757



Consolidated Revenues from Operations

8,749.7 billion yen

Japan **39.6%**
Overseas **60.4%**

Proportion of Female Management
(Section Manager or Higher)^{*3}

23.3%

Proportion of Employees with Disabilities^{*4}



2.98%



Consolidated Operating Income

387.6 billion yen

Japan **58.6%**
Overseas **41.4%**

Total Number of Customer Store-Visits per Day^{*5}

Overseas **Approx. 56.8** million people



Japan **Approx. 22.2** million people



Total Seven Premium^{*6} Items

Approx. **3,500**



Seven Premium^{*6} Yearly Sales

1,380 billion yen



^{*1} Figures include the sales of Seven-Eleven Japan, Seven-Eleven Okinawa, and 7-Eleven, Inc. franchisees.

^{*2} Includes part-time employees (converted to the equivalent in full-time workers, assuming 163 average monthly working hours) (as of the end of February 2022)

^{*3} 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 2022)

^{*4} Proportion for 5 eligible Group companies: Seven & i Holdings, Terube, Seven-Eleven Japan, Ito-Yokado, and Seven & i Food Systems (as of June 1, 2022)

^{*5} Incl. 7-Eleven, Inc. area licensees

^{*6} Private brand products shared across the Seven & i Group

Main Operating Companies of the Seven & i Group

By utilizing the unique character of the Seven & i Group, with its diverse business categories and brands, the Group is strategically working toward further growth and depth, seeking to provide new value for all stages in its customers' lives.



Domestic Convenience Store Operations

SEVEN-ELEVEN JAPAN CO., LTD.
SEVEN-ELEVEN OKINAWA CO., LTD.
Seven-Meal Service Co., Ltd.
Seven Net Shopping Co., Ltd.
7dream.com Co., Ltd.



Overseas Convenience Store Operations

7-Eleven, Inc.
7-Eleven International LLC
SEVEN-ELEVEN HAWAII, INC.
SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.
SEVEN-ELEVEN (BEIJING) CO., LTD.
SEVEN-ELEVEN (CHENGDU) CO., LTD.
SEVEN-ELEVEN (TIANJIN) CO., LTD.



Superstore Operations

Ito-Yokado Co., Ltd.	York-Benimaru Co., Ltd.
York Co., Ltd.	SHELL GARDEN CO., LTD.
K.K. Sanei	Marudai Co., Ltd.
IY Foods K.K.	Peace Deli Co., Ltd.
York-Keibi Corporation	Seven Farm Co., Ltd.
Ito-Yokado (China) Investment Co., Ltd.	
Chengdu Ito-Yokado Co., Ltd.	
Hua Tang Yokado Commercial Co., Ltd.	
DAIICHI CO., LTD.*	Tenmaya Store Co., Ltd.*



Department and Specialty Store Operations

Sogo & Seibu Co., Ltd.
IKEBUKURO SHOPPING PARK CO., LTD.
GOTTSUOBIN CO., LTD.
Akachan Honpo Co., Ltd. THE LOFT CO., LTD.
Seven & i Food Systems Co., Ltd.
Nissen Holdings Co., Ltd. Barneys Japan Co., Ltd.
Francfranc Corporation* Tower Records Japan Inc.*



Financial Services

Seven Bank, Ltd.
Seven Financial Service Co., Ltd.
Seven Card Service Co., Ltd.
Seven CS Card Service Co., Ltd.
Bank Business Factory Co., Ltd.
Seven Payment Service, Ltd.
FCTI, Inc.



Other Operations

Seven & i Net Media Co., Ltd.
Seven Culture Network Co., Ltd.
Seven & i Create Link Co., Ltd.
Yatsugatake Kogen Lodge Co., Ltd.
Terube Ltd. (special subsidiary)
PIA Corporation*

* Affiliates accounted for by the equity method

Global Network

The Group now operates convenience stores, superstores, department stores, specialty stores and more in 19 countries and regions including Japan. It uses its global network to offer new experiences and values and deliver high-quality services to its customers.

19 countries and regions throughout the world

Approx. **80,000** stores

Asia

40,744 stores

North America

15,403 stores

Japan

Approx. **22,700** stores

Europe

403 stores

Oceania

718 stores

Stores of Major Operating Companies by Country Japan

Japan			
7-Eleven	21,327	Sogo & Seibu	10
Ito-Yokado	128	Akachan Honpo	121
York-Benimaru	237	Denny's	322
York	101	LOFT	138

Asia			
China		Indonesia	
7-Eleven	3,980	Sogo & Seibu	21
Chengdu Ito-Yokado	10	Philippines	3,073
Hua Tang Yokado	1	7-Eleven	455
Sogo	2	Singapore	7-Eleven
LOFT	4	Thailand	13,134
China (Taiwan)	6,379	7-Eleven	3
7-Eleven	8	Vietnam	63
Sogo	2	Cambodia	4
South Korea	11,173	India	2
7-Eleven	2,427	7-Eleven	
7-Eleven	3		

North America		Europe	
Canada		Denmark	
7-Eleven	620	7-Eleven	172
U.S.		Norway	
7-Eleven	12,877	7-Eleven	149
Hawaii		Sweden	
7-Eleven	65	7-Eleven	82
Mexico			
7-Eleven	1,841		

Oceania		Number of stores as of the end of February 2022 (the end of December 2021 for overseas)	
Australia			
7-Eleven	718		

History

The Group will continue to strive to create retail and distribution services tailored to the changing needs of its customers while supporting the various stages and events of their lives.

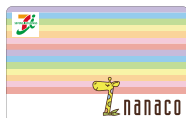
2005 Holding company Seven & i Holdings Co., Ltd. was established. U.S.-based 7-Eleven, Inc., was made a wholly owned subsidiary of SEVEN-ELEVEN JAPAN CO., LTD.



2006 Millennium Retailing, Inc. (now Sogo & Seibu Co., Ltd.) was made a wholly owned subsidiary. York-Benimaru Co., Ltd. was made a wholly owned subsidiary.

2007 Seven & i Food Systems Co., Ltd. was established. THE LOFT CO., LTD. was made a wholly owned subsidiary of Millennium Retailing, Inc. (now Sogo & Seibu Co., Ltd.)

Proprietary electronic money nanaco introduced.



Seven Premium, a private brand across the Group, was launched.

Akachan Honpo Co., Ltd. was made a subsidiary of Ito-Yokado Co., Ltd.



2008 Seven & i Financial Group (now Seven Financial Service Co., Ltd.) was established. SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD. was established. Seven & i Net Media Co., Ltd. was established. The agricultural production corporation, Seven Farm Tomisato Co., Ltd., was established.

2009 Seven Culture Network Co., Ltd. was established. Three companies—Millennium Retailing, Sogo and Seibu Department Stores—merged and changed their name to Sogo & Seibu Co., Ltd. Business and capital alliance with PIA Corporation.

2010 Capital alliance with Tower Records Japan Inc. The agricultural production corporation, Seven Farm Co., Ltd., was established. SEVEN-ELEVEN (CHENGDU) Co., Ltd. was established.

2012 Seven-Eleven Japan launched Seven Easy Delivery using electric mini vehicles.

2013 *Seven Café* launched.

Ito-Yokado Co., Ltd. established a business and capital alliance with DAIICHI CO., LTD. a Hokkaido-based supermarket.



Business and capital alliance with Nissen Holdings Co., Ltd. Business alliance with Tenmaya Store Co., Ltd., and Tenmaya Co., Ltd. Capital alliance between Ito-Yokado Co., Ltd. and Tenmaya Store Co., Ltd. Business and capital alliance with BALS CORPORATION (now Francfranc Corporation).

2014 Operating income exceeded 300 billion yen for the first time for a Japanese retailer. Number of installed Seven Bank ATMs exceeded 20,000. Established the material issues of the Seven & i Group. Started first duty-free service in the convenience store industry.

2015 Barneys Japan Co., Ltd. was made a wholly owned subsidiary. Business alliance with Kansai-based food supermarket MANDAI CO., LTD. Grand opening of *Omni7*, the Group's comprehensive e-commerce channel.

2016 Nissen Holdings Co., Ltd. was made a wholly owned subsidiary.

2017 SEVEN-ELEVEN OKINAWA CO., LTD. was established.

2018 Seven Payment Service, Ltd. was established. **The number of 7-Eleven stores in Japan exceeded 20,000 stores.** 7-Eleven, Inc. acquired the retail business of Sunoco LP. Business alliance with Izumi Co., Ltd. Business alliance with Odakyu Electric Railway Co., Ltd. and with Odakyu Shoji Co., Ltd. Business alliance with Zoshinkai Holdings Inc.

2019 Formed the Seven & i Group environmental initiative "GREEN CHALLENGE 2050."



Seven-Eleven Okinawa established a store in Okinawa, meaning the chain has a presence in all Japanese prefectures. Number of 7-Eleven stores worldwide exceeded 70,000.

2020 100th anniversary of Ito-Yokado. The *Seven Premium* Connect Declaration was announced. York Mart Co., Ltd. changed its name to York Co., Ltd.



2021 7-Eleven, Inc. acquired Marathon Petroleum Corporation's U.S. convenience store and fuel retail businesses operating mainly under the Speedway brand. SEVEN-ELEVEN JAPAN CO., LTD. and 7-Eleven, Inc. undertook a joint venture to establish 7-Eleven International LLC. SEVEN-ELEVEN JAPAN CO., LTD. established General Incorporated Association, Seven Global Linkage.

2022 Revised the material issues of the Seven & i Group. The company and Seven Bank moved to the Prime Market following the reorganization of Tokyo Stock Exchange markets. Number of 7-Eleven stores worldwide exceeded 80,000.

Corporate Outline

Date of establishment

September 1, 2005

Capital

50 billion yen

Business

The planning, management and operation of Group companies, including convenience stores, superstores, supermarkets, department stores, specialty stores, food services, financial services and IT services (pure holding company).

Total Number of Employees

170,757*1 (as of the end of February 2022)

Headquarters Location

8-8, Nibancho, Chiyoda-ku, Tokyo, Japan

Fiscal Year Ended February 28, 2022

Group's Total Sales 14,243.27 billion yen*2

Revenues from Operations .. 8,749.752 billion yen

Operating Income 387.653 billion yen

Ordinary Income 358.571 billion yen

Net Income Attributable to Owners of Parent
..... 210.774 billion yen

(Exchange rate: U.S.\$1 = 109.90 yen)

*1 Includes part-time employees (converted to the equivalent in full-time workers, assuming 163 average monthly working hours)

*2 "Group's Total Sales" includes the sales of Seven-Eleven Japan, Seven-Eleven Okinawa, and 7-Eleven, Inc. franchisees.

List of Officers

As of May 26, 2022

Board of Directors and Audit & Supervisory Board Members

President & Representative Director
Ryuichi Isaka

Vice President & Representative Director
Katsuhiro Goto

Director & Managing Executive Officer
Junro Ito
Yoshimichi Maruyama

Director
Fumihiko Nagamatsu
Joseph Michael DePinto
Kunio Ito*
Toshiro Yonemura*
Tetsuro Higashi*
Yoshiyuki Izawa*
Meyumi Yamada*
Jenifer Simms Rogers*
Paul Yonamine*
Stephen Hayes Dacus*
Elizabeth Miin Meyerdirk*

Full-Time Audit & Supervisory Board Member
Noriyuki Habano
Nobutomo Teshima

Audit & Supervisory Board Member
Kazuhiro Hara*
Mitsuko Inamasu*
Kaori Matsuhashi*

Executive Officers

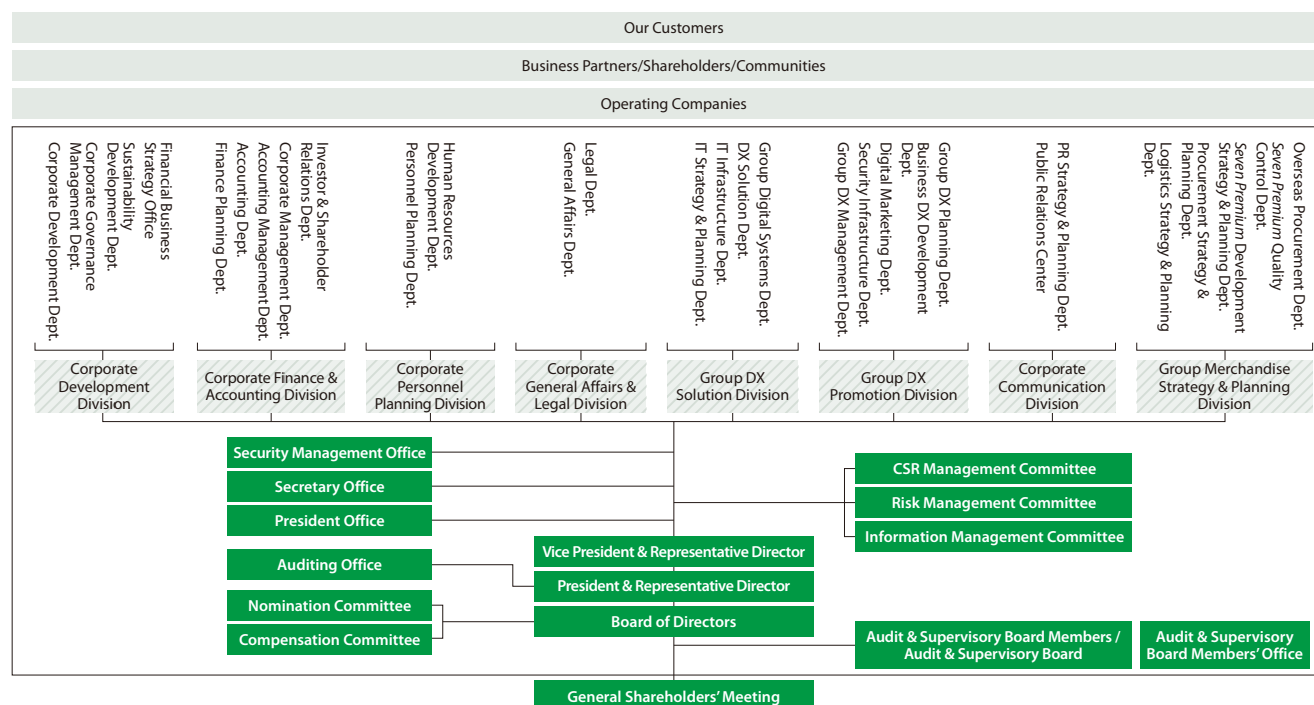
Managing Executive Officer
Takuji Hayashi
Yukio Mafune
Tetsuya Yamamoto
Kimiyoishi Yamaguchi
Seiichi Ishibashi

Executive Officer
Masaki Saito
Tsuyoshi Kobayashi
Mayumi Tsuruyu
Minoru Matsumoto
Shinya Ishii
Hidekazu Nakamura
Nobuyuki Miyaji
Tamaki Wakita

* Indicates an outside director or Audit & Supervisory Board Member.

Organization Chart

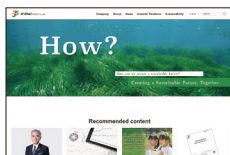
as of the end of February 2022



Corporate Communication Tools

Seven & i HLDGS.

Corporate Website



Find out more about the activities of the Seven & i Group. In addition to the latest news, history, and other company information, includes information on the Group's sustainability activities and other initiatives.



➤ **Seven & i HLDGS. Homepage**
<https://www.7andi.com/en/>

Corporate Outline



An annual publication summarizing the business activities and sales information of the Seven & i Group and its various companies. Includes data such as store development, sales information, logistics and production systems in Japan and worldwide.



➤ **Corporate Outline**
<https://www.7andi.com/en/ir/library/co/2022.html>

Management Report (Integrated Report)



A report summarizing the management policies of Seven & i Holdings, medium- and long-term efforts to improve corporate value, and corporate governance. Also includes business strategies of each group company.



➤ **Seven & i Management Report**
<https://www.7andi.com/en/ir/library/mr.html>

Latest IR Materials



View the latest IR materials of Seven & i Holdings. Includes financial information such as annual securities reports, financial statements and presentation materials.



➤ **IR Library**
<https://www.7andi.com/en/ir/library.html>

"Quarterly Report" Shareholder Newsletter



Shareholder newsletter showcasing the latest initiatives of the Seven & i Group. Delivered to shareholders every three months, each issue includes a special feature on various topics.



➤ **Quarterly Report (Japanese website)**
<https://www.7andi.com/group/quarterly/>

Data from
the Quarterly Report
(Vol. 155, 2022)

Recruitment Information for the Group Companies



Introduces the operations of each Group company and provides recruitment information.



➤ **Recruitment information (Japanese website)**
<https://www.7andi.com/recruit.html>

Seven-Eleven Japan

Seven-Eleven Japan Corporate Profile

Company guide for potential Seven-Eleven franchisees and people interested in working at Seven-Eleven Japan. Presents details of the systems and measures used to support franchisees' operations.



➤ **Seven-Eleven Japan Corporate Profile**
https://www.sej.co.jp/company/en/c_profile.html

Seven Bank

Integrated Report (Disclosure)

Provides comprehensive details of the current state of Seven Bank's business operations and of its financial data, as well as non-financial data that drives Seven Bank's continued growth.



➤ **Integrated Report (Disclosure)**
<https://www.sevenbank.co.jp/english/ir/library/disclosure/>

