



Seven & i Holdings Co., Ltd.

Corporate Profile

2024-2025



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 29, 2024)

Group's Total Sales^{*1}

17,789.9 billion yen



Total Number of Employees

157,177



Consolidated Revenues from Operations

11,471.7 billion yen

Japan **25.4** %
Overseas **74.6** %



Proportion of Female Management^{*3}

Section Manager or Higher **27.3** %

Section Chief or Higher **35.3** %



Male employee paternity childcare leave utilization rate^{*3}

47.5 %



Consolidated Operating Income

534.2 billion yen

Japan **45.4** %
Overseas **54.6** %



Total Number of Customer Store-Visits per Day^{*4}

Overseas

Approx. **63.6** million people



Japan

Approx. **22.3** million people



Total Seven Premium^{*5} Items

Approx. **3,400**



Seven Premium^{*5} Yearly Sales

1,450 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 2024)

^{*3} Total for 8 companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Loft, Akachan Honpo, Seven & i Food Systems, and Seven Bank (the ratio of female managers is as of February 29, 2024, and male employee paternity childcare leave utilization rate is based on FY2023 results.)

^{*4} Incl. 7-Eleven, Inc. area licensees

^{*5} 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.

As of August 31, 2024

Domestic Convenience Store Operations

SEVEN-ELEVEN JAPAN CO., LTD.
SEVEN-ELEVEN OKINAWA CO., LTD.
7dream.com Co., Ltd.
Seven Net Shopping Co., Ltd.
Seven-Meal Service 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.
Convenience Group Holdings Pty Ltd (SEA)



Superstore Operations

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



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

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. (special subsidiary)
Tower Records Japan Inc.*
PIA Corporation*



* Affiliates accounted for by the equity method

Global Network

The Group now operates convenience stores, superstores, specialty stores and more in 20 countries and regions, including Japan. It uses its global network to offer new experiences and values and deliver high-quality services to its customers.

20 countries and regions throughout the world

Approx. **85,800** stores

Asia
46,684 stores

North America
15,192 stores

Europe
382 stores

Japan
Approx. **22,800** stores

Oceania
767 stores

Stores of Major Operating Companies by Country Japan

Japan		Cambodia	
7-Eleven	21,535	7-Eleven	82
Ito-Yokado	226	India	
York-Benimaru	248	7-Eleven	47
Akachan Honpo	126	North America	
Denny's	319	Canada	
LOFT	160	7-Eleven	597
Asia		U.S.	
China		7-Eleven	12,603
7-Eleven	5,051	Hawaii	
Chengdu Ito-Yokado	9	7-Eleven	67
Hua Tang Yokado	1	Mexico	
LOFT	4	7-Eleven	1,925
China (Taiwan)		Europe	
7-Eleven	6,859	Denmark	
Akachan Honpo	3	7-Eleven	174
South Korea		Norway	
7-Eleven	13,137	7-Eleven	129
Malaysia		Sweden	
7-Eleven	2,566	7-Eleven	79
Laos		Oceania	
7-Eleven	3	Australia	
Philippines		7-Eleven	767
7-Eleven	3,768		
Singapore			
7-Eleven	500		
Thailand			
7-Eleven	14,545		
LOFT	2		
Vietnam			
7-Eleven	99		

Number of stores as of February 29, 2024
As of December 31, 2023 for other countries and regions (Including 8 stores in Israel)

History

Based on our basic stance of “always providing new values from the customer’s point of view,” we will strive to promote innovation in distribution services to bring high-quality products and services to our customers in their daily 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 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.

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.
Celebrated the 15th anniversary of Seven Premium.
Launched Seven the Price, a new Seven Premium brand.

2023 The honorary chairman of Seven & i Holdings passed away.
Started operation of the Peace Deli Nagareyama Kitchen, a common infrastructure for the Group.
Started operation of the Ito-Yokado Online Supermarket Shin-Yokohama Center.
Realigned the superstore business, with Ito-Yokado Co., Ltd. and York Co., Ltd. merging into Ito-Yokado Co., Ltd.
Celebrated the 50th anniversary of the 7-Eleven business in Japan.

2024 **Started operation of the Peace Deli Chiba Kitchen, the Group's first common central kitchen.**
Opened a new concept store, SIP store.
7-Eleven International LLC completed the acquisition of shares in Convenience Group Holdings Pty Ltd in Australia.
The intermediate holding company, YORK Holdings Co., Ltd., was established to preside over the SST Business Group.



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, specialty stores, food services, financial services and IT services (pure holding company).

Total Number of Employees

157,177^{*1} (as of the end of February 2024)

Headquarters Location

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

Fiscal Year Ended February 29, 2024

Group's Total Sales -----17,789.93 billion yen^{*2}

Revenues from Operations ---- 11,471.75 billion yen

Operating Income ----- 534.248 billion yen

Ordinary Income ----- 507.086 billion yen

Net Income Attributable to

Owners of Parent ----- 224.623 billion yen

(Exchange rate: U.S.\$1 = 140.67 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 August 31, 2024

Board of Directors and Audit & Supervisory Board Members

President & Representative Director

Ryuichi Isaka

Vice President & Representative Director

Junro Ito

Director & Senior Managing Executive Officer

Fumihiko Nagamatsu

Joseph Michael DePinto

Director & Managing Executive Officer

Yoshimichi Maruyama

Director and Executive Officer

Tamaki Wakita

Director

Stephen Hayes Dacus*

Toshiro Yonemura*

Yoshiyuki Izawa*

Meyumi Yamada*

Jenifer Simms Rogers*

Shinji Wada*

Fuminao Hachiuma*

Paul Yonamine*

Elizabeth Miin Meyerdirk*

Full-Time Audit & Supervisory Board Member

Noriyuki Habano

Nobutomo Teshima

Audit & Supervisory Board Member

Kazuhiro Hara*

Mitsuko Inamasu*

Kaori Matsuhashi*

Executive Officer

Managing Executive Officer

Seiichiro Ishibashi

Tsuyoshi Kobayashi

Masaki Saito

Tetsuya Yamamoto

Koichiro Otaka

Executive Officer

Shinji Abe

Masato Otake

Seiji Oku

Nobuyuki Miyaji

Takuya Enomoto

Hirotake Henmi

Yasukiyo Toda

Shinya Ishii

Yuki Oda

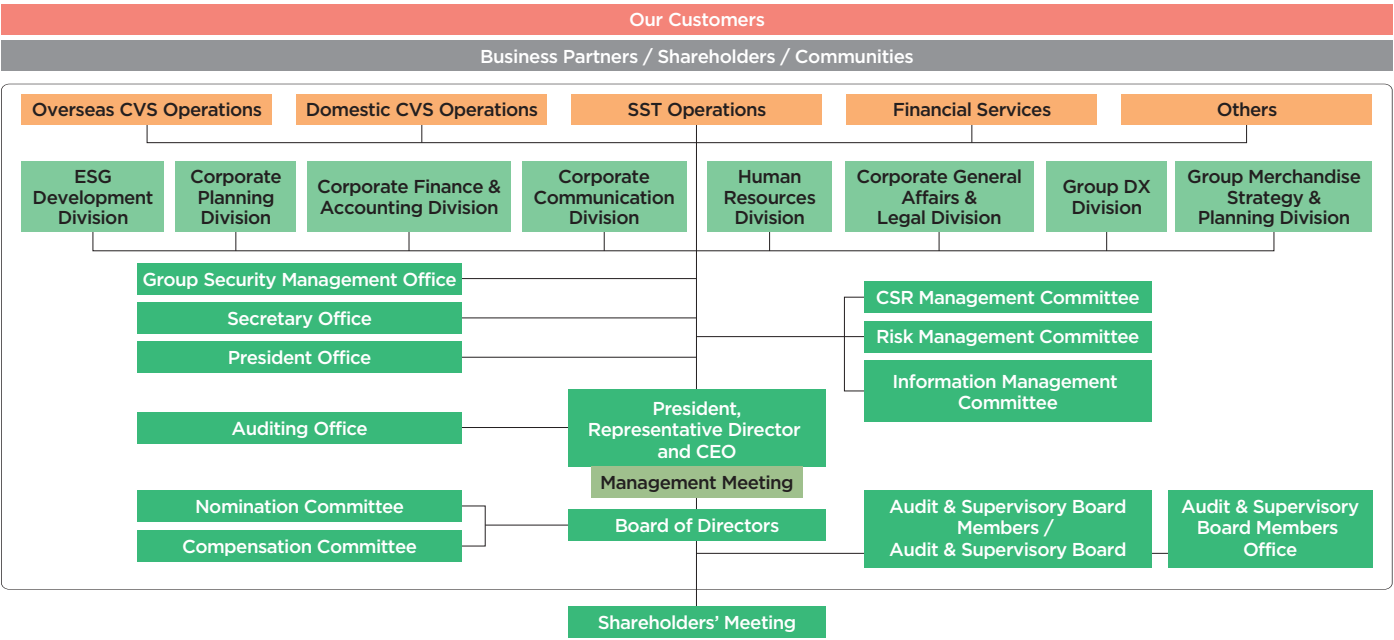
Miho Terada

Junko Waseda

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

Organization Chart

As of April 6, 2023



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_financial/2024.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/>

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. 164, 2024)

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/>



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