

Learn about Seven & i Group

Corporate Profile

Seven & i Group in Numbers

Learn about the Market Environment

Domestic Macroeconomic Environment

Domestic Environment of the Retail Industry

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

Major Operating Companies' Market Share
(Nonconsolidated)

Global Retail Industry - Sales Ranking

- Market Capitalization Ranking

See Seven & i Group's Performance

Consolidated Financial KPI

Consolidated Financial Results

Consolidated Financial Highlight

Segment Information

Financial Position

See Major Operating Companies' Data

Overview of Major Operating Companies

Domestic Convenience Store Operations

Overseas Convenience Store Operations

Superstore Operations

Financial Services

Others

See Stock Information

Stock Information

See Seven & i Group's History

Group History

Corporate Profile

Corporate Overview (As of February 28, 2025)

Company name
Seven & i Holdings Co., Ltd.

Date of establishment
September 1, 2005

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

Representative
President and Representative Director
Ryuichi Isaka

Paid-in capital
50 billion yen

Number of employees
1,097 (nonconsolidated)
62,012 (consolidated)

Corporate Creed

We aim to be a sincere company that our customers trust.
We aim to be a sincere company that our business partners, shareholders and local communities trust.
We aim to be a sincere company that our employees trust.

Group's Management Policy

Basic stance

We aim to contribute to the local community both in Japan and overseas by providing new experiences and values from the customer's perspective.

Ideal Group image for 2030

A world-class retail group centered around its *food* that leads retail innovation through global growth strategies centered on the 7-Eleven business and proactive utilization of technology.

Roles and Functions of the Holding Company

- Strengthen corporate governance
- Maximize the Group's corporate value

Support for management execution

Assessment and supervision of management execution

Optimal resource allocation

- Share specific actions with operating companies regarding management challenges and solutions
- Set and monitor KPIs

Roles and Functions of Operating Companies

- Pursue maximization of customer satisfaction
- Operate autonomously, seek profit growth, and enhance asset efficiency

Business Segments

Domestic convenience store operations

Overseas convenience store operations

Superstore operations

Financial services

Others

Learn about Seven & i Group

Corporate Profile
Seven & i Group in Numbers
Learn about the Market Environment
Domestic Macroeconomic Environment
Domestic Environment of the Retail Industry
U.S. Macroeconomic Environment and Environment of the Retail Industry
Major Operating Companies' Market Share (Nonconsolidated)
Global Retail Industry - Sales Ranking
- Market Capitalization Ranking

See Seven & i Group's Performance

Consolidated Financial KPI
Consolidated Financial Results
Consolidated Financial Highlight
Segment Information
Financial Position

See Major Operating Companies' Data

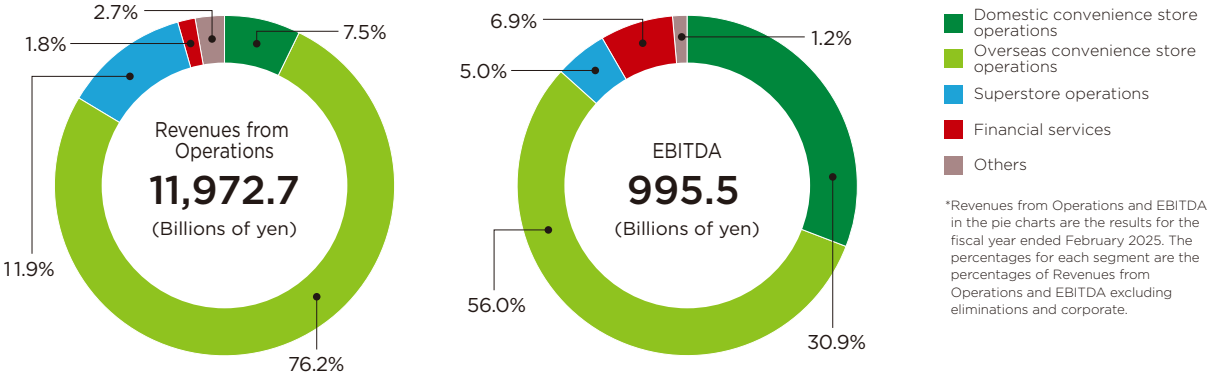
Overview of Major Operating Companies
Domestic Convenience Store Operations
Overseas Convenience Store Operations
Superstore Operations
Financial Services
Others

See Stock Information

Stock Information
See Seven & i Group's History
Group History

Seven & i Group in Numbers

The Group is taking on the challenge of creating new value in a bid to become a world-class retail group centered around its *food* that leads retail innovation through global growth strategies centered on the 7-Eleven business and proactive utilization of technology.



Major Operating Companies	Domestic convenience store operations		Overseas convenience store operations		Superstore operations		Financial services		Others	
	• SEVEN-ELEVEN JAPAN CO., LTD. • SEVEN-ELEVEN OKINAWA CO., LTD.		• 7-Eleven, Inc. • SEJ Asset Management & Investment Company • 7-Eleven International LLC • SEVEN-ELEVEN HAWAII, INC. • Convenience Group Holdings Pty Ltd • SEVEN-ELEVEN (BEIJING) CO., LTD. • SEVEN-ELEVEN (CHENGDU) CO., LTD. • SEVEN-ELEVEN (TIANJIN) CO., LTD.		• Ito-Yokado Co., Ltd. • York-Benimaru Co., Ltd. • SHELL GARDEN CO., LTD. • Hua Tang Yokado Commercial Co., Ltd. • Chengdu Ito-Yokado Co., Ltd.		• Seven Bank, Ltd. • Seven Financial Service Co., Ltd. • Seven Card Service Co., Ltd. • Seven CS Card Service Co., Ltd.		• Akachan Honpo Co., Ltd. • Seven & i Food Systems Co., Ltd. • THE LOFT CO., LTD. • Peace Deli Co., Ltd. • Seven & i Create Link Co., Ltd. • Seven & i Net Media Co., Ltd. • Seven Culture Network Co., Ltd. • Terube Ltd.	
	(5 consolidated subsidiaries, 4 affiliates; 9 companies, in total)		(128 consolidated subsidiaries, 5 affiliates; 133 companies, in total)		(16 consolidated subsidiaries, 5 affiliates; 21 companies, in total)		(13 consolidated subsidiaries, 13 companies, in total)		(12 consolidated subsidiaries, 6 affiliates; 18 companies, in total)	
Revenues from Operations (Billions of yen)	FY2023	11,471.7	921.7	8,516.9	1,477.3	411.3	207.4	320.9	212.1	
	FY2024	11,972.7	904.1	9,170.7	1,432.1					
EBITDA (Billions of yen)	FY2023	1,054.9	340.7	624.5	53.7	73.0	13.5			
	FY2024	995.5	324.8	587.8	52.0	72.4	12.6			

Learn about Seven & i Group

Corporate Profile

Seven & i Group in Numbers

Learn about the Market Environment

Domestic Macroeconomic Environment

Domestic Environment of the Retail Industry

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

Major Operating Companies' Market Share (Nonconsolidated)

Global Retail Industry - Sales Ranking

- Market Capitalization Ranking

See Seven & i Group's Performance

Consolidated Financial KPI

Consolidated Financial Results

Consolidated Financial Highlight

Segment Information

Financial Position

See Major Operating Companies' Data

Overview of Major Operating Companies

Domestic Convenience Store Operations

Overseas Convenience Store Operations

Superstore Operations

Financial Services

Others

See Stock Information

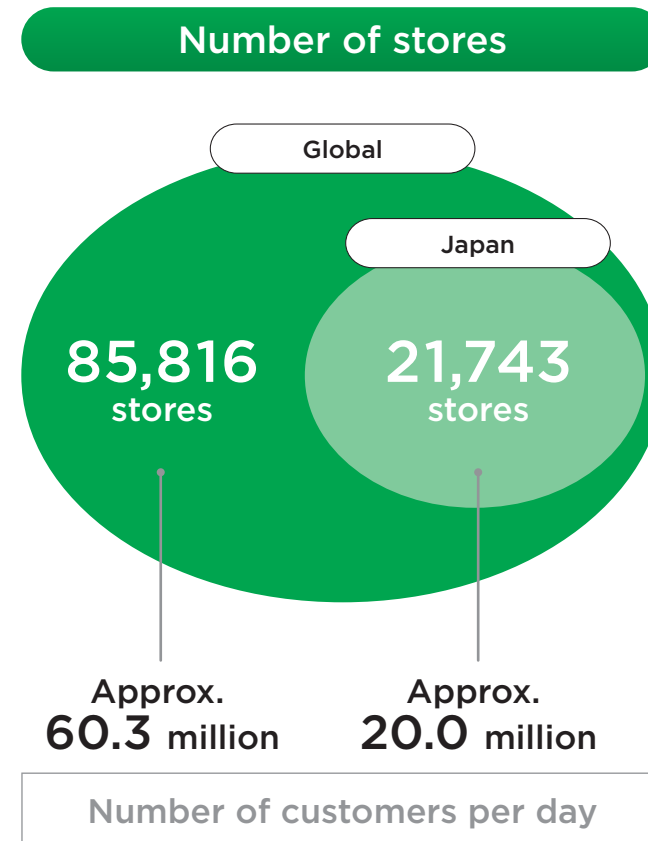
Stock Information

See Seven & i Group's History

Group History

Seven & i Group in Numbers

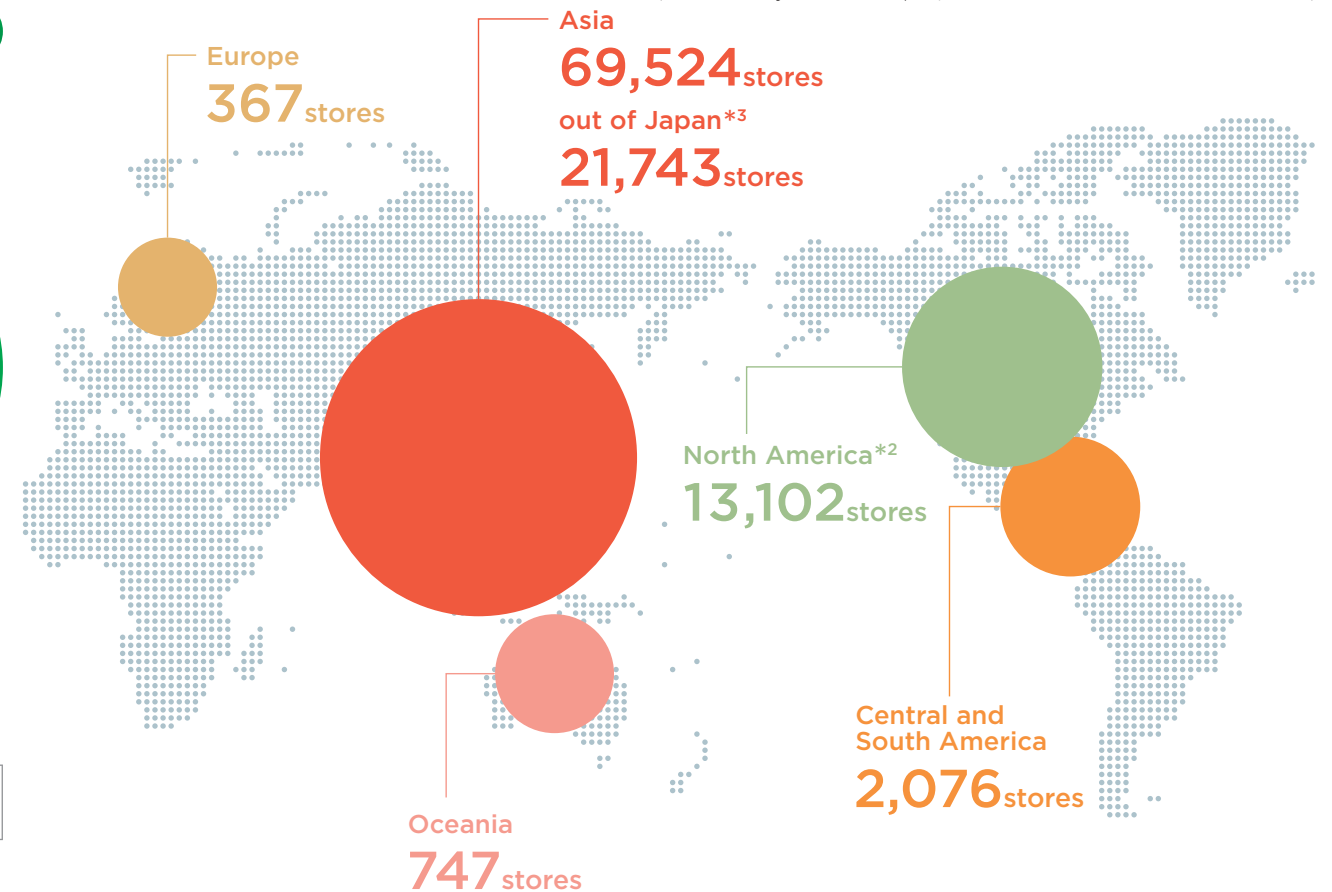
SEVEN-ELEVEN Store Network



*1 86,898 stores, including Ito-Yokado, York-Benimaru, Akachan Honpo, Denny's, and Loft
*2 Including Hawaii
*3 Total of SEVEN-ELEVEN JAPAN and SEVEN-ELEVEN OKINAWA

85,816stores*1

(As of February 28, 2025 in Japan / As of December 31, 2024 in other countries)



Learn about Seven & i Group

- Corporate Profile
- Seven & i Group in Numbers

Learn about the Market Environment

- Domestic Macroeconomic Environment
- Domestic Environment of the Retail Industry
- U.S. Macroeconomic Environment and Environment of the Retail Industry
- Major Operating Companies' Market Share (Nonconsolidated)
- Global Retail Industry - Sales Ranking
- Market Capitalization Ranking

See Seven & i Group's Performance

- Consolidated Financial KPI
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position

See Major Operating Companies' Data

- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

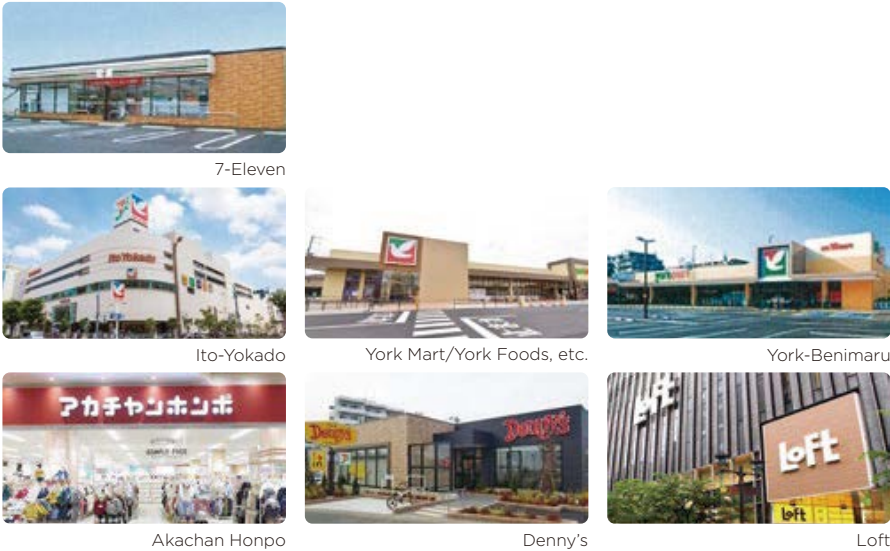
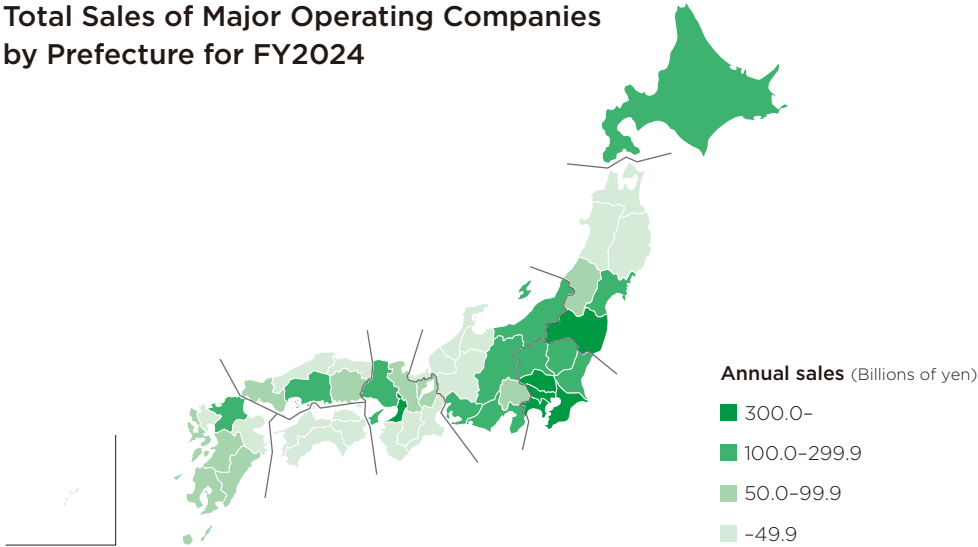
See Seven & i Group's History








- Group History

Seven & i Group in Numbers

Domestic Store Network

Total Sales of Major Operating Companies by Prefecture for FY2024



	7-Eleven	Ito-Yokado	York Mart/York Foods, etc.	York-Benimaru	Akachan Honpo	Denny's	Loft
							
	(Stores)						
Hokkaido	994	-	-	-	3	-	4
Tohoku	1,478	-	-	166	3	12	4
Kanto	8,471	78	104	82	50	229	83
Chubu	3,442	7	-	-	19	66	23
Kinki	2,967	7	-	-	27	10	29
Chugoku	1,367	-	-	-	8	-	10
Shikoku	388	-	-	-	2	-	5
Kyushu, Okinawa	2,636	-	-	-	15	-	14
Total	21,743	92	104	248	127	317	172

Note) As of February 28, 2025

Learn about Seven & i Group

Corporate Profile

Seven & i Group in Numbers

Learn about the Market Environment

Domestic Macroeconomic Environment

Domestic Environment of the Retail Industry

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

Major Operating Companies' Market Share
(Nonconsolidated)

Global Retail Industry - Sales Ranking

- Market Capitalization Ranking

See Seven & i Group's Performance

Consolidated Financial KPI

Consolidated Financial Results

Consolidated Financial Highlight

Segment Information

Financial Position

See Major Operating Companies' Data

Overview of Major Operating Companies

Domestic Convenience Store Operations

Overseas Convenience Store Operations

Superstore Operations

Financial Services

Others

See Stock Information

Stock Information

See Seven & i Group's History

Group History

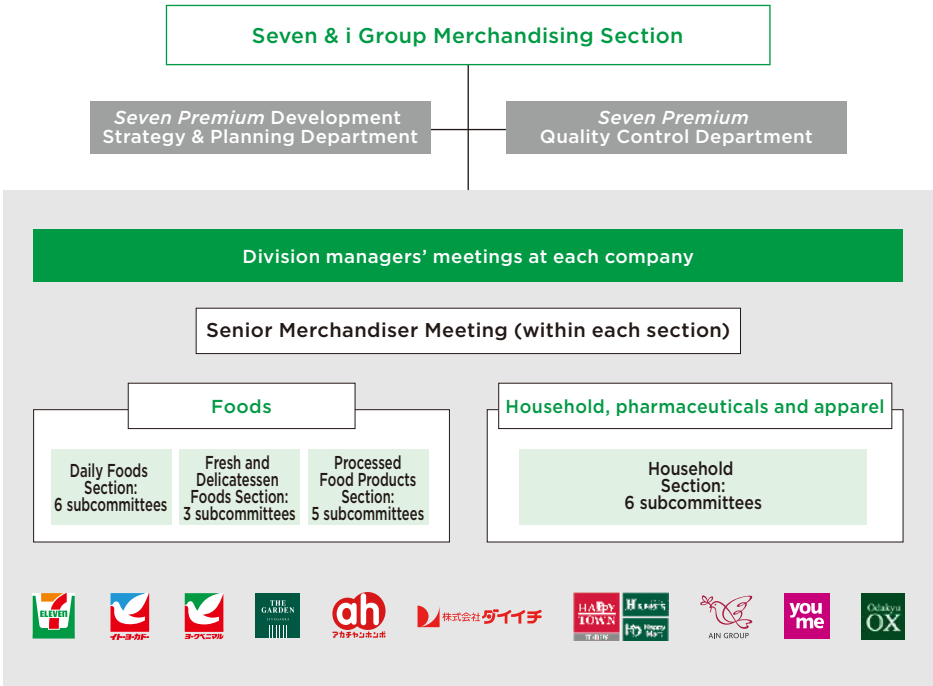
Seven & i Group in Numbers

Seven Premium Initiatives

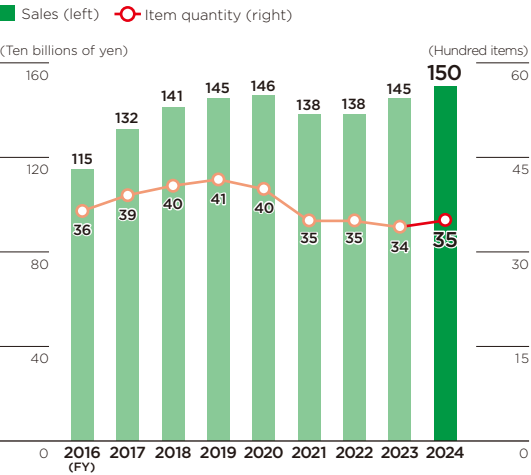
Under its private brand, *Seven Premium*, the Group has developed merchandise leveraging the methods for original merchandise development cultivated by Seven-Eleven Japan, and concentrating the infrastructure, merchandise development expertise, and sales capabilities of its Group companies.

Merchandise Development and Supply System

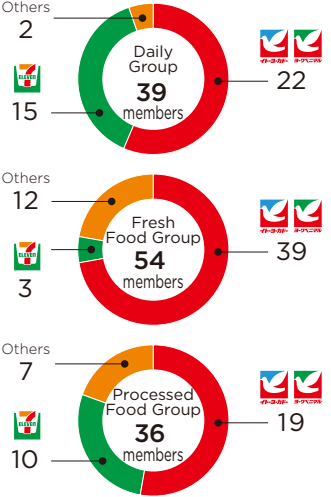
Merchandise development staff in Seven & i Group companies are organized into 4 sections and 20 subcommittees to conduct joint merchandise development with merchandise manufacturers. As of February 28, 2025, they supply 10 companies in total.



SEVEN PREMIUM sales and item quantity



Inter-group development structure of Seven Premium (Food) (As of Feb. 2025)



Development of Seven Premium

Seven Premium strives to respond to changes in customer preferences and communicate newness by renewing existing merchandise every year, mainly those with high sales. Through questionnaires, group interviews and other consumer surveys, we research customers' opinions, create test merchandise and conduct monitoring trials until we are satisfied. This process enables us to develop merchandise that offer high quality at an agreeable price.

MERCHANDISE SOLD OVER 1 BILLION YEN PER YEAR

The number of merchandise sold over 1 billion yen per year in FY2024 was 315 items.



Learn about Seven & i Group

Corporate Profile

Seven & i Group in Numbers

Learn about the Market Environment

Domestic Macroeconomic Environment

Domestic Environment of the Retail Industry

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

Major Operating Companies' Market Share
(Nonconsolidated)

Global Retail Industry - Sales Ranking

- Market Capitalization Ranking

See Seven & i Group's Performance

Consolidated Financial KPI

Consolidated Financial Results

Consolidated Financial Highlight

Segment Information

Financial Position

See Major Operating Companies' Data

Overview of Major Operating Companies

Domestic Convenience Store Operations

Overseas Convenience Store Operations

Superstore Operations

Financial Services

Others

See Stock Information

Stock Information

See Seven & i Group's History

Group History

Seven & i Group in Numbers

Development in China

In China, we are operating convenience stores, superstores, supermarkets, etc. We are also working to exchange information between business formats and jointly develop merchandise.

(As of December 31, 2024)

Business category		Establishment	Opening date of the first store	Capital	Ownership ratio	
SEVEN-ELEVEN (BEIJING) CO., LTD.	Convenience stores	Jan. 2004	Apr. 15, 2004	USD44 million	SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD. Beijing Wang fu jing Department Store Group Co., Ltd. China National Sugar & Alcohol Group	65.0% 25.0% 10.0%
SEVEN-ELEVEN (CHENGDU) CO., LTD.	Convenience stores	Dec. 2010	Mar. 17, 2011	CNY472.9 million	SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.	100.0%
SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.	Investment company and 7-Eleven's master licensor in China	Sep. 2012	-	CNY876.2 million	SEVEN-ELEVEN JAPAN CO., LTD.	100.0%
SEVEN-ELEVEN (TIANJIN) CO., LTD.	Convenience stores	Nov. 2012	Nov. 29, 2012	CNY200.0 million	SEVEN-ELEVEN (BEIJING) CO., LTD.	100.0%
SHAN DONG ZHONG DI CONVENIENCE CO., LTD.	Convenience stores	Jun. 2012	Nov. 7, 2012	CNY210.0 million	Zhongdi Group Co., Ltd. SEVEN-ELEVEN JAPAN CO., LTD. SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.	65.0% 20.0% 15.0%
Chengdu Ito-Yokado Co., Ltd.	Superstores and supermarkets	Dec. 1996	Nov. 21, 1997	USD23 million	Ito-Yokado (China) Investmt Co., Ltd. China National Sugar & Alcohol Group ITOCHU Corporation	80.0% 12.0% 8.0%
Hua Tang Yokado Commercial Co., Ltd.	Superstores	Sep. 1997	Apr. 28, 1998	USD98.722 million	Ito-Yokado (China) Investment Co., Ltd.	100.0%
Ito-Yokado (China) Investment Co., Ltd.	Investment company in China	Jul. 2012	-	USD47.25 million	Ito-Yokado Co., Ltd.	100.0%
Chengdu Ito-Yokado E-commerce Co., Ltd.	E-commerce	Apr. 2017	-	CNY80.0 million	Chengdu Ito-Yokado Co., Ltd. Ito-Yokado (China) Investment Co., Ltd. Chengdu-Vienna Rotation Investment Co., Ltd.	73.8% 20.0% 6.3%
Chengdu Ito-Yokado Information Technology Service Co., LTD.	BPO business	Feb. 2022	-	CNY5.0 million	Chengdu Ito-Yokado Co., Ltd. Ito-Yokado (China) Investment Co., Ltd.	70.0% 30.0%

Sales Trend

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
SEVEN-ELEVEN (BEIJING)	21,781	20,871	24,458	26,399	26,859	21,111	22,331	18,128	18,676	16,114
SEVEN-ELEVEN (TIANJIN)	4,623	4,551	5,364	5,190	4,781	3,404	3,405	3,155	3,416	3,331
SEVEN-ELEVEN (CHENGDU)	4,036	3,435	4,042	4,815	4,517	3,688	3,733	3,090	2,770	2,644
Chengdu Ito-Yokado*	79,686	67,276	71,638	73,632	73,751	64,305	71,250	25,153	23,368	22,169
Hua Tang Yokado*	24,066	15,869	6,826	5,033	4,882	5,096	5,439	2,697	2,343	1,789
Exchange rate (1CNY=) (JPY)	19.23	16.42	16.62	16.71	15.78	15.48	17.04	19.50	19.82	21.04

Notes) 1. Sales exclude value added tax.
2. All companies' fiscal year-ends are on December 31.
3. Figures exclude franchised store sales for SEVEN-ELEVEN (BEIJING), SEVEN-ELEVEN (TIANJIN) and SEVEN-ELEVEN (CHENGDU).
* New accounting standard for revenue recognition has been applied from FY2022.



SEVEN-ELEVEN (BEIJING)



SEVEN-ELEVEN (CHENGDU)



Chengdu Ito-Yokado



Hua Tang Yokado