

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

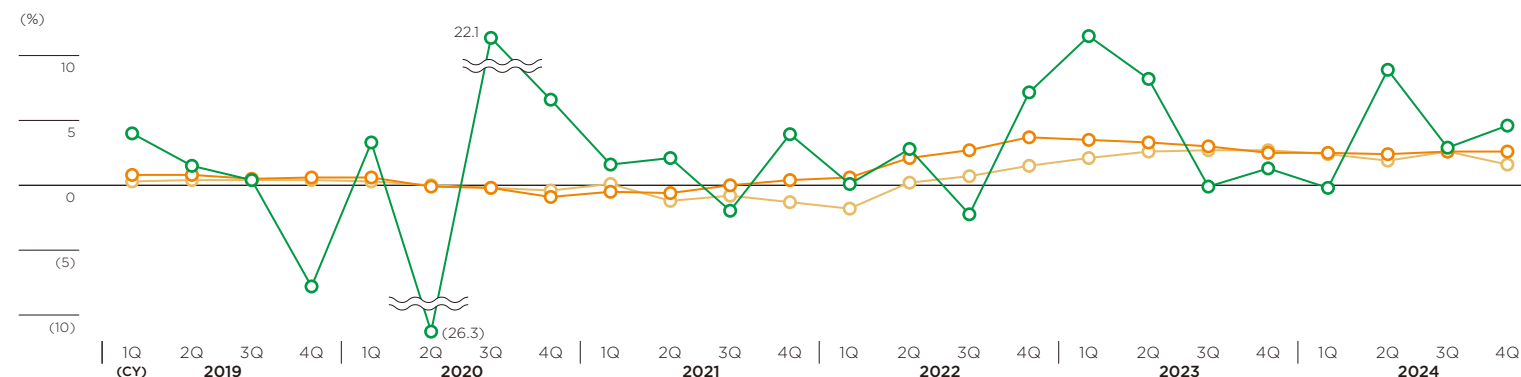
- Group History

Domestic Macroeconomic Environment

Year-on-year comparison of economic indices over quarters

- GDP (nominal)
- Consumer price index, All items excluding fresh food
- Consumer price index, All items excluding food (less alcoholic beverages) and energy

Sources: System of National Accounts (SNA) (Economic and Social Research Institute, Cabinet Office)
Consumer Price Index (Ministry of Internal Affairs and Communications)



Year-on-year comparison of household consumption indices over quarters

- Real income (real)
- Consumption expenditure (real)
- Total wages

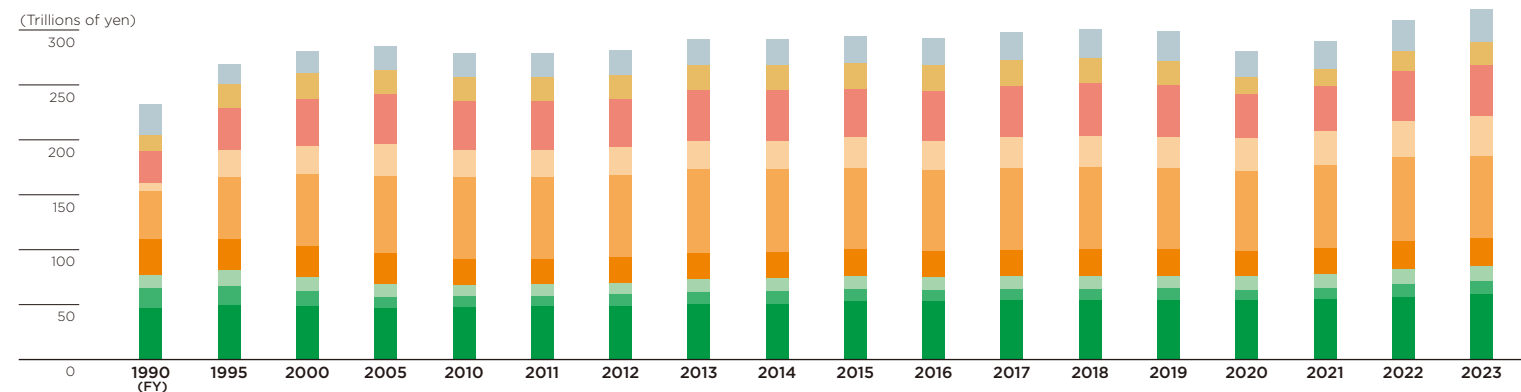
Sources: Family Income and Expenditure Survey (Ministry of Internal Affairs and Communications)
Monthly Labour Survey (Ministry of Health, Labour and Welfare)



Domestic final consumption expenditure of households

- Food, beverages and cigarettes
- Clothing and footwear
- Furniture and household appliances
- Education, cultural services and entertainment
- Housing and utilities
- Medical care and health expenses
- Transport and communications
- Eating out and accommodation
- Others

Notes) 1. The figures before 2000 are based on an old standard.
2. Revised retroactively from 1994 (due to revision of estimation method)
Source: System of National Accounts (SNA) (Economic and Social Research Institute, Cabinet Office)



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

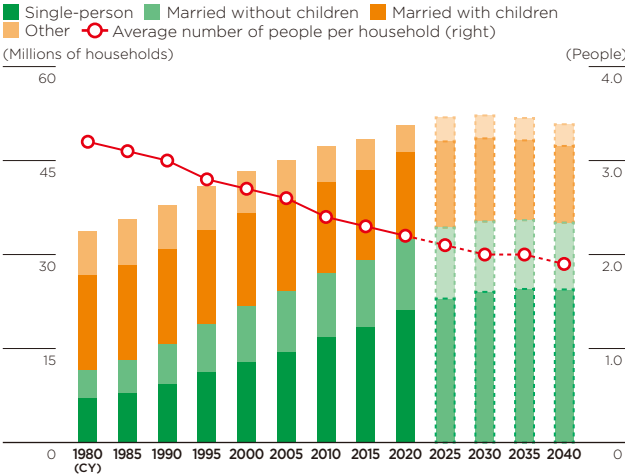
- Stock Information

See Seven & i Group's History

- Group History

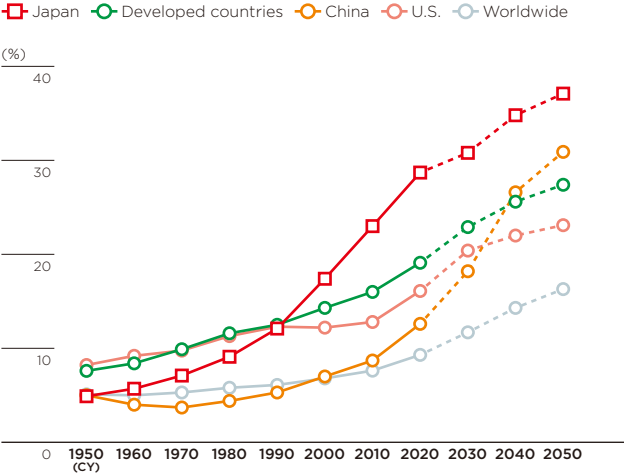
Domestic Macroeconomic Environment

Changes in the number of households



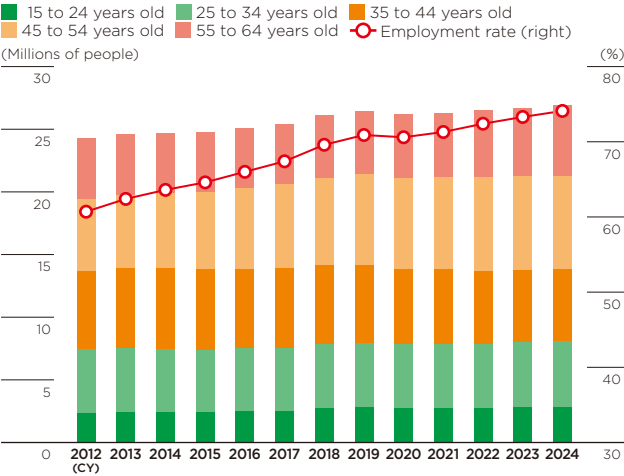
Note) The figures on 2025 and after.
Source: National Estimates, Population Projection for Japan (National Institute of Population and Social Security Research)

Changes in the population of those aged over 65



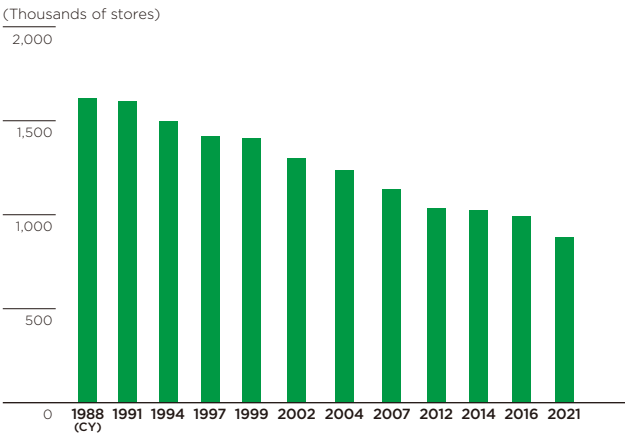
Note) The figures after 2025 are estimates.
Source: Statistical Handbook of the World (Ministry of Internal Affairs and Communications)

The number of female workers and their employment rate



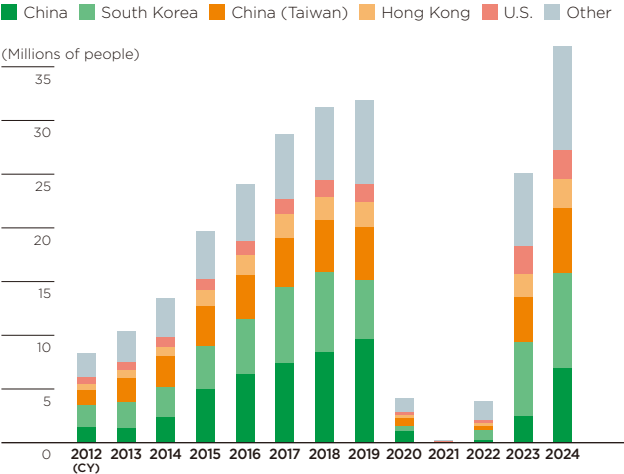
Source: Labour Force Survey (Ministry of Internal Affairs and Communications)

Trend in the number of retail stores



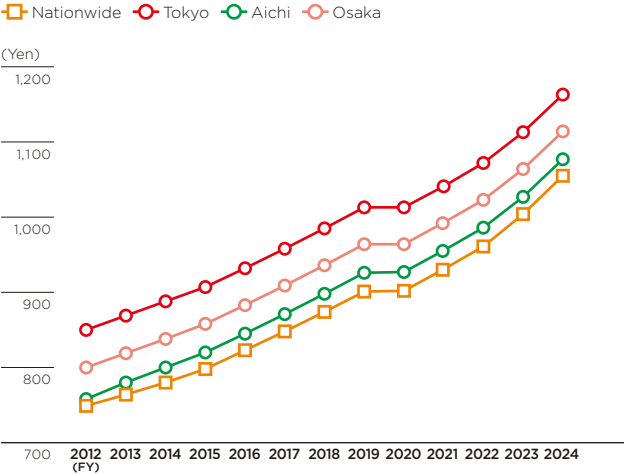
Sources: The Census of Commerce (Ministry of Economy, Trade and Industry) <until 2007>
Economic Census (Ministry of Economy, Trade and Industry; Ministry of Internal Affairs and Communications) <from 2012>

The number of tourists from overseas



Source: Japan National Tourism Organization

Minimum wage nationwide and in three main metropolitans



Note) Nationwide: Weighted average
Source: Revised List of Regional Minimum Wages (Ministry of Health, Labour and Welfare)

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

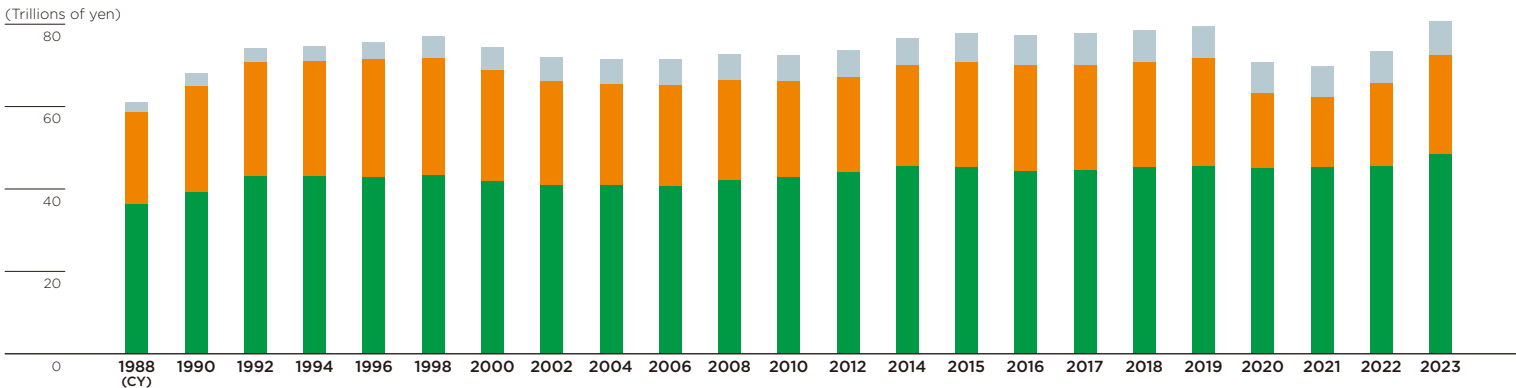
Group History

Domestic Environment of the Retail Industry

Trends in the scale of the food market

- Food and beverage retailers
- Food-service industry
- Takeout meals industry

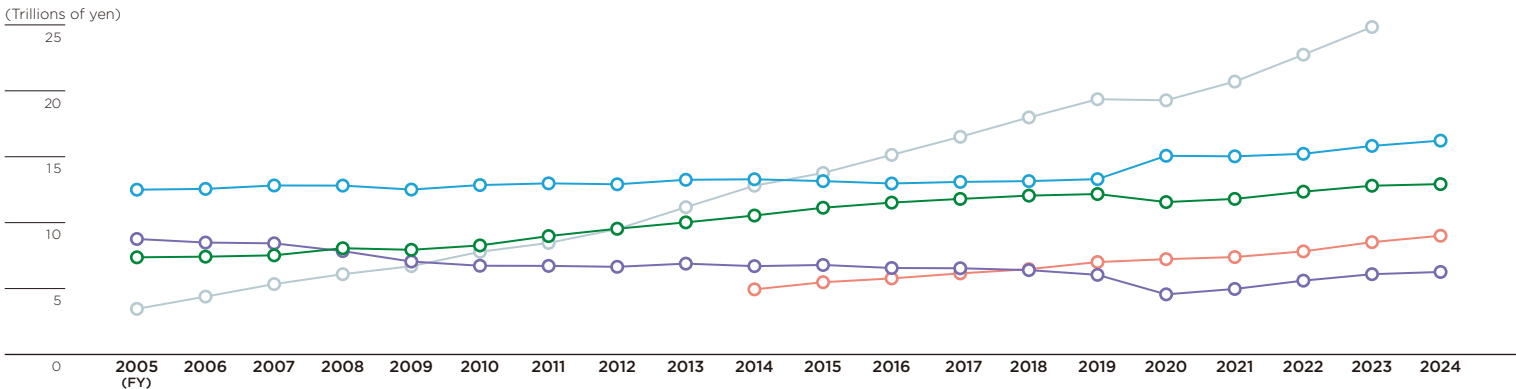
Sources: Current Survey of Commerce (Ministry of Economy, Trade and Industry)
Estimates in the Scale of the Food Market (Foodservice Industry Research Institute)



Trends in net sales at major store formats

- Convenience stores
- Supermarkets
- Department stores
- Drugstores
- E-commerce (B to C)

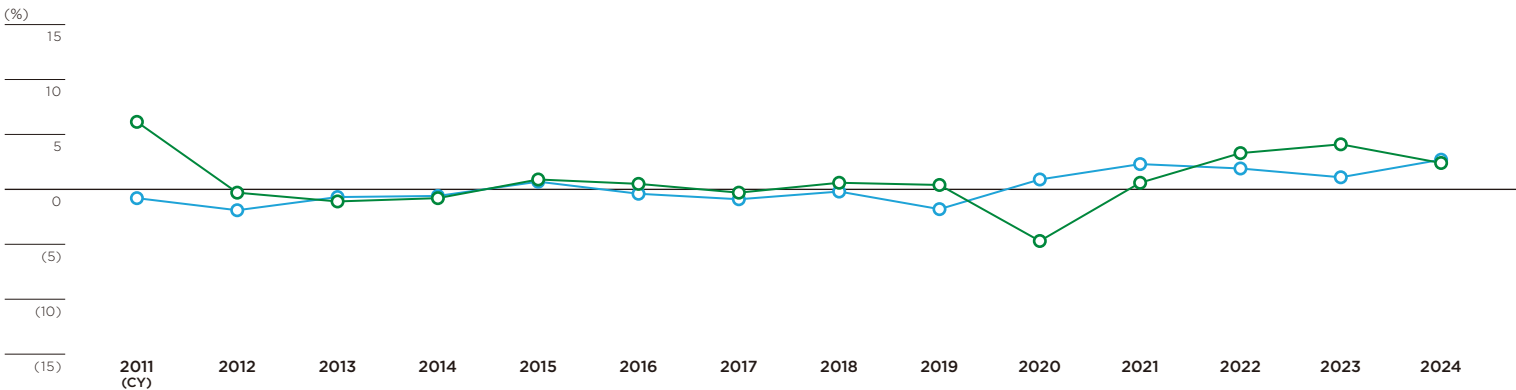
Source: Current Survey of Commerce and E-Commerce Market Survey (Ministry of Economy, Trade and Industry)



Year-on-year comparison of growth in existing-store sales at major store formats

- Convenience stores
- Supermarkets

Sources: Annual Statistics on Convenience Store Trends (Japan Franchise Association)
Chain Store Sales (Japan Chain Stores Association)



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

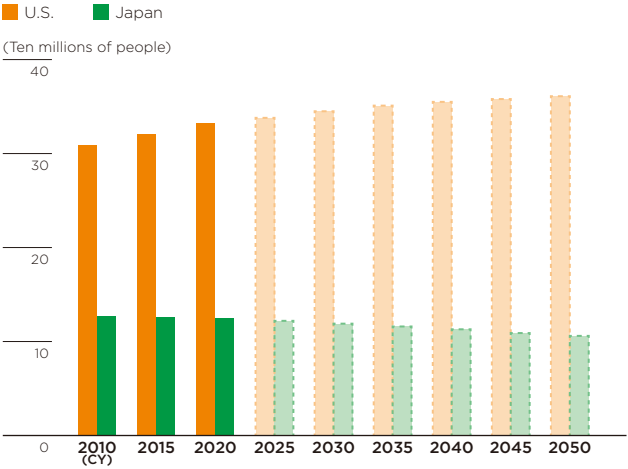
Stock Information

See Seven & i Group's History

Group History

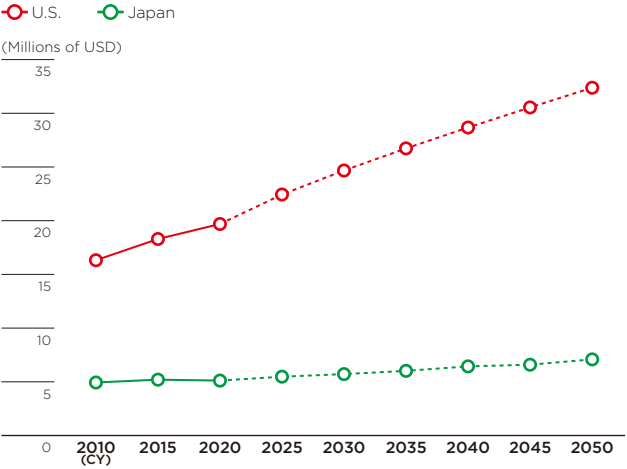
U.S. Macroeconomic Environment and Environment of the Retail Industry

Demographic forecast



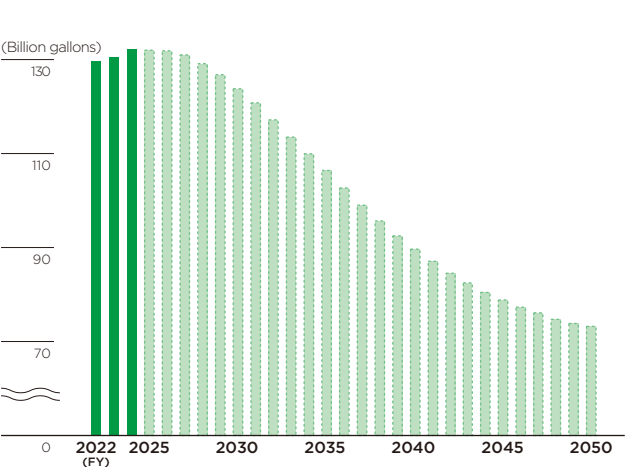
Note) The figures on 2025 and after are estimates.
Source: U.S. Census Bureau

Real GDP



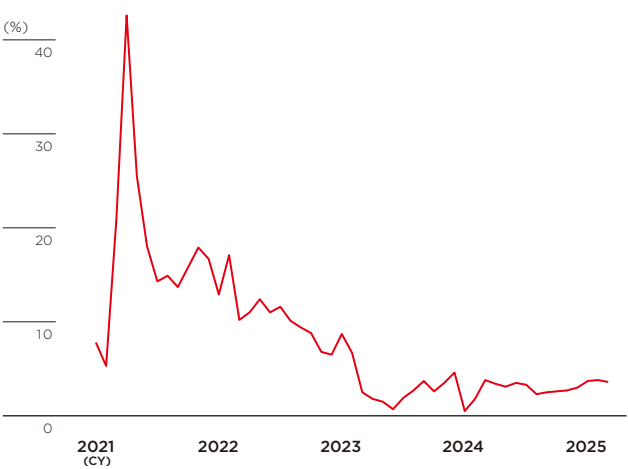
Note) The figures on 2025 and after are estimates.
Source: Organisation for Economic Co-operation and Development

Fuel consumption forecast



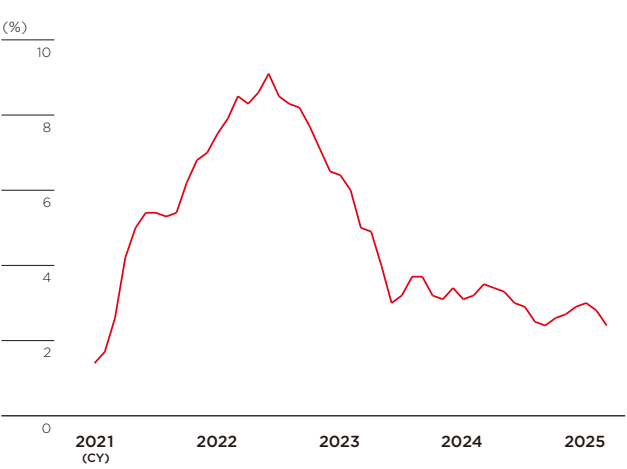
Source: U.S. Energy Information Administration

Growth in retail sales (excluding automobiles, seasonally adjusted)



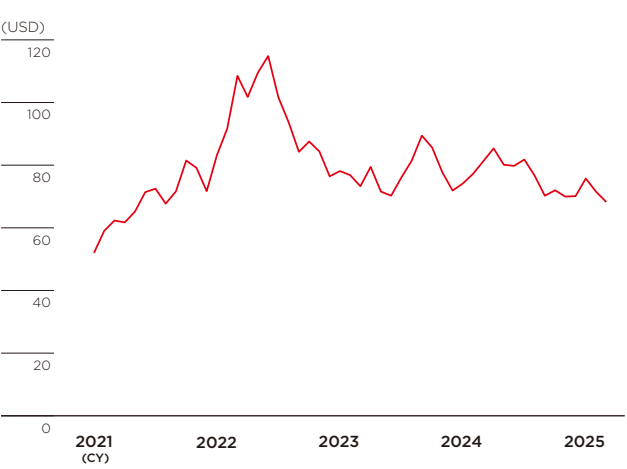
Source: U.S. Internal Revenue Service

Consumer price index (CPI)



Source: U.S. Bureau of Labor Statistics

Crude oil price (WTI)



Source: U.S. Energy Information Administration

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

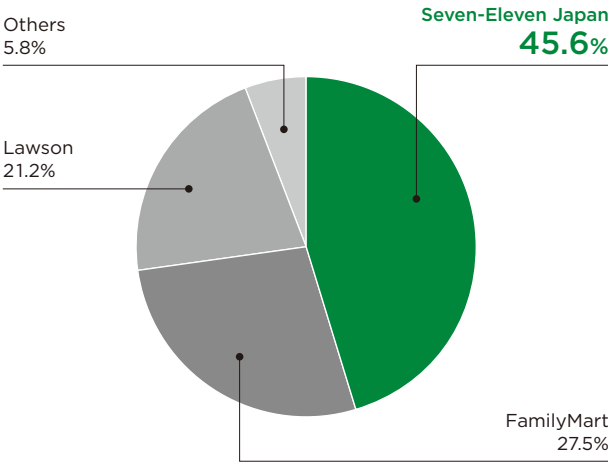
- Group History

Major Operating Companies' Market Share (Nonconsolidated)

Top 3 in gross total store sales at convenience stores

	FY2024 (Billions of yen)	Share (%)
Convenience stores total market*	11,719.4	100.0
1 Seven-Eleven Japan	5,390.2	45.6
2 FamilyMart	3,243.8	27.5
3 Lawson	2,502.4	21.2
Others	680.1	5.8
Top 3 combined	11,136.5	94.2

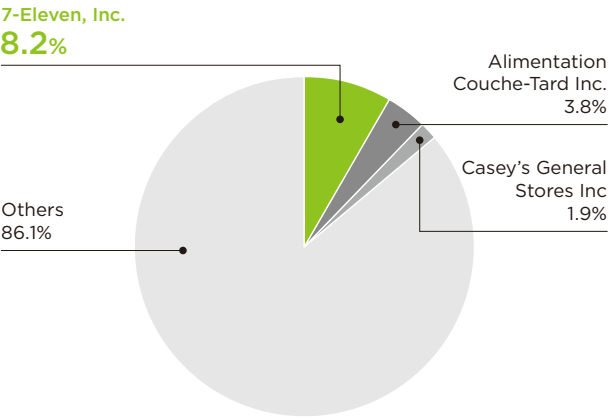
* The figure for convenience stores total market is the sum of sales from March 2024 to February 2025, according to the Japan Franchise Association's Convenience Store Statistics Investigation Monthly Report.



Top 3 convenience store market shares in the U.S.

	Share (%)
1 7-Eleven, Inc.	8.2
2 Alimentation Couche-Tard Inc.	3.8
3 Casey's General Stores Inc	1.9
Others	86.1
Top 3 combined	13.9

* As of December 31, 2024

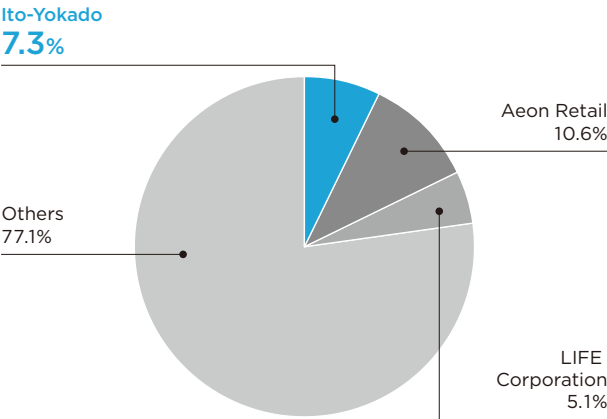


Top 3 in gross sales at superstores

	FY2024 (Billions of yen)	Share (%)
Superstores total market	16,161.8	100.0
1 Aeon Retail	1,712.8	10.6
2 Ito-Yokado	1,176.1	7.3
3 LIFE Corporation	818.8	5.1
Others	12,454.0	77.1
Top 3 combined	3,707.8	22.9

<Reference>

York-Benimaru	511.1	3.2
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Sources: Published material from the Current Survey of Commerce (Ministry of Economy, Trade and Industry)
Convenience Store Statistics Investigation Monthly Report (Japan Franchise Association)
Materials disclosed by individual companies
NACS

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

Global Retail Industry—Sales Ranking

Sales Ranking of Retailers—Worldwide in FY2023

FY2023	FY2022	Company	Country	Net sales		CAGR (%)	Sales growth rate (%)	Net profit margin (%)
				(Millions of USD)	(Billions of yen)			
1	1	WalMart	U.S.	648,125	90,737.5	4.7	6.0	2.5
2	2	Amazon.com	U.S.	251,902	35,266.3	12.4	5.4	5.3
3	3	Costco Wholesale Corporation	U.S.	242,290	33,920.6	11.3	6.8	2.6
4	4	Schwarz	Germany	177,009	24,781.3	9.4	8.9	-
5	5	Home Depot	U.S.	152,669	21,373.7	7.1	(3.0)	9.9
6	6	Kroger	U.S.	148,905	20,846.7	4.4	1.1	1.4
7	9	Aldi Einkauf GmbH & Co. oHG and Aldi International Services GmbH & Co. oHG	Germany	123,608	17,305.1	9.0	8.7	-
8	7	JD.com, Inc	China	122,884	17,203.8	15.9	0.7	2.1
9	8	Walgreens Boots Alliance, Inc.	U.S.	121,191	16,966.7	1.8	1.2	2.5
10	11	CVS Health Corporation	U.S.	116,763	16,346.8	6.8	9.5	-
11	10	Target Corporation	U.S.	105,803	14,812.4	7.3	(1.7)	3.9
12	13	Ahold Delhaize	Netherlands	97,837	13,697.2	7.1	1.9	2.1
13	14	Carrefour S.A.	France	90,803	12,712.4	1.8	2.2	1.9
14	12	Lowe's Companies, Inc.	U.S.	86,377	12,092.8	3.9	(11.0)	8.9
15	16	Tesco PLC	U.K.	85,218	11,930.5	1.4	4.2	1.7
16	17	Albertsons Companies, Inc.	U.S.	73,238	10,253.3	5.5	2.0	1.6
17	18	Edeka-Verbund	Germany	75,930	10,630.2	5.5	6.5	-
18	19	LVMH Moët Hennessy- Louis Vuitton S.A.	France	73,299	10,261.9	15.7	11.8	18.5
19	15	Seven & i Holdings Co., Ltd.	Japan	72,750	11,471.7	10.8	(6.3)	2.1
				Group's total sales*127,070 Group's total sales*17,789.9				
20	21	Rewe Group	Germany	68,552	9,597.3	5.4	8.4	0.9
21	22	Centres Distributeurs E. Leclerc	France	63,229	8,852.1	8.1	11.6	-
22	20	Aeon Co., Ltd.	Japan	58,671	9,553.5	2.2	4.7	1.1
23	23	Publix Super Markets, Inc.	U.S.	57,100	7,994.0	9.4	4.8	7.6
24	24	The TJX Companies, Inc.	U.S.	54,217	7,590.4	6.8	8.6	8.3
25	26	Loblaw Companies Limited	Canada	44,012	6,161.7	4.9	5.1	3.7
26	30	H-E-B Grocery Company LP	U.S.	43,600	6,104.0	11.8	12.1	-
27	25	Best Buy Co., Inc.	U.S.	43,452	6,083.3	0.3	(6.1)	2.9
28	33	Les Mousquetaires	France	43,377	6,072.8	7.0	12.6	0.2
29	29	The IKEA Group	Netherlands	42,960	6,014.4	2.6	0.0	3.4
30	28	Woolworths Limited	Australia	42,005	5,880.7	1.6	4.8	0.2

Notes) 1. CAGR is the compound annual growth rate over a five-year period.

2. CAGR is calculated on a local currency basis in each country.

3. Exchange rate: 1USD=140JPY, except for yen-based figures for Japanese companies which are based on public information

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

Source: Global Powers of Retailing 2025 (Deloitte Touche Tohmatsu Limited)

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

Global Retail Industry—Market Capitalization Ranking

Ranking by Market Capitalization of Retailers—Worldwide (As of March 28, 2025)

	Company	Country	Market capitalization		ROE (%)	EPS (USD)	PER (Times)	PBR (Times)
			(Millions of USD)	(Billions of yen)				
1	Amazon.com	U.S.	2,016,324	301,521.1	24.3	5.59	34.03	7.05
2	Walmart	U.S.	703,799	105,246.1	22.2	2.42	36.21	7.73
3	Costco Wholesale Corporation	U.S.	419,627	62,751.0	30.3	16.60	56.96	17.76
4	Home Depot	U.S.	364,265	54,472.1	385.4	14.90	24.60	54.86
5	Alibaba Group Holding Ltd.	China	312,556	46,739.6	7.9	0.59	27.95	2.28
6	Inditex	Spain	154,359	23,082.8	30.6	2.03	24.36	7.26
7	TJX Company	U.S.	136,063	20,346.8	62.0	4.35	27.97	16.21
8	Lowe's	U.S.	130,540	19,521.0	(47.4)	12.40	18.81	-
9	MercadoLibre, Inc.	Uruguay	98,904	14,790.1	51.5	37.69	51.76	22.73
10	Fast Retailing	Japan	93,760	14,020.8	19.4	7.82	37.69	6.95
11	CVS Health	U.S.	85,527	12,789.6	6.1	3.65	18.54	1.13
12	O'Reilly	U.S.	82,002	12,262.5	(153.5)	41.70	34.36	-
13	AutoZone	U.S.	63,783	9,538.1	(58.5)	159.15	23.96	-
14	JD.com, Inc.	China	59,915	8,959.7	17.6	1.99	10.40	1.83
15	Copart, Inc.	U.S.	54,671	8,175.5	20.2	1.41	40.11	7.27
16	Wesfarmers	Australia	50,921	7,614.7	30.3	1.40	31.96	9.52
17	Wal-mart de Mexico	Mexico	48,063	7,187.3	24.9	0.15	18.27	4.22
18	Target	U.S.	47,544	7,109.7	29.1	8.98	11.62	3.24
19	Alimentation Couche-Tard, Inc.	Canada	46,749	6,990.9	21.0	2.70	18.25	3.71
20	Kroger	U.S.	44,736	6,689.8	26.6	4.00	16.91	5.40
21	Loblaw Companies	Canada	42,090	6,294.1	19.3	5.02	27.90	5.46
22	Ross Stores, Inc.	U.S.	42,022	6,283.9	40.3	6.36	20.10	7.63
23	Seven & i Holdings	Japan	37,673	5,633.7	4.5	0.44	32.55	1.40
24	Coupang, Inc.	U.S.	36,134	5,403.4	3.8	0.09	234.63	8.81
25	Royal Ahold Delhaize	Netherlands	34,364	5,138.7	11.7	2.07	18.03	2.06
26	Lululemon Athletica	Canada	32,699	4,889.9	42.4	15.71	18.02	7.56
27	eBay, Inc.	U.S.	31,562	4,719.8	34.2	4.24	15.98	6.12
28	Avenue Supermarts	India	31,048	4,643.0	14.6	0.46	104.64	14.19
29	Dollarama, Inc.	Canada	29,635	4,431.6	148.9	2.93	36.50	35.89
30	Tractor Supply	U.S.	29,292	4,380.3	49.8	2.07	26.60	12.90

Note) Market Capitalization Ranking and Exchange rate (as of March 31, 2025): 1USD=149.54JPY
Source: FactSet