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Consolidated Financial KPI

	FY2020 results	FY2021 results	FY2022 results	FY2023 results	FY2024 results
EBITDA	¥626.8 B	¥751.4 B	¥995.3 B	¥1,054.9 B	¥995.5 B
Operating cash flow (excl. financial services)	¥456.7 B	¥630.8 B	¥832.8 B	¥778.3 B	¥783.2 B
Free cash flow level (excl. financial services)	¥132.0 B	¥279.5 B	¥474.0 B	¥391.6 B	¥435.0 B
ROE	6.8%	7.5%	8.7%	6.2% (Adjusted) 7.9%	4.5% (Adjusted) 5.1%
ROIC (excl. financial services)	4.7%	4.8%	5.2%	4.1% (Adjusted) 5.1%	3.5% (Adjusted) 3.9%
Debt/EBITDA ratio	2.8X	3.9X	3.0X	2.6X	2.7X
EPS	¥67	¥79	¥106	¥84 (Adjusted) ¥108	¥66 (Adjusted) ¥76

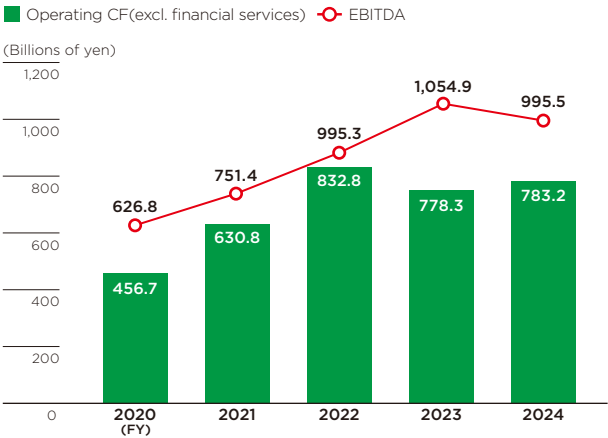
Notes)

1. Adjusted figures for the effects of the transient special gains and losses

2. ROIC (excl. financial services): (Net income + Interest expense x (1 – Effective tax rate)) / {Owner's equity + Interest-bearing debt (both the averages of the figures at the beginning and the end of each fiscal year)}

3. The Company conducted a 3-for-1 common share split on March 1, 2024. "EPS" are calculated as if the share split had occurred at the beginning of FY2020.

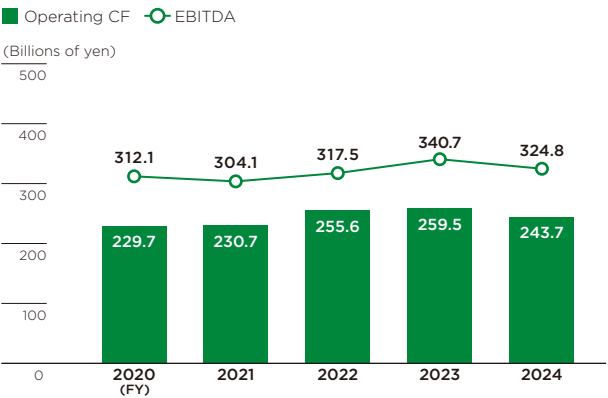
EBITDA and operating CF(excl. financial services)



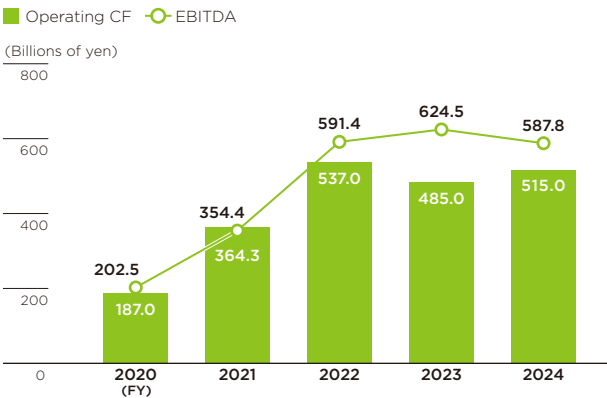
Notes) 1. Operating CF: Management accounting figures based on NOPAT (excl. financial services)
2. 1USD=106.76JPY (FY2020), 109.90JPY (FY2021), 1USD=131.62JPY (FY2022), 1USD=140.67JPY (FY2023), 1USD=151.69JPY (FY2024)

By segment

Domestic CVS



Overseas CVS



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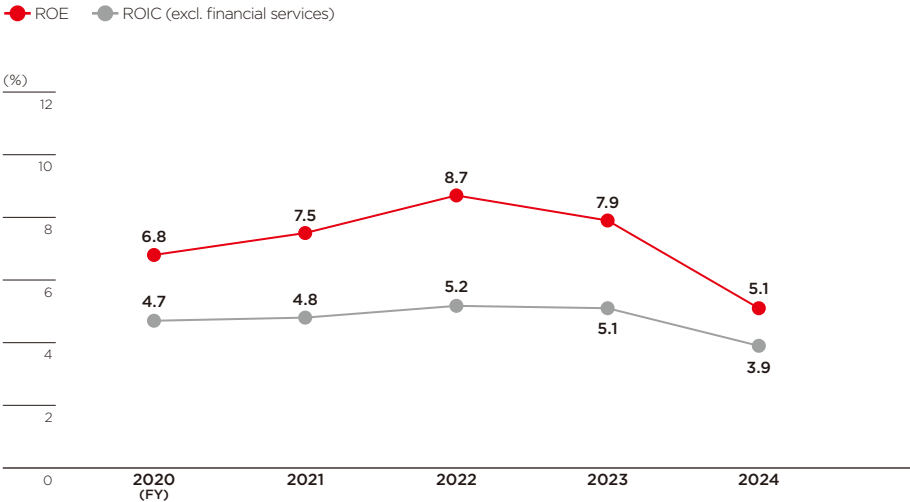
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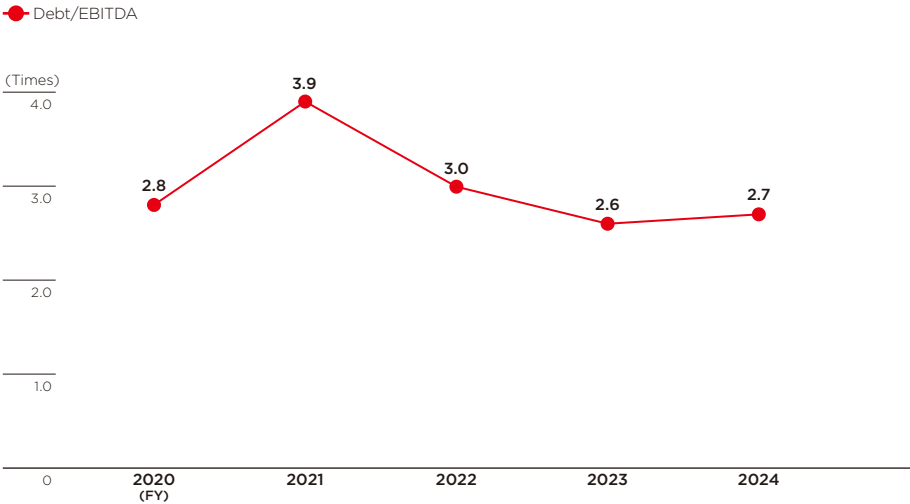
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ROE and ROIC

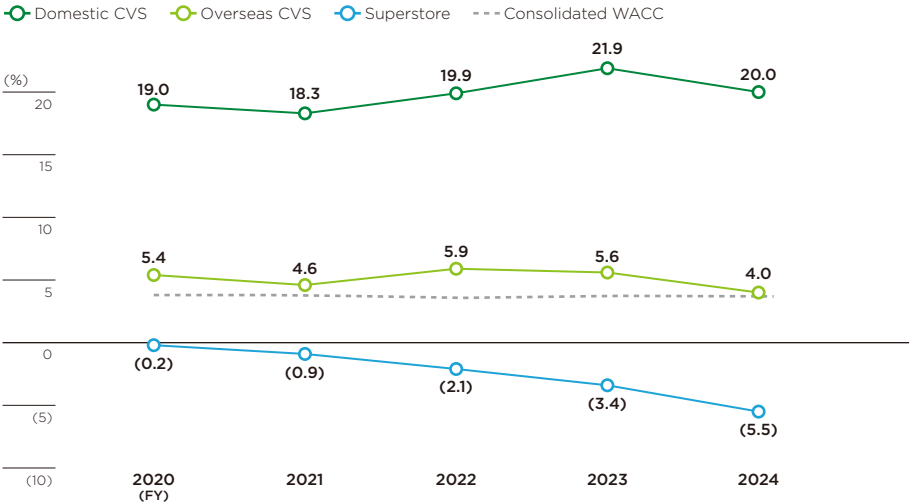


Notes) 1. FY 2023 and FY 2024 results : Adjusted figures for the effects of the transient special gains and losses
2. ROIC: {Net income + Interest expense x (1 - Effective tax rate)} / {Owner's equity + Interest-bearing debt (both the averages of the figures at the beginning and the end of each fiscal year)}

Debt/EBITDA ratio (Consolidated)

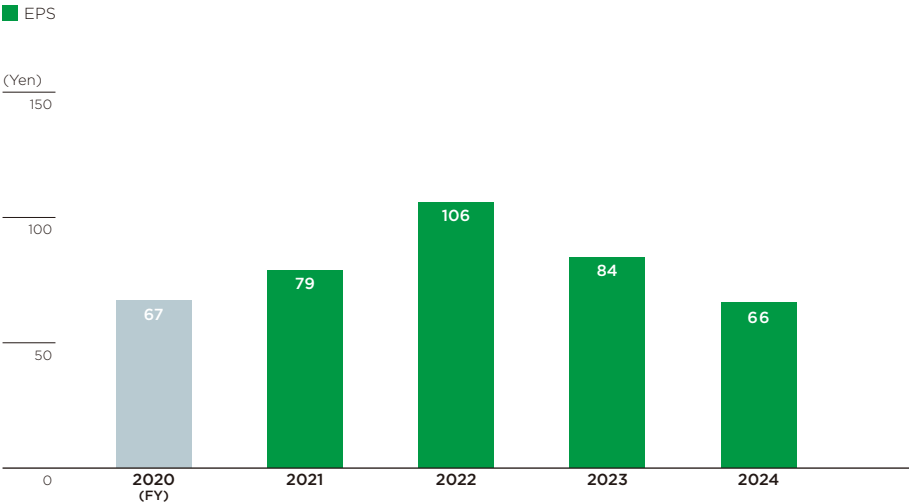


ROIC by segment



Note) Management accounting figures adjusted for intra-group capital and financing transactions

EPS



Note) The Company conducted a 3-for-1 common share split on March 1, 2024. "EPS" are calculated as if the share split had occurred at the beginning of FY2020.

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Consolidated Financial Results

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	(Millions of yen) FY2024	(Thousands of USD) FY2024
Revenues from operations	6,038,948	6,045,704	5,835,689	6,037,815	6,791,215	6,644,359	5,766,718	8,749,752	11,811,303	11,471,753	11,972,762	79,818,413
Operating income	343,331	352,320	364,573	391,657	411,596	424,266	366,329	387,653	506,521	534,248	420,991	2,806,606
EBITDA ^{*1}	534,464	569,064	588,214	621,445	655,915	674,317	626,874	751,491	995,319	1,054,951	995,523	6,636,820
Ordinary income	341,484	350,165	364,405	390,746	406,523	417,872	357,364	358,571	475,887	507,086	374,586	2,497,240
Net income attributable to owners of parent	172,979	160,930	96,750	181,150	203,004	218,185	179,262	210,774	280,976	224,623	173,068	1,153,786
Total assets	5,234,705	5,441,691	5,508,888	5,494,630	5,795,065	5,996,887	6,946,832	8,739,279	10,550,956	10,592,117	11,386,111	75,907,406
Net assets	2,430,917	2,505,182	2,475,806	2,575,342	2,672,486	2,757,222	2,831,335	3,147,732	3,648,161	3,900,624	4,217,445	28,116,300
Non-controlling interests	128,827	129,912	137,154	145,454	148,285	155,295	162,352	166,719	173,565	184,041	187,154	1,247,693
Interest-bearing debt	948,252	1,032,970	1,048,490	983,061	1,105,189	982,960	1,761,210	2,898,733	2,975,797	2,738,654	2,694,730	17,964,866
Debt/equity ratio (Times)	0.41	0.44	0.45	0.41	0.44	0.38	0.66	0.97	0.86	0.74	0.67	0.67
Interest coverage ratio (Times)	37.8	43.8	57.2	48.7	44.6	48.4	48.6	33.9	25.3	15.7	14.8	14.8
Cash flows from operating activities	416,690	488,973	512,523	498,306	577,878	576,670	539,995	736,476	928,476	673,015	876,458	5,843,053
Cash flows from investing activities	(270,235)	(335,949)	(371,602)	(240,418)	(557,497)	(318,047)	(394,127)	(2,505,566)	(413,229)	(431,809)	(732,363)	(4,882,420)
Free cash flows ^{*2}	146,454	153,023	140,921	257,887	20,380	258,623	145,868	(1,769,089)	515,246	241,205	144,095	960,633
Cash flows from financing activities	(79,482)	(2,312)	(78,190)	(168,510)	(5,324)	(213,204)	690,542	937,077	(270,373)	(377,065)	(392,648)	(2,617,653)
Net (decrease) increase in cash and cash equivalents	79,395	146,830	62,576	90,886	9,824	44,126	828,980	(768,946)	259,897	(112,293)	(100,379)	(669,193)
Cash and cash equivalents at end of fiscal year	1,000,762	1,147,086	1,209,497	1,300,383	1,310,729	1,354,856	2,183,837	1,414,890	1,674,787	1,562,493	1,349,820	8,998,800
Capital expenditures ^{*3}	341,075	399,204	384,119	347,374	539,328	360,909	377,299	439,630	431,961	473,770	552,778	3,685,186
Depreciation and amortization	172,237	195,511	207,483	213,167	221,133	226,475	235,504	292,561	376,097	400,789	436,593	2,910,620
Net income per share (JPY/USD)	65.22	60.67	36.47	68.26	76.50	82.31	67.67	79.56	106.04	84.88	66.62	0.44
Owners' equity per share (JPY/USD)	867.07	894.37	880.46	914.69	950.14	982.27	1,007.56	1,125.16	1,311.31	1,416.94	1,553.71	10.35
Cash flow per share (JPY/USD) ^{*4}	130.16	134.38	114.69	148.60	159.83	167.76	156.59	190.00	247.99	236.32	234.68	1.56
Cash dividends per share (JPY/USD)	24.33	28.33	30.00	30.00	31.66	32.83	32.83	33.33	37.66	37.66	40.00	0.26
Owners' equity ratio (%)	43.9	43.6	42.4	44.2	43.5	43.4	38.4	34.1	32.9	35.1	35.4	35.4
Return on equity (ROE) (%)	7.9	6.9	4.1	7.6	8.2	8.5	6.8	7.5	8.7	6.2	4.5	4.5
Return on total assets (ROA) (%)	3.4	3.0	1.8	3.3	3.6	3.7	2.8	2.7	2.9	2.1	1.6	1.6
Dividend payout ratio (%)	37.3	46.7	82.3	43.9	41.4	39.9	48.5	41.9	35.5	44.4	60.0	60.0
Ratio of total amounts of dividends to net assets (%)	2.9	3.2	3.4	3.3	3.4	3.4	3.3	3.1	3.1	2.8	2.7	2.7
Exchange rate												
Income statements (JPY)	1USD=	105.79	121.10	108.78	112.16	110.44	109.03	106.76	109.90	131.62	140.67	151.69
	1CNY=	17.18	19.23	16.42	16.62	16.71	15.78	15.48	17.04	19.50	19.82	21.04
Balance sheets (JPY)	1USD=	120.55	120.61	116.49	113.00	111.00	109.56	103.50	115.02	132.70	141.83	158.18
	1CNY=	19.35	18.36	16.76	17.29	16.16	15.67	15.88	18.06	19.01	19.93	21.67

^{*1} EBITDA = Operating income + Depreciation and amortization + Amortization of goodwill
^{*2} Free cash flows = Cash flows from operating activities + Cash flows from investing activities
^{*3} Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.
^{*4} Cash flow per share = (Net income + Depreciation and amortization) ÷ Average number of shares outstanding (excluding treasury stock)

Notes) 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2025.
2. ROE and ROA are calculated based on the average of net assets and total assets at the beginning and end of each fiscal year.
3. "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, dated February 16, 2018) has been applied to total assets from FY2019 and reflected retroactively in the figures for FY2017 and FY2018.
4. ASU 2016-18 Statement of Cash Flows (Topic 230): Restricted Cash was applied in statements of cash flows for overseas subsidiaries using U.S. GAAP from FY2019.
5. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.
6. The Company conducted a 3-for-1 common share split on March 1, 2024. "EPS" are calculated as if the share split had occurred at the beginning of FY2014.

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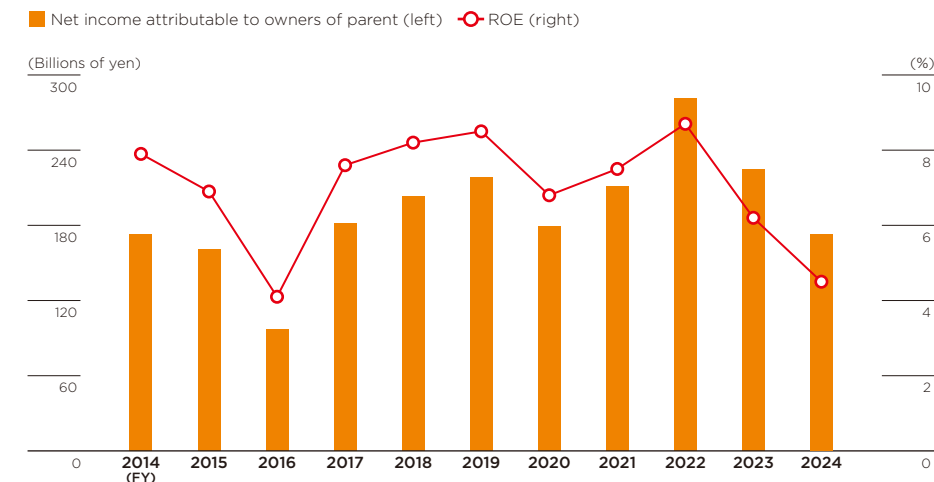
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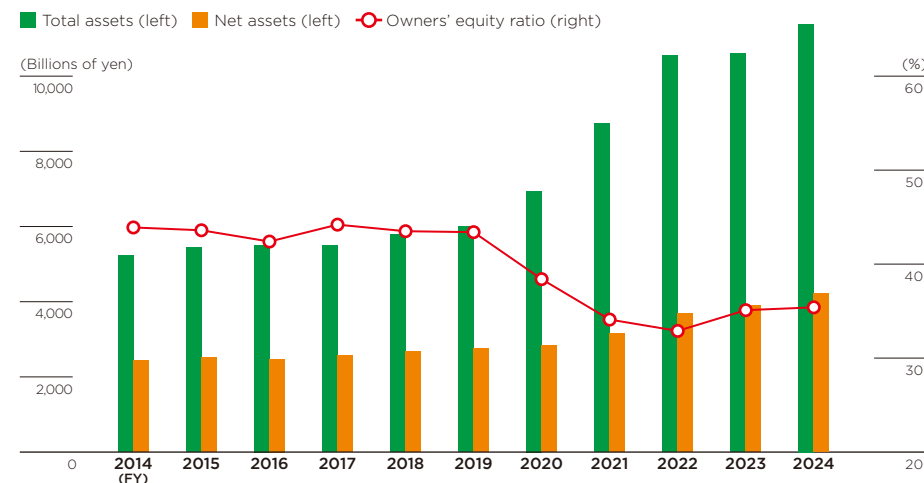
Revenues from operations and Operating income



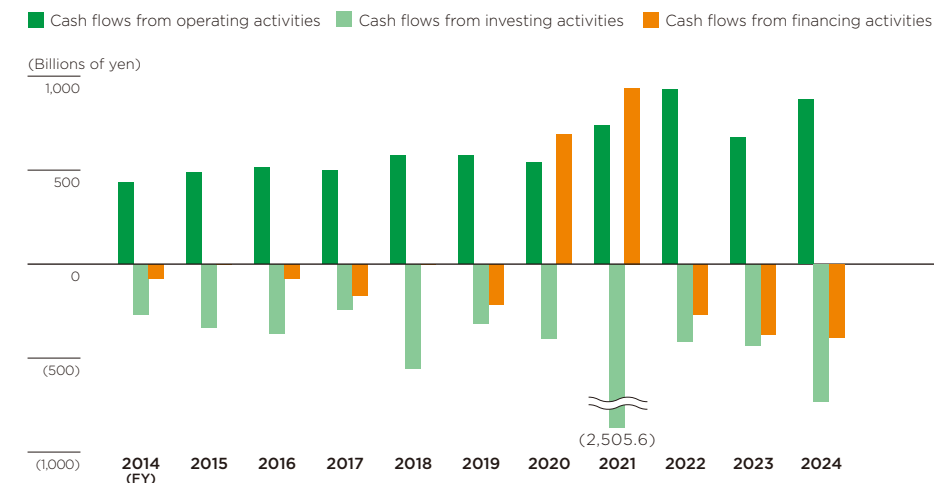
Net income attributable to owners of parent and ROE



Total assets, Net assets and Owners' equity ratio



Cash flows



(Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

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Operating Segments

Revenues from operations	FY2021	FY2022	FY2023	(Millions of yen)	(Thousands of USD)
				FY2024	FY2024
Domestic convenience store operations	873,239	890,293	921,706	904,152	6,027,680
Overseas convenience store operations	5,194,327	8,846,163	8,516,939	9,170,782	61,138,546
Superstore operations	1,810,728	1,449,165	1,477,384	1,432,126	9,547,506
Financial services	194,399	194,295	207,479	212,127	1,414,180
Others	731,430	488,304	411,305	320,914	2,139,426
Eliminations/Corporate	(54,374)	(56,920)	(63,060)	(67,339)	(448,926)
Total	8,749,752	11,811,303	11,471,753	11,972,762	79,818,413

Operating income	FY2021	FY2022	FY2023	FY2024	FY2024
Domestic convenience store operations	223,396	232,033	250,544	233,554	1,557,026
Overseas convenience store operations	159,866	289,703	301,628	216,248	1,441,653
Superstore operations	19,024	12,395	13,588	10,415	69,433
Financial services	37,549	37,140	38,172	32,015	213,433
Others	(8,647)	2,593	2,688	5,779	38,526
Eliminations/Corporate	(43,536)	(67,344)	(72,373)	(77,023)	(513,486)
Total	387,653	506,521	534,248	420,991	2,806,606

Notes) 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2025.
2. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.
3. Business segments were changed in FY2023 based on the results of the Group strategy re-evaluation. Figures for FY2021 and FY2022 have been revised to reflect the new classification.

Former Operating Segments

Revenues from operations	FY2020	FY2021	(Millions of yen)
			FY2022
Domestic convenience store operations	858,776	873,239	890,293
Overseas convenience store operations	2,253,355	5,194,327	8,846,163
Superstore operations	1,810,884	1,810,728	1,449,165
Department and specialty store operations	684,660	712,282	463,739
Financial services	198,927	194,399	194,295
Others	17,323	20,340	26,044
Eliminations/Corporate	(57,209)	(55,567)	(58,398)
Total	5,766,718	8,749,752	11,811,303

Operating income	FY2020	FY2021	FY2022
Domestic convenience store operations	233,700	223,396	232,033
Overseas convenience store operations	98,664	159,866	289,703
Superstore operations	29,681	18,791	12,107
Department and specialty store operations	(17,444)	(8,153)	3,434
Financial services	48,077	37,549	37,140
Others	(570)	(115)	(466)
Eliminations/Corporate	(25,779)	(43,681)	(67,432)
Total	366,329	387,653	506,521

Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

Capital expenditures	FY2021	FY2022	FY2023	(Millions of yen)	(Thousands of USD)
				FY2024	FY2024
Domestic convenience store operations	99,801	95,913	128,460	110,009	733,393
Overseas convenience store operations	178,435	188,641	192,737	290,828	1,938,853
Superstore operations	60,458	49,542	46,659	64,798	431,986
Financial services	37,323	34,223	54,679	68,041	453,606
Others	19,094	24,862	26,619	7,756	51,706
Eliminations/Corporate	44,516	38,778	24,613	11,343	75,620
Total	439,630	431,961	473,770	552,778	3,685,186

Depreciation and amortization	FY2021	FY2022	FY2023	FY2024	FY2024
Domestic convenience store operations	80,781	85,553	90,172	91,312	608,746
Overseas convenience store operations	127,193	192,968	207,066	237,661	1,584,406
Superstore operations	28,600	35,388	36,994	38,529	256,860
Financial services	31,783	32,227	34,463	40,024	266,826
Others	15,337	14,985	10,440	6,413	42,753
Eliminations/Corporate	8,865	14,973	21,651	22,653	151,020
Total	292,561	376,097	400,789	436,593	2,910,620

Capital expenditures	FY2020	FY2021	(Millions of yen)
			FY2022
Domestic convenience store operations	128,131	99,801	95,913
Overseas convenience store operations	146,067	178,435	188,641
Superstore operations	48,411	62,139	54,643
Department and specialty store operations	26,160	15,090	19,292
Financial services	39,328	37,323	34,223
Others	972	2,323	469
Eliminations/Corporate	(11,771)	44,516	38,778
Total	377,299	439,630	431,961

Depreciation and amortization	FY2020	FY2021	FY2022
Domestic convenience store operations	78,430	80,781	85,553
Overseas convenience store operations	82,725	127,193	192,968
Superstore operations	26,929	28,600	35,389
Department and specialty store operations	14,598	14,460	14,034
Financial services	28,766	31,783	32,227
Others	1,016	877	950
Eliminations/Corporate	3,038	8,865	14,973
Total	235,504	292,561	376,097

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Former Operating Segments

Revenues from operations	(Millions of yen)				
	FY2016	FY2017	FY2018	FY2019	FY2020
Domestic convenience store operations	901,306	928,649	955,443	971,236	920,832
Overseas convenience store operations	1,658,542	1,981,533	2,821,053	2,739,833	2,191,383
Superstore operations	1,949,313	1,901,164	1,902,507	1,849,121	1,810,884
Department store operations	729,612	657,886	592,100	577,633	425,153
Financial services	201,932	202,942	215,007	217,367	198,927
Specialty store operations	450,488	416,616	355,474	339,660	263,803
Others	23,854	23,533	23,720	25,202	22,011
Eliminations/Corporate	(79,360)	(74,510)	(74,093)	(75,695)	(66,277)
Total	5,835,689	6,037,815	6,791,215	6,644,359	5,766,718

Operating income	FY2016	FY2017	FY2018	FY2019	FY2020
Domestic convenience store operations	243,839	245,249	246,721	256,601	234,258
Overseas convenience store operations	67,421	79,078	92,266	102,001	98,097
Superstore operations	20,228	21,260	21,173	21,307	29,683
Department store operations	2,867	5,369	3,737	797	(6,248)
Financial services	50,136	49,713	52,874	53,610	48,077
Specialty store operations	(11,276)	435	6,680	4,690	(13,572)
Others	4,005	3,670	2,659	1,554	1,944
Eliminations/Corporate	(12,650)	(13,120)	(14,515)	(16,296)	(25,911)
Total	364,573	391,657	411,596	424,266	366,329

Notes) Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.

Geographic Area Segments

Revenues from operations	(Millions of yen)								(Thousands of USD)	
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2024
Japan	4,032,803	3,907,835	3,812,200	3,745,475	3,435,146	3,468,840	2,930,711	2,915,628	2,761,208	18,408,053
North America	1,690,713	2,017,092	2,862,627	2,782,055	2,232,234	5,170,053	8,824,900	8,494,845	8,715,080	58,100,533
Others	113,475	113,992	117,555	118,118	100,707	112,500	71,990	77,138	514,900	3,432,666
Eliminations	(1,303)	(1,104)	(1,167)	(1,289)	(1,371)	(1,642)	(16,299)	(15,859)	(18,426)	(122,840)
Total	5,835,689	6,037,815	6,791,215	6,644,359	5,766,718	8,749,752	11,811,303	11,471,753	11,972,762	79,818,413

Operating income	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2024
Japan	299,251	314,700	319,613	321,441	266,096	227,174	235,110	248,521	220,838	1,472,253
North America	65,548	75,626	90,411	101,777	99,582	159,507	287,265	297,926	219,207	1,461,380
Others	(238)	1,320	1,562	1,199	805	1,029	(1,355)	1,517	(4,402)	(29,346)
Eliminations	11	10	9	(152)	(154)	(58)	(14,499)	(13,716)	(14,651)	(97,673)
Total	364,573	391,657	411,596	424,266	366,329	387,653	506,521	534,248	420,991	2,806,606

Notes) 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2025.
2. "Others" consists of the results in Australia (FY2024Q2 onwards) and the China, etc.
3. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

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Segment Information

Operating Segments

Segments (FY2023 Onward)

Domestic convenience store operations

Overseas convenience store operations

Superstore operations

Financial services

Others

Eliminations/Corporate (excluding revenues from operations)

Former Segments (Until FY2022)

Domestic convenience store operations

Overseas convenience store operations

Superstore operations

Department and specialty store operations

Financial services

Others

Eliminations/Corporate (excluding revenues from operations)

Former Segments (Until FY2020)

Domestic convenience store operations

Overseas convenience store operations

Superstore operations

Department store operations

Financial services

Specialty store operations

Others

Eliminations/Corporate (excluding revenues from operations)

Former Segments (Until FY2016)

Convenience store operations

Superstore operations

Department store operations

Food services

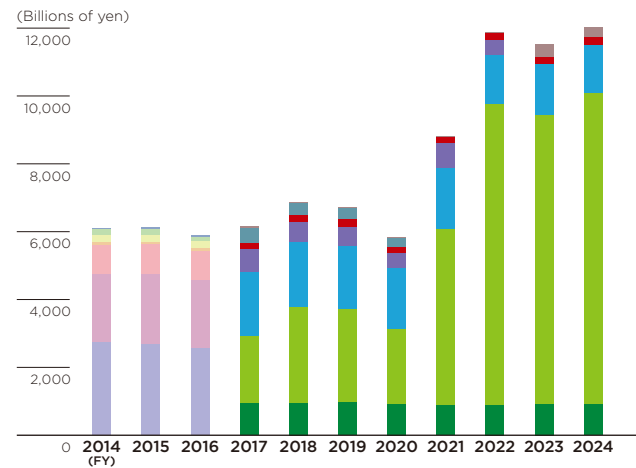
Financial services

Mail order services

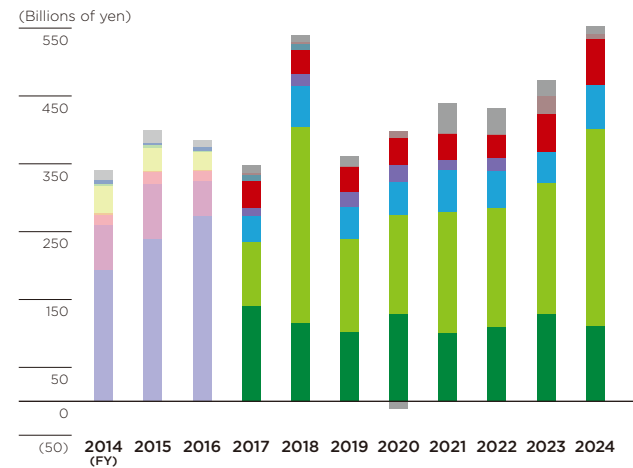
Others

Eliminations/Corporate (excluding revenues from operations)

Revenues from operations



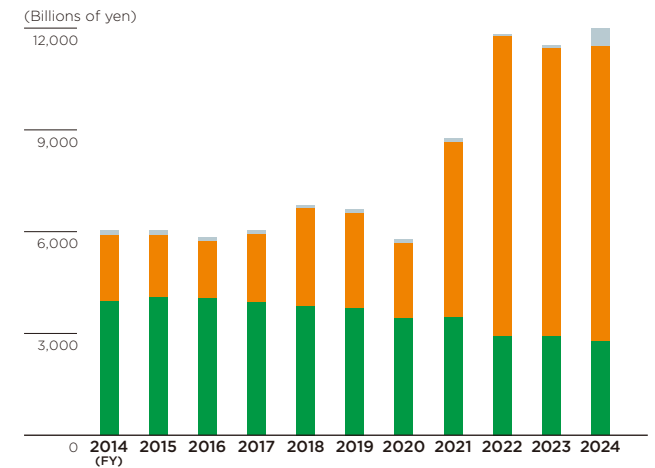
Capital expenditures



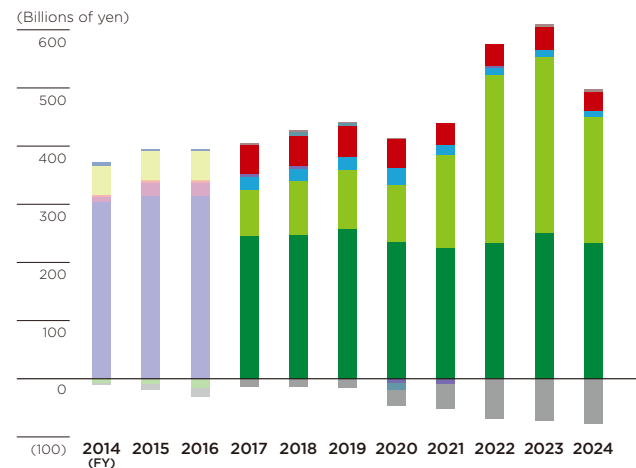
Geographic Area Segments

JapanNorth AmericaOthers

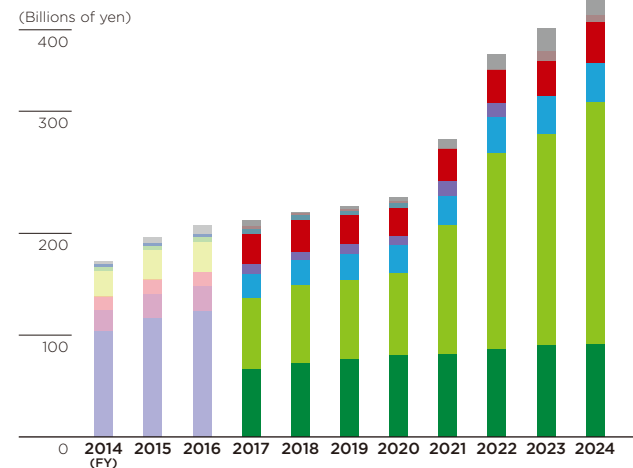
Revenues from operations



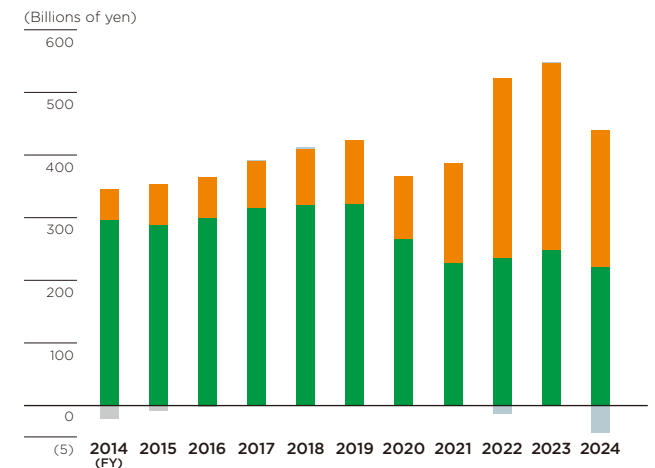
Operating income



Depreciation and amortization



Operating income



Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

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Financial Position

Interest-Bearing Debt

	FY2020	FY2021	FY2022	FY2023	FY2024	(Thousands of USD)
				(Millions of yen)		FY2024
Short-term loans	619,953	140,146	143,568	84,882	172,497	1,149,980
Current portion of long-term loans	146,747	121,280	145,605	138,530	290,128	1,934,187
Current portion of bonds	66,917	60,000	355,823	334,039	210,000	1,400,000
Subtotal	833,618	321,427	644,997	557,452	672,625	4,484,167
Long-term loans	362,592	994,399	936,070	824,616	778,068	5,187,120
Bonds	565,000	1,582,906	1,394,728	1,356,585	1,244,036	8,293,573
Subtotal	927,592	2,577,306	2,330,799	2,181,202	2,022,104	13,480,693
Total	1,761,210	2,898,733	2,975,797	2,738,654	2,694,730	17,964,867

	FY2020	FY2021	FY2022	FY2023	FY2024	(Thousands of USD)
Breakdown by operating segment				(Millions of yen)		FY2024
Domestic convenience store operations	-	-	-	-	-	-
Overseas convenience store operations	281,974	1,500,345	1,703,683	1,585,017	1,520,446	10,136,307
Superstore operations	-	-	-	526	433	2,887
Department and Specialty Store Operations	187,191	169,806	152,299	-	-	-
Department store operations	146,193	-	-	-	-	-
Specialty store operations	40,998	-	-	-	-	-
Others	-	-	-	19,963	16,562	110,413
Corporate	1,008,917	940,974	839,974	868,974	909,546	6,063,640
Subtotal	1,478,083	2,611,126	2,695,957	2,474,481	2,446,978	16,313,187
Financial services	283,127	287,607	279,839	264,172	247,751	1,651,673
Total	1,761,210	2,898,733	2,975,797	2,738,654	2,694,730	17,964,867

Note) U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2025.

Ratings

		S&P	Moody's	R&I	JCR
Seven & i Holdings	Long-term	A	A2	AA-	AA
Seven-Eleven Japan	Long-term	A	-	-	AA
	Short-term*	A-1	P-1	-	-
7-Eleven, Inc.	Long-term	A	Baa2	-	-
Seven Bank	Long-term	A	-	AA-	-
	Short-term	A-1	-	-	-

* Seven-Eleven Japan's short-term rating is its rating as the guarantor of 7-Eleven, Inc's commercial paper program. (from January 2006)

Bonds

(As of February 28, 2025)

Issued by Seven & i Holdings

	Amount	Issue date	Coupon	Redemption date
12th unsecured domestic straight bonds	30 billion yen	Jun. 17, 2015	0.781%	Jun. 20, 2025
14th unsecured domestic straight bonds	180 billion yen	Dec. 14, 2020	0.190%	Dec. 19, 2025
15th unsecured domestic straight bonds	40 billion yen	Dec. 14, 2020	0.280%	Dec. 20, 2027
16th unsecured domestic straight bonds	60 billion yen	Nov. 02, 2023	0.400%	Nov. 02, 2026
17th unsecured domestic straight bonds	60 billion yen	Nov. 02, 2023	0.687%	Nov. 02, 2028
18th unsecured domestic straight bonds	30 billion yen	Nov. 02, 2023	1.040%	Nov. 01, 2030
19th unsecured domestic straight bonds	70 billion yen	Nov. 02, 2023	1.392%	Nov. 02, 2033

Issued by 7-Eleven, Inc.

	Amount	Issue date	Coupon	Redemption date
USD-denominated senior unsecured notes due 2026	1.25 billions dollars	Feb. 10, 2021	0.950%	Feb. 10, 2026
USD-denominated senior unsecured notes due 2028	1.0 billions dollars	Feb. 10, 2021	1.300%	Feb. 10, 2028
USD-denominated senior unsecured notes due 2031	1.7 billions dollars	Feb. 10, 2021	1.800%	Feb. 10, 2031
USD-denominated senior unsecured notes due 2041	0.75 billions dollars	Feb. 10, 2021	2.500%	Feb. 10, 2041
USD-denominated senior unsecured notes due 2051	1.25 billions dollars	Feb. 10, 2021	2.800%	Feb. 10, 2051

Issued by Seven Bank

	Amount	Issue date	Coupon	Redemption date
12th unsecured domestic straight bonds	30 billion yen	Oct. 20, 2017	0.390%	Sep. 17, 2027
14th unsecured domestic straight bonds	20 billion yen	Jan. 25, 2019	0.385%	Dec. 20, 2028