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Overview of Major Operating Companies

(As of February 28, 2025)

		FY2024 sales		Number of stores		Number of employees		Capital	Equity owned by the Company
		(Millions of yen)	Growth rate (%)	(Stores)	Increase / (Decrease)	(People)	Increase / (Decrease)	(Millions of yen)	(%)
Further details on P23-28 →	Domestic Convenience Store Operations								
	SEVEN-ELEVEN JAPAN CO., LTD.	5,369,756*1	0.5	21,552	189	10,252	(498)	17,200	100.0
	SEVEN-ELEVEN OKINAWA Co., Ltd.	35,248*1	13.3	191	19	151	1	1,500	100.0
Further details on P29-34 →	Overseas Convenience Store Operations								
	○ 7-Eleven, Inc.	10,493,291*1	2.9	12,963	(159)	71,691	(1,677)	USD17,532	100.0
	○ Convenience Group Holdings Pty Ltd (Australia)	–	–	747	747	4,003	4,003	AUD72,000,000	100.0
	○ SEVEN-ELEVEN HAWAII, INC.	64,134	8.2	67	0	1,058	(5)	USD20,000,000	100.0
	○ SEVEN-ELEVEN (BEIJING) CO., LTD.	16,114*2	(13.7)	362	31	541	(46)	USD44,000,000	65.0
	○ SEVEN-ELEVEN (CHENGDU) CO., LTD.	2,644*2	(4.5)	82	5	147	8	CHY472,924,388	100.0
	○ SEVEN-ELEVEN (TIANJIN) CO., LTD.	3,331*2	(2.5)	232	15	196	(14)	CHY200,000,000	65.0
Further details on P34-38 →	Superstore Operations								
	Ito-Yokado Co., Ltd.	764,706	3.7	196	(30)	23,890	(4,542)	40,000	100.0
	York-Benimaru Co., Ltd.	491,952	2.5	248	0	19,504	189	9,927	100.0
	SHELL GARDEN CO., LTD.	15,759	(20.2)	19	(4)	460	(181)	400	90.0
	○ Hua Tang Yokado Commercial Co., Ltd.	1,789*2	(23.6)	1	0	152	(25)	USD98,721,983	100.0
	○ Chengdu Ito-Yokado Co., Ltd.	22,169*2	(5.1)	9	0	1,983	(268)	USD23,000,000	80.0
Further details on P39-40 →	Financial Services								
	☆ Seven Bank, Ltd.	135,747*3	5.3	–	–	699	90	30,724	46.4
	☆ Seven Card Service Co., Ltd.	32,529*3	(7.7)	–	–	325	(34)	7,500	98.9
	Seven CS Card Service Co., Ltd.	15,508*3	(2.8)	–	–	282	(48)	100	51.0
Further details on P41-44 →	Others								
	Akachan Honpo Co., Ltd.	83,091	0.1	127	1	2,561	73	3,780	95.0
	Seven & i Food Systems Co., Ltd.	54,599	5.2	373	(116)	4,794	(106)	3,000	100.0
	THE LOFT CO., LTD.	121,567	13.4	172	12	4,954	309	750	75.2

○ Figures are for the fiscal year ended December 31, 2024. (Number of stores is as of December 31, 2024; Number of employees is as of February 28, 2025) ☆ Figures are for the fiscal year ended March 31, 2025. (Number of employees is as of February 28, 2025)

\*1 Sales of Seven-Eleven Japan, Seven-Eleven Okinawa and 7-Eleven, Inc. represent total store sales.

\*2 Sales for Chinese subsidiaries exclude value added tax.

\*3 Sales for Seven Bank and Seven Card Service represent ordinary income, and sales for Seven CS Card Service represent revenues from operations.

Notes) 1. Exchange rates (average for the period): 1USD=151.69JPY; 1CNY=21.04JPY

2. Year-on-year comparisons for overseas subsidiaries are growth rates calculated on a yen basis.

3. Number of employees includes part-time employees (monthly average based on a 163-hour working month).

4. Ownership ratios include indirect holdings.

5. Acquired all shares of Convenience Group Holdings Pty Ltd in Australia on April 1, 2024.

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## Domestic Convenience Store Operations

Seven-Eleven Japan	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Revenues from operations	736,343	793,661	833,743	849,862	873,555	887,625	850,291	863,025	872,719	894,659	879,460
Selling, general and administrative expenses	439,785	481,362	514,907	533,633	561,600	573,103	558,597	574,340	578,549	600,627	609,746
Operating income	223,356	235,033	243,493	244,110	245,088	253,980	233,321	223,091	232,873	251,029	233,797
Ordinary income	232,593	256,726	251,265	251,717	252,917	262,249	281,974	273,672	282,630	297,714	284,779
Net income	136,924	162,910	144,151	166,760	153,233	169,695	194,479	189,652	203,009	211,102	201,987
Capital expenditures	129,438	124,543	125,045	136,297	110,028	96,062	125,461	97,599	93,946	127,080	109,503
Depreciation and amortization	47,698	51,784	58,829	64,294	70,182	73,538	76,896	79,283	83,961	88,508	89,661
Total assets	1,700,723	1,793,836	1,770,944	1,860,028	1,880,508	2,029,375	2,058,152	2,109,174	2,116,144	2,214,464	2,275,374
Net assets	1,255,621	1,325,737	1,293,157	1,365,202	1,408,557	1,478,416	1,528,718	1,583,441	1,557,212	1,628,167	1,684,550
EBITDA	271,054	286,817	302,322	308,404	315,270	327,519	310,217	302,375	316,835	339,537	323,458
ROA (%)	8.3	9.3	8.1	9.2	8.2	8.7	9.5	9.1	9.6	9.7	9.0
Total store sales	4,008,261	4,291,067	4,515,605	4,678,083	4,898,872	5,010,273	4,870,619	4,952,782	5,148,742	5,345,243	5,369,756
Gross total store sales	-	-	-	-	-	-	-	-	5,164,231	5,362,931	5,390,271
Processed food	1,034,131	1,115,677	1,183,088	1,230,335	1,278,605	1,297,660	1,246,878	1,258,006	1,311,714	1,426,539	1,460,763
Fast food	1,186,445	1,278,738	1,350,166	1,412,781	1,499,054	1,533,143	1,436,832	1,456,118	1,523,448	1,565,976	1,525,446
Daily food	517,065	579,294	614,122	626,863	641,752	661,356	647,792	638,908	645,528	670,366	668,393
Nonfood	1,270,618	1,317,357	1,368,228	1,408,103	1,479,459	1,518,112	1,539,115	1,599,748	1,683,539	1,700,049	1,735,667
Existing store sales increase (%)*	2.4	2.9	1.8	0.7	1.3	0.2	(2.4)	0.7	3.6	3.0	0.2
Number of customers (%)	0.7	1.3	0.1	(0.9)	(0.6)	(2.1)	(9.9)	(1.2)	0.3	1.6	0.2
Average spending per customer (%)	1.7	1.6	1.7	1.6	1.9	2.3	8.4	1.9	3.3	1.4	0.0
Average daily sales per store of all stores (Thousands of yen)	655	656	657	653	656	656	642	646	670	691	692
Average daily sales per store of newly opened stores (Thousands of yen)	513	530	533	546	560	554	557	537	598	611	579
Merchandise gross profit margin (%)	31.4	31.6	31.8	31.9	31.9	32.1	32.0	31.7	31.9	32.2	32.0
Processed food (%)	38.8	38.9	39.2	39.4	39.5	39.5	39.4	39.3	39.8	40.2	40.5
Fast food (%)	35.7	35.5	35.7	35.9	36.1	36.6	36.6	36.6	37.3	37.2	36.6
Daily food (%)	33.1	33.2	33.4	33.5	33.4	34.0	34.2	34.2	34.5	34.7	34.8
Nonfood (%)	20.7	20.9	21.0	20.7	20.5	20.3	20.7	20.1	20.1	20.0	19.6
Number of stores	17,491	18,572	19,422	20,260	20,876	20,916	21,085	21,205	21,252	21,363	21,552
Openings	1,602	1,651	1,682	1,554	1,389	743	610	625	597	556	601
Closures	430	570	832	716	773	703	441	505	550	445	412
Relocations, etc.	347	450	670	568	562	482	288	354	445	329	302
Franchised stores	17,021	18,071	18,977	19,792	20,499	20,545	20,632	20,778	20,987	21,170	21,402
Type A	4,353	4,448	4,554	4,563	4,558	4,539	4,482	4,420	4,400	4,352	4,292
Type C	12,668	13,623	14,423	15,229	15,941	16,006	16,150	16,358	16,587	16,818	17,110
Directly operated stores	470	501	445	468	377	371	453	427	265	193	150
Ratio of stores with liquor license (%)	98.9	98.7	98.6	98.5	98.4	98.4	98.4	98.4	98.3	98.3	98.3
Ratio of stores with cigarette license (%)	95.5	95.5	95.7	95.8	96.3	96.9	97.0	97.0	97.2	97.4	97.5
Total sales floor space (m <sup>2</sup> )	2,278,784	2,439,550	2,566,701	2,772,283	2,909,609	2,929,047	2,969,294	2,972,807	3,029,067	3,053,346	3,088,464
Full-time employees (fiscal year-end)	7,191	8,054	8,562	8,886	9,092	8,959	8,990	8,930	8,549	8,333	8,248
Number of payment acceptance transactions (Thousand)	418,845	439,138	460,585	481,800	502,468	513,061	510,212	501,181	524,766	538,763	534,302
Total value of payment acceptance transactions	4,346,959	4,579,660	4,691,738	4,961,715	5,253,766	5,439,479	5,403,420	5,479,461	5,967,134	6,087,506	6,217,455

Note) \*Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Total store sales based on the previous method are shown as “Gross total store sales.”

\* Existing store sales increase includes POSA card transactions from FY2014 to FY2017.

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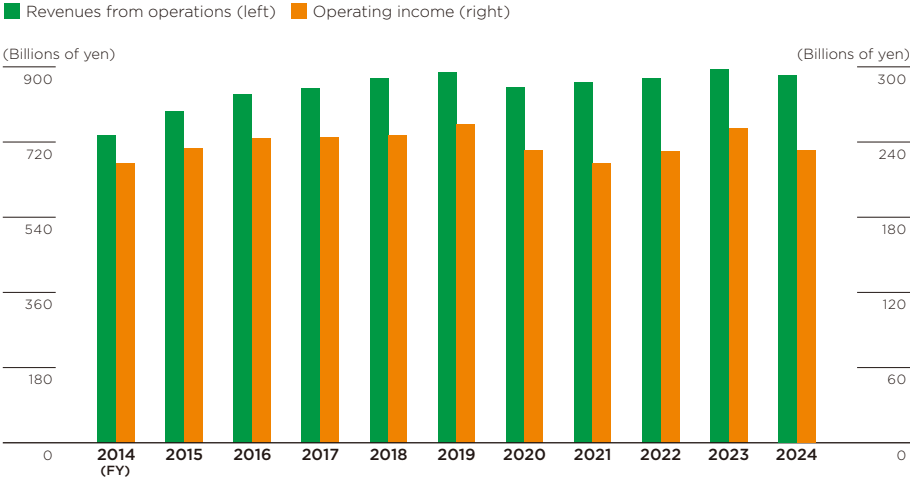
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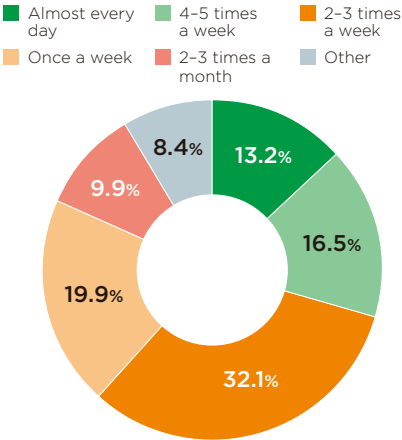
Seven-Eleven Japan

Revenues from operations and operating income

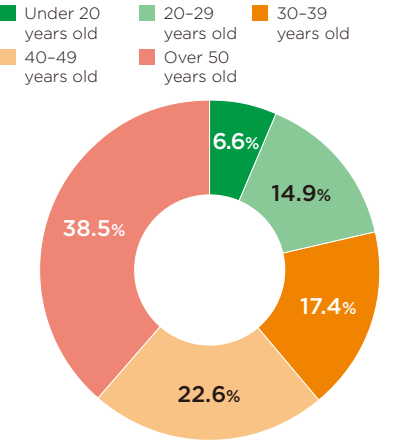


Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

Frequency of store-visits (FY2024)

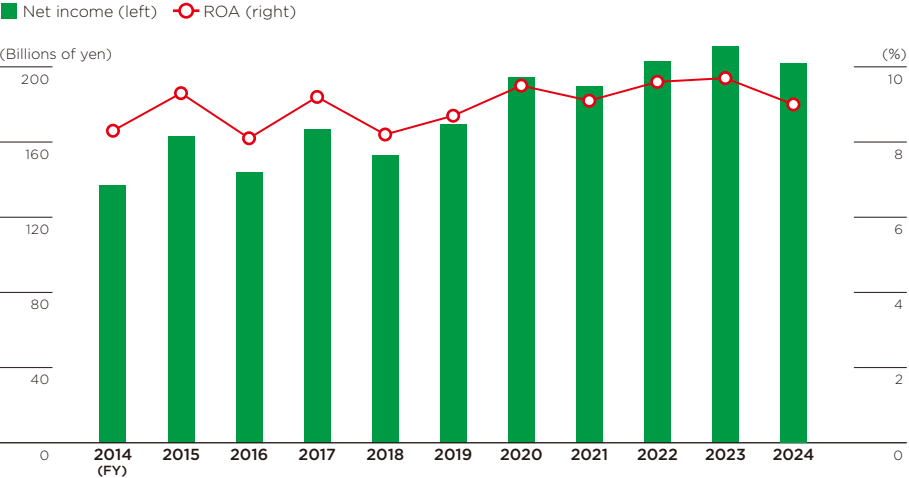


Composition of customers by age (FY2024)

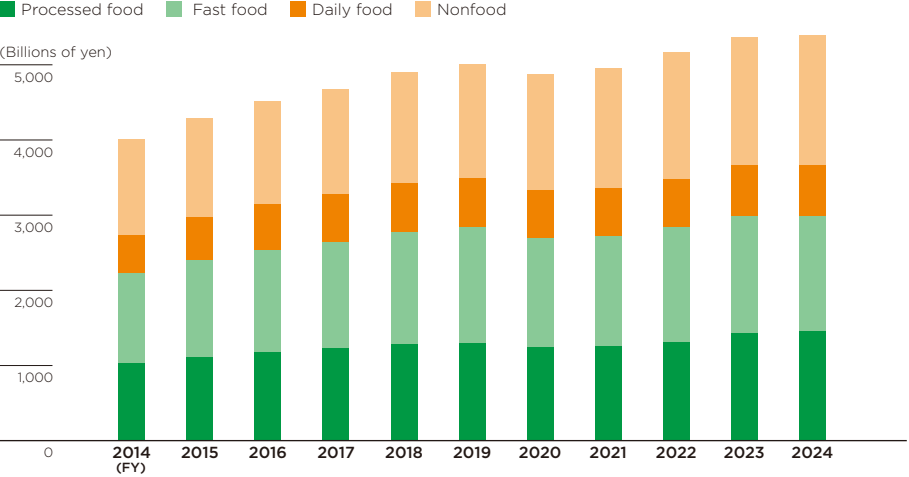


Source : Customer survey by Seven-Eleven Japan

Net income attributable to owners of parent and ROA



Sales by merchandise category



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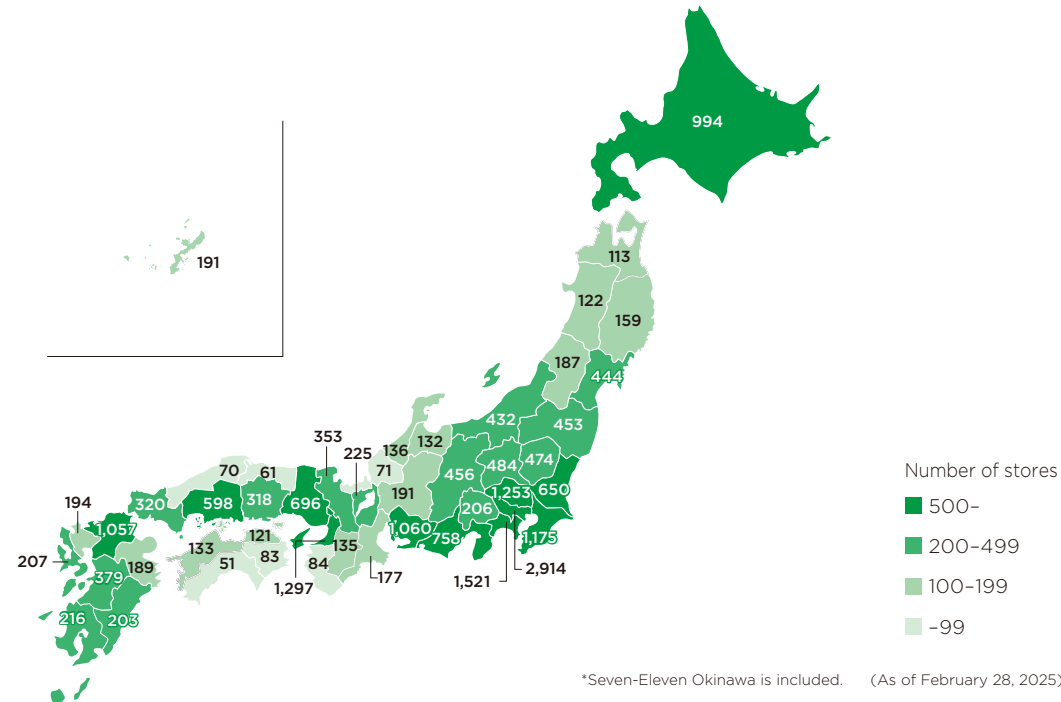
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## Domestic Convenience Store Operations

## Seven-Eleven Japan

## Store network



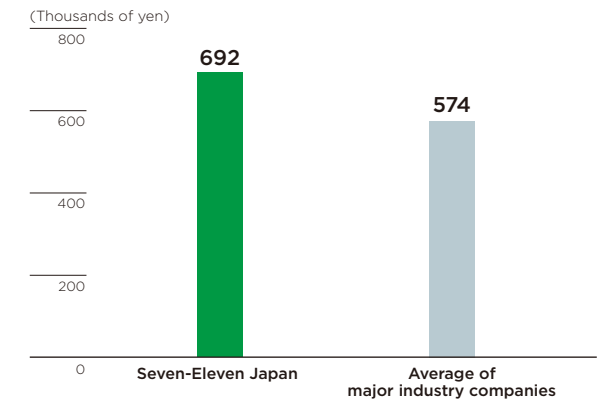
### Number of major convenience store chains in Japan

	FY2019	FY2020	FY2021	FY2022	FY2023	(Stores) FY2024
Seven-Eleven*	20,955	21,167	21,327	21,402	21,535	<b>21,743</b>
Lawson	14,444	14,476	14,656	14,631	14,643	<b>14,694</b>
FamilyMart	16,611	16,646	16,569	16,533	16,271	<b>16,251</b>
Other CVS	3,450	3,608	3,379	3,286	3,208	<b>3,162</b>
Nationwide	55,460	55,897	55,931	55,852	55,657	<b>55,850</b>

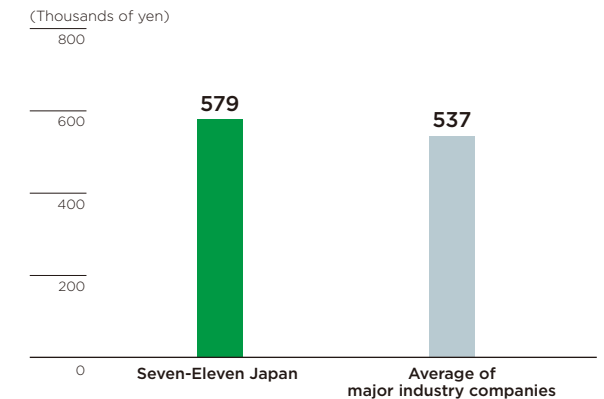
Note) Number of stores at fiscal year-end \* Seven-Eleven Okinawa is included

Sources: Convenience Store Statistics Investigation Monthly Report (Japan Franchise Association) and materials disclosed by individual companies

Average daily sales per store of all stores



Average daily sales per store of newly opened stores



Notes) 1. FY2024

2. Average of major industry companies is the simple average of two major convenience store chains.

Source: Materials disclosed by individual companies

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Domestic Convenience Store Operations

Seven-Eleven Japan

Original Fresh Food Merchandise Development

Merchandise Development System

Development Management of Seven-Eleven Japan

- Proposing product quality and standards that meet changing customer needs.
- Team MD (merchandising)

Note) We team up with various manufacturers and vendors to bring together advanced technologies and knowledge in various fields. Develop merchandise that focus on quality, safety and deliciousness.

HQ merchandise development team

Regional merchandise development team

Quality control team

Ingredient team

Nihon Delica Foods Association (60 companies)

- Hygiene control, quality control, process control
- Joint purchase of ingredient
- Same process and equipment
- Merchandise development, equipment development
- Environmental measures

Metropolitan area merchandise development team

Regional merchandise development team

Quality assurance meeting  
Each company's inspection equipment

Ingredient procurement meeting

Culinary experts

Ingredient manufacture

Infrastructure Underpinning Merchandise Development

Manufacturing commissaries: 173 bases nationwide  
(Manufacturing commissaries dedicated to Seven-Eleven Japan: 156 bases nationwide, 90% of the total manufacturing commissaries)

Temperature-separated, combined distribution centers: 164 bases nationwide

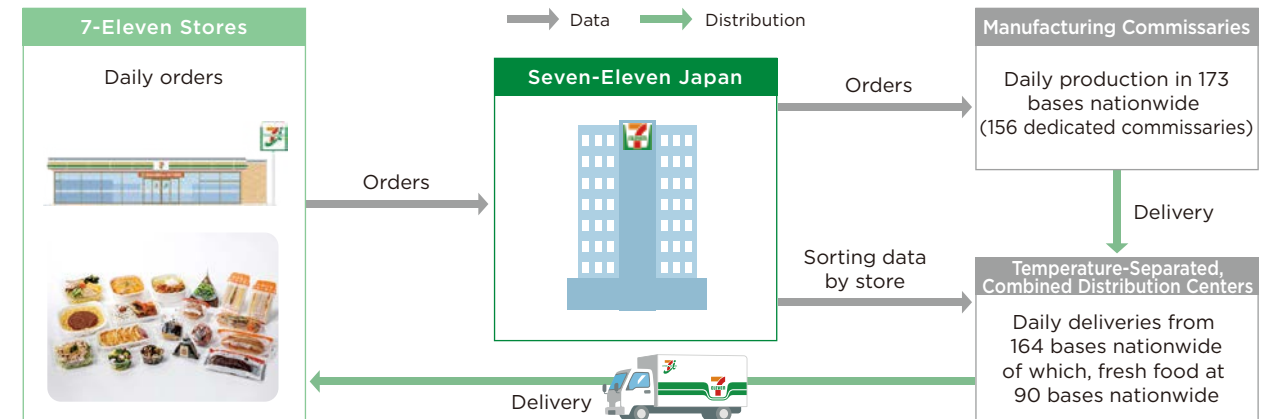
Processing centers  
Seasonings: 9  
Vegetables: 9

- Notes) 1. Nihon Delica Foods Association (NDF) was formed in 1979 mainly by vendors of rice-based products. NDF currently consists of the vendors of rice-based products, sandwiches, delicatessen items, noodles, and Japanese pickles, etc.  
2. Production facilities: Facilities producing merchandise for Seven-Eleven Japan.  
3. Figures for the development system, the number of dedicated production facilities temperature-separated, processing centers are as of February 29, 2025.  
4. Seven-Eleven Okinawa is included.

Supply System for Merchandise

Original fresh food merchandise is made in manufacturing commissaries dedicated to Seven-Eleven Japan that operated by independent collaborating companies and are delivered to 7-Eleven stores from temperature - separated, combined distribution centers. The manufacturing commissaries and temperature-separated, combined distribution centers are all managed under Seven-Eleven Japan's standard, allowing us to distinguish ourselves from the competition in terms of product development, hygiene, and quality control. Sharing stores' order data with manufacturing commissaries and temperature-separated, combined distribution centers enables more efficient deliveries in shorter times.

Note) Seven-Eleven Okinawa is included.



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## Distribution Systems

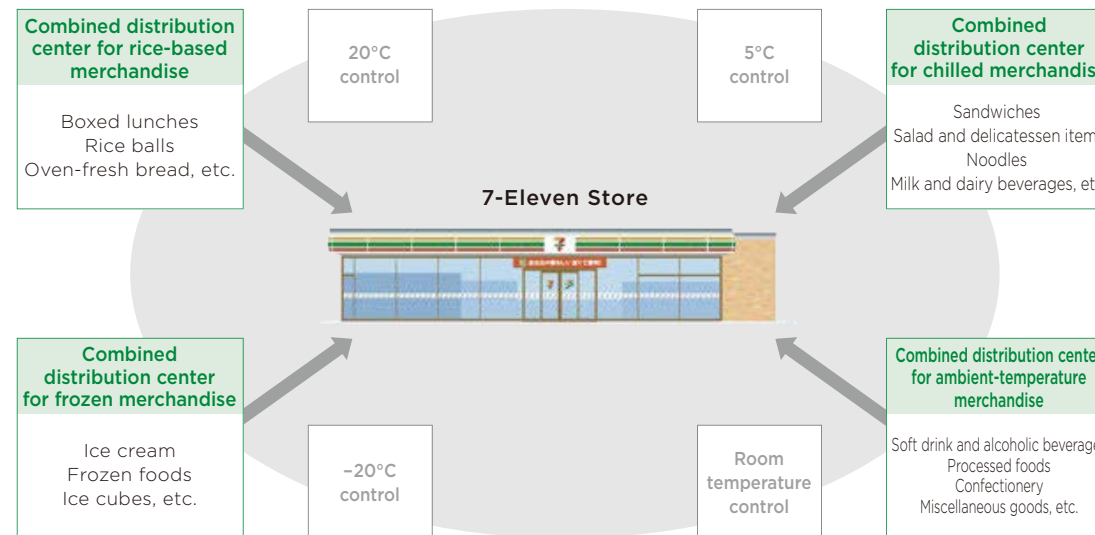
## Combined Distribution System

Our original fresh foods are produced in manufacturing commissaries that handle only Seven-Eleven merchandise and are operated by independent cooperating companies, and delivered to stores from temperature-separated, combined distribution centers.

In order to differentiate ourselves in terms of merchandise development, hygiene management, and quality control, all of our manufacturing commissaries and temperature-separated, combined distribution centers are managed according to Seven-Eleven Japan's standards.

By sharing data of orders from stores with manufacturing commissaries and temperature-separated, combined distribution centers, we are able to deliver merchandise quickly and efficiently.

### Temperature-separated, combined distribution system of Seven-Eleven Japan



### Number of Distribution Centers

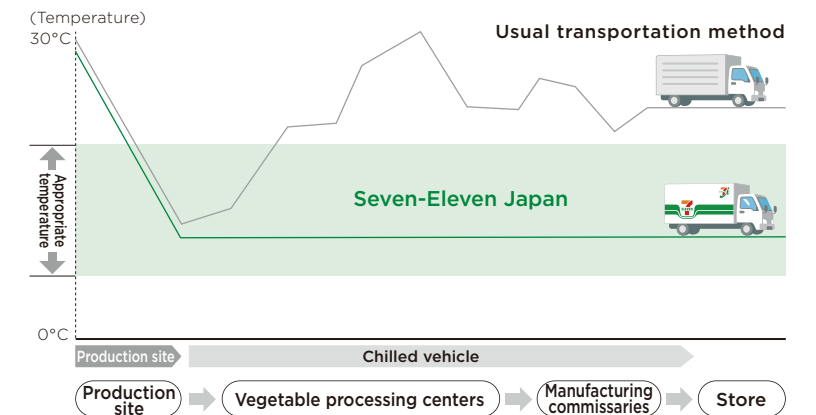
	Number of distribution centers	Number of locations		Number of distribution centers
5°C control	76	5°C 11 20°C 14	-20°C control	22
20°C control	79	Combined 65	Room temperature control	52

Notes) 1. As of February 28, 2025

2. The number of distribution centers represents the distribution centers counted by merchandise categories where multiple merchandise categories were handled in one distribution center.

3. Seven-Eleven Okinawa is included.

### Cold Chain (Refrigerated Distribution Network)



## Freshness Managed from the Field

We have implemented a cold chain for transporting and processing vegetables in a fresh condition straight after they are harvested. The harvested vegetables are put into cold storage on the spot and kept at a consistently managed temperature throughout their journey in the delivery vehicle from the production site through the processing center to the manufacturing commissaries and on to the store.



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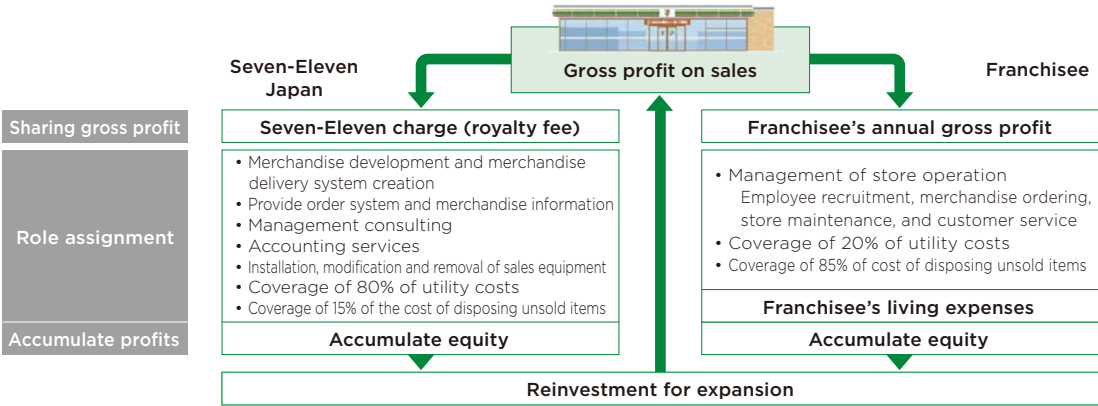
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Seven-Eleven Japan

Franchise System

Seven-Eleven Japan has developed its own unique franchise system, guided by an aim for “modernizing and revitalizing small- and medium-sized retail stores.” Seven-Eleven Japan and its franchisees are on an equal footing with clear role assignments. The system uses a method of allocating gross profit and, as a result, Seven-Eleven Japan and its franchisees work together on improving gross profit margins instead of sales in a mutually beneficial relationship.



	Type A (4,292 stores)	Type C (17,110 stores)
Land and buildings	Franchisee provides	Seven-Eleven Japan provides
Sales equipment, store computers, etc.	Seven-Eleven Japan provides	
Contract period	15 years	
Cost of utilities	Seven-Eleven Japan covers 80%, Franchisee covers 20%	
Seven-Eleven charge (royalty fee)	45% of gross profit on sales	An amount calculated on a sliding scale based on gross profit on sales
	5-year operating incentives and 15-year operating incentives: reductions in royalty fee are offered	
	(Gross profit on sales of over ¥5.5 million/month)	
	24-hour operations: (a) 24-hour operations (2)% (b) Special reduction (1)% (c) Monthly amount ¥(35,000) Other than 24-hour operations: (a) Special reduction (1)% (b) Monthly amount ¥(15,000)	
	(Gross profit on sales of less than ¥5.5 million/month)	
	24-hour operations: Monthly amount ¥(200,000) / Other than 24-hour operations: Monthly amount ¥(70,000)	
Cost of disposing unsold items	Seven-Eleven Japan covers 15%, Franchisee covers 85%	
Incentive system for multi-store operation	When one franchisee operates two or more stores, a 3% incentive discount on the royalty fee is applied to the second and subsequent stores. When franchisees that have operated a 7-Eleven store for over five years open a new store, the “incentive for stores open over five years” is applied to the new store from the beginning of its operation.	
Minimum guarantee	(Franchisee's annual gross profit)	(Franchisee's annual gross profit)
	24-hour operations: ¥22 million Other than 24-hour operations: ¥19 million	24-hour operations: ¥20 million Other than 24-hour operations: ¥17 million

Notes) 1. Number of stores as of February 28, 2025.  
2. Gross profit on sales is equal to net sales minus cost of goods sold, which is calculated by subtracting costs of inventory loss, disposal of unsold items and rebates from gross cost of goods sold.  
3. The special reduction in Seven-Eleven charges (royalty), which started from September 2017, will be applied for the time being.  
4. Changes to the Seven-Eleven charges (royalty) system were implemented in March 2020.  
5. Franchisee's gross profit on sales is equal to gross profit minus Seven-Eleven charge (royalty fee).

Comparison of Seven-Eleven in Japan and North America

	Japan	U.S./Canada
Store-related information		
Number of stores by type*1	A-type franchised stores 4,292	BCP stores (A-type franchised stores)*2 599
	C-type franchised stores 17,110	C-type franchised stores 6,630
	Directly operated stores 150	Directly operated stores 5,734
	(As of February 28, 2025)	(As of December 31, 2024)
Stores with fuel stations	198 stores*3	8,314 stores
Standard sales floor space (per store)*4	Approx. 148 m²	Approx. 179 m²
Merchandise and services		
Number of items per store*4	Approx. 3,300 items	Approx. 2,300 items
Services	ATM	ATM
	Payment acceptance service	Payment acceptance service
	Express package delivery service	Sales of gift cards
	Multi-functional copy machine (ticketing services, administrative service, etc.)	7Rewards
	nanaco point service	
Payment methods	Cash/Electronic money/ Credit card/Debit card/ Barcode payment, etc.	Cash/Credit card/Debit card/ Barcode payment/Mobile phone, etc.

\*1 For A-type and BCP stores, franchisees provide land and buildings. For C-type, the franchisor provides land and buildings.  
\*2 BCP: Business Conversion Program  
\*3 Seven-Eleven Japan's stores with fuel stations are joint operations opened in partnership with ENEOS Corporation.  
\*4 Most common size of store sales floor spaces and number of items

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Overseas Convenience Store Operations

7-Eleven, Inc.	(Fiscal year-end December, Millions of yen)		
	FY2022	FY2023	FY2024
Revenues from operations*1	8,747,266	8,409,039	8,619,452
Revenues from operations (Millions of USD)	66,458	59,778	56,823
Other operating revenues from above	399,777	448,656	477,242
Selling, general and administrative expenses	1,216,384	1,283,340	1,427,717
Selling, general and administrative expenses (Millions of USD)	9,241	9,123	9,412
Operating income	380,482	396,203	329,620
Operating income (Millions of USD)	2,890	2,816	2,172
Net income	259,724	269,185	223,715
Net income (Millions of USD)	1,973	1,913	1,474
Capital expenditures	185,930	190,051	383,206
Depreciation and amortization	187,524	202,591	220,031
Total assets	6,116,541	6,580,628	7,322,195
Net assets	2,501,660	2,895,601	3,396,528
EBITDA	568,007	598,794	549,651
ROA (%)	4.7	4.1	3.2
Total store sales	10,442,360	10,200,414	10,493,291
Processed food	1,600,058	1,796,980	1,923,604
Fast food	458,598	512,280	551,086
Daily food	142,425	154,070	162,592
Nonfood	1,391,631	1,414,258	1,476,574
Merchandise	3,592,712	3,877,588	4,113,857
Fuel	6,849,647	6,322,825	6,379,433
Existing store sales increase (U.S. merchandise sales) (%)*2	4.5	1.0	(2.7)
Average daily sales per store (Thousands of yen)	747	811	858
Average daily sales per store (USD)	5,678	5,765	5,657
Merchandise gross profit margin (%)	34.0	34.2	33.3
Fuel sales (Thousand gallons)	13,083,664	12,678,956	12,631,598
Fuel gross profit (Cents/Gallon)	43.91	42.25	41.42
Exchange rate (Income statements) (JPY) (1USD=)	131.62	140.67	151.69
Exchange rate (Balance sheets) (JPY) (1USD=)	132.70	141.83	158.18
Number of stores	13,167	13,122	12,963
Openings	188	182	315
Closures	234	227	474
Franchised stores	7,219	7,248	7,229
Directly operated stores	5,948	5,874	5,734
Stores with fuel stations	8,239	8,255	8,314
Total sales floor space (m²)	2,314,505	2,302,211	2,320,081
Full-time employees (fiscal year-end)*3	49,391	46,062	31,112

\*1 The company recognizes the merchandise sales at directly operated stores, etc., fuel sales and franchise commission from franchised stores as revenues from operations

\*2 Existing store sales increase (U.S. merchandise sales) is calculated in USD

\*3 As of the end of February of the following year

7-Eleven International LLC	(Fiscal year-end December, Millions of yen)		
	FY2022	FY2023	FY2024
Revenues from operations	16,620	19,225	459,459
Revenues from operations (Millions of USD )	126	136	3,028
Gross operating profit	16,620	19,225	94,059
Gross operating profit (Millions of USD)	126	136	620
Selling, general and administrative expenses	3,348	4,451	79,754
Selling, general and administrative expenses (Millions of USD)	25	31	525
Operating income	13,271	14,773	14,305
Operating income (Millions of USD)	100	105	94
Net income	10,480	12,272	10,049
Net income (Millions of USD)	79	87	66
EBITDA	13,271	14,773	26,469
EBITDA (Millions of USD)	100	105	174

Notes) 1. 7-Eleven International LLC (7IN) acquired all shares of the Australian company Convenience Group Holdings Pty Ltd (SEA) on April 1, 2024.

As a result, SEA is included in the scope of 7IN's consolidation.

2. EBITDA: Operating income + Depreciation and amortization + Equity in earnings/losses of affiliates

\*7IN's EBITDA includes equity in earnings/losses of affiliates

Notes) 1. The figures for 7-Eleven, Inc. were disclosed on a "SAM consolidated basis" until FY2023, but will be disclosed on a "7-Eleven, Inc. consolidated basis" from FY2024 onward. Figures in the above table for 7-Eleven, Inc. were shown on a "7-Eleven, Inc. consolidated basis."

\*SAM: SEJ Asset Management & Investment Company which holds shares of operating companies in North American CVS operations

\*SAM consolidated basis: SAM + 7-Eleven, Inc. consolidated basis + 7-Eleven International LLC consolidated basis + Consolidation and elimination

2. EBITDA: Operating income + Depreciation and amortization



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7-Eleven, Inc. (SAM consolidated basis)

	(Fiscal year-end December, Millions of yen)									
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Revenues from operations*1	1,935,274	1,819,838	1,658,542	1,981,533	2,821,053	2,739,833	2,191,383	5,122,154	8,763,887	8,428,264
Revenues from operations (Millions of USD)	18,293	15,027	15,246	17,667	25,543	25,129	20,526	46,607	66,584	59,915
Other operating revenues from above	219,307	271,081	260,078	276,179	288,136	293,415	278,766	342,088	416,397	467,881
Selling, general and administrative expenses	341,225	395,162	372,662	399,557	484,090	494,223	507,185	841,682	1,216,918	1,284,802
Selling, general and administrative expenses (Millions of USD)	3,225	3,263	3,425	3,562	4,383	4,532	4,750	7,658	9,245	9,133
Operating income	59,651	77,478	76,671	90,852	111,081	121,654	119,221	224,864	396,568	413,966
Operating income (Millions of USD)	563	639	704	810	1,005	1,115	1,116	2,046	3,012	2,942
Net income	35,870	45,181	45,470	76,048	77,616	83,193	82,057	144,791	267,312	277,955
Net income (Millions of USD)	339	373	418	678	702	763	768	1,317	2,030	1,975
Capital expenditures	63,226	159,772	216,776	98,874	452,029	150,454	199,107	2,483,138	185,930	190,051
Depreciation and amortization	56,482	65,381	64,992	69,582	76,141	77,204	81,299	122,635	188,119	203,237
Total assets	1,088,910	1,137,495	1,231,149	1,356,972	1,564,596	1,612,783	1,680,699	4,397,014	6,173,779	6,649,828
Net assets	658,465	681,404	705,025	869,394	924,236	956,305	947,519	2,082,538	2,645,003	3,053,340
EBITDA	116,133	142,860	141,663	160,434	187,222	198,858	200,521	347,499	584,688	617,203
ROA (%)	3.6	4.1	3.8	5.9	5.3	5.2	5.0	4.8	5.1	4.3
Total store sales	2,834,464	2,950,422	2,735,199	3,134,412	3,993,259	3,936,217	3,407,130	6,463,940	10,442,360	10,200,414
Processed food	567,290	695,119	650,509	682,470	778,741	802,806	848,435	1,148,690	1,600,058	1,796,980
Fast food	216,881	261,947	244,299	248,718	282,342	289,052	244,221	346,667	458,598	512,280
Daily food	93,544	110,427	101,814	101,888	103,117	95,111	84,351	91,062	142,425	154,070
Nonfood	553,712	661,355	624,655	688,325	751,641	753,802	777,275	1,070,400	1,391,631	1,414,258
Merchandise	1,431,429	1,728,848	1,621,278	1,721,403	1,915,842	1,940,773	1,954,283	2,656,820	3,592,712	3,877,588
Fuel	1,403,035	1,221,573	1,113,921	1,413,009	2,077,417	1,995,444	1,452,847	3,807,119	6,849,647	6,322,825
Existing store sales increase (U.S. merchandise sales) (%)*2	3.1	5.8	2.1	1.6	1.9	2.4	0.9	7.4	4.5	1.0
Average daily sales per store (Thousands of yen)	473	569	519	543	549	553	545	602	747	811
Average daily sales per store (USD)	4,472	4,695	4,769	4,841	4,967	5,075	5,104	5,483	5,678	5,765
Merchandise gross profit margin (%)	34.5	34.6	34.8	34.3	34.2	34.8	34.1	34.2	34.0	34.2
Fuel sales (Thousand gallons)	4,001,566	4,292,288	4,910,026	5,266,489	6,919,338	6,972,004	6,171,433	11,384,814	13,083,664	12,678,956
Fuel gross profit (Cents/Gallon)	20.81	19.80	20.05	22.62	22.56	23.95	32.60	34.50	43.91	42.25
Exchange rate (Income statements) (JPY) (IUSD=)	105.79	121.10	108.78	112.16	110.44	109.03	106.76	109.90	131.62	140.67
Exchange rate (Balance sheets) (JPY) (IUSD=)	120.55	120.61	116.49	113.00	111.00	109.56	103.50	115.20	132.70	141.83
Number of stores	8,297	8,500	8,707	8,670	9,573	9,682	9,884	13,213	13,167	13,122
Openings	238	344	356	214	1,245	361	436	3,806	188	182
Closures	233	141	149	251	342	252	234	477	234	227
Franchised stores	6,390	6,752	7,008	7,161	7,213	7,379	7,485	7,404	7,219	7,248
Directly operated stores	1,907	1,748	1,699	1,509	2,360	2,303	2,399	5,809	5,948	5,874
Stores with fuel stations	3,165	3,168	3,374	3,376	4,385	4,469	4,748	8,138	8,239	8,255
Total sales floor space (m²)	1,384,023	1,454,825	1,458,783	1,450,699	1,650,782	1,684,207	1,730,254	2,309,199	2,314,505	2,302,211
Full-time employees (fiscal year-end)*3	15,591	14,379	15,021	17,877	19,994	19,578	22,291	47,748	49,432	46,103

\*1 The company recognizes the merchandise sales at directly operated stores, etc., fuel sales and franchise commission from franchised stores as revenues from operations  
\*2 Existing store sales increase (U.S. merchandise sales) is calculated in USD  
\*3 As of the end of February of the following year  
Notes) 1. SAM: SEJ Asset Management & Investment Company which holds shares of operating companies in North American CVS operations  
2. Figures for the amounts of each fiscal year reflect adjustments necessary for consolidation to Seven & i Holdings' consolidated account

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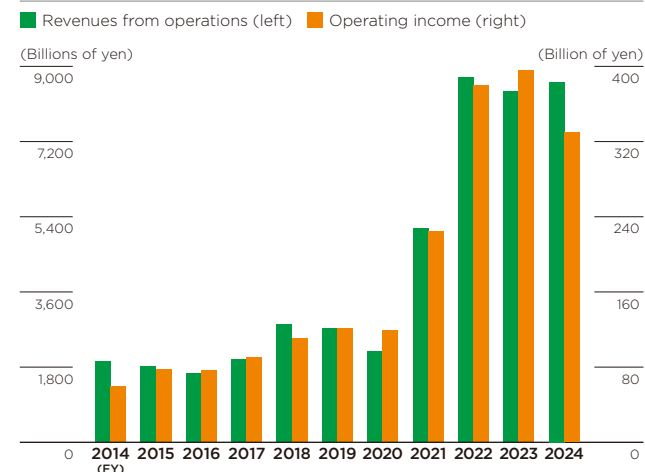
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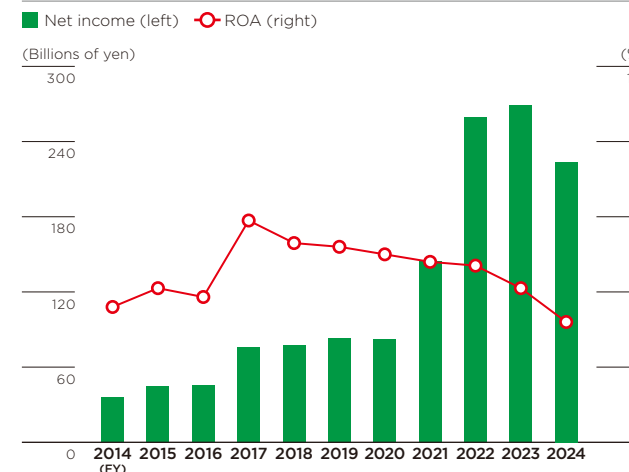
# Overseas Convenience Store Operations

## 7-Eleven, Inc.

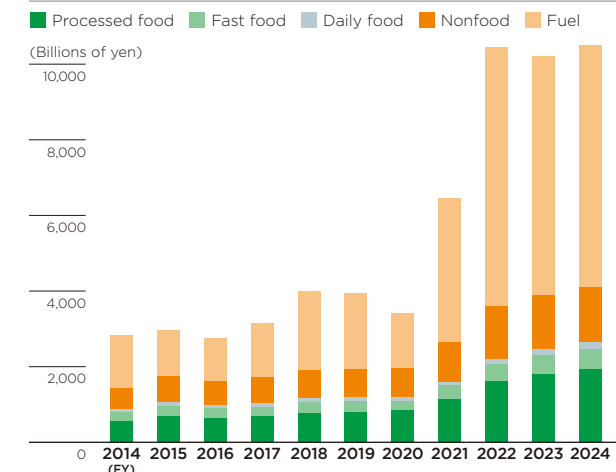
### Revenues from operations and Operating income



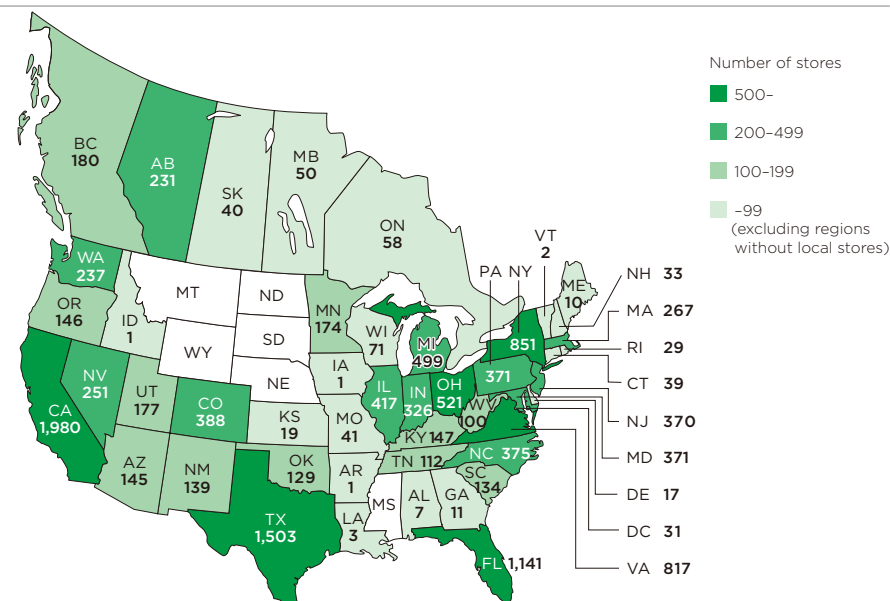
### Net income and ROA



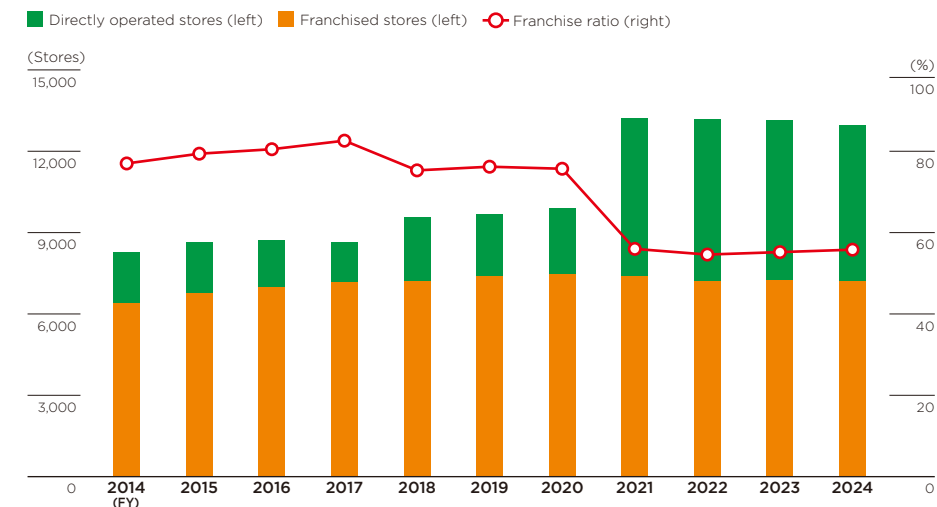
### Sales composition by category



## Store network



## Trends in store type



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Growth Strategy of Global CVS Operations

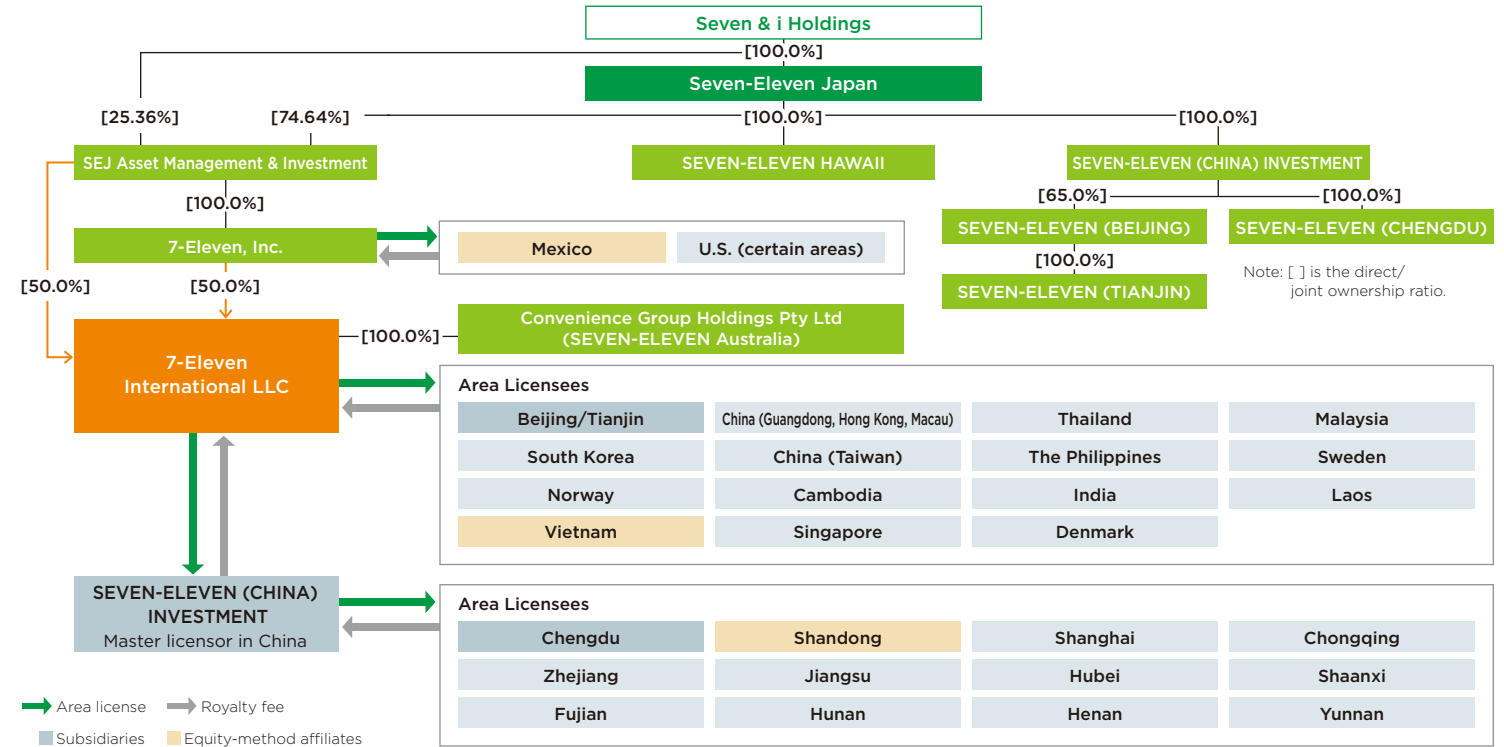
Global Strategy

Capital Relationships in the Group's Convenience Store Operations

Seven & i Holdings' subsidiaries operate 7-Eleven stores in Japan, North America, and China (Beijing,Tianjin, and Chengdu). In countries and regions where the Company has no local subsidiaries, leading local corporate groups operate 7-Eleven stores as area licensees.

Overseas Licensing Scheme

For 7-Eleven stores in countries outside of Japan and North America, we have granted area license rights and receive Royalty fee from the licensees. With the establishment of 7-Eleven International LLC, the licensor to receive Royalty fee has been changed from 7-Eleven, Inc. to 7-Eleven International LLC.



Trend in the 7-Eleven Stores Worldwide

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	(Stores) FY2024
Japan	17,491	18,572	19,422	20,260	20,876	20,955	21,167	21,327	21,402	21,535	21,743
Thailand	8,127	8,832	9,542	10,268	10,988	11,712	12,432	13,134	13,838	14,545	15,245
South Korea	8,646	8,868	9,077	9,061	9,974	10,000	10,159	13,562	13,511	13,122	12,963
U.S. and Canada	7,231	8,000	8,556	9,231	9,400	10,016	10,501	11,173	14,265	13,137	12,152
China (Taiwan)	5,040	5,029	5,107	5,221	5,369	5,647	6,024	6,379	6,631	6,859	7,077
China	2,064	2,182	2,357	2,599	2,816	3,156	3,412	3,980	4,434	5,051	5,775
Others	6,682	7,228	7,744	7,960	8,233	8,688	8,811	8,986	9,498	10,292	10,861
Total	55,281	58,711	61,805	64,600	67,656	70,174	72,506	78,541	83,579	84,541	85,816

Note) As of the end of December, excluding figures for Japan, which are as of the end of February of the following year.

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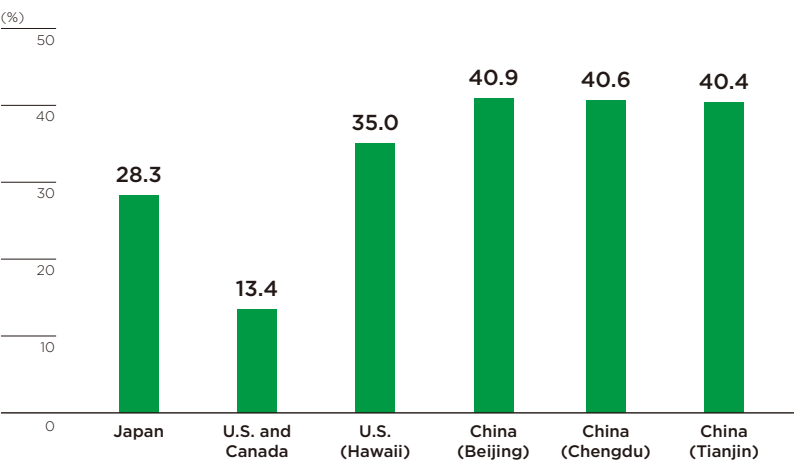
Global Strategy

7-Eleven store operators around the world (licensees)

Country or region		Operator	Number of stores
Thailand		CP ALL Public Company Ltd. [Charoen Pokphand Group]	15,245
South Korea		Korea Seven Co., Ltd [Lotte Group]	12,152
China (Taiwan/Shanghai)		PRESIDENT CHAIN STORE CORP. [Uni-President Enterprises Corp.]	7,399
The Philippines		Philippine Seven Corporation [PRESIDENT CHAIN STORE CORP.]	4,130
Malaysia		7-Eleven Malaysia Sdn. Bhd. [7-Eleven Malaysia Holdings Berhad]	2,635
Mexico		7-Eleven Mexico S.A. de C.V. [Valso, S.A. de C.V.]	2,076
China (Guangdong)		South China: Guangdong Sai Yi Convenience Stores [DFI Retail Group Holdings Ltd.]	1,833
China (Hong Kong, Macau)		Hong Kong/Macau: The Dairy Farm Company, Limited [DFI Retail Group Holdings Ltd.]	1,136
China (Shandong)		SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhongdi Sunshine Group Co., Ltd.]	657
Singapore		Cold Storage Singapore (1983) Pte. Ltd. [DFI Retail Group Holdings Ltd.]	467
Norway/Sweden/Denmark		Reitan Convenience [Reitangruppen AS]	367
China (Jiangsu)		Nanjing Golden Eagle Convenience Supermarket Management Co., Ltd. [GOLDEN EAGLE INTERNATIONAL RETAIL GROUP (CHINA) Co., Ltd.]	260
China (Yunnan)		Yunnan Qianglin Lejia Chain Convenience Store Co. Ltd. [Yunnan Qianglin Petrochemical Co. Ltd.]	230
China (Zhejiang)		Uni President Supermarket (zhejiang) Convenience Store Co., Ltd. [President Chain Store (Hong Kong) Holdings Limited]	200
Vietnam		Seven System Viet Nam JSC	122
China (Shaanxi)		Shaan Xi Sai Wen Tike Convenience Chain CO., LTD. [SHAANXI TIKE TRADING CO., LTD.]	119
Cambodia		CP ALL (Cambodia) Co., Ltd. [Charoen Pokphand Group]	112
China (Fujian)		Fujian Rongning Convenience Store Management CO., LTD. [FUJIAN RONGNING INVESTMENT CO., LTD.] [Fujian Sanfu Clothing CO., LTD.]	92
China (Henan)		Henan Sanyi Convenience Store Chain CO., LTD. [Sanquan Food Co., Ltd.]	84
China (Hunan)		Hunan You'a Convenience Supermarket Management Co., Ltd. [Hunan Friendship & Apollo Commercial Co., Ltd.]	83
U.S.		Various Companies	72
India		7-India Convenience Retail Limited [Reliance Retail Ventures Limited]	56
China (Hubei)		Hubei Dongfang Meilin Convenience Store CO., LTD. [Jiangsu Baiye Baihui Supermarket Management CO., LTD.]	44
China (Chongqing)		Xinjiu Commercial Development Co., Ltd. [Southern Hoper Industry Co., Ltd.]	39
Laos		CP ALL Laos Co., Ltd. [Charoen Pokphand Group]	10

Notes) 1. Number of stores as of December 31, 2024  
2. Company names in brackets are those of the corporate groups affiliated with the companies listed.

7-Eleven fast food sales as a percentage of total sales for FY2024



Notes) 1. Percentages for Hawaii, the U.S. and Canada are calculated using merchandise sales.  
2. Fiscal year-end for overseas subsidiaries is December 31.  
3. Seven-Eleven Okinawa is not included.



U.S. and Canada



China (Beijing)

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Superstore Operations

Ito-Yokado Co., Ltd.

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Revenues from operations	1,285,942	1,289,586	1,255,017	1,244,262	1,236,180	1,185,147	1,080,934	1,067,545	729,342	814,964	842,736
Net sales	1,253,296	1,255,608	1,219,252	1,213,613	1,205,751	1,154,374	1,053,284	1,038,664	654,251	737,318	764,706
Selling, general and administrative expenses	333,118	334,380	316,879	310,285	304,510	291,051	265,479	259,298	257,943	279,485	276,220
Operating income	1,859	(13,980)	52	3,077	4,708	6,522	7,781	1,620	408	(1,205)	3,020
Ordinary income	4,142	(13,405)	1,786	3,687	6,122	7,615	7,698	2,371	1,087	(268)	4,166
Net income	(6,881)	(23,923)	(13,797)	(5,821)	(7,840)	1,674	(3,705)	(11,201)	(15,203)	(25,963)	(33,737)
Capital expenditures	41,067	58,555	30,636	18,072	44,057	27,305	20,613	29,311	25,773	29,519	39,365
Depreciation and amortization*3	11,137	13,125	13,654	12,606	12,191	13,254	12,594	13,318	15,402	18,021	20,112
Total assets	817,735	799,073	753,315	736,336	721,594	713,839	682,167	666,022	650,372	697,754	658,879
Net assets	606,327	581,223	544,808	539,608	530,367	529,737	512,489	507,849	492,632	505,138	472,929
EBITDA	12,997	(855)	13,707	15,683	16,899	19,776	20,375	14,939	15,810	16,815	23,133
ROA (%)	(0.8)	(3.0)	(1.8)	(0.8)	(1.1)	0.2	(0.5)	(1.7)	(2.3)	(3.9)	(5.0)

Ito-Yokado

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Gross sales*1	1,253,296	1,255,608	1,219,252	1,213,613	1,205,751	1,154,374	1,053,284	1,038,664	1,039,102	1,041,253	978,206
Food & Drug*2	-	-	-	-	-	-	-	-	-	578,590	526,785
Food*2	-	-	-	-	-	-	-	-	-	482,006	438,853
Specialty stores*2	-	-	-	-	-	-	-	-	-	129,975	108,562
Lifestyle*3	-	-	-	317,460	310,796	285,985	238,816	219,985	217,398	213,308	-
Specialty stores*3	-	-	-	13,484	13,213	13,488	13,592	11,791	13,455	13,250	-
Food*3	-	-	-	550,399	538,778	516,120	517,101	506,270	488,764	482,006	-
Apparel	193,354	187,047	179,027	162,589	153,590	-	-	-	-	-	-
Household goods*4	153,506	142,811	122,445	165,083	162,021	-	-	-	-	-	-
Food	592,913	601,672	585,457	553,670	547,175	-	-	-	-	-	-
Merchandise sales	939,774	931,531	886,930	881,343	862,788	815,594	769,510	738,046	719,618	708,566	635,348
Tenants	301,376	314,612	322,191	324,328	336,390	335,359	278,428	297,225	317,230	329,571	333,336
Other	12,145	9,464	10,130	7,940	6,573	3,420	5,345	3,392	2,252	3,115	9,521
Existing store sales increase (decrease) (%)	(4.5)	0.2	(4.2)	(1.4)	(1.1)	(2.9)	(0.6)	(0.5)	(1.0)	(1.1)	(3.8)
Number of customers (%)	(5.7)	(0.1)	(4.4)	(1.7)	(1.1)	(3.5)	(6.9)	(0.3)	(1.2)	(1.0)	(2.4)
Average spending per customer (%)	1.3	0.4	0.3	0.3	0.0	0.7	6.7	(0.3)	0.1	(0.2)	(1.4)
Merchandise gross profit margin (%)	29.9	28.6	29.1	29.6	29.6	29.9	29.6	29.0	29.1	28.5	27.6
Number of stores	181	182	171	164	159	157	132	128	126	123	92
Openings	3	3	4	2	1	4	3	0	0	0	0
Closures	1	2	15	9	6	6	28	4	2	3	31
Total sales floor space (m <sup>2</sup> )*5	2,832,235	2,802,078	2,776,875	2,653,996	2,547,874	2,506,284	2,373,250	2,288,584	2,495,162	2,449,609	1,942,550
Directly managed sales floor space (m <sup>2</sup> )*5	1,630,246	1,590,958	1,508,282	1,490,522	1,420,357	1,355,959	1,230,268	1,162,773	1,105,108	1,073,816	748,427
Sales per square meter (Thousands of yen)*6	572	585	564	575	584	591	602	622	641	645	683
Full-time employees (fiscal year-end)	8,029	7,790	7,654	7,663	7,443	7,238	6,477	6,024	5,635	5,131	4,159
Part-time employees*7	31,245	32,106	27,540	27,750	26,690	24,275	22,319	20,059	18,619	16,668	13,261
Ratio of part-time employees (%)	79.3	80.0	79.9	78.0	77.9	76.7	76.6	76.3	76.3	75.5	75.2
Sales per employee (Thousands of yen)*8	26,074	26,099	25,716	24,766	25,190	25,776	26,403	28,066	29,477	32,103	36,035

\*1 “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Net sales under the previous accounting method are shown as “Gross sales.”

\*2 Ito-Yokado has revised its merchandise category details due to organizational changes from March 2024. Figures for Food & Drug includes former “Food” and part of former “Lifestyle”, and for Specialty stores includes previous “Specialty stores” and part of former “Apparel.” Figures for FY2023 have been calculated and displayed in the same manner.

\*3 From FY2019, the previous product-based sales classifications have been revised from apparel, household goods, and food to lifestyle, specialty stores, and food. Figures for FY2017 and FY2018 have been calculated and displayed in the same manner.

\*4 From FY2017, Seven Bi no Garden Co., Ltd. was absorbed through a merger and its figures are reflected.

\*5 The method of calculating sales floor space was changed in FY2022.

\*6 Sales per square meter = Merchandise sales ÷ Weighted average floor space

\*7 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

\*8 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

Notes) 1. “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

2. On September 1, 2023, Ito-Yokado Co., Ltd merged with York Co., Ltd. Figures for the period ended August 31, 2023 and earlier do not include the figures of former York Co., Ltd. Although Ito-Yokado Co., Ltd. merged with York Co., Ltd. on September 1, 2023, figures for gross sales by merchandise category, existing store sales increase and gross profit margin by merchandise category are calculated by Ito-Yokado and York Mart/York Foods, etc. separately

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York Mart/York Foods, etc.

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Gross sales*1	132,067	140,145	141,649	143,610	144,975	142,936	182,219	188,961	184,616	191,404	197,924
Existing store sales increase (decrease) (%)	0.6	1.8	(1.6)	(0.5)	(1.2)	(2.2)	6.7	(3.4)	(3.1)	2.8	1.6
Number of customers (%)	-	-	-	-	-	-	-	(2.2)	(2.5)	1.4	(0.1)
Average spending per customer (%)	-	-	-	-	-	-	-	(1.3)	(0.6)	1.3	1.6
Merchandise gross profit margin (%)	28.8	28.8	28.6	28.6	29.0	29.2	29.1	28.2	27.7	27.1	26.4
Number of stores	76	76	78	78	79	78	100	101	103	103	104
Openings	2	4	2	1	2	2	23	1	2	2	1
Closures	0	4	0	1	1	3	1	0	0	2	0
Total sales floor space (m²)	-	-	-	-	-	-	-	213,383	216,506	218,395	221,699
Directly managed sales floor space (m²)	124,223	126,639	129,000	128,194	126,782	126,621	151,810	155,738	158,775	159,370	161,725
Sales per square meter (Thousands of yen)*2	1,130	1,158	1,149	1,154	1,145	1,128	1,227	1,197	1,135	1,199	1,224
Full-time employees (fiscal year-end)	1,227	1,245	1,255	1,307	1,314	1,320	1,606	1,656	1,647	1,496	1,425
Part-time employees*3	4,367	4,715	4,524	4,494	4,840	4,583	4,505	5,804	5,339	5,137	5,045
Ratio of part-time employees (%)	79.3	80.0	79.9	78.0	77.9	76.7	76.6	77.4	75.8	76.6	77.8
Sales per employee (Thousands of yen)*4	22,367	22,723	23,024	23,203	23,472	23,193	25,106	25,580	27,458	28,453	30,520

\*1 “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Net sales under the previous accounting method are shown as “Gross sales.”  
\*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space  
\*3 Part-time employees are counted by adjusting their working hours to a 163-hour working month.  
\*4 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)

Notes) 1. “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.  
2. Although Ito-Yokado Co., Ltd. merged with York Co., Ltd. on September 1, 2023, figures for gross sales by merchandise category, existing store sales increase and gross profit margin by merchandise category are calculated by Ito-Yokado and York Mart/York Foods, etc. separately.

Trend in the number of stores

By region	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Hokkaido	11	11	11	11	10	9	8	7	6	6	-
Tohoku	10	10	10	10	10	10	9	9	9	8	-
Kanto	206	207	203	198	197	196	196	196	197	195	182
Chubu	16	16	14	14	14	13	12	10	10	10	7
Kinki	11	11	10	8	7	7	7	7	7	7	7
Chugoku	3	3	1	1	-	-	-	-	-	-	-
Total	257	258	249	242	238	235	232	229	229	226	196

By format	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Superstores	136	136	127	121	116	112	104	99	97	95	69
Shopping centers	17	17	18	19	19	19	19	20	20	19	17
Food specialty stores	28	29	26	24	24	26	9	9	9	9	6
Ito-Yokado Total	181	182	171	164	159	157	132	128	126	123	92
York Mart/York Foods, etc.	76	76	78	78	79	78	100	101	103	103	104
Ito-Yokado Co., Ltd. Total	257	258	249	242	238	235	232	229	229	226	196

Note) Number of stores at fiscal year-end



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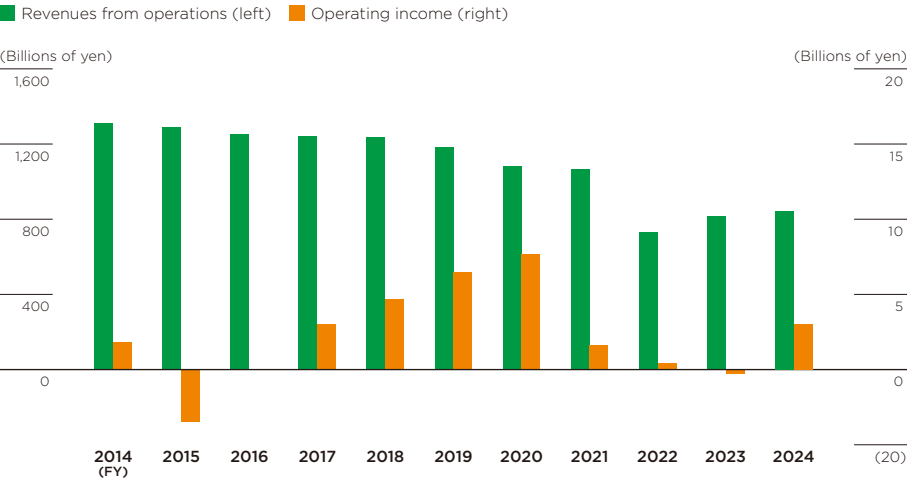
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Ito-Yokado Co., Ltd.

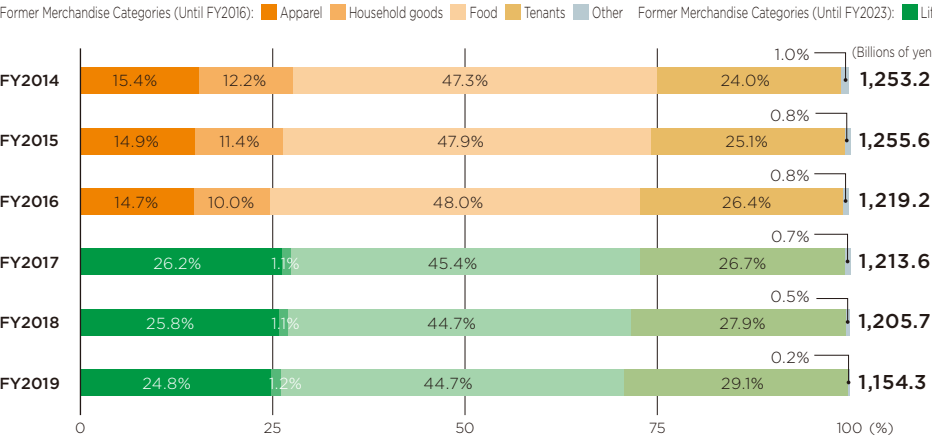
Revenues from operations and Operating income



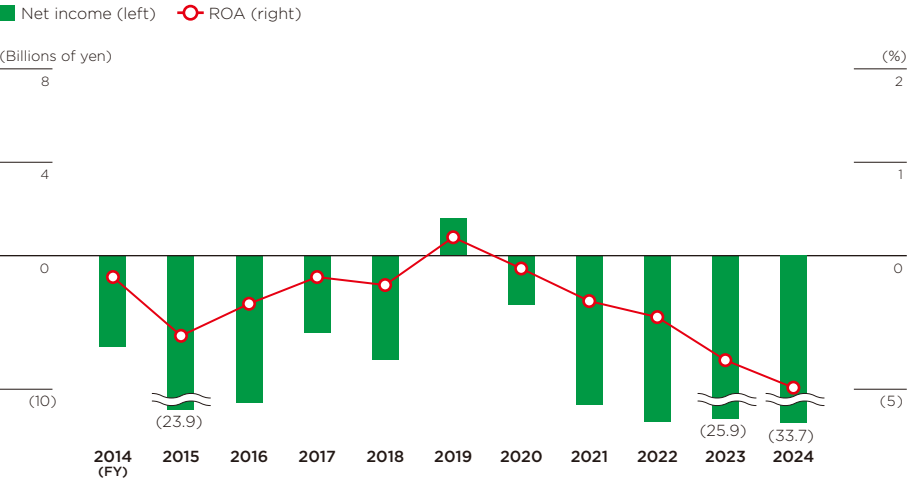
Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

Ito-Yokado

Breakdown of sales by merchandise category



Net income and ROA



Notes) 1. Figures for Seven Bi no Garden Co., Ltd., since it was absorbed in FY2017, are reflected in household goods.  
2. From FY2019, the previous product-based sales classifications have been revised from apparel, household goods, and food to lifestyle, specialty stores, and food. Figures for FY2017 and FY2018 have been calculated and displayed in the same manner.  
3. Ito-Yokado has revised its merchandise category details due to organizational changes from March 2024. Figures for Food & Drug includes former "Food" and part of former "Lifestyle", and for Specialty stores includes previous "Specialty stores" and "Apparel."

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Superstore Operations

York-Benimaru	(Millions of yen)										
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Revenues from operations	396,930	412,977	426,172	437,197	445,297	446,843	477,633	478,144	469,994	491,515	503,797
Net sales	390,492	406,223	418,729	429,064	437,201	438,637	469,057	469,415	458,991	479,931	491,952
Selling, general and administrative expenses	84,796	88,784	92,185	94,713	98,337	99,932	106,007	105,044	126,357	132,669	136,863
Operating income	12,820	13,324	14,054	14,070	12,801	13,100	16,548	14,704	18,013	18,701	16,810
Ordinary income	14,018	14,529	15,344	15,301	13,973	14,308	17,707	15,953	18,421	19,183	17,153
Net income	7,792	8,969	8,982	9,350	7,672	6,712	7,845	9,055	45,278	11,616	9,898
Capital expenditures	14,120	10,642	12,330	13,452	10,328	13,148	17,056	17,437	17,425	15,396	25,831
Depreciation and amortization	3,569	3,931	4,519	5,148	5,675	5,883	6,259	7,297	9,466	10,093	10,551
Total assets* <sup>1</sup>	182,267	184,894	177,983	184,302	183,481	190,090	199,509	201,144	247,713	261,881	268,930
Net assets	140,118	141,435	136,514	140,016	140,769	141,422	143,447	147,122	186,606	193,117	196,612
EBITDA	16,389	17,255	18,573	19,218	18,476	18,984	22,808	22,001	27,480	28,794	27,362
ROA (%)	4.4	4.9	5.0	5.2	4.2	3.6	4.0	4.5	20.2	4.6	3.7
Gross sales	-	-	-	-	-	-	-	-	477,377	498,309	511,126
Fresh food	132,110	139,489	145,105	149,910	153,597	154,442	169,112	167,111	167,563	173,838	177,755
Processed food	92,181	95,761	98,819	101,977	104,950	106,140	114,288	114,763	116,252	121,575	127,285
Daily food	73,843	77,433	81,101	84,097	86,551	87,235	94,955	95,394	97,652	103,815	106,085
Delicatessen	-	-	-	-	-	-	-	-	58,235	61,414	62,553
Food total	298,136	312,683	325,026	335,985	345,100	347,818	378,356	377,269	439,703	460,644	473,679
Apparel	16,614	15,887	14,967	13,531	12,761	11,747	10,751	10,314	10,156	10,143	9,965
Household goods	20,694	20,398	20,296	19,993	19,270	19,005	19,885	18,500	18,062	18,402	17,993
Merchandise sales	335,445	348,970	360,290	369,510	377,132	378,571	408,993	406,085	467,922	489,190	501,639
Tenants	55,047	57,253	58,439	59,553	60,069	60,066	60,064	63,330	9,455	9,119	9,487
Existing store sales increase (decrease) (%)	0.2	1.2	0.5	(0.4)	(1.0)	(1.2)	5.0	(0.4)	(0.8)	2.4	2.0
Number of customers (%)	(0.1)	1.5	0.8	0.0	(0.9)	(2.3)	(3.3)	(1.0)	(2.2)	(0.3)	0.0
Average spending per customer (%)	0.2	(0.3)	(0.3)	(0.5)	(0.2)	1.1	8.5	0.6	1.4	2.7	1.9
Merchandise gross profit margin (%)	25.6	25.7	25.8	25.7	25.8	26.1	26.4	25.8	30.3	30.4	30.1
Number of stores	200	205	213	220	225	232	235	237	246	248	248
Openings	8	6	9	11	7	8	5	5	11	5	3
Closures	1	1	1	4	2	1	2	3	2	3	3
Total sales floor space (m <sup>2</sup> )	628,639	640,667	656,950	675,128	682,795	697,646	703,029	709,077	722,244	721,126	721,268
Directly managed sales floor space (m <sup>2</sup> )	485,123	494,201	505,269	519,177	525,508	534,926	541,036	544,925	595,516	599,676	596,317
Sales per square meter (Thousands of yen)* <sup>2</sup>	721	727	733	735	727	721	764	752	783	800	825
Full-time employees (fiscal year-end)	2,614	2,660	2,685	2,697	2,747	2,766	2,810	2,866	3,142	3,132	3,133
Part-time employees* <sup>3</sup>	10,984	11,168	11,353	11,903	11,953	11,811	12,178	12,166	16,005	16,183	16,371
Ratio of part-time employees (%)	80.6	80.5	80.6	81.2	81.0	80.8	81.2	80.9	83.4	83.8	83.8
Sales per employee (Thousands of yen)* <sup>4</sup>	24,607	25,156	25,581	25,208	25,566	25,888	27,255	26,989	23,923	24,847	25,174

\*1 "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, February 16, 2018) has been applied to total assets from FY2019 and reflected retroactively in the figures for FY2018.

\*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space (excluding floor space of the stores which have been temporarily closed)

\*3 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

\*4 Sales per employee = Merchandise sales ÷ Average number of employees (including part-time employees)

Notes) 1. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Net sales under the previous accounting method are shown as "Gross sales."

2. On March 1, 2022, York-Benimaru merged with Life Foods, which formerly produced and sold delicatessen mainly in York-Benimaru stores.

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Store Formats

Ito-Yokado

Superstores (69 stores)



Ito-Yokado stores operate in 11 prefectures mainly in the Kanto region. They are implementing store structural reforms, including full utilization of leading specialty stores inside and outside the Group.

Food specialty stores (6 stores)



Stores that specialize in fresh and processed foods, as well as frequently purchased products such as household goods. 20 stores were transferred to York Co., Ltd. in June 2020.

Shopping centers (17 stores)



17 mall-type shopping centers are operating. They aggregate tenants anchored by Ito-Yokado as a core tenant.

(As of February 28, 2025)

York Mart/York Foods, etc.

Food specialty stores (104 stores)



A “lifestyle suggestion type” food supermarket will be developed in the Tokyo metropolitan area. Aim to expand market share in the Tokyo Metropolitan Area as a core operating company in the Group’s “Tokyo Metropolitan Area Food Strategy” by offering a range of products rooted in the region and unique merchandising that emphasizes ready-to-eat foods.

York-Benimaru

Food specialty stores (248 stores)



York-Benimaru supermarkets are focused mainly on food and operated in the southern Tohoku and northern Kanto regions. They strive to strengthen value propositions in fresh food and delicatessen items and the merchandise assortment in response to local needs.

THE GARDEN JIYUGAOKA

Food specialty stores (19 stores)



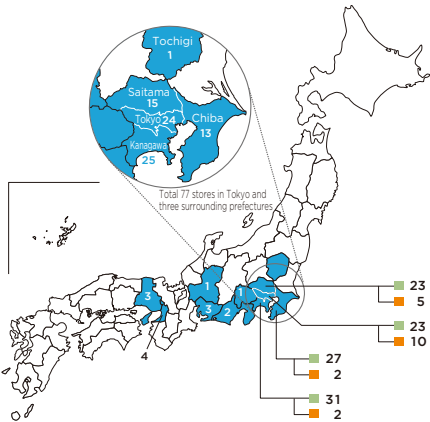
THE GARDEN JIYUGAOKA supermarkets are operated by SHELL GARDEN with a focus on fine-quality food. THE GARDEN JIYUGAOKA stores are operating in the Tokyo metropolitan area. Stores are filled with a wide variety of foods not just from within Japan, but from all around the world, and they are quick to introduce ingredients and provide meticulous service.

Store Network (Tokyo Metropolitan Area SST Operations)

Ito-Yokado stores operate in 11 prefectures, mainly in the Kanto region. York Mart/York Foods, etc. and THE GARDEN JIYUGAOKA are being developed in the Tokyo metropolitan area.

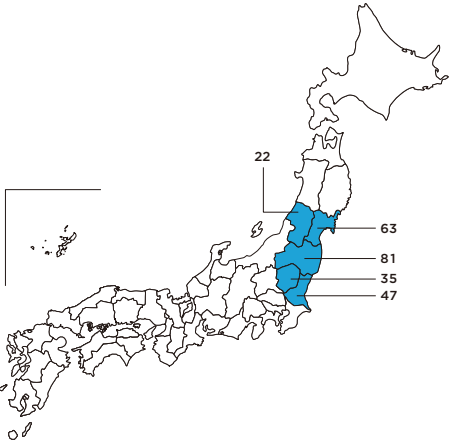
	Number of stores
Ito-Yokado	77
York Mart/York Foods, etc.	104
THE GARDEN JIYUGAOKA	19
Tokyo metropolitan area (Tokyo, Chiba, Kanagawa, Saitama)	200

(As of February 28, 2025)



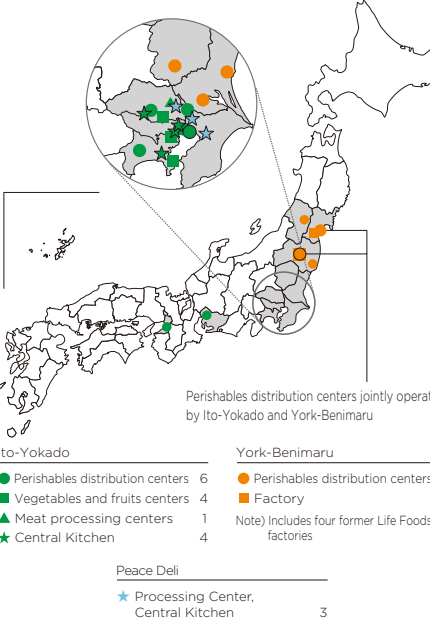
Store Network (York-Benimaru)

(As of February 28, 2025)



Number of Centers

(As of February 28, 2025)



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Financial Services

Seven Bank

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
(Fiscal year-end March, Millions of yen)											
Ordinary income	105,648	110,465	113,109	116,650	119,567	120,275	111,672	110,298	120,509	128,899	135,747
Ordinary profits	38,258	39,002	38,911	42,262	43,059	45,013	34,593	28,412	31,500	29,123	27,307
Net income	24,457	26,107	26,871	29,106	14,572	27,675	15,825	18,135	19,508	19,320	17,657
Total assets	850,369	910,801	955,644	1,023,201	1,145,511	1,091,287	1,192,358	1,209,040	1,287,693	1,536,555	1,327,309
Net assets	166,814	183,174	199,602	217,036	219,667	229,866	231,687	236,925	243,627	248,252	252,482
Ordinary deposits (fiscal year-end)	253,040	292,142	336,023	393,753	294,235	324,531	383,290	423,038	452,691	482,906	498,554
Time deposits (fiscal year-end)	248,327	254,760	151,632	141,287	140,416	134,093	135,722	127,720	122,974	115,472	109,249
Individual deposit accounts (Thousand)	1,405	1,562	1,690	1,827	2,001	2,179	2,364	2,528	2,755	3,037	3,359
Number of installed ATMs (fiscal year-end)	21,056	22,472	23,368	24,392	25,152	25,215	25,676	26,253	26,913	27,422	27,990
7-Eleven	18,782	19,816	20,615	21,510	22,148	22,165	22,394	22,550	22,619	22,776	22,970
Ito-Yokado	315	320	305	294	288	284	254	254	263	264	224
York Mart/York Foods, etc.	67	70	74	76	76	75	95	96	98	99	99
York-Benimaru	86	118	154	167	188	231	236	238	258	265	264
Other ATMs in the Group companies	85	91	90	84	77	76	69	74	69	41	37
Outside the Group companies	1,721	2,057	2,130	2,261	2,375	2,384	2,628	3,041	3,606	3,977	4,396
Correspondent financial institutions	594	595	601	600	615	612	613	620	640	676	682
ATM-related fee income per transaction (Yen)	136.2	133.6	133.1	132.9	132.9	130.9	121.4	108.8	108.3	109.3	106.5
Daily average transactions per ATM	100.9	98.8	95.5	94.1	92.3	92.1	90.5	96.5	101.5	105.0	108.0
Total number of transactions (Million)	743	782	796	815	829	849	836	910	980	1,039	1,089
With banking financial institutions (Million)	679	712	724	739	749	727	659	667	701	722	739
With non-banking institutions (Million)	64	70	71	75	80	121	177	242	278	316	349
International money transfer service											
Number of contract accounts (Thousand)	100	147	186	222	259	296	311	317	322	328	333
Cumulative number of transfers (Thousand)	633	816	979	1,079	1,144	1,214	1,227	1,104	893	747	660
Consumer loan service											
Number of contract accounts (Thousand)	55	73	86	95	97	101	110	122	148	184	249
Balance of loans	10,406	16,208	19,829	22,715	22,688	23,283	24,300	27,953	34,921	44,318	60,550
Gross profit margin (%)	62.6	80.6	64.9	72.7	73.5	63.7	53.7	47.0	40.5	29.1	39.2
Full-time employees (fiscal year-end)	445	456	472	468	460	487	470	505	549	614	703

Seven Card Service

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
(Fiscal year-end March)											
Transaction volume (Billions of yen)* <sup>1</sup>	2,099.4	2,501.8	2,790.6	2,925.1	3,156.1	3,153.9	3,019.8	2,771.5	2,751.7	2,673.1	2,414.2
Number of cards issued (10 Thousand)											
SEVEN CARD plus / SEVEN CARD (credit card and point card)* <sup>2</sup>	359	351	347	348	355	362	366	366	361	354	317
<i>nanaco</i> (electronic money)* <sup>3</sup>	3,717	4,543	5,350	5,983	6,518	6,905	7,250	7,520	7,907	8,216	8,331
Full-time employees (fiscal year-end)	186	225	214	221	334	345	365	386	377	340	313

\*1 Shopping transaction volume using electronic money and credit cards. \*2 The number indicates active members. \*3 The *nanaco* figure includes the number of mobile *nanaco* members.  
Note) Seven Card Service was transferred from Seven Financial Service to Seven Bank on July 1, 2023. Figures for FY2022 and before are for the 12 months ending in February. Figures for FY2023 are for the 12 months ending in March.

Seven CS Card Service

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
(Fiscal year-end February)											
Transaction volume (Billions of yen)* <sup>1</sup>	717.3	719.3	713.5	708.6	707.2	713.4	594.9	612.1	673.4	669.9	639.4
Number of cards issued (10 Thousand)											
CLUB ON/Millennium CARD SAISON* <sup>2</sup>	320	322	323	317	316	310	294	283	271	257	235
Full-time employees (fiscal year-end)	478	506	459	367	366	338	284	261	232	211	181

\*1 Shopping transaction volume using electronic money and credit cards. \*2 The number indicates active members.

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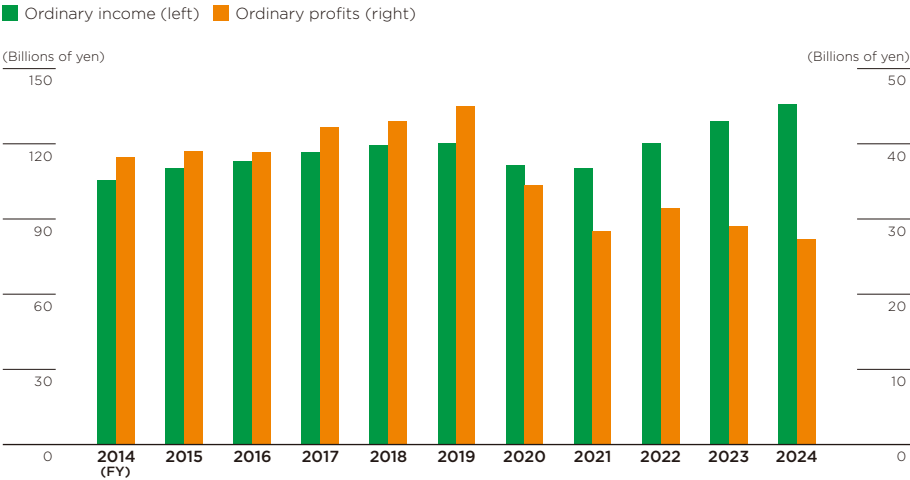
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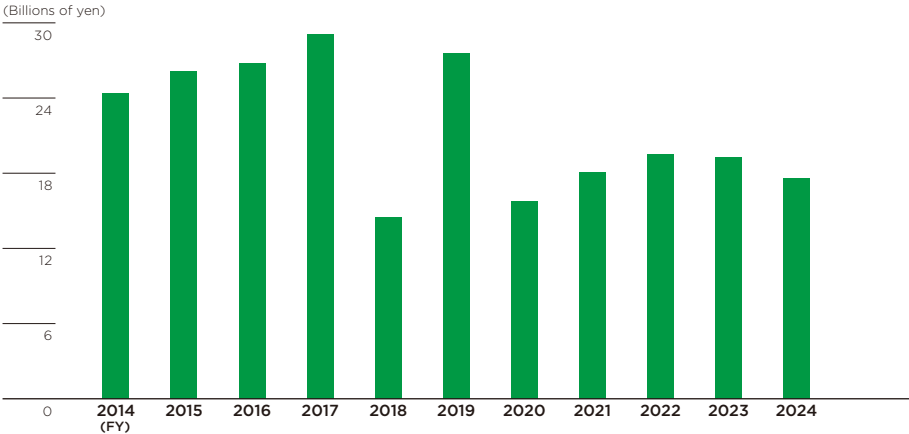
Financial Services

Seven Bank

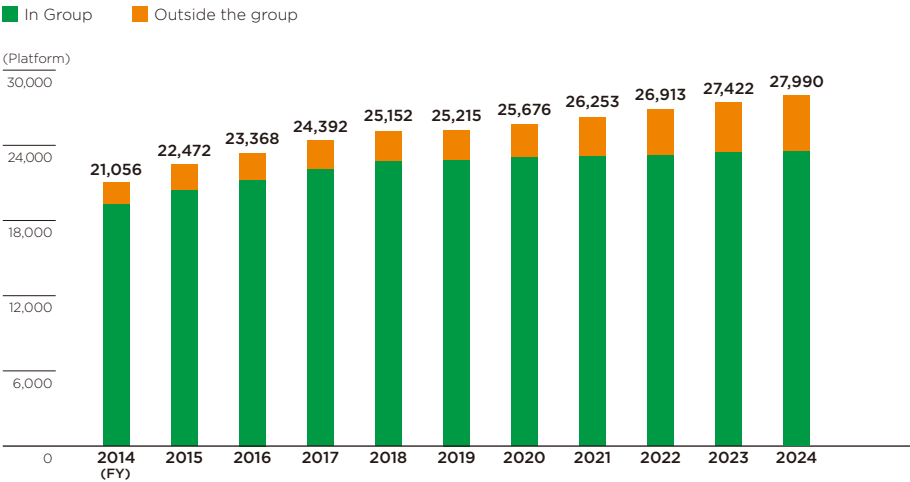
Ordinary income and Ordinary profits



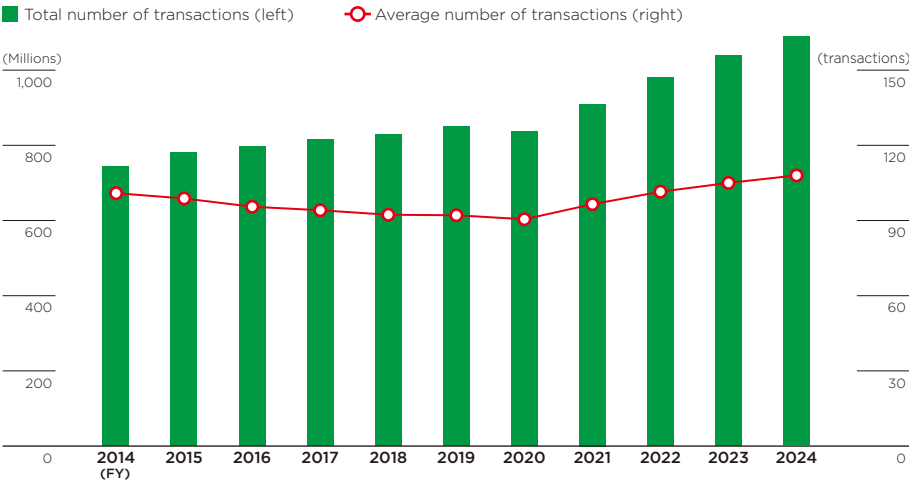
Net income



Number of ATMs



Number of ATM transactions



Note) All figures are as of the end of March.

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Akachan Honpo

	(Millions of yen)										
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Net sales	92,899	102,716	102,765	104,687	102,639	96,744	75,559	79,153	80,184	82,989	83,091
Selling, general and administrative expenses	24,755	27,128	26,588	27,638	27,936	27,433	23,798	24,282	25,790	26,425	27,456
Operating income	2,866	3,315	2,909	3,381	3,503	2,906	90	382	451	1,584	2,084
Ordinary income	2,856	3,339	2,919	3,400	3,547	2,920	158	364	468	1,632	1,983
Net income	2,178	3,336	1,621	2,541	2,103	1,873	(481)	181	698	78	1,184
Capital expenditures	1,724	1,371	1,142	1,342	2,798	3,592	3,196	1,628	2,779	1,613	2,179
Depreciation and amortization	1,216	1,187	1,186	1,063	949	884	1,058	1,316	1,475	1,572	1,609
Total assets	29,720	32,401	31,065	31,916	33,464	34,440	37,977	36,356	36,945	35,219	35,352
Net assets	5,761	9,095	10,716	13,258	15,362	17,236	16,754	16,936	17,457	17,328	18,274
EBITDA	4,082	4,502	4,095	4,444	4,452	3,791	1,148	1,698	1,881	3,156	3,693
ROA (%)	7.5	10.7	5.1	8.1	6.4	5.5	(1.3)	0.4	1.9	0.2	3.3
Existing store sales increase (decrease) (%)	3.5	4.8	(3.2)	(0.4)	(3.9)	(6.8)	(26.0)	3.8	5.2	1.4	1.3
Merchandise gross profit margin (%)	29.7	29.6	28.7	29.6	30.6	31.4	31.6	31.2	32.4	33.3	35.1
Number of stores	99	103	106	110	110	117	117	121	124	126	127
Openings	7	8	8	8	6	10	3	5	7	4	7
Closures	1	4	5	4	6	3	3	1	4	2	6
Total sales floor space (m <sup>2</sup> )	159,564	161,209	164,485	168,653	169,841	174,595	171,435	174,003	170,701	174,917	172,954
Sales per square meter (Thousands of yen)* <sup>1</sup>	582	631	626	622	607	557	443	458	453	474	480
Full-time employees (fiscal year-end)	895	929	917	885	909	919	959	903	871	862	911
Part-time employees* <sup>2</sup>	1,745	1,889	1,958	1,919	2,054	1,908	1,518	1,580	1,587	1,626	1,650
Sales per employee (Thousands of yen)* <sup>3</sup>	35,189	36,449	35,744	37,334	34,640	34,221	30,504	31,877	32,621	33,355	32,444
Memberships (Thousand)	1,855	1,972	2,067	2,121	2,172	2,148	1,850	1,872	1,839	1,772	1,716

\*1 Sales per square meter = Merchandise sales ÷ Weighted average floor space

\*2 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

\*3 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)

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



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Seven & i Food Systems

	(Millions of yen)										
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Revenues from operations	80,932	83,839	82,562	80,350	78,206	74,323	50,853	45,251	46,777	52,353	55,064
Net sales	80,685	83,680	82,394	80,188	78,047	73,868	50,317	44,765	46,224	51,909	54,600
Selling, general and administrative expenses	52,844	52,636	52,001	49,692	47,925	46,252	38,176	32,136	30,346	32,371	33,704
Operating income	163	1,021	515	842	1,291	420	(7,062)	(4,114)	(716)	976	1,667
Ordinary income	302	1,121	595	907	1,351	478	(6,942)	(4,066)	(720)	940	1,578
Net income	(449)	457	(1,688)	(523)	83	(1,301)	(8,884)	(3,910)	(4,042)	164	685
Capital expenditures	3,518	1,853	3,348	2,076	2,432	2,486	1,694	813	2,179	1,702	1,722
Depreciation and amortization	701	823	866	957	1,004	1,011	835	539	180	262	325
Total assets	46,700	43,979	40,901	36,638	35,751	35,034	27,729	24,126	22,655	23,164	23,492
Net assets	33,835	33,471	27,171	26,666	26,415	24,540	15,721	11,831	7,772	7,986	8,686
EBITDA	864	1,845	1,381	1,799	2,296	1,431	(6,225)	(3,574)	(535)	1,239	1,992
ROA (%)	(1.0)	1.0	(4.0)	(1.4)	0.2	(3.7)	(28.3)	(15.1)	(17.3)	0.7	2.9
Existing store sales increase (decrease) (Denny's) (%)	1.7	(0.2)	(2.8)	1.0	0.9	(1.6)	(29.7)	(3.5)	17.0	15.0	10.8
Number of customers (%)	(0.5)	(3.5)	0.0	(1.7)	(3.5)	(4.2)	(35.4)	(0.3)	14.9	7.6	5.2
Average spending per customer (%)	2.2	3.4	(2.8)	2.8	4.5	2.6	8.7	(3.2)	1.8	6.9	5.3
Merchandise gross profit margin (Denny's) (%)	68.8	68.2	68.4	68.0	68.2	68.1	65.6	67.3	67.1	67.1	67.0
Number of stores	840	851	815	749	716	679	614	545	497	489	373
Denny's	392	389	386	377	371	372	339	322	319	319	317
Others	448	462	429	372	345	307	275	223	178	170	56
Full-time employees (fiscal year-end)	1,368	1,416	1,387	1,350	1,307	1,257	1,184	962	890	801	733
Part-time employees*	10,013	9,453	8,938	8,137	7,390	6,849	5,380	4,552	4,256	4,098	4,061
Ratio of part-time employees (%)	87.9	86.9	86.2	85.3	84.6	83.9	81.4	82.0	82.2	83.0	84.2

\* Part-time employees are counted by adjusting their working hours to a 163-hour working month.

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

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	(Millions of yen)										
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Revenues from operations	88,304	95,645	100,264	103,668	103,427	106,408	82,472	90,043	96,048	110,637	125,416
Net sales	87,647	94,930	99,560	102,956	102,592	105,384	81,549	89,086	92,974	107,188	121,567
Selling, general and administrative expenses	33,920	36,572	38,225	38,304	38,055	39,380	34,504	35,351	37,454	41,339	44,884
Operating income	1,409	1,603	1,464	2,159	2,698	2,831	(2,178)	562	2,285	4,292	6,809
Ordinary income	1,374	1,579	1,381	2,072	2,650	2,769	(2,206)	454	2,182	4,211	6,711
Net income	701	572	138	908	1,388	1,484	(2,274)	(336)	243	2,410	2,766
Capital expenditures*1	1,228	2,727	1,963	2,266	1,737	2,411	3,420	1,420	2,008	2,093	2,142
Depreciation and amortization	1,014	1,048	1,099	1,133	1,121	1,242	1,477	1,513	1,493	1,607	1,540
Total assets	25,383	27,563	29,551	31,614	31,455	33,931	47,882	47,513	42,051	43,398	46,472
Net assets	11,667	12,022	12,055	12,878	13,987	14,872	12,290	11,954	12,195	14,605	16,952
EBITDA	2,423	2,651	2,563	3,292	3,820	4,074	(701)	2,075	3,779	5,899	8,350
ROA (%)	2.9	2.2	0.5	3.0	4.4	4.5	(5.6)	(0.7)	0.5	5.6	5.2
Existing store sales increase (decrease) (%)	0.9	4.4	0.1	3.3	(0.2)	0.5	(25.5)	6.5	11.1	13.3	10.7
Merchandise gross profit margin (%)	40.0	39.9	39.6	39.0	39.3	39.4	39.0	39.6	39.2	39.1	39.1
Number of stores	94	102	109	110	115	124	131	138	151	160	172
Openings	6	10	8	8	8	11	10	11	18	14	17
Closures	1	2	1	7	3	2	3	4	5	5	5
Total sales floor space (m²)	120,962	128,040	135,286	134,083	135,083	138,368	139,468	144,944	147,579	145,841	152,824
Sales per square meter (Thousands of yen)*2	730	755	738	748	757	771	578	621	635	727	810
Full-time employees (fiscal year-end)	2,028	2,195	2,267	2,350	2,280	2,311	2,319	2,313	2,307	2,403	2,533
Part-time employees*3	1,971	2,112	2,140	2,066	2,188	2,343	2,119	1,994	2,133	2,242	2,421
Sales per employee (Thousands of yen)*4	23,740	23,852	24,668	26,352	26,991	27,968	23,427	25,067	25,812	28,180	30,568

\*1 The calculation standards were changed in FY2022. Figures for FY2021 and before have been restated.

\*2 Sales per square meter = Merchandise sales ÷ Weighted average floor space

\*3 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

\*4 Sales per employee = Net sales ÷ Average number of employees (including part-time employees)

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

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Trend in the Number of Stores by Region

Akachan Honpo

	(Stores)										
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Hokkaido	4	3	3	3	3	3	3	3	3	3	3
Tohoku	4	4	4	4	4	4	4	4	4	4	3
Kanto	45	48	47	46	45	46	46	49	48	48	50
Chubu	16	17	17	18	18	20	21	20	20	20	19
Kinki	20	21	21	21	22	23	22	22	25	27	27
Chugoku	6	6	7	8	7	8	8	8	8	8	8
Shikoku	1	2	2	2	2	2	2	2	2	2	2
Kyushu, Okinawa	3	2	5	8	9	11	11	13	14	14	15
Total	99	103	106	110	110	117	117	121	124	126	127



Akachan Honpo

Denny’s

	(Stores)										
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Tohoku	12	11	12	12	12	12	12	12	12	12	12
Kanto	289	286	281	276	272	272	248	234	231	231	229
Chubu	75	75	75	73	72	73	69	66	66	66	66
Kinki	16	17	18	16	15	15	10	10	10	10	10
Total	392	389	386	377	371	372	339	322	319	319	317



Denny’s

Loft

	(Stores)										
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Hokkaido	2	2	1	1	1	1	1	2	2	4	4
Tohoku	5	5	5	5	5	6	7	7	7	6	4
Kanto	51	54	58	58	59	63	67	69	73	75	83
Chubu	10	13	13	13	14	16	16	19	22	22	23
Kinki	15	16	16	17	18	19	19	20	21	26	29
Chugoku	5	6	8	8	8	8	8	7	9	10	10
Shikoku	3	3	3	3	4	4	4	4	4	4	5
Kyushu, Okinawa	3	3	5	5	6	7	9	10	13	13	14
Total	94	102	109	110	115	124	131	138	151	160	172



Loft

Note) Number of stores at fiscal year-end