



Learn about Seven & i Holdings

Corporate Profile

Seven & i Holdings 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)

See Seven & i Holdings Performance

Consolidated Financial Results  
Consolidated Financial Highlight  
Segment Information  
Financial Position

See Major Group Companies' Data

Corporate Structure Specializing in Convenience Store Operations  
Domestic Convenience Store Operations  
Seven-Eleven Japan  
Overseas Convenience Store Operations  
7-Eleven, Inc.  
7-Eleven International LLC  
7-Eleven Australia (Convenience Group Holdings Pty Ltd)  
SEVEN-ELEVEN (BEIJING)  
SEVEN-ELEVEN (TIANJIN)  
SEVEN-ELEVEN (CHENGDU)

See Stock Information

Stock Information

See Seven & i Holdings History

Group History

## Corporate Profile

### Corporate Overview (As of February 28, 2026)

Company name  
Seven & i Holdings Co., Ltd.

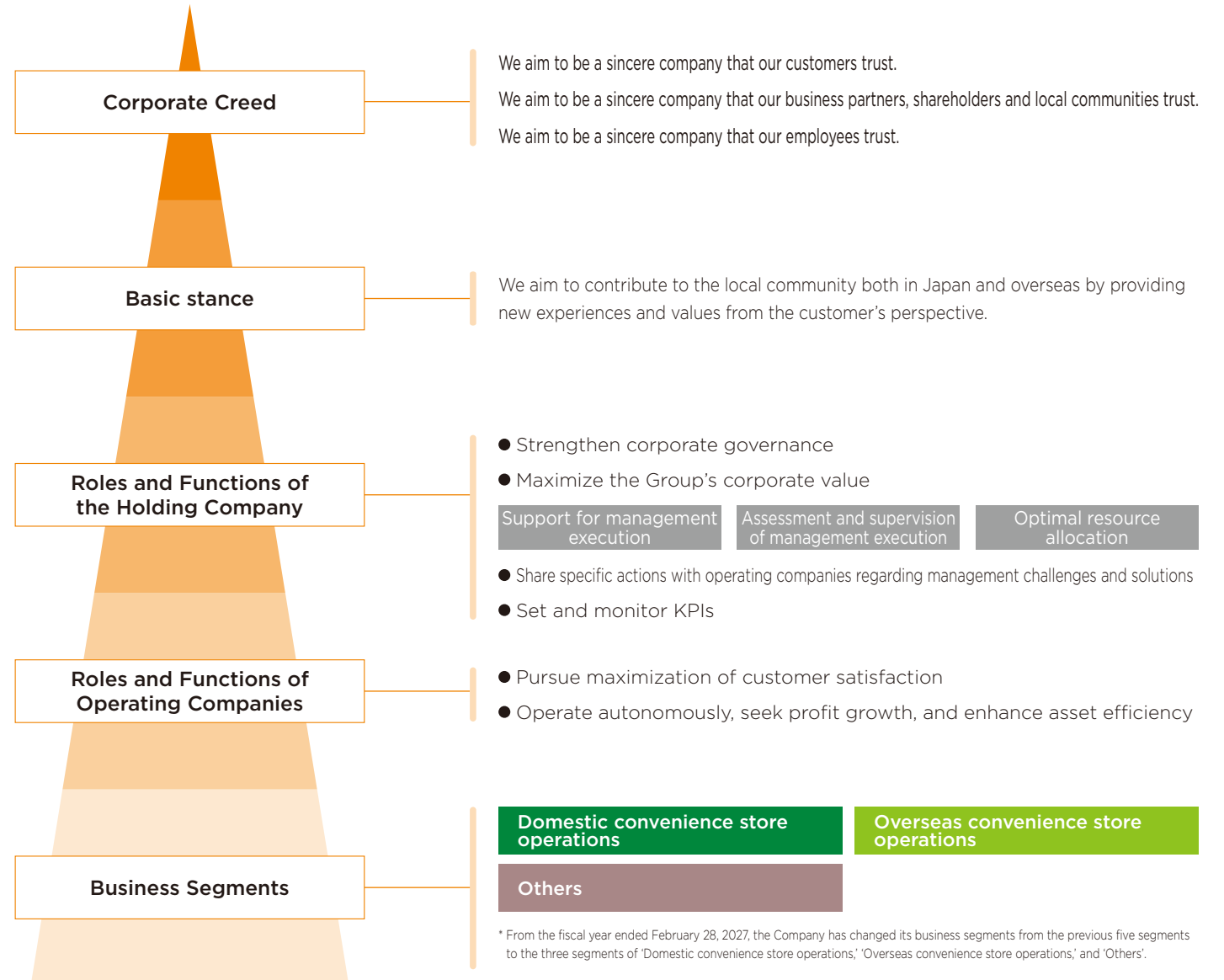
Date of establishment  
September 1, 2005

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

Representative  
Representative Director, President & CEO  
Stephen Hayes Dacus

Paid-in capital  
50 billion yen

Number of employees  
866 (nonconsolidated)  
35,967 (consolidated)



\* From the fiscal year ended February 28, 2027, the Company has changed its business segments from the previous five segments to the three segments of 'Domestic convenience store operations,' 'Overseas convenience store operations,' and 'Others'.



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Corporate Profile

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

See Seven & i Holdings Performance

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

See Major Group Companies' Data

- Corporate Structure Specializing in Convenience Store Operations
- Domestic Convenience Store Operations
  - Seven-Eleven Japan
- Overseas Convenience Store Operations
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  - 7-Eleven International LLC
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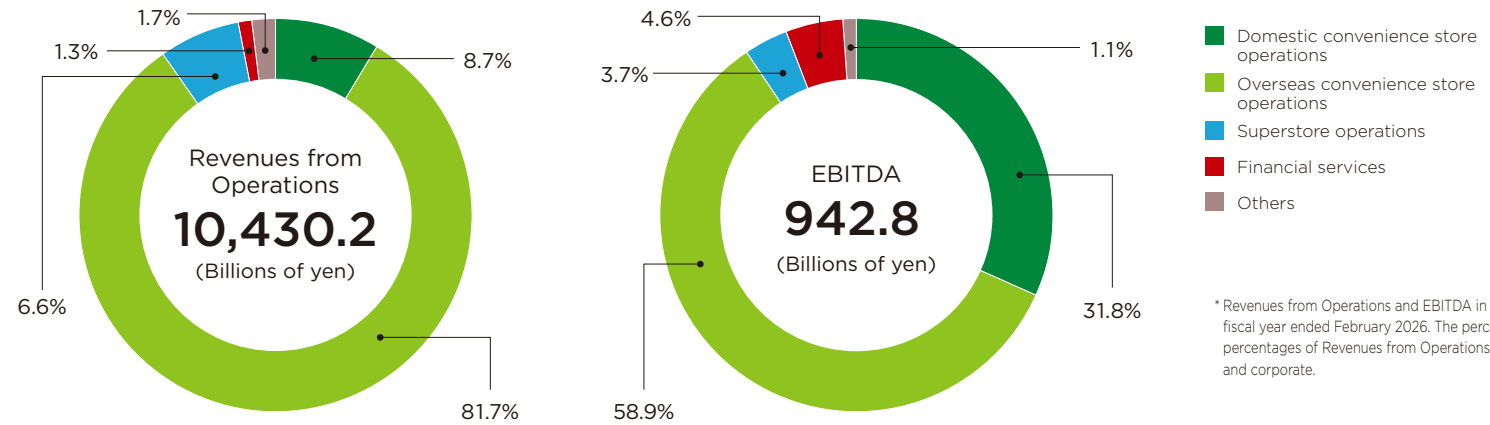
See Stock Information

Stock Information

See Seven & i Holdings History

Group History

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\* Revenues from Operations and EBITDA in the pie charts are the results for the fiscal year ended February 2026. The percentages for each segment are the percentages of Revenues from Operations and EBITDA excluding eliminations and corporate.

\* The Company deconsolidated Seven Bank, Ltd. and its subsidiaries as of June 24, 2025 and deconsolidated a total of 29 companies—comprising 22 of its consolidated subsidiaries and seven equity-method affiliates—engaged in the Group's supermarket, specialty store, and other businesses ("SST Business Group") as of September 1, 2025. For the first half of the fiscal year, these entities were included in the consolidated statements of income and cash flows as consolidated subsidiaries. In addition, Seven Bank, Ltd. and its subsidiaries were not included in the consolidated balance sheet as of August 31, 2025. From the second half onward, the operating results of Seven Bank, Ltd. and the SST Business Group have been reflected in our consolidated results as equity method affiliates.

Overview of Major Operating Companies

	FY2025 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 P16-21 →	<b>Domestic Convenience Store Operations</b>								
	SEVEN-ELEVEN JAPAN CO., LTD.	5,469,315* <sup>1</sup>	1.9	21,722	170	9,833	(419)	17,200	100.0
	SEVEN-ELEVEN OKINAWA Co., Ltd.	40,859* <sup>1</sup>	15.9	205	14	141	(10)	1,500	100.0
Further details on P22-27 →	<b>Overseas Convenience Store Operations</b>								
	○ 7-Eleven, Inc.	9,725,461* <sup>1</sup>	(7.3)	12,712	(251)	67,942	(3,749)	U.S.\$17,532	100.0
	○ Convenience Group Holdings Pty Ltd (Australia)	601,978* <sup>1</sup>	31.5	765	18	4,550	547	AUD72,000,000	100.0
	○ SEVEN-ELEVEN HAWAII, INC.	64,777	1.0	67	0	1,145	87	U.S.\$20,000,000	100.0
	○ SEVEN-ELEVEN (BEIJING) CO., LTD.	13,025* <sup>2</sup>	(19.2)	400	38	471	(70)	U.S.\$44,000,000	65.0
	○ SEVEN-ELEVEN (CHENGDU) CO., LTD.	2,198* <sup>2</sup>	(16.9)	73	(9)	130	(17)	CHY472,924,388	100.0
	○ SEVEN-ELEVEN (TIANJIN) CO., LTD.	3,091* <sup>2</sup>	(7.2)	236	4	181	(15)	CHY200,000,000	65.0

○ Figures are for the fiscal year ended December 31, 2025. (Number of stores is as of December 31, 2025; Number of employees is as of February 28, 2026)

\*<sup>1</sup> Sales of Seven-Eleven Japan, Seven-Eleven Okinawa and 7-Eleven, Inc., Convenience Group Holdings Pty Ltd represent total store sales.

\*<sup>2</sup> Sales for Chinese subsidiaries exclude value added tax.

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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- Corporate Profile
- ▶ **Seven & i Holdings in Numbers**

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

See Seven & i Holdings Performance

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

See Major Group Companies' Data

- Corporate Structure Specializing in Convenience Store Operations
- Domestic Convenience Store Operations
  - Seven-Eleven Japan
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See Stock Information

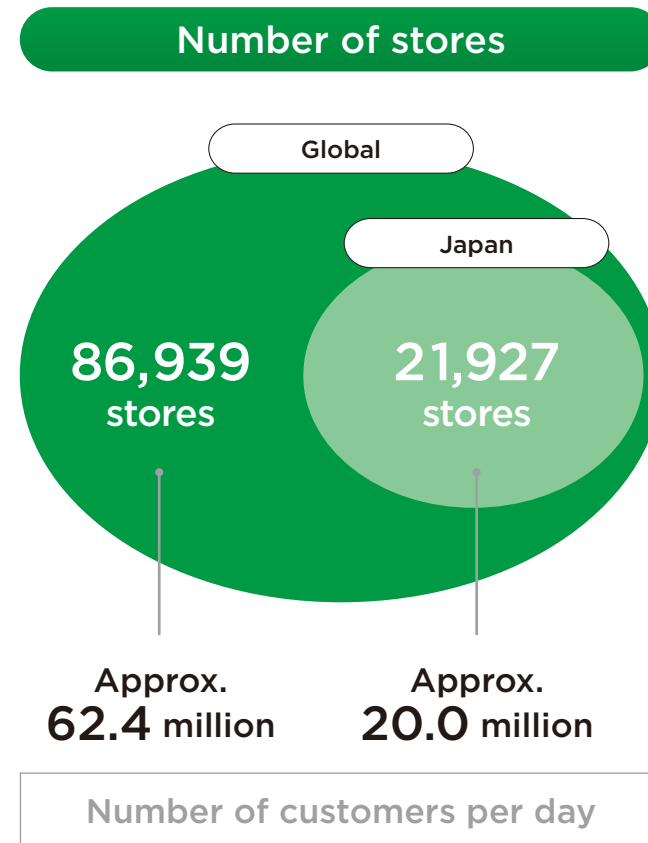
- Stock Information

See Seven & i Holdings History

- Group History

Seven & i Holdings in Numbers

SEVEN-ELEVEN Store Network



\*1 Total of SEVEN-ELEVEN JAPAN and SEVEN-ELEVEN OKINAWA  
\*2 Including Hawaii

**86,939 stores**

(As of February 28, 2026 in Japan / As of December 31, 2025 in other countries)

