



# **CORPORATE OUTLINE**

## **FY2023 (Year Ended February 29, 2024)**

Seven & i Holdings Co., Ltd.


How to use this report


This report has been edited by using PDF with interactive function.


Each page has navigation buttons and category tab at the top, and a page tab on the left to help you navigate between pages.

There is also a link button for websites related to the contents.

Navigation buttons

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Link button

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CORPORATE OUTLINE FY2023

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About Corporate Outline

This Corporate Outline is designed to communicate an overview of our Group's business in a clear manner, focusing on data to enable better understanding.

We hope you will be able to use it to your benefit.

Five Chapters to Learn about Seven & i Group

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## Corporate Profile

### Corporate Overview (As of February 29, 2024)

Company name  
Seven & i Holdings Co., Ltd.

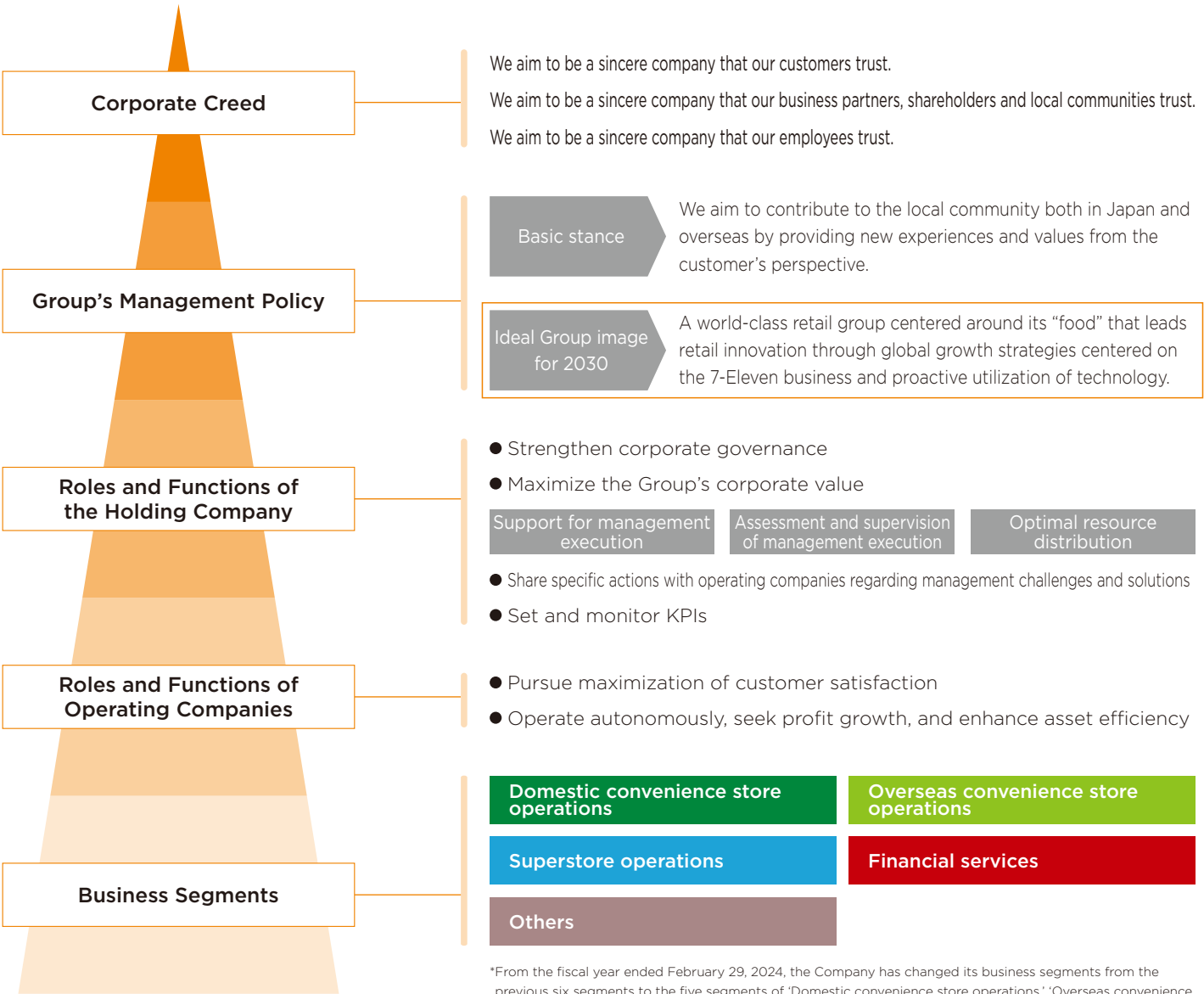
Date of establishment  
September 1, 2005

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

Representative  
President and Representative Director:  
Ryuichi Isaka

Paid-in capital  
50 billion yen

Number of employees  
1,074 (nonconsolidated)  
77,902 (consolidated)



\*From the fiscal year ended February 29, 2024, the Company has changed its business segments from the previous six segments to the five segments of 'Domestic convenience store operations,' 'Overseas convenience store operations,' 'Superstore operations,' 'Financial services,' and 'Others' in order to realize the Group's vision for 2030 based on the results of the Re-evaluation of the Group Strategy.

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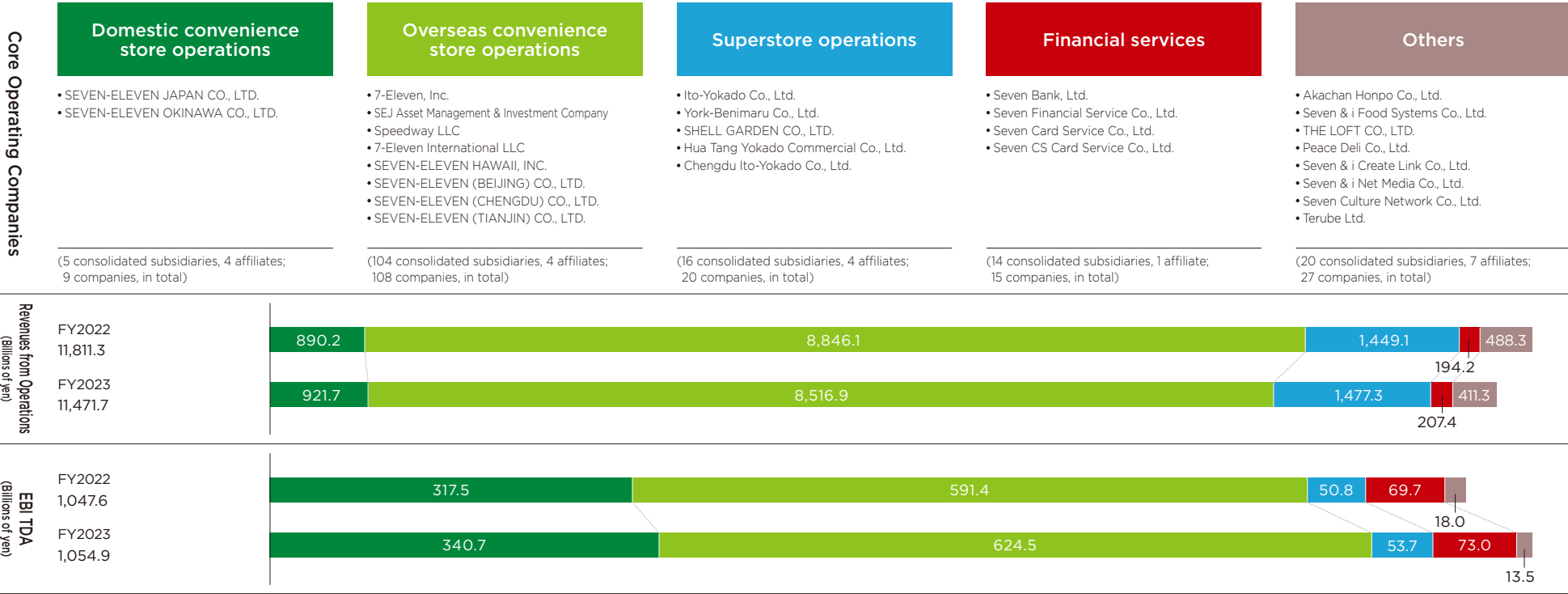
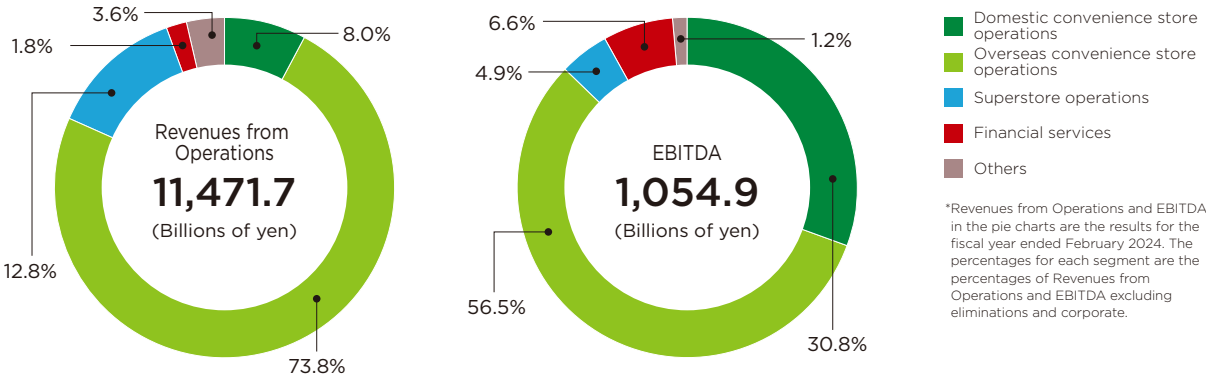
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Centered on the convenience store (CVS) operations, the Group is taking on the challenge of creating new value as a global retail group unparalleled in the world that responds to the needs of customers in various aspects of their lives, including the superstore operations and the financial services.



Notes: 1. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.  
2. Business segments were changed in FY2023 based on the results of the Group strategy re-evaluation. Figures for the same period of the previous fiscal year have been revised to reflect the new classification.

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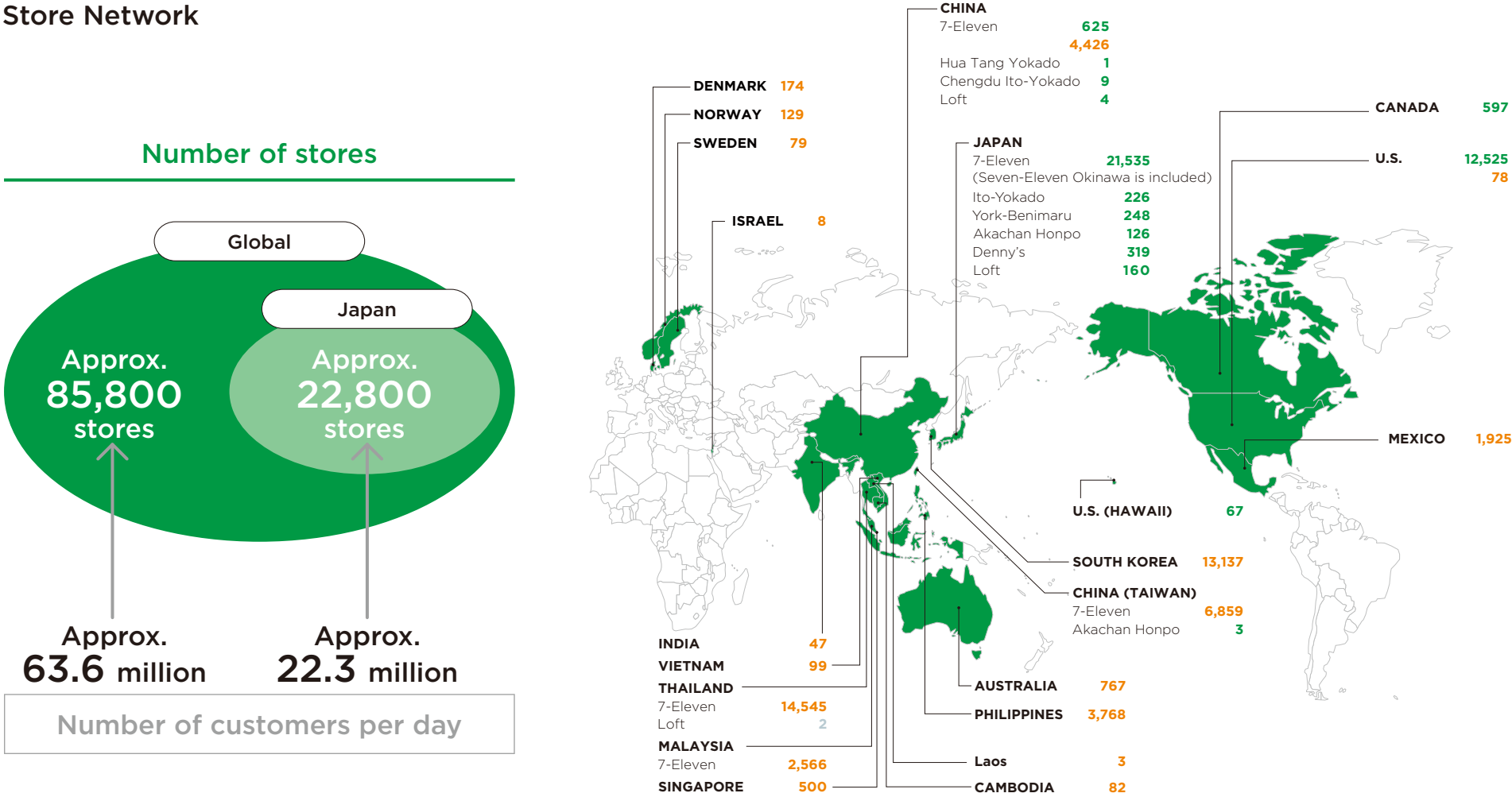
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Seven & i Group in Numbers

Store Network



Notes: 1. ■ Number of stores operated directly by our subsidiaries  
■ Number of stores operated by companies in each country granted a defined license  
■ Number of stores that are THE LOFT overseas franchise  
2. The number of stores in Japan is as of February 29, 2024 and in the other countries/areas is as of December 31, 2023.

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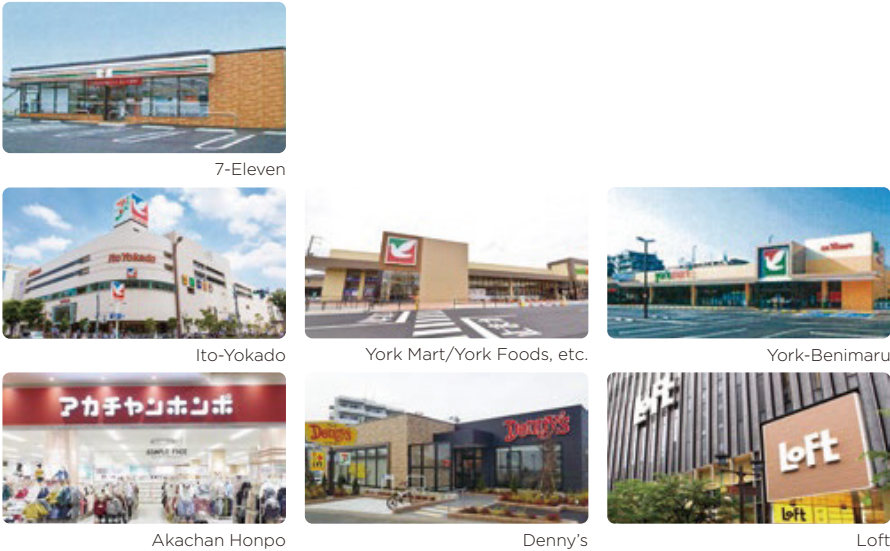
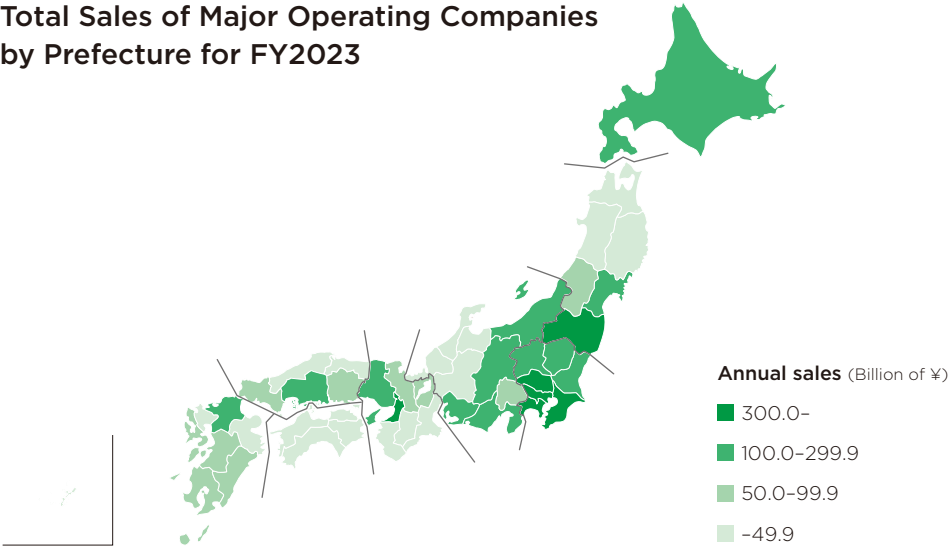
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Domestic Store Network

Total Sales of Major Operating Companies by Prefecture for FY2023



|                 | 7-Eleven  | Ito-Yokado  | York Mart/York Foods, etc.  | York-Benimaru   | Akachan Honpo   | Denny's   | Loft  |
|-----------------|---|---|---|---|---|---|---|
|                 |  |  |  |  |  |  |  |
|                 | (Stores)  | (Stores)  | (Stores)  | (Stores)  | (Stores)  | (Stores)  | (Stores)  |
| Hokkaido        | 999   | 6   | -   | -   | 3   | -   | 4   |
| Tohoku          | 1,456   | 8   | -   | 167   | 4   | 12  | 6   |
| Kanto           | 8,396   | 92  | 103   | 81  | 48  | 231   | 75  |
| Chubu           | 3,422   | 10  | -   | -   | 20  | 66  | 22  |
| Kinki           | 2,964   | 7   | -   | -   | 27  | 10  | 26  |
| Chugoku         | 1,349   | -   | -   | -   | 8   | -   | 10  |
| Shikoku         | 366   | -   | -   | -   | 2   | -   | 4   |
| Kyushu, Okinawa | 2,583   | -   | -   | -   | 14  | -   | 13  |
| Total           | 21,535  | 123   | 103   | 248   | 126   | 319   | 160   |

Note: As of February 29, 2024



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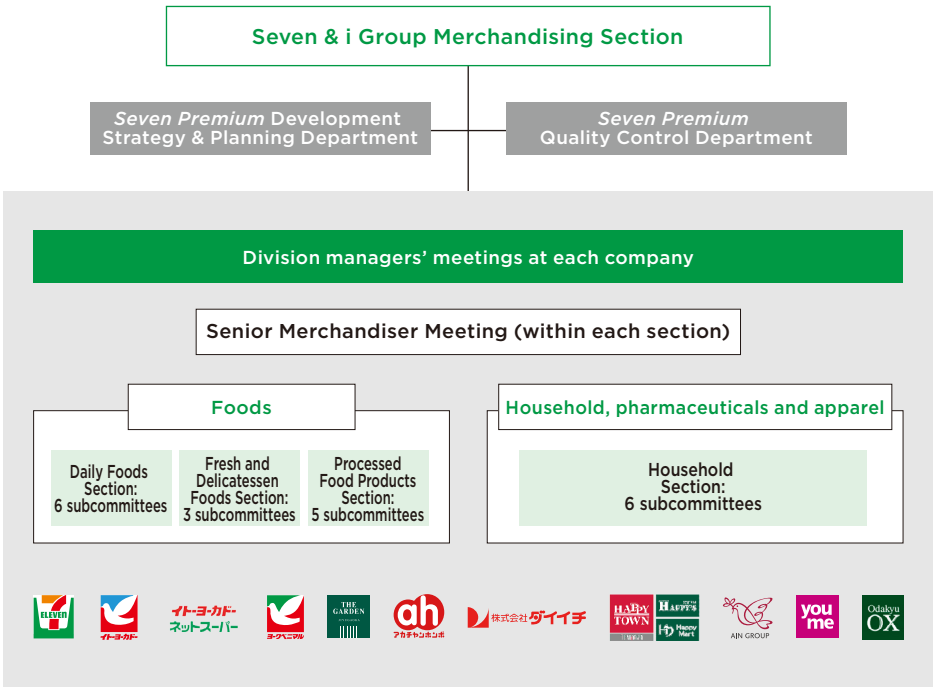
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Seven Premium Initiatives

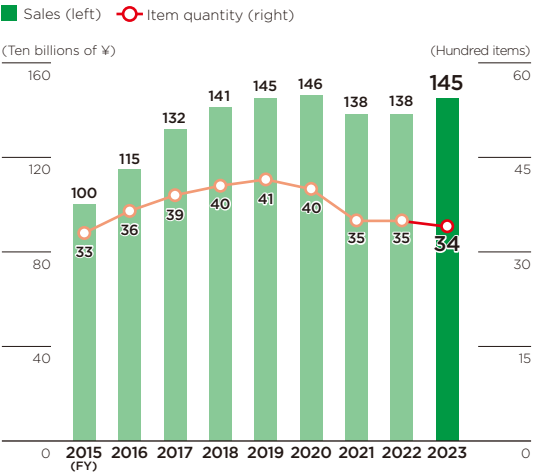
Under its private brand, *Seven Premium*, the Group has developed merchandise leveraging the methods for original merchandise development cultivated by Seven-Eleven Japan, and concentrating the infrastructure, merchandise development expertise, and sales capabilities of its Group companies.

Merchandise Development and Supply System

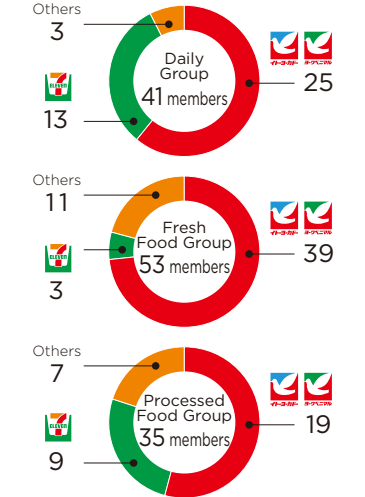
Merchandise development staff in Seven & i Group companies are organized into 4 sections and 20 subcommittees to conduct joint merchandise development with merchandise manufacturers. As of February 29, 2024, they supply 11 companies in total.



SEVEN PREMIUM SALES AND ITEM QUANTITY



Inter-group Development Structure of Seven Premium (Food) (As of Feb. 2024)



Development of Seven Premium

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

MERCHANDISE SOLD OVER ¥1 BILLION PER YEAR

The number of merchandise sold over ¥1 billion per year in FY2023 was 303 items.



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Development in China

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

(As of December 31, 2023)

| Business category   |  | Establishment | Opening date of the first store | Capital              | Ownership ratio  |                         |
|---|--|---------------|---------------------------------|----------------------|--|-------------------------|
| SEVEN-ELEVEN (BEIJING) CO., LTD.                            | Convenience stores   | Jan. 2004     | Apr. 15, 2004                   | U.S.\$44 million     | SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.<br>Beijing Wang fu jing Department Store Group Co., Ltd.<br>China National Sugar & Alcohol Group | 65.0%<br>25.0%<br>10.0% |
| SEVEN-ELEVEN (CHENGDU) CO., LTD.                            | Convenience stores   | Dec. 2010     | Mar. 17, 2011                   | CNY472.9 million     | SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.  | 100.0%                  |
| SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.                   | Investment company and 7-Eleven's master licensor in China | Sep. 2012     | -                               | CNY876.2 million     | SEVEN-ELEVEN JAPAN CO., LTD.   | 100.0%                  |
| SEVEN-ELEVEN (TIANJIN) CO., LTD.                            | Convenience stores   | Nov. 2012     | Nov. 29, 2012                   | CNY200.0 million     | SEVEN-ELEVEN (BEIJING) CO., LTD.   | 100.0%                  |
| SHAN DONG ZHONG DI CONVENIENCE CO., LTD.                    | Convenience stores   | Jun. 2012     | Nov. 7, 2012                    | CNY210.0 million     | Zhongdi Group Co., Ltd.<br>SEVEN-ELEVEN JAPAN CO., LTD.<br>SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.                                       | 65.0%<br>20.0%<br>15.0% |
| Chengdu Ito-Yokado Co., Ltd.                                | Superstores and supermarkets                               | Dec. 1996     | Nov. 21, 1997                   | U.S.\$23 million     | Ito-Yokado (China) Investment Co., Ltd.<br>China National Sugar & Alcohol Group<br>ITOCHU Corporation                                      | 80.0%<br>12.0%<br>8.0%  |
| Hua Tang Yokado Commercial Co., Ltd.                        | Superstores  | Sep. 1997     | Apr. 28, 1998                   | U.S.\$98.722 million | Ito-Yokado (China) Investment Co., Ltd.  | 100.0%                  |
| Ito-Yokado (China) Investment Co., Ltd.                     | Investment company in China                                | Jul. 2012     | -                               | U.S.\$47.25 million  | Ito-Yokado Co., Ltd.   | 100.0%                  |
| Chengdu Ito-Yokado E-commerce Co., Ltd.                     | E-commerce   | Apr. 2017     | -                               | CNY80.0 million      | Chengdu Ito-Yokado Co., Ltd.<br>Ito-Yokado (China) Investment Co., Ltd.<br>Chengdu-Vienna Rotation Investment Co., Ltd.                    | 73.8%<br>20.0%<br>6.3%  |
| Chengdu Ito-Yokado Information Technology Service Co., LTD. | BPO business   | Feb. 2022     | -                               | CNY5.0 million       | Chengdu Ito-Yokado Co., Ltd.<br>Ito-Yokado (China) Investment Co., Ltd.  | 70.0%<br>30.0%          |

Sales Trend

|                           | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | (Million of yen)<br>FY2023 |
|---------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----------------------------|
| SEVEN-ELEVEN (BEIJING)    | 17,983 | 21,781 | 20,871 | 24,458 | 26,399 | 26,859 | 21,111 | 22,331 | 18,128 | 18,676                     |
| SEVEN-ELEVEN (TIANJIN)    | 3,783  | 4,623  | 4,551  | 5,364  | 5,190  | 4,781  | 3,404  | 3,405  | 3,155  | 3,416                      |
| SEVEN-ELEVEN (CHENGDU)    | 4,204  | 4,036  | 3,435  | 4,042  | 4,815  | 4,517  | 3,688  | 3,733  | 3,090  | 2,770                      |
| Chengdu Ito-Yokado*       | 70,650 | 79,686 | 67,276 | 71,638 | 73,632 | 73,751 | 64,305 | 71,250 | 25,153 | 23,368                     |
| Hua Tang Yokado*          | 31,814 | 24,066 | 15,869 | 6,826  | 5,033  | 4,882  | 5,096  | 5,439  | 2,697  | 2,343                      |
| Exchange rate (CNY1=) (¥) | 17.18  | 19.23  | 16.42  | 16.62  | 16.71  | 15.78  | 15.48  | 17.04  | 19.50  | 19.82                      |

Notes: 1. Sales exclude value added tax.

2. All companies' fiscal year-ends are on December 31.

3. Figures exclude franchised store sales for SEVEN-ELEVEN (BEIJING), SEVEN-ELEVEN (TIANJIN) and SEVEN-ELEVEN (CHENGDU).

\* New accounting standard for revenue recognition has been applied from FY2022.



SEVEN-ELEVEN (BEIJING)



SEVEN-ELEVEN (CHENGDU)



Chengdu Ito-Yokado



Hua Tang Yokado



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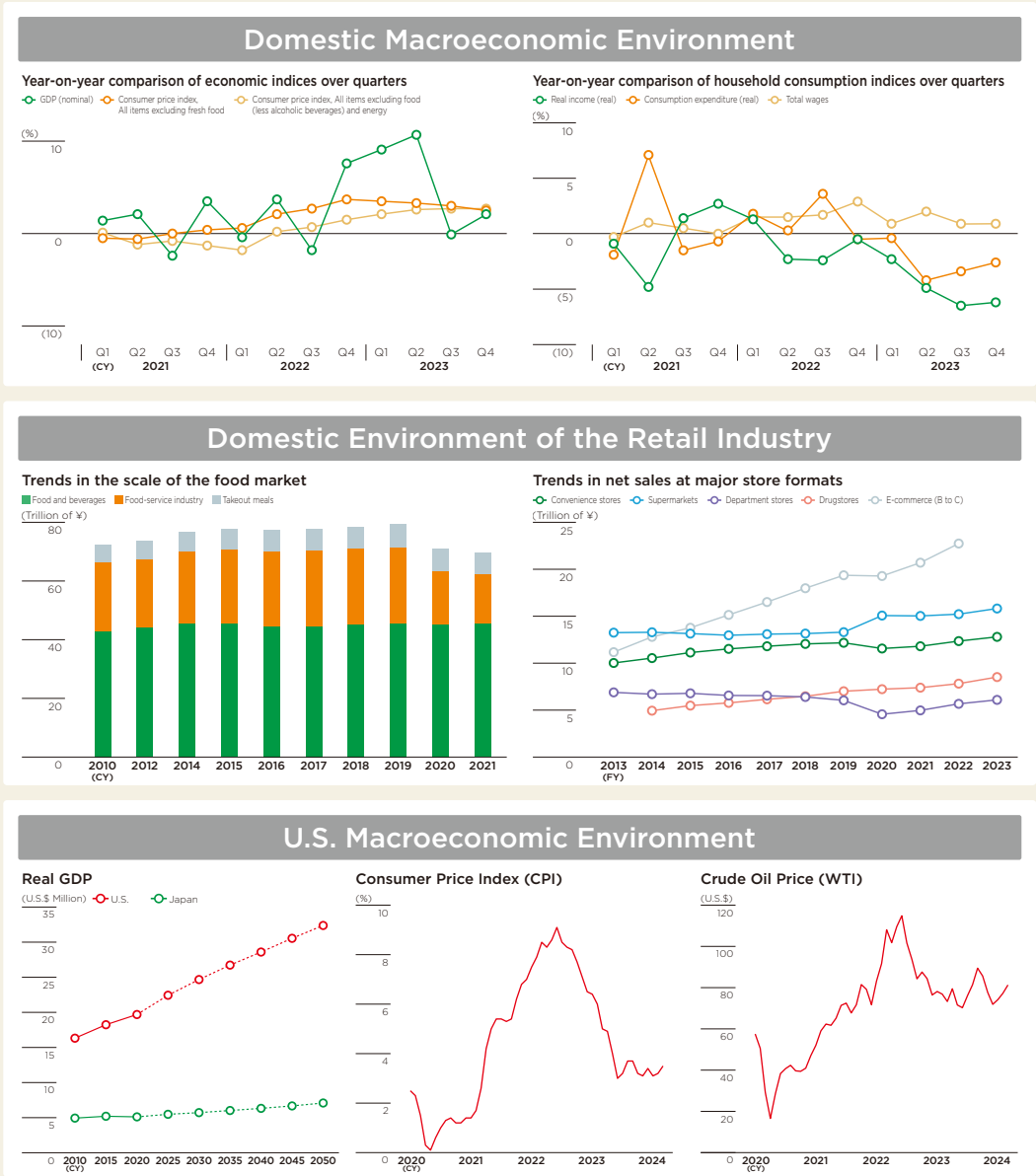
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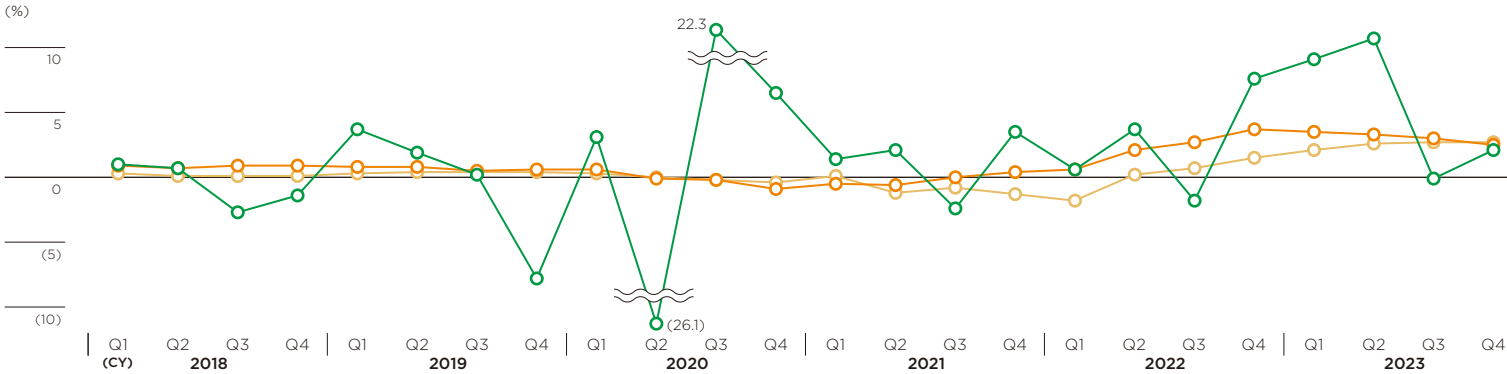
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Domestic Macroeconomic Environment

Year-on-year comparison of economic indices over quarters

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

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



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

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

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

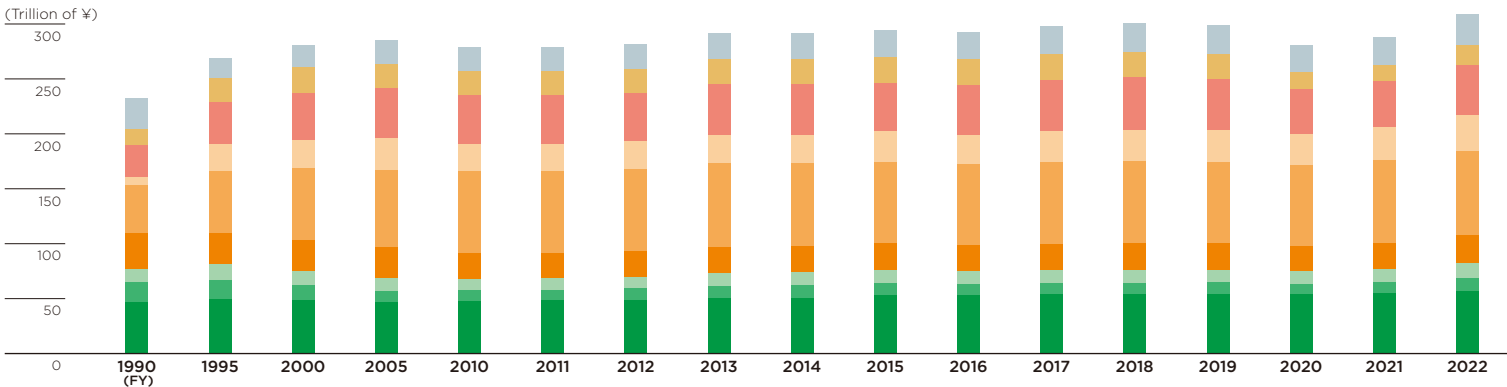


Domestic final consumption expenditure of households

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

Notes: 1. The figures before 2000 are based on an old standard.  
2. Revised retroactively from 1994 (due to revision of estimation method)

Source: System of National Accounts (SNA) (Economic and Social Research Institute, Cabinet Office)



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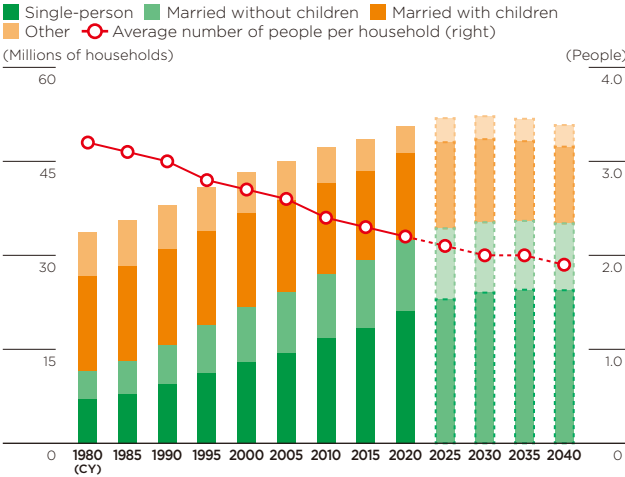
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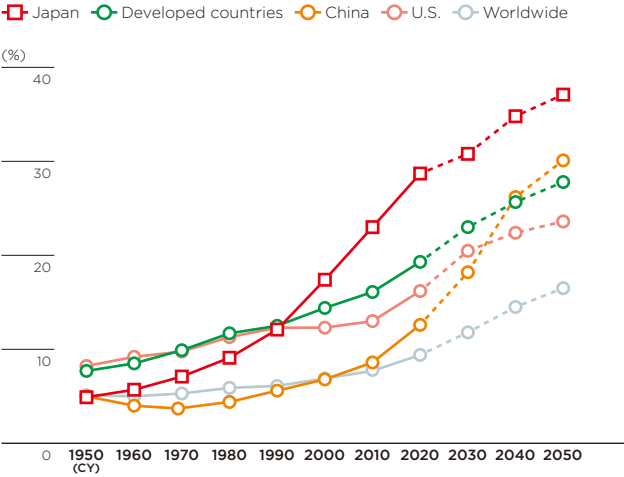
Domestic Macroeconomic Environment

Changes in the number of households



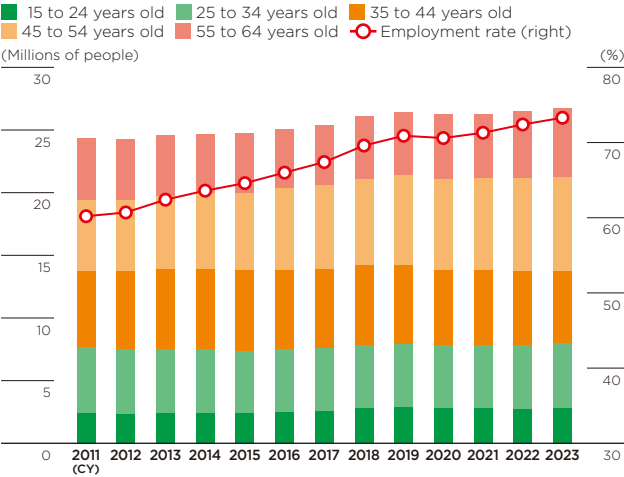
Note: The figures after 2025 are estimates.  
Source: National Estimates, Population Projection for Japan (National Institute of Population and Social Security Research)

Changes in the population of those aged over 65



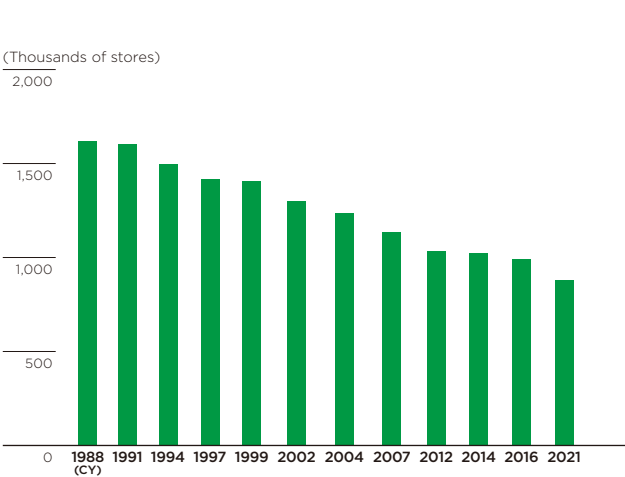
Note: The figures after 2025 are estimates.  
Source: Statistical Handbook of the World (Ministry of Internal Affairs and Communications)

The number of female workers and their employment rate



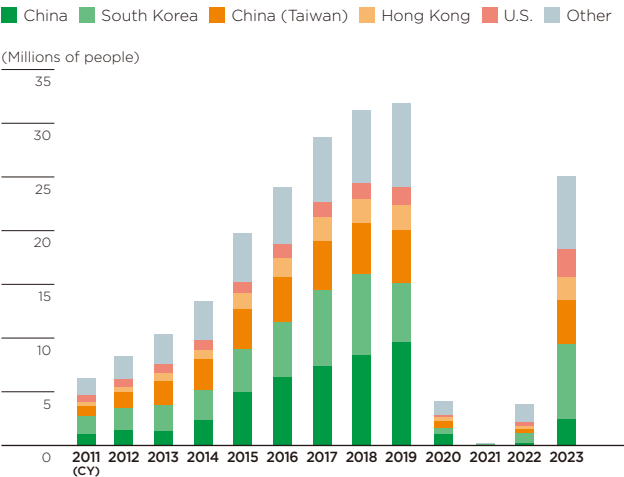
Source: Labour Force Survey (Ministry of Internal Affairs and Communications)

Trend in the number of retail stores



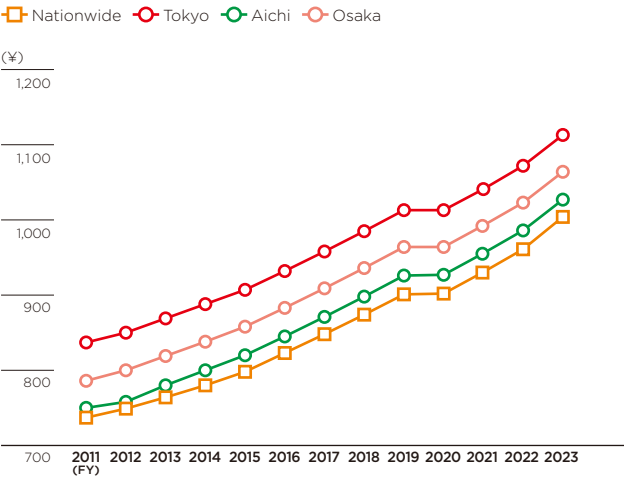
Sources: The Census of Commerce (Ministry of Economy, Trade and Industry) <until 2007>  
Economic Census (Ministry of Economy, Trade and Industry; Ministry of Internal Affairs and Communications) <from 2012>

The number of tourists from overseas



Source: Japan National Tourism Organization

Minimum wage nationwide and in three main metropolitans



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

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Domestic Environment of the Retail Industry

Trends in the scale of the food market

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

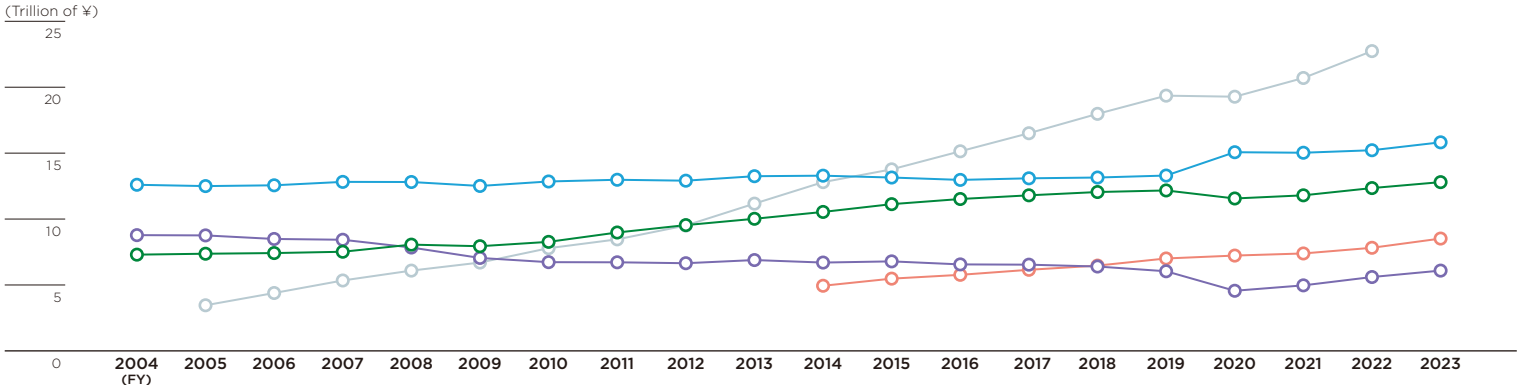
Sources: Current Survey of Commerce (Ministry of Economy, Trade and Industry)  
Estimates in the Scale of the Food Market (Foodservice Industry Research Institute)



Trends in net sales at major store formats

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

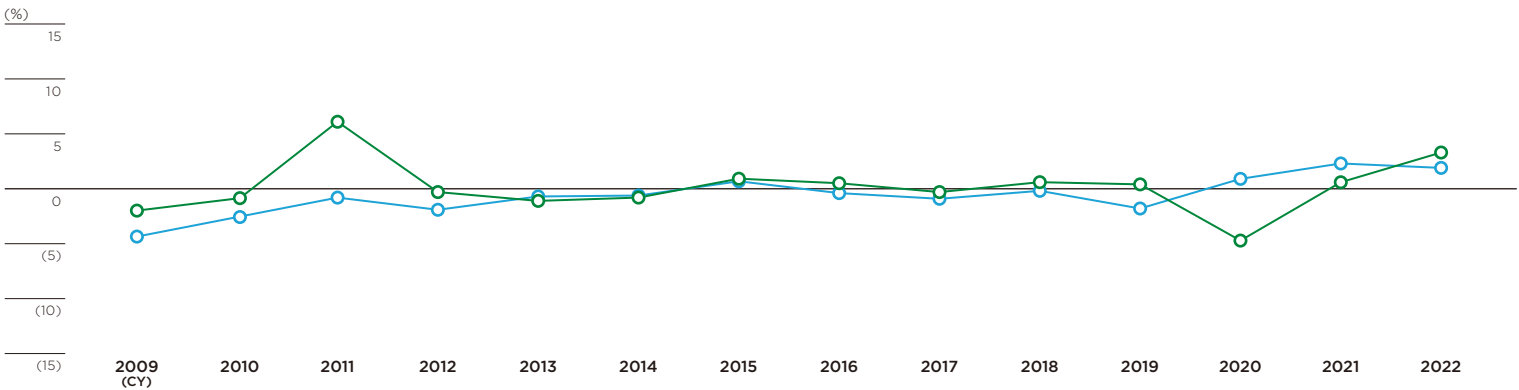
Source: Current Survey of Commerce and E-Commerce Market Survey (Ministry of Economy, Trade and Industry)



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

- Convenience stores
- Supermarkets

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



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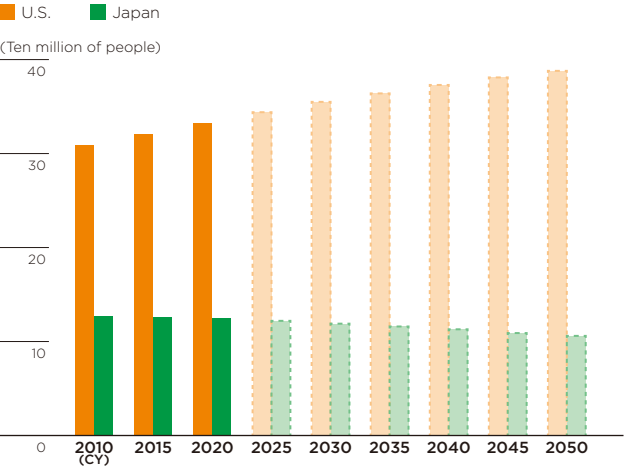
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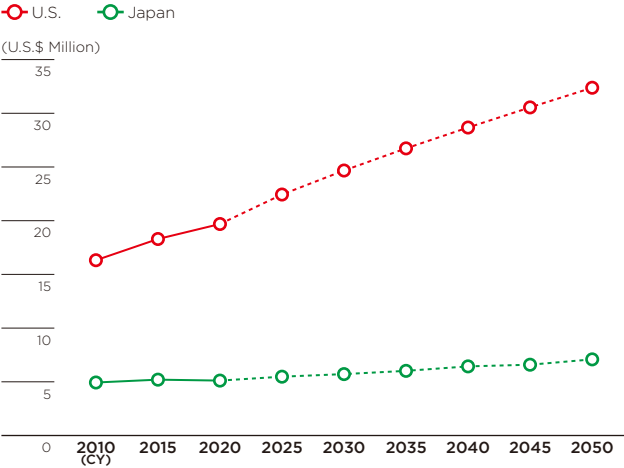
U.S. Macroeconomic Environment and Environment of the Retail Industry

Demographic forecast



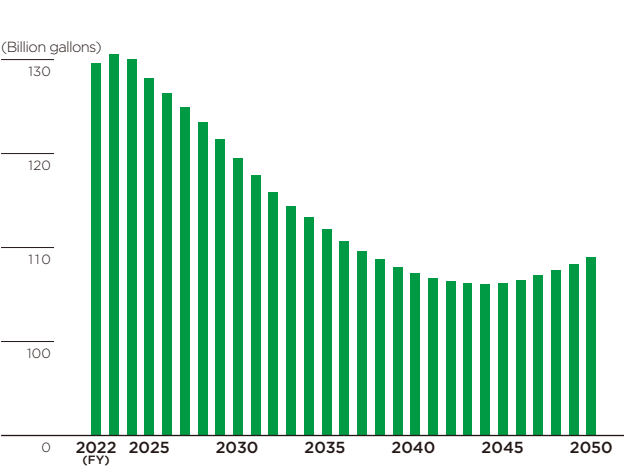
Note: The figures on 2025 and after are estimates.  
Source: U.S. Census Bureau

Real GDP



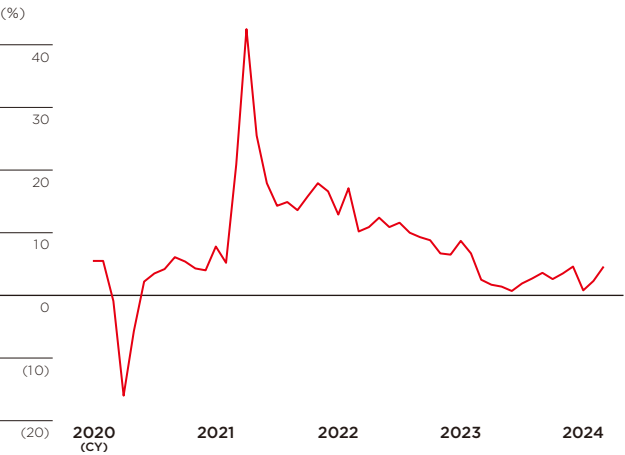
Note: The figures on 2025 and after are estimates.  
Source: Organisation for Economic Co-operation and Development

Fuel consumption forecast



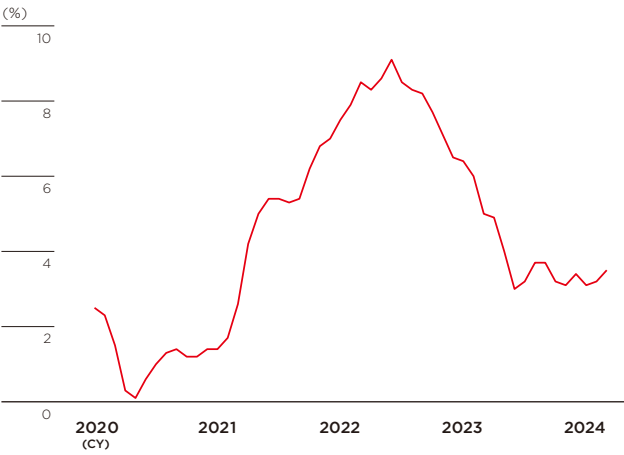
Source: U.S. Energy Information Administration

Growth in retail sales (excluding automobiles, seasonally adjusted)



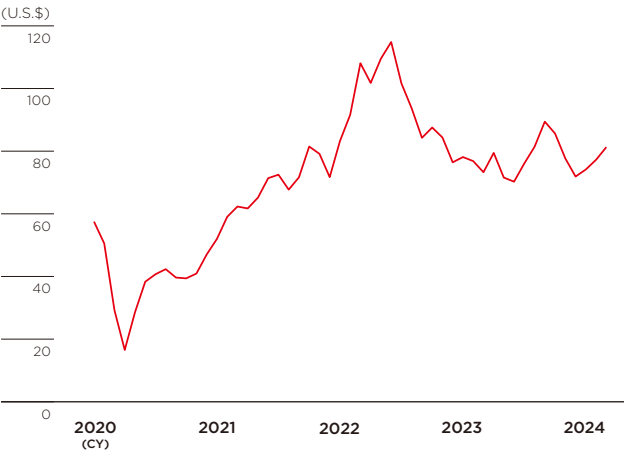
Source: U.S. Internal Revenue Service

Consumer price index (CPI)



Source: U.S. Bureau of Labor Statistics

Crude oil price (WTI)



Source: U.S. Energy Information Administration

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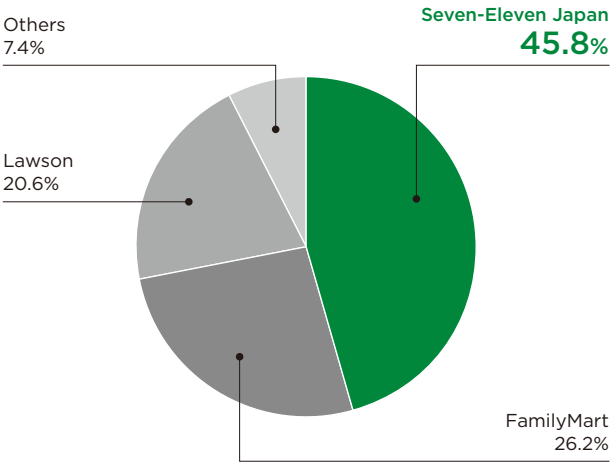
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Major Operating Companies' Market Share (Nonconsolidated)

Top 3 in gross total store sales at convenience stores

|                                  | FY2023<br>(Billion of ¥) | Share<br>(%) |
|----------------------------------|--------------------------|--------------|
| Convenience stores total market* | 11,719.4                 | 100.0        |
| 1 Seven-Eleven Japan             | 5,362.9                  | 45.8         |
| 2 FamilyMart                     | 3,069.2                  | 26.2         |
| 3 Lawson                         | 2,416.2                  | 20.6         |
| Others                           | 870.9                    | 7.4          |
| Top 3 combined                   | 10,848.5                 | 92.6         |

\* The figure for convenience stores total market is the sum of sales from March 2023 to February 2024, according to the Japan Franchise Association's Convenience Store Statistics Investigation Monthly Report.

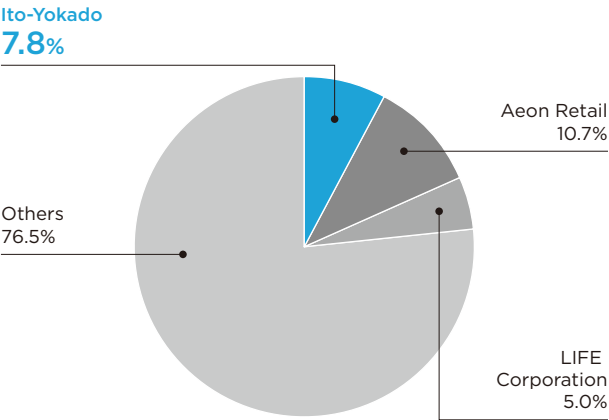


Top 3 in gross sales at superstores

|                          | FY2023<br>(Billion of ¥) | Share<br>(%) |
|--------------------------|--------------------------|--------------|
| Superstores total market | 15,743.8                 | 100.0        |
| 1 Aeon Retail            | 1,679.8                  | 10.7         |
| 2 Ito-Yokado             | 1,232.6                  | 7.8          |
| 3 LIFE Corporation       | 780.0                    | 5.0          |
| Others                   | 12,051.3                 | 76.5         |
| Top 3 combined           | 3,692.4                  | 23.5         |

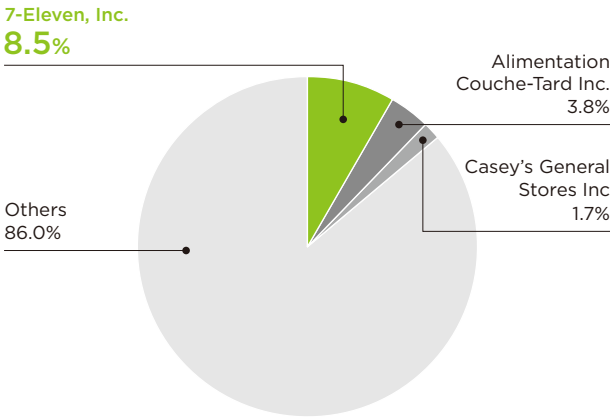
<Reference>

|               |       |     |
|---------------|-------|-----|
| York-Benimaru | 498.3 | 3.2 |
|---------------|-------|-----|



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

|                                 | Share<br>(%) |
|---------------------------------|--------------|
| 1 7-Eleven, Inc.                | 8.5          |
| 2 Alimentation Couche-Tard Inc. | 3.8          |
| 3 Casey's General Stores Inc    | 1.7          |
| Others                          | 86.0         |
| Top 3 combined                  | 14.0         |



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



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Global Retail Industry—Sales Ranking

Sales Ranking of Retailers—Worldwide in FY2021

| FY2021 | FY2020 | Company            | Country     | Net sales        |                 | CAGR (%) | Sales growth rate (%) | Net profit margin (%) |
|--------|--------|--------------------|-------------|------------------|-----------------|----------|-----------------------|-----------------------|
|        |        |                    |             | (U.S.\$ Million) | (Billions of ¥) |          |                       |                       |
| 1      | 1      | WalMart            | U.S.        | 572,754          | 62,430.2        | 3.3      | 2.4                   | 2.4                   |
| 2      | 2      | Amazon.com         | U.S.        | 239,150          | 26,067.4        | 20.4     | 12.0                  | 7.1                   |
| 3      | 3      | Costco Wholesale   | U.S.        | 195,929          | 21,356.3        | 10.5     | 17.5                  | 2.6                   |
| 4      | 4      | Schwarz            | Germany     | 153,754          | 16,759.2        | 7.8      | 5.5                   | -                     |
| 5      | 5      | Home Depot         | U.S.        | 151,157          | 16,476.1        | 9.8      | 14.4                  | 10.9                  |
| 6      | 6      | Kroger             | U.S.        | 136,971          | 14,929.8        | 3.5      | 4.1                   | 1.2                   |
| 7      | 9      | JD.com             | China       | 126,387          | 13,776.2        | 28.0     | 25.1                  | (0.5)                 |
| 8      | 7      | Walgreen           | U.S.        | 122,045          | 13,302.9        | 4.7      | 3.7                   | 1.9                   |
| 9      | 8      | Aldi               | Germany     | 120,947          | 13,183.2        | 4.8      | (0.4)                 | -                     |
| 10     | 10     | Target             | U.S.        | 104,611          | 11,402.6        | 8.5      | 13.2                  | 6.6                   |
| 11     | 11     | CVS Health         | U.S.        | 100,105          | 10,911.4        | 4.3      | 9.8                   | -                     |
| 12     | 12     | Lowe's             | U.S.        | 96,250           | 10,491.3        | 8.2      | 7.4                   | 8.8                   |
| 13     | 13     | Ahold Delhaize     | Netherlands | 89,381           | 9,742.5         | 3.9      | 1.2                   | 3.0                   |
| 14     | 15     | Tesco              | U.K.        | 82,881           | 9,034.0         | 1.9      | 5.7                   | 2.4                   |
| 15     | 19     | Seven & i Holdings | Japan       | 76,912           | 8,749.7         | 9.0      | 54.7                  | 2.6                   |
| 16     | 17     | Edeka              | Germany     | 72,462           | 7,898.4         | 4.8      | 2.3                   | -                     |
| 17     | 14     | AEON               | Japan       | 72,190           | 8,715.9         | 1.0      | 1.2                   | 0.7                   |
| 18     | 16     | Albertsons         | U.S.        | 71,887           | 7,835.7         | 3.8      | 3.2                   | 2.3                   |
| 19     | 18     | Rewe               | Germany     | 62,735           | 6,838.1         | 5.6      | (2.2)                 | 1.1                   |
| 20     | 30     | LVMH               | France      | 56,305           | 6,137.2         | 14.4     | 51.4                  | 19.8                  |
| 21     | 22     | E. Leclerc         | France      | 54,385           | 5,928.0         | 4.5      | 11.7                  | -                     |
| 22     | 20     | Best Buy           | U.S.        | 51,761           | 5,641.9         | 5.6      | 9.5                   | 4.7                   |
| 23     | 33     | TJX Companies      | U.S.        | 48,550           | 5,292.0         | 7.9      | 51.1                  | 6.8                   |
| 24     | 21     | Publix             | U.S.        | 48,394           | 5,274.9         | 7.1      | 7.1                   | 9.1                   |
| 25     | 24     | IKEA               | Netherlands | 44,699           | 4,872.2         | 1.8      | 6.3                   | 4.0                   |
| 26     | 26     | ITM Development    | France      | 43,626           | 4,755.2         | 4.9      | 6.0                   | -                     |
| 27     | 25     | Loblaw Companies   | Canada      | 41,683           | 4,543.4         | 2.9      | 0.8                   | 3.7                   |
| 28     | 23     | Woolworths         | Australia   | 41,320           | 4,503.9         | 1.0      | 2.3                   | 13.1                  |
| 29     | 42     | Alibaba Group      | Hong Kong   | 40,645           | 4,430.3         | 153.1    | 42.7                  | -                     |
| 30     | 27     | J Sainsbury        | U.K.        | 40,414           | 4,405.1         | 2.7      | 3.0                   | 2.9                   |

Notes: 1. CAGR is the compound annual growth rate over a five-year period.  
2. CAGR is calculated on a local currency basis in each country.  
3. Exchange rate: U.S.\$1=¥109, except for yen-based figures for Japanese companies which are based on public information

\* Group's total sales include the sales of Seven-Eleven Japan and Seven-Eleven Okinawa and 7-Eleven, Inc. franchisees.  
Source: Global Powers of Retailing 2023 (Deloitte Touche Tohmatsu Limited)

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Global Retail Industry—Market Capitalization Ranking

Ranking by Market Capitalization of Retailers—Worldwide (As of March 29, 2024)

|    | Company                  | Country     | Market capitalization |                 | ROE<br>(%) | EPS<br>(U.S.\$) | PER<br>(Times) | PBR<br>(Times) |
|----|--------------------------|-------------|-----------------------|-----------------|------------|-----------------|----------------|----------------|
|    |                          |             | (U.S.\$ Million)      | (Billions of ¥) |            |                 |                |                |
| 1  | Amazon.com               | U.S.        | 1,873,676             | 283,524.6       | 17.5       | 2.93            | 61.58          | 9.28           |
| 2  | Walmart                  | U.S.        | 484,537               | 73,320.1        | 19.3       | 1.93            | 31.24          | 5.78           |
| 3  | Home Depot               | U.S.        | 380,154               | 57,524.8        | 1,162.2    | 15.28           | 25.10          | 364.13         |
| 4  | Costco Wholesale         | U.S.        | 324,924               | 49,167.6        | 27.5       | 14.19           | 51.64          | 12.97          |
| 5  | Alibaba Group Holding    | China       | 182,638               | 27,636.8        | 7.2        | 0.52            | 17.24          | 1.26           |
| 6  | Inditex                  | Spain       | 157,094               | 23,771.5        | 30.2       | 1.86            | 27.03          | 7.80           |
| 7  | Lowe’s                   | U.S.        | 145,752               | 22,055.3        | (52.6)     | 13.47           | 18.91          | -              |
| 8  | TJX Company              | U.S.        | 115,586               | 17,490.5        | 65.5       | 3.93            | 25.84          | 15.83          |
| 9  | CVS Health               | U.S.        | 100,374               | 15,188.6        | 11.3       | 6.63            | 12.03          | 1.31           |
| 10 | Fast Retailing           | Japan       | 99,117                | 14,998.5        | 17.5       | 6.15            | 50.64          | 8.24           |
| 11 | Target                   | U.S.        | 81,816                | 12,380.4        | 33.6       | 8.96            | 19.77          | 6.09           |
| 12 | MercadoLibre             | Uruguay     | 76,653                | 11,599.1        | 40.3       | 19.47           | 77.66          | 24.96          |
| 13 | Wal-mart de Mexico       | Mexico      | 70,324                | 10,641.4        | 25.7       | 0.18            | 22.66          | 5.87           |
| 14 | O’Reilly                 | U.S.        | 66,645                | 10,084.8        | (167.6)    | 39.75           | 28.40          | -              |
| 15 | Copart                   | U.S.        | 55,688                | 8,426.7         | 23.3       | 1.29            | 44.99          | 9.30           |
| 16 | Alimentation Couche-Tard | Canada      | 55,048                | 8,329.9         | 25.0       | 3.15            | 18.12          | 4.37           |
| 17 | AutoZone                 | U.S.        | 54,533                | 8,251.9         | (64.1)     | 146.13          | 21.57          | -              |
| 18 | Wesfarmers               | Australia   | 50,639                | 7,662.7         | 30.3       | 1.42            | 31.49          | 9.37           |
| 19 | Ross Stores              | U.S.        | 49,409                | 7,476.6         | 40.9       | 5.57            | 26.36          | 10.14          |
| 20 | Lululemon Athletica      | Canada      | 47,227                | 7,146.3         | 42.0       | 12.82           | 30.46          | 11.16          |
| 21 | Kroger                   | U.S.        | 41,134                | 6,224.3         | 19.8       | 2.98            | 19.17          | 3.54           |
| 22 | Seven & i Holdings       | Japan       | 38,382                | 5,807.9         | 6.2        | 0.56            | 25.86          | 1.56           |
| 23 | JD.com                   | China       | 38,071                | 5,760.9         | 10.8       | 1.24            | 11.16          | 1.17           |
| 24 | Avenue Supermarts        | India       | 35,339                | 5,347.6         | 16.0       | 0.44            | 123.92         | 18.33          |
| 25 | Loblaw Companies         | Canada      | 34,388                | 5,203.5         | 18.5       | 5.01            | 22.16          | 4.06           |
| 26 | Dollar General           | U.S.        | 34,282                | 5,187.5         | 27.0       | 7.56            | 20.64          | 5.08           |
| 27 | Dollar Tree              | U.S.        | 29,024                | 4,392.0         | (12.4)     | (4.58)          | -              | 3.97           |
| 28 | Coupang                  | U.S.        | 28,793                | 4,357.0         | 41.8       | 0.84            | 21.17          | 7.04           |
| 29 | Royal Ahold Delhaize     | Netherlands | 28,512                | 4,314.5         | 12.4       | 2.13            | 14.09          | 1.79           |
| 30 | Tractor Supply           | U.S.        | 28,244                | 4,273.9         | 52.8       | 10.26           | 25.51          | 13.14          |

Note: Market Capitalization Ranking and Exchange rate (as of March 29, 2024): U.S.\$1=¥151.32  
Source: FactSet

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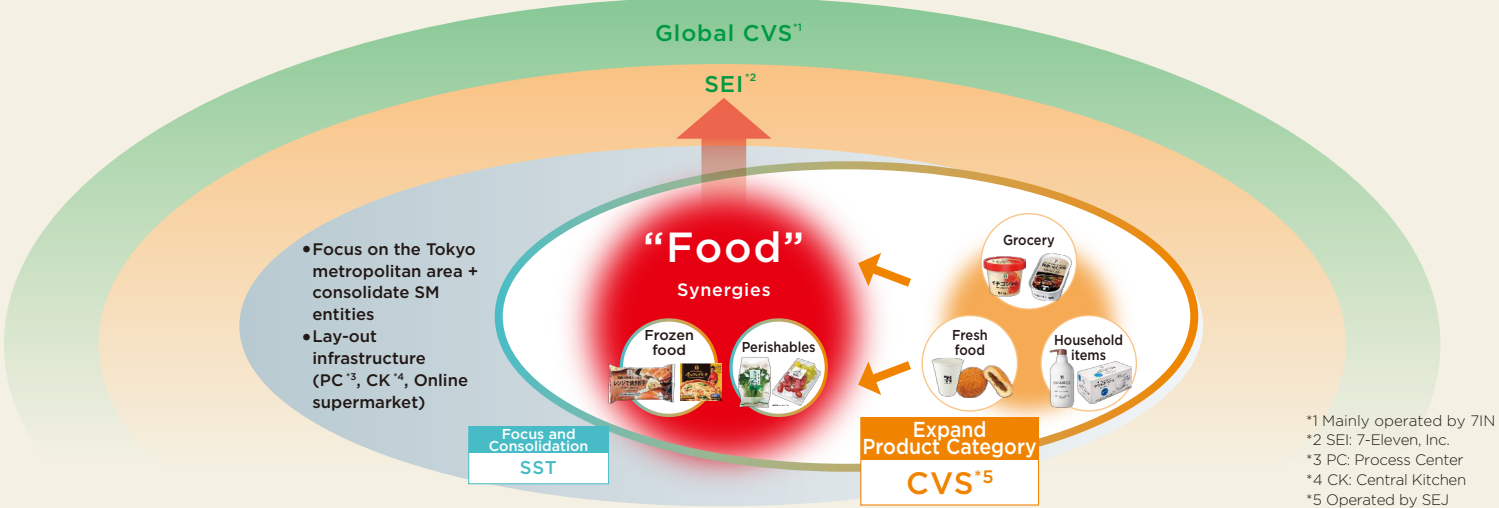
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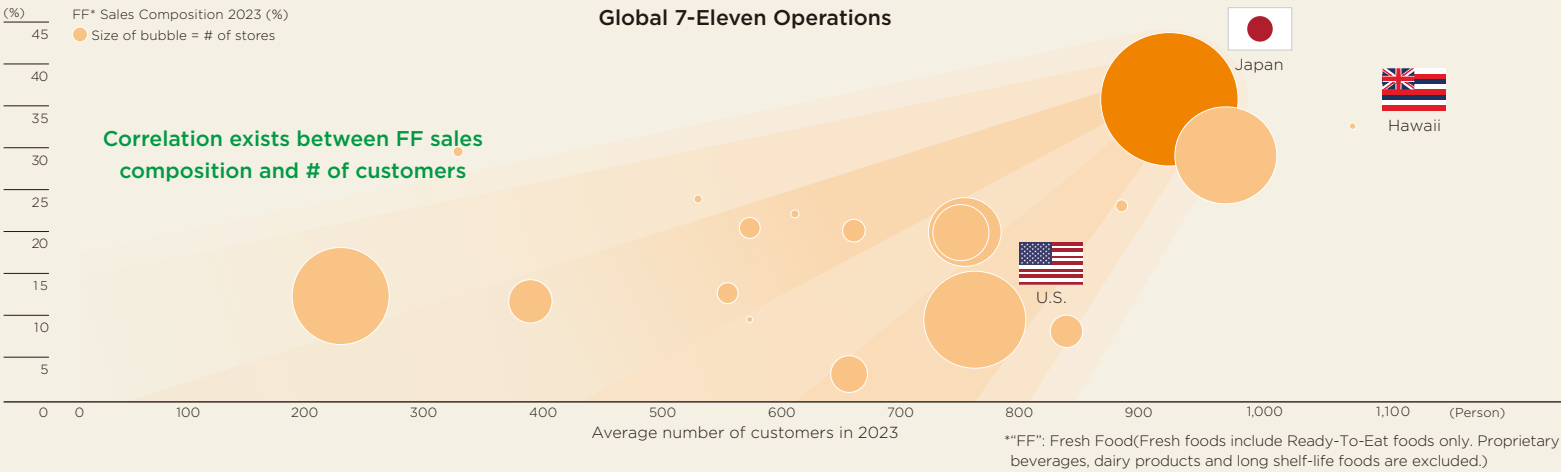
Medium-Term Management Plan (-FY 2025)

Key Group Strategies — Growth Strategy of Domestic and Overseas CVS Operations with “Food” at its Core —



Strength in “Food” is the key source of competitive advantage for the Group’s CVS business

Growth Strategy of CVS Businesses with “Food” at its Core



Expand the business scale globally by leveraging strengths in “food”

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Footprint of Our Group Strategy Promotion



We have continuously implemented strategic initiatives with the assessment and monitoring by Strategy Committee

Group's Concrete Action Plans

Considering the Strategy Committee Recommendations to maximize corporate value and shareholder value in medium-to long-term...

A Formulation of concrete action plans to accelerate growth

1 Accelerate growth and improve profitability in the North American CVS market

2 Develop more aggressive business plans and investments

3 Establish the IT/DX strategy for the foundation of our global growth, and the IT/DX governance to improve cost competitiveness

4 Monitor and support the completion of the transformation and growth of Tokyo Metropolitan Area SST

5 Maximize the synergy between Retail and Financial

B Changes to the Group structure that will enhance our long-term growth and corporate value

We will create a globally **integrated CVS management structure**, including Japan and North America, **with a unified leadership**

SST business will aim to establish the refined management structure / business structure; employees having the autonomy to pursue re-growth, and **independently in** strategic decision making as well as **financial capacity**, while continuing to aim towards successful business transformation. With respect, **the Company is considering an IPO of SST business targeting to list as soon as reasonably practicable as one workable option**, on the basis that certain capital alliance and shareholdings among these business continues with the food related collaboration between CVS and SST would be maintained

C Enhancement of investor engagement

We value of investors and want to ensure that we are engaging with them in a clear and transparent way to deliver on our mission and enhance shareholder value.

We will continuously examine and strengthen the investor communication regarding our concrete strategy, growth path and its progress

Our concrete plan with actionable deliverables will enhance our current Medium-Term Management Plan

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Consolidated Financial KPI

|   | FY2022<br>Results | FY2023       |                      |
|---|-------------------|--------------|----------------------|
|   |                   | Initial plan | Results              |
| EBITDA  | ¥995.3 B          | ¥1,010.0 B   | ¥1,054.9 B           |
| Operating cash flow (excl. financial services)  | ¥832.8 B          | ¥834.5 B     | ¥778.3 B             |
| Free cash flow level (excl. financial services) | ¥474.0 B          | ¥427.7 B     | ¥391.6 B             |
| ROE   | 8.7%              | 8.2%         | 6.2% (Adjusted) 7.9% |
| ROIC (excl. financial services)                 | 5.2%              | 5.2%         | 4.1% (Adjusted) 5.1% |
| Debt/EBITDA ratio                               | 3.0X              | 2.6X         | 2.6X                 |
| EPS   | ¥106              | ¥107         | ¥84 (Adjusted) ¥108  |

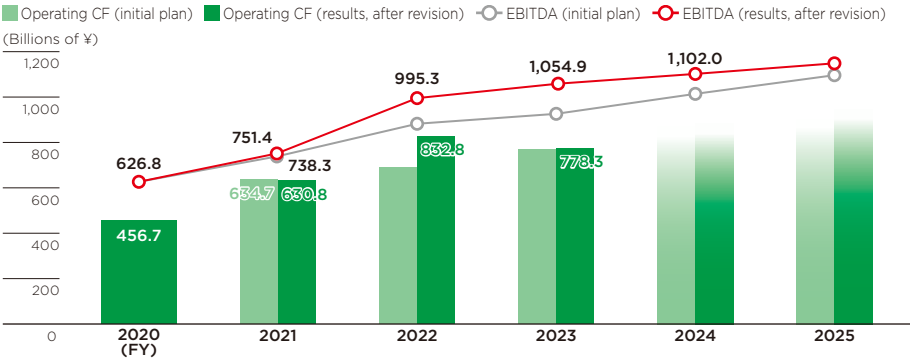
Notes) 1. Adjusted figures for the effects of the transfer of the shares of Sogo & Seibu and Barneys Japan  
2. ROIC (excl. financial services): (Net income + Interest expense x (1 - Effective tax rate)) / (Owner's equity + Interest-bearing debt (both the averages of the figures at the beginning and the end of each fiscal year))  
3. Debt/EBITDA ratio: We changed our FY2025 target to proactively implement strategic investments in the Convenience Store business with a more agile and flexible financial discipline, in order to promote the growth strategy of our Group.  
4. 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 FY2022.

|                                 | FY2023<br>Results    | FY2024     | FY2025                             |
|---------------------------------|----------------------|------------|------------------------------------|
|                                 |                      | Forecasts  | Medium-Term Management Plan target |
| EBITDA                          | ¥1,054.9 B           | ¥1,102.0 B | ¥1.1 T or more                     |
| ROE                             | 6.2% (Adjusted) 7.9% | 7.8%       | 11.5% or more                      |
| ROIC (excl. financial services) | 4.1% (Adjusted) 5.1% | 5.5%       | 8.0% or more                       |
| Debt / EBITDA ratio             | 2.6X                 | 2.3X       | 1.8~2.5X<br>Updated                |
| EPS                             | ¥84 (Adjusted) ¥108  | ¥112       | 18% or more (CAGR)                 |

Achieve goals for quantitative expansion, qualitative improvement and financial integrity  
At the same time, aim to increase corporate value for the future

Plan of EBITDA and operating CF

[Until FY2025] EBITDA 1.1 trillion of yen or more    Operating CF\* 900 billion of yen or more

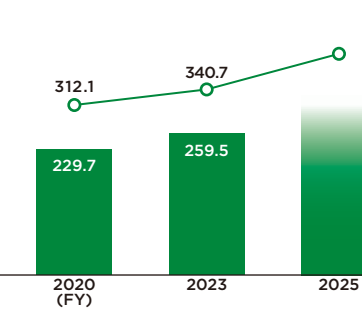


\* Operating CF: Management accounting figures based on NOPAT (excl. financial services)  
Note) Exchange rate: [Initial plan] 1USD=107JPY (FY2021), 1USD=105JPY (FY2022-2025)  
[Results, after revision] 1USD=109.90JPY (FY2021), 1USD=131.62JPY (FY2022), 1USD=140.67JPY (FY2023), 1USD=145.0JPY (FY2024), 1USD=116.0JPY (FY2025)  
Figures in the initial plan exclude the effect of sales & leaseback.

Plan by segment

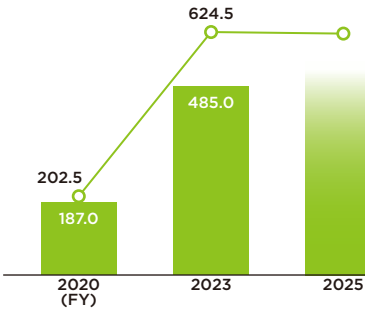
Domestic CVS

(Billions of ¥)    Operating CF    EBITDA



Overseas CVS

(Billions of ¥)    Operating CF    EBITDA



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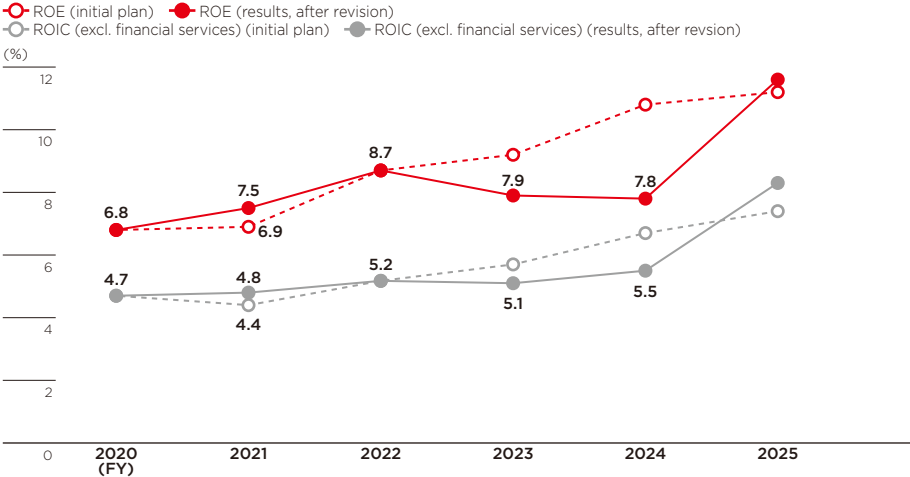
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Consolidated Financial KPI (2)

ROE, ROIC

[Until FY2025] ROE 11.5% or more ROIC 8% or more (excl. financial services)

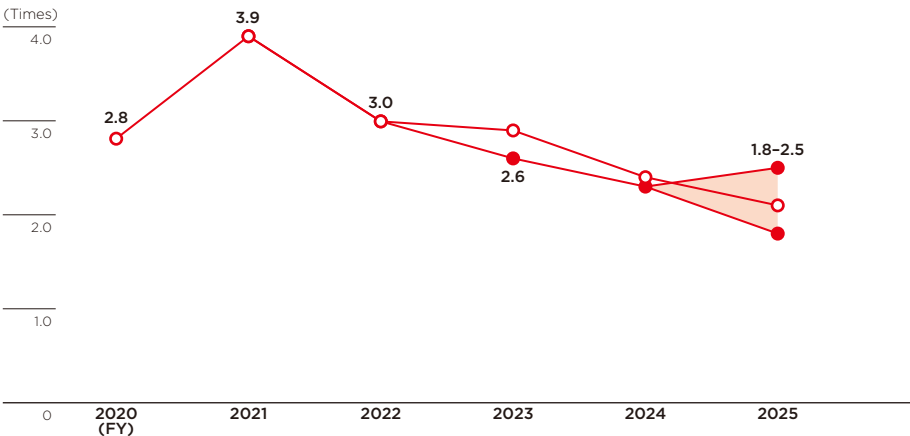


Notes) 1. Adjusted figures for the effects of the transfer of the shares of Sogo & Seibu and Barneys Japan Note) Management accounting figures adjusted for intra-group capital and financing transactions  
2. Figures in the initial plan exclude the effect of sales & leaseback.  
3. ROIC: {Net income + 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

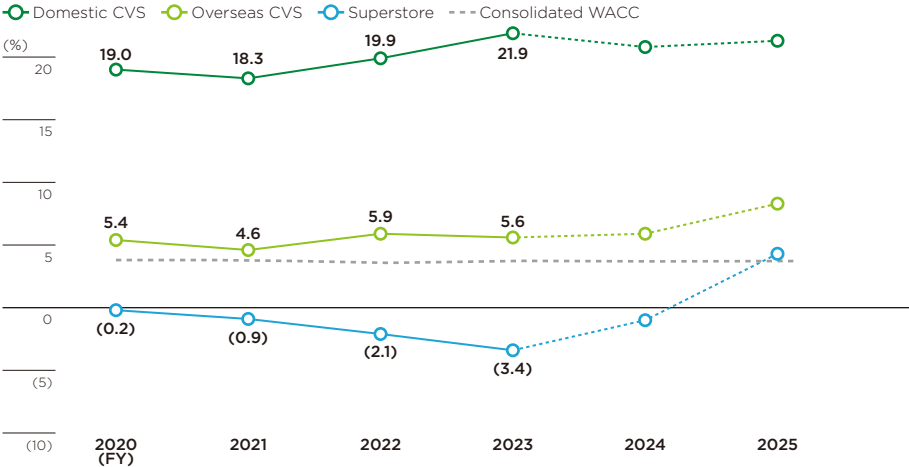
[FY2025] below 1.8 times to 1.8-2.5 times

○ Debt/EBITDA (initial plan) ● Debt/EBITDA (results, after revision)



Note) We changed our FY2025 target to proactively implement strategic investments in the Convenience Store business with a more agile and flexible financial discipline, in order to promote the growth strategy of our Group.

ROIC by segment

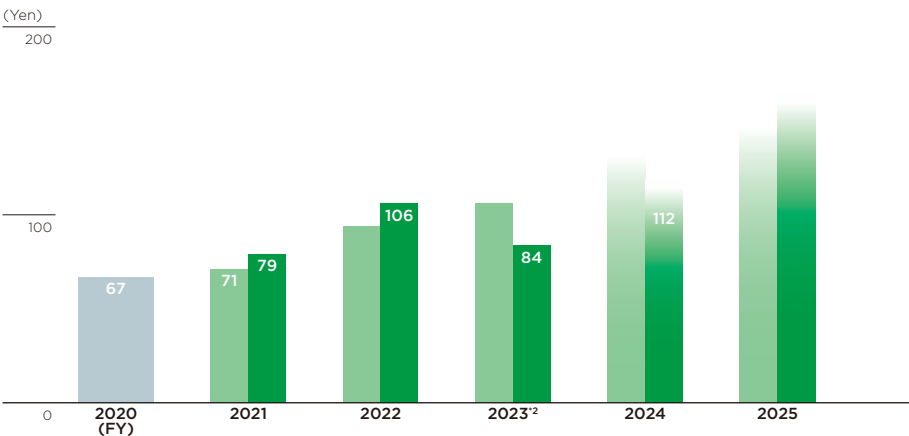


Note) Management accounting figures adjusted for intra-group capital and financing transactions

EPS

[FY2021-2025] EPS growth plan: 18% or more<sup>1)</sup>

■ EPS (initial plan) ■ EPS (results, after revision)



<sup>1)</sup> 1. Calculated based on CAGR (compound Annual Growth Rate) for FY2020  
<sup>2)</sup> 2. Adjusted figures for the effects of the transfer of the shares of Sogo & Seibu and Barneys Japan  
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 the FY2020.



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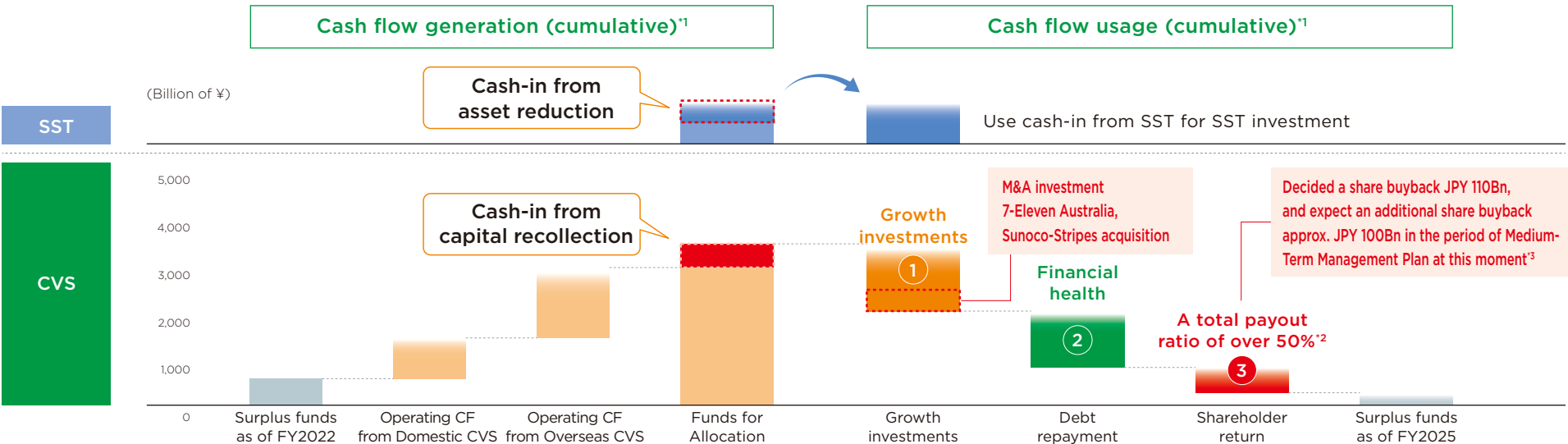
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Capital Allocation Plan



<sup>\*1</sup> Cumulative figures from fiscal year 2023 to 2025 <sup>\*2</sup> Total payout ratio from fiscal year 2023 to 2025 <sup>\*3</sup> The share buyback amount may possibly change if large strategic investments (such as M&A) are pursued instead of share buybacks.

Operating CF from CVS and cash-in from capital recollection can be invested not only in growth investments in CVS but also in shareholder returns including buyback

Shareholder Return

**Shareholder return policy**

- Increase operating cash flow
- Focus on investments in the growth of domestic and overseas CVS operations
- Ensure financial integrity
- Expand shareholder return

**We have introduced a “Progressive Dividend” policy that increases dividends in line with sustained profit growth, and achieve a total payout ratio of over 50% (Cumulative total return to shareholders from FY2023 to FY2025)**

- Introduced “Progressive Dividend”
- Conducting a share buyback up to JPY 110Bn of the total JPY 210Bn planned by FY2025

\* Conducting a share buyback up to 75 million shares (post-split) with amount of 110 billion yen that can be acquired from December 1, 2023 to May 31, 2024. Cancelled all shares of treasury stock.

**Dividends per share trend**

- The Company conducted a 3-for-1 common share split on March 1, 2024
- Calculated as if the share split had occurred from the beginning of FY2020
- Figures in ( ) show the amount before share split

| Fiscal Year     | Interim (¥) | Year-end (¥) | Total (¥) | Total (Billion ¥) |
|-----------------|-------------|--------------|-----------|-------------------|
| 2020 (FY)       | 15.8        | 17.0         | 32.8      | (98.5)            |
| 2021            | 16.0        | 17.3         | 33.3      | (100.0)           |
| 2022            | 16.5        | 17.8         | 34.3      | (102.9)           |
| 2023            | 18.8        | 18.8         | 37.6      | (113.0)           |
| 2024 (Forecast) | 20.0        | 20.0         | 40.0      | (120.0)           |

Increase operating cash flow, focus on investments in the growth of domestic and overseas CVS operations and ensure financial integrity. Also, achieve a total payout ratio of over 50% by enhancing shareholder return

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Consolidated Financial Results

|   | FY2013    | FY2014    | FY2015    | FY2016    | FY2017    | FY2018    | FY2019    | FY2020    | FY2021      | FY2022     | (Millions of yen)<br>FY2023 | (Thousands of US dollars)<br>FY2023 |   |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|------------|-----------------------------|-------------------------------------|---|
| Revenues from operations                              | 5,631,820 | 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                  | 76,478,353                          |   |
| Operating income                                      | 339,659   | 343,331   | 352,320   | 364,573   | 391,657   | 411,596   | 424,266   | 366,329   | 387,653     | 506,521    | 534,248                     | 3,561,653                           |   |
| EBITDA <sup>1</sup>                                   | 505,662   | 534,464   | 569,064   | 588,214   | 621,445   | 655,915   | 674,317   | 626,874   | 751,491     | 995,319    | 1,054,951                   | 7,033,006                           |   |
| Ordinary income                                       | 339,083   | 341,484   | 350,165   | 364,405   | 390,746   | 406,523   | 417,872   | 357,364   | 358,571     | 475,887    | 507,086                     | 3,380,573                           |   |
| Net income attributable to owners of parent           | 175,691   | 172,979   | 160,930   | 96,750    | 181,150   | 203,004   | 218,185   | 179,262   | 210,774     | 280,976    | 224,623                     | 1,497,486                           |   |
| Total assets  | 4,811,380 | 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                  | 70,614,113                          |   |
| Net assets  | 2,221,557 | 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                   | 26,004,160                          |   |
| Non-controlling interests                             | 123,866   | 128,827   | 129,912   | 137,154   | 145,454   | 148,285   | 155,295   | 162,352   | 166,719     | 173,565    | 184,041                     | 1,226,940                           |   |
| Interest-bearing debt                                 | 934,396   | 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                   | 18,257,693                          |   |
| Debt/equity ratio (Times)                             | 0.45      | 0.41      | 0.44      | 0.45      | 0.41      | 0.44      | 0.38      | 0.66      | 0.97        | 0.86       | 0.74                        | 0.74                                |   |
| Interest coverage ratio (Times)                       | 39.4      | 37.8      | 43.8      | 57.2      | 48.7      | 44.6      | 48.4      | 48.6      | 33.9        | 25.3       | 15.7                        | 15.7                                |   |
| Cash flows from operating activities                  | 454,335   | 416,690   | 488,973   | 512,523   | 498,306   | 577,878   | 576,670   | 539,995   | 736,476     | 928,476    | 673,015                     | 4,486,766                           |   |
| Cash flows from investing activities                  | (286,686) | (270,235) | (335,949) | (371,602) | (240,418) | (557,497) | (318,047) | (394,127) | (2,505,566) | (413,229)  | (431,809)                   | (2,878,726)                         |   |
| Free cash flows <sup>2</sup>                          | 167,648   | 146,454   | 153,023   | 140,921   | 257,887   | 20,380    | 258,623   | 145,868   | (1,769,089) | 515,246    | 241,205                     | 1,608,033                           |   |
| Cash flows from financing activities                  | (55,227)  | (79,482)  | (2,312)   | (78,190)  | (168,510) | (5,324)   | (213,204) | 690,542   | 937,077     | (270,373)  | (377,065)                   | (2,513,766)                         |   |
| Net (decrease) increase in cash and cash equivalents  | 121,344   | 79,395    | 146,830   | 62,576    | 90,886    | 9,824     | 44,126    | 828,980   | (768,946)   | 259,897    | (112,293)                   | (748,620)                           |   |
| Cash and cash equivalents at end of fiscal year       | 921,432   | 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                   | 10,416,620                          |   |
| Capital expenditures <sup>3</sup>                     | 336,758   | 341,075   | 399,204   | 384,119   | 347,374   | 539,328   | 360,909   | 377,299   | 439,630     | 431,961    | 473,770                     | 3,158,466                           |   |
| Depreciation and amortization                         | 147,379   | 172,237   | 195,511   | 207,483   | 213,167   | 221,133   | 226,475   | 235,504   | 292,561     | 376,097    | 400,789                     | 2,671,926                           |   |
| Net income per share (¥/U.S.\$)                       | 198.84    | 195.66    | 182.02    | 109.42    | 204.80    | 229.50    | 246.95    | 203.03    | 238.68      | 318.14     | 254.63                      | 1.69                                |   |
| Owners' equity per share (¥/U.S.\$)                   | 2,371.92  | 2,601.23  | 2,683.11  | 2,641.40  | 2,744.08  | 2,850.42  | 2,946.83  | 3,022.68  | 3,375.50    | 3,933.93   | 4,250.83                    | 28.33                               |   |
| Cash flow per share (¥/U.S.\$) <sup>4</sup>           | 365.64    | 390.49    | 403.15    | 344.07    | 445.79    | 479.49    | 503.29    | 469.76    | 569.99      | 743.98     | 708.94                      | 4.72                                |   |
| Cash dividends per share (¥/U.S.\$)                   | 68.00     | 73.00     | 85.00     | 90.00     | 90.00     | 95.00     | 98.50     | 98.50     | 100.00      | 113.00     | 113.00                      | 0.75                                |   |
| Owners' equity ratio (%)                              | 43.6      | 43.9      | 43.6      | 42.4      | 44.2      | 43.5      | 43.4      | 38.4      | 34.1        | 32.9       | 35.1                        | 35.1                                |   |
| Return on equity (ROE) (%)                            | 8.8       | 7.9       | 6.9       | 4.1       | 7.6       | 8.2       | 8.5       | 6.8       | 7.5         | 8.7        | 6.2                         | 6.2                                 |   |
| Return on total assets (ROA) (%)                      | 3.9       | 3.4       | 3.0       | 1.8       | 3.3       | 3.6       | 3.7       | 2.8       | 2.7         | 2.9        | 2.1                         | 2.1                                 |   |
| Dividend payout ratio (%)                             | 34.2      | 37.3      | 46.7      | 82.3      | 43.9      | 41.4      | 39.9      | 48.5      | 41.9        | 35.5       | 44.4                        | 44.4                                |   |
| Ratio of total amounts of dividends to net assets (%) | 3.0       | 2.9       | 3.2       | 3.4       | 3.3       | 3.4       | 3.4       | 3.3       | 3.1         | 3.1        | 2.8                         | 2.8                                 |   |
| Exchange rate   |           |           |           |           |           |           |           |           |             |            |                             |                                     |   |
| (Income statements) (¥)                               | U.S.\$1=  | 97.73     | 105.79    | 121.10    | 108.78    | 112.16    | 110.44    | 109.03    | 106.76      | 109.90     | 131.62                      | 140.67                              | - |
|   | CNY1=     | 15.92     | 17.18     | 19.23     | 16.42     | 16.62     | 16.71     | 15.78     | 15.48       | 17.04      | 19.50                       | 19.82                               | - |
| (Balance sheets) (¥)                                  | U.S.\$1=  | 105.39    | 120.55    | 120.61    | 116.49    | 113.00    | 111.00    | 109.56    | 103.50      | 115.02     | 132.70                      | 141.83                              | - |
|   | CNY1=     | 17.36     | 19.35     | 18.36     | 16.76     | 17.29     | 16.16     | 15.67     | 15.88       | 18.06      | 19.01                       | 19.93                               | - |

<sup>\*1</sup> EBITDA = Operating income + Depreciation and amortization + Amortization of goodwill  
<sup>\*2</sup> Free cash flows = Cash flows from operating activities + Cash flows from investing activities  
<sup>\*3</sup> Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.  
<sup>\*4</sup> 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 U.S.\$1=¥150, the approximate rate of exchange prevailing on February 29, 2024.  
2. Results of mail order services were consolidated in the balance sheets for FY2013.  
3. ROE and ROA are calculated based on the average of net assets and total assets at the beginning and end of each fiscal year.  
4. "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.  
5. 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.  
6. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.  
7. The Company conducted a 3-for-1 common share split on March 1, 2024. Above figures are before stock split

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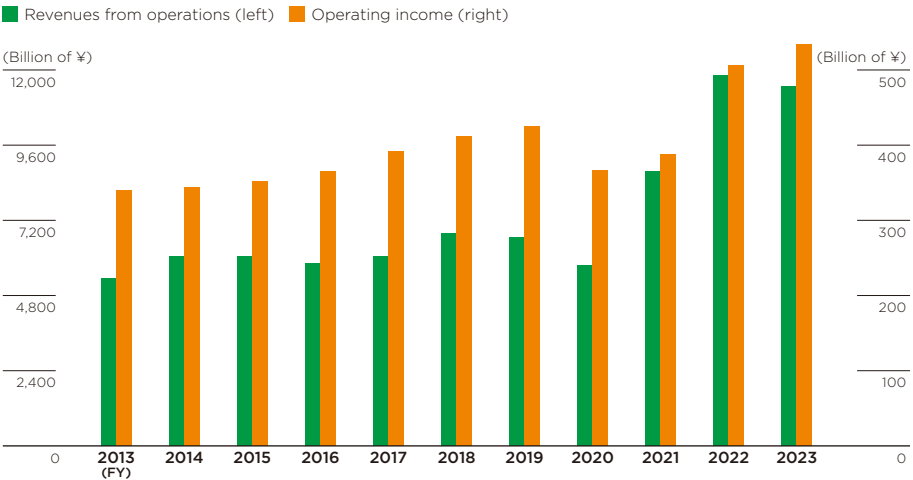
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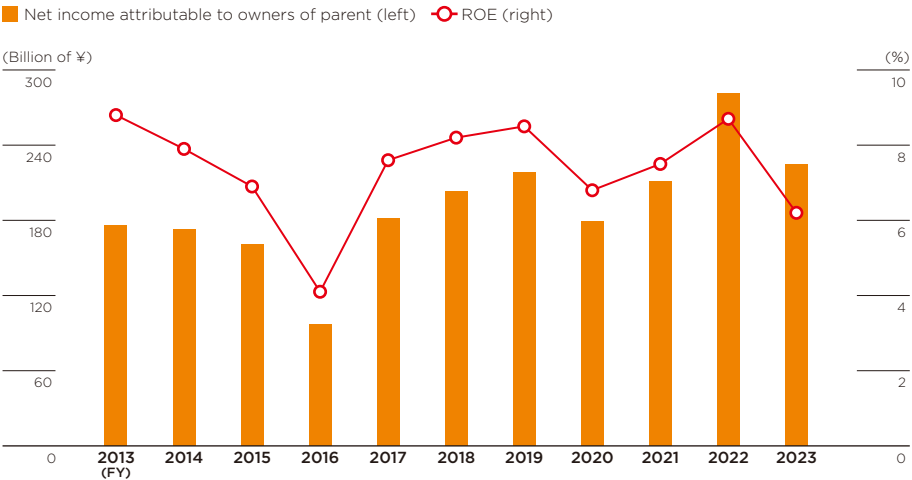
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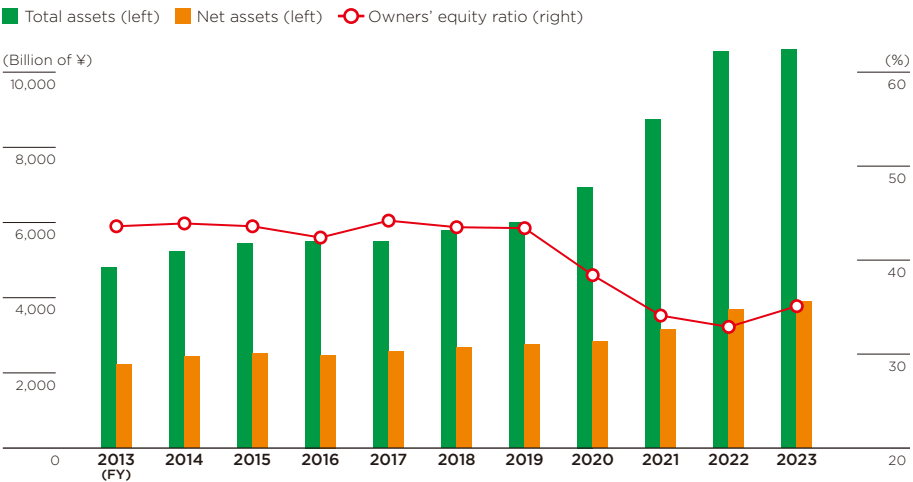
Revenues from operations and Operating income



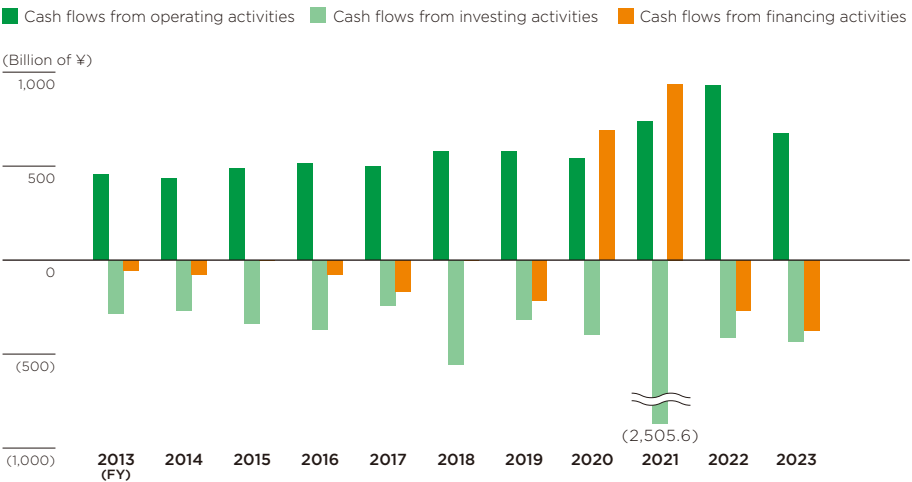
Net income attributable to owners of parent and ROE



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     | (Millions of yen)<br>FY2023 | (Thousands of US dollars)<br>FY2023 |
|---------------------------------------|-----------|------------|-----------------------------|-------------------------------------|
| Domestic convenience store operations | 873,239   | 890,293    | 921,706                     | 6,144,706                           |
| Overseas convenience store operations | 5,194,327 | 8,846,163  | 8,516,939                   | 56,779,593                          |
| Superstore operations                 | 1,810,728 | 1,449,165  | 1,477,384                   | 9,849,226                           |
| Financial services                    | 194,399   | 194,295    | 207,479                     | 1,383,193                           |
| Others                                | 731,430   | 488,304    | 411,305                     | 2,742,033                           |
| Eliminations/Corporate                | (54,374)  | (56,920)   | (63,060)                    | (420,400)                           |
| Total                                 | 8,749,752 | 11,811,303 | 11,471,753                  | 76,478,353                          |

| Operating income                      | FY2021   | FY2022   | FY2023   | FY2023    |
|---------------------------------------|----------|----------|----------|-----------|
| Domestic convenience store operations | 223,396  | 232,033  | 250,544  | 1,670,293 |
| Overseas convenience store operations | 159,866  | 289,703  | 301,628  | 2,010,853 |
| Superstore operations                 | 19,024   | 12,395   | 13,588   | 90,586    |
| Financial services                    | 37,549   | 37,140   | 38,172   | 254,480   |
| Others                                | (8,647)  | 2,593    | 2,688    | 17,920    |
| Eliminations/Corporate                | (43,536) | (67,344) | (72,373) | (482,486) |
| Total                                 | 387,653  | 506,521  | 534,248  | 3,561,653 |

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥150, the approximate rate of exchange prevailing on February 29, 2024.  
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 fiscal 2023 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)<br>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  | (Millions of yen)<br>FY2023 | (Thousands of US dollars)<br>FY2023 |
|---------------------------------------|---------|---------|-----------------------------|-------------------------------------|
| Domestic convenience store operations | 99,801  | 95,913  | 128,460                     | 856,400                             |
| Overseas convenience store operations | 178,435 | 188,641 | 192,737                     | 1,284,913                           |
| Superstore operations                 | 60,458  | 49,542  | 46,659                      | 311,060                             |
| Financial services                    | 37,323  | 34,223  | 54,679                      | 364,526                             |
| Others                                | 19,094  | 24,862  | 26,619                      | 177,460                             |
| Eliminations/Corporate                | 44,516  | 38,778  | 24,613                      | 164,086                             |
| Total                                 | 439,630 | 431,961 | 473,770                     | 3,158,466                           |

| Depreciation and amortization         | FY2021  | FY2022  | FY2023  | FY2023    |
|---------------------------------------|---------|---------|---------|-----------|
| Domestic convenience store operations | 80,781  | 85,553  | 90,172  | 601,146   |
| Overseas convenience store operations | 127,193 | 192,968 | 207,066 | 1,380,440 |
| Superstore operations                 | 28,600  | 35,388  | 36,994  | 246,626   |
| Financial services                    | 31,783  | 32,227  | 34,463  | 229,753   |
| Others                                | 15,337  | 14,985  | 10,440  | 69,600    |
| Eliminations/Corporate                | 8,865   | 14,973  | 21,651  | 144,340   |
| Total                                 | 292,561 | 376,097 | 400,789 | 2,671,926 |

| Capital expenditures                      | FY2020   | FY2021  | (Millions of yen)<br>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.

| Capital expenditures                  | (Millions of yen) |         |         |         |          |
|---------------------------------------|-------------------|---------|---------|---------|----------|
|                                       | FY2016            | FY2017  | FY2018  | FY2019  | FY2020   |
| Domestic convenience store operations | 125,970           | 140,333 | 115,525 | 104,226 | 129,028  |
| Overseas convenience store operations | 147,226           | 94,285  | 288,221 | 134,684 | 145,170  |
| Superstore operations                 | 50,086            | 37,821  | 61,462  | 47,310  | 48,411   |
| Department store operations           | 12,151            | 12,992  | 16,955  | 11,235  | 16,332   |
| Financial services                    | 26,070            | 38,803  | 34,918  | 36,099  | 39,328   |
| Specialty store operations            | 8,979             | 8,882   | 9,157   | 10,427  | 9,038    |
| Others                                | 3,259             | 3,723   | 2,931   | 2,798   | 1,760    |
| Eliminations/Corporate                | 10,373            | 10,532  | 10,157  | 14,127  | (11,771) |
| Total                                 | 384,119           | 347,374 | 539,328 | 360,909 | 377,299  |

| Depreciation and amortization         | FY2016  | FY2017  | FY2018  | FY2019  | FY2020  |
|---------------------------------------|---------|---------|---------|---------|---------|
| Domestic convenience store operations | 61,101  | 66,500  | 72,717  | 76,519  | 79,856  |
| Overseas convenience store operations | 64,992  | 69,582  | 76,141  | 77,204  | 81,299  |
| Superstore operations                 | 24,397  | 23,893  | 24,475  | 26,071  | 26,929  |
| Department store operations           | 11,472  | 9,727   | 8,667   | 9,083   | 9,091   |
| Financial services                    | 29,416  | 28,926  | 31,072  | 29,031  | 28,766  |
| Specialty store operations            | 7,787   | 5,588   | 4,141   | 3,879   | 4,254   |
| Others                                | 2,189   | 2,257   | 2,267   | 2,447   | 2,269   |
| Eliminations/Corporate                | 6,125   | 6,691   | 1,651   | 2,238   | 3,038   |
| Total                                 | 207,483 | 213,167 | 221,133 | 226,475 | 235,504 |

Geographic Area Segments

| Revenues from operations | (Millions of yen) |           |           |           |           |           |            | (Thousands of US dollars) |
|--------------------------|-------------------|-----------|-----------|-----------|-----------|-----------|------------|---------------------------|
|                          | FY2016            | FY2017    | FY2018    | FY2019    | FY2020    | FY2021    | FY2022     |                           |
| 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                 |
| 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                 |
| Others                   | 113,475           | 113,992   | 117,555   | 118,118   | 100,707   | 112,500   | 71,990     | 77,138                    |
| Eliminations             | (1,303)           | (1,104)   | (1,167)   | (1,289)   | (1,371)   | (1,642)   | (16,299)   | (15,859)                  |
| 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                |

| Operating income | FY2016  | FY2017  | FY2018  | FY2019  | FY2020  | FY2021  | FY2022   | FY2023   | FY2023    |
|------------------|---------|---------|---------|---------|---------|---------|----------|----------|-----------|
| Japan            | 299,251 | 314,700 | 319,613 | 321,441 | 266,096 | 227,174 | 235,110  | 248,521  | 1,656,806 |
| North America    | 65,548  | 75,626  | 90,411  | 101,777 | 99,582  | 159,507 | 287,265  | 297,926  | 1,986,173 |
| Others           | (238)   | 1,320   | 1,562   | 1,199   | 805     | 1,029   | (1,355)  | 1,517    | 10,113    |
| Eliminations     | 11      | 10      | 9       | (152)   | (154)   | (58)    | (14,499) | (13,716) | (91,440)  |
| Total            | 364,573 | 391,657 | 411,596 | 424,266 | 366,329 | 387,653 | 506,521  | 534,248  | 3,561,653 |

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥150, the approximate rate of exchange prevailing on February 29, 2024.  
2. Others under segments by location are 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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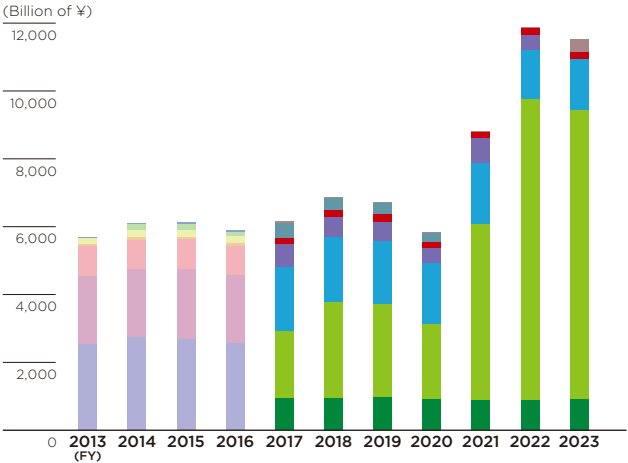
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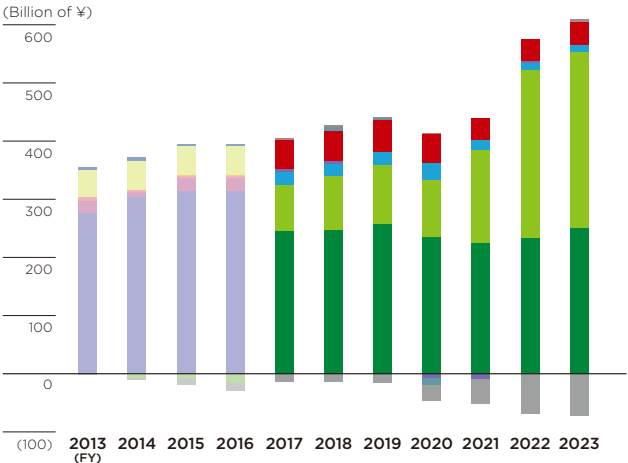
Operating Segments

Segments (FY2023 Onward) Domestic convenience store operations Overseas convenience store operations Superstore operations Financial services Others  
Eliminations/Corporate (excluding revenues from operations)  
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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)

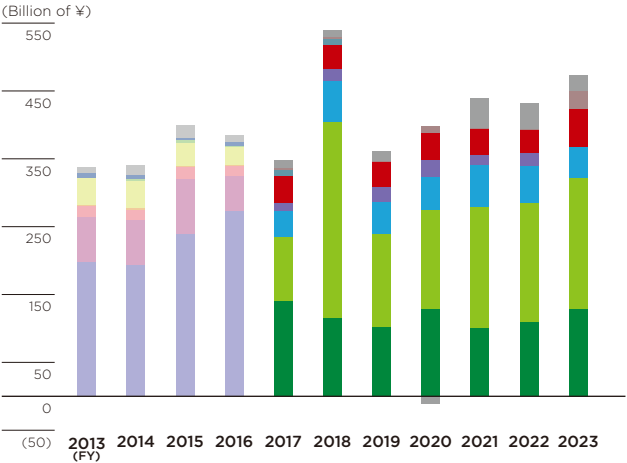
Revenues from operations



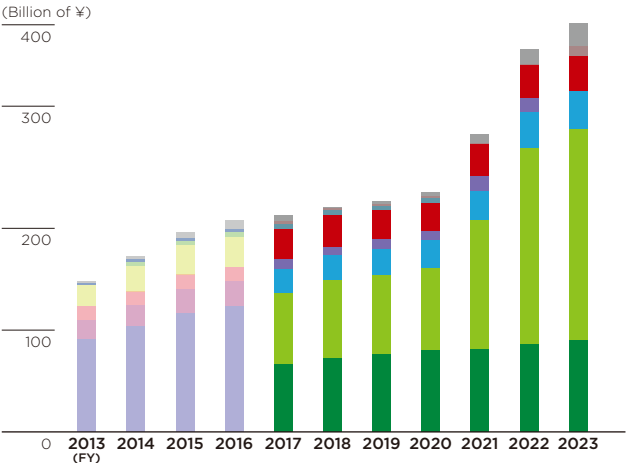
Operating income



Capital expenditures



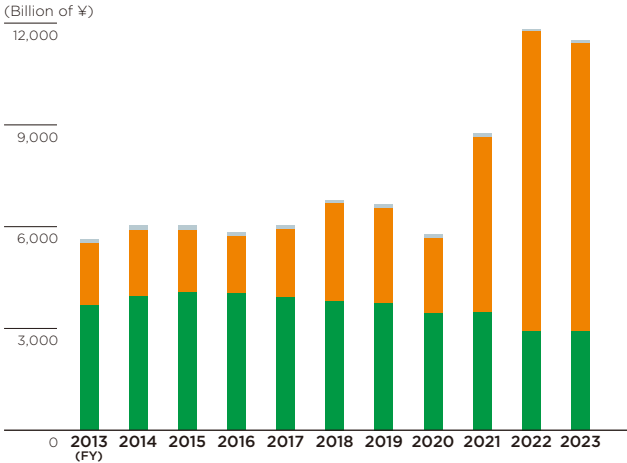
Depreciation and amortization



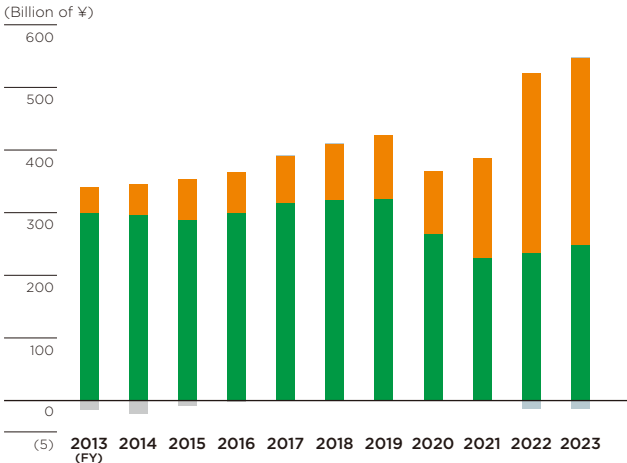
Geographic Area Segments

Japan North America Others

Revenues from operations



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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Interest-bearing Debt

|                                    | FY2019            | FY2020    | FY2021    | FY2022    | FY2023    | (Thousands of US dollars)<br>FY2023 |
|------------------------------------|-------------------|-----------|-----------|-----------|-----------|-------------------------------------|
|                                    | (Millions of yen) |           |           |           |           |                                     |
| Short-term loans                   | 129,456           | 619,953   | 140,146   | 143,568   | 84,882    | 565,880                             |
| Current portion of long-term loans | 88,437            | 146,747   | 121,280   | 145,605   | 138,530   | 923,533                             |
| Current portion of bonds           | 80,000            | 66,917    | 60,000    | 355,823   | 334,039   | 2,226,926                           |
| Subtotal                           | 297,893           | 833,618   | 321,427   | 644,997   | 557,452   | 3,716,346                           |
| Long-term loans                    | 403,151           | 362,592   | 994,399   | 936,070   | 824,616   | 5,497,440                           |
| Bonds                              | 281,915           | 565,000   | 1,582,906 | 1,394,728 | 1,356,585 | 9,043,900                           |
| Subtotal                           | 685,067           | 927,592   | 2,577,306 | 2,330,799 | 2,181,202 | 14,541,346                          |
| Total                              | 982,960           | 1,761,210 | 2,898,733 | 2,975,797 | 2,738,654 | 18,257,693                          |

|   | FY2019            | FY2020    | FY2021    | FY2022    | FY2023    | (Thousands of US dollars)<br>FY2023 |
|---|-------------------|-----------|-----------|-----------|-----------|-------------------------------------|
| Breakdown by operating segment            | (Millions of yen) |           |           |           |           |                                     |
| Domestic convenience store operations     | -                 | -         | -         | -         | -         | -                                   |
| Overseas convenience store operations     | 219,041           | 281,974   | 1,500,345 | 1,703,683 | 1,585,017 | 10,566,780                          |
| Superstore operations                     | -                 | -         | -         | -         | 526       | 3,506                               |
| Department and Specialty Store Operations | 178,742           | 187,191   | 169,806   | 152,299   | -         | -                                   |
| Department store operations               | 160,999           | 146,193   | -         | -         | -         | -                                   |
| Specialty store operations                | 17,743            | 40,998    | -         | -         | -         | -                                   |
| Others                                    | -                 | -         | -         | -         | 19,963    | 133,086                             |
| Corporate                                 | 236,915           | 1,008,917 | 940,974   | 839,974   | 868,974   | 5,793,160                           |
| Subtotal                                  | 634,699           | 1,478,083 | 2,611,126 | 2,695,957 | 2,474,481 | 16,496,540                          |
| Financial services                        | 348,261           | 283,127   | 287,607   | 279,839   | 264,172   | 1,761,146                           |
| Total                                     | 982,960           | 1,761,210 | 2,898,733 | 2,975,797 | 2,738,654 | 18,257,693                          |

Note: U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥150, the approximate rate of exchange prevailing on February 29, 2024.

Ratings

|                    |             | (As of March 31, 2024) |         |     |     |
|--------------------|-------------|------------------------|---------|-----|-----|
|                    |             | 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    | -   | -   |
|                    | Long-term   | A                      | -       | AA- | -   |
| 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 29, 2024)

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 |
|--|----------------|---------------|--------|-----------------|
| 11th unsecured domestic straight bonds | 15 billion yen | Dec. 17, 2014 | 0.536% | Dec. 20, 2024   |
| 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   |

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Domestic Convenience Store Operations

Seven-Eleven Japan

| Gross total store sales | Average daily sales per store | Average daily sales per store of new stores | Stores        | Employees    |
|-------------------------|-------------------------------|---|---------------|--------------|
| 5,362.9 billion yen     | 691 thousand yen              | 611 thousand yen                            | 21,363 stores | 8,333 people |

Overseas Convenience Store Operations

7-Eleven, Inc.

| Total store sales    | Average daily sales per store |              | Stores        | Employees     |
|----------------------|-------------------------------|--------------|---------------|---------------|
| 10,200.4 billion yen | 811 thousand yen              | 5,765 U.S.\$ | 13,122 stores | 46,103 people |

Superstore Operations

Ito-Yokado

| Gross sales         | Stores     | Employees    |
|---------------------|------------|--------------|
| 1,232.6 billion yen | 226 stores | 6,627 people |

York-Benimaru

| Gross sales       | Stores     | Employees    |
|-------------------|------------|--------------|
| 498.3 billion yen | 248 stores | 3,188 people |

Financial Services

Seven Bank

| Ordinary income   | Transactions        | Employees  |
|-------------------|---------------------|------------|
| 128.8 billion yen | 1.039 billion items | 614 people |

Seven Card Service

| Transaction volume  | Number of cards issued | Employees  |
|---------------------|------------------------|------------|
| 2,673.1 billion yen | 3.54 million           | 340 people |

Seven CS Card Service

| Transaction volume | Number of cards issued | Employees  |
|--------------------|------------------------|------------|
| 669.9 billion yen  | 2.57 million           | 211 people |

Others

Akachan Honpo

| Net sales        | Stores     | Employees  |
|------------------|------------|------------|
| 82.9 billion yen | 126 stores | 862 people |

Seven & i Food Systems

| Net sales        | Stores     | Employees  |
|------------------|------------|------------|
| 51.9 billion yen | 319 stores | 801 people |

THE LOFT

| Net sales         | Stores     | Employees    |
|-------------------|------------|--------------|
| 107.1 billion yen | 160 stores | 2,403 people |

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Overview of Major Operating Companies

(As of February 29, 2024)

|                             |  | FY2023 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 P28-33 ➡ | Domestic Convenience Store Operations  |                   |                 |                  |                       |                     |                       |                   |                             |
|                             | SEVEN-ELEVEN JAPAN CO., LTD.           | 5,345,243*1       | 3.8             | 21,363           | 111                   | 10,750              | (1,164)               | 17,200            | 100.0                       |
|                             | SEVEN-ELEVEN OKINAWA Co., Ltd.         | 31,123*1          | 27.1            | 172              | 22                    | 150                 | (7)                   | 1,500             | 100.0                       |
| Further details on P34-38 ➡ | Overseas Convenience Store Operations  |                   |                 |                  |                       |                     |                       |                   |                             |
|                             | ○ 7-Eleven, Inc.                       | 10,200,414*1      | (2.3)           | 13,122           | (45)                  | 73,409              | (2,620)               | U.S.\$17,532      | 100.0                       |
|                             | ○ SEVEN-ELEVEN HAWAII, INC.            | 59,246            | 8.5             | 67               | 2                     | 1,063               | 76                    | U.S.\$20,000,000  | 100.0                       |
|                             | ○ SEVEN-ELEVEN (BEIJING) CO., LTD.     | 18,676*2          | 3.0             | 331              | 14                    | 587                 | 31                    | U.S.\$44,000,000  | 65.0                        |
|                             | ○ SEVEN-ELEVEN (CHENGDU) CO., LTD.     | 2,770*2           | (10.3)          | 77               | (8)                   | 139                 | (19)                  | CHY472,924,388    | 100.0                       |
|                             | ○ SEVEN-ELEVEN (TIANJIN) CO., LTD.     | 3,416*2           | 8.3             | 217              | 8                     | 210                 | 21                    | CHY200,000,000    | 65.0                        |
| Further details on P39-43 ➡ | Superstore Operations                  |                   |                 |                  |                       |                     |                       |                   |                             |
|                             | Ito-Yokado Co., Ltd.                   | 737,318           | 12.7            | 226              | (3)                   | 28,432              | 4,178                 | 40,000            | 100.0                       |
|                             | York-Benimaru Co., Ltd.                | 479,931           | 4.6             | 248              | 2                     | 19,315              | 168                   | 9,927             | 100.0                       |
|                             | SHELL GARDEN CO., LTD.                 | 19,749            | 4.0             | 23               | 1                     | 641                 | (62)                  | 400               | 90.0                        |
|                             | ○ Hua Tang Yokado Commercial Co., Ltd. | 2,343*2           | (13.1)          | 1                | 0                     | 177                 | (16)                  | U.S.\$98,721,983  | 100.0                       |
|                             | ○ Chengdu Ito-Yokado Co., Ltd.         | 23,368*2          | (7.1)           | 9                | (1)                   | 2,251               | (302)                 | U.S.\$23,000,000  | 80.0                        |
|                             |  |                   |                 |                  |                       |                     |                       |                   |                             |
| Further details on P44-45 ➡ | Financial Services                     |                   |                 |                  |                       |                     |                       |                   |                             |
|                             | ☆ Seven Bank, Ltd.                     | 128,899*3         | 6.9             | –                | –                     | 609                 | 61                    | 30,724            | 46.4                        |
|                             | ☆ Seven Card Service Co., Ltd.         | 25,084*3          | (5.1)           | –                | –                     | 359                 | (37)                  | 7,500             | 98.9                        |
|                             | Seven CS Card Service Co., Ltd.        | 15,951*3          | 1.0             | –                | –                     | 330                 | (21)                  | 100               | 51.0                        |
| Further details on P46-49 ➡ | Others                                 |                   |                 |                  |                       |                     |                       |                   |                             |
|                             | Akachan Honpo Co., Ltd.                | 82,989            | 3.5             | 126              | 2                     | 2,488               | 30                    | 3,780             | 95.0                        |
|                             | Seven & i Food Systems Co., Ltd.       | 51,909            | 12.3            | 319              | 0                     | 4,900               | (246)                 | 3,000             | 100.0                       |
|                             | THE LOFT CO., LTD.                     | 107,188           | 15.3            | 160              | 9                     | 4,645               | 205                   | 750               | 75.2                        |
|                             |  |                   |                 |                  |                       |                     |                       |                   |                             |

○ Figures are for the fiscal year ended December 31, 2023. (Number of stores is as of December 31, 2023; Number of employees is as of February 29, 2024) ☆ Figures are for the fiscal year ended March 31, 2024. (Number of employees is as of February 29, 2024)

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

Notes:1. Exchange rates (average for the period): U.S.\$1=¥140.67; CNY1=¥19.82 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. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. 6. On July 1, 2023, Seven Card Service was transferred from Seven Financial Service to Seven Bank.

7. On September 1, 2023, Ito-Yokado Co., Ltd merged with York Co., Ltd.



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Domestic Convenience Store Operations

| Seven-Eleven Japan  | (Millions of yen) |           |           |           |           |           |           |           |           |           |           |
|---|-------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|   | FY2013            | FY2014    | FY2015    | FY2016    | FY2017    | FY2018    | FY2019    | FY2020    | FY2021    | FY2022    | FY2023    |
| Revenues from operations  | 679,561           | 736,343   | 793,661   | 833,743   | 849,862   | 873,555   | 887,625   | 850,291   | 863,025   | 872,719   | 894,659   |
| Selling, general and administrative expenses                      | 397,767           | 439,785   | 481,362   | 514,907   | 533,633   | 561,600   | 573,103   | 558,597   | 574,340   | 578,549   | 600,627   |
| Operating income  | 212,785           | 223,356   | 235,033   | 243,493   | 244,110   | 245,088   | 253,980   | 233,321   | 223,091   | 232,873   | 251,029   |
| Ordinary income   | 220,927           | 232,593   | 256,726   | 251,265   | 251,717   | 252,917   | 262,249   | 281,974   | 273,672   | 282,630   | 297,714   |
| Net income  | 134,371           | 136,924   | 162,910   | 144,151   | 166,760   | 153,233   | 169,695   | 194,479   | 189,652   | 203,009   | 211,102   |
| Capital expenditures  | 124,350           | 129,438   | 124,543   | 125,045   | 136,297   | 110,028   | 96,062    | 125,461   | 97,599    | 93,946    | 127,080   |
| Depreciation and amortization                                     | 39,002            | 47,698    | 51,784    | 58,829    | 64,294    | 70,182    | 73,538    | 76,896    | 79,283    | 83,961    | 88,508    |
| Total assets  | 1,599,493         | 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 |
| Net assets  | 1,204,465         | 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 |
| EBITDA  | 251,788           | 271,054   | 286,817   | 302,322   | 308,404   | 315,270   | 327,519   | 310,217   | 302,375   | 316,835   | 339,537   |
| ROA (%)   | 8.7               | 8.3       | 9.3       | 8.1       | 9.2       | 8.2       | 8.7       | 9.5       | 9.1       | 9.6       | 9.7       |
| Total store sales   | 3,781,267         | 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 |
| Gross total store sales   | -                 | -         | -         | -         | -         | -         | -         | -         | -         | 5,164,231 | 5,362,931 |
| Processed food  | 979,348           | 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 |
| Fast food   | 1,077,661         | 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 |
| Daily food  | 487,783           | 517,065   | 579,294   | 614,122   | 626,863   | 641,752   | 661,356   | 647,792   | 638,908   | 645,528   | 670,366   |
| Nonfood   | 1,236,474         | 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 |
| Existing store sales increase (%)*                                | 2.3               | 2.4       | 2.9       | 1.8       | 0.7       | 1.3       | 0.2       | (2.4)     | 0.7       | 3.6       | 3.0       |
| Number of customers (%)   | 2.4               | 0.7       | 1.3       | 0.1       | (0.9)     | (0.6)     | (2.1)     | (9.9)     | (1.2)     | 0.3       | 1.6       |
| Average spending per customer (%)                                 | (0.1)             | 1.7       | 1.6       | 1.7       | 1.6       | 1.9       | 2.3       | 8.4       | 1.9       | 3.3       | 1.4       |
| Average daily sales per store of all stores (¥ Thousand)          | 664               | 655       | 656       | 657       | 653       | 656       | 656       | 642       | 646       | 670       | 691       |
| Average daily sales per store of newly opened stores (¥ Thousand) | 522               | 513       | 530       | 533       | 546       | 560       | 554       | 557       | 537       | 598       | 611       |
| Merchandise gross profit margin (%)                               | 30.7              | 31.4      | 31.6      | 31.8      | 31.9      | 31.9      | 32.1      | 32.0      | 31.7      | 31.9      | 32.2      |
| Processed food (%)  | 38.7              | 38.8      | 38.9      | 39.2      | 39.4      | 39.5      | 39.5      | 39.4      | 39.3      | 39.8      | 40.2      |
| Fast food (%)   | 35.1              | 35.7      | 35.5      | 35.7      | 35.9      | 36.1      | 36.6      | 36.6      | 36.6      | 37.3      | 37.2      |
| Daily food (%)  | 33.2              | 33.1      | 33.2      | 33.4      | 33.5      | 33.4      | 34.0      | 34.2      | 34.2      | 34.5      | 34.7      |
| Nonfood (%)   | 19.6              | 20.7      | 20.9      | 21.0      | 20.7      | 20.5      | 20.3      | 20.7      | 20.1      | 20.1      | 20.0      |
| Number of stores  | 16,319            | 17,491    | 18,572    | 19,422    | 20,260    | 20,876    | 20,916    | 21,085    | 21,205    | 21,252    | 21,363    |
| Openings  | 1,579             | 1,602     | 1,651     | 1,682     | 1,554     | 1,389     | 743       | 610       | 625       | 597       | 556       |
| Closures  | 332               | 430       | 570       | 832       | 716       | 773       | 703       | 441       | 505       | 550       | 445       |
| Relocations, etc.   | 255               | 347       | 450       | 670       | 568       | 562       | 482       | 288       | 354       | 445       | 329       |
| Franchised stores   | 15,879            | 17,021    | 18,071    | 18,977    | 19,792    | 20,499    | 20,545    | 20,632    | 20,778    | 20,987    | 21,170    |
| Type A  | 4,333             | 4,353     | 4,448     | 4,554     | 4,563     | 4,558     | 4,539     | 4,482     | 4,420     | 4,400     | 4,352     |
| Type C  | 11,546            | 12,668    | 13,623    | 14,423    | 15,229    | 15,941    | 16,006    | 16,150    | 16,358    | 16,587    | 16,818    |
| Directly operated stores  | 440               | 470       | 501       | 445       | 468       | 377       | 371       | 453       | 427       | 265       | 193       |
| Ratio of stores with liquor license (%)                           | 99.0              | 98.9      | 98.7      | 98.6      | 98.5      | 98.4      | 98.4      | 98.4      | 98.4      | 98.3      | 98.3      |
| Ratio of stores with cigarette license (%)                        | 94.8              | 95.5      | 95.5      | 95.7      | 95.8      | 96.3      | 96.9      | 97.0      | 97.0      | 97.2      | 97.4      |
| Total sales floor space (m <sup>2</sup> )                         | 2,106,262         | 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 |
| Full-time employees (fiscal year-end)                             | 6,567             | 7,191     | 8,054     | 8,562     | 8,886     | 9,092     | 8,959     | 8,990     | 8,930     | 8,549     | 8,333     |
| Number of payment acceptance transactions (Thousand)              | 402,999           | 418,845   | 439,138   | 460,585   | 481,800   | 502,468   | 513,061   | 510,212   | 501,181   | 524,766   | 538,763   |
| Total value of payment acceptance transactions                    | 4,038,119         | 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 |

\* Existing store sales increase includes POSA card transactions from FY2013 to FY2017.  
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."

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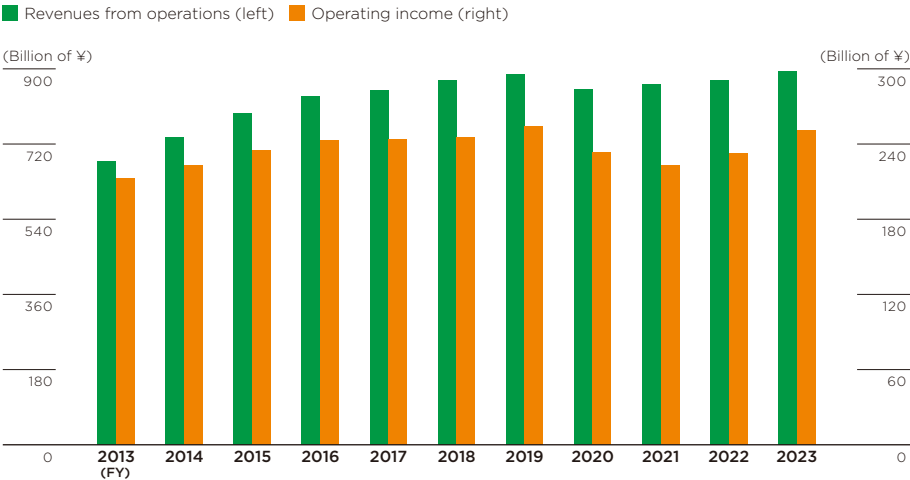
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Domestic Convenience Store Operations

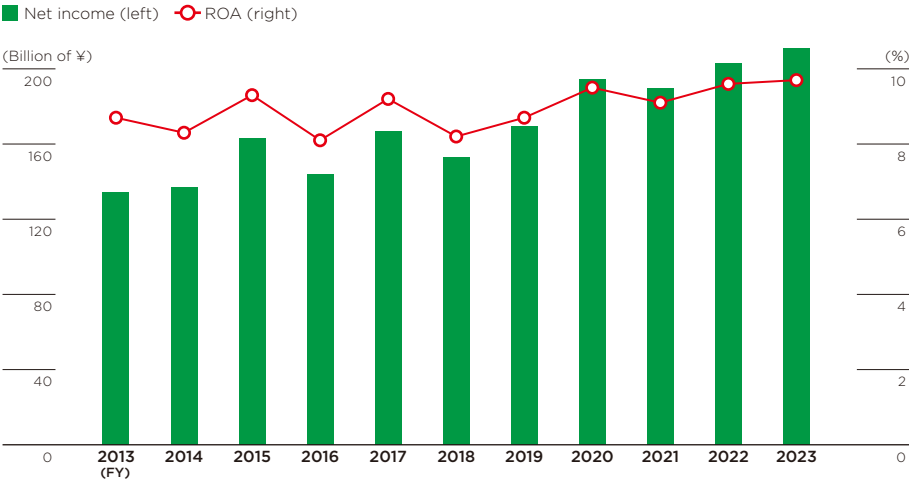
Seven-Eleven Japan

Revenues from operations and operating income

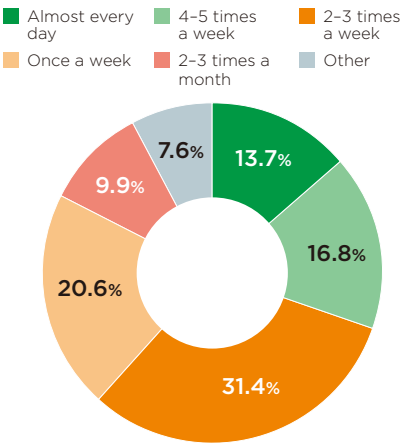


Note : "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

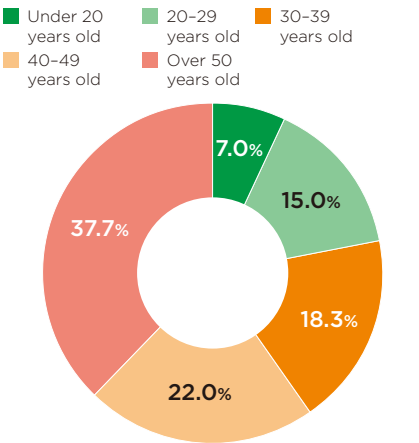
Net income attributable to owners of parent and ROA



Frequency of store-visits (FY2023)

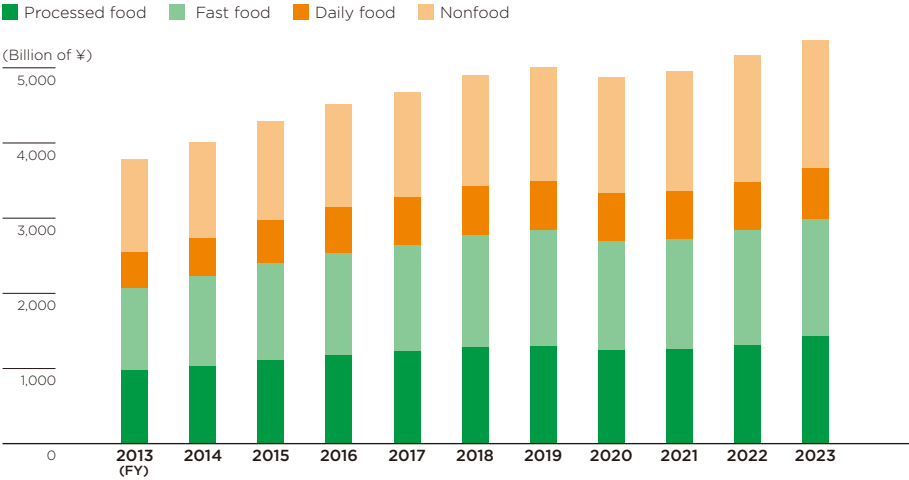


Composition of customers by age (FY2023)



Source : Customer survey by Seven-Eleven Japan

Sales by merchandise category



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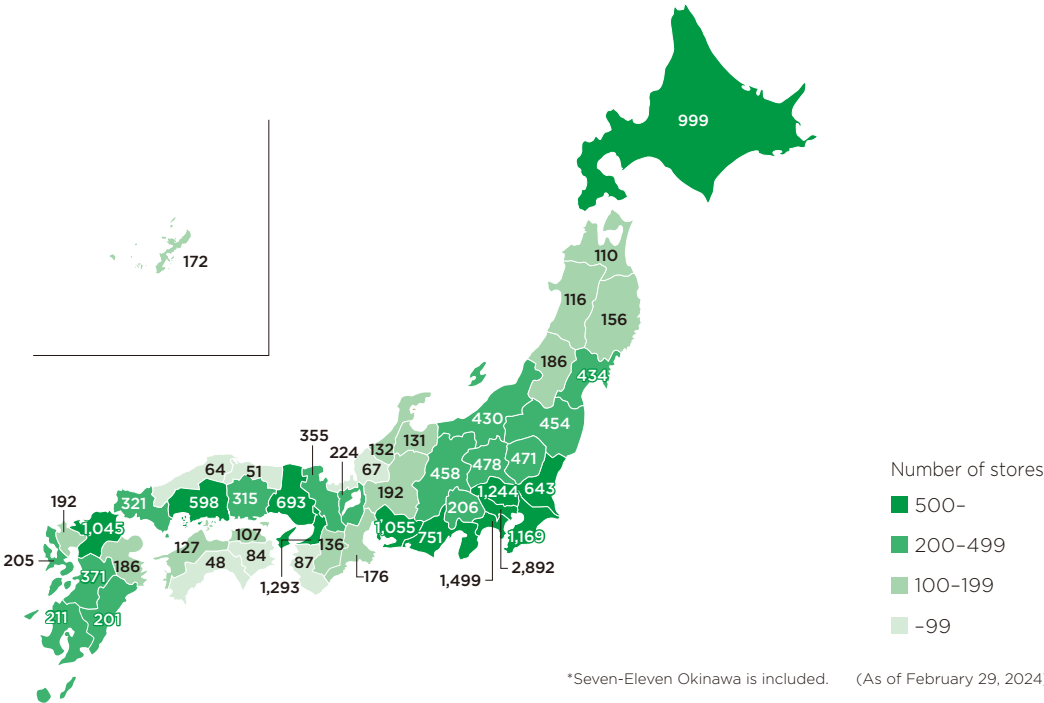
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Domestic Convenience Store Operations

Seven-Eleven Japan

Store network

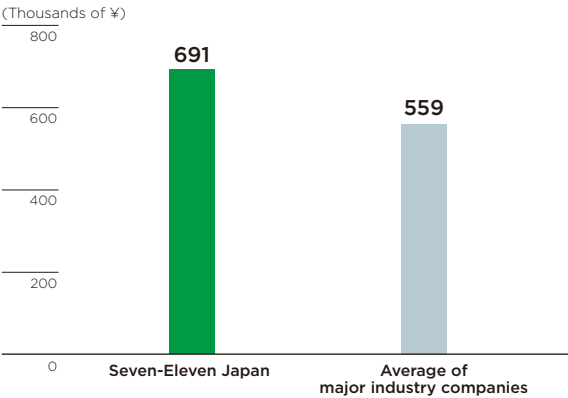


Number of major convenience store chains in Japan

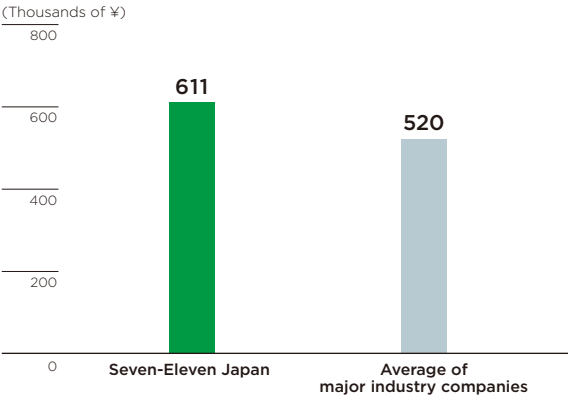
|               | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | (Stores)<br>FY2023 |
|---------------|--------|--------|--------|--------|--------|--------------------|
| Seven-Eleven* | 20,876 | 20,955 | 21,167 | 21,327 | 21,402 | 21,535             |
| Lawson        | 14,659 | 14,444 | 14,476 | 14,656 | 14,631 | 14,643             |
| FamilyMart    | 16,430 | 16,611 | 16,646 | 16,569 | 16,533 | 16,271             |
| Other CVS     | 4,014  | 3,450  | 3,608  | 3,379  | 3,286  | 3,208              |
| Nationwide    | 55,979 | 55,460 | 55,897 | 55,931 | 55,852 | 55,657             |

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. FY2023  
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

Food Merchandise Development System

Merchandise Development Process Management of Seven-Eleven Japan

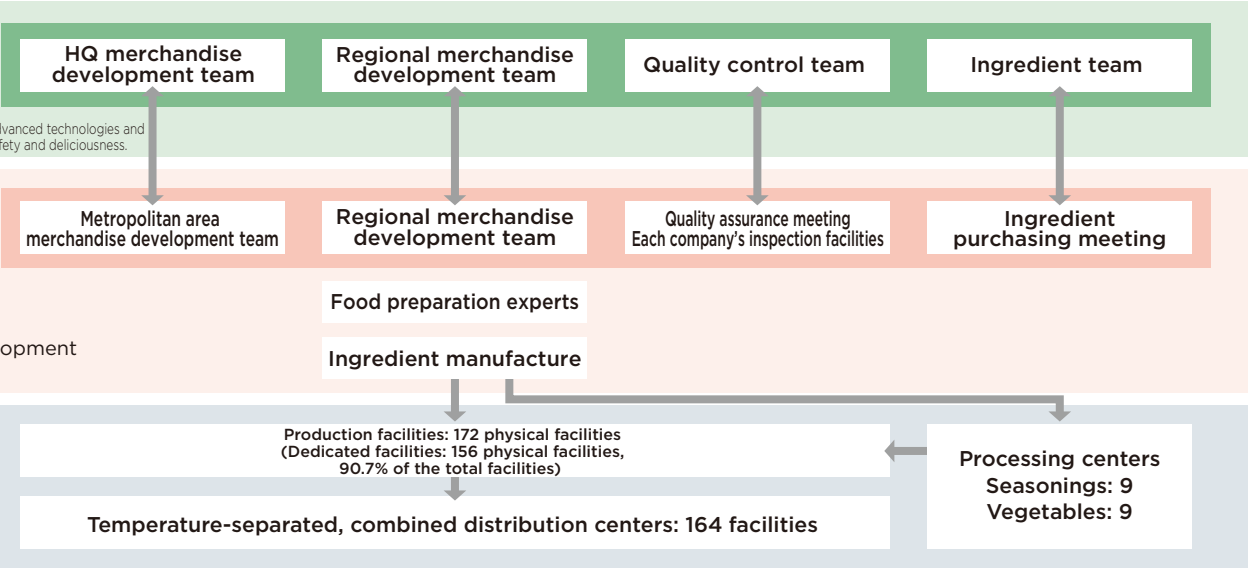
- Proposing product quality and standards that meet changing customer needs.
- Team MD (merchandising)

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.

Nihon Delica Foods Association (62 companies)

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

Infrastructure Underpinning Merchandise Development

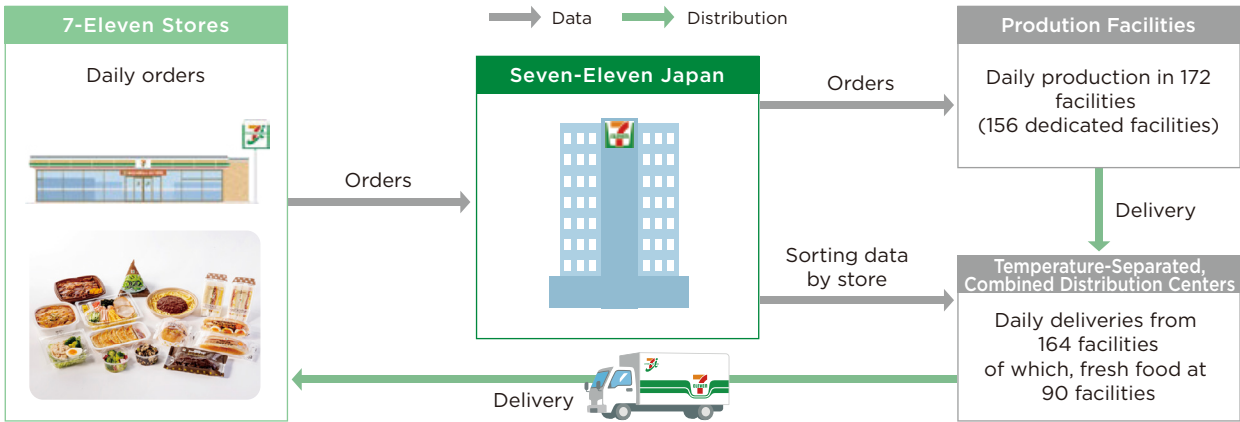


Notes: 1. Nihon Delica Foods Association (NDF) was formed in 1979 mainly by vendors of rice-based products. NDF currently consists the vendors of rice-based products, sandwiches, delicatessen items, noodles, and Japanese pickles, etc. 2. Production facilities: Facilities producing merchandise for Seven-Eleven Japan. 3. Figures for the development system, the number of dedicated production facilities temperature-separated, processing centers are as of February 29, 2024. 4. Seven-Eleven Okinawa is included.

Supply System for Merchandise

Original fresh food merchandise is made in dedicated facilities operated by independent collaborating companies and are delivered to 7-Eleven stores from combined distribution centers that have multiple temperature-separated zones. The production facilities and temperature-separated, combined distribution centers are all managed by 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 production facilities 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

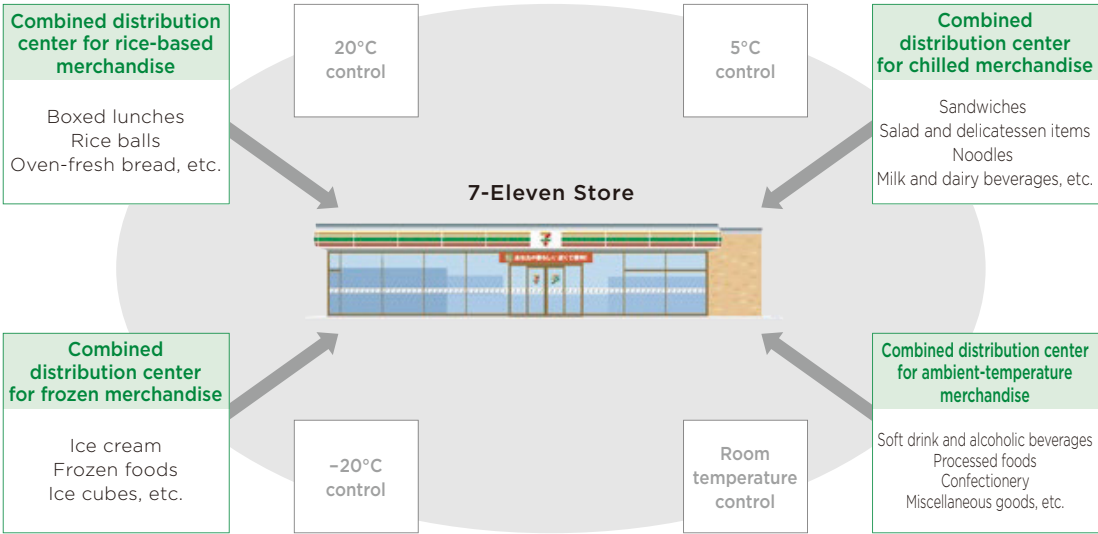
Combined Distribution System

Our original fresh foods are manufactured in production facilities 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 production facilities and temperature-separated, combined distribution centers are managed according to Seven-Eleven Japan's standards.

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

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

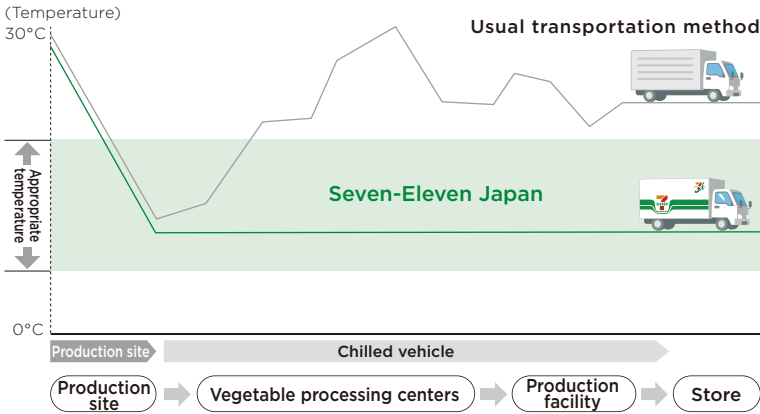


Number of Distribution Centers

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

Notes: 1. As of February 29, 2024  
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 production facility and on to the store.

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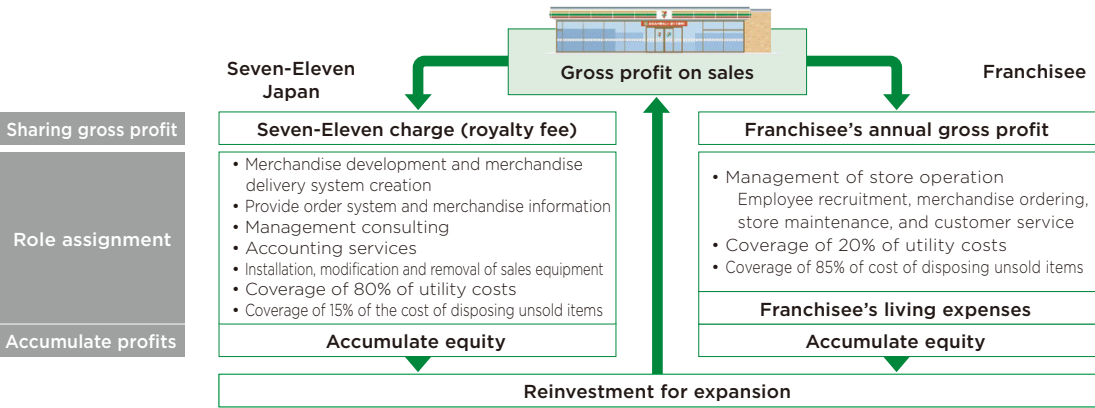
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Domestic Convenience Store Operations

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 (4,352 stores)   | Type C (16,818 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: ① 24-hour operations (2)% ② Special reduction (1)% ③ Monthly amount ¥(35,000)<br>Other than 24-hour operations: ① Special reduction (1)% ② Monthly amount ¥(15,000)                     |   |
| Cost of disposing unsold items             | (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)   |   |
| Incentive system for multi-store operation | Seven-Eleven Japan covers 15%, Franchisee covers 85%  |   |
| Minimum guarantee                          | 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<br>Other than 24-hour operations: ¥19 million   | 24-hour operations: ¥20 million<br>Other than 24-hour operations: ¥17 million |

Notes: 1. Number of stores as of February 29, 2024.  
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 4,352   | BCP stores (A-type franchised stores)*2 625 |
|  | C-type franchised stores 16,818  | C-type franchised stores 6,623              |
|  | Directly operated stores 193   | Directly operated stores 5,874              |
|  | (As of February 29, 2024)  | (As of December 31, 2023)                   |
| Stores with fuel stations                | 202 stores*3   | 8,255 stores                                |
| Standard sales floor space (per store)*4 | Approx. 148 m²   | Approx. 177m²                               |
| 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                  |
| Payment methods                          | Express package delivery service   | Sales of gift cards                         |
|  | Multi-functional copy machine (ticketing services, administrative service, etc.)<br>nanaco point service | 7Rewards                                    |

\*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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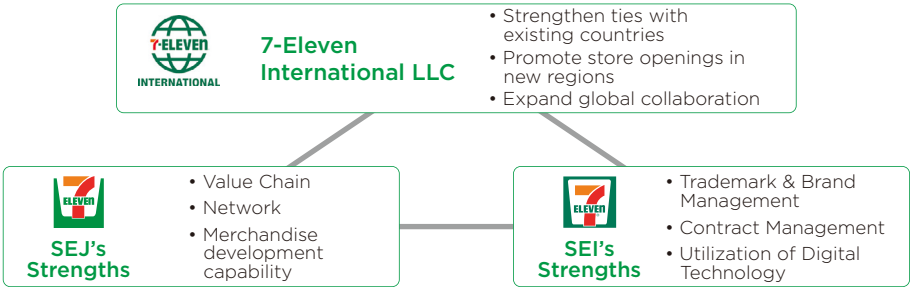
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Overseas Convenience Store Operations

Growth Strategy of Global CVS Operations

7-Eleven International LLC Foundation

Establishment of 7IN to maximize group-wide synergies and increase profits



Global Strategy Promotion by 7-Eleven International LLC



1. Accelerate New Market Entry

- Accelerate expansion into white space with strategic priorities in Europe, Latin America, Middle East, and Africa in addition to APAC (Including JV/M&A)
- Expand store footprint in new markets to increase growth and profitability

2. Support Existing Market Growth

- Close the performance gap among markets and maximize licensee growth potential by fully leveraging SEJ and SEI's core competencies
- Enhance the 7-Eleven global brand to increase profitability of 7IN and licensees

3. Invest in Strategic Markets

- Pursue accelerated profit growth through strategic investments and business involvement with licensees

7IN which Consolidates Each Strength of SEJ and SEI Will Play a Core Role for Future Global CVS Strategy

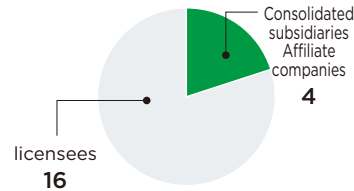
7-Eleven Operation Status and Growth Areas

Establishment of 7IN to maximize group-wide synergies and increase profits

| Asia-Pacific (Stores) |        |           |       | North America (Stores) |        | Europe / Middle East (Stores) |     |
|-----------------------|--------|-----------|-------|------------------------|--------|-------------------------------|-----|
| Japan                 | 21,535 | Malaysia  | 2,566 | U.S.                   | 12,603 | Denmark                       | 174 |
| South Korea           | 13,137 | Australia | 767   | Mexico                 | 1,925  | Norway                        | 129 |
| Thailand              | 14,545 | Singapore | 500   | Canada                 | 597    | Sweden                        | 79  |
| Taiwan                | 6,859  | Vietnam   | 99    |                        |        | Israel                        | 8   |
| China                 | 5,051  | Cambodia  | 82    |                        |        |                               |     |
| Philippines           | 3,768  | India     | 47    |                        |        |                               |     |
|                       |        | Laos      | 3     |                        |        |                               |     |

Note : The number of stores in Japan as of February 29, 2024 and in other countries is as of December 31, 2023.

Operation style (number of countries/regions)



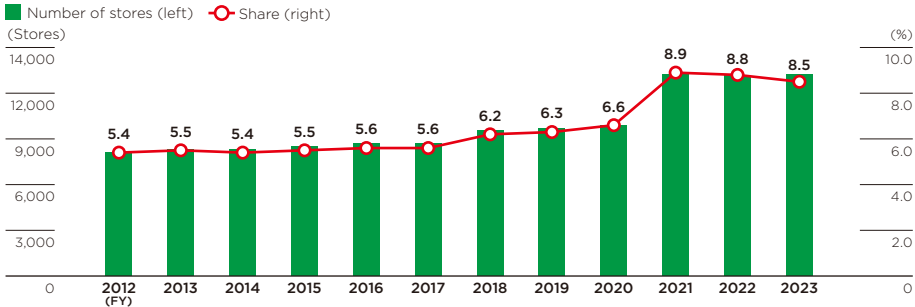
Comparison with global expansion of other companies

|                  | Number of stores | Number of areas |
|------------------|------------------|-----------------|
| 7-Eleven         | Approx. 84,000   | 20              |
| McDonald's       | Approx. 40,000   | Approx. 100     |
| SUBWAY           | Approx. 37,000   | Approx. 100     |
| Starbucks Coffee | Approx. 38,000   | Approx. 80      |

Source : Company website

U.S. convenience store industry crowded with small chains

Changes in the number of SEI stores and the U.S. CVS share



Source: Total number of stores <https://www.convenience.org/Research/FactSheets/IndustryStoreCount>

Presence in 47 of 50 Most Populated Markets

Small operators (10 or fewer stores)  
approx. 65%

With fuel stations  
approx. 80%

Top 10 chains' shares  
approx. 20%

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Overseas Convenience Store Operations

7-Eleven, Inc. (SAM consolidated basis)

|  | FY2013     | FY2014     | FY2015     | FY2016     | FY2017     | FY2018     | FY2019     | FY2020     | FY2021     | FY2022     | FY2023     |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Revenues from operations*1                                     | 1,801,077  | 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 (U.S.\$ Thousand)                     | 18,429,117 | 18,293,553 | 15,027,570 | 15,246,764 | 17,667,025 | 25,543,768 | 25,129,170 | 20,526,263 | 46,607,410 | 66,584,766 | 59,915,149 |
| Other operating revenues from above                            | 192,656    | 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                   | 307,975    | 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 (U.S.\$ Thousand) | 3,151,285  | 3,225,503  | 3,263,107  | 3,425,836  | 3,562,387  | 4,383,286  | 4,532,911  | 4,750,707  | 7,658,625  | 9,245,694  | 9,133,454  |
| Operating income   | 51,207     | 59,651     | 77,478     | 76,671     | 90,852     | 111,081    | 121,654    | 119,221    | 224,864    | 396,568    | 413,966    |
| Operating income (U.S.\$ Thousand)                             | 523,971    | 563,868    | 639,790    | 704,832    | 810,023    | 1,005,807  | 1,115,785  | 1,116,725  | 2,046,081  | 3,012,982  | 2,942,820  |
| Net income   | 29,738     | 35,870     | 45,181     | 45,470     | 76,048     | 77,616     | 83,193     | 82,057     | 144,791    | 267,312    | 277,955    |
| Net income (U.S.\$ Thousand)                                   | 304,295    | 339,077    | 373,093    | 418,003    | 678,036    | 702,792    | 763,031    | 768,614    | 1,317,485  | 2,030,943  | 1,975,937  |
| Capital expenditures   | 80,195     | 63,226     | 159,772    | 216,776    | 98,874     | 452,029    | 150,454    | 199,107    | 2,483,138  | 185,930    | 190,051    |
| Depreciation and amortization                                  | 53,404     | 56,482     | 65,381     | 64,992     | 69,582     | 76,141     | 77,204     | 81,299     | 122,635    | 188,119    | 203,237    |
| Total assets   | 903,326    | 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   | 514,957    | 658,465    | 681,404    | 705,025    | 869,394    | 924,236    | 956,305    | 947,519    | 2,082,538  | 2,645,003  | 3,053,340  |
| EBITDA   | 104,612    | 116,133    | 142,860    | 141,663    | 160,434    | 187,222    | 198,858    | 200,521    | 347,499    | 584,688    | 617,203    |
| ROA (%)  | 3.6        | 3.6        | 4.1        | 3.8        | 5.9        | 5.3        | 5.2        | 5.0        | 4.8        | 5.1        | 4.3        |
| Total store sales  | 2,641,180  | 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   | 500,880    | 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  | 187,673    | 216,881    | 261,947    | 244,299    | 248,718    | 282,342    | 289,052    | 244,221    | 346,667    | 458,598    | 512,280    |
| Daily food   | 81,057     | 93,544     | 110,427    | 101,814    | 101,888    | 103,117    | 95,111     | 84,351     | 91,062     | 142,425    | 154,070    |
| Nonfood  | 501,514    | 553,712    | 661,355    | 624,655    | 688,325    | 751,641    | 753,802    | 777,275    | 1,070,400  | 1,391,631  | 1,414,258  |
| Merchandise  | 1,271,126  | 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   | 1,370,054  | 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   | 1.0        | 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 (¥ Thousand)                     | 424        | 473        | 569        | 519        | 543        | 549        | 553        | 545        | 602        | 747        | 811        |
| Average daily sales per store (U.S.\$)                         | 4,340      | 4,472      | 4,695      | 4,769      | 4,841      | 4,967      | 5,075      | 5,104      | 5,483      | 5,678      | 5,765      |
| Merchandise gross profit margin (%)                            | 34.8       | 34.5       | 34.6       | 34.8       | 34.3       | 34.2       | 34.8       | 34.1       | 34.2       | 34.0       | 34.2       |
| Fuel sales (Thousand gallons)                                  | 3,884,838  | 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 retail gross profit (Cents/Gallon)                        | 20.29      | 20.81      | 19.80      | 20.05      | 22.62      | 22.56      | 23.95      | 32.60      | 34.50      | 43.91      | 42.25      |
| Exchange rate (Income statements) (¥) (U.S.\$1=)               | 97.73      | 105.79     | 121.10     | 108.78     | 112.16     | 110.44     | 109.03     | 106.76     | 109.90     | 131.62     | 140.67     |
| Exchange rate (Balance sheets) (¥) (U.S.\$1=)                  | 105.39     | 120.55     | 120.61     | 116.49     | 113.00     | 111.00     | 109.56     | 103.50     | 115.20     | 132.70     | 141.83     |
| Number of stores   | 8,292      | 8,297      | 8,500      | 8,707      | 8,670      | 9,573      | 9,682      | 9,884      | 13,213     | 13,167     | 13,122     |
| Openings   | 462        | 238        | 344        | 356        | 214        | 1,245      | 361        | 436        | 3,806      | 188        | 182        |
| Closures   | 288        | 233        | 141        | 149        | 251        | 342        | 252        | 234        | 477        | 234        | 227        |
| Franchised stores  | 6,219      | 6,390      | 6,752      | 7,008      | 7,161      | 7,213      | 7,379      | 7,485      | 7,404      | 7,219      | 7,248      |
| Directly operated stores                                       | 2,073      | 1,907      | 1,748      | 1,699      | 1,509      | 2,360      | 2,303      | 2,399      | 5,809      | 5,948      | 5,874      |
| Stores with fuel stations                                      | 3,300      | 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)                                   | 1,379,301  | 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                        | 16,553     | 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 sales of original products at directly operated stores, etc., fuel sales and franchise fees from franchised stores as revenues from operations.  
\*2 Existing store sales increase (U.S. merchandise sales) is calculated in U.S. dollars.  
\*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 America 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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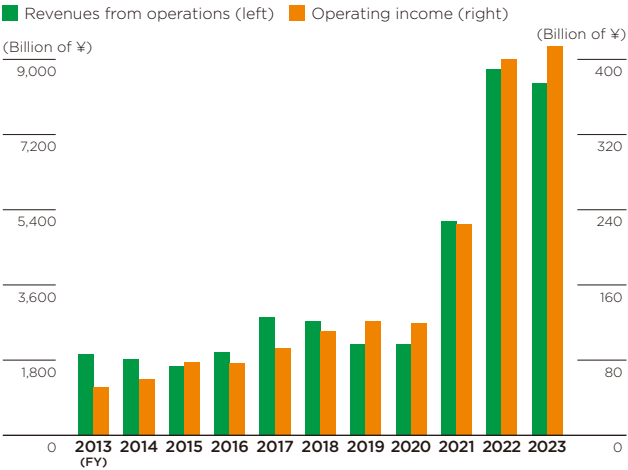
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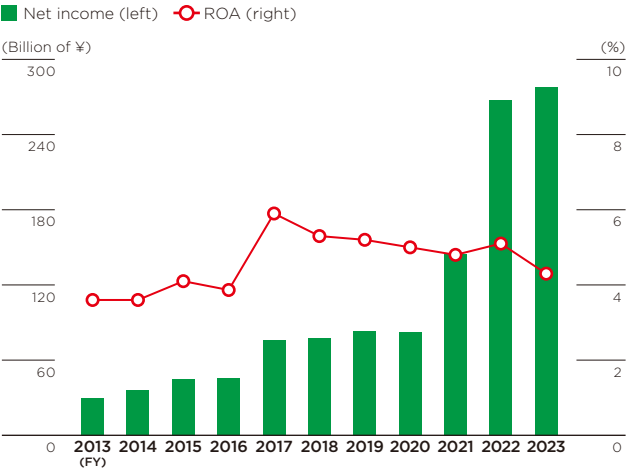
Overseas Convenience Store Operations

7-Eleven, Inc.

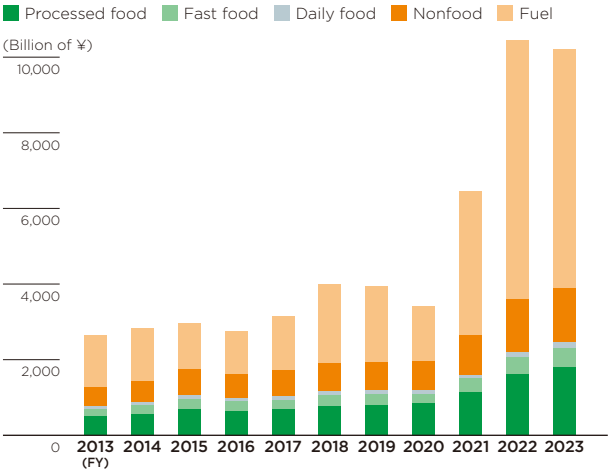
Revenues from operations and Operating income



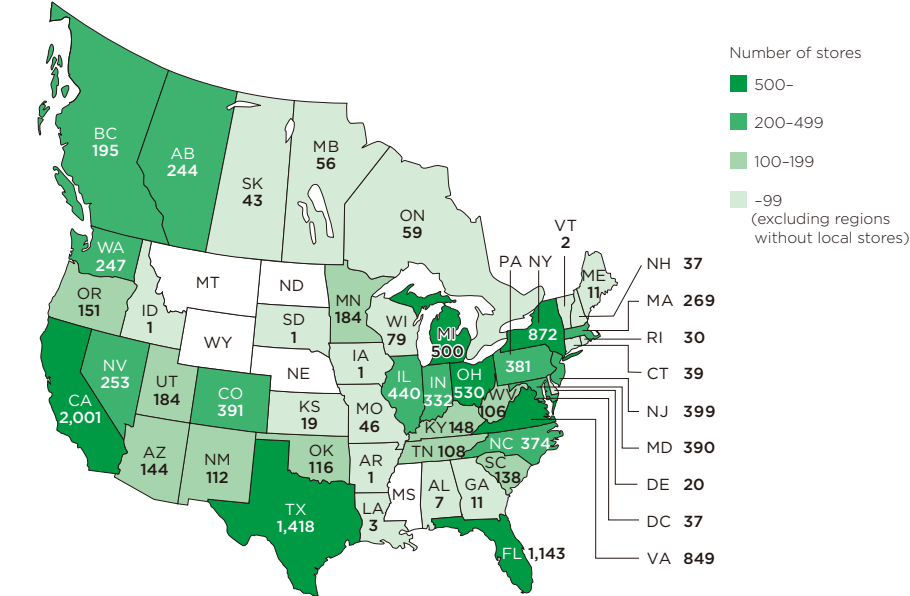
Net income and ROA



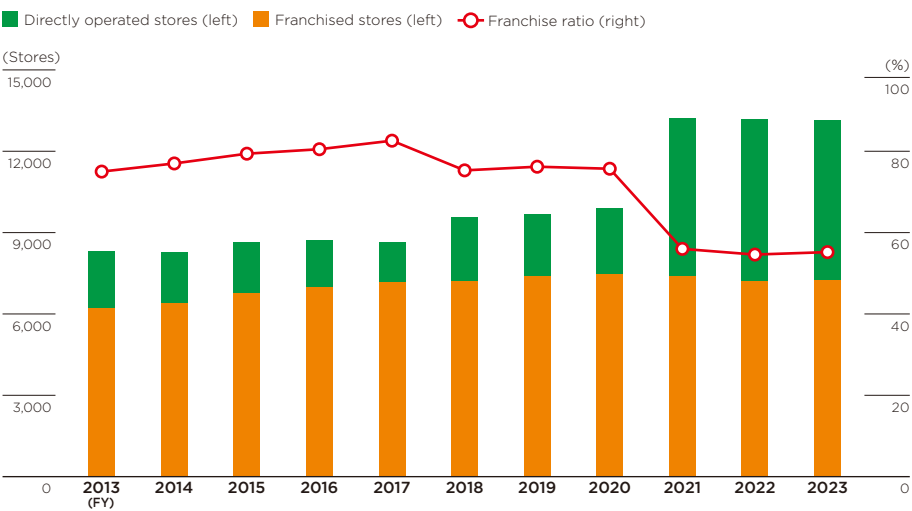
Sales composition by category



Store network



Trends in store type





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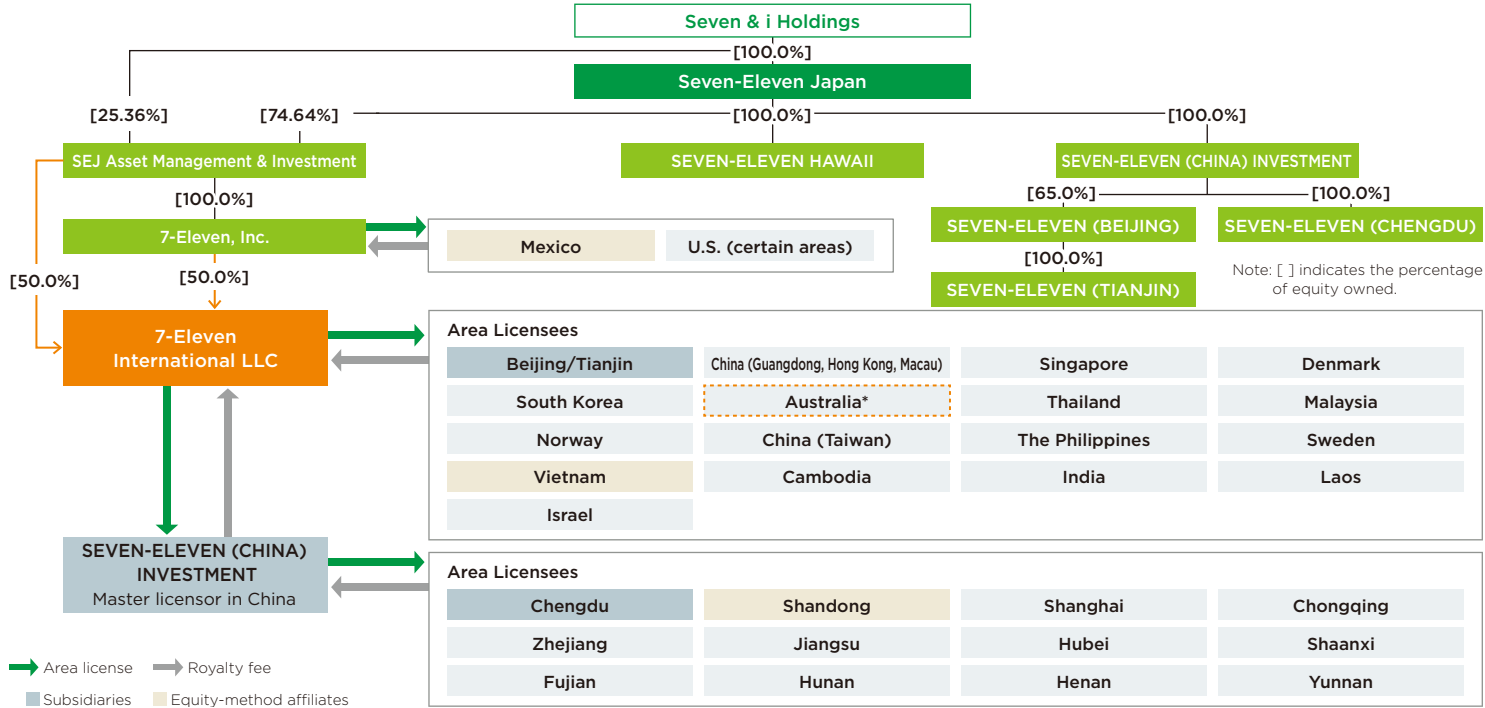
Capital Relationships in the Group's Convenience Store Operations

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 royalties from the licensees. With the establishment of 7-Eleven International LLC, the licensor to receive royalties has been changed from 7-Eleven, Inc. to 7-Eleven International LLC.

\*All shares of Convenience Group Holdings Pty Ltd (SEA) in Australia were acquired on April 1, 2024.



Trend in the 7-Eleven Stores Worldwide

|                 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | (Stores)<br>FY2023 |
|-----------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------------------|
| Japan           | 16,319 | 17,491 | 18,572 | 19,422 | 20,260 | 20,876 | 20,955 | 21,167 | 21,327 | 21,402 | 21,535             |
| Thailand        | 7,429  | 8,127  | 8,832  | 9,542  | 10,268 | 10,988 | 11,712 | 12,432 | 13,134 | 13,838 | 14,545             |
| South Korea     | 7,085  | 7,231  | 8,000  | 8,556  | 9,231  | 9,400  | 10,016 | 10,501 | 11,173 | 14,265 | 13,137             |
| U.S. and Canada | 8,641  | 8,646  | 8,868  | 9,077  | 9,061  | 9,974  | 10,000 | 10,159 | 13,562 | 13,511 | 13,122             |
| China (Taiwan)  | 4,919  | 5,040  | 5,029  | 5,107  | 5,221  | 5,369  | 5,647  | 6,024  | 6,379  | 6,631  | 6,859              |
| China           | 2,001  | 2,064  | 2,182  | 2,357  | 2,599  | 2,816  | 3,156  | 3,412  | 3,980  | 4,434  | 5,051              |
| Others          | 6,039  | 6,682  | 7,228  | 7,744  | 7,960  | 8,233  | 8,688  | 8,811  | 8,986  | 9,498  | 10,292             |
| Total           | 52,433 | 55,281 | 58,711 | 61,805 | 64,600 | 67,656 | 70,174 | 72,506 | 78,541 | 83,579 | 84,541             |

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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Overseas Convenience Store Operations

Growth Strategy of Global CVS Operations

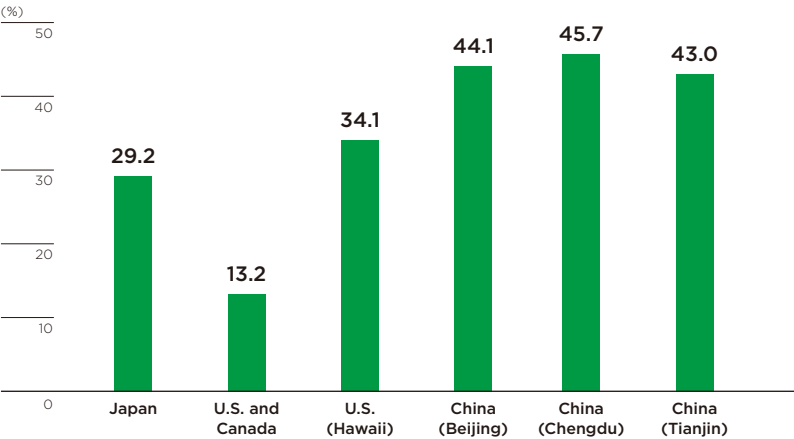
Global Strategy

7-Eleven store operators around the world (licensees)

| Country or region        | Operator  | Number of stores |
|--------------------------|---|------------------|
| Thailand                 | CP ALL Public Company Ltd. [Charoen Pokphand Group]   | 14,545           |
| South Korea              | Korea Seven Co., Ltd [Lotte Group]  | 13,137           |
| China (Taiwan/Shanghai)  | PRESIDENT CHAIN STORE CORP. [Uni-President Enterprises Corp.]   | 7,108            |
| The Philippines          | Philippine Seven Corporation [PRESIDENT CHAIN STORE CORP.]  | 3,768            |
| Malaysia                 | 7-Eleven Malaysia Sdn. Bhd. [Berjaya Retail Berhad]   | 2,566            |
| Mexico                   | 7-Eleven Mexico S.A. de C.V. [Valso, S.A. de C.V.]  | 1,925            |
| China (Guangdong)        | South China: Guangdong Sai Yi Convenience Stores [DFI Retail Group Holdings Ltd.]   | 1,730            |
| China (Hong Kong, Macau) | Hong Kong/Macau: The Dairy Farm Company, Limited [DFI Retail Group Holdings Ltd.]   | 1,145            |
| Australia                | 7-Eleven Stores Pty. Ltd.   | 767              |
| Singapore                | Cold Storage Singapore (1983) Pte. Ltd. [DFI Retail Group Holdings Ltd.]  | 500              |
| China (Shandong)         | SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhongdi Group Co., Ltd.]  | 472              |
| Norway/Sweden/Denmark    | Reitan Convenience [Reitangruppen AS]   | 382              |
| China (Jiangsu)          | Nanjing Golden Eagle Convenience Store and Supermarket Management Co., Ltd. [GOLDEN EAGLE RETAIL GROUP LIMITED]                     | 182              |
| China (Zhejiang)         | SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhongdi Group Co., Ltd.]  | 140              |
| China (Yunnan)           | Yunnan Challenge Joy Mart Convenience Store Chain Co., Ltd. [Yunnan Challenge Petroleum Group Co., Ltd.]                            | 119              |
| China (Shaanxi)          | Shaan Xi Sai Wen Tick Convenience Chain CO., LTD. [SHAANXI TICKMART TRADING CO., LTD.]  | 104              |
| Vietnam                  | Seven System Viet Nam JSC   | 99               |
| Cambodia                 | CP ALL (Cambodia) Co., Ltd. [Charoen Pokphand Group]  | 82               |
| China (Fujian)           | Fujian Rong Ning CVS Management CO., LTD. [FUJIAN SANFU APPAREL CO., LTD.] [FUJIAN RONGNING CONVENIENCE STORE MANAGEMENT CO., LTD.] | 80               |
| U.S.                     | SRoesuothrtw Reestta Cileornsv, elnncie. nce Stores, Inc.   | 78               |
| China (Henan)            | Henan Sanyi Convenience Store Chain CO., LTD. [Sanquan Food Co., Ltd.]  | 70               |
| China (Hunan)            | Hubei Oriental Meilin CVS CO., LTD.   | 53               |
| India                    | 7-India Convenience Retail Limited [Reliance Retail Ventures Limited]   | 47               |
| China (Chongqing)        | New Nine Business Development Co., Ltd. [New Hope Group Co., Ltd.]  | 44               |
| China (Hubei)            | Hunan Friendship & Apollo CVS Co., LTD. [Hunan Friendship & Apollo Commercial Co., Ltd.]  | 38               |
| Israel                   | Electra Consumer Products Ltd. [Elco Ltd.]  | 8                |
| Laos                     | CP ALL Laos Co., Ltd. [Charoen Pokphand Group]  | 3                |

Notes: 1. Number of stores as of December 31, 2023  
2. Company names in brackets are those of the corporate groups affiliated with the companies listed.  
3. 7-Eleven International LLC acquired all shares of the Australian company Convenience Group Holdings Pty Ltd (SEA) on April 1, 2024.

7-Eleven fast food sales as a percentage of total sales for FY2023



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.

|  | FY2013    | FY2014    | FY2015    | FY2016    | FY2017    | FY2018    | FY2019    | FY2020    | FY2021    | FY2022   | FY2023   |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|----------|
| Revenues from operations                     | 1,311,989 | 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  |
| Net sales                                    | 1,280,615 | 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  |
| Selling, general and administrative expenses | 335,771   | 333,118   | 334,380   | 316,879   | 310,285   | 304,510   | 291,051   | 265,479   | 259,298   | 257,943  | 279,485  |
| Operating income                             | 11,236    | 1,859     | (13,980)  | 52        | 3,077     | 4,708     | 6,522     | 7,781     | 1,620     | 408      | (1,205)  |
| Ordinary income                              | 13,071    | 4,142     | (13,405)  | 1,786     | 3,687     | 6,122     | 7,615     | 7,698     | 2,371     | 1,087    | (268)    |
| Net income                                   | 5,333     | (6,881)   | (23,923)  | (13,797)  | (5,821)   | (7,840)   | 1,674     | (3,705)   | (11,201)  | (15,203) | (25,963) |
| Capital expenditures                         | 47,943    | 41,067    | 58,555    | 30,636    | 18,072    | 44,057    | 27,305    | 20,613    | 29,311    | 25,773   | 29,519   |
| Depreciation and amortization*3              | 10,014    | 11,137    | 13,125    | 13,654    | 12,606    | 12,191    | 13,254    | 12,594    | 13,318    | 15,402   | 18,021   |
| Total assets                                 | 807,425   | 817,735   | 799,073   | 753,315   | 736,336   | 721,594   | 713,839   | 682,167   | 666,022   | 650,372  | 697,754  |
| Net assets                                   | 608,444   | 606,327   | 581,223   | 544,808   | 539,608   | 530,367   | 529,737   | 512,489   | 507,849   | 492,632  | 505,138  |
| EBITDA                                       | 21,250    | 12,997    | (855)     | 13,707    | 15,683    | 16,899    | 19,776    | 20,375    | 14,939    | 15,810   | 16,815   |
| ROA (%)                                      | 0.7       | (0.8)     | (3.0)     | (1.8)     | (0.8)     | (1.1)     | 0.2       | (0.5)     | (1.7)     | (2.3)    | (3.9)    |

Ito-Yokado

|  | FY2013    | FY2014    | FY2015    | FY2016    | FY2017    | FY2018    | FY2019    | FY2020    | FY2021    | FY2022    | FY2023    |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Gross sales*1                                | 1,280,615 | 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 |
| Lifestyle*2                                  | -         | -         | -         | -         | 317,460   | 310,796   | 285,985   | 238,816   | 219,985   | 217,398   | 213,308   |
| Specialty stores*2                           | -         | -         | -         | -         | 13,484    | 13,213    | 13,488    | 13,592    | 11,791    | 13,455    | 13,250    |
| Food*2                                       | -         | -         | -         | -         | 550,399   | 538,778   | 516,120   | 517,101   | 506,270   | 488,764   | 482,006   |
| Apparel                                      | 204,051   | 193,354   | 187,047   | 179,027   | 162,589   | 153,590   | -         | -         | -         | -         | -         |
| Household goods*3                            | 165,297   | 153,506   | 142,811   | 122,445   | 165,083   | 162,021   | -         | -         | -         | -         | -         |
| Food   | 608,343   | 592,913   | 601,672   | 585,457   | 553,670   | 547,175   | -         | -         | -         | -         | -         |
| Merchandise sales                            | 977,692   | 939,774   | 931,531   | 886,930   | 881,343   | 862,788   | 815,594   | 769,510   | 738,046   | 719,618   | 708,566   |
| Tenants                                      | 287,874   | 301,376   | 314,612   | 322,191   | 324,328   | 336,390   | 335,359   | 278,428   | 297,225   | 317,230   | 329,571   |
| Other  | 15,048    | 12,145    | 9,464     | 10,130    | 7,940     | 6,573     | 3,420     | 5,345     | 3,392     | 2,252     | 3,115     |
| Existing store sales increase (decrease) (%) | (4.6)     | (4.5)     | 0.2       | (4.2)     | (1.4)     | (1.1)     | (2.9)     | (0.6)     | (0.5)     | (1.0)     | (1.1)     |
| Number of customers (%)                      | (4.3)     | (5.7)     | (0.1)     | (4.4)     | (1.7)     | (1.1)     | (3.5)     | (6.9)     | (0.3)     | (1.2)     | (1.0)     |
| Average spending per customer (%)            | (0.4)     | 1.3       | 0.4       | 0.3       | 0.3       | 0.0       | 0.7       | 6.7       | (0.3)     | 0.1       | (0.2)     |
| Merchandise gross profit margin (%)          | 30.2      | 29.9      | 28.6      | 29.1      | 29.6      | 29.6      | 29.9      | 29.6      | 29.0      | 29.1      | 28.5      |
| Number of stores                             | 179       | 181       | 182       | 171       | 164       | 159       | 157       | 132       | 128       | 126       | 123       |
| Openings                                     | 9         | 3         | 3         | 4         | 2         | 1         | 4         | 3         | 0         | 0         | 0         |
| Closures                                     | 4         | 1         | 2         | 15        | 9         | 6         | 6         | 28        | 4         | 2         | 3         |
| Total sales floor space (m²)*4               | 2,817,665 | 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 |
| Directly managed sales floor space (m²)*4    | 1,639,943 | 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 |
| Sales per square meter (¥ Thousand)*5        | 597       | 572       | 585       | 564       | 575       | 584       | 591       | 602       | 622       | 641       | 645       |
| Full-time employees (fiscal year-end)        | 8,289     | 8,029     | 7,790     | 7,654     | 7,663     | 7,443     | 7,238     | 6,477     | 6,024     | 5,635     | 5,131     |
| Part-time employees*6                        | 31,491    | 31,245    | 32,106    | 27,540    | 27,750    | 26,690    | 24,275    | 22,319    | 20,059    | 18,619    | 16,668    |
| Ratio of part-time employees (%)             | 78.6      | 79.3      | 80.0      | 79.9      | 78.0      | 77.9      | 76.7      | 76.6      | 76.3      | 76.3      | 75.5      |
| Sales per employee (¥ Thousand)*7            | 26,614    | 26,074    | 26,099    | 25,716    | 24,766    | 25,190    | 25,776    | 26,403    | 28,066    | 29,477    | 32,103    |

\*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." Gross revenues from operations (revenues from operations under the previous accounting method) was 485,402 million yen.

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

\*4 The method of calculating sales floor space was changed in FY2022.

\*5 Sales per square meter = Merchandise sales ÷ Weighted average floor space

\*6 Part-time employees are counted by adjusting their working hours to a 163-hour working month.

\*7 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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Superstore Operations

York Mart/York Foods, etc.

|  | FY2013  | FY2014  | FY2015  | FY2016  | FY2017  | FY2018  | FY2019  | FY2020  | FY2021  | FY2022  | FY2023  |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Gross sales*1  | 128,214 | 132,067 | 140,145 | 141,649 | 143,610 | 144,975 | 142,936 | 182,219 | 188,961 | 184,616 | 191,404 |
| Existing store sales increase (decrease) (%)         | (0.2)   | 0.6     | 1.8     | (1.6)   | (0.5)   | (1.2)   | (2.2)   | 6.7     | (3.4)   | (3.1)   | 2.8     |
| Number of customers (%)                              | -       | -       | -       | -       | -       | -       | -       | -       | (2.2)   | (2.5)   | 1.4     |
| Average spending per customer (%)                    | -       | -       | -       | -       | -       | -       | -       | -       | (1.3)   | (0.6)   | 1.3     |
| Merchandise gross profit margin (%)                  | 28.9    | 28.8    | 28.8    | 28.6    | 28.6    | 29.0    | 29.2    | 29.1    | 28.2    | 27.7    | 27.1    |
| Number of stores                                     | 74      | 76      | 76      | 78      | 78      | 79      | 78      | 100     | 101     | 103     | 103     |
| Openings   | 3       | 2       | 4       | 2       | 1       | 2       | 2       | 23      | 1       | 2       | 2       |
| Closures   | 0       | 0       | 4       | 0       | 1       | 1       | 3       | 1       | 0       | 0       | 2       |
| Total sales floor space (m <sup>2</sup> )            | -       | -       | -       | -       | -       | -       | -       | -       | 155,359 | 159,709 | 160,305 |
| Directly managed sales floor space (m <sup>2</sup> ) | 121,115 | 124,223 | 126,639 | 129,000 | 128,194 | 126,782 | 126,621 | 157,114 | 153,936 | 158,246 | 158,841 |
| Sales per square meter (¥ Thousand)*2                | 1,118   | 1,130   | 1,158   | 1,149   | 1,154   | 1,145   | 1,128   | 1,227   | 1,197   | 1,135   | 1,199   |
| Full-time employees (fiscal year-end)                | 1,191   | 1,227   | 1,245   | 1,255   | 1,307   | 1,314   | 1,320   | 1,606   | 1,656   | 1,647   | 1,496   |
| Part-time employees*3                                | 4,206   | 4,367   | 4,715   | 4,524   | 4,494   | 4,840   | 4,583   | 4,505   | 5,804   | 5,339   | 5,137   |
| Ratio of part-time employees (%)                     | 78.6    | 79.3    | 80.0    | 79.9    | 78.0    | 77.9    | 76.7    | 76.6    | 77.4    | 75.8    | 76.6    |
| Sales per employee (¥ Thousand)*4                    | 21,949  | 22,367  | 22,723  | 23,024  | 23,203  | 23,472  | 23,193  | 25,106  | 25,580  | 27,458  | 28,453  |

\*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 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|-----------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Hokkaido  | 11     | 11     | 11     | 11     | 11     | 10     | 9      | 8      | 7      | 6      | 6      |
| Tohoku    | 10     | 10     | 10     | 10     | 10     | 10     | 10     | 9      | 9      | 9      | 8      |
| Kanto     | 201    | 206    | 207    | 203    | 198    | 197    | 196    | 196    | 196    | 197    | 195    |
| Chubu     | 17     | 16     | 16     | 14     | 14     | 14     | 13     | 12     | 10     | 10     | 10     |
| Kinki     | 11     | 11     | 11     | 10     | 8      | 7      | 7      | 7      | 7      | 7      | 7      |
| Chugoku   | 3      | 3      | 3      | 1      | 1      | -      | -      | -      | -      | -      | -      |
| Total     | 253    | 257    | 258    | 249    | 242    | 238    | 235    | 232    | 229    | 229    | 226    |

| By format                  | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Superstores                | 137    | 136    | 136    | 127    | 121    | 116    | 112    | 104    | 99     | 97     | 95     |
| Shopping centers           | 16     | 17     | 17     | 18     | 19     | 19     | 19     | 19     | 20     | 20     | 19     |
| Food specialty stores      | 26     | 28     | 29     | 26     | 24     | 24     | 26     | 9      | 9      | 9      | 9      |
| Ito-Yokado Total           | 179    | 181    | 182    | 171    | 164    | 159    | 157    | 132    | 128    | 126    | 123    |
| York Mart/York Foods, etc. | 74     | 76     | 76     | 78     | 78     | 79     | 78     | 100    | 101    | 103    | 103    |
| Ito-Yokado Co., Ltd. Total | 253    | 257    | 258    | 249    | 242    | 238    | 235    | 232    | 229    | 229    | 226    |

Note : Number of stores at fiscal year-end

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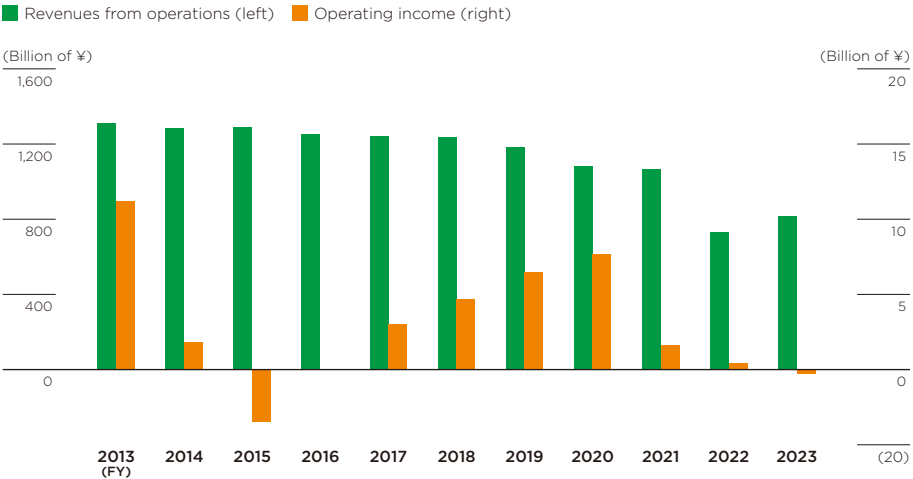
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Superstore Operations

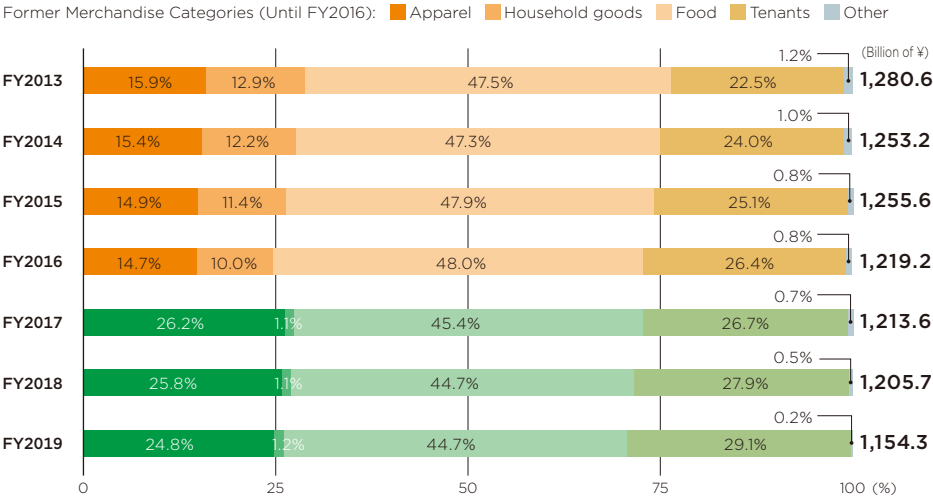
Ito-Yokado Co., Ltd.

Revenues from operations and Operating income

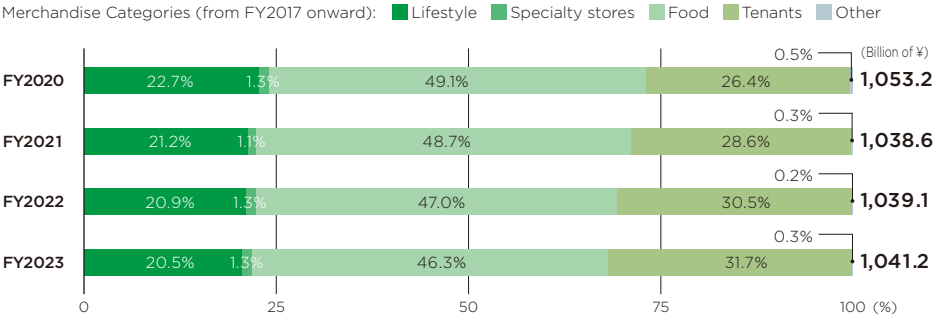
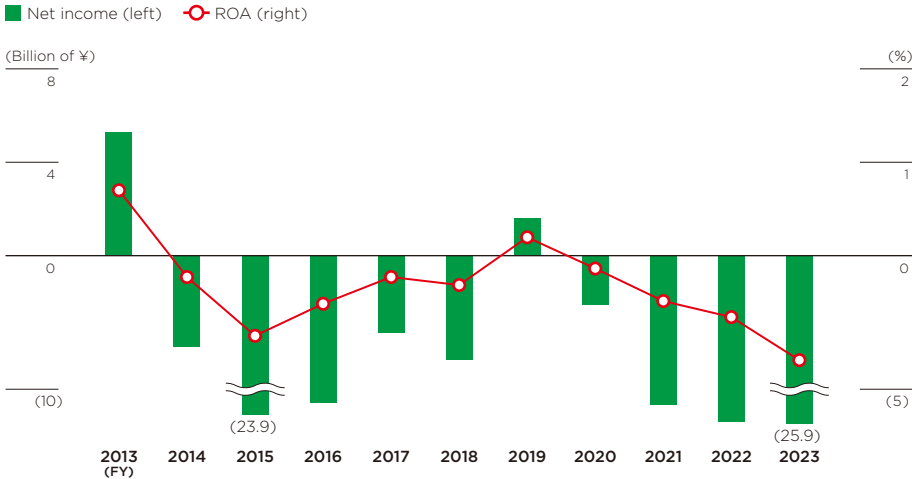


Ito-Yokado

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.



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Superstore Operations

York-Benimaru

|  | FY2013  | FY2014  | FY2015  | FY2016  | FY2017  | FY2018  | FY2019  | FY2020  | FY2021  | FY2022  | FY2023  |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Revenues from operations                             | 380,869 | 396,930 | 412,977 | 426,172 | 437,197 | 445,297 | 446,843 | 477,633 | 478,144 | 469,994 | 491,515 |
| Net sales  | 374,781 | 390,492 | 406,223 | 418,729 | 429,064 | 437,201 | 438,637 | 469,057 | 469,415 | 458,991 | 479,931 |
| Selling, general and administrative expenses         | 80,969  | 84,796  | 88,784  | 92,185  | 94,713  | 98,337  | 99,932  | 106,007 | 105,044 | 126,357 | 132,669 |
| Operating income                                     | 12,714  | 12,820  | 13,324  | 14,054  | 14,070  | 12,801  | 13,100  | 16,548  | 14,704  | 18,013  | 18,701  |
| Ordinary income                                      | 14,467  | 14,018  | 14,529  | 15,344  | 15,301  | 13,973  | 14,308  | 17,707  | 15,953  | 18,421  | 19,183  |
| Net income   | 9,306   | 7,792   | 8,969   | 8,982   | 9,350   | 7,672   | 6,712   | 7,845   | 9,055   | 45,278  | 11,616  |
| Capital expenditures                                 | 10,700  | 14,120  | 10,642  | 12,330  | 13,452  | 10,328  | 13,148  | 17,056  | 17,437  | 17,425  | 15,396  |
| Depreciation and amortization                        | 3,167   | 3,569   | 3,931   | 4,519   | 5,148   | 5,675   | 5,883   | 6,259   | 7,297   | 9,466   | 10,093  |
| Total assets* <sup>1</sup>                           | 168,013 | 182,267 | 184,894 | 177,983 | 184,302 | 183,481 | 190,090 | 199,509 | 201,144 | 247,713 | 261,881 |
| Net assets   | 131,800 | 140,118 | 141,435 | 136,514 | 140,016 | 140,769 | 141,422 | 143,447 | 147,122 | 186,606 | 193,117 |
| EBITDA   | 15,882  | 16,389  | 17,255  | 18,573  | 19,218  | 18,476  | 18,984  | 22,808  | 22,001  | 27,480  | 28,794  |
| ROA (%)  | 5.7     | 4.4     | 4.9     | 5.0     | 5.2     | 4.2     | 3.6     | 4.0     | 4.5     | 20.2    | 4.6     |
| Gross sales  | –       | –       | –       | –       | –       | –       | –       | –       | –       | 477,377 | 498,309 |
| Fresh food   | 123,054 | 132,110 | 139,489 | 145,105 | 149,910 | 153,597 | 154,442 | 169,112 | 167,111 | 167,563 | 173,838 |
| Processed food                                       | 89,761  | 92,181  | 95,761  | 98,819  | 101,977 | 104,950 | 106,140 | 114,288 | 114,763 | 116,252 | 121,575 |
| Daily food   | 71,510  | 73,843  | 77,433  | 81,101  | 84,097  | 86,551  | 87,235  | 94,955  | 95,394  | 97,652  | 103,815 |
| Delicatessen   | –       | –       | –       | –       | –       | –       | –       | –       | –       | 58,235  | 61,414  |
| Food total   | 284,326 | 298,136 | 312,683 | 325,026 | 335,985 | 345,100 | 347,818 | 378,356 | 377,269 | 439,703 | 460,644 |
| Apparel  | 17,597  | 16,614  | 15,887  | 14,967  | 13,531  | 12,761  | 11,747  | 10,751  | 10,314  | 10,156  | 10,143  |
| Household goods                                      | 20,339  | 20,694  | 20,398  | 20,296  | 19,993  | 19,270  | 19,005  | 19,885  | 18,500  | 18,062  | 18,402  |
| Merchandise sales                                    | 322,263 | 335,445 | 348,970 | 360,290 | 369,510 | 377,132 | 378,571 | 408,993 | 406,085 | 467,922 | 489,190 |
| Tenants  | 52,518  | 55,047  | 57,253  | 58,439  | 59,553  | 60,069  | 60,066  | 60,064  | 63,330  | 9,455   | 9,119   |
| Existing store sales increase (decrease) (%)         | 0.1     | 0.2     | 1.2     | 0.5     | (0.4)   | (1.0)   | (1.2)   | 5.0     | (0.4)   | (0.8)   | 2.4     |
| Number of customers (%)                              | 0.7     | (0.1)   | 1.5     | 0.8     | 0.0     | (0.9)   | (2.3)   | (3.3)   | (1.0)   | (2.2)   | (0.3)   |
| Average spending per customer (%)                    | (0.6)   | 0.2     | (0.3)   | (0.3)   | (0.5)   | (0.2)   | 1.1     | 8.5     | 0.6     | 1.4     | 2.7     |
| Merchandise gross profit margin (%)                  | 25.6    | 25.6    | 25.7    | 25.8    | 25.7    | 25.8    | 26.1    | 26.4    | 25.8    | 30.3    | 30.4    |
| Number of stores                                     | 193     | 200     | 205     | 213     | 220     | 225     | 232     | 235     | 237     | 246     | 248     |
| Openings   | 11      | 8       | 6       | 9       | 11      | 7       | 8       | 5       | 5       | 11      | 5       |
| Closures   | 2       | 1       | 1       | 1       | 4       | 2       | 1       | 2       | 3       | 2       | 3       |
| Total sales floor space (m <sup>2</sup> )            | 606,812 | 628,639 | 640,667 | 656,950 | 675,128 | 682,795 | 697,646 | 703,029 | 709,077 | 722,244 | 721,126 |
| Directly managed sales floor space (m <sup>2</sup> ) | 469,142 | 485,123 | 494,201 | 505,269 | 519,177 | 525,508 | 534,926 | 541,036 | 544,925 | 595,516 | 599,676 |
| Sales per square meter (¥ Thousand)* <sup>2</sup>    | 721     | 721     | 727     | 733     | 735     | 727     | 721     | 764     | 752     | 783     | 800     |
| Full-time employees (fiscal year-end)                | 2,538   | 2,614   | 2,660   | 2,685   | 2,697   | 2,747   | 2,766   | 2,810   | 2,866   | 3,142   | 3,132   |
| Part-time employees* <sup>3</sup>                    | 10,729  | 10,984  | 11,168  | 11,353  | 11,903  | 11,953  | 11,811  | 12,178  | 12,166  | 16,005  | 16,183  |
| Ratio of part-time employees (%)                     | 80.6    | 80.6    | 80.5    | 80.6    | 81.2    | 81.0    | 80.8    | 81.2    | 80.9    | 83.4    | 83.8    |
| Sales per employee (¥ Thousand)* <sup>4</sup>        | 24,232  | 24,607  | 25,156  | 25,581  | 25,208  | 25,566  | 25,888  | 27,255  | 26,989  | 23,923  | 24,847  |

\*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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Superstore Operations

Store Formats

Ito-Yokado

Superstores (95 stores)



Ito-Yokado stores operate in 18 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 (9 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 (19 stores)



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

(As of February 29, 2024)

York Mart/York Foods, etc.

Food specialty stores (103 stores)



A "lifestyle suggestion type" food supermarket will be developed in Tokyo and three prefectures. 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 (23 stores)



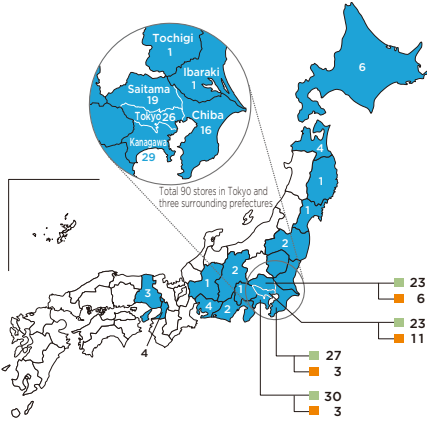
THE GARDEN JIYUGAOKA supermarkets are operated by SHELL GARDEN with a focus on fine-quality food. THE GARDEN JIYUGAOKA stores are operating in the Tokyo metropolitan area. Stores are filled with a wide variety of foods not just from within Japan, but from all around the world, and they are quick to introduce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

Store Network (Tokyo Metropolitan Area SST Operations)

Ito-Yokado stores operate in 18 prefectures, mainly in the Kanto region. York Mart/York Foods, etc. and THE GARDEN JIYUGAOKA are being developed in the Tokyo metropolitan area.

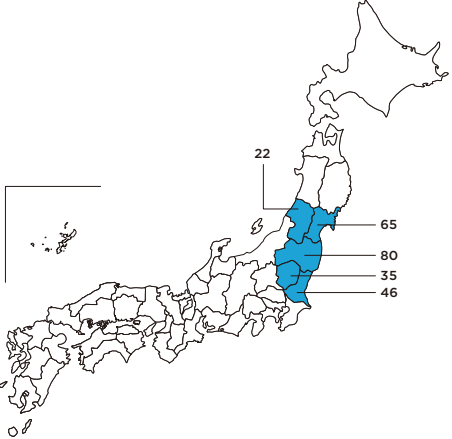
|   | Number of stores |
|---|------------------|
| Ito-Yokado  | 123              |
| York Mart/York Foods, etc.                                | 103              |
| THE GARDEN JIYUGAOKA                                      | 23               |
| Tokyo metropolitan area (Tokyo, Chiba, Kanagawa, Saitama) | 216              |

(As of February 29, 2024)



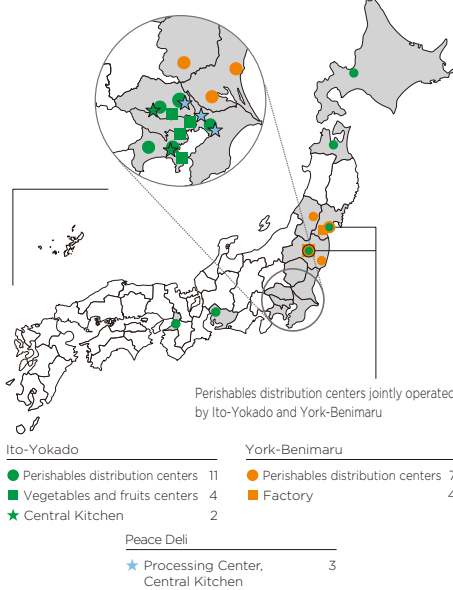
Store Network (York-Benimaru)

(As of February 29, 2024)



Number of Centers

(As of February 29, 2024)





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Financial Services

Seven Bank

| Seven Bank                                    | (Fiscal year-end March, Million of yen) |         |         |         |           |           |           |           |           |           |           |
|---|---|---------|---------|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|   | FY2013                                  | FY2014  | FY2015  | FY2016  | FY2017    | FY2018    | FY2019    | FY2020    | FY2021    | FY2022    | FY2023    |
| Ordinary income                               | 99,832                                  | 105,648 | 110,465 | 113,109 | 116,650   | 119,567   | 120,275   | 111,672   | 110,298   | 120,509   | 128,899   |
| Ordinary profits                              | 37,142                                  | 38,258  | 39,002  | 38,911  | 42,262    | 43,059    | 45,013    | 34,593    | 28,412    | 31,500    | 29,123    |
| Net income                                    | 22,325                                  | 24,457  | 26,107  | 26,871  | 29,106    | 14,572    | 27,675    | 15,825    | 18,135    | 19,508    | 19,320    |
| Total assets                                  | 785,380                                 | 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 |
| Net assets                                    | 151,142                                 | 166,814 | 183,174 | 199,602 | 217,036   | 219,667   | 229,866   | 231,687   | 236,925   | 243,627   | 248,252   |
| Ordinary deposits (fiscal year-end)           | 227,728                                 | 253,040 | 292,142 | 336,023 | 393,753   | 294,235   | 324,531   | 383,290   | 423,038   | 452,691   | 482,906   |
| Time deposits (fiscal year-end)               | 209,703                                 | 248,327 | 254,760 | 151,632 | 141,287   | 140,416   | 134,093   | 135,722   | 127,720   | 122,974   | 115,472   |
| Individual deposit accounts (Thousand)        | 1,214                                   | 1,405   | 1,562   | 1,690   | 1,827     | 2,001     | 2,179     | 2,364     | 2,528     | 2,755     | 3,037     |
| Number of installed ATMs (fiscal year-end)    | 19,514                                  | 21,056  | 22,472  | 23,368  | 24,392    | 25,152    | 25,215    | 25,676    | 26,253    | 26,913    | 27,422    |
| 7-Eleven                                      | 17,616                                  | 18,782  | 19,816  | 20,615  | 21,510    | 22,148    | 22,165    | 22,394    | 22,550    | 22,619    | 22,776    |
| Ito-Yokado                                    | 312                                     | 315     | 320     | 305     | 294       | 288       | 284       | 254       | 254       | 263       | 264       |
| York Mart/York Foods, etc.                    | 59                                      | 67      | 70      | 74      | 76        | 76        | 75        | 95        | 96        | 98        | 99        |
| York-Benimaru                                 | 71                                      | 86      | 118     | 154     | 167       | 188       | 231       | 236       | 238       | 258       | 265       |
| Other ATMs in the Group companies             | 84                                      | 85      | 91      | 90      | 84        | 77        | 76        | 69        | 74        | 69        | 41        |
| Outside the Group companies                   | 1,372                                   | 1,721   | 2,057   | 2,130   | 2,261     | 2,375     | 2,384     | 2,628     | 3,041     | 3,606     | 3,977     |
| Correspondent financial institutions          | 589                                     | 594     | 595     | 601     | 600       | 615       | 612       | 613       | 620       | 640       | 676       |
| ATM-related fee income per transaction (¥)    | 131.2                                   | 136.2   | 133.6   | 133.1   | 132.9     | 132.9     | 130.9     | 121.4     | 108.8     | 108.3     | 109.3     |
| Daily average transactions per ATM            | 107.8                                   | 100.9   | 98.8    | 95.5    | 94.1      | 92.3      | 92.1      | 90.5      | 96.5      | 101.5     | 105.0     |
| Total number of transactions (Million)        | 736                                     | 743     | 782     | 796     | 815       | 829       | 849       | 836       | 910       | 980       | 1,039     |
| With banking financial institutions (Million) | 673                                     | 679     | 712     | 724     | 739       | 749       | 727       | 659       | 667       | 701       | 722       |
| With non-banking institutions (Million)       | 62                                      | 64      | 70      | 71      | 75        | 80        | 121       | 177       | 242       | 278       | 316       |
| International money transfer service          |   |         |         |         |           |           |           |           |           |           |           |
| Number of contract accounts (Thousand)        | 62                                      | 100     | 147     | 186     | 222       | 259       | 296       | 311       | 317       | 322       | 328       |
| Cumulative number of transfers (Thousand)     | 391                                     | 633     | 816     | 979     | 1,079     | 1,144     | 1,214     | 1,227     | 1,104     | 893       | 747       |
| Consumer loan service                         |   |         |         |         |           |           |           |           |           |           |           |
| Number of contract accounts (Thousand)        | 34                                      | 55      | 73      | 86      | 95        | 97        | 101       | 110       | 122       | 148       | 184       |
| Balance of loans                              | 5,257                                   | 10,406  | 16,208  | 19,829  | 22,715    | 22,688    | 23,283    | 24,300    | 27,953    | 34,921    | 44,318    |
| Gross profit margin (%)                       | 52.2                                    | 62.6    | 80.6    | 64.9    | 72.7      | 73.5      | 63.7      | 53.7      | 47.0      | 40.5      | 29.1      |
| Full-time employees (fiscal year-end)         | 458                                     | 445     | 456     | 472     | 468       | 460       | 487       | 470       | 505       | 549       | 614       |

Seven Card Service

| Seven Card Service  | (Fiscal year-end March) |         |         |         |         |         |         |         |         |         |         |
|---|-------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
|   | FY2013                  | FY2014  | FY2015  | FY2016  | FY2017  | FY2018  | FY2019  | FY2020  | FY2021  | FY2022  | FY2023  |
| Transaction volume (¥ Billion)* <sup>1</sup>                            | 1,596.6                 | 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 |
| Number of cards issued (10 Thousand)                                    |                         |         |         |         |         |         |         |         |         |         |         |
| SEVEN CARD plus / SEVEN CARD (credit card and point card)* <sup>2</sup> | 350                     | 359     | 351     | 347     | 348     | 355     | 362     | 366     | 366     | 361     | 354     |
| nanaco (electronic money)* <sup>3</sup>                                 | 2,839                   | 3,717   | 4,543   | 5,350   | 5,983   | 6,518   | 6,905   | 7,250   | 7,520   | 7,907   | 8,216   |
| Full-time employees (fiscal year-end)                                   | 163                     | 186     | 225     | 214     | 221     | 334     | 345     | 365     | 386     | 377     | 340     |

\*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 fiscal 2022 and before are for the 12 months ending in February. Figures for fiscal 2023 are for the 12 months ending in March.

Seven CS Card Service

| Seven CS Card Service                        | (Fiscal year-end February) |        |        |        |        |        |        |        |        |        |        |
|--|----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
|  | FY2013                     | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
| Transaction volume (¥ Billion)* <sup>1</sup> | 694.6                      | 717.3  | 719.3  | 713.5  | 708.6  | 707.2  | 713.4  | 594.9  | 612.1  | 673.4  | 669.9  |
| Number of cards issued (10 Thousand)         |                            |        |        |        |        |        |        |        |        |        |        |
| CLUB ON/Millennium CARD SAISON* <sup>2</sup> | 328                        | 320    | 322    | 323    | 317    | 316    | 310    | 294    | 283    | 271    | 257    |
| Full-time employees (fiscal year-end)        | 477                        | 478    | 506    | 459    | 367    | 366    | 338    | 284    | 261    | 232    | 211    |

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

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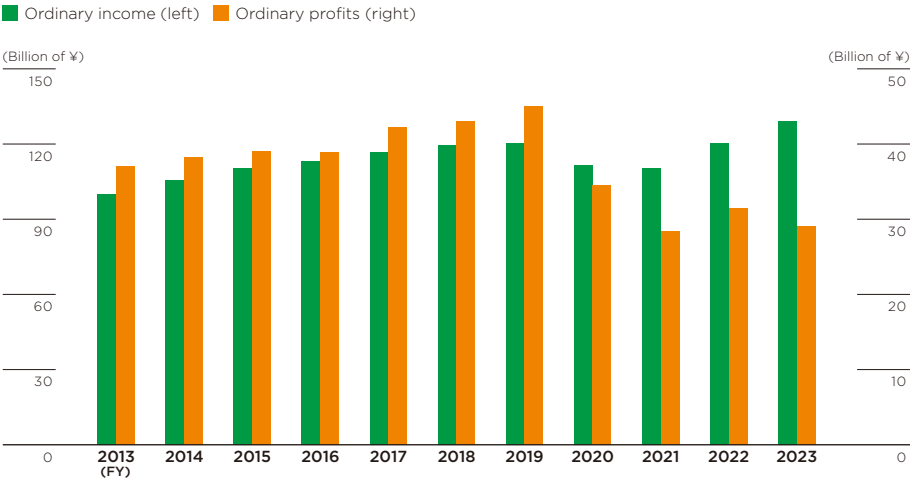
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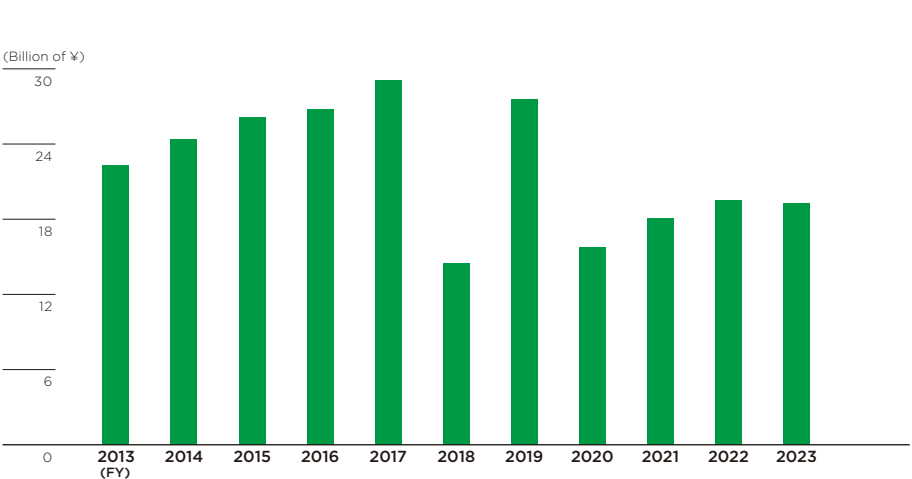
Financial Services

Seven Bank

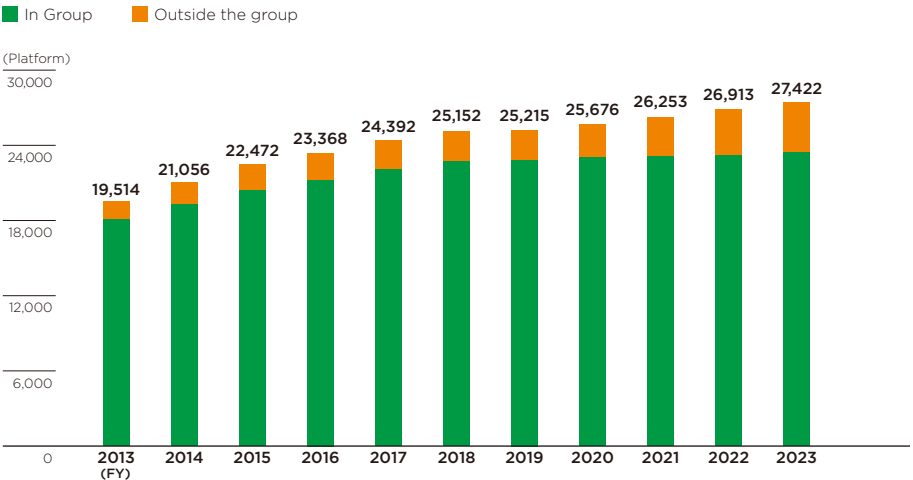
Ordinary income and Ordinary profits



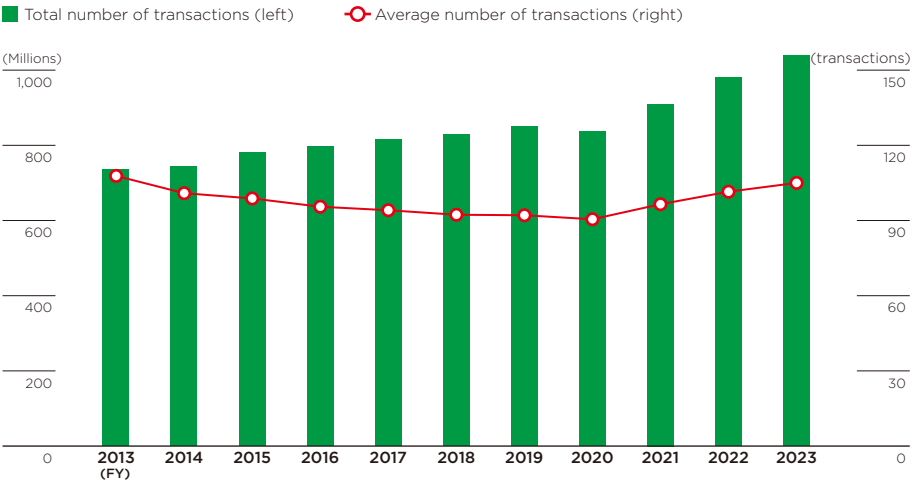
Net income



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) |         |         |         |         |         |         |         |         |         |         |
|---|-------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
|   | FY2013            | FY2014  | FY2015  | FY2016  | FY2017  | FY2018  | FY2019  | FY2020  | FY2021  | FY2022  | FY2023  |
| Net sales   | 85,141            | 92,899  | 102,716 | 102,765 | 104,687 | 102,639 | 96,744  | 75,559  | 79,153  | 80,184  | 82,989  |
| Selling, general and administrative expenses      | 23,401            | 24,755  | 27,128  | 26,588  | 27,638  | 27,936  | 27,433  | 23,798  | 24,282  | 25,790  | 26,425  |
| Operating income                                  | 2,365             | 2,866   | 3,315   | 2,909   | 3,381   | 3,503   | 2,906   | 90      | 382     | 451     | 1,584   |
| Ordinary income                                   | 2,278             | 2,856   | 3,339   | 2,919   | 3,400   | 3,547   | 2,920   | 158     | 364     | 468     | 1,632   |
| Net income  | 1,759             | 2,178   | 3,336   | 1,621   | 2,541   | 2,103   | 1,873   | (481)   | 181     | 698     | 78      |
| Capital expenditures                              | 1,598             | 1,724   | 1,371   | 1,142   | 1,342   | 2,798   | 3,592   | 3,196   | 1,628   | 2,779   | 1,613   |
| Depreciation and amortization                     | 1,100             | 1,216   | 1,187   | 1,186   | 1,063   | 949     | 884     | 1,058   | 1,316   | 1,475   | 1,572   |
| Total assets                                      | 28,554            | 29,720  | 32,401  | 31,065  | 31,916  | 33,464  | 34,440  | 37,977  | 36,356  | 36,945  | 35,219  |
| Net assets  | 3,582             | 5,761   | 9,095   | 10,716  | 13,258  | 15,362  | 17,236  | 16,754  | 16,936  | 17,457  | 17,328  |
| EBITDA  | 3,465             | 4,082   | 4,502   | 4,095   | 4,444   | 4,452   | 3,791   | 1,148   | 1,698   | 1,881   | 3,156   |
| ROA (%)   | 6.1               | 7.5     | 10.7    | 5.1     | 8.1     | 6.4     | 5.5     | (1.3)   | 0.4     | 1.9     | 0.2     |
| Existing store sales increase (decrease) (%)      | (1.8)             | 3.5     | 4.8     | (3.2)   | (0.4)   | (3.9)   | (6.8)   | (26.0)  | 3.8     | 5.2     | 1.4     |
| Merchandise gross profit margin (%)               | 30.3              | 29.7    | 29.6    | 28.7    | 29.6    | 30.6    | 31.4    | 31.6    | 31.2    | 32.4    | 33.3    |
| Number of stores                                  | 93                | 99      | 103     | 106     | 110     | 110     | 117     | 117     | 121     | 124     | 126     |
| Openings  | 8                 | 7       | 8       | 8       | 8       | 6       | 10      | 3       | 5       | 7       | 4       |
| Closures  | 7                 | 1       | 4       | 5       | 4       | 6       | 3       | 3       | 1       | 4       | 2       |
| Total sales floor space (m <sup>2</sup> )         | 151,584           | 159,564 | 161,209 | 164,485 | 168,653 | 169,841 | 174,595 | 171,435 | 174,003 | 170,701 | 174,917 |
| Sales per square meter (¥ Thousand)* <sup>1</sup> | 562               | 582     | 631     | 626     | 622     | 607     | 557     | 443     | 458     | 453     | 474     |
| Full-time employees (fiscal year-end)             | 877               | 895     | 929     | 917     | 885     | 909     | 919     | 959     | 903     | 871     | 862     |
| Part-time employees* <sup>2</sup>                 | 1,745             | 1,745   | 1,889   | 1,958   | 1,919   | 2,054   | 1,908   | 1,518   | 1,580   | 1,587   | 1,626   |
| Sales per employee (¥ Thousand)* <sup>3</sup>     | 32,471            | 35,189  | 36,449  | 35,744  | 37,334  | 34,640  | 34,221  | 30,504  | 31,877  | 32,621  | 33,355  |
| Memberships (Thousand)                            | 1,794             | 1,855   | 1,972   | 2,067   | 2,121   | 2,172   | 2,148   | 1,850   | 1,872   | 1,839   | 1,772   |

\*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

|  | FY2013 | FY2014 | FY2015 | FY2016  | FY2017 | FY2018 | FY2019  | FY2020  | FY2021  | FY2022  | FY2023 |
|--|--------|--------|--------|---------|--------|--------|---------|---------|---------|---------|--------|
| Revenues from operations                               | 78,484 | 80,932 | 83,839 | 82,562  | 80,350 | 78,206 | 74,323  | 50,853  | 45,251  | 46,777  | 52,353 |
| Net sales  | 78,112 | 80,685 | 83,680 | 82,394  | 80,188 | 78,047 | 73,868  | 50,317  | 44,765  | 46,224  | 51,909 |
| Selling, general and administrative expenses           | 51,669 | 52,844 | 52,636 | 52,001  | 49,692 | 47,925 | 46,252  | 38,176  | 32,136  | 30,346  | 32,371 |
| Operating income                                       | 829    | 163    | 1,021  | 515     | 842    | 1,291  | 420     | (7,062) | (4,114) | (716)   | 976    |
| Ordinary income  | 990    | 302    | 1,121  | 595     | 907    | 1,351  | 478     | (6,942) | (4,066) | (720)   | 940    |
| Net income   | 275    | (449)  | 457    | (1,688) | (523)  | 83     | (1,301) | (8,884) | (3,910) | (4,042) | 164    |
| Capital expenditures                                   | 2,277  | 3,518  | 1,853  | 3,348   | 2,076  | 2,432  | 2,486   | 1,694   | 813     | 2,179   | 1,702  |
| Depreciation and amortization                          | 422    | 701    | 823    | 866     | 957    | 1,004  | 1,011   | 835     | 539     | 180     | 262    |
| Total assets   | 44,511 | 46,700 | 43,979 | 40,901  | 36,638 | 35,751 | 35,034  | 27,729  | 24,126  | 22,655  | 23,164 |
| Net assets   | 34,799 | 33,835 | 33,471 | 27,171  | 26,666 | 26,415 | 24,540  | 15,721  | 11,831  | 7,772   | 7,986  |
| EBITDA   | 1,251  | 864    | 1,845  | 1,381   | 1,799  | 2,296  | 1,431   | (6,225) | (3,574) | (535)   | 1,239  |
| ROA (%)  | 0.6    | (1.0)  | 1.0    | (4.0)   | (1.4)  | 0.2    | (3.7)   | (28.3)  | (15.1)  | (17.3)  | 0.7    |
| Existing store sales increase (decrease) (Denny's) (%) | 2.1    | 1.7    | (0.2)  | (2.8)   | 1.0    | 0.9    | (1.6)   | (29.7)  | (3.5)   | 17.0    | 15.0   |
| Number of customers (%)                                | (1.2)  | (0.5)  | (3.5)  | 0.0     | (1.7)  | (3.5)  | (4.2)   | (35.4)  | (0.3)   | 14.9    | 7.6    |
| Average spending per customer (%)                      | 3.4    | 2.2    | 3.4    | (2.8)   | 2.8    | 4.5    | 2.6     | 8.7     | (3.2)   | 1.8     | 6.9    |
| Merchandise gross profit margin (Denny's) (%)          | 69.4   | 68.8   | 68.2   | 68.4    | 68.0   | 68.2   | 68.1    | 65.6    | 67.3    | 67.1    | 67.1   |
| Number of stores                                       | 844    | 840    | 851    | 815     | 749    | 716    | 679     | 614     | 545     | 497     | 489    |
| Denny's  | 386    | 392    | 389    | 386     | 377    | 371    | 372     | 339     | 322     | 319     | 319    |
| Others   | 458    | 448    | 462    | 429     | 372    | 345    | 307     | 275     | 223     | 178     | 170    |
| Full-time employees (fiscal year-end)                  | 1,290  | 1,368  | 1,416  | 1,387   | 1,350  | 1,307  | 1,257   | 1,184   | 962     | 890     | 801    |
| Part-time employees*                                   | 9,972  | 10,013 | 9,453  | 8,938   | 8,137  | 7,390  | 6,849   | 5,380   | 4,552   | 4,256   | 4,098  |
| Ratio of part-time employees (%)                       | 88.4   | 87.9   | 86.9   | 86.2    | 85.3   | 84.6   | 83.9    | 81.4    | 82.0    | 82.2    | 83.0   |

\* 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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|  | FY2013  | FY2014  | FY2015  | FY2016  | FY2017  | FY2018  | FY2019  | FY2020  | FY2021  | FY2022  | FY2023  |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Revenues from operations                     | 85,136  | 88,304  | 95,645  | 100,264 | 103,668 | 103,427 | 106,408 | 82,472  | 90,043  | 96,048  | 110,637 |
| Net sales                                    | 84,459  | 87,647  | 94,930  | 99,560  | 102,956 | 102,592 | 105,384 | 81,549  | 89,086  | 92,974  | 107,188 |
| Selling, general and administrative expenses | 33,058  | 33,920  | 36,572  | 38,225  | 38,304  | 38,055  | 39,380  | 34,504  | 35,351  | 37,454  | 41,339  |
| Operating income                             | 1,138   | 1,409   | 1,603   | 1,464   | 2,159   | 2,698   | 2,831   | (2,178) | 562     | 2,285   | 4,292   |
| Ordinary income                              | 1,080   | 1,374   | 1,579   | 1,381   | 2,072   | 2,650   | 2,769   | (2,206) | 454     | 2,182   | 4,211   |
| Net income                                   | (244)   | 701     | 572     | 138     | 908     | 1,388   | 1,484   | (2,274) | (336)   | 243     | 2,410   |
| Capital expenditures*1                       | 1,895   | 1,228   | 2,727   | 1,963   | 2,266   | 1,737   | 2,411   | 3,420   | 1,420   | 2,008   | 2,093   |
| Depreciation and amortization                | 1,153   | 1,014   | 1,048   | 1,099   | 1,133   | 1,121   | 1,242   | 1,477   | 1,513   | 1,493   | 1,607   |
| Total assets                                 | 23,846  | 25,383  | 27,563  | 29,551  | 31,614  | 31,455  | 33,931  | 47,882  | 47,513  | 42,051  | 43,209  |
| Net assets                                   | 10,965  | 11,667  | 12,022  | 12,055  | 12,878  | 13,987  | 14,872  | 12,290  | 11,954  | 12,195  | 14,605  |
| EBITDA                                       | 2,291   | 2,423   | 2,651   | 2,563   | 3,292   | 3,820   | 4,074   | (701)   | 2,075   | 3,779   | 5,899   |
| ROA (%)                                      | (1.0)   | 2.9     | 2.2     | 0.5     | 3.0     | 4.4     | 4.5     | (5.6)   | (0.7)   | 0.5     | 5.6     |
| Existing store sales increase (decrease) (%) | (4.3)   | 0.9     | 4.4     | 0.1     | 3.3     | (0.2)   | 0.5     | (25.5)  | 6.5     | 11.1    | 13.3    |
| Merchandise gross profit margin (%)          | 40.1    | 40.0    | 39.9    | 39.6    | 39.0    | 39.3    | 39.4    | 39.0    | 39.6    | 39.2    | 39.1    |
| Number of stores                             | 89      | 94      | 102     | 109     | 110     | 115     | 124     | 131     | 138     | 151     | 160     |
| Openings                                     | 10      | 6       | 10      | 8       | 8       | 8       | 11      | 10      | 11      | 18      | 14      |
| Closures                                     | 3       | 1       | 2       | 1       | 7       | 3       | 2       | 3       | 4       | 5       | 5       |
| Total sales floor space (m²)                 | 116,235 | 120,962 | 128,040 | 135,286 | 134,083 | 135,083 | 138,368 | 139,468 | 144,944 | 147,579 | 145,841 |
| Sales per square meter (¥ Thousand)*2        | 732     | 730     | 755     | 738     | 748     | 757     | 771     | 578     | 621     | 635     | 727     |
| Full-time employees (fiscal year-end)        | 2,034   | 2,028   | 2,195   | 2,267   | 2,350   | 2,280   | 2,311   | 2,319   | 2,313   | 2,307   | 2,403   |
| Part-time employees*3                        | 1,742   | 1,971   | 2,112   | 2,140   | 2,066   | 2,188   | 2,343   | 2,119   | 1,994   | 2,133   | 2,242   |
| Sales per employee (¥ Thousand)*4            | 23,585  | 23,740  | 23,852  | 24,668  | 26,352  | 26,991  | 27,968  | 23,427  | 25,067  | 25,812  | 28,179  |

\*1 The calculation standards were changed in FY2022. Accordingly, figures for FY2013 through FY2021 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) |        |        |        |        |        |        |        |        |        |        |
|-----------------|----------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
|                 | FY2013   | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
| Hokkaido        | 4        | 4      | 3      | 3      | 3      | 3      | 3      | 3      | 3      | 3      | 3      |
| Tohoku          | 4        | 4      | 4      | 4      | 4      | 4      | 4      | 4      | 4      | 4      | 4      |
| Kanto           | 45       | 45     | 48     | 47     | 46     | 45     | 46     | 46     | 49     | 48     | 48     |
| Chubu           | 14       | 16     | 17     | 17     | 18     | 18     | 20     | 21     | 20     | 20     | 20     |
| Kinki           | 17       | 20     | 21     | 21     | 21     | 22     | 23     | 22     | 22     | 25     | 27     |
| Chugoku         | 5        | 6      | 6      | 7      | 8      | 7      | 8      | 8      | 8      | 8      | 8      |
| Shikoku         | 1        | 1      | 2      | 2      | 2      | 2      | 2      | 2      | 2      | 2      | 2      |
| Kyushu, Okinawa | 3        | 3      | 2      | 5      | 8      | 9      | 11     | 11     | 13     | 14     | 14     |
| Total           | 93       | 99     | 103    | 106    | 110    | 110    | 117    | 117    | 121    | 124    | 126    |



Akachan Honpo

Denny's

|        | (Stores) |        |        |        |        |        |        |        |        |        |        |
|--------|----------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
|        | FY2013   | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
| Tohoku | 12       | 12     | 11     | 12     | 12     | 12     | 12     | 12     | 12     | 12     | 12     |
| Kanto  | 281      | 289    | 286    | 281    | 276    | 272    | 272    | 248    | 234    | 231    | 231    |
| Chubu  | 75       | 75     | 75     | 75     | 73     | 72     | 73     | 69     | 66     | 66     | 66     |
| Kinki  | 18       | 16     | 17     | 18     | 16     | 15     | 15     | 10     | 10     | 10     | 10     |
| Total  | 386      | 392    | 389    | 386    | 377    | 371    | 372    | 339    | 322    | 319    | 319    |



Denny's

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|                 | (Stores) |        |        |        |        |        |        |        |        |        |        |
|-----------------|----------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
|                 | FY2013   | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
| Hokkaido        | 2        | 2      | 2      | 1      | 1      | 1      | 1      | 1      | 2      | 2      | 4      |
| Tohoku          | 5        | 5      | 5      | 5      | 5      | 5      | 6      | 7      | 7      | 7      | 6      |
| Kanto           | 50       | 51     | 54     | 58     | 58     | 59     | 63     | 67     | 69     | 73     | 75     |
| Chubu           | 10       | 10     | 13     | 13     | 13     | 14     | 16     | 16     | 19     | 22     | 22     |
| Kinki           | 13       | 15     | 16     | 16     | 17     | 18     | 19     | 19     | 20     | 21     | 26     |
| Chugoku         | 5        | 5      | 6      | 8      | 8      | 8      | 8      | 8      | 7      | 9      | 10     |
| Shikoku         | 2        | 3      | 3      | 3      | 3      | 4      | 4      | 4      | 4      | 4      | 4      |
| Kyushu, Okinawa | 2        | 3      | 3      | 5      | 5      | 6      | 7      | 9      | 10     | 13     | 13     |
| Total           | 89       | 94     | 102    | 109    | 110    | 115    | 124    | 131    | 138    | 151    | 160    |

Note: Number of stores at fiscal year-end



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Major Shareholders

|  | (As of February 29, 2024)             |                                  |
|--|---------------------------------------|----------------------------------|
|  | Number of shares<br>(Thousand shares) | Percentage of<br>shares held (%) |
| The Master Trust Bank of Japan, Ltd. (Trust account) | 129,904                               | 14.8                             |
| Ito-Kogyo Co., Ltd.                                  | 70,701                                | 8.1                              |
| Custody Bank of Japan, Ltd. (Trust account)          | 44,644                                | 5.1                              |
| JP MORGAN CHASE BANK 385632                          | 33,070                                | 3.8                              |
| SSBTC CLIENT OMNIBUS ACCOUNT                         | 21,938                                | 2.5                              |
| SMBC Nikko Securities Inc.                           | 18,905                                | 2.2                              |
| Nippon Life Insurance Company                        | 17,672                                | 2.0                              |
| MITSUI & CO., LTD.                                   | 16,222                                | 1.9                              |
| STATE STREET BANK WEST CLIENT - TREATY 505234        | 14,317                                | 1.6                              |
| JAPAN SECURITIES FINANCE CO., LTD.                   | 12,419                                | 1.4                              |

\* The calculation of the percentage of shares held does not include shares of treasury stock. The shares of treasury stock do not include shares held by the "Board Incentive Plan (BIP) Trust" (the "BIP Trust") and the "ESOP Trust for Granting Stock" (the "ESOP Trust").

\* The Company conducted a 3-for-1 common share split on March 1, 2024. Above figures are before share split.

Classification of Shareholders

- Financial institutions
- Securities companies
- Other domestic corporations
- Foreign corporations
- Individuals and others (including treasury stock)

As of February 28, 2018



As of February 28, 2019



As of February 29, 2020



As of February 28, 2021



As of February 28, 2022



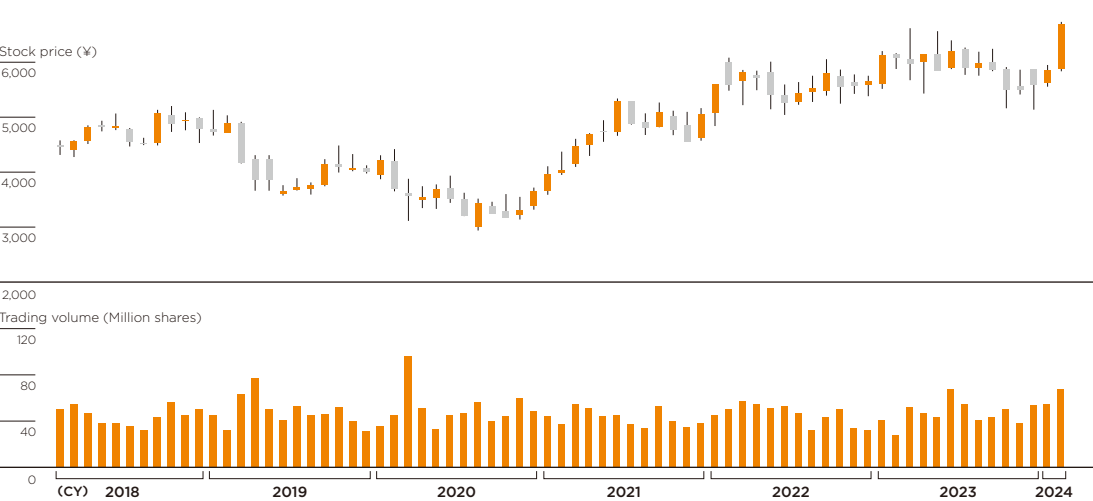
As of February 28, 2023



As of February 29, 2024



Stock Price Chart (Monthly)



|                                 |         | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---------------------------------|---------|--------|--------|--------|--------|--------|--------|
| Stock price<br>(¥)              | Opening | 4,409  | 4,893  | 3,623  | 4,150  | 5,656  | 6,050  |
|                                 | High    | 5,203  | 4,916  | 4,373  | 6,083  | 6,203  | 6,734  |
|                                 | Low     | 4,275  | 3,573  | 2,938  | 4,095  | 5,041  | 5,162  |
|                                 | Closing | 4,894  | 3,696  | 4,037  | 5,591  | 6,090  | 6,690  |
| Trading volume (Million shares) |         | 514    | 577    | 602    | 526    | 528    | 576    |

Investment Indices (Consolidated)

|   | FY2018      | FY2019      | FY2020      | FY2021      | FY2022      | FY2023      |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Number of shares outstanding Average (Shares)*1       | 884,568,131 | 883,508,868 | 882,927,577 | 883,065,915 | 883,189,201 | 882,170,378 |
| End of period (Shares)*1                              | 884,568,599 | 882,845,467 | 882,966,279 | 883,116,298 | 883,224,712 | 874,304,519 |
| Net income per share (¥)                              | 229.50      | 246.95      | 203.03      | 238.68      | 318.14      | 254.63      |
| Cash flow per share (¥)                               | 479.49      | 503.29      | 469.76      | 569.99      | 743.98      | 708.95      |
| Net assets per share (¥)                              | 2,850.42    | 2,946.83    | 3,022.68    | 3,375.50    | 3,933.93    | 4,250.83    |
| Price earnings ratio (X)*2                            | 21.3        | 15.0        | 19.9        | 23.4        | 19.1        | 26.3        |
| Price cash flow ratio (X)*2                           | 10.2        | 7.3         | 8.6         | 9.8         | 8.2         | 9.4         |
| Price book value ratio (X)*2                          | 1.7         | 1.3         | 1.3         | 1.7         | 1.5         | 1.6         |
| Dividends per share (¥)                               | 95.00       | 98.50       | 98.50       | 100.00      | 113.00      | 113.00      |
| Dividend payout ratio (%)                             | 41.4        | 39.9        | 48.5        | 41.9        | 35.5        | 44.4        |
| Ratio of total amounts of dividends to net assets (%) | 3.4         | 3.4         | 3.3         | 3.1         | 3.1         | 2.8         |

\*1 Figures exclude treasury stock. A Board Incentive Plan for compensation of Directors and Audit & Supervisory Board Members and an Employee Stock Ownership Plan were introduced from FY2019, and the Company's shares held by these plans include treasury stock.

\*2 Calculated using the stock price at fiscal year-end.

The Company conducted a 3-for-1 common share split on March 1, 2024. Above figures are before share split.

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| Before the Establishment of Seven & i Holdings |        |  |
|--|--------|--|
| 1958   | Apr. ■ | Yokado Co., Ltd. incorporated  |
| 1971   | Mar. ■ | Yokado changed its name to Ito-Yokado Co., Ltd.  |
| 1972   | Sep. ■ | Ito-Yokado listed on the Tokyo Stock Exchange (TSE)  |
| 1973   | Mar. ■ | Business tie-up with Benimaru Corp.  |
|  | Nov. ■ | York-Seven Co., Ltd. established under a license agreement with the largest U.S. convenience store chain operator, The Southland Corporation |
|  | Nov. ■ | Denny's Japan Co., Ltd. established under a license agreement with the U.S.-based restaurant chain, Denny's, Inc.                            |
| 1974   | May ■  | Opened the first 7-Eleven store  |
| 1977   | Jul. ■ | Ito-Yokado registered American Depositary Receipts (ADRs) on NASDAQ  |
| 1978   | Jan. ■ | York-Seven changed its name to SEVEN-ELEVEN JAPAN CO., LTD.  |
| 1979   | Oct. ■ | Seven-Eleven Japan listed on the TSE   |
| 1980   | Nov. ■ | York-Benimaru listed on the TSE  |
| 1982   | Feb. ■ | Denny's Japan listed on the TSE  |
| 1986   | Jul. ■ | Ito-Yokado's ADRs transferred from NASDAQ small-cap listing to the National Market System  |
| 1991   | Mar. ■ | Ito-Yokado and Seven-Eleven Japan acquired and hold the major interest of The Southland Corporation through the IYG Holding Company          |
| 1996   | Dec. ■ | Chengdu Ito-Yokado Co., Ltd. established in Chengdu, Sichuan Province, China   |
| 1997   | Sep. ■ | Hua Tang Yokado Commercial Co., Ltd. established in Beijing, China   |
| 1999   | May ■  | The Southland Corporation changed its name to 7-Eleven, Inc.   |
| 2000   | Jul. ■ | 7-Eleven, Inc. shares transferred from NASDAQ to NYSE  |
| 2001   | Apr. ■ | IYBank Co., Ltd. established   |
|  | Oct. ■ | IY Card Service Co., Ltd. established  |
| 2003   | May ■  | Ito-Yokado abolished the registration of ADRs on NASDAQ  |
|  | Aug. ■ | The number of 7-Eleven stores in Japan topped 10,000   |
| 2004   | Jan. ■ | SEVEN-ELEVEN (BEIJING) CO., LTD. established in Beijing, China   |
| 2005   | Apr. ■ | Grand opening of Ario Soga, the first Ario shopping center   |

| Seven & i Holdings—From Establishment until Today |        |  |
|---|--------|--|
| 2005  | Sep. ■ | Seven & i Holdings Co., Ltd. was established and listed on the TSE   |
|   | Oct. ■ | IYBank changed its name to Seven Bank, Ltd.  |
|   | Nov. ■ | 7-Eleven, Inc. made a wholly owned subsidiary<br>Made 7-Eleven, Inc. a wholly owned subsidiary with the aim of increasing long-term profits and promoting a global strategy.   |
| 2006  | Nov. ■ | Ito-Yokado opened Ario Sapporo and Ario Kawaguchi  |
|   | Feb. ■ | Seven and Y Corp. made a subsidiary<br>Made Seven and Y a subsidiary as the core company in Group IT strategy.   |
|   | May ■  | 7-Eleven stores in Japan commenced installation of the Sixth-Generation Total Information System   |
|   | Jun. ■ | Millennium Retailing, Inc. made a wholly owned subsidiary through a stock-for-stock exchange<br>To strengthen the Group's department store operations, made Millennium Retailing, parent of Sogo Co., Ltd. and The Seibu Department Stores, Ltd., a wholly owned subsidiary. |
|   | Jul. ■ | Seven & i Holdings cancelled 427,509,908 shares of treasury stock<br>Cancelled the shares of Seven-Eleven Japan and Denny's Japan, which Ito-Yokado had owned at the time of listing.  |
|   | Aug. ■ | White Hen Pantry, Inc. acquired by 7-Eleven, Inc.<br>The White Hen Pantry, Inc. convenience store chain owned approx. 200 stores in Chicago, U.S.  |
|   | Sep. ■ | York-Benimaru made a wholly owned subsidiary through a stock-for-stock exchange<br>Positioned as the core operating company of the supermarket operations after transformation from an equitymethod affiliate to a wholly owned subsidiary.                                  |
|   | Nov. ■ | Group Merchandising Reform Project launched  |
| 2007  | Jan. ■ | Seven & i Food Systems Co., Ltd. established<br>Established a new company with the aim of integrating and restructuring food services.   |
|   | Mar. ■ | THE LOFT CO., LTD. made a subsidiary<br>Millennium Retailing made THE LOFT, a nationwide chain of miscellaneous goods specialty stores, into a subsidiary.   |
|   | Mar. ■ | 7-Eleven became the world's largest store chain  |
|   | Apr. ■ | Seven-Eleven Japan launched <i>nanaco</i> , the Group's proprietary electronic money service   |
|   | May ■  | Started sales of Seven Premium, the Group's new private-brand products   |
|   | Jul. ■ | Akachan Honpo Co., Ltd. made a subsidiary<br>Ito-Yokado made Akachan Honpo, a nationwide chain of baby and children's products specialty stores, into a subsidiary.  |
|   | Aug. ■ | Sales of Seven Premium products commenced at 7-Eleven stores in Japan  |
|   | Sep. ■ | Denny's Japan, Famil, and York Bussan merged into Seven & i Food Systems   |

|      |             |  |
|------|-------------|--|
| Nov. | ■           | FUJIKOSHI CO., LTD. made a subsidiary<br>York-Benimaru made FUJIKOSHI, a supermarket chain in Fukushima Prefecture, into a subsidiary.   |
|      | Dec. ■      | NitteleSeven Co., Ltd. established by Nippon Television Network Corporation, Dentsu Inc., and Seven & i Holdings<br>Seeking the integration of retail business and media, NitteleSeven was established to develop a new business strategy. |
|      | Dec. ■      | Chengdu Ito-Yokado opened its Jin Hua store in Chengdu, Sichuan Province, China  |
| Dec. | ■           | <i>nanaco</i> introduced at Denny's restaurants  |
|      | 2008 Jan. ■ | SEVEN & i FINANCIAL GROUP CO., LTD. established<br>Established to oversee the Group's financial services-related management operations, excluding banking.   |
|      | Feb. ■      | Seven & i Holdings cancelled 11,329,000 shares of treasury stock<br>Cancelled all shares of treasury stock acquired from Seven-Eleven Japan in January 2008.   |
| Feb. | ■           | Seven Bank listed on the Jasdaq Securities Exchange  |
| Mar. | ■           | <i>nanaco</i> introduced at Ito-Yokado stores  |
| Mar. | ■           | Ito-Yokado opened Ario Otori   |
| Apr. | ■           | SEVEN-ELEVEN CHINA Co., Ltd. established<br>Established to promote the development of 7-Eleven stores in China through area licensees.   |
| Apr. | ■           | QUICPay, postpaid electronic money, introduced at all 7-Eleven stores in Japan   |
| Jun. | ■           | <i>nanaco</i> credit charge services launched  |
| Jul. | ■           | Seven & i Holdings issued 1st, 2nd, and 3rd unsecured domestic straight bonds in the total amount of ¥100 billion  |
| Jul. | ■           | Seven & i Net Media Co., Ltd. established<br>Established to further strengthen and take overall responsibility for IT-related operations.  |
| Jul. | ■           | Seven & i Holdings cancelled 50,000,000 shares of treasury stock<br>Cancelled all shares of treasury stock acquired from the market.   |
| Aug. | ■           | Seven & i Holdings made a business and capital tie-up with AIN PHARMACIEZ INC.<br>A business and capital tie-up was made to promote cooperation with store openings, pharmaceutical product sales and development.                         |
| Aug. | ■           | Seven Farm Tomisato Co., Ltd. established—The Group's first agricultural production corporation  |
| Aug. | ■           | Ito-Yokado opened THE PRICE Nishiarai, its first discount store  |
| 2009 | Jan. ■      | Seven Culture Network Co., Ltd. established<br>Established to start a new business by integrating existing community school business and travel business.  |
|      | Jan. ■      | Seven Premium products received the “Most Excellent Award, Nikkei Award” of the 2008 Nikkei Superior Products and Services Awards  |

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- 2009

Apr.

■

7-Eleven store openings through an area licensee commenced in Shanghai, China

Aug.

■

Millennium Retailing, Sogo, and The Seibu Department Stores were merged, and Sogo, as a surviving company, changed its name to Sogo & Seibu Co., Ltd.

Sep.

■

SEVEN-ELEVEN (BEIJING) opened its first stores in Tianjin, China

Sep.

■

Seven-Eleven Japan entered a business alliance with Keihin Electric Express Railway Co., Ltd. Business alliance formed with the aim of converting stores inside Keikyu Line stations into 7-Eleven stores.

Oct.

■

Edy electronic money system introduced at all 7-Eleven stores in Japan

Nov.

■

Started sales of wine simultaneously in Japan and North America as the Group’s first private-brand product for the global market

Nov.

■

Chengdu Ito-Yokado opened its Jian She Lu store in Chengdu, Sichuan Province, China

Dec.

■

New England Pantry, Inc. acquired by 7-Eleven, Inc. The New England Pantry, Inc. convenience store chain owned 58 stores in Boston, U.S.

Dec.

■

Seven & i Holdings made a business and capital tie-up with PIA CORPORATION A business and capital tie-up was made to promote cooperation with tickets and event-related businesses as well as membership businesses.

Dec.

■

Seven and Y changed its name to Seven Net Shopping Co., Ltd.

Dec.

■

Seven Net Shopping launched—The Group’s internet shopping service
- 2010

Jan.

■

Seven Bank started consumer loan services

Mar.

■

Seven & i Holdings made capital participation in Tower Records Japan, Inc. Capital participation to foster cooperation in the entertainment, IT and internet fields.

Mar.

■

The number of *nanaco* cards issued exceeded 10 million

Jun.

■

Seven & i Holdings cancelled 20,000,000 shares of treasury stock by purchasing them from the market

Jun.

■

Seven & i Holdings issued 4th, 5th, and 6th unsecured domestic straight bonds in the total amount of ¥110 billion

Jun.

■

Seven & i Asset Management Co., Ltd. established Established to acquire and own trust beneficiary right (fixed assets) of SEIBU Ikebukuro.

Jun.

■

All 7-Eleven stores in Japan started handling credit card transactions using IY Cards and JCB cards

Jul.

■

Seven Farm Co., Ltd. established Established to enable centralized management of new agricultural production corporation launches and expansion, as well as the development of a food recycling network.

Sep.

■

Signed basic agreement concerning comprehensive business alliance with Credit Saison Co., Ltd. Concluded the agreement to establish a joint venture between Credit Saison and Sogo & Seibu, thereby strengthening the Group’s card business.

- Sep.

■

Seven & i Asset Management acquired ownership of the land and building containing SEIBU Ikebukuro (totaling ¥123 billion)
- Sep.

■

Sales of high-end Seven Premium Gold products one rank up from Seven Premium commenced
- Sep.

■

All 7-Eleven stores in Japan started handling credit card transactions using VISA, MasterCard, American Express and Diners Club
- Oct.

■

IY Card Service Co., Ltd. changed its name to Seven Card Service Co., Ltd.
- Oct.

■

Ito-Yokado opened Ito-Yokado Shokuhinkan Asagaya, an urban-style small supermarket
- Nov.

■

Seven-Eleven Japan extended the incentive system for multi-store operation Introduced a new system for owners who operate two or more stores, under which the amount equivalent to 3% of gross profit on sales is deducted from the Seven-Eleven charges (royalty).
- Nov.

■

Seven-Eleven Japan formed a business alliance with Hokkaido Kiosk Corporation Alliance formed with the aim of renewing convenience stores operated by Hokkaido Kiosk in major stations throughout Hokkaido as 7-Eleven stores.
- Nov.

■

Seven-Eleven Japan started the sale of various tickets handled by PIA CORPORATION using in-store multifunctional copy machines
- Dec.

■

SEVEN-ELEVEN (CHENGDU) Co., Ltd. established Established with the aim of expanding the network of 7-Eleven stores in Chengdu, Sichuan Province, China.

2011

Mar.

■

SEVEN & i FINANCIAL GROUP CO., LTD., SE CAPITAL CORPORATION and Seven Cash Works Co., Ltd. merged, and SE CAPITAL, as a surviving company, changed its name to Seven Financial Service Co., Ltd.

Mar.

■

Seven-Eleven Japan acquired the 7-Eleven trademark in Japan Seven-Eleven Japan acquired the rights held by 7-Eleven, Inc. for the use of the 7-Eleven trademark in Japan.

Mar.

■

7-Eleven, Inc. acquired retail interests 7-Eleven, Inc. acquired a total of 183 convenience stores and other properties in Florida, U.S., previously held by Exxon Mobil Corporation.

Mar.

■

Lease agreement to operate retail stores by 7-Eleven, Inc. 7-Eleven, Inc. signed a lease agreement with the Illinois State Toll Highway Authority to operate 13 sites located at Tollway Oases in Illinois, U.S.

Mar.

■

All 7-Eleven stores in Japan started accepting payments and charges utilizing regional railway company electronic money systems

Mar.

■

Seven Bank launched an international money transfer service The service was launched in collaboration with Western Union, which offers the world’s largest-scale money transfer services.

Apr.

■

Seven CS Card Service Co., Ltd. made a subsidiary Initiative aimed at providing more comprehensive services in credit card, electronic money, and point services through cooperation with Seven Card Service.

- Jun.

■

7-Eleven, Inc. acquired WFI Group, Inc. WFI Group is the parent company of Wilson Farms, Inc., which operated 188 convenience stores in New York, U.S.
- Jun.

■

Seven & i Holdings launched Groupwide Seven & i Point Service Started a preferential point system to grant customers points for conducting credit card transactions using cards issued by Group companies.
- Sep.

■

Commenced *nanaco* Point Club service, in which points granted by Group companies can be converted into *nanaco* electronic money usable at stores operated by Group companies
- Nov.

■

Chengdu Ito-Yokado opened its Gaoxin store in Chengdu, Sichuan Province, China
- Dec.

■

Commenced Seven Spot free wireless internet services

2012

Dec.

■

Seven Bank listed on the TSE

Jan.

■

Annual store sales of Seven-Eleven Japan topped ¥3 trillion for the first time

Jan.

■

7-Eleven, Inc. acquired retail interests 7-Eleven, Inc. acquired 51 convenience stores and other properties in Texas, U.S., previously held by Exxon Mobil Corporation.

Feb.

■

7-Eleven, Inc. acquired retail interests 7-Eleven, Inc. acquired 55 convenience stores operated by Sam’s Mart LLC in North Carolina and South Carolina, U.S.

Mar.

■

Seven Financial Service and K.K. York Insurance merged with Seven Financial Service as the surviving company

Mar.

■

Started sales of electronic books via Seven Net Shopping

Mar.

■

*nanaco* introduced at York Mart stores

Mar.

■

Introduced Senior *nanaco*—electronic money issued with no service fees for customers aged 65 and older

Apr.

■

*nanaco* introduced at York-Benimaru stores

May

■

Started sales of the Seven Lifestyle brand of stationery and daily commodities with the concept of “Adding Higher Quality to Everyday Lives”

Jun.

■

Established SHAN DONG ZHONG DI CONVENIENCE CO., LTD. The company was established by Seven-Eleven Japan as a joint venture with Zhongdi Group Co., Ltd. to develop 7-Eleven stores in Shandong, China.

Jun.

■

Acquisition of retail interests by 7-Eleven, Inc. 7-Eleven, Inc. acquired 23 convenience stores operated by Strasburger Enterprises, Inc. in Texas, U.S. The company also acquired 18 convenience stores operated by Open Pantry Food Marts of Wisconsin, Inc. in Wisconsin, U.S.

Jul.

■

Seven Raku-Raku Delivery home delivery service was launched

Jul.

■

Ito-Yokado (China) Investment Co., Ltd. established In the superstore business in China, Ito-Yokado (China) Investment was established to oversee business and allow direct investment in its subsidiaries.



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- 2012

Sep. ■ Changed the business objective and increased the capital investment in SEVEN-ELEVEN CHINA Co. Ltd., and changed the company name to SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.

Oct. ■ Established SEJ Asset Management & Investment Company  
The company was established to strengthen the business framework for expanding operations and increasing earnings in North America.

Oct. ■ Acquisition of retail interests by 7-Eleven, Inc.  
7-Eleven, Inc. acquired the following retail interests: 74 convenience stores operated by Prima Marketing LLC as an area licensee of 7-Eleven for West Virginia, Ohio, Pennsylvania, and Kentucky, U.S. ;67 convenience stores and the fuel wholesale business operated by EZ Energy USA, Inc. in Ohio and Pennsylvania, U.S. ;58 convenience stores operated by Handee Marts, Inc. as an area licensee of 7-Eleven for West Virginia and Maryland, U.S. ;12 convenience stores operated by Fast Track, Inc. in North Carolina, U.S.

Nov. ■ SEVEN-ELEVEN (TIANJIN) CO., LTD. established  
The company was established to proactively expand business operations in Tianjin, China.

Nov. ■ Acquisition of retail interests by 7-Eleven, Inc.  
7-Eleven, Inc. acquired 174 convenience stores and the fuel wholesale business operated by Tetco, Inc. in Texas and Utah, U.S.

Dec. ■ Acquisition of retail interests by 7-Eleven, Inc.  
7-Eleven, Inc. acquired 143 convenience stores and the fuel wholesale business operated by C.L. Thomas, Inc. in Texas, U.S.
- 2013

Feb. ■ The number of 7-Eleven stores in Japan topped 15,000

Mar. ■ 7-Eleven, Inc. signed a lease agreement  
7-Eleven, Inc. signed an agreement to operate 19 convenience stores in Pennsylvania, U.S., owned by Lehigh Gas Partners LP.

Mar. ■ Seven Bank issued 8th, 9th, and 10th series unsecured domestic straight bonds in the total amount of ¥55 billion

Apr. ■ Seven Financial Service and Seven Card Service launched SEVEN CARD plus featuring *nanaco* electronic money functionality

Apr. ■ Seven & i Holdings issued 7th, 8th, and 9th unsecured domestic straight bonds in the total amount of ¥100 billion

Apr. ■ Acquisition of retail interests by 7-Eleven, Inc.  
7-Eleven, Inc. acquired 46 convenience stores operated by CB Mart, Inc. in South Carolina, U.S.

Jul. ■ Ito-Yokado entered a business and capital alliance with DAIICHI CO., LTD.  
Business and capital alliance formed with the aim of strengthening the food retail business base in the Hokkaido area.

Sep. ■ Seven Bank's wholly owned U.S. subsidiary FCTI acquired the ATM business of Global Axxess Corp.

Oct. ■ Seven-Eleven Japan entered a business alliance with Shin-Keisei Electric Railway Co., Ltd.  
Business alliance formed with the aim of converting stores inside Shin-Keisei Line stations into 7-Eleven stores.

- Nov. ■ Seven-Eleven Japan celebrated its 40th founding anniversary

Dec. ■ Capital and business alliance agreement signed with Nissen Holdings Co., Ltd.  
Capital and business alliance formed with the aim of using the catalogue and internet businesses of Nissen Holdings to advance the Omni-Channel Strategy.

Dec. ■ Business alliance formed with Tenmaya Store Co., Ltd. and Tenmaya Company, Limited  
Ito-Yokado entered capital alliance with Tenmaya Store  
Business alliance formed with the aim of strengthening the retailing operation base in Okayama and Hiroshima Prefectures.

Dec. ■ Entered a capital and business alliance with BALS CORPORATION  
Capital and business alliance formed with the aim of selling high-value-added products through joint development of sundries-related products and pursuing collaboration in the Omni-Channel field.
- Dec. ■ Started opening 7-Eleven stores in Chongqing, China

2014

Jan. ■ Grand opening of Chengdu Ito-Yokado's Wenjiang store

Jan. ■ SEVEN CAFÉ received “Most Excellent Award, Nikkei Award” of the 2013 Nikkei Superior Products and Services Awards

Jan. ■ Acquired shares of Barneys Japan Co., Ltd.  
Acquired shares with the aim of strengthening product development capabilities in the department store business and to form alliances in the Omni-Channel field.

Jan. ■ Nissen Holdings made a consolidated subsidiary

Mar. ■ Seven Net Shopping was merged by Seven & i Net Media

Mar. ■ Ito-Yokado was awarded the Minister of Agriculture, Forestry and Fisheries FY2013 35th Food Industry Outstanding Corporation Award in the environmental division

Mar. ■ Seven-Eleven Japan entered into a business alliance with West Japan Railway Company and West Japan Railway Daily Service Net Co., Ltd.  
A business alliance formed to enable refurbishment of stores so they can become tie-up stores inside stations associated with West Japan Railway Co.

May ■ Completion of the Fuel Storage Station  
Stockpiled 400 kiloliters of fuel in Sugito Town, Saitama Prefecture, for emergency delivery to evacuation centers and stores.

May ■ Seven-Eleven Japan Memorial Foundation conducted Sendai Bay Seven & i Forest Project tree-planting  
Supported regeneration of coastline trees as a disaster countermeasure in coastal areas along Sendai Bay with the Forestry Agency's Sendai Forestry Management Office.

Jul. ■ Seven-Eleven Japan entered a business alliance with JR Shikoku Railway Co., Ltd. and Shikoku Kiosk Co.  
Business alliance formed with the aim of remodeling existing stores into tie-up stores within the JR Shikoku service area.

Jul. ■ Started a new three-year plan for the Tohoku Kakehashi Project, a plan to support recovery from the Great East Japan Earthquake

Nov. ■ Grand opening of GRAND TREE MUSASHIKOSUGI

Nov. ■ Received the Best IR Award at the 19th Annual IR Grand Prix held by the Japan Investor Relations Association

- Dec. ■ Seven Bank issued 11th series of unsecured domestic straight bonds in the total amount of ¥15 billion

2015

Jan. ■ Awarded the Prime Minister's Award in the 1st Leading Companies Where Women Shine Awards held by the Prime Minister's Office

Jan. ■ Awarded a FY2014 Corporate Activity Award by the TSE

Feb. ■ Converted Barneys Japan into a consolidated subsidiary

Feb. ■ Annual store sales of Seven-Eleven Japan topped ¥4 trillion

Mar. ■ Opened dedicated Online Supermarket store  
Started operating the Seven & i Online Supermarket Nishi Nippori store.

Mar. ■ Business alliance formed with MANDAI Co., Ltd.  
Business alliance formed with the aim of further growth in the food retail business base in the Kansai area.

Apr. ■ Seven-Eleven Japan entered a business alliance with Kobe Electric Railway Co., Ltd. and Shintetsu Tourist Co., Ltd.  
Business alliance formed with the aim of converting stores inside Shintetsu Line stations into 7-Eleven stores.

May ■ Acquisition of retail interests by 7-Eleven, Inc.  
Acquired 181 convenience stores operated by Tedeschi Food Shops, Inc. in Massachusetts, U.S.

Jun. ■ Seven & i Holdings issued 10th, 11th, and 12th unsecured domestic straight bonds in the total amount of ¥120 billion

Oct. ■ Seven-Eleven Japan entered a business alliance with OSAKA MONORAIL CO., LTD.  
Business alliance formed with the aim of converting stores inside Osaka Monorail stations into 7-Eleven stores.

Nov. ■ Grand opening of omni7

Nov. ■ Acquired the fuel wholesale business operated by 7-Eleven, Inc.  
Acquired 101 retail businesses related to gasoline and the fuel wholesale business operated by Biscayne Petroleum, LLC and Everglades Petroleum, LLC in Florida, U.S.

Nov. ■ Ito-Yokado awarded the METI Minister's Prize in the large retailer category of the Ninth METI Minister's Awards for Best Contributors to Product Safety

Dec. ■ Ito-Yokado awarded the Outstanding Prize (Health, Labour and Welfare Minister's Prize) in the First Awards at the 2015 for Enterprises Promoting Part-Time Workers to Play Active Roles at Work
- 2016

Mar. ■ 7-Eleven, Inc. acquired retail interests  
7-Eleven, Inc. acquired 148 convenience stores operated by Imperial Oil Limited in Alberta and British Columbia, Canada.

Apr. ■ Grand opening of SEVENPARK ARIO KASHIWA

Jun. ■ 7-Eleven, Inc. acquired retail interests  
7-Eleven, Inc. acquired 79 gas stations and convenience stores operated by CST Brands, Inc. in California and Wyoming, U.S.

Jul. ■ Ito-Yokado awarded the Supply Chain Innovation Award (Ministry of Economy, Trade and Industry)

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|------|------|---|---|
| 2016 | Aug. | ■ | 7-Eleven topped 60,000 stores globally  |
|      | Oct. | ■ | Published the three-year medium-term management plan  |
|      | Oct. | ■ | Reached a basic agreement for a capital and business alliance with H2O Retailing Corp.<br>Capital and business alliance formed to effectively utilize the store networks, products and services of both groups with the aims of reallocating resources from the department store business and enhancing convenience and satisfaction among customers living in the Kansai area. |
|      | Oct. | ■ | Ito-Yokado certified as a “L-Boshi” gender-advanced company based on the law to promote active roles for women in the workplace   |
|      | Nov. | ■ | Nissen Holdings made a wholly owned subsidiary  |
| 2017 | Nov. | ■ | Certified as a “L-Boshi” gender-advanced company based on the law to promote active roles for women in the workplace  |
|      | Jan. | ■ | Opened “Chengdu Ito-Yokado Meishan store”   |
|      | Mar. | ■ | Chosen as a Nadeshiko Brand for 2017 under the Nadeshiko Brand program of the Ministry of Economy, Trade, and Industry and the Tokyo Stock Exchange   |
|      | May  | ■ | 10th anniversary of Seven Premium   |
|      | Jun. | ■ | Opened the first 7-Eleven store in Vietnam  |
|      | Jun. | ■ | Opened the first 7-Eleven store in Zhejiang Province, China   |
|      | Jul. | ■ | Reached a basic agreement for a business alliance with ASKUL Corporation<br>The two companies mutually referred customers between the Group’s e-commerce website omni7 and ASKUL’s e-commerce website LOHACO, offering a new business format that uses the LOHACO platform. Business tie-up with aims that include starting the IY Fresh service.                               |
|      | Oct. | ■ | Started childcare service for employees of franchised stores<br>Opened the Seven Nanairo Nursery School.  |
|      | Oct. | ■ | Seven-Eleven Japan phased in the 7th-Generation Total Information System nationwide   |
|      | Oct. | ■ | Seven-Eleven Japan established the wholly owned subsidiary SEVEN-ELEVEN OKINAWA Co., Ltd.   |
| 2018 | Nov. | ■ | Grand opening of PRIMETREE AKAIKE   |
|      | Jan. | ■ | 7-Eleven, Inc. acquired part of Sunoco LP’s business<br>7-Eleven, Inc. acquired 1,030 gas stations and convenience stores operated by Sunoco LP in Texas, Florida, and elsewhere in the U.S.  |
|      | Jan. | ■ | 7-Eleven topped 20,000 stores in Japan  |
|      | Feb. | ■ | Received the Excellence Award for its Sustainable Value Report in the Environmental Report Section of the 21st Environmental Communication Awards hosted by the Ministry of the Environment and the Global Environmental Forum  |
|      | Feb. | ■ | Received Bronze Class Distinction in the RobecoSAM Sustainability Awards 2018   |
|      | Apr. | ■ | Business alliance formed with IZUMI CO., LTD.<br>Business alliance formed with the aim of raising operational efficiency and increasing profits through the effective utilization of management resources and expertise.  |
|      | May  | ■ | Opened the first 7-Eleven store in Jiangsu Province, China  |
|      |      |   |   |
|      |      |   |   |
|      |      |   |   |

|      |      |   |  |
|------|------|---|--|
|      | Jun. | ■ | <b>Launched Seven &amp; i Data Labo</b><br>Striving to solve daily life issues and social issues through the shared use of data in different industries.   |
|      | Jun. | ■ | <b>Established Seven Pay Co., Ltd.</b><br>Established with the aim of creating a payment service using smartphones as part of a digital strategy responding to changes in the business environment.  |
|      | Jul. | ■ | <b>Seven-Eleven Japan entered a business alliance with Odakyu Electric Railway Co., Ltd. and Odakyu Shoji Co., Ltd.</b><br>Formed a business alliance with the aim of promoting expanded store openings along Odakyu railway lines and business development.   |
|      | Jul. | ■ | <b>Business alliance with Zoshinkai Holdings Inc.</b><br>Formed a business alliance with the aim of further success and maximizing corporate value for both parties by spurring growth in the business profits of both groups.   |
|      | Sep. | ■ | <b>Issued US \$ 600 million unsecured straight corporate bonds</b>   |
|      | Oct. | ■ | <b>Seven-Eleven Japan awarded Gold certification, the highest rating in the PRIDE INDEX</b>  |
| 2019 | Jan. | ■ | <b>Seven-Eleven Japan started joint use of parking spaces for delivery vehicles following an agreement between the three major convenience store companies</b><br>Parking spaces near any stores operated by the three major convenience store companies can be used to maintain flow of deliveries.   |
|      | Mar. | ■ | <b>Selected as a Semi-Nadeshiko Brand under the Nadeshiko Brand program of the Ministry of Economy, Trade, and Industry and the Tokyo Stock Exchange</b>   |
|      | Mar. | ■ | <b>Opened the first 7-Eleven store in Hubei Province, China</b>  |
|      | Apr. | ■ | <b>Formulated the Seven-Eleven Japan “Action Plan”</b><br>A guideline for responding to changes in the social structure and environment, coexisting with diverse societies as a social infrastructure for customers in their respective regions, and realizing sustainable growth.   |
|      | May  | ■ | <b>Seven &amp; i Group’s Environmental Goals “GREEN CHALLENGE 2050” established</b><br>To respond to various changes in the social environment (e.g., changes in societal needs and environmental issues), we will now work to realize a rich and sustainable society together with our customers, business partners and all other stakeholders. |
|      | Jun. | ■ | <b>Selected to become a participating company in the Ministry of the Environment’s CE Challenge</b>  |
|      | Jul. | ■ | <b>Opened the first 7-Eleven store in Okinawa Prefecture</b><br>Finally achieved opening 7-Eleven stores in all 47 prefectures in Japan.   |
|      | Aug. | ■ | <b>Announced support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)</b>   |
|      | Aug. | ■ | <b>Opened the first 7-Eleven store in Shaanxi Province, China</b>  |
|      | Oct. | ■ | <b>Opened the first Akachan Honpo store in Taiwan</b>  |
|      | Nov. | ■ | <b>Opened the first 7-Eleven store in Fujian Province, China</b>   |
|      | Dec. | ■ | <b>7-Eleven topped 70,000 stores globally</b>  |
| 2020 | Feb. | ■ | <b>7-Eleven selected for the first time for Best Japan Brands 2020, ranking 18th</b>   |
|      | Feb. | ■ | <b>Annual store sales of Seven-Eleven Japan reached a record high of ¥5 trillion</b>   |

|      |      |  |  |
|------|------|--|--|
| Mar. | ■    | Acquisition of shares of Brown-Thompson General Partnership and 7-Eleven, L.L.C. by 7-Eleven, Inc.<br>Acquisition of shares for the purpose of further increasing earnings in North America by strengthening product appeal and enhancing the store network. |  |
| Mar. | ■    | Included in the Health and Productivity Management Organization 2020 White 500   |  |
| May  | ■    | Opened the first York Foods store, a new type of supermarket   |  |
| May  | ■    | Opened the first 7-Eleven store in Hunan Province, China   |  |
| Jun. | ■    | York Mart changed its name to York Co., Ltd. and restructured its supermarkets in the Tokyo metropolitan area  |  |
| Aug. | ■    | 7-Eleven, Inc. signed an agreement on the acquisition of shares and other equity interests of Speedway, etc.<br>Signed an agreement to expand the store network and increase earnings in North America, as well as to strengthen ESG leadership.             |  |
| Oct. | ■    | Agreement to establish a PET bottle recycling plant joint venture with Veolia Japan K.K. and Mitsui & Co., Ltd.<br>Agreed to establish a joint venture to achieve a circular economy through PET bottle recycling.   |  |
| Oct. | ■    | Opened the first 7-Eleven store in Henan Province, China   |  |
| Dec. | ■    | Seven & i Holdings issued 13th, 14th and 15th unsecured domestic straight bonds in the total amount of ¥350 billion sourcing   |  |
| Dec. | ■    | Participated in RE100, a global initiative aiming for 100% renewable energy sourcing   |  |
| 2021 | Feb. | ■  | 7-Eleven, Inc. issued U.S. dollar-denominated straight bonds in the total amount of \$10.95 billion  |
|      | Feb. | ■  | Seven & i Holdings made capital participation in R Plus Japan, Ltd.<br>Capital participation to develop a technology and a system for recycling used plastics.   |
|      | Mar. | ■  | Included in the Health and Productivity Management Organization 2021 White 500   |
|      | Mar. | ■  | Seven-Eleven Japan Memorial Foundation concluded an agreement with the Ministry of the Environment and the Environmental Partnership Council to cooperate on environmental conservation and joint initiatives<br>An agreement to cooperate on the promotion of environmental conservation activities and initiatives, as well as on initiatives to achieve the SDGs. |
|      | Apr. | ■  | Introduced green electricity, including offsite PPAs, in some stores<br>Cooperation with the NTT Group to realize 100% renewable electricity in the Group's store operation.   |
|      | May  | ■  | 7-Eleven, Inc. completed the acquisition of shares and other equity interests of Speedway, etc.<br>7-Eleven, Inc. acquired shares and other interests from multiple companies operating convenience store and fuel retail businesses operated by Marathon Petroleum Corporation mainly under the Speedway brand.   |
|      | Jun. | ■  | Selected as DX Stock 2021 for the first time   |
|      | Jun. | ■  | Capital participation in Kyoei J&T Recycling<br>Capital participation to develop technologies and mechanisms to recycle used PET bottles   |



Learn about Seven & i Group

- Company Profile
- Seven & i Group in Numbers

Learn about the Market Environment

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

Understand Seven & i Group's Performance and Strategy

- Group Strategy Trajectory and Promotion Plan / Group's Concrete Action Plans
- Consolidated Financial KPI
- Capital Allocation Plan / Shareholder Return
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position
- Overview of Major Operating Companies
- Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Financial Services
- Others

See Stock Information

- Stock Information

See Seven & i Group's History

- Group History

See Seven & i Group's History

Group History

■ Company establishment, capital policy and financial strategies ■ Store opening policy and operating strategies

- 2021

Jul.

■

Medium-Term Management Plan announced

Jul.

■

Peace Deli Co., Ltd. was split into Ito-Yokado Co., Ltd. and York Co., Ltd.

Jul.

■

Decided to open a large online supermarket center in Shin-Yokohama

Opening for the purpose of strengthening the Last Mile measure

Jul.

■

Peace Deli decided to build a food manufacturing plant in Honda, Chiba

Construction to strengthen the Group's food strategy

Jul.

■

Seven-Eleven Japan established Seven Global Linkage

Established to realize a multicultural society through support and management of human resource development and employment promotion across borders

Jul.

■

Transfer of some shares of Francfranc to Blue Wedge Limited.

Aug.

■

Included in the FTSE4Good Index Series and FTSE Blossom Japan Index (ESG investment indexes)

Included in FTSE4Good for the 7th consecutive year and FTSE Blossom Japan for the 5th consecutive year

Aug.

■

First 7-Eleven store opened in Cambodia

Sep.

■

Sogo & Seibu absorbed Seven & i Asset Management Co., Ltd.

Sep.

■

Participated in the Afu no Wa project

Participated in a project launched in June 2020 by the Ministry of Agriculture, Forestry and Fisheries, the Consumer Affairs Agency, and the Ministry of the Environment to promote initiatives for sustainable production and consumption.

Oct.

■

First 7-Eleven store opened in India

Oct.

■

Seven Mile Program won the Good Design Award

Oct.

■

Apple Pay™ began to support *nanaco*.

Nov.

■

Grand Opening of Seven Park Amami
- 2022

Jan.

■

7-Eleven International LLC begun full operation

Aims to improve 7-Eleven global brand value

Mar.

■

Stocks of Oshman's Japan were transferred to ABC Mart, Inc.

Mar.

■

Revised the Seven & i Group's material issues

Mar.

■

York-Benimaru absorbed Life Foods.

Apr.

■

The Company and Seven Bank were shifted to the prime market due to market reclassification by the TSE

Apr.

■

Management message sent to the Company's shareholders and other stakeholders

Management Message: "To Become a World-Class Global Retailer Group"

Jun.

■

Concluded a basic agreement for securing renewable energy power sources

Concluded a basic agreement with NTT Anode Energy Corporation for supplying renewable energy with additionality to Seven & i on a long-term basis

- Aug.

■

Acquired FTSE Russell ESG Rating 4.3, which evaluates initiatives to address potential ESG risks
- Aug.

■

15th anniversary of *Seven Premium*

Cumulative sales topped ¥13 trillion
- Sep.

■

Launched *Seven Premium's* new brand "SEVEN THE PRICE"
- Sep.

■

Concluded an agreement with Ochanomizu University on comprehensive collaborative cooperation on SDGs
- Oct.

■

Released a Group strategy video "Group synergy "Food" - Outlook for Maximizing Corporate Value Through Group Synergy" for creating group synergy starting from food
- Oct.

■

Acquired the MSC/ASC CoC certification, a certification for distribution management of certified marine products produced with consideration for the natural environment
- Oct.

■

Participated in a demonstration experiment for promoting the health of the elderly, conducted in collaboration with Hachioji City, Tokyo
- Nov.

■

Decided to transfer the shares of Sogo & Seibu to Sugi Godo Kaisha, a special purpose company which is a related entity of Fortress Investment Group LLC

2023

Jan.

■

First 7-Eleven store opened in Israel

Mar.

■

Announced the Update to the Medium-Term Management Plan and the Results of the Group Strategy Reevaluation

Mar.

■

The Group's first common infrastructure "Peace Deli Nagareyama Kitchen" started operation

Began supplying merchandise to approximately 200 Ito-Yokado and York stores in the Tokyo metropolitan area

Apr.

■

Decided to transfer shares of Seven Card Service to Seven Bank

May

■

Transfer of shares of Barneys Japan to Laox Holdings Co., LTD.

Jun.

■

Decided to absorb York Co., Ltd. by Ito-Yokado Co., Ltd.

Jul.

■

Transfer of shares of Seven Card Service to Seven Bank

Sep.

■

Transfer of shares of Sogo & Seibu to Sugi Godo Kaisha, a special purpose company which is a related entity of Fortress Investment Group LLC

Sep.

■

Ito-Yokado Co., Ltd. absorbed York Co., Ltd.

Sep.

■

Acquired the highest rating of 3 Star in the "Benchmarking" hosted by HDI-Japan

"7iD Account Service Center" acquired the highest rating of 3 Star for the first time in the "Inquiry Desk Ratings" of the "HDI Benchmarking."

Sep.

■

First 7-Eleven store opened in Laos

- Sep.

■

Acquired FTSE Russell ESG Rating 4.5, which evaluates initiatives to address potential ESG risks

Included in the FTSE4Good Index Series for the 9th consecutive year, FTSE Blossom Japan Index for the 7th consecutive year and FTSE Blossom Japan Sector Relative Index for the 2nd consecutive year.
- Sep.

■

7iD members topped 30 million
- Sep.

■

Expanded activities in line with recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to Ito-Yokado and York-Benimaru
- Nov.

■

7-Eleven International LLC signed an agreement on the acquisition of shares of Convenience Group Holdings Pty Ltd. in Australia

Signed the agreement to expand store network in the Australian market to promote global CVS strategy.
- Dec.

■

Selected as a component of "World Index" of "Dow Jones Sustainability™ Indices," "Asia/Pacific Index," for the 15th consecutive year

Became the sole company selected among Japanese retailers selling groceries as a component of "World Index."

2024

Jan.

■

Decided to acquire a portion of the business from Sunoco LP by 7-Eleven, Inc.

Acquired assets to expand store network and revenues in North America.

Feb.

■

"AI-KATA" project won the excellence award in "SUPER-DX contest" sponsored by Ministry of Economy, Trade and Industry

The application "AI-KATA," which aims to improve the operational efficiency of retail employees, was praised for focusing on the issues faced by frontline employees and providing a solution that is close to the frontline.

Feb.

■

"Peace Deli Chiba Kitchen" started operation

Feb.

■

York-Benimaru and Ito-Yokado concluded an agreement with Ibaraki Prefecture on "Comprehensive Collaborative Agreement"

Feb.

■

Opened new concept stores "SIP Store"

New concept stores under "SEJ-IY Partnership (commonly known as SIP)" launched by Seven-Eleven Japan and Ito-Yokado to create new group synergies.

Apr.

■

7-Eleven International LLC completed the acquisition of shares of Convenience Group Holdings Pty Ltd. in Australia

Acquired the shares to expand store network in the Australian market to promote global CVS strategy.

Apr.

■

Announced the contents of the discussions on the recommendations of Strategy Committee and the action plan to maximize the Group's corporate and shareholder value

Apr.

■

7-Eleven, Inc. completed the acquisition of a portion of the business from Sunoco LP

Acquired assets to expand store network and revenues in North America.

May

■

Concluded an agreement to transfer of Nissen Holdings Shares to Ci Medical Co.,Ltd.