



Seven & i Holdings Co., Ltd.

Corporate Profile

2023-2024



The Seven & i Group by the Numbers

The various numbers that give an outline of the Seven & i Group show not just the large scale of its operations but are also proof that the Group has grown while maintaining close connections with the lives of each and every one of its customers and employees around the world.

(Fiscal year ended February 28, 2023)

Group's Total Sales*1

17,842.6 billion yen





Total Number of Employees*2

167,248



Consolidated Revenues from Operations

11,811.3 billion yen

Japan **24.8%** 
Overseas **75.2%** 

Proportion of Female Management



Section Manager or Higher*3 **24.1%**
Section Chief or Higher **36.8%**

Proportion of Employees with Disabilities*4

3.16% 

Consolidated Operating Income

506.5 billion yen

Japan **46.4%** 
Overseas **53.6%** 

Total Number of Customer Store-Visits per Day*5

Overseas **Approx. 59.9** million people  Japan **Approx. 22.2** million people 

Total Seven Premium*6 Items

Approx. 3,500



Seven Premium*6 Yearly Sales

1,380 billion yen



*1 Figures include the sales of Seven-Eleven Japan, Seven-Eleven Okinawa, and 7-Eleven, Inc. franchisees.

*2 Includes part-time employees (converted to the equivalent in full-time workers, assuming 163 average monthly working hours) (as of the end of February 2023)

*3 Total for 8 companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Sogo & Seibu, Akachan Honpo, Seven & i Food Systems, and Seven Bank (as of the end of February 2023)

*4 Proportion for 5 eligible Group companies: Seven & i Holdings, Terube, Seven-Eleven Japan, Ito-Yokado, and Seven & i Food Systems (as of June 1, 2023)

*5 Incl. 7-Eleven, Inc. area licensees

*6 Private brand products shared across the Seven & i Group

Main Operating Companies of the Seven & i Group

By utilizing the unique character of the Seven & i Group, with its diverse business categories and brands, the Group is strategically working toward further growth and depth, seeking to provide new value for all stages in its customers' lives.

Domestic Convenience Store Operations

SEVEN-ELEVEN JAPAN CO., LTD.
SEVEN-ELEVEN OKINAWA CO., LTD.
7dream.com Co., Ltd.
Seven Net Shopping Co., Ltd.
Seven-Meal Service Co., Ltd.



Overseas Convenience Store Operations

7-Eleven, Inc.
7-Eleven International LLC
SEVEN-ELEVEN HAWAII, INC.
SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.
SEVEN-ELEVEN (BEIJING) CO., LTD.
SEVEN-ELEVEN (CHENGDU) CO., LTD.
SEVEN-ELEVEN (TIANJIN) CO., LTD.



Superstore Operations

Ito-Yokado Co., Ltd. York-Benimaru Co., Ltd.
SHELL GARDEN CO., LTD.
Marudai Co., Ltd. K.K. Sanei
Ito-Yokado Online Supermarket
York-Keibi Corporation IY Foods K.K.
Seven Farm Co., Ltd.
Ito-Yokado (China) Investment Co., Ltd.
Hua Tang Yokado Commercial Co., Ltd.
Chengdu Ito-Yokado Co., Ltd.
Tenmaya Store Co., Ltd.* DAIICHI CO., LTD.*



Financial Services

Seven Bank, Ltd.
Seven Financial Service Co., Ltd.
Seven Card Service Co., Ltd.
Seven CS Card Service Co., Ltd.
Bank Business Factory Co., Ltd.
Seven Payment Service, Ltd.
FCTI, Inc.



Other Operations

Akachan Honpo Co., Ltd.
Seven & i Food Systems Co., Ltd.
THE LOFT CO., LTD.
Nissen Holdings Co., Ltd.
Peace Deli Co., Ltd.
Seven & i Create Link Co., Ltd.
Seven & i Net Media Co., Ltd.
Seven Culture Network Co., Ltd.
Terube Ltd. (special subsidiary)
Tower Records Japan Inc.*
PIA Corporation*



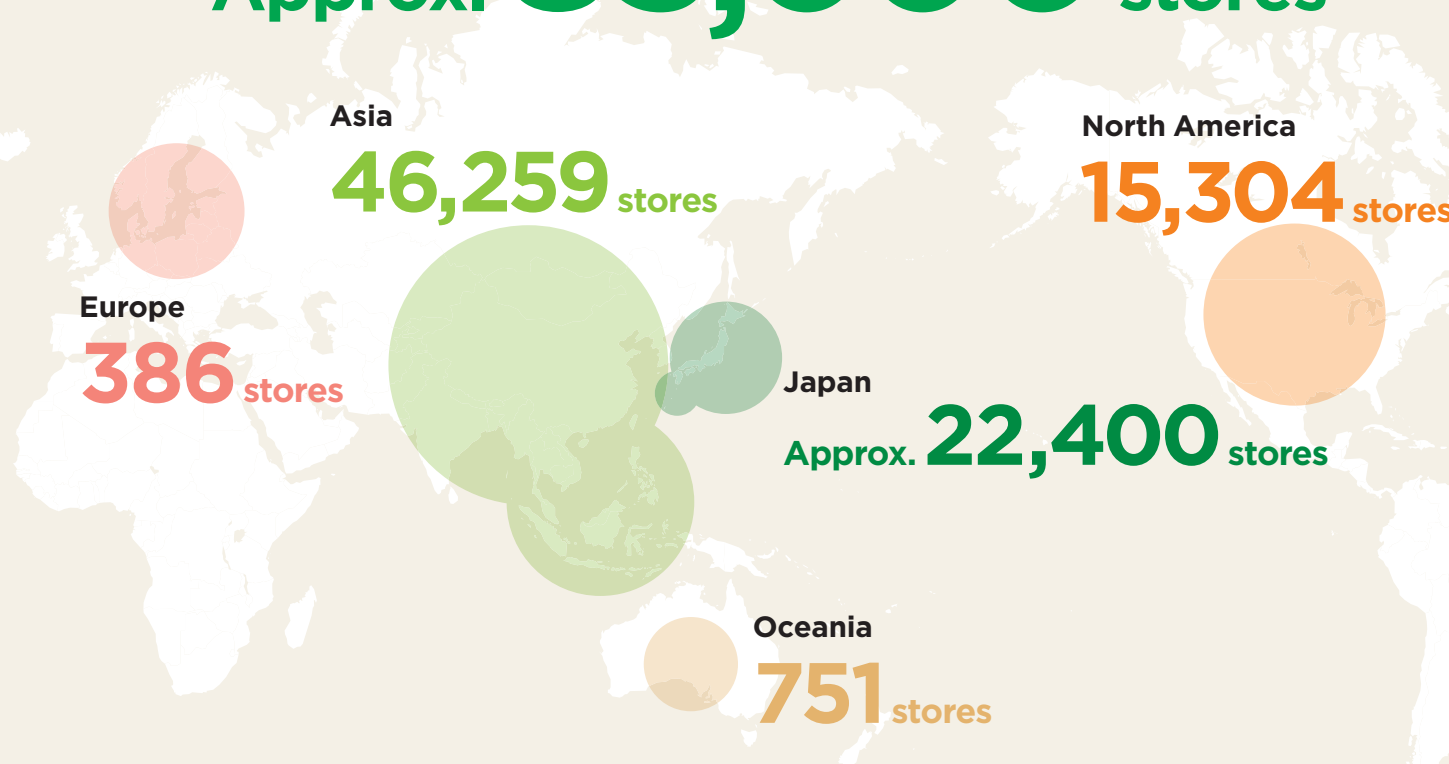
* Affiliates accounted for by the equity method

Global Network

The Group now operates convenience stores, superstores, specialty stores and more in 20 countries and regions, including Japan. It uses its global network to offer new experiences and values and deliver high-quality services to its customers.

20 countries and regions throughout the world

Approx. **85,000** stores



Stores of Major Operating Companies by Country Japan

Japan			
7-Eleven	21,442	Akachan Honpo	120
Ito-Yokado	125	Denny's	316
York-Benimaru	247	LOFT	154

Asia			
China		Singapore	
7-Eleven	4,701	7-Eleven	477
Chengdu Ito-Yokado	10	Thailand	
Hua Tang Yokado	1	7-Eleven	14,215
LOFT	4	LOFT	2
China (Taiwan)		Vietnam	
7-Eleven	6,757	7-Eleven	92
Akachan Honpo	3	Cambodia	
South Korea		7-Eleven	
7-Eleven	13,851		66
Malaysia		India	
7-Eleven	2,499	7-Eleven	36
Philippines		Israel	
7-Eleven	3,538	7-Eleven	7

North America		Europe	
Canada		Denmark	
7-Eleven	603	7-Eleven	177
U.S.		Norway	
7-Eleven	12,734	7-Eleven	131
Hawaii		Sweden	
7-Eleven	66	7-Eleven	78
Mexico			
7-Eleven	1,901		

Oceania	
Australia	
7-Eleven	751

Number of stores as of August 31, 2023
As of June 30, 2023 for other countries and regions

History

Based on our basic stance of “always providing new values from the customer’s point of view,” we will strive to promote innovation in distribution services to bring high-quality products and services to our customers in their daily lives.

2005 Holding company Seven & i Holdings Co., Ltd. was established. U.S.-based 7-Eleven, Inc., was made a wholly owned subsidiary of SEVEN-ELEVEN JAPAN CO., LTD.



2006 Millennium Retailing, Inc. (now Sogo & Seibu Co., Ltd.) was made a wholly owned subsidiary. York-Benimaru Co., Ltd. was made a wholly owned subsidiary.

2007 Seven & i Food Systems Co., Ltd. was established. THE LOFT CO., LTD. was made a wholly owned subsidiary of Millennium Retailing, Inc. (now Sogo & Seibu Co., Ltd.)

Proprietary electronic money nanaco introduced.



Seven Premium, a private brand across the Group, was launched.



Akachan Honpo Co., Ltd. was made a subsidiary of Ito-Yokado Co., Ltd.

2008 Seven & i Financial Group (now Seven Financial Service Co., Ltd.) was established. SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD. was established. Seven & i Net Media Co., Ltd. was established. The agricultural production corporation, Seven Farm Tomisato Co., Ltd., was established.

2009 Seven Culture Network Co., Ltd. was established. Three companies—Millennium Retailing, Sogo and Seibu Department Stores—merged and changed their name to Sogo & Seibu Co., Ltd. Business and capital alliance with PIA Corporation.

2010 Capital alliance with Tower Records Japan Inc. The agricultural production corporation, Seven Farm Co., Ltd., was established. SEVEN-ELEVEN (CHENGDU) Co., Ltd. was established.

2012 Seven-Eleven launched Seven Easy Delivery using electric mini vehicles.

2013 Seven Café launched.



Ito-Yokado Co., Ltd. established a business and capital alliance with DAIICHI CO., LTD. a Hokkaido-based supermarket. Business and capital alliance with Nissen Holdings Co., Ltd. Business alliance with Tenmaya Store Co., Ltd., and Tenmaya Co., Ltd. Capital alliance between Ito-Yokado Co., Ltd. and Tenmaya Store Co., Ltd. Business and capital alliance with BALS CORPORATION (now Francfranc Corporation).

2014 Operating income exceeded 300 billion yen for the first time for a Japanese retailer. Number of installed Seven Bank ATMs exceeded 20,000. Established the material issues of the Seven & i Group. Started first duty-free service in the convenience store industry.

2015 Barneys Japan Co., Ltd. was made a wholly owned subsidiary. Business alliance with Kansai-based food supermarket MANDAI CO., LTD. Grand opening of *Omni7*, the Group’s comprehensive e-commerce channel.

2016 Nissen Holdings Co., Ltd. was made a wholly owned subsidiary.

2017 SEVEN-ELEVEN OKINAWA CO., LTD. was established.

2018 Seven Payment Service, Ltd. was established. The number of 7-Eleven stores in Japan exceeded 20,000 stores. 7-Eleven, Inc. acquired the retail business of Sunoco LP. Business alliance with Izumi Co., Ltd. Business alliance with Odakyu Electric Railway Co., Ltd. and with Odakyu Shoji Co., Ltd. Business alliance with Zoshinkai Holdings Inc.

2019 Formed the Seven & i Group environmental initiative “GREEN CHALLENGE 2050.”



Seven-Eleven Okinawa established a store in Okinawa, meaning the chain has a presence in all Japanese prefectures. Number of 7-Eleven stores worldwide exceeded 70,000.

2020 100th anniversary of Ito-Yokado The *Seven Premium* Connect Declaration was announced. York Mart Co., Ltd. changed its name to York Co., Ltd.



2021 7-Eleven, Inc. acquired Marathon Petroleum Corporation’s U.S. convenience store and fuel retail businesses operating mainly under the Speedway brand. SEVEN-ELEVEN JAPAN CO., LTD. and 7-Eleven, Inc. undertook a joint venture to establish 7-Eleven International LLC. SEVEN-ELEVEN JAPAN CO., LTD. established General Incorporated Association, Seven Global Linkage.

2022 Revised the material issues of the Seven & i Group. The company and Seven Bank moved to the Prime Market following the reorganization of Tokyo Stock Exchange markets. Number of 7-Eleven stores worldwide exceeded 80,000. Celebrated the 15th anniversary of *Seven Premium*. Launched *Seven the Price*, a new *Seven Premium* brand.

2023 The honorary chairman of Seven & i Holdings passed away. Started operation of the *Peace Deli Nagareyama Kitchen*, a common infrastructure for the Group. Started operation of the Ito-Yokado Online Supermarket Shin-Yokohama Center. Realigned the superstore business, with Ito-Yokado Co., Ltd. and York Co., Ltd. merging into Ito-Yokado Co., Ltd. Celebrated the 50th anniversary of the 7-Eleven business in Japan.

Corporate Outline

Date of establishment

September 1, 2005

Capital

50 billion yen

Business

The planning, management and operation of Group companies, including convenience stores, superstores, supermarkets, specialty stores, food services, financial services and IT services (pure holding company).

Total Number of Employees

167,248^{*1} (as of the end of February 2023)

Headquarters Location

8-8 Nibancho, Chiyoda-ku, Tokyo, Japan

Fiscal Year Ended February 28, 2023

Group's Total Sales -----17,842.69 billion yen^{*2}

Revenues from Operations ----11,811.33 billion yen

Operating Income -----506.521 billion yen

Ordinary Income -----475.887 billion yen

Net Income Attributable to
Owners of Parent -----280.976 billion yen

(Exchange rate: U.S.\$1 = 131.62 yen)

^{*1} Includes part-time employees (converted to the equivalent in full-time workers, assuming 163 average monthly working hours)

^{*2} "Group's Total Sales" includes the sales of Seven-Eleven Japan, Seven-Eleven Okinawa, and 7-Eleven, Inc. franchisees.

List of Officers

As of August 31, 2023

Board of Directors and Audit & Supervisory Board Members

President & Representative Director
Ryuichi Isaka

Vice President & Representative Director
Katsuhiko Goto

Senior Managing Executive Officer, Representative Director
Junro Ito

Director & Senior Managing Executive Officer

Fumihiko Nagamatsu

Joseph Michael DePinto

Director & Managing Executive Officer

Yoshimichi Maruyama

Director
Toshiro Yonemura*

Yoshiyuki Izawa*

Meyumi Yamada*

Jenifer Simms Rogers*

Shinji Wada*

Fuminao Hachiuma*

Paul Yonamine*

Stephen Hayes Dacus*

Elizabeth Miin Meyerdirk*

Full-Time Audit & Supervisory Board Member

Noriyuki Habano

Nobutomo Teshima

Audit & Supervisory Board Member

Kazuhiro Hara*

Mitsuko Inamasu*

Kaori Matsuhashi*

Executive Officer

Managing Executive Officer

Seiichiro Ishibashi

Tsuyoshi Kobayashi

Kimiyoshi Yamaguchi

Masaki Saito

Yukio Mafune

Tetsuya Yamamoto

Executive Officer

Shinji Abe

Masato Otake

Tamaki Wakita

Seiji Oku

Takuya Enomoto

Yasukiyo Toda

Junko Waseda

Mayumi Tsuruy

Shinya Ishii

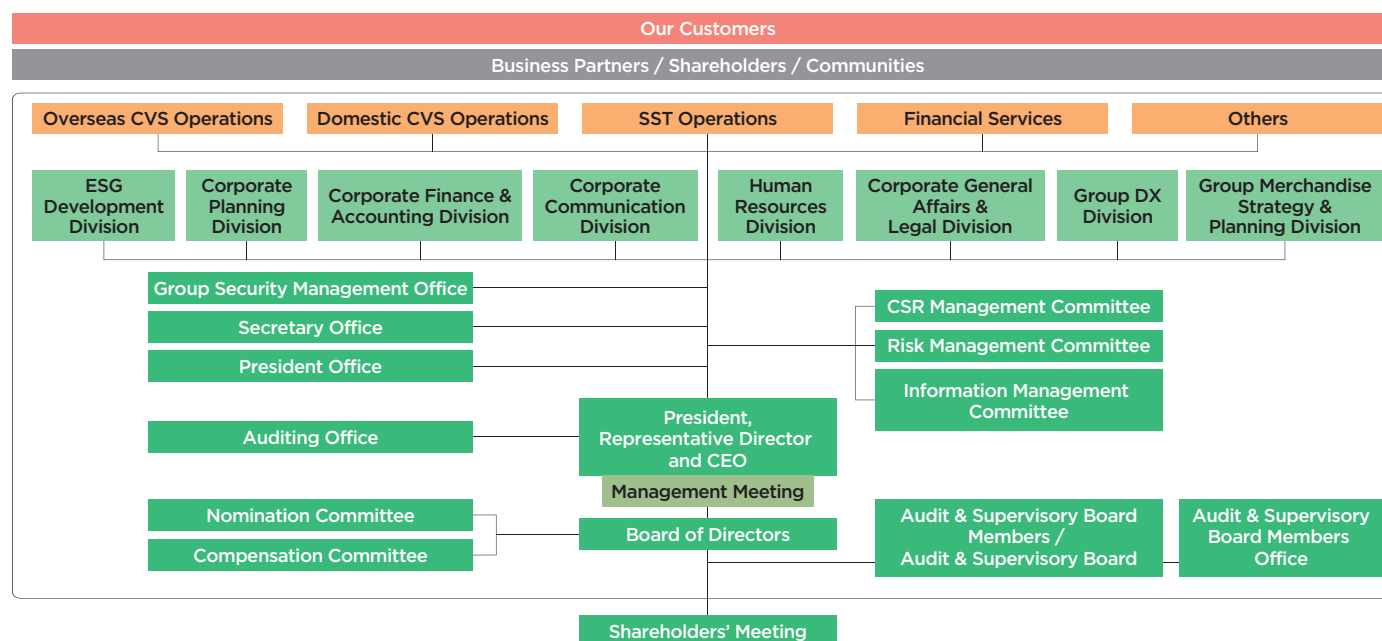
Nobuyuki Miyaji

Yuki Oda

* Indicates an outside director or Audit & Supervisory Board Member.

Organization Chart

As of April 6, 2023



Corporate Communication Tools

Seven & i HLDGS.

Corporate Website



Find out more about the activities of the Seven & i Group. In addition to the latest news, history, and other company information, includes information on the Group's sustainability activities and other initiatives.



➤ **Seven & i HLDGS. Homepage**
<https://www.7andi.com/en/>

Corporate Outline



An annual publication summarizing the business activities and sales information of the Seven & i Group and its various companies. Includes data such as store development, sales information, logistics and production systems in Japan and worldwide.



➤ **Corporate Outline**
<https://www.7andi.com/en/ir/library/co/2023.html>

Management Report (Integrated Report)



A report summarizing the management policies of Seven & i Holdings, medium- and long-term efforts to improve corporate value, and corporate governance. Also includes business strategies of each group company.



➤ **Seven & i Management Report**
<https://www.7andi.com/en/ir/library/mr.html>

Latest IR Materials



View the latest IR materials of Seven & i Holdings. Includes financial information such as annual securities reports, financial statements and presentation materials.



➤ **IR Library**
<https://www.7andi.com/en/ir/library.html>

“Quarterly Report” Shareholder Newsletter



Shareholder newsletter showcasing the latest initiatives of the Seven & i Group. Delivered to shareholders every three months, each issue includes a special feature on various topics.



➤ **Quarterly Report (Japanese website)**
<https://www.7andi.com/group/quarterly/>

Data from the Quarterly Report
(Vol. 159, 2023)

Recruitment Information for the Group Companies



Introduces the operations of each Group company and provides recruitment information.



➤ **Recruitment information (Japanese website)**
<https://www.7andi.com/recruit.html>

Seven-Eleven Japan

Seven-Eleven Japan Corporate Profile

Company guide for potential Seven-Eleven franchisees and people interested in working at Seven-Eleven Japan. Presents details of the systems and measures used to support franchisees' operations.



➤ **Seven-Eleven Japan Corporate Profile**
https://www.sej.co.jp/company/en/c_profile.html

Seven Bank

Integrated Report (Disclosure)

Provides comprehensive details of the current state of Seven Bank's business operations and of its financial data, as well as non-financial data that drives Seven Bank's continued growth.



➤ **Integrated Report (Disclosure)**
<https://www.sevenbank.co.jp/english/ir/library/disclosure/>



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