



# FY2022 Financial Results Presentation

April 7, 2022

Yoshimichi Maruyama

Director & Managing Executive Officer,

Head of Corporate Finance & Accounting Division

Seven & i Holdings Co., Ltd.



— TODAY'S

# AGENDA

1

FY2022 Results

2

FY2023 Forecast



— TODAY'S

# AGENDA

1 FY2022 Results

2 FY2023 Forecast

# FY2022 Consolidated Financial Results Highlights

(Billions of yen, %)

	Q3 YTD		Q4		FY2022		
		YOY / Variance		YOY / Variance		YOY / Variance	vs. Plan / Variance
Group's total sales* <sup>1</sup>	10,278.2	124.3 +2,012.0	3,965.0	142.7 +1,186.3	14,243.2	129.0 +3,198.3	100.1 +17.2
Revenues from operations	6,149.4	143.8 +1,872.6	2,600.2	174.5 +1,110.3	8,749.7	151.7 +2,983.0	100.3 +27.7
Operating income	302.9	106.1 +17.2	84.7	105.0 +4.0	387.6	105.8 +21.3	96.9 (12.3)
[Special losses]	39.6	53.1 (35.0)	29.0	84.7 (5.2)	68.7	63.0 (40.2)	- -
Net income attributable to owners of parent	174.8	133.5 +43.8	35.8	74.4 (12.3)	210.7	117.6 +31.5	98.0 (4.2)
EBITDA* <sup>2</sup>	558.5	116.4 +78.6	192.9	131.2 +45.9	751.4	119.9 +124.6	98.9 (8.1)

\*1 Group's total sales include the sales of Seven-Eleven Japan, Seven-Eleven Okinawa and 7-Eleven, Inc. franchisees.

\*2 Operating income + Depreciation and amortization + Amortization of goodwill

FY2022 exchange rate: 1USD = 109.90 JPY, 1CNY = 17.04 JPY

Copyright (C) 2022 Seven & i Holdings Co., Ltd. All Rights Reserved.

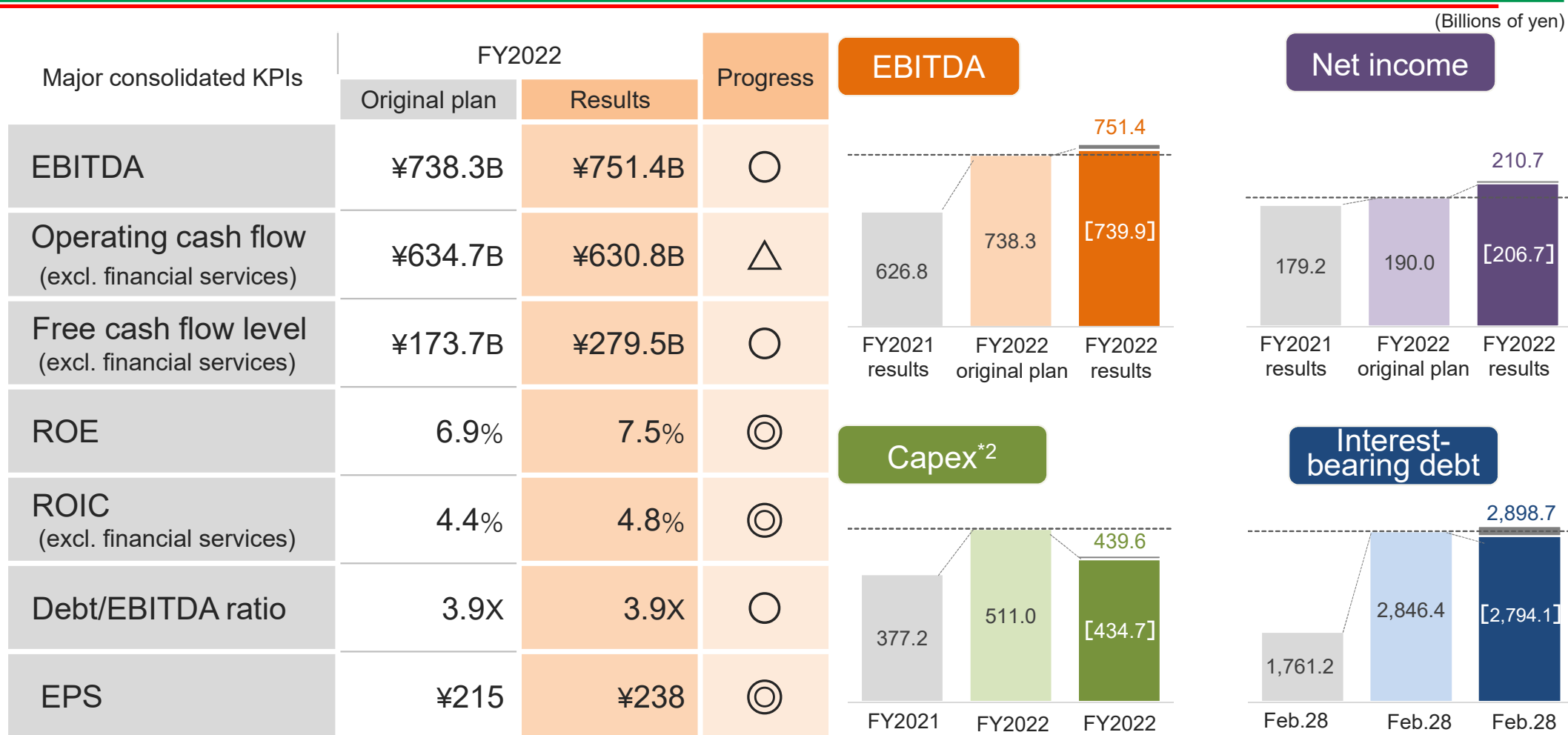
# FY2022 Financial KPIs and Results by Operating Segment

(Billions of yen, %)

	EBITDA	ROIC	Growth *	Overview
Domestic CVS operations	304.1	18.2	+1.7	<ul style="list-style-type: none"> <li>Outstanding profitability but sluggish growth</li> <li>Strengthening competitiveness through maximization of grocery business synergies whilst conducting below measures               <ul style="list-style-type: none"> <li>✓ Review of product mix and store layout to fit with smaller trade-area size from COVID-19, DX implementation, strengthening of new service development, etc.</li> </ul> </li> </ul>
Overseas CVS operations	354.4	4.6 5.9 <small>(before amortization of goodwill)</small>	+130.5	<ul style="list-style-type: none"> <li>Maximization of synergies from Speedway acquisition and business/profitability transformation</li> <li>Gross debt from acquisition is decreasing more quickly than originally planned</li> <li>Acceleration of further growth through global expansion centered around 7-Eleven International</li> </ul>
Superstore operations	50.4	(0.9)	(0.0)	<ul style="list-style-type: none"> <li>Challenges regarding efficiency and growth, but positioned to be the core entities from the food business synergies perspective to strengthen CVS business</li> <li>Focus on profitability improvement of the segment by completing structural transformation of non-grocery business</li> </ul>
Department and specialty store operations	6.7	(3.8)	+4.0	<ul style="list-style-type: none"> <li>Despite the differences between the companies, overall trend is unfavorable</li> <li>Completed partial sale of Francfranc's shares and sale of OSHMAN's</li> <li>Strategic review of Sogo &amp; Seibu (retained Financial Advisor)</li> <li>Continue the review of the business portfolio and best ownership structure for other businesses</li> </ul>

\* Growth rate of revenues from operations

# FY2022 Consolidated Financial KPIs, Results and Progress Status



\*1 Progress : ◎ Outperformed target ○ Proceed as planned × Target not achieved

\*2 Excluding investment in the acquisition of Speedway

Note) ■ Foreign currency exchange impact

Copyright (C) 2022 Seven & i Holdings Co., Ltd. All Rights Reserved.



— TODAY'S

# AGENDA

1

FY2022 Results

2

FY2023 Forecast

# External Environment

As of July, 2021 (When our Medium-Term Management Plan was released)

## Global trends

- ✓ Increasingly more serious environmental issues
- ✓ Increased awareness of sustainability
- ✓ Advances in technology (data society)
- ✓ Diversification of values
- ✓ Increasing and visible country risks

## Domestic consumption /competitive environment

- ✓ Population decline, declining birthrate and aging population
- ✓ Population concentration in urban areas, depopulation of rural areas
- ✓ Externalization of housework and food
- ✓ Diversification of working styles
- ✓ Competition that transcends the boundaries of business types

## Changes accelerating due to COVID-19 impact

- ✓ Thoughts on health, safety and security
- ✓ Spread of digital consumption and delivery
- ✓ Non-contact / remote society
- ✓ The need for resilience
- ✓ Small trade areas and their diversification

As of April, 2022

## Global trends

- ✓ Global inflation
- ✓ Labor shortages
- ✓ Rising labor costs
- ✓ Rising prices of carbon-free materials
- ✓ Shift from savings to consumption

## Domestic consumption /competitive environment

- ✓ Polarization of employment environment
- ✓ Restrained consumption due to future uncertainty
- ✓ Soaring raw material and labor costs

## Changes accelerating due to COVID-19 impact

- ✓ Entrenchment of “new normal”
- ✓ Premium consumption
- ✓ Shrinking units of action



**Move into a more uncertain business environment  
by global inflation such as labor costs, raw material costs, electricity charges, etc.**



# FY2023 Consolidated Financial Results Forecast

	Amount	YOY	(Billions of yen, %) Variance
Group's total sales*1	15,468.0	108.6	+1,224.7
Revenues from operations	9,653.0	110.3	+903.2
Gross revenues from operations [reference]	10,374.0	118.6	+1,624.2
Operating income	430.0	110.9	+42.3
Ordinary income	402.0	112.1	+43.4
Net income attributable to owners of parent	240.0	113.9	+29.2
EPS (yen)	271.76	113.9	+33.08
EPS before amortization of goodwill (yen)	381.72	119.5	+62.32
EBITDA*2	882.3	117.4	+130.8

Exchange rate: 1USD= 114.00JPY, 1CNY= 16.00JPY

Note : FY2023 consolidated financial results forecast is based on figures after applying the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020). The forecast for revenues from operations in FY2023 consolidated financial results forecast presented as "Gross revenues from operations [reference]" is based on the previous accounting standard.

\*1 Group's total sales include the sales of Seven-Eleven Japan, Seven-Eleven Okinawa and 7-Eleven, Inc. franchisees.

\*2 Operating income + Depreciation and amortization + Amortization of goodwill

Copyright (C) 2022 Seven & i Holdings Co., Ltd. All Rights Reserved.

# FY2023 Financial Results Forecast by Operating Segment (with New Revenue Recognition Standard)



(Billions of yen, %)

	Revenues from operations			Operating income		
		YOY	Variance		YOY	Variance
Consolidated	9,653.0	110.3	+903.2	430.0	110.9	+42.3
Domestic CVS operations	855.0	97.9	(18.2)	230.3	103.1	+6.9
Overseas CVS operations	6,650.0	128.0	+1,455.6	214.0	133.9	+54.1
Superstore operations	1,495.0	82.6	(315.7)	21.7	115.5	+2.9
Department and specialty store operations	487.0	68.4	(225.2)	5.5	-	+13.6
Financial services	200.0	102.9	+5.6	35.0	93.2	(2.5)
Others	24.0	118.0	+3.6	0.80	-	+0.91
Eliminations / corporate	(58.0)	-	(2.4)	(77.3)	-	(33.6)

Exchange rate: 1USD= 114.00JPY, 1CNY= 16.00JPY

Copyright (C) 2022 Seven & i Holdings Co., Ltd. All Rights Reserved.

# FY2023 Financial Results Forecast of Major Operating Companies

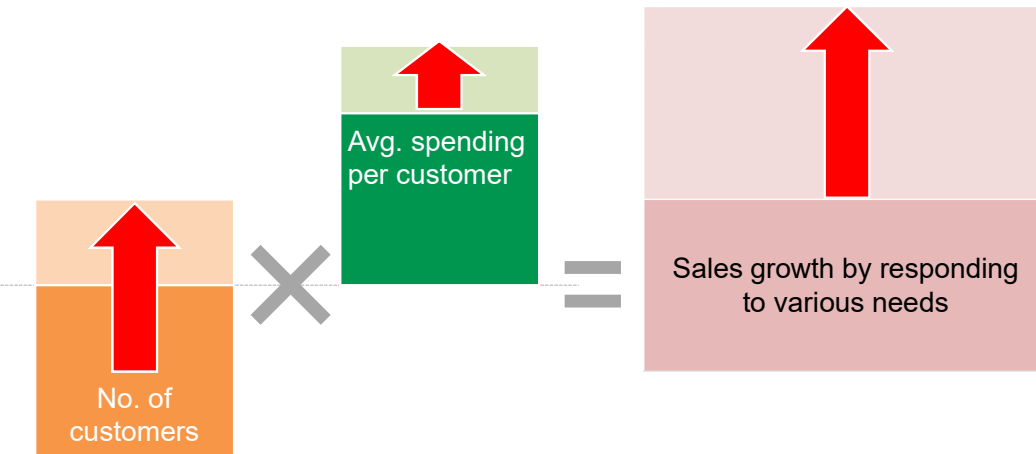


(Billions of yen, %)

	Operating income		Existing store sales growth	Merchandise GPM variance	
	YOY	Variance			
Seven-Eleven Japan	230.0	103.1	+6.9	+2.5	+0.2
7-Eleven, Inc.	305.7	135.9	+80.8	+6.0	+0.2
[Millions of dollar]	[2,682]	[131.1]	[+635]		
Ito - Yokado	4.0	246.8	+2.3	+2.8 [Incl. tenants]	+0.5
York - Benimaru	19.0	129.2	+4.2	+0.1	+4.6
Sogo & Seibu	3.0	-	+6.5	+16.3	+0.8

# Domestic CVS Operations

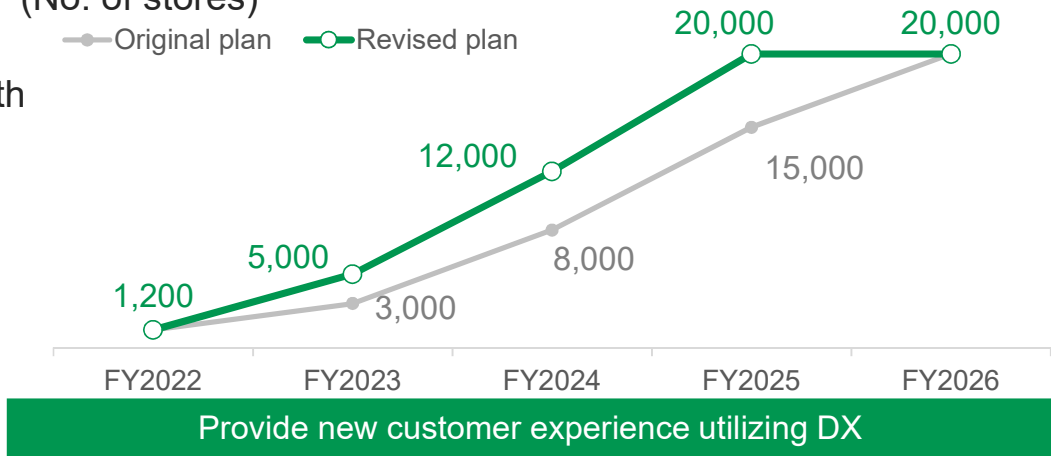
## Seven-Eleven Japan's vision towards regrowth



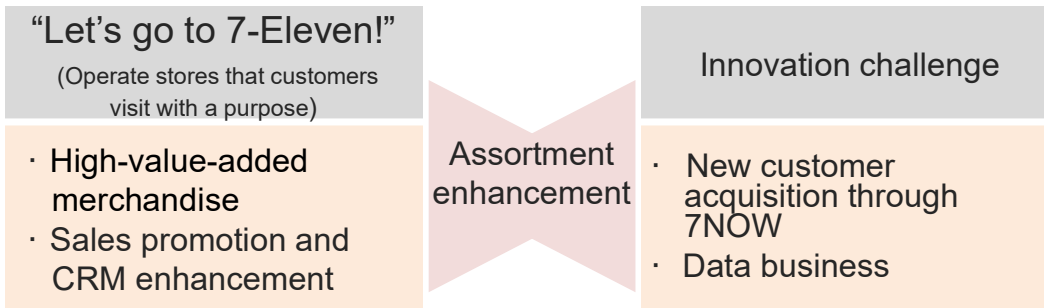
### Efforts in stores

Merchandise and assortment	Sales area	Sales promotion
<ul style="list-style-type: none"> <li>High-value-added merchandise (to generate gross profit)</li> <li>New merchandise launch, assortment expansion</li> </ul>	<ul style="list-style-type: none"> <li>New in-store layout 2020 and expand assortments</li> <li>Location-specific merchandise support</li> </ul>	<ul style="list-style-type: none"> <li>Fair and event plan and support</li> <li>App and CRM enhancement</li> </ul>

### Expansion of 7NOW acceleration (Online convenience store) (No. of stores)



### Merchandise and assortment to support store and 7NOW growth



Into a new growth stage by maintaining and improving the average spending per customer and increasing the number of customers through new customer acquisition

# Overseas CVS Operations

## Efforts for further growth of 7-Eleven, Inc.

### Exclusive merchandise assortment

(2021 U.S. Existing Store Sales Growth by Category)

#### Fresh food

+14.5%



#### Proprietary beverage

+8.7%



#### Private brand

+14.9%



### Digital technology utilization



Members

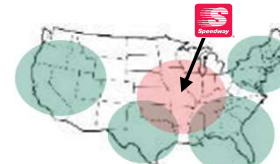
Approx. 70 M +

Active members (last 90 days)

Approx. 27 M +

(FY2021)

### Delivery service



With the addition of Speedway, more than 50% of the nation's population live in areas within 2 miles from the store

Store number

Approx. 4,000

Sales growth rate

+147.3 %

(FY2021)

### Restaurant business



APSD (vs unintroduced stores)

+23.9 %

GP Rate (vs unintroduced stores)

+2.0 %

(Laredo Taco, Raise the Roost FY2021 results)

### Expand team MD (FY2022)

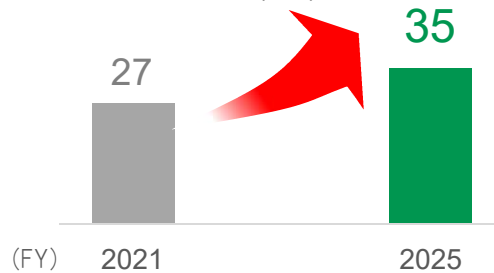
Expand "Slider" (plan)  
Florida (all stores), Seattle, Chicago

Combined distribution center with commissary plants (Stafford, Virginia)

Operation schedule FY2023 1H

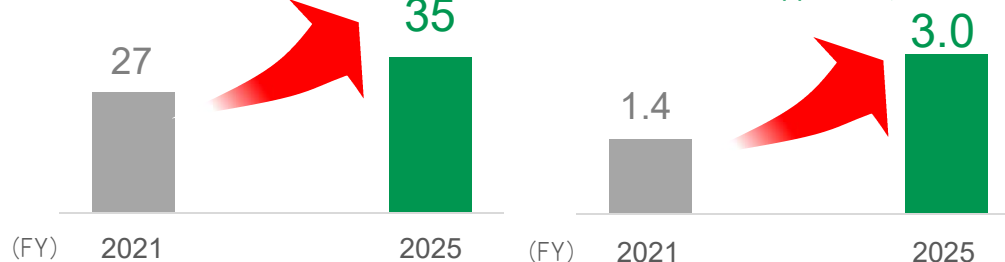
### Active members (last 90 days)

(MM)

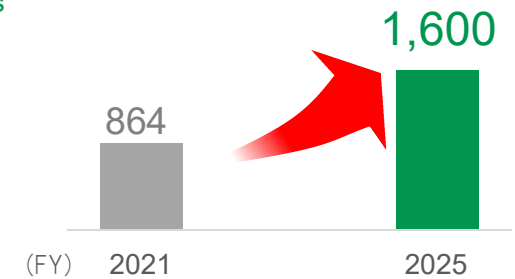


### Sales composition ratio (%)

approx. 7,500 stores



### Number of stores\*



\*Including Speedy café at Speedway stores and other restaurants.

# Overseas CVS Operations (Synergy with Speedway)

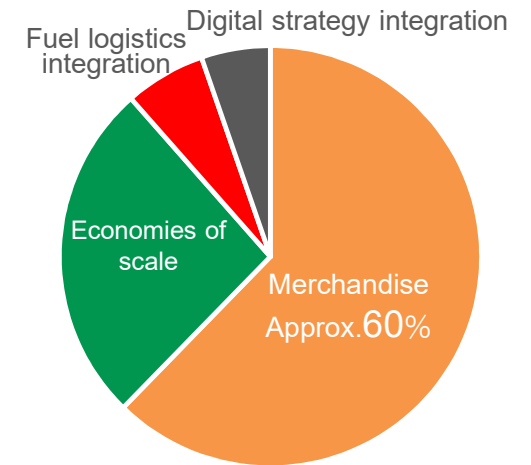
Steady progress toward projected synergies in the third year

FY2021	FY2022
\$158.3M	\$450M

**Projected Synergies in the third year**  
**\$600M-\$650M**

Synergy factor	
Merchandise	<ul style="list-style-type: none"> <li>Expand assortment (Incl. Private Brands)</li> <li>Expand in-store cooking (Approx. 1,200 stores)</li> <li>Launch of Fresh Food Program</li> </ul>
Economies of scale utilization	<ul style="list-style-type: none"> <li>Expand store maintenance function in-house</li> <li>Optimize indirect material procurement</li> </ul>
Fuel logistics integration	<ul style="list-style-type: none"> <li>Optimize fuel transportation</li> </ul>
Digital strategy integration	<ul style="list-style-type: none"> <li>Expand 7NOW to Speedway stores (Approx. 2,000 stores)</li> </ul>

## Synergy factor breakdown



# Elimination and Corporate Expenses and Investments for Group Strategy

(Billions of yen)

	Expenses			Investment			Major initiatives
	FY2022 Results	FY2023 Forecast	Variance	FY2022 Results	FY2023 Forecast	Variance	
DX	(16.3)	(31.7)	(15.3)	12.6	14.8	+2.2	<ul style="list-style-type: none"> <li>Evolve the Last Mile DX platform</li> <li>Develop 7iD member platform to expand customer contact</li> </ul>
Security system	(9.2)	(16.0)	(6.8)	23.5	29.9	+6.4	<ul style="list-style-type: none"> <li>Reinforce Group common platform and security</li> <li>Develop system consigned by operating companies</li> </ul>
System-related SG&A expenses	(10.0)	(9.9)	+0.05	0.36	0.42	+0.06	
Total	(35.6)	(57.8)	(22.1)	36.5	45.3	+8.7	
Eliminations / corporate [Operating income]	(43.6)	(77.3)	(33.6)				

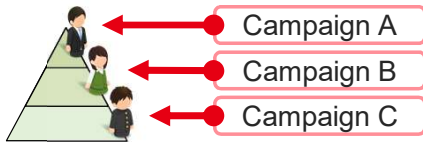
# New Business Opportunities Creation through 7iD Utilization

By "deepening customer understanding" and "expanding customer contact", not only aim to grow both stores and online services, but also pursue new profit growth opportunities with the Group platform as "advertising value"

## Deepen customer understanding

### [ Personal Loyalty PG ]

Nurture quality customers with individualized campaigns tailored to the customer's actual usage



### [ Customer preference score (tentative) ]

One to One marketing based on customer preferences and potential needs



Quality ↑

## Expand not only "merchandise sales" but also "advertising and media business"

Advertisement distribution utilizing abundant face-to-face and digital customer contact (DSP, etc.)

Open 7iD platform

Value of platform

Quantity →

## Expand customer contact

(face-to-face and digital channels × No. of members)



**450** stores + nationwide

IY-App members : **2.2M**\*



**21,000** stores + nationwide

7-11 App members : **17M**\*

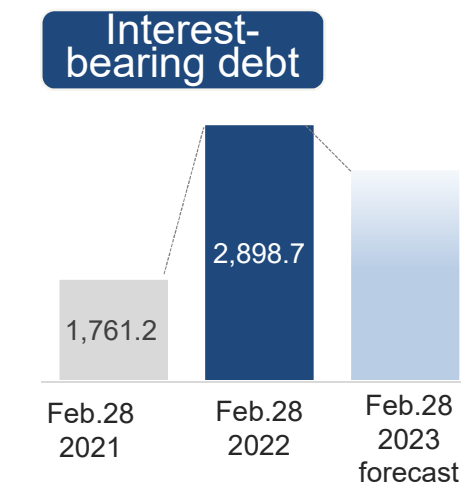
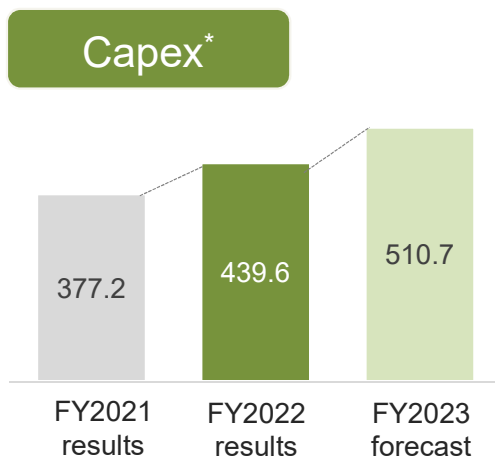
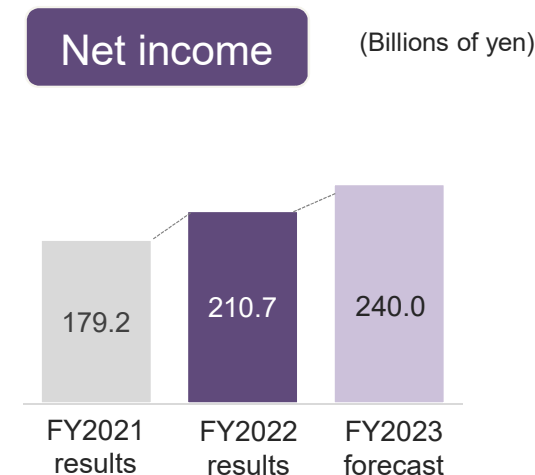
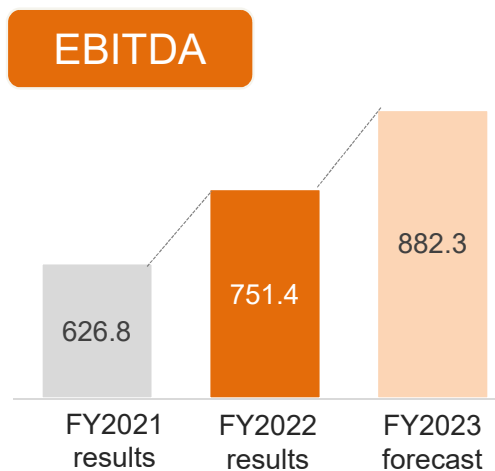
**7iD members : 23M\* +**

\* As of Feb 28, 2022



# FY2023 Consolidated Financial KPIs and Results Forecast

Major consolidated KPIs	FY2022 Results	FY2023	
		Forecast	Variance
EBITDA	¥751.4B	¥882.3B	+¥130.8B
ROE	7.5%	7.9%	+0.4%
Debt/EBITDA ratio	3.9X	2.9X	(1.0)X
EPS	¥238	¥271	+¥33



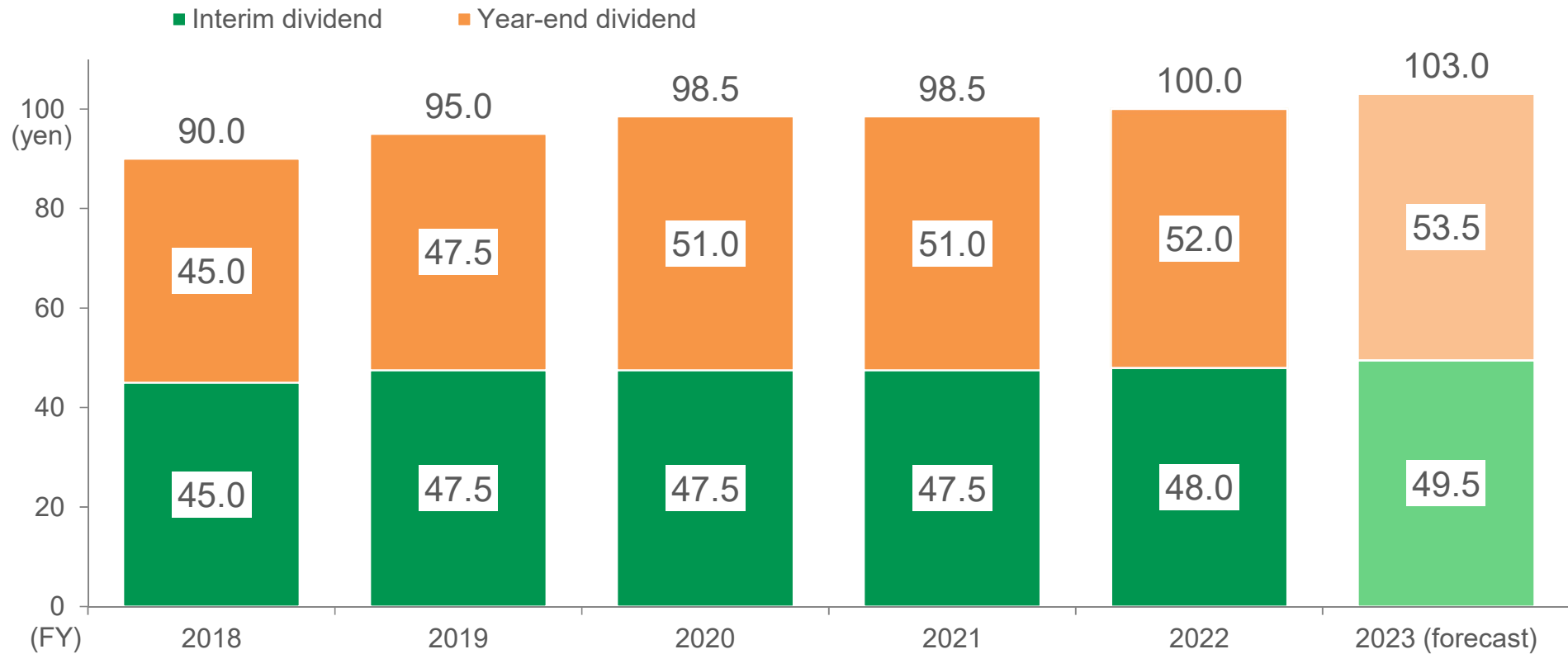
\* Excluding investment in the acquisition of Speedway

# Shareholder Return

## Basic Shareholder Return Policy

Based on the stable and continuous improvement of dividends per share, implement flexible shareholder returns taking into account the level of free CF and stock prices.

## Trend in dividends per share





# Appendix

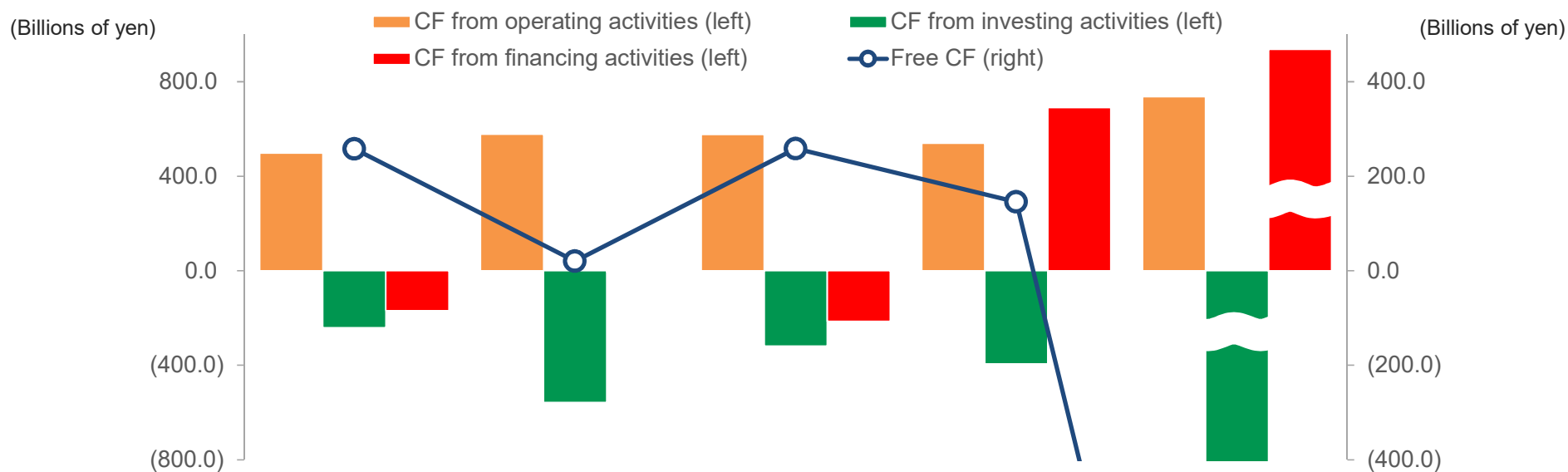
# Consolidated B/S Summary (As of Feb.28, 2022)

(Billions of yen)

Assets (Main items only)	Feb.28 2021	Feb.28 2022	Variance
<b>Current assets</b>	3,350.2	2,604.7	(745.4)
Cash and bank deposits	2,189.1	1,420.6	(768.4)
Cash and due from banks at Seven Bank	925.4	934.6	+9.1
Notes and accounts receivable-trade	318.1	365.7	+47.6
ATM-related temporary payments	216.4	107.8	(108.5)
<b>Non-current assets</b>	3,594.0	6,132.6	+2,538.6
Property and equipment	2,206.0	3,232.3	+1,026.3
Buildings and structures, net	994.0	1,527.8	+533.8
Land	746.2	1,119.7	+373.5
Intangible assets	645.8	2,140.0	+1,494.1
Investments and other assets	742.1	760.3	+18.1
<b>Deferred assets</b>	2.5	1.8	(0.73)
<b>Total assets</b>	6,946.8	8,739.2	+1,792.4

Liabilities and net assets (Main items only)	Feb.28 2021	Feb.28 2022	Variance
<b>Total liabilities</b>	4,115.4	5,591.5	+1,476.0
<b>Current liabilities</b>	2,782.4	2,480.7	(301.7)
Notes and accounts payable-trade	385.2	483.9	+98.6
Short-term loans	619.9	140.1	(479.8)
Current portion of bonds Current portion of long-term loans	213.6	181.2	(32.3)
Deposits received	236.4	223.1	(13.2)
ATM-related temporary advances	130.1	73.9	(56.2)
Deposit received in banking business	741.4	787.8	+46.4
<b>Non-current liabilities</b>	1,333.0	3,110.8	+1,777.7
Bonds	565.0	1,582.9	+1,017.9
Long-term loans	362.5	994.3	+631.8
<b>Total net assets</b>	2,831.3	3,147.7	+316.3
<b>Total liabilities and net assets</b>	6,946.8	8,739.2	+1,792.4

# Consolidated Statements of Cash Flows



(Billions of yen)	FY2018	FY2019	FY2020	FY2021	FY2022	vs. FY2021
CF from operating activities	498.3	577.8	576.6	539.9	736.4	+196.4
CF from investing activities	(240.4)	(557.4)	(318.0)	(394.1)	(2,505.5)	(2,111.4)
Free CF	257.8	20.3	258.6	145.8	(1,769.0)	(1,914.9)
CF from financing activities	(168.5)	(5.3)	(213.2)	690.5	937.0	+246.5
Cash and cash equivalents at end of period	1,300.3	1,310.7	1,354.8	2,183.8	1,414.8	(768.9)

# FY2022 Revenues from Operations and Operating Income by Operating Segment



(Billions of yen, %)

	Revenues from operations			Operating income		
		YOY	Variance		YOY	Variance
Consolidated	8,749.7	151.7	+2,983.0	387.6	105.8	+21.3
Domestic CVS operations	873.2	101.7	+14.4	223.3	95.6	(10.3)
Overseas CVS operations	5,194.3	230.5	+2,940.9	159.8	162.0	+61.2
Superstore operations	1,810.7	100.0	(0.15)	18.7	63.3	(10.8)
Department and specialty store operations	712.2	104.0	+27.6	(8.1)	-	+9.2
Financial services	194.3	97.7	(4.5)	37.5	78.1	(10.5)
Others	20.3	117.4	+3.0	(0.11)	-	+0.45
Eliminations / corporate	(55.5)	-	+1.6	(43.6)	-	(17.9)

Exchange rate: 1USD = 109.90JPY, 1CNY=17.04JPY

# FY2022 Operating Income of Major Operating Companies



(Billions of yen, %)

	Operating income	Operating income		Existing store sales growth	Merchandise GPM variance
		YOY	Variance		
Seven-Eleven Japan	223.0	95.6	(10.2)	+0.7	(0.3)
7-Eleven, Inc.	224.8	188.6	+105.6	+7.4	+0.1
[Millions of dollar]	[2,046]	[183.2]	[+929]		
Ito - Yokado	1.6	20.8	(6.1)	+1.8 [Incl. tenants]	(0.6)
York - Benimaru (Incl. Formerly Life foods)*	18.8	91.7	(1.7)	(0.4)	(0.6)
Sogo & Seibu	(3.5)	-	+3.1	+12.5	+0.3

\* Life Foods was previously a wholly owned subsidiary which produces and sells delicatessen in York-Benimaru stores. The combined operating income for York-Benimaru and Life Foods represents internal management reporting figures.

# FY2022 Operating Income of Major Operating Companies



(Billions of yen, %)

	Q3YTD		Q4		FY2022	
		YOY / Variance		YOY / Variance		YOY / Variance
Seven-Eleven Japan	177.0	97.3 (4.9)	45.9	89.7 (5.2)	223.0	95.6 (10.2)
7-Eleven, Inc.	167.1	174.9 +71.5	57.7	244.0 +34.0	224.8	188.6 +105.6
7-Eleven, Inc. [Millions of dollar]	1,539	173.3 +650	506	222.1 +278	2,046	183.2 +929
Ito - Yokado	(2.4)	- (4.3)	4.0	69.4 (1.7)	1.6	20.8 (6.1)
York - Benimaru (Incl. Formerly Life foods)*	14.0	83.8 (2.7)	4.7	127.0 +1.0	18.8	91.7 (1.7)
Sogo & Seibu	(6.3)	- +0.71	2.8	741.9 +2.4	(3.5)	- +3.1

\* Life Foods was previously a wholly owned subsidiary which produces and sells delicatessen in York-Benimaru stores. The combined operating income for York-Benimaru and Life Foods represents internal management reporting figures.

Copyright (C) 2022 Seven & i Holdings Co., Ltd. All Rights Reserved.



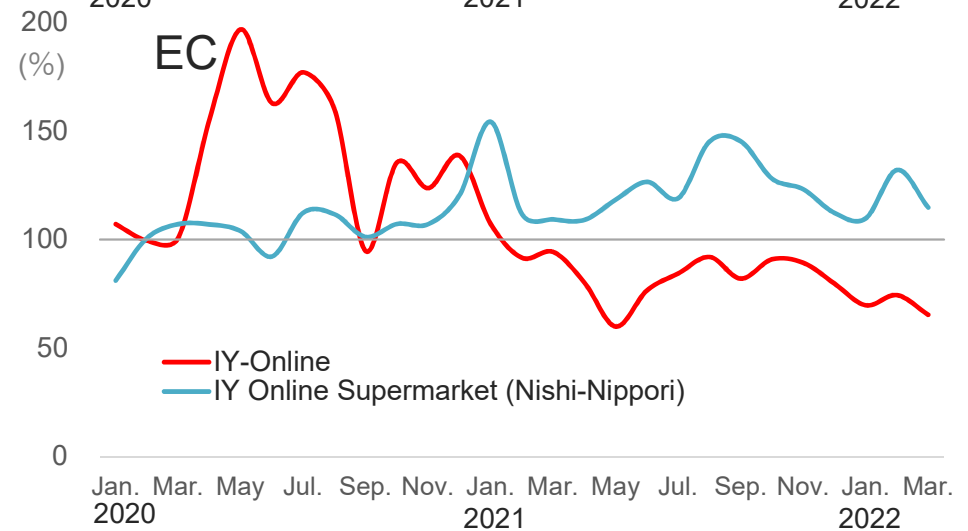
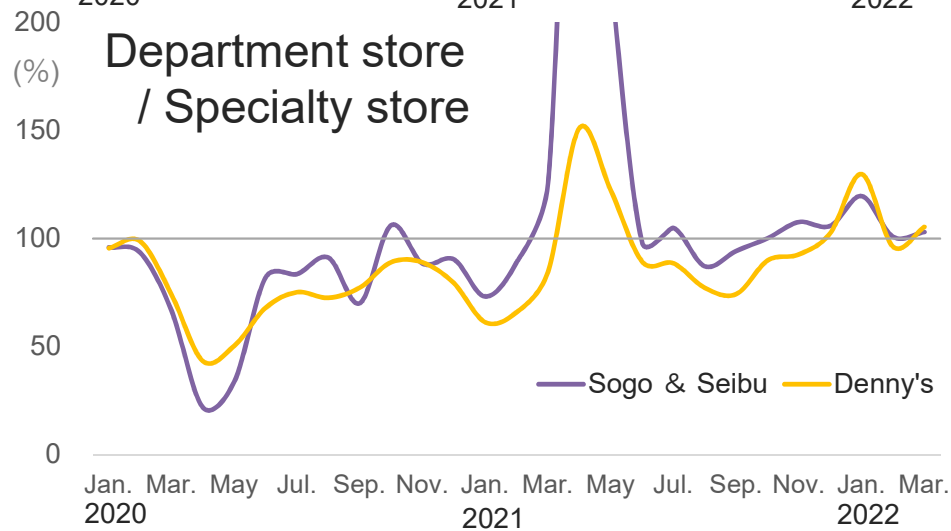
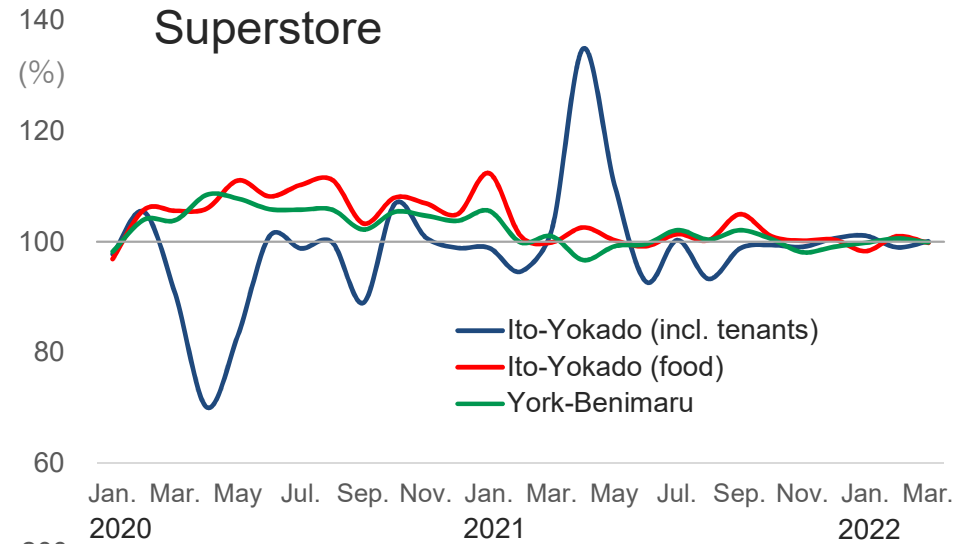
# Existing Store Sales Growth and GPM of Major Operating Companies



(%)

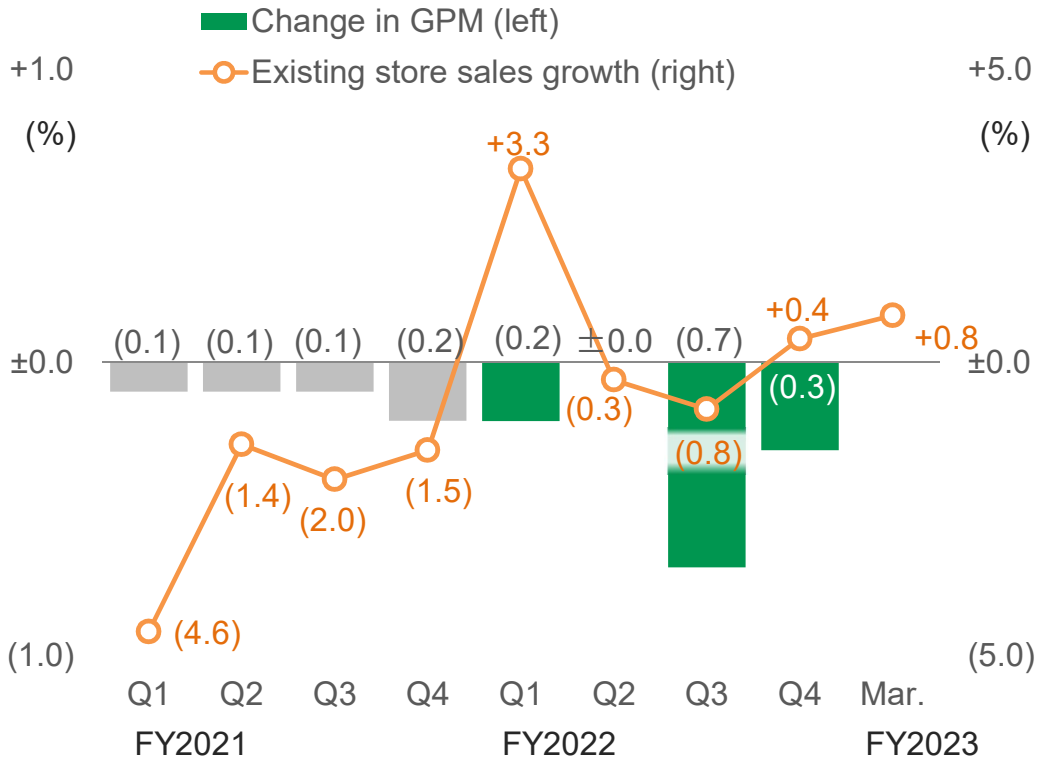
	Q3 YTD		Q4		FY2022	
	Existing store sales growth	GPM / Variance	Existing store sales growth	GPM / Variance	Existing store sales growth	GPM / Variance
Seven-Eleven Japan	+0.7	31.7 (0.3)	+0.4	31.5 (0.3)	+0.7	31.7 (0.3)
7-Eleven, Inc.	+7.0	34.3 +0.1	+9.1	33.9 +0.2	+7.4	34.2 +0.1
Ito - Yokado	+2.2 [Incl. tenants]	28.9 (0.8)	+0.5 [Incl. tenants]	29.5 (0.2)	+1.8 [Incl. tenants]	29.0 (0.6)
York - Benimaru	(0.4)	25.5 (0.8)	(0.2)	26.7 (0.3)	(0.4)	25.8 (0.6)
Sogo & Seibu	+14.3	23.1 +0.2	+8.4	22.5 +0.6	+12.5	22.9 +0.3

# YOY Change in Existing Store Sales (Figures for Mar. are preliminary estimates)

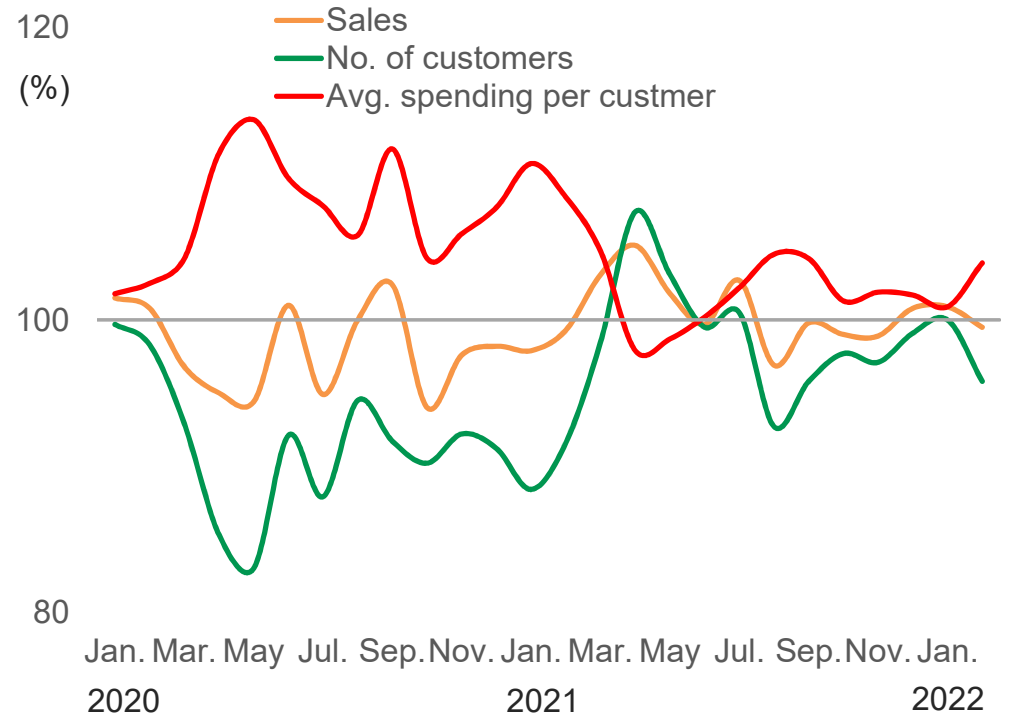


# Seven-Eleven Japan (1)

## Existing store sales growth and GPM



## Sales, Number of customers and Average spending per customer (Existing store)

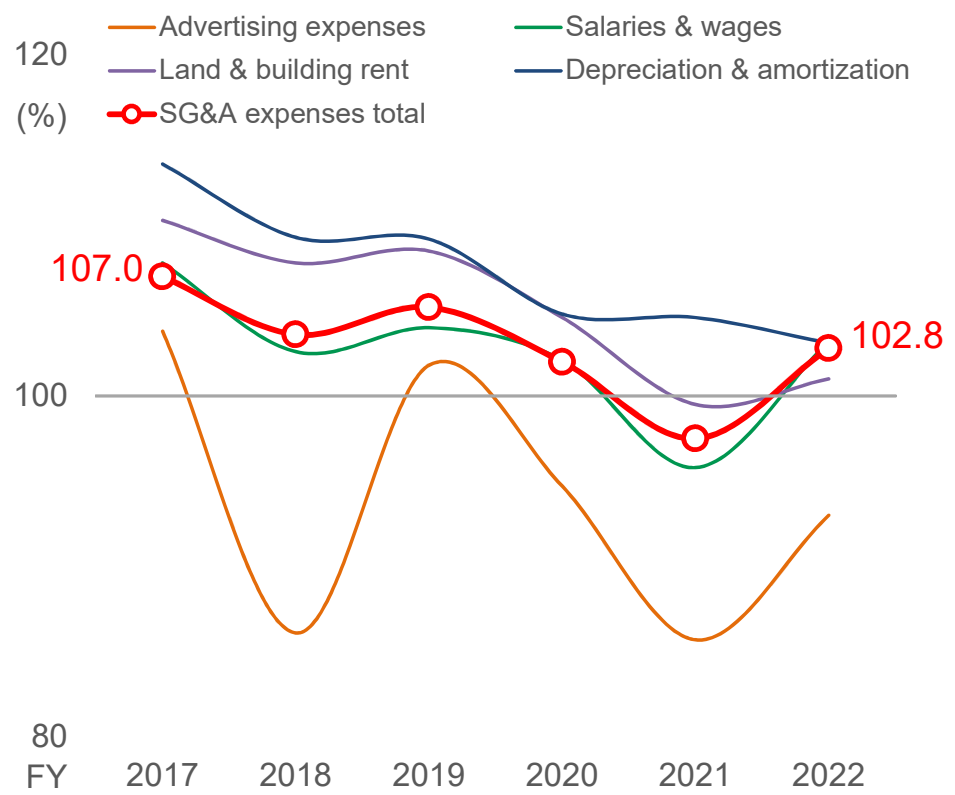


Mar. 2022 Existing store sales growth	vs.2019 (Before COVID-19)
	<b>+0.6%</b>

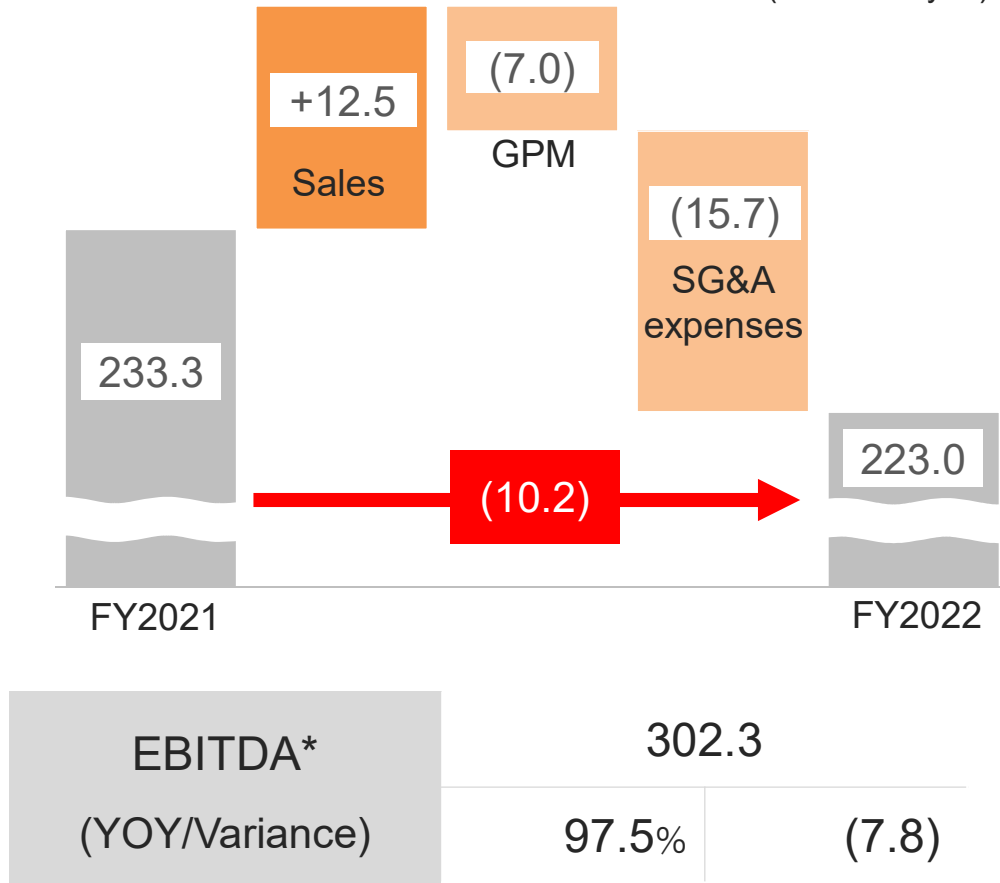
FY2022 YOY (%)		Sales		No. of customers		Avg. spending per customer	
vs. FY2021	vs. FY2020						
		100.7	98.3	98.8	89.0	101.9	110.5

# Seven-Eleven Japan (2)

### YOY SG&A expenses(%)



### FY2022 YOY Change in operating income (Billions of yen)



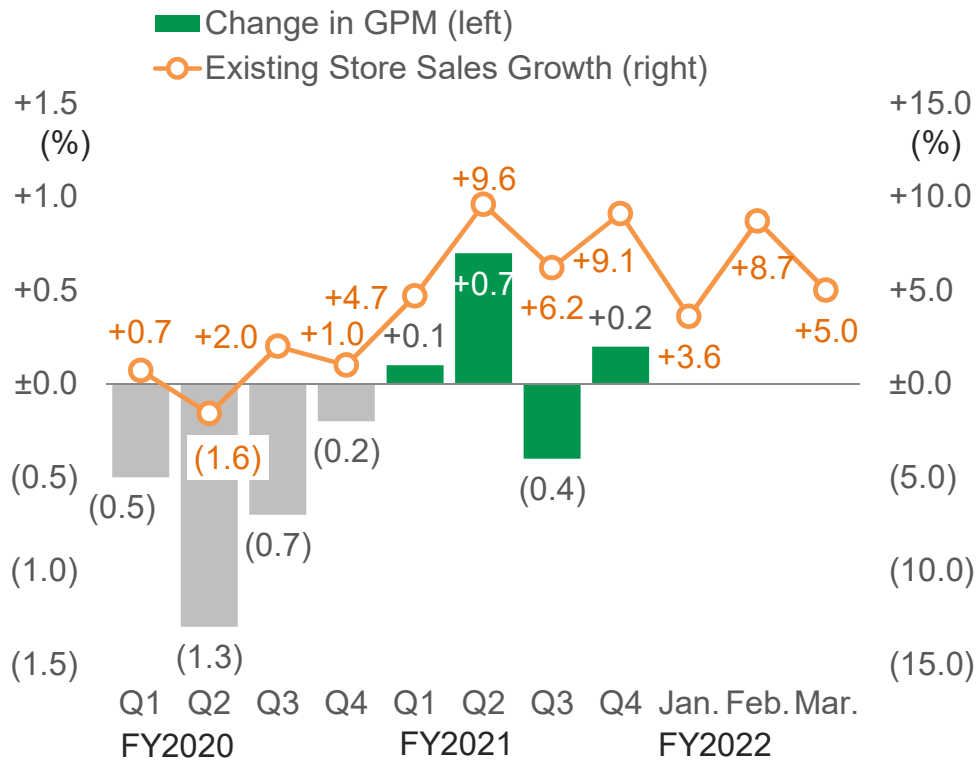
EBITDA*	302.3
(YOY/Variance)	97.5% (7.8)

\*Operating income + Depreciation and amortization

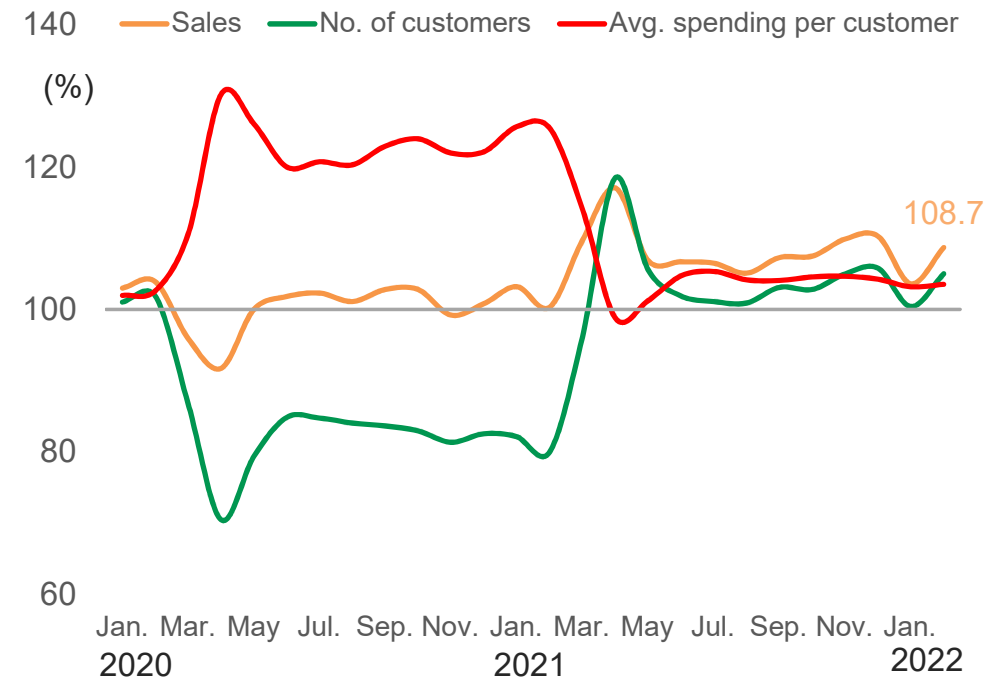
# 7-Eleven, Inc. (1)

## Existing store sales\* and GPM

(Figures on Mar. are preliminary estimates)



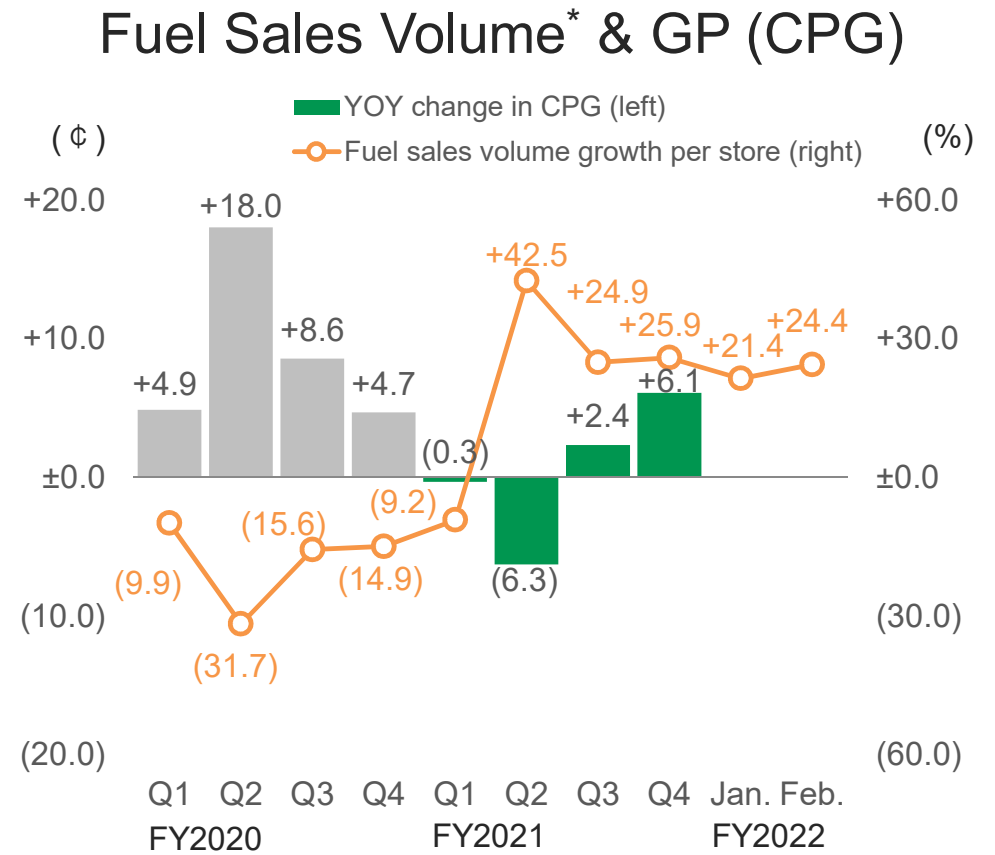
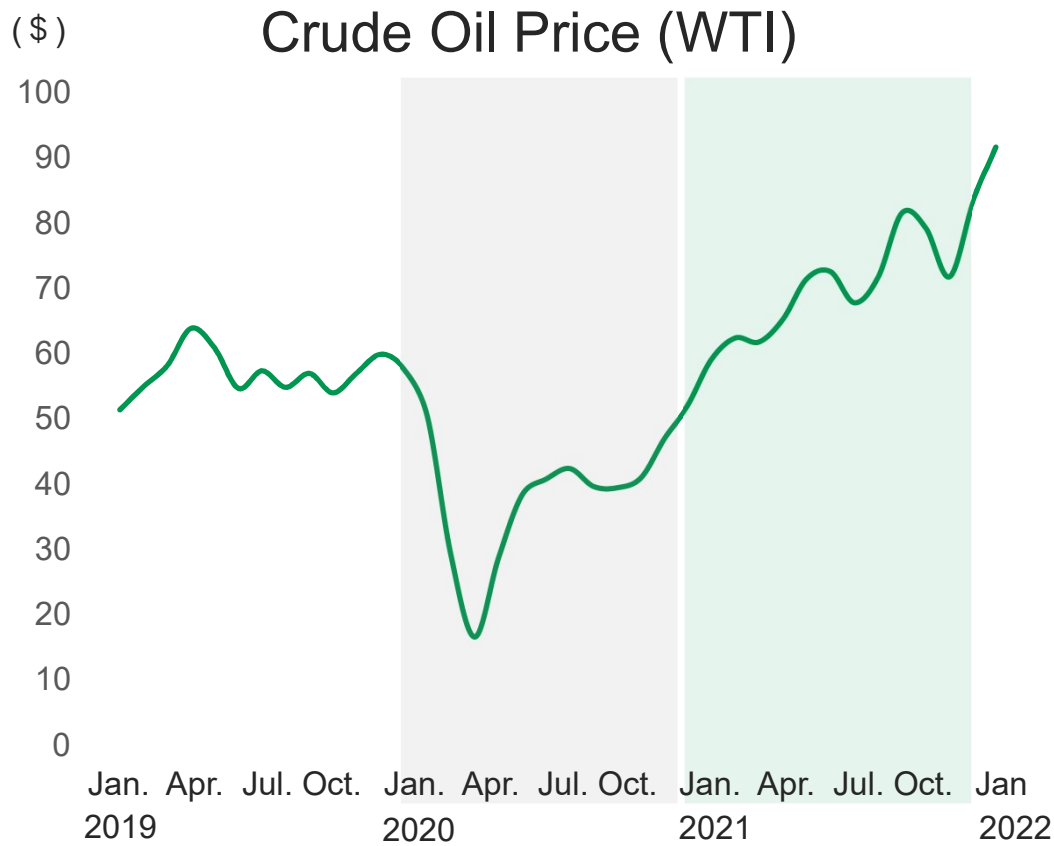
## Sales, Number of customers and Average spending per customer (Existing store)



Note) Existing store sales do not include Speedway sales

FY2021 YOY (%)		Sales		No. of customers		Avg. spending per customer	
vs. FY2020	vs. FY2019						
		107.4	108.4	102.3	87.4	104.9	123.9

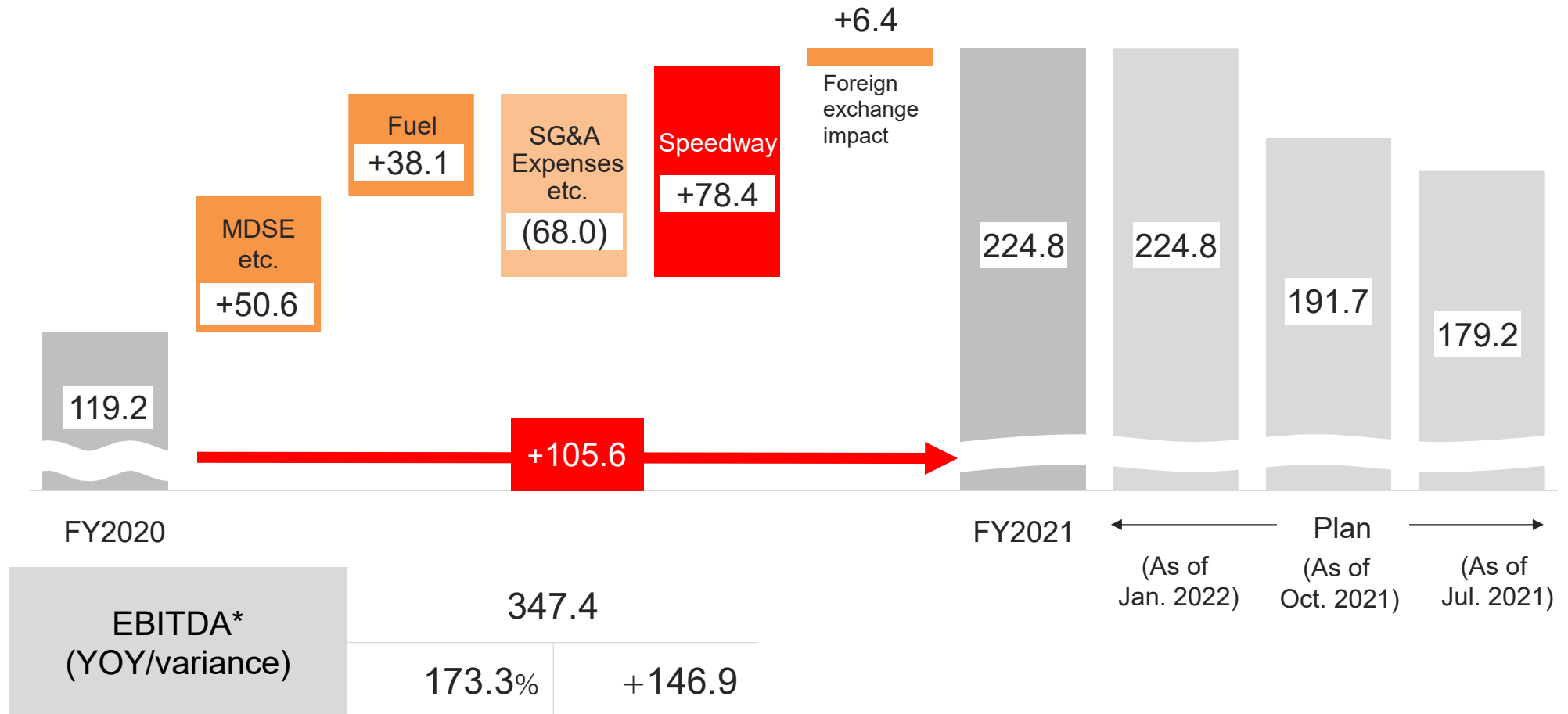
# 7-Eleven, Inc. (2)



**FY2021 YOY Fuel GP: +\$1,916M (+95.2%)**

# 7-Eleven, Inc. (3)

FY2021 YOY Change in operating income (Billions of yen)



\*Operating income + Depreciation and amortization

# 7-Eleven, Inc. (4)



## FY2021 Business performance

	Speedway (May 14 – Dec.31)		SEI excl. Speedway (Jan.1 – Dec.31)		SEI total	
		YOY %		YOY %		YOY %
Merchandise sales APSD (\$)	5,435	-	5,493	107.6	5,483	107.4
Merchandise GPM (%)	30.0	-	35.1	+1.0	34.2	+0.1
Fuel sold APSD (gallons)	4,779	-	3,268	107.2	3,723	122.2
Operating income (\$MM)	735	-	1,311	117.4	2,046	183.2
Operating income (¥B)	80.7	-	144.0	120.9	224.8	188.6
Amortization of goodwill (¥B)	44.9	-	22.4	106.1	67.3	318.9
Contribution to consolidated results (¥B)	35.8	-	121.6	124.0	157.5	160.6

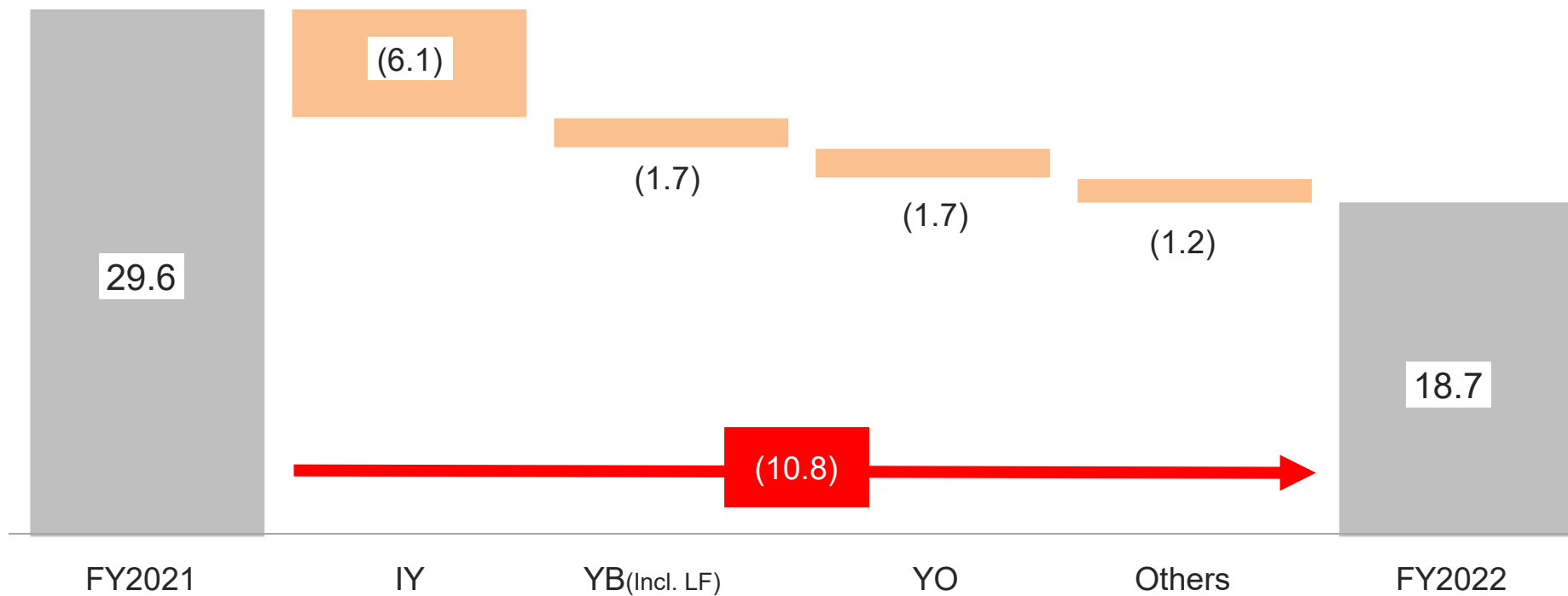
Exchange rate : 1USD = 109.90JPY for FY2021, 106.76JPY for FY2020

Copyright (C) 2022 Seven & i Holdings Co., Ltd. All Rights Reserved.



# Superstore Operations

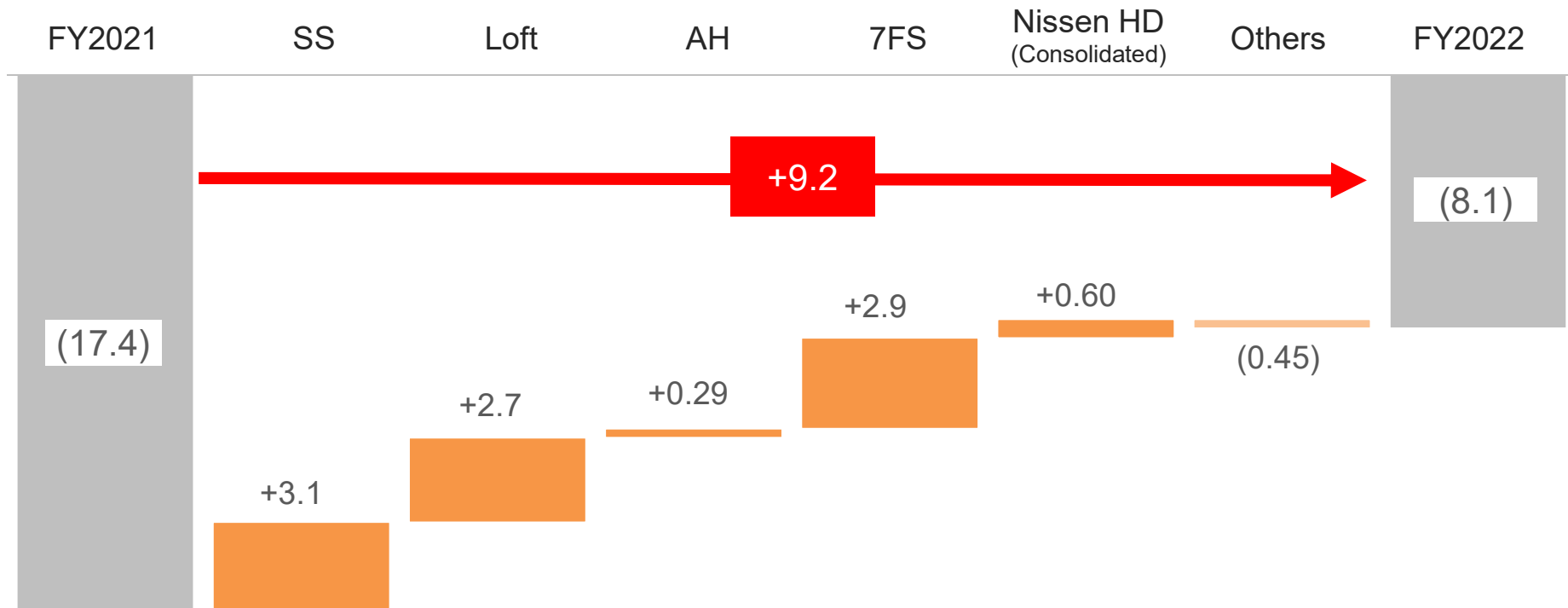
FY2022 Change in operating income (Billions of yen)



Notes) IY:Ito-Yokado YB:York-Benimaru LF:Life foods (A wholly owned subsidiary which produced and sold delicatessen in York-Benimaru stores) YO:York  
The combined operating income for York-Benimaru and Life Foods represents internal management reporting figures.

# Department and Specialty Store Operations

FY2022 YOY Change in operating income (Billions of yen)



Note) SS: Sogo & Seibu AH: Akachan Honpo 7FS: Seven & i Food Systems

# Special Losses

(Billions of yen)

	FY2021	FY2022	Variance	Major factors for the variance
<b>Special losses</b>	<b>109.0</b>	<b>68.7</b>	<b>(40.2)</b>	Decrease in related losses to progress in business restructuring Decrease in loss related to COVID-19, etc.
Loss on disposals of property and equipment	12.1	13.6	+1.4	SEI[+1.5]: Increase due to store renovation, etc.
Impairment loss	31.6	26.4	(5.1)	SEI[(4.7)]: Decrease impairment loss stores
Restructuring expenses	10.2	4.1	(6.0)	IY [(1.8)]: Store closures, personnel measures, etc. in PY SS[(4.5)]: Same as above
Loss related to novel coronavirus (COVID-19)	40.5	10.3	(30.1)	SEJ [(5.9)] Franchisee support money [(3.6)], Cost of infection prevention and control [(1.7)], etc. SEI [(6.1)] Cost of infection prevention and control [(4.0)], Payment of employee allowances [(1.6)], etc. IY [(4.5)] Transfer of fixed costs [(3.8)], etc. SS [(8.5)] Transfer of fixed costs [(8.2)], etc. Others YB[(0.99)], Loft [(0.88)], 7FS[(0.60)], AH[(0.36)],

# FY2023 Consolidated Financial Results Forecast (1H,2H)

(Billions of yen, %)

	1H			2H		
	Amount	YOY	Variance	Amount	YOY	Variance
Group's total sales *1	7,676.0	120.4	+1,299.5	7,792.0	99.0	(74.8)
Revenues from operations	4,772.0	130.9	+1,125.5	4,881.0	95.6	(222.3)
Gross revenues from operations [reference]	5,123.0	140.5	+1,476.5	5,251.0	102.9	+147.6
Operating income	216.4	116.2	+30.2	213.6	106.0	+12.1
Ordinary income	202.6	116.8	+29.1	199.4	107.7	+14.2
Net income attributable to owners of parent	120.0	112.7	+13.4	120.0	115.1	+15.7
EPS (yen)	135.88	112.7	+15.27	135.88	115.1	+17.81
EPS before amortization of goodwill (yen)	190.80	129.6	+43.56	190.91	110.9	+18.76
EBITDA*2	438.4	128.5	+97.1	443.9	108.2	+33.7

Exchange rate: 1USD= 114.00JPY, 1CNY= 16.00JPY

Note : FY2023 consolidated financial results forecast is based on figures after applying the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020). The forecast for revenues from operations in FY2023 consolidated financial results forecast presented as "Gross revenues from operations [reference]" is based on the previous accounting standard.

\*1 Group's total sales include the sales of Seven-Eleven Japan, Seven-Eleven Okinawa and 7-Eleven, Inc. franchisees.

\*2 Operating income + Depreciation and amortization + Amortization of goodwill

# FY2023 Consolidated Financial Results Forecast by Operating Segment (Revenues from operations)



(Billions of yen, %)

	Revenues from operations			Gross revenues from operations [reference]		
		YOY	Variance		YOY	Variance
Consolidated	9,653.0	110.3	+903.2	10,374.0	118.6	+1,624.2
Domestic CVS operations	855.0	97.9	(18.2)	886.0	101.5	+12.7
Overseas CVS operations	6,650.0	128.0	+1,455.6	6,650.0	128.0	+1,455.6
Superstore operations	1,495.0	82.6	(315.7)	1,850.0	102.2	+39.2
Department and specialty store operations	487.0	68.4	(225.2)	817.0	114.7	+104.7
Financial services	200.0	102.9	+5.6	209.0	107.5	+14.6
Others	24.0	118.0	+3.6	25.0	122.9	+4.6
Eliminations / corporate	(58.0)	-	(2.4)	(63.0)	-	(7.4)

Exchange rate: 1USD = 114.00JPY, 1CNY=16.00JPY

## With Livings - Seven & i Group



The information disclosed by the Company may contain forward-looking statements. These statements are based on management's judgment in accordance with materials available to the Company at the time of disclosure, with future projections based on certain assumptions. The forward-looking statements therefore incorporate various risks, estimates, and uncertainties, and as such, actual results and performance may differ from the future outlook included in disclosed information due to various factors, such as changes in business operations and the financial situation going forward.