



Learn about Seven & i Group

Learn about the Market Environment

Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
- - Domestic CVS business strategy
- Strategy aiming for depth - Group food strategy
- - Large-scale commercial base strategy
- Expansion of customer contact

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Seven & i Group's Performance

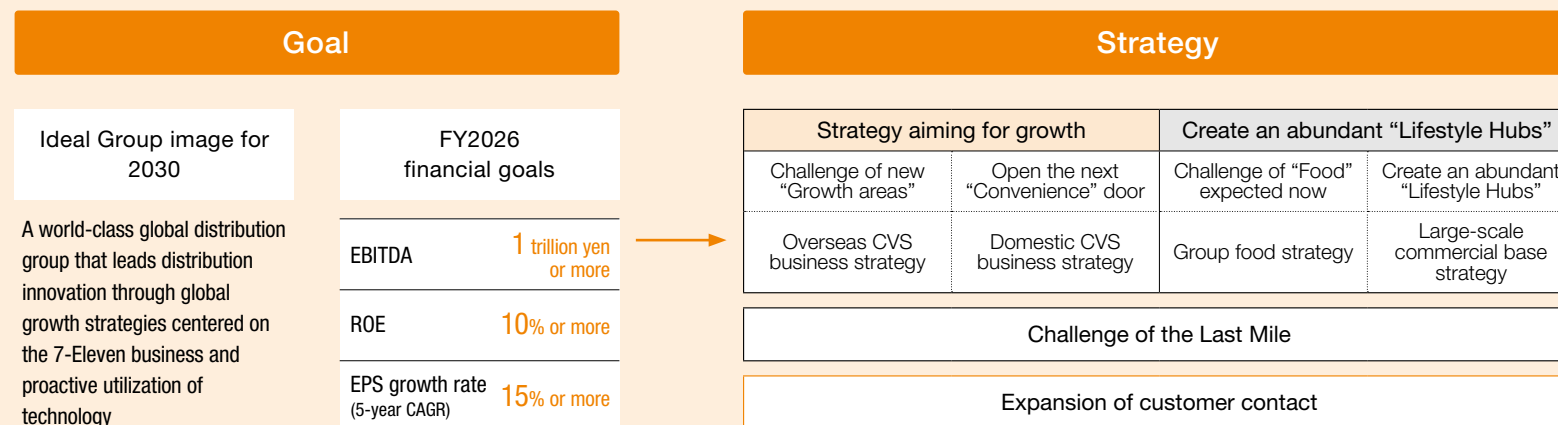
- Medium-Term Management Plan
- Consolidated Financial Summary
- Overview of Major Group Companies
- Segment Information
- Financial Position
- Overseas Convenience Store Operations
- Domestic Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

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Chapter Summary

Medium-Term Management Plan



Progress

FY2022

Consolidated Financial KPIs, Results and Progress Status			Financial Position	
Major consolidated KPIs	FY2022	Progress (◎○×)	Debt/EBITDA ratio	Owners' Equity ratio
EBITDA	751.4 billion yen	○	3.9X	34.1%
Operating cash flow (excl. financial services)	630.8 billion yen	△		
Free cash flow level (excl. financial services)	279.5 billion yen	○	Rating information (As of March 31, 2022) * Seven & i Holdings S&P: A Moody's: A2 R&I: AA- JCR: AA	
ROE	7.5%	◎		
ROIC (excl. financial services)	4.8%	◎		
Debt/EBITDA ratio	3.9X	○		
EPS	238.68 yen	◎		



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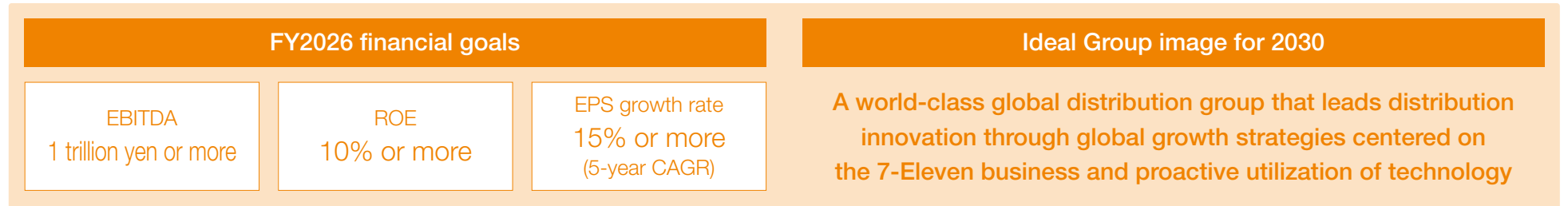
Corporate creed

We aim to be a sincere company that our customers trust.
 We aim to be a sincere company that our business partners, shareholders and local communities trust.
 We aim to be a sincere company that our employees trust.

Basic stance

We aim to contribute to the local community both in Japan and overseas by providing new experiences and values from the customer's point of view.

Towards 2030 (Positioning of the Medium-Term Management Plan)





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Group Priority Strategy

Provide a new experience and value consistently from the customer's point of view





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Medium-Term Management Plan

Strategy aiming for growth

Strategy aiming for depth

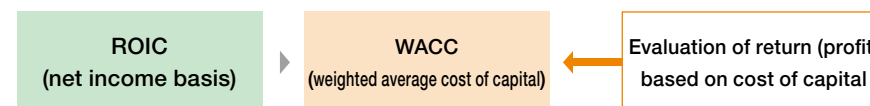
Expansion of customer contact

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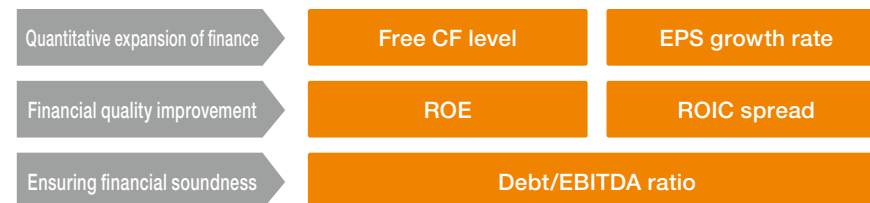
Group Priority Strategy

Basic financial policy

In order to continuously improve corporate value, increase returns (profit) that exceed the cost of capital and increase the ability to generate cash flow (CF).

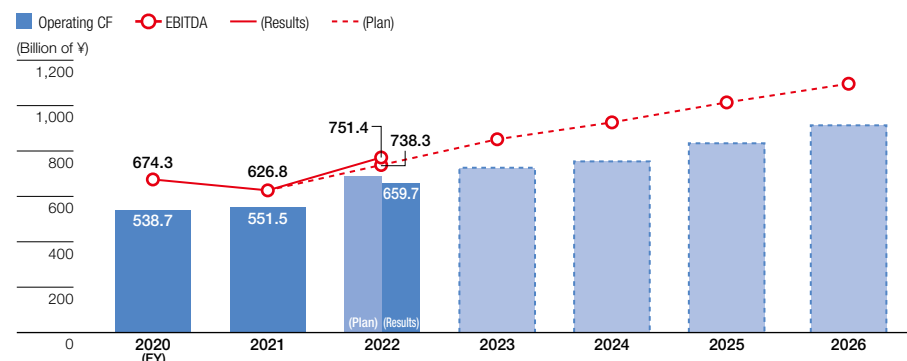


Main consolidated KPIs



EBITDA/Operating CF plan (consolidated)

[Until 2026] **EBITDA: 1 trillion yen or more** **Operating CF: 800 billion yen or more**



* Exchange rate: \$1 = 109 yen (FY2020), \$1 = 106 yen (FY2021), \$1 = 109 yen (FY2022), \$1 = 114 yen (FY2023), \$1 = 105 yen (FY2023-26) / 1 yuan = ¥17 (FY2022), 1 yuan = ¥16 (FY2023-2026)

* Operating CF: Management accounting figures based on NOPAT

* Planned values are those of the Medium-Term Management Plan announced in July 2021.

Consolidated financial numerical targets

	FY2021 Results	FY2022 Results	Evaluation*6	FY2026 Targets
EBITDA	626.8 billion yen	751.4 billion yen	○	1 trillion yen or higher
Operating cash flow (excluding financial services)*1	456.7 billion yen	630.8 billion yen	△	800.0 billion yen or higher
Free cash flow (excluding financial services)*2	132.0 billion yen	279.5 billion yen	○	400.0 billion yen or higher
ROE	6.8%	7.5%	◎	10% or higher
ROIC (excluding financial services)*3	4.7%	4.8%	◎	7% or higher
Debt/EBITDA multiple	2.8x	3.9x	○	Less than 2.0x
Adjusted Debt/EBITDA multiple*4	-	-	-	Less than 2.2x
EPS growth rate (CAGR)*5	-	-	-	15% or higher

*1. Operating cash flow represents management accounting figures based on NOPAT (excl. financial business).

*2. Free cash flow is based on management accounting figures (excl. financial business) and is calculated by excluding M&A as a strategic investment from investment cash flow.

*3. ROIC is calculated using the following formula:

(Net income + Interest expense × (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))

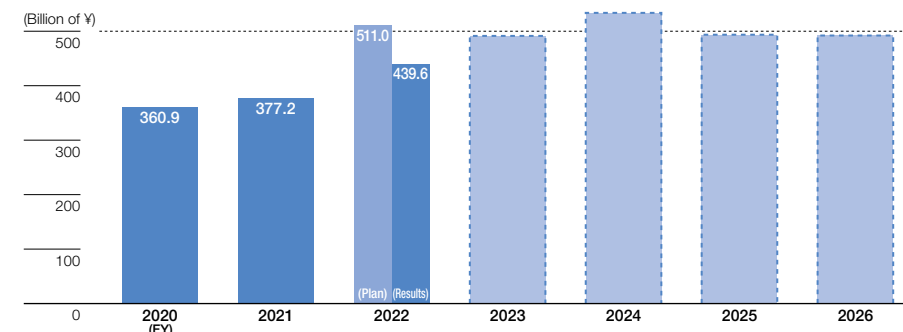
*4. Adjusted Debt/EBITDA multiple represents a management accounting figure (excl. financial business) and is calculated using the following formula: Net debt/EBITDA (Net debt: Interest-bearing debt + On-balance lease - Cash and deposit adjustment)

*5. EPS growth rate is estimated by CAGR for FY2021

*6 FY2022 Results: ◎ Outperformed target ○ Proceed as planned × Target not achieved

Capital expenditures plan (consolidated)

- Continue proactive investment in US-Japan CVS business
- Investment based on Group strategy
- Environmental investment to be about 125 billion yen in 5 years (about 5% of the total)



* Excluding investment in the acquisition of Speedway in FY2022

* Planned values are those of the Medium-Term Management Plan announced in July 2021.



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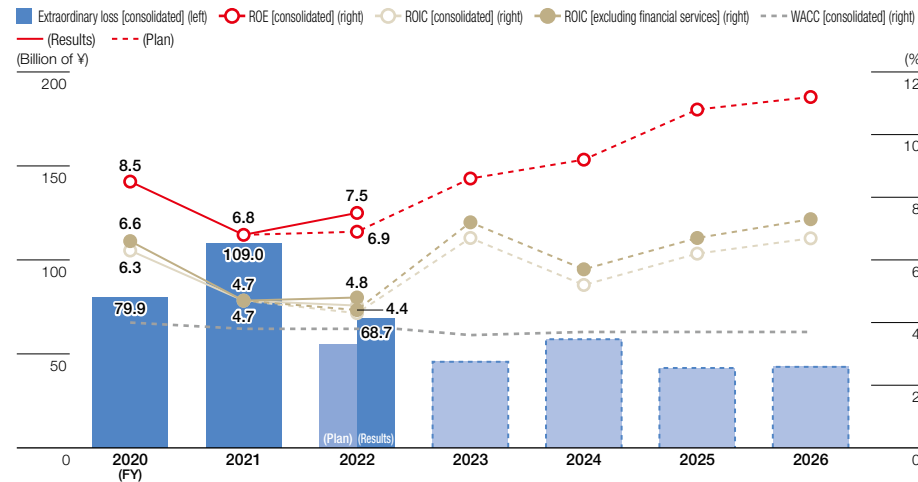
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Medium-Term Management Plan Strategy aiming for growth Strategy aiming for depth Expansion of customer contact

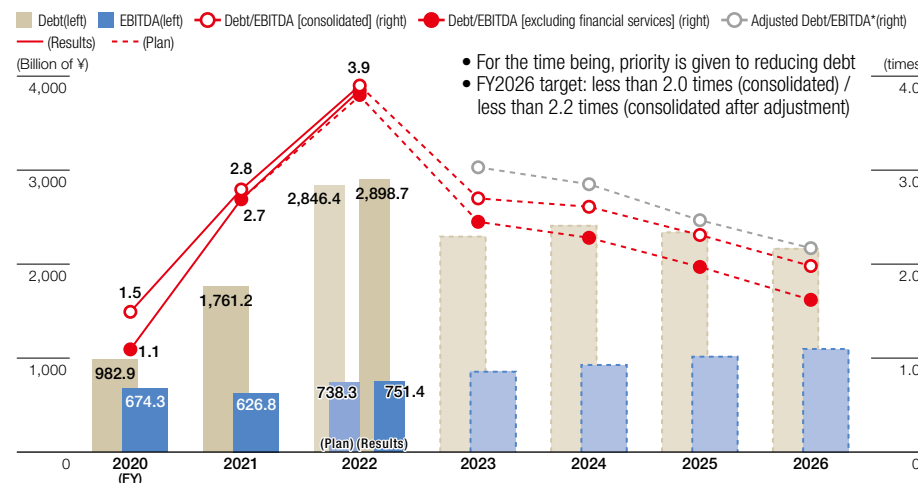
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ROE/ROIC/Extraordinary loss plan



* Planned values are those of the Medium-Term Management Plan announced in July 2021.

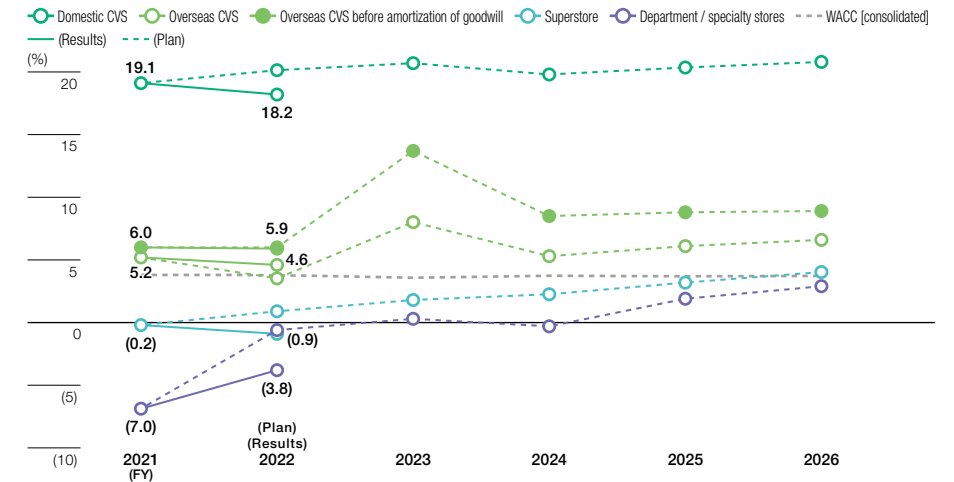
Debt/EBITDA ratio plan (consolidated)



* Adjusted Debt/EBITDA ... Excluding financial services business, Net Debt/EBITDAR management accounting figures (Net Debt: Debt + on-balance lease - cash and deposit and other adjustment)

* Planned values are those of the Medium-Term Management Plan announced in July 2021.

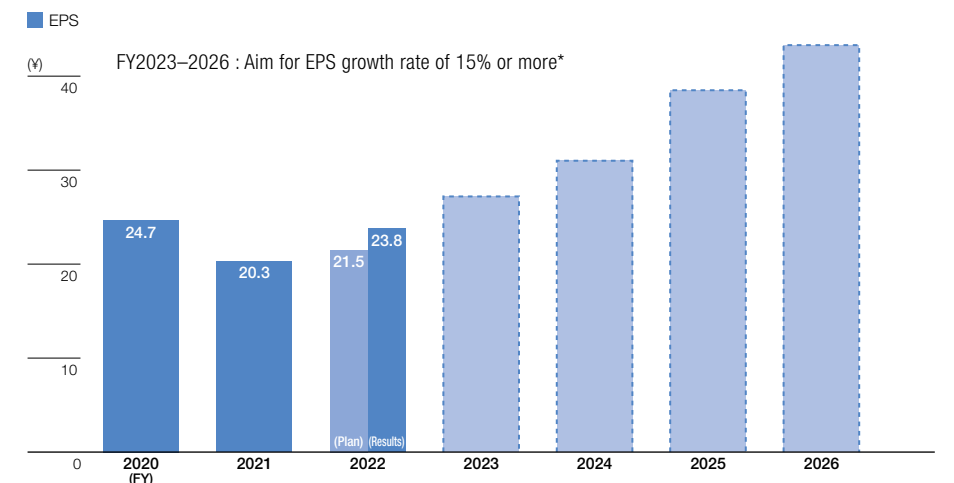
ROIC by business segment



* Management accounting base figures adjusted for intra-group capital and fund transactions

* Planned values are those of the Medium-Term Management Plan announced in July 2021.

EPS growth rate



* Planned values are those of the Medium-Term Management Plan announced in July 2021. Figures for FY2023 exclude the impact of the elimination of Speedway sales and leasebacks.

* Estimated by CAGR (Compound Annual Growth Rate) for FY2021.

Consolidated Financial Summary

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	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	(Millions of yen) FY2022	(Thousands of US Dollars) FY2022	
Revenues from operations	4,786,344	4,991,642	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	76,084,800	
Operating income	292,060	295,685	339,659	343,331	352,320	364,573	391,657	411,596	424,266	366,329	387,653	3,370,895	
EBITDA ¹	444,969	465,782	505,662	534,464	569,064	588,214	621,445	655,915	674,317	626,874	751,491	6,534,704	
Ordinary income	293,171	295,836	339,083	341,484	350,165	364,405	390,746	406,523	417,872	357,364	358,571	3,118,008	
Net income attributable to owners of parent	129,837	138,064	175,691	172,979	160,930	96,750	181,150	203,004	218,185	179,262	210,774	1,832,817	
Total assets	3,889,358	4,262,397	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	75,993,730	
Net assets	1,860,954	1,994,740	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	27,371,582	
Non-controlling interests	93,748	102,038	123,866	128,827	129,912	137,154	145,454	148,285	155,295	162,352	166,719	1,449,730	
Interest-bearing debt	712,077	853,064	934,396	948,252	1,032,970	1,048,490	983,061	1,105,189	982,960	1,761,210	2,898,733	25,206,373	
Debt/equity ratio (Times)	0.40	0.45	0.45	0.41	0.44	0.45	0.41	0.44	0.38	0.66	0.97	0.97	
Interest coverage ratio (Times)	49.0	41.1	39.4	37.8	43.8	57.2	48.7	44.6	48.4	48.6	33.9	33.9	
Cash flows from operating activities	462,642	391,406	454,335	416,690	488,973	512,523	498,306	577,878	576,670	539,995	736,476	6,404,139	
Cash flows from investing activities	(342,805)	(340,922)	(286,686)	(270,235)	(335,949)	(371,602)	(240,418)	(557,497)	(318,047)	(394,127)	(2,505,566)	(21,787,530)	
Free cash flows ²	119,836	50,484	167,648	146,454	153,023	140,921	257,887	20,380	258,623	145,868	(1,769,089)	(15,383,382)	
Cash flows from financing activities	(40,561)	10,032	(55,227)	(79,482)	(2,312)	(78,190)	(168,510)	(5,324)	(213,204)	690,542	937,077	8,148,495	
Net (decrease) increase in cash and cash equivalents	76,960	66,380	121,344	79,395	146,830	62,576	90,886	9,824	44,126	828,980	(768,946)	(6,686,486)	
Cash and cash equivalents at end of fiscal year	733,707	800,087	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	12,303,391	
Capital expenditures ³	255,426	334,216	336,758	341,075	399,204	384,119	347,374	539,328	360,909	377,299	439,630	3,822,869	
Depreciation and amortization ⁴	139,994	155,666	147,379	172,237	195,511	207,483	213,167	221,133	226,475	235,504	292,561	2,544,008	
Net income per share (¥/U.S.\$)	146.96	156.26	198.84	195.66	182.02	109.42	204.80	229.50	246.95	203.03	238.68	2.07	
Owners' equity per share (¥/U.S.\$)	1,998.84	2,140.45	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	29.35	
Cash flow per share (¥/U.S.\$) ⁵	305.41	332.45	365.64	390.49	403.15	344.07	445.79	479.49	503.29	469.76	569.99	4.95	
Cash dividends per share (¥/U.S.\$)	62.00	64.00	68.00	73.00	85.00	90.00	90.00	95.00	98.50	98.50	100.00	0.86	
Owners' equity ratio (%)	45.4	44.4	43.6	43.9	43.6	42.4	44.2	43.5	43.4	38.4	34.1	34.1	
Return on equity (ROE) (%)	7.5	7.6	8.8	7.9	6.9	4.1	7.6	8.2	8.5	6.8	7.5	7.5	
Return on total assets (ROA) (%)	3.4	3.4	3.9	3.4	3.0	1.8	3.3	3.6	3.7	2.8	2.7	2.7	
Dividend payout ratio (%)	42.2	41.0	34.2	37.3	46.7	82.3	43.9	41.4	39.9	48.5	41.9	41.9	
Ratio of total amounts of dividends to net assets (%)	3.2	3.1	3.0	2.9	3.2	3.4	3.3	3.4	3.4	3.3	3.1	3.1	
Exchange rate													
(Income statements) (¥)	U.S.\$1=	79.80	79.81	97.73	105.79	121.10	108.78	112.16	110.44	109.03	106.76	109.90	-
	CNY1=	12.32	12.72	15.92	17.18	19.23	16.42	16.62	16.71	15.78	15.48	17.04	-
(Balance sheets) (¥)	U.S.\$1=	77.74	86.58	105.39	120.55	120.61	116.49	113.00	111.00	109.56	103.50	115.02	-
	CNY1=	12.31	13.91	17.36	19.35	18.36	16.76	17.29	16.16	15.67	15.88	18.06	-

¹ EBITDA = Operating income + Depreciation and amortization + Amortization of goodwill

² Free cash flows = Cash flows from operating activities + Cash flows from investing activities

³ Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.

⁴ From FY2014, Seven & i Holdings and its domestic consolidated subsidiaries (except for certain operating companies) changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

⁵ Cash flow per share = (Net income + Depreciation and amortization) ÷ Average number of shares outstanding

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥115, the approximate rate of exchange prevailing on February 28, 2022.

2. Results of mail order services were consolidated in the balance sheets for FY2014.

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. ASBJ Statement No. 28 "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, dated February 16, 2018) has been applied to total assets from FY2020 and reflected retroactively in the figures for FY2018 and FY2019.

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 FY2020.



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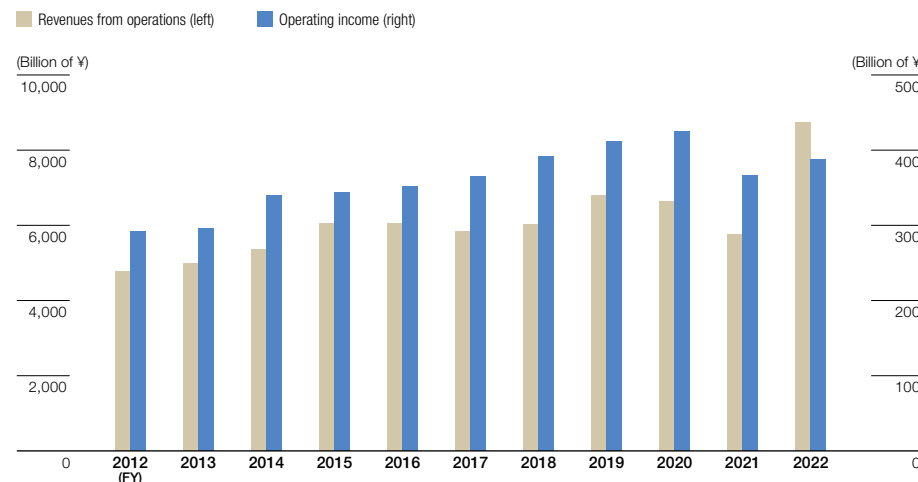
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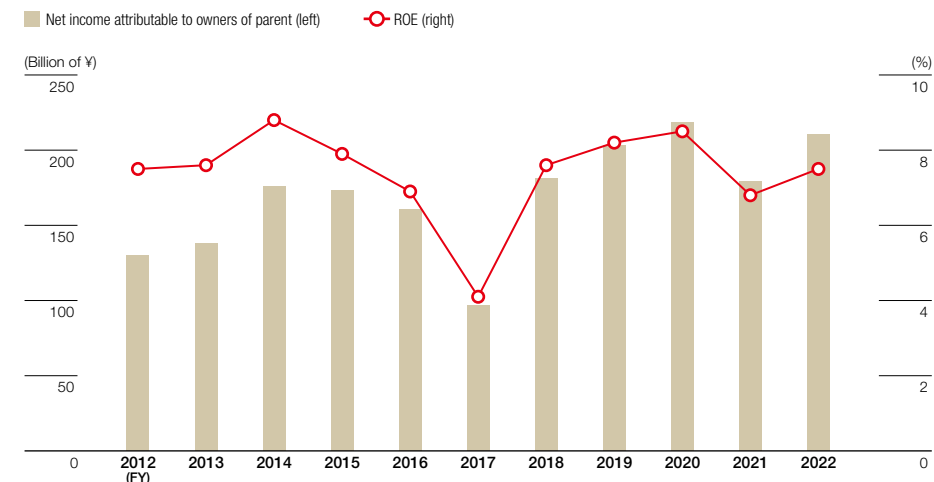
Performance Overview

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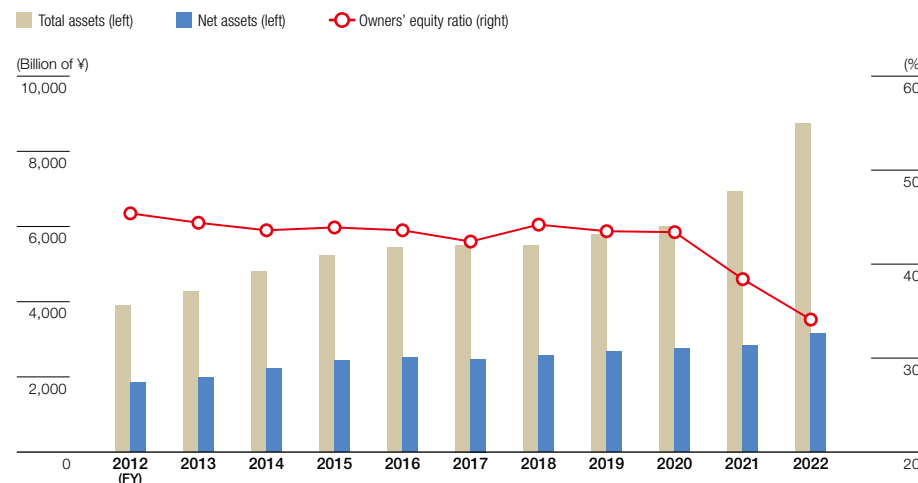
Revenues from operations and Operating income



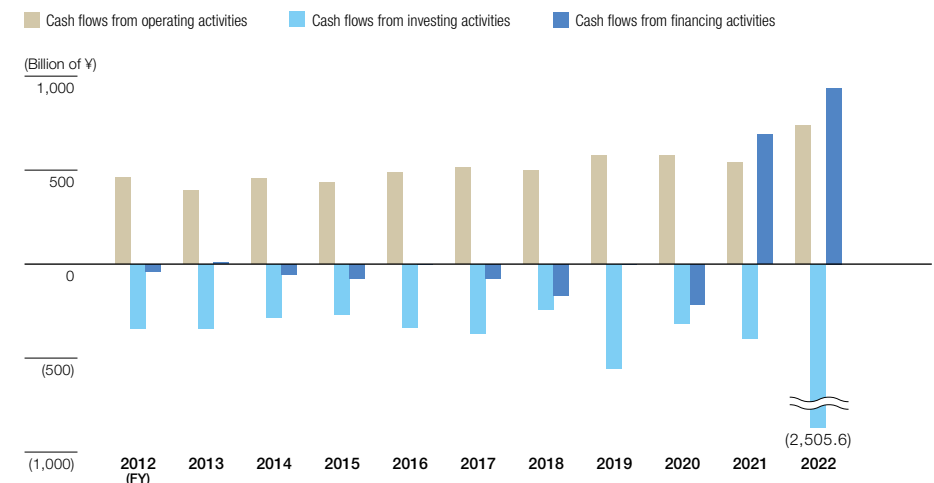
Net income attributable to owners of parent and ROE



Total assets, Net assets and Owners' equity ratio



Cash flows





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Overview of Major Group Companies

(As of February 28, 2022)

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	FY2022 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 P36-42 →	Domestic Convenience Store Operations								
	SEVEN-ELEVEN JAPAN CO., LTD.	4,952,782 *1	1.7	21,205	120	12,869	(221)	17,200	100.0
	SEVEN-ELEVEN OKINAWA Co., Ltd.	18,262 *1	54.5	122	40	146	26	1,500	100.0
Further details on P27-35 →	Overseas Convenience Store Operations								
	○ 7-Eleven, Inc.	6,463,000 *1	89.7	13,213	3,329	74,423	39,439	U.S.\$17,532	100.0
	○ SEVEN-ELEVEN HAWAII, INC.	39,985	23.2	65	0	986	(22)	U.S.\$20,000,000	100.0
	○ SEVEN-ELEVEN (BEIJING) CO., LTD.	22,331 *2	5.8	304	21	636	(138)	U.S.\$44,000,000	65.0
	○ SEVEN-ELEVEN (CHENGDU) CO., LTD.	3,733 *2	1.2	84	11	202	(26)	CHY472,924,388	100.0
	○ SEVEN-ELEVEN (TIANJIN) CO., LTD.	3,405 *2	0.0	200	21	220	16	CHY200,000,000	65.0
Further details on P44-52 →	Superstore Operations								
	Ito-Yokado Co., Ltd.	1,038,664	(1.4)	128	(4)	26,083	(2,713)	40,000	100.0
	York-Benimaru Co., Ltd.	469,415	0.1	237	2	15,032	44	9,927	100.0
	Life Foods Co., Ltd.*4	50,601	5.6	-	-	5,138	168	120	100.0
	York Co., Ltd.	188,961	3.7	101	1	6,824	713	3,000	100.0
	SHELL GARDEN CO., LTD.	23,093	0.9	21	0	692	97	400	99.9
	○ Hua Tang Yokado Commercial Co., Ltd.	5,439 *2	6.7	1	0	190	(1)	U.S.\$98,721,983	100.0
	○ Chengdu Ito-Yokado Co., Ltd.	71,250 *2	10.8	0	1	2,807	12	U.S.\$23,000,000	80.0
Further details on P53-58 →	Department and Specialty Store Operations								
	Sogo & Seibu Co., Ltd.	446,973	3.8	10	0	4,549	(822)	20,500	100.0
	Akachan Honpo Co., Ltd.	79,153	4.8	121	4	2,483	6	3,780	95.0
	Barneys Japan Co., Ltd.	14,116	12.5	11	0	466	(28)	4,990	100.0
	Seven & i Food Systems Co., Ltd.	44,765	(11.0)	545	(69)	5,514	(1,050)	3,000	100.0
	THE LOFT CO., LTD.	89,086	9.2	138	7	4,307	(137)	750	75.2
	Nissen Co., Ltd.	36,558	5.8	-	-	826	(102)	100	100.0
Further details on P60-62 →	Financial Services								
	☆ Seven Bank, Ltd.	110,298 *3	(1.2)	-	-	501	33	30,724	46.4
	Seven Card Service Co., Ltd.	43,176 *3	(6.0)	-	-	391	0	7,500	98.9
	Seven CS Card Service Co., Ltd.	17,292 *3	(1.0)	-	-	379	(86)	100	51.0

○ Figures are for the fiscal year ended December 31, 2021. (Number of stores is as of December 31, 2021; Number of employees is as of February 28, 2022) ☆ Figures are for the fiscal year ended March 31, 2022. (Number of employees is as of February 28, 2022)

*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.

*4 Life Foods Co., Ltd. ceased to exist as a result of its merger with York-Benimaru Co., Ltd.

Notes: 1. Exchange rates (average for the period): U.S.\$1=¥109.90; CNY1=¥17.04 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.



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Business Segments

Revenues from operations	(Millions of yen)			(Thousands of US Dollars)	
	FY2020	FY2021	FY2022	FY2020	FY2022
Domestic convenience store operations	897,847	858,776	873,239	7,593,382	
Overseas convenience store operations	2,813,104	2,253,355	5,194,327	45,168,060	
Superstore operations	1,849,121	1,810,884	1,810,728	15,745,460	
Department and specialty store operations	912,060	684,660	712,282	6,193,756	
Financial services	217,367	198,927	194,399	1,690,426	
Others	19,706	17,323	20,340	176,869	
Eliminations/Corporate	(64,847)	(57,209)	(55,567)	(483,191)	
Total	6,644,359	5,766,718	8,749,752	76,084,800	

Operating income	FY2020			FY2021		FY2022	
Domestic convenience store operations	255,260	233,700	223,396	1,942,573			
Overseas convenience store operations	103,351	98,664	159,866	1,390,139			
Superstore operations	21,307	29,681	18,791	163,400			
Department and specialty store operations	8,279	(17,444)	(8,153)	(70,895)			
Financial services	53,610	48,077	37,549	326,513			
Others	(1,224)	(570)	(115)	(1,000)			
Eliminations/Corporate	(16,319)	(25,779)	(43,681)	(379,834)			
Total	424,266	366,329	387,653	3,370,895			

Capital expenditures	FY2020			FY2021		FY2022	
Domestic convenience store operations	101,917	128,131	99,801	867,834			
Overseas convenience store operations	136,992	146,067	178,435	1,551,608			
Superstore operations	47,310	48,411	62,139	540,339			
Department and specialty store operations	22,398	26,160	15,090	131,217			
Financial services	36,099	39,328	37,323	324,547			
Others	2,062	972	2,323	20,200			
Eliminations/Corporate	14,127	(11,771)	44,516	387,095			
Total	360,909	377,299	439,630	3,822,869			

Depreciation and amortization	FY2020			FY2021		FY2022	
Domestic convenience store operations	75,010	78,430	80,781	702,443			
Overseas convenience store operations	78,713	82,725	127,193	1,106,026			
Superstore operations	26,071	26,929	28,600	248,695			
Department and specialty store operations	14,335	14,598	14,460	125,739			
Financial services	29,031	28,766	31,783	276,373			
Others	1,074	1,016	877	7,626			
Eliminations/Corporate	2,238	3,038	8,865	77,086			
Total	226,475	235,504	292,561	2,544,008			

Geographic Area Segments

Revenues from operations	(Millions of yen)			(Thousands of US Dollars)	
	FY2020	FY2021	FY2022	FY2020	FY2022
Japan	3,745,475	3,435,146	3,468,840	30,163,826	
North America	2,782,055	2,232,234	5,170,053	44,956,982	
Others	118,118	100,707	112,500	978,260	
Eliminations	(1,289)	(1,371)	(1,642)	(14,278)	
Total	6,644,359	5,766,718	8,749,752	76,084,800	

Operating income	FY2020			FY2021		FY2022	
Japan	321,441	266,096	227,174	1,975,426			
North America	101,777	99,582	159,507	1,387,017			
Others	1,199	805	1,029	8,947			
Eliminations	(152)	(154)	(58)	(504)			
Total	424,266	366,329	387,653	3,370,895			

- Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥115, the approximate rate of exchange prevailing on February 28, 2022.
 2. Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.
 3. Others under segments by location are China, etc.



Segment Information

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Former Segments

Revenues from operations	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Domestic convenience store operations	863,373	901,306	928,649	955,443	971,236	920,832
Overseas convenience store operations	1,819,838	1,658,542	1,981,533	2,821,053	2,739,833	2,191,383
Superstore operations	1,982,381	1,949,313	1,901,164	1,902,507	1,849,121	1,810,884
Department store operations	768,757	729,612	657,886	592,100	577,633	425,153
Financial services	192,486	201,932	202,942	215,007	217,367	198,927
Specialty store operations	468,003	450,488	416,616	355,474	339,660	263,803
Others	30,340	23,854	23,533	23,720	25,202	22,011
Eliminations/Corporate	(79,477)	(79,360)	(74,510)	(74,093)	(75,695)	(66,277)
Total	6,045,704	5,835,689	6,037,815	6,791,215	6,644,359	5,766,718

Operating income	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Domestic convenience store operations	235,093	243,839	245,249	246,721	256,601	234,258
Overseas convenience store operations	66,804	67,421	79,078	92,266	102,001	98,097
Superstore operations	3,910	20,228	21,260	21,173	21,307	29,683
Department store operations	3,041	2,867	5,369	3,737	797	(6,248)
Financial services	49,672	50,136	49,713	52,874	53,610	48,077
Specialty store operations	(3,006)	(11,276)	435	6,680	4,690	(13,572)
Others	4,651	4,005	3,670	2,659	1,554	1,944
Eliminations/Corporate	(7,846)	(12,650)	(13,120)	(14,515)	(16,296)	(25,911)
Total	352,320	364,573	391,657	411,596	424,266	366,329

Capital expenditures	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Domestic convenience store operations	125,958	125,970	140,333	115,525	104,226	129,028
Overseas convenience store operations	112,807	147,226	94,285	288,221	134,684	145,170
Superstore operations	81,097	50,086	37,821	61,462	47,310	48,411
Department store operations	13,368	12,151	12,992	16,955	11,235	16,332
Financial services	33,422	26,070	38,803	34,918	36,099	39,328
Specialty store operations	11,708	8,979	8,882	9,157	10,427	9,038
Others	2,601	3,259	3,723	2,931	2,798	1,760
Eliminations/Corporate	18,240	10,373	10,532	10,157	14,127	(11,771)
Total	399,204	384,119	347,374	539,328	360,909	377,299

Depreciation and amortization	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Domestic convenience store operations	54,024	61,101	66,500	72,717	76,519	79,856
Overseas convenience store operations	65,381	64,992	69,582	76,141	77,204	81,299
Superstore operations	22,850	24,397	23,893	24,475	26,071	26,929
Department store operations	12,205	11,472	9,727	8,667	9,083	9,091
Financial services	29,071	29,416	28,926	31,072	29,031	28,766
Specialty store operations	7,284	7,787	5,588	4,141	3,879	4,254
Others	2,393	2,189	2,257	2,267	2,447	2,269
Eliminations/Corporate	2,299	6,125	6,691	1,651	2,238	3,038
Total	195,511	207,483	213,167	221,133	226,475	235,504

Geographic Area Segments

Revenues from operations	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Japan	4,056,272	4,032,803	3,907,835	3,812,200	3,745,475	3,435,146
North America	1,855,305	1,690,713	2,017,092	2,862,627	2,782,055	2,232,234
Others	136,058	113,475	113,992	117,555	118,118	100,707
Eliminations	(1,931)	(1,303)	(1,104)	(1,167)	(1,289)	(1,371)
Total	6,045,704	5,835,689	6,037,815	6,791,215	6,644,359	5,766,718

Operating income	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Japan	288,068	299,251	314,700	319,613	321,441	266,096
North America	65,148	65,548	75,626	90,411	101,777	99,582
Others	(842)	(238)	1,320	1,562	1,199	805
Eliminations	(53)	11	10	9	(152)	(154)
Total	352,320	364,573	391,657	411,596	424,266	366,329

Notes: 1. Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.
2. Others under segments by location are China, etc.

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Business Segments

Segments (FY2022 Onward): Domestic convenience store operations, Overseas convenience store operations, Superstore operations, Department and specialty store operations, Financial services, Others, Eliminations/Corporate (excluding revenues from operations)

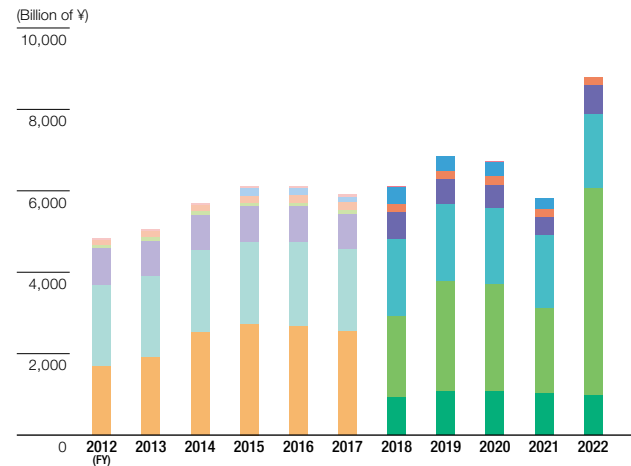
Former Segments (Until FY2021): Domestic convenience store operations, Overseas convenience store operations, Superstore operations, Department store operations, Financial services, Specialty store operations, Others, Eliminations/Corporate (excluding revenues from operations)

Former Segments (Until FY2017): Convenience store operations, Superstore operations, Department store operations, Food services, Financial services, Mail order services, Others, Eliminations/Corporate (excluding revenues from operations)

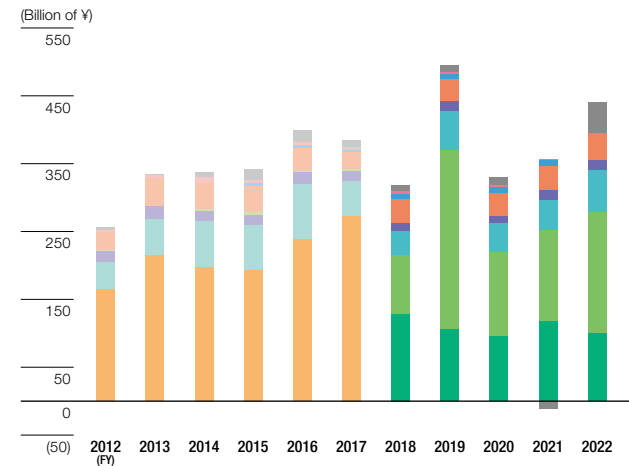
Geographic Area Segments

Japan, North America, Others

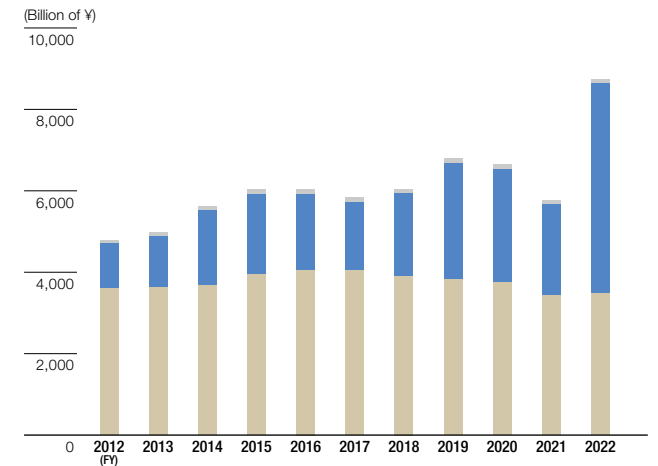
Revenues from operations



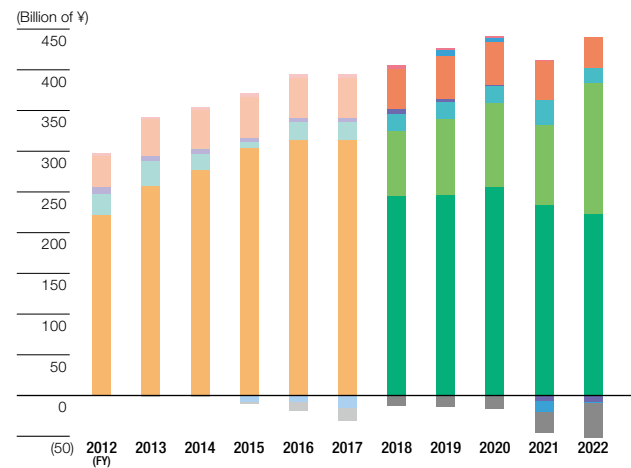
Capital expenditures



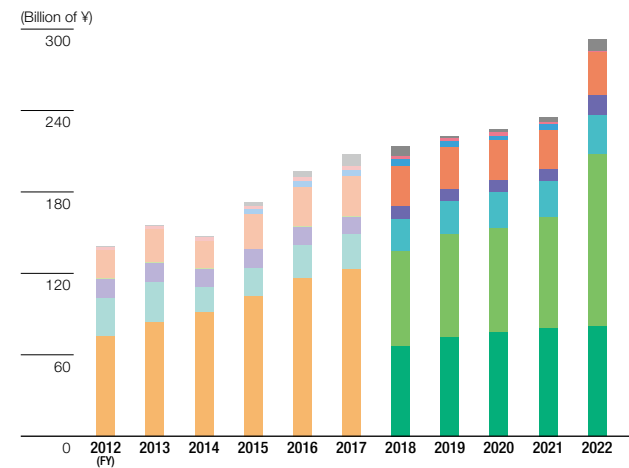
Revenues from operations



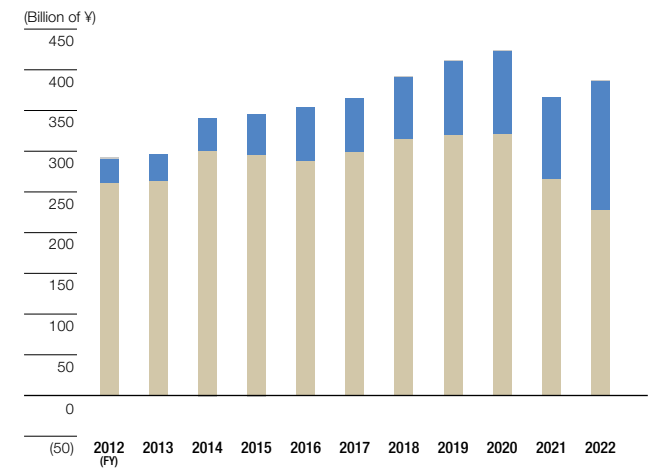
Operating income



Depreciation and amortization



Operating income





Financial Position

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Interest-Bearing Debt

	(Millions of yen)					(Thousands of US Dollars)	
	FY2018	FY2019	FY2020	FY2021	FY2022	FY2022	FY2022
Short-term loans	127,255	143,160	129,456	619,953	140,146	1,218,660	
Current portion of long-term loans	82,656	106,688	88,437	146,747	121,280	1,054,608	
Current portion of bonds	74,999	50,000	80,000	66,917	60,000	521,739	
Subtotal	284,911	299,848	297,893	833,618	321,427	2,795,017	
Long-term loans	393,149	443,425	403,151	362,592	994,399	8,646,947	
Bonds	305,000	361,914	281,915	565,000	1,582,906	13,764,400	
Subtotal	698,149	805,340	685,067	927,592	2,577,306	22,411,356	
Total	983,061	1,105,189	982,960	1,761,210	2,898,733	25,206,373	

Breakdown by segment	(Millions of yen)					(Thousands of US Dollars)	
	FY2018	FY2019	FY2020	FY2021	FY2022	FY2022	FY2022
Domestic convenience store operations	-	-	-	-	-	-	-
Overseas convenience store operations	163,867	260,757	219,041	281,974	1,500,345	13,046,478	
Superstore operations	1,912	637	-	-	-	-	-
Department and Specialty Store Operations	-	207,860	178,742	187,191	169,806	1,476,573	
Department store operations	175,711	163,564	160,999	146,193	-	-	-
Specialty store operations	52,673	44,296	17,743	40,998	-	-	-
Others	-	-	-	-	-	-	-
Corporate	269,999	281,914	236,915	1,008,917	940,974	8,182,382	
Subtotal	664,164	751,170	634,699	1,478,083	2,611,126	22,705,443	
Financial services	318,896	354,018	348,261	283,127	287,607	2,500,930	
Total	983,061	1,105,189	982,960	1,761,210	2,898,733	25,206,373	

Note: U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥115, the approximate rate of exchange prevailing on February 28, 2022.

Ratings

		(As of March 31, 2022)			
		S&P	Moody's	R&I	JCR
Seven & i Holdings	Long-term	A	A2	AA-	AA
	Long-term	A	-	-	AA
Seven-Eleven Japan	Short-term*	A-1	P-1	-	-
7-Eleven, Inc.	Long-term	A	Baa2	-	-
	Long-term	A	-	AA-	-
Seven Bank	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

Issued by Seven & i Holdings

	(As of February 28, 2022)			
	Amount	Issue date	Coupon	Redemption date
9th unsecured domestic straight bonds	20 billion yen	Apr. 26, 2013	0.671%	Mar. 20, 2023
11th unsecured domestic straight bonds	60 billion yen	Jun. 17, 2015	0.514%	Jun. 20, 2022
12th unsecured domestic straight bonds	30 billion yen	Jun. 17, 2015	0.781%	Jun. 20, 2025
13th unsecured domestic straight bonds	130 billion yen	Dec. 14, 2020	0.060%	Dec. 20, 2023
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

Issued by 7-Eleven, Inc.

	(As of February 28, 2022)			
	Amount	Issue date	Coupon	Redemption date
USD-denominated senior unsecured notes due 2023	1.25 billions dollars	Feb. 10, 2021	0.625%	Feb. 10, 2023
USD-denominated senior unsecured notes due 2024	2.25 billions dollars	Feb. 10, 2021	0.800%	Feb. 10, 2024
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

Note: USD-denominated senior unsecured notes due 2022 amounts to 1.5 billion USD was redeemed prior to maturity. (September 2021: 750 million USD, November 2021: 750 million USD)

Issued by Seven Bank

	(As of February 28, 2022)			
	Amount	Issue date	Coupon	Redemption date
10th unsecured domestic straight bonds	20 billion yen	Mar. 7, 2013	0.803%	Mar. 20, 2023
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
13th unsecured domestic straight bonds	20 billion yen	Jan. 25, 2019	0.160%	Dec. 20, 2023
14th unsecured domestic straight bonds	20 billion yen	Jan. 25, 2019	0.385%	Dec. 20, 2028

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