

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 in Japan(Nonconsolidated)
- Global Retail Industry - Sales Ranking
- Market Capitalization Ranking

Understand Seven & i Group's Strategy and Performance

- Key Group Strategies - Strengths of "Food" -
- Consolidated Financial KPI
- Capital Re-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
- Department and Specialty Store Operations
- Financial Services

See Stock Information

- Stock Information

See Seven & i Group's History

- Group History

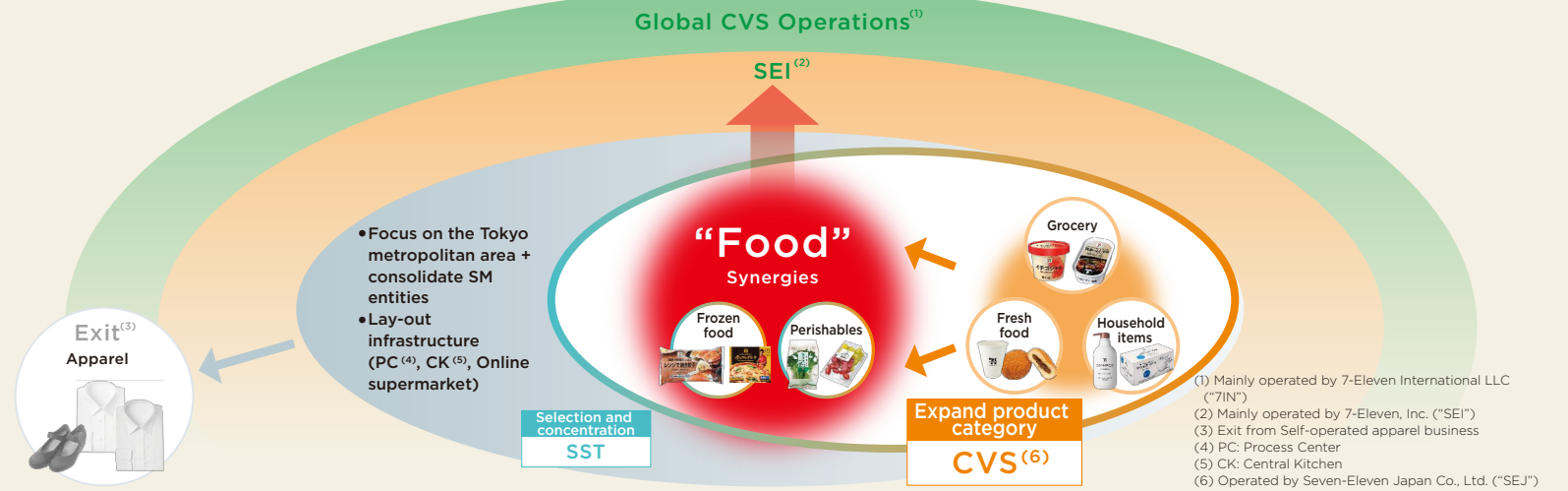
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Chapter Summary

Medium-Term Management Plan

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

Progress

Results and Progress Status on Consolidated Financial KPIs

	FY2021 Results	FY2022 Initial plan	FY2022 Results	Evaluation
EBITDA	¥751.4 B	¥882.3 B	¥995.3 B	◎
Operating cash flow (excl. financial services)	¥630.8 B	¥760.5 B	¥832.8 B	◎
Free cash flow level (excl. financial services)	¥279.5 B	¥295.4 B	¥474.0 B	◎
ROE	7.5%	7.9%	8.7%	◎
ROIC (excl. financial services)	4.8%	4.8%	5.2%	◎
Debt / EBITDA ratio	3.9X	2.9X	3.0X	○*
EPS	¥238	¥271	¥318	◎

\* The repayment was made on time as contracted in light of the U.S. interest rate situation although the plan at the beginning of the FY2022 was to repay part of the interest-bearing debt of the North America CVS business before maturity

Target

New

Ideal Group Image for 2030

A world-class retail group centered around its "food" that leads retail innovation through global growth strategies centered on the 7-Eleven business and proactive utilization of technology

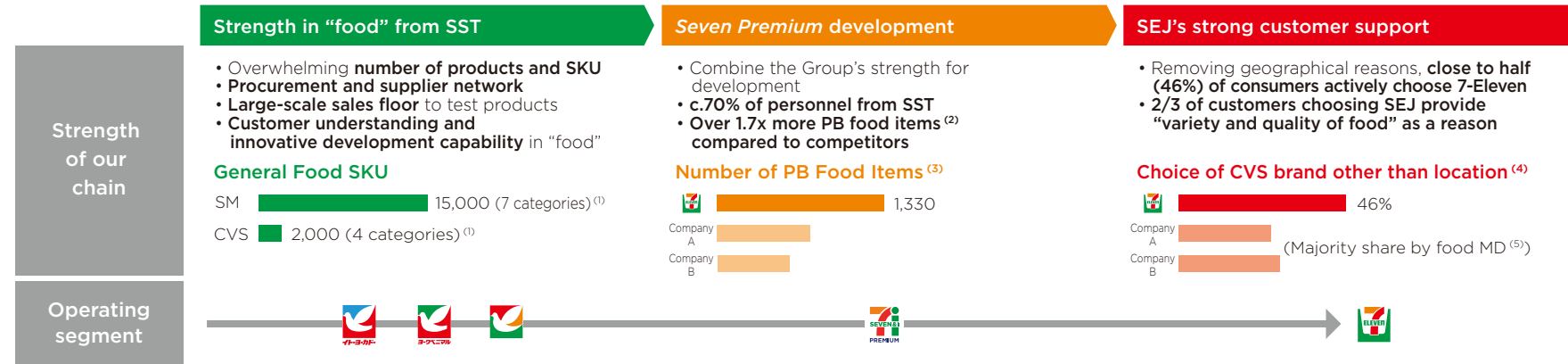
FY2025 Consolidated Financial KPIs

EBITDA	¥1.1 T or more
ROE	11.5% or more
EPS growth rate (5-year CAGR)	18% or more

# Key Group Strategies - Advantage in "Food" -

## Impact of Our Competitive Advantage in "Food"

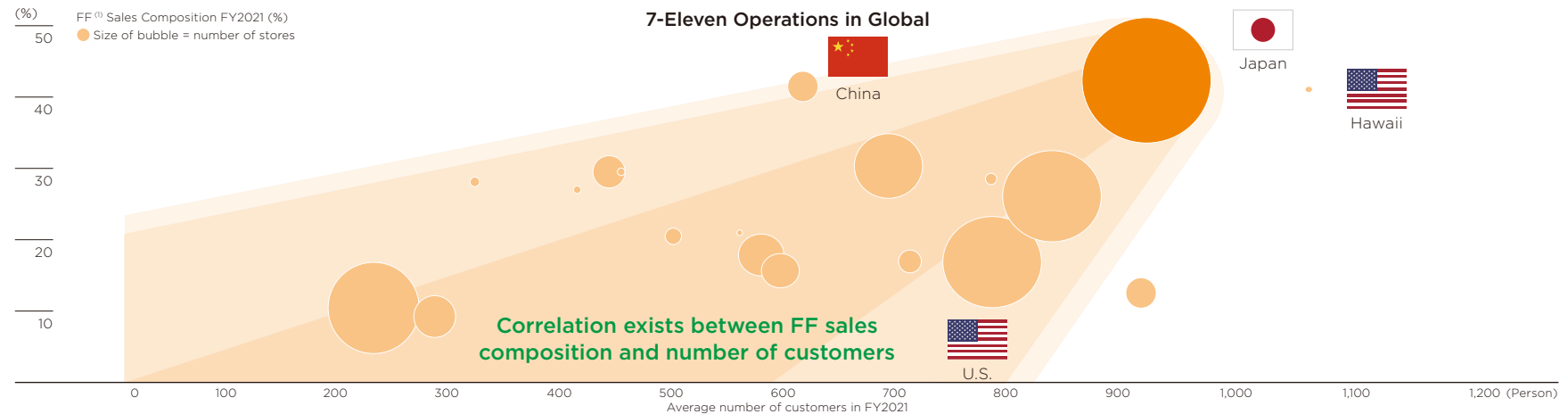
Consolidation of the Group's resources generates our strength in "food", and supports the competitiveness of SEJ



(1) SM: Fruit&veggies, meat, fish, dairy, bakery, processed/ prepared food CVS: Fruit, appetizers, processed food, prepared food (2) PB: Private Brand (3) Based on the research in June, 2022 (4) Based on the research in September, 2022 (5) MD: Merchandising

## Growth Strategy of Global CVS Businesses with "Food" at its Core

### Globally expand SEJ's strength in "food"



Strength in "Food" is the Key to Growth for Both Domestic and Overseas CVS Operations

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