

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

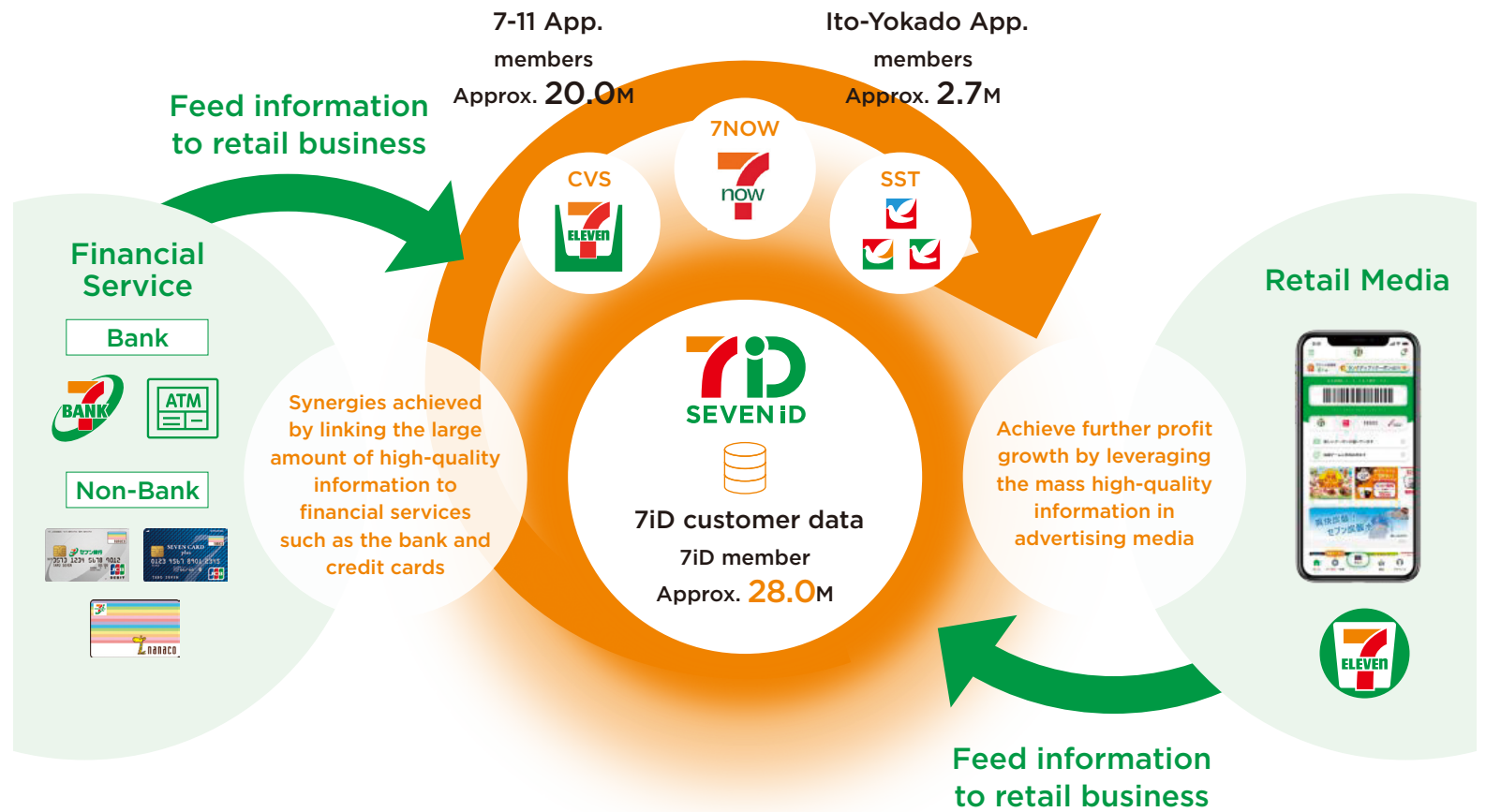
- Group History

Financial Services



Growth Strategy of Financial Services (Summary)

Enhance customer relations through an integration of retail and financial services through 7iD



Note: As of the end of February 28, 2023

Financial Services

Growth Strategy of Financial Services

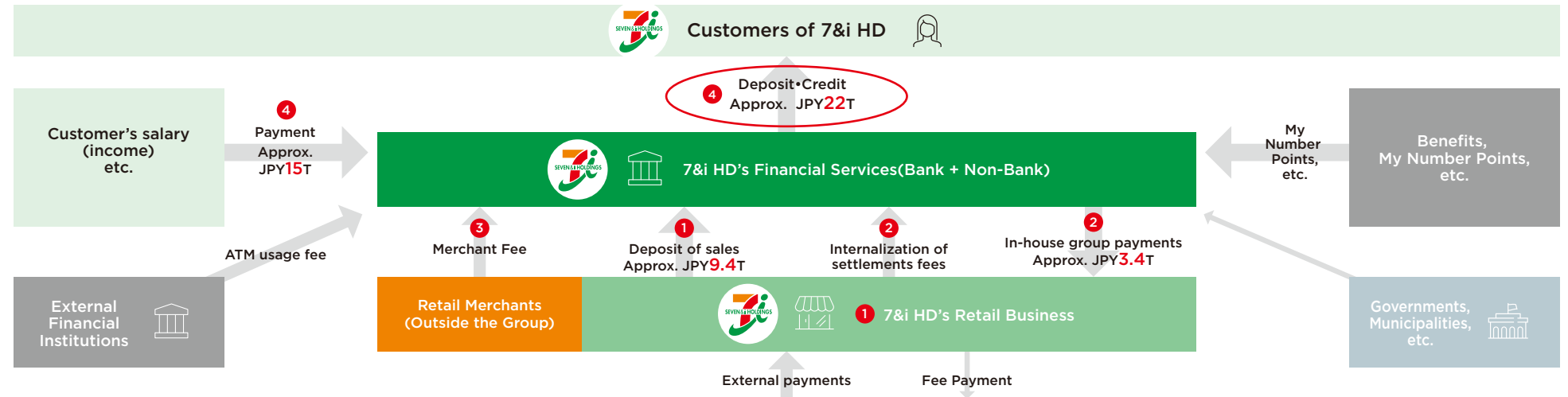
Integrated Retail and Finance Strategies Centered on 7iD

Best customer base in Japan	Customers per day in domestic stores Approx. 22.2M ^{*1}	7iD members Approx. 28.0M ^{*1}	Room to further increase the attractiveness of the economic zone, and significantly expand the cross-use rate and spending per customer
Attractive economic point of contact	CVS + Supermarket Approx. 22,000 Stores ^{*1}		Possible to provide a unique ecosystem strategy through product offerings without relying on point competition
Overwhelming payment volume	Annual money flow of Approx. JPY22T		By expanding the ratio of in-house payments such as <i>nanaco</i> , it is also possible to use payment fees that would be paid to other companies as resources for marketing
Ownership of core financial functions	• Bank • Credit Card • Electronic Money		In expanding financial services in the future, it is possible to rapidly expand by leveraging existing assets

^{*1} As of the end of February 28, 2023 ^{*2} As of the end of January 31, 2023

Scale of the Group's Financial Services in Terms of Flow (Reference)

① ② ③ ④ : Expect to increase revenue through retail x financial initiatives (see the right figure)



Dominant Business Scale Through Bank (ATM) and Non-Bank Services

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