



Q3 FY2021 Financial Results Presentation

January 12, 2021

Seven & i Holdings Co., Ltd.
President and Representative Director

Ryuichi Isaka

TODAY'S

AGENDA

1

Q3YTD Results

2

Revision of Full-Year
Forecast

3

Toward Sustainable Growth

— TODAY'S

AGENDA

1

Q3YTD Results

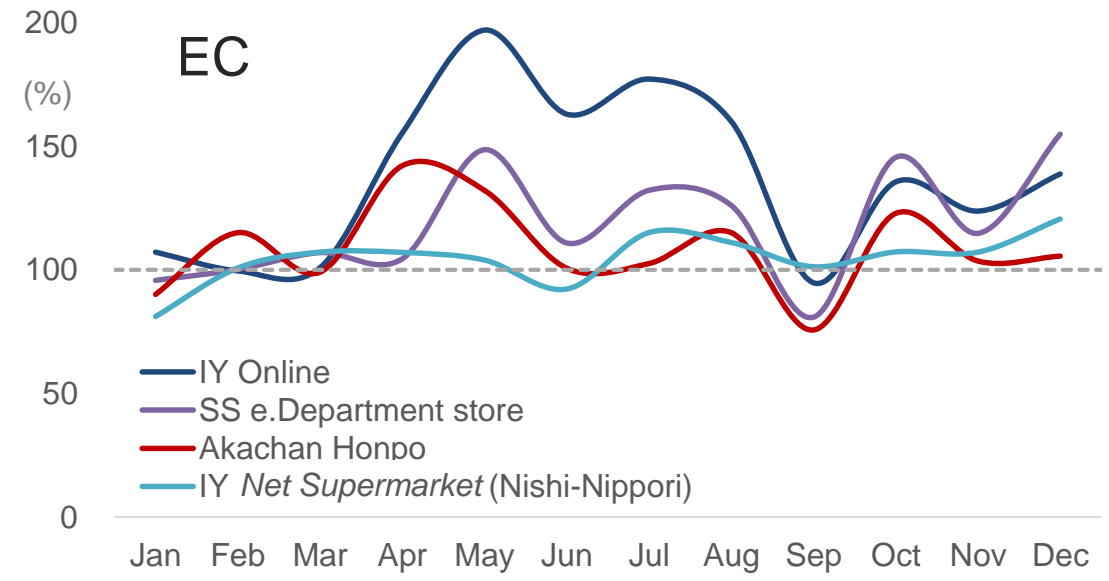
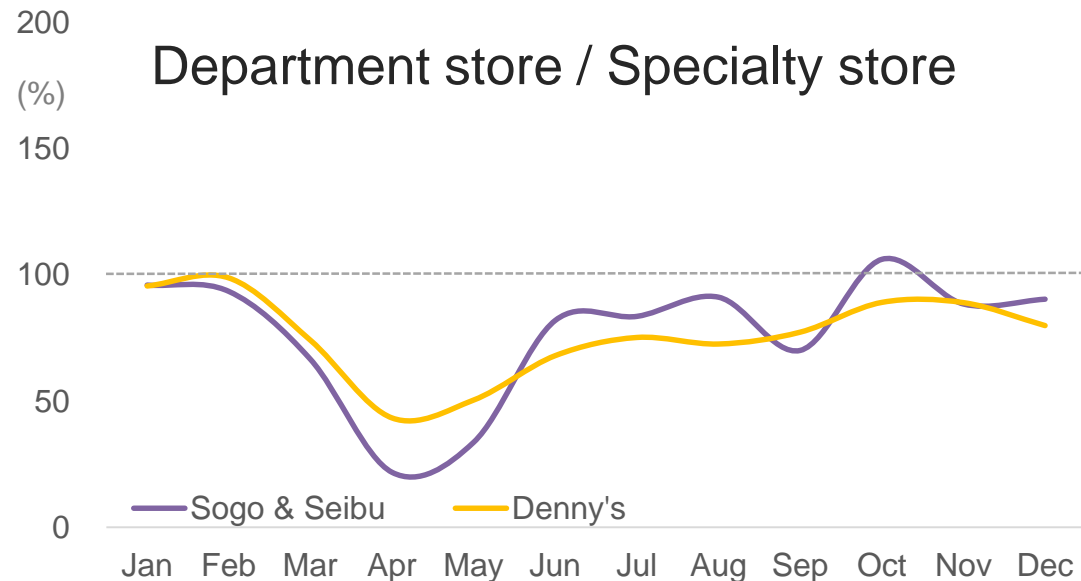
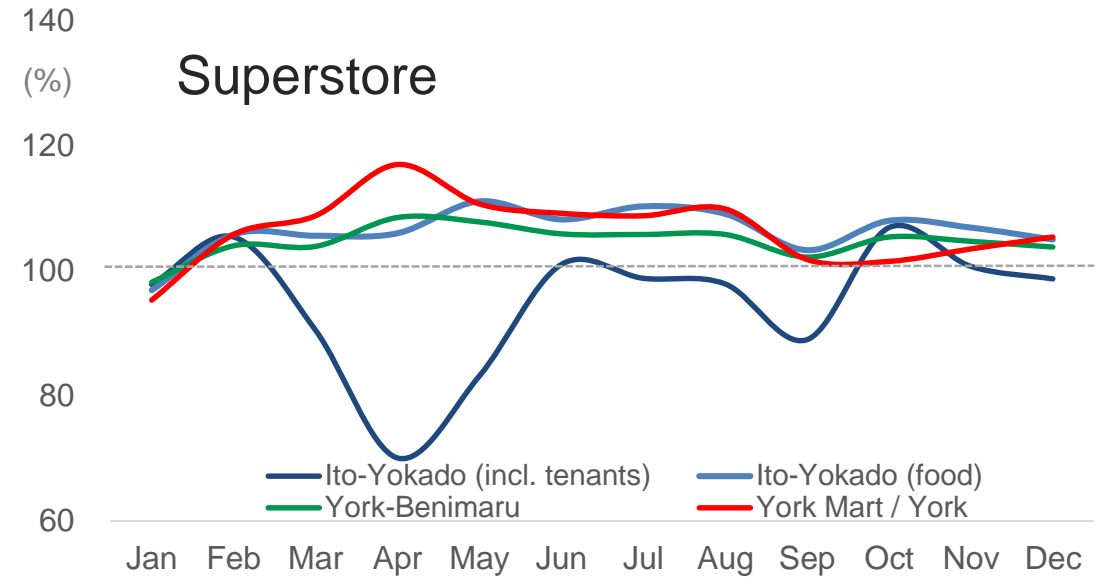
2

Revision of Full-Year
Forecast

3

Toward Sustainable Growth

YOY Change in Existing Store Sales (Figures for Dec are preliminary estimates)



Q3 YTD Consolidated Financial Results Highlights

Sales and profit both declined YOY but all profit stages reached their plans (Billions of yen, %)

	1H		Q3		Q3 YTD FY2021		
		YOY / Variance		YOY / Variance		YOY / Variance	vs. Plan / Variance
Group's total sales*	5,421.1	90.4 (576.3)	2,845.0	94.2 (176.7)	8,266.2	91.7 (753.1)	99.7 (22.0)
Revenues from operations	2,788.4	84.2 (524.8)	1,488.3	89.5 (173.9)	4,276.8	86.0 (698.7)	100.2 +10.2
Operating income	179.7	87.6 (25.3)	105.8	92.9 (8.0)	285.6	89.5 (33.4)	103.6 +9.8
Net income attributable to owners of parent	72.5	65.5 (38.1)	58.4	98.6 (0.85)	130.9	77.1 (38.9)	110.0 +11.8
EBITDA (Operating income + Depreciation and amortization + Amortization of goodwill)	308.6	93.9 (19.9)	171.2	97.0 (5.2)	479.8	95.0 (25.1)	- -

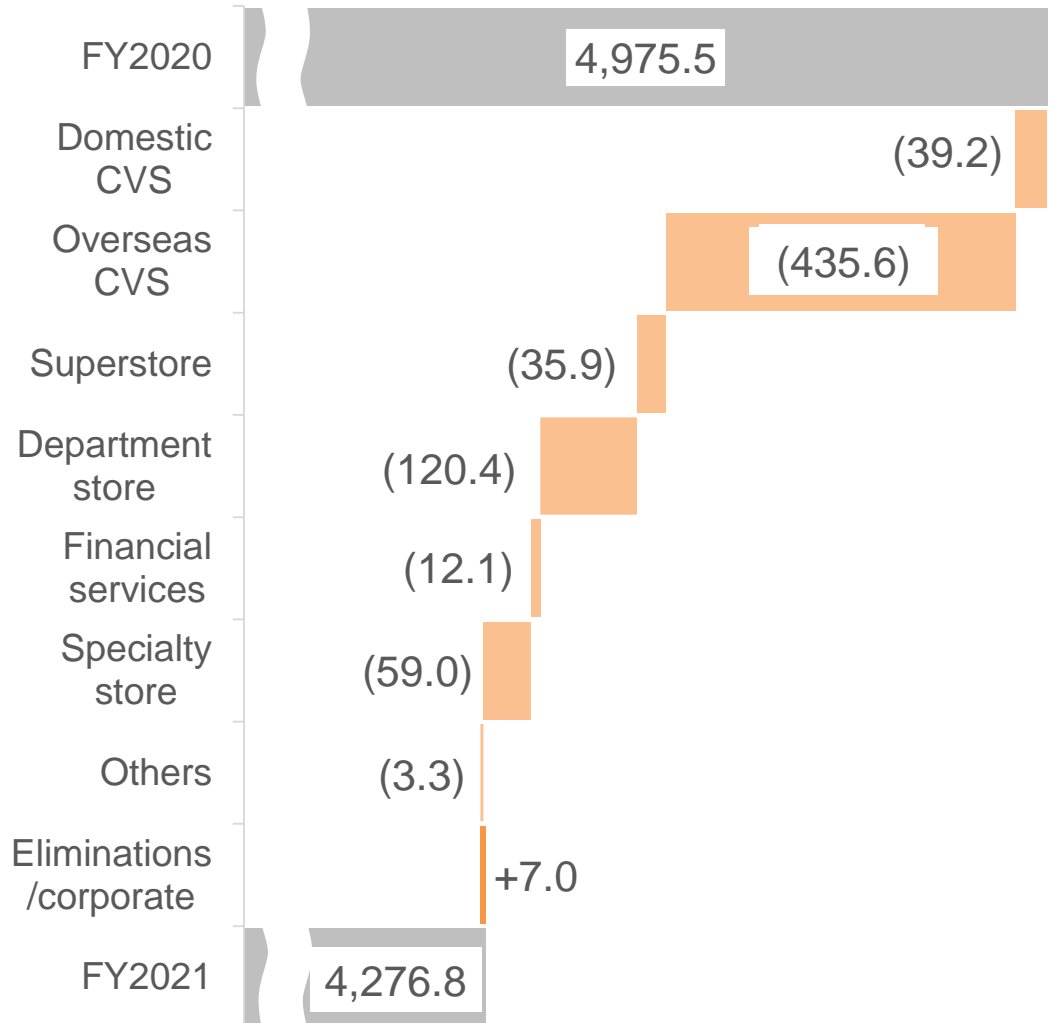
*Group's total sales include the sales of Seven-Eleven Japan, Seven-Eleven Okinawa and 7-Eleven, Inc. franchisees.

Q3 YTD exchange rate: 1USD = 107.55 JPY, 1CNY = 15.37 JPY

Q3 YTD YOY Change by Business Segment

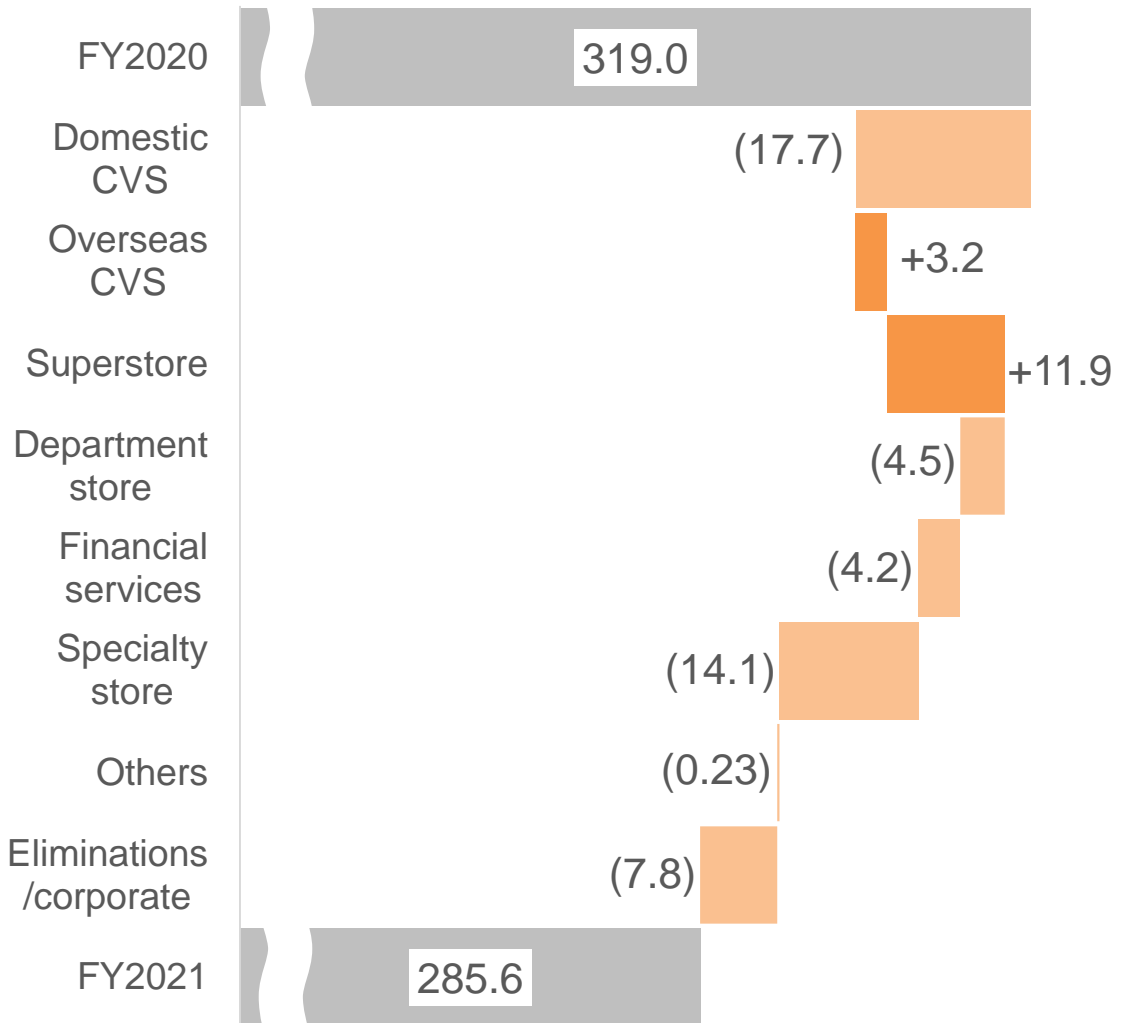
Revenues from operations

(Billions of yen)



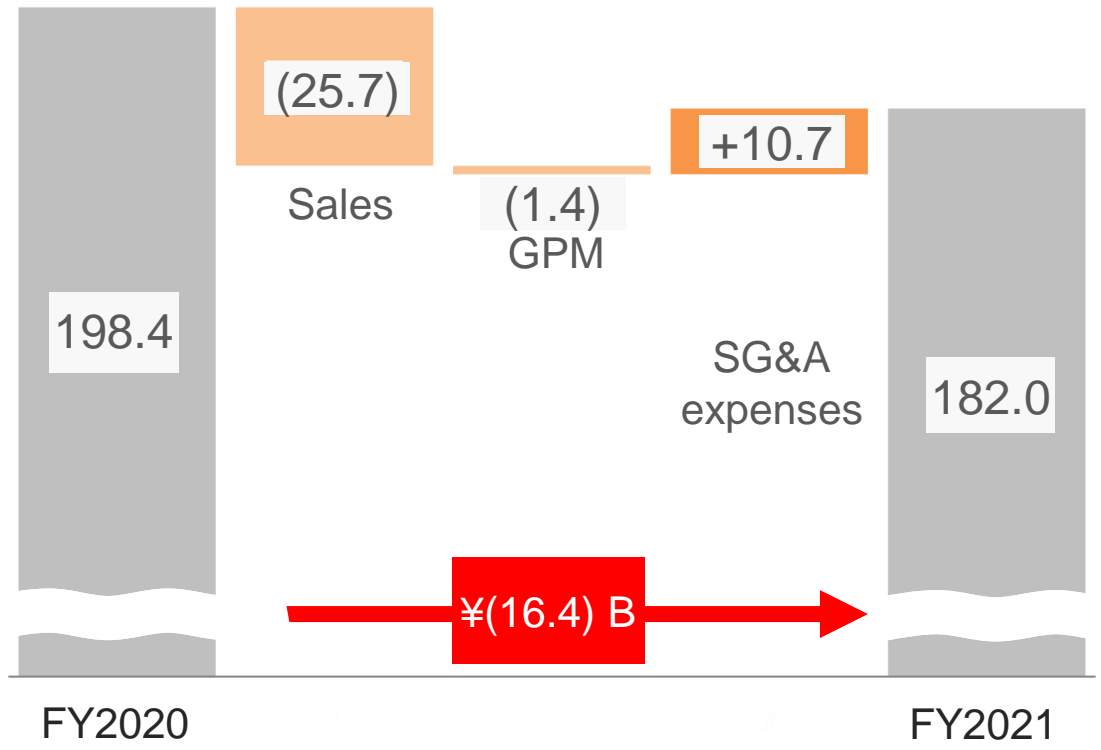
Operating income

(Billions of yen)



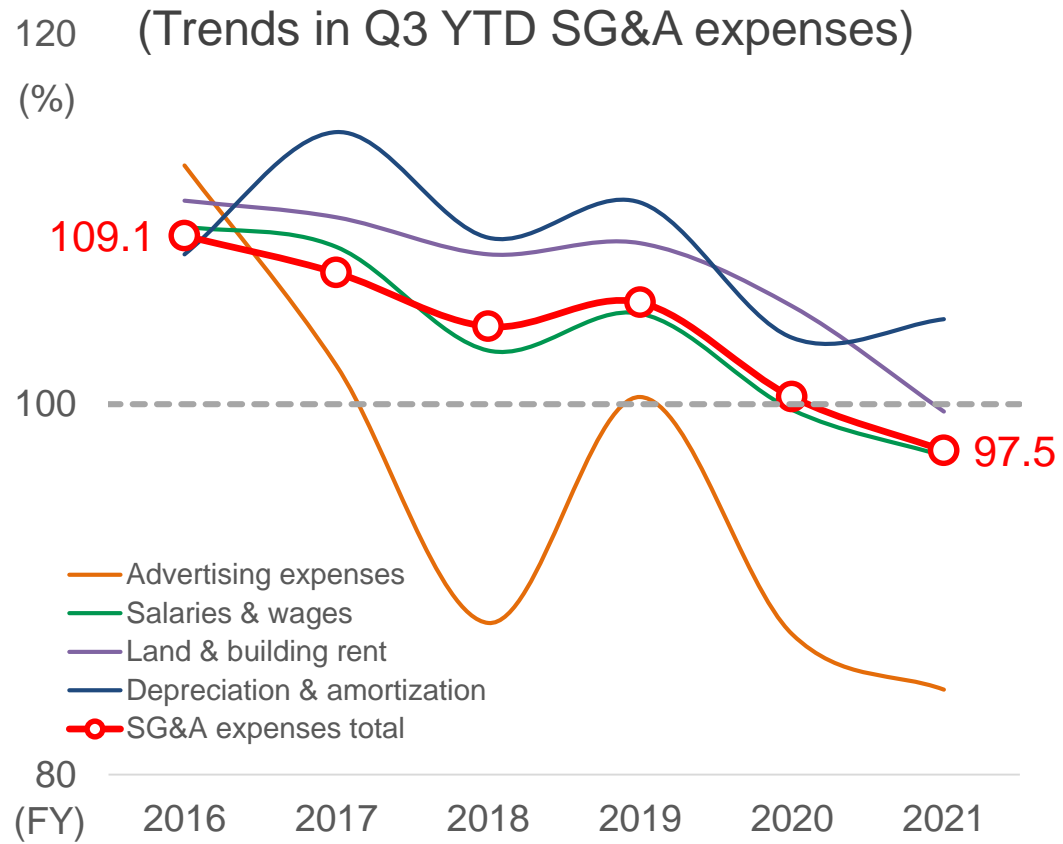
Domestic CVS Operations: Seven-Eleven Japan (1)

YOY Change of operating income (Billions of yen)



Royalties revision impact	approx. ¥(7.2) B
COVID-19 Impact	approx. ¥(13.0) B

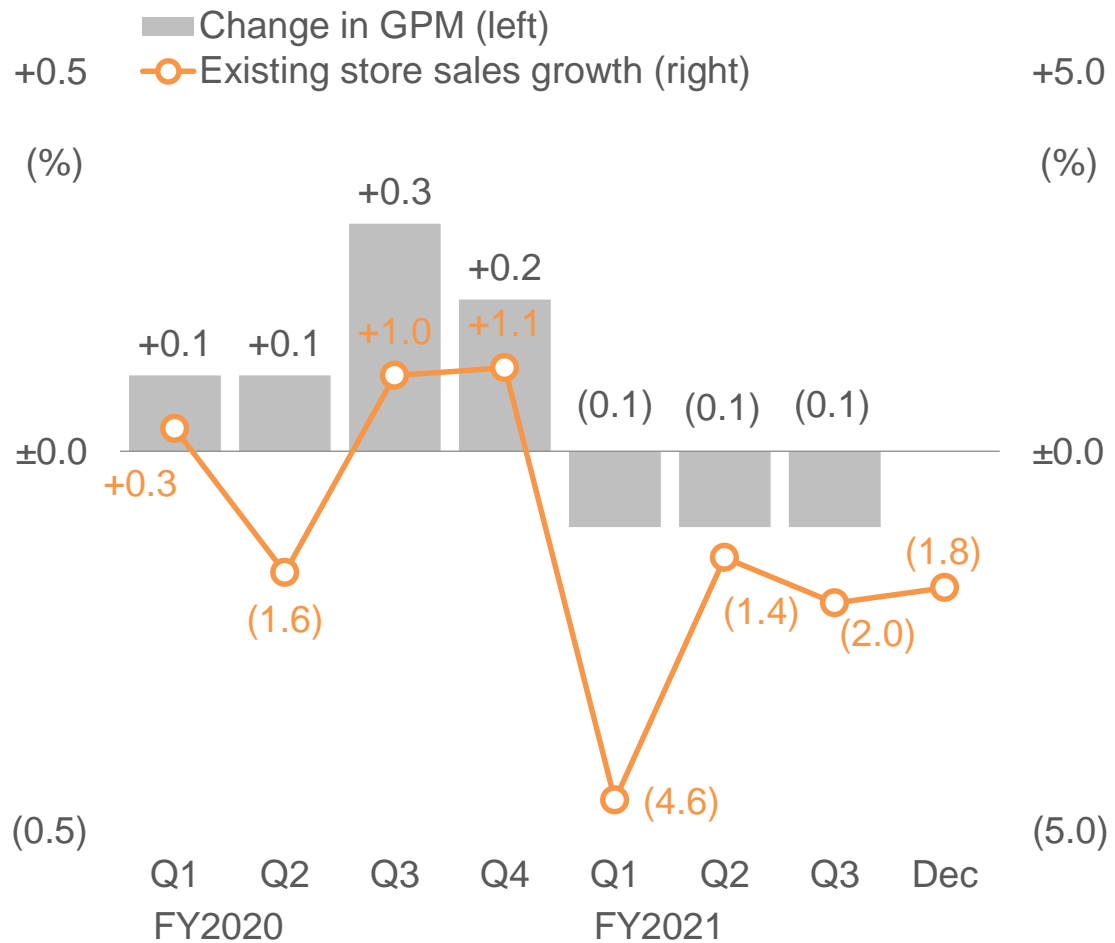
Cost structure reforms



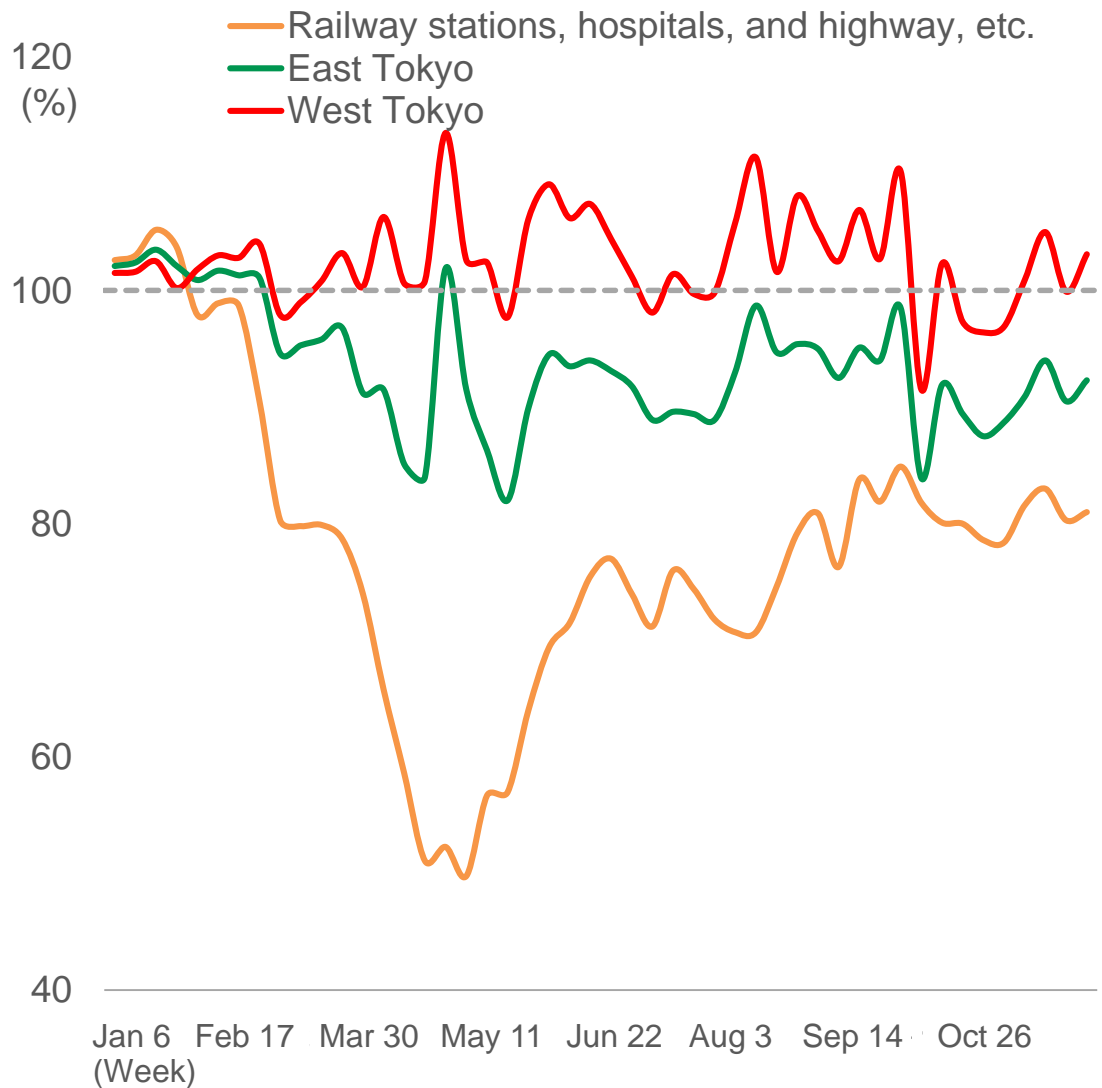
YOY decline in SG&A expenses for the first time (Q3 YTD)

Domestic CVS Operations: Seven-Eleven Japan (2)

Existing store sales & GPM

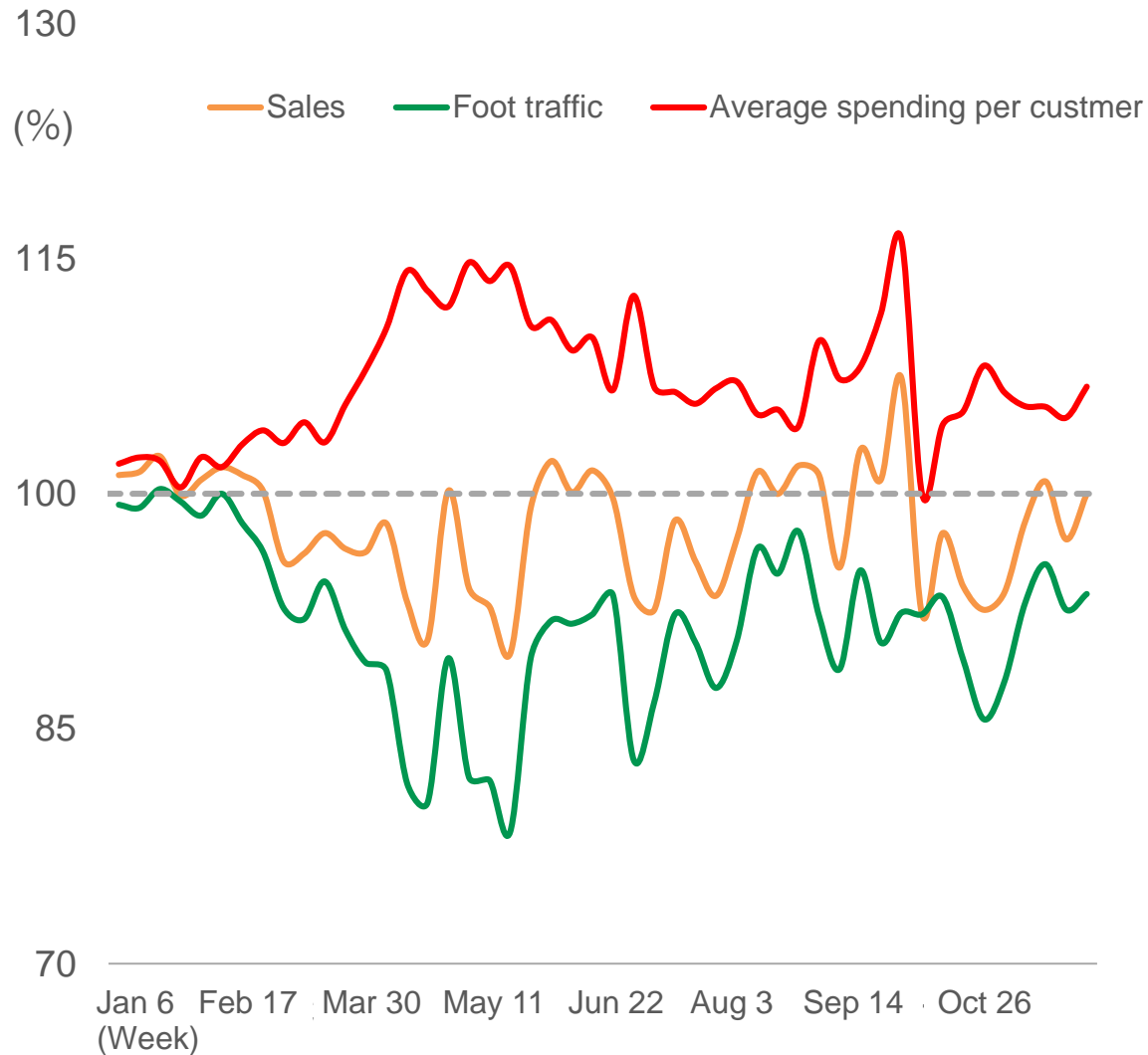


Sales by store location

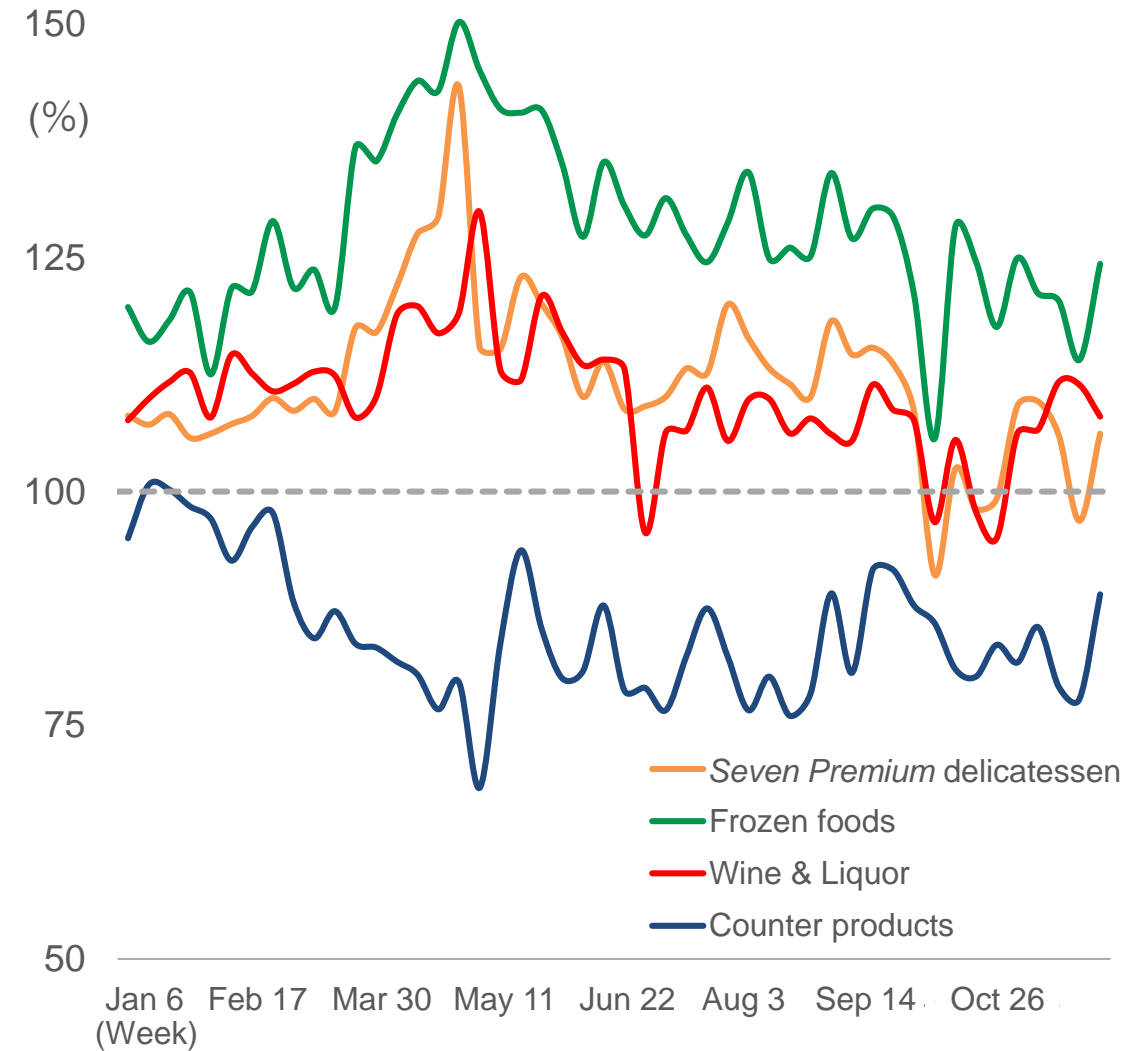


Domestic CVS Operations: Seven-Eleven Japan (3)

Average spending per customer



Sales by merchandise category



Domestic CVS Operations: Seven-Eleven Japan (4)

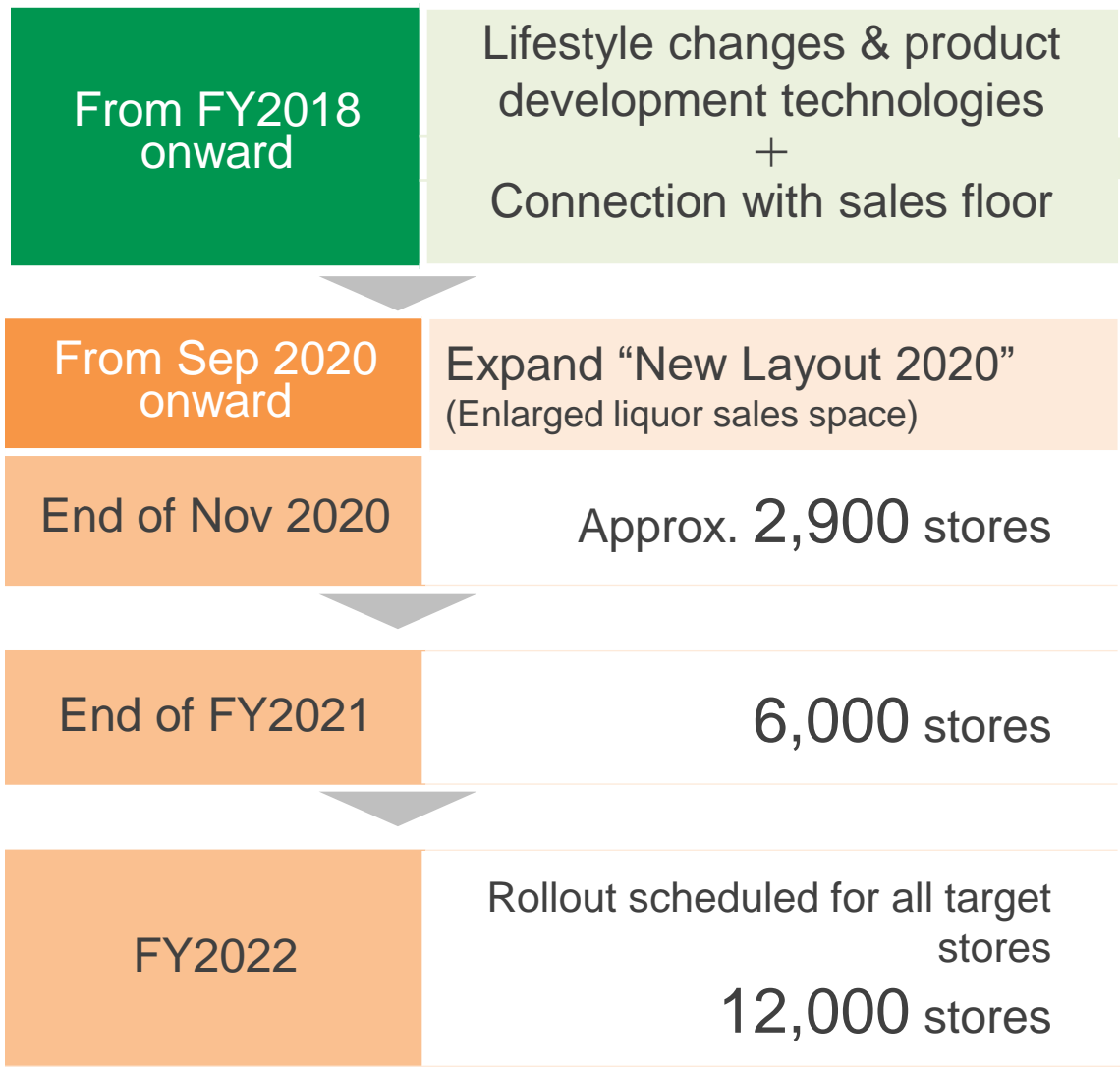
Performance at new layout rolled-out stores (Difference between these stores and respective area average)

(Thousand yen)	800 introduced stores in Sep	
	Oct	Nov
Sales excl. cigarettes	+14.0	+16.1
Daily goods displayed in open display case	+5.1	+7.1
Desserts	+1.2	+1.8
Alcoholic beverages	+1.7	+1.5
Daily life products <small>(vegetables, processed meat, etc.)</small>	+0.3	+0.2

Addressing demand for at-home drinking and take-out meals

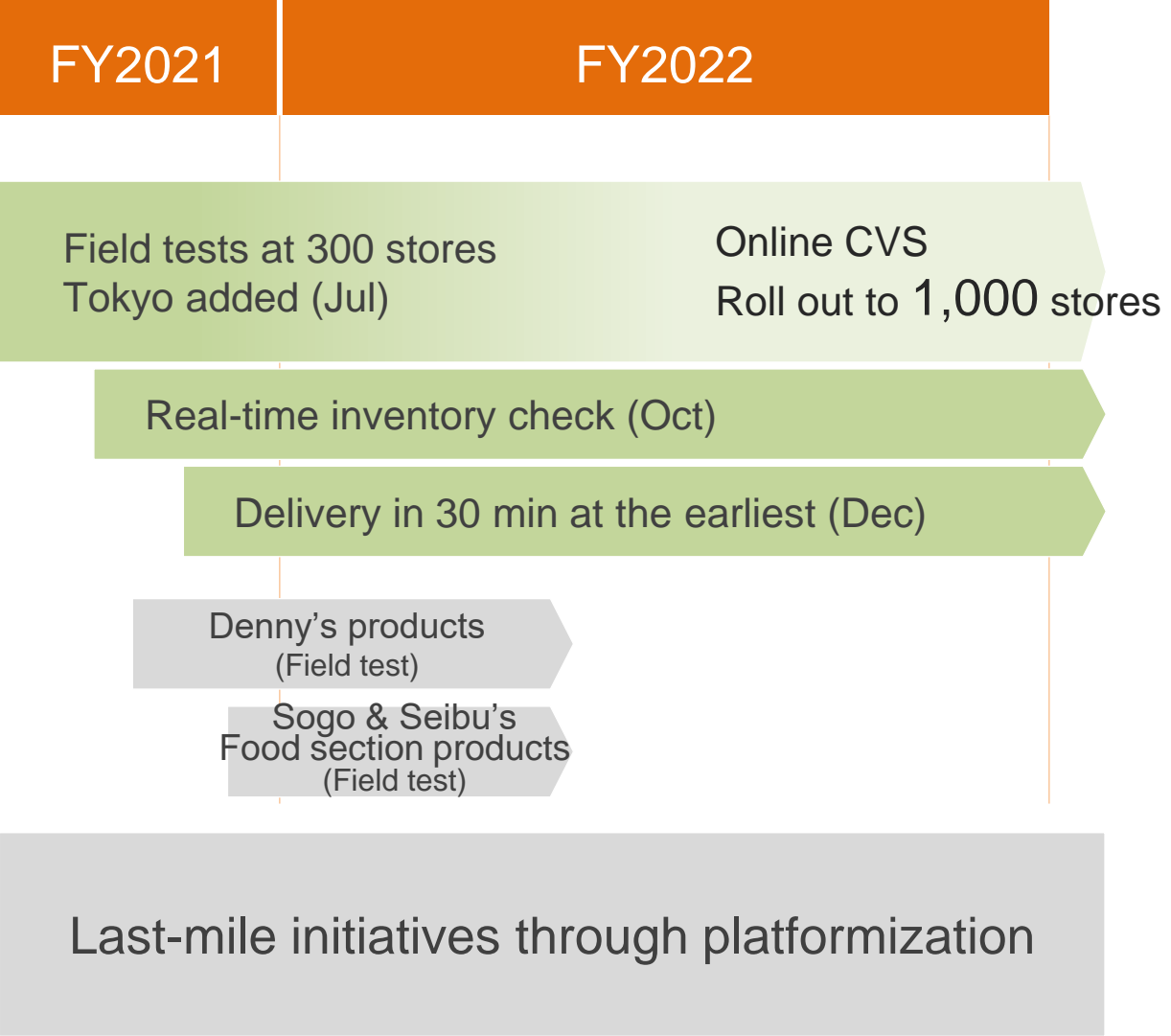
Stable results amid spreading awareness

Evolution of New Layout

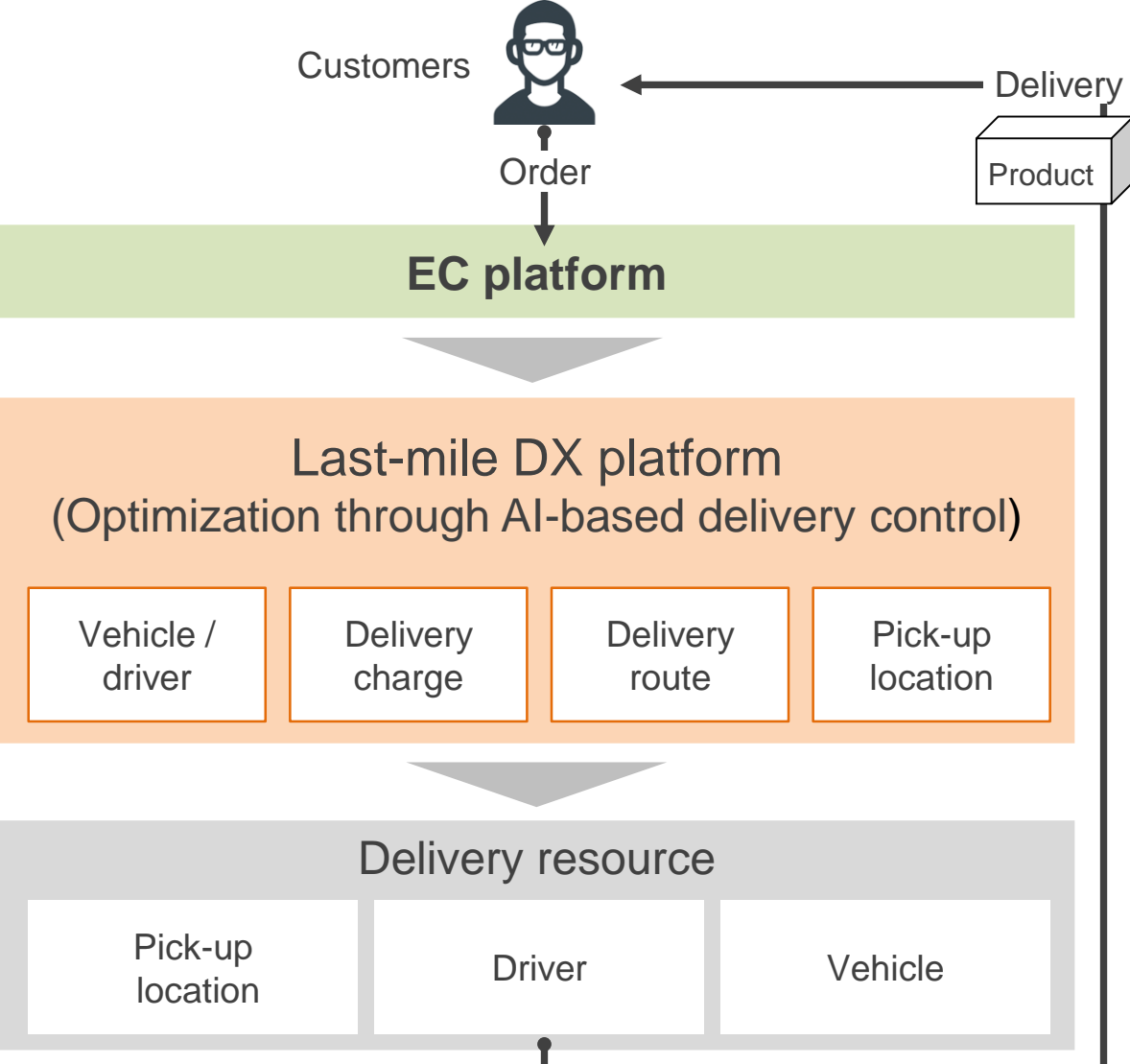


Domestic CVS Operations: Seven-Eleven Japan (5)

7-Eleven online convenience store



Group last-mile DX platform



Domestic CVS Operations: Seven-Eleven Japan (6)

Initiatives with franchisees to achieve sustainable growth

System that enables franchise stores to concentrate on store management with peace of mind

Strengthen communication with franchisees
(Opinion exchange meetings with franchised store owners, video release from headquarters)

Revision of "7-Eleven Charge" royalties
(Franchisees income +¥500K /year /store)

Late-night closing guidelines, Close-out sales guidelines

Support for franchisees

Last mile (7-Eleven online convenience store, store pickup for products ordered online and vending machine, etc.)

New layout

Ethical project initiative

Reduced-personnel facilities

Online product exhibition

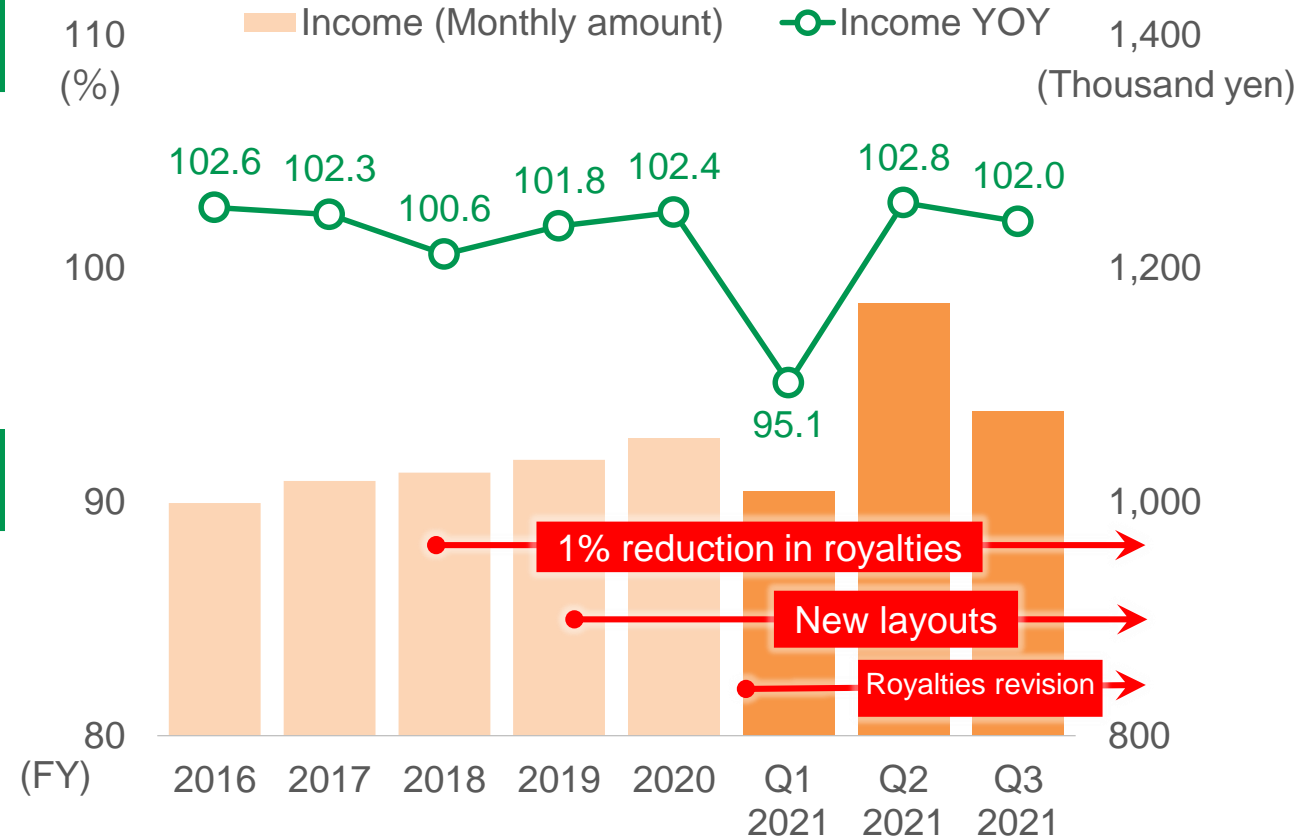


COVID-related support for franchisees

Infection prevention measures

Management support measures

Income YOY in franchised stores

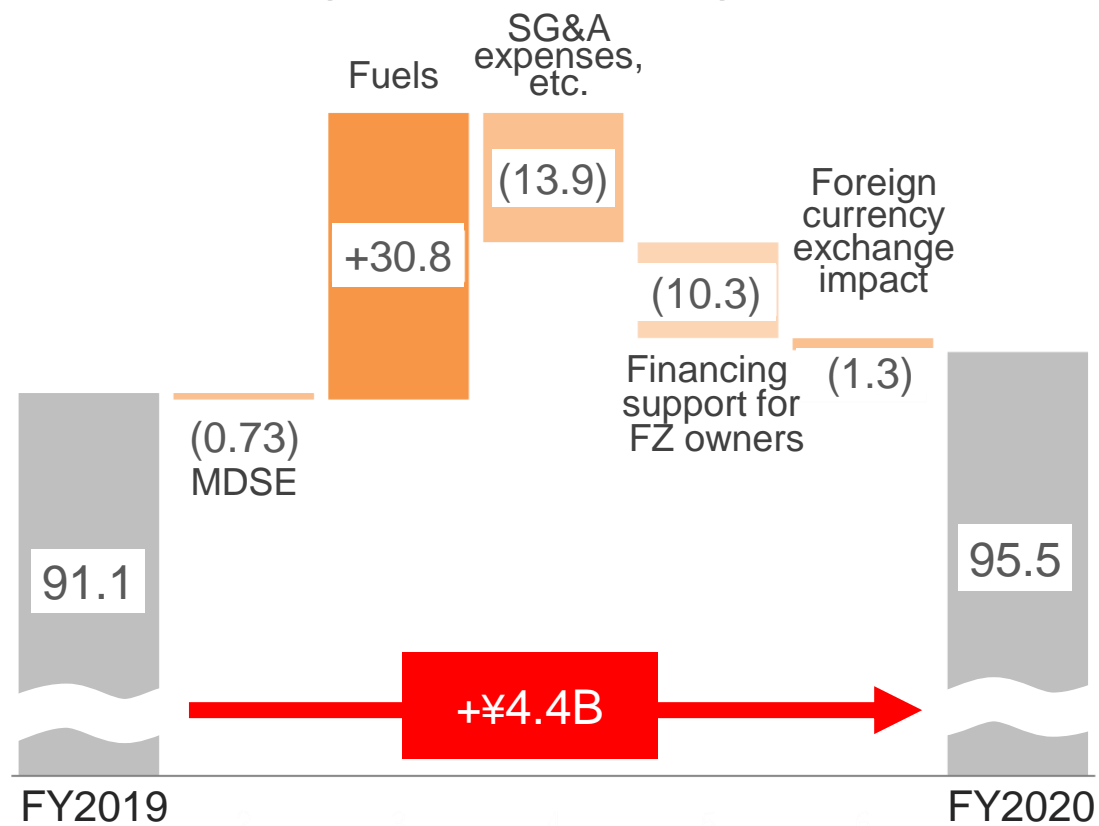


Continue supporting and growing together with franchisees

*Figures for Q1 FY2021 include COVID-related support for franchisees

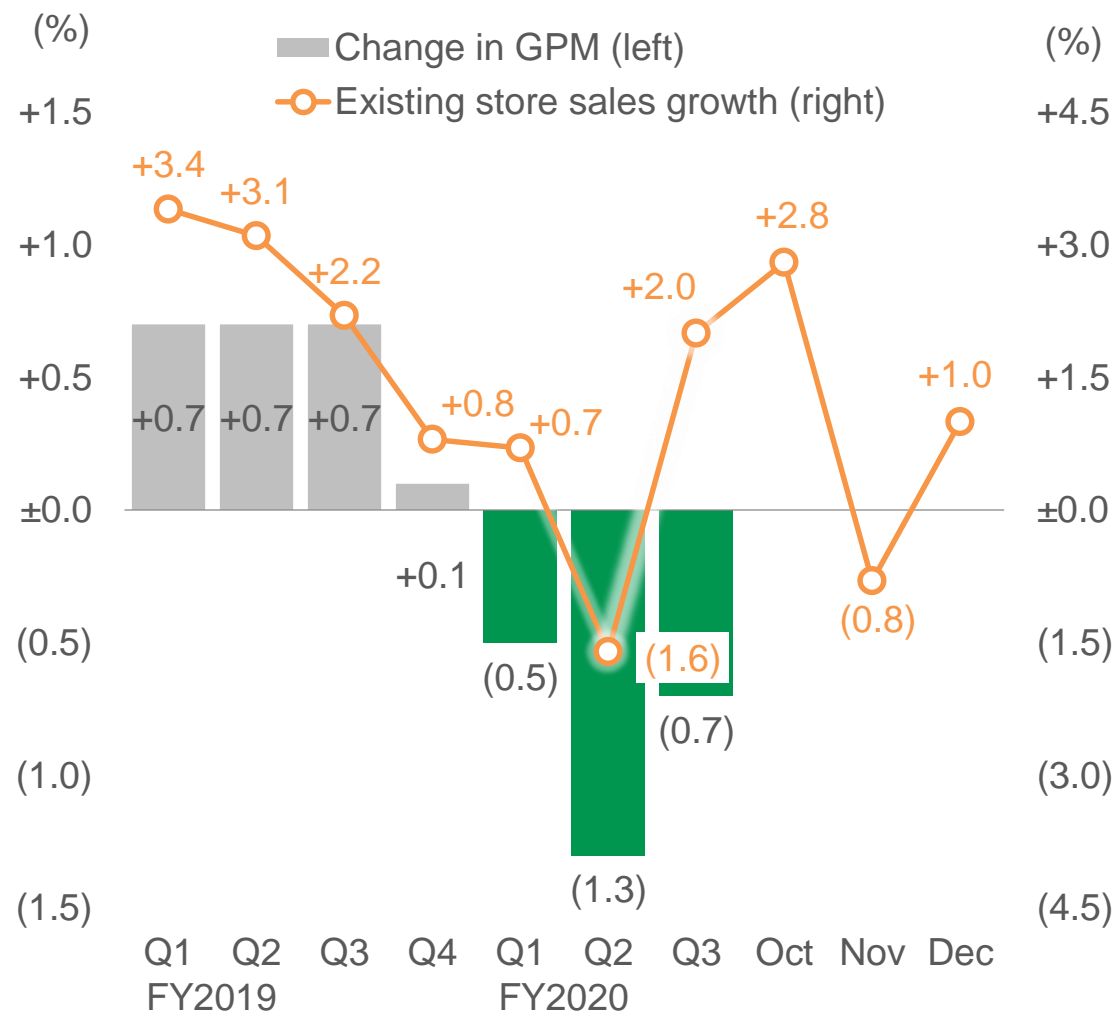
Overseas CVS Operations: 7-Eleven, Inc. (1)

YOY Change of operating income (Billions of yen)



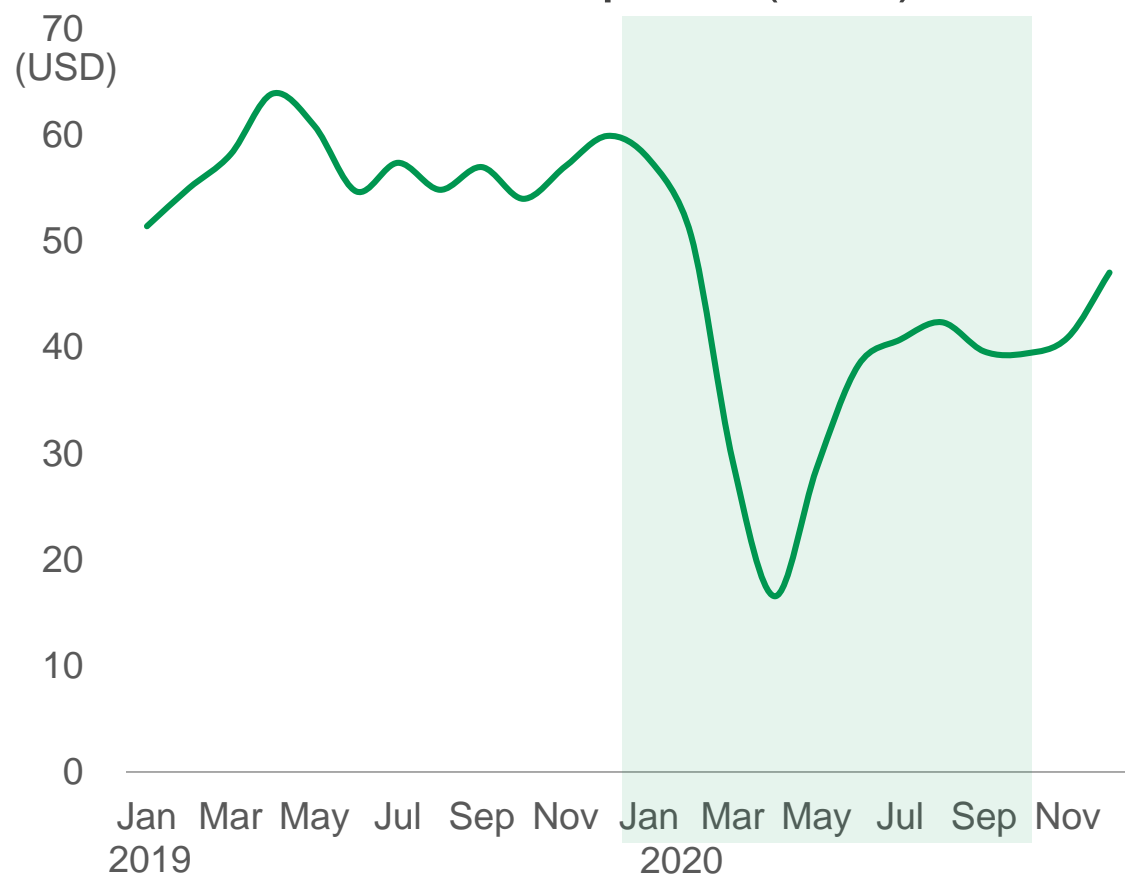
COVID-19 Impact	Income:	approx. ¥(6.9) B
	Expenses:	approx. +¥4.3 B

Existing store sales & GPM (Figures for Dec are preliminary estimates)

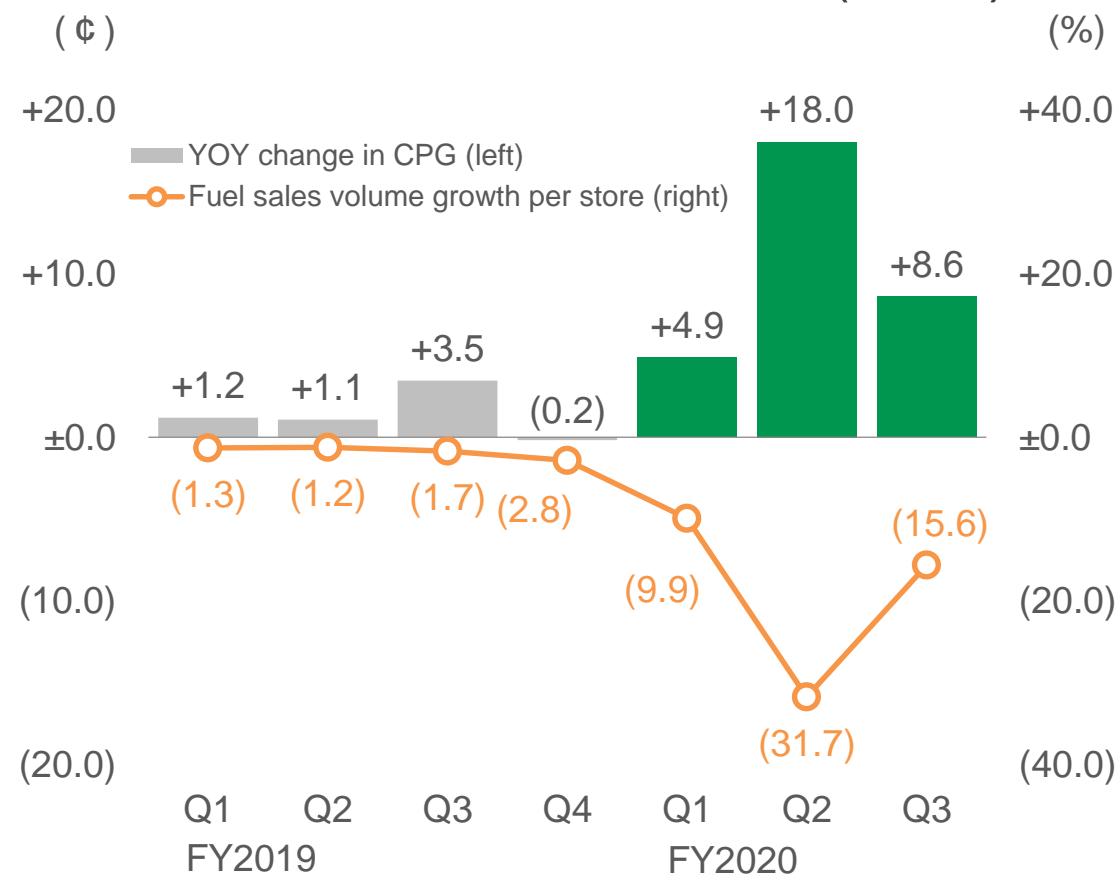


Overseas CVS Operations: 7-Eleven, Inc. (2)

Crude oil price (WTI)



Fuel sales volume & GP (CPG)

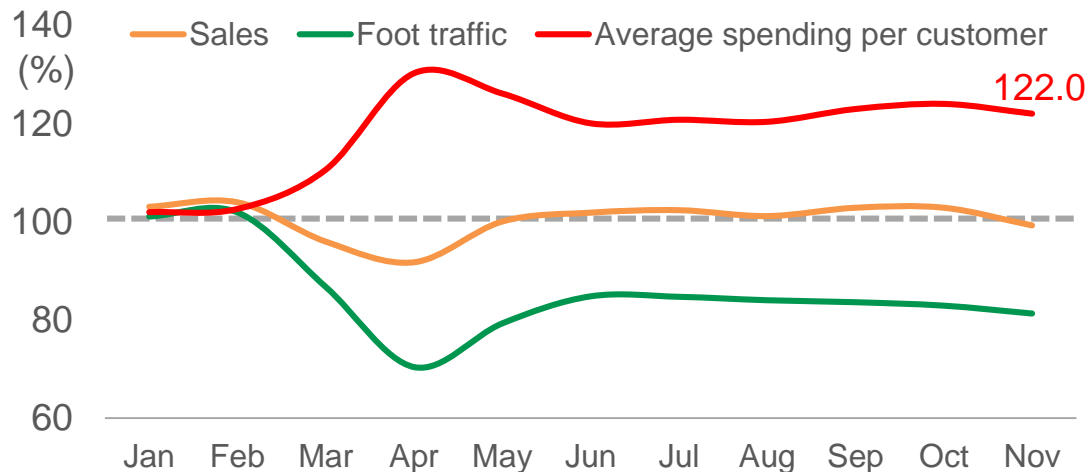


Historic decline in crude oil prices led to increases in CPG trend

Q3YTD Fuel GP : **+\$282M (+23.3%)**

Overseas CVS Operations: 7-Eleven, Inc. (3)

Changes in consumption behavior

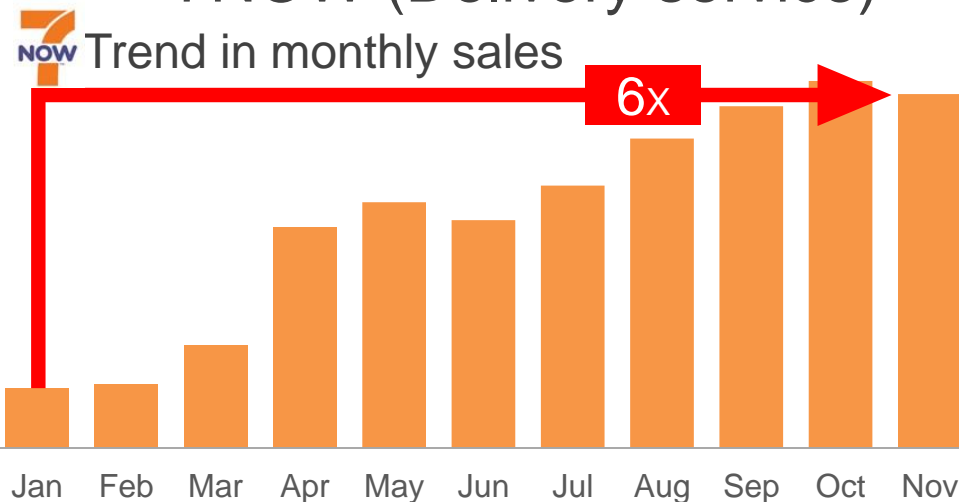


Key category sales for Nov (YOY change in amount)

Frozen foods	112.9%	Growth in sales of pizzas, single dishes, etc.
Alcoholic beverages	111.3%	Growth in sales through bulk purchases in boxes
Non-Foods	125.8%	Growth in sales of daily necessities

One-stop shopping on behalf of supermarkets

7NOW (Delivery service)



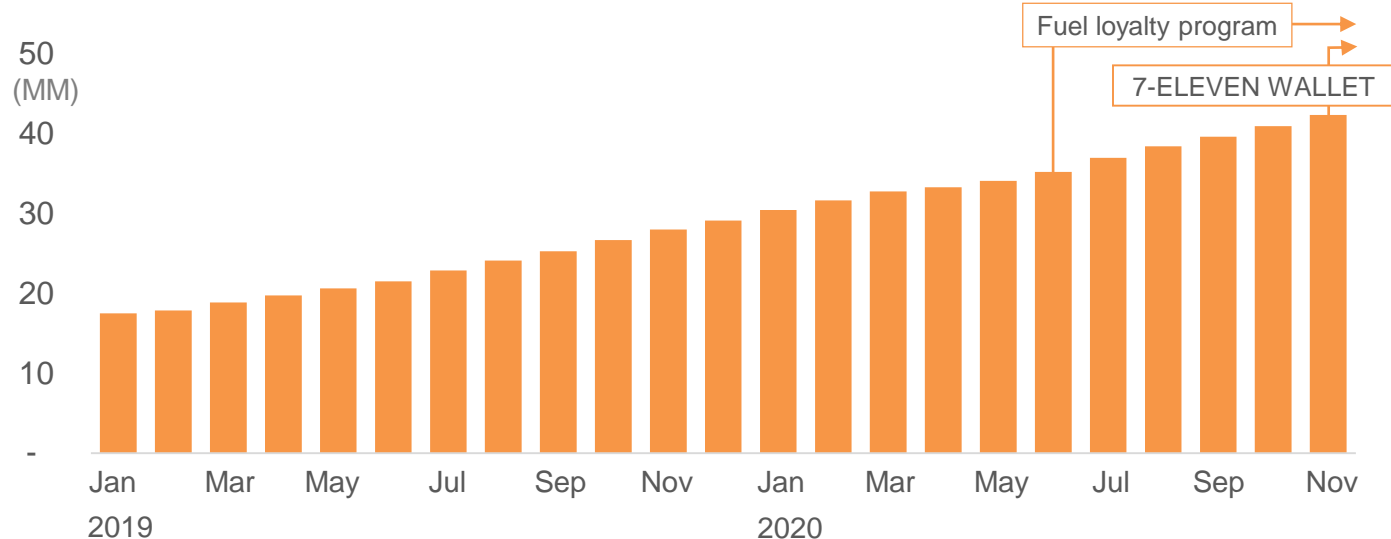
Performance of stores providing delivery service (960 stores)

No. of transactions per day per store	23.1	Nearly four times that of Jan 2020
Average spending per customer	\$15.22	Approx. twice the amount of in-store sales
Order-to-delivery time	30.6 min	Fastest in the industry

Approx. 2,000 stores active (At the end of Dec 2020)

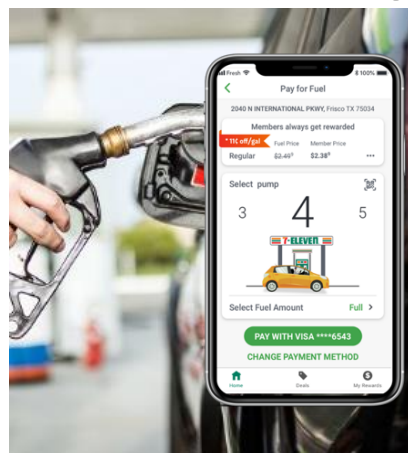
Overseas CVS Operations: 7-Eleven, Inc. (4)

Number of 7Rewards[®] members



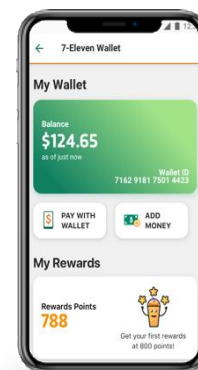
	Jan 2019	Nov 2020
Active users*	Approx. 4.2 million	Approx. 8.6 million
Scan rate	11.0%	27.5%
* Members who have visited a store using the same ID within 30 days		
(Monthly average for the last 12 months ending Nov 2020)		
Benefits of 7Rewards App (App user vs. non-App member)	Monthly spend +\$32	Monthly trips +4

Fuel loyalty program (From Jun 2020)



- Business opportunity to address fuel-buying customers
- Value-for-money program
- Safe and secure contactless payment (prevents fraudulent use)
- Incentives to encourage customers to make purchases
- Rollout to approx. 1,500 stores at the end of Dec 2020

7-ELEVEN WALLET (Launched in U.S. all stores from Nov 2020)



Greater peace of mind and convenience

- Easy and save time
- Contactless
- Cash enabled


As of Dec 2020
Over 7,500 stores



Expand footprint
Upgrade & expand ways of loading

Overseas CVS Operations: 7-Eleven, Inc. (5)

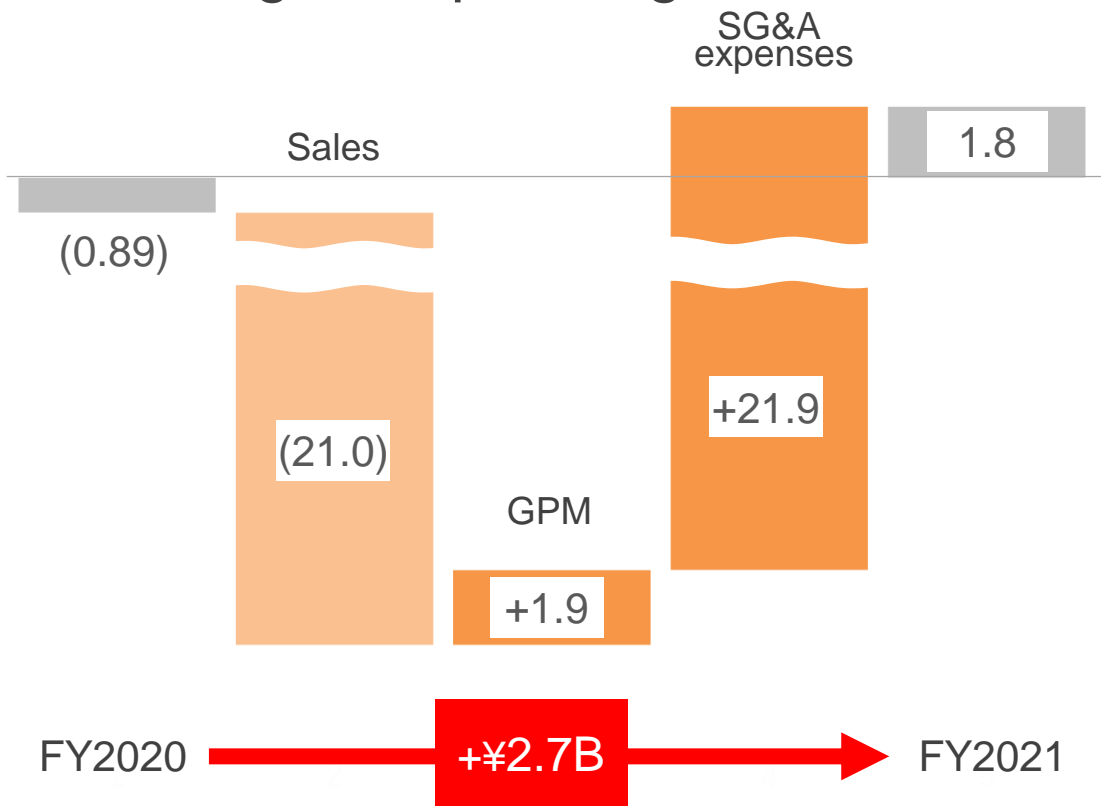
Speedway: Progress on funding plan

Sources		Status	FY2021	
Senior unsecured notes	\$13B	Senior unsecured notes Bank term loans (Partly planned to repay through sale leaseback, etc.)	 Minus \$5B or more Less than \$8B	Sale leaseback (Progressing on schedule with various candidates available)
Bank term loans				Senior unsecured notes Bank term loans
Equity infusion from 7&i Holdings	\$8B	Dec 14, 2020 Raised funds through ¥350 billion bond issue ("Notice Regarding the Issue of Unsecured Bonds" published a press release on Nov 27, 2020) *Bridge loan planned to repay remaining amount		
Total	\$21B	Equity financing is not planned		

From FY2021, change in executive structure and simultaneous reinforcement of SEI's governance to concentrate Group resources

Superstore Operations: Ito-Yokado (1)

YOY Change of operating income (Billions of yen)



COVID-19 Impact	Income:	approx. ¥(8.8) B
	Expenses:	approx. +¥9.8 B

Structurally reform stores to drive profit growth

Stores that implemented structural reforms	+¥1.5 B
Transfer <i>Shokuhinkan</i> and THE PRICE to York*	+¥1.2 B
New stores / Closed stores	+¥0.37 B
Other stores	¥(0.33) B

*20 stores were transferred from Ito-Yokado on Jun 1, 2020

Initiatives going forward

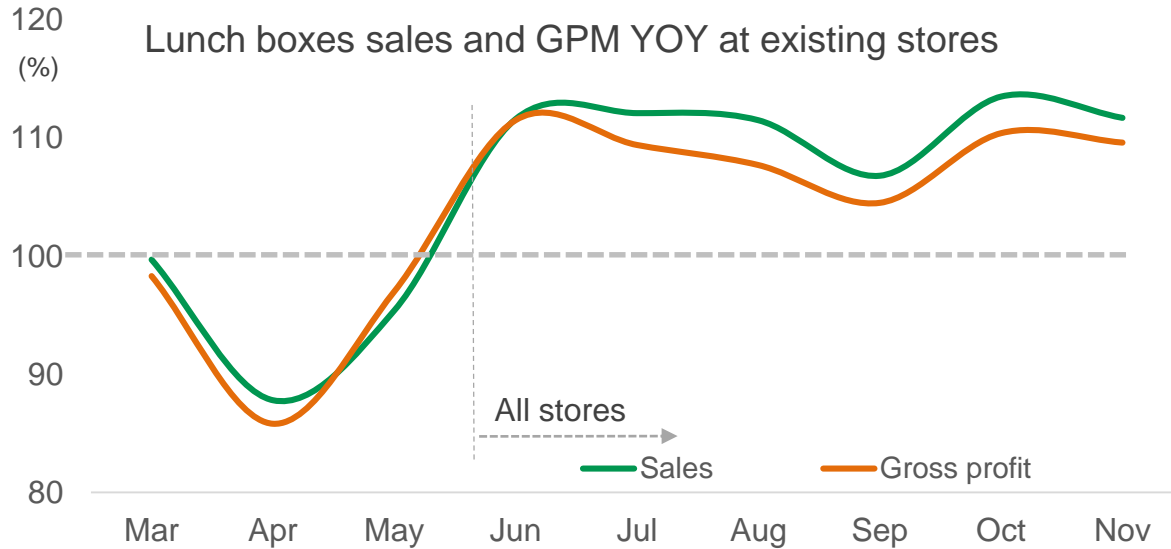
One-stop shopping	Develop purchase-friendly sales floor that reflect customer's daily life scenarios (YOY sales incl. tenants for Nov: Tama-Plaza store 119.3%, All IY stores 100.7%)
Improve productivity	Optional retirement program Optimize headquarters personnel (Decrease in approx. 200 people) Deploy AI-based ordering and production planning, etc. to enhance productivity
Business restructuring	Good progress with cooperation with outside companies to address unprofitable stores and store closures (Re-examine situation based on environmental changes stemming from COVID 19)

Superstore Operations: Ito-Yokado (2)

Productivity improvement initiatives: Use of AI technologies

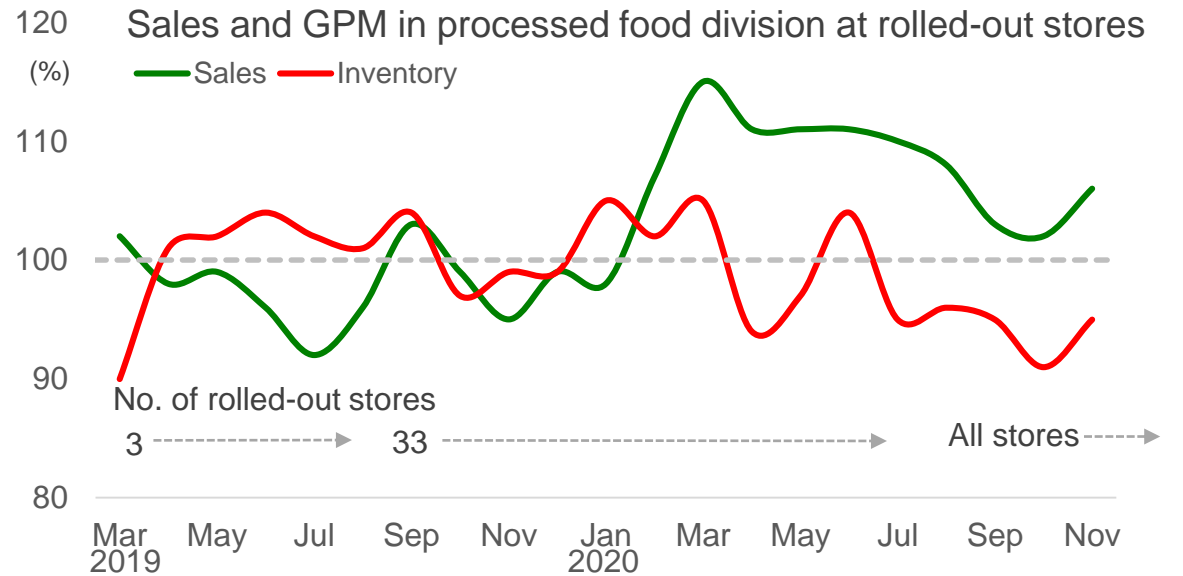


AI-based product manufacturing plan (lunch boxes, Sushi and delicatessen)



Expected benefit	Increasing sales, equalizing workload
Challenges	Effectively making and selling products in quantities calculated by AI helps store employees experience the potential of AI Assigning personnel based on individual manufacturing capacity

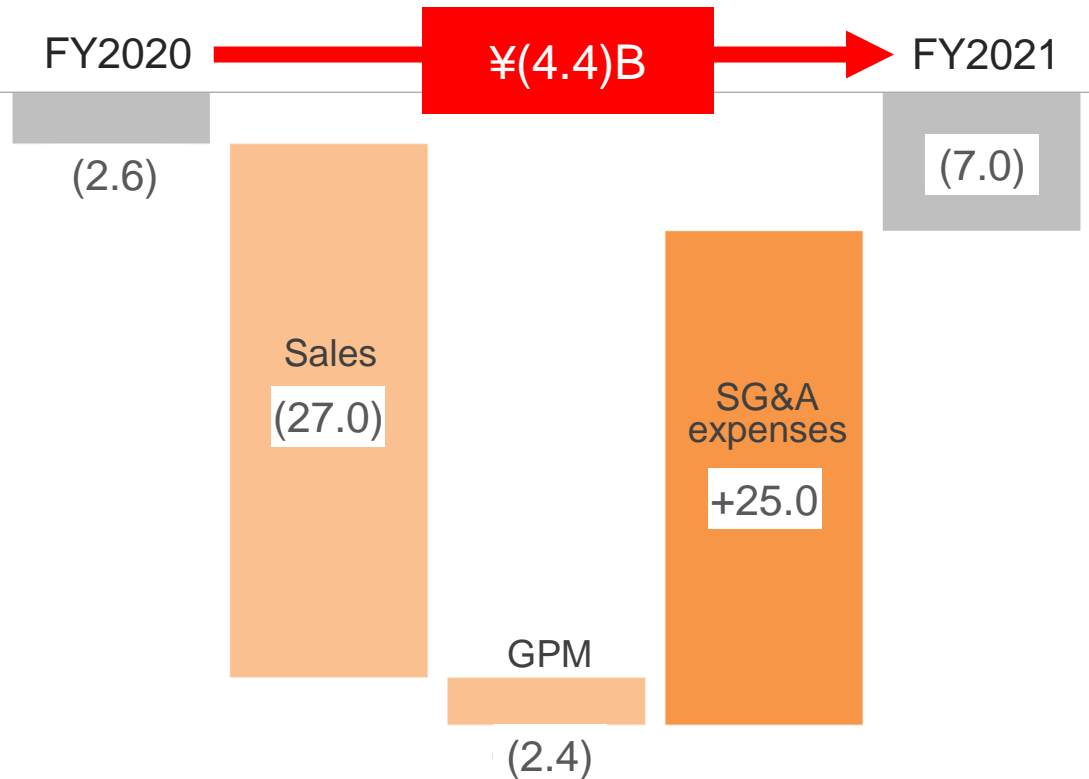
AI-based ordering proposal (processed food, daily foods)



Expected benefit	Opportunity loss reduction, inventory optimization
Challenges	Growing recognition that "inventory = backroom inventory + sales floor inventory"

Department Store Operations: Sogo & Seibu

YOY change of operating income (Billions of yen)



COVID-19 Impact

Income: approx. ¥(25.6) B

Expenses: approx. +¥21.4 B

Factors in YOY Change of operating income by store / business segment

Store-operating business	¥(5.9) B
Flagship stores in the Tokyo metropolitan area (5 stores)	¥(6.8) B
Regional / suburban stores (4 stores)	¥(0.51) B
Remodeled / Closed stores (6 stores)	+¥1.3 B
Corporate sales	+¥0.67 B

* Based on operating income after calculating special losses related to COVID-19

Initiatives going forward

Accelerate promotion of property management	Transform both stores and headquarters into shopping center operations (Break away from traditional department store-type operations and changing mindset)
Wealthy customers Cosmetics	Meet potential needs even during COVID pandemic Create sales opportunities using digital technology

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1H Results

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Toward Sustainable Growth

Assumption for Full-Year Forecast FY2021

■ Modified assumptions

(A state of emergency has been declared for Tokyo and its three neighboring prefectures on Jan 7, 2021)

	Q2 Results	Q3 Results	Q4 (Modified)
No. of confirmed cases	Re-increase (2nd wave)	From plateau to increase (3rd wave)	Re-increase
Remote work ratio	70% target	30 – 40%	70% target
Entertainment & downtown areas	Self-restraint tendency	Recovery while avoiding 3Cs* (Launch of “Go to Travel” campaign)	Return to self-restraint (Nationwide suspension of “Go to Travel” campaign)

(Assumptions at time of July announcement)

	Q2	Q3	Q4
No. of confirmed cases	Slow return to normal	Remain plateau	Remain plateau
Remote work ratio	30 – 40%	30 – 40%	30 – 40%
Entertainment & downtown areas	Slowly self-restraint	Avoid 3Cs* (New normal)	Avoid 3Cs* (New normal)

*3Cs: A state of closed spaces, crowded places and close-contact settings

FY2021 Consolidated Financial Results Forecast

(Billions of yen, %)

		Q4		FY2021		
		YOY/Variance	Revision of amounts	YOY/Variance	Revision of amounts	
Group's total sales*	2,747.7	92.3 (230.5)	(93.9)	11,014.0	91.8 (983.6)	(116.0)
Revenues from operations	1,441.1	86.4 (227.6)	(51.2)	5,718.0	86.1 (926.3)	(41.0)
Operating income	59.3	56.4 (45.8)	(4.8)	345.0	81.3 (79.2)	+5.0
Ordinary income	55.7	54.2 (47.1)	(3.4)	332.0	79.5 (85.8)	+6.0
Net income attributable to owners of parent	13.5	28.0 (34.7)	(5.8)	144.5	66.2 (73.6)	+6.0
Net income per share (yen)	15.30	(39.32)	(6.67)	163.66	(83.29)	+6.80

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

Exchange rate: 1USD = 107.00JPY, 1CNY = 15.50JPY

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FY2021 Forecast of Revenues from Operations and Operating Income by Business Segment

(Billions of yen, %)

	Revenues from operations				Operating income			
		YOY	Variance	Revision of amounts		YOY	Variance	Revision of amounts
Consolidated	5,718.0	86.1	(926.3)	(41.0)	345.0	81.3	(79.2)	+5.0
Domestic CVS operations	920.0	94.7	(51.2)	(8.0)	230.3	89.8	(26.3)	(9.1)
Overseas CVS operations	2,162.0	78.9	(577.8)	(27.0)	95.8	93.9	(6.2)	+5.9
Superstore operations	1,795.0	97.1	(54.1)	+1.0	25.1	117.8	+3.7	-
Department store Operations	426.0	73.7	(151.6)	(7.0)	(8.4)	-	(9.1)	-
Financial services	202.0	92.9	(15.3)	+1.0	46.3	86.4	(7.3)	+1.8
Specialty store operations	260.0	76.5	(79.6)	(1.0)	(17.0)	-	(21.6)	+4.4
Others	19.0	75.4	(6.2)	-	1.7	109.4	+0.14	-
Eliminations / corporate	(66.0)	-	+9.6	-	(28.8)	-	(12.5)	+2.0

Exchange rate: 1USD = 107.00JPY, 1CNY = 15.50JPY

FY2021 Forecast for Major Operating Companies

(Billions of yen, %)

		Operating income			Existing store sales growth	Merchandise GPM variance
		YOY	Variance	Revision of amounts		
Seven-Eleven Japan	230.0	90.6	(23.9)	(10.0)	(2.5)	(0.1)
7-Eleven, Inc. [Millions of dollar]	117.1 [1,094]	96.3 [98.1]	(4.5) [(21)]	+5.8 [+54]	+0.7	(0.7)
Ito-Yokado	5.0	76.7	(1.5)	-	(5.3) [incl. tenants]	(0.3)
York-Benimaru 〈Incl. Life Foods*〉	19.9	117.8	+3.0	-	+3.8	+0.3
Sogo & Seibu	(8.8)	-	(8.9)	-	(24.1)	(1.0)

* Life Foods is 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.

Exchange rate: 1USD = 107.00JPY

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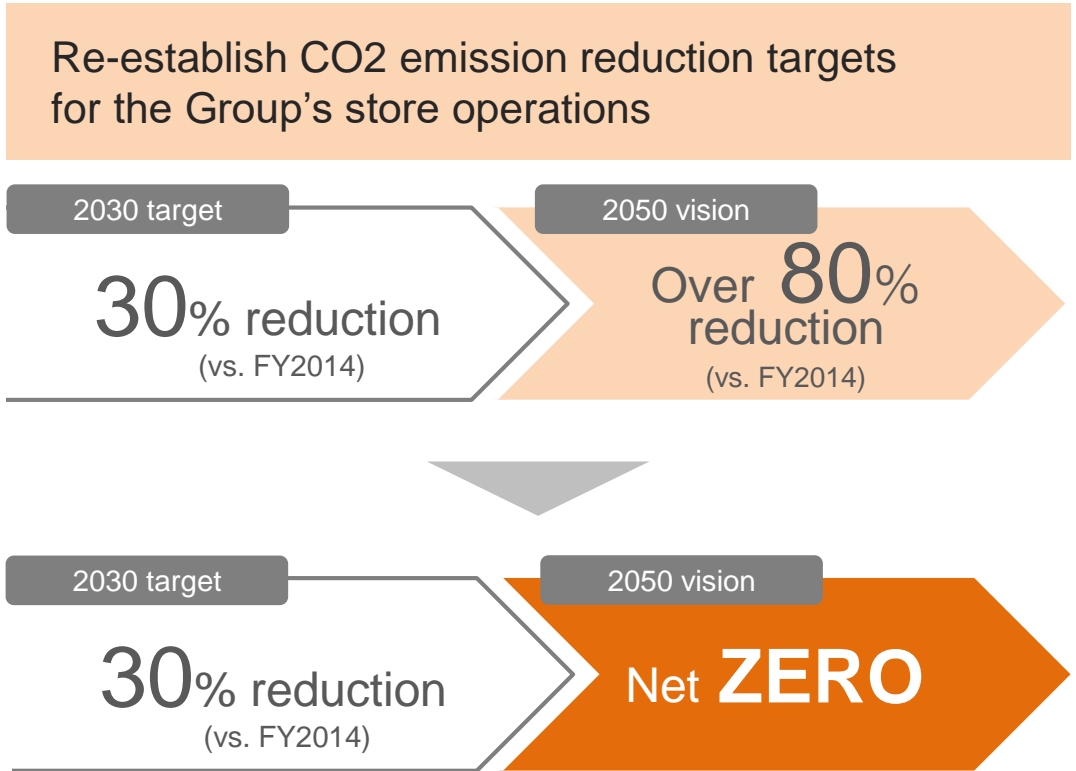
Evolution of GREEN CHALLENGE 2050

■ Announced May 2019

GREEN CHALLENGE 2050
Announcement of our vision for 2050 establishing four targets.

- Target #1: **80%** CO₂ emission reduction
- Target #2: **100%** Reducing plastic usage
- Target #3: **75%** Respond to food loss & food recycling
- Target #4: **100%** Sustainable procurement

■ Changes in our vision of 2050

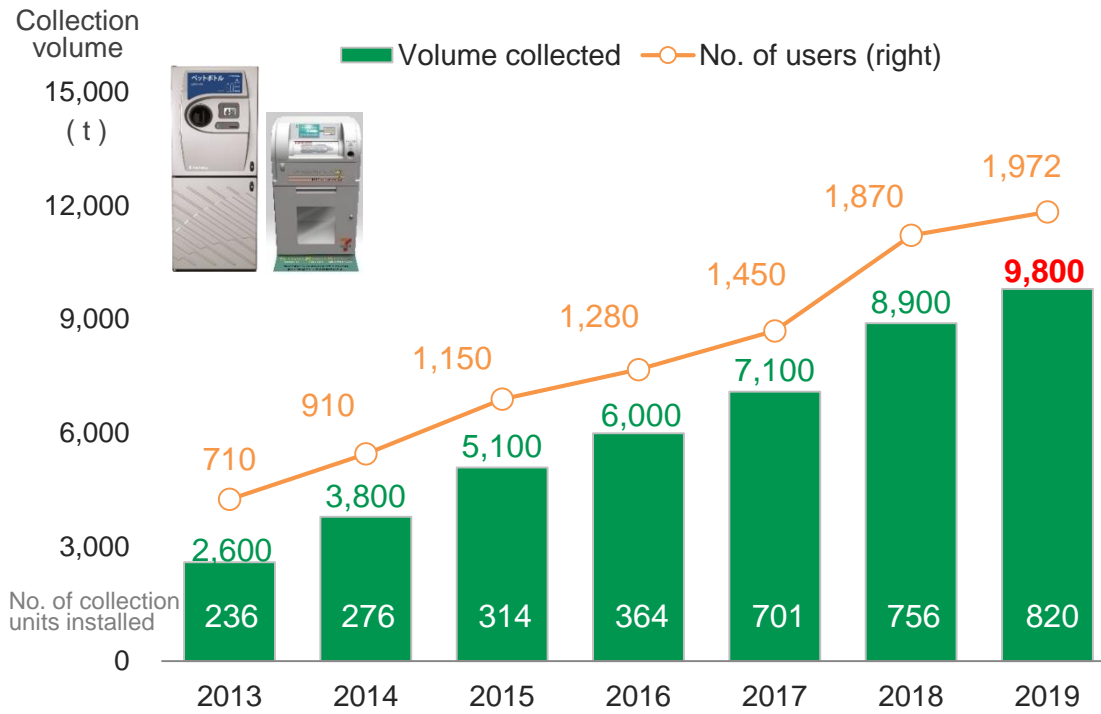


Promote efforts to realize a sustainable society, including participation in RE100*

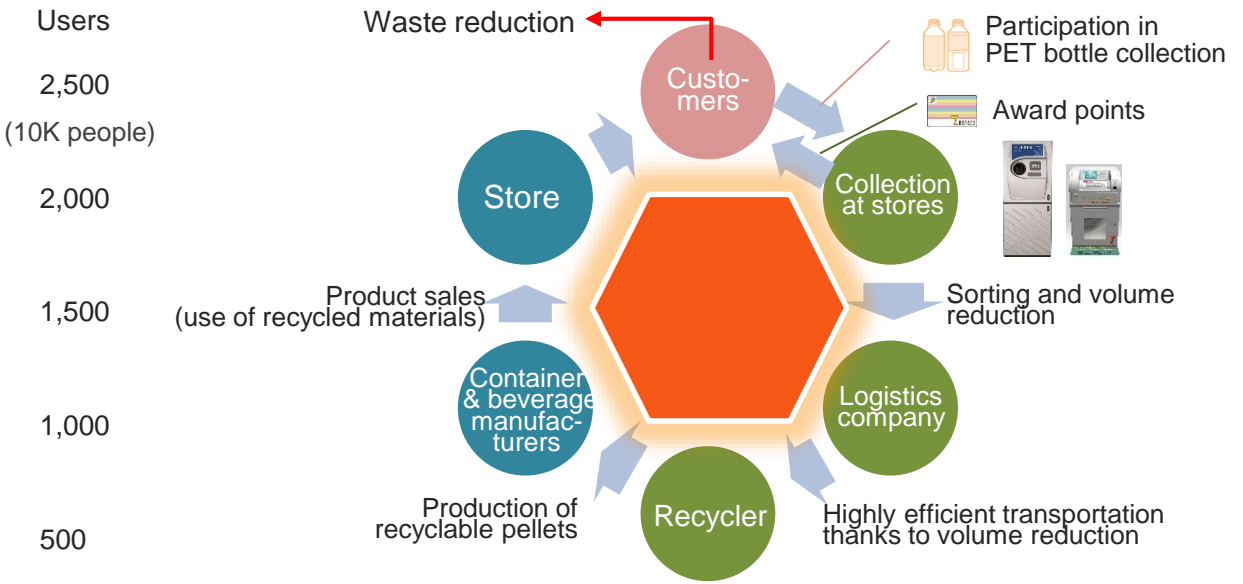
*RE100: A global initiative committed to ensuring that 100% of energy required for corporate activities is procured from renewable sources by 2050.

Realizing a Recycling-oriented Socioeconomy (Circular economy)

PET bottle collection at stores



Circular economy with customer participation



“Seven Premium Hajime Green Tea”
 PET materials collected and recycled by the Group are used in Seven Premium products

Challenges for further promotion

- Shortage of recycling factories for PET bottles
- Tightening regulations on import/export of waste plastics



Use technology to commercialize low-grade PET bottle waste

Establish Joint Venture with overseas companies (PET bottle recycling factory)

Working with Global Licensees

Initiatives with global stakeholders

Mar 2019

Seven-Eleven International Summit

Concluded partnership to achieve the SDGs and adopted a joint declaration



Nov 2020

ESG Global Forum (17 countries and regions)

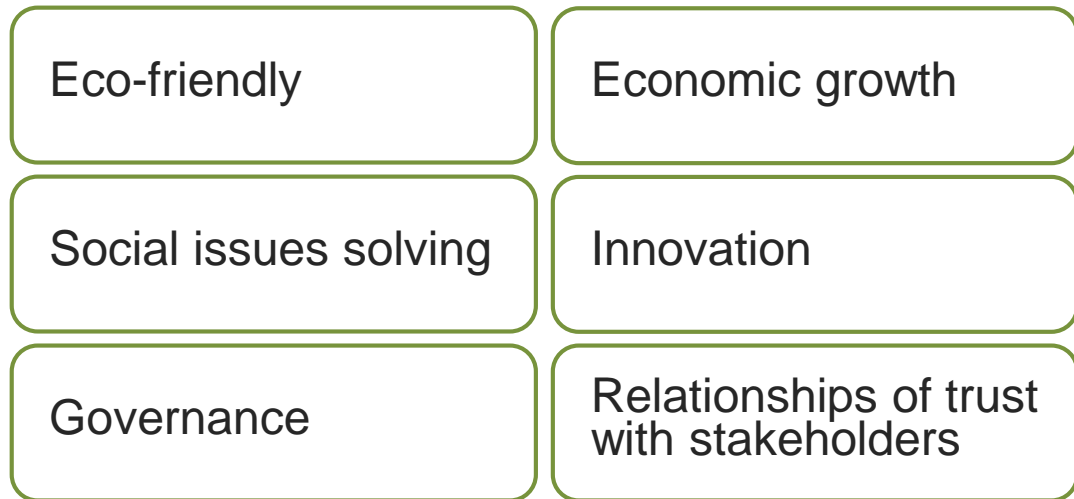
Shared recognition about social responsibility for reducing CO₂ emissions and plastic usage



Approach to the New Mid-term Management Plan

Pave the way for increasing corporate value by reviewing the Group's raison d'être

Assumptions



Responding to the “new normal” COVID-19 era

Announcement of the new medium-term management plan at FY2021 financial results

Approach to investment in growth businesses

Business continuity optimization

Approach to environmental investments

« Basic financial policy »

Increase returns in excess of cost of capital and increase total cash inflows while ensuring financial soundness.

« Major consolidated KPI's »

Ensure financial soundness

Debt/EBITDA

Improve financial quality

ROE

ROIC-WACC spread

Increase financial value

EPS growth rate

Free cash flow level



Appendix

Q3 YTD Revenues from Operations and Operating Income by Business Segment



(Billions of yen, %)

	Revenues from operations			Operating income		
		YOY	Variance		YOY	Variance
Consolidated	4,276.8	86.0	(698.7)	285.6	89.5	(33.4)
Domestic CVS operations	694.4	94.7	(39.2)	182.3	91.1	(17.7)
Overseas CVS operations	1,640.2	79.0	(435.6)	79.7	104.3	+3.2
Superstore operations	1,330.2	97.4	(35.9)	19.9	251.6	+11.9
Department store operations	300.2	71.4	(120.4)	(6.5)	-	(4.5)
Financial services	150.7	92.5	(12.1)	37.4	89.9	(4.2)
Specialty store operations	1,94.2	76.7	(59.0)	(10.0)	-	(14.1)
Others	16.0	82.6	(3.3)	1.3	84.5	(0.23)
Eliminations / corporate	(49.6)	-	+7.0	(18.6)	-	(7.8)

Exchange rate: 1USD = 107.55JPY, 1CNY = 15.37JPY

Q3 YTD Operating Income of Major Operating Companies

(Billions of yen, %)

	Operating income			COVID-19 impact	Estimated income excluding COVID-19 impact		
		YOY	Variance			YOY	Variance
Seven-Eleven Japan	182.0	91.7	(16.4)	Approx. (13.0)	195.0	98.3	(3.4)
7-Eleven, Inc.	95.5	104.8	+4.4	Approx. (2.6)	98.1	107.7	+7.0
[Millions of dollar]	[888]	[106.4]	[+53]	[Approx. (24)]	[912]	[109.3]	[+77]
Ito-Yokado	1.8	-	+2.7	Approx.+1.0	0.93	-	+1.8
York-Benimaru <Incl. Life Foods*>	16.7	150.8	+5.6	Approx.+6.2	10.5	95.0	(0.55)
Sogo & Seibu	(7.0)	-	(4.4)	Approx. (4.1)	(2.8)	-	(0.27)

* Life Foods is 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.

Operating Income of Major Operating Companies

(Billions of yen, %)

	1H		Q3		Q3 YTD FY2021	
		YOY / Variance		YOY / Variance		YOY / Variance
Seven-Eleven Japan	118.2	89.3 (14.1)	63.7	96.6 (2.2)	182.0	91.7 (16.4)
7-Eleven, Inc. [Billions of yen]	52.7	104.4 +2.2	42.8	105.4 +2.2	95.5	104.8 +4.4
7-Eleven, Inc. [Millions of dollar]	486	106.1 +28	401	106.7 +25	888	106.4 +53
Ito-Yokado	2.9	588.4 +2.4	(1.0)	- +0.31	1.8	- +2.7
York-Benimaru <Incl. Life Foods*>	13.0	160.0 +4.9	3.6	125.1 +0.73	16.7	150.8 +5.6
Sogo & Seibu	(3.6)	- (2.5)	(3.4)	- (1.9)	(7.0)	- (4.4)

* Life Foods is 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.

Existing Store Sales Growth and GPM of Major Operating Companies

	1H		Q3		Q3 YTD FY2021	
	Existing store sales growth	GPM / Variance	Existing store sales growth	GPM / Variance	Existing store sales growth	GPM / Variance
Seven-Eleven Japan	(3.0)	31.9 (0.1)	(2.0)	32.2 (0.1)	(2.7)	32.0 (0.1)
7-Eleven, Inc.	(0.5)	34.0 (1.0)	+2.0	34.5 (0.7)	+0.7	34.2 (0.8)
Ito-Yokado	(9.4) [incl. tenants]	29.6 (0.4)	(1.4) [incl. tenants]	29.7 (0.2)	(6.8) [incl. tenants]	29.7 (0.3)
York-Benimaru 〈Incl. Life Foods*〉	+6.3	26.4 +0.4	+4.1	25.9 +0.3	+5.6	26.3 +0.4
Sogo & Seibu	(33.8)	22.6 (1.6)	(13.1)	24.2 ±0.0	(27.4)	22.9 (1.3)

* Life Foods is 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.

Q3 YTD Special Losses

Special losses increased significantly due to COVID-19

(Billions of yen)

	FY2020	FY2021	Variance	Major factors for the change
Special losses	48.9	74.7	+25.7	Losses mainly due to COVID-19
Loss on disposals of property and equipment	11.1	8.0	(3.1)	Delay of remodels due to COVID-19, etc.
Impairment loss	15.9	16.3	+0.36	FOC* [+1.4]: Business restructuring associated with Tokyo Metropolitan Area food strategy 7FS [+1.0], IY [(3.1)]
Restructuring expenses	2.9	7.1	+4.2	IY [+3.9]: Close stores, Personnel initiative
Loss on digital and settlement services	11.3	-	(11.3)	
Loss related to novel coronavirus (COVID-19)	-	36.8	+36.8	SEJ [6.8] Franchisee support money [4.6] Cost of infection prevention and control [1.8], etc. SEI [5.8] Cost of infection prevention and control [3.6], Payment of employee allowances [2.1], etc. IY [7.0] Transfer of fixed costs [6.5], Payment of employee allowances [0.26], etc. SS [10.3] Transfer of fixed costs [10.0], Cost of infection prevention and control [0.25], etc. Others YB[0.79], 7FS[1.2], THE LOFT [1.6], AH [0.58]

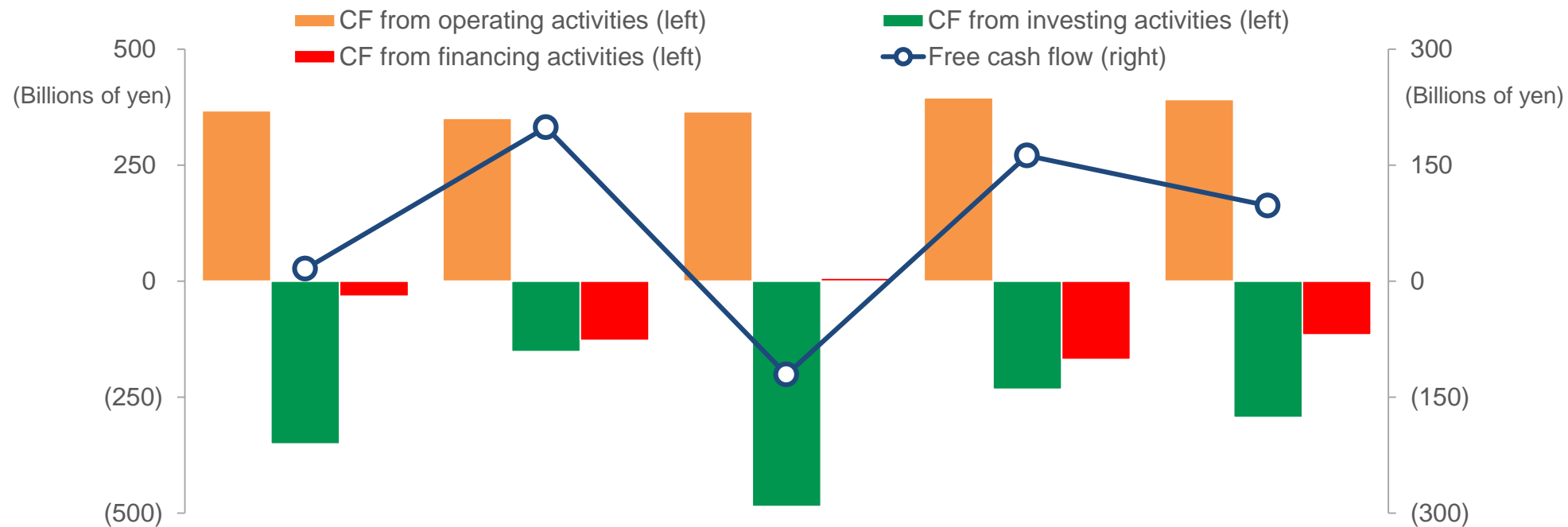
Consolidated B/S Summary (As of Nov 30, 2020)

(Billions of yen)

Assets (Main items only)	Feb 29 2020	Nov 30 2020	Variance
Current assets	2,471.9	2,409.9	(61.9)
Cash and bank deposits	1,357.7	1,339.6	(18.1)
Cash and due from banks at Seven Bank	846.2	869.5	+23.2
Notes and accounts receivable-trade	351.9	358.7	+6.8
ATM-related temporary payments	153.0	88.4	(64.6)
Non-current assets	3,522.5	3,572.3	+49.7
Property and equipment	2,183.3	2,193.8	+10.5
Buildings and structures, net	992.3	994.1	+1.7
Land	746.9	753.1	+6.2
Intangible assets	608.8	650.0	+41.2
Investments and other assets	730.2	728.3	(1.9)
Deferred assets	2.4	2.0	(0.41)
Total assets	5,996.8	5,984.3	(12.5)

Liabilities and net assets (Main items only)	Feb 29 2020	Nov 30 2020	Variance
Total liabilities	3,239.6	3,201.7	(37.9)
Current liabilities	2,157.1	2,180.0	+22.8
Notes and accounts payable-trade	410.7	422.5	+11.7
Short-term loans	129.4	140.8	+11.3
Current portion of bonds Current portion of long-term loans	168.4	158.4	(9.9)
Deposits received	228.4	210.7	(17.6)
ATM-related temporary advances	74.2	48.5	(25.7)
Deposit received in banking business	655.0	700.2	+45.1
Non-current liabilities	1,082.4	1,021.6	(60.8)
Bonds	281.9	215.0	(66.9)
Long-term loans	403.1	438.1	+34.9
Total net assets	2,757.2	2,782.5	+25.3
Total liabilities and net assets	5,996.8	5,984.3	(12.5)

Q3 YTD Consolidated Statements of Cash Flows



(Billions of yen)	FY2017	FY2018	FY2019	FY2020	FY2021	vs. FY2020
CF from operating activities	367.2	351.0	365.2	395.2	391.4	(3.8)
CF from investing activities	(351.2)	(152.0)	(486.2)	(232.8)	(294.0)	(61.1)
Free cash flow	15.9	198.9	(120.9)	162.3	97.4	(64.9)
CF from financing activities	(32.6)	(127.8)	6.5	(169.0)	(115.5)	+53.4
Cash and cash equivalents at end of period	1,120.6	1,281.3	1,182.1	1,300.6	1,334.4	+33.7

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.