



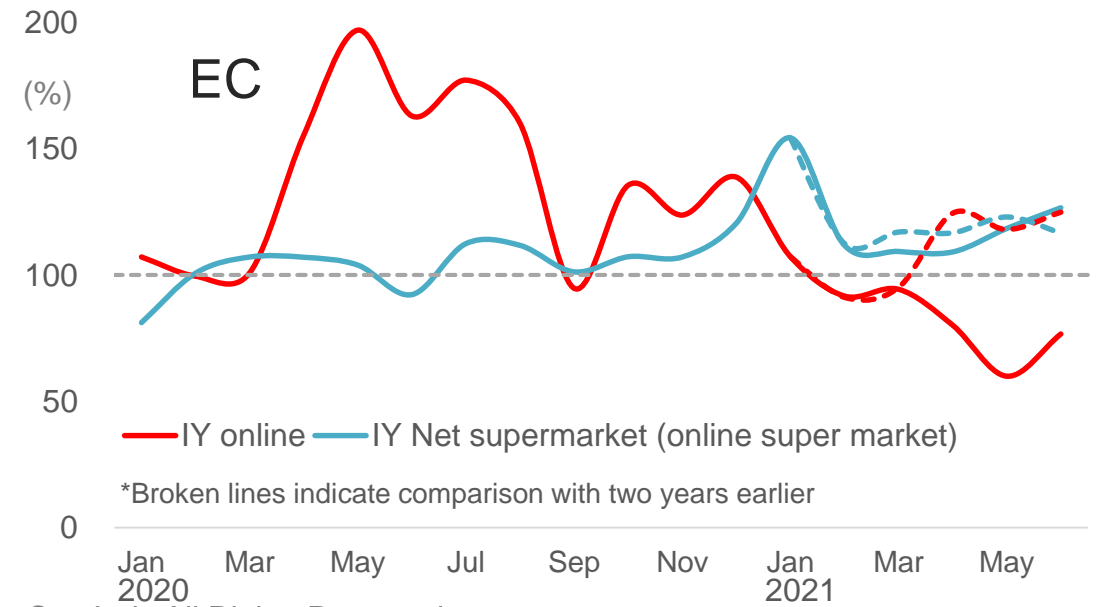
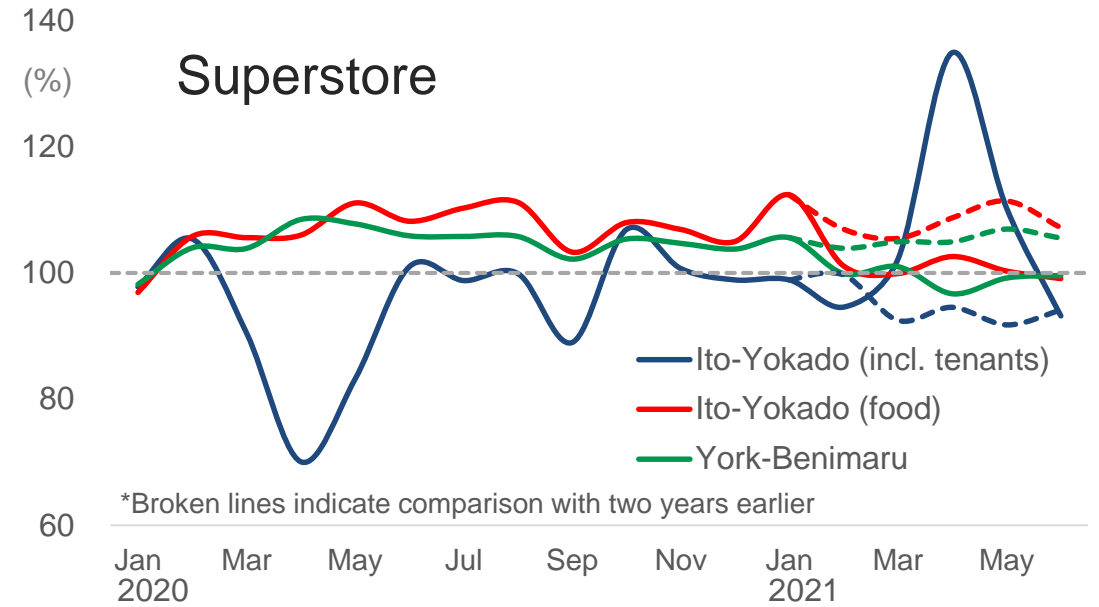
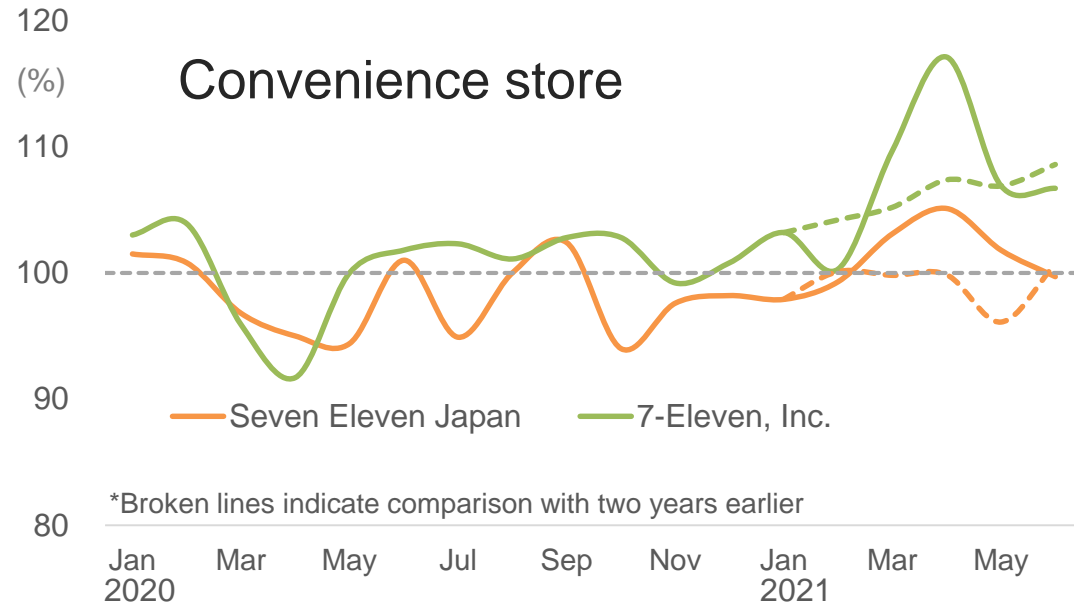
Q1 FY2022 Financial Results Presentation

July 8, 2021

Seven & i Holdings Co., Ltd.
Director, Senior Executive Officer

Junro Ito

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



Q1 Consolidated Financial Results Highlights

(Billions of yen, %)

	FY2021	FY2022	YOY	Variance	vs FY2020
Group's total sales*	2,660.7	2,871.4	107.9	+210.7	99.2
Revenues from operations	1,391.8	1,555.3	111.8	+163.5	97.4
Operating income	71.3	77.5	108.6	+6.1	85.8
Net income attributable to owners of parent	13.9	43.0	308.7	+29.0	82.6
EBITDA (Operating income + Depreciation and amortization + Amortization of goodwill)	136.1	145.6	107.0	+9.5	95.9

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

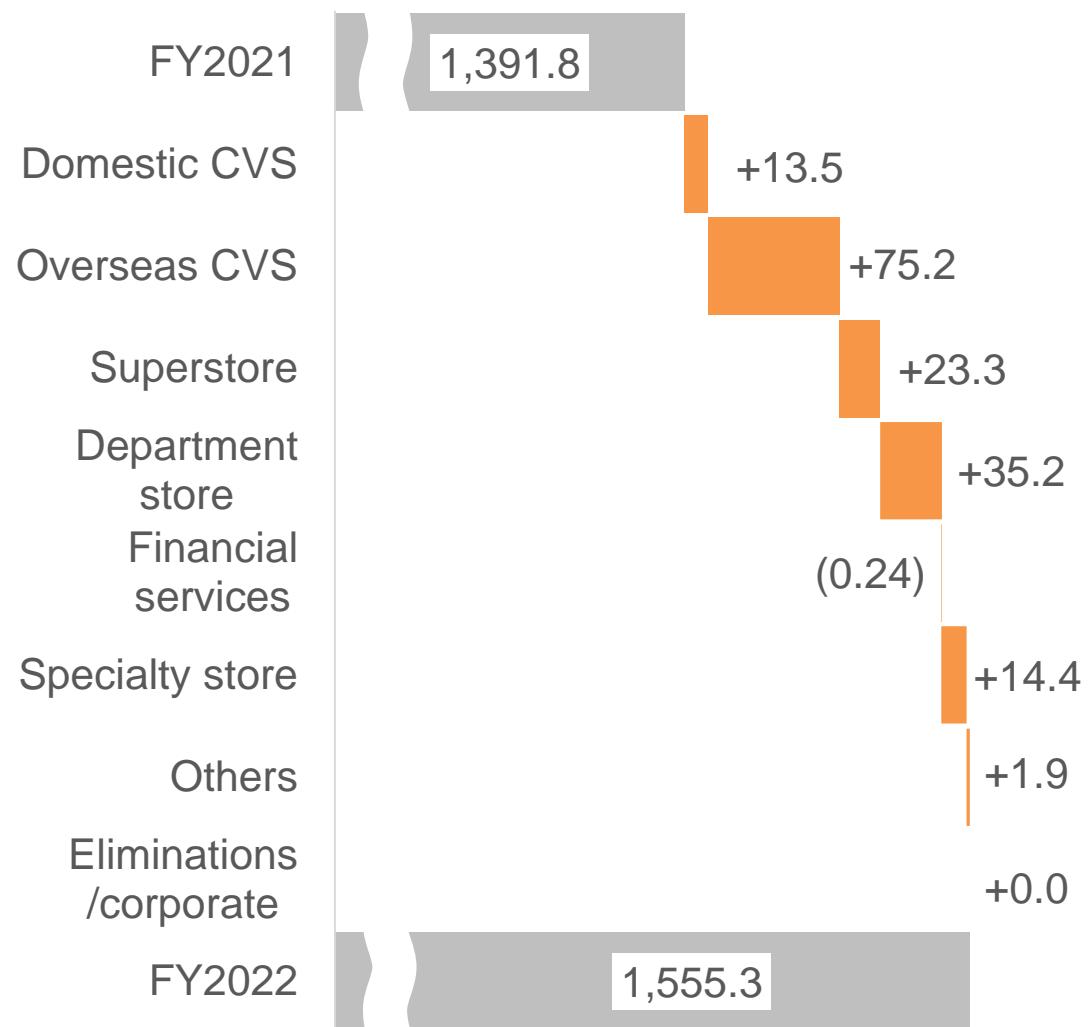
Q1 exchange rate: 1USD = 106.09 JPY, 1CNY = 16.38 JPY

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Q1 YOY Change by Business Segment

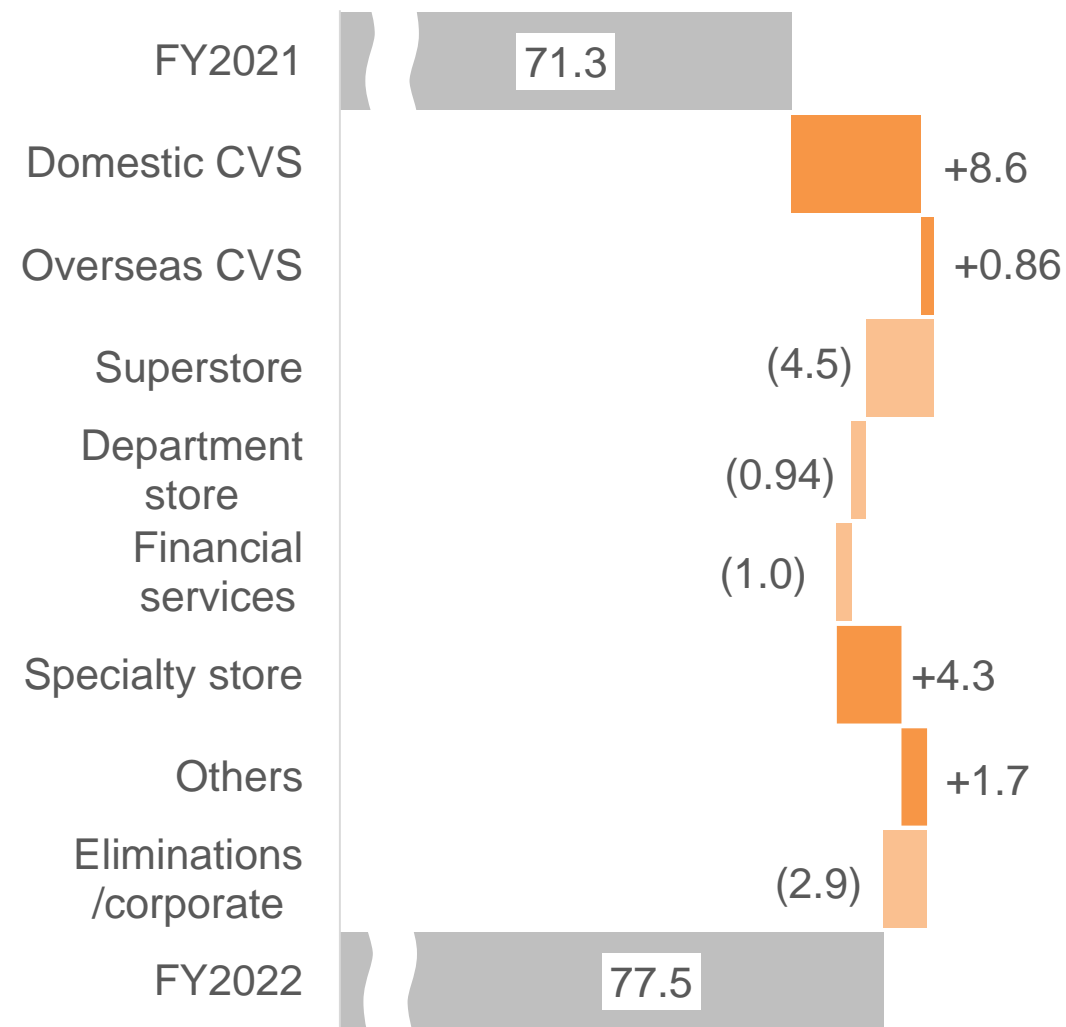
Revenues from operations

(Billions of yen)



Operating income

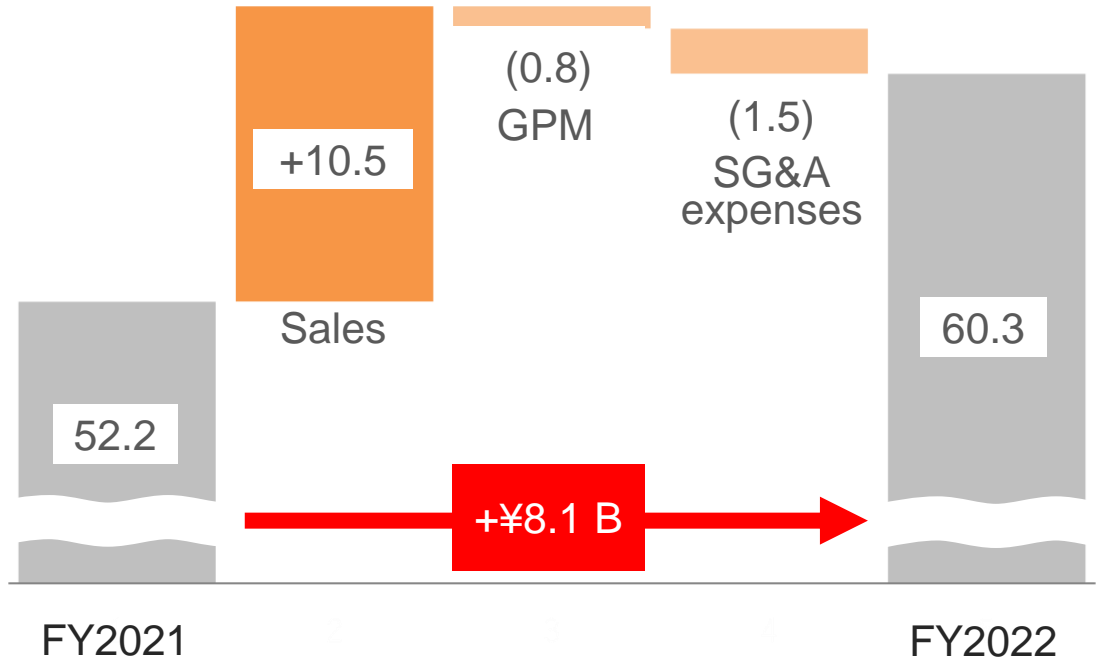
(Billions of yen)



Note: Excluding financial results of Speedway

Domestic CVS Operations: Seven-Eleven Japan (1)

YOY Change of operating income (Billions of yen)

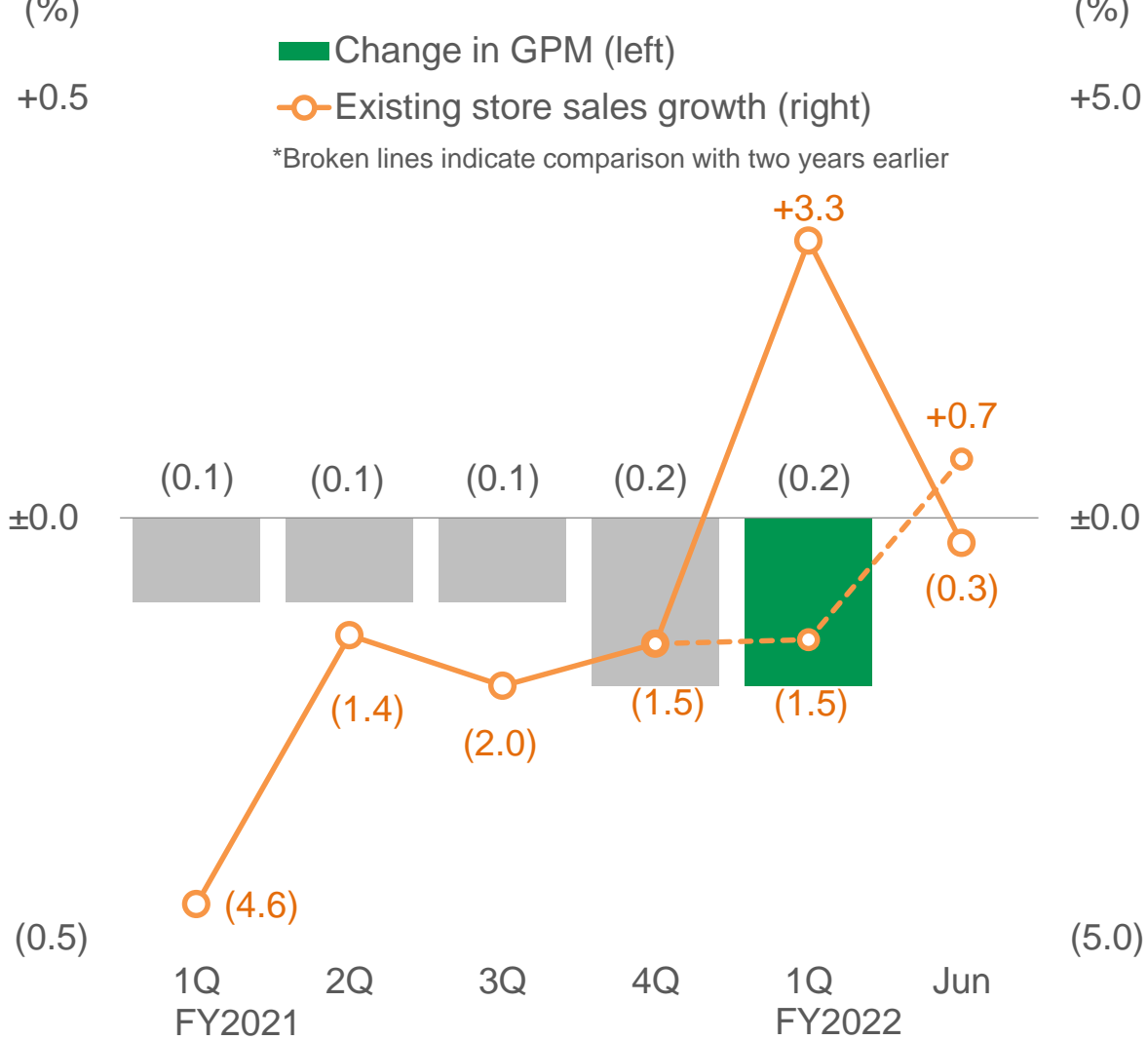


EBITDA*	¥79.4 B	
(YOY/variance)	111.8%	+¥8.3 B

*Operating income + Depreciation and amortization

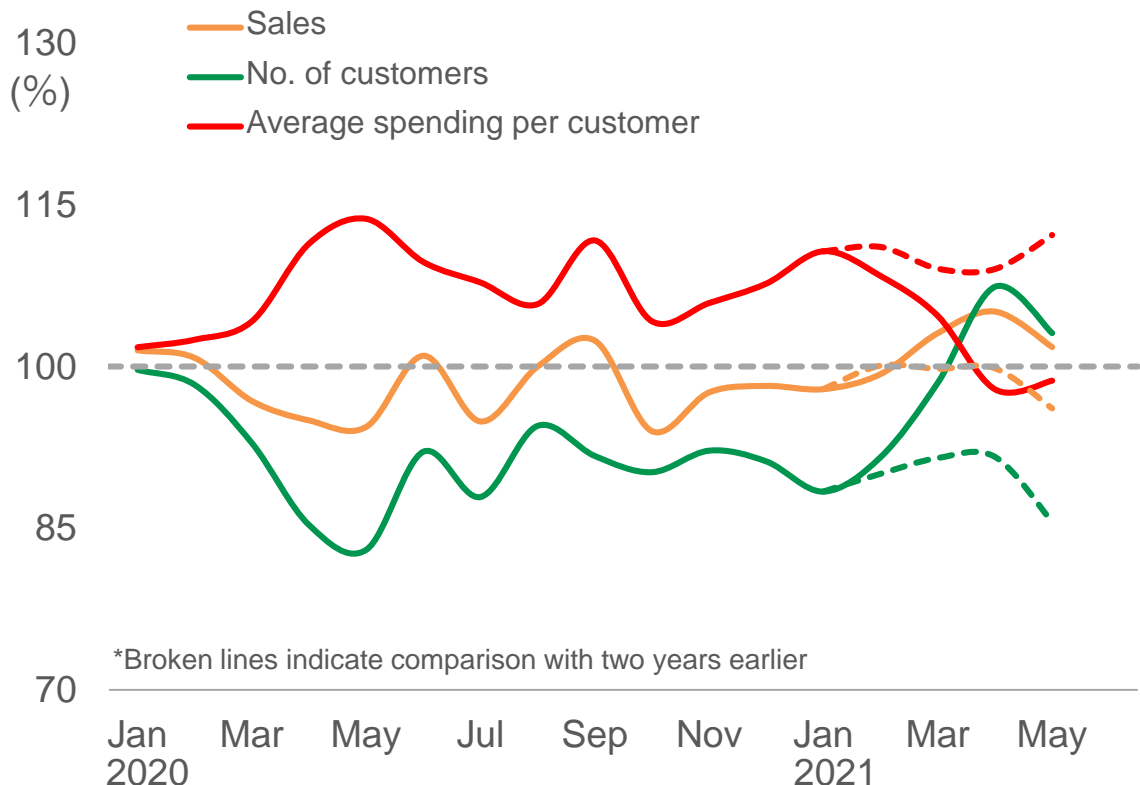
Existing store sales growth & GPM

(Figures on June are preliminary estimates)

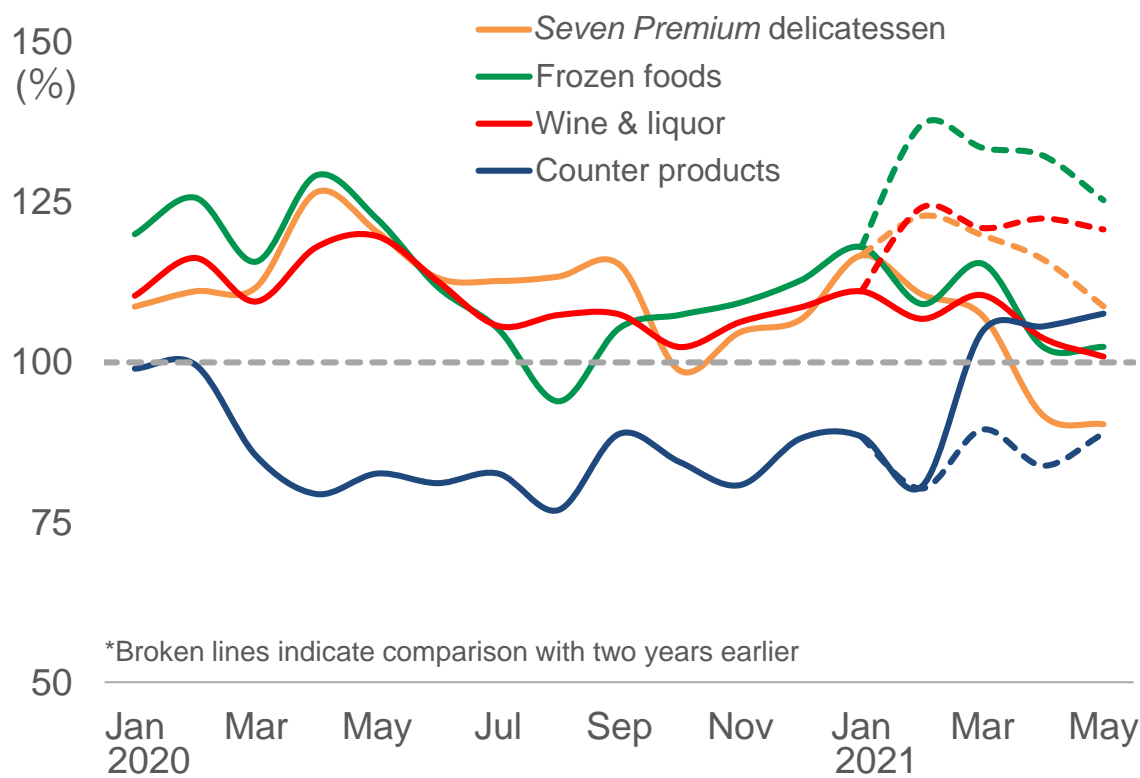


Domestic CVS Operations: Seven-Eleven Japan (2)

Average spending per customer



Sales by merchandise category



Decrease in stores visited per shopping trip

Increase in bulk buying



Accelerating shift to smaller commercial areas

Growing need for home-cooking products

Growth in food ingredients (vegetables, fruits, etc.)



Diversifying usage

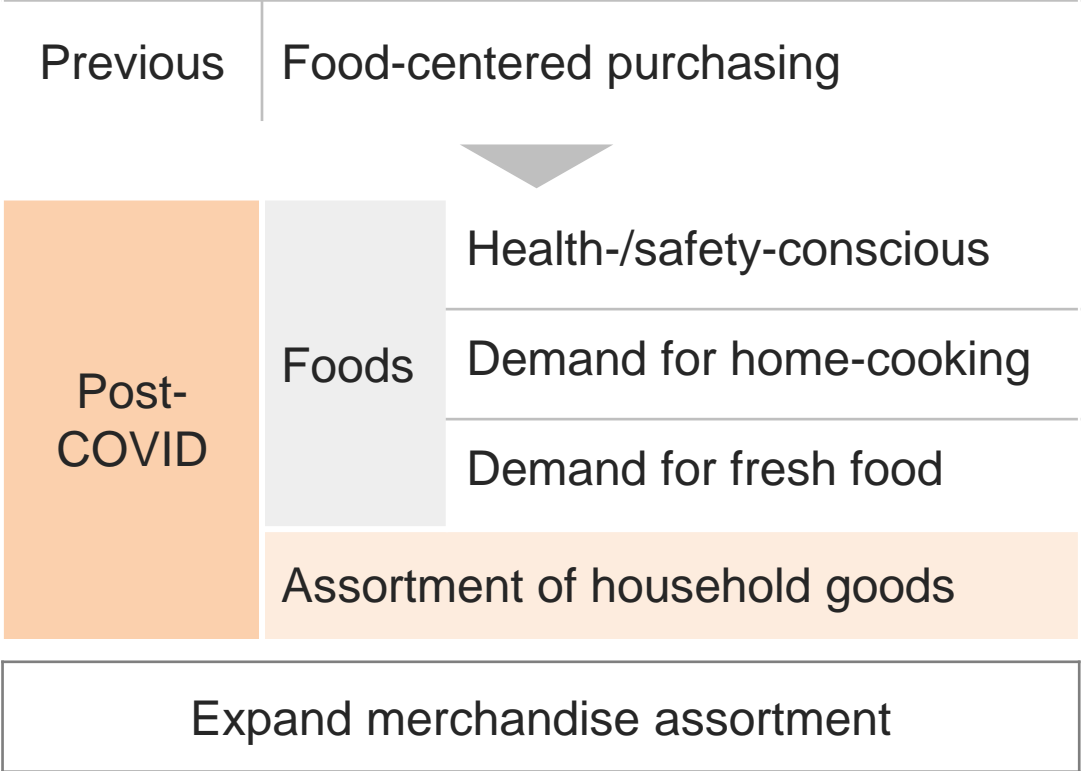
Domestic CVS Operations: Seven-Eleven Japan (3)

Changes in purchasing behavior

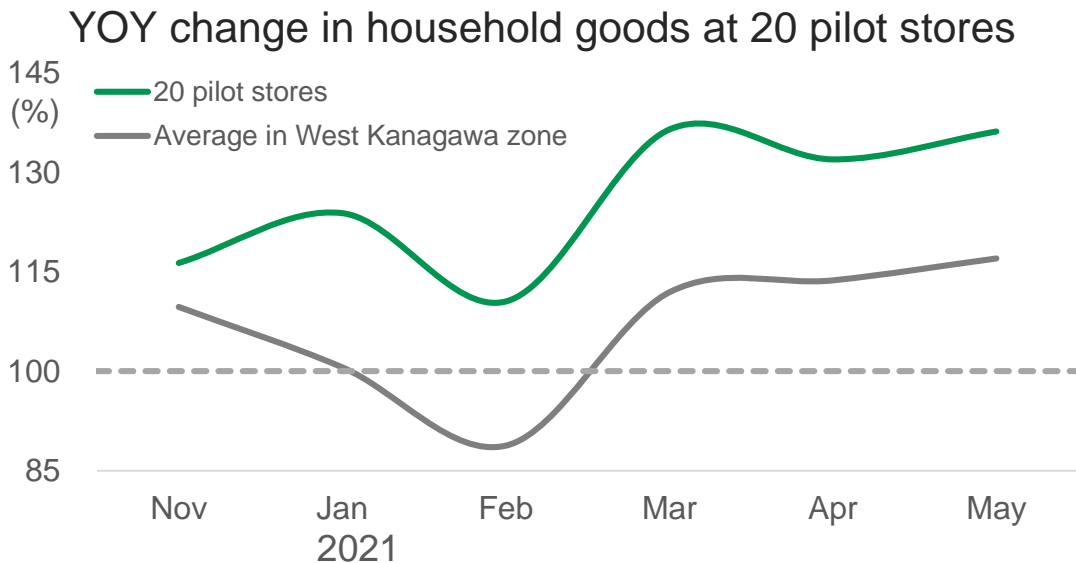
Location-specific merchandise assortment

Layout tailored to product assortment

Changes in 7-Eleven patronage



DAISO products sales test verification



Sales growth for household, recreational, and cleaning products

Address demand for one-stop shopping

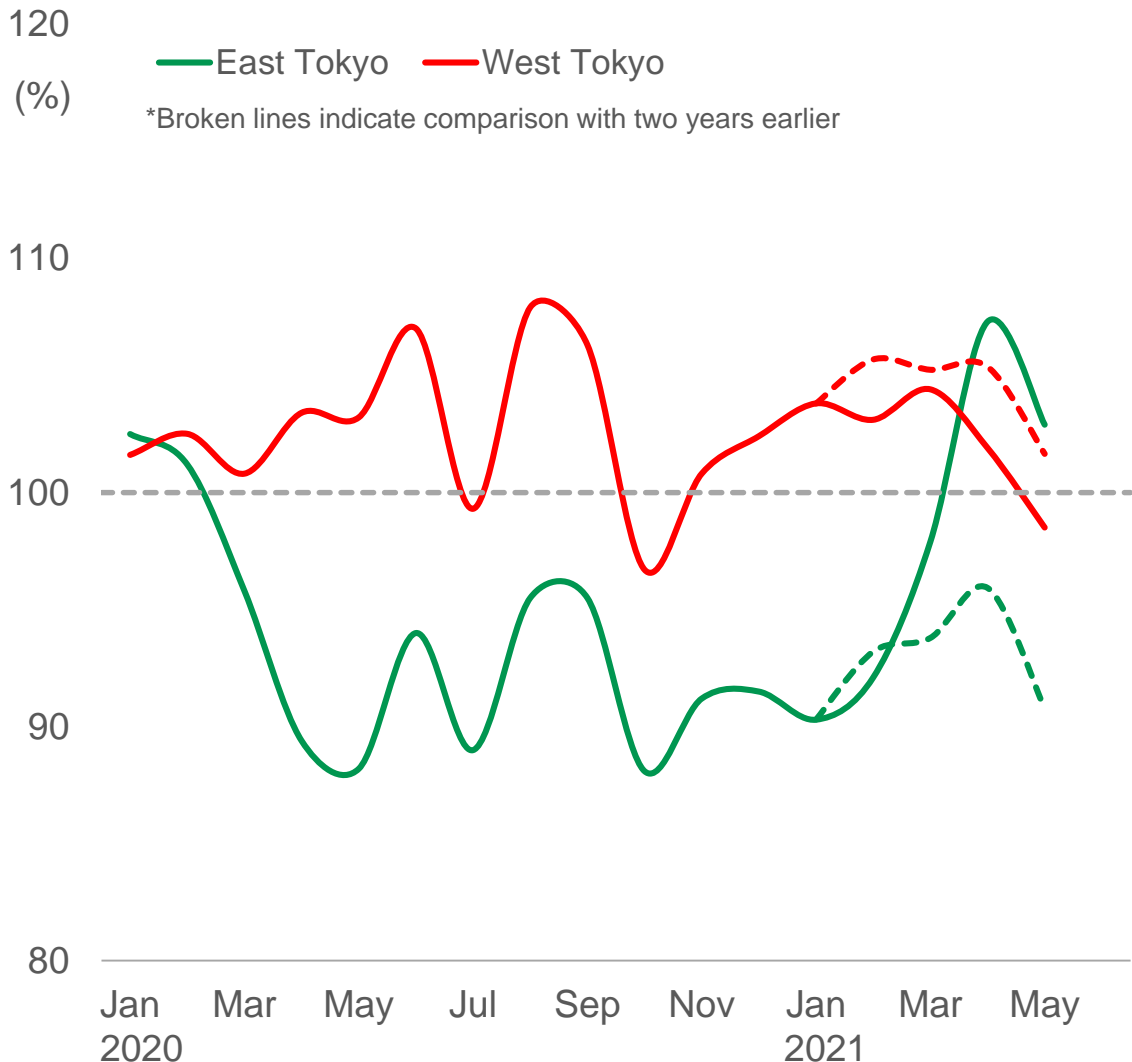
DAISO products sales test (From Dec 2020)

At 64 stores in Shonan area* with 3 or 5 gondola shelves

*As of May 2021

Domestic CVS Operations: Seven-Eleven Japan (4)

Sales by store location



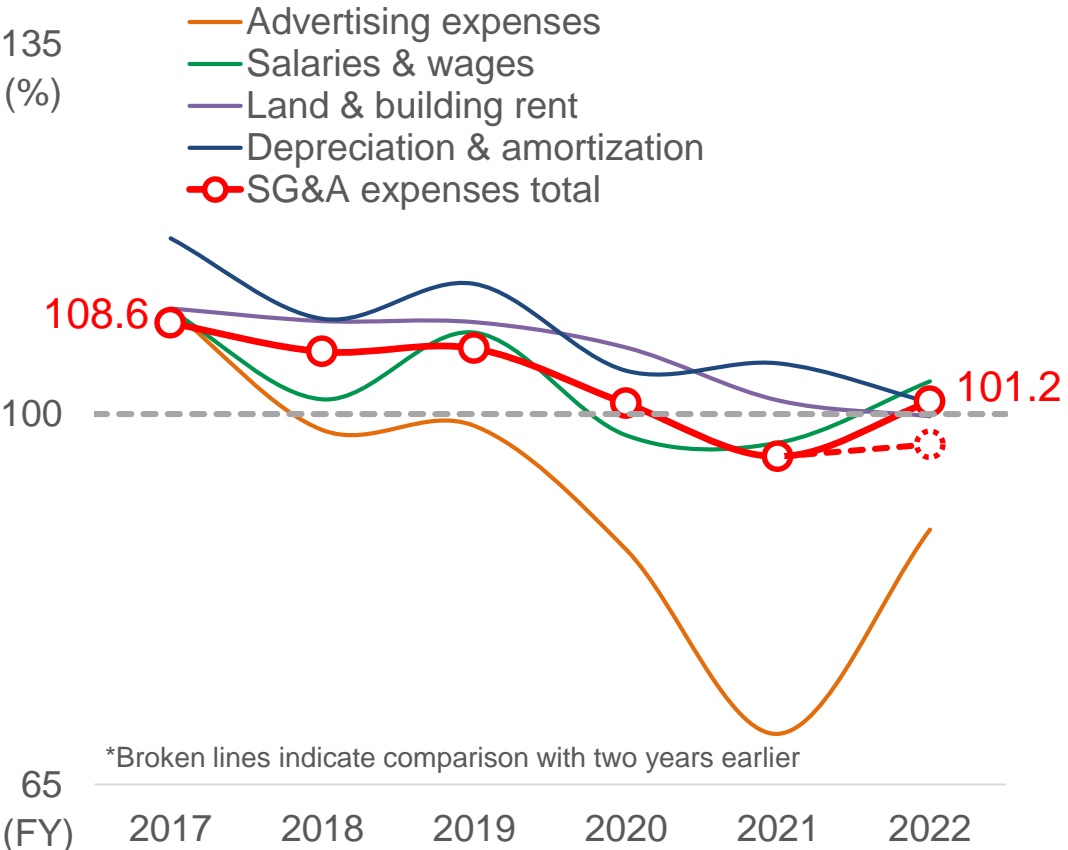
Deepen optimization of sales floor to the commercial areas

	Stores in residential areas and suburbs	Stores located at business sites
	New layout 2020	Verification of changes in commercial areas
As of the end of FY2021	Approx. 5,000	Approx. 680
Q1 FY2022	Approx. 6,000	Approx. 960
As of the end of FY2022 (planned)	Approx. 12,000	Approx. 1,500

Address the fact that stores at business sites are used like those in residential areas

Domestic CVS Operations: Seven-Eleven Japan (5)

Q1 YOY SG&A expenses



Cost restructuring at head office (from 2nd half of FY2020)

Accounting restructuring	Store development personnel optimization	Property rental fee optimization
<ul style="list-style-type: none"> - Systematize operations (go paperless) - Internalization of outsourced operations - Consolidate district district offices 	<ul style="list-style-type: none"> - Optimize personnel through reassignments 	<ul style="list-style-type: none"> - Close unprofitable stores - Continue rent negotiations (consider balance between sales and rent)

Benefits of accounting reforms (main improvements)

- Improved productivity of accounting operations
- Reduced delivery of administrative records
- Internalization of outsourced operations
- Reduced floor space of district offices

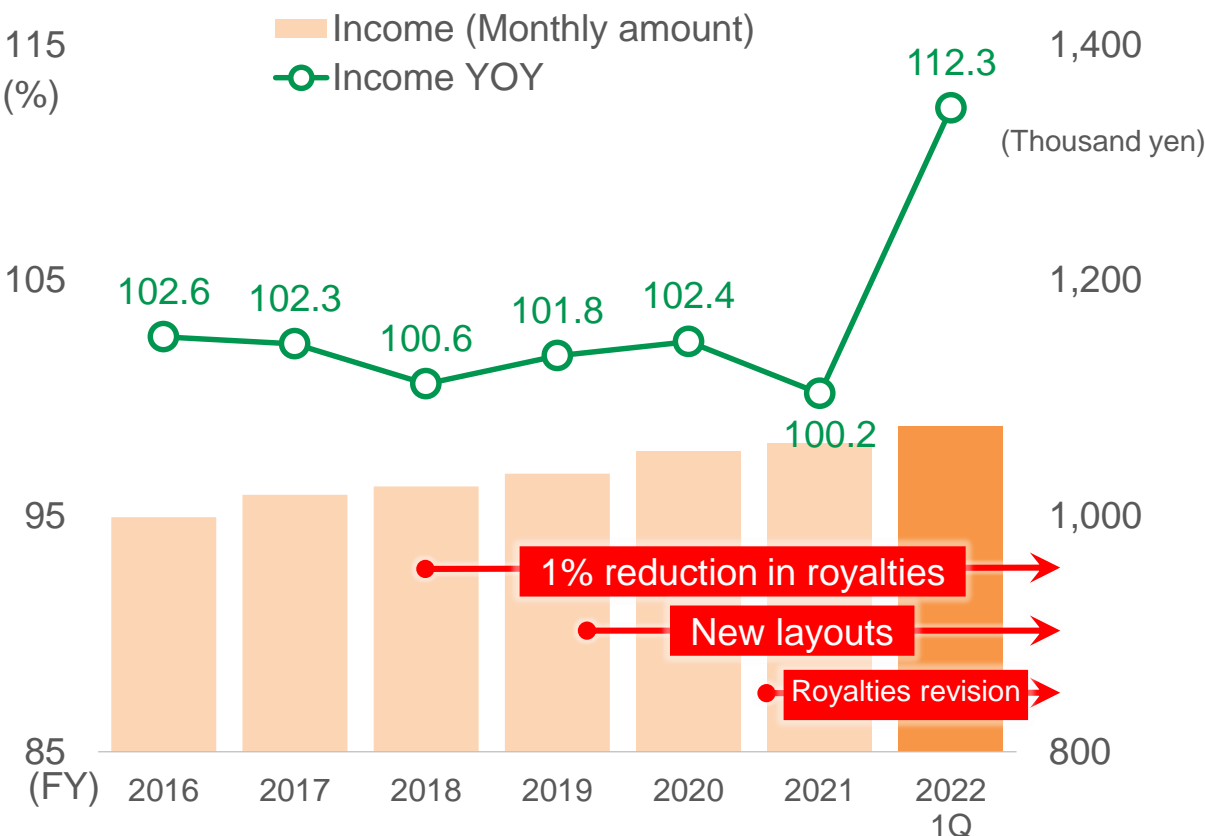
FY2021
Approx. ¥(1.0)B
 (vs. FY2019)

Total SG&A expenses lower than FY2020

Steady progress in cost restructuring

Domestic CVS Operations: Seven-Eleven Japan (6)

Income YOY in franchised stores



Targeting sustainable growth

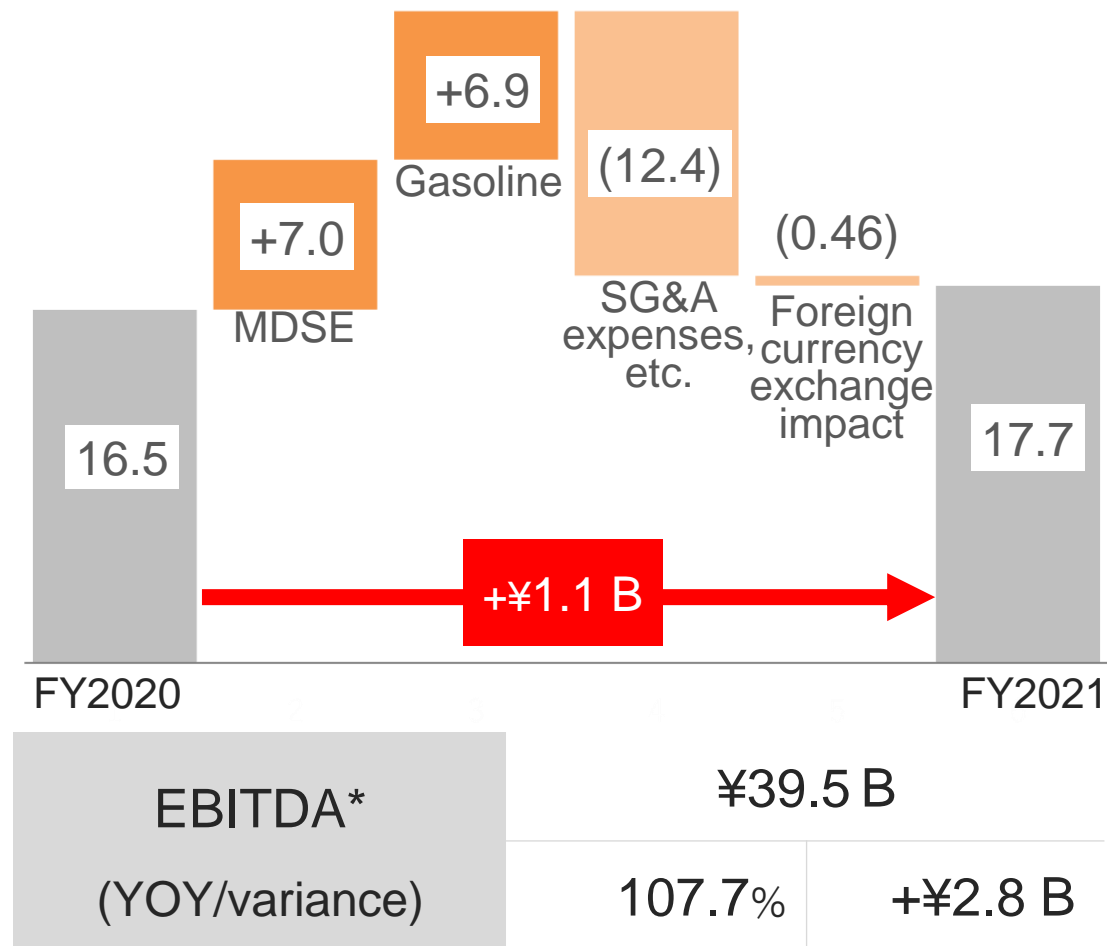
FY2021	Strengthening ties between franchisees and head office	
	Royalties revision COVID support measures	Food loss reduction (Ethical PJ, extend long-lasting freshness)
FY2022	Strengthened communication with franchisees	Improve efficiency of store operations (introduction of self-checkout, etc.)
	Expansion strategy to increase franchisees' profits	
	Increase sales (promote location-specific measures)	Deepen store counseling
	Address last-mile needs (expand online convenience store offerings)	Improve efficiency of store operations (using IT)
	Implement effective sales promotions	ESG (environmentally friendly stores)

Shift focus to aggressive support to increase sales and gross profit and thus achieve bottom-line growth

* FY2020 figures include COVID-related support for franchisees

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

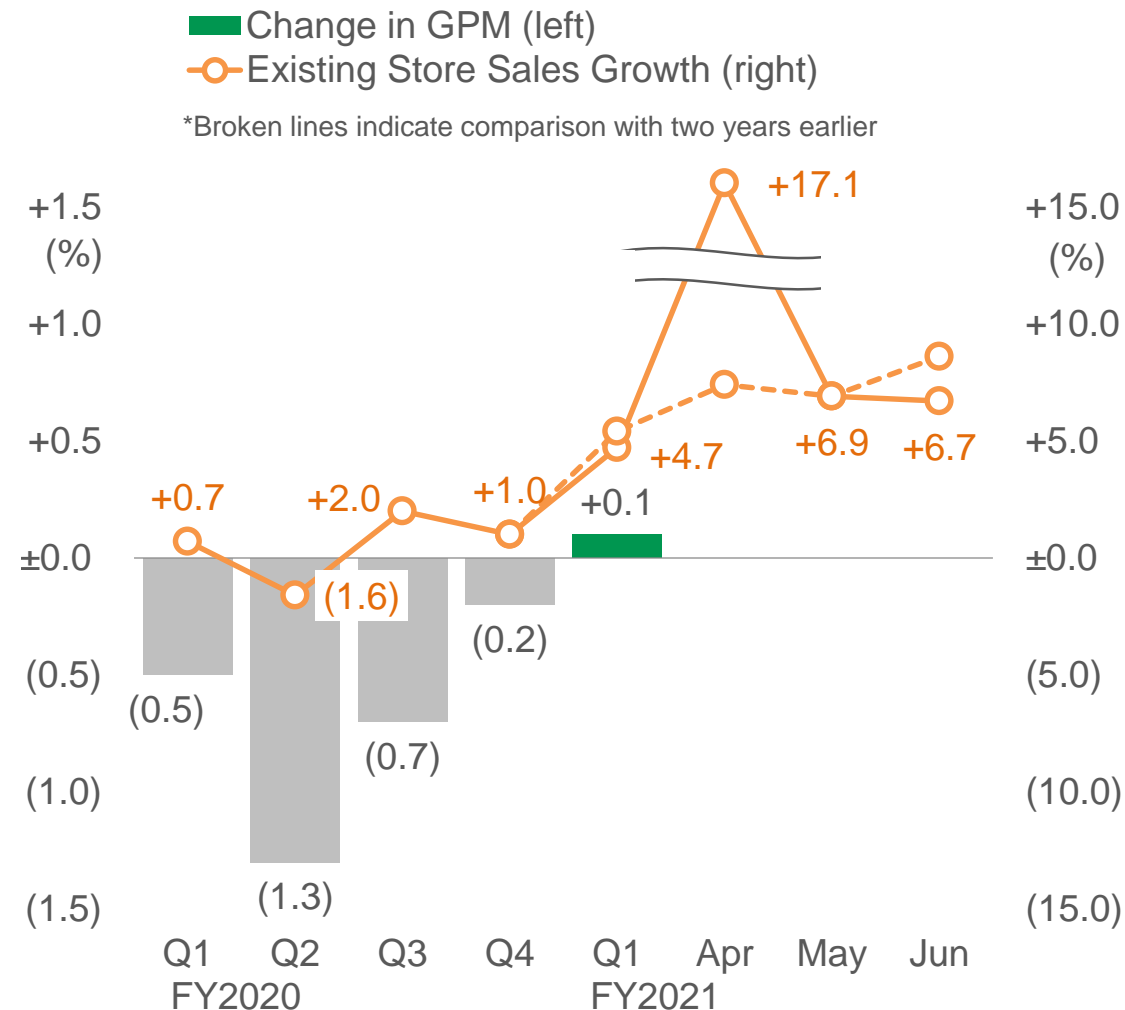
YOY change of operating income (billions of yen)



*Operating income + Depreciation and amortization

Existing store sales & GPM

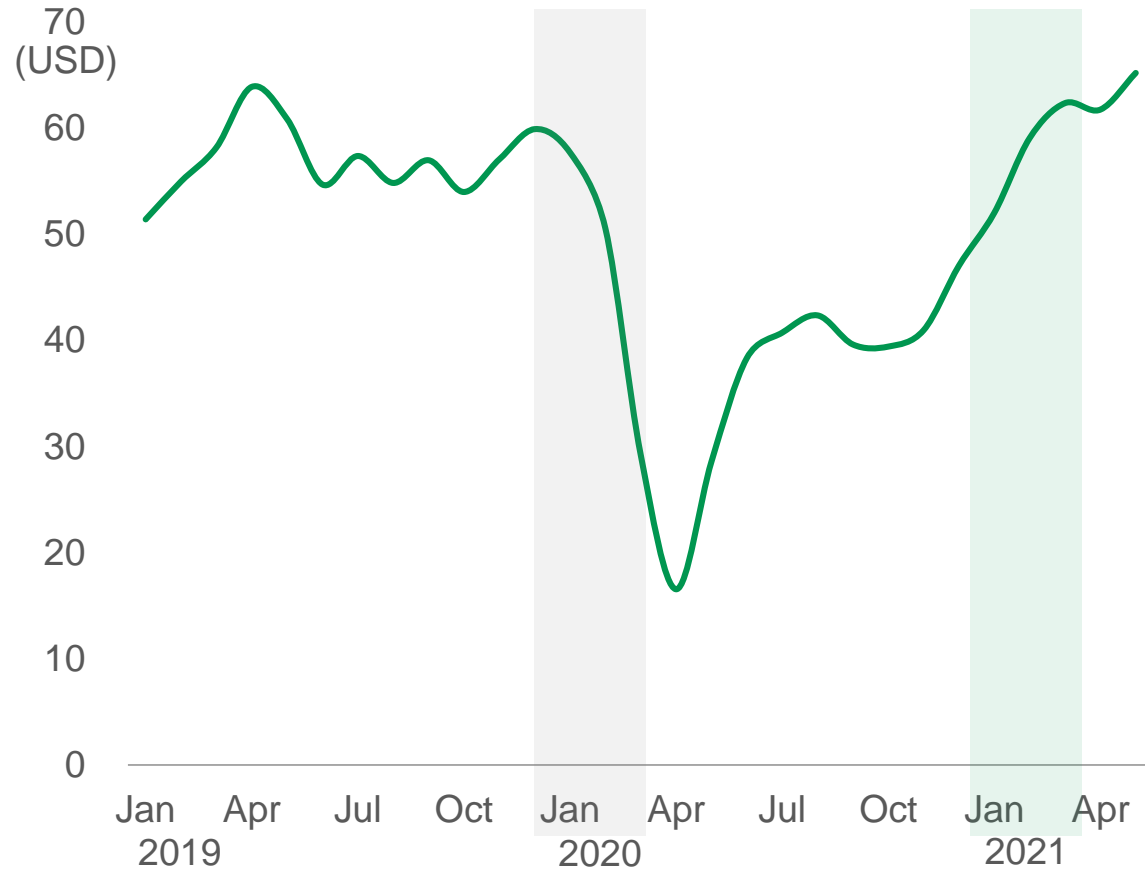
(Figures on June are preliminary estimates)



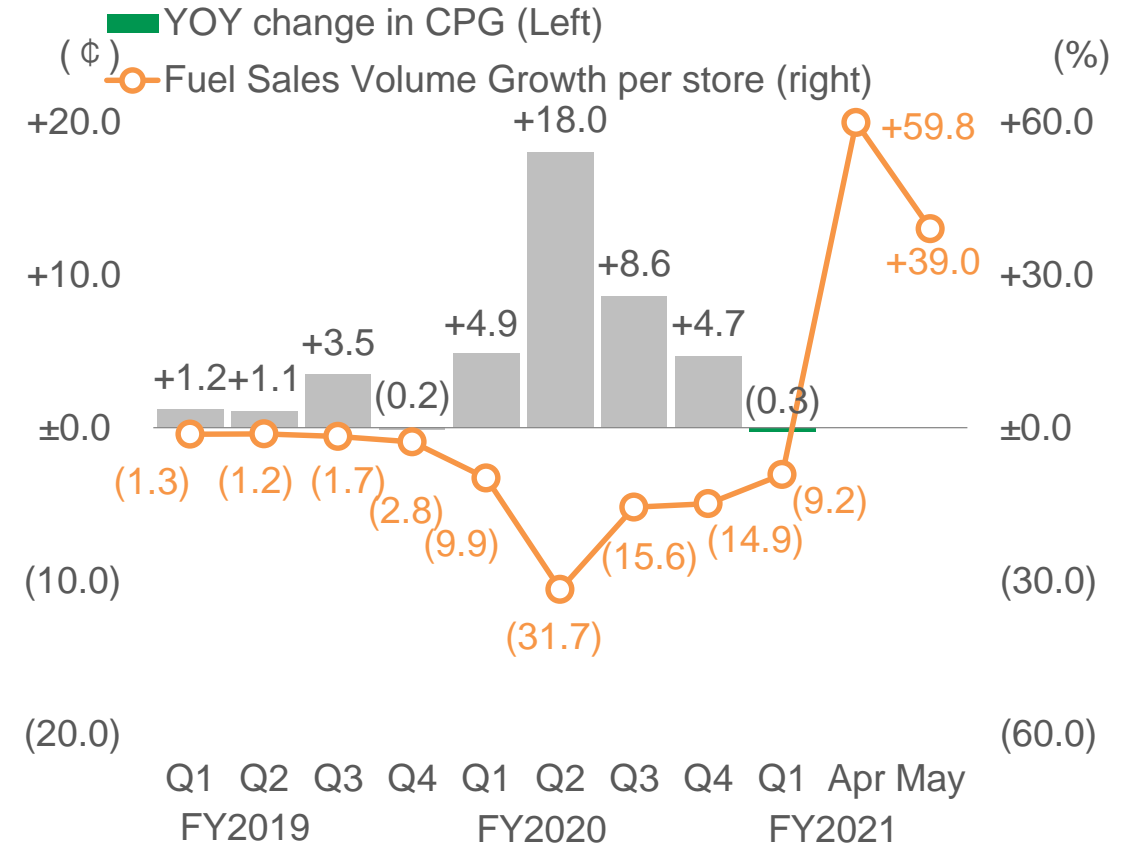
*Broken lines indicate comparison with two years earlier

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

Crude Oil Price (WTI)



Fuel Sales Volume & GP (CPG)



2021 Q1 Fuel Margins: **+\$64M (+15.8%)**

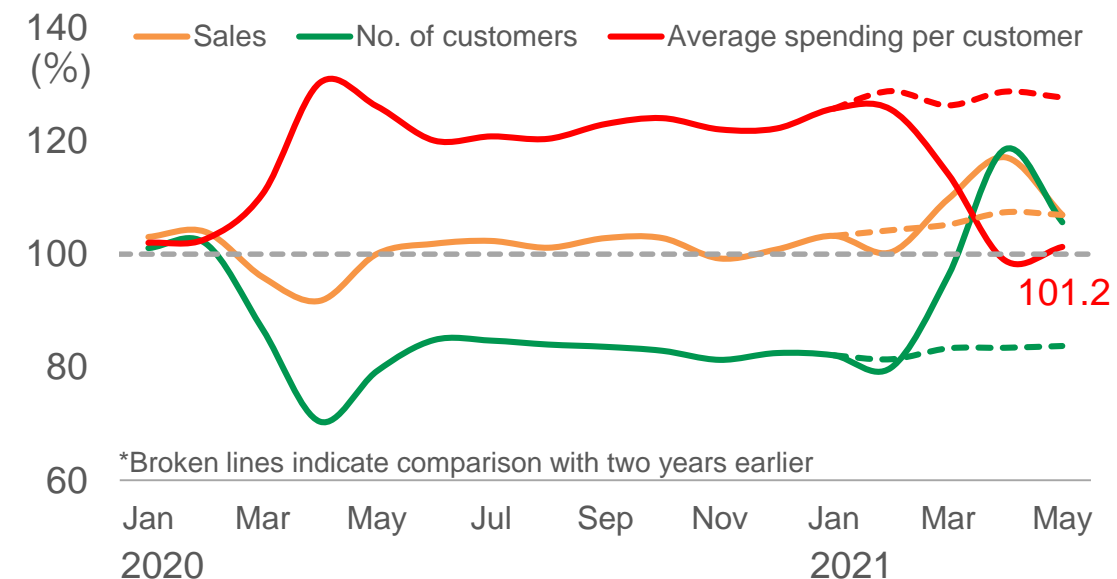
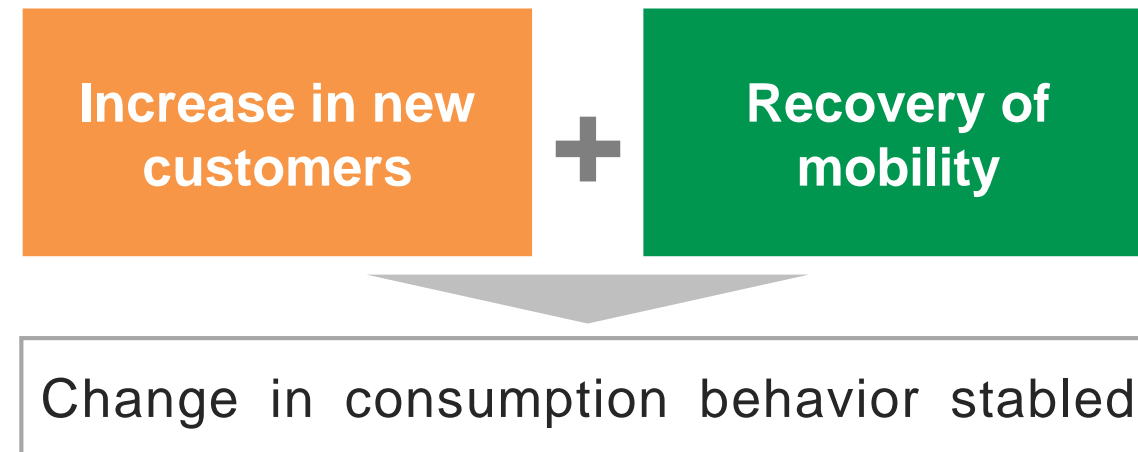
Overseas CVS Operations: 7-Eleven, Inc. (3)

Change in customer behavior (Jan - May)

Growing categories since COVID-19		
Sales vs PY (%)	2020	2021
Frozen Food	114.3	113.4
Alcoholic beverages	116.4	106.7
Non-Foods (daily necessities)	107.4	115.1

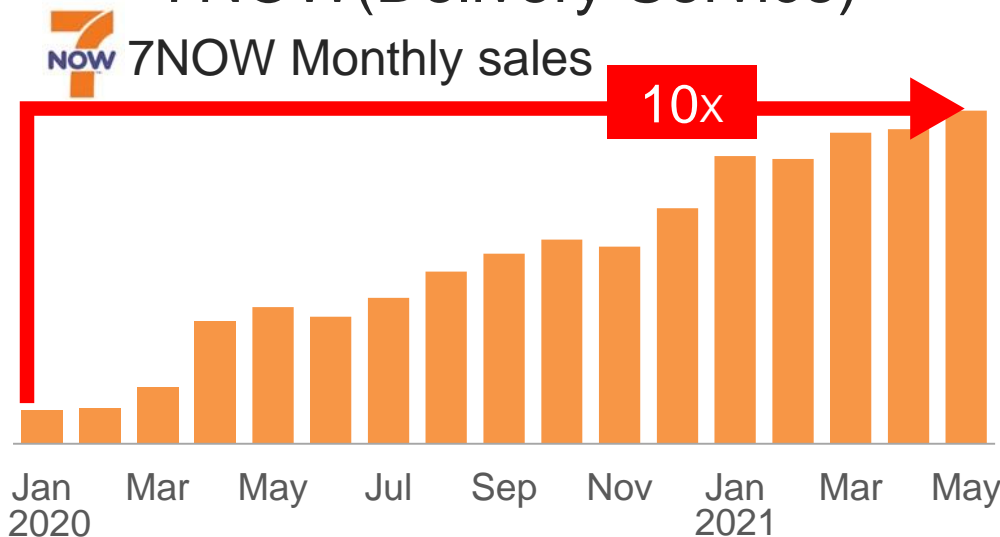
Categories exceeded 2019 results		
Sales vs 2019 (%)	2020	2021
Hot Food	98.9	116.2
Non-alcoholic beverages	97.8	112.2
Processed Food (Snacks etc.)	95.0	103.9

Sales growth continues



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

7NOW(Delivery Service)



Performance of 960 in advanced implementation stores which providing delivery service on May 2021

No. of transactions / day / store	15.6	(Approx. 3.9 times vs. Jan 2020)
Avg. Basket Size	\$14.27	(Approx. 1.7 times vs in-store basket)
Order-to-delivery Time	~33min	(Industry Leading)

Approx. 3,890 stores (as of May 2021)

Approach to the Restaurant Business

Providing high quality products using fresh ingredients prepared in the store.

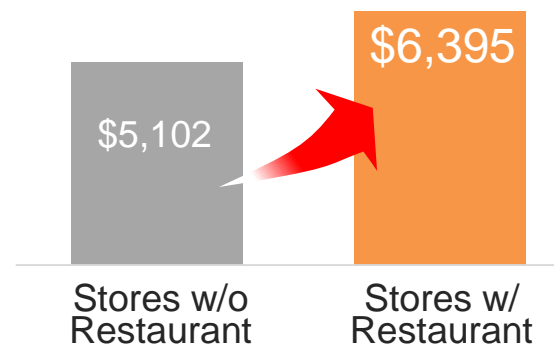
Offer Delivery + Drive-through

Expansion of demand for deliveries
Competitiveness with QSR

Increase in sales and profits

Lift APSD Sales

(Store w/ LAREDO TACO)
*FY2019 Actual (Pre-COVID)



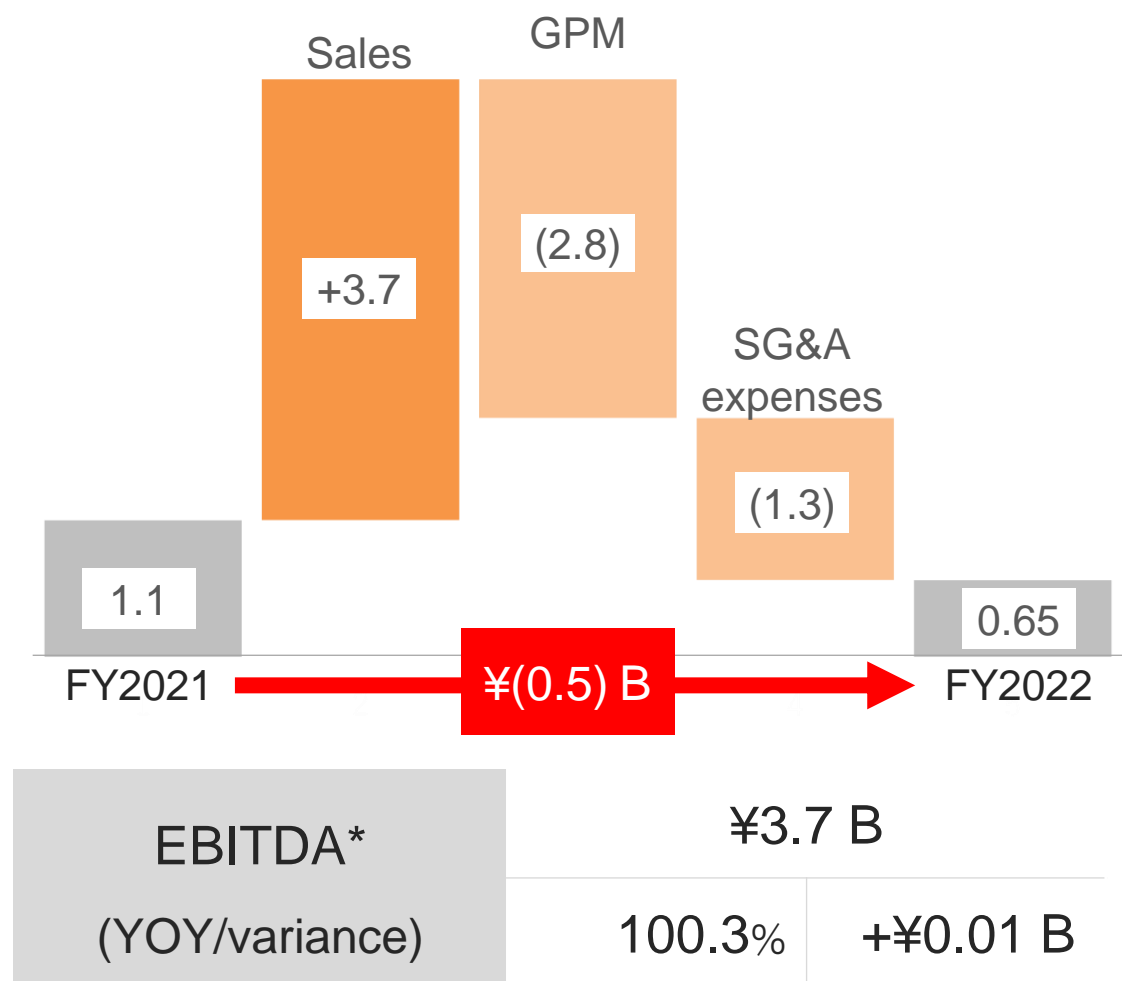
Restaurant Store Counts (Plan)

FY2021 Approx. 600 Stores



Superstore Operations: Ito-Yokado (1)

YOY change of operating income (billions of yen)



*Operating income + Depreciation and amortization

Factors in YOY change by store format

Stores that implemented structural reforms	+¥1.2 B
Transfer <i>Shokuhinkan</i> and THE PRICE to York*	¥(0.37) B
New stores / Closed stores	+¥0.17 B
Other stores	¥(1.5) B

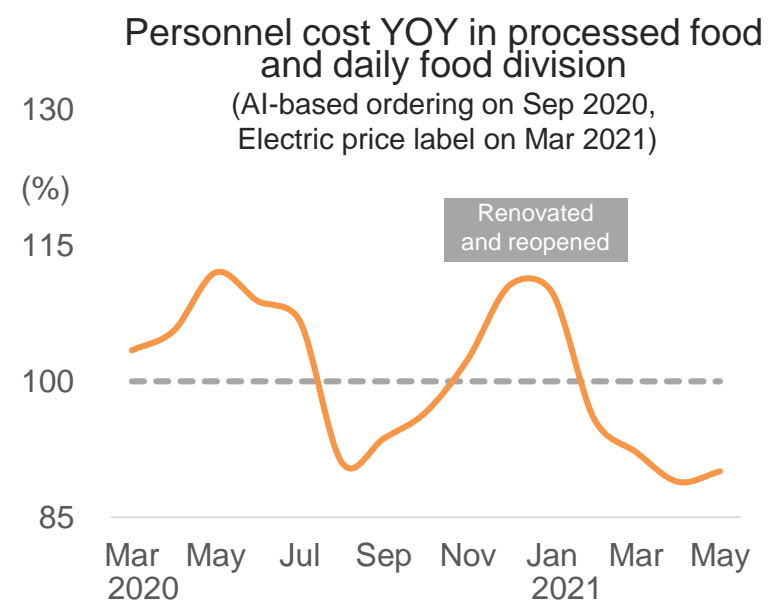
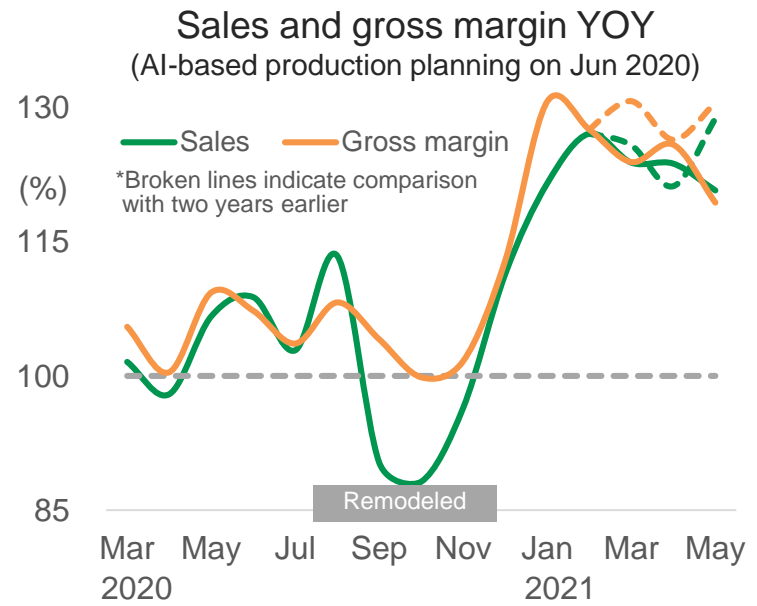
*20 stores were transferred from Ito-Yokado on Jun 1, 2020

Superstore Operations: Ito-Yokado (2)

Main efforts to improve productivity

Revenue growth		Enhance operational efficiency	
AI-based production planning	AI-based ordering, electric price label	Shopping-cart checkout	
All stores (lunch boxes, Sushi, and delicatessen)	All stores (processed foods, daily foods)	HIKIFUNE store	

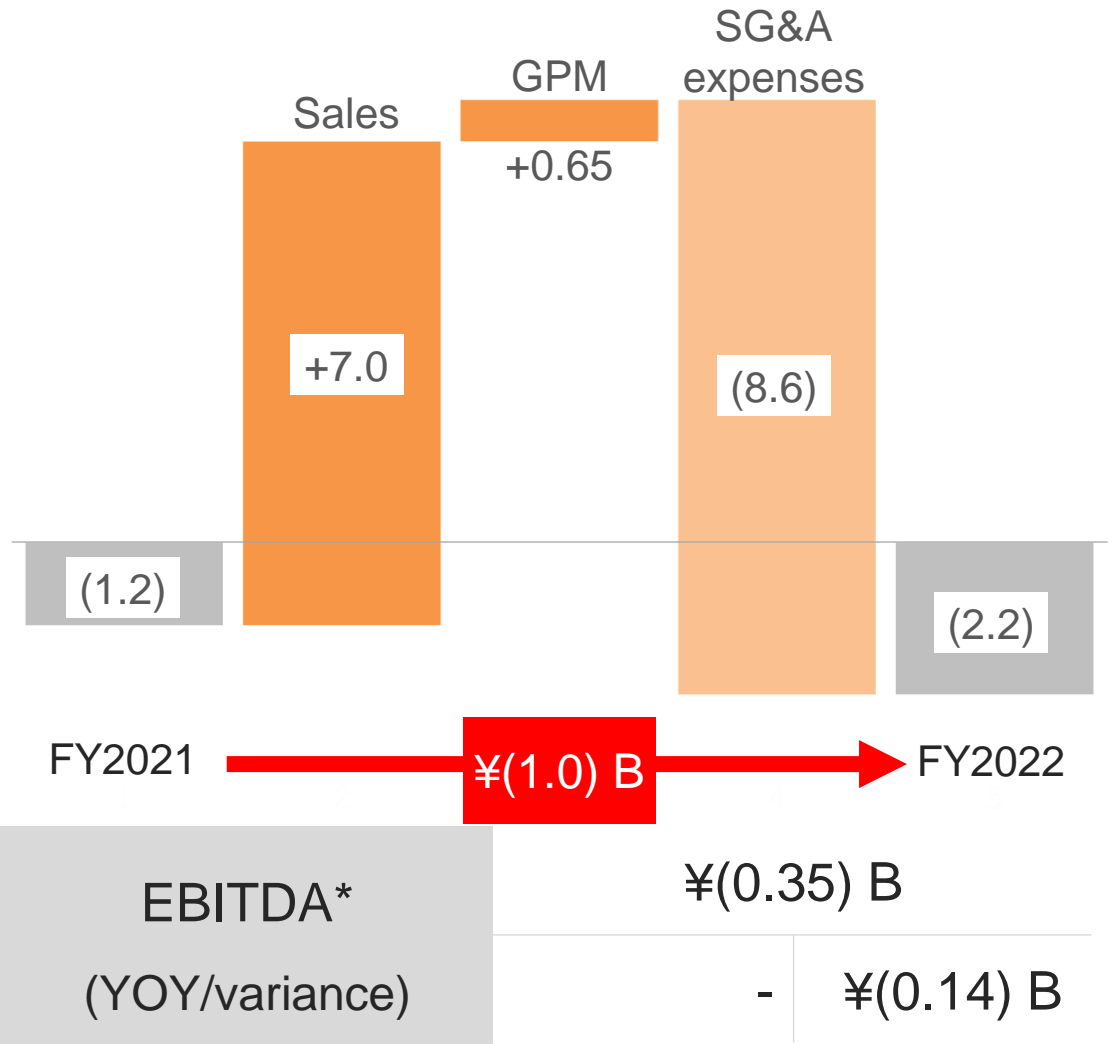
Pilot store (HIKIFUNE) verification (Renovated and reopened food section on Dec 2020)



Verify effectiveness of measures and promote initiatives

Department Store Operations: Sogo & Seibu

YOY change of operating income (Billions of yen)



*Operating income + Depreciation and amortization

Factors in YOY Change of operating income by business segment

Store-operating business	¥(0.27) B
Flagship stores in the Tokyo metropolitan area (5 stores)	¥(0.04) B
Regional / suburban stores (5 stores)	¥(0.3) B
Closed stores (5 stores)	+¥0.07 B
Corporate sales	¥(0.72) B

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

Financing and Cash & Deposit Balance

Financing for Speedway acquisition

	Timing	Amount
7&iHD bond issue	Dec 2020	¥350.0B
7&iHD borrowing	Jan 2021	¥482.0B
SEI bond issue	Feb 2021	\$10.95B (¥1,212.2B)
SEI borrowing	May 2021	\$2.25B (¥249.0B)
Total		¥2,293.2B

Interest-bearing debt and cash & deposit balance (As of May 2021)

(Billion yen)	Feb 28, 2021	May 31, 2021	Variance
Short-term loans	619.9	622.6	+2.6
Current portion of Long-term loans	509.3	524.6	+15.3
Current portion of bonds	631.9	1,833.8	+1,201.9
Interest-bearing debt total	1,761.2	2,981.1	+1,219.9
(Billion yen)	Feb 28, 2021	May 31, 2021	Variance
Cash & deposit	2,189.1	3,567.0	+1,377.9

Exchange rate : 1USD = 110.71JPY

Significant increase in cash and deposits in Q1 ahead of stock acquisition in Q2



Appendix

Q1 Revenues from Operations and Operating Income by Business Segment



(Billions of yen, %)

	Revenues from operations			Operating income		
		YOY	Variance		YOY	Variance
Consolidated	1,555.3	111.8	+163.5	77.5	108.6	+6.1
Domestic CVS operations	232.4	106.2	+13.5	60.3	116.8	+8.6
Overseas CVS operations	664.3	112.8	+75.2	12.3	107.5	+0.86
Superstore operations	451.6	105.5	+23.3	5.8	56.3	(4.5)
Department store operations	100.3	154.1	+35.2	(2.1)	-	(0.94)
Financial services	49.1	99.5	(0.24)	10.4	90.8	(1.0)
Specialty store operations	67.2	127.4	+14.4	(1.6)	-	+4.3
Others	6.1	146.9	+1.9	1.0	-	+1.7
Eliminations / corporate	(16.0)	-	+0.0	(8.6)	-	(2.9)

Exchange rate : 1USD = 106.09 JPY, 1CNY = 16.38 JPY

Q1 Operating Income of Major Operating Companies

(Billions of yen, %)

	Operating income			Existing store sales growth	Merchandise GPM variance
		YOY	Variance		
Seven-Eleven Japan	60.3	115.6	+8.1	+3.3	(0.2)
7-Eleven, Inc. [Millions of dollar]	17.7 [167]	106.8 [109.6]	+1.1 [+14]	+4.7	+0.1
Ito - Yokado	0.65	56.2	(0.5)	+13.7 [incl. tenants]	(0.4)
York - Benimaru (Incl. Life foods)*	4.7	65.8	(2.4)	(1.0)	(1.0)
Sogo & Seibu	(2.2)	-	(1.0)	+73.4	+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.

Q1 Special Losses

(Billions of yen)

	FY2021	FY2022	Variance	Major factors for the variance
Special losses	40.6	12.4	(28.1)	Mainly decrease in loss related to COVID-19
Loss on disposals of property and equipment	2.4	3.4	+0.96	Increase mainly in remodeling
Impairment loss	3.6	2.0	(1.6)	FOC*[(1.4)]: Business reorganization in previous year in line with the Tokyo metropolitan area food strategy
Restructuring expenses	1.5	0.49	(1.0)	IY [(1.0)]: Mainly in store closures and personnel measure in previous year
Loss related to novel coronavirus (COVID-19)	29.5	5.4	(24.0)	SEJ [(4.2)] Franchisee support money [(3.0)], Cost of infection prevention and control [(0.61)], etc. SEI [(0.54)] Cost of infection prevention and control [(0.28)], Payment of employee allowances [(0.25)], etc. IY [(5.6)] Transfer of fixed costs [(5.2)] SS [(8.2)] Transfer of fixed costs [(8.1)] Others Loft [(1.0)], 7FS[(0.85)], YB[(0.54)], AH[(0.33)]

*FOC: Forecast Co., Ltd.

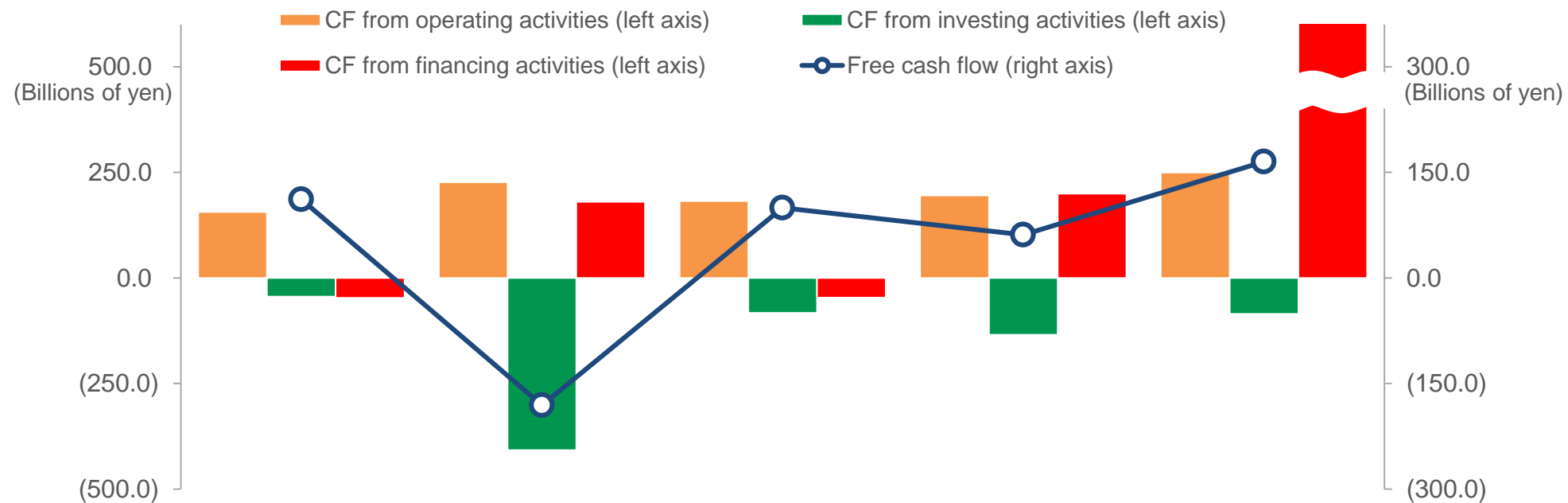
Consolidated B/S Summary (As of May 31, 2021)

(Billions of yen)

Assets (Main items only)	Feb 28 2021	May 31 2021	Variance
Current assets	3,350.2	4,684.4	+1,334.1
Cash and bank deposits	2,189.1	3,567.0	+1,377.9
Cash and due from banks at Seven Bank	925.4	949.4	+23.9
Notes and accounts receivable-trade	318.1	345.0	+26.9
ATM-related temporary payments	216.4	89.6	(126.8)
Non-current assets	3,594.0	3,710.2	+116.2
Property and equipment	2,206.0	2,286.9	+80.9
Buildings and structures, Net	994.0	1,038.9	+44.8
Land	746.2	756.5	+10.2
Intangible assets	645.8	684.1	+38.2
Investments and other assets	742.1	739.1	(3.0)
Deferred assets	2.5	2.4	(0.18)
Total assets	6,946.8	8,397.0	+1,450.2

Liabilities and net assets (Main items only)	Feb 28 2021	May 31 2021	Variance
Total liabilities	4,115.4	5,452.4	+1,336.9
Current liabilities	2,782.4	2,889.3	+106.8
Notes and accounts payable-trade	385.2	419.3	+34.0
Short-term loans	619.9	622.6	+2.6
Current portion of bonds Current portion of long-term loans	213.6	232.2	+18.6
Deposits received	236.4	315.1	+78.7
ATM-related temporary advances	130.1	48.8	(81.3)
Deposits received in banking business	741.4	723.4	(18.0)
Non-current liabilities	1,333.0	2,563.1	+1,230.0
Bonds	565.0	1,766.9	+1,201.9
Long-term loans	362.5	359.2	(3.3)
Total net assets	2,831.3	2,944.5	+113.2
Total liabilities and net assets	6,946.8	8,397.0	+1,450.2

Q1 Consolidated Statements of Cash Flows



(Billions of yen)	FY2018	FY2019	FY2020	FY2021	FY2022	vs. FY2021
CF from operating actives	155.8	226.9	182.2	195.5	249.9	+54.3
CF from investing actives	(44.4)	(407.6)	(82.5)	(134.4)	(84.8)	+49.5
Free cash flow	111.4	(180.7)	99.6	61.1	165.0	+103.8
CF from financing actives	(47.1)	180.1	(46.4)	199.7	1,099.4	+899.6
Cash and cash equivalents at end of period	1,271.1	1,290.6	1,364.2	1,614.1	3,562.4	+1,948.2

FY2022 Consolidated Financial Results Forecast

(Announced on July 1, 2021)



(Billions of yen, %)

	1H		2H		Full Year	
		YOY/Variance		YOY/Variance		YOY/Variance
Group's total sales*	6,275.0	115.7 +853.8	7,274.0	129.3 +1,650.2	13,549.0	122.7 +2,504.1
Revenues from operations	3,516.0	126.1 +727.5	4,522.0	151.8 +1,543.6	8,038.0	139.4 +2,271.2
Operating income	184.0	102.4 +4.2	196.0	105.0 +9.4	380.0	103.7 +13.6
Ordinary income	167.0	95.3 (8.2)	176.5	96.9 (5.6)	343.5	96.1 (13.8)
Net income attributable to owners of parent	90.0	124.1 +17.4	100.0	93.7 (6.7)	190.0	106.0 +10.7
Net income per share (yen)	101.93	+19.79	113.25	(7.64)	215.18	+12.15
EBITDA (Operating income + Depreciation and amortization + Amortization of goodwill)	337.4	109.3 +28.7	400.9	126.0 +82.6	738.3	117.8 +111.4

* 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= 16.00JPY

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FY2022 Financial Results Forecast by Business Segment (New Business Segment)



(Billions of yen, %)

	Revenues from operations			Operating income		
		YOY	Variance		YOY	Variance
Consolidated	8,038.0	139.4	+2,271.2	380.0	103.7	+13.6
Domestic CVS operations	898.0	104.6	+39.2	245.6	105.1	+11.8
Overseas CVS operations	4,371.0	194.0	+2,117.6	116.3	117.9	+17.6
Superstore operations	1,844.0	101.8	+33.1	23.8	80.2	(5.8)
Department store and specialty store operations	768.0	112.2	+83.3	3.3	-	+20.7
Financial services	204.0	102.5	+5.0	33.1	68.8	(14.9)
Others	20.0	115.5	+2.6	(0.5)	-	+0.07
Eliminations / corporate	(67.0)	-	(9.7)	(41.6)	-	(15.8)

Exchange rate : 1USD = 107.00 JPY, 1CNY = 16.00 JPY

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.