



Financial Results Forecast for FY2022

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FY2022 Consolidated Financial Results Forecast

(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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Change in Business Segments

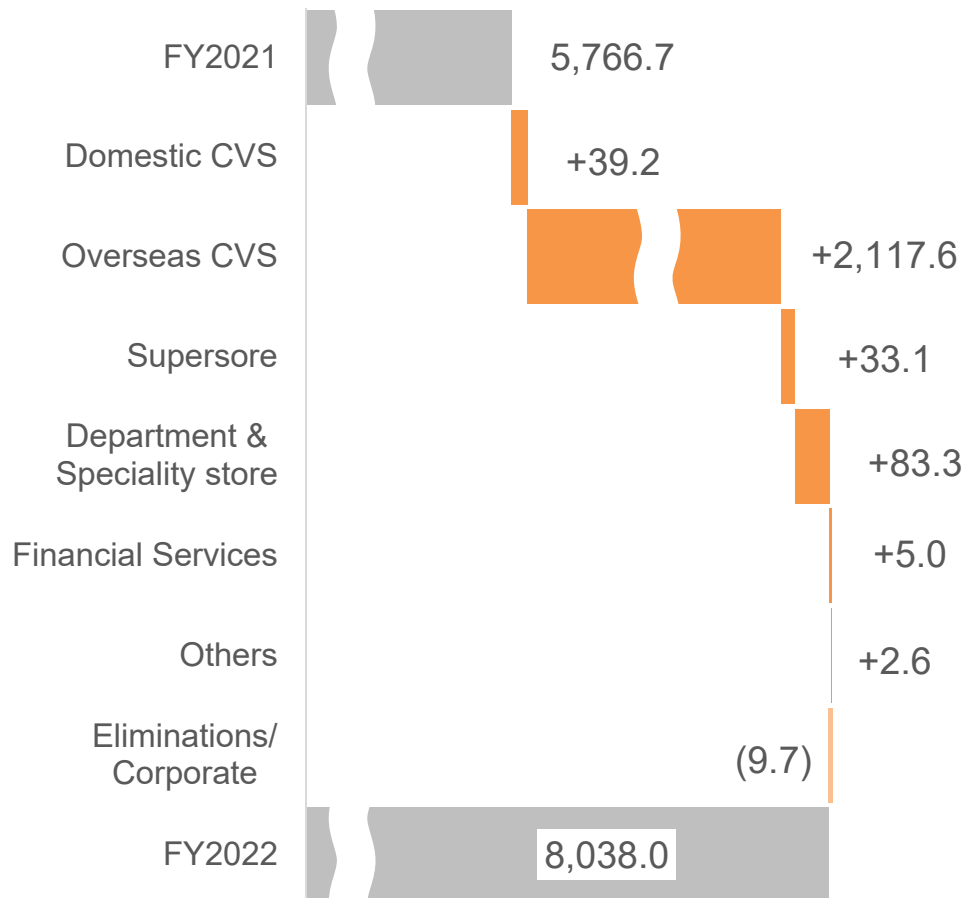
→ Segment changes
- - - → Transfer some of subsidiaries and affiliates beyond business segment

〔Before〕	〔After〕	〔Major Operating Companies〕
Domestic CVS operations	Domestic CVS operations	Seven-Eleven Japan Seven-Eleven Okinawa Seven-Meal Service
Overseas CVS operations	Overseas CVS operations	7-Eleven, Inc. SEJ Asset Management & Investment SEVEN-ELEVEN HAWAII SEVEN-ELEVEN (CHINA) INVESTMENT
Superstore operations	Superstore operations	Ito-Yokado, York-Benimaru, York SHELL GARDEN S-Will ⇒ Peace Deli
Department store operations	Department store & Specialty store operations	Sogo & Seibu Seven & i Asset Management Seven & i Food Systems Akachan Honpo THE LOFT Nissen Holdings
Financial services		
Specialty store operations	Financial services	Seven Bank Seven Financial Service Seven Card Service Seven CS Card Service
Others	Others	Seven & i Create Link Seven & i Net Media

YOY Change by Business Segment

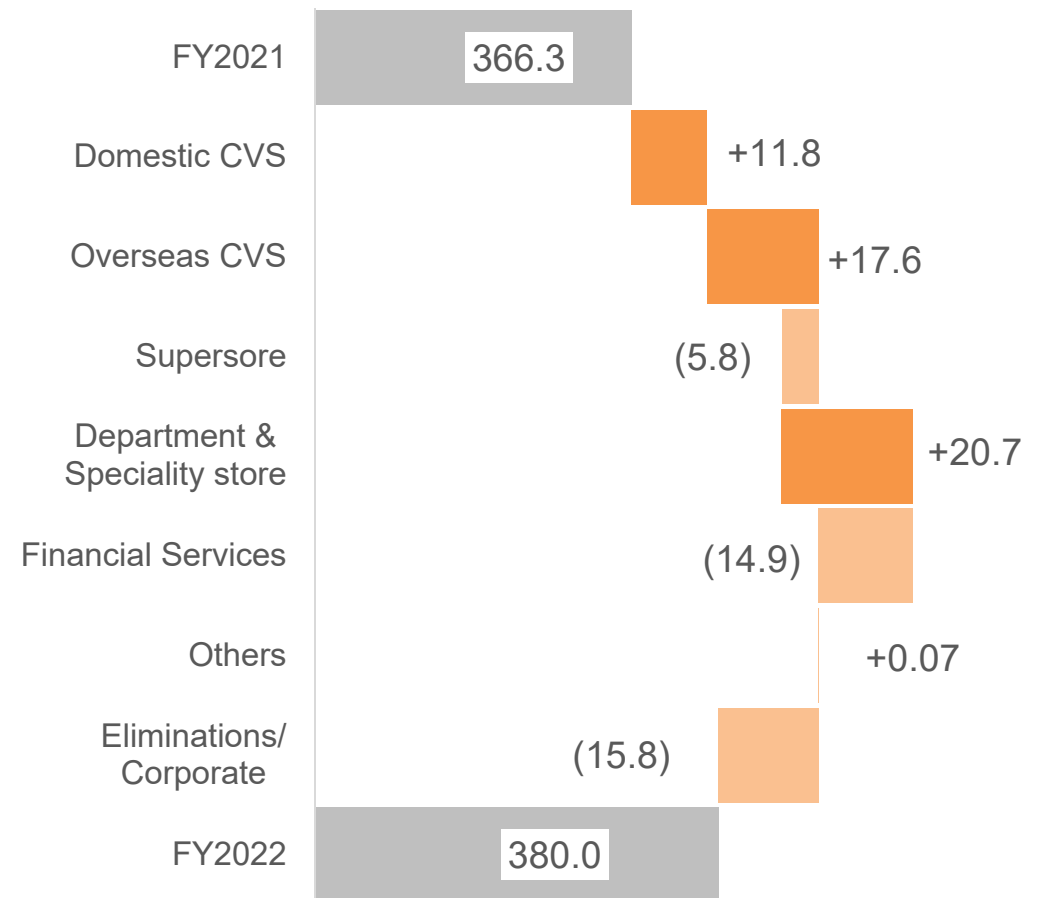
Revenues from operations

(Billions of yen)



Operating income

(Billions of yen)



FY2022 Forecast for Major Operating Companies

(Billions of yen, %)

	Operating income		Existing store sales growth	Merchandise GPM variance	
		YOY			Variance
Seven-Eleven Japan	245.0	105.0	+11.6	+2.0	+0.1
7-Eleven, Inc. [Millions of dollar]	179.2 [1,674]	150.3 [150.0]	+59.9 [+558]	+4.5	(0.4)
Ito-Yokado	5.0	64.3	(2.7)	+4.2 [incl. tenants]	(0.1)
York-Benimaru <Incl. Life Foods*>	18.4	89.7	(2.1)	(2.0)	(0.3)
Sogo & Seibu	0.5	-	+7.1	+20.0	+0.8

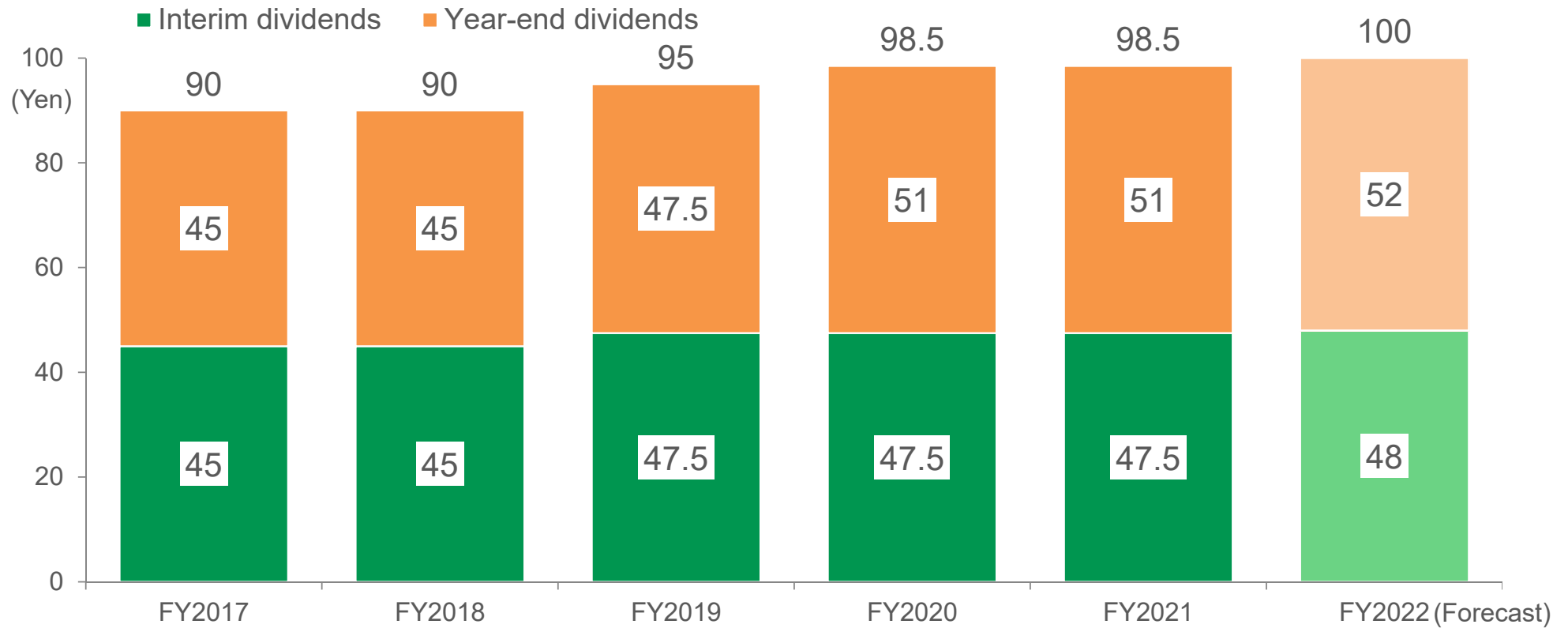
* Life Foods is a wholly owned subsidiary which produces and sells delicatessen in York-Benimaru stores.
The combined operating income for York-Benimaru and Life Foods represents internal management reporting figures.

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Shareholder Return

Trends in Dividends per Share



Dividends payout ratio (%)	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022 (Forecast)
	82.3	43.9	41.4	39.9	48.5	46.5