



Presentation for the First Quarter of FY2022

(Year Ending February 28, 2023)

July 7, 2022

Yoshimichi Maruyama

Director & Managing Executive Officer,

General Manager of the Corporate Finance & Accounting Division

Seven & i Holdings Co., Ltd.

Fiscal years are indicated by the year in which that fiscal year begins, starting from the first quarter of the fiscal year ending February 28, 2023.

	FY indicated by	Domestic Mar. 1, 2022~Feb. 28, 2023	Overseas Jan. 1, 2022~Dec. 31, 2022
【Before】	the end of the FY	FY2023	FY2022
【After】	the beginning of the FY	FY2022	FY2022

— TODAY'S

AGENDA

1

Q1 Results

2

Revision of Full-Year
Forecasts

— TODAY'S

AGENDA

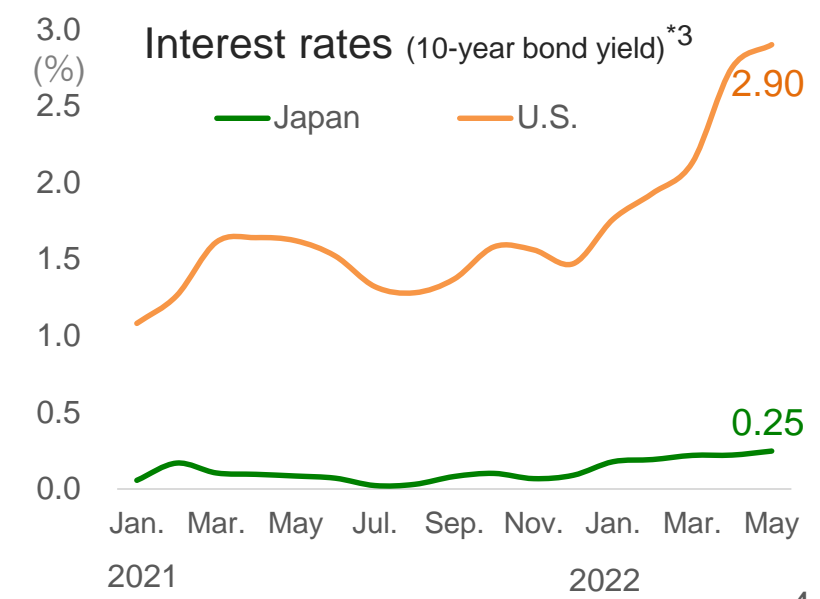
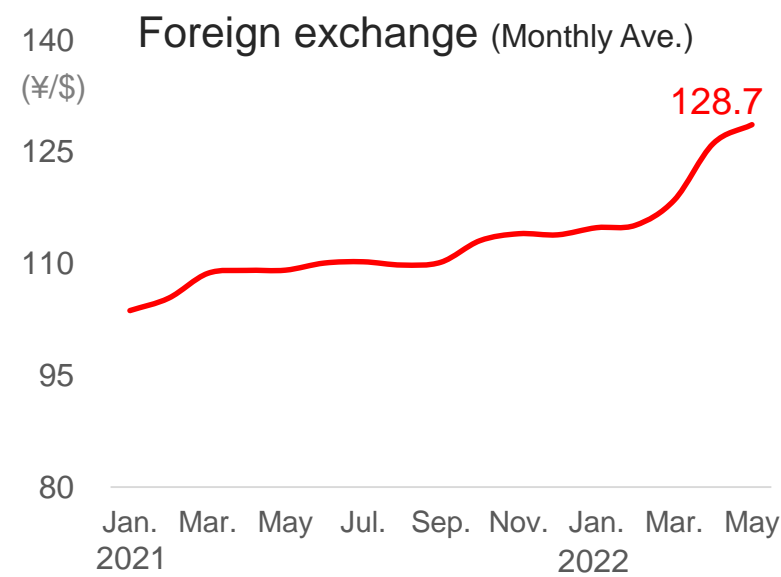
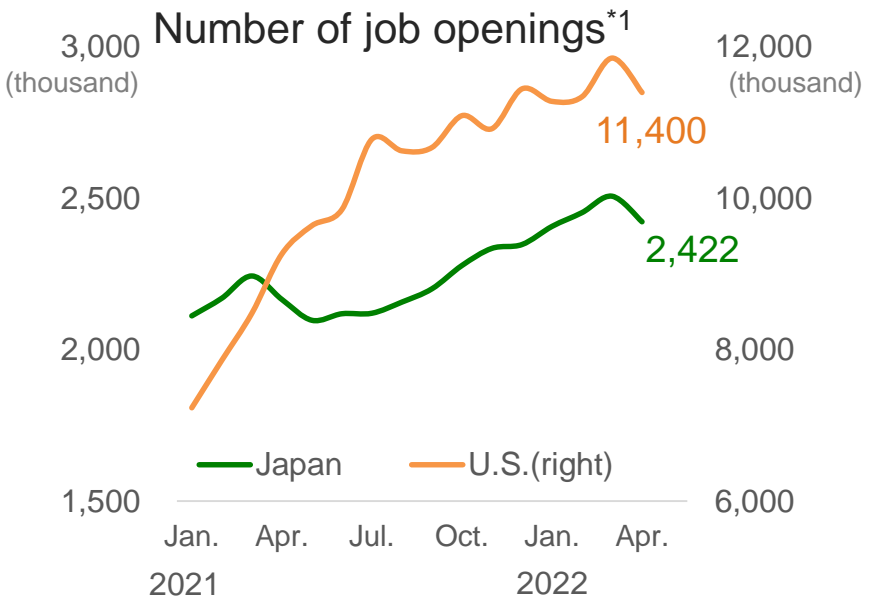
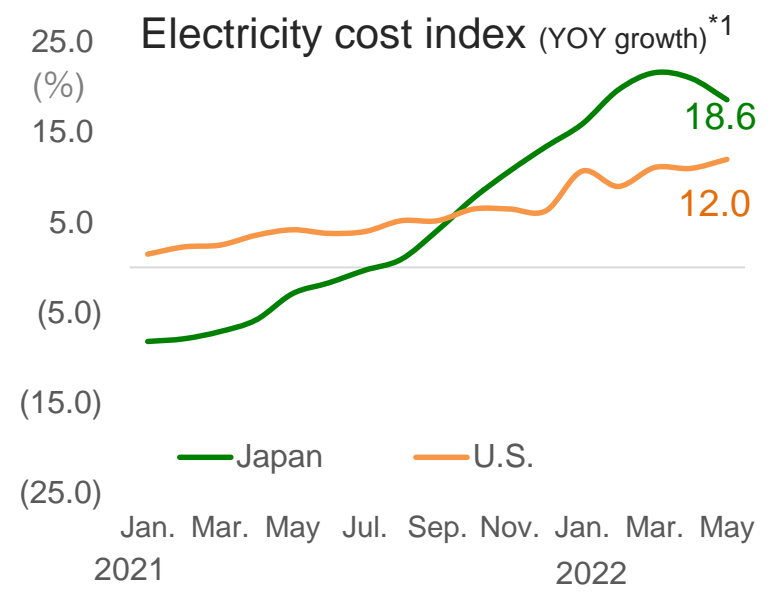
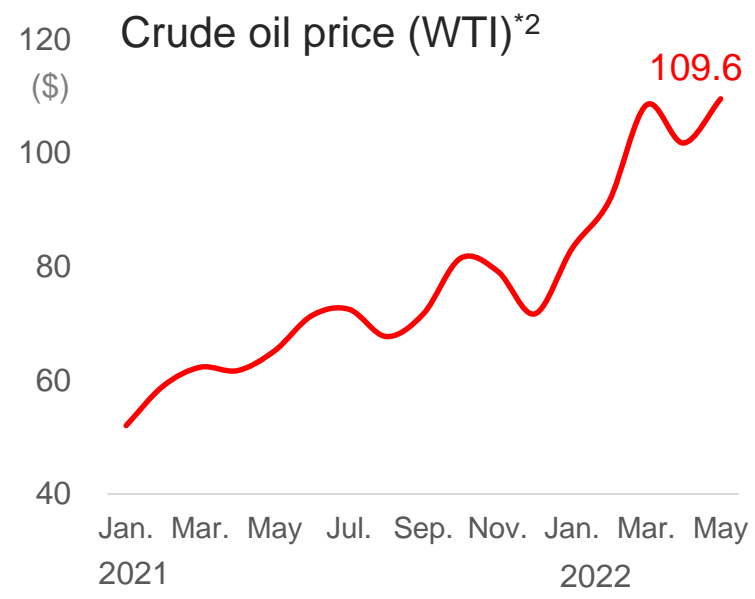
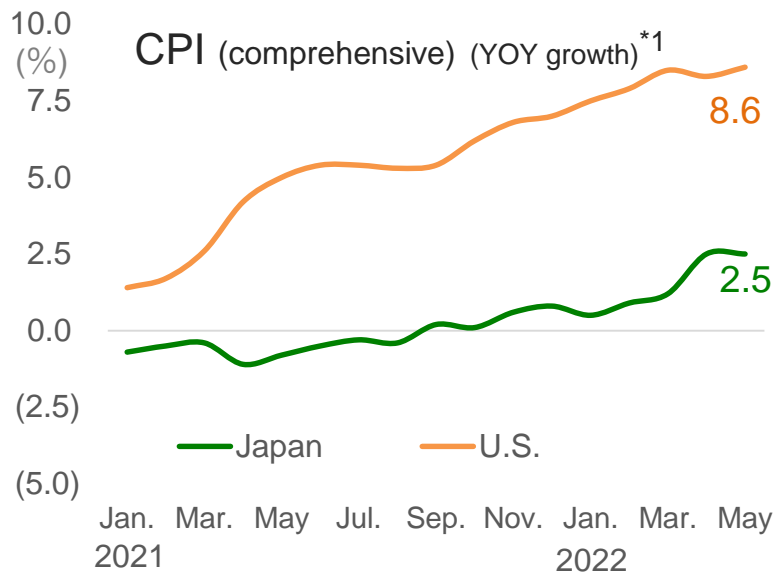
1

Q1 Results

2

Revision of Full-Year
Forecasts

External Environment



Source: *1 e-Stat, BLS, *2 EIA, *3 Bank of Japan, FRED

Responding to Cost Increase

Measures to improve GPM

SEJ	IY	YB	SEI
<ul style="list-style-type: none"> • Change merchandise standard • Offer high quality and differentiated fresh food • Plan fair 	<ul style="list-style-type: none"> • Innovate and provide value with private brands • Enhance delicatessen sales • Set an appropriate price 	<ul style="list-style-type: none"> • Review merchandise assortment • Develop high-value-added merchandise • Set an appropriate price 	<ul style="list-style-type: none"> • Offer high quality and differentiated fresh food • Innovate and provide value with private brands • Strengthen loyalty offers

Measures to improve SG&A efficiency (Q1 YOY Consolidated utility expenses +14.5 billion yen)

<ul style="list-style-type: none"> • Install self/smartphone register • Reform headquarters cost 	<ul style="list-style-type: none"> • Measures to improve productivity (Digital price card, self register) • Reform backroom at stores (Task integration etc.) 	<ul style="list-style-type: none"> • Reduce electricity usage and etc. • Reduce the use of consumables and etc. 	<ul style="list-style-type: none"> • Promote cost structure reform • Review contracts by CLC* • Monitor electricity usage and etc.
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*Cost Leadership Committee

Q1 Consolidated Results Highlight

(Billions of yen, %)

	Q1 FY2021	Q1 FY2022	YOY	Variance	Vs. Plan	Variance
Group's total sales*1	2,871.4	3,839.7	133.7	+968.2	103.6	+132.5
Revenues from operations	1,555.3	2,447.3	157.3	+891.9	106.0	+138.0
Gross revenues from operations [reference]	-	2,615.8	168.2	+1,060.4	105.1	+126.8
Operating income	77.5	102.3	132.1	+24.8	113.9	+12.4
Ordinary income	69.8	95.5	136.7	+25.6	115.1	+12.5
Net income attributable to owners of parent	43.0	65.0	151.2	+22.0	126.0	+13.4
EPS (yen)	48.72	73.65	151.2	+24.93	126.0	+15.22
EPS before amortization of goodwill (yen)	55.92	101.82	182.1	+45.90	118.5	+15.90
EBITDA*2	145.6	214.4	147.2	+68.7	107.4	+14.7

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

*2 Operating income + Depreciation and amortization + Amortization of goodwill

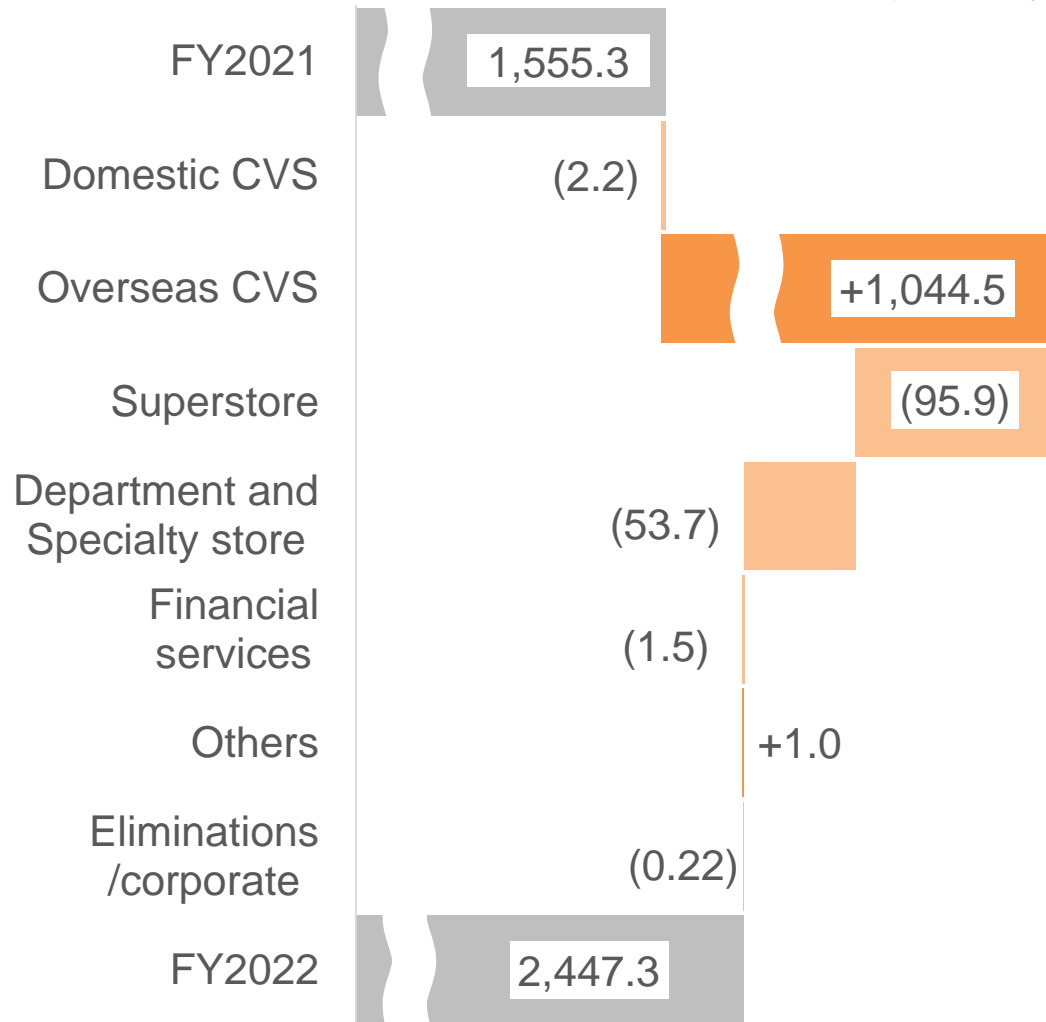
Notes) 1. Exchange rate: 1USD= 116.34JPY, 1CNY= 18.31JPY

2. Q1 FY2022 consolidated results are based on figures after applying the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc.
Revenues from operations based on the previous accounting standard are presented as "Gross revenues from operations [reference]."

Q1 YOY Change by Operating Segment

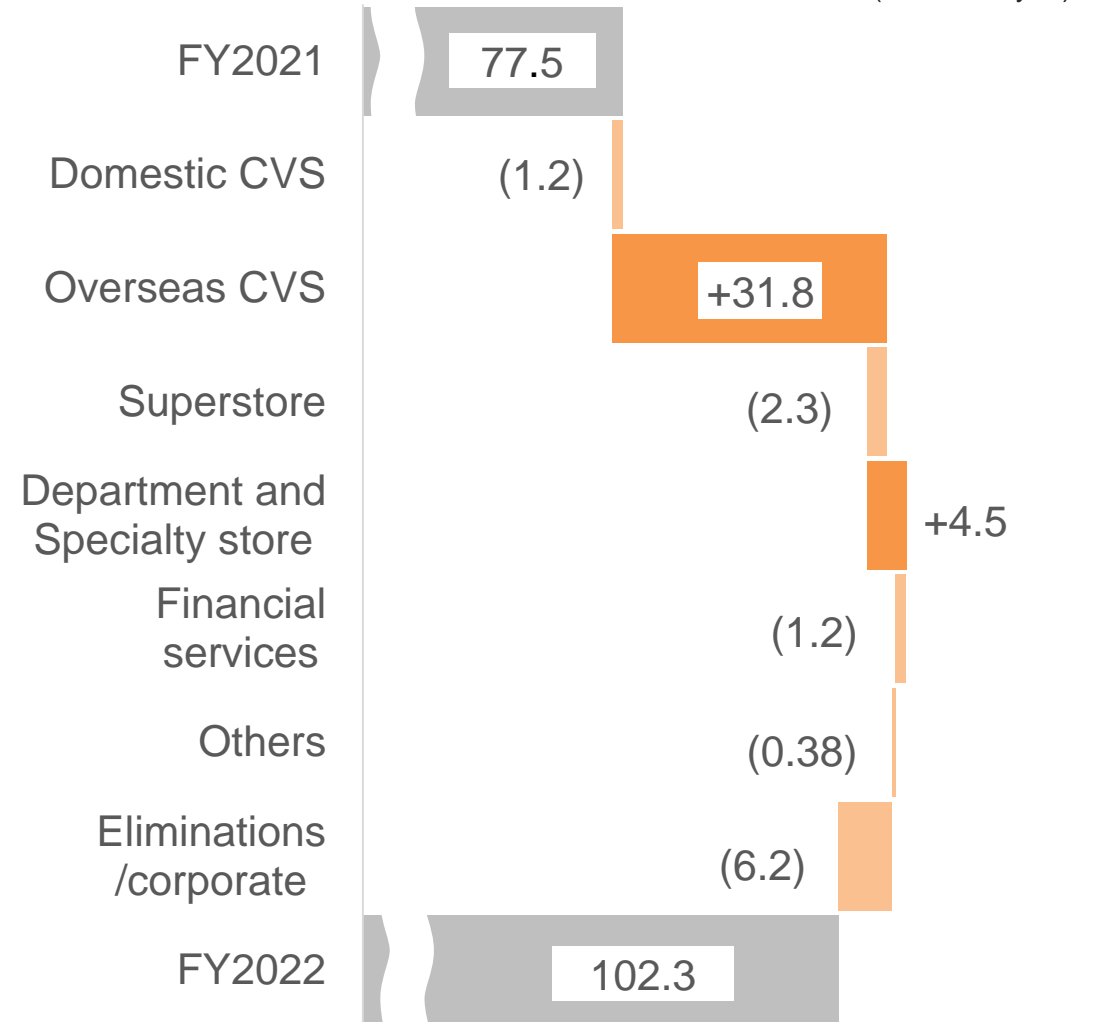
Revenues from operations

(Billions of yen)



Operating income

(Billions of yen)



Domestic CVS Operations Q1 Results

(Billions of yen, %)

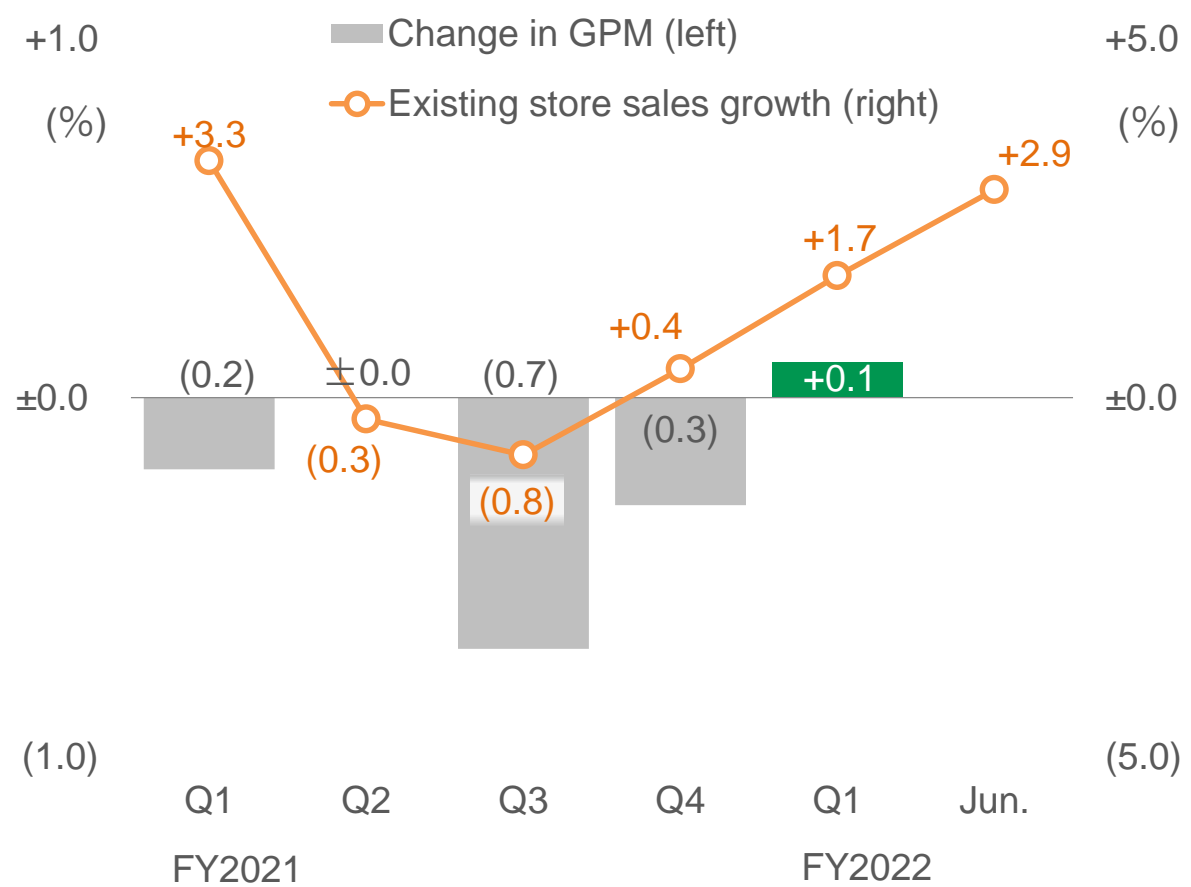
	Amount	YOY	Variance
Revenues from operations	215.2	98.9	(2.2)
Gross revenues from operations [reference]	221.5	101.8	+3.9
Operating income	59.2	97.9	(1.2)
EBITDA*	80.2	100.4	+0.3

*Operating income + Depreciation and amortization + Amortization of goodwill

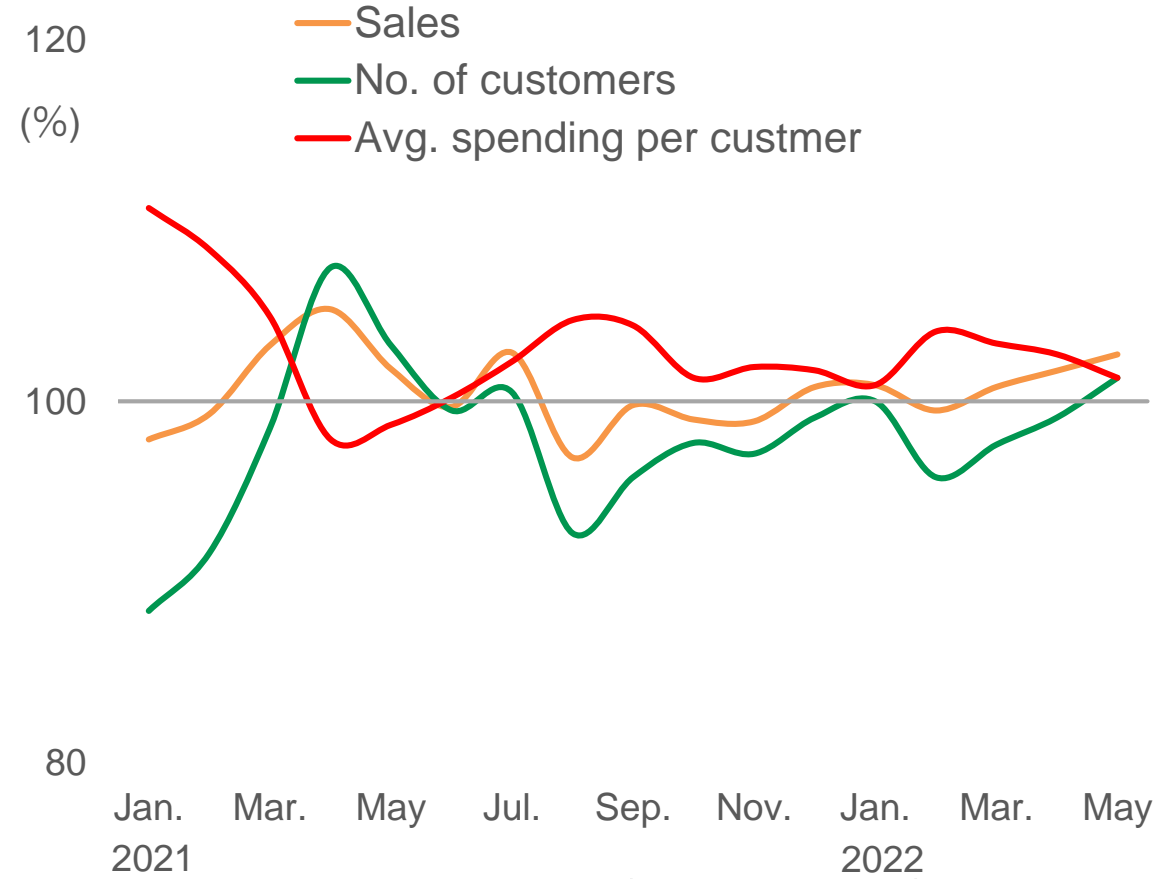
Seven-Eleven Japan (1)

Existing store sales growth and GPM

(Figure for June is a preliminary estimate)



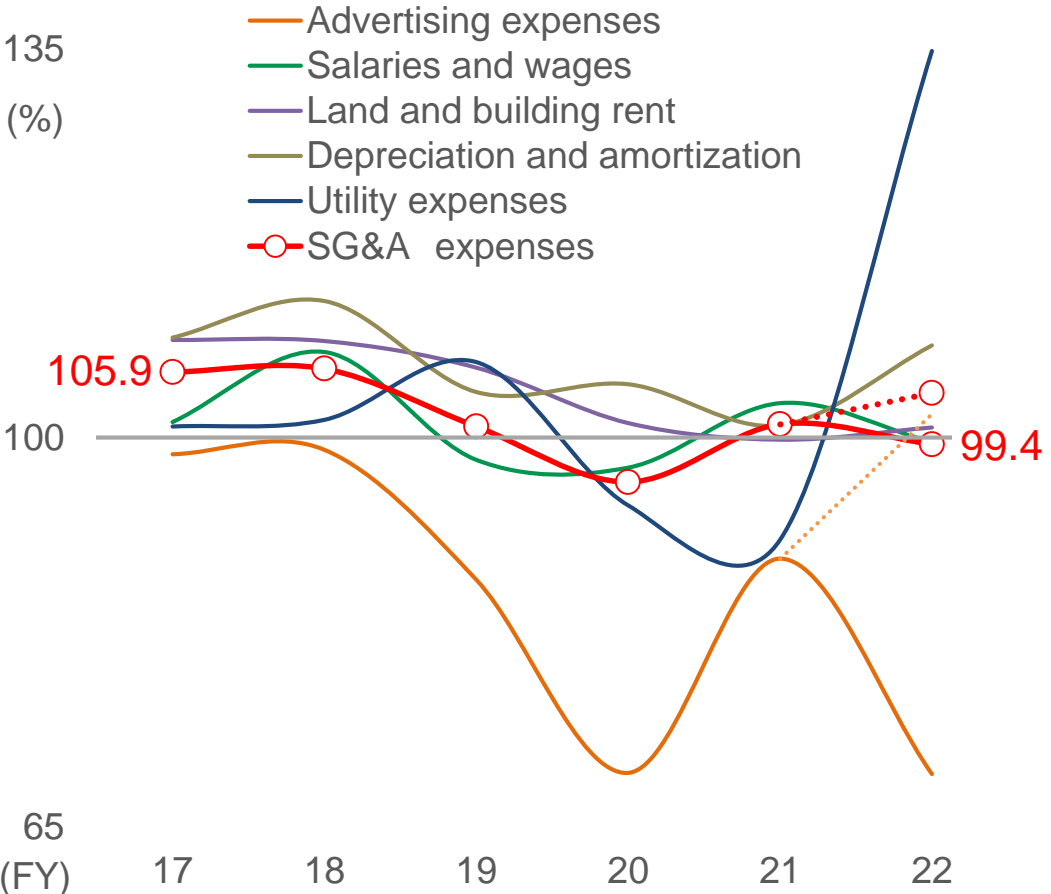
Sales, Number of customers and Average spending per customer (Existing store)



Q1 FY2022 YOY (%)		Sales		No. of customers		Avg. spending per customer	
vs. FY2021	vs. FY2019	2021	2022	2021	2022	2021	2022
		101.7	100.2	99.3	88.9	102.4	112.9

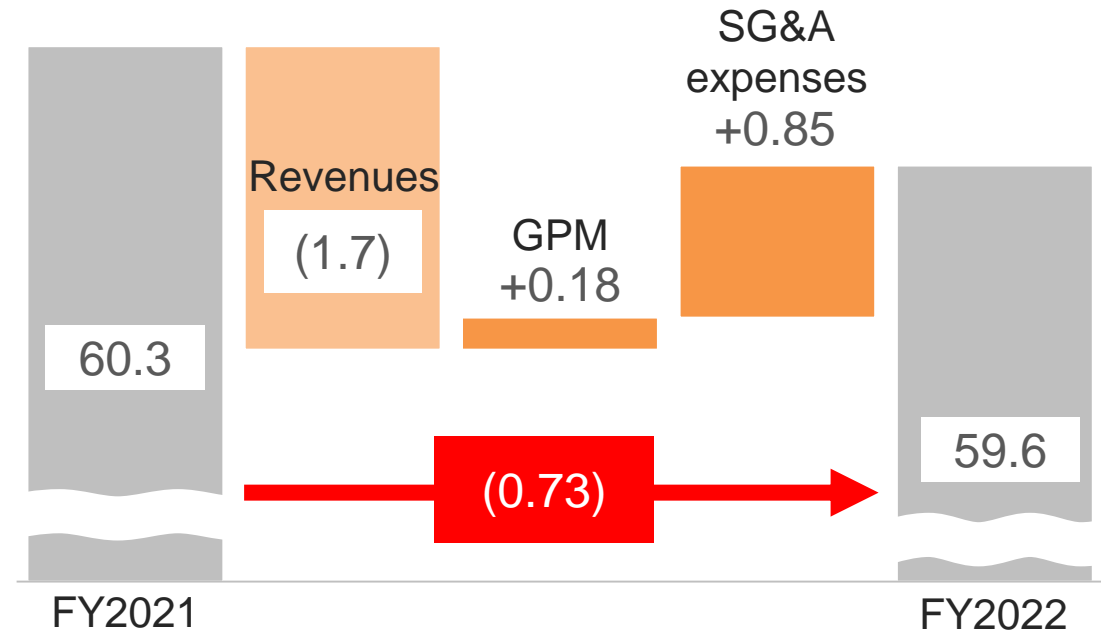
Seven-Eleven Japan (2)

Q1 YOY SG&A expenses



Note) Broken lines indicate YoY change before application of Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, Mar. 31, 2020).

Q1 YOY Change in operating income (Billions of yen)



EBITDA*	80.2
(YOY/Variance)	101.1% +0.84

*Operating income + Depreciation and amortization

Seven-Eleven Japan (3) (Fair Holding and Efforts with High-value-added Merchandise)

Fair

March

Kyushu Fair



April

Curry Party
Okinawa Fair



May

Italian Fair



Renewal of existing merchandise

Ingredients and package renewal



Freshness extension



Cup Deli



High quality and differentiated fresh food offering

Expand store made "Curry Bread"



Store made smoothie at approx. 1,000 stores



SEVEN CAFÉ "Colombia Supremo Blend"

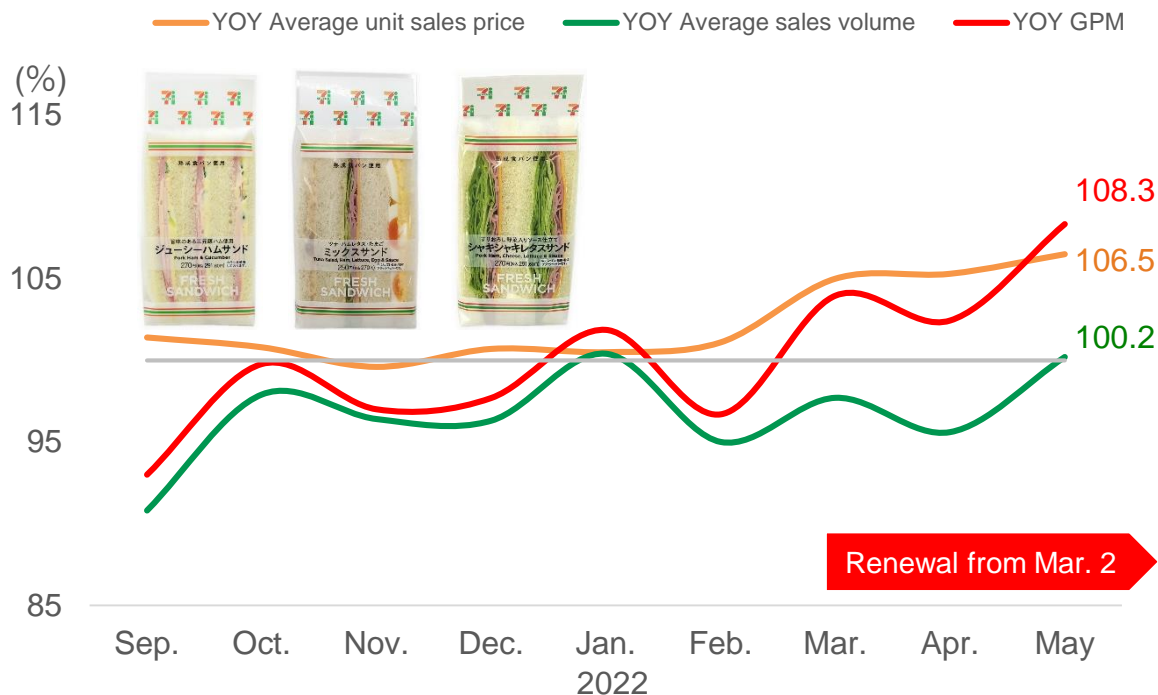


Fair holding and high value-added merchandise introduction contributed to an increase in customers and GPM improvement

Seven-Eleven Japan (4)

Renewal with quality improvement

Sandwich



Bread dough	Use only special or first-grade flour ⇒ Realize moist and fluffy texture
Ingredient	Review ingredients such as cheese, eggs, etc. ⇒ Improve taste
Package	Use SEJ corporate color and renew the image

	Q1 YOY (%)
Chilled boxed lunches	Unit sales price: 105.3
	Unit sales volume: 106.0
	GPM: 112.3
Salads	Unit sales price: 102.7
	Unit sales volume: 105.6
	GPM: 108.7
SEVEN CAFÉ	Unit sales price: 101.9
	Unit sales volume: 101.0
	GPM: 102.2



Rice Bowl with Beef Curry Sauce
Price ¥750 (¥810 with tax)



Tomato, Cream Cheese & Basil Sauce
Price ¥300 (¥324 with tax)



SEVEN CAFÉ Colombia Supremo Blend
Price of R size ¥130 (¥140.40 with tax)

Both unit sales price and volume increased and GPM increased due to renewal with quality improvement and promotion of high value-added merchandise in conjunction with fairs and events

Overseas CVS Operations Q1 Results

(Billions of yen, %)

	Amount	YOY	Variance
Revenues from operations	1,723.8	253.8	+1,044.5
Operating income	43.9	362.4	+31.8
EBITDA*	109.7	273.0	+69.5
Dollar basis [reference]			(Millions of dollars, %)
Revenues from operations	14,817	231.4	+8,414
Operating income	378	330.5	+263
EBITDA*	943	248.9	+564

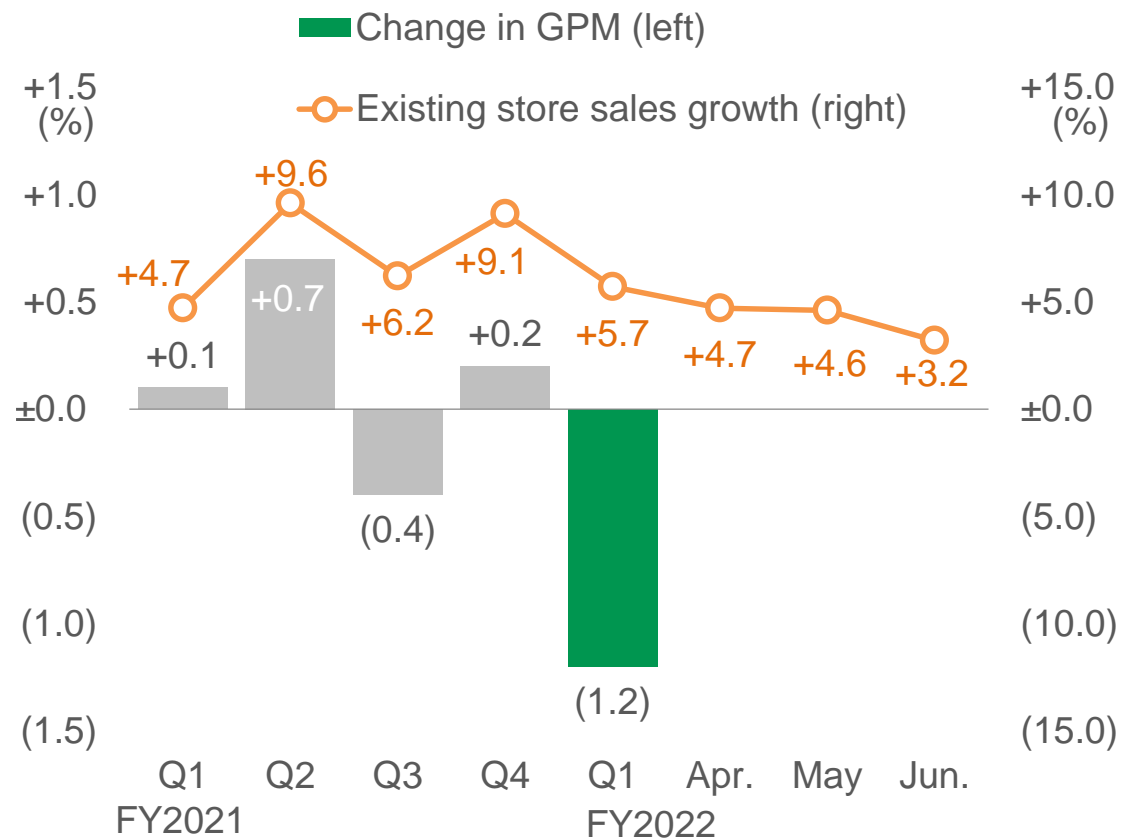
*Operating income + Depreciation and amortization + Amortization of goodwill

Exchange rate: 1USD= 116.34JPY, 1CNY= 18.31JPY

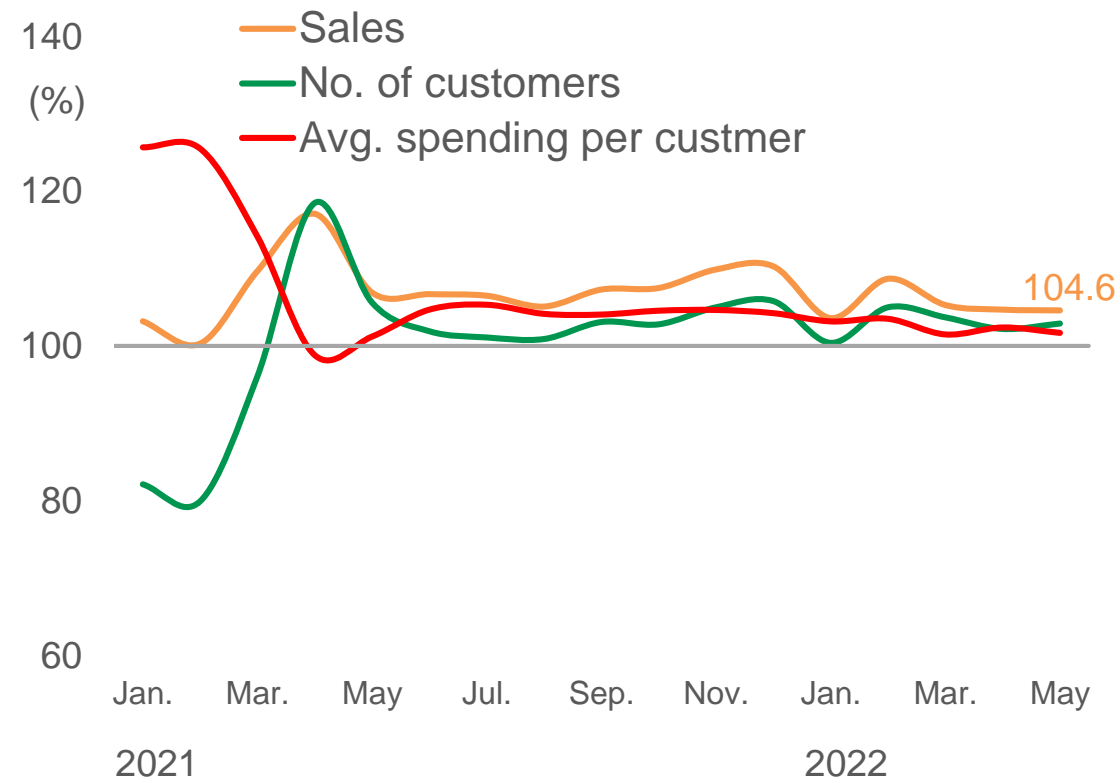
7-Eleven, Inc. (1)

Existing store sales growth and GPM

(Figure for June is a preliminary estimate)



Sales, Number of customers and Average spending per customer (Existing store)



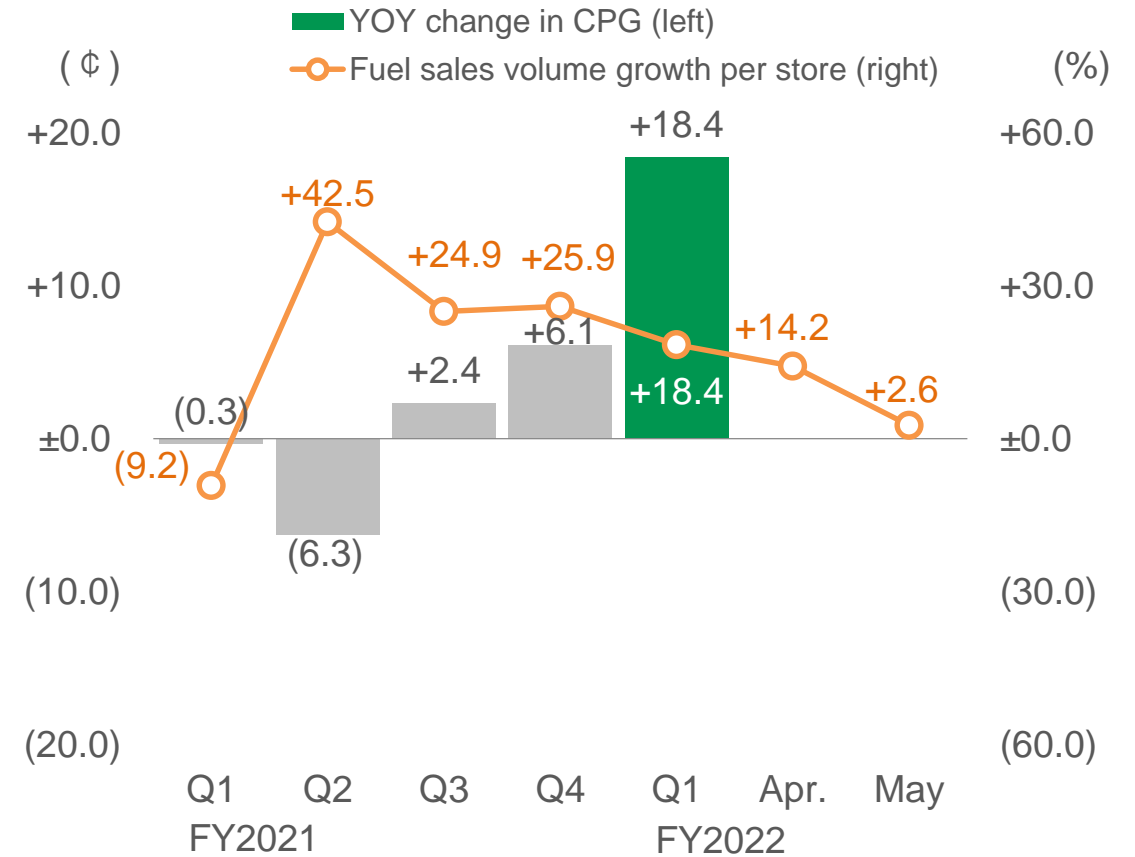
Note) Existing store sales do not include Speedway sales until May, 2022.

Q1 FY2022 YOY (%)		Sales		No. of customers		Avg. spending per customer	
vs. FY2021	vs. FY2019	105.7	111.4	101.0	86.7	104.7	128.9

Crude Oil Price (WTI)

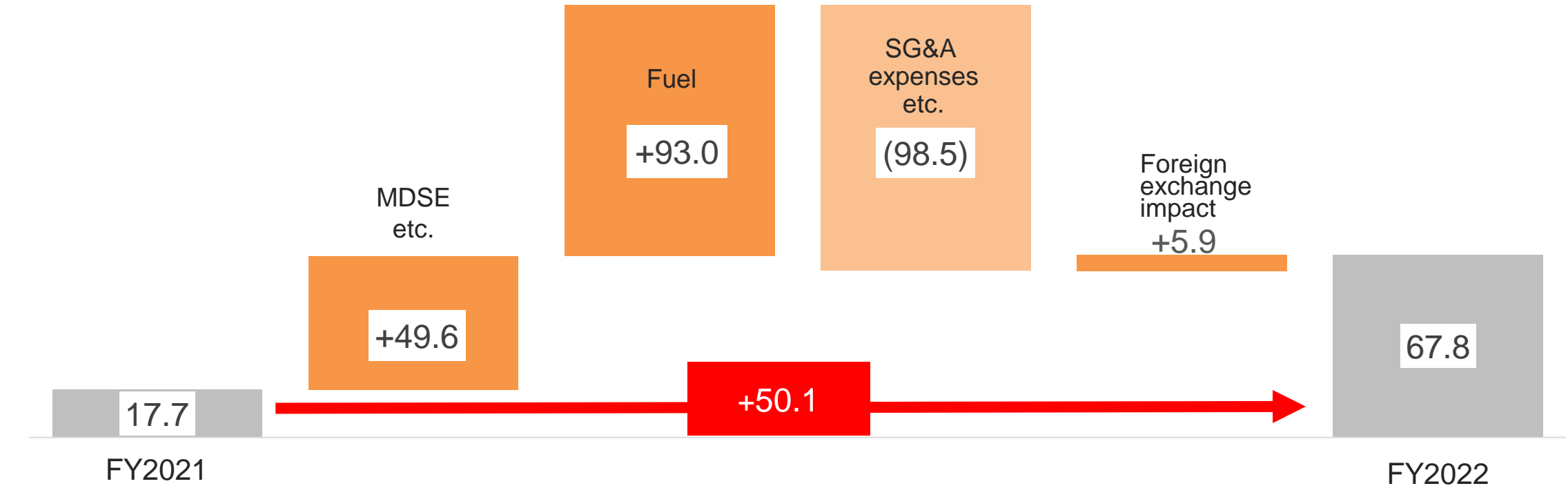


Fuel Sales Volume & GP (CPG)



Q1 YOY Fuel GPM: +\$876M (+185.7%)

Q1 YOY Change in operating income (Billions of yen)



EBITDA* (YOY/ variance)	¥108.8B		\$935M	
	275.4%	+¥69.3B	251.1%	+\$562M

*Operating income + Depreciation and amortization

7-Eleven, Inc. (4) (Cost Structure Reform Initiatives)

Mission of CLC

- Approval and review of almost all expenditures
- Centralized management of all contracts
- Planning and review of sourcing strategies

Initiatives of cost reduction (including plans)

- Departments in charge negotiate based on proposed reduction plan in expenditures identified by CLC
- Reduce overlapping layers and roles
- Expand in-house store maintenance to 1,600 stores in FY2022

7-Eleven, Inc. (5) (Synergy with Speedway)

Steady progress toward projected synergies in the FY2022



Q1 FY2022

FY2022

\$131M (+\$56.5M vs. plan)

\$450M

Q1 Results (merchandise-related)

Initiatives in SPW stores

PB merchandise introduction

Introduced over 250 SKUs, approx. 34% of newly added items

Store layout optimization

Alcohol and Non-Alcoholic Beverage resets (Completed in Q2)

Consolidated Distribution Center utilization

Expanded to approx. 660 stores

Grill assortment

Introduced new assortment to approx. 2,500 stores

Slurpee introduction

Completed in all stores

Continue to strengthen efforts and realize synergy effects

Note) The number of targeted stores varies in each initiative.

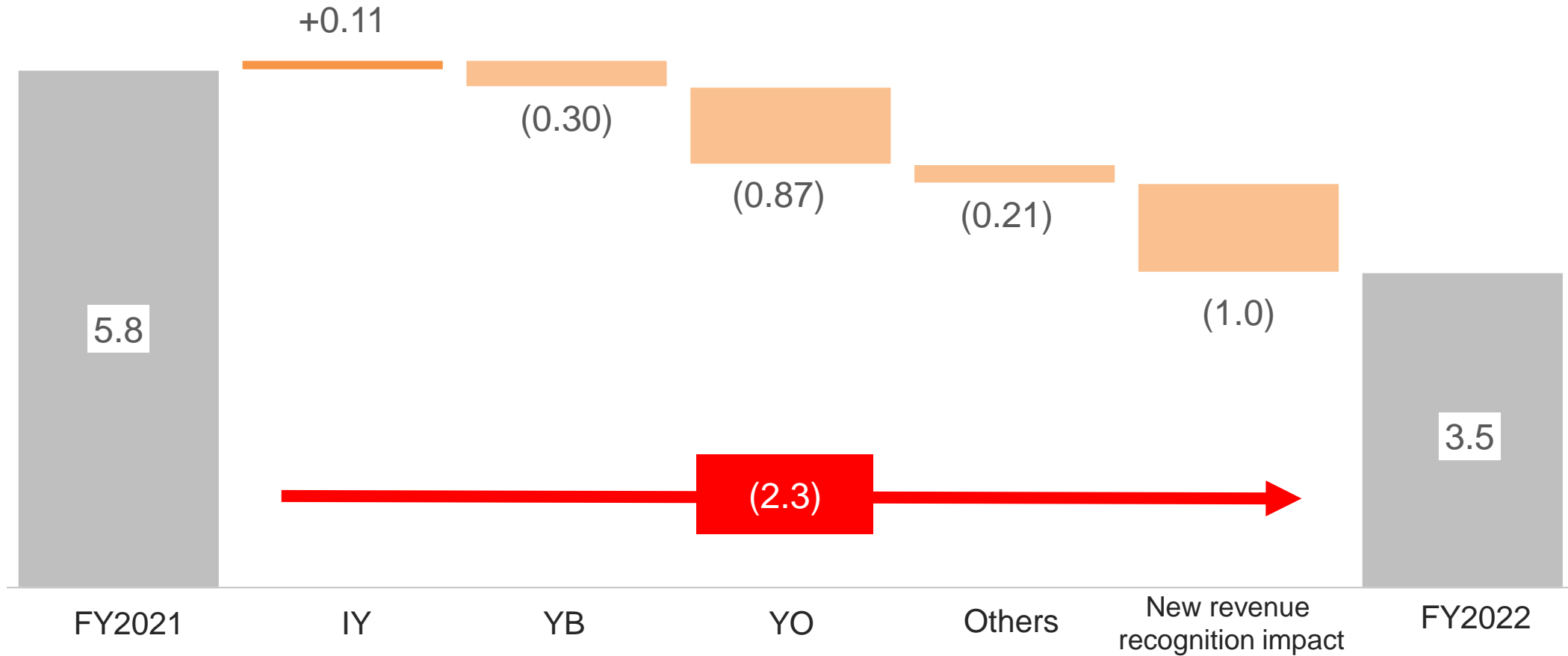
Superstore Operations Q1 Results

(Billions of yen, %)

	Amount	YOY	Variance
Revenues from operations	355.7	78.8	(95.9)
Gross revenues from operations [reference]	439.6	97.3	(11.9)
Operating income	3.5	60.2	(2.3)
EBITDA*	12.7	94.2	(0.78)

*Operating income + Depreciation and amortization + Amortization of goodwill

Q1 YOY Change of operating income (Billions of yen)



Note) IY:Ito-Yokado YB:York-Benimaru (incl. formerly Life Foods) YO:York

Department and Specialty Store Operations Q1 Results

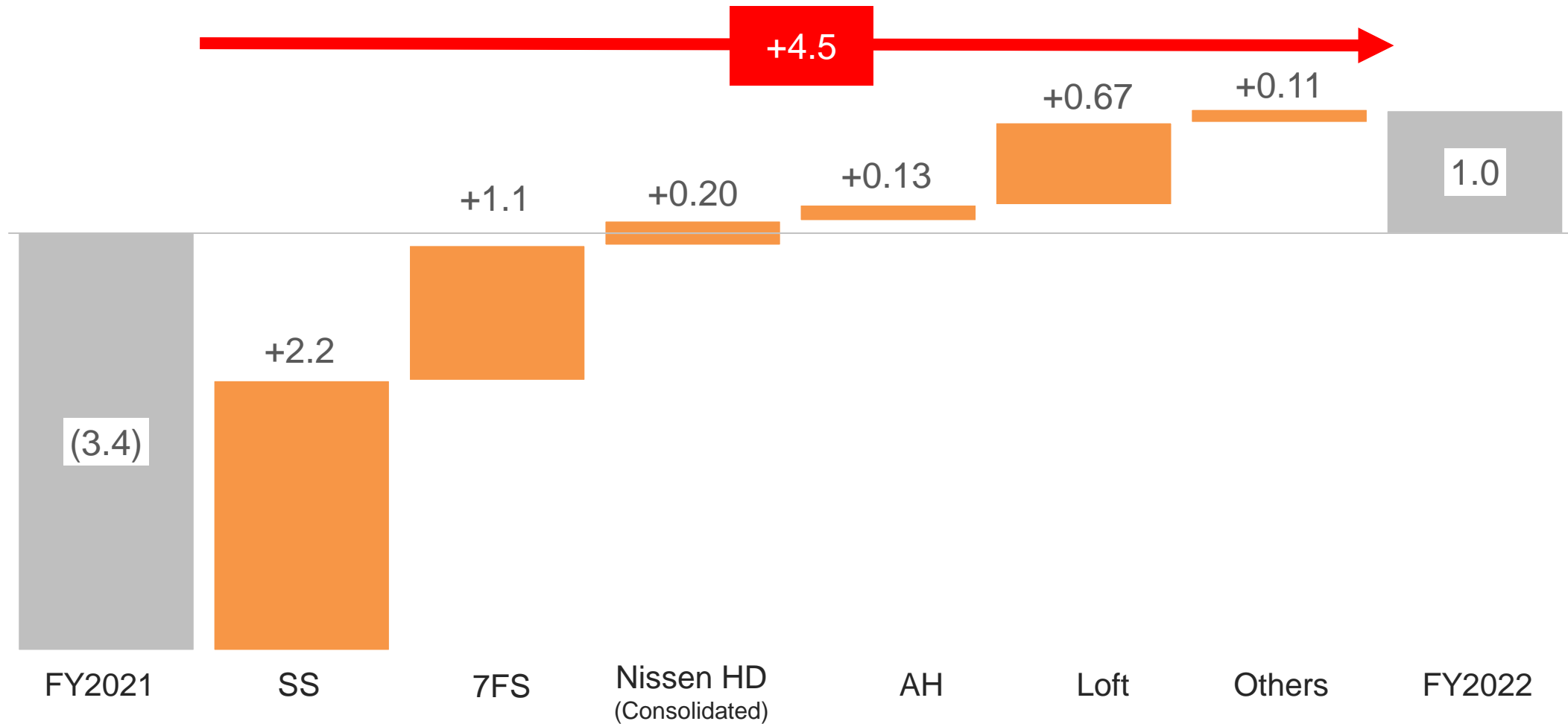
(Billions of yen, %)

	Amount	YOY	Variance
Revenues from operations	112.9	67.8	(53.7)
Gross revenues from operations [reference]	188.4	113.1	+21.8
Operating income	1.0	-	+4.5
EBITDA*	4.7	-	+4.5

*Operating income + Depreciation and amortization + Amortization of goodwill

Department and Specialty Store Operations

Q1 YOY Change of operating income (Billions of yen)



Note) SS: Sogo & Seibu 7FS: Seven & i Food Systems AH: Akachan Honpo

— TODAY'S

AGENDA

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Q1 Results

2

Revision of Full-Year
Forecasts

FY2022 Assumptions underlying the Forecasts

		Before revision (JPY)	After revision (JPY)	Amount of impact [operating income] (JPY)
Exchange rate	1USD=	114.00	127.00	+24.5 billion
	1CNY=	16.00	19.00	

(Reference) Average from Jan 1 to Mar 31, 2022: 1USD=116.34JPY (Q1), Average from Jan 1 to Jun 30, 2022: 1USD=123.14JPY

Estimate an increase in energy costs	Assume further increase of energy unit price after Q2	(9.5) billion
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Elimination and Corporate Expenses and Investments for Group Strategy

(Billions of yen)

	Expenses					Expenses				
	Q1 FY2022 Results	Q1 FY2022 Plan	Variance	Progress (%)	FY2022 Plan	Q1 FY2022 Results	Q1 FY2022 Plan	Variance	Progress (%)	FY2022 Plan
DX, System, Security system etc.	(11.4)	(12.7)	+1.3	19.7	(57.8)	6.5	11.1	(4.5)	14.5	45.3
Others	(3.2)	(5.8)	+2.6	16.4	(19.5)	4.9	5.4	(0.50)	34.2	14.4
Eliminations/ corporate (Operating income)	(14.6)	(18.5)	+3.8	18.9	(77.3)	11.5	16.5	(5.0)	19.3	59.7
Estimate an increase in energy costs					(9.5)					
Total	(14.6)	(18.5)	+3.8	17.7	(86.8)					

FY2022 Revised Consolidated Forecasts

(Billions of yen, %)

	Before revision			After revision			Amount of revision
		YOY	Variance		YOY	Variance	
Group's total sales	15,468.0	108.6	+1,224.7	16,402.0	115.2	+2,158.7	+934.0
Revenues from operations	9,653.0	110.3	+903.2	10,413.0	119.0	+1,663.2	+760.0
Gross revenues from operations [reference]	10,374.0	118.6	+1,624.2	11,134.0	127.2	+2,384.2	+760.0
Operating income	430.0	110.9	+42.3	445.0	114.8	+57.3	+15.0
Ordinary income	402.0	112.1	+43.4	413.5	115.3	+54.9	+11.5
Net income attributable to owners of parent	240.0	113.9	+29.2	247.0	117.2	+36.2	+7.0
EPS (yen)	271.76	113.9	+33.08	279.68	117.2	+41.00	+7.92
EPS before amortization of goodwill (yen)	381.72	119.5	+62.32	401.63	125.7	+82.23	+19.91
EBITDA*	882.3	117.4	+130.8	927.9	123.5	+176.4	+45.6

Notes) 1. Exchange rate for FY2022: Before revision 1USD=114.00JPY, 1CNY=16.00JPY After revision 1USD=127.00JPY, 1CNY=19.00JPY (reference) Avg. of Jan,1.~ Jun,30.2022 1USD= 123.14JPY

2. FY2022 consolidated forecasts are based on figures after applying the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. Revenues from operations based on the previous accounting standard are presented as "Gross revenues from operations [reference]."

* Operating income + Depreciation and amortization + Amortization of goodwill



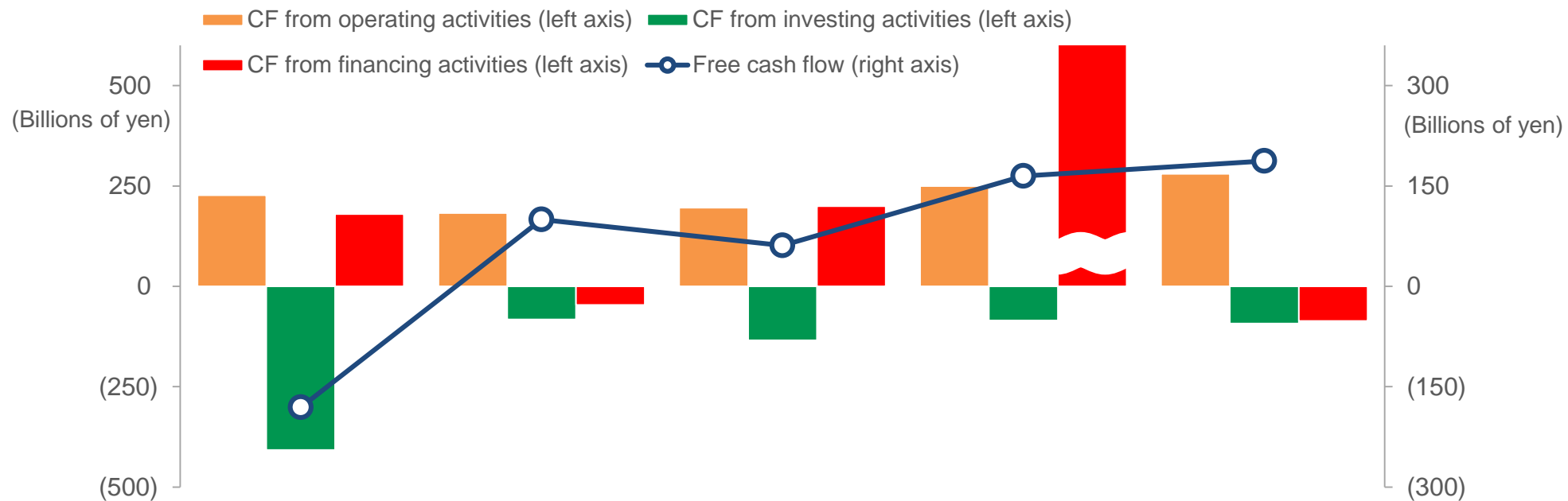
Appendix

Consolidated B/S Summary (As of May 31, 2022)

(Billions of yen)

Assets (Main items only)	As of Feb. 28, 2022	As of May 31, 2022	Variance	Liabilities and net assets (Main items only)	As of Feb. 28, 2022	As of May 31, 2022	Variance
Current assets	2,604.7	2,837.0	+232.2	Total liabilities	5,591.5	6,645.1	+1,053.5
Cash and bank deposits	1,420.6	1,533.2	+112.5	Current liabilities	2,480.7	3,043.4	+562.6
Cash and bank deposits at Seven Bank	934.6	978.8	+44.1	Notes and accounts payable-trade	483.9	564.8	+80.9
Notes and accounts receivable-trade	365.7	415.2	+49.5	Short-term loans	140.1	132.1	(7.9)
Merchandise and finished goods	246.5	279.9	+33.4	Current portion of bonds and current portion of long-term loans	181.2	374.2	+192.9
Non-current assets	6,132.6	7,120.5	+987.8	Contract liability	-	176.5	+176.5
Property and equipment	3,232.3	4,111.6	+879.2	Lease obligations	20.4	113.9	+93.5
Buildings and structures, net	1,527.8	1,574.3	+46.4	Deposits received in banking business	787.8	763.2	(24.6)
Land	1,119.7	1,154.3	+34.5	Non-current liabilities	3,110.8	3,601.7	+490.9
Lease assets	10.8	789.8	+779.0	Bonds	1,582.9	1,459.8	(123.1)
Intangible assets	2,140.0	2,236.5	+96.5	Long-term loans	994.3	994.1	(0.21)
Investments and other assets	760.3	772.3	+12.0	Lease obligations	36.5	747.8	+711.3
Deferred assets	1.8	1.6	(0.18)	Total net assets	3,147.7	3,314.1	+166.3
Total assets	8,739.2	9,959.2	+1,219.9	Total liabilities and net assets	8,739.2	9,959.2	+1,219.9

Q1 Consolidated Statements of Cash Flows



(Billions of yen)	FY2018	FY2019	FY2020	FY2021	FY2022	Variance from FY2021
CF from operating actives	226.9	182.2	195.5	249.9	280.1	+30.2
CF from investing actives	(407.6)	(82.5)	(134.4)	(84.8)	(92.8)	(7.9)
Free cash flow	(180.7)	99.6	61.1	165.0	187.3	+22.3
CF from financing actives	180.1	(46.4)	199.7	1,099.4	(86.0)	(1,185.4)
Cash and cash equivalents at end of period	1,290.6	1,364.2	1,614.1	3,562.4	1,527.0	(2,035.3)

Q1 Revenues from Operations and Operating Income by Operating Segment

(Billions of yen, %)

	Revenues from operations			Operating income		
		YOY	Variance		YOY	Variance
Consolidated	2,447.3	157.3	+891.9	102.3	132.1	+24.8
Domestic CVS operations	215.2	98.9	(2.2)	59.2	97.9	(1.2)
Overseas CVS operations	1,723.8	253.8	+1,044.5	43.9	362.4	+31.8
Superstore operations	355.7	78.8	(95.9)	3.5	60.2	(2.3)
Department store and specialty store operations	112.9	67.8	(53.7)	1.0	-	+4.5
Financial services	47.5	96.9	(1.5)	9.2	88.2	(1.2)
Others	5.8	122.2	+1.0	(0.09)	-	(0.38)
Eliminations / corporate	(13.8)	-	(0.22)	(14.6)	-	(6.2)

Note) Exchange rate : 1USD = 116.34 JPY, 1CNY = 18.31 JPY

Q1 Revenues from Operations and Gross Revenues from Operations by Operating Segment



(Billions of yen, %)

	Revenues from operations			Gross revenues from operations [reference]		
		YOY	Variance		YOY	Variance
Consolidated	2,447.3	157.3	+891.9	2,615.8	168.2	+1,060.4
Domestic CVS operations	215.2	98.9	(2.2)	221.5	101.8	+3.9
Overseas CVS operations	1,723.8	253.8	+1,044.5	1,723.8	253.8	+1,044.5
Superstore operations	355.7	78.8	(95.9)	439.6	97.3	(11.9)
Department store and specialty store operations	112.9	67.8	(53.7)	188.4	113.1	+21.8
Financial services	47.5	96.9	(1.5)	50.6	103.2	+1.5
Others	5.8	122.2	+1.0	5.6	119.4	+0.92
Eliminations / corporate	(13.8)	-	(0.22)	(14.1)	-	(0.48)

Notes) 1. Exchange rate : 1USD = 116.34 JPY, 1CNY = 18.31 JPY

2. Revenues from operations are based on figures after applying the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc.

The one based on the previous accounting standard are presented as "Gross revenues from operations [reference]."

Q1 Operating Income of Major Operating Companies

(Billions of yen, %)

	Operating income		Existing store sales growth	Merchandise GPM variance	
		YOY			Variance
Seven-Eleven Japan	59.6	98.8	(0.73)	+1.7	+0.1
7-Eleven, Inc. [Millions of dollar]	67.8 [583]	383.0 [349.2]	+50.1 [+416]	+5.7	(1.2)
Ito - Yokado	0.77	118.3	+0.11	+2.2 (incl.tenants)	(0.1)
York - Benimaru	4.4	126.1	+0.92	(1.1)	+4.7
Sogo & Seibu	0.03	-	+2.2	+15.0	+0.1

Q1 Special Losses

(Billions of yen)

	Q1 FY2021	Q1 FY2022	Variance	Major factors for the variance
Special losses	12.4	7.5	(4.9)	Decrease in loss related to COVID-19 Decrease in related losses to progress in business restructure, etc.
Loss on disposals of property and equipment	3.4	3.0	(0.38)	SS[(0.22)] : Decrease due to store renovation, etc. in PY.
Impairment loss	2.0	1.9	(0.08)	-
Restructuring expenses	0.49	0.18	(0.31)	IY[(0.26)] : Store closures, personnel measures, etc. in PY SS[(0.04)] : Store closures, etc. in PY
Loss related to novel coronavirus (COVID-19)	5.4	-	(5.4)	SEJ[(1.5)] : Franchisee support money [(1.5)], etc. IY[(1.2)] : Transfer of fixed costs [(1.2)] SS[(1.8)] : Transfer of fixed costs [(1.8)], etc. Others : Loft[(0.42)], 7FS[(0.38)], AH[(0.07)]

FY2022 Revised Forecast of Revenues from Operations by Operating Segment



(Billions of yen, %)

	Before revision			After revision			Amount of revision
		YOY	Variance		YOY	Variance	
Consolidated	9,653.0	110.3	+903.2	1,0413.0	119.0	+1,663.2	+760.0
Domestic CVS operations	855.0	97.9	(18.2)	855.0	97.9	(18.2)	-
Overseas CVS operations	6,650.0	128.0	+1,455.6	7,410.0	142.7	+2,215.6	+760.0
Superstore operations	1,495.0	82.6	(315.7)	1,495.0	82.6	(315.7)	-
Department and specialty store operations	487.0	68.4	(225.2)	487.0	68.4	(225.2)	-
Financial services	200.0	102.9	+5.6	200.0	102.9	+5.6	-
Others	24.0	118.0	+3.6	24.0	118.0	+3.6	-
Eliminations / corporate	(58.0)	-	(2.4)	(58.0)	-	(2.4)	-

Dollar basis [reference]

(Millions of \$, %)

Overseas CVS operations	58,333	123.4	+11,069	58,333	123.4	+11,069	-
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Note) Exchange rate: Before revision 1USD=114.00JPY, 1CNY=16.00JPY After revision 1USD=127.00JPY, 1CNY=19.00JPY

FY2022 Revised Forecast of Operating Income by Operating Segment

(Billions of yen, %)

	Before revision			After revision			Amount of revision
		YOY	Variance		YOY	Variance	
Consolidated	430.0	110.9	+42.3	445.0	114.8	+57.3	+15.0
Domestic CVS operations	230.3	103.1	+6.9	230.3	103.1	+6.9	-
Overseas CVS operations	214.0	133.9	+54.1	238.5	149.2	+78.6	+24.5
Superstore operations	21.7	115.5	+2.9	21.7	115.5	+2.9	-
Department and specialty store operations	5.5	-	+13.6	5.5	-	+13.6	-
Financial services	35.0	93.2	(2.5)	35.0	93.2	(2.5)	-
Others	0.80	-	+0.91	0.80	-	+0.91	-
Eliminations / corporate	(77.3)	-	(33.6)	(86.8)	-	(43.1)	(9.5)

Dollar basis [reference]

(Millions of \$, %)

Overseas CVS operations	1,877	129.0	+422	1,877	129.0	+422	-
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Note) Exchange rate: Before revision 1USD=114.00JPY, 1CNY=16.00JPY After revision 1USD=127.00JPY, 1CNY=19.00JPY

FY2022 Consolidated Forecasts (1H, 2H)

(Billions of yen, %)

	1H			2H		
	Amount	YOY	Variance	Amount	YOY	Variance
Group's total sales	7,994.0	125.4	+1,617.5	8,408.0	106.9	+541.1
Revenues from operations	5,032.0	138.0	+1,385.5	5,381.0	105.4	+277.6
Gross revenues from operations [reference]	5,383.0	147.6	+1,736.5	5,751.0	112.7	+647.6
Operating income	222.5	119.5	+36.3	222.5	110.4	+21.0
Ordinary income	207.5	119.6	+34.0	206.0	111.3	+20.8
Net income attributable to owners of parent	123.0	115.5	+16.4	124.0	118.9	+19.7
EPS (yen)	139.28	115.5	+18.67	140.41	118.9	+22.33
EPS before amortization of goodwill (yen)	198.38	134.7	+51.14	203.25	118.1	+31.09
EBITDA*	455.1	133.3	+113.8	472.8	115.3	+62.6

Notes) 1. Exchange rate : 1USD = 127.00 JPY, 1CNY = 19.00 JPY

2. FY2022 consolidated forecasts are based on figures after applying the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc.

Revenues from operations based on the previous accounting standard are presented as "Gross revenues from operations [reference]."

* Operating income + Depreciation and amortization + Amortization of goodwill

Creating a Sustainable Future, Together



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.