Seven & i Holdings Co., Ltd. "IR Day 2023"
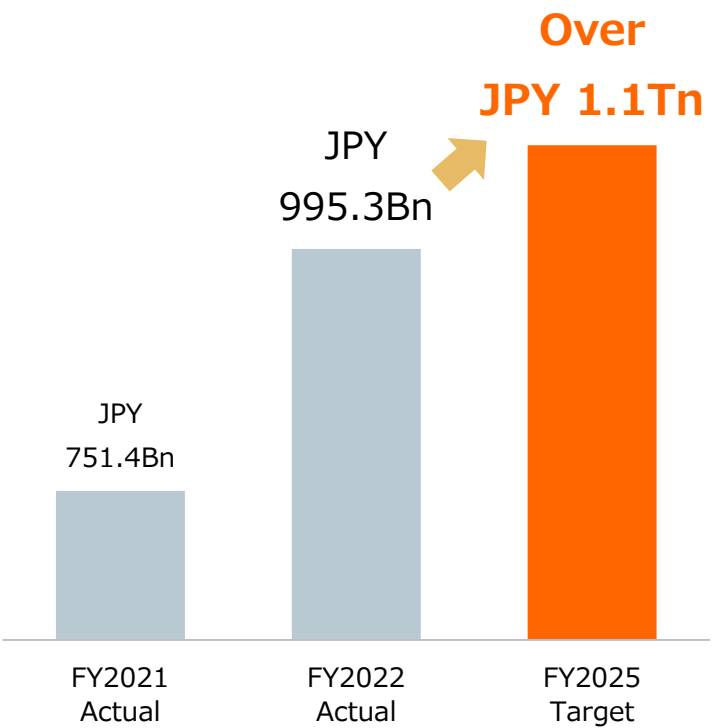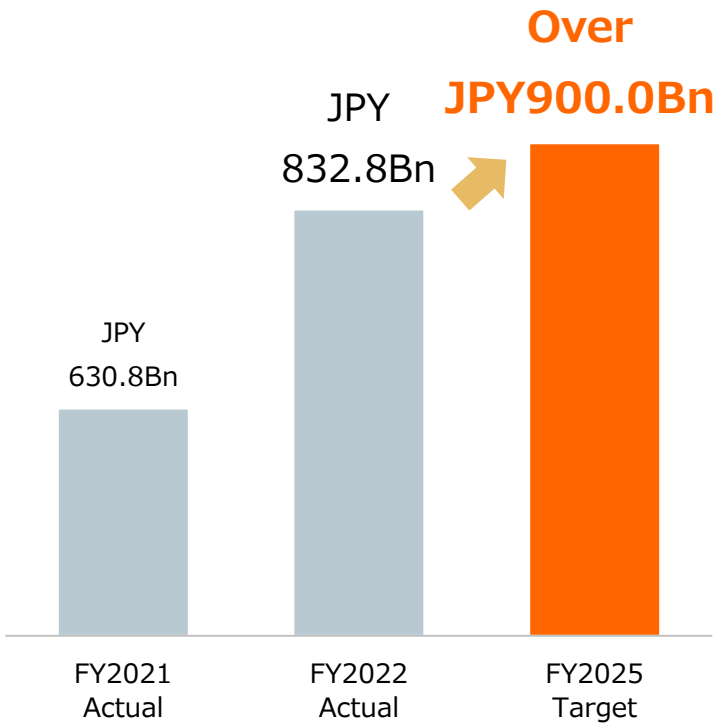
Closing

October 31, 2023

Medium-Term Management Plan[*1]

- Updated the Medium-Term Management Plan targets following strong financial performance and the Group Strategy Reevaluation in March 2023
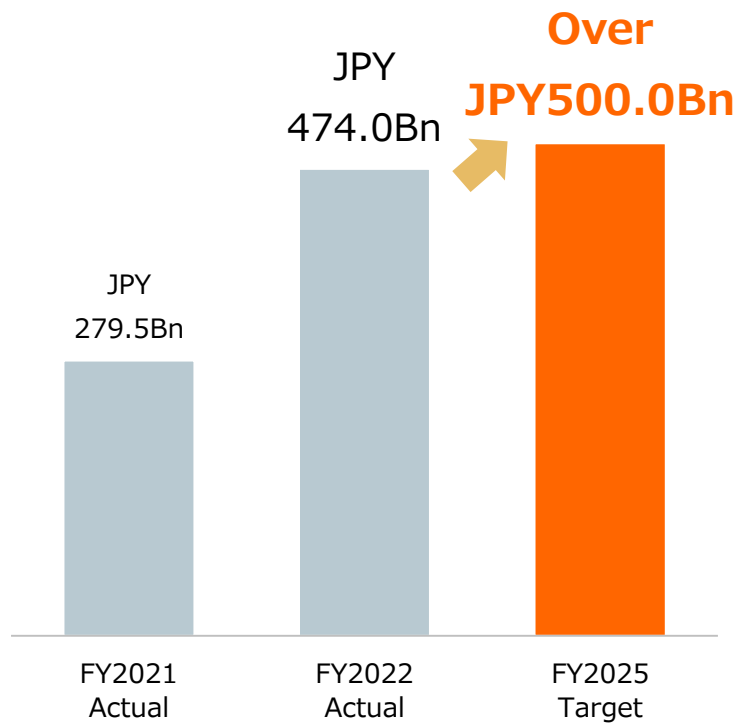- Aim to improve profitability and increase cash flow

EBITDA[*2]

FY2021 Actual	FY2022 Actual	FY2025 Target
JPY 751.4Bn	JPY 995.3Bn	Over JPY 1.1Tn

Operating CF (Excl. Financial)[*3]

FY2021 Actual	FY2022 Actual	FY2025 Target
JPY 630.8Bn	JPY 832.8Bn	Over JPY900.0Bn

Free CF (Excl. Financial)[*4]

FY2021 Actual	FY2022 Actual	FY2025 Target
JPY 279.5Bn	JPY 474.0Bn	Over JPY500.0Bn

*1 Excluding considerations for strategic investments such as M&A
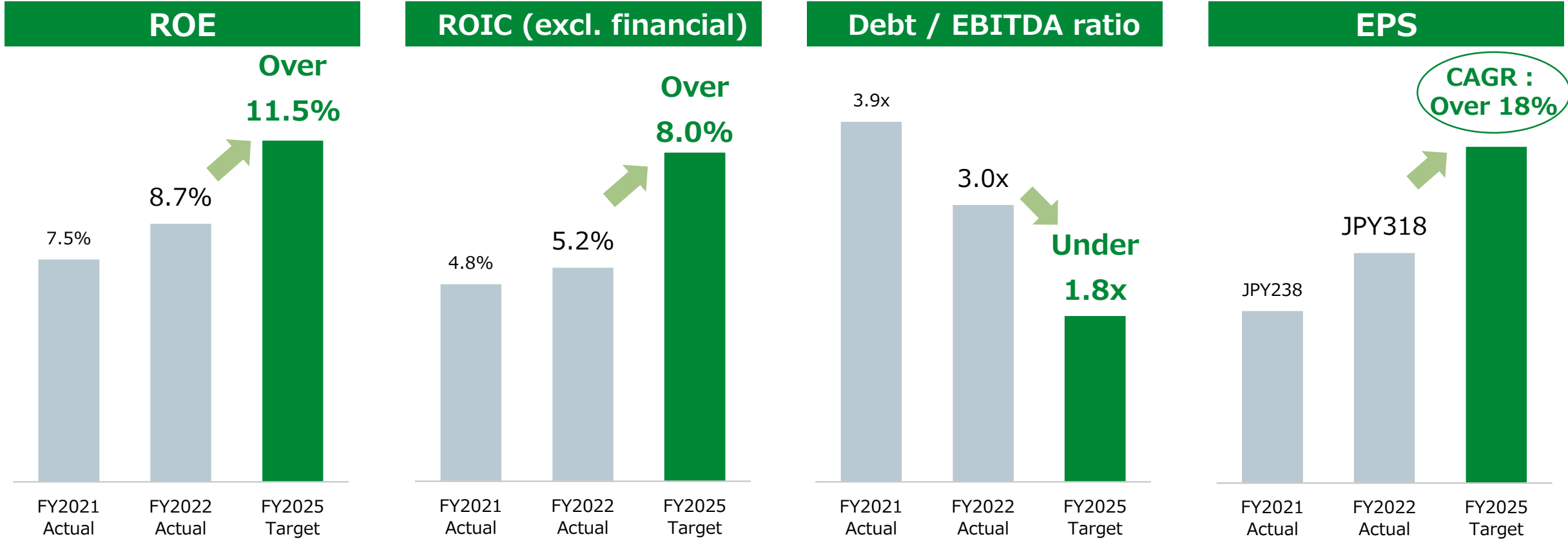*2 EBITDA calculated by operating income + D&A + goodwill amortization
*3 Management accounting figures based on NOPAT excluding financial services
*4 Management accounting figures excluding financial services. Cash outflow from M&A considered as strategic investments and excluded from investing cash flow
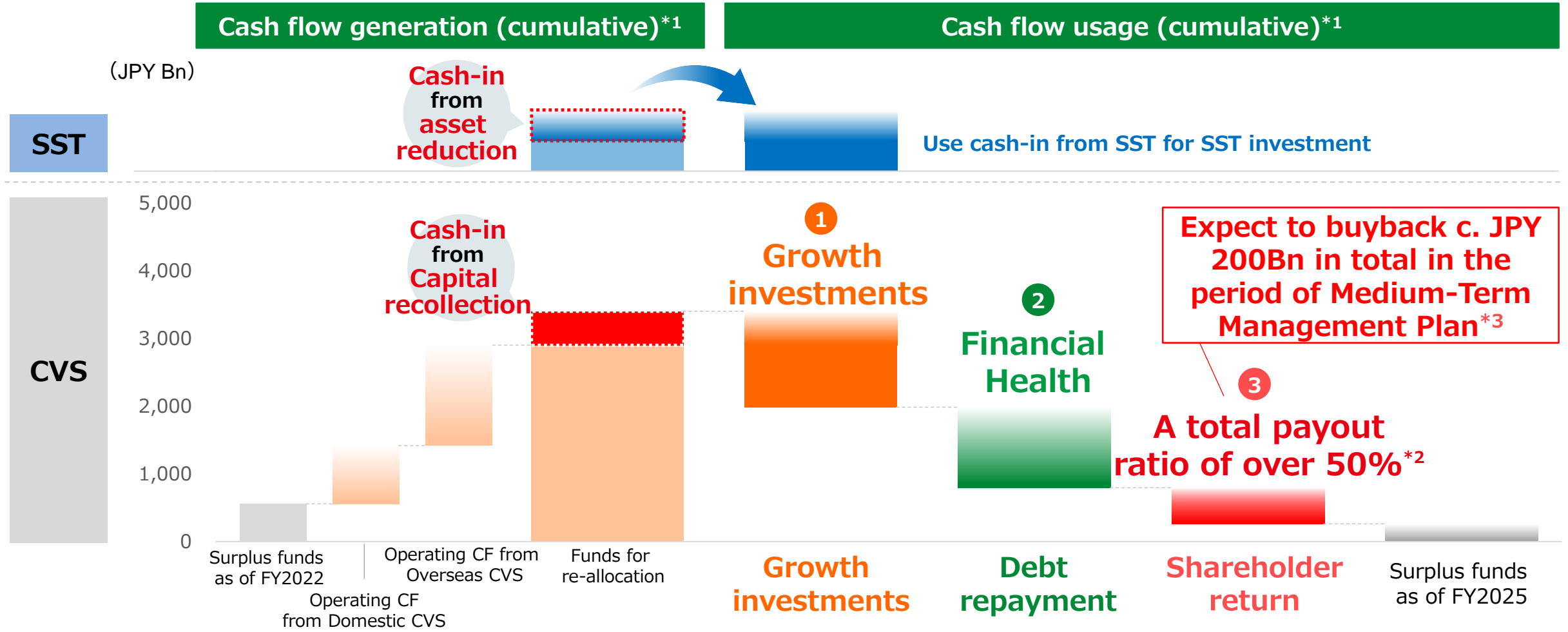
Medium-Term Management Plan* (Cont'd)

- Updated the Medium-Term Management Plan targets following strong financial performance and the Group Strategy Reevaluation in March 2023
- Aim to strengthen both capital efficiency and B/S and EPS growth

ROE	ROIC (excl. financial)	Debt / EBITDA ratio	EPS

ROE
- FY2021 Actual: 7.5%
- FY2022 Actual: 8.7%
- FY2025 Target: Over 11.5%

ROIC (excl. financial)
- FY2021 Actual: 4.8%
- FY2022 Actual: 5.2%
- FY2025 Target: Over 8.0%

Debt / EBITDA ratio
- FY2021 Actual: 3.9x
- FY2022 Actual: 3.0x
- FY2025 Target: Under 1.8x

EPS
- FY2021 Actual: JPY238
- FY2022 Actual: JPY318
- FY2025 Target: CAGR: Over 18%

* Excluding considerations for strategic investments such as M&A

Capital Re-Allocation Plan

Cash flow generation (cumulative)*1

Cash flow usage (cumulative)*1

（JPY Bn）

SST

Cash-in from asset reduction

Use cash-in from SST for SST investment

CVS

5,000

4,000

3,000

2,000

1,000

0

Cash-in from Capital recollection

Surplus funds as of FY2022

Operating CF from Domestic CVS

Operating CF from Overseas CVS

Funds for re-allocation

❶ Growth investments

❷ Financial Health

❸ A total payout ratio of over 50%*2

Expect to buyback c. JPY 200Bn in total in the period of Medium-Term Management Plan*3

Growth investments

Debt repayment

Shareholder return

Surplus funds as of FY2025

*1 Cumulative figures from fiscal year 2023 to 2025　　*2 Cumulative dividends and share buybacks against cumulative net income attributable to owners of parent from fiscal year 2023 to 2025
*3 The share buyback amount may possibly change if large strategic investments (such as M&A) are pursued instead of share buybacks

**Operating CF from CVS and cash-in from capital recollection can be invested
not only in growth-investments in CVS but also in shareholder returns including buyback**

SEVEN & i HOLDINGS

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.