

Presentation for the First Quarter of FY2025

Seven & i Holdings Co., Ltd.

July 10, 2025

Good evening. I am Yoshimichi Maruyama of Seven & i Holdings.

Allow me to start by thanking all stakeholders for your continued support and understanding of the Seven & i Group's corporate activities and for taking the time off your busy schedules to attend today's briefing.

Let us start today's financial results presentation for the first quarter of fiscal year 2025.

- ✓ Revenues from operations and Operating income increased in the first quarter of FY2025 consolidated results
Net income increased significantly due to special gains and losses
- ✓ FY2025 full-year consolidated forecasts remain unchanged
- ✓ Steady execution of management initiatives to maximize corporate and shareholder value announced on March 6

This is today's executive summary.

Consolidated revenues from operations and operating income increased in the first quarter of fiscal year 2025. Net income, in particular, increased significantly due to special gains and losses.

As for the full-year consolidated earnings forecast, we will maintain the forecast announced in April at this stage.

Lastly, we continue the steady execution of management initiatives to maximize corporate and shareholder value, as announced on March 6.

AGENDA

- 1 Q1 Results
- 2 Progress of Major Business Initiatives

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Today's agenda consists of two items: an overview of first quarter results, and an update on the progress of our Group's major business initiatives.

AGENDA

- 1 Q1 Results
- 2 Progress of Major Business Initiatives

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Now, I will explain the results for the first quarter.

Q1 Consolidated Results Highlight



(Billions of yen, %)

	FY2024	FY2025	YoY	Change	vs. Plan	Change
Group's total sales* ¹	4,288.5	4,363.7	101.8	+75.1	99.4	(28.2)
Revenues from operations	2,734.7	2,777.3	101.6	+42.6	99.4	(17.6)
Operating income	59.3	65.0	109.7	+5.7	111.8	+6.8
Ordinary income	55.0	53.2	96.9	(1.7)	123.6	+10.1
Special gains	1.6	37.8	-	+36.1	121.7	+6.7
Special losses	19.2	13.1	68.3	(6.1)	85.0	(2.3)
Net income attributable to owners of parent	21.3	49.0	229.2	+27.6	248.8	+29.3
Amortization of goodwill	31.6	35.4	112.1	+3.8	99.8	(0.05)
EPS (yen)	8.20	18.97	231.2	+10.76	249.8	+11.37
EPS before amortization of goodwill (yen)* ²	16.86	29.52	175.1	+12.66	161.6	+11.26
EBITDA* ³	195.4	205.7	105.2	+10.2	101.5	+3.0

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

*² Tax impact related to amortization of goodwill is taken into account.

*³ EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill

Note) Exchange rate: 1USD=152.55JPY, 1CNY=20.94JPY

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This will be the highlight of our consolidated results for the first quarter.

We recorded ¥2,777.3 billion in revenues from operations, corresponding to 101.6% of the previous year and 99.4% of the results outlined in the plan.

We recorded ¥65.0 billion in operating income, corresponding to 109.7% of the previous year and 111.8% of the results outlined in the plan.

Lastly, we recorded ¥49.0 billion in net income attributable to owners of parent, corresponding to 229.2% of the previous year and 248.8% of the results outlined in the plan.

Amortization of goodwill under JGAAP was ¥35.4 billion.

In the first quarter, we recorded a special gain resulting from a gain on sales of property and equipment coming from the sale of Ito-Yokado store assets. We also completed the bulk of our restructuring efforts pertaining to unprofitable businesses and assets in fiscal year 2024, resulting in a significant reduction in special losses. In light of this, special gains and a reduction of special losses ultimately translated into a very significant increase in net income to 229.2% of the previous year.

The impact of foreign exchange rates on operating income was +200 million yen.

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Q1 Revenues from Operations, Operating Income and EBITDA by Operating Segment (YoY)



(Billions of yen, %)

	Revenues from operations		Operating income		EBITDA	
		YoY/Change		YoY/Change		YoY/Change
Consolidated	2,777.3	101.6 +42.6	65.0	109.7 +5.7	205.7	105.2 +10.2
Domestic CVS operations	223.4	99.3 (1.5)	54.5	89.0 (6.7)	76.6	90.7 (7.8)
Overseas CVS operations	2,093.6	103.2 +64.1	8.6	194.2 +4.2	99.9	111.4 +10.2
Superstore operations	339.5	94.5 (19.7)	8.4	394.8 +6.3	17.7	141.3 +5.2
Financial services	53.4	102.1 +1.1	7.7	92.1 (0.66)	18.4	103.3 +0.58
Others	87.5	101.9 +1.6	4.6	214.2 +2.4	6.4	166.0 +2.5
Eliminations/Corporate	(20.2)	- (3.1)	(19.0)	- +0.06	(13.6)	- (0.49)

Note) Exchange rate: 1USD=152.55JPY, 1CNY=20.94JPY

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The following is a breakdown of revenues from operations, operating income, and EBITDA by segment and year-on-year comparison. The figures are after the amortization of goodwill.

First of all, regarding the domestic CVS operations, sales at existing stores increased due to the strengthening of the lineup of high-value-added products and the unit price per customer increased, but there was a decrease in profit as there were issues in designing a product mix that balances detailed pricing based on customer needs, resulting in a decline in the profit margin, and SG&A expenses were unable to cover the increase in personnel costs and rent with other costs.

On the other hand, in the overseas CVS operations, although the growth in same-store sales is still severe, the effects of the measures have been positive. Profit increased due to improvement of rough profit margin and control of SG&A expenses. In the superstore operations, profits increased due to the emergence of structural reforms. In addition, in Others segment, specialty store businesses such as Loft, Akachan Honpo, Seven & i Food Systems saw strong sales, leading to increased profit. As a result, we were able to achieve an increase in profit on a consolidated basis.

Q1 Revenues from Operations, Operating Income and EBITDA by Operating Segment (vs. Plan)



(Billions of yen, %)

	Revenues from operations		Operating income		EBITDA	
		vs. Plan/Change		vs. Plan/Change		vs. Plan/Change
Consolidated	2,777.3	99.4 (17.6)	65.0	111.8 +6.8	205.7	101.5 +3.0
Domestic CVS operations	223.4	97.2 (6.5)	54.5	89.8 (6.1)	76.6	92.0 (6.6)
Overseas CVS operations	2,093.6	99.0 (20.3)	8.6	144.8 +2.6	99.9	99.1 (0.91)
Superstore operations	339.5	100.2 +0.51	8.4	118.0 +1.2	17.7	100.6 +0.09
Financial services	53.4	102.8 +1.4	7.7	115.1 +1.0	18.4	115.4 +2.4
Others	87.5	112.2 +9.5	4.6	584.4 +3.8	6.4	260.0 +3.9
Eliminations/Corporate	(20.2)	- (2.2)	(19.0)	- +4.1	(13.6)	- +4.0

Note) Exchange rate: 1USD=152.55JPY, 1CNY=20.94JPY

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Next are the results for each segment versus the targets outlined in the plan.

In addition to a YoY underperformance, operating income from Domestic CVS operations also came in short of the forecast target. That said, the results for the other segments all exceeded the forecasts and ultimately allowed us to meet our targets on an overall consolidated basis.

EBITDA was also largely in line with the plan.

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AGENDA

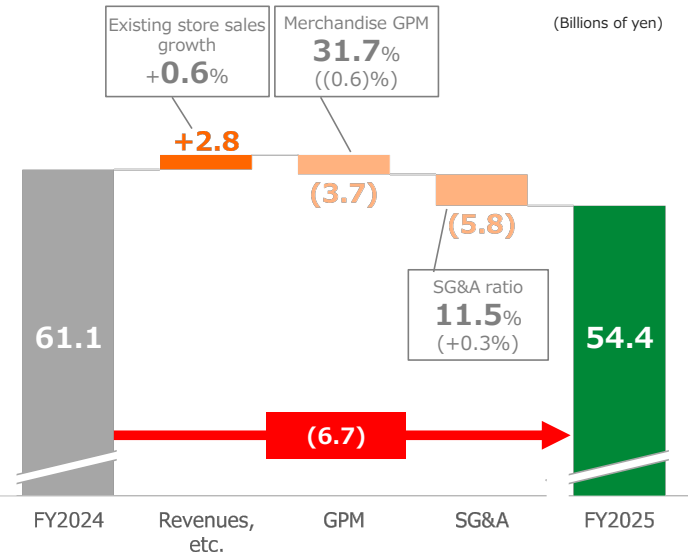
- 1 Q1 Results
- 2 Progress of Major Business Initiatives

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Next, I will explain the progress of our Major Business Initiatives of each major operating company.

Operating income and major KPI



Existing store trend (sales, number of customers, average spending per customer)



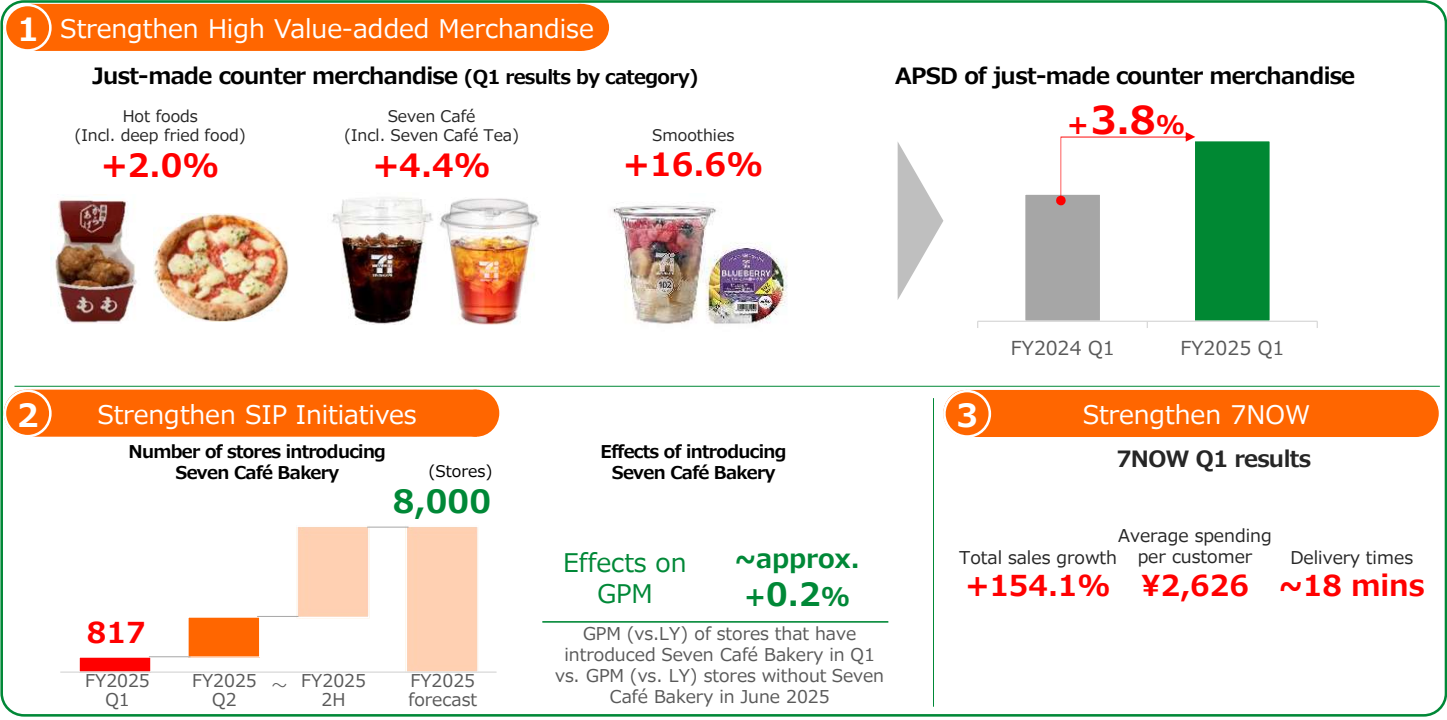
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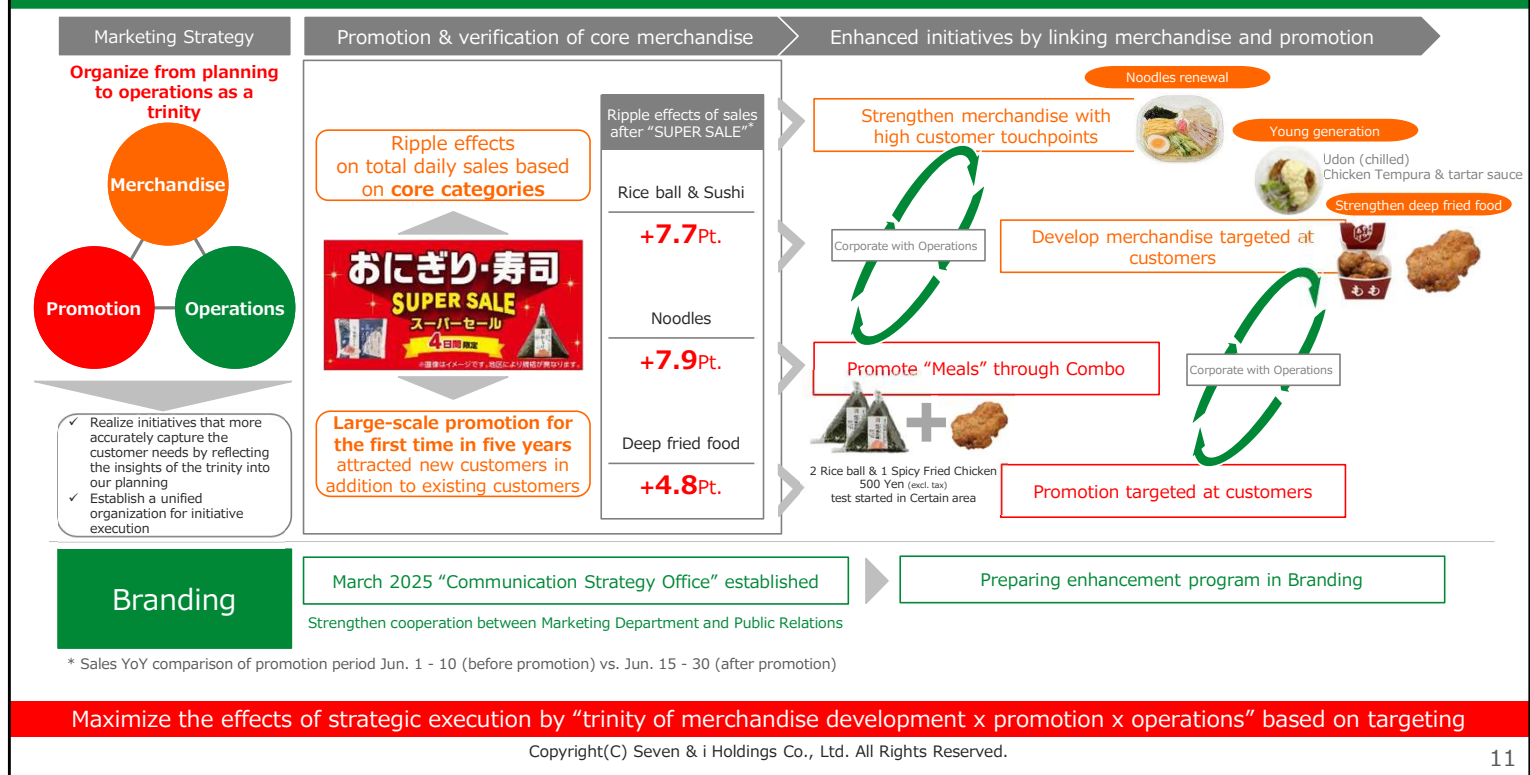
First of all, I would like to explain about Seven-Eleven Japan. Please take a look at the chart on the left.

This table shows the breakdown of operating income by factor compared to the previous year. Existing-store sales grew by +0.6% in the first quarter, resulting in an increase in earnings.

As for profit margins, we promoted initiative to deal with pricing strategy as the number of customer decreased because of the image that “Seven-Eleven’s products are expensive” last year. We strengthened our efforts to set prices commensurate with value and optimize the product mix and we confirmed certain effects. Therefore, we are now strengthening our high-value-added products to improve rough profit margin and our efforts are underway and still at development stage due to mainly rising raw material prices. We will strengthen our efforts to set prices commensurate with value and optimize the product mix. In addition, SG&A expenses increased due to increases in advertising expenses, personnel expenses, land and building rent, etc., and operating income decreased by 6.7 billion yen from the previous year to 54.4 billion yen.

Please take a look at the line chart on the right. The orange line shows the growth rate of existing store sales, the green line shows the number of customers, and the red line shows the growth rate of average customer spend. In particular, we recognize that the number of customers in the first quarter decreased by 0.7%, which is a major challenge for recovery.





Our greatest strength lies in the appeal of its original products. While maintaining the importance of developing high-value products such as delicious products, safe and secure products, and healthy products, we recognize that it is important to increase sensitivity to whether we are offering products that embody the value that customers want, including price and volume, and whether there are any discrepancies between our offer and expectation from customers.

At Seven-Eleven Japan, we will change our system to quickly implement strategies that strengthen our marketing perspective.

It is a management system that combines products, promotions, and operations.

In the previous process, plans were made for merchandises and promotions, and those plans were then linked to operations. However, we have now established a system in which operations are involved in the planning stage and knowledge from the field is reflected in the plans.

This enables us to implement measures that accurately capture customer needs. In addition, planning information is shared at an early stage, allowing relevant departments to be fully prepared for the implementation of measures. This makes it possible to conduct thorough discussions between field counsellors and owners and to prepare sales floors with greater care.

As the first step in this Trinity management strategy, we held a super sale on rice balls and sushi in June. This was more than simply a sales promotion, but also it was also intended to be a test to verify the demand for combination purchases of other daily items with rice balls, which are products with high customer contact, and to formulate measures to acquire new customers in addition to existing customers by combining the sale with promotions.

As a result, many customers purchased combinations of rice balls and noodles or rice balls and deep fried foods, contributing to an overall increase in daily sales.

From now on, in addition to rice balls, we will strengthen noodles seasonally as our core products.

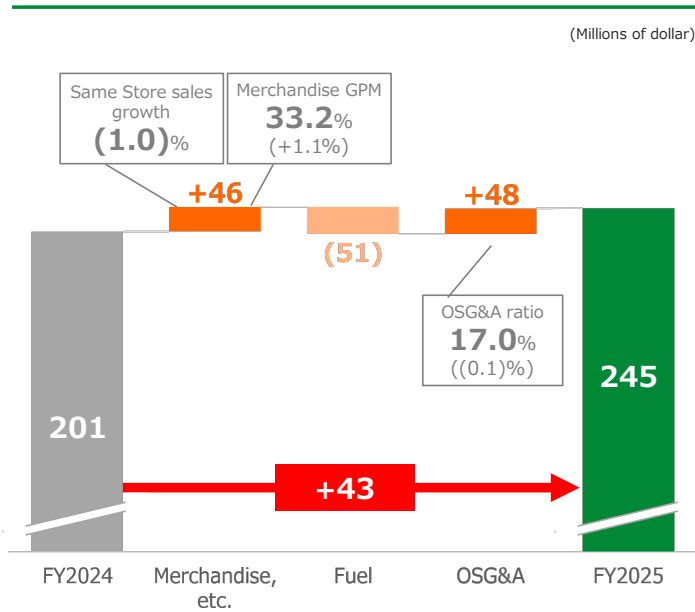
In this context, we will also introduce products based on targeting factors such as young people and women. In addition, by appealing to the sale of sets with deep fried foods and core products, we will link promotions so that customers can be satisfied with one serving of a set of products to choose from.

In the short term, we aim to maximize the effects of our strategy by linking targeting-based product development, promotion, and operations in a three-pronged manner. In addition, from a medium- to long-term perspective, we established the Communication Strategy Office in March, and we will once again reconsider what Seven-Eleven contributes to society and what we will provide to our customers, and we will promote initiatives to strengthen our branding.

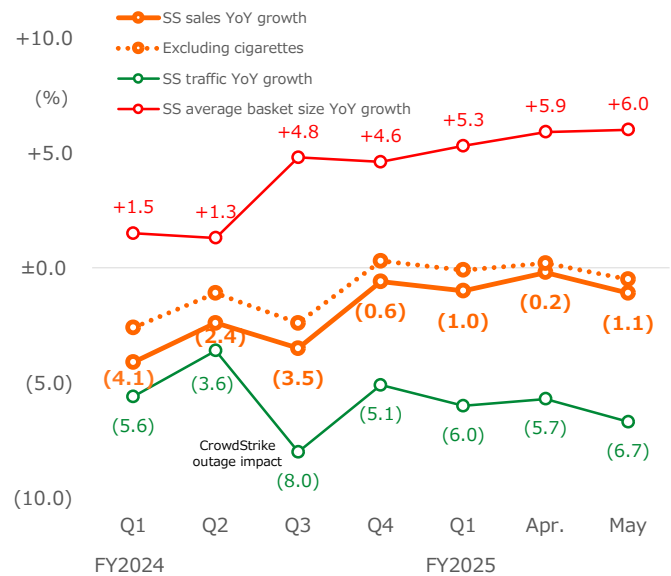
Q1 Results (SEI)



Operating income and major KPI



Same Store trend (sales, traffic, average basket size)



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Let me now take you through 7-Eleven, Inc.'s first quarter results.

Please refer to the waterfall chart on the left.

In merchandise, although same store sales declined in Q1, thanks to favorable outcome of the initiatives that I will explain later and the changes to the pricing strategy that closely monitors customer behaviors, the merchandise margin improved by +1.1%, which contributed to an increase in profit from merchandise.

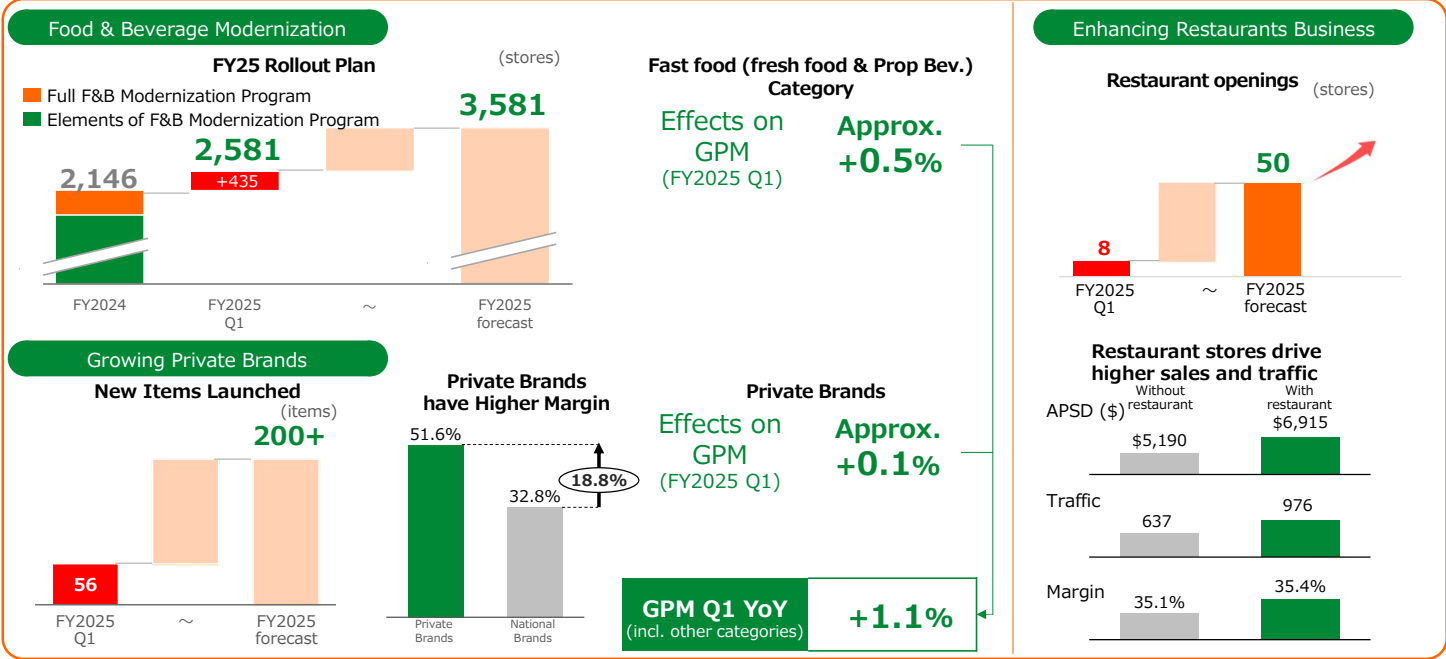
On the other hand, fuel sales volume and CPG were lower than the previous year, resulting in a decrease in profit.

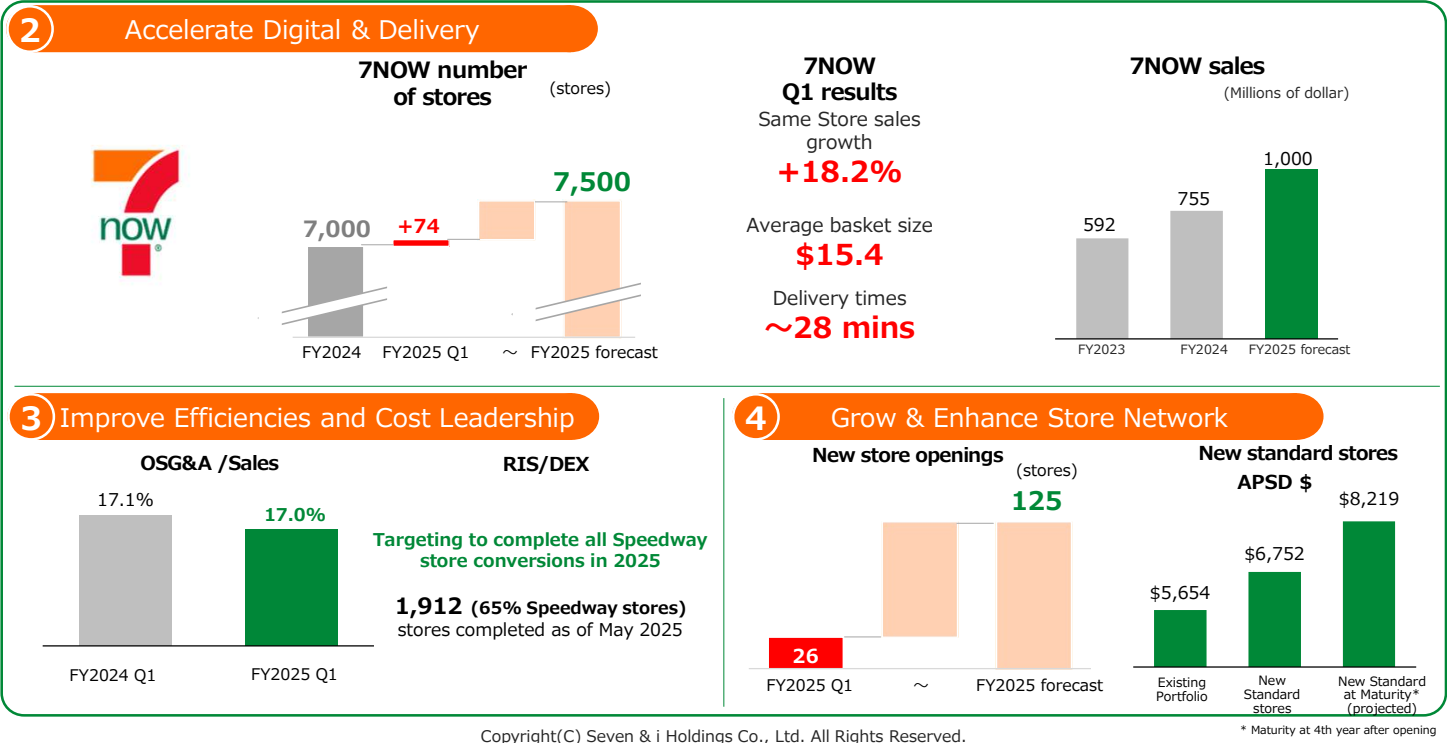
In this challenging environment, we continued to strengthen our cost leadership initiatives, and OSG&A expenses improved in the OSG&A / Sales ratio and OSG&A amount. As a result, operating income was \$245 million, +\$43 million year-over-year.

Please look at the line chart on the right. Same store sales reached the same level as the previous year because of a significant increase in average customer spend due to a review of pricing policies. Excluding cigarette products, same store sales reached almost flat year over year. However, recovering customer traffic is being a major challenge, as with Seven-Eleven Japan.

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Grow Proprietary Products





Multiple Avenues to Unlock Corporate Value

(Reposting of the Update on Management Initiatives on March 6, 2025)



Commitment to Unlock Shareholder Value Through New Transformational Initiatives

1

Senior Leadership Transformation

Transforming the Group's leadership structure with the appointment of Steve Dacus as President & Representative Director and CEO of 7&i Holdings to accelerate the execution of strategic priorities

2

Pursue IPO of SEI by 2H 2026

Unlock the intrinsic value of SEI while positioning SEI for accelerated growth through greater autonomy and financial flexibility

3

Commitment to Enhanced Shareholder Return

Significantly enhance shareholder return framework with plan to return JPY 2.0Tn (c. USD 13.2Bn)⁽¹⁾ of capital to shareholders by FY30 and implement progressive dividend policy

Commitment to Continue Executing Against Previously Announced Initiatives

4

Business Portfolio Transformation

Update on ongoing portfolio transformation and simplification to streamline core business focus

Sale of Superstore Business Group

Deconsolidation of Seven Bank

5

Business Execution Transformation

Continued focus on enhancing execution of CVS business while pursuing organic and inorganic growth

CVS Performance Acceleration Plan

Disciplined M&A Execution

Note)
1. U.S.\$1=151.46JPY

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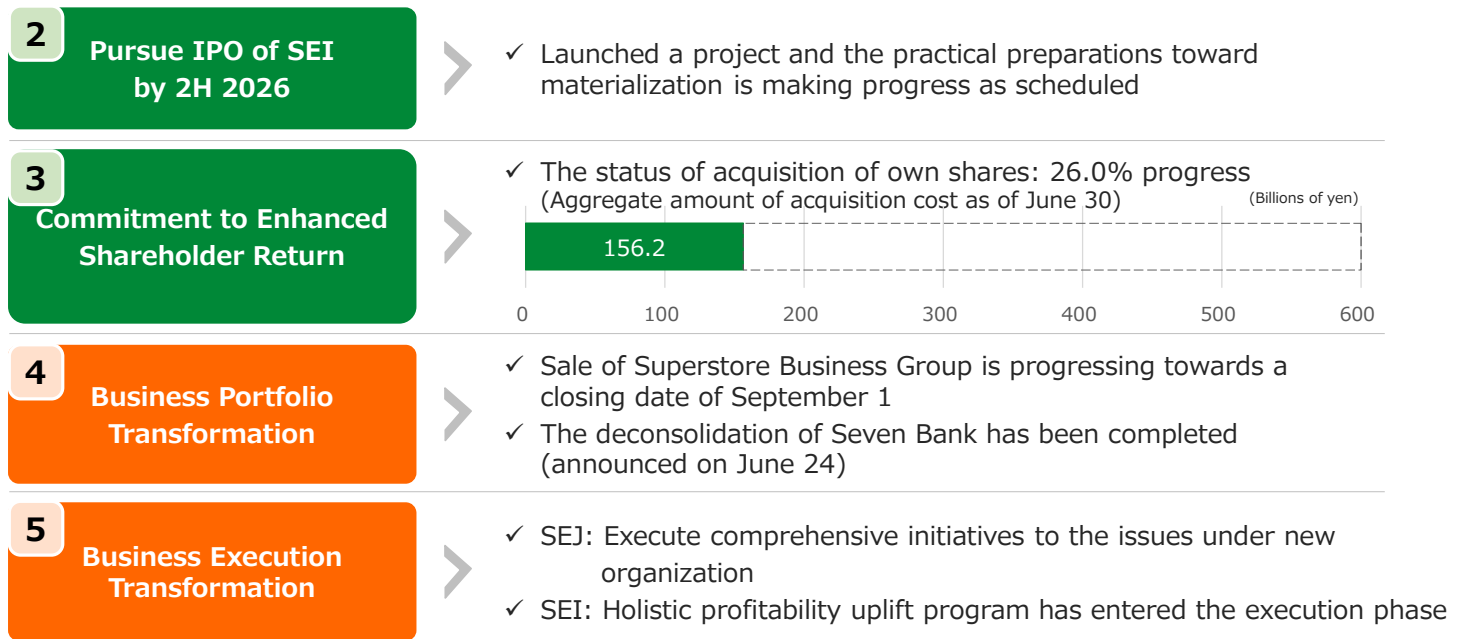
Last, allow me to share with you the current state of progress within the scope of the Group's commitment to unlocking corporate and shareholder value through the Management Initiatives, announced on March 6.

These slides are a reprint of the presentation materials from March 6.

With regard to the Senior Leadership Transformation described in 1, it was approved at the General Meeting of Shareholders in May, and we will accelerate the implementation of strategic measures under the new management structure.

I will briefly explain progress of other items in the next slide.

Progress



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First of all, preparations for 7-Eleven, Inc.'s IPO are proceeding as planned.

With regard to shareholder returns, as we disclose every month, we are making steady progress in the acquisition of own shares, with a cumulative acquisition of 90.0 billion yen as of the end of May at the end of the first quarter, and a cumulative total of 156.2 billion yen as of the end of June, the most recent, and the progress rate in terms of amount is 26%.

With regard to business portfolio transformation, the deconsolidation of SST business is making steady progress toward the closing on September 1, and the deconsolidation of Seven Bank was completed on June 24.

For accounting purposes, it should be noted that Seven Bank and its subsidiaries will be included in the Company's consolidated financial results until the end of August.

Lastly, I would like to explain the transformation of business operations.

First, with regard to 7-Eleven, Inc., the Holistic profitability uplift program has entered the execution phase since July, as scheduled. This program is being promoted as an initiative to bring about an inorganic change by incorporating an objective perspective and is being incorporated into the plan formulated under the new management led by CEO Dacus.

In addition to promoting the three initiatives that I explained earlier and strengthening the marketing strategy based on the trinity I mentioned earlier, Seven-Eleven Japan has started initiatives based on the recognition that it is essential to comprehensively reform its business structure and cost structure, as with 7-Eleven, Inc.

We recognize that this initiative is not a short-term initiative, but a challenging initiative that will take a considerable amount of time. We recognize that this is a challenge that takes some time to achieve full-fledged profit and loss improvement. However, this transformation must be achieved in order for Seven-Eleven Japan to grow sustainably in the future, and we will aim to achieve it as soon as possible.

Last but not least, we are pleased to announce that our Group has embarked on a new journey under the leadership of CEO Dacus. By taking this opportunity, we plan to hold a briefing in August, where CEO Dacus will explain our strategy, including transformation and execution. Details such as the date, time and location will be announced separately, so please wait a while. We look forward to your participation.

This concludes my explanation. Thank you for your attention.

Appendix



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Consolidated B/S Summary (As of May 31, 2025)



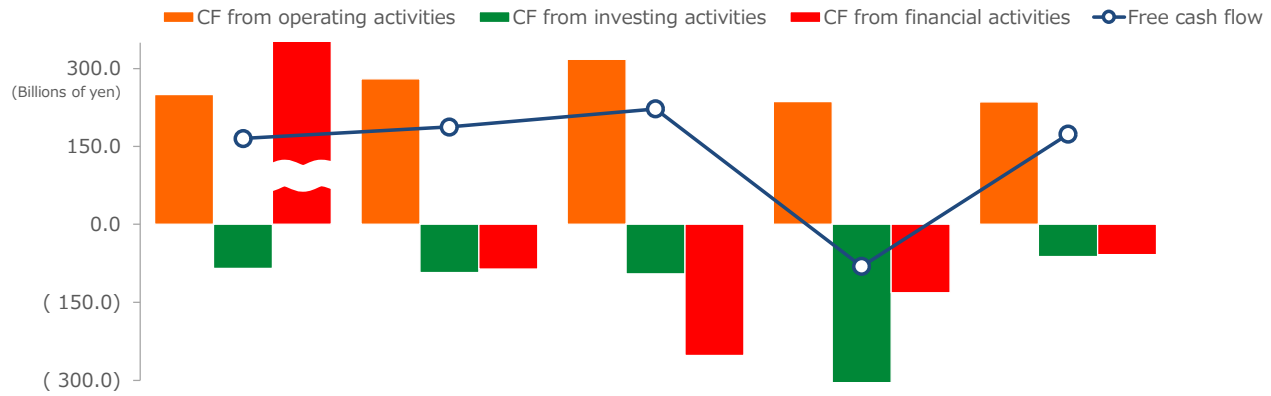
(Billions of yen)

Assets (Main items only)	As of Feb. 28, 2025	As of May 31, 2025	Change	Liabilities and net assets (Main items only)	As of Feb. 28, 2025	As of May 31, 2025	Change
Current assets	2,823.7	2,994.7	+170.9	Total liabilities	7,162.8	7,179.9	+17.0
Cash and bank deposits	1,368.6	1,465.5	+96.8	Current liabilities	3,316.6	3,704.3	+387.7
Cash and bank deposits at Seven Bank	903.1	813.4	(89.6)	Notes and accounts payable, trade	519.4	572.6	+53.1
Notes and accounts receivable - trade, and contract assets	441.6	450.1	+8.5	Short-term loans	172.4	398.8	+226.3
Merchandise and finished goods	312.7	290.8	(21.8)	Current portion of bonds and current portion of long-term loans	500.1	560.6	+60.5
Non-current assets	8,561.7	8,147.0	(414.6)	Allowance for loss on business of subsidiaries and associates	18.2	18.3	+0.08
Property and equipment	4,981.2	4,740.5	(240.7)	Lease obligations	180.6	167.2	(13.3)
Buildings and structures, net	1,749.1	1,676.8	(72.2)	Deposits received in banking business	813.3	811.3	(1.9)
Land	1,172.5	1,119.9	(52.5)	Non-current liabilities	3,846.2	3,475.5	(370.7)
Right-of-use assets, net	1,289.8	1,214.8	(74.9)	Bonds	1,244.0	1,006.5	(237.4)
Intangible assets	2,711.3	2,537.8	(173.5)	Long-term loans	778.0	731.5	(46.5)
Investments and other assets	869.0	868.6	(0.40)	Lease obligations	1,223.4	1,156.1	(67.3)
Deferred assets	0.58	0.53	(0.05)	Total net assets	4,223.2	3,962.4	(260.7)
Total assets	11,386.1	11,142.3	(243.7)	Total liabilities and net assets	11,386.1	11,142.3	(243.7)

Note) "Accounting Standard for Current Income Taxes" (ASBJ Statement No. 27, October 28, 2022), etc. have been applied from the beginning of the fiscal year ending February 28, 2026, and the figures for the fiscal year ended February 28, 2025 have been modified retrospectively.

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Q1 Consolidated Statements of Cash Flows



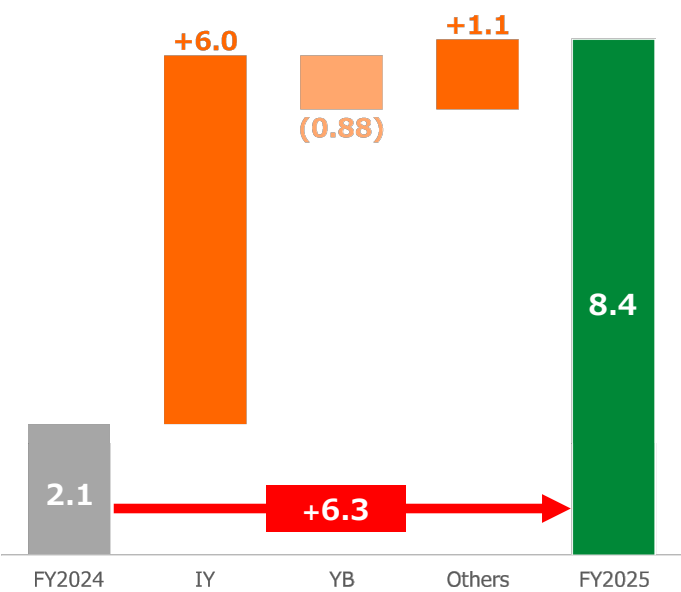
(Billions of yen)	FY2021	FY2022	FY2023	FY2024	FY2025	vs. FY2024
CF from operating activities	249.9	280.1	317.6	236.1	235.3	(0.78)
CF from investing activities	(84.8)	(92.8)	(95.1)	(316.8)	(61.7)	+255.1
Free cash flow	165.0	187.3	222.5	(80.7)	173.6	+254.3
CF from financing activities	1,099.4	(86.0)	(252.3)	(131.7)	(58.1)	+73.5
Cash and cash equivalents at the end of the year	3,562.4	1,527.0	1,645.9	1,373.2	1,447.3	+74.1

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Superstore operations

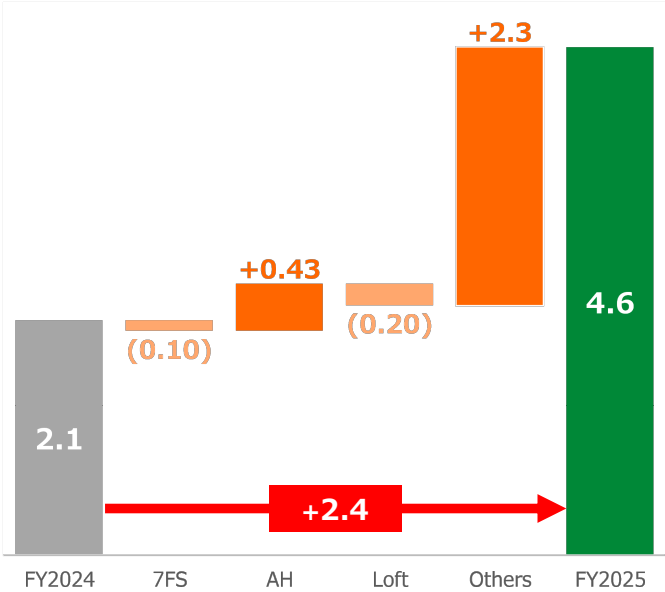
(Billions of yen)



Note) IY: Ito-Yokado YB: York-Benimaru

Others

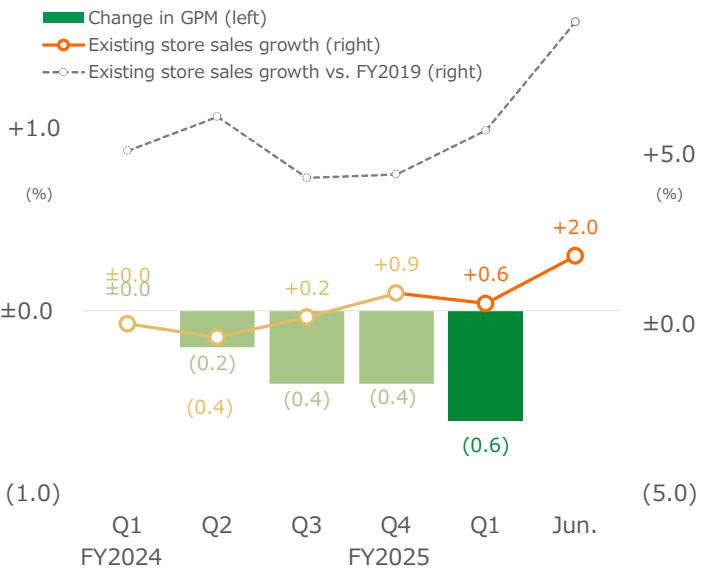
(Billions of yen)



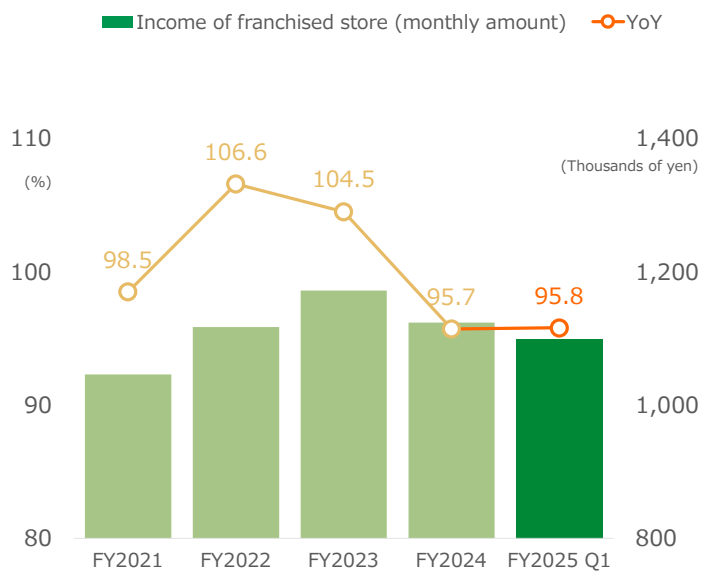
Note) 7FS: Seven & i Food Systems, AH: Akachan Honpo

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Existing store sales & GPM



Trend in income of franchised stores



OSG&A

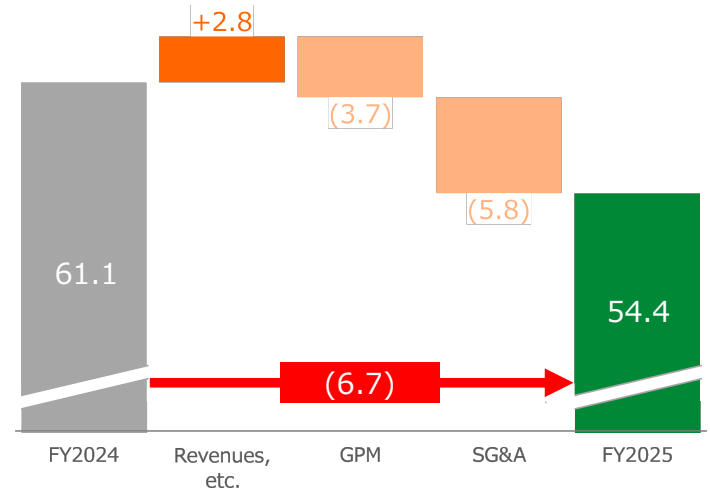
(Billions of yen, %)

Major factors for change

		Q1		
		YoY	YoY change	
OSG&A	154.8	103.9	+5.8	
Advertising expense	12.0	119.1	+1.9	Enhanced sales promotion
Salaries and wages	19.7	107.6	+1.3	Impact of increased salary unit cost
Land and building rent	50.7	102.3	+1.1	Increased number of stores
Depreciation and amortization	21.6	94.9	(1.1)	Decrease due to the completion of 7 th system depreciation
Utility expenses	15.3	107.0	+1.0	Increased electric cost
Other	35.3	104.4	+1.4	Increased system expenses and maintenance fee

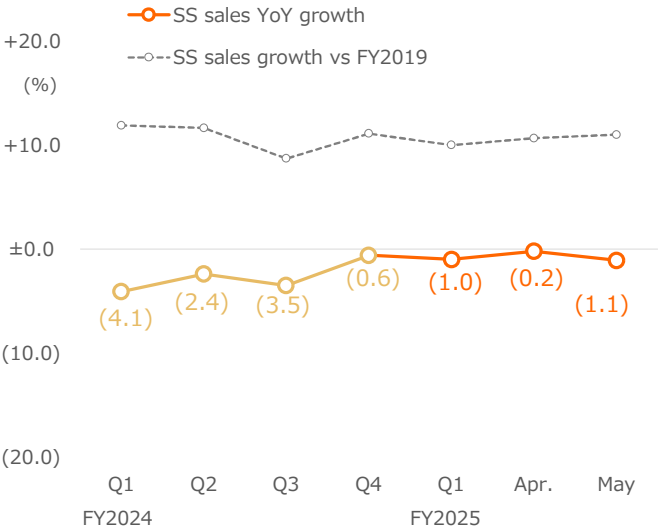
Change in operating income

(Billions of yen)

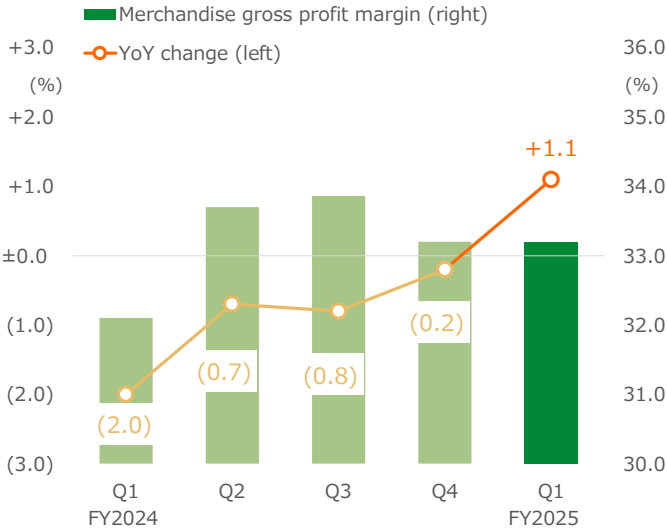


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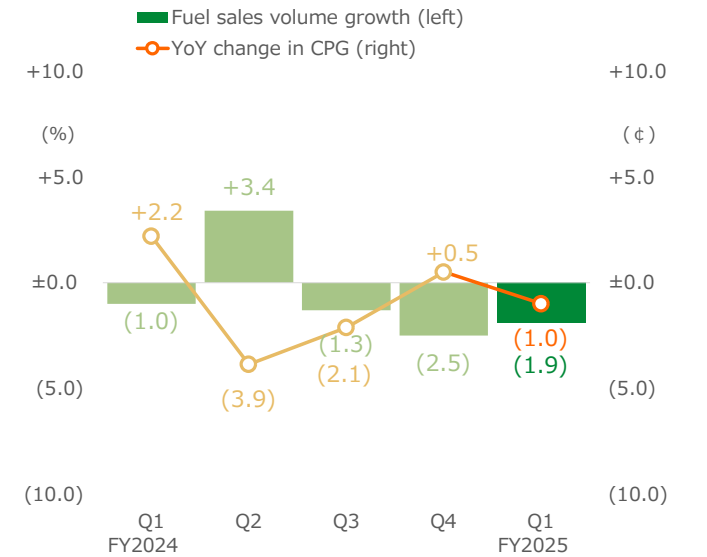
Merchandise same store sales growth



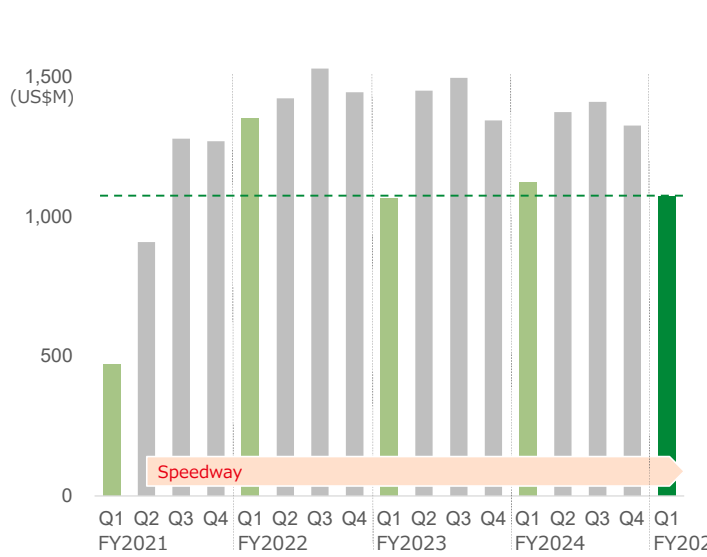
Merchandise gross profit margin



Total fuel volume & margin (Total CPG)



Fuel gross profit



* Total CPG is inclusive of Retail, Supply and Wholesale business

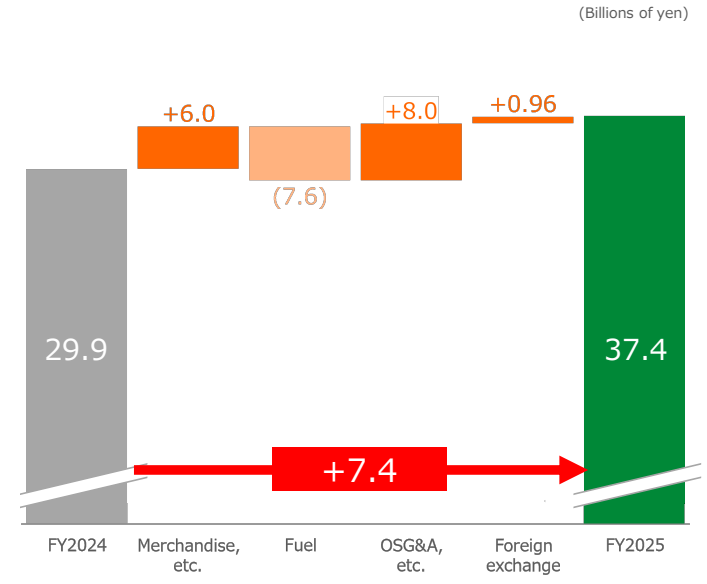


OSG&A

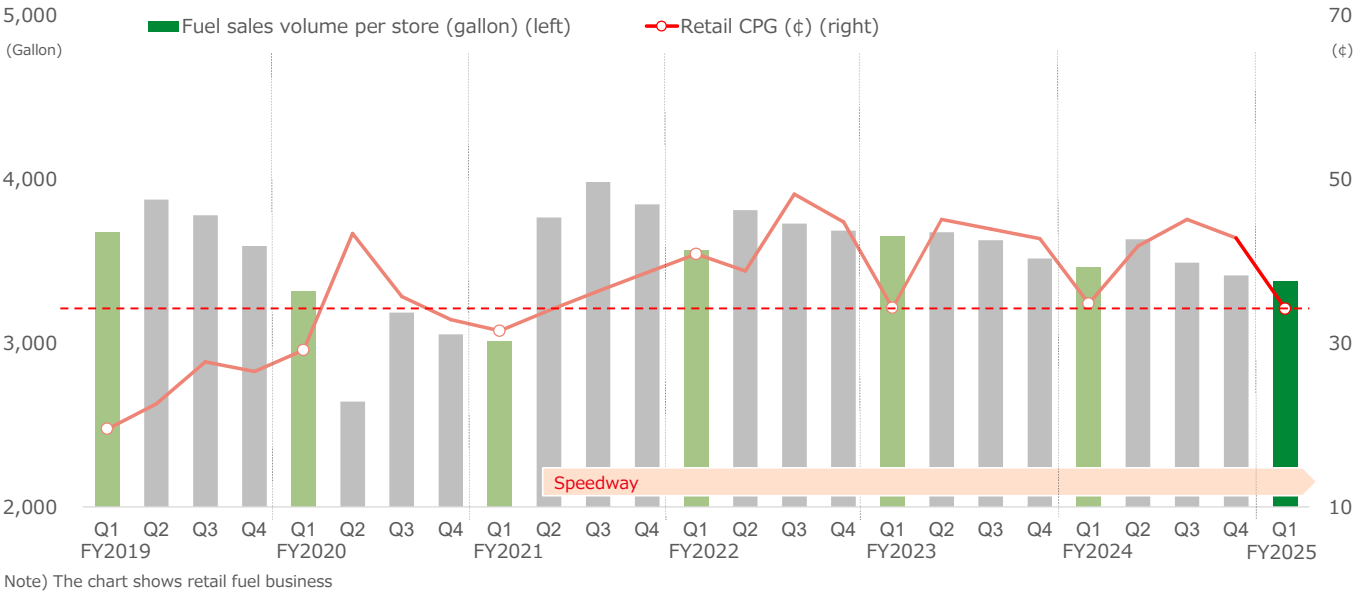
(Millions of dollar, %)

		Q1		Major factors for change
		YoY	YoY change	
OSG&A	2,266	97.9	(48)	
Advertising expense	32	102.8	+0.8	Increase due to accelerated advertisement
Salaries and wages	712	95.1	(36)	Decrease due to labor optimization
Land and building rent	305	107.3	+20	Increase due to Inflation, etc.
Depreciation and amortization	340	94.7	(18)	Decrease due to Fixed Asset useful life reevaluation
Utility expenses	129	102.9	+3.6	Increase in utility rates
Other	747	97.7	(17)	Decrease due to credit card fees and store supplies etc.

Change in operating income



Fuel sales volume / CPG (Retail)



Q1 results

(Billions of yen, %)

	Expenses					Capex				
	Results	YoY change	vs. Plan	vs. FY2025 plan	FY2025 plan	Results	YoY change	vs. Plan	vs. FY2025 plan	FY2025 plan
DX, system, security, etc.	(11.4)	+2.1	+0.64	25.0	(45.7)	1.1	(1.4)	(0.43)	17.0	6.6
Others	(7.6)	(2.0)	+3.5	18.6	(40.7)	0.53	(0.26)	+0.29	23.8	2.2
Eliminations/Corporate (Operating income)	(19.0)	+0.06	+4.1	22.0	(86.5)	1.6	(1.7)	(0.14)	18.7	8.9

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FY2025 Consolidated Financial Forecasts



				(Ref.) Simulation of the same Group's structure as in FY2024		
	Amount	YOY	YOY change	Amount	YOY	YOY change
Group's total sales	17,338.0	94.0	(1,104.8)	18,281.0	99.1	(161.8)
Revenues from operations	10,722.0	89.6	(1,250.7)	11,665.0	97.4	(307.7)
Operating income	424.0	100.7	+3.0	461.0	109.5	+40.0
Ordinary income	386.0	103.0	+11.4	419.0	111.9	+44.4
Net income attributable to owners of parent	255.0	147.3	+81.9	260.0	150.2	+86.9
EPS (yen)	102.92	154.5	+36.30	-	-	-
EPS before amortization of goodwill (yen)	145.33	138.2	+40.20	-	-	-
EBITDA	963.0	96.7	(32.5)	1,039.0	104.4	+43.4

Notice regarding the FY2025 financial forecasts

As announced on March 6, 2025, the Company resolved that a total of 29 companies comprising 22 of our consolidated subsidiaries and 7 equity-method affiliates held by YORK Holdings Co., Ltd. would be transferred to K.K. BCJ-96, a wholly-owned subsidiary of K.K. BCJ-95, an acquisition purpose company established by Bain Capital Private Equity, L.P. and its affiliates.

As a result, the FY2025 performance forecasts reflect only the first-half performance of the 29 companies concerned. For the second half of the fiscal year, we assume the 29 companies as deconsolidation companies, and reflect income in accordance with the equity ratio of the shares.

In addition, as a results of participation in the share buyback announced by Seven Bank, Ltd. on June 19, 2025, Seven Bank, Ltd. and its subsidiaries were excluded from the scope of consolidation on June 24, 2025, and became equity-method affiliates of the Company. The FY2025 performance forecasts reflect only the first half of the fiscal year of Seven Bank, Ltd. and its consolidated subsidiaries.

Notes) 1. Exchange rate: 1USD=148.00JPY, 1CNY=21.00JPY

2. The estimated impact of acquisition of own shares and cancellation of treasury stock are taken into account in regards to "EPS" and "EPS before amortization of goodwill".

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FY2025 Forecasts by Operating Segment

(Reposting of the presentation materials on April 9, 2025)



(Billions of yen, %)

	Revenues from operations		Operating income		EBITDA	
		YOY/Change		YOY/Change		YOY/Change
Consolidated	10,722.0	89.6 (1,250.7)	424.0	100.7 +3.0	963.0	96.7 (32.5)
Domestic CVS operations	950.0	105.1 +45.8	244.7	104.8 +11.1	342.5	105.4 +17.6
Overseas CVS operations	8,848.0	96.5 (322.7)	230.0	106.4 +13.7	598.6	101.8 +10.7
7-Eleven, Inc. [Millions of dollars]*	54,650	96.2 (2,172)	2,300	105.8 +127	3,750	103.5 +126
Superstore operations	687.0	48.0 (745.1)	15.4	147.9 +4.9	36.7	70.4 (15.3)
Financial services	119.0	56.1 (93.1)	18.5	57.8 (13.5)	43.0	59.3 (29.4)
Others	164.0	51.1 (156.9)	1.9	32.9 (3.8)	5.3	42.0 (7.3)
Eliminations/Corporate	(46.0)	- +21.3	(86.5)	- (9.4)	(63.1)	- (8.7)

* Figures are shown on SEI consolidated basis.

Note) Exchange rate: 1USD=148.00JPY, 1CNY=21.00JPY

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FY2025 Consolidated Financial Forecasts (1H and 2H)

(Reposting of the presentation materials on April 9, 2025)



(Billions of yen, %)

		1H			2H	
		YOY	YOY change		YOY	YOY change
Group's total sales	9,110.0	98.1	(177.0)	8,228.0	89.9	(927.8)
Revenues from operations	5,785.0	95.8	(250.5)	4,937.0	83.2	(1,000.2)
Operating income	197.0	105.3	+10.0	227.0	97.0	(6.9)
Ordinary income	172.0	102.9	+4.7	214.0	103.2	+6.6
Net income attributable to owners of parent	98.0	187.6	+45.7	157.0	129.9	+36.1
EPS (yen)	38.46	191.5	+18.37	64.46	138.5	+17.93
EPS before amortization of goodwill (yen)	59.74	153.7	+20.87	85.59	129.2	+19.33
EBITDA	485.0	102.9	+13.4	478.0	91.2	(46.0)

Note) Exchange rate: 1H 1USD=150.00JPY, 1CNY=21.00JPY 2H 1USD=146.00JPY, 1CNY=21.00JPY

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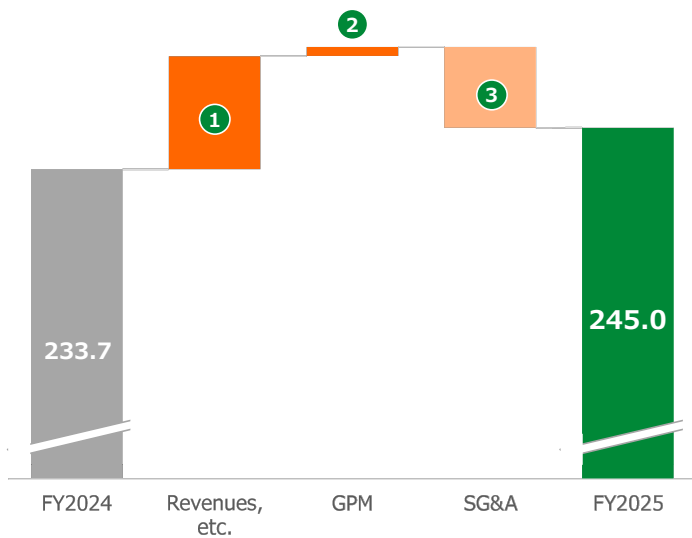
Target to Achieve Profits in FY2025 (SEJ)

(Reposting of the presentation materials on April 9, 2025)



Operating income

(Billions of yen)



Major KPIs to achieve the targets

	FY2024 Actuals	FY2025 Target	Change
① Existing store sales (%)	+0.2	+2.5	+2.3
② Gross profit margin (%)	32.0	32.1	+0.1
③ SG&A to sales ratio (%)	11.4	11.4	±0.0

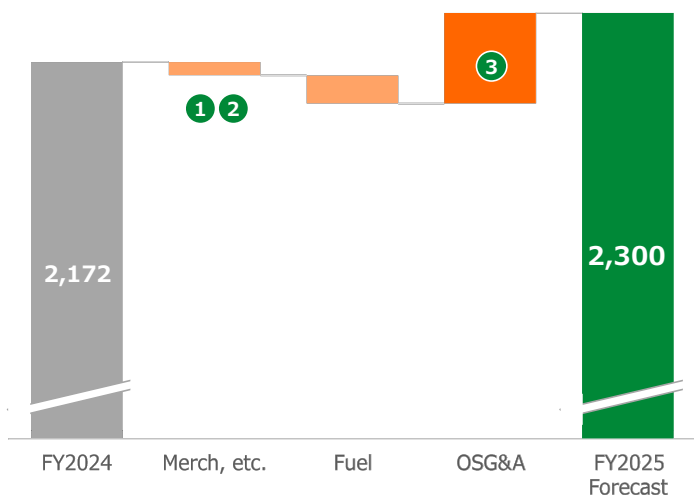
Improvement Plans

- Development of high value-added products and optimization of product assortment composition
 - 7NOW Business Expansion
 - Realization of one-stop shopping (expansion of non-food product assortment)
- Development of high value-added products and optimization of product assortment composition
 - Full-scale development of SEVEN CAFÉ Bakery/SEVEN CAFÉ Tea
 - Review of procurement scheme
- Maximize return on investment
 - Proactively utilize IT/DX to increase productivity of OFC and HQ employees
 - Review outsourcing costs and bring production in-house

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Operating Income

(Millions of dollar)



Major KPIs to achieve the targets

	FY2024 Actuals	FY2025 Target	Change
1 US Same Store Sales (%)	(2.7)	(1.5)	+1.2
2 Merch Margin (%)	33.3	33.7	+0.4
3 OSG&A as % of Net Sales	16.8	16.5	(0.3)

Improvement Plans

- Launch new, innovative, high-potential categories and items
 - Accelerate food and beverage modernization rollout
 - Drive traffic through strong value offers
- Grow proprietary product sales
 - Accelerate restaurant growth
 - Improve cost of goods
 - Optimize value chain
- Achieve incremental savings through cost leadership team
 - Complete RIS/DEX integration (results in single store point of sale and back-office solution)
 - Close underperforming stores

Environmental Declaration
"GREEN CHALLENGE 2050"

—FY2050 target—

① Reduce CO2 emissions
Target **net zero emissions** through group's operational management
Aim to reduce through whole supply chain including Scope 3

③ Reduce food waste & food waste recycling
Food waste volume 75% reduction
Food waste recycling rate 100%

② Measures against plastic
Includes reduction of overall plastic materials related to sales
Containers used for original merchandise 100% made with Eco-friendly materials
No usage of plastic bags

④ Sustainable sourcing
Raw materials for original merchandise 100% sustainability-sourced materials



—Disclosed in June 2020—



Taskforce on Nature-related
Financial Disclosures

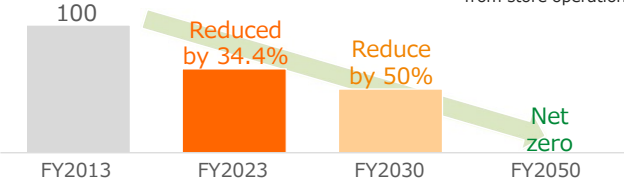
—Disclosed in September 2024—

Achieving sustainable society with global perspectives



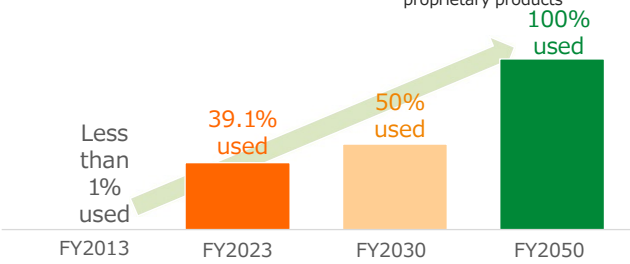
① Reduce CO2 emissions

Reduction in emissions from store operations



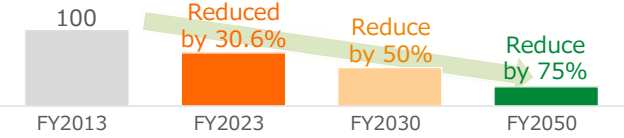
② Measures against plastic

Ratio of environmentally friendly materials used in containers for proprietary products

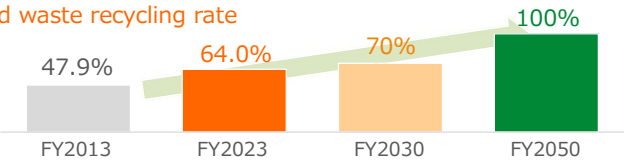


③ Reduce food waste & food waste recycling (Domestic)

Food waste volume

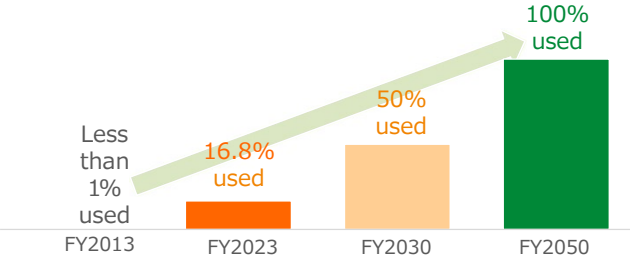


Food waste recycling rate



④ Sustainable sourcing (Domestic)

Ratio of sustainably sourced ingredients used in food ingredients for proprietary products



* The scope of aggregation has been changed from FY2023

Further strengthen efforts to achieve the targets set out in the environmental declaration by 2050



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.

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