

**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.**

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

# Seven & i Group's Value Creation Process

Treating social issues and environmental changes as business opportunities, the Seven & i Group gathers and deploys its management resources—diverse human resources and know-how—to create value in the form of new, unique merchandise and services. In this way, we contribute to local communities both in Japan and overseas by providing new experiences and values from the customer's perspective. At the same time, we aim to reduce the environmental impact of our operations by using resources efficiently. Through our core business, which is closely tied to the social infrastructure, we aim to help resolve social issues.

### Our Strengths

#### Social capital

- Diverse customer contact points

Number of store-visiting customers: Globally, about 56.8 million/day\*1

#### Human capital

- Greater independence and productivity through diverse human resources

Number of employees (consolidated)\*2: 170,757

#### Intellectual capital

- Group synergies through diverse business expansion
- Merchandise development capabilities combining high-level techniques and insight generated through Team Merchandising

Seven Premium merchandise sales: ¥1,380 billion\*3

- Global 7-Eleven trademark and brand
- Franchise system that grows along with franchisees

#### Manufacturing and sales capital

- Global store development

Globally, about 80,000 stores\*1

- High-quality and stable merchandise manufacturing infrastructure reflecting collaboration with SEVEN-ELEVEN JAPAN's excellent partner companies

Domestic production facilities: 177\*4 (of which 163 are facilities that produce only 7-Eleven products)

#### Financial capital

- Robust cash-generating capability

Consolidated operating cash flow: ¥736.4 billion\*3

### External Environment

#### Global trends

- Increasingly more serious environmental issues
- Increased awareness of sustainability
- Advances in technology
- Diversification of values
- Increasing and visible country risks

#### Domestic consumption/competitive environment

- Population decline, declining birthrate and aging population
- Population concentration in urban areas, depopulation of rural areas
- Externalization of housework and food
- Diversification of working styles
- Competition that transcends the boundaries of business types

#### Changes accelerating due to COVID-19 impact

- Thoughts on health, safety and security
- Spread of digital consumption and delivery
- Non-contact/remote society
- The need for resilience
- Small trade areas and their diversification

### Group Priority Strategy

#### Challenge of new "Growth areas"

Overseas CVS business strategy

#### Open the next "Convenience" door

Domestic CVS business strategy

#### Challenge of "Food" expected now

Group food strategy

#### Create an abundant "Lifestyle Hubs"

Large-scale commercial base strategy

#### Challenge of the Last Mile

Expand on-demand delivery service/enhance online supermarkets (BOPIS)\*5

Customer Base

9.9 million\*3 a day in North America

22.2 million\*3 a day in Japan

**Expansion of customer contact**

### DX/Financial strategy

Further strengthening of corporate governance/Human resource measures linked to the business strategy

### Sustainable management

Balancing the sustainable growth of the company with sustainable society

### G Corporate Governance

Senior management team

Monitoring

Board of Directors

Audit & Supervisory Board

Mechanism to increase corporate value over the medium to long term

Objective monitoring through a sincere management framework

### Corporate Creed

We aim to be a sincere company that our customers trust.

We aim to be a sincere company that our business partners, shareholders and local communities trust.

We aim to be a sincere company that our employees trust.

What we learn about the creation of new retail services gained from earnest dialogue with stakeholders is accumulated in management resources, resulting in sustainable growth

\*1 Fiscal year ended February 28, 2022. Includes stores operated by licensees (companies that acquired licenses to operate 7-Eleven stores) in each country  
 \*2 Includes part-time employees (monthly average based on a 163-hour work month), as of February 28, 2022.  
 \*3 Fiscal year ended February 28, 2022  
 \*4 As of February 28, 2022  
 \*5 Buy Online Pick-up In Store: Format that lets customers pick up at stores merchandise purchased online

Aims for 2050: Decarbonization, circular economy, society in harmony with nature

#### CO<sub>2</sub> emissions from store operations

## Net zero

(compared with FY2013)  
[Result] FY2021  
24.2% reduction\*6

#### Eco-friendly materials\*8 in containers for original merchandise\*7

## 100%

[Result] FY2021  
28.9%

\*6 The period of the calculations was from April to March. The period of the calculations from April of the year to March of the following year is presented as the fiscal year ended February (FY). Totals are for 11 companies (SEVEN-ELEVEN JAPAN CO., LTD., Ito-Yokado Co., Ltd., York-Benimaru Co., Ltd., York Co., Ltd., SHELL GARDEN CO., LTD., IY Foods K.K., Sogo & Seibu Co., Ltd., Akachan Honpo Co., Ltd., Bameys Japan Co., Ltd., Seven & i Food Systems Co., Ltd., and THE LOFT CO., LTD.). York-Benimaru Co., Ltd. includes stores and the facilities of the former Life Foods Co., Ltd. For the calculation methods, please refer to the environmental data of each operating company described in Data Section of the CSR Data Book. <https://www.7andi.com/en/sustainability/report>  
 \*7 Including Seven Premium merchandise  
 \*8 Biomass, biodegradable materials, recycled materials, paper, etc.  
 \*9 The period of the calculations was from April to March. The period of the calculations from April of the year to March of the following year is presented as the fiscal year ended February (FY). Totals are for the six food-related operating companies (SEVEN-ELEVEN JAPAN CO., LTD., Ito-Yokado Co., Ltd., York-Benimaru Co., Ltd., York Co., Ltd., SHELL GARDEN CO., LTD., and Seven & i Food Systems Co., Ltd.).  
 \*10 Basic unit of generation (waste generated per million yen in sales)

#### Organic waste recycling rate

## 100%

[Result] FY2021  
Organic waste recycling rate: 57.1%\*9

#### Food loss/waste

## 75% reduction\*10

(compared with FY2013)  
[Result] FY2021  
18.2% reduction\*9

#### Raw food ingredients with guaranteed sustainability used in original merchandise\*7

## 100%

[Result] FY2021  
20.3%



Make effective use of resources without waste (muri, muda, mura)

Provide a new experience and value consistently from the customer's point of view

Contribute to local communities in Japan and overseas

Demonstrate our function as social infrastructure

Spur motivation and boost productivity

Franchisees

Employees

Customers

Business partners

Shareholders Investors

Local communities

#### Group's total sales

## ¥14,243.2 billion

[Result] FY2021

#### Items handled by 7NOW online convenience store

## About 2,800 items

#### Providing social infrastructure

Seven Anshin Delivery

[Result] As of April 30, 2022  
109 trucks in Hokkaido, Osaka, Kyoto, and 37 other prefectures

Ito-Yokado Tokushima

[Result] As of February 28, 2022  
75 trucks in 45 municipalities

#### Providing safety and reliability and building an ethical society

Ito-Yokado "Fresh Foods with Traceability"

[Result] As of February 28, 2022  
232 items

#### Supporting the active role of women, youth and seniors across the Group and in society

Percentage of female managers: [Result] As of February 28, 2022 (Eight Group companies\*11)  
Team leader level: 30.4%  
Section manager level: 23.3%  
Manager level: 8.3%  
As of May 31, 2022 (Six Group companies\*12)  
Executive officer: 14.4%\*13  
Officer: 12.9%\*14

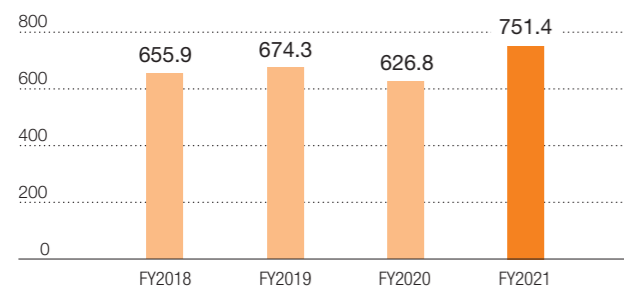
# KPIs

Below are some of the Seven & i Group's KPIs.

## Financial indicators

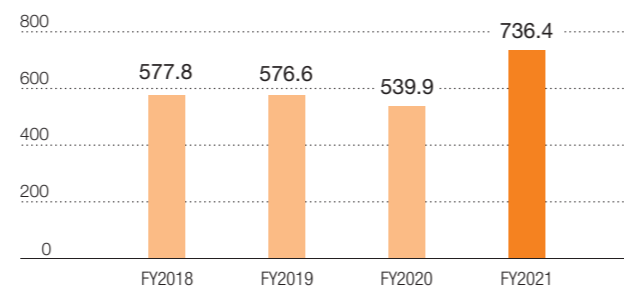
### EBITDA

(Billions of yen)



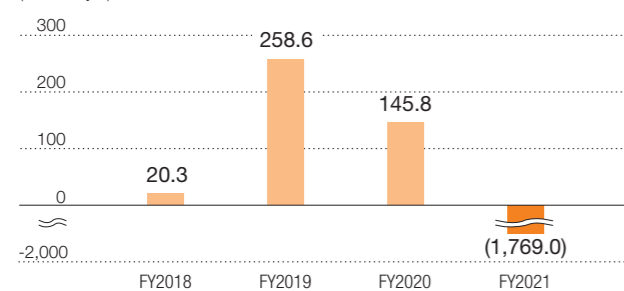
### Cash flows from operating activities

(Billions of yen)



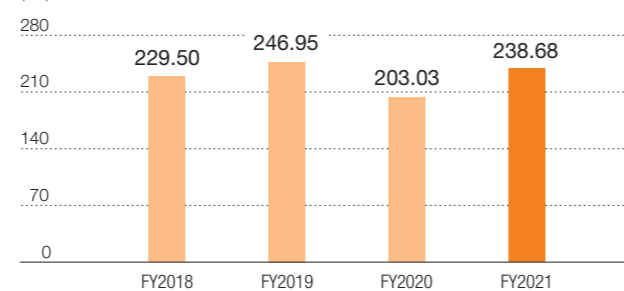
### Free cash flows\*1

(Billions of yen)



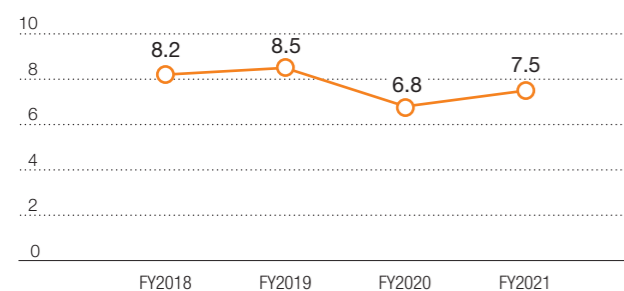
### EPS

(Yen)



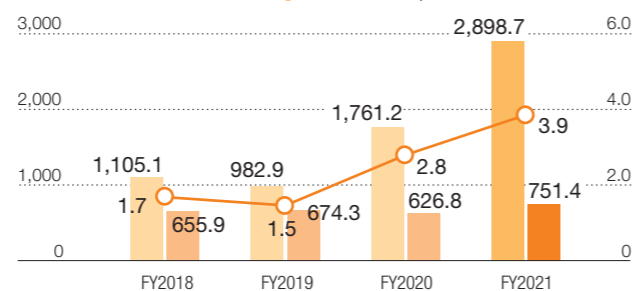
### ROE

(%)



### Debt/EBITDA multiple

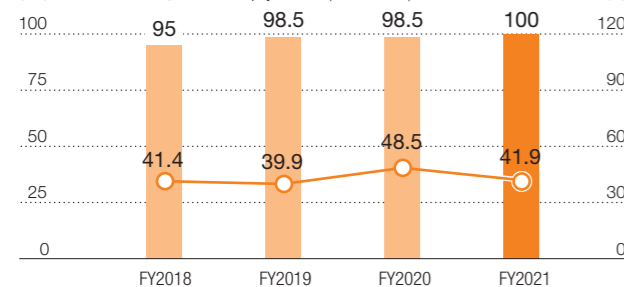
(Billions of yen) Debt EBITDA Debt/EBITDA multiple (Times)



\*1 Free cash flows = Cash flows from operating activities + Cash flows from investing activities

### Dividends per share

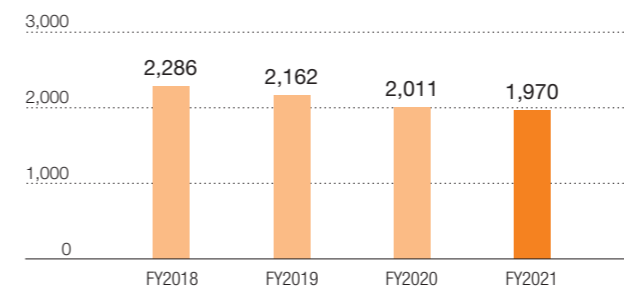
(Yen) Dividends Dividends payout ratio (consolidated) (%)



## Non-financial indicators

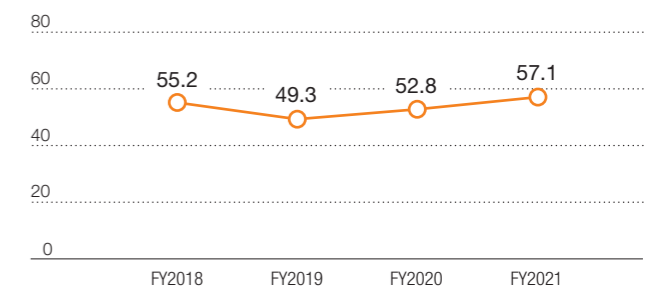
### CO<sub>2</sub> emissions from store operations\*2

(Thousand t-CO<sub>2</sub>)



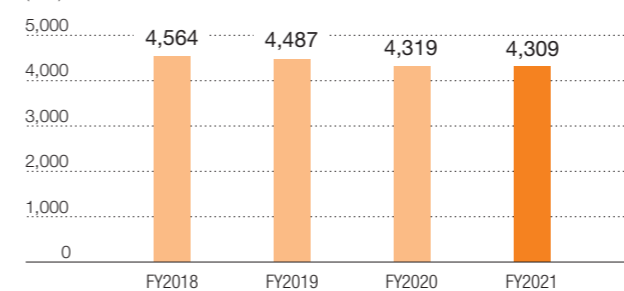
### Organic waste recycling rate\*3

(%)



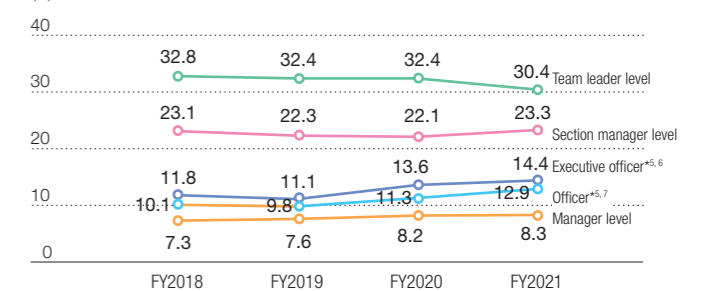
### Electricity consumption in store operations\*2

(GWh)



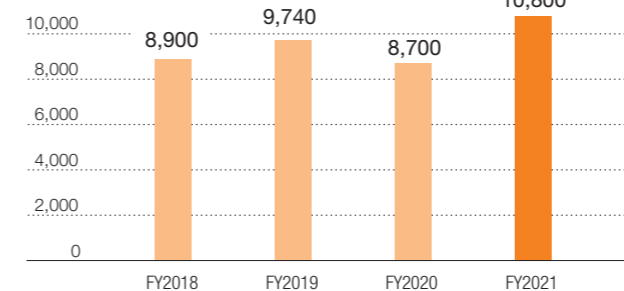
### Percentage of female managers\*4

(%)



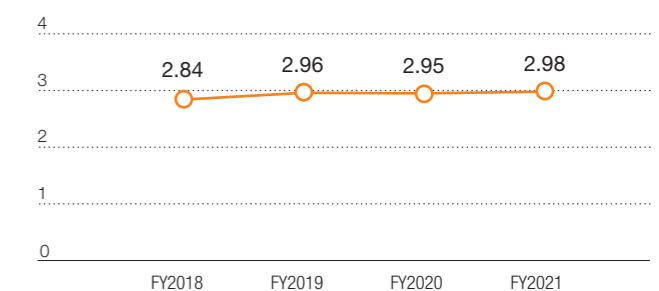
### Volume of plastic (PET) bottles collected from collection machines

(t)



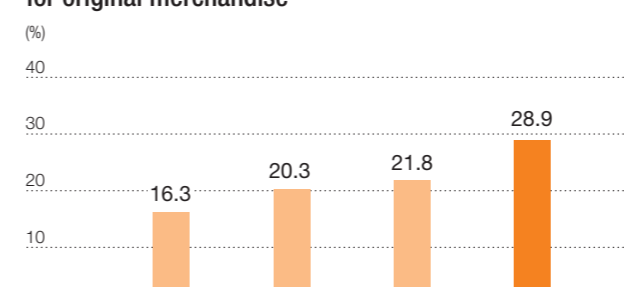
### Percentage of employees with disabilities\*8

(%)



### Ratio of eco-friendly materials\*9 in containers for original merchandise

(%)



\*2 The period of the calculations was from April to March. The period of the calculations from April of the year to March of the following year is presented as the fiscal year ended February (FY). Totals are for 11 companies (SEVEN-ELEVEN JAPAN CO., LTD., Ito-Yokado Co., Ltd., York-Benimaru Co., Ltd., York Co., Ltd., SHELL GARDEN CO., LTD., IY Foods K.K., Sogo & Seibu Co., Ltd., Akachan Honpo Co., Ltd., Barneys Japan Co., Ltd., Seven & i Food Systems Co., Ltd., and THE LOFT CO., LTD.). York-Benimaru Co., Ltd. includes stores and the facilities of the former Life Foods Co., Ltd. For the calculation methods, please refer to the environmental data of each operating company described in Data Section of the CSR Data Book. <https://www.7andi.com/en/sustainability/report/2020.html>

\*3 The period of the calculations was from April to March. The period of the calculations from April of the year to March of the following year is presented as the fiscal year ended February (FY). Totals are for the six food-related operating companies (SEVEN-ELEVEN JAPAN CO., LTD., Ito-Yokado Co., Ltd., York-Benimaru Co., Ltd., York Co., Ltd., SHELL GARDEN CO., LTD., and Seven & i Food Systems Co., Ltd.).

\*4 Total for eight companies (Seven & i Holdings Co., Ltd., SEVEN-ELEVEN JAPAN CO., LTD., Ito-Yokado Co., Ltd., York-Benimaru Co., Ltd., Sogo & Seibu Co., Ltd., Akachan Honpo Co., Ltd., Seven & i Food Systems Co., Ltd., and Seven Bank, Ltd.).

\*5 The percentage of female officers and executive officers represents the total for six Group companies (Seven & i Holdings Co., Ltd., SEVEN-ELEVEN JAPAN CO., LTD., Ito-Yokado Co., Ltd., York-Benimaru Co., Ltd., York Co., Ltd., and Sogo & Seibu Co., Ltd.) as of May 31.

\*6 Excluding executive officers who are Directors

\*7 Officers represent the total of Directors, Audit & Supervisory Board Members, and executive officers.

\*8 The rate for each fiscal year is the rate as of June 1 of the year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings Co., Ltd., SEVEN-ELEVEN JAPAN CO., LTD., Ito-Yokado Co., Ltd., Seven & i Food Systems Co., Ltd., and Terube Ltd. (special subsidiary for employees with severe disabilities).

\*9 Biomass, biodegradable materials, recycled materials, paper, etc.

# Financial Highlights

Seven & i Holdings Co., Ltd.  
for the fiscal years ended February 28 or 29

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
<b>For the fiscal year:</b>										Millions of yen
Revenues from operations	4,991,642	5,631,820	6,038,948	6,045,704	5,835,689	6,037,815	6,791,215	6,644,359	5,766,718	8,749,752
Operating income	295,685	339,659	343,331	352,320	364,573	391,657	411,596	424,266	366,329	387,653
Net income attributable to owners of parent	138,064	175,691	172,979	160,930	96,750	181,150	203,004	218,185	179,262	210,774
Capital expenditures*1	334,216	336,758	341,075	399,204	384,119	347,374	539,328	360,909	377,299	439,630
Depreciation and amortization*2	155,666	147,379	172,237	195,511	207,483	213,167	221,133	226,475	235,504	292,561
Cash flows from operating activities	391,406	454,335	416,690	488,973	512,523	498,306	577,878	576,670	539,995	736,476
Cash flows from investing activities	(340,922)	(286,686)	(270,235)	(335,949)	(371,602)	(240,418)	(557,497)	(318,047)	(394,127)	(2,505,566)
Cash flows from financing activities	10,032	(55,227)	(79,482)	(2,312)	(78,190)	(168,510)	(5,324)	(213,204)	690,542	937,077
Free cash flows*3	50,484	167,648	146,454	153,023	140,921	257,888	20,381	258,623	145,868	(1,769,089)
<b>At fiscal year-end:</b>										
Total assets	4,262,397	4,811,380	5,234,705	5,441,691	5,508,888	5,494,950	5,795,065	5,996,887	6,946,832	8,739,279
Owners' equity*4	1,891,163	2,095,746	2,299,662	2,372,274	2,336,057	2,427,264	2,521,395	2,601,594	2,668,925	2,980,955
<b>Per share data:</b>										Yen
Net income	156.26	198.84	195.66	182.02	109.42	204.80	229.50	246.95	203.03	238.68
Net assets	2,140.45	2,371.92	2,601.23	2,683.11	2,641.40	2,744.08	2,850.42	2,946.83	3,022.68	3,375.50
Cash dividends	64.00	68.00	73.00	85.00	90.00	90.00	95.00	98.50	98.50	100.00
<b>Financial ratios:</b>										
Owners' equity ratio*4	44.4%	43.6%	43.9%	43.6%	42.4%	44.2%	43.5%	43.4%	38.4%	34.1%
Debt/equity ratio (times)*4	0.45	0.45	0.41	0.44	0.45	0.41	0.44	0.38	0.66	0.97
Return on equity (ROE)*4	7.6%	8.8%	7.9%	6.9%	4.1%	7.6%	8.2%	8.5%	6.8%	7.5%
Return on total assets (ROA)	3.4%	3.9%	3.4%	3.0%	1.8%	3.3%	3.6%	3.7%	2.8%	2.7%
Dividend payout ratio	41.0%	34.2%	37.3%	46.7%	82.3%	43.9%	41.4%	39.9%	48.5%	41.9%

\*1 Capital expenditures include long-term leasehold deposits and advances for store construction.

\*2 In the fiscal year ended February 28, 2014, the Company and its domestic consolidated subsidiaries (except for certain operating companies) changed the depreciation method for property and equipment from the declining-balance method to the straight-line method.

\*3 Free cash flows = Cash flows from operating activities + Cash flows from investing activities

\*4 Owners' equity = Net assets - Non-controlling interests - Subscription rights to shares

Notes: • For the balance sheets for the fiscal year ended February 28, 2014, the business results of the mail order service business are included in the scope of consolidation.

• ROE and ROA are calculated based on the average of owners' equity and total assets at the beginning and end of each fiscal year.

• For total assets, the Group has applied the "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, February 16, 2018) effective from the fiscal year ended February 29, 2020. The results for the fiscal year ended February 28, 2018 and the fiscal year ended February 28, 2019 are those after retrospective application.

• For the statements of cash flows, ASU No. 2016-18 "Statement of Cash Flows: Restricted Cash" has been applied from the fiscal year ended February 29, 2020 by overseas subsidiaries that adopt US GAAP. Accordingly, cash and cash equivalents from the fiscal year ended February 28, 2019 include restricted cash.



# Company Information

## Corporate Profile

### Head Office

8-8, Nibancho, Chiyoda-ku, Tokyo 102-8452, Japan  
 Tel: +81-3-6238-3000  
 URL: <https://www.7andi.com/en>

### Date of Establishment

September 1, 2005

### Number of Employees

[in brackets, number of part-time employees\*]

(As of February 28, 2022)

(Consolidated) 83,635 [87,122]

(Non-consolidated) 969 [15]

\*Monthly average based on a 163-hour working month

### Paid-in Capital

¥50,000 million

### Auditor

KPMG AZSA LLC

## Stock Information (As of August 31, 2022)

### Number of Shares of Common Stock

Issued: 886,441,983 shares

### Number of Shareholders

76,701

### Stock Listing

Tokyo Stock Exchange, Prime Market (from April 4, 2022)

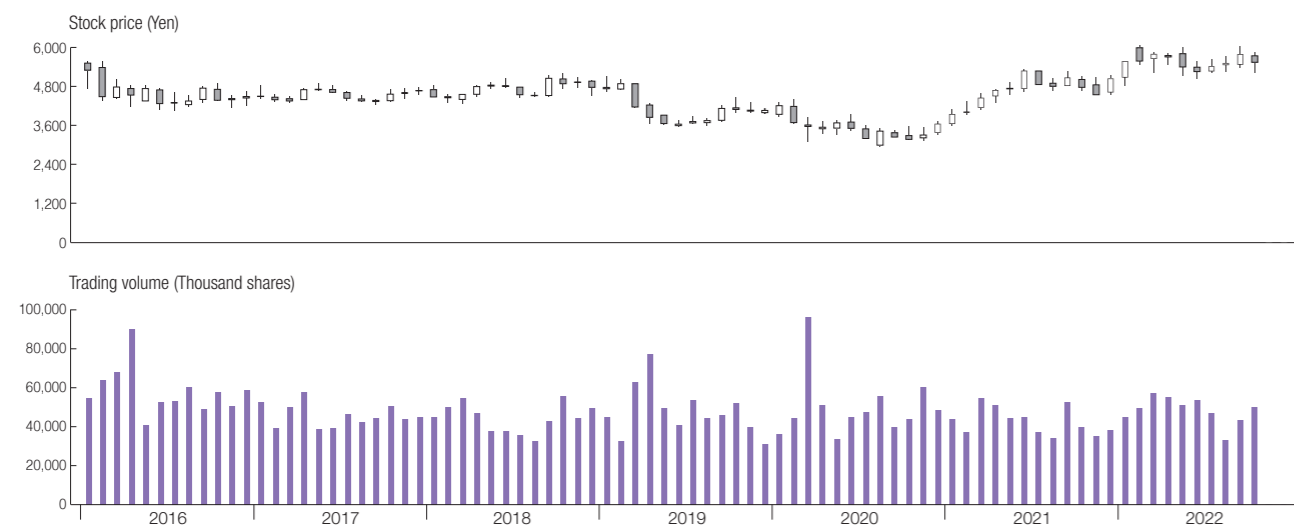
### Transfer Agent and Registrar

Mitsubishi UFJ Trust and Banking Corporation

### Annual Shareholders' Meeting

The annual shareholders' meeting of the Company is normally held in May each year in Tokyo, Japan.

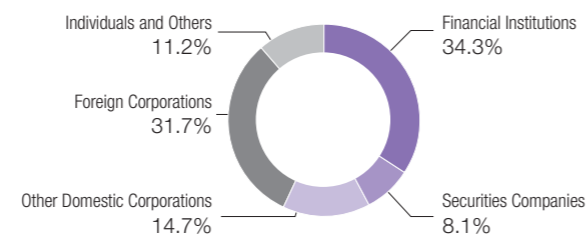
## Stock Price/Trading Volume Chart (Tokyo Stock Exchange) (As of October 31, 2022)



## Principal Shareholders (As of August 31, 2022)

	Number of shares held (Thousand shares)	Percentage of shares held (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	129,331	14.6
Ito-Kogyo Co., Ltd.	70,701	8.0
Custody Bank of Japan, Ltd. (Trust account)	53,002	6.0
SMBC Nikko Securities Inc.	34,633	3.9
SSBTC CLIENT OMNIBUS ACCOUNT	20,609	2.3
Nippon Life Insurance Company	17,672	2.0
JAPAN SECURITIES FINANCE CO., LTD.	17,319	2.0
Masatoshi Ito	16,799	1.9
VALUEACT CAPITAL MASTER FUND L.P.	16,761	1.9
MITSUI & CO., LTD.	16,222	1.8

## Classification of Shareholders by Percentage of Shares Held

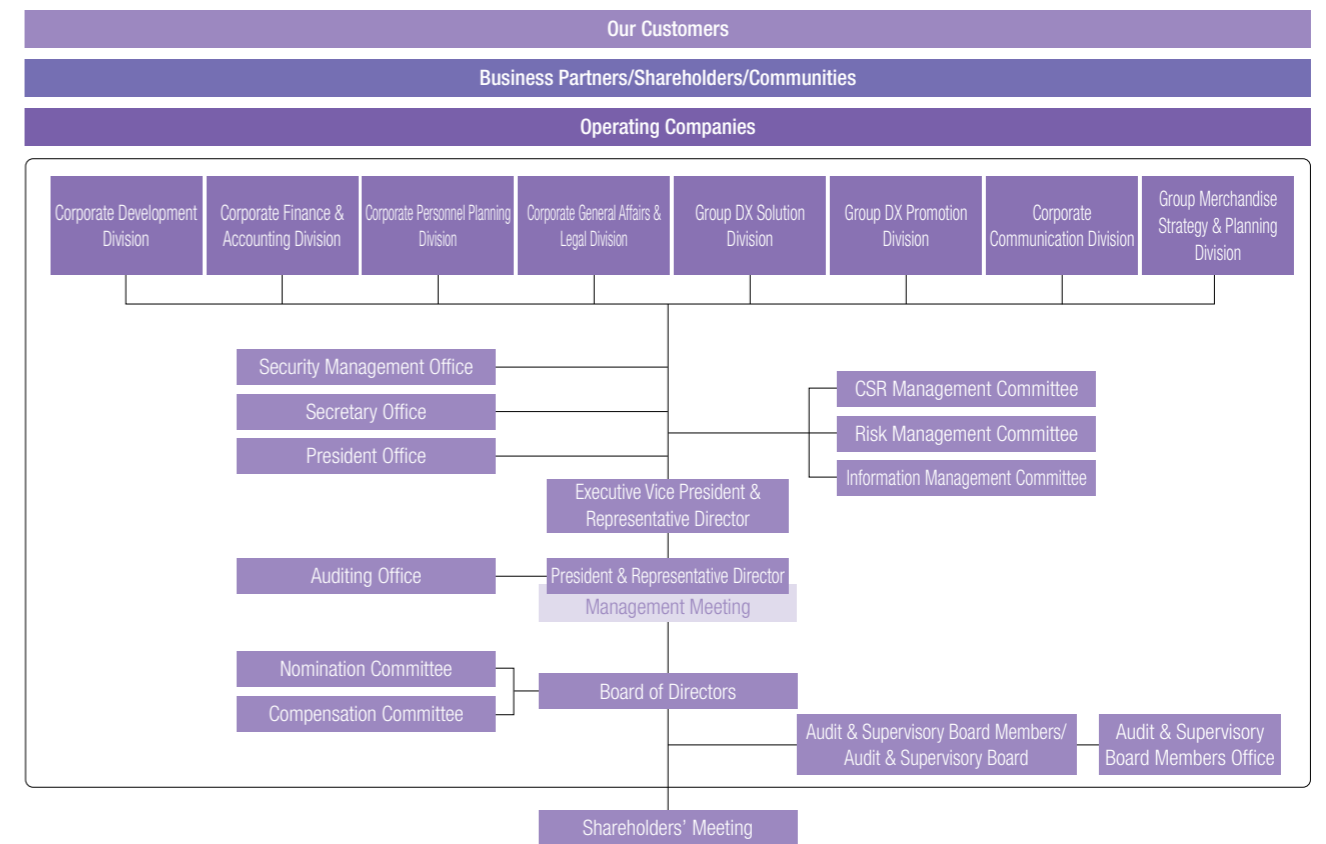


## Rating Information (As of September 30, 2022)

		S&P	Moody's	R&I	JCR
Seven & i Holdings	Long-term	A	A2	AA-	AA
SEVEN-ELEVEN JAPAN	Long-term	A			AA
	Short-term*	A-1	P-1		
7-Eleven, Inc.	Long-term	A	Baa2		
Seven Bank	Long-term	A		AA-	
	Short-term	A-1			

\*From January 2006, SEVEN-ELEVEN JAPAN's short-term rating is its rating as the guarantor of 7-Eleven, Inc.'s commercial paper program.

## Organization Chart (As of December 1, 2022)



## Disclosure materials related to this report

**Latest IR Materials**  
<https://www.7andi.com/en/ir/library.html>  
 You can view the Company's latest IR materials in one place.  
 We have posted financial information including securities reports (in Japanese only), financial results, and brief summaries of financial results.

**Seven & i Management Report (this report)**  
<https://www.7andi.com/en/ir/library/mr.html>  
 Integrated Report promoting constructive dialogue with stakeholders and sincere governance for collaborative value creation

**Sustainability Website**  
<https://www.7andi.com/en/sustainability/>  
 A website that comprehensively communicates information on the Group's sustainability activities.

## Disclosure materials for individual investors

**Website for Individual Investors**  
<https://www.7andi.com/ir/individual/> (in Japanese only)  
 We provide easy-to-understand details of the Group's businesses to individual investors.

**"Quarterly Report" Shareholder Newsletter**  
<https://www.7andi.com/company/quarterly.html> (in Japanese only)  
 Shareholder newsletter showcasing the latest initiatives of the Seven & i Group and each Group company. Delivered to shareholders every three months, each issue includes a special feature on various topics.



All disclosure materials presented herein have been posted on the Company's website.  
<https://www.7andi.com/en>