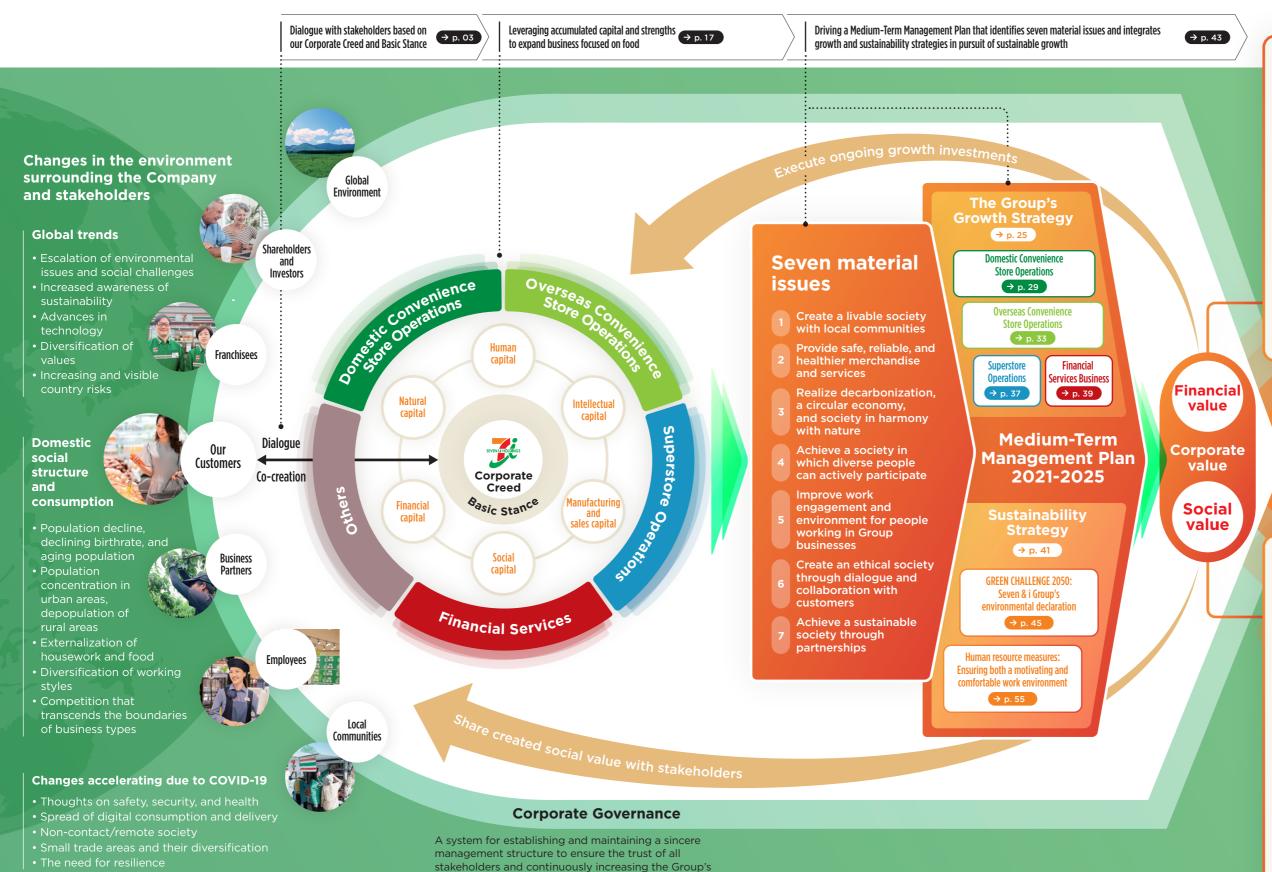
Value Creation Process

Adapting to changes in the business environment and pursuing sustainable growth with stakeholders



Financial value (FY2025 targets)

• EBITDA

¥1.1 trillion or more

- Operating CF (excluding financial services)
 ¥900 billion or more
- Free CF level (excluding financial services)
 ¥500 billion or more
- ROE

11.5% or more

- ROIC (excluding financial services) 8.0% or more
- Debt/EBITDA ratio Less than 1.8 times
- EPS

CAGR: 18% or more

Ideal Group Image for 2030

A world-class retail group focused on food

Social value (FY2050 targets)

Realizing decarbonization, a circular economy, and society in harmony with nature

- CO₂ emissions from store operations
 Net zero
- Eco-friendly materials in containers for original merchandise 100%
- Organic waste recycling rate
 100%
- Raw food ingredients with guaranteed sustainability used in original merchandise 100%

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

 Ratio of female executive officers and managers (section manager and team leader)

30% (FY2025 target)

Note: Refer to pages 45 and 56 for details on the fiscal year in which each value/KPI is achieved, calculation conditions, etc.

corporate value over the medium and long term in both

financial and non-financial (ESG) aspects