



Seven & i Holdings Co., Ltd.

Presentation for the First Quarter of FY2024

(Fiscal Year Ending February 28, 2025)

July 11, 2024

- ✓ All income items for FY2024 Q1 consolidated results were less than the previous year, but generally as planned
- ✓ Steadily execute initiatives to improve the number of customers mainly in Domestic and Overseas CVS Operations
- ✓ Making steady progress on Action Plans including fundamental transformation of the Tokyo metropolitan area SST Operations

Progress of Strategic Initiatives



To Become a World-Class Retail Group Centered Around Its "Food"

July 1, 2024
Completed the sale of **Nissen Holdings**

September 1, 2023
Completed the sale of **Sogo & Seibu**

July 31, 2023
Completed additional sale of **Francofranc**

May 1, 2023
Completed the sale of **Barneys Japan**

March 1, 2022
Completed the sale of **OSHMANN'S**

April 16, 2024
Completed the acquisition of **Sunoco-Stripes (West Texas)**

April 1, 2024
Completed the acquisition of **7-Eleven Australia**



September 1, 2023
Completed the merger between **Ito-Yokado and York**



February 2023
Decided to invest additionally in **Vietnam business**
(November 2023 Equity method affiliation)

May 14, 2021
Completed the acquisition of **Speedway**



Medium-Term Management Plan

Continue to accelerate various strategic initiatives to realize the Ideal Group Image

TODAY'S AGENDA

- 1 Q1 Results
- 2 Status of Major Operation Strategies
 - North American CVS Operations
 - Domestic CVS Operations & SST Operations

TODAY'S AGENDA

- 1 Q1 Results
- 2 Status of Major Operation Strategies
 - North American CVS Operations
 - Domestic CVS Operations & SST Operations

Q1 Consolidated Results Highlight

(Billions of yen, %)

	FY2023	FY2024	YOY	Change	vs. plan	Change
Group's total sales*1	4,162.0	4,288.5	103.0	+126.5	99.7	(11.4)
Revenues from operations	2,650.6	2,734.7	103.2	+84.0	100.5	+13.7
Operating income	81.9	59.3	72.4	(22.6)	98.3	(1.0)
Ordinary income	73.7	55.0	74.6	(18.7)	107.6	+3.9
Net income attributable to owners of parent	42.1	21.3	50.7	(20.7)	105.9	+1.1
EPS (yen)	15.92	8.20	51.5	(7.72)	106.2	+0.48
EPS before amortization of goodwill (yen)	26.58	20.33	76.5	(6.26)	102.9	+0.57
EBITDA*2	208.3	195.4	93.8	(12.8)	99.4	(1.2)

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

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

Notes) 1. Exchange rate: 1USD=148.63JPY, 1CNY=20.63JPY

2. The Company conducted a 3-for-1 common share split on March 1, 2024. "EPS" and "EPS before amortization of goodwill" are calculated as if the share split had occurred at the beginning of the previous fiscal year.

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	2,734.7	103.2 +84.0	59.3	72.4 (22.6)	195.4	93.8 (12.8)
Domestic CVS operations	224.9	98.2 (4.0)	61.2	95.6 (2.8)	84.4	98.2 (1.5)
Overseas CVS operations	2,029.4	106.8 +128.7	4.4	21.3 (16.5)	89.7	91.4 (8.4)
Superstore operations	359.2	99.7 (0.92)	2.1	64.9 (1.1)	12.5	95.8 (0.54)
Financial services	52.3	102.7 +1.3	8.3	84.2 (1.5)	17.8	96.7 (0.61)
Others	85.8	68.7 (39.1)	2.1	118.2 +0.33	3.9	68.4 (1.8)
Eliminations/Corporate	(17.0)	- (1.9)	(19.0)	- (0.90)	(13.1)	- +0.12

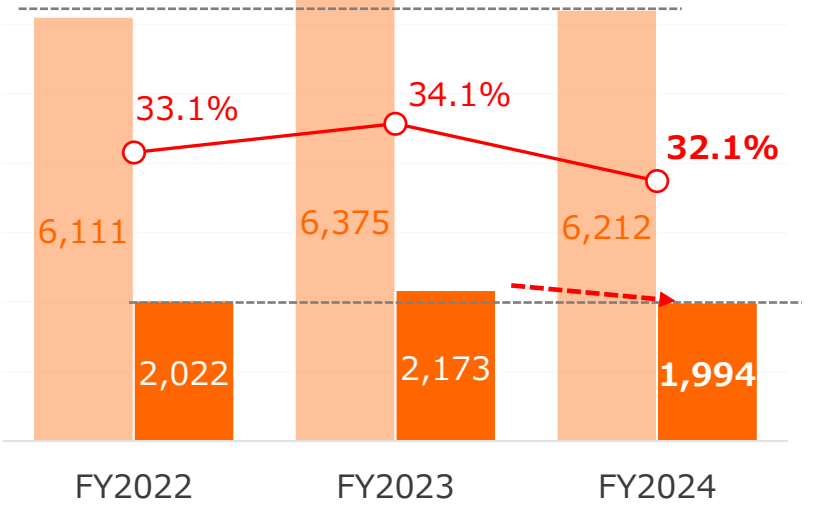
Note) Exchange rate: 1USD=148.63JPY, 1CNY=20.63JPY

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

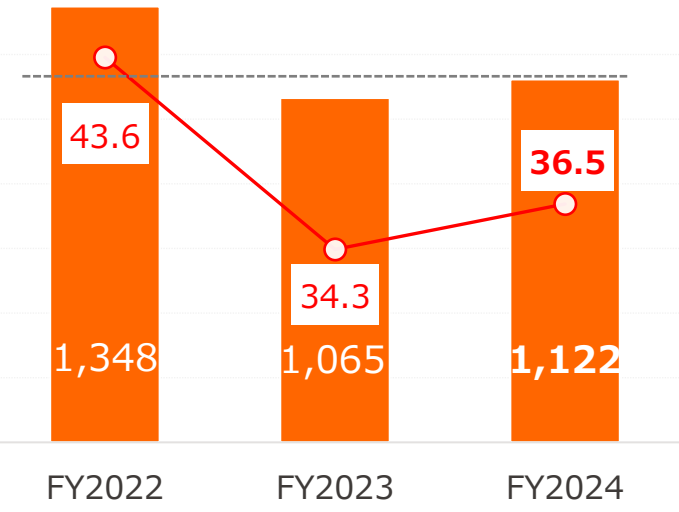
YoY Difference Factors -Operating income/Net income

SEI: Trend for Q1 Sales & GP

Merchandise Sales/GP
 Merchandise Sales Merchandise GP GPM
 (Millions of dollar)



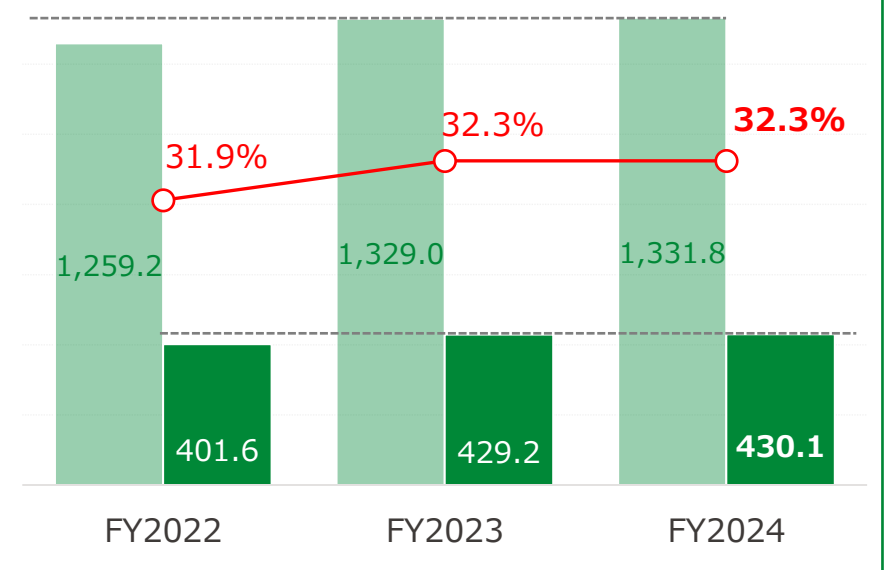
Fuel GP
 Fuel GP CPG (Total)
 (Millions of dollar)



(Millions of dollar)	FY2022*	FY2023	FY2024
SG&A trend	2,214	2,262	2,315

SEJ: Trend for Q1 Sales & GP

Total sales GP GPM
 (Billions of yen)



(Billions of yen)	FY2022	FY2023	FY2024
SG&A trend	137.6	146.6	149.0

Major factors for change in net income

	1Q results	YoY	Major factors
Special gains/losses	(17.5) Billion yen	(8.4) Billion yen	(3.6) Billion yen 3.1 billion yen for gains on sales of PPE and 2.0 billion yen for gains on sales of investments in securities in previous period (4.8) Billion yen Increase in special losses due to loss on disaster, the sale of Nissen Holdings, etc.

* SAM Consolidated basis for FY2022

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	2,734.7	100.5 +13.7	59.3	98.3 (1.0)	195.4	99.4 (1.2)
Domestic CVS operations	224.9	97.8 (5.0)	61.2	95.3 (3.0)	84.4	96.8 (2.8)
Overseas CVS operations	2,029.4	100.8 +16.4	4.4	75.8 (1.4)	89.7	98.1 (1.7)
Superstore operations	359.2	99.8 (0.76)	2.1	126.6 +0.45	12.5	102.4 +0.29
Financial services	52.3	102.6 +1.3	8.3	81.3 (1.9)	17.8	90.3 (1.9)
Others	85.8	102.2 +1.8	2.1	436.6 +1.6	3.9	178.0 +1.7
Eliminations/Corporate	(17.0)	- (0.08)	(19.0)	- +3.2	(13.1)	- +3.2

Note) Exchange rate: 1USD=148.63JPY, 1CNY=20.63JPY

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

TODAY'S AGENDA

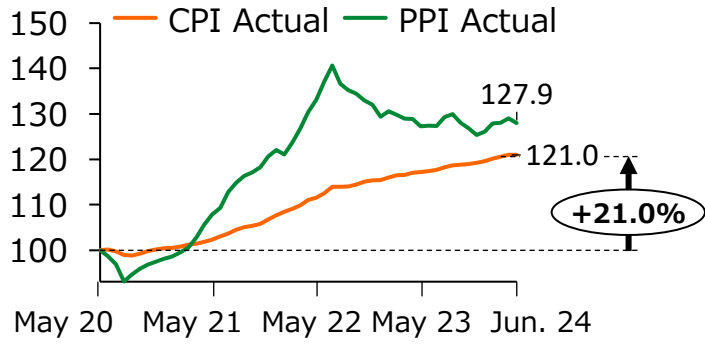
- 1 Q1 Results
- 2 Status of Major Operation Strategies
 - North American CVS Operations
 - Domestic CVS Operations & SST Operations

CSA: Macro Environment and Consumer Position

Challenging Macro Environment

Inflation

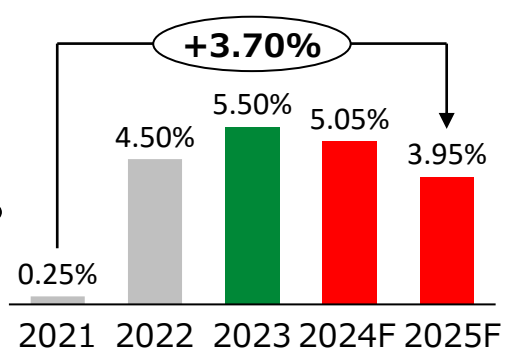
Inflation (CPI & PPI)
Cost to Consumer & Producer; (Jan. 20=100)



Source: BEA, Bloomberg

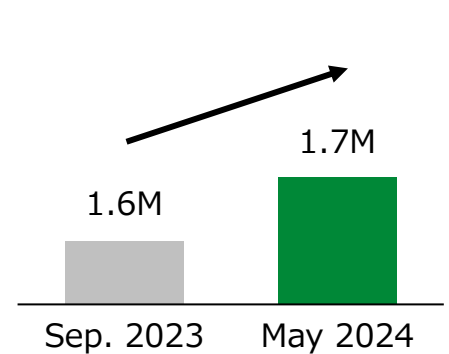
Fed Action

Fed Funds Rate Projections
Higher for Longer



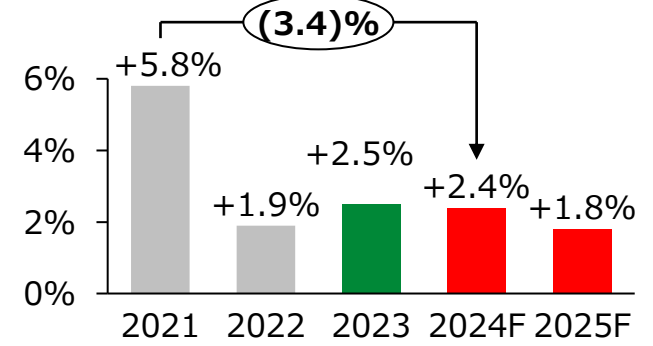
Unemployment

Continuous Claims
Unemployed for Longer



Plateauing GDP Growth

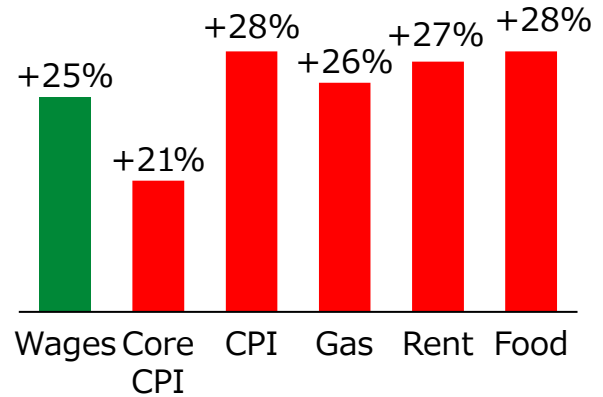
U.S. GDP
(% Growth YoY)



Continued Pressure on Consumer Finances

Cost of Living Rising Faster Than Real Wages

(May 2024 vs May 2019)

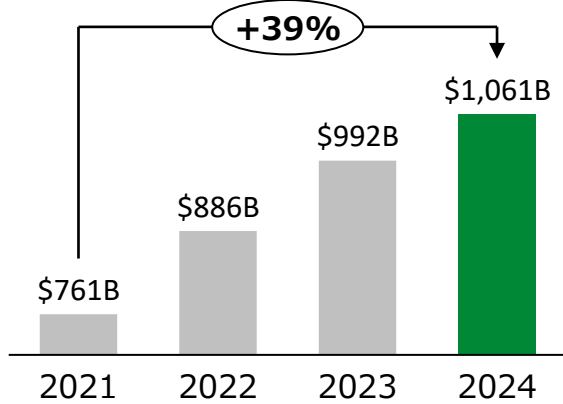


Cut Down of Benefits & Rising Prices Hurting Wallets

~\$780
Monthly **increase** in spend per household due to inflation

~\$900
Monthly **decline** per person in ending COVID benefits

Leading to Increased Credit Card Debt



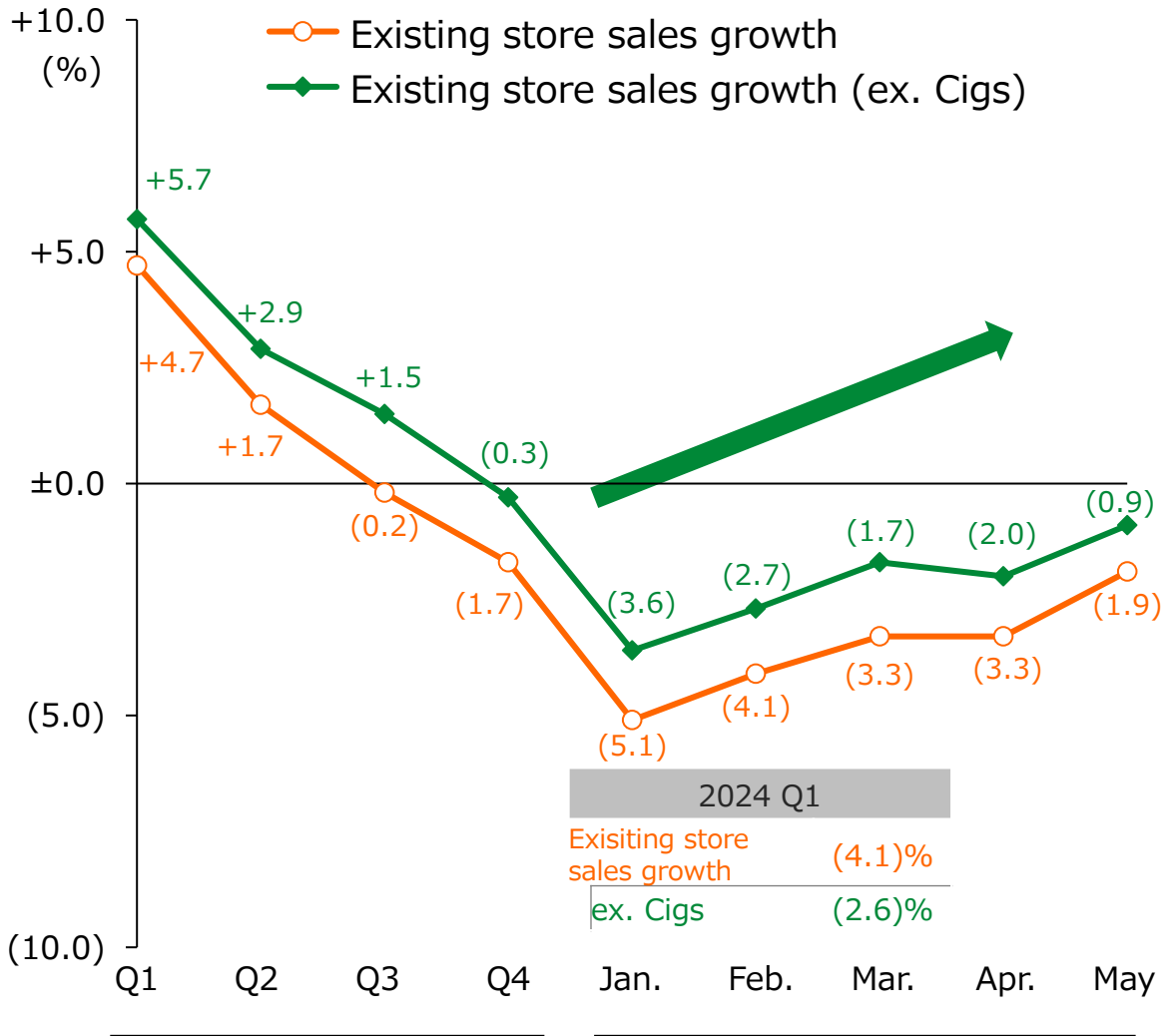
Consumers' Evolved C-Store Expectations & Value Focus

- **Affordable, high-quality** food & beverage
- **Leveraging digital** to seek value and frictionless shopping
- Low-price and high-quality **private brands**
- **Prioritizing convenience** through delivery

Source: PYMNTS, University of Michigan, FRED, Census.gov, USDA, McKinsey

SEI's Response

Merchandise Same Store Sales Growth

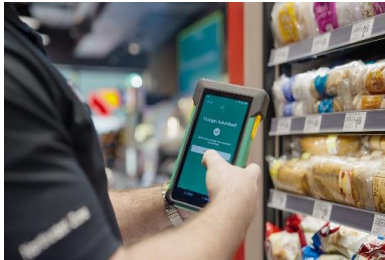


2024 Q1	
Existing store sales growth	(4.1)%
ex. Cigs	(2.6)%

SEI's Approach to Drive Traffic & Sales

- Identifying new, innovative, high-potential categories and items to grow the business
- Driving sales and traffic through value-oriented offers & assortment, and digital & delivery
- Investing in stores, infrastructure and operational excellence to drive growth in Proprietary Products
- Accelerating RIS* 2.0 & DEX** rollout in Speedway to enable assortment differentiation

* RIS: Retail Information System
 ** DEX: Dispenser Experience



Grow Proprietary Products

Investing in Store Enhancements in 2H 2024

Food & Beverage Modernization

Summary

- Bake In-Store
- Self-Serve Roller Grill
- Grab & Go Cases
- Specialty Beverage

Rollout Plan

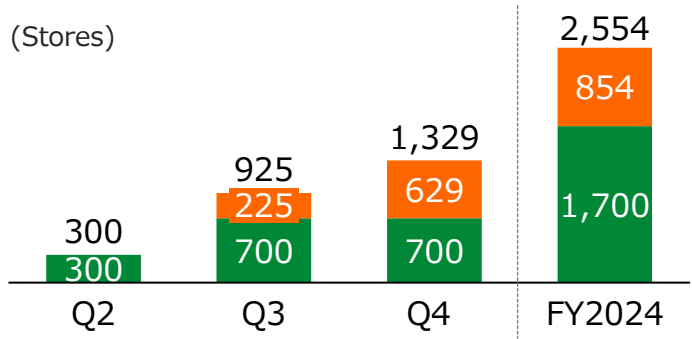
Food & Beverage Modernization

- Full Food & Beverage Modernization
- Elements of Food & Beverage Modernization Program



Initial Results from 15 completed stores

+9.0%
Fresh Food PSD Sales (Apr-May YTD vs. PY)



Innovating with Warabeya Virginia

Opened Sep. 2023

Supporting 1,361 Stores



+13%

Warabeya Virginia Categories APSD Sales \$
(from Q1 2023 to Q1 2024)

+29%

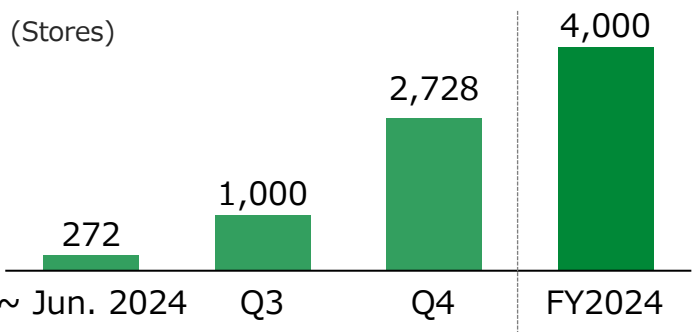
Warabeya Virginia APSD Units
(from Q1 2023 to Q1 2024)

Enhance Store Execution & Exterior Refresh

Summary

- Enhanced Ops Training
- Exterior Refresh
- Merchandise Reset & Localized Products

Rollout Plan



Virginia New Items



Potato, Egg and Cheese Taco:
Jan. 2024



Old Bay Chicken Slider:
Jun. 2024



Hamburger Steak Bento:
Dec. 2024

Grow Proprietary Products – Private Brands

Private Brand – Process Improvement

Strategy

- Innovate & Create Demand: 215 New Items (+60% vs. 2023)
- Improve Quality & Value for Core Items – Relaunch +50 Items
- Grow PB in Low Index Categories / Optimize Promotions
- Resetting Planograms to allocate Shelf Space to New PB Items



Process

- Re-Launched new Product Development Roadmap (Processes)
- Integrated new Manufacturers & Logistics into New Roadmap
- Increased Consumer Value with New Promotions
- Improved 2024 Seven Select Packaging and Brand Design

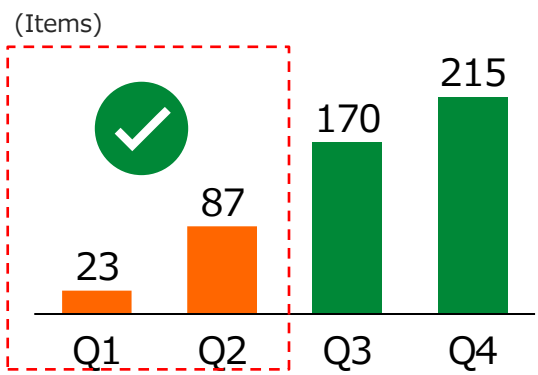


Organization

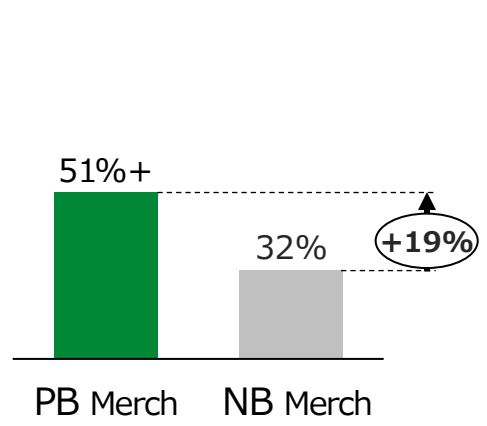
- Implemented New Org Design Focused on Product Development and Commercialization pipeline
- Hiring and On-Boarding new resources to drive new processes (+12 PB Team Members)

Private Brands Driving Value

Launching 215 New Items In 2024



Private Brands Margin



Private Brand New Items



7S Rehydrate
Jun. 2024



7S Nuts & Seeds
Jul. 2024



7S Fusion Energy
Jul. 2024



San Zeno Prosecco
Sep. 2024

Accelerate 7NOW Delivery

7NOW Competitive Advantage

Store & Delivery Infrastructure

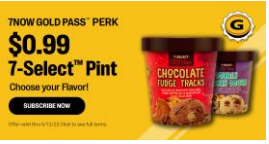
- 95%+ Footprint Coverage
- >50% US Population within 2 miles of a store
- ~30 min Delivery time: Industry best

Proprietary Food & Private Brand Assortment

Alcohol & Tobacco Delivery

Restaurant Menu

7NOW Gold Pass Subscription



Strong 7NOW Performance

Strong Q1 2024 7NOW Performance

~\$312
APSD

\$15.83
Avg. Basket Size

3.1%
Sales composition vs.
Overall SEI Merch Sales

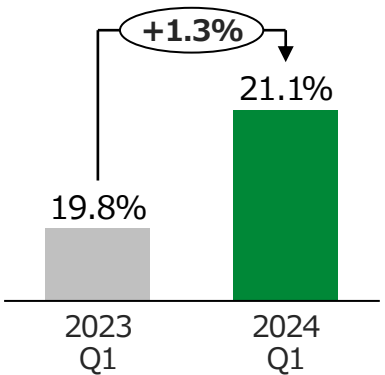
~20
Transactions to
Stores Daily

27.9mins
End to End
Delivery Time

5.7%
Sales composition for
stores with 7NOW Delivery

Top Selling Proprietary Products

Proprietary Products as % of 7NOW Sales



Pizza



Taquito



Chicken Wings

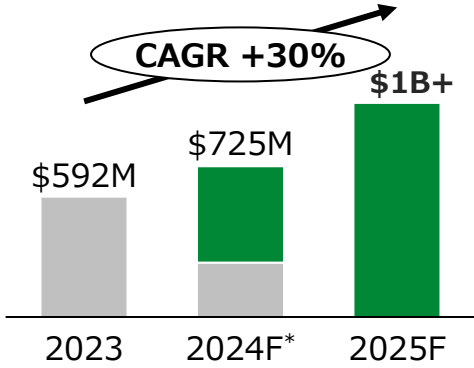


7Select Water

7NOW Growth Plan

7NOW Growth Plan & Key Actions to Drive Growth

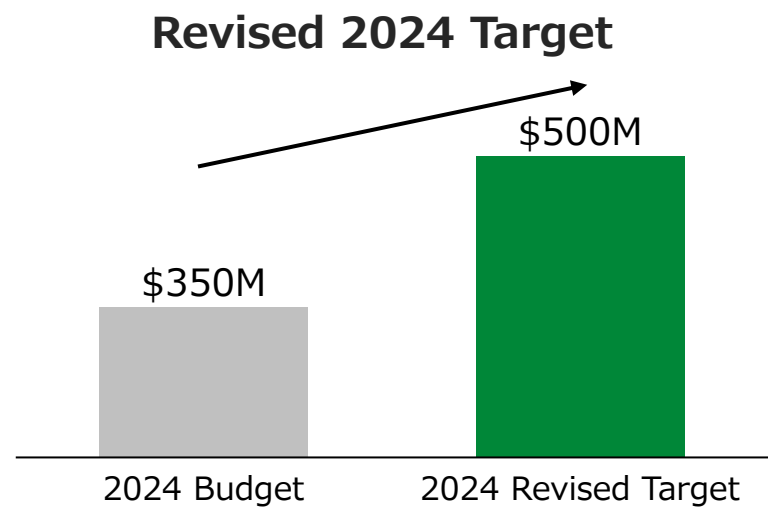
7NOW Total Sales



- Continue expansion to Speedway stores
- Drive fresh food with 7NOW
- Grow Gold Pass membership & engagement
- Expand restaurant delivery

Cost Leadership & RIS/DEX

Cost Structure Efficiencies



- ### Strategy
- ✓ Established Cost Leadership Committee
 - ✓ Benchmarking for Opportunity Sizing
 - ✓ Holistic Company Cost Structure Review
 - ✓ Enhanced rigor and discipline to achieve operating and capital efficiencies

Q1 Progress

Key Focus Areas:

Merch COGS (Focus on sourcing negotiations)	Fuel Logistics (Focus on supply optimization)
Store Labor/ Operations	Repairs & Maintenance
Financial Fees	Other*

* Includes Demand Chain, IT, Real Estate, Finance/ Audit, Marketing, HR, Legal, Store supplies, and Utilities.

RIS/DEX

- ### Impact of RIS/ DEX
- ✓ **Enables Retailer Initiative:** Improve assortment to meet customer preferences, resulting in higher sales
 - ✓ **Unifies store systems and integrates store reporting:** Store simplification and SSC administrative savings

- ### RIS 2.0 Rollout Progress Update
- #### Major RIS 2.0 Milestones
- Rollout complete for all 7-Eleven branded stores (8,842 stores)
 - 328 Speedway stores now on RIS 2.0

- ### Targeting to Complete Speedway Store Conversions to RIS 2.0 by 2025
- #### Focus on Quality
- Decreasing store downtime
 - Resolving service tickets faster
 - Change Management for smooth conversion

TODAY'S AGENDA

1 Q1 Results

2 Status of Major Operation Strategies

North American CVS Operations
Domestic CVS Operations & SST Operations

Initiatives to increase in number of items purchased and number of customers (prior implementation in Hokkaido)

Strategies

Induce store visits through sales promotion of merchandise with high customer contact

Quality in merchandise

Novelty with new merchandise

Wide selection of assortment

Increase in number of items purchased and number of customers by a buy-together

Specific initiatives

- ✓ Sales promotion for the category of high customer contact points
- ✓ Enhancement in appeal of "Seven Premium" and "Seven Premium Gold"
- ✓ Expanding assortments of "Seven the Price"

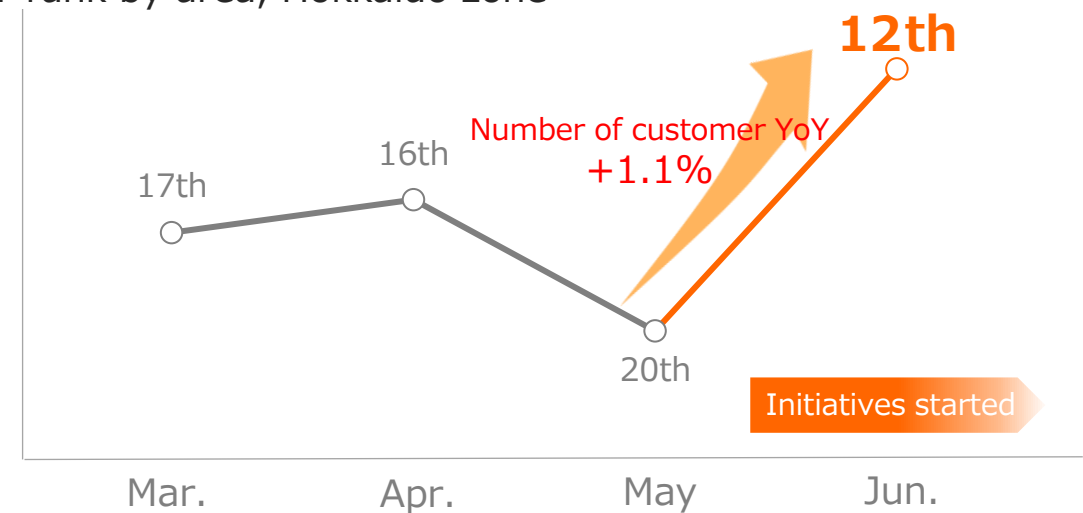


Number of items purchased/customers

Effects of initiatives in Hokkaido Zone

	Number of items purchased	Sales
June YoY (vs May YoY)	+0.9%	+0.9%

Number of customer(existing store)
YoY rank by area, Hokkaido zone



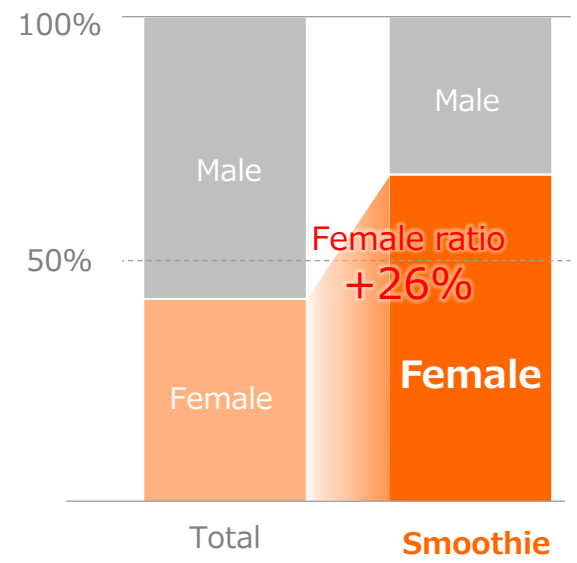
Address short-term issues and expand initiatives to increase number of customers for medium-term growth

Initiatives for new merchandise to increase number of customers and GPM

Smoothie



Male/Female composition (May 2024)



APSD effects (Q1)

+0.5%

Expansion of store installation

Q1

1H

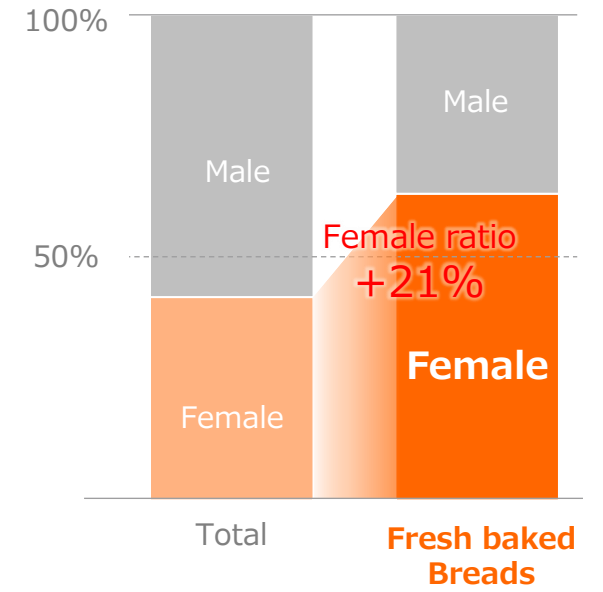
Approx. **17,000** stores

All stores that are capable of installation

Fresh baked breads



Male/Female composition (May 2024)



APSD effects (Q1)

+0.7%

Expansion of store installation

Q1

FY2024

Approx. **810** stores

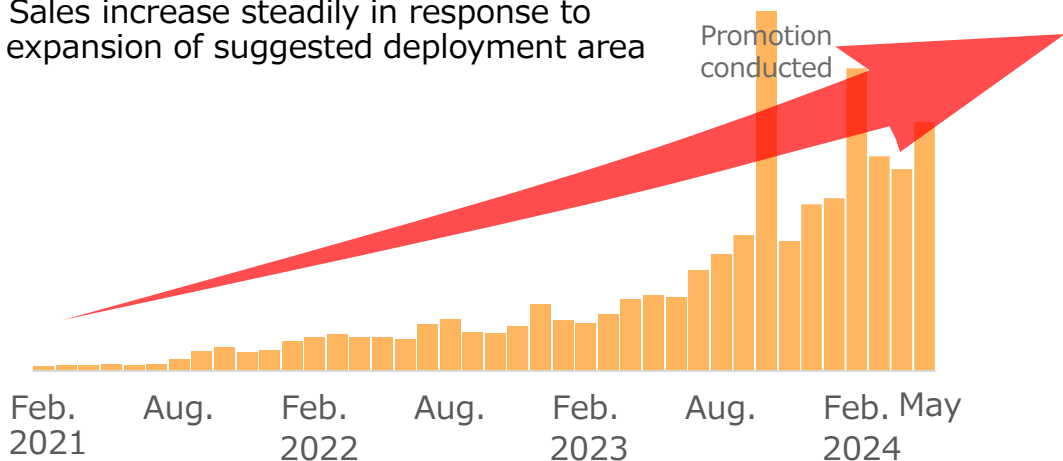
Approx. **3,000** stores

Improve profitability by expanding customer base and improving GPM targeting equivalent to that of counter food

Prepare to Expand 7NOW deployment

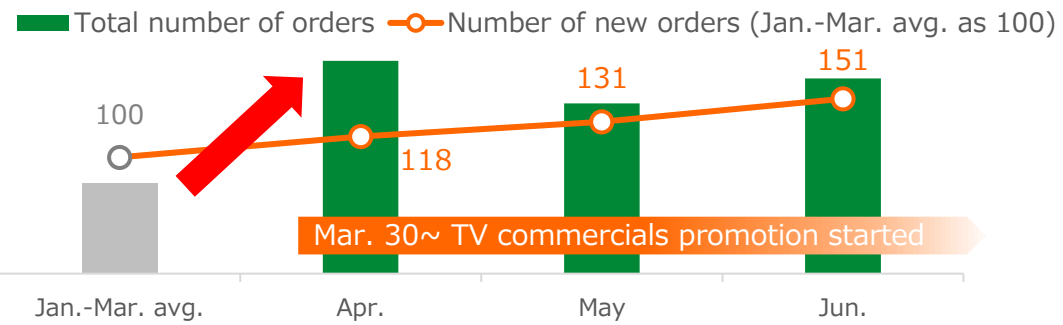
Sales trend and challenges for nationwide deployment

- Sales increase steadily in response to expansion of suggested deployment area



Initiatives to increase awareness

Change in new users due to TV commercials (Hokkaido area)



Number of new users and total number of orders increased due to TV commercials promotion

Further enhance of 7NOW app

UI/UX improvement / visualization of delivery status enhanced convenience

FC store initiatives

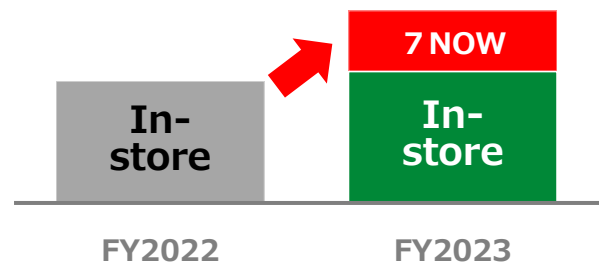
Service announcements in stores (in-store/leafleting) / FC store delivery enhancement

Delivery area expansion and cooperation enhancement

Further cooperation enhancement with delivery companies

Increase awareness of service and expand nationwide

7NOW sales add-on to in-store sales



Total spending by 7iD Members who use both

Approx. **1.6x** compared to in-store purchase

Notes) 1. 7iD members (stores conducting 7NOW)
2. Comparison between FY2022 and FY2023

Increase total sales including in-store sales by further expanding 7NOW sales through raising awareness

7NOW Competitive Advantage

7NOW top selling items (Jun. 2024)

1	Seven Premium Milk 1L	11	Seven Premium Natural Mineral Water 2L
2	Spicy Fried Chicken	12	Rice Ball (Tuna Mayonnaise)
3	Fried Chicken with Soy Sauce (Fried Chicken on a Stick)	13	BIG Frankfurt Sausage
4	Fried Chicken	14	Spicy Fried Chicken (Black Pepper)
5	Potato & Beef Croquette	15	Seven Premium Shaved Ice with Strawberries & Condensed Milk
6	Seven Premium Fresh Eggs (10)	16	Seven Premium Cabbage (Shredded)
7	Corn Dog	17	Meiji Oishii Gyunyu 900ML (Milk)
8	Seven Premium Rock Ice 1.1kg	18	Spring Roll
9	Seven Premium Moukotanmen-Nakamoto Spicy Miso	19	Rice Ball (Salty Red Salmon)
10	Hashed Potatoes	20	Octopus, Broccoli & Basil Salad

Almost all proprietary merchandise	Items prepared in-store 9 items
------------------------------------	---------------------------------

Service that meets both "ready-to-eat needs" and "short-term pantry staples needs"

7NOW advantage



- ✓ Deliver Seven Eleven merchandise in 20 minutes at the earliest
- ✓ Real-time inventory linkage (approx. 3,000 items)
- ✓ Personalized merchandise suggestions and coupon distribution via App

Evolution of services for nationwide deployment



7NOW deployment plan



- Deployed area
- ✓ Metropolitan area
 - ✓ Hokkaido
 - ✓ Hiroshima
 - ✓ Kyushu area

- New deploy area
- ✓ Osaka, Kyoto, Hyogo, Nara, Shiga, Wakayama
 - ✓ Yamaguchi, Tottori, Shimane, Fukushima, etc.



To be rolled out nationwide in 2024 as a one-of-a-kind delivery service

EBITDA of SST Operations

(Billions of yen, %)

	Q1 results			FY2024 plan	
		YOY	vs. plan		YOY
Ito-Yokado	4.3	93.4	133.9	27.9	152.2
SHELL GARDEN	(0.06)	-	-	0.14	-
Tokyo metropolitan area SST operations	4.5	114.1	141.1	28.2	150.8
York-Benimaru	7.0	99.5	96.2	30.1	104.5
SST operations*	11.3	98.0	110.9	56.6	113.4

* SST operations: Figures exclude Ito-Yokado in China and other operating companies from SST operations

Continue to accomplish the fundamental transformation

Fundamental Transformation Roadmap of Tokyo Metropolitan Area SST Operations

Further structural changes

Growth strategy

Major initiatives

Major KPI

Status of progress

As of May 31, 2024

All initiatives are in progress

Number of solid effects*2 **1,028**

vs. plan **101%**

Image of solid effects (EBITDA)

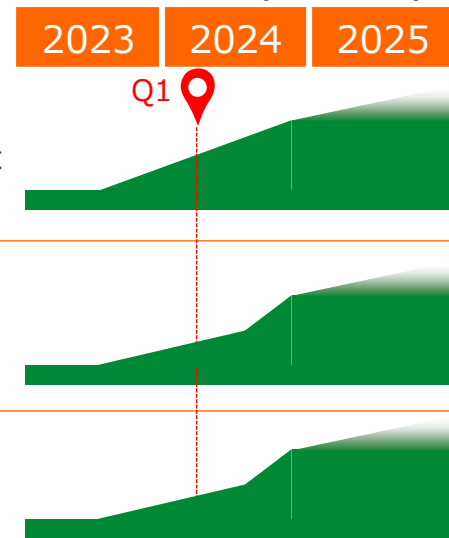
2023 2024 2025

Q1

Expansion of self checkout installation

Launch of Peace Deli

Expansion of Food & Drug



*2 Initiatives that reached the stage where profit and loss improvement is expected

1 Exit from the apparel business

- Optimize directly operated sales floor space
- Expand FOUND GOOD
- Expand Food & Drug

2 Accelerate focus on Tokyo metropolitan area with additional store closures

- Store closures & external succession
- Optimize organization scale

3 Consolidate SST operations in Tokyo metropolitan area

- Execute PMI
- Improve productivity

4 Establish Group's strategic investment infrastructures

- Improve store productivity by PC
- Sales & GP growth by CK (Enhance delicatessen)

Number of stores with self-planned apparel*1 [All stores excluding Shokuhinkan]

FY2022

FY2024 Q1

FY2024 Full year

FY2025

113 stores

93 stores

32 stores

Completely exit

Number of Ito-Yokado stores*1

126 stores

119 stores

93 stores

93 stores

SG&A reduction ratio (vs. FY2022)

-

(4.9)%

(7.6)%

(19.7)%

Reduction more than planned

Labor share [Salaries and wages/gross profit from operations×100]

39.5 %

39.2 %

36.4 %

34.0 %

Sales composition of delicatessen

13 %

13 %

14 %

15 %

Store productivity [Sales per tsubo] (vs. FY2022)

3.65 Million yen (-)

3.56 Million yen (2.4)%

3.92 Million yen (+7.4%)

4.25 Million yen (+16.4%)

Renovation Influence

*1 Figures exclude York Mart, York Foods, etc.

Progress as planned, with a focus on structure reforms

Status of the Action Plans

Action items in each area has kicked off based on the action plan announced on April 10, 2024

Action plan based on recommendations from the Strategy Committee

A Formulation of concrete action plans to accelerate growth

- 1 Accelerate growth and improve profitability in the North American CVS market
- 2 Develop more aggressive plans and investments
- 3 Establish the IT/DX strategy for the foundation of our growth, and the IT/DX governance to improve cost competitiveness
- 4 Monitor and support the completion of the transformation and growth of Tokyo Metropolitan Area SST.
- 5 Maximize the synergy between Retail and Financial

B Changes to the Group structure that will enhance our long-term growth and corporate value

C Enhancement of investor engagement

Status of Initiatives up to Date

Monitored by the newly structured Board of Directors

Accelerate growth of the CVS business and efforts to improve capital efficiency in North America

- ✓ Discussed concrete measures to improve capital efficiency

Organized the Global CVS Steering Committee

- ✓ Composed of management teams from HD, SEJ, SEI, 7IN
- ✓ Promoted the inter-regional collaboration in terms of business operation and oversaw optimal distribution of Strategic Investments and Financing to accelerate growth (including M&A)

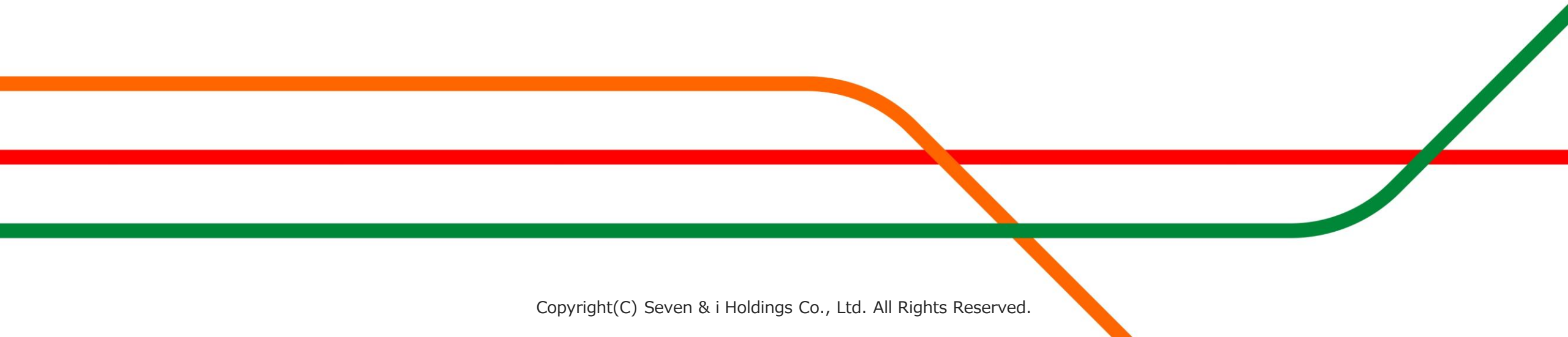
Project team up towards SST business IPO

- ✓ Verified multidimensionally on Implementation options and key issues for implementation with the appointed external advisors

Identified issues and strengthened initiatives related to investor engagement (Collaboration with SEJ, SEI, 7IN)

More specific progress will be revealed at the announcement of Q2 Financial Results

Appendix



External Environment (Japan)

Domestic PPI/CPI (Comprehensive)*1, 2



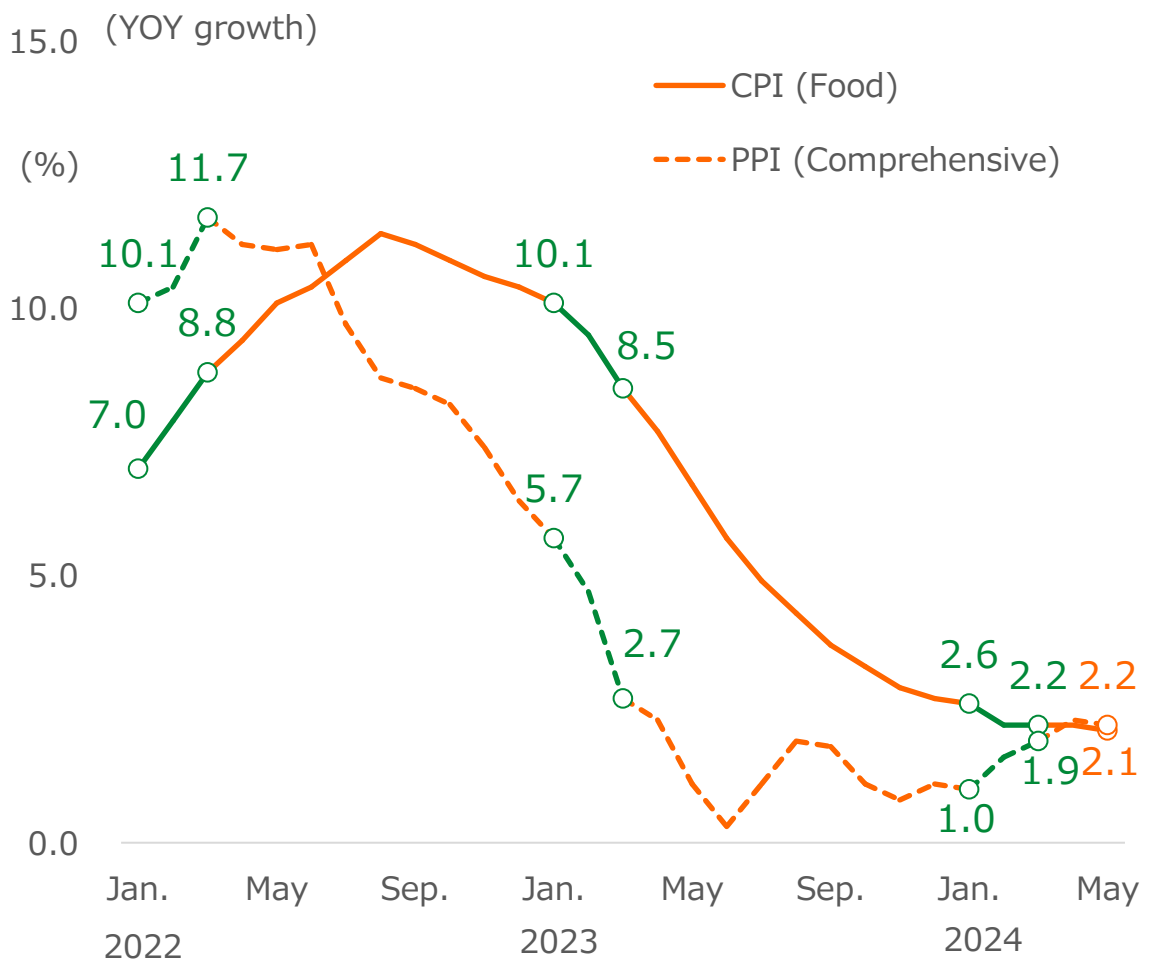
CPI (Food)*1



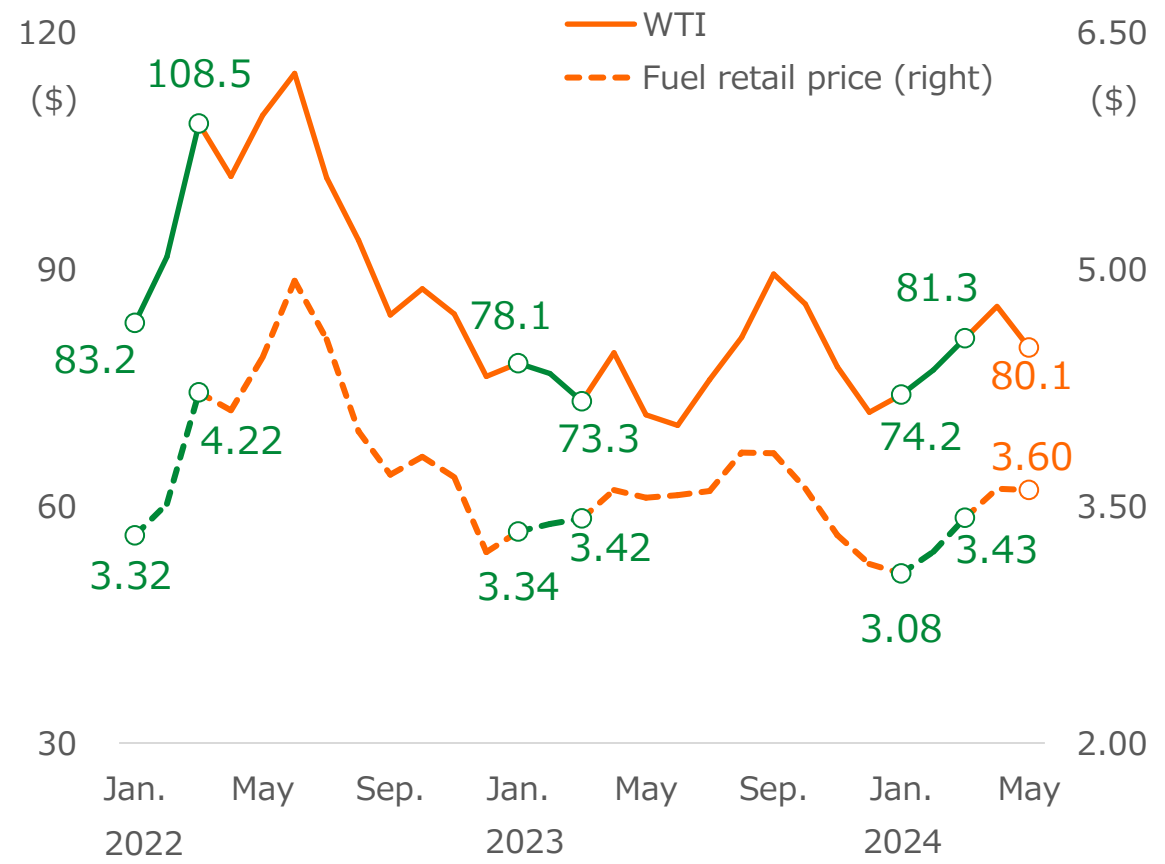
Source: *1 e-Stat, *2 Bank of Japan

External Environment (US)

CPI(Food) / PPI(Comprehensive)*1



Crude oil price (WTI) / Fuel retail price*2



Source: *1 BLS, *2 EIA

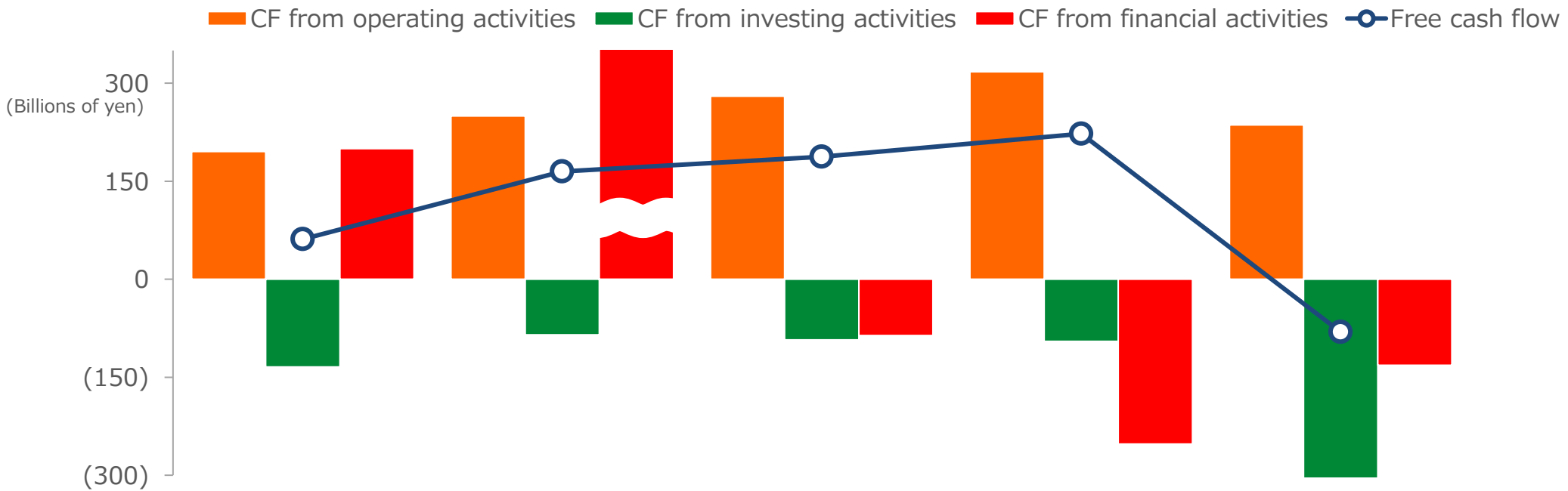
Consolidated B/S Summary (As of May 31, 2024)

(Billions of yen)

Assets (Main items only)	As of Feb. 29, 2024	As of May 31, 2024	Change
Current assets	3,035.6	2,952.5	(83.0)
Cash and bank deposits	1,558.7	1,370.5	(188.1)
Cash and bank deposits at Seven Bank	877.1	879.8	+2.7
Notes and accounts receivable - trade, and contract assets	464.1	507.9	+43.8
Merchandise and finished goods	283.3	312.3	+28.9
Non-current assets	7,555.4	8,270.1	+714.6
Property and equipment	4,362.5	4,800.2	+437.7
Buildings and structures, net	1,606.8	1,687.6	+80.8
Land	1,096.6	1,145.9	+49.2
Right-of-use assets, net	985.6	1,225.6	+239.9
Intangible assets	2,356.5	2,613.5	+256.9
Investments and other assets	836.3	856.3	+19.9
Deferred assets	0.98	0.78	(0.19)
Total assets	10,592.1	11,223.4	+631.3

Liabilities and net assets (Main items only)	As of Feb. 29, 2024	As of May 31, 2024	Change
Total liabilities	6,691.4	7,232.2	+540.7
Current liabilities	3,073.2	3,262.1	+188.8
Notes and accounts payable, trade	528.1	628.8	+100.7
Short-term loans	84.8	344.1	+259.2
Current portion of bonds and current portion of long-term loans	472.5	195.5	(277.0)
Allowance for restructuring expenses	15.9	7.2	(8.7)
Lease obligations	132.3	158.5	+26.2
Deposits received in banking business	803.7	800.7	(2.9)
Non-current liabilities	3,618.2	3,970.1	+351.8
Bonds	1,356.5	1,413.3	+56.7
Long-term loans	824.6	873.1	+48.4
Lease obligations	931.7	1,145.4	+213.7
Total net assets	3,900.6	3,991.2	+90.6
Total liabilities and net assets	10,592.1	11,223.4	+631.3

Q1 Consolidated Statements of Cash Flows

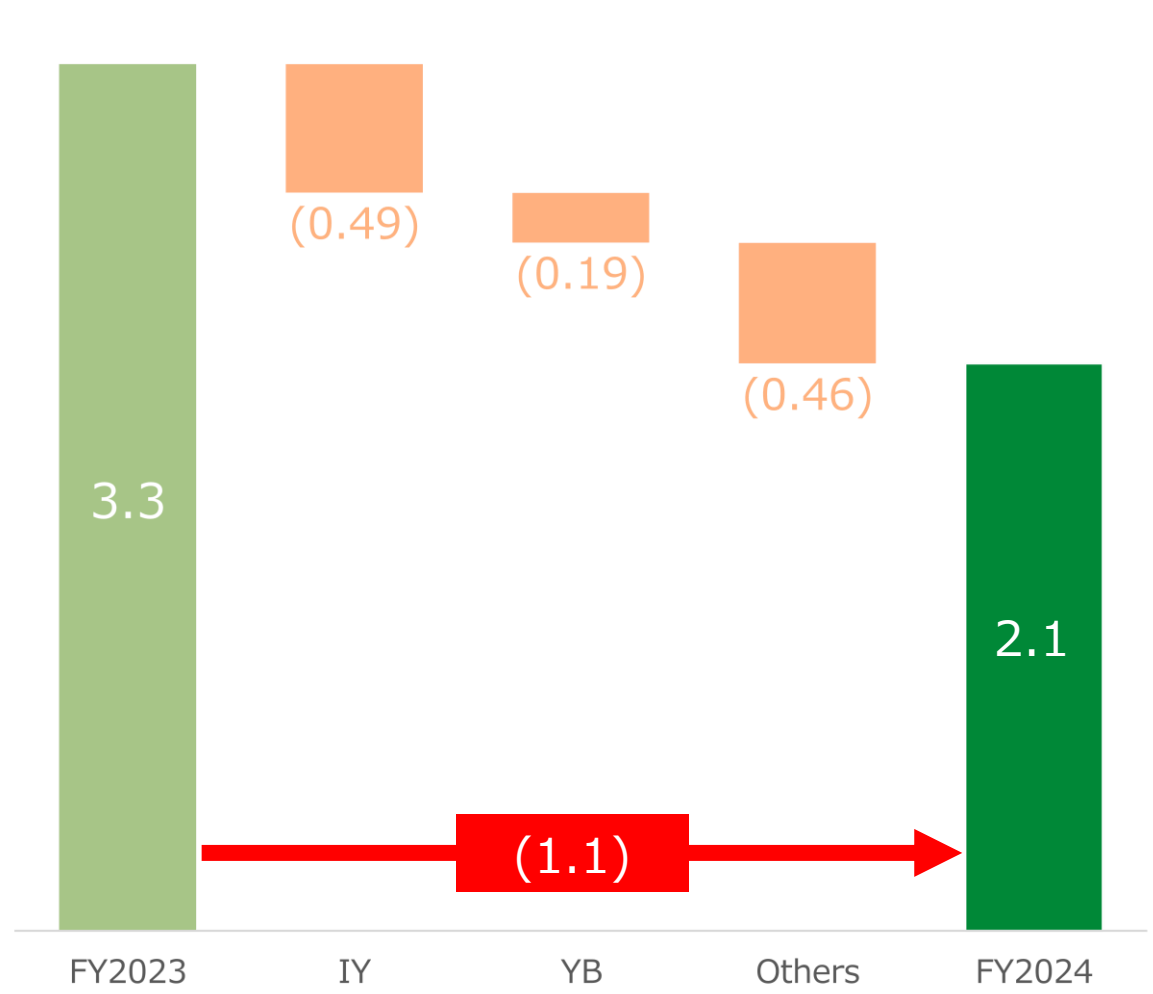


(Billions of yen)	FY2020	FY2021	FY2022	FY2023	FY2024	vs. FY2023
CF from operating activities	195.5	249.9	280.1	317.6	236.1	(81.5)
CF from investing activities	(134.4)	(84.8)	(92.8)	(95.1)	(316.8)	(221.7)
Free cash flow	61.1	165.0	187.3	222.5	(80.7)	(303.2)
CF from financing activities	199.7	1,099.4	(86.0)	(252.3)	(131.7)	+120.5
Cash and cash equivalents at the end of the year	1,614.1	3,562.4	1,527.0	1,645.9	1,373.2	(272.7)

Q1 Superstore Operations & Others - Change in Operating Income

Superstore operations

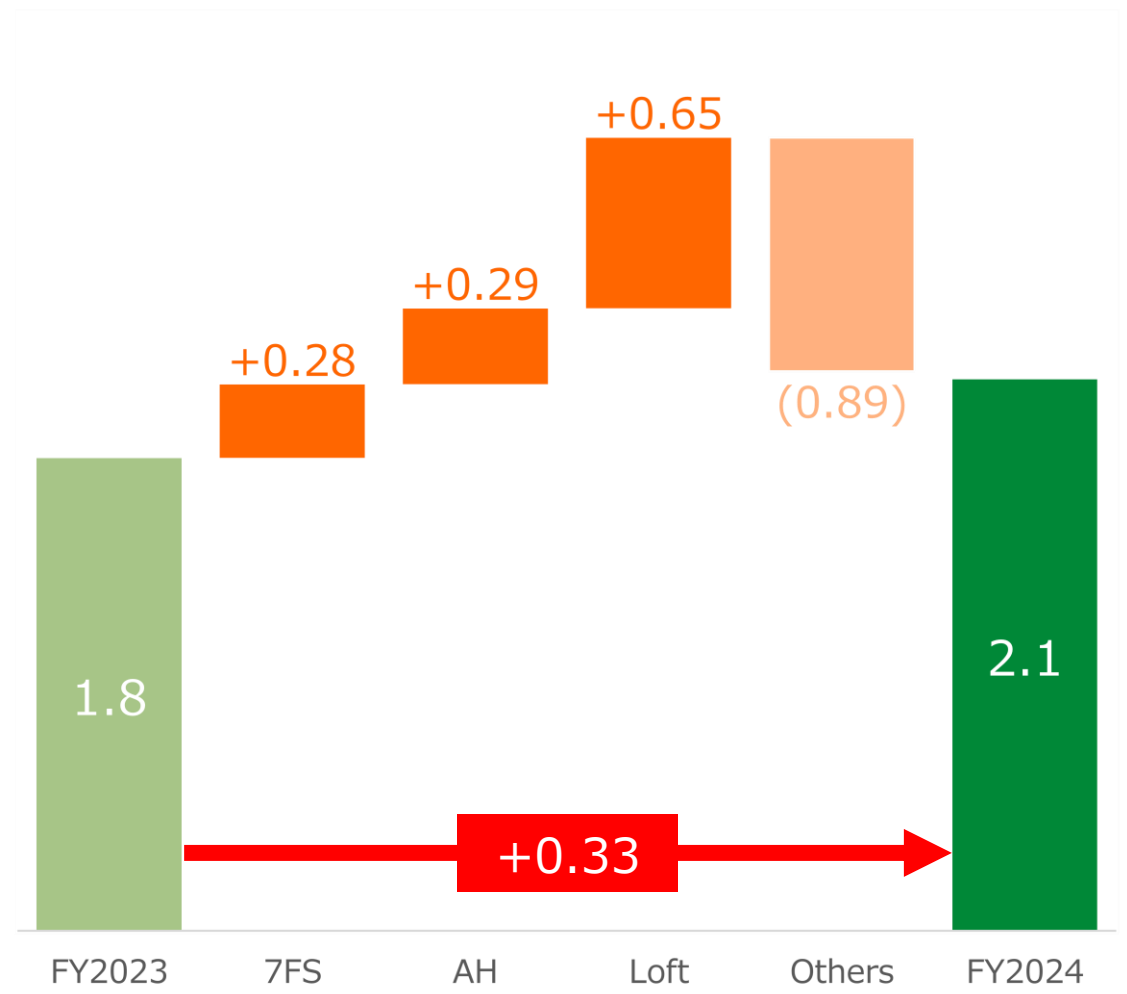
(Billions of yen)



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

Others

(Billions of yen)



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

Q1 Results of Major Operating Companies

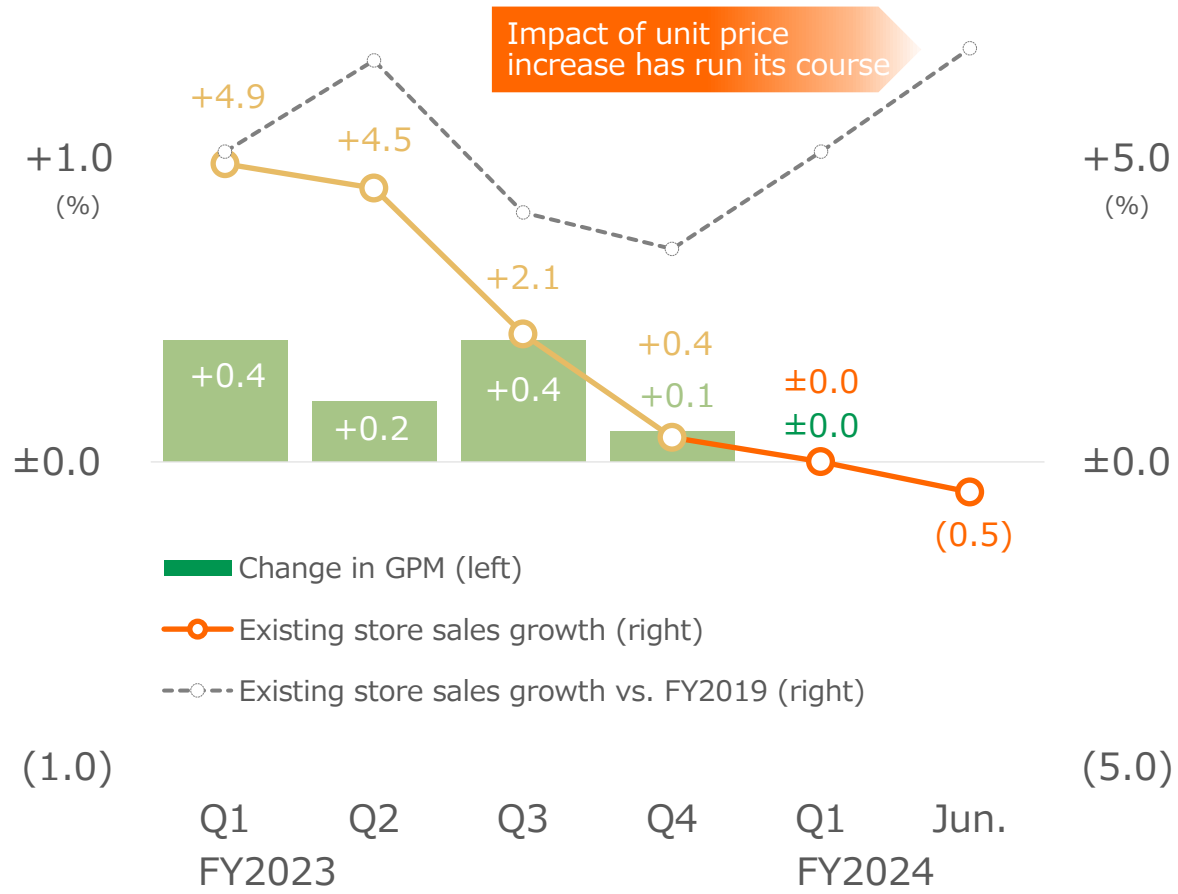
(Billions of yen, %)

	Operating income			Existing store sales growth	Change in merchandise GPM
		YOY	YOY change		
Seven-Eleven Japan	61.1	94.9	(3.2)	±0.0	±0.0
7-Eleven, Inc.*1	29.9	68.6	(13.7)	(4.1)	(2.0)
[Millions of dollar]	[201]	[61.1]	[(128)]		
Ito-Yokado	(0.66)	-	(0.49)	(Former IY) (2.9) ^{*2} (Former YO) +0.6	(Former IY) (1.2) (Former YO) (0.6)
York-Benimaru	4.3	95.7	(0.19)	+1.9	±0.0

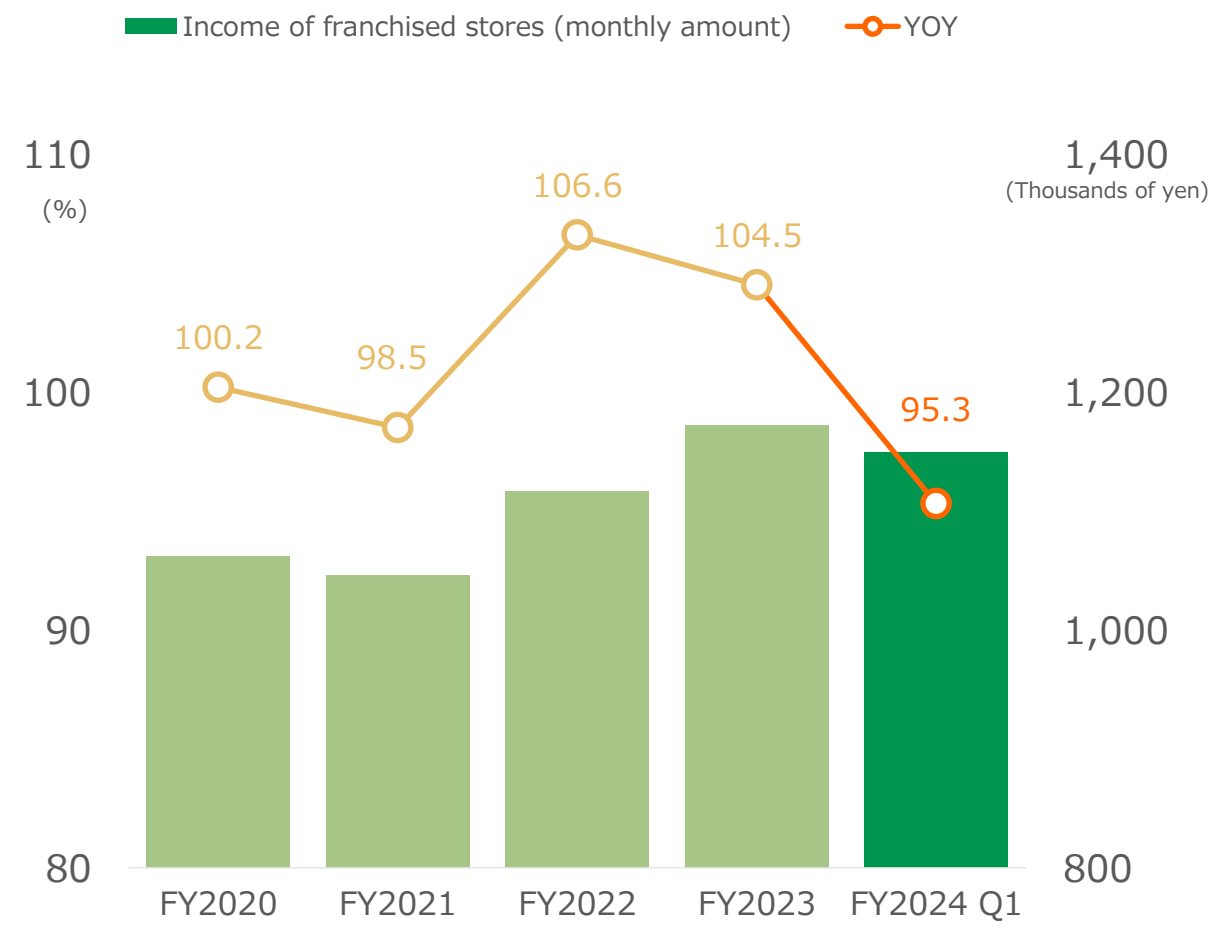
*1 Figures are shown on SEI consolidated basis. *2 Represents SC total
 Note) Exchange rate: 1USD = 148.63JPY

Seven-Eleven Japan (1)

Existing store sales & GPM



Trend in income of franchised stores



Seven-Eleven Japan (2)

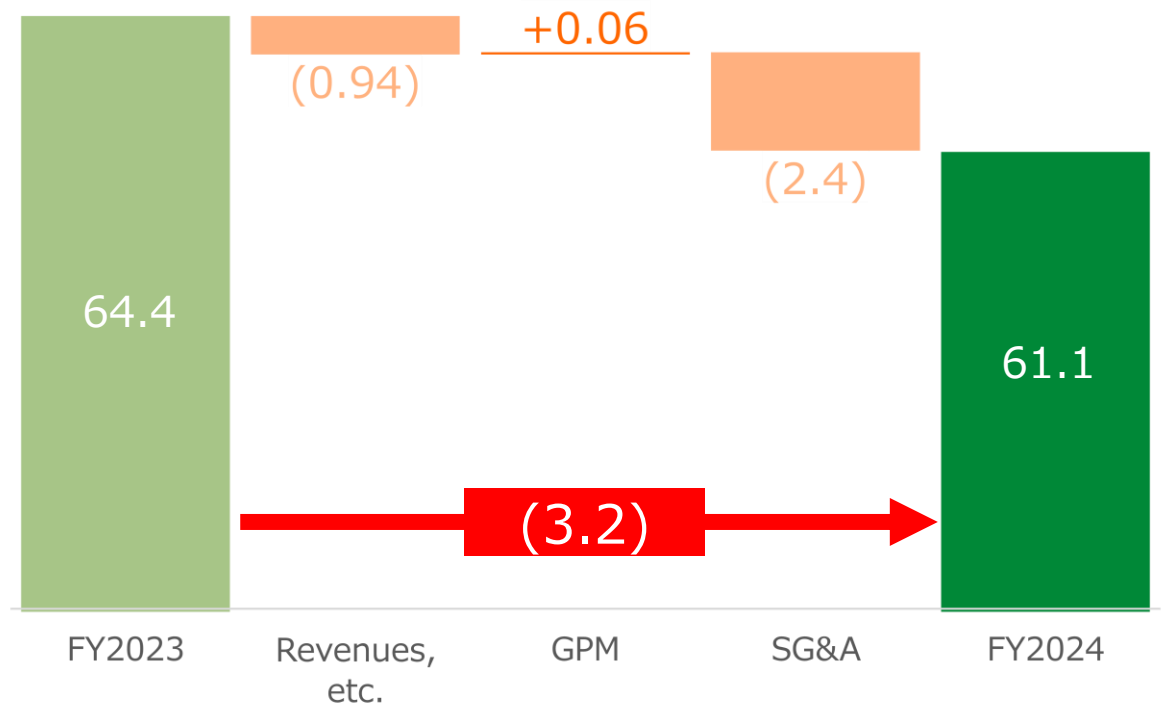
SG&A

(Billions of yen, %)

	Q1	Q1		Major factors for change
		YOY	YOY change	
SG&A	149.0	101.6	+2.4	
Advertising expenses	10.0	118.4	+1.5	Enhanced sales promotion
Salaries and wages	18.3	90.3	(1.9)	Optimization of directly operated stores
Land and building rent	49.5	102.3	+1.0	Increase in number of stores
Depreciation and amortization	22.8	105.9	+1.2	
Utility expenses	14.3	91.0	(1.4)	Decrease in utility cost
Others	33.8	105.8	+1.8	Increase in settlement fees

Change in operating income

(Billions of yen)

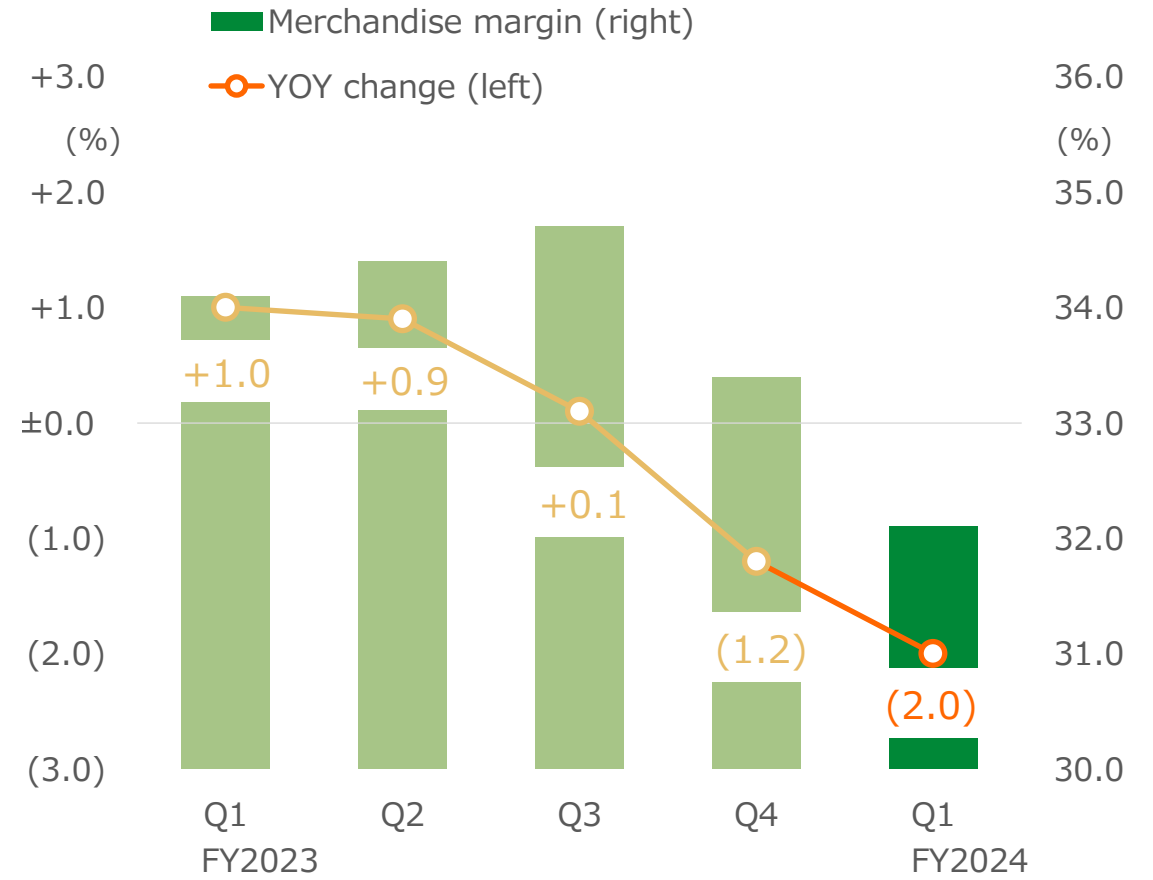


7-Eleven, Inc. (1)

Merchandise Same Store Sales Growth

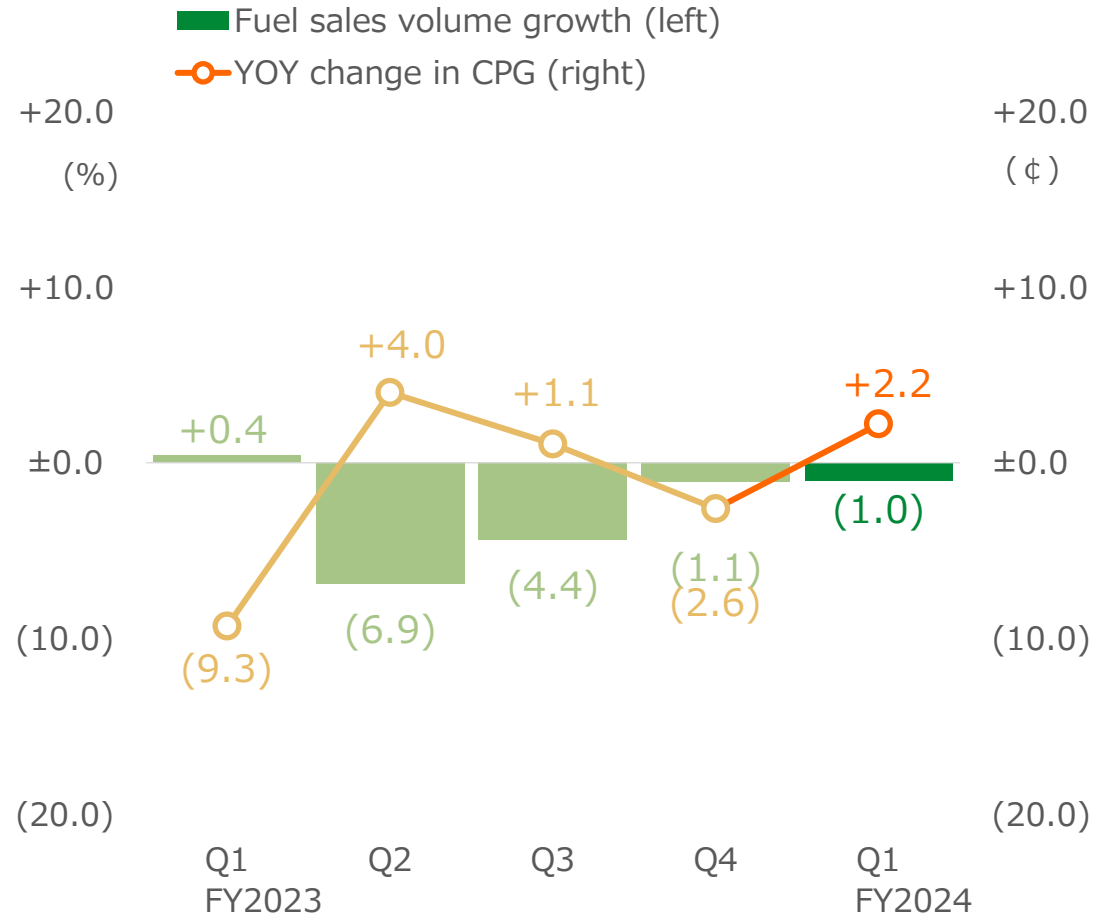


Merchandise Margin

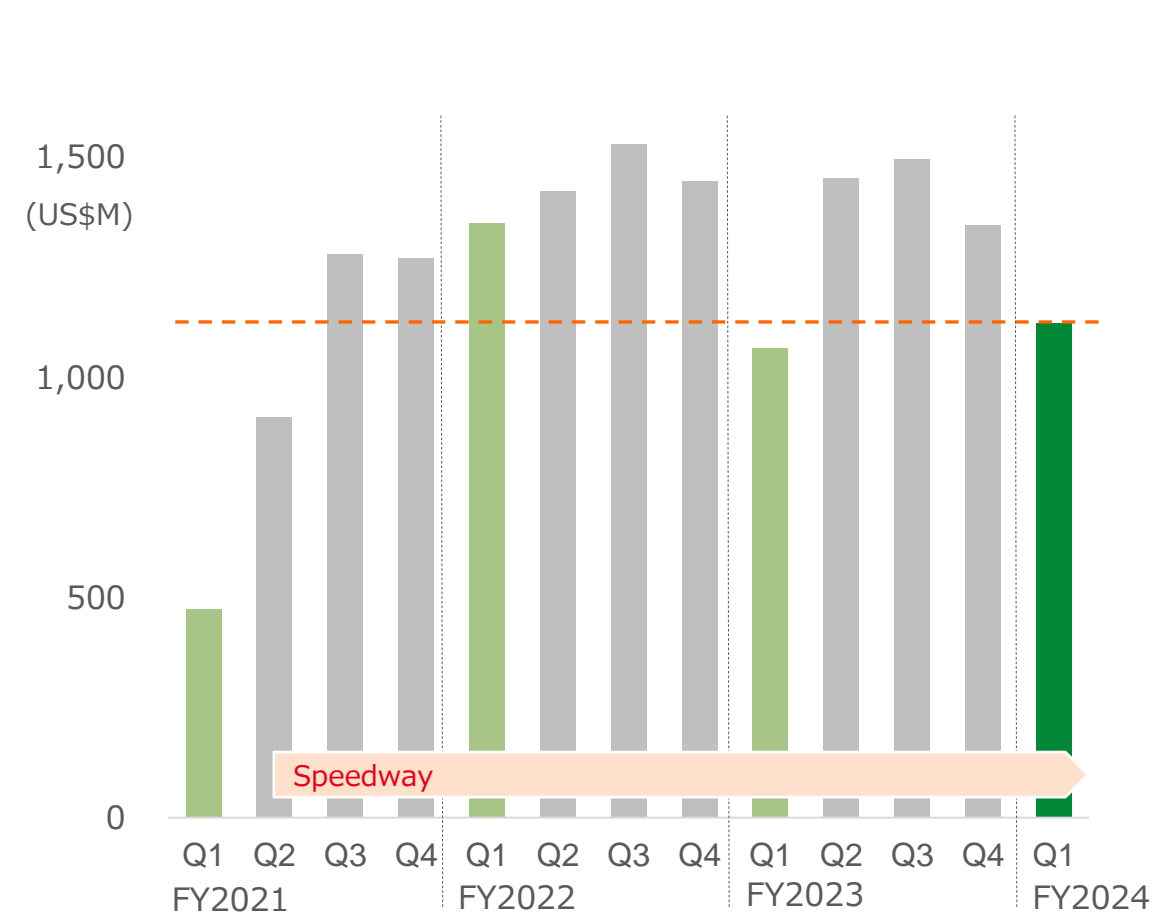


7-Eleven, Inc. (2)

Total Fuel Volume & Margin (Total CPG*)



Fuel Gross Profit



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

7-Eleven, Inc. (3)

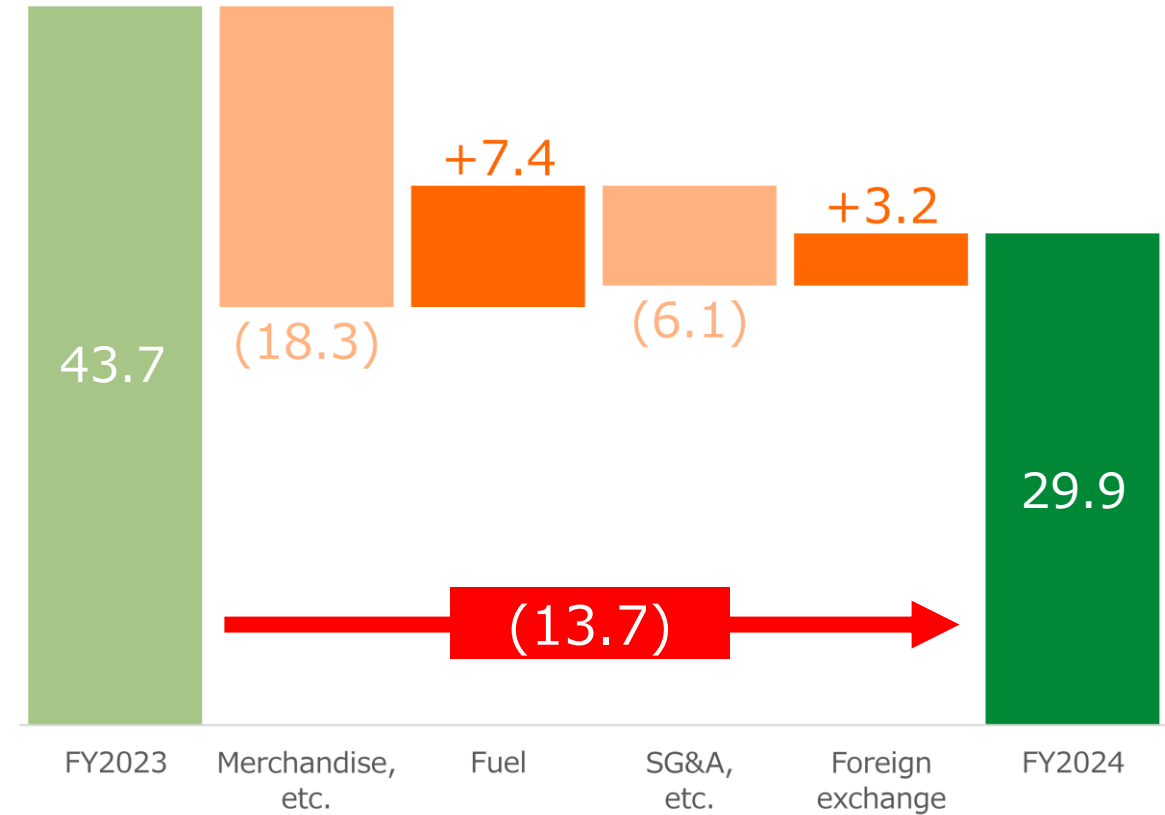
SG&A

(Millions of dollar, %)

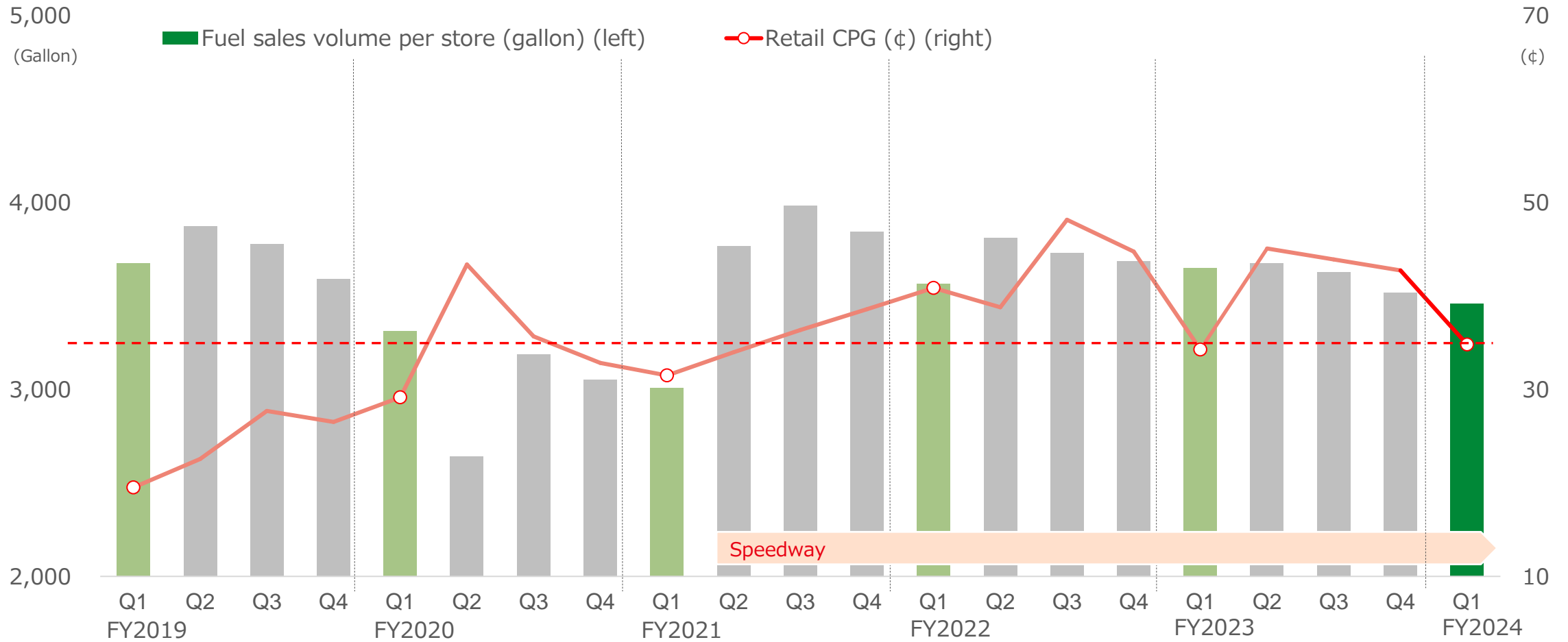
	Q1	Major factors for change	
		YOY	YOY change
SG&A	2,315	102.3	+52
Advertising expenses	31	91.6	(2.9) Decrease due to advertising timing
Salaries and wages	749	102.8	+20 Increase due to inflation
Land and building rent	284	105.7	+15 Increase due to inflation
Depreciation and amortization	358	97.7	(8.5) Partial completion of Speedway asset depreciation
Utility expenses	125	101.8	+2.2 Increase in utility rates
Others	765	103.5	+25 Increase due to insurance costs etc.

Change in operating income

(Billions of yen)



Fuel sale volume / CPG (Retail)



Note) The chart shows retail fuel business

FY2024 Consolidated Financial Forecasts

(Reposting of the presentation materials on April 10, 2024)



	Amount	YOY	YOY change
Group's total sales	17,815.0	100.1	+25.0
Revenues from operations	11,246.0	98.0	(225.7)
Operating income	545.0	102.0	+10.7
Ordinary income	502.0	99.0	(5.0)
Net income attributable to owners of parent	293.0	130.4	+68.3
EPS (yen)	112.80	132.9	+27.92
EPS before amortization of goodwill (yen)	163.62	125.7	+33.43
EBITDA*	1,102.0	104.5	+47.0

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

Notes) 1. Exchange rate: 1USD=145.00JPY, 1CNY=19.00JPY

2. The Company conducted a 3-for-1 common share split on March 1, 2024. "EPS" and "EPS before amortization of goodwill" are calculated as if the share split had occurred at the beginning of the previous fiscal year.

FY2024 Forecasts by Operating Segment

(Reposting of the presentation materials on April 10, 2024)



(Billions of yen, %)

	Revenues from operations		Operating income		EBITDA	
		YOY/Change		YOY/Change		YOY/Change
Consolidated	11,246.0	98.0 (225.7)	545.0	102.0 +10.7	1,102.0	104.5 +47.0
Domestic CVS operations	943.0	102.3 +21.2	260.0	103.8 +9.4	356.2	104.5 +15.4
Overseas CVS operations	8,410.0	98.7 (106.9)	318.7	105.7 +17.0	663.5	106.2 +38.9
7-Eleven, Inc. [Millions of dollar]*	57,210	95.7 (2,568)	2,930	104.0 +113	4,374	102.8 +117
Superstore operations	1,448.0	98.0 (29.3)	18.6	136.9 +5.0	62.7	116.7 +8.9
Financial services	210.0	101.2 +2.5	36.0	94.3 (2.1)	75.8	103.7 +2.7
Others	310.0	75.4 (101.3)	1.7	63.2 (0.98)	8.7	64.0 (4.8)
Eliminations/Corporate	(75.0)	- (11.9)	(90.0)	- (17.6)	(64.9)	- (14.1)

* Figures are shown on SEI consolidated basis.

Note) Exchange rate: 1USD=145.00JPY, 1CNY=19.00JPY

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

FY2024 Financial Forecasts of Major Operating Companies



(Reposting of the presentation materials on April 10, 2024)

(Billions of yen, %)

	Operating income		Existing store sales growth	Change in merchandise GPM	
		YOY			YOY change
Seven-Eleven Japan	260.0	103.6	+8.9	+2.5	+0.2
7-Eleven, Inc.* ¹	424.9	107.2	+28.6	+0.5	±0.0
[Millions of dollar]	[2,930]	[104.0]	[+113]		
Ito-Yokado	5.4	-	+6.6	(Former IY) (1.9) ^{*2}	(Former IY) ±0.0
				(Former YO) +0.6	(Former YO) (0.1)
York-Benimaru	18.9	101.1	+0.19	+1.9	+0.1

*1 Figures are shown on SEI consolidated basis. *2 Represents SC total

Note) Exchange rate: 1USD = 145.00JPY

Q1 results


(Billions of yen, %)

	Expenses					Capex				
	Results	YOY change	vs. plan	vs. FY2024 plan	FY2024 plan	Results	YOY change	vs. plan	vs. FY2024 plan	FY2024 plan
DX, system, security, etc.	(13.5)	+0.09	(0.22)	24.9	(54.5)	2.5	(0.77)	(2.3)	11.1	23.1
Others	(5.5)	(0.99)	+3.4	15.5	(35.5)	0.79	(2.3)	(1.1)	19.4	4.0
Eliminations/Corporate (Operating income)	(19.0)	(0.90)	+3.2	21.2	(90.0)	3.3	(3.1)	(3.5)	12.4	27.2

Promotion of Sustainable Management (1)

Sustainable management efforts are the basis for the “Medium-Term Management Plan 2021 – 2025”
 Promote group-wide efforts to address climate change

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 —
 * Revised in March 2022

Taskforce on Nature-related
 Financial Disclosures

— Preparation for disclosure in 2024 —

Achieving sustainable society with global perspectives

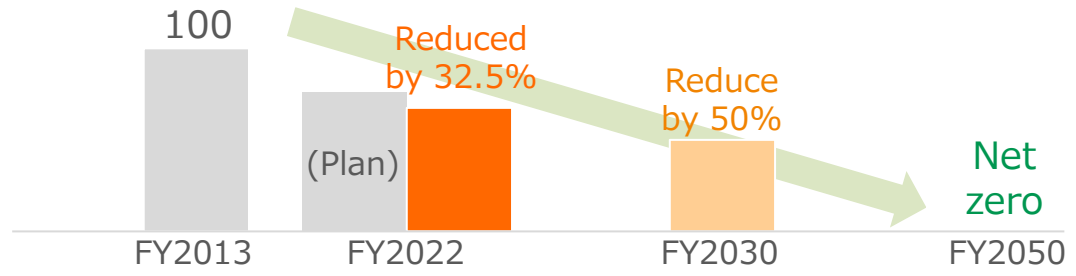
Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

42

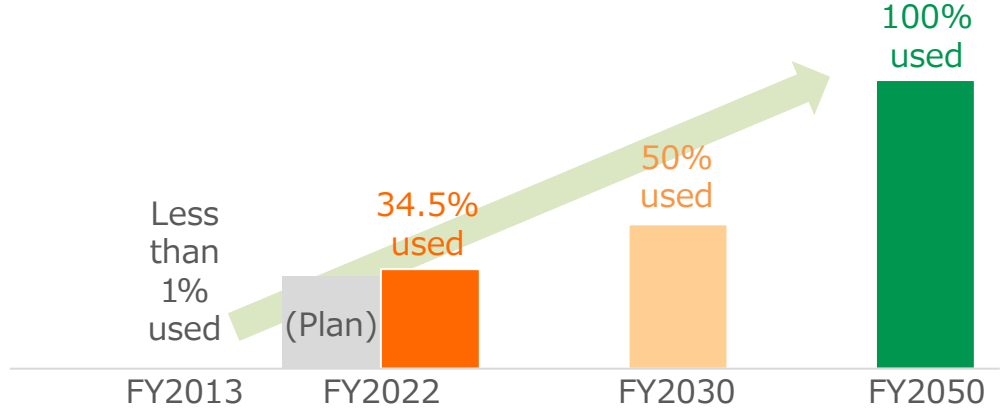
Promotion of Sustainable Management (2)

Further strengthen efforts to meet the targets by 2050 in the Environmental Declaration

① Reduce CO2 emissions

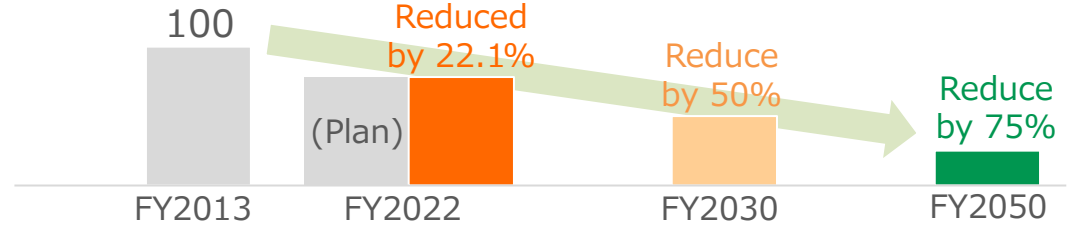


② Measures against plastic

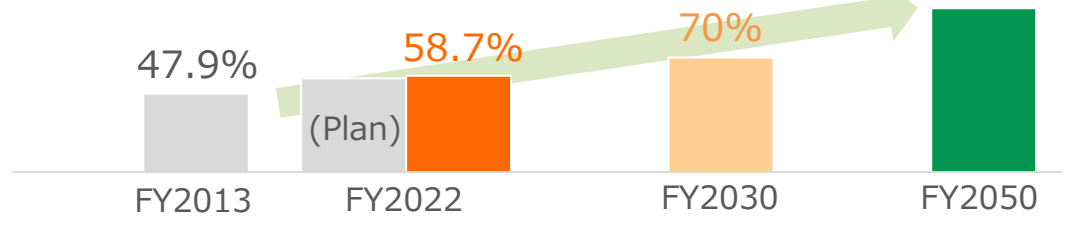


③ Reduce food waste & food waste recycling (Domestic)

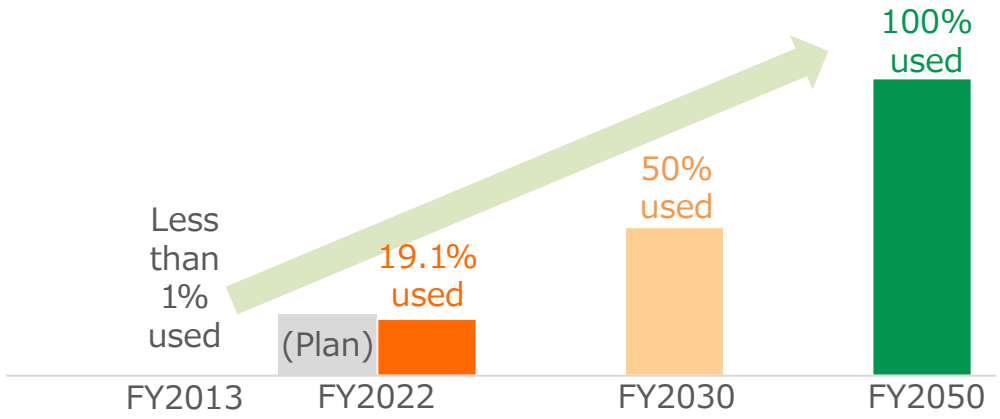
Food waste volume



Food waste recycling rate



④ Sustainable sourcing (Domestic)





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.