



Seven & i Holdings

"IR Day 2024 Autumn"

October 24, 2024

Today's Agenda

Opening

09:00~09:15



President & Representative Director
CEO
Ryuichi Isaka

Domestic CVS Operations

10:50~11:30



Head of Domestic CVS operations
Representative Director and President of
SEVEN-ELEVEN JAPAN CO., LTD.
Fumihiko Nagamatsu

US CVS Operations

09:15~09:55



Head of Overseas CVS operations
(North America)
CEO of 7-Eleven, Inc.
Joseph Michael DePinto

ESG (Sustainability)

11:30~12:10



Vice President, Representative Director
CSuO
Junro Ito

Global CVS Operations

09:55~10:35



Head of Overseas CVS operations (Global)
Chairman of 7-Eleven International LLC
Shinji Abe

Closing

12:10~12:20

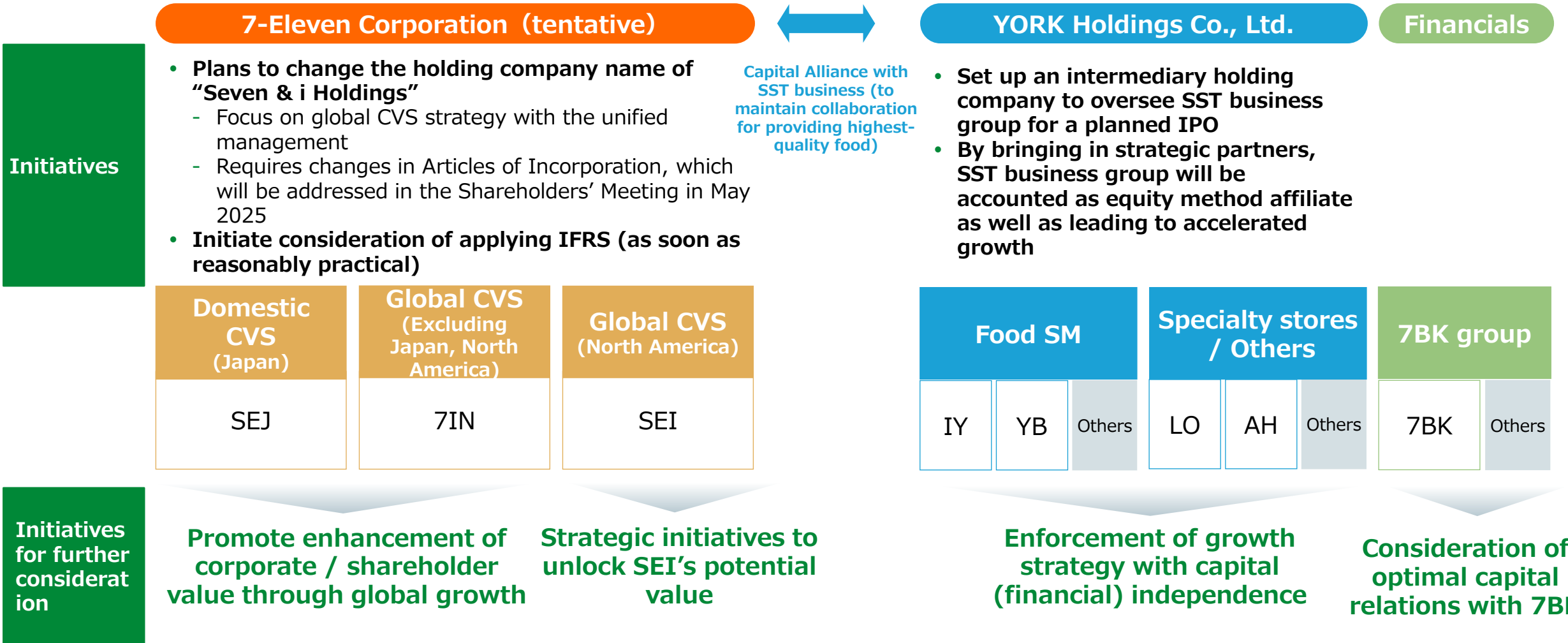


Director & Managing Executive Officer
CFO
Yoshimichi Maruyama



President & CEO of 7-Eleven International LLC
Ken Wakabayashi

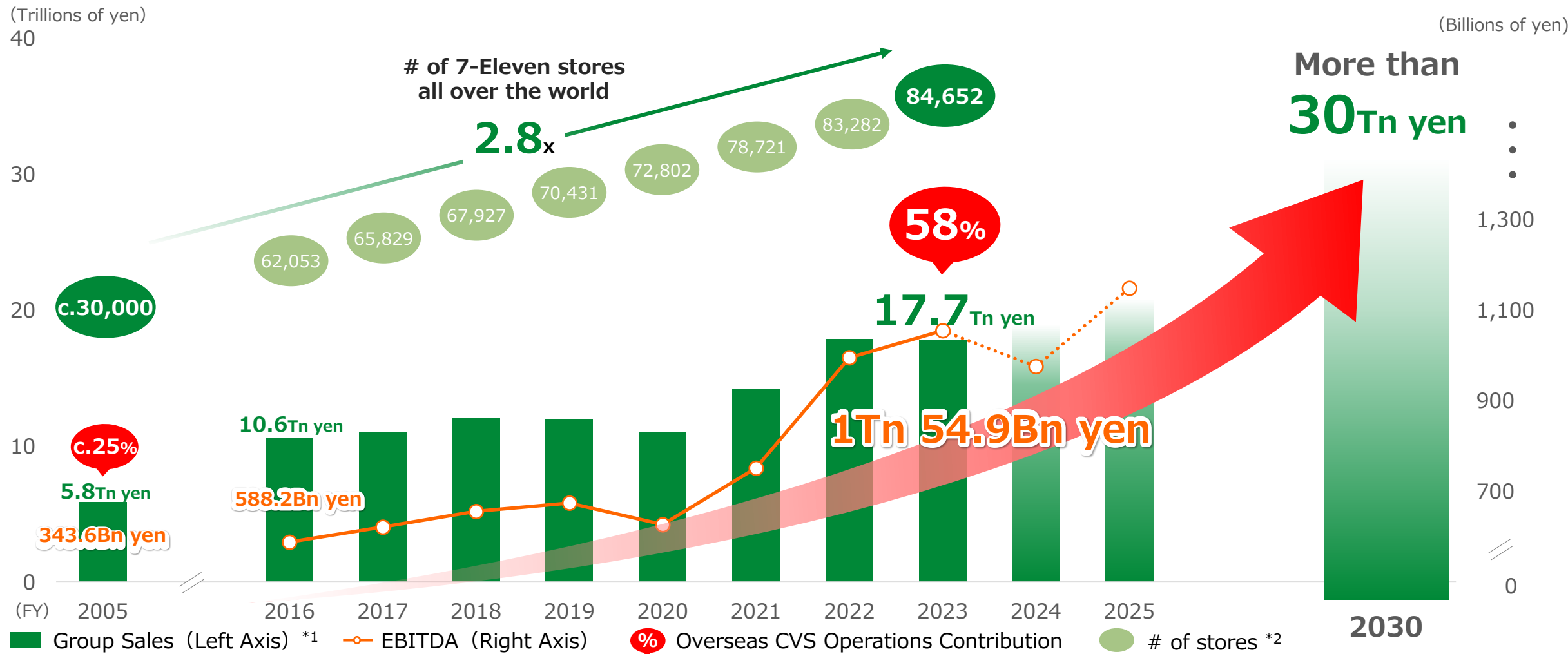
Our Efforts on Optimization of Group Structure *



* SEJ : SEVEN-ELEVEN JAPN, 7IN : 7-Eleven International, SEI : 7-Eleven, Inc., IY : Ito-Yokado, YB : York-Benimaru, LO : The LOFT, AH : Akachan Honpo, 7BK : Seven Bank

Achieve a new group structure in which the CVS, SST and financials, each have capital and strategic independence

Group's Growth Trajectory



*1 Group sales includes MDSE sales at Seven-Eleven Japan, Seven-Eleven Okinawa, 7-Eleven, Inc., and 7-Eleven Stores Pty Ltd.
 Figures for FY2030 include sales at directly operated stores and franchised stores of equity-method affiliates in Overseas CVS Operations.

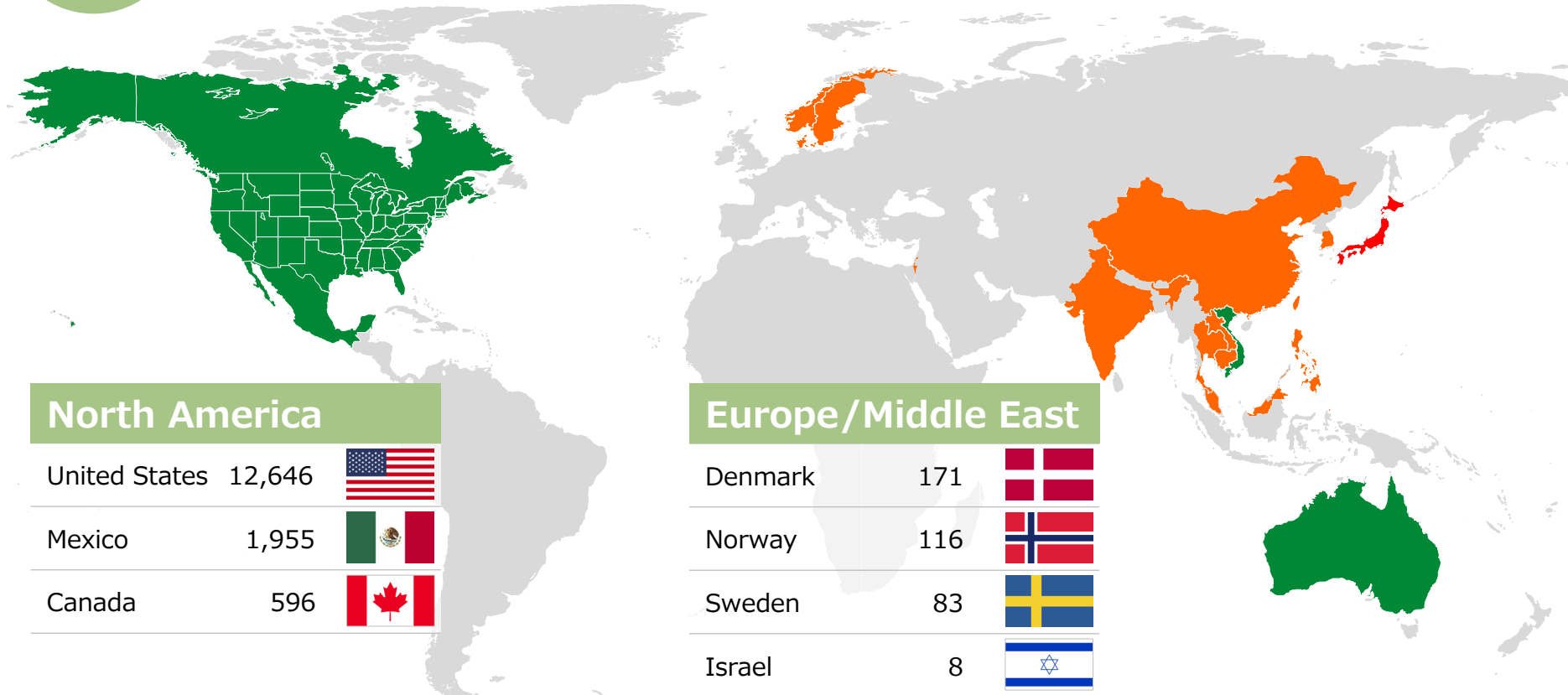
*2 As of the end of each FY

Accelerate growth focusing on global CVS

7-Eleven Stores around the World

As of
The End of
February
2024

20Countries・Regions / **84,652**Stores



North America		
United States	12,646	
Mexico	1,955	
Canada	596	

Europe/Middle East		
Denmark	171	
Norway	116	
Sweden	83	
Israel	8	

Asia-Pacific		
Japan	21,535	
Thailand	14,643	
South Korea	13,001	
Taiwan	6,915	
China	5,103	
Philippines	3,803	
Malaysia	2,576	
Australia	769	
Singapore	500	
Viet Nam	100	
Cambodia	79	
India	50	
Laos	3	

■ Applied equity model
 ■ Applied license model

Achieve Expanding into 30 countries・regions / 100,000stores by 2030

Expanding Global CVS Business by 7IN

The Role of 7IN



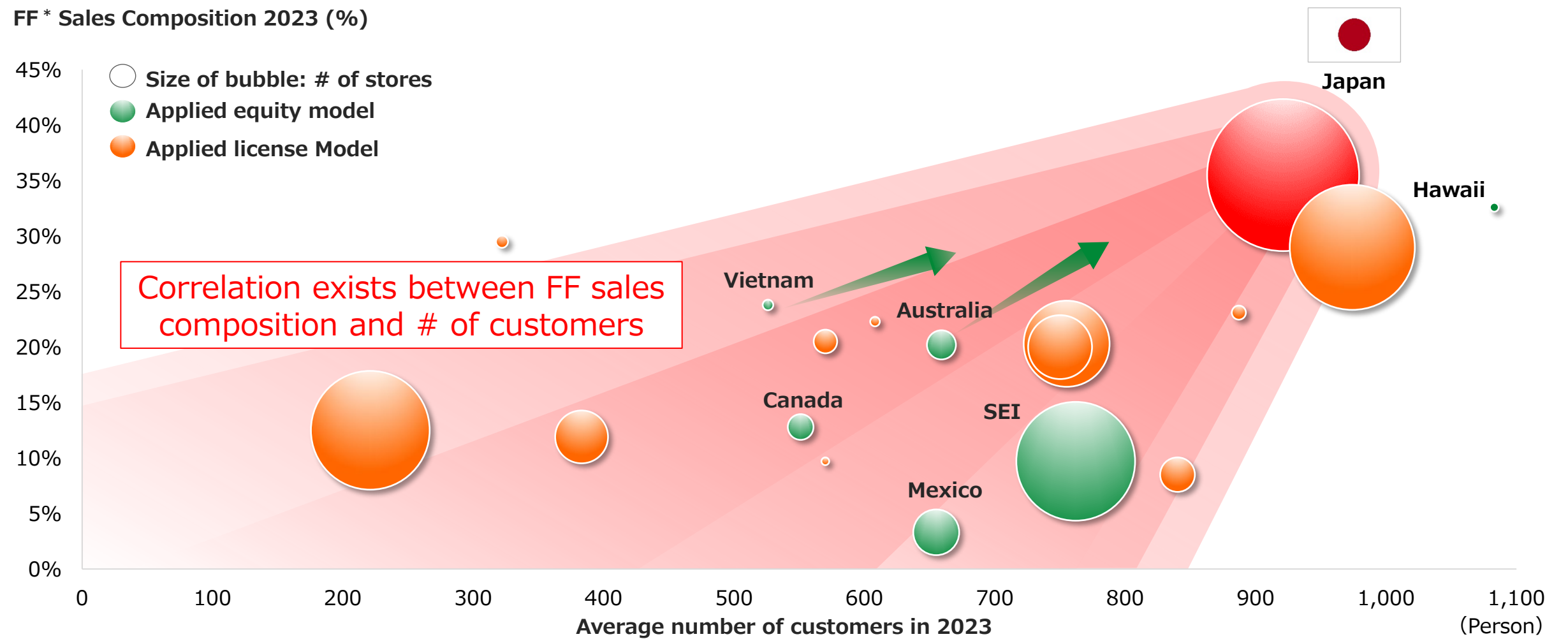
Expanding Equity model

Steadily Investing Strategically
After Establishing 7IN
in January 2022



Further accelerate growth of the 7-Eleven brand in global markets

Growth Strategy of CVS Businesses with *Food* at its Core



* "FF": Fresh Food(Fresh foods include Ready-To-Eat foods only. Proprietary beverages, dairy products and long shelf-life foods are excluded.)

Expand the business scale globally by leveraging strengths in *food*

Global CVS Strategy Plan



Focus on global CVS strategy under integrated management structure



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.



Seven & i Holdings

"IR Day 2024 Autumn"

Overseas CVS Operations Strategy

October 24, 2024

Agenda



Company Highlights



Growth Strategy



Financial Performance





Company Highlights



Our Iconic History

Nearly 100 Years of Innovation and Growth

World's First C-Store

From the dock of an icehouse in Dallas, Texas, **the world's first convenience store** is born.



All Night Long

A 7-Eleven location near a university in Austin stays open **24/7** and the idea is a hit.



The Self-Service Movement

7-Eleven leads the way, offering self-serve gas and the **first self-serve soda fountain with Big Gulp**.

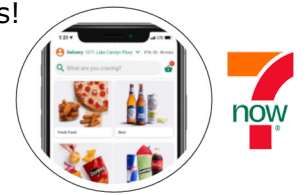


New 7-Eleven Day Traditions

HAPPY SLURPEE! 7-Eleven starts a new tradition on its 75th birthday in 2002 that continues to this day – **FREE Slurpee drinks on 7/11 day!**

Digital Transformation

7-Eleven introduces 7NOW delivery, allowing our iconic brands to only be a tap away – after launching our app and with quick delivery, it has never been easier to get 7-Eleven products!



1927

1950s

1963

1965

1970

1990s

2000s

2005

2010s

PRESENT

Beyond Texas

New stores open in Florida, Maryland, Virginia, and Pennsylvania.

The Drink Revolution

It starts with the launch of the Slurpee® drink and the **world's first coffee to go**.



Getting Healthy

7-Eleven starts shipping fresh food products daily.

New Ownership

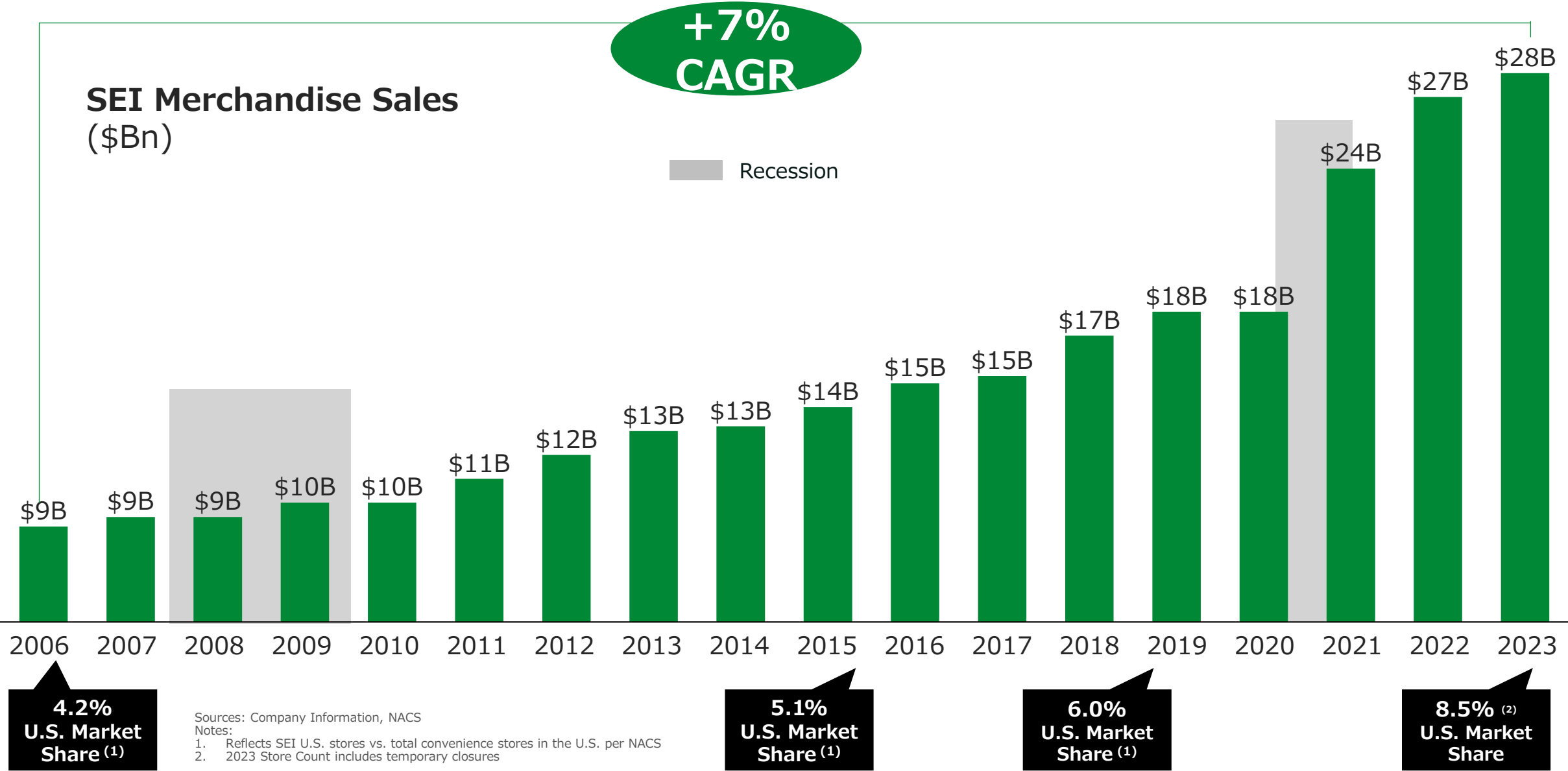
7-Eleven, Inc. is now owned by Seven & i Holdings Co. Ltd.

A Growing 7-Eleven Family

7-Eleven becomes an even bigger family of brands. The acquisitions of Sunoco and Speedway adds over 5,000 new stores across the U.S.



Leader in the North American C-Store Market



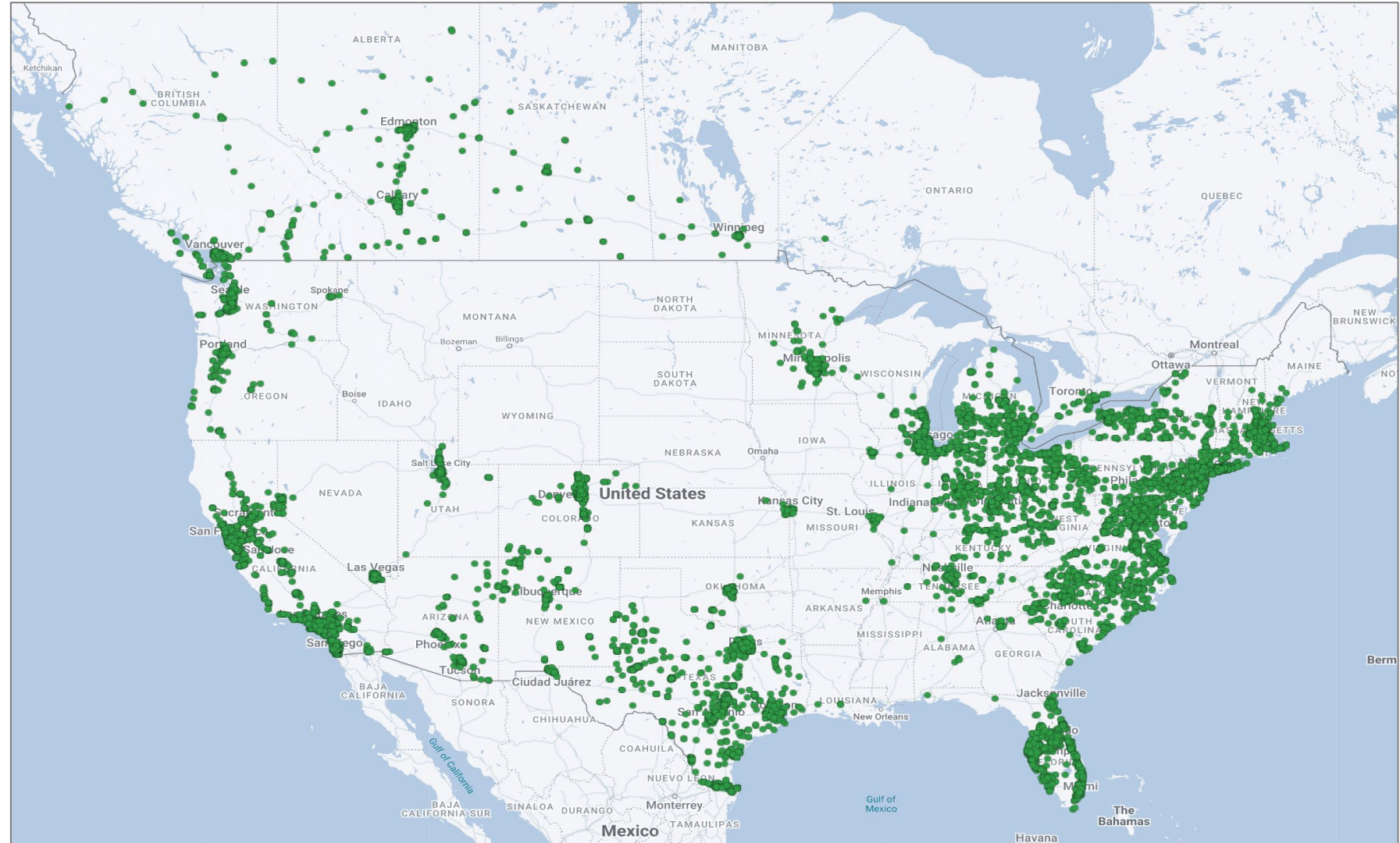
Since 2006, SEI's Merch Sales +7% CAGR & Market Share has grown from 4.2% to 8.5%

Expansive Store Footprint with Room to Grow

~13,229*
U.S. & Canada
Stores

Presence in 47/50 Top
Markets

~50% of the U.S.
population
has 7-Eleven/Speedway
within 2 miles...
and ~30% within
1 mile



* As of Q2 2024

SEI Has an Industry Leading Presence in the United States and an Unmatched Last Mile Distribution Network

Convenience Retailer of Choice

Performance

4.1B Annual Transactions	\$28B Total Merch Sales (1.8B Fresh Food Units Sold)	12.7B Fuel Gallons sold	\$725M⁽¹⁾ Growing Delivery Business (+22% YoY)	51 Acquisitions since 2006
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Financials

15% Op Income CAGR since 2006	7% Merchandise Sales CAGR Since 2006	S&P: A Rating	Moody's: Baa2 Rating
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Outcome

#1 C-store Rewards Program 97M Members⁽²⁾	#1 C-store Delivery Program 28 Minutes Delivery Time	#1 Fuel Retailer in the U.S. 8,440 Fuel Stores
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Accolades

			
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Sources: Online Publications, Company Filings
 Note:
 All data as of Dec 2023 unless marked otherwise; 1. 2024 Forecast 2. As of Q2 2024



Growth Strategy



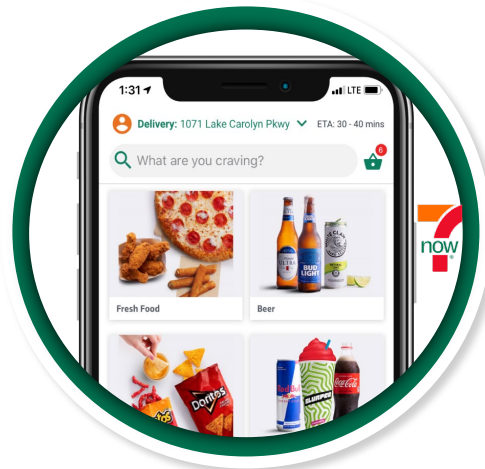
Our Four Key Pillars of Growth

1



**Grow
Proprietary
Products**

2



**Accelerate
Digital &
Delivery**

3



**Improve
Efficiencies
and Cost
Leadership**

4



**Grow &
Enhance
Store
Network**

1 Grow Proprietary Products

Focus on Innovation, Quality Improvement and Value

Fresh Food

Restaurants

Proprietary
Beverages

Private Brands

Sales

+1.6% YoY*

+3.8% YoY*

+1.1% YoY*

Innovation



Quality
Improvement



Value



Number of SKUs
Planned for 2025

+51 SKUs

+20 Menu Items

+55 SKUs

+200 New Items

Offering an Innovative and High-Quality Food & Beverage Experience at Great Value

* Total company Q2 YoY growth

1 Grow Proprietary Products

Food & Beverage Modernization



**Rolling Out to ~1,900
Stores by 2024**

4,940
Stores with Full Program
(As of Dec.23)



\$240
APSD Lift

Invest in Restaurants



1,084*
Restaurants

~46%*
GP %

**Top
30**
Restaurant operator
in the U.S.

Restaurant Expansion

+50
Restaurants in 2025

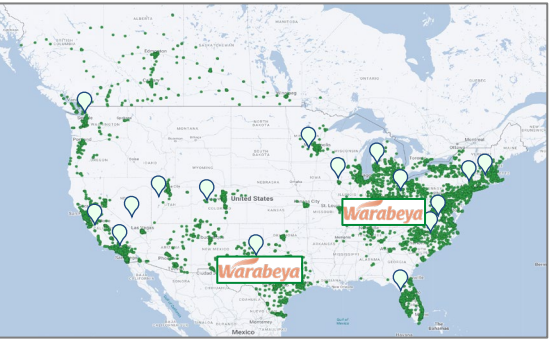
Investing in Food & Beverage Modernization and Restaurants to Drive Growth in Proprietary Products

* As of Q2 2024

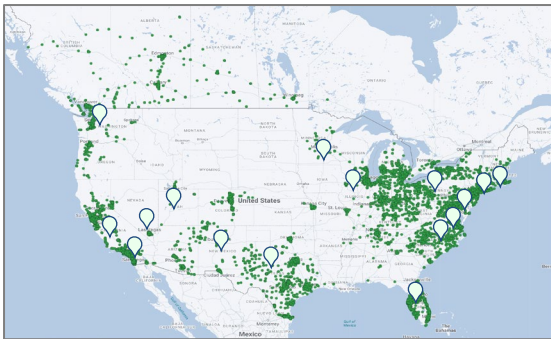
1 Proprietary Products Growth Enabled By Strong Value Chain



Proprietary Products Growth Supported by Value Chain



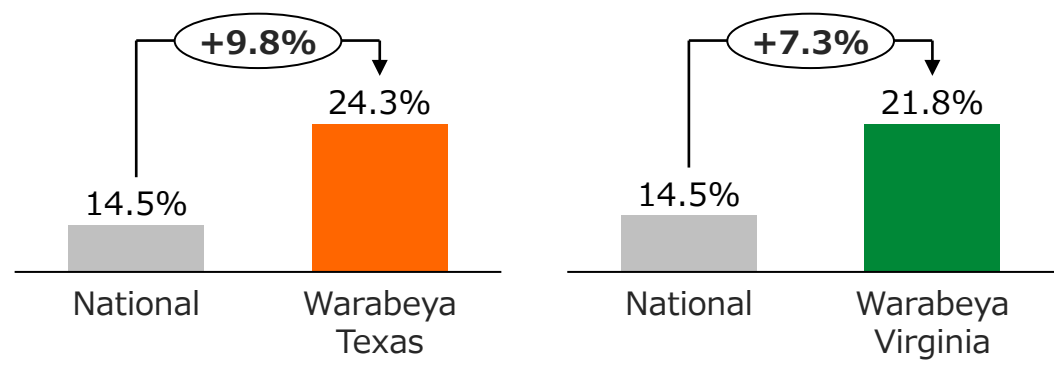
16 Commissaries



16 Bakeries

Growing Store Coverage

2024 Q2YTD Commissary Sales \$ Contribution to Entire Fresh Food Business



Enhanced Commissary Long-Term Plan *Start Operation

	# of Stores	2024	2025	2026	2027
Ohio	1,108	→ *			
So. Cal	1,310	→ *			
Florida	1,339	→ *			

~45% Store Coverage with Enhanced Commissaries by 2027

1 Proprietary Products: Delivering Value

Q3 Value Offers Started end of Aug. 2024



October U.S. SS Sales

Expected to be
Flat vs. Oct. 2023
(~+300 bp improvement to Sep. 2024)

Fusion Energy
2 for \$4.00



7S Snack Pies
\$1



7S Chips
2 for \$3.00



Q4 Value Offers



Delivering Value Offerings to Change Consumer Perception of C-Stores and Driving Sales and Traffic

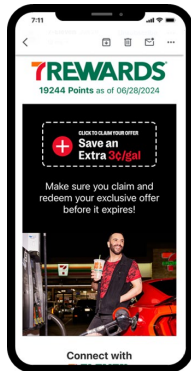
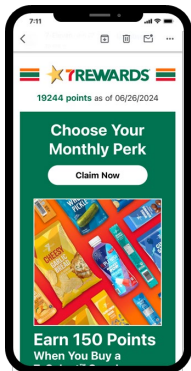
Example of offers in Q3 and Q4

2 Accelerate Digital & Delivery: Loyalty

Offering Value with Loyalty Program

Leveraging digital to offer value and frictionless shopping

Accelerating personalization



Delivering Value through Loyalty



97M

Total Members
+35% vs. 2021 ⁽¹⁾

~35%

Scan Rate
+160 bps vs. 2021 ⁽¹⁾

Growing Rewards Members

Increasing Loyalty

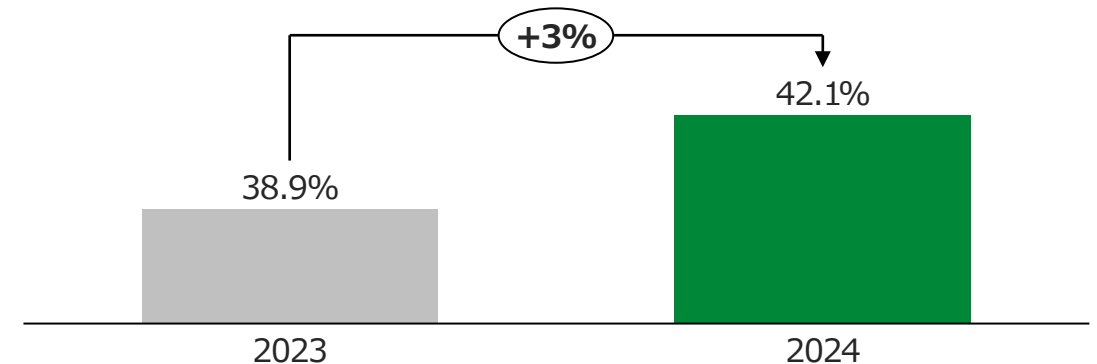
9.5%

High-Frequency Members ⁽²⁾
+120 bps vs. 2023 ⁽¹⁾



Growing Loyalty Sales

% of Merch Sales from Loyalty; June LTM



SEI is Well Positioned to Benefit From Consumer's Digital and Convenience Evolution Journey

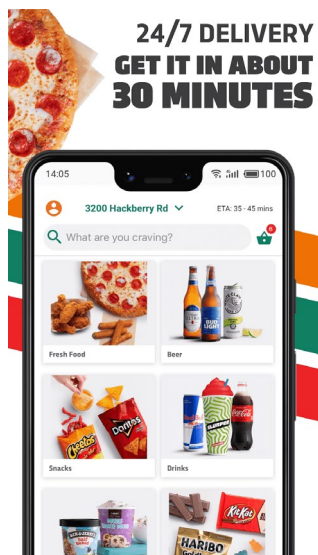
Notes:

1. As of Aug 2024
2. Platinum, Gold & Silver Members

2 Accelerate Digital & Delivery: 7NOW

7NOW Delivery

Offer value and quality products
to our customers in the most convenient way



Grow 7NOW to \$1B Business

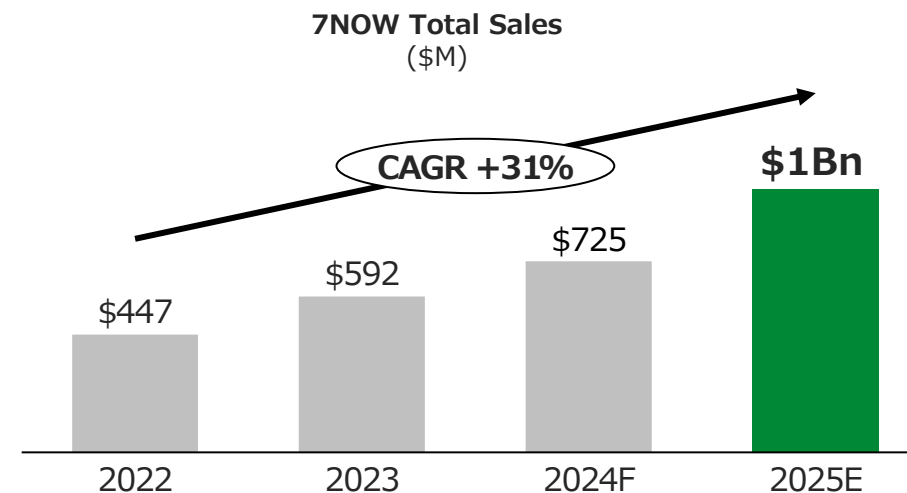
Strong Q2 7NOW Performance

+29%
Same-store Sales Growth

\$15.84
Average Basket Size

~28 mins
Delivery Time

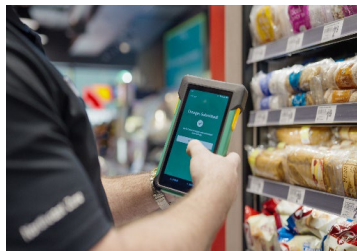
11%
Operating Margin



Driving Sales with Industry Leading Delivery Program Expanding to 7,500 stores & Targeting \$1B in Sales by 2025

3 Improve Efficiencies and Cost Leadership

RIS/DEX and Retailer Initiative "RI"



- ✓ Proprietary POS system which enables localized assortment
- ✓ Drives back-office synergies

625
Speedway stores completed
as of September 2024

**Targeting to Complete
Speedway Store Conversions
to RIS 2.0 by 2025**

Store Portfolio Optimization

**Close
444 Underperforming Stores**

SEI Replaced Market Concentrated Impairment
Approach to Store-by-Store Evaluation Process

Cost Leadership

Key Focus Areas

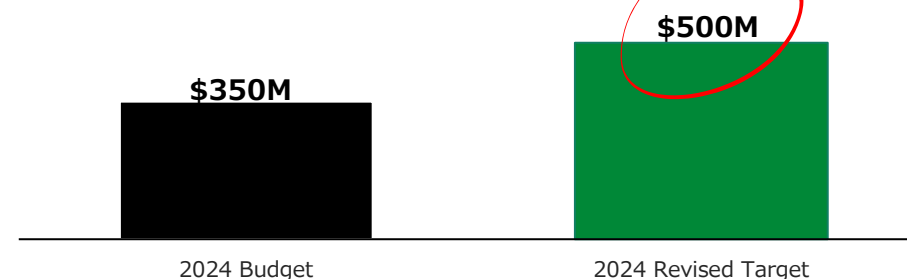
Merch/ Fuel
COGS

Store
Operations

Financial
Fees

G&A / Other
Indirect
Spend

Revised 2024 Target



Optimization Benefit

Op Income Benefit

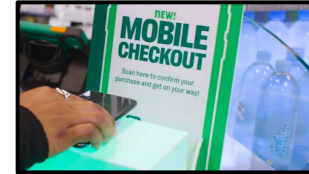
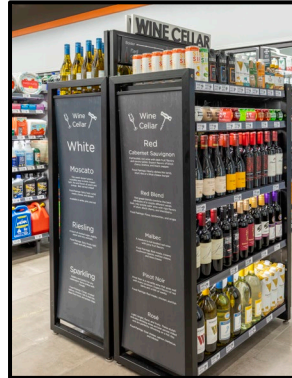
- ~\$30M in 2024
- ~\$110M Annualized run rate

4 Grow & Enhance Store Network

Prior Standard



Testing with Evolution Stores



New Standard



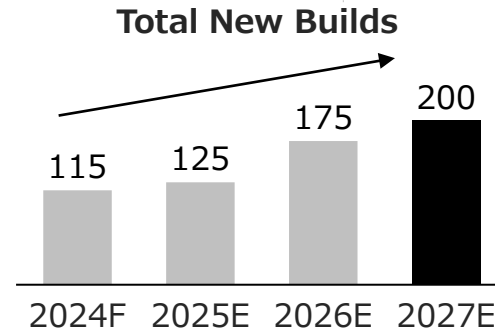
Implementing learnings to **meet customer needs** in existing and new stores
Supporting **proprietary products, digital & delivery and store simplification**

Larger, Food Forward Facilities With Fuel Drive Increased Sales and Traffic

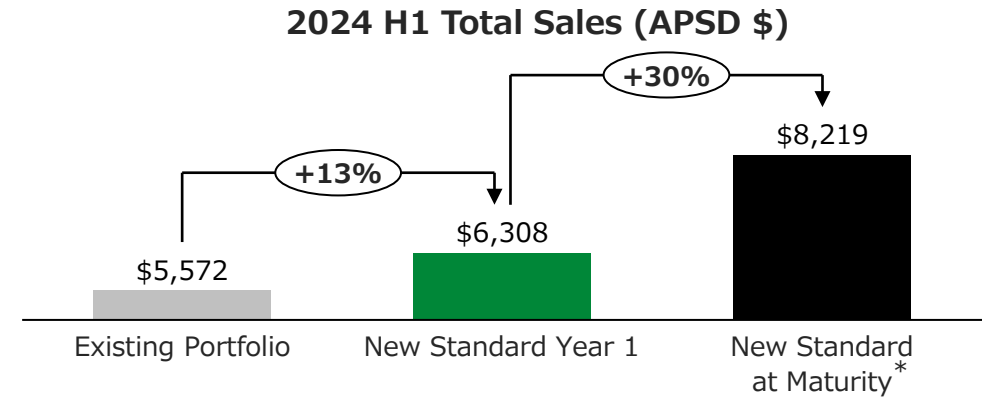
4 Grow & Enhance Store Network – New Standard Stores

Incorporating Learnings from Evolution Stores

- ✓ Food forward
- ✓ Larger stores and fuel offerings
- ✓ Digital innovation / frictionless shopping



New Standard Stores Outperform Existing Store Network



New Stores to Deliver Increased Sales and Traffic & Enhanced Customer Experience

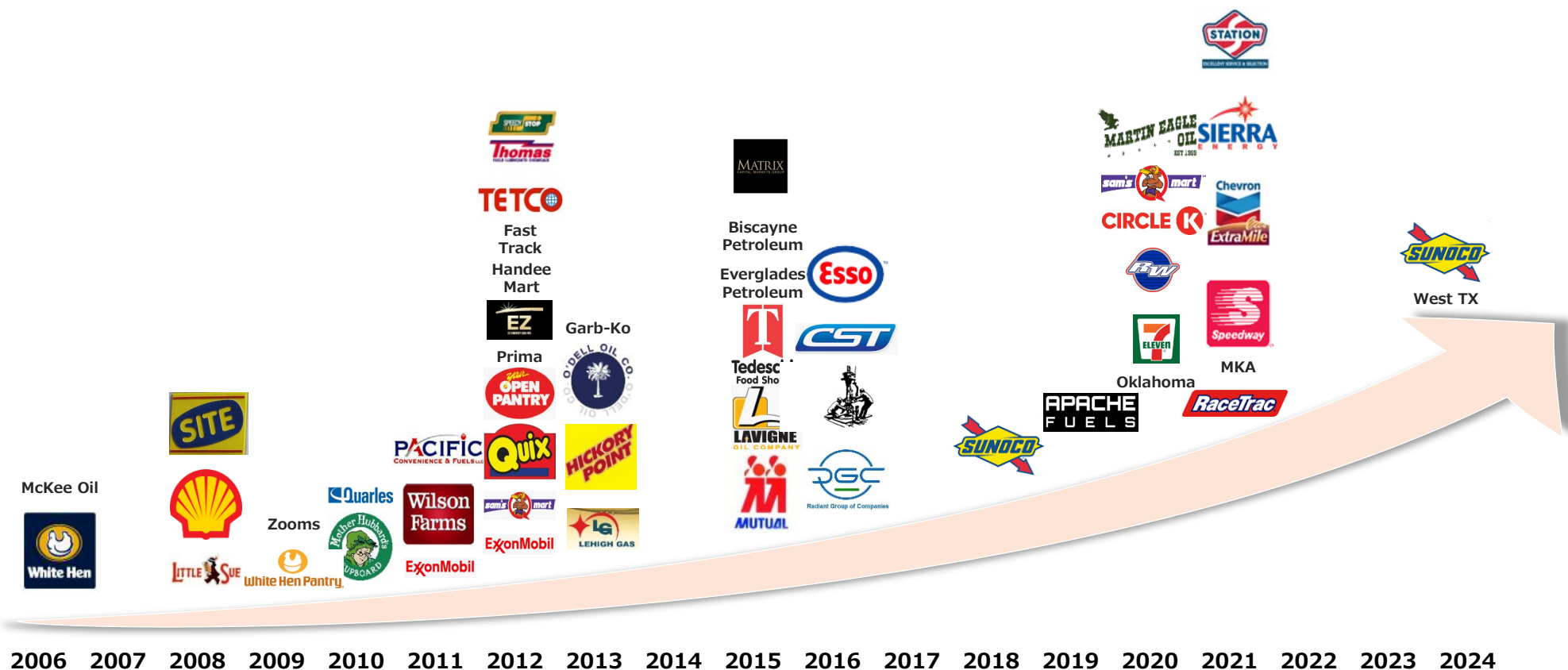


Images from new standard store in Allen, TX

Plan to Build 500 New Stores Between 2025 and 2027

* Maturity at 4th year after opening

4 Proven Track Record of Successful M&A



14%

Mature Acquisition ROIC*

- ✓ Fragmented Industry
(top 10 share <20%)
- ✓ Target **high-quality** stores
- ✓ Dedicated team with **proven track record**
- ✓ **Rigorous** prioritization process

Since 2006, SEI Has Acquired 7,454 Stores Through 51 Transactions

* Reflects mature deals (3-years post acquisition As of Dec'23 LTM)



Financial Performance

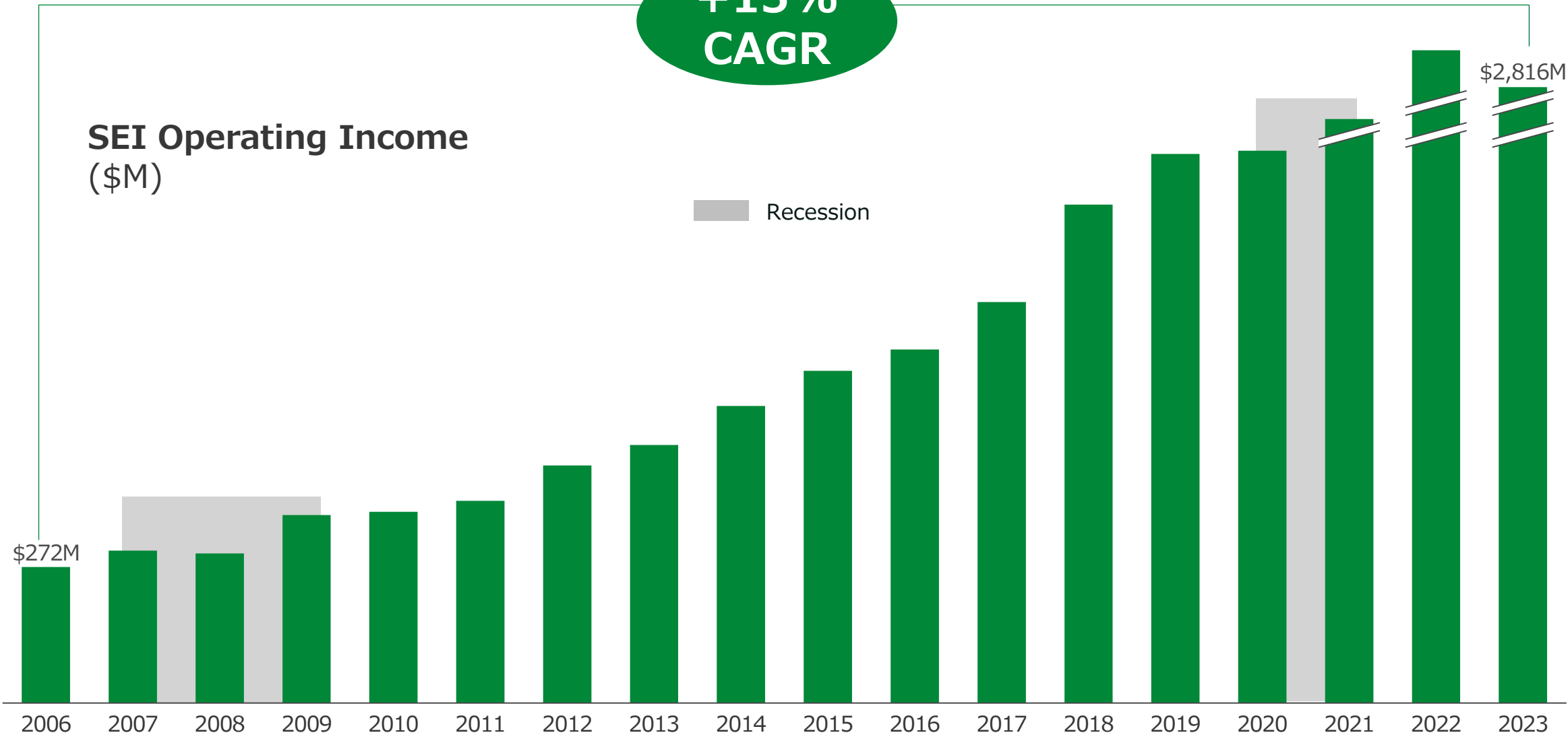
Sustained Historical Growth With Consistent Profitability



+15%
CAGR

SEI Operating Income
(\$M)

Recession



Financial Targets KPI for FY2030

Strategy for Sustainable Growth

Drive Traffic, Sales and Margin, and Reduce Costs Through 2030 with 4 Key Priorities

1. Grow Proprietary Products

- Ongoing identification of new, innovative, high-potential categories and items
- Drive Sales and Traffic through value-oriented offers & assortment
- Invest in Food & Beverage Modernization and restaurants to drive growth in Proprietary Products

2. Accelerate Digital & Delivery

- Expand 7NOW Delivery
- Increase traffic and transactions through loyalty programs
- Grow alternate revenue channels with Retail Media Network

3. Improve Efficiencies and Cost Leadership

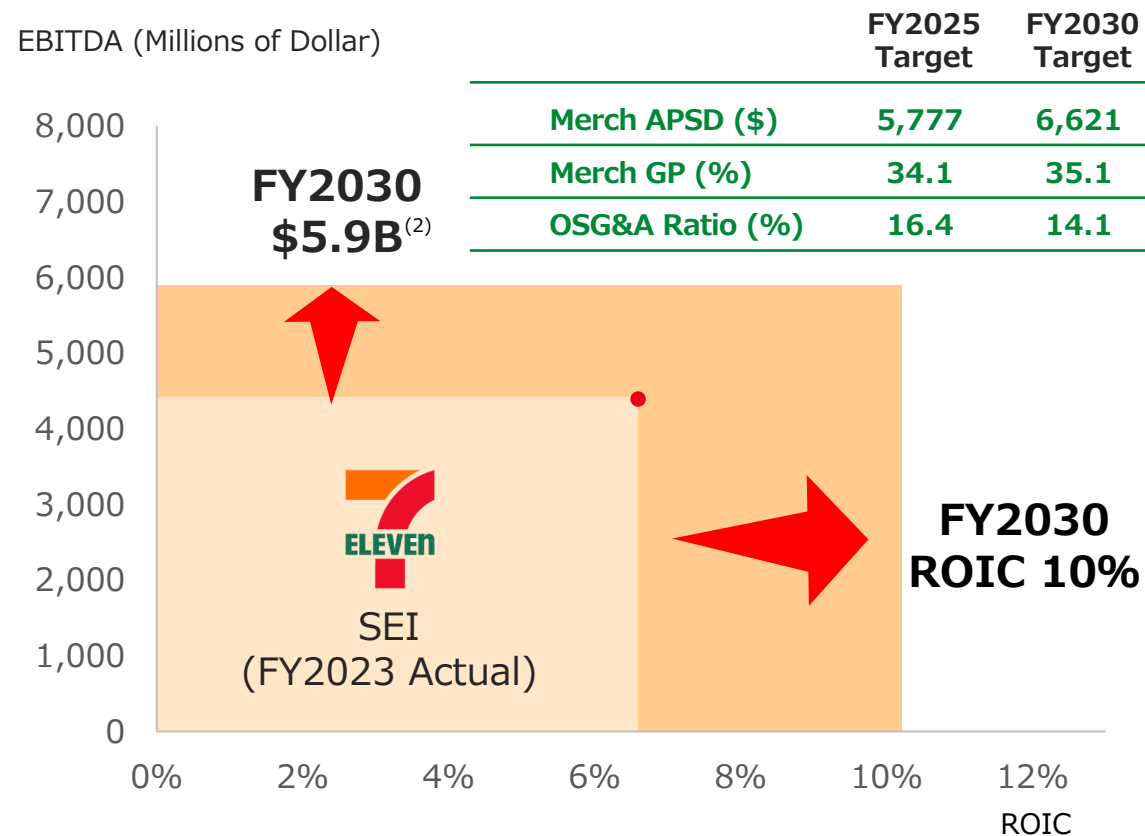
- Actively reduce OSG&A with rigor and discipline

4. Grow & Enhance Store Network

- Build larger, food forward new stores with digital and fuel offerings
- Continue aggressively pursuing M&A opportunities

Major KPIs to achieve the targets

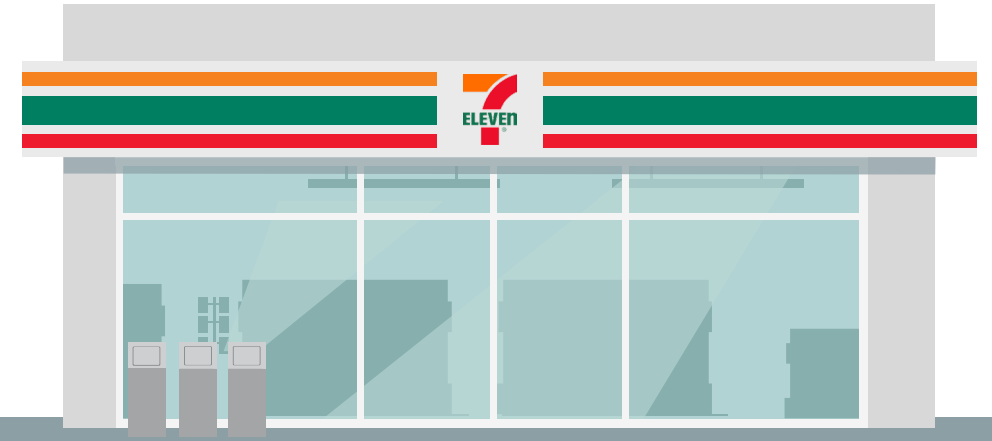
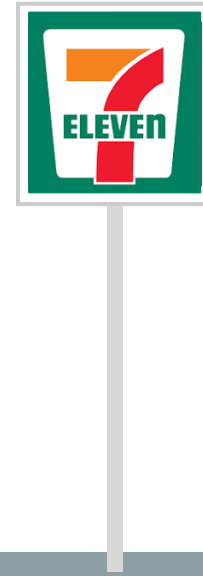
ROIC and Corporate Value Enhancement⁽¹⁾



Notes:

1. ROIC = (Net Income + Interest Payment x (1- Tax Rate)) / (Equity + Gross Debt (both using avg. of beginning/end of each period))
2. U.S. GAAP basis: EBITDA calculated as EBIT + Depreciation & Amortization

Key Investment Highlights



1

**Iconic
7-Eleven
brand**

2

**Largest
convenience
retailer in
North
America**

3

**Innovative
merchandise
and digital
capabilities**

4

**Values-driven
culture with
experienced
team**

5

**Solid history
of financial
performance**

6

**Proven
track record
of growth**

THANK YOU





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Seven & i Holdings "IR Day 2024 Autumn"

Global CVS Operations Strategy

October 24, 2024



Further accelerate growth of the 7-Eleven brand in global markets

Growth Strategy of Global C-Store Business (7IN)

1 Accelerate New Market Entry

- Accelerate expansion into white space with strategic priorities in Europe, Latin America, Middle East, and Africa in addition to APAC (Including JV/M&A)
- Expand store footprint in new markets to increase growth and profitability

2 Support Existing Market Growth

- Close the performance gap among markets and maximize licensee growth potential by fully leveraging SEJ and SEI's core competencies
- Enhance the 7-Eleven global brand to increase profitability of 7IN and licensees

3 Invest in Strategic Markets

- Pursue accelerated profit growth through strategic investments and business involvement with licensees
 - ✓ Acquisition of 7-Eleven Australia (SEA)
 - ✓ Investment in Vietnam and other promising markets



INTERNATIONAL

**7-Eleven
International LLC
(Since 2022)**

Notes) SEJ: Seven-Eleven Japan Co., Ltd. SEI: 7-Eleven, Inc.

7IN acquired all shares of the Australian company Convenience Group Holdings Pty Ltd (SEA) on April 1, 2024.

Growth Strategy of Global C-Store Business (7IN)

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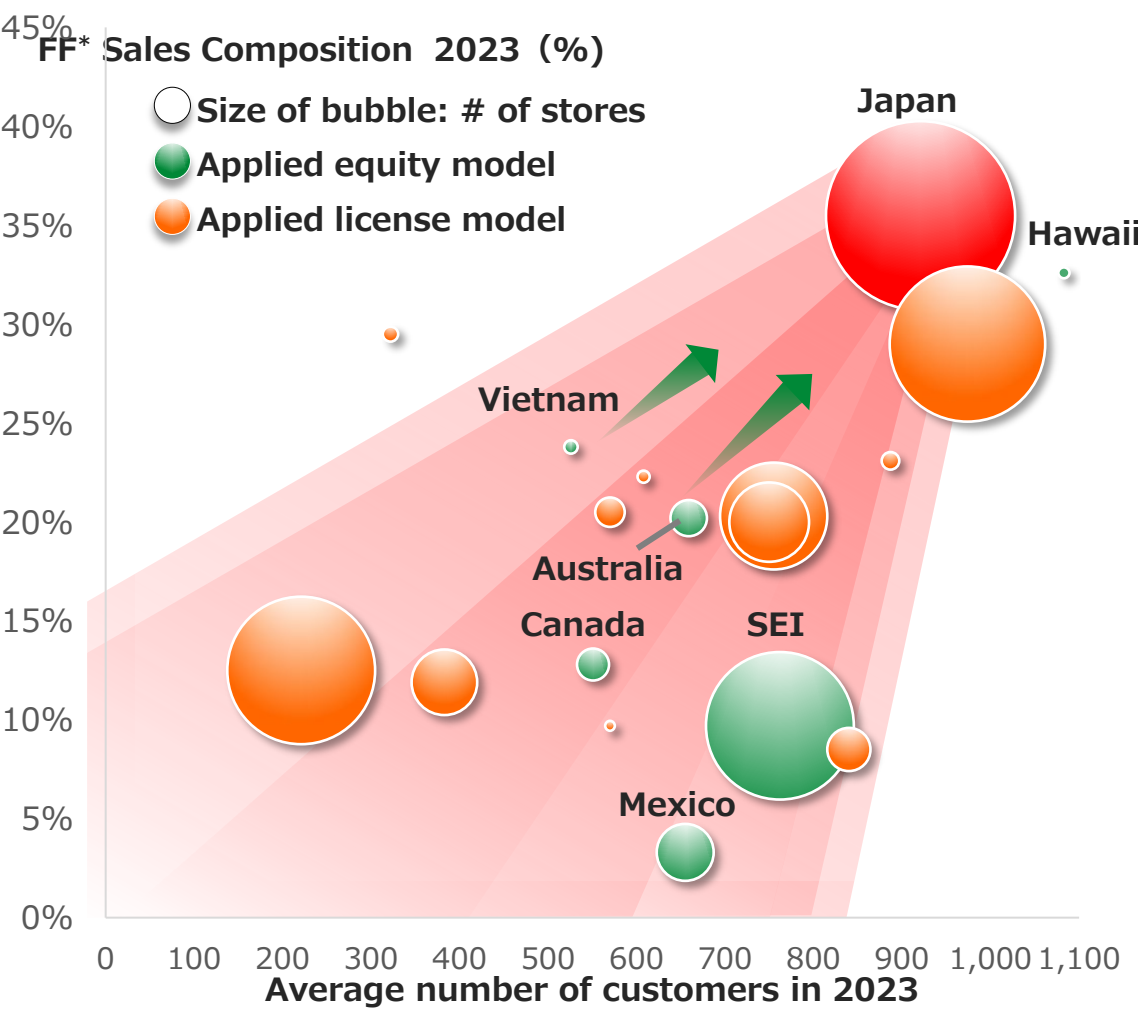


INTERNATIONAL

**7-Eleven
International LLC
(Since 2022)**

Support for Existing Countries

FF Sales Composition and Average Number of Customers in Each Country



* Fast food and Daily food (Daily food only applies to prepared foods and does not include counter drinks, daily necessities, processed foods, etc.)

Case of Malaysia

New Commissary

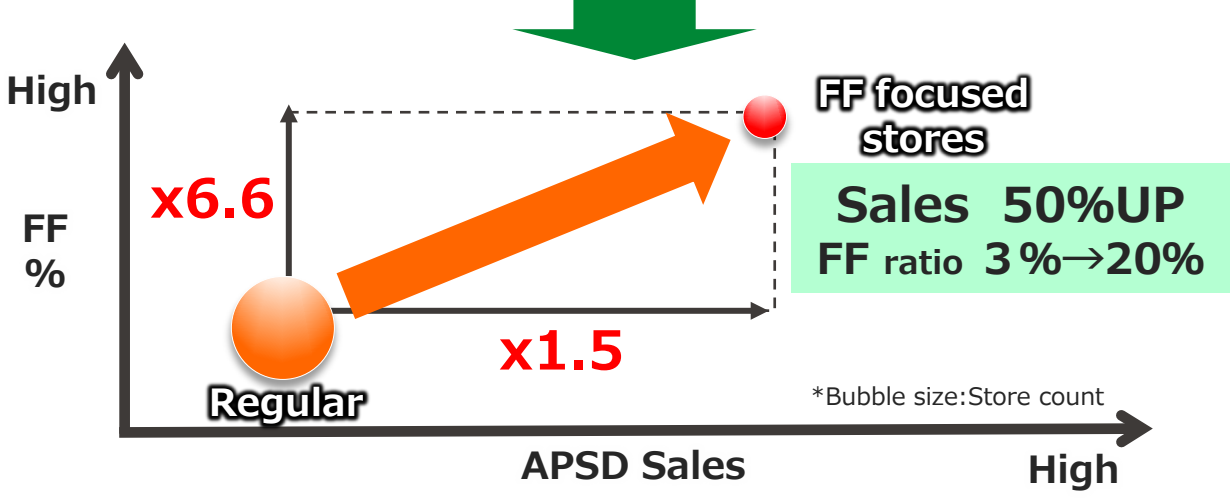


2,000 square meters new commissary

Automation with the newest equipment

Started producing new items

Fresh Food Focused Stores



Strengthening fresh food is expected to improve sales in existing countries

Case study in Vietnam where a master franchise agreement was signed in 2017

Strategic investment and financing to Vietnam licensee's Seven System Vietnam in 2023

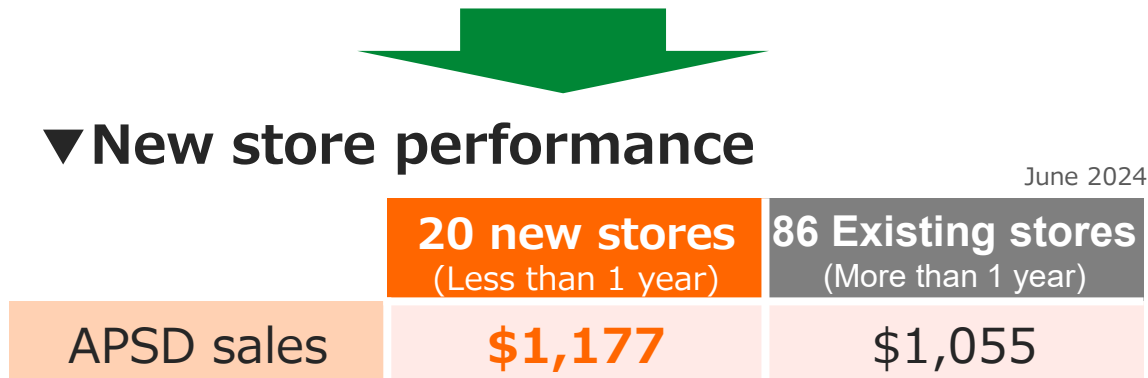
▼ Five major actions

1. Sent COO and the head of store development
2. Increasing and training the Store Development Team
3. Optimization of HQs Personnel
4. Reviewed site selection criteria and established the analysis methods
5. Closure of unprofitable stores and rent negotiations

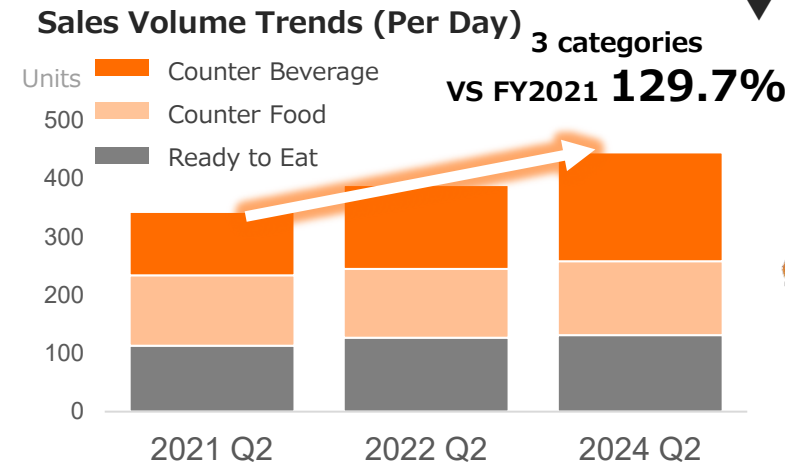
▼ Product development in the test kitchen



▼ New store performance



▼ Create hero products



▼ Top seller products



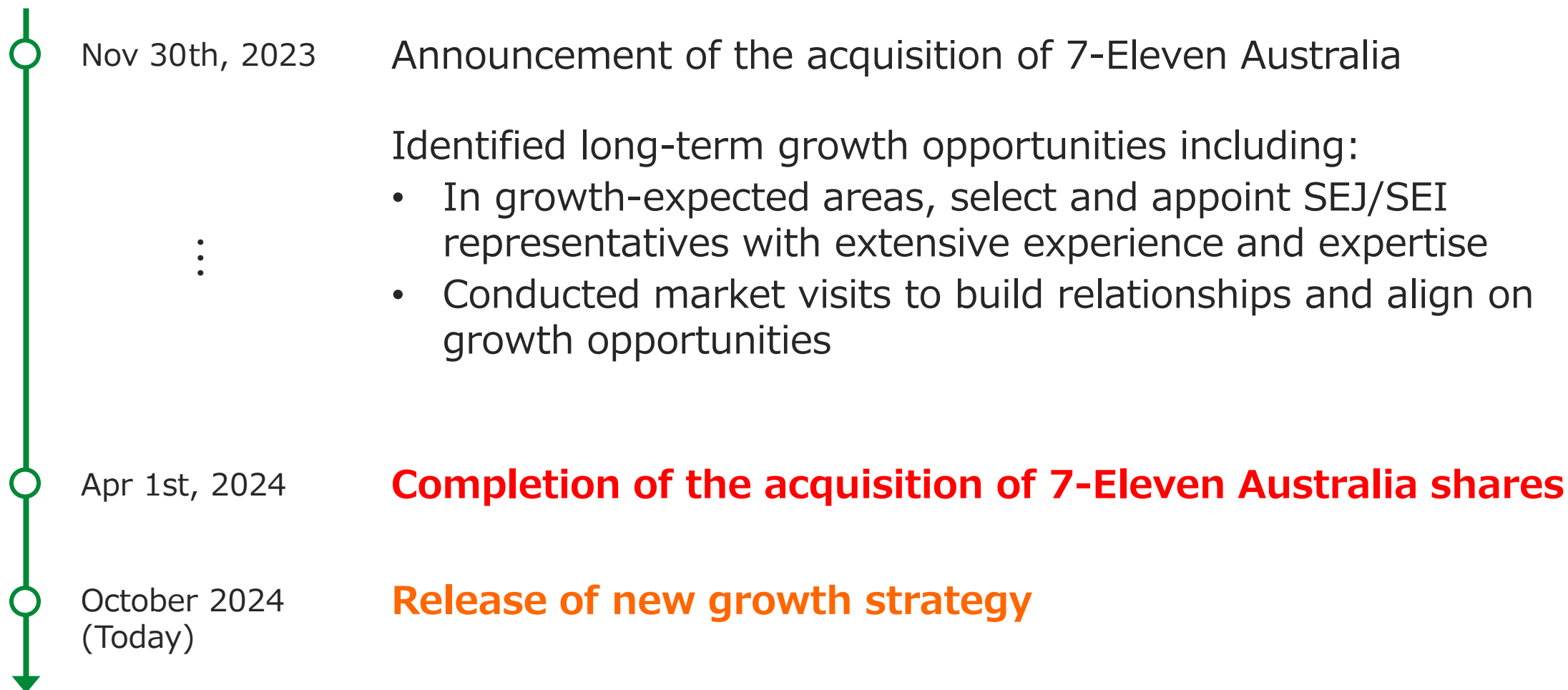
Calamansi tea
49 units/day

Banh mi
50 units/day

Toastie
26 units/day

June 2024

Improving store development accuracy and creating hero products

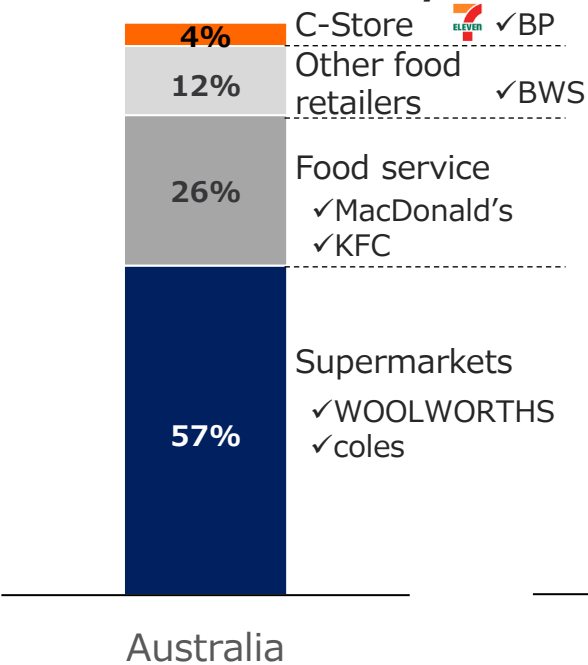


SEJ + SEI strengths will support growth in Australia through our interactions and initiatives

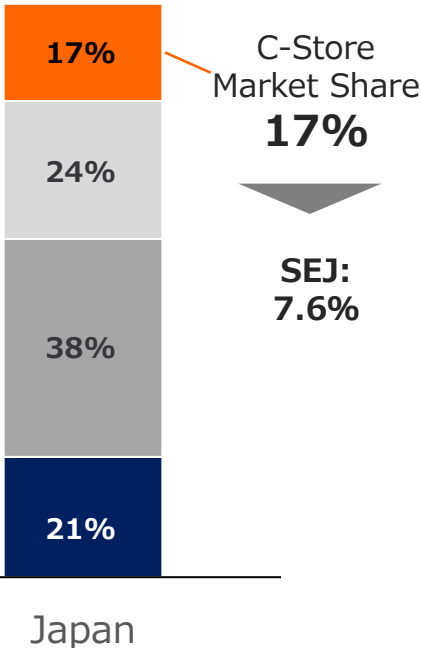
Australia Food Market Overview

The Australian Food market is dominated by supermarkets and QSRs, and the Convenience store sector accounts for approx. 4% of market

Market share of Australian Food Players



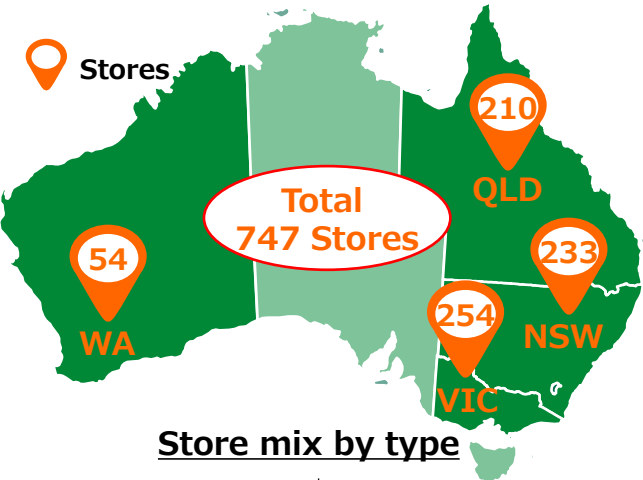
Reference (Japan)



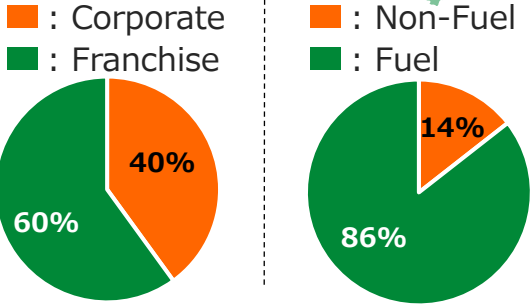
Source: Australian Bureau of Statistics – Monthly Retail Trade data, AACS - Merch Revenue data / Japan market 2022 Ministry of Economy, Trade and Industry Commercial Statistics /Nihon Foodservice Association

7-Eleven Australia (SEA) Overview

Distribution of stores by geography



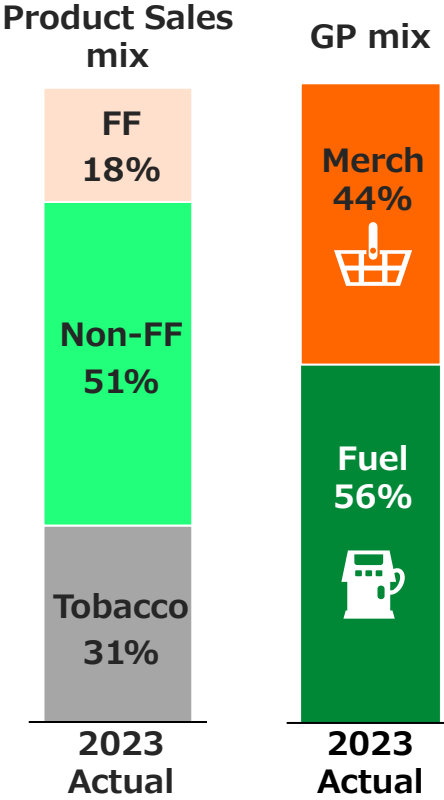
Store mix by type



C-Store market share



FY2023 Performance



Note: Includes Counter Beverages

Secure advantage in the Australian market by transferring core competencies developed in Japan and the U.S.

5 Pillars of Growth Strategy






Accelerate growth of business through 5 growth pillars

Pillars

Initiatives



1 Improving fresh food selection and value

Enhanced Food Offering Rollout

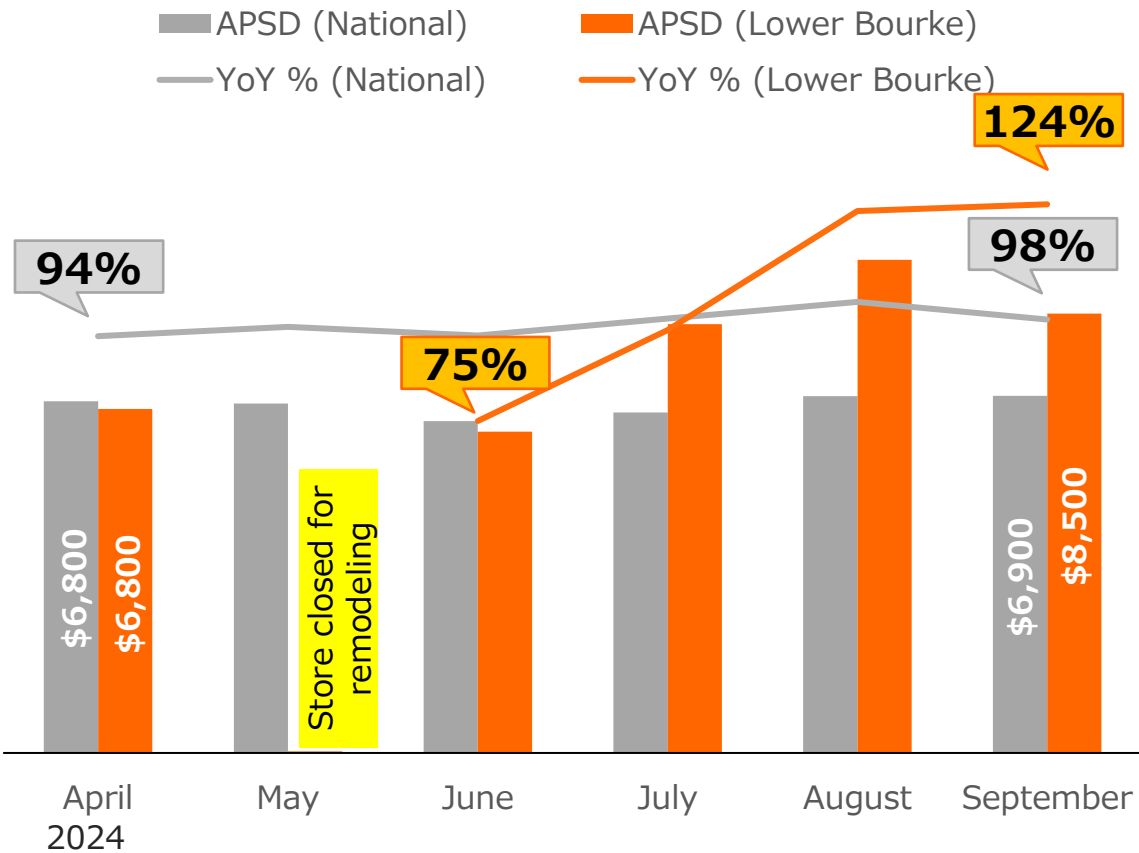
Rollout Schedule	2024 Q3	Q4	2025
	15 stores	30 stores	Approx. 470 candidate stores
Example of New Items	 French Fries Fried Chicken	 Cookies Pizza	 Cheese Burger Fried Dim Sim

In-store execution

Store name: Lower Bourke
Installation date: June 6, 2024

Sales Floor	 Before	 After
	FF mix 31.3 %	39.0% +7.7%

Results / Before and After



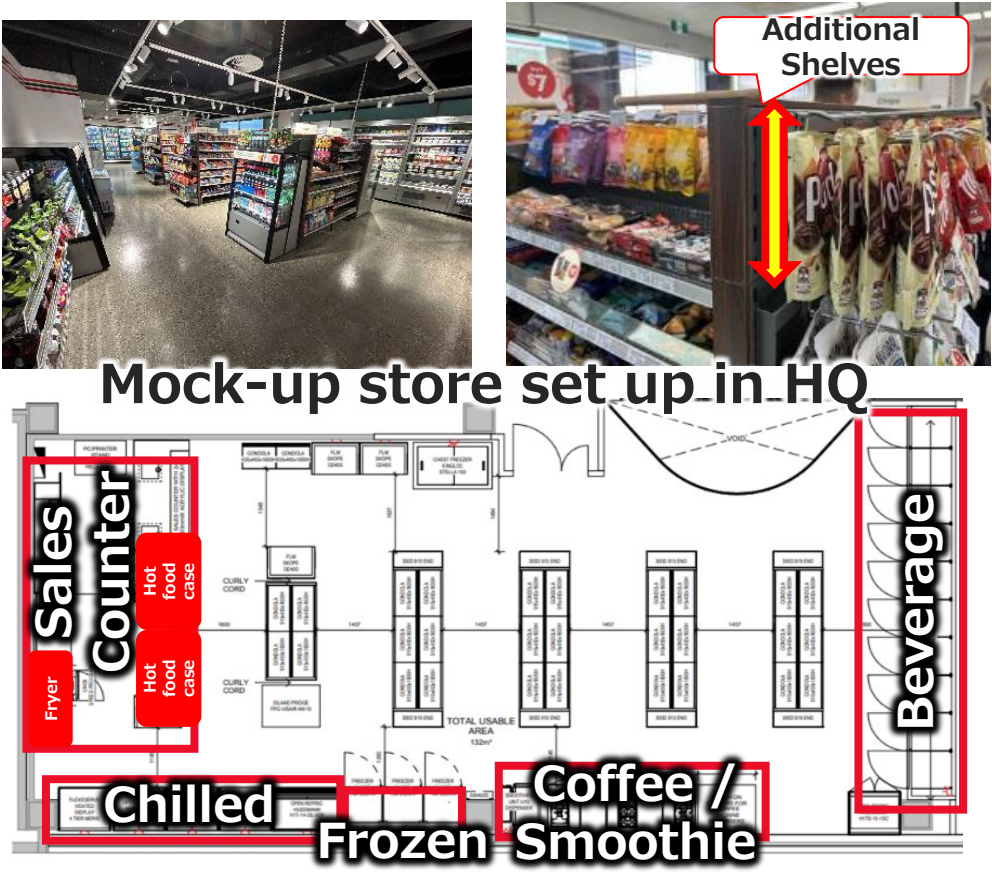
Introduce new equipment and products to ramp up sales

Product: Expand Range of Non-Fresh Food

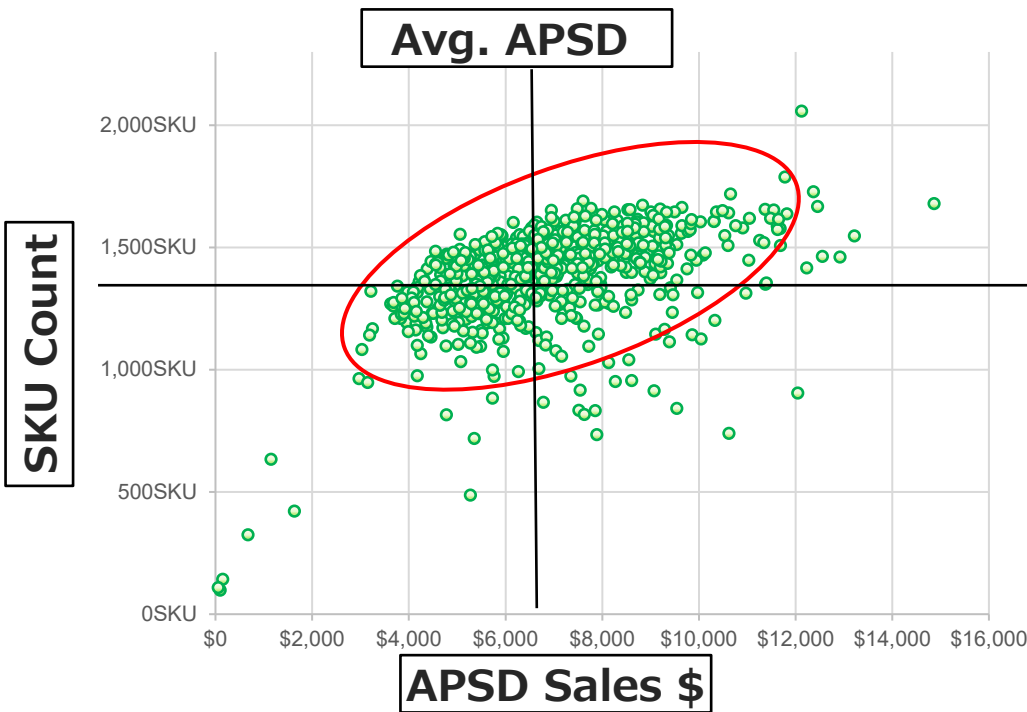
Pillars

Initiatives

- 2 Realization of one-stop shopping
Mock-up store to expand range



SKU Count and APSD Sale \$



	Current	Target
SKU Count	1,390 SKU	3,000 SKU

Test new product categories in mock-up stores to increase SKU count

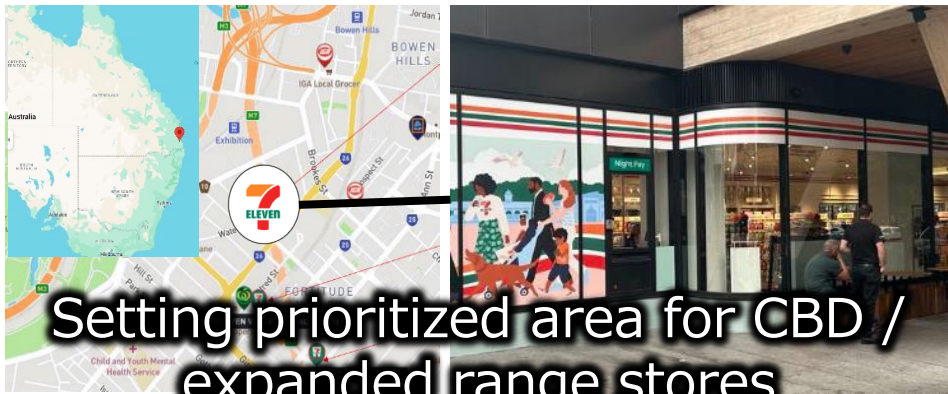
Product: Food Offer Enhancement + Product Range Expansion



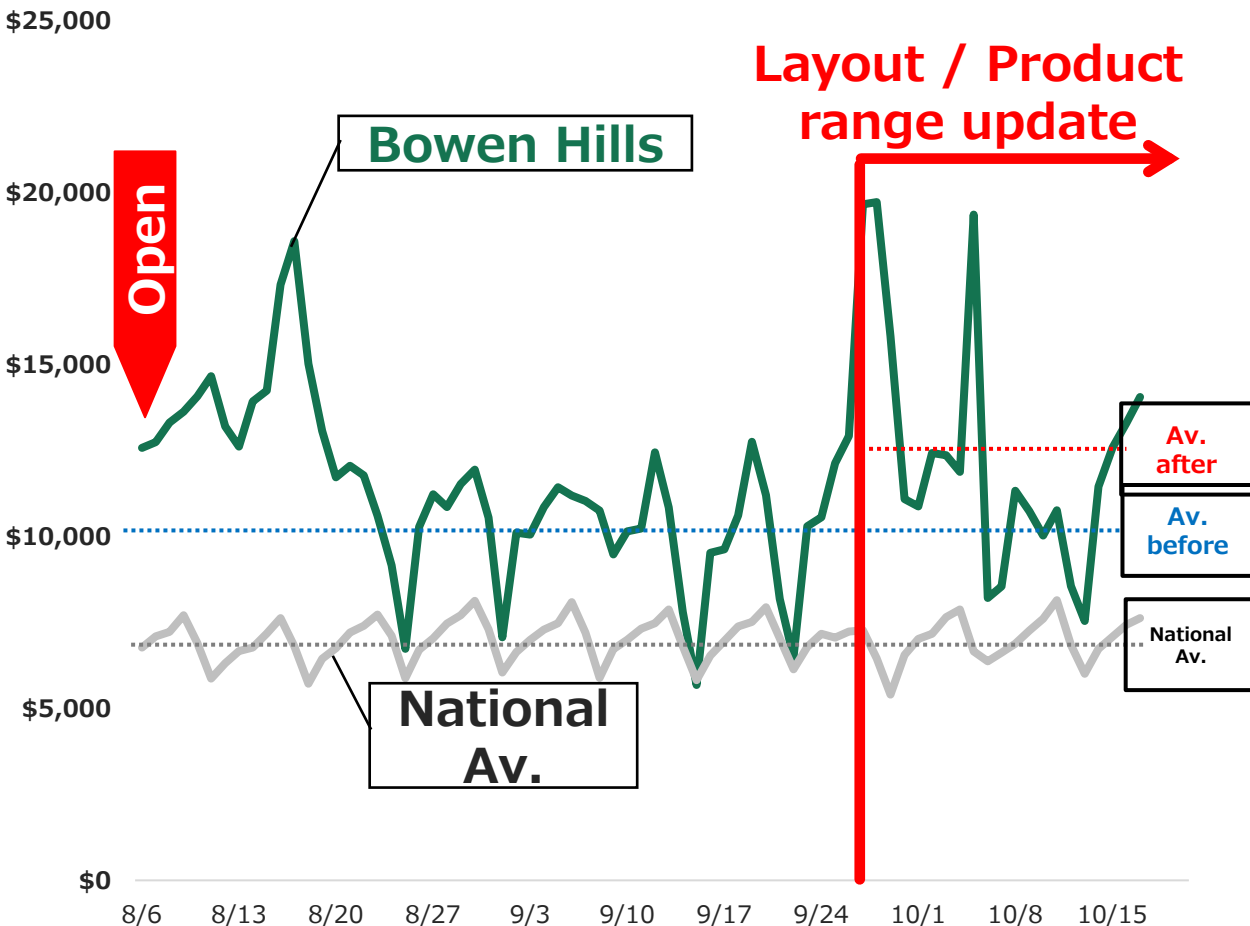
Pillars

1 + 2 FF / Product range expansion store New store APSD performance (Bowen Hills Store)

Details of the test store



Initiatives



Unlock opportunity for new expanded product range stores

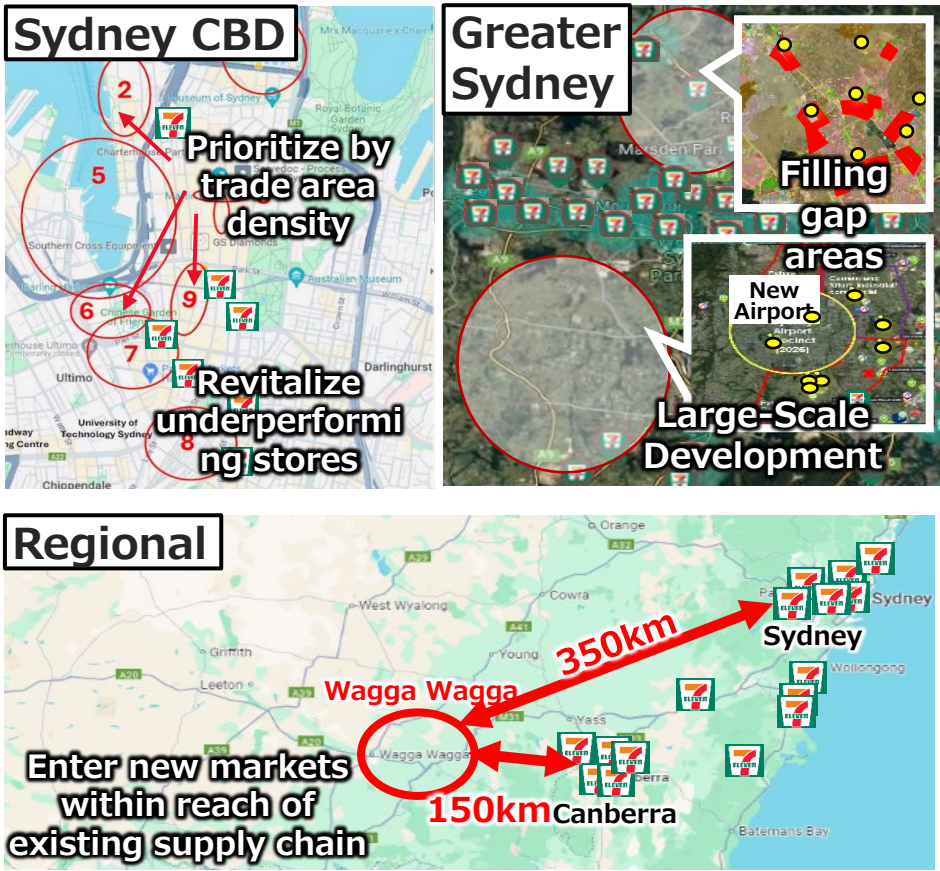
Bowen Hills Store Video

Pillars

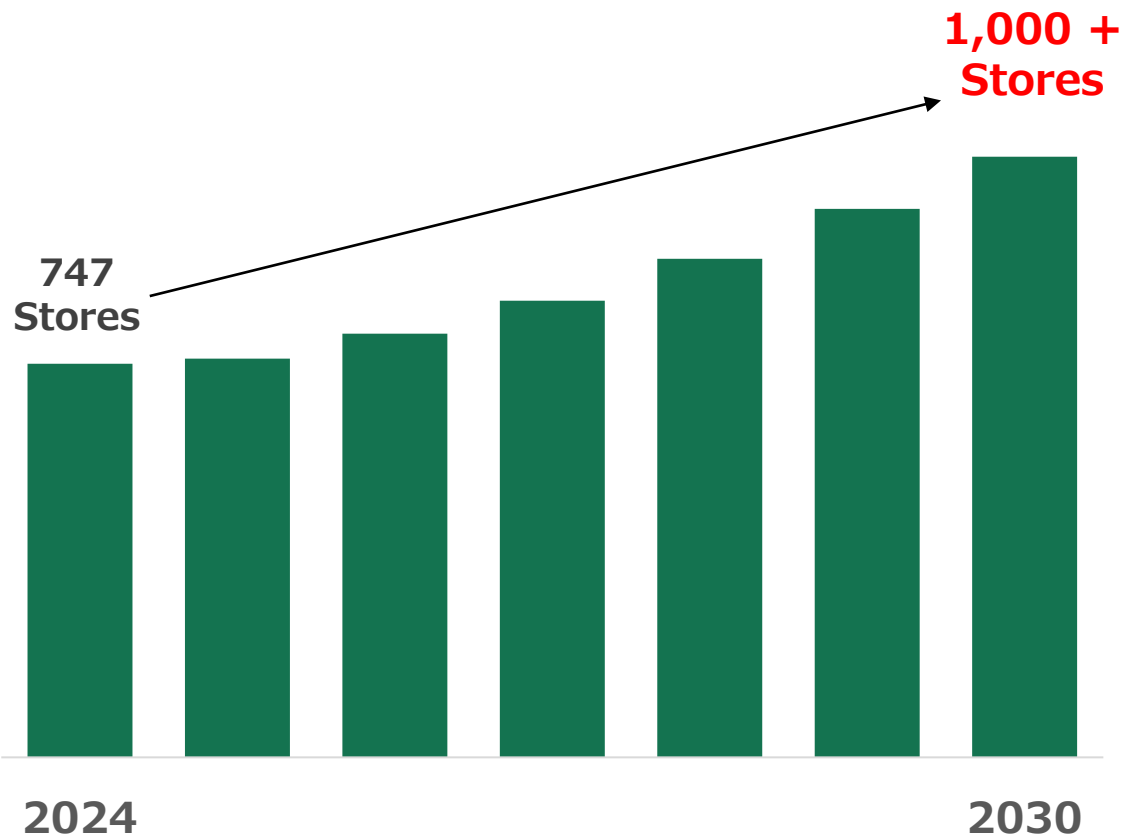
Initiatives

6 Store count growth

Strategy by target areas



Store count target



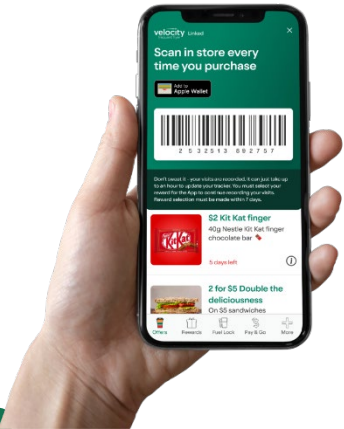
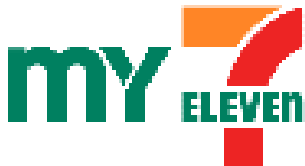
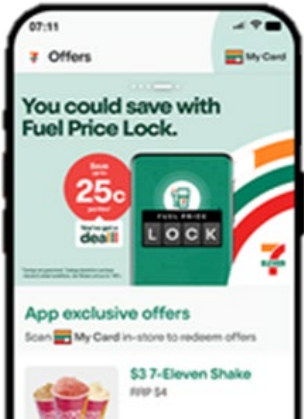
Ambition to reach 1,000 stores and beyond by 2030

Pillars



DIGITAL

9 Loyalty 2.0








Details of initiatives

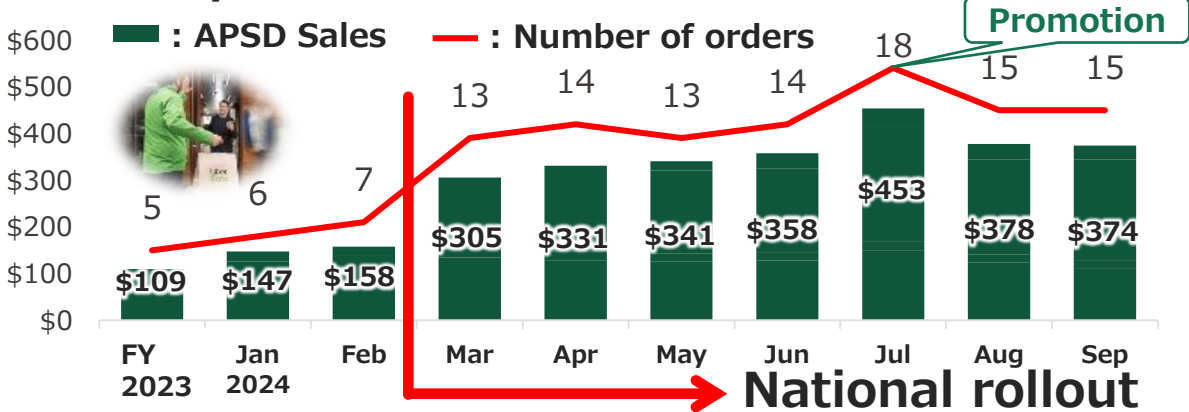
- Personalized promotion
- Points collaboration with partners
- In-app delivery

Initiatives

10 Delivery Platforms for delivery

Start Date	2020	November 22	March 24	May 24
Channels	 7-Eleven Delivery	 DoorDash	 UberEats	 Menulog
Number of stores	Current 547 Stores  EOY Target 600 Stores			

Delivery APSD Sales / Number of orders



Use digital technology to boost APSD and improve productivity

Financial Targets for 2030 and KPIs (SEA)

Strategies for Sustainable Growth

Existing store sales growth

- ✓ Develop differentiated fresh food
- ✓ Expand product range and create incentives to visit stores
- ✓ Expand delivery sales
- ✓ Improve customer experience through apps
- ✓ Provide various payment methods
- ✓ Establish Retailer Initiative

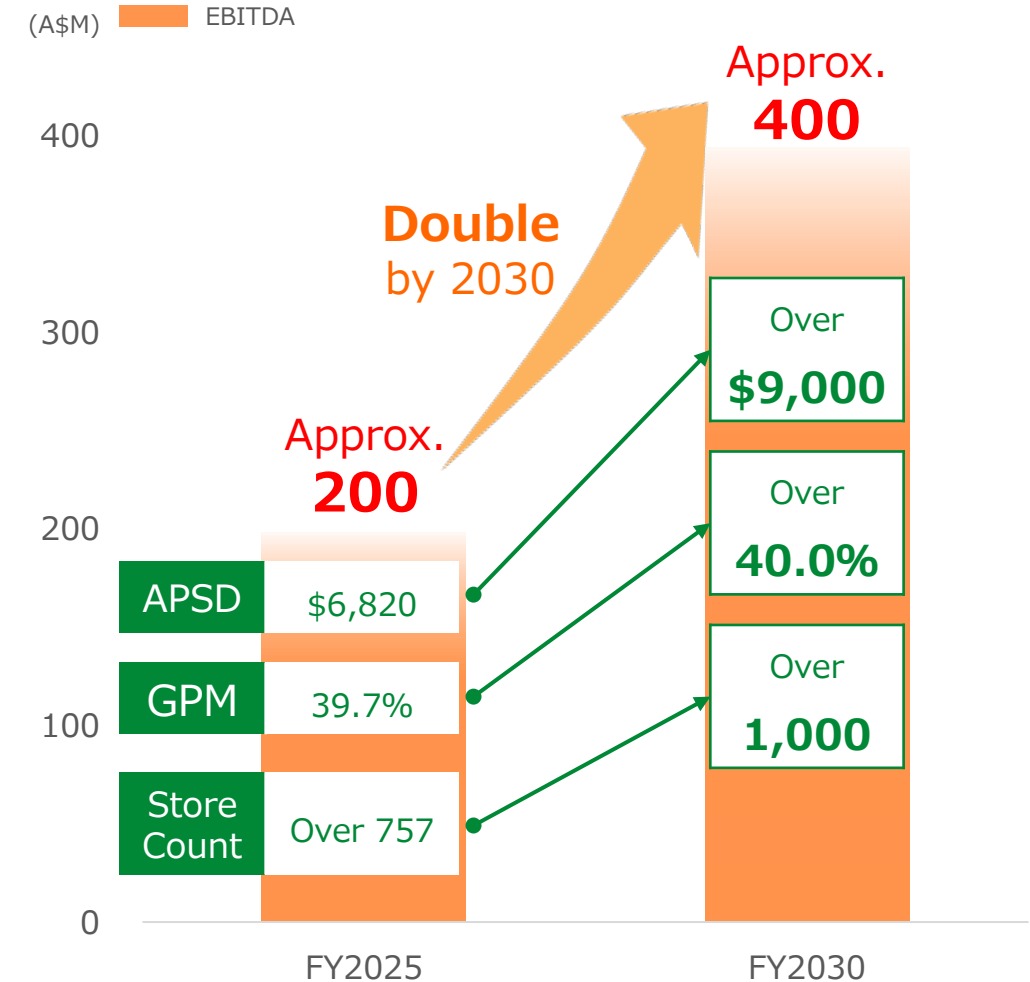
Improvement in GP%

- ✓ Increase the sales mix of fresh food
- ✓ Build a supply chain to meet growth
- ✓ Introduce fuel with high GP

Accelerating store development

- ✓ Opening stores in target areas
- ✓ Developing unopened areas within logistics areas
- ✓ Recruitment and training of HR

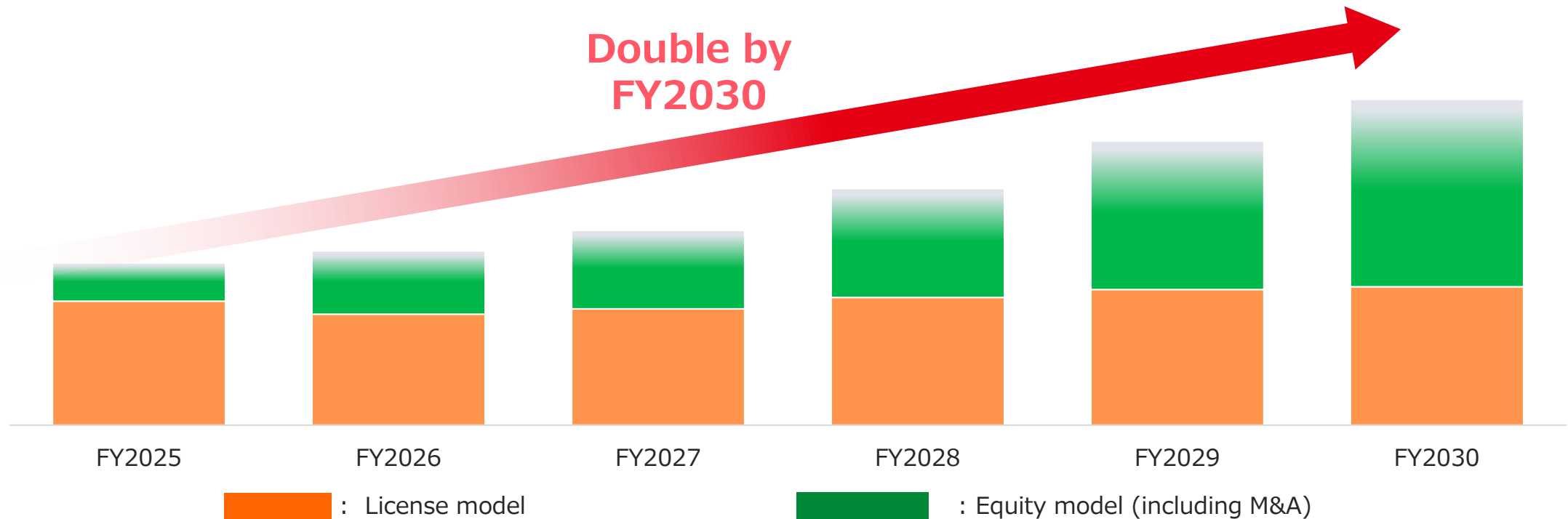
Major KPIs to achieve the targets



Achieve sustainable growth in corporate value through 5 pillars of growth strategy

- Actively Pursue Opportunities for Growth through Investments, Loans, and M&As to Support Existing Markets

7IN Consolidated Ordinary Income: Growth Plan



Achieve growth of Ordinary Income and EBITDA by leveraging strategic investment as a new pillar of revenue



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Seven & i Holdings

"IR Day 2024 Autumn"

Domestic CVS Operations Strategy

October 24, 2024

Agenda

- ① Responding to Recent Environmental Changes
- ② Responding to Medium- to Long-Term Structural Changes
 - SIP Initiatives
 - Merchandise Development by Utilizing the Value Chain
 - Service and Productivity Enhancement Through the DX Utilization

Agenda

- ① Responding to Recent Environmental Changes
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Trajectory of Responding to Changes

COVID-19 pandemic
(Behavioral restrictions)

Transition to Category 5 Infectious Disease for COVID-19 (Lifting of behavioral restrictions)

Acceleration of inflation (Heightened awareness of protecting livelihoods)

- One-Stop Shopping response
(Expansion of frozen food, alcohol, etc.)
- Safe and secure shopping environment



(Value proposition: Fair)



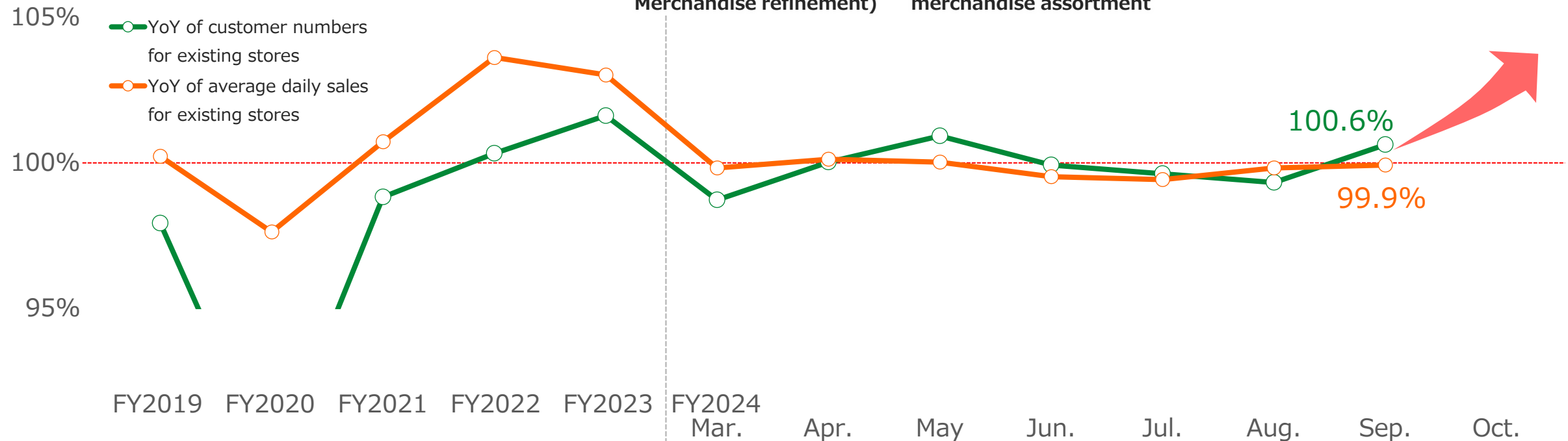
(Value proposition: Merchandise refinement)



Pricing strategy
Initiation of testing
Optimization of merchandise assortment



(Balancing value and price)



“Responding to Change while Strengthening Fundamental” as Our Values, and Respond to the Future Structural Changes

Agenda

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Structural Environmental Changes in Japan



Declining Birthrate and Aging Population

Population
aged 65
and over

CY2000 17.4%
CY2020 28.6%

CY2040(Fct) **34.8%**
(Source: MHLW "Japan's Population")

Increase in Single-Person Households

Single-person
households

CY2000 27.6%
CY2020 38.0%

CY2040(Fct) **43.5%**
(Source: MHLW "Japan's Population")

Advancement of Women in Society

Female
employment
(aged 30-34)

CY2003 56.3%
CY2013 67.2%

CY2022 **81.0%**
(Source: MIC Statistics Bureau, "Labour Force Survey",
"Reiwa 4-Year Employment Structure Basic Survey")

Inbound Tourism

Inbound tourism
to Japan

CY2002 Approx. 5.2M
CY2019 Approx. 31.9M

CY2024(Fct) **Approx. 35M**
(Source: Foreign Tourists JNTO "Japan Tourism Organization")

SIP Initiatives

Merchandise Development by Utilizing
the Value Chain

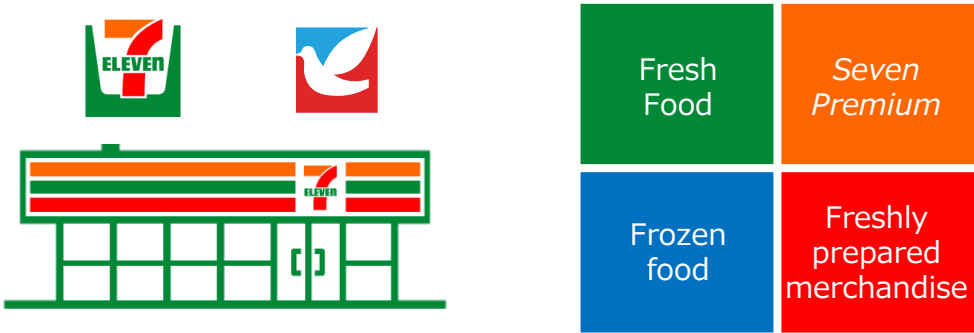
Service and Productivity Enhancement
through the DX utilization

Establishing the Significance of “7-Eleven” in the Evolving Future Society

SIP Initiatives to the Future of 7-Eleven

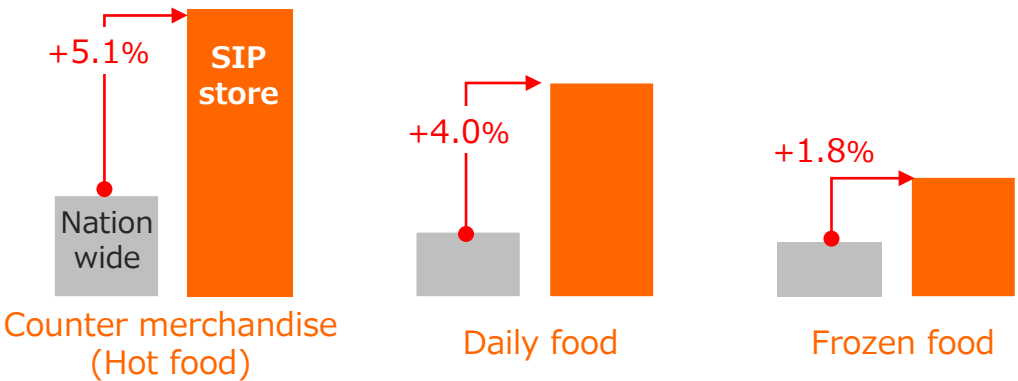
SIP store

A new type of store
combining convenience stores and superstores

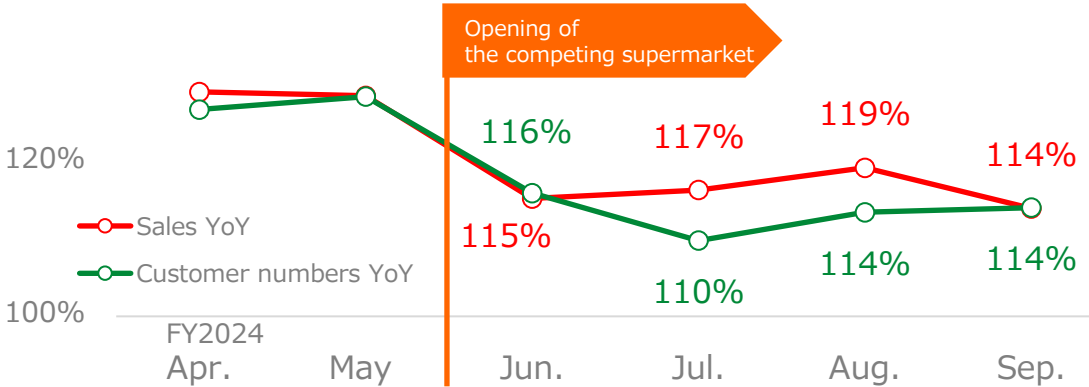


Evaluation of the first SIP store

Average Comparison of Sales Composition Ratio by Category (1H)



YoY trends in sales and customer numbers for the first store



Sales and customer numbers **continue to grow by more than 10%** even after the opening of the competitor

Realizing a **new type of convenience store** that enables **one-stop shopping** in response to social structural changes

Initiatives of Merchandise Assortment and Store Layout

Expansion of counter merchandise

Enhancement of the dining support category

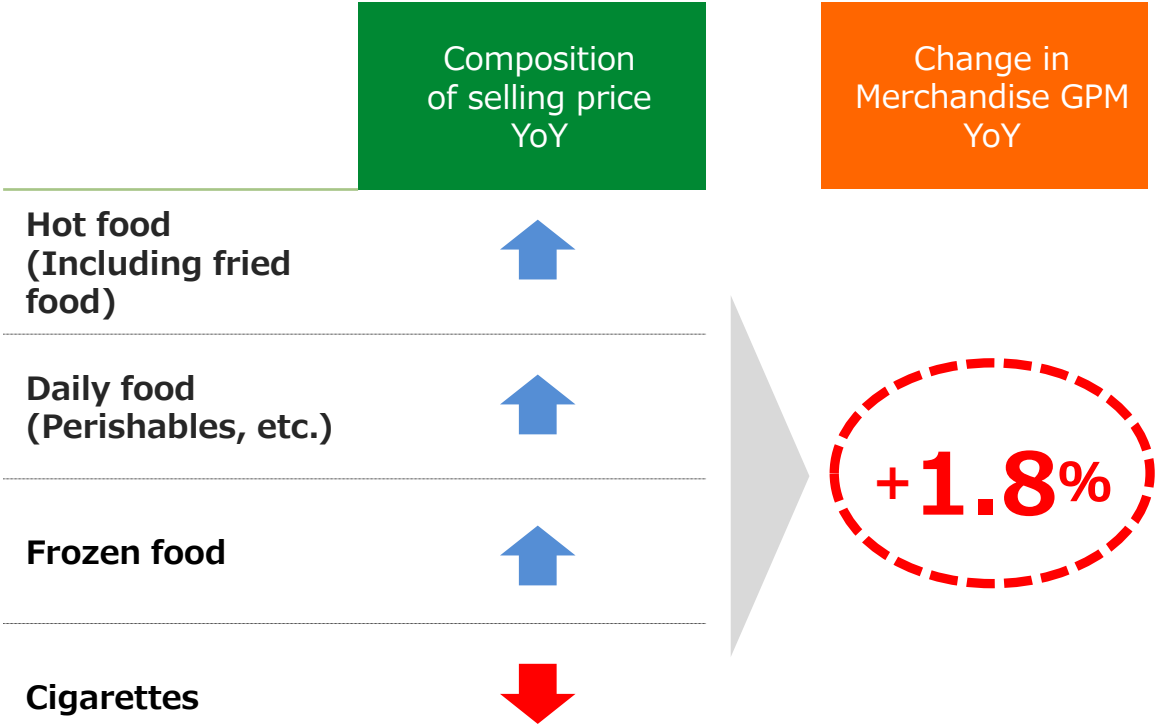
Expansion of SKUs

Established Know-How to Realize Merchandise Assortment Tailored to the Market Area

Initiatives for Improving GPM by SIP Stores

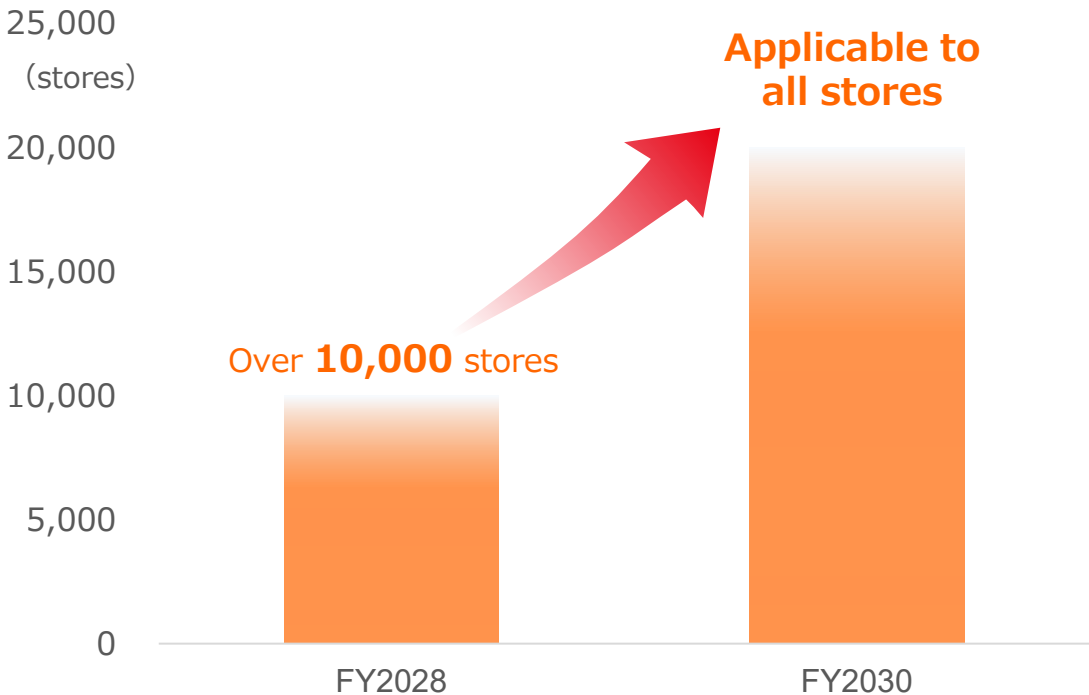


Merchandising Mix



The gross profit margin increased due to changes in the merchandise mix

SIP Elements Expansion and Effects



Daily Sales Effects

+15
thousand yen

+30
thousand yen

Not Only the Increase in Number of Customers due to Merchandise Development and Enhanced Assortment, but also the Improvement in Profitability

Merchandise Development by Utilizing the Strengths of Value Chain (Example)

Curry Bread Fried in Store

Infrastructure by utilizing the strengths of value chain

Bread-Making Equipment

Bread dough production



Heating Equipment

Filling production



Freezing Equipment

Merchandise freezing



Guinness World Records™ Certified

Best-selling freshly made curry bread brand (current) (2023)

Achieved (Jan. – Dec. 2023)

76,987,667 units

Donuts Fried in Store

Utilize the curry bread infrastructure



Approx. **2.4M** donuts sold in two weeks



Maple



Chocolate



Custard

Deployment Results (September 2024)

Number of Stores	Sales volume/day
Approx. 5,000	Approx. 25
APSD Effects	GP effects
Approx. +0.4%	Approx. +0.2%

FY2024 2H

Expand to all possible stores

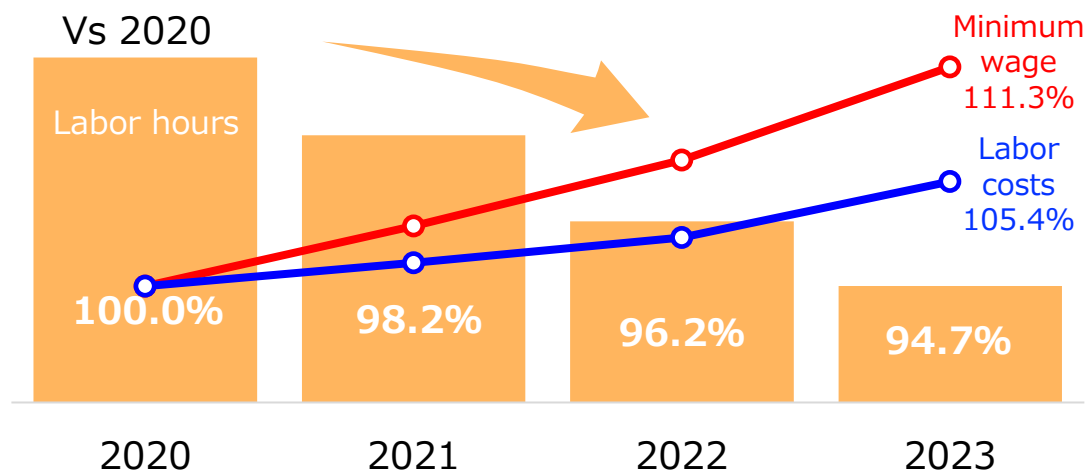
Differentiation through offering freshly made merchandise, possible only by 7-Eleven

Initiatives of Improving Store Productivity through DX Utilization



Trends in Franchise Store Labor Productivity

Improvement trend due to initiatives using DX



Major franchise support initiatives utilizing DX since 2020



Self Cashout
(90)min./day



New inspection
system
(25)min./day



AI ordering
(32)min./day

Improve store management efficiency with next-gen store systems

Franchisee employees

Complete tasks with a single mobile device

- Ordering, inspection, information checking, and manual checking, as well as task handover, can all be done
- User-friendly UI/UX for immediate work, with multilingual support

Franchise owner

Connect from anywhere

- Check and analyze store information from anywhere
- Transmit the same information to multiple stores simultaneously

Headquarters

Provide real-time information to franchisees

- Improve communication density and contribute to more agile business activities

Allocate the time saved to value-creating activities such as producing counter merchandise and customer service

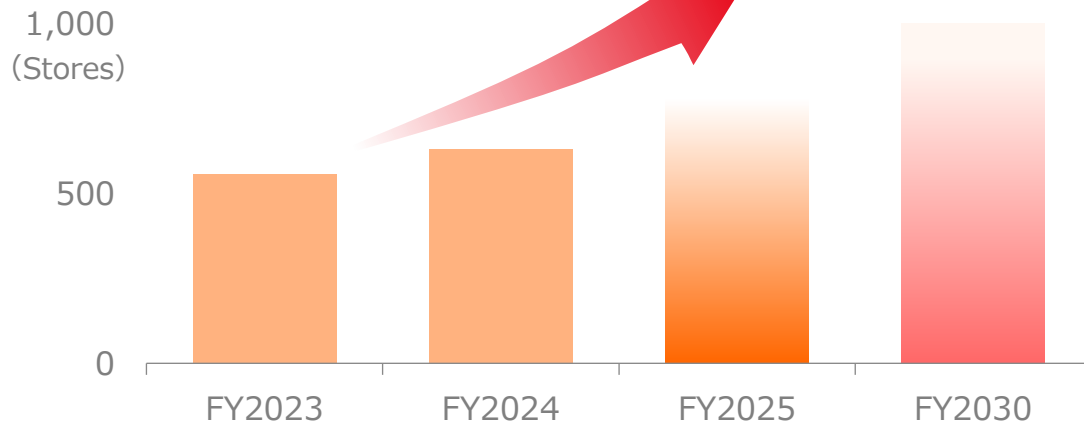
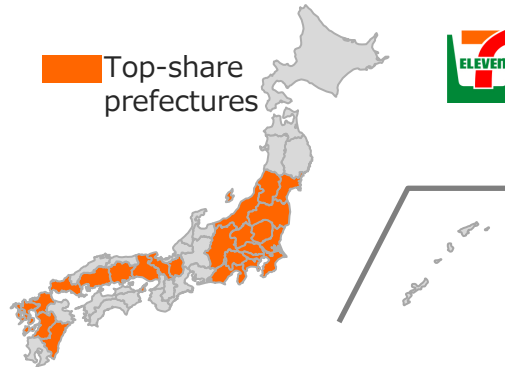
Improving Store Productivity to Address Employee Aging and Diversification, Building a Sustainable Operation

Growth Through Market Area Expansion

Store Opening Strategy

Store openings responding to local needs

- ✓ Execute **optimal store openings** according to the **characteristics of each area**
- ✓ Expand **top share prefectures** to white spaces
- ✓ Develop plans for **each municipality**

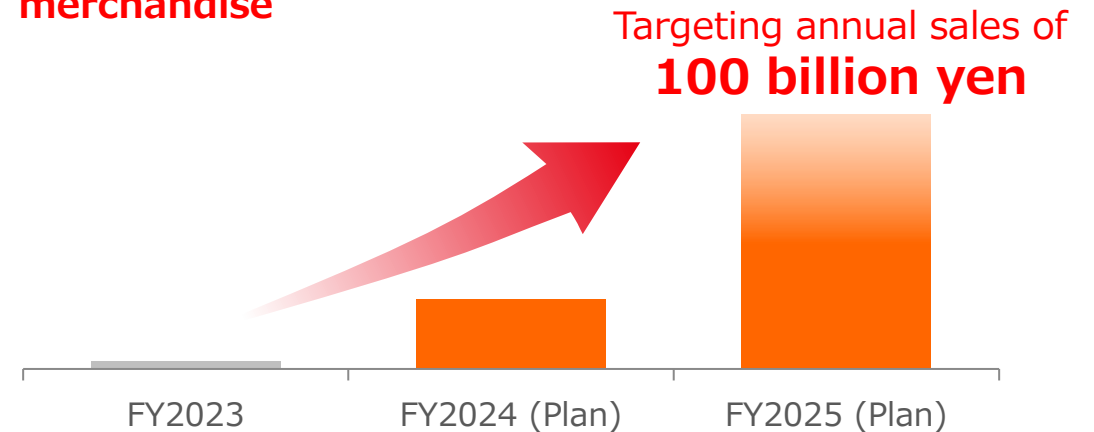


7 NOW

Nationwide expansion complete this FY

→ Focus on strategies to increase the number of users going forward

- ✓ Increase awareness through **TV commercials**
- ✓ Continuous **promotions**
- ✓ Strengthen **cooperation with delivery companies**
- ✓ Expansion of **7NOW exclusive merchandise**



Targeting annual sales of **100 billion yen**

Expanding market areas through store growth and 7NOW, as well as further growth and solving social issues

2030 Financial Targets and KPIs for Achievement

Strategy for Sustainable Growth

Average Daily Sales

- ✓ New merchandise development **SIP**
- ✓ Expansion and enhancement of merchandise assortment **SIP**
- ✓ Sales increase by 7NOW

Gross Profit Margin

- ✓ Strengthening counter merchandise **SIP** **Value Chain**
- ✓ Enhancing high value-added merchandise **Value Chain**

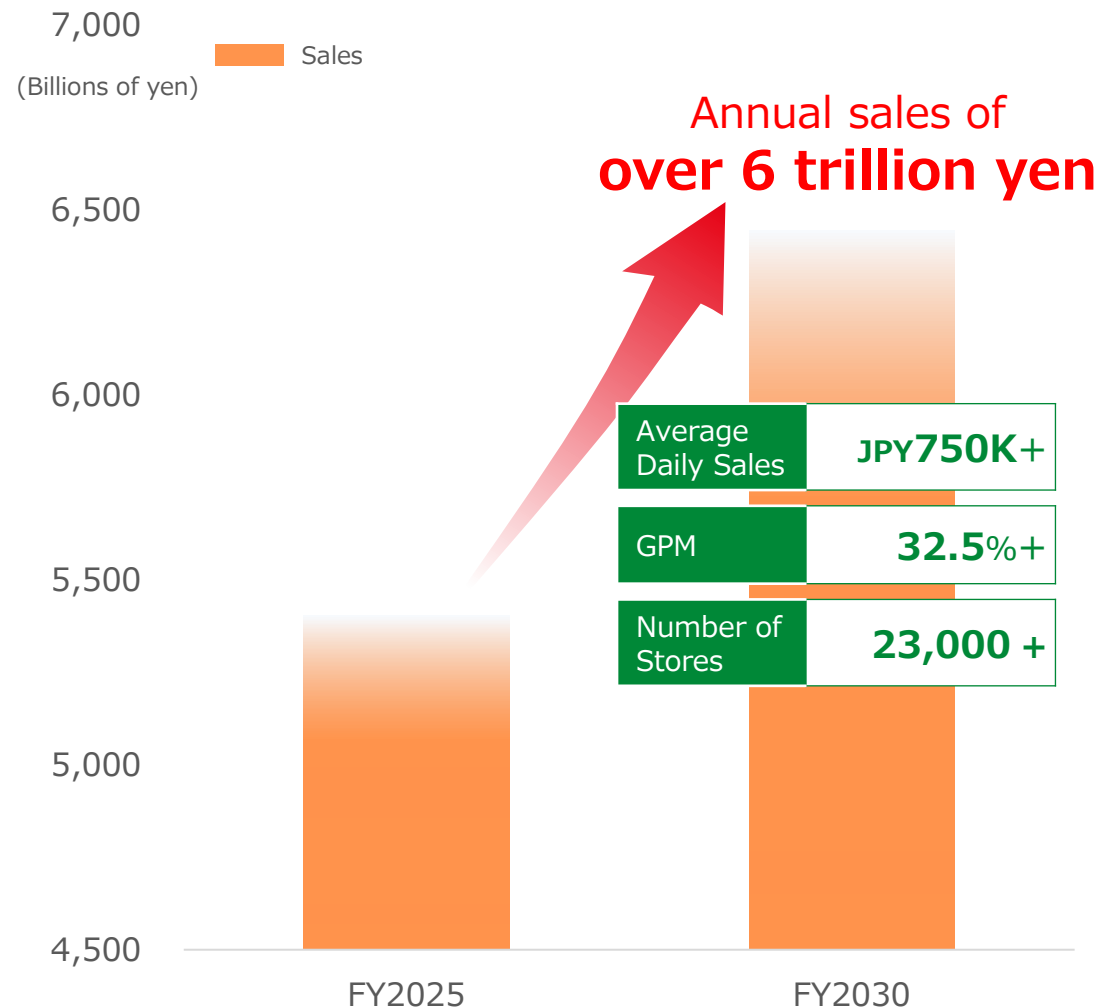
Number of Stores

- ✓ Optimal store openings by area characteristics
- ✓ Market area expansion through 7NOW

Productivity Improvement

- ✓ Improving store operations efficiency through DX **DX**

Major KPIs to achieve the targets



Balancing economic and social values, aiming for sales of over 6 trillion yen by 2030



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Seven & i Holdings "IR Day 2024 Autumn"

ESG Strategy (Sustainability)

October 24, 2024

Agenda

1 The Seven & i Group's structure to promote Sustainability

2 Environmental Strategy

- Progress of GREEN CHALLENGE 2050
- Specific initiatives under four themes
- TNFD disclosures

3 Social Strategy and Communication Strategy

- Initiatives to respect for human rights
- Progress, challenges, and future direction of social contribution activities
- Globalizing communication strategy

4 Challenges and responses for Sustainability

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4 Challenges and responses for Sustainability

From "CSR" to "Sustainability," Responding to Changes in Society

CSR Management Department
(Defensive CSR ⇒ Offensive CSR)

Sustainability Development Department
(CSR ⇒ Sustainability)

Structure

2011

- Establishment of CSR Management Dept
- First meeting of the CSR Management Committee

2020

- CO2 index introduced into executive compensation system

2019

- Establishment of Sustainability Development Dept

2024

- Business Partner Helpline: Establishment of overseas reporting hotline

2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024

Efforts

2014

- Identified five Material Issues

2020

- TCFD Disclosure

2022

- Revised Material Issues (From five Issues to Seven Issues)

2019

- GREEN CHALLENGE 2050 (Environmental Long-term Target) is established

2021

- Human Rights Policy is established

2024

- TNFD Disclosure

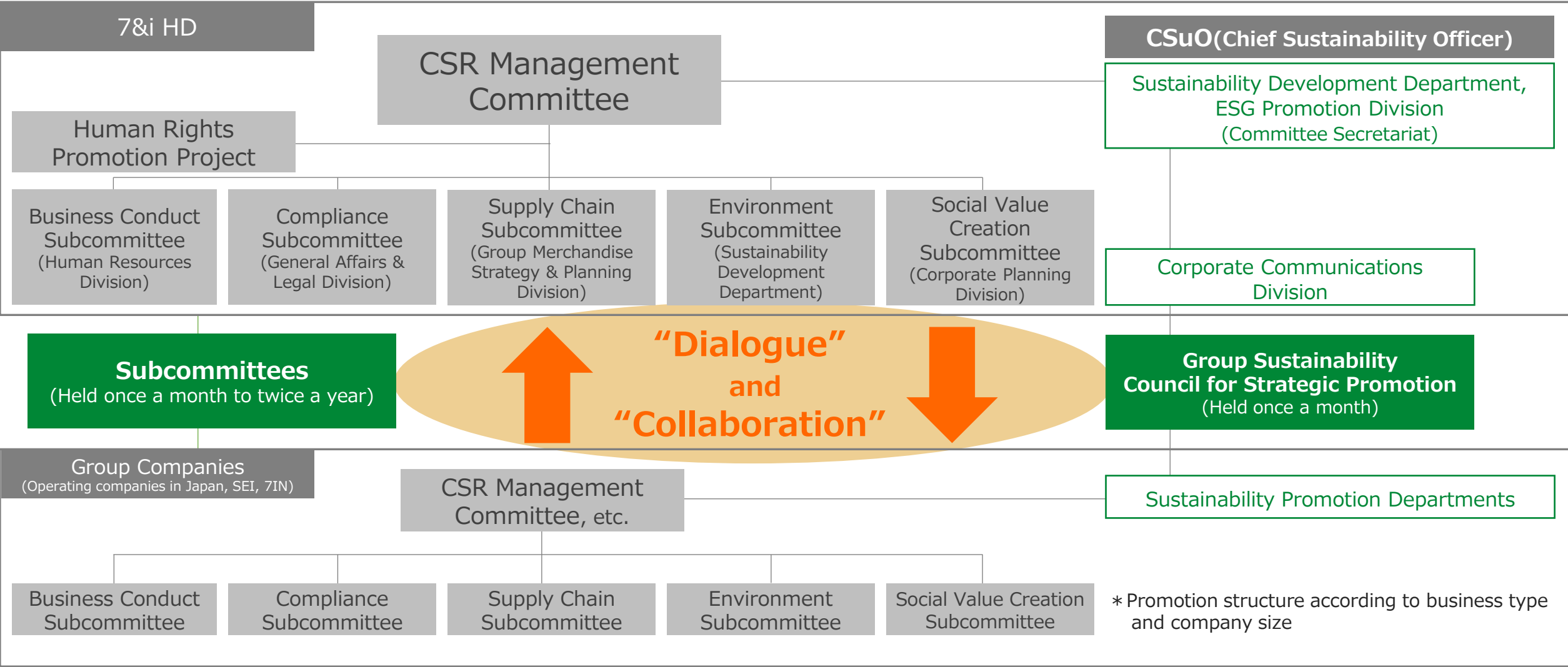
Structure to Promote Sustainability: 7&i Group's Material Issues (Materiality)

Material Issues		Related Initiatives
1. Create a livable society with local communities through various customer touchpoints	 	1. Community-based management 7NOW (online convenience store), delivery service, Administrative services
2. Provide safe, reliable, and healthier merchandise and services	 	2. Realization of a safe and prosperous society Development of healthy products, Strengthen quality control system
3. Realize decarbonization, circular economy, and society in harmony with nature, through environmental efforts	      	3. Environmental management Development of environmentally friendly stores Plastic bottle recycling Reduction of food waste, recycling of food waste Expansion of certified products
4. Achieve a society in which diverse people can actively participate	 	4. Appreciating a variety of values and lifestyles Support for childcare, education of the future generation Normalization
5. Improve work engagement and environment for people working in Group businesses	  	5. Providing work fulfillment and accomplishment HR development Employment of people with disabilities and foreign people
6. Create an ethical society through dialogue and collaboration with customers		6. Enriching the community with our customers Temaedori Project (buy-from-the-front), food drives MottECO (doggy bag)
7. Achieve a sustainable society through partnerships	    	7. Prosperous society with our business partners CSR audits of suppliers Collaboration with same and different-industries

Structure to Promote Sustainability: Collaboration with Group Companies



The HD Sustainability Development Dept., with the CSR Management Committee at Its Core, Works to Promote Sustainability through Dialogue and Collaboration with Five Subcommittees and Each Company's Sustainability Department



Structure to Promote Sustainability: Sustainability Strategy Map



Target Image

Sustainable Society



Sustainable Growth of Companies

Goal Image

*Universalizing Sustainable Living

- *Implementation and autonomy of Sustainability activities at each companies and stores
- *Sustainability of all products and services

Material Issues

(Vision of Society)

Decarbonized, Circular Economy, in Harmony with Nature, Society

Society, with Safe, Secure, and Health-conscious Products

Ethical Society

Livable Society

Society where diverse people can play active roles

Society where people are satisfied with their work and find it easy to work

Sustainability through partnerships

Solving Social Issues and Increasing Corporate Value through “Distribution Innovation” by Backcasting

More “Proactive Approach”, Promotion of “Unprecedented ESG”

Promoting E (Environment) and S (Society) to Drive Business Growth

Communication to Expand “Circle of Empathy”

Environmental Strategy

- *Reduction of CO₂ emissions
- *Measures against plastic
- *Measures against food loss and for food recycling
- *Sustainable procurement
- *TCFD, TNFD (Nature Positive)

Social Strategy

- *Human Rights due diligence
- *Grievance Mechanism
- *CSR audits
- *Disaster relief fundraising and support
- *Contributions to society

Communication Strategy

- *Get the latest information
- *Spread empathy throughout our Group
- *Communicate through stores and products etc.
- *Improve ESG corporate reputation

Group Synergy

Collaboration with Group Companies, Various Departments of 7&i

Partnerships

Collaboration with customers, business partners, etc.

Strengthening Corporate Governance / Ensuring Compliance
Strengthening of Human Resources and Human Capital / Achieving Well-Being

Corporate Creed (Trust and Sincerity)

Strategy

Base

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Environmental Strategy: Goals of GREEN CHALLENGE 2050



Reduction of CO₂ Emissions

Reduce emissions from group store operations **by 50%** Reduce emissions from group store operations to **net-zero**

Reduce emissions across our entire supply chain (scope 3) in addition to our own emissions (scopes 1 + 2)



Measures against Plastic

50% use of environmentally friendly materials (e.g., biomass, biodegradable and recycled materials and paper, etc.) **100%** use of environmentally friendly materials (e.g., biomass, biodegradable and recycled materials and paper, etc.)

Zero use of plastic-made shopping bags.
Aim to reduce overall plastic materials related to sales.



Measures against Food Loss and for Food Recycling

50% reduction in food waste generation per unit **100%** reduction in food waste generation per unit

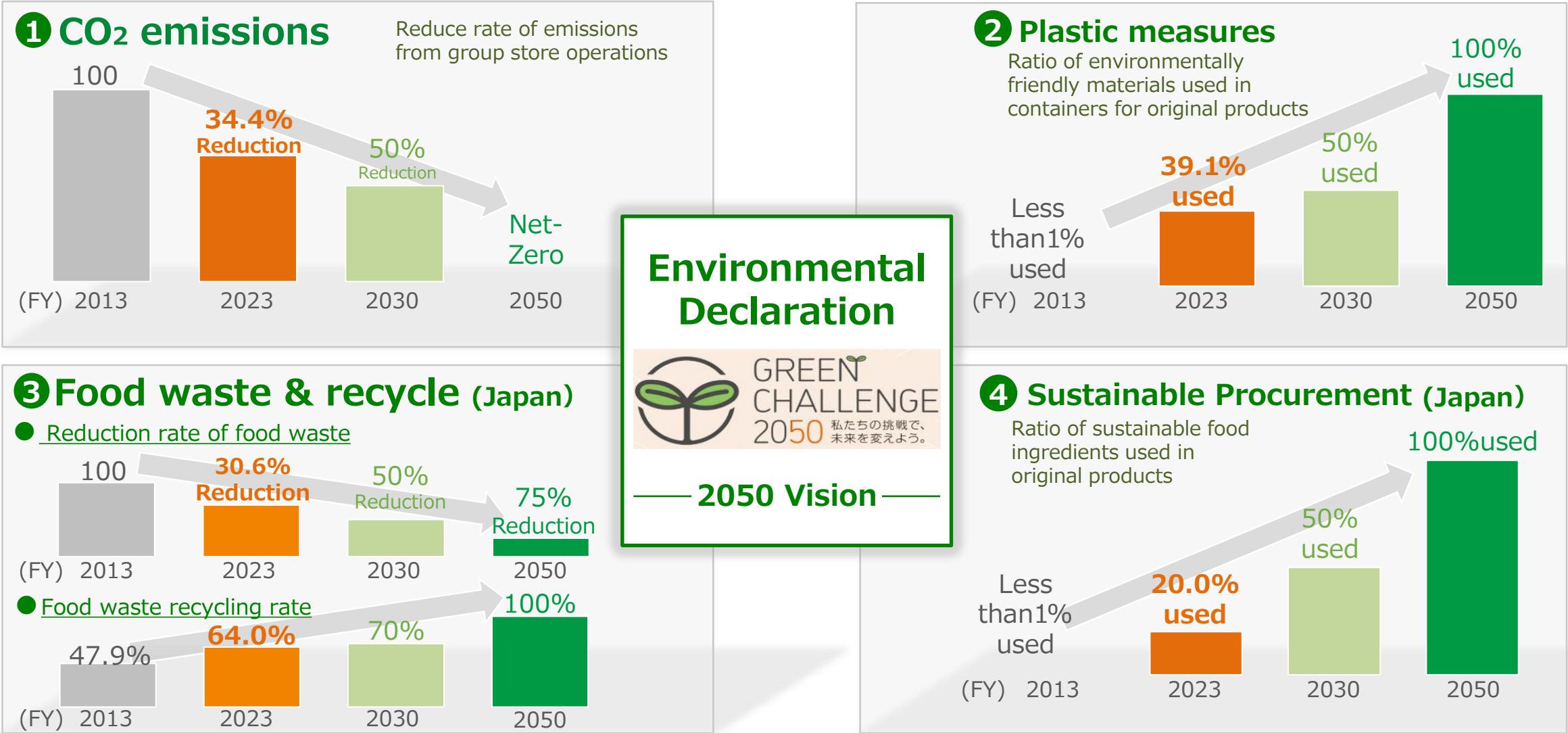
Increase food waste recycling rate to **70%** Increase food waste recycling rate to **100%**



Sustainable Procurement

50% of the raw food ingredients used in our original products to be those that guarantee sustainability **100%** of the raw food ingredients used in our original products to be those that guarantee sustainability

Further Strengthening Efforts Towards the 2050 Vision in the Environmental Declaration



Reduction of CO₂ Emissions

- **Energy saving and expansion of energy generation through solar panels, etc.**
 - Install panels in approximately 9,000 stores (by the end of FY2023)
- **Establishment of our own new power company (Seven & i Energy Management)**
 - The company will start business operations as an electricity retailer in FY2025
- **Considering the Utilization of Storage Batteries**

Measures for Plastics

- **Expanding PET bottle collectors**
 - 4,187 units installed, approximately 500 million items collected annually (by the end of FY2023)
- **Reduction (to prevent the generation of Plastic) and switching to other materials**
- **Investment in and operation of a used PET bottles recycling plant**

Measures for Food Waste Reduction/ Food Recycling

- ***Eco-Friendly Price* (SEJ's food waste reduction measure)**
 - Received the Consumer Affairs Agency Commissioner's Award for Commendation for Promotion of Food Waste Reduction in FY2024
- **Expansion of food waste recycling**
 - Initiation of collaboration with competitors and the development of transfer and storage facilities

Sustainable Procurement

- **Expansion of third-party certification acquisition**
 - Expansion of GAP certification for agricultural products and MSC certification for marine products, etc.
- **Consideration of Formulation of independent standards without solely relying on third-party certification**
- **Disclosed TNFD in early September 2024**

Disclose Initiatives on Natural Capital/Biodiversity and Policies on Natural Capital

TCFD

(Taskforce on **Climate**-related Financial Disclosures)

Disclosed
in June
2020

Analysis and disclosure of climate change impacts and risks and opportunities

In 2019, we endorsed the TCFD recommendations and began disclosures from the Japanese CVS business in FY2021



TNFD

(Taskforce on **Nature**-related Financial Disclosures)

Disclosed
in Sep.
2024

Analysis and disclosure of nature-related dependencies and impacts and risks and opportunities

As part of efforts to promote Nature Positive (a global goal to halt and reverse biodiversity loss by 2030)



Taskforce on Nature-related
Financial Disclosures



In conjunction with the TNFD disclosures, we disclosed the 7&i Group Nature Policy

1. We strive to understand our relationship with nature
2. We value the blessings of nature and commit to avoiding and/or minimizing negative impacts on nature
3. We contribute to the recovery, restoration, and regeneration of nature and biodiversity
4. We embrace innovation and co-create value with all stakeholders to contribute to nature
5. We commit to ensuring highly transparent, trustworthy, and sincere disclosure and reporting

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Promote Human Rights Initiatives Across Our Company and Supply Chain

		2021	2022	2023	2024
		Human Rights Policy Formulation Development of a promotion system	Human Rights risk analysis	Disclosure of information to external parties	Expansion to operating companies
In-house		<ul style="list-style-type: none">◆Group Human Rights Policy formulation (October 7, 2021)◆Human Rights Promotion Project launched	<ul style="list-style-type: none">◆Identification of negative impacts on Human Rights Quantification of negative impacts ➔Human Rights risk mapping	<ul style="list-style-type: none">◆Updating Human Rights contents on our website◆ Groupwide Human Rights e-learning start	<ul style="list-style-type: none">◆Promoting Human Rights due diligence in operating companies◆Preparation of Human Rights guidance
Supply chain		<ul style="list-style-type: none">◆Start of online briefings and seminars for business partners	<ul style="list-style-type: none">◆Identification of negative impacts on Human Rights Quantification of risks of in the supply chain of operating companies ➔ Human Rights risk mapping	<ul style="list-style-type: none">◆Internal and external awareness raising activities Disseminating information to procurement staff of operating companies and provide education through case studies at briefings for suppliers	<ul style="list-style-type: none">◆Revision of the Business Partner Sustainable Action Guidelines (planned) Addition of global Human Rights risks identified through the Human Rights DD process
		<ul style="list-style-type: none">◆CSR audits conducted (2012~) Monitoring through on-site audits of factories that manufacture the group's original products			
Trend in Factories with Suspected Major Non-Compliance in Overseas CSR Audits					
		82 factories	44 factories	18 factories	—

Promote Initiatives to Mitigate and Correct Internal and External Human Rights Issues



Established the **“Groupwide Employee Helpline,” “Business Partner Helpline,”** and **“Audit & Supervisory Board Member Hotline”**

- We have established helplines to which a report can be made anonymously in order to prevent any human rights issues and to ensure early detection, early remediation, and recurrence prevention.
- We promptly fix and correct any human rights issues identified, and strive to prevent recurrence.



Started **receiving reports on human rights violations in overseas supply chains**

- We have also established a contact point with which a person can consult from local sites as for human rights violations in overseas factory.
- Currently available in 4 languages (English/Thai/Portuguese/Japanese)



Participated in a **platform aimed at improvement of working conditions and living environment at the time of acceptance of foreign workers**

- We have participated in the “Japan Platform for Migrant Workers towards Responsible and Inclusive Society (JP-MIRAI)” that various stakeholders have supported and participated in.
- We provide consultation and remedy services for foreign workers in Japan through assistance of the JP-MIRAI.

Volunteer Activities



7 Care's Day (SEI)

Support for Development of the Next Generation



Workplace experience tour (IY.SEJ.7FS)

Ethical Consumption



Food drives (each group company)

Environmental Preservation Activities



Seven Forest (SEJ + SEVEN-ELEVEN FOUNDATION)

We Have Developed Initiatives Toward the Achievement of SDGs From a Global Viewpoint

Fund-Raising Activities



Storefront donation boxes (each group company)

Disaster Rehabilitation Assistance



Reconstruction assistance for the Great East Japan Earthquake (each group company)

Strengthening Disclosure in Non-Financial Areas and Information Dissemination to Customers

[Disclosure of sustainability information]



Communicate sustainability activities in Japan and overseas on a wide range of disclosure media such as securities reports, management reports, sustainability data books, and websites (Japanese/English)

[For the disclosure required in the future]



Respond to early adoption and deepening of disclosure in the non-financial area required by ISSB/SSBJ, etc., which has been proposed to be made mandatory from the fiscal year ending March 31, 2027



Build a data platform aimed to visualize environmental data in the entire supply chain

[Sharing information with employees]



Implementation of e-learning and development of an app for employees specializing in sustainability. Communicating climate change risks at company-wide meetings, etc.

[Awareness activities for customers through stores and products]
As the entity closest to our customers and consumers, we also focus on disseminating information about global environmental and social issues

Store POP, cash register commercials and events



Various media



Agenda

1 The Seven & i Group's structure to promote Sustainability

2 Environmental Strategy

- Progress of GREEN CHALLENGE 2050
- Specific initiatives under four themes
- TNFD disclosures

3 Social Strategy and Communication Strategy

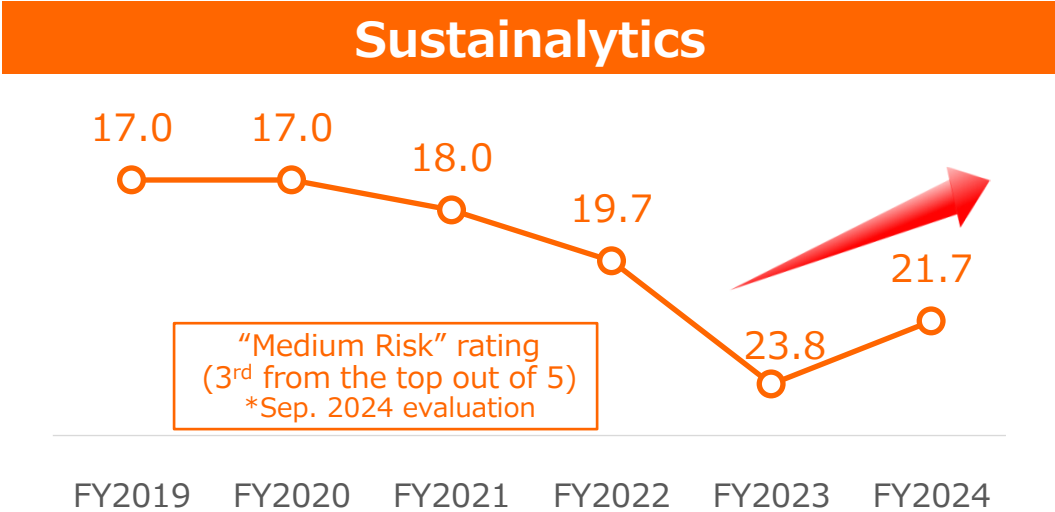
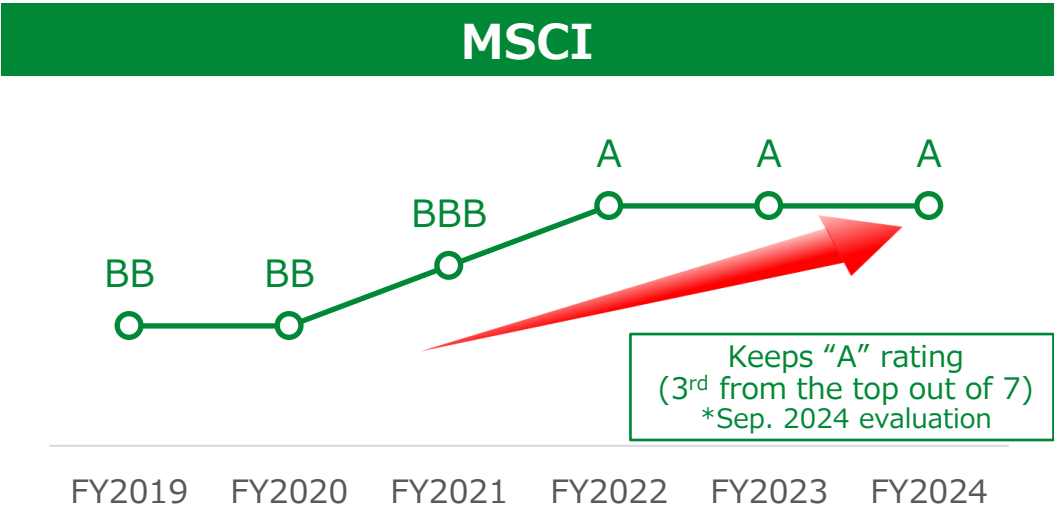
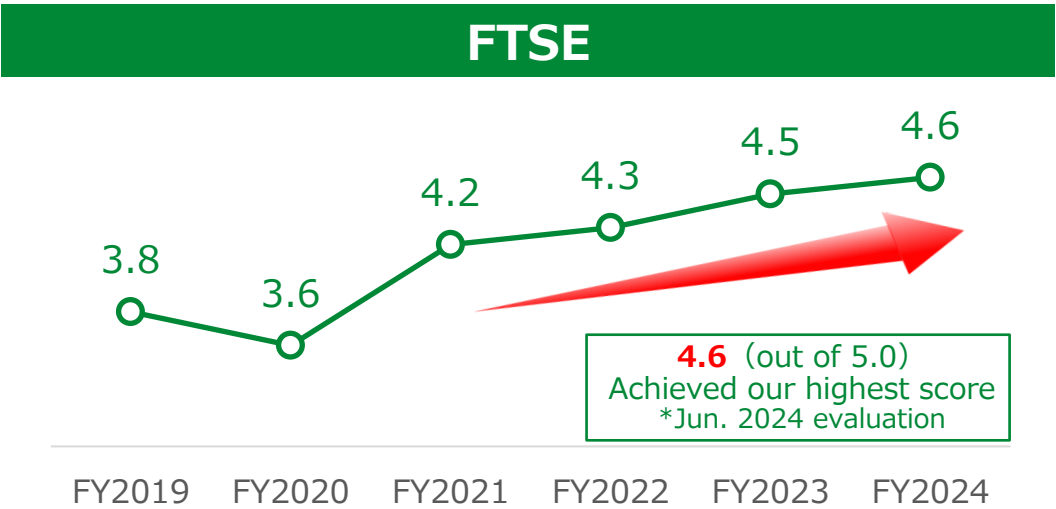
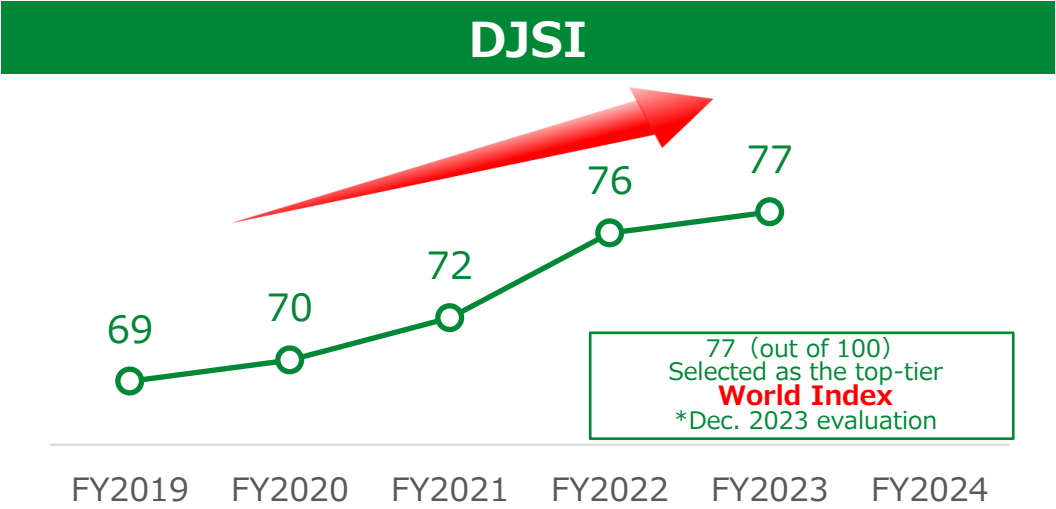
- Initiatives to respect for human rights
- Progress, challenges, and future direction of social contribution activities
- Globalizing communication strategy

4 Challenges and responses for Sustainability

Challenges and Responses for Sustainability: ESG Scores Steadily Improved with the Three Strategies



Trend in ESG rating agency stores



Challenges and Responses for Sustainability: More Proactive Approach

	Main Issues	Responses
Overall/ Promotion Structure	<ul style="list-style-type: none"> •As a "Sustainability-Implementing Company" that integrates sustainability into its management and business operations, further deepening efforts to enhance corporate value •Establishment of Global sustainability promotion structure 	<ul style="list-style-type: none"> •Initiatives to simultaneously achieve sustainable corporate growth and to address social issues, including the development of new businesses aimed at solving global environmental and social challenges •Strengthen collaboration with the sustainability divisions of SEI and 7IN •Respond appropriately to global standards, laws, regulations, and disclose information in good faith
Environment	<ul style="list-style-type: none"> •Steadily promote GREEN CHALLENGE 2050 and advance the targets required globally / Comply with disclosure standards •In the environmental field, there are limits to what we can achieve on our own 	<ul style="list-style-type: none"> •Promotion of renewable energy procurement by new power companies, formulation of voluntary standards for sustainable procurement, and sustainable agriculture, etc. •Visualization of environmental data and sharing of that data within and outside the group / Enhancing disclosure based on TCFD and TNFD •Strengthening cooperation with government agencies and competitors in non-competitive areas / Appealing to and responding to regulations
Social	<ul style="list-style-type: none"> •Further strengthening of human rights due diligence and supply chain management •Globalization of social contribution activities 	<ul style="list-style-type: none"> •Establishing a system for conducting human rights due diligence consistently within the group •Fostering employees' volunteer spirit and establishing a system for global initiatives, in addition to activities in each country and region
Communication	<ul style="list-style-type: none"> •Enhancement of disclosure and improvement corporate evaluation •Educating customers, encouraging behavioral change, and implementing sustainability in society by leveraging our position as retailers 	<ul style="list-style-type: none"> •Strengthening collaboration with each department and our group companies, and responding to disclosure standards using DX, etc. •Continuous efforts and evolution of awareness-raising and event measures through stores, products, and services



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.