

Learn about Seven & i Group

- Company Profile
- Seven & i Group in Numbers

Learn about the Market Environment

- Domestic Macroeconomic Environment
- Domestic Environment of the Retail Industry
- U.S. Macroeconomic Environment and Environment of the Retail Industry
- Major Operating Companies' Market Share in Japan(Nonconsolidated)
- Global Retail Industry - Sales Ranking
- Market Capitalization Ranking

Understand Seven & i Group's Strategy and Performance

- Key Group Strategies - Strengths of "Food" -
- Consolidated Financial KPI
- Capital Re-allocation Plan / Shareholder Return
- Consolidated Financial Results
- Consolidated Financial Highlight
- Segment Information
- Financial Position
- Overview of Major Operating Companies
- ▶ Domestic Convenience Store Operations
- Overseas Convenience Store Operations
- Superstore Operations
- Department and Specialty Store Operations
- Financial Services

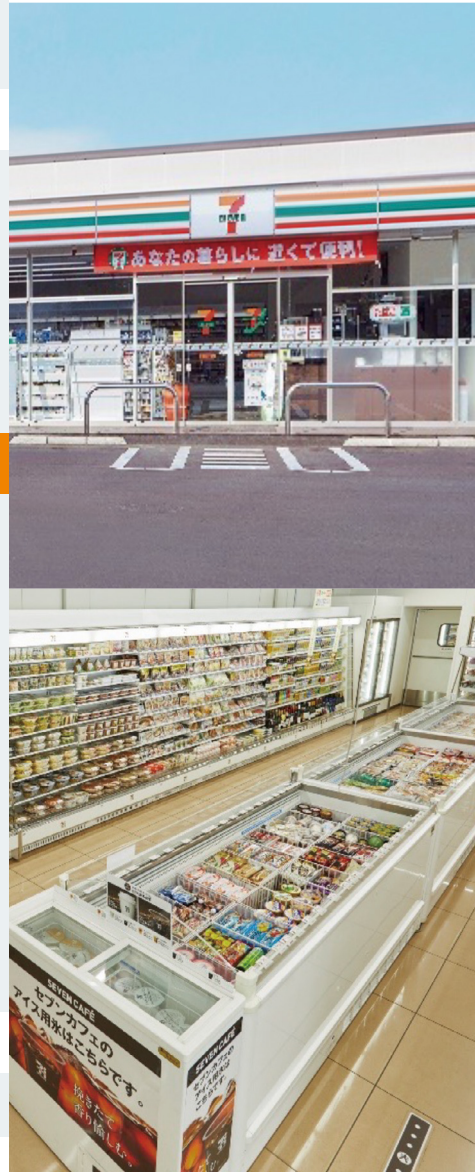
See Stock Information

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See Seven & i Group's History

- Group History

Domestic Convenience Store Operations



Growth Strategy (Summary)

Expand New Businesses Leveraging the Strength in "Food" in SEJ

1 Existing Business: Strengthen "Food"

- Continue to strengthen "Food" led by *Seven Premium*
- Strengthen the competitive advantage as a basis to expand in the new businesses



2 Existing Business ~ New Challenge: Expand New Concept Stores

- Develop new store formats which adapt to the changing society
- Leverage the know-hows of SST operations across the Group



3 New Business: Utilize 7NOW Delivery and Retail Media

- Strengthen new businesses based on in-store merchandise / services
- Further strengthen business competitiveness and accelerate profit growth



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Growth Strategy

1 Existing Business: Strengthen "Food"

"Food" Strength Centered on Seven Premium

Number of stores ↑

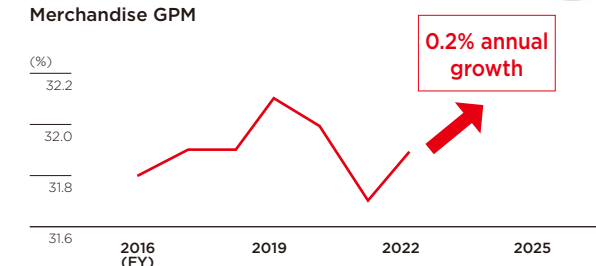
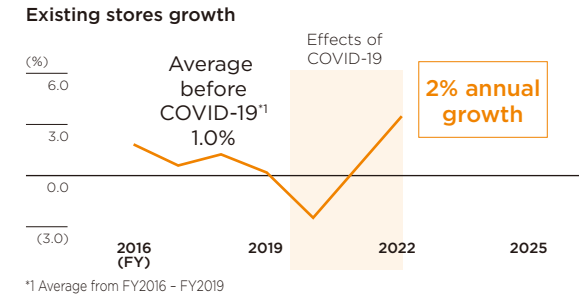
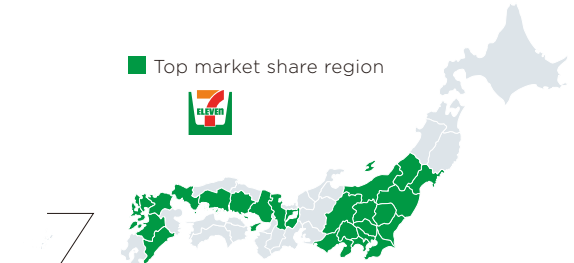
- Implement **optimal store opening** according to the **characteristics of each area**
- Expand **top market share region** to white space
- Open stores linked with merchandise and sales promotions**

Average daily sales ↑

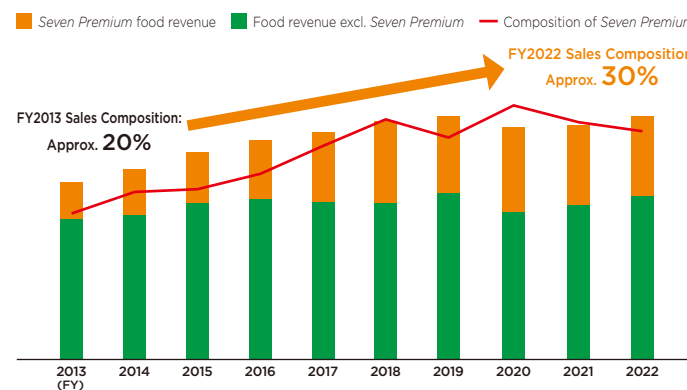
- New merchandise development**
- Launch local production for local consumption
- Conduct regional fairs** - Link with sales promotions
- Enhance merchandise assortment**
- Value appeal, economic responsiveness, health and environmental considerations

Gross profit margin ↑

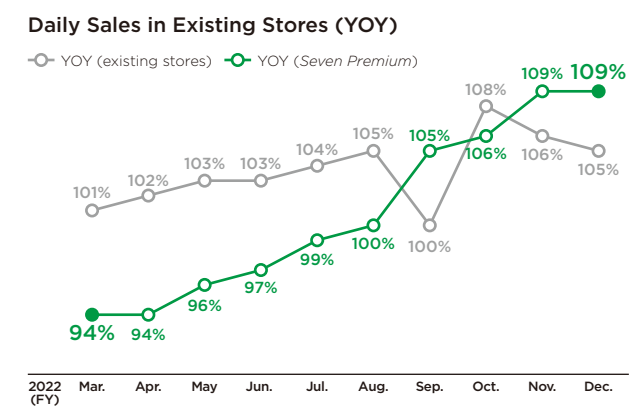
- Strengthen development of high value-added merchandise**
Smoothie, baked bread, collaboration with well-known stores



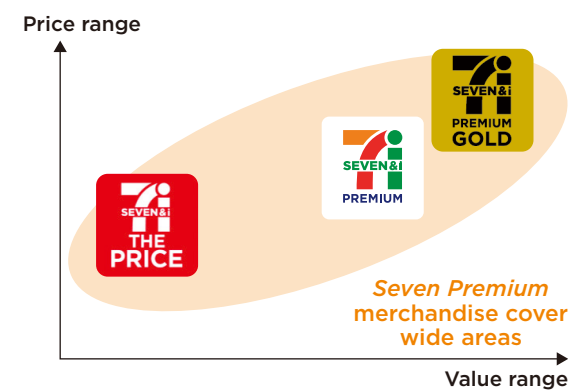
Increase in Composition of Seven Premium in Food Area



Sales Growth of Existing Stores Under Recent Inflationary Pressure



Coverage by Seven Premium



Continue to Achieve Stable Growth through Improved Customer Attraction and Profitability through Strength in "Food"

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Growth Strategy

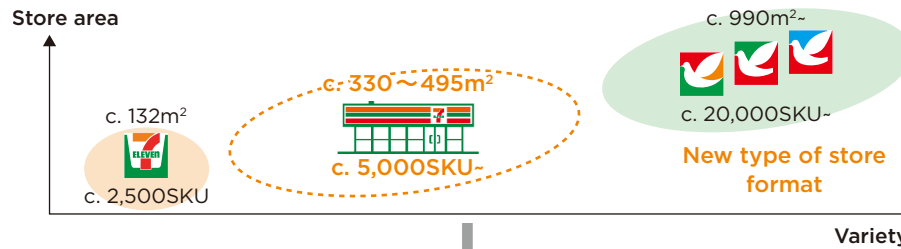
2 Existing Business: "Food" Strength Centered Around Seven Premium

Expand New Concept Stores

Strengthen merchandise lineup by leveraging knowledge from SST and supplier

<p>Traceable Vegetables.</p> <p>Fresh produce brand by IY Increase product variety and expand sales area</p> 	<p>Seven Premium Products</p> <p>Consolidate group's strength in product development Expand product variety such as popular supermarket products</p> 
<p>Frozen Food (EASE UP)</p> <p>Frozen food brand by IY Leverage product variety in supermarkets</p> 	<p>New Brand "SEVEN THE PRICE"</p> <p>Provide value products through Group coordination Plan to expand number of items based on store specialty</p> 

SIP* Store Positioning



New Concept Store
New type of store combining convenience stores with supermarket
"SIP Store"



* SIP = SEJ-IY(Ito-Yokado) Partnership

Challenge Towards a New Store Concept to Respond to Changing Demands for "Food"

3 New Business: Utilize 7NOW Delivery and Retail Media

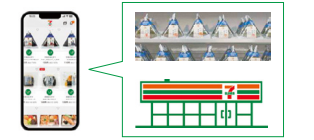
7NOW Delivery Expansion by SEJ

	FY2023 initiatives to expand stores	
	1H	2H
Usability improvement		<ul style="list-style-type: none"> 7NOW app/7iD coordination Merchandise recommendation function
Build delivery system	<ul style="list-style-type: none"> Reinforcement of delivery system through multiple vendors in one area 	<ul style="list-style-type: none"> Expand delivery partners
Store operation efficiency	<ul style="list-style-type: none"> Improve user interface through application of store terminals 	

7NOW App/7iD collaboration

Better user interface
Better user interface similar to choosing merchandise in-store

Expand customer contact points
Scalability of data based on 7iD



Strengthen the system towards nationalscale expansion in FY2024

Leverage Retail Media

1st Party Data
Data enables precise targeting

Stores
A network of approx. 21,000 stores
Approx. 20 million contacts per day
Potential to become the biggest reach media

7-11 App
Approx. 20 million members
Expanded membership through 7NOW

App Advertisement Revenue
Display advertisement in the 7-11 App Show brand advertisements

Data Usage Revenue
Share user purchase data for external media advertisement

Data usage revenue
Leverage customers' data to advertise through external media

App. ad revenue
Display manufacturers' advertisement in banners in the 7-11 app

Digital signage
Digital signage to approx. 20 million daily customers

Membership Base Expanding by Leveraging SEJ Resources Increases Business Opportunities with Scalability of 7iD Utilization