



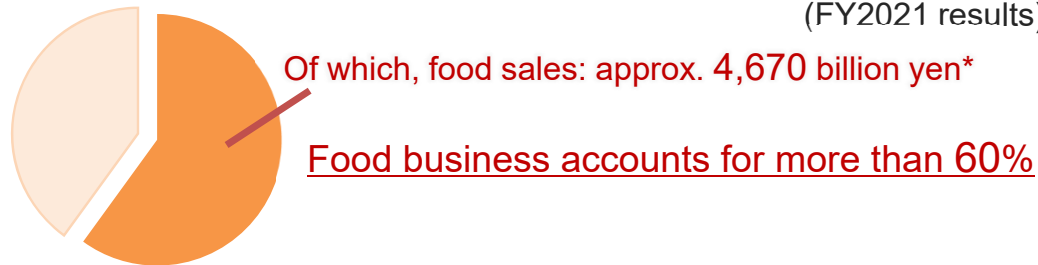
# GROUP FOOD STRATEGY



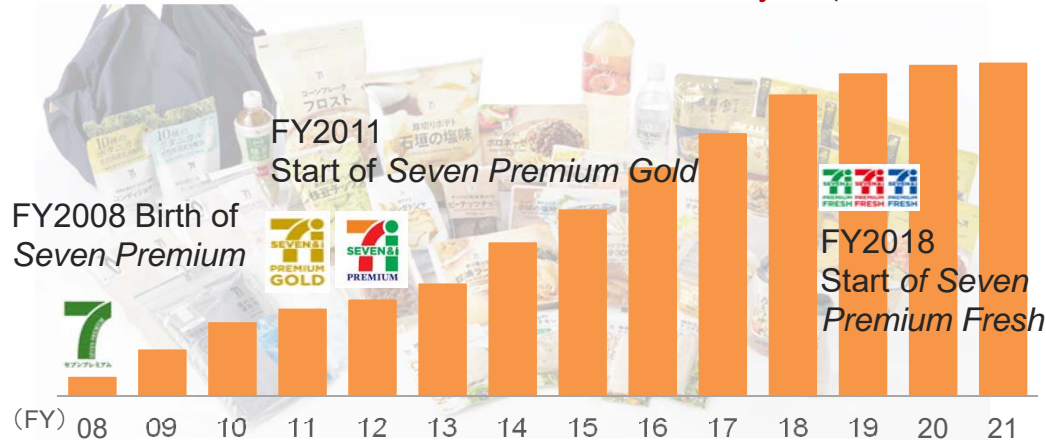
# Group Food Strategy

## Group synergies in food products

Consolidated Group domestic sales: approx. 7,460 billion yen  
(FY2021 results)



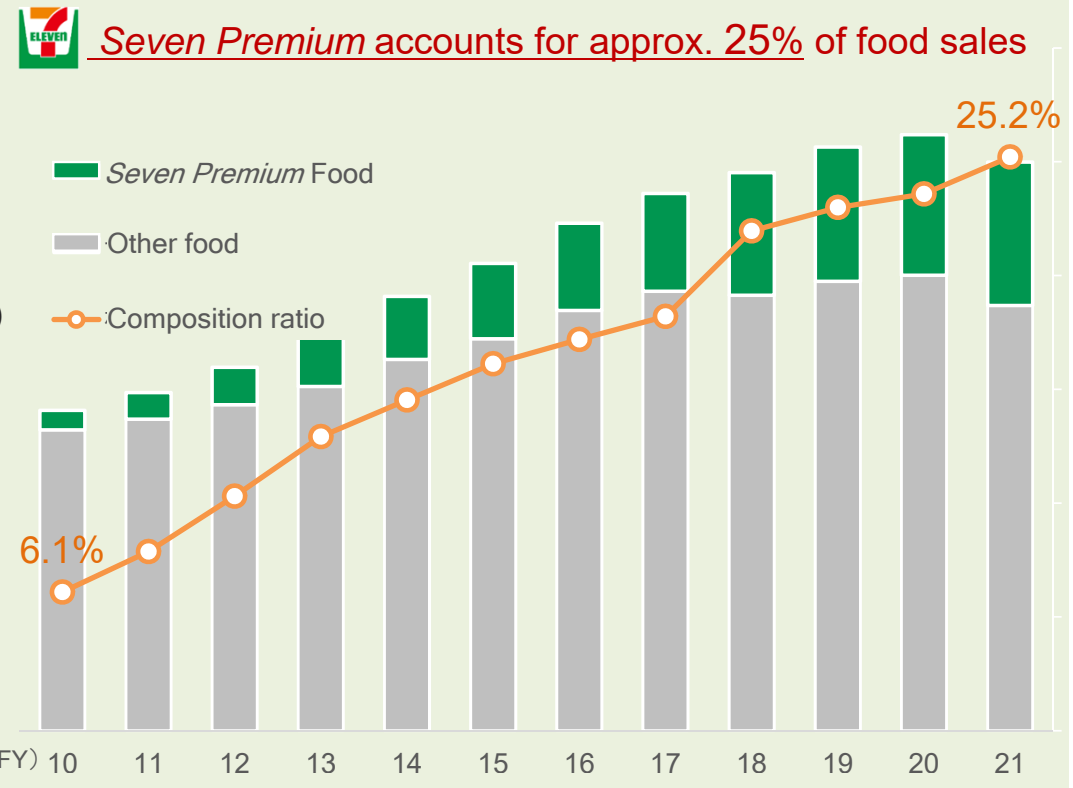
Seven Premium Product Sales: 1,460 billion yen (FY2021 results)



Brand cultivated by the entire Group  
= symbol of synergistic effects

\* Total sales of SEJ (food), IY (food excluding tenants), SS (food), YB, YO, SG, 7FS

## Sales composition of Seven Premium at 7-Eleven



Seven Premium contributes to 7-Eleven food sales

# Group Food Strategy

## Taking on the challenge of further synergies in the food sector

Promotion of overseas procurement  
(direct imports)



Establish joint procurement that takes advantage of economies of scale



Reinforcing Group product strength  
(Team MD)



Share raw materials and recipes, develop and supply differentiated products such as meal kits using the common infrastructure  
(Process center / Central kitchen)



Utilization of common infrastructure  
(fresh food)



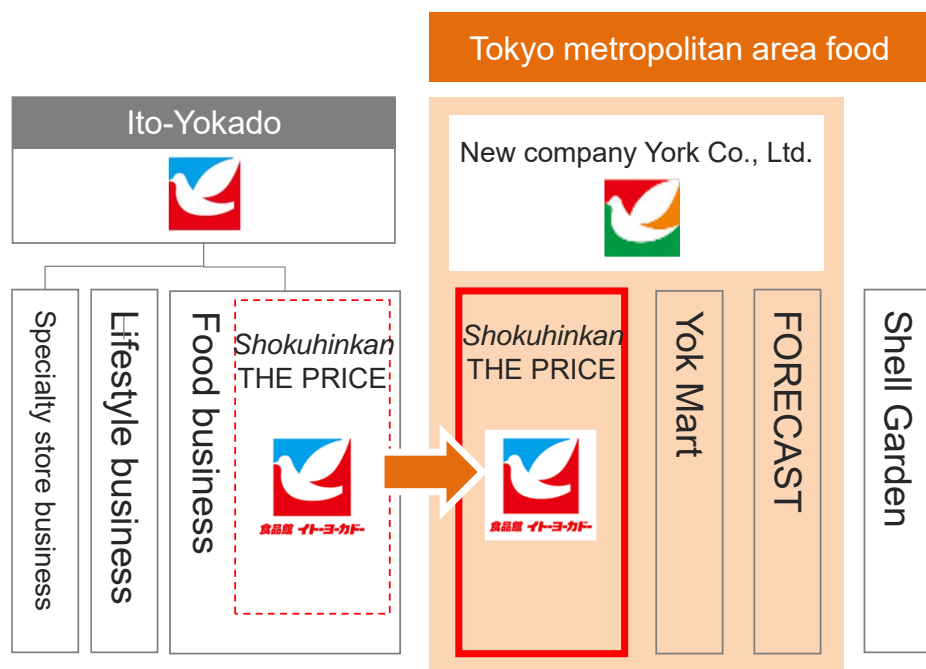
CVS also handle SM fresh foods such as special discerning vegetables






Differentiation in the food sector that can only be achieved by having a variety of business formats

# Group Food Strategy (Store Reorganization)




## Phase 1 Store reorganization (- June 2020)



- Reorganize the stores to meet new needs
- Strengthening cooperation with food supermarkets in the Tokyo metropolitan area

FY2020		
Total sales of the 3 companies	557.2 billion yen	214 stores
 Ito-Yokado (food excluding tenants)	389.8 billion yen	115 stores
 York Mart	142.9 billion yen	78 stores
 Shell Garden	24.5 billion yen	21 stores

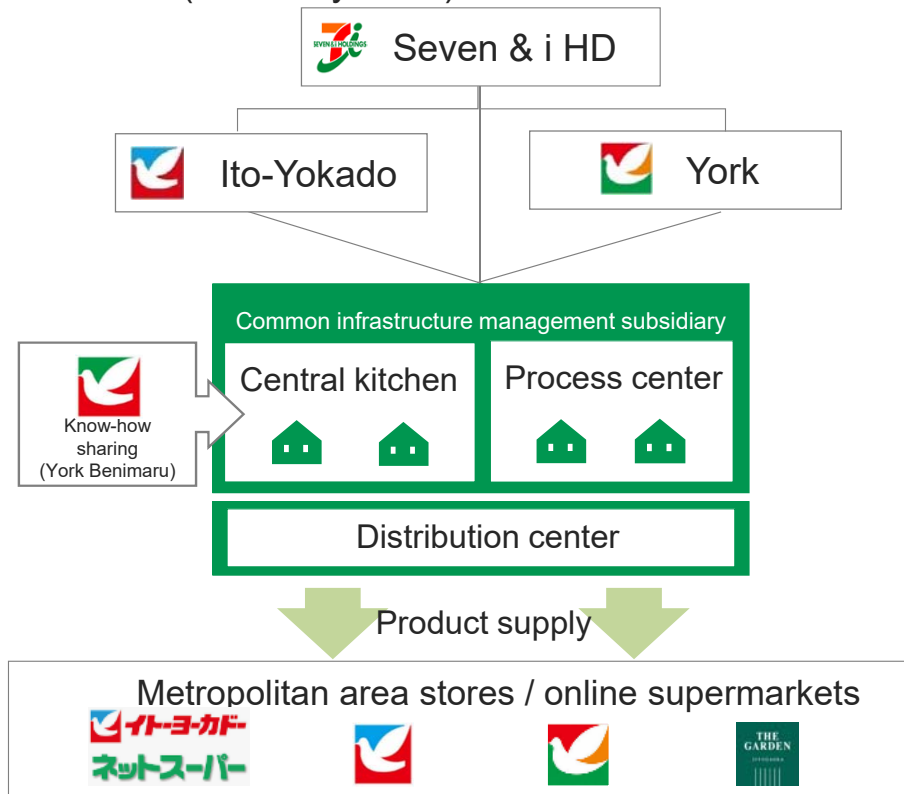
Responding to growing needs due to COVID-19

FY2021		
Total sales of the 3 companies	594.3 billion yen	215 stores
 Ito-Yokado (food excluding tenants)	389.3 billion yen	94 stores
 York	182.2 billion yen	100 stores
 Shell Garden	22.8 billion yen	21 stores

Note: Number of stores at the end of the fiscal year in Tokyo and 3 prefectures: 20 stores transferred from IY to YO during FY2021

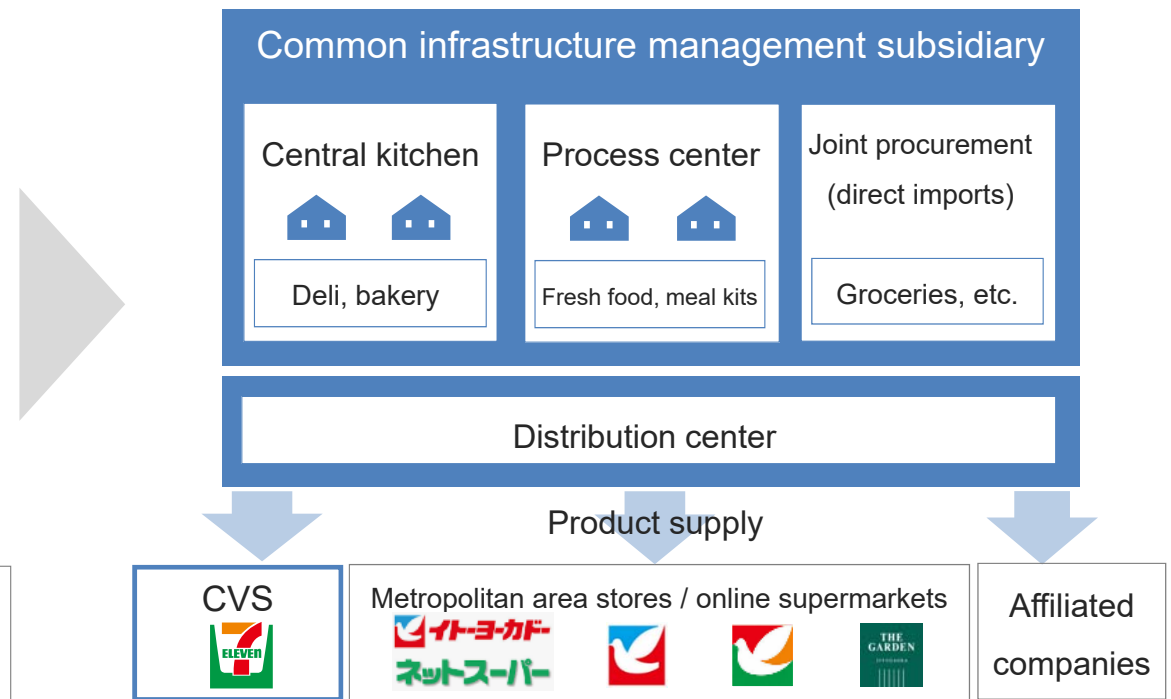
# Group Food Strategy (Building a Common Group Infrastructure)

Phase 2: Construction of a common infrastructure  
(from May 2021)



Two central kitchens and two process centers  
scheduled to start operations from FY2026

Phase 3: Expansion of joint procurement functions



Realizing a high-quality and efficient product supply  
system by building a common infrastructure for the Group