



Seven & i Holdings Co., Ltd.

"IR Day 2023"

October 31, 2023

Today's Agenda

Opening

09:00~09:15



President & Representative Director
CEO
Ryuichi Isaka

US CVS

09:15~09:55



President of 7-Eleven, Inc.
Stan Reynolds

Global CVS

09:55~10:35



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



Co-CEO of 7-Eleven International LLC
Ken Wakabayashi

Financial Services

10:45~11:25



Head of Financial Services
Tsuyoshi Kobayashi



Seven Bank, Ltd.
President and Representative Director
Masaaki Matsuhashi

Domestic CVS

11:25~12:05



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

Closing

12:05~12:20



Director & Managing Executive Officer
CFO
Yoshimichi Maruyama

Today's Summary

7&i aims to become a global retail group through focusing on the growth strategy of domestic and overseas CVS with “food” as its core and optimizing management resources

Domestic CVS	US CVS	Global CVS	Financial Services
<ul style="list-style-type: none"> Existing sales continue to grow based on the strength in “food” Continuous and stable growth by delivering high-quality experiences to a wide customer base 	<ul style="list-style-type: none"> Further accelerate store and market share expansion through proactive M&A Steadily increase average daily sales by enhancing the value chain 	<ul style="list-style-type: none"> 7IN*, a JV between SEJ* and SEI*, to drive the initiatives Accelerate inorganic growth through strategic investments 	<ul style="list-style-type: none"> Completed reorganization to enhance the Retail x Finance strategy Promote the growth strategy that leverages the group's strengths

Strategic Capital Re-allocation

Accelerate growth investment and shareholder return by leveraging stable cash flow generation

* 7IN: 7-Eleven International LLC SEJ: Seven-Eleven Japan Co., Ltd. SEI: 7-Eleven, Inc.

Corporate Vision

Corporate creed

We aim to be a sincere company that our customers trust.
 We aim to be a sincere that our business partners, shareholders and local communities trust.
 We aim to be a sincere company that our employees trust.

Basic stance

We aim to contribute to the local community both in Japan and overseas by providing new experiences and values from the customer's perspective.

Ideal Group Image for 2030

A world-class retail group **centered around its "food"** that leads retail innovation through global growth strategies centered on the 7-Eleven business and proactive utilization of technology.



The Company is committed to its transformation and growth through constructive dialogue with our shareholders and listening to our stakeholders

Group's Growth Trajectory

Under CEO Isaka's leadership (since May 2016)

General retail business

Shift from general retail business

Focus on CVS business

April 2017
Announcement of the acquisition of a part of **Sunoco**

August 2020
Announcement of the acquisition of **Speedway**

July 2021
Announcement of **Medium-term Management plan 2021-2025**

November 2022
Announcement of the sale of **Sogo & Seibu**

■ CVS EBITDA
■ EBITDA excl. CVS
○ Consolidated ROE

(Billions of yen)

1,200

800

400

0

FY2012 FY2013 FY2014 FY2015 FY2016 FY2017 FY2018 FY2019 FY2020 FY2021 FY2022 FY2023 FY2024 FY2025

59%

24%

70%

441.7

2x

863.5

56%

87%

Ratio of Overseas CVS EBITDA*

Ratio of CVS EBITDA*

(%)

15

10

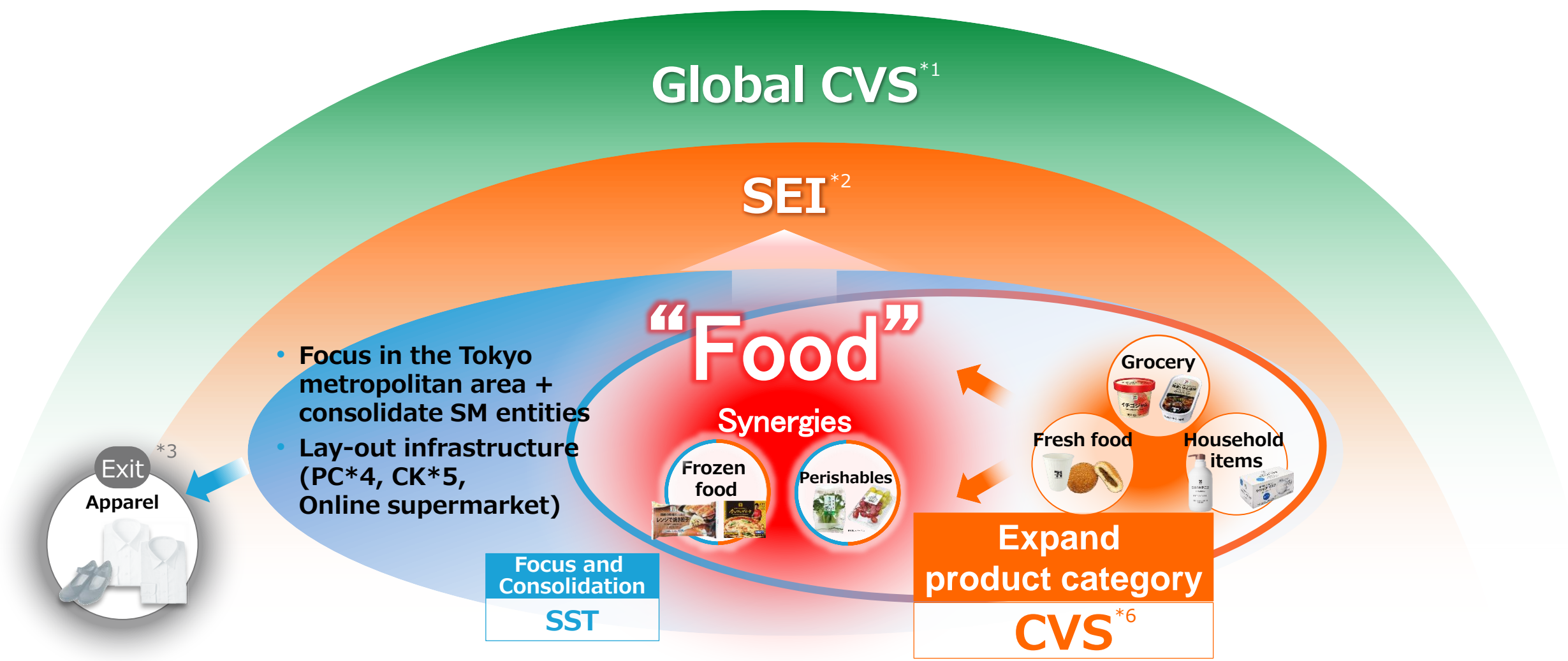
5

0

* EBITDA ratio in consolidated EBITDA excluding HQ costs

Realize further growth by focusing on the CVS business

Growth Strategy of CVS Operations with "Food" at its Core



*1 Mainly operated by 7IN
 *2 Mainly operated by SEI

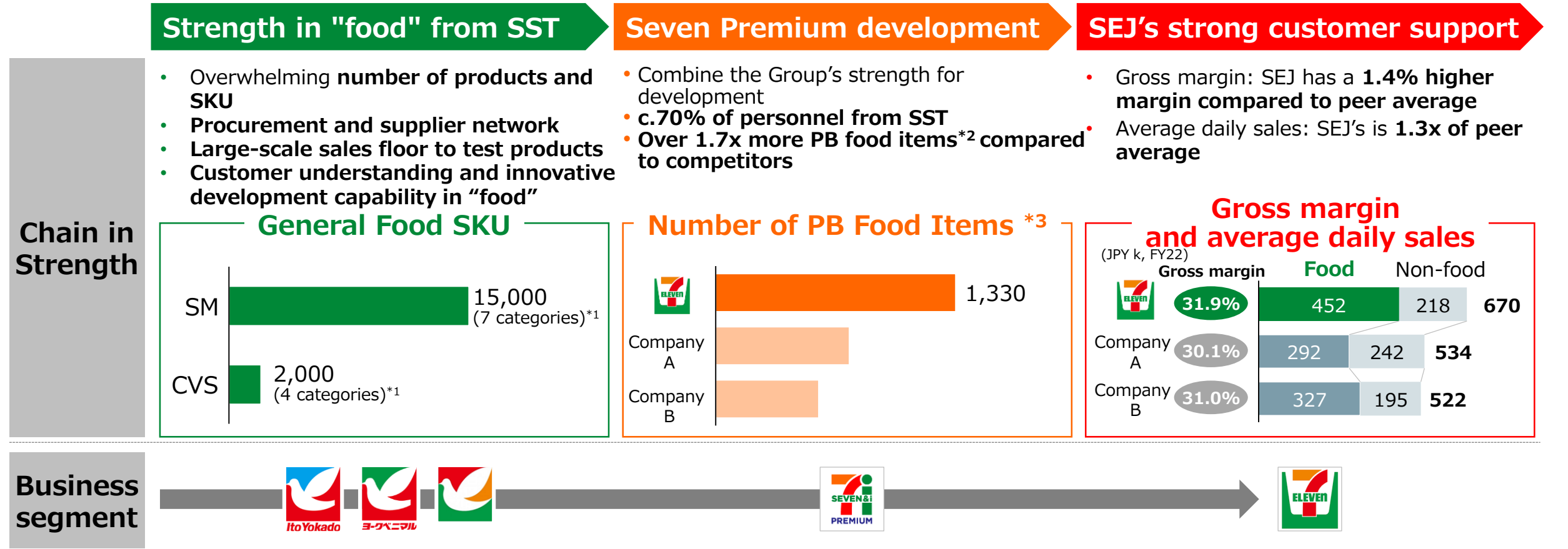
*3 Exit from Self-operated apparel business
 *4 PC: Process Center

*5 CK: Central Kitchen
 *6 Operated by SEI

Strength in “Food” is the key source of competitive advantage for the Group’s CVS business

Impact of Our Competitive Advantage in "Food"

- Our strength in “food” comes from the combined Group resources, and supports the competitiveness of SEJ



*1 SM: Fruits & vegetables, meat, fish, dairy, processed/prepared food, bakery
CVS: Fruit, appetizers, processed food, prepared food

*2 PB: Private Brand

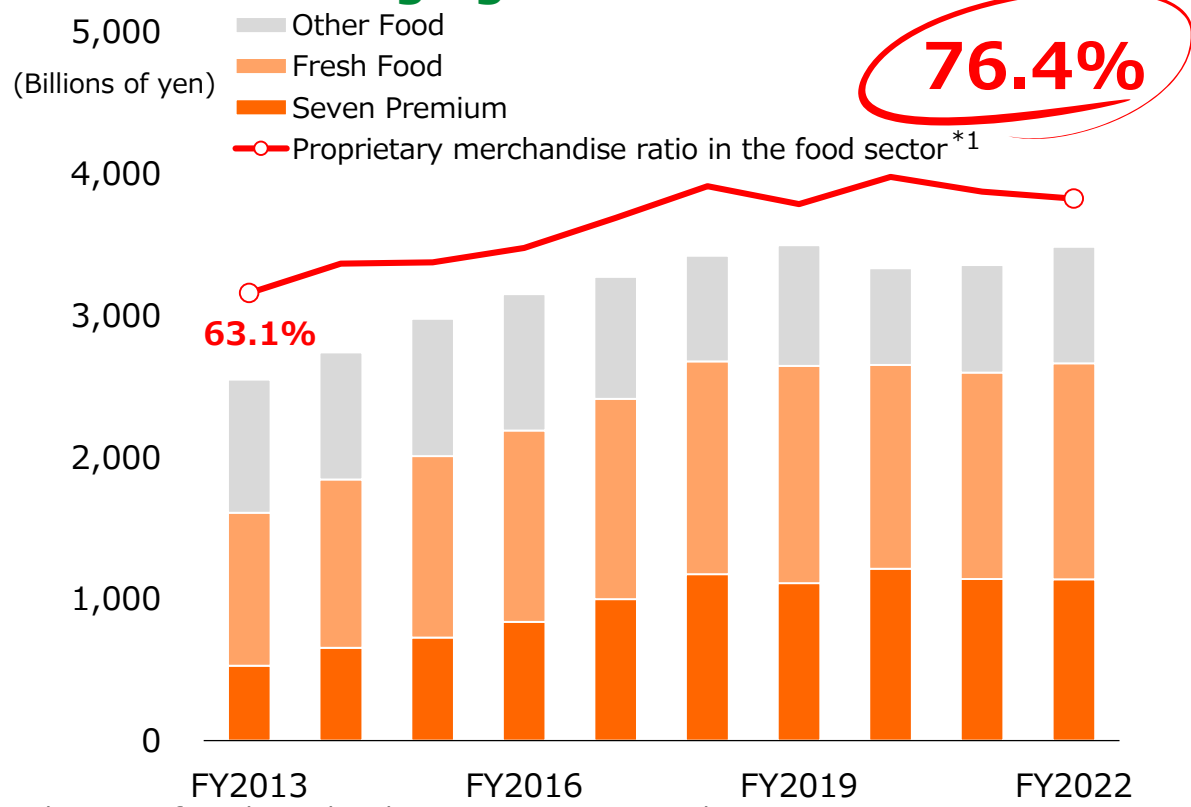
*3 Based on the research in June, 2022

Strength in "Food" is the key to growth not only for SEJ but for our global CVS operations

Strength of “Food” in Seven-Eleven Japan

Trend in sales of proprietary merchandise as our growth foundation

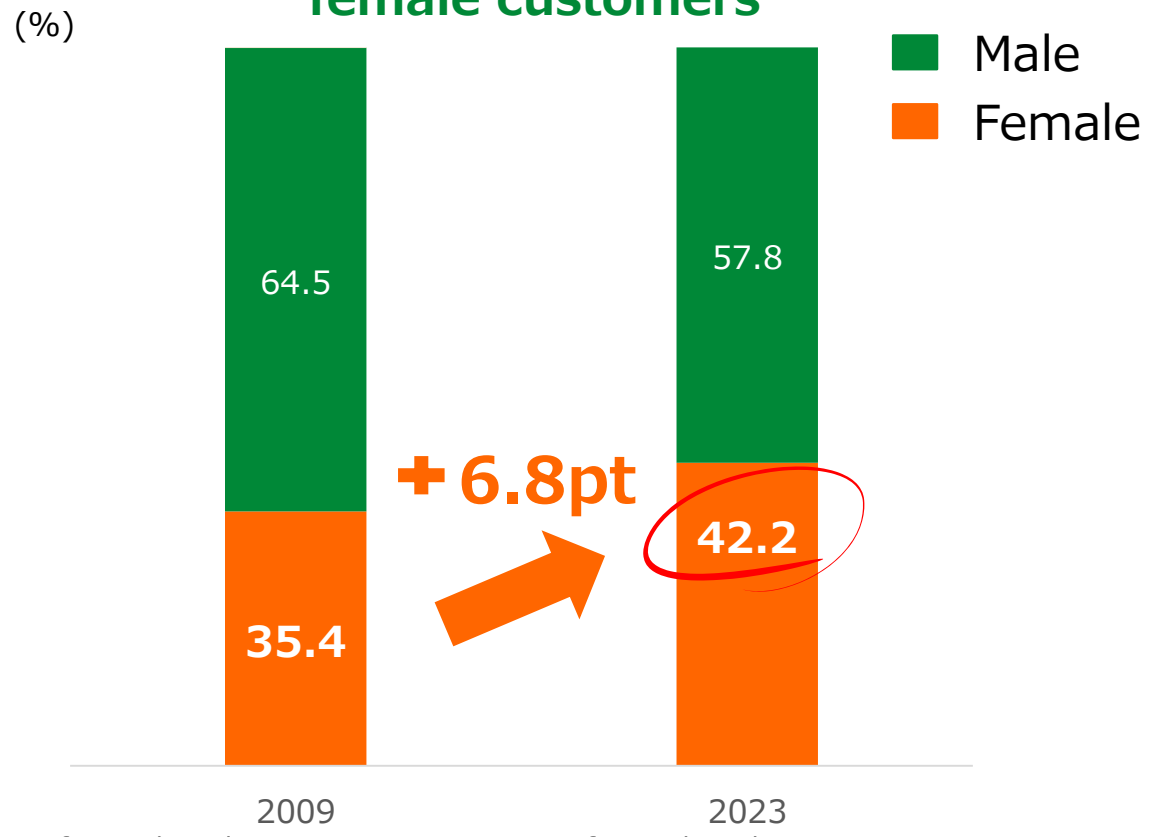
Merchandise strategy adapts flexibly to the changing environment...



*1 Sales ratio of Fresh Food and Seven Premium in Food area

Customer's gender ratio*2

... and contributes to greater share of female customers



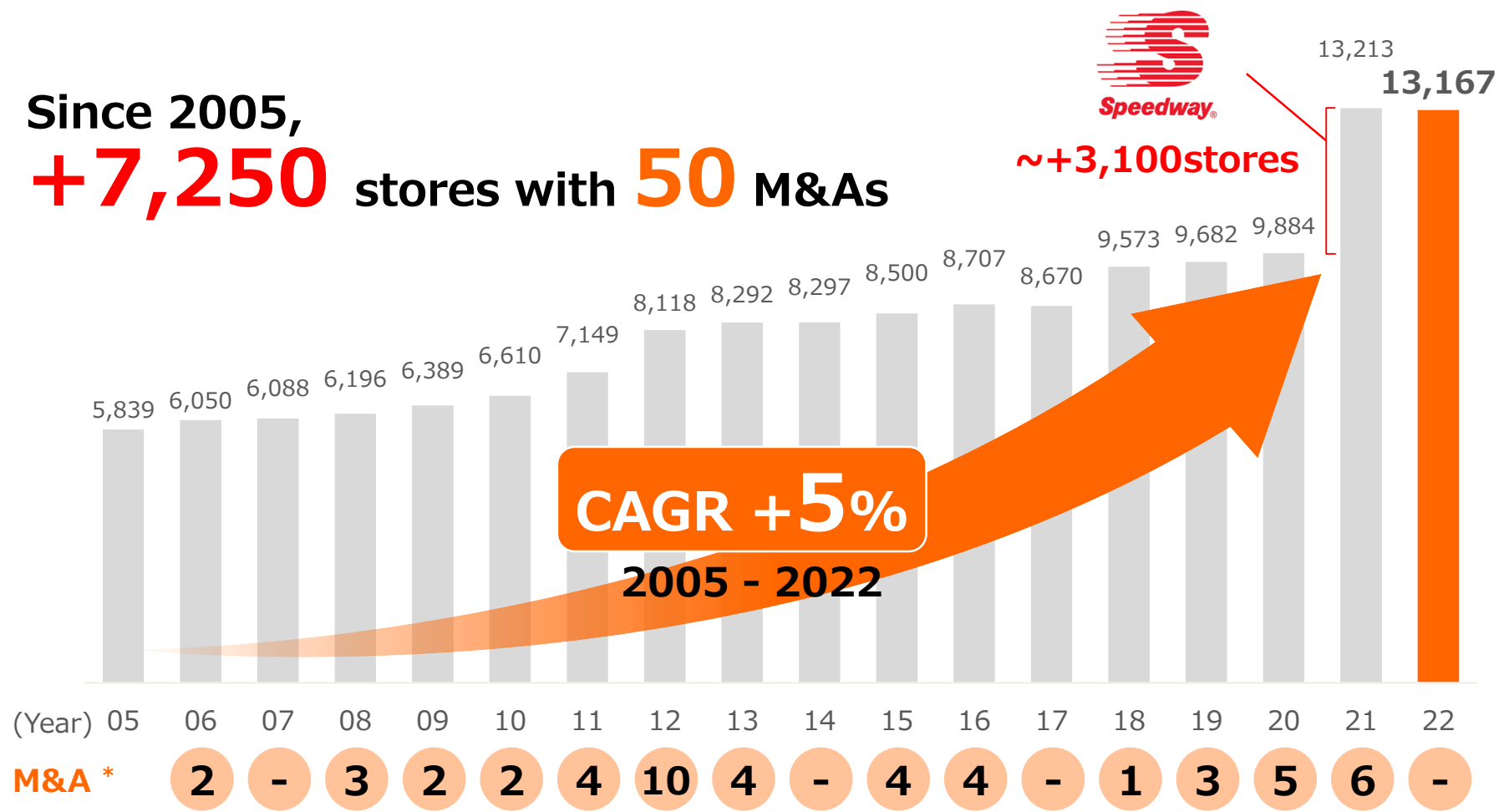
*2 2009 figures based on in-store surveys. 2023 figures based on internet survey

High ratio of proprietary merchandise contributes to Seven-Eleven's resilience and secures wider range of customers

M&A Strategy of 7-Eleven, Inc.

M&A and number of stores

Since 2005,
+7,250 stores with **50** M&As



* number of M&A closings

Mature acquisitions results (22/12LTM)

Average daily sales
+31.7%

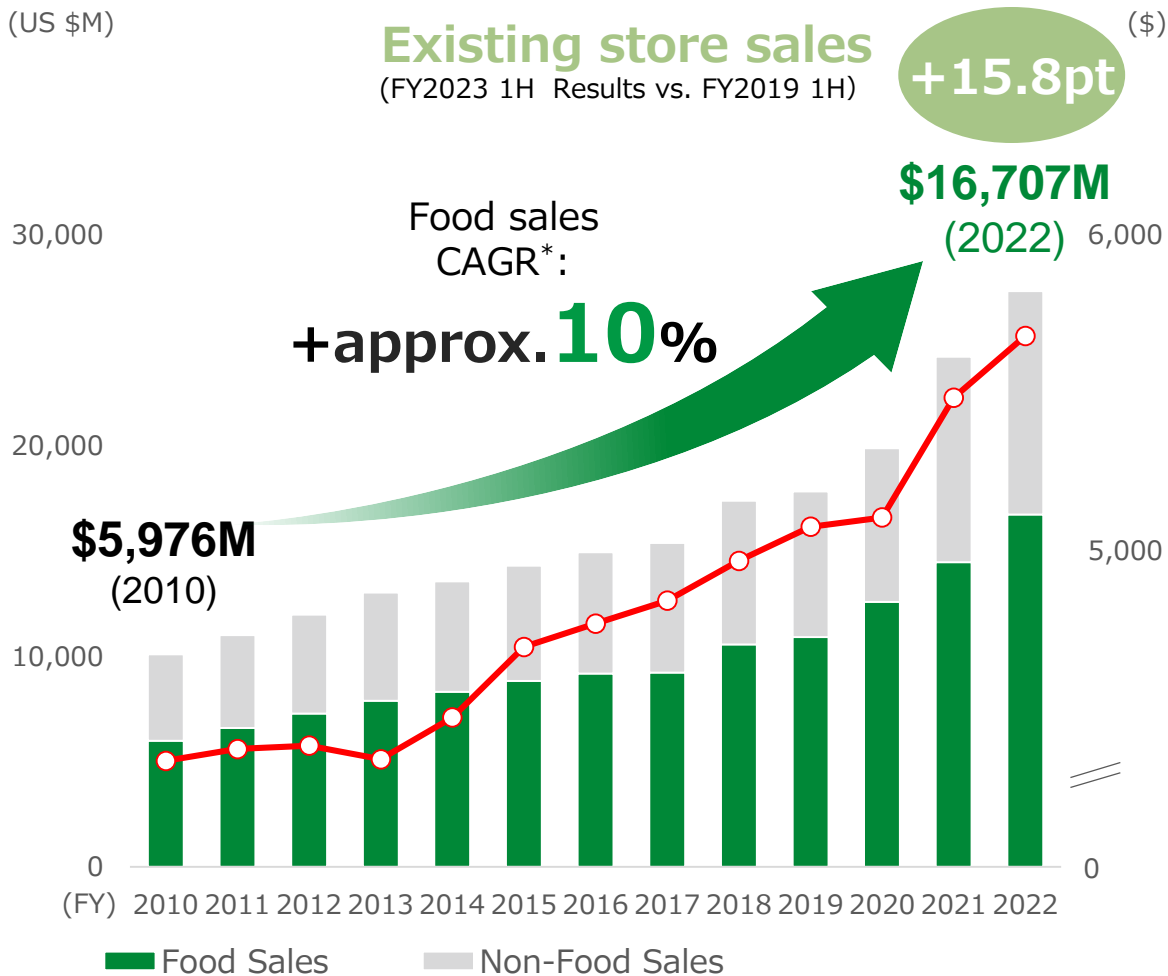
GPM improvement
+223bps

ROIC
15.5%

Implement store expansion strategy utilizing M&A and increase average daily sales

Strength of “Food” in 7-Eleven, Inc.

Average daily sales & Food sales



* Compound annual growth rate of SEI's food sales from 2010 to 2022

Enhance value-chain

Warabeya
North America



Virginia commissary started on Sep. 11, 2023

Products developed by Warabeya

Product Assortment (examples)

French Toast Ham,
Egg, Cheese



Bacon Breakfast
Taco

Cheeseburger
Slider



Chicken Salad
Sandwich



Croissant Sausage,
Egg, Cheese

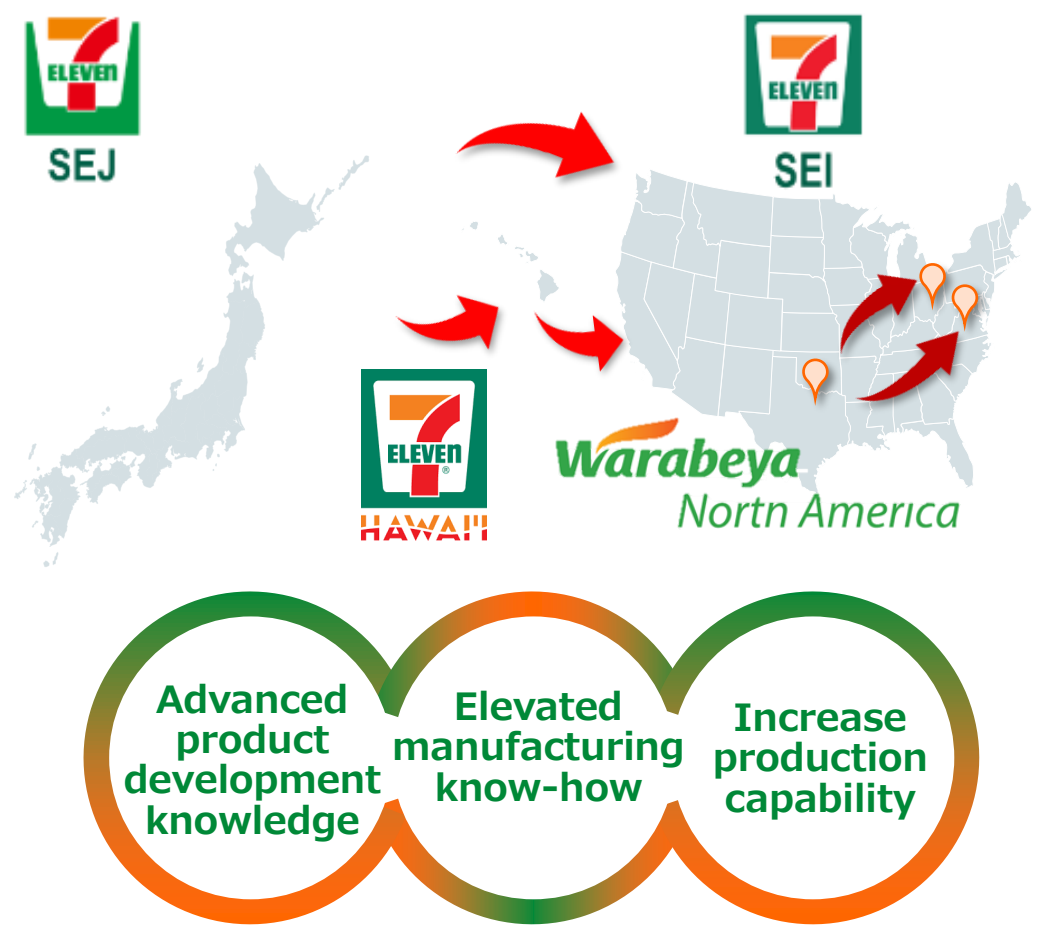
Accelerate product innovation
by enhancing value-chain

Accelerate Food Growth by Strengthening the Value Chain

Enhancement of Proprietary Products Value-Chain



Modernize fresh food Infrastructure



Timeline

	Stores	Status	FY2023	FY2024	FY2025	FY2026
Virginia Commissary	c. 1,300	Opened	→ ★ 2023 Q3 Started Operations			
Ohio Commissary	c. 1,300	Finalizing Contract	→ ★ 2025 Q3			
Texas Expansion	c. 750	Space Pending	→ ★ 2024 Q2			
Los Angeles Expansion	c. 1,200	NDF Partner Under Consideration	Plan → ★ 2026 Q2			

Total c. **4,600** stores
(35% of total stores)

Increase production capability in North America and enhance “Food” Value Chain

7IN's Growth Potential in Existing and New Countries

- High growth potential for 7-Eleven both in existing and new countries

7-Eleven operation status and growth areas

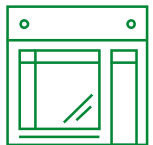
Countries/Regions *1



20 countries/regions

30 countries/regions
By FY2030

Stores *1



84,343

Excl. Japan/North America :

50,120

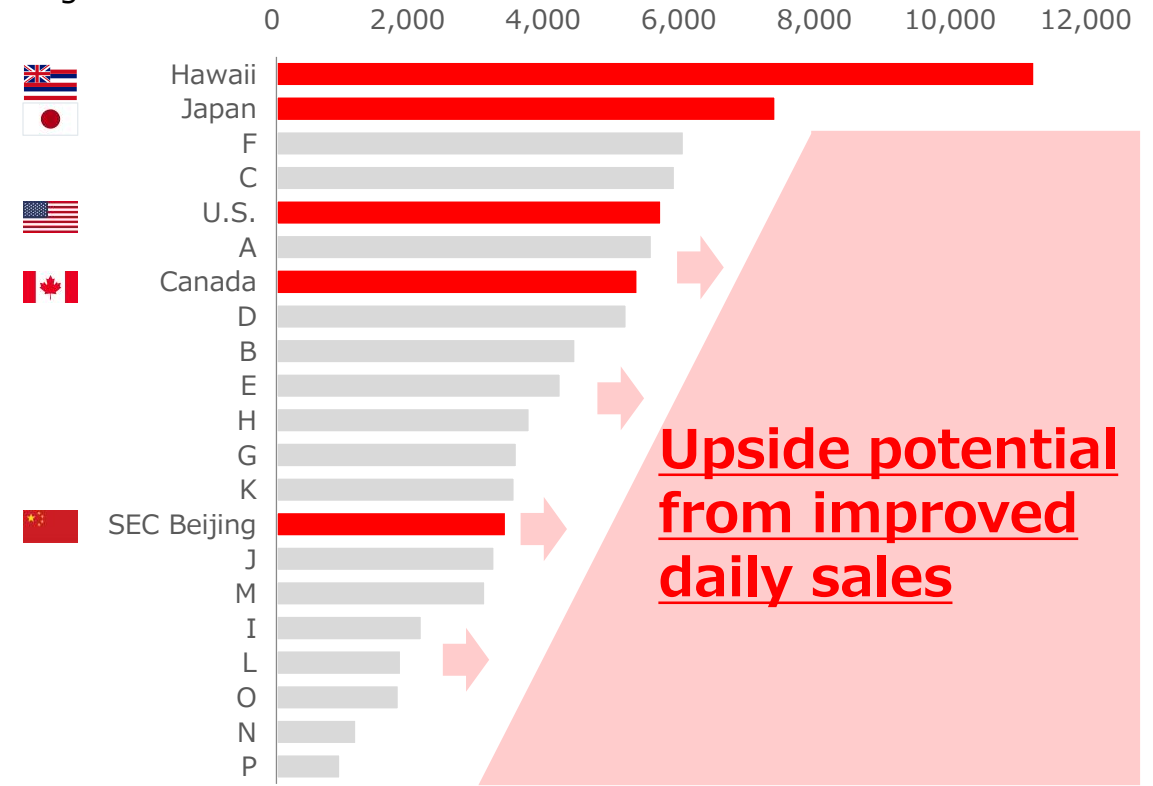
Expand stores
outside of
Japan/North America

*1 As of the end of September 30, 2023

*2 Estimated by multiplying average daily sales of each licensees to "2022 PPP Conversion rate" based on IMF website.
7IN calculates the difference in price in Hawaii and U.S. by referring to the Big Mac index

Purchasing power parity adjusted average daily sales 2022 actual

(Big Mac Index*2)



**Upside potential
from improved
daily sales**

Consolidated Subsidiaries Licensees

7IN to pursue growth globally (excl. Japan/U.S.)

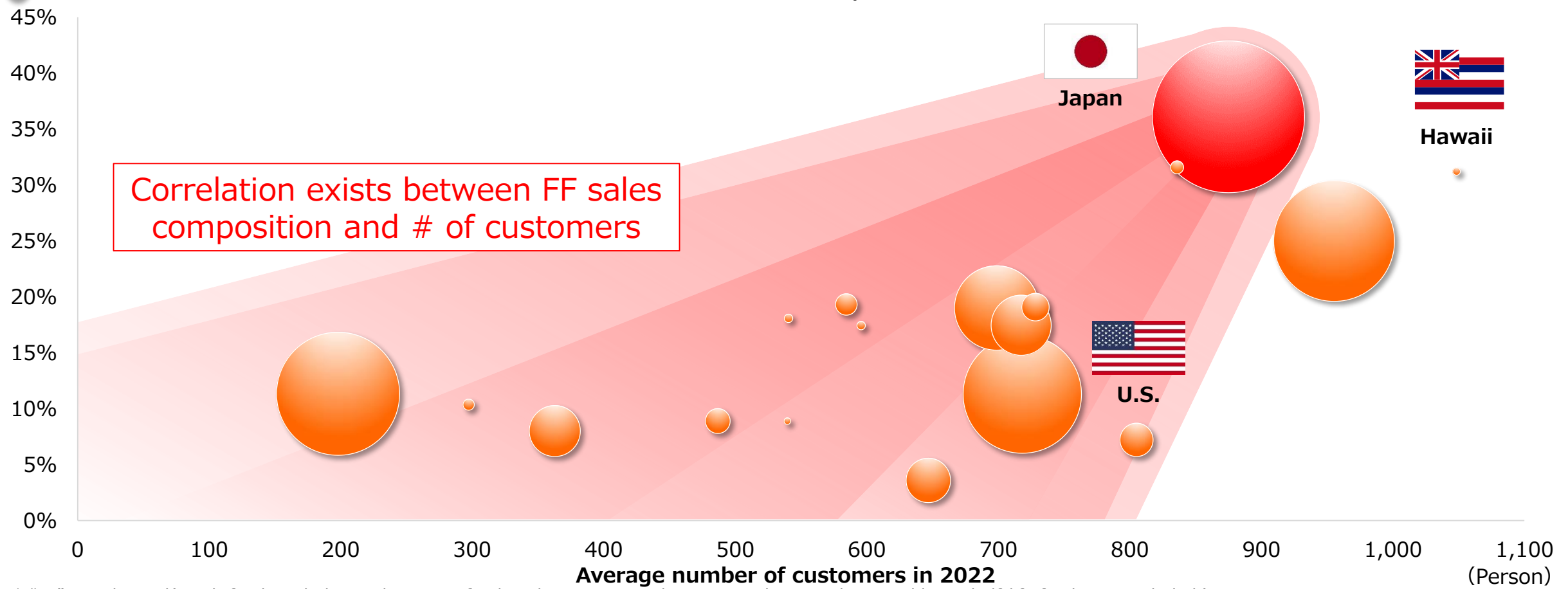
Growth Strategy of CVS Businesses with "Food" at its Core

- Globally expand SEJ's strength in "food"

FF * Sales Composition 2022 (%)

Size of bubble = # of stores

Global 7-Eleven Operations



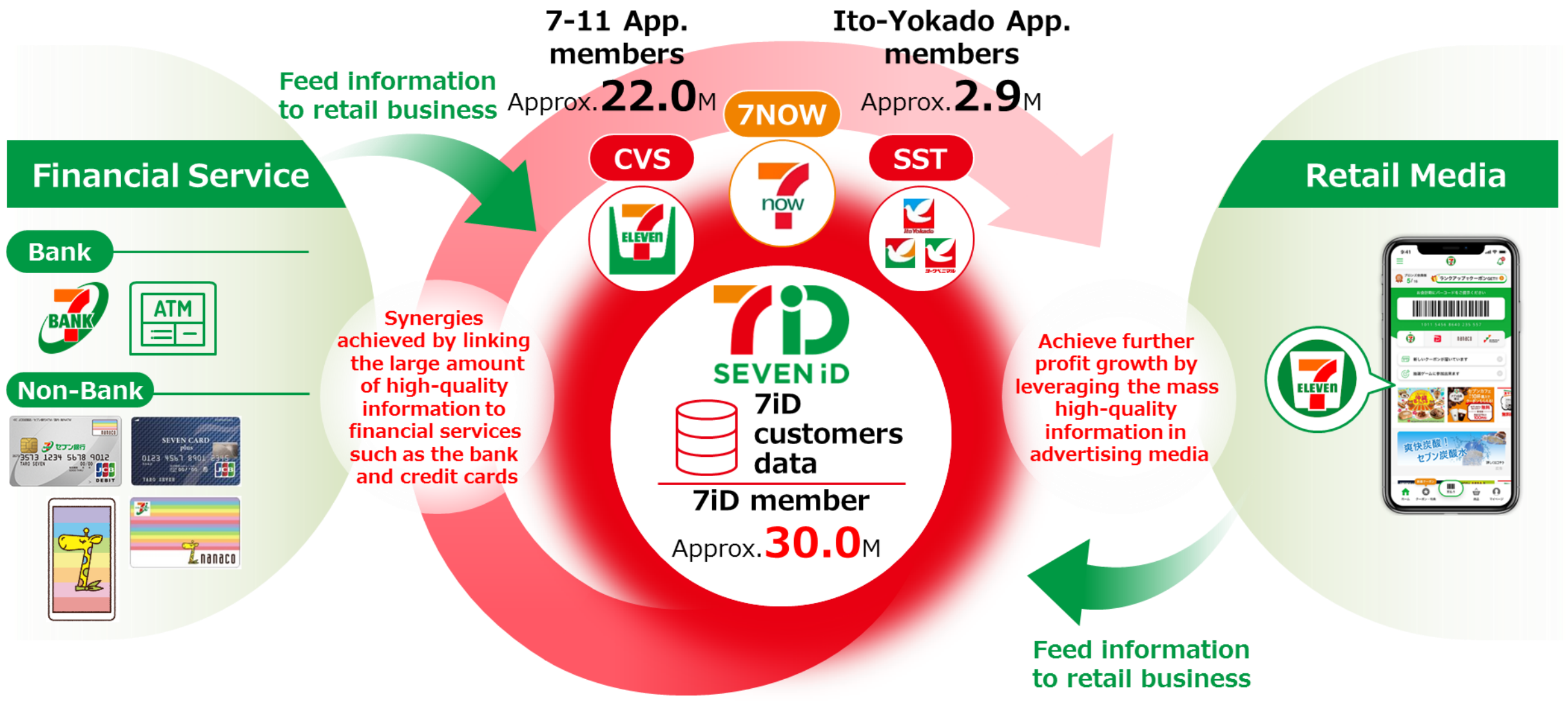
* "FF": Fresh Food(Fresh foods include Ready-To-Eat foods only. Proprietary beverages, dairy products and long shelf-life foods are excluded.)

Expand the business scale globally by leveraging strengths in fresh food

7IN Started in January 2022



Accelerate growth in 7-Eleven brand's global market



Note) As of the end of August 31, 2023



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 Co., Ltd.

"IR Day2023"

Overseas CVS Operations Strategy

October 31, 2023

Topic	Page #
□ Current Situation Analysis	3-8
▪ External Environment	3-5
▪ Consumer Behavior	6-8
□ SEI Strategic Initiatives	9-32
▪ SEI Key Priorities	10
▪ Grow Proprietary Products	11-17
▪ Accelerate Digital & Delivery	18-23
▪ Generate Synergies From SEI & SPW Integration	24-26
▪ Grow & Enhance Store Network	27-32
□ SEI Financial Performance	33-36

CSA

EXTERNAL ENVIRONMENT



Macro Environment: Inflation & Fed Actions

Stimulus Money Induced Consumer Spending

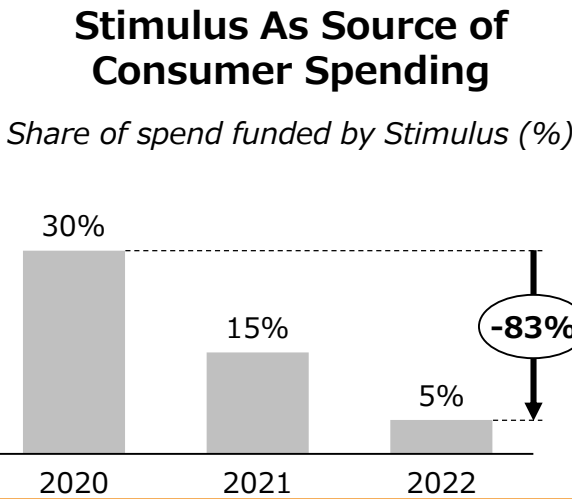
~\$9.7T

COVID-19 Relief Stimulus
Mar 2020- Apr 2022

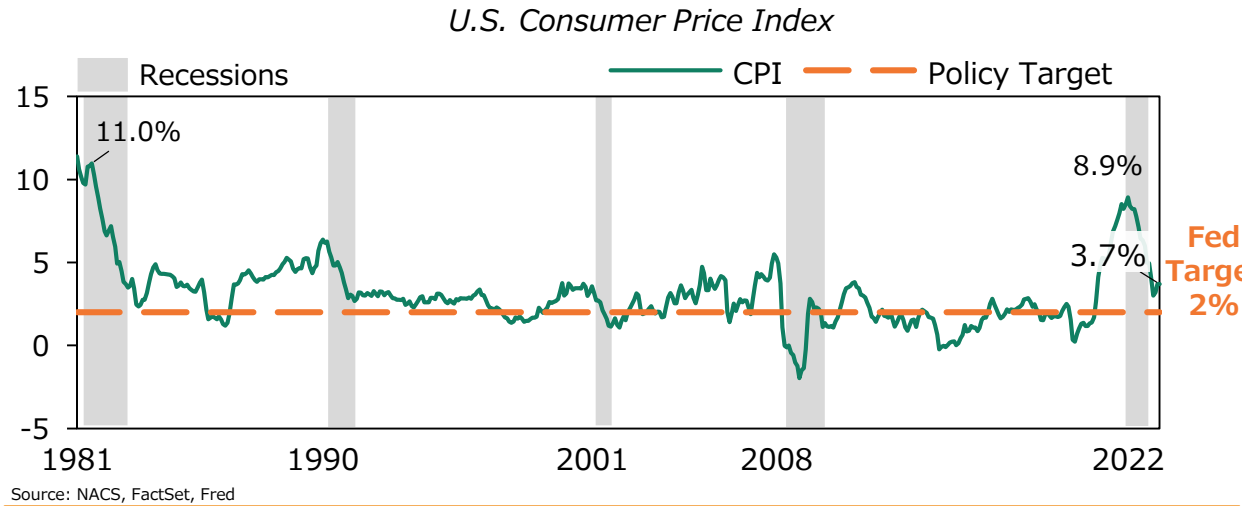
~\$5.3T
Direct Consumer Support

~\$4.4T
Quantitative Easing

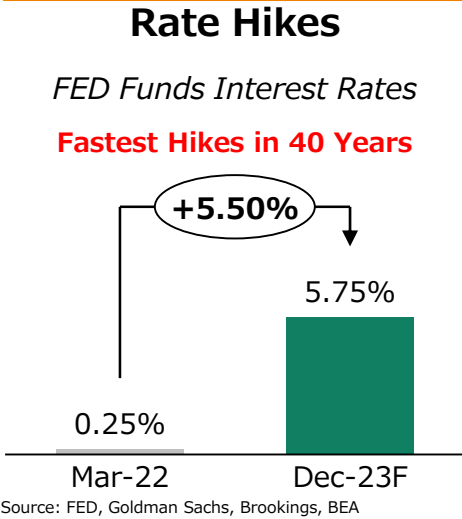
Source: BLS, Bloomberg



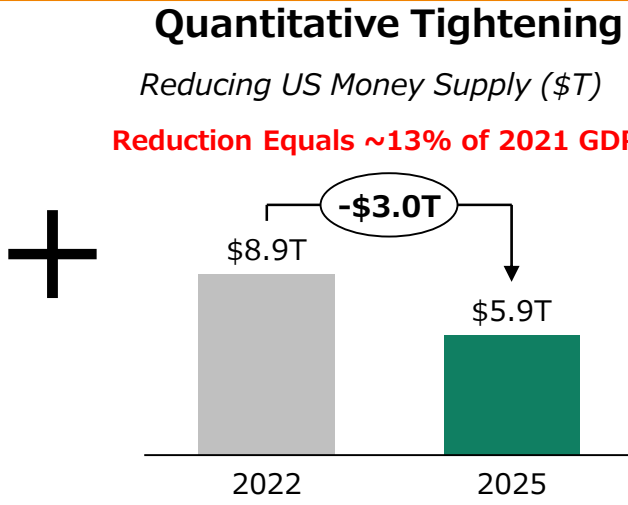
Inflation Cooling Down; Still Above Long-Term Averages



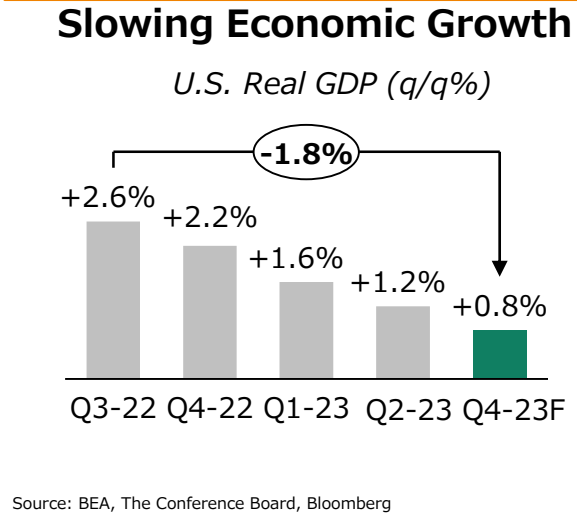
Fed Action to Combat Inflation...



Source: FED, Goldman Sachs, Brookings, BEA



...Creating Recessionary Pressures



Source: BEA, The Conference Board, Bloomberg

Rolling Recession

"Instead of decreasing at once, sectors decline sequentially while the aggregate economy remains fairly stable."

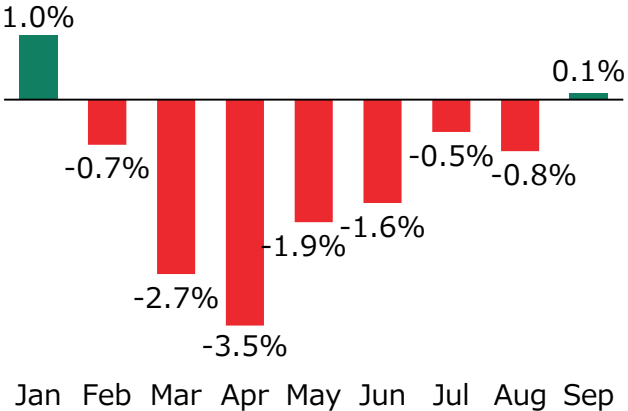
White House Council of Economic Advisers

Business Challenges & Response

Real Retail Sales Declining with Rising Costs

Real Retail Sales

(2023 vs 2022)



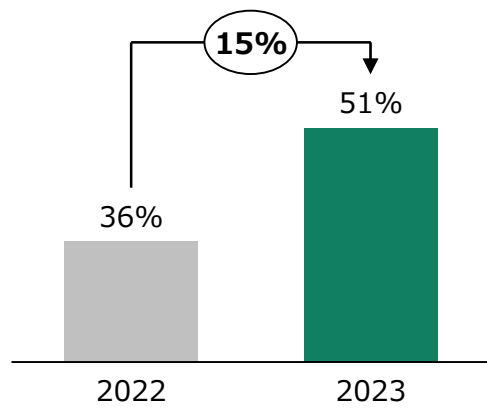
Source Bloomberg, YCharts, Fred, NACS

Increasing Cost of Doing Business (Sep-23 vs Sep-19)

Food	+25%
Commodities	+22%
Energy	+38%

Vendors & Retailers Passing Cost to Consumers

% of Retailers that Raised Prices (Survey as of Feb 2023)



Source: BDO, Business Insider, NY Times

However, Consumers are Tapped Out on Increasing Costs

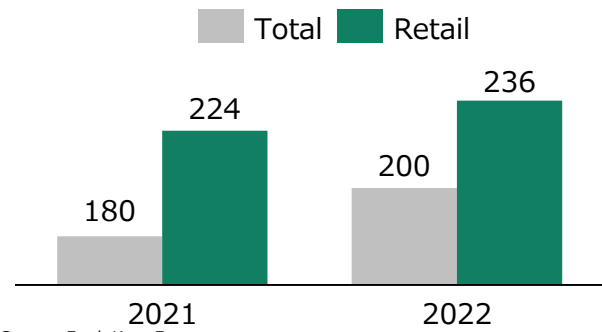
The New York Times

04/29/2023

"Consumers are starting to resist price increases by **cutting back or trading down to lower-priced options.**"

Labor Challenges Impacting Retail

Voluntary Quitting Index
Apr 2020 = 100



Source: Fred, Korn Ferry

74%

Retail workers looking to change jobs in 2023

Top Reasons:

- Limited flexibility over hours
- Limited benefits
- Safety/ Security Concerns

82%

Retailers planning to invest more in technology

45%

Retailers converting cash register space to self-checkout

Source: Retail Dive



Businesses Facing Declining Real Sales, Rising Costs and Labor Challenges

CSA CONSUMER BEHAVIOR

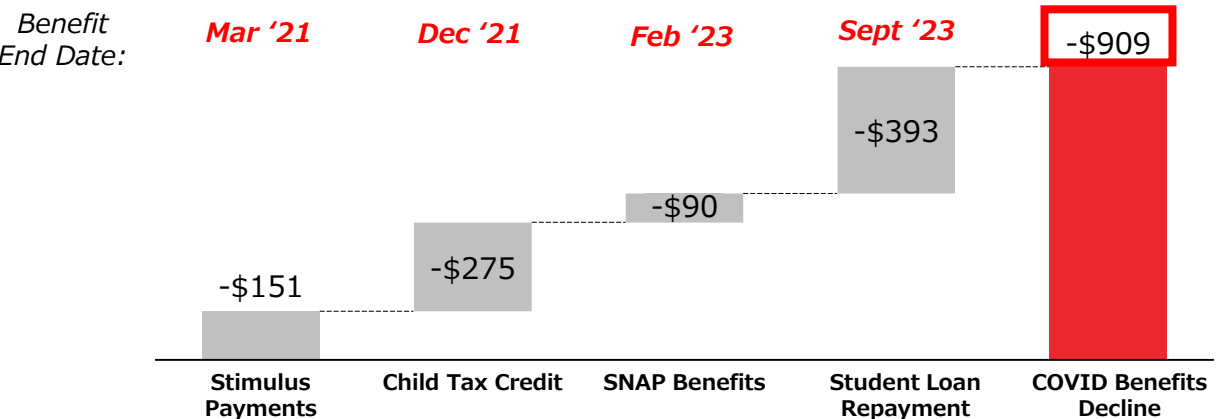


Consumer Financial Position

Stimulus Benefits From COVID are Gone

Pull-back of COVID Benefits

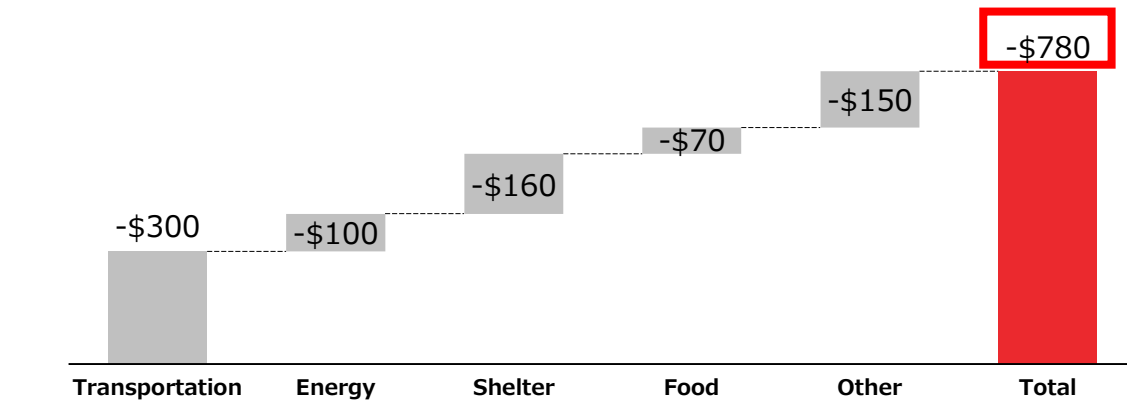
Average monthly benefit decline per participant



Inflation Causing Prices to Rise, Affecting Consumer Wallet

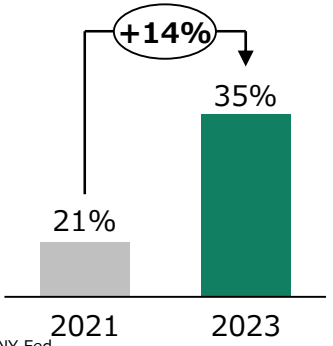
Rising Inflation Impacting Consumer Spending

Cumulative price increases per month (vs 2021) for all households



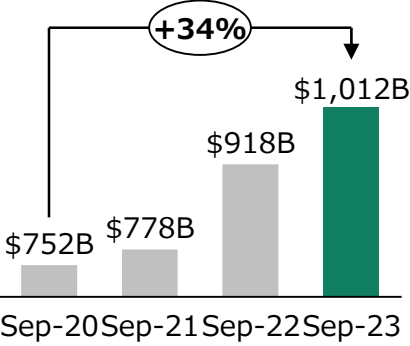
Rising Reliance on Debt

% of Households Using Credit Cards for Necessities



73%
Consumers said higher prices has affected their ability to cover monthly expenses

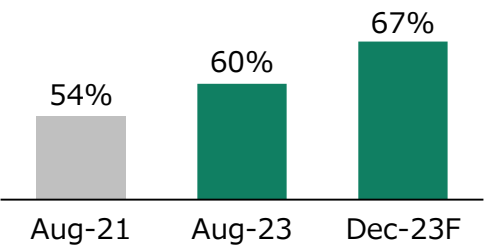
Credit Card Balances
Highest ever balance



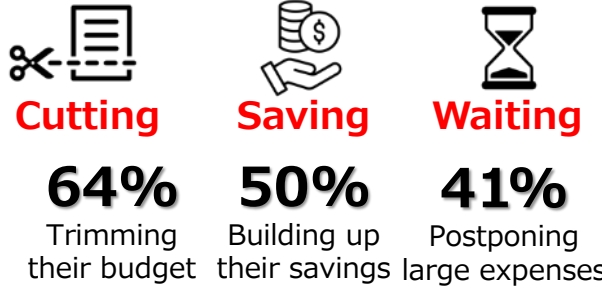
Cumulative Impact: Consumers Living Paycheck to Paycheck

Paycheck-to-Paycheck Lifestyle Becoming the Norm

Share of Population Living Paycheck to Paycheck



Key Budget Intentions for 2023



Shrinking Savings & Rising Debt Have Consumers Preparing For the Worst

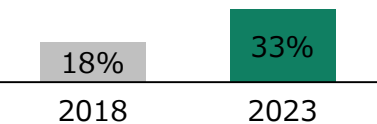
Changing Consumer Behavior

Consumers Want Food at a Great Value

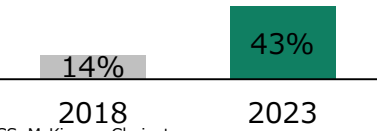
Affordable, High-Quality Food and Beverages

Reasons to visit C-Stores

Lower priced food & beverages



High-quality of food & beverage



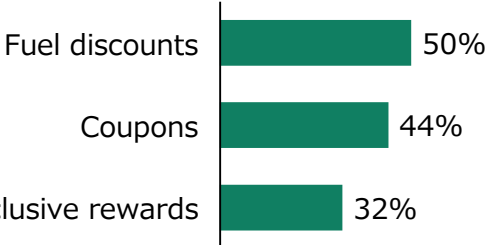
70% of c-stores consider innovating foodservice as a top growth priority
"Enhancing the Foodservice Offer", NACS 2022

Source: Mintel, NACS, McKinsey, Chainstoreage

Leveraging Digital & Delivery

Leveraging Digital

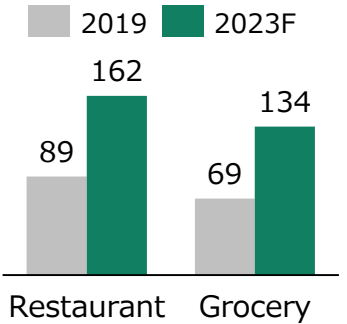
Top 3 Reasons for Engaging with C-Store Apps



Source: MarigAold, IRI, NACS

Delivery Remains Strong

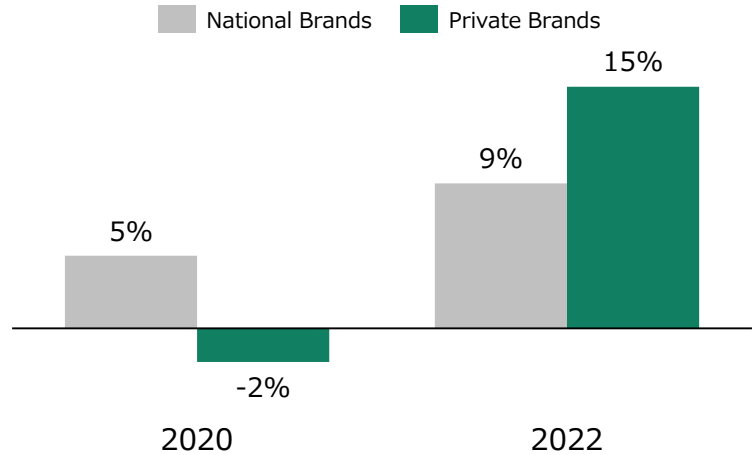
U.S. Delivery Users (In millions)



Seeking Out Private Brands for High Quality with Lower Price

Convenience Channel – YoY \$ Sales % Change

~15%
Price savings between Private Brands and National Brands



Source: NACS

Changing C-Store Expectations

Higher Quality Food

72%
Increase in C-Stores foodservice sales in 2022

Faster & Easier Fueling

75%
Will drive off if there are >2 cars in line at the pump

Source: Shekel/ Bloomberg, CS News

Larger, Contemporary Facilities

+48%
Increase in avg. size (~4.6K sq. ft) of new c-stores vs. 2021

Digital Innovation

87%
Prefer stores with frictionless shopping

Consumers are Seeking Value as the Economic Environment Changes

STRATEGIC INITIATIVES



1 Grow Proprietary Products

Fresh Food & Restaurants



Enhanced Value Chain



Proprietary Beverages



Private Brands

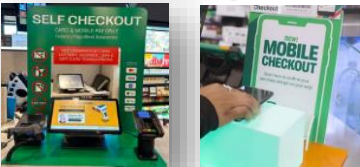


2 Accelerate Digital & Delivery

Loyalty Programs



Frictionless Experiences



7NOW Delivery



Retail Media Network



3 Generate Synergies From SEI and Speedway Integration

Store & Company Integration



Capture Synergies



4 Grow and Enhance Store Network

Organic New Build Stores



Mergers & Acquisitions



Grow
Proprietary Products

Accelerate
Digital & Delivery

Generate Synergies
From SEI & SPW
Integration

Grow & Enhance
Store Network




Grow Proprietary Products


Proprietary Products Strategy & Growth Plan

Long-Term Strategy


FRESH FOOD



PROPRIETARY BEVERAGES




PRIVATE BRANDS



VALUE CHAIN

Warabeya North America



Growth Plan

- ✓ Accelerate **Fresh Food Growth By Enhancing Value Chain**
 - ✓ Improve **Product Assortment** through innovation
 - ✓ Enhance **Value Chain**
 - ✓ Grow **Restaurants**
- ✓ **Expand & Modernize** Proprietary Food & Beverages
- ✓ Grow **Private Brands**

Plan to Add New Capabilities to Support Proprietary Business

CSA

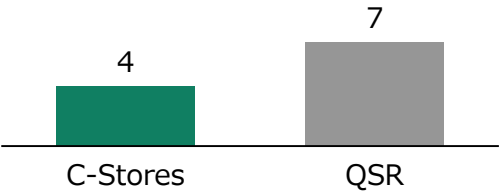
Increasing Demand for Fresh Food

76%

Have purchased a ready-made meal from a c-store

C-stores advantages: Quicker prep time, more variety, convenience and shorter wait times
- Forbes

Average Wait Times (minutes)



QSRs Still Preferred for Fresh Food

31.8%

(+3.4% vs 2021)

C-store shoppers stop at a QSR within 30 minutes

Source: NACS, Forbes, Bluedot, Intouch

Key Strategies to Drive Growth

VALUE

QUALITY

INNOVATION



Drive Sales With Value, Quality & Innovation

Nationally launch items developed by Warabeya



Continue to leverage Warabeya's capability



Value Chain – Innovate with Warabeya

Strategy



Modernize Fresh Food Infrastructure

- Advanced product development knowledge
- Elevated manufacturing know-how
- Increase production capability



SEI Actions – Innovate and Expand



Tonkotsu Ramen Noodle



Ham and Cheese Sweet Bread Sandwich



Open Tacos



Sesame Cold Noodle Salad



Vegetable Wrap
*non-meat



Meatball Spaghetti

Proprietary Beverages – Expand Coffee Modernization & Slurpee Innovation

Coffee & Food Modernization


Specialty Beverage




Soft Heat & Bean to Cup



Customer Experience



Self-Serve Roller Grill



Bake In Store



Grab and Go Cases



4,800+
Stores with New Coffee
& Food Program




**Aggressive Value Offers and
Marketing to Boost Awareness**



Stores with New Platform Outperforming in Coffee Sales

Slurpee Innovation

We are on a journey to contemporize the Slurpee brand

Customer Insight	Brand Purpose	Visual Identity	Brand Design
BUILD A LIFE. NOT A GRIND You face every day with an optimistic determination to find success on the path chosen. Never finished, you're here to build a self-made life, not to grind to anyone else's standards.	ANYTHING FLOWS 	VIS ID REFRESH 	MODERN GRAPHIC DESIGNS 

Aggressive Values to Support Rebrand and Exclusives



Private Brands – Strategy & Growth Plan

Strategy and Action

Private Brands Strategy

High Quality Differentiated Products

Deliver **Value To Customers**
Less Expensive than National Brands

Better Margin and Penny Profit
for Franchisee & Store

- Private Brands in-sourced in 2014 to meet customer expectations
- Currently: 900+ Private Brand items in portfolio; ~300 in Speedway
- High margin items



Growth Plan for 2023

Drive Consumer Demand Through Innovation

+135
New Items in 2023



Continuously Improve Core Items

Continuous Improvement & Cost Engineer



Deliver on ESG

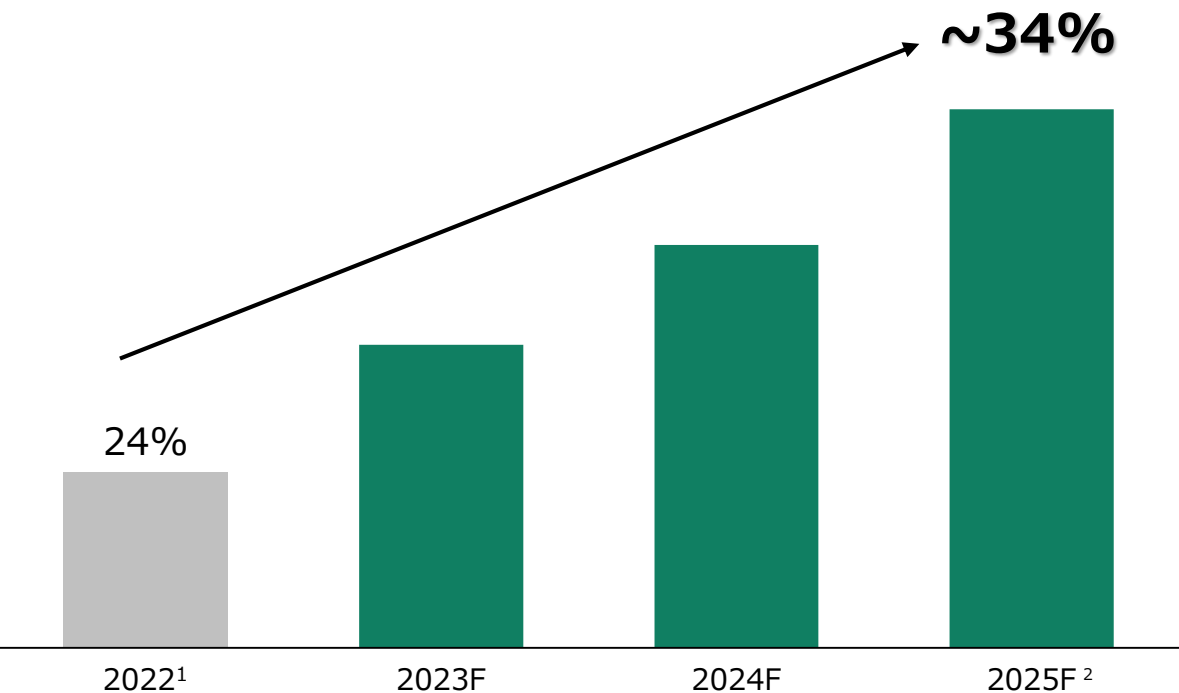
800K
Trees Planted
With every case of Skyra sold,
1 tree is planted to help
offset carbon emissions



Proprietary Products – Growth Path to 2025 & Key Takeaways

Fresh Food, Prop. Bev. & Private Brands

% Mix of Total Merch Product Sales; US Same Store



- ✓ Accelerate **Fresh Food** growth by enhancing Value Chain
- ✓ Grow **Proprietary Beverages**
- ✓ Grow **Private Brands**

(1) 2022 excludes Speedway
(2) 2025 will include Legacy SEI and fully integrated Speedway stores

Growing Mix of High-Margin Proprietary Products to ~34% by 2025

Accelerate Digital & Delivery

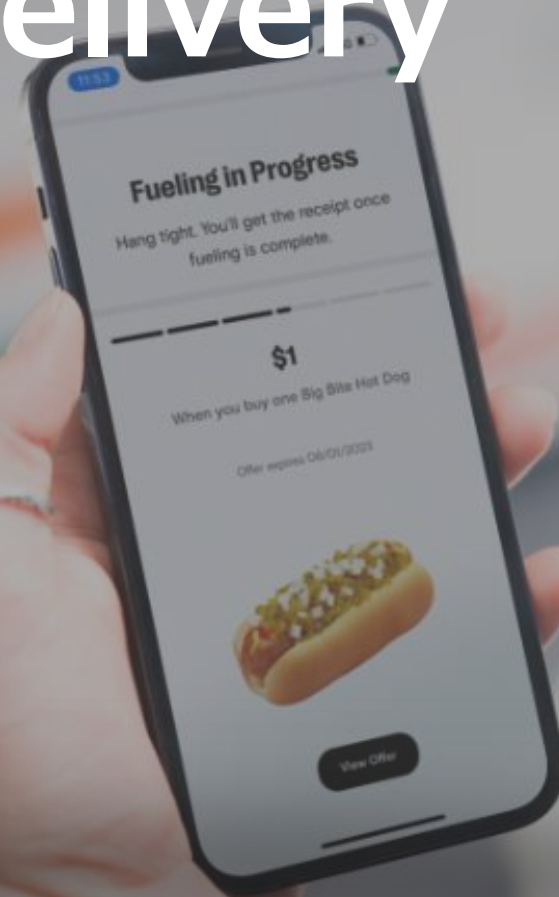


**Grow
Proprietary Products**

**Accelerate
Digital & Delivery**

**Generate Synergies
From SEI & SPW
Integration**

**Grow & Enhance
Store Network**



7NOW Value Proposition

Delivery from 7-Eleven Meets Customer Needs



~28 min

National avg. YTD

>50% US Population

Within 2 miles of a store



10+
Marketplace
Partnerships

Delivery Growth Driven By Product Mix And SPW Expansion

Late-Night Customer Cravings



Add on Products to Meals from Restaurants

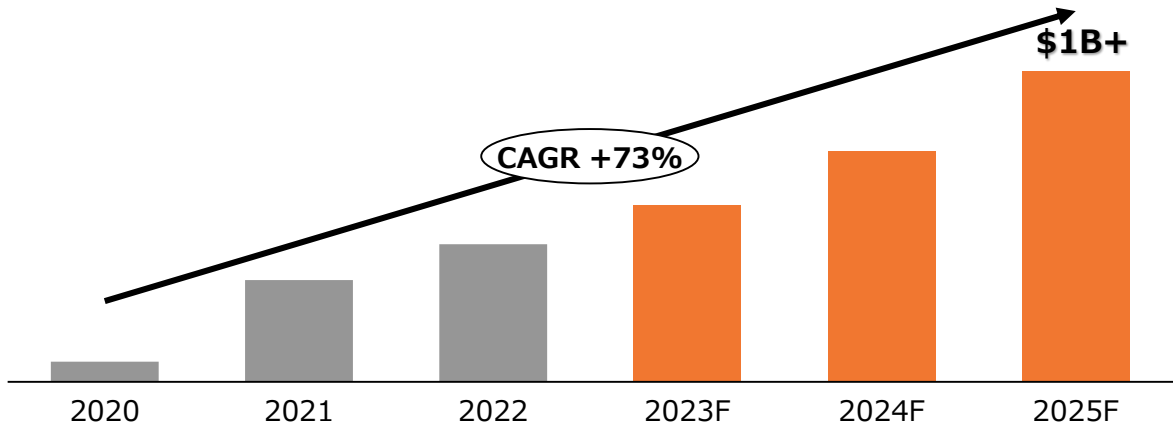


50%

Top 10 items are
Fresh Food and
7-Eleven Private
Brands

Growth strategy to 2025

Annual Delivery Sales

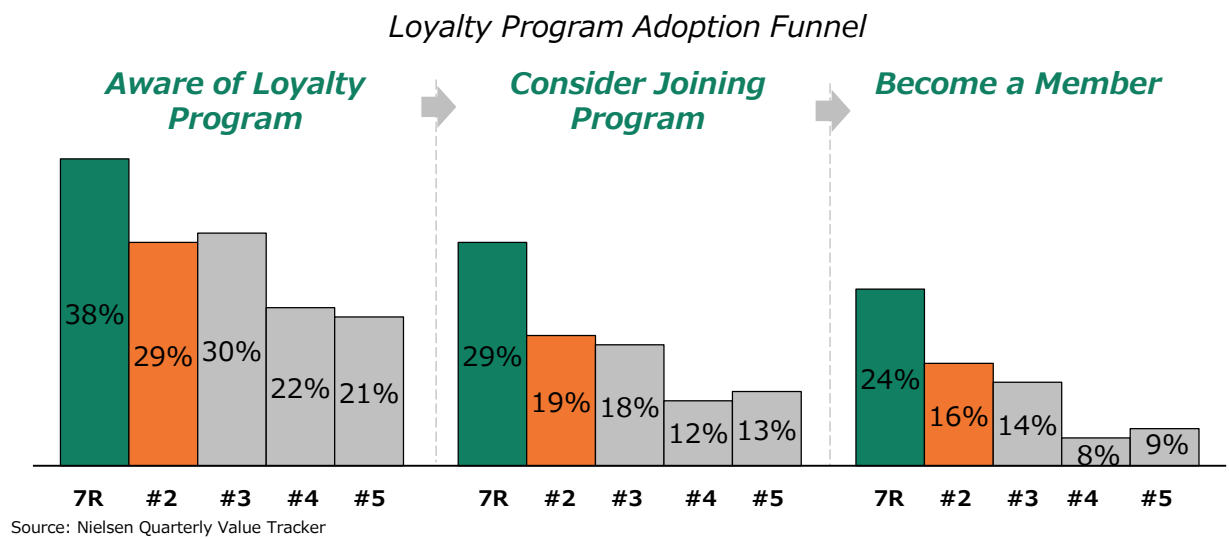


Key Action to Drive Growth

- Continue expansion to **Speedway** stores
- Drive **fresh food** with 7NOW
- Grow **Gold Pass** membership & engagement
- Expand **restaurant delivery** across Laredo Taco, Speedy Cafes & Raise the Roost

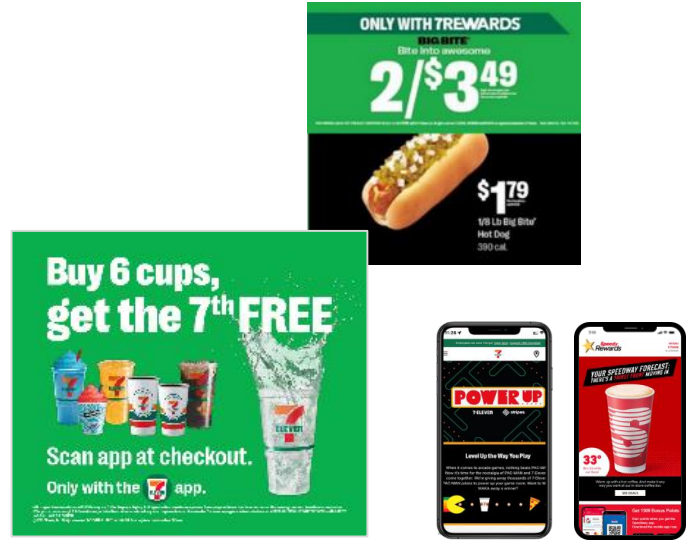
Targeting \$1 Billion 7NOW Sales Goal by 2025

SEI's Loyalty Programs are Leading the Industry



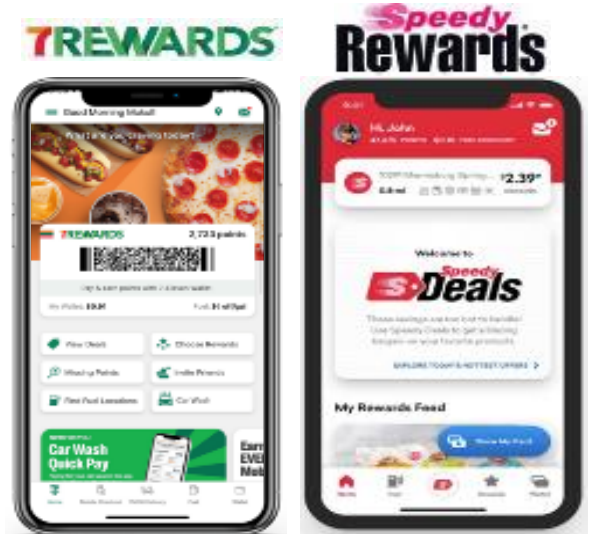
95M
Registered Members

7Rewards and Speedy Rewards in US and Canada



Strategies for Growth

- Continue Increasing Value Perception to Grow Registered Members & Scan Rate
- Optimize Member Pricing by implementing "Everyday Member Pricing"
- Accelerate Personalization



Frictionless Shopping and Store Simplification

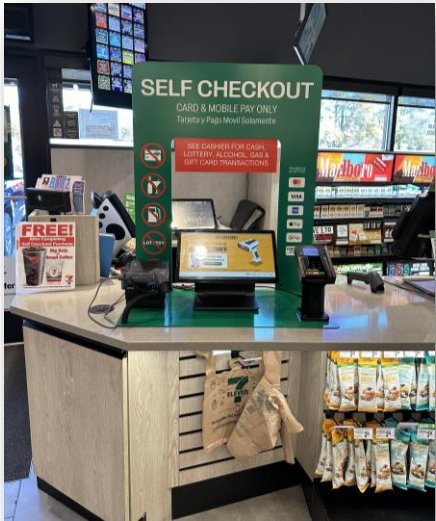
Mobile Checkout

Skip The Line Every time

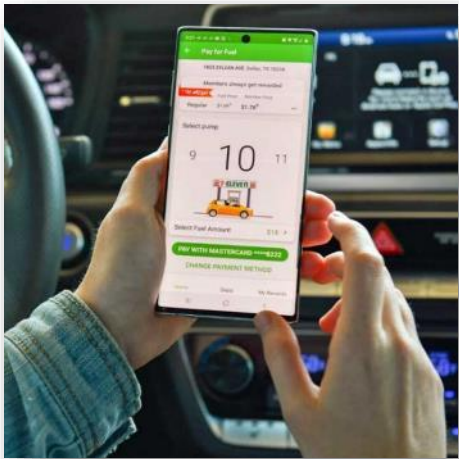


Self Checkout

Simplify Store Operations



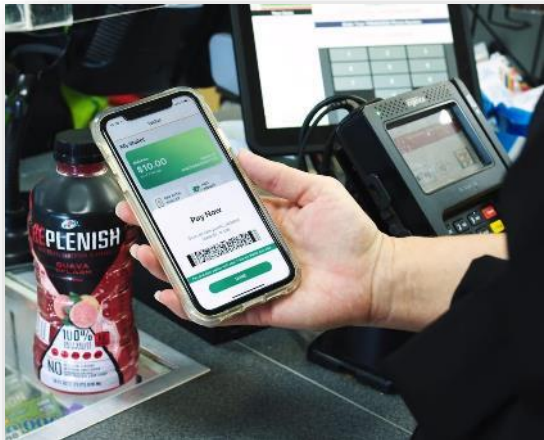
Fuel Loyalty



- **Contactless** fuel payment experience
- **Fuel Price Lock**

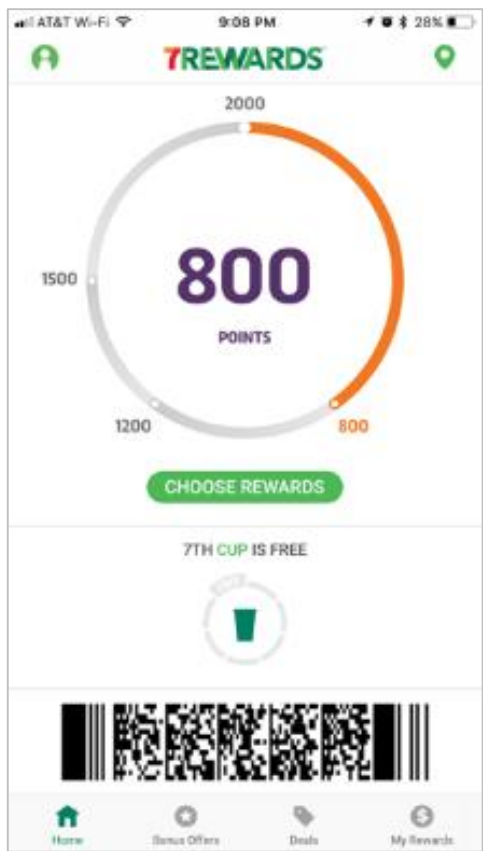


7-Eleven Wallet



- **Exclusive** offers and deals
- Secures **future sales**
- Brings **rewards** to cash customers

Evolution of the 7-Eleven App



2017



2018



2019-2020



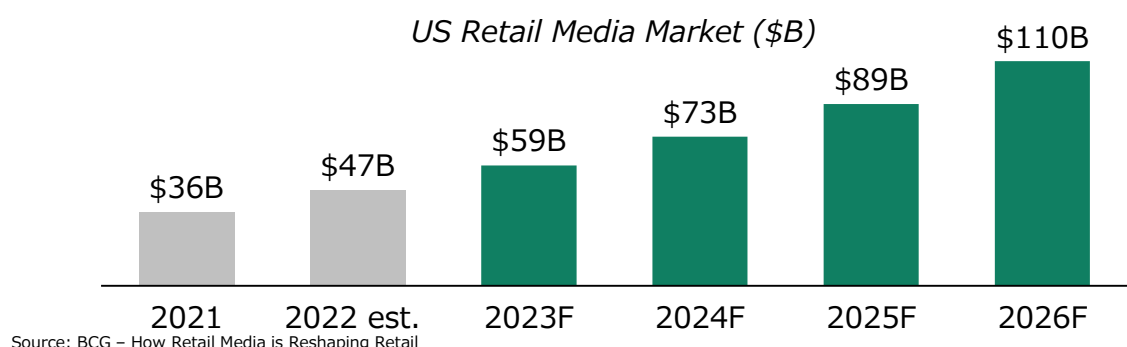
2021-2023

Newest Features

- **2-step login** across all digital channels
- **Earn & Redeem** across digital experiences
- **Personalized content & offers**
- **New 7NOW design**

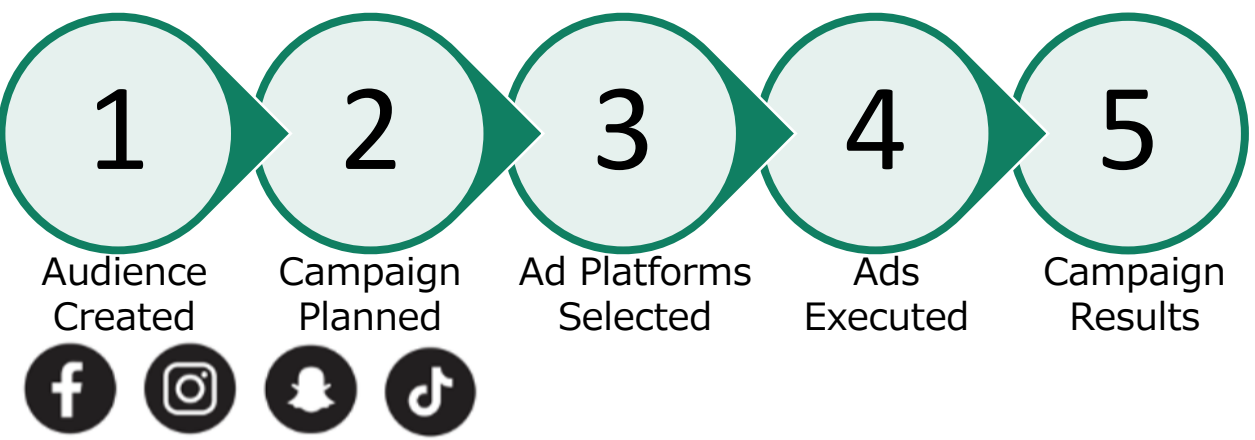
CSA

Retail Media Continues to Grow as a Channel and Retailer Source of Profit



YTD Progress – Gulp Media Network Launched

Campaign Process Tested & Verified



Key Strategies to Monetize Customer Data

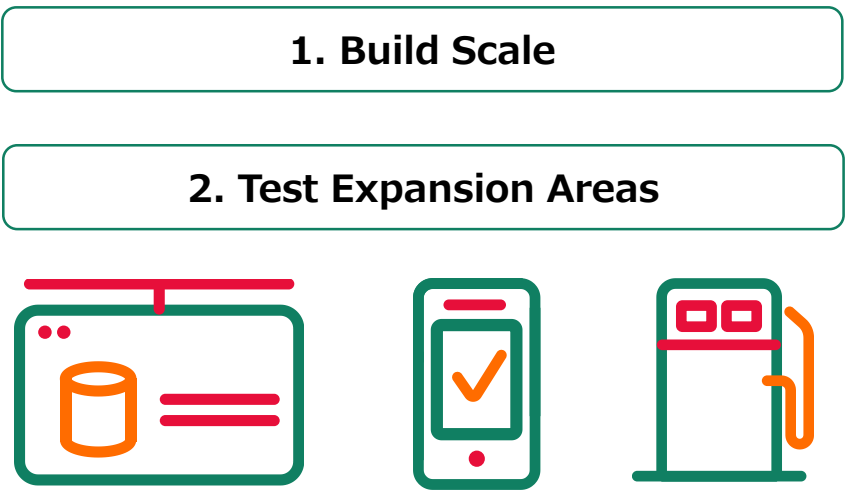
Utilizing SEI's Customer Data to Create New Sources of Revenue from Media, Insights & Analytics Solutions

Retail Media Network featuring digital media and in-store channels

Customer Insights & Analytics platform

Proprietary Customer Research Panel

Action Plan for 2023



Retail Media Network Will Drive Value for SEI

Grow
Proprietary Products

Accelerate
Digital & Delivery

Generate Synergies
From SEI and SPW
Integration

Grow & Enhance
Store Network

Generate Synergies From SEI & SPW Integration



Key Synergy Focus Areas

Merch Sales & Margin



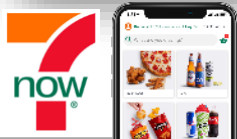
Scale / Cost Leadership



Fuel Logistics



Digital (Growth) Synergies



Milestones

- 1 Optimized Assortment with Vault and Center of Store Resets
- 2 Leveraged Scale through National Contracts
(Cost Leadership Committee)
- 3 Transitioned In-House Maintenance to ~4,000 Stores
- 4 Expanded Speedway Fuel Transportation Coverage to 450+ 7-Eleven Stores
- 5 Launched Delivery in ~1,900 Stores

2022: Achieved \$682M in Synergies **2023:** Target Increased to \$800M

Proprietary Retail System

Enables Retailer Initiative

- Customized store-by-store assortment and use data to optimize space-to-sales, margins and gross profit
- Faster cycle for product innovation to get to stores
- Drives increase in merch sales, margin, and merch gross profit



Unifies Store Systems & Operations

- Standard technology support in store
- Unified customer experience
- Enables consistent in-store training & execution



Integrates & Simplifies Store Reporting & Support

- Centralized and Unified Data – “one source of truth”
- Clearer, Faster and Better Insights
- Enables integrated support teams across brands



Maximize
each Store's
Profitability



Differentiate
the Store From
Competitors



Increase
Customer
Satisfaction

Conversions Critical to Unlock Future Synergies and Enable Retailer Initiative Acceleration



Grow
Proprietary Products

Accelerate
Digital & Delivery

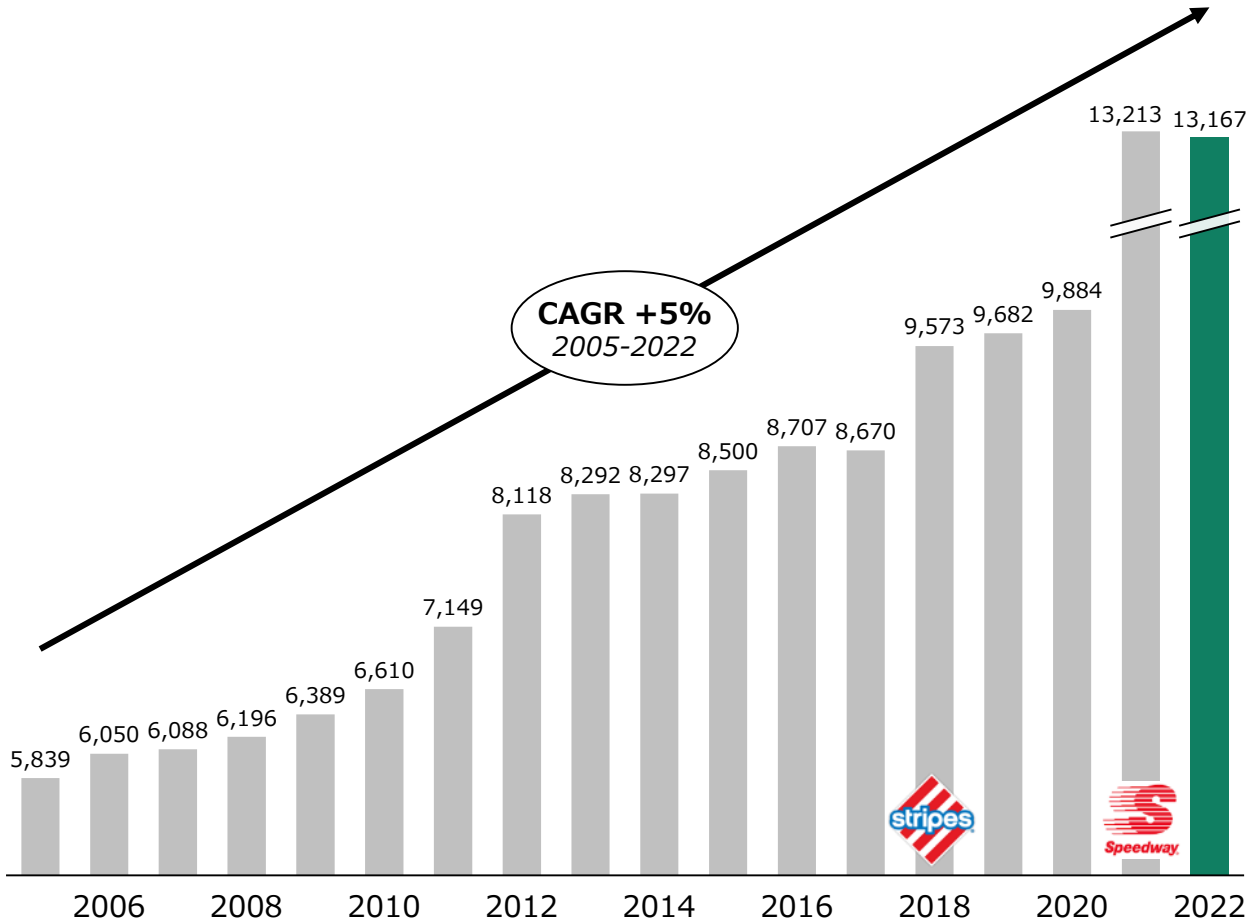
Generate Synergies
From SEI & SPW
Integration

Grow & Enhance
Store Network

Grow & Enhance Store Network



SEI Number of Stores



- ✓ **Highly fragmented convenience store industry**
- ✓ **Proven SEI track record of store growth through organic new builds and M&A**

Progressively Developed New Design Standards to Meet Customer Expectations



Prior Standard



- Older brick c-store design
- Limits food & bev execution
- Smaller footprint, cramped lot
- Non-gas/ small fuel

Evolution Stores



- Modern exterior, curb appeal
- Food forward design
- Innovative customer facing elements
- Customized design
- Laboratory environment

New Standard



- Includes Evolution store design elements
- Highlights food & beverage strategy
- Includes features that simplify operations
- Larger lots, large format fuel
- Digitally enabled/frictionless

M&A – Highly Fragmented C-Store Industry Provides Opportunity to SEI

U.S. C-Store Industry vs. Japan C-Store Industry

US	Company Name	Share (based on store count)
1	7-Eleven Inc. (US only)	8.3%
2	Alimentation Couche-Tard Inc	3.8%
3	Casey’s General Stores Inc.	1.6%
4	EG Group	1.1%
5	GPM Investments LLC	0.9%
6	Murphy USA, Inc	0.7%
7	Wawa, Inc.	0.7%
8	QuikTrip Corporation	0.6%
9	Kwik Trip, Inc.	0.5%
10	Sheetz, Inc.	0.4%
Top 10 C-Store Chain Total		18.9%
Total US C-stores (2022 NACS Data)		

Japan	Company Name	Share (based on store count)
1	7-Eleven Japan	38.4%
2	Family Mart	29.6%
3	Lawson	25.1%
Top 3 C-Store Chain Total		93.1%

Fragmented U.S. C-Store Landscape

- ✓ SEI Market Share is **8.3%**
- ✓ Top 10 U.S. C-Store Chains have <20% Market Share
 - ✓ Top 3 Japan C-Store chains have 93% Market Share
- ✓ **63%** of US C-stores Consists of Chains with ≤ **10** Stores

SEI Positioned to Continue Growth through M&A and Deliver Accelerated Returns

M&A – Proven Track Record of Successful Acquisitions

Since 2005, 7-Eleven Has Acquired 7,250 Stores Through 50 Transactions



	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
Deals Closed	2	-	3	2	2	4	10	4	-	4	4	-	1	3	5	6	-	50
Operating Loactions Acquired ¹	213	-	43	71	30	394	702	127	-	285	258	-	1,030	58	170	3,869	-	7,250
% Locations Acquired (w/ Gas)	4.2%	0.0%	100.0%	18.3%	100.0%	57.1%	61.0%	52.8%	0.0%	41.8%	100.0%	0.0%	98.1%	74.1%	98.2%	100.0%	0.0%	86.6%

¹ Includes all channels of trade with real estate.

Successful M&A Track Record

Mature M&A History (49 transactions 2006 - December 2022) ¹



1) Excludes Speedway

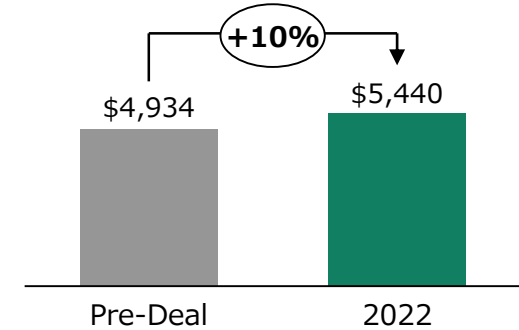
Mature Acquisition Results (Dec. 2022 LTM)

Deals excluding Speedway	MDSE APSD Increase ²	MDSE GPM Improvement ²	ROIC
Major Oil Company C-store Deals	+71.1%	+662 bps	20.5%
Mature Acquisitions	+31.7%	+223 bps	15.5%

2) Percent improvement compared to pre-acquisition

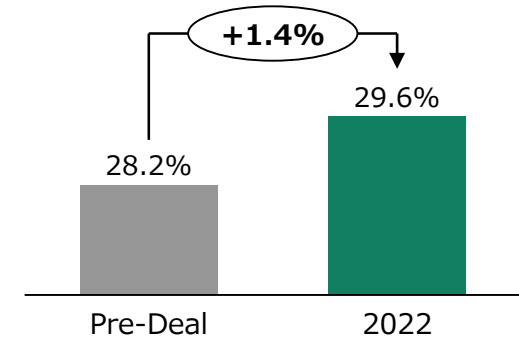
Example: FY2022 Speedway Results

Merch Sales APSD

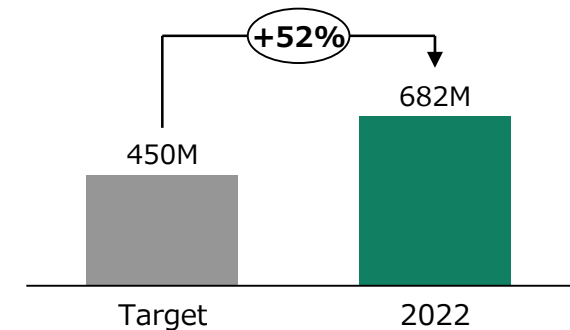


Speedway Margin*

*Accounting change to align pre-SPW to current SEI treatment of consignment accounting



Synergy Results



FINANCIAL PERFORMANCE

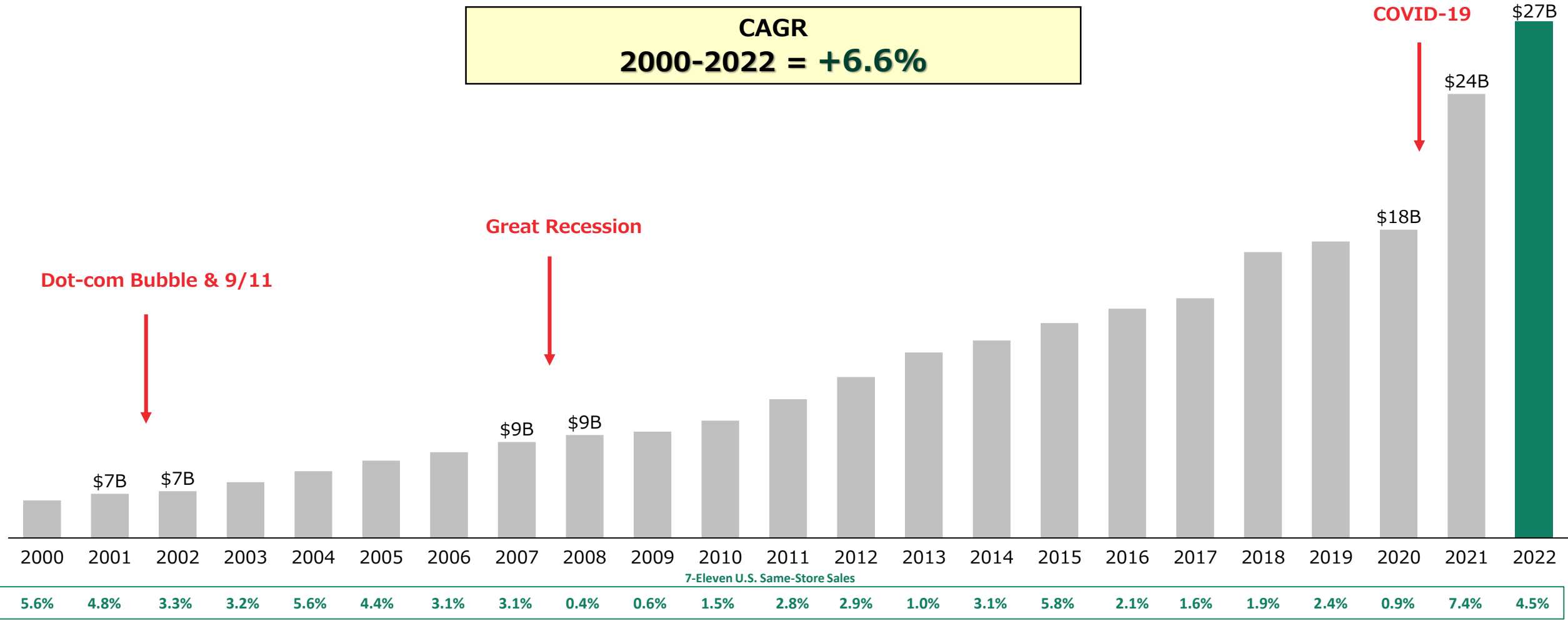


SEI Resilience Through Past Recessions and Macro Headwinds

SEI Merch Sales

(in \$ billions)

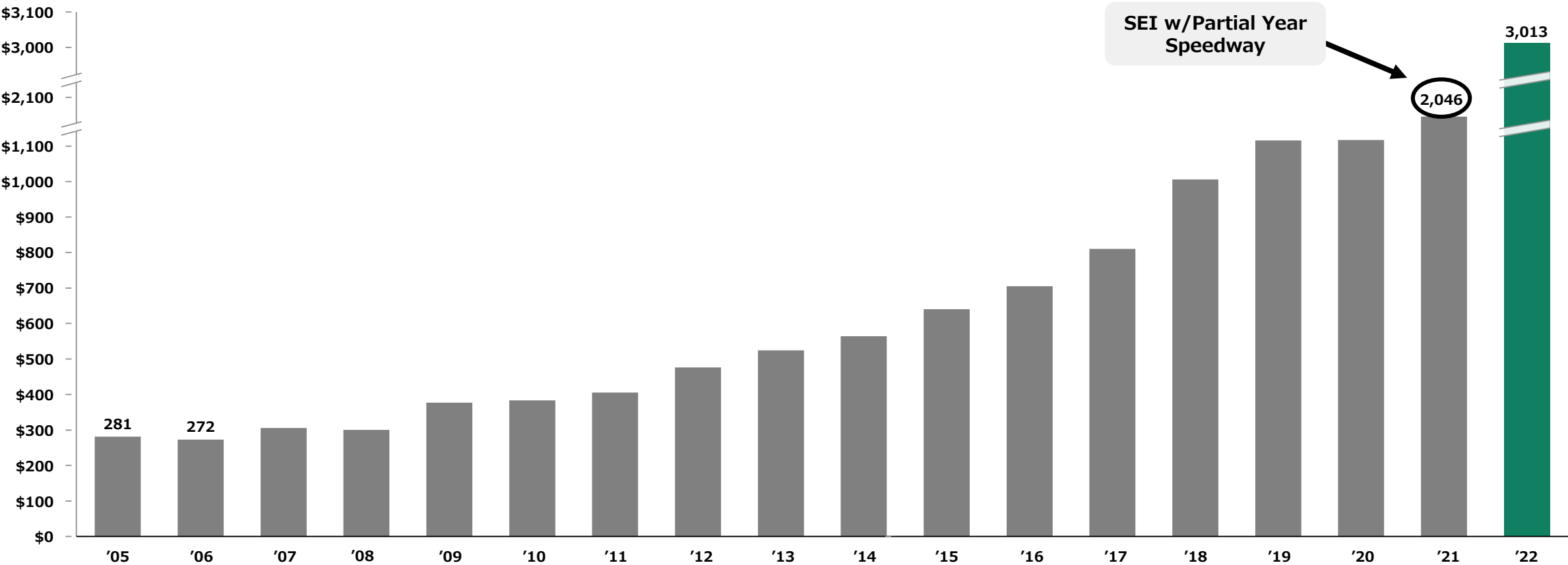
CAGR
2000-2022 = **+6.6%**



- ✓ Business **Remained Resilient** Through Past Recessions
- ✓ **Consistent Growth** in annual U.S. Same-Store Sales for 29 Years

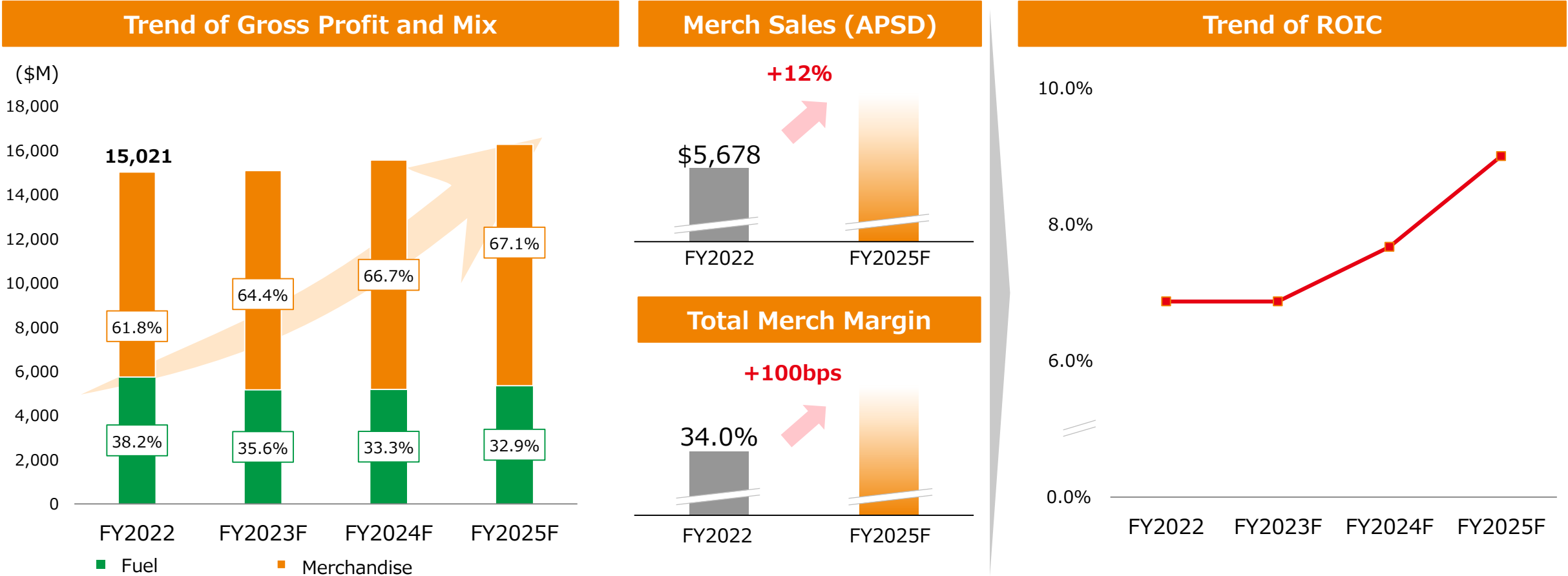
SAM Operating Income (\$M)

CAGR
2006-2022 = +16%



Positioned for Continued Growth in the Future

- Grow Proprietary Products as percentage of Merchandise sales mix to generate profitable growth
- Improve Merchandise Margin and ROIC



Improve ROIC by growing Proprietary Products (Fresh Food, Proprietary Beverages, and PB)



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 Day2023"

Global CVS Operations Strategy

October 31, 2023

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

1 Support Existing Market Growth

- Maximize licensee growth potential by fully leveraging SEJ and SEI's core competencies
- Enhance the 7-Eleven global brand to increase licensee and 7IN profitability

2 Strategic Investments in Existing Markets

- Pursue accelerated profit growth through strategic investments and business involvement with licensees
 - ✓ Investment in Vietnam business

3 New Market Entry

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



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

7IN to Lead the Accelerated Growth of Global C-Stores Outside of Japan and North America

* Middle East & North Africa

7IN Aims to be the Third Pillar of 7&i C-Store Business



Further Accelerating Growth of 7-Eleven Brand Internationally

7-Eleven Global Business



As of September 30, 2023

20 Countries & Regions

As of September 30, 2023

84,343 stores

North America

United States	12,792	
Mexico	1,910	
Canada	600	

Europe/Middle East

Denmark	177	
Norway	129	
Sweden	79	
Israel	10	

Asia-Pacific

Japan	21,431	
Thailand	14,391	
South Korea	13,495	
Taiwan	6,806	
China	4,907	
Philippines	3,624	
Malaysia	2,532	
Australia	759	
Singapore	489	
Viet Nam	95	
Cambodia	72	
India	44	
Laos	1	

Huge Growth Opportunities in Existing & New Markets

C-Store Business Environment in the Global Market

On top of consumer behavior changes caused by COVID, factors such as population growth, urbanization, and evolving new food demand due to aging society brings a great opportunity for the convenience store format to grow.

Mega cities

Aging of
population

Quick food
demand

**Consumer behavior changes from
COVID**

COVID-19

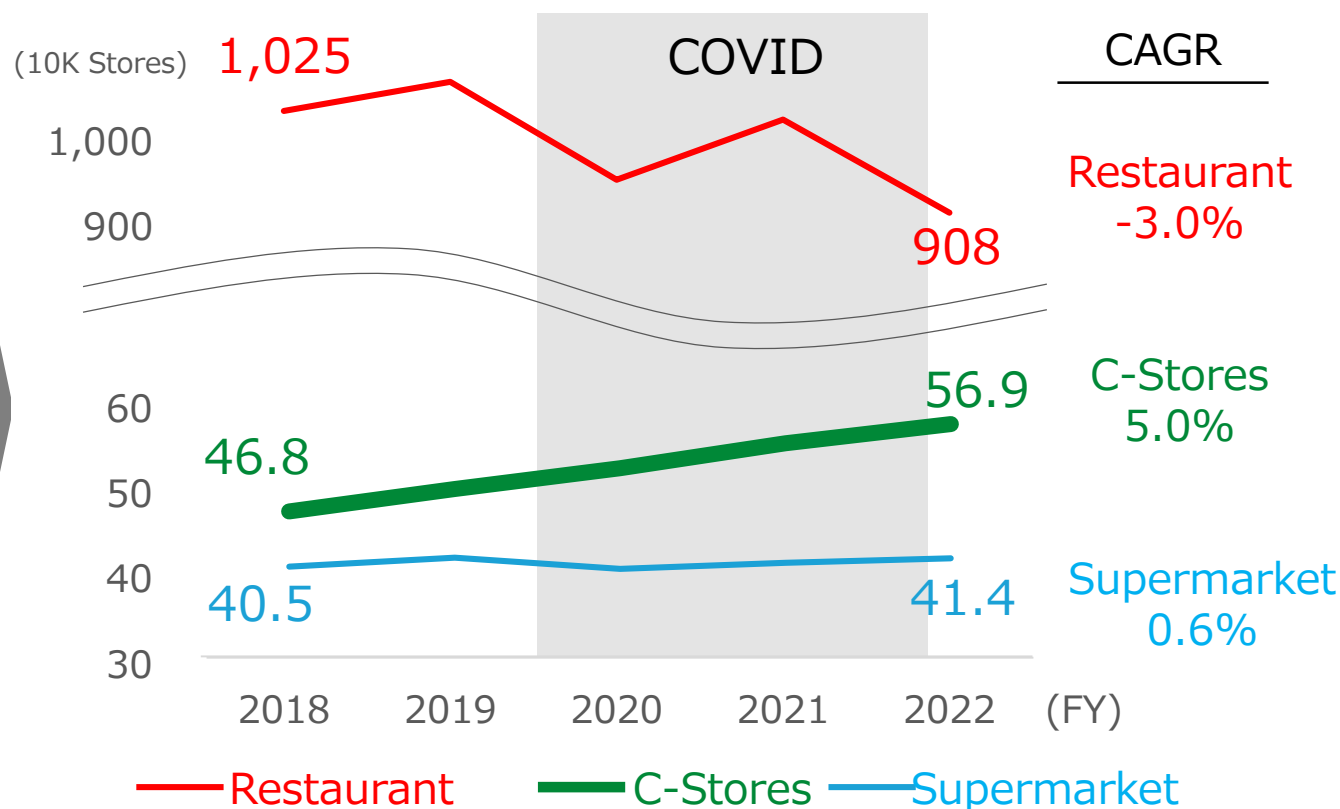
Consumers are reducing travel
distance/frequency and eating more at home

Shopping more at
neighborhood stores

Eating
ready-to-eat meals at
home

**Increased demand for small format
stores with fresh food offerings**

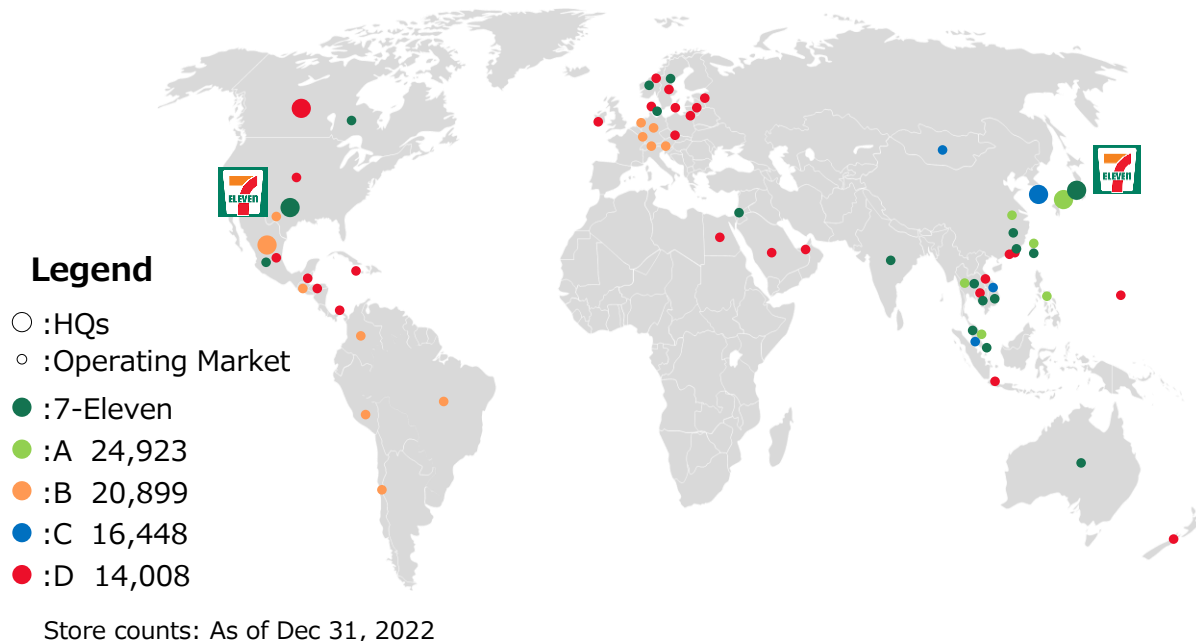
Number of Outlets – Global Trend



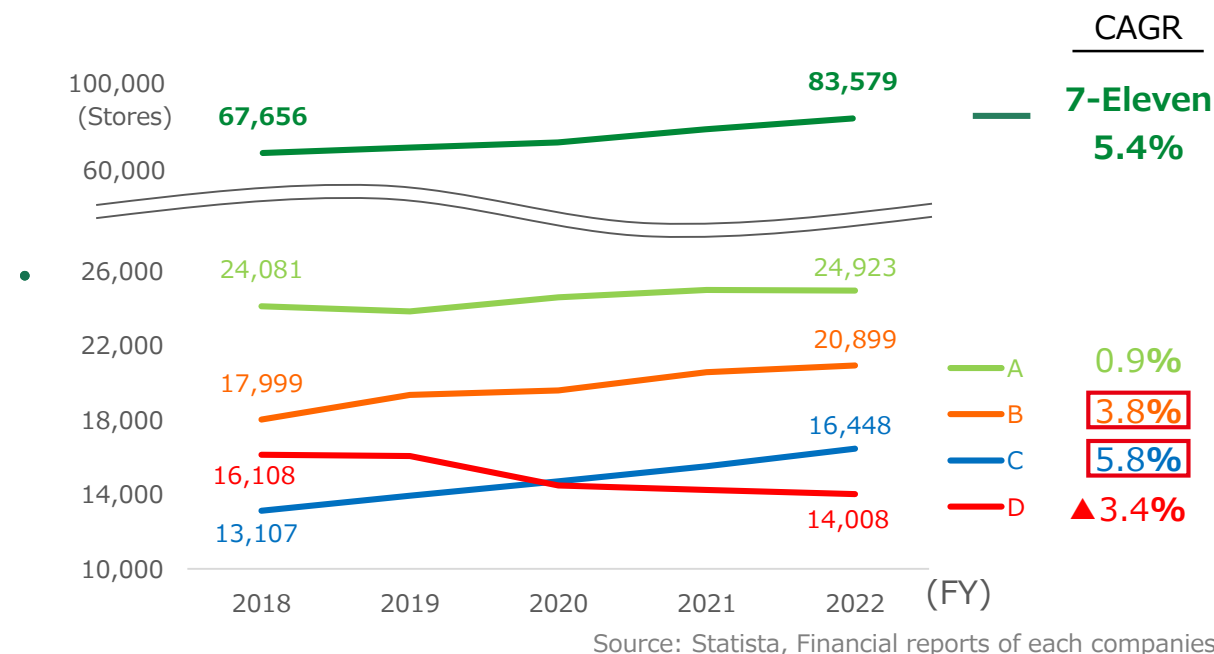
Source: Euromonitor, number of outlets for "Full-Service Restaurants", "Convenience Stores" and "Supermarket" in all countries

- The global C-Store Business market is growing rapidly, and competition is intense
- While competitors are aggressively seeking acquisition opportunities, some are suffering from inflation and exiting markets

Major Global C-Store Players

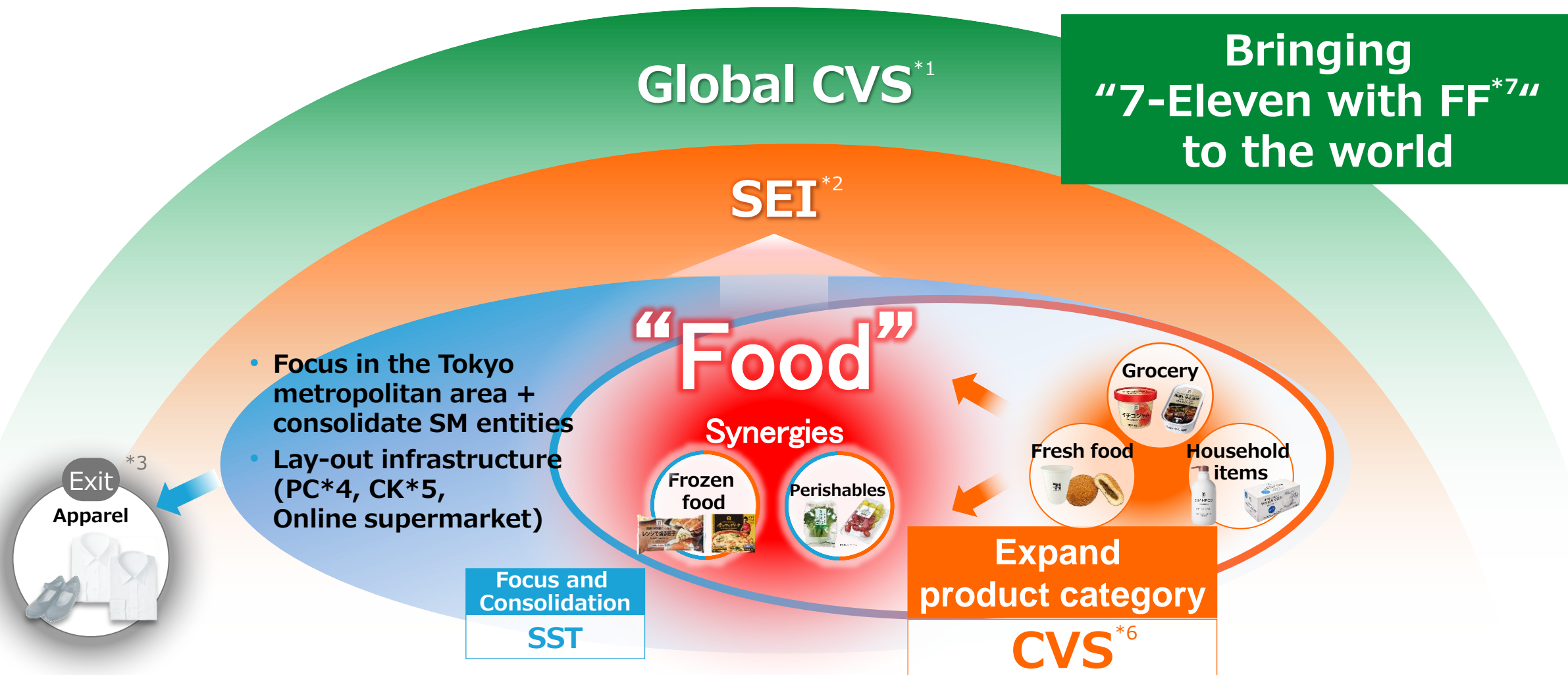


Store Count Trend



7-Eleven to Increase Footprint Outside of Home Countries

Growth Strategy of C-Store Business with "Food" at its Core



*1 Mainly operated by 7IN
*5 CK: Central Kitchen

*2 Mainly operated by 7-Eleven, Inc. ("SEI")
*6 Operated by Seven-Eleven Japan Co., Ltd. ("SEJ")

*3 Exit from Self-operated apparel business
*7 FF: Fresh Foods

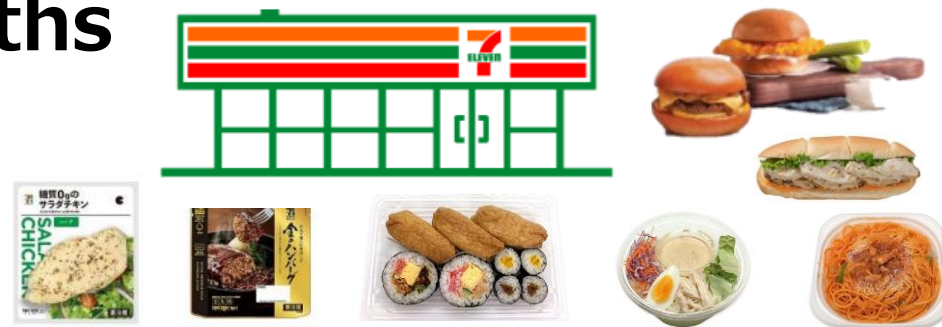
*4 PC: Process Center

Strength in "Food" is the key source of competitive advantage for the Group's CVS business

Strategy Target

Conversion to “C-Store with food” through the introduction of 7&i strengths

- ✓ Close APSD sales gap among areas
- ✓ Expand customer base and value offerings in all markets



Redefine Target Customer Profile + Value Proposition

Key Initiatives

Store Development

Products (FF•PB)

Store Operations

Digital

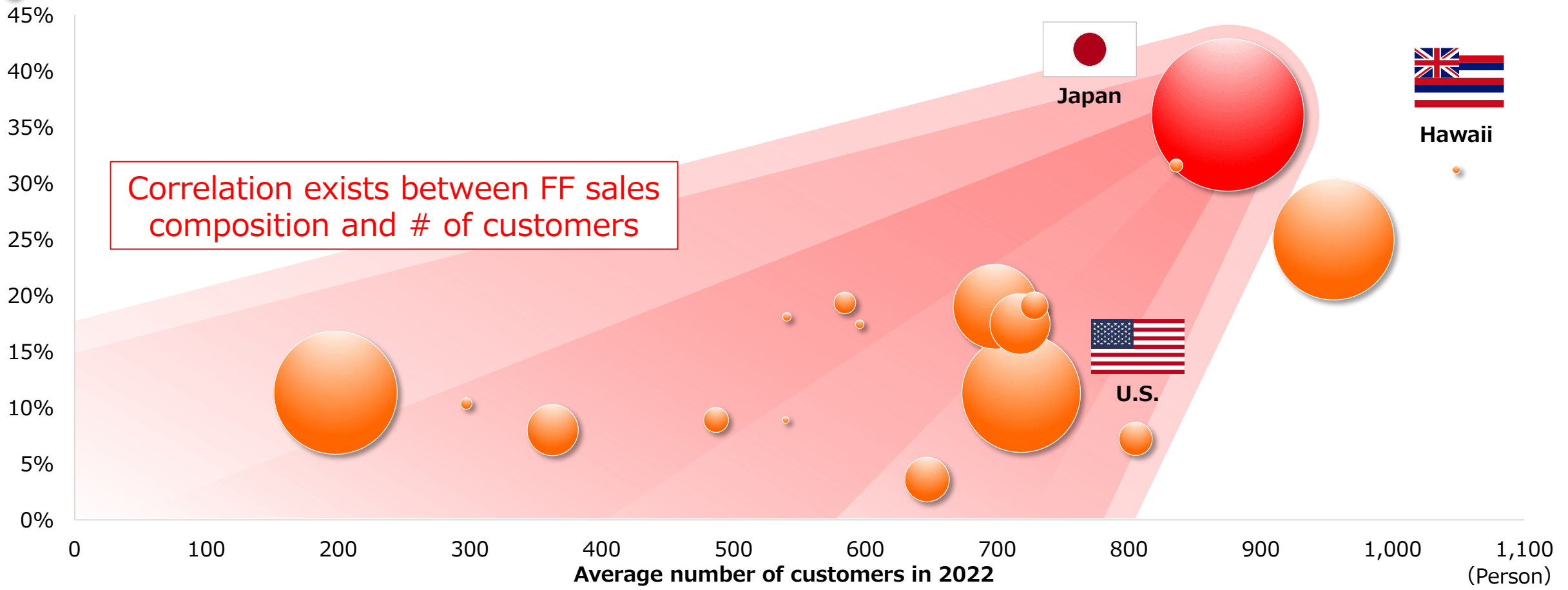
Full utilization of SEJ + SEI strengths and know-how

Accelerate Global Strategy by Business Expansion and Brand Value Enhancement

Globally expand SEJ's strength in "food"

FF * Sales Composition 2022 (%)
Size of bubble = # of stores

Global 7-Eleven Operations



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

Accelerate Growth in High-Potential Markets by Leveraging FF Strengths



Support Existing Market Growth

Strategic Investments in Existing Markets

New Market Entry

Rally for Food Value Chain Strategy (2022 Summer, Hawaii)

Greeting from CEO Mr. Isaka



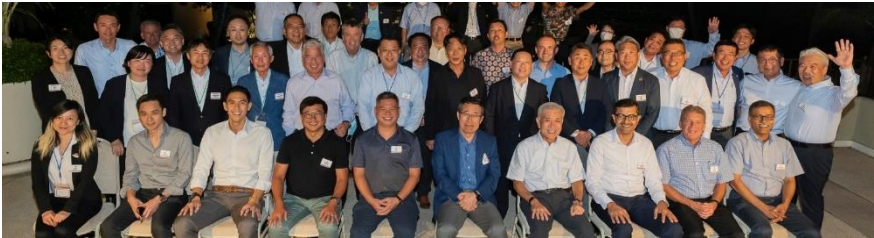
Warabeya commissary visit



Licensee's pitch

SEH store visit

Discussed VC Strategy



NDF* Partners and Licensees Discussed the Importance of Strategy

* NDF: Nihon Delica Foods Associations

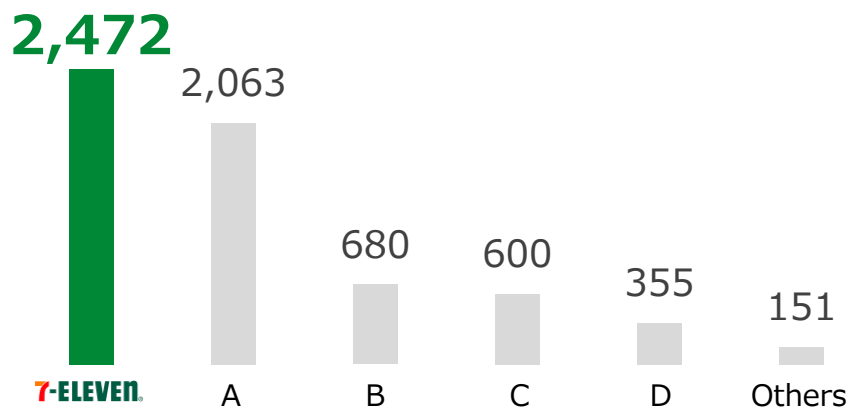
Bringing “7-Eleven with FF” to the World: MALAYSIA

Macroeconomics: Malaysia

	Japan	US	Malaysia	Thailand	Vietnam
Land area ('000 km ²)	378	9,834	330	513	331
Population (2023, Million people)	123.6	339.1	34.1	71.8	98.5
Population Growth Index(100 in 2020, as of 2050)	83	112	124	95	111
Median age(2020)	48.6	38.5	29.2	39.0	31.9
GDP per capita(KUSD)	\$33.8	\$76.3	\$12.4	\$7.7	\$4.1
7-Eleven start year	1974	1927(1946)	1984	1989	2017

Store Counts: Malaysia As of Dec. 2022

7-Eleven Malaysia has the biggest store count.



Source: World Bank, IMF, UN World Population Prospects 2022. Estimates and medium projections of 2020-2050. Total Population, as of 1 January. Indexed with 2020 as 100 by 7IN, Euromonitor



Accelerating Growth with Quick Development of Value Chains



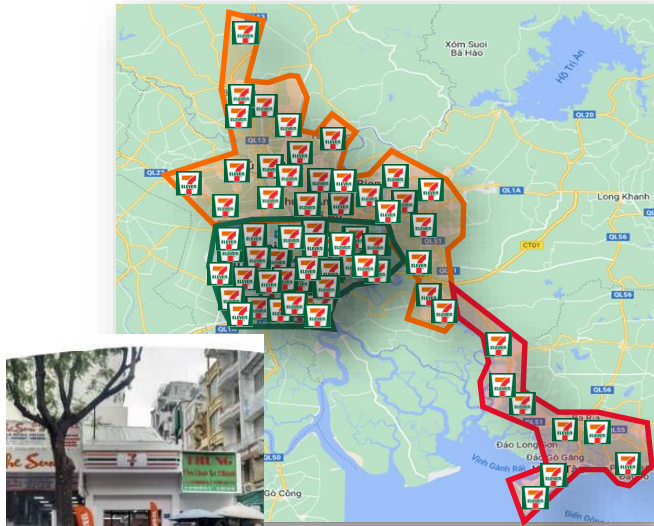
Support Existing Market Growth

Strategic Investments in Existing Markets

New Market Entry

Store Development

- Achieve market concentration with town planning
- Adjust SEJ/SEI know-how for Vietnamese local market



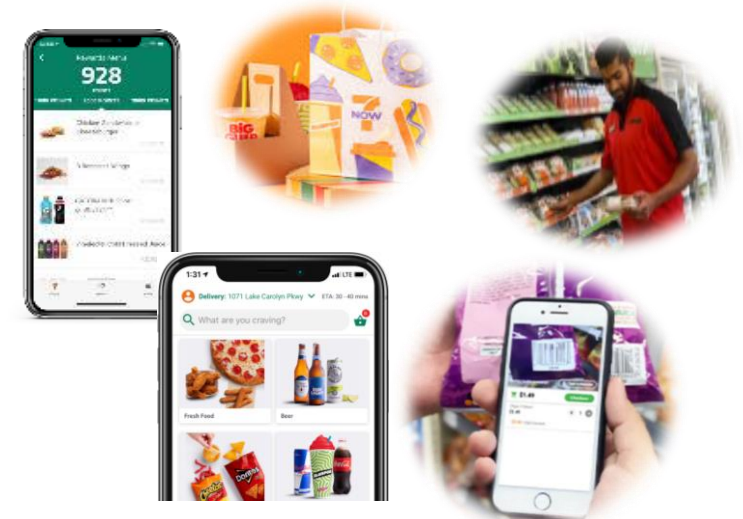
Merchandising

- Differentiate with “Only at 7-Eleven” high-quality fresh foods and RTE
- Exclusive partnership with NDF partners



Digital

- Implement 7GT to enable seamless execution of Retailer Initiative, enhancement of delivery, and loyalty programs



7GT: Seven Global Technology

7IN Investment to Support the 3 Key Strategic Initiatives

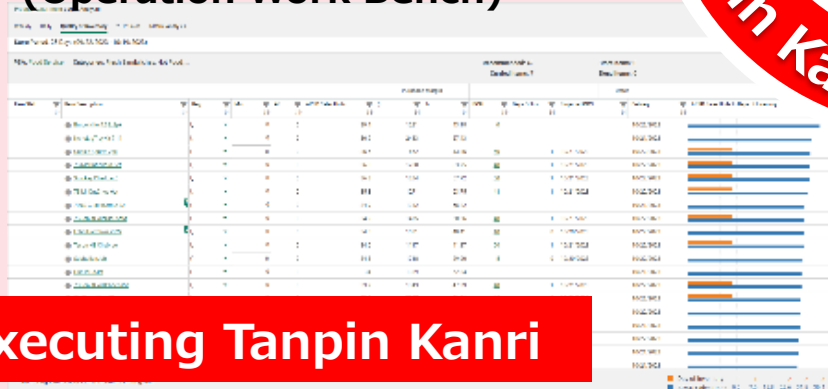
7GT: 7-Eleven Global Technology

Store

Store Productivity Enhancement:

- Product Assortment
- Ordering
- Inventory Management
- In-Store Food Prep

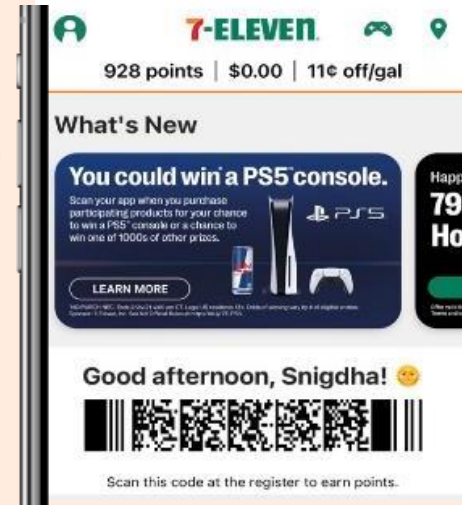
Display of top 200 products sold in the district (Operation Work Bench)



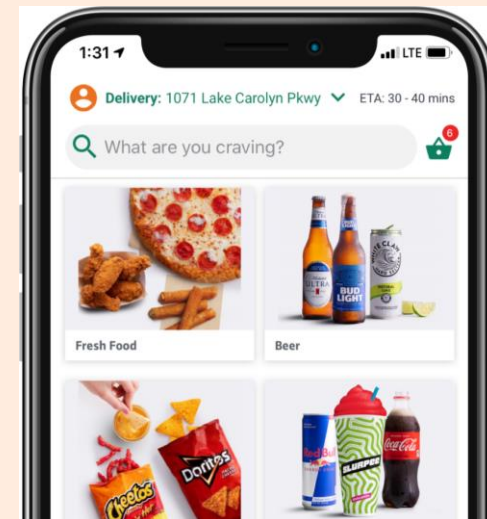
Executing Tanpin Kanri



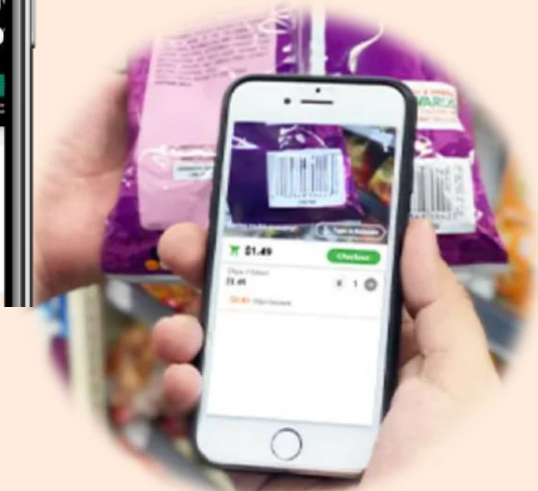
Loyalty Program (7Rewards)



Delivery Service (7NOW)



Improving CX



Smart Phone Checkout (MCO)



7GT Provides Enhanced Customer Experience and Store Simplification

Investment Growth Strategy: VIETNAM



- 7IN Deployed In-Country Expats to Lead Key Initiatives:
Store Development, Retailer Initiative, and Value Chain Strategy

Food Products

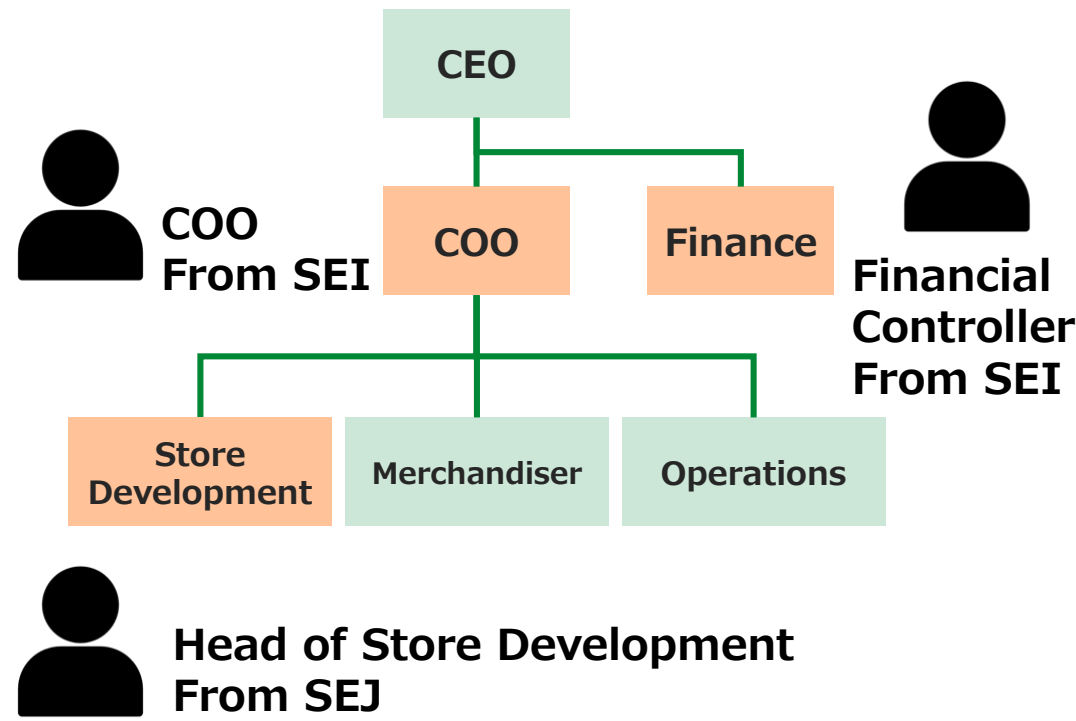
New Local Food Product Development



Counter Drink, Bento Box



Team Structure



7IN Professionals are Leading and Supporting 7-Eleven Vietnam



Support Existing Market Growth

Strategic Investments in Existing Markets

New Market Entry

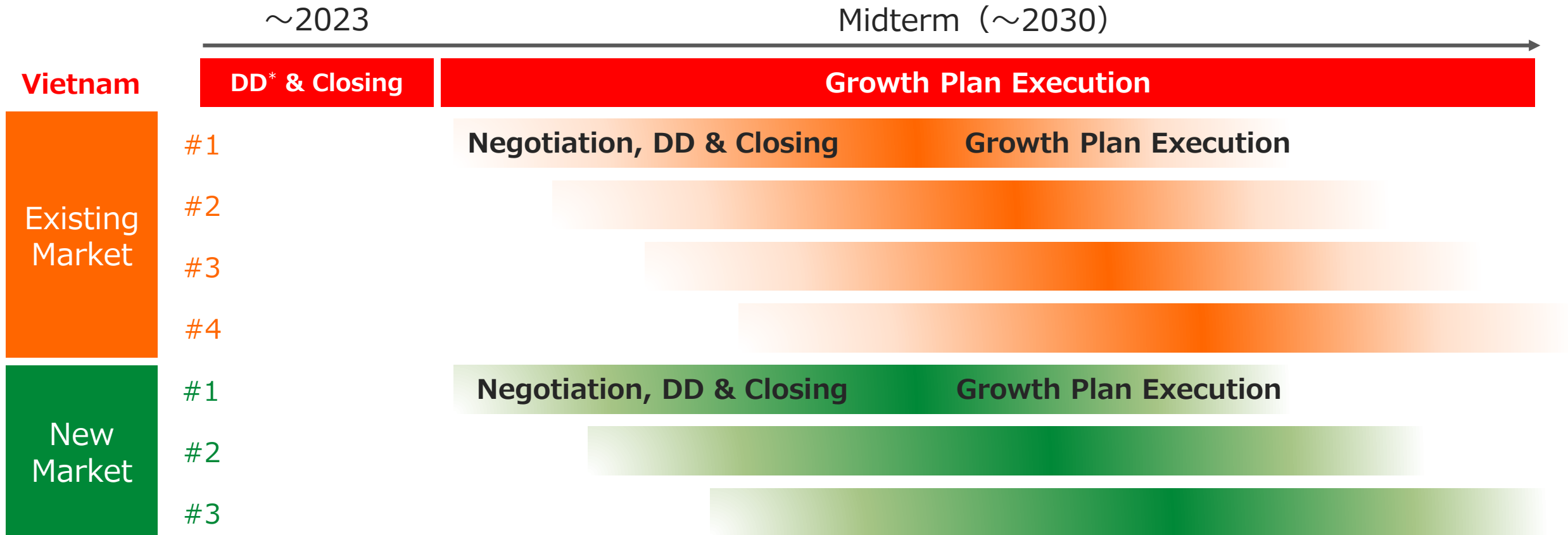
Target Market Selection for New Market Entry



Selecting Priority Markets Based on 30+ Proprietary Key Indicators

Investment Strategy & Midterm Plan

- Prioritize investments aimed at closing performance gap in high-potential markets
- Europe is the primary target for new country development and Master Franchise Agreements/JV/M&A.



Global Talents Development for Global Business Growth

- Human resources to execute strategies are indispensable to close performance gaps and accelerate business growth through investments and loans
- We established a foundation to recruit and train global talents within the group and deploy them to strategic targeted markets



Various Global Talents with 7-Eleven DNA will accelerate our growth

Global Business Growth Strategy



Bringing
“7-Eleven with FF”
to the world



Investment to high
potential areas

Investment to
professional resources

New Market

Existing Market

Accelerating
expansion with
priority on
target countries

Closing the
performance
gap

Enhance Brand Value Globally

Expand the high quality
『Close and convenient』
and 『7-Eleven with FF』

- Differentiate products by enhancing food value chain
- Execute Retailer Initiatives :Tanpin-kanri
- Strategic Store Development
- Better Store Operations
- CX improvement by DX

Number of Countries・Areas

FY2023 end of Sep

20

Countries・areas

FY2030

30

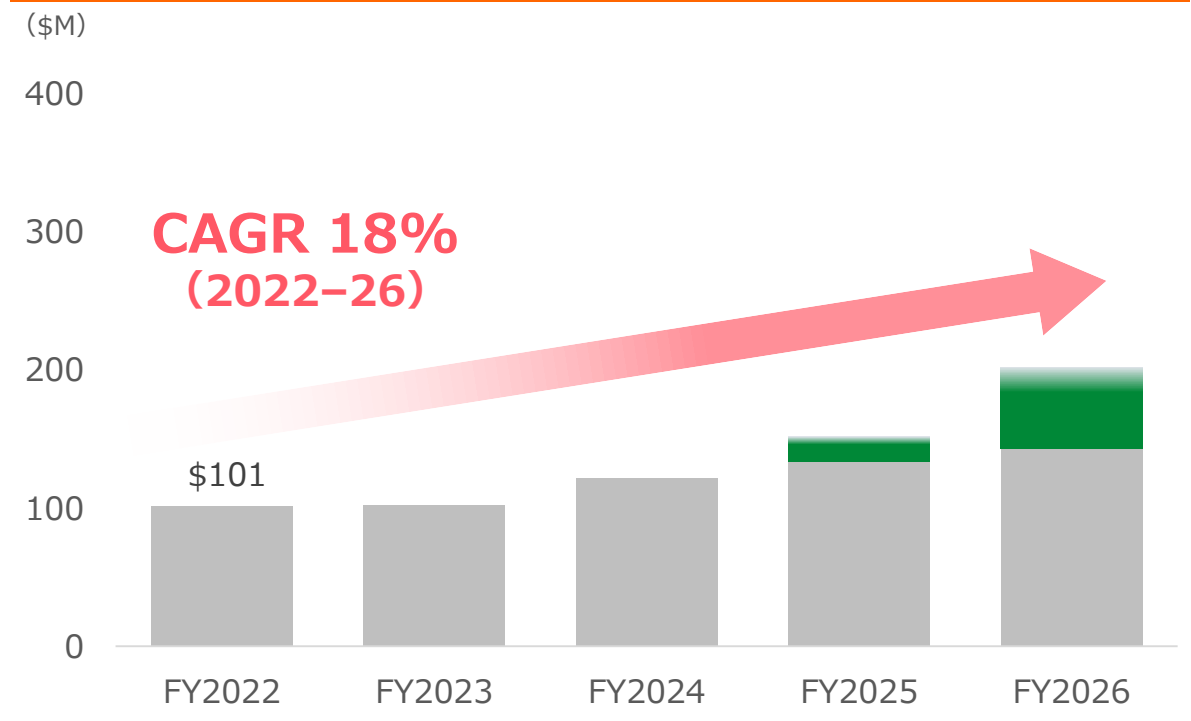
Countries・areas

Achieve Growth by Fully Leveraging Core Competencies

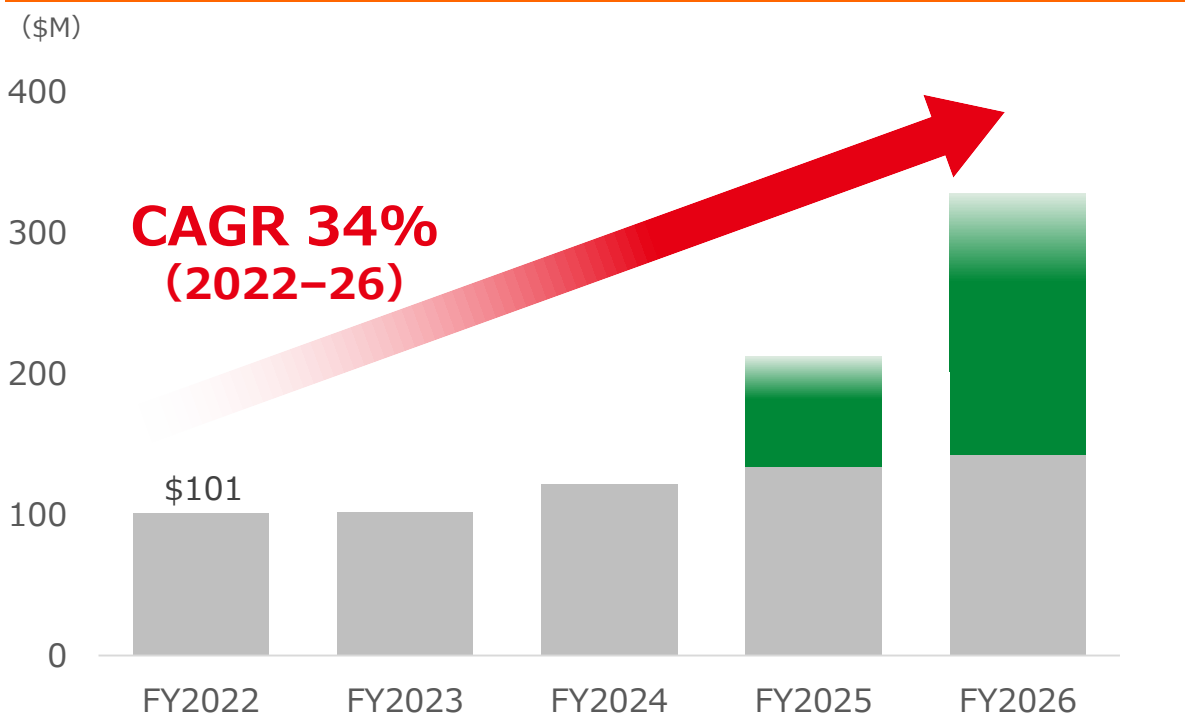
7IN 5Y EBITDA Growth Plan

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

7IN EBITDA : Base Case



7IN EBITDA : Aggressive Investment Case



: Base (FY2022 EBITDA)
 + Organic growth

EBITDA growth from investment (including M&A)

*EBITDA includes equity method earnings

7IN Will Accelerate EBITDA Growth with Strategic Investments



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.



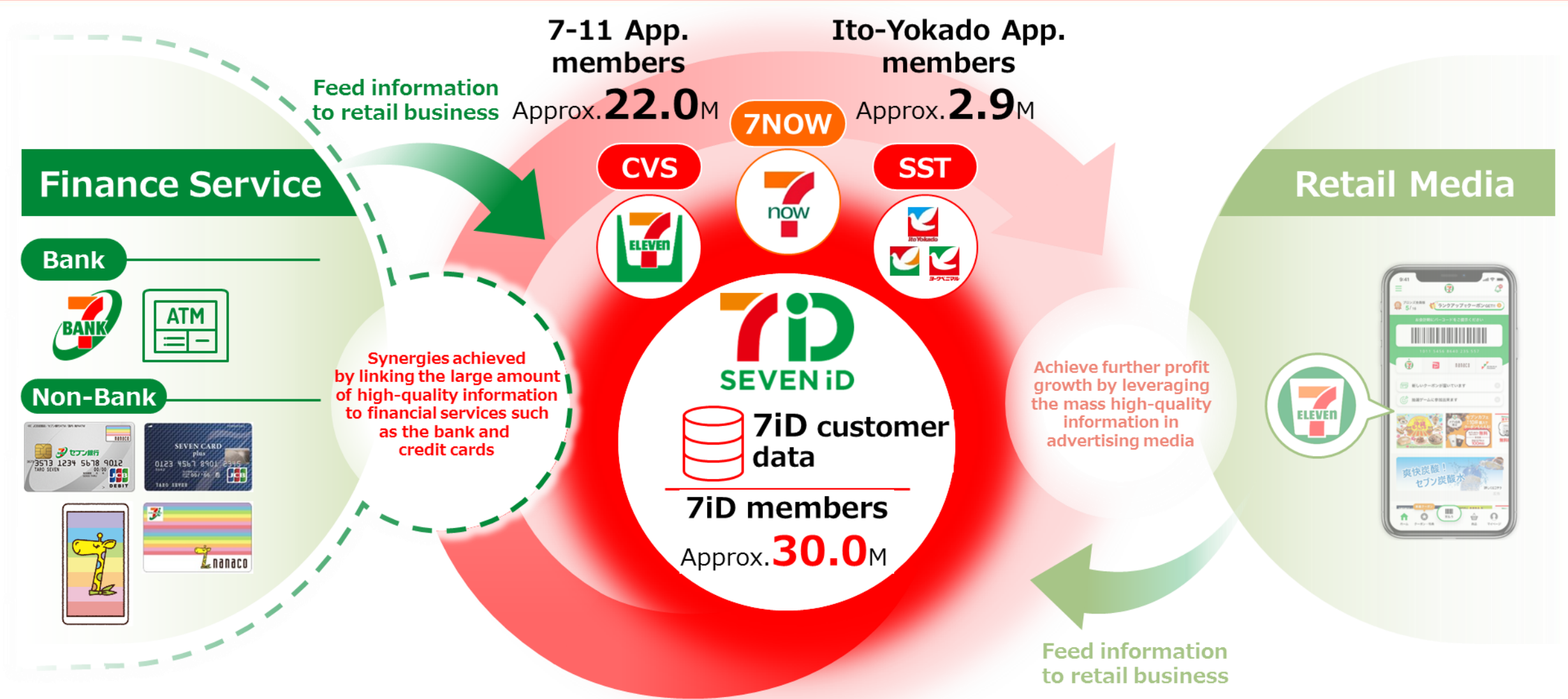
Seven & i Holdings Co., Ltd.

"IR Day 2023"

Financial Services

October 31, 2023

Integrated Retail and Finance Strategies Centered on 7iD (1)



As of the end of August 31, 2023

Enhance customer relations through an integration of retail and financial services through 7iD

Integrated Retail and Finance Strategies Centered on 7iD (2)



Best customer base in Japan

Customers per day in domestic stores
Approx. **22.2M***¹
7iD members
Approx. **30.0M***²

- Room to further increase the attractiveness of the economic zone, and significantly expand the cross-use rate and spending per customer

Attractive economic point of contact

CVS + Supermarket
Approx. **22,000** Stores*¹

- Customer contact points for physical and digital by unified iD
- Possible to provide **a unique ecosystem strategy through product offerings**

Overwhelming payment volume

Economic zone
Approx. **JPY22T**

- By expanding **the ratio of in-house payments** such as *nanaco*, it is also possible to use payment fees that would be paid to other companies **as resources for marketing**

Ownership of core financial functions

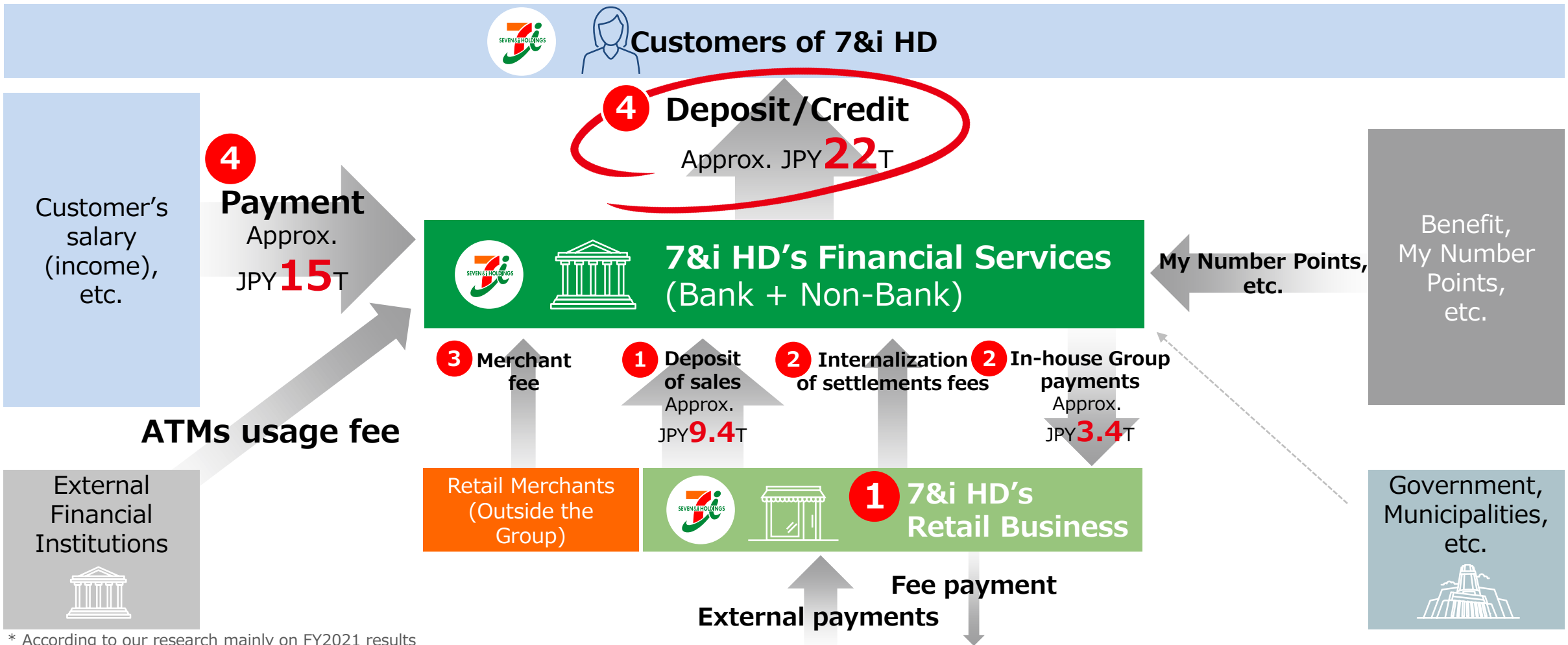
- ☒ Bank
- ☒ Credit Card
- ☒ Electronic Money

- In expanding financial services in the future, it is possible to **rapidly expand by leveraging existing assets**

*1 As of the end of February 28, 2023 *2 As of the end of August 31, 2023

Expand unique financial services possible by a retailer by leveraging the Group's existing assets

1 2 3 4 : Expect to increase revenue through retail x financial initiatives



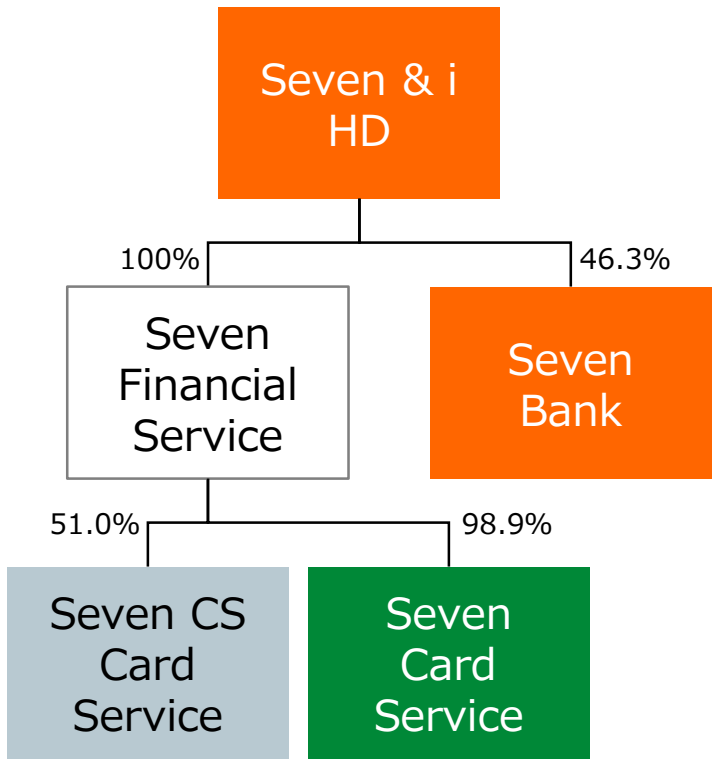
* According to our research mainly on FY2021 results

Dominant business scale through bank (ATMs) and non-bank services

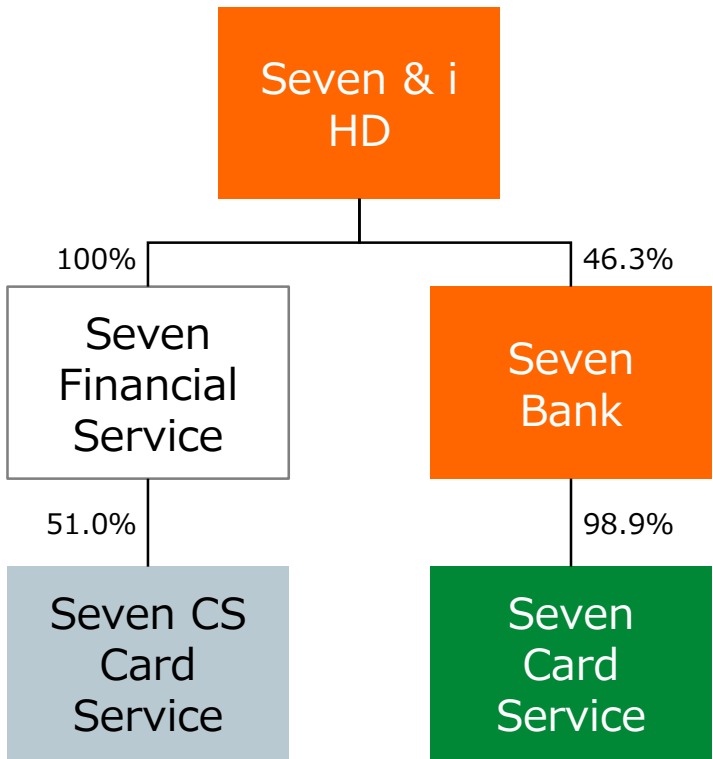
Summary of Realignment of the Financial Services Implemented on July 1, 2023

- Consolidate financial services into Seven Bank and to accelerate the Group financial strategy's driving force

Before the Transaction



After the Transaction



Higher agility to meet customer demand by integrating banking, credit card and e-money

Direction of Financial Business Strategy to Maximize the Effectiveness by Retail x Finance

Purpose of financial business expansion in the Group

<p>Contribute to resolve the retail management tasks</p> <p>Expand at the same customer contact points (=7iD) as retail</p>	<p>Strengthen profitability as a financial business</p> <p>Utilize retail platform and ATMs platform</p>	<p>Expand lifestyle infrastructure functions as a Group</p> <p>Cooperate with government and others to leverage strengths as a Group</p>
--	---	---

Cultivated strengths by our Group finance: **ATMs, nanaco**

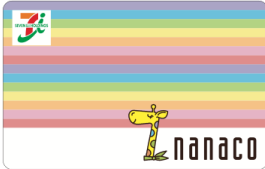


Realignment of financial business to increase driving force



<p>Expand financial services centered on 7iD</p> <div> <p>Utilize <i>nanaco</i> and renovate credit card</p> <ul style="list-style-type: none"> • <u>Strengthening the linkage of payment services to operating company App. centered on 7iD</u> <ul style="list-style-type: none"> ✓ More convenient stores and App. for customers' daily use <ul style="list-style-type: none"> - Enhance 7iD tie-in with <i>nanaco</i> - Renovate credit card centered on 7iD </div>	<p>Business of new Seven Bank Group</p> <div> <p>Diversification with ATMs as the core of cash platform</p> <ul style="list-style-type: none"> • <u>The world of "Seven Bank ATMs the conduit for all manner of authentication and procedures"</u> <ul style="list-style-type: none"> ✓ Diversification to help customers and business partners realize their wishes ✓ Launched "+Connect" service to connect people, companies and government, etc. • <u>Overseas deployment</u> <ul style="list-style-type: none"> ✓ Expand ATMs network centered on the areas where 7&i Group stores are operating </div>
---	--

Expansion of the Financial Services Centered on 7iD

Overall Initiatives of the Retail Finance

	nanaco		Credit card		Bank account	
						
Present	Number of <i>nanaco</i> members:	81.28 million ^{*1}	Number of credit card members:	3.61 million ^{*3}	Number of Accounts:	2.82 million accounts ^{*4}
	<i>nanaco</i> transaction volume:	JPY 1.9 Trillion ^{*2}	Shopping transaction volume:	JPY 0.8 Trillion ^{*2}	Retail deposit balance:	JPY 0.5 Trillion ^{*4}
	Number of <i>nanaco</i> member stores: (latest)	1 million stores	Number of member stores: Approx.	43 million stores ^{*5}	Consumer loan balance:	JPY 37.3 Billion ^{*4}
Direction	7iD linkage/Mobilization enhancement					
	Further improvement of convenience Expansion of usage locations		Re-enhancing merchandise as the mainstay of cashless payment		Enhancing basic functions Differentiate by advanced features	
Future initiatives						
	Strengthen mobile service infrastructure 7iD Tie-in Enhancement		7iD and mobile-based New credit card development		Start 7iD linkage New initiatives including face recognition	

*1 As of the end of September 30, 2023 *2 FY2022 *3 As of the end of February 28, 2023 *4 As of the end of June 30, 2023

*5 Number of JCB member stores as an example from JCB global website, as of the end of March 31, 2023

“Leading to Own Brand Credit Card Registration” Centered on 7iD will be the Common Customer Strategy for Retail and Financial Services

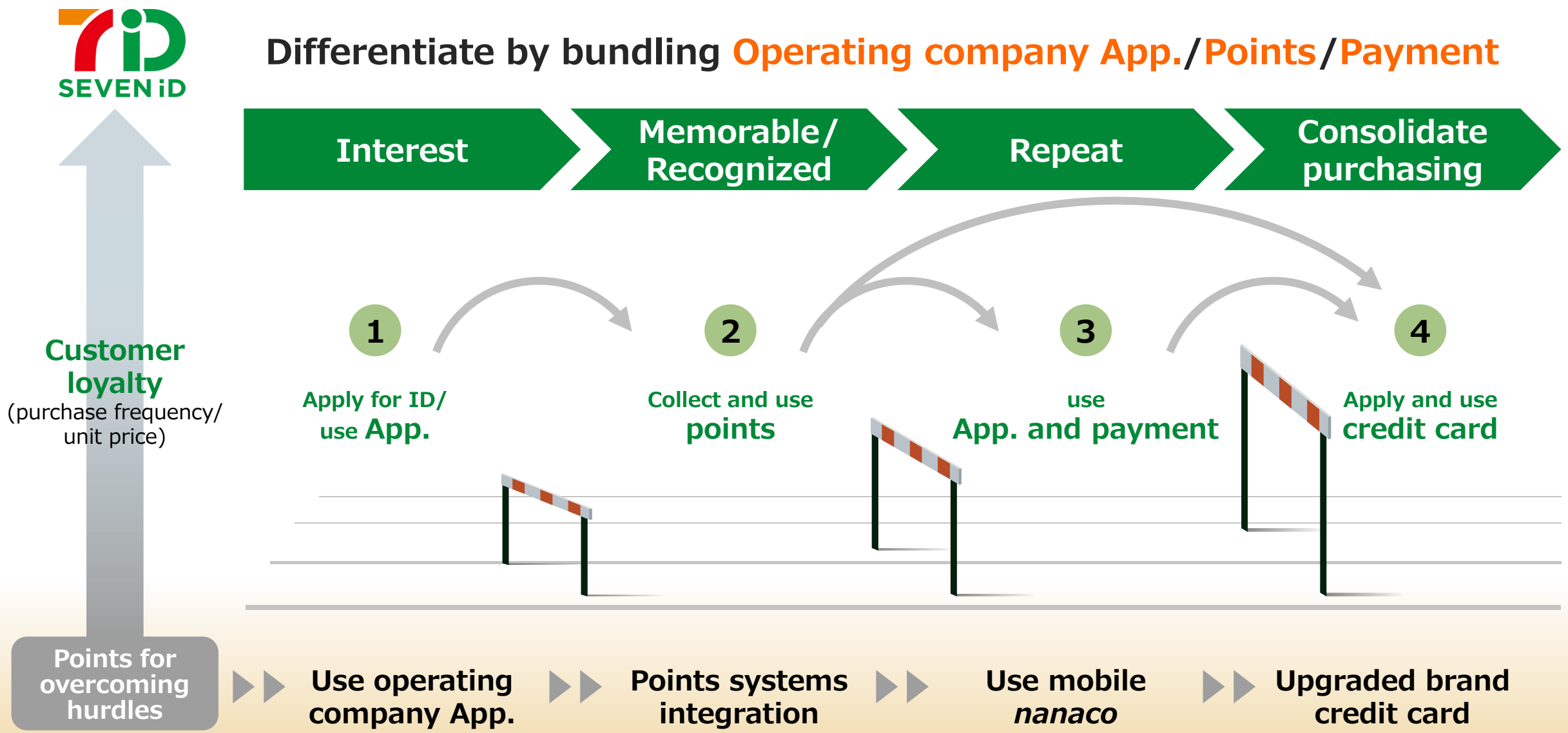
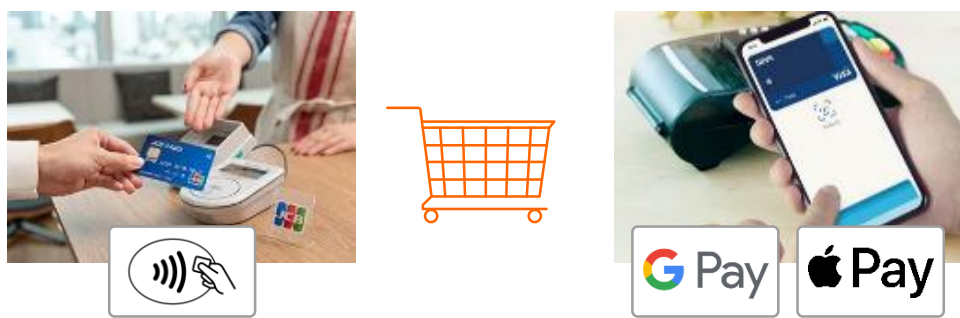


Image of the Renovation of Credit Card Merchantability

Mobile credit card in **as little as 30 minutes**
Card-less for convenience



Easy payment with "Beeps" as well as *nanaco*
Make shopping experience smooth



Members exclusive reward coupon
Love 7&i products even more!



Considering further enhancement

One financial contact point and you won't get lost
Operating companies App. integration becomes seamless

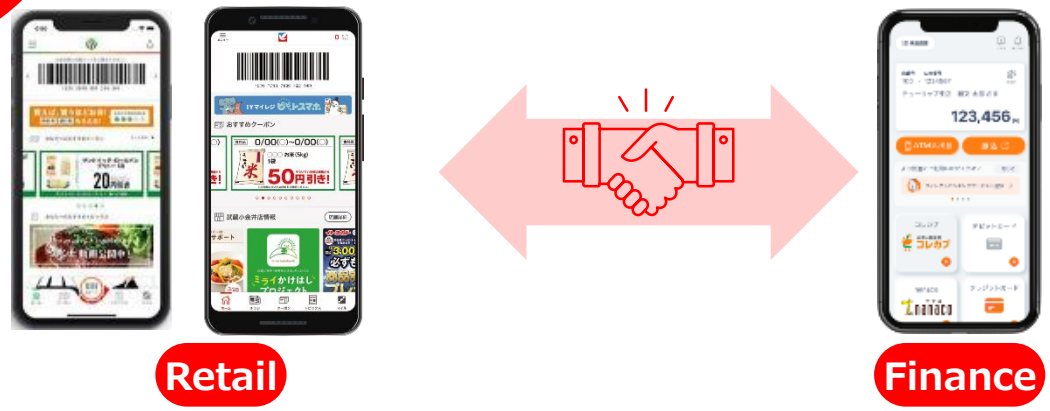
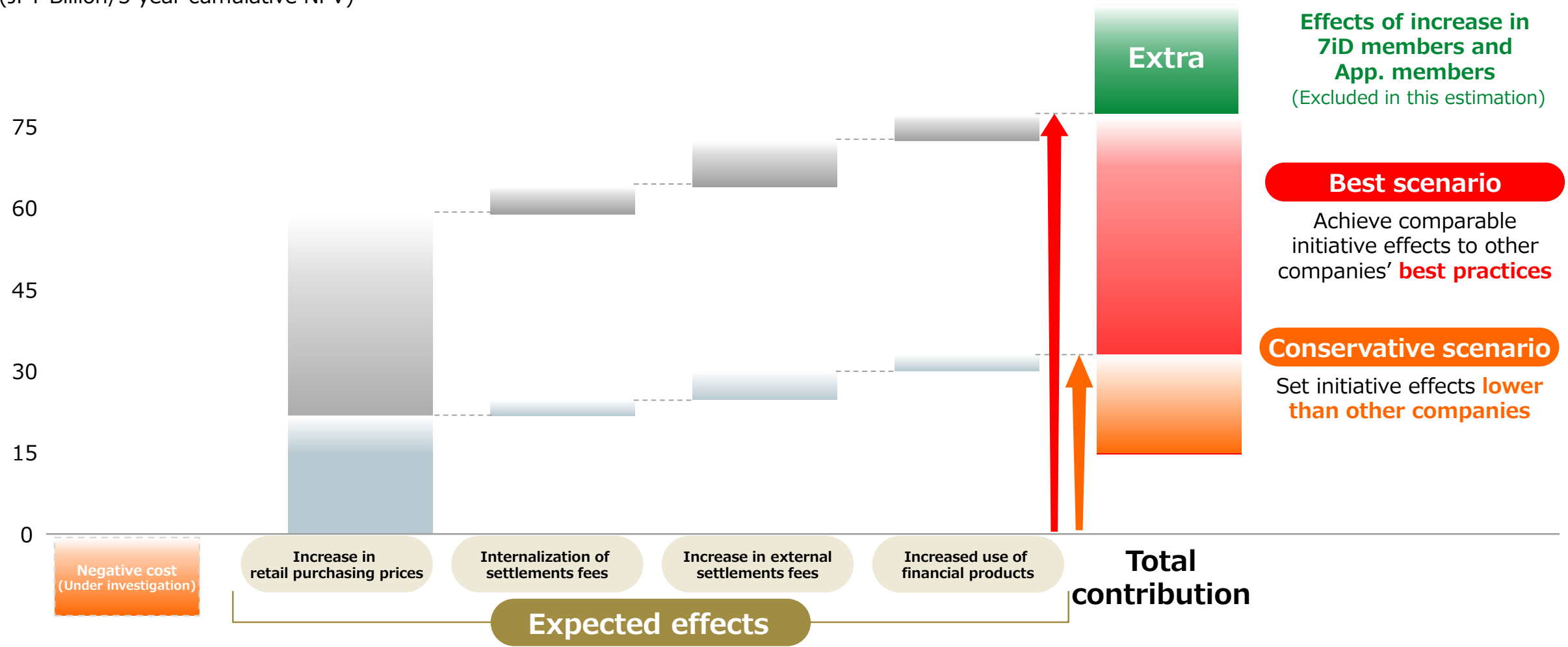


Image of 7&i Group’s overall revenues contribution

Estimated increase in loyalty of existing customers due to deeper experience (unit price increase) *New customer is assumed to be plus something extra

(JPY Billion/5 year cumulative NPV)



Revenues contribution by guiding customers from operating company App. to nanaco/in-house credit card

Business of New Seven Bank Group



Current Platform of New Seven Bank Group

Seven Bank

Secure a unique position in the industry

Diverse services through cultivated ATMs network

Number of ATMs installed (Japan)	The total number of ATMs transactions ^{*2}	Number of partner financial institutions ^{*2}
27,099 units ^{*1}	980 millions	640 ^{*2}

Core banking functions

Number of bank accounts (individuals) ^{*3}	Balance of ordinary deposits ^{*3}
2.82 million accounts	JPY 585.1 Billion

*1 As of the end of September 30, 2023

*2 As of the end of March 31, 2023

*3 As of the end of June 30, 2023

Seven Card Service

Aim for top 10 in the industry in 3~5 years

Brand strength of *nanaco*

Number of <i>nanaco</i> members ^{*1}	<i>nanaco</i> transaction volume ^{*2}	Number of <i>nanaco</i> member stores (latest)
81.28 million	JPY 1.9 Trillion	1 million stores

Credit card business operating platform

Number of credit card members ^{*3}	Shopping transaction volume ^{*2}
3.61 million	JPY 833.3 Billion

*1 As of the end of September 30, 2023

*2 FY2022

*3 As of the end of February 28, 2023



Strengths of the Seven & i Group

Best customer base in Japan

Number of 7iD members ^{*1}

30.0 million people

Overwhelming payment volume

Economic zone ^{*2}

Approx. JPY **22** Trillion

Unique economic zone

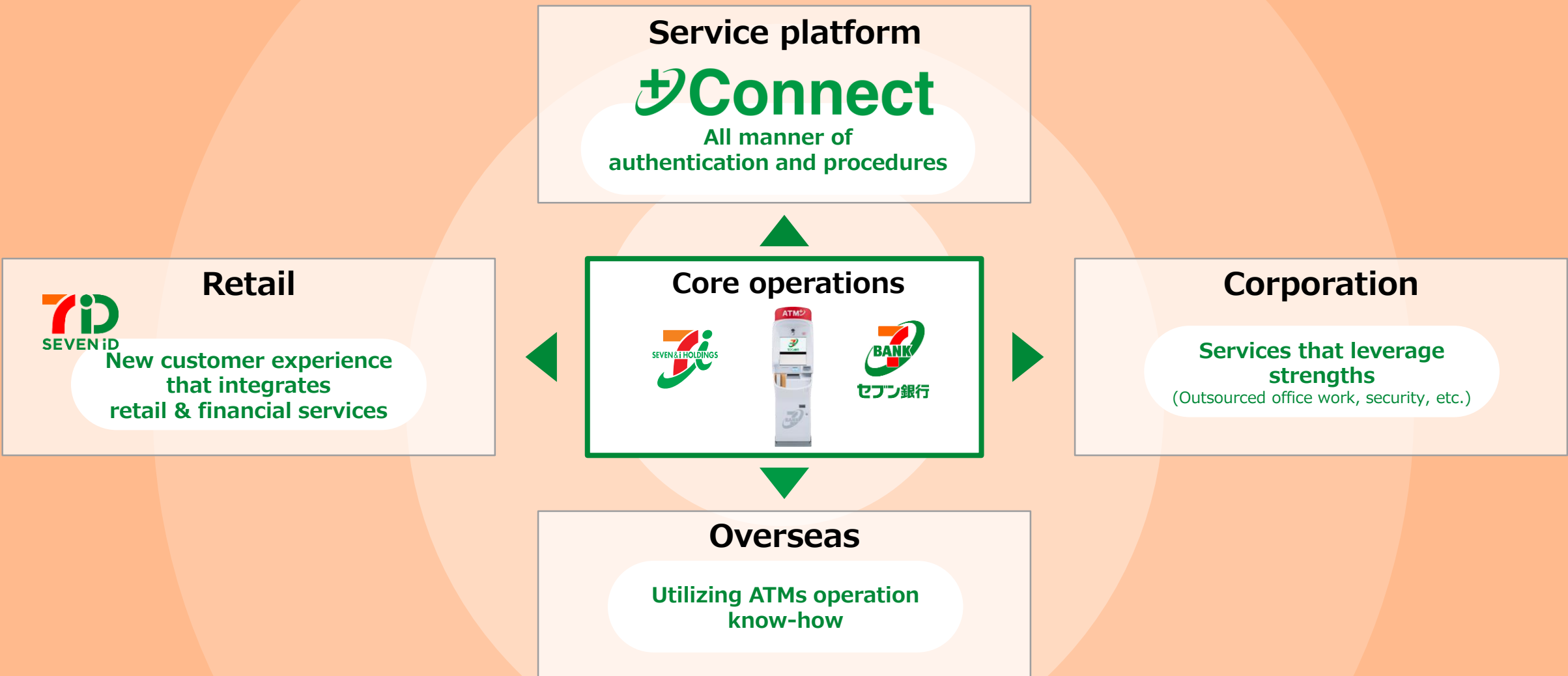
Number of Group stores ^{*3}

Approx. **22,800** stores

*1 As of the end of August 31, 2023 *2 According to our research mainly on FY2021 results *3 As of the end of February 28, 2023

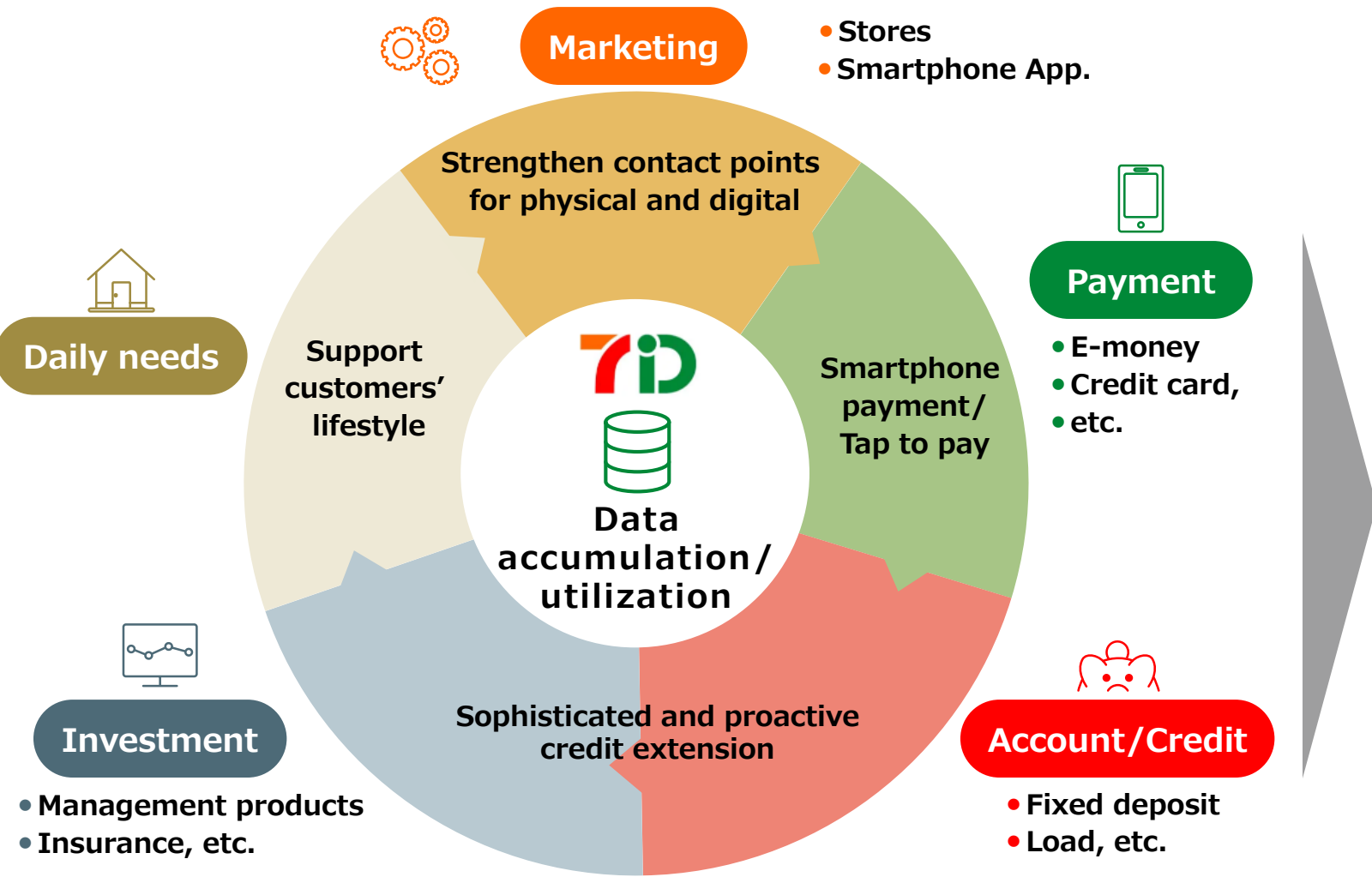
Pursue growth by leveraging the strengths of both companies and the Group to provide new customer experience that integrates retail x financial services

Diversification Strategy of New Seven Bank Group



Provide a variety of services to help customers and business partners realize their wishes

Aim to Achieve in the Retail Sector



Target for FY2025* [compared to the end of FY2022]	
Number of bank accounts	5.0 million accounts [+2.3 million accounts]
Loan balance	JPY 80.0 Billion [+JPY45.0 Billion]
Active card members	7.0 million people [+3.4 million people]
Cashing balance	JPY 30.0 Billion [+JPY20.0 Billion]

* Figures on change are estimates

Aim to maximize synergies by utilizing 7iD

" +Connect" Launched on September 26!



Services part.1 launched on September 26

" +Connect" is a generic name for a variety of services offered to a wide range of industries, including banks, non-banks, operating companies and government, with the aim of the world of "Seven Bank ATMs the conduit for all manner of authentication and procedures". It is our wish to create a new daily life by connecting people and services, connecting people, companies and society (Connect), and expanding their possibilities in a diverse range of ways without restrictions (+).

ATMs counter

Various procedures at your usual ATM, anytime

- 1 Account opening
- 2 Notification of changes (Address, phone number, etc.)
- 3 Continuous customer management
- 4 Residence card submission
- 5 Loan applications



ATMs notice

Display "One to One" notice at ATMs



Realizing the world of "Seven Bank ATMs the conduit for all manner of authentication and procedures" by "+Connect"

Expansion in companies implementation



2023
Sep. 26

Nov. (Planned)

2024
Mar. (Planned)

May (Planned)

ATM Notice



静岡銀行



セブン銀行



ATM Counter



群馬銀行

(Notification of changes in address, phone number)



北陸銀行

(Account opening, notification of changes in address, phone number, renewal of residence card)

① 沖縄銀行

BFG あきなわフィナンシャルグループ

(Notification of changes in address, phone number, renewal of residence card, transaction confirmation)



静岡銀行

(Renewal of customer information, renewal of residence card)



東日本銀行

(Notification of changes in address, phone number)



広島銀行

(Transaction confirmation “continuous customer management”, renewal of residence card)



セブン銀行

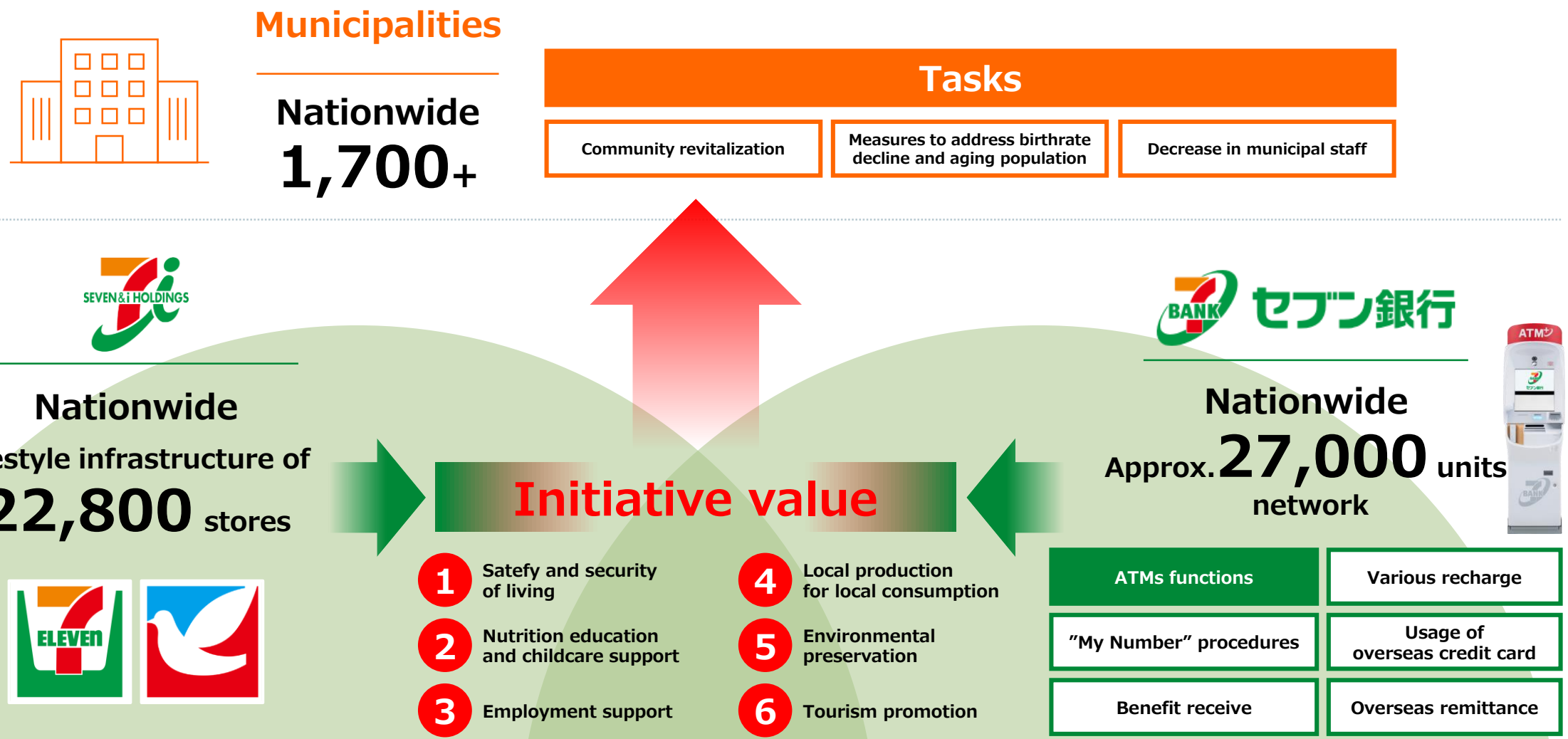
(Account opening, notification of changes in address, phone number, transaction purpose, occupation, mail address, company information, renewal of residence card)

Steady progress in “+Connect” implementation since service launch

+Connect



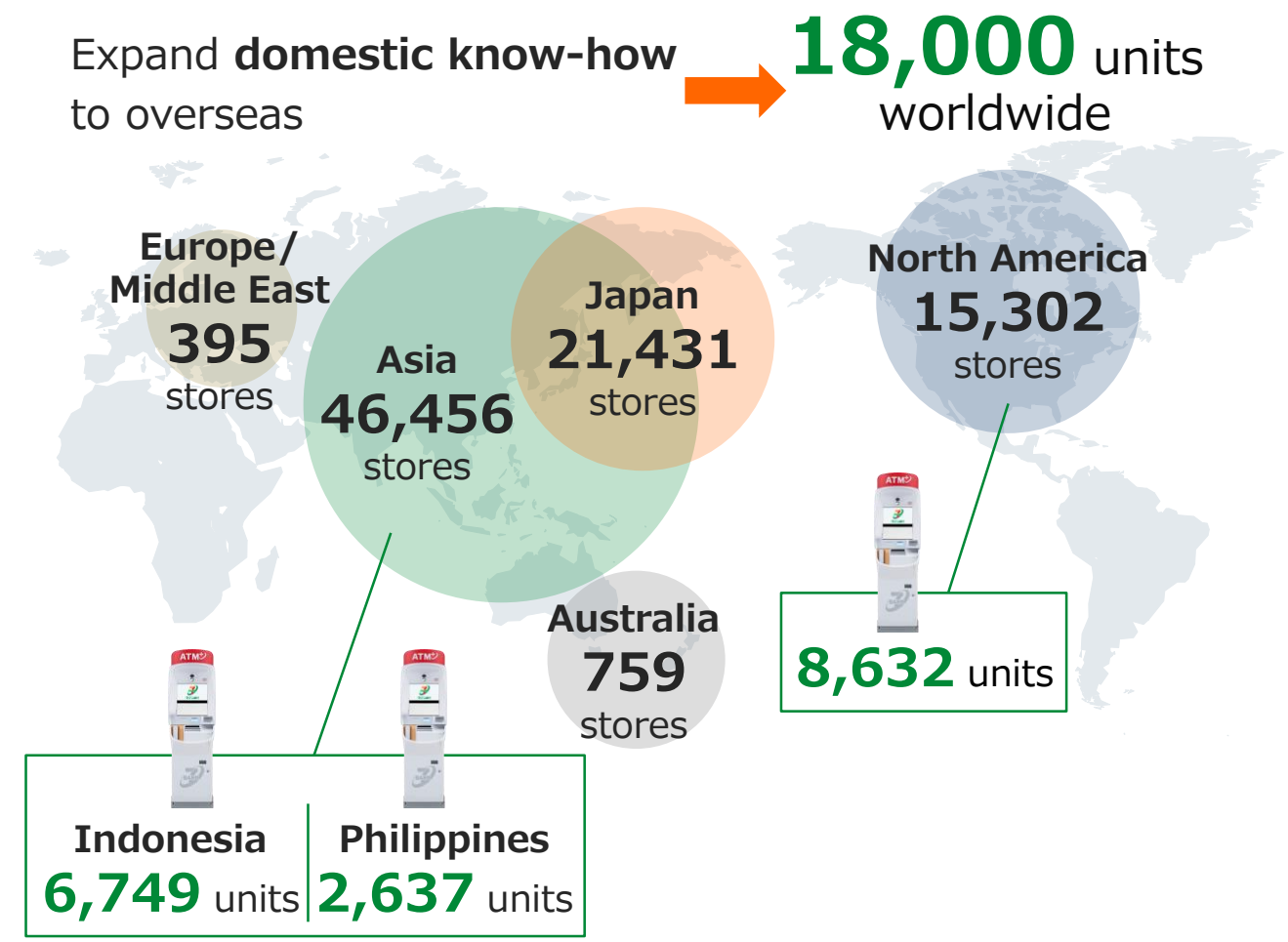
“+Connect” develops connections not only with financial institutions, but also with government, municipalities and operating companies



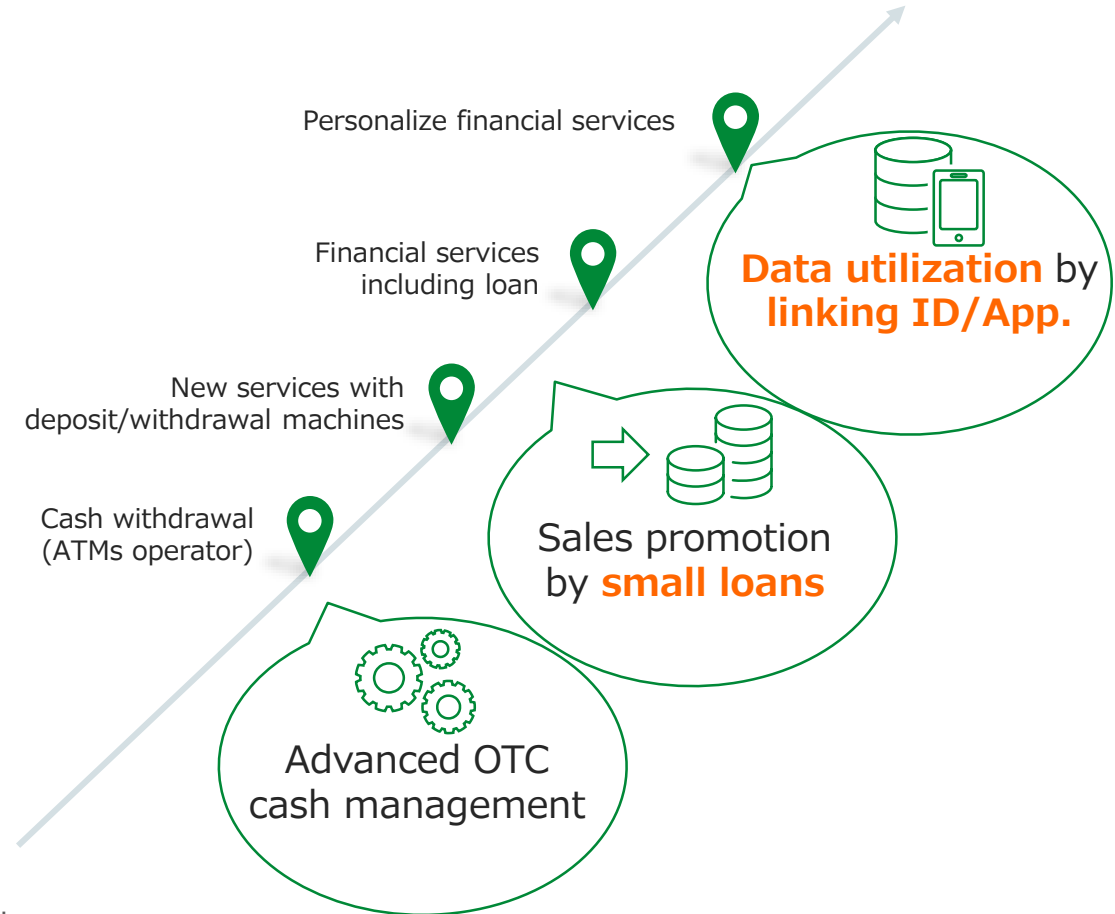
Note) Number of stores is as of the end of February 28, 2023. Number of ATMs is as of the end of August 31, 2023.
Number of municipalities is quoted from Ministry of Internal Affairs and Communications

Demostrate the initiative value with municipalities with the Group

Overseas Business – Expand ATMs Network Centered on Areas of Group Stores



Become a financial business operator (diversification) simultaneously in 3 countries



Note) Number of stores is as of the end of September 30, 2023. Number of ATMs is as of the end of June 30, 2023.

From ATMs operator to financial service provider



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 CO., Ltd.

"IR Day 2023"

Domestic CVS Operations Strategy

October 31, 2023

Growth Strategy of Domestic CVS (SEJ)

1 Existing Business : Strengthen "Food"

- Continue to strengthen the "food" area by leveraging know-how from the SST operations across the Group
- Promote local production and local consumption by strengthening cooperation with local communities



2 Existing Business : Store Opening Strategy

- Community development through the execution of meticulous store opening strategies and plans
- Store opening plan in accordance with location



3 Digital : Productivity Improvement at Franchisees and 7NOW Delivery

- Innovate store operations with IT
- Strengthen original merchandise and enhance customer experience value by improving convenience

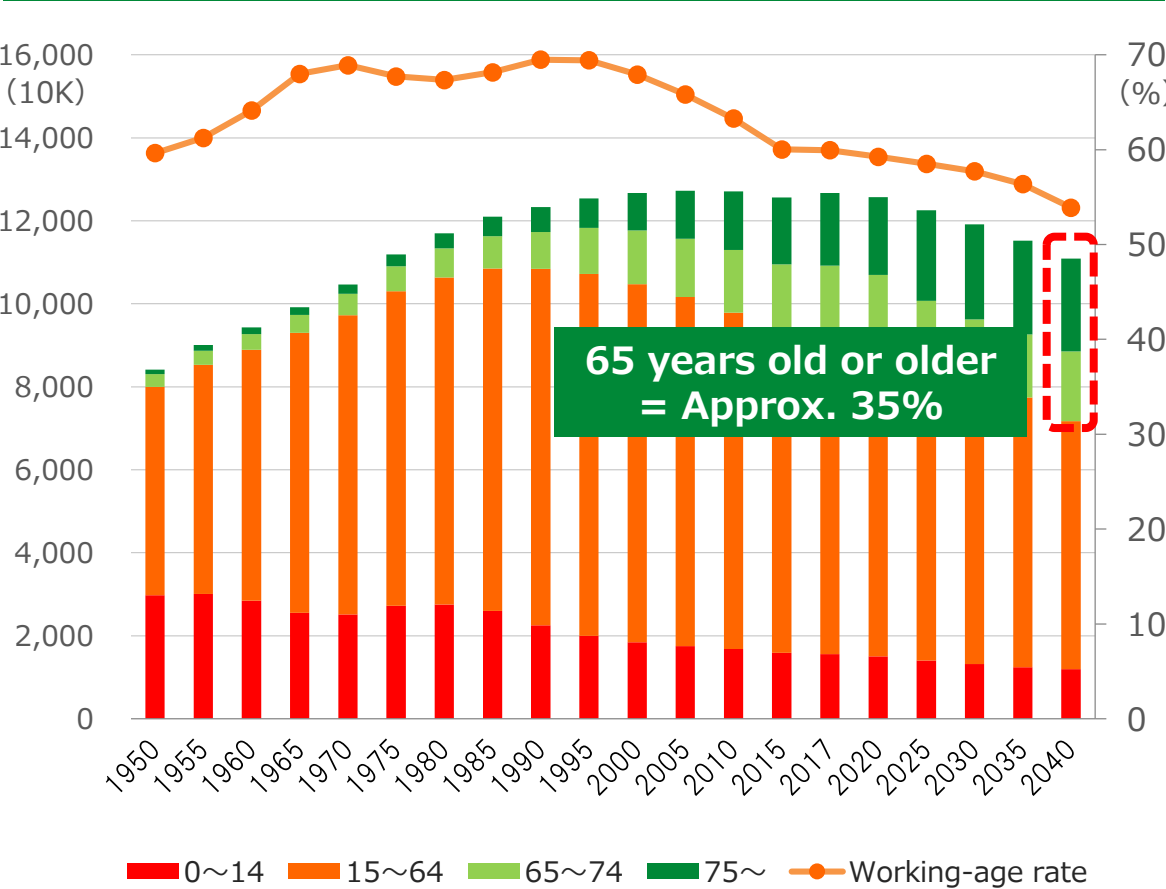


History of 7-Eleven = History of response to changes and challenges

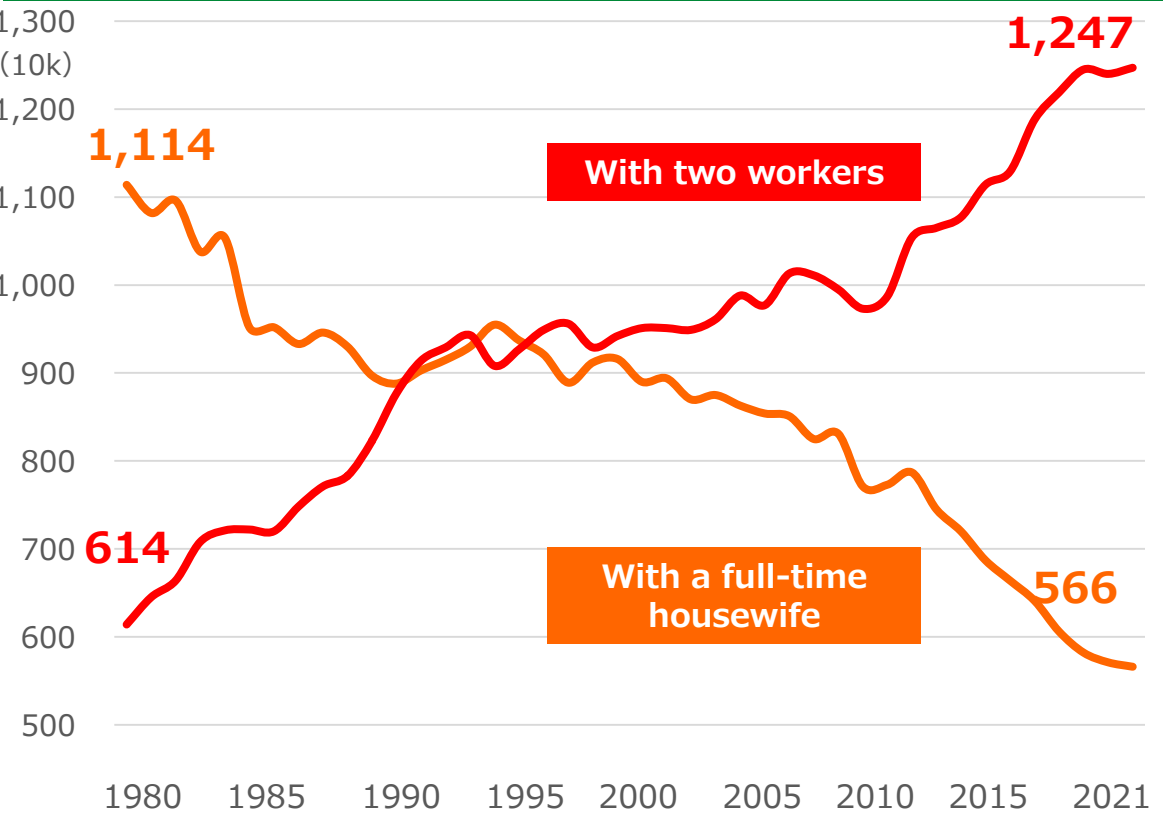
Changes in the Domestic Environment - Aging Population, increase in dual-earner households

- ✓In 2040, the total population will decrease to approx. 110 million (with 35% of over 65 years old)
- ✓The number of dual-earner households continues to rise, reaching 12.47 million in 2021

Total population and working-age population



Households with two workers and with a full-time housewife



Source: National Institute of Population and Social Security Research, "Future Projections for the Number of Households in Japan (National Estimates)" (2018) (Heisei 30) estimates)
 Percentages are calculated based on the number of households with a member aged 65 or older from the White Paper on Aging, Cabinet Office, Government of Japan.

Source: Ministry of Health, Labour and Welfare, "2021 Edition: New Coronavirus Infections and Social Security"
 *For the period 1980-2001, "Special Labor Force Survey," Statistics Bureau, Ministry of Internal Affairs and Communications
 Since 2002, "Labor Force Survey (Detailed Tabulation) (Annual Average)," Statistics Bureau, Ministry of Internal Affairs and Communications
 *Results for 2010 and 2011 are for all prefectures except Iwate, Miyagi, and Fukushima

What We Aim to Become as a Convenient Store in the Future

Changes in the social environment (aging population, dual income)

Aging population

**1 in 3 of
the total
population**
are 65 years old
or over



Free from handmade
obligations

**Cooking
retirement**

Women's social participation

4 in 5
of early 30s females



Changing work styles
Increase in the number
of dual-earners
Diversification of
lifestyles

**Time
performance**

The Role of 7-Eleven

Challenges of consumers

Left over of ingredients because of
small number of people...
No time to prepare...



Offer a rich dining experience and support for diet and health



Seven
Premium



ready-made
meal

Source: Ministry of Health, Labour and Welfare "Annual Health, Labour and Welfare Report 2020"

7-Eleven plays a major role in the changing environment

Frozen foods (EASE UP)

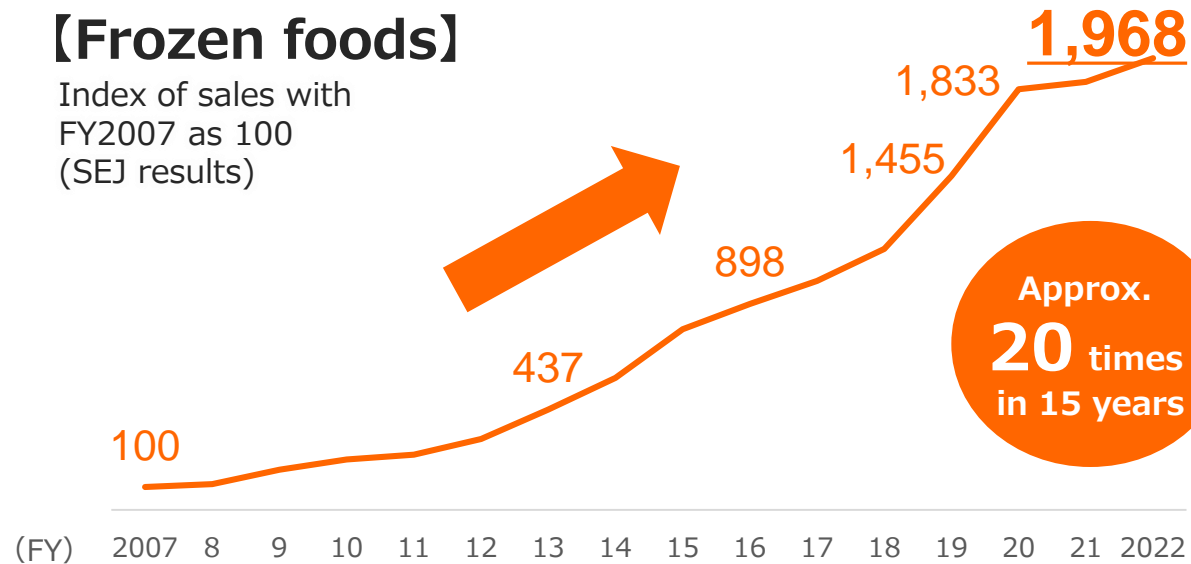
Brands grown by IY

Utilize the SST's wide assortment

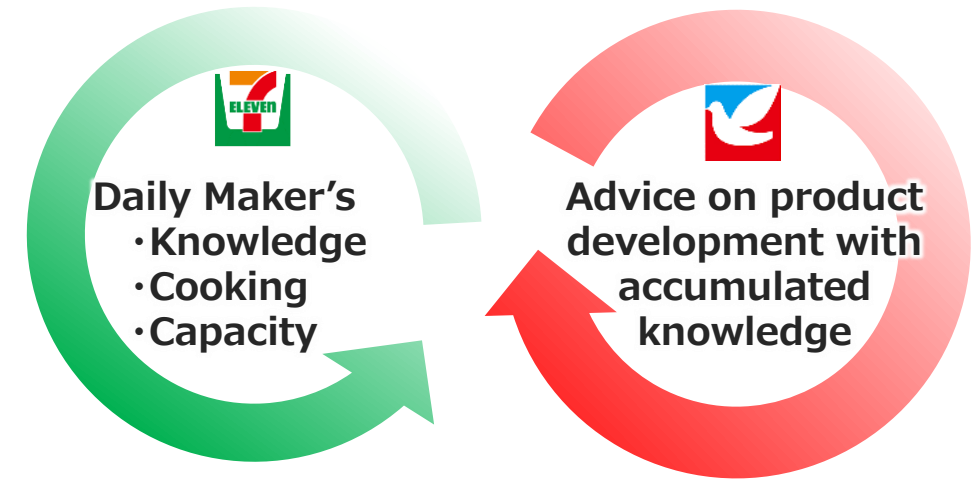


【Frozen foods】

Index of sales with
FY2007 as 100
(SEJ results)



◆Joint development with strength of SEJ and IY



◆Background to grow frozen foods

Changes in the social environment
(e.g., women entering the workforce)

Reduction of food loss

Offering more choices to customers and enrich their dining experience.

New products to be released in the future

Strengthen product lineup by leveraging the knowledge and network of suppliers in SST

Enhance frozen foods by stores



Install new refrigeration equipment
*island frozen utensil (test)

Standard stores

Review lineup with
expansion of recommended items



Small stores

Review lineup with
expansion of sales space



Efforts to improve display efficiency to meet each store

Expand product lineup to meet customer needs

Before 2008 → As of 2023

price



100 yen series

Convenience



Pasta, Cup Fried Rice

Quality



7 P Gold

Side dish



Categories we will challenge in the future

Dessert

Meal kit

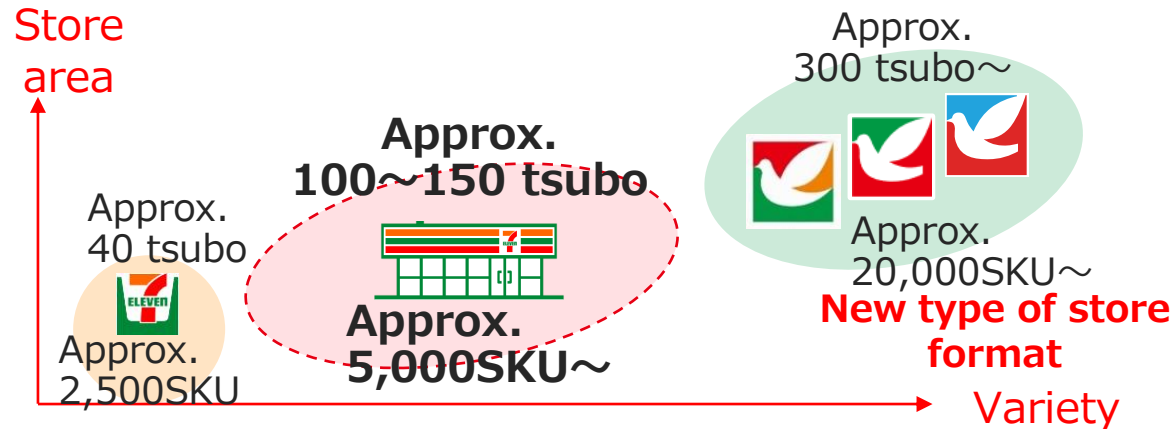
Sashimi
(raw sliced fish)

Seasoned meat
and pickled fish

Challenging vegetables, fruits, meat and fish materials as well

Pursuing the possibilities of frozen foods in response to changes of customers usage

SIP Store Positioning



New Concept Store

New type of store combining convenience stores with supermarket

"SIP Store"



Traceable Vegetables.



Frozen Food (EASE UP)



Seven Premium Products



New Brand "SEVEN&i THE PRICE"

◆ Sales floor expansion

- Frozen food sales expansion
- FF sales expansion
- Counter expansion and additional self-checkout
- Goods supply from Group PC/CK*






Eat-in/powder room/toilets/nursing facilities, etc. to be installed

*PC: Process Center
CK: Central Kitchen

Scheduled to open in FY2023

Challenge Towards a New Store Concept utilizing SST's knowledge to respond to further "food" needs

Existing Business : Strengthen Cooperation with Local Communities

		Daily sales effect*
Main fair 【Customer attraction and quality improvement】	Fresh food : Create a sense of event, acquire skills under the supervision of a renowned restaurant Counter goods : Create a sense of freshness and promote higher gross margins 	+1.3%
Secondary fair 【Category enhancement】	Seven Premium・dessert・frozen food : Quality improvement and differentiation Snack・ice cream : Strengthen lineups and provide convenience 	+0.4%
Regional fair 【Community revitalization】	<div> MD Dept. × OP Dept. </div> <ul style="list-style-type: none"> • Solve local issues • Regional development through local production and local consumption • Collaboration with producers No. of fairs held through 1H of FY2023 (Aug.): 36 	+0.7%

* Sales at existing stores in 1H of FY2023

Actively launch "regional fairs" in FY2023

Strengthen cooperation with "local communities", and promote local production and local consumption

Example of Regional Fair



- Support Fukushima products at SEJ and YB stores in Fukushima Prefecture
- Selling a menu of locally familiar dishes using ingredients produced in the prefecture
- Planned to support producers and recovery

*Fukushima Prefecture only, Oct 17-30

Administrative issues

Public pledge and policy
Community concerns

Area issues

Weaknesses and threats
in the region
Brand value

**Improve social value
and
meaning of existence**

Franchisees and Customers

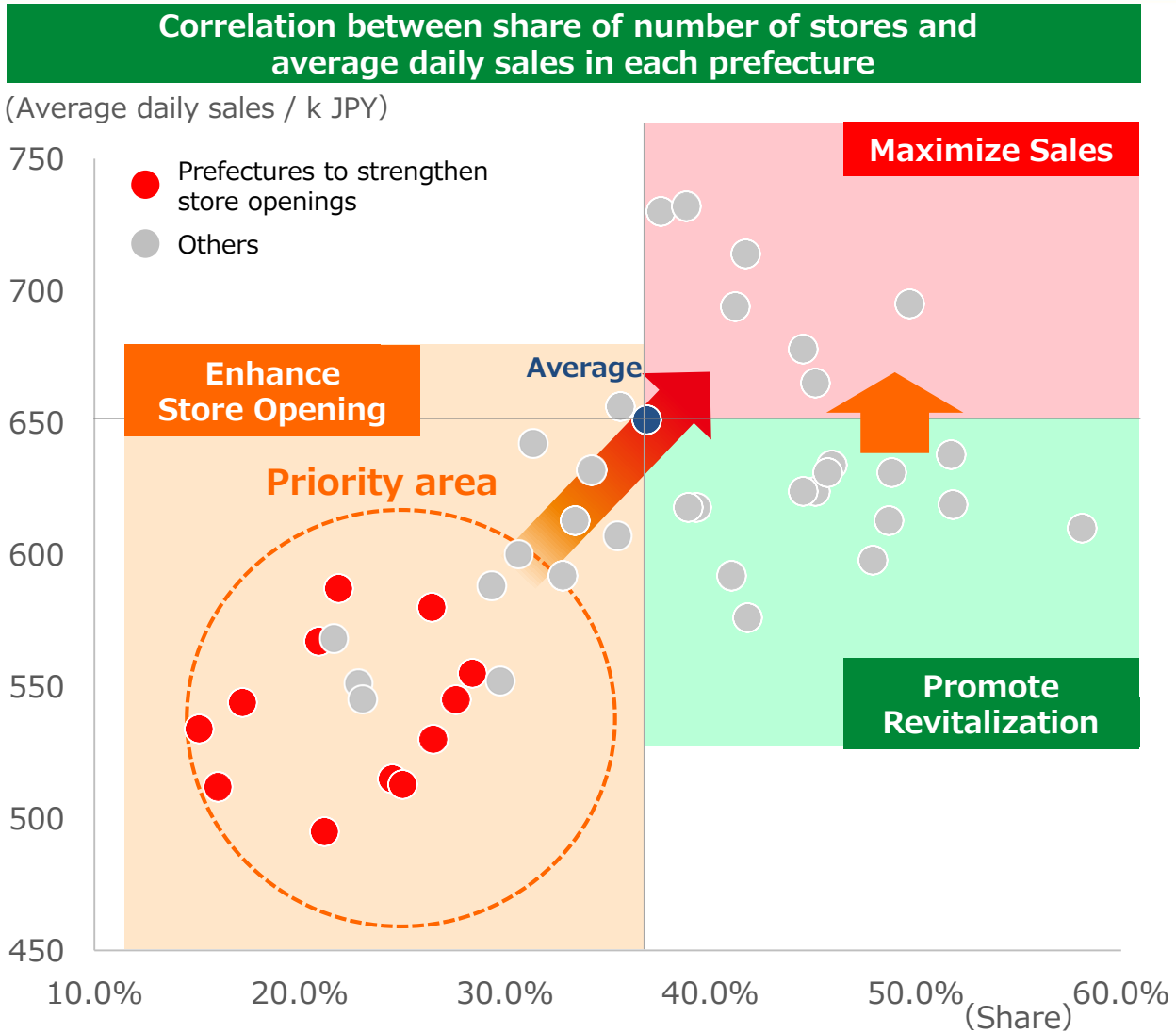
Brand value
Loyalty Improvement

Partners

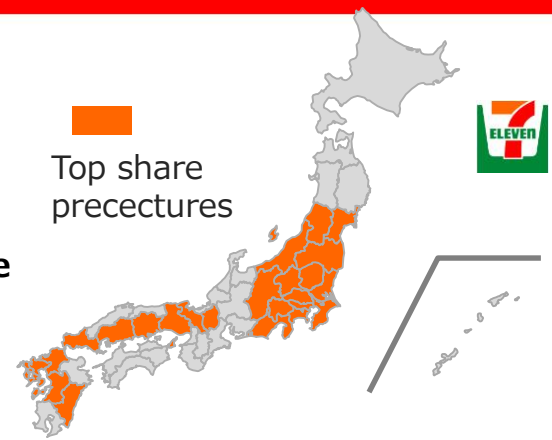
production efficiency
Job creation

**Group joint efforts through regional fairs,
and strengthen cooperation with government and local communities**

Existing Business: Town Planning through Execution of Detailed Store Opening Strategies and Plans



- ✓ Execute **optimal store openings** according to the **characteristics of each area**
- ✓ **Expand top share prefectures to white space**
- ✓ **Store openings with linking to products and sales promotions**



Strategy	Area definitions/measures
Maximize Sales	Areas with high market share and high daily sales Promote new net increase and revitalization, including S&B*
Promote Revitalization	Areas with high market share and low daily sales Improve daily sales through revitalization including
Enhance Store Opening	Areas with low market share Reinforcement of net increase of stores and improve market share and average daily sales

*Scrap and build

As there is room to open more stores in Japan,
we will execute detailed store opening strategies and plans depending on the situation in the area

Existing Business : Store Opening Plan according to Location

Example of store opening strategy by area

Revision of investment criteria for store openings

- Stricter standards for S&B deals
⇒ **Promote net new store openings (net new stores)**
⇒ Elimination of stores with poor sales
- Strengthen sales promotion when store openings
⇒ Focus on raising awareness

Review of staffing

- **Increase in the number of store opening development staff**
Strengthen recruiting activities after COVID-19
- Increase headcount in areas to be strengthened in line with our store opening strategy

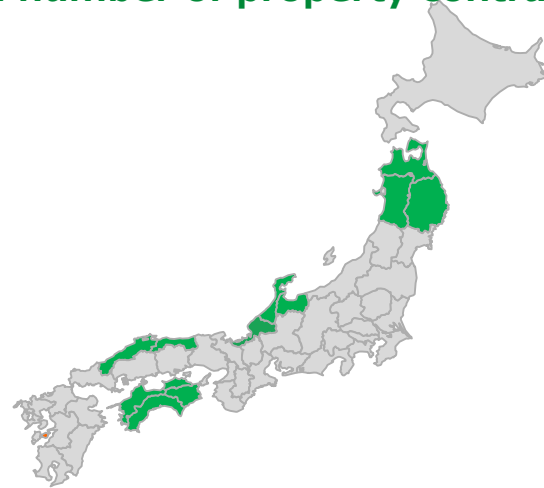
Area of Store Opening Enhancement

◆ 12 priority prefectures

Aomori, Akita, Iwate, Toyama, Ishikawa, Fukui, Shimane, Tottori, Kagawa, Ehime, Kochi, Tokushima

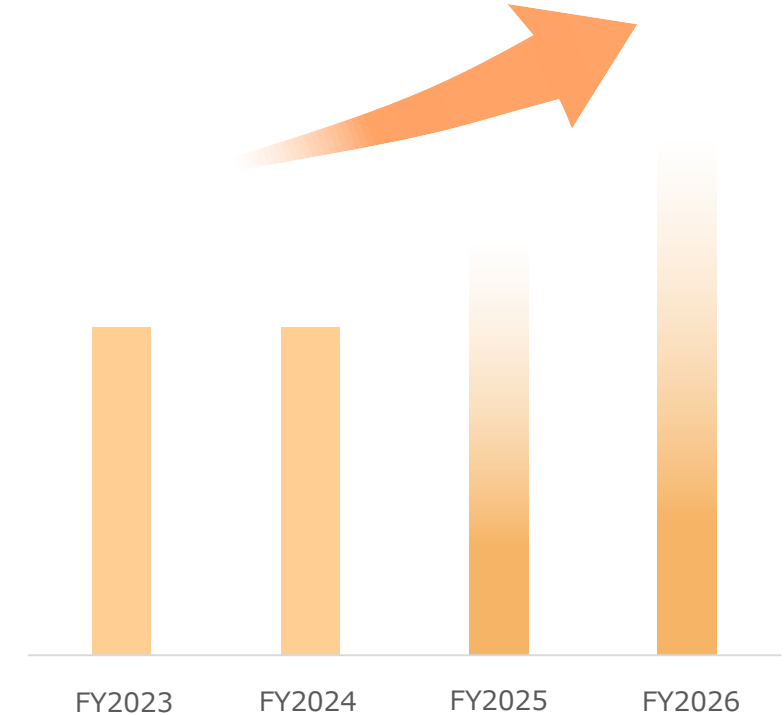
1H of 2023

Significant growth in number of property contracts



Continue to work on toward increased store openings in 2024 and beyond

Store Opening Plan



Plans to re-accelerate store openings from FY2025

Strengthen store openings focusing on investment efficiency

Establish a path to re-accelerate store openings, expand the number of stores and maximize the effects of investment in store openings

**Shift
support system**

**Work
assignment
system**

**Support system
utilizing tablets**



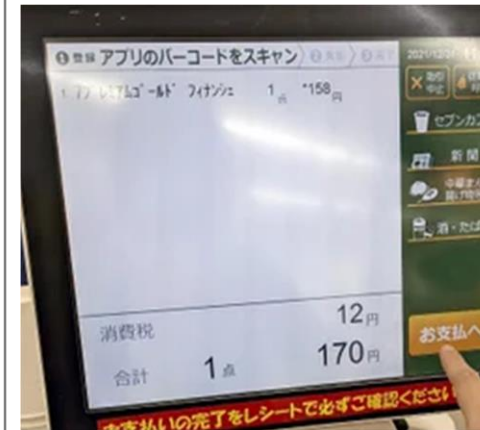
**AI-based
ordering**

**Nationwide
launch**
(End of March-)



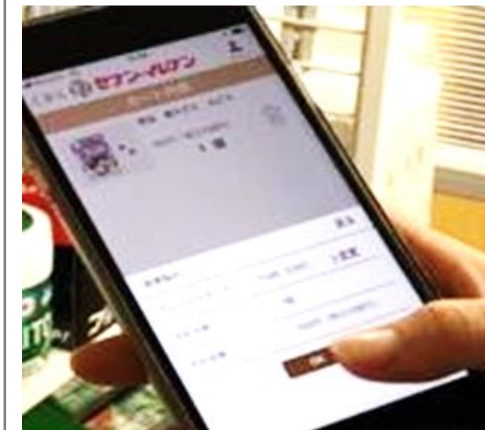
**Complete
self-checkout**

**Currently
carrying out
test**
(at some stores)



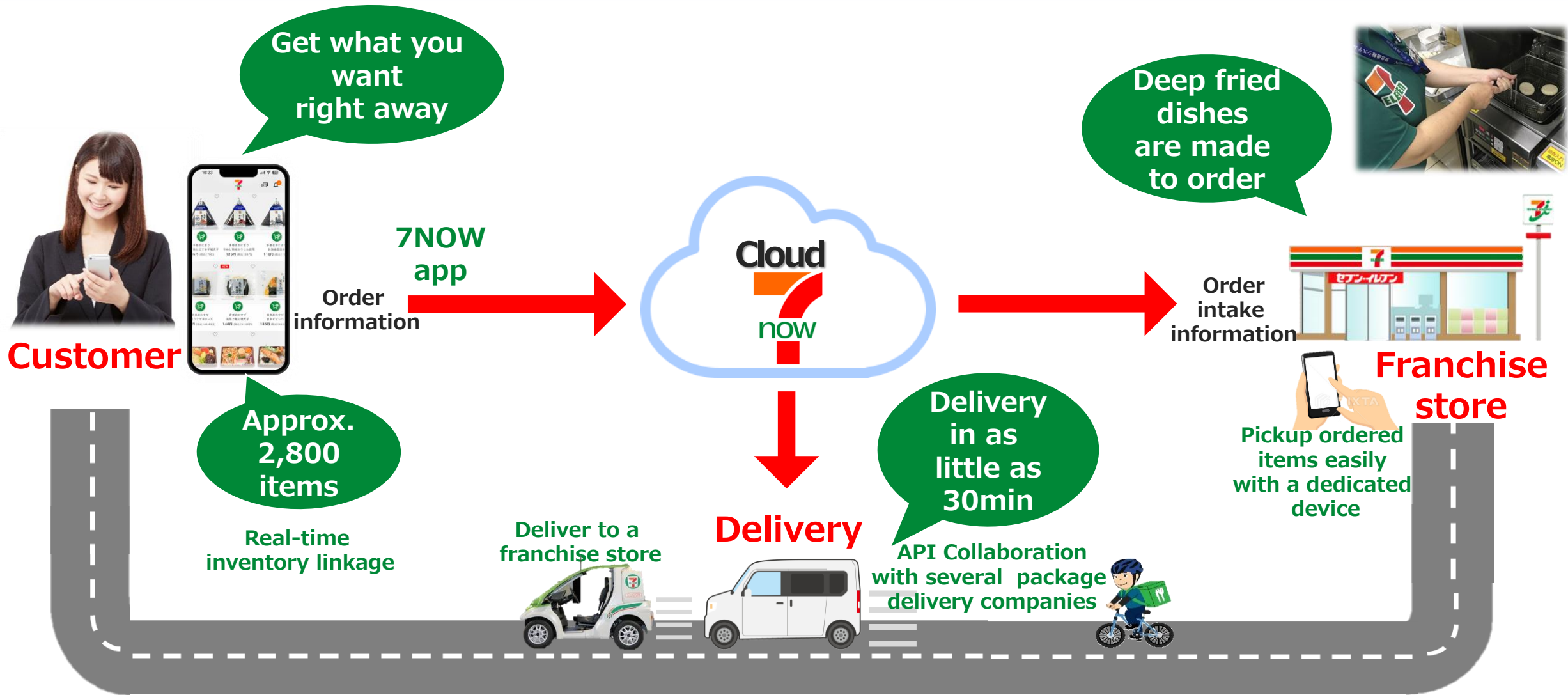
**Smart phone
checkout**

**Currently
carrying out
test**
(at some stores)



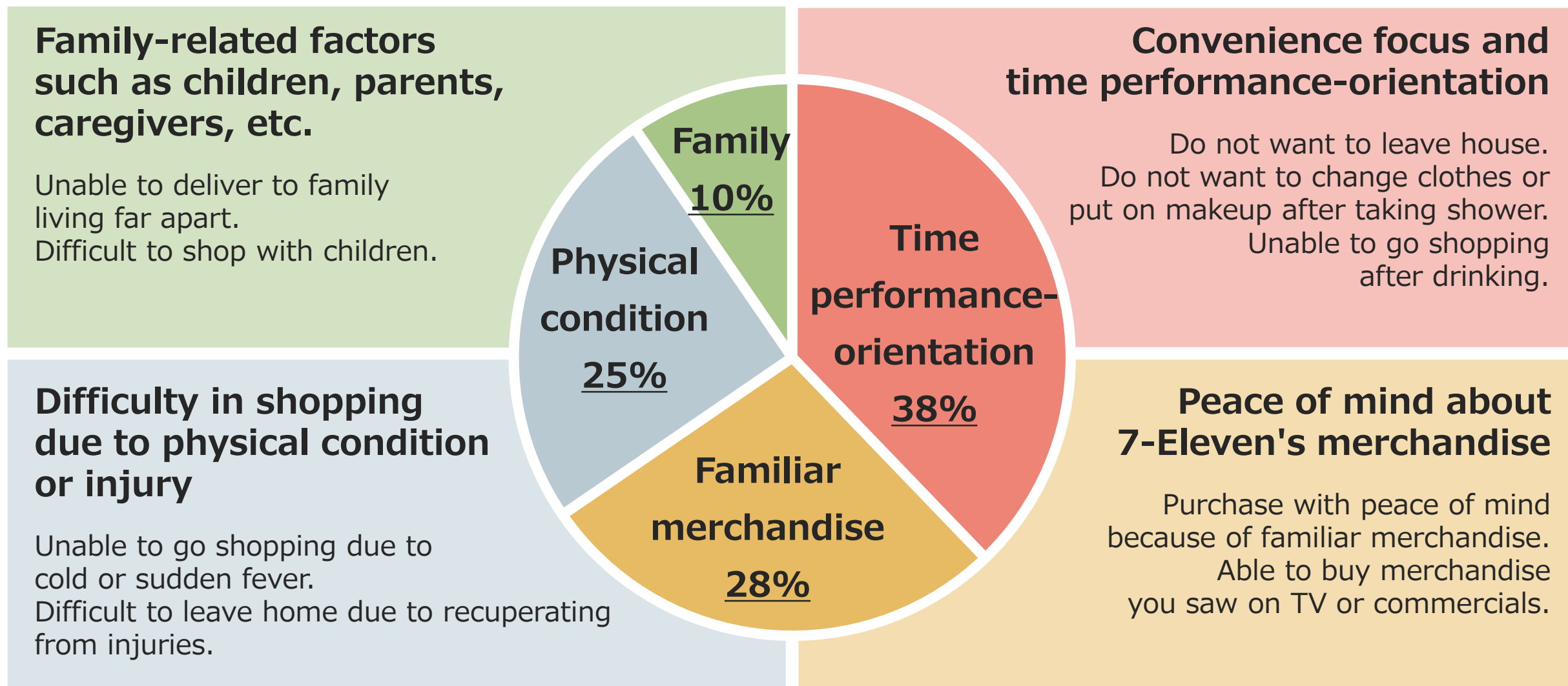
Improve sales and productivity by promoting innovation in store operations through the use of IT

Digital : 7NOW(customer experience value improvement)



Real-time matching of store inventory with a delivery vehicle to be delivered in 30min

Digital : 7NOW (Reasons to Use - Occasions)

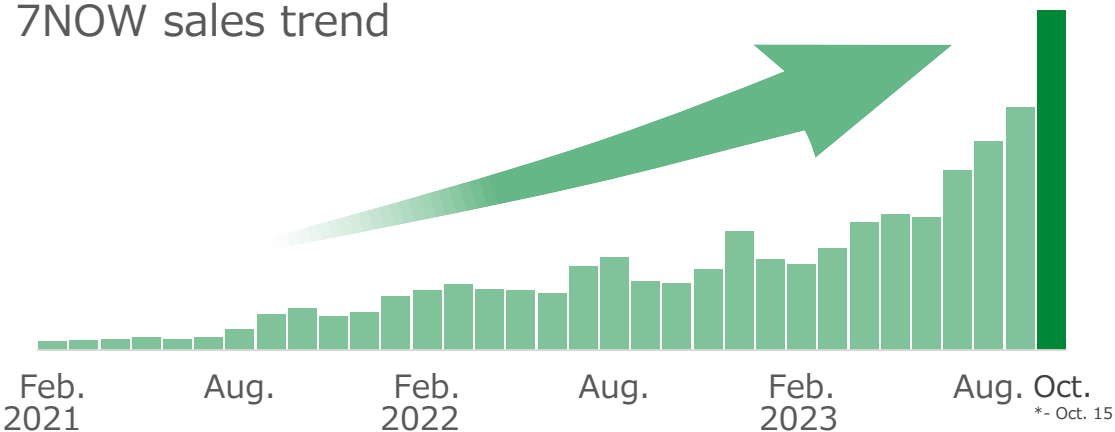


7NOW plays a major role in the changing environment and customer needs

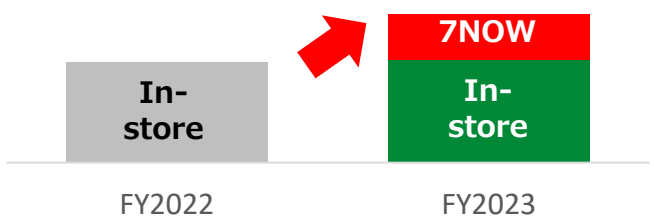
Digital : 7NOW (Purchase Trend)

7NOW expanding steadily

7NOW sales trend



Comparison of purchase amounts



Total spending by 7iD members who use both

Approx. **+1.5x** compared to in-store purchase

7NOW purchase trend (Sales volume in descending order)



Raise customer experience value through strengthening proprietary merchandise as well as enhancing convenience, and plan to recommend nationwide

* 7iD members (4,754 stores conducting 7NOW)
* Comparison between FY2022 (Mar.-Aug. 2022) and FY2023 (Mar.-Aug. 2023)

Digital : 7NOW (Enhancement measures and store openings)

Strengthen customer contact points



- 7NOW App
- Sales promotion measures
- Expansion of merchandise offerings

Reinforce delivery system



- Improved matching rate
- Nationwide delivery network
- Delivery quality improvement

7NOW installed-stores by prefecture

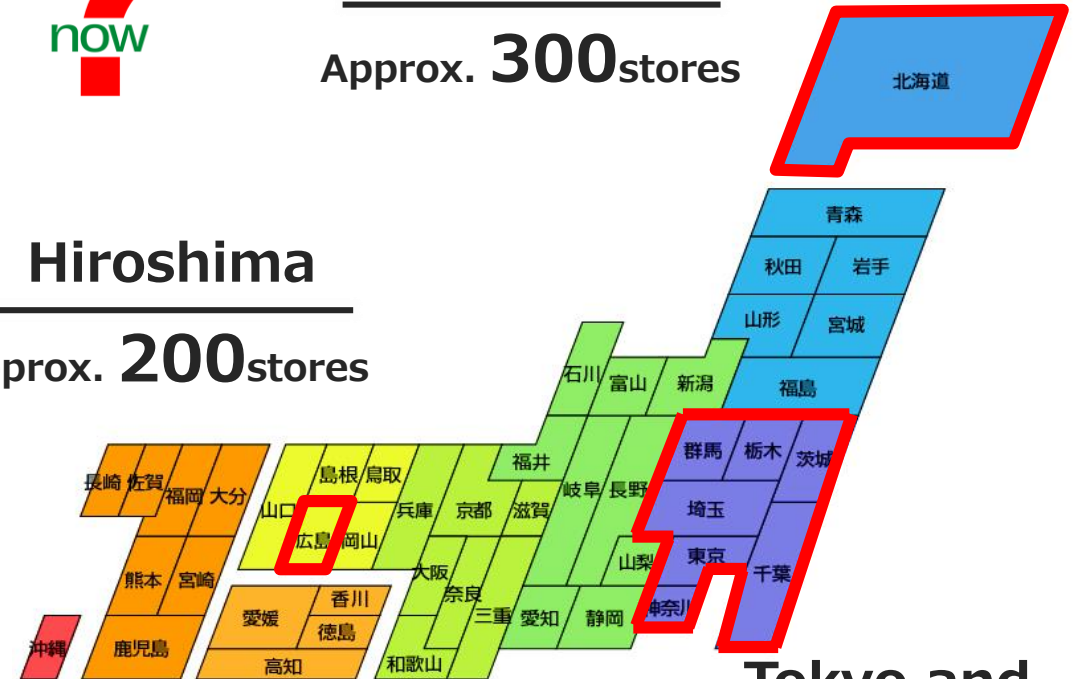


Hokkaido

Approx. **300** stores

Hiroshima

Approx. **200** stores



Tokyo and 6 prefectures

Approx. **5,600** stores

*As of Oct 31, 2023

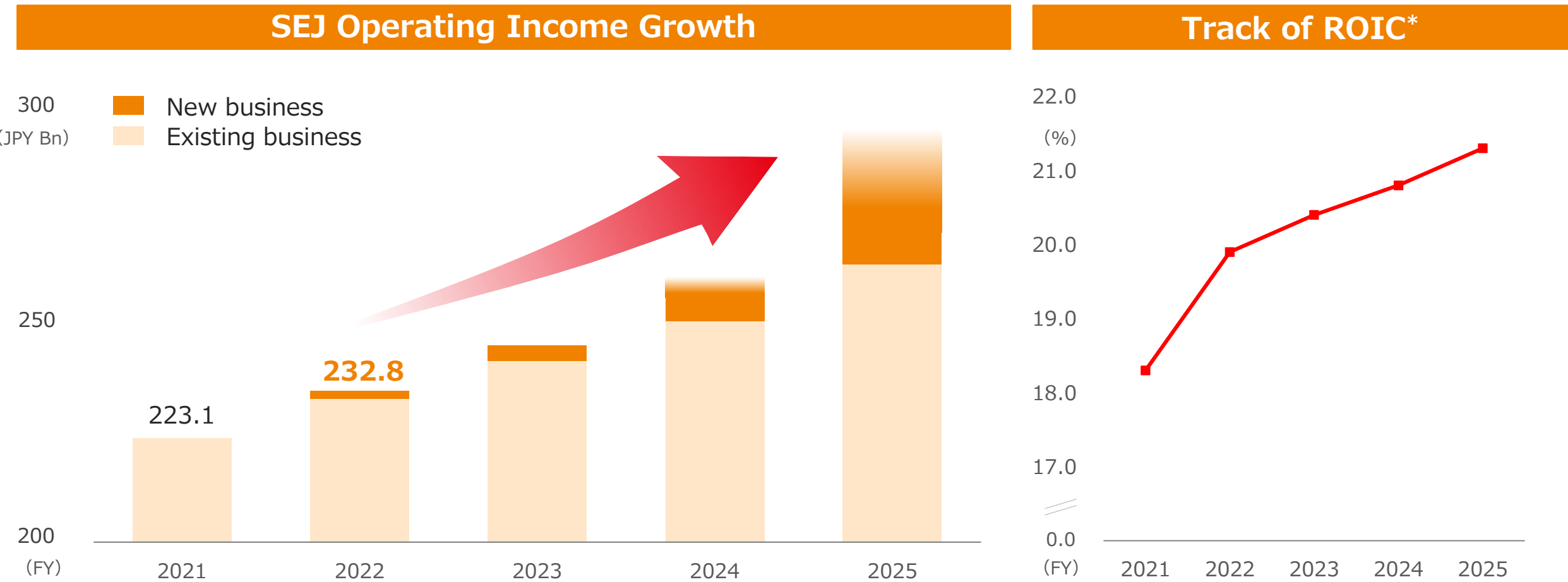
Expanded to 6,100 stores mainly in Tokyo and 6 prefectures

by promoting "strengthening customer contact points" and "reinforcing delivery system"

Profit Growth Plan for Domestic CVS (SEJ)



Promote growth strategies in existing and new businesses, while improving ROIC



* ROIC : Figures for Domestic CVS operations

Expand Business Scale While Maintaining Capital Efficiency



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 Co., Ltd.

"IR Day 2023"

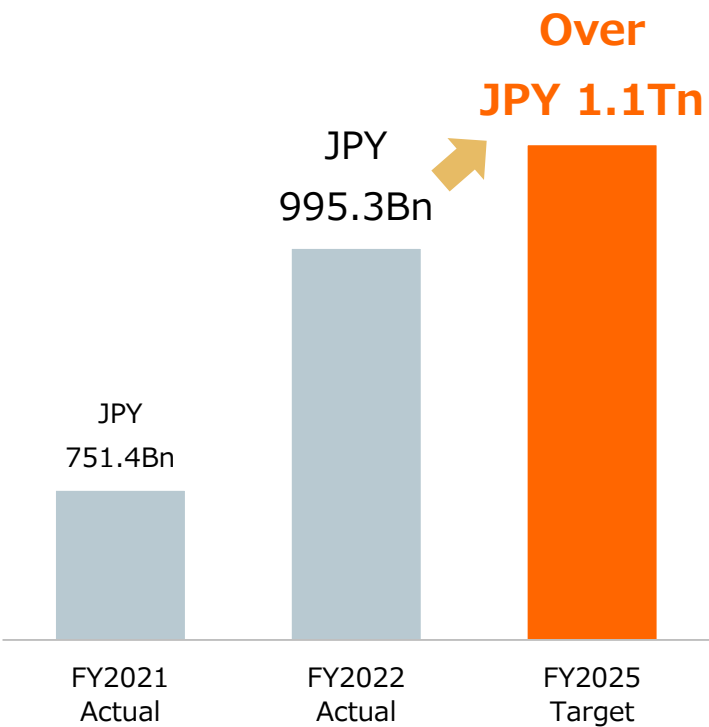
Closing

October 31, 2023

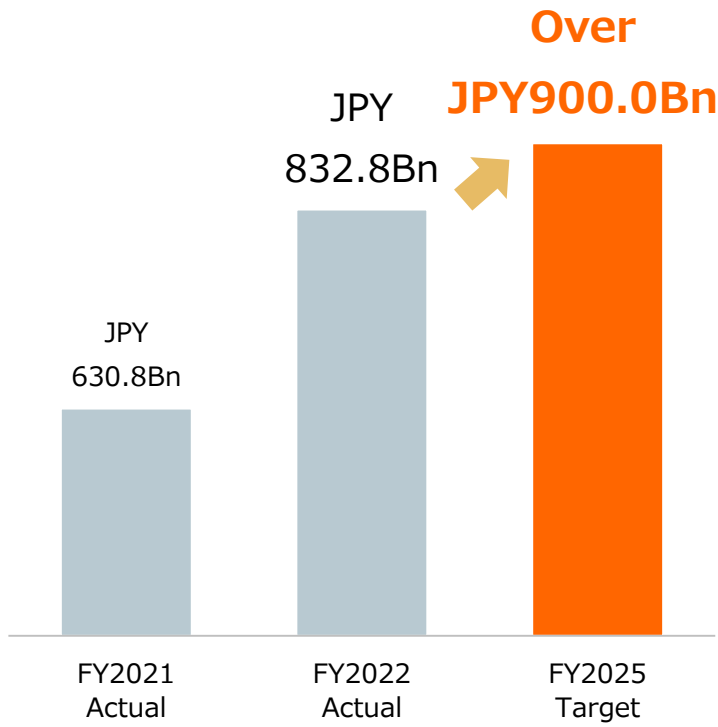
Medium-Term Management Plan^{*1}

- Updated the Medium-Term Management Plan targets following strong financial performance and the Group Strategy Reevaluation in March 2023
- Aim to improve profitability and increase cash flow

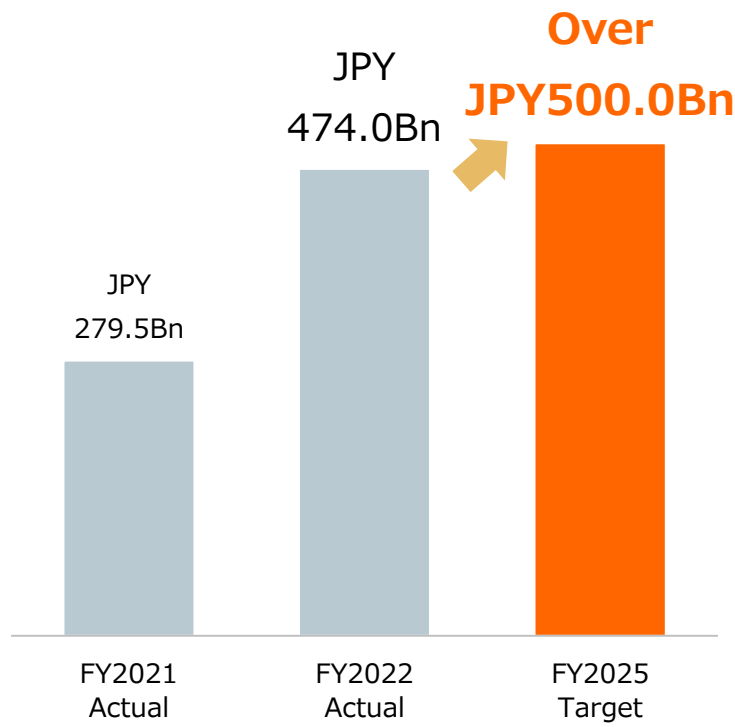
EBITDA^{*2}



Operating CF (Excl. Financial)^{*3}



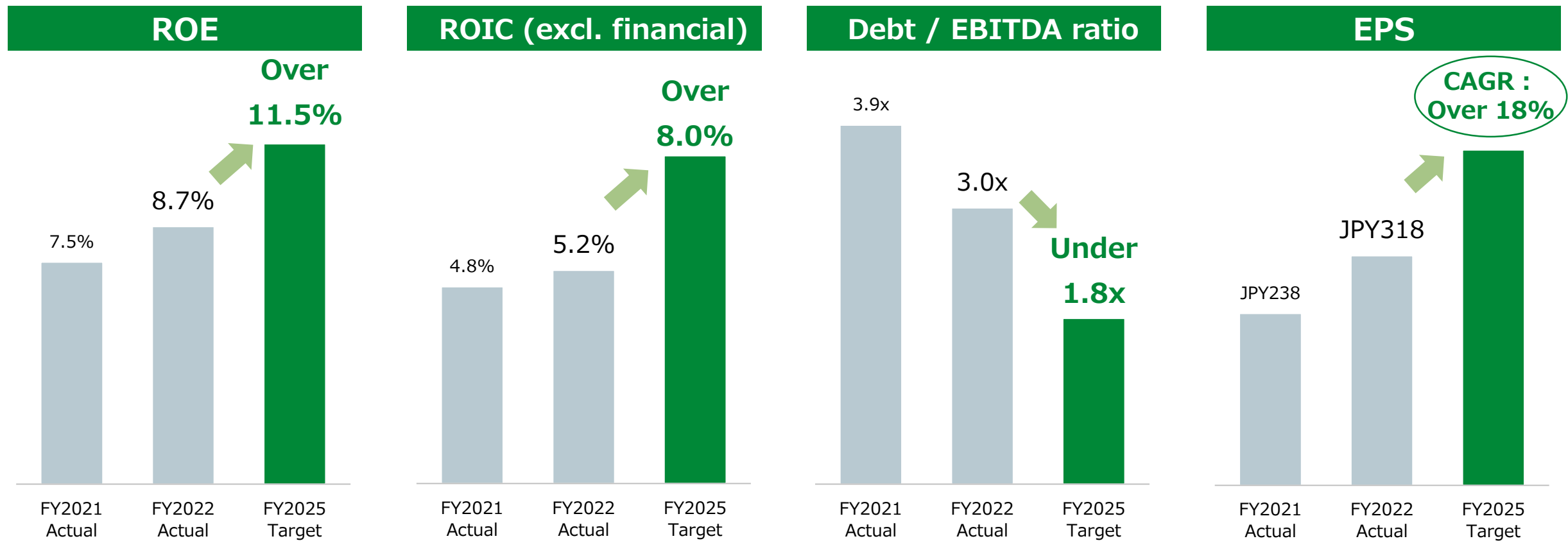
Free CF (Excl. Financial)^{*4}



^{*1} Excluding considerations for strategic investments such as M&A
^{*2} EBITDA calculated by operating income + D&A + goodwill amortization
^{*3} Management accounting figures based on NOPAT excluding financial services
^{*4} Management accounting figures excluding financial services. Cash outflow from M&A considered as strategic investments and excluded from investing cash flow
 Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

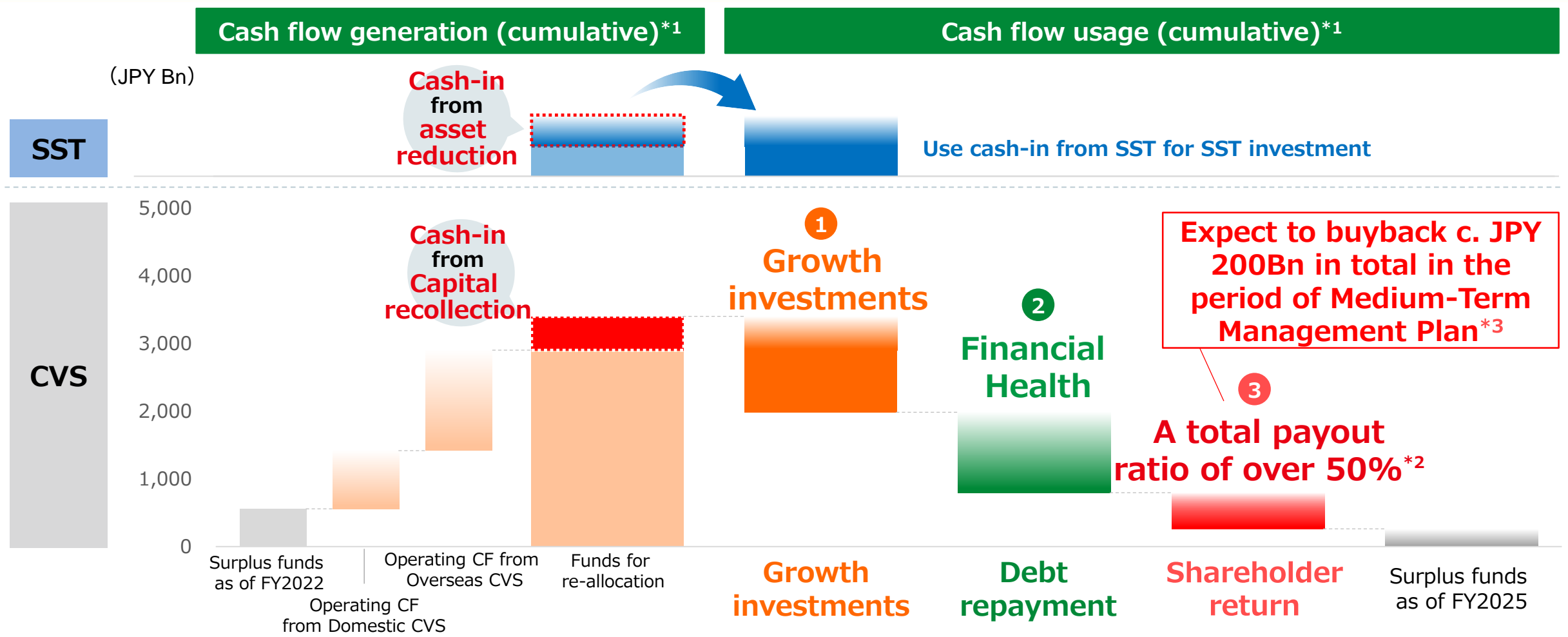
Medium-Term Management Plan* (Cont'd)

- Updated the Medium-Term Management Plan targets following strong financial performance and the Group Strategy Reevaluation in March 2023
- Aim to strengthen both capital efficiency and B/S and EPS growth



* Excluding considerations for strategic investments such as M&A

Capital Re-Allocation Plan



*1 Cumulative figures from fiscal year 2023 to 2025 *2 Cumulative dividends and share buybacks against cumulative net income attributable to owners of parent from fiscal year 2023 to 2025
 *3 The share buyback amount may possibly change if large strategic investments (such as M&A) are pursued instead of share buybacks

Operating CF from CVS and cash-in from capital recollection can be invested not only in growth-investments in CVS but also in shareholder returns including buyback



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.