



Seven & i Holdings Co., Ltd.

“IR Day 2024”

April 23, 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

Closing

11:30~11:35



Director & Managing Executive Officer
CFO
Yoshimichi Maruyama

Global CVS Operations

09:55~10:35



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



President & CEO of 7-Eleven International LLC
Ken Wakabayashi

Group's Vision towards Future Growth

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

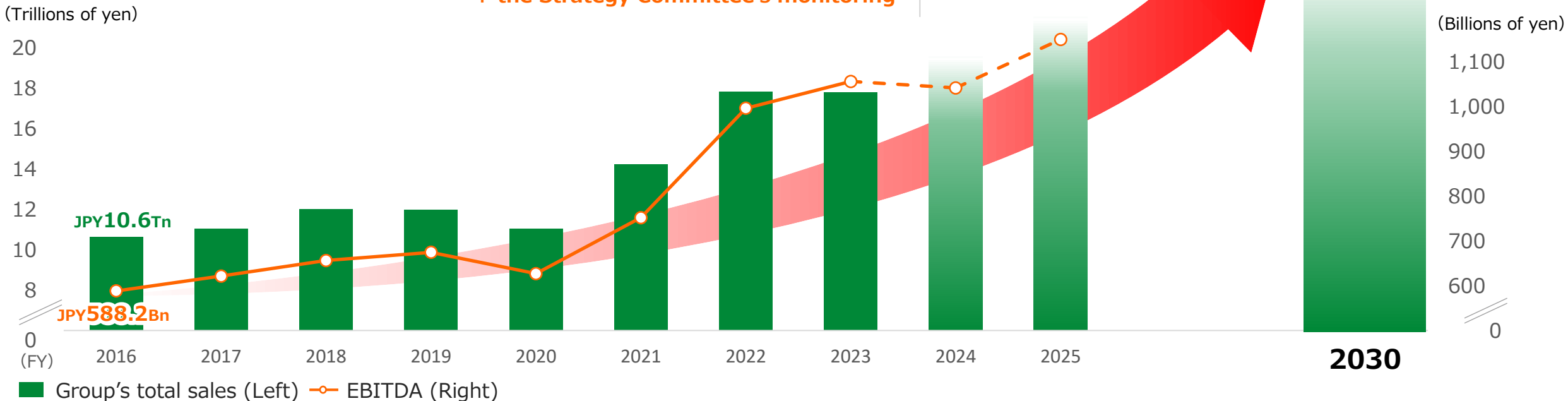
August 2020
Announcement of the acquisition of **Speedway**

November 2023
Announcement of the acquisition of **7-Eleven Australia**
January 2024
Announcement of the acquisition of **Sunoco-Stripes (West Texas)**

A world-class retail group **centered around its "food"**

Accelerated actions to optimize the business portfolio and operation + the Strategy Committee's monitoring

April 2024
Announcement of **Action Plans**



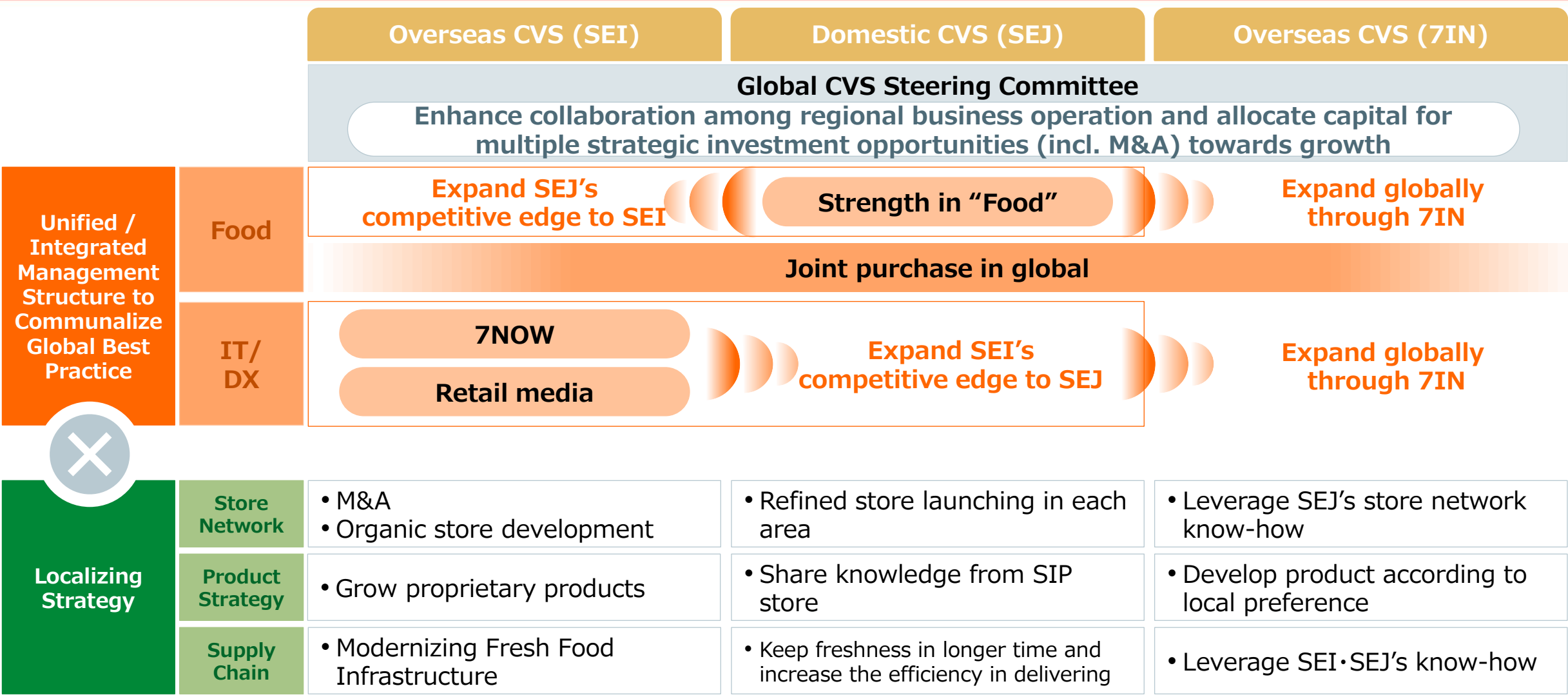
We have and will continue to accelerate our organic / in-organic growth in Global CVS business

Evolution of our Continuous Strategy Assessment and Governance Transformation

	FY2022	FY2023	FY2024												
Strategy Assessment	<p>Group Strategy Reevaluation</p> <ul style="list-style-type: none"> We discussed strategic initiatives which contribute to Group corporate value enhancement considering the efficiency and the growth of each business We assigned independent outside advisors to pursue Group growth strategy focused on CVS business. 	<p>The Strategy Committee objectively assess and monitor Group's key strategic initiatives and optimal group structure</p>	<p>Announcement of the discussions in our Board and Strategy Committee Recommendations and our Group's Action Plans toward the maximization of corporate and shareholder value (2024/4)</p> <ul style="list-style-type: none"> We will create a timeline for actioning those items that is being announced today and have started working towards implementation 												
Governance Transformation as Global Company	<p>The Board has transformed to be composed of majority independent outside directors, and Strengthen Board diversity (2022/5)</p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th></th> <th>FY2021</th> <th>FY2022</th> </tr> </thead> <tbody> <tr> <td style="background-color: #e6c08c;">Independent Outside Directors</td> <td>5 (Over 33%)</td> <td>9 (Majority)</td> </tr> <tr> <td style="background-color: #e6c08c;">Non-Japanese Directors</td> <td>1 (Proportion: ~8%)</td> <td>5 (Proportion: ~35%)</td> </tr> <tr> <td style="background-color: #e6c08c;">Female Directors</td> <td>1 (Proportion: ~8%)</td> <td>3 (Proportion: ~21%)</td> </tr> </tbody> </table>		FY2021	FY2022	Independent Outside Directors	5 (Over 33%)	9 (Majority)	Non-Japanese Directors	1 (Proportion: ~8%)	5 (Proportion: ~35%)	Female Directors	1 (Proportion: ~8%)	3 (Proportion: ~21%)	<p>Established the Strategy Committee composed solely of independent outside directors (2023/3)</p>	<p>Elect Mr. Stephen Hayes Dacus as the Lead Independent Outside Director and Chairperson of the Board of Directors (2024/4)</p> <ul style="list-style-type: none"> We better ensure the effectiveness of discussions on management strategy and supervision of business execution at the BoD meetings The Management can focus on conducting Action Plans
	FY2021	FY2022													
Independent Outside Directors	5 (Over 33%)	9 (Majority)													
Non-Japanese Directors	1 (Proportion: ~8%)	5 (Proportion: ~35%)													
Female Directors	1 (Proportion: ~8%)	3 (Proportion: ~21%)													

We have continued our strategic assessment and governance transformation to enhance our medium to long term corporate / shareholder value

Global CVS Strategy Plan

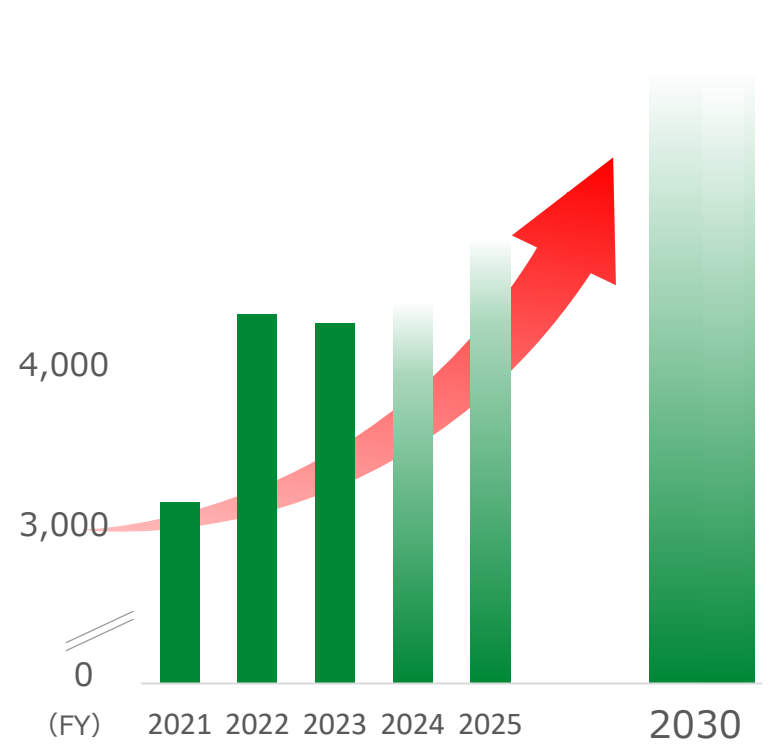


Focus on global CVS strategy under integrated management structure

CVS Operation's Vision for Growth

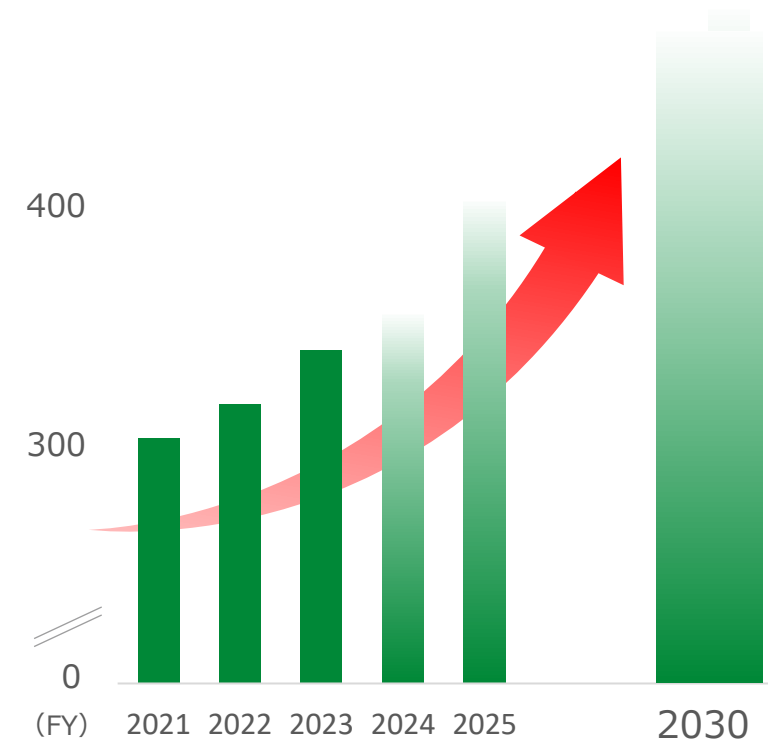
Overseas CVS (SEI)

(Millions of USD)



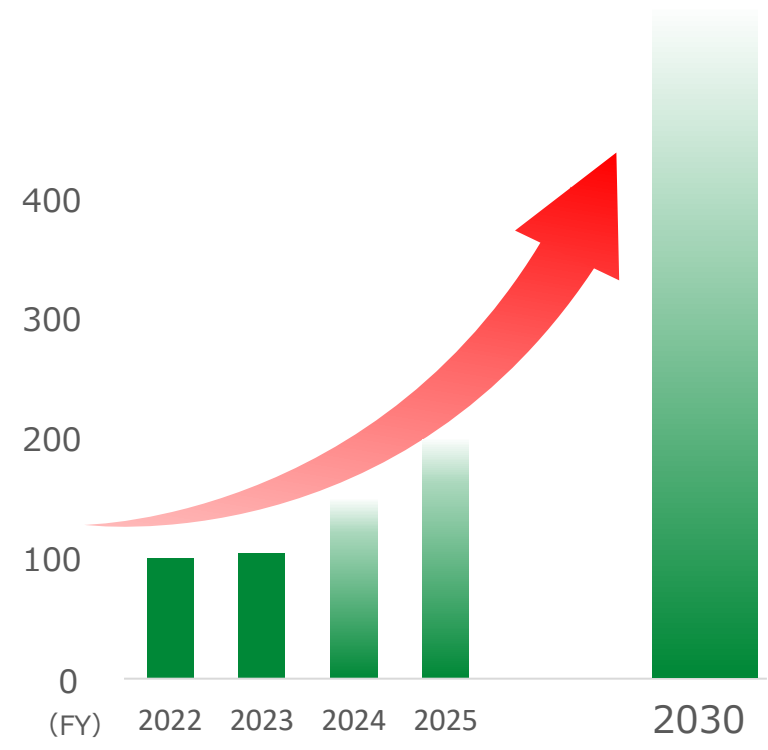
Domestic CVS (SEJ)

(Billions of yen)



Overseas CVS (7IN)

(Millions of USD)

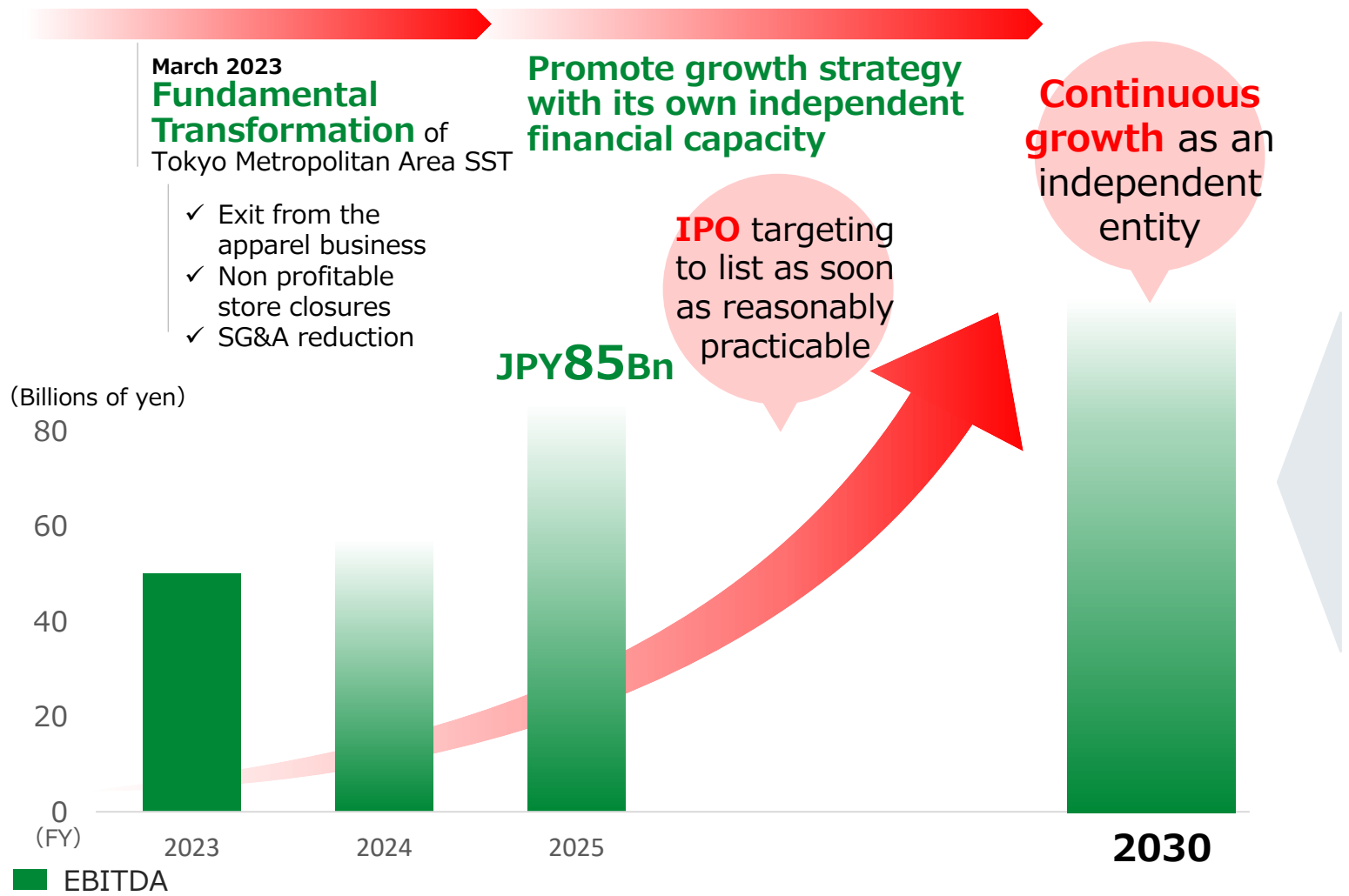


■ EBITDA

Note) 7IN's EBITDA includes equity method earnings

Our global CVS strategy will aim to expand EBITDA in all regions towards 2030

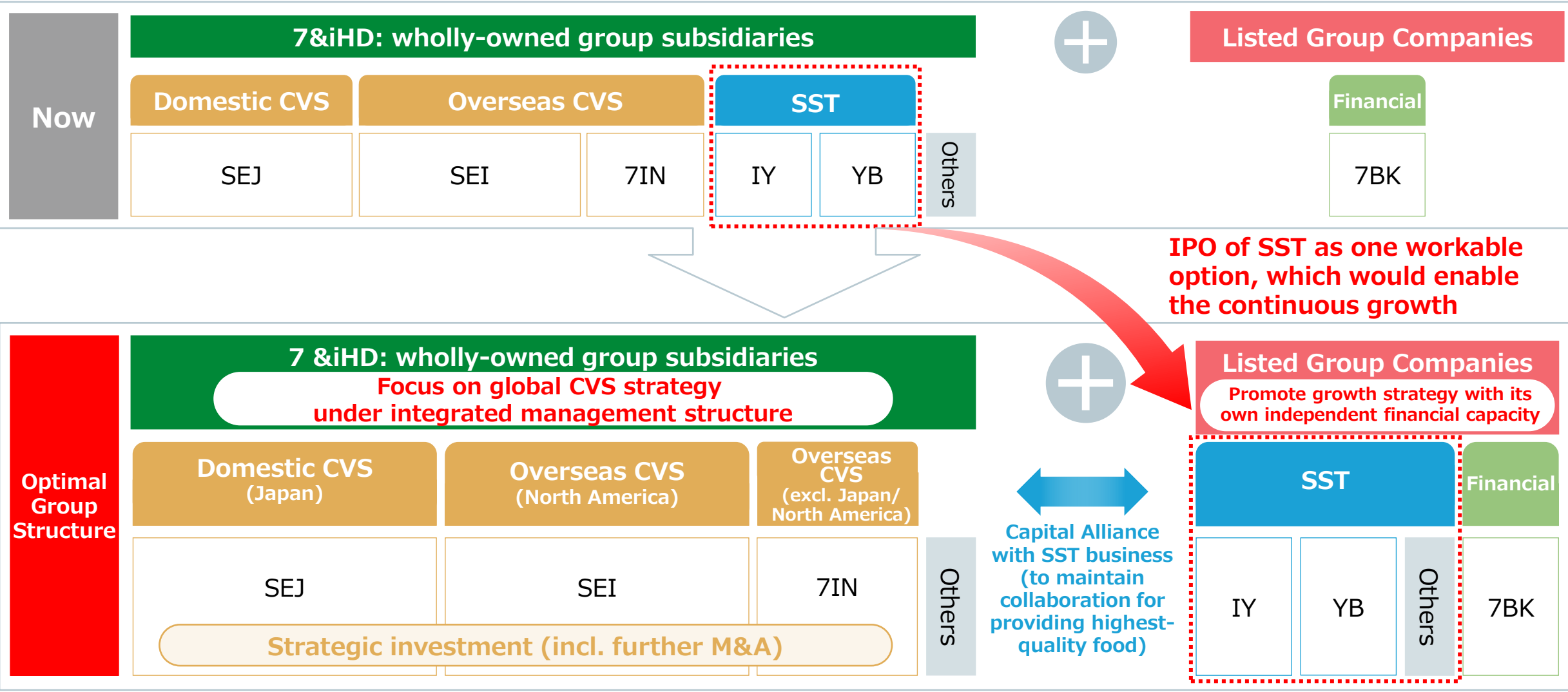
SST Operation's Vision for Growth



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



SST will aim to achieve sustainable growth through enhanced growth strategy with underlying independent financial capacity



New Group structure will enable each business to focus on their own growth strategy independently



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.