



Seven & i Holdings

"IR Day 2024 Autumn"

October 24, 2024

Today's Agenda

Opening

09:00~09:15



President & Representative Director
CEO
Ryuichi Isaka

Domestic CVS Operations

10:50~11:30



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

US CVS Operations

09:15~09:55



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

ESG (Sustainability)

11:30~12:10



Vice President, Representative Director
CSuO
Junro Ito

Global CVS Operations

09:55~10:35



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



President & CEO of 7-Eleven International LLC
Ken Wakabayashi

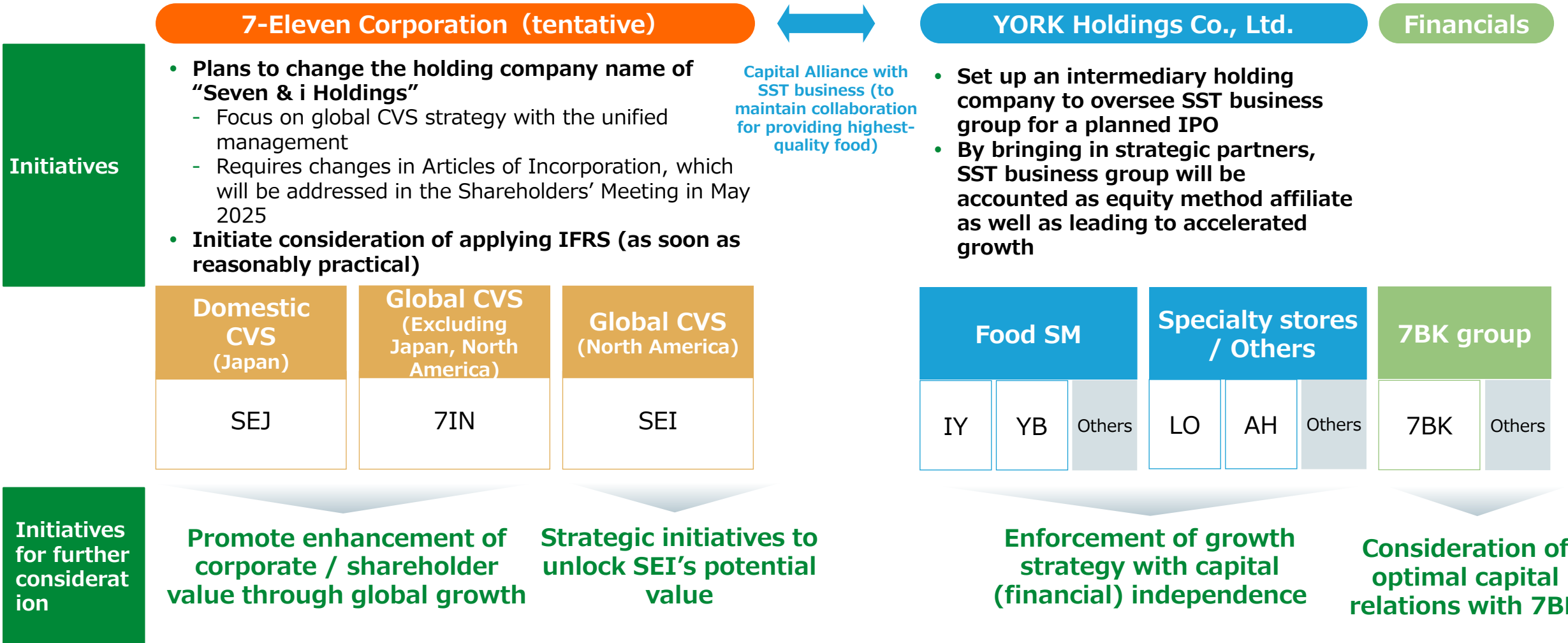
Closing

12:10~12:20



Director & Managing Executive Officer
CFO
Yoshimichi Maruyama

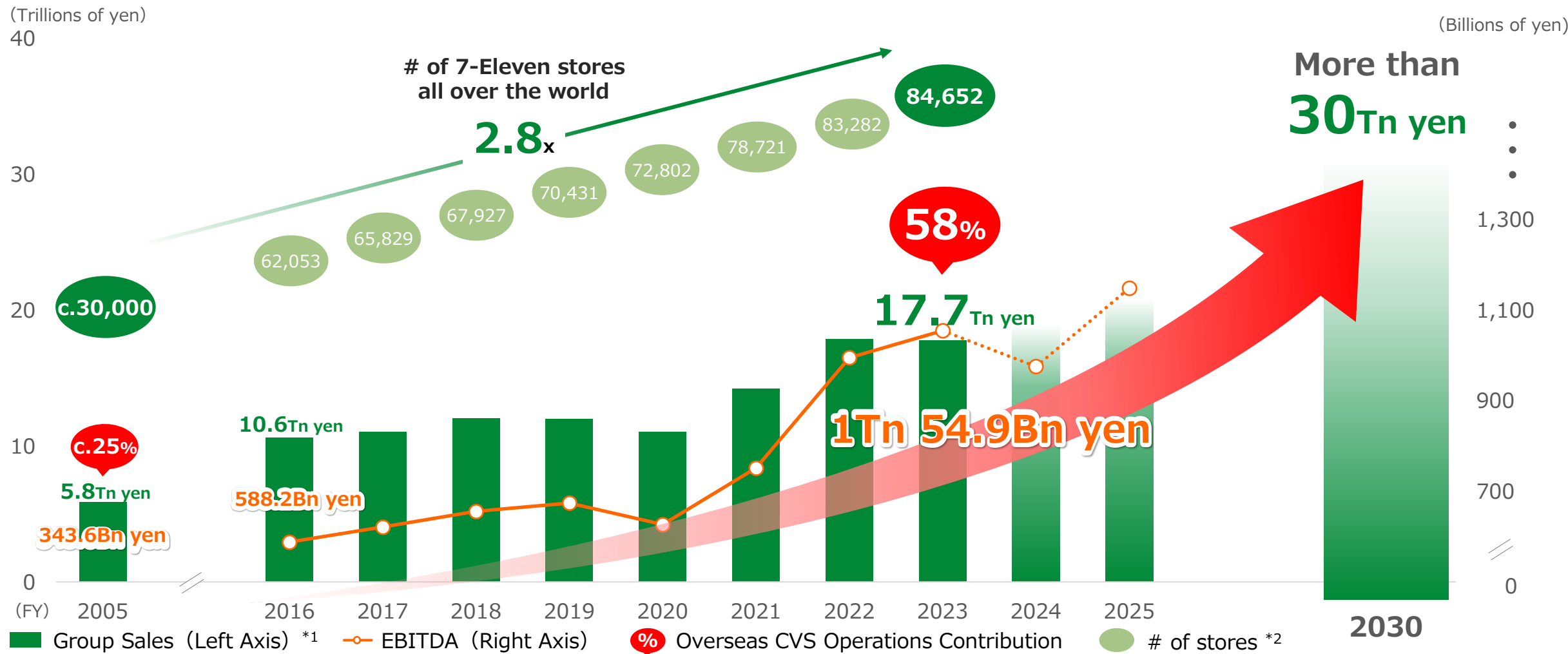
Our Efforts on Optimization of Group Structure *



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

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

Group's Growth Trajectory



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

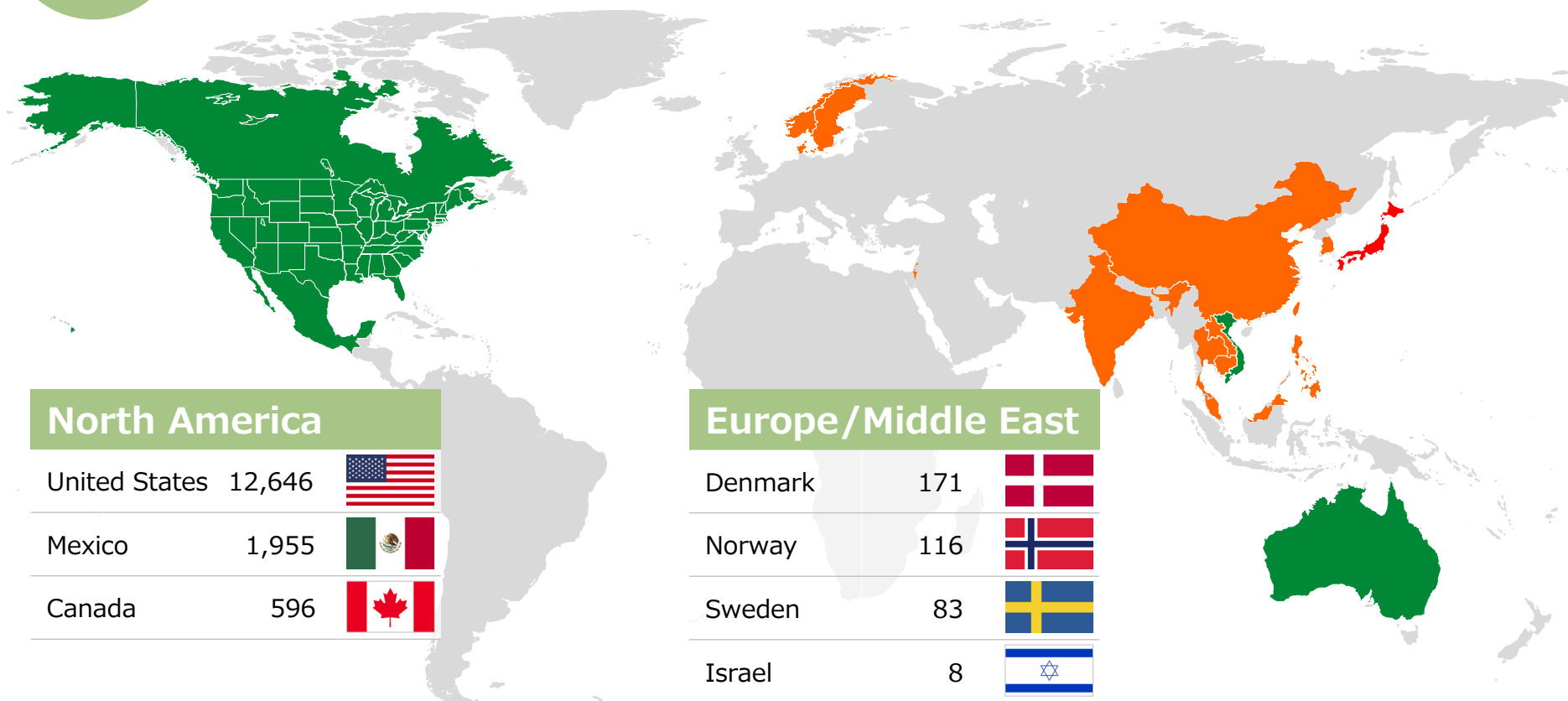
*2 As of the end of each FY

Accelerate growth focusing on global CVS

7-Eleven Stores around the World

As of
The End of
February
2024

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



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

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

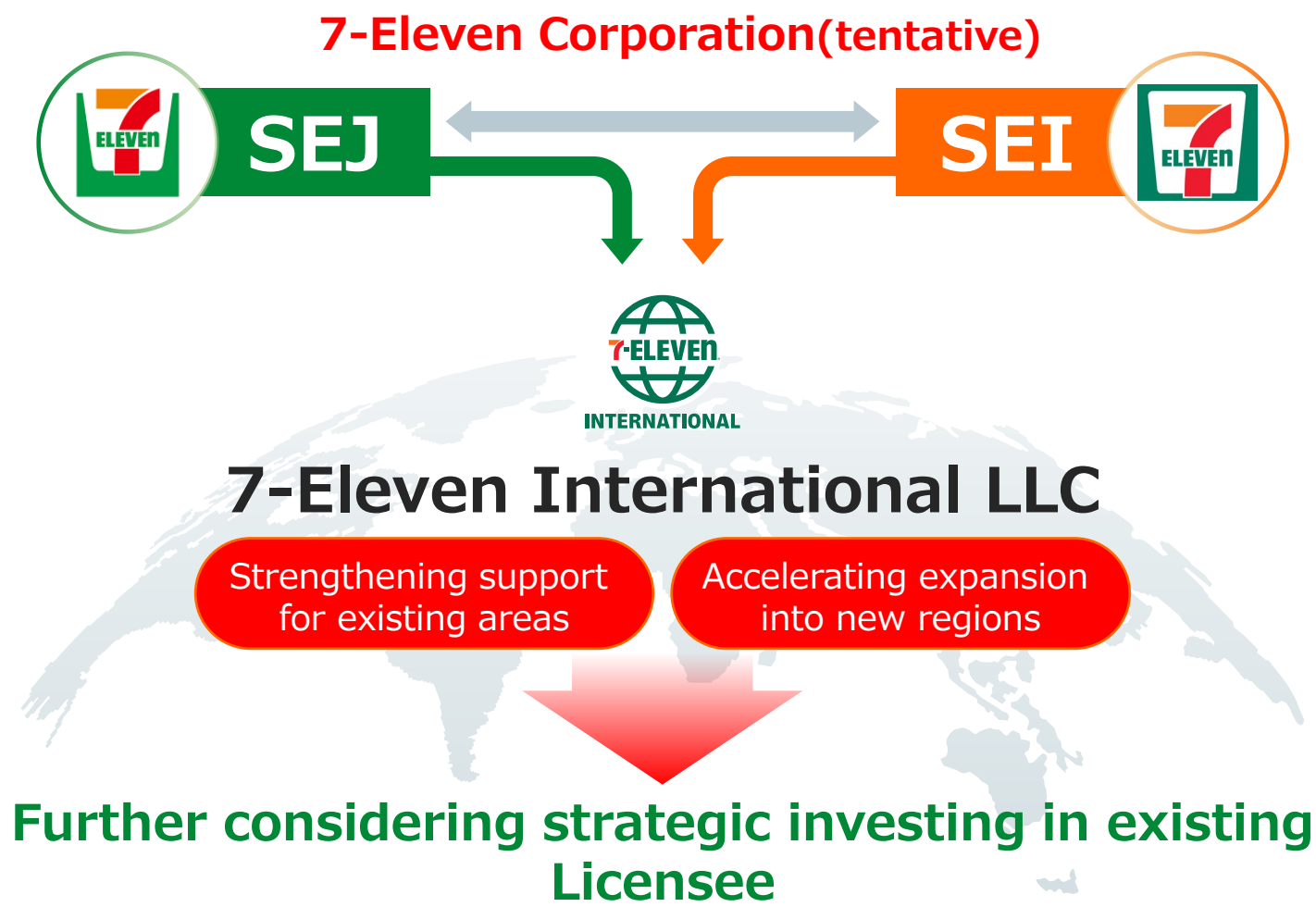
Asia-Pacific		
Japan	21,535	
Thailand	14,643	
South Korea	13,001	
Taiwan	6,915	
China	5,103	
Philippines	3,803	
Malaysia	2,576	
Australia	769	
Singapore	500	
Viet Nam	100	
Cambodia	79	
India	50	
Laos	3	

■ Applied equity model
 ■ Applied license model

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

Expanding Global CVS Business by 7IN

The Role of 7IN



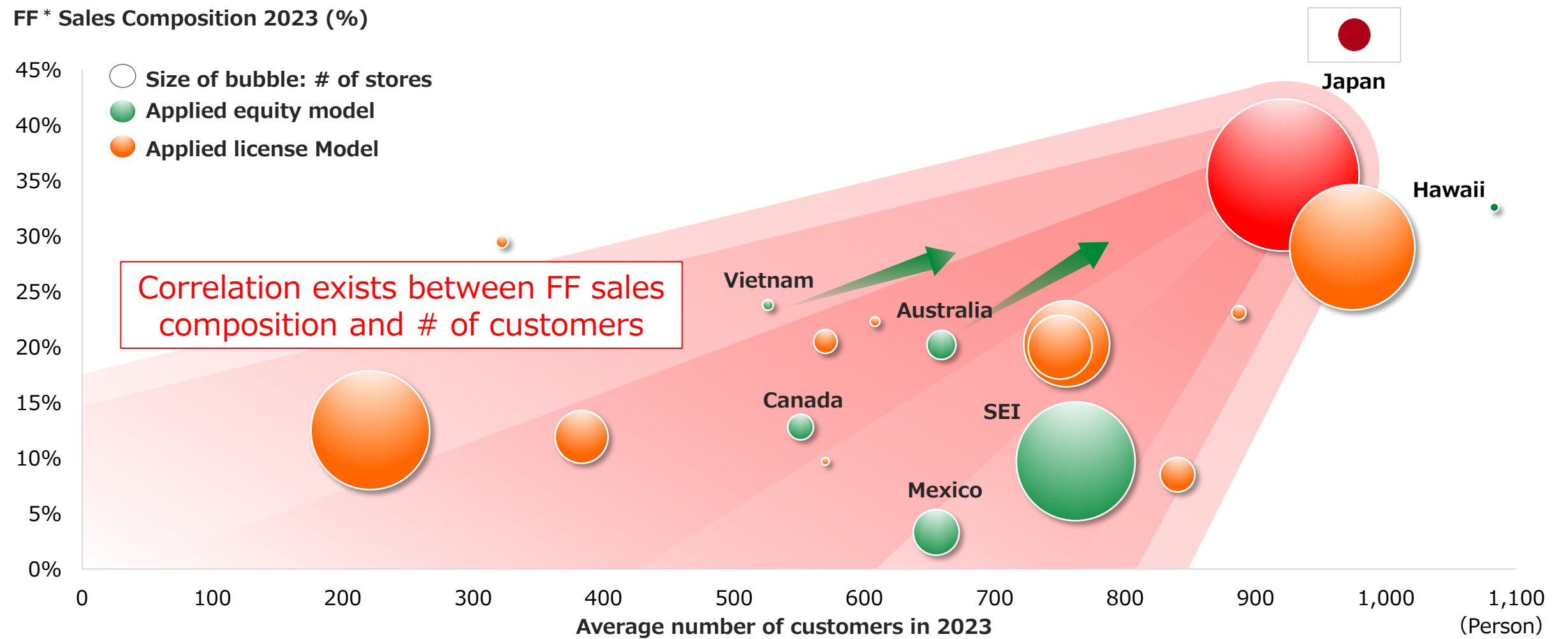
Expanding Equity model

Steadily Investing Strategically After Establishing 7IN in January 2022



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

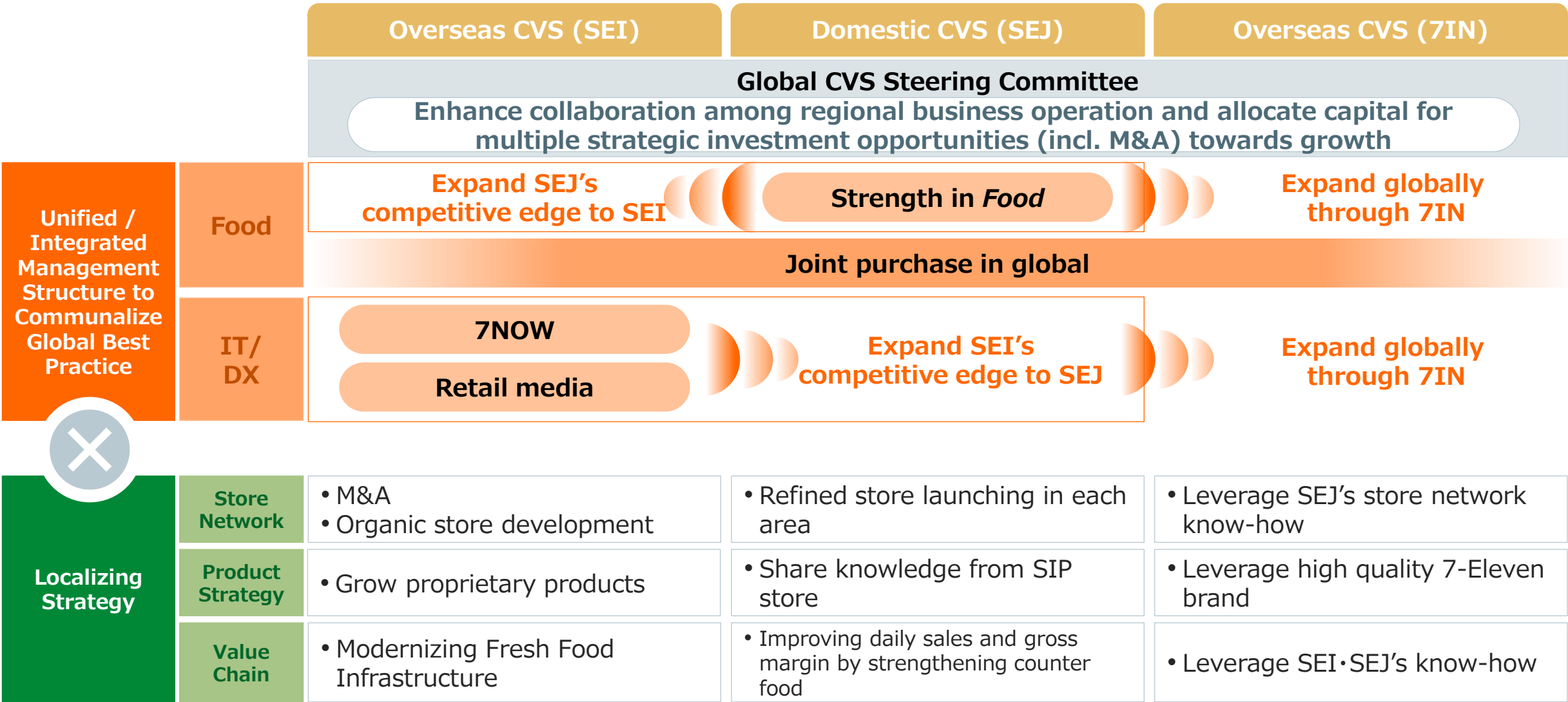
Growth Strategy of CVS Businesses with *Food* at its Core



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

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

Global CVS Strategy Plan



Focus on global CVS strategy under integrated management structure



The information disclosed by the Company may contain forward-looking statements. These statements are based on management's judgment in accordance with materials available to the Company at the time of disclosure, with future projections based on certain assumptions. The forward-looking statements therefore incorporate various risks, estimates, and uncertainties, and as such, actual results and performance may differ from the future outlook included in disclosed information due to various factors, such as changes in business operations and the financial situation going forward.