

# Seven & i Holdings "IR Day 2024 Autumn"

October 24, 2024

## Today's Agenda



Opening

09:00~09:15



President & Representative Director CEO Ryuichi Isaka

**US CVS Operations** 

09:15~09:55



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

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

Domestic CVS Operations

10:50~11:30



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

ESG (Sustainability)

11:30~12:10



Vice President, Representative Director CSuO Junro Ito

Closing

 $12:10\sim12:20$ 



Director & Managing Executive Officer CFO
Yoshimichi Maruyama

## Our Efforts on Optimization of Group Structure



#### 7-Eleven Corporation (tentative)



YORK Holdings Co., Ltd.

**Financials** 

**Initiatives** 

 Plans to change the holding company name of "Seven & i Holdings"

- Focus on global CVS strategy with the unified management
- Requires changes in Articles of Incorporation, which will be addressed in the Shareholders' Meeting in May 2025
- Initiate consideration of applying IFRS (as soon as reasonably practical)

Domestic CVS (Japan)	Global CVS (Excluding Japan, North America)	Global CVS (North America)	
SEJ	7IN	SEI	

Capital Alliance with SST business (to maintain collaboration for providing highestquality food)

 Set up an intermediary holding company to oversee SST business group for a planned IPO

 By bringing in strategic partners, SST business group will be accounted as equity method affiliate as well as leading to accelerated growth

Food SM		Specialty stores / Others		7BK group			
IY	YB	Others	LO	АН	Others	7BK	Others

Initiatives for further considerat ion

Promote enhancement of corporate / shareholder value through global growth

Strategic initiatives to unlock SEI's potential value

Enforcement of growth strategy with capital (financial) independence

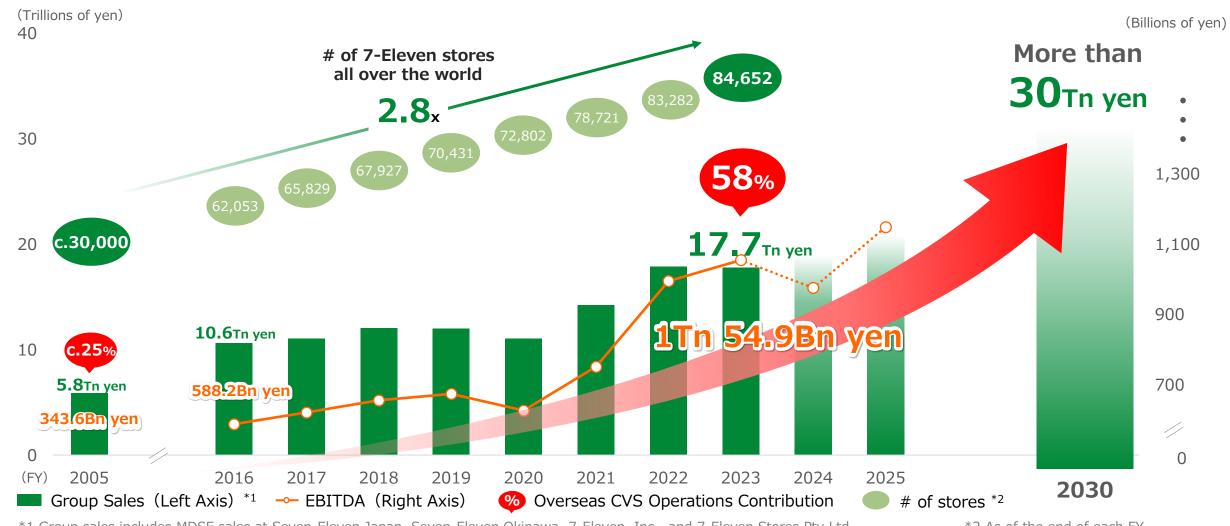
Consideration of optimal capital relations with 7BK

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

<sup>\*</sup> 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

## Group's Growth Trajectory





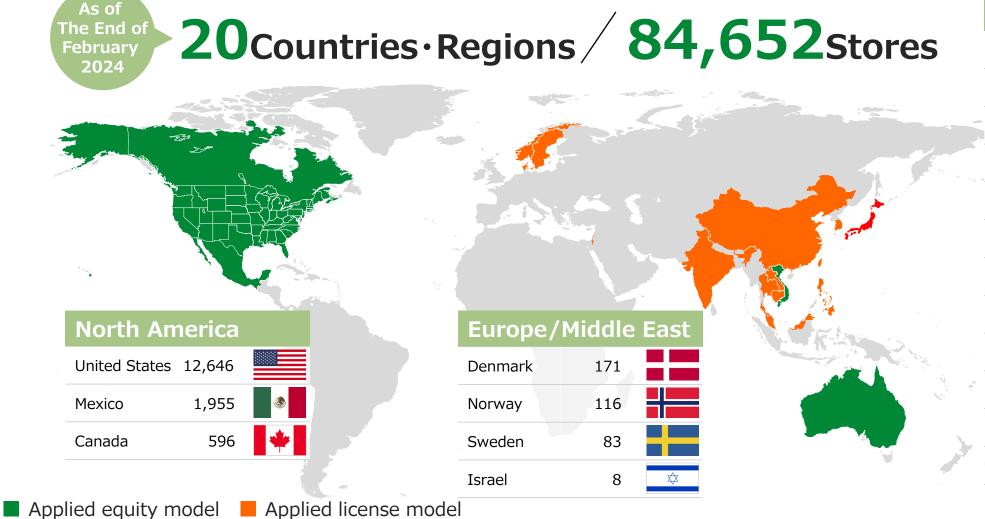
<sup>\*1</sup> Group sales includes MDSE sales at Seven-Eleven Japan, Seven-Eleven Okinawa, 7-Eleven, Inc., and 7-Eleven Stores Pty Ltd.
Figures for FY2030 include sales at directly operated stores and franchised stores of equity-method affiliates in Overseas CVS Operations.

\*2 As of the end of each FY

### Accelerate growth focusing on global CVS

## 7-Eleven Stores around the World





Asia-Pa	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	<b>(</b> ::			
Viet Nam	100	*			
Cambodia	79	1000			
India	50	<b>®</b>			
Laos	3	•			

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

## Expanding Global CVS Business by 7IN



# The Role of 7IN **7-Eleven Corporation**(tentative) SEJ ELEVEN ELEVEN INTERNATIONAL 7-Eleven International LLC Strengthening support Accelerating expansion for existing areas into new regions

#### **Expanding Equity model**

Steadily Investing Strategically
After Establishing 7IN
in January 2022

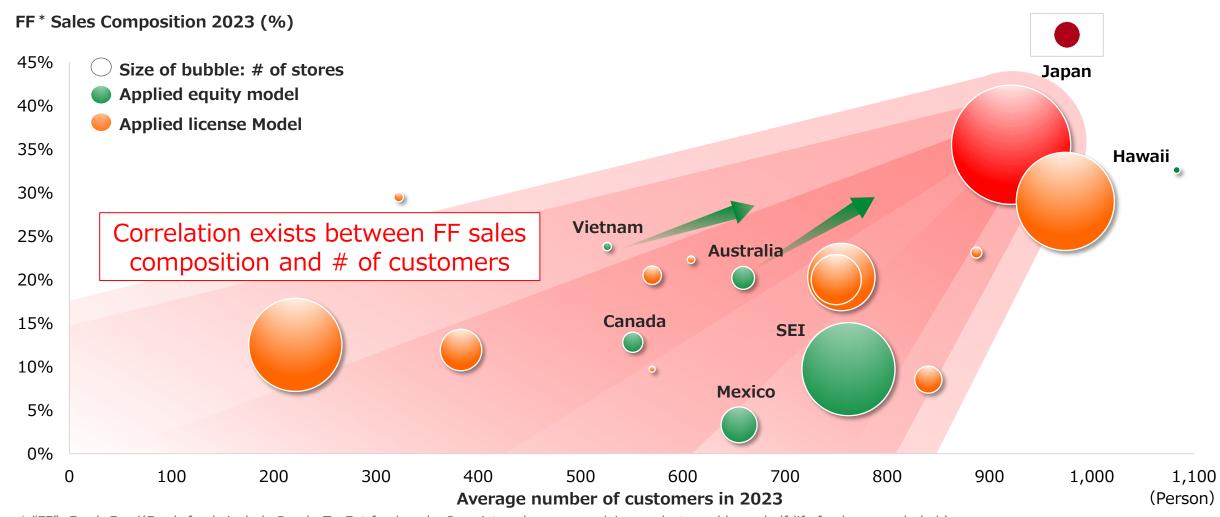


Further considering strategic investing in existing Licensee

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

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

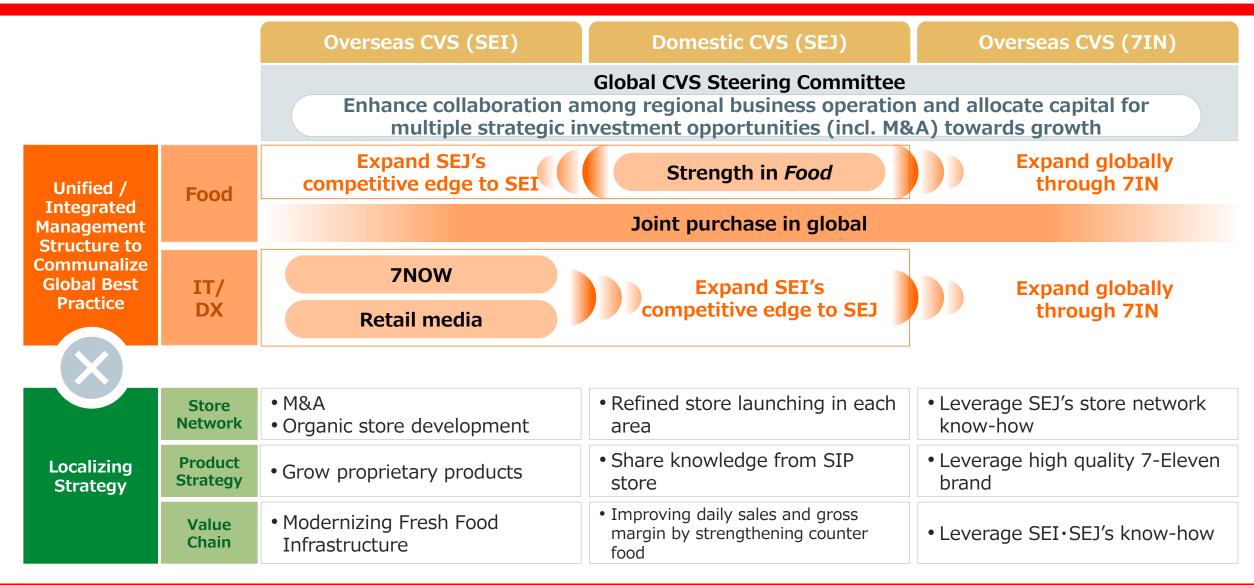




<sup>\* &</sup>quot;FF": Fresh Food(Fresh foods include Ready-To-Eat foods only. Proprietary beverages, dairy products and long shelf-life foods are excluded.)

## 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.