



Seven & i Holdings "IR Day 2024 Autumn"

Global CVS Operations Strategy

October 24, 2024

Global Strategy Promotion by 7IN



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

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

1 Accelerate New Market Entry

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

2 Support Existing Market Growth

- Close the performance gap among markets and maximize licensee growth potential by fully leveraging SEJ and SEI's core competencies
- Enhance the 7-Eleven global brand to increase profitability of 7IN and licensees

3 Invest in Strategic Markets

- Pursue accelerated profit growth through strategic investments and business involvement with licensees
 - ✓ Acquisition of 7-Eleven Australia (SEA)
 - ✓ Investment in Vietnam and other promising markets



INTERNATIONAL

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

Notes) SEJ: Seven-Eleven Japan Co., Ltd. SEI: 7-Eleven, Inc.

7IN acquired all shares of the Australian company Convenience Group Holdings Pty Ltd (SEA) on April 1, 2024.

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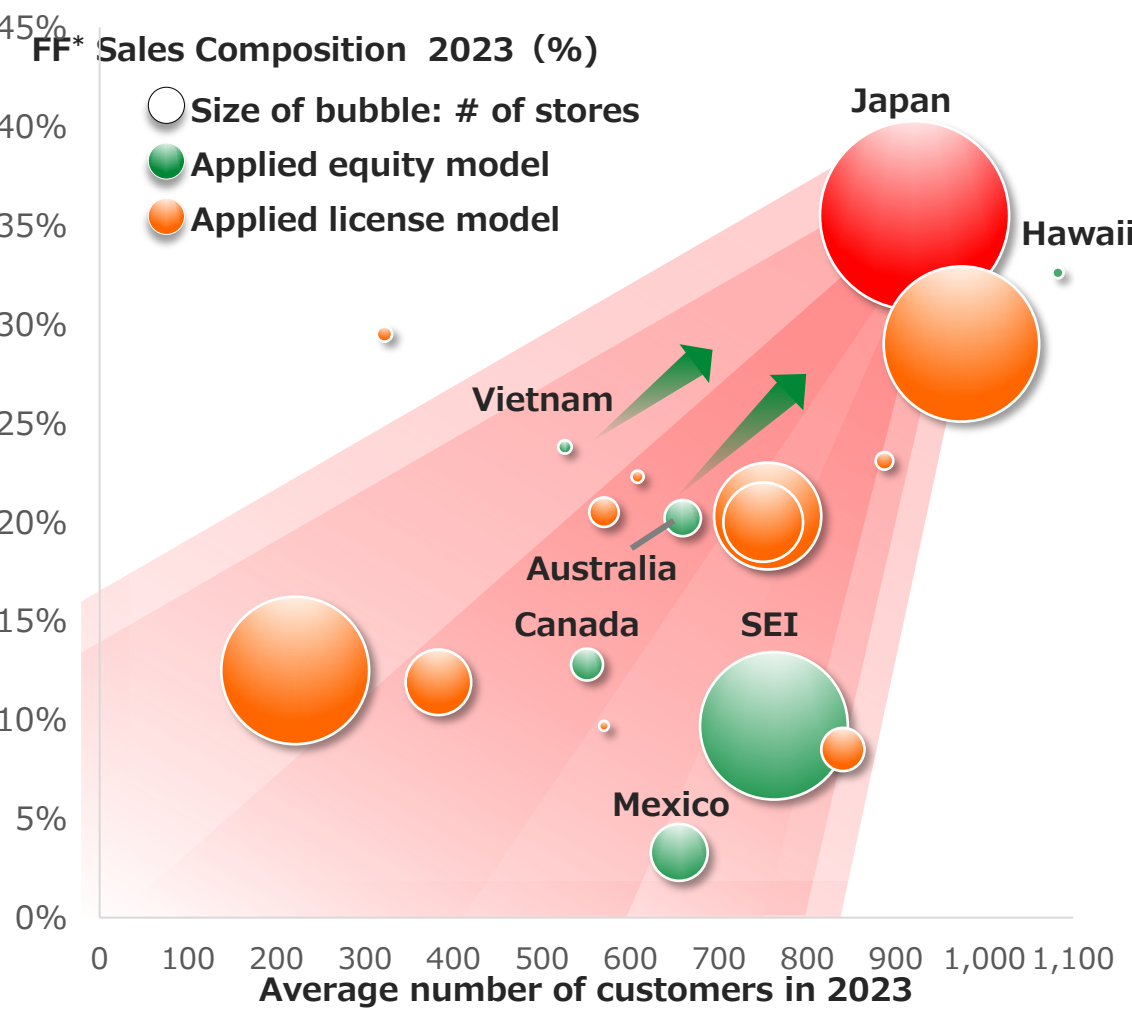


INTERNATIONAL

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Support for Existing Countries

FF Sales Composition and Average Number of Customers in Each Country



* Fast food and Daily food (Daily food only applies to prepared foods and does not include counter drinks, daily necessities, processed foods, etc.)

Case of Malaysia

New Commissary

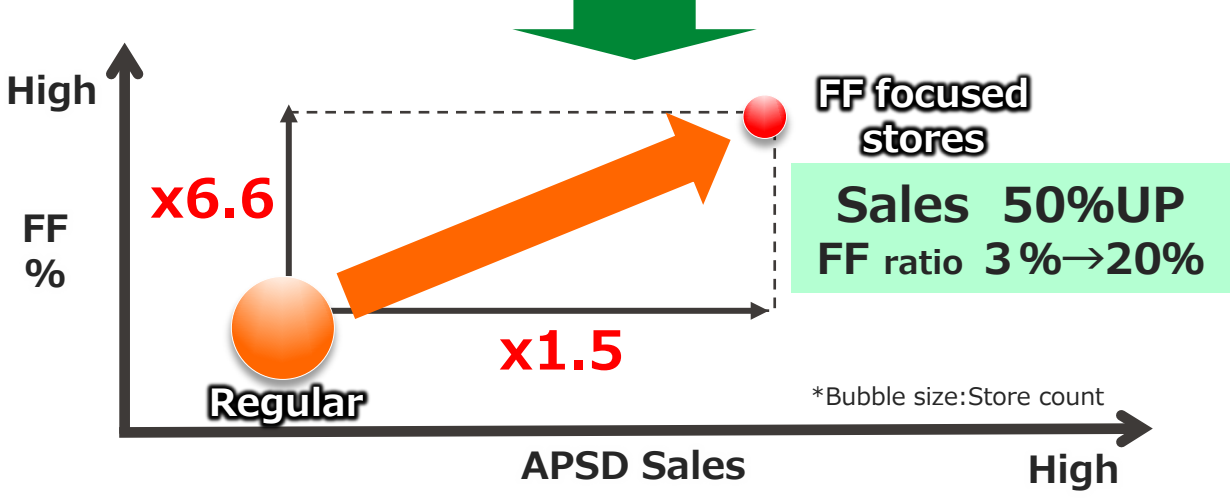


2,000 square meters new commissary

Automation with the newest equipment

Started producing new items

Fresh Food Focused Stores



Strengthening fresh food is expected to improve sales in existing countries

Case study in Vietnam where a master franchise agreement was signed in 2017

Strategic investment and financing to Vietnam licensee's Seven System Vietnam in 2023

▼ Five major actions

1. Sent COO and the head of store development
2. Increasing and training the Store Development Team
3. Optimization of HQs Personnel
4. Reviewed site selection criteria and established the analysis methods
5. Closure of unprofitable stores and rent negotiations

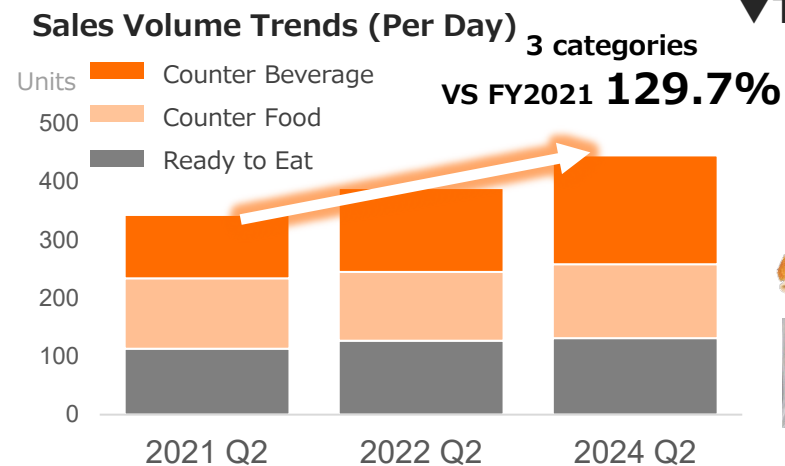
▼ Product development in the test kitchen



▼ New store performance



▼ Create hero products



▼ Top seller products



Calamansi tea
49 units/day

Banh mi
50 units/day

Toastie
26 units/day

June 2024

Improving store development accuracy and creating hero products

Investment Growth Strategy: AUSTRALIA

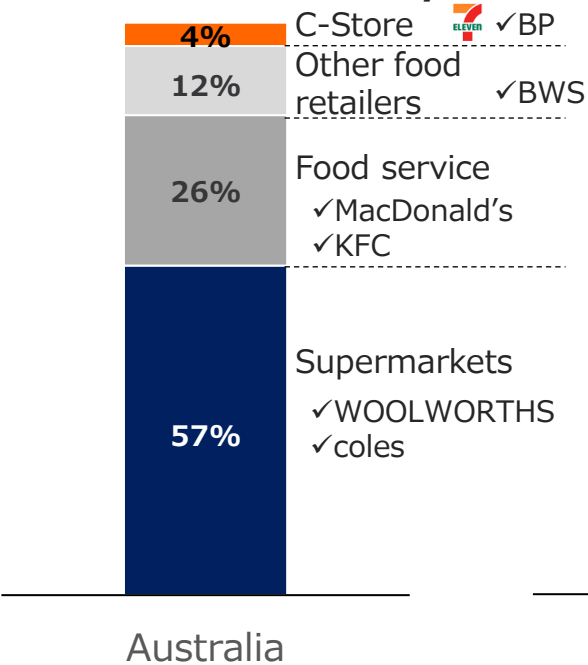


SEJ + SEI strengths will support growth in Australia through our interactions and initiatives

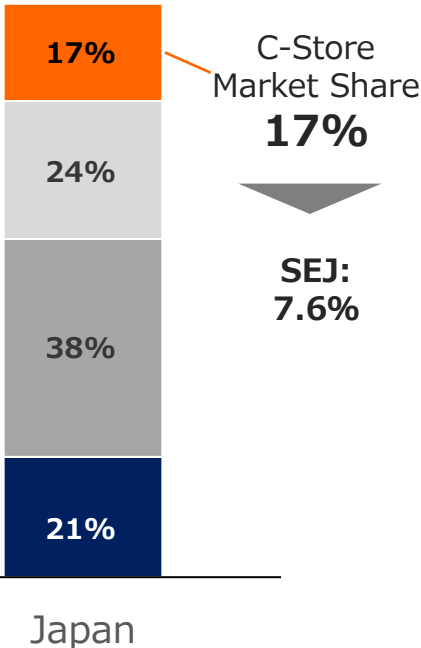
Australia Food Market Overview

The Australian Food market is dominated by supermarkets and QSRs, and the Convenience store sector accounts for approx. 4% of market

Market share of Australian Food Players



Reference (Japan)

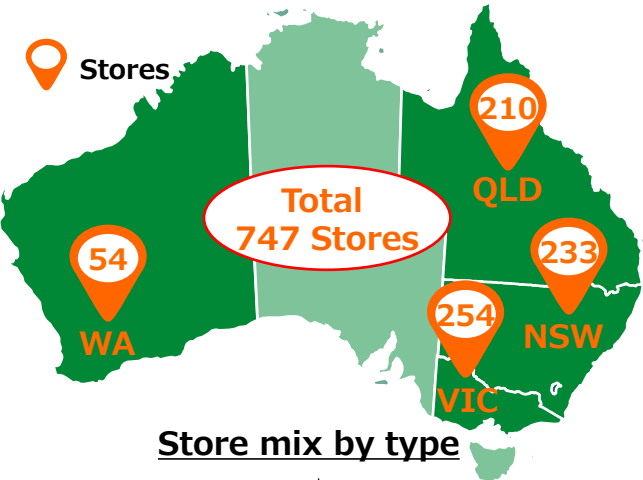


Source: Australian Bureau of Statistics – Monthly Retail Trade data, AACS - Merch Revenue data / Japan market 2022 Ministry of Economy, Trade and Industry Commercial Statistics /Nihon Foodservice Association

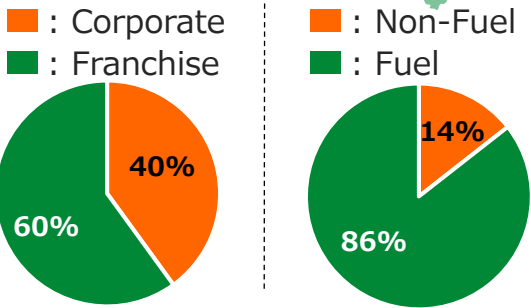
7-Eleven Australia (SEA) Overview

Distribution of stores by geography

FY2023 Performance



Store mix by type



C-Store market share



Product Sales mix



2023 Actual

GP mix



2023 Actual

Note: Includes Counter Beverages

Secure advantage in the Australian market by transferring core competencies developed in Japan and the U.S.

5 Pillars of Growth Strategy






Accelerate growth of business through 5 growth pillars

Pillars

Initiatives

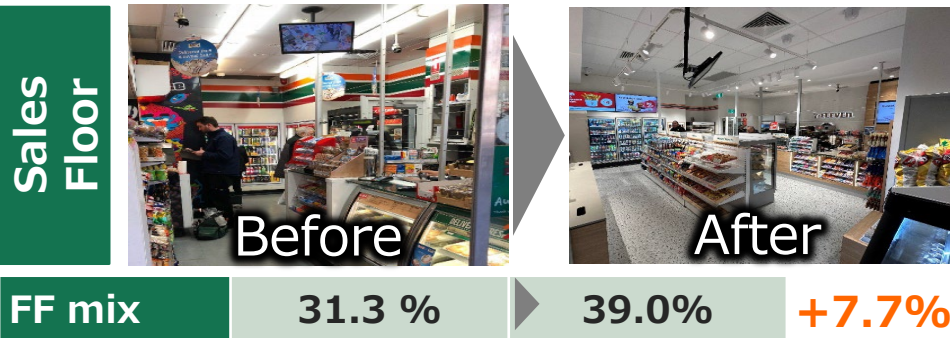
1 Improving fresh food selection and value

Enhanced Food Offering Rollout

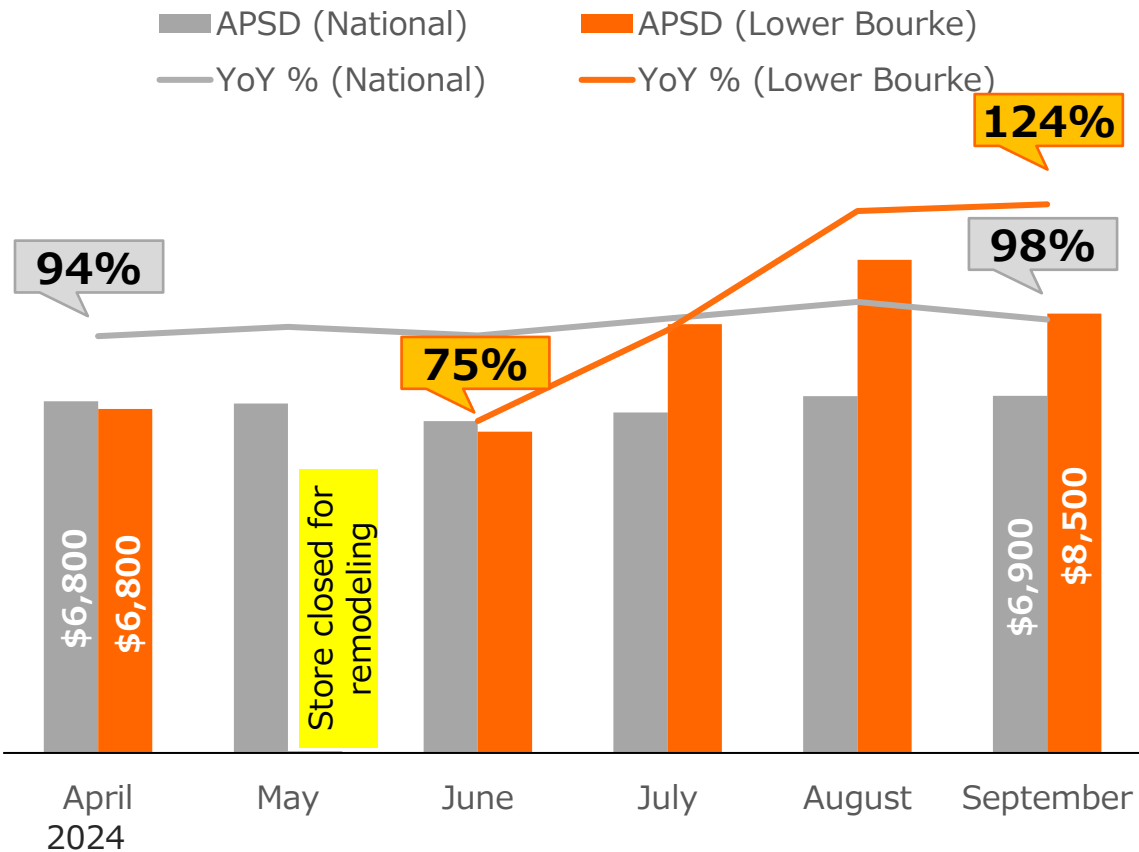
Rollout Schedule	2024 Q3	Q4	2025
	15 stores	30 stores	Approx. 470 candidate stores
Example of New Items	 French Fries Fried Chicken	 Cookies Pizza	 Cheese Burger Fried Dim Sim

In-store execution

Store name: Lower Bourke
Installation date: June 6, 2024



Results / Before and After



Introduce new equipment and products to ramp up sales

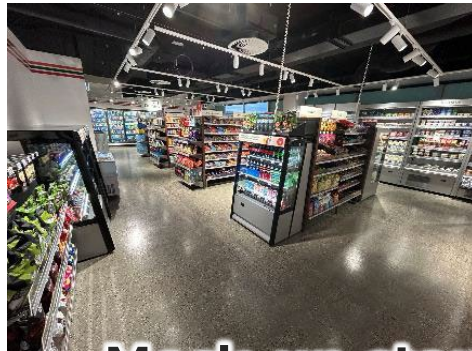
Product: Expand Range of Non-Fresh Food

Pillars

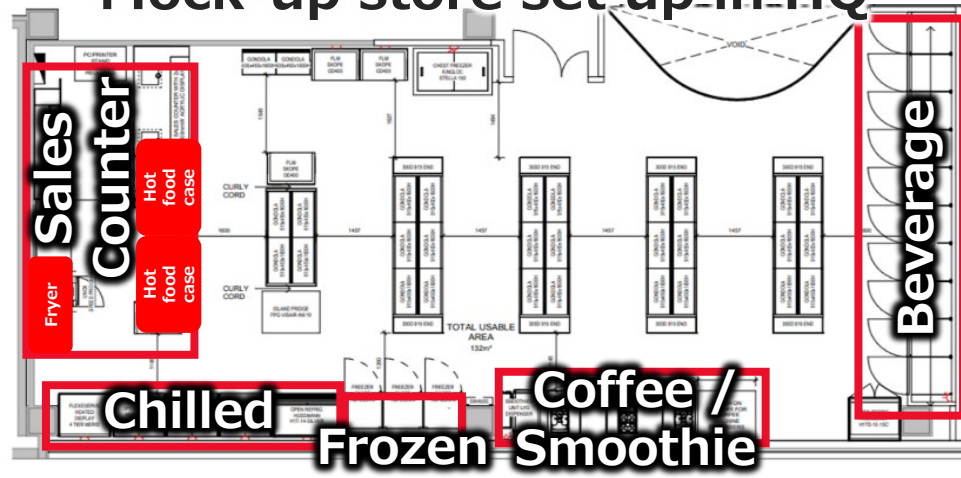


MERCH

2 Realization of one-stop shopping Mock-up store to expand range

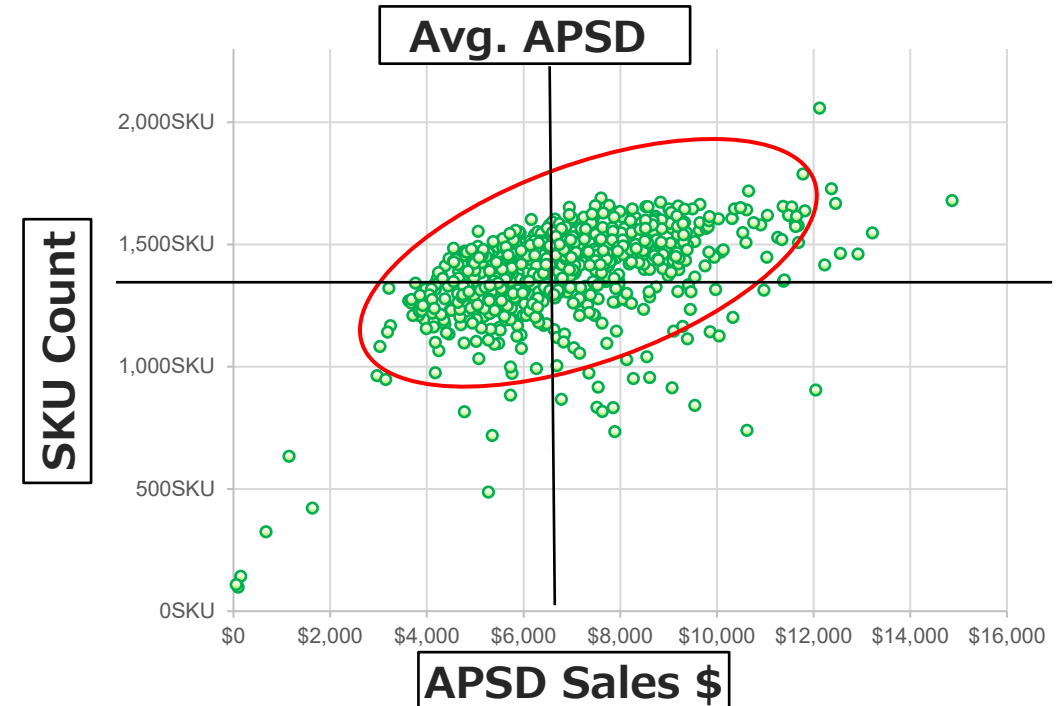


Mock-up store set up in HQ



Initiatives

SKU Count and APSD Sale \$



SKU Count

Current

1,390 SKU

Target

3,000 SKU

Test new product categories in mock-up stores to increase SKU count

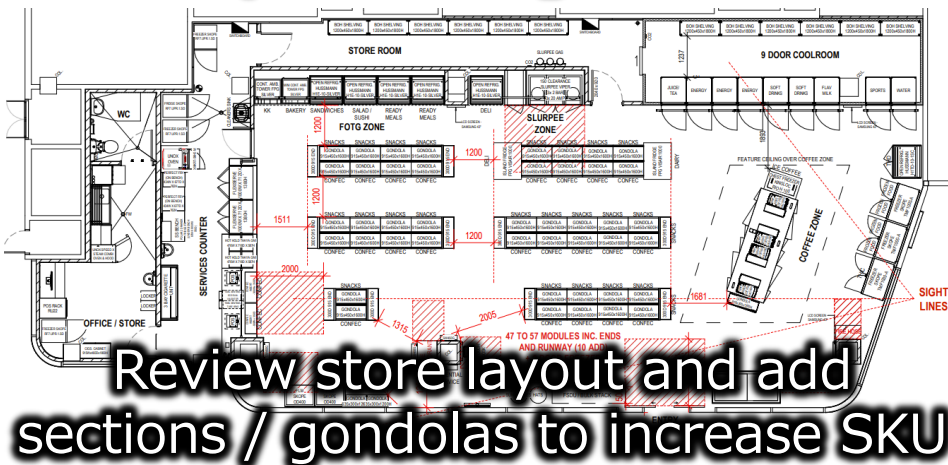
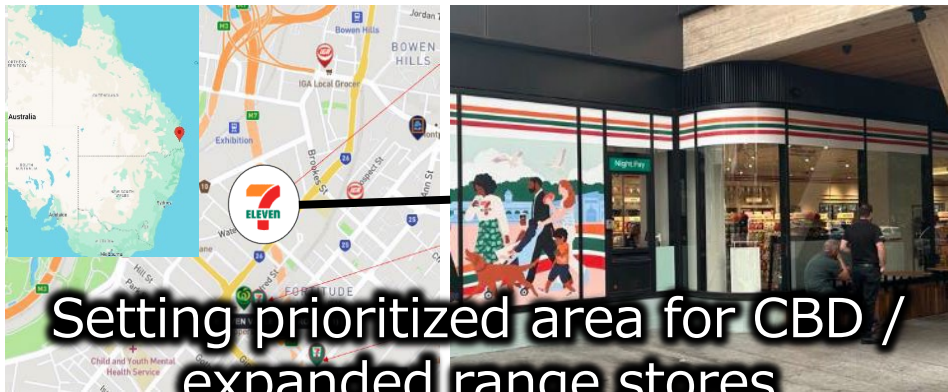
Product: Food Offer Enhancement + Product Range Expansion



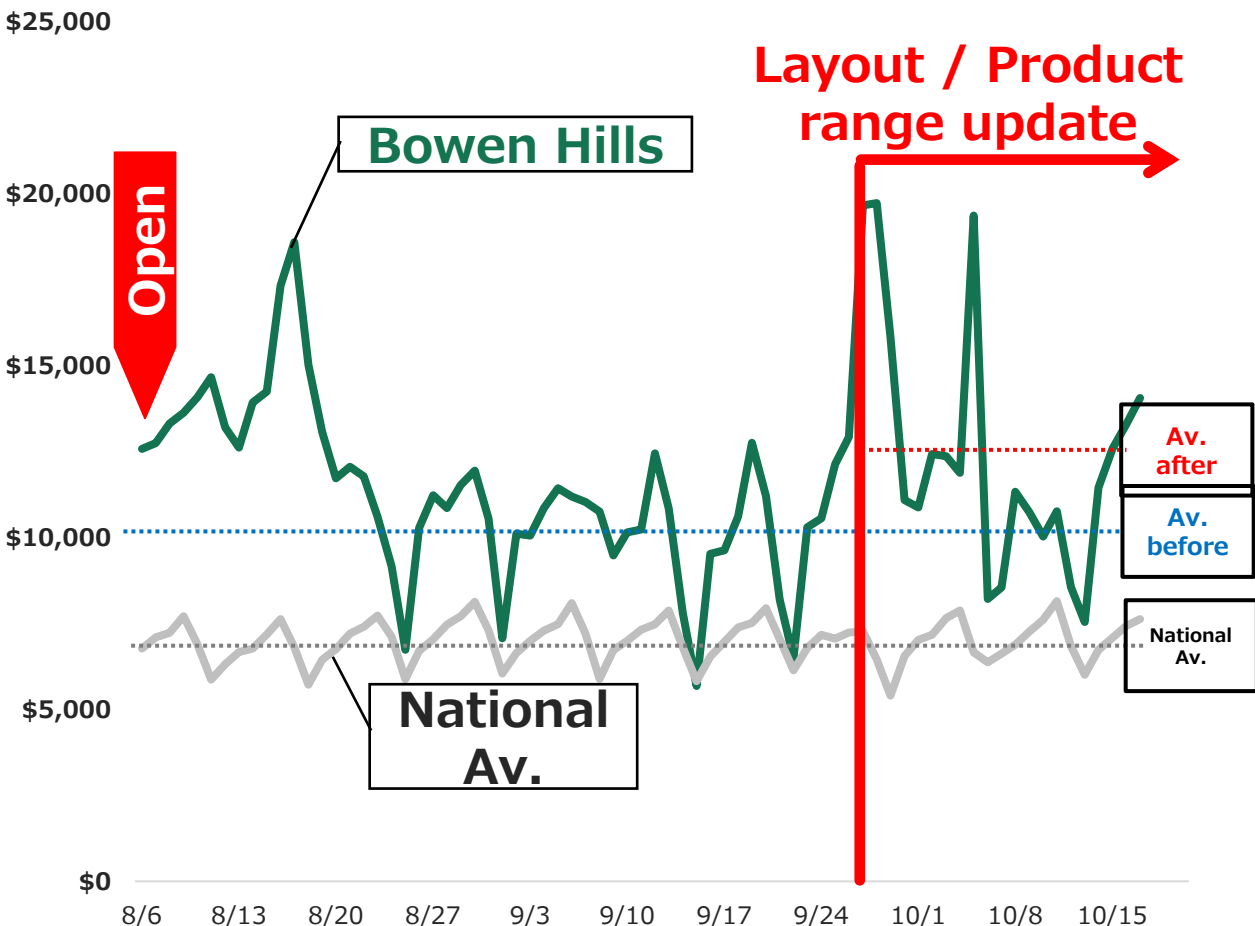
Pillars

1 + 2 FF / Product range expansion store New store APSD performance (Bowen Hills Store)

Details of the test store



Initiatives



Unlock opportunity for new expanded product range stores

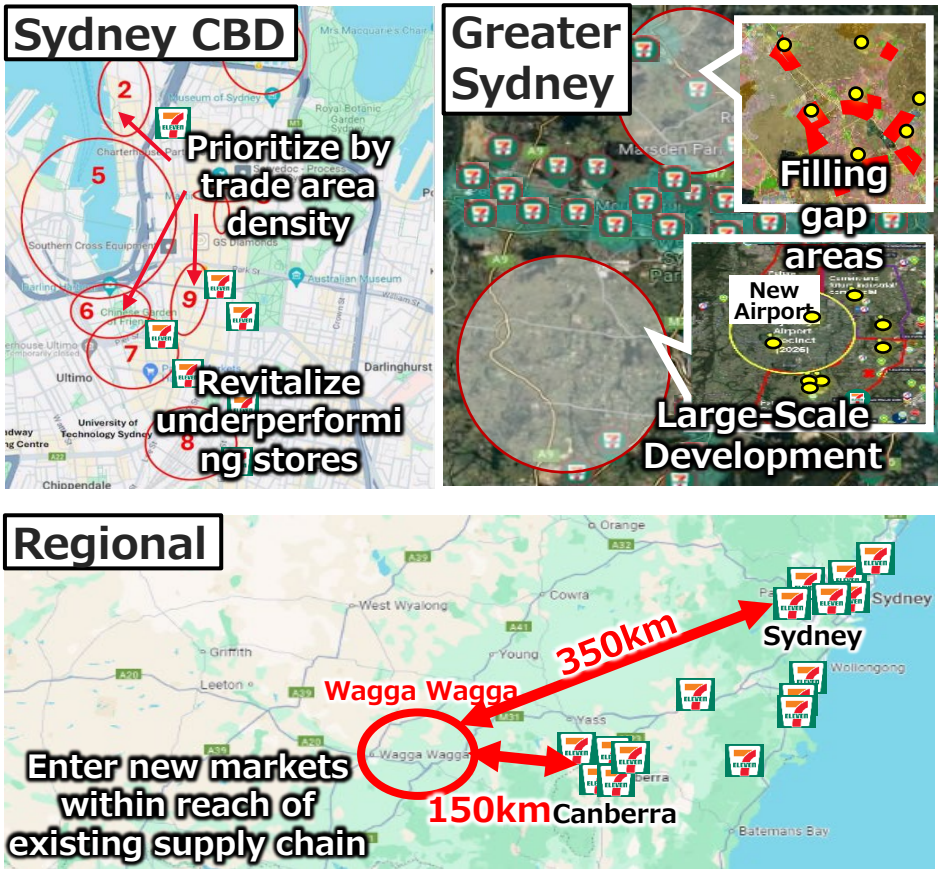
Bowen Hills Store Video

Pillars

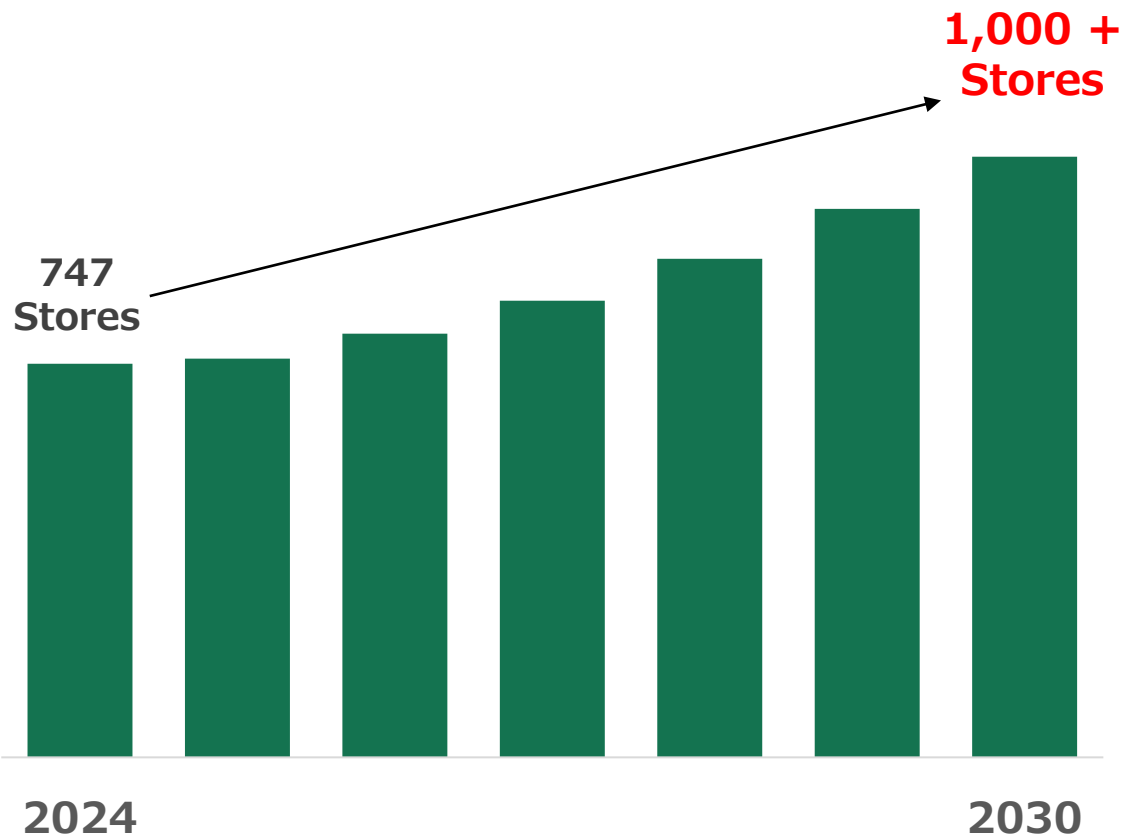
Initiatives

6 Store count growth

Strategy by target areas



Store count target



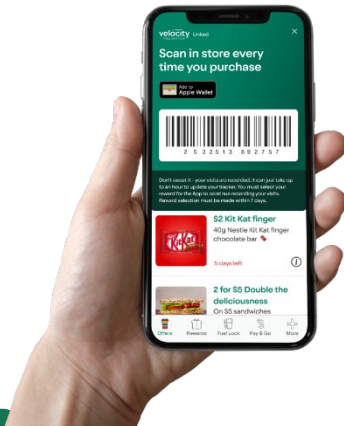
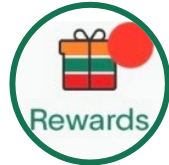
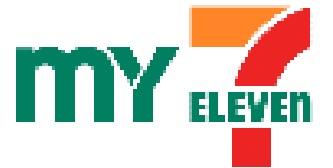
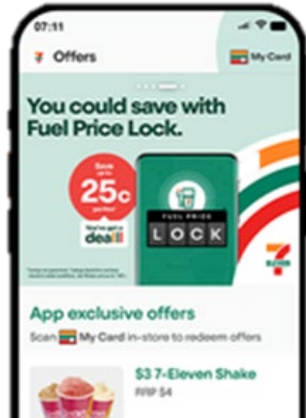
Ambition to reach 1,000 stores and beyond by 2030

Pillars



DIGITAL

9 Loyalty 2.0



Details of initiatives

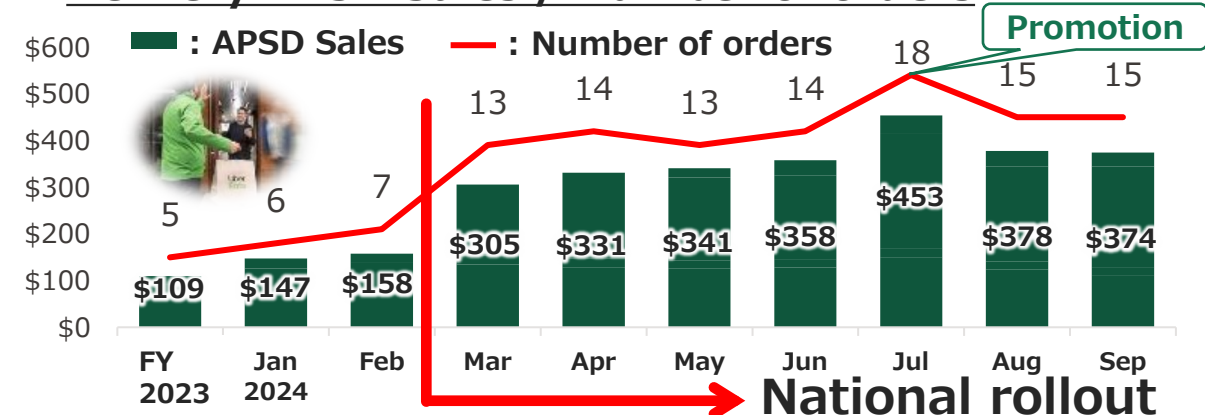
- Personalized promotion
- Points collaboration with partners
- In-app delivery

Initiatives

10 Delivery Platforms for delivery

Start Date	2020	November 22	March 24	May 24
Channels	7-Eleven Delivery	DoorDash	UberEats	Menulog
Number of stores	Current 547 Stores	EOY Target 600 Stores		

Delivery APSD Sales / Number of orders



Use digital technology to boost APSD and improve productivity

Financial Targets for 2030 and KPIs (SEA)

Strategies for Sustainable Growth

Existing store sales growth

- ✓ Develop differentiated fresh food
- ✓ Expand product range and create incentives to visit stores
- ✓ Expand delivery sales
- ✓ Improve customer experience through apps
- ✓ Provide various payment methods
- ✓ Establish Retailer Initiative

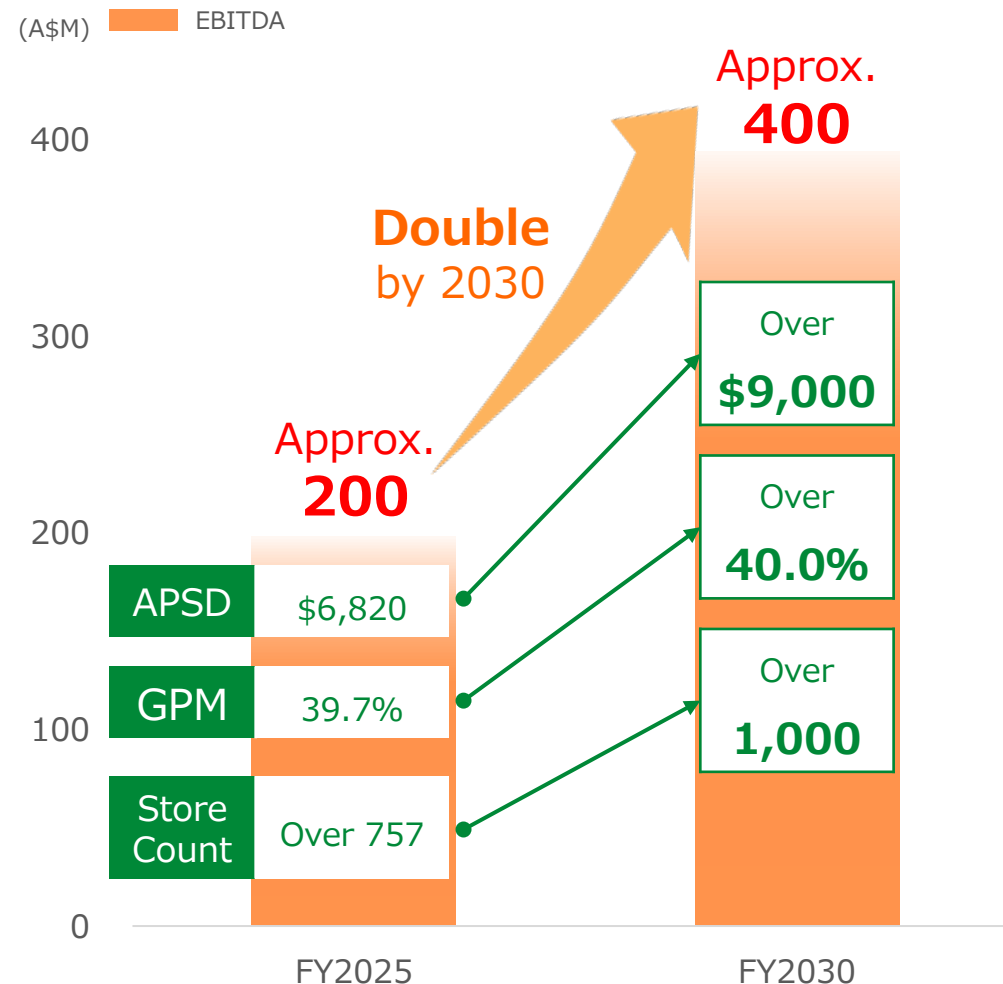
Improvement in GP%

- ✓ Increase the sales mix of fresh food
- ✓ Build a supply chain to meet growth
- ✓ Introduce fuel with high GP

Accelerating store development

- ✓ Opening stores in target areas
- ✓ Developing unopened areas within logistics areas
- ✓ Recruitment and training of HR

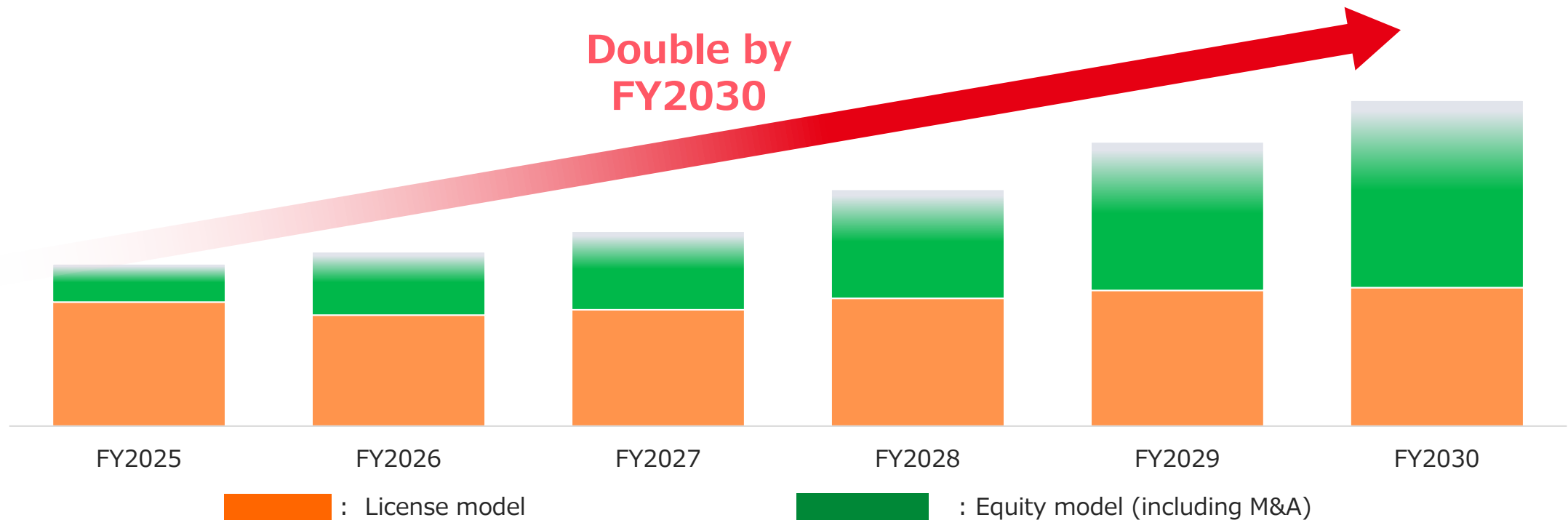
Major KPIs to achieve the targets



Achieve sustainable growth in corporate value through 5 pillars of growth strategy

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

7IN Consolidated Ordinary Income: Growth Plan



Achieve growth of Ordinary Income and EBITDA by leveraging strategic investment as a new pillar of revenue



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