



# IR Day 2026 Spring

## **Sustainability Strategy**

April 23, 2026

# AGENDA

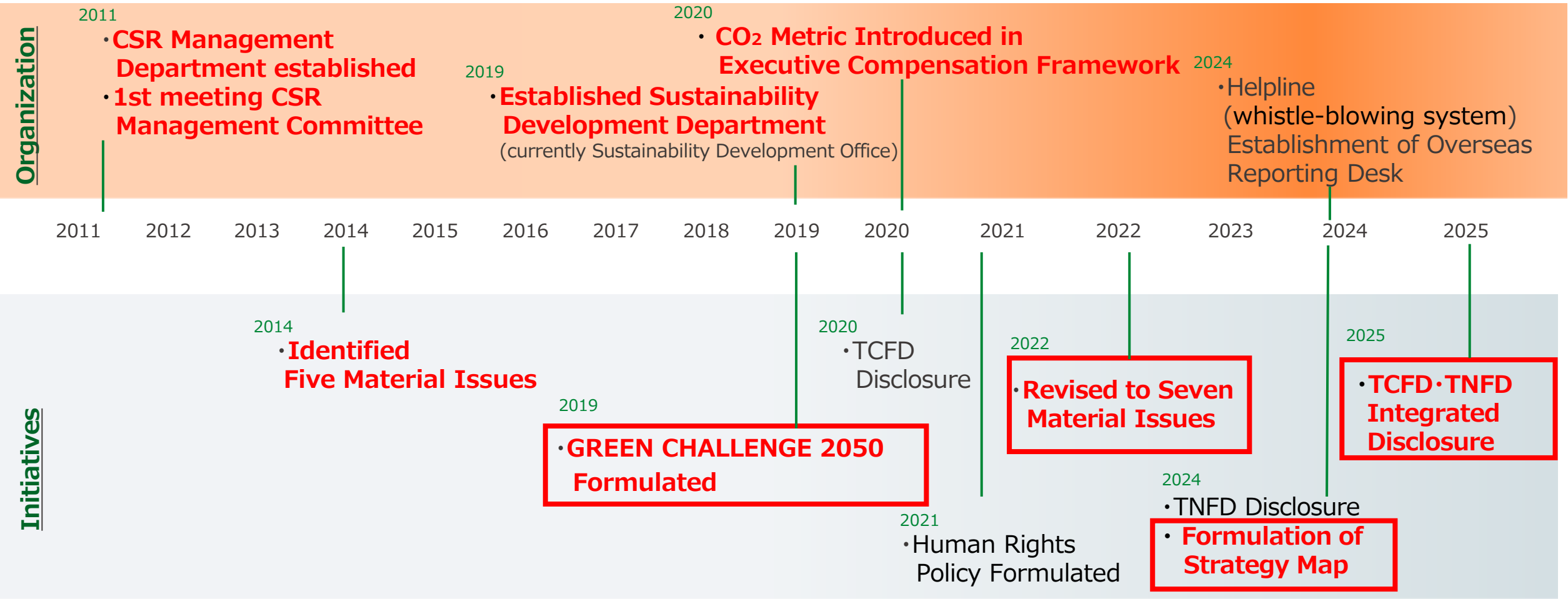
- 1 Our Group's Sustainability Strategy
- 2 Recent Main Initiatives and Progress
- 3 Future Main Initiatives

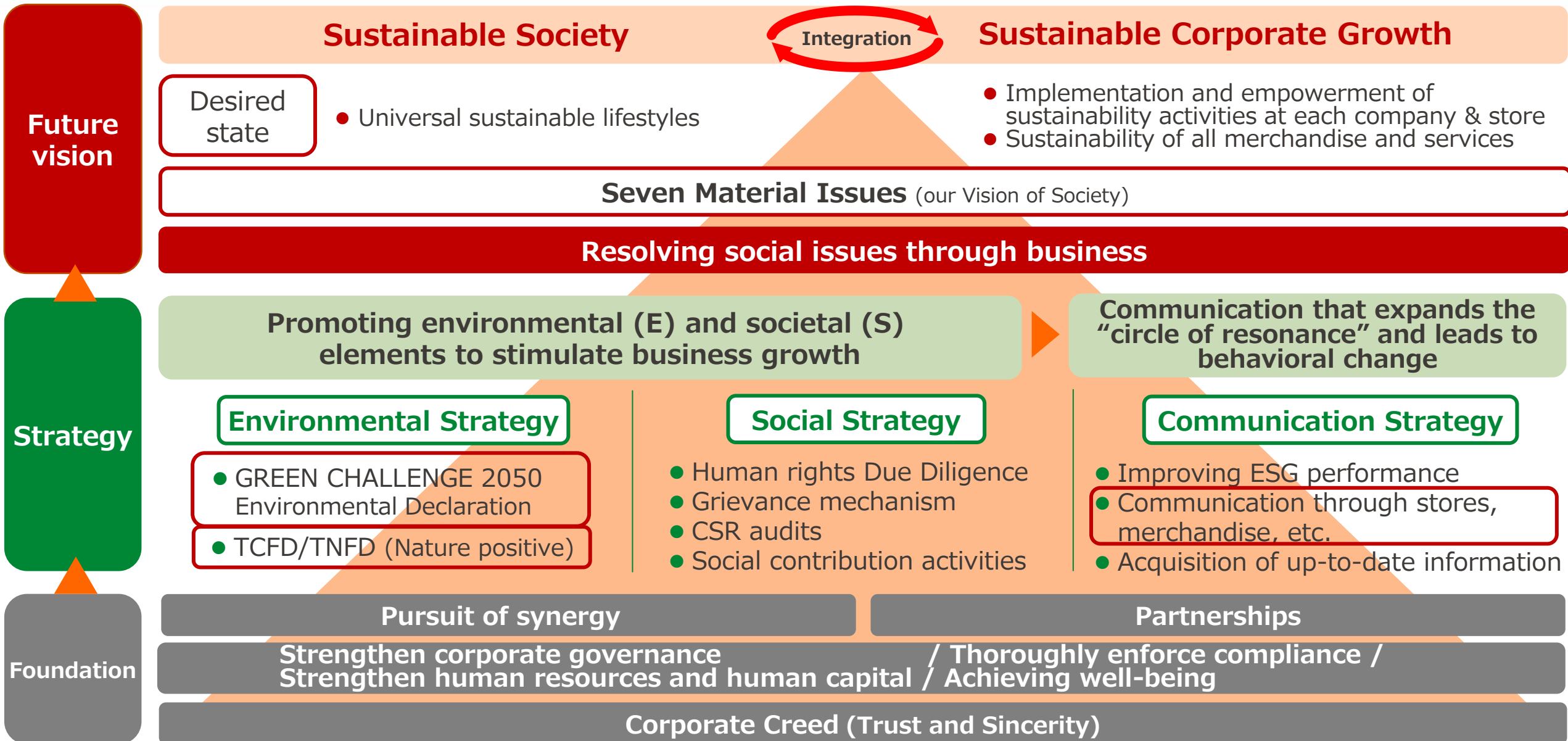
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# Lookback of Sustainability Initiatives and Evolution

## From "CSR" to "Sustainability": Striving for Both Social and Economic Value



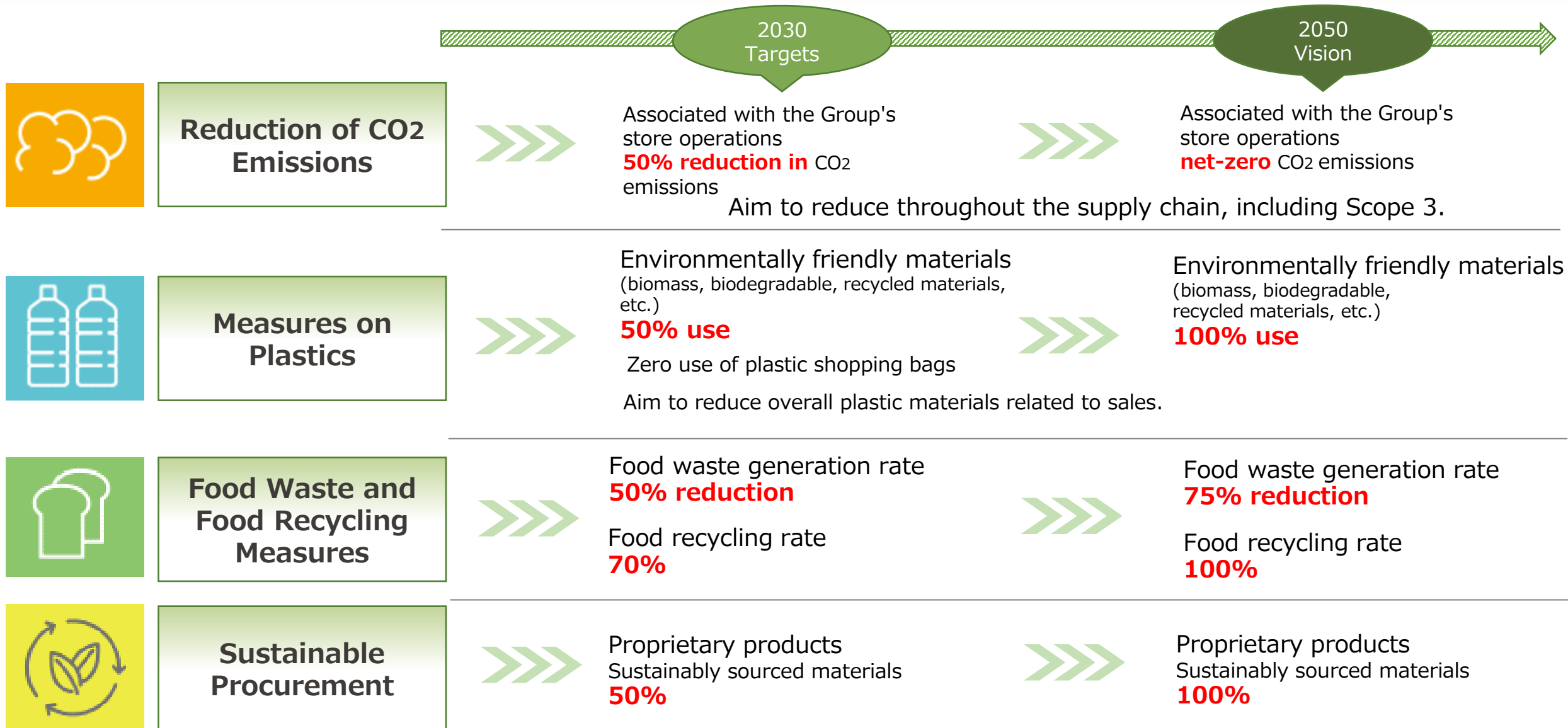


Seven Material Issues				
1. Create a livable society with local communities <b>through various customer touchpoints</b>	9 産業と技術革新の基盤をつくろう	11 住み続けられるまちづくりを		
2. Provide <b>safe, reliable, and healthier merchandise and services</b>	2 気候をゼロに	3 すべての人に健康と福祉を		
3. Realize <b>decarbonization, circular economy, and society in harmony with nature, through environmental efforts</b>	2 気候をゼロに	6 安全な水とトイレを世界中に	7 エネルギーをみんなにそしてクリーンに	12 つくる責任 つかう責任
	13 気候変動に具体的な対策を	14 海の豊かさを守ろう	15 陸の豊かさも守ろう	
4. Achieve a society in which diverse people can actively participate	5 ジェンダー平等を実現しよう	10 人や国の不平等をなくそう		
5. Improve work engagement and environment for people working in Group businesses	5 ジェンダー平等を実現しよう	8 働きがいも経済成長も	10 人や国の不平等をなくそう	
6. Create <b>an ethical society through dialogue and collaboration with customers</b>	4 質の高い教育をみんなに			
7. Achieve <b>a sustainable society through partnerships</b>	1 貧困をなくそう	10 人や国の不平等をなくそう	12 つくる責任 つかう責任	16 平和と公正をすべての人に
				17 パートナシップで目標を達成しよう

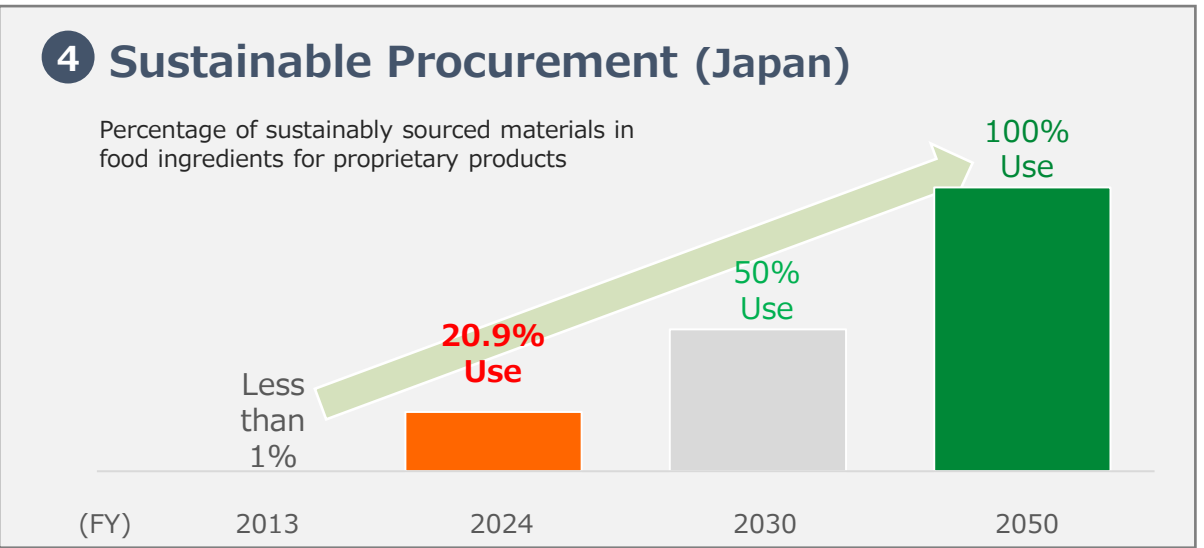
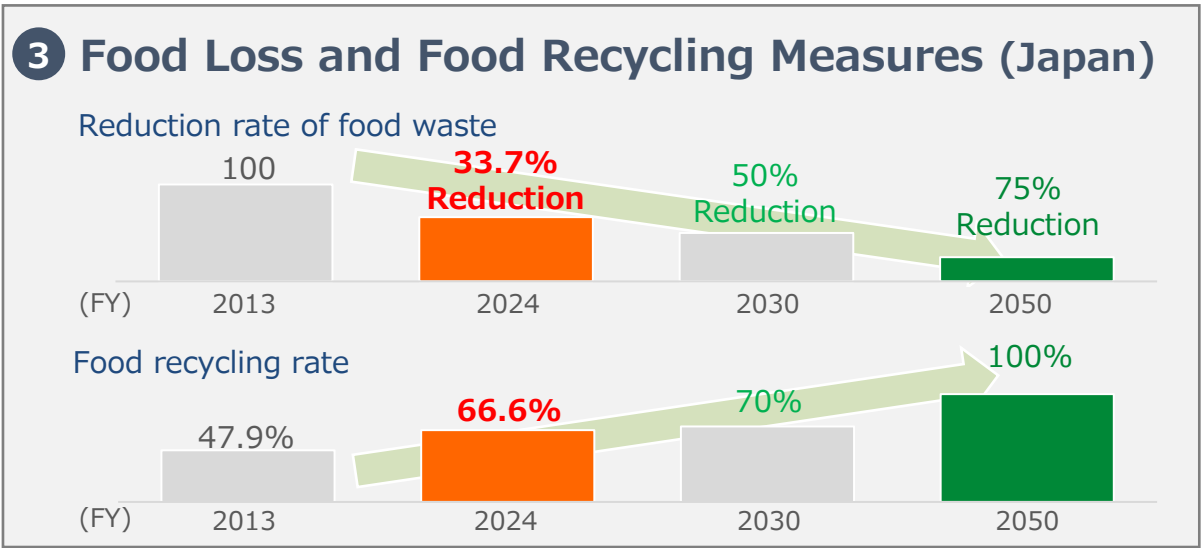
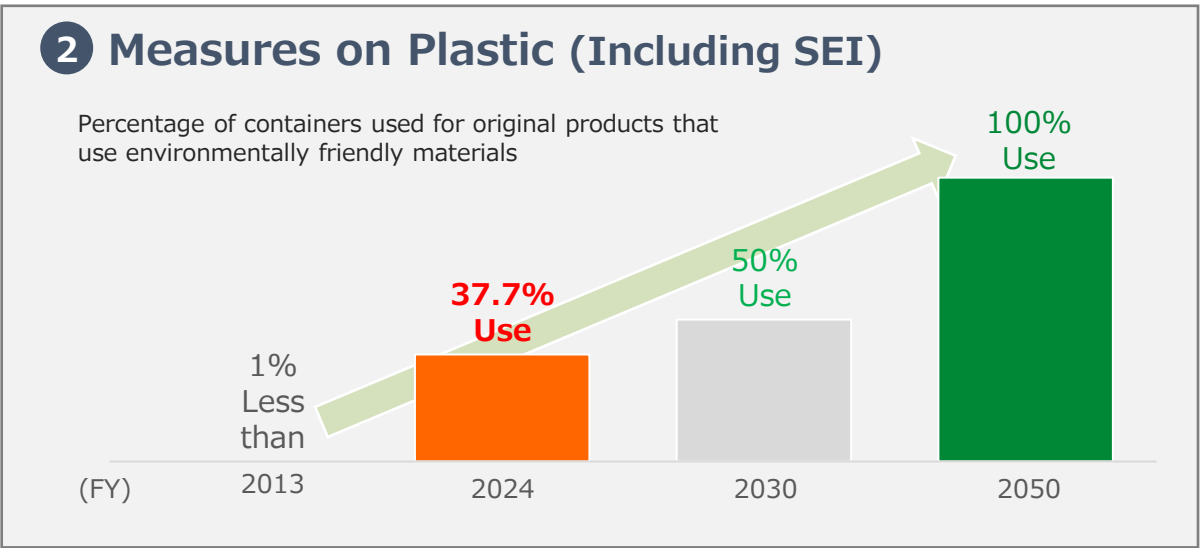
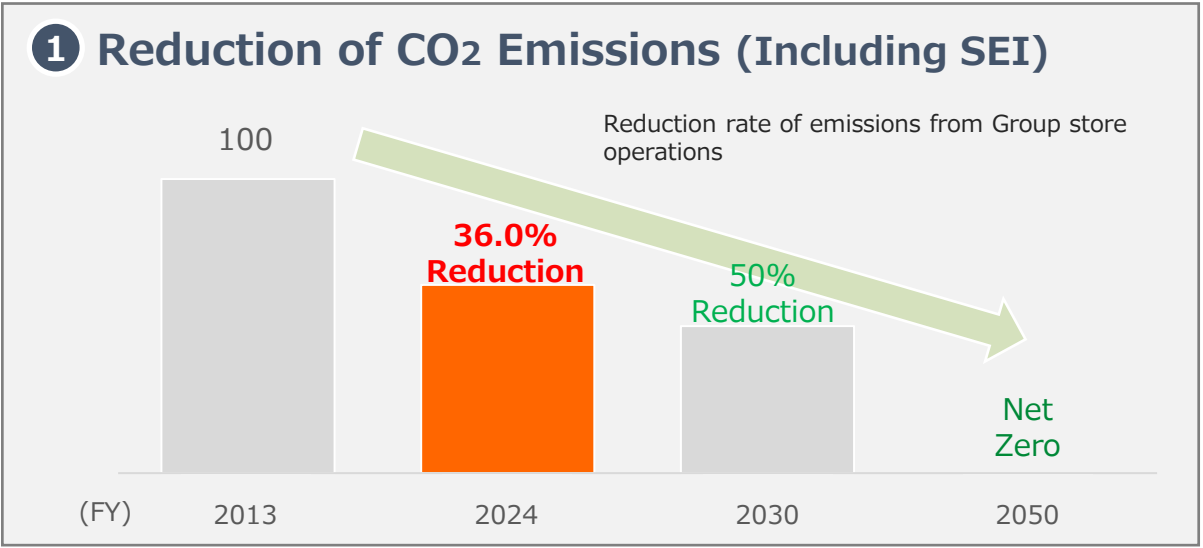
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# 【Reference】 Overview of GREEN CHALLENGE 2050



# Environmental Strategy: Progress of GREEN CHALLENGE 2050



# Major Sustainability Initiatives in FY2025

## Proactively Promote and Disclose Environmental & Social Initiatives by Operating Companies

### SEJ



### Decarbonization

Commenced renewable energy supply to approx. 1,800 stores in Tohoku and Niigata through off-site PPA.

### SEI



### Circular Economy

Seven-Eleven Canada discounts selected category of foods nearing their best-by dates, in partnership with **Too Good To Go**. Saved more than **167,000 meals** in 2024, preventing "avoidable food waste."

### Circular Economy



Reverse Vending Machines for plastic bottles were **installed in all prefectures**. A total of 770 million bottles have been collected (as of the end of October 2025)

### Seven & i Energy Management



### Decarbonization

Commenced renewable energy supply  
(Established as an electricity retail company in 2024)

### 7IN



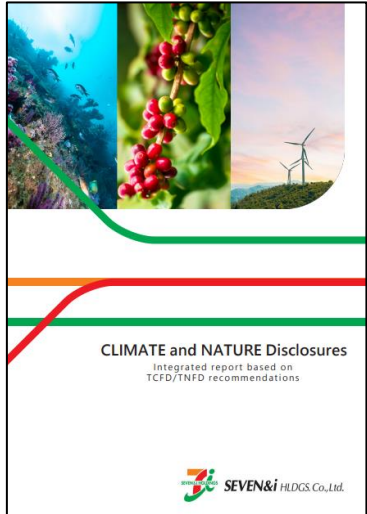
### Circular Economy

In Australia, Seven-Eleven has **partnered with Loop** and **upcycled 3,700 decommissioned uniforms**.

## Coffee Beans: Analyze Nature Dependencies, Impacts, Risks & Opportunities, and Estimate Financial Implications to Accelerate Responses

### Integration of TCFD and TNFD

### External environment surrounding coffee beans



Disclosed in Sep. 2025



**Estimate the financial impact as of 2050 through scenario analysis**

**To mitigate risks and create opportunities**

**Counter-measures**

**Support for production areas**

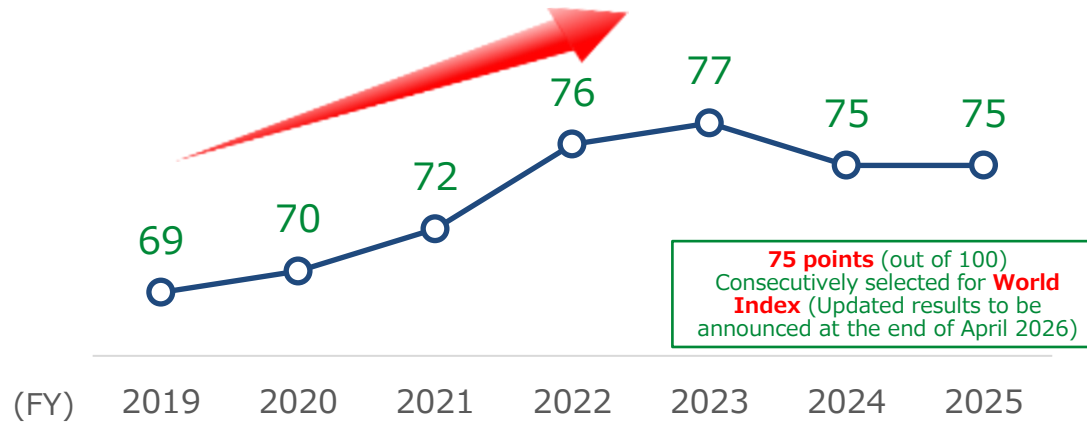


**Research & development**

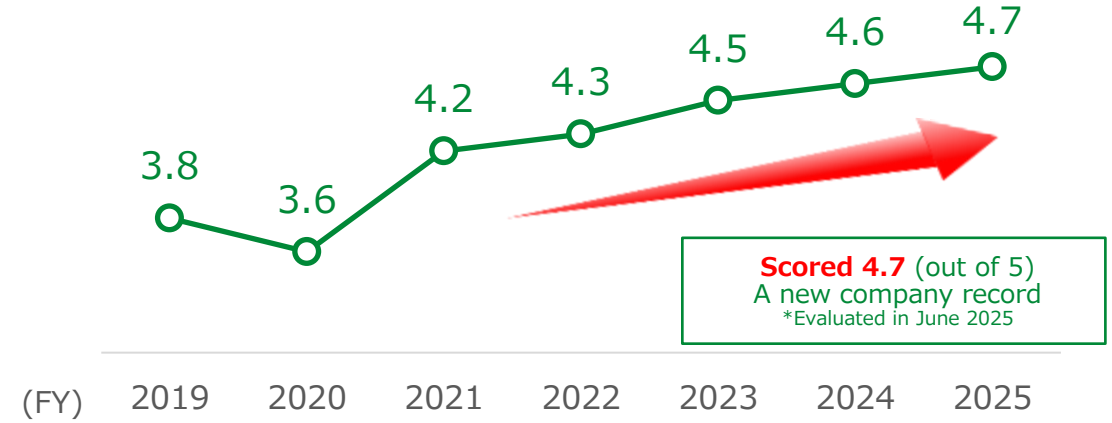


## Enhanced Major ESG Evaluations

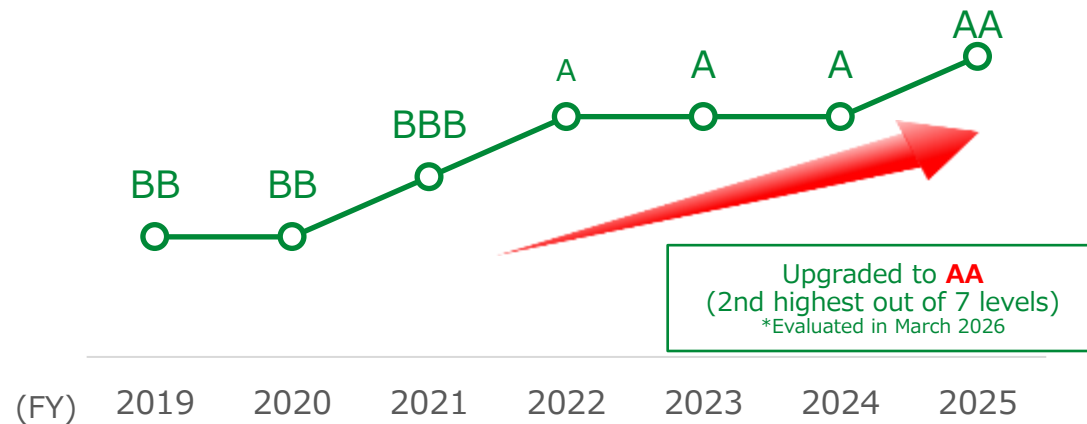
### Dow Jones Best-in-Class Indices (formerly DJSI)



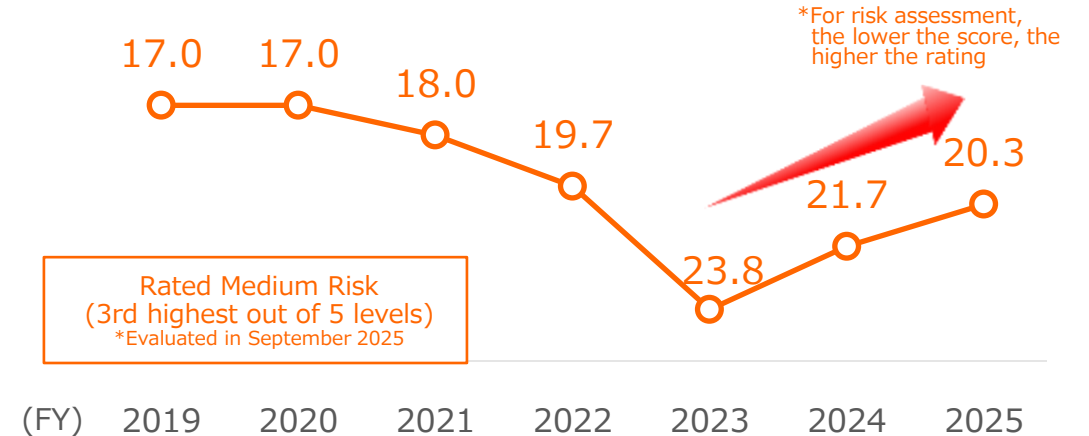
### FTSE



### MSCI



### Sustainalytics\*



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## Establishing a Framework and New Targets, Centered on the Convenience Store Business, Guided by Global Principles

Priority Initiatives

### Review Environmental Targets



To be reviewed in FY2026

### Revise the Materiality



To be revised in FY2027

### Prepare for SSBJ Disclosure



Effective from FY2027 results

Establishing a sustainability promotion framework centered on the convenience store business

Towards 2030



### Initiatives as a pure convenience store group

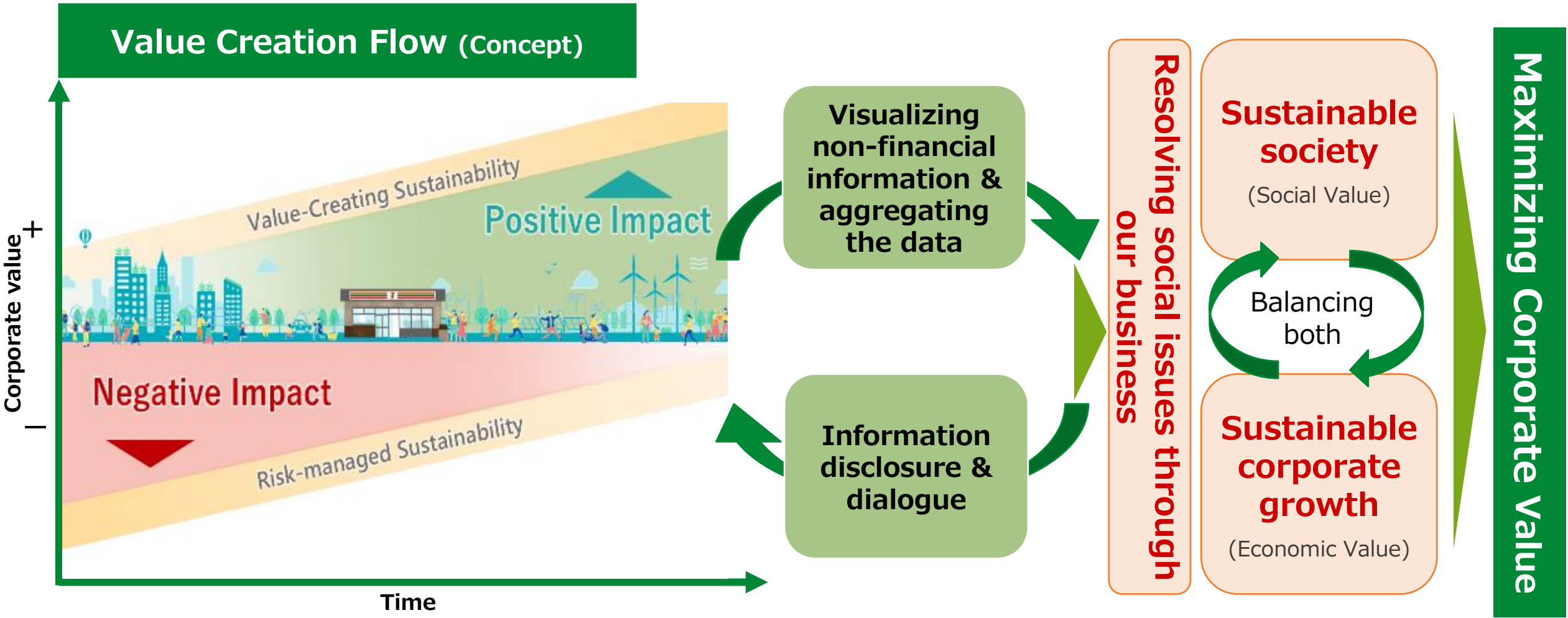
Rebuilding & Operationalizing Sustainability Governance

Setting KPI in Social Aspect

Maximizing Positive Impact Creation

# Value Creation Story through Sustainability Strategies

**Driving both Risk-managed and Value-creating Sustainability to Maximize Corporate Value**



# Key Initiatives for Value Creation and Projected Impact

**Raise Awareness through Sustainability Merchandise and Stores to Create Impacts over Medium- to Long-term**

## Key Initiatives

## Key Impact

- ✓ Develop and launch new merchandise integrating sustainability, with a focus on food



- ✓ Share information and raise awareness through our products, services, and stores (franchisees)



**Expand the Topline  
(short- to medium-term)**

**Enhance reputation of store and corporate brands  
(medium- to long-term)**

- ✓ GREEN CHALLENGE 2050
  - ✓ TCFD・TNFD
  - ✓ CSR audits
- etc.

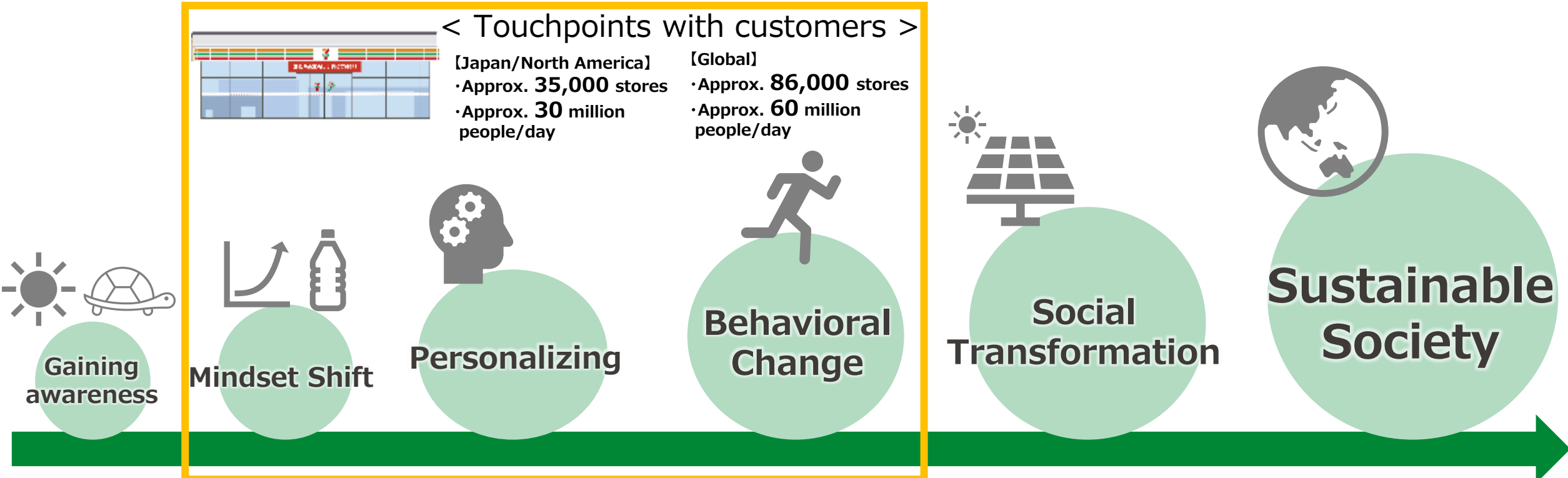
**Mitigate and eliminate risks**

**Positive  
Impact  
Creation**

**Negative  
Impact  
Reduction**

# Toward Changing Consumer Behavior and Transforming Social Systems

## The Role of Retail: Touchpoints with Customers and Business Partners to Inspire Behavioral Change and Drive Social Transformation through Co-creation



**<Example>**  
 News coverage of climate change

Share information and raise awareness through our products, services, and stores (events), based on co-creation

**<Leverage various approaches including direct and indirect measures>**

Shift in social values, policies, and systems with raised awareness

Aim together for a decarbonized, circular society in harmony with nature



The information disclosed by our company may include forward-looking statements.

These forward-looking statements are based on the management's judgment based on the information available to our company at the time of disclosure. In addition, certain assumptions are used to make forward-looking statements, which involve various risks, uncertainties and uncertainties.

Accordingly, actual results may differ from the forward-looking statements contained in the disclosed information due to various factors, including future business operations and changes in the economic climate.