Responses to Climate Change (TCFD) and Nature (TNFD)

Approach to Disclosure of Environmental Management Information

The Seven & i Group issued “GREEN CHALLENGE 2050”, its environmental declaration, in 2019 and is taking action with the objective of achieving decarbonization, a circular economy, and a society in harmony with nature. To address climate change, a particularly pressing issue, we expressed out support for the Task Force on Climate-related Financial Disclosures (TCFD) recommendations in August 2019 and began analyzing business risks and opportunities and investigating countermeasures based on the TCFD recommendations. In FY2019–21 we first implemented a scenario analysis targeting domestic convenience store operations (Seven-Eleven Japan) and disclosed the analysis results, enabling us to gain certain suggestions regarding risks peculiar to the convenience store operations.

In the fiscal year ended February 28, 2023, as a domestic operation with the same geographical conditions, we implemented a scenario analysis of the superstore operations (Ito-Yokado, York-Benimaru, York) and disclosed the results. In the fiscal year ended February 29, 2024, judging that we could go ahead with an analysis of our overseas operation more effectively and efficiently by effectively utilizing the results of the scenario analyses in our domestic operations, we performed scenario analysis of 7-Eleven, Inc.

Through these analyses, we confirmed three key risks with significant financial impacts: imposition of carbon taxation, damage from natural disaster, and increased raw material costs. We are aware that these climate change risks are interrelated with the loss of nature and biodiversity. We believe that climate change will cause degradation of nature and that degradation of nature will result in increasingly severe natural disasters and difficulty procuring raw materials. In addition, conservation of nature including the conservation of forests can be considered to be a climate change mitigation measure in the form of protection of CO_2 sinks.

Based on this understanding and in light of the release of framework V1.0 by the Taskforce on Nature-related Financial Disclosures (TNFD) in September 2023, we will conduct analyses and investigate measures from the perspectives of responses to climate change and nature in order to implement integrated measures to address both.

Regarding the TNFD, we support the TNFD principles, participated in the TNFD Forum in January 2023, and the Science Based Targets Network (SBTN)’s Corporate Engagement Program in February 2023, registered with TNFD Adopters in March 2024, and have started analysis and disclosure based on the TNFD framework.

■ Progress of TCFD and TNFD responses and future plans

	TCFD		TNFD
	Seven & i Group	Financial services	
FY2019 to FY2021	• Endorsed the TCFD recommendations • Conducted scenario analysis (Domestic CVS operations) ⇒ Deepened analysis in FY2021 • Made first disclosure	• Endorsed the TCFD recommendations	
FY2022	• Updated disclosure content for domestic CVS operations (Website, Management Report) • Conducted scenario analysis for SST operations	• Conducted scenario analysis • Made first disclosure (Seven Bank website)	• Participated in TNFD Forum • Participated in SBTN Corporate Engagement Program • Started collecting data and taking necessary actions for disclosure in accordance with the TNFD
FY2023	• Disclosed transition plans (Website) • Disclosed results of SST operations analysis (Website, Management Report) • Updated scenario analysis and checked progress on countermeasures • Conducted scenario analysis for overseas CVS operations	• Disclose results of analysis (Integrated Report/Annual Report, Securities Report, website)	• Continued collecting data and taking necessary actions for disclosure in accordance with the TNFD
FY2024	• Disclose results of overseas CVS operations analysis (Website, Management Report, Securities Report) • Update scenario analysis and check progress on countermeasures	• Update scenario analysis and check progress on countermeasures	• Registered as a TNFD adopter • Analyzed the Group's dependencies and impacts on nature • consider approach to nature policy • Disclose results of analysis (Website, Management Report)

Examination of analyses and countermeasures integrating both climate change and nature perspectives

Governance

The Seven & i Group sees sustainability issues including climate change and nature as something that should be addressed Group-wide, and we have created governance structures centered on supervision by the Board of Directors and the CSR Management Committee.

The Board of Directors receives reports from the Sustainability Development Department that is a secretariat for the CSR Management Committee on our efforts for sustainability at least once a year, supervises their progress and the status of achieving the goal, and reviews our policies and efforts as appropriate.

The CSR Management Committee, chaired by Representative Director and President of Seven & i Holdings, meets twice a year, attended by CSR managers (e.g., representative director and president) of Group companies including the CEO of 7-Eleven, Inc. and managers from related divisions at Seven & i Holdings. Under the CSR Management Committee, the Environment Subcommittee has been established as a subcommittee to deal with climate change and natural capital issues.

■ Governance structure for sustainability

Risk and Impact Management

In accordance with the basic rules for risk management, the Company and Group companies establish, streamline, and manage comprehensive risk management systems, centered on the Risk Management Committee, in order to properly analyze, evaluate, and appropriately respond to risks associated with each business, with consideration for changes in the management environment and risk factors. Risks related to sustainability are managed under this comprehensive risk management system as well.

The Risk Management Committee receives reports on the risk management status of the respective companies from the departments responsible for the management of risks, to comprehensively identify, assess, and analyze risks and discuss measures, and to determine the future direction going forward. In principle, the status of risk management is reported to the Seven & i Holdings Board of Directors once annually.

In recent years, in addition to changes in the Group's internal environment, the impact of various changes in the external environment on business operations, including heightened risks related to sustainability such as CO_2 emission regulations, large-scale typhoons, and changes in growing regions and fishing grounds for product raw materials, has grown significantly.

In FY2023, to address these changes, the Company reviewed its risk management framework to not only account for short-term risks but also to consider medium- to long-term risks.

In the risk assessment process, in terms of the assessment perspective of the degree of impact on performance arising from the emergence of risk, by adding the qualitative factors such as business continuity, damage to the Group's brand image, and other factors to the quantitative factors previously considered, we seek to take a more multifaceted and sophisticated approach to assessment and analysis of all risks.

In addition, we are enhancing the effectiveness of risk management for the Group as a whole by identifying high-priority risks from the perspectives of significance, commonality, etc., and clarifying the roles and responsibilities of the Company and Group companies.

7-Eleven, Inc. also manages risks related to sustainability under the risk management of the Seven & i Group.

Risk Factors（Group risk management system） >

Targets and Metrics

The Group has set goals for reducing CO_2 emissions, measures against plastic waste, reducing food waste and food recycling, as well as sourcing sustainable raw materials in its “GREEN CHALLENGE 2050” environmental declaration and discloses the progress of these targets.

“GREEN CHALLENGE 2050” Seven & i Group's Environmental Declaration >

Disclosure of Climate Change and Nature Information

Detailed disclosures based on climate change (TCFD) and nature (TNFD) frameworks can be accessed from the following links.

TCFD >

TNFD >

Response Based on the Taskforce on Climate-related Financial Disclosures (TCFD)

Introduction: Our Vision of Society

Our Group has various points of contact with customers, including food, clothing, housing, and financial services. We have about 85,800 stores worldwide which are visited by more than 63.6 million people every day. Our business rests on the pedestal of our position as part and parcel of the daily lives of customers. To make local communities sustainable, we have identified, as material issues,[*1] social issues that should be solved in a priority manner through our main businesses. In our Medium-Term Management Plan 2021–25,[*2] we have committed ourselves to the promotion of sustainable management.

*1 Seven & i Group Material Issues >

*2 Medium-Term Management Plan 2021–25 >

Among the material issues, through our Response to Climate Change (3. Realize decarbonization, circular economy, and society in harmony with nature, through environmental efforts), we will undertake initiatives to prepare for and prevent climate change that threatens the daily lives of customers and local communities, such as natural disasters, which are increasing in number, and the procurement of product raw materials, which is becoming increasingly unstable. To accelerate these initiatives on material issues, in May 2019 we issued the “GREEN CHALLENGE 2050” environmental declaration,[*3] which outlines a roadmap for the society we are aiming for in the years 2030 and 2050.

*3 “GREEN CHALLENGE 2050” environmental declaration >

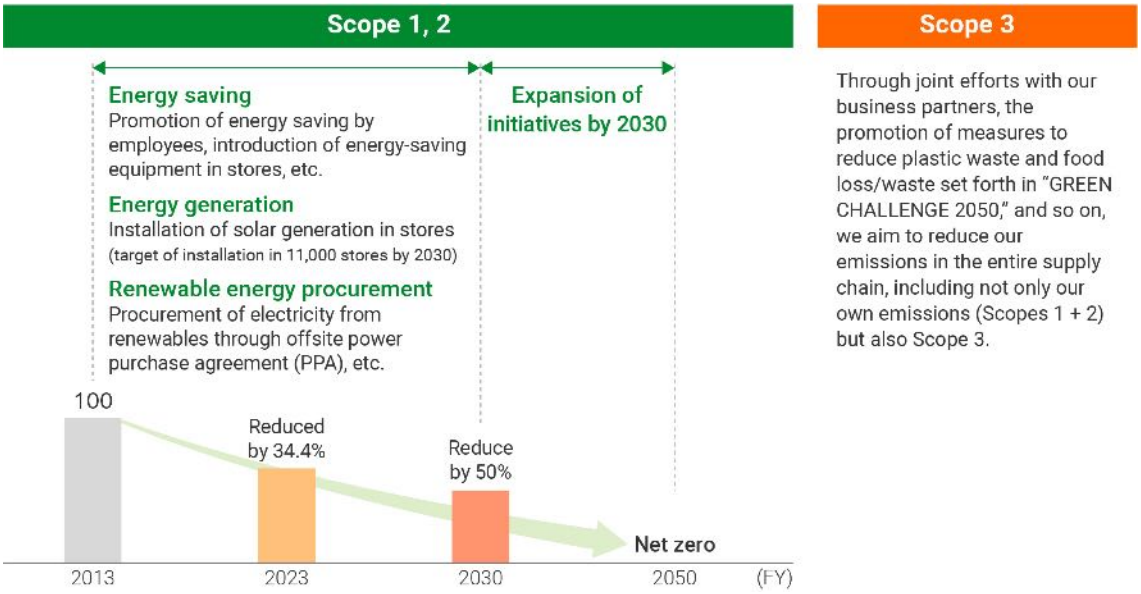
In this environmental declaration, we have set medium- to long-term goals in four fields—reduction of CO_2 emissions, measures against plastic, measures against food loss/waste and for organic waste recycling, and sustainable procurement—toward a transition to three forms of society, namely, a decarbonized society, a circular economy, and a society in harmony with nature.

In scenario analyses in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), we have identified the climate-change risks and opportunities relating to the realization of a transition to these three forms of society expected as of 2030 by business entity. We are studying measures to reduce the risks and maximize the opportunities and are promoting the linkage of these measures with management strategy. For details on analysis results, strategies based on these results, governance related to climate change, our risk management structure, and so on, please see the relevant sections on this page.

Transition Plan

Our Group announced the “GREEN CHALLENGE 2050” environmental declaration in 2019. In this declaration, we outlined a roadmap toward reducing CO_2 emissions from our store operations in Japan to net zero in 2050 and also our aim to reduce CO_2 emissions in the entire supply chain, including Scope 3. To promote these initiatives, we have incorporated environmental investment (expansion of solar panels, introduction of energy-saving equipment, etc.) in our management strategy in the Medium-Term Management Plan 2021–25.
We are scheduled to periodically update the roadmap relating to CO_2 emissions to take account of scientific progress, regulations, and so forth. (Targets were revised upward in 2020 and 2021.)

Roadmap toward a decarbonized society



TCFD-Related Background and Future Implementation Plans

The Seven & i Group expressed our agreement with the TCFD recommendation in August 2019 and also joined the TCFD Consortium, established so that companies, financial institutions, and others can work together to promote initiatives. In FY2019–21 we implemented a scenario analysis targeting domestic convenience store operations (Seven-Eleven Japan) and disclosed the analysis results, enabling us to gain certain suggestions regarding risks peculiar to the convenience store operations. In the fiscal year ended February 28, 2023, as a domestic operation with the same geographical conditions, we implemented a scenario analysis of the superstore operations (Ito-Yokado, York-Benimaru, York) and disclosed the results. In the fiscal year ended February 29, 2024, 7-Eleven, Inc. conducted scenario analysis in the overseas convenience store (overseas CVS) business.

Through the analysis, we identified three major risks with significant financial impacts: carbon tax imposition, damage from natural disasters, and rising raw material costs. We recognize that these climate change risks are interrelated with nature. Climate change can lead to the degradation of nature, which in turn can exacerbate natural disasters and make it more difficult to procure raw materials. Additionally, the conservation of nature, such as forest preservation, can serve as a mitigation measure for climate change by maintaining CO2 absorption sources.

With this understanding, and considering the release of the Taskforce on Nature-related Financial Disclosures (TNFD) Framework V1.0 in September 2023, we will integrate our responses to climate change and nature. Moving forward, we will analyze and develop countermeasures from both perspectives.

■ Progress of TCFD and TNFD responses and future plans

	TCFD		
	Seven & i Group	Financial services	
FY2019 to FY2021	• Endorsed the TCFD recommendations • Conducted scenario analysis (Domestic CVS operations) ⇒ Deepened analysis in FY2021 • Made first disclosure	• Endorsed the TCFD recommendations	
FY2022	• Updated disclosure content for domestic CVS operations (Website, Management Report) • Conducted scenario analysis for SST operations	• Conducted scenario analysis • Made first disclosure (Seven Bank website)	• Participated in TNFD Forum • Participated in SBTN Corporate Engagement Program • Started collecting data and taking necessary actions for disclosure in accordance with the TNFD
FY2023	• Disclosed transition plans (Website) • Disclosed results of SST operations analysis (Website, Management Report) • Updated scenario analysis and checked progress on countermeasures • Conducted scenario analysis for overseas CVS operations	• Disclose results of analysis (Integrated Report/Annual Report, Securities Report, website)	• Continued collecting data and taking necessary actions for disclosure in accordance with the TNFD
FY2024	• Disclose results of overseas CVS operations analysis (Website, Management Report, Securities Report) • Update scenario analysis and check progress on countermeasures	• Update scenario analysis and check progress on countermeasures	• Registered as a TNFD adopter • Analyzed the Group's dependencies and impacts on nature • consider approach to nature policy • Disclose results of analysis (Website, Management Report)

Examination of analyses and countermeasures integrating both climate change and nature perspectives

Below we explain the four disclosure categories recommended by the TCFD in the order of metrics and targets, strategy, governance, and risk management.

Metrics and Targets Related to Climate Change

In May 2019, the Group formulated its environmental declaration “GREEN CHALLENGE 2050.” In “GREEN CHALLENGE 2050,” we have set the following specific themes: reduction of CO_2 emissions, measures against plastic, measures against food loss/waste and for organic waste recycling, and sustainable procurement. The goals are to achieve decarbonization, circular economy, and society in harmony with nature.

Toward the Paris Agreement’s goal for the world of limiting global warming to 1.5°C compared with pre-industrial levels, we have set the numerical targets of reducing CO_2 emissions stemming from the Group's store operations to 50% compared with the FY2013 level in 2030 and to achieve net zero emissions in 2050. We have also set detailed numerical targets for other themes, and we are promoting initiatives for achieving them and monitoring their progress.

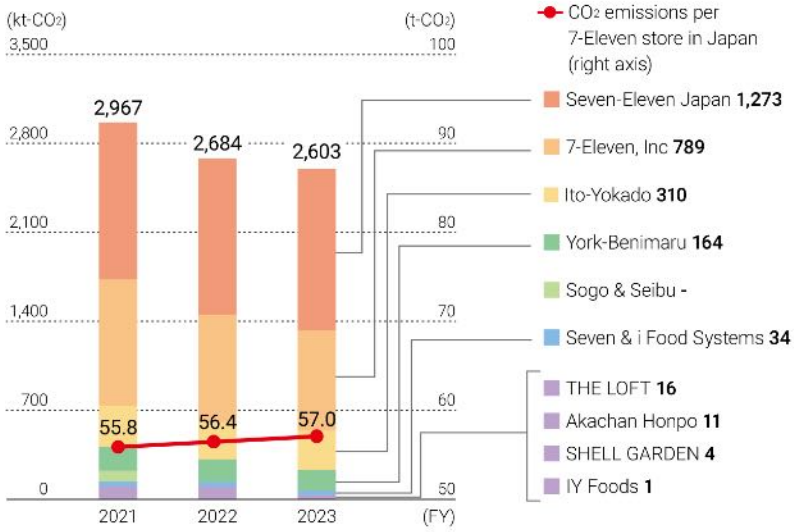
In the scenario analysis for each business entity, the substantial scale of damage due to natural disasters has become clear. Already in Japan as well, abnormal weather conditions are occurring, such as increases in localized torrential rain and typhoon damage, and many local governments have issued climate emergency declarations. In order to curb the risk of natural disasters caused by climate change, once again we renew our determination to collaborate with local communities and other stakeholders to make efforts to limit global warming to 1.5 degrees Celsius compared with pre-industrial levels by achieving the targets of “GREEN CHALLENGE 2050.”

State of progress of “GREEN CHALLENGE 2050” by each of the four themes >

Environmental data of the Group and operation companies >

GHG emissions of scope 3 >

CO_2 Emissions Resulting from Store Operations*



* The figure in the top portion of the bar graph for FY2021 is the total for the following 12 companies: Seven-Eleven Japan, 7-Eleven, Inc, Ito-Yokado, York Benimaru, York, SHELL GARDEN, IY Foods, Sogo & Seibu, Akachan Honpo, THE LOFT, Seven & i Foods Systems, and Barneys Japan
* The figure in the top portion of the bar graph for FY2022 is the total for the following 10 companies: Seven-Eleven Japan, 7-Eleven, Inc, Ito-Yokado, York Benimaru, York, SHELL GARDEN, IY Foods, Akachan Honpo, THE LOFT, and Seven & i Foods Systems
* The figure in the top portion of the bar graph for FY2023 is the total for the following nine companies: Seven-Eleven Japan, 7-Eleven, Inc, Ito-Yokado, York Benimaru, SHELL GARDEN, IY Foods, Akachan Honpo, THE LOFT, and Seven & i Foods Systems
* From 2023, York's figure will be combined with that of Ito-Yokado
* For calculation conditions for the figures of each Group company, please refer to the data section published on the website

*Calculated based on the Seven & i Holdings Environment-Related Data Calculation Report Manual stipulated in accordance with the Act on Rationalizing Energy Use and the Act on Promotion of Global Warming Countermeasures

Strategy: Implementation of Scenario Analysis

Scenario analyses based on the TCFD recommendations are implemented at the business entities of our Group.

<Analysis assumptions>

Scenario	Decarbonization scenario (1.5°C–2.0°C) / Warming scenario (2.7°C–4.0°C) * We set two scenarios with reference to reports on future forecasts issued by governments and international organizations, including STEPS, APS, and NZE2050, indicated in the World Energy Outlook of the International Energy Agency (IEA).
Analysis scope	In addition to the physical impact on stores, the analysis will cover costs in store operations and merchandise supply chain issues (raw materials, factories manufacturing merchandise, merchandise shipping) that significantly affect store operations, and customer behavior
Target year	Domestic CVS operations, SST operations: Impact as of 2030 Overseas CVS operations: Short term (0–5 years), medium term (5–10 years), and long term (10–30 years)

<Target business entities>

・Domestic CVS operations: Seven-Eleven Japan

・SST operations: Ito-Yokado and York-Benimaru

・Overseas CVS operations: 7-Eleven, Inc.

Scenario analyses at each business entity set two scenarios, a “decarbonization scenario (1.5°C–2.0°C)” and a “warming scenario (2.7°C–4.0°C),” with reference to reports on future forecasts and other materials issued by governments and international organizations, including STEPS*1, APS*2, and NZE2050*3, indicated in the World Energy Outlook of the International Energy Agency (IEA). We analyzed the impact of climate change taking account also of predicted business growth rates as of 2030.

*1 STEPS: Stated Policies Scenario. It is one of the scenarios shown in the IEA’s World Energy Outlook 2019 and reflects decarbonization policies and targets that had been publicized so far.
*2 APS: Announced Pledges Scenario. This scenario assumes that all climate-related commitments made by governments announcing long-term targets of net zero emissions are fulfilled in full and on time.
*3 NZE2050 : Net Zero Emissions by 2050. It is one of the scenarios shown in the IEA’s World Energy Outlook 2020. Surpassing the Paris Agreement target, this scenario aims for net zero CO_2 emissions before 2050 toward achievement of the1.5°C goal.

【Decarbonization scenario】

This scenario assumes a world in which various laws and regulations have been introduced toward the achievement of the 1.5°C target, whereby the cost of compliance with these laws and regulations increases store operations costs and requires a diversification of our portfolio. Under this scenario, consumer interest in sustainable products and services and electric vehicles is expected to increase, and sales of products that cater to this interest are expected to lead to business growth.

【Warming scenario】

This scenario assumes an increase in the occurrence or severity of natural disasters and the emergence of a marked change in weather patterns, with the potential to result in damage to stores and other facilities, impact on raw material procurement, and increase air-conditioning costs in stores due to higher temperatures.

■ Recognized climate-related risks and opportunities

We recognize climate change-related risks, opportunities, and countermeasures as common and partly specific to the Seven & i Group.

	Significant risks and opportunities identified	Measures
Decarbonization scenario	Risks • The global introduction of emissions regulations and carbon pricing, such as carbon taxes, resulting in a cost burden for CO_2 emissions from store operations and increased costs in the supply chain that will affect products and other items • Increased electricity payments due to higher electricity retail prices • Overseas convenience store operations: Especially in the decarbonization scenario, lower demand for petroleum-based fuels owing to changing consumer preferences, adoption of new technologies, and improved fuel efficiency, resulting in a decrease in revenues from petroleum-based fuels (long-term) • Overseas convenience store operations: Increase in costs related to Extended Producer Responsibility (EPR) due to product waste regulations (medium-term) Opportunities • Increased consumer interest in sustainable products and services • Increased demand for EV charging due to tighter regulations and changing consumer preferences • (Overseas convenience store operations) Reduction in overall energy use by investing in measures to improve energy efficiency (medium-term)	• Promote measures to reduce CO_2 emissions in accordance with the "GREEN CHALLENGE 2050" environmental declaration (aiming for a 50% reduction in 2030 from the FY2013 level and net-zero emissions in 2050) • Promote initiatives and investments to save energy and improve energy efficiency in stores • Aggressively increase the percentage of renewable energy use in stores • Increase sustainable products and services (low-carbon products, environmentally friendly containers and packaging, PET bottle collection and recycling, certified products, etc.) • Promote measures to reduce the amount of food waste generated (reduce the amount of food to be incinerated) in accordance with measures against food loss and for food recycling set in the "GREEN CHALLENGE 2050" environmental declaration • Promote various measures against product packaging in accordance with measures against plastic set in the "GREEN CHALLENGE 2050" environmental declaration • Expand EV charging services at stores (Overseas convenience store operations: Plan to increase EV fast-charging ports for the "7Charge" EV fast-charging network throughout the U.S. and Canada in the future)
Warming scenario	Risks • Increased frequency and intensity of severe natural disasters, resulting in store damage, merchandise damage, supply chain disruptions, blocked store access, lost in sales due to store closures, and increased losses due to restoration costs and others Changes in precipitation and weather patterns, resulting in higher merchandise costs due to reduced harvest of merchandise raw materials, water stress, and supply chain disruptions • Rising air conditioning operating costs due to soaring global temperatures Opportunities • Customers seldom going out during summer season due to high temperatures, which will boost demand for delivery and e-commerce services	• Develop a contingency plan to be followed during severe weather events such as floods and storms • Establish a system for information gathering and early recovery in the event of a disaster (such as "7VIEW") • Ensure stable procurement by expanding procurement sources, such as vegetable plants and land-based fish farms • Promote energy saving and install energy-saving equipment in stores • Expand delivery and e-commerce services

Significant transition risks and countermeasures: Decarbonization scenario (1.5°C–2.0°C)

【Significant transition risk: The carbon tax impact】

Transition risks were considered based on the decarbonization scenario in which various regulations and other measures are introduced to achieve the 1.5°C target. Of these, for each business entity we analyzed the impact of the carbon tax through the introduction of carbon pricing, which is projected to have the biggest impact. The following is an explanation of the expected impact on the domestic convenience store operations and superstore operations.

● **Carbon tax impact (2030)**

Item	Business impact
Domestic CVS operations	¥12.6 billion
Overseas CVS operations	¥13.3 billion
SST operations	¥7.4 billion
Total amount of business impact	¥33.3 billion

Assumption:

Carbon tax: $135/ton-CO2 (Maximum amount given in the IEA's World Energy Outlook 2022)

Foreign exchange rate: ¥131.62/$ (Rate used in financial statements for the term ended February 2023)

For our estimate, with reference to the IEA's World Energy Outlook 2022, we calculated the impact of carbon tax at the maximum amount of $135/ton-CO2 as of 2030. By putting our shoulders to the wheel to promote initiatives based on the targets outlined in our "GREEN CHALLENGE 2050" environmental declaration, we can substantially reduce the carbon tax burden in 2030. Furthermore, by achieving our 2050 target of net zero CO2 emissions, we expect that eventually the carbon tax burden will be eliminated altogether.

【Main countermeasures for a decarbonization scenario】

As approximately 90% of the Group's CO2 emissions are attributable to electricity use from store operations, the three initiatives of energy savings, energy generation, and procurement of renewable energy are being pursued to reduce emissions. We also aim to reduce emissions throughout the supply chain, including Scope 3 emissions.

(1) Energy savings

Reduction of electricity use through employees' efforts to save energy and the adoption of energy-saving equipment

(2) Energy generation

Onsite solar panels have been installed, with the electricity thus generated also consumed in-house. Solar panels have been installed at more than 9,000 Group stores and will be installed in 11,000 Group stores by 2030.

Rooftop solar panels (Ario Ichihara store)

After reducing CO2 emissions at stores as much as possible through energy savings and energy generation, we will use procurement of renewable energy from offsite sources to further reduce emissions.

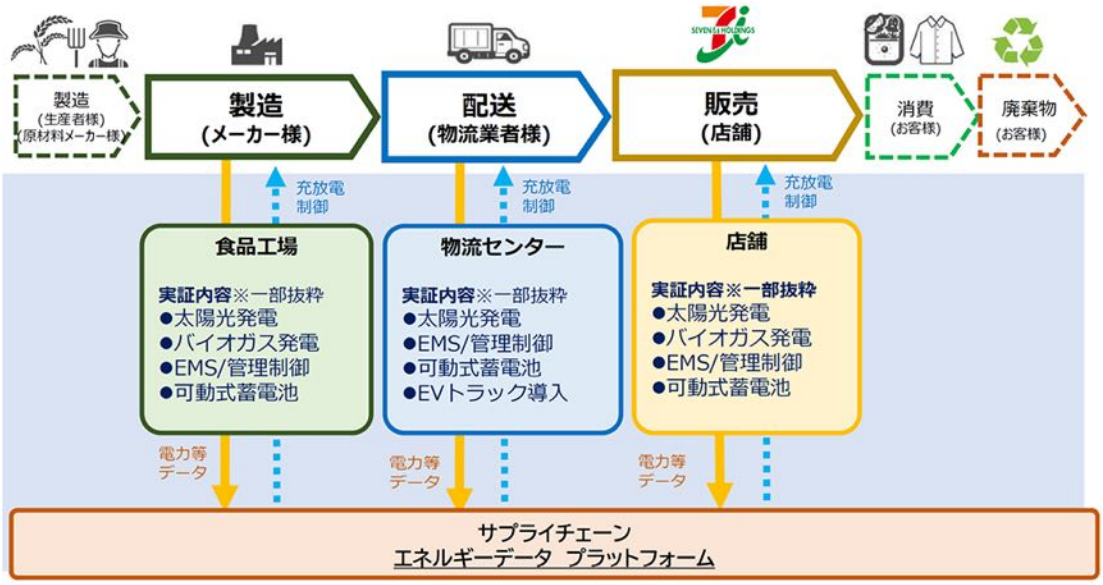
(3) Procurement of renewable energy

We are expanding cooperation with various electric power companies, including an offsite power purchase agreement (PPA) with the Hokuriku Electric Power Group.

Offsite PPA with the Hokuriku Electric Power Group

In addition, we have established the business scheme of a “Circular Model Project for Retail Supply Chain Decarbonization in the Use of Renewable Energy*” in collaboration with food product manufacturers, logistics companies, and others, and have commenced demonstration experiments, as an initiative to reduce CO2 emissions.

*Selected for the “Technology Development Support Project for the Promotion of New Energy,” implemented by the Tokyo Metropolitan Government and the Tokyo Environmental Public Service Corporation, this project will demonstrate energy management using “renewable energy,” including EV trucks, solar power, and biogas power generation, based at Seven & i Group stores in Tokyo as well as at food-processing factories and logistics centers of business partners.



【Website and other information related to countermeasures】

Climate Change Countermeasures (CO2 Emissions Reduction Initiatives) >

(2024.6) Next-generation environment-friendly store “7-Eleven Fukuoka Momochi store” utilizing local timber—construction commenced toward opening this summer (in Japanese) >

(2024.9) AI will transform air conditioning! Full deployment in stores of the Ito-Yokado and Kobe University joint “AI Smart Air-Conditioning System” (in Japanese) >

Significant physical risks and countermeasures: Warming scenario (2.7°C–4.0°C)

【Significant physical risks: Damage from natural disasters】

In terms of physical risks, natural disasters caused by extreme weather pose the greatest risk. It is difficult to predict when and where natural disasters will occur, and once they do, they can cause extensive damage. We are basing countermeasures for each business on the premise that weather phenomena such as heavy rainfall and flood will occur with greater frequency and intensity and cause increasingly worse natural disasters such as flooding, so we estimate the impact of losses due to store and merchandise damage, loss of sales due to store closures, restoration costs, etc., to inform those countermeasures.

Impact on Seven-Eleven Japan stores (domestic convenience store operations)

Assumption: The amount of damage is estimated for flood damage to stores in the Tokyo metropolitan area (assuming flooding of the Arakawa River) as of 2030

* Estimated based on past flood damage

* To ascertain the extent of damage, estimates are made without considering insurance coverage

Item	Business impact
Store damage, merchandise damage, loss of sales due to closures, restoration cost, etc.	¥11.2 billion

Impact on Ito-Yokado and York-Benimaru (superstore operations)

Assumption: The amount of damage as of 2030 is estimated assuming a disaster of similar scale to 2019 (Typhoon No. 19).

* Estimates are based on actual damage from the 2019 disaster and forecasts of an increased frequency of disasters and floods

* To ascertain the extent of damage, estimates are made without considering insurance coverage

Item	Business impact
Store damage, merchandise damage, loss of sales due to closures, restoration cost, etc.	¥5.5 billion

【Main countermeasures to damage from natural disasters】

Seven & i Holdings will strive to quickly reopen its stores and establishments in the event of a natural disaster as part of enhanced disaster response to continue serving as regional relief bases for local customers offering infrastructure, evacuation locations, etc. The following measures are being taken to address the increasing risk of natural disasters.

・Establish early recovery systems (such as 7VIEW)

・Continue operations in the event of a disaster with “Phase Free (a concept of securing an adequate quality of life, regardless of phases such as daily life and emergencies)” facilities, including improved performance of storage batteries and preparation of fuel reserves for emergency supply delivery

・Create a strategy and stores that anticipates flooding (preventing flood damage by expanding the installation of watertight panels and guard pipes)

・Establish disaster-resilient logistics bases and supply networks

・Develop disaster bases utilizing store infrastructure through disaster management agreements, etc.

7VIEW (system for sharing information in the event of a disaster)

Number of comprehensive alliance agreements with local governments (by operating company)

	End of February 2022	End of February 2023	End of February 2024
Seven-Eleven Japan	223	230	235
Ito-Yokado	77	78	80
York-Benimaru	11	14	16
Seven & i Food Systems	3	3	3
Total	**314**	**325**	**334**

【Website and other information related to countermeasures】

Initiatives as Social Infrastructure (7VIEW: Seven-Eleven Japan website) (in Japanese) ›

Disaster Assistance (Seven & i website) ›

We shall not forget: 10 years after the Great East Japan Earthquake (Seven & i website) (in Japanese) ›

【Significant physical risks: Increase in raw material cost due to changes in weather patterns】

Assuming that climate change will lower harvest yields for raw materials and increase the purchase price accordingly, we foresee a significant financial impact on our business entities. For both domestic convenience store and superstore operations, the raw materials selected for analysis were chosen on the basis of the composition of purchase price and availability of future information. (Targets of analysis will be expanded in the future.)

Impact on Seven-Eleven Japan stores (domestic convenience store operations)

Item	Business impact
Domestic convenience store operations Raw materials cost increase for rice, laver, and livestock products	**¥5.7 billion**

Assumption: Estimated increases in raw material costs as of the fiscal year ending February 28, 2031 due solely to lower yields resulting from climate change

* Yield changes are estimated from data provided by the Ministry of Education, Culture, Sports, Science and Technology; the Ministry of the Environment; the Japan Meteorological Agency; the National Institute for Environmental Studies; the National Agriculture and Food Research Organization, etc.

【Main countermeasures to increase in raw material costs due to changes in weather patterns】

Under our environmental declaration “GREEN CHALLENGE 2050,” we set sustainable procurement as a specific theme —ensuring that food ingredients used in our original products are guaranteed sustainable, and we are taking the following measures with our suppliers to work toward a society that is in harmony with nature.

・Expand the lineup of eco-certified marine products (MSC, ASC, MEL, etc.) and eco-certified agricultural products (GAP, etc.)

・Disperse and consolidate production sites of raw materials

・Utilize digital technology and AI

・Ensure stable procurement through the expansion of raw material procurement from weather-resistant sources, such as vegetable factories, land-based aquaculture, etc.

Indoor vegetable factory exclusively for Seven-Eleven Sagamihara Vegetable Plant by Prime Delica Co., Ltd.

【Website and other information related to countermeasures】

Sustainable Sourcing of Raw Materials >

＜Business opportunities and main countermeasures for both scenarios＞

【Business opportunities for the decarbonization scenario】

In this scenario, we see changes in consumer awareness as a major business opportunity. As consumers develop a strong interest in sustainable products and services in line with government policy and trends toward carbon neutrality, we believe that our current efforts will lead to opportunities and further accelerate those efforts. For example, we are promoting related initiatives as part of our environmental declaration “GREEN CHALLENGE 2050.”

・Initiatives in consideration of the environment with “Seven Premium”

“Seven Premium,” the private brand for the entire Group, is engaged in developing products that are both high in quality and environmentally friendly. We are actively promoting eco-friendly products at the Group’s stores to generate awareness of such products and create opportunities for customers to consider the environment with us in a way that may lead to action.

【Website and other information related to countermeasures】

(2024.10) Promoting environmental initiatives with the “Seven Premium” (in Japanese) >

Climate Change Countermeasures (CO2 Emissions Reduction Initiatives) >

Introduction of Environmentally Friendly Packaging (Seven & i website) >

Effective Use of Resources (Initiatives for Effective Use of Plastics) >

Measures against Food Loss and for Food Recycling >

Sustainable Sourcing of Raw Materials >

【Business opportunities for the warming scenario】

In this scenario, we see changes in customer preferences and consumer behavior due to rising temperatures as business opportunities in the following ways.

・Consumers’ heightened awareness of disaster mitigation will increase demand for disaster preparedness products

・Increased sales of products that people wish to have in hot weather (cooling products)

・The frequency of outings will decrease caused in hot weather, so e-commerce services such as delivery business and Net Supermarkets will flourish

Ito-Yokado Net Supermarket, Shin-Yokohama Center (opened in August 2023)

Governance Related to Climate Change

The Seven & i Group considers the issue of climate change to be one of the most important issues to be tackled across the Group companies. We have therefore established a governance structure centered on the CSR Management Committee and supervised by the Board of Directors.

The Board of Directors receives reporting from the Sustainability Development Department that is a secretariat for the CSR Management Committee on our efforts for sustainability including climate change issues at least once a year, supervises their progress and the status of achieving the goal, and reviews our policies and efforts as appropriate. In December 2020 and May 2021, the Board of Directors made a resolution to revise our CO_2 emission reduction target in our environmental declaration “GREEN CHALLENGE 2050” to 50% by 2030 and zero emission by 2050 in line with

current international trends aiming at the 1.5 °C target and the decision of the Government of Japan for the net zero goal in 2050. In addition, we have added a target of reducing CO_2 emissions set in the environmental declaration "GREEN CHALLENGE 2050" that was formulated in May 2019 to the key performance indicator (KPI) for stock-based compensation as a non-financial indicator in compensation of Directors since fiscal year ended February 28, 2021. In addition, in order to accelerate decarbonization efforts, the Board of Directors decided in 2023 to invest in the public-private fund "Japan Green Investment Corp. for Carbon Neutrality （JICN）."

* For the target level of the amount of CO_2 emissions for each fiscal year as the KPI for the stock-based compensation, it will be the target level for each fiscal year calculated based on the assumption of the actual amount of emission for the fiscal year ended February 28, 2019 to be equally reduced for each fiscal year to achieve the target level for the fiscal year ending February 28, 2031 (reducing emissions from Group store operations by 50% compared to the fiscal year ended February 28, 2014).

The CSR Management Committee, chaired by Representative Director and President of Seven & i Holdings, meets twice a year, attended by CSR managers from Group companies (Representative Director and President, etc.) and managers from related divisions at Seven & i Holdings. Under the CSR Management Committee, the Environment Subcommittee has been established as a subcommittee to deal with climate change issues. The Environment Subcommittee consists of managers from the environmental departments of operating companies. In addition, when we announced the environmental declaration "GREEN CHALLENGE 2050" in May 2019, we established CO_2 Emissions Reduction Team to create innovations across the Group to reduce CO_2 emissions. This team is headed by executive officers or higher from responsible departments at our main operating companies.

The CSR Management Committee receives reports on trends in indicators related to climate change issues, such as CO_2 emissions, and on initiatives mainly for mitigation measures. The Committee approves measures implemented by the subcommittees and each group company, and provides necessary advice. The progress of such sustainability-related initiatives, including those related to climate change, is reported to the Board of Directors at least once a year.

Sustainability promotion framework >

Governance structure for sustainability

●Meetings and roles related to climate change

Meeting	Role	Member
Board of Directors	・Receive reports at least once per year regarding progress on climate change issues and achievement of targets; supervise efforts ・Review and decide on policies and important matters	・Directors ・Audit & Supervisory Board Members Members include internal and Outside Directors with extensive knowledge and experience in sustainability
CSR Management Committee	・Meet twice a year ・Share trends in climate change-related indicators (such as CO_2 emissions), and mitigation and adaptation measures ・Approve and advise on initiatives implemented by the Environment Subcommittee and Group companies	・Chair: Director and President of the Company ・Members: CSR managers from Group companies (Representative Director and President, etc.) and managers from CSR-related divisions of the Company
Environment Subcommittee	・Subcommittee of CSR Management Committee ・Meet twice a year ・Promote response to climate change issues ・Promote response to TCFD recommendations	・Chair: Executive Officer in charge of Sustainability Development Department of the Company ・Members: CSR department managers and managers of departments involved in climate change response measures at Group companies

Risk Management

In accordance with the basic rules for risk management, the Company and Group companies establish, streamline, and manage comprehensive risk management systems, centered on the Risk Management Committee, in order to properly analyze, evaluate, and appropriately respond to risks associated with each business, with consideration for changes in the management environment and risk factors. Risks related to climate change are managed under this comprehensive risk management system as well.

The Risk Management Committee receives reports on the risk management status of the respective companies from the departments responsible for the management of risks, to comprehensively identify, assess, and analyze risks and discuss measures, and to determine the future direction going forward. In principle, the status of risk management is reported to the Seven & i Holdings Board of Directors once annually. In recent years, in addition to changes in the Group's internal environment, the impact of various changes in the external environment on business operations, including heightened risks related to climate change such as CO2 emission regulations, recent large-scale typhoons, and changes in growing regions and fishing grounds for product raw materials, has grown significantly.

In FY2023, to address these changes, the Company reviewed its risk management framework to not only account for short-term risks but also to consider medium- to long-term risks.

In the risk assessment process, in terms of the assessment perspective of the degree of impact on performance arising from the emergence of risk, by adding the qualitative factors such as business continuity, damage to the Group's brand image, and other factors to the quantitative factors previously considered, we seek to take a more multifaceted and sophisticated approach to assessment and analysis of all risks.

In addition, we are enhancing the effectiveness of risk management for the Group as a whole by identifying high-priority risks from the perspectives of significance, commonality, etc., and clarifying the roles and responsibilities of the Company and Group companies.

7-Eleven, Inc. also manages risks related to sustainability under the risk management of the Seven & i Group.

Risk Factors（Group risk management system） ›

Future Responses to TCFD Recommendations

Going forward, we will update our scenario analyses in line with the state of the world and increase the number of operating companies subject to analysis, both domestically and overseas. We will take into account the entire supply chain as we continue to quantitatively identify risks and opportunities and develop and implement practical countermeasures.

We will work on initiatives to limit the global temperature increase to less than 1.5°C by 2100, thereby leaving a prospering planetary environment to future generations.

Domestic Convenience Store Operations (Seven-Eleven Japan) ›

Superstore Operations (Ito-Yokado, York-Benimaru) ›

* Our superstore operations were reorganized in September 2023, with York merging into Ito-Yokado.

Financial Services (Seven Bank) ›

*Presented on the Seven Bank website

Taskforce on Nature-related Financial Disclosures (TNFD)

Introduction: Our Vision of Society

The Seven & i Group has various points of contact with customers, including food, clothing, housing, and financial services. We have about 22,800 stores in Japan, which are visited by more than 22.2 million people every day. Our business rests on the pedestal of our position as part and parcel of the daily lives of customers. To make local communities sustainable, we have identified, as material issues,[*1] social issues that should be solved in a priority manner through our main businesses. In our Medium-Term Management Plan 2021–25,[*2] we have committed ourselves to the promotion of sustainable management.

*1 Seven & i Group Material Issues >

*2 Medium-Term Management Plan 2021–25 >

Among the material issues, through our Approach to Nature and Biodiversity (3. Realize decarbonization, circular economy, and society in harmony with nature, through environmental efforts), we will undertake initiatives to prepare for and prevent issues that threatens the daily lives of customers and local communities, such as natural disasters, which are increasing in number, and the procurement of product raw materials, which is becoming increasingly unstable. To accelerate these initiatives on material issues, in May 2019 we issued the “GREEN CHALLENGE 2050” environmental declaration,[*3] which outlines a roadmap for the society we are aiming for in the years 2030 and 2050.

*3 “GREEN CHALLENGE 2050” Seven & i Group's Environmental Declaration >

In this environmental declaration, we have set medium- to long-term goals in four fields—reduction of CO_2 emissions, measures against plastic, measures against food loss/waste and for organic waste recycling, and sustainable procurement—toward a transition to three forms of society, namely, a decarbonized society, a circular economy, and a society in harmony with nature.

Regarding the TNFD, we support the TNFD principles, participated in the TNFD Forum in January 2023, and the Science Based Targets Network (SBTN)’s Corporate Engagement Program in February 2023. By March 2024, we signaled our intent to adopt the TNFD Recommendations (TNFD Adopters) and began analysis and disclosure.

TNFD Adopters >

Strategy (Implementation of evaluation based on the TNFD framework)

The Seven & i Group utilizes and has impacts on nature, both directly, and indirectly, throughout its supply chains. For example, the retail food business relies on various benefits from nature, such as abundant water resources used for cultivation and pollinators, centered on the procurement of raw materials in upstream supply chains. Also, excessive extraction of resources and over application of agricultural chemicals and fertilizers may have negative impacts on nature.

There are concerns that changes in nature will have impacts on business, including difficulty procuring and using raw materials. To maintain business over the medium to long term, it is crucial that we understand and manage the relationships between business and nature so that we can minimize the negative impact that business has on nature.

Therefore, our group promotes business activities that take nature into consideration to stop and restore the loss of nature and biodiversity (nature-positive).

The Seven & i Group recognizes these dependencies and impacts on nature, as well as the associated risks and opportunities, and by promoting sustainable procurement and utilization as a group, we aim to contribute to achieving nature-positive outcomes.

Implementation of *LEAP Approach*

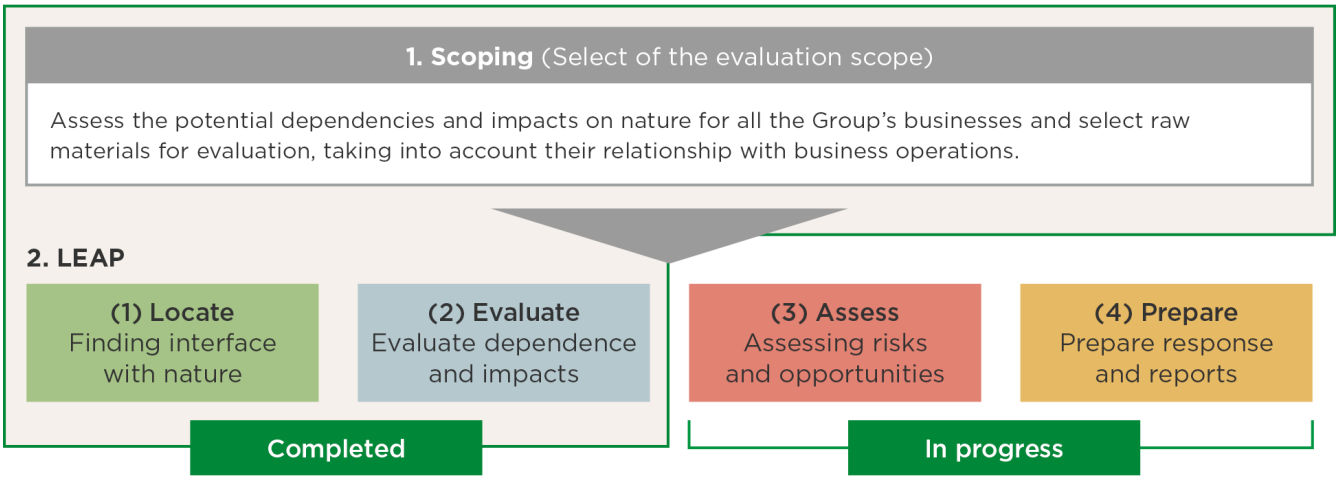
We conduct evaluations of the Group's nature-related dependencies and impacts[*1] as well as nature-related risks and opportunities[*2] in accordance with *Scoping* and the *LEAP Approach*[*3], evaluation methods recommended by the TNFD. In the first half of fiscal 2024, we evaluated the direct operations as well as upstream and downstream supply chains of all Seven & i Group operating companies in the phase of *Scoping* (selection of the evaluation scope) and set the scope of the evaluation. We then identified key raw materials in upstream supply chains and performed analysis with a focus on Locate (finding interfaces with nature) and Evaluate (evaluate dependencies and impacts).

*1 Dependencies refer to the benefits (ecosystem services) that an organization receives from nature in the course of its business activities.
Impacts refers to changes caused to nature through the business activities of organizations.

*2 Nature-related risks refers to threats that have potential financial impacts on organizations based on the dependencies and impacts on nature.
Nature-related opportunities refers to financial opportunities that organizations can acquire from beneficial impacts on nature through the avoidance and mitigation of nature-related risks.

*3 The *LEAP Approach* is an integrated approach developed by the TNFD to identify and assess nature-related issues, such as interfaces with nature, dependencies and impacts on nature, and the associated risks and opportunities.

Progress of LEAP approach



Scoping (Selection of the Evaluation Scope)

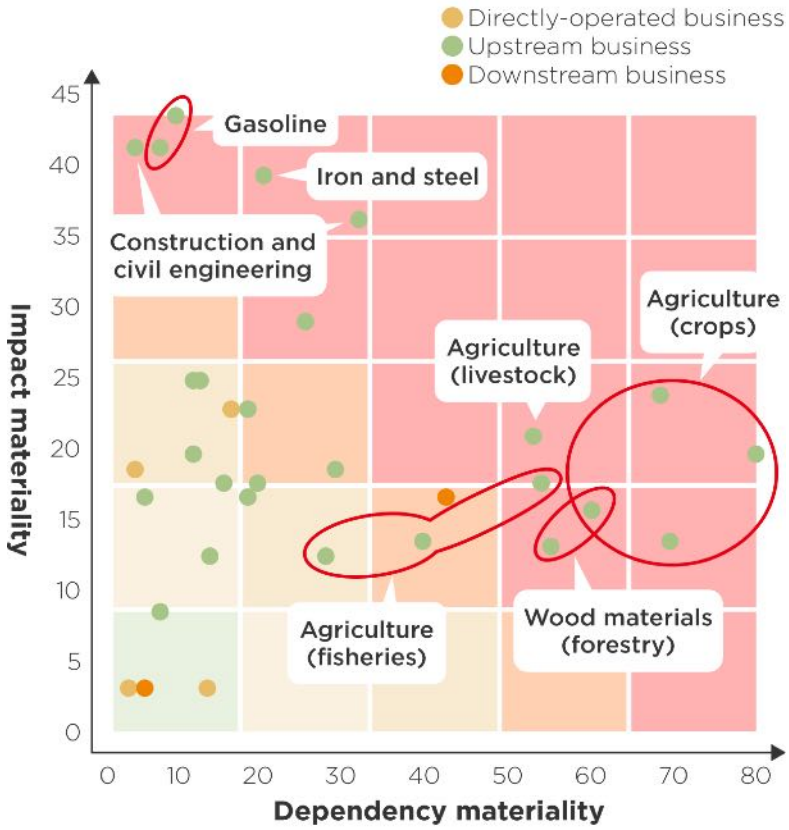
We started by surveying all Group operating companies about how their business is related to nature. When performing the evaluation, we used ENCORE,[*1] a tool recommended by the TNFD, to identify general dependencies and impacts within those companies' industries and scored[*2] the results and mapped them along two axes: dependencies and impacts.

The mapping results revealed that the upstream activities of gasoline retail and real estate development, specifically 'gasoline extraction' and 'construction and civil engineering,' have significant impacts on nature. In the food-related business, it was found that the upstream supply chain, particularly 'agricultural production,' has a high dependency on and significant impact on nature.

■ Main Group businesses and their supply chains

	Upstream (procured materials, etc.)	Direct operation	Downstream (disposal)
Food retail	• Production of raw materials (including agricultural, forestry, and fishery products) • Merchandise production and distribution • Packaging	• Sale of merchandise	• Waste processing • Management of food waste and food recycling • Processing and recycling of containers and packaging • Wastewater treatment
Specialty retail			
Food processing		• Processing and manufacturing of foods	
Restaurants		• Operation of restaurants, etc.	
Gasoline retail	• Gasoline extraction an distribution	• Sale of merchandise	
Financial services		• Financial services	
Real estate	• Production of raw materials (wood materials, iron and steel, etc.) • Construction and civil engineering	• Real estate operation and management	
e-commerce and digital		• Digital and internet businesses	
License management		• Consulting	

■ Main Group businesses and their dependencies and impacts on nature



Even in businesses with high dependence and impact on nature, the Group set a target of “being one of the world’s leading retail groups with a focus on food” by 2030 in our Medium-Term Management Plan, and accordingly, we focused on agricultural products for our fiscal 2024 evaluation.

In particular, we selected coffee, soybeans, and rice as key raw materials, as they are handled in large volumes by the Seven & i Group as a whole and have been indicated*3 as having impacts on nature. Then we evaluated the dependencies and impacts on nature for each of these raw materials. As a result, for this fiscal year 2024, we decided to conduct more detailed evaluations concerning coffee, which have been identified, as having a particularly large impact in accordance with the *LEAP Approach* recommended by the TNFD. Since coffee is one of the forest-risk commodities*4, we considered it necessary to analyze it further.

In addition to coffee, we have also selected 'soybeans' and 'rice' as important raw materials and will implement measures to reduce their impact on nature. Furthermore, as a group that primarily operates in the food distribution sector, we plan to extend our evaluations to include 'livestock products' and 'marine products.

*1 A tool developed by the UNEP-WCSC and others to ascertain the scale of a company’s impacts and dependencies on nature.

*2 Based on the ENCORE output results, we calculated the totals for dependencies and impacts for each process with Very high = 5, High = 4, Medium = 3, Low = 2, and Very low = 1.

*3 Included in the High Impact Commodity List issued by the SBTs for Nature, a list of raw materials that are considered to have high impacts on nature.

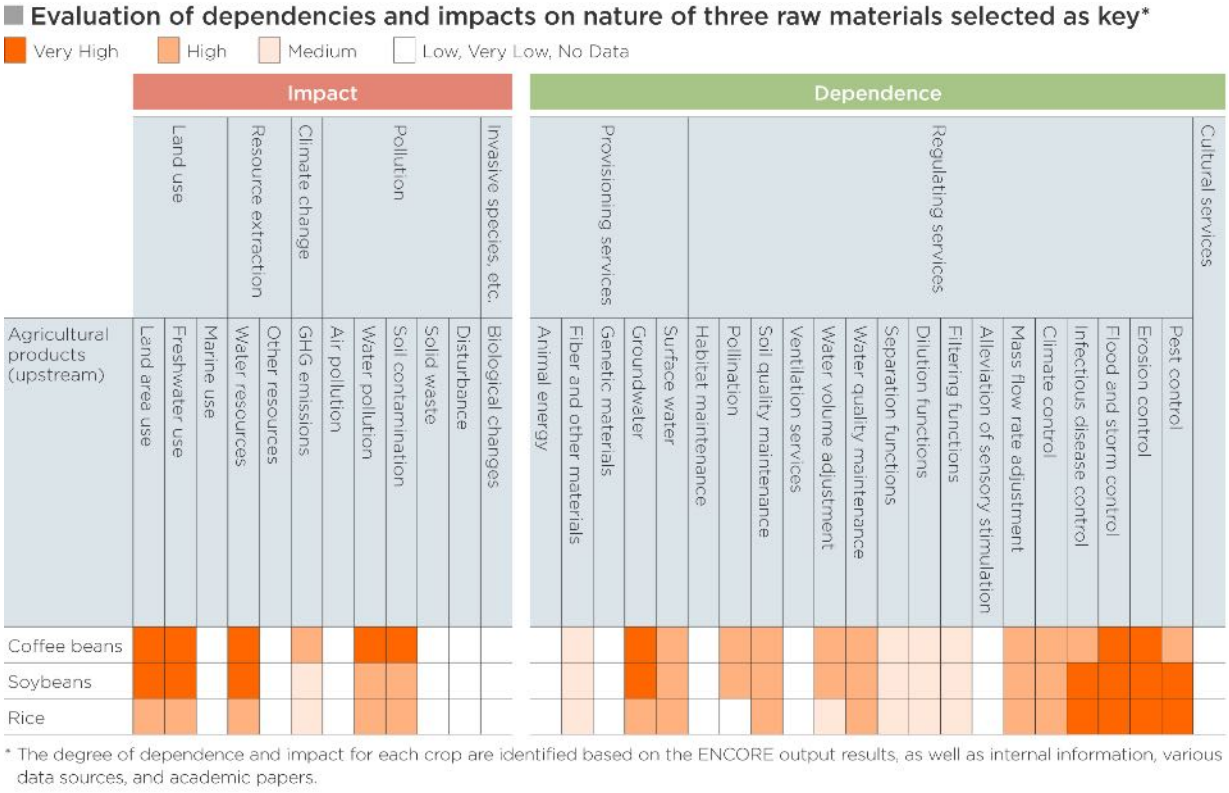
*4 Commodities identified by the World Resources Institute (WRI) as being significant factors in deforestation. They are also subject to the EU Deforestation Regulation (EUDR).

Raw Materials Subject to *Scoping* Analysis and Evaluation

Coffee	Soybeans	Rice	Cacao	Chicken	Beef	Dairy
Pork	Eggs	Wheat	Sugar cane	Fruits & vegetables	Seaweed/aquaculture products	Palm oil

* When selecting raw materials, we made reference to the SBTs for Nature high-risk raw materials list and the EU Deforestation Regulation (EUDR) list, compared them to Group operating companies' procurement results in FY2023, and made selections.

* ENCORE*1 was used for the raw material *Scoping* analysis.

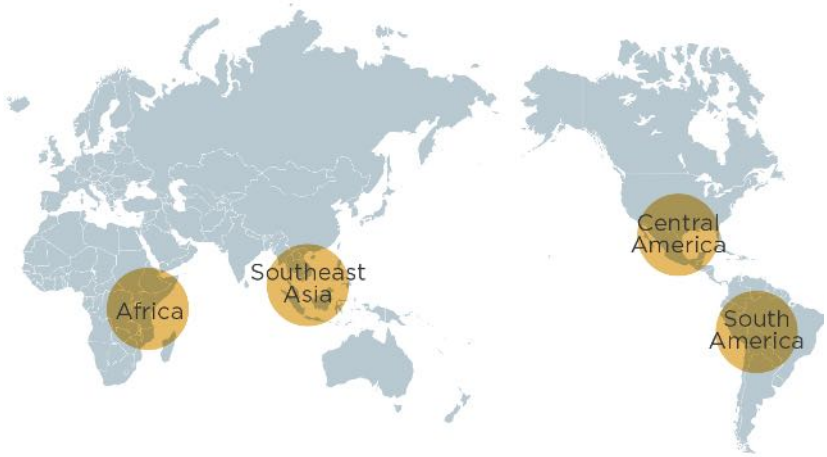


LEAP (1)Locate (Finding Interfaces with Nature)

In the Locate phase, we identified the sourcing countries and regions for coffee procured by 'Seven-Eleven Japan,' '7-Eleven, Inc.,' and private brand products 'Seven Premium,' and evaluated their relationship with nature and biodiversity.

When performing the valuation, the results were organized based on five criteria defined by the TNFD (criteria relating to the importance of conservation, ecosystem intactness, rapid degradation of ecosystem intactness, importance of ecosystem services, and water stress). We also took into consideration procurement ratios and selected priority regions from among the major procurement sources.

■ Major coffee bean sourcing countries and regions



■ Evaluation of the relevance of nature in primary procurement countries

Procurement region	Main procurement countries	Importance of conservation*1	Ecosystem intactness*2	Rapid degradation of ecosystem intactness*3	Importance of ecosystem services*4	Water stress*5
South America	Brazil					
South America	Colombia					
Central America	Guatemala					
Africa	Tanzania					

Note: Darker colors indicate a higher level of priority.

*1 Evaluated whether the region is adjacent to areas of high conservation importance, such as protected areas and key biodiversity areas (KBAs) using IBAT.
*2 Assessed the intactness of ecosystem composition, structure, and functions using the Biodiversity Intactness Index.
*3 Evaluated the rapid loss or degree of degradation of ecosystem composition, structure, and functions based on a measure of pressure on biodiversity provided by the WWF Biodiversity Risk Filter.
*4 Assessed proximity to Indigenous Peoples and Local Communities (IPLCs) using LandMark, confirmed with data from Global Forest Watch.
*5 Surveyed the percentage of extraction relative to available surface and groundwater supplies (water stress) using Aqueduct based on Baseline Water Stress.

LEAP (2)Evaluate (Evaluate your dependencies and impacts)

In the Evaluate phase, we dug deeper into the evaluation results obtained during the *Scoping* phase and identified general dependence and impact items in coffee production. Based on the results, there are concerns regarding the impacts including deforestation due to the conversion to farmland, the decline in water resources in conjunction with the use of ground and surface water, and soil contamination and water pollution caused by the use of agricultural chemicals and fertilizers.

At the same time, there is a high degree of dependence on the functions of nature, such as the abundant provision of water, controlling flooding and inundation and preventing landslides by covering and solidifying soil with vegetation and so on. Looking to individual regions, in South America, which has high procurement volumes, the risks associated with identified dependencies and impacts are high, and we recognize this as a region where responses should be prioritized.

Additionally, coffee has a high dependency on water and there are concerns about its impact on surface and groundwater pollution. In Central America, where water scarcity is significant, addressing water-related issues is considered a high priority. In the future, based on the results from the (1) Locate and (2) Evaluate phases, we will identify risks and opportunities relating to coffee and evaluate their scale (the (3) Assess phase in *LEAP* analysis), and based on that we will investigate countermeasures (the (4) Prepare phase in the *LEAP* analysis).

Evaluation of Dependencies and Impacts on Nature Relating to Coffee Beans

■ Evaluation of dependencies and impacts on nature relating to coffee beans

Item		Degree*	Details
Impact	Land use	High	• Deforestation due to expansion of production regions
	Direct extraction	High	• Reduction or depletion of water resources from use of ground and surface water
	Climate change	High	• GHG emissions from use of fuel, fertilizer, etc. in land development, cultivation, and use, etc
	Pollution	High	• Water pollution and soil contamination from use of agricultural chemicals and fertilizers, etc

Item		Degree*	Details
Dependence	Provisioning services	High	• Ground and surface water
	Regulating services	High	• All forms of protection from flooding, inundation, and storms • Erosion control using vegetation and surrounding ecosystems
		Medium	• Pollinators that support coffee pollination • Fertile soil needed for crop growth • Water volume adjustment • Treatment of contaminated water generated during production using plants, microorganisms, etc. • Climate control and maintenance of humidity • Control of natural disease such as infectious diseases • Insect control using insects, birds, small mammals, etc.

* Items rated "High" or above in the Scoping analysis are extracted and reassessed for their impact and dependency.

Introduction of Initiatives for Coffee-Producing Regions

Seven-Eleven Japan supports the production areas of its representative product, "Seven Cafe." The support program is determined after confirming the issues that each production countries facing

Details of Seven Cafe's Production Area Support Initiatives (in Japanese) >

Governance

The Seven & i Group sees sustainability issues including climate change and natureal capital as something that should be addressed Group-wide, and we have created governance structures centered on supervision by the Board of Directors and the CSR Management Committee.

The Board of Directors receives reports from the Sustainability Development Department that is a secretariat for the CSR Management Committee on our efforts for sustainability at least once a year, supervises their progress and the status of achieving the goal, and reviews our policies and efforts as appropriate.

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■ Governance structure for sustainability

Risk and Impact Management

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7-Eleven, Inc. also manages risks related to sustainability under the risk management of the Seven & i Group.

Risk Factors（Group risk management system） ›

Targets and Metrics

The Group has set goals for reducing CO_2 emissions, measures against plastic waste, reducing food waste and food recycling, as well as sourcing sustainable raw materials in its “GREEN CHALLENGE 2050” environmental declaration and discloses the progress of these targets.

“GREEN CHALLENGE 2050” Seven & i Group's Environmental Declaration ›