

BrandSensitize™ - Brand Review, Research Desk

Seven & i Holdings Co., Ltd

1. Company Introduction and Overview

Seven & i Holdings Co., Ltd. is a diversified retail holding company based in Tokyo. It was founded on September 1, 2005, through the merger of three companies: Ito-Yokado, Seven-Eleven Japan, and Denny's Japan.

As the parent company of well-known brands like 7-Eleven—which operates over 85,000 stores serving 60 million customers daily across 20 countries—the company is a major player in the rapidly evolving global retail industry, combining convenience, innovation, and community involvement to transform everyday shopping.

Its portfolio includes popular brands such as 7-Eleven, Ito-Yokado, York-Benimaru, Denny's Japan, and Loft, covering convenience stores, supermarkets, restaurants, and specialty stores. Seven & i Holdings is distinguished by its integrated business model, uniting convenience stores, supermarkets, specialty shops, and financial services.

2. Financial Performance

Seven & I Holdings reported revenue of approximately US \$79 billion at the average 2025 exchange rates.

3. Brand Uniqueness and Market Position

Seven & i Holdings Co., Ltd., the parent of the global 7-Eleven chain, sets itself apart with a customer-centric, convenience-first approach that combines everyday accessibility with innovative, community-oriented retail—serving 60 million daily customers across 85,000 stores in 20 countries through a diversified model that includes stores, e-commerce, and financial services.

4. Strategic Transformation and Initiatives

Seven & i Holdings is accelerating its 2025 transformation by restructuring into three core units: convenience stores, superstores, specialty stores, and financial services. These initiatives are part of a broader strategy, including the "Green Challenge 2050" and the restructuring of 7-Eleven operations, aimed at building loyalty and meeting changing consumer needs.

Seven & i Holdings is implementing several key initiatives to boost customer engagement, focusing on



digital innovation, personalized experiences, sustainability, and seamless omnichannel interactions. While many companies struggle with managing loyalty programs, the 7REWARDS Loyalty Program covers over 95 million members, encouraging repeat visits through personalized rewards, point accumulation, and exclusive offers that foster an emotional connection to improve customer experience.

Investments are being made to build a unified digital infrastructure and deploy Single Sign-On (SSO) and OpenID Connect (OIDC) applications and services for seamless transitions, thereby enhancing user adoption and cross-service engagement through the 7-Eleven app, which has over 24 million users. Listening and feedback tools are crucial for brand building. Platforms like Medallia are used for surveys, social media monitoring, and franchisee committees to gather insights, influence product offerings, and enhance in-store experiences.

Regarding in-store innovation, the company is expanding Gulp Radio to over 12,000 stores by 2025 for targeted audio engagement and is piloting AI-driven tools for personalized promotions and efficient store management. These efforts aim to provide seamless, value-driven experiences, positioning Seven & i as a customer-focused leader in the convenience retail sector while pursuing strong growth and a greater market share.

5. Leadership and Executive Vision

Top-notch professionals lead the company, focused on innovation, shopper experience, and sustainable growth. Izuru Nishimura is the Executive Officer and Chief Information Officer (CIO) of Seven & i Holdings Co., Ltd., and also serves as Head of the Group Digital Transformation division as of 2025.

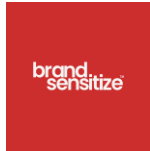
In May 2025, Stephen Hayes Dacus became the new CEO, marking the first time a foreign leader has led Seven & i Holdings. Under his leadership, the company is pursuing global expansion, strategic realignment, and increased shareholder value.

6. Technology Integration and Innovation

The company effectively integrates technology across its outlets, using AI in various areas such as stock management, product design, and integration with intelligent customer interaction tools. Centralized data systems and AI-powered delivery channels further streamline operations, resulting in faster, more efficient, and customer-oriented services.

7. Strategic Partnerships

Seven & i Holdings collaborates with a diverse range of partners, including global retailers, banking institutions, and technology providers, to expand its market presence. BrandSensitize™ showcases how Seven & i (the parent of 7-Eleven) is collaborating with innovators to improve efficiency, personalization, and sustainability.



Key technology partners in 2025 include:

Google Cloud, which powers real-time data analytics for over 21,000 stores, enabling AI-driven insights.

VMware (Broadcom) offers hybrid cloud solutions for unified IT operations and secure digital transformation; Nutanix provides hyperconverged scalable infrastructure across group companies.

Databricks, delivering AI for personalized experiences and predictive analytics; Medallia, monitoring customer feedback and experience management through surveys and social media listening.

VusionGroup, implementing IoT for sustainable, real-time shelf management at Expo 2025.

Juniper Networks (HPE), deploying AI-native networking for reliable Wi-Fi in stores and operations.

Authlete enables seamless SSO and OpenID for app integrations, boosting loyalty program engagement.

True, sourcing AI/AR tools to streamline store operations and inventory management in North America.

8. Future Outlook

Overall, Seven & i Holdings is well-positioned for long-term growth and innovation in the evolving retail industry. As Seven & i Holdings continues its transformation journey, it remains committed to creating value not only for shareholders but also for every customer it serves.

Seven & I Holdings leads the way in convenience, innovation, and sustainability worldwide.