IR Day 2025 Autumn

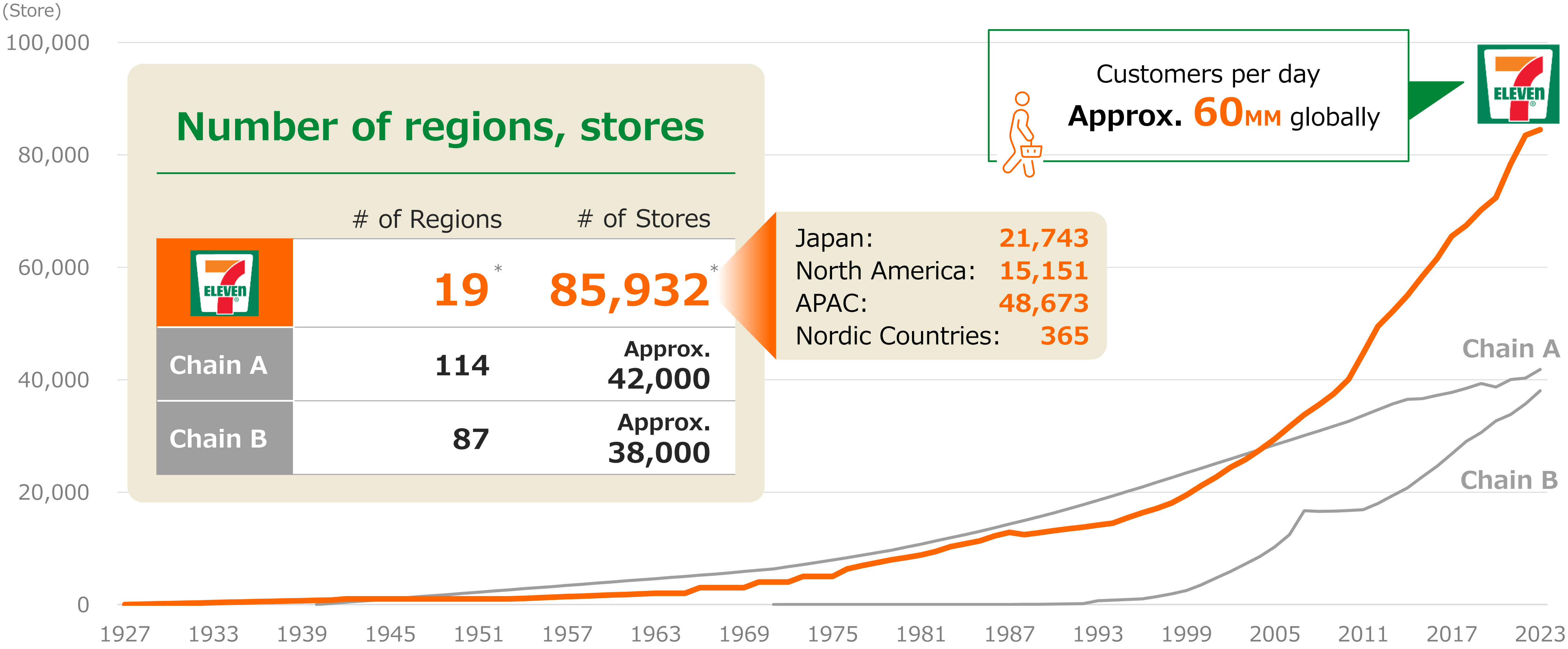
7-Eleven International LLC

October 31, 2025

Our Transformation: How We Get There

Key challenges		How to address the challenges		Our approach for growth (from Aug 6 deck)
HD/HQ	• Global planning and mgmt. • Global decision making • Global talent • HQ not fit for purpose • Global leverage	HD/HQ	Establish a basis for effective management	1-A Set **clear global management approach and cadence** 1-B Upgrade our **HD function**
Across SEI/SEJ/7IN	• Consumer spending • Channel shift • Cost inflation • Franchisee profitability	Across SEI/SEJ/7IN	More customer centric Shift to digital Optimize value chain	2-A **Invest in stores/equipment** for distinctive food offering 2-B **Store network expansion** with optimal store formats 2-C **7NOW expansion** 2-D **Cost control** to invest in growth
SEI	• Consumer perception re: food • Fuel demand	SEI	Build foundation as growth engine Maximize existing opportunities	2-E Expand **proprietary products and Private Brand** 2-F Maximize **fuel vertical integration opportunities**
SEJ	• Consumer perception re: brand • Intensifying competition	SEJ	Reestablish SEJ as the leader in innovation	2-G Enhance **customer engagement**
7IN	• Global talent • Investment process	7IN	Solidify and roll out the equity model	• Accelerate global talent acquisition /development • Set rigorous investment criteria and mgmt. rules

Our Global Business: Where We Stand Today



Number of regions, stores

	# of Regions	# of Stores
7-Eleven	19*	85,932*
Chain A	114	Approx. 42,000
Chain B	87	Approx. 38,000

Japan:	21,743
North America:	15,151
APAC:	48,673
Nordic Countries:	365

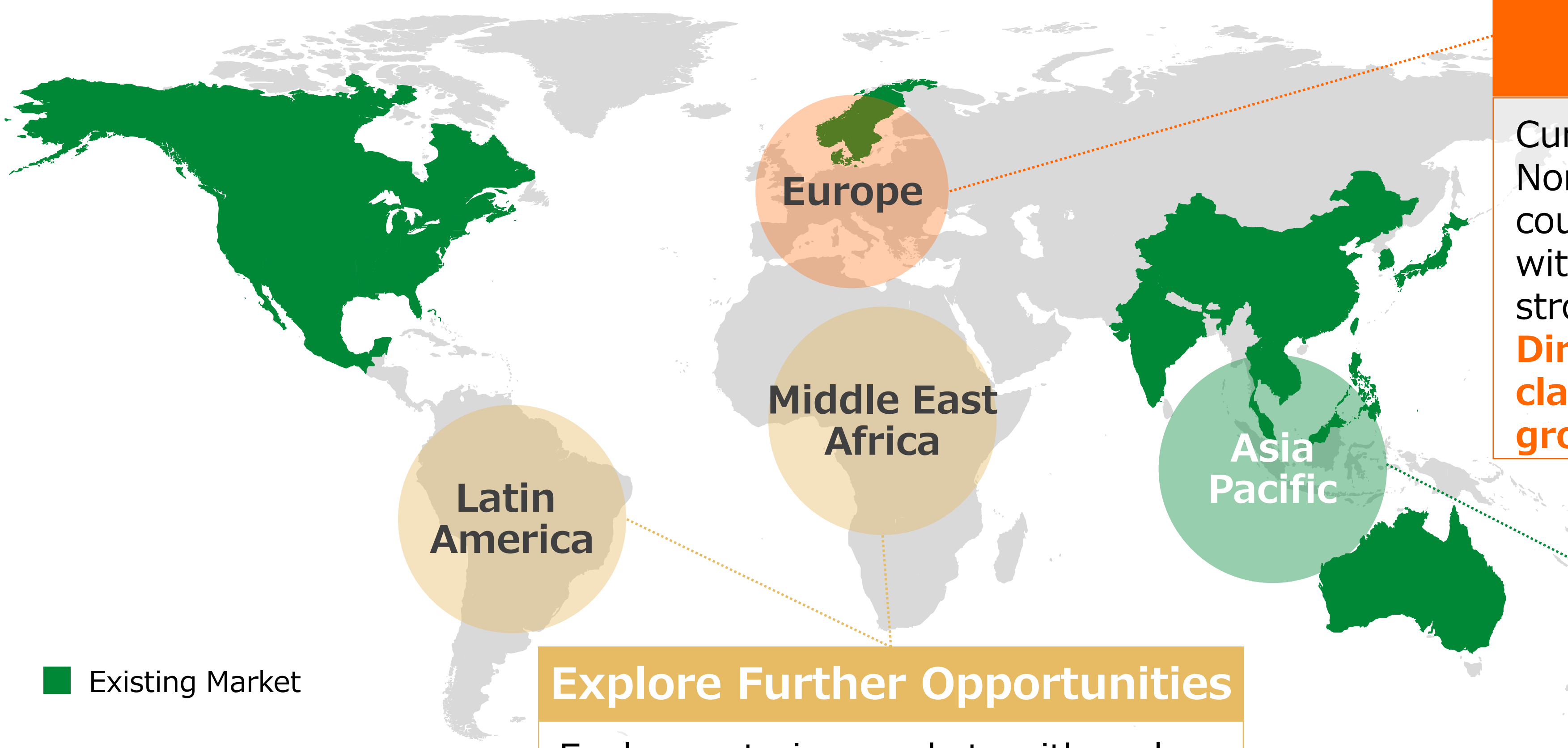
* As of the end of Feb. 2024, including licensed stores.

7-Eleven celebrates its 100th anniversary in 2027 and has grown into the world's largest global retail store chain

Previously		Going Forward
Master Franchise Agreement	**Market Entry Model**	**Direct Investment (M&A/JV Establishment)**
• Local company is granted the right to use 7-Eleven license / trademark	**Scheme**	• Local 7-Eleven company is directly owned and managed hands-on by 7&i/7IN
• No direct involvement by 7IN • Facilitate growth through advice and support	**Management Participation**	• **Direct involvement in management** through Board representation • Promoting growth through **secondment to key positions**
• Brand royalty income Only	**Our Revenue Stream**	• **Consolidated revenue** • **Dividend income**
• Low risk, low return	**Risk/Return Balance**	• **Take and mitigate risks to achieve higher and faster returns**

Transition to the “equity model” to achieve higher and faster returns

Expanding the Market



Building the Fourth Pillar of Growth

Currently, stores exist only in the Nordic countries -European countries are attractive markets with high purchasing power and strong growth potential

Direct investments in best-in-class local partners to accelerate growth

Sustain Market Leadership

Pursue expansion into untapped markets while driving faster growth in existing markets

Explore Further Opportunities

Explore entering markets with scale and high growth potential

Pursue investment opportunities that deliver attractive economic returns in Europe, thereby establishing the fourth regional pillar after Japan, North America, and Asia Pacific

Global Business Growth Strategy : Selecting Priority Markets/Partners

Addressable Market Size
Market Competitiveness

Screening
(filtering out high-risk markets)

Growth Assessment

Developed Retail Markets

Emerging Retail Markets

Top Priority Markets
(2025)

Europe	**8** countries
Other Regions	**2** countries

Local Partner Selection

Compatibility with 7-Eleven know-how

Risk Metrics
S&P Global Risk Index

Growth Metrics
Macroeconomic indicators, key social trend indicators

30 metrics in total

Future Potential
Market Maturity

Review and update the target list periodically

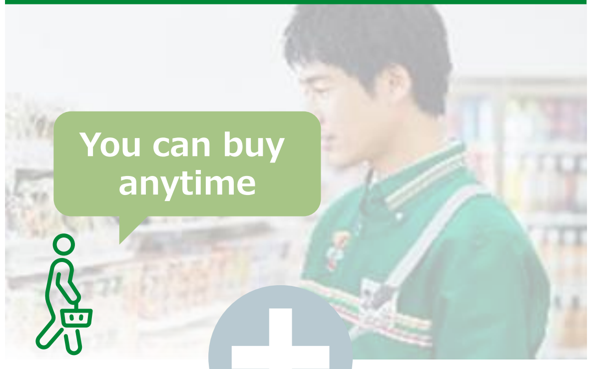
Identify top-priority markets through a multi-step screening process, and select optimal partners for 7-Eleven's market entry

7-Eleven’s know-how accumulated over 98 years since its founding

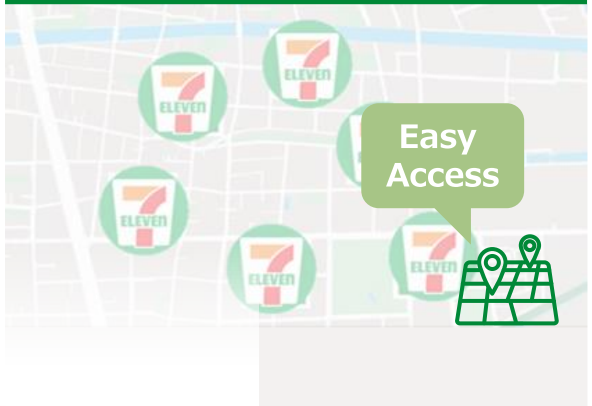
Core competencies

Merchandising

Operational Excellence
(Retailer Initiative/Tanpin-kanri)



Store Network



New Management Structure With New Management Team

7-Eleven’s Winning Formula

Strong brand equity underpinned by the world’s largest store network and efficient scale leverage

Global Business Growth Strategy : Strengthening the Winning Formula

Decision-making and execution of investments

Implement robust investment criteria and processes throughout the Group

Effective governance of investee company

Effective governance to be put in place as a foundation for equity investment

Further Enhancing Corporate Value

Identify opportunities and implement actions for improvement through effective monitoring

Embedding 7-Eleven know-how

Make use of the know-how cultivated in successful markets and customize such to suit each market characteristics

As a top priority, we will strengthen three growth enablers for the global business

7-Eleven Australia (SEA) Case study (1)

Decision-making and execution of investments

- Evaluated the growth potential built on 47+ years of brand equity and the expanding food market potential in Australia

Effective governance of investee companies

- New Board of Directors consisting of experienced 7-Eleven professionals from Japan and US
- Thorough corporate governance as part of the 7&i

Further Enhancing Corporate Value

- SEA managed to sustain last year's performance by capitalizing on growth in food sales, despite the industry-wide pressure from declining tobacco sales
- Accelerating store openings to 1,000 from 700

Embedding 7-Eleven know-how

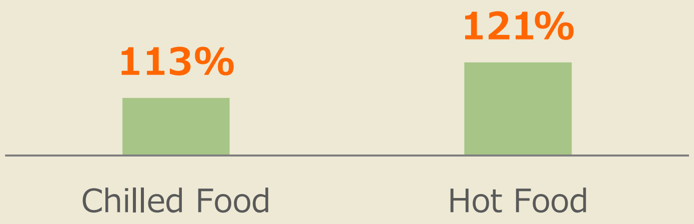
- Appointed talents with 7-Eleven know-how to key positions
- Building capabilities through global talent exchange between SEA and SEJ
- Implemented 7GT (Global Technologies)

7-Eleven Australia (SEA) Case study (2)

Merchandising

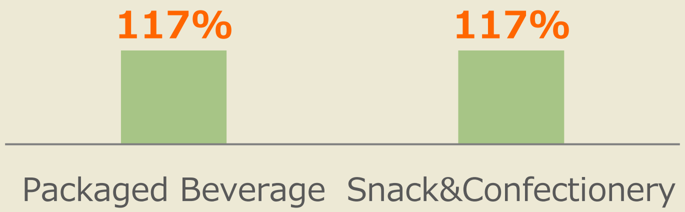
Developing new proprietary food products and improving the quality

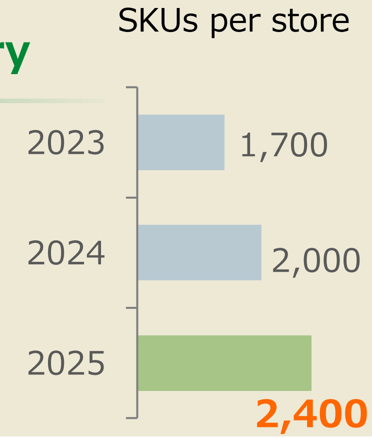
YoY sales (%, September YTD Total)



Redefining "convenience" with the introduction of a new category

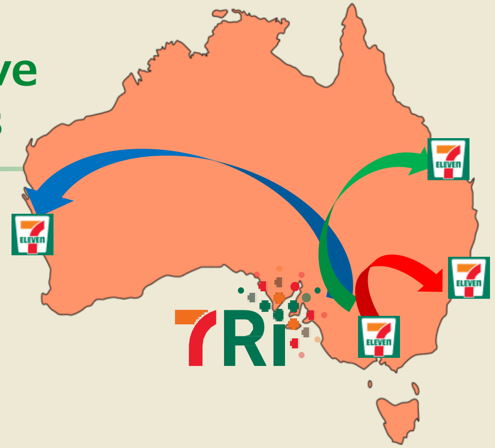
YoY sales (%, September YTD Total)





Operational Excellence (Tanpin-Kanri)

Deploying Retailer Initiative (Tanpin-Kanri) pilot stores



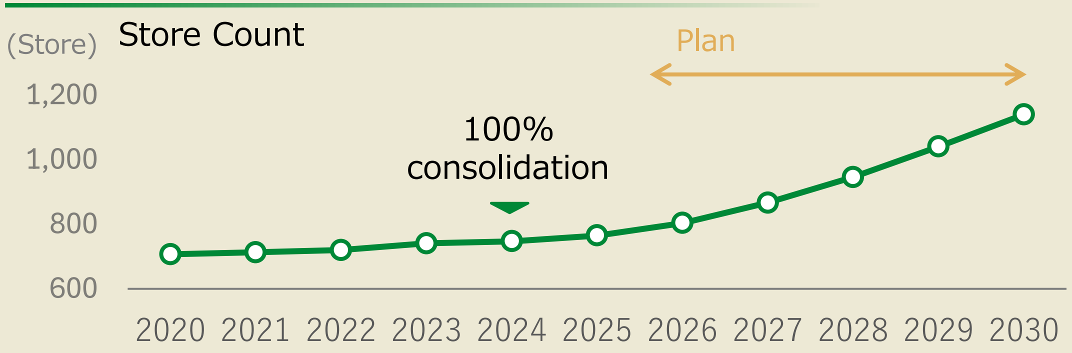
Educating store employees on Retailer Initiative

Embedding unique 7-Eleven know-how to become "My Convenient Neighborhood Store"

7-Eleven Australia (SEA) Case study (3)

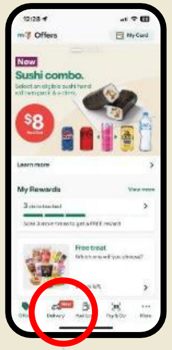
Store Network

Accelerating store network expansion



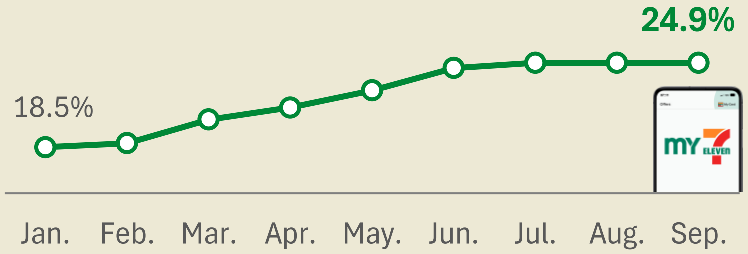
Entering new regions and expanding non-fuel stores

Digital

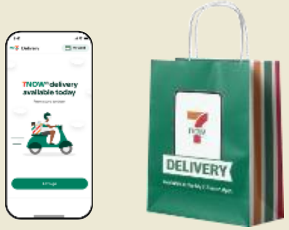


Add delivery function to the app

App Scan Rate (2025)



Roll out 7NOW nationwide on Nov. 1



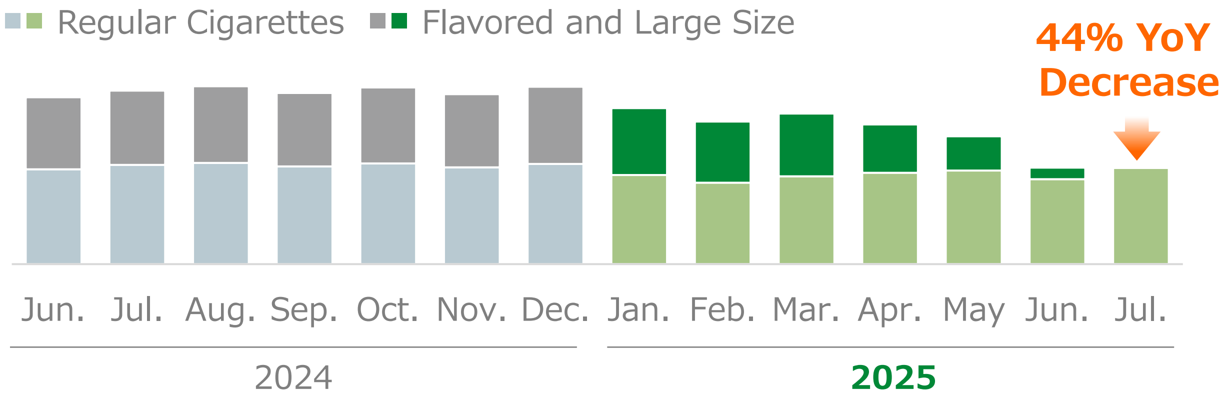
Cumulative DL since the release	Active members in the last 12 months	Recent Deliveries Sales Composition Ratio
3.7M	2M	8.0%

Achieving sustainable growth in corporate value by our 7-Eleven's Winning Formula

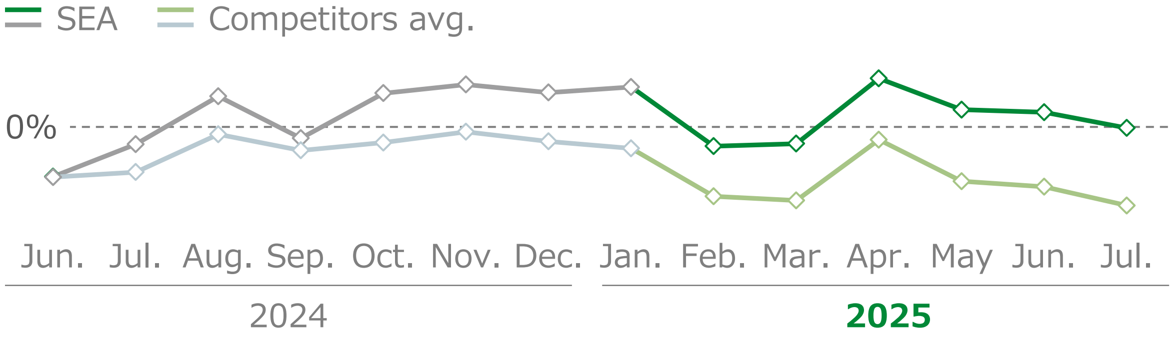
7-Eleven Australia (SEA) Case study (4)

SEA Competitive Landscape

Cigarette Sales in SEA



Merchandise YoY Sales trends [1]

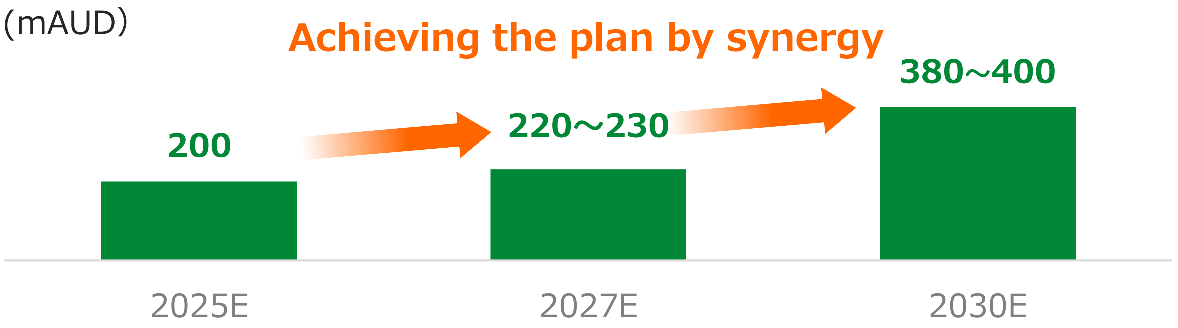


Source : (1)Circana

Initiatives for Growth

Merchandising	• Expanded variety of food offering through value chain development • Development of new products, mainly fresh food • PB products introduction & expansion • Enhancing daily necessities offerings
Operational Excellence	• Full-scale implementation of Tanpin-kanri • Productivity improvement with automated systems
Store Network	• Accelerating store network expansion • Entering new regions and expanding non-fuel stores
Digital	• Loyalty and delivery strategies through apps

EBITDA



Despite the challenges facing the industry, expected synergies from growth initiatives are progressing as planned

Key Actions to Strengthen the Winning Formula

		Elements Needed To Strengthen the Winning Formula	Actions to Build Enablers
Enhancing Investment Infrastructure and Rules	1	**Decision-making process and execution of investments**	• Establish a Group wide disciplined investment decision-making criteria, processes, and monitoring rule • Position investment decision-making as the Group's high priority growth pillar
Enhancing Global Talent Management	2	**Thorough governance of investees**	• Acquire, develop, and promote talent who will lead investee companies
	3	**7-Eleven know-how injection**	• Acquire, develop, and promote of talent who will lead the actual operation of investee companies • Recruit and promote external professionals with relevant fields of expertise for required functions
Enhancing Collaboration with External Partners	4	**Global and local partnership development**	• Develop supply chain and food product manufacturing capabilities • Obtain global and local retail sector expertise

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.