IR Day 2025 Autumn

Closing Remarks

October 31, 2025

Roadmap Toward 2030

	FY24A *1	FY28E	FY30E	Growth (FY24-30)
Revenue from operations	10.0Tn	c.10.3Tn	c.11.3Tn	CAGR c.2.0%
Gross profit from operations	2.7Tn	c.3.0Tn	c.3.4Tn	CAGR c.3.9%
SEI / SEJ	1,757Bn / 843Bn		c.2.1Tn / c.1.1Tn	CAGR c.2.5% / c.4.0%
OSG&A	c.2.3Tn	c.2.4Tn	c.2.6Tn	Same level of OSG&A
EBITDA	c.0.9Tn	c.1.1Tn	c.1.3Tn	CAGR c.7.0%
SEI / SEJ / 7IN	573 Bn / 323 Bn / 26Bn		0.9Tn+ / 0.4Tn+ / 50Bn+	CAGR c.7.5% / c.4.0% / c.14.0%
EPS	c.86yen	c.148yen	c.210yen	CAGR c.17.0%
ROIC *2	4.8%	c.8.6%	c.12.6%	+c.7.8%
SEI / SEJ / 7IN	6.0% / 21.4% / 6.7%		c.10.5% / c.22.0% / c.11.5%	+c.4.5% pt / +c.0.7% pt / +c.5.0% pt
Debt / EBITDA	2.5x	~1.1x	~0.6x	-c.1.9x

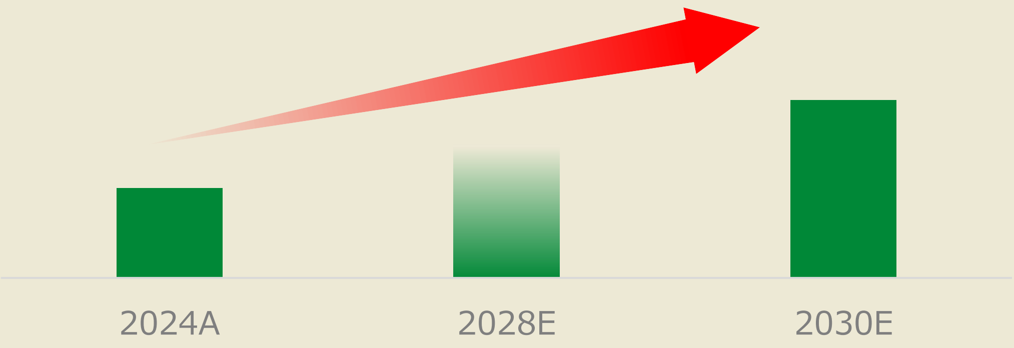
*1 Pro-Forma with York HD and Seven Bank being equity method affiliates through full year

*2 Based on current J-GAAP. [ROIC= {Net income + Interest expense x (1 - Effective tax rate)} / {Owner's equity + Net Interest-bearing debt (both the averages of the figures at the beginning and the end of each fiscal year)}]

ROIC Expansion Plan

Profit Plan *1

ROIC *2	4.8%	8.6%	12.6%



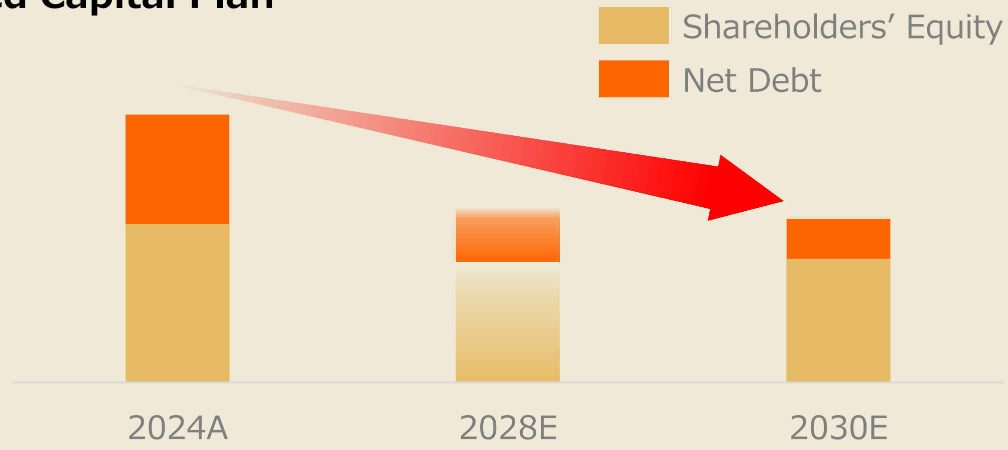
Top-line Growth

- Innovate to exceed customers expectations
- Lead with high quality food and redefine convenience
- Invest in our stores to deliver a superior customer experience
- Global growth underpinned by a broader and more globalized talent base

Profitability Growth

- Execute Transformation Program

Invested Capital Plan



Optimize Capital Structure

- Execute share repurchase and capital allocation strategy

No large-scale strategic investments included in the plan above

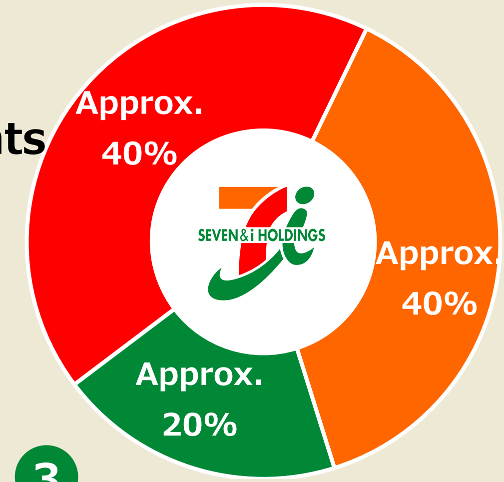
*1 Net income + Interest expense x (1 - Effective tax rate)}
*2 Based on current J-GAAP

Enhanced Go-Forward Capital Allocation Framework

Capital Allocation Ratio

Total source of funds (FY25E–FY30E) *1 | **~7.5T**

1 **Growth Investments** ~3.2T



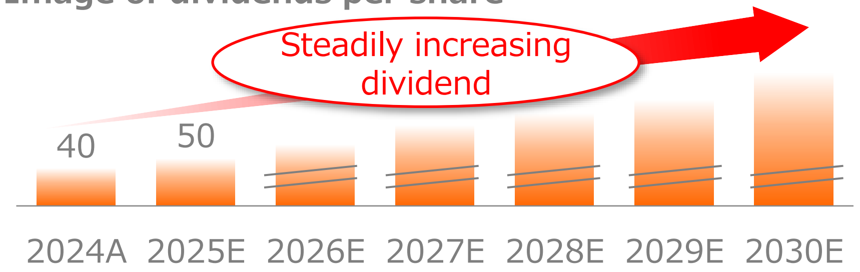
2 **Capital Return** ~2.8T

3 **Debt Paydown** *2 ~1.4T

Key Go-Forward Priorities

1 **Growth Investments**	Continue to invest in the global **CVS business** (including accretive **bolt-on M&A**)
2 **Capital Return**	Plan to repurchase **a total of JPY 2T by FY30E** • Repurchased shares worth **352.5 billion yen** (as of September 30, 2025) • Continued improvement in dividends per share
3 **Debt Paydown**	Ensure **steady and consistent debt repayment** and maintain A level credit ratings, while preserving the capacity to execute large-scale strategic investments

Image of dividends per share



*1 Includes operating cash flow, proceeds from the deconsolidation of the superstore business segment and IPO of SEI
*2 Includes dividends to SEI's minority shareholders

Continue to execute disciplined capital allocation to maximize value for our shareholders

We Will Improve Long-Term Growth Algorithm

Long-term Growth Algorithm Driving Significant Value Creation *1

Operating margin expansion

JPY 600 billion this fiscal year and JPY 2.0 trillion in total through FY30

Steadily increasing dividends

+LSD%
Revenue Growth

+MSD%
Adjusted
EBITDA Growth

+High-Teens%
Adjusted
EPS Growth

Total Shareholder Return above EPS Growth

1. Inclusive of the sale of Superstore Business Group, deconsolidation of Seven Bank and IPO of SEI

Key Takeaways

- Consolidated : Accelerate global growth by leveraging food offerings that deliver exceptional taste, quality, and value as a core competitive strength
- Consolidated : Improve profit margins by completing Transformation Program and evolving into an organization with sustainable competitive advantage
- SEJ : Achieve renewed leadership in innovation by reinforcing a customer-first mindset and leveraging digital platform
- SEI : Transform revenue opportunities in private brand products, 7NOW, and fuel operations into key growth drivers
- 7IN : Expand the equity model globally to achieve faster and higher returns
- Consolidated: Drive shareholder value creation with a more aggressive and disciplined approach to capital allocation

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.