



# IR Day 2026 Spring

## Opening Remarks

April 23, 2026

# Opening – Progress and Priorities

**Momentum Built in FY2025; Transformation Accelerates in FY2026;  
Financial Impact Scales from FY2027 Onwards**



## Disciplined Execution

- Stronger global connectivity
- Clearer alignment and accountability
- Shared focus on delivering customer value

**2025**

**Momentum Regained**



**2026**

**Momentum Accelerated**



**2027 onwards**

**Accelerated  
Financial Impact**



**Reinforce the fundamentals. Maintain disciplined capital allocation.  
Evolve with customer needs.**

# Opening – Our Approach

## Shifts in Consumer Behavior



A clear shift toward value



Rising expectations for great-tasting, high-quality food



Demand for more convenient shopping



## Our Competitive Edge



### Merchandising

Compelling products with APSD food sales higher than national competitors



### Store Network

Unmatched network with approx. 30 million daily customers in Japan and North America, strong QSR with multiple formats



### Operational Excellence

Field support, Retailer Initiative (Tanpin-Kanri) and franchisee network



### 7NOW

Unique digital platform to enhance customer convenience and drive further growth

**Winning by Investing Further in Our Strengths**



## Elevate Customer Experience through Superior Quality and Compelling Value

### 2030 Customer Experience Pillars

**Outstanding Products**



**Trusted & Seamless Service**

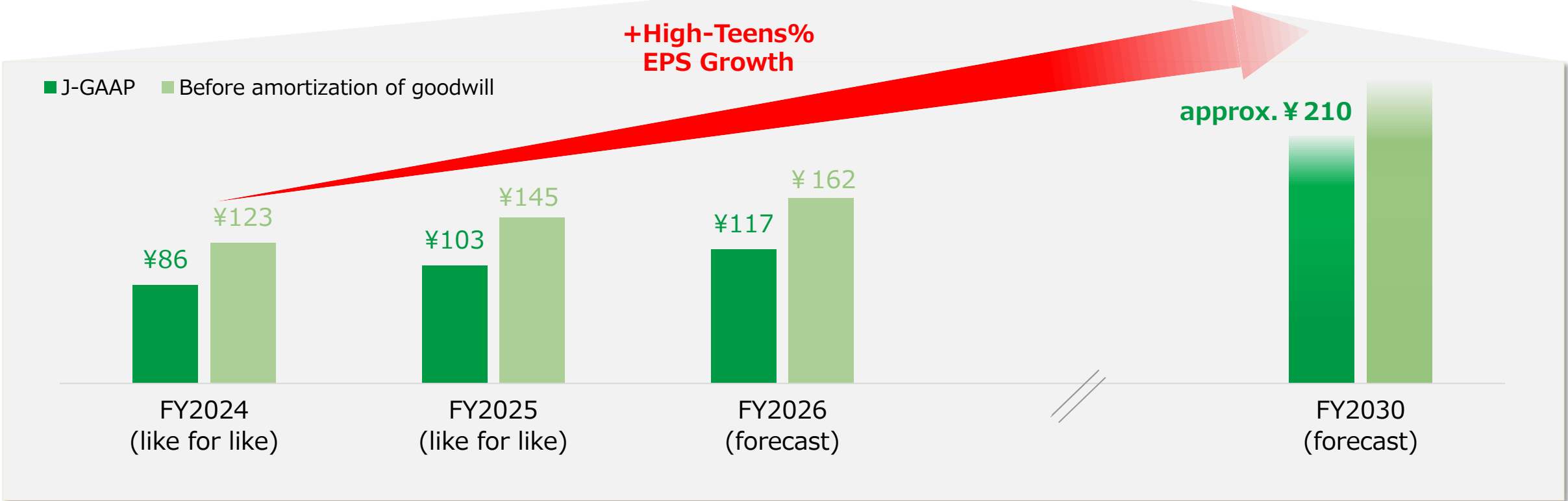
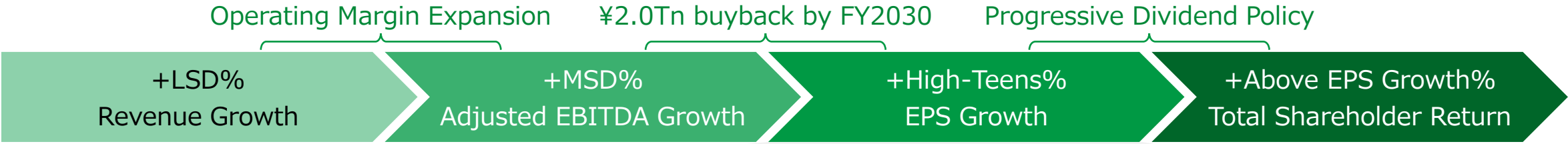


**Empowered Franchisees**



# Opening – Our Value Creation Algorithm

## On Track to Double EPS in Five Years through Growth, Transformation, and Disciplined Capital Allocation



\* Inclusive of the sale of Superstore Business Group, deconsolidation of Seven Bank and IPO of SEI

# Our Transformation: How We Get There

## Key challenges

## How to address the challenges

## Our approach for growth (from Aug. 6 deck)

<b>HD/HQ</b>	<ul style="list-style-type: none"> <li>Global planning and mgmt.</li> <li>Global decision making</li> <li>Global talent</li> <li>HQ not fit for purpose</li> <li>Global leverage</li> </ul>	<b>HD/HQ</b>	<b>Establish a basis for effective management</b>	<ul style="list-style-type: none"> <li><b>1-A</b> Set <b>clear global management approach and cadence</b></li> <li><b>1-B</b> Upgrade our <b>HD function</b></li> </ul>
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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.



# IR Day 2026 Spring

**7-Eleven, Inc.**

April 23, 2026

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2-C  
2-E

**CUSTOMER**



2-A  
2-B

**STORE**



2-D  
2-F

**ENTERPRISE**

Why Now?

➤ **Consumer behavior is shifting** – value, fresh food and digital convenience are **table stakes**

➤ **Legacy formats must be upgraded to support next-generation product** – customer experience underserved

➤ **Competitive intensity is accelerating** – SEI must outpace to retain industry leadership

End-State

- ✓ **World-Class Store Network** available when and where customers need us
- ✓ **Reliably clean, inviting, and friendly stores**
- ✓ **Food and Beverage Leadership**
- ✓ **Discovery-led Experience**

- ✓ **Best in Class** store experience
- ✓ **Simplified / Flawlessly-executed store operations**
- ✓ **Digital and Delivery excellence**

- ✓ **Attract, retain and develop World-Class Talent**
- ✓ **Improve efficiency and Cost Leadership**
- ✓ **Innovate products and processes to drive future growth**

**Our North Star unites us around elevating customer experience, with a shared commitment to delivering a consistent, exceptional experience—no matter where or how customers engage with us**

## Disciplined Focus on Fundamental Value Drivers Five priorities; one clear trajectory to 2030

### Strengthen the Fundamentals

2-A

2-B



*Modernized Stores are the foundation for scaling product assortment and customer experience*

### Scale the Future

**2-E** **Leading Product Assortment**

- Fresh Food
- Private Brand
- Restaurants
- Value Chain



**2-C** **Best Customer Experience**

- Operational Excellence
- Delivery & Digital



**2-F** **Fuel Vertical Integration**

- Fuel Vertical Integration
- Logistics
- Blending



**2-D** **Cost Leadership**

- Global Sourcing Excellence
- Store Operating Model

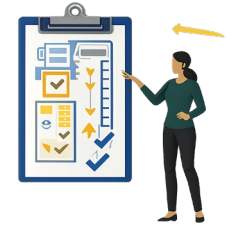


7,000+ Remodels by 2030  
Elevating customer experience requires fundamentally improving existing stores first

Investing in Existing Store Remodels

Targeted, New Approach to Remodels

- Clean modernized stores; signals to the customer that we have made an investment prior to entering the property
- Key interior improvements including our program rollouts customized for each store's customer base
- Better customer experience through store simplification and optimization programs



Store Remodels & Store Simplification  
All Stores

Every Store



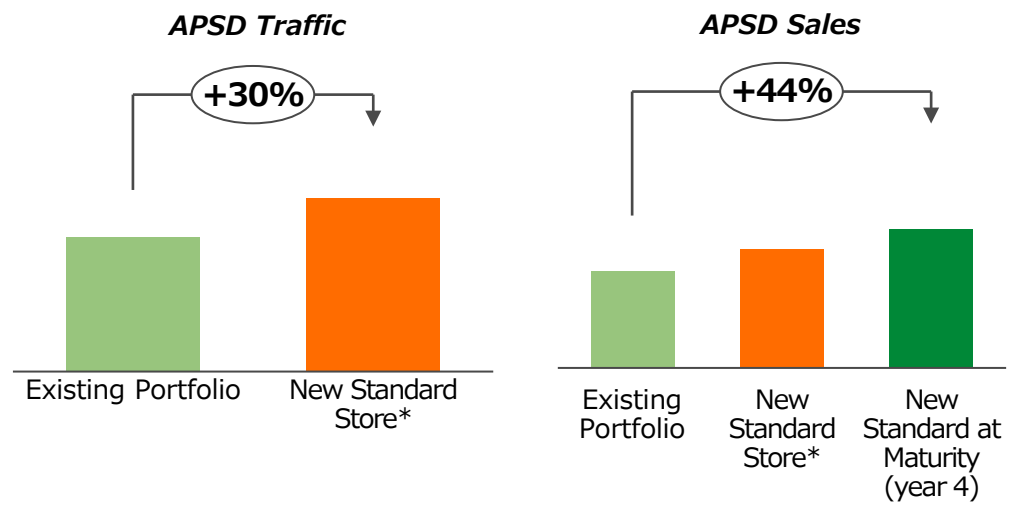
Program Rollouts  
Based on Customer Needs and ROIC analysis

Store-by-Store

Fundamentals First; Modern Store Network Unlocks Everything that Follows

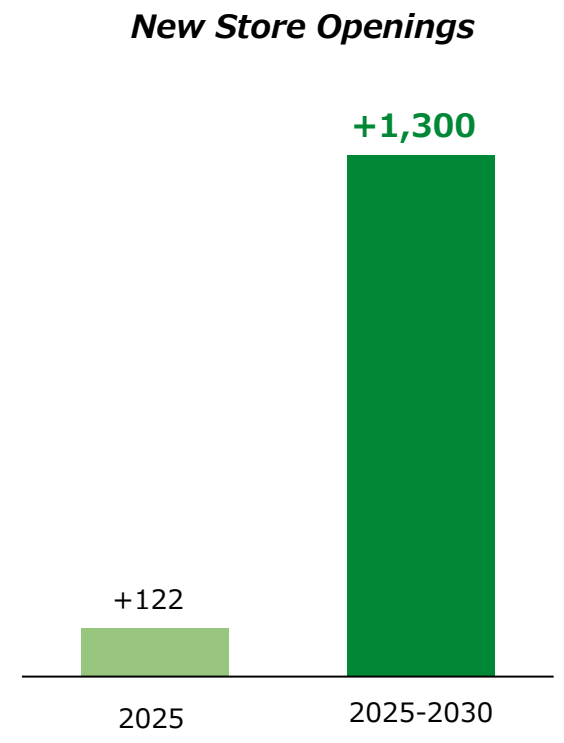
**1,300 New Stores by 2030**  
SEI has proven that New Standard Stores can serve the modern C-Store customer

**New Standard Stores Outperform Existing Network**



**Mature Store ROIC:** 5+ years: approx. **20%+**

\*Open at least 1 year as of 2/28/2026



**New Standard Stores Have Created a Scalable Template for Growth Over the Next Decade**

Franchise 2,600 Stores by 2030  
Accelerate franchising to build a high-quality sustainable Franchisee pipeline

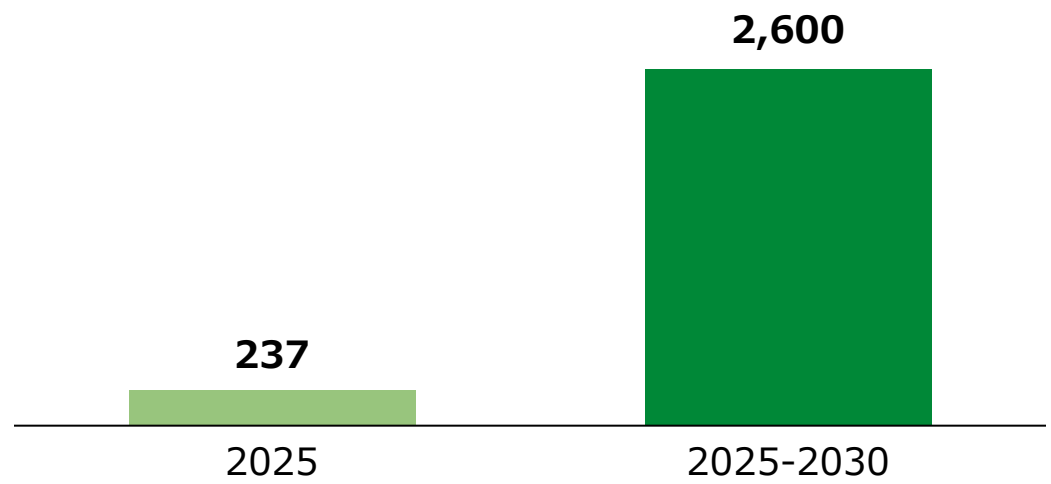
Value of Franchising

- 01. Stronger Economics**  
Franchising model delivers stronger overall economics
- 02. Stronger Local Execution**  
Franchisees bring entrepreneurial spirit and local market insight, improving performance
- 03. Lean OSG&A with Unified Operating Model**  
A unified, simplified operating model that drives lean OSG&A through standardization, clearer ownership, and consistent execution at scale

2025 - 2030 Goals

- Franchising in All Markets
- Uniform Operating Model
- Restaurant Franchising

Number of Corporate to Franchise Conversions



A Strong Franchisee System will Enable SEI to Scale with Lower Capital Intensity

**Incremental \$1B in Fresh Food Sales and 1,100 New Restaurants by 2030**  
 Make SEI the primary food destination – building customer loyalty and brand trust

**Betting Big on Fresh Food in 2026**

**Accelerate Hot Foods**

**Expand the Grill**

**Reinvent Open Air Case**

**Become a Flavor Destination**

**Fresh Food – Key Focus Areas to 2030**

**Invest in Quality & Innovation**

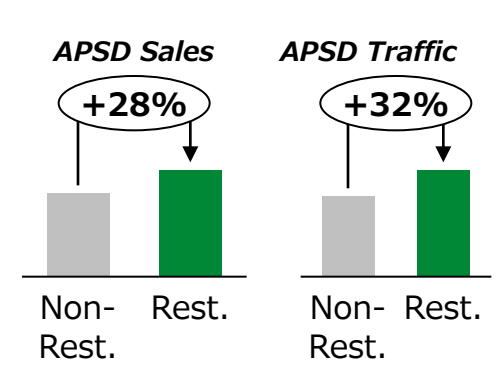
**Improve Food Perception**

**Optimize Value Chain**

**Value Chain Key Focus**

- Redesign the network and partner footprint
- Align service levels through tiered delivery archetypes
- Deliver fresher products at lower cost across all stores

**Investing in Restaurants in 2026**



- 2026 Growth Strategy**
- ✓ Leading with **Value**
  - ✓ Robust **Innovation Pipeline**
  - ✓ **Delivery & Catering**
  - ✓ **Operational Excellence**

**Restaurants – Key Focus Areas to 2030**

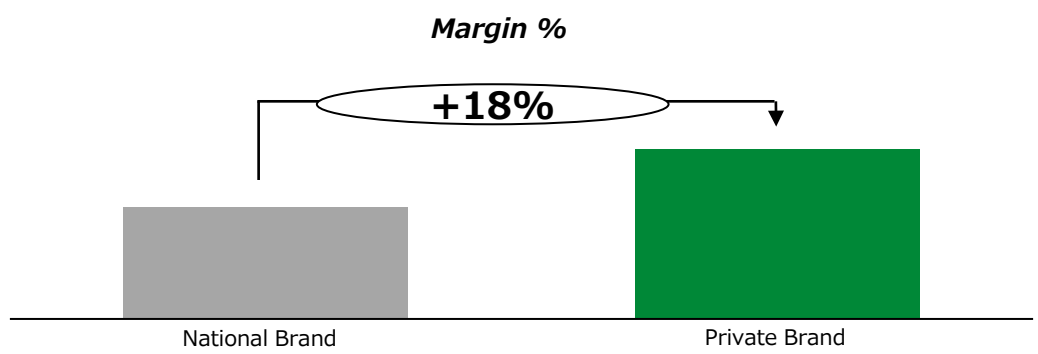
- Broaden Menu Appeal**
- Building New Stores and Concepts**
- Boost Operations With an Optimized Value Chain**



**Enhancing Fresh Offerings Through Food Platforms and Restaurant Programs Powered by Modern Stores**

**Double Private Brand Business to approx. \$2.6B in Sales by 2030**  
 Private Brand is differentiation customers cannot get anywhere else

**Key Differentiator & Margin Driver**



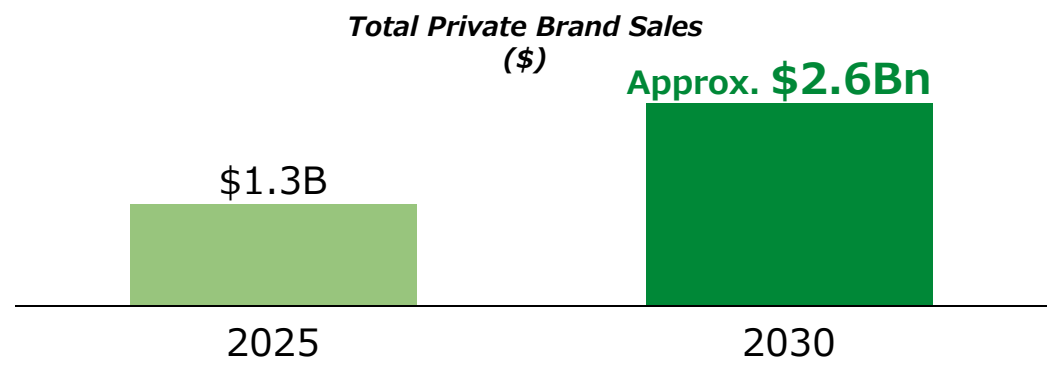
**High-Growth Categories**



**Key Focus Areas to 2030**

- Drive Core Continuous Improvement**
- Advance Innovation**
- Become Preferred Product Solution**

**2030 Goals**



**Leading with Differentiation to Make 7-Eleven Stores a Loyalty Destination**

**Expand 7NOW Presence Across the Entire Network**  
 Deliver a world-class store experience everywhere via our scaled physical network

### 7NOW : Recent Performance

	Approx. <b>27.5</b> mins Industry Leading Delivery Time	<b>\$15.29</b> Average Basket (+80% vs. in-store)	<b>+7,500+</b> Stores Enabled With 7NOW	<b>+20%+</b> Same-store Sales Growth
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### Key Focus Areas to 2030

**Scale  
Gold Pass™**

**Expand Prop.  
Products on  
7NOW**

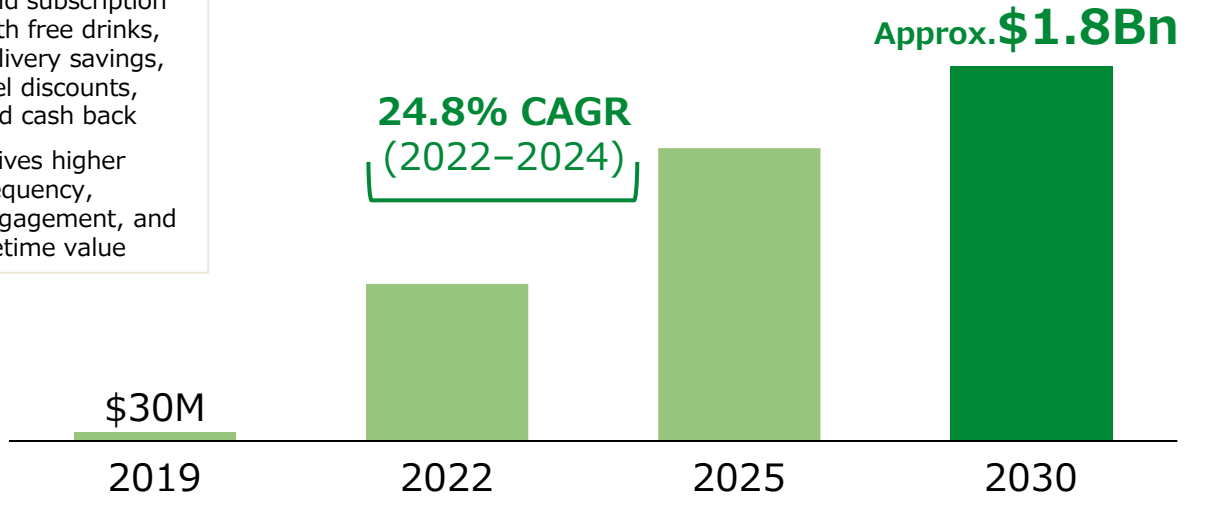
**Expand to  
8,500 Stores**



**7-ELEVEN GOLD PASS™**

- Paid subscription with free drinks, delivery savings, fuel discounts, and cash back
- Drives higher frequency, engagement, and lifetime value

### 7NOW Sales






**Leveraging Our Modernized Store Network to Deliver an Enhanced Product Offering for Our Customers**

**Implement Model Market Learnings to Entire Network**  
 Deliver a world-class store experience everywhere via proven model market playbooks

**Model Market/ Store Simplification**

**Implementing Store Simplification Initiatives in our Model Market as a Pilot Test**

-  **Elevated Up-sell & Customer Engagement**
- Stronger Team Engagement & Performance Management**
-  **Enhanced Checkout**
- Simplified Vault / Center of Store management**
-  **Enhanced Fresh Food Focus**
- Tech-enabled Tasking**
-  **Simplified Store Administration**

**Expected Impact**

**For Associates**

- Improved Productivity
- Improved Satisfaction

**For Customers**

- Desired Assortment
- Clean Stores
- Fast & Smooth Checkout

**Business Outcomes**

- Higher Traffic
- Greater Engagement
- Stronger Customer Loyalty
- Sustainable Sales Growth

**Driving Operational Excellence Through Simplified Store Processes to Improve Customer Satisfaction**

Fuel vertical integration converts SEI's scale into structural cost and margin advantage by capturing value within the fuel supply chain

## The Strategic Logic

## How We Capture Value

## The Opportunity

**Supply Security**  
 Reduce dependence on third-party suppliers

**Margin Capture**  
 Capture value at multiple points along the supply chain

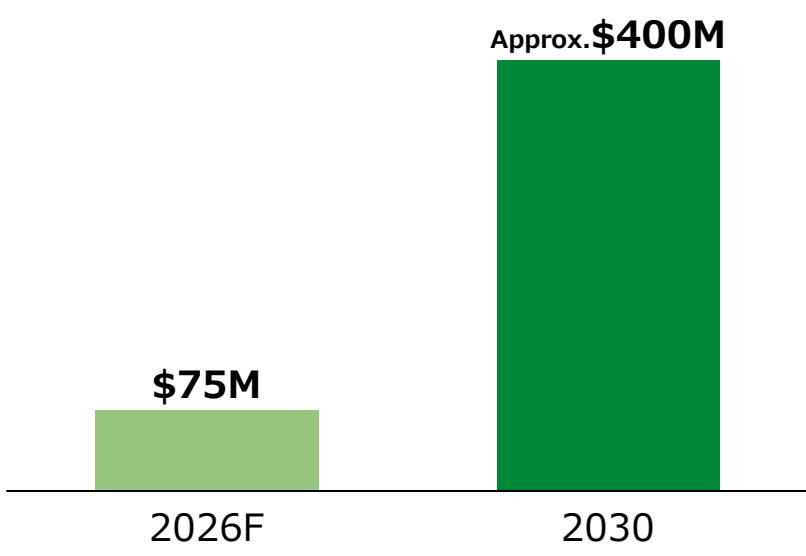
**Competitive Parity**  
 Align with industry practice

**Source | Crude & Supply Access**  
 Establish direct fuel sourcing and trading capabilities

**Move | Logistics & Terminals**  
 Optimize fuel movement through pipelines, terminals, and transmodal facilities

**Blend & Supply | Blending & Self-Supply**  
 Establish blending programs to lower supply costs and enable third party bulk sales

**Approx. \$400M**  
 Annual EBITDA Uplift by 2030



**Provide Structural Cost Advantage Unlocking \$400M Annual EBITDA Uplift by 2030**

# 2-D Cost Leadership

Continue Evaluating Cost Efficiency Opportunities Across the Entire Business  
 Cost discipline funds reinvestment into SEI and makes growth scalable

## Achieve Structural & Sustainable Cost Reduction

- **Maintaining cost discipline while navigating persistent inflation**
- **Drive strong efficiencies to reduce expenses and invest back into our business**

**Global Sourcing Excellence**

**Store Operating Model (Franchising)**

### Key Actions Supporting Cost Leadership

Expanding Global Solution Center

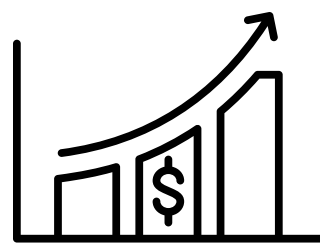
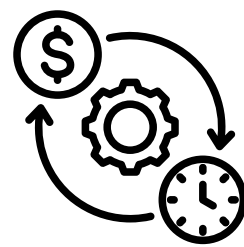
In-House Maintenance services

Digital / IT cost optimization (application rationalization, automation, AI deployment)

Process optimization (re-design, automation, accelerated workflows)

## Plan through 2030

- **Sustain cost leadership** by keeping OSG&A growth below topline and GP growth
- **Accelerate topline growth** through investments in new stores, restaurants, and food platform expansion.
- **Improve Merch Margin** through COGs Negotiations, waste reduction, value chain enhancements, and private brand growth



**Driving Cost Leadership While Growing Top-Line Revenue and Margins Faster than OSG&A**

# Operational KPIs toward 2030

## STRENGTHEN THE FUNDAMENTALS



**Modern Store Network**

The Foundation  
Enables everything below

2-A

2-B

### Key 2030 Goals

Add **1,300 New stores**  
Remodel **7,000+ stores**

## SCALE THE FUTURE



**Leading Product Assortment**

2-E

**Incremental \$1B** in Fresh Food Sales  
Add **1,100 restaurants**  
Double PB Sales to **Approx. \$2.6B**



**Best Customer Experience**

2-C

Add **200 stores/year** to 7NOW;  
**Approx. \$1.8B 7NOW sales**



**Cost Leadership**

2-D

**Slower increase than GP growth**



**Fuel Vertical Integration**

2-F

**Approx. \$400mn EBITDA uplift**



**Consumer perception**

**Merch APSD CAGR 3-5%**

**By 2030, 7-Eleven will be a Structurally Different Business Aligned with Consumer Needs & Expectations**



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**7-Eleven International LLC**

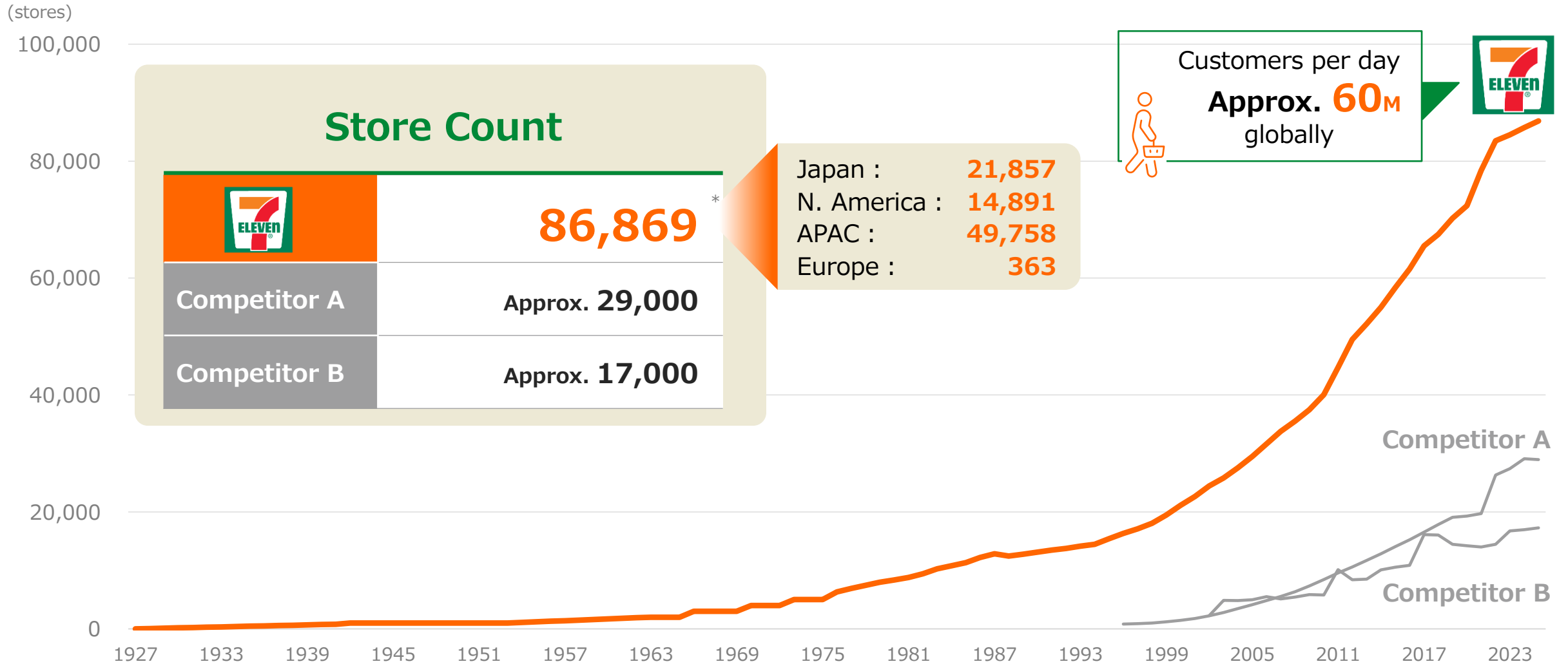
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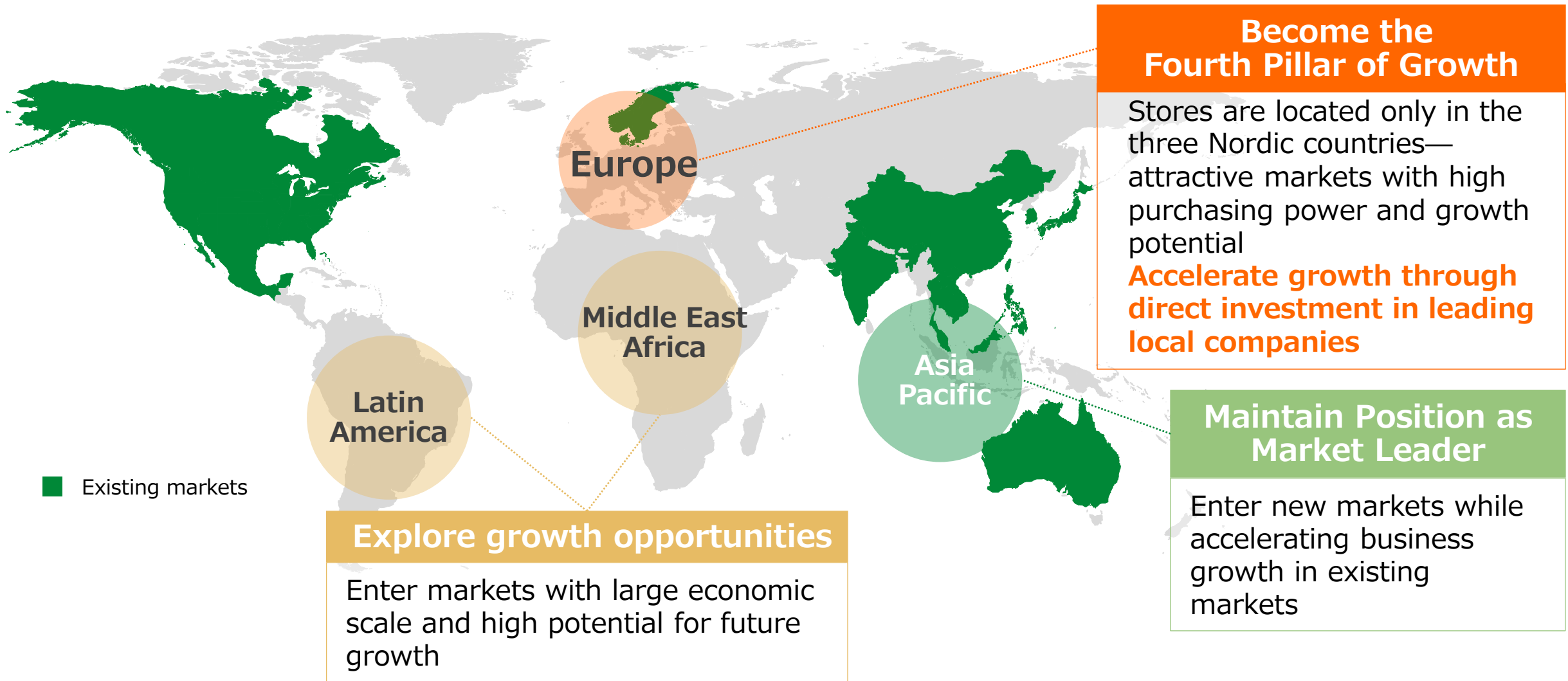
# Our Global Business: Where We Stand Today



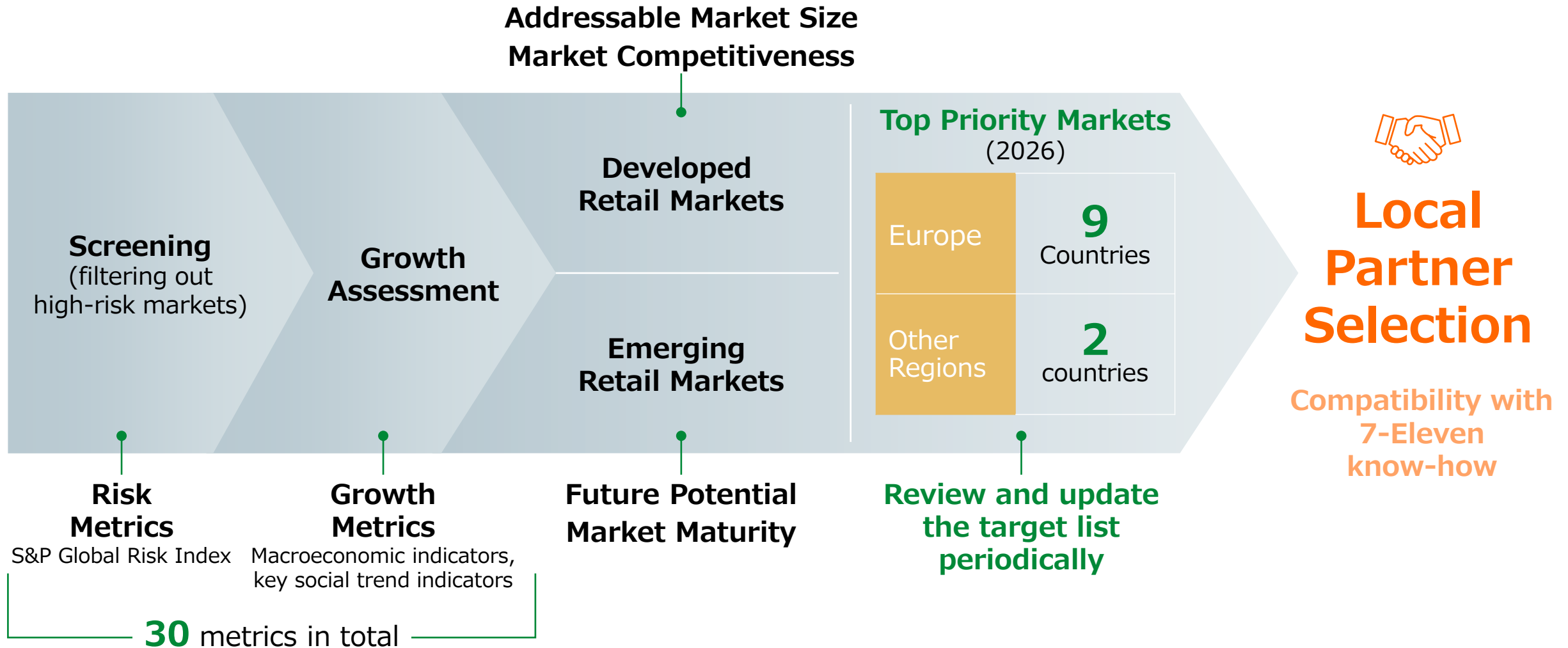
\* As of the end of Dec. 2025, including licensee's stores

**7-Eleven brand, celebrating its 100<sup>th</sup> anniversary in 2027, has grown into the world's largest global chain**

# Global Business Growth Strategy : Expanding the Market

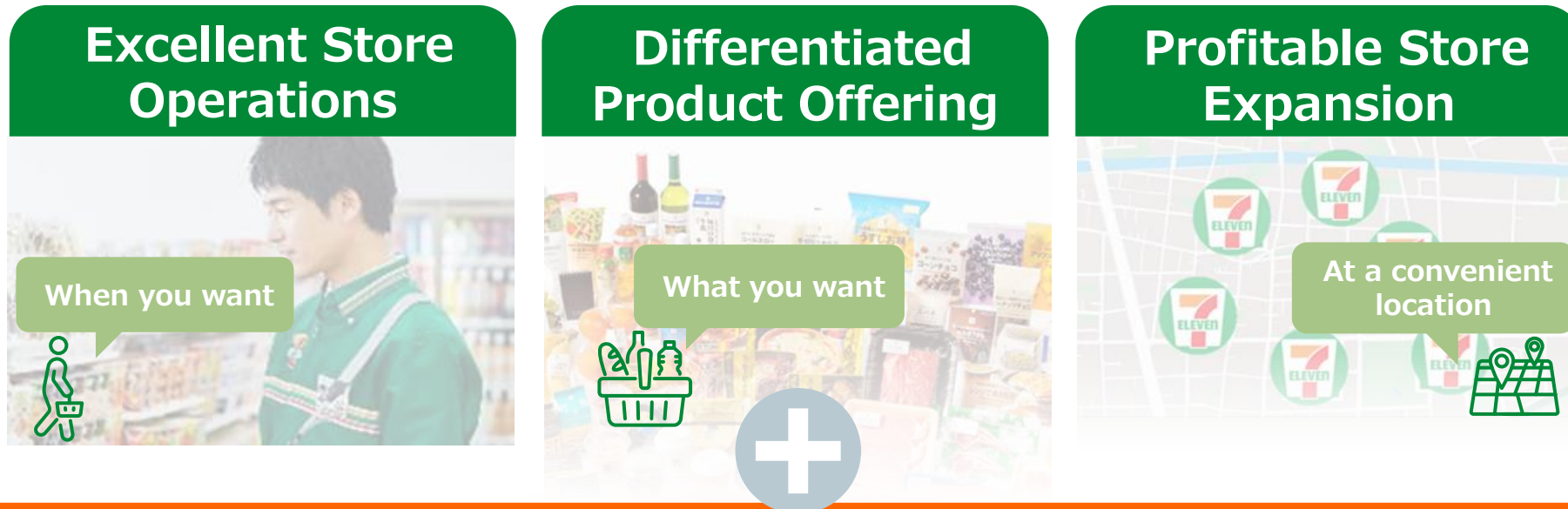


**Develop Europe into the fourth pillar following Japan, North America, and Asia-Pacific, pursuing return-focused investment in the market**



**Identify top-priority markets within untapped markets, and select an optimal partner for 7-Eleven's market entry**

## 7-Eleven's know-how, accumulated over 99 years since its founding Core Competencies

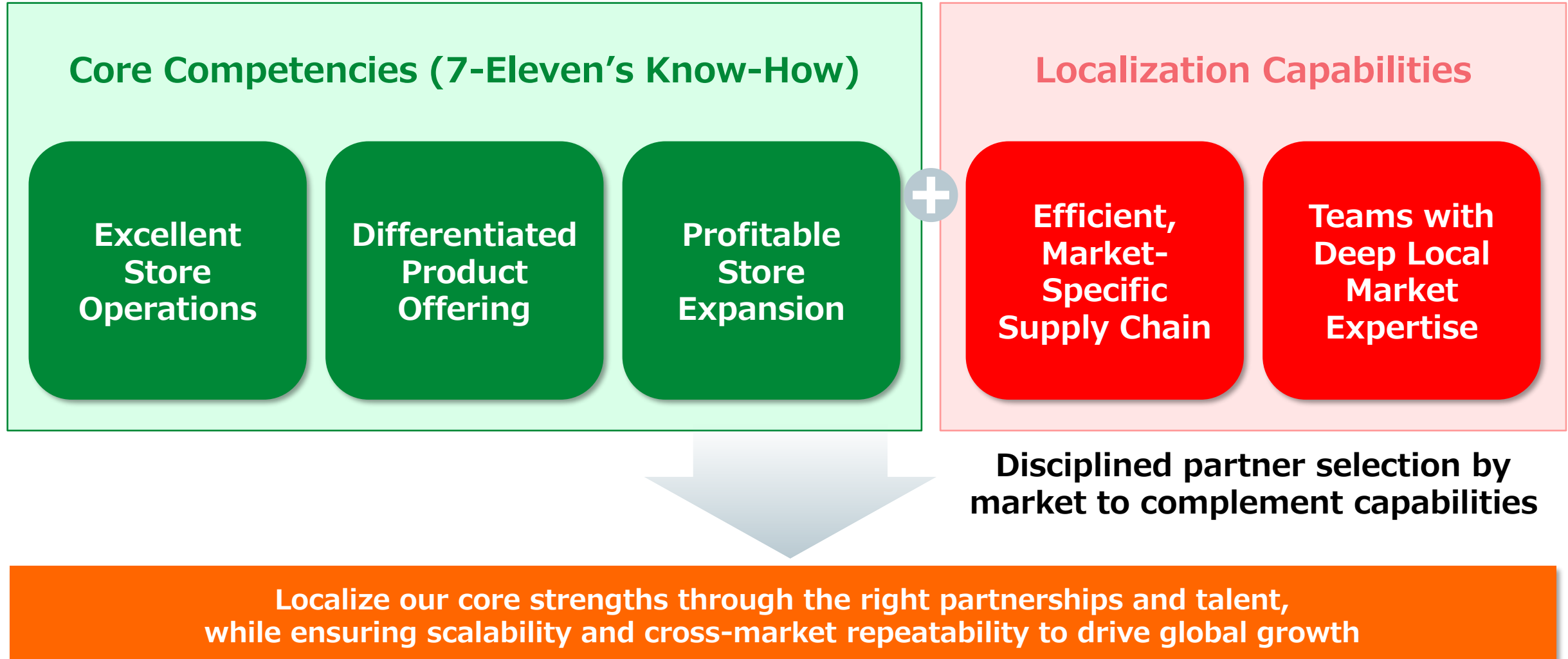


A new management structure led by a new management team

## 7-Eleven's Path to Success

Effectively leveraging the strong brand asset and scale of the world's largest store network

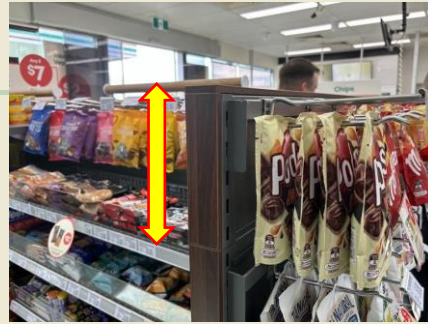
## Key Success Factors



## Expanding Product Assortment

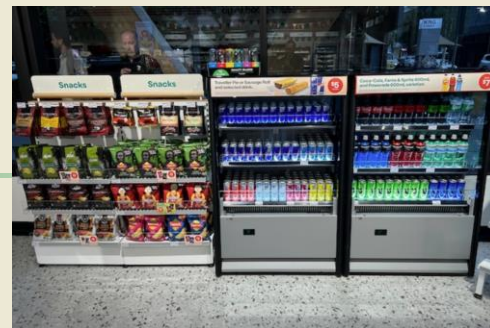
### Modular shelving (1,600mm)

732 stores



### Wing Shelves

600 stores



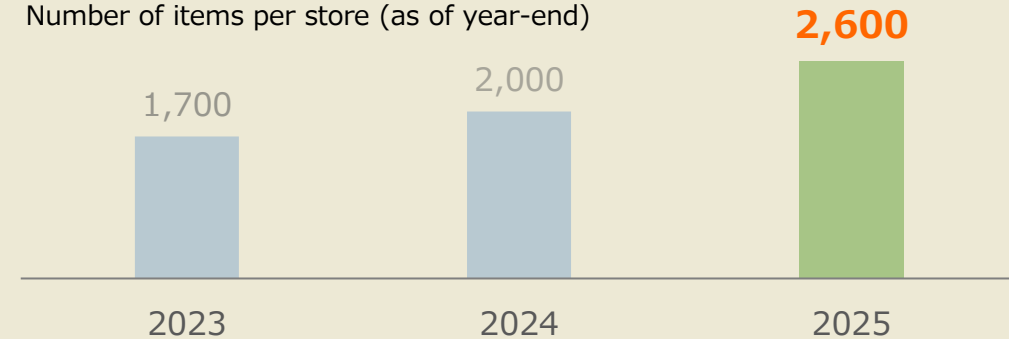
### Impulse purchase sections

560 stores

## Growth in Average Merch. Daily Sales

### Increase in item count

Number of items per store (as of year-end)



### Growth in Average Daily Sales

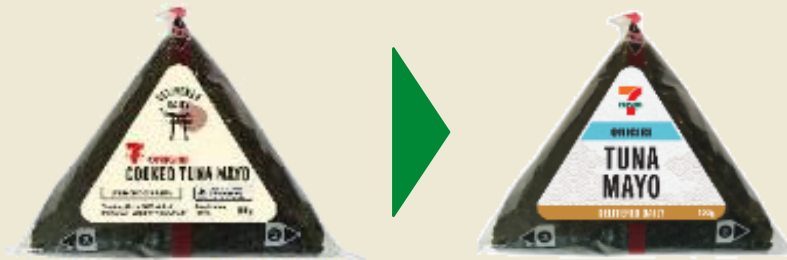
Average Merch. Daily Sales  
(Excluding Tobacco, AUD)



Expanding the product assortment has contributed to growth in average daily sales

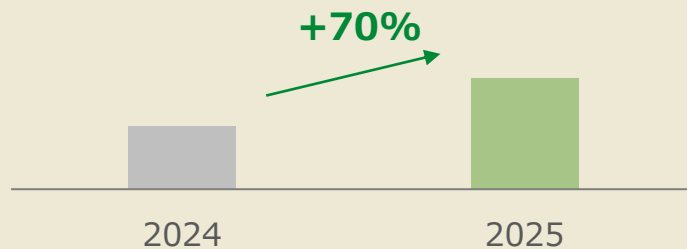
## Expansion & Enhancement of Japan-Related Products

### Redesigning Japan-Related Products



### Rapid Growth of Japan-Related Products

Sushi & Onigiri: Average Daily Sales per Store (AUD)



## Launch of Japan-featuring campaigns

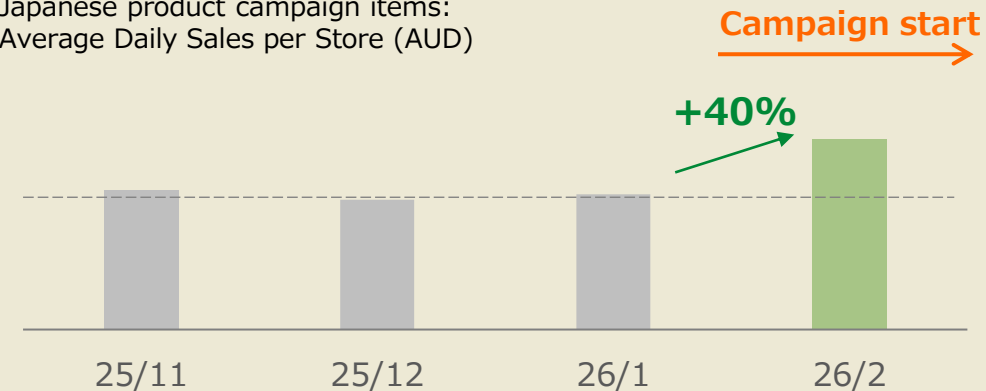
### Launch of Japan-featuring Product campaign

- Launched a Japanese-related products campaign in Feb. 2026
- All stores sold iconic Japanese foods– onigiri, sushi, egg salad rolls, and gyoza.



### Significant Impact of the Campaign

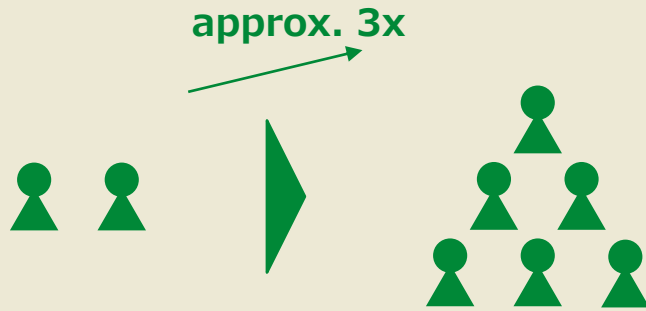
Japanese product campaign items: Average Daily Sales per Store (AUD)



**Expanding and strengthening the lineup of Japan-related products has yielded significant results**

## Strengthening Structure and Reviewing Process of Store Development

### Increasing Store Development Head count

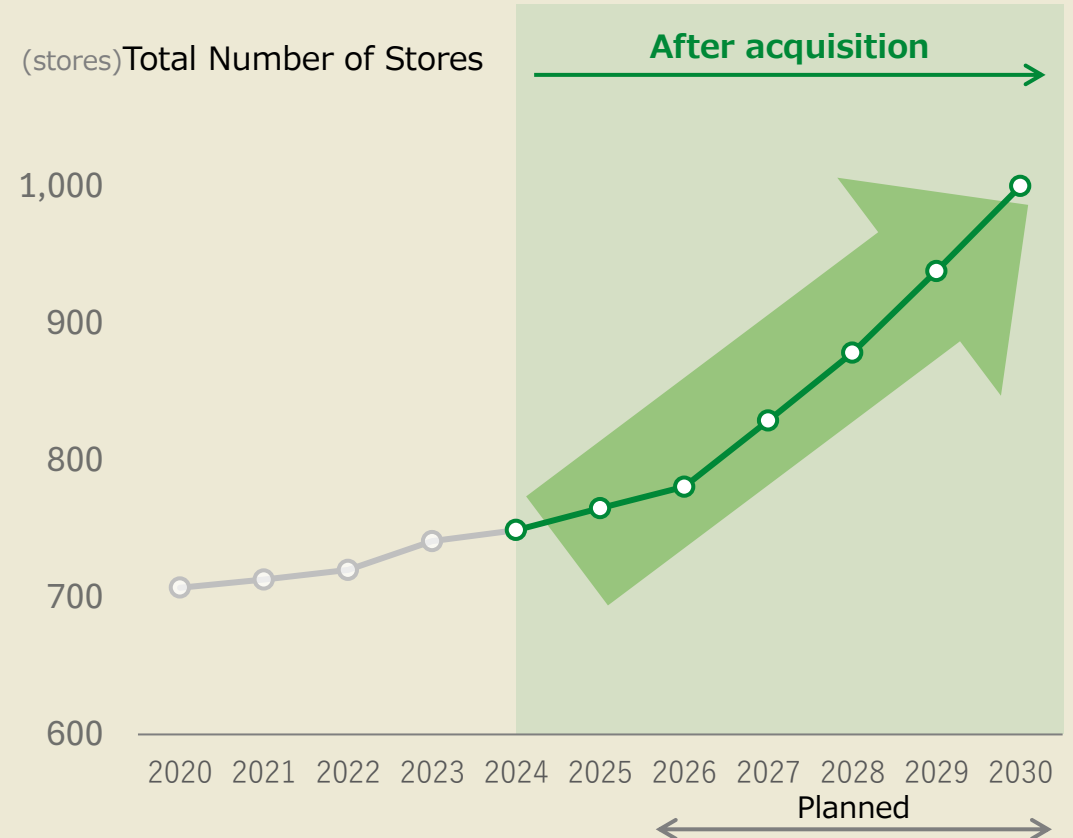


### Process Review

- 13 criteria for site selection
  - Conduct subjective evaluations by staff
- 
- **60** criteria for site selection
  - A more **objective evaluation** for each criterion

## Accelerating Concentrated Store Openings While Ensuring Quality

### Accelerating concentrated store openings

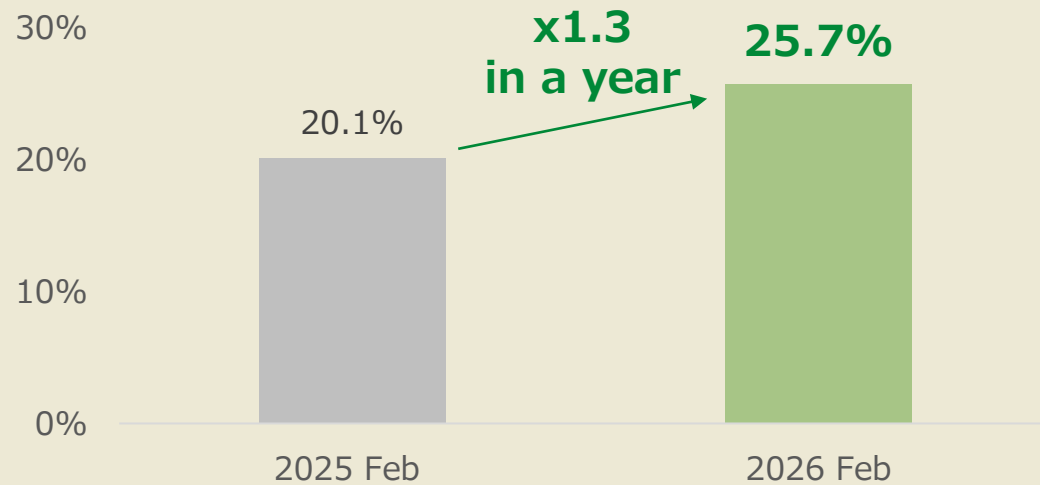


Leverage 7-Eleven know-how to accelerate store openings in optimal locations & store layout

## Growth of Loyalty App

### Loyalty App

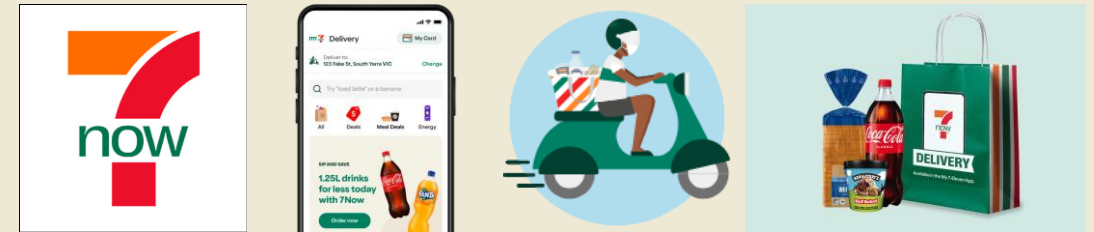
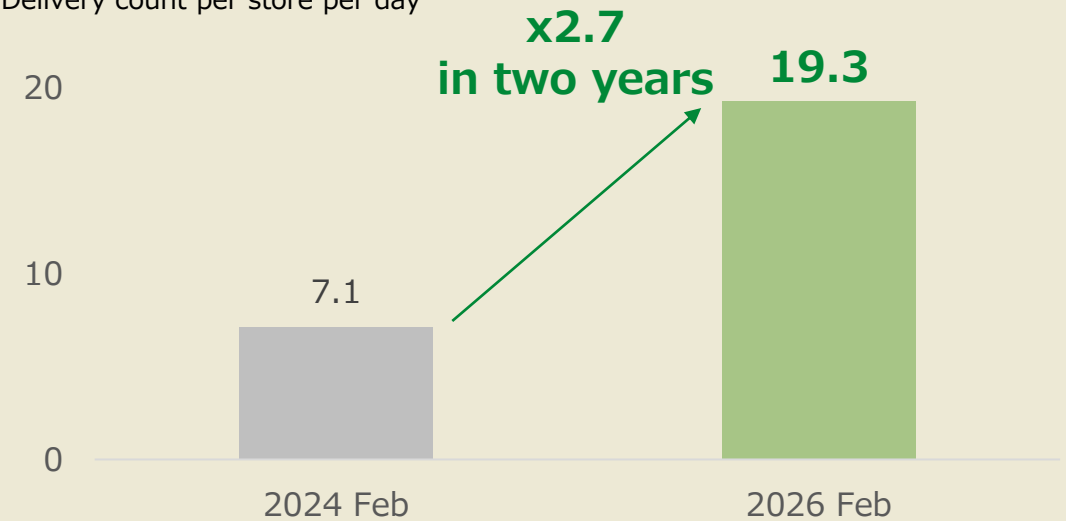
Loyalty App Scan Rate



## Expansion of Delivery Revenue

### Delivery (7NOW)

Delivery count per store per day

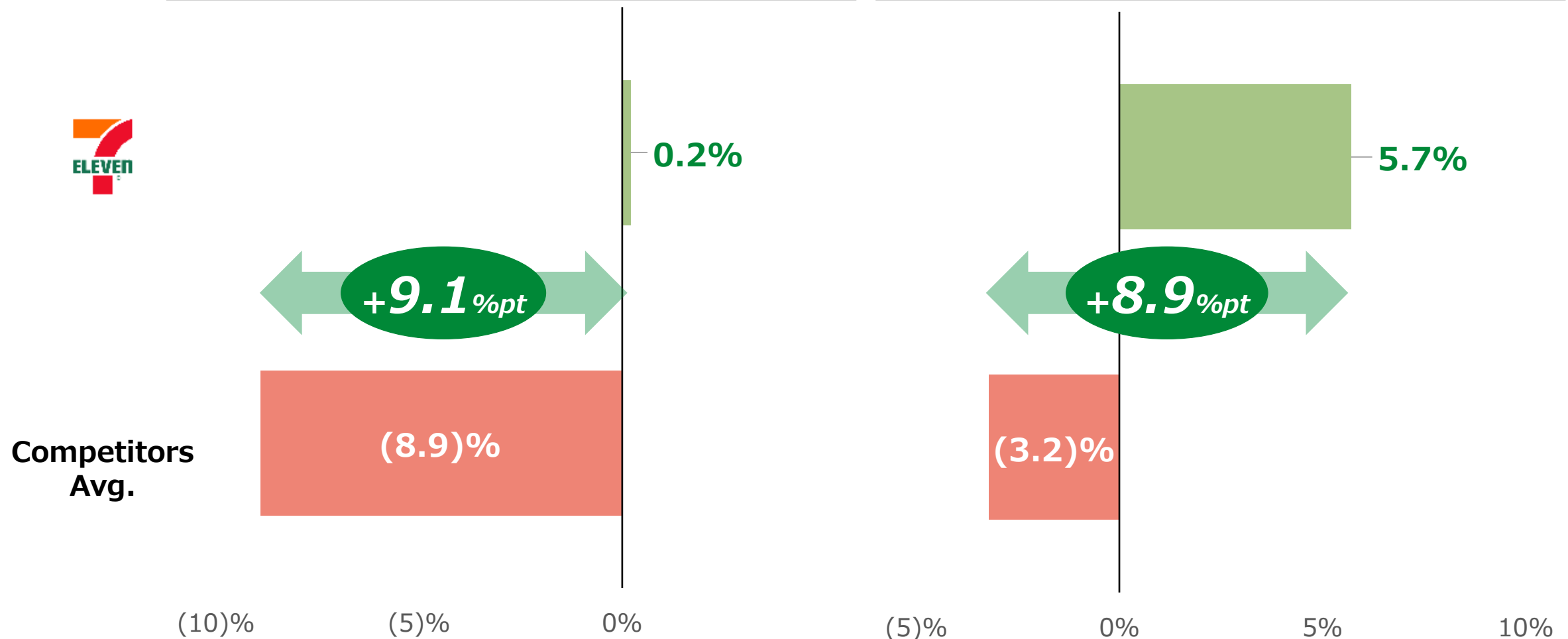


The loyalty app and delivery business (7NOW) are also growing steadily and delivering results

# 7-Eleven Australia (SEA): Performance in 2025

## Merchandise Sales YoY: FY25 vs. FY24

## Fuel Sales Volume YoY: FY25 vs. FY24



**In 2025, 7-Eleven Australia delivered results that significantly outperformed its competitors**

# 7-Eleven Australia (SEA): Target for 2030

## 2024-2025 Execution of Quick Wins

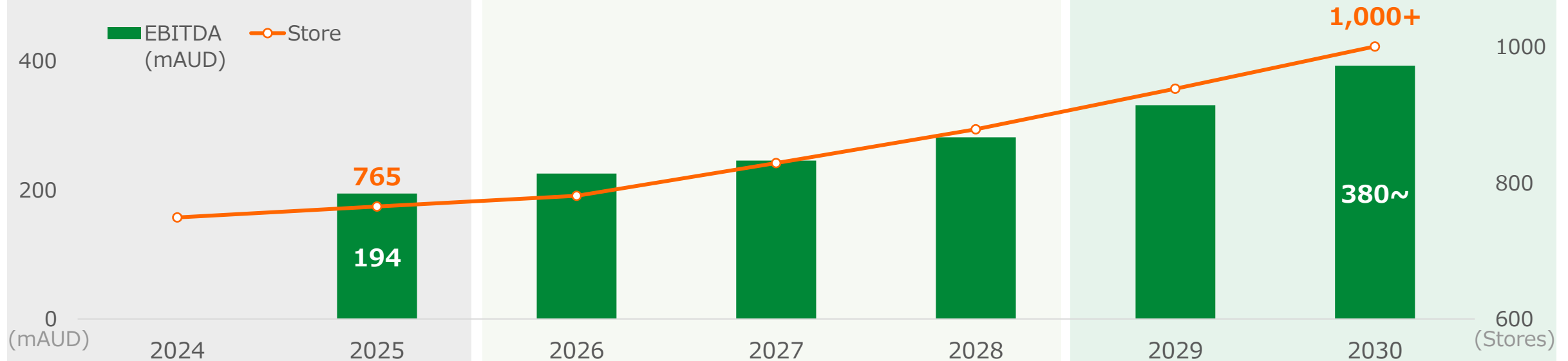
- **Operations:** Expand assortment SKUs by approx. 1.5x
- **Merchandising:** Increase the ratio of fresh foods
- **Store Development:** Review store development process

## 2026-2028 Preparation for Further Growth

- **Operations:** Increase awareness of 7-Eleven Australia through campaigns (e.g., Japanese food)
- **Merchandising:** Introduce 7-Premium
- **Store Development:** Evolve store formats by accelerating refurbishments

## 2029-2030 Accelerating Growth

- “My Convenient Neighborhood Store”**
- Making everyday life more convenient for people in Australia
  - Becoming a destination store that customers visit for convenient, high-quality food and beverages



**Aiming for further growth toward 2030**



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Accordingly, actual operating results, performance, and outcomes may differ materially from the forward-looking statements included in the disclosed information due to various factors, including changes in future business operations and economic conditions.



# IR Day 2026 Spring

**SEVEN-ELEVEN JAPAN**

April 23, 2026

# Our Transformation: How We Get There

## Key challenges

## How to address the challenges

## Our approach for growth (from Aug. 6 deck)

<p><b>HD/HQ</b></p>	<ul style="list-style-type: none"> <li>Global planning and mgmt.</li> <li>Global decision making</li> <li>Global talent</li> <li>HQ not fit for purpose</li> <li>Global leverage</li> </ul>	<p><b>HD/HQ</b></p>	<p>Establish a basis for effective management</p>	<ul style="list-style-type: none"> <li><b>1-A</b> Set clear global management approach and cadence</li> <li><b>1-B</b> Upgrade our HD function</li> </ul>
<p><b>Across SEI/SEJ/7IN</b></p>	<ul style="list-style-type: none"> <li>Consumer spending</li> <li>Channel shift</li> <li>Cost inflation</li> <li>Franchisee profitability</li> </ul>	<p><b>Across SEI/SEJ/7IN</b></p>	<p>Elevating customer experience Shift to digital Optimize value chain</p>	<ul style="list-style-type: none"> <li><b>2-A</b> Invest in stores/equipment for distinctive food offering</li> <li><b>2-B</b> Store network expansion with optimal store formats</li> <li><b>2-C</b> 7NOW/Operational Excellence</li> <li><b>2-D</b> Cost control to invest in growth</li> </ul>
<p><b>SEI</b></p>	<ul style="list-style-type: none"> <li>Consumer perception re: food</li> <li>Fuel demand</li> </ul>	<p><b>SEI</b></p>	<p>Build foundation as growth engine Maximize existing opportunities</p>	<ul style="list-style-type: none"> <li><b>2-E</b> Expand proprietary products and Private Brand</li> <li><b>2-F</b> Maximize fuel vertical integration opportunities</li> </ul>
<p><b>SEJ</b></p>	<ul style="list-style-type: none"> <li>Consumer perception re: brand</li> <li>Intensifying competition</li> </ul>	<p><b>SEJ</b></p>	<p>Reestablish SEJ as the leader in innovation</p>	<ul style="list-style-type: none"> <li><b>2-G</b> Enhance customer engagement</li> </ul>
<p><b>7IN</b></p>	<ul style="list-style-type: none"> <li>Global talent</li> <li>Investment process</li> </ul>	<p><b>7IN</b></p>	<p>Solidify and roll out the equity model</p>	<ul style="list-style-type: none"> <li>Accelerate global talent acquisition /development</li> <li>Set rigorous investment criteria and mgmt. rules</li> </ul>

## Growth Momentum Stalled ⇒ Promoting a “Culture” Transformation

### Improving Customer Favorability (Redefining SEJ’s Purpose and Identity)



**My dream is to make the people of the town happy through this convenience store**  
 (Redefining 7-Eleven’s purpose and making a declaration to our customers)



### High-impact Promotions



### Category Improvement

**Aimori rice ball**

Sep.

Differentiating our signature rice merchandise

**Oyogase-men**

Oct.

Addressing categories that required improvement

**Fast food**

Nov.-Dec.

Fast food with high contribution to sales and GP

**Feel-good texture campaign**

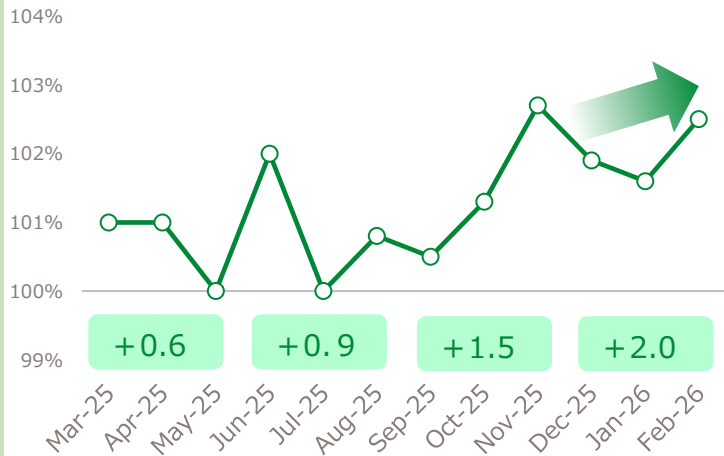
Jan.

Newness and great looks - delivering new value

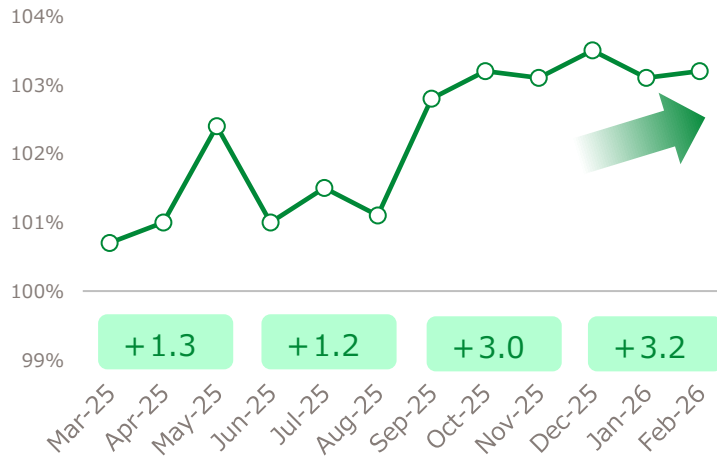
**While APSD at same stores has exceeded JPY 700,000, customer traffic, franchisee income, and cost control remain issues**

KPIs for results

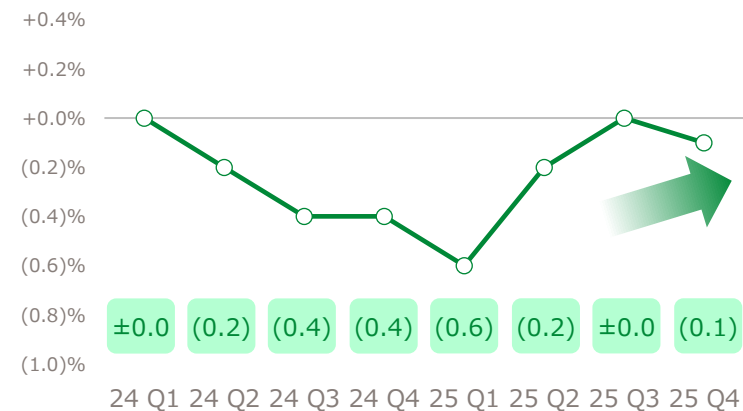
APSD YoY



Average spending per customer YoY

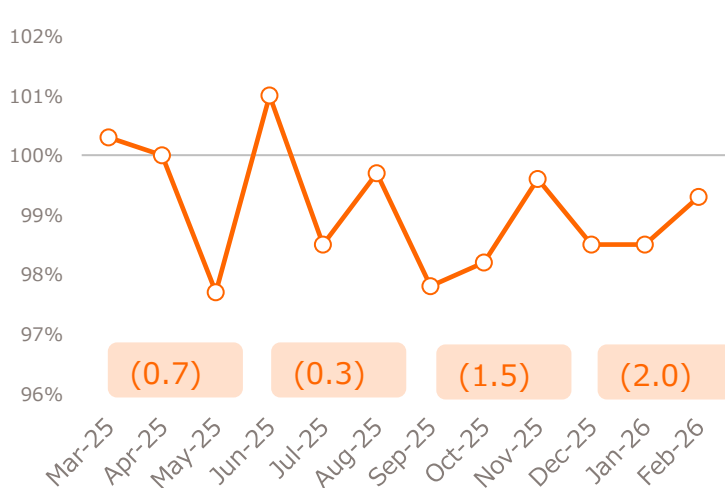


GP% YoY change

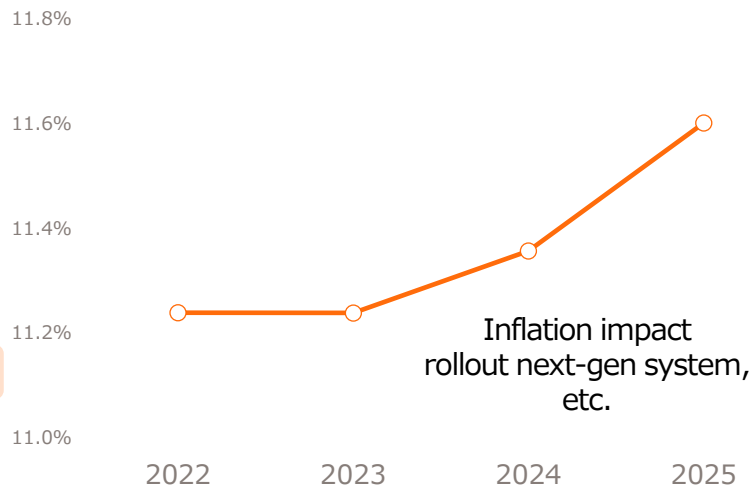


KPIs for issues

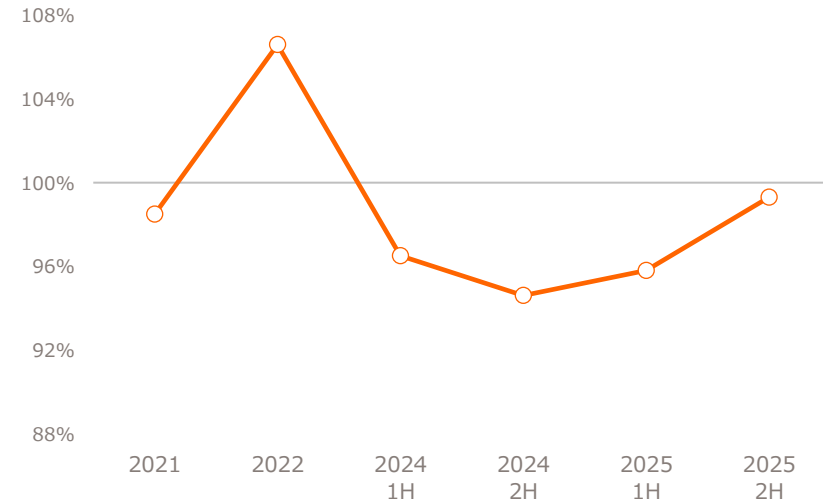
Customer traffic YoY



SG&A ratio



Franchisee income YoY



# Delivering market-leading growth through structural transformation

**2-A Targeting**  
**APSD of JPY 800,000**

**Freshly Prepared Meals**

**“What’s in store at 7-Eleven?”**



**2-D Structural reforms**  
 (transformation program)

**Optimization of Value Chain**

**Cost Structure Reforms**

**Creating new value in food**


**2-A**   
 Freshly prepared foods  
 Strengthen counter fast food


**2-C**   
 New customer experience  
 (Mobile Ordering)


**Delivering “Excitement”**

**2-A**   
 Target x usage scenarios  
 category strategy

**2-A**   
 IP Content/Entertainment

**Value chain, supply chain**  
 (Improve number of customers through pricing driven by procurement, production, and logistics) 

**Store operations**  
 (Improve store operations efficiency, and reducing labor requirement, etc.) 

**HQ SG&A**  
 (Innovate utility cost, maintenance and repair expenses, IT cost, etc. to be disciplined) 



**Structural transformation to support franchise store growth and supply-chain expansion**

Reinvest SG&A savings into franchisee growth and support

## Strengthen Our Merchandise Category Strategy Using "Co-creation Marketing", to Deliver Even Greater Value to Customers

[Before] What Everyone Wants

[Going forward] What Each Individual Wants

**For ALL** (Generic, broadly appealing)

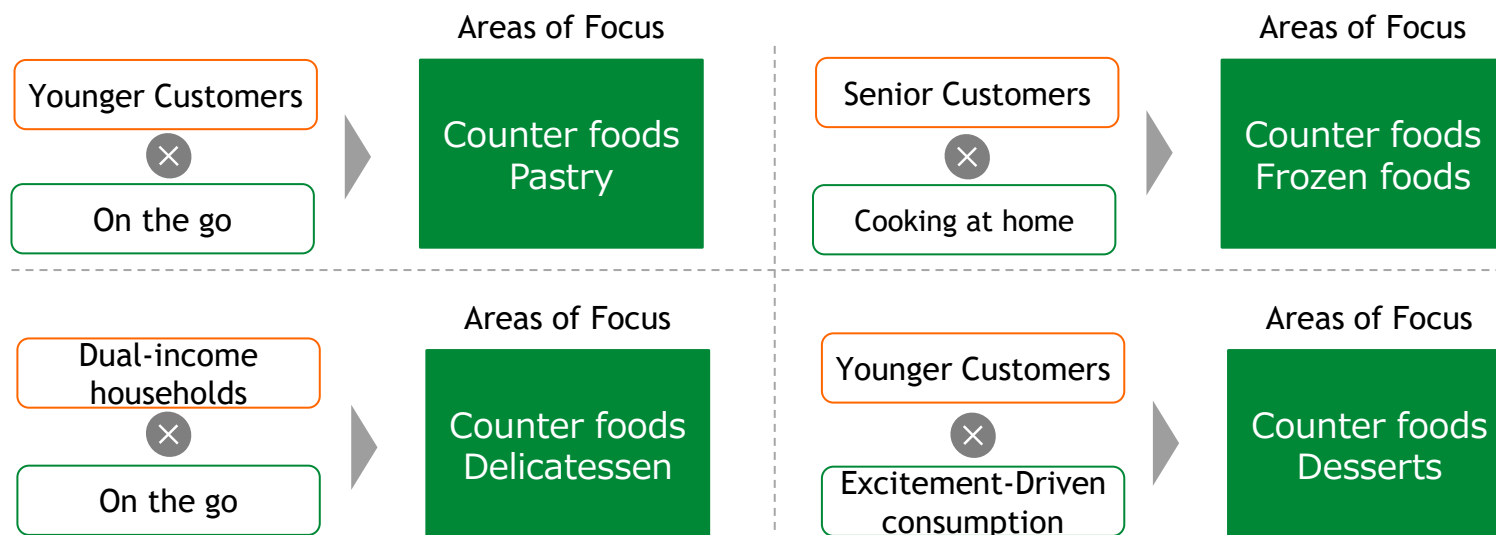
**For Individual** (Addressing diverse individual need)

There is no 'everyone' or 'average' customer. **Define who we serve - sharpen our strategy/execution**

### Organization (Merchandise strategy Division est.)



### Strategic Categorization Planning Based on Target Customers and Usage Scenarios



FY2025: +5.6% in 1H and +10% in 2H → sustained growth from FY2026 onward

## Value of Counter Fast Foods

Further expand **freshly prepared items for all five senses**



## FY2026 initiatives



**+10,000 stores**  
(All capable stores)



**+8,000 stores**  
(Reaching 10,000 by FY2026)



**Planning large-scale campaign**

## 7NOW Mobile Ordering (Launched in Apr. 2026)

A strong fit for freshly prepared food at the counter



**Sales**

**Increase**  
(driven by new customers)

**Gross Profit Margin**

**Increase**  
(driven by a greater mix of higher-margin items)

**Food Waste**

**Decrease** (as items are prepared after ordering)

Broaden Mobile ordering adoption and accelerate 7NOW's growth

Expand High Value-added Merchandise via Mobile Ordering

### Freshly Prepared Bento Lunchbox



Fillet cutlet bento  
920.16 yen



Charcoal grilling eel bento  
2,138.40 yen

### Freshly Prepared Noodles



Dipping noodles with roasted pork, pork bone & fish broth  
880.20 yen



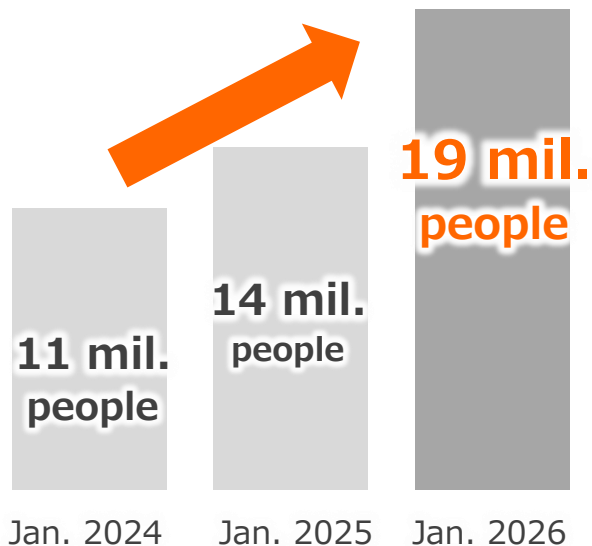
In-store finished soy sauce ramen  
680.40 yen

## Leveraging SEJ's Resources to Build a High-Growth Category

### “Supporting my fav (favorite)” is on the rise

Fandom-driven Consumer

Voices from Fans



Source: Oshi-katsu Soken

I work harder because of my fav (favorite)

Foods < Supporting my fav (favorite)

**FY25 Toys category growth: approx. +25%**

Jan. 2026 PUPPET SUNSUN Lottery

Nearly sold out on day one

### Enhancing IP Content/Entertainment

#### 1. Initiatives based on toys

Chiikawa

Nogizaka46

Pokémon

Detective Conan

ONE PIECE



Strengthen alliances with copyright owners

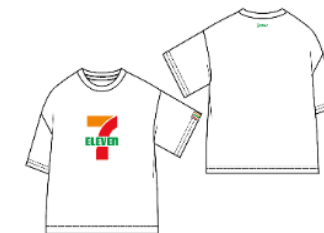
#### 2. Unique Product Development / Recommendation

Happy Lottery “7-Eleven”



First week sales: 0.57 billion yen

SEVEN COLLECTION



Scheduled for release in summer

Famous-brand merchandise scheduled for release (incl. collaborations)



...More to come

Driving comprehensive reforms with no exceptions through 2030

1	<b>Merchandise Development</b>	Category Strategy, Assortment Optimization, Pricing Optimization
2	<b>Value Chain</b>	Scaling Quick Wins in Procurement, Manufacturing, and Logistics Fundamental Mid-Term Structural Reform Across the Value Chain
3	<b>Store Operations</b>	Accelerating Labor-Saving Initiatives in Store Operations Strengthening Operational Processes to Enhance Service Quality
4	<b>Service/ Entertainment</b>	Loyalty Program, Points Program IP-Based Merchandise Collaborations
5	<b>SG&amp;A</b>	Optimization of IT-Related Costs Optimization of Headquarters Functions

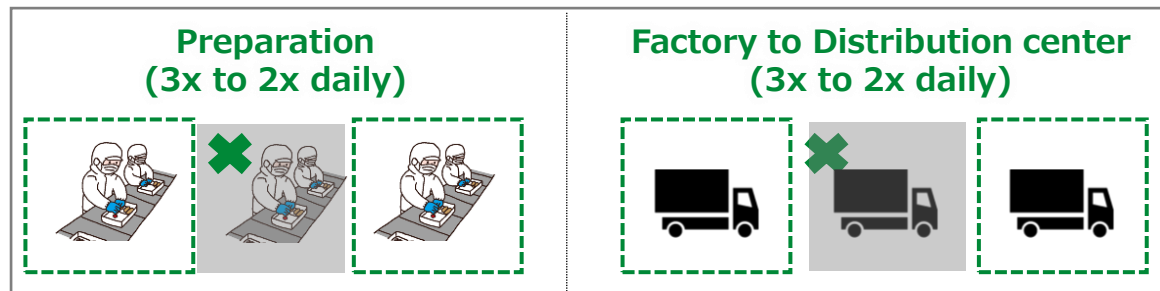
## Transform SEJ to deliver both quality and value even in an inflationary environment

**Issue**

1. Delivering affordable price

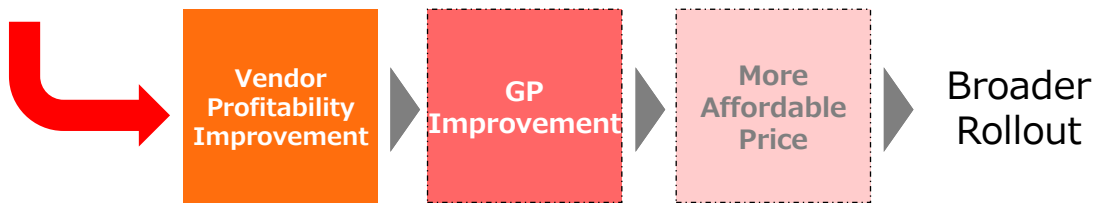
Improving efficiency with a twice-daily production and distribution system for rice balls and other items

Piloting a 2-batch production for rice balls in Hokkaido since Feb. 2026



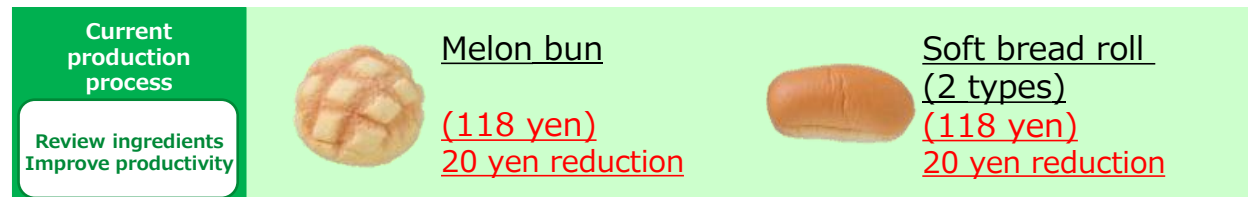
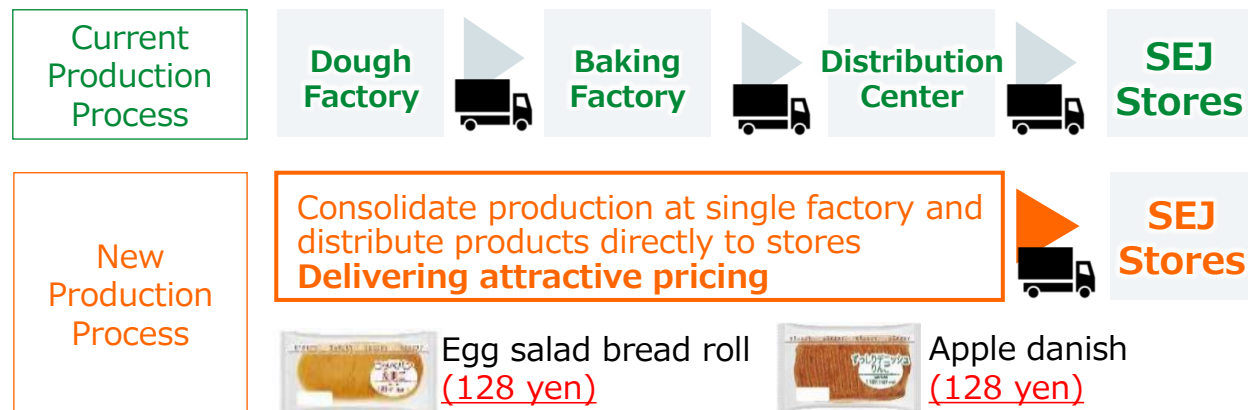
**Expected Impact**

10% Labor Cost Reduction  
15% Distribution Cost Reduction



2. Grow customer traffic by optimizing price and value

Pastries: Balancing price and GP through production optimization



Changes in pastry category (Week of Apr. 6)

Number of daily purchasing customers*	Sales YoY	Sales volume YoY
<b>+16.6 persons</b>	<b>+4.0%</b>	<b>+4.6%</b>

\*Week of Apr. 6 vs. Feb.

## Achieve growth for both franchisees and HQ through SG&A cost control

**SG&A (Maintenance cost increase)**

**Need to control less than 12%**

SG&A Break down	▪ Land & building rest
	○ Depreciation & amortization
	▪ Salaries & wages
	○ Utility expenses
	○ System operating cost
	▪ Advertising expenses
	○ Maintenance & repair
	▪ Transaction fee
	▪ Others

Countermeasure: Long-term cost reduction via cloud adoption

### Next-gen store system

Store-level management system enabling the future of work

**Store operations on general-purpose devices**

**Access to information and smooth communication**

**Enabling work styles suited to diverse owner workflows**

### AI-enabled optimal control of multiple HVAC units

**Pilot program begins in FY2026**

**Support a reduction in-store power consumption**

### Reduced maintenance and repair costs for buildings and facilities


**Improve first-call resolution at the call center**

**Achieve a reduction in the number of calls**

# Operational KPIs toward 2030

## STRENGTHEN THE FUNDAMENTALS


## Key 2030 Goals



**Food Offering**

**2-A**

**Full rollout of equipment to expand Freshly Prepared Meals to all capable stores**




**Store Network**

**2-B**

**Net increase of approx. 1,000 stores**


## SCALE THE FUTURE



**7NOW expansion**

**2-C**


**Steady and Consistent Growth**



**Cost Control**

**2-D**

**SG&A ratio below 12%**



**Consumer perception**

**APSD CAGR 2.5 - 3.0%**



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# IR Day 2026 Spring

## **Sustainability Strategy**

April 23, 2026

# AGENDA

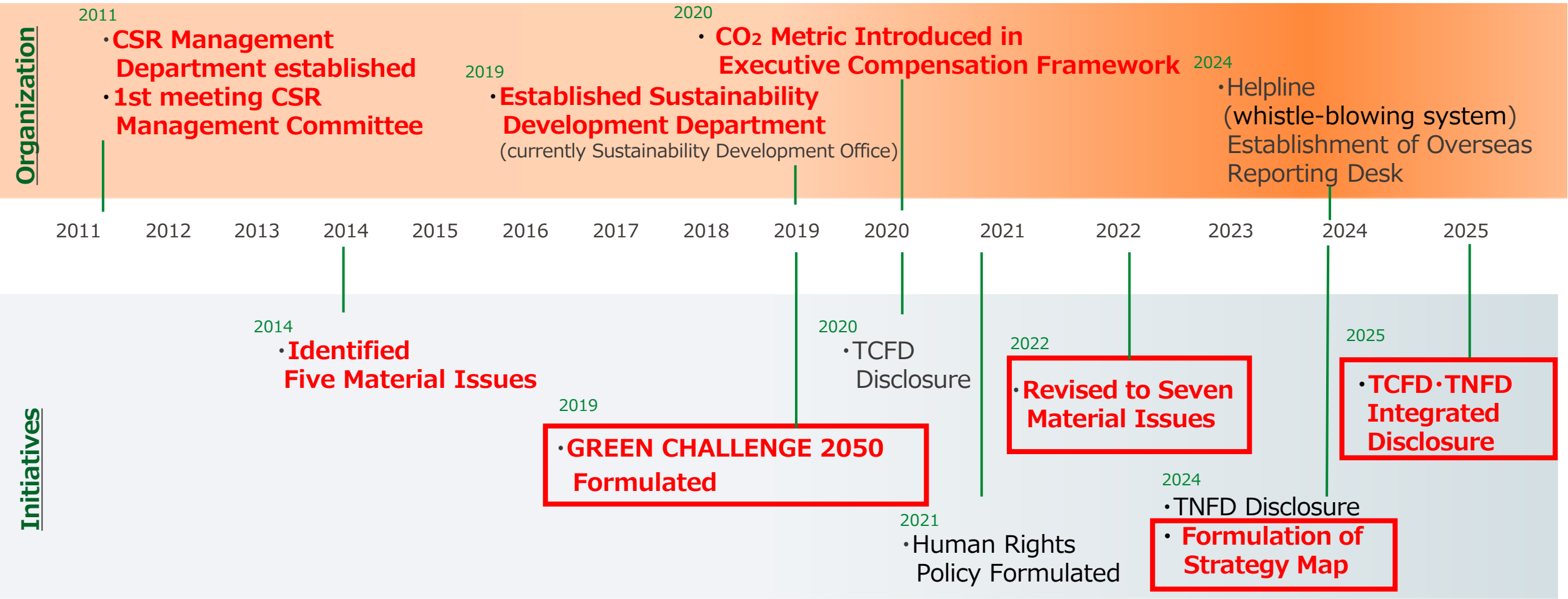
- 1 Our Group's Sustainability Strategy
- 2 Recent Main Initiatives and Progress
- 3 Future Main Initiatives

# AGENDA

- 1 Our Group's Sustainability Strategy**
- 2 Recent Main Initiatives and Progress
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# Lookback of Sustainability Initiatives and Evolution

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



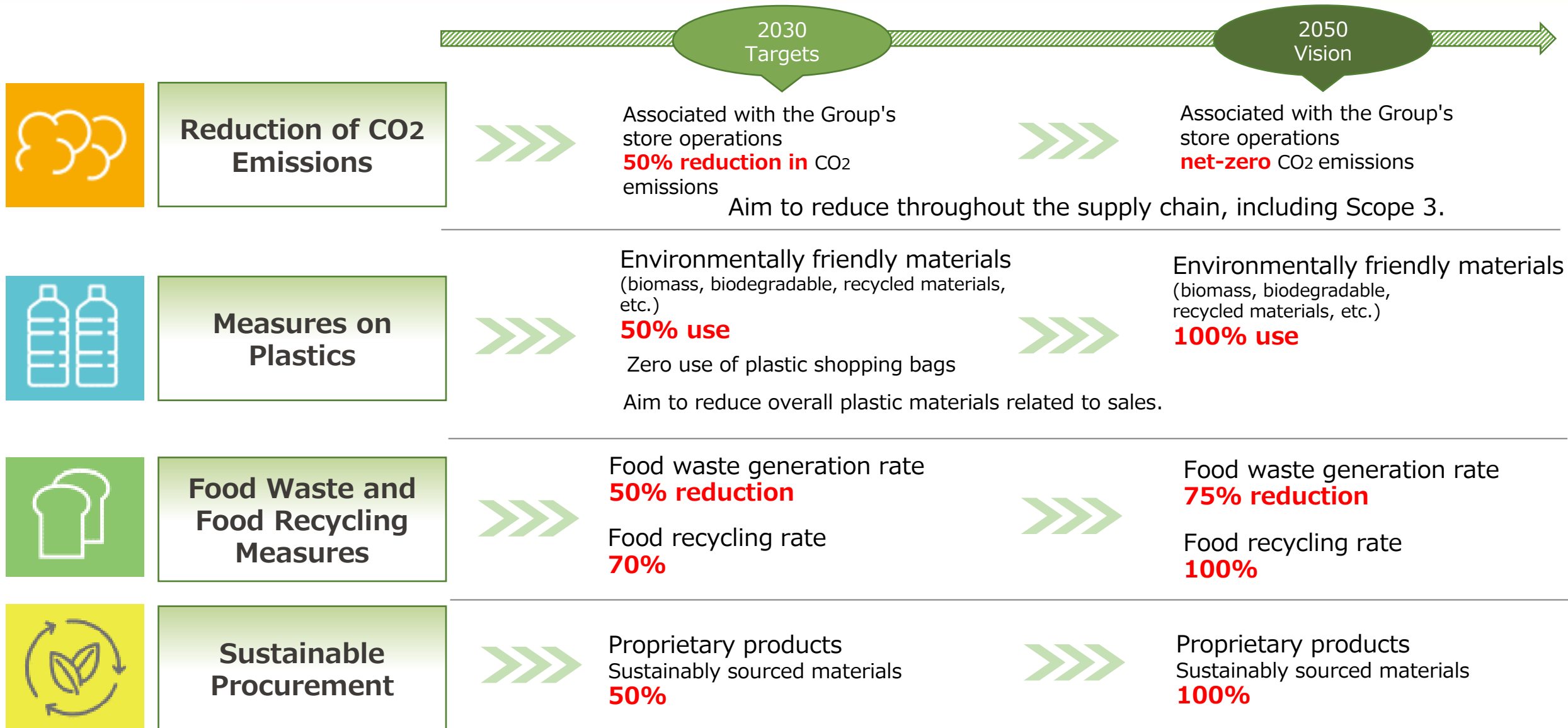


Seven Material Issues				
1. Create a livable society with local communities <b>through various customer touchpoints</b>	9 産業と技術革新の基盤をつくろう	11 住み続けられるまちづくりを		
2. Provide <b>safe, reliable, and healthier merchandise and services</b>	2 気候をゼロに	3 すべての人に健康と福祉を		
3. Realize <b>decarbonization, circular economy, and society in harmony with nature</b> , through environmental efforts	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 パートナリプで目標を達成しよう

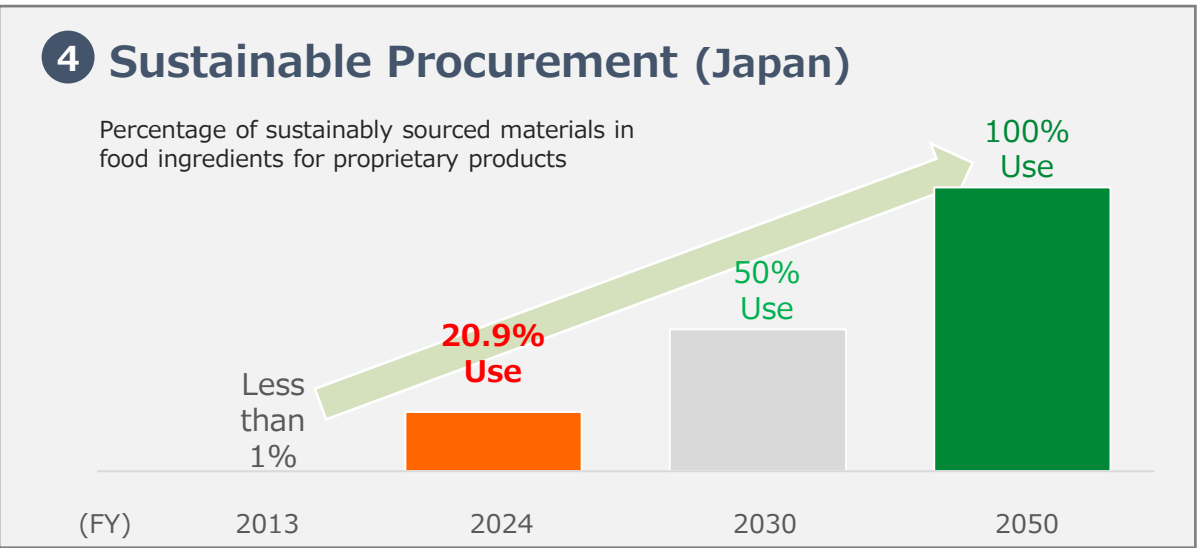
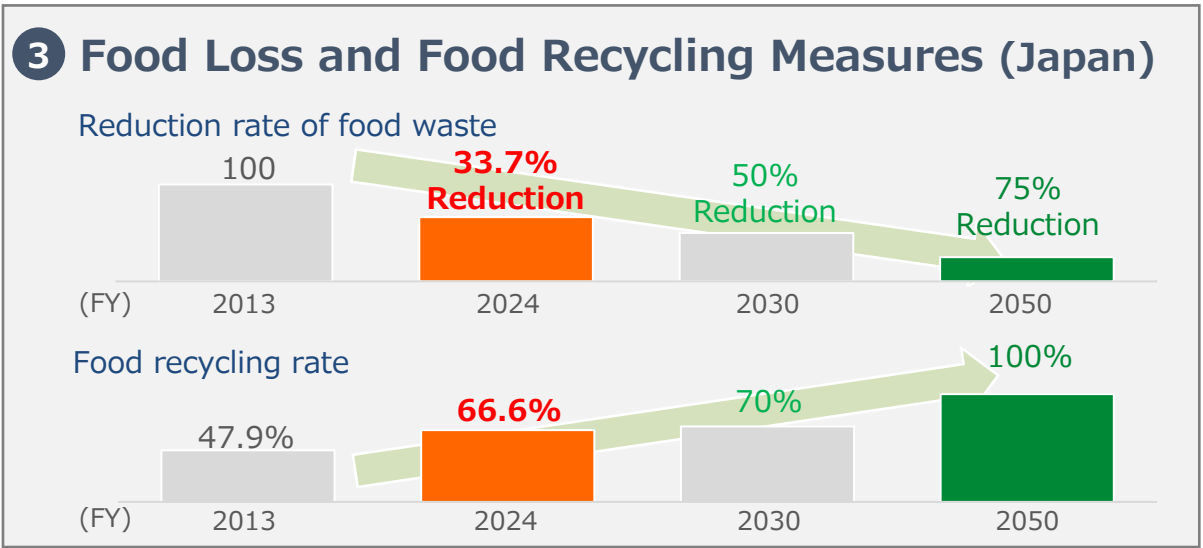
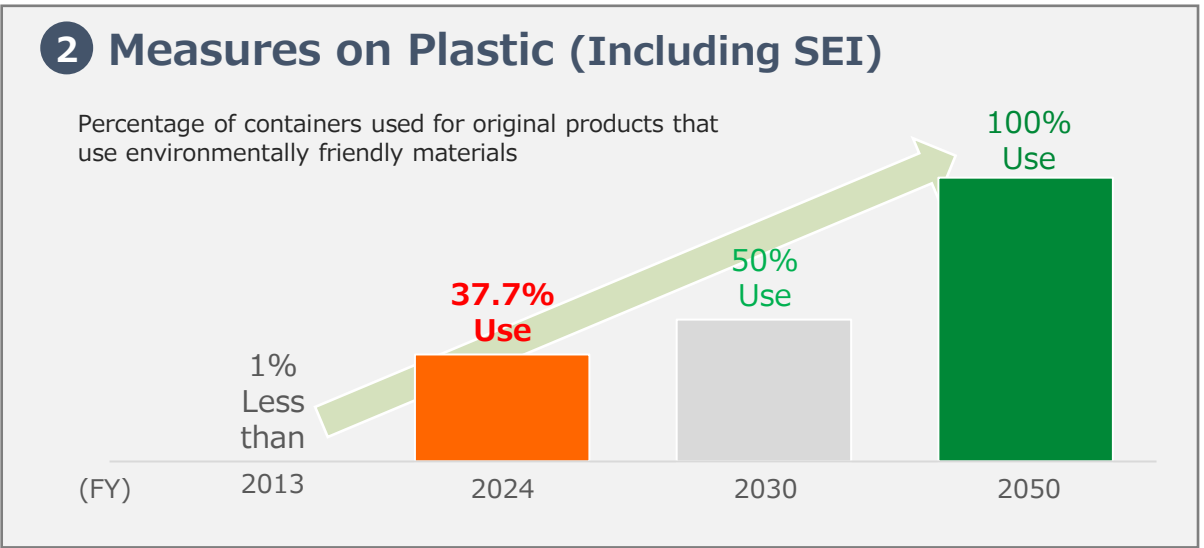
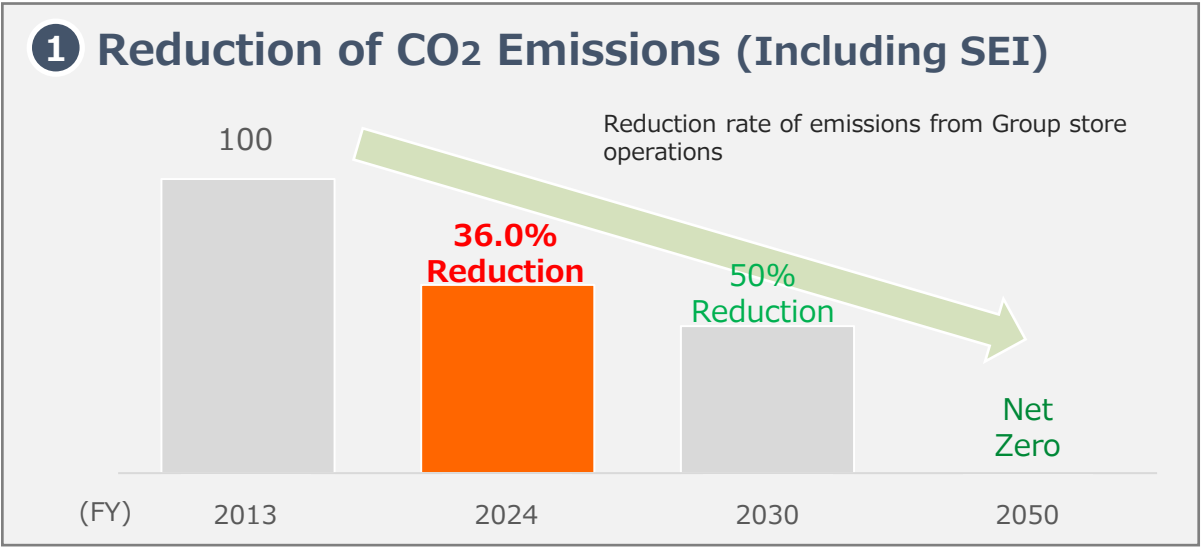
# AGENDA

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

# 【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



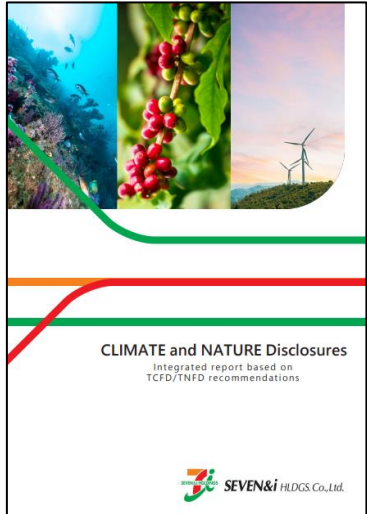
#### Circular Economy

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**

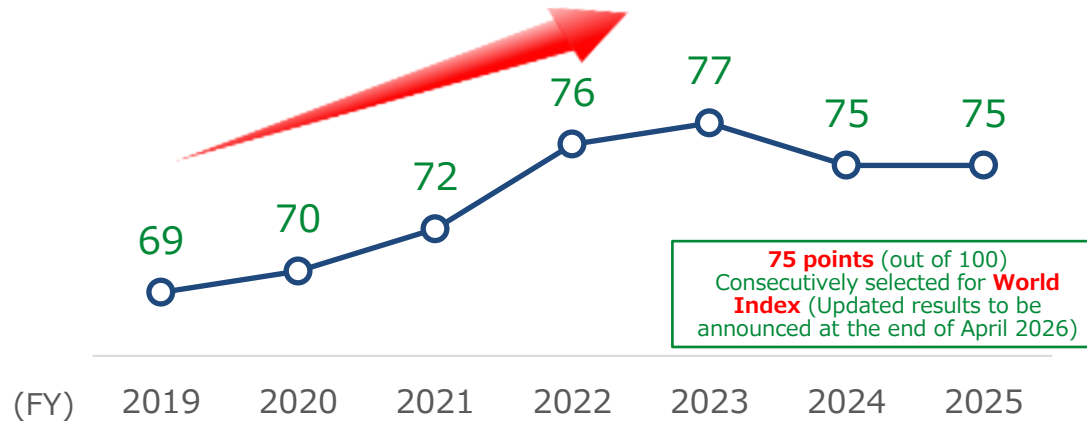
**Counter-measures**

**Support for production areas**

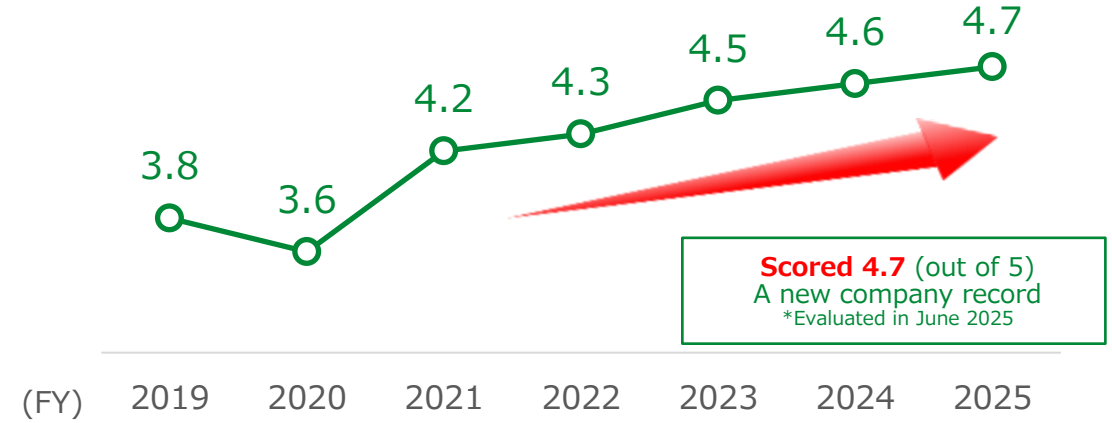
**Research & development**

## Enhanced Major ESG Evaluations

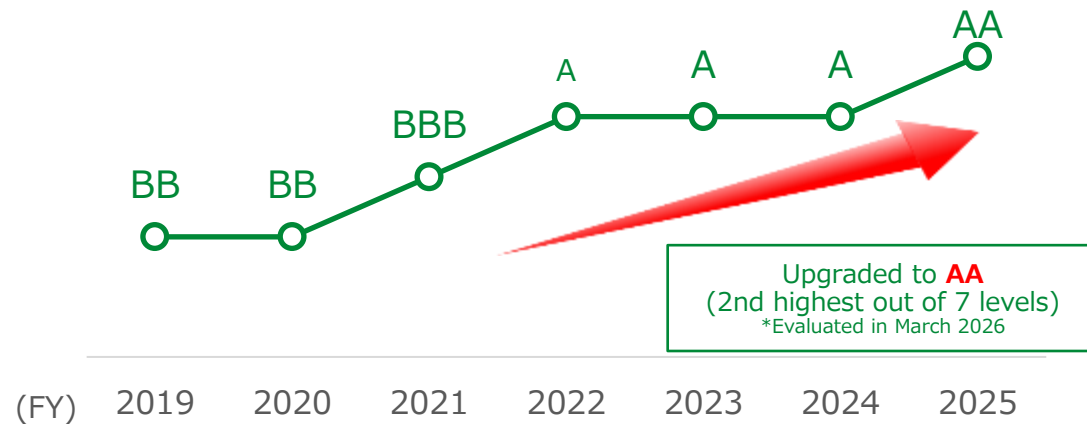
### Dow Jones Best-in-Class Indices (formerly DJSI)



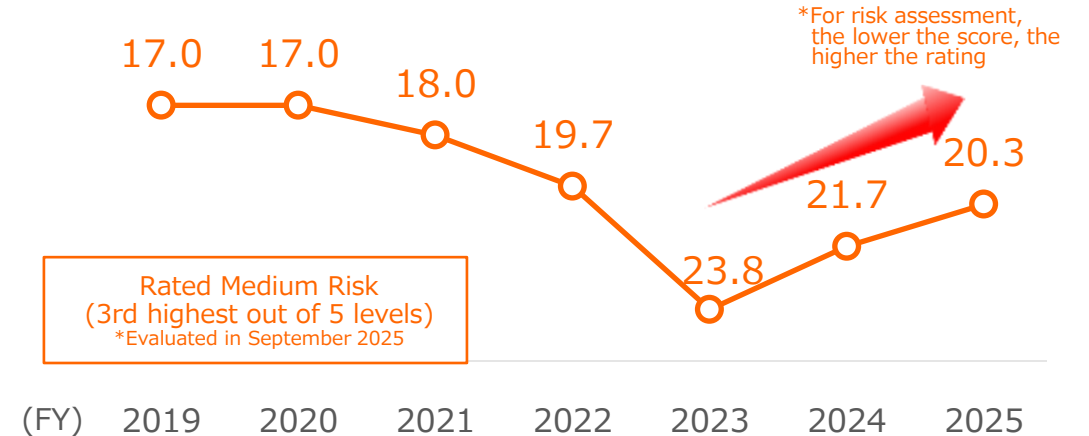
### FTSE



### MSCI



### Sustainalytics\*



# AGENDA

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

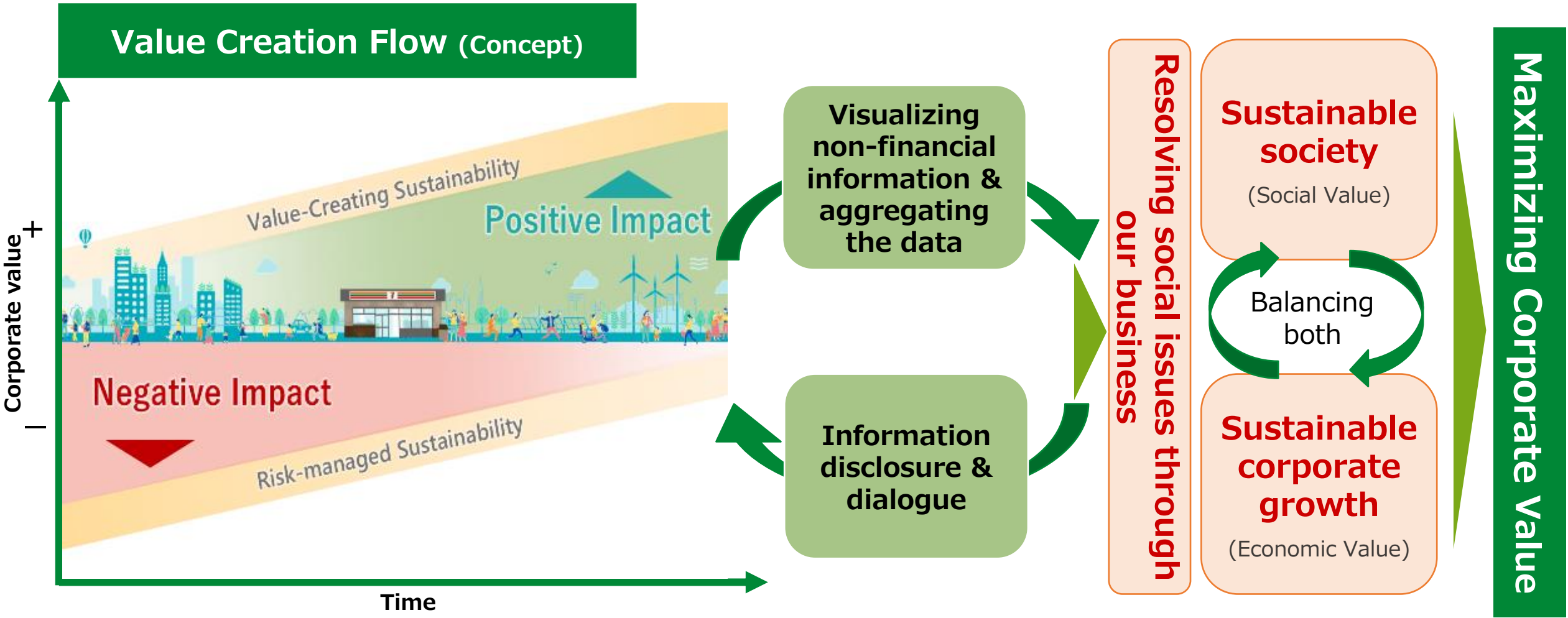
Rebuilding & Operationalizing Sustainability Governance

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.

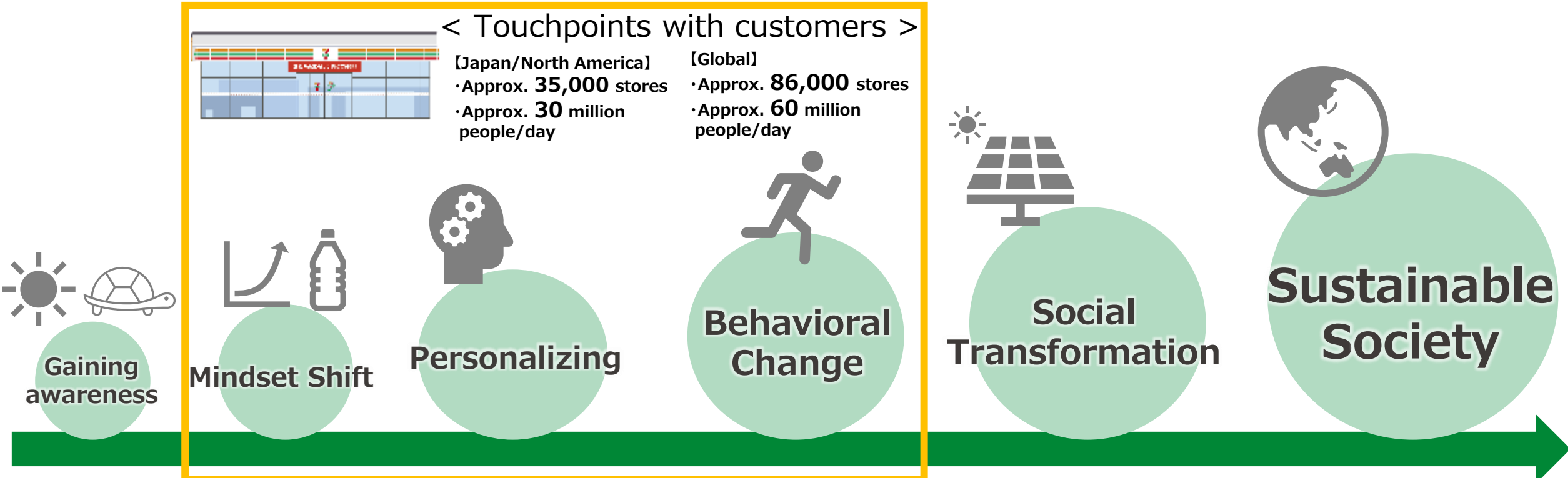
**Mitigate and eliminate risks**

**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

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

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

<Leverage various approaches including direct and indirect measures>



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