



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

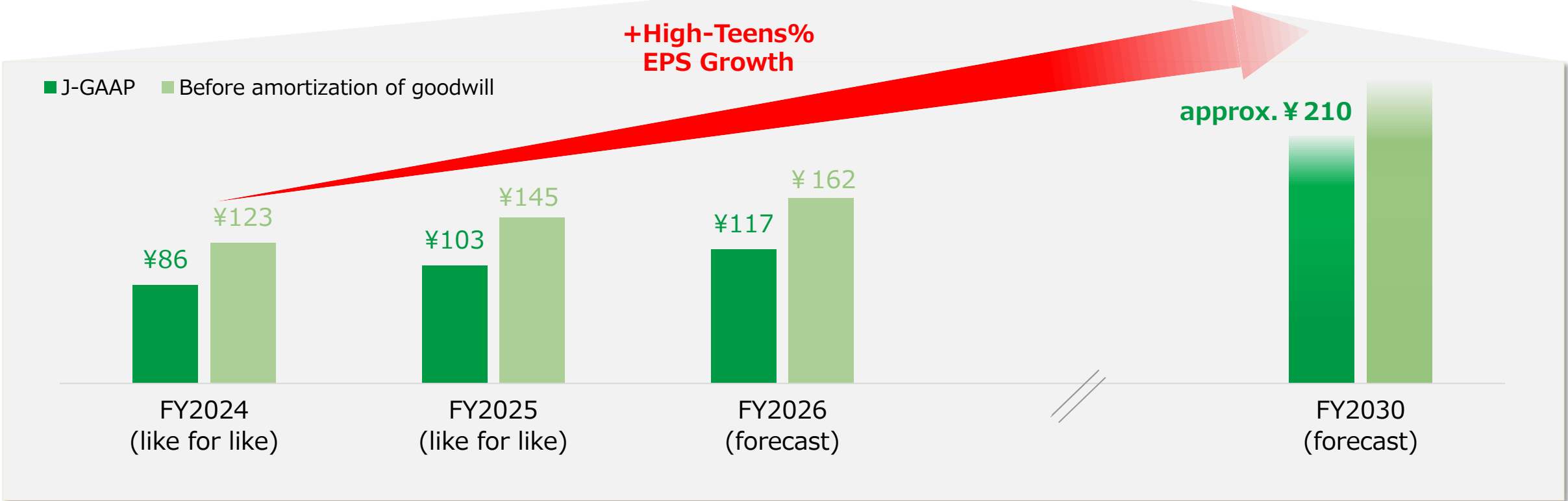
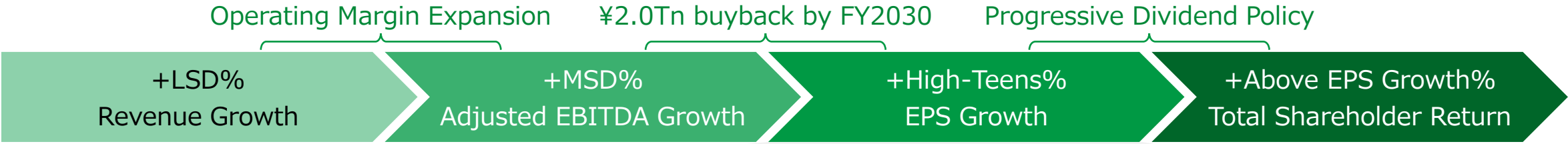


Empowered Franchisees



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)

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



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.