



IR Day 2026 Spring

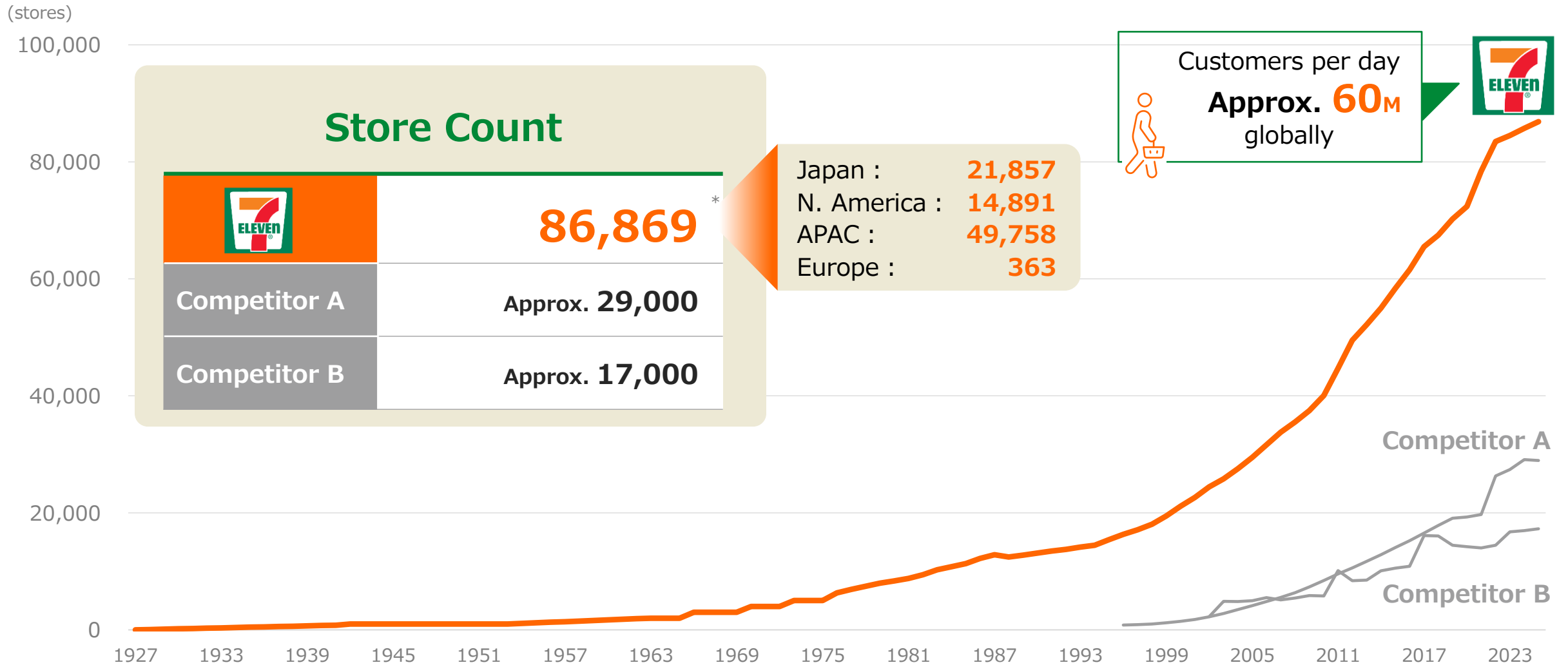
7-Eleven International LLC

April 23, 2026

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	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	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	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	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

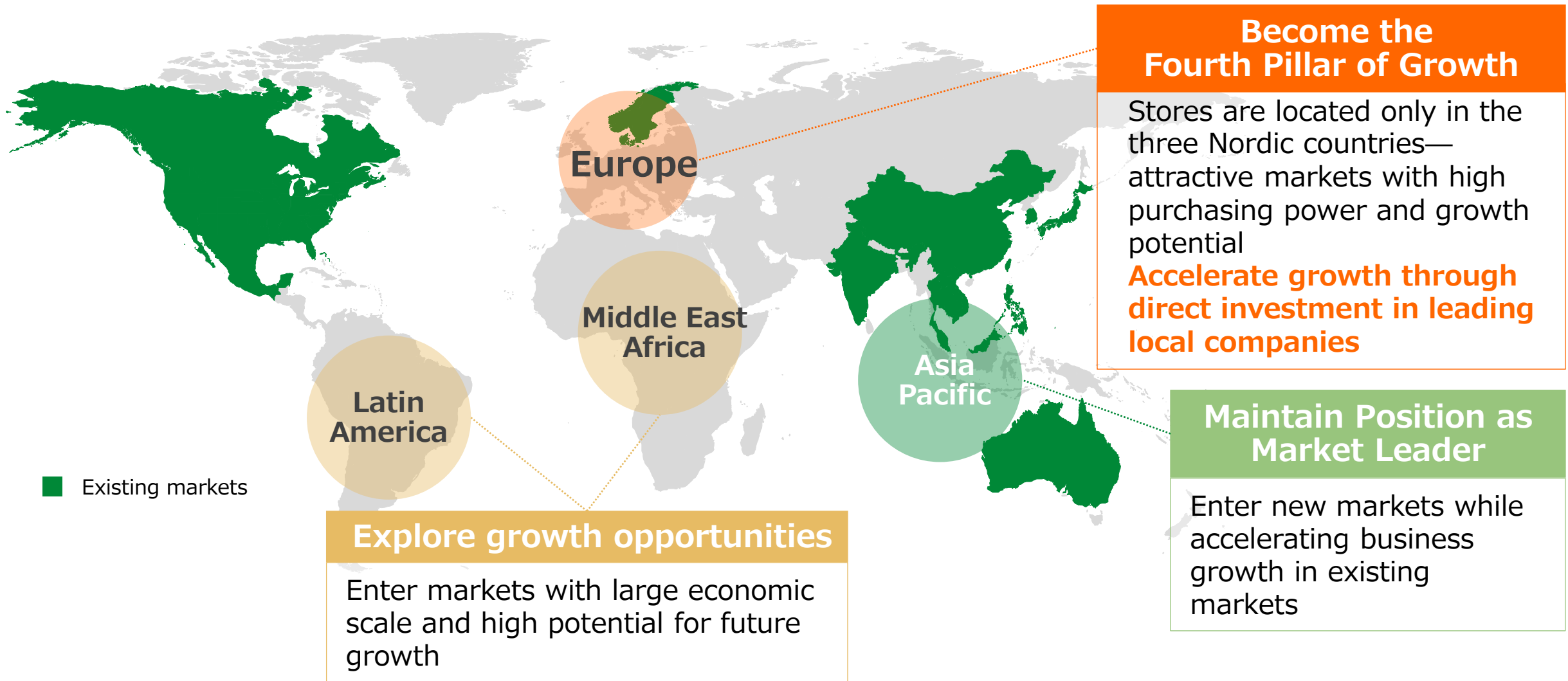
Our Global Business: Where We Stand Today



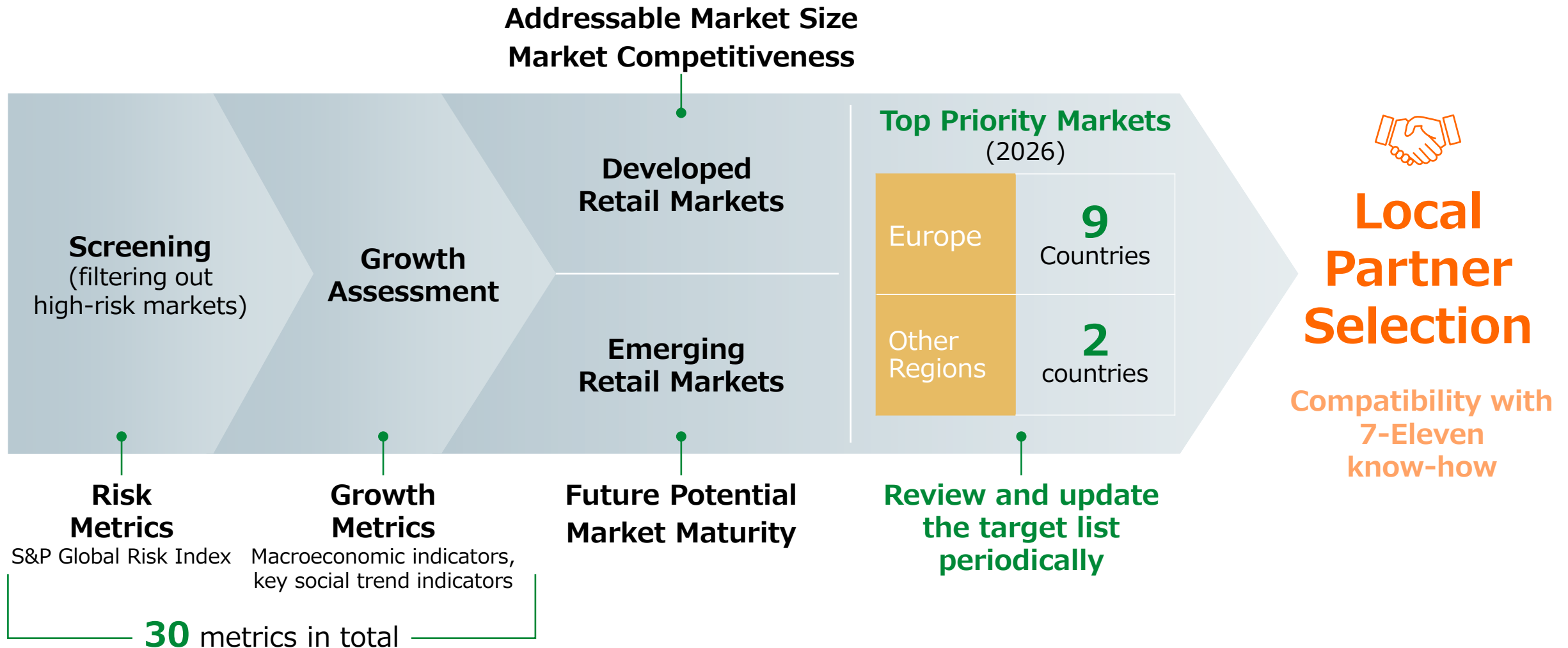
* As of the end of Dec. 2025, including licensee's stores

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

Global Business Growth Strategy : Expanding the Market

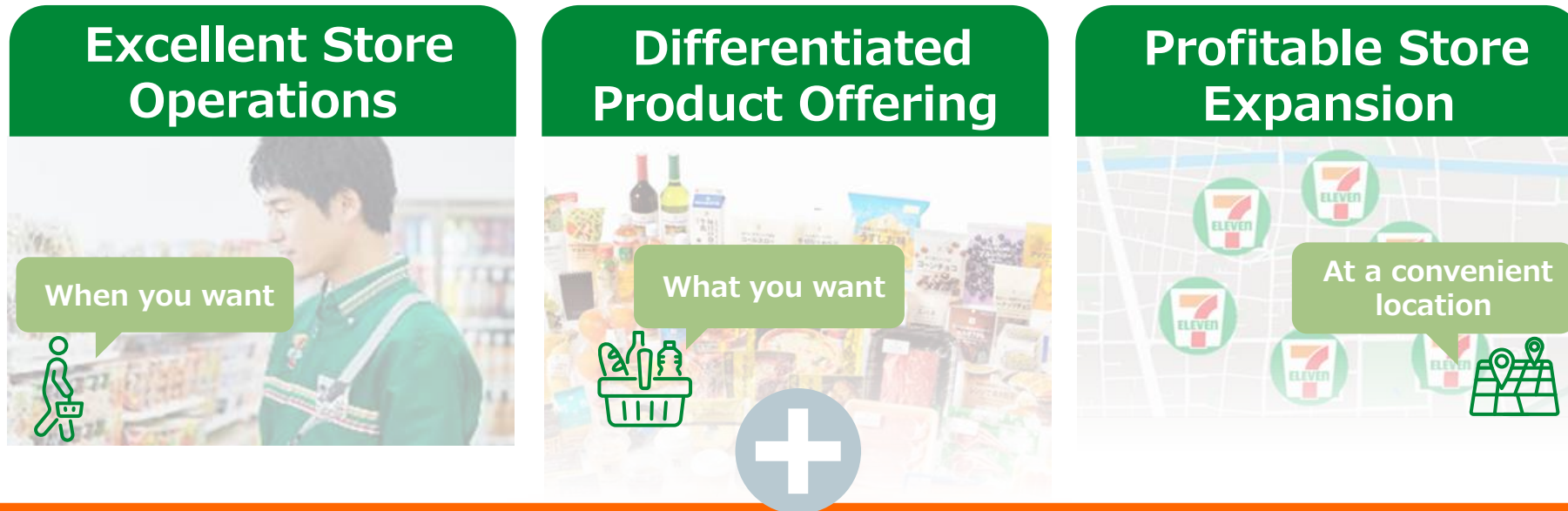


Develop Europe into the fourth pillar following Japan, North America, and Asia-Pacific, pursuing return-focused investment in the market



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

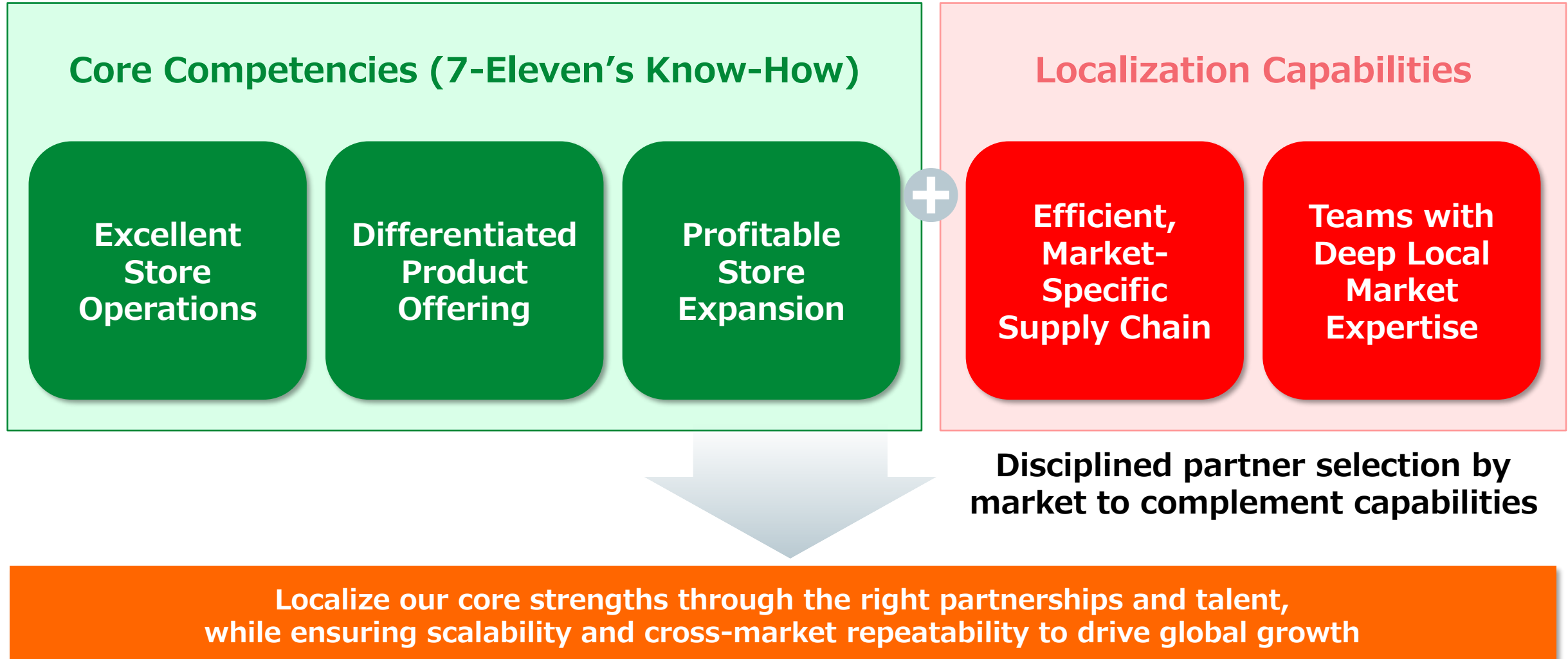


A new management structure led by a new management team

7-Eleven's Path to Success

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

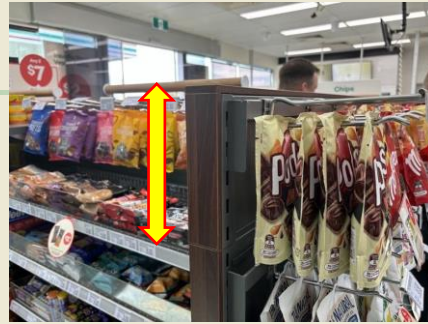
Key Success Factors



Expanding Product Assortment

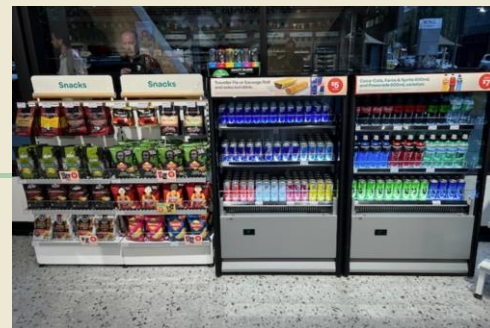
Modular shelving (1,600mm)

732 stores



Wing Shelves

600 stores



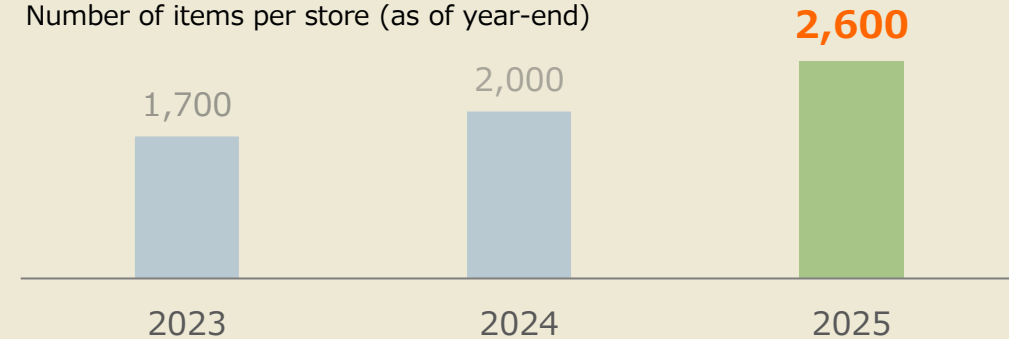
Impulse purchase sections

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

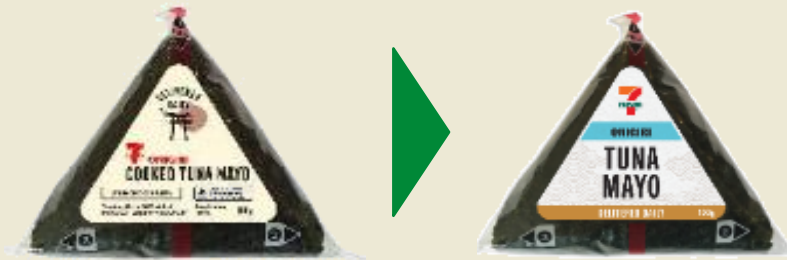
Average Merch. Daily Sales
(Excluding Tobacco, AUD)



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

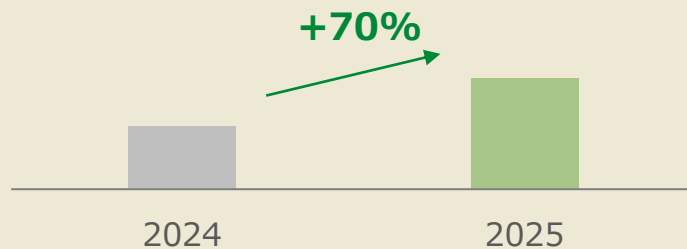
Expansion & Enhancement of Japan-Related Products

Redesigning Japan-Related Products



Rapid Growth of Japan-Related Products

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



Launch of Japan-featuring campaigns

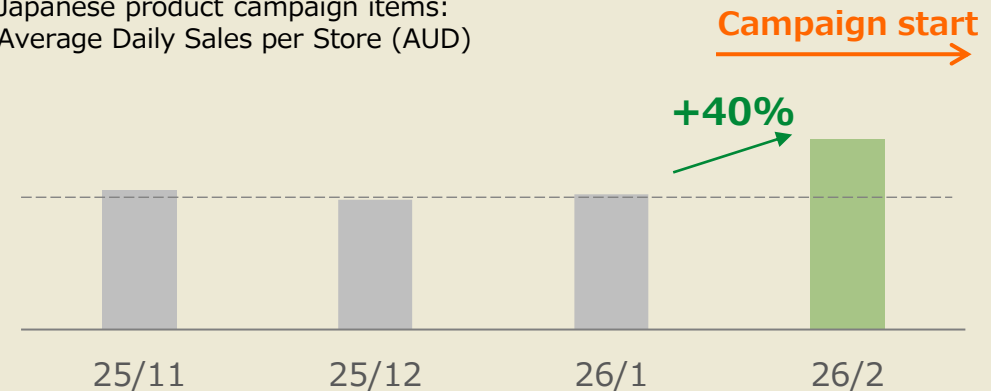
Launch of Japan-featuring Product campaign

- 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

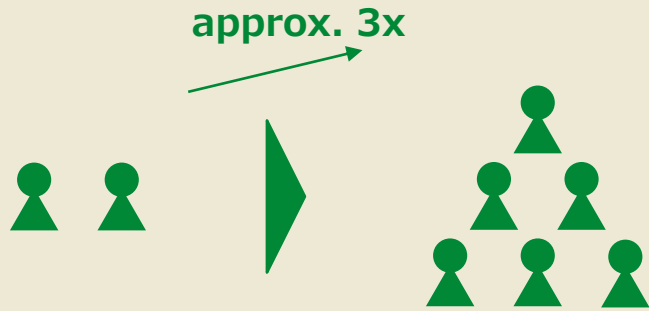
Japanese product campaign items: Average Daily Sales per Store (AUD)



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

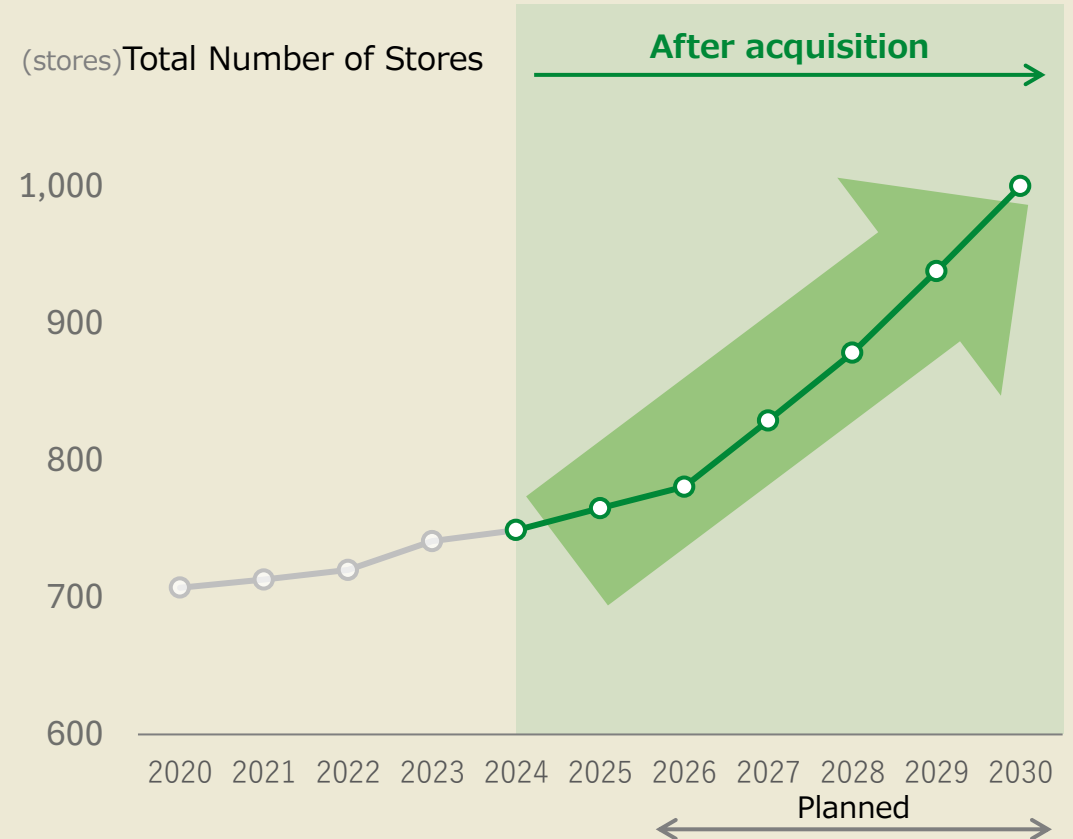


Process Review

- 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

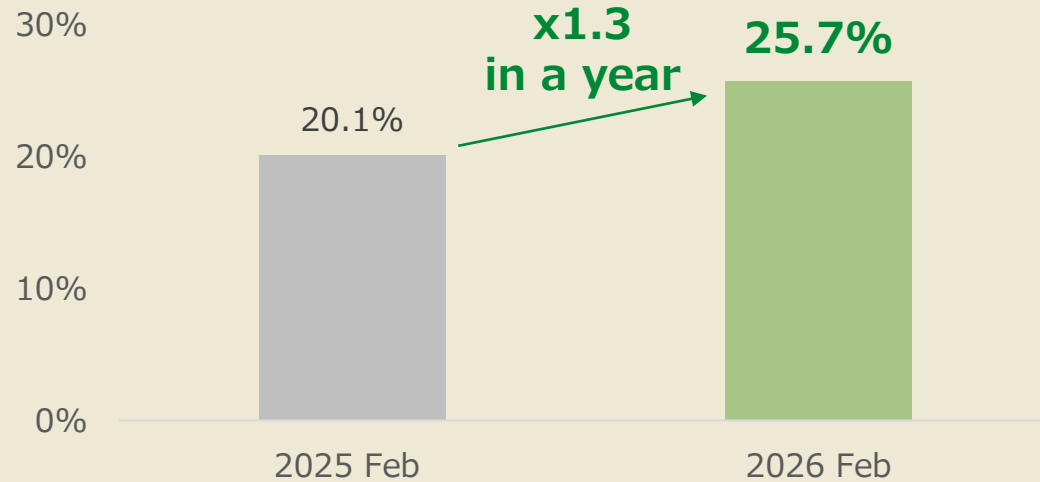


Leverage 7-Eleven know-how to accelerate store openings in optimal locations & store layout

Growth of Loyalty App

Loyalty App

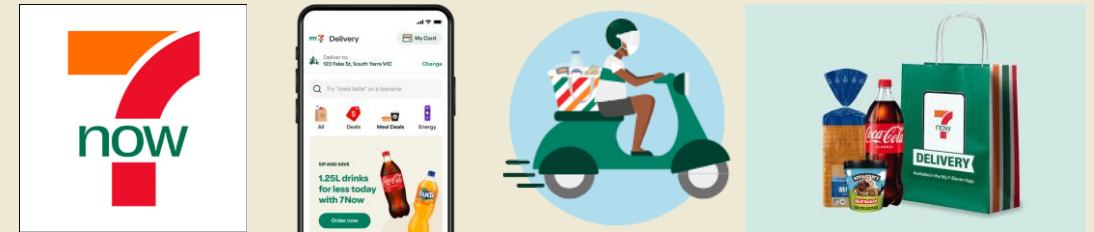
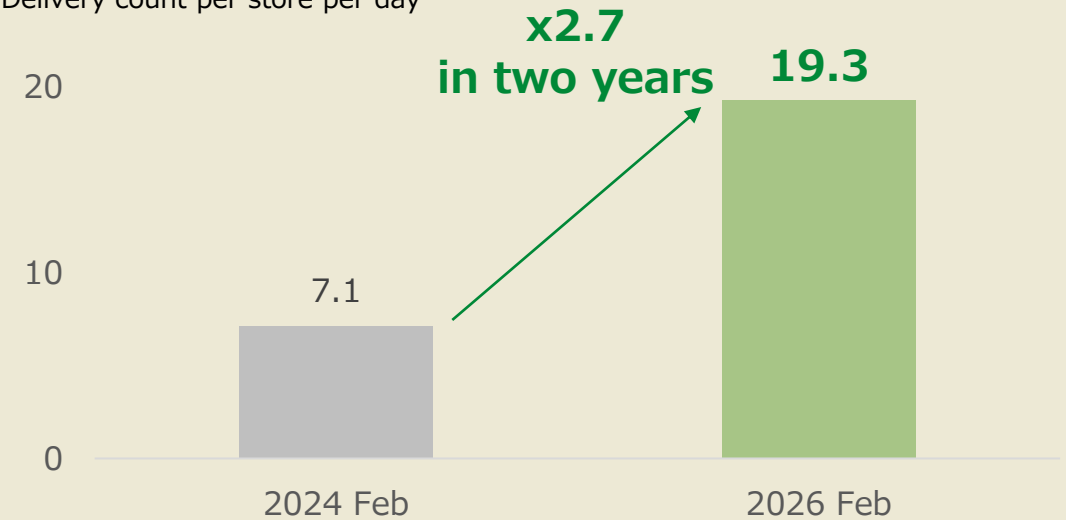
Loyalty App Scan Rate



Expansion of Delivery Revenue

Delivery (7NOW)

Delivery count per store per day

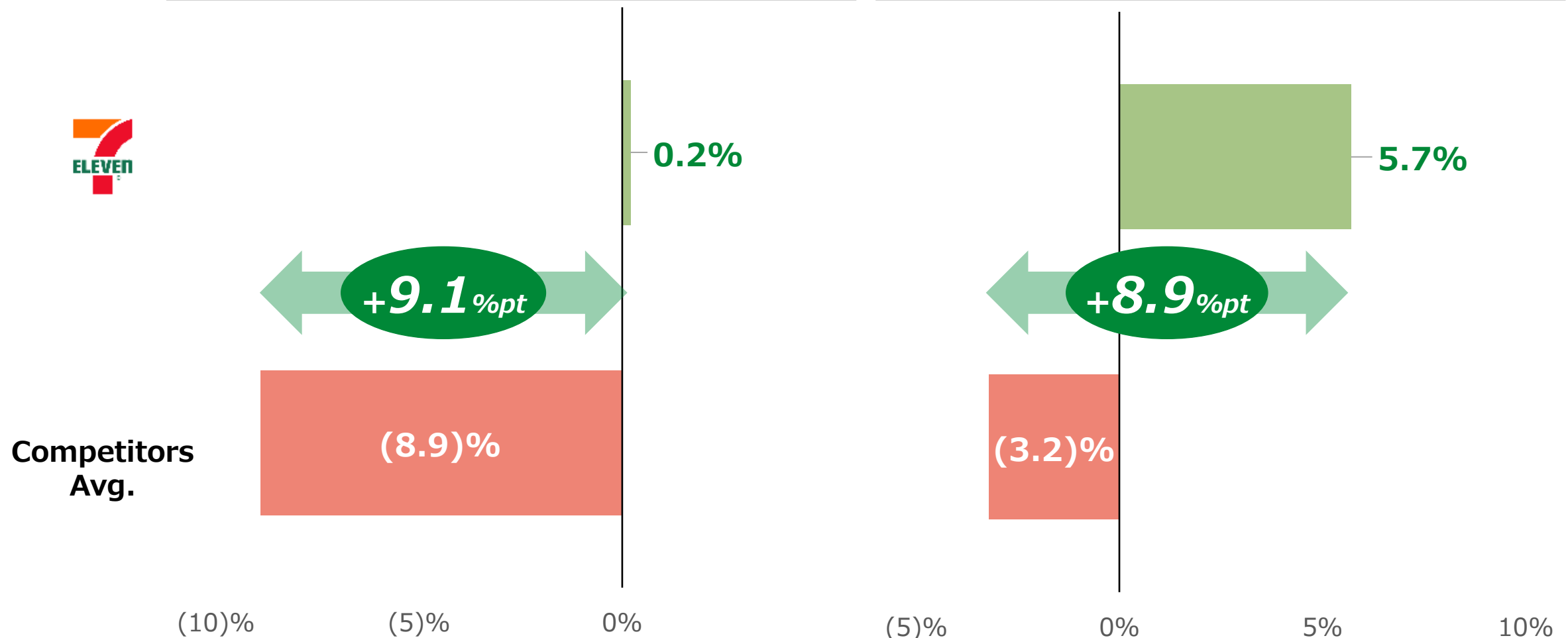


The loyalty app and delivery business (7NOW) are also growing steadily and delivering results

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

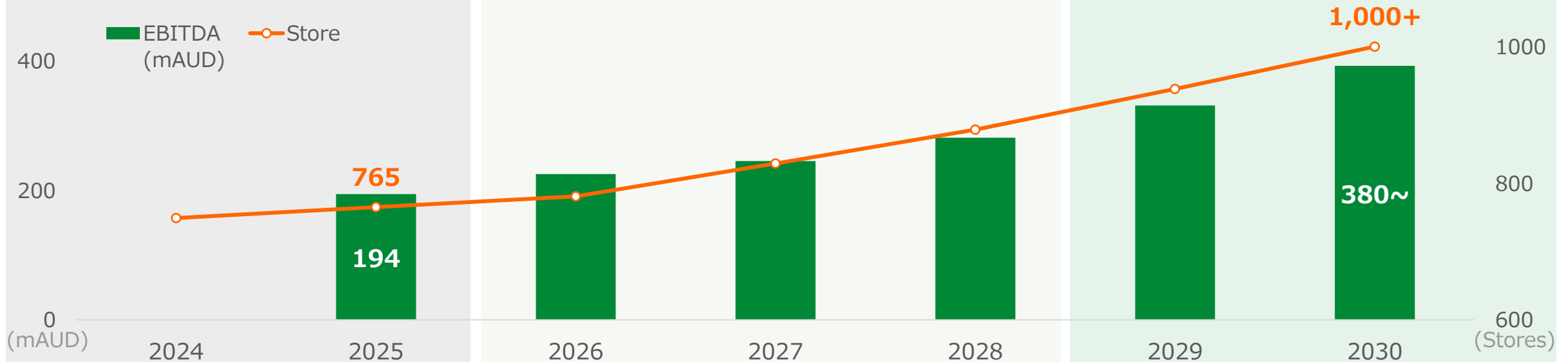
- **Operations:** Expand assortment SKUs by approx. 1.5x
- **Merchandising:** Increase the ratio of fresh foods
- **Store Development:** Review store development process

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.