



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)

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 <p>Establish a basis for effective management</p>	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 <p>Elevating customer experience Shift to digital Optimize value chain</p>	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 <p>Build foundation as growth engine Maximize existing opportunities</p>	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 <p>Reestablish SEJ as the leader in innovation</p>	2-G Enhance customer engagement
7IN <ul style="list-style-type: none"> Global talent Investment process 	7IN <p>Solidify and roll out the equity model</p>	<ul style="list-style-type: none"> Accelerate global talent acquisition /development Set rigorous investment criteria and mgmt. rules

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)



**7よにがあるかな、
セブン-イレブン。**

Note: This logo means “What’s in store at 7-Eleven?”
(TV commercial, merchandise strategy, and excitement
by new concept)

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.

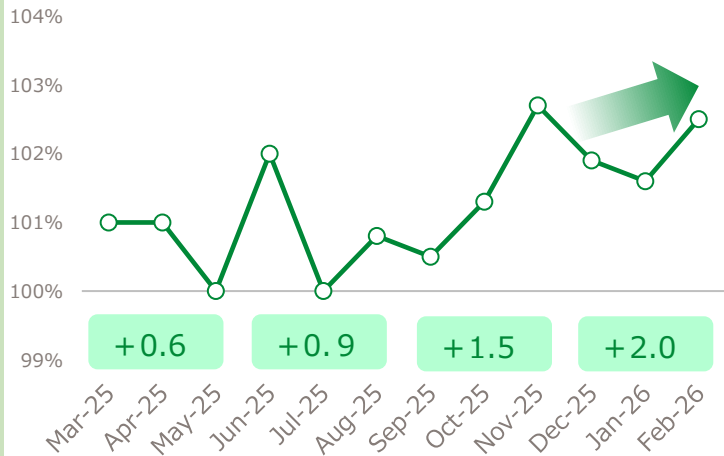


Newness and
great looks -
delivering new value

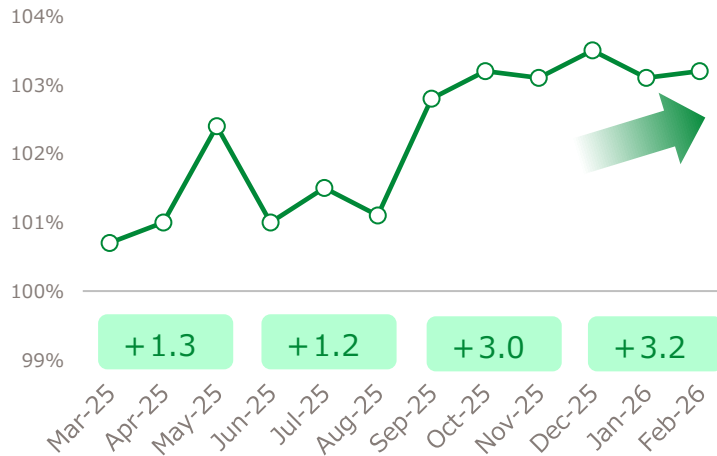
While APSD at same stores has exceeded JPY 700,000, customer traffic, franchisee income, and cost control remain issues

KPIs for results

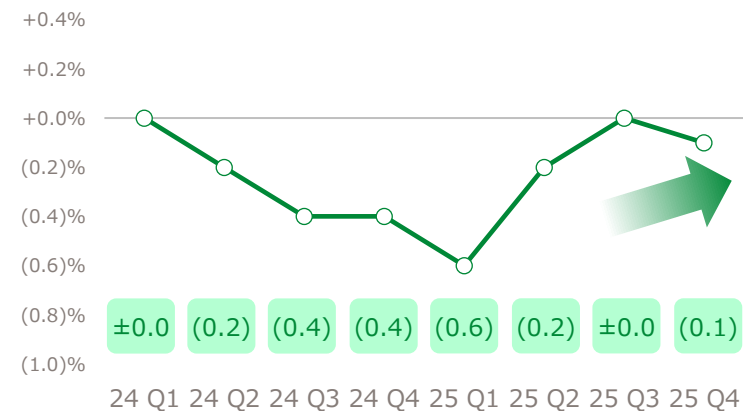
APSD YoY



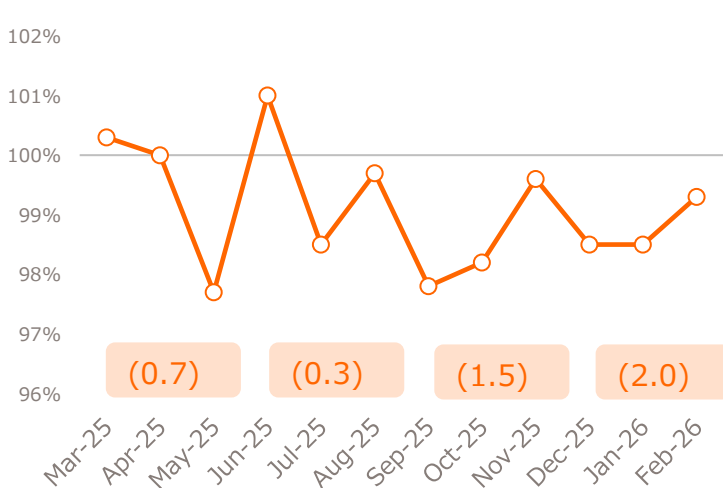
Average spending per customer YoY



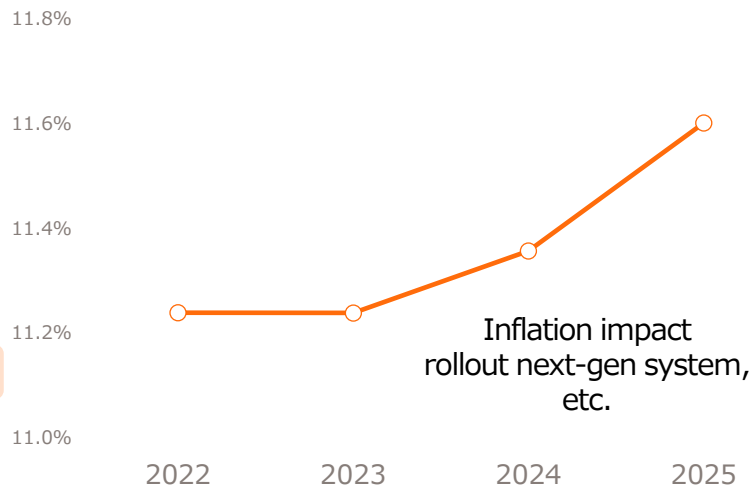
GP% YoY change



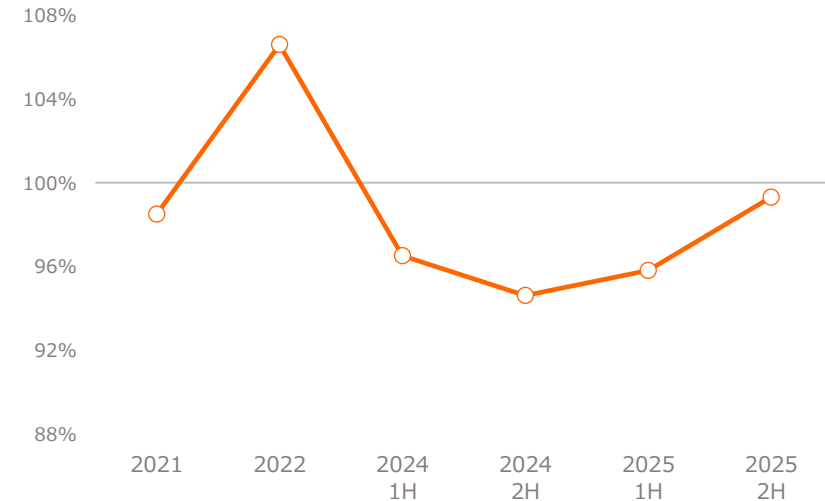
Customer traffic YoY



SG&A ratio



Franchisee income YoY



KPIs for issues

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)

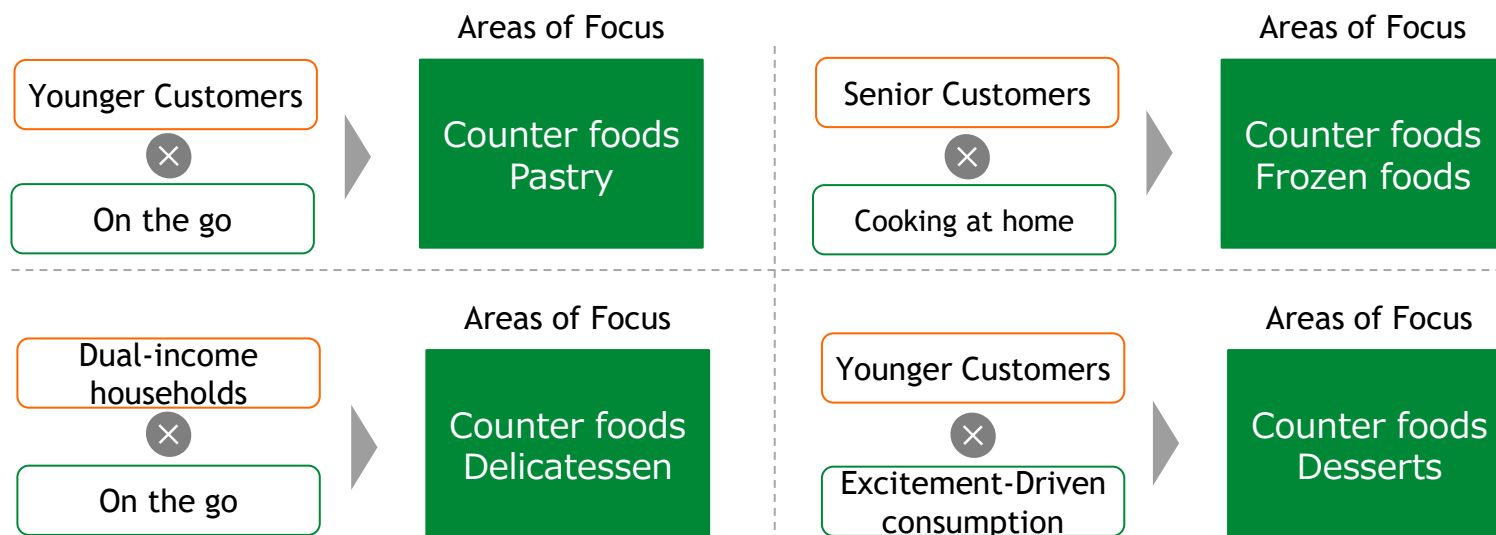
For Individual (Addressing diverse individual need)

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

7 NOW Mobile Ordering (Launched in Apr. 2026)

A strong fit for freshly prepared food at the counter



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



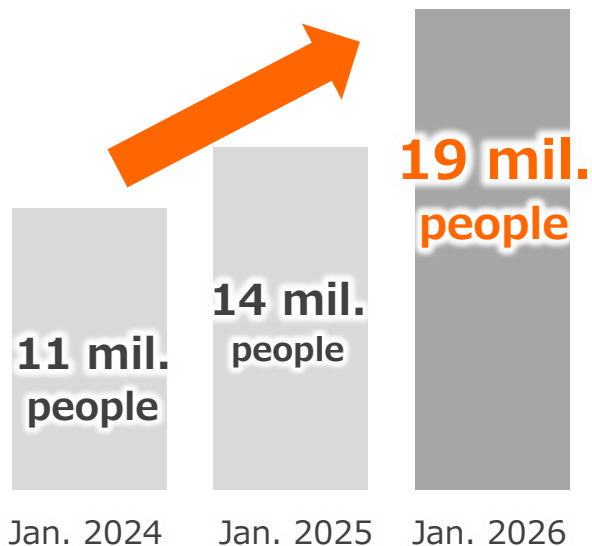
In-store finished soy sauce ramen
680.40 yen

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



Strengthen alliances with copyright owners

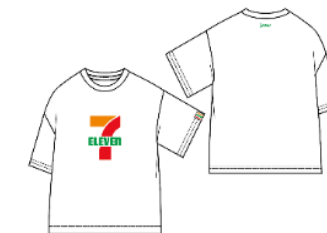
2. Unique Product Development / Recommendation

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

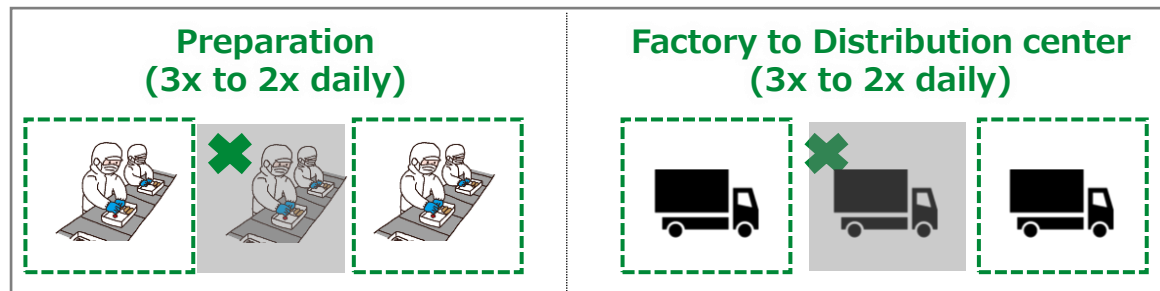
Transform SEJ to deliver both quality and value even in an inflationary environment

Issue

1. Delivering affordable price

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

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



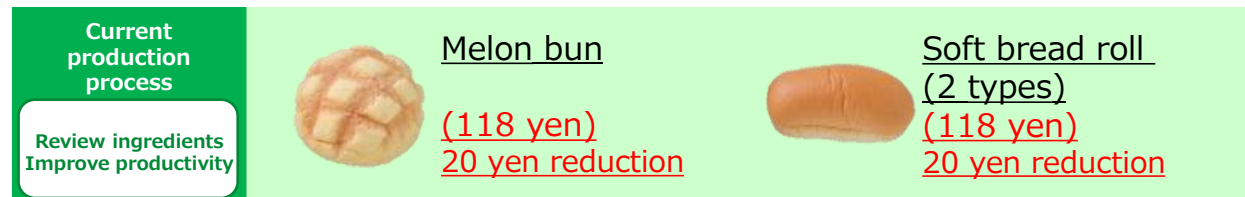
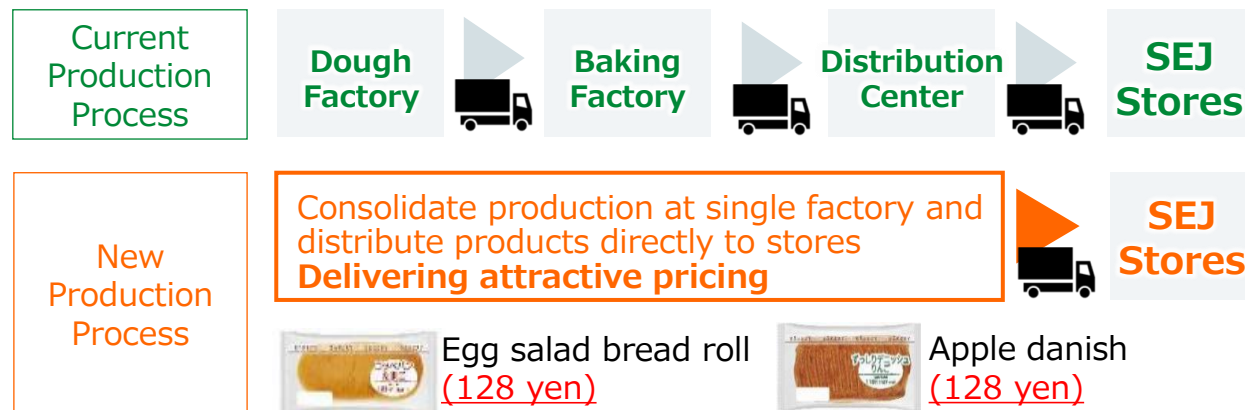
Expected Impact

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
+16.6 persons	+4.0%	+4.6%

*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



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 all capable stores to support Freshly Prepared Meals and the category strategy




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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