IR Day 2026 Autumn

Group Strategy

November 6, 2026

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Today’s agenda and presenters

Group Strategy	Financial Policy /Capital Allocation	SEI’s North American Transformation	Charting our Next Chapter of Growth in Japan	Update on 7-Eleven International
				
Stephen Dacus Representative Director, President & CEO Seven & i Holdings	**Tetsuya Takagi** Director & CFO Seven & i Holdings	**Mauricio Leyva** CEO 7-Eleven, Inc.	**Tomohiro Akutsu** President SEVEN-ELEVEN JAPAN	**Ken Wakabayashi** President & CEO 7-Eleven International

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Executing our strategic priorities to drive profitable growth

One Global 7-Eleven strategy unites our core strengths and instills operational focus

Focused transformation strategy in SEI and SEJ, with international expansion underway

Clear capital allocation framework that will drive strong shareholder returns and ensure continued business growth







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Global scale and unmatched capabilities

Core Differentiators

Network

An unmatched store network and scaled delivery platform (7NOW), providing 24/7 accessibility

Brand

World's #1 convenience brand with a 100-year heritage and unmatched daily customer loyalty

Franchise Model

World's largest convenience store franchise systems with owners' strong commitment

Merchandising

Leading product assortment, anchored by established favorites alongside new and innovative products



Economies of Scale/Center of Excellence (CoE)

>87,000
Stores

>60 million
Customer visits per day

#1
Industry Leading APSD Sales

One Purpose

Customer Obsession & Global Collaboration

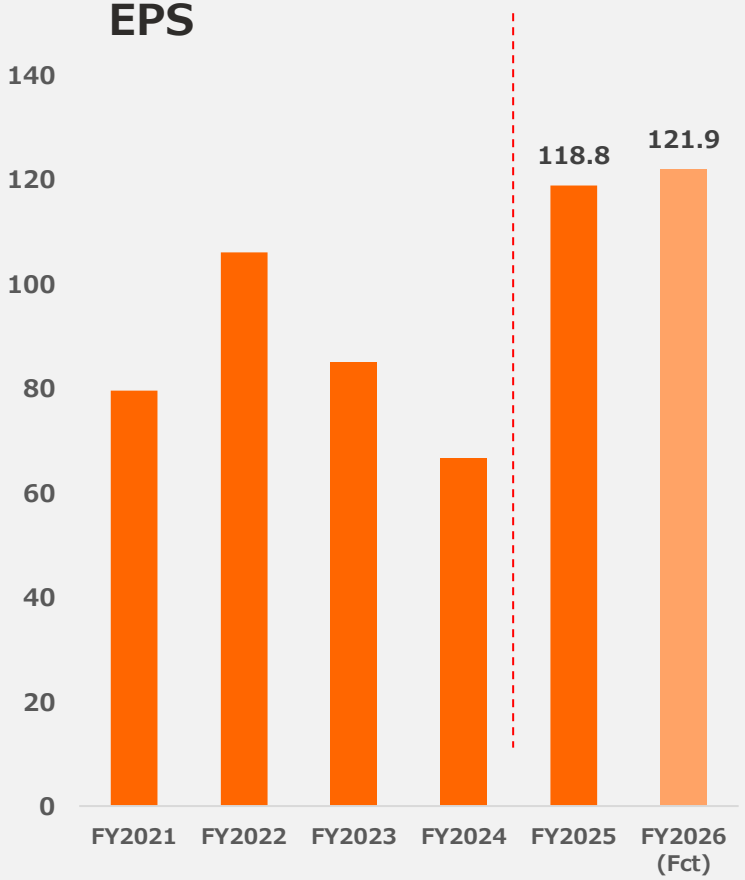
- Technology
- Operations & Merchandising
- Supply Chain
- Talent Management



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Compounding shareholder value creation

EPS

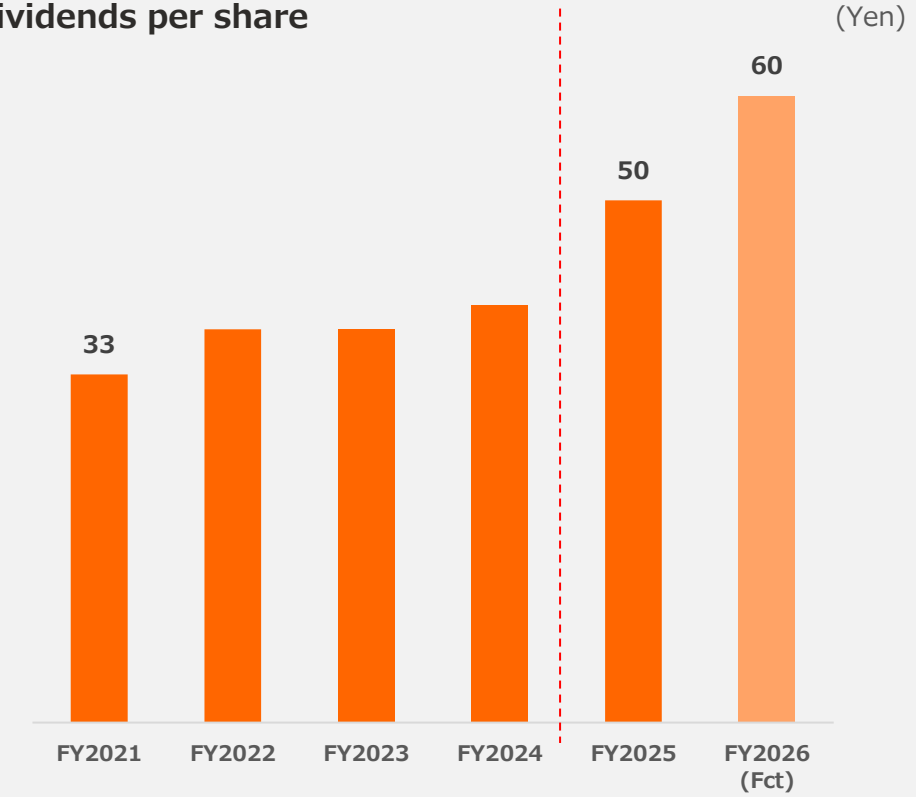


Share Buybacks

- Executed ¥100B in net share buybacks in 1H 2026
- Reached ¥700B in cumulative share buybacks
- ¥1.3T remaining toward our FY2030 target

Progressive Dividends

Dividends per share



- The Company conducted a 3-for-1 common share split on March 1, 2024
- Figures are calculated as if the share split had occurred at the beginning of FY2021

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Operationalizing our One Global 7-Eleven strategy

Unified Operating Model

Portfolio Focus

- Carved out non-core assets (incl. banking and superstore)
- Established Seven & i, pure-play global convenience company

Unified Leadership

- Key appointments at Global and OpCo level with a clear global mandate
- Realigned executive accountability across all operating regions

One Global Platform

- Eliminating regional silos, driving greater collaboration
- Leveraging our scale to compete more effectively (incl. procurement)
- Improving shared resourcing (incl. technology & data)

The result is now a more simplified corporate structure with 100% of capital and executive focus dedicated to 7-Eleven.

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Our Purpose

First choice, anytime, anywhere.

We aspire to be the first choice for people around the world
with quality and value anytime, anywhere, making everyday life more convenient.

Positioned to win in a changing world

Globally evolving macro trends

1

A premium on quality at a competitive price

Rising expectations for great-tasting, high-quality food.

Consumers are becoming more value-concioius.

2

Lifestyles and consumer needs are rapidly changing

Consumers weigh multiple factors in food choices, including health, convenience and nutrition.

3

Consumers expect personalized experiences

Consumers expect companies to deliver personalized interactions.

4

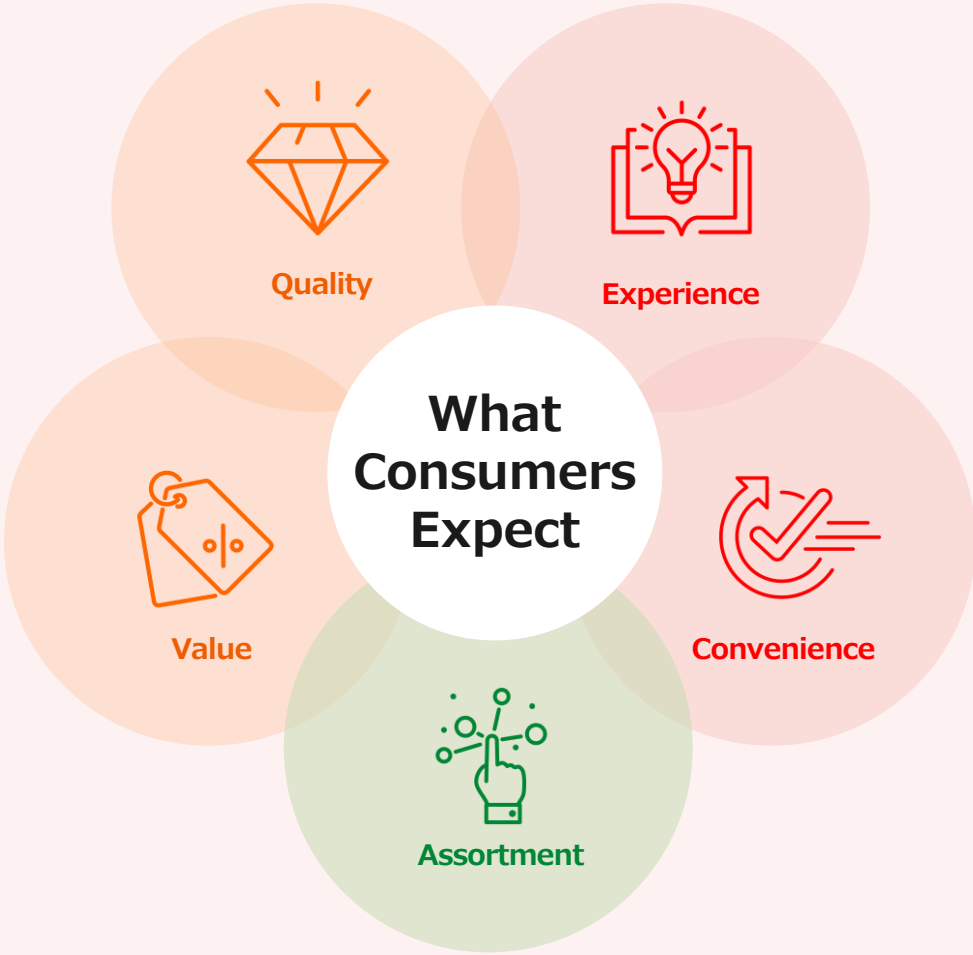
Digital experiences have become the standard

Rapid growth within 7NOW and royalty programs highlights the growing demand for rapid delivery and personalized digital experience.

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Core elements driving consumer decisions

Today's consumer has a lot to consider in their purchasing decisions:



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The basics to winning more consumer occasions



Quality



Value

Exceptional quality in every experience

Craveable food & beverage

Fresh, high-quality food and beverages worth seeking out

Value customers can count on

Delivering the right balance of product quality and affordability across everyday occasions

Consistent execution

Dependable experiences across every store and every visit



Assortment

Always a new reason to visit

What consumers need

The right range of products, from daily essentials and snacks to fresh and nourishing meals

Innovation / introduction

Trend forward products and flavors that keep consumers exploring

Exclusive offerings

Only at 7-Eleven products, brands and partnerships



Experience



Convenience

A core part of the daily routine

The right locations

A strong presence everywhere consumers need us

Loyalty, rewarded

Digital engagement promoting return visits and seamless personalization with every interaction

One seamless experience

Connected experiences enabled by 7NOW, our loyalty programs, and digital engagement

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Key actions to meet today’s consumer expectations

Transformation efforts underway across markets



Quality



Value

Exceptional quality in every experience

- Freshly made products that meet consumer needs (SEJ)
- QSRs create destinations beyond core merch / fuel (SEI)
- A revamped value chain for sustained product quality and value (ALL)



Assortment

Always a new reason to visit

- Product launches supported by coordinated promotion and operations (SEJ)
- IP collaborations that reshape customer perceptions (SEJ)
- Leveraging our global assortment (SEI, 7IN)
- Private brands that combine quality and value (ALL)



Experience



Convenience

A core part of the daily routine

- New customer experiences through partnerships (SEJ)
- Leveraging global network to scale successful products and offerings across markets (SEI, 7IN)
- Stronger loyalty programs and personalized marketing (ALL)
- Accelerating the growth of 7NOW to provide flexibility for how customers shop and consume (ALL)

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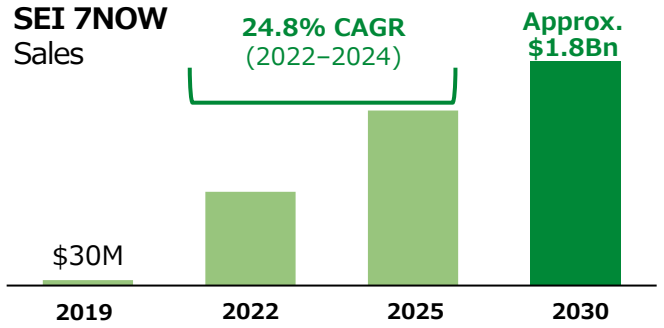
Digital capabilities at the heart of our growth strategy

Our digital assets and initiatives support greater customer affinity and present new opportunities for monetization

7NOW

Scaling our delivery platform to redefine the convenience for global consumers

SEI 7NOW
Sales



Deployment in stores





Loyalty Programs

Building customer affinity and making 7-Eleven a core part of the daily routine

SEI

Driving loyalty, traffic, and sales through differentiated programs

Fuel with REWARDS®

Drive fuel frequency and in-store traffic

7-ELEVEN GOLD PASS

Drive stickiness and repeat purchases through subscription program

SEJ **Customer ID integration & store loyalty program**

Promotions at an unprecedented scale

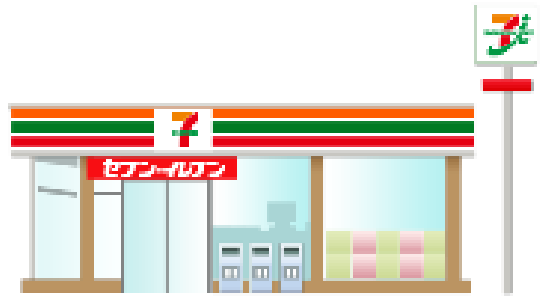
AI

Personalized customer experiences via proprietary platform

SoftBank Group Partnership

Securing data of unprecedented volume and quality through a partnership of unprecedented scale to enhance personalized marketing

Realizing next-generation in-store services



AI

Empowering franchisees through AI & DX store operations

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Harnessing digital innovation to drive greater efficiency

Across our markets, we continue to invest in digital capabilities that will drive operational efficiencies and define the next generation of convenience for our customers.



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One Global 7-Eleven

Global Centers of Excellence Strategy

United global leadership • Simpler processes • Faster decisions

One Purpose

Customer Obsession & Global Collaboration

Technology

Implement consistent technology platforms and capabilities.

Build Group-wide Agentic AI capabilities and accelerate adoption.

Accelerate AI and robotics adoption through various technology partnerships.

Operations & Merchandising

Shere expertise and best practices to enhance quality, value, and productivity.

Supply Chain

Leverage Group purchasing scale to reduce costs and improve terms.

Talent Management

Lead talent development, recruitment, and succession planning across the Group.

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Why invest in 7-Eleven







>87,000
stores worldwide

60M+
customers daily

#1
Industry Leading APSD Sales

Unmatched global scale. Iconic brands. Pure-play convenience with runway for growth.

High-quality merchandise assortment, led by iconic and exclusive F&B products

An evolving assortment, incl products available only at 7-Eleven, that attracts customers and provides a reason to come back

Renewed focus on executing store fundamentals

Ongoing transformation of the in-store experience to drive category-leading APSD traffic and sales growth

Exceptional digital assets and capabilities

A profitable approx. $1bn delivery platform, scaled loyalty program, and our SoftBank partnership to redefine marketing & digital experience

Clear path to stronger profitability and shareholder value

Focused global CVS strategy to drive high-teens EPS growth and above-market TSR

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IR Day 2026 Autumn

Financials & Capital Allocation

November 6, 2026

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Positioned to win in a changing world

Globally evolving macro trends

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A premium on quality at a competitive price

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Lifestyles and consumer needs are rapidly changing

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Consumers expect personalized experiences

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Digital experiences have become the standard

+

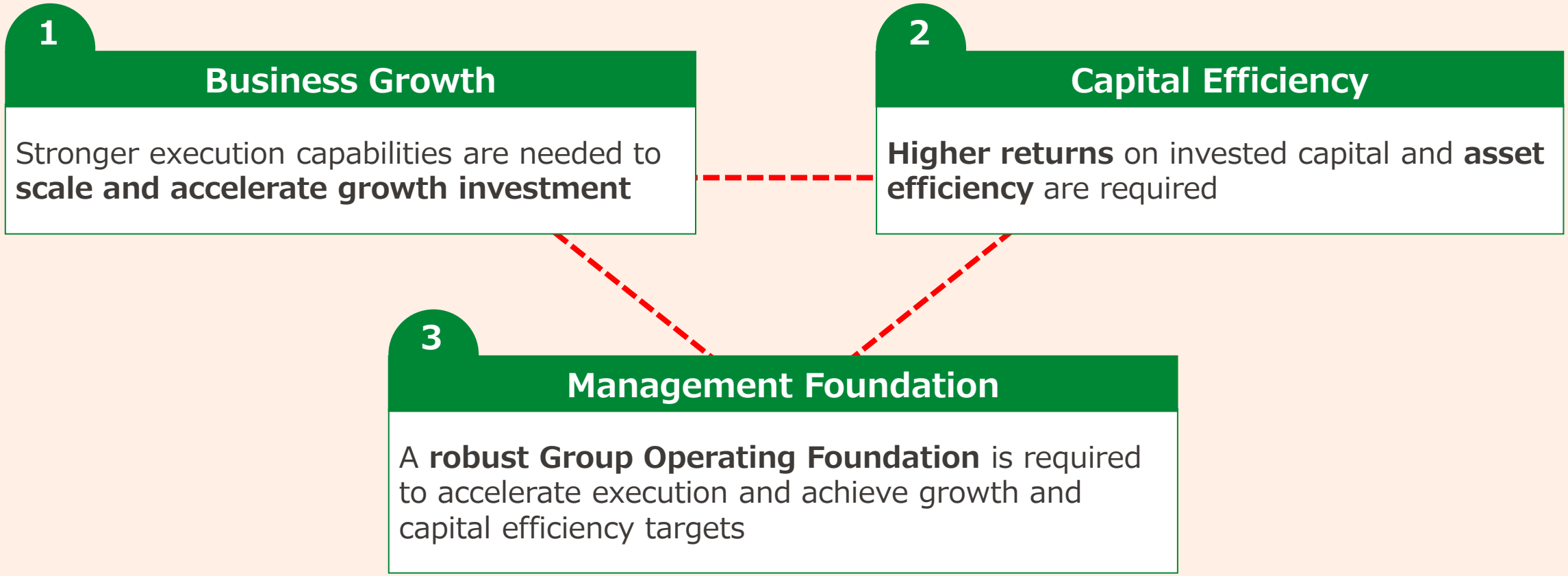
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Capital Market Expectations

- **Management focused on the cost of capital and share price**
- **Greater focus on resource allocation and growth scenarios**
- **Even more proactive engagement with investors**

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Finance Priorities



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Financial Strategy Principles

Financial Strategy Principles

Maximizing Corporate and Shareholder Value on a Sustainable, Long-Term Basis

- Drive a virtuous cycle of growth investment and enhanced capital efficiency through disciplined capital allocation
- Enhance shareholder value (market cap. and TSR) through stronger operating cash flow generation and cost of capital optimization

Financial soundness: Continue to maintain an international A credit rating as a general rule as before

- For highly strategic, large-scale investments that could significantly accelerate growth, management may consider a temporary rating downgrade and the use of additional financial leverage



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Capital Allocation Policy

Growth/ Strategic Investment*

- **Prioritize Growth and Strategic Investments** to enhance corporate value
- Prioritize investments delivering **high-growth × high-return over mid-long term**, based on rigorous investment discipline

Existing Business

- ✓ Build a sustainably high-return business through **optimized portfolio and resource allocation**

Strategic

- ✓ **Proactively pursue large-scale investments with strategic rationale**
- ✓ Based on expected returns, management may accept a temporary downgrade and additional leverage

Debt Repayment

- Leverage debt to support growth and strategic investments while maintaining an international A credit rating
- Diversify funding sources to enhance financial flexibility while maintaining soundness

Capital Returns

- Ensure sustainable and stable dividend through progressive and DOE-based framework
- Maintain the plan for ¥2 trillion in cumulative share buybacks from FY25 through FY30

* Growth investment: Investment in maintaining and growing existing businesses, including maintenance and replacement
Strategic investment: Investment in M&A-driven inorganic growth and new businesses

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Capital Allocation Priorities

Capital Available for Allocation

1 Growth / Strategic Investments

Existing Business Growth Investment (Priority Allocation)

- Allocate capital to high-return opportunities that enhance customer perception and long-term corporate value

Strategic Investment

- Pursue M&A and new business investments with agility under rigorous investment discipline

Adjust based on investment opportunity and financial capacity

Debt Repayment / Financing

- Repay debt with surplus capital
- Consider additional financing based on the rationale and returns of strategic investments

2 Capital Returns

Capital Returns

- Maintain the current policy and deliver approx. ¥2.8 trillion from FY2025 through FY2030

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Capital Allocation Update

	Aug. 2025 Plan [Transformation of 7-Eleven] (FY2025-2030)		Updated Plan (FY2025-2030)	
Growth / Strategic Investment*	Existing Business	~¥3.2trillion	¥3.5~4.0+trillion	*Strengthening*
	Strategic	N.A.		
Debt Repayment	~¥1.4trillion If no significant strategic investment opportunities, including M&A, are available Debt/EBITDA : FY2030:~0.6(x)		¥0.2~(0.3)+trillion **Maintain leverage consistent with an international A credit rating** Debt/EBITDA : FY2030:1.7~2.1+(x)	*Adjustment*
Capital Returns	~¥2.8trillion Including ¥2.0 trillion buyback Progressive dividends		~¥2.8trillion Including ¥2.0 trillion buyback Progressive dividends **guided by a 4.0~4.5% DOE**	*Maintaining*

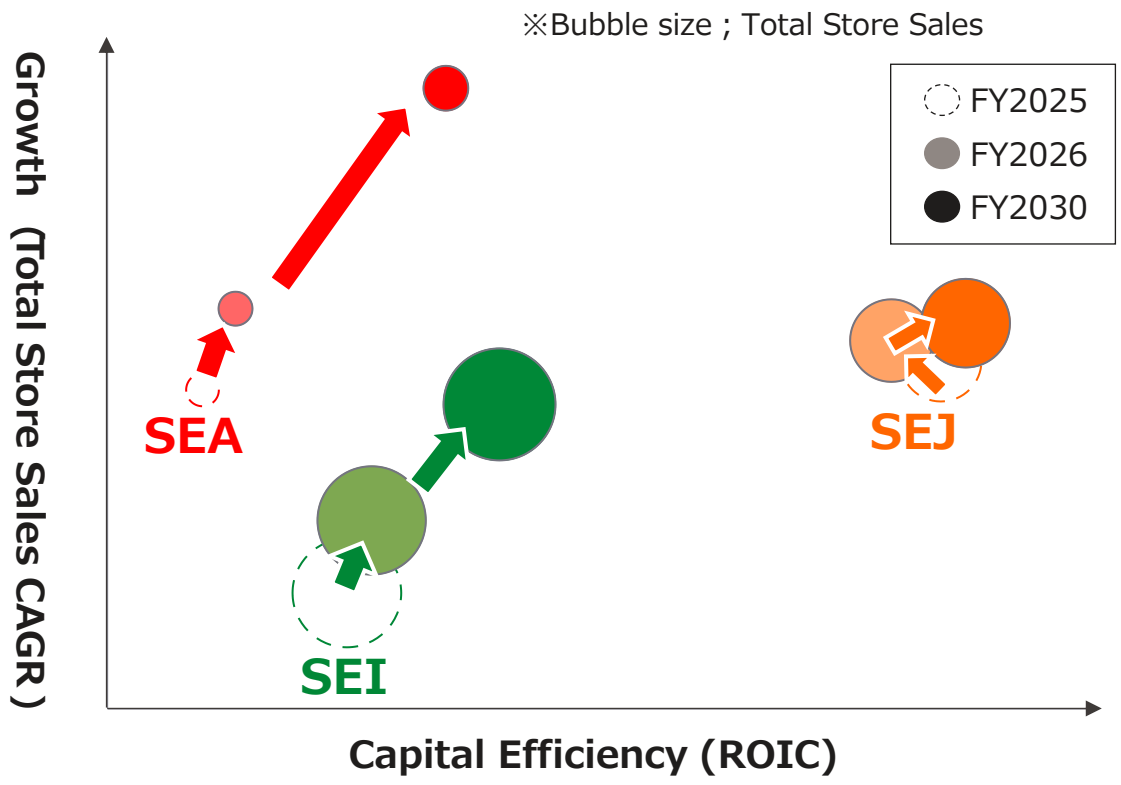
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Portfolio Roles by OpCo

Invest in key initiatives aligned with each OpCo's strategic direction and portfolio role

Growth/Capital Efficiency Direction (Illustrative)



Portfolio Role

SEJ

Enhance **cash generation** while maintaining **high capital efficiency**

SEI

Drive **transformation and long-term growth**

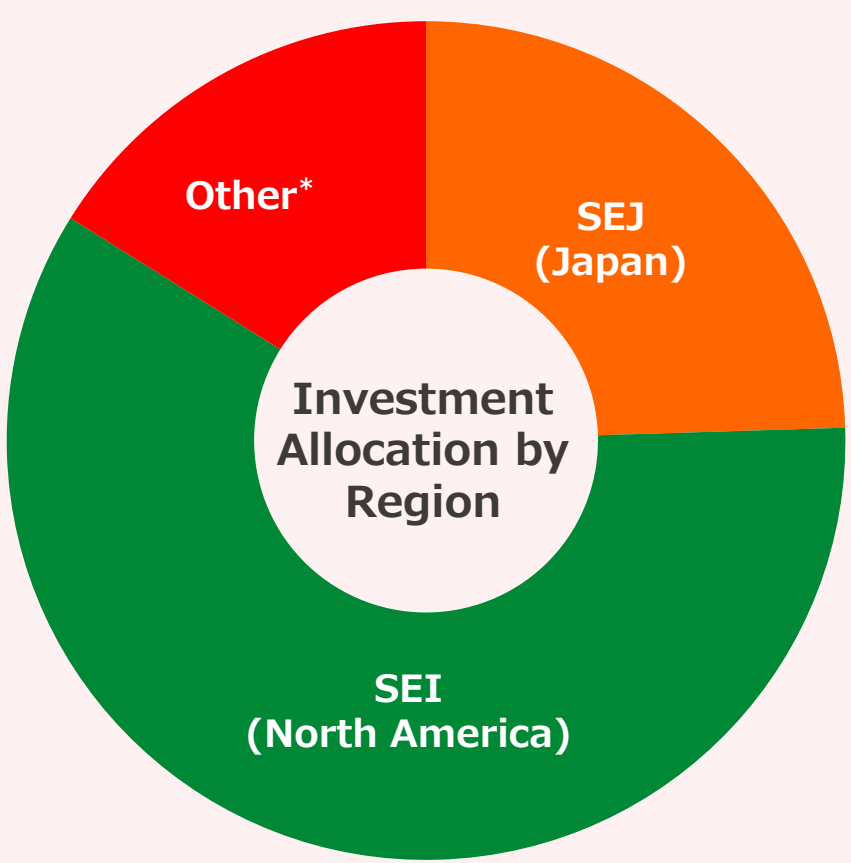
SEA

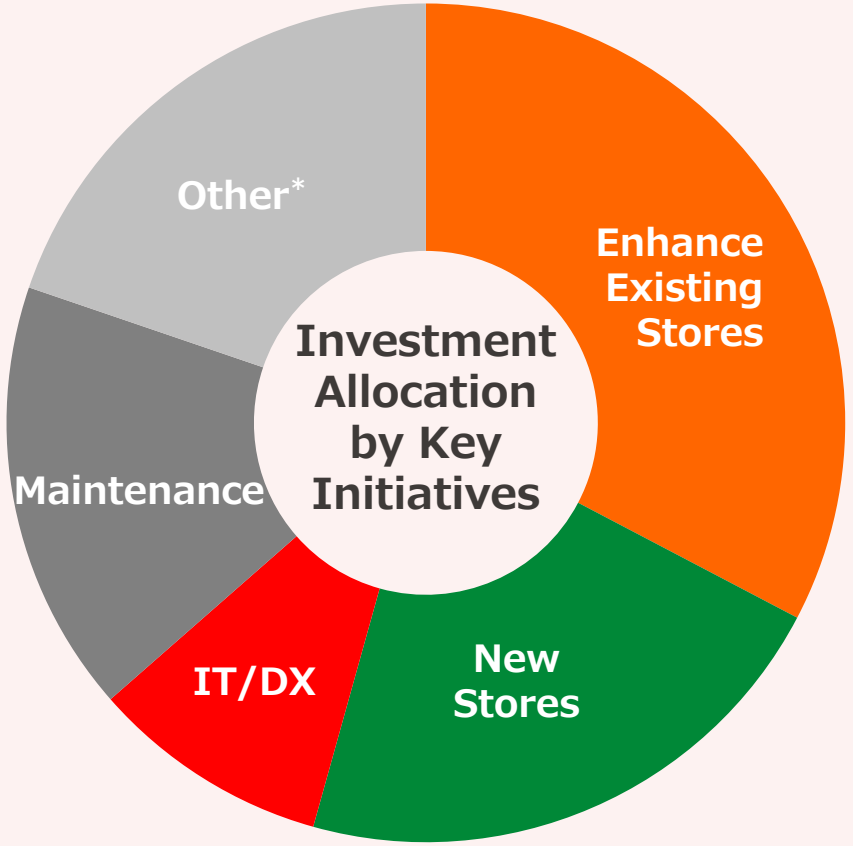
Scale growth and establish the **non-fuel store model**

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Investment Plan Overview

Growth / Strategic Investment ¥3.5~4.0+trillion
(Cum. FY2025-2030)





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* Includes strategic investments such as cross-regional investments and M&A

Investments by Key Investment Areas

Differentiator	8 Key Investment Areas	Investments	
Quality	Merchandising Excellence	SEJ	**Live Meal Promotion**
			Category Strategy Review/Implementation
		SEI	Leading Product Assortment
Assortment	Entire Supply Chain Modernization	SEJ/SEI/SEA	VC/SC Transformation
	Personalization: Customer Data & AI	CoE	Business Model Reform with AI/DX
Experience	Digital & Loyalty Platform	SEJ	App/Point Strategy Enhancement / 7NOW
		SEI	**Modern Store Network**
			Best Customer Experience / 7NOW
	The core store fundamentals	SEJ/SEI/SEA	Business Model Reform
Value	Store Ops Productivity: Technology	CoE	Store Simplification / Global R&D
	New Revenue Stream (retail media)	SEJ/SEA	Retail Media Launch/Expansion
Convenience	Further Store Expansion	SEJ/SEI/SEA	New Store Expansion (Incl. new store FMT)

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Executing our strategic priorities

Clear capital allocation framework that will drive strong shareholder returns and ensure continued business growth

Financial strategy principles to drive long-term sustainable growth in corporate and shareholder value

A capital allocation policy that drives a virtuous cycle of growth investment and enhanced capital efficiency

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Continuous EPS Growth / Value Creation*

Continuous EPS Growth and Shareholder Value Creation through Steady Business Growth and Continuous Improvement on Asset Efficiency

Operating Margin Expansion

¥2.0Tn buyback by FY2030

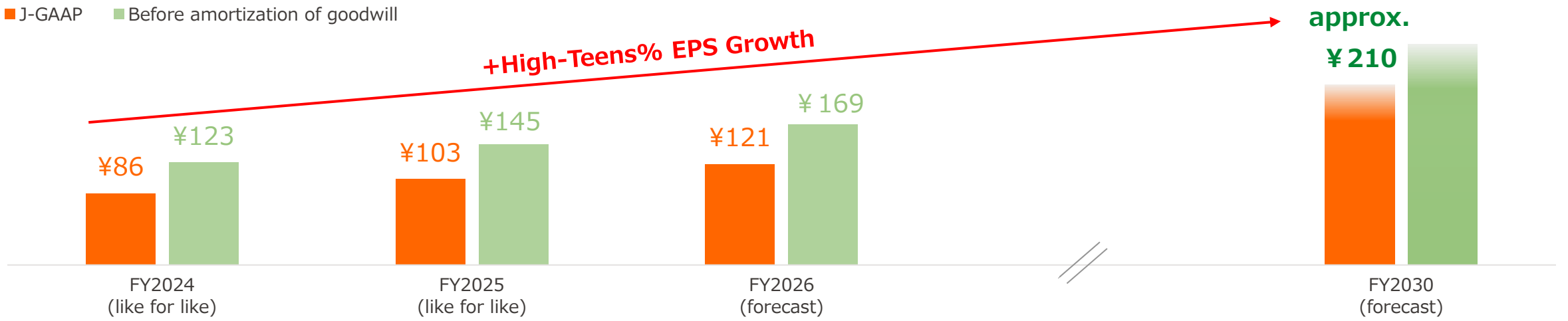
Progressive Dividend Policy

+LSD%
Revenue Growth

+MSD%
Adjusted EBITDA Growth

+High-Teens%
EPS Growth

+Above EPS Growth%
Total Shareholder Return



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7-Eleven, Inc.

November 6, 2026

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SEI North Star 2030

Our North Star objective: **Deliver an Elevated Customer Experience**

Customer

- World-Class Store Network
- Clean & friendly Stores
- Food and Beverage Leadership

Store

- Best in Class Store Experience
- Simplified Store Operations
- Digital and Delivery

Enterprise

- World-Class Talent
- Operational Excellence
- Continuous Innovation

Designed to meet the needs of the modern consumer:

Quality / Value	Assortment	Experience / Convenience
Exceptional quality in every experience	Always a new reason to visit	A core part of the daily routine

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Executing against our plan

Great strategies create potential.
Disciplined execution creates results.

Store Operations

People | Process | Tools

Merchandising

Food | Beverage | Private Brand

Execution Excellence

Consistent Execution

Customer-Relevant Assortment

Invest

Winning Customer Experience

Traffic • Basket • Brand Loyalty

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Our store network investment approach

SEI North Star Objective	Deliver an Elevated Customer Experience
Strategy	Optimize and Modernize the Store Network to Drive Sustainable Growth and Shareholder Value

Pillars	Foundational Upgrades	Store Modernization	Network Optimization
	Raise store standards across the network	Unlock the full potential of store capabilities	Expand high-return growth opportunities

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Foundational Upgrades – Elevating the Core Store Experience

UPGRADE

Raising store standards across the network to enhance customer experience and drive long-term performance.

- Enhanced store appearance and customer environments
- Replacement of aging equipment and infrastructure
- Upgrading core building systems and utilities
- More reliable operations, enabling better customer experiences

Raise Standards Across the Network

Customer & Operational Outcomes
Clean • Safe • Reliable





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Store Modernization – Modernizing Stores for Greater Returns

MODERNIZE

Leveraging each store investment to deliver multiple benefits and maximize returns.

- Tiered investment approach based on store opportunity
- Consistent customer standards across all stores
- Scaled modernization aligned to location potential
- Disciplined capital allocation to maximize returns

Tailor Investments to Store Opportunity

Customer & Business Impact
Relevant • Engaging • Productive





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Store Modernization
– Every store set to deliver the customer value proposition

GOLD
Full transformation



- ✓ Priority stores with the strongest opportunity
- ✓ Broad customer-facing upgrades across exterior, interior, layout, fixtures, and experience
- ✓ Elevates the store toward the new-store standard

SILVER
Scaled core investment



- ✓ Meaningful customer improvements with disciplined capital
- ✓ Targeted upgrades and refreshed appearance
- ✓ Replace selectively based on condition or opportunity

BRONZE
Essential, condition-led investment



- ✓ Clean, bright, safe, inviting baseline
- ✓ Repair and refresh based on condition
- ✓ Essential customer-facing improvements

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Network Optimization – A Stronger, More Productive Network

OPTIMIZE

Expanding New Standard Stores and accelerating franchise conversion to build a stronger, more productive network.

- On track toward our North Star goal of 1,300 new organic stores by 2030
- Strong cross-functional execution is enabling seamless franchisee transitions

Franchise Conversion Drives Higher Sales and Margins

Merch sales:
Low to mid single-digit growth

Merch margin:
Strong margin expansion

OSG&A Savings:
SG&A efficiencies

2025-2030 Franchise Conversions: +2,600

- Plan to convert **500 stores** to franchise in 2027 on our path toward completing 2,600 conversions by 2030
- Quality more important than conversion count
- Building applicant pipeline and execution plan





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Leading Product Assortment & Convenience
Creating More Reasons to Choose 7-Eleven

Expanding customer value through food leadership, digital convenience, and loyalty.

Private Brands
- Drive Core Continuous Improvement
- Advance Innovation
- Become Preferred Product Solution



Fresh Food
- Invest in Quality & Innovation
- Improve Food Perception
- Optimize Value Chain



Restaurants
- Broaden Menu Appeal
- Grow 7NOW restaurant delivery and catering
- Boost Operations With an Optimized Value Chain

LAREDO TACO COMPANY

Speedy Café





RAISE THE ROOST CHICKEN & BISCUITS

7NOW/Digital
- Accelerate 7NOW delivery growth
- Grow GOLD PASS membership
- Expand loyalty with digital offerings across app, fuel and in-store

7NOW

7-ELEVEN GOLD PASS





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Our Path Forward

Key Enabler

Modern Store Network Investments

- Foundational Upgrades
- Store Modernization
- Network Optimization

Immediate Priority

Execution

- Store Operations
- Merchandising

Enhancing the Customer Experience





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Operational KPIs toward 2030

	Key 2030 Goals
Strengthen the fundamentals	
Modern Store Network	Add **1,300 New stores** Store Modernization **3,500+ stores** Foundational Upgrades made **across store-base**
Scale the future	
Leading Product Assortment	**Incremental $1B** in Fresh Food Sales Add **1,100 restaurants** Double PB Sales **to Approx. $2.6B**
Best Customer Experience	**Approx. $1.8B 7NOW sales**
Fuel Vertical Integration	**Approx. $400mn EBITDA uplift**
Cost Leadership	**Slower increase than GP growth**
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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IR Day 2026 Autumn

SEVEN-ELEVEN JAPAN

November 6, 2026

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Changes in the Social Environment

Before

From the period of rapid economic growth to bubble economy

Time Utility

“I’m glad it was open”

Convenience **Quality**

From 2000s: declining birthrate, aging population, and women entering the workforce

Meal Solutions

“Close by and Convenient”

Assortment **Quality**

Present and Future

Shrinking population, declining birthrate, and aging population



Decrease in working hours

Annual working hours (per capita)

2000 → 2024 **(13)%**



Demand for value delivery that goes beyond “I’m glad it was open” and “Close by and Convenient”

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Growth Opportunities Aligned with Changing Consumer Needs

Changes in Consumer Behavior

The rise of "Me-Time"

Increased leisure time

Increased purchasing power

Rise in real wages

Culture & entertainment

Dining out

Food

Changing consumer needs and growth categories

New experiential value

Freshly made products



Baked in-store
Crispy and juicy croissant



Brewed in-store
SEVEN CAFÉ Tea

IP/Entertainment



7-Eleven variety goods

Splatoon

Chiikawa

IP contents collaboration goods

Balance between quality and value

Pastries



Revised manufacturing cost
excl. tax 138 yen → 118 yen

Broccoli, Chicken & Egg



Optimizing procurement and processing techniques
excl. tax 357 yen

Capturing changes in consumer needs, creating "New experiential value" and "Balance between quality and value"

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Product Strategy Direction and Five Pillars

Quality / Value	Assortment	Experience / Convenience
Exceptional quality in every experience	Always a new reason to visit	A core part of the daily routine

Driving both “New experiential value” and “Balance between quality and value”

1. New experiential value

Freshly prepared meals
Freshly prepared foods
Mobile Ordering
Delivery

Experience
Value

sweets
Me-Time

Quality
Assortment

IP/Entertainment
“Fandom-driven” demand
Excitement

Experience

2. Balance between quality and value

Home meals
Enhancing product refinement, and align pricing with value

Quality
Convenience

On-the-Go meals
Leveraging raw material sourcing capabilities aiming for deliciousness and value

Quality
Value

App & Points strategy linking the Five Pillars to customers

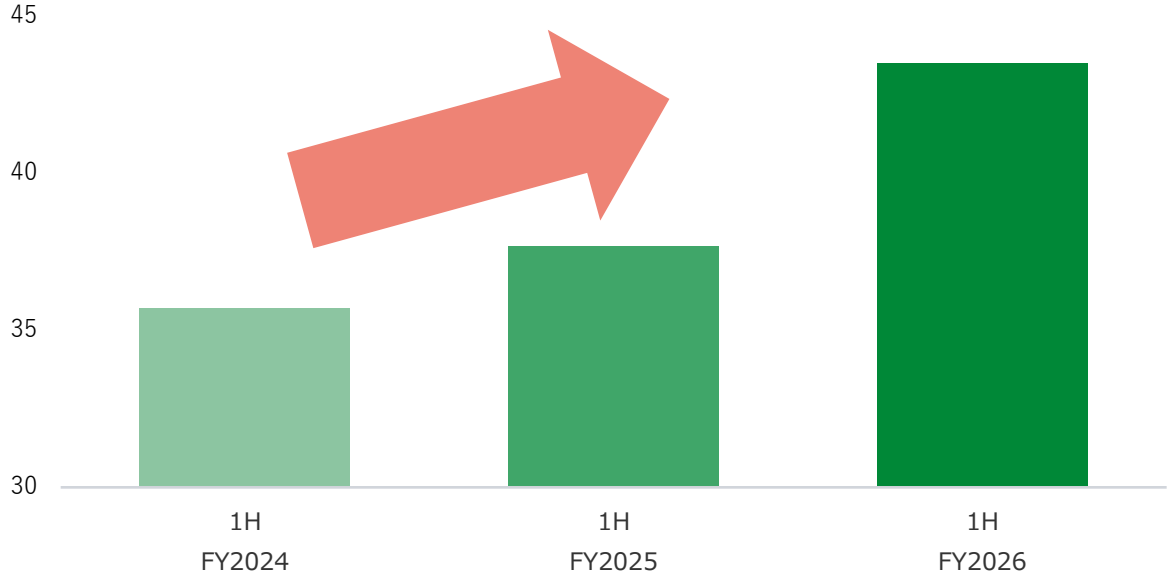
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New experiential value

Freshly-prepared meals

Experience **Value**

Expand freshly-prepared meals category and grow sales



Index (1H FY2024=100)	**105**	**122**



Deep-fried food

21,000 stores



Baked Bread

13,000 stores
→18,000 stores by FY2026-end



SEVEN CAFÉ Tea

5,000 stores
→10,000 stores by FY2026-end



Smoothies

20,000 stores

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New experiential value

Freshly-prepared meals

Experience | **Value**

A new meal routine supported by Mobile Ordering

Step 1
Order after work



Step 2
Pick up at the store



Step 3
Time at home



TV commercials began airing on November 2, 2026

Proposing a new lifestyle

Enhancing Pizza Value

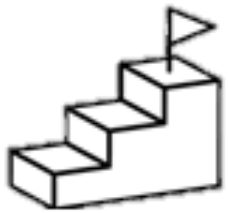
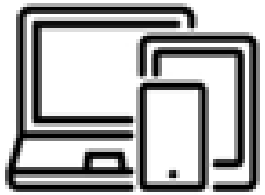
Major renewal in September 2026



Fluffy and Chewy Margherita
<Tax Included> 780.84 yen

Same price, approx. 1.3 times the size

Support Measures for Franchise Stores

Sales Incentive Program	System Support	Labor-Saving Equipment
		

Sales of high-value-added merchandise is expected to increase by Mobile Ordering

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New experiential value

Sweets

Quality | **Assortment**

Broader Definition of Sweets

Expanding the assortment across categories

to capture diversifying self-reward purchases

Chilled sweets	Western-style sweets	Japanese Sweets	Frozen Sweets
			



"Stir-to-Savor Sweets Series"

Cumulative sales: 8 million units



IP/Entertainment

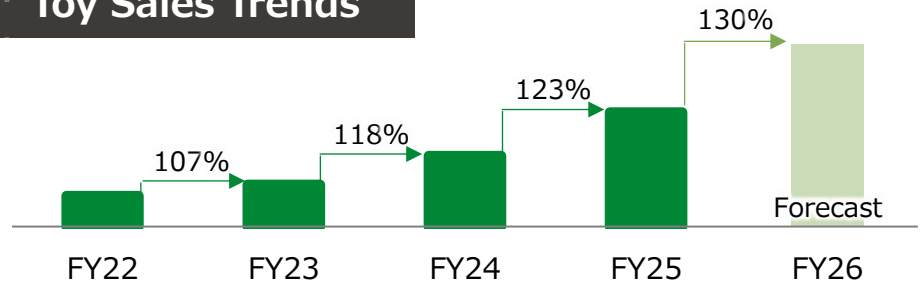
Experience

Providing Engaging IP Content

Ongoing IP tie-ups

expand store visit drivers and related sales opportunities

Toy Sales Trends



SEJ

IP & Content Strategy Dept.

Link

Partner Companies

dream.com | 7net shopping | TOWER RECORDS | ぴあ

Providing new product and service experiences aligned with the rise of Me-Time

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Balance Between Quality and Value

Supply Chain Reform

Quality | **Value**

Example:
"Udon with egg drop soup"



Reviewing manufacturing and delivery processes as a whole to strengthen price competitiveness while maintaining quality

2024		2025		Purchase cost impact		2026
370 yen	Raw Material Costs ↗	430 yen	Raw Material Costs ↗ naphtha↗	450 yen or more	Logistics costs↘ Container costs↘	Quality↗ Price↘ 398 yen

Before: Multi-item production

Raw materials → Long distance → Daily factories in various regions

- A single flour mill producing many types of flour
- Long-distance delivery
- Daily factories in various regions

Procurement cost ↗

Revised: Items consolidated

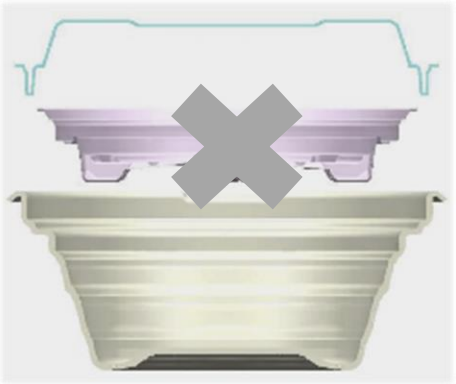
Raw materials → Short distance → Nearby daily factories

- Flour mills in each area producing fewer types of flour
- Improved delivery efficiency
- Nearby daily factories

Procurement cost ↘

Revised: remove divider tray

Mfg. · Bowl



Soup



Udon



Divider tray



Egg sauce



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Balance Between Quality and Value

Supply Chain Reform

Quality | **Value**

Reducing Production and Delivery Runs

Two-shift production and delivery for rice balls and similar items

Rice Ball Production (3x to 2x daily)



Factory → Distribution Center (3x to 2x daily)



February 2026 Launched in the Hokkaido area

September 2026 Launched in Tohoku, Shikoku and parts of Chiba

Improving vendor profitability and developing competitive products

Efficiency Through Process Consolidation

Balancing Value and Gross Profit Through a Review of Pastry Production

Current production process	Dough factory	Delivery	Baking factory	Delivery	SEJ stores	
New production process	Scratch production: from dough to baking at a single factory			Delivery	SEJ stores	



Quality ↗ Price ↘

Melon Bun
138 yen → **118 yen**



Quality ↗ Price →

Old-Fashioned Donut **100 yen**

Sales volume has exceeded the prior year since the April renewal

*Excluding August due to inclement weather

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Balance Between Quality and Value

Seven The Price

Quality | Convenience

Improving production and logistics efficiency and product design to strengthen price competitiveness while maintaining quality



	SEVEN&i THE PRICE	SEVEN&i PREMIUM	SEVEN&i PREMIUM GOLD
Price	298 yen	288 yen	398 yen
Per 100 g	141.9 yen	205.7 yen	209.5 yen



June 2026
Tohoku Area sales test launched (approx. 100 items)

- Purchase Rate
- Visit Frequency
- Items per customer
- Gross Profit

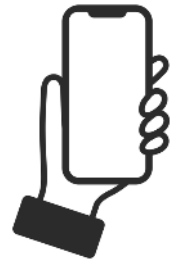
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App/Points Strategy

Partnerships with Softbank Creating new customer touchpoints and store visit opportunities through partnerships with external platforms

App/Points integration for better customer experience

・Partnering with external ecosystems such as LINE / PayPay	Acquiring new members Increasing active users
・Driving visits through point exchange with other companies	
・Encouraging purchases with attractive coupons	Maximizing the visit-to-purchase experience Reactivating dormant members





Driving more effective customer traffic to stores





Others

AI



Robotics



Transforming store operations and others

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Investment Plan

Driving full-scale business transformation across the company to achieve unprecedented growth

Creating new value









Invest to grow franchisee sales

IT/DX investment





Improving franchisee productivity

Store investment







Flexible store openings by area
Optimal store replacement

Value Chain / Supply Chain reform investment



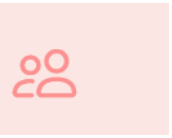




Funding competitive product development
Active support for daily-food manufacturers

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2030 Operational KPI Targets

	STRENGTHEN THE FUNDAMENTALS	Key 2030 Goals
	**Food Offering**	**Full rollout of equipment to all capable stores** to support Freshly Prepared Meals and category strategy
	**Store Network**	**Net increase of approx. 1,000 stores** * vs. FY2024
	Expansion for Future Growth	
	**7NOW Expansion (Delivery and Mobile Ordering)**	Steady and consistent **growth**
	**Cost Control**	SG&A ratio **below 12%**
	Consumer Perception	APSD CAGR **2.5–3.0%**

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IR Day 2026 Autumn

7-Eleven International LLC

November 6, 2026

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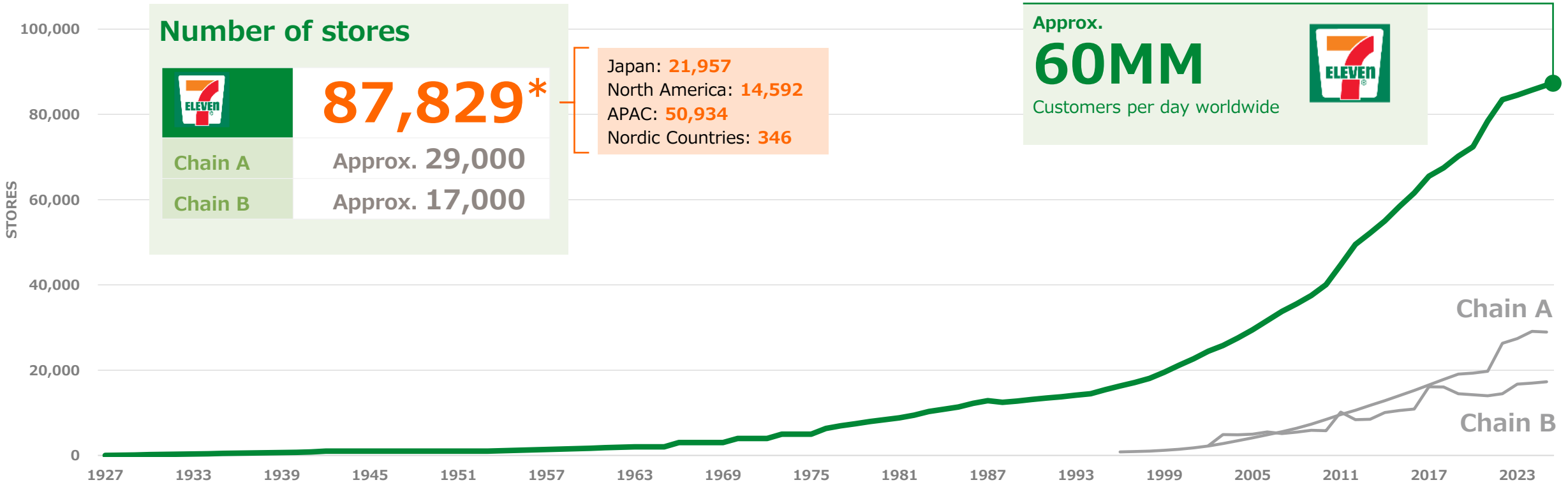
Our Global Business: Where We Stand Today

Number of stores

7-Eleven	87,829*
Chain A	Approx. 29,000
Chain B	Approx. 17,000

Japan: 21,957
North America: 14,592
APAC: 50,934
Nordic Countries: 346

Approx.
60MM
Customers per day worldwide



* As of the end of Aug. 2026, including licensed stores.

7-Eleven celebrates its 100th anniversary in 2027 and has grown into the world's largest global chain

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Growth strategy implementation

Winning Customer Offer

- Developing quality food
- Collaboration between Operations, Merchandizing and Marketing
- Step change food supply chain
- Grow and Leverage fuel



More Neighbourhoods

- Ensuring profitability for merchandise only stores
- Opening stores in special location
- Refurbish to a food-focused format



Extraordinary Customer Experience

- Improving perception as a food destination
- Delivery and loyalty apps, retail media



Smart Operation

- Driving “Will to sell” through NCC
- Refurbish to a food-focused format
- Improving productivity using AI
- Enhance product development capabilities



Thriving People

- Grow food-led capability and culture
- Evolution of the enterprise operating model



Investing across the Five Growth Pillars to maximise FY27 sales impact

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Winning Customer Offer

Expanding and enhancing in-store baked pizza range

- Introduced kitchens and speed ovens in refurbished stores and commenced in-store baked pizza
- Launching promotion for in-store baked pizza from June 2026



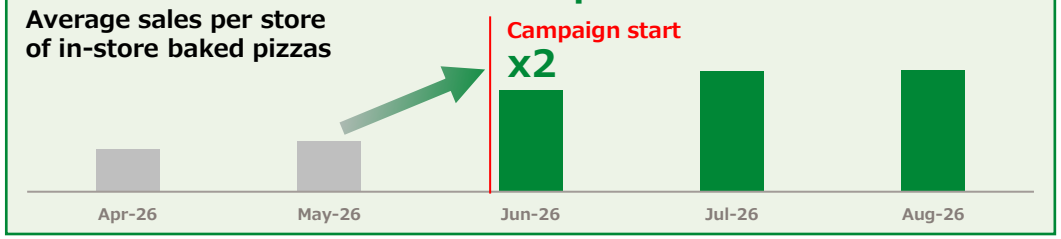






Introduction of hot display cases

Balance between value and price



Enhancing customer value through collaborative marketing



Quality



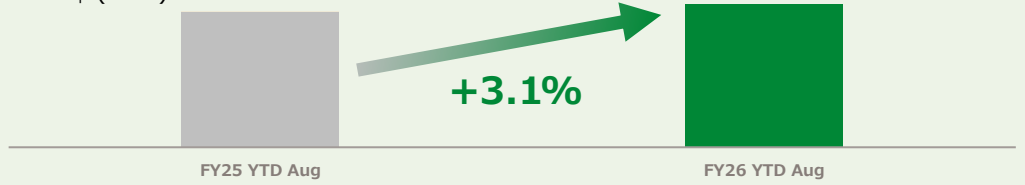
Display



Perception

Training

Growth in average daily sales



Improving the range and quality, and strengthening “Will to sell” through collaborative marketing

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The Evolution of Store Formats

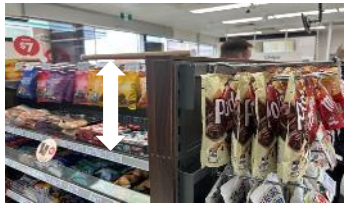
Store refurbishment and new format plans

Macro-space optimization to secure retail floor space

1600mm Modular shelf



Wing shelf



Refurbishment of display units

Before



After



Installation of equipment to boost food sales

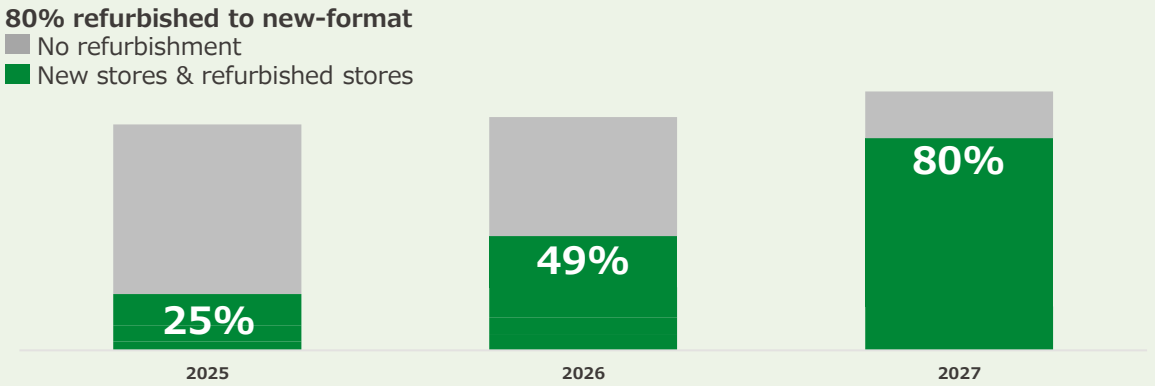
Kitchen



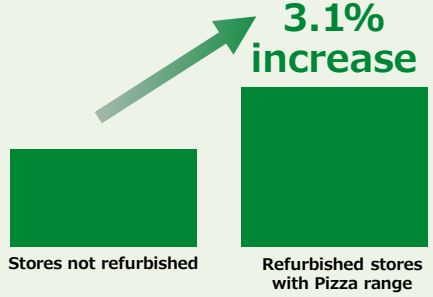
Hot Display Case



Proportion of refurbished stores



APSD$ (Excl. Tobacco) Non-Refurbished vs. Refurbished Pizza Stores



Driving APSD sales growth through food-focused store refurbishments

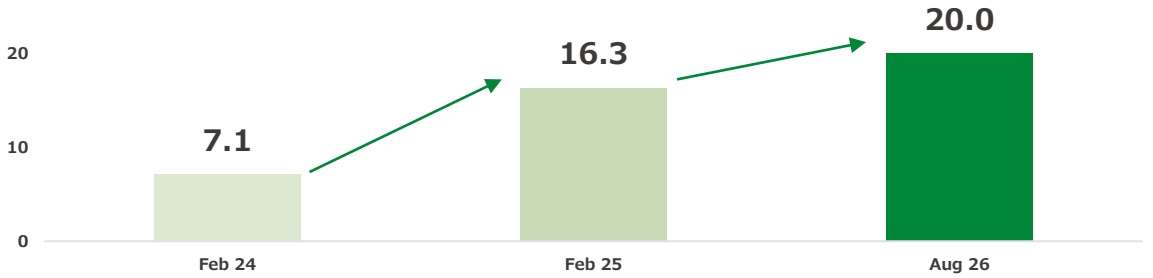
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Customer Experience (Digital)

Expanding delivery sales

Delivery (7NOW)

Orders per store per day



7NOW has also seen growth thanks to the expansion of its range of in-store merchandizing and freshly prepared products such as pizzas.











Retail Media

Launched 'Anytime Media@7-Eleven' in October Reaching 4.6m customers every week

In-store Ad





App Ad



Digital signage

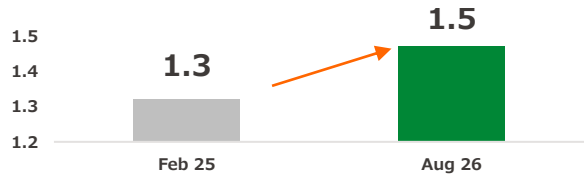


Petrol pump TV

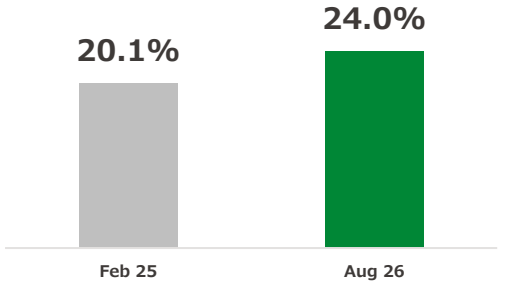


Loyalty App

Active loyalty members (million)



Loyalty App Scan Rate

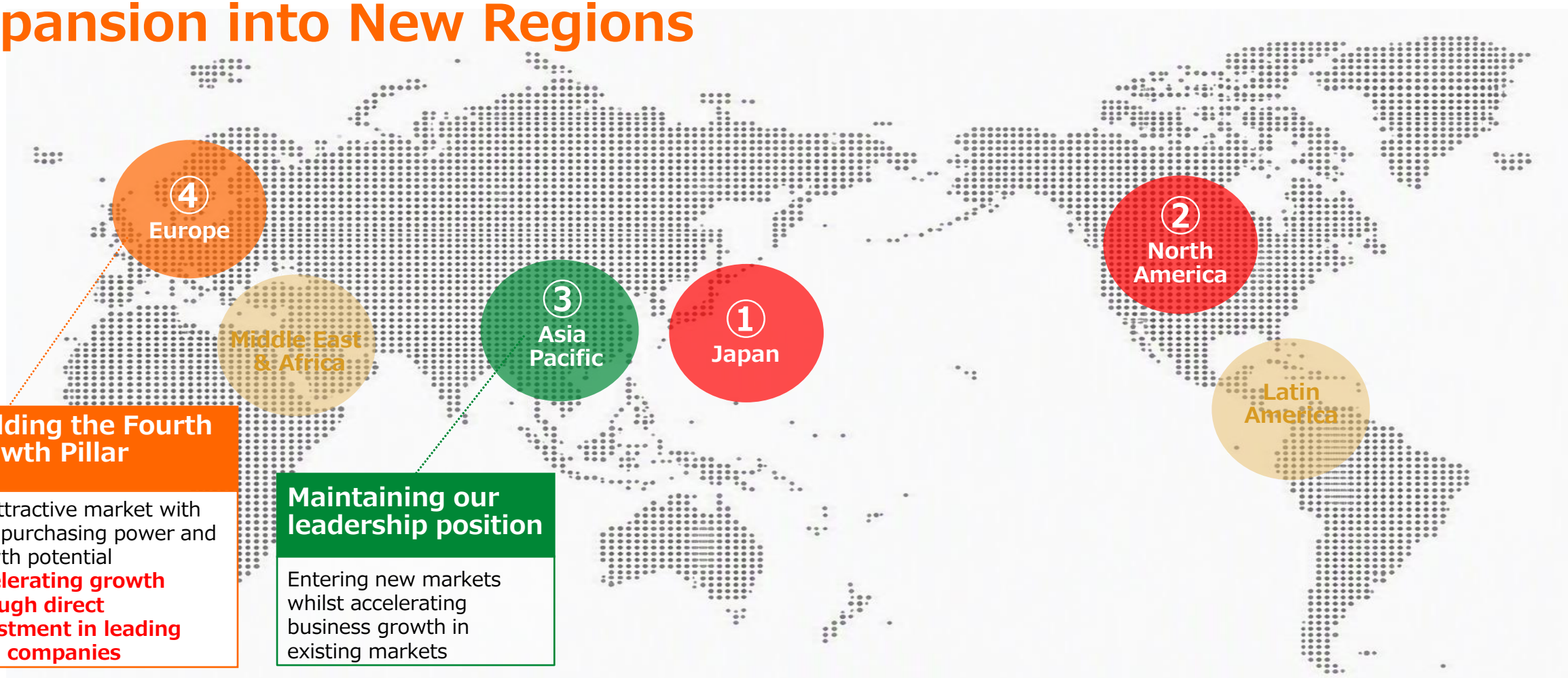


Leveraging digital to deliver personalised customer experiences

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Global Business Growth Strategy

Expansion into New Regions



Building the Fourth Growth Pillar

An attractive market with high purchasing power and growth potential
Accelerating growth through direct investment in leading local companies

Maintaining our leadership position

Entering new markets whilst accelerating business growth in existing markets

Pursuing return-focused investment opportunities in Europe to establish a fourth growth pillar alongside Japan, North America and APAC

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