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

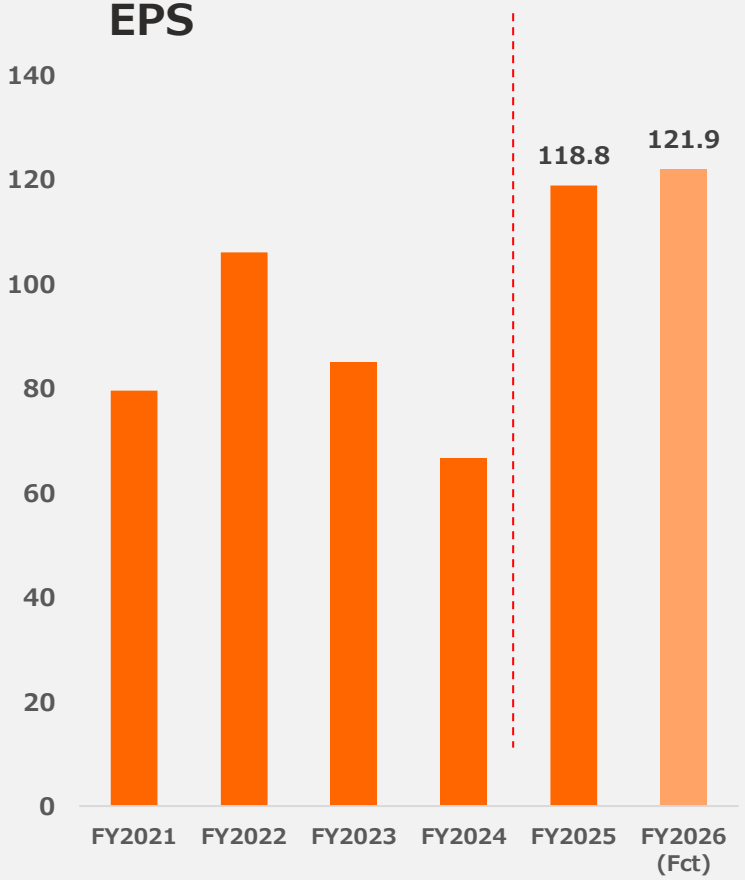
- Technology
- Operations & Merchandising
- Supply Chain
- Talent Management



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Compounding shareholder value creation

EPS

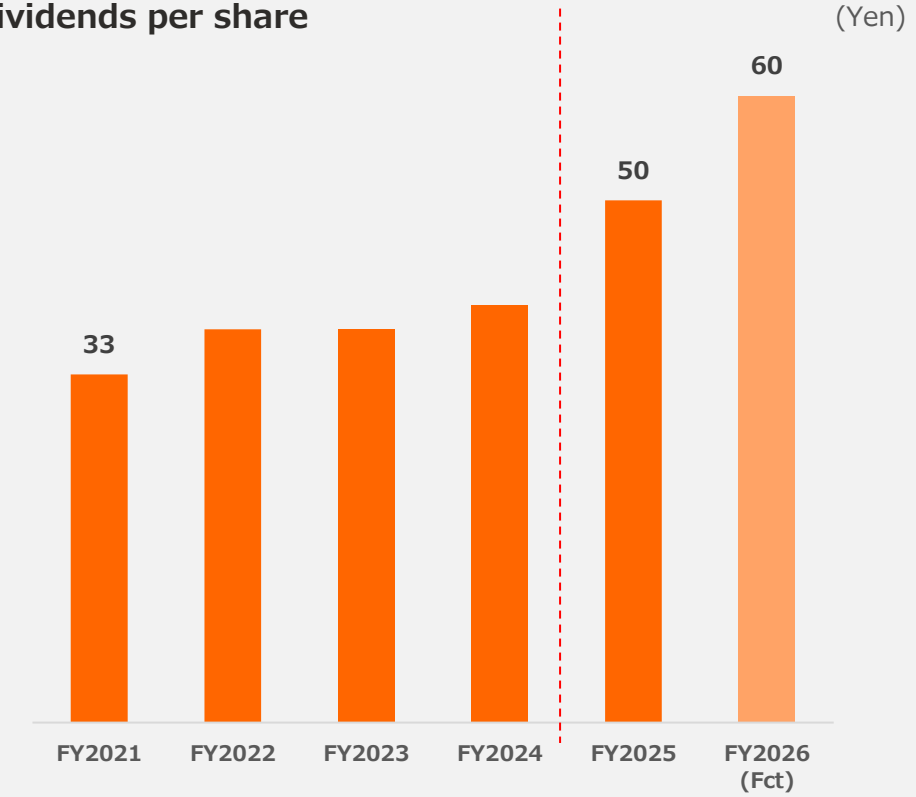


Share Buybacks

- 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

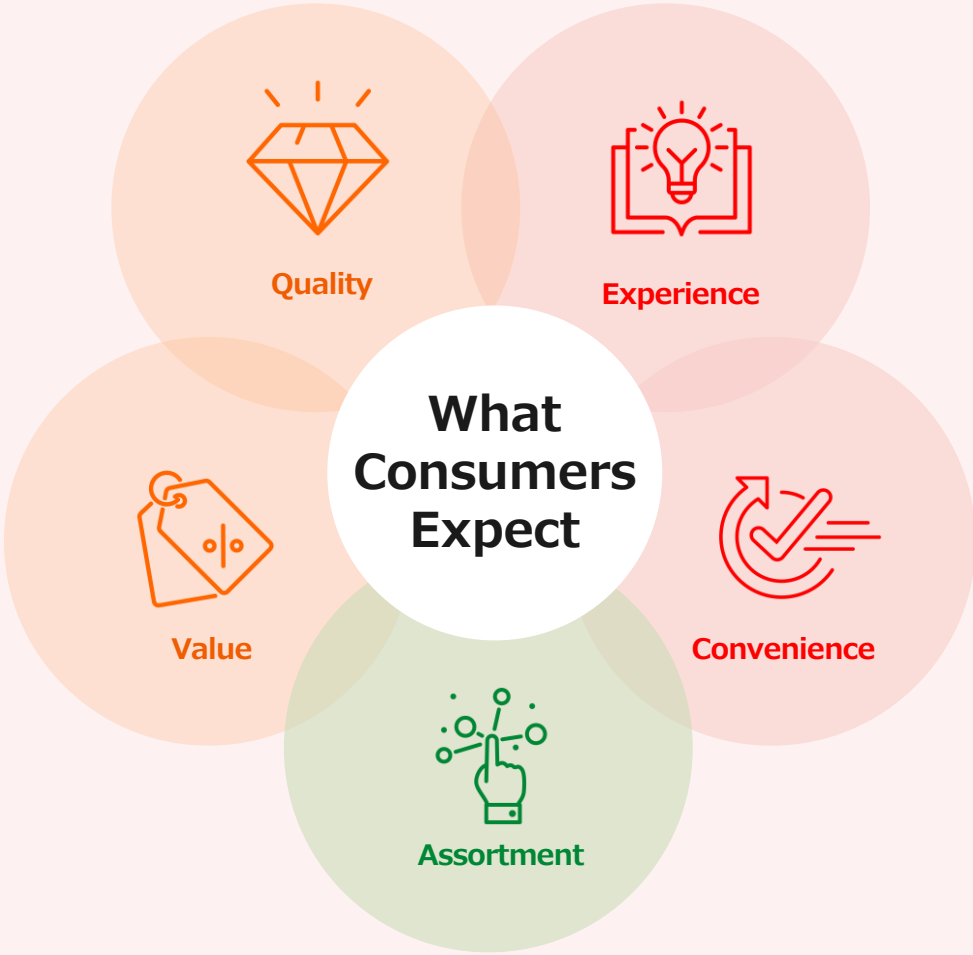
Digital experiences have become the standard

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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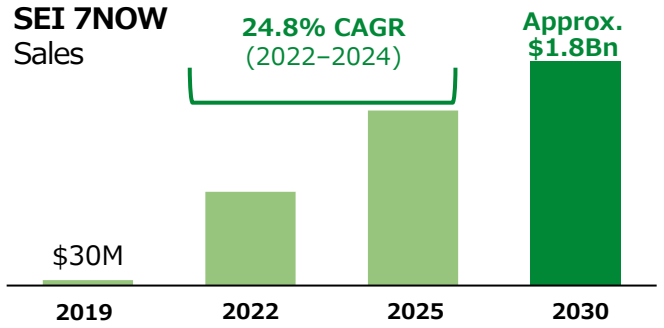
Digital capabilities at the heart of our growth strategy

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

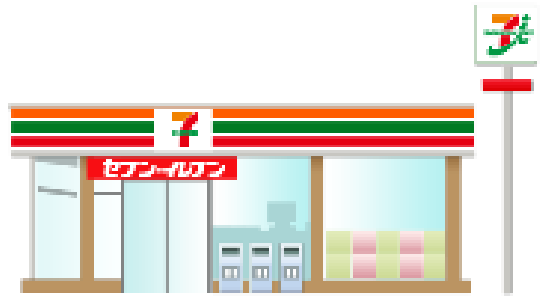
AI

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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