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

1

A premium on quality at a competitive price

2

Lifestyles and consumer needs are rapidly changing

3

Consumers expect personalized experiences

4

Digital experiences have become the standard

+

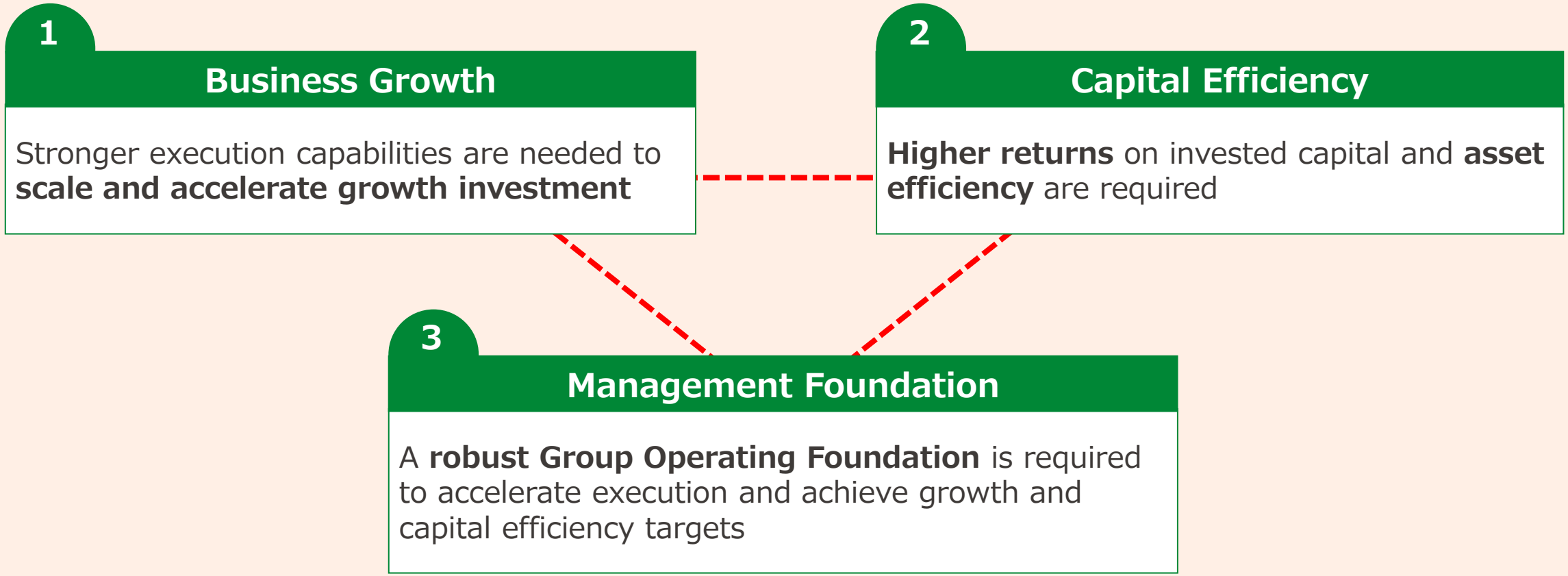
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Capital Market Expectations

- **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*

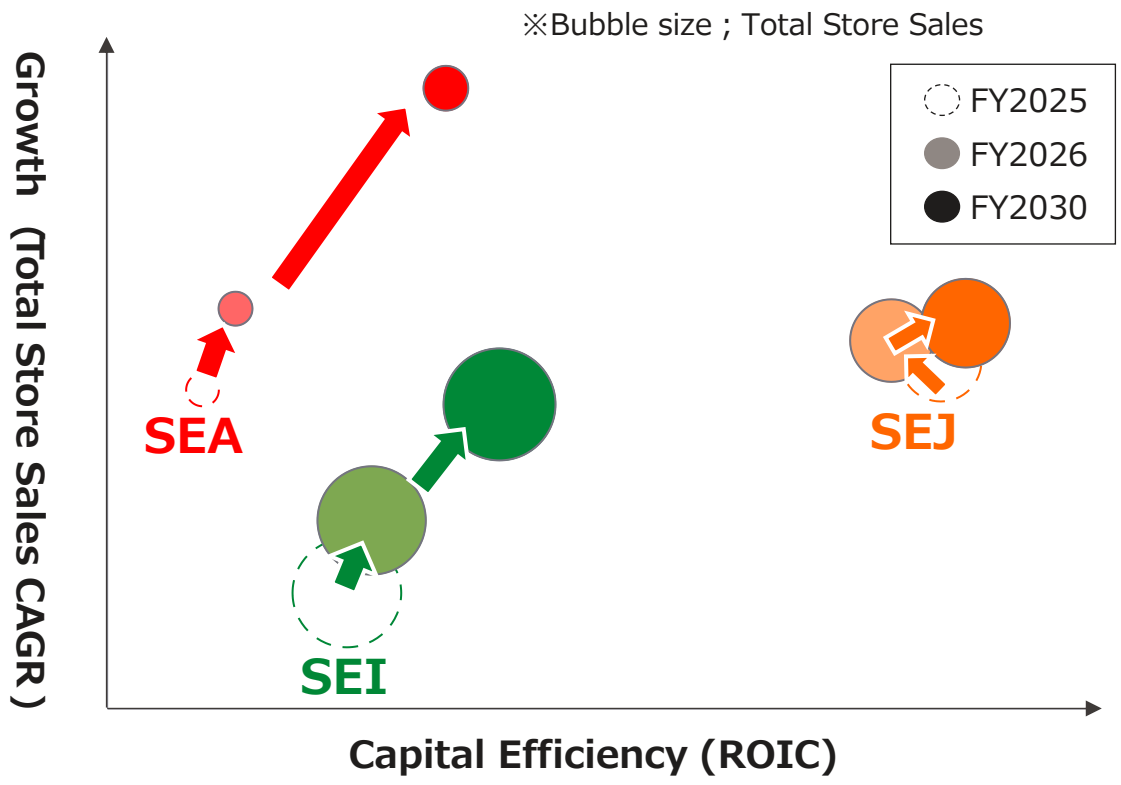
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Portfolio Roles by OpCo

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**

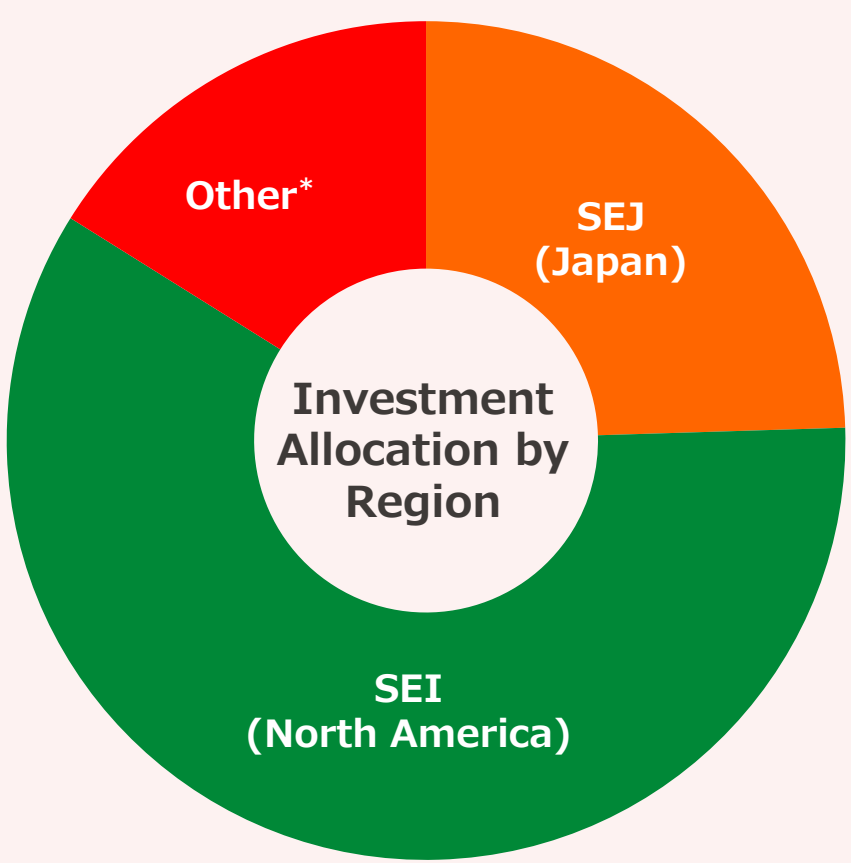
SEA

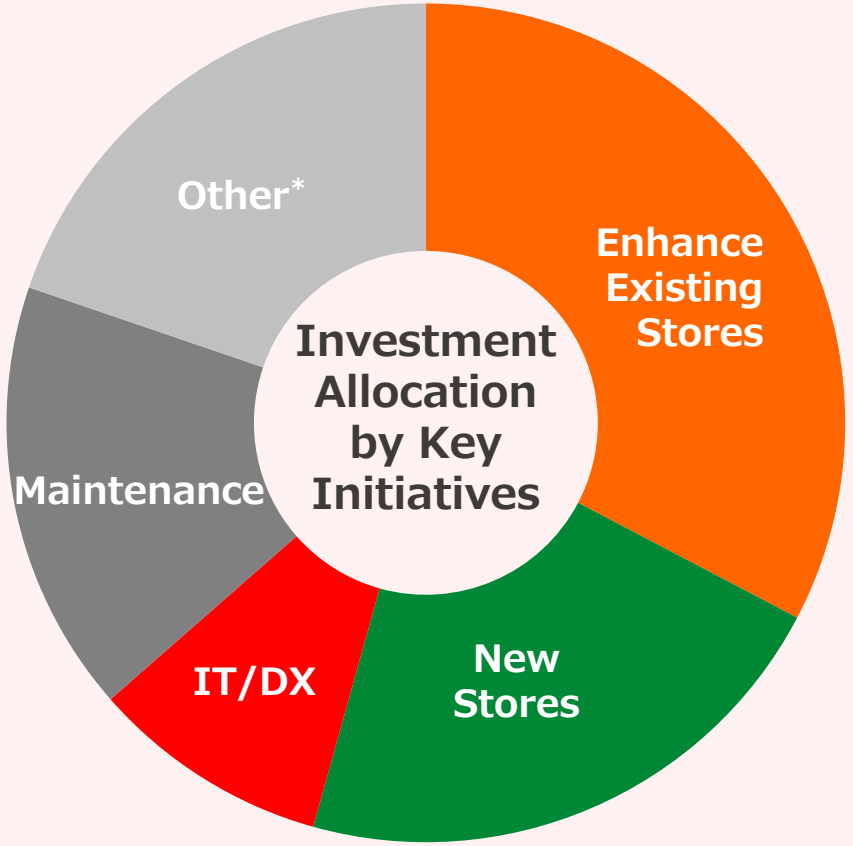
Scale growth and establish the **non-fuel store model**

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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

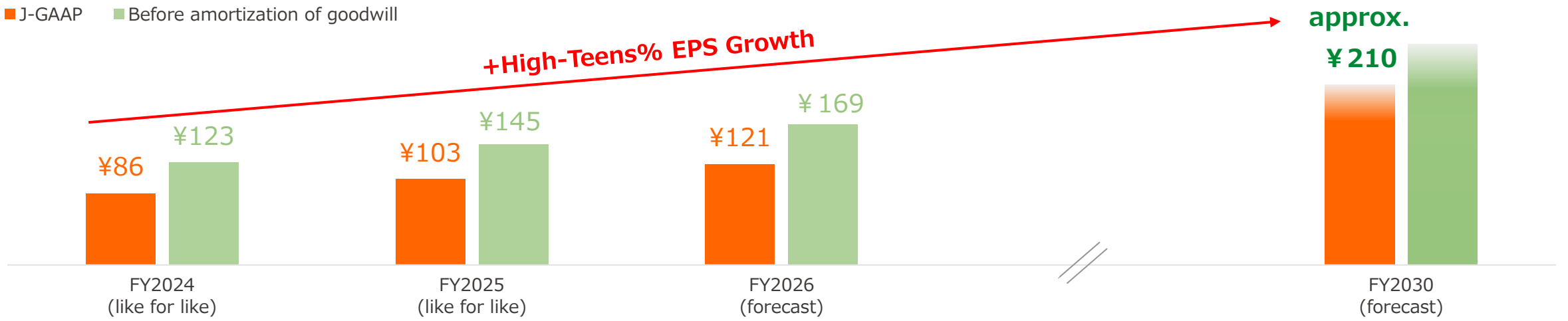
Progressive Dividend Policy

+LSD%
Revenue Growth

+MSD%
Adjusted EBITDA Growth

+High-Teens%
EPS Growth

+Above EPS Growth%
Total Shareholder Return



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