IR Day 2026 Autumn

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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