IR Day 2026 Autumn

SEVEN-ELEVEN JAPAN

November 6, 2026

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

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”

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

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"

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

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

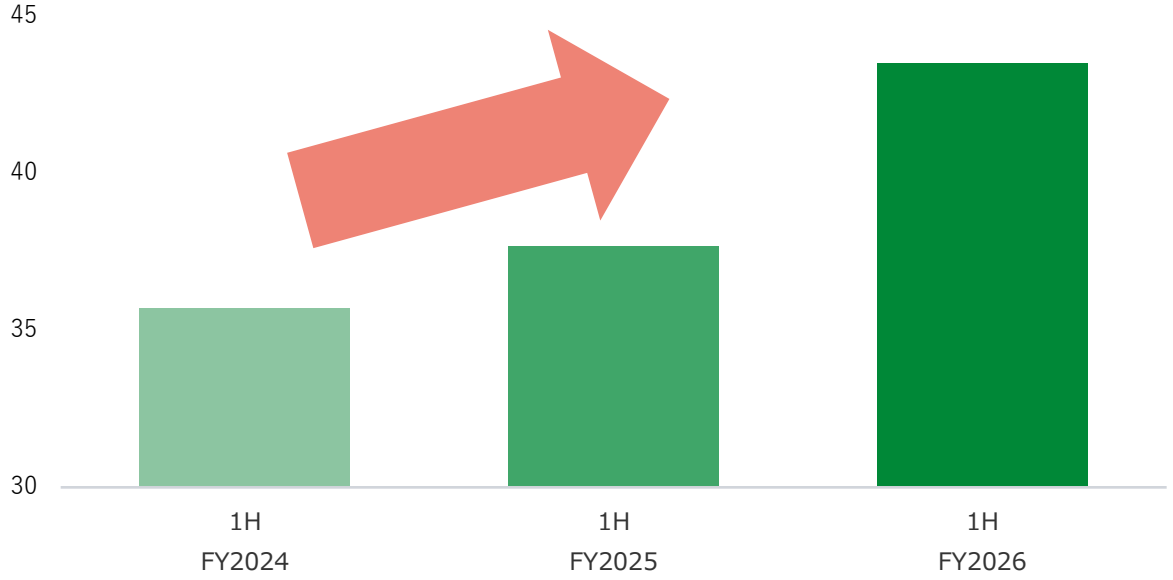
Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

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

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

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

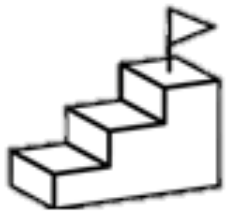
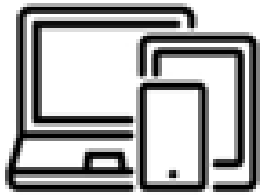
Major renewal in September 2026



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

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

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

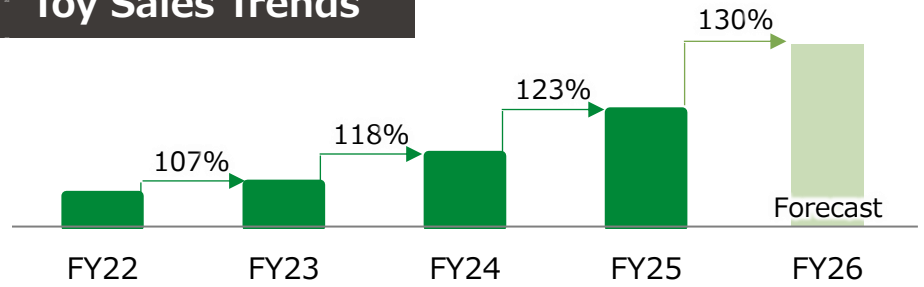
Experience

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

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

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

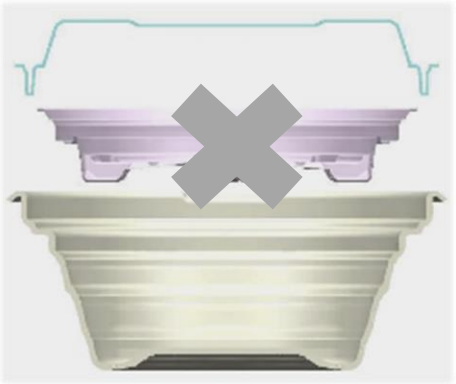
Raw materials → Short distance → Nearby daily factories

- 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



Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

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

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

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

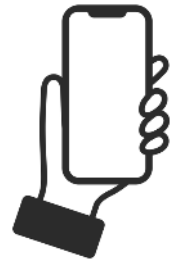
Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

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

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

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



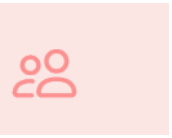




Funding competitive product development
Active support for daily-food manufacturers

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

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%**

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

Cautionary Statement Regarding Forward-Looking Statements

This document contains forward-looking statements regarding Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (the "Company"). Forward-looking statements include, without limitation, statements regarding the Company's business plans, financial and operating targets, forecasts, projections, and strategies, and other statements that are not statements of historical fact. Words such as "anticipate," "believe," "estimate," "expect," "forecast," "intend," "may," "plan," "project," "should," "target," and "will," and similar expressions, are intended to identify forward-looking statements, although not all forward-looking statements contain these words. These forward-looking statements are based on the Company's current expectations, assumptions, estimates, and projections in light of information available to the Company as of the date of this document, and are not guarantees of future performance and are subject to known and unknown risks and uncertainties. Actual results may differ materially from those expressed or implied by such statements as a result of a number of factors, including but not limited to: changes in economic conditions and consumer spending patterns in Japan, the United States, and other markets in which the Company operates; fluctuations in foreign currency exchange rates and interest rates; changes in competitive conditions in the retail and other industries in which the Company operates; the Company's ability to execute its business transformation and other strategic initiatives, including store network optimization and value chain optimization, within the anticipated timeframe or at all; fluctuations in the cost of raw materials, merchandise, logistics, and labor; disruptions to the Company's supply chain, store operations, or information systems, including as a result of natural disasters, public health emergencies, cyber incidents, or geopolitical events; changes in laws, regulations, tax rules, or accounting standards applicable to the Company in Japan and overseas; and other factors described in the Company's periodic disclosure documents filed with Japan's Financial Services Agency (via EDINET) and the Tokyo Stock Exchange, and in other materials available on the Company's website (https://www.7andi.com/en/ir/).

Statements attributed in this document to the Company's directors, officers, or employees, including any comments quoted from the Company's Chief Executive Officer, Chief Financial Officer, or other representatives, are made on behalf of the Company and are forward-looking statements to the extent they relate to matters other than historical fact, and are subject to the same qualifications, risks, and uncertainties set forth in this cautionary statement. The forward-looking statements contained in this document are made only as of the date of this document, and the Company undertakes no obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise, except as required by applicable law or stock exchange rule. Readers are cautioned not to place undue reliance on these forward-looking statements.

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.