IR Day 2026 Autumn

7-Eleven International LLC

November 6, 2026

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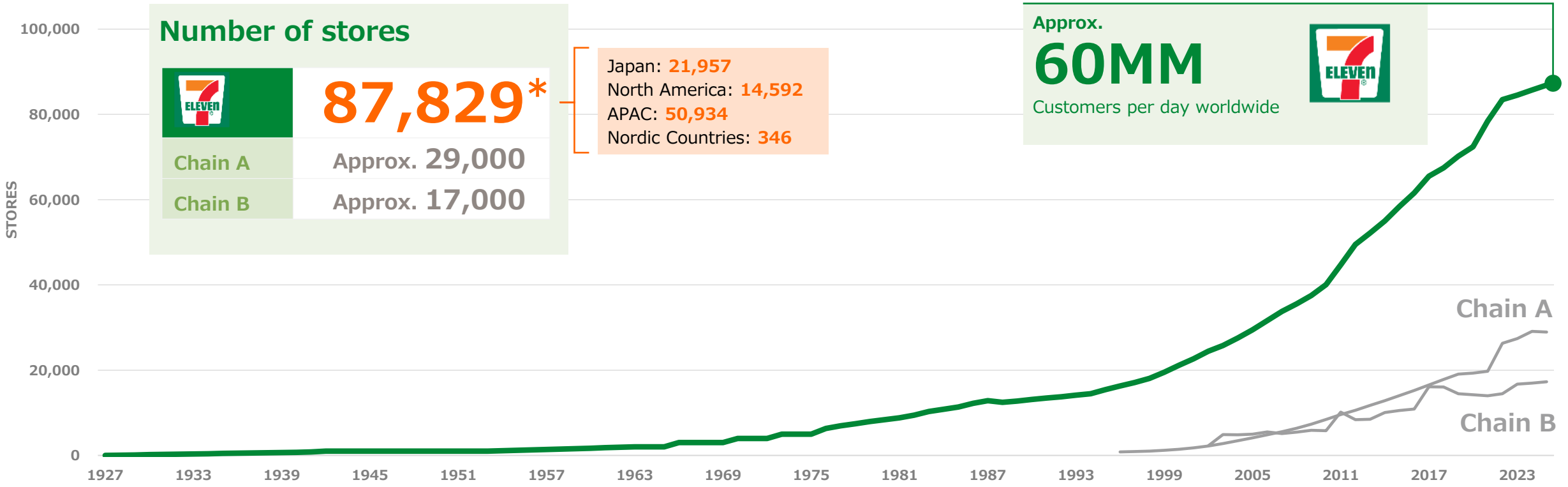
Our Global Business: Where We Stand Today

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



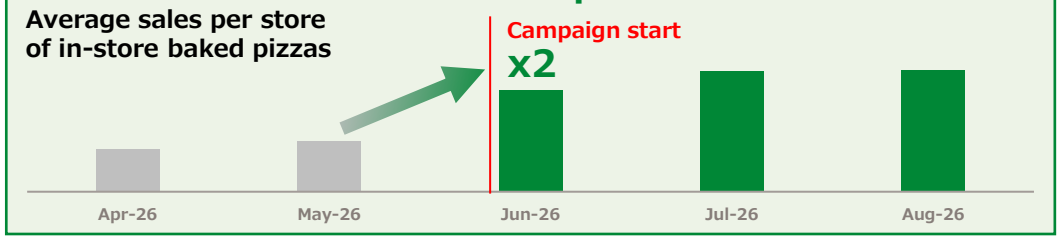






Introduction of hot display cases

Balance between value and price



Enhancing customer value through collaborative marketing



Quality



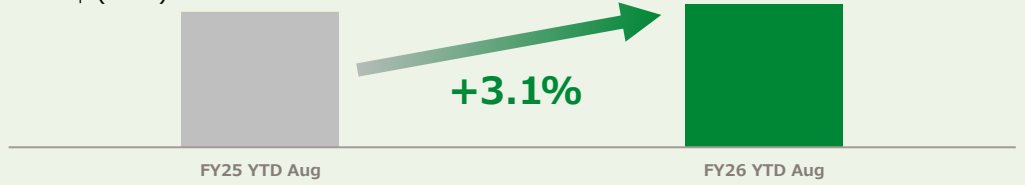
Display



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

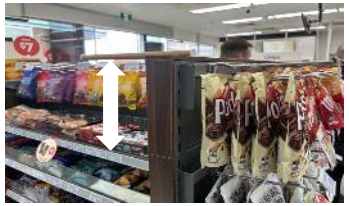
Store refurbishment and new format plans

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

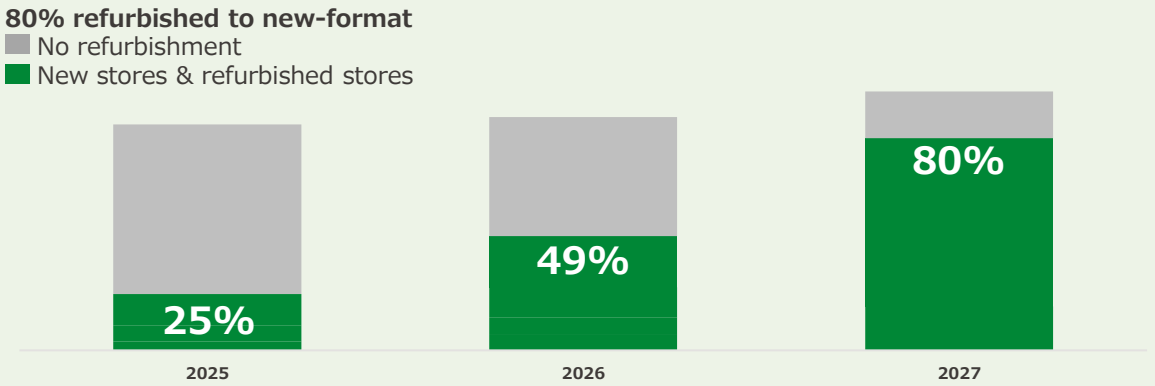
Kitchen



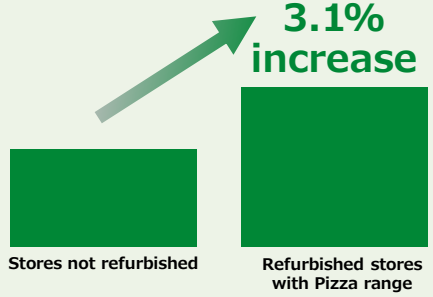
Hot Display Case



Proportion of refurbished stores



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



Driving APSD sales growth through food-focused store refurbishments

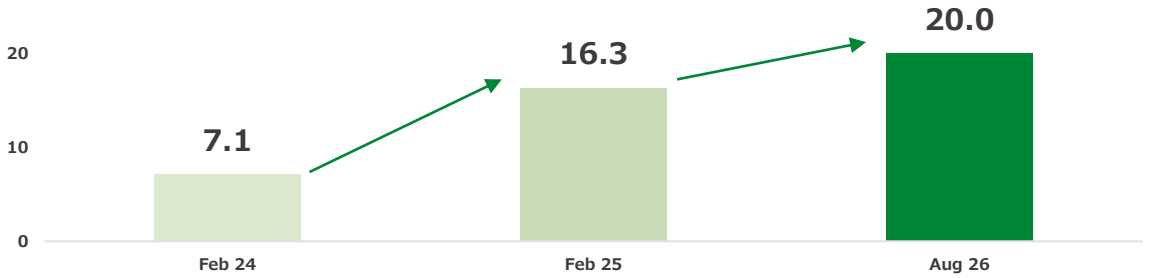
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Customer Experience (Digital)

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

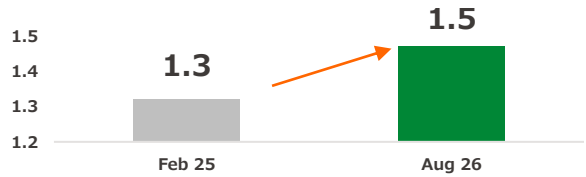


Petrol pump TV

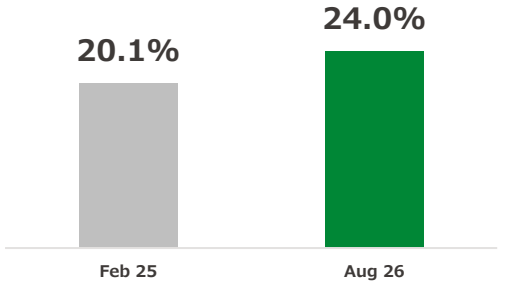


Loyalty App

Active loyalty members (million)



Loyalty App Scan Rate

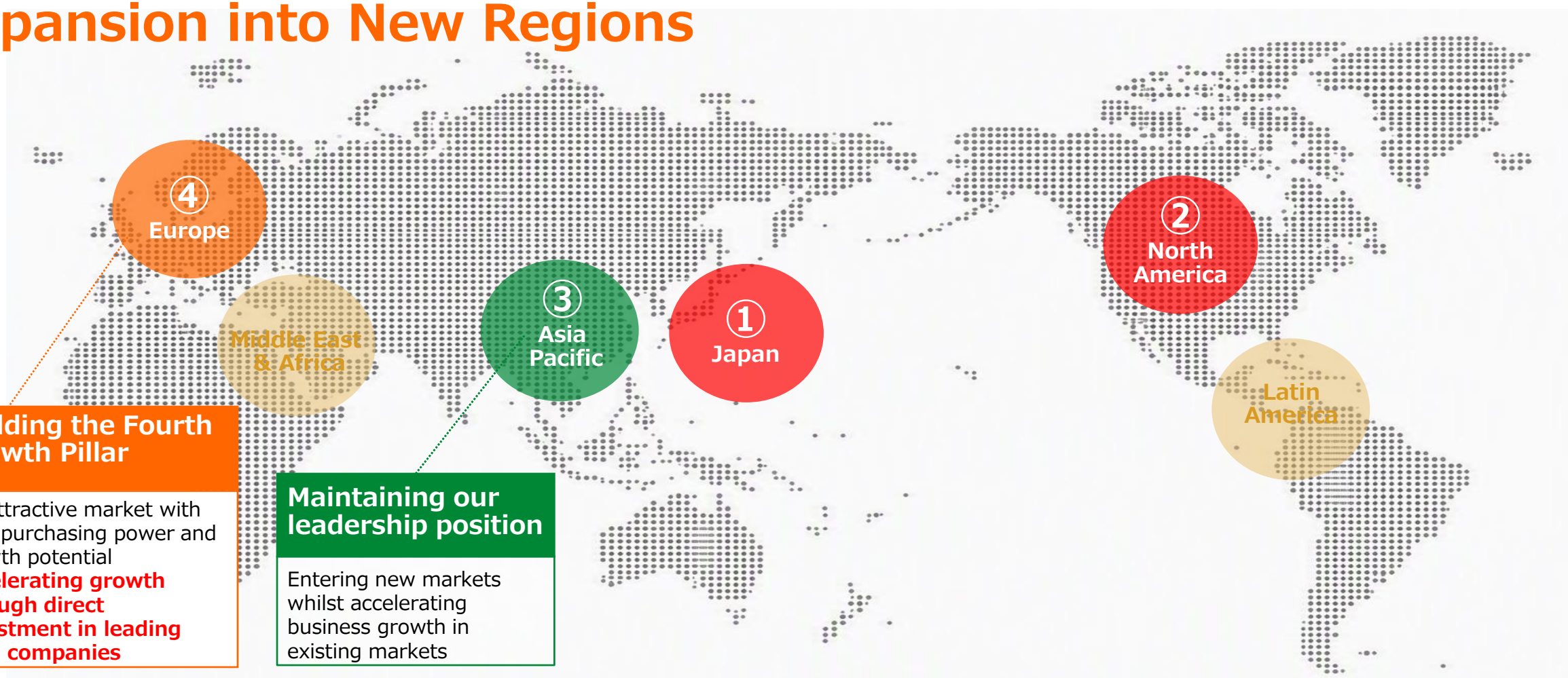


Leveraging digital to deliver personalised customer experiences

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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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