

Expanding the food-centric 7-Eleven model to North America and the world through strengthening of the supply chain

North America

Strengthening our fresh food lineup

7-Eleven, Inc. (SEI), which oversees the North American CVS business, is promoting a growth strategy centered on growing proprietary products, including fresh food, exclusive beverages, and private-brand products.

To achieve this, SEI is advancing plans to build and expand food commissaries across North America in partnership with companies from the Nihon Delica Foods Association (NDF), thereby expanding its value chain.

Through these initiatives, SEI continues to develop signature products in North America, and this is the key reason why customers in the region are fans of the 7-Eleven brand.

■ **Advancement of fresh food infrastructure**

Food factory construction and expansion plan in North America

	Stores	FY2023	FY2024	FY2025	FY2026
Virginia Commissary	Approx. 1,350	★ 2023 Started operations			
Texas Commissary - Store network expansion	Approx. 750	★ 2024			
Ohio Commissary	Approx. 1,300	★ 2025			
Los Angeles Commissary	Approx. 1,300	Plan 2026 and beyond			

Total: Approx. 4,700 stores (36% of total stores)

Typical products in the Dallas/Fort Worth area

BLT Sandwich

Coleslaw

Chicken Curry and Rice

Pulled Pork Sandwich

Spaghetti with Meatballs

Tacorrito

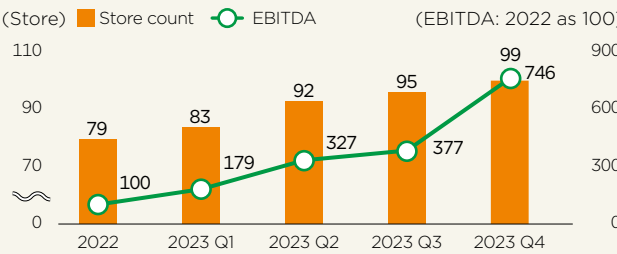
Vietnam

Accelerating growth through strategic investments

In Vietnam, where the first store opened in 2017, challenges included the pace of store openings, differentiated *food* offerings, product development, and the construction of the value chain. To address these challenges, 7-Eleven International LLC (7IN) decided to make strategic investments in Vietnam in 2023. The company strengthened its management structure for business expansion by dispatching key personnel from Japan and the United States, such as the COO and head of store development.

On the product front, 7IN enhanced its fresh food lineup by focusing on local staple dishes and established a test kitchen to strengthen new product development. 7IN also accelerated store openings in urban centers, significantly contributing to sales and profits. As a result of these efforts, both the number of stores and the profitability of each location have steadily increased.

Average EBITDA per store and number of stores



Store opening strategy

Strengthening urban stores for high sales and profit



New store sales improved to almost the same level with existing store's sales

Malaysia

Establishing a new commissary to strengthen daily products

In recent years, 7-Eleven Malaysia, which opened in 1984, has experienced sluggish growth in sales and customer numbers due to accelerated store openings and greater fresh food selections by competitors. To address this, the company shifted its management policy to strengthen store expansion centered around *food*, including offerings such as sandwiches, boxed lunches, rice balls, food counter items, and coffee.

Meanwhile, in 2022, 7IN, the franchisor, began supporting local daily product manufacturers in collaboration with Fuji Foods, a manufacturer from SEJ's NDF network, to build the value chain and improve product development and quality in the country. In 2023, a new commissary began operations, supplying merchandise with updated quality and packaging.

As of 2024, the product supply network from the new commissary continues to expand. Stores selling the new fresh food products, including sandwiches, are leading to a significant improvement in business performance. Compared to existing stores, sales have increased by about 50%, and customer numbers have risen by approximately 20%.

New factory established



Results of stores with stronger daily product lineup

