








# Alimentation Couche-Tard and Seven & i: Creating a Global Convenience and Retail Champion



## Value Proposition

-  Combined global retail platform with over 100,000 sites spanning Asia-Pacific, North America, Australia and Europe, delivering long-term value for customers, employees, franchisees, and shareholders.
-  Highly complementary businesses and shared values position us to learn from each other, optimize operations through integrated supply chains, and create an even more efficient and customer-focused retail network.
-  Combining global scale and local excellence will ensure we uphold the local expertise and customer focus that have made both companies successful.
-  Growing the iconic 7-Eleven brand worldwide by continuing to invest in the business in Japan and around the world.
-  Enhanced experience for customers globally by integrating of best practices, fueling innovation and leveraging global supply chains to enable greater product offering.
-  Strong shared commitment to supporting our global communities including during disaster relief efforts, offering our customers shelter and access to the essentials they need.
-  Financially sound proposal with a plan to maintain strong investment grade ratings, ensuring the financial health of the business and allowing ongoing investment.



## Our Commitments to Japan



### Preserving 7&i's Excellence and Market Leadership

Couche-Tard recognizes 7&i's exceptional operations in Japan and its deep connection to local communities in rural and urban areas. We are committed to maintaining its high standards, strong brand, and trusted service, and we want to continue to grow in Japan and create more jobs locally.



### Empowering Local Expertise and Leadership

Couche-Tard takes a partnership-driven approach in new markets, and we will uphold 7&i's successful operating model, empowering local leaders and employees with the resources to drive continued success and maintaining 7&i's locally established distribution and logistics operations.



### Creating more value for Franchisees

Couche-Tard will uphold 7-Eleven's franchise model—the foundation of its success—and continue business operations tailored to the Japanese market. We are committed to strengthening support for franchise owners to help improve their profitability.

## Our Commitments to Japan (cont.)



### Supporting the Japanese Food Industry

Couche-Tard will look to increase exports of Japanese food products and support the growth of Japan's food industry.



### Sustaining 7&i's Role in Emergency Preparedness, Response and Disaster Relief

Couche-Tard acknowledges 7&i's vital role in Japan's emergency response and community support. Couche-Tard too has deep experience supporting our communities where we operate and will ensure 7&i continues to serve as an essential pillar of support.

## About Alimentation Couche-Tard

Brands:



**CIRCLE K**



Founding Office: **Laval, Québec, Canada** | ATD : TSX

Our Sites:  
**16,803**

**United States** 7,107 | **Canada** 2,132 | **Europe and Other Regions** 5,271 | **International** 2,293



**\$ 69.3bn**

Fiscal Revenue  
2024



**\$ 3.8bn**

Fiscal Operating  
Profit 2024



**16,800**

Stores Globally



**13,100**

Road  
Transportation  
Fuel Stores



**149,000**

Employees



**8.7m**

Customers  
Served Per Day



### List of Markets:

Belgium, Canada, Cambodia, Denmark, Egypt, Estonia, Germany, Guam, Guatemala, Honduras, Hong Kong, Indonesia, Ireland, Jamaica, Latvia, Lithuania, Luxembourg, Macau, Mexico, Morocco, Netherlands, New Zealand, Norway, Poland, Saudi Arabia, South Africa, Sweden, Tanzania, United Arab Emirates (UAE), United States, Vietnam.