

# Consolidated Financial Results for the Six Months Ended August 31, 2025

October 9, 2025

## Seven & i Holdings Co., Ltd.

(URL <https://www.7andi.com/en>)

Securities Code No. 3382

Representative Director & President CEO: Stephen Hayes Dacus

The Company's shares are listed on the Prime Market of the Tokyo Stock Exchange.

Submission date of the semi-annual securities report scheduled: October 14, 2025

Starting date of paying dividend: November 14, 2025

Preparation of brief summary materials for financial results: Yes

Holding of financial results presentation: Yes

- (Notes) 1. Percentages represent increase (decrease) from the corresponding period in the prior fiscal year.  
2. All amounts less than one million yen have been truncated.

### 1. Results for the Six Months Ended August 31, 2025 (from March 1, 2025 to August 31, 2025)

#### (1) Results of operations (cumulative)

(Millions of yen)

	Revenues from Operations		Operating Income		Ordinary Income		Net Income Attributable to Owners of Parent	
Six Months Ended August 31, 2025	5,616,637	(6.9) %	208,388	11.4 %	186,436	11.5 %	121,802	133.1 %
Six Months Ended August 31, 2024	6,035,534	8.8 %	186,996	(22.4) %	167,220	(26.3) %	52,242	(34.9) %

(Note) Comprehensive income:

Six Months Ended August 31, 2025: (123,772) million yen [-%]

Six Months Ended August 31, 2024: 434,043 million yen [35.3%]

	Net Income per Share (EPS)		Diluted Net Income per Share (Diluted EPS)	
Six Months Ended August 31, 2025	47.83	(yen)	47.83	(yen)
Six Months Ended August 31, 2024	20.09	(yen)	20.08	(yen)

(Reference) Group's total sales:

Six Months Ended August 31, 2025: 8,886,447 million yen

Six Months Ended August 31, 2024: 9,287,008 million yen

EBITDA:

Six Months Ended August 31, 2025: 485,449 million yen

Six Months Ended August 31, 2024: 471,507 million yen

EPS before amortization of goodwill:

Six Months Ended August 31, 2025: 68.76 yen

Six Months Ended August 31, 2024: 38.87 yen

\*Group's total sales include the sales of franchisees of SEVEN-ELEVEN JAPAN CO., LTD., SEVEN-ELEVEN OKINAWA Co., Ltd., 7-Eleven, Inc., and 7-Eleven Stores Pty Ltd.

\*For EBITDA and EPS before amortization of goodwill, see "4.Others (5) Formula of various management indicators."



**(2) Financial position**

(Millions of yen)

	Total Assets	Net Assets	Owners' Equity Ratio	Net Assets per Share
As of August 31, 2025	9,650,060	3,611,861	37.1 %	1,453.02 (yen)
As of February 28, 2025	11,386,111	4,223,212	35.4 %	1,555.39 (yen)

(Reference) Owners' equity (net assets excluding non-controlling interests and subscription rights to shares):  
As of August 31, 2025: 3,578,922 million yen As of February 28, 2025: 4,035,978 million yen

(Note) "Accounting Standard for Current Income Taxes" (ASBJ Statement No. 27, October 28, 2022), etc. have been applied from the beginning of the first quarter of fiscal year ending February 28, 2026, and the figures for the fiscal year ended February 28, 2025 have been modified retrospectively.

**2. Dividends**

	Dividends per Share (yen)				
Record Date	First Quarter	Second Quarter	Third Quarter	Year-end	Annual
Year Ended February 28, 2025	-	20.00	-	20.00	40.00
Year Ending February 28, 2026	-	25.00			
Year Ending February 28, 2026 (forecast)			-	25.00	50.00

(Note) Revisions to the forecast of dividends most recently announced: None

**3. Forecast of Business Results for the Fiscal Year Ending February 28, 2026**  
**(From March 1, 2025 to February 28, 2026)**

(Millions of yen)

	Revenues from Operations		Operating Income		Ordinary Income		Net Income Attributable to Owners of Parent		Net Income per Share (EPS)
Entire Year	10,560,000	(11.8)%	404,000	(4.0)%	366,000	(2.3)%	265,000	53.1%	107.66(yen)

(Reference) Group's total sales: 17,086,000 million yen

EBITDA: 922,500 million yen

EPS before amortization of goodwill: 150.00 yen

- (Notes)
1. Revision of business results forecast during the current quarterly period: Yes
  2. The Company resolved to acquire its own shares at the meeting of the Board of Directors held on April 9, 2025. In association with this, the estimated impact of acquisition of own shares and cancellation of treasury stock are taken into account in regards to "EPS" and "EPS before amortization of goodwill" in the forecast for fiscal year ending February 28, 2026.



#### 4. Others

- (1) Significant change in the scope of consolidation during the period: Yes  
Added: None  
Excluded: One company (Seven Bank, Ltd.)
- (2) Application of specific accounting for preparing the semi-annual consolidated financial statements: None
- (3) Changes in accounting policies, accounting estimates or restatements
1. Changes due to amendment of accounting standards: Yes
  2. Changes due to other reasons other than 1. : None
  3. Changes in accounting estimates: None
  4. Restatements: None
- (4) Number of shares outstanding (Common stock)
1. Number of shares outstanding at the end of period (Including treasury stock)  
As of August 31, 2025: 2,604,555,849 shares      As of February 28, 2025: 2,604,555,849 shares
  2. Number of treasury stock at the end of period  
As of August 31, 2025: 141,464,930 shares      As of February 28, 2025: 9,723,478 shares
  3. Average number of shares during the period (Cumulative from the beginning of the fiscal year)  
As of August 31, 2025: 2,546,400,647 shares      As of August 31, 2024: 2,600,856,372 shares
- (Note) The Company has introduced the BIP Trust and ESOP Trust, and its shares held by these Trusts are included in the number of treasury stock to be deducted when calculating the number of treasury stock at the end of the fiscal period and the average number of shares during the period.
- (5) Formula of various management indicators
1. EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill\*  
\* Only figures included in SG&A expenses
  2. EPS before amortization of goodwill: (Net income attributable to owners of parent + Amortization of goodwill) / Average number of shares during the period  
Consideration of tax effects related to goodwill amortization.

#### NOTICE REGARDING REVIEW PROCEDURES FOR THE SEMI-ANNUAL FINANCIAL RESULTS

This semi-annual financial results statement is exempt from the review procedures by certified public accountants or audit corporations.

#### FORWARD LOOKING STATEMENTS

1. The forecast of the business results is based on the Company's hypotheses, plans and estimates at the date of publication. It is possible that some uncertain factors will cause the Company's future performance to differ significantly from the contents of the forecast.
2. This translation is to be used solely as a reference. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.
3. Other materials related in the financial results are available on the Company's website.  
(<https://www.7andi.com/en/ir/library>)



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# 1. Overview of Operating Results and Financial Position

## (1) Overview of consolidated operating results for the six months ended August 31, 2025

### I. Overview

In the first half (six months ended August 31, 2025), the Japanese economy experienced a gradual recovery. Personal consumption, while showing signs of weakness in consumer sentiment due to rising prices and other factors, maintained a growth trend supported by improvements in the employment and income environment.

The North American economy showed signs of slowing down, with personal consumption also indicating a tendency to curb spending, particularly among low-income households, due to growing concerns about rising prices.

In this environment, the Company announced its strategy for global growth by focusing on the convenience store business and accelerating transformation in the "Transformation of 7-ELEVEN" on August 6, 2025. During this period, the Company is rebuilding its management foundation to secure future growth and implementing initiatives to achieve results as soon as possible.

Our consolidated results for the first half are summarized below. In addition, Seven Bank, Ltd. and its subsidiaries were included in the consolidated statements of income and cashflows as consolidated subsidiaries for the first half.

(Millions of yen)

	Six months ended August 31, 2024		Six months ended August 31, 2025	
		YOY		YOY
Revenues from operations	6,035,534	108.8%	5,616,637	93.1%
Operating income	186,996	77.6%	208,388	111.4%
Ordinary income	167,220	73.7%	186,436	111.5%
Net income attributable to owners of parent	52,242	65.1%	121,802	233.1%

Exchange rates	U.S.\$1 = ¥152.36	U.S.\$1 = ¥148.40
	1yuan = ¥21.07	1yuan = ¥20.44

Group's total sales (including sales of franchisees of SEVEN-ELEVEN JAPAN CO., LTD., SEVEN-ELEVEN OKINAWA Co., Ltd., 7-Eleven, Inc., and 7-Eleven Stores Pty Ltd) amounted to ¥8,886,447 million (95.7% year on year). For the first half, Group's total sales, revenues from operations and operating income decreased by ¥138.5 billion, ¥113.6 billion and ¥2.2 billion, respectively as a result of exchange rate fluctuations.

Furthermore, net income attributable to owners of parent increased by 233.1% year on year. This was primarily due to the increase in operating income and the recording of a gain on sales of property and equipment resulting from the sale of store assets by Ito-Yokado Co., Ltd. in the first half, as well as the loss on business of subsidiaries and associates following the withdrawal of online supermarket business and a loss on transfer of subsidiary associated to the transfer of shares of Nissen Holdings Co., Ltd. which were recorded in the same period of the previous year.



## II. Overview by operating segment

(Revenues from operations by operating segment)

(Millions of yen)

	Six months ended August 31, 2024		Six months ended August 31, 2025	
		YOY		YOY
Domestic convenience store operations	462,368	98.2%	462,575	100.0%
Overseas convenience store operations	4,612,501	114.5%	4,221,130	91.5%
Superstore operations	724,543	99.4%	689,478	95.2%
Financial services	105,248	102.3%	109,128	103.7%
Others	164,535	66.2%	174,650	106.1%
Total	6,069,197	108.8%	5,656,962	93.2%
Adjustments (Eliminations/corporate)	(33,663)	—	(40,325)	—
<b>Consolidated Total</b>	<b>6,035,534</b>	<b>108.8%</b>	<b>5,616,637</b>	<b>93.1%</b>

(Operating income by operating segment)

(Millions of yen)

	Six months ended August 31, 2024		Six months ended August 31, 2025	
		YOY		YOY
Domestic convenience store operations	127,712	92.2%	121,793	95.4%
Overseas convenience store operations	73,325	65.0%	80,131	109.3%
Superstore operations	3,514	79.3%	17,706	503.8%
Financial services	17,464	87.4%	17,959	102.8%
Others	3,834	156.8%	7,155	186.6%
Total	225,851	81.2%	244,746	108.4%
Adjustments (Eliminations/corporate)	(38,854)	—	(36,358)	—
<b>Consolidated Total</b>	<b>186,996</b>	<b>77.6%</b>	<b>208,388</b>	<b>111.4%</b>

### **Domestic convenience store operations**

In Domestic convenience store operations, revenues from operations amounted to ¥462,575 million (100.0% year on year), and operating income amounted to ¥121,793 million (95.4% year on year).

SEVEN-ELEVEN JAPAN CO., LTD. ("SEJ") is responding to changes in external conditions, such as population decline, ongoing aging society, rising prices, and polarization of consumption, by implementing key initiatives to address the changes in customer consumption patterns. From May 2025, under the new leadership, in addition to "Distinctive Fresh Food Offering", "Store Network Enhancement", and "Unleash 7NOW's full potential", SEJ is advancing initiatives focused on "Enhancing Customer Engagement" as a key strategy, aiming to broaden its customer base, increase visit frequency, and transform its business structure to be less susceptible to external environmental impacts. For example, SEJ aims to roll out just made merchandise such as "SEVEN CAFÉ Bakery" and "SEVEN CAFÉ Tea" nationwide through expanding new store formats.

Additionally, to promote the "7-Eleven" brand image through customer engagement, SEJ implemented organizational changes to strengthen marketing and launched a branding program.

In the first half, existing store sales exceeded the previous year, while gross profit margin was lower than the previous year due to soaring prices of raw materials such as rice. In addition, SG&A expenses exceeded the previous year due to rising prices, and operating income was ¥121,470 million (95.2% year on year). Furthermore, the total sales of directly-operated stores and franchise stores were ¥2,765,856 million (101.3% year on year). During the second quarter (three months ended August 31, 2025) ,



existing store sales exceeded the previous year due to the marketing strategy, which integrated the functions of merchandise development, promotion, and operations. Although the gross profit margin continued to be impacted by soaring raw material prices in the first quarter, the year-on-year decline in gross profit margin narrowed compared with the first quarter due to sales growth of Just-made counter merchandise.

### ***Overseas convenience store operations***

In Overseas convenience store operations, revenues from operations amounted to ¥4,221,130 million (91.5% year on year), and operating income amounted to ¥80,131 million (109.3% year on year).

7-Eleven, Inc. in North America is working on "Distinctive Fresh Food Offering", "Store Network Enhancement", "Unleashing 7NOW's full potential", and "OSG&A Control across the Value Chain" as priority measures, amid growing concerns about rising prices and a growing desire among low-income earners to save on food and daily necessities.

Although U.S. existing store merchandise sales were lower than the previous year in the first half, operating income (before amortization of goodwill) was ¥134,425 million (102.7% year on year) due to improved gross profit margin from expanding proprietary products as well as reviewing several costs by optimizing labor costs. Total store sales, including directly-operated and franchise stores, were ¥4,785,827 million (89.8% year on year). In the second quarter, the average spending per customer exceeded the previous year due to value offering measures centered on fresh food, but existing store sales were lower than the previous year due to the impact of the decrease in the number of customers. In addition, gross profit margin was lower than the previous year due to soaring raw material prices due to inflation.

7-Eleven International LLC is strengthening its support for existing regions and is converting it into a "convenience store with focus on food" tailored to the characteristics of each market. For the first half, operating income (before goodwill amortization) was ¥10,424 million (212.3% year on year). Speaking of 7-Eleven Australia (Australia), which became a subsidiary in FY2024, despite sales being impacted by stricter tobacco sales regulations, saw an increase in customer traffic due to measures such as enhanced fresh food product development and expanded assortment. This led to existing store sales exceeding the previous year's level.

### ***Superstore operations***

In Superstore operations, revenues from operations amounted to ¥689,478 million (95.2% year on year), and operating income amounted to ¥17,706 million (503.8% year on year).

At Ito Yokado Co., Ltd., the fundamental reforms to improve profitability were completed in the last fiscal year. Following the renovation of its stores, the appeal of the facility as a whole has increased due to the enhancement of tenant offerings, resulting in an increase in customer numbers. Additionally, delicatessen products have shown strong performance, supported by initiatives to enhance quality and diversify the product lineup, while processed foods have also achieved favorable results, driven by the expanded sales of the proprietary SEVEN PREMIUM product line.

In the first half, operating revenue decreased due to store closures until last year, but existing store sales exceeded the previous year. In addition, SG&A expenses decreased significantly due to various cost reviews through fundamental changes up to last year. This resulted in operating income of ¥10,630 million (operating loss of ¥1,988 million in the same period of the previous year).

York-Benimaru Co., Ltd. is working to revitalize existing stores and develop and strengthen sales of delicatessen products and other items in order to realize its concept of "making the daily meals of local customers more enjoyable, abundant, and convenient."

In the first half, in addition to these initiatives, promotional measures were successful, resulting in sales at existing stores that exceeded last year's figures. However, SG&A expenses increased, including promotional and personnel expenses. This resulted in operating income of ¥7,948 million (85.5% year on year).



**Financial services**

In Financial services, revenues from operations amounted to ¥109,128 million (103.7% year on year), and operating income amounted to ¥17,959 million (102.8% year on year).

As of August 31, 2025, the number of domestic ATMs operated by Seven Bank, Ltd. ("Seven Bank"), stood at 28,201 up 236 from the previous fiscal year-end.

The recovery in the number of transactions at deposit-taking financial institutions, the increase in nonbank transactions (such as consumer finance) due to rising demand for funds, and the continued high level of cash loading transactions at ATMs (associated with various cashless payment methods) contributed to an average of 109.4 ATM transactions per day (an increase of 1.5 transactions compared to the same period last year).

Furthermore, Seven Bank and its subsidiaries were excluded from the scope of consolidation as of June 24, and Seven Bank became an equity method affiliate of the company.

**Others**

In Others, revenues from operations amounted to ¥174,650 million (106.1% year on year), and operating income amounted to ¥7,155 million (186.6% year on year).

**Adjustments (eliminations/corporate)**

The operating loss from adjustments totaled ¥36,358 million (operating loss of ¥38,854 million for the same period of the previous fiscal year).

We recorded head office expenses, including costs related to the constructing a group-wide common infrastructure system aimed at improving efficiency and strengthening security.



**(2) Overview of consolidated financial position for the six months ended August 31, 2025****I. Assets, liabilities and net assets**

(Consolidated financial position)

(Millions of yen)

	February 28, 2025	August 31, 2025	Change
Total assets	11,386,111	9,650,060	(1,736,050)
Total liabilities	7,162,898	6,038,199	(1,124,699)
Net assets	4,223,212	3,611,861	(611,351)

Exchange rates	U.S.\$1 = ¥158.18	U.S.\$1 = ¥144.81
	1yuan = ¥21.67	1yuan = ¥20.19

Total assets decreased by ¥1,736,050 million from the previous fiscal year-end to ¥9,650,060 million. Current assets decreased by ¥946,572 million compared to the previous fiscal year-end, mainly due to a decrease in cash and bank deposits as a result of deconsolidation of Seven Bank and its subsidiaries. Non-current assets decreased by ¥789,375 million compared to the previous fiscal year-end, mainly due to factors such as exchange rate fluctuations leading to a decrease in goodwill and land, buildings, and structures related to the overseas convenience store operations.

Total liabilities decreased ¥1,124,699 million from the previous fiscal year-end to ¥6,038,199 million, due to deconsolidation of Seven Bank and its subsidiaries.

Net assets decreased ¥611,351 million from the previous fiscal year-end to ¥3,611,861 million, due to the acquisition of own shares and a decrease in foreign currency translation adjustments.

Furthermore, due to exchange rate fluctuations during the first half, total assets decreased by ¥602,429 million and liabilities decreased by ¥338,691 million compared to the previous consolidated fiscal year-end.

**II. Cash flows**

(Consolidated cash flows)

(Millions of yen)

	Six months ended August 31, 2024	Six months ended August 31, 2025	Change
Cash flows from operating activities	542,422	382,104	(160,318)
Cash flows from investing activities	(600,782)	(883,364)	(282,581)
Cash flows from financing activities	(76,534)	(132,925)	(56,390)
Cash and cash equivalents at end of the period	1,469,596	694,276	(775,320)

Net cash provided by operating activities amounted to ¥382,104 million. This was mainly due to income before income taxes of ¥203,566 million.

Net cash used in investing activities amounted to ¥883,364 million, mainly due to payment for sales of shares in subsidiaries resulting in change in scope of consolidation as a result of deconsolidation of Seven Bank and its subsidiaries.

Net cash used in financing activities amounted to ¥132,925 million, mainly due to payment for purchase of treasury stocks.

As a result of the above, cash and cash equivalents for the six months ended August 31, 2025 amounted to ¥694,276 million.



### (3) Explanation of consolidated forecast and other forward-looking statements

The Company has revised its forecasts for the consolidated fiscal year ending February 28, 2026 from the previous forecasts announced on July 10, 2025.

(Millions of yen)

	Year ending February 28, 2026					
	Previous forecasts	Newly revised forecasts	YOY	YOY change (amount)	Change from the previous forecasts	Change from the previous forecasts
Revenues from operations	10,722,000	10,560,000	88.2%	(1,412,762)	(162,000)	(1.5)%
Operating income	424,000	404,000	96.0%	(16,991)	(20,000)	(4.7)%
Ordinary income	386,000	366,000	97.7%	(8,586)	(20,000)	(5.2)%
Net income attributable to owners of parent	255,000	265,000	153.1%	91,931	10,000	3.9%
<b>Net Income per Share (EPS)</b>	¥102.92	¥107.66	161.6%	¥41.04	¥4.74	4.6%

\* Assumed exchange rates: U.S.\$1 = ¥148.00; 1 yuan = ¥21.00 (No changes)

\* Group's total sales forecasts including sales of franchisees of SEVEN-ELEVEN JAPAN CO., LTD., SEVEN-ELEVEN OKINAWA Co., Ltd., 7-Eleven, Inc., and 7-Eleven Stores Pty Ltd: ¥17,086,000 million

(Revenues from operations by operating segment)

(Millions of yen)

	Year ending February 28, 2026					
	Previous forecasts	Newly revised forecasts	YOY	YOY change (amount)	Change from the previous forecasts	Change from the previous forecasts
Domestic convenience store operations	950,000	910,000	100.6%	5,847	(40,000)	(4.2)%
Overseas convenience store operations	8,848,000	8,702,000	94.9%	(468,782)	(146,000)	(1.7)%
Superstore operations	687,000	689,478	48.1%	(742,648)	2,478	0.4 %
Financial services	119,000	130,000	61.3%	(82,127)	11,000	9.2 %
Others	164,000	176,000	54.8%	(144,914)	12,000	7.3 %
Total	10,768,000	10,607,478	88.1%	(1,432,624)	(160,521)	(1.5)%
Adjustments (Eliminations/corporate)	(46,000)	(47,478)	—	19,861	(1,478)	—
<b>Consolidated Total</b>	<b>10,722,000</b>	<b>10,560,000</b>	<b>88.2%</b>	<b>(1,412,762)</b>	<b>(162,000)</b>	<b>(1.5)%</b>



(Operating income by operating segment)

(Millions of yen)

	Year ending February 28, 2026					
	Previous forecasts	Newly revised forecasts	YOY	YOY change (amount)	Change from the previous forecasts	Change from the previous forecasts
Domestic convenience store operations	244,700	214,700	91.9%	(18,854)	(30,000)	(12.3)%
Overseas convenience store operations	230,000	230,000	106.4%	13,751	–	–
Superstore operations	15,400	17,706	170.0%	7,291	2,306	15.0 %
Financial services	18,500	20,100	62.8%	(11,915)	1,600	8.6 %
Others	1,900	7,100	122.8%	1,320	5,200	273.7 %
Total	510,500	489,606	98.3%	(8,407)	(20,893)	(4.1)%
Adjustments (Eliminations/corporate)	(86,500)	(85,606)	–	(8,583)	893	–
<b>Consolidated Total</b>	<b>424,000</b>	<b>404,000</b>	<b>96.0%</b>	<b>(16,991)</b>	<b>(20,000)</b>	<b>(4.7)%</b>



## **2. Related to Summary Information (Others)**

### **(1) Significant change in the scope of consolidation during the period:**

In the six months ended August 31, 2025, SEVEN-ELEVEN JAPAN CO., LTD., Ito-Yokado Co., Ltd., and York-Benimaru Co., Ltd. which are wholly owned subsidiaries of the Company have decided to tender some or all of their shares in Seven Bank, Ltd. ("Seven Bank") in response to the share repurchase announced by Seven Bank on June 19, 2025 (the "Transfers"), and the change of subsidiaries was completed on June 24, 2025 due to the implementation of the Transfers. As a result of the Transfers, the ratio of voting rights for Seven Bank by the Company and its consolidated subsidiaries (the "Group") became 39.9%.

As a result, Seven Bank and its 9 subsidiaries have been excluded from the scope of consolidation and Seven Bank has become an equity method affiliate of the Company.

### **(2) Application of specific accounting for preparing the semi-annual consolidated financial statements:** None

### **(3) Changes in accounting policies, accounting estimates or restatements:**

(Application of the Accounting Standard for Current Income Taxes, etc.)

The Company has applied the Accounting Standard for Current Income Taxes (Accounting Standards Board of Japan (ASBJ) Statement No.27, October 28, 2022, hereinafter the "Revised Accounting Standard 2022"), etc. from the beginning of the first quarter of the fiscal year ending February 28, 2026.

The amendment to categories in which current income taxes should be recorded (taxes on other comprehensive income) follows the transitional treatment prescribed in the proviso of paragraph 20-3 of the Revised Accounting Standard 2022 and the transitional treatment prescribed in the proviso of paragraph 65-2 (2) of the Implementation Guidance on Tax Effect Accounting (ASBJ Guidance No.28, October 28, 2022, hereinafter the "Revised Implementation Guidance 2022"). There is no impact on the semi-annual consolidated financial statements.

With respect to the treatment of the tax effects of deferring the gains or losses arising from the sale of shares of subsidiaries, etc. among consolidated companies for tax purposes, if deferred tax assets or deferred tax liabilities are recognized for a temporary difference related to the gain or loss on the sale in the financial statements of a company that sold the shares of subsidiaries, etc., the Company had not adjusted the amount of deferred tax assets or deferred tax liabilities relating to such temporary differences in the process of consolidated accounting procedures. However, the Company has decided to reverse the deferred tax assets or deferred tax liabilities related to such temporary differences.

For the amendment related to the revised accounting treatment for consolidated financial statements when gains or losses on the sale of shares of subsidiaries, etc. resulting from transactions between consolidated companies are deferred for tax purposes, the Company has applied the Revised Implementation Guidance 2022 from the beginning of the first quarter of the fiscal year ending February 28, 2026. The change in accounting policies has been applied retrospectively and reflected in the consolidated financial statements for the fiscal year ended February 28, 2025.

As a result, compared with before the retroactive application, the "Deferred tax liabilities" were reduced by 5,766 million yen and "Retained earnings" were increased by 5,766 million yen in the consolidated financial statements for the fiscal year ended February 28, 2025.

### **(4) Supplementary information:**

The "Act for Partial Revision of the Income Tax Act, etc." (Act No. 13 of 2025) was enacted by the Diet on March 31, 2025, and the "Special Defense Corporation Tax" will be imposed from the consolidated fiscal years beginning on or after April 1, 2026.

As a result, the statutory effective tax rate used for calculating deferred tax assets and deferred tax liabilities has been changed from 30.6% to 31.5%, pertaining to temporary differences that are expected to be settled in the consolidated fiscal year beginning on or after March 1, 2027.

The impact of this change will be immaterial.



### 3. Semi-annual Consolidated Financial Statements

#### (1) Semi-annual consolidated balance sheets

(Millions of yen)

	February 28, 2025	August 31, 2025
	Amount	Amount
<b>ASSETS</b>		
<b>Current assets</b>	<b>2,823,782</b>	<b>1,877,210</b>
Cash and bank deposits	1,368,663	709,581
Notes and accounts receivable - trade, and contract assets	441,630	330,349
Trade accounts receivable - financial services	111,029	39,349
Merchandise and finished goods	312,739	290,335
Work in process	46	48
Raw materials and supplies	3,002	2,091
Prepaid expenses	94,707	88,325
ATM-related temporary payments	118,172	–
Other	388,696	426,309
Allowance for doubtful accounts	(14,905)	(9,181)
<b>Non-current assets</b>	<b>8,561,745</b>	<b>7,772,370</b>
<b>Property and equipment</b>	<b>4,981,298</b>	<b>4,577,380</b>
Buildings and structures, net	1,749,166	1,625,903
Furniture, fixtures and equipment, net	538,598	450,362
Land	1,172,559	1,107,559
Lease assets, net	1,641	2,022
Right-of-use assets, net	1,289,807	1,183,167
Construction in progress	206,223	184,570
Other, net	23,300	23,792
<b>Intangible assets</b>	<b>2,711,382</b>	<b>2,384,494</b>
Goodwill	2,264,441	2,009,492
Software	295,814	234,308
Other	151,125	140,693
<b>Investments and other assets</b>	<b>869,065</b>	<b>810,496</b>
Investments in securities	321,086	293,610
Long-term loans receivable	14,295	16,860
Long-term leasehold deposits	264,136	248,825
Net defined benefit asset	126,974	126,146
Deferred tax assets	75,058	62,596
Other	69,189	64,112
Allowance for doubtful accounts	(1,675)	(1,656)
<b>Deferred assets</b>	<b>582</b>	<b>479</b>
Bond issuance cost	582	479
<b>TOTAL ASSETS</b>	<b>11,386,111</b>	<b>9,650,060</b>



(Millions of yen)

	February 28, 2025	August 31, 2025
	Amount	Amount
<b>LIABILITIES</b>		
<b>Current liabilities</b>	<b>3,316,615</b>	<b>2,698,622</b>
Notes and accounts payable, trade	519,497	573,091
Short-term loans	172,497	580,920
Current portion of bonds	210,000	360,791
Current portion of long-term loans	290,128	133,391
Income taxes payable	36,003	44,568
Accrued expenses	282,395	259,904
Contract liabilities	178,031	98,126
Deposits received	146,967	247,069
ATM-related temporary advances	73,388	—
Lease obligations	180,624	163,266
Allowance for loss on transfer of subsidiary	18,235	10,013
Allowance for restructuring expenses	2,626	265
Allowance for sales promotion expenses	815	494
Allowance for bonuses to employees	14,249	15,370
Allowance for bonuses to Directors and Audit & Supervisory Board Members	501	434
Deposits received in banking business	813,388	—
Call money	100,000	—
Other	277,264	210,913
<b>Non-current liabilities</b>	<b>3,846,283</b>	<b>3,339,577</b>
Bonds	1,244,036	934,760
Long-term loans	778,068	706,064
Deferred tax liabilities	233,635	221,962
Allowance for retirement benefits to Directors and Audit & Supervisory Board Members	439	445
Allowance for stock payments	4,947	2,561
Net defined benefit liability	16,313	15,034
Deposits received from tenants and franchised stores	44,178	44,069
Lease obligations	1,223,438	1,125,497
Asset retirement obligations	235,024	225,943
Other	66,201	63,237
<b>TOTAL LIABILITIES</b>	<b>7,162,898</b>	<b>6,038,199</b>
<b>NET ASSETS</b>		
<b>Shareholders' equity</b>	<b>3,054,284</b>	<b>2,841,648</b>
Common stock	50,000	50,000
Capital surplus	293,455	293,430
Retained earnings	2,727,937	2,796,978
Treasury stock, at cost	(17,108)	(298,760)
<b>Total accumulated other comprehensive income</b>	<b>981,693</b>	<b>737,274</b>
Unrealized gains (losses) on available-for-sale securities, net of taxes	51,770	63,787
Unrealized gains (losses) on hedging derivatives, net of taxes	5,035	4,442
Foreign currency translation adjustments	901,059	646,910
Remeasurements of defined benefit plans	23,827	22,133
<b>Subscription rights to shares</b>	<b>80</b>	<b>—</b>
<b>Non-controlling interests</b>	<b>187,154</b>	<b>32,938</b>
<b>TOTAL NET ASSETS</b>	<b>4,223,212</b>	<b>3,611,861</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>11,386,111</b>	<b>9,650,060</b>



(2) Semi-annual consolidated statements of income and semi-annual consolidated statements of comprehensive income

Semi-annual consolidated statements of income

(Millions of yen)

	Six Months Ended August 31, 2024	Six Months Ended August 31, 2025
	Amount	Amount
<b>Revenues from operations</b>	<b>6,035,534</b>	<b>5,616,637</b>
Net sales	5,220,606	4,788,994
Cost of sales	4,317,995	3,909,215
<b>Gross profit on sales</b>	<b>902,610</b>	<b>879,779</b>
Operating revenues	814,927	827,642
<b>Gross profit from operations</b>	<b>1,717,538</b>	<b>1,707,422</b>
Selling, general and administrative expenses	1,530,541	1,499,034
<b>Operating income</b>	<b>186,996</b>	<b>208,388</b>
<b>Non-operating income</b>	<b>16,235</b>	<b>10,952</b>
Interest income	6,093	5,687
Gain on valuation of investment securities	6,244	1,266
Equity in earnings of affiliates	440	—
Other	3,456	3,998
<b>Non-operating expenses</b>	<b>36,011</b>	<b>32,903</b>
Interest expenses	19,661	16,400
Interest on bonds	10,456	9,811
Equity in losses of affiliates	-	1,039
Other	5,892	5,653
<b>Ordinary income</b>	<b>167,220</b>	<b>186,436</b>
<b>Special gains</b>	<b>10,145</b>	<b>48,329</b>
Gain on sales of property and equipment	1,515	39,363
Gain on sales of investments in securities	7,448	3,964
Other	1,181	5,001
<b>Special losses</b>	<b>86,237</b>	<b>31,200</b>
Loss on disposals of property and equipment	6,871	6,758
Impairment loss	10,626	8,041
Restructuring expenses	5,196	873
Loss on business of subsidiaries and associates	45,877	—
Loss on transfer of subsidiary	4,782	—
Other	12,883	15,527
<b>Income before income taxes</b>	<b>91,128</b>	<b>203,566</b>
<b>Total Income taxes</b>	<b>33,669</b>	<b>76,009</b>
Income taxes - current	38,468	67,651
Income taxes - deferred	(4,799)	8,357
Net income	57,459	127,556
Net income attributable to non-controlling interests	5,216	5,754
<b>Net income attributable to owners of parent</b>	<b>52,242</b>	<b>121,802</b>



# Semi-annual consolidated statements of comprehensive income

(Millions of yen)

	Six Months Ended August 31, 2024	Six Months Ended August 31, 2025
	Amount	Amount
<b>Net income</b>	<b>57,459</b>	<b>127,556</b>
<b>Other comprehensive income</b>		
Unrealized gains (losses) on available-for-sale securities, net of taxes	8,087	11,953
Unrealized gains (losses) on hedging derivatives, net of taxes	974	(592)
Foreign currency translation adjustments	367,943	(260,547)
Remeasurements of defined benefit plans, net of taxes	(498)	(2,115)
Share of other comprehensive income (loss) of entities accounted for using equity method, net of taxes	77	(26)
<b>Total other comprehensive income (loss)</b>	<b>376,584</b>	<b>(251,328)</b>
<b>Comprehensive income (loss)</b>	<b>434,043</b>	<b>(123,772)</b>
Comprehensive income (loss) attributable to owners of parent	426,401	(122,617)
Comprehensive income (loss) attributable to non-controlling interests	7,642	(1,154)



### (3) Semi-annual consolidated statements of cash flows

(Millions of yen)

	Six Months Ended August 31, 2024	Six Months Ended August 31, 2025
	Amount	Amount
<b>Cash flows from operating activities</b>		
Income before income taxes	91,128	203,566
Depreciation and amortization	216,764	207,854
Impairment loss	39,800	8,041
Amortization of goodwill	67,746	69,207
Interest income	(6,093)	(5,687)
Interest expenses and interest on bonds	30,118	26,211
Equity in losses (earnings) of affiliates	(440)	1,039
Gain on sales of property and equipment	(1,515)	(39,363)
Loss on disposals of property and equipment	7,654	7,355
Loss on transfer of subsidiary	4,782	—
Loss (gain) on sales of investments in securities	(7,447)	(3,964)
Decrease (increase) in notes and accounts receivable, trade	(28,156)	(26,726)
Decrease (increase) in trade accounts receivable, financial services	(4,330)	(8,340)
Decrease (increase) in inventories	(8,458)	1,948
Increase (decrease) in notes and accounts payable, trade	74,879	74,075
Increase (decrease) in deposits received	79,950	85,007
Net increase (decrease) in borrowings in banking business	—	10,000
Net increase (decrease) in deposits received in banking business	26,005	28,797
Net increase (decrease) in call money in banking business	10,000	(100,000)
Net decrease (increase) in ATM-related temporary accounts	(26,791)	(41,969)
Other	(2,380)	(34,246)
<b>Subtotal</b>	<b>563,216</b>	<b>462,805</b>
Interest and dividends received	6,810	6,494
Interest paid	(24,914)	(27,956)
Insurance income received	1,523	2,785
Income taxes paid	(23,042)	(64,007)
Income taxes refund	18,828	1,982
<b>Net cash provided by operating activities</b>	<b>542,422</b>	<b>382,104</b>



(Millions of yen)

	Six Months Ended August 31, 2024	Six Months Ended August 31, 2025
	Amount	Amount
<b>Cash flows from investing activities</b>		
Acquisition of property and equipment	(238,106)	(160,346)
Proceeds from sales of property and equipment	4,450	66,349
Acquisition of intangible assets	(59,003)	(42,726)
Payment for purchase of investments in securities	(27,487)	(44,891)
Proceeds from sales of investments in securities	21,999	51,909
Payment for purchase of shares in subsidiaries resulting in change in scope of consolidation	(167,141)	—
Proceeds from sales of shares in subsidiaries resulting in change in scope of consolidation	2,603	—
Payment for sales of shares in subsidiaries resulting in change in scope of consolidation	(22,573)	(758,627)
Payment for long-term leasehold deposits	(4,775)	(3,246)
Refund of long-term leasehold deposits	11,530	16,136
Proceeds from deposits from tenants	1,727	959
Refund of deposits from tenants	(2,116)	(1,011)
Payment for acquisition of business	(109,835)	(173)
Payment for time deposits	(6,976)	(3,983)
Proceeds from withdrawal of time deposits	3,283	5,476
Other	(8,362)	(9,189)
<b>Net cash used in investing activities</b>	<b>(600,782)</b>	<b>(883,364)</b>
<b>Cash flows from financing activities</b>		
Net increase (decrease) in short-term loans	290,935	417,227
Proceeds from long-term debts	186,980	18,000
Repayment of long-term debts	(92,679)	(190,815)
Payment for redemption of bonds	(342,810)	(30,000)
Proceeds from share issuance to non-controlling shareholders	399	—
Purchase of treasury stock	(59,641)	(283,306)
Dividends paid	(49,449)	(51,950)
Dividends paid to non-controlling interests	(4,044)	(4,259)
Payment for changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	(367)	(0)
Other	(5,857)	(7,821)
<b>Net cash used in financing activities</b>	<b>(76,534)</b>	<b>(132,925)</b>
<b>Effect of exchange rate changes on cash and cash equivalents</b>	<b>41,997</b>	<b>(21,358)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(92,897)</b>	<b>(655,544)</b>
<b>Cash and cash equivalents at beginning of period</b>	<b>1,562,493</b>	<b>1,349,820</b>
<b>Cash and cash equivalents at end of period</b>	<b>1,469,596</b>	<b>694,276</b>



**(4) Doubts on the premise of going concern**

None

**(5) Change in scope of consolidation or equity method application**

(Significant change in scope of consolidation)

In the six months ended August 31, 2025, SEVEN-ELEVEN JAPAN CO., LTD., Ito-Yokado Co., Ltd., and York-Benimaru Co., Ltd. which are wholly owned subsidiaries of the Company have decided to tender some or all of their shares in Seven Bank, Ltd. ("Seven Bank") in response to the share repurchase announced by Seven Bank on June 19, 2025 (the "Transfers"), and the change of subsidiaries was completed on June 24, 2025 due to the implementation of the Transfers. As a result of the Transfers, the ratio of voting rights for Seven Bank by the Group became 39.9%.

As a result, Seven Bank and its 9 subsidiaries have been excluded from the scope of consolidation and Seven Bank has become an equity method affiliate of the Company.

**(6) Notes to semi-annual consolidated statements of income**

I . A breakdown of restructuring expenses is as follows:

(Millions of yen)

	Six months ended August 31, 2024	Six months ended August 31, 2025
Loss on disposals of property and equipment	783	597
Impairment loss	2,662	—
Early retirement benefit	449	—
Others	1,301	276
Total	5,196	873

II . Loss on business of subsidiaries and associates is caused by withdrawal of online supermarket business and the breakdown is as follows:

(Millions of yen)

	Six months ended August 31, 2024	Six months ended August 31, 2025
Impairment loss	26,511	—
Early termination fee	14,555	—
Others	4,810	—
Total	45,877	—

**(7) Notes to semi-annual consolidated statements of cash flows**

I . Reconciliation of Cash and cash equivalents as of August 31, 2024 and 2025 between the amounts shown in the consolidated balance sheets and the consolidated statements of cash flows is as follows.

(Millions of yen)

	Six months ended August 31, 2024	Six months ended August 31, 2025
Cash and bank deposits	1,470,393	709,581
Restricted cash	22,061	1,761
Time deposits with maturities and certificate deposits in excess of three months	(22,858)	(17,067)
Cash and cash equivalents	1,469,596	694,276



II. “Payment for sales of shares in subsidiaries resulting in change in scope of consolidation” in the six months ended August 31, 2024 contains the payment of 22,068 million yen as accrued amount of price adjustment for Sogo & Seibu Co., Ltd., which has been excluded from the scope of consolidation as a result of the sale of shares in the fiscal year ended February 29, 2024.

## (8) Segment information

I. Six months ended August 31, 2024 (From March 1, 2024 to August 31, 2024)

( i ) Information on revenues from operations and income (loss) by reportable segment

(Millions of yen)

	Reportable segments				Others (Note 1)	Total	Adjustments (Note 2)	Consolidated total (Note 3)
	Domestic convenience store operations	Overseas convenience store operations	Superstore operations	Financial services				
Revenues from operations								
1.Customers	461,318	4,611,061	722,754	91,829	148,255	6,035,219	314	6,035,534
2.Intersegment	1,050	1,440	1,788	13,418	16,279	33,977	(33,977)	-
Total	462,368	4,612,501	724,543	105,248	164,535	6,069,197	(33,663)	6,035,534
Segment income (loss)	127,712	73,325	3,514	17,464	3,834	225,851	(38,854)	186,996

Notes:

- Others represent the businesses which are not included in any of the reportable segments and consist of specialty store operations and real estate operations, etc.
- The adjustments on segment income (loss) of (38,854) million yen are eliminations of intersegment transactions and certain expense items that are not allocated to operating segments.
- Segment income (loss) is reconciled with the operating income in the semi-annual consolidated statements of income.

( ii ) Impairment of fixed assets and goodwill by reportable segment

(Significant changes in the amount of goodwill)

In the six months ended August 31, 2024, the acquisition of the shares of Convenience Group Holdings Pty Ltd was completed through the 7-Eleven International LLC's wholly-owned subsidiary, AR BidCo Pty Ltd. Due to the acquisition, the Company has included CONVENIENCE HOLDINGS PTY LTD and other 20 companies in the scope of consolidation. As a result, the amount of goodwill in Overseas convenience store operations has been increased by 126,320 million yen. The amount above is provisional since the purchase price allocation has not been finalized.



II. Six months ended August 31, 2025 (From March 1, 2025 to August 31, 2025)

( i ) Information on revenues from operations and income (loss) by reportable segment

(Millions of yen)

	Reportable segments				Others (Note 1)	Total	Adjustments (Note 2)	Consolidated total (Note 3)
	Domestic convenience store operations	Overseas convenience store operations	Superstore operations	Financial services				
Revenues from operations								
1. Customers	461,574	4,220,486	687,623	96,326	150,281	5,616,292	344	5,616,637
2. Intersegment	1,000	643	1,854	12,802	24,369	40,670	(40,670)	-
Total	462,575	4,221,130	689,478	109,128	174,650	5,656,962	(40,325)	5,616,637
Segment income (loss)	121,793	80,131	17,706	17,959	7,155	244,746	(36,358)	208,388

Notes:

1. Others represent the businesses which are not included in any of the reportable segments and consist of specialty store operations and real estate operations, etc.
2. The adjustments on segment income (loss) of (36,358) million yen are eliminations of intersegment transactions and certain expense items that are not allocated to operating segments.
3. Segment income (loss) is reconciled with the operating income in the semi-annual consolidated statements of income.

( ii ) Impairment of fixed assets and goodwill by reportable segment

No significant items to be reported.



(Reference)

Revenues from operations and operating income by geographic area segments are as described below.

Six months ended August 31, 2024 (From March 1, 2024 to August 31, 2024)

(Millions of yen)

	Japan	North America	Others	Total before eliminations	Eliminations	Consolidated total
Revenues from operations						
1. Customers	1,394,569	4,453,937	187,027	6,035,534	—	6,035,534
2. Intersegment	15,555	712	61	16,329	(16,329)	—
Total revenues	1,410,125	4,454,650	187,088	6,051,863	(16,329)	6,035,534
Operating income (loss)	129,894	73,828	(2,068)	201,654	(14,657)	186,996

Notes:

1. The classification of geographic area segments is determined according to geographical distances.
2. "Others" consist of the results in Australia and the China, etc.

Six months ended August 31, 2025 (From March 1, 2025 to August 31, 2025)

(Millions of yen)

	Japan	North America	Others	Total before eliminations	Eliminations	Consolidated total
Revenues from operations						
1. Customers	1,366,356	3,939,455	310,825	5,616,637	—	5,616,637
2. Intersegment	13,399	1,068	17	14,484	(14,484)	—
Total revenues	1,379,755	3,940,523	310,843	5,631,122	(14,484)	5,616,637
Operating income (loss)	138,656	82,660	(552)	220,764	(12,376)	208,388

Notes:

1. The classification of geographic area segments is determined according to geographical distances.
2. "Others" consist of the results in Australia and the China, etc.



## **(9) Business combination, etc.**

Six months ended August 31, 2025 (From March 1, 2025 to August 31, 2025)

Business divestiture

(Partial transfer of subsidiary shares)

SEVEN-ELEVEN JAPAN CO., LTD. ("Seven-Eleven Japan"), Ito-Yokado Co., Ltd., and York-Benimaru Co., Ltd. which are wholly owned subsidiaries of the Company (hereinafter referred to as "the Company's Subsidiaries") have decided to tender some or all of their shares in Seven Bank, Ltd. ("Seven Bank") in response to the share repurchase announced by Seven Bank on June 19, 2025 (the "Transfers") , and the change of subsidiaries was completed on June 24, 2025 due to the implementation of the Transfers. As a result of the Transfers, the ratio of voting rights for Seven Bank by the Group became 39.9%.

As a result, Seven Bank and its 9 subsidiaries have been excluded from the scope of consolidation and Seven Bank has become an equity method affiliate of the Company.

### **I . Outline of the business divestiture**

#### **( i )Name of the successor entity**

Seven Bank, Ltd.

#### **( ii )Description of the divested businesses**

Financial services

#### **( iii )Main objectives of the business divestiture**

The Company discussed with Seven Bank and considered all possible measures that would enable sustainable growth while maintaining synergies in the businesses for both the Company and Seven Bank. As a result, based on the judgment that Seven Bank will be able to collaborate with a broader range of partners, develop high value-added businesses, and achieve further growth by establishing a management structure with more autonomy than ever before, and it will also contribute to enhancing the corporate value and shareholder value of Seven Bank by enabling the flexible implementation of various capital policies in response to changes in the business environment, Seven Bank announced that it will purchase its own shares on June 19, 2025 (the "Share Buyback") and the Company's Subsidiaries have decided to tender some or all of the shares of Seven Bank held by each of them in response to the Share Buyback.

Although Seven Bank and its subsidiaries will be excluded from the Company's consolidated subsidiaries as a result of the Share Buyback, the Company believes that the Company will be able to retain synergies with the financial business and further focus on the convenience store business to accelerate growth and maximize corporate and shareholder value by continuing to hold a certain amount of Seven Bank shares through Seven-Eleven Japan.

#### **( iv )Date of the business divestiture**

June 24, 2025 (deemed transfer date: August 31, 2025)

#### **( v ) Outline of the business divestiture including the legal form thereof**

Share transfers for which the consideration to be received is assets such as cash only.



## II. Overview of the accounting treatment

### ( i ) Amount of profit on the transfer

1,889 million yen

### ( ii ) Appropriate carrying amounts of assets and liabilities related to the transferred business and major breakdown thereof

Current assets	1,362,660 million yen
Non-current assets	236,942 million yen
<b>Total assets</b>	<b>1,599,602 million yen</b>
Current liabilities	1,259,742 million yen
Non-current liabilities	52,343 million yen
<b>Total liabilities</b>	<b>1,312,086 million yen</b>

### ( iii ) Accounting treatment

The difference between the sale price and the book value of the transferred shares are included in special gains as "Other".

## III. Name of the reporting segment in which the divested business was included in the segment information disclosure

Financial services

## IV. Approximate amount of profit or loss related to the divested business recorded in the semi-annual consolidated statements of income for the six months ended August 31, 2025

Revenues from operations	81,982 million yen
Operating income	15,303 million yen

## (10) Notes on significant changes in the amount of shareholders' equity

The Company resolved, at the meeting of the Board of Directors held on April 9, 2025, to repurchase own shares under Article 156 which is applicable in accordance with Article 165, paragraph 3 of the Companies Act. The Company is proceeding with the repurchase up to 400,000,000 shares, with a maximum aggregate amount of 600,000 million yen during the period from April 10, 2025 to February 28, 2026, and in the six months ended August 31, 2025, the total number of shares acquired was 132,880,100. As a result, in the six months ended August 31, 2025, 283,303 million yen was increased and "Treasury stock" in the semi-annual consolidated balance sheets became 298,760 million yen.

## (11) Subsequent event

### Business divestiture

#### (Transfer of subsidiary shares)

The Company resolved, at the meeting of the Board of Directors held on March 6, 2025, to transfer the rights and obligations relating to the head office functions, subsidiary management functions of a total of 29 companies - comprising 22 of the Company's consolidated subsidiaries and 7 equity-method affiliates engaged in the Group's food supermarket, specialty store, and other businesses ("SST Business Group") - along with all other businesses held by the Company's wholly-owned subsidiary, YORK Holdings Co., Ltd. ("YORK HD"), to K.K. BCJ-96 ("SPC (2)"), which will be newly established as a wholly-owned subsidiary of K.K. BCJ-95 ("SPC (1)"), an acquisition purpose company established by Bain Capital Private Equity, L.P. and its affiliates (collectively, "Bain Capital"). The transfer, which includes all shares of the Transferred Companies (referring to Ito-Yokado Co., Ltd., York-Benimaru Co., Ltd., THE LOFT CO., LTD., Akachan



Honpo Co., Ltd., Seven & i Food Systems Co., Ltd. (currently known as Denny's Japan Co., Ltd.), Seven & i Create Link Co., Ltd. (currently known as Create Link Co., Ltd.), and SHELL GARDEN CO., LTD.) held directly by YORK HD will be executed through an absorption-type split ("Absorption-type Split"). On September 1, 2025, the procedures for the Absorption-type Split were completed.

The Company had planned to invest in SPC (1) so that the Company's shareholding ratio would be 35.07% after the Absorption-type Split became effective ("Reinvestment"), and the Reinvestment was completed as of the same date.

As a result, the subsidiaries which are owned by YORK HD will be excluded from the scope of consolidation and SPC (1) will become an equity method affiliate of the Company.

## I. Outline of the business divestiture

### ( i )Name of the successor entity

K.K. BCJ-96 (currently changed its trade name to "YORK Holdings Co., Ltd.")

### ( ii )Description of the divested businesses

Superstore operations, etc.

### ( iii )Main objectives of the business divestiture

The Company has engaged in extensive discussions with Bain Capital to maximize value for shareholders and stakeholders. As a result, the Company determined that leveraging Bain Capital's expertise in the consumer and retail industry and financial strength, backed by its strong investment track record as one of the world's leading private equity funds, will contribute to the sustainable growth of the SST Business Group.

### ( iv )Date of the business divestiture

September 1, 2025

### ( v ) Outline of the business divestiture including the legal form thereof

An absorption-type split in which YORK HD was the company splitting in the absorption-type split and SPC (2) was the company succeeding.

## II. Overview of the accounting treatment

### ( i )Amount of profit or loss on the transfer

Under evaluation

### ( ii )Appropriate carrying amounts of assets and liabilities related to the transferred business and major breakdown thereof

Current assets	326,325 million yen
Non-current assets	825,324 million yen
<b>Total assets</b>	<b>1,151,650 million yen</b>
Current liabilities	258,262 million yen
Non-current liabilities	114,934 million yen
<b>Total liabilities</b>	<b>373,197 million yen</b>

### ( iii )Accounting treatment

The business divestiture will be accounted for pursuant to the Accounting Standard for Business Divestitures (ASBJ Statement No.7, September 13, 2013) and Guidance on Accounting Standard for Business Combinations and Accounting Standard for Business Divestitures (ASBJ Guidance No.10, January 16, 2019).



III. Name of the reporting segment in which the divested business was included in the segment information disclosure

Superstore operations and Others

IV. Approximate amount of profit or loss related to the divested business recorded in the semi-annual consolidated statements of income for the six months ended August 31, 2025

Revenues from operations	837,994 million yen
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Operating income	23,032 million yen
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