



CORPORATE OUTLINE


FY2025 (Year Ended February 28, 2026)

Seven & i Holdings Co., Ltd.

How to use this report

This report has been edited by using PDF with interactive function.
Each page has navigation buttons and category tab at the top, and a page tab on the left to help you navigate between pages.
There is also a link button for websites related to the contents.


Navigation buttons

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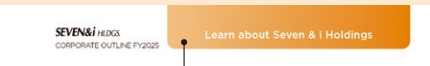
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Link button

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Chapter



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About Corporate Outline

This Corporate Outline is designed to communicate an overview of our business in a clear manner, focusing on data to enable better understanding.
We hope you will be able to use it to your benefit.

Six Chapters to Learn about Seven & i Holdings

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Corporate Profile

Corporate Overview (As of February 28, 2026)

Company name
Seven & i Holdings Co., Ltd.

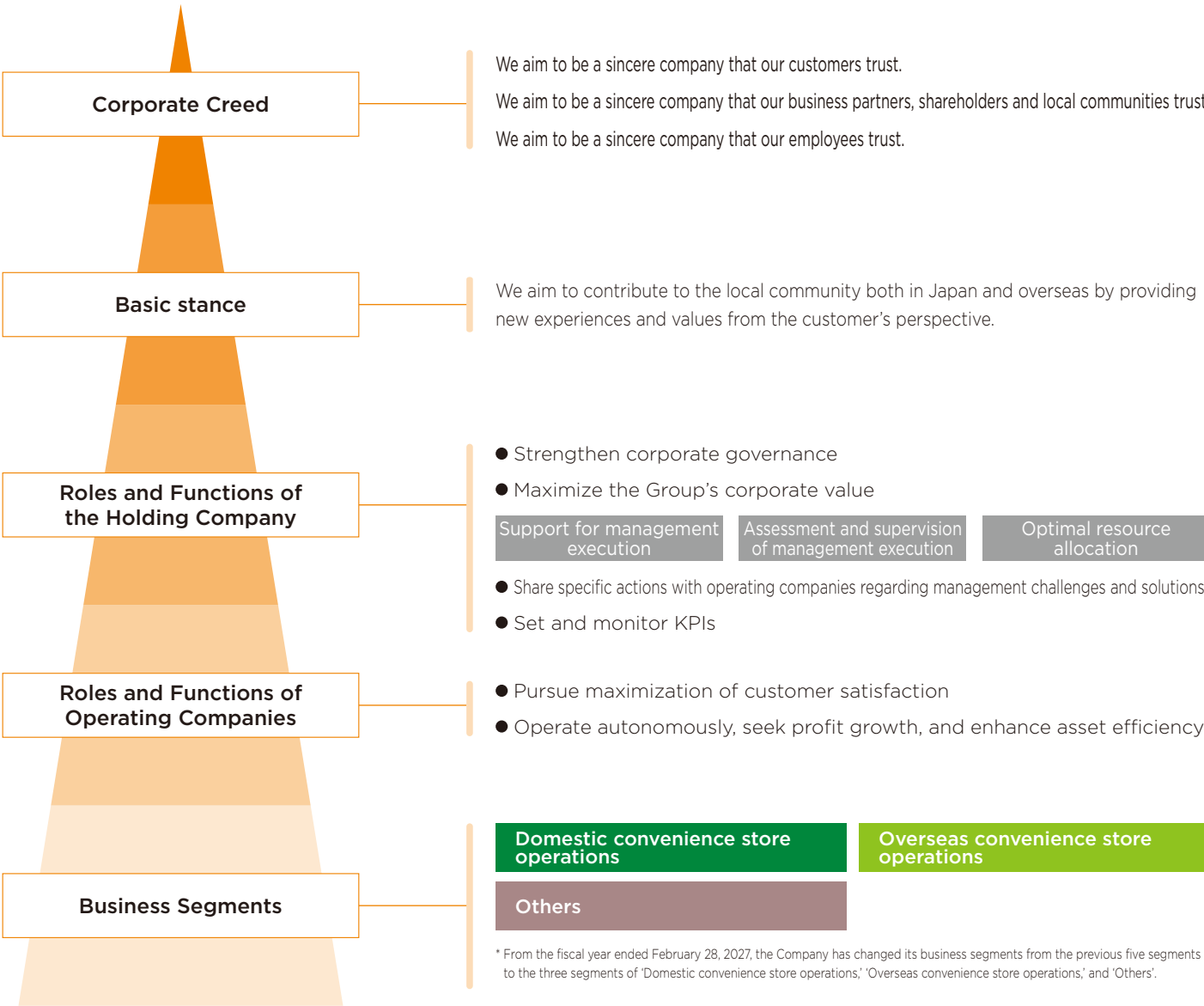
Date of establishment
September 1, 2005

Head office
8-8, Nibancho, Chiyoda-ku,
Tokyo 102-8452, Japan

Representative
Representative Director, President & CEO
Stephen Hayes Dacus

Paid-in capital
50 billion yen

Number of employees
866 (nonconsolidated)
35,967 (consolidated)



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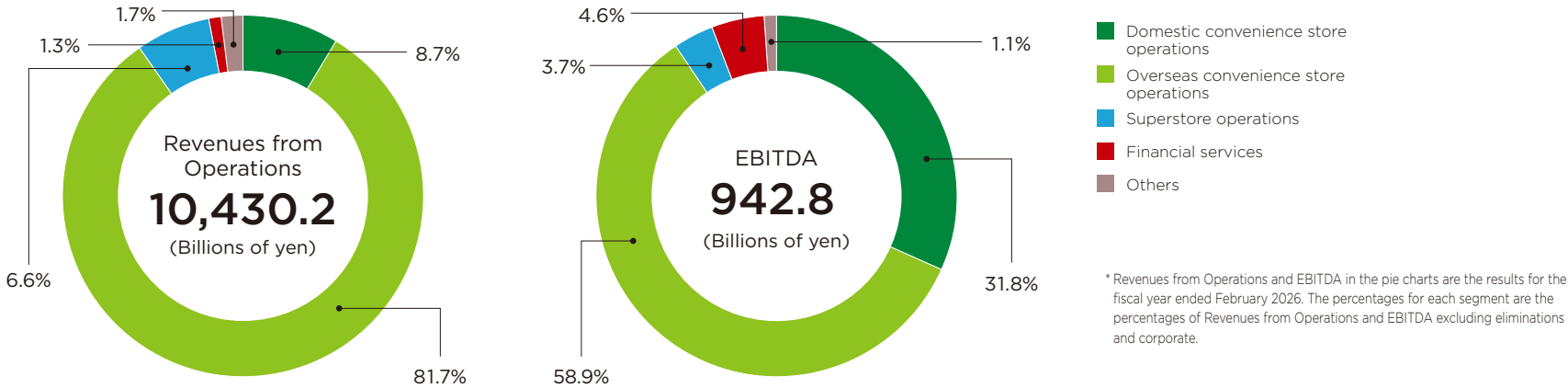
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* The Company deconsolidated Seven Bank, Ltd. and its subsidiaries as of June 24, 2025 and deconsolidated a total of 29 companies—comprising 22 of its consolidated subsidiaries and seven equity-method affiliates—engaged in the Group’s supermarket, specialty store, and other businesses (“SST Business Group”) as of September 1, 2025. For the first half of the fiscal year, these entities were included in the consolidated statements of income and cash flows as consolidated subsidiaries. In addition, Seven Bank, Ltd. and its subsidiaries were not included in the consolidated balance sheet as of August 31, 2025. From the second half onward, the operating results of Seven Bank, Ltd. and the SST Business Group have been reflected in our consolidated results as equity method affiliates.

Overview of Major Operating Companies

Overview of Major Operating Companies			FY2025 sales		Number of stores		Number of employees		Capital	Equity owned by the Company
			(Millions of yen)	Growth rate (%)	(Stores)	Increase / (Decrease)	(People)	Increase / (Decrease)	(Millions of yen)	(%)
Further details on P16-21 →	Domestic Convenience Store Operations									
	SEVEN-ELEVEN JAPAN CO., LTD.	5,469,315* ¹	1.9	21,722	170	9,833	(419)	17,200	100.0	
	SEVEN-ELEVEN OKINAWA Co., Ltd.	40,859* ¹	15.9	205	14	141	(10)	1,500	100.0	
Further details on P22-27 →	Overseas Convenience Store Operations									
	○ 7-Eleven, Inc.	9,725,461* ¹	(7.3)	12,712	(251)	67,942	(3,749)	U.S.\$17,532	100.0	
	○ Convenience Group Holdings Pty Ltd (Australia)	601,978* ¹	31.5	765	18	4,550	547	AUD72,000,000	100.0	
	○ SEVEN-ELEVEN HAWAII, INC.	64,777	1.0	67	0	1,145	87	U.S.\$20,000,000	100.0	
	○ SEVEN-ELEVEN (BEIJING) CO., LTD.	13,025* ²	(19.2)	400	38	471	(70)	U.S.\$44,000,000	65.0	
	○ SEVEN-ELEVEN (CHENGDU) CO., LTD.	2,198* ²	(16.9)	73	(9)	130	(17)	CHY472,924,388	100.0	
	○ SEVEN-ELEVEN (TIANJIN) CO., LTD.	3,091* ²	(7.2)	236	4	181	(15)	CHY200,000,000	65.0	

○ Figures are for the fiscal year ended December 31, 2025. (Number of stores is as of December 31, 2025; Number of employees is as of February 28, 2026)

*1 Sales of Seven-Eleven Japan, Seven-Eleven Okinawa and 7-Eleven, Inc., Convenience Group Holdings Pty Ltd represent total store sales.

*2 Sales for Chinese subsidiaries exclude value added tax.

Notes) 1. Exchange rates (average for the period): 1USD=151.69JPY; 1CNY=21.04JPY

2. Year-on-year comparisons for overseas subsidiaries are growth rates calculated on a yen basis.

3. Number of employees includes part-time employees (monthly average based on a 163-hour working month).

4. Ownership ratios include indirect holdings.

5. Acquired all shares of Convenience Group Holdings Pty Ltd in Australia on April 1, 2024.

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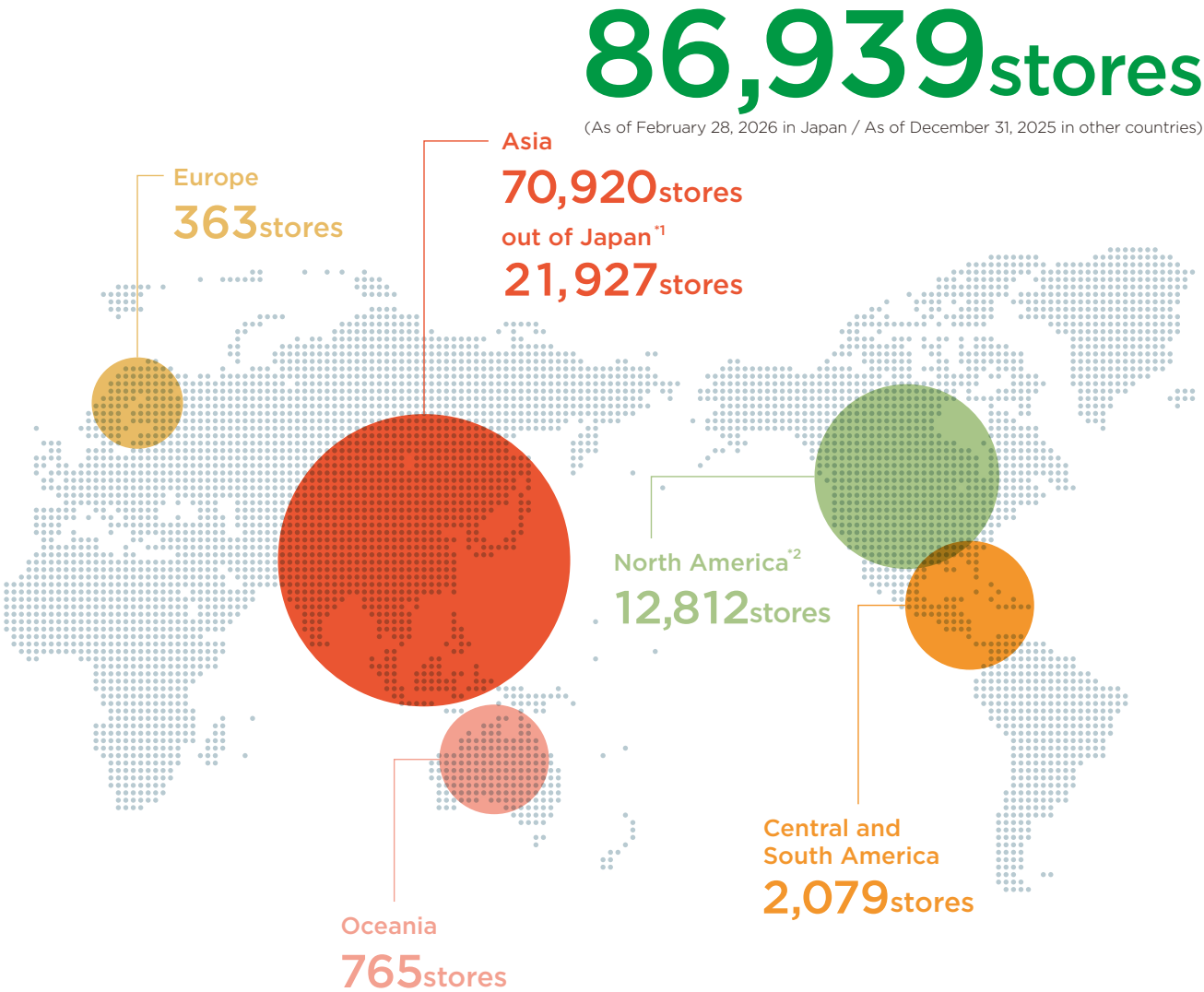
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Seven & i Holdings in Numbers

SEVEN-ELEVEN Store Network



*1 Total of SEVEN-ELEVEN JAPAN and SEVEN-ELEVEN OKINAWA
 *2 Including Hawaii



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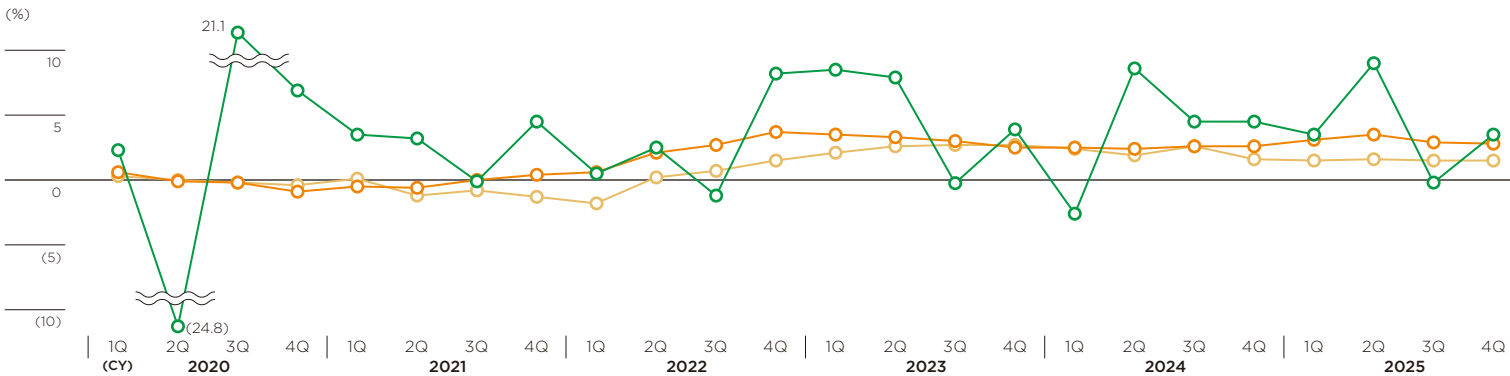
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Domestic Macroeconomic Environment

Year-on-year comparison of economic indices over quarters

- GDP (nominal)
- Consumer price index, All items excluding fresh food
- Consumer price index, All items excluding food (less alcoholic beverages) and energy

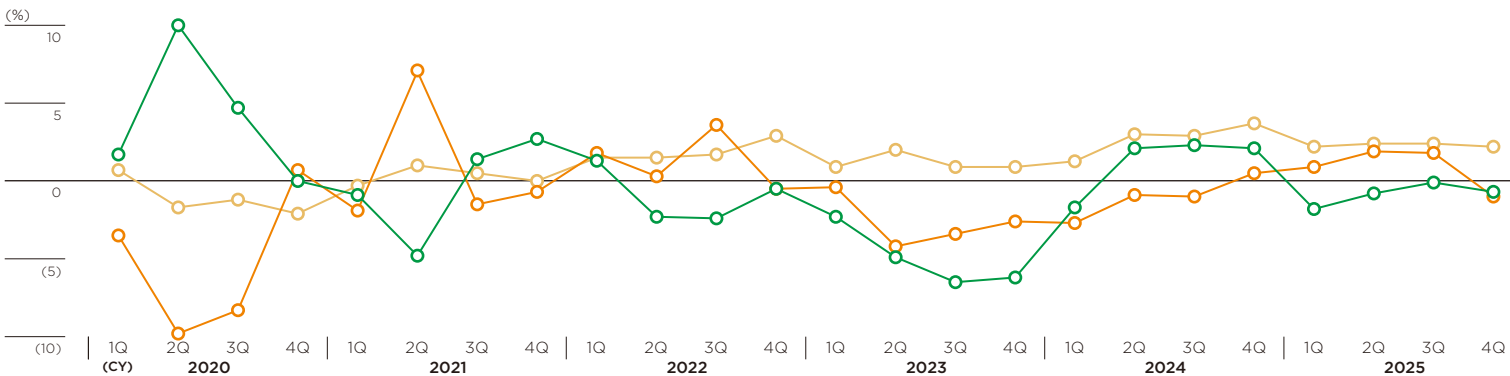
Sources: System of National Accounts (SNA) (Economic and Social Research Institute, Cabinet Office)
Consumer Price Index (Ministry of Internal Affairs and Communications)



Year-on-year comparison of household consumption indices over quarters

- Real income (real)
- Consumption expenditure (real)
- Total wages

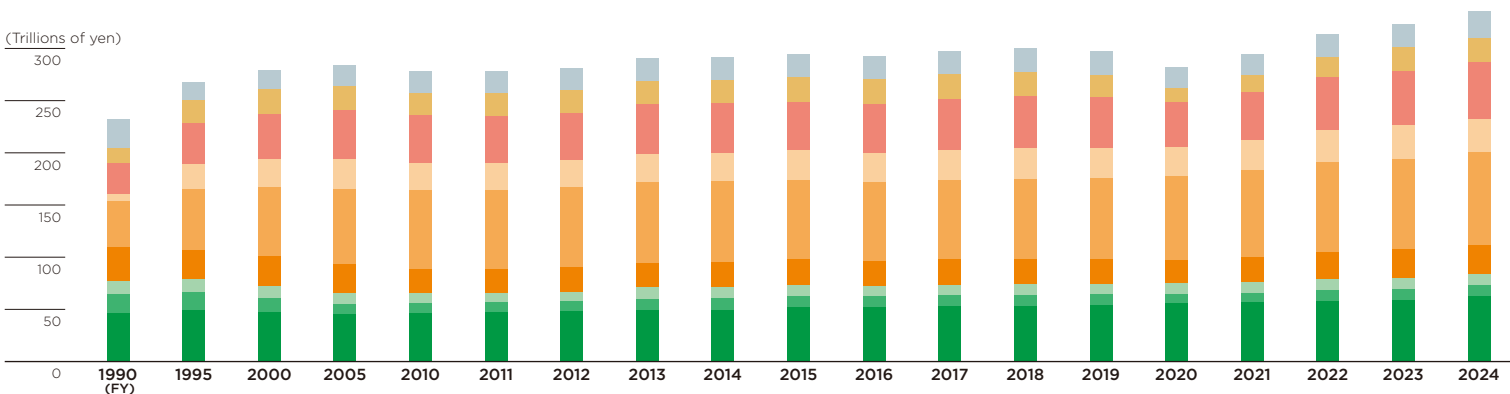
Sources: Family Income and Expenditure Survey (Ministry of Internal Affairs and Communications)
Monthly Labour Survey (Ministry of Health, Labour and Welfare)



Domestic final consumption expenditure of households

- Food, beverages and cigarettes
- Clothing and footwear
- Furniture and household appliances
- Education, cultural services and entertainment
- Housing and utilities
- Medical care and health expenses
- Transport and communications
- Eating out and accommodation
- Others

Notes) 1. The figures before 2000 are based on an old standard.
2. Revised retroactively from 1994 (due to revision of estimation method)
Source: System of National Accounts (SNA) (Economic and Social Research Institute, Cabinet Office)



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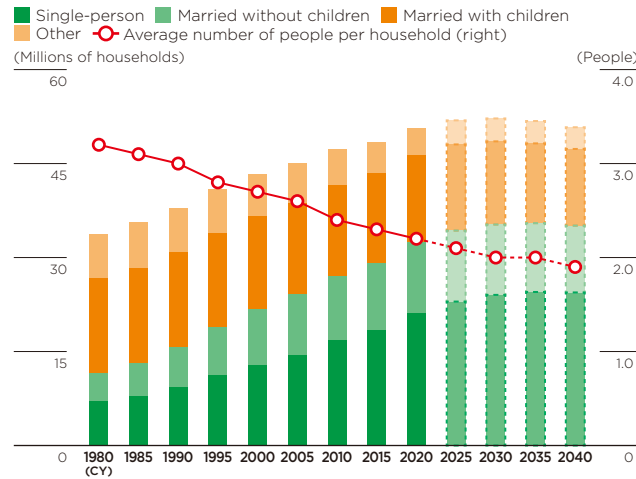
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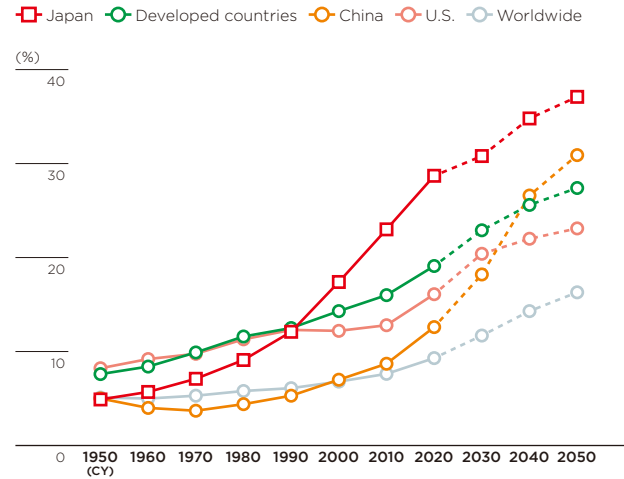
Domestic Macroeconomic Environment

Changes in the number of households



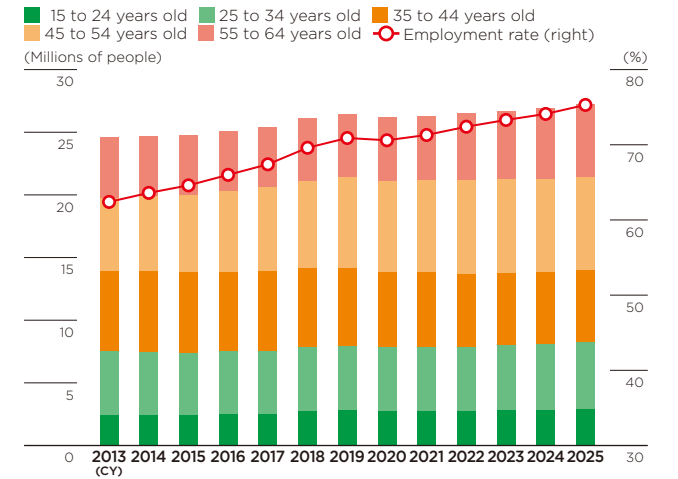
Note) The figures on 2025 and after.
Source: National Estimates, Population Projection for Japan (National Institute of Population and Social Security Research)

Changes in the population of those aged over 65



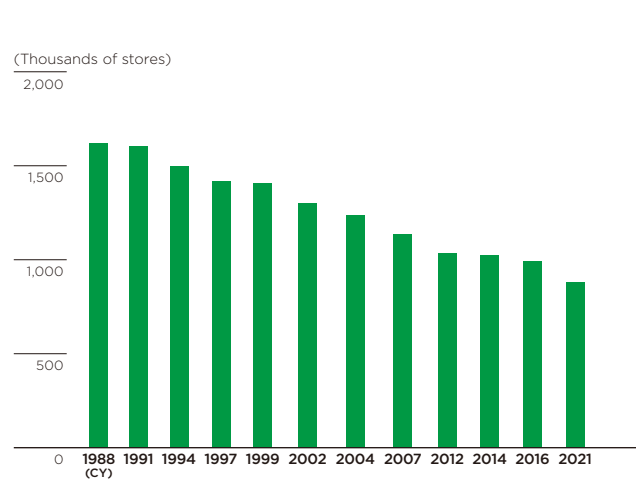
Note) The figures after 2025 are estimates.
Source: Statistical Handbook of the World (Ministry of Internal Affairs and Communications)

The number of female workers and their employment rate



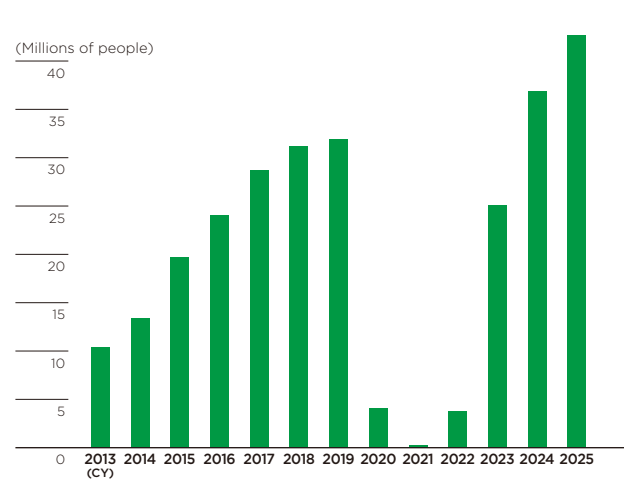
Source: Labour Force Survey (Ministry of Internal Affairs and Communications)

Trend in the number of retail stores



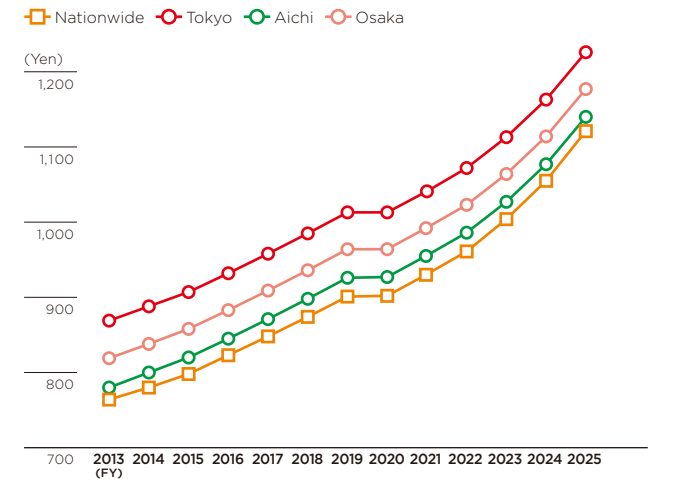
Sources: The Census of Commerce (Ministry of Economy, Trade and Industry) <until 2007>
Economic Census (Ministry of Economy, Trade and Industry; Ministry of Internal Affairs and Communications) <from 2012>

The number of tourists from overseas



Source: Japan National Tourism Organization

Minimum wage nationwide and in three main metropolitans



Note) Nationwide: Weighted average
Source: Revised List of Regional Minimum Wages (Ministry of Health, Labour and Welfare)

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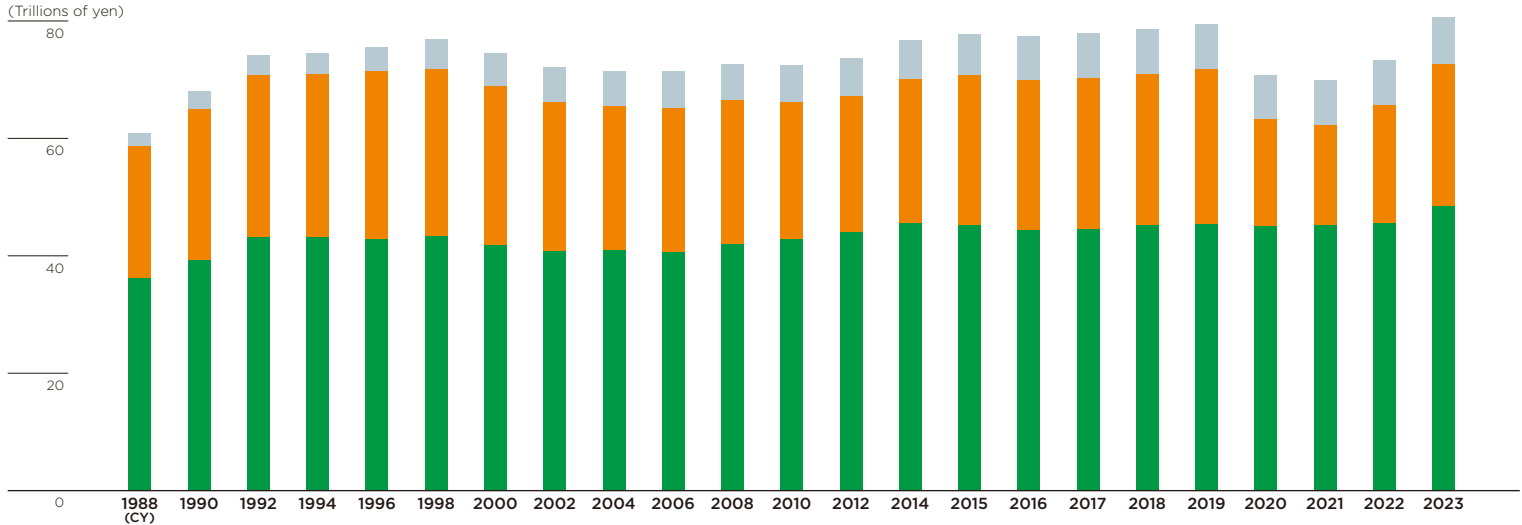
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Domestic Environment of the Retail Industry

Trends in the scale of the food market

- Food and beverage retailers
- Food-service industry
- Takeout meals industry

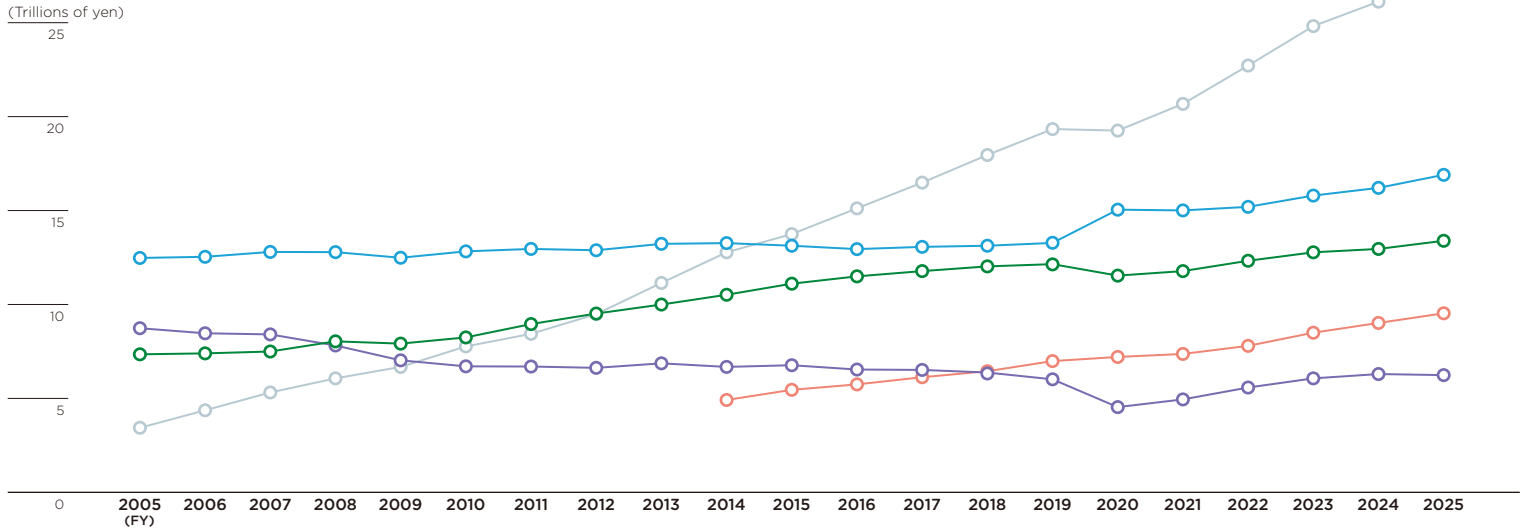
Sources: Current Survey of Commerce (Ministry of Economy, Trade and Industry)
Estimates in the Scale of the Food Market (Foodservice Industry Research Institute)



Trends in net sales at major store formats

- Convenience stores
- Supermarkets
- Department stores
- Drugstores
- E-commerce (B to C)

Source: Current Survey of Commerce and E-Commerce Market Survey (Ministry of Economy, Trade and Industry)



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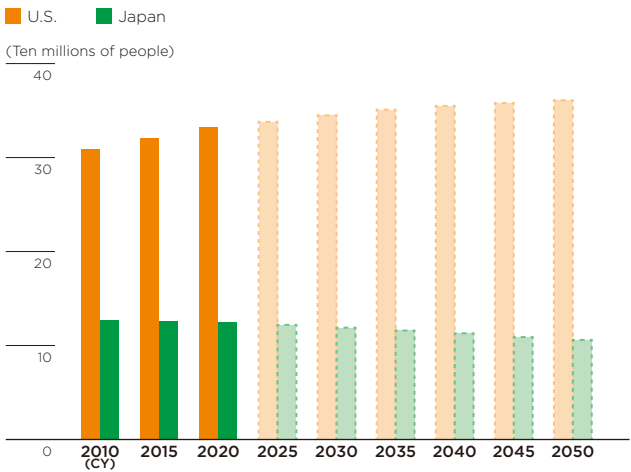
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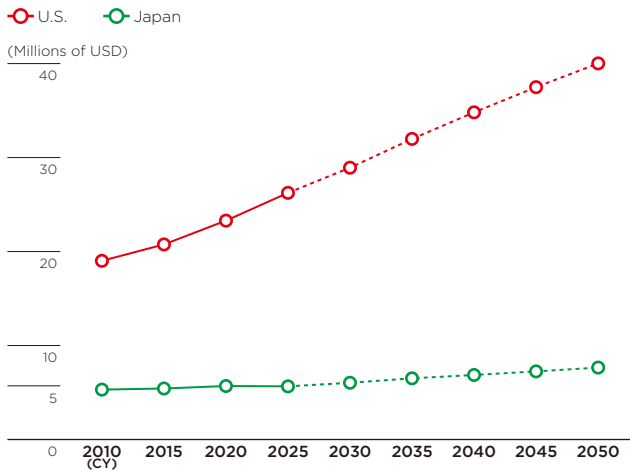
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Demographic forecast



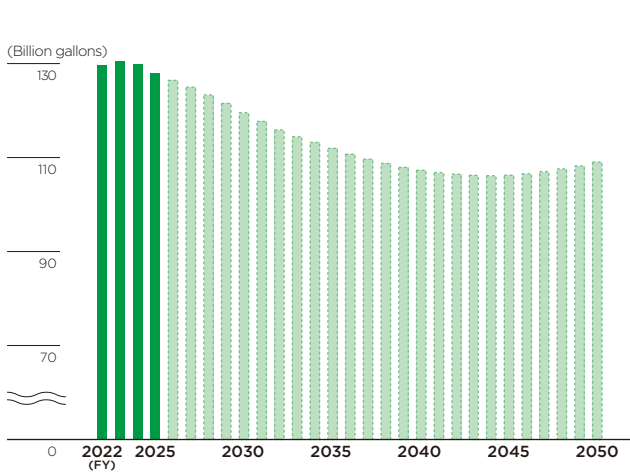
Note) The figures on 2025 and after are estimates.
Source: U.S. Census Bureau

Real GDP



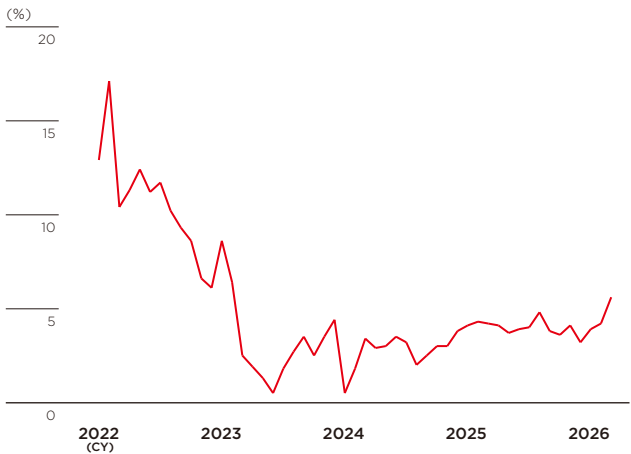
Note) The figures on 2025 and after are estimates.
Source: Organisation for Economic Co-operation and Development

Fuel consumption forecast



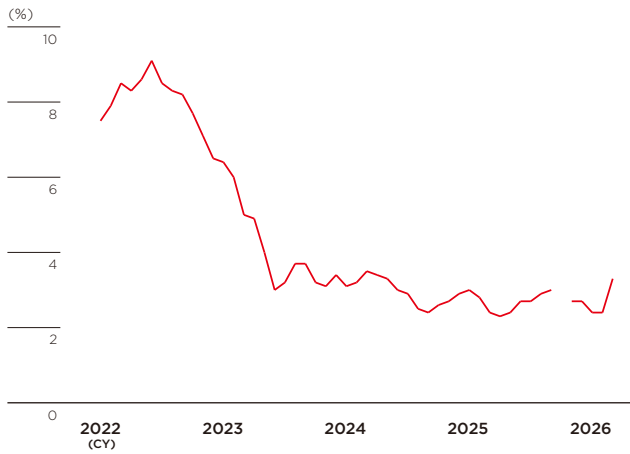
Source: U.S. Energy Information Administration

Growth in retail sales (excluding automobiles, seasonally adjusted)



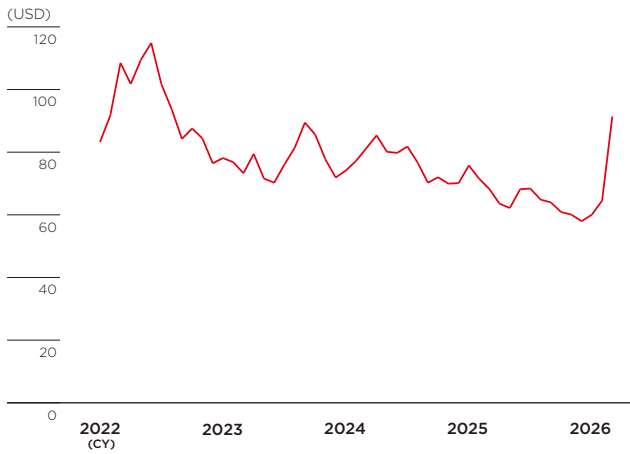
Source: U.S. Internal Revenue Service

Consumer price index (CPI)



Note) The Oct 2025 data values are not available due to the 2025 lapse in appropriations.
Source: U.S. Bureau of Labor Statistics

Crude oil price (WTI)



Source: U.S. Energy Information Administration

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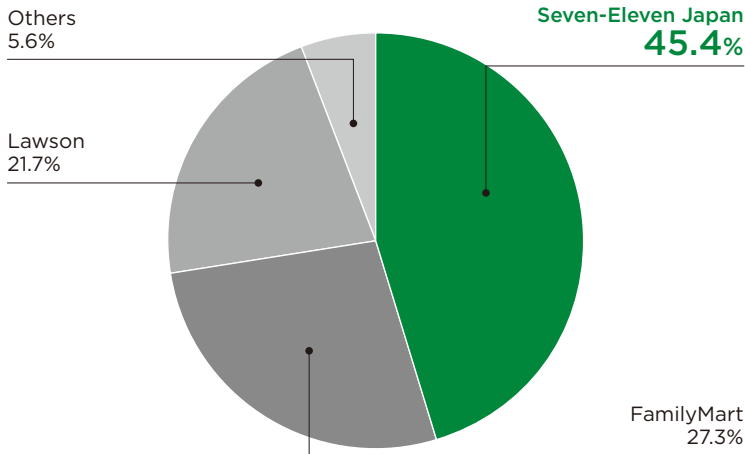
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Major Operating Companies' Market Share (Nonconsolidated)

Top 3 in gross total store sales at convenience stores

	FY2025 (Billions of yen)	Share (%)
Convenience stores total market*	12,091.9	100.0
1 Seven-Eleven Japan	5,490.3	45.4
2 FamilyMart	3,300.2	27.3
3 Lawson	2,625.4	21.7
Others	676.0	5.6
Top 3 combined	11,415.9	94.4

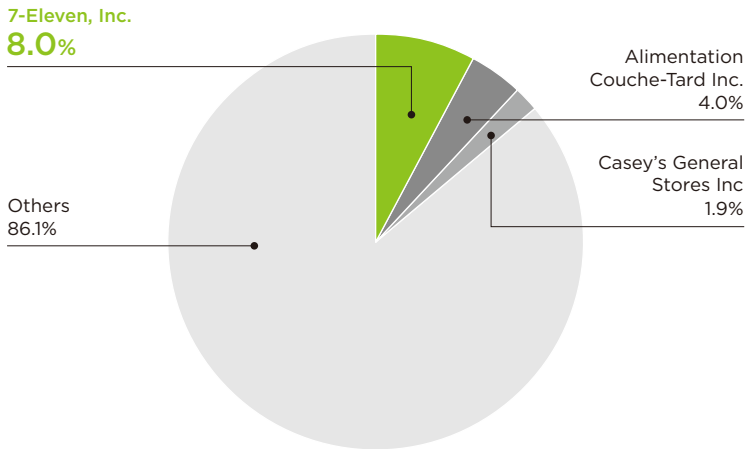
* The figure for convenience stores total market is the sum of sales from March 2025 to February 2026,according to the Japan Franchise Association's Convenience Store Statistics Investigation MonthlyReport.



Top 3 convenience store market shares in the U.S.

	Share (%)
1 7-Eleven, Inc.	8.0
2 Alimentation Couche-Tard Inc.	4.0
3 Casey's General Stores Inc	1.9
Others	86.1
Top 3 combined	13.9

* As of December 31, 2025



Sources: Published material from the Current Survey of Commerce (Ministry of Economy, Trade and Industry)
Convenience Store Statistics Investigation Monthly Report (Japan Franchise Association)
Materials disclosed by individual companies
NACS



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	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	(Millions of yen) FY2025	(Thousands of USD) FY2025
Revenues from operations	6,045,704	5,835,689	6,037,815	6,791,215	6,644,359	5,766,718	8,749,752	11,811,303	11,471,753	11,972,762	10,430,269	69,535,126
Operating income	352,320	364,573	391,657	411,596	424,266	366,329	387,653	506,521	534,248	420,991	422,993	2,819,953
EBITDA ^{*1}	569,064	588,214	621,445	655,915	674,317	626,874	751,491	995,319	1,054,951	995,523	942,893	6,285,953
Ordinary income	350,165	364,405	390,746	406,523	417,872	357,364	358,571	475,887	507,086	374,586	377,411	2,516,073
Net income attributable to owners of parent	160,930	96,750	181,150	203,004	218,185	179,262	210,774	280,976	224,623	173,068	292,760	1,951,733
Total assets	5,441,691	5,508,888	5,494,630	5,795,065	5,996,887	6,946,832	8,739,279	10,550,956	10,592,117	11,386,111	9,142,957	60,953,046
Net assets	2,505,182	2,475,806	2,575,342	2,672,486	2,757,222	2,831,335	3,147,732	3,648,161	3,900,624	4,223,212	4,217,445	28,116,300
Non-controlling interests	129,912	137,154	145,454	148,285	155,295	162,352	166,719	173,565	184,041	187,154	27,743	184,953
Interest-bearing debt	1,032,970	1,048,490	983,061	1,105,189	982,960	1,761,210	2,898,733	2,975,797	2,738,654	2,694,730	2,230,018	14,866,786
Debt/equity ratio (Times)	0.44	0.45	0.41	0.44	0.38	0.66	0.97	0.86	0.74	0.67	0.62	0.62
Interest coverage ratio (Times)	43.8	57.2	48.7	44.6	48.4	48.6	33.9	25.3	15.7	14.8	12.4	12.4
Cash flows from operating activities	488,973	512,523	498,306	577,878	576,670	539,995	736,476	928,476	673,015	876,458	666,736	4,444,906
Cash flows from investing activities	(335,949)	(371,602)	(240,418)	(557,497)	(318,047)	(394,127)	(2,505,566)	(413,229)	(431,809)	(732,363)	(477,343)	(3,182,286)
Free cash flows ^{*2}	153,023	140,921	257,887	20,380	258,623	145,868	(1,769,089)	515,246	241,205	144,095	189,392	1,262,613
Cash flows from financing activities	(2,312)	(78,190)	(168,510)	(5,324)	(213,204)	690,542	937,077	(270,373)	(377,065)	(392,648)	(1,109,880)	(7,399,200)
Net (decrease) increase in cash and cash equivalents	146,830	62,576	90,886	9,824	44,126	828,980	(768,946)	259,897	(112,293)	(212,673)	(923,673)	(6,157,820)
Cash and cash equivalents at end of fiscal year	1,147,086	1,209,497	1,300,383	1,310,729	1,354,856	2,183,837	1,414,890	1,674,787	1,562,493	1,349,820	426,146	2,840,973
Capital expenditures ^{*3}	399,204	384,119	347,374	539,328	360,909	377,299	439,630	431,961	473,770	552,778	402,277	2,681,846
Depreciation and amortization	195,511	207,483	213,167	221,133	226,475	235,504	292,561	376,097	400,789	436,593	382,009	2,546,726
Net income per share (JPY/USD)	60.67	36.47	68.26	76.50	82.31	67.67	79.56	106.04	84.88	66.62	118.81	0.79
Owners' equity per share (JPY/USD)	894.37	880.46	914.69	950.14	982.27	1,007.56	1,125.16	1,311.31	1,416.94	1,555.39	1,566.06	10.44
Cash flow per share (JPY/USD) ^{*4}	134.38	114.69	148.60	159.83	167.76	156.59	190.00	247.99	236.32	234.68	273.84	1.82
Cash dividends per share (JPY/USD)	28.33	30.00	30.00	31.66	32.83	32.83	33.33	37.66	37.66	40.00	50.00	0.33
Owners' equity ratio (%)	43.6	42.4	44.2	43.5	43.4	38.4	34.1	32.9	35.1	35.4	39.6	39.6
Return on equity (ROE) (%)	6.9	4.1	7.6	8.2	8.5	6.8	7.5	8.7	6.2	4.5	7.6	7.6
Return on total assets (ROA) (%)	3.0	1.8	3.3	3.6	3.7	2.8	2.7	2.9	2.1	1.6	2.9	2.9
Dividend payout ratio (%)	46.7	82.3	43.9	41.4	39.9	48.5	41.9	35.5	44.4	60.0	42.1	42.1
Ratio of total amounts of dividends to net assets (%)	3.2	3.4	3.3	3.4	3.4	3.3	3.1	3.1	2.8	2.7	3.2	3.2
Exchange rate												
Income statements (JPY)	1USD=	121.10	108.78	112.16	110.44	109.03	106.76	109.90	131.62	140.67	151.69	149.61
	1CNY=	19.23	16.42	16.62	16.71	15.78	15.48	17.04	19.50	19.82	21.04	20.81
Balance sheets (JPY)	1USD=	120.61	116.49	113.00	111.00	109.56	103.50	115.02	132.70	141.83	158.18	156.56
	1CNY=	18.36	16.76	17.29	16.16	15.67	15.88	18.06	19.01	19.93	21.67	22.36

^{*1} EBITDA = Operating income + Depreciation and amortization + Amortization of goodwill
^{*2} Free cash flows = Cash flows from operating activities + Cash flows from investing activities
^{*3} Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.
^{*4} Cash flow per share = (Net income + Depreciation and amortization) ÷ Average number of shares outstanding (excluding treasury stock)

Notes) 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2026.
2. ROE and ROA are calculated based on the average of net assets and total assets at the beginning and end of each fiscal year.
3. "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, dated February 16, 2018) has been applied to total assets from FY2019 and reflected retroactively in the figures for FY2017 and FY2018.
4. ASU 2016-18 Statement of Cash Flows (Topic 230): Restricted Cash was applied in statements of cash flows for overseas subsidiaries using U.S. GAAP from FY2019.
5. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.
6. The Company conducted a 3-for-1 common share split on March 1, 2024. "EPS" are calculated as if the share split had occurred at the beginning of FY2015.
7. "Accounting Standard for Current Income Taxes", etc. have been applied from FY2025. Figures for FY2024 and earlier are presented before adoption of these standards.



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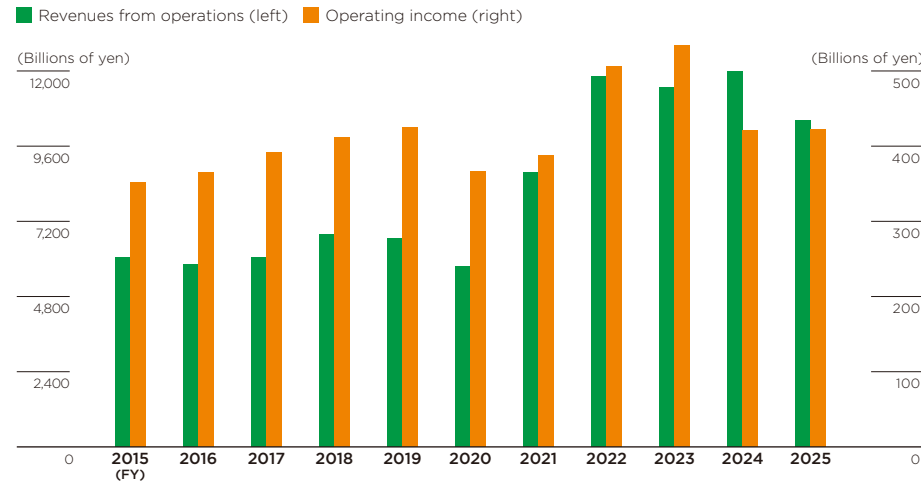
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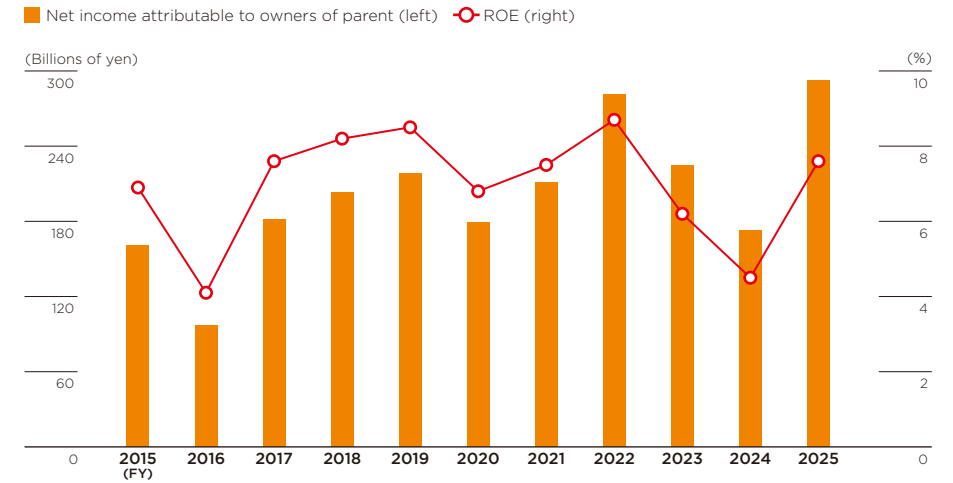
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Consolidated Financial Highlight

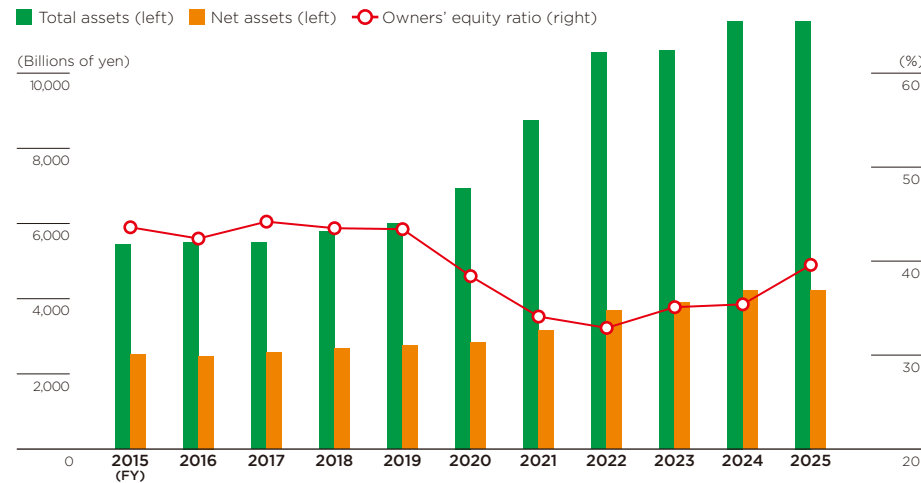
Revenues from operations and Operating income



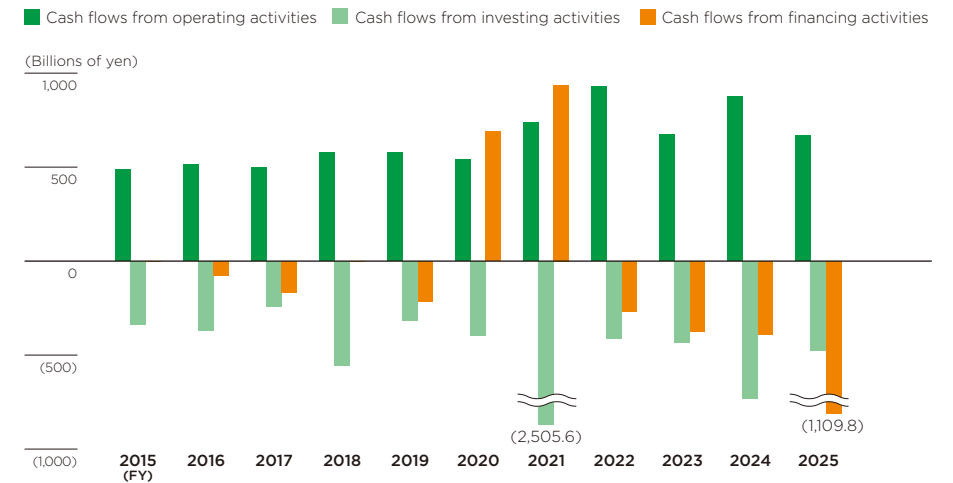
Net income attributable to owners of parent and ROE



Total assets, Net assets and Owners' equity ratio



Cash flows



(Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.



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Segment Information

Operating Segments

Revenues from operations	FY2024	(Millions of yen) FY2025	(Thousands of USD) FY2025
Domestic convenience store operations	904,152	914,583	6,097,220
Overseas convenience store operations	9,170,782	8,556,832	57,045,546
Others	1,924,686	978,617	6,524,113
Eliminations/Corporate	(26,858)	(19,763)	(131,753)
Total	11,972,762	10,430,269	69,535,126

Operating income	FY2024	FY2025	FY2025
Domestic convenience store operations	233,554	222,521	1,483,473
Overseas convenience store operations	216,248	222,223	1,481,486
Others	48,081	44,060	293,733
Eliminations/Corporate	(76,892)	(65,812)	(438,746)
Total	420,991	422,993	2,819,953

Notes) 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2026.
2. Business segments were changed in FY2026. Figures for FY2024 and FY2025 have been revised to reflect the new classification.

Capital expenditures	FY2024	(Millions of yen) FY2025	(Thousands of USD) FY2025
Domestic convenience store operations	110,009	114,499	763,326
Overseas convenience store operations	290,828	226,309	1,508,726
Others	140,597	57,331	382,206
Eliminations/Corporate	11,343	4,136	27,573
Total	552,778	402,277	2,681,846

Depreciation and amortization	FY2024	FY2025	FY2025
Domestic convenience store operations	91,312	91,492	609,946
Overseas convenience store operations	237,661	223,900	1,492,666
Others	84,966	44,928	299,520
Eliminations/Corporate	22,653	21,687	144,580
Total	436,593	382,009	2,546,726

Former Operating Segments

Revenues from operations	FY2021	FY2022	FY2023	(Millions of yen) FY2024	(Thousands of USD) FY2025
Domestic convenience store operations	873,239	890,293	921,706	904,152	914,583
Overseas convenience store operations	5,194,327	8,846,163	8,516,939	9,170,782	8,556,832
Superstore operations	1,810,728	1,449,165	1,477,384	1,432,126	689,478
Financial services	194,399	194,295	207,479	212,127	137,197
Others	731,430	488,304	411,305	320,914	179,716
Eliminations/Corporate	(54,374)	(56,920)	(63,060)	(67,339)	(47,538)
Total	8,749,752	11,811,303	11,471,753	11,972,762	10,430,269

Operating income	FY2021	FY2022	FY2023	FY2024	FY2025
Domestic convenience store operations	223,396	232,033	250,544	233,554	222,521
Overseas convenience store operations	159,866	289,703	301,628	216,248	222,223
Superstore operations	19,024	12,395	13,588	10,415	17,515
Financial services	37,549	37,140	38,172	32,015	20,970
Others	(8,647)	2,593	2,688	5,779	6,979
Eliminations/Corporate	(43,536)	(67,344)	(72,373)	(77,023)	(67,218)
Total	387,653	506,521	534,248	420,991	422,993

Notes) 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2026.
2. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.
3. Business segments were changed in FY2023 based on the results of the Group strategy re-evaluation. Figures for FY2021 and FY2022 have been revised to reflect the new classification.

Capital expenditures	FY2021	FY2022	FY2023	(Millions of yen) FY2024	(Thousands of USD) FY2025
Domestic convenience store operations	99,801	95,913	128,460	110,009	114,499
Overseas convenience store operations	178,435	188,641	192,737	290,828	226,309
Superstore operations	60,458	49,542	46,659	64,798	17,090
Financial services	37,323	34,223	54,679	68,041	35,638
Others	19,094	24,862	26,619	7,756	4,602
Eliminations/Corporate	44,516	38,778	24,613	11,343	4,136
Total	439,630	431,961	473,770	552,778	402,277

Depreciation and amortization	FY2021	FY2022	FY2023	FY2024	FY2025
Domestic convenience store operations	80,781	85,553	90,172	91,312	91,492
Overseas convenience store operations	127,193	192,968	207,066	237,661	223,900
Superstore operations	28,600	35,388	36,994	38,529	17,075
Financial services	31,783	32,227	34,463	40,024	24,361
Others	15,337	14,985	10,440	6,413	3,491
Eliminations/Corporate	8,865	14,973	21,651	22,653	21,687
Total	292,561	376,097	400,789	436,593	382,009



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Segment Information

Former Operating Segments

Revenues from operations	FY2020	FY2021	(Millions of yen) FY2022
Domestic convenience store operations	858,776	873,239	890,293
Overseas convenience store operations	2,253,355	5,194,327	8,846,163
Superstore operations	1,810,884	1,810,728	1,449,165
Department and specialty store operations	684,660	712,282	463,739
Financial services	198,927	194,399	194,295
Others	17,323	20,340	26,044
Eliminations/Corporate	(57,209)	(55,567)	(58,398)
Total	5,766,718	8,749,752	11,811,303

Operating income	FY2020	FY2021	FY2022
Domestic convenience store operations	233,700	223,396	232,033
Overseas convenience store operations	98,664	159,866	289,703
Superstore operations	29,681	18,791	12,107
Department and specialty store operations	(17,444)	(8,153)	3,434
Financial services	48,077	37,549	37,140
Others	(570)	(115)	(466)
Eliminations/Corporate	(25,779)	(43,681)	(67,432)
Total	366,329	387,653	506,521

Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

Capital expenditures	FY2020	FY2021	(Millions of yen) FY2022
Domestic convenience store operations	128,131	99,801	95,913
Overseas convenience store operations	146,067	178,435	188,641
Superstore operations	48,411	62,139	54,643
Department and specialty store operations	26,160	15,090	19,292
Financial services	39,328	37,323	34,223
Others	972	2,323	469
Eliminations/Corporate	(11,771)	44,516	38,778
Total	377,299	439,630	431,961

Depreciation and amortization	FY2020	FY2021	FY2022
Domestic convenience store operations	78,430	80,781	85,553
Overseas convenience store operations	82,725	127,193	192,968
Superstore operations	26,929	28,600	35,389
Department and specialty store operations	14,598	14,460	14,034
Financial services	28,766	31,783	32,227
Others	1,016	877	950
Eliminations/Corporate	3,038	8,865	14,973
Total	235,504	292,561	376,097

Geographic Area Segments

Revenues from operations	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	(Millions of yen) FY2025	(Thousands of USD) FY2025
Japan	3,907,835	3,812,200	3,745,475	3,435,146	3,468,840	2,930,711	2,915,628	2,761,208	1,858,269	12,388,460
North America	2,017,092	2,862,627	2,782,055	2,232,234	5,170,053	8,824,900	8,494,845	8,715,080	7,963,291	53,088,606
Others	113,992	117,555	118,118	100,707	112,500	71,990	77,138	514,900	625,002	4,166,680
Eliminations	(1,104)	(1,167)	(1,289)	(1,371)	(1,642)	(16,299)	(15,859)	(18,426)	(16,293)	(108,620)
Total	6,037,815	6,791,215	6,644,359	5,766,718	8,749,752	11,811,303	11,471,753	11,972,762	10,430,269	69,535,126

Operating income	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2025
Japan	314,700	319,613	321,441	266,096	227,174	235,110	248,521	220,838	211,169	1,407,793
North America	75,626	90,411	101,777	99,582	159,507	287,265	297,926	219,207	225,371	1,502,473
Others	1,320	1,562	1,199	805	1,029	(1,355)	1,517	(4,402)	(1,177)	(7,846)
Eliminations	10	9	(152)	(154)	(58)	(14,499)	(13,716)	(14,651)	(12,370)	(82,466)
Total	391,657	411,596	424,266	366,329	387,653	506,521	534,248	420,991	422,993	2,819,953

Notes) 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2026.
2. "Others" consists of the results in Australia (FY2024Q2 onwards) and the China, etc.
3. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

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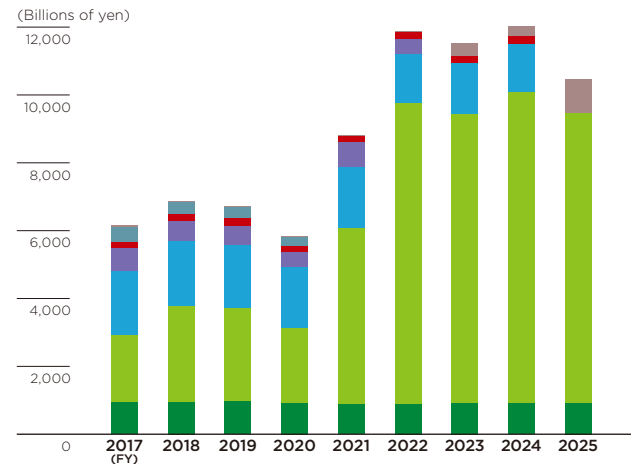
Segment Information

Operating Segments

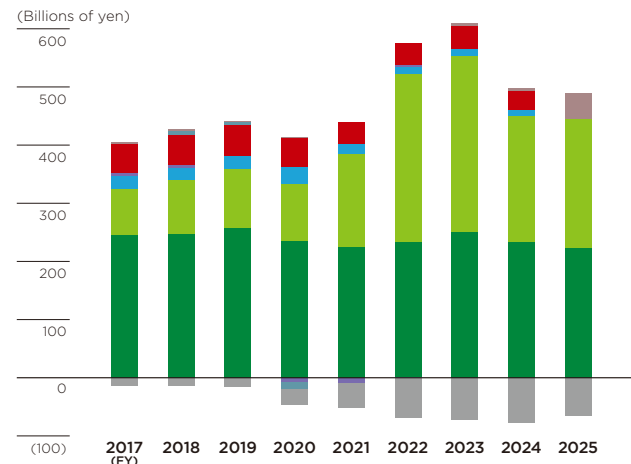
Segments (FY2025 Onward)
Former Segments (Until FY2024)
Former Segments (Until FY2022)
Former Segments (Until FY2020)

Domestic convenience store operations
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Others
Eliminations/Corporate (excluding revenues from operations)
Superstore operations
Department and specialty store operations
Financial services
Specialty store operations
Others
Eliminations/Corporate (excluding revenues from operations)

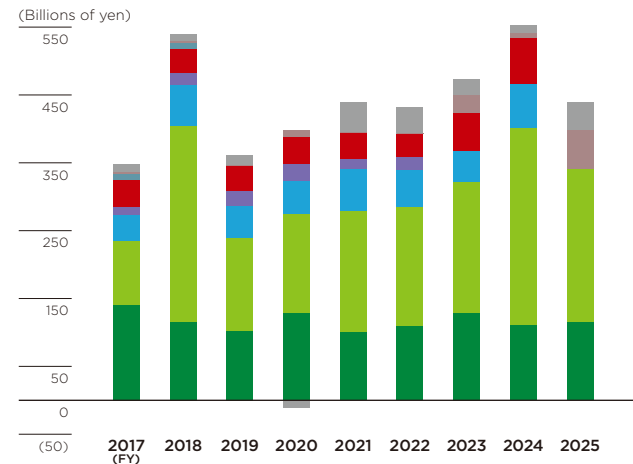
Revenues from operations



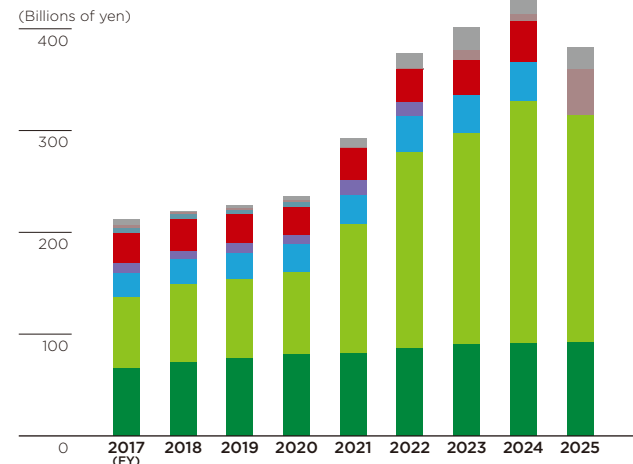
Operating income



Capital expenditures



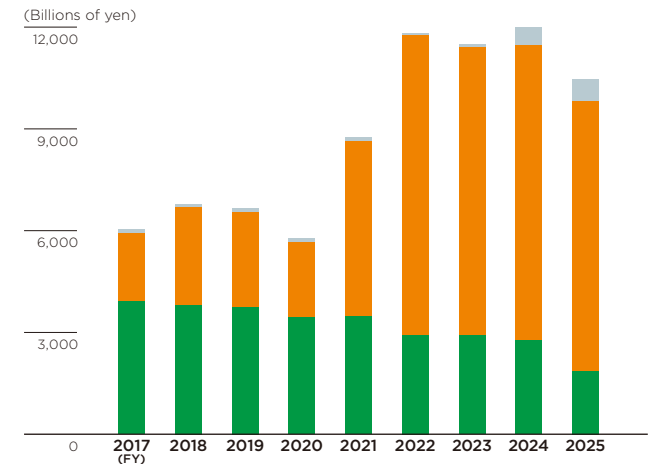
Depreciation and amortization



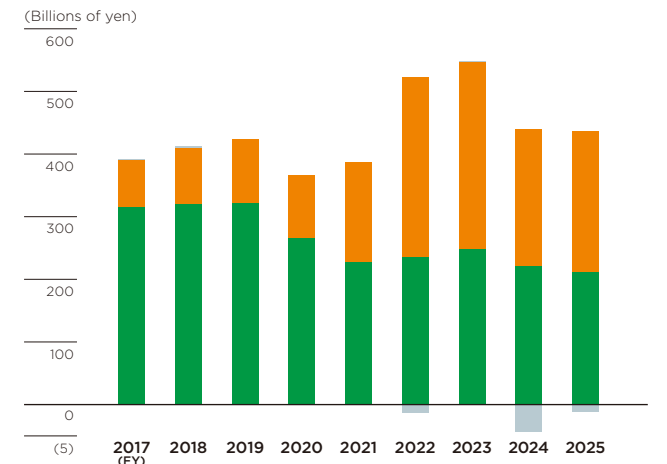
Geographic Area Segments

Japan North America Others

Revenues from operations



Operating income



Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.



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Interest-Bearing Debt

	FY2021	FY2022	FY2023	FY2024	FY2025	(Thousands of USD)
						FY2025
Short-term loans	140,146	143,568	84,882	172,497	135,580	903,866
Current portion of long-term loans	121,280	145,605	138,530	290,128	190,456	1,269,706
Current portion of bonds	60,000	355,823	334,039	210,000	255,657	1,704,380
Subtotal	321,427	644,997	557,452	672,625	581,694	3,877,960
Long-term loans	994,399	936,070	824,616	778,068	718,495	4,789,966
Bonds	1,582,906	1,394,728	1,356,585	1,244,036	929,828	6,198,853
Subtotal	2,577,306	2,330,799	2,181,202	2,022,104	1,648,324	10,988,826
Total	2,898,733	2,975,797	2,738,654	2,694,730	2,230,018	14,866,786

Breakdown by operating segment	FY2021	FY2022	FY2023	FY2024	FY2025	(Thousands of USD)
						FY2025
Domestic convenience store operations	-	-	-	-	-	-
Overseas convenience store operations	1,500,345	1,703,683	1,585,017	1,520,446	1,302,026	8,680,173
Superstore operations	-	-	526	-	-	-
Department and Specialty Store Operations	169,806	152,299	-	-	-	-
Department store operations	-	-	-	-	-	-
Specialty store operations	-	-	-	-	-	-
Others	-	-	19,963	264,737	190,302	-
Corporate	940,974	839,974	868,974	909,546	737,690	4,917,933
Subtotal	2,611,126	2,695,957	2,474,481	2,694,730	2,230,018	14,866,786
Financial services	287,607	279,839	264,172	-	-	-
Total	2,898,733	2,975,797	2,738,654	2,694,730	2,230,018	14,866,786

Notes) 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2026.
2. Business segments have been changed since FY 2026. Figures for FY 2024 and 2025 have been restated to reflect the new segment classification.

Ratings

		S&P	Moody's	R&I	JCR
Seven & i Holdings	Long-term	A-	A3	AA-	AA
Seven-Eleven Japan	Long-term	A-	-	-	AA
	Short-term*	A-2	P-2	-	-
7-Eleven, Inc.	Long-term	A-	Baa2	-	-

* Seven-Eleven Japan's short-term rating is its rating as the guarantor of 7-Eleven, Inc's commercial paper program. (from January 2006)

Bonds

(As of February 28, 2026)

Issued by Seven & i Holdings

	Amount	Issue date	Coupon	Redemption date
15th unsecured domestic straight bonds	40 billion yen	Dec. 14, 2020	0.280%	Dec. 20, 2027
16th unsecured domestic straight bonds	60 billion yen	Nov. 02, 2023	0.400%	Nov. 02, 2026
17th unsecured domestic straight bonds	60 billion yen	Nov. 02, 2023	0.687%	Nov. 02, 2028
18th unsecured domestic straight bonds	30 billion yen	Nov. 02, 2023	1.040%	Nov. 01, 2030
19th unsecured domestic straight bonds	70 billion yen	Nov. 02, 2023	1.392%	Nov. 02, 2033

Issued by 7-Eleven, Inc.

	Amount	Issue date	Coupon	Redemption date
USD-denominated senior unsecured notes due 2028	1.0 billions dollars	Feb. 10, 2021	1.300%	Feb. 10, 2028
USD-denominated senior unsecured notes due 2031	1.7 billions dollars	Feb. 10, 2021	1.800%	Feb. 10, 2031
USD-denominated senior unsecured notes due 2041	0.75 billions dollars	Feb. 10, 2021	2.500%	Feb. 10, 2041
USD-denominated senior unsecured notes due 2051	1.25 billions dollars	Feb. 10, 2021	2.800%	Feb. 10, 2051



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Corporate Structure Specializing in Convenience Store Operations

Domestic Convenience Store Operations

SEVEN-ELEVEN JAPAN CO., LTD.

Operating Seven-Eleven in Japan



SEVEN-ELEVEN OKINAWA Co., Ltd.

Operating Seven-Eleven in Okinawa prefecture



Overseas Convenience Store Operations

7-ELEVEN, Inc.

Operating convenience stores in North America



SEVEN-ELEVEN HAWAII, INC

Operating convenience stores in Hawaii



SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.

Supervision of companies operating Seven-Eleven in China



SEVEN-ELEVEN (BEIJING) CO., LTD.



7-Eleven International LLC.

Master franchising and/or licensing in 15 countries and regions.



SEVEN-ELEVEN (CHENGDU) Co., Ltd.



Convenience Group Holdings Pty Ltd

Operating convenience stores in Australia



SEVEN-ELEVEN (TIANJIN) CO., LTD.



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Domestic Convenience Store Operations

Seven-Eleven Japan

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Revenues from operations	793,661	833,743	849,862	873,555	887,625	850,291	863,025	872,719	894,659	879,460	887,655
Selling, general and administrative expenses	481,362	514,907	533,633	561,600	573,103	558,597	574,340	578,549	600,627	609,746	634,490
Operating income	235,033	243,493	244,110	245,088	253,980	233,321	223,091	232,873	251,029	233,797	220,263
Ordinary income	256,726	251,265	251,717	262,917	262,249	281,974	273,672	282,630	297,714	284,779	261,920
Net income	162,910	144,151	166,760	153,233	169,695	194,479	189,652	203,009	211,102	201,987	190,627
Capital expenditures	124,543	125,045	136,297	110,028	96,062	125,461	97,599	93,946	127,080	109,503	113,934
Depreciation and amortization	51,784	58,829	64,294	70,182	73,538	76,896	79,283	83,961	88,508	89,661	89,730
Total assets	1,793,836	1,770,944	1,860,028	1,880,508	2,029,375	2,058,152	2,109,174	2,116,144	2,214,464	2,275,374	2,363,882
Net assets	1,325,737	1,293,157	1,365,202	1,408,557	1,478,416	1,528,718	1,583,441	1,557,212	1,628,167	1,684,550	1,735,223
EBITDA	286,817	302,322	308,404	315,270	327,519	310,217	302,375	316,835	339,537	323,458	309,993
ROA (%)	9.3	8.1	9.2	8.2	8.7	9.5	9.1	9.6	9.7	9.0	8.2
Total store sales	4,291,067	4,515,605	4,678,083	4,898,872	5,010,273	4,870,619	4,952,782	5,148,742	5,345,243	5,369,756	5,469,315
Gross total store sales	-	-	-	-	-	-	-	5,164,231	5,362,931	5,390,271	5,490,335
Processed food	1,115,677	1,183,088	1,230,335	1,278,605	1,297,660	1,246,878	1,258,006	1,311,714	1,426,539	1,460,763	1,498,861
Fast food	1,278,738	1,350,166	1,412,781	1,499,054	1,533,143	1,436,832	1,456,118	1,523,448	1,565,976	1,525,446	1,564,745
Daily food	579,294	614,122	626,863	641,752	661,356	647,792	638,908	645,528	670,366	668,393	669,820
Nonfood	1,317,357	1,368,228	1,408,103	1,479,459	1,518,112	1,539,115	1,599,748	1,683,539	1,700,049	1,735,667	1,756,907
Existing store sales increase (%)*	2.9	1.8	0.7	1.3	0.2	(2.4)	0.7	3.6	3.0	0.2	1.2
Number of customers (%)	1.3	0.1	(0.9)	(0.6)	(2.1)	(9.9)	(1.2)	0.3	1.6	0.2	(0.9)
Average spending per customer (%)	1.6	1.7	1.6	1.9	2.3	8.4	1.9	3.3	1.4	0.0	2.1
Average daily sales per store of all stores (Thousands of yen)	656	657	653	656	656	642	646	670	691	692	699
Average daily sales per store of newly opened stores (Thousands of yen)	530	533	546	560	554	557	537	598	611	579	612
Merchandise gross profit margin (%)	31.6	31.8	31.9	31.9	32.1	32.0	31.7	31.9	32.2	32.0	31.8
Processed food (%)	38.9	39.2	39.4	39.5	39.5	39.4	39.3	39.8	40.2	40.5	40.6
Fast food (%)	35.5	35.7	35.9	36.1	36.6	36.6	36.6	37.3	37.2	36.6	36.0
Daily food (%)	33.2	33.4	33.5	33.4	34.0	34.2	34.2	34.5	34.7	34.8	34.8
Nonfood (%)	20.9	21.0	20.7	20.5	20.3	20.7	20.1	20.1	20.0	19.6	19.4
Number of stores	18,572	19,422	20,260	20,876	20,916	21,085	21,205	21,252	21,363	21,552	21,722
Openings	1,651	1,682	1,554	1,389	743	610	625	597	556	601	540
Closures	570	832	716	773	703	441	505	550	445	412	370
Relocations, etc.	450	670	568	562	482	288	354	445	329	302	243
Franchised stores	18,071	18,977	19,792	20,499	20,545	20,632	20,778	20,987	21,170	21,402	21,564
Type A	4,448	4,554	4,563	4,558	4,539	4,482	4,420	4,400	4,352	4,292	4,235
Type C	13,623	14,423	15,229	15,941	16,006	16,150	16,358	16,587	16,818	17,110	17,329
Directly operated stores	501	445	468	377	371	453	427	265	193	150	158
Ratio of stores with liquor license (%)	98.7	98.6	98.5	98.4	98.4	98.4	98.4	98.3	98.3	98.3	98.3
Ratio of stores with cigarette license (%)	95.5	95.7	95.8	96.3	96.9	97.0	97.0	97.2	97.4	97.5	97.7
Total sales floor space (m ²)	2,439,550	2,566,701	2,772,283	2,909,609	2,929,047	2,969,294	2,972,807	3,029,067	3,053,346	3,088,464	3,124,989
Full-time employees (fiscal year-end)	8,054	8,562	8,886	9,092	8,959	8,990	8,930	8,549	8,333	8,248	8,090
Number of payment acceptance transactions (Thousand)	439,138	460,585	481,800	502,468	513,061	510,212	501,181	524,766	538,763	534,302	527,057
Total value of payment acceptance transactions	4,579,660	4,691,738	4,961,715	5,253,766	5,439,479	5,403,420	5,479,461	5,967,134	6,087,506	6,217,455	6,274,279

Note) *Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Total store sales based on the previous method are shown as "Gross total store sales."

* Existing store sales increase includes POSA card transactions from FY2015 to FY2017.



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SEVEN-ELEVEN (CHENGDU)

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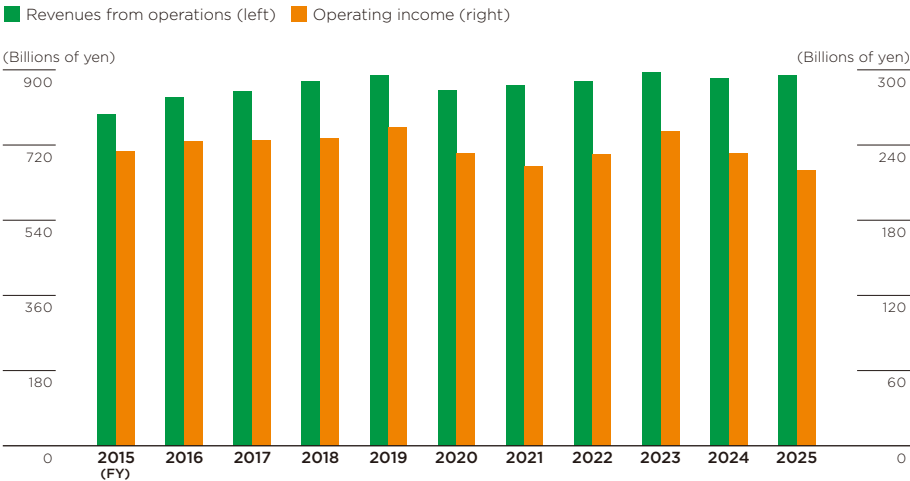
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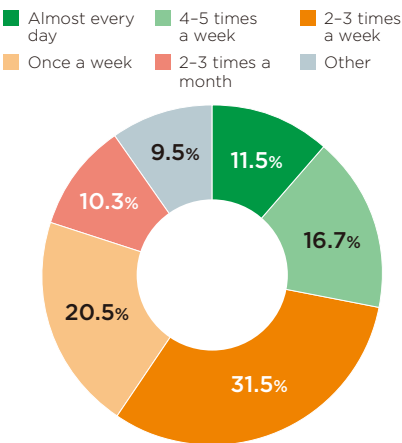
Seven-Eleven Japan

Revenues from operations and operating income

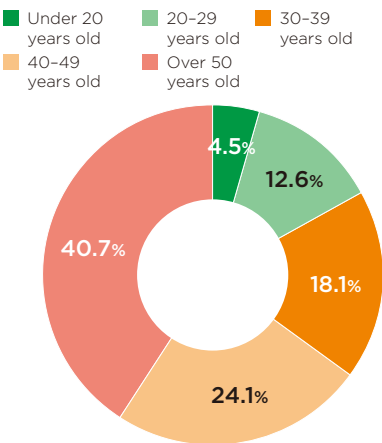


Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

Frequency of store-visits (FY2025)

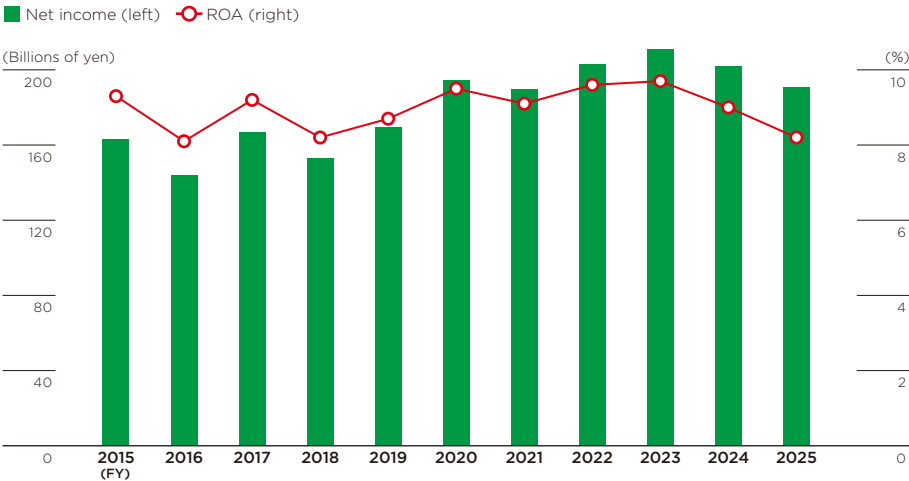


Composition of customer base by age (FY2025)

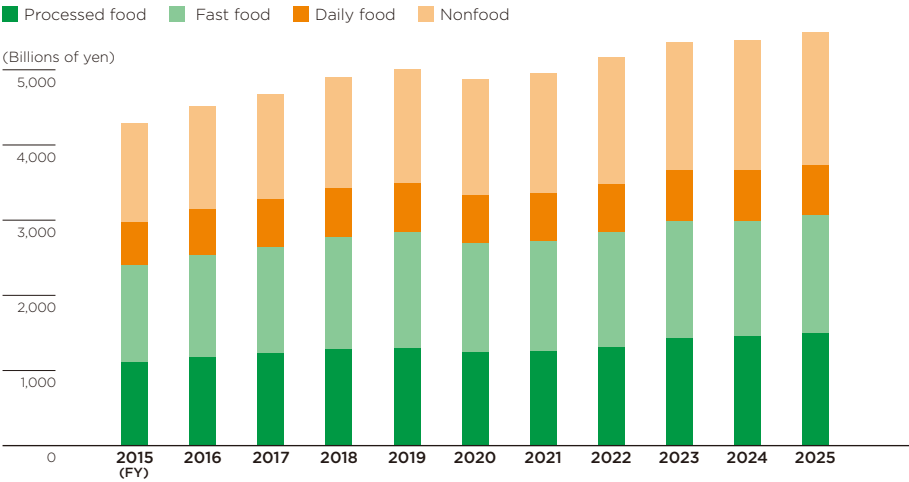


Source : Customer survey by Seven-Eleven Japan

Net income attributable to owners of parent and ROA



Sales by merchandise category



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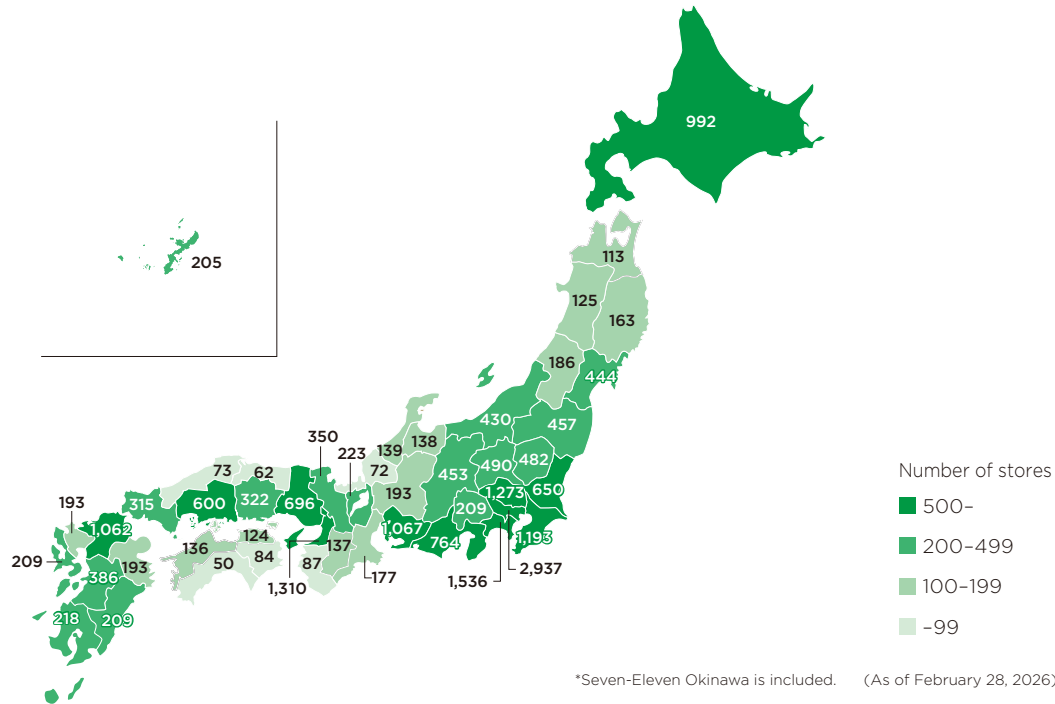
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Seven-Eleven Japan

Store network

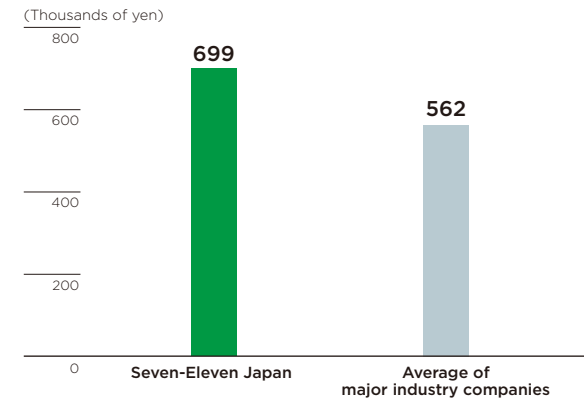


Number of major convenience store chains in Japan

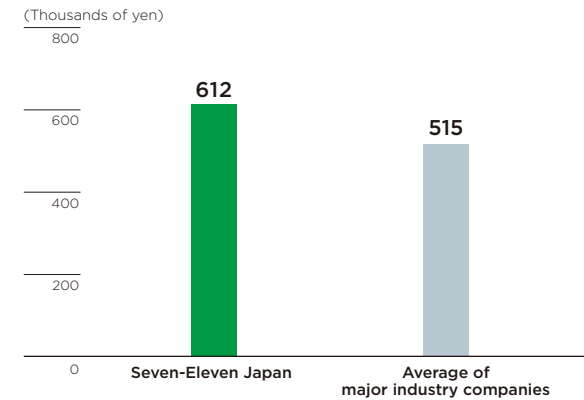
	FY2020	FY2021	FY2022	FY2023	FY2024	(Stores) FY2025
Seven-Eleven*	21,167	21,327	21,402	21,535	21,743	21,927
Lawson	14,476	14,656	14,631	14,643	14,694	14,697
FamilyMart	16,646	16,569	16,533	16,271	16,251	16,415
Other CVS	3,608	3,379	3,286	3,208	3,161	3,110
Nationwide	55,897	55,931	55,852	55,657	55,849	56,149

Note) Number of stores at fiscal year-end * Seven-Eleven Okinawa is included
Sources: Convenience Store Statistics Investigation Monthly Report (Japan Franchise Association) and materials disclosed by individual companies

Average daily sales per store of all stores



Average daily sales per store of newly opened stores



Notes) 1. FY2025
2. Average of major industry companies is the simple average of two major convenience store chains.
Source: Materials disclosed by individual companies

Seven-Eleven Japan

Merchandise Development System

- Proposing product quality and standards that meet changing customer needs.
- Team MD (merchandising)

Note) We team up with various manufacturers and vendors to bring together advanced technologies and knowledge in various fields. Develop merchandise that focus on quality, safety and deliciousness.

- Hygiene control, quality control, process control
- Joint purchase of ingredient
- Same process and equipment
- Merchandise development, equipment development
- Environmental measures

HQ merchandise
development team

Regional merchandise development team

Quality control team

Ingredient team

Metropolitan area
merchandise development team

Regional merchandise development team

Quality assurance meeting
Each company's inspection equipment

Ingredient procurement meeting

Culinary experts

Ingredient manufacture

Manufacturing commissaries: 169 bases nationwide
(Partner commissaries in the supply of original (fast food) merchandise for Seven-Eleven: 151 bases nationwide, 89% of the total manufacturing commissaries)

Temperature-separated, combined distribution centers: 164 bases nationwide

Processing centers
Packing center Seasonings: 8
Processing centers Vegetables: 9

Notes) 1. Nihon Delica Foods Association (NDF) was formed in 1979 mainly by vendors of rice-based products. NDF currently consists of the vendors of rice-based products, sandwiches, delicatessen items, noodles, and Japanese pickles, etc.

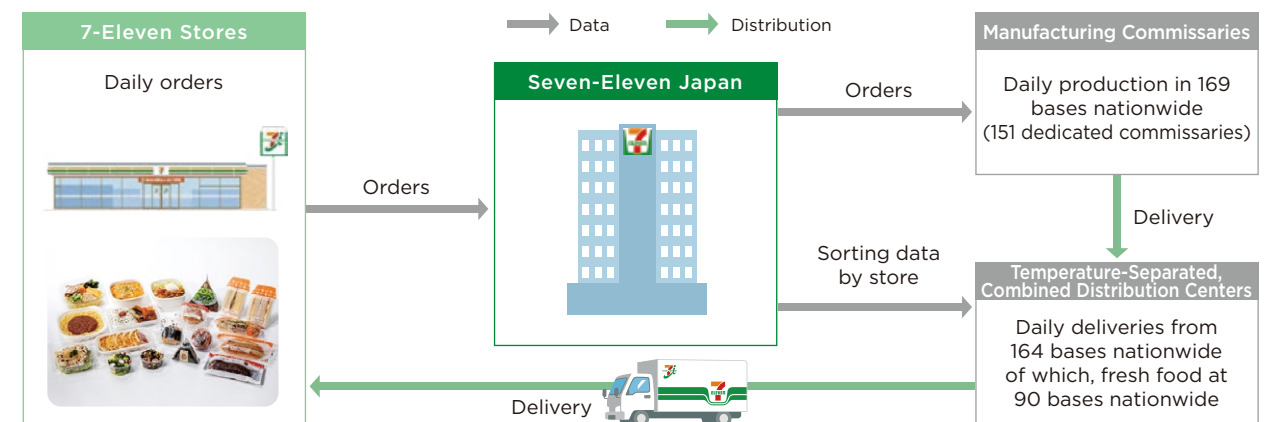
2. Production facilities: Facilities producing merchandise for Seven-Eleven Japan.

3. The number of development systems, Manufacturing Commissaries, Partner commissaries in the supply of original (fast food) merchandise for Seven-Eleven, Temperature-Separated, Combined Distribution Centers and Packing centers, and Processing centers are as of the end of February 2026.

4. Seven-Eleven Okinawa is included.

Original fresh food merchandise is made in manufacturing commissaries dedicated to Seven-Eleven Japan that operated by independent collaborating companies and are delivered to 7-Eleven stores from temperature - separated, combined distribution centers. The manufacturing commissaries and temperature-separated, combined distribution centers are all managed under Seven-Eleven Japan's standard, allowing us to distinguish ourselves from the competition in terms of product development, hygiene, and quality control. Sharing stores' order data with manufacturing commissaries and temperature-separated, combined distribution centers enables more efficient deliveries in shorter times.

Note) Seven-Eleven Okinawa is included.



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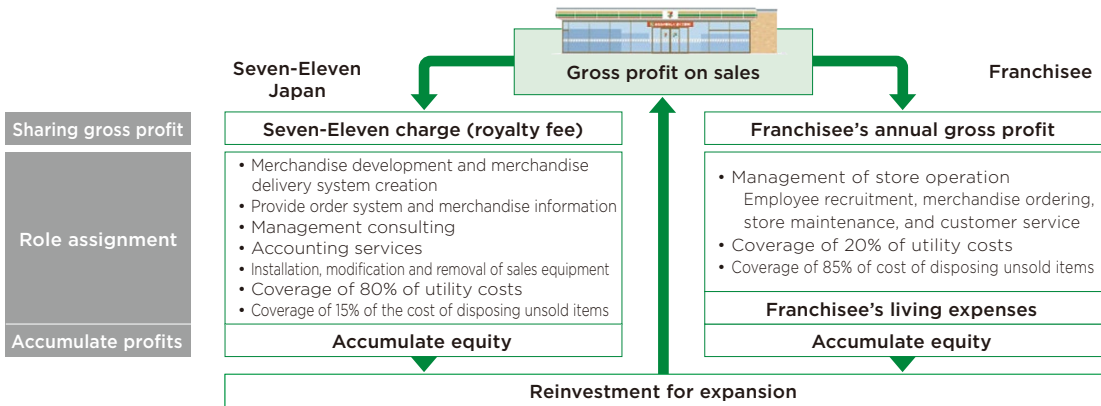
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Domestic Convenience Store Operations

Seven-Eleven Japan

Franchise System

Seven-Eleven Japan has developed its own unique franchise system, guided by an aim for “modernizing and revitalizing small- and medium-sized retail stores.” Seven-Eleven Japan and its franchisees are on an equal footing with clear role assignments. The system uses a method of allocating gross profit and, as a result, Seven-Eleven Japan and its franchisees work together on improving gross profit margins instead of sales in a mutually beneficial relationship.



	Type A (4,235 stores)	Type C (17,329 stores)
Land and buildings	Franchisee provides	Seven-Eleven Japan provides
Sales equipment, store computers, etc.	Seven-Eleven Japan provides	
Contract period	15 years	
Cost of utilities	Seven-Eleven Japan covers 80%, Franchisee covers 20%	
Seven-Eleven charge (royalty fee)	45% of gross profit on sales	
	5-year operating incentives: reductions in royalty fee are offered	
	(Gross profit on sales of over ¥5.5 million/month)	
	24-hour operations: (a) 24-hour operations (2)% (b) Special reduction (1)% (c) Monthly amount ¥(35,000)	
	Other than 24-hour operations: (a) Special reduction (1)% (b) Monthly amount ¥(15,000)	
Cost of disposing unsold items	(Gross profit on sales of less than ¥5.5 million/month)	
	24-hour operations: Monthly amount ¥(200,000) / Other than 24-hour operations: Monthly amount ¥(70,000)	
Cost of disposing unsold items	Seven-Eleven Japan covers 15%, Franchisee covers 85%	
Incentive system for multi-store operation	When one franchisee operates two or more stores, a 3% incentive discount on the royalty fee is applied to the second and subsequent stores. When franchisees that have operated a 7-Eleven store for over five years open a new store, the “incentive for stores open over five years” is applied to the new store from the beginning of its operation.	
Minimum guarantee	(Franchisee's annual gross profit)	
	24-hour operations: ¥22 million	24-hour operations: ¥20 million
	Other than 24-hour operations: ¥19 million	Other than 24-hour operations: ¥17 million

Notes) 1. Number of stores as of February 28, 2026.
2. Gross profit on sales is equal to net sales minus cost of goods sold, which is calculated by subtracting costs of inventory loss, disposal of unsold items and rebates from gross cost of goods sold.
3. The special reduction in Seven-Eleven charges (royalty), which started from September 2017, will be applied for the time being.
4. Changes to the Seven-Eleven charges (royalty) system were implemented in March 2020.
5. Franchisee's gross profit on sales is equal to gross profit minus Seven-Eleven charge (royalty fee).

Comparison of Seven-Eleven in Japan and North America

	Japan	U.S./Canada
Store-related information		
Number of stores by type*1	A-type franchised stores 4,235	BCP stores (A-type franchised stores)*2 594
	C-type franchised stores 17,329	C-type franchised stores 6,686
	Directly operated stores 158	Directly operated stores 5,432
	(As of February 28, 2026)	(As of December 31, 2025)
Stores with fuel stations	201 stores*3	8,162 stores
Standard sales floor space (per store)*4	Approx. 148 m²	Approx. 179 m²
Merchandise and services		
Number of items per store*4	Approx. 3,300 items	Approx. 2,300 items
Services	ATM	ATM
	Payment acceptance service	Payment acceptance service
	Express package delivery service	Sales of gift cards
	Multi-functional copy machine (ticketing services, administrative service, etc.)	7Rewards
	nanaco point service	
Payment methods	Cash/Electronic money/ Credit card/Debit card/ Barcode payment, etc.	Cash/Credit card/Debit card/ Barcode payment/Mobile phone, etc.

*1 For A-type and BCP stores, franchisees provide land and buildings. For C-type, the franchisor provides land and buildings.
*2 BCP: Business Conversion Program
*3 Seven-Eleven Japan's stores with fuel stations are joint operations opened in partnership with ENEOS Corporation.
*4 Most common size of store sales floor spaces and number of items



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Overseas Convenience Store Operations

7-Eleven, Inc.	(Fiscal year-end December, Millions of yen)			
	FY2022	FY2023	FY2024	FY2025
Revenues from operations*1	8,747,266	8,409,039	8,619,452	7,869,863
Revenues from operations (Millions of USD)	66,458	59,778	56,823	52,602
Other operating revenues from above	399,777	448,656	477,242	487,595
Selling, general and administrative expenses	1,216,384	1,283,340	1,427,717	1,393,501
Selling, general and administrative expenses (Millions of USD)	9,241	9,123	9,412	9,314
Operating income	380,482	396,203	329,620	332,381
Operating income (Millions of USD)	2,890	2,816	2,172	2,221
Net income	259,724	269,185	223,715	235,442
Net income (Millions of USD)	1,973	1,913	1,474	1,573
Capital expenditures	185,930	190,051	383,206	215,468
Depreciation and amortization	187,524	202,591	220,031	205,010
Total assets	6,116,541	6,580,628	7,322,195	7,461,790
Net assets	2,501,660	2,895,601	3,396,528	3,567,621
EBITDA	568,007	598,794	549,651	537,392
ROA (%)	4.7	4.1	3.2	3.4
Total store sales	10,442,360	10,200,414	10,493,291	9,725,461
Processed food	1,600,058	1,796,980	1,923,604	1,895,656
Fast food	458,598	512,280	551,086	528,760
Daily food	142,425	154,070	162,592	153,647
Nonfood	1,391,631	1,414,258	1,476,574	1,417,015
Merchandise	3,592,712	3,877,588	4,113,857	3,995,081
Fuel	6,849,647	6,322,825	6,379,433	5,730,380
Existing store sales increase (U.S. merchandise sales) (%)*2	4.5	1.0	(2.7)	(0.4)
Average daily sales per store (Thousands of yen)	747	811	858	855
Average daily sales per store (USD)	5,678	5,765	5,657	5,717
Merchandise gross profit margin (%)	34.0	34.2	33.3	33.4
Fuel sales (Thousand gallons)	13,083	12,678	12,631	12,257
Fuel gross profit (Cents/Gallon)	43.91	42.25	41.42	42.52
Exchange rate (Income statements) (JPY) (1USD=)	131.62	140.67	151.69	149.61
Exchange rate (Balance sheets) (JPY) (1USD=)	132.70	141.83	158.18	156.56
Number of stores	13,167	13,122	12,963	12,712
Openings	188	182	315	122
Closures	234	227	474	373
Franchised stores	7,219	7,248	7,229	7,280
Directly operated stores	5,948	5,874	5,734	5,432
Stores with fuel stations	8,239	8,255	8,314	8,162
Total sales floor space (m²)	2,314,505	2,302,211	2,320,081	2,286,254
Full-time employees (fiscal year-end)*3	49,391	46,062	31,112	23,480

*1 The company recognizes the merchandise sales at directly operated stores, etc., fuel sales and franchise commission from franchised stores as revenues from operations

*2 Existing store sales increase (U.S. merchandise sales) is calculated in USD

*3 As of the end of February of the following year

Notes) 1. The figures for 7-Eleven, Inc. were disclosed on a "SAM consolidated basis" until FY2023, but will be disclosed on a "7-Eleven, Inc. consolidated basis" from FY2024 onward. Figures in the above table for 7-Eleven, Inc. were shown on a "7-Eleven, Inc. consolidated basis."
*SAM: SEJ Asset Management & Investment Company which holds shares of operating companies in North American CVS operations
*SAM consolidated basis: SAM + 7-Eleven, Inc. consolidated basis + 7-Eleven International LLC consolidated basis + Consolidation and elimination
2. EBITDA: Operating income + Depreciation and amortization

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Overseas Convenience Store Operations

7-Eleven International LLC

(Fiscal year-end December, Millions of yen)

	FY2022	FY2023	FY2024	FY2025
Revenues from operations	16,620	19,225	459,459	597,713
Revenues from operations (Millions of USD)	126	136	3,028	3,995
Gross operating profit	16,620	19,225	94,059	119,361
Gross operating profit (Millions of USD)	126	136	620	797
Selling, general and administrative expenses	3,348	4,451	79,754	98,638
Selling, general and administrative expenses (Millions of USD)	25	31	525	659
Operating income	13,271	14,773	14,305	20,723
Operating income (Millions of USD)	100	105	94	138
Net income	10,480	12,272	10,049	16,515
Net income (Millions of USD)	79	87	66	110
EBITDA	13,271	14,773	26,469	34,505
ROA	-	13.1	3.4	3.3

Notes) 1. 7-Eleven International LLC (7IN) acquired all shares of the Australian company Convenience Group Holdings Pty Ltd (SEA) on April 1, 2024. As a result, SEA is included in the scope of 7IN's consolidation.
2. EBITDA: Operating income + Depreciation and amortization + Equity in earnings/losses of affiliates
*7IN's EBITDA includes equity in earnings/losses of affiliates

7-Eleven Australia

(Convenience Group Holdings Pty Ltd)

(Fiscal year-end December, Millions of yen)

	FY2024	FY2025
Revenues from operations	-	576,411
Revenues from operations (Millions of USD)	-	3,852
Gross operating profit	-	98,060
Gross operating profit (Millions of USD)	-	655
Selling, general and administrative expenses	-	93,077
Selling, general and administrative expenses (Millions of USD)	-	622
Operating income	-	4,983
Operating income (Millions of USD)	-	33
Net income	-	3,162
Net income (Millions of USD)	-	21
EBITDA	-	18,306
ROA	-	0.8
Total store sales	457,744	601,978
Processed food	43,728	64,441
Fast food	29,767	40,524
Daily food	18,267	24,202
Nonfood	36,679	37,131
Merchandise	128,441	166,299
Fuel	329,302	435,678
Existing store sales increase	(1.5)	(0.4)
Average daily sales per store of all stores (Australian dollar)	6,248	6,282
Average daily sales per store of newly opened stores (Yen)	618	605
Merchandise gross profit margin	37.8	37.9
Fuel sales (Million liters)	1,926	2,736
Number of stores	747	765
Openings	25	33
Closures	45	15
Franchised stores	471	445
Directly operated stores	276	320
Stores with fuel stations	642	659

Note) EBITDA: Operating income + Depreciation and amortization

(Millions of yen)

SEVEN-ELEVEN (BEIJING)	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Net Sales	20,871	24,458	26,399	26,859	21,111	22,331	18,128	18,676	16,114	13,025

SEVEN-ELEVEN (TIANJIN)

Net Sales	4,551	5,364	5,190	4,781	3,404	3,405	3,155	3,416	3,331	3,091
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SEVEN-ELEVEN (CHENGDU)

Net Sales	3,435	4,042	4,815	4,517	3,688	3,733	3,090	2,770	2,644	2,198
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Notes) 1. Sales exclude value added tax. 2. All companies' fiscal year-ends are on December 31. 3. Figures exclude franchised store sales for SEVEN-ELEVEN (BEIJING), SEVEN-ELEVEN (TIANJIN) and SEVEN-ELEVEN (CHENGDU).



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Overseas Convenience Store Operations

7-Eleven, Inc. (SAM consolidated basis)

	(Fiscal year-end December, Millions of yen)									
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Revenues from operations*1	1,935,274	1,819,838	1,658,542	1,981,533	2,821,053	2,739,833	2,191,383	5,122,154	8,763,887	8,428,264
Revenues from operations (Millions of USD)	18,293	15,027	15,246	17,667	25,543	25,129	20,526	46,607	66,584	59,915
Other operating revenues from above	219,307	271,081	260,078	276,179	288,136	293,415	278,766	342,088	416,397	467,881
Selling, general and administrative expenses	341,225	395,162	372,662	399,557	484,090	494,223	507,185	841,682	1,216,918	1,284,802
Selling, general and administrative expenses (Millions of USD)	3,225	3,263	3,425	3,562	4,383	4,532	4,750	7,658	9,245	9,133
Operating income	59,651	77,478	76,671	90,852	111,081	121,654	119,221	224,864	396,568	413,966
Operating income (Millions of USD)	563	639	704	810	1,005	1,115	1,116	2,046	3,012	2,942
Net income	35,870	45,181	45,470	76,048	77,616	83,193	82,057	144,791	267,312	277,955
Net income (Millions of USD)	339	373	418	678	702	763	768	1,317	2,030	1,975
Capital expenditures	63,226	159,772	216,776	98,874	452,029	150,454	199,107	2,483,138	185,930	190,051
Depreciation and amortization	56,482	65,381	64,992	69,582	76,141	77,204	81,299	122,635	188,119	203,237
Total assets	1,088,910	1,137,495	1,231,149	1,356,972	1,564,596	1,612,783	1,680,699	4,397,014	6,173,779	6,649,828
Net assets	658,465	681,404	705,025	869,394	924,236	956,305	947,519	2,082,538	2,645,003	3,053,340
EBITDA	116,133	142,860	141,663	160,434	187,222	198,858	200,521	347,499	584,688	617,203
ROA (%)	3.6	4.1	3.8	5.9	5.3	5.2	5.0	4.8	5.1	4.3
Total store sales	2,834,464	2,950,422	2,735,199	3,134,412	3,993,259	3,936,217	3,407,130	6,463,940	10,442,360	10,200,414
Processed food	567,290	695,119	650,509	682,470	778,741	802,806	848,435	1,148,690	1,600,058	1,796,980
Fast food	216,881	261,947	244,299	248,718	282,342	289,052	244,221	346,667	458,598	512,280
Daily food	93,544	110,427	101,814	101,888	103,117	95,111	84,351	91,062	142,425	154,070
Nonfood	553,712	661,355	624,655	688,325	751,641	753,802	777,275	1,070,400	1,391,631	1,414,258
Merchandise	1,431,429	1,728,848	1,621,278	1,721,403	1,915,842	1,940,773	1,954,283	2,656,820	3,592,712	3,877,588
Fuel	1,403,035	1,221,573	1,113,921	1,413,009	2,077,417	1,995,444	1,452,847	3,807,119	6,849,647	6,322,825
Existing store sales increase (U.S. merchandise sales) (%) ^{*2}	3.1	5.8	2.1	1.6	1.9	2.4	0.9	7.4	4.5	1.0
Average daily sales per store (Thousands of yen)	473	569	519	543	549	553	545	602	747	811
Average daily sales per store (USD)	4,472	4,695	4,769	4,841	4,967	5,075	5,104	5,483	5,678	5,765
Merchandise gross profit margin (%)	34.5	34.6	34.8	34.3	34.2	34.8	34.1	34.2	34.0	34.2
Fuel sales (Thousand gallons)	4,001,566	4,292,288	4,910,026	5,266,489	6,919,338	6,972,004	6,171,433	11,384,814	13,083,664	12,678,956
Fuel gross profit (Cents/Gallon)	20.81	19.80	20.05	22.62	22.56	23.95	32.60	34.50	43.91	42.25
Exchange rate (Income statements) (JPY) (1USD=)	105.79	121.10	108.78	112.16	110.44	109.03	106.76	109.90	131.62	140.67
Exchange rate (Balance sheets) (JPY) (1USD=)	120.55	120.61	116.49	113.00	111.00	109.56	103.50	115.20	132.70	141.83
Number of stores	8,297	8,500	8,707	8,670	9,573	9,682	9,884	13,213	13,167	13,122
Openings	238	344	356	214	1,245	361	436	3,806	188	182
Closures	233	141	149	251	342	252	234	477	234	227
Franchised stores	6,390	6,752	7,008	7,161	7,213	7,379	7,485	7,404	7,219	7,248
Directly operated stores	1,907	1,748	1,699	1,509	2,360	2,303	2,399	5,809	5,948	5,874
Stores with fuel stations	3,165	3,168	3,374	3,376	4,385	4,469	4,748	8,138	8,239	8,255
Total sales floor space (m²)	1,384,023	1,454,825	1,458,783	1,450,699	1,650,782	1,684,207	1,730,254	2,309,199	2,314,505	2,302,211
Full-time employees (fiscal year-end) ^{*3}	15,591	14,379	15,021	17,877	19,994	19,578	22,291	47,748	49,432	46,103

*1 The company recognizes the merchandise sales at directly operated stores, etc., fuel sales and franchise commission from franchised stores as revenues from operations

*2 Existing store sales increase (U.S. merchandise sales) is calculated in USD

*3 As of the end of February of the following year

Notes) 1. SAM: SEJ Asset Management & Investment Company which holds shares of operating companies in North American CVS operations
2. Figures for the amounts of each fiscal year reflect adjustments necessary for consolidation to Seven & i Holdings' consolidated account

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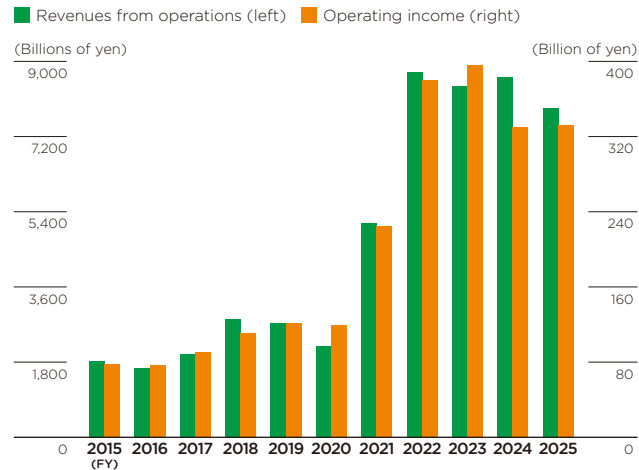
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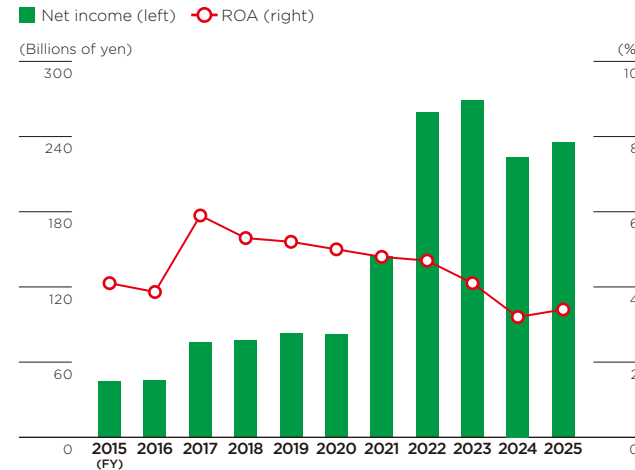
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7-Eleven, Inc.

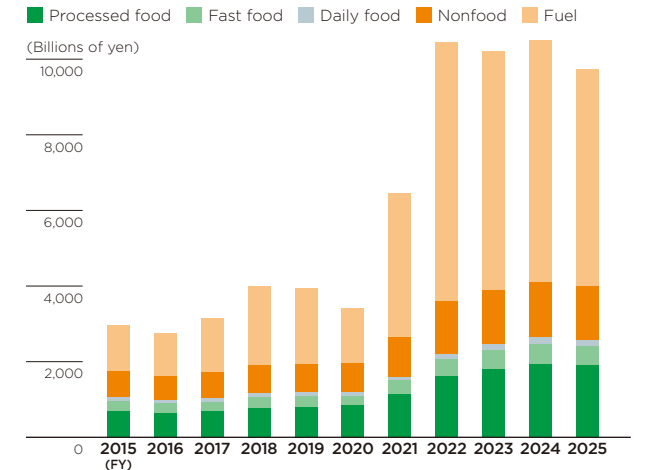
Revenues from operations and Operating income



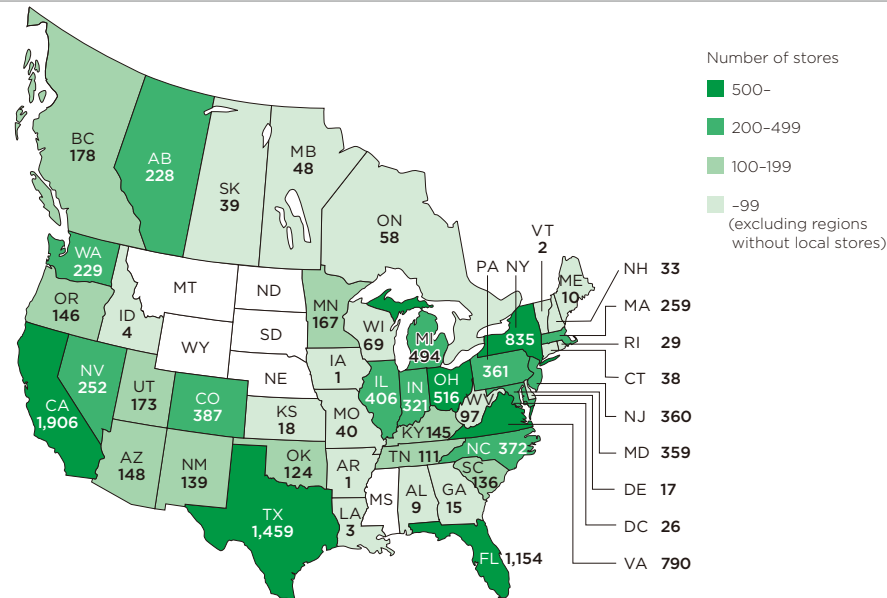
Net income and ROA



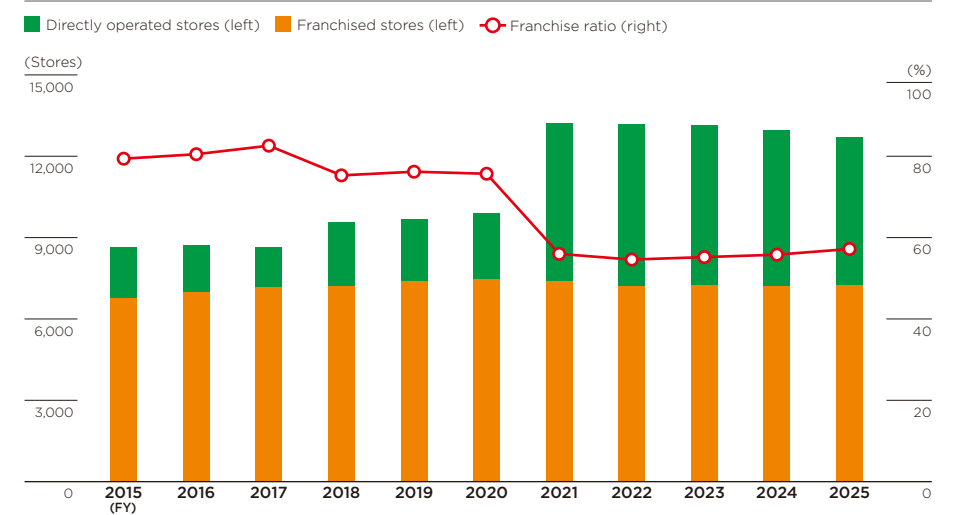
Sales composition by category



Store network



Trends in store type



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Growth Strategy of Global CVS Operations

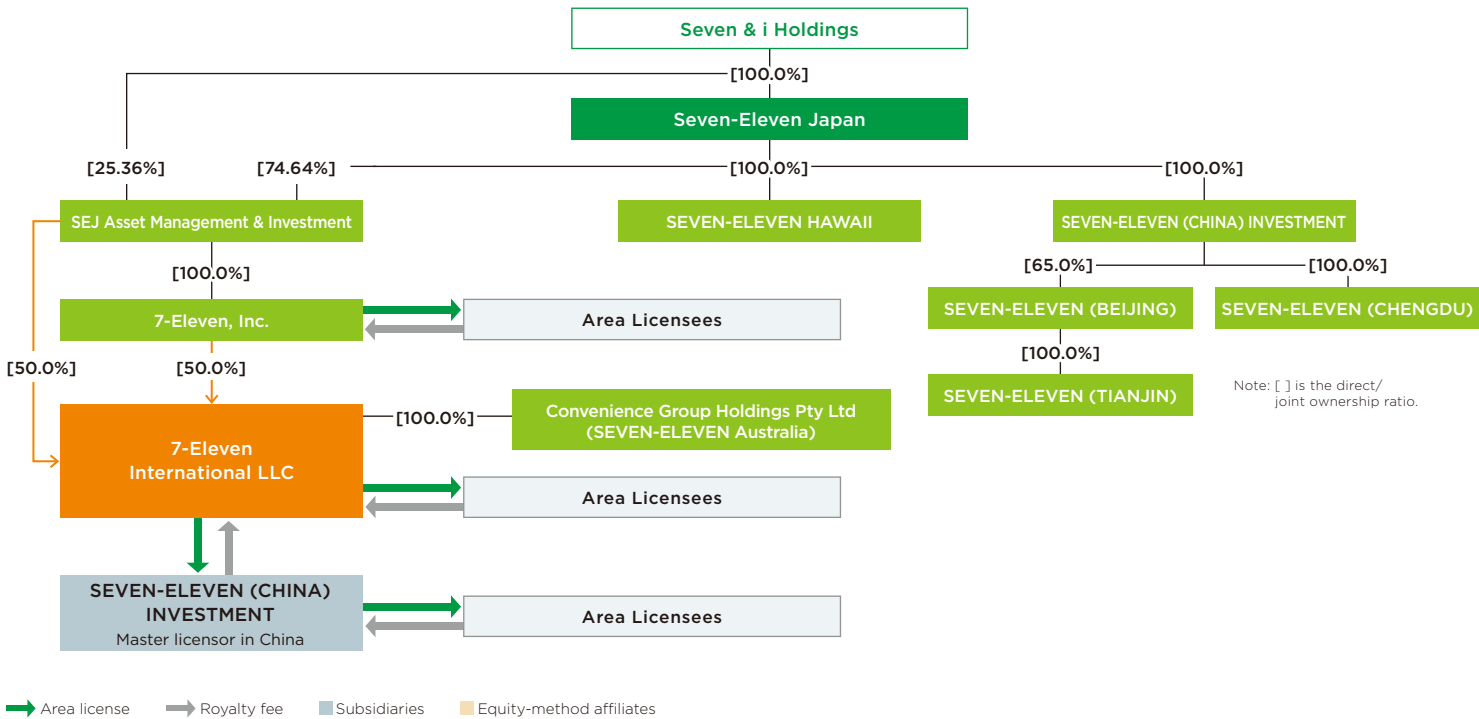
Global Strategy

Capital Relationships in the Group's Convenience Store Operations

Seven & i Holdings' subsidiaries operate 7-Eleven stores in Japan, North America, and China (Beijing,Tianjin, and Chengdu). In countries and regions where the Company has no local subsidiaries, leading local corporate groups operate 7-Eleven stores as area licensees.

Overseas Licensing Scheme

For 7-Eleven stores in each regions except Japan, North America and Australia, we have granted area license rights and receive Royalty fee from the licensees. With the establishment of 7-Eleven International LLC, the licensor to receive Royalty fee has been changed from 7-Eleven, Inc. to 7-Eleven International LLC.



Trend in the 7-Eleven Stores Worldwide

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	(Stores) FY2025
Asia	46,806	49,673	52,493	54,706	57,216	59,402	62,017	67,034	68,192	69,524	70,920
North America	8,868	9,077	9,061	9,974	10,000	10,159	13,562	13,511	13,267	13,102	12,812
Central and South America	1,879	1,878	1,835	1,801	1,829	1,822	1,841	1,889	1,925	2,076	2,079
Europe	530	524	523	469	409	409	403	409	382	367	363
Oceania	626	646	675	692	708	714	718	736	767	747	765
Middle East	2	7	13	14	12	-	-	-	8	-	-
Total	58,711	61,805	64,600	67,656	70,174	72,506	78,541	83,579	84,541	85,816	86,939

Notes) 1. As of the end of December, excluding figures for Japan, which are as of the end of February of the following year.
2. North America includes Hawaii



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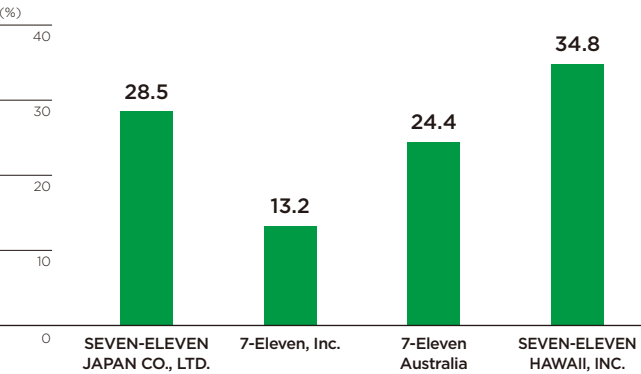
Global Strategy

7-Eleven store operators around the world (licensees)

Country or region	Operator	Number of stores
Asia	CP ALL Public Company Ltd. [Charoen Pokphand Group]	15,945
	Korea Seven Co., Ltd [Lotte Group]	11,040
	PRESIDENT CHAIN STORE CORP. [Uni-President Enterprises Corp.]	7,650
	Philippine Seven Corporation [PRESIDENT CHAIN STORE CORP.]	4,491
	7-Eleven Malaysia Sdn. Bhd. [7-Eleven Malaysia Holdings Berhad]	2,735
	South China: Guangdong Sai Yi Convenience Stores[DFI Retail Group Holdings Ltd.]	1,932
	Hong Kong/Macau: The Dairy Farm Company, Limited[DFI Retail Group Holdings Ltd.]	1,138
	SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhongdi Sunshine Group Co., Ltd.]	972
	DFI Retail Singapore Pte Limited (DFI Retail Group Holdings Ltd)	457
	Nanjing Golden Eagle Convenience Supermarket Management Co., Ltd. [GOLDEN EAGLE INTERNATIONAL RETAIL GROUP (CHINA) Co., Ltd.]	401
	Yunnan Qianglin Lejia Chain Convenience Store Co. Ltd. [Yunnan Qianglin Petrochemical Co. Ltd.]	367
	Uni President Supermarket (zhejiang) Convenience Store Co., Ltd. [President Chain Store (Hong Kong) Holdings Limited]	240
	Seven System Viet Nam JSC	148
	Shaan Xi Sai Wen Teke Convenience Chain CO., LTD.[SHAANXI TEKE TRADING CO., LTD.]	142
	Henan Sanyi Convenience Store Chain CO., LTD[. Sanquan Food Co., Ltd.]	132
	CP ALL (Cambodia) Co., Ltd. [Charoen Pokphand Group]	112
	Fujian Rongning Convenience Store Management CO., LTD. [FUJIAN RONGNING INVESTMENT CO., LTD.][Fujian Sanfu Clothing CO., LTD.]	105
	Hunan You'a Convenience Supermarket Management Co., Ltd. [Hunan Friendship & Apollo Commercial Co., Ltd.]	92
	7-India Convenience Retail Limited [Reliance Retail Ventures Limited]	63
	Xinjiu Commercial Development Co., Ltd. [Southern Hoper Industry Co., Ltd.]	50
North America	Hubei Dongfang Meilin Convenience Store CO., LTD. [Jiangsu Baiye Baihui Supermarket Management CO., LTD.]	46
	CP ALL Laos Co., Ltd. [Charoen Pokphand Group]	26
North America	Various Companies	33
Central and South America	7-Eleven Mexico S.A. de C.V. [Valso, S.A. de C.V.]	2,079
Europe	Reitan Convenience [Reitangruppen AS]	363

Notes) 1. Number of stores as of December 31, 2025
2. Company names in brackets are those of the corporate groups affiliated with the companies listed.

7-Eleven fast food sales as a percentage of total sales for FY2025



Notes) 1. Percentages for 7-Eleven, Inc. and SEVEN-ELEVEN HAWAII, INC. are calculated using merchandise sales.
2. Fiscal year-end for overseas subsidiaries is December 31.



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Major Shareholders

	(As of February 28, 2026)	
	Number of shares (Thousand shares)	Percentage of shares held (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	395,433	17.08
Ito-Kogyo Co., Ltd.	212,103	9.16
Custody Bank of Japan, Ltd. (Trust account)	142,434	6.15
Nippon Life Insurance Company	53,017	2.29
MITSUI & CO., LTD.	48,667	2.10
JP MORGAN CHASE BANK 385864	47,916	2.07
STATE STREET BANK AND TRUST COMPANY 505001	46,922	2.02
SMBC Nikko Securities Inc.	38,247	1.65
Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.	33,864	1.46
THE CHASE MANHATTAN BANK, N.A. LONDONSECS LENDING OMNIBUS ACCOUNT	33,200	1.43

* The calculation of the percentage of shares held does not include shares of treasury stock. The shares of treasury stock do not include shares held by the "Board Incentive Plan (BIP) Trust" (the "BIP Trust") and the "ESOP Trust for Granting Stock" (the "ESOP Trust")

Classification of Shareholders

- Financial institutions
- Securities companies
- Other domestic corporations
- Foreign corporations
- Individuals and others (including treasury stock)

As of February 29, 2020



As of February 28, 2021



As of February 28, 2022



As of February 28, 2023



As of February 29, 2024



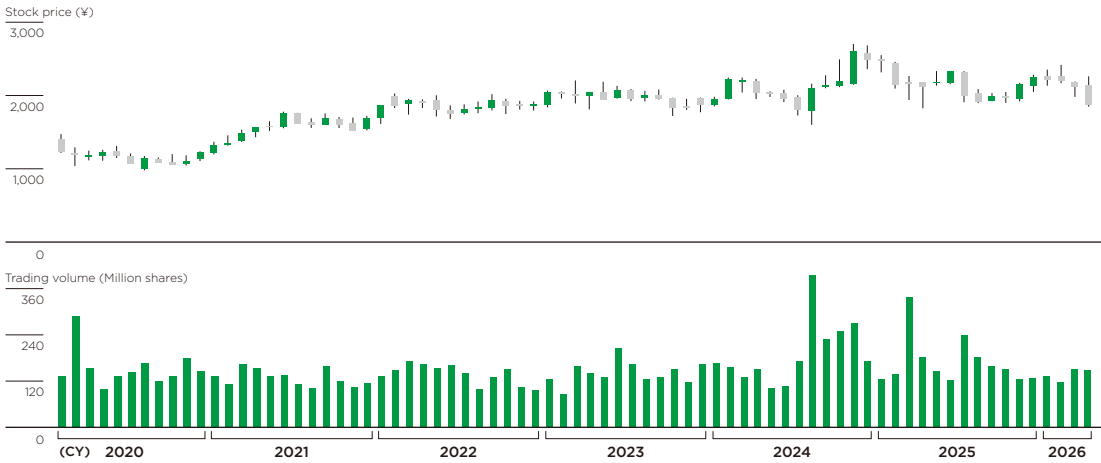
As of February 28, 2025



As of February 28, 2026



Stock Price Chart (Monthly)



		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Stock price (Yen)	Opening	1,208	1,383	1,885	2,017	2,180	2,177
	High	1,458	2,028	2,068	2,245	2,703	2,417
	Low	979	1,365	1,680	1,721	1,600	1,826
	Closing	1,346	1,864	2,030	2,230	2,144	2,196
Trading volume (Million shares)		1,807	1,578	1,584	1,689	2,240	2,023

Investment Indices (Consolidated)

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Number of shares outstanding Average (Shares)*1	2,648,782,731	2,649,197,745	2,649,567,603	2,646,511,134	2,597,855,216	2,464,077,028
End of period (Shares)*1	2,648,898,837	2,649,348,894	2,649,674,136	2,622,913,557	2,594,832,371	2,311,679,726
Net income per share (Yen)	67.67	79.56	106.04	84.88	66.62	118.81
Cash flow per share (Yen)	156.59	190.00	247.99	236.32	234.68	273.84
Net assets per share (Yen)	1,007.56	1,125.16	1,311.31	1,416.94	1,555.39	1,566.06
Price earnings ratio (X)*2	19.9	23.4	19.1	26.3	32.2	18.5
Price cash flow ratio (X)*2	8.6	9.8	8.2	9.4	9.1	8.0
Price book value ratio (X)*2	1.3	1.7	1.5	1.6	1.4	1.4
Dividends per share (Yen)	32.83	33.33	37.66	37.66	40.00	60.00
Dividend payout ratio (%)	48.50	41.90	35.50	44.40	60.00	42.10
Ratio of total amounts of dividends to net assets (%)	3.3	3.1	3.1	2.8	2.7	3.8

*1 Figures exclude treasury stock.

*2 Calculated using the stock price at fiscal year-end.

(Note) The Company conducted a 3-for-1 common share split on March 1, 2024. Figures for FY2023 and before are calculated as if the share split had occurred at the beginning of FY2020.



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See Stock Information

- Stock Information

See Seven & i Holdings History

▶ Group History

Group History

■ Company establishment, capital policy and financial strategies ■ Store opening policy and operating strategies

2023	Mar.	■	Announced the Update to the Medium-Term Management Plan and the Results of the Group Strategy Reevaluation		
	Mar.	■	The Group's first common infrastructure "Peace Deli Nagareyama Kitchen" started operation Began supplying merchandise to approximately 200 Ito-Yokado and York stores in the Tokyo metropolitan area		
	Apr.	■	Decided to transfer shares of Seven Card Service to Seven Bank		
	May	■	Transfer of shares of Barneys Japan to Laox Holdings Co., LTD.		
	Jun.	■	Decided to absorb York Co., Ltd. by Ito-Yokado Co., Ltd.		
	Jul.	■	Transfer of shares of Seven Card Service to Seven Bank		
	Sep.	■	Transfer of shares of Sogo & Seibu to Sugi Godo Kaisha, a special purpose company which is a related entity of Fortress Investment Group LLC		
	Sep.	■	Ito-Yokado Co., Ltd. absorbed York Co., Ltd.		
	Sep.	■	Acquired the highest rating of 3 Star in the "Benchmarking" hosted by HDI-Japan "7iD Account Service Center" acquired the highest rating of 3 Star for the first time in the "Inquiry Desk Ratings" of the "HDI Benchmarking."		
	Sep.	■	First 7-Eleven store opened in Laos		
	Sep.	■	7iD members topped 30 million		
2024	Sep.	■	Expanded activities in line with recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to Ito-Yokado and York-Benimaru		
	Nov.	■	7-Eleven International LLC signed an agreement on the acquisition of shares of Convenience Group Holdings Pty Ltd. in Australia Signed the agreement to expand store network in the Australian market to promote global CVS strategy.		
	Jan.	■	Decided to acquire a portion of the business from Sunoco LP by 7-Eleven, Inc. Acquired assets to expand store network and revenues in North America.		
	Feb.	■	"AI-KATA" project won the excellence award in "SUPER-DX contest" sponsored by Ministry of Economy, Trade and Industry The application "AI-KATA," which aims to improve the operational efficiency of retail employees, was praised for focusing on the issues faced by frontline employees and providing a solution that is close to the frontline.		
	Feb.	■	"Peace Deli Chiba Kitchen" started operation		
	Feb.	■	York-Benimaru and Ito-Yokado concluded an agreement with Ibaraki Prefecture on "Comprehensive Collaborative Agreement"		
	Feb.	■	Opened new concept stores "SIP Store" New concept stores under "SEJ-IY Partnership (commonly known as SIP)" launched by Seven-Eleven Japan and Ito-Yokado to create new group synergies.		
	Apr.	■	7-Eleven International LLC completed the acquisition of shares of Convenience Group Holdings Pty Ltd. in Australia Acquired the shares to expand store network in the Australian market to promote global CVS strategy.		
	Apr.	■	Announced the contents of the discussions on the recommendations of Strategy Committee and the action plan to maximize the Group's corporate and shareholder value		
	Apr.	■	7-Eleven, Inc. completed the acquisition of a portion of the business from Sunoco LP Acquired assets to expand store network and revenues in North America.		
	May	■	Concluded an agreement to transfer of Nissen Holdings Shares to Ci Medical Co.,Ltd.		
2025	May	■	Cumulative sales of Seven Premium products topped ¥15 trillion		
	Jul.	■	Acquired FTSE Russell ESG Rating 4.6, which evaluates initiatives to address potential ESG risks Included in the FTSE4Good Index Series for the 10th consecutive year, FTSE Blossom Japan Index for the 8th consecutive year and FTSE Blossom Japan Sector Relative Index for the 3rd consecutive year.		
	Aug.	■	Seven & i Energy Management Co., Ltd. newly established To advance with a sense of urgency "Reduction of CO ₂ emissions" set forth in the Environmental Goals "GREEN CHALLENGE 2050," newly established a retail electricity supplier with the aim of expanding the renewable energy procurement.		
	Sep.	■	Started to disclose nature-related information in line with the recommendations of the Task Force on Nature-related Financial Disclosures (TNFD)		
	Oct.	■	YORK Holdings Co., Ltd. newly established Established an intermediate holding company aimed to preside over the Group's supermarket food business, specialty stores, and other businesses as a wholly-owned subsidiary of the Company.		
	Oct.	■	Formulated the Seven & i Group Nature Policy Formulated to further promote initiatives on nature to become nature-positive.		
	Dec.	■	Cumulative sales of SEVEN THE PRICE products topped ¥20 billion		
	Dec.	■	Selected as a component of "World Index" of "Dow Jones Sustainability™ Indices" for the 2nd consecutive year and "Asia/Pacific Index" for the 16th consecutive year Became the sole company selected among Japanese retailers selling groceries as a component of "World Index."		
	Jan.	■	Selected for the 4th consecutive year as a company featured in S&P Global's Sustainability Yearbook Became the only Japanese company selected in the "Food & Staples Retailing" industry for the 4th consecutive year since its foundation.		
	Mar.	■	Announced the Update on Management Initiatives		
	Apr.	■	Annual store sales of Seven Premium products topped ¥1.5 trillion		
2026	Jun.	■	Deconsolidation of Seven Bank was completed following its share repurchase		
	Jul.	■	Acquired FTSE Russell ESG Rating 4.7, which evaluates initiatives to address potential ESG risks Selected as a constituent of the FTSE4Good Index Series for the 11th consecutive year, the FTSE Blossom Japan Index for the ninth consecutive year, and the FTSE Blossom Japan Sector Relative Index for the fourth consecutive year		
	Aug.	■	Announced transformation of 7-Eleven		
	Sep.	■	Completion of the deconsolidation of YORK HD's head office functions and the SST business group		
	Sep.	■	Released "CLIMATE and NATURE Disclosures — Integrated report based on TCFD/TNFD recommendations" to strengthen initiatives relating to climate change and nature		
	Oct.	■	Announced the organizational transformation of the Seven & i Holdings IT/DX Division and entered into a strategic partnership with Accenture to drive and manage the transformation		

* Please refer to the website and Excel data from the link button on the upper right of the page for the history before FY2023.