

2027年2月期 第2四半期(中間期)決算補足資料

Brief Summary for the Second Quarter of FY2026 (Year Ending February 28, 2027)

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2026年10月8日

October 8, 2026

株式会社セブン&アイ・ホールディングス

Seven & i Holdings Co., Ltd.

注記事項 / Notes

四半期(3か月)業績の開示について Disclosure of quarterly (three-month) results

ステークホルダーの皆様の利便性の観点から、四半期(3か月)の数値を参考値として掲載しております。業績の数値算出には累計期間の為替レートを使用し、既に関示された累計数値との差分を四半期の値として表示しております。

当該期間における新規勘定科目の過去値遡及は行っておりません。

For the convenience of stakeholders, quarterly (three-month) figures are provided for reference purposes. The foreign exchange rates for cumulative periods are used for the calculation of the figures in the results, and the difference between the figures concerned and previously disclosed cumulative figures is provided as a quarterly value. Historical figures for new account items during the period concerned are not retrospectively restated.

2026年2月期の業績について Regarding the earnings for the fiscal year ended February 28, 2026

当社は、2025年6月24日付で株式会社セブン銀行及びその子会社を、2025年9月1日付で当社グループの食品スーパーマーケット事業及び専門店・その他事業（以下「SST事業グループ」）に帰属する当社の連結子会社22社及び持分法適用会社7社の計29社を非連結化いたしました。なお、これらは会計上、FY2025上期の連結損益計算書、連結キャッシュ・フロー計算書においては連結子会社として計上いたしました。また、2025年8月末時点の連結貸借対照表に株式会社セブン銀行及びその子会社9社は含まれておりません。FY2025下期以降においては株式会社セブン銀行およびSST事業グループは持分法適用会社として連結業績に反映しております。

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 FY2025 first half, these entities were included in the consolidated statements of income and cash flows as consolidated subsidiaries. In addition, Seven Bank, Ltd. and its nine subsidiaries were not included in the consolidated balance sheet as of August 31, 2025.

From the FY2025 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.

事業セグメント変更について Reclassification of Operating Segments

FY2026より、事業セグメントを変更いたしました。前年同期の数値につきましては、変更後のセグメント区分に組み替えた数値を記載しております。

その他の事業：FY2025の「その他の事業」には、非連結化した事業会社が含まれます。

We have reclassified our business segments effective from FY2026. Figures from FY2025 have been revised to reflect the new classification.

Others: For FY2025, the deconsolidated operating companies are included in the “Others” segment.

連結子会社の決算期について Fiscal periods of consolidated subsidiaries

	第1四半期 / Q1	第2四半期 / Q2	第3四半期 / Q3	通期 / Q4
国内の連結子会社 Domestic consolidated subsidiaries	5月 / May	8月 / August	11月 / November	2月 / February
海外の連結子会社 Overseas consolidated subsidiaries	3月 / March	6月 / June	9月 / September	12月 / December

Note) 12月決算の連結子会社は期末(12月)の財務諸表を使用しております。

For consolidated subsidiaries ending fiscal year in December, financial statements for the fiscal year ended December have been adopted.

■連結業績 Consolidated Results

決算概要 Results

(百万円 / Millions of yen)
(前期比 / YoY(%))

	FY2025					FY2026					
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	通期予想 Full Year Forecasts
グループCVS商品売上 Convenience store group merchandise sales	2,347,223 102.9	2,499,401 96.8	2,495,804 100.0	2,426,196 101.7	9,768,625 100.2	2,423,362 103.2	2,622,553 104.9			5,045,915 104.1	10,210,000 104.5
営業収益 Revenues from operations	[2,324,136] 101.6	[2,372,614] 86.0	[2,434,300] 80.2	[2,379,331] 82.0	[9,510,382] 87.1	2,378,819 [102.4]	3,081,454 [129.9]			5,460,274 97.2	10,430,000 [109.7]
国内コンビニエンスストア事業 Domestic CVS operations	223,474 -	239,100 -	228,900 -	223,106 -	914,583 101.2	230,159 103.0	237,162 99.2			467,322 101.0	950,000 103.9
海外コンビニエンスストア事業 Overseas CVS operations	2,093,630 -	2,127,500 -	2,191,993 -	2,143,708 -	8,556,832 93.3	2,135,819 102.0	2,830,793 133.1			4,966,613 117.7	9,426,000 110.2
その他の事業 Others	466,512 -	478,998 -	16,962 -	16,144 -	978,617 50.8	16,237 3.5	16,145 3.4			32,383 3.4	76,000 7.8
消去及び全社 Eliminations / Corporate	(6,247) -	(6,332) -	(3,555) -	(3,628) -	(19,763) -	(3,397) -	(2,648) -			(6,045) -	(22,000) -
営業利益 Operating income (loss)	[47,233] 109.7	[122,827] 112.3	[116,685] 90.9	[97,919] 92.7	[384,665] 100.5	105,039 161.4	127,241 88.8			232,280 111.5	425,000 100.5
国内コンビニエンスストア事業 Domestic CVS operations	54,532 -	67,260 -	56,736 -	43,991 -	222,521 95.3	52,235 95.8	57,664 85.7			109,899 90.2	224,200 100.8
海外コンビニエンスストア事業 Overseas CVS operations	8,687 -	71,444 -	72,863 -	69,228 -	222,223 102.8	65,592 755.0	84,830 118.7			150,422 187.7	270,000 121.5
その他の事業 Others	19,475 -	21,940 -	1,835 -	808 -	44,060 91.6	1,507 7.7	1,242 5.7			2,749 6.6	4,900 11.1
消去及び全社 Eliminations / Corporate	(17,619) -	(17,333) -	(14,750) -	(16,108) -	(65,812) -	(14,296) -	(16,495) -			(30,792) -	(74,100) -
経常利益 Ordinary income	53,281 96.9	133,155 118.7	103,715 90.7	87,259 93.9	377,411 100.8	100,735 189.1	121,188 91.0			221,923 119.0	390,000 103.3
特別利益 Special gains	37,858 -	10,470 123.9	25,913 -	68,672 66.6	142,915 123.5	3,977 10.5	2,373 22.7			6,350 13.1	
特別損失 Special losses	13,169 68.3	18,031 26.9	23,545 25.4	31,017 73.9	85,762 38.8	19,548 148.4	34,584 191.8			54,132 173.5	
税引前当期純利益 Income before income taxes	77,971 208.4	125,594 233.8	106,084 441.2	124,914 81.0	434,564 161.3	85,164 109.2	88,976 70.8			174,141 85.5	
親会社株主に帰属する当期純利益 Net income attributable to owners of parent	[31,023] 49,014	[74,641] 72,787	[59,132] 76,659	[90,061] 94,299	[254,858] 292,760	60,600 [195.3]	63,844 [85.5]			124,444 [117.8]	278,000 [109.1]
	229.2	235.9	673.2	86.2	169.2	123.6	87.7			102.2	95.0

■連結業績 Consolidated Results

決算概要 Results

(百万円 / Millions of yen)
(前期比 / YoY(%))

	FY2025					FY2026					通期予想 Full Year Forecasts
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	
EBITDA	[169,034]	[240,389]	[234,615]	[222,828]	[866,867]	233,246	257,362			490,608	928,000
	-	-	-	-	-	[138.0]	[107.1]			[119.8]	[107.1]
	205,732	279,717	234,615	222,828	942,893	233,246	257,362			490,608	928,000
	105.2	101.3	86.1	88.5	94.7	113.4	92.0			101.1	98.4
総資産利益率 (ROA)(%)											
自己資本利益率 (ROE)(%)											7.7
1株当たり当期純利益 (円)	18.97	28.87	31.45	39.53	118.81	26.21	28.04			54.26	121.90
Net income per share (EPS) (yen)	231.2	242.9	716.3	93.8	178.3	138.2	97.1			113.4	102.6
のれん償却前EPS (円)	29.52	39.24	42.03	50.95	161.74	38.04	40.27			78.31	169.81
EPS before amortization of goodwill (yen)	175.1	178.3	294.9	98.0	153.9	128.9	102.6			113.9	105.0
発行済株式数 Number of shares outstanding											(株 / Share)
期中平均 Average											
期末 End of period											

為替換算レート Exchange rates

(円 / Yen)

	FY2025					FY2026					通期予想 Full Year Forecasts
	Q1 Jan.-Mar.	Q2 Jan.-Jun.	Q3 Jan.-Sep.	Q4 Jan.-Dec.	通期 Full Year	Q1 Jan.-Mar.	Q2 Jan.-Jun.	Q3 Jan.-Sep.	Q4 Jan.-Dec.		
損益計算書 Income statements	152.55					156.96					
期中平均レート Average rate	148.40					158.29					
		148.08									
			149.61		149.61						157.00
1yuan=	20.94					22.67					
	20.44					23.07					
		20.50									
			20.81		20.81						23.00
	Mar. 2025	Jun. 2025	Sep. 2025	Dec. 2025		Mar. 2026	Jun. 2026	Sep. 2026	Dec. 2026	YTD	
貸借対照表 Balance sheets	149.52	144.81	148.88	156.56	156.56	159.88	162.39				
期末日レート Period-end rate	20.59	20.19	20.88	22.36	22.36	23.11	23.87				

- Notes) 1. グループCVS商品売上は連結子会社におけるコンビニエンスストア事業会社の直営店及び加盟店の商品売上となっております。
Convenience store group merchandise sales are merchandise sales from corporate and franchised stores across consolidated convenience store subsidiaries.
2. 実質ベース：[]内の数値は、連結の範囲から除外されたヨーク・ホールディングス傘下の子会社及びセブン銀行等の影響を調整し、コンビニエンスストア事業を主とする業績に組み替えた実質ベースの数値及びこの実質ベースと比較した前期比となります。
Adjusted basis: The figures in [] represent adjusted amounts and their YoY changes, reflecting performance primarily in the convenience store business by excluding the impact of the deconsolidation of YORK Holdings' subsidiaries and Seven Bank and its subsidiaries.
3. 営業利益における「消去及び全社」には、当社におけるグループ戦略に係る費用等を含んでおります。 "Eliminations/Corporate" in operating income includes the Company's operating expenses relating to the Group strategy.
4. EBITDA: 営業利益 + 減価償却費 + のれん償却費* *販売費及び一般管理費に含まれるのれん償却費のみ EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill* * Only figures included in SG&A expenses
5. EPS: 親会社株主に帰属する当期純利益 ÷ 期中平均株式数 EPS: Net income attributable to owners of parent / Weighted average shares outstanding during the period
6. のれん償却前EPS: (親会社株主に帰属する当期純利益 + のれん償却費) ÷ 期中平均株式数 のれん償却費に係る税務影響を考慮しております。
EPS before amortization of goodwill: (Net income attributable to owners of parent + Amortization of goodwill) / Average shares outstanding during the period Tax impact related to amortization of goodwill is taken into account.
7. 期中平均株式数及び期末発行済株式数、自己株式を除く株数を表示しております。なお、当社は役員報酬BIP信託及び株式付与ESOP信託を導入しており、当該信託が保有する当社株式を自己株式に含んでおります。
Number of shares outstanding at each fiscal year-end and of average shares over each fiscal period do not include treasury stock.
The Company introduced the BIP Trust and ESOP Trust and its shares held by these Trusts are included in the number of treasury stock.
8. 損益計算書の為替換算レートは四半期累計期間の期中平均レート、貸借対照表の為替換算レートは期末日レートを表示しています。
The exchange rates for income statements are the average rates for the cumulative period, and the rates for Balance Sheet are the rates as of the end of the period, respectively.

■連結業績 Consolidated Results

セグメント情報 Segment Information

事業別情報 Operating segment information

(百万円 / Millions of yen)

	FY2025					FY2026							
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	前期比 YoY(%)	通期予想 Full Year Forecasts	前期比 YoY(%)
設備投資 Capital expenditures	91,868	89,160	89,239	132,008	402,277	91,598	100,039			191,637	105.9	543,000	135.0
国内コンビニエンスストア事業 Domestic CVS operations	18,615	23,119	30,570	42,193	114,499	30,437	22,408			52,845	126.6	156,900	137.0
海外コンビニエンスストア事業 Overseas CVS operations	43,642	48,275	51,420	82,970	226,309	54,569	70,306			124,875	135.9	353,700	156.3
その他の事業 Others	27,947	16,820	6,202	6,359	57,331	5,374	6,213			11,588	25.9	21,000	36.6
消去及び全社 Eliminations / Corporate	1,662	943	1,045	484	4,136	1,217	1,111			2,328	89.3	11,400	275.6
減価償却費 Depreciation and amortization	105,212	102,641	84,417	89,737	382,009	92,423	93,736			186,160	89.6	360,000	94.2
国内コンビニエンスストア事業 Domestic CVS operations	22,069	21,886	22,347	25,189	91,492	23,942	23,897			47,840	108.8	95,800	104.7
海外コンビニエンスストア事業 Overseas CVS operations	56,838	54,382	55,007	57,671	223,900	59,223	60,683			119,906	107.8	237,700	106.2
その他の事業 Others	20,898	20,882	1,594	1,553	44,928	3,909	3,876			7,786	18.6	9,900	22.0
消去及び全社 Eliminations / Corporate	5,405	5,489	5,469	5,323	21,687	5,348	5,278			10,627	97.5	16,600	76.5
のれん償却費 Amortization of goodwill	35,443	33,763	33,512	35,171	137,890	35,783	36,385			72,168	104.3	143,000	103.7
国内コンビニエンスストア事業 Domestic CVS operations	-	-	-	-	-	-	-			-	-		
海外コンビニエンスストア事業 Overseas CVS operations	34,462	32,782	33,422	35,081	135,749	35,693	36,295			71,989	107.1		
その他の事業 Others	980	980	89	89	2,141	89	89			179	9.2		
全社 Corporate	-	-	-	-	-	-	-			-	-		
EBITDA	205,732	279,717	234,615	222,828	942,893	233,246	257,362			490,608	101.1	928,000	98.4
国内コンビニエンスストア事業 Domestic CVS operations	76,601	89,147	79,083	69,180	314,013	76,178	81,562			157,740	95.2	320,000	101.9
海外コンビニエンスストア事業 Overseas CVS operations	99,988	158,610	161,292	161,982	581,874	160,508	181,809			342,318	132.4	650,700	111.8
その他の事業 Others	41,355	43,803	3,519	2,451	91,129	5,506	5,208			10,714	12.6	14,800	16.2
消去及び全社 Eliminations / Corporate	(12,213)	(11,843)	(9,281)	(10,785)	(44,124)	(8,947)	(11,216)			(20,164)	-	(57,500)	-
減損損失 Impairment loss	873	7,167	12,964	11,823	32,829	9,804	13,180			22,985	285.8		
国内コンビニエンスストア事業 Domestic CVS operations	572	4,968	353	3,189	9,084	317	9,381			9,698	175.0		
海外コンビニエンスストア事業 Overseas CVS operations	(919)	1,803	11,512	6,050	18,446	9,487	3,799			13,287	-		
その他の事業 Others	1,210	396	-	-	1,606	-	-			-	-		
消去及び全社 Eliminations / Corporate	10	-	1,098	2,583	3,692	-	-			-	-		

(Notes) 1. 「設備投資」は差入保証金と建設協力立替金及び当該年度以降の出店に係る投資を含んでおり、「資産除去債務」に関する会計基準の適用に伴う将来償却分資産の増加分は含んでおりません。また、実績数値には、店舗等の取得に伴い発生するのれんなどの金額を含んでおりません。

「消去及び全社」は当社におけるグループ戦略に係る設備投資を含んでおります。

Capital expenditures include long-term leasehold deposits, advances for store construction, and investments related to store openings for each fiscal year and beyond, and do not include the increase of future amortization of assets under the Accounting Standard for Asset Retirement Obligations. Figures for actual results do not include goodwill and others related to the acquisition of stores, etc.

"Eliminations / Corporate" in capital expenditures includes capital expenditures relating to the Group strategy.

2. 「減価償却費」は無形固定資産償却費を含んでおります。「消去及び全社」は当社におけるグループ戦略に係る減価償却費を含んでおります。

"Eliminations / Corporate" in depreciation and amortization includes depreciation and amortization of assets relating to the Group strategy.

3. 「のれん償却費」は販売費及び一般管理費に含まれるのれん償却費のみを表示しております。

Amortization of goodwill include only the amount recorded in SG&A expenses.

4. EBITDA: 営業利益 + 減価償却費 + のれん償却費

EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill

■連結業績 Consolidated Results

セグメント情報 Segment Information

所在地別情報 Geographic area segment information

(百万円 / Millions of yen)

	FY2025					FY2026					
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	前期比 YoY(%)
営業収益 Revenues from operations	2,777,370	2,839,267	2,434,300	2,379,331	10,430,269	2,378,819	3,081,454			5,460,274	97.2
日本 Japan	681,772	697,983	242,610	235,904	1,858,269	277,976	250,976			528,952	38.3
北米 North America	1,950,059	1,990,463	2,044,450	1,978,317	7,963,291	1,947,963	2,657,477			4,605,441	116.9
その他 Others	158,921	151,921	148,130	166,028	625,002	188,538	173,990			362,529	116.6
消去 Eliminations	(13,382)	(1,101)	(891)	(918)	(16,293)	(35,658)	(990)			(36,648)	-
営業利益 Operating income	65,076	143,311	116,685	97,919	422,993	105,039	127,241			232,280	111.5
日本 Japan	68,243	70,413	43,822	28,690	211,169	74,092	42,410			116,503	84.0
北米 North America	9,983	72,677	74,852	67,857	225,371	59,375	92,570			151,945	183.8
その他 Others	(770)	218	(1,992)	1,367	(1,177)	6,213	(7,743)			(1,530)	-
消去 Eliminations	(12,379)	3	3	3	(12,370)	(34,642)	3			(34,638)	-

Note) 「その他」に属する国は、オーストラリア、中国等であります。
 "Others" consists of the results in Australia and China, etc.

■ 連結業績 Consolidated Results

有利子負債 Interest-Bearing Debt

有利子負債内訳 Interest-bearing debt (期末日時点 / As of the end of the period)

(百万円 / Millions of yen)

	FY2025				FY2026				前期比/増減 YoY(%) / Change
	25/5	25/8	25/11	26/2	26/5	26/8	26/11	27/2	
	May 2025	Aug. 2025	Nov. 2025	Feb. 2026	May 2026	Aug. 2026	Nov. 2026	Feb. 2027	
短期借入金 Short-term loans	398,875	580,920	205,280	135,580	59,300	58,329			10.0
一年内返済予定の長期借入金 Current portion of long-term loans	164,050	133,391	149,343	190,456	244,983	408,214			306.0
一年内償還予定の社債 Current portion of bonds	396,579	360,791	425,966	255,657	60,000	60,000			16.6
小計 Subtotal	959,505	1,075,103	780,590	581,694	364,283	526,544			49.0
長期借入金 Long-term loans	731,564	706,064	679,401	718,495	956,447	785,446			111.2
社債 Bonds	1,006,559	934,760	893,876	929,828	945,465	957,334			102.4
小計 Subtotal	1,738,123	1,640,825	1,573,278	1,648,324	1,901,913	1,742,781			106.2
合計 Total	2,697,629	2,715,928	2,353,868	2,230,018	2,266,196	2,269,325			83.6
総資産に対する比率(%) Ratio to total assets (%)	24.2	28.1	26.4	24.4	23.7	24.0			(4.1)
自己資本に対する比率(%) Ratio to owners' equity (%)	71.4	75.9	67.2	61.6	61.4	61.2			(14.7)

セグメント別有利子負債内訳 Interest-bearing debt by operating segment (期末日時点 / As of the end of the period)

(百万円 / Millions of yen)

	FY2025				FY2026				前期比 YoY(%)
	25/5	25/8	25/11	26/2	26/5	26/8	26/11	27/2	
	May 2025	Aug. 2025	Nov. 2025	Feb. 2026	May 2026	Aug. 2026	Nov. 2026	Feb. 2027	
国内コンビニエンスストア事業 Domestic CVS operations	-	-	-	-	-	-			-
海外コンビニエンスストア事業 Overseas CVS operations	1,500,581	1,437,880	1,313,589	1,302,026	1,324,537	1,342,844			93.4
その他の事業 Others	287,501	185,430	182,661	190,302	203,969	205,918			111.0
全社 Corporate	909,546	1,092,618	857,618	737,690	737,690	720,562			65.9
合計 Total	2,697,629	2,715,928	2,353,868	2,230,018	2,266,196	2,269,325			83.6

■ 連結業績 Consolidated Results

有利子負債・格付情報 Interest-Bearing Debt & Ratings

社債情報 Bond information

2026年8月31日時点 / As of August 31, 2026

		発行総額 / Amount	発行年月日 / Date of issue	利率 / Coupon	償還期限 / Redemption date
セブン&アイ・ホールディングス発行 Issued by Seven & i Holdings					
第15回無担保社債	15th unsecured domestic straight bonds	400億円 / 40 billion yen	2020.12.14	0.280%	2027.12.20
第16回無担保社債	16th unsecured domestic straight bonds	600億円 / 60 billion yen	2023.11.02	0.400%	2026.11.02
第17回無担保社債	17th unsecured domestic straight bonds	600億円 / 60 billion yen	2023.11.02	0.687%	2028.11.02
第18回無担保社債	18th unsecured domestic straight bonds	300億円 / 30 billion yen	2023.11.02	1.040%	2030.11.01
第19回無担保社債	19th unsecured domestic straight bonds	700億円 / 70 billion yen	2023.11.02	1.392%	2033.11.02
7-Eleven, Inc.発行 Issued by 7-Eleven, Inc.					
2028年満期米ドル建無担保社債	USD-denominated senior unsecured notes due 2028	10億米ドル / 1.0 billion dollars	2021.02.10	1.300%	2028.02.10
2031年満期米ドル建無担保社債	USD-denominated senior unsecured notes due 2031	17億米ドル / 1.7 billion dollars	2021.02.10	1.800%	2031.02.10
2041年満期米ドル建無担保社債	USD-denominated senior unsecured notes due 2041	7.5億米ドル / 0.75 billion dollars	2021.02.10	2.500%	2041.02.10
2051年満期米ドル建無担保社債	USD-denominated senior unsecured notes due 2051	12.5億米ドル / 1.25 billion dollars	2021.02.10	2.800%	2051.02.10

格付情報 Ratings

2026年9月30日時点 / As of September 30, 2026

			S&P	Moody's	R&I	JCR
セブン&アイ・ホールディングス Seven & i Holdings	長期 Long-term		A-	A3	AA-	AA
セブン-イレブン・ジャパン Seven-Eleven Japan	長期 Long-term		A-	-	-	AA
	短期* Short-term*		A-2	P-2	-	-
7-Eleven, Inc.	長期 Long-term		A-	Baa2	-	-

* 2006年1月より、セブン-イレブン・ジャパンの短期格付は7-Eleven, Inc.のCPプログラムの保証格付であります。

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

■ 連結業績 Consolidated Results

連結貸借対照表 Consolidated Balance Sheets (期末日時点 / As of the end of the period)

(百万円 / Millions of yen)

	FY2025				FY2026				期首増減 Change from Feb. 2026
	25/5 May 2025	25/8 Aug. 2025	25/11 Nov. 2025	26/2 Feb. 2026	26/5 May 2026	26/8 Aug. 2026	26/11 Nov. 2026	27/2 Feb. 2027	
資産の部 ASSETS									
流動資産 Current assets	2,994,761	1,877,210	1,725,833	1,492,546	1,831,253	1,672,003			+179,456
現金及び預金* Cash and bank deposits*	1,465,541	709,581	578,687	438,634	661,456	440,203			+1,568
内数：セブン銀行における現金及び預け金（ATM装填用現金含む） "Cash and bank deposits" of Seven Bank (including cash to be held in ATMs)	813,453	-	-	-	-	-			-
受取手形、売掛金及び契約資産 Notes and accounts receivable - trade, and contract assets	450,165	330,349	303,314	298,684	341,851	342,336			+43,652
営業貸付金 Trade accounts receivable - financial services	117,248	39,349	36,304	42,214	50,363	47,162			+4,947
有価証券 Marketable securities	-	-	100,000	-	-	-			-
商品及び製品 Merchandise and finished goods	290,867	290,335	219,735	223,018	243,012	264,231			+41,212
仕掛品 Work in process	53	48	80	94	151	52			(42)
原材料及び貯蔵品 Raw materials and supplies	3,814	2,091	359	286	806	345			+59
前払費用 Prepaid expenses	99,580	88,325	86,502	89,344	95,706	98,079			+8,734
ATM仮払金 ATM-related temporary payments	154,369	-	-	-	-	-			-
その他 Other	427,892	426,309	407,998	407,277	445,630	487,373			+80,095
貸倒引当金 Allowance for doubtful accounts	(14,772)	(9,181)	(7,149)	(7,008)	(7,725)	(7,781)			(772)
固定資産 Non-current assets	8,147,074	7,772,370	7,187,719	7,650,015	7,734,087	7,796,079			+146,064
有形固定資産 Property and equipment	4,740,555	4,577,380	4,133,968	4,497,967	4,576,242	4,641,012			+143,044
建物及び構築物(純額) Buildings and structures, net	1,676,889	1,625,903	1,393,454	1,449,775	1,457,916	1,471,679			+21,904
工具、器具及び備品(純額) Furniture, fixtures and equipment, net	510,866	450,362	415,745	435,334	447,518	481,600			+46,266
土地 Land	1,119,999	1,107,559	873,560	902,246	917,490	929,479			+27,232
使用権資産(純額) Right-of-use assets, net	1,214,876	1,183,167	1,231,403	1,451,665	1,488,160	1,519,730			+68,064
建設仮勘定 Construction in progress	192,320	184,570	195,430	231,458	233,681	205,503			(25,955)
その他(純額) Other, net	25,602	25,815	24,373	27,487	31,475	33,018			+5,531
無形固定資産 Intangible assets	2,537,854	2,384,494	2,388,711	2,469,026	2,482,716	2,476,233			+7,207
のれん Goodwill	2,103,944	2,009,492	2,029,505	2,109,806	2,121,730	2,118,732			+8,926
ソフトウェア Software	290,523	234,308	219,161	201,682	210,243	205,742			+4,060
その他 Other	143,386	140,693	140,044	157,537	150,742	151,759			(5,778)
投資その他の資産 Investments and other assets	868,664	810,496	665,039	683,021	675,128	678,833			(4,187)
投資有価証券 Investments in securities	331,553	293,610	366,451	363,740	356,985	365,043			+1,303
長期貸付金 Long-term loans receivable	15,089	16,860	7,577	7,056	7,574	7,638			+582
長期差入保証金 Long-term leasehold deposits	261,549	248,825	157,920	157,112	155,725	154,163			(2,948)
退職給付に係る資産 Net defined benefit asset	127,884	126,146	40,441	67,194	67,758	68,430			+1,236
繰延税金資産 Deferred tax assets	68,025	62,596	42,506	37,148	35,986	32,288			(4,860)
その他 Other	66,227	64,112	50,279	52,406	52,720	52,891			+485
貸倒引当金 Allowance for doubtful accounts	(1,666)	(1,656)	(137)	(1,637)	(1,622)	(1,623)			+13
繰延資産 Deferred assets	531	479	428	395	363	330			(65)
社債発行費 Bond issuance cost	531	479	428	395	363	330			(65)
資産合計 TOTAL ASSETS	11,142,367	9,650,060	8,913,981	9,142,957	9,565,703	9,468,412			+325,455

■ 連結業績 Consolidated Results

連結貸借対照表 Consolidated Balance Sheets (期末日時点 / As of the end of the period)

(百万円 / Millions of yen)

	FY2025				FY2026				期首増減 Change from Feb. 2026
	25/5 May 2025	25/8 Aug. 2025	25/11 Nov. 2025	26/2 Feb. 2026	26/5 May 2026	26/8 Aug. 2026	26/11 Nov. 2026	27/2 Feb. 2027	
負債の部 LIABILITIES									
流動負債 Current liabilities	3,704,398	2,698,622	2,119,695	1,900,670	1,947,698	1,929,883			+29,212
支払手形及び買掛金 Notes and accounts payable, trade	572,654	573,091	453,456	416,083	527,319	498,881			+82,797
短期借入金 Short-term loans	398,875	580,920	205,280	135,580	59,300	58,329			(77,250)
1年内償還予定の社債 Current portion of bonds	396,579	360,791	425,966	255,657	60,000	60,000			(195,657)
1年内返済予定の長期借入金 Current portion of long-term loans	164,050	133,391	149,343	190,456	244,983	408,214			+217,757
未払法人税等 Income taxes payable	37,175	44,568	16,466	37,440	30,890	19,423			(18,017)
未払費用 Accrued expenses	274,259	259,904	249,660	258,979	271,458	281,023			+22,044
契約負債 Contract liabilities	167,137	98,126	67,506	70,667	70,852	70,479			(187)
預り金 Deposits received	307,843	247,069	211,916	177,934	328,795	174,688			(3,246)
ATM仮受金 ATM-related temporary advances	83,968	-	-	-	-	-			-
リース債務 Lease obligations	167,296	163,266	156,535	164,772	167,678	171,999			+7,227
関係会社事業関連損失引当金 Allowance for loss on business of subsidiaries and associates	18,317	10,013	9,851	3,299	-	-			(3,299)
事業構造改革費用引当金 Allowance for restructuring expenses	265	265	-	-	-	-			-
販売促進引当金 Allowance for sales promotion expenses	568	494	300	335	379	439			+104
賞与引当金 Allowance for bonuses to employees	25,907	15,370	1,224	5,388	10,685	5,690			+302
役員賞与引当金 Allowance for bonuses to Directors and Audit & Supervisory Board Members	221	434	359	718	6	375			(343)
銀行業における預金 Deposits received in banking business	811,394	-	-	-	-	-			-
コールマネー Call money	10,000	-	-	-	-	-			-
その他 Other	267,884	210,913	171,829	183,357	175,347	180,337			(3,019)
固定負債 Non-current liabilities	3,475,535	3,339,577	3,265,064	3,594,091	3,901,340	3,803,443			+209,352
社債 Bonds	1,006,559	934,760	893,876	929,828	945,465	957,334			+27,505
長期借入金 Long-term loans	731,564	706,064	679,401	718,495	956,447	785,446			+66,950
繰延税金負債 Deferred tax liabilities	221,275	221,962	222,687	224,633	233,830	263,908			+39,274
役員退職慰労引当金 Allowance for retirement benefits to Directors and Audit & Supervisory Board Members	441	445	123	134	111	123			(10)
株式給付引当金 Allowance for stock payments	4,777	2,561	1,396	1,504	1,665	1,561			+56
退職給付に係る負債 Net defined benefit liability	15,219	15,034	14,657	16,566	16,561	14,276			(2,290)
長期預り金 Deposits received from tenants and franchised stores	44,108	44,069	13,752	13,796	14,043	14,175			+378
リース債務 Lease obligations	1,156,117	1,125,497	1,174,328	1,398,990	1,444,788	1,471,759			+72,769
資産除去債務 Asset retirement obligations	229,016	225,943	206,627	225,304	229,889	232,490			+7,186
その他 Other	66,454	63,237	58,214	64,836	58,535	62,368			(2,468)
負債合計 TOTAL LIABILITIES	7,179,934	6,038,199	5,384,760	5,494,762	5,849,039	5,733,326			+238,564

■ 連結業績 Consolidated Results

連結貸借対照表 Consolidated Balance Sheets (期末日時点 / As of the end of the period)

(百万円 / Millions of yen)

	FY2025				FY2026				期首増減 Change from Feb. 2026
	25/5 May 2025	25/8 Aug. 2025	25/11 Nov. 2025	26/2 Feb. 2026	26/5 May 2026	26/8 Aug. 2026	26/11 Nov. 2026	27/2 Feb. 2027	
純資産の部 NET ASSETS									
株主資本 Shareholders' equity	2,961,385	2,841,648	2,693,841	2,634,255	2,637,049	2,601,001			(33,254)
資本金 Common stock	50,000	50,000	50,000	50,000	50,000	50,000			±0
資本剰余金 Capital surplus	293,439	293,430	293,432	293,429	293,423	-			(293,429)
利益剰余金 Retained earnings	2,724,971	2,796,978	2,811,982	2,906,276	2,909,007	2,661,081			(245,195)
自己株式 Treasury stock, at cost	(107,026)	(298,760)	(461,574)	(615,450)	(615,381)	(110,080)			+505,370
その他の包括利益累計額 Total accumulated other comprehensive income	817,353	737,274	808,072	985,971	1,051,695	1,105,369			+119,397
その他有価証券評価差額金	60,016	63,787	64,456	55,662	52,605	56,494			+831
Unrealized gains (losses) on available-for-sale securities, net of taxes									
繰延ヘッジ損益 Unrealized gains (losses) on hedging derivatives, net of taxes	4,673	4,442	4,481	4,622	4,628	4,607			(15)
為替換算調整勘定 Foreign currency translation adjustments	729,653	646,910	724,292	884,784	954,919	1,003,749			+118,964
退職給付に係る調整累計額 Remeasurements of defined benefit plans	23,011	22,133	14,842	40,900	39,542	40,518			(382)
株式引受権 Share award rights	-	-	-	225	300	521			+296
新株予約権 Subscription rights to shares	35	-	-	-	-	-			-
非支配株主持分 Non-controlling interests	183,658	32,938	27,307	27,743	27,618	28,194			+450
純資産合計 TOTAL NET ASSETS	3,962,432	3,611,861	3,529,221	3,648,195	3,716,664	3,735,086			+86,890
負債純資産合計 TOTAL LIABILITIES AND NET ASSETS	11,142,367	9,650,060	8,913,981	9,142,957	9,565,703	9,468,412			+325,455

■連結業績 Consolidated Results

連結損益計算書 Consolidated Statements of Income

(百万円 / Millions of yen)

	FY2025					FY2026						通期予想 Full Year Forecasts	前期比 YoY(%)
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	前期比 YoY(%)		
営業収益 Revenues from operations	2,777,370	2,839,267	2,434,300	2,379,331	10,430,269	2,378,819	3,081,454			5,460,274	97.2	10,430,000	100.0
売上高 Net sales	2,373,218	2,415,776	2,075,801	2,028,896	8,893,693	2,024,015	2,701,704			4,725,720	98.7		
売上原価 Cost of sales	1,959,725	1,949,489	1,726,659	1,664,360	7,300,235	1,653,834	2,311,218			3,965,052	101.4		
売上総利益 Gross profit on sales	413,492	466,286	349,141	364,536	1,593,457	370,181	390,485			760,667	86.5		
営業収入 Operating revenues	404,151	423,490	358,498	350,434	1,536,575	354,804	379,749			734,553	88.8		
営業総利益 Gross profit from operations	817,644	889,777	707,640	714,971	3,130,033	724,985	770,235			1,495,221	87.6		
販売費及び一般管理費 Selling, general and administrative expenses	752,568	746,465	590,955	617,051	2,707,040	619,946	642,994			1,262,941	84.3		
営業利益 Operating income	65,076	143,311	116,685	97,919	422,993	105,039	127,241			232,280	111.5	425,000	100.5
営業外損益 (マイナスは費用) Non-operating income (expenses)	(11,794)	(10,156)	(12,969)	(10,660)	(45,581)	(4,303)	(6,053)			(10,356)	-		
受取利息 Interest income	2,659	3,028	2,604	2,806	11,098	3,059	2,473			5,533	97.3		
受取配当金 Dividend income	-	-	-	1,903	1,903	-	-			-	-		
投資有価証券評価益 Gain on valuation of investment securities	-	1,266	658	289	2,214	-	-			-	-		
支払利息 Interest expenses	(7,609)	(8,790)	(7,664)	(5,708)	(29,773)	(5,993)	(8,143)			(14,136)	86.2		
社債利息 Interest on bonds	(5,026)	(4,784)	(4,908)	(4,990)	(19,709)	(4,697)	(4,562)			(9,260)	94.4		
持分法による投資損益 Equity in earnings (losses) of affiliates	(1,261)	222	(4,455)	190	(5,304)	3,435	2,874			6,309	-		
その他 Other	(555)	(1,098)	795	(5,152)	(6,010)	(107)	1,304			1,196	-		
経常利益 Ordinary income	53,281	133,155	103,715	87,259	377,411	100,735	121,188			221,923	119.0	390,000	103.3
特別利益 Special gains	37,858	10,470	25,913	68,672	142,915	3,977	2,373			6,350	13.1		
固定資産売却益 Gain on sales of property and equipment	37,201	2,162	1,272	53,963	94,599	1,107	1,582			2,689	6.8		
関係会社事業関連損失引当金戻入額 Reversal of provision for loss on business of subsidiaries and associates	-	-	-	-	-	2,546	(0)			2,546	-		
スーパーストア事業持分変動益 Gain on change in equity in superstore business	-	-	19,596	7,349	26,946	-	-			-	-		
その他 Other	657	8,308	5,044	7,358	21,369	323	791			1,114	12.4		
特別損失 Special losses	13,169	18,031	23,545	31,017	85,762	19,548	34,584			54,132	173.5		
固定資産廃棄損 Loss on disposals of property and equipment	3,625	3,132	3,087	12,679	22,525	4,137	5,070			9,208	136.3		
減損損失 Impairment loss	873	7,167	12,964	11,823	32,829	9,804	13,180			22,985	285.8		
事業構造改革費用 Restructuring expenses	768	104	-	-	873	-	-			-	-		
関係会社事業関連損失 Loss on business of subsidiaries and associates	704	(704)	-	-	-	-	-			-	-		
その他 Other	7,196	8,330	7,492	6,513	29,534	5,605	16,333			21,939	141.3		
税金等調整前当期純利益 Income before income taxes	77,971	125,594	106,084	124,914	434,564	85,164	88,976			174,141	85.5		
法人税等 Total income taxes	26,990	49,019	29,030	30,433	135,472	24,312	24,660			48,972	64.4		
法人税、住民税及び事業税 Income taxes - current	24,659	42,991	9,080	37,620	114,352	16,854	21,981			38,836	57.4		
法人税等調整額 Income taxes - deferred	2,330	6,027	19,950	(7,187)	21,120	7,457	2,678			10,136	121.3		
当期純利益 Net income	50,981	76,575	77,053	94,481	299,091	60,852	64,315			125,168	98.1		
非支配株主に帰属する当期純利益 Net income attributable to non-controlling interests	1,966	3,787	394	181	6,330	252	471			723	12.6		
親会社株主に帰属する当期純利益 Net income attributable to owners of parent	49,014	72,787	76,659	94,299	292,760	60,600	63,844			124,444	102.2	278,000	95.0

■ 連結業績 Consolidated Results

連結キャッシュ・フロー計算書 Consolidated Statements of Cash Flows

(百万円 / Millions of yen)

営業活動によるキャッシュ・フロー Cash flows from operating activities	FY2025					FY2026					増減 Increase/ Decrease	通期 Full Year
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD		
税金等調整前当期純利益 Income before income taxes	77,971	125,594	106,084	124,914	434,564	85,164	88,976			174,141	(29,424)	
減価償却費 Depreciation and amortization	105,212	102,641	84,417	89,737	382,009	92,423	93,736			186,160	(21,694)	
減損損失 Impairment loss	873	7,167	12,964	11,823	32,829	9,804	13,180			22,985	+14,944	
のれん償却額 Amortization of goodwill	35,443	33,763	33,512	35,171	137,890	35,783	36,385			72,168	+2,961	
賞与引当金の増減額 (マイナスは減少) Increase (decrease) in allowance for bonuses to employees	-	-	-	928	928	-	-			-	-	
退職給付に係る資産の増減額 (マイナスは増加) Decrease (increase) in net defined benefit asset	-	-	-	(6,967)	(6,967)	-	-			-	-	
受取利息及び受取配当金 Interest and dividends income	(2,659)	(3,028)	(2,604)	(4,709)	(13,002)	(3,059)	(2,473)			(5,533)	+154	
支払利息及び社債利息 Interest expenses and interest on bonds	12,636	13,574	12,572	10,698	49,482	10,691	12,705			23,396	(2,815)	
持分法による投資損益 (マイナスは益) Equity in losses (earnings) of affiliates	1,261	(222)	4,455	(190)	5,304	(3,435)	(2,874)			(6,309)	(7,348)	
固定資産売却益 Gain on sales of property and equipment	(37,201)	(2,162)	(1,272)	(53,963)	(94,599)	(1,107)	(1,582)			(2,689)	+36,674	
固定資産廃棄損 Loss on disposals of property and equipment	4,159	3,195	3,087	12,679	23,122	4,137	5,070			9,208	+1,852	
関係会社事業関連損失引当金戻入額 Reversal of provision for loss on business of subsidiaries and associates	-	-	-	-	-	-	(2,546)			(2,546)	-	
投資有価証券売却損益 (マイナスは益) Loss (gain) on sales of investment in securities	(71)	(3,893)	(1,050)	(443)	(5,458)	-	-			-	-	
スーパーストア事業持分変動益 Gain on change in equity in superstore business	-	-	(19,596)	(7,349)	(26,946)	-	-			-	-	
売上債権の増減額 (マイナスは増加) Decrease (increase) in notes and accounts receivable, trade	(17,543)	(9,183)	(3,629)	12,661	(17,694)	(39,056)	2,433			(36,622)	(9,896)	
営業貸付金の増減額 (マイナスは増加) Decrease (increase) in trade accounts receivable, financial services	(6,218)	(2,121)	3,501	(5,910)	(10,748)	(8,148)	3,201			(4,947)	+3,392	
棚卸資産の増減額 (マイナスは増加) Decrease (increase) in inventories	8,196	(6,248)	2,359	7,742	12,049	(15,584)	(16,544)			(32,128)	(34,077)	
仕入債務の増減額 (マイナスは減少) Increase (decrease) in notes and accounts payable, trade	66,738	7,337	(18,588)	(49,524)	5,962	104,635	(29,125)			75,510	+1,434	
預り金の増減額 (マイナスは減少) Increase (decrease) in deposits received	162,219	(77,211)	(16,723)	(33,969)	34,315	150,830	(154,114)			(3,284)	(88,292)	

■ 連結業績 Consolidated Results

連結キャッシュ・フロー計算書 Consolidated Statements of Cash Flows

(百万円 / Millions of yen)

営業活動によるキャッシュ・フロー Cash flows from operating activities	FY2025					FY2026						
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	増減 Increase/ Decrease	通期 Full Year
銀行業における借入金の純増減 (マイナスは減少) Net increase (decrease) in borrowings in banking business	-	10,000	-	-	10,000	-	-			-	(10,000)	
銀行業における預金の純増減 (マイナスは減少) Net increase (decrease) in deposits received in banking business	(1,994)	30,791	-	-	28,797	-	-			-	(28,797)	
銀行業におけるコールマネーの純増減 (マイナスは減少) Net increase (decrease) in call money in banking business	(90,000)	(10,000)	-	-	(100,000)	-	-			-	+100,000	
ATM未決済資金の純増減 (マイナスは増加) Net decrease (increase) in ATM-related temporary accounts	(25,798)	(16,171)	-	-	(41,969)	-	-			-	+41,969	
その他 Other	(22,436)	(11,809)	(25,700)	8,494	(51,452)	(47,332)	5,630			(41,701)	(7,455)	
小計 Subtotal	270,789	192,016	173,791	151,822	788,419	375,747	52,058			427,806	(34,999)	
利息及び配当金の受取額 Interest and dividends received	2,829	3,664	2,852	4,862	14,209	3,266	5,714			8,980	+2,486	
利息の支払額 Interest paid	(17,857)	(10,099)	(18,153)	(6,395)	(52,505)	(13,449)	(8,036)			(21,486)	+6,470	
保険金の受取額 Insurance income received	-	2,785	(6)	30	2,809	-	78			78	(2,706)	
法人税等の支払額 Income taxes paid	(21,280)	(42,726)	(21,226)	(3,410)	(88,643)	(22,161)	(56,730)			(78,891)	(14,884)	
法人税等の還付額 Income taxes refund	859	1,123	(3)	467	2,446	98	498			597	(1,384)	
営業活動によるキャッシュ・フロー Net cash provided by operating activities	235,339	146,764	137,253	147,378	666,736	343,500	(6,416)			337,084	(45,019)	

■ 連結業績 Consolidated Results

連結キャッシュ・フロー計算書 Consolidated Statements of Cash Flows

(百万円 / Millions of yen)

	FY2025						FY2026						
投資活動によるキャッシュ・フロー Cash flows from investing activities	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	増減 Increase/ Decrease	通期 Full Year	
有形固定資産の取得による支出 Acquisition of property and equipment	(92,784)	(67,561)	(70,891)	(102,381)	(333,618)	(74,249)	(84,050)			(158,300)	+2,045		
有形固定資産の売却による収入 Proceeds from sales of property and equipment	60,476	5,873	3,102	74,134	143,587	3,201	3,692			6,894	(59,455)		
無形固定資産の取得による支出 Acquisition of intangible assets	(23,377)	(19,349)	(14,451)	(13,527)	(70,705)	(15,022)	(13,943)			(28,966)	+13,760		
投資有価証券の取得による支出 Payment for purchase of investments in securities	(15,962)	(28,928)	(882)	(843)	(46,618)	(1,280)	(2,708)			(3,989)	+40,902		
投資有価証券の売却による収入 Proceeds from sales of investments in securities	12,951	38,957	2,415	1,722	56,047	2,217	1,499			3,716	(48,192)		
連結の範囲の変更を伴う子会社株式の売却による収入 Proceeds from sales of shares in subsidiaries resulting in change in scope of consolidation	-	-	538,359	-	538,359	13,184	-			13,184	+13,184		
連結の範囲の変更を伴う子会社株式の売却による支出 Payment for sales of shares in subsidiaries resulting in change in scope of consolidation	(1,908)	(756,718)	-	-	(758,627)	-	-			-	+758,627		
差入保証金の差入による支出 Payment for long-term leasehold deposits	(1,616)	(1,629)	(955)	(1,101)	(5,303)	(919)	(545)			(1,464)	+1,781		
差入保証金の回収による収入 Refund of long-term leasehold deposits	5,070	11,066	2,138	2,500	20,776	2,119	2,432			4,552	(11,584)		
預り保証金の受入による収入 Proceeds from deposits from tenants	588	371	150	227	1,338	318	181			500	(459)		
預り保証金の返還による支出 Refund of deposits from tenants	(791)	(219)	(63)	(247)	(1,322)	(122)	(112)			(235)	+775		
事業取得による支出 Payment for acquisition of business	-	(173)	-	(4,851)	(5,023)	(70)	-			(70)	+102		
定期預金の預入による支出 Payment for time deposits	(209)	(3,773)	(265)	(256)	(4,505)	-	(3,913)			(3,913)	+69		
定期預金の払戻による収入 Proceeds from withdrawal of time deposits	62	5,413	506	398	6,381	453	4,183			4,636	(839)		
その他 Other	(4,218)	(4,971)	(1,887)	(7,031)	(18,108)	(2,287)	(2,549)			(4,837)	+4,352		
投資活動によるキャッシュ・フロー Net cash used in investing activities	(61,719)	(821,644)	457,277	(51,257)	(477,343)	(72,458)	(95,835)			(168,293)	+715,070		

■ 連結業績 Consolidated Results

連結キャッシュ・フロー計算書 Consolidated Statements of Cash Flows

(百万円 / Millions of yen)

財務活動によるキャッシュ・フロー Cash flows from financing activities	FY2025					FY2026						
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	増減 Increase/ Decrease	通期 Full Year
短期借入金の純増減額 (マイナスは減少) Net increase (decrease) in short-term loans	218,575	198,651	(383,378)	(73,530)	(39,681)	(76,480)	(1,635)			(78,115)	(495,342)	
長期借入れによる収入 Proceeds from long-term debts	12,000	6,000	13,700	113,000	144,700	324,224	11,427			335,651	+317,651	
長期借入金の返済による支出 Repayment of long-term debts	(141,705)	(49,109)	(31,924)	(49,006)	(271,746)	(43,090)	(25,950)			(69,040)	+121,774	
コマーシャル・ペーパー発行による収入 Proceeds from issuance of commercial papers	-	-	-	-	-	78,519	665			79,184	+79,184	
コマーシャル・ペーパー償還による支出 Redemption of commercial papers	-	-	-	-	-	(78,519)	(665)			(79,184)	(79,184)	
社債の償還による支出 Redemption of bonds	-	(30,000)	-	(180,000)	(210,000)	(196,200)	(1,662)			(197,862)	(167,862)	
自己株式の売却による収入 Proceeds from sale of treasury stock	-	-	-	-	-	-	300,087			300,087	-	
自己株式の取得による支出 Purchase of treasury stock	(90,083)	(193,222)	(162,817)	(153,881)	(600,004)	(0)	(400,000)			(400,001)	(116,695)	
配当金の支払額 Dividends paid	(51,550)	(399)	(61,275)	(336)	(113,563)	(57,348)	(479)			(57,827)	(5,877)	
非支配株主への配当金の支払額 Dividends paid to non-controlling interests	(801)	(3,458)	(184)	(2)	(4,447)	(476)	-			(476)	+3,783	
連結の範囲の変更を伴わない子会社株式の取得による支出 Payment for changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	(0)	-	-	-	(0)	-	-			-	-	
その他 Other	(4,624)	(3,197)	(3,606)	(3,709)	(15,137)	(4,091)	(4,373)			(8,464)	(642)	
財務活動によるキャッシュ・フロー Net cash used in financing activities	(58,189)	(74,736)	(629,487)	(347,467)	(1,109,880)	(53,463)	(122,586)			(176,049)	(43,124)	
現金及び現金同等物に係る換算差額 Effect of exchange rate changes on cash and cash equivalents	(17,883)	(3,475)	7,309	10,863	(3,185)	4,904	3,391			8,296	+29,655	
現金及び現金同等物の増減額 (マイナスは減少) Net increase (decrease) in cash and cash equivalents	97,547	(753,091)	(27,646)	(240,482)	(923,673)	222,484	(221,446)			1,037	+656,581	
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period	1,349,820	1,447,367	694,276	666,629	1,349,820	426,146	648,630			426,146	(923,673)	
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period	1,447,367	694,276	666,629	426,146	426,146	648,630	427,184			427,184	(267,091)	

■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

国内コンビニエンスストア事業 Domestic Convenience Store Operations

セブン-イレブン・ジャパン SEVEN-ELEVEN JAPAN CO., LTD.

決算概要 Results

(百万円 / Millions of yen)

(前期比 YoY(%))

	FY2025					FY2026					
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	通期予想 Full Year Forecasts
チェーン全店売上 Total store sales	1,346,070 101.4	1,419,786 101.2	1,366,698 102.0	1,336,760 102.8	5,469,315 101.9	1,377,713 102.4	1,432,666 100.9			2,810,379 101.6	5,655,000 103.4
内、加盟店売上 Net sales at franchised stores	1,335,003 101.5	1,407,272 101.3	1,354,591 102.1	1,325,351 103.0	5,422,219 102.0	1,366,387 102.4	1,420,092 100.9			2,786,479 101.6	
営業総収入 Revenues from operations	217,103 99.2	231,601 100.0	222,024 101.4	216,925 103.3	887,655 100.9	224,039 103.2	230,825 99.7			454,864 101.4	920,000 103.6
内、加盟店からの収入 Franchise commission from franchised stores	203,641 99.9	216,477 100.2	207,222 101.8	201,786 103.4	829,128 101.3	208,282 102.3	213,710 98.7			421,993 100.4	
営業総利益 Gross profit from operations	209,361 99.6	222,892 100.2	213,576 101.8	208,922 103.9	854,753 101.3	216,122 103.2	221,973 99.6			438,095 101.4	
販売費及び一般管理費 SG&A expenses	154,881 103.9	155,902 100.0	156,771 101.4	166,934 111.2	634,490 104.1	163,694 105.7	164,178 105.3			327,873 105.5	
広告宣伝費 Advertising expenses	12,002 119.1	9,749 108.2	10,326 98.3	12,224 145.7	44,302 116.6	13,534 112.8	10,088 103.5			23,623 108.6	
人件費 Salaries and wages	19,756 107.6	20,135 98.3	19,295 97.9	20,147 99.5	79,334 100.6	20,679 104.7	19,694 97.8			40,374 101.2	
地代家賃 Land and building rent	50,734 102.3	50,843 102.1	51,263 102.2	51,557 102.7	204,399 102.3	51,488 101.5	51,768 101.8			103,257 101.7	
減価償却費 Depreciation and amortization	21,658 94.9	21,464 94.4	21,911 99.4	24,695 112.0	89,730 100.1	23,390 108.0	23,289 108.5			46,680 108.2	
水道光熱費 Utility expenses	15,343 107.0	18,050 101.3	17,055 100.6	14,905 93.7	65,355 100.5	14,478 94.4	19,195 106.3			33,674 100.8	
その他 Others	35,386 104.4	35,658 98.8	36,919 104.8	43,404 130.2	151,368 109.2	40,122 113.4	40,141 112.6			80,263 113.0	
営業利益 Operating income	54,479 89.0	66,990 100.8	56,804 102.8	41,988 82.5	220,263 94.2	52,427 96.2	57,794 86.3			110,221 90.7	225,000 102.2
EBITDA	76,138 90.6	88,455 99.1	78,715 101.8	66,684 91.4	309,993 95.8	75,817 99.6	81,084 91.7			156,902 95.3	319,000 102.9

Note) EBITDA: 営業利益 + 減価償却費

EBITDA: Operating income + Depreciation and amortization

■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

国内コンビニエンスストア事業 Domestic Convenience Store Operations

セブン-イレブン・ジャパン SEVEN-ELEVEN JAPAN CO., LTD.

(百万円 / Millions of yen)

商品別総額売上(総額チェーン全店売上) Sales by merchandise category (gross total store sales)

(前期比 YoY(%))

	FY2025					FY2026					通期予想 Full Year Forecasts
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	
合計	1,349,599	1,427,272	1,372,727	1,340,736	5,490,335	1,384,800	1,442,436			2,827,236	5,679,000
Total	101.3	101.3	102.1	102.8	101.9	102.6	101.1			101.8	103.4
加工食品	365,741	400,675	374,723	357,721	1,498,861	372,511	390,842			763,353	
Processed food	103.6	101.4	102.1	103.6	102.6	101.9	97.5			99.6	
ファスト・フード	380,587	416,375	385,673	382,109	1,564,745	394,668	419,576			814,244	
Fast food	100.3	103.0	103.6	103.5	102.6	103.7	100.8			102.2	
日配食品	166,000	164,446	171,653	167,719	669,820	166,176	161,783			327,959	
Daily food	99.7	97.9	99.7	103.7	100.2	100.1	98.4			99.2	
非食品	437,270	445,774	440,676	433,185	1,756,907	451,444	470,234			921,679	
Nonfood	101.0	101.0	101.8	101.1	101.2	103.2	105.5			104.4	

商品売上構成比 Composition

(%)

(増減 Increase/Decrease)

	FY2025					FY2026					通期予想 Full Year Forecasts
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	
合計 Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0			100.0	
加工食品	27.1	28.1	27.3	26.7	27.3	26.9	27.1			27.0	
Processed food	+0.6	±0.0	±0.0	+0.2	+0.2	(0.2)	(1.0)			(0.6)	
ファスト・フード	28.2	29.2	28.1	28.5	28.5	28.5	29.1			28.8	
Fast food	(0.3)	+0.5	+0.4	+0.2	+0.2	+0.3	(0.1)			+0.1	
日配食品	12.3	11.5	12.5	12.5	12.2	12.0	11.2			11.6	
Daily food	(0.2)	(0.4)	(0.3)	+0.1	(0.2)	(0.3)	(0.3)			(0.3)	
非食品	32.4	31.2	32.1	32.3	32.0	32.6	32.6			32.6	
Nonfood	(0.1)	(0.1)	(0.1)	(0.5)	(0.2)	+0.2	+1.4			+0.8	

■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

国内コンビニエンスストア事業 Domestic Convenience Store Operations

セブン-イレブン・ジャパン SEVEN-ELEVEN JAPAN CO., LTD.

既存店売上伸び率 Same store sales increase / (decrease)

(%)

	FY2025					FY2026						通期予想 Full Year Forecasts	増減 Increase/ Decrease
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	増減 Increase/ Decrease		
既存店売上伸び率 Same store sales increase / (decrease)	+0.6	+0.9	+1.5	+2.0	+1.2	+2.0	+0.3			+1.1		+2.5	
客数 Number of customers	(0.7)	(0.3)	(1.5)	(1.2)	(0.9)	(0.9)	(2.5)			(1.7)			
客単価 Average spending per customer	+1.3	+1.2	+3.0	+3.2	+2.1	+2.9	+2.8			+2.8			

平均日販 Average daily sales per store

(千円 / Thousands of yen)

	FY2025					FY2026						通期予想 Full Year Forecasts	増減 Increase/ Decrease
	Q1	Q2累	Q3累	年間	通期	Q1	Q2累	Q3累	年間	累計	増減		
	Mar.-May	Mar.-Aug.	Mar.-Nov.	Mar.-Feb.	Full Year	Mar.-May	Mar.-Aug.	Mar.-Nov.	Mar.-Feb.	YTD	Increase/ Decrease		
全店* All stores*	683	703	702	699	699	696	710			710	+7		
新店* Newly opened stores*	661	663	634	612	612	558	583			583	(80)		

* 平均日販は、それぞれ累計期間の値を表示しています。

The figures for average daily sales per store indicate the amounts for the cumulative period of the year.

商品別荒利率 Gross profit margin by merchandise category

(%)

	FY2025					FY2026						通期予想 Full Year Forecasts	増減 Increase/ Decrease
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	増減 Increase/ Decrease		
商品計 Merchandise total	31.7	31.8	31.9	31.7	31.8	32.0	31.5			31.8	±0.0	31.9	+0.1
加工食品 Processed food	40.5	40.8	41.0	40.2	40.6	41.1	40.8			40.9	+0.3		
ファスト・フード Fast food	35.9	35.6	36.1	36.4	36.0	36.3	35.7			36.0	+0.3		
日配食品 Daily food	34.9	34.7	35.0	34.8	34.8	35.0	34.4			34.7	(0.1)		
非食品 Nonfood	19.5	19.2	19.3	19.6	19.4	19.6	19.2			19.4	+0.1		

■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven, Inc. (ドルベース) (Dollar basis)

(百万ドル / Millions of dollars)

決算概要 Results

(前期比 YoY(%))

	FY2025					FY2026				
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD
チェーン全店売上	15,429	16,820	17,026	15,729	65,005	15,182	19,836			35,018
Total store sales	94.5	90.2	95.4	96.3	94.0	98.4	117.9			108.6
直営店商品売上	2,457	2,821	2,877	2,585	10,741	2,379	2,638			5,018
MDSE sales at corporate stores	95.6	94.9	96.3	95.9	95.7	96.8	93.5			95.1
加盟店商品売上	3,621	4,130	4,260	3,949	15,961	3,755	4,261			8,017
MDSE sales at franchised stores	99.4	100.2	101.1	100.9	100.4	103.7	103.2			103.4
ガソリン売上	9,350	9,868	9,887	9,195	38,302	9,047	12,935			21,983
Fuel sales	92.4	85.4	92.8	94.6	91.1	96.8	131.1			114.4
営業総収入	12,626	13,599	13,713	12,663	52,602	12,269	16,527			28,797
Revenues from operations	93.7	88.0	94.0	95.2	92.6	97.2	121.5			109.8
直営店商品売上等	2,535	2,896	2,951	2,657	11,041	2,442	2,709			5,152
MDSE sales at corporate stores, etc.	95.4	94.1	95.5	95.1	95.0	96.3	93.5			94.8
ガソリン売上	9,350	9,868	9,887	9,195	38,302	9,047	12,935			21,983
Fuel sales	92.4	85.4	92.8	94.6	91.1	96.8	131.1			114.4
その他の営業収入	740	833	873	811	3,259	778	882			1,661
Other operating revenues	106.4	102.3	102.6	103.5	103.6	105.2	105.9			105.5
内、加盟店からの収入	653	743	783	712	2,893	677	777			1,454
Franchise commission from franchised stores	106.3	101.5	102.4	102.4	103.0	103.7	104.5			104.1
営業総利益	2,512	3,030	3,034	2,958	11,535	2,871	3,146			6,018
Gross profit from operations	99.8	99.2	96.9	102.7	99.6	114.3	103.8			108.6
販売費及び一般管理費	2,266	2,370	2,347	2,330	9,314	2,310	2,386			4,697
SG&A expenses	97.9	98.9	98.2	100.9	99.0	102.0	100.7			101.3
広告宣伝費	32	45	30	20	129	21	32			54
Advertising expenses	102.8	105.2	133.6	56.6	96.2	67.3	72.1			70.1
人件費	712	762	756	759	2,991	673	674			1,348
Salaries and wages	95.1	97.4	98.2	106.4	99.1	94.6	88.5			91.4
地代家賃	305	309	301	315	1,230	321	327			648
Land and building rent	107.3	110.7	103.0	105.5	106.6	105.4	105.7			105.6
減価償却費	340	346	341	342	1,370	344	347			691
Depreciation and amortization	94.7	95.1	93.3	94.8	94.5	101.3	100.3			100.8
水道光熱費	129	134	152	130	546	129	137			267
Utility expenses	102.9	102.8	99.9	100.9	101.6	100.2	102.4			101.3
その他	747	771	765	761	3,045	819	866			1,686
Others	97.7	97.0	97.3	99.1	97.7	109.7	112.4			111.1
営業利益	245	660	687	628	2,221	560	759			1,320
Operating income	121.7	100.5	92.6	109.8	102.2	228.6	115.1			145.8

■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven, Inc. (ドルベース) (Dollar basis)

(百万ドル / Millions of dollars)

決算概要 Results

(前期比 YoY(%))

	FY2025					FY2026					通期予想 Full Year Forecasts
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	
EBITDA	585	1,006	1,029	970	3,591	905	1,106			2,012	3,840
	104.4	98.6	92.8	104.0	99.1	154.7	110.0			126.4	106.9

Note) EBITDA: 営業利益 + 減価償却費

EBITDA: Operating income + Depreciation and amortization

■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven, Inc. (ドルベース) (Dollar basis)

商品別売上(チェーン全店売上) Sales by merchandise category (total store sales)

(百万ドル / Millions of dollars)

(前期比 YoY(%))

	FY2025					FY2026					通期予想 Full Year Forecasts
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	
合計	15,429	16,820	17,026	15,729	65,005	15,182	19,836			35,018	67,900
Total	94.5	90.2	95.4	96.3	94.0	98.4	117.9			108.6	104.5
商品売上計	6,078	6,951	7,138	6,534	26,703	6,135	6,900			13,035	
Merchandise sales	97.8	98.0	99.1	98.8	98.5	100.9	99.3			100.0	
加工食品	2,813	3,378	3,483	2,995	12,670	2,898	3,359			6,258	
Processed food	99.2	100.0	100.5	99.9	99.9	103.0	99.4			101.1	
ファスト・フード	814	914	942	862	3,534	806	901			1,707	
Fast food	98.4	93.9	95.5	102.2	97.3	99.1	98.5			98.8	
日配食品	253	270	261	241	1,026	235	257			492	
Daily food	100.6	103.0	103.2	79.5	95.8	92.7	95.2			94.0	
非食品	2,197	2,388	2,451	2,434	9,471	2,194	2,382			4,577	
Nonfood	95.7	96.3	98.3	98.7	97.3	99.9	99.8			99.8	
ガソリン	9,350	9,868	9,887	9,195	38,302	9,047	12,935			21,983	
Fuel sales	92.4	85.4	92.8	94.6	91.1	96.8	131.1			114.4	

商品売上構成比 Composition

(%)

(増減 Increase/Decrease)

	FY2025					FY2026					通期予想 Full Year Forecasts
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	
商品売上計 Merchandise sales	100.0	100.0	100.0	100.0	100.0	100.0	100.0			100.0	
加工食品	46.3	48.6	48.8	45.8	47.4	47.2	48.7			48.0	
Processed food	+0.6	+1.0	+0.7	+0.5	+0.6	+0.9	+0.1			+0.5	
ファスト・フード	13.4	13.2	13.2	13.2	13.2	13.1	13.1			13.1	
Fast food	+0.1	(0.5)	(0.5)	+0.4	(0.2)	(0.3)	(0.1)			(0.2)	
日配食品	4.2	3.9	3.7	3.7	3.8	3.8	3.7			3.8	
Daily food	+0.1	+0.2	+0.2	(0.9)	(0.2)	(0.4)	(0.2)			(0.2)	
非食品	36.1	34.4	34.3	37.3	35.5	35.8	34.5			35.1	
Nonfood	(0.9)	(0.5)	(0.3)	±0.0	(0.4)	(0.3)	+0.1			(0.1)	

■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven, Inc. (ドルベース) (Dollar basis)

既存店商品売上伸び率 Same store merchandise sales increase / (decrease)

(%)

	FY2025					FY2026							
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	増減 Increase/Decrease	通期予想 Full Year Forecasts	増減 Increase/Decrease
米国内既存店商品売上伸び率 Same store merchandise sales increase / (decrease) (US)	(1.0)	(0.8)	+0.5	(0.6)	(0.4)	+1.4	(0.1)			+0.6		+1.3	
客数 Number of customers	(6.0)	(5.0)	(1.8)	(4.5)	(4.3)	(4.3)	(3.4)			(3.8)			
客単価 Average spending per customer	+5.3	+4.4	+2.3	+4.1	+4.0	+5.9	+3.4			+4.6			

商品平均日販 Average merchandise daily sales per store

(ドル / dollars)

	FY2025					FY2026							
	Q1 Jan.-Mar.	Q2累 Jan.-Jun.	Q3累 Jan.-Sep.	年間 Jan.-Dec.	通期 Full year	Q1 Jan.-Mar.	Q2累 Jan.-Jun.	Q3累 Jan.-Sep.	年間 Jan.-Dec.	累計 YTD	増減 Increase/Decrease	通期予想 Full Year Forecasts	増減 Increase/Decrease
全店* All stores*	5,229	5,598	5,761	5,717	5,717	5,387	5,719			5,719	+121		

* 平均日販は、それぞれ累計期間の値を表示しています。

The figures for average daily sales per store indicate the amounts for the cumulative period of the year.

商品荒利率 Merchandise gross profit margin

(%)

	FY2025					FY2026							
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	増減 Increase/Decrease	通期予想 Full Year Forecasts	増減 Increase/Decrease
商品荒利率 Gross profit margin	33.2	33.1	33.9	33.2	33.4	33.2	33.8			33.5	+0.3	33.8	+0.4

ガソリン Fuel

	FY2025					FY2026							
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	前期比/増減 YoY/Change	通期予想 Full Year Forecasts	前期比/増減 YoY/Change
売上(百万ドル) Sales (millions of dollars)	9,350	9,868	9,887	9,195	38,302	9,047	12,935			21,983	114.4		
販売量(百万ガロン) Gallons sold (millions of gallons)	3,015	3,114	3,099	3,028	12,257	2,749	3,063			5,813	94.8		
荒利(セント/ガロン)* Fuel margin (cents per gallon)*	35.51	44.91	42.71	46.84	42.52	51.66	48.93			50.22	+9.93		
1日1店当たり販売量伸び率(%) Avg. retail gallons sold per store increase / (decrease) (%)	(2.6)	(1.9)	+0.5	(2.5)	(1.6)	(6.0)	(3.5)			(4.7)		(3.7)	
平均小売単価(ドル/ガロン) Avg. retail price (dollars per gallon)	3.15	3.19	3.20	3.06	3.15	3.29	4.24			3.78	+0.61		
小売荒利(セント/ガロン) Retail fuel margin (cents per gallon)	34.14	42.10	41.02	45.28	40.65	47.04	41.48			44.14	+5.90		

*卸売等を含むガソリン事業全体の荒利を記載しております。

Fuel margin shows the entire fuel business, including wholesale business, etc.

■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven, Inc. (円ベース) (Yen basis)

(百万円 / Millions of yen)

決算概要 Results

(前期比 YoY(%))

	FY2025					FY2026					通期予想 Full Year Forecasts
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	
チェーン全店売上	2,353,769	2,432,057	2,510,949	2,428,684	9,725,461	2,383,095	3,160,056			5,543,152	10,662,000
Total store sales	96.9	83.8	93.9	97.6	92.7	101.2	129.9			115.8	109.6
直営店商品売上	374,924	408,445	424,441	399,273	1,607,085	373,486	420,866			794,352	
MDSE sales at corporate stores	98.1	88.3	94.8	97.2	94.3	99.6	103.0			101.4	
加盟店商品売上	552,406	597,896	628,481	609,210	2,387,995	589,474	679,580			1,269,055	
MDSE sales at franchised stores	102.1	93.2	99.6	102.1	99.1	106.7	113.7			110.3	
ガソリン売上	1,426,438	1,425,715	1,458,026	1,420,200	5,730,380	1,420,134	2,059,609			3,479,744	
Fuel sales	94.8	79.2	91.5	95.8	89.8	99.6	144.5			122.0	
営業総収入	1,926,142	1,965,765	2,022,260	1,955,695	7,869,863	1,925,792	2,632,488			4,558,280	8,643,000
Revenues from operations	96.2	81.7	92.6	96.5	91.3	100.0	133.9			117.1	109.8
直営店商品売上等	386,791	419,379	435,335	410,381	1,651,888	383,445	432,125			815,571	
MDSE sales at corporate stores, etc.	97.9	87.5	94.0	96.4	93.7	99.1	103.0			101.2	
ガソリン売上	1,426,438	1,425,715	1,458,026	1,420,200	5,730,380	1,420,134	2,059,609			3,479,744	
Fuel sales	94.8	79.2	91.5	95.8	89.8	99.6	144.5			122.0	
その他の営業収入	112,912	120,670	128,898	125,113	487,595	122,211	140,752			262,964	
Other operating revenues	109.2	95.2	101.0	104.7	102.2	108.2	116.6			112.6	
内、加盟店からの収入	99,740	107,660	115,544	109,990	432,936	106,372	123,917			230,289	
Franchise commission from franchised stores	109.1	94.5	100.8	103.6	101.6	106.6	115.1			111.0	
営業総利益	383,227	439,293	447,568	455,794	1,725,883	450,771	501,886			952,657	
Gross profit from operations	102.4	92.5	95.3	103.8	98.2	117.6	114.2			115.8	
販売費及び一般管理費	345,793	342,302	346,074	359,331	1,393,501	362,727	380,865			743,593	
SG&A expenses	100.5	91.6	96.7	102.1	97.6	104.9	111.3			108.1	
広告宣伝費	4,984	6,634	4,442	3,268	19,328	3,452	5,238			8,690	
Advertising expenses	105.5	98.7	132.5	58.6	94.8	69.3	79.0			74.8	
人件費	108,707	110,229	111,536	117,095	447,569	105,766	107,688			213,454	
Salaries and wages	97.6	90.2	96.7	107.5	97.8	97.3	97.7			97.5	
地代家賃	46,535	44,677	44,384	48,555	184,152	50,458	52,235			102,694	
Land and building rent	110.1	102.3	101.5	106.7	105.1	108.4	116.9			112.6	
減価償却費	51,869	49,967	50,378	52,794	205,010	54,086	55,405			109,491	
Depreciation and amortization	97.2	87.9	91.9	95.9	93.2	104.3	110.9			107.5	
水道光熱費	19,685	19,449	22,452	20,220	81,807	20,285	21,990			42,275	
Utility expenses	105.6	95.2	98.3	102.3	100.2	103.0	113.1			108.0	
その他	114,011	111,343	112,880	117,397	455,632	128,678	138,307			266,986	
Others	100.2	89.8	95.8	100.2	96.4	112.9	124.2			118.5	
営業利益	37,434	96,991	101,493	96,462	332,381	88,043	121,021			209,064	384,500
Operating income	124.9	96.2	90.9	110.7	100.8	235.2	124.8			155.5	115.7

■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven, Inc. (円ベース) (Yen basis)

(百万円 / Millions of yen)

決算概要 Results

(前期比 YoY(%))

	FY2025					FY2026					
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	通期予想 Full Year Forecasts
EBITDA	89,303	146,959	151,872	149,257	537,392	142,129	176,426			318,556	602,500
	107.2	93.2	91.2	105.0	97.8	159.2	120.1			134.8	112.1

Note) EBITDA: 営業利益 + 減価償却費

EBITDA: Operating income + Depreciation and amortization

■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven, Inc. (円ベース) (Yen basis)

(百万円 / Millions of yen)

商品別売上(チェーン全店売上) Sales by merchandise category (total store sales)

(前期比 YoY(%))

	FY2025					FY2026					通期予想 Full Year Forecasts
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	
合計	2,353,769	2,432,057	2,510,949	2,428,684	9,725,461	2,383,095	3,160,056			5,543,152	10,662,000
Total	96.9	83.8	93.9	97.6	92.7	101.2	129.9			115.8	109.6
商品売上計	927,331	1,006,342	1,052,923	1,008,484	3,995,081	962,960	1,100,447			2,063,407	
Merchandise sales	100.4	91.1	97.6	100.1	97.1	103.8	109.4			106.7	
加工食品	429,217	489,670	513,835	462,933	1,895,656	454,997	535,586			990,583	
Processed food	101.8	93.2	98.9	101.3	98.5	106.0	109.4			107.8	
ファスト・フード	124,193	132,344	139,078	133,144	528,760	126,574	143,740			270,315	
Fast food	101.0	87.4	94.0	103.5	95.9	101.9	108.6			105.4	
日配食品	38,711	39,032	38,507	37,395	153,647	36,932	41,004			77,936	
Daily food	103.3	95.4	101.7	80.7	94.5	95.4	105.1			100.2	
非食品	335,209	345,293	361,501	375,010	1,417,015	344,456	380,115			724,572	
Nonfood	98.2	89.4	96.8	99.8	96.0	102.8	110.1			106.5	
ガソリン	1,426,438	1,425,715	1,458,026	1,420,200	5,730,380	1,420,134	2,059,609			3,479,744	
Fuel sales	94.8	79.2	91.5	95.8	89.8	99.6	144.5			122.0	

商品平均日販 Average merchandise daily sales per store

(千円 / Thousands of yen)

	FY2025					FY2026					
	Q1	Q2累	Q3累	年間	通期	Q1	Q2累	Q3累	年間	累計	増減
	Jan.-Mar.	Jan.-Jun.	Jan.-Sep.	Jan.-Dec.	Full Year	Jan.-Mar.	Jan.-Jun.	Jan.-Sep.	Jan.-Dec.	YTD	Increase/ Decrease
全店* All stores*	798	831	853	855	855	845	905			905	+74

* 平均日販は、それぞれ累計期間の値を表示しています。

The figures for average daily sales per store indicate the amounts for the cumulative period of the year.

■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven International LLC (ドルベース) (Dollar basis)

(百万ドル / Millions of dollars)

決算概要 Results

(前期比 YoY(%))

	FY2025					FY2026					通期予想 Full Year Forecasts
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	
営業総収入	957	967	994	1,076	3,995	1,202	1,083			2,285	4,270
Revenues from operations	-	96.0	101.1	107.2	131.9	125.5	112.0			118.7	106.9
営業総利益	190	193	194	219	797	265	179			445	
Gross profit from operations	564.5	101.3	102.8	106.6	128.7	139.8	92.6			116.0	
販売費及び一般管理費	158	155	171	173	659	186	190			376	
SG&A expenses	-	83.7	106.5	101.2	125.4	117.9	122.5			120.2	
営業利益	31	38	22	45	138	78	(10)			68	151
Operating income	120.2	652.7	81.4	133.4	146.9	249.3	-			97.1	109.0
EBITDA	55	61	45	68	230	103	14			118	247
	209.6	218.0	90.9	98.0	132.2	186.8	23.6			101.4	107.1

7-Eleven International LLC (円ベース) (Yen basis)

(百万円 / Millions of yen)

決算概要 Results

(前期比 YoY(%))

	FY2025					FY2026					通期予想 Full Year Forecasts
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	
営業総収入	146,088	139,530	146,623	165,469	597,713	188,683	173,037			361,721	671,000
Revenues from operations	-	90.8	99.1	108.3	130.1	129.2	124.0			126.6	112.3
営業総利益	29,006	27,953	28,715	33,685	119,361	41,713	28,744			70,458	
Gross profit from operations	579.4	95.5	100.8	107.6	126.9	143.8	102.8			123.7	
販売費及び一般管理費	24,181	22,353	25,362	26,739	98,638	29,339	30,326			59,666	
SG&A expenses	-	79.1	104.5	102.4	123.7	121.3	135.7			128.2	
営業利益	4,824	5,599	3,352	6,945	20,723	12,374	(1,582)			10,792	23,700
Operating income	123.4	560.2	79.6	134.0	144.9	256.5	-			103.5	114.4
EBITDA	8,470	8,823	6,716	10,494	34,505	16,279	2,421			18,701	38,800
	215.1	202.3	89.0	98.8	130.4	192.2	27.4			108.1	112.4

Notes) 1. 7-Eleven International LLC (7IN)は、2024年4月1日にオーストラリアのConvenience Group Holdings Pty Ltd (SEA) の全株式を取得しました。これに伴い、SEAは7INの連結範囲に含まれます。

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: 営業利益 + 減価償却費 + 持分法投資損益* *7INのEBITDAには持分法による投資損益を含んでおります。

EBITDA: operating income + Depreciation and amortization + Equity in earnings/losses of affiliates* *7IN's EBITDA includes equity in earnings/losses of affiliates.

■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven International LLC

7-Eleven Australia (ドルベース) (Dollar basis)

(百万ドル / Millions of dollars)

決算概要 Results

(前期比 YoY(%))

	FY2025					FY2026					通期予想 Full Year Forecasts
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	
営業総収入	925	929	957	1,040	3,852	1,166	1,045			2,211	4,120
Revenues from operations	-	-	-	-	-	126.1	112.4			119.2	106.9
営業総利益	157	156	158	183	655	230	141			371	
Gross profit from operations	-	-	-	-	-	145.9	90.5			118.3	
販売費及び一般管理費	152	147	161	160	622	176	181			357	
SG&A expenses	-	-	-	-	-	116.1	122.5			119.2	
営業利益	5	8	(3)	22	33	53	(39)			13	48
Operating income	-	-	-	-	-	999.9	-			99.4	144.1
EBITDA	28	30	18	44	122	76	(15)			60	138
	-	-	-	-	-	264.7	-			102.4	112.8

7-Eleven Australia (円ベース) (Yen basis)

(百万円 / Millions of yen)

決算概要 Results

(前期比 YoY(%))

	FY2025					FY2026					通期予想 Full Year Forecasts
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	
営業総収入	141,142	134,124	141,222	159,921	576,411	183,092	167,000			350,092	647,300
Revenues from operations	-	-	-	-	-	129.7	124.5			127.2	112.3
営業総利益	24,060	22,547	23,314	28,137	98,060	36,122	22,707			58,830	
Gross profit from operations	-	-	-	-	-	150.1	100.7			126.2	
販売費及び一般管理費	23,248	21,308	23,802	24,718	93,077	27,761	28,892			56,654	
SG&A expenses	-	-	-	-	-	119.4	135.6			127.2	
営業利益	812	1,239	(488)	3,419	4,983	8,360	(6,184)			2,175	7,550
Operating income	-	-	-	-	-	-	-			106.0	151.5
EBITDA	4,413	4,376	2,756	6,759	18,306	12,023	(2,418)			9,604	21,600
	-	-	-	-	-	272.4	-			109.3	118.0

Notes) 1. 7-Eleven International LLC (7IN)は、2024年4月1日にオーストラリアのConvenience Group Holdings Pty Ltd (SEA) の全株式を取得しました。これに伴い、SEAは7INの連結範囲に含まれます。
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: 営業利益 + 減価償却費
EBITDA: operating income + Depreciation and amortization

■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven International LLC

7-Eleven Australia (豪ドルベース) (Australian Dollar basis)

商品別売上(チェーン全店売上) Sales by merchandise category (total store sales) (百万豪ドル / Millions of Australian dollars)
(前期比 YoY(%))

	FY2025					FY2026				
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD
合計	1,546	1,509	1,530	1,652	6,239	1,746	1,536			3,283
Total	-	98.1	103.5	106.4	136.5	112.9	101.8			107.4
商品売上計	434	416	414	458	1,724	442	440			883
Merchandise sales	-	102.7	99.1	100.0	134.5	101.8	105.9			103.8
加工食品	165	155	160	186	668	178	169			348
Processed food	-	118.7	116.3	111.6	153.1	108.3	109.4			108.8
ファスト・フード	100	102	105	112	420	105	104			210
Fast food	-	109.0	107.0	107.0	141.4	105.0	102.1			103.5
日配食品	56	63	65	64	250	68	72			140
Daily food	-	107.0	106.7	105.9	137.6	120.3	113.2			116.5
非食品	112	94	82	95	384	89	94			183
Nonfood	-	78.4	68.9	75.9	105.1	80.0	99.2			88.8
ガソリン	1,112	1,093	1,115	1,193	4,515	1,304	1,096			2,400
Fuel sales	-	96.5	105.2	109.1	137.3	117.3	100.2			108.8

商品売上構成比 Composition (増減 Increase/Decrease) (%)

	FY2025					FY2026				
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD
商品売上計 Merchandise sales	100.0	100.0	100.0	100.0	100.0	100.0	100.0			100.0
加工食品	38.0	37.3	38.8	40.7	38.8	40.4	38.5			39.5
Processed food	-	+5.1	+5.7	+4.2	+4.8	+2.4	+1.2			+1.9
ファスト・フード	23.1	24.6	25.4	24.4	24.4	23.8	23.8			23.8
Fast food	-	+1.4	+1.9	+1.5	+1.2	+0.7	(0.8)			±0.0
日配食品	13.1	15.3	15.9	14.0	14.6	15.4	16.4			15.9
Daily food	-	+0.6	+1.1	+0.7	+0.4	+2.3	+1.1			+1.7
非食品	25.8	22.8	19.9	20.8	22.3	20.3	21.3			20.8
Nonfood	-	(7.0)	(8.7)	(6.6)	(6.3)	(5.5)	(1.5)			(3.5)

■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven International LLC

7-Eleven Australia (豪ドルベース) (Australian Dollar basis)

既存店商品売上伸び率 Same store merchandise sales increase / (decrease)

(%)

	FY2025					FY2026						通期予想 Full Year Forecasts	増減 Increase /Decrease
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	増減 Increase /Decrease		
既存店商品売上伸び率 Same store merchandise sales increase / (decrease)	+0.8	+2.0	(2.2)	(2.0)	(0.4)	+0.1	+3.2			+1.6		+3.5	
客数 Number of customers	+1.1	+4.6	+3.1	+1.7	+2.6	+1.2	+0.1			+0.7			
客単価 Average spending per customer	(0.3)	(2.5)	(5.1)	(3.7)	(2.9)	(1.1)	+3.1			+1.0			

商品平均日販 Average merchandise daily sales per store

(豪ドル / Australian dollars)

	FY2025					FY2026						通期予想 Full Year Forecasts	増減 Increase /Decrease
	Q1 Jan.- Mar.	Q2累 Jan.- Jun.	Q3累 Jan.- Sep.	年間 Jan.- Dec.	通期 Full Year	Q1 Jan.- Mar.	Q2累 Jan.- Jun.	Q3累 Jan.- Sep.	年間 Jan.- Dec.	累計 YTD	増減 Increase /Decrease		
全店* All stores*	6,442	6,274	6,181	6,282	6,282	6,419	6,361			6,361	+87		

* 平均日販は、それぞれ累計期間の値を表示しています。

The figures for average daily sales per store indicate the amounts for the cumulative period of the year.

商品荒利率 Merchandise gross profit margin

(%)

	FY2025					FY2026						通期予想 Full Year Forecasts	増減 Increase /Decrease
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	増減 Increase /Decrease		
商品荒利率 Gross profit margin	38.3	37.7	37.5	37.9	37.9	37.6	37.2			37.4	(0.6)	39.4	+1.5

ガソリン Fuel

	FY2025					FY2026						通期予想 Full Year Forecasts	前期比/増減 YoY/Change
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	前期比/増減 YoY/Change		
売上(百万豪ドル) Sales (millions of AUD)	1,112	1,093	1,117	1,191	4,515	1,304	1,096			2,400	108.8		
販売量(百万リッター) Liters sold (millions of liters)	659	680	679	717	2,736	724	588			1,312	97.9		
1日1店当たり販売量伸び率(%) Avg. retail liters sold per store increase / (decrease) (%)	(2.2)	+5.5	+5.8	+4.5	+3.3	+6.6	(16.0)			(4.8)		+2.9	
平均小売単価(ドル/リッター) Avg. retail price (dollars per liter)	1.69	1.61	1.65	1.66	1.65	1.80	1.86			1.83	+0.18		

■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven Australia (円ベース) (Yen basis)

(百万円 / Millions of yen)

商品別売上(チェーン全店売上) Sales by merchandise category (total store sales)

(前期比 YoY(%))

	FY2025					FY2026					通期予想 Full Year Forecasts
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	
合計	148,012	139,577	147,685	166,703	601,978	190,696	174,214			364,911	678,100
Total	-	90.4	99.1	108.1	131.5	128.8	124.8			126.9	112.6
商品売上計	41,586	38,463	40,001	46,248	166,299	48,240	49,878			98,118	
Merchandise sales	-	94.5	94.9	101.4	129.5	116.0	129.7			122.6	
加工食品	15,809	14,324	15,529	18,778	64,441	19,509	19,218			38,728	
Processed food	-	109.2	111.2	112.8	147.4	123.4	134.2			128.5	
ファスト・フード	9,602	9,480	10,139	11,302	40,524	11,489	11,847			23,337	
Fast food	-	100.4	102.3	108.5	136.1	119.7	125.0			122.3	
日配食品	5,428	5,918	6,349	6,505	24,202	7,441	8,177			15,618	
Daily food	-	98.7	101.9	107.7	132.5	137.1	138.2			137.6	
非食品	10,745	8,739	7,983	9,662	37,131	9,799	10,635			20,434	
Nonfood	-	72.0	66.2	77.4	101.2	91.2	121.7			104.9	
ガソリン	106,426	101,113	107,683	120,455	435,678	142,456	124,336			266,792	
Fuel sales	-	88.9	100.7	110.9	132.3	133.9	123.0			128.6	

商品平均日販 Average merchandise daily sales per store

(千円 / Thousands of yen)

	FY2025					FY2026					増減 Increase/ Decrease
	Q1	Q2累	Q3累	年間	通期	Q1	Q2累	Q3累	年間	累計	
	Jan.-Mar.	Jan.-Jun.	Jan.-Sep.	Jan.-Dec.	Full Year	Jan.-Mar.	Jan.-Jun.	Jan.-Sep.	Jan.-Dec.	YTD	
全店* All stores*	616	590	586	605	605	699	706			706	+116

* 平均日販は、それぞれ累計期間の値を表示しています。

The figures for average daily sales per store indicate the amounts for the cumulative period of the year.

■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

主要会社の設備投資及び減価償却費 Capital Expenditures, Depreciation and Amortization of Major Companies

(百万円 / Millions of yen)
(百万ドル / Millions of dollars)

	FY2025					FY2026							
	Q1	Q2	Q3	Q4	通期 Full Year	Q1	Q2	Q3	Q4	累計 YTD	前期比 YoY(%)	通期予想 Full Year Forecasts	前期比 YoY(%)
国内コンビニエンスストア事業													
Domestic CVS operations													
セブン-イレブン・ジャパン													
SEVEN-ELEVEN JAPAN													
設備投資計	18,529	22,795	30,266	42,342	113,934	30,182	22,458			52,640	127.4	155,000	136.0
Total capital expenditures	18,529	22,795	30,266	42,342	113,934	30,182	22,458			52,640	127.4	155,000	136.0
新店投資	5,477	12,479	9,431	18,844	46,234	7,259	8,434			15,694	87.4		
Investment to new stores	5,477	12,479	9,431	18,844	46,234	7,259	8,434			15,694	87.4		
既存店投資等	4,989	5,922	13,567	15,680	40,160	15,986	8,519			24,506	224.6		
Investment to existing stores and other	4,989	5,922	13,567	15,680	40,160	15,986	8,519			24,506	224.6		
ソフトウェア開発費	8,062	4,393	7,266	7,816	27,539	6,936	5,503			12,439	99.9		
Software development	8,062	4,393	7,266	7,816	27,539	6,936	5,503			12,439	99.9		
減価償却費	21,658	21,464	21,911	24,695	89,730	23,390	23,289			46,680	108.2	94,000	104.8
Depreciation and amortization	21,658	21,464	21,911	24,695	89,730	23,390	23,289			46,680	108.2	94,000	104.8
海外コンビニエンスストア事業													
Overseas CVS operations													
7-Eleven, Inc.(ドルベース)													
7-Eleven, Inc. [Dollar basis]													
設備投資計	258	309	328	543	1,440	322	420			742	130.7	2,130	147.9
Total capital expenditures	258	309	328	543	1,440	322	420			742	130.7	2,130	147.9
新店投資等	101	71	67	134	374	86	128			215	124.6		
Investment to new stores and other	101	71	67	134	374	86	128			215	124.6		
既存店投資等	134	204	226	339	905	198	279			478	140.8		
Investment to existing stores and other	134	204	226	339	905	198	279			478	140.8		
ソフトウェア開発費	22	33	34	69	160	37	12			49	88.3		
Software development	22	33	34	69	160	37	12			49	88.3		
減価償却費	340	346	341	342	1,370	344	347			691	100.8	1,390	101.4
Depreciation and amortization	340	346	341	342	1,370	344	347			691	100.8	1,390	101.4
7-Eleven, Inc.(円ベース)													
7-Eleven, Inc. [Yen basis]													
設備投資計	39,483	44,816	48,449	82,717	215,468	50,571	66,991			117,563	139.5	335,000	155.5
Total capital expenditures	39,483	44,816	48,449	82,717	215,468	50,571	66,991			117,563	139.5	335,000	155.5
新店投資	15,488	10,126	9,935	20,438	55,990	13,597	20,451			34,048	132.9		
Investment to new stores and other	15,488	10,126	9,935	20,438	55,990	13,597	20,451			34,048	132.9		
既存店投資等	20,539	29,839	33,379	51,677	135,437	31,162	44,526			75,689	150.2		
Investment to existing stores and other	20,539	29,839	33,379	51,677	135,437	31,162	44,526			75,689	150.2		
ソフトウェア開発費	3,455	4,848	5,134	10,600	24,040	5,812	2,013			7,825	94.2		
Software development	3,455	4,848	5,134	10,600	24,040	5,812	2,013			7,825	94.2		
減価償却費	51,869	49,967	50,378	52,794	205,010	54,086	55,405			109,491	107.5	218,000	106.3
Depreciation and amortization	51,869	49,967	50,378	52,794	205,010	54,086	55,405			109,491	107.5	218,000	106.3

(Note) 設備投資は差入保証金と建設協力立替金に加え、当該年度以降の outlet に係る投資及び店舗等の取得に伴い発生するのれんなどの金額を含んでおり、「資産除去債務に関する会計基準」の適用に伴う将来償却資産の増加分は含んでおりません。
Capital expenditures include long-term leasehold deposits, advances for store construction, investments related to store openings for each fiscal year and beyond, and goodwill and others related to the acquisition of stores, etc., and do not include the increase of future amortization of assets under the Accounting Standard for Asset Retirement Obligations.

■ 店舗関連情報 Store Information

主要会社の店舗数及び出店・閉店 Number of Stores and Store Openings / Closures of Major Companies (期末日時点 / As of the end of the period)

	FY2025					FY2026						
	25/5	25/8	25/11	26/2	通期	26/5	26/8	26/11	27/2	期首増減	通期予想	増減
	May 2025	Aug. 2025	Nov. 2025	Feb. 2026	Full Year	May 2026	Aug. 2026	Nov. 2026	Feb. 2027	Change from Feb. 2026	Full Year Forecasts	Increase/Decrease
国内コンビニエンスストア事業 Domestic CVS operations												
セブン-イレブン・ジャパン SEVEN-ELEVEN JAPAN	21,547	21,590	21,634	21,722	21,722	21,735	21,748			+26	21,922	+200
出店 Openings	89	121	129	201	540	98	112			210	550	-
閉店 Closures	94	78	85	113	370	85	99			184	350	-
立地移転等 Relocations, etc.	43	64	54	82	243	40	58			98		
解約閉店 Terminations of contract	51	14	31	31	127	45	41			86		
セブン-イレブン・沖縄 SEVEN-ELEVEN OKINAWA	191	197	202	205	205	207	209			+4	222	+17
出店 Openings	1	6	5	3	15	3	2			5	17	-
閉店 Closures	1	0	0	0	1	1	0			1	0	-
海外コンビニエンスストア事業 Overseas CVS operations												
7-Eleven, Inc. *1	12,909	12,784	12,765	12,712	12,712	12,600	12,491			(221)	12,272	(440)
出店 Openings	26	30	25	41	122	30	39			69	205	-
閉店 Closures *2	80	155	44	94	373	142	148			290	645	-
7-Eleven Australia	744	749	752	765	765	763	767			+2	790	+25
出店 Openings	4	8	8	13	33	4	9			13	43	-
閉店 Closures	7	3	5	0	15	6	5			11	18	-
セブン-イレブン北京 SEVEN-ELEVEN (BEIJING)	365	368	376	400	400	386	386			(14)	470	+70
出店 Openings	10	11	22	28	71	5	14			19	100	-
閉店 Closures	7	8	14	4	33	19	14			33	30	-
セブン-イレブン天津 SEVEN-ELEVEN (TIANJIN)	232	233	234	236	236	235	227			(9)	261	+25
出店 Openings	5	7	7	11	30	6	6			12	50	-
閉店 Closures	5	6	6	9	26	7	14			21	25	-
セブン-イレブン成都 SEVEN-ELEVEN (CHENGDU)	78	78	78	73	73	74	77			+4	113	+40
出店 Openings	1	4	8	2	15	5	7			12	50	-
閉店 Closures	5	4	8	7	24	4	4			8	10	-

*1. ガソリン卸売店舗は含まれておりません。 Wholesale fuel stores are excluded.

*2. FY2026通期予想の閉店645店には、ガソリン卸売店舗への転換が含まれます。 645 store closures in the full-year FY2026 forecast include the conversion to wholesale fuel stores.

Notes) 1. 日本以外は2025年及び2026年の3月末、6月末、9月末、12月末の数値であります。

Figures for overseas are as of the end of March, June, September, December, respectively, in 2025 and 2026.

2. 主要会社各社の店舗数は、それぞれの期末日時点の数値であります。

The figures for each companies are the number of stores as of the end of the period, respectively.

3. 出店、閉店は各四半期(3か月)毎の出店数/閉店数合計であります。

Openings and Closures are the total number of openings/closures of stores per quarter (three months).

■ 店舗関連情報 Store Information

国内・海外コンビニエンスストア事業における店舗情報 Store Information in Domestic / Overseas Convenience Store Operations

都道府県別店舗数（期末日時点） Domestic Store Network (As of the end of the period)

	FY2025				FY2026				
	25/5	25/8	25/11	26/2	26/5	26/8	26/11	27/2	期首増減
	May 2025	Aug. 2025	Nov. 2025	Feb. 2026	May 2026	Aug. 2026	Nov. 2026	Feb. 2027	Change from Feb. 2026
北海道 Hokkaido	992	990	993	992	992	992			±0
青森 Aomori	113	113	114	113	113	113			±0
岩手 Iwate	159	162	162	163	164	166			+3
宮城 Miyagi	443	444	444	444	446	447			+3
秋田 Akita	123	121	123	125	126	127			+2
山形 Yamagata	187	186	184	186	187	187			+1
福島 Fukushima	456	457	457	457	455	456			(1)
茨城 Ibaraki	649	649	648	650	648	649			(1)
栃木 Tochigi	475	476	478	482	485	484			+2
群馬 Gunma	483	484	486	490	489	491			+1
埼玉 Saitama	1,254	1,256	1,268	1,273	1,272	1,275			+2
千葉 Chiba	1,180	1,184	1,184	1,193	1,194	1,194			+1
東京 Tokyo	2,910	2,920	2,923	2,937	2,938	2,940			+3
神奈川 Kanagawa	1,521	1,528	1,528	1,536	1,537	1,542			+6
新潟 Niigata	429	428	428	430	430	431			+1
富山 Toyama	132	135	137	138	138	139			+1
石川 Ishikawa	136	136	137	139	138	138			(1)
福井 Fukui	71	71	71	72	72	73			+1
山梨 Yamanashi	206	205	207	209	209	209			±0
長野 Nagano	453	452	450	453	451	452			(1)
岐阜 Gifu	188	192	192	193	193	194			+1
静岡 Shizuoka	756	758	763	764	763	763			(1)
愛知 Aichi	1,059	1,058	1,060	1,067	1,069	1,072			+5
三重 Mie	177	177	178	177	178	178			+1
滋賀 Shiga	224	223	223	223	222	221			(2)
京都 Kyoto	353	351	352	350	352	351			+1
大阪 Osaka	1,305	1,310	1,312	1,310	1,313	1,316			+6
兵庫 Hyogo	695	692	693	696	696	695			(1)
奈良 Nara	135	137	137	137	137	137			±0
和歌山 Wakayama	85	86	85	87	87	87			±0

■ 店舗関連情報 Store Information

国内・海外コンビニエンスストア事業における店舗情報 Store Information in Domestic / Overseas Convenience Store Operations

都道府県別店舗数（期末日時点） Domestic Store Network (As of the end of the period)

	FY2025				FY2026				
	25/5	25/8	25/11	26/2	26/5	26/8	26/11	27/2	期首増減
	May 2025	Aug. 2025	Nov. 2025	Feb. 2026	May 2026	Aug. 2026	Nov. 2026	Feb. 2027	Change from Feb. 2026
鳥取 Tottori	59	60	61	62	63	64			+2
島根 Shimane	69	70	71	73	74	74			+1
岡山 Okayama	318	320	322	322	321	320			(2)
広島 Hiroshima	597	596	595	600	599	595			(5)
山口 Yamaguchi	319	319	318	315	316	314			(1)
徳島 Tokushima	82	81	83	84	83	84			±0
香川 Kagawa	121	121	121	124	124	123			(1)
愛媛 Ehime	135	136	136	136	139	141			+5
高知 Kochi	51	51	51	50	51	52			+2
福岡 Fukuoka	1,056	1,061	1,060	1,062	1,063	1,060			(2)
佐賀 Saga	194	194	193	193	193	193			±0
長崎 Nagasaki	207	207	207	209	209	209			±0
熊本 Kumamoto	382	382	384	386	387	386			±0
大分 Oita	188	189	191	193	192	190			(3)
宮崎 Miyazaki	204	205	208	209	210	209			±0
鹿児島 Kagoshima	216	217	216	218	217	215			(3)
沖縄 Okinawa	191	197	202	205	207	209			+4
国内合計 Total	21,738	21,787	21,836	21,927	21,942	21,957			+30

■ 店舗関連情報 Store Information

国内・海外コンビニエンスストア事業における店舗情報 Store Information in Domestic / Overseas Convenience Store Operations

世界のセブン-イレブン店舗数（期末日時点） Global Seven-Eleven Store Network (As of the end of the period)

	FY2025				FY2026				
	25/5	25/8	25/11	26/2	26/5	26/8	26/11	27/2	期首増減 Change from Feb. 2026
	May 2025	Aug. 2025	Nov. 2025	Feb. 2026	May 2026	Aug. 2026	Nov. 2026	Feb. 2027	
(連結子会社) [Consolidated subsidiaries]									
アジア Asia	22,413	22,466	22,524	22,636	22,637	22,647			+11
セブン-イレブン・ジャパン SEVEN-ELEVEN JAPAN	21,547	21,590	21,634	21,722	21,735	21,748			+26
セブン-イレブン・沖縄 SEVEN-ELEVEN OKINAWA	191	197	202	205	207	209			+4
セブン-イレブン北京 SEVEN-ELEVEN (BEIJING)	365	368	376	400	386	386			(14)
セブン-イレブン天津 SEVEN-ELEVEN (TIANJIN)	232	233	234	236	235	227			(9)
セブン-イレブン成都 SEVEN-ELEVEN (CHENGDU)	78	78	78	73	74	77			+4
北米 North America ^{*1}	12,976	12,851	12,832	12,779	12,667	12,558			(221)
7-Eleven, Inc. ^{*2}	12,909	12,784	12,765	12,712	12,600	12,491			(221)
7-Eleven Hawaii	67	67	67	67	67	67			±0
オセアニア Oceania	744	749	752	765	763	767			+2
7-Eleven Australia	744	749	752	765	763	767			+2
小計 Subtotal	36,133	36,066	36,108	36,180	36,067	35,972			(208)
(ライセンス) [Licensees]									
アジア Asia	47,442	47,433	47,853	48,284	48,695	49,197			+913
北米 North America	63	55	41	33	29	29			(4)
中南米 Latin America and the Caribbean	2,072	2,071	2,069	2,079	2,068	2,077			(2)
ヨーロッパ Europe	364	364	365	363	355	347			(16)
小計 Subtotal	49,941	49,923	50,328	50,759	51,147	51,650			+891
合計 Grand Total	86,074	85,989	86,436	86,939	87,214	87,622			+683

*1. 北米はハワイを含みます。North America includes Hawaii.

*2. ガソリン卸売店舗は含まれておりません。Wholesale fuel stores are excluded.

Note) 日本以外は2025年及び2026年の3月末、6月末、9月末、12月末の店舗数であります。なお、2026年8月末時点のライセンス（セブン-イレブンを運営するライセンスを与えられた企業）を含めた世界のセブン-イレブン店舗数は87,829店舗であります。

Figures for overseas stores are as of the end of March, June, September, December, respectively in 2025 and 2026.

As of August 31, 2026, the number of 7-Eleven stores around the world including licensees (companies that acquired licenses to operate 7-Eleven stores) is 87,829.

■ 店舗関連情報 Store Information

タイプ別店舗数（期末日時点） Number of Stores by Type (As of the end of the period)

セブン-イレブン・ジャパン SEVEN-ELEVEN JAPAN CO., LTD.

店舗数 Number of stores

	FY2025				FY2026			
	25/5	25/8	25/11	26/2	26/5	26/8	26/11	27/2
	May 2025	Aug. 2025	Nov. 2025	Feb. 2026	May 2026	Aug. 2026	Nov. 2026	Feb. 2027
店舗数 Number of stores	21,547	21,590	21,634	21,722	21,735	21,748		
フランチャイズ店 Franchised stores	21,371	21,404	21,450	21,564	21,551	21,551		
Aタイプ Type A	4,275	4,266	4,255	4,235	4,215	4,202		
Cタイプ Type C	17,096	17,138	17,195	17,329	17,336	17,349		
直営店 Corporate stores	176	186	184	158	184	197		
24時間営業店 Open 24 hours	19,303	19,322	19,333	19,426	19,447	19,451		
酒有り店 With liquor license	21,167	21,207	21,259	21,346	21,357	21,365		
タバコ有り店 With cigarette license	21,016	21,072	21,126	21,212	21,237	21,265		

店舗構成比 Composition of stores by type

(%)

	FY2025				FY2026			
	25/5	25/8	25/11	26/2	26/5	26/8	26/11	27/2
	May 2025	Aug. 2025	Nov. 2025	Feb. 2026	May 2026	Aug. 2026	Nov. 2026	Feb. 2027
店舗数 Number of stores	100.0	100.0	100.0	100.0	100.0	100.0		
フランチャイズ店 Franchised stores	99.2	99.1	99.1	99.3	99.2	99.1		
Aタイプ Type A	19.8	19.8	19.7	19.5	19.4	19.3		
Cタイプ Type C	79.3	79.4	79.5	79.8	79.8	79.8		
直営店 Corporate stores	0.8	0.9	0.9	0.7	0.8	0.9		
24時間営業店 Open 24 hours	89.6	89.5	89.4	89.4	89.5	89.4		
酒有り店 With liquor license	98.2	98.2	98.3	98.3	98.3	98.2		
タバコ有り店 With cigarette license	97.5	97.6	97.7	97.7	97.7	97.8		

■ 店舗関連情報 Store Information

タイプ別店舗数（期末日時点） Number of Stores by Type (As of the end of the period)

7-Eleven, Inc.

店舗数 Number of stores

	FY2025				FY2026			
	25/3	25/6	25/9	25/12	26/3	26/6	26/9	26/12
	Mar. 2025	Jun. 2025	Sep. 2025	Dec. 2025	Mar. 2026	Jun. 2026	Sep. 2026	Dec. 2026
小売店舗数 Number of retail stores	12,909	12,784	12,765	12,712	12,600	12,491		
フランチャイズ店 Franchised stores	7,190	7,174	7,206	7,280	7,271	7,278		
BCP店(Aタイプ) BCP stores [Type A]* ¹	591	592	588	594	594	595		
Cタイプ Type C	6,599	6,582	6,618	6,686	6,677	6,683		
直営店 Corporate stores	5,719	5,610	5,559	5,432	5,329	5,213		
ガソリンスタンド併設店 With fuel station	8,318	8,214	8,195	8,162	8,096	8,044		
ガソリン卸売店舗数 Number of wholesale fuel stores* ²	799	851	863	906	984	991		
ガソリン卸売含めた店舗数 Number of stores incl. wholesale fuel	13,708	13,635	13,628	13,618	13,584	13,482		

店舗構成比 Composition of stores by type

(%)

	FY2025				FY2026			
	25/3	25/6	25/9	25/12	26/3	26/6	26/9	26/12
	Mar. 2025	Jun. 2025	Sep. 2025	Dec. 2025	Mar. 2026	Jun. 2026	Sep. 2026	Dec. 2026
小売店舗数 Number of retail stores	100.0	100.0	100.0	100.0	100.0	100.0		
フランチャイズ店 Franchised stores	55.7	56.1	56.5	57.3	57.7	58.3		
BCP店(Aタイプ) BCP stores [Type A]* ¹	4.6	4.6	4.6	4.7	4.7	4.8		
Cタイプ Type C	51.1	51.5	51.8	52.6	53.0	53.5		
直営店 Corporate stores	44.3	43.9	43.5	42.7	42.3	41.7		
ガソリンスタンド併設店 With fuel station	64.4	64.3	64.2	64.2	64.3	64.4		

*1 BCP店はBusiness Conversion Programの略称であります。BCP stands for Business Conversion Program.

*2 各種形態により運営されるガソリン卸売販売拠点が対象。7-Eleven, Inc.がガソリンを供給するのみの卸売拠点（ディーラー資産所有・ディーラー運営店舗および法人顧客）は含まれておりません。

Reflects wholesale fuel sites operated under various models. Excludes wholesale locations where 7-Eleven, Inc. solely supplies fuel (i.e. Dealer-Owned/Dealer-Operated and Commercial Accounts)

■ 店舗関連情報 Store Information

タイプ別店舗数（期末日時点） Number of Stores by Type (As of the end of the period)

7-Eleven International LLC

7-Eleven Australia

店舗数 Number of stores

	FY2025				FY2026			
	25/3	25/6	25/9	25/12	26/3	26/6	26/9	26/12
	Mar. 2025	Jun. 2025	Sep. 2025	Dec. 2025	Mar. 2026	Jun. 2026	Sep. 2026	Dec. 2026
店舗数 Number of stores	744	749	752	765	763	767		
フランチャイズ店 Franchised stores	462	460	448	445	438	429		
直営店 Corporate stores	282	289	304	320	325	338		
ガソリンスタンド併設店 With fuel station	645	649	653	659	663	669		

店舗構成比 Composition of stores by type

(%)

	FY2025				FY2026			
	25/3	25/6	25/9	25/12	26/3	26/6	26/9	26/12
	Mar. 2025	Jun. 2025	Sep. 2025	Dec. 2025	Mar. 2026	Jun. 2026	Sep. 2026	Dec. 2026
店舗数 Number of stores	100.0	100.0	100.0	100.0	100.0	100.0		
フランチャイズ店 Franchised stores	62.1	61.4	59.6	58.2	57.4	55.9		
直営店 Corporate stores	37.9	38.6	40.4	41.8	42.6	44.1		
ガソリンスタンド併設店 With fuel station	86.7	86.6	86.8	86.1	86.9	87.2		

将来に関する記述についてのご注意 / Cautionary Statement Regarding Forward-Looking Statements

本資料に記載されている当社グループの業績見通し、計画、戦略その他将来に関する事項についての記述（以下「将来予測に関する記述」といいます。）は、本資料作成日現在において当社が入手している情報及び合理的であると判断する一定の前提に基づき作成されたものであり、その達成を保証するものではありません。実際の業績等は、既知又は未知の様々なリスク及び不確実性により、これらの将来予測に関する記述とは大きく異なる場合があります。実際の業績等に影響を及ぼす可能性のある要因としては、以下のものが挙げられますが、これらに限定されるものではありません。

- 日本、米国その他当社グループが事業を展開する市場における経済情勢及び消費動向の変化
- 為替相場及び金利の変動
- 小売事業等における競争環境の変化
- 店舗網の最適化、バリューチェーンの最適化等の変革プラン・戦略的取り組みが計画どおりに進捗しない可能性
- 原材料費、商品仕入価格、物流費及び人件費等のコスト変動
- 自然災害、感染症の流行、サイバーインシデント、地政学的リスクその他の事由によるサプライチェーン、店舗運営又は情報システムへの支障
- 国内外における関連法令、税制又は会計基準の変更
- その他、金融庁（EDINET）及び東京証券取引所に提出している開示書類並びに当社ウェブサイト（<https://www.7andi.com/ir/>）に記載の要因

本資料記載の将来予測に関する記述は本資料作成日時点のものであり、当社は、法令又は金融商品取引所規則により求められる場合を除き、新たな情報の入手、将来の事象の発生その他の事由によりこれらの記述を更新する義務を負うものではありません。読者の皆様におかれましては、これらの記述に過度に依拠されませんようご注意ください。

This document contains forward-looking statements regarding Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (the "Company"). Forward-looking statements include, without limitation, statements regarding the Company's business plans, financial and operating targets, forecasts, projections, and strategies, and other statements that are not statements of historical fact. Words such as "anticipate," "believe," "estimate," "expect," "forecast," "intend," "may," "plan," "project," "should," "target," and "will," and similar expressions, are intended to identify forward-looking statements, although not all forward-looking statements contain these words.

These forward-looking statements are based on the Company's current expectations, assumptions, estimates, and projections in light of information available to the Company as of the date of this document, and are not guarantees of future performance and are subject to known and unknown risks and uncertainties. Actual results may differ materially from those expressed or implied by such statements as a result of a number of factors, including but not limited to:

- changes in economic conditions and consumer spending patterns in Japan, the United States, and other markets in which the Company operates;
- fluctuations in foreign currency exchange rates and interest rates;
- changes in competitive conditions in the retail and other industries in which the Company operates;
- the Company's ability to execute its business transformation and other strategic initiatives, including store network optimization and value chain optimization, within the anticipated timeframe or at all;
- fluctuations in the cost of raw materials, merchandise, logistics, and labor;
- disruptions to the Company's supply chain, store operations, or information systems, including as a result of natural disasters, public health emergencies, cyber incidents, or geopolitical events;
- changes in laws, regulations, tax rules, or accounting standards applicable to the Company in Japan and overseas; and
- other factors described in the Company's periodic disclosure documents filed with Japan's Financial Services Agency (via EDINET) and the Tokyo Stock Exchange, and in other materials available on the Company's this cautionary statement.

The forward-looking statements contained in this document are made only as of the date of this document, and the Company undertakes no obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise, except as required by applicable law or stock exchange rule. Readers are cautioned not to place undue reliance on these forward-looking statements.