Presentation for the First Quarter of FY2026

Seven & i Holdings Co., Ltd.

July 9, 2026

Thank you for joining us today.

Allow me to introduce myself once again: I am Takagi, and I assumed the position of CFO on April 16.

As this is my first earnings briefing since taking office, I would like to briefly share my upcoming initiatives and commitment as CFO before moving on to the overview of our first-quarter financial results.

Opening Message

Toward the swift realization of "enhancing corporate value and delivering sustainable long-term shareholder returns"

1. Strengthening our management information platform
2. Embedding ROIC management throughout the organization
3. Strengthening the foundations for sustainable growth

My role as CFO is clear: to accelerate disciplined execution across the Group and support faster, higher-quality decision-making that enhances corporate value and delivers sustainable long-term shareholder returns.

The Transformation of 7-Eleven is based on a simple premise. As customers' needs and the operating environment evolve faster than ever, we must transform our businesses with greater speed and agility while leveraging the full strength of our global organization. By sharing capabilities across markets and capturing the benefits of our global scale, we will strengthen execution and accelerate sustainable growth.

Against that backdrop, I will focus on three priorities.

First, strengthening our management information platform.
As our businesses continue to evolve, timely, transparent and comparable information will underpin better management decisions. While recognizing the different characteristics and growth stages of each business, we will establish a common management framework and performance metrics across the Group. By making the differences across our businesses more visible and measurable, we will be better positioned to allocate capital and resources to where they can create the greatest value. At the same time, enhancing both our financial and non-financial data infrastructure will support broader use of AI and advanced analytics across the organization.

Second, embedding ROIC management throughout the organization.
ROIC will become more than a financial metric. It will become a management discipline. We will evaluate each business through the dual lenses of growth potential and capital efficiency, enabling us to optimize our business portfolio. We will continue investing decisively in areas where we see attractive long-term growth, while rigorously assessing their performance and making timely adjustments where necessary. My objective is to lead a disciplined, end-to-end management process from capital allocation and execution to value creation, while improving both the quality and speed of decision-making across the Group.

Importantly, we also intend to embed ROIC thinking into everyday decision-making so that capital efficiency becomes part of how we operate, not simply how we measure performance.

Third, strengthening the foundations for sustainable growth.
To support long-term value creation, we will maintain disciplined capital allocation and financial discipline while maintaining the Group's strong free cash flow generation and robust balance sheet. By maintaining financial flexibility, lowering our cost of capital, advancing our sustainability initiatives, and strengthening our dialogue with investors and shareholders, we will build a business that is more resilient to changes in the operating environment and better positioned to deliver sustainable long-term growth.

Ultimately, these three priorities all serve one objective: enhancing corporate value and delivering sustainable long-term shareholder returns.
Together with Steve and the management team, I am fully committed to driving the "Transformation of 7-Eleven" with speed, discipline, and conviction.

AGENDA

1. Q1 Consolidated Results
2. Revision of 1H and Full Year Consolidated Financial Forecasts

Now, I would like to proceed to the main topic: our financial results for the first quarter.

Here is today's agenda.

First, I will explain our consolidated results for the first quarter.

Following that, I will go over the revisions to our first-half and full-year consolidated financial forecasts.

AGENDA

1. Q1 Consolidated Results
2. Revision of 1H and Full Year Consolidated Financial Forecasts

Q1 Consolidated Results Highlight

Billions of yen

	FY2025 Results (Like for like*1)	FY2026 Results	YoY (Like for like)	vs. Plan
Convenience store group merchandise sales*2	2,347.2	2,423.3	103.2%	101.3%
Revenues from operations	2,324.1	2,378.8	102.4%	108.6%
Operating income	47.2	105.0	222.4%	172.2%
Net income attributable to owners of parent	31.0	60.6	195.3%	336.7%
EBITDA	169.0	233.2	138.0%	128.9%
EPS (yen)	12.00	26.21	218.4%	336.5%

*1 Reflect the impact of deconsolidation of York HD and Seven Bank
*2 Include merchandise sales from directly operated stores and franchised stores across consolidated convenience store subsidiaries
Note) Exchange rate: 1USD=156.96JPY, 1CNY=22.67JPY

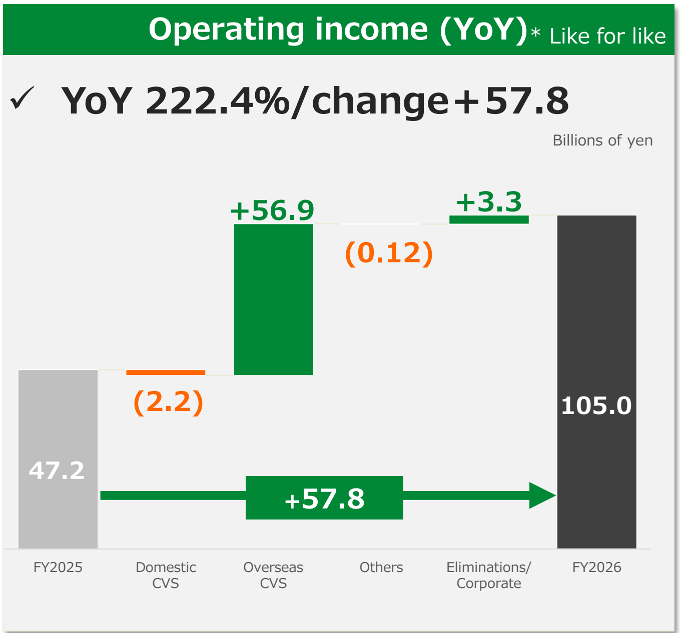
I will begin with our first-quarter results.

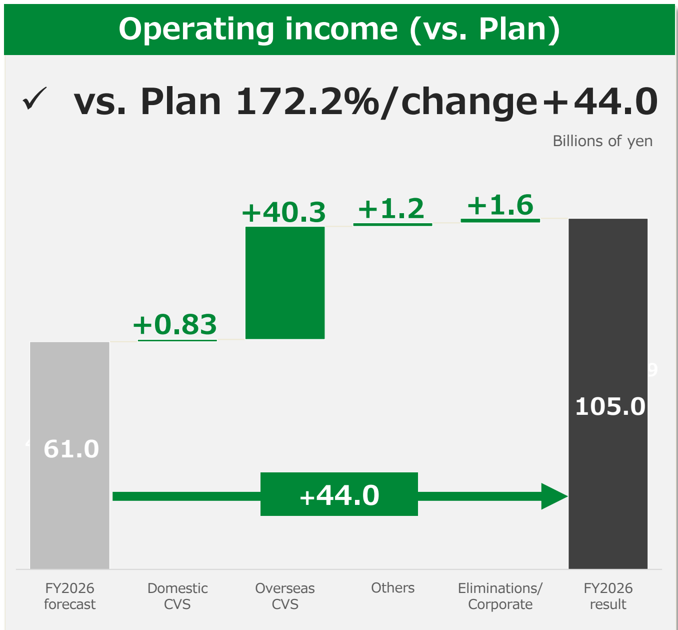
As explained during our full-year financial results announcement for FY2025, in order to facilitate an accurate understanding of our actual performance trends for the current period, our year-on-year comparisons for the FY2026 results are presented on a "like-for-like" basis, which excludes the impact of the business structural reforms implemented last year. Please note that unadjusted, financial accounting basis information is disclosed in the Appendix for your reference.

Now, let me share the consolidated results highlights for the first-quarter.
- Revenues from operations: 2,378.8 billion yen (102.4% YoY)
- Operating income: 105.0 billion yen (222.4% YoY)
- Net income attributable to owners of parent: 60.6 billion yen (195.3% YoY)

On a consolidated basis, we achieved increases in both revenues and income across all levels and metrics, successfully exceeding our plan.
Despite a challenging business environment, our initiatives steadily progressed, and a significant increase in income from our Overseas convenience store business primarily contributed to these results.
As for EPS, it rose significantly to 26.21 yen, reaching 218.4% of the previous year's level. This was driven by the substantial growth in net income, in addition to the impact of our share buybacks, totaling approximately 600.0 billion yen, which we completed by February 2026. Consequently, we have significantly exceeded our plan. This is a record high for any quarter.

Q1 Consolidated Results Highlight





* Reflect the impact of deconsolidation of York HD and Seven Bank

The chart on the left illustrates the year-on-year changes in operating income by segment on a "like-for-like" basis.
While the Domestic convenience store operations saw a decrease in operating income of 2.2 billion yen, the Overseas convenience store operations achieved a substantial income increase of 56.9 billion yen, primarily driven by improved fuel margins at 7-Eleven, Inc.(SEI) due to fuel market volatility.

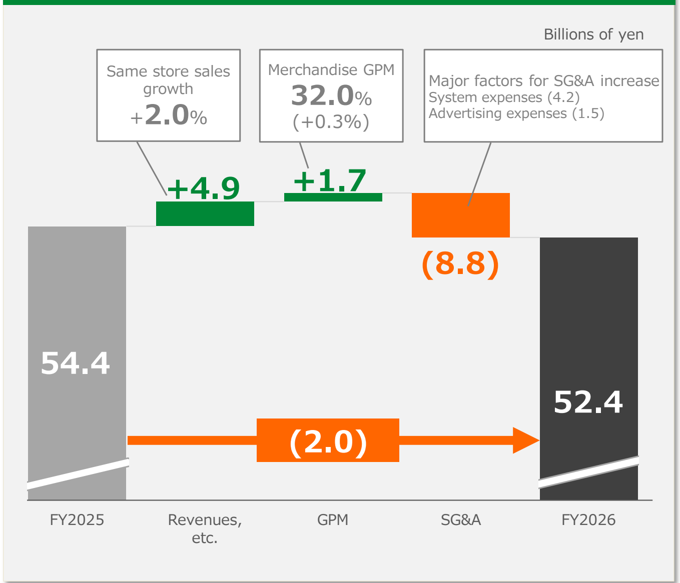
I will go into further details on the performance of SEVEN-ELEVEN JAPAN(SEJ) and SEI later in this presentation.

As a result, consolidated operating income increased by 57.8 billion yen on a "like-for-like" basis.

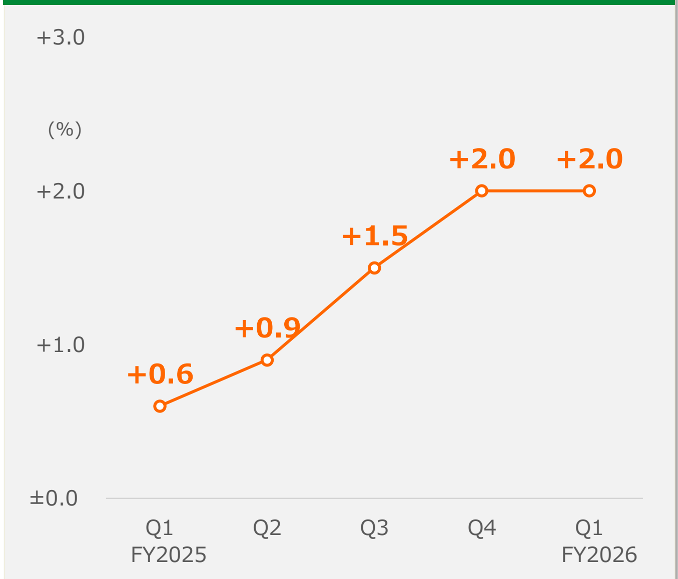
The chart on the right shows our operating income by segment compared to the plan. The Overseas convenience store operations significantly outperformed the plan due to an increase in fuel gross profit. The Others segment also exceeded the plan, resulting in a total operating income that was 44.0 billion yen ahead of plan.

Q1 Results (SEJ)

Operating income and major KPIs



Same store sales trend



From here, I will explain the performance of our major operating companies, starting with SEJ.
The chart on the left breaks down the year-on-year changes in operating income by factor.

Under the leadership of our new President, Mr. Akutsu, SEJ has been driving various transformations since May 2025.
The effects of these initiatives are beginning to emerge, contributing to profit growth through sales expansion and merchandise gross profit margin improvements. On the other hand, SG&A expenses increased by 8.8 billion yen. This was primarily due to expenses related to next-generation store systems, which are indispensable for our future sustainable business growth, as well as an increase in strategic promotional costs aimed at strengthening customer engagement. However, through rigorous cost control, these expenses were kept below the planned level.
As a result, operating income decreased by 2.0 billion yen.

As shown in the graph on the right, same store sales have been on a steady growth trajectory. This trend resulted from the continuous implementation of measures based on our "Co-Creation Marketing" strategy, which has gradually resonated with customers. Furthermore, franchised store income in the first quarter exceeded the level of the previous year.

Strategic Categorization based on Co-Creation Marketing

Target customers × Usage scenarios	Areas of focus
Younger customers × On the go	Counter foods Pastry
Dual-income households × On the go	Counter foods Delicatessen
Senior customers × Cooking at home	Counter foods Frozen foods
Younger customers × Excitement-driven consumption	IP & Entertainment Desserts

Q1 key initiatives

Freshly Prepared Meals

Dual-income households

Younger customers

×

On the go

Excitement-driven consumption

©PS/PC

PUPPET SUNSUN

Detective Conan

ESTHER BUNNY

IP contents

Enhancing promotions through TV commercials, social media, digital signage, etc.

Q1 APSD growth

Just-made counter merchandise

+14.7%

APSD uplift +¥5.5k / +0.8%

Toys

+26.5%

APSD uplift +¥2.4k / +0.4%

Top-line growth accelerates thanks to our category strategy with clearly defined usage scenarios and target customers

As mentioned earlier, I will now explain our first-quarter initiatives for "Co-Creation Marketing," which is the driving force behind our same-store sales growth.

We have been advancing “Co-Creation Marketing”, evolving its precision by identifying categories to reinforce based on combinations of target customer segments and their respective usage scenarios.

In the first quarter, we designated freshly prepared counter merchandise developed under the "Freshly Prepared Meals" brand and IP contents as key categories. By aligning these with high-impact promotional campaigns, sales of Just-made counter merchandise grew by 14.7%, and toy sales rose significantly by 26.5%, driving overall sales growth.

We are seeing a clear positive response, with our category strategy, which clearly defines usage scenarios and target customers, successfully driving top-line growth. Consequently, we will accelerate the rollout of this strategy to other categories.

Q1 Progress of Initiatives (SEJ)

Fresh food differentiation

APSD of just-made counter merchandise

+14.7%

Number of stores introducing SEVEN CAFÉ Bakery
FY26 plan: approx. 18,000 stores

Approx. 11,000 Stores

Number of stores introducing SEVEN CAFÉ Tea
FY26 plan: approx. 10,000 stores

Approx. 3,200 Stores

Store network

FY26 plan: openings 550 stores/net increase 200 stores

New store openings	Net increase
98 Stores	**13 Stores**

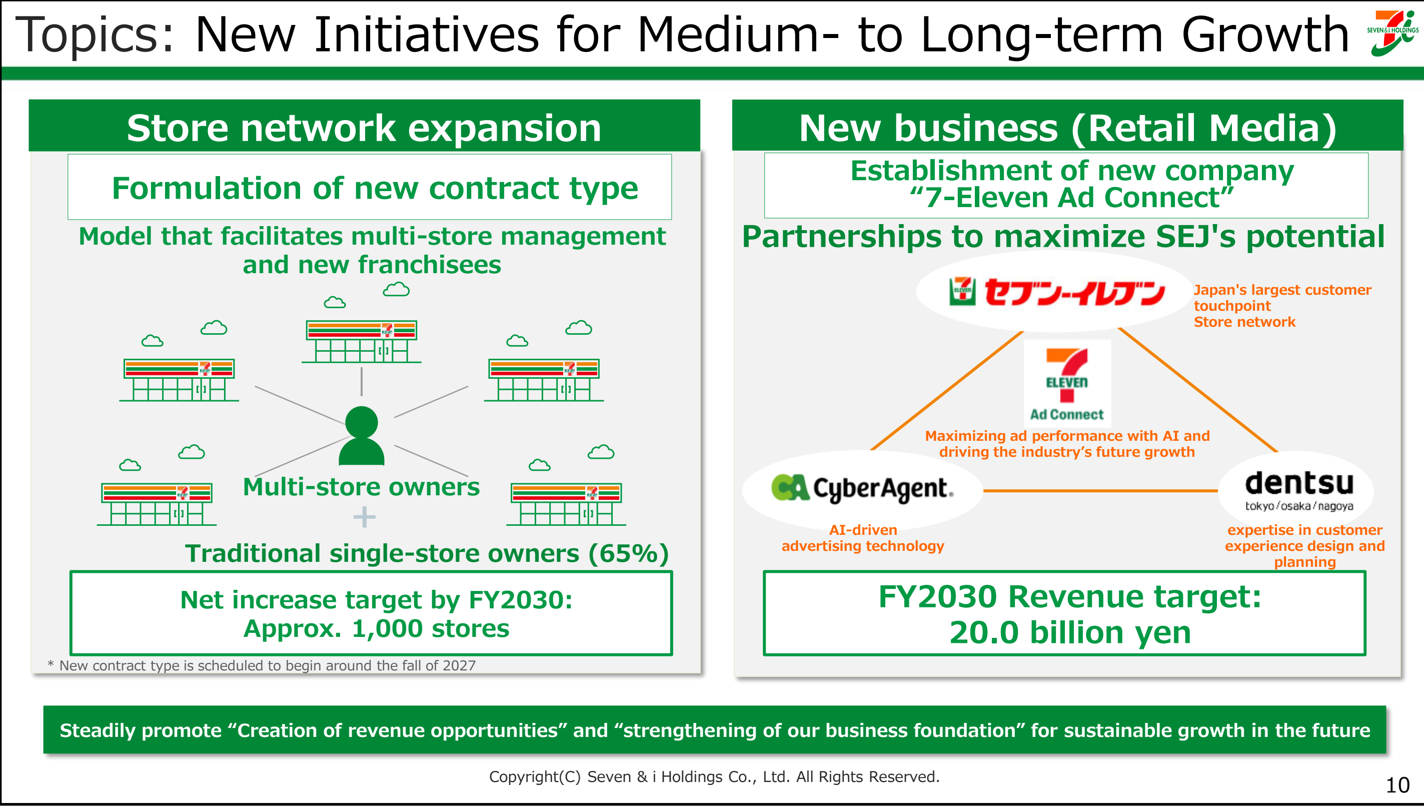
7NOW expansion

7NOW Mobile Ordering (Launched in Apr. 2026)

Major initiatives are progressing generally as planned

This slide shows SEJ's key initiatives for the current fiscal year and the progress in the first quarter.
Our initiatives for fresh food differentiation and store network are both progressing generally in line with our plans.

Regarding 7NOW, leveraging its strong affinity with just-made counter merchandise, we launched Mobile Ordering in April. Combined with our existing delivery services, this expands the options for customers using 7-Eleven, and we look forward to further expanding its utilization going forward.



To conclude my explanation of SEJ, I would like to introduce our recently announced initiatives aimed at medium- to long-term growth.

The first initiative is part of our efforts to expand our store network. We have formulated a new contract type designed to "facilitate multi-store management and new franchisee recruitment for further store openings" and to "achieve sustainable business growth."

We plan to launch this new contract in the fall of 2027, and we expect it to be a major driver in achieving our target of a net increase of approximately 1,000 stores by FY2030.

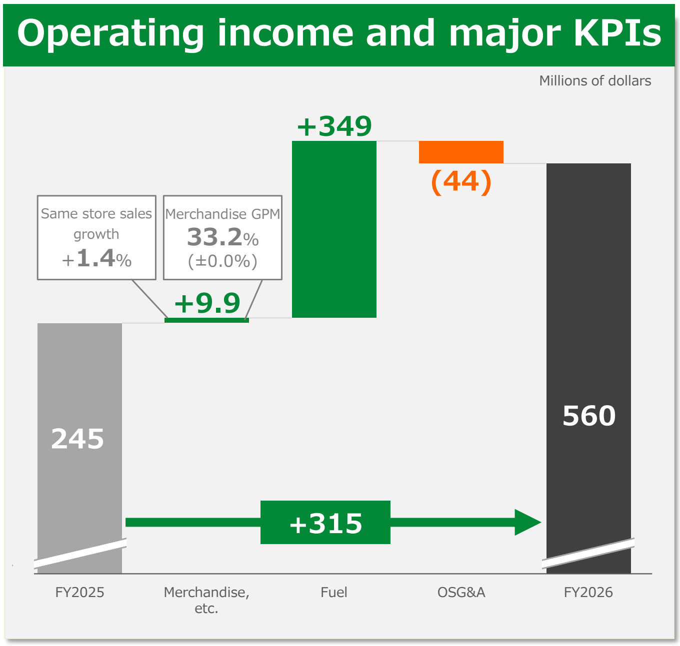
The second initiative relates to new business.

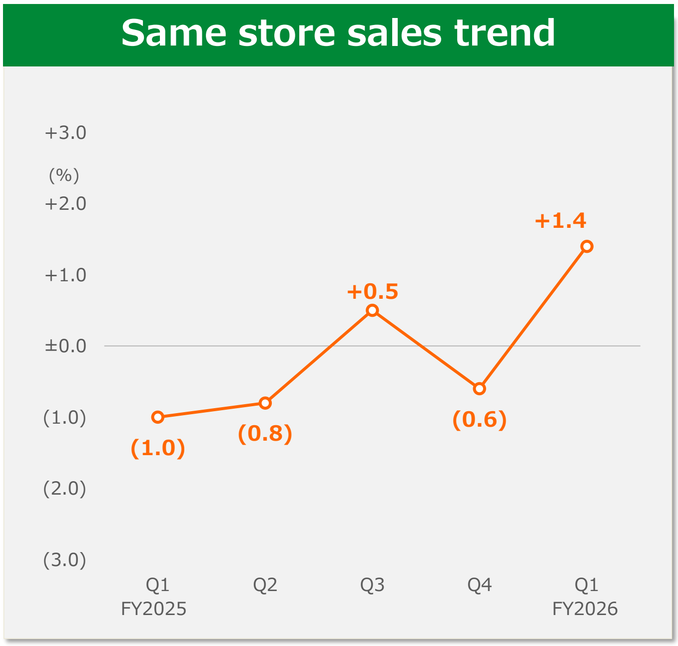
On June 11, SEJ, Dentsu, and CyberAgent jointly announced the establishment of a joint venture, "7-Eleven Ad Connect," to drive the growth and development of our retail media business. This new company is scheduled to begin operations on September 1, 2026.

We are confident that this partnership will maximize the potential of SEJ, which boasts Japan's largest customer touchpoint and store network, by leveraging the respective strengths of our partner companies.

We will steadily advance our efforts toward maximizing advertising effectiveness through enhanced AI utilization and enhancing customer shopping experiences with newly added value.

Q1 Results (SEI)





Next, I will explain SEI's performance.
The chart on the left breaks down the factors behind the change in operating income.

As you can see, in the first quarter a significant increase in fuel gross profit was a major contributor to the $315 million increase in operating income. The rise in fuel gross profit was in line with industry trends, and was primarily driven by volatility in fuel market conditions during the first quarter.

Merchandise and other categories posted a $9 million increase in operating income, reflecting factors such as a 1.4% increase in same-store sales.

OSG&A expenses increased by $44 million due to factors such as higher rent resulting from inflation and increased credit card fees. However, cost control was thoroughly implemented, and expenses came in in line with plan.

As a result, operating income increased by $315 million to $560 million.

As shown in the chart on the right, same-store sales are steadily improving. In the first quarter, the same-store sales rose by 1.4%. Amid a changing consumer environment in North America, the effects of our initiatives are gradually becoming evident, supported by continued promotional initiatives and merchandise proposals tailored to customer preferences.

Going forward, we will further strengthen initiatives to enhance customer loyalty.

Q1 Progress of Initiatives (SEI)

Leading product assortment

Restaurant openings
FY26 plan: 50 stores
20 stores

Private brands Launching new item
FY26 plan: 220 items
60 items

Modern store network

New store openings
FY26 plan: 205 stores
30 stores

Remodels
FY26 plan: 200 stores
Planned to start in FY26 2H

Franchising
FY26 plan: 390 stores
43 stores

Unprofitable store closures
FY26 plan: 200 stores
45 stores

Wholesale fuel conversion
FY26 plan: 350 stores
72 stores

Best customer experience

7NOW sales
FY26 plan: $1,080M
$274M

Our key initiatives are generally progressing steadily, including efforts to optimize our store network

This slide shows SEI's key initiatives for this fiscal year and progress in the first quarter.

In the first quarter, these initiatives progressed steadily.

In particular, as part of our efforts to optimize the store network, we are proceeding with the closure of unprofitable stores as one element of transforming our earnings structure for the future. We plan to close 200 stores this fiscal year, and we executed 45 closures in the first quarter. At the same time, we are also converting stores to fuel wholesale formats.

On the other hand, we will also proactively pursue growth-oriented initiatives to drive sales and profit growth, including steadily opening new stores and implementing store remodels starting in the second half.

Modern Store Network (Franchising)

Corporate to Franchise Conversion

Franchise conversion drives higher sales and margins

31 franchise conversions completed in 2025; LTM franchised results vs pre-conversion

Merch Sales: **Low to mid single-digit growth**

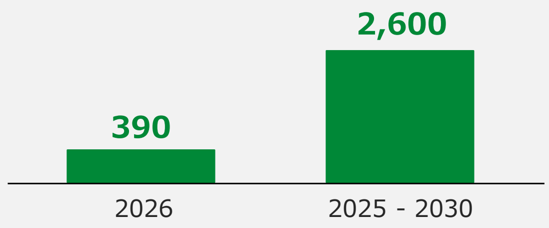
Merch Margin: **Strong margin expansion**

Network Expansion through Franchising

Corporate to Franchise Conversion

Q1 result: 43 stores

Number of Corporate to Franchise Conversions



Enhancing capital efficiency and profitability through a stronger franchise system

I would like to introduce our franchising, which we position as an important initiative within the store network optimization initiatives I mentioned earlier.

As shown on the left, regarding the 31 stores converted in 2025, compared with pre-conversion levels, merchandise sales achieved low- to mid-single-digit growth, and the merchandise gross margin showed a significant improvement.

By strengthening our operations management structure and promoting franchising, we will deliver improved profitability.

In FY2026, we plan to convert 390 stores, and by 2030 we plan to convert 2,600 stores, raising the franchise ratio to approximately 80%.

AGENDA

1. Q1 Consolidated Results
2. Revision of 1H and Full Year Consolidated Financial Forecasts

Next, I will explain the revisions to our first-half and full-year consolidated financial forecasts.

FY2026 1H Revised Consolidated Financial Forecasts

Billions of yen, %

	Initial plan	After revision	YoY (Like for like*1)	YoY change (Like for like*1)	vs. initial plan	Revised amount
Convenience store group merchandise sales*2	5,003.0	5,097.0	105.2	+250.3	101.9	+94.0
Revenues from operations	4,687.0	5,510.0	117.3	+813.2	117.6	+823.0
Operating income	190.0	234.0	137.6	+63.9	123.2	+44.0
Ordinary income	168.0	217.0	134.6	+55.7	129.2	+49.0
Interim net income attributable to owners of parent	88.0	118.0	111.7	+12.3	134.1	+30.0
EBITDA	432.0	486.0	118.7	+76.5	112.5	+54.0
EPS (yen)	38.07	51.04	123.0	+9.54	134.1	+12.97
EPS before amortization of goodwill (yen)*3	60.52	74.84	121.3	+13.12	123.7	+14.32

*1 Reflect the impact of deconsolidation of York HD and Seven Bank *2 Include merchandise sales from directly operated stores and franchised stores across consolidated convenience store subsidiaries
*3 Tax impact related to amortization of goodwill is taken into account
Notes) 1. Exchange rate: before revision 1USD=150.00JPY, 1CNY=21.00JPY, after revision 1USD=158.00JPY, 1CNY=23.00JPY
2. EPS and EPS before amortization of goodwill reflect the estimated impact of future share buybacks

Based on our first-quarter performance, we have upwardly revised our first-half financial forecasts, primarily reflecting the increase in fuel gross profit in our Overseas convenience store operations and revisions to our foreign exchange rate assumptions.

Our revised forecasts for the first half of FY2026 are as follows:

- Revenues from operations: 5,510.0 billion yen (117.3% YoY, upward revision of 823.0 billion yen)
- Operating income: 234.0 billion yen (137.6% YoY, upward revision of 44.0 billion yen)
- Net income: 118.0 billion yen (111.7% YoY, upward revision of 30.0 billion yen)

FY2026 Revised Consolidated Financial Forecasts

Billions of yen, %

	Initial plan	After revision	YoY (Like for like*1)	YoY change (Like for like*1)	vs. initial plan	Revised amount
Convenience store group merchandise sales*2	10,030.0	10,210.0	104.5	+441.3	101.8	+180.0
Revenues from operations	9,448.0	10,430.0	109.7	+919.6	110.4	+982.0
Operating income	405.0	425.0	110.5	+40.3	104.9	+20.0
Ordinary income	367.0	390.0	110.7	+37.7	106.3	+23.0
Net income attributable to owners of parent	270.0	278.0	109.1	+23.1	103.0	+8.0
EBITDA	891.0	928.0	107.1	+61.1	104.2	+37.0
EPS (yen)	117.42	120.89	116.9	+17.46	103.0	+3.47
EPS before amortization of goodwill (yen)*3	162.56	168.40	115.6	+22.77	103.6	+5.84

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*3 Tax impact related to amortization of goodwill is taken into account
Notes) 1. Exchange rate: before revision 1USD=150.00JPY, 1CNY=21.00JPY, after revision 1USD=157.00JPY, 1CNY=23.00JPY
2. EPS and EPS before amortization of goodwill reflect the estimated impact of future share buybacks

Next, I will explain the revisions to our full-year consolidated financial forecasts for FY2026.

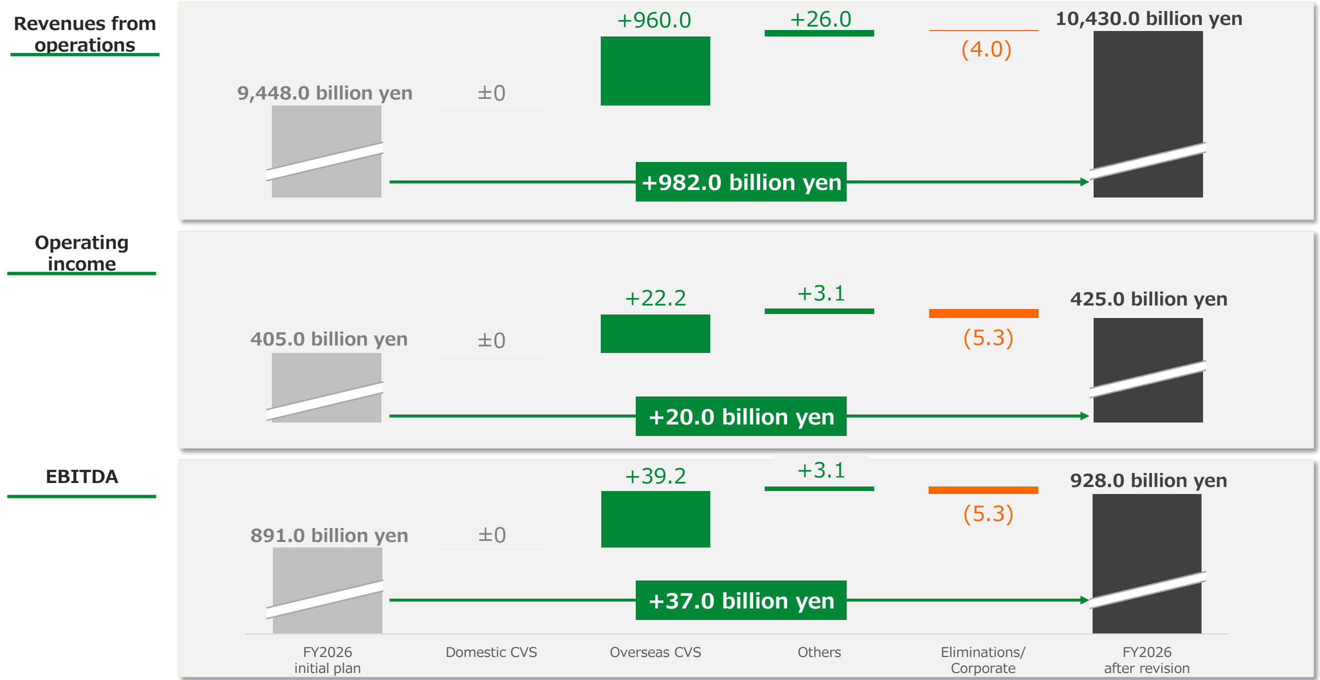
These revised forecasts incorporate the first-half forecasts I just explained, as well as our outlook for fuel and foreign exchange rate assumptions for the second half of the year.

As a result, our revised full-year forecasts for FY2026 are as follows:

- Revenues from operations: 10,430.0 billion yen (109.7% YoY, upward revision of 982.0 billion yen)
- Operating income: 425.0 billion yen (110.5% YoY, upward revision of 20.0 billion yen)
- Net income: 278.0 billion yen (109.1% YoY, upward revision of 8.0 billion yen)

I will explain the details of these revisions on the following pages.

FY2026 Revised Forecasts by Operating Segment



This slide shows the revised full-year forecasts by segment.

The upward revisions in revenues from operations, operating income, and EBITDA are all primarily driven by the Overseas convenience store operations.

I will explain the details of the Overseas convenience store operations revisions on the next page.

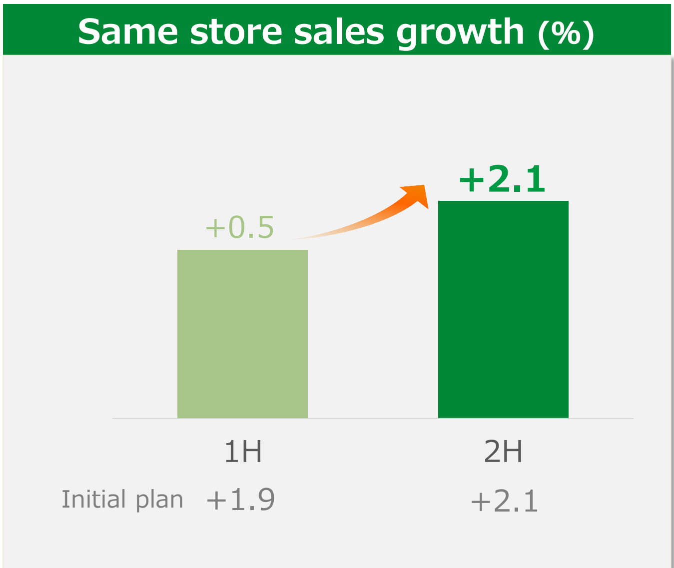
FY2026 1H and 2H Revised Forecasts by Operating Segment

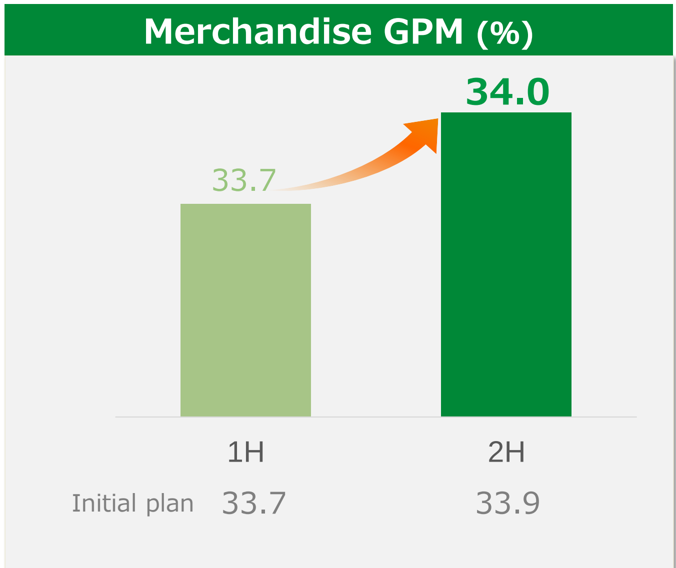
This slide shows our revised forecasts by operating segment, broken down into the first half and the second half.

While we upwardly revised our first-half operating income by 44.0 billion yen, the full-year forecast has been upwardly revised by 20.0 billion yen, which means the second-half forecast has been downwardly revised by 24.0 billion yen.

As explained earlier, the main driver behind the upward revision in the Overseas convenience store operations for the first half was the increase in fuel margins due to fuel market volatility. For the second half, however, we have taken a conservative view on fuel, assuming that uncertainty in the economic environment will persist. Furthermore, we have factored in an increase in SG&A expenses due to our plans to actively implement promotional initiatives to improve customer loyalty from the second half onward. Consequently, we have downwardly revised the second-half operating income forecast for the Overseas convenience store operations by 19.4 billion yen.

FY2026 Revised SEI Financial Forecasts





Improve merchandise sales and GPM by accelerating assortment enhancement and proactive customer loyalty initiatives

Earlier, I explained that the downward revision for the second half of the Overseas convenience store operations was mainly due to fuel and OSG&A expenses. Here, I will again explain SEI's merchandise-related plan.

On the left is the planned same-store growth for merchandise, and on the right is the planned merchandise gross margin for the first half and second half.

For same-store sales, while we expect the business environment to remain challenging, we aim for improvement by accelerating assortment enhancement initiatives and implementing proactive initiatives to increase customer loyalty.

For merchandise gross margin, we expect to achieve our first-half plan, and for the second half as well we are seeing encouraging signs that performance will exceed initial plan.

We will further strengthen merchandise-related initiatives and aim to grow sales and gross profit.

Key Takeaways

Momentum-Building Initiatives Are Progressing Steadily

- SEJ : The "Co-creation Marketing" initiatives driving top-line growth
  Accelerating momentum through fresh food differentiation and store network expansion

- SEI: Accelerate the "North Star"
  - Initiated underperforming store closures and wholesale conversions to improve profitability. Initiatives for store network optimization are progressing steadily.
  - To accelerate the "North Star", actively promoting further assortment enhancement and customer loyalty initiatives along with store remodels

- Unwavering commitment to shareholder returns

Lastly, I would like to briefly summarize today's presentation.

As we advance the transformation of 7-Eleven, FY2026 will be a year in which we accelerate our growth momentum. In the first quarter, I would like to report that each initiative toward accelerating momentum has been progressing steadily.

At SEJ, the effects of our initiatives are steadily emerging. We believe President Akutsu's strong commitment to transformation is being shared with franchisees and employees, taking shape as co-creation marketing initiatives, and beginning to resonate with customers. We will work to further enhance momentum by strengthening these initiatives even more.

At SEI, we will accelerate the North Star plan, which aims to improve the customer shopping experience.

In the first quarter, as part of efforts to improve profitability, we steadily advanced initiatives to optimize the store network—such as closing unprofitable stores and converting stores to fuel wholesale formats—along with efforts to transform the business into one that is robust, consistent, and highly competitive through organizational simplification.

From the second half onward, we will proactively pursue initiatives that lead to greater value, including store remodels and assortment enhancement measures.

Finally, regarding shareholder returns, there is no change to our policy of progressive dividends, nor to our policy to repurchase a total of ¥2 trillion of shares by FY2030, including the ¥600 billion executed in FY2025.

In addition, as stated in today's press release, we would like to inform you that we have resolved to cancel all treasury shares acquired in FY2025 on July 15, 2026.

That concludes my presentation.
Thank you for your attention.

Appendix

Consolidated B/S Summary (As of May 31, 2026)

Billions of yen

Assets (Main items only)	As of Feb. 28, 2026	As of May 31, 2026	Change
Current assets	1,492.5	1,831.2	+338.7
Cash and bank deposits	438.6	661.4	+222.8
Notes and accounts receivable - trade, and contract assets	298.6	341.8	+43.1
Merchandise and finished goods	223.0	243.0	+19.9
Non-current assets	7,650.0	7,734.0	+84.0
Property and equipment	4,497.9	4,576.2	+78.2
Buildings and structures, net	1,449.7	1,457.9	+8.1
Land	902.2	917.4	+15.2
Right-of-use assets, net	1,451.6	1,488.1	+36.4
Intangible assets	2,469.0	2,482.7	+13.6
Investments and other assets	683.0	675.1	(7.8)
Deferred assets	0.39	0.36	(0.03)
Total assets	9,142.9	9,565.7	+422.7

Liabilities and net assets (Main items only)	As of Feb. 28, 2026	As of May 31, 2026	Change
Total liabilities	5,494.7	5,849.0	+354.2
Current liabilities	1,900.6	1,947.6	+47.0
Notes and accounts payable, trade	416.0	527.3	+111.2
Short-term loans	135.5	59.3	(76.2)
Current portion of bonds and current portion of long-term loans	446.1	304.9	(141.1)
Deposits received	177.9	328.7	+150.8
Lease obligations	164.7	167.6	+2.9
Non-current liabilities	3,594.0	3,901.3	+307.2
Bonds	929.8	945.4	+15.6
Long-term loans	718.4	956.4	+237.9
Lease obligations	1,398.9	1,444.7	+45.7
Total net assets	3,648.1	3,716.6	+68.4
Total liabilities and net assets	9,142.9	9,565.7	+422.7

Q1 Consolidated Results Highlight

Billions of yen, %

	FY2026	YoY	YoY change	vs. plan	change	Like for like[*1] YoY	Like for like[*1] YoY change
Convenience store group merchandise sales[*2]	2,423.3	103.2	+76.1	101.3	+31.3	103.2	+76.1
Revenues from operations	2,378.8	85.7	(398.5)	108.6	+187.8	102.4	+54.6
Operating income	105.0	161.4	+39.9	172.2	+44.0	222.4	+57.8
Ordinary income	100.7	189.1	+47.4	214.3	+53.7	220.0	+54.9
Net income attributable to owners of parent	60.6	123.6	+11.5	336.7	+42.6	195.3	+29.5
EBITDA	233.2	113.4	+27.5	128.9	+52.2	138.0	+64.2
EPS (yen)	26.21	138.2	+7.25	336.5	+18.42	218.4	+14.21
EPS before amortization of goodwill (yen)[*3]	38.04	128.9	+8.52	200.1	+19.03	171.3	+15.83

*1 Reflect the impact of deconsolidation of York HD and Seven Bank *2 Include merchandise sales from directly operated stores and franchised stores across consolidated convenience store subsidiaries
*3 Tax impact related to amortization of goodwill is taken into account
Note) Exchange rate: 1USD=156.96JPY, 1CNY=22.67JPY

Q1 Revenues from Operations, Operating Income and EBITDA by Operating Segment (YoY)

Billions of yen, %

	Revenues from operations	YoY/Change	Operating income	YoY/Change	EBITDA	YoY/Change
Consolidated [Like for like*]	2,378.8	85.7 (398.5) [102.4] [+54.6]	105.0	161.4 +39.9 [222.4] [+57.8]	233.2	113.4 +27.5 [138.0] [+64.2]
Domestic CVS operations	230.1	103.0 +6.6	52.2	95.8 (2.2)	76.1	99.4 (0.42)
Overseas CVS operations	2,135.8	102.0 +42.1	65.5	755.0 +56.9	160.5	160.5 +60.5
Others [Like for like*]	16.2	3.5 (450.2) [122.3] [+2.9]	1.5	7.7 (17.9) [92.3] [(0.12)]	5.5	13.3 (35.8) [118.2] [+0.84]
Eliminations/Corporate	(3.3)	- +2.8	(14.2)	- +3.3	(8.9)	- +3.2

* Reflect the impact of deconsolidation of York HD and Seven Bank

Note) Exchange rate: 1USD=156.96JPY, 1CNY=22.67JPY

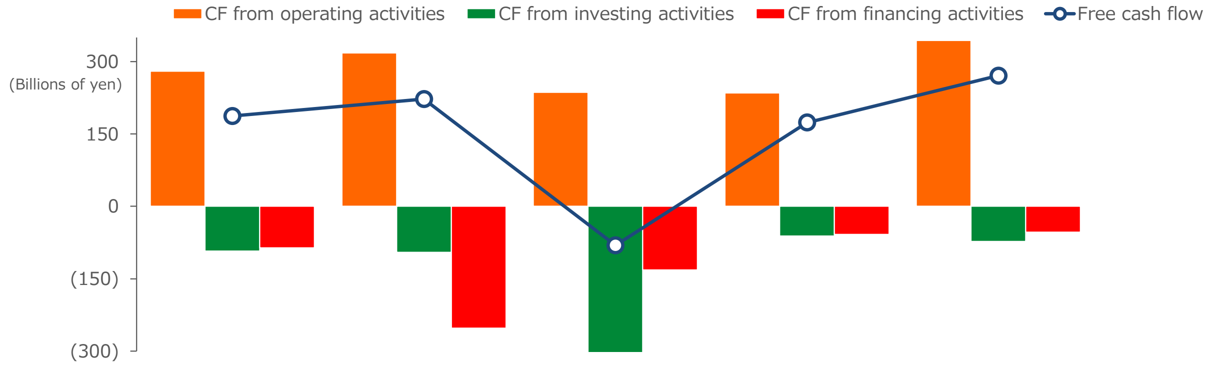
Q1 Revenues from Operations, Operating Income and EBITDA by Operating Segment (vs. Plan)

Billions of yen, %

	Revenues from operations	vs. Plan/Change	Operating income	vs. Plan/Change	EBITDA	vs. Plan/Change
Consolidated	2,378.8	108.6 +187.8	105.0	172.2 +44.0	233.2	128.9 +52.2
Domestic CVS operations	230.1	99.2 (1.8)	52.2	101.6 +0.83	76.1	101.8 +1.3
Overseas CVS operations	2,135.8	109.5 +184.8	65.5	260.3 +40.3	160.5	138.7 +44.8
Others	16.2	135.3 +4.2	1.5	502.4 +1.2	5.5	203.9 +2.8
Eliminations/Corporate	(3.3)	- +0.60	(14.2)	- +1.6	(8.9)	- +3.2

Note) Exchange rate: 1USD=156.96JPY, 1CNY=22.67JPY

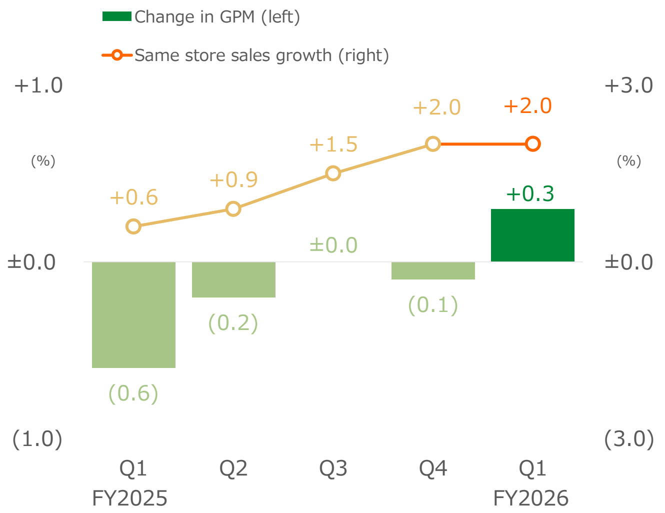
Q1 Consolidated Statement of Cash Flows



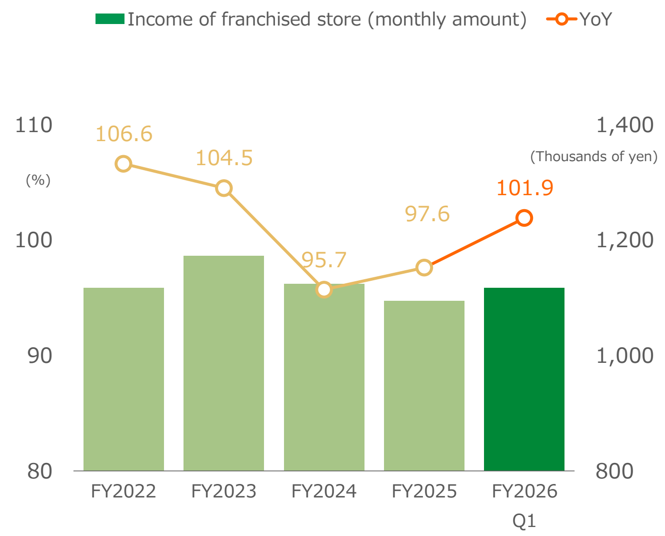
(Billions of yen)	FY2022	FY2023	FY2024	FY2025	FY2026	vs. FY2025
CF from operating activities	280.1	317.6	236.1	235.3	343.5	+108.1
CF from investing activities	(92.8)	(95.1)	(316.8)	(61.7)	(72.4)	(10.7)
Free cash flow	187.3	222.5	(80.7)	173.6	271.0	+97.4
CF from financing activities	(86.0)	(252.3)	(131.7)	(58.1)	(53.4)	+4.7
Cash and cash equivalents at the end of the period	1,527.0	1,645.9	1,373.2	1,447.3	648.6	(798.7)

Seven-Eleven Japan (1)

Same store sales & GPM



Trend in income of franchised stores



Seven-Eleven Japan (2)

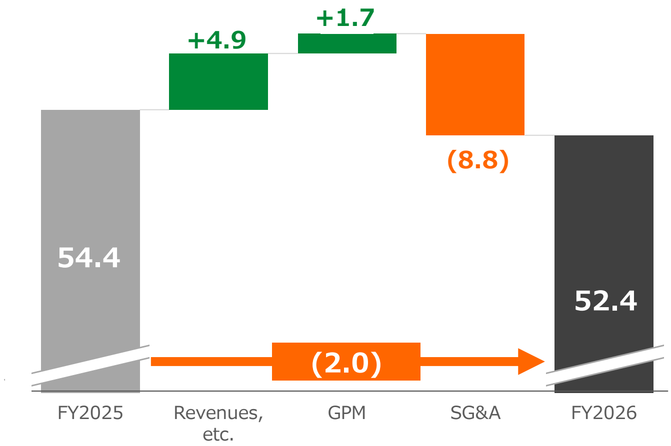
SG&A

(Billions of yen, %)

	Q1	YoY	YoY change	Major factors for change
SG&A	163.6	105.7	+8.8	
Advertising expense	13.5	112.8	+1.5	Increase due to sales promotion enhancement
Salaries and wages	20.6	104.7	+0.92	Impact of increased salary unit cost
Land and building rent	51.4	101.5	+0.75	Increase in number of stores
Depreciation and amortization	23.3	108.0	+1.7	Increase due to the start of next-gen system depreciation
Utility expenses	14.4	94.4	(0.86)	Decrease in electric cost
Other	40.1	113.4	+4.7	Increase in system expenses and maintenance fee

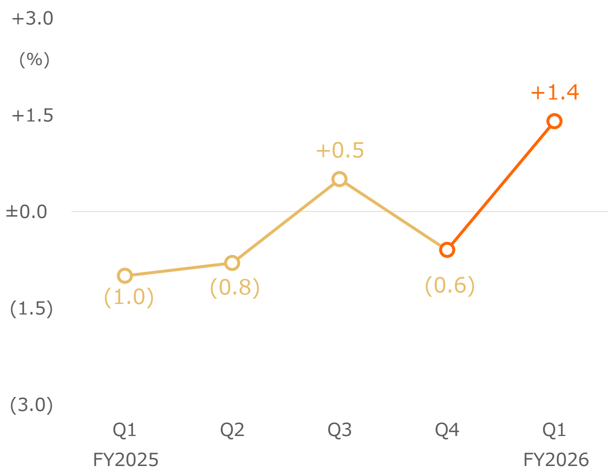
Change in operating income

(Billions of yen)

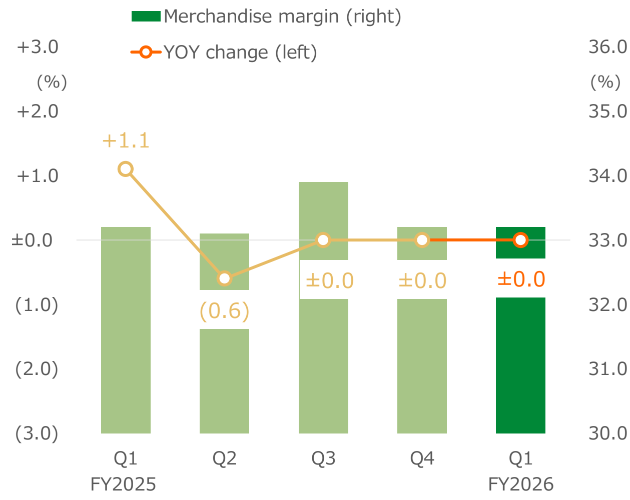


7-Eleven, Inc. (1)

Merchandise same store sales growth

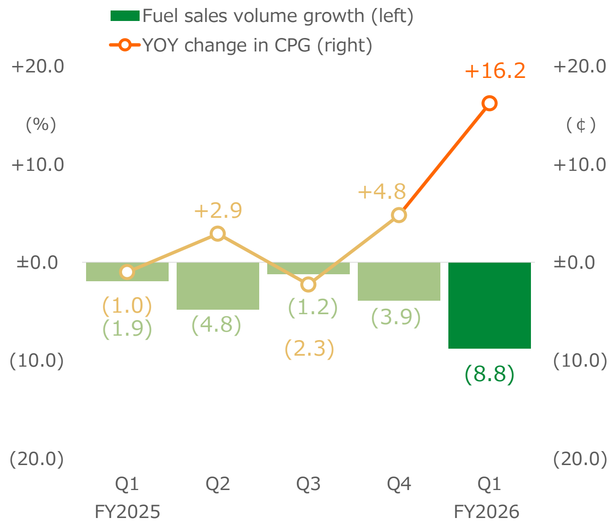


Merchandise gross profit margin



7-Eleven, Inc. (2)

Total fuel volume & margin (Total CPG*)



Fuel gross profit

* Total CPG is inclusive of Retail, Supply and Wholesale business

7-Eleven, Inc. (3)

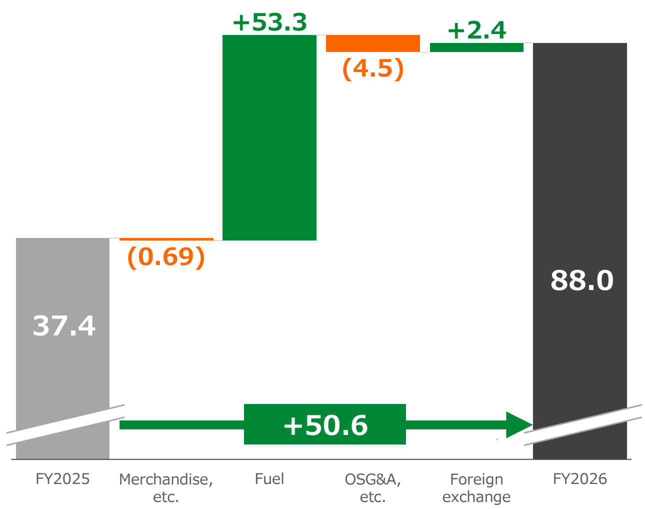
OSG&A

(Millions of dollars, %)

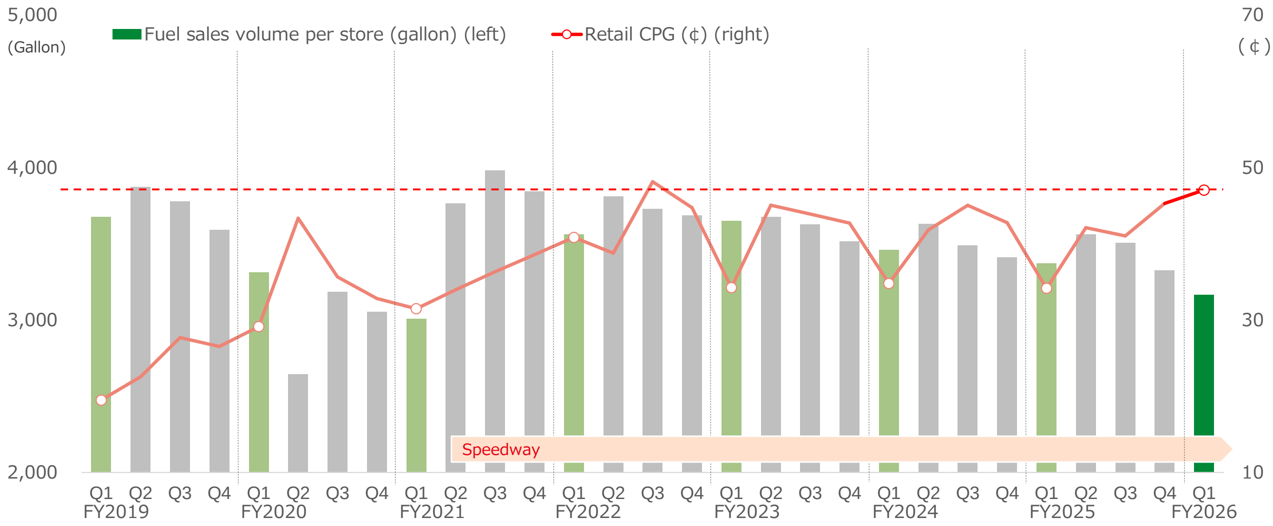
	Q1	YoY	YoY change	Major factors for change
OSG&A	2,310	102.0	+44	
Advertising expenses	21	67.3	(10)	Decrease due to advertisement optimization
Salaries and wages	673	94.6	(38)	Decrease due to expense reclass and less corporate stores
Land and building rent	321	105.4	+16	Increase due to inflation, etc.
Depreciation and amortization	344	101.3	+4.5	Increase due to investment on store equipment and software
Utility expenses	129	100.2	+0.1	Increase in utility rates
Others	819	109.7	+72	Increase due to expense reclass, R&M costs, and credit card fees, etc.

Change in operating income

(Billions of yen)



Fuel sales volume / CPG (Retail)



Note) The chart shows retail fuel business

Eliminations/Corporate Expenses and Capex

Billions of yen

Q1 results

	Expenses			Capex		
	Results	YoY change	vs. Plan	Results	YoY change	vs. Plan
DX, system, security, etc.	(9.5)	+1.9	+1.0	0.67	(0.45)	(0.22)
Others	(4.7)	+1.4	+0.55	0.54	+0.01	+0.54
Eliminations/Corporate (Operating income)	(14.2)	+3.3	+1.6	1.2	(0.44)	+0.31

FY2026 Consolidated Financial Forecasts (Revised)

Billions of yen, %

	FY2025 results	FY2026 plan	YoY	Change
Convenience store group merchandise sales*1	9,768.6	10,210.0	104.5	+441.3
Revenues from operations	10,430.2	10,430.0	100.0	(0.26)
Operating income	422.9	425.0	100.5	+2.0
Ordinary income	377.4	390.0	103.3	+12.5
Net income attributable to owners of parent	292.7	278.0	95.0	(14.7)
EBITDA	942.8	928.0	98.4	(14.8)
EPS (yen)	118.81	120.89	101.7	+2.08
EPS before amortization of goodwill (yen)*2	161.74	168.40	104.1	+6.66

*1 Include merchandise sales from directly operated stores and franchised stores across consolidated convenience store subsidiaries *2 Tax impact related to amortization of goodwill is taken into account
Notes) 1. Exchange rate: 1USD=157.00JPY, 1CNY=23.00JPY 2. EPS and EPS before amortization of goodwill reflect the estimated impact of future share buybacks

FY2026 Consolidated Financial Forecasts (Revised) 1H and 2H

Billions of yen, %

	1H			2H		
		YoY	YoY change		YoY	YoY change
Convenience store group merchandise sales*1	5,097.0	105.2	+250.3	5,113.0	103.9	+190.9
Revenues from operations	5,510.0	98.1	(106.6)	4,920.0	102.2	+106.3
Operating income	234.0	112.3	+25.6	191.0	89.0	(23.6)
Ordinary income	217.0	116.4	+30.5	173.0	90.6	(17.9)
Net income attributable to owners of parent	118.0	96.9	(3.8)	160.0	93.6	(10.9)
EBITDA	486.0	100.1	+0.55	442.0	96.6	(15.4)
EPS (yen)	51.04	106.7	+3.21	69.85	98.4	(1.13)
EPS before amortization of goodwill (yen)*2	74.84	108.8	+6.08	93.56	100.6	+0.58

*1 Include merchandise sales from directly operated stores and franchised stores across consolidated convenience store subsidiaries *2 Tax impact related to amortization of goodwill is taken into account

Notes) 1. Exchange rate: 1H 1USD=158.00JPY, 1CNY=23.00JPY, FY 1USD=157.00JPY, 1CNY=23.00JPY

2. EPS and EPS before amortization of goodwill reflect the estimated impact of future share buybacks

FY2026 Forecasts by Operating Segment (Revised)

Billions of yen, %

	Revenues from operations			Operating income		
		YoY	YoY change		YoY	YoY change
Consolidated	10,430.0	100.0	(0.26)	425.0	100.5	+2.0
Domestic CVS operations	950.0	103.9	+35.4	224.2	100.8	+1.6
Overseas CVS operations	9,426.0	110.2	+869.1	270.0	121.5	+47.7
7-Eleven, Inc. [Millions of dollars]*	55,000	104.6	+2,397	2,450	110.3	+228
Others	76.0	7.8	(902.6)	4.9	11.1	(39.1)
Eliminations/Corporate	(22.0)	-	(2.2)	(74.1)	-	(8.2)

* Figures are shown on SEI consolidated basis.
Note) Exchange rate: 1USD=157.00JPY, 1CNY=23.00JPY

Billions of yen, %

	1H			2H		
		YoY	YoY change		YoY	YoY change
Consolidated	5,510.0	98.1	(106.6)	4,920.0	102.2	+106.3
Domestic CVS operations	478.0	103.3	+15.4	472.0	104.4	+19.9
Overseas CVS operations	5,006.0	118.6	+784.8	4,420.0	101.9	+84.2
7-Eleven, Inc. [Millions of dollars]*	29,060	110.8	+2,834	25,939	98.3	(437)
Others	36.0	3.8	(909.5)	40.0	120.8	+6.8
Eliminations/Corporate	(10.0)	-	+2.5	(12.0)	-	(4.8)

* Figures are shown on SEI consolidated basis.
Note) Exchange rate: 1H 1USD=158.00JPY, 1CNY=23.00JPY, FY 1USD=157.00JPY, 1CNY=23.00JPY

FY2026 Operating Income Forecasts by Operating Segment (Revised) 1H and 2H

Billions of yen, %

	1H			2H		
		YoY	YoY change		YoY	YoY change
Consolidated	234.0	112.3	+25.6	191.0	89.0	(23.6)
Domestic CVS operations	120.4	98.9	(1.3)	103.8	103.0	+3.0
Overseas CVS operations	146.0	182.2	+65.8	124.0	87.3	(18.0)
7-Eleven, Inc. [Millions of dollars]*	1,302	143.8	+396	1,147	87.2	(168)
Others	2.1	5.1	(39.3)	2.8	105.9	+0.15
Eliminations/Corporate	(34.5)	-	+0.45	(39.6)	-	(8.7)

* Figures are shown on SEI consolidated basis.
Note) Exchange rate: 1H 1USD=158.00JPY, 1CNY=23.00JPY, FY 1USD=157.00JPY, 1CNY=23.00JPY

FY2026 Revised SEI Financial Forecasts

	Initial plan			After revision			Revised amount		
	1H	2H	FY	1H	2H	FY	1H	2H	FY
Operating income (billions of yen)	160.3	196.1	356.5	205.7	178.7	384.5	+45.4	(17.4)	+28.0
Operating income (Millions of dollars)	1,069	1,305	2,375	1,302	1,147	2,450	+233	(158)	+75
SS sales growth (%)	+1.9	+2.1	+2.0	+0.5	+2.1	+1.3	(1.4)	±0.0	(0.7)
Merch GPM (%)	33.7	33.9	33.8	33.7	34.0	33.8	±0.0	+0.1	±0.0
Fuel volume growth per store (%)	(1.0)	+0.2	(0.4)	(4.8)	(2.5)	(3.7)	(3.8)	(2.7)	(3.3)

Note) Exchange rate before revision: 1H 1USD=150.00JPY, FY 1USD=150.00JPY, after revision 1H 1USD=158.00JPY, FY 1USD=157.00JPY

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