



Presentation for the Second Quarter of FY2026

Seven & i Holdings Co., Ltd.

October 8, 2026

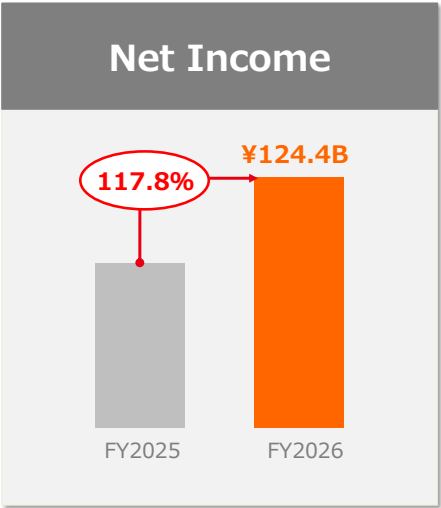
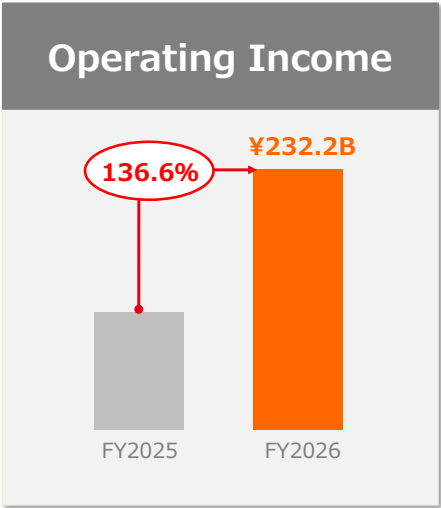
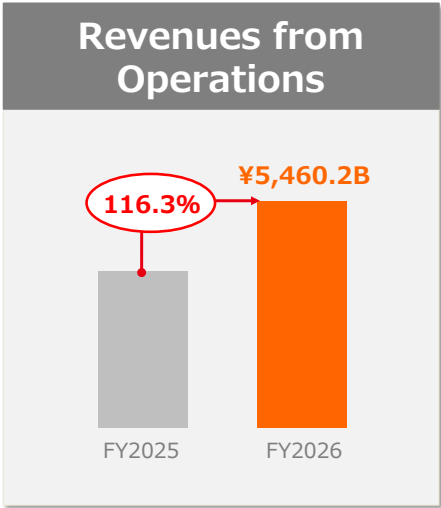
Thank you for joining us today.
I am pleased to share with you our first half results and the overall state of the business.

AGENDA

- 1 Opening Remarks
- 2 1H Consolidated Results

AGENDA

- 1 Opening Remarks
- 2 1H Consolidated Results



*Like-for-like basis, adjusted for the impact of the deconsolidation of York HD and Seven Bank

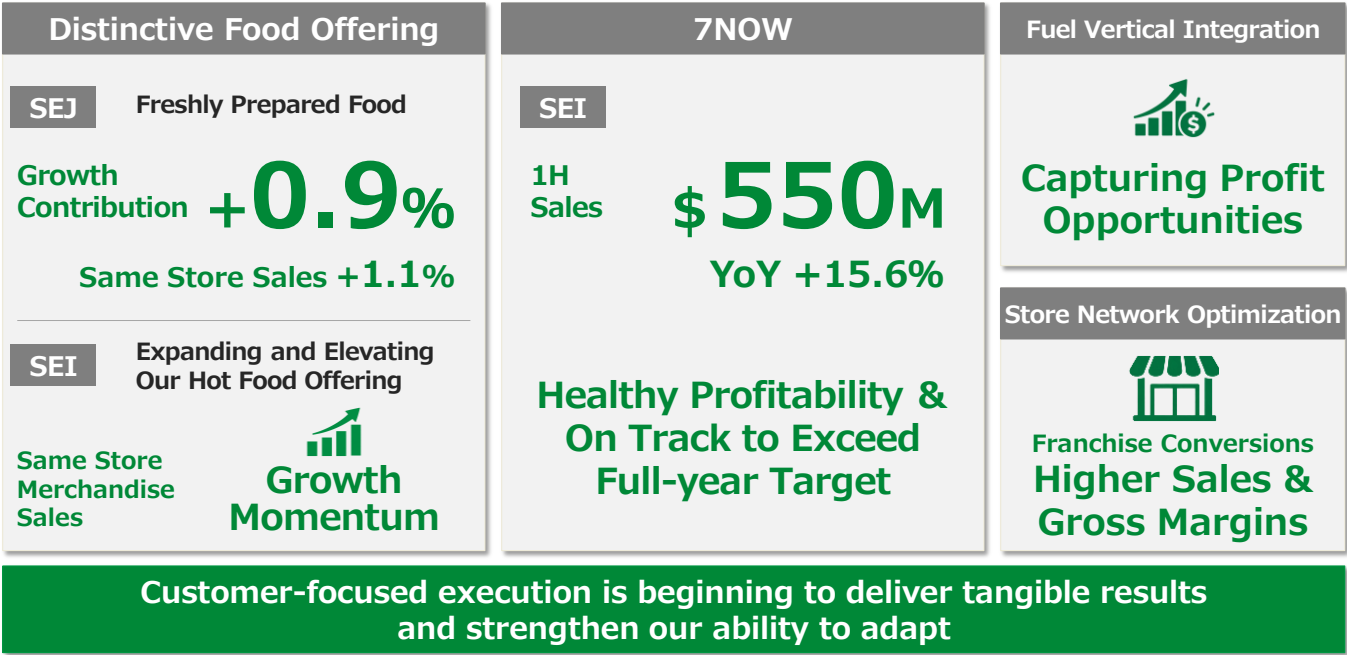
Delivered double-digit revenue and profit growth* despite a challenging operating environment, reflecting disciplined execution of our Transformation Plan

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

During the first half of this year, we continued to execute our Transformation Plan, with a clear focus on delivering products and services that better meet the evolving needs of our customers.

In terms of results, we delivered double-digit growth in revenue, operating income and net income compared with the first half of last year. Consolidated operating income for the first half was ¥232.2 billion, which was broadly in line with our plan. Based on this performance, we are maintaining our full-year FY2026 outlook. While our CFO Takagi san will cover the details of our results, it will come as no surprise that inflationary pressures and subdued consumer sentiment continue to weigh on our customers and the overall operating environment. This reinforces the need to stay close to our customers, accelerate differentiation across our key markets, and deliver on our profit objectives.

As I explained in April, we continue to differentiate ourselves through an elevated customer experience. We do this with a relentless focus on quality and value, delivering better products at better value.



Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

While there are areas where we need to improve, at SEJ we have returned same-store sales to a growth trajectory, up 1.1%. Freshly prepared counter food was a key driver, contributing 0.9 percentage points to our same-store sales growth. Our category strategy, built around customer needs and consumption occasions, is steadily translating into topline growth. We will build on this progress to drive sustained same-store sales growth.

At SEI, we are also seeing tangible results. Despite a challenging consumer environment, our value initiatives, expanded hot food offerings and better product quality are strengthening differentiation and translating into same-store merchandise sales growth. 7NOW is also gaining momentum, with sales up 15.6% year over year and achieving \$550 million in first-half sales. It is well on track to exceed our full year target of \$1.1 billion while delivering healthy profit.

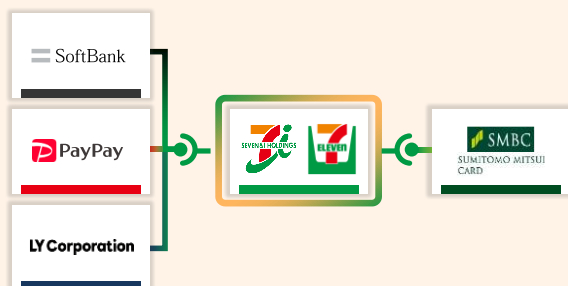
And the progress goes beyond merchandise and digital. In the American fuel business, the progress we have made in vertical integration, particularly in adding new organizational capabilities, has enabled us to capture additional profit opportunities effectively in the current market environment, and the benefits are contributing positively to this year’s performance.

We are also making progress in optimizing SEI’s store network, with franchise conversions delivering improvements in both merchandise sales and gross margin.

To sustain this progress, we remain focused on strengthening the fundamentals. To create lasting value, we need to consistently get the basics right and keep strengthening the capabilities that elevate the customer experience. That is why disciplined execution of the Transformation Plan remains our foremost priority.

Get the Fundamentals Right and Keep Elevating the Customer Experience

Strategic Partnership Customer Reach at Unprecedented Scale



Better Customer Experiences, Smarter Store Operations, New Growth Opportunities

SEI Leadership



Mauricio Leyva
CEO



Customer
Insight



Transformation
Leadership



Operational
Discipline

Grupo Modelo: More than doubled Mexico convenience store network
Keurig Dr Pepper: Led critical post-merger transformation

Disciplined, Customer-Focused Execution

**Accelerating our customer-focused transformation journey
to drive continued financial impact**

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

6

More specifically,

- In Japan, SEI is advancing our differentiation in fresh food and expanding 7NOW, while also developing new revenue opportunities, including retail media.
- We are also taking our customer-focused shift further. Through our strategic partnerships with Softbank Group (SBG) and Sumitomo Mitsui Card Company (SMCC), we are bringing together our store network with Japan's leading digital, payment and data capabilities to create new customer experiences and growth opportunities at unprecedented scale. Looking ahead, we will also leverage the insights gained through this partnership, across our global operations to accelerate innovation across our group.
- At SEI, Mauricio has been leading this customer-focused shift since joining as CEO in August, with a fresh look at our products, assortment and overall store experience. I'll share more about Mauricio a bit later on, before he shares a few remarks with you.
- On the global front, we are also changing how we operate as One Global 7-Eleven. I will share more about this at our upcoming IR Day.

I'd like to leave you with this... we are continuing to strengthen our foundation, while accelerating our customer-focused transformation journey, with a clear focus on driving continued financial improvement.

With that, I would like to hand over to Takagi-san to present you with more specifics regarding our First Half results.

AGENDA

- 1 Opening Remarks
- 2 1H Consolidated Results

Good evening, everyone. I am Tetsuya Takagi.
I will now explain our consolidated financial results for the first half of FY2026.



Billions of yen, %

	FY2026	Like-for-like*1		Financial accounting basis		vs. Revised plan	
		YoY	YoY change	YoY	YoY change	vs. Revised plan (ratio)	Variance
Convenience store group merchandise sales*2	5,045.9	104.1	+199.2	104.1	+199.2	99.0	(51.0)
Revenues from operations	5,460.2	116.3	+763.5	97.2	(156.3)	99.1	(49.7)
Operating income	232.2	136.6	+62.2	111.5	+23.8	99.3	(1.7)
Ordinary income	221.9	137.6	+60.6	119.0	+35.4	102.3	+4.9
Net income attributable to owners of parent	124.4	117.8	+18.7	102.2	+2.6	105.5	+6.4
EBITDA*3	490.6	119.8	+81.1	101.1	+5.1	100.9	+4.6
EPS (yen)	54.26	130.7	+12.76	113.4	+6.42	106.3	+3.22
EPS before amortization of goodwill (yen) *4	78.31	126.9	+16.59	113.9	+9.55	104.6	+3.47

*1 Reflect the impact of the deconsolidation of York HD and Seven Bank
*2 Include merchandise sales from directly operated stores and franchised stores across consolidated convenience store subsidiaries
*3 EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill
*4 Tax impact related to amortization of goodwill is taken into account
Note) Exchange rate: 1 USD = 158.29 JPY, 1 CNY = 23.07 JPY Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

To ensure a precise understanding of our actual performance trends, our YoY comparisons for FY2026 results are presented on a “Like-for-like” basis, which excludes the impact of the business structure reforms implemented last year. For your reference, we have also provided the unadjusted financial accounting basis figures. Additionally, we have presented results against the revised plan, which was upwardly revised in July of this year.

Let’s now go over the highlights of our first-half consolidated results.
Revenues from operations were ¥5,460.2 billion, 116.3% YOY.
Operating income was ¥232.2 billion, 136.6% YoY.
Net income was ¥124.4 billion, 117.8% YoY.
EPS came in at ¥54.26, 130.7% YoY.

On a consolidated basis, revenues from operations achieved double-digit growth of 116.3%, while operating income significantly outpaced revenue growth, reached 136.6% year-over-year. These results were primarily driven by a substantial increase in operating income from overseas CVS operations.

Net income grew to 117.8% on a like-for-like basis. It also increased on a financial accounting basis, even though last year's results included a large one-time gain from the SST business.

EPS increased significantly to 130.7%, driven not only by the increase in net income but also by the effect of the share buyback we carried out in July.



Consolidated operating income increased significantly,
with Overseas CVS more than offsetting the decline in Domestic CVS

Billions of yen, %

	Revenues from operations			Operating income		
		YoY / Change Like for like*1	vs. Revised plan / Variance		YoY / Change Like for like*1	vs. Revised plan / Variance
Consolidated	5,460.2	116.3 +763.5	99.1 (49.7)	232.2	136.6 +62.2	99.3 (1.7)
Domestic CVS operations	467.3	101.0 +4.7	97.8 (10.6)	109.8	90.2 (11.8)	91.3 (10.5)
Seven-Eleven Japan	454.8	101.4 +6.1	98.1 (8.6)	110.2	90.7 (11.2)	90.8 (11.1)
Overseas CVS operations	4,966.6	117.7 +745.4	99.2 (39.3)	150.4	187.7 +70.2	103.0 +4.4
7-Eleven, Inc. (\$ millions)*2	28,797	109.8 +2,571	99.1 (263)	1,320	145.8 +414	101.4 +18
Others	32.3	126.4 +6.7	90.0 (3.6)	2.7	89.0 (0.33)	130.9 +0.64
Eliminations/Corporate	(6.0)	- +6.5	- +3.9	(30.7)	- +4.1	- +3.7

*1 Reflect the impact of the deconsolidation of York HD and Seven Bank
Note) Exchange rate: 1 USD = 158.29 JPY, 1 CNY = 23.07 JPY
*2 Consolidated figures for SEI
Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

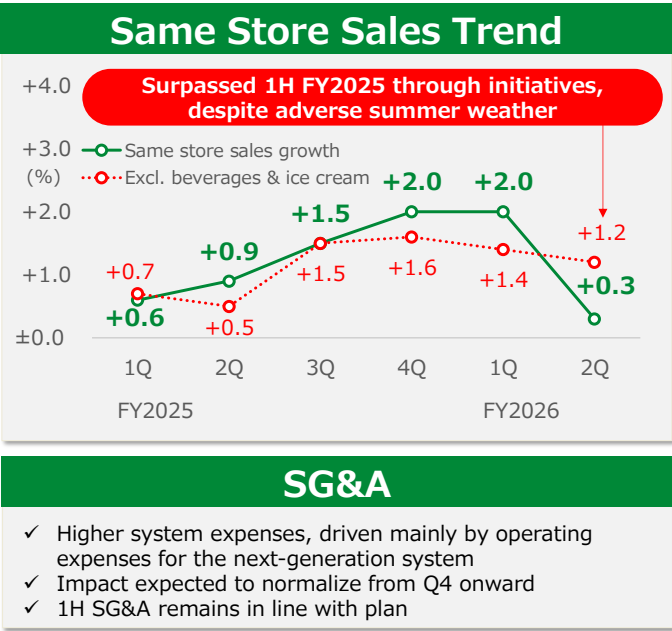
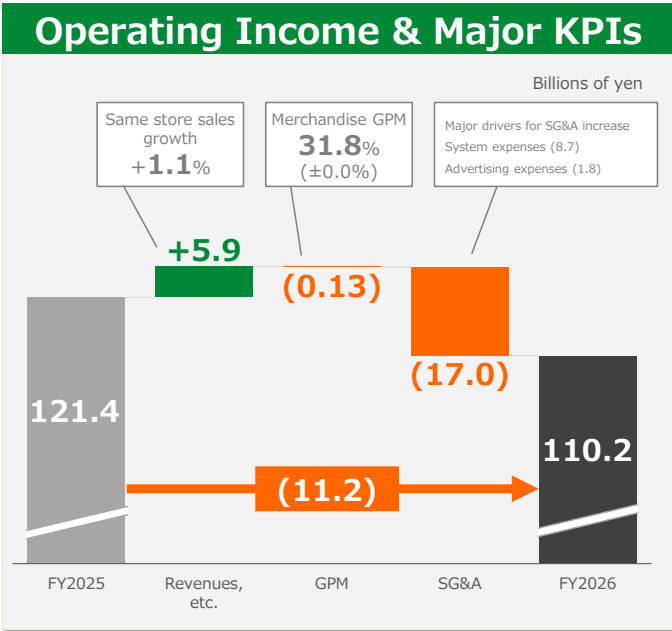
Let me go over revenues from operations and operating income by operating segment.

On a consolidated basis, revenues from operations achieved double-digit growth, mainly driven by a significant revenue increase in the overseas CVS operations. Compared to the revised plan, revenues from operations fell slightly short due to underperformance in both the Overseas CVS and Domestic CVS operations.

Turning to operating income, a substantial increase in Overseas CVS operations more than offset the decline in Domestic CVS operations, resulting in double-digit growth on a consolidated basis. Versus the revised plan, while Domestic CVS operations fell short, but Overseas CVS operations and Eliminations/Corporate exceeded their targets, bringing consolidated performance largely in line with the plan.

Meanwhile, SEJ’s operating income decreased by ¥11.2 billion, falling short of the revised plan. Conversely, SEI’s operating income achieved a significant increase of \$414 million, exceeding the revised plan.

Starting with the next slide, I will take you through the results of our key operating companies.



First, let's start with SEJ.

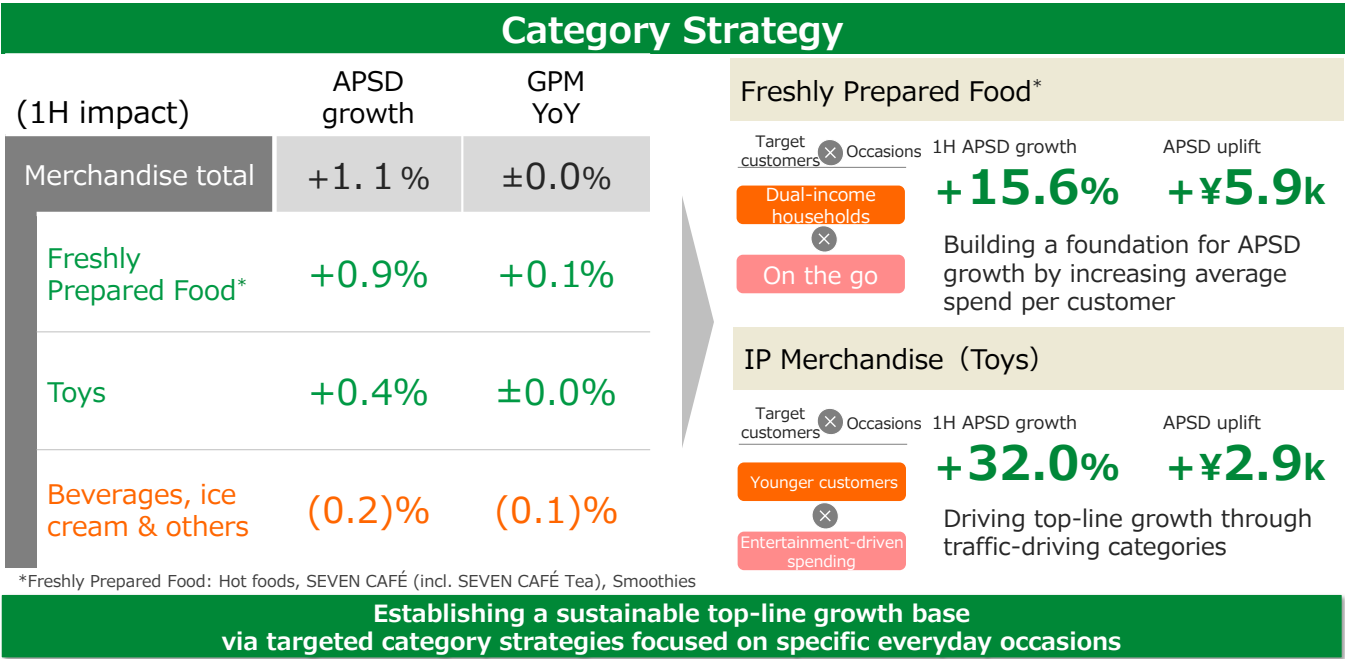
The chart on the left breaks down the year-over-year change in operating income by driver. Under the leadership of our new President Akutsu since May 2025, SEJ has been advancing various transformation initiatives.

Although top-line revenues surpassed the previous year despite a challenging business environment, operating income decreased because the increase in SG&A expenses could not be covered solely by top-line growth.

SG&A expenses increased by ¥17.0 billion, primarily due to higher costs associated with the introduction of the next-generation system, which are essential for sustainable business growth. Please note that the next-generation system has been operational since the fourth quarter of the previous fiscal year, and this impact will normalize starting from the fourth quarter.

Additionally, while first-half SG&A expenses increased YoY mainly due to the aforementioned system expenses and inflationary impacts, I would like to emphasize that they have been managed strictly in line with our plan.

As shown in the chart on the right, same-store sales surpassed the previous year in the second quarter, despite external factors such as weather conditions. We believe this is the result of steadily implementing the measures of our Transformation Plan, which we have been advancing since last year, and seeing their effects materialize. I will explain the details further on the next slide.



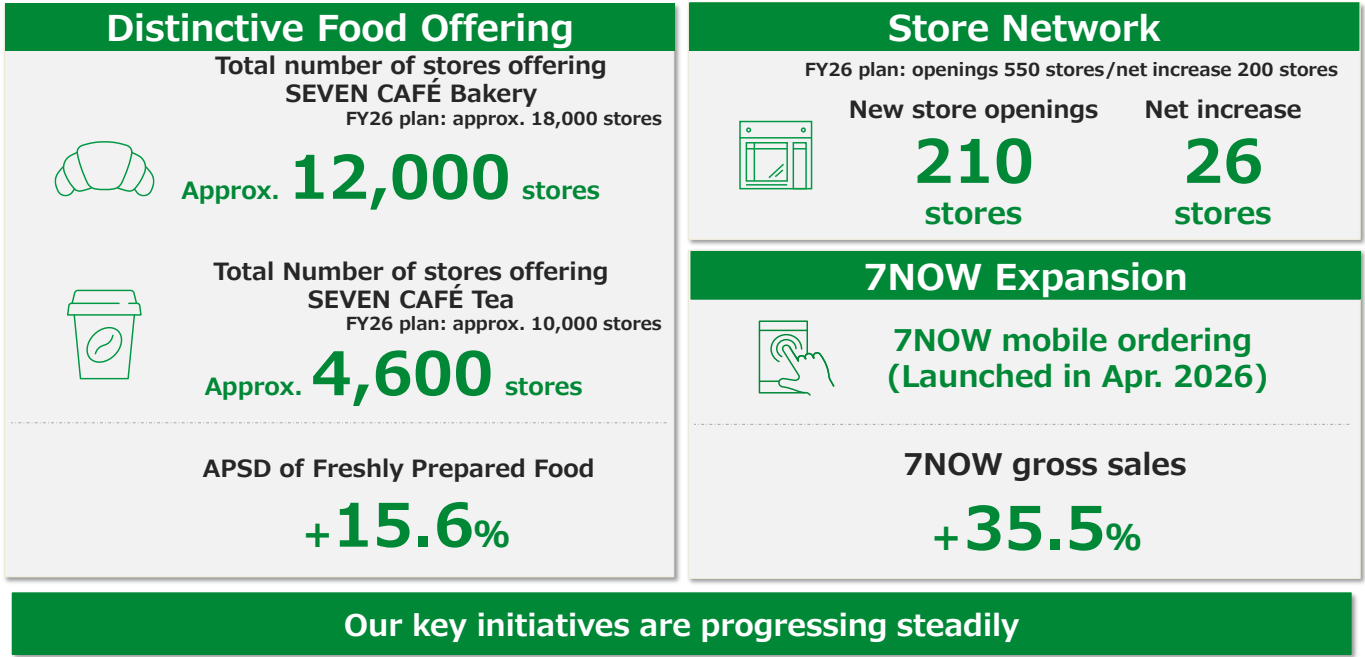
Let me walk you through what drove the 1.1% growth in same-store sales for the first half.

The table on the left shows the impact by category on the average per-store daily sales (APSD) growth rate and the year-over-year difference in gross profit margin (GPM).

Of the 1.1% growth, Freshly Prepared Food contributed +0.9 percentage points, and Toys contributed +0.4 percentage points. On the other hand, beverages and ice cream, which were particularly heavily impacted by weather conditions in the second quarter, saw a significant decline of 0.2%. A similar impact was observed in the GPM.

Amid diversifying customer preferences, we believe that by steadily progressing targeted category strategies focused on specific everyday occasions, we can establish a sustainable top-line growth and these results are proof of that.

We will continue to build on such achievements to drive sustainable sales growth.



Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

This slide shows our key initiatives under SEJ's Transformation Plan for this fiscal year, along with their progress in the first half.

Our initiatives in all three areas—Distinctive Food Offerings, Store Network, and 7NOW Expansion—are making solid progress.

The rollout of SEVEN CAFÉ Bakery and SEVEN CAFÉ Tea has been advancing, combined with promotions to elevate our sales appeal, leading to 15.6% growth in APSD of Freshly Prepared Food.

Regarding 7NOW, leveraging its high affinity with Freshly Prepared Food, SEJ launched 7NOW mobile ordering in April. This has driven significant growth in total sales.

Together with our existing delivery service, mobile ordering gives customers more ways to use 7-Eleven, and we expect usage to keep growing.

NO.1 Payment Service^{*1}



Code payment:
Approx. 30M payment transactions per day

NO.1 Credit Card^{*3}



Credit card purchase volume:
¥42T

NO.1 Retailer



21K stores, 20M customer visits per day

NO.1 Messaging App^{*2}



Approx. 100M users

Building next-generation infrastructure



Short-term initiatives (2H FY2026 onward)

✓ Planning promotional initiatives with partners

Drive customer traffic from PayPay to 7-Eleven



Drive customer traffic from LINE to 7-Eleven



Maximizing sales through customer experience improvement

Short-term initiatives (2H FY2026 onward)

✓ Customer ID integration / Introduction of a Store loyalty program / Large-scale joint promotions

Mid-to-long-term initiatives

✓ Transforming store operations through AI and robotics

Delivering innovative customer experiences through personalized marketing and technology

Source: *1 MMD Lab *2 ICT Research Institute, *3 Company disclosures and company research

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

As an initiative to accelerate our Transformation Plan, I would like to explain the strategic partnership with SoftBank, PayPay, LY Corporation, and Sumitomo Mitsui Card, which we announced in July.

This partnership represents a major step toward redefining the next-generation "convenience." The value customers expect from "convenience" is expanding into quality, value, obtaining what they want when they want it in the most convenient way possible, and personalized shopping experiences tailored to each individual.

To meet these diversifying customer expectations, we are confident that this partnership, which is bringing together industry-leading players in their respective fields, holds enormous potential.

By combining 7-Eleven's domestic network of over 20,000 stores, which is one of the largest in Japan, and our customer base of approximately 20 million customer visits per day with the strengths of our partners, we will achieve an unprecedented scale of customer reach, enabling us to build high-volume and high-quality data foundation.

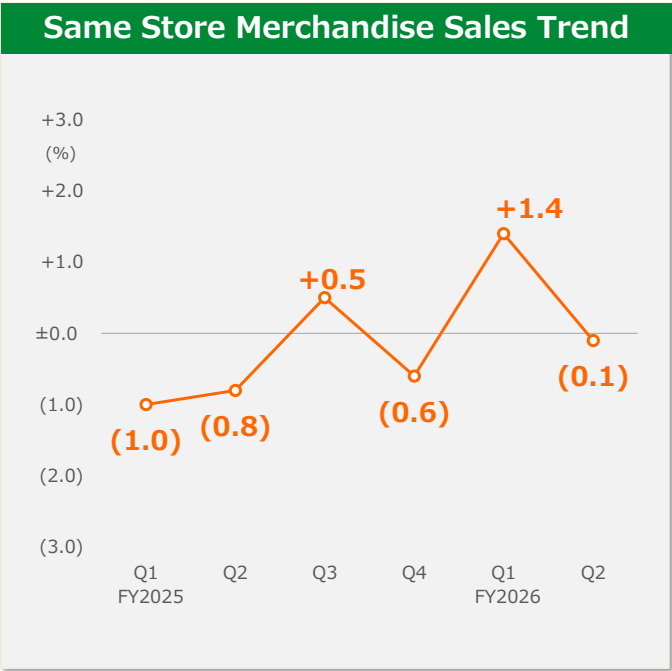
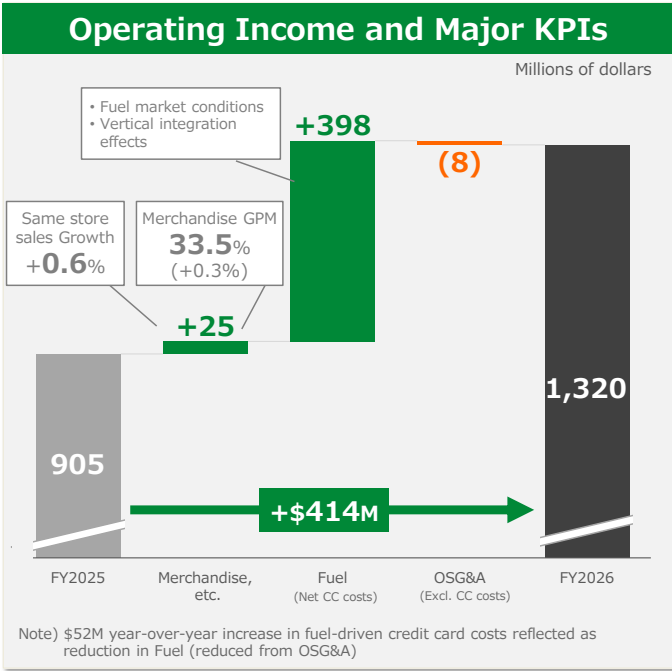
While we would like to leave the specific initiatives under this partnership on another occasion, allow me to introduce a few points that we can share at this stage.

Starting right from the second half, SEJ plan to roll out promotional initiatives with each partner. This will include coupon-based initiatives via PayPay and LINE to attract customers who have not previously used 7-Eleven.

Furthermore, next fiscal year, SEJ will proceed with Customer ID integration and expect to expand customer traffic to Seven-Eleven through measures such as introducing a store loyalty program.

As a medium- to long-term initiative, we plan to create an operating environment that further unlocks the potential of franchise owners and employees, by leveraging AI and robotics,

We are confident that this partnership will realize the delivery of innovative customer experiences by enhancing personalized marketing and utilizing technology, with an eye toward integration with retail media.



Now, I will explain the performance of 7-Eleven, Inc. (SEI).
On the left is the factor breakdown of operating income changes.

In the first half, as you can see, a substantial increase in fuel gross profit was the major driver behind the \$414 million profit increase. The fuel business performance this period benefited from the implementation of promotional measures via the fuel loyalty program tailored to the consumer environment, market volatility, and the effects of vertical integration, which is one of the transformation measures under the North Star Plan. Through vertical integration, SEI was able to capture profit opportunities effectively by strengthening its supply and trading functions via enhanced organizational structures.

Merchandise, etc. contributed a \$25 million increase in operating income, driven mainly by a 0.6% growth in same-store sales and a 0.3 percentage point improvement in merchandise GPM.

Meanwhile, OSG&A expenses remained flat year-over-year, excluding credit card costs related to the fuel business. Although rent and other expenses increased due to inflation, thorough cost management was maintained, resulting in OSG&A expenses landing in line with the plan.

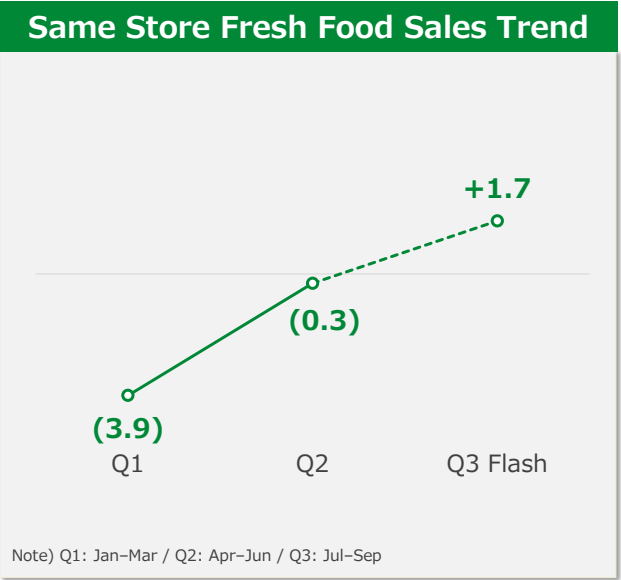
As a result, operating income increased by \$414 million to \$1,320 million.

As shown in the chart on the right, same-store merchandise sales are showing a steady recovery trend. To solidify this momentum, SEI will introduce our recent initiatives on the next slide.

Accelerate Hot Foods



- New product launch in the popular Hot Sandwich series
- Quality improvement in boneless chicken wings to match QSR quality



Reinvent Open Air Case



"Visually Enticing" "Craveable" "Shoppable"

- Fresh Food enhancement and new product launch
- Improved shopability
- Enhanced visual appeal
- Functional beverages

Driving steady top-line growth through differentiation via expanded hot food and upgraded open cases

Here, we introduce examples of SEI's initiatives for differentiated products.

As shown on the left, alongside strengthening differentiated products through the development of new products in high-demand categories and improving the quality of existing items, SEI promoted initiatives designed to enhance customer appeal and induce basket-building through the renewal of open-air cases. As a result, as shown in the chart on the right, sales in the fresh food category have steadily improved.

Even in what is considered a challenging consumer environment, we believe that by capturing customer needs more closely and responding swiftly, sales will respond positively to those efforts.

SEI will continue to accumulate such initiatives and promote steady top-line growth.

Leading Product Assortment

Restaurant openings

FY26 plan: 50 stores



29 stores

Private brands

Launching new items

FY26 plan: 220 items



138 items

Best Customer Experience



7NOW gross sales

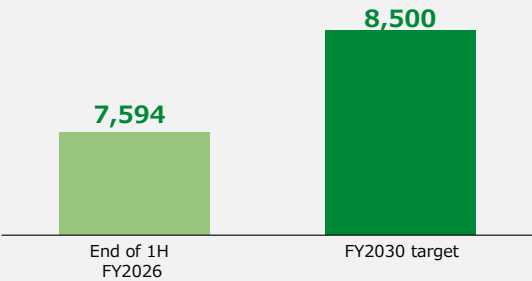
FY26 plan: \$1.1B

\$550M
+15.6%

Same store sales

+9.9%

Number of 7NOW stores



7NOW has grown significantly by leveraging its unique digital platform to meet customer convenience needs

This slide shows SEI's key initiatives and their 1H progress under the Transformation Plan.

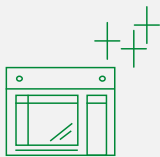
"Leading product assortment" is progressing largely as planned.

7NOW is one of SEI's most powerful growth businesses, utilizing its store network as a foundation.

7NOW gross sales for the first half reached \$550 million, progressing steadily toward our full-year target of \$1.1 billion.

The number of stores offering 7NOW expanded to 7,594 by the end of the first half, and SEI will continue to scale it through FY2030 and to grow further.

Modern Store Network



New store openings
FY26 plan: 205 stores

69stores

Franchise conversion drives
higher sales and margins

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

Remodels

FY26 plan: Under review

Planned to start
in 2H FY26

Franchising

FY26 plan: 390 stores

86stores

Merch sales:



Low to mid
single-digit growth

Unprofitable store
closures

FY26 plan: 200 stores

162stores

Wholesale fuel
conversion

FY26 plan: 350 stores

79stores

Merch margin:



Strong margin
expansion

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

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

Next is the progress of "Modern Store Network." SEI is aiming for store network optimization by promoting New store openings and Franchising, as well as advancing Unprofitable store closures and Wholesale fuel conversion.

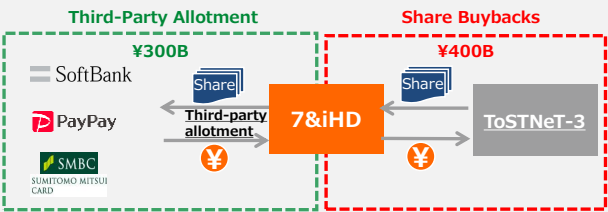
As shown on the right, for the 47 stores converted to franchises in 2025, Merchandise sales achieved low-to-mid single-digit growth compared to pre-conversion levels, and Merchandise margin also showed a significant improvement.

SEI will continue to achieve profitability improvement by promoting franchise conversions while continuing to strengthen our store operations.



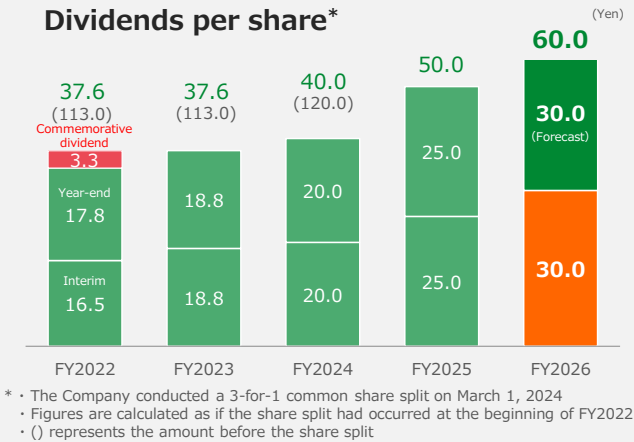
Share Buybacks

- Executed ¥100B in net share buybacks in 1H
- Reached ¥700B in cumulative share buybacks
- ¥1.3T remaining toward our FY2030 target



Progressive Dividends

Dividends per share*



Delivering on our FY2030 share buybacks while maintaining progressive dividends

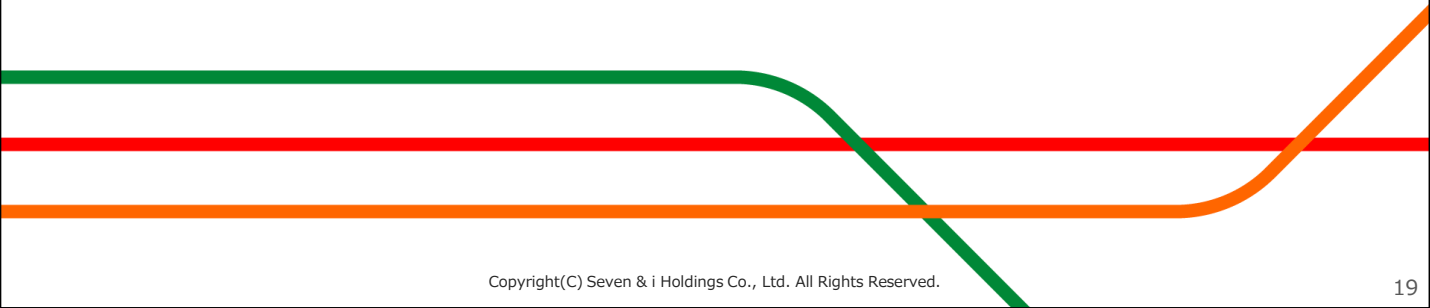
Lastly, I will explain our Shareholder Returns.

Regarding share buybacks, in the first half we executed ¥100 billion in net share buybacks, calculated by netting the ¥400 billion share buyback announced in July against the third-party allotment associated with the capital and business partnership with SoftBank, PayPay, and Sumitomo Mitsui Card. This brings our cumulative total to ¥700 billion since FY2025. As a result, the remaining amount for our share buybacks toward FY2030 stands at ¥1.3 trillion.

Turning to dividends, in accordance with our progressive dividend policy, we plan to pay an interim dividend of ¥30 as promised at the beginning of this fiscal year, with an annual dividend of ¥60.

That concludes today's presentation.
Thank you very much for your kind attention.

Appendix



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



Assets (Main items only)	As of Feb. 28, 2026	As of Aug. 31, 2026	Change
Current assets	1,492.5	1,672.0	+179.4
Cash and bank deposits	438.6	440.2	+1.5
Notes and accounts receivable - trade, and contract assets	298.6	342.3	+43.6
Merchandise and finished goods	223.0	264.2	+41.2
Non-current assets	7,650.0	7,796.0	+146.0
Property and equipment	4,497.9	4,641.0	+143.0
Buildings and structures, net	1,449.7	1,471.6	+21.9
Land	902.2	929.4	+27.2
Right-of-use assets, net	1,451.6	1,519.7	+68.0
Intangible assets	2,469.0	2,476.2	+7.2
Investments and other assets	683.0	678.8	(4.1)
Deferred assets	0.39	0.33	(0.06)
Total assets	9,142.9	9,468.4	+325.4

Billions of yen			
Liabilities and net assets (Main items only)	As of Feb. 28, 2026	As of Aug. 31, 2026	Change
Total liabilities	5,494.7	5,733.3	+238.5
Current liabilities	1,900.6	1,929.8	+29.2
Notes and accounts payable, trade	416.0	498.8	+82.7
Short-term loans	135.5	58.3	(77.2)
Current portion of bonds and current portion of long-term loans	446.1	468.2	+22.0
Deposits received	177.9	174.6	(3.2)
Lease obligations	164.7	171.9	+7.2
Non-current liabilities	3,594.0	3,803.4	+209.3
Bonds	929.8	957.3	+27.5
Long-term loans	718.4	785.4	+66.9
Lease obligations	1,398.9	1,471.7	+72.7
Total net assets	3,648.1	3,735.0	+86.8
Total liabilities and net assets	9,142.9	9,468.4	+325.4

1H Revenues from Operations, Operating Income and EBITDA by Operating Segment (YoY)



Billions of yen, %

	Revenues from operations		Operating income		EBITDA*1	
		YoY/Change		YoY/Change		YoY/Change
Consolidated [Like for like*2]	5,460.2	97.2 (156.3) [116.3] [+763.5]	232.2	111.5 +23.8 [136.6] [+62.2]	490.6	101.1 +5.1 [119.8] [+81.1]
Domestic CVS operations	467.3	101.0 +4.7	109.8	90.2 (11.8)	157.7	95.2 (8.0)
Overseas CVS operations	4,966.6	117.7 +745.4	150.4	187.7 +70.2	342.3	132.4 +83.7
Others [Like for like*2]	32.3	3.4 (913.1) [126.4] [+6.7]	2.7	6.6 (38.6) [89.0] [(0.33)]	10.7	12.6 (74.4) [117.3] [+1.5]
Eliminations/Corporate	(6.0)	- +6.5	(30.7)	- +4.1	(20.1)	- +3.8

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

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

Note) Exchange rate: 1 USD = 158.29 JPY, 1 CNY = 23.07 JPY

Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

1H Revenues from Operations, Operating Income and EBITDA by Operating Segment (vs. Revised Plan)



Billions of yen, %

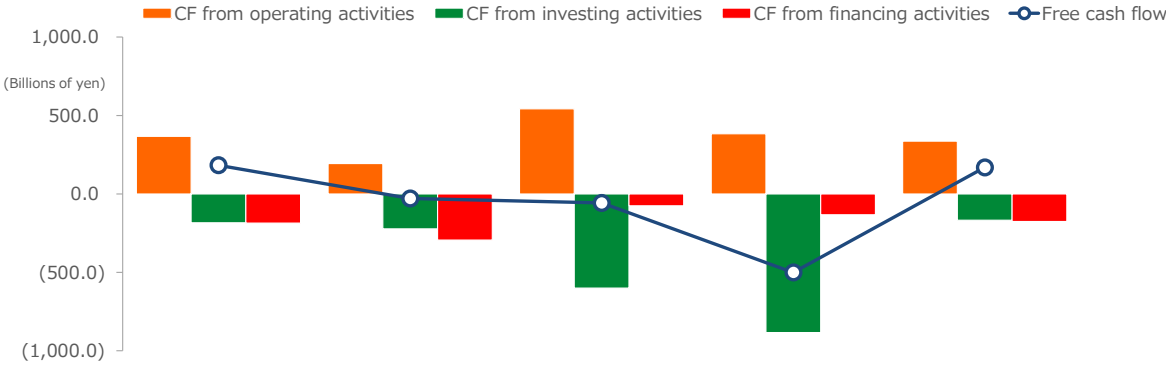
	Revenues from operations		Operating income		EBITDA*	
		vs. Revised plan / Variance		vs. Revised plan / Variance		vs. Revised plan / Variance
Consolidated	5,460.2	99.1 (49.7)	232.2	99.3 (1.7)	490.6	100.9 +4.6
Domestic CVS operations	467.3	97.8 (10.6)	109.8	91.3 (10.5)	157.7	93.9 (10.1)
Overseas CVS operations	4,966.6	99.2 (39.3)	150.4	103.0 +4.4	342.3	101.4 +4.8
Others	32.3	90.0 (3.6)	2.7	130.9 +0.64	10.7	153.1 +3.7
Eliminations/Corporate	(6.0)	- +3.9	(30.7)	- +3.7	(20.1)	- +6.2

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

Note) Exchange rate: 1 USD = 158.29 JPY, 1 CNY = 23.07 JPY

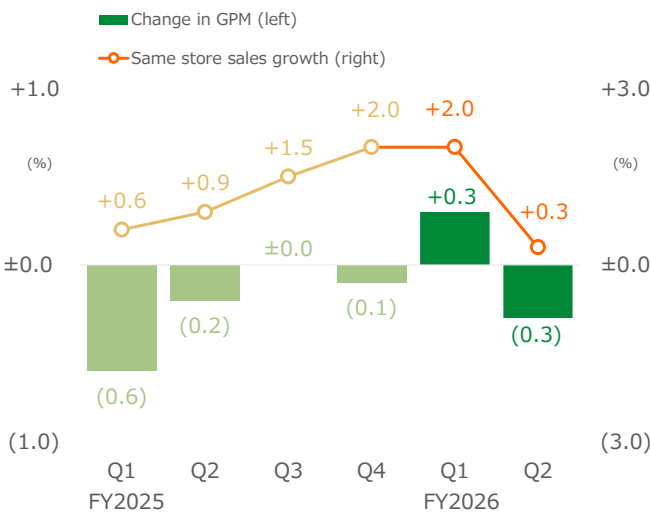
Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

1H Consolidated Statements of Cash Flows

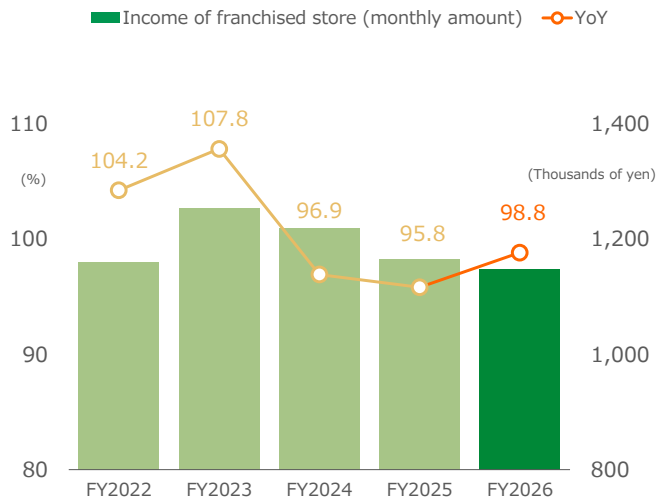


Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

Same Store Sales & GPM



Trend in 1H Income of Franchised Stores



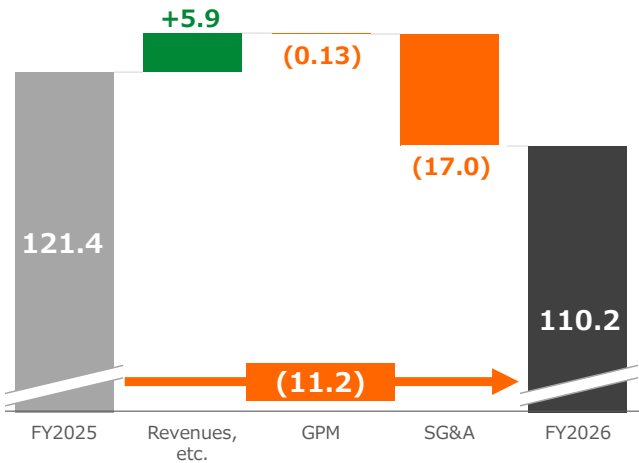
SG&A

(Billions of yen, %)

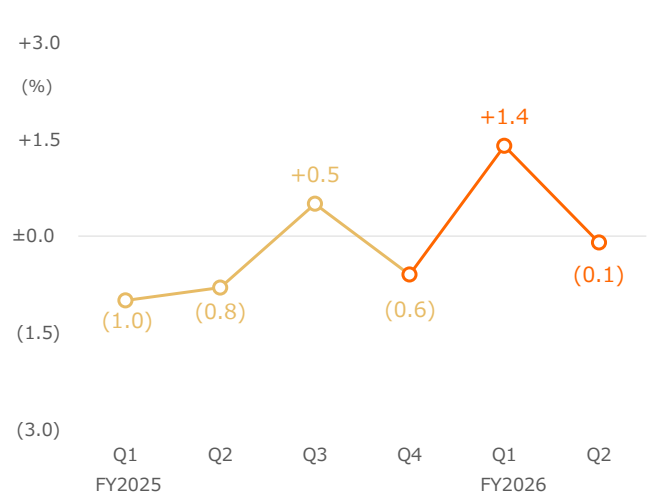
	1H			Major factors for change
		YoY	YoY change	
SG&A	327.8	105.5	+17.0	
Advertising expense	23.6	108.6	+1.8	Sales promotion enhancement
Salaries and wages	40.3	101.2	+0.48	Impact of increased salary per person
Land and building rent	103.2	101.7	+1.6	Increase in number of stores
Depreciation and amortization	46.6	108.2	+3.5	Impact of next-gen system and existing store investments
Utility expenses	33.6	100.8	+0.27	Increase in electric cost
Other	80.2	113.0	+9.2	Increase in system expenses and maintenance fee

Change in Operating Income

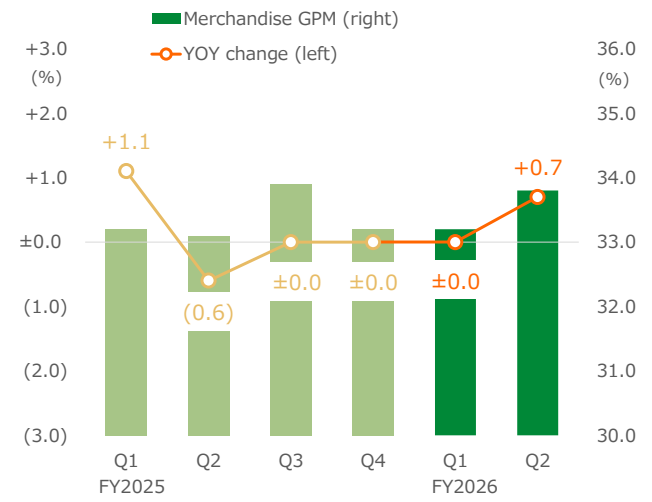
(Billions of yen)



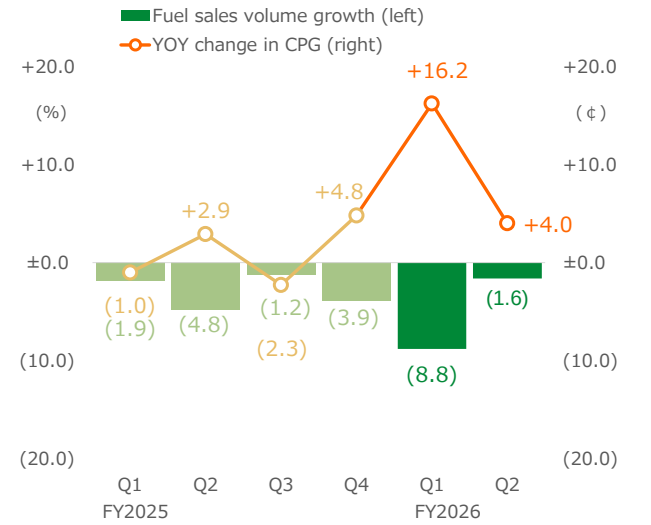
Merchandise same store sales growth



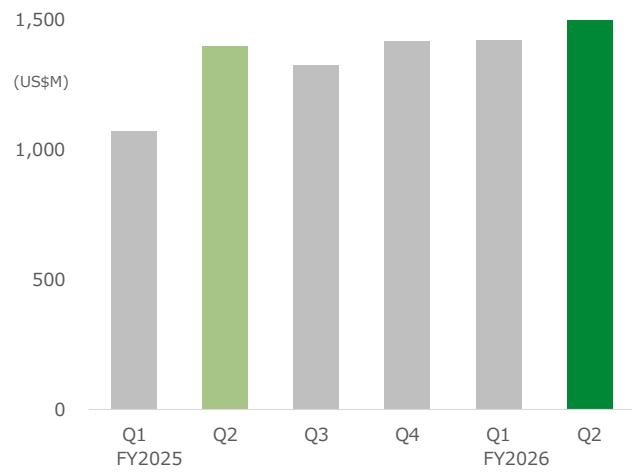
Merchandise GPM



Total Fuel Volume & Margin (Total CPG*)



Fuel Gross Profit



* Total CPG is inclusive of Retail, Supply and Wholesale business
Copyright(C) Seven & i Holdings Co., Ltd. All Rights Reserved.

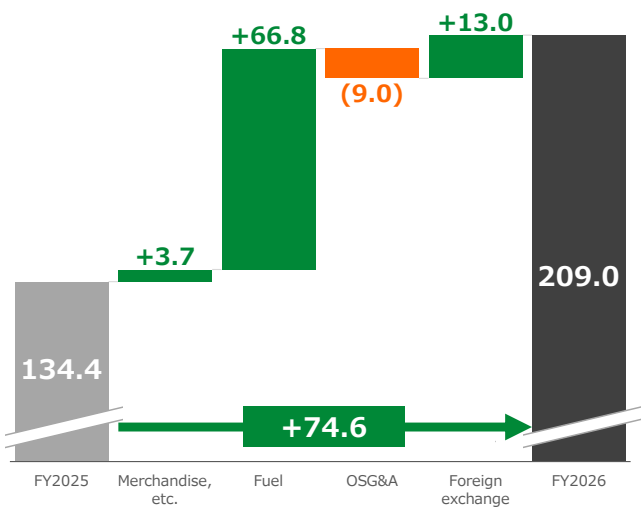
OSG&A

(Millions of dollars, %)

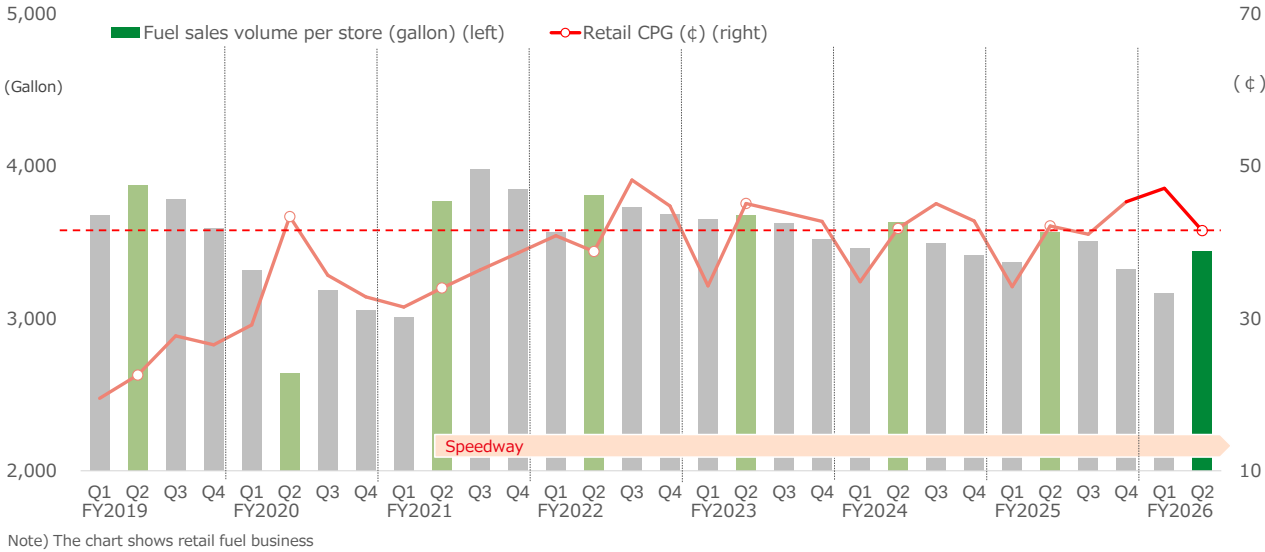
		1H		Major factors for change
		YoY	YoY change	
OSG&A	4,697	101.3	+60	
Advertising expenses	54	70.1	(23)	Decrease due to advertisement optimization
Salaries and wages	1,348	91.4	(126)	Decrease due to expense reclass and less corporate stores
Land and building rent	648	105.6	+34	Increase due to inflation, etc.
Depreciation and amortization	691	100.8	+5.4	Increase due to investment on store equipment and software
Utility expenses	267	101.3	+3.3	Increase in utility rates
Others	1,686	111.1	+168	Increase due to expense reclass, R&M costs, and credit card costs, etc.

Change in Operating Income

(Billions of yen)



Fuel Sales Volume / CPG (Retail)



1H results	Expenses			Capex		
	Results	YoY Change	vs. Revised plan	Results	YoY Change	vs. Revised plan
DX, system, security, etc.	(20.2)	+2.9	+1.3	1.4	(0.57)	(0.81)
Others	(10.5)	+1.2	+2.4	0.91	+0.29	+0.54
Eliminations/Corporate (Operating income)	(30.7)	+4.1	+3.7	2.3	(0.27)	(0.27)

FY2026 Full-Year Consolidated Forecasts



		Billions of yen, %			
	FY2026	Like for like*1		Financial accounting basis	
		YoY	YoY change	YoY	YoY change
Convenience store group merchandise sales*2	10,210.0	104.5	+441.3	104.5	+441.3
Revenues from operations	10,430.0	109.7	+919.6	100.0	(0.26)
Operating income	425.0	110.5	+40.3	100.5	+2.0
Ordinary income	390.0	110.7	+37.7	103.3	+12.5
Net income attributable to owners of parent	278.0	109.1	+23.1	95.0	(14.7)
EBITDA*3	928.0	107.1	+61.1	98.4	(14.8)
EPS (yen)	121.90	117.9	+18.47	102.6	+3.09
EPS before amortization of goodwill (yen) *4	169.81	116.6	+24.18	105.0	+8.07

*1 Reflect the impact of the deconsolidation of York HD and Seven Bank
*2 Include merchandise sales from directly operated stores and franchised stores across consolidated convenience store subsidiaries
*3 EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill
*4 Tax impact related to amortization of goodwill is taken into account
Note) Exchange rate: 1 USD = 157.00 JPY, 1 CNY = 23.00 JPY



Billions of yen, %

	Revenues from operations			Operating income		
		YoY	YoY change		YoY	YoY change
Consolidated [Like for like*1]	10,430.0	100.0	(0.26)	425.0	100.5	+2.0
		[109.7]	[+919.6]		[110.5]	[+40.3]
Domestic CVS operations	950.0	103.9	+35.4	224.2	100.8	+1.6
Seven-Eleven Japan	920.0	103.6	+32.3	225.0	102.2	+4.7
Overseas CVS operations	9,426.0	110.2	+869.1	270.0	121.5	+47.7
7-Eleven, Inc. (\$ millions)*2	55,000	104.6	+2,397	2,450	110.3	+228
Others [Like for like*1]	76.0	7.8	(902.6)	4.9	11.1	(39.1)
		[129.4]	[+17.2]		[85.5]	[(0.83)]
Eliminations/Corporate	(22.0)	-	(2.2)	(74.1)	-	(8.2)

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

*2 Consolidated figures for SEI

Note) Exchange rate: 1 USD = 157.00 JPY, 1 CNY = 23.00 JPY



Cautionary Statement Regarding Forward-Looking Statements

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

Statements attributed in this document to the Company's directors, officers, or employees, including any comments quoted from the Company's Chief Executive Officer, Chief Financial Officer, or other representatives, are made on behalf of the Company and are forward-looking statements to the extent they relate to matters other than historical fact, and are subject to the same qualifications, risks, and uncertainties set forth in 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.