

October 8, 2026

Seven & i Holdings Announces Second Quarter (First Half) Fiscal Year 2026 Results

Seven & i Holdings (“the Company” or “Seven & i”) today announced its consolidated financial results for the second quarter (first half) of fiscal year 2026.

Executive Commentary

Steve Dacus, President and Chief Executive Officer, commented:

“During the first half, we remained focused on executing our Transformation Plan. Despite the challenging operating environment, we continued to advance our priorities, including delivering products and services that better meet the evolving needs of our customers. Excluding the impact of the deconsolidation of York Holdings and Seven Bank, revenues from operations posted double-digit year-over-year growth, while operating income and net income both grew at double-digit rates. We are maintaining our full-year FY2026 outlook.

In Japan, category strategies tailored to customer needs and occasions, including initiatives around freshly prepared food, are contributing to same-store sales growth. In North America, we are beginning to see tangible results from improving product quality and assortment, growing 7NOW, and optimizing our store network.

To build on these results and create lasting value, we will reinforce our operating fundamentals while continuing to build the capabilities that elevate the customer experience. Our commitment to Quality and Value remains central to everything we do, helping us deliver better products at better value and further differentiate ourselves. We will accelerate our customer-focused transformation journey and drive continued improvement in financial performance.”

Tetsuya Takagi, Chief Financial Officer, commented:

“During the first half, higher operating income in the overseas convenience store business more than offset lower operating income in the domestic convenience store business, resulting in a significant year-over-year increase in consolidated operating income. First-half performance was also broadly in line with our revised plan.

To accelerate the Transformation Plan, we are also advancing the strategic partnerships announced in July with SoftBank, PayPay, LY Corporation and Sumitomo Mitsui Card. Through promotional initiatives beginning in the second half, followed by customer ID integration and a store loyalty program next fiscal year, we aim to create more personalized customer experiences and new growth opportunities by combining the strengths of our partners with our network of more than 20,000 stores and approximately 20 million customer visits a day. We will continue to balance strategic investment for growth with disciplined cost management and capital

allocation. We remain committed to shareholder returns through our progressive dividend policy and share repurchases, while continuing to improve financial performance and enhance long-term shareholder value.”

Key Highlights

(* Year-on-year comparisons are on a like-for-like basis, adjusted for the impact of the deconsolidation of York Holdings and Seven Bank.)

- **Operating income** increased by 36.6% year over year to ¥232.2 billion, while **net income attributable to owners of the parent** increased by 17.8% to ¥124.4 billion. **EPS** increased by 30.7% to ¥54.26.
- **Convenience store group merchandise sales** increased by 4.1% year over year to ¥5.04 trillion. **Revenues from operations** increased by 16.3% to ¥5.46 trillion.
- **SEVEN-ELEVEN JAPAN (SEJ)** reported **same-store sales growth** of 1.1%, while **merchandise gross profit margin** was unchanged year over year at 31.8%. Freshly prepared counter food contributed 0.9 percentage points to same-store sales growth, demonstrating the impact of our category strategy. **Operating income** decreased by 9.3% to ¥110.2 billion, reflecting higher system-related expenses, advertising costs and other expenses. SG&A expenses for the first half remained in line with plan, while the impact of higher system-related expenses is expected to moderate from the fourth quarter onward.
- **7-Eleven, Inc. (SEI)** reported **U.S. same-store merchandise sales growth** of 0.6%, while **merchandise gross profit margin** improved by 0.3 percentage points to 33.5%. The Company continued to strengthen differentiation through expanded hot food offerings and improvements in product quality. **7NOW sales** increased by 15.6% year over year, with first-half sales reaching US\$550 million. While maintaining healthy profitability, 7NOW is currently tracking ahead of its US\$1.1 billion full-year target. Favorable fuel market conditions and progress in vertical integration contributed to **operating income** increasing by 45.8% to US\$1.32 billion. SG&A expenses were also kept within plan despite higher credit card fees associated with increased fuel prices. Through these initiatives, the Company continues to make steady progress in executing the North Star plan.
- **FY2026 full-year outlook maintained**, reflecting first-half performance broadly in line with the revised plan. The Company will continue to execute with discipline as it works to enhance the customer experience and strengthen differentiation.

1H Consolidated Results Highlight



Billions of yen

	FY2026 Results	YoY (Like for like ^{*1})	vs. Revised plan	YoY (Financial accounting basis)
Convenience store group merchandise sales ^{*2}	5,045.9	104.1%	99.0%	104.1%
Revenues from operations	5,460.2	116.3%	99.1%	97.2%
Operating income	232.2	136.6%	99.3%	111.5%
Net income attributable to owners of parent	124.4	117.8%	105.5%	102.2%
EBITDA	490.6	119.8%	100.9%	101.1%
EPS	54.26 yen	130.7%	106.3%	113.4%

^{*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=158.29JPY, 1CNY=23.07JPY

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1H Revenues from Operations and Operating Income by Operating Segment



Operating income: Overseas CVS growth more than offset Domestic CVS decline, resulting in a substantial increase for Consolidated

Billions of yen, %

	Revenues from operations			Operating income		
		Like for like ^{*1} YoY / Change	vs. Revised plan / Variance		Like for like ^{*1} YoY / Change	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 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

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Shareholder Returns

- During the first half, the Company completed ¥400.0 billion of share repurchases alongside a ¥300.0 billion third-party share allotment, resulting in net share repurchases of ¥100.0 billion.
- This brings cumulative share repurchases since FY2025 to ¥700.0 billion, representing continued progress toward the Company's plan to repurchase a cumulative ¥2.0 trillion of shares by 2030.
- Under its progressive dividend policy, the Company plans to pay an annual dividend of ¥60 per share for FY2026, comprising an interim dividend of ¥30 and a forecast year-end dividend of ¥30.

Additional Information

Other materials related to the financial results are available on the Company's website.

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

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/ir/>).

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.