



# Consolidated Financial Results for the Fiscal Year Ended February 28, 2026

April 9, 2026

## Seven & i Holdings Co., Ltd.

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

Securities Code No. 3382

Representative Director, President & CEO: Stephen Hayes Dacus

The Company's shares are listed on the Prime Market of the Tokyo Stock Exchange.

Date of the ordinary general meeting of shareholders: May 27, 2026

Submission date of the annual securities report scheduled: May 20, 2026

Starting date of paying year-end dividend: May 28, 2026

Preparation of brief summary materials for financial results: Yes

Holding of financial results presentation: Yes

(Notes) 1. Percentages represent increase (decrease) from the prior fiscal year.

2. Amounts shown in the reports are rounded down to the nearest million yen.

### 1. Results for the Fiscal Year Ended February 28, 2026 (from March 1, 2025 to February 28, 2026)

#### (1) Results of operations

(Millions of yen)

	Revenues from Operations		Operating Income		Ordinary Income		Net Income Attributable to Owners of Parent	
	Amount	% Change	Amount	% Change	Amount	% Change	Amount	% Change
Year Ended February 28, 2026	10,430,269	(12.9) %	422,993	0.5 %	377,411	0.8 %	292,760	69.2 %
Year Ended February 28, 2025	11,972,762	4.4 %	420,991	(21.2) %	374,586	(26.1) %	173,068	(23.0) %

(Note) Comprehensive income:

Year Ended February 28, 2026: 296,261 million yen [(39.1) %]

Year Ended February 28, 2025: 486,357 million yen [14.6 %]

	Net Income per Share (EPS)	Diluted Net Income per Share (Diluted EPS)	Ratio of Net Income to Owners' Equity	Ratio of Ordinary Income to Total Assets	Ratio of Operating Income to Revenues from Operations
	Amount	Amount	%	%	%
Year Ended February 28, 2026	118.81 (yen)	118.80 (yen)	7.6 %	3.7 %	4.1 %
Year Ended February 28, 2025	66.62 (yen)	66.61 (yen)	4.5 %	3.4 %	3.5 %

(Reference) Equity in earnings of affiliates:

Year Ended February 28, 2026: (5,304) million yen

Year Ended February 28, 2025: (450) million yen

Group's total sales:

Year Ended February 28, 2026: 16,992,087 million yen

Year Ended February 28, 2025: 18,442,884 million yen

EBITDA:

Year Ended February 28, 2026: 942,893 million yen

Year Ended February 28, 2025: 995,523 million yen

EPS before amortization of goodwill:

Year Ended February 28, 2026: 161.74 yen

Year Ended February 28, 2025: 105.12 yen

\*Group's total sales include the sales of franchisees of SEVEN-ELEVEN JAPAN CO., LTD., SEVEN-ELEVEN OKINAWA Co., Ltd., 7-Eleven, Inc., and 7-Eleven Stores Pty Ltd.

\*For the formulas for EBITDA and EPS before amortization of goodwill, see "4.Others (4) Formula of various management indicators."

(Note) "Accounting Standard for Current Income Taxes" (ASBJ Statement No. 27, October 28, 2022), etc. have been applied from the beginning of the fiscal year under review, and the figures for the fiscal year ended February 28, 2025 have been modified retrospectively.

## (2) Financial position

(Millions of yen)

	Total Assets	Net Assets	Owners' Equity Ratio	Net Assets per Share
February 28, 2026	9,142,957	3,648,195	39.6 %	1,566.06 (yen)
February 28, 2025	11,386,111	4,223,212	35.4 %	1,555.39 (yen)

(Reference) Owners' equity (net assets excluding non-controlling interests and subscription rights to shares):

As of February 28, 2026: 3,620,226 million yen As of February 28, 2025: 4,035,978 million yen

(Note) "Accounting Standard for Current Income Taxes" (ASBJ Statement No. 27, October 28, 2022), etc. have been applied from the beginning of the fiscal year under review, and the figures for the fiscal year ended February 28, 2025 have been modified retrospectively.

## (3) Cash Flows

(Millions of yen)

	Cash Flows from Operating Activities	Cash Flows from Investing Activities	Cash Flows from Financing Activities	Cash and Cash Equivalents at End of the Fiscal Year
Year Ended February 28, 2026	666,736	(477,343)	(1,109,880)	426,146
Year Ended February 28, 2025	876,458	(732,363)	(392,648)	1,349,820

## 2. Dividends

Record Date	Dividends per Share (yen)					Total Amount of Dividends (Millions of yen)	Dividends Payout Ratio (Consolidated)	Ratio of Total Amount of Dividends to Net Assets (Consolidated)
	First Quarter	Second Quarter	Third Quarter	Year-end	Annual			
Year Ended February 28, 2025	-	20.00	-	20.00	40.00	103,961	60.0 %	2.7 %
Year Ended February 28, 2026	-	25.00	-	25.00	50.00	119,524	42.1 %	3.2 %
Year Ending February 28, 2027 (forecast)	-	30.00	-	30.00	60.00		51.1 %	

(Note) "Accounting Standard for Current Income Taxes" (ASBJ Statement No. 27, October 28, 2022), etc. have been applied from the beginning of the fiscal year under review, and the figures for the fiscal year ended February 28, 2025 have been modified retrospectively.

### 3. Forecast of Business Results for the Fiscal Year Ending February 28, 2027 (From March 1, 2026 to February 28, 2027)

(Millions of yen)

	Revenues from Operations		Operating Income		Ordinary Income		Net Income Attributable to Owners of Parent		Net Income per Share (EPS)
<b>Interim Period</b>	4,687,000	(16.6) %	190,000	(8.8) %	168,000	(9.9) %	88,000	(27.8) %	38.07 (yen)
<b>Entire Year</b>	9,448,000	(9.4) %	405,000	(4.3) %	367,000	(2.8) %	270,000	(7.8) %	117.42 (yen)

(Reference) Convenience store group merchandise sales:

Interim Period: 5,003,000 million yen      Entire Year: 10,030,000 million yen

EBITDA:

Interim Period: 432,000 million yen      Entire Year: 891,000 million yen

EPS before amortization of goodwill:

Interim Period: 60.52 yen      Entire Year: 162.56 yen

- (Notes)
1. "Convenience store group merchandise sales" includes merchandise sales from directly operated stores and franchised stores across consolidated convenience store subsidiaries.
  2. For "EPS" and "EPS before amortization of goodwill," the forecast for the fiscal year ending February 28, 2027 reflects the estimated impact of future share repurchases.

#### 4. Others

(1) Significant change in the scope of consolidation during the period: Yes

Added: None

Excluded: Three companies (Seven Bank, Ltd., Ito-Yokado Co., Ltd. and York-Benimaru Co., Ltd.)

(2) Changes in accounting policies, accounting estimates or restatements

1. Changes due to amendment of accounting standards: Yes
2. Changes due to other reasons other than 1. : None
3. Changes in accounting estimates: None
4. Restatements: None

(3) Number of shares outstanding (Common stock)

1. Number of shares outstanding at the end of period (Including treasury stock)

As of February 28, 2026: 2,604,555,849 shares      As of February 28, 2025: 2,604,555,849 shares

2. Number of treasury stock at the end of period

As of February 28, 2026: 292,876,123 shares      As of February 28, 2025: 9,723,478 shares

3. Average number of shares during the period

As of February 28, 2026: 2,464,077,028 shares      As of February 28, 2025: 2,597,855,216 shares

(Note) The Company has introduced the BIP Trust and ESOP Trust, and its shares held by these Trusts are included in the number of treasury stock to be deducted when calculating the number of treasury stock at the end of the fiscal period and the average number of shares during the period.

(4) Formula of various management indicators

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

\* Only figures included in SG&A expenses

2. EPS before amortization of goodwill: (Net income attributable to owners of parent + Amortization of goodwill) / Average number of shares during the period

Tax effects associated with goodwill amortization have been taken into account.

**Reference:****Nonconsolidated Results for the Fiscal Year Ended February 28, 2026****(From March 1, 2025 to February 28, 2026)****(1) Results of operations**

(Millions of yen, except per share amounts)

	Revenues from Operations		Operating Income		Ordinary Income		Net Income Attributable to Owners of Parent	
Year Ended February 28, 2026	189,014	(9.9) %	118,481	(7.4) %	110,510	(9.2) %	119,355	8.9 %
Year Ended February 28, 2025	209,743	3.7 %	127,925	2.1 %	121,679	(0.3) %	109,556	155.3 %

	Net Income per Share (EPS)		Diluted Net Income per Share (Diluted EPS)	
Year Ended February 28, 2026	48.44	(yen)	48.43	(yen)
Year Ended February 28, 2025	42.17	(yen)	42.17	(yen)

**(2) Financial position**

(Millions of yen)

	Total Assets	Net Assets	Owners' Equity Ratio	Net Assets per Share
February 28, 2026	1,941,718	762,053	39.2 %	329.55 (yen)
February 28, 2025	2,690,398	1,349,685	50.2 %	520.11 (yen)

(Reference) Owners' equity (net assets excluding non-controlling interests and subscription rights to shares):

As of February 28, 2026: 761,828 million yen As of February 28, 2025: 1,349,636 million yen

**NOTICE REGARDING AUDIT PROCEDURES FOR THE CONSOLIDATED FINANCIAL RESULTS**

This consolidated financial results statement is not subject to audit.

**FORWARD LOOKING STATEMENTS**

1. The forecast of the business results is based on the Company's hypotheses, plans and estimates at the date of publication. It is possible that some uncertain factors will cause the Company's future performance to differ significantly from the contents of the forecast.
2. This translation is to be used solely as a reference. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.
3. Other materials related in the financial results are available on the Company's website.  
(<https://www.7andi.com/en/ir/library>)

## Attached Materials

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## 1. Results

### (1) Analysis of results

#### I. Overview

In the fiscal year under review, the Japanese economy experienced a gradual recovery. While personal consumption showed signs of weakness in consumer sentiment due to rising prices and other factors, it maintained a moderate growth trend supported by improvements in the employment and income environment.

In North America, although the economy remained robust, personal consumption also began to soften, particularly among low-income households, as inflation continued to weigh on spending.

Against this backdrop, the Company advanced initiatives for global growth, outlined in the "Transformation of 7-Eleven" announced on August 6, 2025. Aligned with the plan, during this period the Company has rebuilt its management foundation to secure future growth and has been implementing initiatives to achieve results as soon as possible.

The Company's consolidated results for the period are summarized below.

(Millions of yen)

	Year ended February 28, 2025		Year ended February 28, 2026	
		YOY		YOY
Revenues from operations	11,972,762	104.4%	10,430,269	87.1%
Operating income	420,991	78.8%	422,993	100.5%
Ordinary income	374,586	73.9%	377,411	100.8%
Net income attributable to owners of parent	173,068	77.0%	292,760	169.2%

Exchange rates (Income statements)	U.S.\$1 = ¥151.69	U.S.\$1 = ¥149.61
	1yuan = ¥21.04	1yuan = ¥20.81

Group's total sales (including sales of franchisees of SEVEN-ELEVEN JAPAN CO., LTD., SEVEN-ELEVEN OKINAWA Co., Ltd., 7-Eleven, Inc., and 7-Eleven Stores Pty Ltd) amounted to ¥16,992,087 million (92.1% year on year). Additionally, as a result of exchange rate fluctuations, the Group's total sales, revenues from operations and operating income decreased by ¥146.6 billion, ¥119.7 billion and ¥3.1 billion, respectively.

Furthermore, net income attributable to owners of parent increased to 169.2% of the previous year. This was due to the increase in operating income as well as the impact of the deconsolidation of subsidiaries under YORK Holdings Co., Ltd. ("YORK Holdings") Additionally, the decrease in special losses compared to the previous year, primarily impacted by the closure of underperforming stores by 7-Eleven, Inc. ("SEI") and the withdrawal from Ito-Yokado's online supermarket business, also contributed to this increase.

## II. Overview by operating segment

(Revenues from operations by operating segment)

(Millions of yen)

	Year ended February 28, 2025		Year ended February 28, 2026	
		YOY		YOY
Domestic convenience store operations	904,152	98.1%	914,583	101.2%
Overseas convenience store operations	9,170,782	107.7%	8,556,832	93.3%
Superstore operations	1,432,126	96.9%	689,478	48.1%
Financial services	212,127	102.2%	137,197	64.7%
Others	320,914	78.0%	179,716	56.0%
Total	12,040,102	104.4%	10,477,807	87.0%
Adjustments (Eliminations/corporate)	(67,339)	–	(47,538)	–
<b>Consolidated Total</b>	<b>11,972,762</b>	<b>104.4%</b>	<b>10,430,269</b>	<b>87.1%</b>

(Operating income by operating segment)

(Millions of yen)

	Year ended February 28, 2025		Year ended February 28, 2026	
		YOY		YOY
Domestic convenience store operations	233,554	93.2%	222,521	95.3%
Overseas convenience store operations	216,248	71.7%	222,223	102.8%
Superstore operations	10,415	76.7%	17,515	168.2%
Financial services	32,015	83.9%	20,970	65.5%
Others	5,779	215.0%	6,979	120.8%
Total	498,014	82.1%	490,211	98.4%
Adjustments (Eliminations/corporate)	(77,023)	–	(67,218)	–
<b>Consolidated Total</b>	<b>420,991</b>	<b>78.8%</b>	<b>422,993</b>	<b>100.5%</b>

### **Domestic convenience store operations**

In Domestic convenience store operations, revenues from operations amounted to ¥914,583 million (101.2% year on year), and operating income amounted to ¥222,521 million (95.3% year on year).

SEVEN-ELEVEN JAPAN CO., LTD. (“SEJ”) is responding to shifting customer purchasing patterns by advancing several key initiatives. From May 2025, under the new leadership, in addition to “Distinctive Fresh Food Offering”, “Store Network Enhancement”, “Unleash 7NOW’s full potential”, SEJ is advancing initiatives focused on “Enhance Customer Engagement” as a key strategy, aiming to broaden its customer base, increase visit frequency, and transform its business structure to be less susceptible to external environmental impacts. For example, SEJ has rolled out freshly prepared items (just-made merchandise) such as “SEVEN CAFÉ Bakery” and “SEVEN CAFÉ Tea” nationwide.

In the fiscal year under review, same store sales exceeded the previous year, while gross profit margin was lower than the previous year due to soaring prices of raw materials such as rice. In addition, SG&A expenses exceeded the previous year due to rising prices, and operating income was ¥220,263 million (94.2% year on year). Furthermore, the total sales of directly-operated stores and franchise stores were ¥5,469,315 million (101.9% year on year).

During the fourth quarter SEJ continued to strengthen merchandise development and sales through co-creation marketing. This approach brings together four functions, merchandise development, marketing, operations, and communications, and incorporates external expertise. As a merchandise development

strategy, SEJ worked on every category and aimed to strengthen daily merchandise. Additionally, as efforts to strengthen communication with customers, SEJ implemented initiatives such as airing new concept TV commercials, holding events in collaboration with mass media and influencers, and utilizing social media platforms. As a result, sales at same stores exceeded those of the previous year. Regarding gross profit margin, despite an increase in sales of just-made counter items, it declined year on year due to the impact of rising raw material costs.

### ***Overseas convenience store operations***

In Overseas convenience store operations, revenues from operations amounted to ¥8,556,832 million (93.3% year on year), and operating income amounted to ¥222,223 million (102.8% year on year).

SEI in North America is working on “Distinctive Fresh Food Offering”, “Store Network Enhancement”, “Unleash 7NOW’s full potential”, and “OSG&A Control across the Value Chain” as priority initiatives, amid rising prices and a growing tendency among low-income consumers to cut back on spending on food and daily necessities.

In the fiscal year under review, although the U.S. same store merchandise sales on a U.S. dollar basis fell below the previous year’s level, operating income (before amortization of goodwill) was ¥332,381 million (100.8% year on year), driven by continued cost optimization efforts. Total store sales, including directly-operated and franchise stores, were ¥9,725,461 million (92.7% year on year).

During the fourth quarter, average spending per customer increased year on year, supported by initiatives such as fresh-food-led value offerings. However, this increase failed to fully offset the impact of decreased customer traffic due to various factors including the government shutdown in October to November, causing same store merchandise sales to fall below the previous year’s level. The revenue from fuel business recovered due to market conditions. Despite our continuous efforts for cost optimization, SG&A expenses were higher than the previous year, primarily driven by rising labor costs and rent.

7-Eleven International LLC (“7IN”) is strengthening support for its existing markets and transitioning the business to a “food-focused convenience store” model tailored to each market. In the fiscal year under review, operating income (before goodwill amortization) was ¥20,723 million (144.9% year on year). At 7-Eleven Australia, which became a subsidiary in FY2024, sales were impacted by stricter tobacco sales regulations. However, customer traffic increased due to initiatives such as enhanced fresh food product development and an expanded assortment, resulting in same store sales exceeding the previous year’s level.

### ***Superstore operations***

In Superstore operations, revenues from operations amounted to ¥689,478 million (48.1% year on year), and operating income amounted to ¥17,515 million (168.2% year on year).

Additionally, as of September 1, 2025, subsidiaries under YORK Holdings Co., Ltd. (“YORK Holdings”) were excluded from the scope of consolidation. To note, their results for the first half were included in the consolidated statement of income and cash flows.

### ***Financial services***

In Financial services, revenues from operations amounted to ¥137,197 million (64.7% year on year), and operating income amounted to ¥20,970 million (65.5% year on year).

Additionally, as of June 24, 2025, Seven Bank, Ltd. (“Seven Bank”) and its nine subsidiaries were excluded from the scope of consolidation. To note, their results for the first half were included in the consolidated statement of income and cash flows.

### ***Others***

In Others, revenues from operations amounted to ¥179,716 million (56.0% year on year), and operating income amounted to ¥6,979 million (120.8% year on year).

Additionally, as of September 1, 2025, subsidiaries under YORK Holdings were excluded from the scope of consolidation. To note, their results for the first half were included in the consolidated statement of income and cash flows.

***Adjustments (eliminations/corporate)***

The operating loss from adjustments totaled ¥67,218 million (operating loss of ¥77,023 million for the previous fiscal year).

The Company recorded head office expenses, including costs related to the construction of a group-wide common infrastructure system aimed at improving efficiency and strengthening security.

### III. Outlook for the year ending February 28, 2027

In Japan, while it is necessary to monitor downside risks such as trends in prices and the effect of U.S. trade policies, a gradual economic recovery is anticipated, supported by improvements in the employment and income conditions and the effects of various policies.

In North America, although the economy currently remains robust, continued impacts from the polarization of consumer spending are expected.

Across all markets, the economic outlook remains uncertain, with geopolitical risks that may persist and evolve.

Given this business environment, we will update the initiatives for global growth, outlined in the “Transformation of 7-Eleven” announced on August 6, 2025, to further enhance their effectiveness.

During the fiscal year under review, the Group deconsolidated Seven Bank and its nine subsidiaries as of June 24, as well as subsidiaries under YORK Holdings as of September 1. The financial results of Seven Bank, its nine subsidiaries, and the subsidiaries of YORK Holdings were included in the consolidated results as consolidated subsidiaries in the first half of the fiscal year ended February 28, 2026. From the second half onward, Seven Bank and K.K. BCJ-95 were accounted for as equity method affiliates in the consolidated results. Regarding K.K. BCJ-95, the results of its consolidated subsidiaries and equity method affiliates were reflected in the Group’s consolidated results through the profit/loss of K.K. BCJ-95.

Accordingly, the Group will reclassify operating segments beginning with the fiscal year ending February 28, 2027. For reference, in the fiscal year under review, the above-mentioned operating companies are included in the “Others” segment under the new classification. For the Scope of Consolidated Subsidiaries and Affiliates under the current and new segment classifications, please refer to pages 11 to 14.

In light of these factors, we have summarized our consolidated performance forecasts for the fiscal year ending February 28, 2027, as follows.

(Consolidated forecasts) (Millions of yen)

	Year ending February 28, 2027		
		YOY	[YOY on an adjusted basis]
Revenues from operations	9,448,000	90.6%	99.3%
Operating income	405,000	95.7%	105.3%
Ordinary income	367,000	97.2%	104.2%
Net income attributable to owners of parent	270,000	92.2%	105.9%
Net Income per Share (EPS)	¥117.42	98.8%	113.5%

(Reference) (Millions of yen)

	Year ending February 28, 2027		
		YOY	[YOY on an adjusted basis]
Convenience store group merchandise sales	10,030,000	102.7%	102.7%
EBITDA	891,000	94.5%	102.8%
EPS before amortization of goodwill	162.56	100.5%	111.6%

\* Assumed exchange rates: U.S.\$1 = ¥150.00; 1 yuan = ¥21.00

\* Convenience store group merchandise sales include merchandise sales from directly operated stores and franchised stores across consolidated convenience store subsidiaries.

\* For “EPS” and “EPS before amortization of goodwill,” the forecast for the fiscal year ending February 28, 2027 reflects the estimated impact of future share repurchases.

\* YOY on an adjusted basis: This represents a comparison with figures calculated by adjusting the impacts of deconsolidation of Seven Bank and its subsidiaries, and the subsidiaries of YORK Holdings for the

fiscal year ended February 28, 2026 (Adjusted basis) to reflect performance primarily in the convenience store business.

Major adjustment to the results for the fiscal year ended February 28, 2026: Deducted the first-half results of deconsolidated entities, including the subsidiaries of YORK Holdings and Seven Bank; added their equity method income/loss, calculated by multiplying their post-deconsolidation ownership interest by the deducted first-half results; and also deducted the special income/loss associated with the deconsolidation.

(Forecasts of revenues from operations and operating income by new operating segment) (Millions of yen)

	Year ending February 28, 2027			
	Revenues from operations	Operating income		
		YOY	YOY	
Domestic convenience store operations	950,000	103.9%	224,200	100.8%
Overseas convenience store operations	8,466,000	98.9%	247,800	111.5%
Others	50,000	5.1%	1,800	4.1%
Total	9,466,000	90.6%	473,800	96.9%
Adjustments (Eliminations/corporate)	(18,000)	–	(68,800)	–
<b>Consolidated Total [YOY on an adjusted basis]</b>	<b>9,448,000</b>	<b>90.6% [99.3%]</b>	<b>405,000</b>	<b>95.7% [105.3%]</b>

(Reference: Revenues from operations and operating income by new operating segment) (Millions of yen)

	Year ended February 28, 2026			
	Revenues from operations	Operating income		
		YOY	YOY	
Domestic convenience store operations	914,583	101.2%	222,521	95.3%
Overseas convenience store operations	8,556,832	93.3%	222,223	102.8%
Others	978,617	50.8%	44,060	91.6%
Total	10,450,033	87.1%	488,805	98.2%
Adjustments (Eliminations/corporate)	(19,763)	–	(65,812)	–
<b>Consolidated Total [Adjusted basis]</b>	<b>10,430,269 [9,510,382]</b>	<b>87.1% –</b>	<b>422,993 [384,665]</b>	<b>100.5% –</b>

\* Adjusted basis: This represents the figures calculated by adjusting the impacts of deconsolidation of Seven Bank and its subsidiaries, and the subsidiaries of YORK Holdings for the fiscal year ended February 28, 2026 to reflect performance primarily in the convenience store business. YOY on an adjusted basis represents the year on year comparison against the adjusted basis.

Major adjustment to the results for the fiscal year ended February 28, 2026: Deducted the first-half results of deconsolidated entities, including the subsidiaries of YORK Holdings and Seven Bank instead, added their equity method income/loss for the first half, and deducted the special income/loss associated with the transition to equity method affiliates.

### ***Domestic convenience store operations***

To achieve steady growth amidst increasing uncertainty in the business environment, SEJ will advance the following initiatives in terms of merchandise policies: centering on assortments common to all stores, while also introducing new assortments that include limited-quantity and region-exclusive merchandise,

and expanding the rollout of just-made merchandise such as "SEVEN CAFÉ Bakery" and "SEVEN CAFÉ Tea," that allow customers to truly experience value, in addition to the traditional focus on "great taste". In enhancing our store network, we are aiming for a net increase of 1,000 stores from 2025 to 2030, this will be achieved not only by traditional standard store openings but also by opening of small-format stores in urban areas, tailored stores for suburban and depopulated areas, and satellite-format stores utilizing labor-saving operations. In addition to these efforts, we will strive for continuous growth primarily through digital initiatives such as 7NOW and mobile ordering, cost control enabling growth investment, and collaborative marketing.

### ***Overseas convenience store operations***

SEI in North America, amidst heightened competition in the U.S. ready-to-eat food market, will focus its efforts on the following core pillars: Strengthening Proprietary Products, Promoting Digital Delivery, Improving Efficiency and Cost Leadership, Maximizing Fuel Vertical Integration Opportunities, and Expanding and Strengthening the Store Network.

Specifically, SEI will implement initiatives to optimize the entire value chain and further enhance its competitive advantage through the execution of the "Transformation Program". This program includes strengthening the superiority of fresh food, PB products, and proprietary products; enhancing the store network with diverse and optimal store formats; expanding 7NOW and tightening cost control.

At 7IN, we will continue to drive its growth strategy across both existing and new markets, pursuing greater results more swiftly through disciplined investment execution.

## (2) Analysis of financial position

### I. Assets, liabilities and net assets

(Consolidated financial position)	(Millions of yen)		
	February 28, 2025	February 28, 2026	Change
Total assets	11,386,111	9,142,957	(2,243,153)
Total liabilities	7,162,898	5,494,762	(1,668,136)
Net assets	4,223,212	3,648,195	(575,017)

Exchange rates	U.S.\$1 = ¥158.18	U.S.\$1 = ¥156.56
	1yuan = ¥21.67	1yuan = ¥22.36

(Note) "Accounting Standard for Current Income Taxes" (ASBJ Statement No. 27, October 28, 2022), etc. have been applied from the beginning of the fiscal year, and the figures for the fiscal year ended February 28, 2025 have been modified retrospectively.

Total assets decreased by ¥2,243,153 million from the previous fiscal year-end to ¥9,142,957 million. Current assets decreased by ¥1,331,235 million compared to the previous fiscal year-end, mainly due to a decrease in cash and bank deposits as a result of deconsolidation of Seven Bank and its subsidiaries. Non-current assets decreased by ¥911,730 million compared to the previous fiscal year-end, mainly due to decreases in buildings and structures, and land as a result of deconsolidation of subsidiaries under YORK Holdings.

Total liabilities decreased by ¥1,668,136 million from the previous fiscal year-end to ¥5,494,762 million, mainly due to deconsolidation of Seven Bank and its subsidiaries.

Net assets decreased by ¥575,017 million from the previous fiscal year-end to ¥3,648,195 million, mainly due to the acquisition of own shares.

Additionally, due to exchange rate fluctuations during the fiscal year under review, total assets decreased by ¥72,049 million and liabilities decreased by ¥39,460 million compared to the previous fiscal year-end.

### II. Cash flows

(Consolidated cash flows)	(Millions of yen)		
	Year ended February 28, 2025	Year ended February 28, 2026	Change
Cash flows from operating activities	876,458	666,736	(209,722)
Cash flows from investing activities	(732,363)	(477,343)	255,019
Cash flows from financing activities	(392,648)	(1,109,880)	(717,231)
Cash and cash equivalents at end of the period	1,349,820	426,146	(923,673)

Net cash provided by operating activities amounted to ¥666,736 million. This was mainly due to income before income taxes of ¥434,564 million.

Net cash used in investing activities amounted to ¥477,343 million, mainly due to payment for sales of shares in subsidiaries resulting in change in scope of consolidation as a result of deconsolidation of Seven Bank and its subsidiaries.

Net cash used in financing activities amounted to ¥1,109,880 million, mainly due to payment for purchase of treasury stocks.

As a result of the above, cash and cash equivalents for the end of February 28, 2026 decreased by ¥923,673 million from the previous fiscal year-end to ¥426,146 million.

(Cash flow indicators)

	Year ended February 29, 2024	Year ended February 28, 2025	Year ended February 28, 2026
Owner's equity ratio (%)	35.1	35.4	39.6
Owner's equity ratio (market base) (%)	55.8	48.9	55.5
Cash flow to interest-bearing debt ratio (years)	5.7	4.7	5.7
Interest coverage ratio (times)	15.7	14.8	12.4

- (Notes)
1. Owner's equity ratio: Shareholders' equity / Total assets
  2. Owner's equity ratio (market base): Total market capitalization / Total assets
  3. Cash flow to interest-bearing debt ratio: Interest-bearing debt / Cash flow from operating activities
  4. Interest coverage ratio: Cash flow from operating activities / Interest paid
  5. "Accounting Standard for Current Income Taxes" (ASBJ Statement No. 27, October 28, 2022), etc. have been applied from the beginning of the fiscal year under review, and the figures for the fiscal year ended February 28, 2025 have been modified retrospectively.
- \* Each indicator is calculated based on consolidated financial figures.
- \* Market capitalization is calculated by multiplying the closing stock price at each fiscal year-end by the number of shares outstanding (less treasury stock) at each fiscal year-end.

### (3) Basic policy on profit distribution; Dividends for current and next fiscal years

The Company's basic policy is to provide returns commensurate with profit growth. Regarding shareholder returns, in addition to a progressive dividend policy of increasing dividends in line with sustained profit growth, we plan to conduct share repurchases totaling a cumulative ¥2 trillion from FY2025 to FY2030. Of this amount, ¥600 billion in share repurchases was completed in FY2025.

For the distribution of surplus funds in the fiscal year ended February 28, 2026, we are planning for a year-end dividend of ¥25.0 per share. Together with the ¥25.0 interim dividend already paid; this will bring total annual dividends to ¥50.0 per share.

For the distribution of surplus funds in the fiscal year ending February 28, 2027, we are planning to pay an interim dividend of ¥30.0 and a year-end dividend of ¥30.0, for a total annual dividend of ¥60.0 per share.

## 2. Scope of Consolidated Subsidiaries and Affiliates

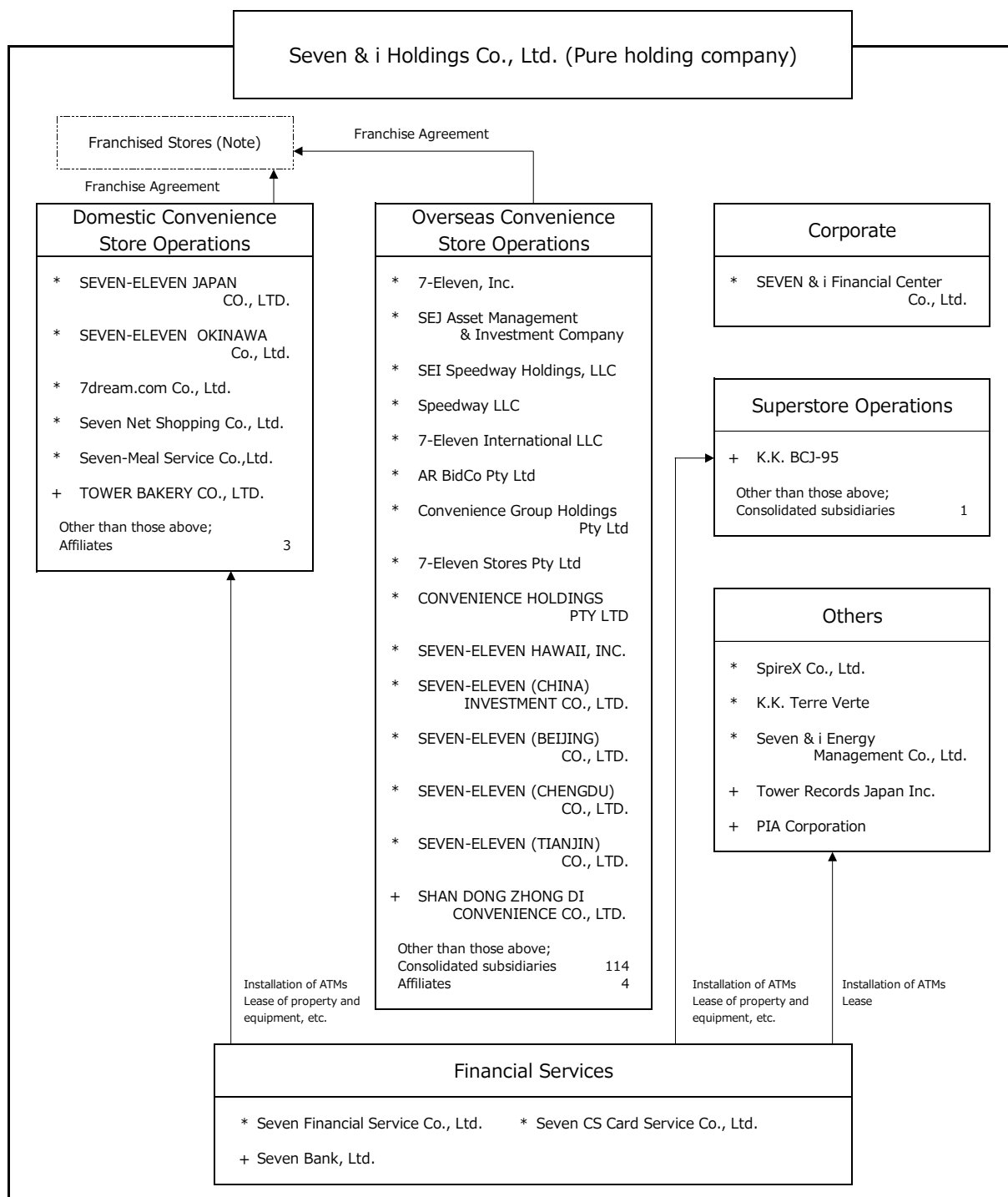
[Segment]

Operating Segment	Major Group Companies	Number of Companies
Domestic Convenience Store Operations	SEVEN-ELEVEN JAPAN CO., LTD. SEVEN-ELEVEN OKINAWA Co., Ltd. 7dream.com Co., Ltd. Seven Net Shopping Co., Ltd. Seven-Meal Service Co., Ltd. TOWER BAKERY CO., LTD.* <sup>1</sup>	Consolidated Subsidiaries 5 Affiliates 4 <hr/> Total 9
Overseas Convenience Store Operations	7-Eleven, Inc. SEJ Asset Management & Investment Company SEI Speedway Holdings, LLC, Speedway LLC 7-Eleven International LLC, AR BidCo Pty Ltd Convenience Group Holdings Pty Ltd 7-Eleven Stores Pty Ltd CONVENIENCE HOLDINGS PTY LTD SEVEN-ELEVEN HAWAII, INC. SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD. SEVEN-ELEVEN (BEIJING) CO., LTD. SEVEN-ELEVEN (CHENGDU) CO., LTD. SEVEN-ELEVEN (TIANJIN) CO., LTD. SHAN DONG ZHONG DI CONVENIENCE CO., LTD.* <sup>1</sup>	Consolidated Subsidiaries 128 Affiliates 5 <hr/> Total 133
Superstore Operations	K.K. BCJ-95* <sup>1</sup>	Consolidated Subsidiaries 1 Affiliates 1 <hr/> Total 2
Financial Services	Seven Financial Service Co., Ltd. Seven CS Card Service Co., Ltd. Seven Bank, Ltd.* <sup>1</sup>	Consolidated Subsidiaries 2 Affiliates 1 <hr/> Total 3
Others	SpireX Co., Ltd.* <sup>2</sup> K.K. Terre Verte Seven & i Energy Management Co., Ltd. Tower Records Japan Inc.* <sup>1</sup> PIA Corporation* <sup>1</sup>	Consolidated Subsidiaries 3 Affiliates 2 <hr/> Total 5
Corporate	SEVEN & i Financial Center Co., Ltd.	Consolidated Subsidiaries 1

(Notes) 1. TOWER BAKERY CO., LTD., SHAN DONG ZHONG DI CONVENIENCE CO., LTD., K.K. BCJ-95, Seven Bank, Ltd., Tower Records Japan Inc., and PIA Corporation are affiliates.

2. SpireX Co., Ltd. has changed its corporate name from Seven & i Net Media Co., Ltd. on November 16, 2025.

Business Relation in Group



\* Consolidated subsidiary  
+ Affiliate accounted for using the equity method

(Note) Each franchised store is operated by an independent franchisee which enters into franchise agreement with SEVEN-ELEVEN JAPAN CO., LTD., SEVEN-ELEVEN OKINAWA Co., Ltd., 7-Eleven, Inc., 7-Eleven Stores Pty Ltd, SEVEN-ELEVEN (BEIJING) CO., LTD., SEVEN-ELEVEN (CHENGDU) CO., LTD., and SEVEN-ELEVEN (TIANJIN) CO., LTD.

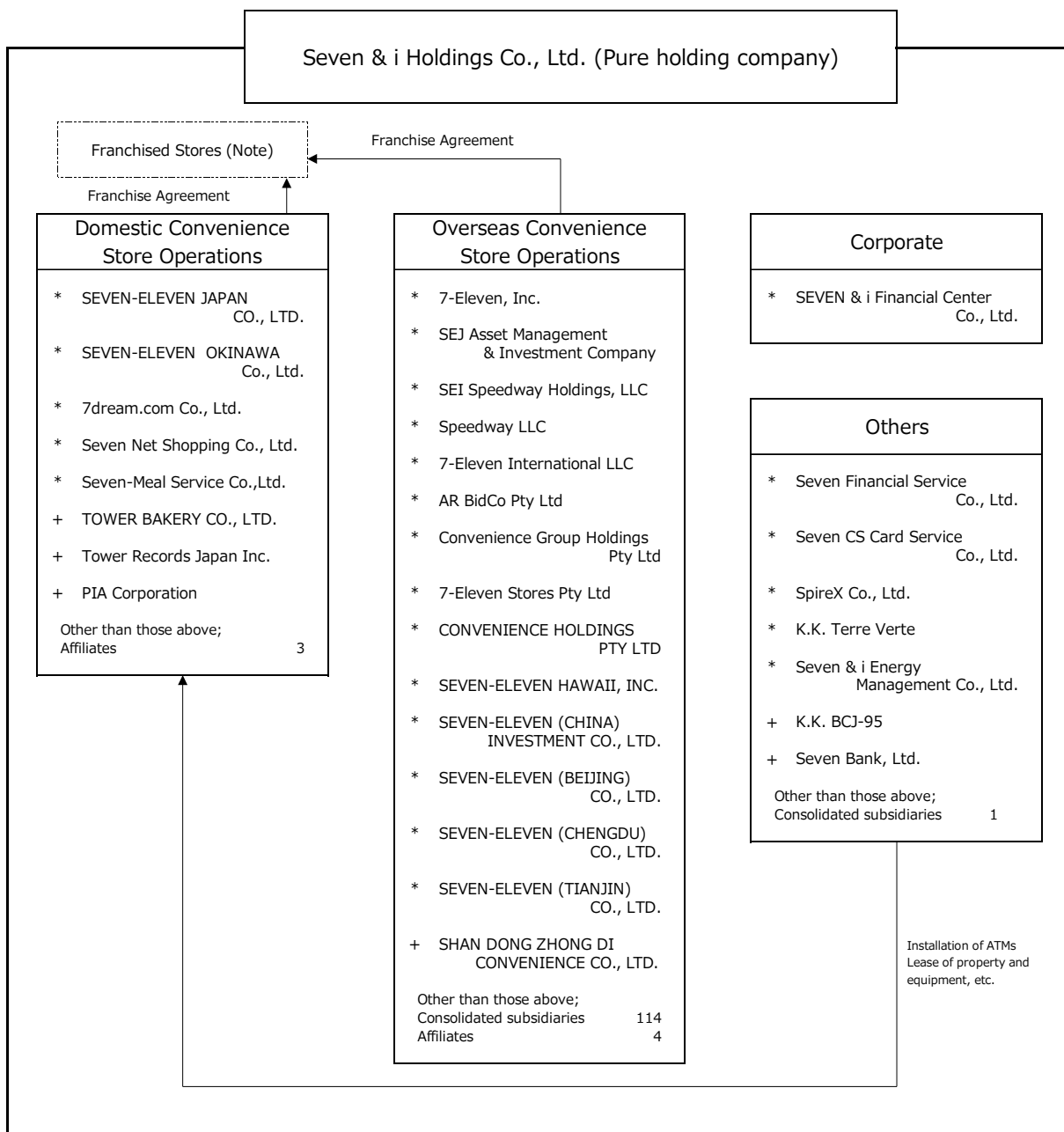
【New Segment】

Operating Segment	Major Group Companies	Number of Companies
Domestic Convenience Store Operations	SEVEN-ELEVEN JAPAN CO., LTD. SEVEN-ELEVEN OKINAWA Co., Ltd. 7dream.com Co., Ltd. Seven Net Shopping Co., Ltd. Seven-Meal Service Co., Ltd. TOWER BAKERY CO., LTD.* <sup>1</sup> Tower Records Japan Inc.* <sup>1</sup> PIA Corporation* <sup>1</sup>	Consolidated Subsidiaries 5 Affiliates 6 <hr/> Total 11
Overseas Convenience Store Operations	7-Eleven, Inc. SEJ Asset Management & Investment Company SEI Speedway Holdings, LLC, Speedway LLC 7-Eleven International LLC, AR BidCo Pty Ltd Convenience Group Holdings Pty Ltd 7-Eleven Stores Pty Ltd CONVENIENCE HOLDINGS PTY LTD SEVEN-ELEVEN HAWAII, INC. SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD. SEVEN-ELEVEN (BEIJING) CO., LTD. SEVEN-ELEVEN (CHENGDU) CO., LTD. SEVEN-ELEVEN (TIANJIN) CO., LTD. SHAN DONG ZHONG DI CONVENIENCE CO., LTD.* <sup>1</sup>	Consolidated Subsidiaries 128 Affiliates 5 <hr/> Total 133
Others	Seven Financial Service Co., Ltd. Seven CS Card Service Co., Ltd. SpireX Co., Ltd.* <sup>2</sup> K.K. Terre Verte Seven & i Energy Management Co., Ltd. K.K. BCJ-95* <sup>1</sup> Seven Bank, Ltd.* <sup>1</sup>	Consolidated Subsidiaries 6 Affiliates 2 <hr/> Total 8
Corporate	SEVEN & i Financial Center Co., Ltd.	Consolidated Subsidiaries 1

(Notes) 1. TOWER BAKERY CO., LTD., Tower Records Japan Inc., PIA Corporation, SHAN DONG ZHONG DI CONVENIENCE CO., LTD., K.K. BCJ-95, and Seven Bank, Ltd. are affiliates.

2. SpireX Co., Ltd. has changed its corporate name from Seven & i Net Media Co., Ltd. on November 16, 2025.

(Reference) New Segment



\* Consolidated subsidiary  
+ Affiliate accounted for using the equity method

(Note) Each franchised store is operated by an independent franchisee which enters into franchise agreement with SEVEN-ELEVEN JAPAN CO., LTD., SEVEN-ELEVEN OKINAWA Co., Ltd., 7-Eleven, Inc., 7-Eleven Stores Pty Ltd, SEVEN-ELEVEN (BEIJING) CO., LTD., SEVEN-ELEVEN (CHENGDU) CO., LTD., and SEVEN-ELEVEN (TIANJIN) CO., LTD.

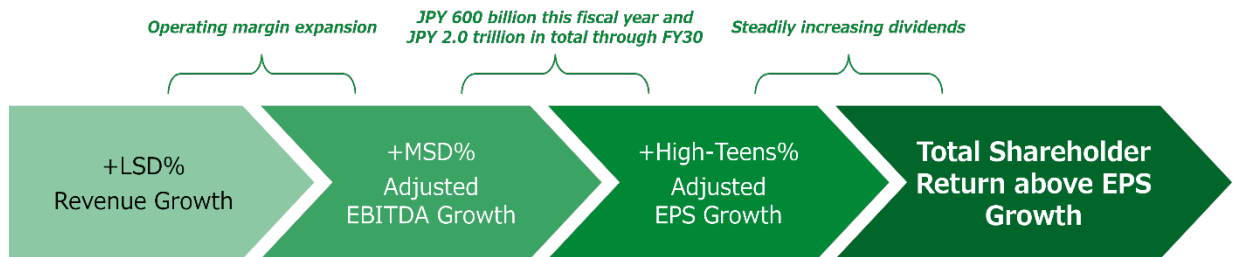
### 3. Management Policies

#### (1) Basic management policies

In September 2025, the Company transitioned to a new structure focused on our convenience store business. Prior to this, in August we announced our “Transformation of 7-Eleven” plan (hereinafter “Transformation Plan”). This was our first truly global strategic plan, which clearly defines our global priorities and how we will deliver on them. This has given us a stronger sense of alignment and shared direction across the Group. To ensure timely execution and delivery of the Plan, we have fundamentally changed our management processes and systems, enhancing communication, speed, and accountability. As a global organization, we possess unmatched scale and know-how in the industry, and our untapped potential remains significant. By executing a coherent, integrated growth strategy under the single 7-Eleven brand, through disciplined management processes and empowered local operations, we will further maximize corporate and shareholder value.

#### (2) Commitment to long-term value creation

The Company is fully committed to maximizing long-term shareholder value through a disciplined capital allocation framework and the execution of the “Transformation Plan”.



(Note) LSD = Low Single Digit; MSD = Middle Single Digit

\* Inclusive of deconsolidation of the SST Business Group and 7BK, and IPO of SEI

#### (3) Issues to address

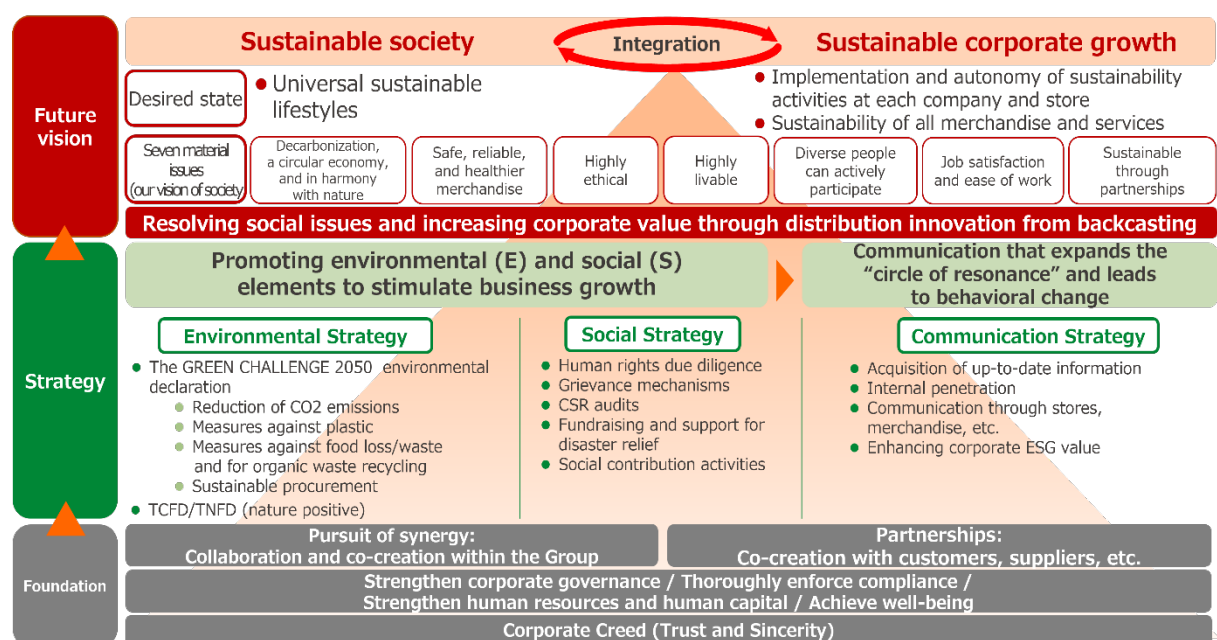
Through the “Transformation Plan”, the Company will build a lean organization and adapt swiftly to any change. The Company has expanded the 7-Eleven business globally, maintained the top position for many years, and established our status as a market leader. However, despite numerous successes, the risks of slowing innovation and declining business momentum have become apparent in recent years. The new management team shares a strong sense of urgency regarding this point and recognizes the need to swiftly transform business operations. In driving this transformation forward, we will uphold the founder’s mentality of “trust and sincerity” and “responding to change” as unwavering values and philosophy. Based on this, we will continue to cultivate a corporate culture within our Group characterized by a humble attitude toward learning and a proactive stance toward driving change. Furthermore, it is essential that we redefine our business, challenge ourselves, think proactively, and change our actions. It is crucial that all employees think and act like founders to drive innovation and accelerate growth. To achieve this Groupwide reconstruction of corporate culture and the fundamental transformation outlined in this plan, the new management team will establish a framework for advancing management as a single, unified team, working closely with leadership from each operating company, and swiftly execute various initiatives. The management team engaged in extensive dialogue and discussion with each operating company during the formulation of the “Transformation Plan”, identifying key management issues requiring urgent attention.

Key challenges	How to address the challenges	Our approach for growth
<b>HD/HQ</b> <ul style="list-style-type: none"> <li>Global planning and mgmt.</li> <li>Global decision making</li> <li>Global talent</li> <li>HQ not fit for purpose</li> <li>Global leverage</li> </ul>	<b>HD/HQ</b> <b>Establish a basis for effective management</b>	<ul style="list-style-type: none"> <li>Set <b>clear global management approach and cadence</b></li> <li>Upgrade our <b>HD function</b></li> </ul>
<b>Across SEI/SEJ/7IN</b> <ul style="list-style-type: none"> <li>Consumer spending</li> <li>Channel shift</li> <li>Cost inflation</li> <li>Franchisee profitability</li> </ul>	<b>Across SEI/SEJ/7IN</b> <b>More customer centric</b> <b>Shift to digital</b> <b>Optimize value chain</b>	<ul style="list-style-type: none"> <li><b>Invest in stores/equipment</b> for distinctive food offering</li> <li><b>Store network expansion</b> with optimal store formats</li> <li><b>7NOW expansion</b></li> <li><b>Cost control</b> to invest in growth</li> </ul>
<b>SEI</b> <ul style="list-style-type: none"> <li>Consumer perception re: food</li> <li>Fuel demand</li> </ul>	<b>SEI</b> <b>Build foundation as growth engine</b> <b>Maximize existing opportunities</b>	<ul style="list-style-type: none"> <li>Expand <b>proprietary products and Private Brand</b></li> <li>Maximize <b>fuel vertical integration opportunities</b></li> </ul>
<b>SEJ</b> <ul style="list-style-type: none"> <li>Consumer perception re: brand</li> <li>Intensifying competition</li> </ul>	<b>SEJ</b> <b>Reestablish SEJ as the leader in innovation</b>	<ul style="list-style-type: none"> <li>Enhance <b>customer engagement</b></li> </ul>
<b>7IN</b> <ul style="list-style-type: none"> <li>Global talent</li> <li>Investment process</li> </ul>	<b>7IN</b> <b>Solidify and roll out the equity model</b>	<ul style="list-style-type: none"> <li>Accelerate global talent acquisition /development</li> <li>Set rigorous investment criteria and mgmt. rules</li> </ul>

### A solid management foundation supporting the “Transformation of 7-Eleven”

#### - Sustainability strategy, human capital initiatives, and strengthening corporate governance -

To achieve both a sustainable society and the enhancement of corporate value, the Group is advancing its sustainability strategy based on the “seven material issues.” In FY2024, we formulated the Sustainability Strategy Map and since then, we have strengthened initiatives in areas including reduction of CO<sub>2</sub> emissions, measures against plastic, measures against food loss/waste and for organic waste recycling, sustainable procurement, and human rights due diligence. In addition, we are promoting initiatives to achieve a nature positive state, disclosing climate- and nature-related risks based on the TCFD and TNFD recommendations, and assessing their financial impact on our business.



Regarding human capital initiatives, we recognize the essential need for human resource measures linked to our business strategy, specifically: “fostering a culture of continuous challenge and innovation,” “enhancing job satisfaction and ease of work,” and “developing and recruiting global talent.” Through the execution of corporate culture transformation, the promotion of DEI, support for

work-life balance, the enhancement of skill development and training programs, and career development support, we are focusing on creating an environment where employees can experience their growth and thrive.

In terms of corporate governance, under the Board of Directors where independent outside directors constitute a majority, we have separated the roles of the chairperson of the Board of Directors and the CEO to enable swift decision-making on management strategies and to improve transparency and objectivity, thereby working to strengthen our management supervision function. We also ensure the independence of the Nomination Committee and the Compensation Committee and are advancing initiatives such as evaluating the skill sets of directors and Audit & Supervisory Board members and introducing performance-based compensation.

As we move forward, aiming to achieve both “sustainable society” and “sustainable corporate growth”, we will realize the enhancement of corporate value over the medium- to long- term in the global market while sincerely listening to the voices of all our stakeholders.

#### **4. Basic Concept on Choice of Accounting Standards**

The Company prepares its consolidated financial statements under standards applicable in Japan.

As regards the international financial reporting standards (IFRS), the Company is preparing for its adoption, with implementation starting in FY2028.

## 5. Consolidated Financial Statements

### (1) Consolidated balance sheets

(Millions of yen)

	February 28, 2025	February 28, 2026
	Amount	Amount
<b>ASSETS</b>		
<b>Current assets</b>	<b>2,823,782</b>	<b>1,492,546</b>
Cash and bank deposits	1,368,663	438,634
Notes and accounts receivable - trade, and contract assets	441,630	298,684
Trade accounts receivable - financial services	111,029	42,214
Merchandise and finished goods	312,739	223,018
Work in process	46	94
Raw materials and supplies	3,002	286
Prepaid expenses	94,707	89,344
ATM-related temporary payments	118,172	–
Other	388,696	407,277
Allowance for doubtful accounts	(14,905)	(7,008)
<b>Non-current assets</b>	<b>8,561,745</b>	<b>7,650,015</b>
<b>Property and equipment</b>	<b>4,981,298</b>	<b>4,497,967</b>
Buildings and structures, net	1,749,166	1,449,775
Furniture, fixtures and equipment, net	538,598	435,334
Land	1,172,559	902,246
Right-of-use assets, net	1,289,807	1,451,665
Construction in progress	206,223	231,458
Other, net	24,941	27,487
<b>Intangible assets</b>	<b>2,711,382</b>	<b>2,469,026</b>
Goodwill	2,264,441	2,109,806
Software	295,814	201,682
Other	151,125	157,537
<b>Investments and other assets</b>	<b>869,065</b>	<b>683,021</b>
Investments in securities	321,086	363,740
Long-term loans receivable	14,295	7,056
Long-term leasehold deposits	264,136	157,112
Net defined benefit asset	126,974	67,194
Deferred tax assets	75,058	37,148
Other	69,189	52,406
Allowance for doubtful accounts	(1,675)	(1,637)
<b>Deferred assets</b>	<b>582</b>	<b>395</b>
Bond issuance cost	582	395
<b>TOTAL ASSETS</b>	<b>11,386,111</b>	<b>9,142,957</b>

(Millions of yen)

	February 28, 2025	February 28, 2026
	Amount	Amount
<b>LIABILITIES</b>		
<b>Current liabilities</b>	<b>3,316,615</b>	<b>1,900,670</b>
Notes and accounts payable, trade	519,497	416,083
Short-term loans	172,497	135,580
Current portion of bonds	210,000	255,657
Current portion of long-term loans	290,128	190,456
Income taxes payable	36,003	37,440
Accrued expenses	282,395	258,979
Contract liabilities	178,031	70,667
Deposits received	146,967	177,934
ATM-related temporary advances	73,388	–
Lease obligations	180,624	164,772
Allowance for loss on business of subsidiaries and associates	18,235	3,299
Allowance for restructuring expenses	2,626	–
Allowance for sales promotion expenses	815	335
Allowance for bonuses to employees	14,249	5,388
Allowance for bonuses to Directors and Audit & Supervisory Board Members	501	718
Deposits received in banking business	813,388	–
Call money	100,000	–
Other	277,264	183,357
<b>Non-current liabilities</b>	<b>3,846,283</b>	<b>3,594,091</b>
Bonds	1,244,036	929,828
Long-term loans	778,068	718,495
Deferred tax liabilities	233,635	224,633
Allowance for retirement benefits to Directors and Audit & Supervisory Board Members	439	134
Allowance for stock payments	4,947	1,504
Net defined benefit liability	16,313	16,566
Deposits received from tenants and franchised stores	44,178	13,796
Lease obligations	1,223,438	1,398,990
Asset retirement obligations	235,024	225,304
Other	66,201	64,836
<b>TOTAL LIABILITIES</b>	<b>7,162,898</b>	<b>5,494,762</b>
<b>NET ASSETS</b>		
<b>Shareholders' equity</b>	<b>3,054,284</b>	<b>2,634,255</b>
Common stock	50,000	50,000
Capital surplus	293,455	293,429
Retained earnings	2,727,937	2,906,276
Treasury stock, at cost	(17,108)	(615,450)
<b>Total accumulated other comprehensive income</b>	<b>981,693</b>	<b>985,971</b>
Unrealized gains (losses) on available-for-sale securities, net of taxes	51,770	55,662
Unrealized gains (losses) on hedging derivatives, net of taxes	5,035	4,622
Foreign currency translation adjustments	901,059	884,784
Remeasurements of defined benefit plans	23,827	40,900
<b>Share award rights</b>	<b>–</b>	<b>225</b>
<b>Subscription rights to shares</b>	<b>80</b>	<b>–</b>
<b>Non-controlling interests</b>	<b>187,154</b>	<b>27,743</b>
<b>TOTAL NET ASSETS</b>	<b>4,223,212</b>	<b>3,648,195</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>11,386,111</b>	<b>9,142,957</b>

(2) Consolidated statements of income and consolidated statements of comprehensive income

Consolidated statements of income

(Millions of yen)

	Year Ended February 28, 2025	Year Ended February 28, 2026
	Amount	Amount
<b>Revenues from operations</b>	<b>11,972,762</b>	<b>10,430,269</b>
Net sales	10,342,323	8,893,693
Cost of sales	8,485,841	7,300,235
<b>Gross profit on sales</b>	<b>1,856,482</b>	<b>1,593,457</b>
Operating revenues	1,630,439	1,536,575
<b>Gross profit from operations</b>	<b>3,486,921</b>	<b>3,130,033</b>
<b>Selling, general and administrative expenses</b>	<b>3,065,929</b>	<b>2,707,040</b>
Advertising and decoration expenses	93,224	81,673
Salaries and wages	723,719	615,086
Provision for bonuses to employees	14,276	14,953
Pension expenses	12,765	10,856
Legal welfare expenses	88,532	65,718
Land and building rent	480,095	451,985
Depreciation and amortization	422,032	370,926
Utility expenses	192,189	172,591
Store maintenance and repair expenses	182,536	152,505
Other	856,557	770,743
<b>Operating income</b>	<b>420,991</b>	<b>422,993</b>
<b>Non-operating income</b>	<b>25,705</b>	<b>18,782</b>
Interest income	10,372	11,098
Dividend income	1,876	1,903
Gain on valuation of investment securities	7,632	2,214
Other	5,823	3,566
<b>Non-operating expenses</b>	<b>72,110</b>	<b>64,363</b>
Interest expenses	40,841	29,773
Interest on bonds	20,541	19,709
Equity in losses of affiliates	450	5,304
Other	10,277	9,576
<b>Ordinary income</b>	<b>374,586</b>	<b>377,411</b>

(Millions of yen)

	Year Ended February 28, 2025	Year Ended February 28, 2026
	Amount	Amount
<b>Special gains</b>	<b>115,706</b>	<b>142,915</b>
Gain on sales of property and equipment	91,933	94,599
Gain on sales of property and equipment related to restructuring	3,118	–
Gain on change in equity in superstore business	–	26,946
Gain on sales of investments in securities	11,807	5,485
Insurance income	4,623	344
Other	4,223	15,540
<b>Special losses</b>	<b>220,941</b>	<b>85,762</b>
Loss on disposals of property and equipment	23,165	22,525
Impairment loss	98,260	32,829
Restructuring expenses	25,605	873
Loss on business of subsidiaries and associates	46,416	–
Loss on transfer of subsidiary	4,782	–
Other	22,711	29,534
<b>Income before income taxes</b>	<b>269,351</b>	<b>434,564</b>
<b>Total Income taxes</b>	<b>86,331</b>	<b>135,472</b>
Income taxes - current	80,171	114,352
Income taxes - deferred	6,160	21,120
Net income	183,020	299,091
Net income attributable to non-controlling interests	9,952	6,330
<b>Net income attributable to owners of parent</b>	<b>173,068</b>	<b>292,760</b>

## Consolidated statements of comprehensive income

(Millions of yen)

	Year Ended February 28, 2025	Year Ended February 28, 2026
	Amount	Amount
<b>Net income</b>	<b>183,020</b>	<b>299,091</b>
<b>Other comprehensive income</b>		
Unrealized gains (losses) on available-for-sale securities, net of taxes	5,618	2,883
Unrealized gains (losses) on hedging derivatives, net of taxes	697	(412)
Foreign currency translation adjustments	294,534	(22,985)
Remeasurements of defined benefit plans, net of taxes	2,416	7,881
Share of other comprehensive income (loss) of entities accounted for using equity method, net of taxes	70	9,802
<b>Total other comprehensive income (loss)</b>	<b>303,336</b>	<b>(2,830)</b>
<b>Comprehensive income (loss)</b>	<b>486,357</b>	<b>296,261</b>
Comprehensive income (loss) attributable to owners of parent	474,298	297,038
Comprehensive income (loss) attributable to non-controlling interests	12,059	(777)

**(3) Consolidated statements of changes in net assets**

Fiscal year ended February 28, 2025 (From March 1, 2024 to February 28, 2025)

(Millions of yen)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock, at cost	Total shareholders' equity
Balance at March 1, 2024	50,000	351,851	2,650,575	(16,368)	3,036,059
Cumulative effects of changes in accounting policies			5,766		5,766
Restated balance	50,000	351,851	2,656,342	(16,368)	3,041,825
Increase (decrease) for the year					
Cash dividends			(101,469)		(101,469)
Net income attributable to owners of parent			173,068		173,068
Purchase of treasury stock				(59,643)	(59,643)
Disposal of treasury stock		0		840	840
Cancellation of treasury stock		(58,062)		58,062	-
Other		(333)	(3)	(0)	(337)
Net changes of items other than shareholders' equity					
Net increase (decrease) for the year	-	(58,396)	71,595	(740)	12,458
Balance at February 28, 2025	50,000	293,455	2,727,937	(17,108)	3,054,284

(Millions of yen)

	Accumulated other comprehensive income					Sub- scrip- tion rights to shares	Non- controlling interests	TOTAL NET ASSETS
	Unrealized gains (losses) on available- for-sale securities, net of taxes	Unrealized gains (losses) on hedging deriva- tives, net of taxes	Foreign currency translation adjust- ments	Remea- surements of defined benefit plans	Total accumu- lated other compre- hensive income			
Balance at March 1, 2024	46,116	4,823	608,057	21,466	680,464	60	184,041	3,900,624
Cumulative effects of changes in accounting policies								5,766
Restated balance	46,116	4,823	608,057	21,466	680,464	60	184,041	3,906,391
Increase (decrease) for the year								
Cash dividends								(101,469)
Net income attributable to owners of parent								173,068
Purchase of treasury stock								(59,643)
Disposal of treasury stock								840
Cancellation of treasury stock								—
Other								(337)
Net changes of items other than shareholders' equity	5,654	211	293,002	2,361	301,229	19	3,112	304,362
Net increase (decrease) for the year	5,654	211	293,002	2,361	301,229	19	3,112	316,821
Balance at February 28, 2025	51,770	5,035	901,059	23,827	981,693	80	187,154	4,223,212

Fiscal year ended February 28, 2026 (From March 1, 2025 to February 28, 2026)

(Millions of yen)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock, at cost	Total shareholders' equity
Balance at March 1, 2025	50,000	293,455	2,727,937	(17,108)	3,054,284
Increase (decrease) for the year					
Cash dividends			(113,635)		(113,635)
Net income attributable to owners of parent			292,760		292,760
Purchase of treasury stock				(600,004)	(600,004)
Disposal of treasury stock		(23)		1,659	1,636
Other		(3)	(785)	2	(786)
Net changes of items other than shareholders' equity					
Net increase (decrease) for the year	-	(26)	178,339	(598,342)	(420,029)
Balance at February 28, 2026	50,000	293,429	2,906,276	(615,450)	2,634,255

(Millions of yen)

	Accumulated other comprehensive income					Share award rights	Sub- scrip- tion rights to shares	Non- con- trolling interests	TOTAL NET ASSETS
	Unrealized gains (losses) on available- for-sale securities, net of taxes	Unrealized gains (losses) on hedging deriva- tives, net of taxes	Foreign currency translation adjustments	Remea- surements of defined benefit plans	Total accumu- lated other compre- hensive income				
Balance at March 1, 2025	51,770	5,035	901,059	23,827	981,693	–	80	187,154	4,223,212
Increase (decrease) for the year									
Cash dividends									(113,635)
Net income attributable to owners of parent									292,760
Purchase of treasury stock									(600,004)
Disposal of treasury stock									1,636
Other									(786)
Net changes of items other than shareholders' equity	3,892	(412)	(16,274)	17,072	4,277	225	(80)	(159,410)	(154,987)
Net increase (decrease) for the year	3,892	(412)	(16,274)	17,072	4,277	225	(80)	(159,410)	(575,017)
Balance at February 28, 2026	55,662	4,622	884,784	40,900	985,971	225	–	27,743	3,648,195

**(4) Consolidated statements of cash flows**

(Millions of yen)

	Year Ended	Year Ended
	February 28, 2025	February 28, 2026
	Amount	Amount
<b>Cash flows from operating activities</b>		
Income before income taxes	269,351	434,564
Depreciation and amortization	436,593	382,009
Impairment loss	143,993	32,829
Amortization of goodwill	138,209	137,890
Increase (decrease) in allowance for bonuses to employees	766	928
Increase in net defined benefit asset	(9,806)	(6,967)
Interest and dividends income	(12,249)	(13,002)
Interest expenses and interest on bonds	61,382	49,482
Equity in losses (earnings) of affiliates	450	5,304
Insurance income	(4,623)	(344)
Gain on sales of property and equipment	(95,052)	(94,599)
Loss on disposals of property and equipment	24,744	23,122
Loss on transfer of subsidiary	4,782	–
Loss (gain) on sales of investments in securities	(11,723)	(5,458)
Gain on change in equity in superstore business	–	(26,946)
Decrease (increase) in notes and accounts receivable, trade	48,376	(17,694)
Decrease (increase) in trade accounts receivable, financial services	(10,383)	(10,748)
Decrease (increase) in inventories	7,911	12,049
Increase (decrease) in notes and accounts payable, trade	(73,035)	5,962
Increase (decrease) in deposits received	6,197	34,315
Net increase (decrease) in borrowings in banking business	–	10,000
Net increase (decrease) in bonds in banking business	(15,000)	–
Net increase (decrease) in deposits received in banking business	9,625	28,797
Net increase (decrease) in call money in banking business	60,000	(100,000)
Net decrease (increase) in ATM-related temporary accounts	(5,937)	(41,969)
Other	(26,729)	(51,108)
<b>Subtotal</b>	<b>947,843</b>	<b>788,419</b>
Interest and dividends received	11,399	14,209
Interest paid	(57,962)	(52,505)
Insurance income received	7,910	2,809
Income taxes paid	(51,628)	(88,643)
Income taxes refund	18,896	2,446
<b>Net cash provided by operating activities</b>	<b>876,458</b>	<b>666,736</b>

(Millions of yen)

	Year Ended	Year Ended
	February 28, 2025	February 28, 2026
	Amount	Amount
<b>Cash flows from investing activities</b>		
Acquisition of property and equipment	(430,866)	(333,618)
Proceeds from sales of property and equipment	130,005	143,587
Acquisition of intangible assets	(108,151)	(70,705)
Payment for purchase of investments in securities	(64,402)	(46,618)
Proceeds from sales of investments in securities	43,208	56,047
Payment for purchase of shares in subsidiaries resulting in change in scope of consolidation	(166,657)	–
Proceeds from sales of shares in subsidiaries resulting in change in scope of consolidation	2,603	538,359
Payment for sales of shares in subsidiaries resulting in change in scope of consolidation	(22,573)	(758,627)
Payment for long-term leasehold deposits	(8,847)	(5,303)
Refund of long-term leasehold deposits	25,645	20,776
Proceeds from deposits from tenants	3,715	1,338
Refund of deposits from tenants	(3,368)	(1,322)
Payment for acquisition of business	(109,675)	(5,023)
Payment for time deposits	(7,104)	(4,505)
Proceeds from withdrawal of time deposits	5,036	6,381
Other	(20,929)	(18,108)
<b>Net cash used in investing activities</b>	<b>(732,363)</b>	<b>(477,343)</b>
<b>Cash flows from financing activities</b>		
Net increase (decrease) in short-term loans	82,447	(39,681)
Proceeds from long-term debts	201,945	144,700
Repayment of long-term debts	(146,693)	(271,746)
Payment for redemption of bonds	(341,302)	(210,000)
Proceeds from share issuance to non-controlling shareholders	619	–
Purchase of treasury stock	(59,643)	(600,004)
Dividends paid	(101,408)	(113,563)
Dividends paid to non-controlling interests	(7,620)	(4,447)
Payment for changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	(367)	(0)
Other	(20,625)	(15,137)
<b>Net cash used in financing activities</b>	<b>(392,648)</b>	<b>(1,109,880)</b>
<b>Effect of exchange rate changes on cash and cash equivalents</b>	<b>35,879</b>	<b>(3,185)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(212,673)</b>	<b>(923,673)</b>
<b>Cash and cash equivalents at beginning of period</b>	<b>1,562,493</b>	<b>1,349,820</b>
<b>Cash and cash equivalents at end of period</b>	<b>1,349,820</b>	<b>426,146</b>

## **(5) Doubts on the premise of going concern**

None

## **(6) Accounting policies for the preparation of consolidated financial statements**

### **I. Scope of consolidation**

#### **(i) Number of consolidated subsidiaries: 140**

Major consolidated subsidiaries: SEVEN-ELEVEN JAPAN CO., LTD., 7-Eleven, Inc., SEJ Asset Management & Investment Company, 7-Eleven International LLC, 7-Eleven Stores Pty Ltd, and Seven Financial Service Co., Ltd.

Consolidated subsidiaries decreased by 35

In the fiscal year ended February 28, 2026, SEVEN-ELEVEN JAPAN CO., LTD., Ito-Yokado Co., Ltd., and York-Benimaru Co., Ltd. tendered some or all of their shares in Seven Bank, Ltd. ("Seven Bank") in response to the share repurchase announced by Seven Bank. As a result, Seven Bank and its 9 subsidiaries have been excluded from the scope of consolidation and Seven Bank has become an equity method affiliate of the Company.

The Company resolved and completed the procedures to transfer the rights and obligations relating to the head office functions, subsidiary management functions of a total of 29 companies - comprising 22 of the Company's consolidated subsidiaries and 7 equity method affiliates engaged in the Group's food supermarket, specialty store, and other businesses - along with all other businesses held by the Company's wholly-owned subsidiary, YORK Holdings Co., Ltd. ("YORK HD"), to K.K. BCJ-96 (currently YORK HD), a wholly-owned subsidiary of K.K. BCJ-95, an acquisition purpose company established by Bain Capital Private Equity, L.P. and its affiliates. The transfer, which includes all shares of the Transferred Companies (referring to Ito-Yokado Co., Ltd., York-Benimaru Co., Ltd., THE LOFT CO., LTD., Akachan Honpo Co., Ltd., Seven & i Food Systems Co., Ltd. (currently known as Denny's Japan Co., Ltd.), Seven & i Create Link Co., Ltd. (currently known as Create Link Co., Ltd.), and SHELL GARDEN CO., LTD.) held directly by YORK HD, was executed through an absorption-type split ("Absorption-type Split"). On the same date, following an investment in K.K. BCJ-95 that brought the Company's shareholding to 35.07% after the Absorption-type Split became effective, 21 of YORK HD's subsidiaries were excluded from the scope of consolidation, and K.K. BCJ-95 became an equity method affiliate of the Company.

In addition to the above, 2 companies were liquidated, 1 company's shares were transferred, and 1 company was absorbed through a merger. As a result of the above, 35 companies have been excluded from the scope of consolidation.

### **II. Application of the equity method**

#### **(i) Number of unconsolidated subsidiaries to which the equity method was applied: None**

#### **(ii) Number of affiliates to which the equity method was applied: 13**

Major affiliates: K.K. BCJ-95, Seven Bank, Ltd., and PIA Corporation

In the fiscal year ended February 28, 2026, as described in "I. Scope of consolidation" above, K.K. BCJ-95 and Seven Bank, Ltd. have become equity method affiliates of the Company, while seven equity method affiliates previously attributable to YORK Holdings Co., Ltd., a wholly owned subsidiary of the Company, have been excluded. In addition, 1 company has been excluded due to a transfer of shares and 1 due to liquidation, resulting in a total of 9 companies being excluded from equity method affiliates.

(iii) Procedure for applying the equity method

- (a) The affiliates which have different closing dates are included in the consolidated financial statements based on their respective fiscal year-end or interim financial statements.
- (b) When an affiliate has a deficit net worth, the Company eliminates a portion of its loan receivable from such affiliate in consideration of the Company's share of equity in the affiliate.

III. Accounting period of consolidated subsidiaries

The fiscal year-end of some subsidiaries is December 31. The financial statements of such subsidiaries as of and for the year ended December 31 are used in preparing the consolidated financial statements. All material transactions during the period from the closing date to the end of February are adjusted for the consolidation purpose.

IV. Summary of significant accounting policies

(i) Valuation method for major assets

(a) Valuation method for securities

(I) Held-to-maturity debt securities are carried at amortized cost.

(II) Other available-for-sale securities are classified into two categories, where: (i) Securities other than shares that do not have a market value and (ii) Shares that do not have a market value.

(i) Securities other than shares that do not have a market value are valued at fair value as at the consolidated closing date. Net unrealized gains or losses on these securities are reported as a separate component of net assets at a net-of-tax amount. Cost of securities sold is determined using the moving-average method.

(ii) Shares that do not have a market value are mainly valued at cost, determined using the moving-average method.

(b) Valuation method for derivatives

Derivative financial instruments are valued at fair value.

(c) Valuation method for inventories

(I) Merchandise:

Inventories of domestic consolidated subsidiaries are stated mainly at cost determined by the retail method with book value written down to the net realizable value.

Cost is determined principally by the first-in, first-out (FIFO) method (except for gasoline inventory that is determined by the weighted average cost method) for foreign consolidated subsidiaries. Some domestic consolidated subsidiaries applied the FIFO method.

(II) Supplies:

Supplies are carried at cost which is mainly determined by the last purchase price method with book value written down to the net realizable value.

(ii) Depreciation and amortization

(a) Property and equipment (excluding right-of-use assets)

Property and equipment are depreciated using the straight-line method.

(b) Intangible assets

Intangible assets are amortized using the straight-line method. Internal use software is amortized using the straight-line method over an estimated useful life, generally 5-10 years.

(c) Right-of-use assets

Some foreign consolidated subsidiaries have adopted IFRS 16 Leases and application of Accounting Standards Update ("ASU") 2016-02, Leases (Topic 842). Therefore, lessees are in principle required

to recognize all leases as assets and liabilities on their consolidated balance sheets. Right-of-use assets recorded in assets as result of the application of IFRS 16 Leases are depreciated using the straight-line method.

Moreover, as a result of the application of ASU 2016-02, Leases (Topic 842), the amount equivalent to depreciation of right-of-use assets for operating lease is recorded not as "Depreciation and amortization" but as "Land and building rent," because they are not depreciable assets.

(iii) Accounting for deferred assets

Bond issuance cost

Bond issuance cost are amortized using the straight-line method over the redemption period.

(iv) Allowances

(a) Allowance for doubtful accounts

Allowance for doubtful accounts is provided in an amount sufficient to cover probable losses on collection. It consists of the estimated uncollectible amount with respect to certain identified doubtful receivables and an amount calculated using the actual historical rate of losses.

(b) Allowance for loss on business of subsidiaries and associates

Allowance for loss on business of subsidiaries and associates is provided. The estimated amount is recorded in preparation for expenses or losses associated with withdrawal of online supermarket business.

(c) Allowance for restructuring expenses

Allowance for restructuring expenses is provided. The estimated amount is recorded in preparation for expenses or losses associated with business restructuring.

(d) Allowance for sales promotion expenses

Points granted to customers under the loyalty program, which is designed to promote sales, are divided into two types: points granted based on the amount of purchases and points granted based on events other than purchases.

Of these, allowance for sales promotion expenses is provided for the use of points granted to customers for events other than purchases at the amount expected to be used in the future as at the balance sheet date.

(e) Allowance for bonuses to employees

Allowance for bonuses to employees is provided at the amount calculated based on the estimation of payment.

(f) Allowance for bonuses to Directors and Audit & Supervisory Board Members

Allowance for bonuses to Directors and Audit & Supervisory Board Members is provided at the amount estimated to be paid.

(g) Allowance for retirement benefits to Directors and Audit & Supervisory Board Members

Allowance for retirement benefits to Directors and Audit & Supervisory Board Members is provided at the amount required to be paid in accordance with internal rules.

The Company and some of its consolidated subsidiaries abolished the retirement benefits policy for Directors and Audit & Supervisory Board Members, for which some consolidated subsidiaries have determined to pay the balance at the time of retirement.

(h) Allowance for stock payments

Allowance for stock payments is provided to prepare for payments of stock benefits to directors and executive officers of the Company and its consolidated. The amount is based on the expected stock benefit payable as at the balance sheet date.

(v) Accounting method for retirement benefits

(a) Allocation method of estimated total retirement benefits

When calculating retirement benefit obligation, the benefit formula basis is used to allocate estimated total retirement benefits to the period up to the fiscal year-end.

(b) Amortization method of the actuarial difference and the prior service cost

The amount of actuarial differences is amortized on a straight-line basis over a period of 10 years from the year following the year in which they arise, which is within the average remaining years of service of the eligible employees.

The amount of prior service costs is amortized on a straight-line basis over a period of 5 years or 10 years, which are within the average remaining years of service of the eligible employees.

(vi) Revenue recognition

The Group recognizes revenue based on the following five-step approach.

Step 1: Identifying the contract

Step 2: Identifying the performance obligations

Step 3: Determining the transaction price

Step 4: Allocating the transaction price to the performance obligations

Step 5: Recognizing revenue as the performance obligation is satisfied

(a) Revenue recognition criteria for each operating segment

(I) Domestic convenience store operations

Domestic convenience store operations operate a convenience store business comprising directly managed corporate stores and franchised stores mainly under SEVEN-ELEVEN JAPAN CO., LTD.

The Group sells processed foods, fast foods, daily delivered foods, and non-food merchandise to customers visiting the directly managed corporate stores. For these merchandise sales, revenue is recognized at the delivery of the merchandise to the customer by determining that the performance obligation of the merchandise is satisfied at that time of the delivery.

The Group assumes contractual obligations to franchised convenience stores, such as licensing of the use of the business expertise and trademarks, lending of equipment, purchase cooperation, advertising, management consulting, credit support for merchandise purchases, preparation for business commencement, as well as provision of services including training and accounting/bookkeeping services. These activities are determined to be a single performance obligation since they are closely connected with each other and cannot be separately performed as distinct services. This performance obligation is satisfied over time or as the service is provided. In addition, revenue is recognized over the contract period as gross profit on sales is generated, since the transaction prices are royalties based on the gross profit on sales of the stores.

Sales promotion expenses and other consideration paid to customers are deducted from the transaction prices.

(II) Overseas convenience store operations

Overseas convenience store operations operate a convenience store business comprising directly managed corporate stores and franchised stores mainly under 7-Eleven, Inc.

The Group sells processed foods, fast foods, daily delivered foods, and non-food merchandise to customers visiting the directly managed corporate stores. For these merchandise sales, revenue

is recognized at the delivery of the merchandise to the customer by determining that the performance obligation of the merchandise is satisfied at the time of delivery.

The Group sells gasoline to customers visiting the stores and dealers. For these merchandise sales, revenue is recognized at the time of delivery of the merchandise to the customer by determining that the performance obligation of the merchandise is satisfied at that time of the delivery.

The Group assumes contractual obligations to franchised convenience stores, such as licensing of the use of the trademarks, provision of training, preparation for business commencement, advertising, management instructions, and permitting the use of the land, buildings and equipment. These activities are determined to be a single performance obligation since they are closely connected with each other and cannot be separately performed as distinct services. This performance obligation is satisfied over time or as the service is provided. In addition, revenue is recognized over the contract period as gross profit on sales is generated, since the transaction prices are royalties based on the gross profit on sales of the stores.

The revenue is measured at the amount of the consideration promised under the contract with the customer less discounts or others.

Subsidiaries in North America that adopt US GAAP have applied ASU No. 2014-09 "Revenue from Contracts with Customers (Topic 606)."

### (III) Superstore operations

Superstore operations of the Group, whose main components are Ito-Yokado Co., Ltd. and York-Benimaru Co., Ltd., comprise general merchandise store (GMS) operations and food supermarket operations, and operate a retail business that provides a comprehensive range of daily life necessities such as food and other daily necessities. Superstore operations operate merchandise sales at the Company or provision of services to tenants. As for merchandise sales at the Company, revenue is recognized at the delivery of the merchandise to the customer by determining that the performance obligation is satisfied at the time of the delivery of the merchandise. As for the provision of services to tenants, revenue is recognized as the service is provided by determining that the performance obligation is satisfied over the contract period.

As for merchandise sales at the Company, revenue is measured at the amount of the consideration promised under the contract with the customer less discounts or others. The provision of services to tenants includes some transactions where mainly the transaction price is a variable consideration based on net sales to the tenant.

### (IV) Financial services

Financial services operate a banking business, credit card business, electronic money business, and leasing business. Commission fee income received for the provision of various services are recognized as revenue at the point when each transaction occurs.

#### (b) Granting options for customers to obtain additional goods or services

Based on the loyalty program, which is designed to promote sales, the Group grants points in accordance with the amount of purchase by members and provide goods or services equivalent to the points used. The Group identifies the points granted as performance obligations, and the transaction price is allocated based on the stand-alone selling price calculated considering the estimated future forfeitures, etc.

#### (c) Determination of a principal or an agent

If the Group has control of the merchandise or service before it is transferred to a customer, the transaction is deemed to be a transaction by a principal, and the revenue is recognized at the total amount. If the Group does not have such control or if the Group's performance obligation is to

arrange the provision of the merchandise or service, the transaction is deemed to be a transaction by an agent, and the revenue is recognized on the net amount (an amount equivalent to the commission fee).

In our group, revenue related to commission fees for the sales on wholesaler owned goods and merchandise sales by tenants is recognized on the net amount by subtracting payments to suppliers from the total amount.

(vii) Foreign currency translation

All assets and liabilities of the Company and its domestic consolidated subsidiaries denominated in foreign currencies are translated into Japanese yen at the exchange rate in effect as at the respective balance sheet dates. Translation gains or losses are included in the accompanying consolidated statements of income.

All balance sheets accounts of foreign subsidiaries are translated into Japanese yen at the exchange rate in effect at the respective balance sheet dates. All income and expense accounts are translated at the average exchange rate for the period. The resulting translation adjustments are included in the accompanying consolidated balance sheets under "Non-controlling interests" and "Foreign currency translation adjustments."

(viii) Hedge accounting

(a) Hedge accounting

If derivative financial instruments are used as hedges and meet certain hedging criteria, the recognition of gains and losses resulting from the changes in fair value of derivative financial instruments is deferred until the related gains and losses on the hedged items are recognized.

The forward foreign exchange contracts are accounted for by the designated accounting treatment when they meet certain treatment for that. Certain interest rate swap contracts that meet specific accounting treatment are not measured at market value but the differences between the paid and received amount under the swap contracts are recognized and included in interest income or expense as incurred. The Company applies integral accounting treatment (specific accounting treatment, designated accounting treatment) to interest rate and currency swap contracts that meet the requirements of integral accounting treatment.

(b) Hedge instruments and hedged items

(I) Hedge instruments – Forward foreign exchange contracts

Hedged items – Foreign currency-denominated monetary asset and liability

(II) Hedge instruments – Interest swap

Hedged items – Loans

(III) Hedge instruments – Interest rate and currency swap

Hedged items – Foreign currency-denominated loans

(c) Hedging policies

The Company and its subsidiaries have policies to utilize derivative instruments for the purposes of hedging their exposure to fluctuations in foreign currency rates and interest rates and reducing financing costs as well as optimizing future cash flow. The Company and its subsidiaries do not hold or issue derivative instruments for trading or speculative purposes.

(d) Assessing hedge effectiveness

The hedge effectiveness is assessed by comparing the fluctuation quarterly except for those that meet specific accounting treatment and integral accounting treatment.

(ix) Goodwill and negative goodwill

Goodwill is amortized mainly over a period of 20 years on a straight-line basis, or recognized as income or expenses immediately if immaterial.

Negative goodwill is recognized as income when it occurs.

The goodwill recognized in applying the equity method is accounted for in the same manner.

(x) Cash and cash equivalents

Cash and cash equivalents in the accompanying consolidated statements of cash flows consist of cash on hand, demand deposits and short-term investments with maturities of three months or less from the date of acquisition, that are liquid, readily convertible into cash and are subject to minimum risk of price fluctuation.

(xi) Other accounting treatments

(a) Accounting for franchised stores in Domestic and Overseas convenience store operations

SEVEN-ELEVEN JAPAN CO., LTD. and 7-Eleven, Inc. (including 7-Eleven Stores Pty Ltd) recognize franchise commission from its franchised stores as revenues and include it in "Operating revenues."

(b) Accounting for consumption taxes and excise tax

The excise tax levied in the U.S. and Canada is included in the revenues from operations.

(c) Application of the Group Tax Sharing System

The Company and part of its wholly owned domestic subsidiaries have applied the Group Tax Sharing System. Furthermore, the Company undertakes and discloses the accounting treatment for national corporate taxes and local corporate taxes or tax effect accounting relating to these taxes in compliance with provisions in the "Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System" (ASBJ Practical Issues Task Force No. 42, August 12, 2021).

## **(7) Changes in accounting policies**

(Application of the Accounting Standard for Current Income Taxes, etc.)

The Company has applied the Accounting Standard for Current Income Taxes (Accounting Standards Board of Japan (ASBJ) Statement No. 27, October 28, 2022, hereinafter the "Revised Accounting Standard 2022"), etc. from the beginning of the fiscal year ended February 28, 2026.

The amendment to categories in which current income taxes should be recorded (taxes on other comprehensive income) follows the transitional treatment prescribed in the proviso of paragraph 20-3 of the Revised Accounting Standard 2022 and the transitional treatment prescribed in the proviso of paragraph 65-2 (2) of the Implementation Guidance on Tax Effect Accounting (ASBJ Guidance No. 28, October 28, 2022, hereinafter the "Revised Implementation Guidance 2022"). There is no impact on the consolidated financial statements.

With respect to the treatment of the tax effects of gains or losses arising from the sale of shares of subsidiaries, etc. among consolidated companies that are deferred for tax purposes, if deferred tax assets or deferred tax liabilities are recognized for a temporary difference related to the gain or loss on the sale in the financial statements of a company that sold the shares of subsidiaries, etc., the Company had not adjusted the amount of deferred tax assets or deferred tax liabilities relating to such temporary differences in the process of consolidated accounting procedures. However, the Company has decided to reverse the deferred tax assets or deferred tax liabilities related to such temporary differences.

For the amendment related to the revised accounting treatment for consolidated financial statements when gains or losses on the sale of shares of subsidiaries, etc. resulting from transactions between consolidated companies are deferred for tax purposes, the Company has applied the Revised

Implementation Guidance 2022 from the beginning of the fiscal year ended February 28, 2026. The change in accounting policies has been applied retrospectively and reflected in the consolidated financial statements for the fiscal year ended February 28, 2025.

As a result, compared to the figures prior to the retrospective application, the consolidated balance sheet for the fiscal year ended February 28, 2025 shows a decrease of 5,766 million yen in deferred tax liabilities and an increase of 2.22 yen in owners' equity per share. In addition, because the cumulative effect was reflected in net assets at the beginning of the fiscal year ended February 28, 2025, the opening balance of retained earnings for the fiscal year ended February 28, 2025, increased by 5,766 million yen.

## **(8) Changes in method of presentation**

(Consolidated balance sheets)

"Vehicles, net" and "Lease assets, net," which were previously separately presented as Property and equipment in the fiscal year ended February 28, 2025, have been included in "Other" for the fiscal year ended February 28, 2026 due to their decreased materiality. To reflect this change in method of presentation, the Company has reclassified consolidated balance sheets for the fiscal year ended February 28, 2025.

As a result, 23,300 million yen that was presented as "Vehicles, net" and 1,641 million yen that was presented as "Lease assets, net" under Property and equipment in the fiscal year ended February 28, 2025 have been reclassified as "Other."

## **(9) Supplementary information**

(Performance-based stock compensation plan for Directors)

The Company and certain consolidated subsidiaries (hereinafter the "Companies") have introduced a Performance- Based Stock Compensation Plan (hereinafter the "Plan") for the directors of the Companies (excluding nonexecutive Directors and Directors residing overseas, the same applies hereinafter) using the Directors' Compensation BIP (Board Incentive Plan) Trust (hereinafter "BIP Trust"), mainly aiming to raise willingness to contribute to the improvement of medium-and long-term corporate value and to share interests with shareholders.

The accounting treatment for the BIP Trust agreement is in accordance with "Practical Solution on Transactions of Delivering the Company's Own Stock to Employees etc. through Trusts" (PITF (Practical Issue Task Force) No. 30, March 26, 2015).

### **(1) Outline of the transaction**

The plan is a performance-based stock compensation plan whereby the Companies contribute an appropriate amount of money to the BIP Trust, which is used as funds to acquire Company's shares. The Company's shares are delivered to directors in accordance with Share Delivery Rules for directors stipulated by the Companies. Directors shall receive delivery of the Company's shares, etc., in principle, upon their retirement.

### **(2) Company's shares remaining in the BIP Trust**

The Company's shares remaining in the BIP Trust are recorded as treasury stock under net assets at their carrying amounts (excluding incidental expenses). As of February 28, 2026, the carrying amount and the number of Company's shares remaining in the BIP Trust are 2,673 million yen and 1,825 thousand shares, respectively.

(Performance-based stock compensation plan for Executive Officers)

The Company and certain consolidated subsidiaries (hereinafter the “Companies”) have introduced a Performance- Based Stock Compensation Plan (hereinafter the “Plan”) for the executive officers of the Companies (excluding those residing overseas, the same applies hereinafter) using the Stock Grant Employee Stock Ownership Plan (ESOP) Trust (hereinafter “ESOP Trust”), mainly aiming to raise willingness to contribute to the improvement of medium-and long-term corporate value and to share interests with shareholders. The Companies adopted “Practical Solution on Transactions of Delivering the Company’s Own Stock to Employees etc. through Trusts” (PITF No. 30, March 26, 2015) to account for the said trust agreement.

(1) Outline of the transaction

The plan is a performance-based stock compensation plan whereby the Companies contribute an appropriate amount of money to the ESOP Trust, which is used as funds to acquire the Company’s shares. The Company’s shares are delivered to executive officers in accordance with the Share Delivery Rules for executive officers stipulated by the Companies. Executive officers shall receive delivery of the Company’s shares, etc., in principle, upon their retirement.

(2) Company’s shares remaining in the ESOP Trust

The Company’s shares remaining in the ESOP Trust are recorded as treasury stock under net assets at their carrying amounts (excluding incidental expenses). As of February 28, 2026, the carrying amount and the number of the Company’s shares remaining in the Trust are 1,622 million yen and 1,203 thousand shares, respectively.

(Impact of changes in tax rates for income taxes, etc.)

The “Act for Partial Revision of the Income Tax Act, etc.” (Act No. 13 of 2025) was enacted by the Diet on March 31, 2025, and the “Special Corporate Tax for Defense” will be imposed from the fiscal years beginning on or after April 1, 2026.

As a result, the statutory effective tax rate used for calculating deferred tax assets and deferred tax liabilities has been changed from 30.6% to 31.5%, pertaining to temporary differences that are expected to be settled in the fiscal year beginning on or after March 1, 2027.

The impact of this change will be immaterial.

## (10) Notes to consolidated financial statements

### Notes to consolidated balance sheets;

#### 1. Accumulated depreciation of property and equipment

(Millions of yen)

	February 28, 2025	February 28, 2026
Accumulated depreciation	3,006,240	2,658,475

The Company's overseas subsidiaries that adopted U.S. GAAP have applied ASU 2016-02, Leases (Topic 842). As a result, the amount equivalent to depreciation of right-of-use assets related with operating lease is not included in accumulated depreciation, because the amount was deducted from right-of-use assets directly.

#### 2. Assets pledged as collateral

##### Assets pledged as collateral for the debts

(Millions of yen)

	February 28, 2025	February 28, 2026
Buildings and structures	1,077	-
Land	1,258	-
Investments in securities	97,682	-
Total	100,018	-
Debts for which above assets are pledged as collateral		
Long-term loans (including current portion of long-term loans)	5,752	-

##### Assets pledged as collateral for fund transfer

(Millions of yen)

	February 28, 2025	February 28, 2026
Long-term leasehold deposits	7,000	-

##### Assets pledged as collateral for real estate business

(Millions of yen)

	February 28, 2025	February 28, 2026
Long-term leasehold deposits	20	-

#### 3. Guarantees

(Millions of yen)

	February 28, 2025	February 28, 2026
Employees' housing loans	21	-

#### 4. Loan commitment

Some financial subsidiaries conduct a cash loan business that is associated with their credit card business. Unused credit balance related to the cash loan business is as follows:

(Millions of yen)

	February 28, 2025	February 28, 2026
Credit availability of cash loan business	767,987	326,004
Outstanding balance	66,979	7,079
Unused credit balance	701,008	318,924

Unused credit balance will not have a material impact on future cash flows because most of the unused credit balance will remain unused considering the historical record. Financial subsidiaries may cease finance services or reduce credit limit based on the change in the credit status of customers or other legitimate reasons.

#### 5. Others

Bonds held by Seven Bank, Ltd.

Seven Bank, Ltd., one of the Company's consolidated subsidiaries, holds bonds to serve as collateral for exchange settlement transactions and overdraft transactions with the Bank of Japan. These bonds are recorded in "Investments in securities" in the consolidated balance sheets due to its nature of restriction even if they have redemption at maturity less than one year. As of June 24, 2025, Seven Bank, Ltd. was excluded from the scope of consolidation.

**Notes to consolidated statements of income;**

1. The franchise commission from franchised stores of SEVEN-ELEVEN JAPAN CO., LTD. and 7-Eleven, Inc. (including 7-Eleven Stores Pty Ltd) is included in "Operating revenues."

The franchise commission from franchised stores are as follows:

(Millions of yen)

	Year ended February 28, 2025	Year ended February 28, 2026
SEVEN-ELEVEN JAPAN CO., LTD.	818,141	828,927
7-Eleven, Inc.	440,600	451,113
Total	1,258,741	1,280,041

The net sales of franchised stores are as follows:

(Millions of yen)

	Year ended February 28, 2025	Year ended February 28, 2026
SEVEN-ELEVEN JAPAN CO., LTD.	5,313,789	5,419,947
7-Eleven, Inc.	2,493,394	2,490,304
Total	7,807,183	7,910,252

2. Major items included in "Gain on sales of property and equipment" are as follows:

(Millions of yen)

	Year ended February 28, 2025	Year ended February 28, 2026
Buildings and structures	42,495	34,310
Land	51,997	59,252
Others	559	1,036
Total	95,052	94,599

Notes: (1) 1,660 million yen (Buildings and structures), 1,458 million yen (Land) and (0) million yen (Others) are included in "Gain on sales of property and equipment related to restructuring" in consolidated statements of income for the year ended February 28, 2025.

- (2) In conjunction with a sale-leaseback it carried out in November 2024, U.S. consolidated subsidiary 7-Eleven, Inc. recorded 88,210 million yen as gain on sales of property and equipment in consolidated statements of income for the year ended February 28, 2025. In conjunction with a sale-leaseback it carried out in December 2025, U.S. consolidated subsidiary 7-Eleven, Inc. recorded 51,413 million yen as gain on sales of property and equipment in consolidated statements of income for the year ended February 28, 2026.

3. Major items included in “Loss on disposals of property and equipment” are as follows:

(Millions of yen)

	Year ended February 28, 2025	Year ended February 28, 2026
Buildings and structures	10,564	7,599
Furniture, fixtures and equipment	5,767	4,175
Software	371	9,622
Removal expenses	7,677	1,662
Others	363	62
<b>Total</b>	<b>24,744</b>	<b>23,122</b>

Note: 265 million yen (Buildings and structures), 64 million yen (Furniture, fixtures and equipment) and 1,248 million yen (Removal expenses) are included in “Restructuring expenses” in consolidated statements of income for the year ended February 28, 2025. 157 million yen (Buildings and structures), 11 million yen (Furniture, fixtures and equipment) and 427 million yen (Removal expenses) are included in “Restructuring expenses” in consolidated statements of income for the year ended February 28, 2026.

4. Impairment loss

The Company and its consolidated subsidiaries recognized as impairment loss on the following group of assets.

Fiscal Year ended February 28, 2025 (From March 1, 2024 to February 28, 2025)

(Millions of yen)

Description	Classification	Location		Amount	
Stores	Land and buildings, etc.	Tokyo Met.	Domestic convenience stores	123 Stores	98,763
			Others	2 Stores	
		Osaka Pref.	Domestic convenience stores	97 Stores	
			Others	2 Stores	
		Aichi Pref.	Domestic convenience stores	92 Stores	
Others	1 Store				
U.S. and others	Overseas convenience stores	800 Stores			
Other facility, etc.	Software, etc.	Tokyo Met., Kanagawa Pref., Chiba Pref., & others		45,230	
<b>Total</b>				<b>143,993</b>	

Note: 19,192 million yen (Stores) is included in “Restructuring expenses” and 26,540 million yen (Other facility, etc.) is included in “Loss on business of subsidiaries and associates” in consolidated statements of income.

Fiscal Year ended February 28, 2026 (From March 1, 2025 to February 28, 2026)

(Millions of yen)

Description	Classification	Location			Amount
Stores	Land and buildings, etc.	Tokyo Met.	Domestic convenience stores	371 Stores	28,842
		Osaka Pref.	Domestic convenience stores	186 Stores	
			Others	1 Store	
		Kanagawa Pref.	Domestic convenience stores	108 Stores	
U.S. and others	Overseas convenience stores	1,356 Stores			
Other facility, etc.	Software, etc.	Tokyo Met., Yamagata Pref.			3,986
Total					32,829

The Company and its domestic consolidated subsidiaries group their fixed assets by store, which is the minimum cash-generating unit.

The book values of stores whose land had significantly declined in market prices or which incurred consecutive operating losses were reduced to recoverable amounts when the book values exceed future cash flows before discount, and such deducted amount was recorded as impairment loss in special losses.

U.S. consolidated subsidiary 7-Eleven, Inc. reassessed its asset groupings for purposes of promoting closing underperforming retail locations and other measures based on current strategic long-term plans. As a result, 56,797 million yen is recorded as "impairment loss" in the third quarter of the fiscal year ended February 28, 2025.

A breakdown of impairment loss is as follows:

Fiscal Year ended February 28, 2025 (From March 1, 2024 to February 28, 2025)

(Millions of yen)

	Stores	Other facilities, etc.	Total
Buildings and structures	75,760	3,387	79,147
Furniture, fixtures and equipment	12,937	4,554	17,492
Land	7,047	1	7,049
Software	1	28,496	28,497
Other	3,016	8,790	11,806
Total	98,763	45,230	143,993

Note: 3,455 million yen (Buildings and structures), 134 million yen (Furniture, fixtures and equipment), 15,490 million yen (Software) and 111 million yen (Other) are included in "Restructuring expenses" in consolidated statements of income. 3,260 million yen (Buildings and structures), 4,412 million yen (Furniture, fixtures and equipment), 10,445 million yen (Software) and 8,422 million yen (Other) are included in "Loss on business of subsidiaries and associates."

Fiscal Year ended February 28, 2026 (From March 1, 2025 to February 28, 2026)

(Millions of yen)

	Stores	Other facilities, etc.	Total
Buildings and structures	22,405	1	22,406
Furniture, fixtures and equipment	3,373	64	3,437
Land	2,721	0	2,722
Software	0	1,370	1,370
Other	342	2,549	2,891
Total	28,842	3,986	32,829

In the case where net selling prices were used as recoverable amounts, relevant assets were evaluated based on the real estate appraisal standards etc., and in the case where values in use were used as recoverable amounts, relevant assets were evaluated by discounting estimated future cash flows using discount rates of 4.5% - 8.6% (4.0% - 8.6% for the fiscal year ended February 28, 2025).

#### 5. Restructuring expenses

A breakdown of restructuring expenses is as follows:

(Millions of yen)

	Year ended February 28, 2025	Year ended February 28, 2026
Loss on disposals of property and equipment	1,578	597
Impairment loss	19,192	-
Early retirement benefit	1,125	-
Others	3,708	276
Total	25,605	873

#### 6. Loss on business of subsidiaries and associates

Loss on business of subsidiaries and associates is caused by withdrawal of online supermarket business and the breakdown is as follows:

(Millions of yen)

	Year ended February 28, 2025	Year ended February 28, 2026
Impairment loss	26,540	-
Early termination fee	14,278	-
Others	5,597	-
Total	46,416	-

**Notes to consolidated statements of comprehensive income;**

The components of other comprehensive income including reclassification adjustments, income taxes and tax (expense) or benefits for the fiscal years ended February 28, 2025 and February 28, 2026 are as follows:

(Millions of yen)

	Year ended February 28, 2025	Year ended February 28, 2026
Unrealized gains (losses) on available-for-sale securities, net of taxes:		
Increase (decrease) during the fiscal year	9,709	15,171
Reclassification adjustments	(1,777)	(7,802)
Amount before income taxes and tax effects	7,932	7,368
Income taxes and tax effects	(2,313)	(4,484)
Subtotal	5,618	2,883
Unrealized gains (losses) on hedging derivatives, net of taxes		
Increase during the fiscal year	789	(551)
Reclassification adjustments	(11)	(0)
Amount before income taxes and tax effects	777	(551)
Income taxes and tax effects	(79)	138
Subtotal	697	(412)
Foreign currency translation adjustments:		
Increase (decrease) during the fiscal year	294,534	(22,985)
Remeasurements of defined benefit plans, net of taxes:		
Increase (decrease) during the fiscal year	6,017	25,741
Reclassification adjustments	(3,880)	(15,263)
Amount before income taxes and tax effects	2,137	10,478
Income taxes and tax effects	278	(2,596)
Subtotal	2,416	7,881
Share of other comprehensive income of entities accounted for using the equity method:		
Increase (decrease) during the fiscal year	70	9,935
Reclassification adjustments	-	(133)
Subtotal	70	9,802
Total other comprehensive income (loss)	303,336	(2,830)

**Notes to consolidated statements of changes in net assets;**

(From March 1, 2024 to February 28, 2025)

1. Type and number of shares outstanding and treasury stock

(Thousands of shares)

	March 1, 2024	Number of shares increased (Note 1)	Number of shares decreased (Note 2)	February 28, 2025 (Note 3)
Outstanding stock				
Ordinary share	877,742	1,755,484	28,670	2,604,555
Treasury stock				
Ordinary share	3,437	35,549	29,263	9,723

Notes: (1) The increase in total number of outstanding stock of 1,755,484 thousand shares of common stock is the increase due to a share split with an effective date of March 1, 2024 whereby each share of common stock was split into 3 shares.

(2) The increase in treasury stock of 35,549 thousand shares of common stock is the increase of 6,875 thousand shares due to a share split with an effective date of March 1, 2024 whereby each share of common stock was split into 3 shares, the increase of 28,670 thousand shares due to the purchase of treasury stock by the resolution of the Board of Directors and the increase of 3 thousand shares due to the purchase of odd-lot shares.

(3) The decrease in treasury stock of 29,263 thousand shares of common stock is the decrease of 28,670 thousand shares due to the cancellation of treasury stock, the decrease of 592 thousand shares due to the delivery of the shares of the Company held by the BIP Trust and the ESOP Trust, and the decrease of 0 thousand shares due to the sale of odd-lot shares.

(4) The number of shares of treasury stock as of February 28, 2025 includes 4,137 thousand shares of the Company held by the BIP Trust and the ESOP Trust.

## 2. Subscription rights to shares and treasury subscription rights to shares

Entity		The Company	Consolidated subsidiaries	Total
Description of subscription rights to shares		Subscription rights to shares as stock-linked compensation stock option	Subscription rights to shares as stock-linked compensation stock option	
Type of shares to be issued upon excise of the rights		-	-	-
Number of shares to be issued upon the exercise of the rights (shares)	Number of shares as of March 1, 2024	-	-	-
	Number of shares increased	-	-	-
	Number of shares decreased	-	-	-
	Number of shares as of February 28, 2025	-	-	-
Balance as of February 28, 2025 (millions of yen)		49	30	80

## 3. Matters related to dividends

### (1) Dividend payments

Resolution	Type	Total amount of cash dividends	Dividend per share	Record date	Effective date
May 28, 2024 Ordinary general meeting of shareholders	Ordinary share	49,488 million yen	56.50 yen	Feb. 29, 2024	May 29, 2024
October 10, 2024 Board of Directors meeting	Ordinary share	51,980 million yen	20.00 yen	Aug. 31, 2024	Nov. 15, 2024

#### Notes:

- The total amount of cash dividends determined by the resolution of the ordinary general meeting of shareholders held on May 28, 2024 includes 89 million yen of the dividends for the shares of the Company held by the BIP Trust and the ESOP Trust. In addition, the Company implemented a share split with an effective date of March 1, 2024 whereby each share of common stock was split into 3 shares. Dividend per share is the amount of dividend before the share split.
- The total amount of cash dividends determined by the resolution of the Board of Directors meeting held on October 10, 2024 includes 84 million yen of the dividends for the shares of the Company held by the BIP Trust and the ESOP Trust.

(2) Dividends whose record date is within the fiscal year ended February 28, 2025, but to be effective after the fiscal year-end

Resolution	Type	Funds for dividends	Total amount of cash dividends	Dividend per share	Record date	Effective date
May 27, 2025 Ordinary general meeting of shareholders	Ordinary share	Retained earnings	51,980 million yen	20.00 yen	Feb. 28, 2025	May 28, 2025

Note:

The total amount of cash dividends includes 82 million yen of the dividends for the shares of the Company held by the BIP Trust and the ESOP Trust.

(From March 1, 2025 to February 28, 2026)

1. Type and number of shares outstanding and treasury stock

(Thousands of shares)

	March 1, 2025	Number of shares increased (Note 1)	Number of shares decreased (Note 2)	February 28, 2026 (Note 3)
Outstanding stock				
Ordinary share	2,604,555	-	-	2,604,555
Treasury stock				
Ordinary share	9,723	284,300	1,147	292,876

Notes: (1) The increase in treasury stock of 284,300 thousand shares of common stock is the increase of 284,297 thousand shares due to the purchase of treasury stock by the resolution of the Board of Directors and the increase of 2 thousand shares due to the purchase of odd-lot shares.

(2) The decrease in treasury stock of 1,147 thousand shares of common stock is the decrease of 1,107 thousand shares due to the delivery of the shares of the Company held by the BIP Trust and the ESOP Trust, the decrease of 36 thousand shares due to the exercise of subscription rights to shares, the decrease of 3 thousand shares in treasury stock due to changes in equity in entities accounted for using the equity method, and the decrease of 0 thousand shares due to the sale of odd-lot shares.

(3) The number of shares of treasury stock as of February 28, 2026 includes 3,029 thousand shares of the Company held by the BIP Trust and the ESOP Trust.

2. Subscription rights to shares and treasury subscription rights to shares

None

### 3. Matters related to dividends

#### (1) Dividend payments

Resolution	Type	Total amount of cash dividends	Dividend per share	Record date	Effective date
May 27, 2025 Ordinary general meeting of shareholders	Ordinary share	51,980 million yen	20.00 yen	Feb. 28, 2025	May 28, 2025
October 9, 2025 Board of Directors meeting	Ordinary share	61,654 million yen	25.00 yen	Aug. 31, 2025	Nov. 14, 2025

#### Notes:

1. The total amount of cash dividends determined by the resolution of the ordinary general meeting of shareholders held on May 27, 2025 includes 82 million yen of the dividends for the shares of the Company held by the BIP Trust and the ESOP Trust.
2. The total amount of cash dividends determined by the resolution of the Board of Directors meeting held on October 9, 2025 includes 75 million yen of the dividends for the shares of the Company held by the BIP Trust and the ESOP Trust.

#### (2) Dividends whose record date is within the fiscal year ended February 28, 2026, but to be effective after the fiscal year-end

The year-end cash dividend for the fiscal year ended February 28, 2026 is proposed and to be approved at the annual shareholders' meeting planned to be held on May 27, 2026.

Resolution	Type	Funds for dividends	Total amount of cash dividends	Dividend per share	Record date	Effective date
May 27, 2026 Ordinary general meeting of shareholders	Ordinary share	Retained earnings	57,869 million yen	25.00 yen	Feb. 28, 2026	May 28, 2026

#### Note:

The total amount of cash dividends includes 75 million yen of the dividends for the shares of the Company held by the BIP Trust and the ESOP Trust.

**Notes to consolidated statements of cash flows;**

(For the fiscal year ended February 28, 2025)

1. Reconciliation of cash and cash equivalents of the consolidated statements of cash flows and account balances of the consolidated balance sheets

(Millions of yen)

	February 28, 2025
Cash and bank deposits	1,368,663
Restricted cash	1,974
Time deposits and negotiable certificates of deposits with an original maturity of more than three months	(20,818)
Cash and cash equivalents	1,349,820

2. "Payment for sales of shares in subsidiaries resulting in change in scope of consolidation" in the fiscal year ended February 28, 2025 contains the payment of 22,068 million yen as accrued amount of price adjustment for Sogo & Seibu Co., Ltd., which was excluded from the scope of consolidation as a result of the sale of shares in the fiscal year ended February 29, 2024.
3. Summary of net assets (assets and liabilities) at the commencement of consolidation, along with the relationship between the acquisition cost of shares and net payment for the acquisition of the shares of companies newly consolidated

Convenience Group Holdings Pty Ltd

(Millions of yen)

	February 28, 2025
Current assets	57,123
Non-current assets	225,417
Goodwill	143,261
Current liabilities	(76,799)
Non-current liabilities	(152,495)
Acquisition of shares	196,507
Cash and cash equivalents	(29,850)
Payment for acquisition of business	166,657

4. Major non-cash transactions

(Millions of yen)

	Year ended February 28, 2025
Finance lease assets for property and equipment recorded in the consolidated balance sheet for the current fiscal year	6,928
Right-of-use assets recorded in the consolidated balance sheet for the current fiscal year	240,515
Asset retirement obligations recorded in the consolidated balance sheet for the current fiscal year	71,992

## 5. Acquisition of business

The followings are the details of payment made by 7-Eleven, Inc. to acquire the assets and liabilities related to business acquisition.

(Millions of yen)

	February 28, 2025
Inventory	5,432
Goodwill	107,145
Other	(2,901)
Subtotal	109,675
Property and equipment	44,187
Total	153,863

Property and equipment set out above at an amount of 44,187 million yen is included in acquisition of property and equipment in the statements of cash flows for the fiscal year ended February 28, 2025.

(For the fiscal year ended February 28, 2026)

1. Reconciliation of cash and cash equivalents of the consolidated statements of cash flows and account balances of the consolidated balance sheets

(Millions of yen)

	February 28, 2026
Cash and bank deposits	438,634
Restricted cash	2,275
Time deposits and negotiable certificates of deposits with an original maturity of more than three months	(14,764)
Cash and cash equivalents	426,146

2. Summary of net assets (assets and liabilities) at the time of transfer of YORK Holdings Co., Ltd. and its subsidiaries, which ceased to be consolidated subsidiaries as a result of the transfer of shares, along with the transfer price and proceeds from the transfer

(Millions of yen)

	February 28, 2026
Current assets	326,088
Non-current assets	825,324
Current liabilities	(258,262)
Non-current liabilities	(114,934)
Accumulated other comprehensive income	(13,698)
Non-controlling interests	(6,006)
Investment account after sale of shares	(88,191)
Gain on change in equity	31,018
Transfer price	701,337
Accounts receivable, other	(13,184)
Cash and cash equivalents	(149,793)
Proceeds from sale of shares in subsidiaries resulting in change in scope of consolidation	538,359

3. Summary of net assets (assets and liabilities) at the time of sale of Seven Bank, Ltd. and its subsidiaries, which ceased to be consolidated subsidiaries as a result of the sale of shares, along with the sales price and payment for sales of Seven Bank, Ltd. and its subsidiaries

(Millions of yen)

	February 28, 2026
Current assets	1,362,660
Non-current assets	236,942
Current liabilities	(1,259,742)
Non-current liabilities	(52,343)
Accumulated other comprehensive income	(3,701)
Subscription rights to shares	(47)
Non-controlling interests	(154,095)
Investment account after sale of shares	(91,227)
Loss (gain) on sale of shares	1,900
Sales price of shares	40,344
Cash and cash equivalents	(797,063)
Payment for sales of shares in subsidiaries resulting in change in scope of consolidation	(756,718)

4. Major non-cash transactions

(Millions of yen)

	Year ended February 28, 2026
Finance lease assets for property and equipment recorded in the consolidated balance sheet for the current fiscal year	5,791
Right-of-use assets recorded in the consolidated balance sheet for the current fiscal year	380,139
Asset retirement obligations recorded in the consolidated balance sheet for the current fiscal year	20,158

5. Acquisition of business

The followings are the details of payment made by 7-Eleven, Inc. to acquire the assets and liabilities related to business acquisition.

(Millions of yen)

	February 28, 2026
Goodwill	5,426
Non-current assets	5,483
Non-current liabilities	(5,593)
Other	(292)
Subtotal	5,023
Property and equipment	2,652
Total	7,676

Property and equipment set out above at an amount of 2,652 million yen is included in acquisition of property and equipment in the statements of cash flows for the fiscal year ended February 28, 2026.

## ***Segment information;***

### **Segment information**

#### **1. Overview of reportable segments**

With respect to its reportable segments, the Company is able to obtain delineated financial data from its structural units. Its segments are subject to periodical review for the purpose of making decisions on allocation of managerial resources and evaluating business performance by the Board of Directors.

Under the holding company structure, the Company has classified its consolidated subsidiaries into five segments which are "Domestic convenience store operations," "Overseas convenience store operations," "Superstore operations" and "Financial services" according to the nature of products, services and sales operations.

"Domestic convenience store operations" operate a convenience store business comprising directly managed corporate stores and franchised stores mainly under SEVEN-ELEVEN JAPAN CO., LTD. "Overseas convenience store operations" operate a convenience store business comprising directly managed corporate stores and franchised stores mainly under 7-Eleven, Inc. (including 7-Eleven Stores Pty Ltd). "Superstore operations" operate a retail business that provides a comprehensive range of daily life necessities such as food and other daily necessities. "Financial services" operate a banking business, credit card business and leasing business.

#### **2. Calculation methodology for revenues from operations, income or losses, assets and liabilities and other items for each reportable segments**

The accounting treatment of each reportable segments is in line with the "Accounting policies for the preparation of consolidated financial statements."

Segment income (loss) and segment liabilities as reported in this section are based on operating income and interest bearing debt, respectively. Intersegment revenues and transfers are calculated at prevailing market prices.

### 3. Information on revenues from operations, income, loss, assets, liabilities and other monetary items for each reportable segments

Fiscal Year ended February 28, 2025 (From March 1, 2024 to February 28, 2025)

(Millions of yen)

	Reportable segments				Others	Total	Adjustments	Consolidated total
	Domestic convenience store operations	Overseas convenience store operations	Superstore operations	Financial services				
Revenues from operations								
1. Customers	902,189	9,168,434	1,428,536	185,631	287,336	11,972,128	634	11,972,762
2. Intersegment	1,962	2,347	3,589	26,496	33,578	67,974	(67,974)	-
Total	904,152	9,170,782	1,432,126	212,127	320,914	12,040,102	(67,339)	11,972,762
Segment income (loss)	233,554	216,248	10,415	32,015	5,779	498,014	(77,023)	420,991
Segment assets	1,315,808	6,965,924	980,415	1,820,541	172,816	11,255,506	130,605	11,386,111
Segment liabilities (interest bearing debt)	-	1,520,446	423	247,751	16,562	1,785,184	909,546	2,694,730
Other items								
Depreciation	91,312	237,661	38,529	40,024	6,413	413,940	22,653	436,593
Amortization of goodwill	-	133,931	3,150	697	429	138,209	-	138,209
Investment in associates accounted for using the equity method	9,785	11,303	9,319	-	11,321	41,730	-	41,730
Impairment loss	9,655	64,874	40,095	1,640	1,679	117,945	26,048	143,993
Net increase in property and equipment, and intangible assets	104,520	290,785	63,216	58,784	7,156	524,462	11,339	535,802

#### Notes:

- Others represent the businesses which are not included in any of the reportable segments and consist of the specialty store operations and real estate operations, etc.
- The adjustments of (77,023) million yen for segment income (loss) are eliminations of intersegment transactions and certain expense items that are not allocated to reportable segments.
- The adjustments of 130,605 million yen for segment assets are eliminations of intersegment transactions and corporate assets.
- The adjustments of 909,546 million yen for segment liabilities are corporate liabilities and the Company's bonds. The amount of each segment liability does not include intersegment transactions.
- The adjustments of 22,653 million yen for depreciation are depreciation for corporate assets.
- The adjustments of 11,339 million yen for net increase in property and equipment, and intangible assets, are eliminations of intersegment transactions and net increase in corporate assets.
- Segment income (loss) is reconciled with the operating income in the consolidated statements of income.
- Out of "Impairment loss" in the table above, 26,540 million yen is included in "Loss on business of subsidiaries and associates" and 19,192 million yen is included in "Restructuring expenses" in consolidated statements of income for the year ended February 28, 2025.

**(Reference)**

Revenues from operations and operating income by geographic area segments are as described below.

**Fiscal Year ended February 28, 2025 (From March 1, 2024 to February 28, 2025)**

(Millions of yen)

	Japan	North America	Others	Total before eliminations	Eliminations	Consolidated total
Revenues from operations						
1. Customers	2,744,719	8,713,222	514,820	11,972,762	-	11,972,762
2. Intersegment	16,488	1,858	79	18,426	(18,426)	-
Total revenues	2,761,208	8,715,080	514,900	11,991,189	(18,426)	11,972,762
Operating income (loss)	220,838	219,207	(4,402)	435,642	(14,651)	420,991

## Notes:

1. The classification of geographic area segments is determined according to geographical distances.
2. "Others" consist of the business results in Australia and the China, etc.

**Fiscal Year ended February 28, 2026 (From March 1, 2025 to February 28, 2026)**

(Millions of yen)

	Reportable segments				Others	Total	Adjustments	Consolidated total
	Domestic convenience store operations	Overseas convenience store operations	Superstore operations	Financial services				
Revenues from operations								
1. Customers	912,159	8,556,188	687,623	121,815	151,180	10,428,966	1,302	10,430,269
2. Intersegment	2,423	643	1,854	15,382	28,536	48,840	(48,840)	-
Total	914,583	8,556,832	689,478	137,197	179,716	10,477,807	(47,538)	10,430,269
Segment income (loss)	222,521	222,223	17,515	20,970	6,979	490,211	(67,218)	422,993
Segment assets	1,411,755	7,012,907	114,611	417,031	24,363	8,980,669	162,288	9,142,957
Segment liabilities (interest bearing debt)	-	1,302,026	-	190,302	-	1,492,328	737,690	2,230,018
Other items								
Depreciation	91,492	223,900	17,075	24,361	3,491	360,321	21,687	382,009
Amortization of goodwill	-	135,749	1,575	359	206	137,890	-	137,890
Investment in associates accounted for using the equity method	7,988	9,575	92,213	95,874	8,735	214,388	-	214,388
Impairment loss	9,084	18,446	1,201	275	128	29,137	3,692	32,829
Net increase in property and equipment, and intangible assets	110,490	226,277	16,253	28,535	4,320	385,876	4,190	390,067

**Notes:**

1. Others represent the businesses which are not included in any of the reportable segments and consist of the specialty store operations and real estate operations, etc.
2. The adjustments of (67,218) million yen for segment income (loss) are eliminations of intersegment transactions and certain expense items that are not allocated to reportable segments.
3. The adjustments of 162,288 million yen for segment assets are eliminations of intersegment transactions and corporate assets.
4. The adjustments of 737,690 million yen for segment liabilities are corporate liabilities and the Company's bonds. The amount of each segment liability does not include intersegment transactions.
5. The adjustments of 21,687 million yen for depreciation are depreciation for corporate assets.
6. The adjustments of 4,190 million yen for net increase in property and equipment, and intangible assets, are eliminations of intersegment transactions and net increase in corporate assets.
7. Segment income (loss) is reconciled with the operating income in the consolidated statements of income.

**(Reference)**

Revenues from operations and operating income by geographic area segments are as described below.

**Fiscal Year ended February 28, 2026 (From March 1, 2025 to February 28, 2026)**

(Millions of yen)

	Japan	North America	Others	Total before eliminations	Eliminations	Consolidated total
Revenues from operations						
1. Customers	1,844,286	7,960,998	624,984	10,430,269	-	10,430,269
2. Intersegment	13,983	2,292	17	16,293	(16,293)	-
Total revenues	1,858,269	7,963,291	625,002	10,446,562	(16,293)	10,430,269
Operating income (loss)	211,169	225,371	(1,177)	435,363	(12,370)	422,993

## Notes:

1. The classification of geographic area segments is determined according to geographical distances.
2. "Others" consist of the business results in Australia and the China, etc.

## Related Information

### Fiscal Year ended February 28, 2025 (From March 1, 2024 to February 28, 2025)

#### 1. Information on products and services

Information is omitted since it is described in the segment information.

#### 2. Information by region

##### (1) Revenues from operations

(Millions of yen)

Japan	North America [of which, the U.S.]	Others	Total
2,744,719	8,713,222 [8,344,154]	514,820	11,972,762

##### (2) Property and equipment

(Millions of yen)

Japan	North America [of which, the U.S.]	Others	Total
1,258,118	3,484,251 [3,387,807]	238,928	4,981,298

#### 3. Information about major customers

Information is omitted because there is no customer accounting for 10% or more of the net sales on the consolidated statements of income.

**Fiscal Year ended February 28, 2026 (From March 1, 2025 to February 28, 2026)**

## 1. Information on products and services

Information is omitted since it is described in the segment information.

## 2. Information by region

## (1) Revenues from operations

(Millions of yen)

Japan	North America [of which, the U.S.]	Others	Total
1,844,286	7,960,998 [7,624,333]	624,984	10,430,269

## (2) Property and equipment

(Millions of yen)

Japan	North America [of which, the U.S.]	Others	Total
670,268	3,606,165 [3,511,936]	221,533	4,497,967

## 3. Information about major customers

Information is omitted because there is no customer accounting for 10% or more of the net sales on the consolidated statements of income.

**Information regarding impairment loss on non-current assets by reportable segments****Fiscal Year ended February 28, 2025 (From March 1, 2024 to February 28, 2025)**

Information is omitted since it is described in the segment information.

**Fiscal Year ended February 28, 2026 (From March 1, 2025 to February 28, 2026)**

Information is omitted since it is described in the segment information.

## Information on amortization and outstanding balance of goodwill by reportable segments

**Fiscal Year ended February 28, 2025 (From March 1, 2024 to February 28, 2025)**

(Millions of yen)

	Reportable segments				Others	Total	Eliminations / Corporate	Consolidated total
	Domestic convenience store operations	Overseas convenience store operations	Superstore operations	Financial services				
<b>Goodwill</b>								
Amortization	-	133,931	3,150	697	429	138,209	-	138,209
Balance at the end of current year	1,782	2,253,978	5,669	2,185	826	2,264,441	-	2,264,441

**Fiscal Year ended February 28, 2026 (From March 1, 2025 to February 28, 2026)**

(Millions of yen)

	Reportable segments				Others	Total	Eliminations / Corporate	Consolidated total
	Domestic convenience store operations	Overseas convenience store operations	Superstore operations	Financial services				
<b>Goodwill</b>								
Amortization	-	135,749	1,575	359	206	137,890	-	137,890
Balance at the end of current year	1,406	2,106,574	-	1,825	-	2,109,806	-	2,109,806

(Significant changes in the amount of goodwill)

In the fiscal year ended February 28, 2025, the acquisition of the shares of Convenience Group Holdings Pty Ltd was completed through the 7-Eleven International LLC's wholly-owned subsidiary, AR BidCo Pty Ltd. Due to the acquisition, the Company has included CONVENIENCE HOLDINGS PTY LTD and other 20 companies in the scope of consolidation. As a result, the amount of goodwill in Overseas convenience store operations has been increased by 142,996 million yen.

## Information regarding gain on negative goodwill by reportable segments

**Fiscal Year ended February 28, 2025 (From March 1, 2024 to February 28, 2025)**

None

**Fiscal Year ended February 28, 2026 (From March 1, 2025 to February 28, 2026)**

None

## ***Business combinations, etc.;***

### **Fiscal Year ended February 28, 2026 (From March 1, 2025 to February 28, 2026)**

#### I Business divestiture

(Transfer of subsidiary shares)

The Company resolved, at the meeting of the Board of Directors held on March 6, 2025, to transfer the rights and obligations relating to the head office functions, subsidiary management functions of a total of 29 companies - comprising 22 of the Company's consolidated subsidiaries and 7 equity method affiliates engaged in the Group's food supermarket, specialty store, and other businesses ("SST Business Group") -along with all other businesses held by the Company's wholly-owned subsidiary, YORK Holdings Co., Ltd. ("YORK HD"), to K.K. BCJ-96 ("SPC (2)"), which will be newly established as a wholly-owned subsidiary of K.K. BCJ-95 ("SPC (1)"), an acquisition purpose company established by Bain Capital Private Equity, L.P. and its affiliates (collectively, "Bain Capital"). The transfer, which includes all shares of the Transferred Companies (referring to Ito-Yokado Co., Ltd., York-Benimaru Co., Ltd., THE LOFT CO., LTD., Akachan Honpo Co., Ltd., Seven & i Food Systems Co., Ltd. (currently known as Denny's Japan Co., Ltd.), Seven & i Create Link Co., Ltd. (currently known as Create Link Co., Ltd.), and SHELL GARDEN CO., LTD.) held directly by YORK HD, will be executed through an absorption-type split ("Absorption-type Split"). On September 1, 2025, the procedures for the Absorption-type Split were completed.

The Company had planned to invest in SPC (1) so that the Company's shareholding ratio would be 35.07% after the Absorption-type Split became effective ("Reinvestment"), and the Reinvestment was completed as of the same date.

As a result, the subsidiaries which are engaged in SST Business Group have been excluded from the scope of consolidation and SPC (1) has become an equity method affiliate of the Company.

#### 1 Outline of the business divestiture

##### (1) Name of the successor entity

K.K. BCJ-96 (currently changed its trade name to "YORK Holdings Co., Ltd.")

##### (2) Description of the divested businesses

Superstore operations, etc.

##### (3) Main objectives of the business divestiture

The Company has engaged in extensive discussions with Bain Capital to maximize value for shareholders and stakeholders. As a result, the Company determined that leveraging Bain Capital's expertise in the consumer and retail industry and financial strength, backed by its strong investment track record as one of the world's leading private equity funds, will contribute to the sustainable growth of the SST Business Group.

##### (4) Date of the business divestiture

September 1, 2025

##### (5) Outline of the business divestiture including the legal form thereof

An absorption-type split in which YORK HD was the company splitting in the absorption-type split and SPC (2) was the company succeeding.

#### 2 Overview of the accounting treatment

##### (1) Amount of gain on change in equity

26,946 million yen

The amount of gain on change in equity is presented net of transaction costs related to the business transfer.

- (2) Appropriate carrying amounts of assets and liabilities related to the transferred business and major breakdown thereof

Current assets	326,088 million yen
<u>Non-current assets</u>	<u>825,324 million yen</u>
<u>Total assets</u>	<u>1,151,413 million yen</u>
Current liabilities	258,262 million yen
<u>Non-current liabilities</u>	<u>114,934 million yen</u>
<u>Total liabilities</u>	<u>373,197 million yen</u>

- (3) Accounting treatment

The difference between the sale price and the consolidated carrying amounts of the assets and liabilities are included in special gains as "Gain on change in equity in superstore business."

- 3 Name of the reporting segment in which the divested business was included in the segment information disclosure

Superstore operations and Others

- 4 Approximate amount of profit or loss related to the divested business recorded in the consolidated statements of income for the current fiscal year

Revenues from operations	837,994 million yen
Operating income	23,032 million yen

## II Business divestiture

(Partial transfer of subsidiary shares)

SEVEN-ELEVEN JAPAN CO., LTD. ("Seven-Eleven Japan"), Ito-Yokado Co., Ltd., and York-Benimaru Co., Ltd. which are wholly owned subsidiaries of the Company (hereinafter referred to as "the Company's Subsidiaries") have decided to tender some or all of their shares in Seven Bank, Ltd. ("Seven Bank") in response to the share repurchase announced by Seven Bank on June 19, 2025 (the "Transfers"), and the change of subsidiaries was completed on June 24, 2025 due to the implementation of the Transfers. As a result of the Transfers, the ratio of voting rights for Seven Bank by the Group became 39.9%.

As a result, Seven Bank and its 9 subsidiaries have been excluded from the scope of consolidation and Seven Bank has become an equity method affiliate of the Company.

- 1 Outline of the business divestiture

- (1) Name of the successor entity

Seven Bank, Ltd.

- (2) Description of the divested businesses

Financial services

- (3) Main objectives of the business divestiture

The Company discussed with Seven Bank and considered all possible measures that would enable sustainable growth while maintaining synergies in the businesses for both the Company and Seven Bank. As a result, based on the judgment that Seven Bank will be able to collaborate with a broader range of partners, develop high value-added businesses, and achieve further growth by establishing a management structure with more autonomy than ever before, and it will also contribute to enhancing the corporate value and shareholder value of Seven Bank by enabling the flexible implementation of

various capital policies in response to changes in the business environment, Seven Bank announced that it will purchase its own shares on June 19, 2025 (the "Share Buyback") and the Company's Subsidiaries have decided to tender some or all of the shares of Seven Bank held by each of them in response to the Share Buyback.

Although Seven Bank and its subsidiaries will be excluded from the Company's consolidated subsidiaries as a result of the Share Buyback, the Company believes that the Company will be able to retain synergies with the financial business and further focus on the convenience store business to accelerate growth and maximize corporate and shareholder value by continuing to hold a certain amount of Seven Bank shares through Seven-Eleven Japan.

(4) Date of the business divestiture

June 24, 2025 (deemed transfer date: August 31, 2025)

(5) Outline of the business divestiture including the legal form thereof

Share transfers for which the consideration to be received is assets such as cash only.

2 Overview of the accounting treatment

(1) Amount of profit on the transfer

1,889 million yen

(2) Appropriate carrying amounts of assets and liabilities related to the transferred business and major breakdown thereof

Current assets	1,362,660 million yen
Non-current assets	236,942 million yen
<u>Total assets</u>	<u>1,599,602 million yen</u>
Current liabilities	1,259,742 million yen
Non-current liabilities	52,343 million yen
<u>Total liabilities</u>	<u>1,312,086 million yen</u>

(3) Accounting treatment

The difference between the sale price and the book value of the transferred shares are included in special gains as "Other."

3 Name of the reporting segment in which the divested business was included in the segment information disclosure

Financial services

4 Approximate amount of profit or loss related to the divested business recorded in the consolidated statements of income for the current fiscal year

Revenues from operations	81,982 million yen
Operating income	15,303 million yen

**Related parties transactions;**

1. Transactions with related parties

(1) Transactions between the Company and related parties

(a) Unconsolidated subsidiaries and affiliates

Fiscal Year ended February 28, 2025 (From March 1, 2024 to February 28, 2025)

None

Fiscal Year ended February 28, 2026 (From March 1, 2025 to February 28, 2026)

None

(b) A director of the Company and primary shareholders (limited to individuals)

Fiscal Year ended February 28, 2025 (From March 1, 2024 to February 28, 2025)

(Millions of yen)

Attribution	Name of company, etc. or Name	Address	Capital or investments	Business or title	Voting rights held by the Company / Holding of voting rights of the Company (%)	Business relationship	Details of transaction	Transaction amount	Account	Year-end balance
Director	Junro Ito	-	-	Representative Director and Vice President	(Holding) Directly 0.36	-	Donations received	500	-	-

Notes:

1. The amount of transaction does not include consumption taxes, etc.
2. The Company received the cash as funds for the development of human resources who are expected to actively participate in the further global expansion of the Group.

Fiscal Year ended February 28, 2026 (From March 1, 2025 to February 28, 2026)

None

2. Notes about the parent company and the important affiliates

None

**Per share information;**

(Yen)

	Year ended February 28, 2025	Year ended February 28, 2026
Owners' equity per share	1,555.39	1,566.06
Net income per share	66.62	118.81
Diluted net income per share	66.61	118.80

## Notes:

1. The Company has applied the Accounting Standard for Current Income Taxes (ASBJ Statement No. 27, October 28, 2022), etc. from the beginning of the fiscal year ended February 28, 2026. Figures for the fiscal year ended February 28, 2025 are presented after retrospective application.
2. Basis for calculation of net income per share and diluted net income per share is as follows:

(Millions of yen, except number of ordinary shares)

	Year ended February 28, 2025	Year ended February 28, 2026
Net income attributable to owners of parent on the consolidated statements of income	173,068	292,760
Amount not attributable to owners of ordinary shares	-	-
Net income attributable to owners of ordinary shares of parent	173,068	292,760
Average number of ordinary shares outstanding during the period (thousands of shares)	2,597,855	2,464,077
Adjustments to net income attributable to owners of parent which is used for calculating diluted net income per share		
Net income attributable to non-controlling interests	(22)	(24)
Adjustments to net income attributable to owners of parent	(22)	(24)
Number of ordinary shares increased used for calculating the diluted net income per share		
Subscription rights to shares (thousands of shares)	35	1
Share award rights (thousands of shares)	-	93
Number of ordinary shares increased (thousands of shares)	35	95

Notes:

1. As the Company has introduced the BIP Trust and the ESOP Trust, the Company's shares held by the trusts are included in the number of shares of treasury stock deducted for the computation of the average number of shares during the period, to calculate net income per share and diluted net income per share. The average number of shares of treasury stock during the period deducted for the computation is 4,381 thousand shares for the fiscal year ended February 28, 2025 and 3,458 thousand shares for the fiscal year ended February 28, 2026.
2. Basis for calculation of owners' equity per share is as follows:

(Millions of yen, except number of ordinary shares)

	February 28, 2025	February 28, 2026
Total net assets	4,223,212	3,648,195
Amounts subtracted from total net assets:	187,234	27,968
[Subscription rights to shares]	[80]	-
[Share award rights]	-	[225]
[Net income attributable to non-controlling interests]	[187,154]	[27,743]
Owners' equity for ordinary shares at the end of period	4,035,978	3,620,226
Number of ordinary shares at the end of period used for calculating the amounts of owners' equity per share (thousands of shares)	2,594,832	2,311,679

Notes:

1. The Company has applied the Accounting Standard for Current Income Taxes (ASBJ Statement No. 27, October 28, 2022), etc. from the beginning of the fiscal year ended February 28, 2026. Figures for the fiscal year ended February 28, 2025 are presented after retrospective application.
2. As the Company has introduced the BIP Trust and the ESOP Trust, the Company's shares held by the trusts are included in the number of shares of treasury stock deducted for the computation of the total number of shares outstanding at the end of period, to calculate owners' equity per share. The total number of shares of treasury stock at the end of period deducted for the computation is 4,137 thousand shares as of February 28, 2025 and 3,029 thousand shares as of February 28, 2026.

**Subsequent event;**

Change in segment classification

The Company resolved, at a meeting of the Board of Directors held on April 9, 2026, to change its operating segments. The details of the resulting changes to segment classification are as follows:

- 1 “Superstore operations” and “Financial services” have been reclassified to “Others”
- 2 Certain companies within “Others” (PIA Corporation, Tower Records Japan Inc.) have been reclassified to “Domestic convenience store operations”

Revenues from operations and income or losses for each reportable segments for the fiscal year ended February 28, 2026 based on the new segment classification are as follows.

Fiscal Year ended February 28, 2026 (From March 1, 2025 to February 28, 2026)

Information on revenues from operations and income or losses for each reportable segments

(Millions of yen)

	Reportable segments		Others	Total	Adjustments (Note 1)	Consolidated total (Note 2)
	Domestic convenience store operations	Overseas convenience store operations				
Revenues from operations						
1. Customers	912,159	8,556,188	960,618	10,428,966	1,302	10,430,269
2. Intersegment	2,423	643	17,998	21,066	(21,066)	–
Total	914,583	8,556,832	978,617	10,450,033	(19,763)	10,430,269
Segment income (loss)	222,521	222,223	44,060	488,805	(65,812)	422,993

Notes:

1. The adjustments of (65,812) million yen for segment income (loss) are eliminations of intersegment transactions and certain expense items that are not allocated to reportable segments.
2. Segment income (loss) is reconciled with the operating income in the consolidated statements of income.

## 6. Nonconsolidated Financial Statements

### (1) Nonconsolidated balance sheets

(Millions of yen)

	February 28, 2025	February 28, 2026
	Amount	Amount
<b>ASSETS</b>		
<b>Current assets</b>	<b>94,391</b>	<b>43,666</b>
Cash and bank deposits	874	982
Prepaid expenses	3,577	3,432
Accounts receivable, other	74,007	30,211
Income taxes receivable	125	124
Deposits held by subsidiaries and affiliates	14,244	3,748
Other	1,562	5,167
<b>Non-current assets</b>	<b>2,595,424</b>	<b>1,897,656</b>
<b>Property and equipment</b>	<b>8,828</b>	<b>8,058</b>
Buildings and structures	2,683	2,640
Fixtures, equipment and vehicles	2,498	2,100
Land	2,712	2,712
Leased assets	656	528
Construction in progress	277	76
<b>Intangible assets</b>	<b>64,868</b>	<b>37,316</b>
Software	35,864	26,667
Software in progress	3,702	1,362
Lease assets	24,256	8,240
Other	1,045	1,046
<b>Investments and other assets</b>	<b>2,521,726</b>	<b>1,852,281</b>
Investments in securities	41,188	45,964
Stocks of subsidiaries and affiliates	2,443,849	1,783,723
Prepaid pension cost	2,522	2,796
Long-term leasehold deposits	4,250	3,561
Deferred income taxes	26,178	13,914
Other	3,737	2,321
<b>Deferred assets</b>	<b>582</b>	<b>395</b>
Bond issuance costs	582	395
<b>TOTAL ASSETS</b>	<b>2,690,398</b>	<b>1,941,718</b>

(Millions of yen)

	February 28, 2025	February 28, 2026
	Amount	Amount
<b>LIABILITIES</b>		
<b>Current liabilities</b>	<b>667,630</b>	<b>564,981</b>
Current portion of bonds	210,000	60,000
Short-term loans from subsidiaries and affiliates	328,504	382,505
Current portion of long-term loans	61,856	84,161
Lease obligations	6,087	6,034
Accounts payable, other	35,280	21,644
Accrued expenses	5,386	5,110
Income taxes payable	301	5
Advance received	294	196
Allowance for bonuses to employees	784	372
Allowance for bonuses to Directors and Audit & Supervisory Board Members	183	601
Allowance for loss on business of subsidiaries and associates	18,039	3,299
Other	911	1,048
<b>Non-current liabilities</b>	<b>673,082</b>	<b>614,683</b>
Bonds	260,000	200,000
Long-term loans	377,690	393,528
Long-term loans from subsidiaries and affiliates	4	14
Lease obligations	21,694	16,681
Allowance for stock payments	1,884	868
Provision for loss on guarantees	5,696	-
Deposits paid in subsidiaries	3,228	944
Deposits received from tenants	2,090	1,687
Other	794	958
<b>TOTAL LIABILITIES</b>	<b>1,340,713</b>	<b>1,179,665</b>
<b>NET ASSETS</b>		
<b>Shareholders' equity</b>	<b>1,334,223</b>	<b>741,574</b>
Common stock	50,000	50,000
Capital surplus	1,129,427	1,129,403
Additional paid-in capital	875,496	425,496
Other capital surplus	253,930	703,906
Retained earnings	171,857	177,577
Other retained earnings		
Retained earnings brought forward	171,857	177,577
Treasury stock, at cost	(17,061)	(615,406)
Accumulated gains from valuation and translation adjustments	15,413	20,253
Unrealized gains on available-for-sale securities, net of taxes	15,413	20,253
<b>Share award rights</b>	<b>-</b>	<b>225</b>
<b>Subscription rights to shares</b>	<b>49</b>	<b>-</b>
<b>TOTAL NET ASSETS</b>	<b>1,349,685</b>	<b>762,053</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>2,690,398</b>	<b>1,941,718</b>

**(2) Nonconsolidated statements of income**

(Millions of yen)

	Year ended February 28, 2025	Year ended February 28, 2026
	Amount	Amount
<b>Revenues from operations</b>	<b>209,743</b>	<b>189,014</b>
Dividend income	202,421	182,181
Management consulting fee income	4,423	3,912
Commission fee income	2,188	2,236
Other	709	683
<b>General and administrative expenses</b>	<b>81,818</b>	<b>70,532</b>
<b>Operating income</b>	<b>127,925</b>	<b>118,481</b>
<b>Non-operating income</b>	<b>1,276</b>	<b>900</b>
Interest income	159	80
Dividend income	741	705
Other	375	114
<b>Non-operating expenses</b>	<b>7,523</b>	<b>8,872</b>
Interest expenses	4,224	6,185
Interest on bonds	2,623	2,397
Other	675	288
<b>Ordinary income</b>	<b>121,679</b>	<b>110,510</b>
<b>Special gains</b>	<b>9,615</b>	<b>9,458</b>
Gain on sales of investments in securities	9,115	4,884
Reversal of provision for loss on guarantees	-	2,625
Reversal of provision for loss on business of subsidiaries and associates	-	1,941
Other	500	7
<b>Special losses</b>	<b>47,408</b>	<b>23,689</b>
Loss on disposals of property and equipment	107	294
Impairment loss	172	12,679
Acquisition proposal response expenses	-	4,691
Superstore business restructuring expenses	-	4,072
Loss on business of subsidiaries and associates	36,212	-
Loss on transfer of subsidiary	5,921	-
Other	4,994	1,952
<b>Income (loss) before income taxes</b>	<b>83,886</b>	<b>96,278</b>
<b>Total income taxes</b>	<b>(25,669)</b>	<b>(23,076)</b>
Income taxes - current	(29,316)	(32,822)
Income taxes - deferred	3,647	9,745
<b>Net income</b>	<b>109,556</b>	<b>119,355</b>

### (3) Nonconsolidated statements of changes in net assets

Fiscal year ended February 28, 2025 (From March 1, 2024 to February 28, 2025)

(Millions of yen)

	Shareholders' equity							
	Common stock	Capital surplus			Retained earnings		Treasury stock, at cost	Total shareholder s' equity
		Additional paid-in capital	Other capital surplus	Total capital surplus	Other retained earnings	Total retained earnings		
					Retained earnings brought forward			
Balance at March 1, 2024	50,000	875,496	311,992	1,187,489	163,770	163,770	(16,321)	1,384,938
Increase (decrease) for the year								
Cash dividends					(101,469)	(101,469)		(101,469)
Net income					109,556	109,556		109,556
Purchase of treasury stock							(59,643)	(59,643)
Disposal of treasury stock			0	0			840	840
Cancellation of treasury stock			(58,062)	(58,062)			58,062	-
Net changes of items other than shareholder s' equity								
Net increase (decrease) for the year	-	-	(58,062)	(58,062)	8,086	8,086	(739)	(50,715)
Balance at February 28, 2025	50,000	875,496	253,930	1,129,427	171,857	171,857	(17,061)	1,334,223

	Accumulated gains (losses) from valuation and translation adjustments		Subscription rights to shares	TOTAL NET ASSETS
	Unrealized gains (losses) on available-for-sale securities, net of taxes	Total accumulated gains (losses) from valuation and translation adjustments		
Balance at March 1, 2024	14,697	14,697	49	1,399,685
Increase (decrease) for the year				
Cash dividends				(101,469)
Net income				109,556
Purchase of treasury stock				(59,643)
Disposal of treasury stock				840
Cancellation of treasury stock				-
Net changes of items other than shareholder's equity	715	715	-	715
Net increase (decrease) for the year	715	715	-	(49,999)
Balance at February 28, 2025	15,413	15,413	49	1,349,685

Fiscal year ended February 28, 2026 (From March 1, 2025 to February 28, 2026)

(Millions of yen)

	Shareholders' equity							
	Common stock	Capital surplus			Retained earnings		Treasury stock, at cost	Total shareholders' equity
		Additional paid-in capital	Other capital surplus	Total capital surplus	Other retained earnings	Total retained earnings		
					Retained earnings brought forward			
Balance at March 1, 2025	50,000	875,496	253,930	1,129,427	171,857	171,857	(17,061)	1,334,223
Increase (decrease) for the year								
Cash dividends					(113,635)	(113,635)		(113,635)
Net income					119,355	119,355		119,355
Reversal of legal capital surplus		(450,000)	450,000	-				-
Purchase of treasury stock							(600,004)	(600,004)
Disposal of treasury stock			(23)	(23)			1,659	1,636
Net changes of items other than shareholders' equity								
Net increase (decrease) for the year	-	(450,000)	449,976	(23)	5,719	5,719	(598,344)	(592,648)
Balance at February 28, 2026	50,000	425,496	703,906	1,129,403	177,577	177,577	(615,406)	741,574

	Accumulated gains (losses) from valuation and translation adjustments		Share award rights	Subscription rights to shares	TOTAL NET ASSETS
	Unrealized gains (losses) on available-for-sale securities, net of taxes	Total accumulated gains (losses) from valuation and translation adjustments			
Balance at March 1, 2025	15,413	15,413	-	49	1,349,685
Increase (decrease) for the year					
Cash dividends					(113,635)
Net income					119,355
Reversal of legal capital surplus					-
Purchase of treasury stock					(600,004)
Disposal of treasury stock					1,636
Net changes of items other than shareholder s' equity	4,840	4,840	225	(49)	5,016
Net increase (decrease) for the year	4,840	4,840	225	(49)	(587,632)
Balance at February 28, 2026	20,253	20,253	225	-	762,053

#### (4) Doubts on the premise of going concern

None

#### (5) Changes in method of presentation

(Nonconsolidated statements of income)

“Gain on donation,” which was previously separately presented as Special gains in the fiscal year ended February 28, 2025, has been included in “Other” for the fiscal year ended February 28, 2026 due to its decreased materiality. To reflect this change in method of presentation, the Company has reclassified nonconsolidated financial statements for the fiscal year ended February 28, 2025.

As a result, 500 million yen that was presented as “Gain on donation” in Special gains in the nonconsolidated statements of income for the fiscal year ended February 28, 2025 has been reclassified as “Other.”

#### (6) Supplementary information

(Performance-based stock compensation plans for Directors and Executive Officers)

The Company has introduced performance-based stock compensation plans for Directors (excluding nonexecutive Directors and Directors residing overseas) and Executive Officers (excluding those residing overseas) of the Company. The overview is in “5. Consolidated Financial Statements (9) Supplementary information.”

#### (7) Notes to nonconsolidated financial statements

##### **Notes to nonconsolidated balance sheets;**

##### 1. Accumulated depreciation of property and equipment

(Millions of yen)

	February 28, 2025	February 28, 2026
Accumulated depreciation	5,494	5,474

##### 2. Monetary claims and monetary obligations in regard to subsidiaries and affiliates

Major balances included in each account on the balance sheet, which are not separately shown.

(Millions of yen)

	February 28, 2025	February 28, 2026
Short-term receivables	68,455	21,935
Long-term receivables	12	-
Short-term payables	35,964	19,916
Long-term payables	23,746	18,237

**Notes to nonconsolidated statements of income;**

## 1. Major transactions with subsidiaries and affiliates

(Millions of yen)

	Year ended February 28, 2025	Year ended February 28, 2026
Operating transactions		
Revenues from operations	209,097	187,712
General and administrative expenses	8,441	5,856
Non-operating transactions	36,877	6,613

## 2. Main components and amounts of general and administrative expenses

(Millions of yen)

	Year ended February 28, 2025	Year ended February 28, 2026
Salaries and wages	9,400	7,449
Provision for bonuses to employees	784	372
Pension expenses	312	326
Depreciation and amortization	14,294	14,062
Commissions paid	12,484	11,399
Electronical data processing expenses	29,861	23,578

## 3. Loss on business of subsidiaries and associates

Loss on business of subsidiaries and associates is caused by withdrawal of online supermarket business and the breakdown is as follows:

(Millions of yen)

	Year ended February 28, 2025	Year ended February 28, 2026
Impairment loss	25,909	-
Early termination fee	10,153	-
Others	150	-
Total	36,212	-