



# Consolidated Financial Results for the Three Months Ended May 31, 2026

July 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.

Starting date of paying dividend: -

Preparation of brief summary materials for financial results: Yes

Holding of financial results presentation: Yes

- (Notes) 1. Percentages represent increase (decrease) from the corresponding period in the prior fiscal year.  
2. Amounts shown in the reports are rounded down to the nearest million yen.

### 1. Results for the Three Months Ended May 31, 2026 (from March 1, 2026 to May 31, 2026)

#### (1) Results of operations (cumulative)

(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
Three Months Ended May 31, 2026	2,378,819	(14.3)%	105,039	61.4 %	100,735	89.1 %	60,600	23.6 %
Three Months Ended May 31, 2025	2,777,370	1.6 %	65,076	9.7 %	53,281	(3.1) %	49,014	129.2 %

(Note) Comprehensive income:

Three Months Ended May 31, 2026: 126,675 million yen [-%]

Three Months Ended May 31, 2025: (114,551) million yen [-%]

	Net Income per Share (EPS)		Diluted Net Income per Share (Diluted EPS)	
	Amount	(yen)	Amount	(yen)
Three Months Ended May 31, 2026	26.21	(yen)	26.21	(yen)
Three Months Ended May 31, 2025	18.97	(yen)	18.96	(yen)

(Reference) Convenience store group merchandise sales:

Three Months Ended May 31, 2026: 2,423,362 million yen

Three Months Ended May 31, 2025: 2,347,223 million yen

EBITDA:

Three Months Ended May 31, 2026: 233,246 million yen

Three Months Ended May 31, 2025: 205,732 million yen

EPS before amortization of goodwill:

Three Months Ended May 31, 2026: 38.04 yen

Three Months Ended May 31, 2025: 29.52 yen

\*"Convenience store group merchandise sales" are merchandise sales from corporate and franchised stores across consolidated convenience store subsidiaries.

\*For "EBITDA" and "EPS before amortization of goodwill," see "4. Others (5) Formula of various management indicators."

**(2) Financial position**

(Millions of yen)

	Total Assets	Net Assets	Owners' Equity Ratio	Net Assets per Share
May 31, 2026	9,565,703	3,716,664	38.6 %	1,595.65 (yen)
February 28, 2026	9,142,957	3,648,195	39.6 %	1,566.06 (yen)

(Reference) Owners' equity (net assets excluding non-controlling interests and share award rights):

As of May 31, 2026: 3,688,745 million yen As of February 28, 2026: 3,620,226 million yen

**2. Dividends**

Record Date	Dividends per Share (yen)				
	First Quarter	Second Quarter	Third Quarter	Year-end	Annual
Year Ended February 28, 2026	-	25.00	-	25.00	50.00
Year Ending February 28, 2027	-				
Year Ending February 28, 2027 (forecast)		30.00	-	30.00	60.00

(Note) Revisions to the forecast of dividends most recently announced: None

**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)
Interim Period	5,510,000	(1.9) %	234,000	12.3 %	217,000	16.4 %	118,000	(3.1) %	51.04 (yen)
Entire Year	10,430,000	0.0 %	425,000	0.5 %	390,000	3.3 %	278,000	(5.0) %	120.89 (yen)

(Reference) Convenience store group merchandise sales:

Interim Period: 5,097,000 million yen Entire Year: 10,210,000 million yen

EBITDA:

Interim Period: 486,000 million yen Entire Year: 928,000 million yen

EPS before amortization of goodwill:

Interim Period: 74.84 yen Entire Year: 168.40 yen

- (Notes)
1. Revision to the forecast of business results most recently announced: Yes
  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: None  
Added: None  
Excluded: None
- (2) Application of specific accounting for preparing the Consolidated quarterly financial statements: None
- (3) Changes in accounting policies, accounting estimates or restatements
  1. Changes due to amendment of accounting standards: None
  2. Changes due to other reasons other than 1.: None
  3. Changes in accounting estimates: None
  4. Restatements: None
- (4) Number of shares outstanding (Common stock)
  1. Number of shares outstanding at the end of period (Including treasury stock)  
As of May 31, 2026: 2,604,555,849 shares      As of February 28, 2026: 2,604,555,849 shares
  2. Number of treasury stock at the end of period  
As of May 31, 2026: 292,811,901 shares      As of February 28, 2026: 292,876,123 shares
  3. Average number of shares during the period (Cumulative from the beginning of the fiscal year)  
As of May 31, 2026: 2,311,735,023 shares      As of May 31, 2025: 2,584,385,042 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.
- (5) 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 amortization of goodwill have been taken into account.

#### NOTICE REGARDING REVIEW PROCEDURES FOR THE QUARTERLY FINANCIAL RESULTS

Review of the Japanese-language originals of the attached consolidated quarterly financial statements by certified public accountants or an audit firm: None

#### EXPLANATION OF THE PROPER USE OF FINANCIAL RESULTS FORECASTS AND OTHER SPECIAL NOTES

1. Information disclosed by the Company may contain forward-looking statements. These statements are based on management's judgments derived from information available to the Company at the time of disclosure, and involve certain assumptions used for forecasting, as well as various risks and uncertainties. Therefore, actual business results and outcomes may differ from these forward-looking statements contained in the disclosed information due to a variety of factors, including changes in future business operations and economic conditions.
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 to the financial results are available on the Company's website.  
(<https://www.7andi.com/en/ir/library>)

## Attached Materials

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## 1. Overview of Operating Results and Financial Position

### (1) Overview of consolidated operating results for the three months ended May 31, 2026

#### I. Overview

In the three months ended May 31, 2026, the Japanese economy experienced a gradual recovery. While personal consumption showed signs of picking up, consumer sentiment indicated weakness.

The North American economy remained solid. Personal consumption showed a tendency toward restraint, particularly among low-income earners, due to concerns over rising prices associated with geopolitical risks that may persist and evolve.

In this environment, the Company has been updating the initiatives for global growth through the transformation of the convenience store business, outlined in the “Transformation of 7-Eleven” announced on August 6, 2025, thereby further enhancing their effectiveness. Concurrently, the Company will elevate the customer experience to the next level to achieve sustainable growth.

As a result, consolidated financial results for the three months ended May 31, 2026, were as follows:

(Millions of yen)

	Three months ended May 31, 2025		Three months ended May 31, 2026	
		YoY		YoY
Revenues from operations	2,777,370	101.6%	2,378,819	85.7%
Operating income	65,076	109.7%	105,039	161.4%
Ordinary income	53,281	96.9%	100,735	189.1%
Net income attributable to owners of parent	49,014	229.2%	60,600	123.6%

Exchange rates	U.S.\$1 = ¥152.55	U.S.\$1 = ¥156.96
	1yuan = ¥20.94	1yuan = ¥22.67

Convenience store group merchandise sales, consisting of merchandise sales from corporate and franchised stores across consolidated convenience store subsidiaries, amounted to ¥2,423,362 million (103.2% YoY). The impact of foreign exchange fluctuations in the first quarter was to increase revenues from operations by ¥60.2 billion and operating income by ¥1.8 billion.

(Reference: Consolidated results on an adjusted basis)

(Millions of yen)

	Three months ended May 31, 2025		Three months ended May 31, 2026	
		YoY on an adjusted basis		YoY on an adjusted basis
Revenues from operations	2,324,136	–	2,378,819	102.4%
Operating income	47,233	–	105,039	222.4%
Ordinary income	45,790	–	100,735	220.0%
Net income attributable to owners of parent	31,023	–	60,600	195.3%

\*YoY on an adjusted basis: This represents a comparison with adjusted figures for the three months ended May 31, 2025 (Adjusted basis), to reflect performance primarily in the convenience store business. These figures were adjusted for the impacts of deconsolidating the subsidiaries of YORK Holdings Co., Ltd. (“York Holdings”), Seven Bank, Ltd. (“Seven Bank”), and its subsidiaries.

Major adjustments to the results for the three months ended May 31, 2025: Deducted the results of deconsolidated entities, including the subsidiaries of YORK Holdings, Seven Bank, and its subsidiaries; added their equity method income/loss, calculated by multiplying their post-deconsolidation ownership interest by the deducted results; and also deducted the special gain/loss associated with the deconsolidation.

## II. Overview by operating segment

The Company changed its classification of reportable segments effective from the first quarter of the fiscal year ending February 28, 2027. Figures for the three months ended May 31, 2025 in the table below have been reclassified to reflect the new classification.

(Revenues from operations by operating segment) (Millions of yen)

	Three months ended May 31, 2025		Three months ended May 31, 2026	
		YoY		YoY
Domestic convenience store operations	223,474	–	230,159	103.0%
Overseas convenience store operations	2,093,630	–	2,135,819	102.0%
Others	466,512	–	16,237	3.5%
Total	2,783,617	–	2,382,217	85.6%
Adjustments (eliminations/corporate)	(6,247)	–	(3,397)	–
<b>Consolidated Total</b>	<b>2,777,370</b>	<b>101.6%</b>	<b>2,378,819</b>	<b>85.7%</b>

(Operating income by operating segment) (Millions of yen)

	Three months ended May 31, 2025		Three months ended May 31, 2026	
		YoY		YoY
Domestic convenience store operations	54,532	–	52,235	95.8%
Overseas convenience store operations	8,687	–	65,592	755.0%
Others	19,475	–	1,507	7.7%
Total	82,696	–	119,335	144.3%
Adjustments (eliminations/corporate)	(17,619)	–	(14,296)	–
<b>Consolidated Total</b>	<b>65,076</b>	<b>109.7%</b>	<b>105,039</b>	<b>161.4%</b>

### **Domestic convenience store operations**

In the Domestic convenience store operations segment, revenues amounted to ¥230,159 million (103.0% YoY), and operating income was ¥52,235 million (95.8% YoY).

To achieve steady growth amidst increasing uncertainty in the business environment, SEVEN-ELEVEN JAPAN CO., LTD. ("SEJ") has advanced the following key initiatives. For customer experience enhancement, SEJ has been elevating its appeal to customers by rolling out just-made merchandise, centered around SEVEN CAFÉ Bakery and SEVEN CAFÉ Tea under the "Live-Meal" brand. In category strategy, SEJ has been strengthening its product proposals, tailored to customers' diversifying lifestyles. To strengthen its earnings structure, SEJ has been executing structural transformations across procurement, manufacturing, and logistics in order to optimize its value chain, as well as in its cost structure mainly through reviewing operating processes. Moreover, SEJ will further drive momentum and strive for sustainable growth, through accelerating digital initiatives such as 7NOW and mobile ordering as well as co-creation marketing.

In the first quarter, these initiatives proved effective, leading to higher average spending per customer, same store sales growth, and an improved gross profit margin compared to the same quarter last year. However, SG&A expenses increased due to upfront investments for introducing in-store cooking equipment and next-generation store systems, coupled with rising prices and other factors, resulting in operating income of ¥52,427 million (96.2% YoY). Additionally, total store sales, representing the combined sales of corporate and franchised stores, amounted to ¥1,377,713 million (102.4% YoY).

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

In the Overseas convenience store operations segment, revenues amounted to ¥2,135,819 million (102.0% YoY), and operating income was ¥65,592 million (755.0% YoY).

In North America, a budget-conscious mindset toward food and daily necessities continued to be observed, particularly among low-income earners, largely driven by growing concerns over inflation. Under these circumstances, 7-Eleven, Inc. (“SEI”) has undertaken the following initiatives. For customer experience enhancement, SEI has been modernizing its store network by expanding proprietary products through offering high-quality fresh food and beverages, as well as by accelerating corporate-to-franchise conversion and remodeling existing stores. To strengthen its earnings structure, SEI has been optimizing its value chain by redesigning it for greater cost competitiveness, while implementing rigorous cost management. Furthermore, SEI aims to achieve autonomous growth by expanding 7NOW, which continues to serve as a core driver of growth.

In the first quarter, U.S. same store merchandise sales on a U.S. dollar basis were higher than in the same period last year. In the fuel business, revenue surpassed that of the corresponding quarter of the previous year due to the volatility of market conditions. Gross profit margin remained on par with the same quarter last year, driven by the expansion of proprietary products, despite the impact of soaring raw material prices mainly caused by inflation. However, SG&A expenses slightly increased year over year. Operating income (before amortization of goodwill) was ¥88,043 million (235.2% YoY). Total store sales, comprising sales of both corporate and franchised stores, were ¥2,383,095 million (101.2% YoY).

7-Eleven International LLC has been strengthening support for its existing markets and transitioning its business to a “food-focused convenience store” model tailored to the characteristics of each market. Operating income (before amortization of goodwill) for the first quarter was ¥12,374 million (256.5% YoY). As part of this effort, 7-Eleven Australia (Australia) has been driving initiatives to strengthen fresh food development, particularly by enhancing Japan-related offerings, running related campaigns, and broadening its assortment. As a result, same store sales in Australia increased year over year. In addition, revenues from its fuel business exceeded that of the same quarter last year, supported by the volatility of market conditions.

### ***Others***

In Others segment, revenues amounted to ¥16,237 million (3.5% YoY), and operating income was ¥1,507 million (7.7% YoY).

It should be noted that the Company deconsolidated Seven Bank and its nine subsidiaries as of June 24, 2025, as well as subsidiaries under YORK Holdings as of September 1, 2025. 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 quarter of the fiscal year ended February 28, 2026. In the first quarter of the fiscal year ending February 28, 2027, 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.

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

Operating loss from adjustments (eliminations and corporate) totaled ¥14,296 million (operating loss of ¥17,619 million for the same period of the previous fiscal year).

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

## (2) Overview of consolidated financial position for the three months ended May 31, 2026

### I. Assets, liabilities and net assets

(Consolidated financial position)

(Millions of yen)

	February 28, 2026	May 31, 2026	Change
Total assets	9,142,957	9,565,703	422,745
Total liabilities	5,494,762	5,849,039	354,277
Net assets	3,648,195	3,716,664	68,468

Exchange rates	U.S.\$1 = ¥156.56	U.S.\$1 = ¥159.88
	1yuan = ¥22.36	1yuan = ¥23.11

Total assets increased by ¥422,745 million from the previous fiscal year-end to ¥9,565,703 million, mainly due to fluctuations of exchange rates. Current assets increased by ¥338,706 million compared to the previous fiscal year-end, mainly due to an increase in cash and bank deposits. Non-current assets increased by ¥84,072 million, mainly due to an increase in right-of-use assets related to the overseas convenience store operations.

Total liabilities increased by ¥354,277 million from the previous fiscal year-end to ¥5,849,039 million, mainly due to an increase in deposits received and other items.

Net assets increased by ¥68,468 million from the previous fiscal year-end to ¥3,716,664 million, mainly due to an increase in foreign currency translation adjustments and other factors.

Overall, the positive impact of foreign exchange translation during the first quarter was ¥150,091 million on total assets and ¥84,060 million on total liabilities.

### II. Cash flows

(Consolidated cash flows)

(Millions of yen)

	Three months ended May 31, 2025	Three months ended May 31, 2026	Change
Cash flows from operating activities	235,339	343,500	108,161
Cash flows from investing activities	(61,719)	(72,458)	(10,738)
Cash flows from financing activities	(58,189)	(53,463)	4,725
Cash and cash equivalents at end of the period	1,447,367	648,630	(798,737)

Net cash provided by operating activities amounted to ¥343,500 million. This was mainly due to income before income taxes of ¥85,164 million.

Net cash used in investing activities was ¥72,458 million, mainly due to acquisition of property and equipment.

Net cash used in financing activities totaled ¥53,463 million, mainly due to dividends paid.

As a result of the above, cash and cash equivalents for the three months ended May 31, 2026 stood at ¥648,630 million.

### (3) Explanation of consolidated forecast and other forward-looking statements

The Company has revised its forecasts for the consolidated fiscal year ending February 28, 2027 from the previous forecasts announced on April 9, 2026.

(Millions of yen)

	Year ending February 28, 2027					
	Previous forecasts	Newly revised forecasts	% YoY	YoY change	Change from the previous forecasts	% Change from the previous forecasts
Revenues from operations	9,448,000	10,430,000	100.0%	(269)	982,000	10.4%
Operating income	405,000	425,000	100.5%	2,006	20,000	4.9%
Ordinary income	367,000	390,000	103.3%	12,588	23,000	6.3%
Net income attributable to owners of parent	270,000	278,000	95.0%	(14,760)	8,000	3.0%
Net Income per Share (EPS)	¥117.42	¥120.89	101.7%	¥2.08	¥3.47	3.0%

\* Assumed exchange rates: U.S.\$1 = ¥157.00; 1 yuan = ¥23.00

\* Full-year forecast for convenience store group merchandise sales (consisting of merchandise sales from corporate and franchised stores across consolidated convenience store subsidiaries):  
¥10,210,000 million

(Revenues from operations by operating segment)

(Millions of yen)

	Year ending February 28, 2027					
	Previous forecasts	Newly revised forecasts	% YoY	YoY change	Change from the previous forecasts	% Change from the previous forecasts
Domestic convenience store operations	950,000	950,000	103.9%	35,416	–	–
Overseas convenience store operations	8,466,000	9,426,000	110.2%	869,167	960,000	11.3%
Others	50,000	76,000	7.8%	(902,617)	26,000	52.0%
Total	9,466,000	10,452,000	100.0%	1,966	986,000	10.4%
Adjustments (eliminations/corporate)	(18,000)	(22,000)	–	(2,236)	(4,000)	–
Consolidated Total	9,448,000	10,430,000	100.0%	(269)	982,000	10.4%

(Operating income by operating segment)

(Millions of yen)

	Year ending February 28, 2027					
	Previous forecasts	Newly revised forecasts	% YoY	YoY change	Change from the previous forecasts	% Change from the previous forecasts
Domestic convenience store operations	224,200	224,200	100.8%	1,678	–	–
Overseas convenience store operations	247,800	270,000	121.5%	47,776	22,200	9.0%
Others	1,800	4,900	11.1%	(39,160)	3,100	172.2%
Total	473,800	499,100	102.1%	10,294	25,300	5.3%
Adjustments (eliminations/corporate)	(68,800)	(74,100)	–	(8,287)	(5,300)	–
Consolidated Total	405,000	425,000	100.5%	2,006	20,000	4.9%

(Reference: Consolidated results on an adjusted basis)

(Millions of yen)

	Year ending February 28, 2027					
	Previous forecasts	Newly revised forecasts	% YoY on an adjusted basis	YoY change on an adjusted basis	Change from the previous forecasts	% Change from the previous forecasts
Revenues from operations	9,448,000	10,430,000	109.7%	919,617	982,000	10.4%
Operating income	405,000	425,000	110.5%	40,334	20,000	4.9%
Ordinary income	367,000	390,000	110.7%	37,753	23,000	6.3%
Net income attributable to owners of parent	270,000	278,000	109.1%	23,141	8,000	3.0%
Net Income per Share (EPS)	¥117.42	¥120.89	116.9%	¥17.46	¥3.47	3.0%

\*% YoY and YoY change on an adjusted basis: These represent a comparison with adjusted figures for the fiscal year ended February 28, 2026 (Adjusted basis), to reflect performance primarily in the convenience store business. Both % YoY (% of previous year) and YoY change (difference in amount) are based on figures adjusted for the impacts of deconsolidating the subsidiaries of YORK Holdings, Seven Bank, and its subsidiaries.

Major adjustments 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, Seven Bank, and its subsidiaries; 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 gain/loss associated with the deconsolidation.

## **2. Related to Summary Information (Others)**

- (1) Significant change in the scope of consolidation during the period:** None
- (2) Application of specific accounting for preparing the quarterly consolidated financial statements:** None
- (3) Changes in accounting policies, accounting estimates or restatements:** None
- (4) Supplementary information:** None

### 3. Consolidated Quarterly Financial Statements

#### (1) Consolidated quarterly balance sheets

(Millions of yen)

	February 28, 2026	May 31, 2026
	Amount	Amount
<b>ASSETS</b>		
<b>Current assets</b>	<b>1,492,546</b>	<b>1,831,253</b>
Cash and bank deposits	438,634	661,456
Notes and accounts receivable - trade, and contract assets	298,684	341,851
Trade accounts receivable - financial services	42,214	50,363
Merchandise and finished goods	223,018	243,012
Work in process	94	151
Raw materials and supplies	286	806
Prepaid expenses	89,344	95,706
Other	407,277	445,630
Allowance for doubtful accounts	(7,008)	(7,725)
<b>Non-current assets</b>	<b>7,650,015</b>	<b>7,734,087</b>
<b>Property and equipment</b>	<b>4,497,967</b>	<b>4,576,242</b>
Buildings and structures, net	1,449,775	1,457,916
Furniture, fixtures and equipment, net	435,334	447,518
Land	902,246	917,490
Right-of-use assets, net	1,451,665	1,488,160
Construction in progress	231,458	233,681
Other, net	27,487	31,475
<b>Intangible assets</b>	<b>2,469,026</b>	<b>2,482,716</b>
Goodwill	2,109,806	2,121,730
Software	201,682	210,243
Other	157,537	150,742
<b>Investments and other assets</b>	<b>683,021</b>	<b>675,128</b>
Investments in securities	363,740	356,985
Long-term loans receivable	7,056	7,574
Long-term leasehold deposits	157,112	155,725
Net defined benefit asset	67,194	67,758
Deferred tax assets	37,148	35,986
Other	52,406	52,720
Allowance for doubtful accounts	(1,637)	(1,622)
<b>Deferred assets</b>	<b>395</b>	<b>363</b>
Bond issuance cost	395	363
<b>TOTAL ASSETS</b>	<b>9,142,957</b>	<b>9,565,703</b>

(Millions of yen)

	February 28, 2026	May 31, 2026
	Amount	Amount
<b>LIABILITIES</b>		
<b>Current liabilities</b>	<b>1,900,670</b>	<b>1,947,698</b>
Notes and accounts payable, trade	416,083	527,319
Short-term loans	135,580	59,300
Current portion of bonds	255,657	60,000
Current portion of long-term loans	190,456	244,983
Income taxes payable	37,440	30,890
Accrued expenses	258,979	271,458
Contract liabilities	70,667	70,852
Deposits received	177,934	328,795
Lease obligations	164,772	167,678
Allowance for loss on business of subsidiaries and associates	3,299	–
Allowance for sales promotion expenses	335	379
Allowance for bonuses to employees	5,388	10,685
Allowance for bonuses to Directors and Audit & Supervisory Board Members	718	6
Other	183,357	175,347
<b>Non-current liabilities</b>	<b>3,594,091</b>	<b>3,901,340</b>
Bonds	929,828	945,465
Long-term loans	718,495	956,447
Deferred tax liabilities	224,633	233,830
Allowance for retirement benefits to Directors and Audit & Supervisory Board Members	134	111
Allowance for stock payments	1,504	1,665
Net defined benefit liability	16,566	16,561
Deposits received from tenants and franchised stores	13,796	14,043
Lease obligations	1,398,990	1,444,788
Asset retirement obligations	225,304	229,889
Other	64,836	58,535
<b>TOTAL LIABILITIES</b>	<b>5,494,762</b>	<b>5,849,039</b>
<b>NET ASSETS</b>		
<b>Shareholders' equity</b>	<b>2,634,255</b>	<b>2,637,049</b>
Common stock	50,000	50,000
Capital surplus	293,429	293,423
Retained earnings	2,906,276	2,909,007
Treasury stock, at cost	(615,450)	(615,381)
<b>Total accumulated other comprehensive income</b>	<b>985,971</b>	<b>1,051,695</b>
Unrealized gains (losses) on available-for-sale securities, net of taxes	55,662	52,605
Unrealized gains (losses) on hedging derivatives, net of taxes	4,622	4,628
Foreign currency translation adjustments	884,784	954,919
Remeasurements of defined benefit plans	40,900	39,542
<b>Share award rights</b>	<b>225</b>	<b>300</b>
<b>Non-controlling interests</b>	<b>27,743</b>	<b>27,618</b>
<b>TOTAL NET ASSETS</b>	<b>3,648,195</b>	<b>3,716,664</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>9,142,957</b>	<b>9,565,703</b>

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

Consolidated quarterly statements of income

(Millions of yen)

	Three Months Ended May 31, 2025	Three Months Ended May 31, 2026
	Amount	Amount
<b>Revenues from operations</b>	<b>2,777,370</b>	<b>2,378,819</b>
Net sales	2,373,218	2,024,015
Cost of sales	1,959,725	1,653,834
<b>Gross profit on sales</b>	<b>413,492</b>	<b>370,181</b>
Operating revenues	404,151	354,804
<b>Gross profit from operations</b>	<b>817,644</b>	<b>724,985</b>
Selling, general and administrative expenses	752,568	619,946
<b>Operating income</b>	<b>65,076</b>	<b>105,039</b>
<b>Non-operating income</b>	<b>4,617</b>	<b>7,708</b>
Interest income	2,659	3,059
Equity in earnings of affiliates	–	3,435
Other	1,958	1,213
<b>Non-operating expenses</b>	<b>16,411</b>	<b>12,011</b>
Interest expenses	7,609	5,993
Interest on bonds	5,026	4,697
Equity in losses of affiliates	1,261	–
Other	2,513	1,320
<b>Ordinary income</b>	<b>53,281</b>	<b>100,735</b>
<b>Special gains</b>	<b>37,858</b>	<b>3,977</b>
Gain on sales of property and equipment	37,201	1,107
Reversal of provision for loss on business of subsidiaries and associates	–	2,546
Other	657	323
<b>Special losses</b>	<b>13,169</b>	<b>19,548</b>
Loss on disposals of property and equipment	3,625	4,137
Impairment loss	873	9,804
Restructuring expenses	768	–
Loss on business of subsidiaries and associates	704	–
Other	7,196	5,605
<b>Income before income taxes</b>	<b>77,971</b>	<b>85,164</b>
<b>Total Income taxes</b>	<b>26,990</b>	<b>24,312</b>
Income taxes - current	24,659	16,854
Income taxes - deferred	2,330	7,457
Net income	50,981	60,852
Net income attributable to non-controlling interests	1,966	252
<b>Net income attributable to owners of parent</b>	<b>49,014</b>	<b>60,600</b>

**Consolidated quarterly statements of comprehensive income**

(Millions of yen)

	Three Months Ended May 31, 2025	Three Months Ended May 31, 2026
	Amount	Amount
<b>Net income</b>	<b>50,981</b>	<b>60,852</b>
<b>Other comprehensive income</b>		
Unrealized gains (losses) on available-for-sale securities, net of taxes	8,417	(2,812)
Unrealized gains (losses) on hedging derivatives, net of taxes	(362)	5
Foreign currency translation adjustments	(172,779)	69,984
Remeasurements of defined benefit plans, net of taxes	(844)	(971)
Share of other comprehensive income (loss) of entities accounted for using equity method, net of taxes	35	(382)
<b>Total other comprehensive income (loss)</b>	<b>(165,533)</b>	<b>65,823</b>
<b>Comprehensive income (loss)</b>	<b>(114,551)</b>	<b>126,675</b>
Comprehensive income (loss) attributable to owners of parent	(115,325)	126,324
Comprehensive income (loss) attributable to non-controlling interests	773	351

**(3) Consolidated quarterly statements of cash flows**

(Millions of yen)

	Three Months Ended May 31, 2025	Three Months Ended May 31, 2026
	Amount	Amount
<b>Cash flows from operating activities</b>		
Income before income taxes	77,971	85,164
Depreciation and amortization	105,212	92,423
Impairment loss	873	9,804
Amortization of goodwill	35,443	35,783
Interest income	(2,659)	(3,059)
Interest expenses and interest on bonds	12,636	10,691
Equity in losses (earnings) of affiliates	1,261	(3,435)
Gain on sales of property and equipment	(37,201)	(1,107)
Loss on disposals of property and equipment	4,159	4,137
Decrease (increase) in notes and accounts receivable, trade	(17,543)	(39,056)
Decrease (increase) in trade accounts receivable, financial services	(6,218)	(8,148)
Decrease (increase) in inventories	8,196	(15,584)
Increase (decrease) in notes and accounts payable, trade	66,738	104,635
Increase (decrease) in deposits received	162,219	150,830
Net increase (decrease) in deposits received in banking business	(1,994)	–
Net increase (decrease) in call money in banking business	(90,000)	–
Net decrease (increase) in ATM-related temporary accounts	(25,798)	–
Other	(22,507)	(47,332)
<b>Subtotal</b>	<b>270,789</b>	<b>375,747</b>
Interest and dividends received	2,829	3,266
Interest paid	(17,857)	(13,449)
Income taxes paid	(21,280)	(22,161)
Income taxes refund	859	98
<b>Net cash provided by operating activities</b>	<b>235,339</b>	<b>343,500</b>

(Millions of yen)

	Three Months Ended May 31, 2025	Three Months Ended May 31, 2026
	Amount	Amount
<b>Cash flows from investing activities</b>		
Acquisition of property and equipment	(92,784)	(74,249)
Proceeds from sales of property and equipment	60,476	3,201
Acquisition of intangible assets	(23,377)	(15,022)
Payment for purchase of investments in securities	(15,962)	(1,280)
Proceeds from sales of investments in securities	12,951	2,217
Proceeds from sales of shares in subsidiaries resulting in change in scope of consolidation	–	13,184
Payment for sales of shares in subsidiaries resulting in change in scope of consolidation	(1,908)	–
Payment for long-term leasehold deposits	(1,616)	(919)
Refund of long-term leasehold deposits	5,070	2,119
Proceeds from deposits from tenants	588	318
Refund of deposits from tenants	(791)	(122)
Payment for acquisition of business	–	(70)
Payment for time deposits	(209)	–
Proceeds from withdrawal of time deposits	62	453
Other	(4,218)	(2,287)
<b>Net cash used in investing activities</b>	<b>(61,719)</b>	<b>(72,458)</b>
<b>Cash flows from financing activities</b>		
Net increase (decrease) in short-term loans	218,575	(76,480)
Proceeds from long-term debts	12,000	324,224
Repayment of long-term debts	(141,705)	(43,090)
Proceeds from issuance of commercial papers	–	78,519
Redemption of commercial papers	–	(78,519)
Redemption of bonds	–	(196,200)
Purchase of treasury stock	(90,083)	(0)
Dividends paid	(51,550)	(57,348)
Dividends paid to non-controlling interests	(801)	(476)
Payment for changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	(0)	–
Other	(4,624)	(4,091)
<b>Net cash used in financing activities</b>	<b>(58,189)</b>	<b>(53,463)</b>
<b>Effect of exchange rate changes on cash and cash equivalents</b>	<b>(17,883)</b>	<b>4,904</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>97,547</b>	<b>222,484</b>
<b>Cash and cash equivalents at beginning of period</b>	<b>1,349,820</b>	<b>426,146</b>
<b>Cash and cash equivalents at end of period</b>	<b>1,447,367</b>	<b>648,630</b>

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

None

**(5) Notes to consolidated quarterly statements of income**

A breakdown of restructuring expenses is as follows:

(Millions of yen)

	Three months ended May 31, 2025	Three months ended May 31, 2026
Loss on disposals of property and equipment	533	–
Others	234	–
Total	768	–

**(6) Notes to consolidated quarterly statements of cash flows**

I. Reconciliation of cash and cash equivalents as of May 31, 2025 and 2026 between the amounts shown in the consolidated balance sheets and the consolidated statements of cash flows is as follows:

(Millions of yen)

	Three months ended May 31, 2025	Three months ended May 31, 2026
Cash and bank deposits	1,465,541	661,456
Restricted cash	1,779	1,928
Time deposits with maturities and certificate deposits in excess of three months	(19,953)	(14,754)
Cash and cash equivalents	1,447,367	648,630

II. "Proceeds from sales of shares in subsidiaries resulting in change in scope of consolidation" in the three months ended May 31, 2026 represent the receipt of 13,184 million yen for receivables related to price adjustment for superstore operations as a result of the business restructuring executed in the fiscal year ended February 28, 2026.

**(7) Segment information**

I. Three months ended May 31, 2025 (From March 1, 2025 to May 31, 2025)

(i) Information on revenues from operations and income (loss) by reportable segment

(Millions of yen)

	Reportable segments		Others (Note 1)	Total	Adjustments (Note 2)	Consolidated total (Note 3)
	Domestic convenience store operations	Overseas convenience store operations				
Revenues from operations						
1. Customers	223,056	2,093,325	460,856	2,777,238	131	2,777,370
2. Intersegment	418	304	5,655	6,379	(6,379)	-
Total	223,474	2,093,630	466,512	2,783,617	(6,247)	2,777,370
Segment income (loss)	54,532	8,687	19,475	82,696	(17,619)	65,076

Notes:

1. "Others" represent the businesses which are not included in any of the reportable segments and consist of superstore operations, financial services, specialty store operations and real estate operations, etc.
2. The adjustments on segment income (loss) of (17,619) million yen are eliminations of intersegment transactions and certain expense items that are not allocated to operating segments.
3. Segment income (loss) is reconciled with the operating income in the consolidated quarterly statements of income.

(ii) Impairment of fixed assets and goodwill by reportable segment

No significant items to be reported.

II. Three months ended May 31, 2026 (From March 1, 2026 to May 31, 2026)

( i ) Information on revenues from operations and income (loss) by reportable segment

(Millions of yen)

	Reportable segments		Others (Note 1)	Total	Adjustments (Note 2)	Consolidated total (Note 3)
	Domestic convenience store operations	Overseas convenience store operations				
Revenues from operations						
1. Customers	229,865	2,135,819	13,084	2,378,769	49	2,378,819
2. Intersegment	294	-	3,152	3,447	(3,447)	-
Total	230,159	2,135,819	16,237	2,382,217	(3,397)	2,378,819
Segment income (loss)	52,235	65,592	1,507	119,335	(14,296)	105,039

Notes:

1. "Others" represent the businesses which are not included in any of the reportable segments and consist of financial services, etc.
2. The adjustments on segment income (loss) of (14,296) million yen are eliminations of intersegment transactions and certain expense items that are not allocated to operating segments.
3. Segment income (loss) is reconciled with the operating income in the consolidated quarterly statements of income.

( ii ) Impairment of fixed assets and goodwill by reportable segment

No significant items to be reported.

( iii ) 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:

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

Segment information in the three months ended May 31, 2025 has been reclassified into the new segment classification.

(Reference)

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

Three months ended May 31, 2025 (From March 1, 2025 to May 31, 2025)

(Millions of yen)

	Japan	North America	Others	Total before eliminations	Eliminations	Consolidated total
Revenues from operations						
1. Customers	668,927	1,949,529	158,913	2,777,370	–	2,777,370
2. Intersegment	12,844	530	8	13,382	(13,382)	–
Total revenues	681,772	1,950,059	158,921	2,790,753	(13,382)	2,777,370
Operating income (loss)	68,243	9,983	(770)	77,456	(12,379)	65,076

Notes:

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

Three months ended May 31, 2026 (From March 1, 2026 to May 31, 2026)

(Millions of yen)

	Japan	North America	Others	Total before eliminations	Eliminations	Consolidated total
Revenues from operations						
1. Customers	243,000	1,947,281	188,538	2,378,819	–	2,378,819
2. Intersegment	34,976	682	–	35,658	(35,658)	–
Total revenues	277,976	1,947,963	188,538	2,414,478	(35,658)	2,378,819
Operating income (loss)	74,092	59,375	6,213	139,681	(34,642)	105,039

Notes:

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

## **(8) Notes on significant changes in the amount of shareholders' equity**

None

## **(9) Subsequent event**

(Cancellation of treasury stock)

The Company resolved, at a meeting of the Board of Directors held on July 9, 2026, to cancel its treasury stock, pursuant to the provisions of Article 178 of the Companies Act.

I. Reason of cancellation

To address concerns about the future dilution of shares

II. Method of cancellation

Decrease in capital surplus

III. Class of the shares to be cancelled

Common stock

IV. Number of the shares to be cancelled

284,297,500 shares (10.92% of the total number of issued shares before the cancellation)

V. Expected date of cancellation

July 15, 2026

VI. Total number of issued shares after the cancellation

2,320,258,349 shares