# 2026年2月期　第１四半期決算補足資料

## Brief Summary for the First Quarter of FY2025 (Year Ending February 28, 2026)

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2025年7月10日

July 10, 2025

株式会社セブン＆アイ・ホールディングス

Seven & i Holdings Co., Ltd.

## 注記事項 / Appendix

四半期(3か月)業績の開示について　Disclosure of quarterly (three-month) results

ステークホルダーの皆様の利便性の観点から、四半期(3か月)の数値を参考値として掲載しております。業績の数値算出には累計期間の為替レートを使用し、既に開示された累計数値との差分を四半期の値として表示しております。
当該期間における新規勘定科目の過去値遡及は行っておりません。
For the convenience of stakeholders, quarterly (three-month) figures are provided for reference purposes. The foreign exchange rates for cumulative periods are used for the calculation of the figures in the consolidated results, and the difference between the figures concerned and previously disclosed cumulative figures is provided as a quarterly value. Historical figures for new account items during the period concerned are not retrospectively restated.

2026年2月期の業績予想について　Regarding the earnings forecast for the fiscal year ending February 28, 2026

2025年3月6日に公表の通り、株式会社ヨーク・ホールディングスに帰属する当社の連結子会社 22 社及び持分法適用会社7社の計29社を、Bain Capital Private Equity, L.P.及びそのグループ会社が設立する買収目的会社である株式会社BCJ-95の完全子会社である株式会社BCJ-96に承継させることを決定いたしました。これに伴い、当社の2026年2月期の業績予想においては対象となる29社の上期業績のみを反映しています。下期については、非連結化を想定し当該株式の持分比率に応じた収益を反映しております。
また、2025年6月19日付で株式会社セブン銀行が公表した自己株式買付けに応じたことにより、2025年6月24日付で株式会社セブン銀行及びその子会社は当社の持分法適用会社となり、当社の連結子会社から除外されました。
なお、当社の 2026年2月期の連結業績予想においては、セブン銀行及びその子会社の業績を連結子会社として上期まで反映しております。
As announced on March 6, 2025, the Company resolved that a total of 29 companies comprising 22 of our consolidated subsidiaries and 7 equity-method affiliates held by YORK Holdings Co., Ltd. would be transferred to K.K. BCJ-96, a wholly-owned subsidiary of K.K. BCJ-95, an acquisition purpose company established by Bain Capital Private Equity, L.P. and its affiliates. As a result, the FY2025 performance forecasts reflect only the first-half performance of the 29 companies concerned. For the second half of the fiscal year, we assume the 29 companies as deconsolidation companies, and reflect income in accordance with the equity ratio of the shares.
In addition, as a results of participation in the share buyback announced by Seven Bank, Ltd. on June 19, 2025, Seven Bank, Ltd. and its subsidiaries were excluded from the scope of consolidation on June 24, 2025, and became equity-method affiliates of our company. The FY2025 performance forecasts reflect only the first half of the fiscal year of Seven Bank, Ltd. and consolidated subsidiaries.

「法人税、住民税及び事業税等に関する会計基準」（企業会計基準第27号 2022年10月28日）等適用について　"Accounting Standard for Current Income Taxes" (ASBJ Statement No. 27, October 28, 2022), etc.

2026年2月期より「法人税、住民税及び事業税等に関する会計基準」等を適用しております。2025年2月期については適用前の数字で記載しております。
"Accounting Standard for Current Income Taxes", etc. have been applied from the fiscal year ending February 28, 2026.
The figures for the fiscal year ended February 28, 2025 are stated prior to application.

連結子会社の決算期について　Fiscal periods of consolidated subsidiaries

| | 第1四半期 / Q1 | 第2四半期 /Q2 | 第3四半期 / Q3 | 通期 / Q4 |
|---|---|---|---|---|
| 下記以外の連結子会社<br>Consolidated subsidiaries except for below | 5月 / May | 8月 / August | 11月 / November | 2月 / February |
| 海外の連結子会社<br>Overseas subsidiaries | 3月 / March | 6月 / June | 9月 / September | 12月 / December |
| セブン銀行及びその国内連結子会社<br>Seven Bank, Ltd. and its domestic consolidated subsidiaries | 6月 / June | 9月 / September | 12月 / December | 3月 / March |

Note)　12月決算の連結子会社は期末(12月)の財務諸表を使用し、3月決算の連結子会社は2月に正規の決算に準ずる手続きを実施し作成した財務諸表を使用しております。
For consolidated subsidiaries ending fiscal year in December, financial statements for the fiscal year ended December have been adopted.
For consolidated subsidiary ending fiscal year in March, financial statements which were applied correspondingly to regular financial statements on February have been adopted.

当社が開示する情報の中には、将来の見通しに関する事項が含まれる場合があります。この事項については、開示時点において当社が入手している情報による経営陣の判断に基づくほか、将来の予測を行うために一定の前提を用いており、様々なリスクや不確定性・不確実性を含んでおります。したがって、現実の業績の数値、結果等は、今後の事業運営や経済情勢の変化等の様々な要因により、開示情報に含まれる将来の見通しとは異なる可能性があります。

The information disclosed by the Company may contain forward-looking statements. These statements are based on management's judgment in accordance with materials available to the Company at the time of disclosure, with future projections based on certain assumptions. The forward-looking statements therefore incorporate various risks, estimates, uncertainties and as such, actual results and performance may differ from the future outlook included in disclosed information due to various factors, such as changes in business operations and the financial situation going forward.

## ■連結業績 Consolidated Results

### 決算概要 Results

(百万円 / Millions of yen)
(前期比 / YoY(%))

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期予想 Full Year Forecasts |
| グループ売上 | 4,288,588 | 4,998,419 | 4,671,503 | 4,484,371 | 18,442,884 | 4,363,757 | | | | 4,363,757 | 17,338,000 |
| Group's total sales | 103.0 | 110.3 | 100.4 | 100.9 | 103.7 | 101.8 | | | | 101.8 | 94.0 |
| 営業収益 | 2,734,750 | 3,300,783 | 3,034,056 | 2,903,171 | 11,972,762 | 2,777,370 | | | | 2,777,370 | 10,722,000 |
| Revenue from operations | 103.2 | 114.0 | 100.0 | 100.4 | 104.4 | 101.6 | | | | 101.6 | 89.6 |
| 国内コンビニエンスストア事業 | 224,979 | 237,388 | 225,126 | 216,657 | 904,152 | 223,474 | | | | 223,474 | 950,000 |
| Domestic CVS operations | 98.2 | 98.2 | 98.2 | 97.8 | 98.1 | 99.3 | | | | 99.3 | 105.1 |
| 海外コンビニエンスストア事業 | 2,029,438 | 2,583,063 | 2,356,253 | 2,202,027 | 9,170,782 | 2,093,630 | | | | 2,093,630 | 8,848,000 |
| Overseas CVS operations | 106.8 | 121.5 | 101.1 | 102.0 | 107.7 | 103.2 | | | | 103.2 | 96.5 |
| スーパーストア事業 | 359,232 | 365,310 | 340,858 | 366,724 | 1,432,126 | 339,516 | | | | 339,516 | 687,000 |
| Superstore operations | 99.7 | 99.0 | 95.4 | 93.8 | 96.9 | 94.5 | | | | 94.5 | 48.0 |
| 金融関連事業 | 52,340 | 52,908 | 53,905 | 52,974 | 212,127 | 53,455 | | | | 53,455 | 119,000 |
| Financial services | 102.7 | 102.0 | 101.9 | 102.5 | 102.2 | 102.1 | | | | 102.1 | 56.1 |
| その他の事業 | 85,845 | 78,690 | 74,553 | 81,825 | 320,914 | 87,502 | | | | 87,502 | 164,000 |
| Others | 68.7 | 63.8 | 95.4 | 96.6 | 78.0 | 101.9 | | | | 101.9 | 51.1 |
| 消去及び全社 | (17,085) | (16,577) | (16,639) | (17,037) | (67,339) | (20,209) | | | | (20,209) | (46,000) |
| Eliminations / Corporate | - | - | - | - | - | - | | | | - | - |
| 営業利益 | 59,344 | 127,652 | 128,404 | 105,590 | 420,991 | 65,076 | | | | 65,076 | 424,000 |
| Operating income (loss) | 72.4 | 80.2 | 76.0 | 85.0 | 78.8 | 109.7 | | | | 109.7 | 100.7 |
| 国内コンビニエンスストア事業 | 61,254 | 66,458 | 55,209 | 50,631 | 233,554 | 54,532 | | | | 54,532 | 244,700 |
| Domestic CVS operations | 95.6 | 89.3 | 91.3 | 98.2 | 93.2 | 89.0 | | | | 89.0 | 104.8 |
| 海外コンビニエンスストア事業 | 4,473 | 68,851 | 83,615 | 59,308 | 216,248 | 8,687 | | | | 8,687 | 230,000 |
| Overseas CVS operations | 21.3 | 75.0 | 70.6 | 84.3 | 71.7 | 194.2 | | | | 194.2 | 106.4 |
| スーパーストア事業 | 2,151 | 1,362 | (1,451) | 8,352 | 10,415 | 8,496 | | | | 8,496 | 15,400 |
| Superstore operations | 64.9 | 122.3 | - | 74.7 | 76.7 | 394.8 | | | | 394.8 | 147.9 |
| 金融関連事業 | 8,375 | 9,088 | 8,487 | 6,064 | 32,015 | 7,711 | | | | 7,711 | 18,500 |
| Financial services | 84.2 | 90.5 | 94.0 | 66.3 | 83.9 | 92.1 | | | | 92.1 | 57.8 |
| その他の事業 | 2,182 | 1,651 | 554 | 1,390 | 5,779 | 4,674 | | | | 4,674 | 1,900 |
| Others | 118.2 | 276.3 | - | 728.9 | 215.0 | 214.2 | | | | 214.2 | 32.9 |
| 消去及び全社 | (19,094) | (19,760) | (18,011) | (20,156) | (77,023) | (19,026) | | | | (19,026) | (86,500) |
| Eliminations / Corporate | - | - | - | - | - | - | | | | - | - |
| 経常利益 | 55,000 | 112,220 | 114,413 | 92,953 | 374,586 | 53,281 | | | | 53,281 | 386,000 |
| Ordinary income | 74.6 | 73.3 | 70.9 | 78.2 | 73.9 | 96.9 | | | | 96.9 | 103.0 |
| 特別利益 | 1,697 | 8,447 | 2,391 | 103,169 | 115,706 | 37,858 | | | | 37,858 | |
| Special gains | 31.9 | 263.0 | 88.1 | - | 727.1 | - | | | | - | |
| 特別損失 | 19,283 | 66,954 | 92,757 | 41,946 | 220,941 | 13,169 | | | | 13,169 | |
| Special losses | 133.4 | 46.1 | 516.0 | 61.3 | 89.8 | 68.3 | | | | 68.3 | |
| 税引前当期純利益 | 37,414 | 53,713 | 24,046 | 154,176 | 269,351 | 77,971 | | | | 77,971 | |
| Income before income taxes | 57.9 | 479.1 | 16.5 | 279.8 | 97.2 | 208.4 | | | | 208.4 | |
| 親会社株主に帰属する当期純利益 | 21,388 | 30,854 | 11,387 | 109,437 | 173,068 | 49,014 | | | | 49,014 | 255,000 |
| Net income attributable to owners of parent | 50.7 | 81.1 | 11.2 | 257.7 | 77.0 | 229.2 | | | | 229.2 | 147.3 |
| EBITDA | 195,487 | 276,020 | 272,339 | 251,677 | 995,523 | 205,732 | | | | 205,732 | 963,000 |
| | 93.8 | 95.8 | 90.8 | 97.3 | 94.4 | 105.2 | | | | 105.2 | 96.7 |

## ■連結業績 Consolidated Results

### 決算概要 Results

(百万円 / Millions of yen)
(前期比 / YoY(%))

| | FY2024 Q1 | Q2 | Q3 | Q4 | 通期 Full Year | FY2025 Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期予想 Full Year Forecasts |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 総資産利益率 (ROA)(%) | | | | | 1.6 | | | | | | |
| 自己資本利益率 (ROE)(%) | | | | | 4.5 | | | | | | 6.9 |
| 1株当たり当期純利益 (円) | 8.20 | 11.88 | 4.39 | 42.14 | 66.62 | 18.97 | | | | 18.97 | 102.92 |
| Net income per share (EPS) (yen) | 51.5 | 82.8 | 11.4 | 261.2 | 78.5 | 231.2 | | | | 231.2 | 154.5 |
| のれん償却前EPS (円) | 16.86 | 22.01 | 14.25 | 52.00 | 105.12 | 29.52 | | | | 29.52 | 145.33 |
| EPS before amortization of goodwill (yen) | 71.6 | 98.8 | 30.5 | 210.8 | 89.7 | 175.1 | | | | 175.1 | 138.2 |

発行済株式数 Number of shares outstanding (株 / Share)

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 期中平均 Average | | | | | 2,597,855,216 | | | | | 2,584,385,042 | |
| 期末 End of period | | | | | 2,594,832,371 | | | | | 2,553,459,696 | |

為替換算レート Exchange rates (円 / Yen)

| | | | FY2024 Q1 Jan.-Mar. | Q2 Jan.-Jun. | Q3 Jan.-Sep. | Q4 Jan.-Dec. | 通期 Full Year | FY2025 Q1 Jan.-Mar. | Q2 Jan.-Jun. | Q3 Jan.-Sep. | Q4 Jan.-Dec. | 通期予想 Full Year Forecasts |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 損益計算書 Income statements 期中平均レート Average rate | U.S.$1= | | 148.63 | 152.36 | 151.46 | 151.69 | 151.69 | 152.55 | | | | 148.00 |
| | 1yuan= | | 20.63 | 21.07 | 20.99 | 21.04 | 21.04 | 20.94 | | | | 21.00 |
| | | | Mar. 2024 | Jun. 2024 | Sep. 2024 | Dec. 2024 | | Mar. 2025 | Jun. 2025 | Sep. 2025 | Dec. 2025 | YTD |
| 貸借対照表 Balance sheets 期末日レート Period-end rate | U.S.$1= | | 151.41 | 161.07 | 142.73 | 158.18 | 158.18 | 149.52 | | | | |
| | 1yuan= | | 20.83 | 22.04 | 20.46 | 21.67 | 21.67 | 20.59 | | | | |

Notes)
1. 「グループ売上」は、セブン-イレブン・ジャパン、セブン-イレブン・沖縄、7-Eleven, Inc.及び7-Eleven Stores Pty Ltdにおける加盟店売上を含めた数値を表示しております。
   Group's total sales includes the sales of franchisees of SEVEN-ELEVEN JAPAN, SEVEN-ELEVEN OKINAWA, 7-Eleven, Inc., and 7-Eleven Stores Pty Ltd.
2. 営業利益における「消去及び全社」には、当社におけるグループ戦略に係る費用等を含んでおります。 "Eliminations/Corporate" in operating income includes the Company's operating expenses relating to the Group strategy.
3. EBITDA: 営業利益 + 減価償却費 + のれん償却費* *販売費及び一般管理費に含まれるのれん償却費のみ EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill* * Only figures included in SG&A expenses
4. ROA: 親会社株主に帰属する当期純利益 ÷ 期首・期末平均総資産 ROA: Net income attributable to owners of parent / Average of total assets at the beginning and the end of each fiscal year
5. ROE: 親会社株主に帰属する当期純利益 ÷ 期首・期末平均自己資本* *自己資本: 純資産 − 新株予約権 − 非支配株主持分
   ROE: Net income attributable to owners of parent / Average of owners' equity* at the beginning and the end of each fiscal year *Owners' equity: Net assets - Subscription rights to shares - Non-controlling interests
6. EPS: 親会社株主に帰属する当期純利益 ÷ 期中平均株式数 EPS: Net income attributable to owners of parent / Weighted average shares outstanding during the period
7. のれん償却前EPS: (親会社株主に帰属する当期純利益 + のれん償却費) ÷ 期中平均株式数 のれん償却費に係る税務影響を考慮しております。
   EPS before amortization of goodwill: (Net income attributable to owners of parent + Amortization of goodwill) / Average shares outstanding during the period Tax impact related to amortization of goodwill is taken into account.
7. 期中平均株式数及び期末発行済み株式数は、自己株式を除く株数を表示しております。なお、当社は役員報酬BIP信託及び株式付与ESOP信託を導入しており、当該信託が保有する当社株式を自己株式に含んでおります。
   Number of shares outstanding at each fiscal year-end and of average shares over each fiscal period do not include treasury stock.
   Seven & i Holdings introduced the BIP Trust and ESOP Trust and its shares held by these Trusts are included in the number of treasury stock.
8. 当社は、2024年3月1日付で普通株式1株を3株に株式分割しています。FY2023の期首に当該株式分割が行われたと仮定して、「期中平均株式数」、「期末発行済株式数」、「1株当たり当期純利益」及び「のれん償却前EPS」を算定しております。
   The Company conducted a 3-for-1 common share split on March 1, 2024. "Number of shares outstanding (average)", "Number of shares outstanding (end of period)", "EPS" and "EPS before amortization of goodwill" are calculated as if the share split had occurred at the beginning of FY2023.
9. 「EPS」及び「のれん償却前EPS」については、自己株式取得及び消却の影響見込みを考慮しております。
   The estimated impact of acquisition of own shares and cancellation of treasury stock are taken into account in regards to “EPS” and “EPS before amortization of goodwill”.
10. 損益計算書の為替換算レートは四半期累計期間の期中平均レート、貸借対照表の為替換算レートは期末日レートを表示しています。
    The exchange rates for Income Statements are the average rates for the cumulative period, and the rates for Balance sheet are the rates as of the end of the period, respectively.

## ■連結業績 Consolidated Results

### セグメント情報 Segment Information

#### 事業別情報 Operating segment information

(百万円 / Millions of yen)

| | FY2024 | | | | | FY2025 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 前期比 YoY(%) | 通期予想 Full Year Forecasts | 前期比 YoY(%) |
| 設備投資 Capital expenditures | 112,362 | 172,434 | 125,912 | 142,068 | 552,778 | 91,868 | | | | 91,868 | 81.8 | 488,000 | 88.3 |
| 国内コンビニエンスストア事業 Domestic CVS operations | 23,295 | 24,953 | 24,106 | 37,653 | 110,009 | 18,615 | | | | 18,615 | 79.9 | 172,100 | 156.4 |
| 海外コンビニエンスストア事業 Overseas CVS operations | 52,319 | 111,697 | 65,062 | 61,748 | 290,828 | 43,642 | | | | 43,642 | 83.4 | 246,400 | 84.7 |
| スーパーストア事業 Superstore operations | 17,035 | 12,776 | 14,105 | 20,880 | 64,798 | 12,754 | | | | 12,754 | 74.9 | 22,500 | 34.7 |
| 金融関連事業 Financial services | 15,099 | 16,963 | 18,389 | 17,588 | 68,041 | 12,586 | | | | 12,586 | 83.4 | 33,500 | 49.2 |
| その他の事業 Others | 1,239 | 2,562 | 2,114 | 1,840 | 7,756 | 2,606 | | | | 2,606 | 210.3 | 4,600 | 59.3 |
| 消去及び全社 Eliminations / Corporate | 3,374 | 3,480 | 2,132 | 2,357 | 11,343 | 1,662 | | | | 1,662 | 49.3 | 8,900 | 78.5 |
| 減価償却費 Depreciation and amortization | 104,531 | 112,232 | 108,917 | 110,911 | 436,593 | 105,212 | | | | 105,212 | 100.7 | 402,500 | 92.2 |
| 国内コンビニエンスストア事業 Domestic CVS operations | 23,224 | 23,157 | 22,451 | 22,479 | 91,312 | 22,069 | | | | 22,069 | 95.0 | 97,800 | 107.1 |
| 海外コンビニエンスストア事業 Overseas CVS operations | 54,670 | 61,536 | 59,505 | 61,948 | 237,661 | 56,838 | | | | 56,838 | 104.0 | 233,900 | 98.4 |
| スーパーストア事業 Superstore operations | 9,652 | 10,058 | 9,905 | 8,912 | 38,529 | 8,515 | | | | 8,515 | 88.2 | 19,700 | 51.1 |
| 金融関連事業 Financial services | 9,393 | 9,864 | 10,179 | 10,587 | 40,024 | 10,662 | | | | 10,662 | 113.5 | 24,500 | 61.2 |
| その他の事業 Others | 1,617 | 1,589 | 1,579 | 1,626 | 6,413 | 1,720 | | | | 1,720 | 106.4 | 3,200 | 49.9 |
| 消去及び全社 Eliminations / Corporate | 5,973 | 6,026 | 5,296 | 5,357 | 22,653 | 5,405 | | | | 5,405 | 90.5 | 23,400 | 103.3 |
| のれん償却費 Amortization of goodwill | 31,611 | 36,135 | 35,016 | 35,175 | 137,938 | 35,443 | | | | 35,443 | 112.1 | 136,500 | 99.0 |
| 国内コンビニエンスストア事業 Domestic CVS operations | - | - | - | - | - | - | | | | - | - | | |
| 海外コンビニエンスストア事業 Overseas CVS operations | 30,595 | 35,127 | 34,013 | 34,194 | 133,931 | 34,462 | | | | 34,462 | 112.6 | | |
| スーパーストア事業 Superstore operations | 787 | 787 | 787 | 787 | 3,150 | 787 | | | | 787 | 100.0 | | |
| 金融関連事業 Financial services | 112 | 112 | 112 | 89 | 426 | 89 | | | | 89 | 79.9 | | |
| その他の事業 Others | 115 | 107 | 103 | 103 | 429 | 103 | | | | 103 | 89.3 | | |
| 全社 Corporate | - | - | - | - | - | - | | | | - | - | | |
| EBITDA | 195,487 | 276,020 | 272,339 | 251,677 | 995,523 | 205,732 | | | | 205,732 | 105.2 | 963,000 | 96.7 |
| 国内コンビニエンスストア事業 Domestic CVS operations | 84,479 | 89,615 | 77,661 | 73,110 | 324,866 | 76,601 | | | | 76,601 | 90.7 | 342,500 | 105.4 |
| 海外コンビニエンスストア事業 Overseas CVS operations | 89,739 | 165,515 | 177,134 | 155,451 | 587,841 | 99,988 | | | | 99,988 | 111.4 | 598,600 | 101.8 |
| スーパーストア事業 Superstore operations | 12,592 | 12,208 | 9,241 | 18,052 | 52,095 | 17,799 | | | | 17,799 | 141.3 | 36,700 | 70.4 |
| 金融関連事業 Financial services | 17,880 | 19,065 | 18,779 | 16,741 | 72,467 | 18,462 | | | | 18,462 | 103.3 | 43,000 | 59.3 |
| その他の事業 Others | 3,915 | 3,348 | 2,237 | 3,120 | 12,622 | 6,499 | | | | 6,499 | 166.0 | 5,300 | 42.0 |
| 消去及び全社 Eliminations / Corporate | (13,121) | (13,733) | (12,715) | (14,799) | (54,369) | (13,620) | | | | (13,620) | - | (63,100) | - |

# ■連結業績 Consolidated Results

## セグメント情報 Segment Information

### 事業別情報 Operating segment information

(百万円 / Millions of yen)

| | FY2024 | | | | | FY2025 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 前期比 YoY(%) | 通期予想 Full Year Forecasts | 前期比 YoY(%) |
| 減損損失 Impairment loss | 1,387 | 38,413 | 80,391 | 23,801 | 143,993 | 873 | | | | 873 | 63.0 | | |
| 国内コンビニエンスストア事業 Domestic CVS operations | 362 | 3,483 | 2,015 | 3,793 | 9,655 | 572 | | | | 572 | 157.9 | | |
| 海外コンビニエンスストア事業 Overseas CVS operations | 282 | 1,191 | 62,539 | 860 | 64,874 | (919) | | | | (919) | - | | |
| スーパーストア事業 Superstore operations | 561 | 6,929 | 15,478 | 17,126 | 40,095 | 937 | | | | 937 | 167.1 | | |
| 金融関連事業 Financial services | 82 | 163 | 88 | 1,306 | 1,640 | 204 | | | | 204 | 247.8 | | |
| その他の事業 Others | 98 | 792 | 97 | 690 | 1,679 | 67 | | | | 67 | 69.0 | | |
| 消去及び全社 Eliminations / Corporate | - | 25,852 | 171 | 23 | 26,048 | 10 | | | | 10 | - | | |

Notes) 1.「設備投資」は差入保証金と建設協力立替金及び当該年度以降の出店に係る投資を含んでおり、「資産除去債務に関する会計基準」の適用に伴う将来償却分資産の増加分は含んでおりません。また、実績数値には、店舗等の取得に伴い発生するのれんなどの金額を含んでおりません。
「消去及び全社」は当社におけるグループ戦略に係る設備投資を含んでおります。
Capital expenditures include long-term leasehold deposits, advances for store construction, and investments related to store openings for each fiscal year and beyond, and do not include the increase of future amortization of assets under the Accounting Standard for Asset Retirement Obligations.
Figures for actual results do not include goodwill and others related to the acquisition of stores, etc.
"Eliminations / Corporate" in capital expenditures includes capital expenditures relating to the Group strategy.

2.「減価償却費」は無形固定資産償却費を含んでおります。「消去及び全社」は当社におけるグループ戦略に係る減価償却費を含んでおります。
"Eliminations / Corporate" in depreciation and amortization includes depreciation and amortization of assets relating to the Group strategy.

3.「のれん償却費」は販売費及び一般管理費に含まれるのれん償却費のみを表示しております。
Amortization of goodwill include only the amount recorded in SG&A expenses.

4. EBITDA: 営業利益 + 減価償却費 + のれん償却費
EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill

5.「減損損失」は連結損益計算書における事業構造改革費用に係る減損損失を次の通り含んでおります。FY2024 Q1:279百万円 Q2: 2,382百万円 Q3: 10,938百万円 Q4: 5,591百万円 通期: 19,192百万円
また、関係会社事業関連損失に係る減損損失を次の通り含んでおります。FY2024 Q2: 26,511 百万円 Q3: 2百万円 Q4: 27百万円 通期: 26,540百万円
Impairment losses respectively include 279 million yen for FY2024 Q1, 2,382 million yen for Q2, 10,938 million yen for Q3, and 5,591 million yen for Q4, 19,192 million yen for full year FY2024 recorded as "Restructuring expenses".
Also, Impairment losses include 26,511 million yen for FY2024 Q2, 2 million for Q3, and 27 million yen for Q4, 26,540 million yen for full year FY2024 recorded as "Loss on business of subsidiaries and associates".

### 所在地別情報 Geographic area segment information

(百万円 / Millions of yen)

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 前期比 YoY(%) |
| 営業収益 Revenues from operations | 2,734,750 | 3,300,783 | 3,034,056 | 2,903,171 | 11,972,762 | 2,777,370 | | | | 2,777,370 | 101.6 |
| 日本 Japan | 705,581 | 704,543 | 664,470 | 686,612 | 2,761,208 | 681,772 | | | | 681,772 | 96.6 |
| 北米 North America | 2,025,363 | 2,429,286 | 2,209,087 | 2,051,342 | 8,715,080 | 1,950,059 | | | | 1,950,059 | 96.3 |
| その他 Others | 19,116 | 167,972 | 161,512 | 166,299 | 514,900 | 158,921 | | | | 158,921 | 831.3 |
| 消去 Eliminations | (15,310) | (1,018) | (1,013) | (1,083) | (18,426) | (13,382) | | | | (13,382) | - |
| 営業利益 Operating income | 59,344 | 127,652 | 128,404 | 105,590 | 420,991 | 65,076 | | | | 65,076 | 109.7 |
| 日本 Japan | 70,036 | 59,857 | 44,688 | 46,255 | 220,838 | 68,243 | | | | 68,243 | 97.4 |
| 北米 North America | 3,538 | 70,290 | 85,256 | 60,122 | 219,207 | 9,983 | | | | 9,983 | 282.2 |
| その他 Others | 430 | (2,498) | (1,543) | (791) | (4,402) | (770) | | | | (770) | - |
| 消去 Eliminations | (14,660) | 3 | 3 | 3 | (14,651) | (12,379) | | | | (12,379) | - |

Note)「その他」に属する国は、オーストラリア(FY2024Q2以降)、中国等であります。
"Others" consists of the results in Australia (FY2024Q2 onwards) and the China, etc.

## ■連結業績 Consolidated Results

### 有利子負債・格付情報 Interest-Bearing Debt & Ratings

有利子負債内訳 Interest-bearing debt (期末日時点 / As of the end of the period)

(百万円 / Millions of yen)

| | FY2024 | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 24/5 May 2024 | 24/8 Aug. 2024 | 24/11 Nov. 2024 | 25/2 Feb. 2025 | 25/5 May 2025 | 25/8 Aug. 2025 | 25/11 Nov. 2025 | 26/2 Feb. 2026 | 前期比/増減 YoY(%)/Change |
| 短期借入金 Short-term loans | 344,128 | 394,513 | 317,024 | 172,497 | 398,875 | | | | 115.9 |
| 一年内返済予定の長期借入金 Current portion of long-term loans | 180,546 | 267,183 | 251,434 | 290,128 | 164,050 | | | | 90.9 |
| 一年内償還予定の社債 Current portion of bonds | 15,000 | 45,000 | 45,000 | 210,000 | 396,579 | | | | - |
| 小計 Subtotal | 539,674 | 706,697 | 613,459 | 672,625 | 959,505 | | | | 177.8 |
| 長期借入金 Long-term loans | 873,109 | 849,703 | 791,614 | 778,068 | 731,564 | | | | 83.8 |
| 社債 Bonds | 1,413,330 | 1,440,582 | 1,332,576 | 1,244,036 | 1,006,559 | | | | 71.2 |
| 小計 Subtotal | 2,286,440 | 2,290,285 | 2,124,191 | 2,022,104 | 1,738,123 | | | | 76.0 |
| 合計 Total | 2,826,114 | 2,996,982 | 2,737,650 | 2,694,730 | 2,697,629 | | | | 95.5 |
| 総資産に対する比率(%) Ratio to total assets (%) | 25.2 | 25.3 | 25.2 | 23.7 | 24.2 | | | | (1.0) |
| 自己資本に対する比率(%) Ratio to owners' equity (%) | 74.1 | 74.2 | 75.0 | 66.8 | 71.4 | | | | (2.7) |

セグメント別有利子負債内訳 Interest-bearing debt by operating segment (期末日時点 / As of the end of the period)

(百万円 / Millions of yen)

| | FY2024 | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 24/5 May 2024 | 24/8 Aug. 2024 | 24/11 Nov. 2024 | 25/2 Feb. 2025 | 25/5 May 2025 | 25/8 Aug. 2025 | 25/11 Nov. 2025 | 26/2 Feb. 2026 | 前期比 YoY(%) |
| 国内コンビニエンスストア事業 Domestic CVS operations | - | - | - | - | - | | | | - |
| 海外コンビニエンスストア事業 Overseas CVS operations | 1,587,773 | 1,784,398 | 1,524,580 | 1,520,446 | 1,500,581 | | | | 94.5 |
| スーパーストア事業 Superstore operations | 501 | 475 | 449 | 423 | 397 | | | | 79.4 |
| その他の事業 Others | 19,760 | 17,217 | 18,835 | 16,562 | 18,544 | | | | 93.8 |
| 全社 Corporate | 951,974 | 931,474 | 931,474 | 909,546 | 909,546 | | | | 95.5 |
| 小計 Subtotal | 2,560,009 | 2,733,566 | 2,475,339 | 2,446,978 | 2,429,070 | | | | 94.9 |
| 金融関連事業 Financial services | 266,104 | 263,416 | 262,311 | 247,751 | 268,559 | | | | 100.9 |
| 合計 Total | 2,826,114 | 2,996,982 | 2,737,650 | 2,694,730 | 2,697,629 | | | | 95.5 |

# ■連結業績 Consolidated Results

## 有利子負債・格付情報 Interest-Bearing Debt & Ratings

### 社債情報 Bond information

2025年5月31日時点 / As of May 31, 2025

| | | 発行総額 / Amount | 発行年月日 / Date of issue | 利率 / Coupon | 償還期限 / Redemption date |
|---|---|---|---|---|---|
| セブン＆アイ・ホールディングス発行 Issued by Seven & i Holdings | | | | | |
| 第12回無担保社債 | 12th unsecured domestic straight bonds | 300億円 / 30 billion yen | 2015.06.17 | 0.781% | 2025.06.20 |
| 第14回無担保社債 | 14th unsecured domestic straight bonds | 1,800億円 / 180 billion yen | 2020.12.14 | 0.190% | 2025.12.19 |
| 第15回無担保社債 | 15th unsecured domestic straight bonds | 400億円 / 40 billion yen | 2020.12.14 | 0.280% | 2027.12.20 |
| 第16回無担保社債 | 16th unsecured domestic straight bonds | 600億円 / 60 billion yen | 2023.11.02 | 0.400% | 2026.11.02 |
| 第17回無担保社債 | 17th unsecured domestic straight bonds | 600億円 / 60 billion yen | 2023.11.02 | 0.687% | 2028.11.02 |
| 第18回無担保社債 | 18th unsecured domestic straight bonds | 300億円 / 30 billion yen | 2023.11.02 | 1.040% | 2030.11.01 |
| 第19回無担保社債 | 19th unsecured domestic straight bonds | 700億円 / 70 billion yen | 2023.11.02 | 1.392% | 2033.11.02 |
| 7-Eleven, Inc.発行 Issued by 7-Eleven, Inc. | | | | | |
| 2026年満期米ドル建無担保社債 | USD-denominated senior unsecured notes due 2026 | 12.5億米ドル / 1.25 billion dollars | 2021.02.10 | 0.950% | 2026.02.10 |
| 2028年満期米ドル建無担保社債 | USD-denominated senior unsecured notes due 2028 | 10億米ドル / 1.0 billion dollars | 2021.02.10 | 1.300% | 2028.02.10 |
| 2031年満期米ドル建無担保社債 | USD-denominated senior unsecured notes due 2031 | 17億米ドル / 1.7 billion dollars | 2021.02.10 | 1.800% | 2031.02.10 |
| 2041年満期米ドル建無担保社債 | USD-denominated senior unsecured notes due 2041 | 7.5億米ドル / 0.75 billion dollars | 2021.02.10 | 2.500% | 2041.02.10 |
| 2051年満期米ドル建無担保社債 | USD-denominated senior unsecured notes due 2051 | 12.5億米ドル / 1.25 billion dollars | 2021.02.10 | 2.800% | 2051.02.10 |
| セブン銀行発行 Issued by Seven Bank | | | | | |
| 第12回無担保社債 | 12th unsecured domestic straight bonds | 300億円 / 30 billion yen | 2017.10.20 | 0.390% | 2027.09.17 |
| 第14回無担保社債 | 14th unsecured domestic straight bonds | 200億円 / 20 billion yen | 2019.01.25 | 0.385% | 2028.12.20 |

### 格付情報 Ratings

2025年6月30日時点 / As of June 30, 2025

| | | S&P | Moody's | R&I | JCR |
|---|---|---|---|---|---|
| セブン＆アイ・ホールディングス Seven & i Holdings | 長期 Long-term | A | A3 | AA- | AA |
| セブン-イレブン・ジャパン Seven-Eleven Japan | 長期 Long-term | A | - | - | AA |
| | 短期* Short-term* | A-1 | P-2 | - | - |
| 7-Eleven, Inc. | 長期 Long-term | A | Baa2 | - | - |
| セブン銀行 Seven Bank | 長期 Long-term | A- | - | AA- | - |
| | 短期 Short-term | A-2 | - | - | - |

* 2006年1月より、セブン-イレブン・ジャパンの短期格付は7-Eleven, Inc.のCPプログラムの保証格付であります。
From January 2006, Seven-Eleven Japan's short-term rating is its rating as the guarantor of 7-Eleven, Inc.'s commercial paper program.

## ■連結業績 Consolidated Results

### (ご参考)中期経営計画2021-2025 主な連結財務指標
### [Reference] Medium-Term Management Plan 2021-2025 Principal Consolidated Financial KPIs

(百万円 / Millions of yen)

| | FY2021 | 前期比 YoY (%) | FY2022 | 前期比 YoY (%) | FY2023 | 前期比 YoY (%) | FY2024 | 前期比 YoY (%) | FY2025 見込み Estimate | | FY2025 中期経営計画目標 Medium-Term Management Plan target |
|---|---|---|---|---|---|---|---|---|---|---|---|
| EBITDA | 751,491 | 119.9 | 995,319 | 132.4 | 1,054,951 | 106.0 | 995,523 | 94.4 | 963,000 | 96.7 | 1,100,000 or more |
| 営業キャッシュ・フロー(除く金融) Operating cash flow (excl. financial services) | 630,807 | 138.1 | 832,804 | 132.0 | 778,398 | 93.5 | 783,254 | 100.6 | - | | 900,000 or more |
| フリーキャッシュ・フロー水準(除く金融) Free cash flow level (excl. financial services) | 279,597 | 211.7 | 474,055 | 169.5 | 391,694 | 82.6 | 435,015 | 111.1 | - | | 500,000 or more |
| 自己資本利益率(ROE)(%) ROE (%) | 7.5 | | 8.7 | | 6.2 | | 4.5 | | 6.9 | | 11.5% or more |
| 投下資本利益率(ROIC)(除く金融)(%) ROIC (excl. financial services) (%) | 4.8 | | 5.2 | | 4.1 | | 3.5 | | 5.3 | | 8.0% or more |
| Debt/EBITDA倍率(倍) Debt/EBITDA ratio (times) | 3.9 | | 3.0 | | 2.6 | | 2.7 | | 2.3 | | 1.8 ～ 2.5 |
| 1株当たり当期純利益(EPS)(円) Net income per share (EPS) (yen) | 79.56 | 117.6 | 106.05 | 133.3 | 84.88 | 80.0 | 66.62 | 78.5 | 102.92<br>8.7% (CAGR) | 154.5 | 18% or more (CAGR) |

Notes) 1. EBITDA: 営業利益 + 減価償却費 + のれん償却費* *販売費及び一般管理費に含まれるのれん償却費のみ
EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill* *Only figures included in SG&A expenses
2. 営業キャッシュ・フロー(除く金融)： 金融関連事業を除く NOPAT をベースとした管理会計数値であります。
Operating cash flow represents management accounting figures based on NOPAT (excl. financial services).
3. フリーキャッシュ・フロー水準(除く金融)： 金融関連事業を除く管理会計ベース数値。なお、M&A は戦略投資として投資 CF からは除外して算出しております。
Free cash flow level is based on management accounting figures (excl. financial services) and is calculated by excluding M&A as a strategic investment from investment cash flow.
4. ROE: 親会社株主に帰属する当期純利益 ÷ 期首・期末平均自己資本* *自己資本: 純資産 − 新株予約権 − 非支配株主持分
ROE: Net income attributable to owners of parent / Average of owners' equity* at the beginning and the end of each fiscal year
*Owners' equity: Net assets - Subscription rights to shares - Non-controlling interests
5. ROIC: {純利益+支払利息×(1−実効税率) } ÷ {自己資本＋有利子負債(ともに期首期末平均) }
ROIC: {Net income + Interest expense x (1 - Effective tax rate)} / {Owner's equity + Interest-bearing debt (both the averages of the figures at the beginning and the end of each fiscal year)}
6. EPS: 親会社株主に帰属する当期純利益 ÷ 期中平均株式数* 期中平均株式数及び期末発行済株式数は、自己株式を除く株数を用いております。
なお、当社は役員報酬BIP信託及び株式付与ESOP信託を導入しており、当該信託が保有する当社株式を自己株式に含んでおります。 FY2025 EPS目標は、FY2020に対してのCAGR（年平均成長率）にて試算しています。
EPS: Net income attributable to owners of parent / Average shares outstanding during the period* Number of shares outstanding at each fiscal year-end and of average shares over each fiscal period do not include treasury stock.
Seven & i Holdings introduced the BIP Trust and ESOP Trust and its shares held by these Trusts are included in the number of treasury stock. FY2025 EPS target is estimated based on CAGR (compound annual growth rate) against FY2020.
7. 当社は、2024年3月1日付で普通株式1株を3株に株式分割しています。FY2019の期首に当該株式分割が行われたと仮定して、「1株当たり当期純利益」及び「前期比」を算定しております。
The Company conducted a 3-for-1 common share split on March 1, 2024. "EPS" is calculated as if the share split had occurred at the beginning of FY2019.
8. 2025年度見込みは、2025年3月6日に公表した「株主価値最大化に向けた経営体制及び資本構造・事業の変革施策について」の通り、事業ポートフォリオの変革を当年度半ばに完了した場合の見込み値です。
「EPS」及び「のれん償却前EPS」については、自己株式取得及び消却の影響見込みを考慮しております。
The forecast for the fiscal year ending February 2026 is based on the assumption that the transformation of the business portfolio will be completed by the middle of the current fiscal year, as announced in the Plan to Unlock Shareholder Value Through Leadership Changes and Transformational Capital and business Initiatives released on 6 March 2025.
The estimated impact of acquisition of own shares and cancellation of treasury stock are taken into account in regards to “EPS“ and “EPS before amortization of goodwill“.

## ■連結業績 Consolidated Results

### 連結貸借対照表 Consolidated Balance Sheets（期末日時点 / As of the end of the period)

(百万円 / Millions of yen)

| | FY2024 | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 24/5 | 24/8 | 24/11 | 25/2 | 25/5 | 25/8 | 25/11 | 26/2 | 期首増減 |
| 資産の部 ASSETS | May 2024 | Aug. 2024 | Nov. 2024 | Feb. 2025 | May 2025 | Aug. 2025 | Nov. 2025 | Feb. 2026 | Change from Feb. 2025 |
| 流動資産 Current assets | 2,952,585 | 3,084,875 | 2,962,735 | 2,823,782 | 2,994,761 | | | | +170,978 |
| 現金及び預金* Cash and bank deposits* | 1,370,589 | 1,470,393 | 1,446,266 | 1,368,663 | 1,465,541 | | | | +96,878 |
| 内数：セブン銀行における現金及び預け金（ATM装填用現金含む）"Cash and bank deposits" of Seven Bank (including cash to be held in ATMs) | 879,850 | 906,479 | 943,246 | 903,142 | 813,453 | | | | (89,688) |
| 受取手形、売掛金及び契約資産 Notes and accounts receivable - trade, and contract assets | 507,972 | 524,700 | 454,949 | 441,630 | 450,165 | | | | +8,534 |
| 営業貸付金 Trade accounts receivable - financial services | 104,527 | 104,976 | 108,977 | 111,029 | 117,248 | | | | +6,218 |
| 商品及び製品 Merchandise and finished goods | 312,326 | 334,181 | 296,033 | 312,739 | 290,867 | | | | (21,871) |
| 仕掛品 Work in process | 61 | 70 | 50 | 46 | 53 | | | | +6 |
| 原材料及び貯蔵品 Raw materials and supplies | 2,563 | 3,180 | 3,727 | 3,002 | 3,814 | | | | +811 |
| 前払費用 Prepaid expenses | 104,537 | 96,417 | 94,965 | 94,707 | 99,580 | | | | +4,873 |
| ATM仮払金 ATM-related temporary payments | 105,363 | 142,298 | 163,830 | 118,172 | 154,369 | | | | +36,197 |
| その他 Other | 458,131 | 422,825 | 406,922 | 388,696 | 427,892 | | | | +39,196 |
| 貸倒引当金 Allowance for doubtful accounts | (13,487) | (14,167) | (12,987) | (14,905) | (14,772) | | | | +132 |
| 固定資産 Non-current assets | 8,270,117 | 8,766,131 | 7,920,490 | 8,561,745 | 8,147,074 | | | | (414,671) |
| 有形固定資産 Property and equipment | 4,800,238 | 5,045,868 | 4,546,335 | 4,981,298 | 4,740,555 | | | | (240,742) |
| 建物及び構築物(純額) Buildings and structures, net | 1,687,662 | 1,768,133 | 1,612,984 | 1,749,166 | 1,676,889 | | | | (72,276) |
| 工具、器具及び備品(純額) Furniture, fixtures and equipment, net | 557,303 | 575,343 | 507,449 | 538,598 | 510,866 | | | | (27,732) |
| 土地 Land | 1,145,909 | 1,208,372 | 1,112,414 | 1,172,559 | 1,119,999 | | | | (52,559) |
| リース資産(純額) Lease assets, net | 2,870 | 2,359 | 1,916 | 1,641 | 2,282 | | | | +641 |
| 使用権資産(純額) Right-of-use assets, net | 1,225,606 | 1,284,777 | 1,107,107 | 1,289,807 | 1,214,876 | | | | (74,931) |
| 建設仮勘定 Construction in progress | 159,513 | 184,108 | 181,526 | 206,223 | 192,320 | | | | (13,903) |
| その他(純額) Other, net | 21,372 | 22,773 | 22,934 | 23,300 | 23,319 | | | | +19 |
| 無形固定資産 Intangible assets | 2,613,574 | 2,843,787 | 2,507,196 | 2,711,382 | 2,537,854 | | | | (173,527) |
| のれん Goodwill | 2,153,349 | 2,379,076 | 2,076,996 | 2,264,441 | 2,103,944 | | | | (160,496) |
| ソフトウェア Software | 311,527 | 309,232 | 289,722 | 295,814 | 290,523 | | | | (5,291) |
| その他 Other | 148,696 | 155,478 | 140,478 | 151,125 | 143,386 | | | | (7,739) |
| 投資その他の資産 Investments and other assets | 856,305 | 876,475 | 866,958 | 869,065 | 868,664 | | | | (400) |
| 投資有価証券 Investments in securities | 293,660 | 308,371 | 308,400 | 321,086 | 331,553 | | | | +10,467 |
| 長期貸付金 Long-term loans receivable | 14,293 | 14,219 | 14,494 | 14,295 | 15,089 | | | | +793 |
| 長期差入保証金 Long-term leasehold deposits | 277,350 | 274,303 | 268,407 | 264,136 | 261,549 | | | | (2,586) |
| 退職給付に係る資産 Net defined benefit asset | 117,461 | 118,782 | 120,610 | 126,974 | 127,884 | | | | +910 |
| 繰延税金資産 Deferred tax assets | 93,753 | 97,559 | 96,560 | 75,058 | 68,025 | | | | (7,033) |
| その他 Other | 62,247 | 65,414 | 60,293 | 69,189 | 66,227 | | | | (2,962) |
| 貸倒引当金 Allowance for doubtful accounts | (2,461) | (2,174) | (1,808) | (1,675) | (1,666) | | | | +9 |
| 繰延資産 Deferred assets | 785 | 685 | 634 | 582 | 531 | | | | (51) |
| 開業費 Business commencement expenses | 48 | - | - | - | - | | | | - |
| 社債発行費 Bond issuance cost | 736 | 685 | 634 | 582 | 531 | | | | (51) |
| 資産合計 TOTAL ASSETS | 11,223,488 | 11,851,693 | 10,883,860 | 11,386,111 | 11,142,367 | | | | (243,744) |

## ■連結業績 Consolidated Results

### 連結貸借対照表 Consolidated Balance Sheets（期末日時点 / As of the end of the period)

(百万円 / Millions of yen)

| | FY2024 | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 24/5 | 24/8 | 24/11 | 25/2 | 25/5 | 25/8 | 25/11 | 26/2 | 期首増減 |
| 負債の部 LIABILITIES | May 2024 | Aug. 2024 | Nov. 2024 | Feb. 2025 | May 2025 | Aug. 2025 | Nov. 2025 | Feb. 2026 | Change from Feb. 2025 |
| 流動負債 Current liabilities | 3,262,121 | 3,582,280 | 3,366,647 | 3,316,615 | 3,704,398 | | | | +387,783 |
| 支払手形及び買掛金 Notes and accounts payable, trade | 628,880 | 676,732 | 562,043 | 519,497 | 572,654 | | | | +53,157 |
| 短期借入金 Short-term loans | 344,128 | 394,513 | 317,024 | 172,497 | 398,875 | | | | +226,378 |
| 1年内償還予定の社債 Current portion of bonds | 15,000 | 45,000 | 45,000 | 210,000 | 396,579 | | | | +186,579 |
| 1年内返済予定の長期借入金 Current portion of long-term loans | 180,546 | 267,183 | 251,434 | 290,128 | 164,050 | | | | (126,077) |
| 未払法人税等 Income taxes payable | 9,173 | 23,618 | 19,808 | 36,003 | 37,175 | | | | +1,171 |
| 未払費用 Accrued expenses | 279,956 | 301,305 | 309,647 | 282,395 | 274,259 | | | | (8,136) |
| 契約負債 Contract liabilities | 185,810 | 189,249 | 179,138 | 178,031 | 167,137 | | | | (10,893) |
| 預り金 Deposits received | 228,841 | 220,515 | 203,954 | 146,967 | 307,843 | | | | +160,875 |
| ATM仮受金 ATM-related temporary advances | 56,901 | 76,646 | 89,250 | 73,388 | 83,968 | | | | +10,579 |
| リース債務 Lease obligations | 158,599 | 173,452 | 155,281 | 180,624 | 167,296 | | | | (13,328) |
| 関係会社事業関連損失引当金 Allowance for loss on transfer of subsidiary | - | 19,726 | 18,964 | 18,235 | 18,317 | | | | +81 |
| 事業構造改革費用引当金 Allowance for restructuring expenses | 7,251 | 7,224 | 4,351 | 2,626 | 265 | | | | (2,361) |
| 販売促進引当金 Allowance for sales promotion expenses | 1,239 | 1,299 | 1,298 | 815 | 568 | | | | (246) |
| 賞与引当金 Allowance for bonuses to employees | 25,013 | 15,844 | 4,209 | 14,249 | 25,907 | | | | +11,658 |
| 役員賞与引当金 Allowance for bonuses to Directors and Audit & Supervisory Board Members | 63 | 244 | 279 | 501 | 221 | | | | (279) |
| 銀行業における預金 Deposits received in banking business | 800,784 | 829,768 | 825,048 | 813,388 | 811,394 | | | | (1,994) |
| コールマネー Call money | 45,000 | 50,000 | 115,000 | 100,000 | 10,000 | | | | (90,000) |
| その他 Other | 294,933 | 289,955 | 264,912 | 277,264 | 267,884 | | | | (9,380) |
| 固定負債 Non-current liabilities | 3,964,351 | 4,043,119 | 3,681,387 | 3,846,283 | 3,475,535 | | | | (370,747) |
| 社債 Bonds | 1,413,330 | 1,440,582 | 1,332,576 | 1,244,036 | 1,006,559 | | | | (237,477) |
| 長期借入金 Long-term loans | 873,109 | 849,703 | 791,614 | 778,068 | 731,564 | | | | (46,503) |
| 繰延税金負債 Deferred tax liabilities | 224,739 | 233,954 | 201,462 | 233,635 | 221,275 | | | | (12,359) |
| 役員退職慰労引当金 Allowance for retirement benefits to Directors and Audit & Supervisory Board Members | 413 | 413 | 417 | 439 | 441 | | | | +1 |
| 株式給付引当金 Allowance for stock payments | 4,771 | 4,535 | 4,529 | 4,947 | 4,777 | | | | (170) |
| 退職給付に係る負債 Net defined benefit liability | 16,432 | 16,891 | 14,294 | 16,313 | 15,219 | | | | (1,093) |
| 長期預り金 Deposits received from tenants and franchised stores | 45,258 | 44,854 | 44,730 | 44,178 | 44,108 | | | | (69) |
| リース債務 Lease obligations | 1,145,473 | 1,199,722 | 1,056,495 | 1,223,438 | 1,156,117 | | | | (67,320) |
| 資産除去債務 Asset retirement obligations | 168,854 | 180,714 | 180,256 | 235,024 | 229,016 | | | | (6,008) |
| その他 Other | 71,967 | 71,747 | 55,009 | 66,201 | 66,454 | | | | +253 |
| 負債合計 TOTAL LIABILITIES | 7,226,473 | 7,625,400 | 7,048,034 | 7,162,898 | 7,179,934 | | | | +17,035 |

## ■連結業績 Consolidated Results

### 連結貸借対照表 Consolidated Balance Sheets（期末日時点 / As of the end of the period)

(百万円 / Millions of yen)

| | FY2024 | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|
| 純資産の部 NET ASSETS | 24/5 May 2024 | 24/8 Aug. 2024 | 24/11 Nov. 2024 | 25/2 Feb. 2025 | 25/5 May 2025 | 25/8 Aug. 2025 | 25/11 Nov. 2025 | 26/2 Feb. 2026 | 期首増減 Change from Feb. 2025 |
| 株主資本 Shareholders' equity | 2,953,615 | 2,985,309 | 2,944,541 | 3,054,284 | 2,961,385 | | | | (92,899) |
| 資本金 Common stock | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | | | | ±0 |
| 資本剰余金 Capital surplus | 351,346 | 293,405 | 293,176 | 293,455 | 293,439 | | | | (16) |
| 利益剰余金 Retained earnings | 2,628,241 | 2,659,095 | 2,618,502 | 2,727,937 | 2,724,971 | | | | (2,965) |
| 自己株式 Treasury stock, at cost | (75,972) | (17,191) | (17,137) | (17,108) | (107,026) | | | | (89,917) |
| その他の包括利益累計額 Total accumulated other comprehensive income | 861,203 | 1,054,622 | 707,229 | 981,693 | 817,353 | | | | (164,340) |
| その他有価証券評価差額金 Unrealized gains (losses) on available-for-sale securities, net of taxes | 50,870 | 54,161 | 52,154 | 51,770 | 60,016 | | | | +8,245 |
| 繰延ヘッジ損益 Unrealized gains (losses) on hedging derivatives, net of taxes | 5,081 | 5,312 | 4,625 | 5,035 | 4,673 | | | | (362) |
| 為替換算調整勘定 Foreign currency translation adjustments | 784,065 | 974,143 | 629,741 | 901,059 | 729,653 | | | | (171,406) |
| 退職給付に係る調整累計額 Remeasurements of defined benefit plans | 21,185 | 21,004 | 20,707 | 23,827 | 23,011 | | | | (816) |
| 新株予約権 Subscription rights to shares | 65 | 70 | 75 | 80 | 35 | | | | (44) |
| 非支配株主持分 Non-controlling interests | 182,129 | 186,290 | 183,978 | 187,154 | 183,658 | | | | (3,495) |
| 純資産合計 TOTAL NET ASSETS | 3,997,014 | 4,226,293 | 3,835,825 | 4,223,212 | 3,962,432 | | | | (260,779) |
| 負債純資産合計 TOTAL LIABILITIES AND NET ASSETS | 11,223,488 | 11,851,693 | 10,883,860 | 11,386,111 | 11,142,367 | | | | (243,744) |

Note）「法人税、住民税及び事業税等に関する会計基準」(企業会計基準第27号2022年10月28日)等を2026年2月期の期首から適用しております。2025年2月期に係る各数値については、遡及適用後の数値を記載しております。
"Accounting Standard for Current Income Taxes" (ASBJ Statement No. 27, October 28, 2022), etc. have been applied from the beginning of the first quarter of fiscal year ending February 28, 2026.
The figures for the fiscal year ended February 28, 2025 have been modified retrospectively.

## ■連結業績 Consolidated Results

### 連結損益計算書 Consolidated Statements of Income

(百万円 / Millions of yen)

| | FY2024 | | | | | FY2025 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 前期比 YoY(%) | 通期予想 Full Year Forecasts | 前期比 YoY(%) |
| 営業収益 Revenues from operations | 2,734,750 | 3,300,783 | 3,034,056 | 2,903,171 | 11,972,762 | 2,777,370 | | | | 2,777,370 | 101.6 | 10,722,000 | 89.6 |
| 売上高 Net sales | 2,347,873 | 2,872,733 | 2,618,358 | 2,503,358 | 10,342,323 | 2,373,218 | | | | 2,373,218 | 101.1 | | |
| 売上原価 Cost of sales | 1,944,527 | 2,373,468 | 2,136,112 | 2,031,732 | 8,485,841 | 1,959,725 | | | | 1,959,725 | 100.8 | | |
| 売上総利益 Gross profit on sales | 403,345 | 499,265 | 482,245 | 471,625 | 1,856,482 | 413,492 | | | | 413,492 | 102.5 | | |
| 営業収入 Operating revenues | 386,877 | 428,050 | 415,698 | 399,813 | 1,630,439 | 404,151 | | | | 404,151 | 104.5 | | |
| 営業総利益 Gross profit from operations | 790,223 | 927,315 | 897,944 | 871,438 | 3,486,921 | 817,644 | | | | 817,644 | 103.5 | | |
| 販売費及び一般管理費 Selling, general and administrative expenses | 730,878 | 799,662 | 769,539 | 765,848 | 3,065,929 | 752,568 | | | | 752,568 | 103.0 | | |
| 営業利益 Operating income | 59,344 | 127,652 | 128,404 | 105,590 | 420,991 | 65,076 | | | | 65,076 | 109.7 | 424,000 | 100.7 |
| 営業外損益 Non-operating income (expenses) (マイナスは費用) | (4,344) | (15,432) | (13,991) | (12,636) | (46,404) | (11,794) | | | | (11,794) | - | | |
| 受取利息 Interest income | 3,922 | 2,171 | 1,858 | 2,420 | 10,372 | 2,659 | | | | 2,659 | 67.8 | | |
| 受取配当金 Dividend income | - | - | - | 1,876 | 1,876 | - | | | | - | - | | |
| 投資有価証券評価益 Gain on valuation of investment securities | 5,508 | 735 | 894 | 494 | 7,632 | - | | | | - | - | | |
| 支払利息 Interest expenses | (7,957) | (11,704) | (11,648) | (9,530) | (40,841) | (7,609) | | | | (7,609) | - | | |
| 社債利息 Interest on bonds | (5,279) | (5,176) | (5,025) | (5,058) | (20,541) | (5,026) | | | | (5,026) | - | | |
| 持分法による投資損益 Equity in earnings/losses of affiliates | (145) | 586 | 42 | (933) | (450) | (1,261) | | | | (1,261) | - | | |
| その他 Other | (392) | (2,043) | (112) | (1,905) | (4,454) | (555) | | | | (555) | - | | |
| 経常利益 Ordinary income | 55,000 | 112,220 | 114,413 | 92,953 | 374,586 | 53,281 | | | | 53,281 | 96.9 | 386,000 | 103.0 |
| 特別利益 Special gains | 1,697 | 8,447 | 2,391 | 103,169 | 115,706 | 37,858 | | | | 37,858 | - | | |
| 固定資産売却益 Gain on sales of property and equipment | 603 | 912 | 444 | 93,092 | 95,052 | 37,201 | | | | 37,201 | - | | |
| 投資有価証券売却益 Gain on sales of investments in securities | 54 | 7,394 | 742 | 3,616 | 11,807 | - | | | | - | - | | |
| その他 Other | 1,040 | 141 | 1,204 | 6,460 | 8,846 | 657 | | | | 657 | 63.2 | | |
| 特別損失 Special losses | 19,283 | 66,954 | 92,757 | 41,946 | 220,941 | 13,169 | | | | 13,169 | 68.3 | | |
| 固定資産廃棄損 Loss on disposals of property and equipment | 3,343 | 3,528 | 7,561 | 8,732 | 23,165 | 3,625 | | | | 3,625 | 108.5 | | |
| 減損損失 Impairment loss | 1,107 | 9,518 | 69,451 | 18,182 | 98,260 | 873 | | | | 873 | 78.9 | | |
| 事業構造改革費用 Restructuring expenses | 764 | 4,431 | 11,424 | 8,983 | 25,605 | 768 | | | | 768 | 100.5 | | |
| 関係会社事業関連損失 Loss on business of subsidiaries and associates | - | 45,877 | 15 | 523 | 46,416 | 704 | | | | 704 | - | | |
| 子会社譲渡関連損失 Loss on transfer of subsidiary | 5,392 | (610) | 0 | (0) | 4,782 | - | | | | - | - | | |
| 災害による損失 Loss on disaster | 4,078 | - | - | - | 4,078 | - | | | | - | - | | |
| その他 Other | 4,597 | 4,207 | 4,304 | 5,523 | 18,633 | 7,196 | | | | 7,196 | 156.5 | | |
| 税金等調整前当期純利益 Income before income taxes | 37,414 | 53,713 | 24,046 | 154,176 | 269,351 | 77,971 | | | | 77,971 | 208.4 | | |
| 法人税等 Total income taxes | 14,760 | 18,908 | 9,746 | 42,914 | 86,331 | 26,990 | | | | 26,990 | 182.8 | | |
| 法人税、住民税及び事業税 Income taxes - current | 10,429 | 28,039 | 14,554 | 27,148 | 80,171 | 24,659 | | | | 24,659 | 236.4 | | |
| 法人税等調整額 Income taxes - deferred | 4,331 | (9,130) | (4,807) | 15,766 | 6,160 | 2,330 | | | | 2,330 | 53.8 | | |
| 当期純利益 Net income | 22,653 | 34,805 | 14,299 | 111,261 | 183,020 | 50,981 | | | | 50,981 | 225.0 | | |
| 非支配株主に帰属する当期純利益 Net income attributable to non-controlling interests | 1,265 | 3,951 | 2,912 | 1,823 | 9,952 | 1,966 | | | | 1,966 | 155.4 | | |
| 親会社株主に帰属する当期純利益 Net income attributable to owners of parent | 21,388 | 30,854 | 11,387 | 109,437 | 173,068 | 49,014 | | | | 49,014 | 229.2 | 255,000 | 147.3 |

## ■連結業績 Consolidated Results

### 連結キャッシュ・フロー計算書 Consolidated Statements of Cash Flows

(百万円 / Millions of yen)

| 営業活動によるキャッシュ・フロー<br>Cash flows from operating activities | FY2024 Q1 | Q2 | Q3 | Q4 | 通期<br>Full Year | FY2025 Q1 | Q2 | Q3 | Q4 | 累計<br>YTD | 増減<br>Increase/ Decrease | 通期<br>Full Year |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 税金等調整前当期純利益<br>Income before income taxes | 37,414 | 53,713 | 24,046 | 154,176 | 269,351 | 77,971 | | | | 77,971 | +40,556 | |
| 減価償却費<br>Depreciation and amortization | 104,531 | 112,232 | 108,917 | 110,911 | 436,593 | 105,212 | | | | 105,212 | +680 | |
| 減損損失<br>Impairment loss | 1,387 | 38,413 | 80,363 | 23,829 | 143,993 | 873 | | | | 873 | (514) | |
| のれん償却額<br>Amortization of goodwill | 31,611 | 36,135 | 35,287 | 35,175 | 138,209 | 35,443 | | | | 35,443 | +3,832 | |
| 賞与引当金の増減額（マイナスは減少）<br>Increase (decrease) in allowance for bonuses to employees | - | - | - | 766 | 766 | - | | | | - | - | |
| 退職給付に係る資産の増減額（マイナスは増加）<br>Decrease (increase) in net defined benefit asset | - | - | - | (9,806) | (9,806) | - | | | | - | - | |
| 受取利息及び受取配当金<br>Interest and dividends income | (3,922) | (2,171) | (1,858) | (4,297) | (12,249) | (2,659) | | | | (2,659) | +1,263 | |
| 支払利息及び社債利息<br>Interest expenses and interest on bonds | 13,237 | 16,881 | 16,674 | 14,589 | 61,382 | 12,636 | | | | 12,636 | (600) | |
| 持分法による投資損益 (マイナスは益)<br>Equity in losses (earnings) of affiliates | 145 | (586) | (42) | 933 | 450 | 1,261 | | | | 1,261 | +1,115 | |
| 固定資産売却益<br>Gain on sales of property and equipment | (603) | (912) | (444) | (93,092) | (95,052) | (37,201) | | | | (37,201) | (36,598) | |
| 固定資産廃棄損<br>Loss on disposals of property and equipment | 3,343 | 4,311 | 7,737 | 9,352 | 24,744 | 4,159 | | | | 4,159 | +815 | |
| 子会社譲渡関連損失<br>Loss on transfer of subsidiary | 5,392 | (610) | - | - | 4,782 | - | | | | - | (5,392) | |
| 売上債権の増減額 (マイナスは増加)<br>Decrease (increase) in notes and accounts receivable, trade | (21,983) | (6,172) | 46,784 | 29,748 | 48,376 | (17,543) | | | | (17,543) | +4,440 | |
| 営業貸付金の増減額 (マイナスは増加)<br>Decrease (increase) in trade accounts receivable, financial services | (3,881) | (448) | (4,000) | (2,052) | (10,383) | (6,218) | | | | (6,218) | (2,336) | |
| 棚卸資産の増減額 (マイナスは増加)<br>Decrease (increase) in inventories | (1,190) | (7,268) | 9,185 | 7,185 | 7,911 | 8,196 | | | | 8,196 | +9,386 | |
| 仕入債務の増減額 (マイナスは減少)<br>Increase (decrease) in notes and accounts payable, trade | 38,333 | 36,546 | (81,289) | (66,626) | (73,035) | 66,738 | | | | 66,738 | +28,405 | |
| 預り金の増減額 (マイナスは減少)<br>Increase (decrease) in deposits received | 88,266 | (8,315) | (16,356) | (57,396) | 6,197 | 162,219 | | | | 162,219 | +73,953 | |

## ■連結業績 Consolidated Results

### 連結キャッシュ・フロー計算書 Consolidated Statements of Cash Flows

(百万円 / Millions of yen)

| | FY2024 | | | | | FY2025 | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 営業活動によるキャッシュ・フロー<br>Cash flows from operating activities | Q1 | Q2 | Q3 | Q4 | 通期<br>Full Year | Q1 | Q2 | Q3 | Q4 | 累計<br>YTD | 増減<br>Increase/<br>Decrease | 通期<br>Full Year |
| 銀行業における社債の純増減 (マイナスは減少)<br>Net increase (decrease) in bonds in banking business | - | - | - | (15,000) | (15,000) | - | | | | - | - | |
| 銀行業における預金の純増減 (マイナスは減少)<br>Net increase (decrease) in deposits received in banking business | (2,979) | 28,984 | (4,720) | (11,659) | 9,625 | (1,994) | | | | (1,994) | +984 | |
| 銀行業におけるコールマネーの純増減 (マイナスは減少)<br>Net increase (decrease) in call money in banking business | 5,000 | 5,000 | 65,000 | (15,000) | 60,000 | (90,000) | | | | (90,000) | (95,000) | |
| ATM未決済資金の純増減 (マイナスは増加)<br>Net decrease (increase) in ATM-related temporary accounts | (9,720) | (17,070) | (9,035) | 29,889 | (5,937) | (25,798) | | | | (25,798) | (16,077) | |
| その他 Other | (22,047) | 12,219 | 3,265 | (36,514) | (43,076) | (22,507) | | | | (22,507) | (460) | |
| 小計 Subtotal | 262,334 | 300,882 | 279,513 | 105,112 | 947,843 | 270,789 | | | | 270,789 | +8,455 | |
| 利息及び配当金の受取額<br>Interest and dividends received | 4,022 | 2,788 | 1,955 | 2,633 | 11,399 | 2,829 | | | | 2,829 | (1,193) | |
| 利息の支払額 Interest paid | (14,458) | (10,455) | (20,547) | (12,500) | (57,962) | (17,857) | | | | (17,857) | (3,398) | |
| 保険金の受取額 Insurance income received | - | 1,523 | (9) | 6,396 | 7,910 | - | | | | - | - | |
| 法人税等の支払額 Income taxes paid | (15,794) | (7,248) | (16,562) | (12,023) | (51,628) | (21,280) | | | | (21,280) | (5,486) | |
| 法人税等の還付額 Income taxes refund | 18 | 18,810 | - | 66 | 18,896 | 859 | | | | 859 | +840 | |
| 営業活動によるキャッシュ・フロー<br>Net cash provided by operating activities | 236,122 | 306,300 | 244,350 | 89,685 | 876,458 | 235,339 | | | | 235,339 | (782) | |

## ■連結業績 Consolidated Results

### 連結キャッシュ・フロー計算書 Consolidated Statements of Cash Flows

(百万円 / Millions of yen)

| 投資活動によるキャッシュ・フロー Cash flows from investing activities | FY2024 Q1 | Q2 | Q3 | Q4 | 通期 Full Year | FY2025 Q1 | Q2 | Q3 | Q4 | 累計 YTD | 増減 Increase/ Decrease | 通期 Full Year |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 有形固定資産の取得による支出 Acquisition of property and equipment | (98,041) | (140,065) | (97,358) | (95,400) | (430,866) | (92,784) | | | | (92,784) | +5,256 | |
| 有形固定資産の売却による収入 Proceeds from sales of property and equipment | 1,631 | 2,819 | 1,763 | 123,791 | 130,005 | 60,476 | | | | 60,476 | +58,845 | |
| 無形固定資産の取得による支出 Acquisition of intangible assets | (31,630) | (27,373) | (22,706) | (26,441) | (108,151) | (23,377) | | | | (23,377) | +8,253 | |
| 投資有価証券の取得による支出 Payment for purchase of investments in securities | (2,565) | (24,922) | (12,978) | (23,936) | (64,402) | (15,962) | | | | (15,962) | (13,397) | |
| 投資有価証券の売却による収入 Proceeds from sales of investments in securities | 2,708 | 19,291 | 4,702 | 16,505 | 43,208 | 12,951 | | | | 12,951 | +10,243 | |
| 連結の範囲の変更を伴う子会社株式の取得による支出 Payment for purchase of shares in subsidiaries resulting in change in scope of consolidation | (165,212) | (1,929) | 736 | (252) | (166,657) | - | | | | - | +165,212 | |
| 連結の範囲の変更を伴う子会社株式の売却による収入 Proceeds from sales of shares in subsidiaries resulting in change in scope of consolidation | - | 2,603 | - | - | 2,603 | - | | | | - | - | |
| 連結の範囲の変更を伴う子会社株式の売却による支出 Payment for sales of shares in subsidiaries resulting in change in scope of consolidation | (22,573) | - | - | - | (22,573) | (1,908) | | | | (1,908) | +20,664 | |
| 差入保証金の差入による支出 Payment for long-term leasehold deposits | (2,537) | (2,237) | (1,975) | (2,096) | (8,847) | (1,616) | | | | (1,616) | +920 | |
| 差入保証金の回収による収入 Refund of long-term leasehold deposits | 4,494 | 7,036 | 8,439 | 5,675 | 25,645 | 5,070 | | | | 5,070 | +576 | |
| 預り保証金の受入による収入 Proceeds from deposits from tenants | 806 | 921 | 1,072 | 915 | 3,715 | 588 | | | | 588 | (217) | |
| 預り保証金の返還による支出 Refund of deposits from tenants | (885) | (1,230) | (404) | (846) | (3,368) | (791) | | | | (791) | +94 | |
| 事業取得による支出 Payment for acquisition of business | - | (109,835) | 894 | (734) | (109,675) | - | | | | - | - | |
| 定期預金の預入による支出 Payment for time deposits | (103) | (6,873) | (113) | (14) | (7,104) | (209) | | | | (209) | (106) | |
| 定期預金の払戻による収入 Proceeds from withdrawal of time deposits | 226 | 3,057 | 1,199 | 553 | 5,036 | 62 | | | | 62 | (164) | |
| その他 Other | (3,204) | (5,158) | (6,165) | (6,401) | (20,929) | (4,218) | | | | (4,218) | (1,014) | |
| 投資活動によるキャッシュ・フロー Net cash used in investing activities | (316,886) | (283,896) | (122,896) | (8,684) | (732,363) | (61,719) | | | | (61,719) | +255,167 | |

## ■連結業績 Consolidated Results

### 連結キャッシュ・フロー計算書 Consolidated Statements of Cash Flows

(百万円 / Millions of yen)

| 財務活動によるキャッシュ・フロー Cash flows from financing activities | FY2024 Q1 | Q2 | Q3 | Q4 | 通期 Full Year | FY2024 Q1 | Q2 | Q3 | Q4 | 累計 YTD | 増減 Increase/ Decrease | 通期 Full Year |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 短期借入金の純増減額 (マイナスは減少) Net increase (decrease) in short-term loans | 255,066 | 35,868 | (44,654) | (163,833) | 82,447 | 218,575 | | | | 218,575 | (36,491) | |
| 長期借入れによる収入 Proceeds from long-term debts | 96,115 | 90,865 | 10,350 | 4,615 | 201,945 | 12,000 | | | | 12,000 | (84,115) | |
| 長期借入金の返済による支出 Repayment of long-term debts | (35,432) | (57,246) | (26,976) | (27,037) | (146,693) | (141,705) | | | | (141,705) | (106,272) | |
| 社債の償還による支出 Payment for redemption of bonds | (334,417) | (8,392) | 2,025 | (517) | (341,302) | - | | | | - | +334,417 | |
| 非支配株主からの払込みによる収入 Proceeds from share issuance to non-controlling shareholders | 399 | - | 220 | - | 619 | - | | | | - | (399) | |
| 自己株式の取得による支出 Purchase of treasury stock | (59,640) | (1) | - | (1) | (59,643) | (90,083) | | | | (90,083) | (30,443) | |
| 配当金の支払額 Dividends paid | (49,078) | (370) | (51,749) | (209) | (101,408) | (51,550) | | | | (51,550) | (2,471) | |
| 非支配株主への配当金の支払額 Dividends paid to non-controlling interests | (506) | (3,537) | (118) | (3,457) | (7,620) | (801) | | | | (801) | (294) | |
| 連結の範囲の変更を伴わない子会社株式の取得による支出 Payment for changes in ownership interests in subsidiaries that do not result in change in scope of consolidation | (367) | - | - | - | (367) | (0) | | | | - | +366 | |
| その他 Other | (3,922) | (1,935) | (8,730) | (6,037) | (20,625) | (4,624) | | | | (4,624) | (701) | |
| 財務活動によるキャッシュ・フロー Net cash used in financing activities | (131,783) | 55,249 | (119,634) | (196,479) | (392,648) | (58,189) | | | | (58,189) | +73,594 | |
| 現金及び現金同等物に係る換算差額 Effect of exchange rate changes on cash and cash equivalents | 23,321 | 18,675 | (26,160) | 20,043 | 35,879 | (17,883) | | | | (17,883) | (41,205) | |
| 現金及び現金同等物の増減額 (マイナスは減少) Net increase (decrease) in cash and cash equivalents | (189,226) | 96,329 | (24,340) | (95,435) | (212,673) | 97,547 | | | | 97,547 | +286,774 | |
| 現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period | 1,562,493 | 1,373,267 | 1,469,596 | 1,445,255 | 1,562,493 | 1,349,820 | | | | 1,349,820 | (212,673) | |
| 現金及び現金同等物の期末残高 Cash and cash equivalents at end of period | 1,373,267 | 1,469,596 | 1,445,255 | 1,349,820 | 1,349,820 | 1,447,367 | | | | 1,447,367 | +74,100 | |

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 国内コンビニエンスストア事業 Domestic Convenience Store Operations

セブン-イレブン・ジャパン SEVEN-ELEVEN JAPAN CO., LTD.

(百万円 / Millions of yen)

決算概要 Results

(前期比 YoY(%))

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期予想 Full Year Forecasts |
| チェーン全店売上 | 1,327,015 | 1,402,919 | 1,339,915 | 1,299,905 | 5,369,756 | 1,346,070 | | | | 1,346,070 | 5,552,000 |
| Total store sales | 100.2 | 100.5 | 100.8 | 100.4 | 100.5 | 101.4 | | | | 101.4 | 103.4 |
| 内、加盟店売上 | 1,314,738 | 1,389,616 | 1,326,769 | 1,287,227 | 5,318,352 | 1,335,003 | | | | 1,335,003 | |
| Net sales at franchised stores | 100.4 | 100.8 | 101.0 | 100.5 | 100.7 | 101.5 | | | | 101.5 | |
| 営業総収入 | 218,814 | 231,648 | 219,037 | 209,959 | 879,460 | 217,103 | | | | 217,103 | 903,000 |
| Revenues from operations | 98.7 | 98.8 | 98.0 | 97.7 | 98.3 | 99.2 | | | | 99.2 | 102.7 |
| 内、加盟店からの収入 | 203,814 | 216,071 | 203,556 | 195,104 | 818,546 | 203,641 | | | | 203,641 | |
| Franchise commission from franchised stores | 99.6 | 100.0 | 98.9 | 98.4 | 99.2 | 99.9 | | | | 99.9 | |
| 営業総利益 | 210,263 | 222,402 | 209,844 | 201,032 | 843,543 | 209,361 | | | | 209,361 | |
| Gross profit from operations | 99.6 | 99.6 | 98.7 | 98.2 | 99.0 | 99.6 | | | | 99.6 | |
| 販売費及び一般管理費 | 149,068 | 155,936 | 154,586 | 150,154 | 609,746 | 154,881 | | | | 154,881 | |
| SG&A expenses | 101.6 | 104.8 | 101.8 | 97.9 | 101.5 | 103.9 | | | | 103.9 | |
| 広告宣伝費 | 10,075 | 9,011 | 10,503 | 8,389 | 37,980 | 12,002 | | | | 12,002 | |
| Advertising expenses | 118.4 | 122.3 | 87.6 | 93.9 | 103.2 | 119.1 | | | | 119.1 | |
| 人件費 | 18,368 | 20,491 | 19,718 | 20,248 | 78,826 | 19,756 | | | | 19,756 | |
| Salaries and wages | 90.3 | 99.8 | 101.7 | 95.4 | 96.7 | 107.6 | | | | 107.6 | |
| 地代家賃 | 49,572 | 49,774 | 50,148 | 50,211 | 199,706 | 50,734 | | | | 50,734 | |
| Land and building rent | 102.3 | 102.4 | 102.6 | 101.8 | 102.3 | 102.3 | | | | 102.3 | |
| 減価償却費 | 22,817 | 22,748 | 22,038 | 22,056 | 89,661 | 21,658 | | | | 21,658 | |
| Depreciation and amortization | 105.9 | 104.9 | 99.7 | 95.2 | 101.3 | 94.9 | | | | 94.9 | |
| 水道光熱費 | 14,337 | 17,812 | 16,955 | 15,905 | 65,010 | 15,343 | | | | 15,343 | |
| Utility expenses | 91.0 | 112.7 | 109.9 | 114.4 | 106.8 | 107.0 | | | | 107.0 | |
| その他 | 33,898 | 36,097 | 35,221 | 33,343 | 138,560 | 35,386 | | | | 35,386 | |
| Others | 105.8 | 103.9 | 103.3 | 90.7 | 100.7 | 104.4 | | | | 104.4 | |
| 営業利益 | 61,194 | 66,466 | 55,258 | 50,877 | 233,797 | 54,479 | | | | 54,479 | 245,000 |
| Operating income | 94.9 | 89.2 | 91.0 | 99.1 | 93.1 | 89.0 | | | | 89.0 | 104.8 |
| EBITDA | 84,012 | 89,215 | 77,296 | 72,933 | 323,458 | 76,138 | | | | 76,138 | 341,000 |
| | 97.7 | 92.8 | 93.3 | 97.9 | 95.3 | 90.6 | | | | 90.6 | 105.4 |

Note） EBITDA: 営業利益 + 減価償却費
EBITDA: Operating income + Depreciation and amortization

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 国内コンビニエンスストア事業 Domestic Convenience Store Operations

セブン-イレブン・ジャパン SEVEN-ELEVEN JAPAN CO., LTD.

商品別総額売上(総額チェーン全店売上) Sales by merchandise category (gross total store sales)

(百万円 / Millions of yen)
(前期比 YoY(%))

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期予想 Full Year Forecasts |
| 合計 | 1,331,869 | 1,409,050 | 1,344,687 | 1,304,663 | 5,390,271 | 1,349,599 | | | | 1,349,599 | 5,573,000 |
| Total | 100.2 | 100.5 | 100.8 | 100.4 | 100.5 | 101.3 | | | | 101.3 | 103.4 |
| 加工食品 | 352,945 | 395,325 | 367,099 | 345,392 | 1,460,763 | 365,741 | | | | 365,741 | |
| Processed food | 101.7 | 102.7 | 102.7 | 102.4 | 102.4 | 103.6 | | | | 103.6 | |
| ファスト・フード | 379,582 | 404,320 | 372,323 | 369,219 | 1,525,446 | 380,587 | | | | 380,587 | |
| Fast food | 96.8 | 97.2 | 96.3 | 99.5 | 97.4 | 100.3 | | | | 100.3 | |
| 日配食品 | 166,483 | 167,908 | 172,223 | 161,778 | 668,393 | 166,000 | | | | 166,000 | |
| Daily food | 101.0 | 101.4 | 101.6 | 94.9 | 99.7 | 99.7 | | | | 99.7 | |
| 非食品 | 432,857 | 441,495 | 433,041 | 428,272 | 1,735,667 | 437,270 | | | | 437,270 | |
| Nonfood | 101.8 | 101.5 | 103.1 | 102.0 | 102.1 | 101.0 | | | | 101.0 | |

商品売上構成比 Composition

(%)
(増減 Increase/Decrease)

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期予想 Full Year Forecasts |
| 合計 Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | | | | 100.0 | |
| 加工食品 | 26.5 | 28.1 | 27.3 | 26.5 | 27.1 | 27.1 | | | | 27.1 | |
| Processed food | +0.4 | +0.6 | +0.5 | +0.5 | +0.5 | +0.6 | | | | +0.6 | |
| ファスト・フード | 28.5 | 28.7 | 27.7 | 28.3 | 28.3 | 28.2 | | | | 28.2 | |
| Fast food | (1.0) | (1.0) | (1.3) | (0.3) | (0.9) | (0.3) | | | | (0.3) | |
| 日配食品 | 12.5 | 11.9 | 12.8 | 12.4 | 12.4 | 12.3 | | | | 12.3 | |
| Daily food | +0.1 | +0.1 | +0.1 | (0.7) | (0.1) | (0.2) | | | | (0.2) | |
| 非食品 | 32.5 | 31.3 | 32.2 | 32.8 | 32.2 | 32.4 | | | | 32.4 | |
| Nonfood | +0.5 | +0.3 | +0.7 | +0.5 | +0.5 | (0.1) | | | | (0.1) | |

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 国内コンビニエンスストア事業 Domestic Convenience Store Operations

セブン-イレブン・ジャパン SEVEN-ELEVEN JAPAN CO., LTD.

既存店売上伸び率 Existing store sales increase (%)

| | FY2024 | | | | | FY2025 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 増減 Increase/ Decrease | 通期予想 Full Year Forecasts | 増減 Increase/ Decrease |
| 既存店売上伸び率 Existing store sales increase | ±0.0 | (0.4) | +0.2 | +0.9 | +0.2 | +0.6 | | | | +0.6 | | +2.5 | |
| 客数 Number of customers | (0.1) | (0.4) | +0.4 | +0.9 | +0.2 | (0.7) | | | | (0.7) | | | |
| 客単価 Average spending per customer | +0.1 | ±0.0 | (0.2) | ±0.0 | ±0.0 | +1.3 | | | | +1.3 | | | |

平均日販 Average daily sales per store (千円 / Thousands of yen)

| | FY2024 | | | | | FY2025 | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 Mar.-May | Q2累 Mar.-Aug. | Q3累 Mar.-Nov. | 年間 Mar.-Feb. | 通期 Full Year | Q1 Mar.-May | Q2累 Mar.-Aug. | Q3累 Mar.-Nov. | 年間 Mar.-Feb. | 累計 YTD | 増減 Increase/ Decrease | 通期予想 Full Year Forecasts |
| 全店* All stores* | 679 | 699 | 696 | 692 | 692 | 683 | | | | 683 | +4 | |
| 新店* Newly opened stores* | 555 | 592 | 585 | 579 | 579 | 661 | | | | 661 | +106 | |

* 平均日販は、それぞれ累計期間の値を表示しています。
The figures for average daily sales per store indicates figures for the accumulated period of the year, respectively.

商品別荒利率 Gross profit margin by merchandise category (%)

| | FY2024 | | | | | FY2025 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 増減 Increase/ Decrease | 通期予想 Full Year Forecasts | 増減 Increase/ Decrease |
| 商品計 Merchandise total | 32.3 | 32.0 | 31.9 | 31.8 | 32.0 | 31.7 | | | | 31.7 | (0.6) | 32.1 | +0.1 |
| 加工食品 Processed food | 40.6 | 40.5 | 40.6 | 40.2 | 40.5 | 40.5 | | | | 40.5 | (0.1) | | |
| ファスト・フード Fast food | 37.6 | 36.4 | 36.4 | 36.3 | 36.6 | 35.9 | | | | 35.9 | (1.7) | | |
| 日配食品 Daily food | 34.9 | 34.7 | 35.1 | 34.7 | 34.8 | 34.9 | | | | 34.9 | ±0.0 | | |
| 非食品 Nonfood | 19.9 | 19.5 | 19.3 | 19.8 | 19.6 | 19.5 | | | | 19.5 | (0.4) | | |

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven, Inc. (ドルベース) (Dollar basis)

(百万ドル / Millions of dollar)

決算概要 Results

(前期比 YoY(%))

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期予想 Full Year Forecasts |
| チェーン全店売上 | 16,334 | 18,654 | 17,855 | 16,330 | 69,175 | 15,429 | | | | 15,429 | 67,240 |
| Total store sales | 95.4 | 100.4 | 92.2 | 93.7 | 95.4 | 94.5 | | | | 94.5 | 97.2 |
| 直営店商品売上 | 2,570 | 2,973 | 2,988 | 2,696 | 11,229 | 2,457 | | | | 2,457 | |
| MDSE sales at directly operated stores | 97.3 | 99.2 | 97.7 | 98.6 | 98.2 | 95.6 | | | | 95.6 | |
| 加盟店商品売上 | 3,641 | 4,120 | 4,213 | 3,914 | 15,890 | 3,621 | | | | 3,621 | |
| MDSE sales at franchised stores | 97.6 | 98.5 | 97.5 | 100.6 | 98.5 | 99.4 | | | | 99.4 | |
| ガソリン売上 | 10,122 | 11,560 | 10,653 | 9,719 | 42,055 | 9,350 | | | | 9,350 | |
| Fuel sales | 94.2 | 101.4 | 88.9 | 90.0 | 93.6 | 92.4 | | | | 92.4 | |
| 営業総収入 | 13,475 | 15,454 | 14,596 | 13,296 | 56,822 | 12,626 | | | | 12,626 | 54,650 |
| Revenues from operations | 95.1 | 101.2 | 91.5 | 92.5 | 95.1 | 93.7 | | | | 93.7 | 96.2 |
| 直営店商品売上等 | 2,657 | 3,079 | 3,091 | 2,793 | 11,620 | 2,535 | | | | 2,535 | |
| MDSE sales at directly operated stores, etc. | 99.3 | 101.2 | 99.3 | 99.5 | 99.8 | 95.4 | | | | 95.4 | |
| ガソリン売上 | 10,122 | 11,560 | 10,653 | 9,719 | 42,055 | 9,350 | | | | 9,350 | |
| Fuel sales | 94.2 | 101.4 | 88.9 | 90.0 | 93.6 | 92.4 | | | | 92.4 | |
| その他の営業収入 | 695 | 815 | 851 | 783 | 3,146 | 740 | | | | 740 | |
| Other operating revenues | 93.7 | 98.4 | 99.5 | 102.9 | 98.6 | 106.4 | | | | 106.4 | |
| 内、加盟店からの収入 | 615 | 732 | 764 | 696 | 2,809 | 653 | | | | 653 | |
| Franchise commission from franchised stores | 92.0 | 99.4 | 98.9 | 102.7 | 98.3 | 106.3 | | | | 106.3 | |
| 営業総利益 | 2,516 | 3,053 | 3,132 | 2,881 | 11,585 | 2,512 | | | | 2,512 | |
| Gross profit from operations | 97.1 | 96.0 | 95.5 | 99.9 | 97.0 | 99.8 | | | | 99.8 | |
| 販売費及び一般管理費 | 2,315 | 2,396 | 2,390 | 2,309 | 9,412 | 2,266 | | | | 2,266 | |
| SG&A expenses | 102.3 | 102.3 | 104.9 | 103.1 | 103.2 | 97.9 | | | | 97.9 | |
| 広告宣伝費 | 31 | 43 | 22 | 36 | 134 | 32 | | | | 32 | |
| Advertising and decoration expenses | 91.6 | 109.6 | 43.1 | 141.2 | 88.0 | 102.8 | | | | 102.8 | |
| 人件費 | 749 | 783 | 770 | 714 | 3,017 | 712 | | | | 712 | |
| Salaries and wages | 102.8 | 100.5 | 99.4 | 96.3 | 99.7 | 95.1 | | | | 95.1 | |
| 地代家賃 | 284 | 279 | 292 | 298 | 1,154 | 305 | | | | 305 | |
| Land and building rent | 105.7 | 102.5 | 104.5 | 106.5 | 104.8 | 107.3 | | | | 107.3 | |
| 減価償却費 | 358 | 364 | 366 | 361 | 1,450 | 340 | | | | 340 | |
| Depreciation and amortization | 97.7 | 100.7 | 103.3 | 101.3 | 100.7 | 94.7 | | | | 94.7 | |
| 水道光熱費 | 125 | 131 | 152 | 129 | 538 | 129 | | | | 129 | |
| Utility expenses | 101.8 | 101.4 | 100.1 | 105.0 | 102.0 | 102.9 | | | | 102.9 | |
| その他 | 765 | 795 | 786 | 768 | 3,116 | 747 | | | | 747 | |
| Others | 103.5 | 104.7 | 118.3 | 108.2 | 108.4 | 97.7 | | | | 97.7 | |
| 営業利益 | 201 | 657 | 742 | 572 | 2,172 | 245 | | | | 245 | 2,300 |
| Operating income | 61.1 | 78.4 | 74.0 | 88.7 | 77.2 | 121.7 | | | | 121.7 | 105.8 |

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven, Inc. (ドルベース) (Dollar basis)

(百万ドル / Millions of dollar)

決算概要 Results

(前期比 YoY(%))

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期予想 Full Year Forecasts |
| EBITDA | 560 | 1,021 | 1,108 | 933 | 3,623 | 585 | | | | 585 | 3,750 |
| | 80.4 | 85.1 | 81.7 | 93.2 | 85.1 | 104.4 | | | | 104.4 | 103.5 |

Note) EBITDA: 営業利益 + 減価償却費
EBITDA: Operating income + Depreciation and amortization

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven, Inc. (ドルベース) (Dollar basis)

商品別売上(チェーン全店売上) Sales by merchandise category (total store sales)

(百万ドル / Millions of dollar)
(前期比 YoY(%))

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期予想 Full Year Forecasts |
| 合計 | 16,334 | 18,654 | 17,855 | 16,330 | 69,175 | 15,429 | | | | 15,429 | 67,240 |
| Total | 95.4 | 100.4 | 92.2 | 93.7 | 95.4 | 94.5 | | | | 94.5 | 97.2 |
| 商品売上計 | 6,212 | 7,094 | 7,202 | 6,610 | 27,120 | 6,078 | | | | 6,078 | |
| Merchandise sales | 97.4 | 98.8 | 97.6 | 99.7 | 98.4 | 97.8 | | | | 97.8 | |
| 加工食品 | 2,837 | 3,379 | 3,467 | 2,997 | 12,681 | 2,813 | | | | 2,813 | |
| Processed food | 99.3 | 100.3 | 98.1 | 99.5 | 99.3 | 99.2 | | | | 99.2 | |
| ファスト・フード | 827 | 974 | 987 | 843 | 3,632 | 814 | | | | 814 | |
| Fast food | 100.1 | 103.1 | 101.7 | 93.8 | 99.8 | 98.4 | | | | 98.4 | |
| 日配食品 | 252 | 262 | 253 | 304 | 1,071 | 253 | | | | 253 | |
| Daily food | 92.5 | 92.4 | 92.5 | 114.8 | 97.9 | 100.6 | | | | 100.6 | |
| 非食品 | 2,295 | 2,478 | 2,494 | 2,465 | 9,734 | 2,197 | | | | 2,197 | |
| Nonfood | 94.9 | 96.0 | 95.9 | 100.6 | 96.8 | 95.7 | | | | 95.7 | |
| ガソリン | 10,122 | 11,560 | 10,653 | 9,719 | 42,055 | 9,350 | | | | 9,350 | |
| Fuel sales | 94.2 | 101.4 | 88.9 | 90.0 | 93.6 | 92.4 | | | | 92.4 | |

(%)
(増減 Increase/Decrease)

商品売上構成比 Composition

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期予想 Full Year Forecasts |
| 商品売上計 Merchandise sales | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | | | | 100.0 | |
| 加工食品 | 45.7 | 47.6 | 48.1 | 45.3 | 46.8 | 46.3 | | | | 46.3 | |
| Processed food | +0.9 | +0.7 | +0.2 | (0.1) | +0.5 | +0.6 | | | | +0.6 | |
| ファスト・フード | 13.3 | 13.7 | 13.7 | 12.8 | 13.4 | 13.4 | | | | 13.4 | |
| Fast food | +0.3 | +0.5 | +0.5 | (0.8) | +0.2 | +0.1 | | | | +0.1 | |
| 日配食品 | 4.1 | 3.7 | 3.5 | 4.6 | 4.0 | 4.2 | | | | 4.2 | |
| Daily food | (0.2) | (0.3) | (0.2) | +0.6 | ±0.0 | +0.1 | | | | +0.1 | |
| 非食品 | 37.0 | 34.9 | 34.6 | 37.3 | 35.9 | 36.1 | | | | 36.1 | |
| Nonfood | (0.9) | (1.1) | (0.7) | +0.3 | (0.6) | (0.9) | | | | (0.9) | |

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 海外コンビニエンスストア事業 Overseas Convenience Store Operations

#### 7-Eleven, Inc. (ドルベース) (Dollar basis)

既存店商品売上伸び率 Existing store merchandise sales increase (%)

| | FY2024 | | | | | FY2025 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 増減 Increase/Decrease | 通期予想 Full Year Forecasts | 増減 Increase/Decrease |
| 米国内既存店商品売上伸び率 Existing store merchandise sales increase | (4.1) | (2.4) | (3.5) | (0.6) | (2.7) | (1.0) | | | | (1.0) | | (1.5) | |
| 客数 Number of customers | (5.6) | (3.6) | (8.0) | (5.1) | (5.6) | (6.0) | | | | (6.0) | | | |
| 客単価 Average spending per customer | +1.5 | +1.3 | +4.8 | +4.6 | +3.0 | +5.3 | | | | +5.3 | | | |

商品平均日販 Average merchandise daily sales per store (ドル / dollar)

| | FY2024 | | | | | FY2025 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 Jan.-Mar. | Q2累 Jan.-Jun. | Q3累 Jan.-Sep. | 年間 Jan.-Dec. | 通期 Full Year | Q1 Jan.-Mar. | Q2累 Jan.-Jun. | Q3累 Jan.-Sep. | 年間 Jan.-Dec. | 累計 YTD | 増減 Increase/Decrease | 通期予想 Full Year Forecasts | 増減 Increase/Decrease |
| 全店* All stores* | 5,222 | 5,572 | 5,698 | 5,657 | 5,657 | 5,229 | | | | 5,229 | +7 | | |

* 平均日販は、それぞれ累計期間の値を表示しています。
The figures for average daily sales per store indicates figures for the accumulated period of the year, respectively.

商品荒利率 Merchandise gross profit margin (%)

| | FY2024 | | | | | FY2025 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 増減 Increase/Decrease | 通期予想 Full Year Forecasts | 増減 Increase/Decrease |
| 商品荒利率 Gross profit margin | 32.1 | 33.7 | 33.9 | 33.2 | 33.3 | 33.2 | | | | 33.2 | +1.1 | 33.7 | +0.4 |

ガソリン Fuel

| | FY2024 | | | | | FY2025 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 前期比/増減 YoY/Change | 通期予想 Full Year Forecasts | 前期比/増減 YoY/Change |
| 売上(百万ドル) Sales (millions of dollar) | 10,122 | 11,560 | 10,653 | 9,719 | 42,055 | 9,350 | | | | 9,350 | 92.4 | | |
| 販売量(百万ガロン) Gallons sold (millions of gallon) | 3,073 | 3,270 | 3,135 | 3,151 | 12,631 | 3,015 | | | | 3,015 | 98.1 | | |
| 荒利(セント/ガロン)* Fuel margin (cents per gallon)* | 36.52 | 41.99 | 44.98 | 42.06 | 41.42 | 35.51 | | | | 35.51 | (1.01) | | |
| 1日1店当たり販売量伸び率(%) Avg. retail gallon sold per store increase (%) | (5.2) | (1.2) | (3.7) | (3.0) | (3.3) | (2.6) | | | | (2.6) | | +0.5 | |
| 平均小売単価(ドル/ガロン) Avg. retail price (dollars per gallon) | 3.32 | 3.58 | 3.43 | 3.15 | 3.38 | 3.15 | | | | 3.15 | (0.17) | | |
| 小売荒利(セント/ガロン) Retail fuel margin (cents per gallon) | 34.79 | 41.80 | 45.03 | 42.76 | 41.14 | 34.14 | | | | 34.14 | (0.65) | | |

*卸売等を含むガソリン事業全体の荒利を記載しております。
Fuel margin shows the entire fuel business, including wholesale business, etc.

## ■セグメント別主要会社の決算概要及び営業数値　Results and Business Performance of Major Companies

### 海外コンビニエンスストア事業　Overseas Convenience Store Operations

7-Eleven, Inc. (円ベース)　(Yen basis)

(百万円 / Millions of yen)

決算概要　Results

(前期比 YoY(%))

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期予想 Full Year Forecasts |
| チェーン全店売上 | 2,427,858 | 2,903,200 | 2,672,923 | 2,489,308 | 10,493,291 | 2,353,769 | | | | 2,353,769 | 9,952,000 |
| Total store sales | 107.1 | 113.7 | 95.7 | 96.3 | 102.9 | 96.9 | | | | 96.9 | 94.8 |
| 直営店商品売上 | 382,110 | 462,693 | 447,702 | 410,956 | 1,703,462 | 374,924 | | | | 374,924 | |
| MDSE sales at directly operated stores | 109.2 | 112.4 | 101.5 | 101.2 | 105.9 | 98.1 | | | | 98.1 | |
| 加盟店商品売上 | 541,273 | 641,441 | 631,140 | 596,538 | 2,410,394 | 552,406 | | | | 552,406 | |
| MDSE sales at franchised stores | 109.5 | 111.7 | 101.3 | 103.3 | 106.2 | 102.1 | | | | 102.1 | |
| ガソリン売上 | 1,504,474 | 1,799,065 | 1,594,080 | 1,481,813 | 6,379,433 | 1,426,438 | | | | 1,426,438 | |
| Fuel sales | 105.7 | 114.8 | 92.2 | 92.4 | 100.9 | 94.8 | | | | 94.8 | |
| 営業総収入 | 2,002,841 | 2,404,916 | 2,184,678 | 2,027,015 | 8,619,452 | 1,926,142 | | | | 1,926,142 | 8,089,000 |
| Revenues from operations | 106.7 | 114.6 | 94.9 | 95.1 | 102.5 | 96.2 | | | | 96.2 | 93.8 |
| 直営店商品売上等 | 394,960 | 479,050 | 463,019 | 425,745 | 1,762,775 | 386,791 | | | | 386,791 | |
| MDSE sales at directly operated stores, etc. | 111.4 | 114.7 | 103.1 | 102.2 | 107.6 | 97.9 | | | | 97.9 | |
| ガソリン売上 | 1,504,474 | 1,799,065 | 1,594,080 | 1,481,813 | 6,379,433 | 1,426,438 | | | | 1,426,438 | |
| Fuel sales | 105.7 | 114.8 | 92.2 | 92.4 | 100.9 | 94.8 | | | | 94.8 | |
| その他の営業収入 | 103,405 | 126,800 | 127,579 | 119,456 | 477,242 | 112,912 | | | | 112,912 | |
| Other operating revenues | 105.1 | 111.5 | 103.4 | 105.6 | 106.4 | 109.2 | | | | 109.2 | |
| 内、加盟店からの収入 | 91,445 | 113,928 | 114,604 | 106,133 | 426,111 | 99,740 | | | | 99,740 | |
| Franchise commission from franchised stores | 103.2 | 112.5 | 102.8 | 105.4 | 106.0 | 109.1 | | | | 109.1 | |
| 営業総利益 | 374,085 | 474,685 | 469,489 | 439,077 | 1,757,338 | 383,227 | | | | 383,227 | |
| Gross profit from operations | 109.0 | 108.9 | 99.4 | 102.6 | 104.6 | 102.4 | | | | 102.4 | |
| 販売費及び一般管理費 | 344,108 | 373,822 | 357,869 | 351,917 | 1,427,717 | 345,793 | | | | 345,793 | |
| SG&A expenses | 114.9 | 116.1 | 108.4 | 106.1 | 111.3 | 100.5 | | | | 100.5 | |
| 広告宣伝費 | 4,723 | 6,723 | 3,352 | 5,581 | 20,380 | 4,984 | | | | 4,984 | |
| Advertising and decoration expenses | 102.9 | 123.9 | 44.8 | 141.0 | 94.9 | 105.5 | | | | 105.5 | |
| 人件費 | 111,393 | 122,147 | 115,315 | 108,895 | 457,752 | 108,707 | | | | 108,707 | |
| Salaries and wages | 115.4 | 114.0 | 102.9 | 99.0 | 107.5 | 97.6 | | | | 97.6 | |
| 地代家賃 | 42,262 | 43,669 | 43,745 | 45,512 | 175,190 | 46,535 | | | | 46,535 | |
| Land and building rent | 118.7 | 116.4 | 108.2 | 109.8 | 113.0 | 110.1 | | | | 110.1 | |
| 減価償却費 | 53,340 | 56,818 | 54,833 | 55,039 | 220,031 | 51,869 | | | | 51,869 | |
| Depreciation and amortization | 109.6 | 114.2 | 106.7 | 104.3 | 108.6 | 97.2 | | | | 97.2 | |
| 水道光熱費 | 18,637 | 20,435 | 22,835 | 19,767 | 81,676 | 19,685 | | | | 19,685 | |
| Utility expenses | 114.3 | 115.1 | 104.5 | 107.7 | 110.0 | 105.6 | | | | 105.6 | |
| その他 | 113,750 | 124,028 | 117,785 | 117,121 | 472,686 | 114,011 | | | | 114,011 | |
| Others | 116.2 | 118.8 | 121.7 | 111.3 | 116.9 | 100.2 | | | | 100.2 | |
| 営業利益 | 29,976 | 100,862 | 111,620 | 87,159 | 329,620 | 37,434 | | | | 37,434 | 340,400 |
| Operating income | 68.6 | 88.4 | 78.4 | 90.8 | 83.2 | 124.9 | | | | 124.9 | 103.3 |

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven, Inc. (円ベース) (Yen basis)

(百万円 / Millions of yen)

決算概要 Results

(前期比 YoY(%))

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期予想 Full Year Forecasts |
| EBITDA | 83,317 | 157,681 | 166,454 | 142,199 | 549,651 | 89,303 | | | | 89,303 | 555,300 |
| | 90.2 | 96.3 | 85.9 | 95.5 | 91.8 | 107.2 | | | | 107.2 | 101.0 |

Note） EBITDA: 営業利益 + 減価償却費
EBITDA: Operating income + Depreciation and amortization

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven, Inc. (円ベース) (Yen basis)

(百万円 / Millions of yen)

商品別売上(チェーン全店売上) Sales by merchandise category (total store sales)

(前期比 YoY(%))

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期予想 Full Year Forecasts |
| 合計 | 2,427,858 | 2,903,200 | 2,672,923 | 2,489,308 | 10,493,291 | 2,353,769 | | | | 2,353,769 | 9,952,000 |
| Total | 107.1 | 113.7 | 95.7 | 96.3 | 102.9 | 96.9 | | | | 96.9 | 94.8 |
| 商品売上計 | 923,383 | 1,104,135 | 1,078,843 | 1,007,495 | 4,113,857 | 927,331 | | | | 927,331 | |
| Merchandise sales | 109.4 | 112.0 | 101.4 | 102.5 | 106.1 | 100.4 | | | | 100.4 | |
| 加工食品 | 421,685 | 525,485 | 519,569 | 456,863 | 1,923,603 | 429,217 | | | | 429,217 | |
| Processed food | 111.4 | 113.7 | 102.1 | 102.1 | 107.0 | 101.8 | | | | 101.8 | |
| ファスト・フード | 123,018 | 151,503 | 147,913 | 128,650 | 551,086 | 124,193 | | | | 124,193 | |
| Fast food | 112.4 | 116.8 | 105.7 | 96.6 | 107.6 | 101.0 | | | | 101.0 | |
| 日配食品 | 37,484 | 40,911 | 37,882 | 46,313 | 162,592 | 38,711 | | | | 38,711 | |
| Daily food | 103.8 | 104.8 | 95.6 | 117.9 | 105.5 | 103.3 | | | | 103.3 | |
| 非食品 | 341,194 | 386,235 | 373,476 | 375,667 | 1,476,574 | 335,209 | | | | 335,209 | |
| Nonfood | 106.6 | 108.8 | 99.4 | 103.4 | 104.4 | 98.2 | | | | 98.2 | |
| ガソリン | 1,504,474 | 1,799,065 | 1,594,080 | 1,481,813 | 6,379,433 | 1,426,438 | | | | 1,426,438 | |
| Fuel sales | 105.7 | 114.8 | 92.2 | 92.4 | 100.9 | 94.8 | | | | 94.8 | |

商品平均日販 Average merchandise daily sales per store

(千円 / Thousands of yen)

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 Jan.-Mar. | Q2累 Jan.-Jun. | Q3累 Jan.-Sep. | 年間 Jan.-Dec. | 通期 Full Year | Q1 Jan.-Mar. | Q2累 Jan.-Jun. | Q3累 Jan.-Sep. | 年間 Jan.-Dec. | 累計 YTD | 増減 Increase/ Decrease |
| 全店* All stores* | 776 | 849 | 863 | 858 | 858 | 798 | | | | 798 | +22 |

* 平均日販は、それぞれ累計期間の値を表示しています。
The figures for average daily sales per store indicates figures for the accumulated period of the year, respectively.

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 海外コンビニエンスストア事業 Overseas Convenience Store Operations

#### 7-Eleven International LLC (ドルベース) (Dollar basis)

(百万ドル / Millions of dollar)

決算概要 Results

(前期比 YoY(%))

| | FY2024 | | | | | FY2025 | | | | | FY2025 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期計画 Full Year Budget |
| 営業総収入 | 33 | 1,007 | 983 | 1,004 | 3,028 | 957 | | | | 957 | 4,390 |
| Revenues from operations | 105.0 | - | - | - | - | - | | | | - | 144.9 |
| 営業総利益 | 33 | 191 | 189 | 205 | 620 | 190 | | | | 190 | |
| Gross profit from operations | 105.0 | 535.5 | 541.4 | 607.3 | 453.7 | 564.5 | | | | 564.5 | |
| 販売費及び一般管理費 | 7 | 185 | 161 | 171 | 525 | 158 | | | | 158 | |
| SG&A expenses | 120.1 | - | - | - | - | - | | | | - | |
| 営業利益 | 26 | 5 | 27 | 34 | 94 | 31 | | | | 31 | 128 |
| Operating income | 101.4 | 20.2 | 106.7 | 145.0 | 89.8 | 120.2 | | | | 120.2 | 135.7 |
| EBITDA | 26 | 27 | 50 | 69 | 174 | 55 | | | | 55 | 224 |
| | 102.1 | 95.4 | 191.1 | 297.3 | 166.1 | 209.6 | | | | 209.6 | 128.4 |

#### 7-Eleven International LLC (円ベース) (Yen basis)

(百万円 / Millions of yen)

決算概要 Results

(前期比 YoY(%))

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期計画 Full Year Budget |
| 営業総収入 | 5,006 | 153,675 | 147,965 | 152,811 | 459,459 | 146,088 | | | | 146,088 | 650,000 |
| Revenues from operations | 117.8 | - | - | - | - | - | | | | - | 141.5 |
| 営業総利益 | 5,006 | 29,263 | 28,484 | 31,305 | 94,059 | 29,006 | | | | 29,006 | |
| Gross profit from operations | 117.8 | 596.7 | 563.4 | 624.1 | 489.3 | 579.4 | | | | 579.4 | |
| 販売費及び一般管理費 | 1,095 | 28,263 | 24,272 | 26,122 | 79,754 | 24,181 | | | | 24,181 | |
| SG&A expenses | 134.8 | - | - | - | - | - | | | | - | |
| 営業利益 | 3,910 | 999 | 4,211 | 5,183 | 14,305 | 4,824 | | | | 4,824 | 19,000 |
| Operating income | 113.8 | 24.8 | 110.6 | 147.9 | 96.8 | 123.4 | | | | 123.4 | 132.8 |
| EBITDA | 3,937 | 4,362 | 7,549 | 10,620 | 26,469 | 8,470 | | | | 8,470 | 33,000 |
| | 114.6 | 108.4 | 198.2 | 303.1 | 179.2 | 215.1 | | | | 215.1 | 124.7 |

Notes) 1. 7-Eleven International LLC (7IN)は、2024年4月1日にオーストラリアのConvenience Group Holdings Pty Ltd (SEA) の全株式を取得しました。これに伴い、SEAは7INの連結範囲に含まれます。
7-Eleven International LLC (7IN) acquired all shares of the Australian company Convenience Group Holdings Pty Ltd (SEA) on April 1, 2024. As a result, SEA is included in the scope of 7IN's consolidation.
2. EBITDA: 営業利益 + 減価償却費 + 持分法投資損益* *7INのEBITDAには持分法による投資損益を含んでおります。
EBITDA: operating income + Depreciation and amortization + Equity in earnings/losses of affiliates* *7IN's EBITDA includes equity in earnings/losses of affiliates.

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 海外コンビニエンスストア事業 Overseas Convenience Store Operations

#### 7-Eleven International LLC

#### 7-Eleven Australia (ドルベース) (Dollar basis)

決算概要 Results

(百万ドル / Millions of dollar)
(前期比 YoY(%))

| | FY2025 | | | | | |
|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期計画 Full Year Budget |
| 営業総収入 | 925 | | | | 925 | 4,250 |
| Revenues from operations | - | | | | - | - |
| 営業総利益 | 157 | | | | 157 | |
| Gross profit from operations | - | | | | - | |
| 販売費及び一般管理費 | 152 | | | | 152 | |
| SG&A expenses | - | | | | - | |
| 営業利益 | 5 | | | | 5 | 32 |
| Operating income | - | | | | - | - |
| EBITDA | 28 | | | | 28 | 123 |
| | - | | | | - | - |

#### 7-Eleven Australia (円ベース) (Yen basis)

決算概要 Results

(百万円 / Millions of yen)
(前期比 YoY(%))

| | FY2025 | | | | | |
|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期計画 Full Year Budget |
| 営業総収入 | 141,142 | | | | 141,142 | 629,000 |
| Revenues from operations | - | | | | - | - |
| 営業総利益 | 24,060 | | | | 24,060 | |
| Gross profit from operations | - | | | | - | |
| 販売費及び一般管理費 | 23,248 | | | | 23,248 | |
| SG&A expenses | - | | | | - | |
| 営業利益 | 812 | | | | 812 | 4,700 |
| Operating income | - | | | | - | - |
| EBITDA | 4,413 | | | | 4,413 | 18,300 |
| | - | | | | - | - |

Notes) 1. 7-Eleven International LLC (7IN)は、2024年4月1日にオーストラリアのConvenience Group Holdings Pty Ltd (SEA) の全株式を取得しました。これに伴い、SEAは7INの連結範囲に含まれます。
7-Eleven International LLC (7IN) acquired all shares of the Australian company Convenience Group Holdings Pty Ltd (SEA) on April 1, 2024. As a result, SEA is included in the scope of 7IN's consolidation.
2. EBITDA: 営業利益 + 減価償却費
EBITDA: operating income + Depreciation and amortization

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven International LLC

7-Eleven Australia (豪ドルベース) (Australian Dollar basis)

商品別売上(チェーン全店売上) Sales by merchandise category (total store sales)

(百万豪ドル / Millions of Australian dollar)
(前期比 YoY(%))

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期計画 Full Year Budget |
| 合計 | | 1,538 | 1,478 | 1,552 | 4,569 | 1,546 | | | | 1,546 | 7,080 |
| Total | | - | - | - | - | - | | | | - | 154.9 |
| 商品売上計 | | 405 | 417 | 458 | 1,281 | 434 | | | | 434 | |
| Merchandise sales | | - | - | - | - | - | | | | - | |
| 加工食品 | | 130 | 138 | 167 | 436 | 165 | | | | 165 | |
| Processed food | | - | - | - | - | - | | | | - | |
| ファスト・フード | | 94 | 98 | 104 | 297 | 100 | | | | 100 | |
| Fast food | | - | - | - | - | - | | | | - | |
| 日配食品 | | 59 | 61 | 60 | 182 | 56 | | | | 56 | |
| Daily food | | - | - | - | - | - | | | | - | |
| 非食品 | | 120 | 119 | 125 | 366 | 112 | | | | 112 | |
| Nonfood | | - | - | - | - | - | | | | - | |
| ガソリン | | 1,133 | 1,060 | 1,094 | 3,287 | 1,112 | | | | 1,112 | |
| Fuel sales | | - | - | - | - | - | | | | - | |

(%)

商品売上構成比 Composition

(増減 Increase/Decrease)

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期計画 Full Year Budget |
| 商品売上計 Merchandise sales | | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | | | | 100.0 | |
| 加工食品 | | 32.2 | 33.1 | 36.5 | 34.0 | 38.0 | | | | 38.0 | |
| Processed food | | - | - | - | - | - | | | | - | |
| ファスト・フード | | 23.2 | 23.5 | 22.9 | 23.2 | 23.1 | | | | 23.1 | |
| Fast food | | - | - | - | - | - | | | | - | |
| 日配食品 | | 14.7 | 14.8 | 13.3 | 14.2 | 13.1 | | | | 13.1 | |
| Daily food | | - | - | - | - | - | | | | - | |
| 非食品 | | 29.8 | 28.6 | 27.4 | 28.6 | 25.8 | | | | 25.8 | |
| Nonfood | | - | - | - | - | - | | | | - | |

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven International LLC

7-Eleven Australia (豪ドルベース) (Australian Dollar basis)

既存店商品売上伸び率 Existing store merchandise sales increase (%)

| | FY2024 | | | | | FY2025 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 増減 Increase/Decrease | 通期計画 Full Year Budget | 増減 Increase/Decrease |
| 既存店商品売上伸び率 Existing store merchandise sales increase | | (5.6) | (1.2) | +2.1 | (1.5) | +0.8 | | | | +0.8 | | +3.0 | |
| 客数 Number of customers | | (1.6) | (0.7) | +2.9 | (0.7) | +1.1 | | | | +1.1 | | | |
| 客単価 Average spending per customer | | (4.0) | (0.5) | (0.8) | (0.8) | (0.3) | | | | (0.3) | | | |

商品平均日販 Average merchandise daily sales per store (豪ドル / Australian dollar)

| | FY2024 | | | | | FY2025 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2累 Apr.- Jun. | Q3累 Apr.- Sep. | 年間 Apr.- Dec. | 通期 Full Year | Q1 Jan.- Mar. | Q2累 Jan.- Jun. | Q3累 Jan.- Sep. | 年間 Jan.- Dec. | 累計 YTD | 増減 Increase/Decrease | 通期計画 Full Year Budget | 増減 Increase/Decrease |
| 全店* All stores* | | 5,972 | 6,035 | 6,248 | 6,248 | 6,442 | | | | 6,442 | - | | |

* 平均日販は、それぞれ累計期間の値を表示しています。
The figures for average daily sales per store indicates figures for the accumulated period of the year, respectively.

商品荒利率 Merchandise gross profit margin (%)

| | FY2024 | | | | | FY2025 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 増減 Increase/Decrease | 通期計画 Full Year Budget | 増減 Increase/Decrease |
| 商品荒利率 Gross profit margin | | 37.1 | 37.2 | 39.1 | 37.8 | 38.3 | | | | 38.3 | - | 37.9 | +0.1 |

ガソリン Fuel

| | FY2024 | | | | | FY2025 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 前期比/増減 YoY/Change | 通期計画 Full Year Budget | 前期比/増減 YoY/Change |
| 売上(百万豪ドル) Sales (millions of AUD) | | 1,133 | 1,060 | 1,094 | 3,287 | 1,112 | | | | 1,112 | - | | |
| 販売量(百万リッター) Gallons sold (millions of liter) | | 629 | 628 | 668 | 1,926 | 659 | | | | 659 | - | | |
| 1日1店当たり販売量伸び率(%) Avg. retail gallon sold per store increase (%) | | (4.5) | (11.3) | (5.9) | (7.3) | (2.2) | | | | (2.2) | | +1.4 | |
| 平均小売単価(ドル/リッター) Avg. retail price (dollars per liter) | | 1.80 | 1.69 | 1.64 | 1.71 | 1.69 | | | | 1.69 | - | | |

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 海外コンビニエンスストア事業 Overseas Convenience Store Operations

7-Eleven Australia (円ベース) (Yen basis)

(百万円 / Millions of yen)

商品別売上(チェーン全店売上) Sales by merchandise category (total store sales)

(前期比 YoY(%))

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 通期計画 Full Year Budget |
| 合計 | | 154,475 | 149,058 | 154,210 | 457,744 | 148,012 | | | | 148,012 | 665,000 |
| Total | | - | - | - | - | - | | | | - | 145.3 |
| 商品売上計 | | 40,695 | 42,155 | 45,590 | 128,441 | 41,586 | | | | 41,586 | |
| Merchandise sales | | - | - | - | - | - | | | | - | |
| 加工食品 | | 13,115 | 13,961 | 16,650 | 43,728 | 15,809 | | | | 15,809 | |
| Processed food | | - | - | - | - | - | | | | - | |
| ファスト・フード | | 9,441 | 9,909 | 10,416 | 29,767 | 9,602 | | | | 9,602 | |
| Fast food | | - | - | - | - | - | | | | - | |
| 日配食品 | | 5,995 | 6,230 | 6,040 | 18,267 | 5,428 | | | | 5,428 | |
| Daily food | | - | - | - | - | - | | | | - | |
| 非食品 | | 12,142 | 12,053 | 12,483 | 36,679 | 10,745 | | | | 10,745 | |
| Nonfood | | - | - | - | - | - | | | | - | |
| ガソリン | | 113,780 | 106,902 | 108,619 | 329,302 | 106,426 | | | | 106,426 | |
| Fuel sales | | - | - | - | - | - | | | | - | |

商品平均日販 Average merchandise daily sales per store

(千円 / Thousands of yen)

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 Jan.-Mar. | Q2累 Jan.-Jun. | Q3累 Jan.-Sep. | 年間 Jan.-Dec. | 通期 Full Year | Q1 Jan.-Mar. | Q2累 Jan.-Jun. | Q3累 Jan.-Sep. | 年間 Jan.-Dec. | 累計 YTD | 増減 Increase/ Decrease |
| 全店* All stores* | | 599 | 612 | 618 | 618 | 616 | | | | 616 | - |

* 平均日販は、それぞれ累計期間の値を表示しています。
The figures for average daily sales per store indicates figures for the accumulated period of the year, respectively.

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### スーパーストア事業 Superstore Operations

#### イトーヨーカ堂 Ito-Yokado Co., Ltd.

(百万円 / Millions of yen)

決算概要 Results

(前期比 YoY(%))

| | FY2024 | | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD |
| 営業収益 | 212,562 | 215,912 | 198,628 | 215,633 | 842,736 | 194,903 | | | | 194,903 |
| Revenues from operations | 120.5 | 120.5 | 90.6 | 89.8 | 103.4 | 91.7 | | | | 91.7 |
| 売上高 | 192,719 | 196,316 | 179,651 | 196,019 | 764,706 | 174,609 | | | | 174,609 |
| Net sales | 122.9 | 122.3 | 89.8 | 89.1 | 103.7 | 90.6 | | | | 90.6 |
| 営業総利益 | 71,058 | 71,471 | 65,927 | 70,782 | 279,240 | 67,039 | | | | 67,039 |
| Gross profit from operations | 111.7 | 114.2 | 90.7 | 89.2 | 100.3 | 94.3 | | | | 94.3 |
| 販売費及び一般管理費 | 71,721 | 72,796 | 68,116 | 63,585 | 276,220 | 61,664 | | | | 61,664 |
| SG&A expenses | 112.4 | 111.6 | 88.6 | 86.4 | 98.8 | 86.0 | | | | 86.0 |
| 広告宣伝費 | 1,828 | 1,986 | 1,859 | 2,011 | 7,685 | 1,456 | | | | 1,456 |
| Advertising expenses | 120.0 | 116.5 | 82.1 | 95.4 | 101.1 | 79.7 | | | | 79.7 |
| 人件費 | 27,608 | 27,434 | 24,211 | 23,782 | 103,035 | 24,810 | | | | 24,810 |
| Salaries and wages | 117.6 | 119.3 | 82.5 | 88.9 | 100.4 | 89.9 | | | | 89.9 |
| 地代家賃 | 12,862 | 12,555 | 11,998 | 11,559 | 48,975 | 11,299 | | | | 11,299 |
| Land and building rent | 110.5 | 109.3 | 88.6 | 88.2 | 98.4 | 87.8 | | | | 87.8 |
| 減価償却費 | 5,059 | 5,328 | 5,254 | 4,470 | 20,112 | 4,070 | | | | 4,070 |
| Depreciation and amortization | 124.0 | 126.7 | 108.2 | 91.6 | 111.6 | 80.4 | | | | 80.4 |
| 水道光熱費 | 5,218 | 6,407 | 6,510 | 4,724 | 22,861 | 4,999 | | | | 4,999 |
| Utility expenses | 88.1 | 113.6 | 104.4 | 91.6 | 99.6 | 95.8 | | | | 95.8 |
| その他 | 19,143 | 19,084 | 18,281 | 17,037 | 73,547 | 15,028 | | | | 15,028 |
| Others | 111.7 | 99.3 | 88.5 | 79.1 | 93.6 | 78.5 | | | | 78.5 |
| 営業利益 | (662) | (1,325) | (2,188) | 7,197 | 3,020 | 5,375 | | | | 5,375 |
| Operating income (loss) | - | - | - | 123.5 | - | - | | | | - |
| EBITDA | 4,396 | 4,003 | 3,066 | 11,667 | 23,133 | 9,445 | | | | 9,445 |
| | 112.2 | 261.0 | 466.2 | 109.0 | 137.6 | 214.8 | | | | 214.8 |

Notes) 1. イトーヨーカ堂は、2023年9月1日付でヨークを吸収合併いたしました。なお、FY2023 Q2以前の実績値には旧ヨークの数値は含まれておりません。
On September 1, 2023, Ito-Yokado Co., Ltd merged with York Co., Ltd. Figures for FY2023 Q2 and earlier do not include the figures of former York Co., Ltd.
2. EBITDA: 営業利益 + 減価償却費
EBITDA: Operating income + Depreciation and amortization

## ■セグメント別主要会社の決算概要及び営業数値　Results and Business Performance of Major Companies

### スーパーストア事業　Superstore Operations

#### イトーヨーカ堂　Ito-Yokado Co., Ltd.

商品別総額売上高　Gross sales by merchandise category

(百万円 / Millions of yen)

イトーヨーカドー　Ito-Yokado

(前期比 YoY(%))

| | FY2024 | | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD |
| 合計 | 250,443 | 249,534 | 230,418 | 247,810 | 978,206 | 224,892 | | | | 224,892 |
| Total | 96.8 | 97.2 | 92.0 | 90.0 | 93.9 | 89.8 | | | | 89.8 |
| 商品売上計 | 163,000 | 163,297 | 148,706 | 160,344 | 635,348 | 139,837 | | | | 139,837 |
| Merchandise sales | 93.6 | 92.9 | 86.6 | 85.8 | 89.7 | 85.8 | | | | 85.8 |
| フード&ドラッグ | 132,839 | 136,236 | 123,677 | 134,032 | 526,785 | 116,012 | | | | 116,012 |
| Food & Drug | 95.4 | 94.3 | 88.3 | 86.6 | 91.0 | 87.3 | | | | 87.3 |
| 食品 | 110,082 | 113,496 | 102,827 | 112,446 | 438,853 | 96,987 | | | | 96,987 |
| Food | 95.1 | 94.3 | 88.7 | 86.5 | 91.0 | 88.1 | | | | 88.1 |
| 専門店 | 30,161 | 27,060 | 25,029 | 26,311 | 108,562 | 23,824 | | | | 23,824 |
| Specialty stores | 86.1 | 86.5 | 79.4 | 81.8 | 83.5 | 79.0 | | | | 79.0 |
| テナント | 84,934 | 83,033 | 80,282 | 85,086 | 333,336 | 85,339 | | | | 85,339 |
| Tenants | 101.3 | 103.5 | 100.7 | 99.2 | 101.1 | 100.5 | | | | 100.5 |
| その他 | 2,508 | 3,203 | 1,429 | 2,380 | 9,521 | (285) | | | | (285) |
| Others | 419.6 | 444.1 | - | 90.3 | 305.6 | - | | | | - |

(百万円 / Millions of yen)

ヨークマート / ヨークフーズ等　York Mart, York Foods, etc.

(前期比 YoY(%))

| | FY2024 | | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD |
| 合計 | 48,408 | 49,516 | 48,088 | 51,911 | 197,924 | 50,475 | | | | 50,475 |
| Total | 102.6 | 104.5 | 103.2 | 103.3 | 103.4 | 104.3 | | | | 104.3 |

商品売上構成比　Composition

(%)

イトーヨーカドー　Ito-Yokado

(増減 / Increase/Decrease)

| | FY2024 | | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD |
| 合計　Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | | | | 100.0 |
| 商品売上計 | 65.1 | 65.4 | 64.5 | 64.7 | 65.0 | 62.2 | | | | 62.2 |
| Merchandise sales | (2.3) | (3.1) | (4.0) | (3.2) | (3.0) | (2.9) | | | | (2.9) |
| フード&ドラッグ | 53.0 | 54.6 | 53.7 | 54.1 | 53.9 | 51.6 | | | | 51.6 |
| Food & Drug | (0.8) | (1.7) | (2.2) | (2.1) | (1.7) | (1.4) | | | | (1.4) |
| 食品 | 44.0 | 45.5 | 44.6 | 45.4 | 44.9 | 43.1 | | | | 43.1 |
| Food | (0.8) | (1.4) | (1.7) | (1.8) | (1.4) | (0.9) | | | | (0.9) |
| 専門店 | 12.0 | 10.8 | 10.9 | 10.6 | 11.1 | 10.6 | | | | 10.6 |
| Specialty stores | (1.5) | (1.4) | (1.7) | (1.1) | (1.4) | (1.4) | | | | (1.4) |
| テナント | 33.9 | 33.3 | 34.8 | 34.3 | 34.1 | 37.9 | | | | 37.9 |
| Tenants | +1.5 | +2.0 | +3.0 | +3.1 | +2.4 | +4.0 | | | | +4.0 |
| その他 | 1.0 | 1.3 | 0.6 | 1.0 | 1.0 | (0.1) | | | | (0.1) |
| Others | +0.8 | +1.0 | +0.9 | ±0.0 | +0.7 | (1.1) | | | | (1.1) |

## ■セグメント別主要会社の決算概要及び営業数値　Results and Business Performance of Major Companies

### スーパーストア事業　Superstore Operations

イトーヨーカ堂　Ito-Yokado Co., Ltd.

既存店売上伸び率　Existing store sales increase

イトーヨーカドー　Ito-Yokado

(%)

| | FY2024 | | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD |
| 合計　Total | (2.9) | (1.1) | (1.2) | +0.5 | (1.2) | +3.3 | | | | +3.3 |
| 商品計　Existing store sales increase | (5.4) | (4.0) | (4.3) | (1.2) | (3.8) | +2.4 | | | | +2.4 |
| フード&ドラッグ　Food & Drug | (2.9) | (1.8) | (2.1) | ±0.0 | (1.7) | +3.3 | | | | +3.3 |
| 食品　Food | (3.1) | (1.6) | (1.2) | +0.5 | (1.3) | +4.4 | | | | +4.4 |
| 専門店　Specialty stores | (15.2) | (13.9) | (14.0) | (7.2) | (12.8) | (1.7) | | | | (1.7) |
| 客数　Number of customers | (3.8) | (3.0) | (2.5) | ±0.0 | (2.4) | +1.3 | | | | +1.3 |
| 客単価　Average spending per customer | (1.7) | (1.1) | (1.8) | (1.2) | (1.4) | +1.0 | | | | +1.0 |
| テナント　Tenants | +2.1 | +5.2 | +4.8 | +3.9 | +4.0 | +4.8 | | | | +4.8 |

ヨークマート / ヨークフーズ等　York Mart, York Foods, etc.

(%)

| | FY2024 | | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD |
| 合計　Total | +0.6 | +2.3 | +1.3 | +2.1 | +1.6 | +3.2 | | | | +3.2 |
| 客数　Number of customers | (1.2) | +0.4 | +0.6 | (0.3) | (0.1) | +0.4 | | | | +0.4 |
| 客単価　Average spending per customer | +1.8 | +1.8 | +0.6 | +2.3 | +1.6 | +2.8 | | | | +2.8 |

## ■セグメント別主要会社の決算概要及び営業数値　Results and Business Performance of Major Companies

### スーパーストア事業　Superstore Operations

イトーヨーカ堂　Ito-Yokado Co., Ltd.

商品別荒利率　Gross profit margin by merchandise category

イトーヨーカドー　Ito-Yokado

(%)

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 増減 Increase/ Decrease |
| 商品計　Merchandise sales | 27.7 | 27.9 | 27.7 | 27.1 | 27.6 | 28.0 | | | | 28.0 | +0.3 |
| フード&ドラッグ　Food & Drug | 26.8 | 27.3 | 26.9 | 27.2 | 27.0 | 27.2 | | | | 27.2 | +0.4 |
| 食品　Food | 26.2 | 26.8 | 26.4 | 26.7 | 26.5 | 26.6 | | | | 26.6 | +0.4 |
| 専門店　Specialty stores | 31.5 | 31.0 | 31.5 | 26.4 | 30.1 | 32.1 | | | | 32.1 | +0.6 |

ヨークマート / ヨークフーズ等　York Mart, York Foods, etc.

(%)

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 増減 Increase/ Decrease |
| 商品計　Total merchandise | 26.6 | 26.5 | 26.2 | 26.4 | 26.4 | 26.1 | | | | 26.1 | (0.5) |

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### スーパーストア事業 Superstore Operations

ヨークベニマル York-Benimaru Co., Ltd.

決算概要 Results

(百万円 / Millions of yen)
(前期比 YoY(%))

| | FY2024 | | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD |
| 営業収益 | 123,797 | 127,242 | 121,598 | 131,158 | 503,797 | 126,827 | | | | 126,827 |
| Revenues from operations | 102.8 | 102.9 | 102.2 | 102.1 | 102.5 | 102.4 | | | | 102.4 |
| 売上高 | 120,881 | 124,237 | 118,681 | 128,152 | 491,952 | 123,711 | | | | 123,711 |
| Net sales | 102.9 | 102.9 | 102.2 | 102.1 | 102.5 | 102.3 | | | | 102.3 |
| 営業総利益 | 37,433 | 38,947 | 36,458 | 40,834 | 153,673 | 37,694 | | | | 37,694 |
| Gross profit from operations | 102.7 | 103.0 | 100.3 | 100.2 | 101.5 | 100.7 | | | | 100.7 |
| 販売費及び一般管理費 | 33,050 | 34,033 | 33,621 | 36,158 | 136,863 | 34,201 | | | | 34,201 |
| SG&A expenses | 103.8 | 102.7 | 102.3 | 103.9 | 103.2 | 103.5 | | | | 103.5 |
| 広告宣伝費 | 1,000 | 969 | 1,021 | 1,037 | 4,028 | 932 | | | | 932 |
| Advertising expenses | 106.4 | 105.8 | 90.5 | 94.7 | 98.7 | 93.2 | | | | 93.2 |
| 人件費 | 18,243 | 18,396 | 18,404 | 19,428 | 74,473 | 18,850 | | | | 18,850 |
| Salaries and wages | 106.1 | 103.4 | 102.7 | 103.2 | 103.8 | 103.3 | | | | 103.3 |
| 地代家賃 | 2,849 | 2,821 | 2,906 | 3,064 | 11,643 | 2,929 | | | | 2,929 |
| Land and building rent | 103.5 | 101.8 | 104.2 | 108.3 | 104.5 | 102.8 | | | | 102.8 |
| 減価償却費 | 2,620 | 2,627 | 2,637 | 2,666 | 10,551 | 2,715 | | | | 2,715 |
| Depreciation and amortization | 106.6 | 105.6 | 105.1 | 101.0 | 104.5 | 103.6 | | | | 103.6 |
| 水道光熱費 | 2,176 | 2,816 | 2,384 | 2,443 | 9,820 | 2,216 | | | | 2,216 |
| Utility expenses | 86.6 | 97.8 | 100.6 | 104.8 | 97.3 | 101.8 | | | | 101.8 |
| その他 | 6,159 | 6,401 | 6,266 | 7,517 | 26,344 | 6,557 | | | | 6,557 |
| Others | 102.8 | 101.4 | 101.7 | 106.5 | 103.2 | 106.5 | | | | 106.5 |
| 営業利益 | 4,382 | 4,914 | 2,837 | 4,676 | 16,810 | 3,492 | | | | 3,492 |
| Operating income | 95.7 | 105.5 | 81.5 | 78.2 | 89.9 | 79.7 | | | | 79.7 |
| EBITDA | 7,002 | 7,541 | 5,474 | 7,342 | 27,362 | 6,207 | | | | 6,207 |
| | 99.5 | 105.5 | 91.4 | 85.2 | 95.0 | 88.6 | | | | 88.6 |

Note) EBITDA: 営業利益 + 減価償却費
EBITDA: Operating income + Depreciation and amortization

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### スーパーストア事業 Superstore Operations

ヨークベニマル York-Benimaru Co., Ltd.

商品別総額売上高 Gross sales by merchandise category

(百万円 / Millions of yen)
(前期比 YoY(%))

| | FY2024 | | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD |
| 合計 | 125,494 | 129,317 | 123,288 | 133,025 | 511,126 | 128,531 | | | | 128,531 |
| Total | 102.8 | 102.9 | 102.2 | 102.4 | 102.6 | 102.4 | | | | 102.4 |
| 商品売上計 | 122,889 | 126,954 | 121,110 | 130,683 | 501,639 | 125,782 | | | | 125,782 |
| Merchandise sales | 102.9 | 102.9 | 102.2 | 102.1 | 102.5 | 102.4 | | | | 102.4 |
| 食品 | 116,176 | 119,735 | 114,164 | 123,602 | 473,679 | 119,361 | | | | 119,361 |
| Food | 103.2 | 103.3 | 102.5 | 102.4 | 102.8 | 102.7 | | | | 102.7 |
| 生鮮 | 43,809 | 43,688 | 42,993 | 47,263 | 177,755 | 44,588 | | | | 44,588 |
| Fresh food | 102.1 | 102.2 | 102.1 | 102.6 | 102.3 | 101.8 | | | | 101.8 |
| 加工食品 | 31,057 | 32,976 | 30,508 | 32,742 | 127,285 | 32,772 | | | | 32,772 |
| Processed food | 105.2 | 106.3 | 103.9 | 103.4 | 104.7 | 105.5 | | | | 105.5 |
| デイリー | 26,137 | 26,965 | 25,798 | 27,184 | 106,085 | 26,486 | | | | 26,486 |
| Daily food | 103.5 | 102.0 | 101.4 | 101.9 | 102.2 | 101.3 | | | | 101.3 |
| デリカテッセン | 15,171 | 16,105 | 14,864 | 16,412 | 62,553 | 15,515 | | | | 15,515 |
| Delicatessen | 101.7 | 102.9 | 102.6 | 100.3 | 101.9 | 102.3 | | | | 102.3 |
| 衣料 | 2,282 | 2,501 | 2,555 | 2,627 | 9,965 | 2,263 | | | | 2,263 |
| Apparel | 95.9 | 96.6 | 99.9 | 100.3 | 98.2 | 99.2 | | | | 99.2 |
| 住居 | 4,430 | 4,717 | 4,390 | 4,453 | 17,993 | 4,156 | | | | 4,156 |
| Household goods | 99.4 | 96.7 | 98.0 | 97.1 | 97.8 | 93.8 | | | | 93.8 |
| テナント | 2,605 | 2,362 | 2,178 | 2,341 | 9,487 | 2,749 | | | | 2,749 |
| Tenants | 99.3 | 98.9 | 99.7 | 121.8 | 104.0 | 105.5 | | | | 105.5 |

商品売上構成比 Composition

(%)
(増減 / Increase/Decrease)

| | FY2024 | | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD |
| 合計 Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | | | | 100.0 |
| 商品売上計 | 97.9 | 98.2 | 98.2 | 98.2 | 98.1 | 97.9 | | | | 97.9 |
| Merchandise sales | ±0.0 | +0.1 | ±0.0 | (0.3) | (0.1) | ±0.0 | | | | ±0.0 |
| 食品 | 92.6 | 92.6 | 92.6 | 92.9 | 92.7 | 92.9 | | | | 92.9 |
| Food | +0.4 | +0.4 | +0.2 | (0.1) | +0.3 | +0.3 | | | | +0.3 |
| 生鮮 | 34.9 | 33.8 | 34.9 | 35.5 | 34.8 | 34.7 | | | | 34.7 |
| Fresh food | (0.3) | (0.2) | ±0.0 | ±0.0 | (0.1) | (0.2) | | | | (0.2) |
| 加工食品 | 24.7 | 25.5 | 24.7 | 24.6 | 24.9 | 25.5 | | | | 25.5 |
| Processed food | +0.5 | +0.8 | +0.4 | +0.2 | +0.5 | +0.8 | | | | +0.8 |
| デイリー | 20.8 | 20.9 | 20.9 | 20.4 | 20.8 | 20.6 | | | | 20.6 |
| Daily food | +0.1 | (0.1) | (0.2) | (0.1) | ±0.0 | (0.2) | | | | (0.2) |
| デリカテッセン | 12.1 | 12.5 | 12.1 | 12.3 | 12.2 | 12.1 | | | | 12.1 |
| Delicatessen | (0.1) | ±0.0 | +0.1 | (0.3) | (0.1) | ±0.0 | | | | ±0.0 |
| 衣料 | 1.8 | 1.9 | 2.1 | 2.0 | 1.9 | 1.8 | | | | 1.8 |
| Apparel | (0.1) | (0.2) | ±0.0 | ±0.0 | (0.1) | ±0.0 | | | | ±0.0 |
| 住居 | 3.5 | 3.6 | 3.6 | 3.3 | 3.5 | 3.2 | | | | 3.2 |
| Household goods | (0.2) | (0.3) | (0.1) | (0.2) | (0.2) | (0.3) | | | | (0.3) |
| テナント | 2.1 | 1.8 | 1.8 | 1.8 | 1.9 | 2.1 | | | | 2.1 |
| Tenants | ±0.0 | (0.1) | ±0.0 | +0.3 | +0.1 | ±0.0 | | | | ±0.0 |

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### スーパーストア事業 Superstore Operations

ヨークベニマル York-Benimaru Co., Ltd.

既存店売上伸び率 Existing store sales increase (%)

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 増減 Increase/ Decrease |
| 合計 Existing store sales increase | +1.9 | +2.1 | +1.5 | +2.1 | +2.0 | +1.7 | | | | +1.7 | |
| 食品 Food | +2.1 | +2.5 | +1.7 | +2.3 | +2.2 | +2.1 | | | | +2.1 | |
| 衣料 Apparel | (3.7) | (3.2) | +2.7 | +1.7 | (0.6) | (4.1) | | | | (4.1) | |
| 住居 Household goods | (1.4) | (3.9) | (3.7) | (2.7) | (2.7) | (6.1) | | | | (6.1) | |
| 客数 Number of customers | (0.4) | +0.1 | +0.7 | (0.3) | ±0.0 | (0.2) | | | | (0.2) | |
| 客単価 Average spending per customer | +2.2 | +2.0 | +0.7 | +2.4 | +1.9 | +1.8 | | | | +1.8 | |

商品別荒利率 Gross profit margin by merchandise category (%)

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 増減 Increase/ Decrease |
| 商品計 Total | 29.8 | 30.2 | 29.6 | 30.8 | 30.1 | 29.4 | | | | 29.4 | (0.4) |
| 食品 Food | 30.0 | 30.3 | 29.8 | 31.0 | 30.3 | 29.6 | | | | 29.6 | (0.4) |
| 衣料 Apparel | 32.3 | 33.2 | 33.1 | 28.6 | 31.8 | 30.8 | | | | 30.8 | (1.5) |
| 住居 Household goods | 24.1 | 25.4 | 21.2 | 28.5 | 24.8 | 24.3 | | | | 24.3 | +0.2 |

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 金融関連事業 Financial Services

#### セブン銀行 Seven Bank, Ltd.

1. 国内 Domestic

ATM設置台数 Number of ATMs (期末日時点 / As of the end of the period) (台 / unit)

| | FY2024 | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 24/5 May 2024 | 24/8 Aug. 2024 | 24/11 Nov. 2024 | 25/2 Feb. 2025 | 25/5 May 2025 | 25/8 Aug. 2025 | 25/11 Nov. 2025 | 26/2 Feb. 2026 | 期首増減 Change from Feb. 2025 |
| 合計 Total | 27,552 | 27,693 | 27,765 | 27,965 | 28,041 | | | | +76 |
| グループ内計 ATMs in the Group | 23,452 | 23,507 | 23,509 | 23,602 | 23,596 | | | | (6) |
| セブン-イレブン 7-Eleven | 22,788 | 22,856 | 22,869 | 22,979 | 22,972 | | | | (7) |
| イトーヨーカドー Ito-Yokado | 259 | 250 | 240 | 224 | 224 | | | | ±0 |
| ヨークマート / ヨークフーズ等 York Mart, York Foods, etc. | 99 | 99 | 99 | 99 | 100 | | | | +1 |
| ヨークベニマル York-Benimaru | 265 | 264 | 265 | 264 | 265 | | | | +1 |
| その他 Others | 41 | 38 | 36 | 36 | 35 | | | | (1) |
| グループ外 ATMs outside the Group | 4,100 | 4,186 | 4,256 | 4,363 | 4,445 | | | | +82 |

国内ATM1日1台当たり期間平均利用件数 Average number of transaction per day per ATM during the period (件 / number)

| | FY2024 | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 24/5 May 2024 | 24/8 Aug. 2024 | 24/11 Nov. 2024 | 25/2 Feb. 2025 | 25/5 May 2025 | 25/8 Aug. 2025 | 25/11 Nov. 2025 | 26/2 Feb. 2026 | 増減 Increase/ Decrease |
| 期間平均利用件数 Average number of transactions | 107.2 | 107.9 | 107.7 | 107.9 | 108.8 | | | | +1.6 |

海外送金サービス International money transfer service (期末日時点 / As of the end of the period)

| | FY2024 | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 24/5 May 2024 | 24/8 Aug. 2024 | 24/11 Nov. 2024 | 25/2 Feb. 2025 | 25/5 May 2025 | 25/8 Aug. 2025 | 25/11 Nov. 2025 | 26/2 Feb. 2026 | 期首増減／増減 Change |
| 累計契約口座数(千口座) Cumulative number of contract accounts (unit: Thousand) | 329 | 330 | 331 | 333 | 334 | | | | +1 |
| 期間累計送金件数(千件) Cumulative number of transfers (unit: Thousand) | 164 | 330 | 496 | 662 | 161 | | | | (3) |

2. 海外 Overseas

ATM設置台数 Number of ATMs (期末日時点 / As of the end of the period) (台 / unit)

| | FY2024 | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 24/3 Mar. 2024 | 24/6 Jun. 2024 | 24/9 Sep. 2024 | 24/12 Dec. 2024 | 25/3 Mar. 2025 | 25/6 Jun. 2025 | 25/9 Sep. 2025 | 25/12 Dec. 2025 | 期首増減 Change from Dec. 2024 |
| 北米 North America | 8,561 | 8,530 | 8,476 | 8,332 | 8,390 | | | | +58 |
| アジア Asia | 11,578 | 12,319 | 12,579 | 12,827 | 12,981 | | | | +154 |

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 金融関連事業 Financial Services

セブン・カードサービス / セブンCSカードサービス Seven Card Service Co., Ltd. / Seven CS Card Service Co., Ltd.

カード発行状況 Number of credit cards and electronic money

(万枚 / Ten thousands)

| | FY2024 | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 24/5 May 2024 | 24/8 Aug. 2024 | 24/11 Nov. 2024 | 25/2 Feb. 2025 | 25/5 May 2025 | 25/8 Aug. 2025 | 25/11 Nov. 2025 | 26/2 Feb. 2026 | 期首増減 Change from Feb.2025 |
| クレジットカード計 Credit cards | 603 | 589 | 575 | 557 | 542 | | | | (15) |
| セブンカード・プラス / セブンカード*1, 2 SEVEN CARD plus / SEVEN CARD*1,2 | 350 | 342 | 333 | 322 | 314 | | | | (8) |
| クラブ・オン / ミレニアムカード セゾン*1,2 CLUB ON / Millennium CARD SAISON*1,2 | 253 | 247 | 242 | 235 | 228 | | | | (7) |
| 電子マネー(*nanaco*)*3 Electronic money (*nanaco*)*3 | 8,239 | 8,269 | 8,295 | 8,320 | 8,355 | | | | +35 |

*1. 有効会員数のみを表示しております。
Only the number of effective card members.
*2. クレジット機能がないポイント専用カードを含んでおりません。
Excluding dedicated cards for point services, without credit functions.
*3. モバイル会員を含んでおります。
Including the number of mobile *nanaco* holders.

### セブンプレミアム *Seven Premium*

| | FY2024 | | | | | FY2025 | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 増減 Increase/ Decrease | 通期予想 Full Year Forecasts |
| 売上(億円) Sales (100 million yen) | 3,720 | 4,060 | 3,670 | 3,550 | 15,000 | 3,765 | | | | 3,765 | +45 | 15,500 |
| アイテム数(期末日時点) Items (As of end of period) | 3,490 | 3,460 | 3,530 | 3,460 | 3,460 | 3,500 | | | | 3,500 | +10 | 3,550 |

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 主要会社の設備投資及び減価償却費 Capital Expenditures, Depreciation and Amortization of Major Companies

(百万円 / Millions of yen)
(百万ドル / Millions of dollar)

| | FY2024 | | | | | FY2025 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 前期比 YoY(%) | 通期予想 Full Year Forecasts | 前期比 YoY(%) |
| 国内コンビニエンスストア事業 Domestic CVS operations | | | | | | | | | | | | | |
| セブン-イレブン・ジャパン SEVEN-ELEVEN JAPAN | | | | | | | | | | | | | |
| 設備投資計 Total capital expenditures | 23,091 | 24,667 | 24,669 | 37,074 | 109,503 | 18,529 | | | | 18,529 | 80.2 | 170,000 | 155.2 |
| 新店投資 Investment to new stores | 6,691 | 12,506 | 7,843 | 18,915 | 45,957 | 5,477 | | | | 5,477 | 81.9 | | |
| 既存店投資等 Investment to existing stores and other | 10,222 | 3,885 | 8,226 | 6,861 | 29,196 | 4,989 | | | | 4,989 | 48.8 | | |
| ソフトウェア開発費 Software development | 6,177 | 8,275 | 8,599 | 11,296 | 34,349 | 8,062 | | | | 8,062 | 130.5 | | |
| 減価償却費 Depreciation and amortization | 22,817 | 22,748 | 22,038 | 22,056 | 89,661 | 21,658 | | | | 21,658 | 94.9 | 96,000 | 107.1 |
| 海外コンビニエンスストア事業 Overseas CVS operations | | | | | | | | | | | | | |
| 7-Eleven, Inc.(ドルベース) 7-Eleven, Inc. [Dollar basis] | | | | | | | | | | | | | |
| 設備投資計 Total capital expenditures | 347 | 1,388 | 406 | 383 | 2,526 | 258 | | | | 258 | 74.5 | 1,530 | 60.6 |
| 新店投資等 Investment to new stores and other | 55 | 1,051 | 90 | 78 | 1,275 | 101 | | | | 101 | 184.0 | | |
| 既存店投資等 Investment to existing stores and other | 254 | 310 | 289 | 271 | 1,126 | 134 | | | | 134 | 52.8 | | |
| ソフトウェア開発費 Software development | 37 | 26 | 26 | 33 | 123 | 22 | | | | 22 | 60.7 | | |
| 減価償却費 Depreciation and amortization | 358 | 364 | 366 | 361 | 1,450 | 340 | | | | 340 | 94.7 | 1,450 | 100.0 |
| 7-Eleven, Inc.(円ベース) 7-Eleven, Inc. [Yen basis] | | | | | | | | | | | | | |
| 設備投資計 Total capital expenditures | 51,628 | 212,880 | 59,958 | 58,738 | 383,206 | 39,483 | | | | 39,483 | 76.5 | 226,400 | 59.1 |
| 新店投資 Investment to new stores and other | 8,199 | 160,421 | 12,688 | 12,233 | 193,543 | 15,488 | | | | 15,488 | 188.9 | | |
| 既存店投資等 Investment to existing stores and other | 37,886 | 48,215 | 43,377 | 41,383 | 170,862 | 20,539 | | | | 20,539 | 54.2 | | |
| ソフトウェア開発費 Software development | 5,543 | 4,242 | 3,893 | 5,121 | 18,800 | 3,455 | | | | 3,455 | 62.3 | | |
| 減価償却費 Depreciation and amortization | 53,340 | 56,818 | 54,833 | 55,039 | 220,031 | 51,869 | | | | 51,869 | 97.2 | 214,900 | 97.7 |

## ■セグメント別主要会社の決算概要及び営業数値 Results and Business Performance of Major Companies

### 主要会社の設備投資及び減価償却費 Capital Expenditures, Depreciation and Amortization of Major Companies

(百万円 / Millions of yen)

| | FY2024 | | | | | FY2025 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | 通期 Full Year | Q1 | Q2 | Q3 | Q4 | 累計 YTD | 前期比 YoY(%) |
| スーパーストア事業 Superstore operations | | | | | | | | | | | |
| イトーヨーカ堂 Ito-Yokado | | | | | | | | | | | |
| 設備投資計 Total capital expenditures | 9,499 | 7,813 | 8,061 | 13,991 | 39,365 | 3,816 | | | | 3,816 | 40.2 |
| 新店投資 Investment to new stores | 606 | 483 | 252 | 11 | 1,353 | 1,216 | | | | 1,216 | 200.5 |
| 既存店投資等 Investment to existing stores and other | 6,410 | 5,984 | 6,904 | 13,027 | 32,326 | 2,100 | | | | 2,100 | 32.8 |
| ソフトウェア開発費 Software development | 2,482 | 1,346 | 905 | 952 | 5,685 | 499 | | | | 499 | 20.1 |
| 減価償却費 Depreciation and amortization | 5,059 | 5,328 | 5,254 | 4,470 | 20,112 | 4,070 | | | | 4,070 | 80.4 |
| ヨークベニマル York-Benimaru | | | | | | | | | | | |
| 設備投資計 Total capital expenditures | 7,591 | 5,022 | 6,331 | 6,887 | 25,831 | 8,955 | | | | 8,955 | 118.0 |
| 新店投資 Investment to new stores | 2,051 | 2,565 | 1,514 | 4,874 | 11,005 | 2,563 | | | | 2,563 | 125.0 |
| 既存店投資等 Investment to existing stores and other | 5,326 | 2,195 | 4,710 | 1,773 | 14,005 | 6,078 | | | | 6,078 | 114.1 |
| ソフトウェア開発費 Software development | 213 | 261 | 105 | 239 | 819 | 313 | | | | 313 | 146.9 |
| 減価償却費 Depreciation and amortization | 2,620 | 2,627 | 2,637 | 2,666 | 10,551 | 2,715 | | | | 2,715 | 103.6 |

Notes) 1. 設備投資は差入保証金と建設協力立替金に加え、当該年度以降の出店に係る投資及び店舗等の取得に伴い発生するのれんなどの金額を含んでおり、「資産除去債務に関する会計基準」の適用に伴う将来償却分資産の増加分は含んでおりません。
Capital expenditures include long-term leasehold deposits, advances for store construction, investments related to store openings for each fiscal year and beyond, and goodwill and others related to the acquisition of stores, etc., and do not include the increase of future amortization of assets under the Accounting Standard for Asset Retirement Obligations.
2. 7-Eleven, Inc.の数値は、7-Eleven, Inc. 連結にて記載しております。
The figures for 7-Eleven, Inc. are shown on a "7-Eleven, Inc. consolidated basis."

## ■店舗関連情報 Store Information

### 主要会社の店舗数及び出店・閉店 Number of Stores and Store Openings / Closures of Major Companies (期末日時点 / As of the end of the period)

| | FY2024 | | | | | FY2025 | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 24/5 May 2024 | 24/8 Aug. 2024 | 24/11 Nov. 2024 | 25/2 Feb. 2025 | 通期 Full Year | 25/5 May 2025 | 25/8 Aug. 2025 | 25/11 Nov. 2025 | 26/2 Feb. 2026 | 期首増減 Change from Feb. 2025 | 通期予想 Full Year Forecasts | 増減 Increase/ Decrease |
| 国内コンビニエンスストア事業 Domestic CVS operations | | | | | | | | | | | | |
| セブン-イレブン・ジャパン SEVEN-ELEVEN JAPAN | 21,381 | 21,442 | 21,449 | 21,552 | 21,552 | 21,547 | | | | (5) | 21,752 | +200 |
| 出店 Openings | 96 | 158 | 106 | 241 | 601 | 89 | | | | - | 600 | - |
| 閉店 Closures | 78 | 97 | 99 | 138 | 412 | 94 | | | | - | 400 | - |
| 立地移転等 Relocations, etc. | 58 | 68 | 69 | 107 | 302 | 43 | | | | - | | |
| 解約閉店 Terminations of contract | 20 | 29 | 30 | 31 | 110 | 51 | | | | - | | |
| セブン-イレブン・沖縄 SEVEN-ELEVEN OKINAWA | 173 | 176 | 179 | 191 | 191 | 191 | | | | ±0 | 214 | +23 |
| 出店 Openings | 2 | 3 | 3 | 12 | 20 | 1 | | | | - | 23 | - |
| 閉店 Closures | 1 | 0 | 0 | 0 | 1 | 1 | | | | - | 0 | - |
| 海外コンビニエンスストア事業 Overseas CVS operations | | | | | | | | | | | | |
| 7-Eleven, Inc. | 13,068 | 13,229 | 13,145 | 12,963 | 12,963 | 12,909 | | | | (54) | 12,743 | (220) |
| 出店 Openings | 28 | 236 | 26 | 25 | 315 | 26 | | | | - | 125 | - |
| 閉店 Closures | 82 | 75 | 110 | 207 | 474 | 80 | | | | - | 345 | - |
| 7-Eleven Australia | - | 740 | 743 | 747 | 747 | 744 | | | | (3) | 765 | +18 |
| 出店 Openings | - | 4 | 7 | 4 | 25 | 4 | | | | - | 32 | - |
| 閉店 Closures | - | 39 | 4 | 0 | 45 | 7 | | | | - | 14 | - |
| セブン-イレブン北京 SEVEN-ELEVEN (BEIJING) | 328 | 332 | 345 | 362 | 362 | 365 | | | | +3 | 412 | +50 |
| 出店 Openings | 5 | 16 | 21 | 28 | 70 | 10 | | | | - | 80 | - |
| 閉店 Closures | 8 | 12 | 8 | 11 | 39 | 7 | | | | - | 30 | - |
| セブン-イレブン天津 SEVEN-ELEVEN (TIANJIN) | 217 | 217 | 222 | 232 | 232 | 232 | | | | ±0 | 270 | +38 |
| 出店 Openings | 6 | 10 | 11 | 17 | 44 | 5 | | | | - | 63 | - |
| 閉店 Closures | 6 | 10 | 6 | 7 | 29 | 5 | | | | - | 25 | - |
| セブン-イレブン成都 SEVEN-ELEVEN (CHENGDU) | 76 | 79 | 81 | 82 | 82 | 78 | | | | (4) | 107 | +25 |
| 出店 Openings | 2 | 4 | 5 | 6 | 17 | 1 | | | | - | 32 | - |
| 閉店 Closures | 3 | 1 | 3 | 5 | 12 | 5 | | | | - | 7 | - |

## ■店舗関連情報　Store Information

### 主要会社の店舗数及び出店・閉店　Number of Stores and Store Openings / Closures of Major Companies（期末日時点 / As of the end of the period)

| | FY2024 | | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 24/5 May 2024 | 24/8 Aug. 2024 | 24/11 Nov. 2024 | 25/2 Feb. 2025 | 通期 Full Year | 25/5 May 2025 | 25/8 Aug. 2025 | 25/11 Nov. 2025 | 26/2 Feb. 2026 | 期首増減 Change from Feb. 2025 |
| スーパーストア事業 Superstore operations | | | | | | | | | | |
| イトーヨーカ堂　Ito-Yokado Co., Ltd. | 223 | 215 | 209 | 196 | 196 | 197 | | | | +1 |
| イトーヨーカドー　Ito-Yokado | 119 | 111 | 105 | 92 | 92 | 92 | | | | ±0 |
| 出店　Openings | 0 | 0 | 0 | 0 | 0 | 0 | | | | - |
| 閉店　Closures | 4 | 8 | 6 | 13 | 31 | 0 | | | | - |
| ヨークマート / ヨークフーズ　等　York Mart, York Food, etc. | 104 | 104 | 104 | 104 | 104 | 105 | | | | +1 |
| 出店　Openings | 1 | 0 | 0 | 0 | 1 | 1 | | | | - |
| 閉店　Closures | 0 | 0 | 0 | 0 | 0 | 0 | | | | - |
| ヨークベニマル　York-Benimaru | 248 | 247 | 248 | 248 | 248 | 249 | | | | +1 |
| 出店　Openings | 0 | 0 | 1 | 2 | 3 | 1 | | | | - |
| 閉店　Closures | 0 | 1 | 0 | 2 | 3 | 0 | | | | - |
| 成都イトーヨーカ堂　Chengdu Ito-Yokado | 9 | 9 | 9 | 9 | 9 | 8 | | | | (1) |
| 出店　Openings | 0 | 0 | 0 | 0 | 0 | 0 | | | | - |
| 閉店　Closures | 0 | 0 | 0 | 0 | 0 | 1 | | | | - |
| 華糖ヨーカ堂　Hua Tang Yokado Commercial | 1 | 1 | 1 | 1 | 1 | 1 | | | | ±0 |
| 出店　Openings | 0 | 0 | 0 | 0 | 0 | 0 | | | | - |
| 閉店　Closures | 0 | 0 | 0 | 0 | 0 | 0 | | | | - |

Notes）1. 日本以外は24年及び25年の3月末、6月末、9月末、12月末の数値であります。
Figures for overseas are as of the end of March, June, September, December, respectively, in 2024 and 2025.
2. 主要会社各社の店舗数は、それぞれの期末日時点の数値であります。
The figures for each companies are the number of stores as of the end of the period, respectively.
3. 出店、閉店は各四半期(3か月)毎の出店数/閉店数合計であります。
Openings and Closures are the total number of openings/closures of stores per quarter (three months).
4. 7-Eleven International LLC (7IN)は、2024年4月1日にオーストラリアのConvenience Group Holdings Pty Ltd (SEA) の全株式を取得しました。これに伴い、7-Eleven Australiaは24/6期より連結子会社となりました。
7-Eleven International LLC (7IN) acquired all shares of the Australian company Convenience Group Holdings Pty Ltd (SEA) on April 1, 2024.
As a result, 7-Eleven Australia has been included in the consolidated subsidiaries since the quarter ended in Jun. 2024.

## ■店舗関連情報　Store Information

### 国内・海外コンビニエンスストア事業における店舗情報　Store Information in Domestic / Overseas Convenience Store Operations

都道府県別店舗数（期末日時点）　Domestic Store Network (As of the end of the period)

| | FY2024 | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 24/5 May 2024 | 24/8 Aug. 2024 | 24/11 Nov. 2024 | 25/2 Feb. 2025 | 25/5 May 2025 | 25/8 Aug. 2025 | 25/11 Nov. 2025 | 26/2 Feb. 2026 | 期首増減 Change from Feb. 2025 |
| 北海道　Hokkaido | 995 | 995 | 992 | 994 | 992 | | | | (2) |
| 青森　Aomori | 110 | 110 | 112 | 113 | 113 | | | | ±0 |
| 岩手　Iwate | 155 | 158 | 157 | 159 | 159 | | | | ±0 |
| 宮城　Miyagi | 436 | 439 | 442 | 444 | 443 | | | | (1) |
| 秋田　Akita | 117 | 120 | 120 | 122 | 123 | | | | +1 |
| 山形　Yamagata | 187 | 186 | 186 | 187 | 187 | | | | ±0 |
| 福島　Fukushima | 452 | 452 | 453 | 453 | 456 | | | | +3 |
| 茨城　Ibaraki | 642 | 646 | 647 | 650 | 649 | | | | (1) |
| 栃木　Tochigi | 472 | 472 | 471 | 474 | 475 | | | | +1 |
| 群馬　Gunma | 479 | 481 | 482 | 484 | 483 | | | | (1) |
| 埼玉　Saitama | 1,245 | 1,250 | 1,250 | 1,253 | 1,254 | | | | +1 |
| 千葉　Chiba | 1,169 | 1,168 | 1,166 | 1,175 | 1,180 | | | | +5 |
| 東京　Tokyo | 2,888 | 2,895 | 2,899 | 2,914 | 2,910 | | | | (4) |
| 神奈川　Kanagawa | 1,505 | 1,514 | 1,519 | 1,521 | 1,521 | | | | ±0 |
| 新潟　Niigata | 432 | 431 | 432 | 432 | 429 | | | | (3) |
| 富山　Toyama | 131 | 131 | 131 | 132 | 132 | | | | ±0 |
| 石川　Ishikawa | 132 | 134 | 134 | 136 | 136 | | | | ±0 |
| 福井　Fukui | 71 | 72 | 71 | 71 | 71 | | | | ±0 |
| 山梨　Yamanashi | 206 | 206 | 206 | 206 | 206 | | | | ±0 |
| 長野　Nagano | 457 | 457 | 453 | 456 | 453 | | | | (3) |
| 岐阜　Gifu | 191 | 191 | 191 | 191 | 188 | | | | (3) |
| 静岡　Shizuoka | 752 | 755 | 755 | 758 | 756 | | | | (2) |
| 愛知　Aichi | 1,056 | 1,056 | 1,055 | 1,060 | 1,059 | | | | (1) |
| 三重　Mie | 176 | 177 | 177 | 177 | 177 | | | | ±0 |
| 滋賀　Shiga | 222 | 223 | 224 | 225 | 224 | | | | (1) |
| 京都　Kyoto | 354 | 351 | 351 | 353 | 353 | | | | ±0 |
| 大阪　Osaka | 1,295 | 1,296 | 1,290 | 1,297 | 1,305 | | | | +8 |
| 兵庫　Hyogo | 693 | 695 | 693 | 696 | 695 | | | | (1) |
| 奈良　Nara | 136 | 135 | 136 | 135 | 135 | | | | ±0 |
| 和歌山　Wakayama | 87 | 86 | 85 | 84 | 85 | | | | +1 |

## ■店舗関連情報　Store Information

### 国内・海外コンビニエンスストア事業における店舗情報　Store Information in Domestic / Overseas Convenience Store Operations

都道府県別店舗数（期末日時点）　Domestic Store Network (As of the end of the period)

| | FY2024 | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 24/5 May 2024 | 24/8 Aug. 2024 | 24/11 Nov. 2024 | 25/2 Feb. 2025 | 25/5 May 2025 | 25/8 Aug. 2025 | 25/11 Nov. 2025 | 26/2 Feb. 2026 | 期首増減 Change from Feb. 2025 |
| 鳥取　Tottori | 52 | 53 | 57 | 61 | 59 | | | | (2) |
| 島根　Shimane | 65 | 66 | 67 | 70 | 69 | | | | (1) |
| 岡山　Okayama | 315 | 317 | 317 | 318 | 318 | | | | ±0 |
| 広島　Hiroshima | 597 | 599 | 599 | 598 | 597 | | | | (1) |
| 山口　Yamaguchi | 322 | 322 | 322 | 320 | 319 | | | | (1) |
| 徳島　Tokushima | 84 | 84 | 83 | 83 | 82 | | | | (1) |
| 香川　Kagawa | 110 | 114 | 115 | 121 | 121 | | | | ±0 |
| 愛媛　Ehime | 128 | 128 | 129 | 133 | 135 | | | | +2 |
| 高知　Kochi | 49 | 49 | 49 | 51 | 51 | | | | ±0 |
| 福岡　Fukuoka | 1,044 | 1,051 | 1,051 | 1,057 | 1,056 | | | | (1) |
| 佐賀　Saga | 193 | 194 | 195 | 194 | 194 | | | | ±0 |
| 長崎　Nagasaki | 205 | 205 | 205 | 207 | 207 | | | | ±0 |
| 熊本　Kumamoto | 374 | 378 | 377 | 379 | 382 | | | | +3 |
| 大分　Oita | 186 | 186 | 187 | 189 | 188 | | | | (1) |
| 宮崎　Miyazaki | 202 | 202 | 202 | 203 | 204 | | | | +1 |
| 鹿児島　Kagoshima | 212 | 212 | 214 | 216 | 216 | | | | ±0 |
| 沖縄　Okinawa | 173 | 176 | 179 | 191 | 191 | | | | ±0 |
| 国内合計　Total | 21,554 | 21,618 | 21,628 | 21,743 | 21,738 | | | | (5) |

## ■店舗関連情報 Store Information

### 国内・海外コンビニエンスストア事業における店舗情報 Store Information in Domestic / Overseas Convenience Store Operations

世界のセブン-イレブン店舗数（期末日時点） Global Seven-Eleven Store Network (As of the end of the period)

| | FY2024 | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 24/5 May 2024 | 24/8 Aug. 2024 | 24/11 Nov. 2024 | 25/2 Feb. 2025 | 25/5 May 2025 | 25/8 Aug. 2025 | 25/11 Nov. 2025 | 26/2 Feb. 2026 | 期首増減 Change from Feb. 2025 |
| (連結子会社) [Consolidated subsidiaries] | | | | | | | | | |
| 日本 Japan | 21,554 | 21,618 | 21,628 | 21,743 | 21,738 | | | | (5) |
| 北米[*1] North America [*1] | 13,068 | 13,229 | 13,145 | 12,963 | 12,909 | | | | (54) |
| アメリカ U.S.A. | 12,470 | 12,633 | 12,557 | 12,406 | 12,354 | | | | (52) |
| カナダ Canada | 598 | 596 | 588 | 557 | 555 | | | | (2) |
| ハワイ Hawaii | 67 | 67 | 67 | 67 | 67 | | | | ±0 |
| オーストラリア[*2] Australia[*2] | - | 740 | 743 | 747 | 744 | | | | (3) |
| 中国(北京) China [Beijing] | 328 | 332 | 345 | 362 | 365 | | | | +3 |
| 中国(天津) China [Tianjin] | 217 | 217 | 222 | 232 | 232 | | | | ±0 |
| 中国(成都) China [Chengdu] | 76 | 79 | 81 | 82 | 78 | | | | (4) |
| 小計 Subtotal | 35,310 | 36,282 | 36,231 | 36,196 | 36,133 | | | | (63) |

| | FY2024 | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 24/3 Mar. 2024 | 24/6 Jun. 2024 | 24/9 Sep. 2024 | 24/12 Dec. 2024 | 25/3 Mar. 2025 | 25/6 Jun. 2025 | 25/9 Sep. 2025 | 25/12 Dec. 2025 | 期首増減 Change from Dec. 2024 |
| (ライセンシー) [Licensees] | | | | | | | | | |
| 韓国 South Korea | 12,911 | 12,676 | 12,382 | 12,152 | 12,012 | | | | (140) |
| 中国(香港等)[*3] China [Hong Kong and others][*3] | 2,879 | 2,902 | 2,939 | 2,969 | 2,977 | | | | +8 |
| 中国(上海) China [Shanghai] | 260 | 269 | 302 | 322 | 333 | | | | +11 |
| 中国(山東) China [Shandong] | 509 | 556 | 608 | 657 | 714 | | | | +57 |
| 中国(重慶) China [Chongqing] | 40 | 38 | 40 | 39 | 36 | | | | (3) |
| 中国(浙江) China [Zhejiang] | 144 | 152 | 177 | 200 | 204 | | | | +4 |
| 中国(江蘇) China [Jiangsu] | 202 | 229 | 254 | 260 | 277 | | | | +17 |
| 中国(湖北) China [Hubei] | 39 | 43 | 40 | 44 | 49 | | | | +5 |
| 中国(陝西) China [Shaanxi] | 106 | 109 | 113 | 119 | 123 | | | | +4 |
| 中国(福建) China [Fujian] | 80 | 81 | 89 | 92 | 94 | | | | +2 |
| 中国(湖南) China [Hunan] | 74 | 77 | 81 | 84 | 83 | | | | (1) |
| 中国(河南) China [Henan] | 56 | 63 | 71 | 83 | 89 | | | | +6 |
| 中国(雲南) China [Yunnan] | 132 | 161 | 194 | 230 | 247 | | | | +17 |
| 中国(台湾) China [Taiwan] | 6,939 | 7,018 | 7,052 | 7,077 | 7,146 | | | | +69 |
| タイ Thailand | 14,730 | 14,854 | 15,053 | 15,245 | 15,430 | | | | +185 |

## ■店舗関連情報　Store Information

### 国内・海外コンビニエンスストア事業における店舗情報　Store Information in Domestic / Overseas Convenience Store Operations

#### 世界のセブン-イレブン店舗数（期末日時点）　Global Seven-Eleven Store Network (As of the end of the period)

| | FY2024 | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 24/3<br>Mar. 2024 | 24/6<br>Jun. 2024 | 24/9<br>Sep. 2024 | 24/12<br>Dec. 2024 | 25/3<br>Mar. 2025 | 25/6<br>Jun. 2025 | 25/9<br>Sep. 2025 | 25/12<br>Dec. 2025 | 期首増減<br>Change from Dec. 2024 |
| フィリピン　Philippines | 3,829 | 3,926 | 4,022 | 4,130 | 4,200 | | | | +70 |
| マレーシア　Malaysia | 2,581 | 2,593 | 2,611 | 2,635 | 2,646 | | | | +11 |
| シンガポール　Singapore | 501 | 502 | 487 | 467 | 466 | | | | (1) |
| オーストラリア[*2]　Australia[*2] | 775 | - | - | - | - | | | | - |
| ベトナム　Vietnam | 99 | 106 | 118 | 122 | 129 | | | | +7 |
| カンボジア　Cambodia | 83 | 87 | 98 | 112 | 116 | | | | +4 |
| インド　India | 52 | 55 | 57 | 56 | 56 | | | | ±0 |
| イスラエル　Israel | 8 | 8 | - | - | - | | | | - |
| ラオス　Laos | 4 | 6 | 9 | 10 | 15 | | | | +5 |
| アメリカ　U.S.A. | 75 | 74 | 72 | 72 | 63 | | | | (9) |
| メキシコ　Mexico | 1,988 | 1,988 | 2,025 | 2,076 | 2,072 | | | | (4) |
| ノルウェー　Norway | 115 | 114 | 113 | 113 | 110 | | | | (3) |
| スウェーデン　Sweden | 78 | 78 | 78 | 78 | 78 | | | | ±0 |
| デンマーク　Denmark | 173 | 175 | 175 | 176 | 176 | | | | ±0 |
| 小計　Subtotal | 49,462 | 48,940 | 49,260 | 49,620 | 49,941 | | | | +321 |

| | FY2024 | | | | FY2025 | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | 24/5<br>May 2024 | 24/8<br>Aug. 2024 | 24/11<br>Nov. 2024 | 25/2<br>Feb. 2025 | 25/5<br>May 2025 | 25/8<br>Aug. 2025 | 25/11<br>Nov. 2025 | 26/2<br>Feb. 2026 | 期首増減<br>Change from Feb. 2025 |
| 合計 Grand Total | 84,772 | 85,222 | 85,491 | 85,816 | 86,074 | | | | +258 |

*1. 北米は7-Eleven, Inc.がアメリカ・カナダで展開するフランチャイズ及び直営の店舗数であります。
Figures for North America are the number of franchised stores and directly operated stores operated by 7-Eleven, Inc.
*2. 7-Eleven International LLC (7IN)は、2024年4月1日にオーストラリアのConvenience Group Holdings Pty Ltd (SEA) の全株式を取得しました。これに伴い、オーストラリアは24/6期より連結子会社となりました。
7-Eleven International LLC (7IN) acquired all shares of the Australian company Convenience Group Holdings Pty Ltd (SEA) on April 1, 2024. As a result, Australia has been included in the consolidated subsidiaries since the quarter ended in Jun. 2024.
*3. 中国(香港等)には広東省、マカオの店舗数を含んでおります。
Figures for China [Hong Kong and others] include Guangdong and Macau.
Note) 日本以外は24年及び25年の3月末、6月末、9月末、12月末の店舗数であります。　なお、2025年5月末時点のライセンシー(セブン-イレブンを運営するライセンスを与えられた企業)を含めた世界のセブン-イレブン店舗数は86,002店舗であります。
Figures for overseas stores are as of the end of March, June, September, December, respectively in 2024 and 2025.
As of May 31, 2025, the number of Seven-Eleven stores around the world including licensees (companies that acquired licenses to operate 7-Eleven stores) is 86,002.

## ■店舗関連情報　Store Information

### スーパーストア事業における店舗情報　Store Information in Superstore Operations

#### イトーヨーカ堂　Ito-Yokado Co., Ltd.

ヨークマート / ヨークフーズ　等　York Mart, York Foods, etc.

($m^2$ / Square meters)

| | 店名 Store name | 所在地 Location | 実施日 Date | 総売場面積 Total sales floor space | 自営売場面積 Directly operated sales floor space |
|---|---|---|---|---|---|
| 出店 Opening | 東小金井 Higashi Koganei | 東　京　都　Tokyo | 2025.04.25 | 1,851 | 1,851 |

#### ヨークベニマル　York-Benimaru Co., Ltd.

($m^2$ / Square meters)

| | 店名 Store name | 所在地 Location | 実施日 Date | 総売場面積 Total sales floor space | 自営売場面積 Directly operated sales floor space |
|---|---|---|---|---|---|
| 出店 Opening | ミライト一条 Miraitoichijo | 栃　木　県　Tochigi | 2025.05.30 | 10,140 | 2,279 |

#### 成都イトーヨーカ堂　Chengdu Ito-Yokado

($m^2$ / Square meters)

| | 店名 Store name | 所在地 Location | 実施日 Date | 総売場面積 Total sales floor space | 自営売場面積 Directly operated sales floor space |
|---|---|---|---|---|---|
| 閉店 Closure | 伊藤広場 Yiteng Guangchang | 成　都　Chengdu | 2025.02.28 | 51,465 | 2,264 |

## ■店舗関連情報 Store Information

### タイプ別店舗数（期末日時点） Number of Stores by Type (As of the end of the period)

セブン-イレブン・ジャパン SEVEN-ELEVEN JAPAN CO., LTD.

店舗数 Number of stores

| | FY2024 | | | | FY2025 | | | |
|---|---|---|---|---|---|---|---|---|
| | 24/5 May 2024 | 24/8 Aug. 2024 | 24/11 Nov. 2024 | 25/2 Feb. 2025 | 25/5 May 2025 | 25/8 Aug. 2025 | 25/11 Nov. 2025 | 26/2 Feb. 2026 |
| 店舗数 Number of stores | 21,381 | 21,442 | 21,449 | 21,552 | 21,547 | | | |
| フランチャイズ店 Franchised stores | 21,177 | 21,232 | 21,238 | 21,402 | 21,371 | | | |
| Aタイプ Type A | 4,344 | 4,329 | 4,309 | 4,292 | 4,275 | | | |
| Cタイプ Type C | 16,833 | 16,903 | 16,929 | 17,110 | 17,096 | | | |
| 直営店 Directly operated stores | 204 | 210 | 211 | 150 | 176 | | | |
| 24時間営業店 Open 24 hours | 19,243 | 19,267 | 19,239 | 19,332 | 19,303 | | | |
| 酒有り店 With liquor license | 21,015 | 21,073 | 21,081 | 21,181 | 21,167 | | | |
| タバコ有り店 With cigarette license | 20,839 | 20,899 | 20,914 | 21,003 | 21,016 | | | |

### 店舗構成比 Composition of stores by type

(%)

| | FY2024 | | | | FY2025 | | | |
|---|---|---|---|---|---|---|---|---|
| | 24/5 May 2024 | 24/8 Aug. 2024 | 24/11 Nov. 2024 | 25/2 Feb. 2025 | 25/5 May 2025 | 25/8 Aug. 2025 | 25/11 Nov. 2025 | 26/2 Feb. 2026 |
| 店舗数 Number of stores | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | | | |
| フランチャイズ店 Franchised stores | 99.0 | 99.0 | 99.0 | 99.3 | 99.2 | | | |
| Aタイプ Type A | 20.3 | 20.2 | 20.1 | 19.9 | 19.8 | | | |
| Cタイプ Type C | 78.7 | 78.8 | 78.9 | 79.4 | 79.3 | | | |
| 直営店 Directly operated stores | 1.0 | 1.0 | 1.0 | 0.7 | 0.8 | | | |
| 24時間営業店 Open 24 hours | 90.0 | 89.9 | 89.7 | 89.7 | 89.6 | | | |
| 酒有り店 With liquor license | 98.3 | 98.3 | 98.3 | 98.3 | 98.2 | | | |
| タバコ有り店 With cigarette license | 97.5 | 97.5 | 97.5 | 97.5 | 97.5 | | | |

## ■店舗関連情報 Store Information

### タイプ別店舗数（期末日時点） Number of Stores by Type (As of the end of the period)

7-Eleven, Inc.

店舗数 Number of stores

| | FY2024 | | | | FY2025 | | | |
|---|---|---|---|---|---|---|---|---|
| | 24/3 Mar. 2024 | 24/6 Jun. 2024 | 24/9 Sep. 2024 | 24/12 Dec. 2024 | 25/3 Mar. 2025 | 25/6 Jun. 2025 | 25/9 Sep. 2025 | 25/12 Dec. 2025 |
| 店舗数 Number of stores | 13,068 | 13,229 | 13,145 | 12,963 | 12,909 | | | |
| フランチャイズ店 Franchised stores | 7,233 | 7,224 | 7,230 | 7,229 | 7,190 | | | |
| BCP店(Aタイプ)* BCP stores [Type A]* | 620 | 605 | 604 | 599 | 591 | | | |
| Cタイプ Type C | 6,613 | 6,619 | 6,626 | 6,630 | 6,599 | | | |
| 直営店 Directly operated stores | 5,835 | 6,005 | 5,915 | 5,734 | 5,719 | | | |
| ガソリンスタンド併設店 With fuel station | 8,238 | 8,427 | 8,407 | 8,314 | 8,318 | | | |

店舗構成比 Composition of stores by type (%)

| | FY2024 | | | | FY2025 | | | |
|---|---|---|---|---|---|---|---|---|
| | 24/3 Mar. 2024 | 24/6 Jun. 2024 | 24/9 Sep. 2024 | 24/12 Dec. 2024 | 25/3 Mar. 2025 | 25/6 Jun. 2025 | 25/9 Sep. 2025 | 25/12 Dec. 2025 |
| 店舗数 Number of stores | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | | | |
| フランチャイズ店 Franchised stores | 55.3 | 54.6 | 55.0 | 55.8 | 55.7 | | | |
| BCP店(Aタイプ)* BCP stores [Type A]* | 4.7 | 4.6 | 4.6 | 4.6 | 4.6 | | | |
| Cタイプ Type C | 50.6 | 50.0 | 50.4 | 51.1 | 51.1 | | | |
| 直営店 Directly operated stores | 44.7 | 45.4 | 45.0 | 44.2 | 44.3 | | | |
| ガソリンスタンド併設店 With fuel station | 63.0 | 63.7 | 64.0 | 64.1 | 64.4 | | | |

* BCP店はBusiness Conversion Programの略称であります。
BCP stands for Business Conversion Program.

## ■店舗関連情報 Store Information

### タイプ別店舗数（期末日時点） Number of Stores by Type (As of the end of the period)

7-Eleven International LLC

7-Eleven Australia

店舗数 Number of stores

| | FY2024 | | | | FY2025 | | | |
|---|---|---|---|---|---|---|---|---|
| | 24/3<br>Mar. 2024 | 24/6<br>Jun. 2024 | 24/9<br>Sep. 2024 | 24/12<br>Dec. 2024 | 25/3<br>Mar. 2025 | 25/6<br>Jun. 2025 | 25/9<br>Sep. 2025 | 25/12<br>Dec. 2025 |
| 店舗数 Number of stores | 775 | 740 | 743 | 747 | 744 | | | |
| フランチャイズ店 Franchised stores | - | 480 | 475 | 471 | 462 | | | |
| 直営店 Directly operated stores | - | 260 | 268 | 276 | 282 | | | |
| ガソリンスタンド併設店 With fuel station | - | 634 | 639 | 642 | 645 | | | |

店舗構成比 Composition of stores by type (%)

| | FY2024 | | | | FY2025 | | | |
|---|---|---|---|---|---|---|---|---|
| | 24/3<br>Mar. 2024 | 24/6<br>Jun. 2024 | 24/9<br>Sep. 2024 | 24/12<br>Dec. 2024 | 25/3<br>Mar. 2025 | 25/6<br>Jun. 2025 | 25/9<br>Sep. 2025 | 25/12<br>Dec. 2025 |
| 店舗数 Number of stores | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | | | |
| フランチャイズ店 Franchised stores | - | 64.9 | 63.9 | 63.1 | 62.1 | | | |
| 直営店 Directly operated stores | - | 35.1 | 36.1 | 36.9 | 37.9 | | | |
| ガソリンスタンド併設店 With fuel station | - | 85.7 | 86.0 | 85.9 | 86.7 | | | |

＊ 7-Eleven International LLC (7IN)は、2024年4月1日にオーストラリアのConvenience Group Holdings Pty Ltd (SEA) の全株式を取得しました。これに伴い、7-Eleven Australiaは24/6期より連結子会社となりました。
7-Eleven International LLC (7IN) acquired all shares of the Australian company Convenience Group Holdings Pty Ltd (SEA) on April 1, 2024.
As a result, 7-Eleven Australia has been included in the consolidated subsidiaries since the quarter ended in Jun. 2024.

## ■店舗関連情報 Store Information

### 売場面積 Sales Floor Space

#### イトーヨーカ堂 Ito-Yokado Co., Ltd.

イトーヨーカドー Ito-Yokado

($m^2$ / Square meters)

| | FY2024 | | | | FY2025 | | | |
|---|---|---|---|---|---|---|---|---|
| | 24/5 May 2024 | 24/8 Aug. 2024 | 24/11 Nov. 2024 | 25/2 Feb. 2025 | 25/5 May 2025 | 25/8 Aug. 2025 | 25/11 Nov. 2025 | 26/2 Feb. 2026 |
| 期末総売場面積 Total sales floor space | 2,399,784 | 2,310,175 | 2,187,325 | 1,942,550 | 1,942,829 | | | |
| 期末自営売場面積 Directly managed sales floor space | 1,023,745 | 959,553 | 866,901 | 748,427 | 736,683 | | | |
| 期中平均自営売場面積 Weighted average directly operated sales floor space | 1,048,018 | 1,017,964 | 974,033 | 930,139 | 740,535 | | | |

ヨークマート / ヨークフーズ等 York Mart, York Foods, etc.

($m^2$ / Square meters)

| | FY2024 | | | | FY2025 | | | |
|---|---|---|---|---|---|---|---|---|
| | 24/5 May 2024 | 24/8 Aug. 2024 | 24/11 Nov. 2024 | 25/2 Feb. 2025 | 25/5 May 2025 | 25/8 Aug. 2025 | 25/11 Nov. 2025 | 26/2 Feb. 2026 |
| 期末総売場面積 Total sales floor space | 221,238 | 221,521 | 221,574 | 221,699 | 223,538 | | | |
| 期末自営売場面積 Directly managed sales floor space | 161,207 | 161,490 | 161,586 | 161,725 | 163,541 | | | |
| 期中平均自営売場面積 Weighted average directly operated sales floor space | 161,153 | 161,283 | 161,365 | 161,445 | 162,935 | | | |

#### ヨークベニマル York-Benimaru Co., Ltd.

($m^2$ / Square meters)

| | FY2024 | | | | FY2025 | | | |
|---|---|---|---|---|---|---|---|---|
| | 24/5 May 2024 | 24/8 Aug. 2024 | 24/11 Nov. 2024 | 25/2 Feb. 2025 | 25/5 May 2025 | 25/8 Aug. 2025 | 25/11 Nov. 2025 | 26/2 Feb. 2026 |
| 期末総売場面積 Total sales floor space | 720,772 | 714,752 | 716,714 | 721,268 | 735,500 | | | |
| 期末自営売場面積 Directly managed sales floor space | 599,680 | 594,422 | 595,860 | 596,317 | 600,692 | | | |
| 期中平均自営売場面積 Weighted average directly operated sales floor space | 599,677 | 597,279 | 596,487 | 595,787 | 599,099 | | | |