

July 9, 2026

## Seven & i Holdings Announces First Quarter Fiscal Year 2026 Results

Seven & i Holdings ("the Company" or "Seven & i") today announced its financial results for the first quarter ended May 31, 2026.

### Executive Commentary

#### **Steve Dacus, President and Chief Executive Officer, commented:**

"Our first-quarter results demonstrate continued progress in executing our strategy to transform 7-Eleven. Excluding the impact of the deconsolidation of York Holdings and Seven Bank, our consolidated operating income and EPS more than doubled from the same period last year, reaching record highs. Reflecting our strong first-quarter performance, we have raised our full-year operating income and net income forecasts. On the same basis, we now expect operating income to deliver double-digit growth for the full fiscal year.

In Japan, we're encouraged by the increasing momentum we're seeing from our investments in customer value. In North America, we're accelerating the North Star plan by strengthening our merchandise offering, modernizing and optimizing our store network, and enhancing customer experience to better meet our customers needs and strengthen our business for the long haul. We're focused on executing our strategy, investing in the opportunities that create the greatest value for our customers and building the capabilities that will support our long-term growth."

#### **Tetsuya Takagi, Chief Financial Officer, commented:**

"Our first-quarter performance has strengthened our financial flexibility and allows us to continue investing in our strategic priorities. We will continue to allocate capital with discipline, balancing investments that strengthen our long-term growth with a relentless focus on cost management and capital efficiency. This approach will improve ROIC, strengthen our ability to generate cash and create sustainable long-term shareholder value."

### Key Highlights

(\* Please note year-on-year comparisons exclude the impact of the deconsolidation of York Holdings and Seven Bank)

- **Operating income** increased by 122.4% year over year to ¥105.0 billion, while **net income attributable to owners of the parent** increased by 95.3% to ¥60.6 billion. **EPS** increased by 118.4% to ¥26.21.
- **Convenience store group merchandise sales** increased by 3.2% year over year to ¥2.42 trillion. **Revenues from operations** totaled ¥2.37 trillion.
- **SEVEN-ELEVEN JAPAN (SEJ)** reported **same-store sales growth** of 2.0%, driven by higher customer spending and improving customer traffic. **Merchandise gross profit margin** improved by 0.3 percentage

points to 32.0%, while **total store sales** increased by 2.4% to ¥1.37 trillion. The Company continued to invest in fresh food, store modernization and digital capabilities to support long-term growth.

- **7-Eleven, Inc. (SEI)** reported **U.S. same-store merchandise sales growth** of 1.4%, while **total store sales** increased by 1.2% to ¥2.38 trillion. **Operating income** increased to ¥88.0 billion, supported by higher fuel margins driven by significant volatility in energy commodity markets during the quarter, consistent with industry trends. The Company continued to execute the North Star plan, investing in its merchandise offering, fresh food, store network modernization and customer experience.
- **FY2026 full-year outlook updated**, reflecting stronger-than-expected first-half operating performance, with **operating income** ¥ 20.0 billion above the original plan for the full year. We intend to reinvest a portion of this outperformance to accelerate strategic growth initiatives while incorporating more normalized assumptions for fuel market conditions in the second half.

## Q1 Consolidated Results Highlight



	FY2026 Results	vs. plan		YoY (Financial accounting basis)
		YoY (Like for like <sup>*1</sup> )		
Convenience store group merchandise sales <sup>**2</sup>	2,423.3	103.2%	101.3%	103.2%
Revenues from operations	2,378.8	102.4%	108.6%	85.7%
Operating income	105.0	222.4%	172.2%	161.4%
Net income attributable to owners of parent	60.6	195.3%	336.7%	123.6%
EBITDA	233.2	138.0%	128.9%	113.4%
EPS	26.21 yen	218.4%	336.5%	138.2%

\*1 Reflect the impact of deconsolidation of York HD and Seven Bank. \*\*2 Include merchandise sales from directly operated stores and franchised stores across consolidated convenience store subsidiaries. Note) Exchange rate: 1USD=156.96JPY, 1CNY=22.67JPY

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### Fiscal Year 2026 Outlook (Guidance)

The Company has revised its FY2026 full-year outlook, increasing its operating income forecast by ¥20.0 billion and its net income forecast by ¥8.0 billion, reflecting stronger-than-expected first-quarter performance. We now expect operating income to grow at a double-digit rate for the full fiscal year, excluding the impact of the deconsolidation of York Holdings and Seven Bank. While first-half results are expected to exceed the original forecast, the Company will continue to prioritize investment in accelerating the Transformation of 7-Eleven strategy, including initiatives to strengthen customer value, enhance operational capabilities and expand digital services. The outlook also reflects more normalized assumptions for fuel market conditions in the second half.

The Company remains committed to disciplined capital allocation, improving ROIC and maintaining financial flexibility to invest in long-term growth while creating sustainable shareholder value.

## FY2026 Revised Consolidated Financial Forecasts



	After revision	YoY (Like for like <sup>*1</sup> )	YoY change (Like for like <sup>*1</sup> )	Revised amount	YoY (Financial accounting basis)
Convenience store group merchandise sales <sup>*2</sup>	10,210.0	104.5%	+441.3	+180.0	104.5%
Revenues from operations	10,430.0	109.7%	+919.6	+982.0	100.0%
Operating income	425.0	110.5%	+40.3	+20.0	100.5%
Net income attributable to owners of parent	278.0	109.1%	+23.1	+8.0	95.0%
EBITDA	928.0	107.1%	+61.1	+37.0	98.4%
EPS (yen)	120.89 yen	116.9%	+17.46 yen	+3.47 yen	101.7%

\*1 Reflect the impact of deconsolidation of York HD and Seven Bank \*2 Include merchandise sales from directly operated stores and franchised stores across consolidated convenience store subsidiaries  
Notes) 1. Exchange rate: Before revision 1USD=150.00JPY, 1CNY=21.00JPY, After revision 1USD=157.00JPY, 1CNY=23.00JPY  
2. EPS and EPS before amortization of goodwill reflect the estimated impact of future share buybacks

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### Additional Information

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

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

### Cautionary Statement Regarding Forward-Looking Statements

This document contains forward-looking statements regarding Seven & i Holdings Co., Ltd. and its consolidated subsidiaries (the "Company"). Forward-looking statements include, without limitation, statements regarding the Company's business plans, financial and operating targets, forecasts, projections, and strategies, and other statements that are not statements of historical fact. Words such as "anticipate," "believe," "estimate," "expect," "forecast," "intend," "may," "plan," "project," "should," "target," and "will," and similar expressions, are intended to identify forward-looking statements, although not all forward-looking statements contain these words.

These forward-looking statements are based on the Company's current expectations, assumptions, estimates, and projections in light of information available to the Company as of the date of this document, and involve known and unknown risks and uncertainties. Actual results may differ materially from those expressed or implied by such statements as a result of a number of factors, including but not limited to:

- changes in economic conditions and consumer spending patterns in Japan, the United States, and other markets in which the Company operates;
- fluctuations in foreign currency exchange rates and interest rates;
- changes in competitive conditions in the convenience store, retail, and financial services industries in which the Company operates;
- the Company's ability to execute its business transformation and other strategic initiatives, including store network optimization and value chain optimization, within the anticipated timeframe or at all;
- fluctuations in the cost of raw materials, merchandise, logistics, and labor;
- disruptions to the Company's supply chain, store operations, or information systems, including as a result of natural disasters, public health emergencies, cyber incidents, or geopolitical events;

- changes in laws, regulations, tax rules, or accounting standards applicable to the Company in Japan and overseas; and
- other factors described in the Company's periodic disclosure documents filed with Japan's Financial Services Agency (via EDINET) and the Tokyo Stock Exchange, and in other materials available on the Company's website (<https://www.7andi.com/en/ir/>).

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

The forward-looking statements contained in this document are made only as of the date of this document, and the Company undertakes no obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise, except as required by applicable law or stock exchange rule. Readers are cautioned not to place undue reliance on these forward-looking statements.