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**Consolidated Financial Results**

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	(Millions of yen) FY2025	(Thousands of USD) FY2025	
Revenues from operations	6,045,704	5,835,689	6,037,815	6,791,215	6,644,359	5,766,718	8,749,752	11,811,303	11,471,753	11,972,762	<b>10,430,269</b>	<b>69,535,126</b>	
Operating income	352,320	364,573	391,657	411,596	424,266	366,329	387,653	506,521	534,248	420,991	<b>422,993</b>	<b>2,819,953</b>	
EBITDA <sup>1</sup>	569,064	588,214	621,445	655,915	674,317	626,874	751,491	995,319	1,054,951	995,523	<b>942,893</b>	<b>6,285,953</b>	
Ordinary income	350,165	364,405	390,746	406,523	417,872	357,364	358,571	475,887	507,086	374,586	<b>377,411</b>	<b>2,516,073</b>	
Net income attributable to owners of parent	160,930	96,750	181,150	203,004	218,185	179,262	210,774	280,976	224,623	173,068	<b>292,760</b>	<b>1,951,733</b>	
Total assets	5,441,691	5,508,888	5,494,630	5,795,065	5,996,887	6,946,832	8,739,279	10,550,956	10,592,117	11,386,111	<b>9,142,957</b>	<b>60,953,046</b>	
Net assets	2,505,182	2,475,806	2,575,342	2,672,486	2,757,222	2,831,335	3,147,732	3,648,161	3,900,624	4,223,212	<b>4,217,445</b>	<b>28,116,300</b>	
Non-controlling interests	129,912	137,154	145,454	148,285	155,295	162,352	166,719	173,565	184,041	187,154	<b>27,743</b>	<b>184,953</b>	
Interest-bearing debt	1,032,970	1,048,490	983,061	1,105,189	982,960	1,761,210	2,898,733	2,975,797	2,738,654	2,694,730	<b>2,230,018</b>	<b>14,866,786</b>	
Debt/equity ratio (Times)	0.44	0.45	0.41	0.44	0.38	0.66	0.97	0.86	0.74	0.67	<b>0.62</b>	<b>0.62</b>	
Interest coverage ratio (Times)	43.8	57.2	48.7	44.6	48.4	48.6	33.9	25.3	15.7	14.8	<b>12.4</b>	<b>12.4</b>	
Cash flows from operating activities	488,973	512,523	498,306	577,878	576,670	539,995	736,476	928,476	673,015	876,458	<b>666,736</b>	<b>4,444,906</b>	
Cash flows from investing activities	(335,949)	(371,602)	(240,418)	(557,497)	(318,047)	(394,127)	(2,505,566)	(413,229)	(431,809)	(732,363)	<b>(477,343)</b>	<b>(3,182,286)</b>	
Free cash flows <sup>2</sup>	153,023	140,921	257,887	20,380	258,623	145,868	(1,769,089)	515,246	241,205	144,095	<b>189,392</b>	<b>1,262,613</b>	
Cash flows from financing activities	(2,312)	(78,190)	(168,510)	(5,324)	(213,204)	690,542	937,077	(270,373)	(377,065)	(392,648)	<b>(1,109,880)</b>	<b>(7,399,200)</b>	
Net (decrease) increase in cash and cash equivalents	146,830	62,576	90,886	9,824	44,126	828,980	(768,946)	259,897	(112,293)	(212,673)	<b>(923,673)</b>	<b>(6,157,820)</b>	
Cash and cash equivalents at end of fiscal year	1,147,086	1,209,497	1,300,383	1,310,729	1,354,856	2,183,837	1,414,890	1,674,787	1,562,493	1,349,820	<b>426,146</b>	<b>2,840,973</b>	
Capital expenditures <sup>3</sup>	399,204	384,119	347,374	539,328	360,909	377,299	439,630	431,961	473,770	552,778	<b>402,277</b>	<b>2,681,846</b>	
Depreciation and amortization	195,511	207,483	213,167	221,133	226,475	235,504	292,561	376,097	400,789	436,593	<b>382,009</b>	<b>2,546,726</b>	
Net income per share (JPY/USD)	60.67	36.47	68.26	76.50	82.31	67.67	79.56	106.04	84.88	66.62	<b>118.81</b>	<b>0.79</b>	
Owners' equity per share (JPY/USD)	894.37	880.46	914.69	950.14	982.27	1,007.56	1,125.16	1,311.31	1,416.94	1,555.39	<b>1,566.06</b>	<b>10.44</b>	
Cash flow per share (JPY/USD) <sup>4</sup>	134.38	114.69	148.60	159.83	167.76	156.59	190.00	247.99	236.32	234.68	<b>273.84</b>	<b>1.82</b>	
Cash dividends per share (JPY/USD)	28.33	30.00	30.00	31.66	32.83	32.83	33.33	37.66	37.66	40.00	<b>50.00</b>	<b>0.33</b>	
Owners' equity ratio (%)	43.6	42.4	44.2	43.5	43.4	38.4	34.1	32.9	35.1	35.4	<b>39.6</b>	<b>39.6</b>	
Return on equity (ROE) (%)	6.9	4.1	7.6	8.2	8.5	6.8	7.5	8.7	6.2	4.5	<b>7.6</b>	<b>7.6</b>	
Return on total assets (ROA) (%)	3.0	1.8	3.3	3.6	3.7	2.8	2.7	2.9	2.1	1.6	<b>2.9</b>	<b>2.9</b>	
Dividend payout ratio (%)	46.7	82.3	43.9	41.4	39.9	48.5	41.9	35.5	44.4	60.0	<b>42.1</b>	<b>42.1</b>	
Ratio of total amounts of dividends to net assets (%)	3.2	3.4	3.3	3.4	3.4	3.3	3.1	3.1	2.8	2.7	<b>3.2</b>	<b>3.2</b>	
Exchange rate													
Income statements (JPY)	1USD=	121.10	108.78	112.16	110.44	109.03	106.76	109.90	131.62	140.67	151.69	<b>149.61</b>	-
	1CNY=	19.23	16.42	16.62	16.71	15.78	15.48	17.04	19.50	19.82	21.04	<b>20.81</b>	-
Balance sheets (JPY)	1USD=	120.61	116.49	113.00	111.00	109.56	103.50	115.02	132.70	141.83	158.18	<b>156.56</b>	-
	1CNY=	18.36	16.76	17.29	16.16	15.67	15.88	18.06	19.01	19.93	21.67	<b>22.36</b>	-

<sup>1</sup> EBITDA = Operating income + Depreciation and amortization + Amortization of goodwill  
<sup>2</sup> Free cash flows = Cash flows from operating activities + Cash flows from investing activities  
<sup>3</sup> Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.  
<sup>4</sup> Cash flow per share = (Net income + Depreciation and amortization) ÷ Average number of shares outstanding (excluding treasury stock)

Notes) 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2026.  
 2. ROE and ROA are calculated based on the average of net assets and total assets at the beginning and end of each fiscal year.  
 3. "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, dated February 16, 2018) has been applied to total assets from FY2019 and reflected retroactively in the figures for FY2017 and FY2018.  
 4. ASU 2016-18 Statement of Cash Flows (Topic 230): Restricted Cash was applied in statements of cash flows for overseas subsidiaries using U.S. GAAP from FY2019.  
 5. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.  
 6. The Company conducted a 3-for-1 common share split on March 1, 2024. "EPS" are calculated as if the share split had occurred at the beginning of FY2015.  
 7. "Accounting Standard for Current Income Taxes", etc. have been applied from FY2025. Figures for FY2024 and earlier are presented before adoption of these standards.



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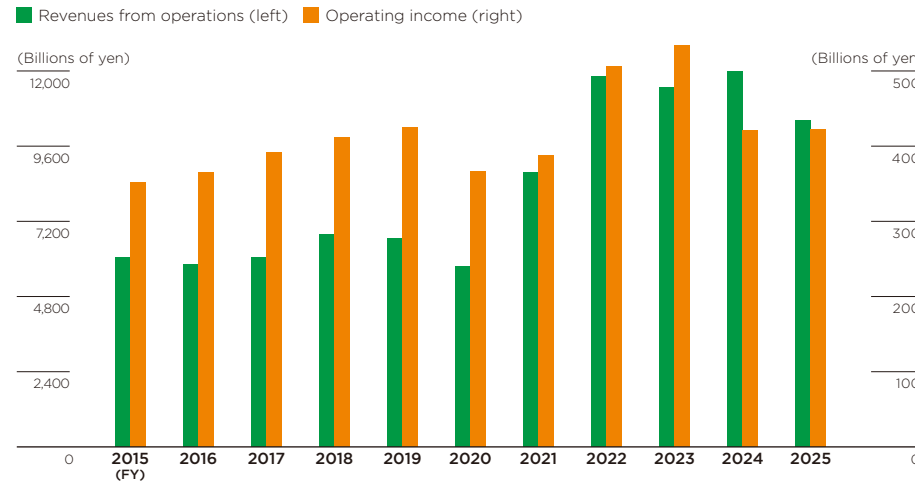
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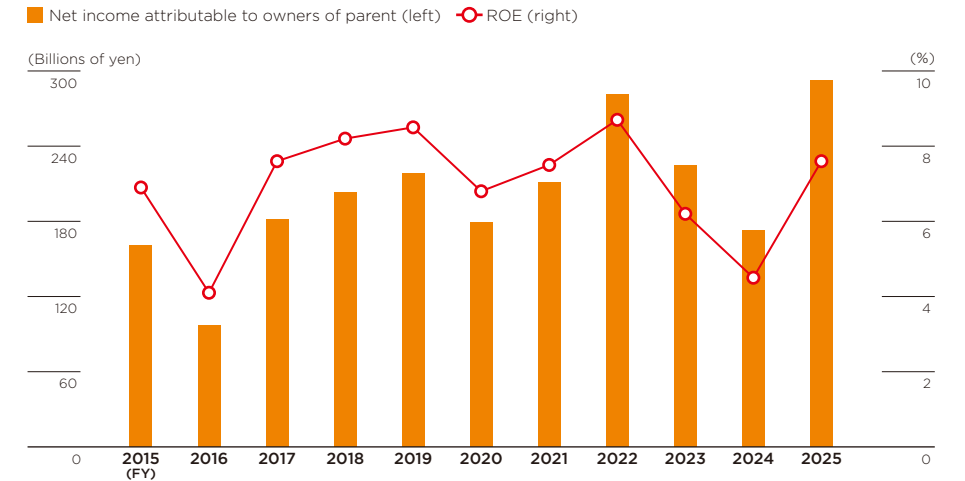
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# Consolidated Financial Highlight

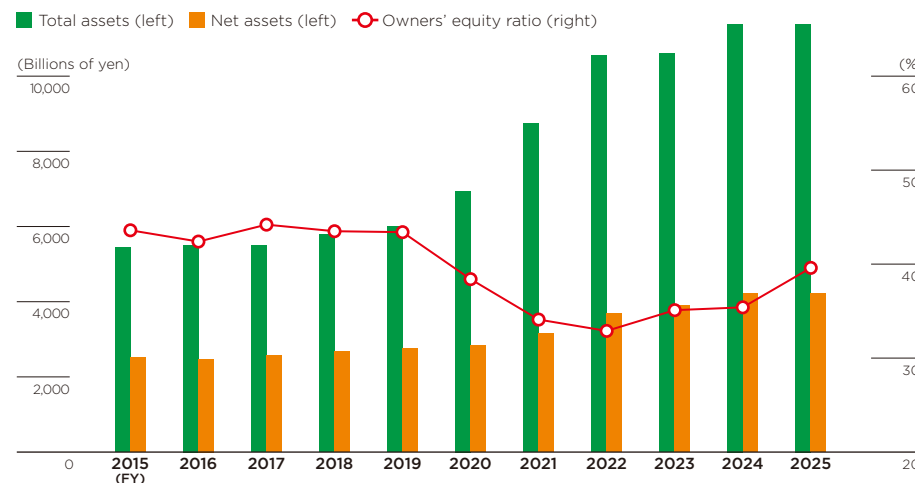
## Revenues from operations and Operating income



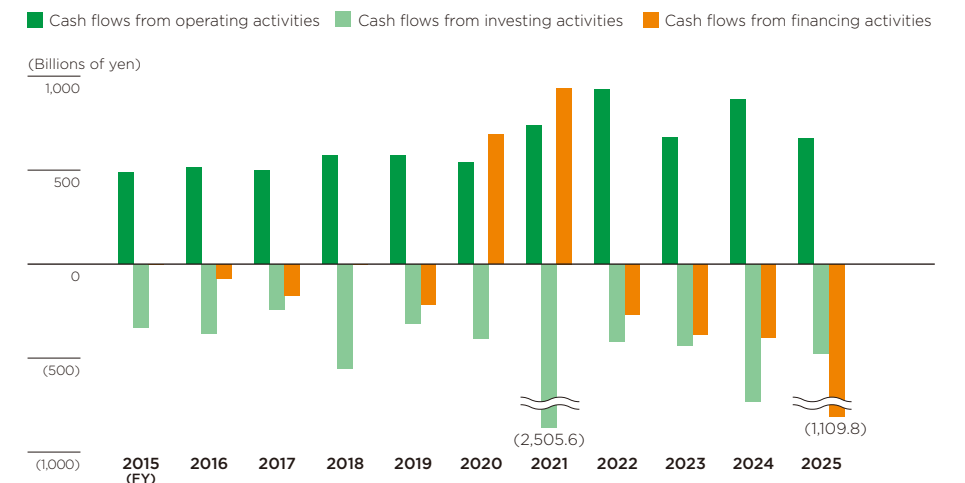
## Net income attributable to owners of parent and ROE



## Total assets, Net assets and Owners' equity ratio



## Cash flows



Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.



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**Segment Information**

**Operating Segments**

Revenues from operations	FY2024	(Millions of yen)	(Thousands of USD)
		FY2025	FY2025
Domestic convenience store operations	904,152	<b>914,583</b>	<b>6,097,220</b>
Overseas convenience store operations	9,170,782	<b>8,556,832</b>	<b>57,045,546</b>
Others	1,924,686	<b>978,617</b>	<b>6,524,113</b>
Eliminations/Corporate	(26,858)	<b>(19,763)</b>	<b>(131,753)</b>
<b>Total</b>	<b>11,972,762</b>	<b>10,430,269</b>	<b>69,535,126</b>

Operating income	FY2024	FY2025	FY2025
		FY2025	FY2025
Domestic convenience store operations	233,554	<b>222,521</b>	<b>1,483,473</b>
Overseas convenience store operations	216,248	<b>222,223</b>	<b>1,481,486</b>
Others	48,081	<b>44,060</b>	<b>293,733</b>
Eliminations/Corporate	(76,892)	<b>(65,812)</b>	<b>(438,746)</b>
<b>Total</b>	<b>420,991</b>	<b>422,993</b>	<b>2,819,953</b>

Notes) 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2026.  
2. Business segments were changed in FY2026. Figures for FY2024 and FY2025 have been revised to reflect the new classification.

**Former Operating Segments**

Revenues from operations	(Millions of yen)					(Thousands of USD)
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2025
Domestic convenience store operations	873,239	890,293	921,706	904,152	<b>914,583</b>	<b>6,097,220</b>
Overseas convenience store operations	5,194,327	8,846,163	8,516,939	9,170,782	<b>8,556,832</b>	<b>57,045,546</b>
Superstore operations	1,810,728	1,449,165	1,477,384	1,432,126	<b>689,478</b>	<b>4,596,520</b>
Financial services	194,399	194,295	207,479	212,127	<b>137,197</b>	<b>914,646</b>
Others	731,430	488,304	411,305	320,914	<b>179,716</b>	<b>1,198,106</b>
Eliminations/Corporate	(54,374)	(56,920)	(63,060)	(67,339)	<b>(47,538)</b>	<b>(316,920)</b>
<b>Total</b>	<b>8,749,752</b>	<b>11,811,303</b>	<b>11,471,753</b>	<b>11,972,762</b>	<b>10,430,269</b>	<b>69,535,126</b>

Operating income	FY2021					FY2025
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2025
Domestic convenience store operations	223,396	232,033	250,544	233,554	<b>222,521</b>	<b>1,483,473</b>
Overseas convenience store operations	159,866	289,703	301,628	216,248	<b>222,223</b>	<b>1,481,486</b>
Superstore operations	19,024	12,395	13,588	10,415	<b>17,515</b>	<b>1,16,766</b>
Financial services	37,549	37,140	38,172	32,015	<b>20,970</b>	<b>139,800</b>
Others	(8,647)	2,593	2,688	5,779	<b>6,979</b>	<b>46,526</b>
Eliminations/Corporate	(43,536)	(67,344)	(72,373)	(77,023)	<b>(67,218)</b>	<b>(448,120)</b>
<b>Total</b>	<b>387,653</b>	<b>506,521</b>	<b>534,248</b>	<b>420,991</b>	<b>422,993</b>	<b>2,819,953</b>

Notes) 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2026.  
2. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.  
3. Business segments were changed in FY2023 based on the results of the Group strategy re-evaluation. Figures for FY2021 and FY2022 have been revised to reflect the new classification.

Capital expenditures	FY2024	(Millions of yen)	(Thousands of USD)
		FY2025	FY2025
Domestic convenience store operations	110,009	<b>114,499</b>	<b>763,326</b>
Overseas convenience store operations	290,828	<b>226,309</b>	<b>1,508,726</b>
Others	140,597	<b>57,331</b>	<b>382,206</b>
Eliminations/Corporate	11,343	<b>4,136</b>	<b>27,573</b>
<b>Total</b>	<b>552,778</b>	<b>402,277</b>	<b>2,681,846</b>

Depreciation and amortization	FY2024	FY2025	FY2025
		FY2025	FY2025
Domestic convenience store operations	91,312	<b>91,492</b>	<b>609,946</b>
Overseas convenience store operations	237,661	<b>223,900</b>	<b>1,492,666</b>
Others	84,966	<b>44,928</b>	<b>299,520</b>
Eliminations/Corporate	22,653	<b>21,687</b>	<b>144,580</b>
<b>Total</b>	<b>436,593</b>	<b>382,009</b>	<b>2,546,726</b>

Capital expenditures	(Millions of yen)					(Thousands of USD)
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2025
Domestic convenience store operations	99,801	95,913	128,460	110,009	<b>114,499</b>	<b>763,326</b>
Overseas convenience store operations	178,435	188,641	192,737	290,828	<b>226,309</b>	<b>1,508,726</b>
Superstore operations	60,458	49,542	46,659	64,798	<b>17,090</b>	<b>113,933</b>
Financial services	37,323	34,223	54,679	68,041	<b>35,638</b>	<b>237,586</b>
Others	19,094	24,862	26,619	7,756	<b>4,602</b>	<b>30,680</b>
Eliminations/Corporate	44,516	38,778	24,613	11,343	<b>4,136</b>	<b>27,573</b>
<b>Total</b>	<b>439,630</b>	<b>431,961</b>	<b>473,770</b>	<b>552,778</b>	<b>402,277</b>	<b>2,681,846</b>

Depreciation and amortization	FY2021					FY2025
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2025
Domestic convenience store operations	80,781	85,553	90,172	91,312	<b>91,492</b>	<b>609,946</b>
Overseas convenience store operations	127,193	192,968	207,066	237,661	<b>223,900</b>	<b>1,492,666</b>
Superstore operations	28,600	35,388	36,994	38,529	<b>17,075</b>	<b>113,833</b>
Financial services	31,783	32,227	34,463	40,024	<b>24,361</b>	<b>162,406</b>
Others	15,337	14,985	10,440	6,413	<b>3,491</b>	<b>23,273</b>
Eliminations/Corporate	8,865	14,973	21,651	22,653	<b>21,687</b>	<b>144,580</b>
<b>Total</b>	<b>292,561</b>	<b>376,097</b>	<b>400,789</b>	<b>436,593</b>	<b>382,009</b>	<b>2,546,726</b>



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**Segment Information**

**Former Operating Segments**

Revenues from operations	FY2020	FY2021	(Millions of yen) FY2022
Domestic convenience store operations	858,776	873,239	890,293
Overseas convenience store operations	2,253,355	5,194,327	8,846,163
Superstore operations	1,810,884	1,810,728	1,449,165
Department and specialty store operations	684,660	712,282	463,739
Financial services	198,927	194,399	194,295
Others	17,323	20,340	26,044
Eliminations/Corporate	(57,209)	(55,567)	(58,398)
Total	5,766,718	8,749,752	11,811,303

Operating income	FY2020	FY2021	FY2022
Domestic convenience store operations	233,700	223,396	232,033
Overseas convenience store operations	98,664	159,866	289,703
Superstore operations	29,681	18,791	12,107
Department and specialty store operations	(17,444)	(8,153)	3,434
Financial services	48,077	37,549	37,140
Others	(570)	(115)	(466)
Eliminations/Corporate	(25,779)	(43,681)	(67,432)
Total	366,329	387,653	506,521

Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

**Geographic Area Segments**

Revenues from operations	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	(Millions of yen) FY2025	(Thousands of USD) FY2025
Japan	3,907,835	3,812,200	3,745,475	3,435,146	3,468,840	2,930,711	2,915,628	2,761,208	<b>1,858,269</b>	<b>12,388,460</b>
North America	2,017,092	2,862,627	2,782,055	2,232,234	5,170,053	8,824,900	8,494,845	8,715,080	<b>7,963,291</b>	<b>53,088,606</b>
Others	113,992	117,555	118,118	100,707	112,500	71,990	77,138	514,900	<b>625,002</b>	<b>4,166,680</b>
Eliminations	(1,104)	(1,167)	(1,289)	(1,371)	(1,642)	(16,299)	(15,859)	(18,426)	<b>(16,293)</b>	<b>(108,620)</b>
Total	6,037,815	6,791,215	6,644,359	5,766,718	8,749,752	11,811,303	11,471,753	11,972,762	<b>10,430,269</b>	<b>69,535,126</b>

Operating income	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2025
Japan	314,700	319,613	321,441	266,096	227,174	235,110	248,521	220,838	<b>211,169</b>	<b>1,407,793</b>
North America	75,626	90,411	101,777	99,582	159,507	287,265	297,926	219,207	<b>225,371</b>	<b>1,502,473</b>
Others	1,320	1,562	1,199	805	1,029	(1,355)	1,517	(4,402)	<b>(1,177)</b>	<b>(7,846)</b>
Eliminations	10	9	(152)	(154)	(58)	(14,499)	(13,716)	(14,651)	<b>(12,370)</b>	<b>(82,466)</b>
Total	391,657	411,596	424,266	366,329	387,653	506,521	534,248	420,991	<b>422,993</b>	<b>2,819,953</b>

Notes) 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2026.  
 2. "Others" consists of the results in Australia (FY2024Q2 onwards) and the China, etc.  
 3. "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.



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- Overseas Convenience Store Operations
  - 7-Eleven, Inc.
  - 7-Eleven International LLC
  - 7-Eleven Australia (Convenience Group Holdings Pty Ltd)
  - SEVEN-ELEVEN (BEIJING)
  - SEVEN-ELEVEN (TIANJIN)
  - SEVEN-ELEVEN (CHENGDU)

**See Stock Information**

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**Segment Information**

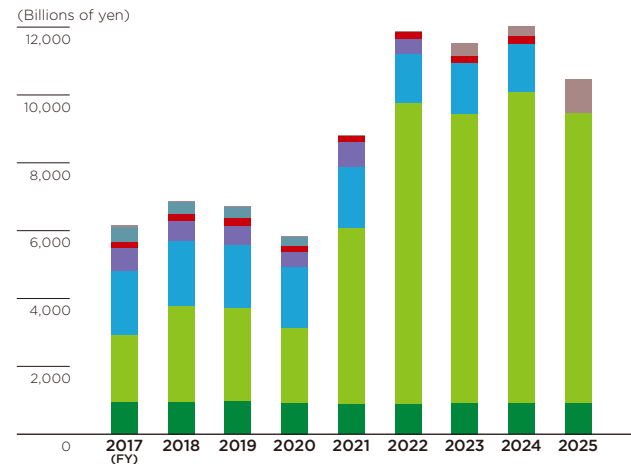
**Operating Segments**

Segments (FY2025 Onward) Domestic convenience store operations Overseas convenience store operations Others Eliminations/Corporate (excluding revenues from operations)  
Former Segments (Until FY2024) Domestic convenience store operations Overseas convenience store operations Superstore operations Financial services Others  
Former Segments (Until FY2022) Domestic convenience store operations Overseas convenience store operations Superstore operations Department and specialty store operations Financial services Others Eliminations/Corporate (excluding revenues from operations)  
Former Segments (Until FY2020) Domestic convenience store operations Overseas convenience store operations Superstore operations Department store operations Financial services Specialty store operations Others Eliminations/Corporate (excluding revenues from operations)

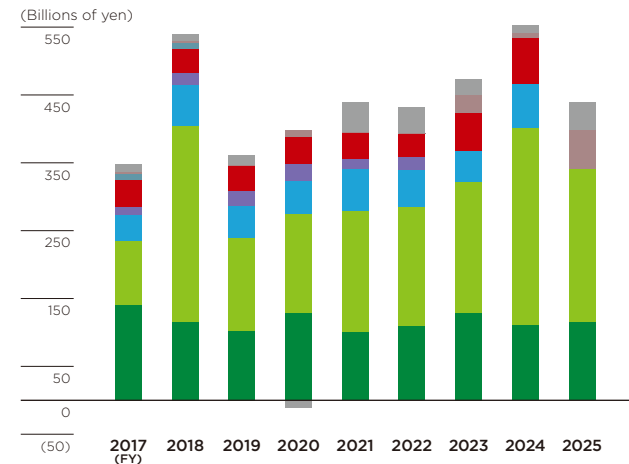
**Geographic Area Segments**

Japan North America Others

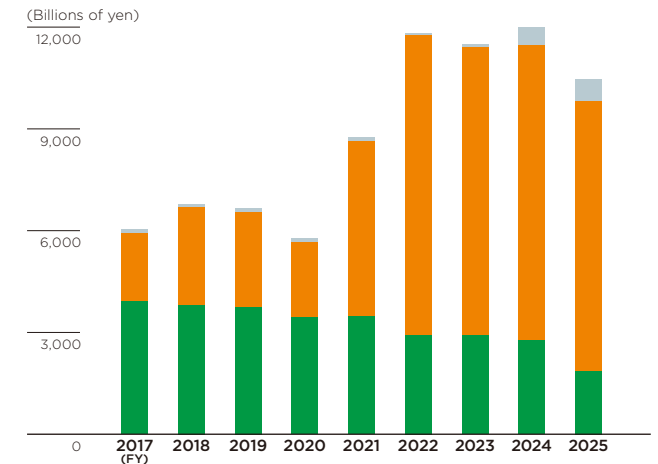
**Revenues from operations**



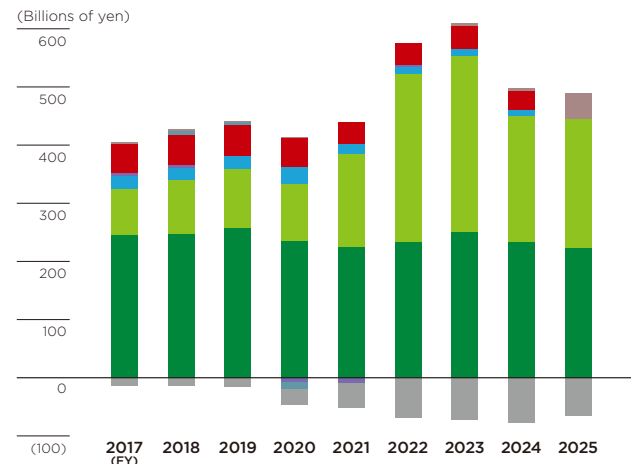
**Capital expenditures**



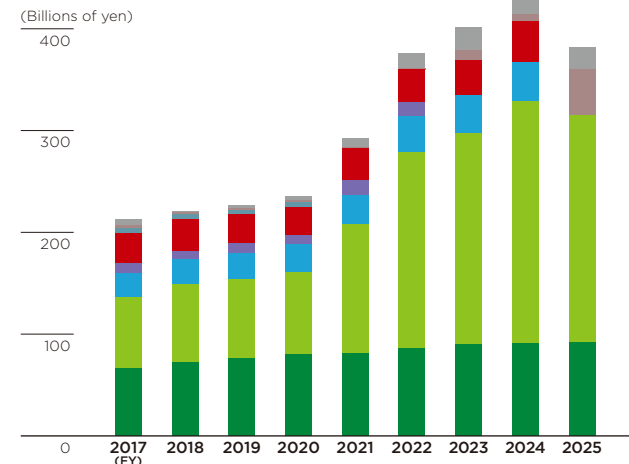
**Revenues from operations**



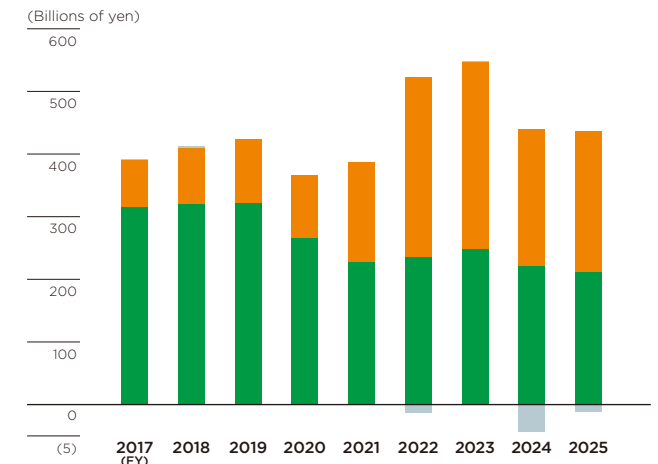
**Operating income**



**Depreciation and amortization**



**Operating income**



Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.



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# Financial Position

## Interest-Bearing Debt

	(Millions of yen)					(Thousands of USD)
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2025
Short-term loans	140,146	143,568	84,882	172,497	<b>135,580</b>	<b>903,866</b>
Current portion of long-term loans	121,280	145,605	138,530	290,128	<b>190,456</b>	<b>1,269,706</b>
Current portion of bonds	60,000	355,823	334,039	210,000	<b>255,657</b>	<b>1,704,380</b>
Subtotal	321,427	644,997	557,452	672,625	<b>581,694</b>	<b>3,877,960</b>
Long-term loans	994,399	936,070	824,616	778,068	<b>718,495</b>	<b>4,789,966</b>
Bonds	1,582,906	1,394,728	1,356,585	1,244,036	<b>929,828</b>	<b>6,198,853</b>
Subtotal	2,577,306	2,330,799	2,181,202	2,022,104	<b>1,648,324</b>	<b>10,988,826</b>
Total	2,898,733	2,975,797	2,738,654	2,694,730	<b>2,230,018</b>	<b>14,866,786</b>

Breakdown by operating segment	(Millions of yen)					(Thousands of USD)
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2025
Domestic convenience store operations	-	-	-	-	-	-
Overseas convenience store operations	1,500,345	1,703,683	1,585,017	1,520,446	<b>1,302,026</b>	<b>8,680,173</b>
Superstore operations	-	-	526	-	-	-
Department and Specialty Store Operations	169,806	152,299	-	-	-	-
Department store operations	-	-	-	-	-	-
Specialty store operations	-	-	-	-	-	-
Others	-	-	19,963	264,737	<b>190,302</b>	-
Corporate	940,974	839,974	868,974	909,546	<b>737,690</b>	<b>4,917,933</b>
Subtotal	2,611,126	2,695,957	2,474,481	2,694,730	<b>2,230,018</b>	<b>14,866,786</b>
Financial services	287,607	279,839	264,172	-	-	-
Total	2,898,733	2,975,797	2,738,654	2,694,730	<b>2,230,018</b>	<b>14,866,786</b>

Notes) 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of 1USD=150JPY, the approximate rate of exchange prevailing on February 28, 2026.  
2. Business segments have been changed since FY 2026. Figures for FY 2024 and 2025 have been restated to reflect the new segment classification.

## Ratings

		(As of March 31, 2026)			
		S&P	Moody's	R&I	JCR
Seven & i Holdings	Long-term	A-	A3	AA-	AA
Seven-Eleven Japan	Long-term	A-	-	-	AA
	Short-term*	A-2	P-2	-	-
7-Eleven, Inc.	Long-term	A-	Baa2	-	-

\* Seven-Eleven Japan's short-term rating is its rating as the guarantor of 7-Eleven, Inc's commercial paper program. (from January 2006)

## Bonds

(As of February 28, 2026)

### Issued by Seven & i Holdings

	Amount	Issue date	Coupon	Redemption date
15th unsecured domestic straight bonds	40 billion yen	Dec. 14, 2020	0.280%	Dec. 20, 2027
16th unsecured domestic straight bonds	60 billion yen	Nov. 02, 2023	0.400%	Nov. 02, 2026
17th unsecured domestic straight bonds	60 billion yen	Nov. 02, 2023	0.687%	Nov. 02, 2028
18th unsecured domestic straight bonds	30 billion yen	Nov. 02, 2023	1.040%	Nov. 01, 2030
19th unsecured domestic straight bonds	70 billion yen	Nov. 02, 2023	1.392%	Nov. 02, 2033

### Issued by 7-Eleven, Inc.

	Amount	Issue date	Coupon	Redemption date
USD-denominated senior unsecured notes due 2028	1.0 billions dollars	Feb. 10, 2021	1.300%	Feb. 10, 2028
USD-denominated senior unsecured notes due 2031	1.7 billions dollars	Feb. 10, 2021	1.800%	Feb. 10, 2031
USD-denominated senior unsecured notes due 2041	0.75 billions dollars	Feb. 10, 2021	2.500%	Feb. 10, 2041
USD-denominated senior unsecured notes due 2051	1.25 billions dollars	Feb. 10, 2021	2.800%	Feb. 10, 2051