



Corporate Structure Specializing in Convenience Store Operations

Domestic Convenience Store Operations

SEVEN-ELEVEN JAPAN CO., LTD.

Operating Seven-Eleven in Japan



SEVEN-ELEVEN OKINAWA Co., Ltd.

Operating Seven-Eleven in Okinawa prefecture



Overseas Convenience Store Operations

7-ELEVEN, Inc.

Operating convenience stores in North America



SEVEN-ELEVEN HAWAII, INC

Operating convenience stores in Hawaii



7-Eleven International LLC.

Master franchising and/or licensing in 15 countries and regions.



Convenience Group Holdings Pty Ltd

Operating convenience stores in Australia



SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.

Supervision of companies operating Seven-Eleven in China



SEVEN-ELEVEN (BEIJING) CO., LTD.



SEVEN-ELEVEN (CHENGDU) Co., Ltd.



SEVEN-ELEVEN (TIANJIN) CO., LTD.



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Domestic Convenience Store Operations

Seven-Eleven Japan

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Revenues from operations	793,661	833,743	849,862	873,555	887,625	850,291	863,025	872,719	894,659	879,460	887,655
Selling, general and administrative expenses	481,362	514,907	533,633	561,600	573,103	558,597	574,340	578,549	600,627	609,746	634,490
Operating income	235,033	243,493	244,110	245,088	253,980	233,321	223,091	232,873	251,029	233,797	220,263
Ordinary income	256,726	251,265	251,717	252,917	262,249	281,974	273,672	282,630	297,714	284,779	261,920
Net income	162,910	144,151	166,760	153,233	169,695	194,479	189,652	203,009	211,102	201,987	190,627
Capital expenditures	124,543	125,045	136,297	110,028	96,062	125,461	97,599	93,946	127,080	109,503	113,934
Depreciation and amortization	51,784	58,829	64,294	70,182	73,538	76,896	79,283	83,961	88,508	89,661	89,730
Total assets	1,793,836	1,770,944	1,860,028	1,880,508	2,029,375	2,058,152	2,109,174	2,116,144	2,214,464	2,275,374	2,363,882
Net assets	1,325,737	1,293,157	1,365,202	1,408,557	1,478,416	1,528,718	1,583,441	1,557,212	1,628,167	1,684,550	1,735,223
EBITDA	286,817	302,322	308,404	315,270	327,519	310,217	302,375	316,835	339,537	323,458	309,993
ROA (%)	9.3	8.1	9.2	8.2	8.7	9.5	9.1	9.6	9.7	9.0	8.2
Total store sales	4,291,067	4,515,605	4,678,083	4,898,872	5,010,273	4,870,619	4,952,782	5,148,742	5,345,243	5,369,756	5,469,315
Gross total store sales	-	-	-	-	-	-	-	5,164,231	5,362,931	5,390,271	5,490,335
Processed food	1,115,677	1,183,088	1,230,335	1,278,605	1,297,660	1,246,878	1,258,006	1,311,714	1,426,539	1,460,763	1,498,861
Fast food	1,278,738	1,350,166	1,412,781	1,499,054	1,533,143	1,436,832	1,456,118	1,523,448	1,565,976	1,525,446	1,564,745
Daily food	579,294	614,122	626,863	641,752	661,356	647,792	638,908	645,528	670,366	668,393	669,820
Nonfood	1,317,357	1,368,228	1,408,103	1,479,459	1,518,112	1,539,115	1,599,748	1,683,539	1,700,049	1,735,667	1,756,907
Existing store sales increase (%)*	2.9	1.8	0.7	1.3	0.2	(2.4)	0.7	3.6	3.0	0.2	1.2
Number of customers (%)	1.3	0.1	(0.9)	(0.6)	(2.1)	(9.9)	(1.2)	0.3	1.6	0.2	(0.9)
Average spending per customer (%)	1.6	1.7	1.6	1.9	2.3	8.4	1.9	3.3	1.4	0.0	2.1
Average daily sales per store of all stores (Thousands of yen)	656	657	653	656	656	642	646	670	691	692	699
Average daily sales per store of newly opened stores (Thousands of yen)	530	533	546	560	554	557	537	598	611	579	612
Merchandise gross profit margin (%)	31.6	31.8	31.9	31.9	32.1	32.0	31.7	31.9	32.2	32.0	31.8
Processed food (%)	38.9	39.2	39.4	39.5	39.5	39.4	39.3	39.8	40.2	40.5	40.6
Fast food (%)	35.5	35.7	35.9	36.1	36.6	36.6	36.6	37.3	37.2	36.6	36.0
Daily food (%)	33.2	33.4	33.5	33.4	34.0	34.2	34.2	34.5	34.7	34.8	34.8
Nonfood (%)	20.9	21.0	20.7	20.5	20.3	20.7	20.1	20.1	20.0	19.6	19.4
Number of stores	18,572	19,422	20,260	20,876	20,916	21,085	21,205	21,252	21,363	21,552	21,722
Openings	1,651	1,682	1,554	1,389	743	610	625	597	556	601	540
Closures	570	832	716	773	703	441	505	550	445	412	370
Relocations, etc.	450	670	568	562	482	288	354	445	329	302	243
Franchised stores	18,071	18,977	19,792	20,499	20,545	20,632	20,778	20,987	21,170	21,402	21,564
Type A	4,448	4,554	4,563	4,558	4,539	4,482	4,420	4,400	4,352	4,292	4,235
Type C	13,623	14,423	15,229	15,941	16,006	16,150	16,358	16,587	16,818	17,110	17,329
Directly operated stores	501	445	468	377	371	453	427	265	193	150	158
Ratio of stores with liquor license (%)	98.7	98.6	98.5	98.4	98.4	98.4	98.4	98.3	98.3	98.3	98.3
Ratio of stores with cigarette license (%)	95.5	95.7	95.8	96.3	96.9	97.0	97.0	97.2	97.4	97.5	97.7
Total sales floor space (m ²)	2,439,550	2,566,701	2,772,283	2,909,609	2,929,047	2,969,294	2,972,807	3,029,067	3,053,346	3,088,464	3,124,989
Full-time employees (fiscal year-end)	8,054	8,562	8,886	9,092	8,959	8,990	8,930	8,549	8,333	8,248	8,090
Number of payment acceptance transactions (Thousand)	439,138	460,585	481,800	502,468	513,061	510,212	501,181	524,766	538,763	534,302	527,057
Total value of payment acceptance transactions	4,579,660	4,691,738	4,961,715	5,253,766	5,439,479	5,403,420	5,479,461	5,967,134	6,087,506	6,217,455	6,274,279

Note) *Accounting Standard for Revenue Recognition* (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Total store sales based on the previous method are shown as "Gross total store sales."

* Existing store sales increase includes POSA card transactions from FY2015 to FY2017.



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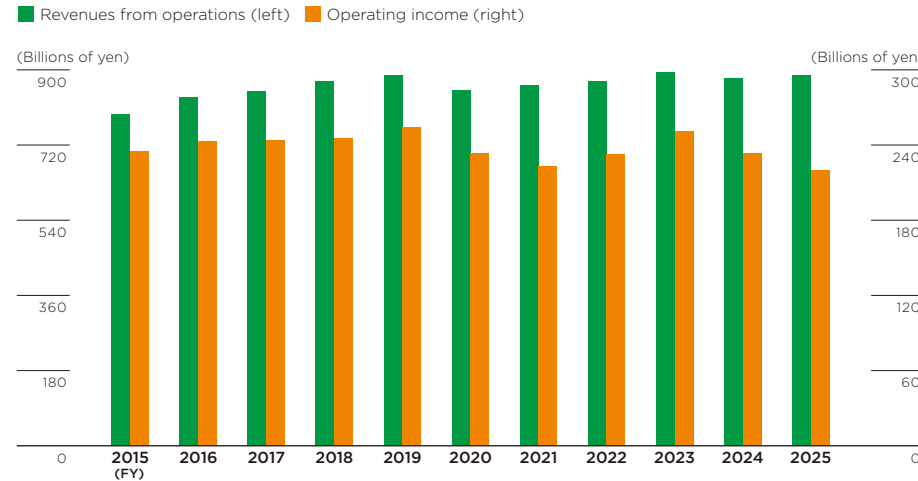
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Domestic Convenience Store Operations

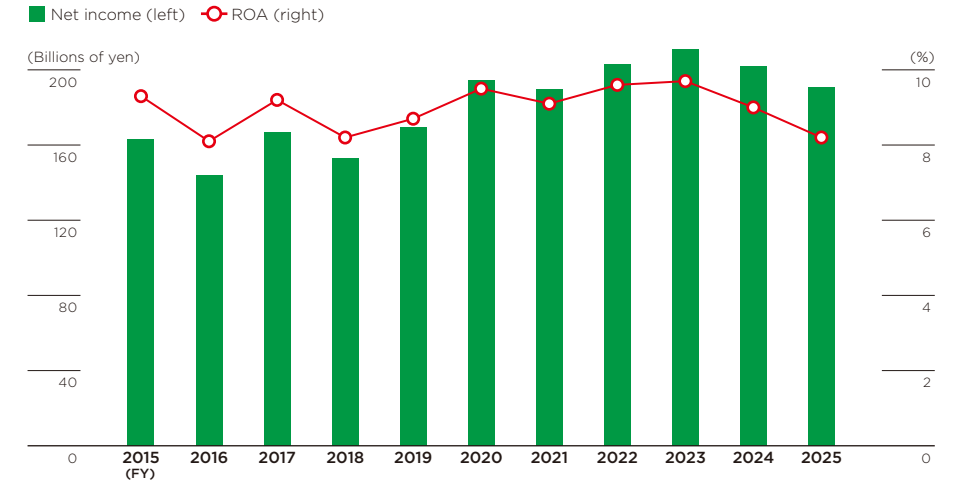
Seven-Eleven Japan

Revenues from operations and operating income

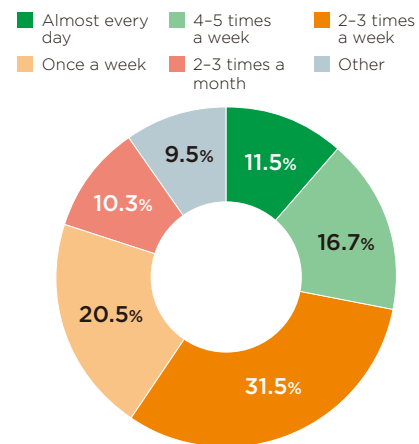


Note) "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022.

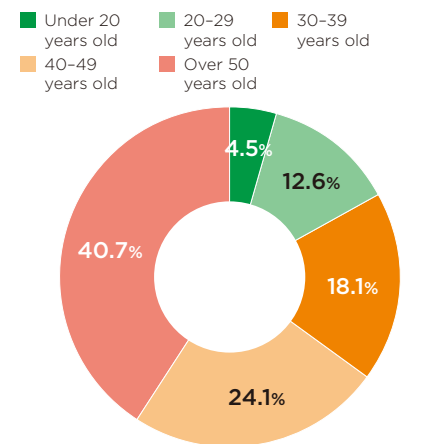
Net income attributable to owners of parent and ROA



Frequency of store-visits (FY2025)

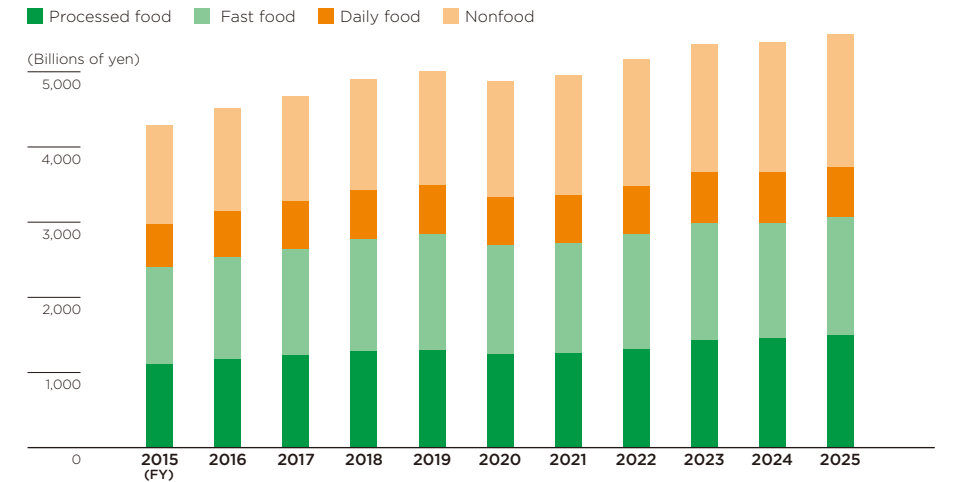


Composition of customer base by age (FY2025)



Source : Customer survey by Seven-Eleven Japan

Sales by merchandise category





Domestic Convenience Store Operations

Seven-Eleven Japan

Original Fresh Food Merchandise Development

Merchandise Development System

Development Management of Seven-Eleven Japan

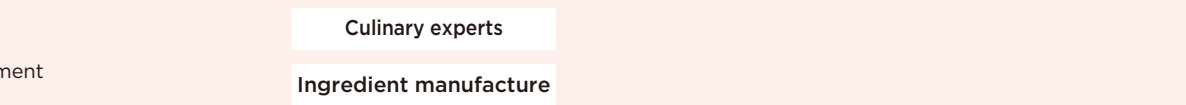
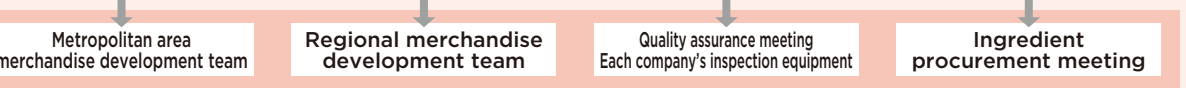
- Proposing product quality and standards that meet changing customer needs.
- Team MD (merchandising)

Note) We team up with various manufacturers and vendors to bring together advanced technologies and knowledge in various fields. Develop merchandise that focus on quality, safety and deliciousness.

Nihon Delica Foods Association (59 companies)

- Hygiene control, quality control, process control
- Joint purchase of ingredient
- Same process and equipment
- Merchandise development, equipment development
- Environmental measures

Infrastructure Underpinning Merchandise Development

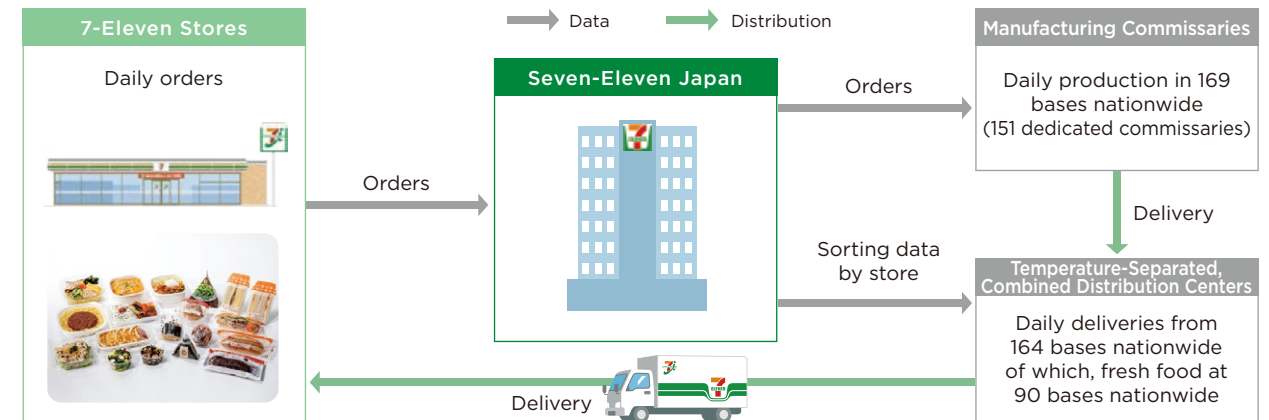


Notes) 1. Nihon Delica Foods Association (NDF) was formed in 1979 mainly by vendors of rice-based products. NDF currently consists of the vendors of rice-based products, sandwiches, delicatessen items, noodles, and Japanese pickles, etc.
2. Production facilities: Facilities producing merchandise for Seven-Eleven Japan.
3. The number of development systems, Manufacturing Commissaries, Partner commissaries in the supply of original (fast food) merchandise for Seven-Eleven, Temperature-Separated, Combined Distribution Centers and, Packing centers, and Processing centers are as of the end of February 2026.
4. Seven-Eleven Okinawa is included.

Supply System for Merchandise

Original fresh food merchandise is made in manufacturing commissaries dedicated to Seven-Eleven Japan that operated by independent collaborating companies and are delivered to 7-Eleven stores from temperature - separated, combined distribution centers. The manufacturing commissaries and temperature-separated, combined distribution centers are all managed under Seven-Eleven Japan's standard, allowing us to distinguish ourselves from the competition in terms of product development, hygiene, and quality control. Sharing stores' order data with manufacturing commissaries and temperature-separated, combined distribution centers enables more efficient deliveries in shorter times.

Note) Seven-Eleven Okinawa is included.



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Domestic Convenience Store Operations

Seven-Eleven Japan

Distribution Systems

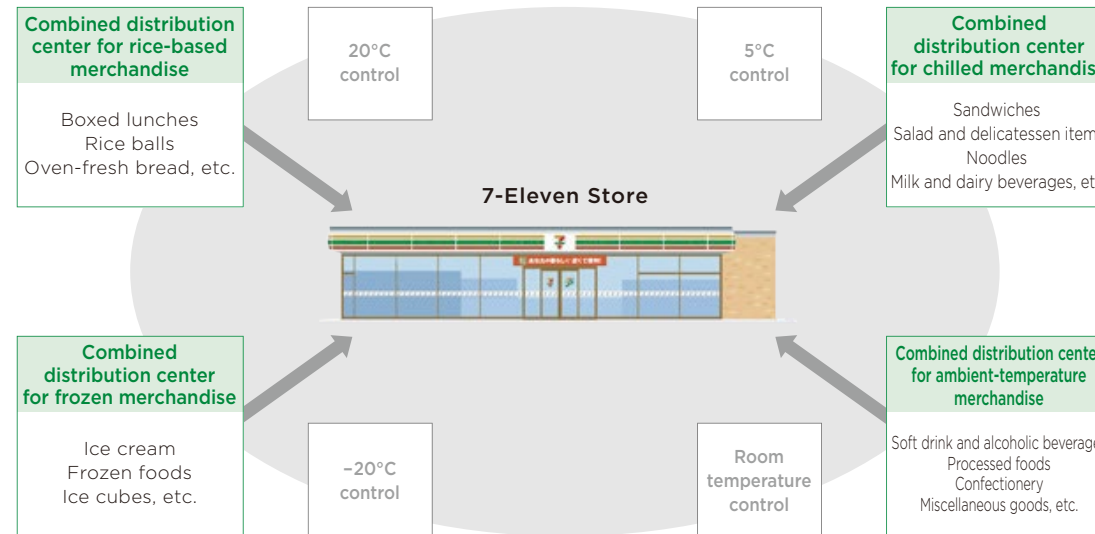
Combined Distribution System

Our original fresh foods are produced in manufacturing commissaries that handle only Seven-Eleven merchandise and are operated by independent cooperating companies, and delivered to stores from temperature-separated, combined distribution centers.

In order to differentiate ourselves in terms of merchandise development, hygiene management, and quality control, all of our manufacturing commissaries and temperature-separated, combined distribution centers are managed according to Seven-Eleven Japan's standards.

By sharing data of orders from stores with manufacturing commissaries and temperature-separated, combined distribution centers, we are able to deliver merchandise quickly and efficiently.

Temperature-separated, combined distribution system of Seven-Eleven Japan

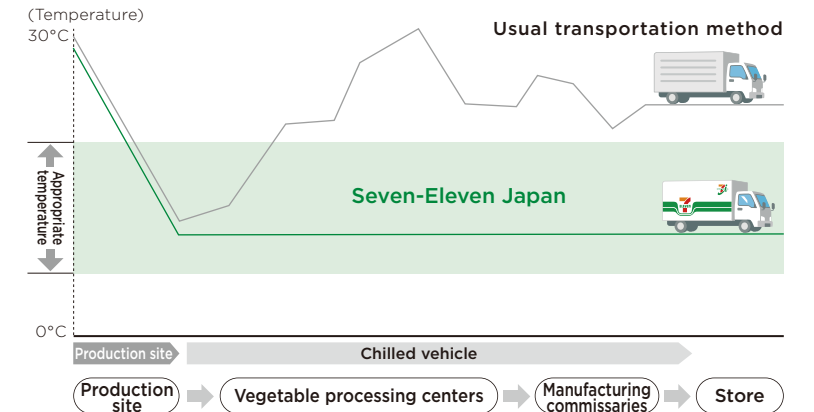


Number of Distribution Centers

	Number of distribution centers	Number of locations	Number of distribution centers
5°C control	76	5°C 11 20°C 14	-20°C control 22
20°C control	79	Combined 65	Room temperature control 52

Notes) 1. As of February 28, 2026
2. The number of distribution centers is calculated by counting each merchandise category separately when multiple categories are dispatched from a single location.
3. Seven-Eleven Okinawa is included.

Cold Chain (Refrigerated Distribution Network)



Freshness Managed from the Field

We have implemented a cold chain for transporting and processing vegetables in a fresh condition straight after they are harvested. The harvested vegetables are put into cold storage on the spot and kept at a consistently managed temperature throughout their journey in the delivery vehicle from the production site through the processing center to the manufacturing commissaries and on to the store.

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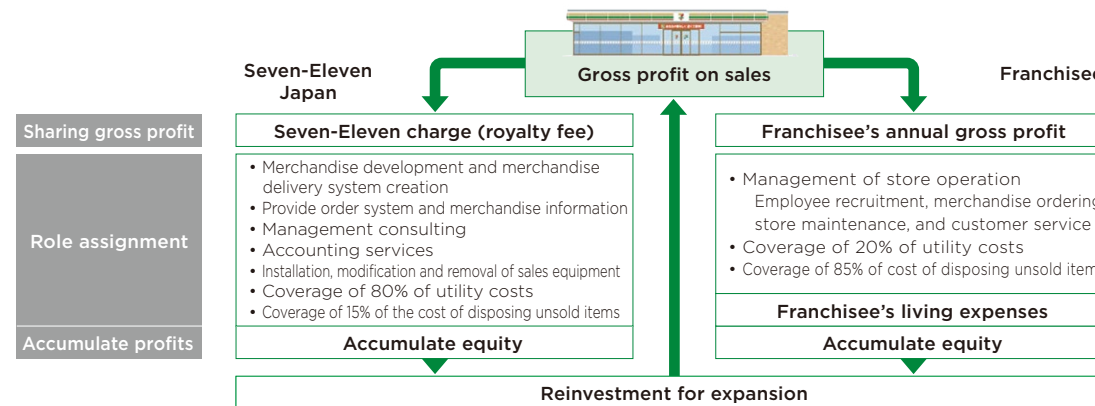


Domestic Convenience Store Operations

Seven-Eleven Japan

Franchise System

Seven-Eleven Japan has developed its own unique franchise system, guided by an aim for "modernizing and revitalizing small- and medium-sized retail stores." Seven-Eleven Japan and its franchisees are on an equal footing with clear role assignments. The system uses a method of allocating gross profit and, as a result, Seven-Eleven Japan and its franchisees work together on improving gross profit margins instead of sales in a mutually beneficial relationship.



	Type A (4,235 stores)	Type C (17,329 stores)
Land and buildings	Franchisee provides	Seven-Eleven Japan provides
Sales equipment, store computers, etc.	Seven-Eleven Japan provides	
Contract period	15 years	
Cost of utilities	Seven-Eleven Japan covers 80%, Franchisee covers 20%	
Seven-Eleven charge (royalty fee)	45% of gross profit on sales	
	5-year operating incentives: reductions in royalty fee are offered	
	(Gross profit on sales of over ¥5.5 million/month)	
	24-hour operations: (a) 24-hour operations (2)% (b) Special reduction (1)% (c) Monthly amount ¥(35,000) Other than 24-hour operations: (a) Special reduction (1)% (b) Monthly amount ¥(15,000)	
Cost of disposing unsold items	(Gross profit on sales of less than ¥5.5 million/month)	
	24-hour operations: Monthly amount ¥(200,000) / Other than 24-hour operations: Monthly amount ¥(70,000)	
Incentive system for multi-store operation	Seven-Eleven Japan covers 15%, Franchisee covers 85%	
Minimum guarantee	When one franchisee operates two or more stores, a 3% incentive discount on the royalty fee is applied to the second and subsequent stores. When franchisees that have operated a 7-Eleven store for over five years open a new store, the "incentive for stores open over five years" is applied to the new store from the beginning of its operation.	
	(Franchisee's annual gross profit) 24-hour operations: ¥22 million Other than 24-hour operations: ¥19 million	(Franchisee's annual gross profit) 24-hour operations: ¥20 million Other than 24-hour operations: ¥17 million

Notes) 1. Number of stores as of February 28, 2026.
2. Gross profit on sales is equal to net sales minus cost of goods sold, which is calculated by subtracting costs of inventory loss, disposal of unsold items and rebates from gross cost of goods sold.
3. The special reduction in Seven-Eleven charges (royalty), which started from September 2017, will be applied for the time being.
4. Changes to the Seven-Eleven charges (royalty) system were implemented in March 2020.
5. Franchisee's gross profit on sales is equal to gross profit minus Seven-Eleven charge (royalty fee).

Comparison of Seven-Eleven in Japan and North America

	Japan	U.S./Canada
Store-related information		
Number of stores by type*1	A-type franchised stores	BCP stores (A-type franchised stores)*2
	C-type franchised stores	C-type franchised stores
	Directly operated stores	Directly operated stores
	(As of February 28, 2026)	(As of December 31, 2025)
Stores with fuel stations	201 stores*3	8,162 stores
Standard sales floor space (per store)*4	Approx. 148 m ²	Approx. 179 m ²
Merchandise and services		
Number of items per store*4	Approx. 3,300 items	Approx. 2,300 items
Services	ATM	ATM
	Payment acceptance service	Payment acceptance service
	Express package delivery service	Sales of gift cards
Payment methods	Cash/Electronic money/ Credit card/Debit card/ Barcode payment, etc.	7Rewards
	Multi-functional copy machine (ticketing services, administrative service, etc.) nanaco point service	Cash/Credit card/Debit card/ Barcode payment/Mobile phone, etc.

*1 For A-type and BCP stores, franchisees provide land and buildings. For C-type, the franchisor provides land and buildings.
*2 BCP: Business Conversion Program
*3 Seven-Eleven Japan's stores with fuel stations are joint operations opened in partnership with ENEOS Corporation.
*4 Most common size of store sales floor spaces and number of items

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Overseas Convenience Store Operations

7-Eleven, Inc.	(Fiscal year-end December, Millions of yen)			
	FY2022	FY2023	FY2024	FY2025
Revenues from operations*1	8,747,266	8,409,039	8,619,452	7,869,863
Revenues from operations (Millions of USD)	66,458	59,778	56,823	52,602
Other operating revenues from above	399,777	448,656	477,242	487,595
Selling, general and administrative expenses	1,216,384	1,283,340	1,427,717	1,393,501
Selling, general and administrative expenses (Millions of USD)	9,241	9,123	9,412	9,314
Operating income	380,482	396,203	329,620	332,381
Operating income (Millions of USD)	2,890	2,816	2,172	2,221
Net income	259,724	269,185	223,715	235,442
Net income (Millions of USD)	1,973	1,913	1,474	1,573
Capital expenditures	185,930	190,051	383,206	215,468
Depreciation and amortization	187,524	202,591	220,031	205,010
Total assets	6,116,541	6,580,628	7,322,195	7,461,790
Net assets	2,501,660	2,895,601	3,396,528	3,567,621
EBITDA	568,007	598,794	549,651	537,392
ROA (%)	4.7	4.1	3.2	3.4
Total store sales	10,442,360	10,200,414	10,493,291	9,725,461
Processed food	1,600,058	1,796,980	1,923,604	1,895,656
Fast food	458,598	512,280	551,086	528,760
Daily food	142,425	154,070	162,592	153,647
Nonfood	1,391,631	1,414,258	1,476,574	1,417,015
Merchandise	3,592,712	3,877,588	4,113,857	3,995,081
Fuel	6,849,647	6,322,825	6,379,433	5,730,380
Existing store sales increase (U.S. merchandise sales) (%)*2	4.5	1.0	(2.7)	(0.4)
Average daily sales per store (Thousands of yen)	747	811	858	855
Average daily sales per store (USD)	5,678	5,765	5,657	5,717
Merchandise gross profit margin (%)	34.0	34.2	33.3	33.4
Fuel sales (Thousand gallons)	13,083	12,678	12,631	12,257
Fuel gross profit (Cents/Gallon)	43.91	42.25	41.42	42.52
Exchange rate (Income statements) (JPY) (1USD=)	131.62	140.67	151.69	149.61
Exchange rate (Balance sheets) (JPY) (1USD=)	132.70	141.83	158.18	156.56
Number of stores	13,167	13,122	12,963	12,712
Openings	188	182	315	122
Closures	234	227	474	373
Franchised stores	7,219	7,248	7,229	7,280
Directly operated stores	5,948	5,874	5,734	5,432
Stores with fuel stations	8,239	8,255	8,314	8,162
Total sales floor space (m ²)	2,314,505	2,302,211	2,320,081	2,286,254
Full-time employees (fiscal year-end)*3	49,391	46,062	31,112	23,480

*1 The company recognizes the merchandise sales at directly operated stores, etc., fuel sales and franchise commission from franchised stores as revenues from operations

*2 Existing store sales increase (U.S. merchandise sales) is calculated in USD

*3 As of the end of February of the following year

Notes) 1. The figures for 7-Eleven, Inc. were disclosed on a "SAM consolidated basis" until FY2023, but will be disclosed on a "7-Eleven, Inc. consolidated basis" from FY2024 onward. Figures in the above table for 7-Eleven, Inc. were shown on a "7-Eleven, Inc. consolidated basis."

*SAM: SEJ Asset Management & Investment Company which holds shares of operating companies in North American CVS operations

*SAM consolidated basis: SAM + 7-Eleven, Inc. consolidated basis + 7-Eleven International LLC consolidated basis + Consolidation and elimination

2. EBITDA: Operating income + Depreciation and amortization



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Overseas Convenience Store Operations

7-Eleven International LLC

(Fiscal year-end December, Millions of yen)

	FY2022	FY2023	FY2024	FY2025
Revenues from operations	16,620	19,225	459,459	597,713
Revenues from operations (Millions of USD)	126	136	3,028	3,995
Gross operating profit	16,620	19,225	94,059	119,361
Gross operating profit (Millions of USD)	126	136	620	797
Selling, general and administrative expenses	3,348	4,451	79,754	98,638
Selling, general and administrative expenses (Millions of USD)	25	31	525	659
Operating income	13,271	14,773	14,305	20,723
Operating income (Millions of USD)	100	105	94	138
Net income	10,480	12,272	10,049	16,515
Net income (Millions of USD)	79	87	66	110
EBITDA	13,271	14,773	26,469	34,505
ROA	-	13.1	3.4	3.3

Notes) 1. 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: Operating income + Depreciation and amortization + Equity in earnings/losses of affiliates
*7IN's EBITDA includes equity in earnings/losses of affiliates

7-Eleven Australia

(Convenience Group Holdings Pty Ltd)

(Fiscal year-end December, Millions of yen)

	FY2024	FY2025
Revenues from operations	-	576,411
Revenues from operations (Millions of USD)	-	3,852
Gross operating profit	-	98,060
Gross operating profit (Millions of USD)	-	655
Selling, general and administrative expenses	-	93,077
Selling, general and administrative expenses (Millions of USD)	-	622
Operating income	-	4,983
Operating income (Millions of USD)	-	33
Net income	-	3,162
Net income (Millions of USD)	-	21
EBITDA	-	18,306
ROA	-	0.8
Total store sales	457,744	601,978
Processed food	43,728	64,441
Fast food	29,767	40,524
Daily food	18,267	24,202
Nonfood	36,679	37,131
Merchandise	128,441	166,299
Fuel	329,302	435,678
Existing store sales increase	(1.5)	(0.4)
Average daily sales per store of all stores (Australian dollar)	6,248	6,282
Average daily sales per store of newly opened stores (Yen)	618	605
Merchandise gross profit margin	37.8	37.9
Fuel sales (Million liters)	1,926	2,736
Number of stores	747	765
Openings	25	33
Closures	45	15
Franchised stores	471	445
Directly operated stores	276	320
Stores with fuel stations	642	659

Note) EBITDA: Operating income + Depreciation and amortization (Millions of yen)

SEVEN-ELEVEN (BEIJING)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Net Sales	20,871	24,458	26,399	26,859	21,111	22,331	18,128	18,676	16,114	13,025

SEVEN-ELEVEN (TIANJIN)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Net Sales	4,551	5,364	5,190	4,781	3,404	3,405	3,155	3,416	3,331	3,091

SEVEN-ELEVEN (CHENGDU)

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Net Sales	3,435	4,042	4,815	4,517	3,688	3,733	3,090	2,770	2,644	2,198

Notes) 1. Sales exclude value added tax. 2. All companies' fiscal year-ends are on December 31. 3. Figures exclude franchised store sales for SEVEN-ELEVEN (BEIJING), SEVEN-ELEVEN (TIANJIN) and SEVEN-ELEVEN (CHENGDU).



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7-Eleven, Inc. (SAM consolidated basis)

(Fiscal year-end December, Millions of yen)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Revenues from operations*1	1,935,274	1,819,838	1,658,542	1,981,533	2,821,053	2,739,833	2,191,383	5,122,154	8,763,887	8,428,264
Revenues from operations (Millions of USD)	18,293	15,027	15,246	17,667	25,543	25,129	20,526	46,607	66,584	59,915
Other operating revenues from above	219,307	271,081	260,078	276,179	288,136	293,415	278,766	342,088	416,397	467,881
Selling, general and administrative expenses	341,225	395,162	372,662	399,557	484,090	494,223	507,185	841,682	1,216,918	1,284,802
Selling, general and administrative expenses (Millions of USD)	3,225	3,263	3,425	3,562	4,383	4,532	4,750	7,658	9,245	9,133
Operating income	59,651	77,478	76,671	90,852	111,081	121,654	119,221	224,864	396,568	413,966
Operating income (Millions of USD)	563	639	704	810	1,005	1,115	1,116	2,046	3,012	2,942
Net income	35,870	45,181	45,470	76,048	77,616	83,193	82,057	144,791	267,312	277,955
Net income (Millions of USD)	339	373	418	678	702	763	768	1,317	2,030	1,975
Capital expenditures	63,226	159,772	216,776	98,874	452,029	150,454	199,107	2,483,138	185,930	190,051
Depreciation and amortization	56,482	65,381	64,992	69,582	76,141	77,204	81,299	122,635	188,119	203,237
Total assets	1,088,910	1,137,495	1,231,149	1,356,972	1,564,596	1,612,783	1,680,699	4,397,014	6,173,779	6,649,828
Net assets	658,465	681,404	705,025	869,394	924,236	956,305	947,519	2,082,538	2,645,003	3,053,340
EBITDA	116,133	142,860	141,663	160,434	187,222	198,858	200,521	347,499	584,688	617,203
ROA (%)	3.6	4.1	3.8	5.9	5.3	5.2	5.0	4.8	5.1	4.3
Total store sales	2,834,464	2,950,422	2,735,199	3,134,412	3,993,259	3,936,217	3,407,130	6,463,940	10,442,360	10,200,414
Processed food	567,290	695,119	650,509	682,470	778,741	802,806	848,435	1,148,690	1,600,058	1,796,980
Fast food	216,881	261,947	244,299	248,718	282,342	289,052	244,221	346,667	458,598	512,280
Daily food	93,544	110,427	101,814	101,888	103,117	95,111	84,351	91,062	142,425	154,070
Nonfood	553,712	661,355	624,655	688,325	751,641	753,802	777,275	1,070,400	1,391,631	1,414,258
Merchandise	1,431,429	1,728,848	1,621,278	1,721,403	1,915,842	1,940,773	1,954,283	2,656,820	3,592,712	3,877,588
Fuel	1,403,035	1,221,573	1,113,921	1,413,009	2,077,417	1,995,444	1,452,847	3,807,119	6,849,647	6,322,825
Existing store sales increase (U.S. merchandise sales) (%) ^{*2}	3.1	5.8	2.1	1.6	1.9	2.4	0.9	7.4	4.5	1.0
Average daily sales per store (Thousands of yen)	473	569	519	543	549	553	545	602	747	811
Average daily sales per store (USD)	4,472	4,695	4,769	4,841	4,967	5,075	5,104	5,483	5,678	5,765
Merchandise gross profit margin (%)	34.5	34.6	34.8	34.3	34.2	34.8	34.1	34.2	34.0	34.2
Fuel sales (Thousand gallons)	4,001,566	4,292,288	4,910,026	5,266,489	6,919,338	6,972,004	6,171,433	11,384,814	13,083,664	12,678,956
Fuel gross profit (Cents/Gallon)	20.81	19.80	20.05	22.62	22.56	23.95	32.60	34.50	43.91	42.25
Exchange rate (Income statements) (JPY) (1USD=)	105.79	121.10	108.78	112.16	110.44	109.03	106.76	109.90	131.62	140.67
Exchange rate (Balance sheets) (JPY) (1USD=)	120.55	120.61	116.49	113.00	111.00	109.56	103.50	115.20	132.70	141.83
Number of stores	8,297	8,500	8,707	8,670	9,573	9,682	9,884	13,213	13,167	13,122
Openings	238	344	356	214	1,245	361	436	3,806	188	182
Closures	233	141	149	251	342	252	234	477	234	227
Franchised stores	6,390	6,752	7,008	7,161	7,213	7,379	7,485	7,404	7,219	7,248
Directly operated stores	1,907	1,748	1,699	1,509	2,360	2,303	2,399	5,809	5,948	5,874
Stores with fuel stations	3,165	3,168	3,374	3,376	4,385	4,469	4,748	8,138	8,239	8,255
Total sales floor space (m ²)	1,384,023	1,454,825	1,458,783	1,450,699	1,650,782	1,684,207	1,730,254	2,309,199	2,314,505	2,302,211
Full-time employees (fiscal year-end) ^{*3}	15,591	14,379	15,021	17,877	19,994	19,578	22,291	47,748	49,432	46,103

*1 The company recognizes the merchandise sales at directly operated stores, etc., fuel sales and franchise commission from franchised stores as revenues from operations
 *2 Existing store sales increase (U.S. merchandise sales) is calculated in USD
 *3 As of the end of February of the following year

Notes) 1. SAM: SEJ Asset Management & Investment Company which holds shares of operating companies in North American CVS operations
 2. Figures for the amounts of each fiscal year reflect adjustments necessary for consolidation to Seven & i Holdings' consolidated account

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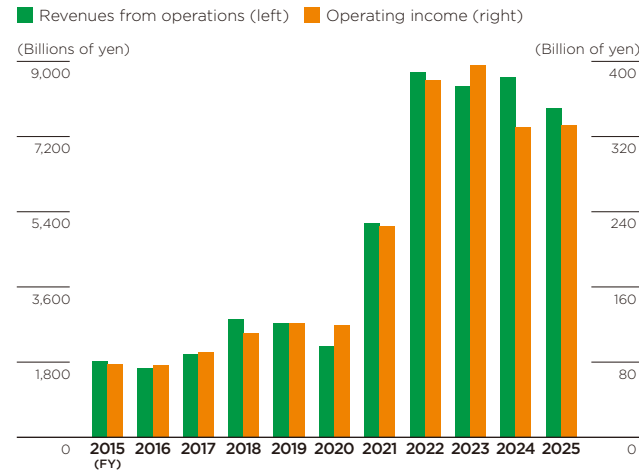
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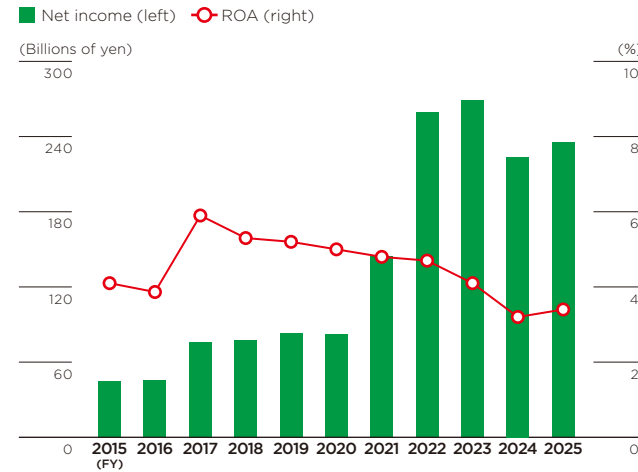
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7-Eleven, Inc.

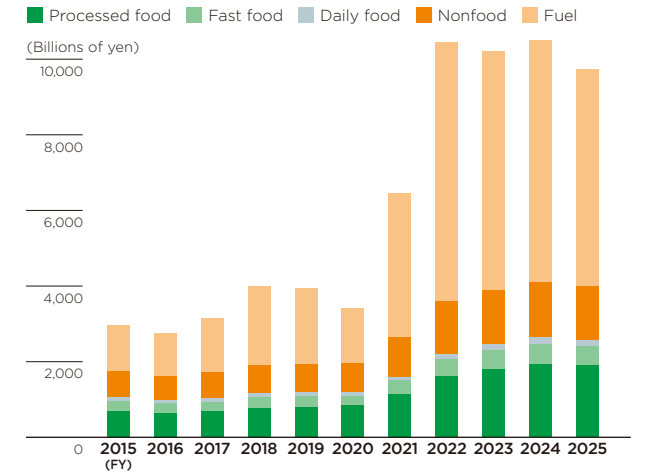
Revenues from operations and Operating income



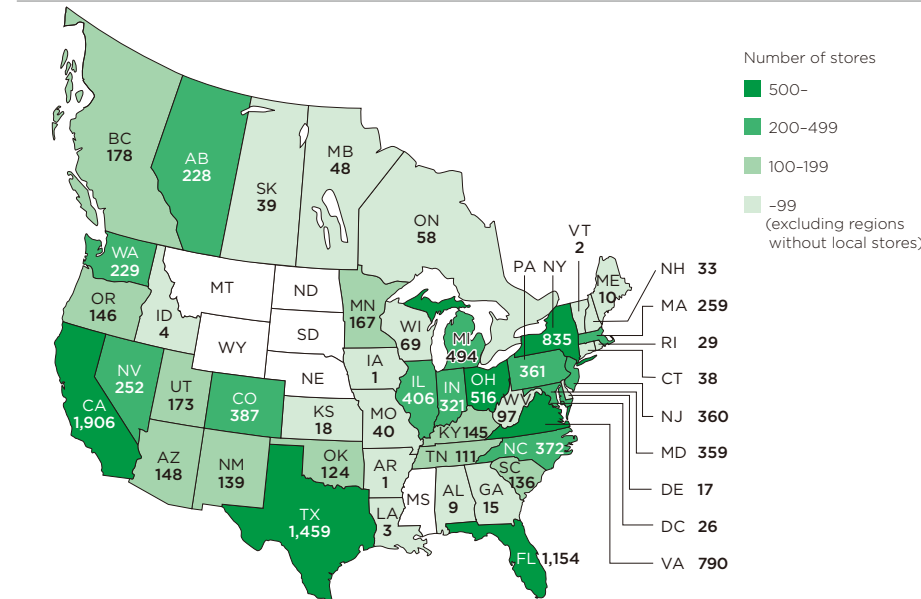
Net income and ROA



Sales composition by category



Store network





Overseas Convenience Store Operations

Growth Strategy of Global CVS Operations

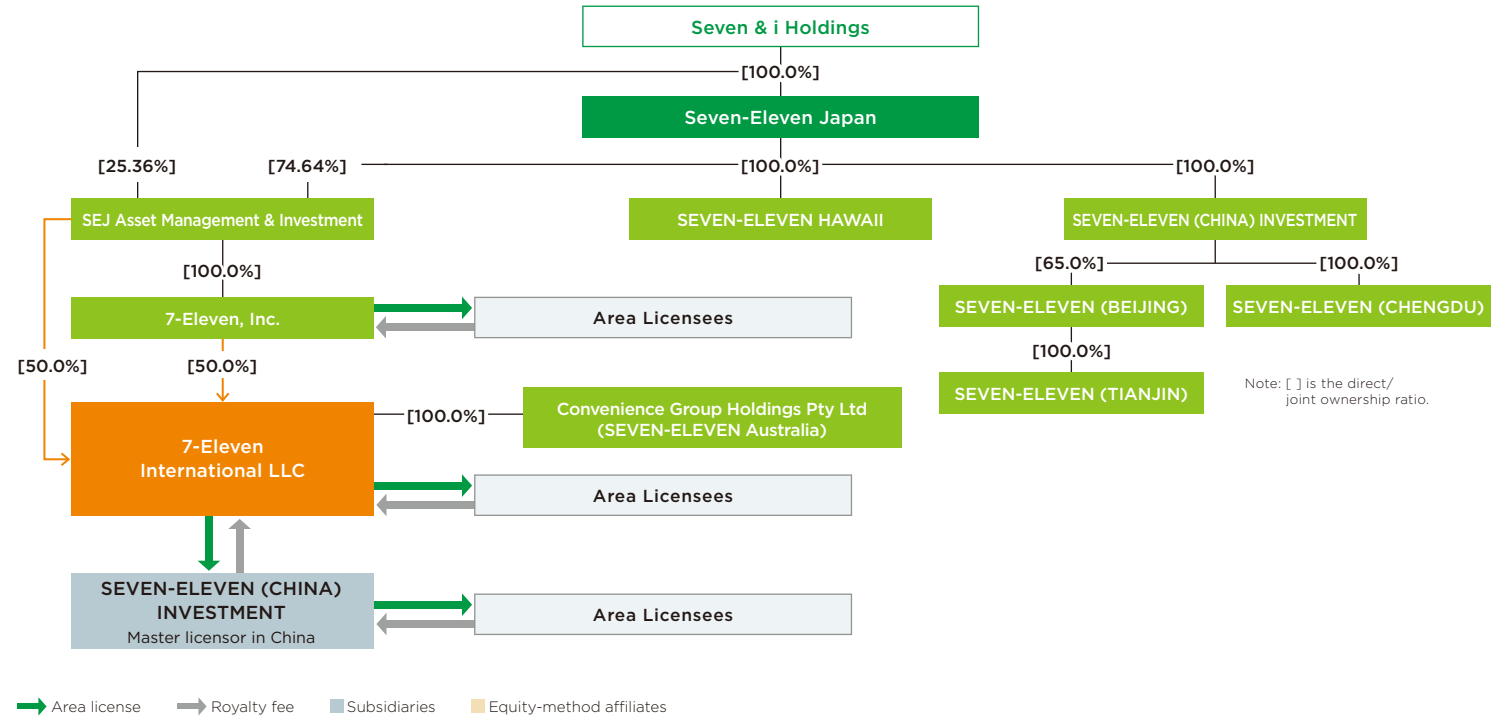
Global Strategy

Capital Relationships in the Group's Convenience Store Operations

Seven & i Holdings' subsidiaries operate 7-Eleven stores in Japan, North America, and China (Beijing, Tianjin, and Chengdu). In countries and regions where the Company has no local subsidiaries, leading local corporate groups operate 7-Eleven stores as area licensees.

Overseas Licensing Scheme

For 7-Eleven stores in each regions except Japan, North America and Australia, we have granted area license rights and receive Royalty fee from the licensees. With the establishment of 7-Eleven International LLC, the licensor to receive Royalty fee has been changed from 7-Eleven, Inc. to 7-Eleven International LLC.



Trend in the 7-Eleven Stores Worldwide

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Asia	46,806	49,673	52,493	54,706	57,216	59,402	62,017	67,034	68,192	69,524	70,920
North America	8,868	9,077	9,061	9,974	10,000	10,159	13,562	13,511	13,267	13,102	12,812
Central and South America	1,879	1,878	1,835	1,801	1,829	1,822	1,841	1,889	1,925	2,076	2,079
Europe	530	524	523	469	409	409	403	409	382	367	363
Oceania	626	646	675	692	708	714	718	736	767	747	765
Middle East	2	7	13	14	12	-	-	-	8	-	-
Total	58,711	61,805	64,600	67,656	70,174	72,506	78,541	83,579	84,541	85,816	86,939

Notes) 1. As of the end of December, excluding figures for Japan, which are as of the end of February of the following year.
2. North America includes Hawaii

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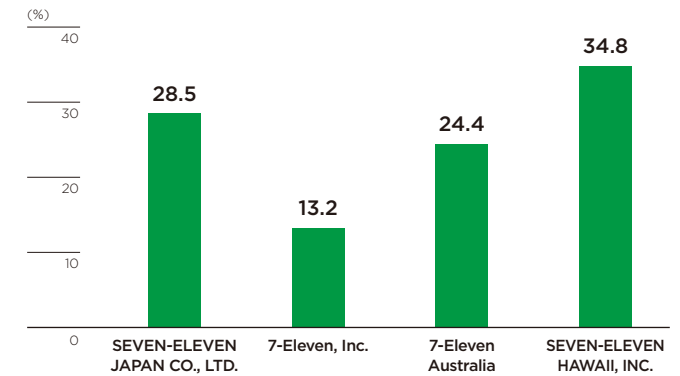
Global Strategy

7-Eleven store operators around the world (licensees)

Country or region	Operator	Number of stores
Asia	CP ALL Public Company Ltd. [Charoen Pokphand Group]	15,945
	Korea Seven Co., Ltd [Lotte Group]	11,040
	PRESIDENT CHAIN STORE CORP. [Uni-President Enterprises Corp.]	7,650
	Philippine Seven Corporation [PRESIDENT CHAIN STORE CORP.]	4,491
	7-Eleven Malaysia Sdn. Bhd. [7-Eleven Malaysia Holdings Berhad]	2,735
	South China: Guangdong Sai Yi Convenience Stores[DFI Retail Group Holdings Ltd.]	1,932
	Hong Kong/Macau: The Dairy Farm Company, Limited[DFI Retail Group Holdings Ltd.]	1,138
	SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhongdi Sunshine Group Co., Ltd.]	972
	DFI Retail Singapore Pte Limited (DFI Retail Group Holdings Ltd)	457
	Nanjing Golden Eagle Convenience Supermarket Management Co., Ltd. [GOLDEN EAGLE INTERNATIONAL RETAIL GROUP (CHINA) Co., Ltd.]	401
	Yunnan Qianglin Lejia Chain Convenience Store Co. Ltd. [Yunnan Qianglin Petrochemical Co. Ltd.]	367
	Uni President Supermarket (zhejiang) Convenience Store Co., Ltd. [President Chain Store (Hong Kong) Holdings Limited]	240
	Seven System Viet Nam JSC	148
	Shaan Xi Sai Wen Teke Convenience Chain CO., LTD.[SHAANXI TEKE TRADING CO., LTD.]	142
	Henan Sanyi Convenience Store Chain CO., LTD[. Sanquan Food Co., Ltd.]	132
	CP ALL (Cambodia) Co., Ltd. [Charoen Pokphand Group]	112
	Fujian Rongning Convenience Store Management CO., LTD. [FUJIAN RONGNING INVESTMENT CO., LTD.][Fujian Sanfu Clothing CO., LTD.]	105
	Hunan You'a Convenience Supermarket Management Co., Ltd. [Hunan Friendship & Apollo Commercial Co., Ltd.]	92
	7-India Convenience Retail Limited [Reliance Retail Ventures Limited]	63
	Xinjiu Commercial Development Co., Ltd. [Southern Hoper Industry Co., Ltd.]	50
Hubei Dongfang Meilin Convenience Store CO., LTD. [Jiangsu Baiye Baihui Supermarket Management CO., LTD.]	46	
CP ALL Laos Co., Ltd. [Charoen Pokphand Group]	26	
North America	Various Companies	33
Central and South America	7-Eleven Mexico S.A. de C.V. [Valso, S.A. de C.V.]	2,079
Europe	Reitan Convenience [Reitangruppen AS]	363

Notes) 1. Number of stores as of December 31, 2025
2. Company names in brackets are those of the corporate groups affiliated with the companies listed.

7-Eleven fast food sales as a percentage of total sales for FY2025



Notes) 1. Percentages for 7-Eleven, Inc. and SEVEN-ELEVEN HAWAII, INC. are calculated using merchandise sales.
2. Fiscal year-end for overseas subsidiaries is December 31.