FY2025
Financial Results Presentation

Seven & i Holdings Co., Ltd.

April 9, 2026

Opening – Market Landscape and Our Competitive Edge

Shifts in Consumer Behavior

- A clear shift toward value
- Rising expectations for great-tasting, high-quality food
- Demand for more convenient shopping

Our Competitive Edge

Merchandising
Compelling products with APSD food sales higher than national competitors

Store Network
Unmatched network with approx. 30 million daily customers in Japan and North America, strong QSR with multiple formats

Operational Excellence
Field support, Retailer Initiative (Tanpin-Kanri) and franchisee network

7NOW
Unique digital platform to enhance customer convenience and drive further growth

Opening – Progress and Priorities

Momentum Built in FY2025; Transformation Accelerates in FY2026; Financial Impact Scales from FY2027 Onwards

Disciplined Execution

- Stronger global connectivity
- Clearer alignment and accountability
- Shared focus on delivering customer value

2025

Momentum Regained

2026

Momentum Accelerated

2027 onwards

Accelerated Financial Impact

Reinforce the fundamentals. Maintain disciplined capital allocation. Evolve with customer needs.

Opening – Disciplined Execution - 2025 Lookback

FY2025: Tangible Progress Toward Value Creation

Record-high Net Income

Steady Momentum Building for Growth

7-Eleven Shift to Pure Convenience Store

Completed Deconsolidation of York HD and Seven Bank

Shareholder Return

Completed ¥600Bn Share Buyback

Opening – Disciplined Execution - 2026 Outlook

FY2026: Elevating Customer Experience for Sustainable Growth

Quality

- ✓ **Better experience** through store renovations and 7NOW
- ✓ **Stronger products** underpinned by our value chain and merchandising
- ✓ **Smarter operation** with enhanced support for growing franchise network

Value

- ✓ **Deliver value** with private brands and fresh foods
- ✓ **Create value** with our value chain optimization
- ✓ **Maximize value** through rigorous cost management

**Better customer experiences drive store traffic,
stronger earnings for our entrepreneurial franchisees and growth across the Group**

Opening – SEI IPO / Shareholder Return Policy

SEI IPO Targeted for FY2027 at the Earliest;
Shareholder Return Policy Unchanged

Transformation Progress

Demonstrating tangible results from transformation

Market Conditions

Prioritizing customers amid market uncertainty

SEI IPO timing revised to FY2027 at the earliest

- Shareholder return policy unchanged: ¥2.0Tn buyback by FY2030 (incl. ¥0.6Tn completed in FY2025) and progressive dividends

Opening – Summary

We are Confident in Our Trajectory to FY2030,
Delivering Better Stores, Products and Services—and Exceeding Customer Expectations

- **Momentum regained, with disciplined execution driving acceleration in FY2026 and further accelerated financial impact from FY2027 onwards**
- **FY2025- Record-high net income**
  FY2026- Solid revenue and profit growth (excl. deconsolidations)
- **Elevating Customer Experience for Sustainable Growth**
  -Focused investment in customer experience and stores
- **CAGR to 2030: APSD growth of 2.5% to 3.0% for SEJ and 3.0% to 5.0% for SEI; and Consolidated EBITDA growth of approx. 7.0%**

Note) The period covered by the CAGR (Compound Annual Growth Rate) is fiscal 2025 through fiscal 2030

AGENDA

1. FY2025 Results
2. FY2026 Forecasts

AGENDA

FY2025 Consolidated Results Highlight

- ✓ **FY2025 full year consolidated results achieved the revised plan through rigorous, disciplined execution**
- ✓ **Strong momentum toward renewed growth recovered following structural reforms and a focus on the CVS business**
- ✓ **In addition, steady share buybacks executed, delivering record-high net income and EPS**

Billions of yen

	FY2024 results	FY2025 results	YoY	vs. Plan
Group's total sales*1	18,442.8	16,992.0	92.1%	99.5%
EBITDA*2	995.5	942.8	94.7%	102.2%
Operating income	420.9	422.9	100.5%	104.7%
Net income	173.0	292.7	169.2%	108.4%
EPS	66.62 yen	118.81 yen	178.3%	108.4%

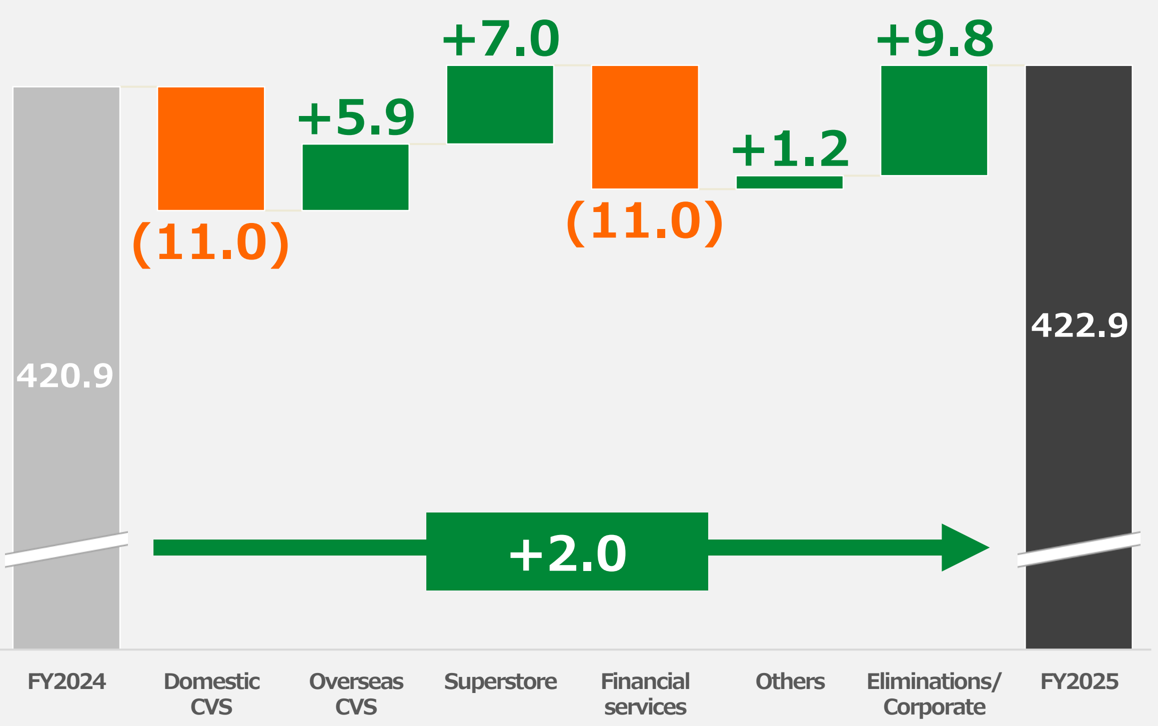
*1 Group's total sales includes the sales of franchisees of Seven-Eleven Japan, Seven-Eleven Okinawa, 7-Eleven, Inc. and 7-Eleven Stores Pty Ltd.
*2 EBITDA: Operating income + Depreciation and amortization + Amortization of goodwill
Note) Exchange rate: 1USD=149.61JPY, 1CNY=20.81JPY

FY2025 Consolidated Results Highlight

Operating income (YoY)

✓ **YoY 100.5%/change +2.0**

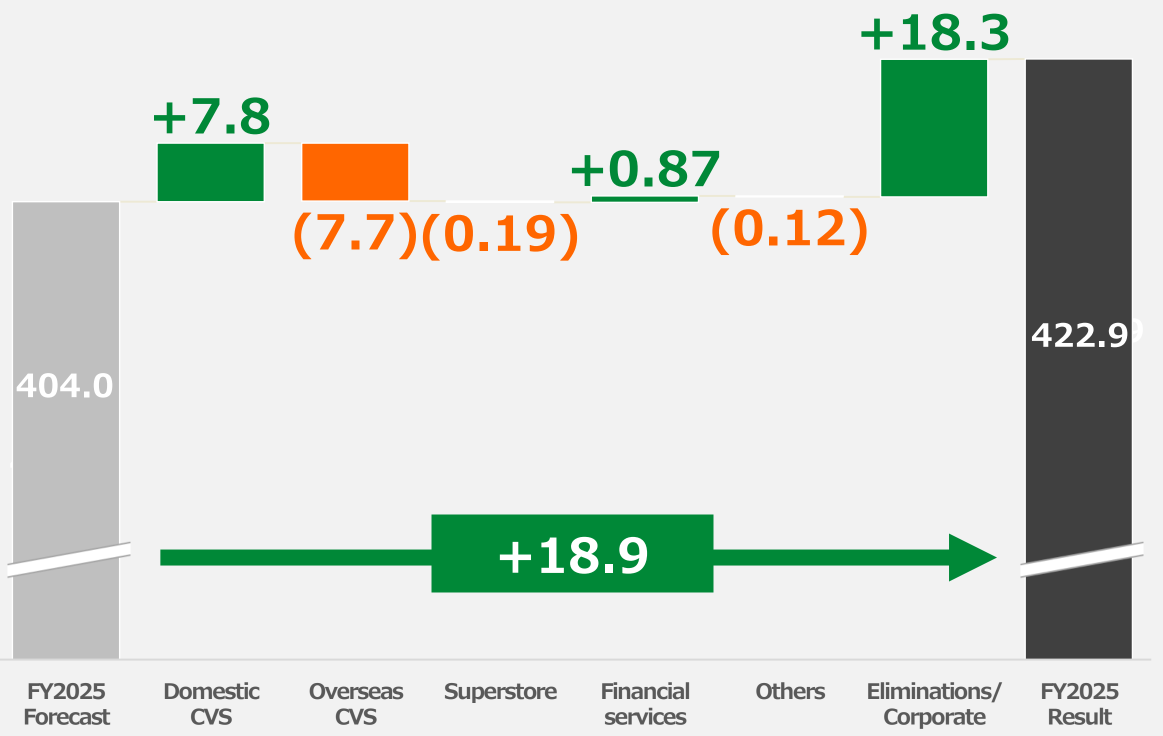
Billions of yen



Operating income (vs. Plan)

✓ **vs. plan 104.7%/change +18.9**

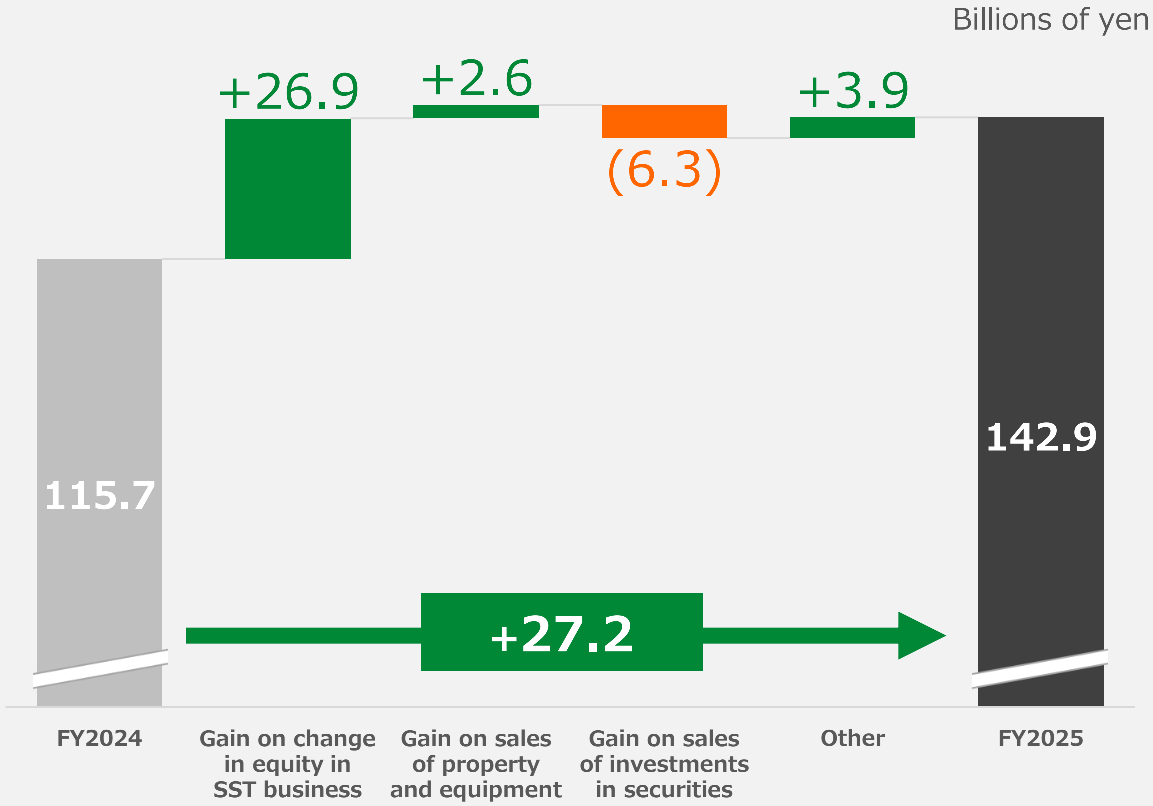
Billions of yen



FY2025 Consolidated Results Highlight

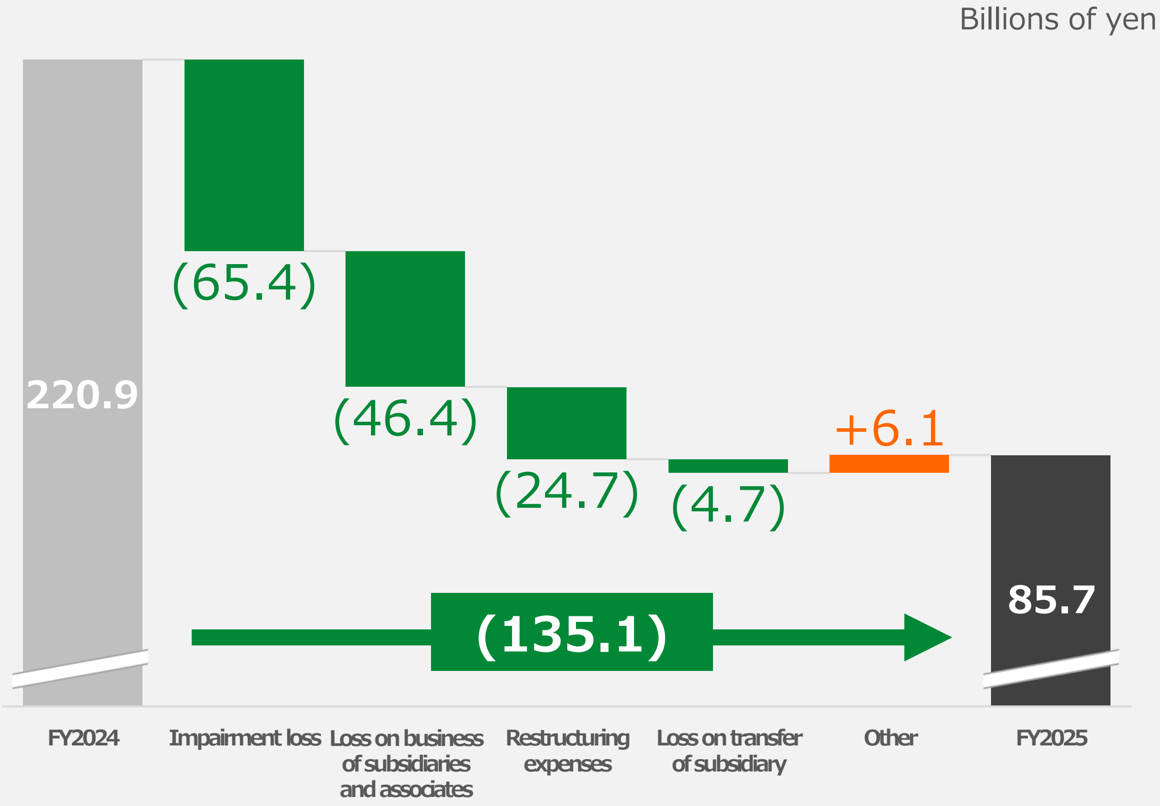
Special gains

- ✓ **YoY 123.5%/change +27.2**
- ✓ **Optimization of Asset Holdings**



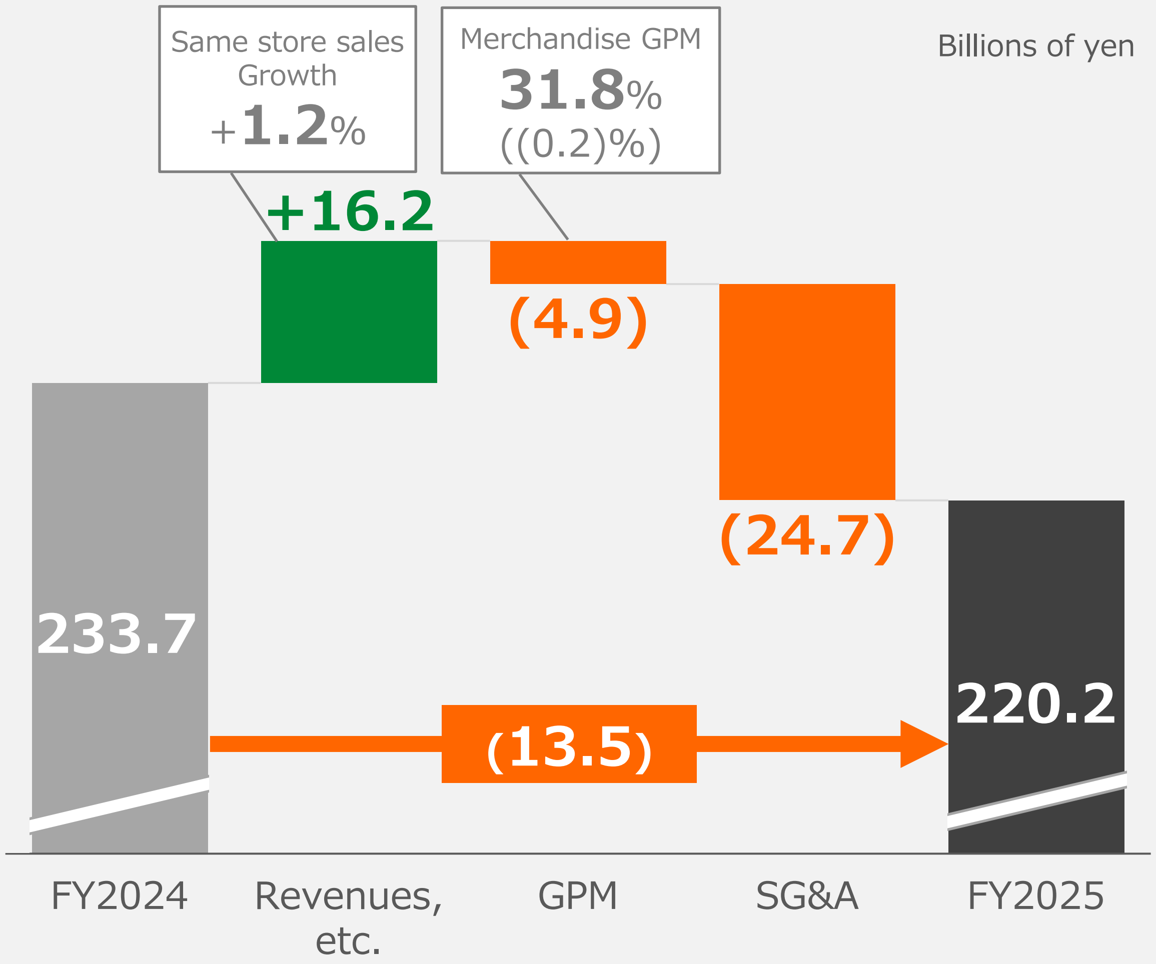
Special losses

- ✓ **YoY 38.8%/change (135.1)**
- ✓ **Decreased significantly through Group's Structure Reforms implemented up to the previous year**

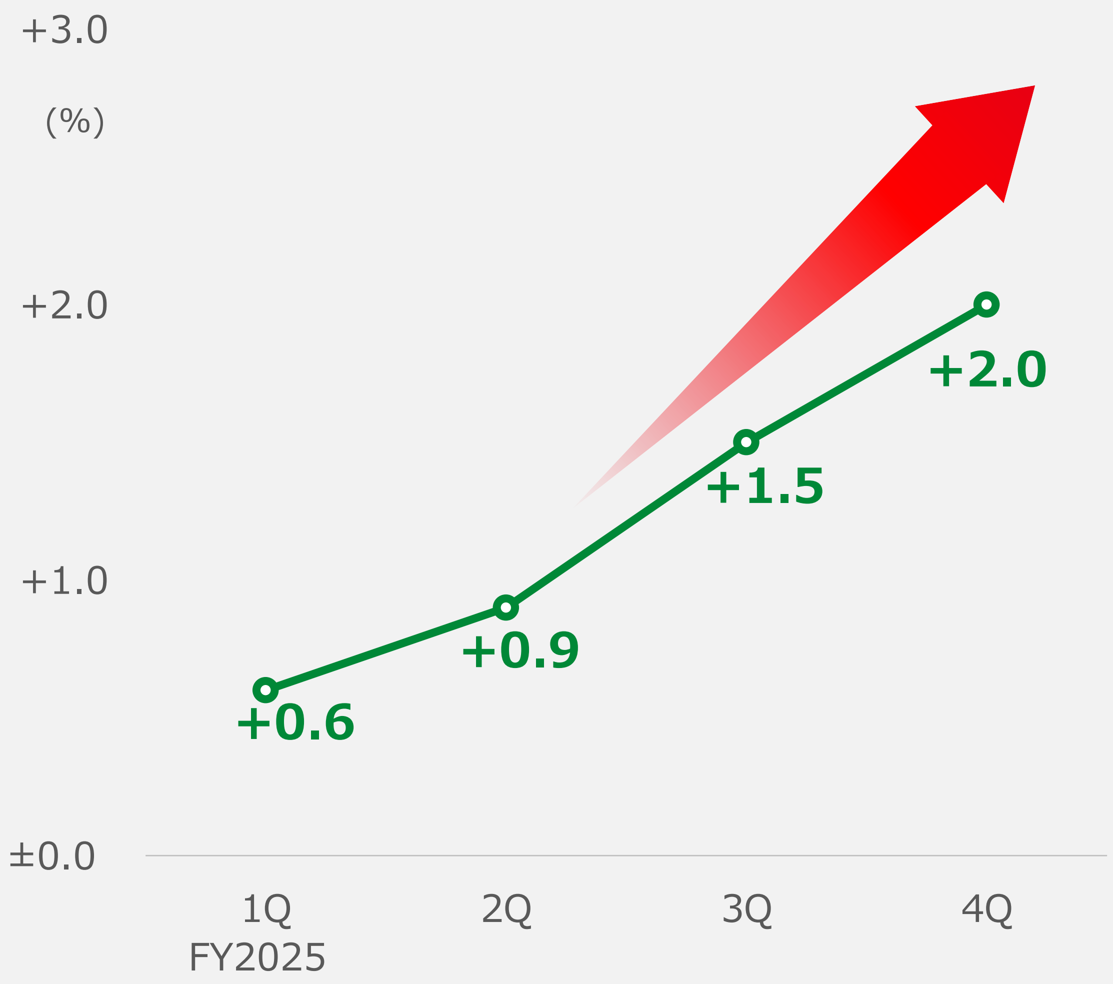


FY2025 Results (SEJ)

Operating income and major KPIs



Same store sales trend



Progress of Initiatives (SEJ)

Fresh food differentiation

APSD of just-made counter merchandise

+8.3%

Number of stores introducing SEVEN CAFÉ Bakery

Approx. 8,000 Stores

Number of stores introducing SEVEN CAFÉ Tea

Approx. 2,000 Stores

Store Network/7NOW/Cost Structure Reform

Store net increase

170 Stores

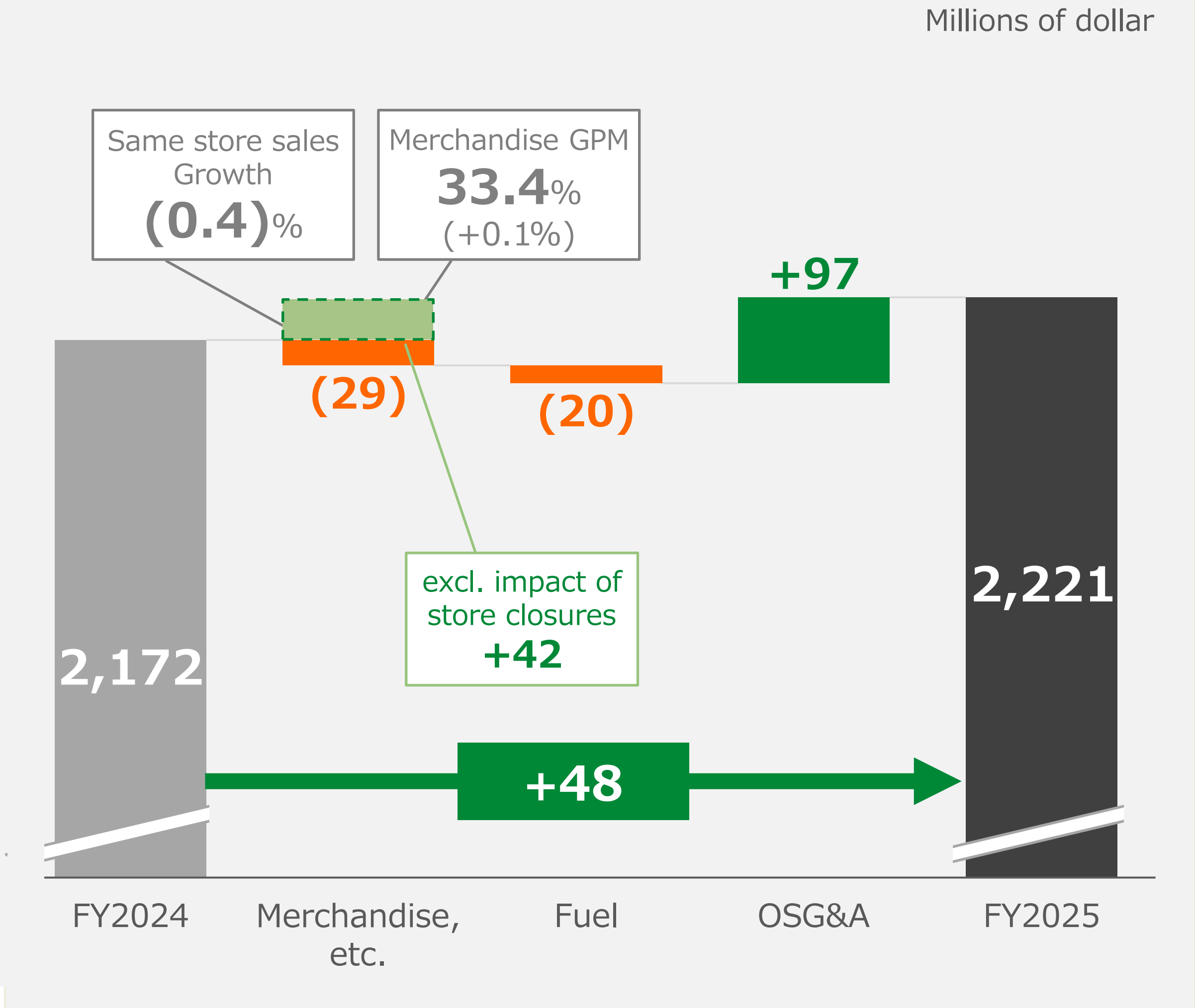
7NOW Total sales growth

+28.2%

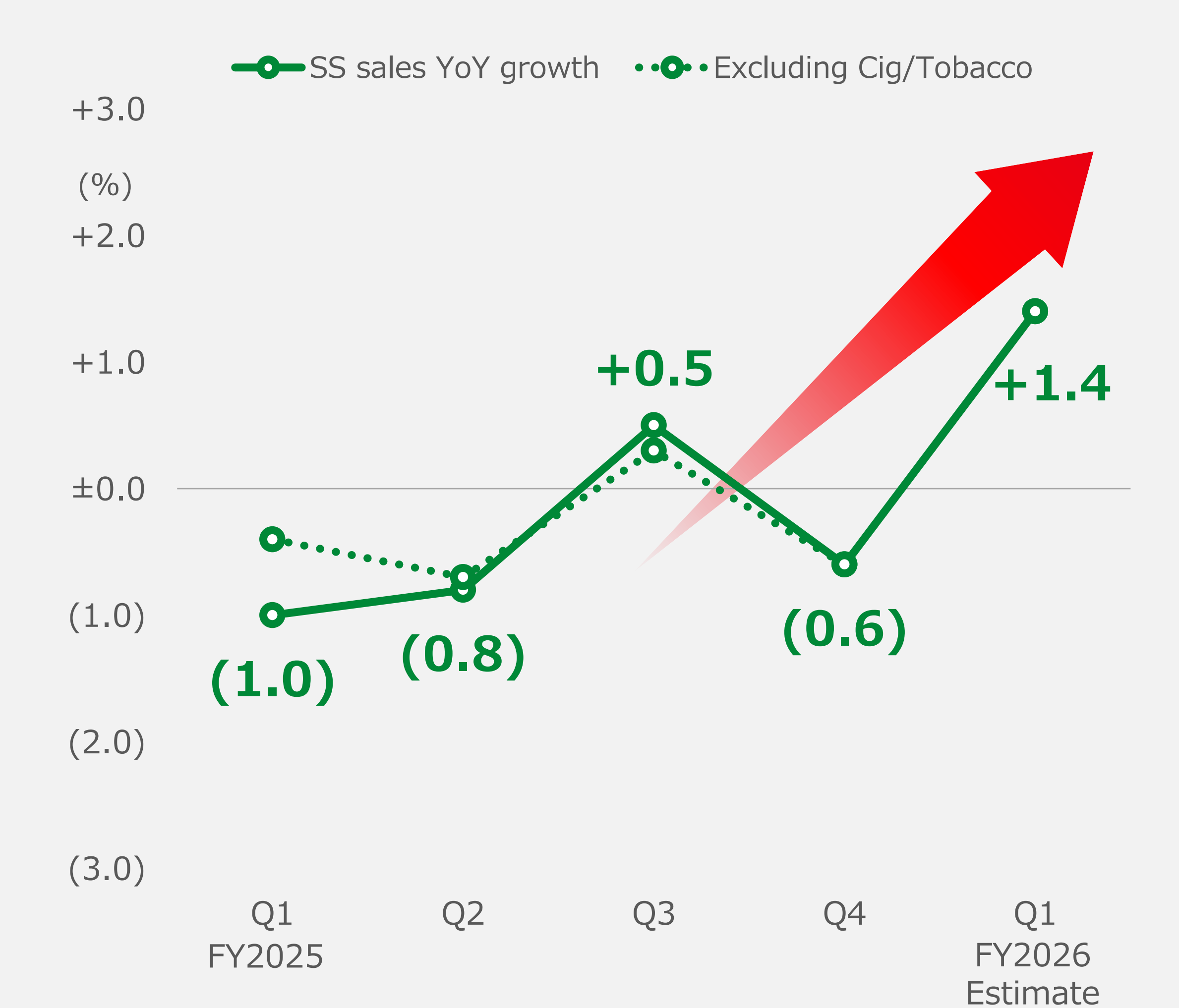
Transformation Plan: Accelerate Execution

FY2025 Results (SEI)

Operating income and major KPIs



Same store sales trend



Progress of Initiatives (SEI)

Fresh Food/PB/Store Network

Restaurant openings
30 Stores

Private brands Launching new item
175 Items

New store openings
122 Stores

7NOW/Fuel/Cost Control

7NOW sales
$979M

Fuel Vertical Integration Opportunities (EBITDA)
Approx. $70M

OSG&A YoY (Dollar basis)
99.0%

AGENDA

FY2026 Consolidated Financial Forecasts

- ✓ **Plan to achieve higher sales and higher income on a basis excluding the impact of deconsolidation**
- ✓ **CVS businesses in Japan and the U.S. maintain a steady income growth trend**

Billions of yen

	FY2025 Like for like *1	FY2026 plan	vs. FY2025 Like for like
Convenience store group merchandise sales *2	9,768.6	10,030.0	102.7%
EBITDA	866.8	891.0	102.8%
Operating Income	384.6	405.0	105.3%
Net Income	254.8	270.0	105.9%
EPS	103.43 yen	117.42 yen	113.5%

*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: 1USD=150.00JPY, 1CNY=21.00JPY 2. EPS reflects the estimated impact of future share buybacks

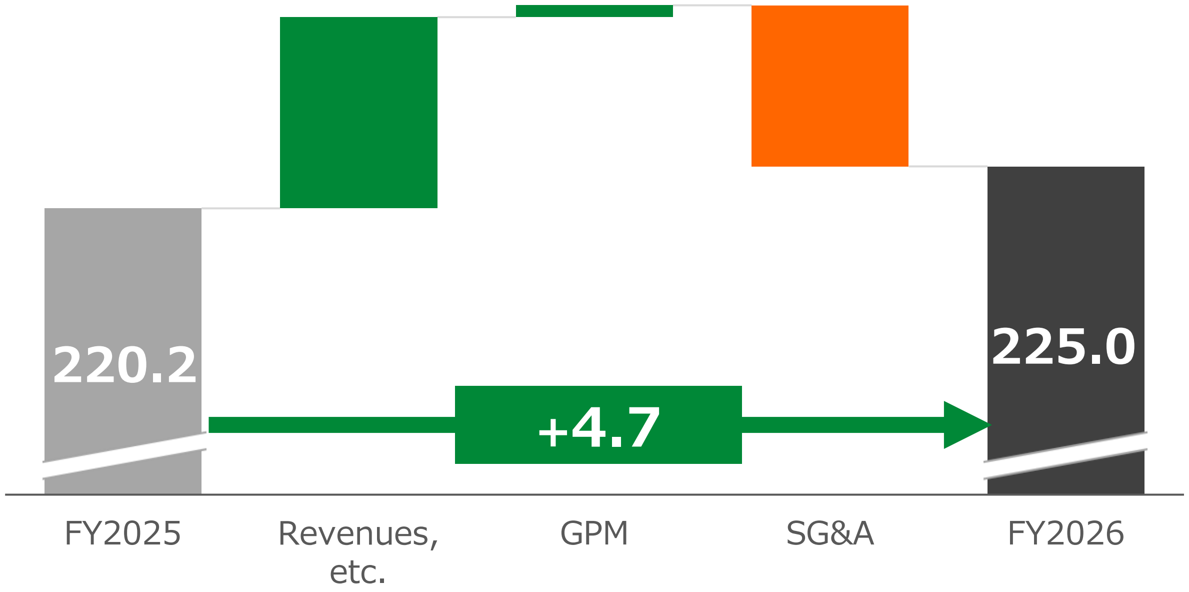
FY2026 Operating Income and Initiatives (SEJ)

Accelerating customer value through disciplined investments

Operating income and major KPIs

Billions of yen

Same store sales growth	Merchandise GPM growth
+2.5%	+0.1%



Accelerating priority execution

Quality: Elevating Customer Experience

Just-made Expansion
Rolled out under the "Live Meal" brand

Category Strategy
Product offerings tailored to consumption occasions

Value: Strengthening Profit Structure

Value Chain Optimization
Reforms across procurement, manufacturing, and logistics

Cost Management
Fundamental review of operational processes
Review of IT/system utilization

Transformation Plan Outline (SEJ)

Creating a Robust Foundation for Sustainable Profitable Growth

Transformation Plan: Accelerate Execution

- Five Domains Driving Transformation -

1	Merchandise Development	Category Strategy, Assortment Optimization, Pricing Optimization
2	Value Chain	Scaling Quick Wins in Procurement, Manufacturing, and Logistics Fundamental Mid-Term Structural Reform Across the Value Chain
3	Store Operations	Accelerating Labor-Saving Initiatives in Store Operations Building Operational Processes to Enhance Service Quality
4	Service/ Entertainment	Loyalty Program, Points Program IP-Based Merchandise Collaborations
5	SG&A	Optimization of IT-Related Costs Optimization of Headquarters Functions

Domains 1–4 → **Driving Sales and Gross Profit Growth**

Domain 5 → **Controlling SG&A Ratio Below 12%**

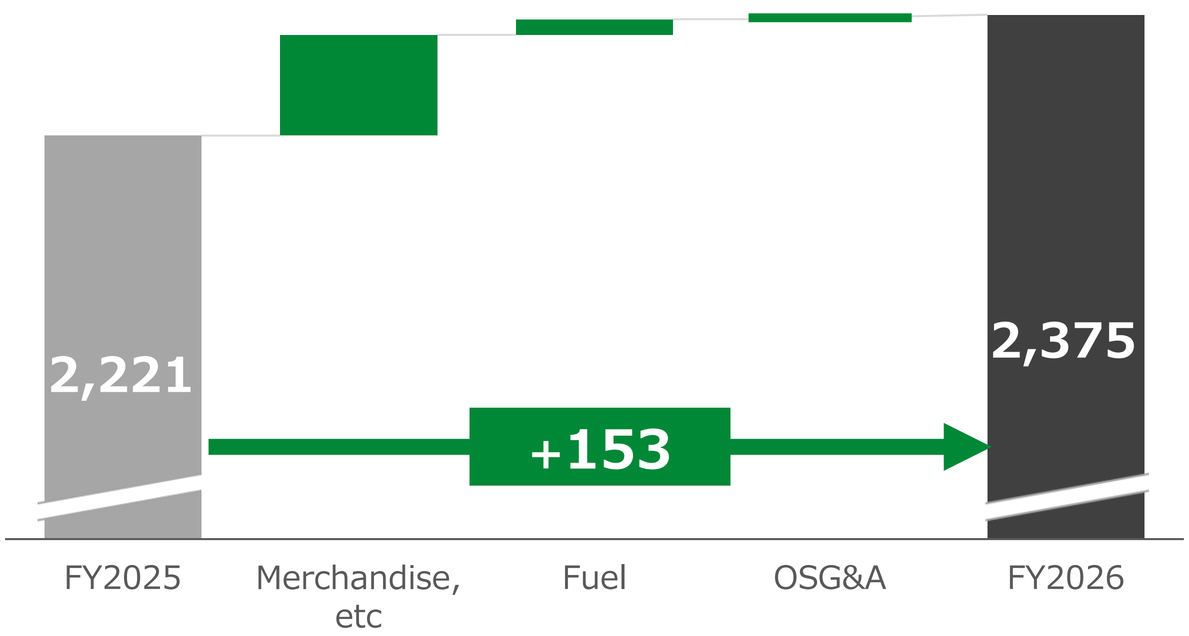
FY2026 Operating Income and Initiatives (SEI)

Steady Profit Growth Through Expanding Gross Profit and Rigorous OSG&A Control

Operating income and major KPIs

Millions of dollar

Same store sales growth (US)	Merchandise GPM growth
+2.0%	+0.4%



Accelerating priority execution

Quality: Elevating Customer Experience

Expansion of Proprietary Products
Deliver High-Quality Fresh Food and Beverages

Store Network Optimization
Store Upgrades
Expansion of Franchise Model

Value: Strengthening Profit Structure

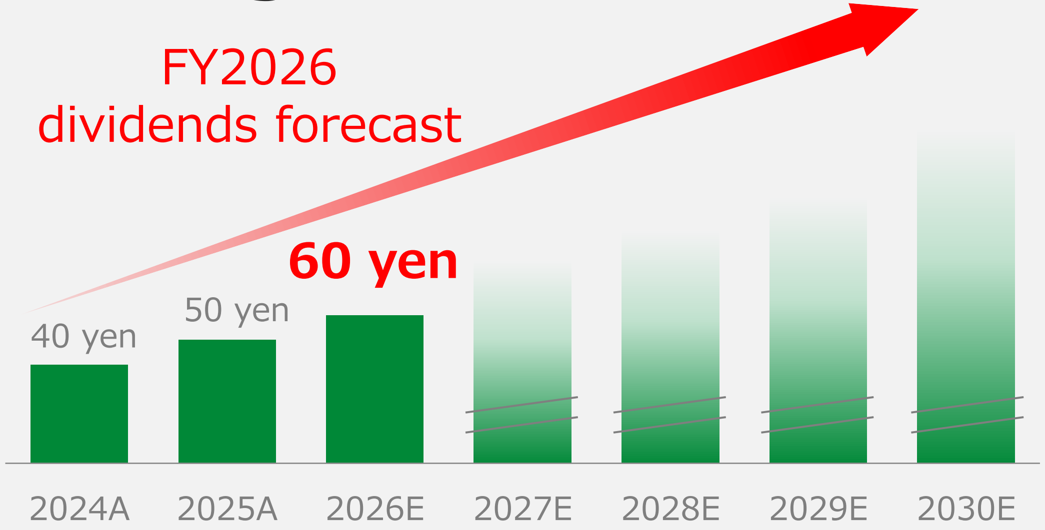
Value Chain Optimization
Redesign Value Chain Network to Enhance Cost Competitiveness

Cost Management
Service-Level Improvement through Simplification of Store Operations

Shareholder Return

Shareholder Return Policy Remains Unchanged, while Revising the Earliest Timing for the SEI IPO to FY2027

Progressive dividend



Continued improvement in dividends per share

Share buyback

Planned share buyback totaling

¥2.0Tn through FY2030

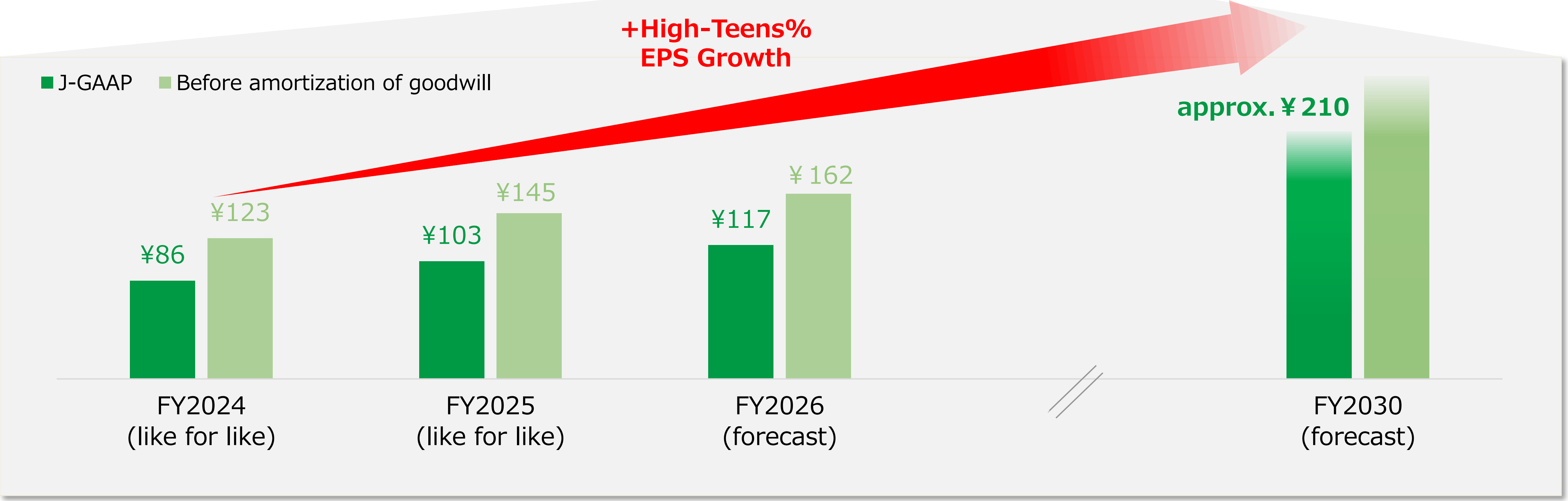
(¥0.6Tn completed in FY2025)

Continuous EPS Growth / Value Creation *

Continuous EPS Growth and Shareholder Value Creation through Steady Business Growth and Continuous Improvement on Asset Efficiency

Operating Margin Expansion | ¥2.0Tn buyback by FY2030 | Progressive Dividend Policy

+LSD% Revenue Growth → +MSD% Adjusted EBITDA Growth → +High-Teens% EPS Growth → +Above EPS Growth% Total Shareholder Return



* Inclusive of the sale of Superstore Business Group, deconsolidation of Seven Bank and IPO of SEI

Appendix

Consolidated B/S Summary (As of February 28, 2026)

(Billions of yen)

Assets (Main items only)	As of Feb. 28, 2025	As of Feb. 28, 2026	Change
Current assets	2,823.7	1,492.5	(1,331.2)
Cash and bank deposits	1,368.6	438.6	(930.0)
Cash and bank deposits at Seven Bank	903.1	-	(903.1)
Notes and accounts receivable - trade, and contract assets	441.6	298.6	(142.9)
Merchandise and finished goods	312.7	223.0	(89.7)
Non-current assets	8,561.7	7,650.0	(911.7)
Property and equipment	4,981.2	4,497.9	(483.3)
Buildings and structures, net	1,749.1	1,449.7	(299.3)
Land	1,172.5	902.2	(270.3)
Right-of-use assets, net	1,289.8	1,451.6	+161.8
Intangible assets	2,711.3	2,469.0	(242.3)
Investments and other assets	869.0	683.0	(186.0)
Deferred assets	0.58	0.39	(0.18)
Total assets	11,386.1	9,142.9	(2,243.1)

Liabilities and net assets (Main items only)	As of Feb. 28, 2025	As of Feb. 28, 2026	Change
Total liabilities	7,162.8	5,494.7	(1,668.1)
Current liabilities	3,316.6	1,900.6	(1,415.9)
Notes and accounts payable, trade	519.4	416.0	(103.4)
Short-term loans	172.4	135.5	(36.9)
Current portion of bonds and current portion of long-term loans	500.1	446.1	(54.0)
Allowance for loss on business of subsidiaries and associates	18.2	3.2	(14.9)
Lease obligations	180.6	164.7	(15.8)
Deposits received in banking business	813.3	-	(813.3)
Non-current liabilities	3,846.2	3,594.0	(252.1)
Bonds	1,244.0	929.8	(314.2)
Long-term loans	778.0	718.4	(59.5)
Lease obligations	1,223.4	1,398.9	+175.5
Total net assets	4,223.2	3,648.1	(575.0)
Total liabilities and net assets	11,386.1	9,142.9	(2,243.1)

Note) "Accounting Standard for Current Income Taxes" (ASBJ Statement No. 27, October 28, 2022), etc. have been applied from the beginning of the fiscal year ended February 28, 2026, and the figures for the fiscal year ended February 28, 2025 have been modified retrospectively.

FY2025 Consolidated Results Highlight

(Billions of yen, %)

	FY2024	FY2025	YoY	Change	vs. Plan	Change
Group's total sales*1	18,442.8	16,992.0	92.1	(1,450.7)	99.5	(93.9)
Revenues from operations	11,972.7	10,430.2	87.1	(1,542.4)	98.8	(129.7)
Operating income	420.9	422.9	100.5	+2.0	104.7	+18.9
Ordinary income	374.5	377.4	100.8	+2.8	103.1	+11.4
Special gains	115.7	142.9	123.5	+27.2	126.0	+29.5
Special losses	220.9	85.7	38.8	(135.1)	131.1	+20.3
Net income attributable to owners of parent	173.0	292.7	169.2	+119.6	108.4	+22.7
Amortization of goodwill	137.9	137.8	100.0	(0.04)	101.4	+1.8
EPS (yen)	66.62	118.81	178.3	+52.19	108.4	+9.24
EPS before amortization of goodwill (yen)*2	105.12	161.74	153.9	+56.62	106.5	+9.87
EBITDA	995.5	942.8	94.7	(52.6)	102.2	+20.3

*1 Group's total sales include the sales of franchisees of Seven-Eleven Japan, Seven-Eleven Okinawa, 7-Eleven, Inc. and 7-Eleven Stores Pty Ltd.
*2 Tax impact related to amortization of goodwill is taken into account.

Note) Exchange rate: 1USD=149.61JPY, 1CNY=20.81JPY

FY2025 Revenues from Operations, Operating Income and EBITDA by Operating Segment (YoY)

(Billions of yen, %)

	Revenues from operations	YoY/Change	Operating income	YoY/Change	EBITDA	YoY/Change
Consolidated	10,430.2	87.1 (1,542.4)	422.9	100.5 +2.0	942.8	94.7 (52.6)
Domestic CVS operations	914.5	101.2 +10.4	222.5	95.3 (11.0)	314.0	96.7 (10.8)
Overseas CVS operations	8,556.8	93.3 (613.9)	222.2	102.8 +5.9	581.8	99.0 (5.9)
Superstore operations	689.4	48.1 (742.6)	17.5	168.2 +7.0	36.1	69.4 (15.9)
Financial services	137.1	64.7 (74.9)	20.9	65.5 (11.0)	45.6	63.1 (26.7)
Others	179.7	56.0 (141.1)	6.9	120.8 +1.2	10.6	84.6 (1.9)
Eliminations/Corporate	(47.5)	- +19.8	(67.2)	- +9.8	(45.5)	- +8.8

Note) Exchange rate: 1USD=149.61JPY, 1CNY=20.81JPY

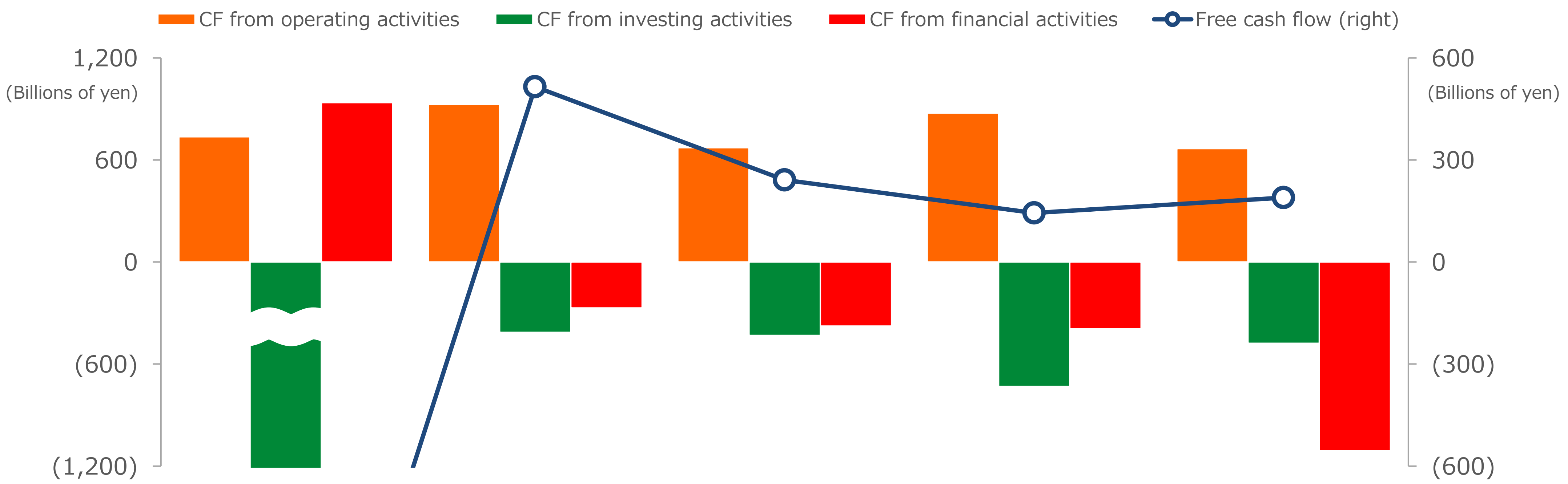
FY2025 Revenues from Operations, Operating Income and EBITDA by Operating Segment (vs. Plan)

(Billions of yen, %)

	Revenues from operations		Operating income		EBITDA	
		vs. Plan/Change		vs. Plan/Change		vs. Plan/Change
Consolidated	10,430.2	98.8 (129.7)	422.9	104.7 +18.9	942.8	102.2 +20.3
Domestic CVS operations	914.5	100.5 +4.5	222.5	103.6 +7.8	314.0	102.5 +7.6
Overseas CVS operations	8,556.8	98.3 (145.1)	222.2	96.6 (7.7)	581.8	99.3 (3.8)
Superstore operations	689.4	100.0 ±0.0	17.5	98.9 (0.19)	36.1	99.5 (0.19)
Financial services	137.1	105.5 +7.1	20.9	104.3 +0.87	45.6	96.5 (1.6)
Others	179.7	102.1 +3.7	6.9	98.3 (0.12)	10.6	98.8 (0.12)
Eliminations/Corporate	(47.5)	- (0.06)	(67.2)	- +18.3	(45.5)	- +18.6

Note) Exchange rate: 1USD=149.61JPY, 1CNY=20.81JPY

Consolidated Statements of Cash Flows



(Billions of yen)	FY2021	FY2022	FY2023	FY2024	FY2025	vs. FY2024
CF from operating activities	736.4	928.4	673.0	876.4	666.7	(209.7)
CF from investing activities	(2,505.5)	(413.2)	(431.8)	(732.3)	(477.3)	+255.0
Free cash flow	(1,769.0)	515.2	241.2	144.0	189.3	+45.2
CF from financing activities	937.0	(270.3)	(377.0)	(392.6)	(1,109.8)	(717.2)
Cash and cash equivalents at the end of the period	1,414.8	1,674.7	1,562.4	1,349.8	426.1	(923.6)

Seven-Eleven Japan (1) B/S Summary (As of February 28, 2026)

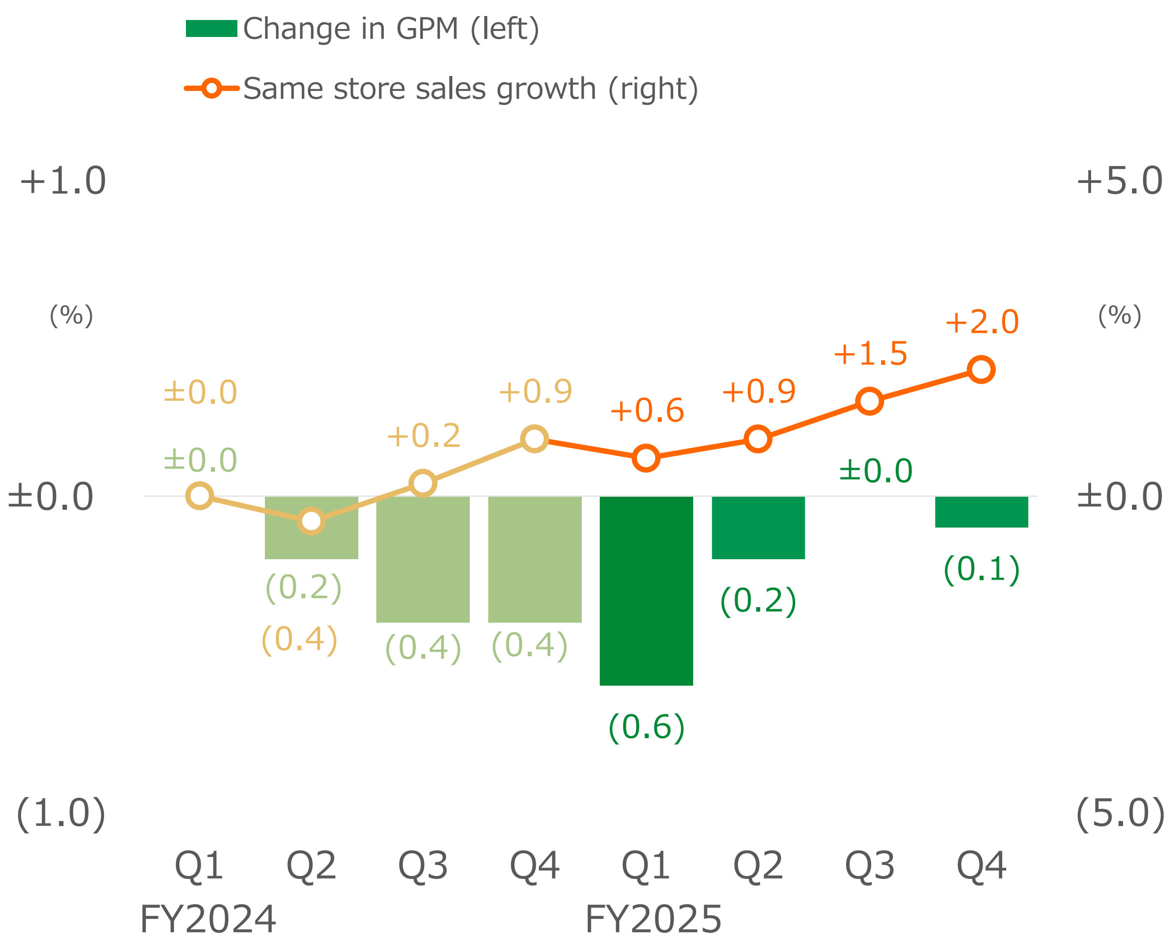
(Billions of yen)

Assets	As of Feb. 28, 2025	As of Feb. 28, 2026	Change
Current assets	724.4	795.1	+70.7
Cash and bank deposits	50.0	83.2	+33.1
Deposits held by subsidiaries and affiliates	430.5	445.6	+15.0
Accounts receivable, other	190.9	208.7	+17.7
Other current assets	52.8	57.5	+4.7
Non-current assets	1,550.8	1,568.6	+17.7
Buildings and structures	467.4	471.7	+4.2
Land	113.7	115.8	+2.1
Intangible assets	107.1	119.1	+11.9
Investments and other assets	862.5	861.9	(0.60)
Total assets	2,275.3	2,363.8	+88.5

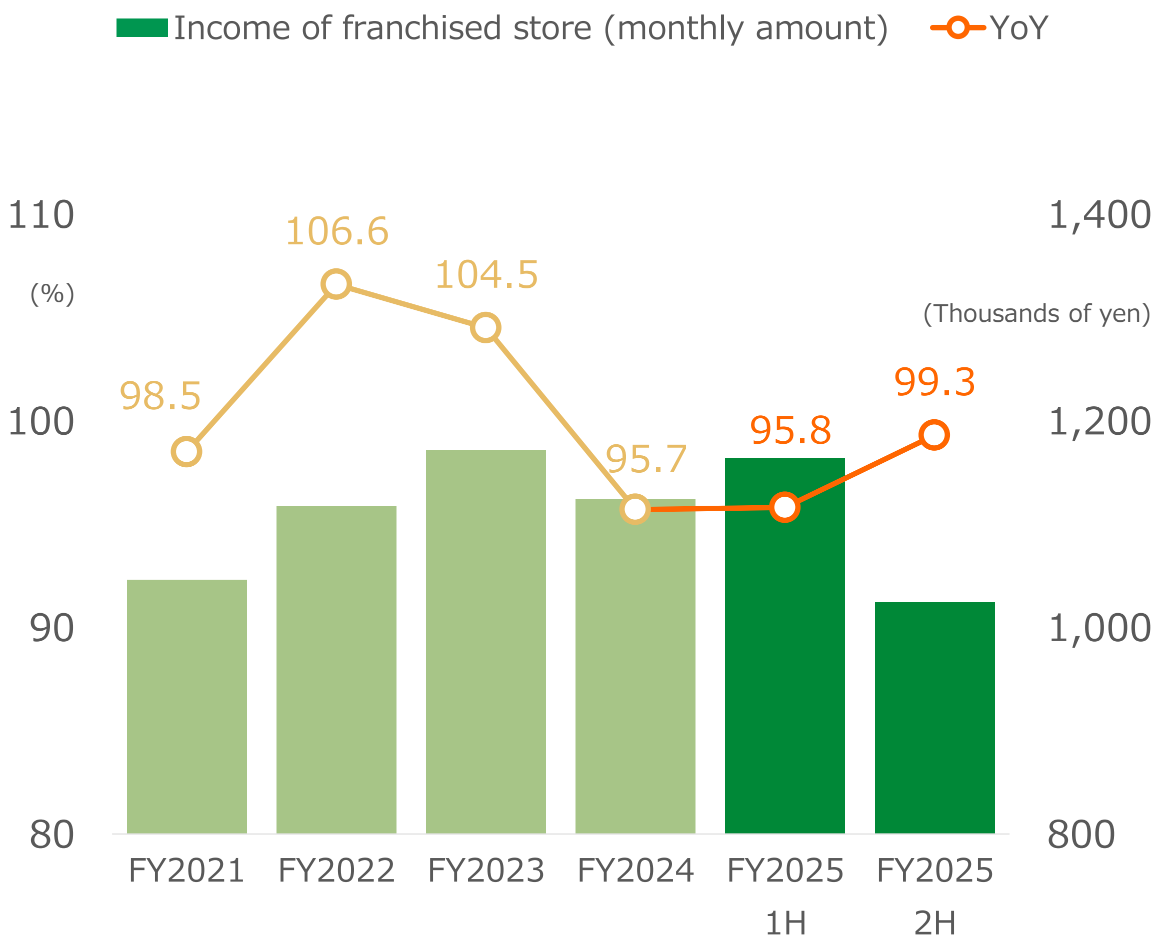
Liabilities	As of Feb. 28, 2025	As of Feb. 28, 2026	Change
Total liabilities	590.8	628.6	+37.8
Current liabilities	491.2	512.8	+21.5
Accounts payable, trade	191.9	193.4	+1.4
Accounts payable, other and accrued expenses	50.5	54.5	+3.9
Accounts payable to parent company	52.3	18.5	(33.7)
Deposits received	143.8	185.5	+41.6
Other current liabilities	52.4	60.7	+8.2
Non-current liabilities	99.5	115.8	+16.2
Guarantee deposits received from franchised stores	10.8	11.1	+0.29
Asset retirement obligations	83.4	95.2	+11.7
Other non-current liabilities	5.2	9.4	+4.1
Total net assets	1,684.5	1,735.2	+50.6
Total liabilities and net assets	2,275.3	2,363.8	+88.5

Seven-Eleven Japan (2)

Same store sales & GPM



Trend in income of franchised stores



Seven-Eleven Japan (3)

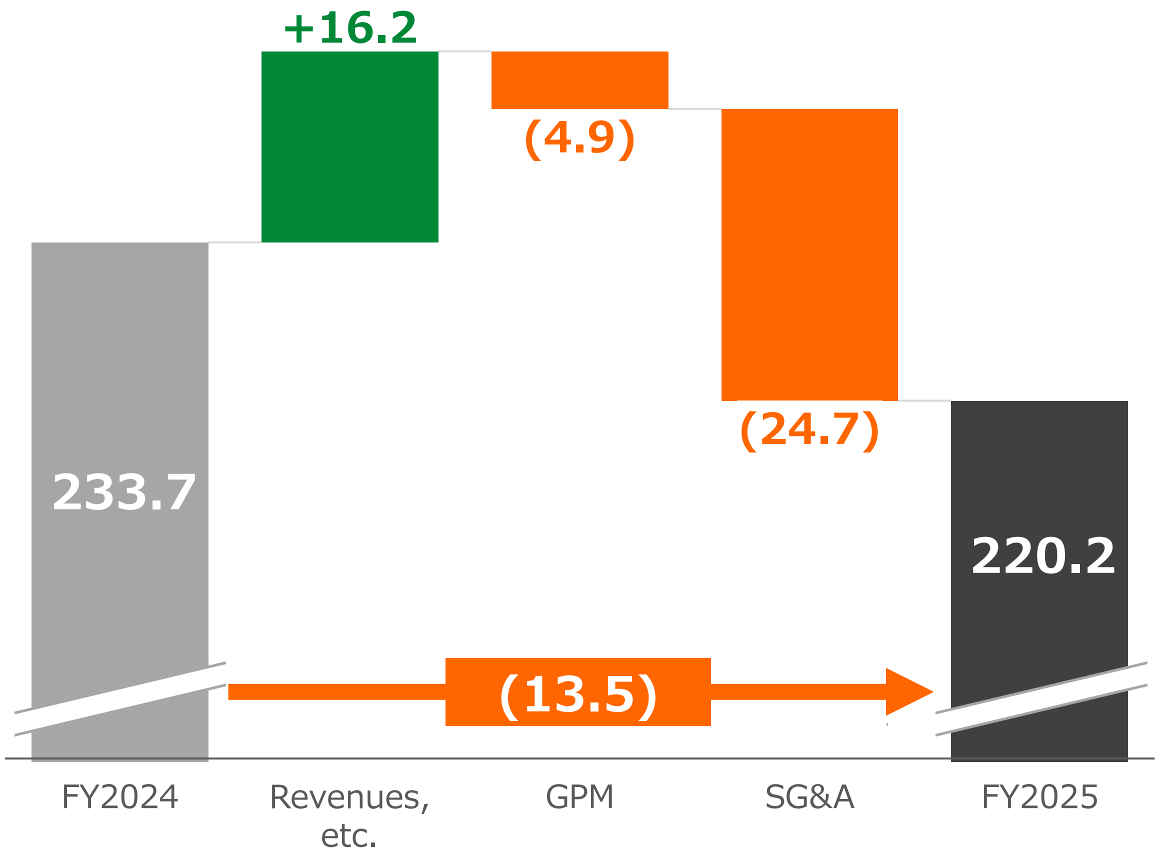
SG&A

(Billions of yen, %)

	FY2025	YoY	YoY change	Major factors for change
SG&A	634.4	104.1	+24.7	
Advertising expenses	44.3	116.6	+6.3	Increase due to sales promotion enhancement and ads cost
Salaries and wages	79.3	100.6	+0.50	Impact of increased salary unit cost
Land and building rent	204.3	102.3	+4.6	Increased number of stores
Depreciation and amortization	89.7	100.1	+0.06	Flat with next-gen system offsetting the end of 7th system depreciation
Utility expenses	65.3	100.5	+0.34	Increased electric cost
Others	151.3	109.2	+12.8	Increased system expenses and maintenance fee

Change in operating income

(Billions of yen)



7-Eleven, Inc. (1) B/S Summary (As of December 31, 2025)

(Millions of dollar)

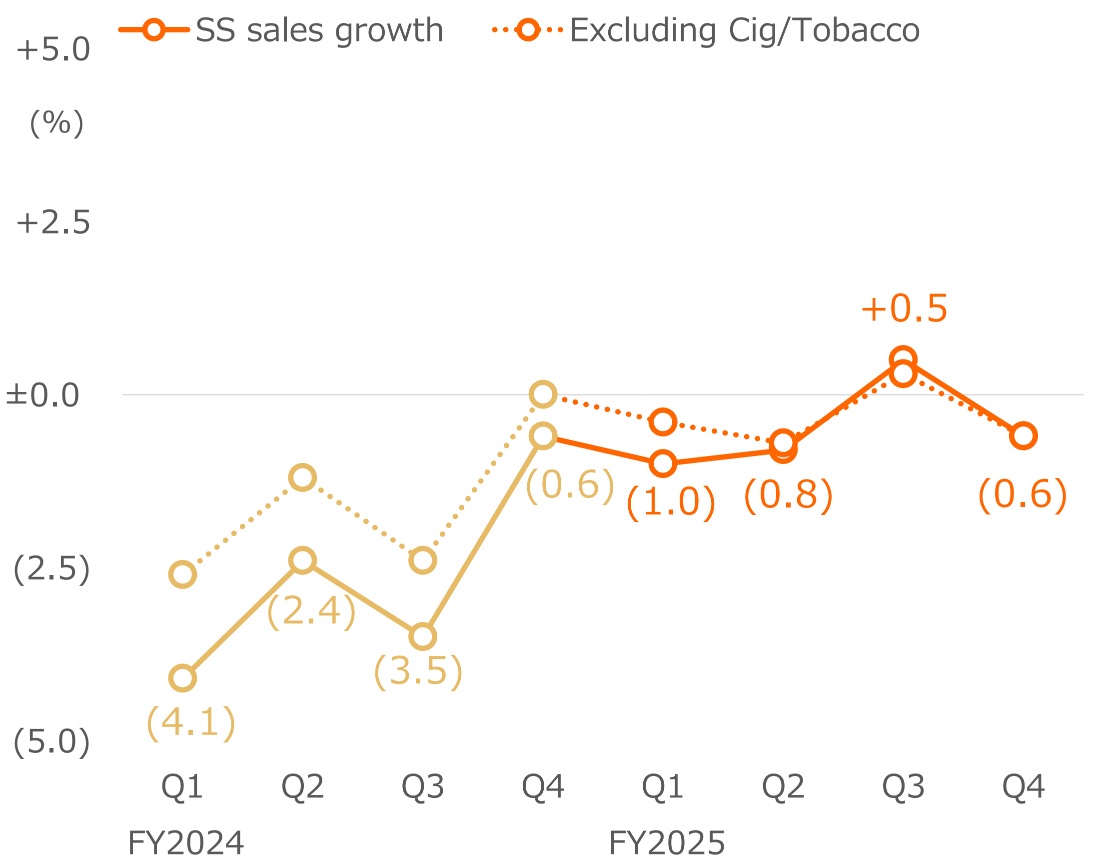
Assets	As of Dec. 31, 2024	As of Dec. 31, 2025	Change
Current assets	4,009	4,327	+318
Cash and cash equivalents	742	1,032	+290
Accounts receivable	1,422	1,474	+52
Inventories	1,384	1,302	(82)
Others	461	519	+58
Non-current assets	42,281	43,334	+1,053
Operating lease assets	7,097	8,256	+1,159
Property and equipment	15,124	14,953	(171)
Goodwill and Intangible Assets	18,632	18,664	+32
Other assets	1,428	1,461	+33
Total assets	46,290	47,661	+1,371

Liabilities	As of Dec. 31, 2024	As of Dec. 31, 2025	Change
Total liabilities	24,817	24,873	+56
Current liabilities	5,803	4,291	(1,512)
Trade and accounts payable	1,113	988	(125)
Accrued expenses and other current liabilities	1,986	2,106	+120
Operating lease obligations due within one year	875	889	+14
Debt due within one year*1	1,829	308	(1,521)
Non-current liabilities	19,014	20,582	+1,568
Operating lease obligations	6,612	7,810	+1,198
Long-term debt*2	8,147	8,371	+224
Deferred credits and other liabilities	4,255	4,401	+146
Total net assets	21,473	22,788	+1,315
Total liabilities and net assets	46,290	47,661	+1,371

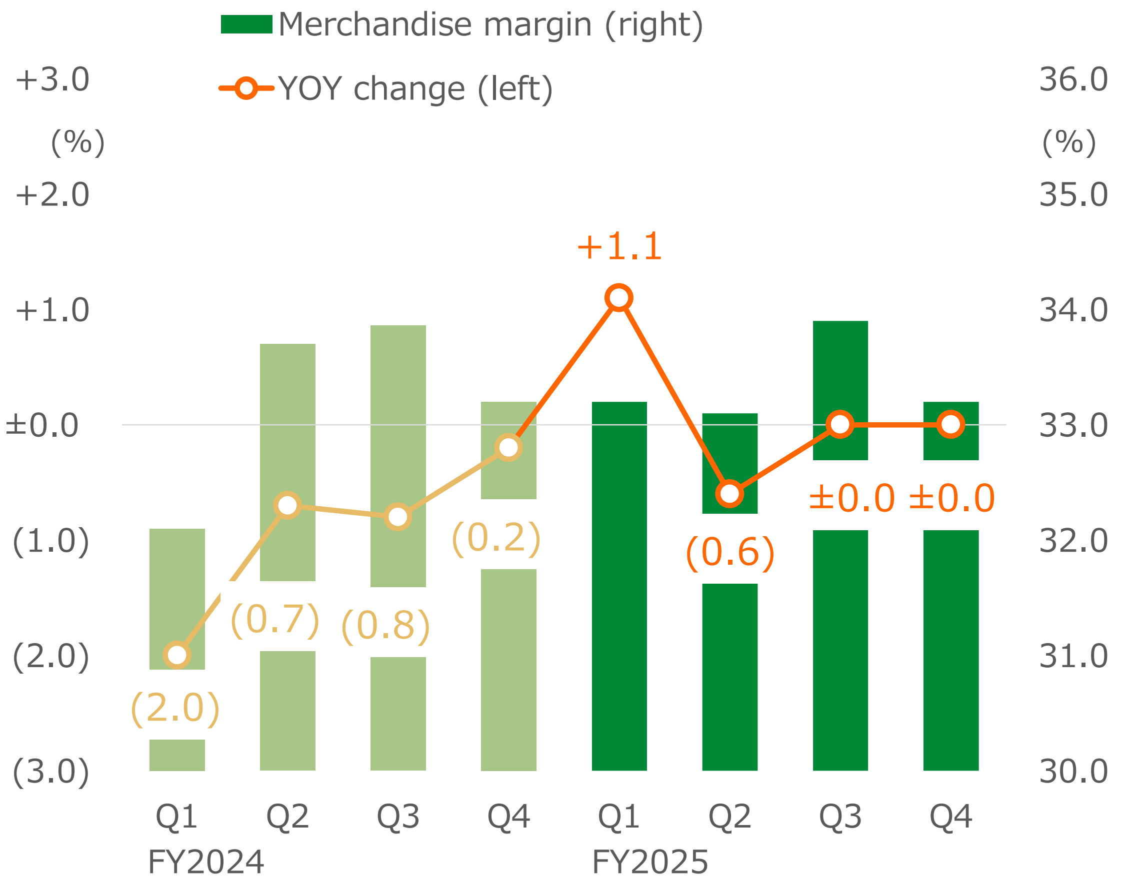
Note) Figures are shown on SEI consolidated basis in accordance with U.S. GAAP.
*1 Debt due within one year includes term loans, financing leases, and other items.
*2 Long-term debt includes senior unsecured notes, term loans, financing leases, and other items.

7-Eleven, Inc. (2)

Merchandise same store sales growth

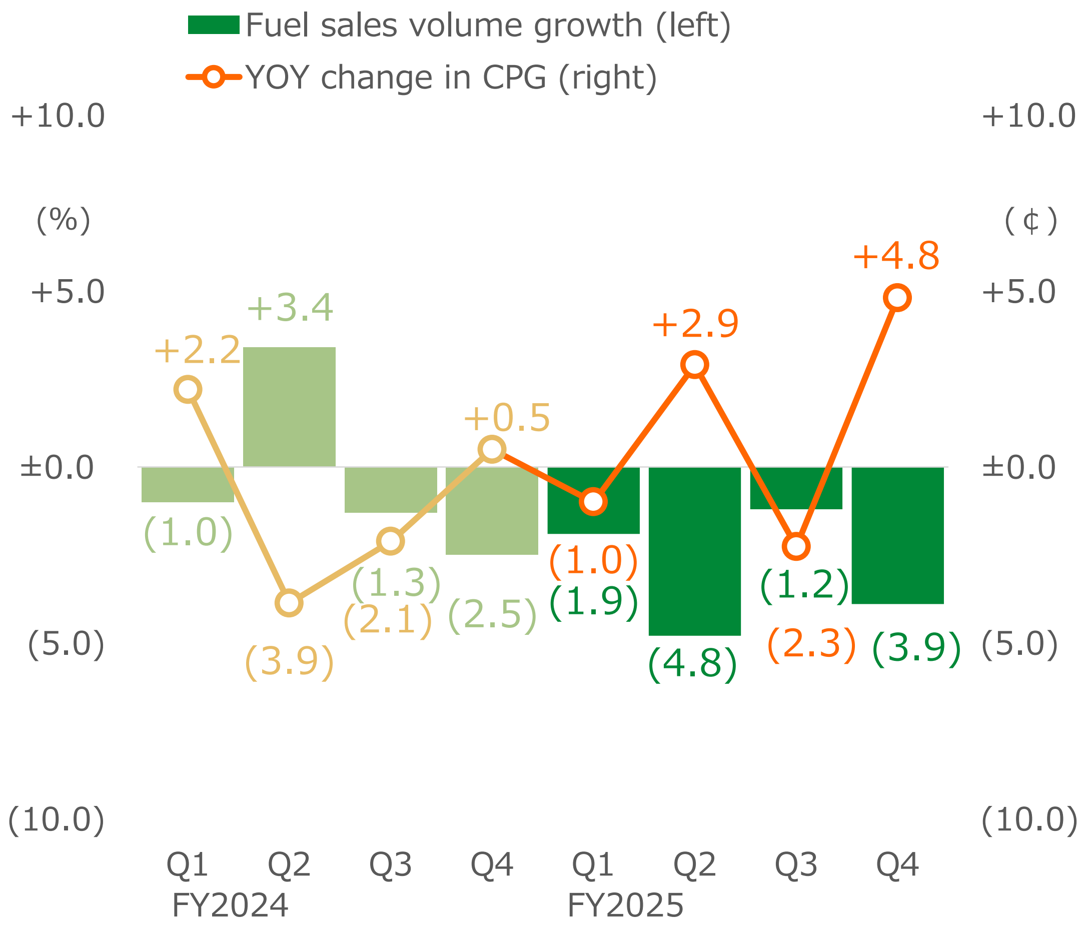


Merchandise gross profit margin



7-Eleven, Inc. (3)

Total fuel volume & margin (Total CPG*)



Fuel gross profit

* Total CPG is inclusive of Retail, Supply and Wholesale business

7-Eleven, Inc. (4)

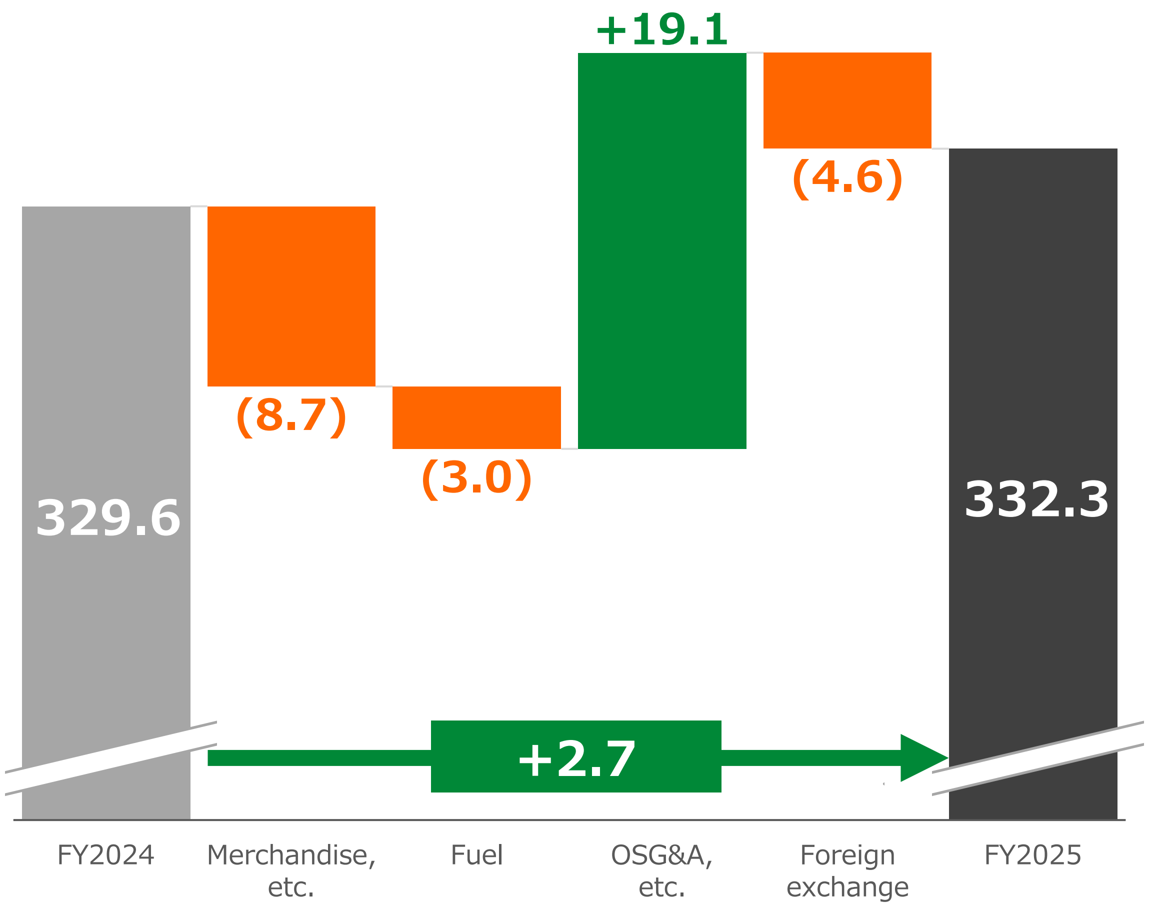
OSG&A

(Millions of dollar, %)

	FY2025	YoY	YoY change	Major factors for change
OSG&A	9,314	99.0	(97)	
Advertising expenses	129	96.2	(5.1)	Decrease due to advertisement optimization
Salaries and wages	2,991	99.1	(26)	Decrease due to less corporate stores and labor optimization
Land and building rent	1,230	106.6	+75	Increase due to inflation, etc.
Depreciation and amortization	1,370	94.5	(80)	Decrease due to fixed asset useful life reevaluation
Utility expenses	546	101.6	+8.3	Increase in utility rates
Others	3,045	97.7	(70)	Decrease due to R&M costs and credit card fees, etc.

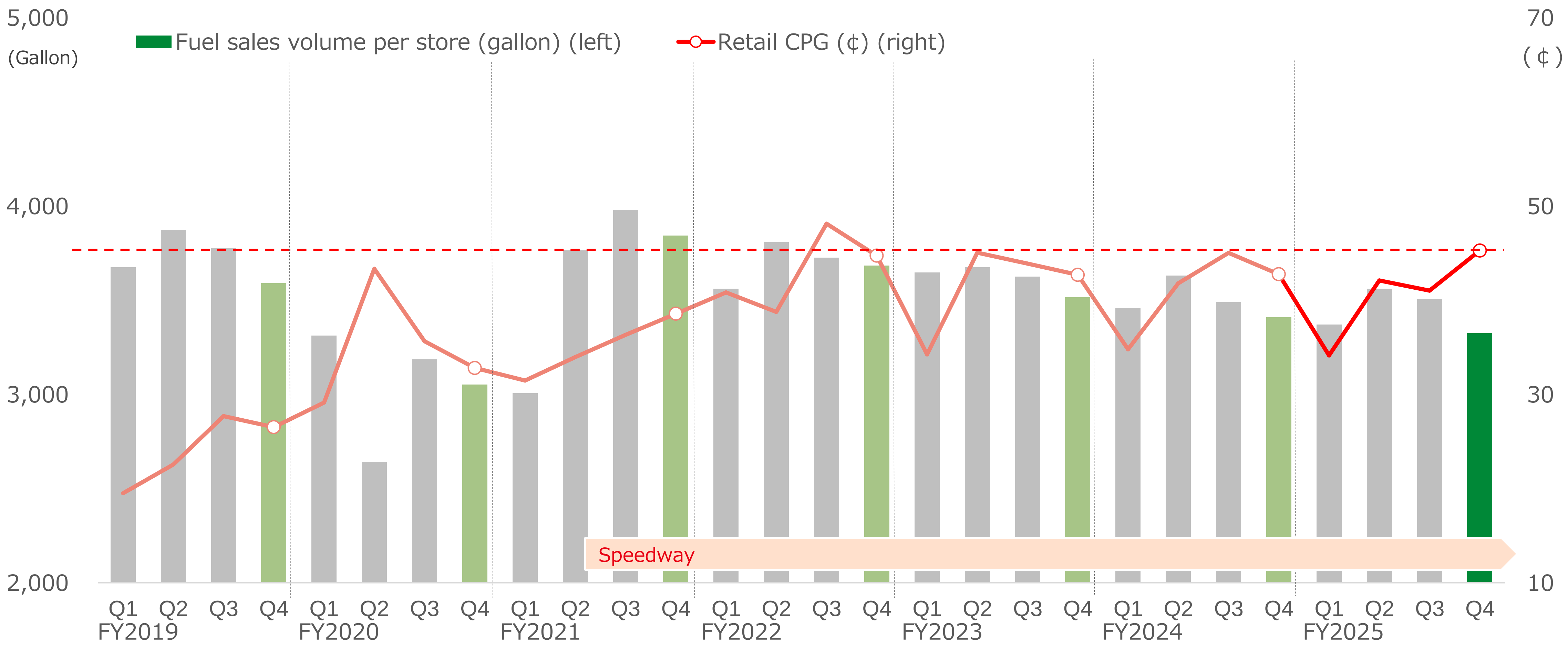
Change in operating income

(Billions of yen)



7-Eleven, Inc. (5)

Fuel sales volume / CPG (Retail)



Note) The chart shows retail fuel business

Eliminations/Corporate Expenses and Capex for Group Strategy

(Billions of yen)

FY2025 results	Expenses			Capex		
	Results	YoY change	vs. Plan	Results	YoY change	vs. Plan
DX, system, security, etc.	(42.5)	+9.2	+1.6	3.7	(6.3)	(2.0)
Others	(24.6)	+0.53	+16.7	0.38	(0.83)	(0.08)
Eliminations/Corporate (Operating income)	(67.2)	+9.8	+18.3	4.1	(7.2)	(2.1)

FY2026 Consolidated Financial Forecasts

(Billions of yen, %)

	FY2025 like for like*1	FY2026 plan	YoY	Change
Convenience store group merchandise sales*2	9,768.6	10,030.0	102.7	+261.3
Revenues from operations	9,510.3	9,448.0	99.3	(62.3)
EBITDA	866.8	891.0	102.8	+24.1
Operating income	384.6	405.0	105.3	+20.3
Ordinary income	352.2	367.0	104.2	+14.7
Net income attributable to owners of parent	254.8	270.0	105.9	+15.1
EPS (yen)	103.43	117.42	113.5	+13.99
EPS before amortization of goodwill (yen)*3	145.63	162.56	111.6	+16.93

*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
*3 Tax impact related to amortization of goodwill is taken into account

Notes) 1. Exchange rate: 1USD=150.00JPY, 1CNY=21.00JPY 2. EPS and EPS before amortization of good will reflect the estimated impact of future share buybacks

FY2026 Consolidated Financial Forecasts

(Billions of yen, %)

	FY2025 results	FY2026 plan	YoY	Change
Convenience store group merchandise sales*1	9,768.6	10,030.0	102.7	+261.3
Revenues from operations	10,430.2	9,448.0	90.6	(982.2)
EBITDA	942.8	891.0	94.5	(51.8)
Operating income	422.9	405.0	95.7	(17.9)
Ordinary income	377.4	367.0	97.2	(10.4)
Net income attributable to owners of parent	292.7	270.0	92.2	(22.7)
EPS (yen)	118.81	117.42	98.8	(1.39)
EPS before amortization of goodwill (yen)*2	150.00	162.56	100.5	+0.82

*1 Include merchandise sales from directly operated stores and franchised stores across consolidated convenience store subsidiaries *2 Tax impact related to amortization of goodwill is taken into account

Notes) 1. Exchange rate: 1USD=150.00JPY, 1CNY=21.00JPY 2. EPS and EPS before amortization of goodwill reflect the estimated impact of future share buybacks

FY2026 Consolidated Financial Forecasts (1H and 2H)

(Billions of yen, %)

	1H			2H		
		YoY	YoY change		YoY	YoY change
Convenience store group merchandise sales	5,003.0	103.2	+156.3	5,027.0	102.1	+104.9
Revenues from operations	4,687.0	83.4	(929.6)	4,761.0	98.9	(52.6)
EBITDA	432.0	89.0	(53.4)	459.0	100.3	+1.5
Operating income	190.0	91.2	(18.3)	215.0	100.2	+0.39
Ordinary income	168.0	90.1	(18.4)	199.0	104.2	+8.0
Net income attributable to owners of parent	88.0	72.2	(33.8)	182.0	106.5	+11.0
EPS (yen)	38.07	79.6	(9.76)	79.35	111.8	+8.37
EPS before amortization of goodwill (yen)*	60.52	88.0	(8.24)	102.04	109.7	+9.06

Note) Exchange rate: 1H 1USD=150.00JPY, 1CNY=21.00JPY 2H 1USD=150.00JPY, 1CNY=21.00JPY

FY2026 Forecasts by Operating Segment

(Billions of yen, %)

	Revenues from operations			Operating income		
		YoY	YoY change		YoY	YoY change
Consolidated	9,448.0	90.6	(982.2)	405.0	95.7	(17.9)
Domestic CVS operations	950.0	103.9	+35.4	224.2	100.8	+1.6
Overseas CVS operations	8,466.0	98.9	(90.8)	247.8	111.5	+25.5
7-Eleven, Inc. [Millions of dollar]*	51,500	97.9	(1,102)	2,375	106.9	+153
Others	50.0	5.1	(928.6)	1.8	4.1	(42.2)
Eliminations/Corporate	(18.0)	-	+1.7	(68.8)	-	(2.9)

* Figures are shown on SEI consolidated basis.
Note) Exchange rate: 1H 1USD=150.00JPY, 1CNY=21.00JPY 2H 1USD=150.00JPY, 1CNY=21.00JPY

FY2026 Revenues from Operations Forecasts by Operating Segment (1H and 2H)

(Billions of yen, %)

	1H			2H		
		YoY	YoY change		YoY	YoY change
Consolidated	4,687.0	83.4	(929.6)	4,761.0	98.9	(52.6)
Domestic CVS operations	478.0	103.3	+15.4	472.0	104.4	+19.9
Overseas CVS operations	4,194.0	99.4	(27.1)	4,272.0	98.5	(63.7)
7-Eleven, Inc. [Millions of dollar]*	25,588	97.6	(636)	25,911	98.2	(465)
Others	23.0	2.4	(922.5)	27.0	81.6	(6.1)
Eliminations/Corporate	(8.0)	-	+4.5	(10.0)	-	(2.8)

* Figures are shown on SEI consolidated basis.
Note) Exchange rate: 1H 1USD=150.00JPY, 1CNY=21.00JPY 2H 1USD=150.00JPY, 1CNY=21.00JPY

FY2026 Operating Income Forecasts by Operating Segment (1H and 2H)

(Billions of yen, %)

	1H			2H		
		YoY	YoY change		YoY	YoY change
Consolidated	190.0	91.2	(18.3)	215.0	100.2	+0.39
Domestic CVS operations	120.4	98.9	(1.3)	103.8	103.0	+3.0
Overseas CVS operations	104.4	130.3	+24.2	143.4	100.9	+1.3
7-Eleven, Inc. [Millions of dollar]*	1,069	118.0	+163	1,305	99.2	(9.9)
Others	0.40	1.0	(41.0)	1.4	52.9	(1.2)
Eliminations/Corporate	(35.2)	-	(0.24)	(33.6)	-	(2.7)

* Figures are shown on SEI consolidated basis.
Note) Exchange rate: 1H 1USD=150.00JPY, 1CNY=21.00JPY 2H 1USD=150.00JPY, 1CNY=21.00JPY

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, and 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.