



Presentation for the First Quarter of FY2026

Seven & i Holdings Co., Ltd.

July 9, 2026

Toward the swift realization of “enhancing corporate value and delivering sustainable long-term shareholder returns”

1. Strengthening our management information platform
2. Embedding ROIC management throughout the organization
3. Strengthening the foundations for sustainable growth

AGENDA

- ① Q1 Consolidated Results
- ② Revision of 1H and Full Year Consolidated Financial Forecasts

AGENDA

- 1 Q1 Consolidated Results
- 2 Revision of 1H and Full Year Consolidated Financial Forecasts

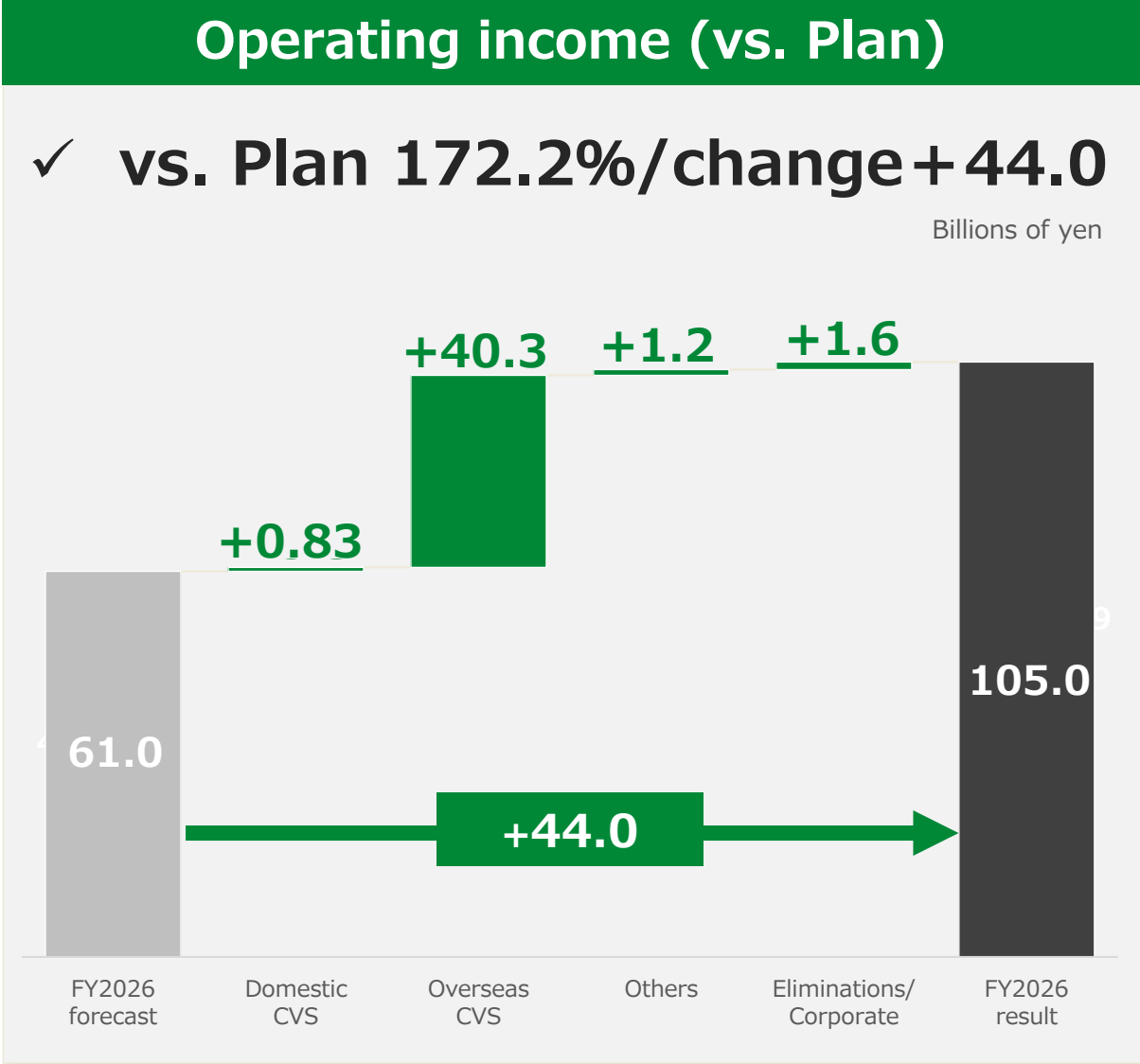
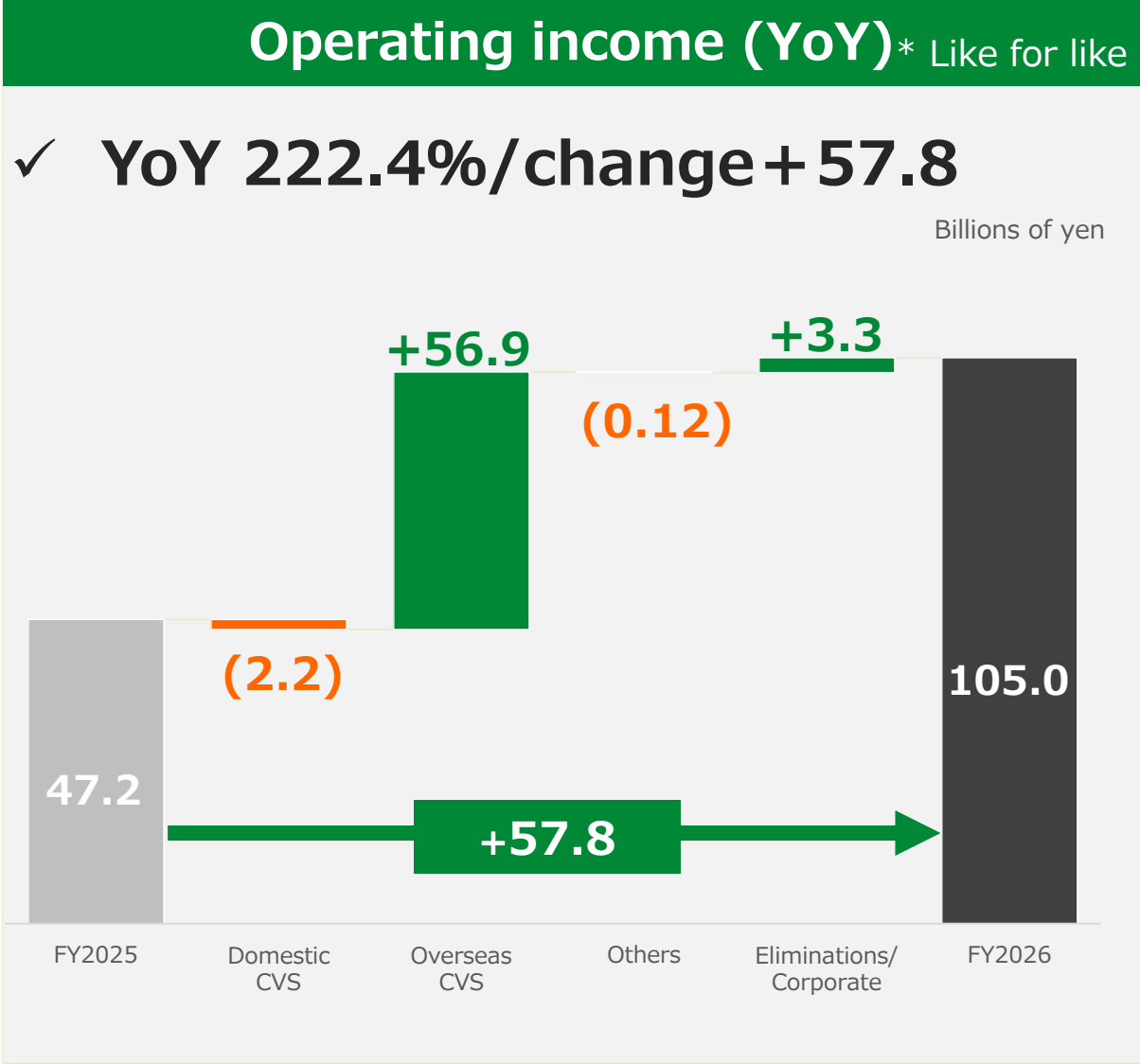
Q1 Consolidated Results Highlight

Billions of yen

	FY2025 Results (Like for like ^{*1})	FY2026 Results	YoY (Like for like)	vs. Plan
Convenience store group merchandise sales ^{*2}	2,347.2	2,423.3	103.2%	101.3%
Revenues from operations	2,324.1	2,378.8	102.4%	108.6%
Operating income	47.2	105.0	222.4%	172.2%
Net income attributable to owners of parent	31.0	60.6	195.3%	336.7%
EBITDA	169.0	233.2	138.0%	128.9%
EPS (yen)	12.00	26.21	218.4%	336.5%

^{*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
 Note) Exchange rate: 1USD=156.96JPY, 1CNY=22.67JPY

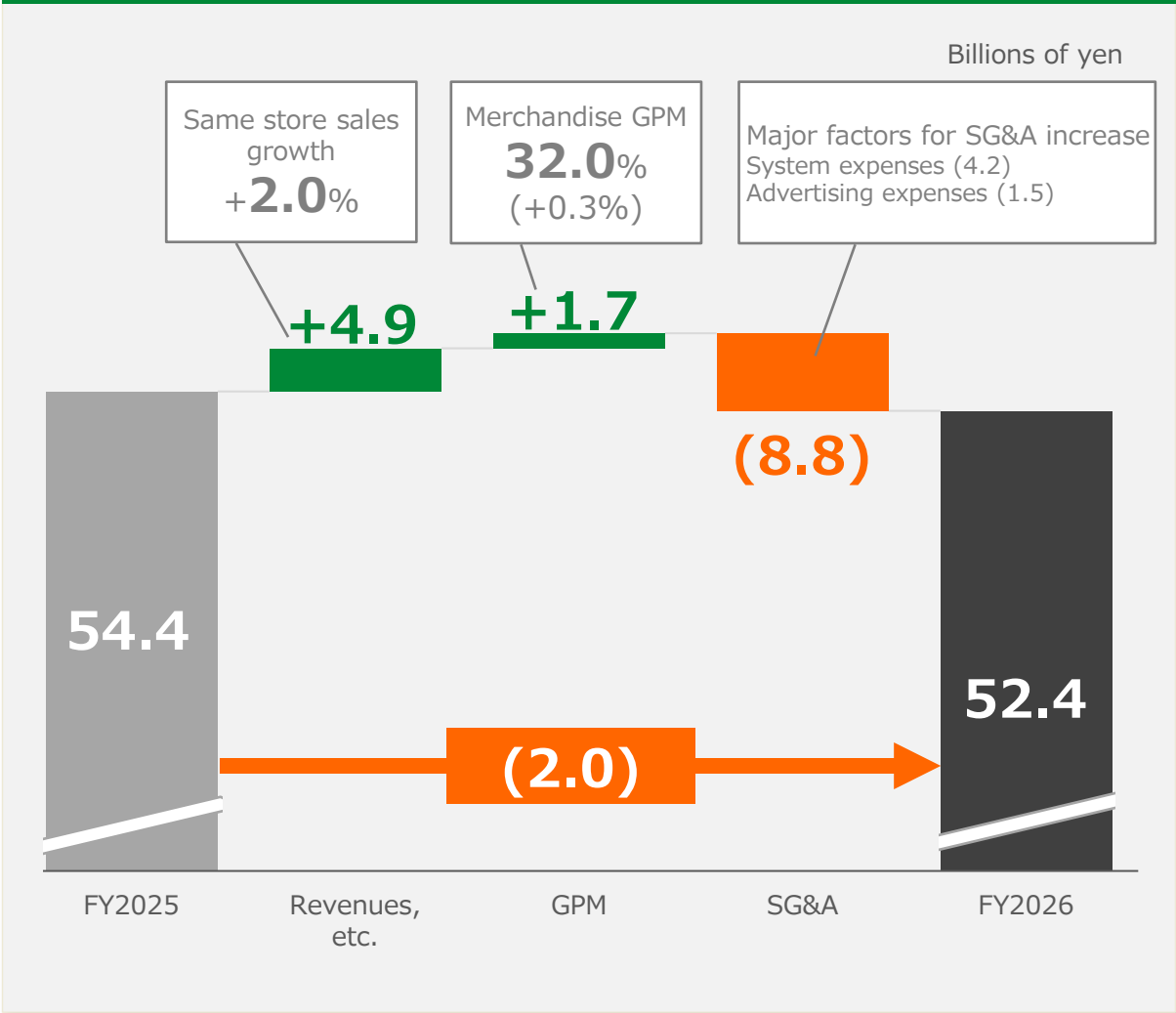
Q1 Consolidated Results Highlight



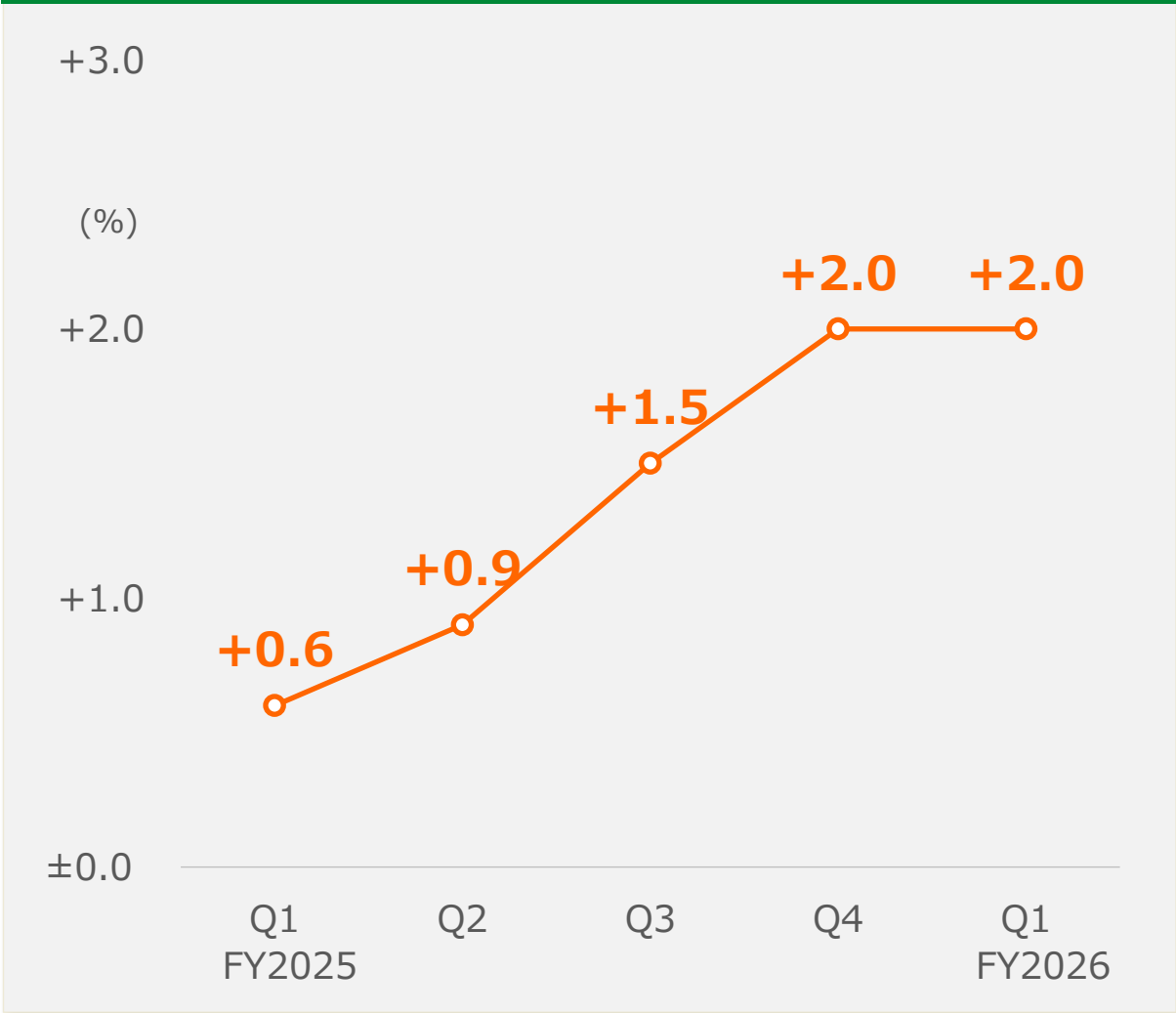
* Reflect the impact of deconsolidation of York HD and Seven Bank

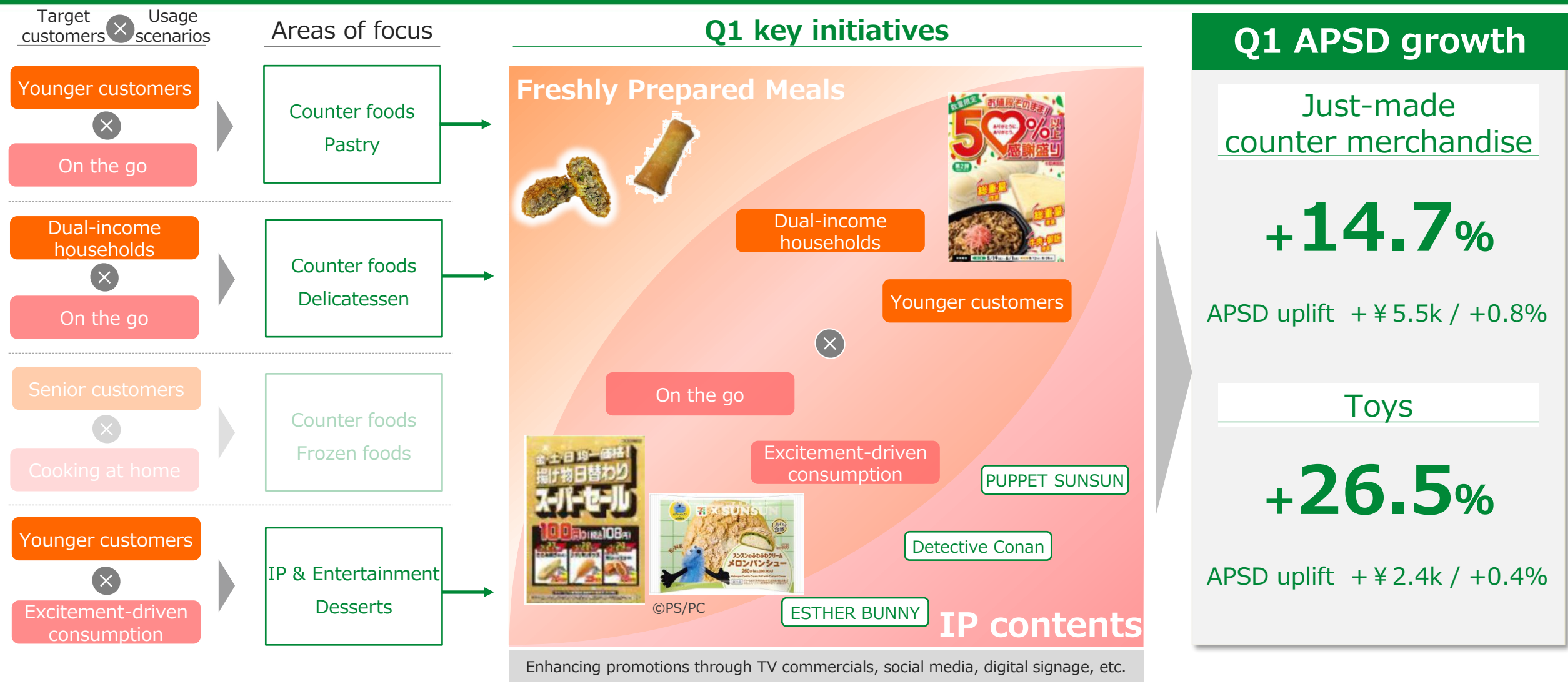
Q1 Results (SEJ)

Operating income and major KPIs



Same store sales trend





Top-line growth accelerates thanks to our category strategy with clearly defined usage scenarios and target customers

Q1 Progress of Initiatives (SEJ)

Fresh food differentiation

APSD of just-made counter merchandise



+14.7%

Number of stores introducing
SEVEN CAFÉ Bakery
FY26 plan: approx. 18,000 stores



Approx. **11,000** Stores

Number of stores introducing
SEVEN CAFÉ Tea
FY26 plan: approx. 10,000 stores



Approx. **3,200** Stores

Store network

FY26 plan: openings 550 stores/net increase 200 stores



New store openings

Net increase

98Stores **13**Stores

7NOW expansion



7NOW Mobile Ordering
(Launched in Apr. 2026)

Major initiatives are progressing generally as planned

Store network expansion

Formulation of new contract type

Model that facilitates multi-store management and new franchisees



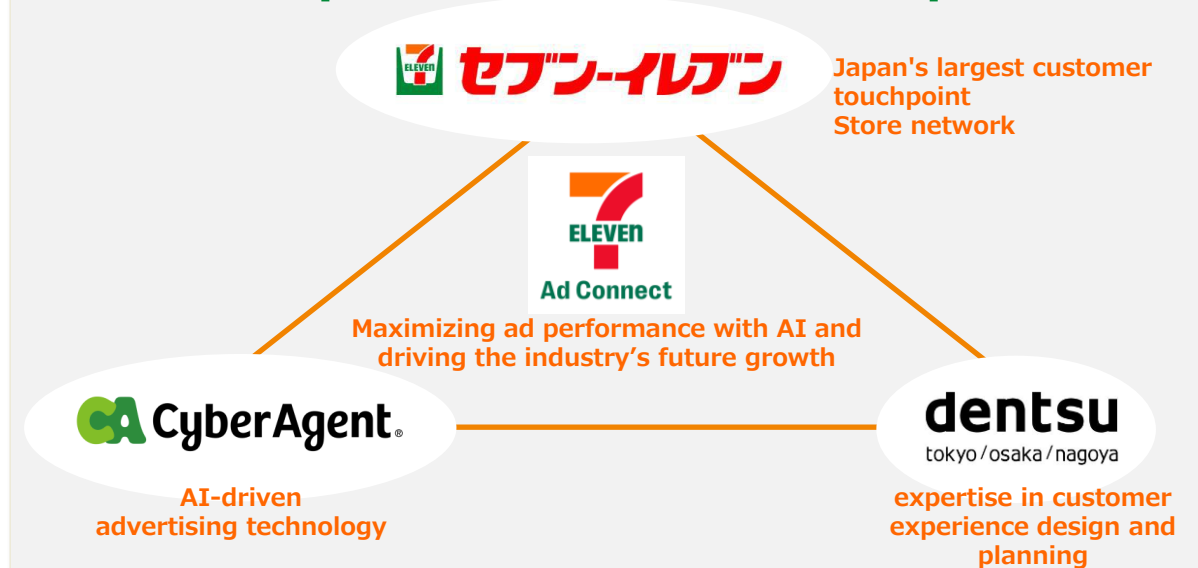
Net increase target by FY2030:
Approx. 1,000 stores

* New contract type is scheduled to begin around the fall of 2027

New business (Retail Media)

Establishment of new company "7-Eleven Ad Connect"

Partnerships to maximize SEJ's potential

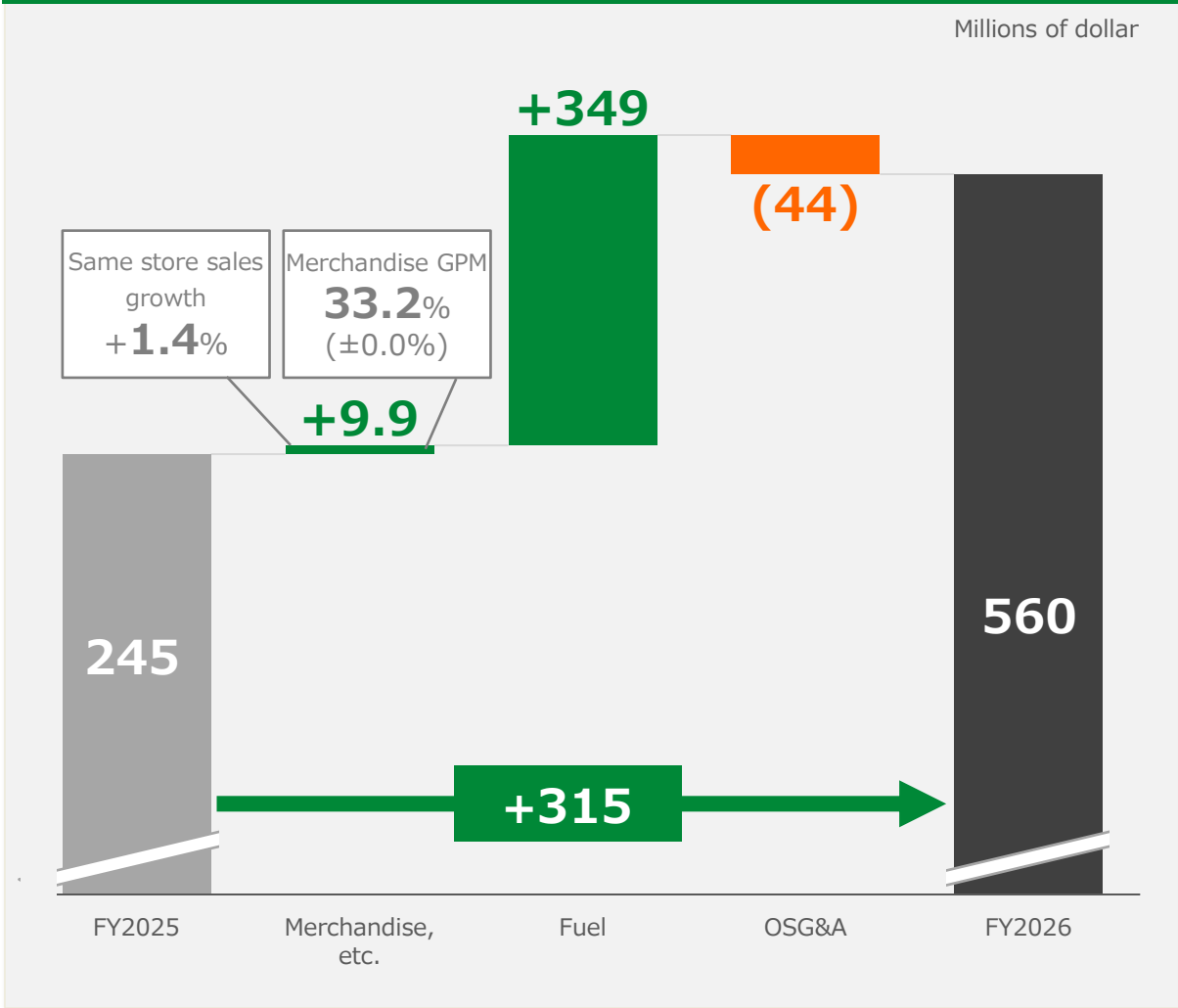


FY2030 Revenue target:
20.0 billion yen

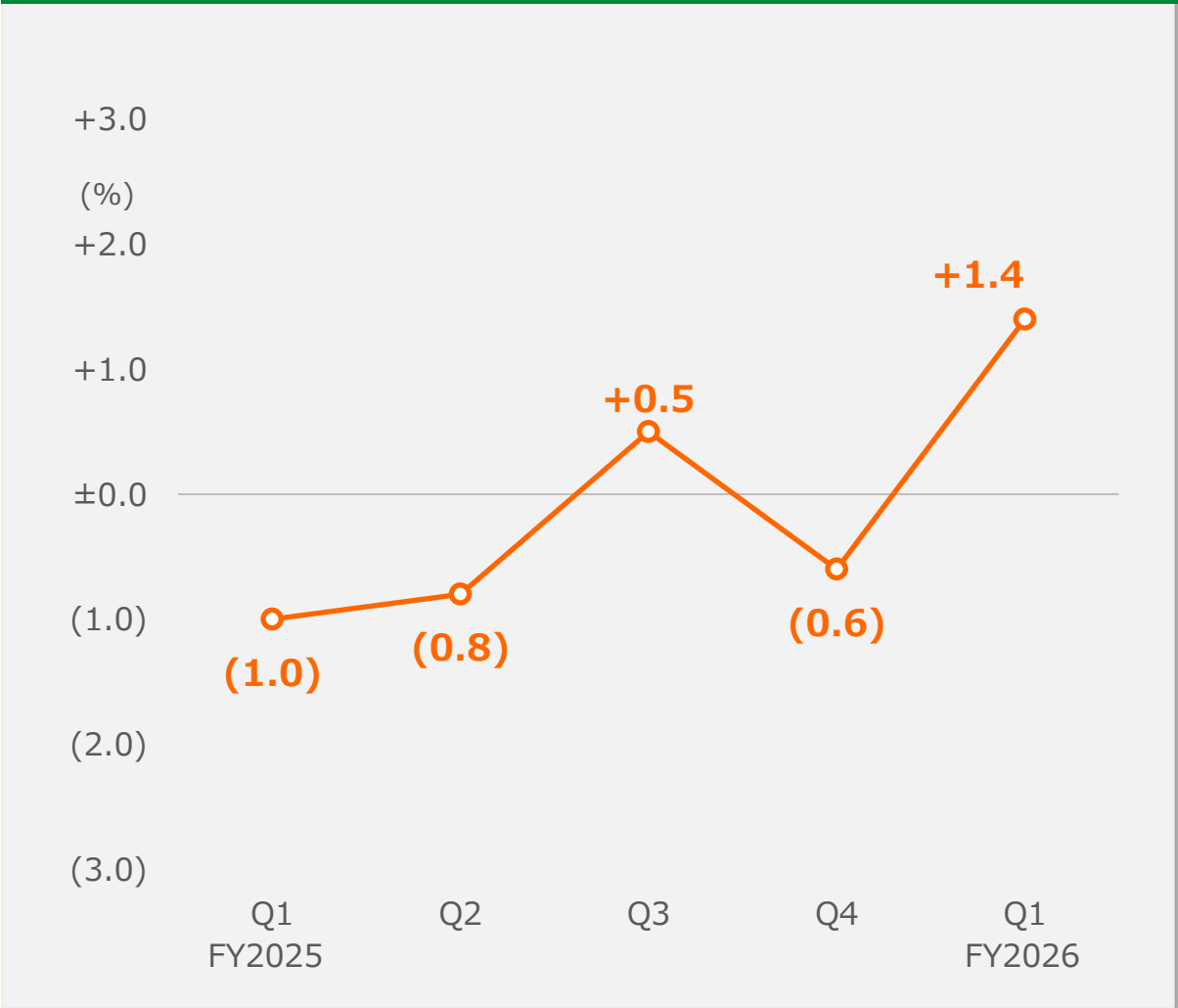
Steadily promote "Creation of revenue opportunities" and "strengthening of our business foundation" for sustainable growth in the future

Q1 Results (SEI)

Operating income and major KPIs



Same store sales trend



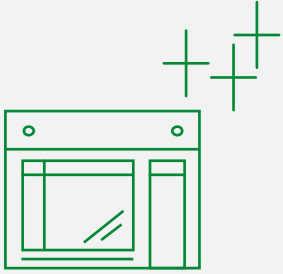
Q1 Progress of Initiatives (SEI)

Leading product assortment

 **Restaurant openings**
FY26 plan: 50 stores
20stores

 **Private brands**
Launching new item
FY26 plan: 220 items
60items

Modern store network

 **New store openings**
FY26 plan: 205 stores
30stores

Remodels FY26 plan: 200 stores Planned to start in FY26 2H	Franchising FY26 plan: 390 stores 43stores
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Unprofitable store closures FY26 plan: 200 stores 45stores	Wholesale fuel conversion FY26 plan: 350 stores 72stores
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Best customer experience

 **7NOW sales**
FY26 plan: \$1,080M
\$274M

Our key initiatives are generally progressing steadily, including efforts to optimize our store network

Corporate to Franchise Conversion

Franchise conversion drives higher sales and margins

*31 franchise conversions completed in 2025;
LTM franchised results vs pre-conversion*

Merch Sales:  Low to mid single-digit growth

Merch Margin:  Strong margin expansion

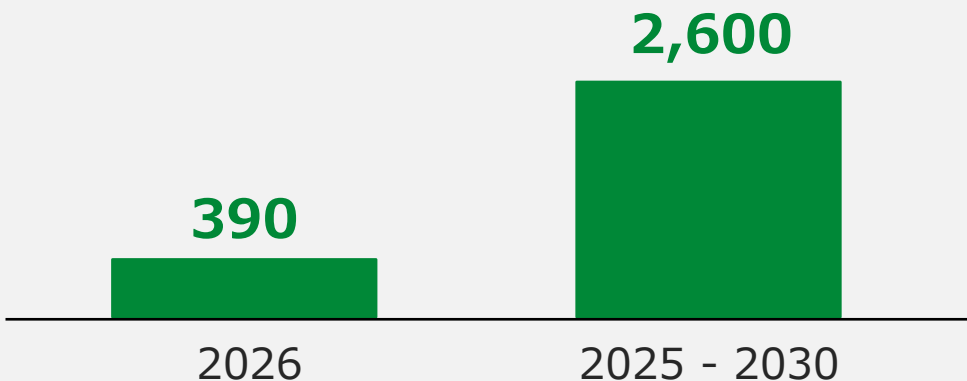
Network Expansion through Franchising



Corporate to Franchise Conversion

Q1 result: **43 stores**

Number of Corporate to Franchise Conversions



Enhancing capital efficiency and profitability through a stronger franchise system

AGENDA

- 1 Q1 Consolidated Results
- 2 Revision of 1H and Full Year Consolidated Financial Forecasts

FY2026 1H Revised Consolidated Financial Forecasts



	Initial plan	After revision			Billions of yen, %	
			YoY (Like for like* ¹)	YoY change (Like for like* ¹)	vs. initial plan	Revised amount
Convenience store group merchandise sales* ²	5,003.0	5,097.0	105.2	+250.3	101.9	+94.0
Revenues from operations	4,687.0	5,510.0	117.3	+813.2	117.6	+823.0
Operating income	190.0	234.0	137.6	+63.9	123.2	+44.0
Ordinary income	168.0	217.0	134.6	+55.7	129.2	+49.0
Interim net income attributable to owners of parent	88.0	118.0	111.7	+12.3	134.1	+30.0
EBITDA	432.0	486.0	118.7	+76.5	112.5	+54.0
EPS (yen)	38.07	51.04	123.0	+9.54	134.1	+12.97
EPS before amortization of goodwill (yen)* ³	60.52	74.84	121.3	+13.12	123.7	+14.32

*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: before revision 1USD=150.00JPY, 1CNY=21.00JPY, after revision 1USD=158.00JPY, 1CNY=23.00JPY

2. EPS and EPS before amortization of goodwill reflect the estimated impact of future share buybacks

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FY2026 Revised Consolidated Financial Forecasts



	Initial plan	After revision	YoY (Like for like* ¹)	YoY change (Like for like* ¹)	vs. initial plan	Billions of yen, % Revised amount
Convenience store group merchandise sales* ²	10,030.0	10,210.0	104.5	+441.3	101.8	+180.0
Revenues from operations	9,448.0	10,430.0	109.7	+919.6	110.4	+982.0
Operating income	405.0	425.0	110.5	+40.3	104.9	+20.0
Ordinary income	367.0	390.0	110.7	+37.7	106.3	+23.0
Net income attributable to owners of parent	270.0	278.0	109.1	+23.1	103.0	+8.0
EBITDA	891.0	928.0	107.1	+61.1	104.2	+37.0
EPS (yen)	117.42	120.89	116.9	+17.46	103.0	+3.47
EPS before amortization of goodwill (yen)* ³	162.56	168.40	115.6	+22.77	103.6	+5.84

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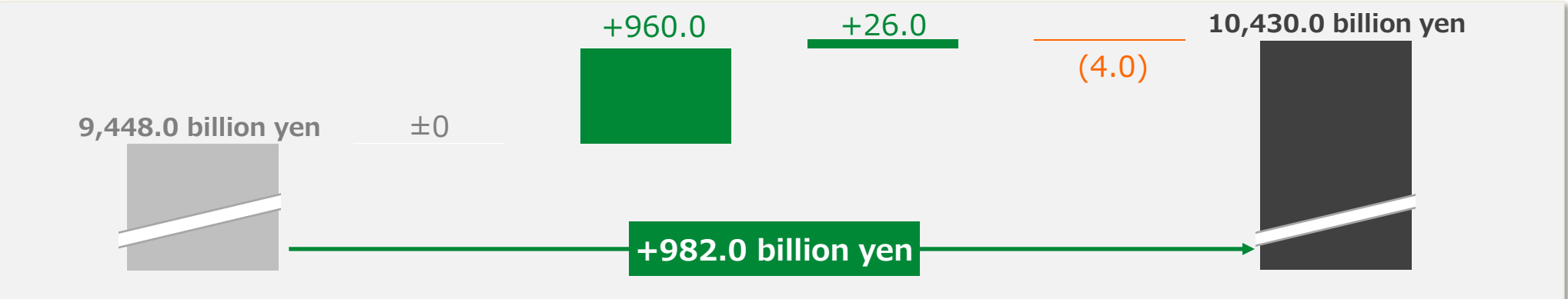
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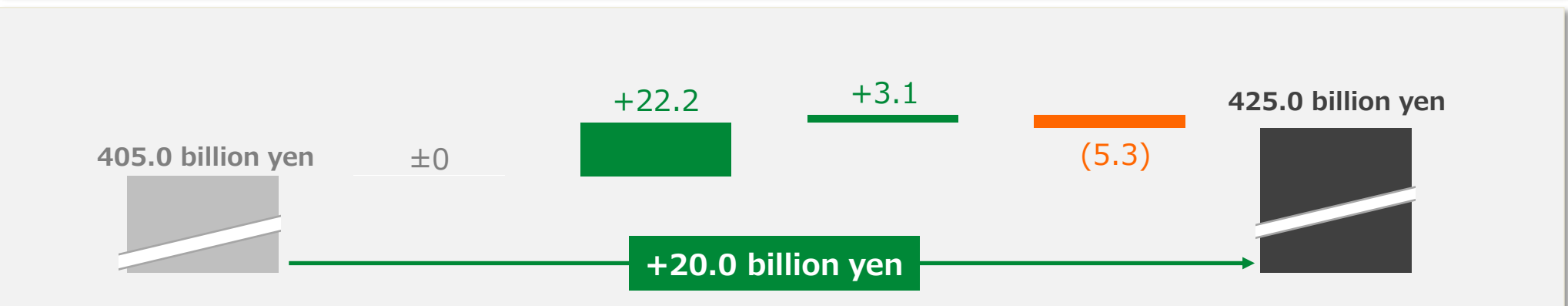
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FY2026 Revised Forecasts by Operating Segment

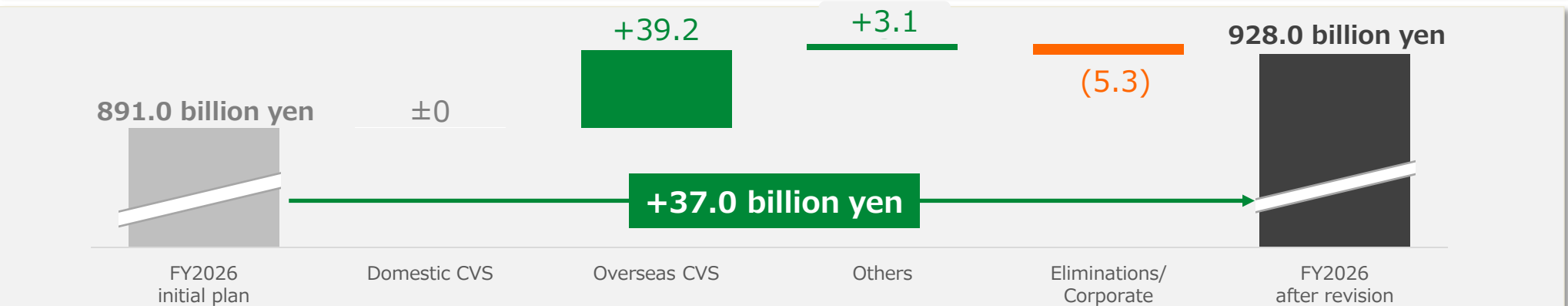
Revenues from operations



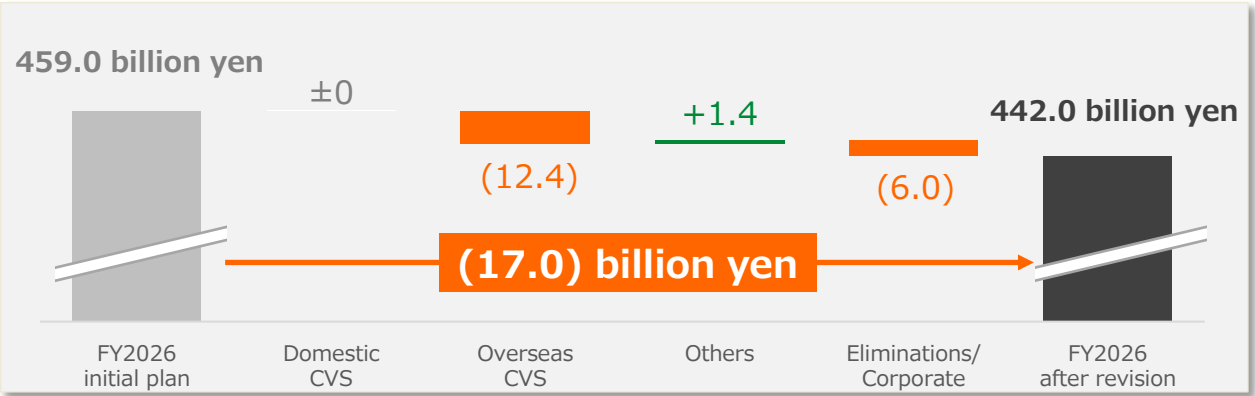
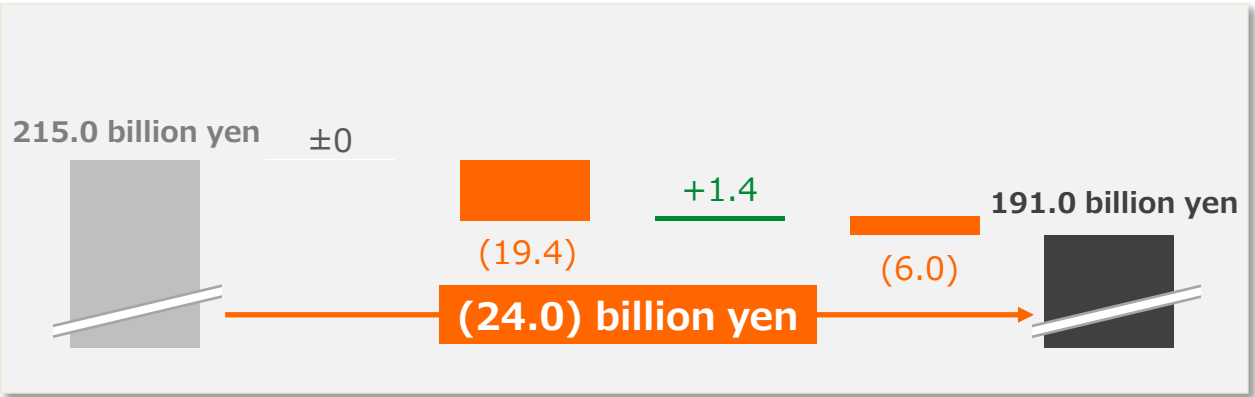
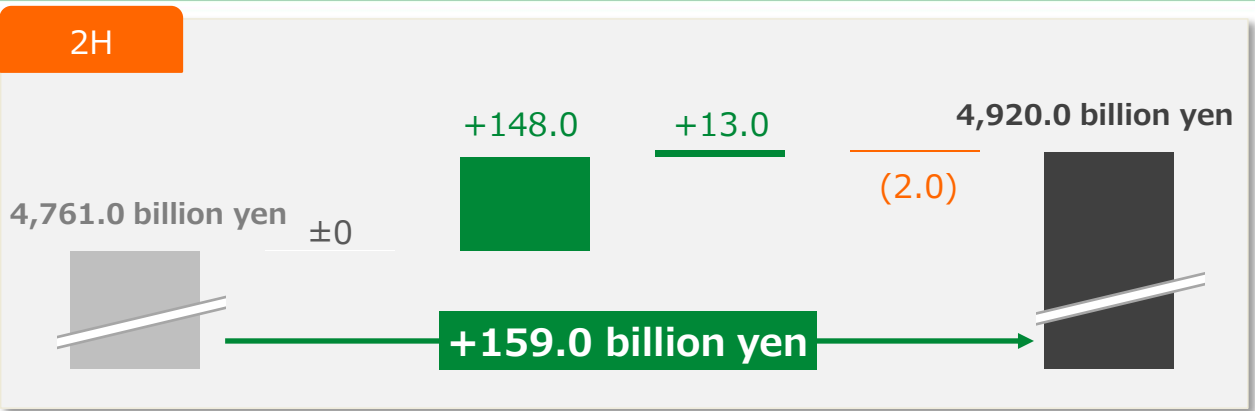
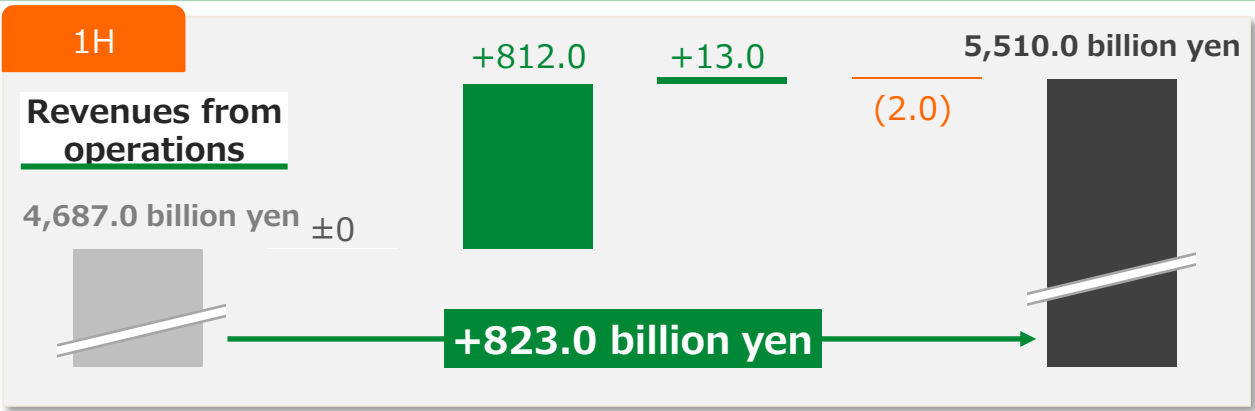
Operating income

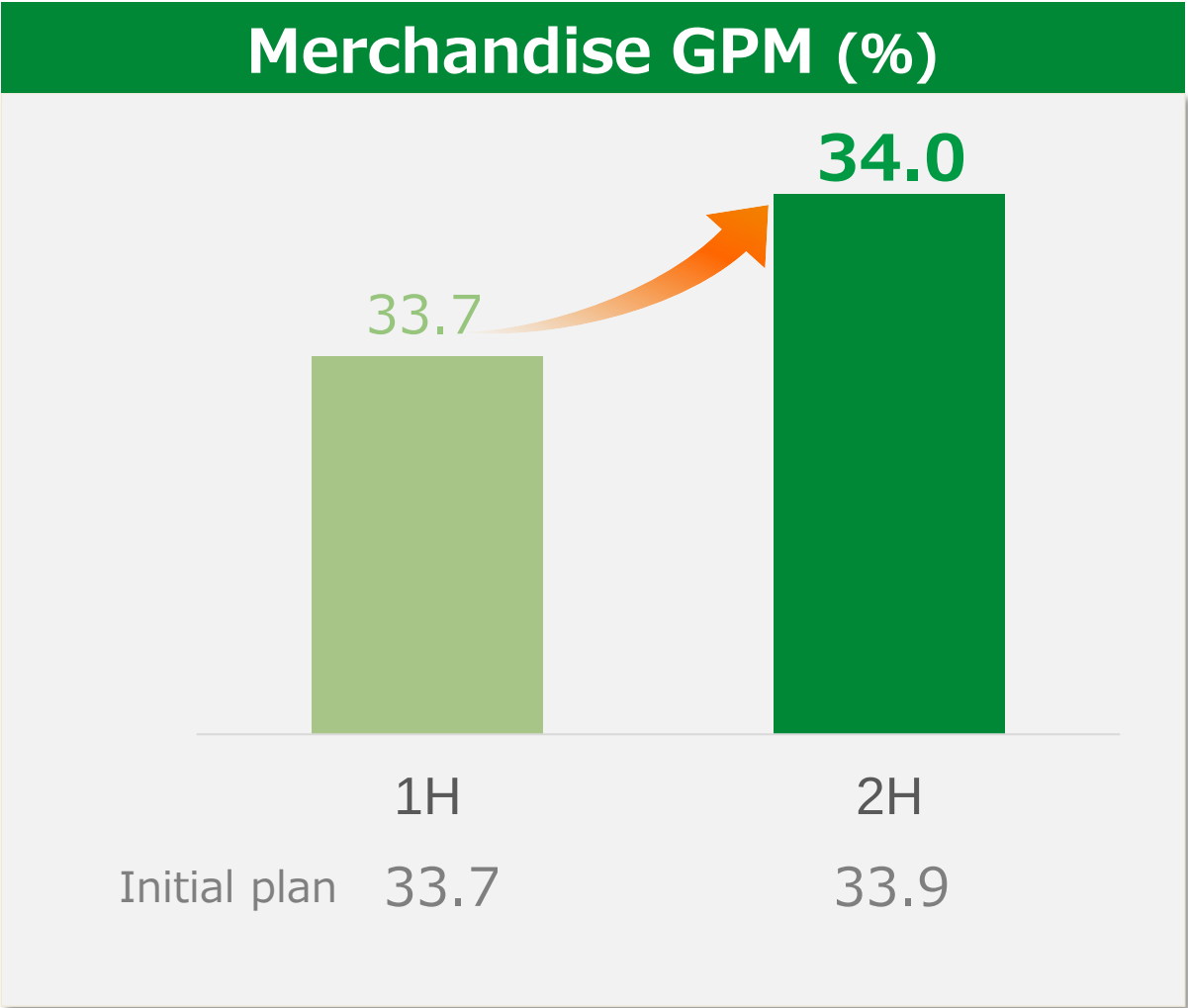
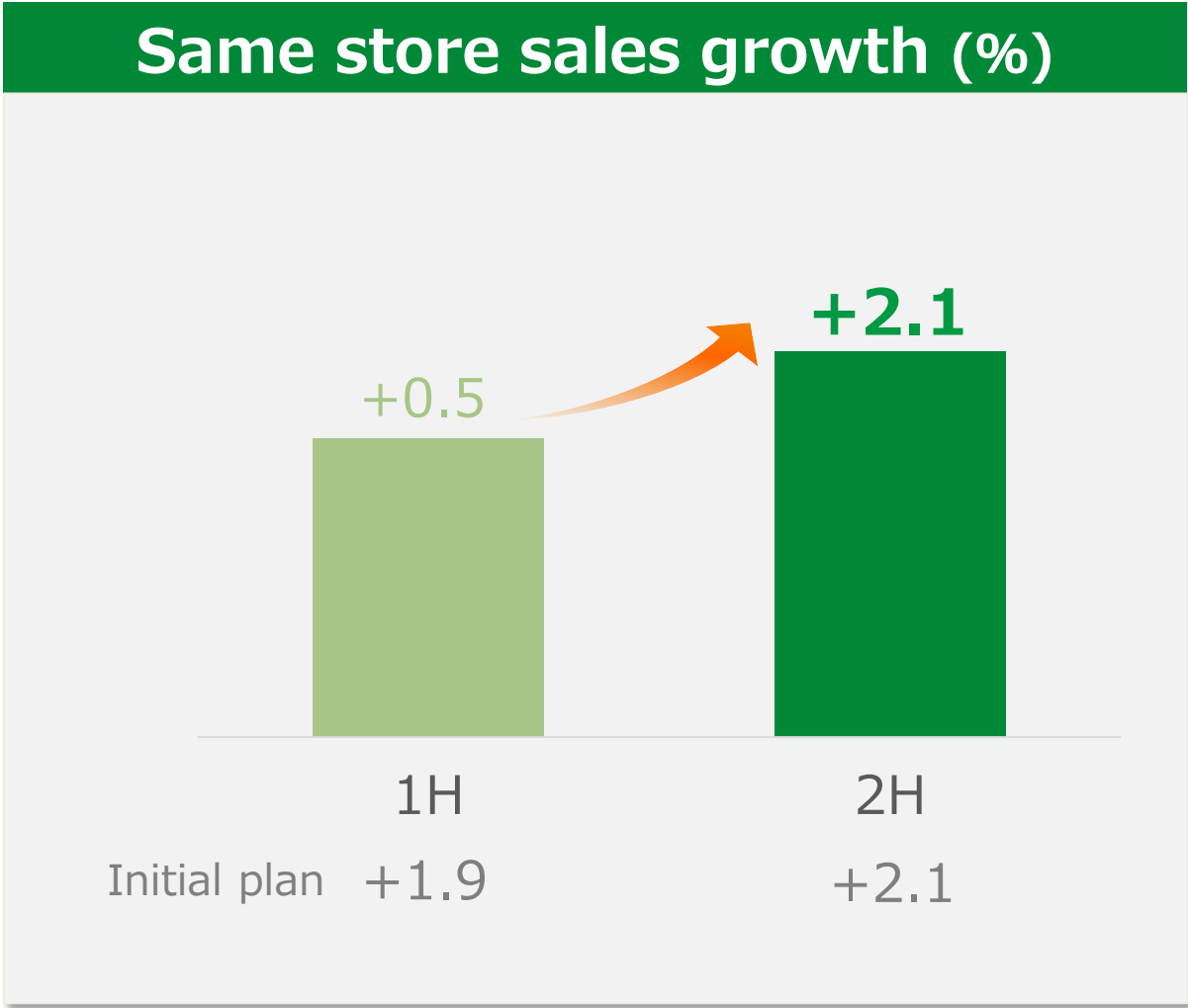


EBITDA



FY2026 1H and 2H Revised Forecasts by Operating Segment





Improve merchandise sales and GPM by accelerating assortment enhancement and proactive customer loyalty initiatives

Momentum-Building Initiatives Are Progressing Steadily



SEJ : The "Co-creation Marketing" initiatives driving top-line growth
Accelerating momentum through fresh food differentiation and store network expansion



SEI: Accelerate the "North Star"
- Initiated underperforming store closures and wholesale conversions to improve profitability. Initiatives for store network optimization are progressing steadily.
- To accelerate the "North Star", actively promoting further assortment enhancement and customer loyalty initiatives along with store remodels



Unwavering commitment to shareholder returns

Appendix



Consolidated B/S Summary (As of May 31, 2026)

				Billions of yen			
Assets (Main items only)	As of Feb. 28, 2026	As of May 31, 2026	Change	Liabilities and net assets (Main items only)	As of Feb. 28, 2026	As of May 31, 2026	Change
Current assets	1,492.5	1,831.2	+338.7	Total liabilities	5,494.7	5,849.0	+354.2
Cash and bank deposits	438.6	661.4	+222.8	Current liabilities	1,900.6	1,947.6	+47.0
Notes and accounts receivable - trade, and contract assets	298.6	341.8	+43.1	Notes and accounts payable, trade	416.0	527.3	+111.2
Merchandise and finished goods	223.0	243.0	+19.9	Short-term loans	135.5	59.3	(76.2)
Non-current assets	7,650.0	7,734.0	+84.0	Current portion of bonds and current portion of long-term loans	446.1	304.9	(141.1)
Property and equipment	4,497.9	4,576.2	+78.2	Deposits received	177.9	328.7	+150.8
Buildings and structures, net	1,449.7	1,457.9	+8.1	Lease obligations	164.7	167.6	+2.9
Land	902.2	917.4	+15.2	Non-current liabilities	3,594.0	3,901.3	+307.2
Right-of-use assets, net	1,451.6	1,488.1	+36.4	Bonds	929.8	945.4	+15.6
Intangible assets	2,469.0	2,482.7	+13.6	Long-term loans	718.4	956.4	+237.9
Investments and other assets	683.0	675.1	(7.8)	Lease obligations	1,398.9	1,444.7	+45.7
Deferred assets	0.39	0.36	(0.03)	Total net assets	3,648.1	3,716.6	+68.4
Total assets	9,142.9	9,565.7	+422.7	Total liabilities and net assets	9,142.9	9,565.7	+422.7

Q1 Consolidated Results Highlight

						Billions of yen, %	
	FY2026	YoY	YoY change	vs. plan	change	Like for like*1	
						YoY	YoY change
Convenience store group merchandise sales*2	2,423.3	103.2	+76.1	101.3	+31.3	103.2	+76.1
Revenues from operations	2,378.8	85.7	(398.5)	108.6	+187.8	102.4	+54.6
Operating income	105.0	161.4	+39.9	172.2	+44.0	222.4	+57.8
Ordinary income	100.7	189.1	+47.4	214.3	+53.7	220.0	+54.9
Net income attributable to owners of parent	60.6	123.6	+11.5	336.7	+42.6	195.3	+29.5
EBITDA	233.2	113.4	+27.5	128.9	+52.2	138.0	+64.2
EPS (yen)	26.21	138.2	+7.25	336.5	+18.42	218.4	+14.21
EPS before amortization of goodwill (yen) *3	38.04	128.9	+8.52	200.1	+19.03	171.3	+15.83

*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
 Note) Exchange rate: 1USD=156.96JPY, 1CNY=22.67JPY

Q1 Revenues from Operations, Operating Income and EBITDA by Operating Segment (YoY)

Billions of yen, %

	Revenues from operations		Operating income		EBITDA	
		YoY/Change		YoY/Change		YoY/Change
Consolidated [Like for like*]	2,378.8	85.7 (398.5) [102.4] [+54.6]	105.0	161.4 +39.9 [222.4] [+57.8]	233.2	113.4 +27.5 [138.0] [+64.2]
Domestic CVS operations	230.1	103.0 +6.6	52.2	95.8 (2.2)	76.1	99.4 (0.42)
Overseas CVS operations	2,135.8	102.0 +42.1	65.5	755.0 +56.9	160.5	160.5 +60.5
Others [Like for like*]	16.2	3.5 (450.2) [122.3] [+2.9]	1.5	7.7 (17.9) [92.3] [(0.12)]	5.5	13.3 (35.8) [118.2] [+0.84]
Eliminations/Corporate	(3.3)	- +2.8	(14.2)	- +3.3	(8.9)	- +3.2

* Reflect the impact of deconsolidation of York HD and Seven Bank

Note) Exchange rate: 1USD=156.96JPY, 1CNY=22.67JPY

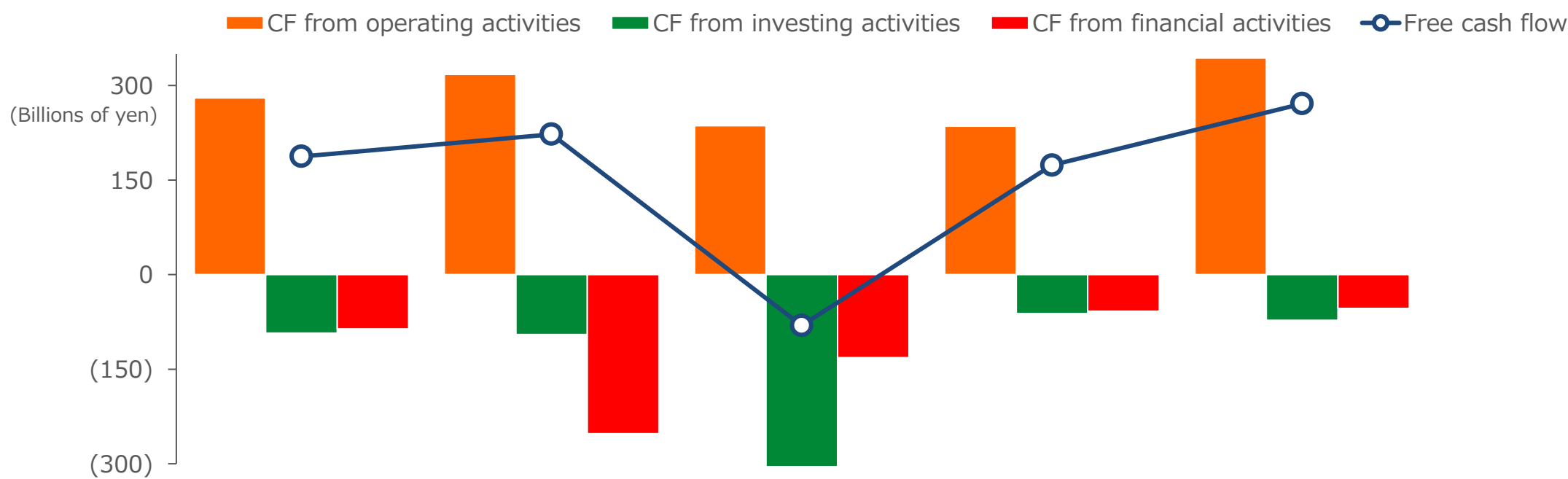
Q1 Revenues from Operations, Operating Income and EBITDA by Operating Segment (vs. Plan)

Billions of yen, %

	Revenues from operations		Operating income		EBITDA	
		vs. Plan/Change		vs. Plan/Change		vs. Plan/Change
Consolidated	2,378.8	108.6 +187.8	105.0	172.2 +44.0	233.2	128.9 +52.2
Domestic CVS operations	230.1	99.2 (1.8)	52.2	101.6 +0.83	76.1	101.8 +1.3
Overseas CVS operations	2,135.8	109.5 +184.8	65.5	260.3 +40.3	160.5	138.7 +44.8
Others	16.2	135.3 +4.2	1.5	502.4 +1.2	5.5	203.9 +2.8
Eliminations/Corporate	(3.3)	- +0.60	(14.2)	- +1.6	(8.9)	- +3.2

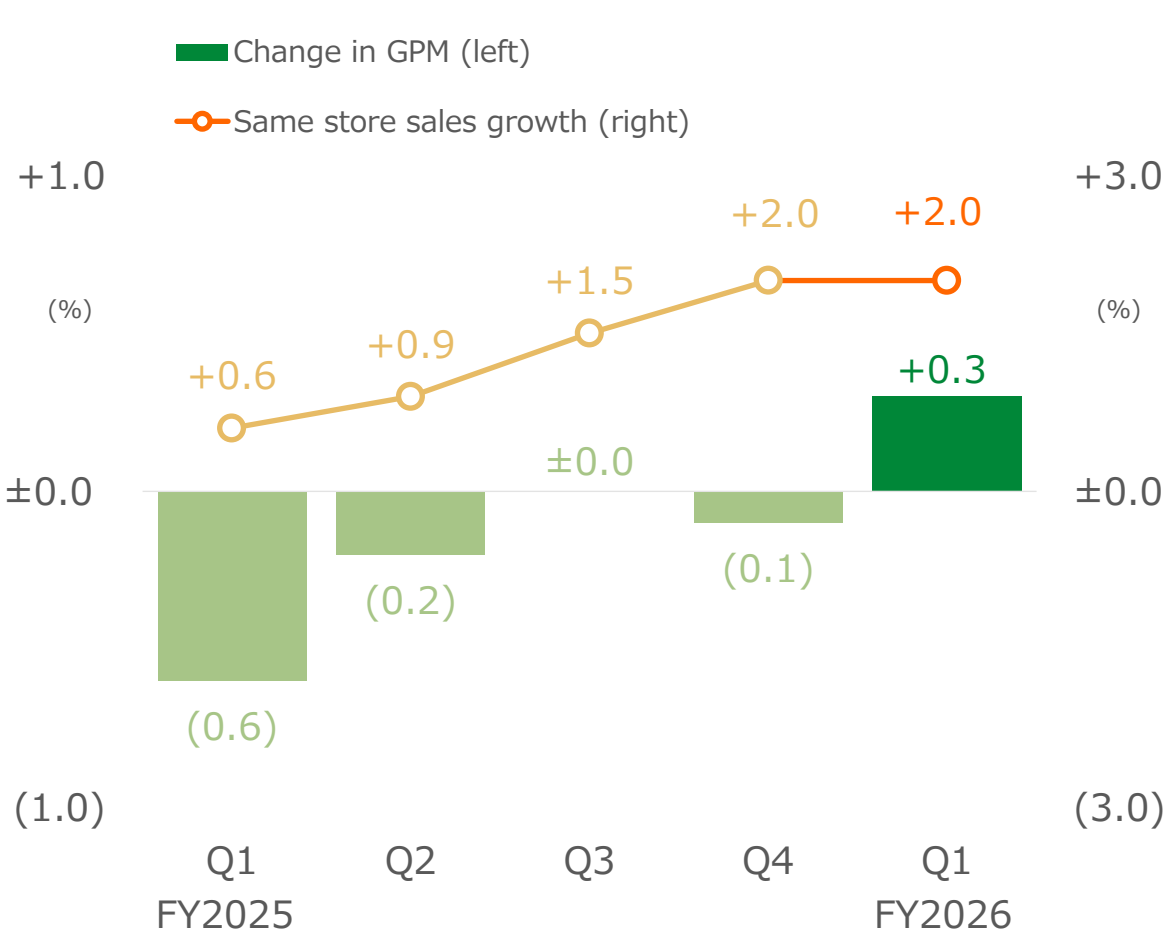
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Q1 Consolidated Statement of Cash Flows

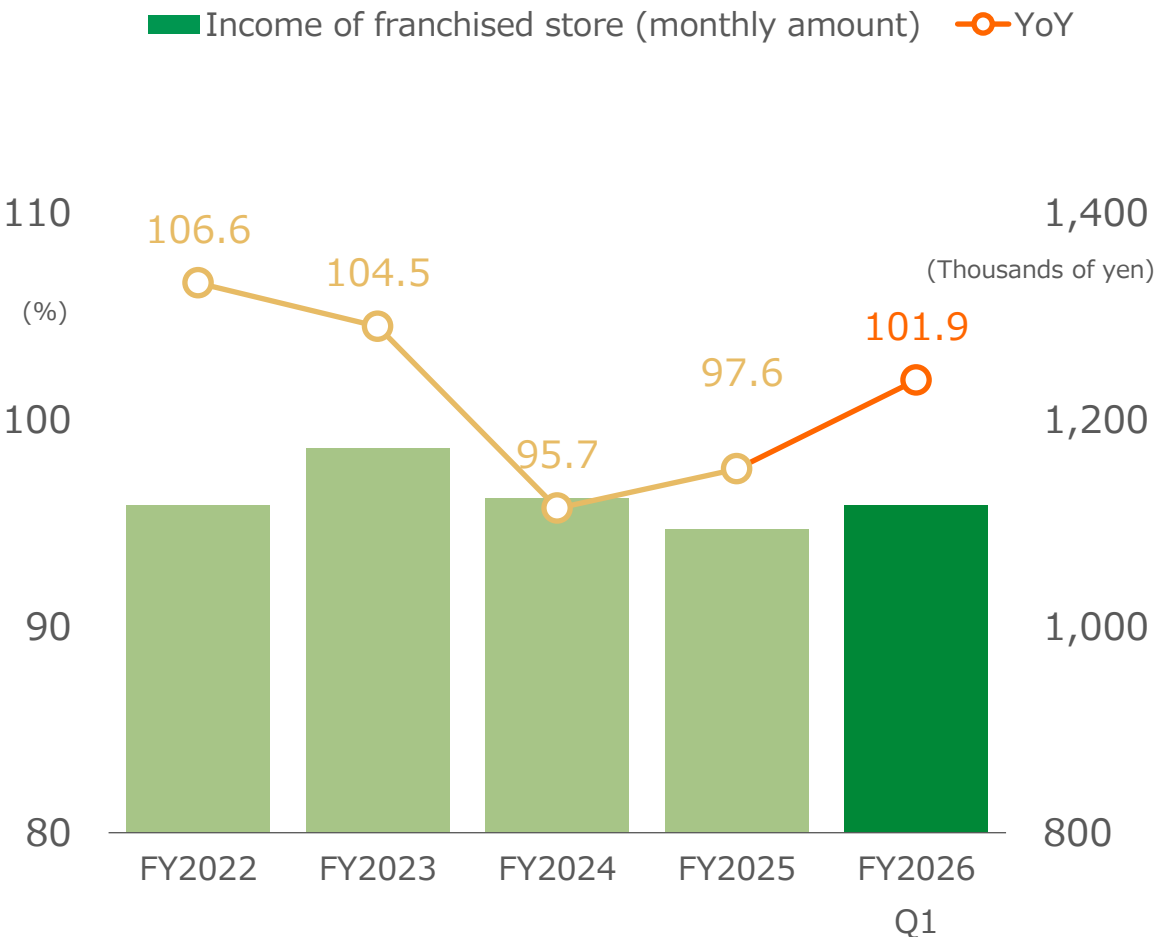


(Billions of yen)	FY2022	FY2023	FY2024	FY2025	FY2026	vs. FY2025
CF from operating activities	280.1	317.6	236.1	235.3	343.5	+108.1
CF from investing activities	(92.8)	(95.1)	(316.8)	(61.7)	(72.4)	(10.7)
Free cash flow	187.3	222.5	(80.7)	173.6	271.0	+97.4
CF from financing activities	(86.0)	(252.3)	(131.7)	(58.1)	(53.4)	+4.7
Cash and cash equivalents at the end of the period	1,527.0	1,645.9	1,373.2	1,447.3	648.6	(798.7)

Same store sales & GPM



Trend in income of franchised stores



Seven-Eleven Japan (2)

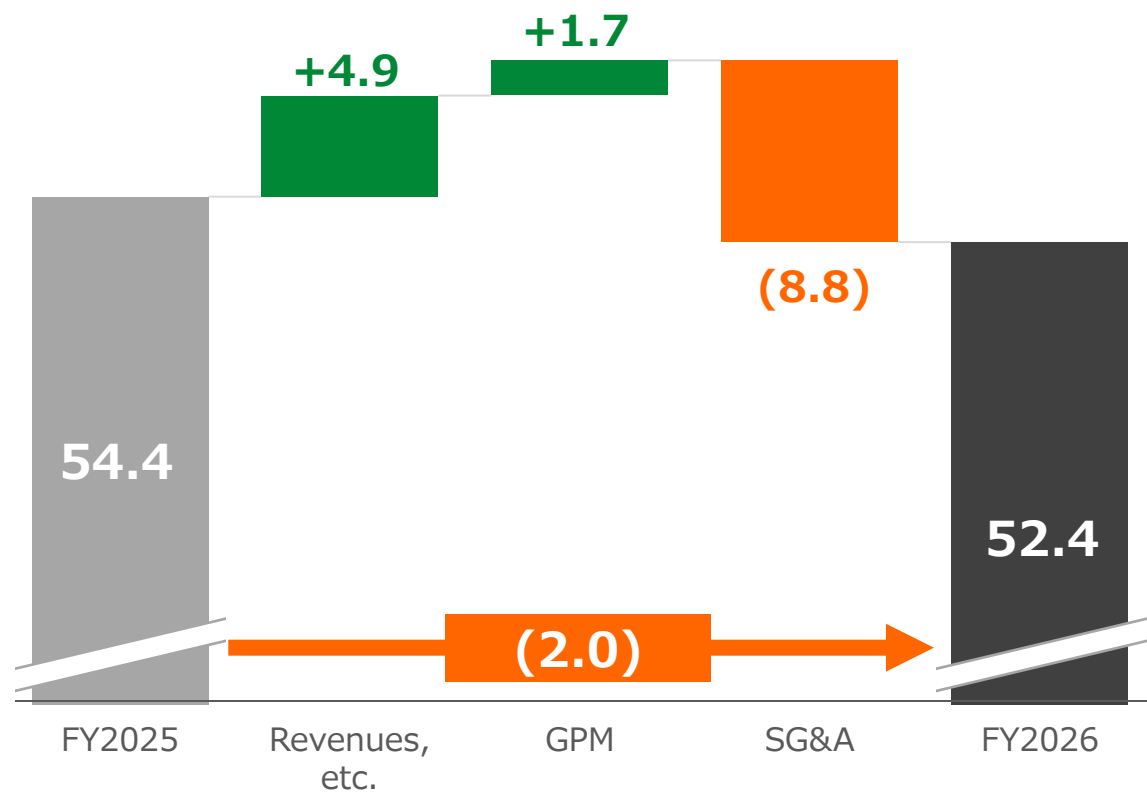
SG&A

(Billions of yen, %)

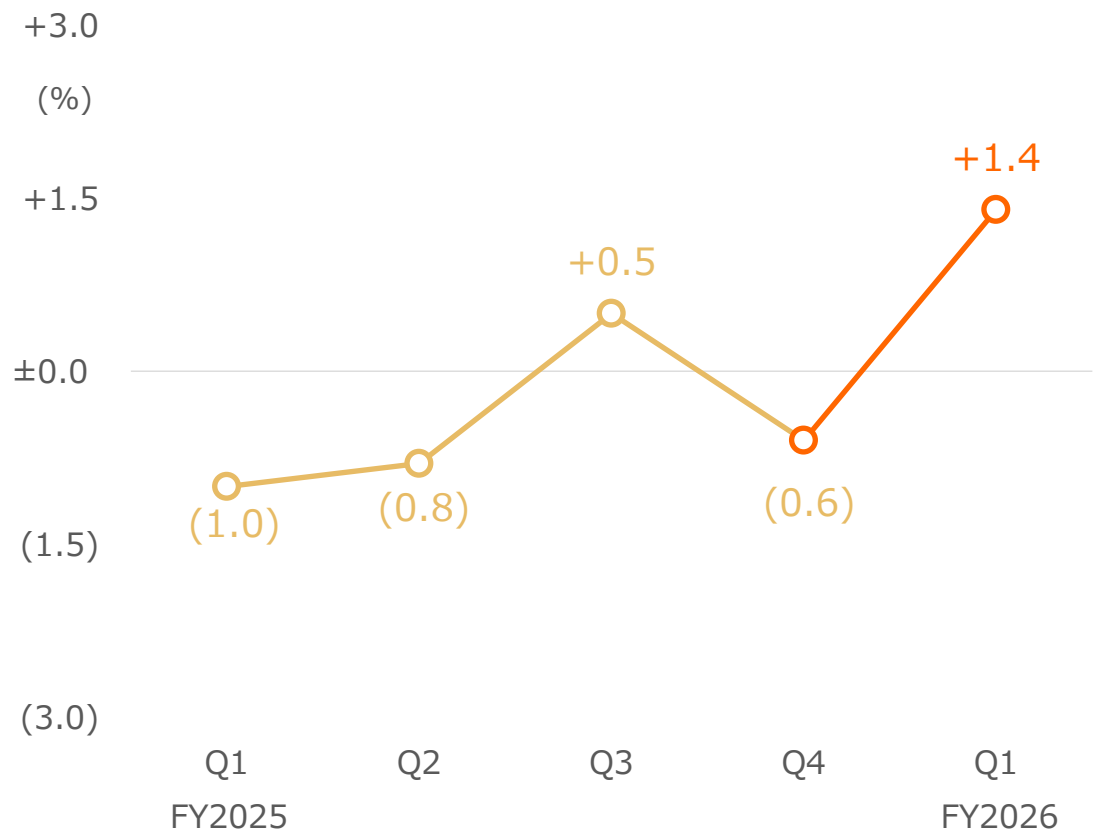
		Q1		Major factors for change
		YoY	YoY change	
SG&A	163.6	105.7	+8.8	
Advertising expense	13.5	112.8	+1.5	Increase due to sales promotion enhancement
Salaries and wages	20.6	104.7	+0.92	Impact of increased salary unit cost
Land and building rent	51.4	101.5	+0.75	Increase in number of stores
Depreciation and amortization	23.3	108.0	+1.7	Increase due to the start of next-gen system depreciation
Utility expenses	14.4	94.4	(0.86)	Decrease in electric cost
Other	40.1	113.4	+4.7	Increase in system expenses and maintenance fee

Change in operating income

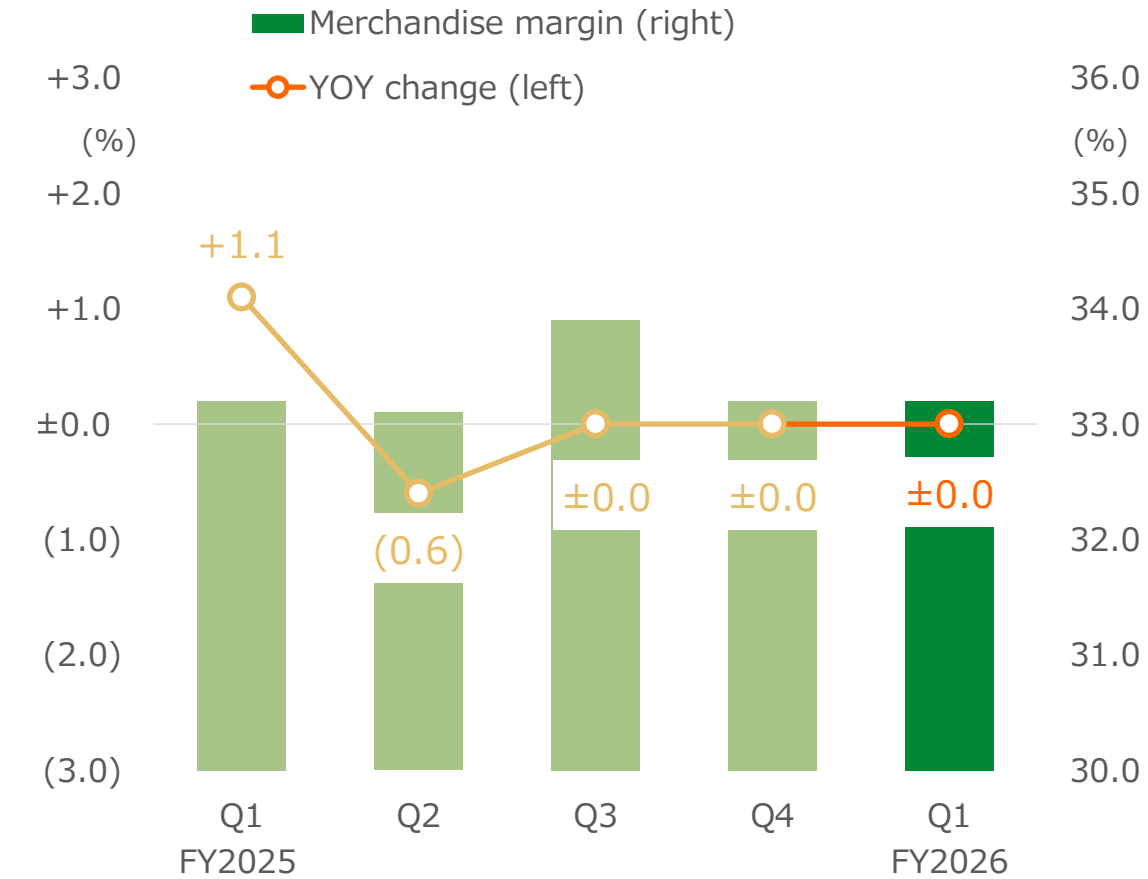
(Billions of yen)



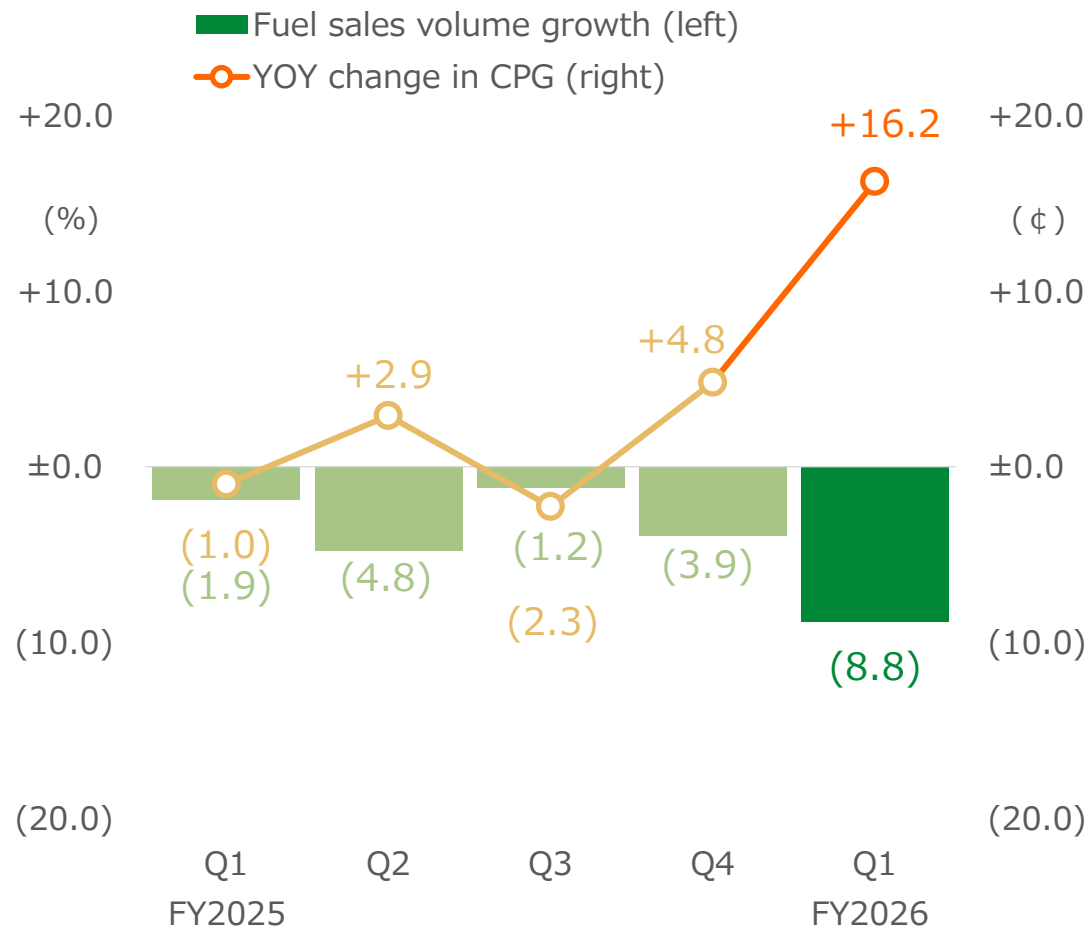
Merchandise same store sales growth



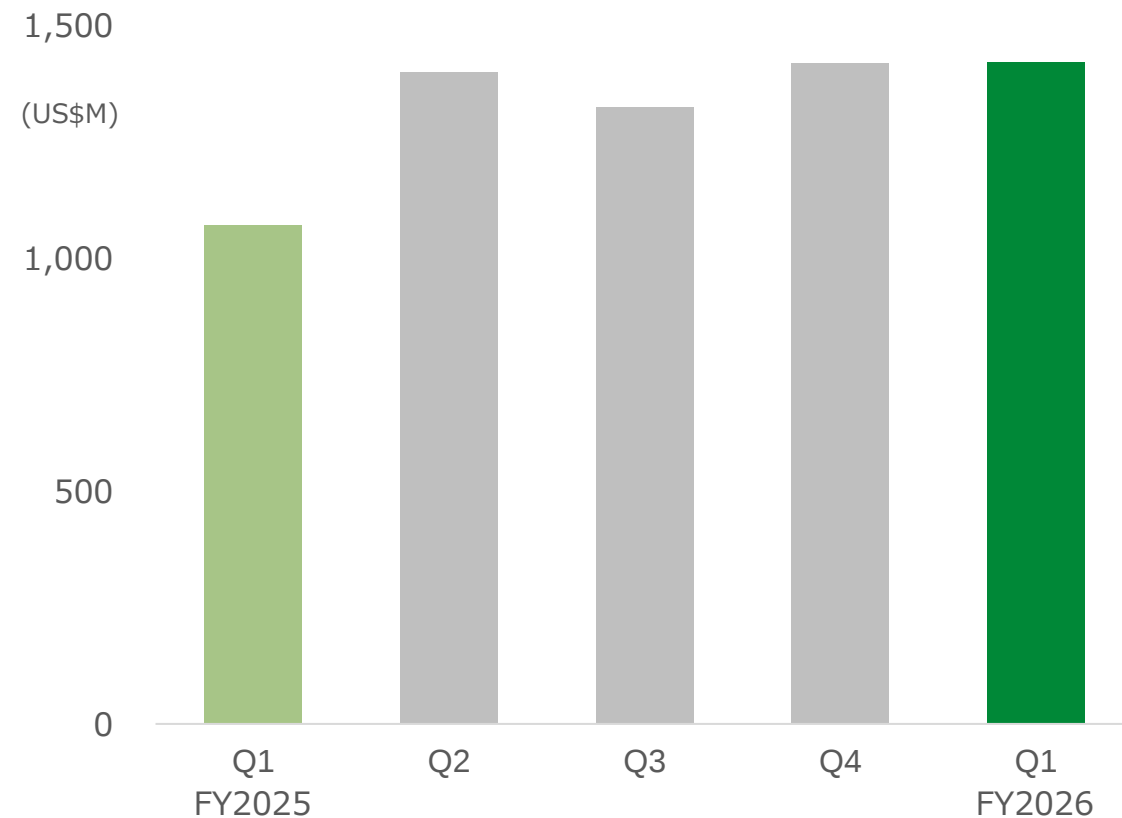
Merchandise gross profit margin



Total fuel volume & margin (Total CPG*)



Fuel gross profit



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

7-Eleven, Inc. (3)

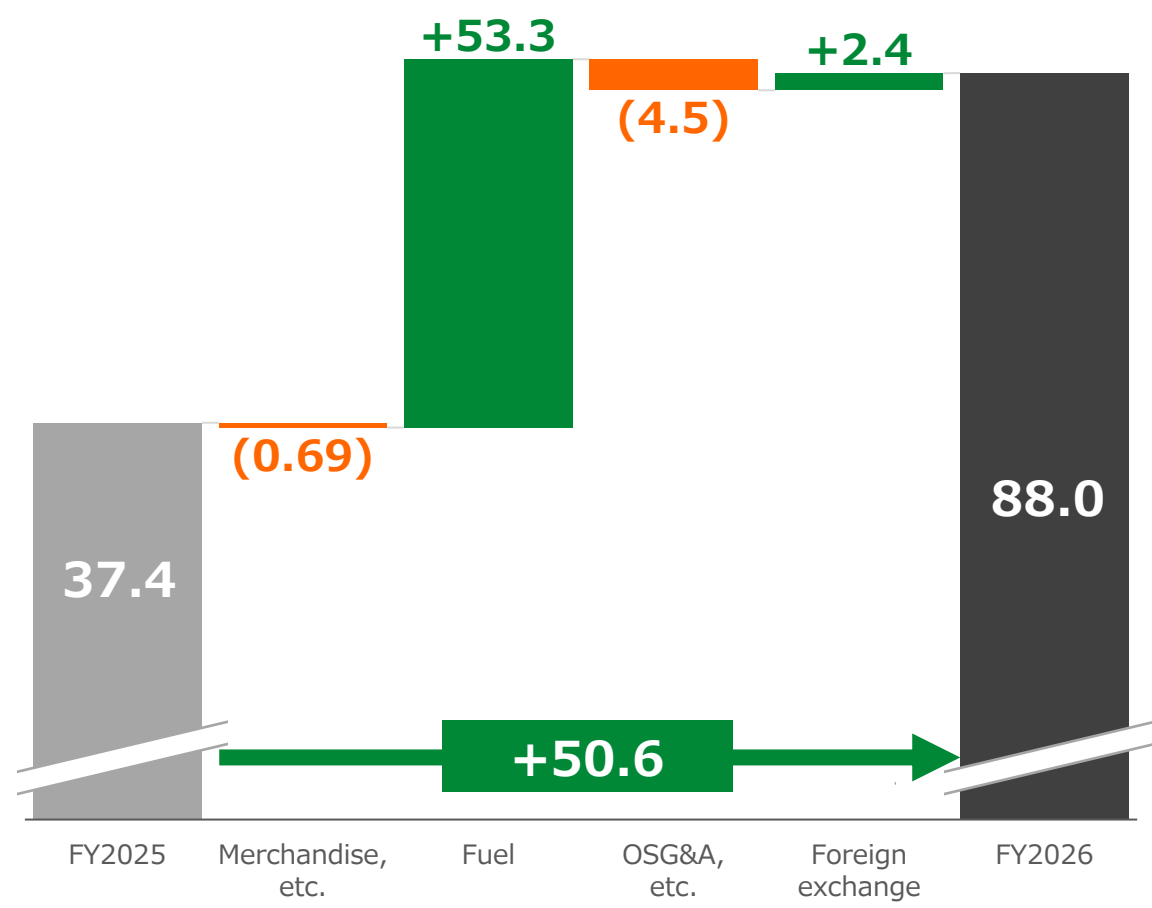
OSG&A

(Millions of dollar, %)

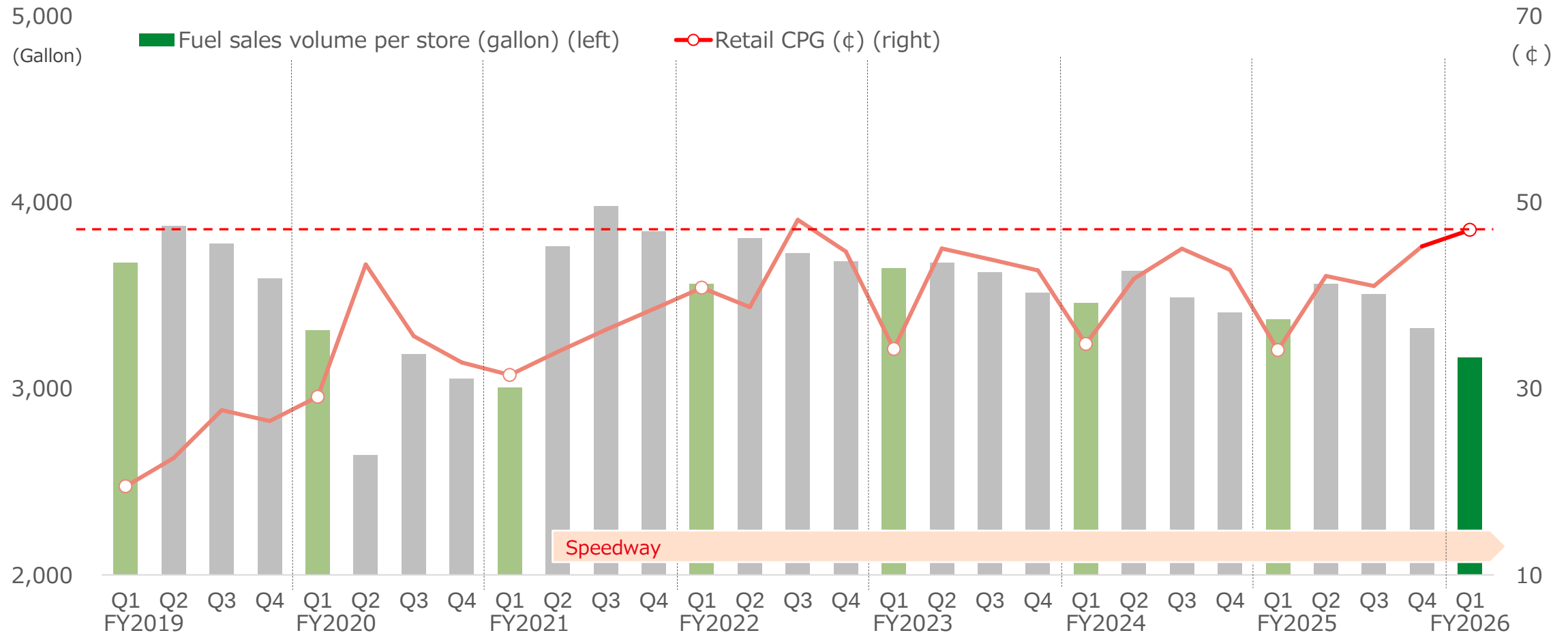
		Q1		Major factors for change
		YoY	YoY change	
OSG&A	2,310	102.0	+44	
Advertising expenses	21	67.3	(10)	Decrease due to advertisement optimization
Salaries and wages	673	94.6	(38)	Decrease due to expense reclass and less corporate stores
Land and building rent	321	105.4	+16	Increase due to inflation, etc.
Depreciation and amortization	344	101.3	+4.5	Decrease due to investment on store equipment and software
Utility expenses	129	100.2	+0.1	Increase in utility rates
Others	819	109.7	+72	Increase due to expense reclass, R&M costs, and credit card fees, etc.

Change in operating income

(Billions of yen)



Fuel sales volume / CPG (Retail)



Eliminations/Corporate Expenses and Capex

Billions of yen

Q1 results	Expenses			Capex		
	Results	YoY change	vs. Plan	Results	YoY change	vs. Plan
DX, system, security, etc.	(9.5)	+1.9	+1.0	0.67	(0.45)	(0.22)
Others	(4.7)	+1.4	+0.55	0.54	+0.01	+0.54
Eliminations/Corporate (Operating income)	(14.2)	+3.3	+1.6	1.2	(0.44)	+0.31

FY2026 Consolidated Financial Forecasts (Revised)

		Billions of yen, %		
	FY2025 results	FY2026 plan	YoY	Change
Convenience store group merchandise sales*1	9,768.6	10,210.0	104.5	+441.3
Revenues from operations	10,430.2	10,430.0	100.0	(0.26)
Operating income	422.9	425.0	100.5	+2.0
Ordinary income	377.4	390.0	103.3	+12.5
Net income attributable to owners of parent	292.7	278.0	95.0	(14.7)
EBITDA	942.8	928.0	98.4	(14.8)
EPS (yen)	118.81	120.89	101.7	+2.08
EPS before amortization of goodwill (yen)*2	161.74	168.40	104.1	+6.66

*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=157.00JPY, 1CNY=23.00JPY 2. EPS and EPS before amortization of goodwill reflect the estimated impact of future share buybacks

FY2026 Consolidated Financial Forecasts (Revised) 1H and 2H

Billions of yen, %

		1H			2H	
		YoY	YoY change		YoY	YoY change
Convenience store group merchandise sales ^{*1}	5,097.0	105.2	+250.3	5,113.0	103.9	+190.9
Revenues from operations	5,510.0	98.1	(106.6)	4,920.0	102.2	+106.3
Operating income	234.0	112.3	+25.6	191.0	89.0	(23.6)
Ordinary income	217.0	116.4	+30.5	173.0	90.6	(17.9)
Net income attributable to owners of parent	118.0	96.9	(3.8)	160.0	93.6	(10.9)
EBITDA	486.0	100.1	+0.55	442.0	96.6	(15.4)
EPS (yen)	51.04	106.7	+3.21	69.85	98.4	(1.13)
EPS before amortization of goodwill (yen) ^{*2}	74.84	108.8	+6.08	93.56	100.6	+0.58

*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: 1H 1USD=158.00JPY, 1CNY=23.00JPY, FY 1USD=157.00JPY, 1CNY=23.00JPY

2. EPS and EPS before amortization of goodwill reflect the estimated impact of future share buybacks

FY2026 Forecasts by Operating Segment (Revised)

Billions of yen, %

	Revenues from operations			Operating income		
		YoY	YoY change		YoY	YoY change
Consolidated	10,430.0	100.0	(0.26)	425.0	100.5	+2.0
Domestic CVS operations	950.0	103.9	+35.4	224.2	100.8	+1.6
Overseas CVS operations	9,426.0	110.2	+869.1	270.0	121.5	+47.7
7-Eleven, Inc. [Millions of dollar]*	55,000	104.6	+2,397	2,450	110.3	+228
Others	76.0	7.8	(902.6)	4.9	11.1	(39.1)
Eliminations/Corporate	(22.0)	-	(2.2)	(74.1)	-	(8.2)

* Figures are shown on SEI consolidated basis.

Note) Exchange rate: 1USD=157.00JPY, 1CNY=23.00JPY

	Billions of yen, %					
	1H			2H		
		YoY	YoY change		YoY	YoY change
Consolidated	5,510.0	98.1	(106.6)	4,920.0	102.2	+106.3
Domestic CVS operations	478.0	103.3	+15.4	472.0	104.4	+19.9
Overseas CVS operations	5,006.0	118.6	+784.8	4,420.0	101.9	+84.2
7-Eleven, Inc. [Millions of dollar]*	29,060	110.8	+2,834	25,939	98.3	(437)
Others	36.0	3.8	(909.5)	40.0	120.8	+6.8
Eliminations/Corporate	(10.0)	-	+2.5	(12.0)	-	(4.8)

* Figures are shown on SEI consolidated basis.
Note) Exchange rate: 1H 1USD=158.00JPY, 1CNY=23.00JPY, FY 1USD=157.00JPY, 1CNY=23.00JPY

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

	Billions of yen, %					
	1H			2H		
		YoY	YoY change		YoY	YoY change
Consolidated	234.0	112.3	+25.6	191.0	89.0	(23.6)
Domestic CVS operations	120.4	98.9	(1.3)	103.8	103.0	+3.0
Overseas CVS operations	146.0	182.2	+65.8	124.0	87.3	(18.0)
7-Eleven, Inc. [Millions of dollar]*	1,302	143.8	+396	1,147	87.2	(168)
Others	2.1	5.1	(39.3)	2.8	105.9	+0.15
Eliminations/Corporate	(34.5)	-	+0.45	(39.6)	-	(8.7)

* Figures are shown on SEI consolidated basis.
 Note) Exchange rate: 1H 1USD=158.00JPY, 1CNY=23.00JPY, FY 1USD=157.00JPY, 1CNY=23.00JPY

FY2026 Revised SEI Financial Forecasts

	Initial plan			After revision			Revised amount		
	1H	2H	FY	1H	2H	FY	1H	2H	FY
Operating income (billions of yen)	160.3	196.1	356.5	205.7	178.7	384.5	+45.4	(17.4)	+28.0
Operating income (Millions of dollar)	1,069	1,305	2,375	1,302	1,147	2,450	+233	(158)	+75
SS sales growth (%)	+1.9	+2.1	+2.0	+0.5	+2.1	+1.3	(1.4)	±0.0	(0.7)
Merch GPM (%)	33.7	33.9	33.8	33.7	34.0	33.8	±0.0	+0.1	±0.0
Fuel volume growth per store (%)	(1.0)	+0.2	(0.4)	(4.8)	(2.5)	(3.7)	(3.8)	(2.7)	(3.3)

Note) Exchange rate before revision: 1H 1USD=150.00JPY, FY 1USD=150.00JPY, after revision 1H 1USD=158.00JPY, FY 1USD=157.00JPY



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/>).

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