

January 4, 2022

Seven & i Holdings Co., Ltd.

New Year's Address for 2022

Ryuichi Isaka, President & Representative Director, Seven & i Holdings Co., Ltd.

There is an increasing possibility that Inflation due to the shortage in the supply of raw materials and products occurring on a global scale because of the COVID-19 pandemic over the past two years will envelop many product areas. It is expected that will lead to customer consciousness of safeguarding their daily lives to grow this year. Against this background, we need to look to firmly grow profits by our Group further promoting joint development and joint procurement while being aware of the ease at which products can be brought.

At the same time, many customers have become accustomed to life with COVID-19. They have also become acquainted with ways to enjoy an even richer life at home. We need to accurately meet this need for “richness” as well. Operating companies which have been able to satisfy the needs and expectations toward demand for days that are worth celebrating have achieved good results even in the competition for business at this year-end/New Year's season. I feel here the deep-rooted desire of customers to experience “richness” even amid the various restrictions due to COVID-19.

The Group announced our new Medium-Term Management Plan in July last year. It indicates our growth strategy for the next five years. One of the major pillars in this plan is for the creation of global growth potential. 7-Eleven, Inc. in the United States completed the acquisition of Speedway in May of last year. Furthermore, we have established 7-Eleven International LLC and are working to make 7-Eleven a brand that

can be trusted by customers around the world.

Another important issue is that of cooperation between our operating companies and utilization of powerful group synergies to keep up with the speed of changes. We need to strongly encourage cooperation among group companies and utilization of group synergies in addition to the efforts of individual companies to quickly respond to the speedy changes in society and the economy surrounding our Group as it is today. To that end, we have incorporated a horizontal strategy as a group into our five-year Medium-Term Management Plan in addition to a vertical strategy for each operating company.

Seven-Eleven has already begun an attempt to handle Ito-Yokado's original brand "Fresh Foods with Traceability", Loft's daily miscellaneous goods, and other products of the Group. It will be very important in the future for each company in our Group to promptly and accurately respond to changes in customer needs by proactively working from new perspectives to expand product lineups through cooperation in the Group.

Moreover, improving the experienced value and productivity of all our employees is a very important theme this year in our digital transformation strategy. For example, introducing smartphone registers will reduce the stress of our customers in addition to reducing the workload of our employees. It will be important for the companies in our Group to proactively build new mechanisms that enhance the experienced value of both customers and employees in this way.

Furthermore, we will work on "correct growth." Awareness of the SDGs and ESG has penetrated on a global level nowadays. Accordingly, both companies and individuals are strongly required to change their behavior to contribute to solving issues. The Group has clearly stated our targets and guidelines to promote business activities while firmly facing social issues through our "GREEN CHALLENGE 2050" environmental

declaration, Corporate Action Guidelines and Human Rights Policy. We need to always correctly perceive the current situation, share it and then sustain motivation.

The driving force to achieving both economic growth and solving social issues is the ability to take action and the hopes of all the employees in our Group. Let's take on new challenges under the basic stance of our Group to aim to contribute to local communities in Japan and overseas by always providing new experienced value from the customer's point of view.

(Summary of the New Year's Address for the Group employees on January 4, 2022)