

January 4, 2023

Seven & i Holdings Co., Ltd.

New Year's Address for 2023

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Society has been exploring various ways of coexisting with COVID-19. Against that backdrop, the year-end and New Year holidays were free of movement restrictions for the first time in three years since the start of the COVID-19 pandemic. Accordingly, “special day” demand to celebrate the New Year with families gathering together increased significantly and all companies in our Group saw favorable sales trends.

In addition to the COVID-19 pandemic, rapid changes in the international situation in 2022 caused instability in all supply chains including energy and food. That meant we were faced with a sharp rise in prices for various commodities. Coupled with changes in the social structure which have been progressing for some time such as the declining birthrate and aging population, society has been experiencing complex and rapid changes. It is essential that our Group continues to pursue optimal solutions while agilely responding to these changes.

The year 2023 will be an important one as it marks the halfway point of our Medium-Term Management Plan 2021 to 2025. The policy of our Group is to steadily improve results by further developing group synergies and strengthening the growth potential of each of our operating companies. We have been newly preparing and operating infrastructure shared by our Group such as process centers and central kitchens to achieve group synergy. We have also launched a single sign-on function. This function

enables seamless usage between the 7-Eleven and Ito-Yokado applications by utilizing the 7iD member platform shared by our Group. In addition to those efforts for group synergy, we are continuing to promote products jointly developed by our Group represented by the *Seven Premium* brand and the utilization of resources such as products and personnel between our operating companies. Moreover, each of our companies is already working to improve management efficiency and to create new sales to strengthen their growth potential. A further acceleration in the pace of those initiatives will be required in 2023. It is important to improve management efficiency while increasing sales. Therefore, we will aim for well-balanced growth focused on two axes with growth on the vertical axis and efficiency on the horizontal axis.

The size of the sales in our Group is now on par with the world's top retailers. In particular, our overseas convenience store business has become a key pillar of growth. We will again this year strengthen the development of 7-Eleven as an excellent global brand. We will achieve that through the further growth strategy of 7-Eleven, Inc., support for existing licensees by 7-Eleven International LLC and examination of areas where we can open new stores.

It is essential to strive to solve social issues while looking for economic growth with a view to ensuring the sustainable growth of our Group in the future. We will strive to sincerely tackle various issues. Those issues include the environmental issues we have raised in our GREEN CHALLENGE 2050 environmental declaration, human rights initiatives, and the elimination of various inconveniences and waste concerning products and shopping. We will continue to enhance our value as a member of society by tackling

those issues. The driving force for this is none other than the dynamism and passion of each and every member of our Group. Let's work hard together again this year aiming to be a group which grows with our colleagues and companies while feeling job satisfaction and comfort at work.

(Summary of the New Year's Address for Group Employees on January 4, 2023)