

January 4, 2024  
Seven & i Holdings Co., Ltd.

**New Year's Address for 2024**

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

We would like to express our heartfelt condolences to the victims and their families of the Noto Peninsula Earthquake of 2024 that occurred on January 1. We would also like to express our heartfelt sympathy to those who were affected by the earthquake and their families. Thanks to the tremendous efforts of our 7-Eleven franchisees amid challenging circumstances, store operations in the affected area are gradually resuming. We sincerely wish for the swift recovery of the affected areas, and 7&i group is actively collaborating with franchisees, the local community, and government authorities to ensure the availability of merchandise and logistics, as well as providing emergency support supplies.

Last year, the transition of the Covid-19 infection to Category 5 resulted in the ease of various restrictions, leading to the recovery in the flow of people. However, under the challenging international conditions, prices of various resources and raw materials surged. While it is anticipated that the price increases for various products will stabilize this year, customer awareness of safeguarding their lifestyles remains high. We need to respond to the changes in customer behavior from various perspectives and pursue "merchandising with a conscious focus on the balance between value and price."

Furthermore, significant changes in social structures have led to considerable shifts in customer behavior. For example, in response to the rising demand for one-stop shopping among our aging population, who tend to limit their activities to smaller areas, our group is deepening collaboration among its operating companies and pursuing the creation of

new store formats. As part of this initiative, in February this year, we will launch a new store format, the 'SIP Store', in collaboration between Seven-Eleven Japan and Ito-Yokado, and we continue to evaluate its performance. Our group includes numerous companies with unique, popular content such as SHELL GARDEN, AKACHAN HONPO, and LOFT. Through their collaboration, we are exploring new market needs and expanding our customer base, thereby unfolding vast potential. We will continue to focus on creating such new group synergies.

Additionally, the number of members in our common group membership platform “7iD (Seven ID)” surpassed 30 million last year, equivalent to one-third of Japan's smartphone user population. Leveraging this data to enhance customer experiences while making the most of it is crucial. Furthermore, seamless integration between the apps of various operating companies has begun, and we are committed to pursuing more timely service delivery. In our financial-related businesses as well, we are advancing efforts to increase profitability through the creation of new services utilizing these digital integrations.

In addition to the above, our global strategy for enhancing the value of the “7-Eleven” brand includes acquisitions of the 7-Eleven business in Australia, supporting fresh food enhancement in existing licensees mainly in Asia, and preparing for new country expansions. We aim to improve quality and expand scale.

In addition to further strengthening the Group's growth potential, we will take the initiative in addressing a wide range of social issues, including environmental issues, as our Group's operating revenue exceeds 11 trillion yen, and our social responsibilities continue to increase.

As we enter the fourth year of our 'Mid-term Management Plan 2021-2025', which is set to conclude in fiscal year 2025, it is a critical period to firmly grasp the benefits of the group's common infrastructure and synergies we have developed so far. This will be a year in which all group employees will be required to be prepared to "work through" the challenges that we have each been pursuing in order to achieve their goals.

Let us all, as a group, aim to continue growing together, each one of us feeling a sense of fulfillment and ease at work, moving the company forward with hope and expectation.

(Summary of the New Year's Address for Group Employees on January 4, 2024)