

January 6, 2025

Seven & i Holdings Co., Ltd.

New Year's Address for 2025

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

On the whole, the companies in our group had strong sales during the year-end and New Year holiday season. I would like to express my gratitude to all the employees in our group for that.

The pace of change in all areas is now accelerating even more. The year 2025 will be one in which our group will be required to have the ability to respond to further changes. The world has faced a combination of issues including climate change, pandemics and geopolitical risks over the past few years. This has brought about major changes in our lives and businesses such as in terms of the cost-of-living and raw material procurement. The market environment in Japan is undergoing big changes due to the falling population, the declining birthrate and the aging population. Nevertheless, with new growth in inbound demand, it is expected that the market will continue to expand in the future. Great growth opportunities for retailers in Japan lie there. It is necessary to respond proactively to needs in all lines of business. On the other hand, with employment in the tourism and other industries increasing, it is becoming ever more difficult to secure human resources in the retail industry. We will also need to come up with ways to produce an even more attractive employment environment to secure human resources going forward.

Our group announced a new form in April last year consisting of three business units: Seven-Eleven Corporation (tentative) focused on the convenience store operations (CVS operations), York Holdings, which oversees our superstore and specialty store operations (SST operations), and our financial-related operations. This form is a structure in which the CVS operations striving for dynamic growth in the global market, the SST operations aiming to accomplish even more detailed growth strategies and structural reforms in the domestic market, and the financial-related operations that deepens cooperation between the financial and retail industries will each work toward independent and autonomous growth. Even as our group transforms into this new form, what will not change is that we will continue to supply our customers with convenience and a sense of satisfaction in their daily lives based on our basic stance of “we aim to contribute to the local community

both in Japan and overseas by providing new experiences and values from the customer's point of view" and our company creed of trustworthiness and sincerity. We can keep on growing by continuing to provide the value sought by our customers and by being recognized as having an essential presence in society. Therefore, we will continue to further deepen cooperation as a group in the future in all aspects, including product development and store creation, backed by the group synergies we have assiduously built up so far.

We, ourselves, will change to fulfill our unchanging mission. The new form of our group is a structure which will accomplish this change. Let's join forces to work together to turn the year 2025 into a starting point for the growth that will enable us to take us far into the future.

(Summary of the New Year's Address for Group Employees on January 6, 2025)