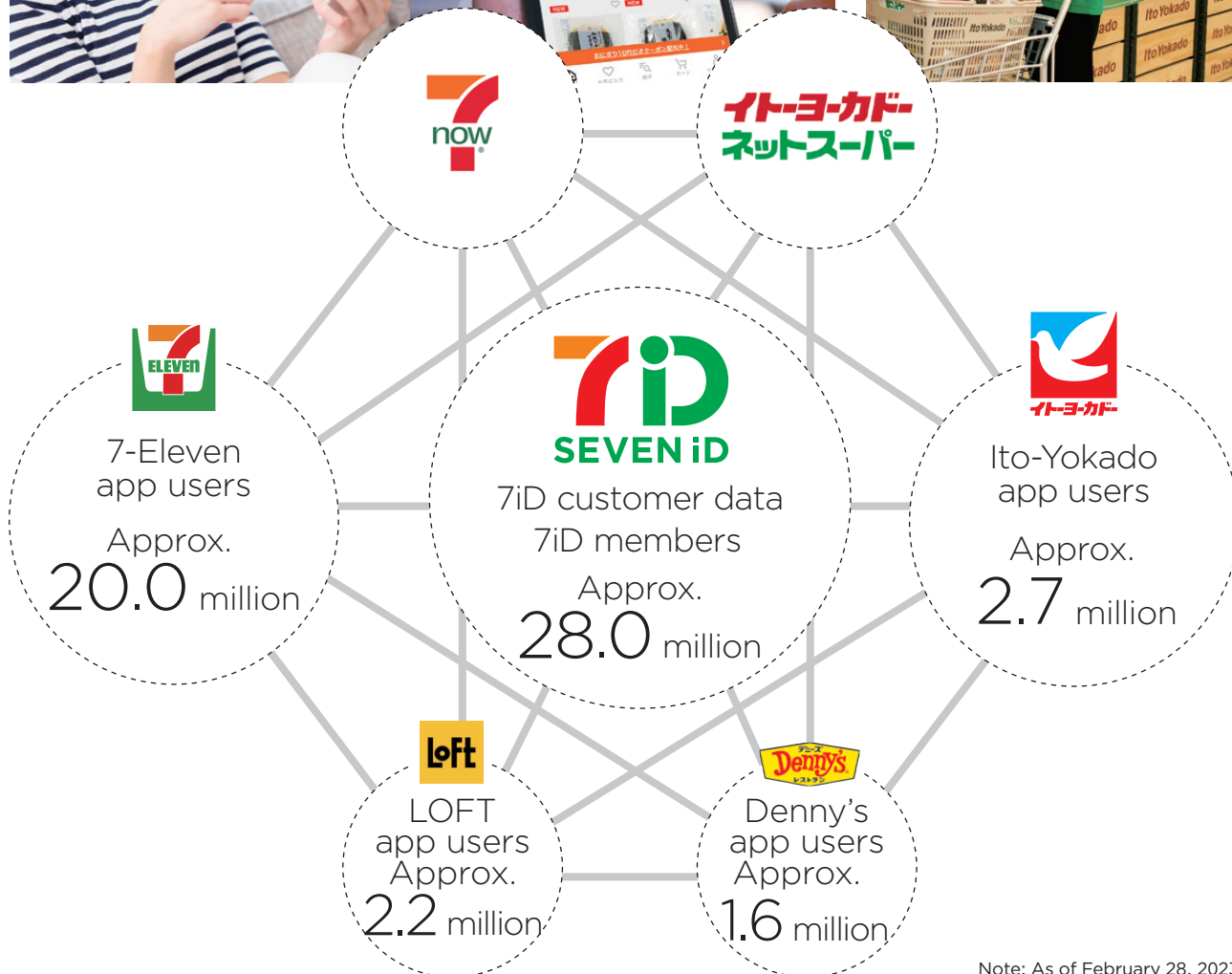


Seamlessly providing diverse services Groupwide based on 7iD and its roughly 28 million members

The Seven & i Group introduced the Groupwide platform 7iD in 2018 and has since implemented different initiatives to provide new experiences and value to customers. As of February 28, 2023, total 7iD membership had reached 28 million across the Group companies. Through the 7iD platform, we offer Ito-Yokado's online supermarket service to 7-Eleven app users and introduce the 7NOW delivery service to

supermarket customers (p. 32), allowing us to better understand each individual and propose tailored products and services.

Moving forward, we will continue to use the 7iD platform to expand our retail media business (p. 32) as well as strengthen services that integrate retail and finance and enhance data utilization in the food business.



Note: As of February 28, 2023