



November 13, 2024

To whom it may concern:

Company Name: Seven & i Holdings Co., Ltd.  
Representative: Ryuichi Isaka  
President & Representative Director  
(Code No. 3382/Prime Market of the Tokyo Stock Exchange)

### **Notice Regarding Media Reports**

In response to today's media report stating Seven & i Holdings Co., Ltd. ("the Company") potential management buyout, the Company confirms that the Special Committee of the Board of Directors of the Company received a non-binding and confidential proposal to acquire the Company from Junro Ito, Vice President and a representative director of the Company and Ito-Kogyo Co., Ltd., ("Ito-Kogyo"), a private company affiliated with Mr. Ito.

The Special Committee, which is comprised solely of the Company's independent, outside directors, has been reviewing the proposal carefully and thoroughly with its financial and legal advisors. Mr. Ito has been excluded from all discussions within the Company, including Board discussions, relating to any proposal from Mr. Ito and Ito-Kogyo, Alimentation Couche-Tard Inc. ("ACT"), or any other competing proposals. Mr. Stephen Hayes Dacus, chair of the Special Committee and Board of Directors of the Company commented: "We are committed to an objective review of all alternatives before us as we consider proposals from Mr. Ito and Ito-Kogyo, from ACT, as well as the Company's stand-alone opportunities to unlock shareholder value. The Special Committee and the Company Board will continue to engage with all parties in a manner designed to maximize value and will continue to act in the best interests of the Company's shareholders and other stakeholders."

No determination has been made at this time to pursue a transaction with either Mr. Ito and Ito-Kogyo, ACT, or any other party, and there can be no assurance that any such transaction will be entered into or consummated. In the meantime, the Company will continue to focus on executing its business plans and the actionable avenues the Company sees to realize and unlock shareholder value in the near- to medium-term.