

January 5, 2026

New Year's Address for 2026

Thank you very much for everything you did over the year-end and New Year holidays. I truly appreciate your contributions every day. We have strengthened our governance framework and alignment across our businesses, built greater discipline into our execution, and started to move faster as one global 7-Eleven team.

Recognizing the Environment We Are Operating In

Across the world, inflationary pressures remain elevated. In this environment, our customers are becoming increasingly value-conscious. They are thinking more carefully about where and how they spend their money and are becoming more selective about what they purchase, as they balance rising prices with their everyday needs.

At the same time, geopolitical risks have become part of the new normal around the world, and every global company must respond with vigilance and agility. In addition, natural disasters are increasing in both frequency and severity, affecting not only our stores but also the communities we serve and are a part of.

Against this backdrop, our strong product development capabilities, our unparalleled store network, and our powerful partnerships with franchise owners and business partners are significant strengths. Above all, the dedication of our employees, who engage with our customers every day, is our greatest competitive advantage and the key to winning in a challenging environment.

Our Goal

Looking ahead to 2026 and beyond, our direction is clear. To accelerate our global growth, we will focus on four key areas: delivering value that exceeds our customers' expectations, strengthening digital convenience and the last-mile experience, advancing our food leadership, and cost control.

Our objective is to be the customer's first choice for convenience - anywhere, anytime. To achieve this, we must be fully committed and maintain an unwavering focus on our customers' perspective in everything we do.

We must continue to keep our founder's spirit of "trust and sincerity" and "embracing change" at the heart of our business. By doing so, we believe we can address societal issues through our business and realize the sustainable growth that our founders envisioned.

Leading and Shaping Change Together

As we begin the new year, I would like to revisit what we mean by "embracing change." Embracing change means constantly anticipating change, getting ahead of customers, and creating new experiences and behaviors.

This is leadership. This is how 7-Eleven became what it is today. And this is how we will define the next chapter of our history.

This commitment to change also applies to ourselves. To be a trusted brand that can grow globally, we need a shared culture. With this in mind, we are redefining what it means to be 7-Eleven as a global brand and driving the cultural transformation needed to accelerate our global growth.

2026 will be a turning point for our Company. Together, as one global team, we will deliver the transformation that defines our next decade of growth.

(Summary of the New Year's Address for Employees on January 5, 2026)

Seven & i Holdings Co., Ltd.

Representative Director & President CEO, Stephen Hayes Dacus