



July 25, 2026

To whom it may concern:

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

Notice Regarding Conclusion of Discussions on Potential Investment in European CVS

Seven & i Holdings Co., Ltd. ("Seven & i" or "the Company") announces that discussions regarding a potential investment in Poland's largest convenience store chain have concluded, and the Company has decided not to proceed with the proposed investment at this time.

The Company was unable to reach an agreement with the seller on terms that the Company determined would be in the best interests of Seven & i's shareholders and other stakeholders.

Europe remains an attractive growth opportunity for the Company. Seven & i will continue to evaluate opportunities in the region that are consistent with its strategy and have the potential to create sustainable long-term value.

The Company remains focused on the continued and disciplined execution of its global strategic plan, "Transformation of 7-Eleven," and on maximizing value for its shareholders and other stakeholders.