



April 17, 2025

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 Changes and Reappointments of Directors,
Audit & Supervisory Board Members,
and Appointment of Chairperson of the Board (Gicho)
and Lead Independent Outside Director**

Seven & i Holdings Co., Ltd. (the “Company”) hereby announces that it resolved on personnel changes, the reappointments of the Directors and the Audit & Supervisory Board Members, and the appointment of the Chairperson of the Board (Gicho) and the Lead Independent Outside Director, at its Board of Directors meeting held on April 17, 2025, as shown in the attachment. With respect to the changes and reappointments of the Directors and the Audit & Supervisory Board Members, and the appointment of the Chairperson of the Board (Gicho) and the Lead Independent Outside Director, the candidates will assume the posts of Director or Audit & Supervisory Board Member upon approval at the Company’s 20th Annual Shareholders’ Meeting to be held on May 27, 2025.

We would also like to announce that we have made decisions regarding personnel changes for directors and executive officers of SEVEN-ELEVEN JAPAN CO., LTD.

1. Seven & i Holdings Co., Ltd.

(1) The reason for the changes

Due to the change in management structure

(2) Scheduled effective date

May 27, 2025

(3) Change and Reappointment of Directors

●Name and Title of the Representative Director

Name	New position	Current position
Junro Ito	Representative Director and Executive Chair (Kaicho) Executive Officer and Executive Chair (Kaicho)	Representative Director and Vice President Executive Officer and Vice President Supervising Officer of Superstore Operations Chief Sustainability Officer (CSuO) Chief Administrative Officer (CAO)
Stephen Hayes Dacus	President and Representative Director and Chief Executive Officer (CEO)	Lead Independent Outside Director
Shigeki Kimura	Representative Director and Vice President Executive Officer Vice President (Director of SEVEN-ELEVEN JAPAN CO., LTD.) *New appointment	Director and Vice President, Executive Officer and Vice President, General Manager of the Administration Division, all at SEVEN-ELEVEN JAPAN CO., LTD.

●Biography of New Representative Director

< Shigeki Kimura >

●Date of birth March 16, 1962

●Brief personal history

Mar. 1986: Joined SEVEN-ELEVEN JAPAN CO., LTD.

Mar. 2014: Executive Officer of SEVEN-ELEVEN JAPAN CO., LTD.

May 2016: Senior Officer of the Secretary Office of the Company

Dec. 2016: Executive Officer of the Company Senior Officer of the Corporate Development Department of the Company

Mar. 2019: General Manager of the Corporate Personnel Planning Division of the Company
Director of SEVEN-ELEVEN JAPAN CO., LTD.

May 2019: Director of the Company

Mar. 2020: Senior Managing Executive Officer of SEVEN-ELEVEN JAPAN CO., LTD.
General Manager of the Administration Division of SEVEN-ELEVEN JAPAN CO., LTD.
(incumbent)

Mar. 2024: Director and Vice President
Executive Officer and Vice President of SEVEN-ELEVEN JAPAN CO., LTD.
(incumbent)

●Number of shares held

25,200 shares held (As of February 28, 2025)

Retiring Representative Director

Name	Current position
Ryuichi Isaka	President and Representative Director and Chief Executive Officer (CEO)

●New Candidates for Director

Name	Current position, etc.
Takashi Sawada	Representative Director and CEO of CellSource Co., Ltd.
Masaki Akita	Director, Chair and Chairperson of the Board of Directors of Matsuya Co., Ltd.
Tatsuya Terazawa	Chairman and CEO of The Institute of Energy Economics, Japan Former Vice-Minister for International Affairs for the Ministry of Economy, Trade, and Industry (METI)
Christine Edman	Former President and Representative Director of H&M Hennes & Mauritz Japan KK.

●Retiring Director

Name	Current position
Fumihiko Nagamatsu	Director and Senior Managing Executive Officer, Head of Domestic CVS operations (Japan) President and Representative Director of SEVEN-ELEVEN JAPAN CO., LTD.
Toshiro Yonemura	Director

●Candidates for Reappointment as Director

Name	Current position
Yoshimichi Maruyama	Director and Managing Executive Officer Chief Financial Officer (CFO) General Manager of Corporate Finance & Accounting Division

Name	Current position
Tamaki Wakita	Director and Executive Officer Chief Strategy Officer (CSO) General Manager of Corporate Planning Division
Fuminao Hachiuma	Director
Yoshiyuki Izawa	Director
Meyumi Yamada	Director
Paul Yonamine	Director

(4) Change in Audit & Supervisory Board Member

●New Candidate for Audit & Supervisory Board Member

Name	New position	Current position
Shinya Ishii	Full-time Audit & Supervisory Board Member	Executive Officer Senior Officer, Corporate Management Department

●Retiring Supervisory Board Member

Name	Current position
Noriyuki Habano	Full-time Audit & Supervisory Board Member

2. Appointment of Chairperson of the Board (Gicho) and Lead Independent Outside Director

(1) Background

Since May 2022, the Company has designated a Lead Independent Outside Director, with the aim of further enhancing the effectiveness of the Board of Directors' supervisory function by fulfilling the following roles. This decision was based on the fact that, since that time, the majority of the Board of Directors has consisted of outside directors with diverse experience and expertise.

<The role of the Lead Independent Outside Director>

- (a) Ensuring mutual collaboration and follow-up among outside directors
- (b) Further enhancing and ensuring coordination and communication between outside directors and senior management
- (c) Strengthening collaboration between outside directors and the Audit & Supervisory Board
- (d) Promoting "constructive dialogue with shareholders and investors" involving outside directors

In addition, in May 2024, the Company resolved to separate the roles of Chairperson of the Board of Directors and CEO, aiming to (i) strengthen the corporate governance structure, (ii) enhance transparency and objectivity in management decision making, and (iii) improve the effectiveness of corporate strategy and management efficiency. Mr. Dacus, the Lead Independent Outside Director, currently serves as Chairperson of the Board (Gicho).

In conjunction with the appointment of Stephen Hayes Dacus as the Company's CEO (as announced in Notice of Change in Representative Director, March 6, 2025*), the Board of Directors has discussed the appointment of his successor and, based on the reasons for selection below, has resolved to appoint Fuminao Hachiuma to the position.

*https://www.7andi.com/library/dbps_data/_material_/localhost/en/release_pdf/2025_0306_ir03en.pdf

(2) Appointment of Chairperson of the Board (Gicho) and Lead Independent Outside Director

Name	Position
Fuminao Hachiuma	Chairperson of the Board (Gicho) and Lead Independent Outside Director

(3) The reason for the Selection

Mr. Hachiuma is qualified to serve as Chairperson of the Board (Gicho) and the Lead Independent Outside Director from experience in international business management and extensive expertise of the food industry, as well as his role as the Acting Chairperson of the Board (Gicho), and his involvement as a member of the Nomination Committee and the Compensation Committee of the Company.

(4) Scheduled effective date

May 27, 2025

3. SEVEN-ELEVEN JAPAN CO., LTD.

(1) Scheduled implementation date

May 1, 2025: Change in director's position and area of responsibility; change in executive officer's area of responsibility.

May 15, 2025: New appointment and retirement of directors; new appointment and retirement of executive officers

*This will be done upon approval at the annual shareholders' meeting of SEVEN-ELEVEN JAPAN CO., LTD.

Details of Organizational Changes Effective May 1, 2025

The “Sales Headquarters”, which oversees the “Operations Headquarters”, “Recruitment Headquarters” and “Building Equipment Headquarters”, will be abolished.

The “Product Strategy Headquarters”, which oversees the “Product Headquarters”, “Marketing Headquarters” and “QC and Logistics Management Headquarters”, will be abolished.

(2) Changes in Directors

●Change of Representative Directors

Name	New Position (effective May 15)	New Position (effective May 1)	Current Position
Fumihiko Nagamatsu	Chairperson and Director Chairperson of the Executive Board	Chairperson and Representative Director Chairperson of the Executive Board	President and Representative Director President and Executive Officer
Tomohiro Akutsu	President and Representative Director President and Executive Officer	President and Executive Officer	Executive Officer General Manager, Building Equipment Division

●Changes in Directors, Candidates for New Directors

Name	New Position (effective May 15)	New Position (effective May 1)	Current Position
Shigeki Kimura	Director	Director, Executive Vice President	Director and Vice President Executive Officer and Vice President General Manager of the Administration Division
Terutaka Kuretani	Director, Managing Executive Officer General Manager, Administration Division	Executive Officer General Manager, Administration Division	Executive Officer General Manager, Administration and Legal Division
Nao Haishi	Director, Executive Officer General Manager, Product Division	Executive Officer General Manager, Product Division	Executive Officer General Manager, Product Division
Hiroki Takei	Director, Executive Officer General Manager, Operations Division	Executive Officer General Manager, Operations Division	Executive Officer General Manager, Human Resources Division

●Directors to be retired (Retirement date May 15, 2025)

Name	Current Position	
Shizuma Noda	Executive Vice President General Manager of Sales Division	※Appointed Executive Vice President on May 1 and scheduled to retire at the General Meeting of Shareholders on May 15.
Seiichi Aoyama	Director, Managing Executive Officer General Manager, Product Strategy Division and General Manager, QC & Logistics Management Division	※Appointed as Director and Managing Executive Officer with the title of President on May 1 and scheduled to retire at the General Meeting of Shareholders on May 15.

Name	Current Position	
Keiko Fujimoto	Director, Managing Executive Officer General Manager, President's Office	※Appointed as Director and Managing Executive Officer with the title of President on May 1 and scheduled to retire at the General Meeting of Shareholders on May 15.

Name	New Position (effective May 15)	New Position (effective May 1)	Current Position
Takehiko Masuo	Executive Officer General Manager of Finance & Accounting Div.	Director, Executive Officer, General Manager of Finance & Accounting Div.	Director, Executive Officer General Manager, Operations Division

(3) Changes in Executive Officers

●Changes in Executive Officers (effective May 1)

Name	New Position	Current Position
Shigeru Yamaguchi	Executive Officer Head of QC/Logistics Management Division	Executive Officer Head of Planning Department
Hiroshi Matsui	Executive Officer General Manager, Human Resources Division	Executive Officer General Manager of Finance & Accounting Div.
Takanobu Imai	Executive Officer General Manager, General Affairs & Legal Division	Executive Officer General Manager, Legal Affairs Div. General Manager of Legal Dept.
Hiroki Yajima	Executive Officer, Planning Division President and Representative Director of Seven Net Shopping Co., Ltd. (President and Representative Director)	Executive Officer Deputy General Manager, Operations Division

●Candidates for New Executive Officers (effective May 15)

Name	New Position	Current Position
Akira Nogami	Executive Officer Deputy General Manager, Operations Division	Deputy General Manager, Operations Division
Kosei Sonoda	Executive Officer General Manager, Delicatessen Department, Merchandise Division Senior Merchandiser, Raw Materials & Equipment Support	Senior Merchandiser, Delicatessen, Merchandise Division Senior Merchandiser, Raw Materials & Equipment Support

●Retired prospective executive officers (Retirement date May 15, 2025)

Name	New Position	Current Position
Shingo Hamasaki	Planning Division Seconded to Seven & i Holdings Co., Ltd. (Senior Officer, Public Relations Center)	Executive Officer Planning Division Seconded to Seven & i Holdings Co., Ltd. (Senior Officer, Public Relations Center)