

April 9, 2026

Notice Regarding Changes in Directors, Audit & Supervisory Board Members, and Executive Officers

Seven & i Holdings Co., Ltd. (the “Company”) hereby announces that it has resolved to make the following personnel changes regarding Directors, Audit & Supervisory Board Members, and Executive Officers at its meeting of the Board of Directors held on April 9, 2026. The changes to the Directors and Audit & Supervisory Board Members will take effect upon approval at the Company’s 21st Annual Shareholders’ Meeting to be held on May 27, 2026.

We would also like to announce that we have made decisions regarding personnel changes for Directors and Audit & Supervisory Board Members of SEVEN-ELEVEN JAPAN CO., LTD.

1. Seven & i Holdings Co., Ltd.

●Transfer in Director (effective April 16)

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

●Change in Executive Officer (effective April 16)

Name	New Position	Current Position
Tetsuya Takagi	Executive Officer Chief Financial Officer (CFO) General Manager of Corporate Finance & Accounting Division	Senior Officer, Corporate Finance & Accounting Division

●New Candidate for Director (scheduled to be effective May 27)

Name	New Position	Current Position
Tetsuya Takagi	Director and Executive Officer Chief Financial Officer (CFO) General Manager of Corporate Finance & Accounting Division	Executive Officer Chief Financial Officer (CFO) General Manager of Corporate Finance & Accounting Division

●Retiring Director (scheduled to be effective May 27)

Name	Current Position
Yoshimichi Maruyama	Director and Managing Executive Officer

●New Candidates for Audit & Supervisory Board Member (scheduled to be effective May 27)

Name	New Position	Current Position
Seiji Oku	Standing Audit & Supervisory Board Member	Executive Officer General Manager of Corporate General Affairs & Legal Division

Name	Current Position
Hitoshi Matsumoto	Representative, MATSUMOTO HITOSHI CPA OFFICE
Yukiko Omura	Attorney-at-Law, Miura & Partners

●Retiring Audit & Supervisory Board Members (scheduled to be effective May 27)

Name	Current Position
Nobutomo Teshima	Standing Audit & Supervisory Board Member
Kazuhiro Hara	Audit & Supervisory Board Member
Mitsuko Inamasu	Audit & Supervisory Board Member

●Change in Executive Officer (effective May 27)

Name	New Position	Current Position
Hajime Seki	Executive Officer General Manager of Corporate General Affairs & Legal Division	Senior Officer, Corporate General Affairs & Legal Division

2. SEVEN-ELEVEN JAPAN CO., LTD.

●New Candidate for Audit & Supervisory Board Member (scheduled to be effective May 14)

Name	New Position	Current Position
Seiji Oku	Audit & Supervisory Board Member	Director

●Retiring Audit & Supervisory Board Member (scheduled to be effective May 14)

Name	Current Position
Nobutomo Teshima	Audit & Supervisory Board Member