

June 15, 2026

## Notice Regarding Organizational and Personnel Changes

Seven & i Holdings Co., Ltd. (the “Company”) hereby announces that it will implement an organizational transformation aimed at clearly positioning its international business operations\*<sup>1</sup> as one of the Group’s core growth pillars, alongside the operations of SEVEN-ELEVEN JAPAN CO., LTD. (“SEJ”) and 7-Eleven, Inc. (“SEI”).

As part of this initiative, the Company will establish a new International Business Management Office and transfer SEJ’s overseas business operations to the Company. The Company will also implement personnel changes designed to strengthen global collaboration with 7-Eleven International LLC.

The Company will continue to pursue sustainable growth centered on its convenience store (CVS) operations and will further promote various initiatives to enhance its competitive advantage both in Japan and overseas. In addition, the Company announces that SEJ, a consolidated subsidiary of the Company, will implement the following personnel changes.

\*1 “**International business operations**” means CVS operations outside the regions managed by SEJ and SEI.

### 1. Seven & i Holdings Co., Ltd.

#### ●Organizational Changes (effective July 1, 2026)

##### Objective:

To build a business foundation capable of delivering sustainable growth by integrating strategies and functions, streamlining decision-making processes, and strengthening the global talent platform.

##### Details:

1. The International Business Management Office will be newly established, along with the International Operations Department, placed directly under the new office. Certain functions of SEJ’s Global Strategic Planning Department will be transferred as part of this new organizational structure. The new office will report directly to the CEO.
2. Other functions of SEJ’s Global Strategic Planning Department will be integrated into the Global CVS Planning Department under the Corporate Planning Division, which will be renamed the Global Business Planning Department.

3. The Global Talent Development Department will be newly established under the Human Resources Division, and certain functions of SEJ's Global Talent Development Department will be transferred to the new department.
4. The functions of SEJ's Global Business Expansion Department will be integrated into the Merchandise Procurement Department under the Group Merchandise Strategy & Planning Division, which will be renamed the Global Merchandising Development Department.

**●Personnel Changes (effective July 1, 2026)**

Newly Appointed Executive Officers and Changes in Executive Officers

Name	New Position	Current Position
Ken Wakabayashi	Executive Officer, in charge of International Business (President & CEO, 7-Eleven International LLC)	President & CEO, 7-Eleven International LLC
Minoru Nakamura	Executive Officer Head of Global HR Strategy, Office of the CEO General Manager of Human Resources Division	Executive Officer Head of Global HR Strategy, Office of the CEO
Kei Hamada	Executive Officer Senior Officer, Corporate Planning Department Senior Officer, International Business Management Office	Executive Officer Senior Officer, Corporate Planning Department

Changes in Department Head-Level Personnel

Name	New Position	Current Position
Yusuke Kato	Head of International Business Management Office (Executive Officer, Overseas Business Support Office, SEVEN-ELEVEN JAPAN CO., LTD.)	Senior Officer, Global CVS Planning Department (Executive Officer, Head of Overseas Business Division, SEVEN-ELEVEN JAPAN CO., LTD.)
Michaela Gifford	Senior Officer, International Business Management Office (Vice President, 7-Eleven International LLC)	Vice President, 7-Eleven International LLC
Fumika Owatari	Senior Officer, International Business Management Office (Vice President, 7-Eleven International LLC)	Human Resources Division (Vice President, 7-Eleven International LLC)

Name	New Position	Current Position
Hiroki Bando	Senior Officer, International Operations Department	Global Business Expansion Department, SEVEN-ELEVEN JAPAN CO., LTD.
Kazuyuki Nohara	Senior Officer, Global Business Planning Department	Senior Officer, Global CVS Planning Department (General Manager of Global Strategic Planning Department, SEVEN-ELEVEN JAPAN CO., LTD.)
Kenichi Sato	Senior Officer, Global Talent Development Department	General Manager of Global Talent Development Department, SEVEN-ELEVEN JAPAN CO., LTD.
Hayato Waki	Senior Officer, Global Merchandising Development Department	Senior Officer, Merchandise Procurement Department
Takashi Mizuno	Senior Officer, Global Merchandising Development Department	Senior Officer, Merchandise Procurement Department
Makoto Sakanashi	Senior Officer, Health Management Center (Seconded to Seven & i Holdings Health Insurance Union)	Seconded to Seven & i Holdings Health Insurance Union

## 2. SEVEN-ELEVEN JAPAN CO., LTD.

### ●Organizational Changes (effective July 1, 2026)

#### Details:

1. The Overseas Business Division will be abolished, and the Overseas Business Support Office will be newly established under the Administrative Division.
2. The Global Talent Development Department will be transferred to the Human Resources Division.

### ●Personnel Changes (effective July 1, 2026)

#### Changes in Director

Name	New Position	Current Position
Shinji Abe	Director, Overseas Business Support Office (Chairman of 7-Eleven International LLC Executive Chairman of 7-Eleven Australia Pty. Ltd.)	Director, Supervisor of Overseas Business Division (Chairman of 7-Eleven International LLC Executive Chairman of 7-Eleven Australia Pty. Ltd.)

Changes in Executive Officers

Name	New Position	Current Position
Yusuke Kato	Executive Officer, Overseas Business Support Office	Executive Officer, General Manager of Overseas Business Division
Xi Yan	Executive Officer, Overseas Business Support Office (Seconded to SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.)	Executive Officer, Overseas Business Division (Seconded to SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.)
Yoshihiro Hatsuno	Executive Officer, Overseas Business Support Office (Seconded to SEVEN-ELEVEN HAWAII, INC.)	Executive Officer, Overseas Business Division (Seconded to SEVEN-ELEVEN HAWAII, INC.)

Changes in Department Head-Level Personnel

Name	New Position	Current Position
Mahito Echizenya	General Manager of Overseas Business Support Office General Manager of Global Talent Development Department	General Manager of Global Strategic Planning Department