NEWS RELEASE

November 10, 2026

Seven & i Holdings Announces Retirement of 7-Eleven International's President & CEO

Seven & i Holdings Co., Ltd. (the "Company") today announced that Ken Wakabayashi has decided to retire as President & CEO of 7-Eleven International LLC ("7IN"), the Company's subsidiary responsible for its international business operations(*), effective December 31, 2026. Mr. Wakabayashi also serves as the Company's Executive Officer in charge of International Business.

The Company is in the process of selecting a successor to Mr. Wakabayashi. The strategic direction and priorities for the Company's international business operations and 7IN remain unchanged. The Company will continue to work with its stakeholders to accelerate sustainable growth.

(*) "International business operations" refers to convenience store operations outside the regions managed by SEVEN-ELEVEN JAPAN CO., LTD. and 7-Eleven, Inc.

Comments by Steve Dacus, President & CEO of Seven and i Holdings

"I would like to express my sincere gratitude to Ken for his more than 30 years of dedicated service and contributions to our Group. Since 7IN was established in 2021, he has helped drive the growth of our international business, first as Co-CEO and later as President & CEO. During this time, we have achieved important milestones, including the investment in 7-Eleven Vietnam and the acquisition of 7-Eleven Australia, laying a strong foundation for the next phase of growth in our international business."

"Our international business is one of the Group's core growth pillars, alongside the domestic operations of Seven-Eleven Japan and the North American operations of 7-Eleven, Inc. Our commitment to our master franchisees in each market also remains unchanged. We will continue to work every day to grow and strengthen the 7-Eleven brand and pursue long-term business opportunities in each market."