

February 26, 2026  
AEON DELIGHT CO., LTD

## Organizational Restructuring and Changes in Executive Officers and Senior Management Personnel

AEON DELIGHT CO., LTD hereby announces that it has decided on organizational restructuring and changes in Executive Officers and senior management personnel as described below.

### Details

#### 1. Purpose of Organizational Restructuring

To ensure the steady advancement of “Building a Foundation for Future Growth” set forth in our Group’s three-year Medium-Term Management Plan (FY2024–FY2026), we will accelerate the development and adoption of new technologies. In addition, in order to further reinforce our founding principles of “safety” and “strengthening our compliance framework,” we will proceed with organizational restructuring and with reviewing and strengthening our executive structure.

#### 2. Details of Organizational Restructuring (Effective March 1, 2026)

##### (1) Directly under the President

- Appoint the Chief of Group Strategy and the Chief of Group Business Promotion.
- Abolish the Chief of Group Management Planning and the Group Strategy Department.
- Appoint the Chief of New Business.
- Rename the Chief of Quality Management to Chief of Group Quality Management.
- Abolish the Chief of Overseas Business and Chief of Group Human Resources Strategy.

##### (2) Under the Chief of Sales

- Establish the Solution Sales Department.
- Abolish the Inspection Department.

##### (3) Under the Chief of Construction Operations

- Abolish the Construction Operations Division.

##### (4) Under the Chief of Group Business Promotion

- Establish the External Affairs Department.

##### (5) Under the Chief of Group Corporate Management

- Abolish the Group Corporate Management Department and establish the Group Control Department and Affiliated Companies Department

##### (6) Under the Chief of Group Human Resources and General Affairs

- Transfer the Group Human Resources Development Department from under the former Chief of Group Human Resources Strategy.

### 3. Board Member Appointments (Effective March 1, 2026)

Name	New Position	Current Position
Takayuki Isogai	Director (Newly Appointed)	AEON Co., Ltd. Circular Economy Project Team Leader

### 4. Executive Officer Personnel (Effective March 1, 2026)

Name	New Position	Current Position
Goro Miyamae	President and CEO Group CEO	Director; Senior Managing Officer, Chief of Overseas Business
Tamotsu Yamamoto	Senior Managing Officer, Chief of Operations	Executive Officer, Chief of Operations
Eisuke Miura	Senior Managing Officer, Chief of Sales	Executive Officer, Chief of Sales
Kiyonori Suzuki	Senior Managing Officer, Chief of Group Corporate Management	Managing Officer, Chief of Group Corporate Management
Keiji Sagata	Managing Officer, Chief of Group Business Promotion	Managing Officer, Chief of Group Management Planning
Liuhanng Chen	Managing Officer, COO of China Business	Unchanged
Jouji Kitabayashi	Managing Officer, Chief of Group Quality Control	Managing Officer, Chief of Quality Control
Hiroaki Ochi	Managing Officer, Chief of Group HR & GA, and Foreign Workforce Promotion	Executive Officer, Chief of Group HR & GA, and Foreign Workforce Promotion
Takayuki Isogai(*)	Director and Executive Officer (Newly Appointed), Chief of New Business	(AEON CO., LTD.; Team Leader of Circular Economy Project)
Kiichi Goto	Executive Officer, Chief of Procurement and Vending Machine Business	Unchanged
Keita Akita	Executive Officer, IT Strategy	Unchanged
Hiroshi Kato (*)	Executive Officer (Newly Appointed), Chief of Construction Operations Business	General Manager, Construction Operations Business
Michiko Ono (*)	Executive Officer (Newly Appointed), Chief of Group Strategy	General Manager, Group Strategy Department

\* Takayuki Isogai, Hiroshi Kato, and Michiko Ono are newly appointed Executive Officers.

## 5. General Personnel (Effective March 1, 2026)

Name	New Position	Current Position
Kazuki Sugawara	General Manager, Customer Success Department	Manager, FM Operations Group
Tanaka Shinichi	General Manager, Solution Sales Department	General Manager, Inspection Department
Nariaki Murata	General Manager, External Affairs Department	Group Manager, General Affairs
Soichi Yamaguchi	General Manager, Group Control Department	General Manager, Group Business Management; Internal Efficiency Group Manager
Tetsuya Sugitani	General Manager, Affiliated Companies Department	Hokuriku-Shinetsu Branch Manager
Yasuyuki Mori	Hokuriku-Shinetsu Branch Manager	General Manager, Quality Management Department
Higashi Shigeki	Kyushu Branch Manager	Group Manager, Human Resources

\* Representative Director, Kazumasa Hamada, will resign effective February 28, 2026.

\* Managing Officer Noriaki Ikuta and Executive Officer Daisuke Ninomiya will resign upon the expiration of their terms on February 28, 2026.

END