September 18, 2015

To whom it may concern,

Company Name: Seven & i Holdings Co., Ltd.
Representative: Noritoshi Murata
President & Representative Director
(Code No. 3382/First Section of the Tokyo Stock Exchange)

Regarding Structural Reform of Business

Seven & i Holdings Co., Ltd. forecasts a new record high in consolidated operating income for the first half of the fiscal year ending February 29, 2016, and is aiming to achieve a record high profit over the full year.

To achieve sustainable growth, the Seven & i Group has rejected the conventional Chain Store management, constructed and reinforced a store-led operating framework, and promoted the Group's Omni-Channel Strategy as priority management policies for the fiscal year ending February 29, 2016.

In particular, the Group has implemented various policies toward improving the profitability of its superstore and department store operations. In the first half of the fiscal year ending February 29, 2016, Ito-Yokado has carried out merchandising reform, sweeping organizational changes, item-by-item management to reduce inventories, and enlivened sales areas through adjustment of the tenant mix, as well as developed new stores and closed unprofitable ones. In regard to the closure of unprofitable stores, the Company's policy is to close over several years about 40 stores struggling to revitalize after having undergone structural reforms, but at the current stage specific details have yet to be decided.