

CEO MESSAGE

The Seven & i Group will rigorously practice “Management Focused on Quality.”

At the same time, the Group will vigorously promote its Omni-Channel Strategy as its second stage of growth.



SNAPSHOT

Sales Capabilities

approx. **10.2**
trillion yen
in the Group's total sales*

* Including the sales of Seven-Eleven Japan and
7-Eleven, Inc. franchisees

Store Network of
Seven & i Holdings

Global:
approx. **56,000**
stores

Japan:
approx. **19,000**
stores

Number of Customer
Store-Visits per Day

Global:
approx. **58.0**
million

Japan:
approx. **20.5**
million

In the fiscal year ended February 28, 2015, the Group's total sales exceeded ¥10 trillion for the first time in Japan's retail sector history, and its operating income marked a new record high for a fourth consecutive year. I believe that this achievement is the result of consistent implementation of the Group's management principle of "Responding to Change while Strengthening Fundamentals." In Japan, we will continuously respond to changes in customers' consumption patterns, which are affected by factors such as the decline in the birthrate and the aging population, as well as increases in the number of single-person households and working women, and changes in the social environment, such as the decline in the number of retail stores. Moreover, the recent consumption tax increase has highlighted the fact that Japanese society is now a mature one. This means that customers now view prices and value more critically. We will therefore continue to rigorously apply "Management Focused on Quality" and strive to provide new high-quality products and services.

Our main policies for the fiscal year ending February 29, 2016 are to "Break Away from Conventional Chain Store Management" and "To Begin Full-Scale Operation of the Omni-Channel Strategy." The traditional Chain Store concept of a uniform nationwide network of stores is not

going to meet the diversifying customer needs of our current social environment. The Seven & i Group will pursue store development that is closely tied to the local community, and its stores in Japan and around the world will take the lead in satisfying customer needs in each region.

We are also about to achieve the seamless integration of "real stores" and "Internet channels" with the full-scale rollout of our Omni-Channel Strategy to customers from October 2015. The Omni-Channel Strategy is a world-first attempt to provide an integrated platform spanning diverse formats from convenience stores to supermarkets, department stores, specialty stores, and others. The Omni-Channel Strategy envisaged by the Group will create new value for customers through entirely new modes of customer service and sales. And we hope that it will enrich their lives.

I would like to ask all our shareholders and investors for their continued support for our efforts.

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TOSHIFUMI SUZUKI
Chairman and Chief Executive Officer