

Financial Highlights

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries for the fiscal years ended February 28 or 29, 2009, 2008, 2007, and 2006.

| | Millions of yen | | | | Thousands of U.S. dollars (Note A) |
|---|-----------------|------------|------------|---------------|--|
| | 2009 | 2008 | 2007 | 2006 (Note B) | 2009 |
| For the fiscal year: | | | | | |
| Revenues from operations | ¥ 5,649,949 | ¥5,752,393 | ¥5,337,807 | ¥3,895,772 | \$57,652,541 |
| Operating income | 281,866 | 281,088 | 286,838 | 244,940 | 2,876,184 |
| Income before income taxes and minority interests | 215,115 | 227,442 | 243,060 | 178,518 | 2,195,051 |
| Net income | 92,337 | 130,658 | 133,419 | 87,931 | 942,214 |
| Capital expenditures (Note C) | 188,944 | 217,738 | 278,389 | 185,354 | 1,928,000 |
| Depreciation and amortization (Note D) | 140,529 | 143,643 | 132,693 | 97,811 | 1,433,969 |
| Cash flows from operating activities | 310,007 | 465,380 | 157,209 | 217,326 | 3,163,337 |
| Cash flows from investing activities | (139,569) | (237,185) | (235,983) | (388,080) | (1,424,174) |
| Cash flows from financing activities | (169,755) | (130,137) | 37,241 | 103,093 | (1,732,194) |
| Free cash flows (Note E) | 170,438 | 228,195 | (78,774) | (170,754) | 1,739,163 |
| At fiscal year-end: | | | | | |
| Total assets | ¥3,727,061 | ¥3,886,680 | ¥3,809,192 | ¥3,424,879 | \$38,031,235 |
| Total net assets | 1,860,673 | 2,058,039 | 1,969,149 | 1,717,881 | 18,986,459 |
| Owners' equity (Note F) | 1,785,190 | 1,985,019 | 1,906,798 | 1,603,684 | 18,216,224 |
| | | | Yen | | U.S. dollars (Note A) |
| Net income per share: | | | | | |
| Basic | ¥100.54 | ¥137.03 | ¥142.90 | ¥100.83 | \$1.03 |
| Diluted | 100.54 | — | — | — | 1.03 |
| Cash dividends declared per share of common stock (Note G) | | | | | |
| | ¥56.00 | ¥54.00 | ¥52.00 | ¥28.50 | \$0.57 |
| Ratios: | | | | | |
| Operating income ratio (Note H) | 5.0% | 4.9% | 5.4% | 6.3% | 5.0% |
| Net income ratio (Note H) | 1.6% | 2.3% | 2.5% | 2.3% | 1.6% |
| ROE | 4.9% | 6.7% | 7.6% | 5.5% | 4.9% |
| ROA | 2.4% | 3.4% | 3.7% | 2.6% | 2.4% |
| Owners' equity ratio | 47.9% | 51.1% | 50.1% | 46.8% | 47.9% |

Notes: (A) U.S. dollar amounts in this annual report are translated from yen, for convenience only, at the rate of ¥98=US\$1, the approximate rate of exchange prevailing at February 28, 2009.

(B) The results of Millennium Retailing and its subsidiaries and affiliates in the fiscal year ended February 28, 2006 are consolidated only in the balance sheets.

(C) Capital expenditures include property and equipment, intangible assets, and long-term leasehold deposits.

(D) Depreciation and amortization is included in cost of sales as well as selling, general and administrative expenses.

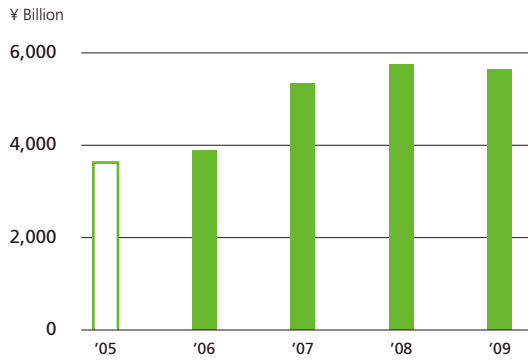
(E) Free cash flows are calculated on the basis of the sum of cash flows from operating activities and cash flows from investing activities.

(F) Owners' equity is calculated on the basis of net assets excluding minority interests and subscription rights to shares in consolidated subsidiaries.

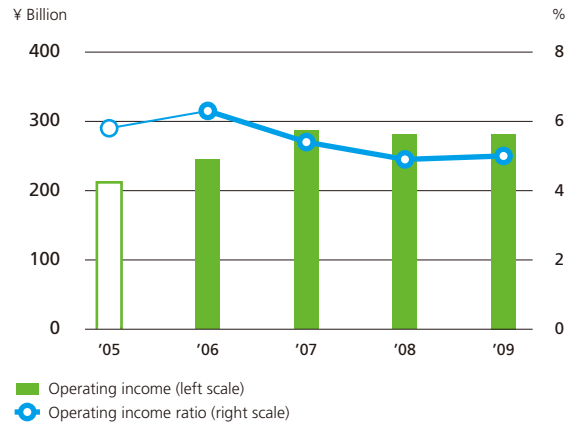
(G) Cash payments upon a stock transfer were made by Seven & i Holdings to the shareholders of Seven-Eleven Japan, Ito-Yokado, and Denny's Japan recorded in the registers of shareholders as of August 31, 2005, instead of the interim dividend payments for the fiscal year ended February 28, 2006. Accordingly, only year-end dividends are shown.

(H) Revenues from operations are used as the denominator for operating income ratio and net income ratio.

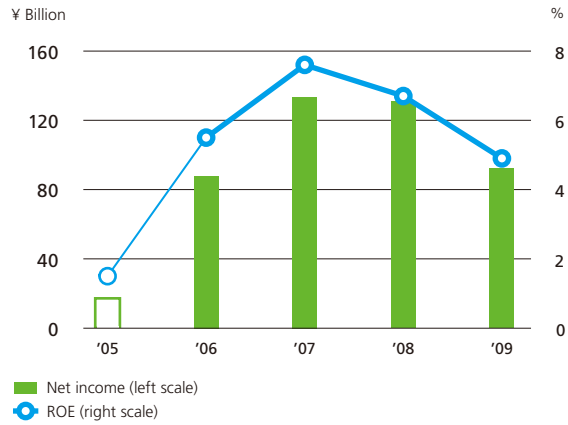
Revenues from Operations



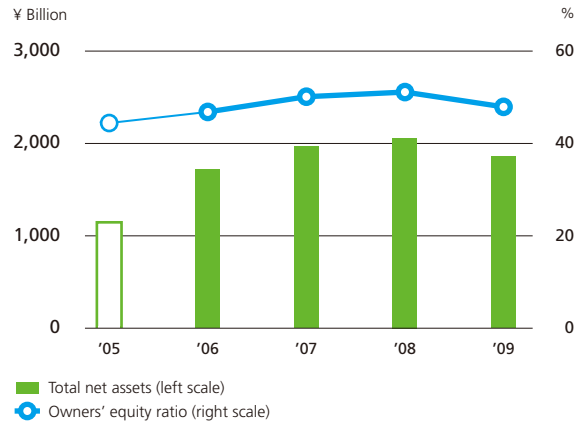
Operating Income Operating Income Ratio



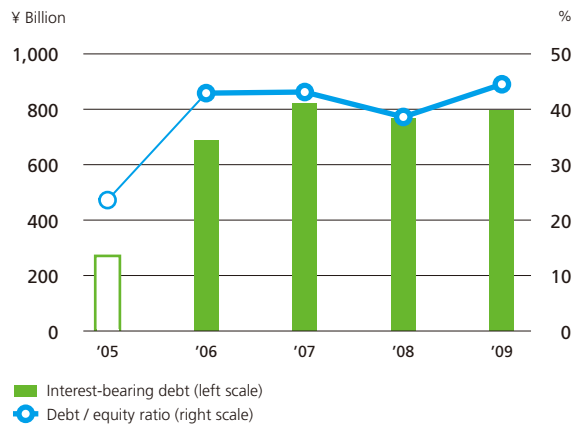
Net Income ROE



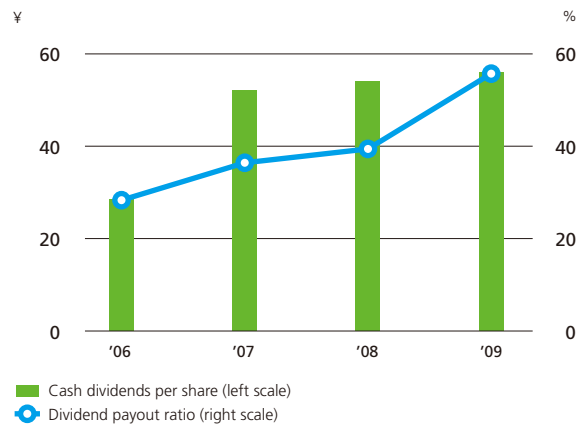
Total Net Assets Owners' Equity Ratio



Interest-bearing Debt Debt / Equity Ratio



Cash Dividends per Share Dividend Payout Ratio



Note: Figures for the fiscal year ended February 2005 are consolidated figures for the former Ito-Yokado.