

FINANCIAL HIGHLIGHTS

Seven & i Holdings Co., Ltd. and its consolidated subsidiaries for the fiscal years ended February 28 or 29, 2008, 2007, and 2006.
 Figures for Ito-Yokado Co., Ltd. and its consolidated subsidiaries for the fiscal year ended February 28, 2005 are presented solely for the convenience of the reader.

	Millions of yen			Thousands of U.S. dollars (Note A)	Millions of yen
	Seven & i Holdings				Ito-Yokado
	2008	2007	2006 (Note B)	2008	2005
For the fiscal year:					
Revenues from operations	¥5,752,393	¥5,337,807	¥3,895,772	\$54,784,695	¥3,623,555
Operating income	281,088	286,838	244,940	2,677,029	211,951
Income before income taxes and minority interests.....	227,442	243,060	178,518	2,166,114	150,833
Net income	130,658	133,419	87,931	1,244,362	17,205
Capital expenditures (Note C)	217,738	278,389	185,354	2,073,695	168,725
Depreciation and amortization (Note D)...	143,643	132,693	97,811	1,368,029	95,161
Cash flows from operating activities	465,380	157,209	217,326	4,432,190	266,710
Cash flows from investing activities.....	(237,185)	(235,983)	(388,080)	(2,258,905)	(94,759)
Cash flows from financing activities	(130,137)	37,241	103,093	(1,239,400)	(56,524)
Free cash flows (Note E)	228,195	(78,774)	(170,754)	2,173,286	171,951
At fiscal year-end:					
Total assets	¥3,886,680	¥3,809,192	¥3,424,879	\$37,016,000	¥2,574,817
Total net assets	2,058,039	1,969,149	1,717,881	19,600,371	1,144,505
Owners' equity (Note F)	1,985,019	1,906,798	1,603,684	18,904,943	1,144,505
Net income per share:					
		Yen		U.S. dollars (Note A)	Yen
Basic.....	¥137.03	¥142.90	¥100.83	\$1.31	¥40.73
Diluted	—	—	—	—	40.51
Cash dividends declared per share of common stock (Note G)					
	¥54.00	¥52.00	¥28.50	\$0.51	¥34.00
Ratios:					
Operating income ratio (Note H).....	4.9%	5.4%	6.3%	4.9%	5.8%
Net income ratio (Note H).....	2.3%	2.5%	2.3%	2.3%	0.5%
ROE.....	6.7%	7.6%	5.5%	6.7%	1.5%
ROA.....	3.4%	3.7%	2.6%	3.4%	0.7%
Owners' equity ratio	51.1%	50.1%	46.8%	51.1%	44.4%

Notes: (A) U.S. dollar amounts in this annual report are translated from yen, for convenience only, at the rate of ¥105=US\$1, the approximate rate of exchange prevailing at February 29, 2008.

(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.

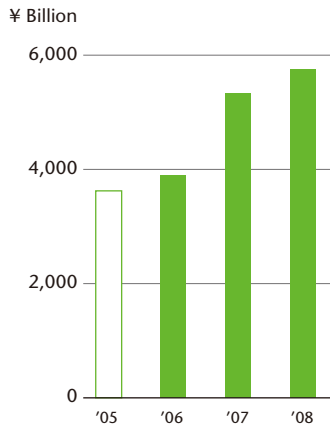
(E) Free cash flows are calculated on the basis of the sum of cash flows from operating activities and cash flows from investing activities.

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

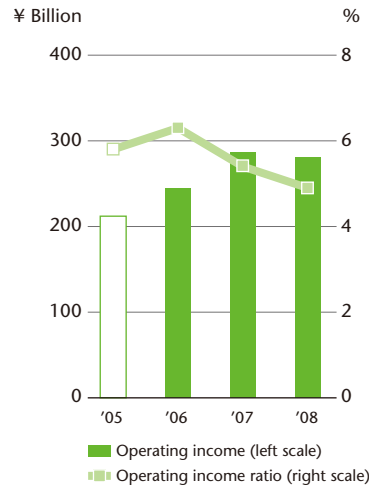
(G) Cash payments upon a stock transfer were made by Seven & i Holdings to the shareholders of Seven-Eleven Japan, Ito-Yokado, and Denny's Japan recorded in the registers of shareholders as of August 31, 2005, instead of the interim dividend payments for the fiscal year ended February 28, 2006. Accordingly,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

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

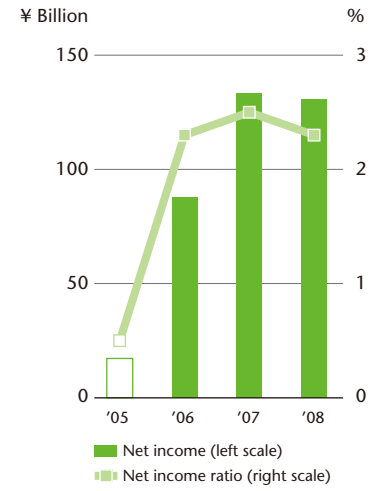
Revenues from Operations



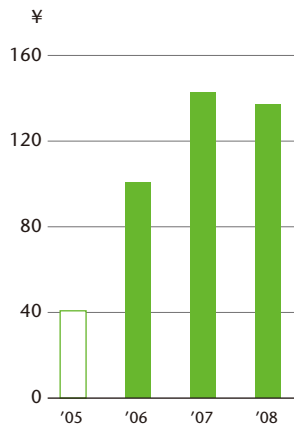
Operating Income Operating Income Ratio



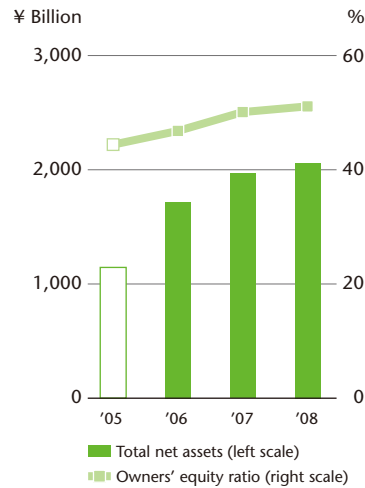
Net Income Net Income Ratio



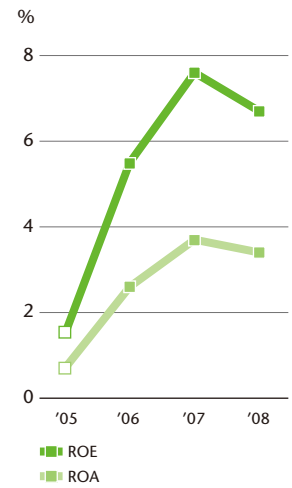
Net Income per Share



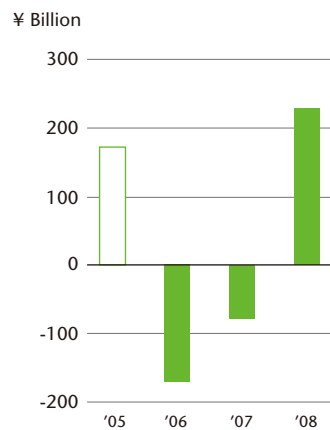
Total Net Assets Owners' Equity Ratio



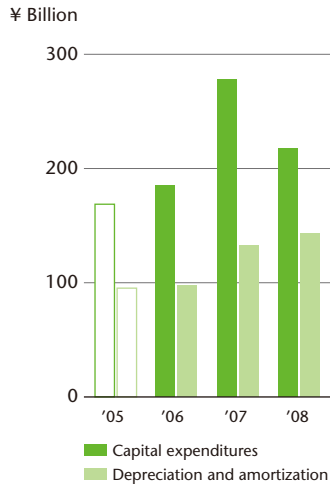
ROE ROA



Free Cash Flows



Capital Expenditures Depreciation and Amortization



Cash Dividends per Share Dividend Payout Ratio

