

# 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
<b>For the fiscal year:</b>					
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
<b>At fiscal year-end:</b>					
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)
<b>Net income per share:</b>					
Basic .....	¥100.54	¥137.03	¥142.90	¥100.83	\$1.03
Diluted .....	100.54	—	—	—	1.03
<b>Cash dividends declared per share of common stock (Note G) .....</b>					
	¥56.00	¥54.00	¥52.00	¥28.50	\$0.57
<b>Ratios:</b>					
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.

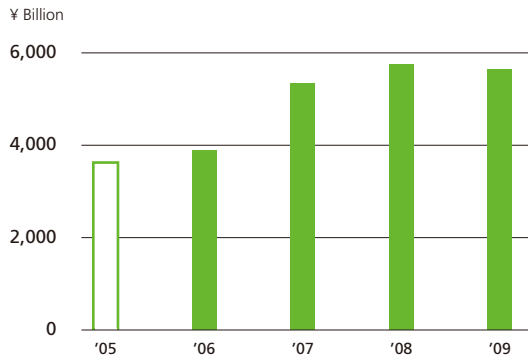
(E) Free cash flows are calculated on the basis of the sum of cash flows from operating activities and cash flows from investing activities.

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

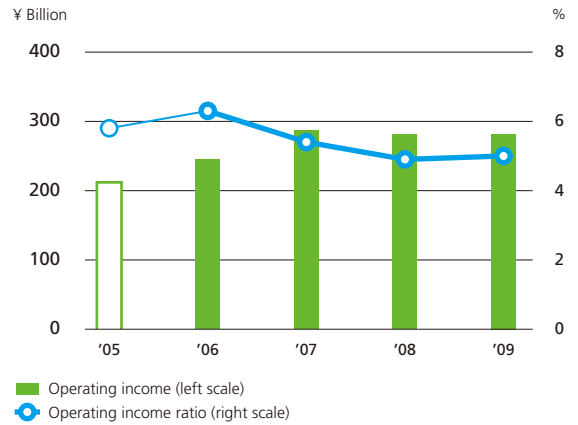
(G) Cash payments upon a stock transfer were made by Seven & i Holdings to the shareholders of Seven-Eleven Japan, Ito-Yokado, and Denny's Japan recorded in the registers of shareholders as of August 31, 2005, instead of the interim dividend payments for the fiscal year ended February 28, 2006. Accordingly,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

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

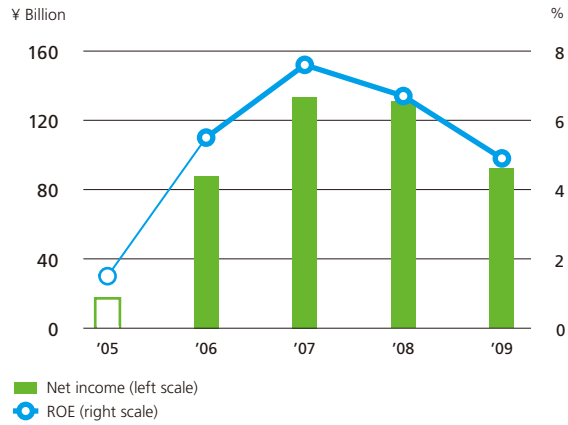
### Revenues from Operations



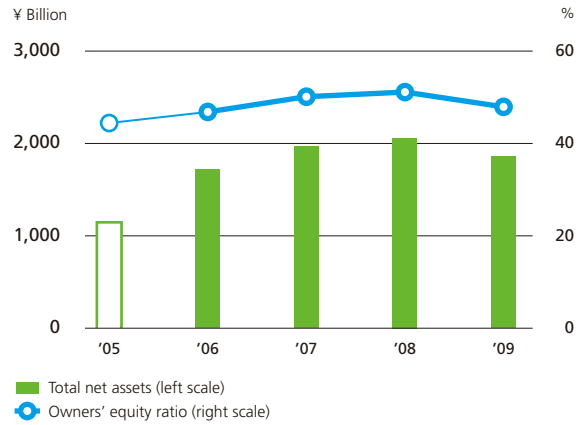
### Operating Income Operating Income Ratio



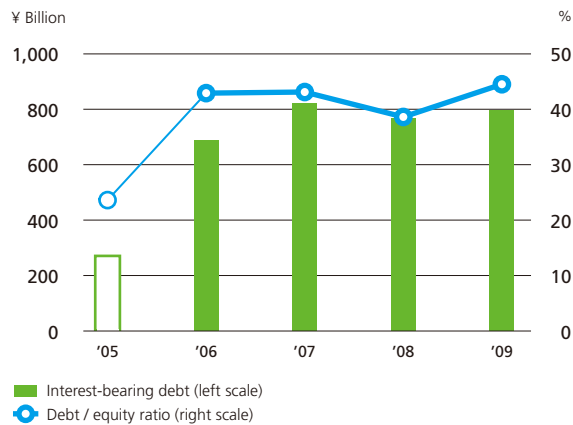
### Net Income ROE



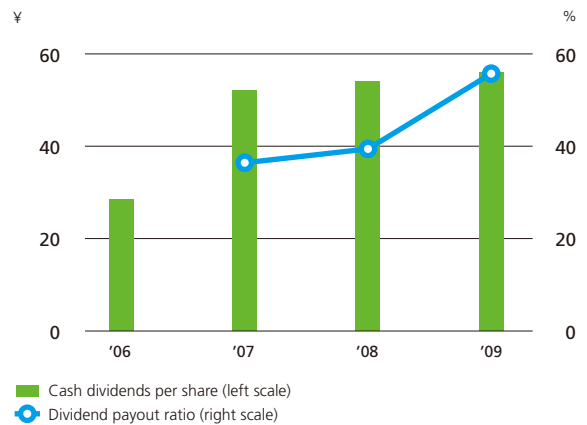
### Total Net Assets Owners' Equity Ratio



### 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.