

FINANCIAL HIGHLIGHTS

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

	2006 (Note E)	2007	2008
For the fiscal year:			
Revenues from operations	¥3,895,772	¥5,337,806	¥5,752,392
Operating income	244,940	286,838	281,088
Income before income taxes and minority interests	178,518	243,060	227,441
Net income	87,930	133,419	130,657
Capital expenditures (Note F)	185,354	278,388	217,738
Depreciation and amortization (Note G)	97,810	132,693	143,642
Cash flows from operating activities	217,325	157,209	465,380
Cash flows from investing activities	(388,080)	(235,983)	(237,184)
Cash flows from financing activities	103,093	37,241	(130,136)
Free cash flows (Note H)	(170,754)	(78,774)	228,195
At fiscal year-end:			
Total assets	¥3,424,878	¥3,809,192	¥3,886,680
Total net assets	1,717,880	1,969,149	2,058,038
Owners' equity (Note I)	1,603,684	1,906,798	1,985,018

Per share data:

Net income (basic)	¥ 100.83	¥ 142.90	¥ 137.03
Net income (diluted)	—	—	—
Cash dividends (Note J)	28.50	52.00	54.00
Owners' equity (Note I)	1,772.25	1,999.77	2,081.85

Financial ratios:

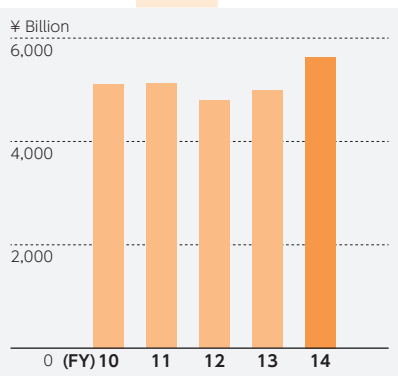
Operating income ratio (Note K)	6.3%	5.4%	4.9%
Net income ratio (Note K)	2.3%	2.5%	2.3%
ROE	5.5%	7.6%	6.7%
ROA	2.6%	3.7%	3.4%
Owners' equity ratio (Note I)	46.8%	50.1%	51.1%
Dividend payout ratio	—	36.4%	39.4%

Notes:

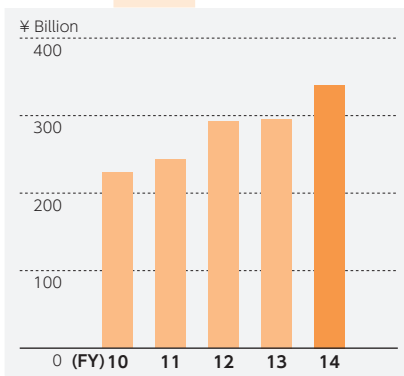
- (A) U.S. dollar amounts are translated from yen, for convenience only, at the rate of ¥102=U.S.\$1, the approximate rate of exchange prevailing on February 28, 2014.
- (B) From the fiscal year ended February 28, 2014, the Company and its domestic consolidated subsidiaries (except for certain operating companies) have changed the depreciation method for property and equipment from the decline-balance method to the straight-line method.
- (C) The results of Nissen Holdings and its subsidiaries in the fiscal year ended February 28, 2014 are consolidated only in the balance sheets.
- (D) From the fiscal year ended December 31, 2011, 7-Eleven, Inc. changed its accounting method for revenues from operations related to franchise agreements, from "gross amount" to "net amount."
- (E) The results of Millennium Retailing (currently Sogo & Seibu) and its subsidiaries and affiliates in the fiscal year ended February 28, 2006, are consolidated only in the balance sheets.

REVENUES FROM OPERATIONS

2014
+¥640.1 billion

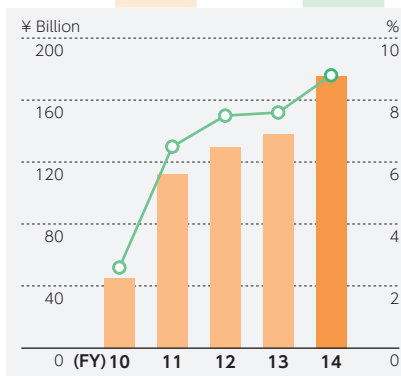
**OPERATING INCOME**

2014
+¥43.9 billion

**NET INCOME ROE**

Net income (left scale)
2014
+¥37.6 billion

ROE (right scale)
2014
+1.2%



					Millions of yen	Thousands of U.S. dollars (Note A)
2009	2010	2011	2012 (Note D)	2013	2014 (Note B, C)	2014 (Note B, C)
¥5,649,948	¥5,111,297	¥5,119,739	¥4,786,344	¥4,991,642	¥5,631,820	\$55,213,921
281,865	226,666	243,346	292,060	295,685	339,659	3,329,990
215,115	143,104	223,291	230,817	262,722	311,230	3,051,274
92,336	44,875	111,961	129,837	138,064	175,691	1,722,460
188,943	211,189	338,656	255,426	334,216	336,758	3,301,549
140,529	132,232	132,421	139,994	155,666	147,379	1,444,892
310,007	322,202	310,527	462,642	391,406	454,335	4,454,264
(139,568)	(115,158)	(312,081)	(342,805)	(340,922)	(286,686)	(2,810,647)
(169,755)	(156,708)	(56,258)	(40,561)	10,032	(55,227)	(541,441)
170,438	207,044	(1,553)	119,836	50,484	167,648	1,643,607
¥3,727,060	¥3,673,605	¥3,732,111	¥3,889,358	¥4,262,397	¥4,811,380	\$47,170,392
1,860,672	1,793,940	1,776,512	1,860,954	1,994,740	2,221,557	21,779,970
1,785,189	1,721,967	1,702,514	1,765,983	1,891,163	2,095,746	20,546,529

					Yen	U.S. dollars (Note A)
¥ 100.54	¥ 49.67	¥ 126.21	¥ 146.96	¥ 156.26	¥ 198.84	\$ 1.94
100.54	49.66	126.15	146.88	156.15	198.69	1.94
56.00	56.00	57.00	62.00	64.00	68.00	0.66
1,975.95	1,905.97	1,927.09	1,998.84	2,140.45	2,371.92	23.25
5.0%	4.4%	4.8%	6.1%	5.9%	6.0%	—
1.6%	0.9%	2.2%	2.7%	2.8%	3.1%	—
4.9%	2.6%	6.5%	7.5%	7.6%	8.8%	—
2.4%	1.2%	3.0%	3.4%	3.4%	3.9%	—
47.9%	46.9%	45.6%	45.4%	44.4%	43.6%	—
55.7%	112.7%	45.2%	42.2%	41.0%	34.2%	—

(F) Capital expenditures include property and equipment, intangible assets, long-term leasehold deposits, and advances for store construction.
 (G) Depreciation and amortization is included in cost of sales as well as selling, general and administrative expenses.

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

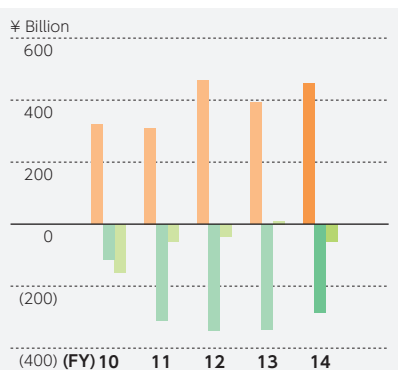
(I) Owners' equity is calculated on the basis of net assets excluding minority interests and subscription rights to shares in consolidated subsidiaries.

(J) 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.

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

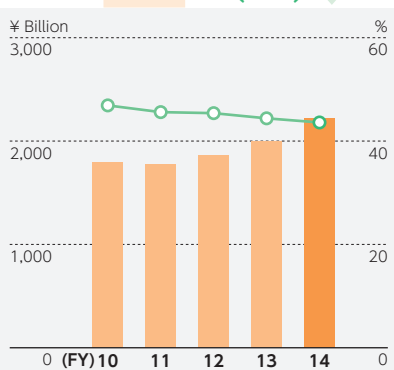
CASH FLOWS

- Cash flows from operating activities
- Cash flows from investing activities
- Cash flows from financing activities



TOTAL NET ASSETS OWNERS' EQUITY RATIO

- Total net assets (left scale)
 - Owners' equity ratio (right scale)
- 2014
+¥226.8 billion (0.8)%



CASH DIVIDENDS PER SHARE

2014
+¥4.00

