

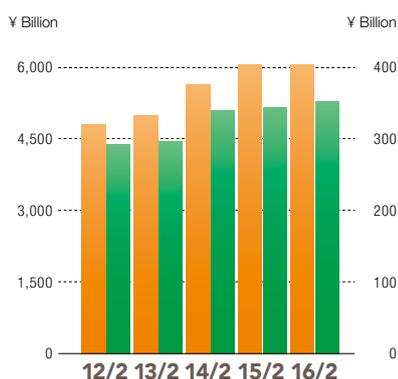
Financial and Non-Financial Highlights

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

	2007	2008	2009	2010
For the fiscal year:				
Revenues from operations	¥5,337,806	¥5,752,392	¥5,649,948	¥5,111,297
Operating income	286,838	281,088	281,865	226,666
Net income	133,419	130,657	92,336	44,875
Capital expenditures*1	278,388	217,738	188,943	211,189
Depreciation and amortization*2	132,693	143,642	140,529	132,232
Cash flows from operating activities	157,209	465,380	310,007	322,202
Cash flows from investing activities	(235,983)	(237,184)	(139,568)	(115,158)
Cash flows from financing activities	37,241	(130,136)	(169,755)	(156,708)
Free cash flows*3	(78,774)	228,195	170,438	207,044
At fiscal year-end:				
Total assets	¥3,809,192	¥3,886,680	¥3,727,060	¥3,673,605
Owners' equity*4	1,906,798	1,985,018	1,785,189	1,721,967
Per share data:				
Net income	¥ 142.90	¥ 137.03	¥ 100.54	¥ 49.67
Owners' equity*4	1,999.77	2,081.85	1,975.95	1,905.97
Cash dividends	52.00	54.00	56.00	56.00
Financial ratios:				
Owners' equity ratio	50.1%	51.1%	47.9%	46.9%
Debt/equity ratio (times)	0.43	0.39	0.44	0.41
Return on equity (ROE)	7.6%	6.7%	4.9%	2.6%
Return on total assets (ROA)	3.7%	3.4%	2.4%	1.2%
Dividend payout ratio	36.4%	39.4%	55.7%	112.7%

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of ¥114=U.S.\$ 1, the approximate rate of exchange prevailing on February 29, 2016.
 2. In 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."
 3. ROE and ROA are calculated based on the average of net assets and total assets at the beginning and end of each fiscal year.

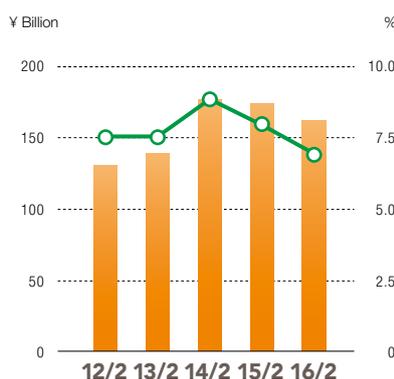
Operating Revenue/Operating Income



■ Operating revenue ■ Operating income (right)

Due to the decline in crude oil prices, 7-Eleven, Inc.'s gasoline sales declined; nonetheless, revenues from operations increased 0.1% year on year. Operating income rose 2.6% year on year, due principally to favorable results in convenience store operations, which offset the results in superstore operations and other businesses.

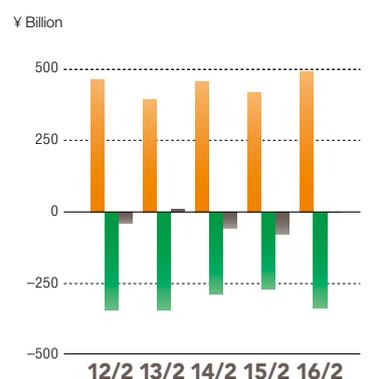
Net Income/ROE



■ Net income —● ROE (right)

Net income declined 7.0% year on year, due primarily to higher special losses, centered on restructuring expenses and impairment loss on property and equipment. As a result, ROE declined 1.0 percentage point year on year.

Cash Flows



■ Cash flows from operating activities ■ Cash flows from investing activities ■ Cash flows from financing activities

Net cash provided by operating activities increased due in part to a rebound from the previous fiscal year, when Seven Bank recorded expenditures for the redemption of bonds. Net cash used in investing activities increased due in part to the acquisition of property and equipment accompanying the opening of new stores.

						Millions of yen	Thousands of U.S. dollars
2011	2012	2013	2014	2015	2016	2016	
¥5,119,739	¥4,786,344	¥4,991,642	¥5,631,820	¥6,038,948	¥6,045,704	\$53,032,491	
243,346	292,060	295,685	339,659	343,331	352,320	3,090,526	
111,961	129,837	138,064	175,691	172,979	160,930	1,411,666	
338,656	255,426	334,216	336,758	341,075	399,204	3,501,789	
132,421	139,994	155,666	147,379	172,237	195,511	1,715,008	
310,527	462,642	391,406	454,335	416,690	488,973	4,289,236	
(312,081)	(342,805)	(340,922)	(286,686)	(270,235)	(335,949)	(2,946,921)	
(56,258)	(40,561)	10,032	(55,227)	(79,482)	(2,312)	(20,280)	
(1,553)	119,836	50,484	167,648	146,454	153,023	1,342,307	
¥3,732,111	¥3,889,358	¥4,262,397	¥4,811,380	¥5,234,705	¥5,441,691	\$47,734,131	
1,702,514	1,765,983	1,891,163	2,095,746	2,299,662	2,372,274	20,809,421	
						Yen	U.S. dollars
¥ 126.21	¥ 146.96	¥ 156.26	¥ 198.84	¥ 195.66	¥ 182.02	\$ 1.59	
1,927.09	1,998.84	2,140.45	2,371.92	2,601.23	2,683.11	23.53	
57.00	62.00	64.00	68.00	73.00	85.00	0.74	
45.6%	45.4%	44.4%	43.6%	43.9%	43.6%	—	
0.43	0.40	0.45	0.45	0.41	0.43	—	
6.5%	7.5%	7.6%	8.8%	7.9%	6.9%	—	
3.0%	3.4%	3.4%	3.9%	3.4%	3.0%	—	
45.2%	42.2%	41.0%	34.2%	37.3%	46.7%	—	

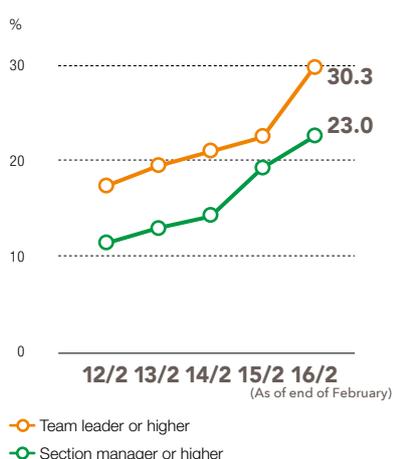
*1. Capital expenditures include long-term leasehold deposits and advances for store construction.

*2. In the fiscal year ended February 28, 2014, the Company and its domestic consolidated subsidiaries (except for certain operating companies) changed the depreciation method for property and equipment from the declining balance method to the straight-line method.

*3. Free cash flows = Cash flows from operating activities + Cash flows from investing activities

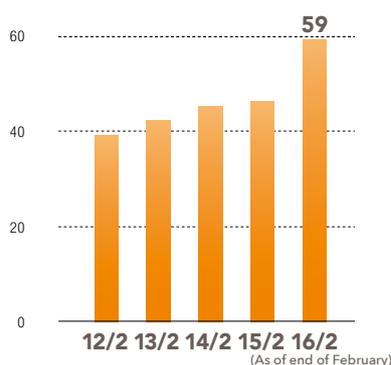
*4. Owners' equity = Net assets - Minority interests in consolidated subsidiaries - Subscription rights to shares

Percentage of Female Managers*5



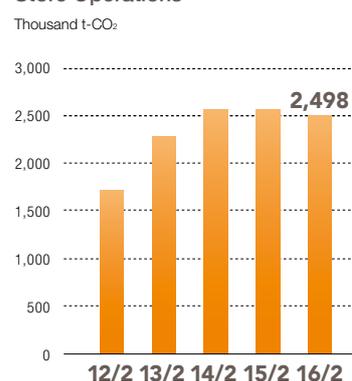
We are taking steps to steadily increase the ratio of female managers, such as the rapid implementation of initiatives formulated under the Diversity Promotion Project, the formulation of career plans for female employees involved in childcare, and the holding of seminars for female managers to help them enhance their management capabilities.

Number of Municipalities with which Comprehensive Alliance Agreements Have Been Concluded



We have concluded comprehensive alliance agreements with municipalities, and we are working to activate local regions. In the fiscal year ended February 29, 2016, we concluded a number of new agreements, such as with Aomori Prefecture, Musashino City in Tokyo Metropolis, Hanamaki City in Iwate Prefecture, Higashiyamato City in Tokyo Metropolis, and Iwaki City in Fukushima Prefecture.

CO₂ Emissions Resulting from Store Operations*6



To control the increase in the environmental burden that arises in proportion to increases in store numbers, larger store sizes, and the expansion of product and service lineups, we are aggressively introducing the latest energy-saving facilities, such as LED lighting and solar panels. In these ways, we are working to contribute to the prevention of global warming.

*5. Total for 8 companies: Seven & i Holdings, SEJ, Ito-Yokado, Sogo & Seibu, York-Benimaru, Seven & i Food Systems, Akachan Honpo, Seven Bank

*6. Fiscal year ended February 28, 2013 to fiscal year ended February 29, 2016: total for nine companies (SEJ, Ito-Yokado, Sogo & Seibu, York-Benimaru, Seven & i Food Systems)

Fiscal year ended February 28, 2013 to fiscal year ended February 29, 2016: total for nine companies (SEJ, Ito-Yokado, Sogo & Seibu, York-Benimaru, Seven & i Food Systems, York Mart, SHELL GARDEN, THE LOFT, Akachan Honpo). Figures for the fiscal year ended February 29, 2016, are preliminary.