

## Consolidated Financial Summary

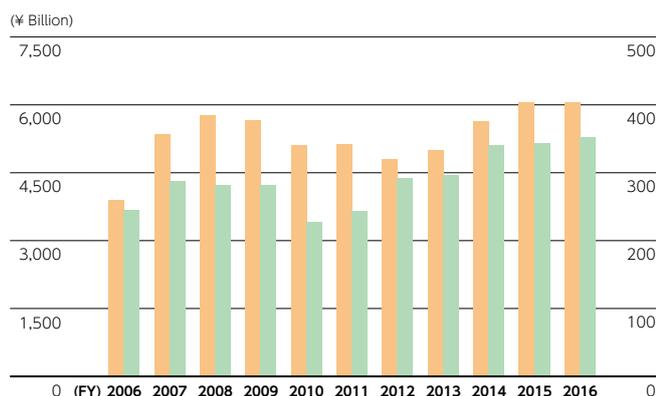
Seven & i Holdings and its consolidated subsidiaries for the fiscal years ended February 28 or 29.

	FY2006	FY2007	FY2008	FY2009	FY2010
Revenues from operations	3,895,772	5,337,806	5,752,392	5,649,948	5,111,297
Operating income	244,940	286,838	281,088	281,865	226,666
EBITDA* <sup>1</sup>	343,629	428,523	436,375	434,033	377,768
Ordinary income	248,110	282,016	278,262	279,306	226,950
Net income	87,930	133,419	130,657	92,336	44,875
Total assets	3,424,878	3,809,192	3,886,680	3,727,060	3,673,605
Net assets	1,603,684	1,969,149	2,058,038	1,860,672	1,793,940
Minority interests in consolidated subsidiaries	114,196	62,350	73,020	75,092	71,251
Interest-bearing debt	687,374	822,107	766,358	793,867	701,487
Debt/equity ratio (times)	0.43	0.43	0.39	0.44	0.41
Interest coverage ratio (times)	34.9	14.6	36.6	23.8	28.2
Cash flows from operating activities	217,325	157,209	465,380	310,007	322,202
Cash flows from investing activities	(388,080)	(235,983)	(237,184)	(139,568)	(115,158)
Free cash flows* <sup>2</sup>	(170,754)	(78,774)	228,195	170,438	207,044
Cash flows from financing activities	103,093	37,241	(130,136)	(169,755)	(156,708)
Net (decrease) increase in cash and cash equivalents	(72,223)	(40,742)	97,636	(4,286)	54,397
Cash and cash equivalents at end of fiscal year	610,876	570,133	667,770	663,483	717,320
Capital expenditures* <sup>3</sup>	185,354	278,388	217,738	188,943	211,189
Depreciation and amortization* <sup>4</sup>	97,810	132,693	143,642	140,529	132,232
Net income per share	¥100.83	¥142.90	¥137.03	¥100.54	¥49.67
Owners' equity per share	¥1,772.25	¥1,999.77	¥2,081.85	¥1,975.95	¥1,905.97
Cash flow per share* <sup>5</sup>	¥213.46	¥285.02	¥287.68	¥253.56	¥196.03
Cash dividends per share	¥28.50	¥52.00	¥54.00	¥56.00	¥56.00
Owners' equity ratio	46.8%	50.1%	51.1%	47.9%	46.9%
Return on equity (ROE)	5.5%	7.6%	6.7%	4.9%	2.6%
Return on total assets (ROA)	2.6%	3.7%	3.4%	2.4%	1.2%
Dividend payout ratio	-	36.4%	39.4%	55.7%	112.7%
Ratio of total amounts of dividends to net assets	-	2.8%	2.6%	2.8%	2.9%
Exchange rate (Income statements)					
U.S.\$1=	¥110.26	¥116.38	¥117.85	¥103.48	¥93.65
CNY1=	¥13.57	¥14.62	¥15.51	¥14.85	¥13.72
(Balance sheets)					
U.S.\$1=	¥118.07	¥119.11	¥114.15	¥91.03	¥92.10
CNY1=	¥14.63	¥15.24	¥15.62	¥13.31	¥13.48

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥114.00, the approximate rate of exchange prevailing on February 29, 2016.  
 2. From FY2012, 7-Eleven, Inc. has changed its accounting method for revenues from operations, related to franchise agreements, from "gross amount" to "net amount."  
 3. For the results of Millennium Retailing, Inc. (currently Sogo & Seibu) in FY2006, only the balance sheets are included in the consolidated figures.  
 4. For the results of mail order services in FY2014, only the balance sheets have been consolidated.  
 5. Net assets represents total shareholders' equity excluding minority interests for FY2006.  
 6. ROE and ROA are calculated based on the average of net assets and total assets at the beginning and end of each fiscal year, except for FY2006 where they are calculated at the end of the fiscal year.

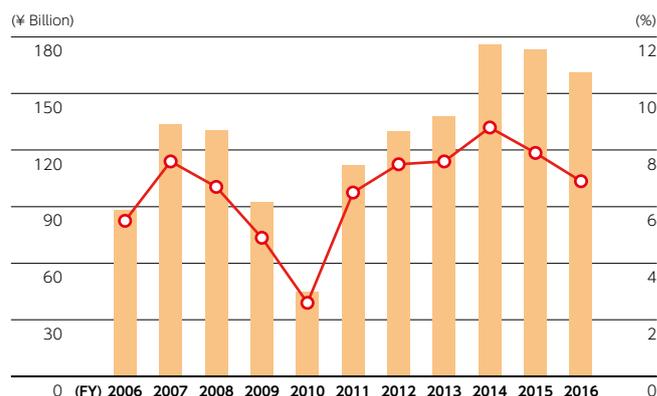
### REVENUES FROM OPERATIONS AND OPERATING INCOME

■ Revenues from operations (left) ■ Operating income (right)



### NET INCOME AND ROE

■ Net income (left) ● ROE (right)



	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	(U.S.\$ Thousand)
	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
	391,913	444,969	469,036	505,662	534,464	570,942	5,008,263
	242,907	293,171	295,836	339,083	341,484	350,165	3,071,622
	111,961	129,837	138,064	175,691	172,979	160,930	1,411,666
	3,732,111	3,889,358	4,262,397	4,811,380	5,234,705	5,441,691	47,734,131
	1,776,512	1,860,954	1,994,740	2,221,557	2,430,917	2,505,182	21,975,280
	73,016	93,748	102,038	123,866	128,827	129,912	1,139,578
	727,385	712,077	853,064	934,396	948,252	1,032,970	9,061,140
	0.43	0.40	0.45	0.45	0.41	0.43	0.43
	30.0	49.0	41.1	39.4	37.8	43.8	43.8
	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)
	(1,553)	119,836	50,484	167,648	146,454	153,023	1,342,307
	(56,258)	(40,561)	10,032	(55,227)	(79,482)	(2,312)	(20,280)
	(60,573)	76,960	66,380	121,344	79,395	146,830	1,287,982
	656,747	733,707	800,087	921,432	1,000,762	1,147,086	10,062,157
	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
	¥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
	¥275.48	¥305.41	¥332.45	¥365.64	¥390.49	¥403.15	\$3.53
	¥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%	43.6%
	6.5%	7.5%	7.6%	8.8%	7.9%	6.9%	6.9%
	3.0%	3.4%	3.4%	3.9%	3.4%	3.0%	3.0%
	45.2%	42.2%	41.0%	34.2%	37.3%	46.7%	46.7%
	3.0%	3.2%	3.1%	3.0%	2.9%	3.2%	3.2%
	¥87.79	¥79.80	¥79.81	¥97.73	¥105.79	¥121.10	-
	¥12.90	¥12.32	¥12.72	¥15.92	¥17.18	¥19.23	-
	¥81.49	¥77.74	¥86.58	¥105.39	¥120.55	¥120.61	-
	¥12.29	¥12.31	¥13.91	¥17.36	¥19.35	¥18.36	-

\*1 EBITDA = Operating income + Depreciation and amortization + Amortization of goodwill

\*2 Free cash flows = Cash flows from operating activities + Cash flows from investing activities

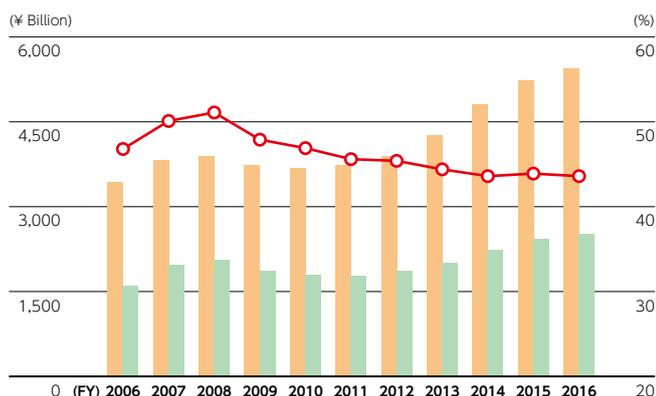
\*3 Capital expenditures include long-term leasehold deposits and advances for store construction.

\*4 From FY2014, Seven & i Holdings 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.

\*5 Cash flow per share = (Net income + Depreciation and amortization) ÷ Average number of shares outstanding

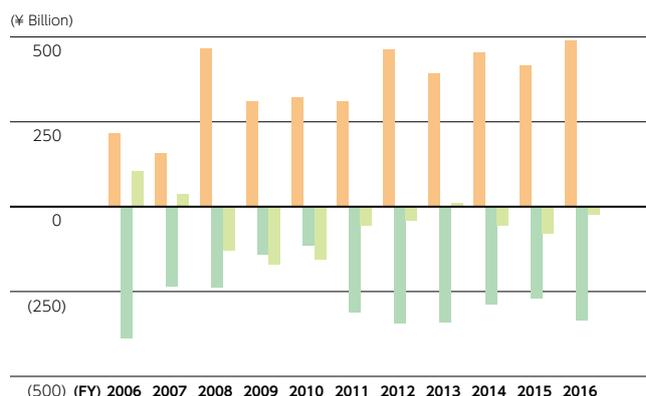
## TOTAL ASSETS, NET ASSETS AND OWNERS' EQUITY RATIO

■ Total assets (left) ■ Net assets (left) ● Owners' equity ratio (right)



## CASH FLOWS

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



# Segment Information

## Business Segments

### REVENUES FROM OPERATIONS

	FY2006	FY2007	FY2008	FY2009	FY2010
Convenience store operations	2,015,236	2,249,648	2,395,701	2,308,690	1,968,555
Superstore operations	1,687,734	1,882,935	2,109,049	2,125,029	2,016,558
Department store operations	-	988,357	1,025,354	993,877	922,847
Food services	124,025	121,683	113,980	102,711	86,420
Financial services	82,289	100,295	117,955	124,866	110,444
Mail order services	-	-	-	-	-
Others	19,780	32,340	36,653	35,079	33,669
Eliminations/corporate	(33,294)	(37,454)	(46,302)	(40,305)	(27,198)
Total	3,895,772	5,337,806	5,752,392	5,649,948	5,111,297

### OPERATING INCOME

	FY2006	FY2007	FY2008	FY2009	FY2010
Convenience store operations	209,815	206,090	201,032	213,367	183,837
Superstore operations	15,381	29,170	34,058	24,742	14,178
Department store operations	-	26,772	25,764	18,335	1,366
Food services	2,625	931	(4,231)	(2,948)	(2,741)
Financial services	17,278	24,547	21,071	25,485	30,152
Mail order services	-	-	-	-	-
Others	808	1,621	2,488	2,069	567
Eliminations/corporate	(968)	(2,296)	902	814	(694)
Total	244,940	286,838	281,088	281,865	226,666

### CAPITAL EXPENDITURES

	FY2006	FY2007	FY2008	FY2009	FY2010
Convenience store operations	102,025	98,518	108,585	104,233	104,936
Superstore operations	53,098	49,444	57,561	46,064	65,379
Department store operations	-	93,657	17,512	12,464	19,734
Food services	5,088	4,474	1,545	1,177	752
Financial services	22,917	31,872	31,990	23,932	15,543
Mail order services	-	-	-	-	-
Others	39	298	518	1,058	3,702
Corporate	2,184	122	24	12	1,140
Total	185,354	278,388	217,738	188,943	211,189

### DEPRECIATION AND AMORTIZATION

	FY2006	FY2007	FY2008	FY2009	FY2010
Convenience store operations	64,428	71,799	74,065	67,299	66,158
Superstore operations	20,796	24,070	26,452	26,115	24,335
Department store operations	-	19,042	20,154	20,004	17,417
Food services	3,019	3,454	2,903	2,210	1,270
Financial services	9,528	14,173	19,773	24,532	22,246
Mail order services	-	-	-	-	-
Others	37	134	271	346	588
Corporate	0	19	21	20	214
Total	97,810	132,693	143,642	140,529	132,232

## Geographic Area Segments

### REVENUES FROM OPERATIONS

	FY2006	FY2007	FY2008	FY2009	FY2010
Japan	2,343,048	3,562,372	3,822,210	3,806,717	3,602,982
North America	1,516,907	1,728,481	1,867,067	1,766,169	1,431,042
Others	38,519	49,759	66,043	80,401	80,561
Eliminations	(2,704)	(2,806)	(2,928)	(3,339)	(3,289)
Total	3,895,772	5,337,806	5,752,392	5,649,948	5,111,297

### OPERATING INCOME

	FY2006	FY2007	FY2008	FY2009	FY2010
Japan	212,876	253,968	247,272	245,248	197,618
North America	32,492	31,985	31,582	34,441	26,992
Others	(432)	879	2,228	3,328	2,021
Eliminations	3	4	3	(151)	32
Total	244,940	286,838	281,088	281,865	226,666

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥114.00, the approximate rate of exchange prevailing on February 29, 2016.  
2. From FY2012, 7-Eleven, Inc. has changed its accounting method for revenues from operations, related to franchise agreements, from "gross amount" to "net amount."  
3. Capital expenditures include long-term leasehold deposits and advances for store construction.  
4. In regard to capital expenditures for FY2011 of "Others," the land, buildings, and other facilities of SEIBU Ikebukuro, which were acquired by Seven & i Asset Management Co., Ltd. on September 24, 2010 and are valued at ¥123.0 billion, are included.

	(¥ Million)						(U.S.\$ Thousand)
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2016
	2,036,464	1,690,924	1,899,573	2,529,694	2,727,780	2,675,890	23,472,719
	1,981,604	1,992,298	1,994,588	2,009,409	2,012,176	2,060,516	18,074,701
	915,105	900,222	884,028	871,132	875,027	884,716	7,760,666
	80,225	78,026	78,361	78,566	80,980	83,839	735,429
	106,953	129,601	144,355	158,826	178,221	192,487	1,688,482
	-	-	-	-	185,802	158,732	1,392,385
	35,610	47,464	50,210	50,492	53,897	61,582	540,192
	(36,224)	(52,193)	(59,475)	(66,301)	(74,937)	(72,061)	(632,114)
	5,119,739	4,786,344	4,991,642	5,631,820	6,038,948	6,045,704	53,032,491

	(¥ Million)						(U.S.\$ Thousand)
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2016
	195,477	214,637	221,764	257,515	276,745	304,110	2,667,631
	15,708	32,432	25,491	29,664	19,340	7,234	63,456
	5,622	9,948	8,029	6,590	7,059	3,832	33,614
	(193)	(95)	721	604	44	917	8,043
	28,343	33,778	37,425	44,902	47,182	49,697	435,938
	-	-	-	-	(7,521)	(8,451)	(74,131)
	(690)	2,304	3,886	2,166	3,669	5,559	48,763
	(921)	(945)	(1,634)	(1,784)	(3,188)	(10,578)	(92,789)
	243,346	292,060	295,685	339,659	343,331	352,320	3,090,526

	(¥ Million)						(U.S.\$ Thousand)
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2016
	106,368	164,973	214,250	197,715	193,235	238,372	2,090,982
	54,133	40,284	54,243	66,686	65,490	81,354	713,631
	27,807	16,068	18,265	15,596	15,380	17,515	153,640
	527	831	1,407	2,277	3,506	1,853	16,254
	19,616	26,783	40,945	39,326	39,110	33,422	293,175
	-	-	-	-	3,815	4,766	41,807
	127,429	3,114	4,331	7,567	5,381	3,678	32,263
	2,774	3,371	772	7,588	15,152	18,240	160,000
	338,656	255,426	334,216	336,758	341,075	399,204	3,501,789

	(¥ Million)						(U.S.\$ Thousand)
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2016
	68,743	73,291	83,987	91,256	103,247	116,514	1,022,052
	25,890	28,626	29,129	18,472	20,696	23,800	208,771
	14,361	14,010	14,662	13,460	13,399	13,569	119,026
	811	667	639	438	709	828	7,263
	20,693	20,331	23,668	20,198	25,233	29,071	255,008
	-	-	-	-	3,842	3,730	32,719
	1,598	2,588	2,484	2,524	2,689	2,958	25,947
	321	480	1,094	1,029	2,419	5,036	44,175
	132,421	139,994	155,666	147,379	172,237	195,511	1,715,008

	(¥ Million)						(U.S.\$ Thousand)
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2016
	3,552,691	3,590,917	3,625,974	3,682,143	3,941,337	4,056,272	35,581,333
	1,484,394	1,106,449	1,269,302	1,831,482	1,968,854	1,855,305	16,274,605
	86,033	89,524	97,226	119,207	131,058	136,058	1,193,491
	(3,380)	(546)	(861)	(1,012)	(2,301)	(1,931)	(16,938)
	5,119,739	4,786,344	4,991,642	5,631,820	6,038,948	6,045,704	53,032,491

	(¥ Million)						(U.S.\$ Thousand)
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2016
	215,231	261,531	263,443	299,653	295,666	288,068	2,526,912
	26,230	29,181	33,137	41,519	49,825	65,148	571,473
	1,857	1,324	(909)	(1,545)	(2,161)	(842)	(7,385)
	27	22	13	32	1	(53)	(464)
	243,346	292,060	295,685	339,659	343,331	352,320	3,090,526

5. From FY2014, Seven & i Holdings 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.

6. Others under geographic area segments are mainly China, etc.

7. For the results of department store operations in FY2006, only the balance sheets are included in the consolidated figures.

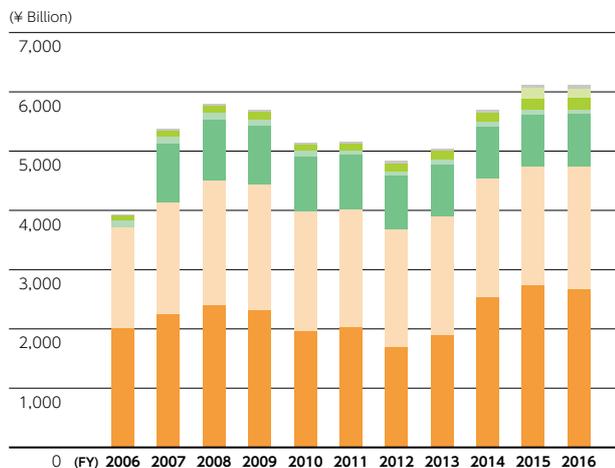
8. For the results of mail order services in FY2014, only the balance sheets have been consolidated.

## Segment Information

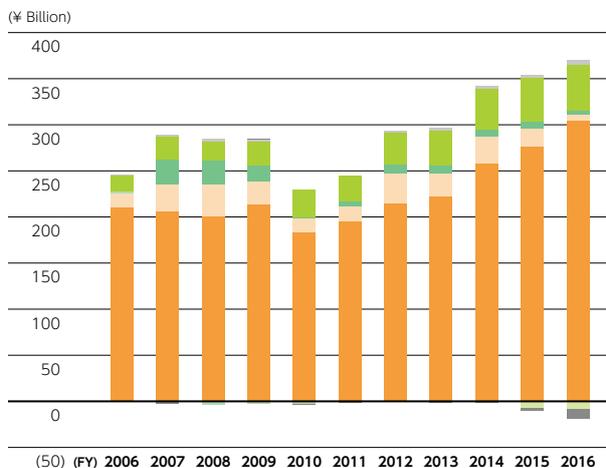
### Business Segments

■ Convenience store operations 
 ■ Superstore operations 
 ■ Department store operations 
 ■ Food services 
 ■ Financial services 
 ■ Mail order services 
 ■ Others 
 ■ Eliminations/Corporate (excluding revenues from operations)

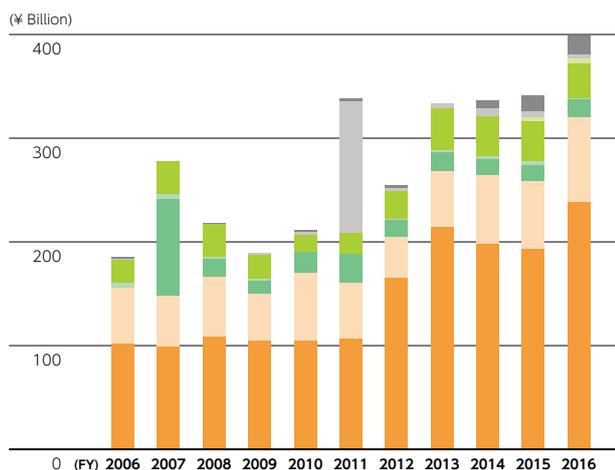
### REVENUES FROM OPERATIONS



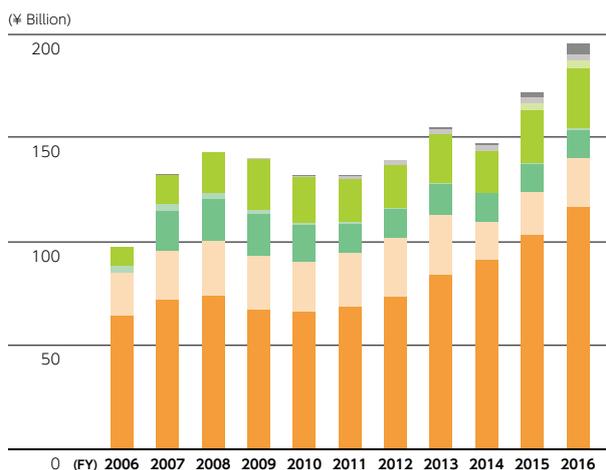
### OPERATING INCOME



### CAPITAL EXPENDITURES



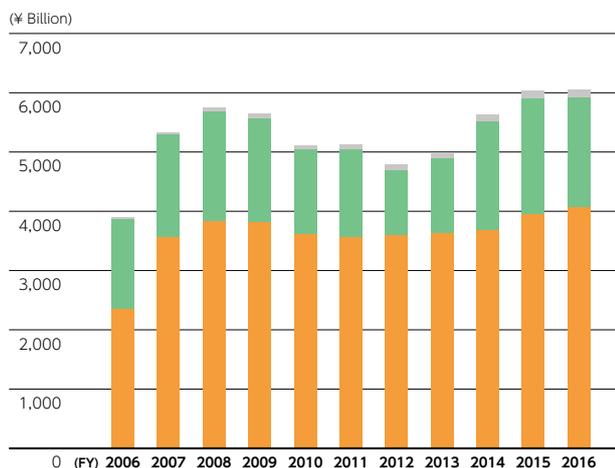
### DEPRECIATION AND AMORTIZATION



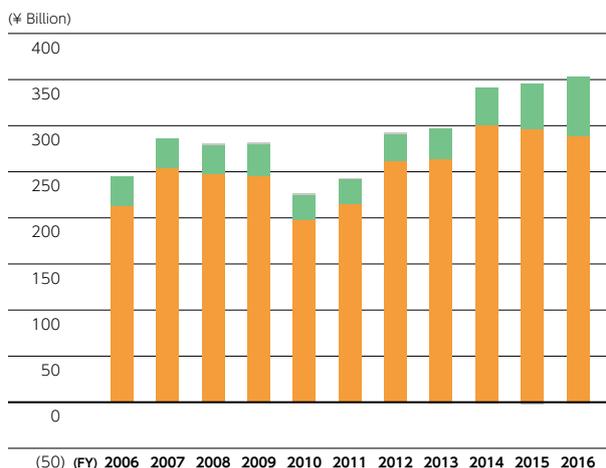
### Geographic Area Segments

■ Japan 
 ■ North America 
 ■ Others

### REVENUES FROM OPERATIONS



### OPERATING INCOME



# Financial Position

## Interest-Bearing Debt

At fiscal years ended February 28 or 29

	(¥ Million)					(U.S.\$ Thousand)
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2016
Short-term loans	139,690	145,750	116,147	130,780	130,782	1,147,210
Current portion of long-term loans	88,786	124,857	100,775	70,013	101,329	888,850
Current portion of bonds	10,000	63,999	20,000	59,999	40,000	350,877
Commercial paper	21,455	-	-	-	-	-
Subtotal	259,931	334,607	236,923	260,792	272,111	2,386,938
Bonds	253,978	229,983	364,987	319,992	399,994	3,508,719
Long-term loans	198,167	281,893	332,485	367,467	360,864	3,165,473
Commercial paper	-	6,579	-	-	-	-
Subtotal	452,145	518,456	697,473	687,459	760,858	6,674,192
Total	712,077	853,064	934,396	948,252	1,032,970	9,061,140

## BREAKDOWN BY SEGMENT

	(¥ Million)					(U.S.\$ Thousand)
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2016
Convenience store operations	29,252	132,144	115,955	132,632	132,671	1,163,780
Superstore operations	26,219	22,045	19,245	16,131	12,927	113,394
Department store operations	200,154	185,005	180,345	174,395	176,716	1,550,140
Mail order services	-	-	17,093	24,158	28,048	246,035
Others	1,500	750	-	4,810	5,850	51,315
Corporate	209,978	209,982	269,987	269,991	329,994	2,894,684
Subtotal (excluding financial services)	467,103	549,928	602,627	622,119	686,207	6,019,359
Financial services	244,973	303,136	331,768	326,132	346,763	3,041,780
Total	712,077	853,064	934,396	948,252	1,032,970	9,061,140

Note: U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥114.00, the approximate rate of exchange prevailing on February 29, 2016.

## Bonds

### ISSUED BY SEVEN & i HOLDINGS CO., LTD.

(As of February 29, 2016)

	Total amount of issue	Issue date	Coupon	Redemption date
3rd unsecured domestic straight bonds	30 billion yen	July 3, 2008	1.94%	June 20, 2018
5th unsecured domestic straight bonds	20 billion yen	June 29, 2010	0.852%	June 20, 2017
6th unsecured domestic straight bonds	60 billion yen	June 29, 2010	1.399%	June 19, 2020
7th unsecured domestic straight bonds	40 billion yen	Apr. 26, 2013	0.258%	June 20, 2016
8th unsecured domestic straight bonds	40 billion yen	Apr. 26, 2013	0.383%	June 20, 2019
9th unsecured domestic straight bonds	20 billion yen	Apr. 26, 2013	0.671%	Mar. 20, 2023
10th unsecured domestic straight bonds	30 billion yen	June 17, 2015	0.150%	June 20, 2018
11th unsecured domestic straight bonds	60 billion yen	June 17, 2015	0.514%	June 20, 2022
12th unsecured domestic straight bonds	30 billion yen	June 17, 2015	0.781%	June 20, 2025

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	Total amount of issue	Issue date	Coupon	Redemption date
6th unsecured domestic straight bonds	30 billion yen	May 31, 2012	0.398%	June 20, 2017
7th unsecured domestic straight bonds	10 billion yen	May 31, 2012	0.613%	June 20, 2019
8th unsecured domestic straight bonds	15 billion yen	Mar. 7, 2013	0.243%	Mar. 20, 2018
9th unsecured domestic straight bonds	20 billion yen	Mar. 7, 2013	0.460%	Mar. 19, 2020
10th unsecured domestic straight bonds	20 billion yen	Mar. 7, 2013	0.803%	Mar. 20, 2023
11th unsecured domestic straight bonds	15 billion yen	Dec. 17, 2014	0.536%	Dec. 20, 2024

## Ratings

(As of March 31, 2016)

		S&P	Moody's	R&I	JCR
Seven & i Holdings Co., Ltd.	Long-term	AA-	A1	AA	AA+
Seven-Eleven Japan Co., Ltd.	Long-term	AA-	-	-	AA+
	Short-term*	A-1+	P-1	-	-
7-Eleven, Inc.	Long-term	AA-	Baa1	-	-
Seven Bank, Ltd.	Long-term	A+	-	AA	-

\* From January 2006, Seven-Eleven Japan's short-term rating is its rating as the guarantor of 7-Eleven, Inc.'s commercial paper program.