

# Performance Overview

## Consolidated Financial Summary

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

	FY2008	FY2009	FY2010	FY2011	FY2012	
Revenues from operations	5,752,392	5,649,948	5,111,297	5,119,739	4,786,344	
Operating income	281,088	281,865	226,666	243,346	292,060	
EBITDA*1	436,375	434,033	377,768	391,913	444,969	
Ordinary income	278,262	279,306	226,950	242,907	293,171	
Net income attributable to owners of parent	130,657	92,336	44,875	111,961	129,837	
Total assets	3,886,680	3,727,060	3,673,605	3,732,111	3,889,358	
Net assets	2,058,038	1,860,672	1,793,940	1,776,512	1,860,954	
Non-controlling interests	73,020	75,092	71,251	73,016	93,748	
Interest-bearing debt	766,358	793,867	701,487	727,385	712,077	
Debt/equity ratio (times)	0.39	0.44	0.41	0.43	0.40	
Interest coverage ratio (times)	36.6	23.8	28.2	30.0	49.0	
Cash flows from operating activities	465,380	310,007	322,202	310,527	462,642	
Cash flows from investing activities	(237,184)	(139,568)	(115,158)	(312,081)	(342,805)	
Free cash flows*2	228,195	170,438	207,044	(1,553)	119,836	
Cash flows from financing activities	(130,136)	(169,755)	(156,708)	(56,258)	(40,561)	
Net (decrease) increase in cash and cash equivalents	97,636	(4,286)	54,397	(60,573)	76,960	
Cash and cash equivalents at end of fiscal year	667,770	663,483	717,320	656,747	733,707	
Capital expenditures*3	217,738	188,943	211,189	338,656	255,426	
Depreciation and amortization*4	143,642	140,529	132,232	132,421	139,994	
Net income per share	¥137.03	¥100.54	¥49.67	¥126.21	¥146.96	
Owners' equity per share	¥2,081.85	¥1,975.95	¥1,905.97	¥1,927.09	¥1,998.84	
Cash flow per share*5	¥287.68	¥253.56	¥196.03	¥275.48	¥305.41	
Cash dividends per share	¥54.00	¥56.00	¥56.00	¥57.00	¥62.00	
Owners' equity ratio	51.1%	47.9%	46.9%	45.6%	45.4%	
Return on equity (ROE)	6.7%	4.9%	2.6%	6.5%	7.5%	
Return on total assets (ROA)	3.4%	2.4%	1.2%	3.0%	3.4%	
Dividend payout ratio	39.4%	55.7%	112.7%	45.2%	42.2%	
Ratio of total amounts of dividends to net assets	2.6%	2.8%	2.9%	3.0%	3.2%	
Exchange rate (Income statements)	U.S.\$1=	¥117.85	¥103.48	¥93.65	¥87.79	¥79.80
	CNY1=	¥15.51	¥14.85	¥13.72	¥12.90	¥12.32
(Balance sheets)	U.S.\$1=	¥114.15	¥91.03	¥92.10	¥81.49	¥77.74
	CNY1=	¥15.62	¥13.31	¥13.48	¥12.29	¥12.31

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥107, the approximate rate of exchange prevailing on February 28, 2018.

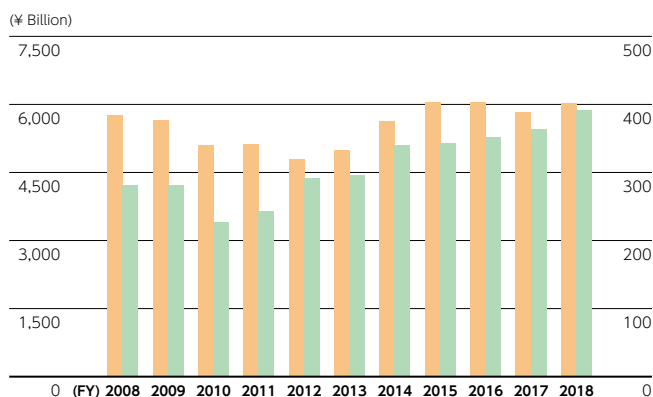
2. From FY2012, 7-Eleven, Inc. has changed its accounting method for revenues from operations, related to franchise agreements, from "gross amount" to "net amount."

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

4. ROE and ROA are calculated based on the average of net assets and total assets at the beginning and end of each fiscal year.

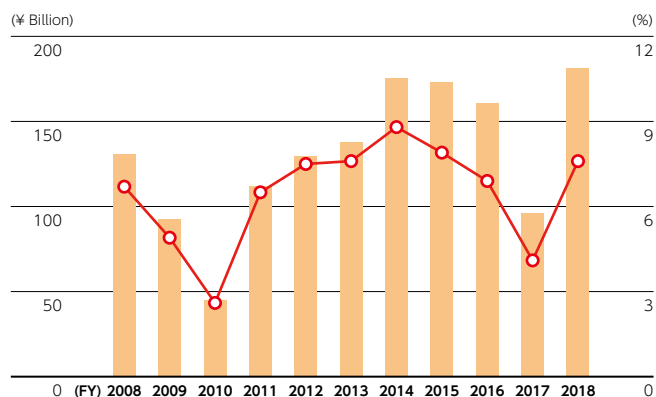
### REVENUES FROM OPERATIONS AND OPERATING INCOME

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



### NET INCOME ATTRIBUTABLE TO OWNERS OF PARENT AND ROE

■ Net income attributable to owners of parent (left) ● ROE (right)



	(¥ Million)						(U.S.\$ Thousand)
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2018
	4,991,642	5,631,820	6,038,948	6,045,704	5,835,689	6,037,815	56,428,177
	295,685	339,659	343,331	352,320	364,573	391,657	3,660,345
	465,782	505,662	534,464	569,064	588,214	621,445	5,807,897
	295,836	339,083	341,484	350,165	364,405	390,746	3,651,831
	138,064	175,691	172,979	160,930	96,750	181,150	1,692,990
	4,262,397	4,811,380	5,234,705	5,441,691	5,508,888	5,494,950	51,354,672
	1,994,740	2,221,557	2,430,917	2,505,182	2,475,806	2,575,342	24,068,616
	102,038	123,866	128,827	129,912	137,154	145,454	1,359,383
	853,064	934,396	948,252	1,032,970	1,048,490	983,061	9,187,485
	0.45	0.45	0.41	0.44	0.45	0.41	0.40
	41.1	39.4	37.8	43.8	57.2	48.7	48.7
	391,406	454,335	416,690	488,973	512,523	498,306	4,657,065
	(340,922)	(286,686)	(270,235)	(335,949)	(371,602)	(240,418)	(2,246,897)
	50,484	167,648	146,454	153,023	140,921	257,887	2,410,158
	10,032	(55,227)	(79,482)	(2,312)	(78,190)	(168,510)	(1,574,859)
	66,380	121,344	79,395	146,830	62,576	90,886	849,401
	800,087	921,432	1,000,762	1,147,086	1,209,497	1,300,383	12,153,112
	334,216	336,758	341,075	399,204	384,119	347,374	3,246,485
	155,666	147,379	172,237	195,511	207,483	213,167	1,992,214
	¥156.26	¥198.84	¥195.66	¥182.02	¥109.42	¥204.80	\$1.91
	¥2,140.45	¥2,371.92	¥2,601.23	¥2,683.11	¥2,641.40	¥2,744.08	\$25.64
	¥332.45	¥365.64	¥390.49	¥403.15	¥344.07	¥445.79	\$4.16
	¥64.00	¥68.00	¥73.00	¥85.00	¥90.00	¥90.00	\$0.84
	44.4%	43.6%	43.9%	43.6%	42.4%	44.2%	44.2%
	7.6%	8.8%	7.9%	6.9%	4.1%	7.6%	7.6%
	3.4%	3.9%	3.4%	3.0%	1.8%	3.3%	3.3%
	41.0%	34.2%	37.3%	46.7%	82.3%	43.9%	43.9%
	3.1%	3.0%	2.9%	3.2%	3.4%	3.3%	3.3%
	¥79.81	¥97.73	¥105.79	¥121.10	¥108.78	¥112.16	-
	¥12.72	¥15.92	¥17.18	¥19.23	¥16.42	¥16.62	-
	¥86.58	¥105.39	¥120.55	¥120.61	¥116.49	¥113.00	-
	¥13.91	¥17.36	¥19.35	¥18.36	¥16.76	¥17.29	-

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

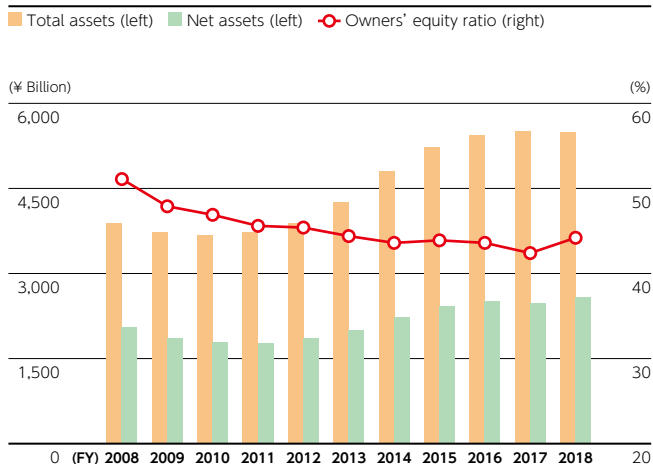
\*2 Free cash flows = Cash flows from operating activities + Cash flows from investing activities

\*3 Capital expenditures include long-term leasehold deposits and advances for store construction. Amounts do not include goodwill generated through acquisition of stores, etc.

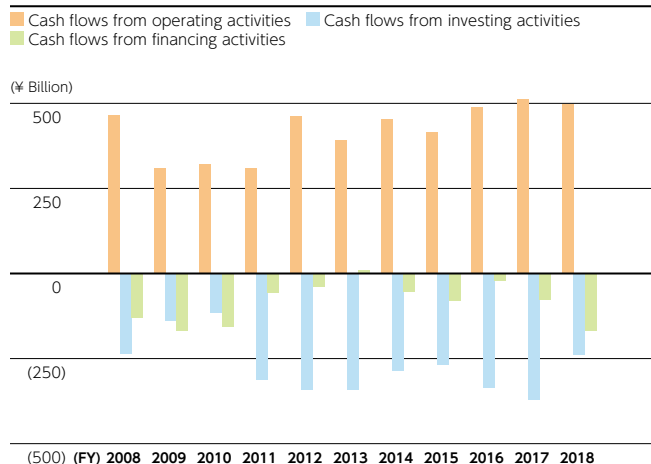
\*4 From FY2014, Seven & i Holdings and its domestic consolidated subsidiaries (except for certain operating companies) changed the depreciation method for property and equipment from the declining-balance method to the straight-line method.

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

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



## CASH FLOWS



## Segment Information

### Business Segments

#### REVENUES FROM OPERATIONS

	(¥ Million)			(U.S.\$ Thousand)
	FY2016	FY2017	FY2018	FY2018
Domestic convenience store operations	863,373	901,306	928,649	8,678,962
Overseas convenience store operations	1,819,838	1,658,542	1,981,533	18,519,000
Superstore operations	1,982,381	1,949,313	1,901,164	17,767,887
Department store operations	768,757	729,612	657,886	6,148,467
Financial services	192,486	201,932	202,942	1,896,654
Specialty store operations	468,003	450,488	416,616	3,893,607
Others	30,340	23,854	23,533	219,934
Eliminations/corporate	(79,477)	(79,360)	(74,510)	(696,355)
Total	6,045,704	5,835,689	6,037,815	56,428,177

#### OPERATING INCOME

	(¥ Million)			(U.S.\$ Thousand)
	FY2016	FY2017	FY2018	FY2018
Domestic convenience store operations	235,093	243,839	245,249	2,292,046
Overseas convenience store operations	66,804	67,421	79,078	739,046
Superstore operations	3,910	20,228	21,260	198,691
Department store operations	3,041	2,867	5,369	50,177
Financial services	49,672	50,136	49,713	464,607
Specialty store operations	(3,006)	(11,276)	435	4,065
Others	4,651	4,005	3,670	34,299
Eliminations/corporate	(7,846)	(12,650)	(13,120)	(122,616)
Total	352,320	364,573	391,657	3,660,345

#### CAPITAL EXPENDITURES

	(¥ Million)			(U.S.\$ Thousand)
	FY2016	FY2017	FY2018	FY2018
Domestic convenience store operations	125,958	125,970	140,333	1,311,523
Overseas convenience store operations	112,807	147,226	94,285	881,168
Superstore operations	81,097	50,086	37,821	353,467
Department store operations	13,368	12,151	12,992	121,420
Financial services	33,422	26,070	38,803	362,644
Specialty store operations	11,708	8,979	8,882	83,009
Others	2,601	3,259	3,723	34,794
Corporate	18,240	10,373	10,532	98,429
Total	399,204	384,119	347,374	3,246,485

#### DEPRECIATION AND AMORTIZATION

	(¥ Million)			(U.S.\$ Thousand)
	FY2016	FY2017	FY2018	FY2018
Domestic convenience store operations	54,024	61,101	66,500	621,495
Overseas convenience store operations	65,381	64,992	69,582	650,299
Superstore operations	22,850	24,397	23,893	223,299
Department store operations	12,205	11,472	9,727	90,906
Financial services	29,071	29,416	28,926	270,336
Specialty store operations	7,284	7,787	5,588	52,224
Others	2,393	2,189	2,257	21,093
Corporate	2,299	6,125	6,691	62,532
Total	195,511	207,483	213,167	1,992,214

### Geographic Area Segments

#### REVENUES FROM OPERATIONS

	(¥ Million)			(U.S.\$ Thousand)
	FY2016	FY2017	FY2018	FY2018
Japan	4,056,272	4,032,803	3,907,835	36,521,822
North America	1,855,305	1,690,713	2,017,092	18,851,327
Others	136,058	113,475	113,992	1,065,345
Eliminations	(1,931)	(1,303)	(1,104)	(10,317)
Total	6,045,704	5,835,689	6,037,815	56,428,177

#### OPERATING INCOME

	(¥ Million)			(U.S.\$ Thousand)
	FY2016	FY2017	FY2018	FY2018
Japan	288,068	299,251	314,700	2,941,121
North America	65,148	65,548	75,626	706,785
Others	(842)	(238)	1,320	12,336
Eliminations	(53)	11	10	93
Total	352,320	364,573	391,657	3,660,345

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥107, the approximate rate of exchange prevailing on February 28, 2018.

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

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

**Business Segments**

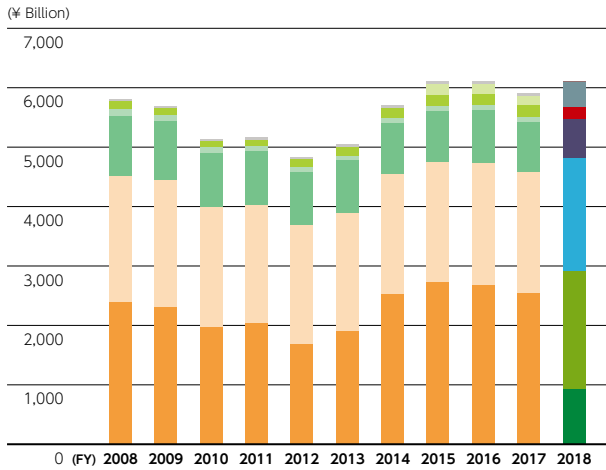
Segments (FY2018)

- Domestic convenience store operations
- Overseas convenience store operations
- Superstore operations
- Department store operations
- Financial services
- Specialty store operations
- Others
- Eliminations/corporate (excluding revenues from operations)

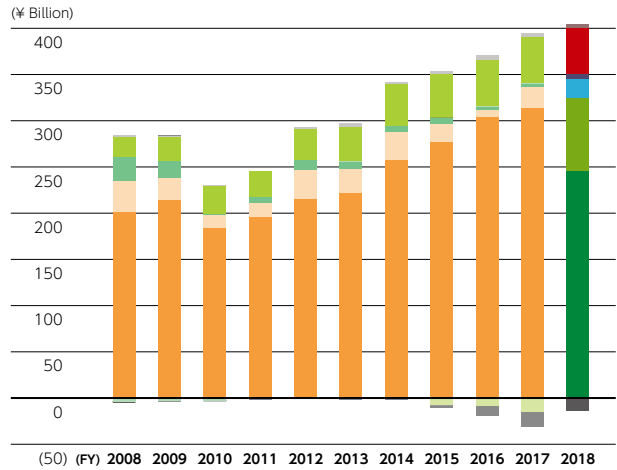
Former Segments (Until FY2017)

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

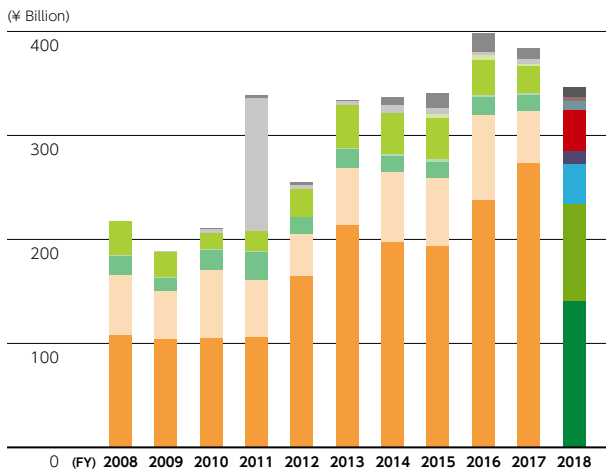
**REVENUES FROM OPERATIONS**



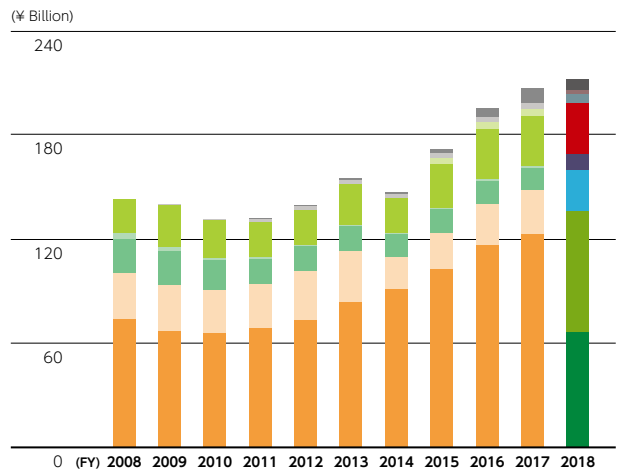
**OPERATING INCOME**



**CAPITAL EXPENDITURES**



**DEPRECIATION AND AMORTIZATION**

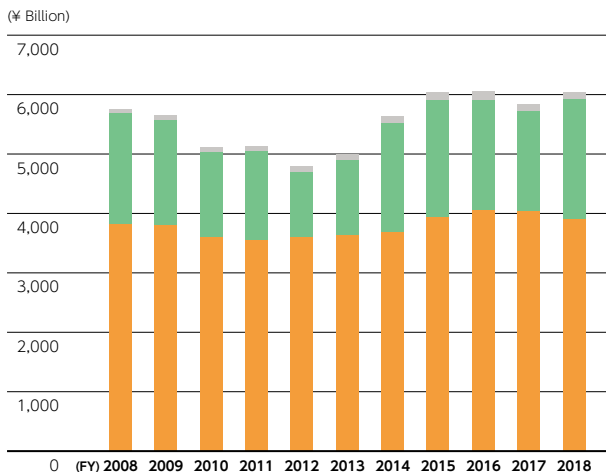


Note: In regard to capital expenditures for FY2011 of "Others," the land, buildings, and other facilities of SEIBU Ikebukuro, which were acquired by Seven & i Asset Management Co., Ltd. on September 24, 2010 and are valued at ¥123.0 billion, are included.

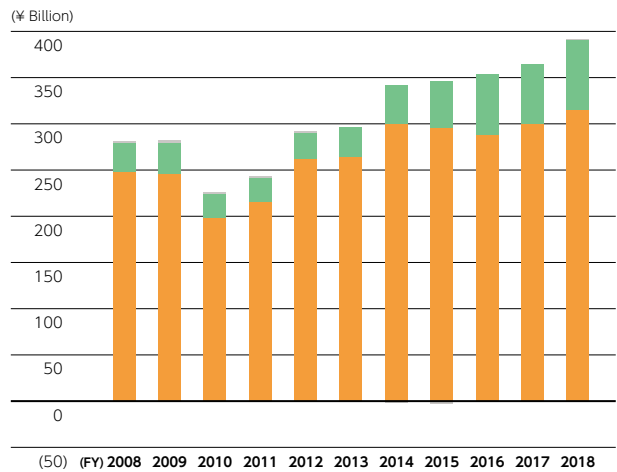
**Geographic Area Segments**

- Japan
- North America
- Others

**REVENUES FROM OPERATIONS**



**OPERATING INCOME**



Performance Overview

## Segment Information

### ■ Business Segments (Former Segments)

#### REVENUES FROM OPERATIONS

	FY2008	FY2009	FY2010	FY2011
Convenience store operations	2,395,701	2,308,690	1,968,555	2,036,464
Superstore operations	2,109,049	2,125,029	2,016,558	1,981,604
Department store operations	1,025,354	993,877	922,847	915,105
Food services	113,980	102,711	86,420	80,225
Financial services	117,955	124,866	110,444	106,953
Mail order services	-	-	-	-
Others	36,653	35,079	33,669	35,610
Eliminations/corporate	(46,302)	(40,305)	(27,198)	(36,224)
Total	5,752,392	5,649,948	5,111,297	5,119,739

#### OPERATING INCOME

	FY2008	FY2009	FY2010	FY2011
Convenience store operations	201,032	213,367	183,837	195,477
Superstore operations	34,058	24,742	14,178	15,708
Department store operations	25,764	18,335	1,366	5,622
Food services	(4,231)	(2,948)	(2,741)	(193)
Financial services	21,071	25,485	30,152	28,343
Mail order services	-	-	-	-
Others	2,488	2,069	567	(690)
Eliminations/corporate	902	814	(694)	(921)
Total	281,088	281,865	226,666	243,346

#### CAPITAL EXPENDITURES

	FY2008	FY2009	FY2010	FY2011
Convenience store operations	108,585	104,233	104,936	106,368
Superstore operations	57,561	46,064	65,379	54,133
Department store operations	17,512	12,464	19,734	27,807
Food services	1,545	1,177	752	527
Financial services	31,990	23,932	15,543	19,616
Mail order services	-	-	-	-
Others	518	1,058	3,702	127,429
Corporate	24	12	1,140	2,774
Total	217,738	188,943	211,189	338,656

#### DEPRECIATION AND AMORTIZATION

	FY2008	FY2009	FY2010	FY2011
Convenience store operations	74,065	67,299	66,158	68,743
Superstore operations	26,452	26,115	24,335	25,890
Department store operations	20,154	20,004	17,417	14,361
Food services	2,903	2,210	1,270	811
Financial services	19,773	24,532	22,246	20,693
Mail order services	-	-	-	-
Others	271	346	588	1,598
Corporate	21	20	214	321
Total	143,642	140,529	132,232	132,421

### ■ Geographic Area Segments

#### REVENUES FROM OPERATIONS

	FY2008	FY2009	FY2010	FY2011
Japan	3,822,210	3,806,717	3,602,982	3,552,691
North America	1,867,067	1,766,169	1,431,042	1,484,394
Others	66,043	80,401	80,561	86,033
Eliminations	(2,928)	(3,339)	(3,289)	(3,380)
Total	5,752,392	5,649,948	5,111,297	5,119,739

#### OPERATING INCOME

	FY2008	FY2009	FY2010	FY2011
Japan	247,272	245,248	197,618	215,231
North America	31,582	34,441	26,992	26,230
Others	2,228	2,328	2,021	1,857
Eliminations	3	(151)	32	27
Total	281,088	281,865	226,666	243,346

Notes: 1. From FY2012, 7-Eleven, Inc. has changed its accounting method for revenues from operations, related to franchise agreements, from "gross amount" to "net amount."  
 2. Capital expenditures include long-term leasehold deposits and advances for store construction.  
 3. 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)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
	1,690,924	1,899,573	2,529,694	2,727,780	2,675,890	2,550,640
	1,992,298	1,994,588	2,009,409	2,012,176	2,060,516	2,025,534
	900,222	884,028	871,132	875,027	884,716	852,174
	78,026	78,361	78,566	80,980	83,839	82,562
	129,601	144,355	158,826	178,221	192,487	201,932
	-	-	-	185,802	158,732	139,226
	47,464	50,210	50,492	53,897	61,582	57,424
	(52,193)	(59,475)	(66,301)	(74,937)	(72,061)	(73,805)
	4,786,344	4,991,642	5,631,820	6,038,948	6,045,704	5,835,689

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
	214,637	221,764	257,515	276,745	304,110	313,195
	32,432	25,491	29,664	19,340	7,234	22,903
	9,948	8,029	6,590	7,059	3,832	3,672
	(95)	721	604	44	917	515
	33,778	37,425	44,902	47,182	49,697	50,130
	-	-	-	(7,521)	(8,451)	(15,097)
	2,304	3,886	2,166	3,669	5,559	4,632
	(945)	(1,634)	(1,784)	(3,188)	(10,578)	(15,379)
	292,060	295,685	339,659	343,331	352,320	364,573

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
	164,973	214,250	197,715	193,235	238,372	273,072
	40,284	54,243	66,686	65,490	81,354	50,630
	16,068	18,265	15,596	15,380	17,515	15,195
	831	1,407	2,277	3,506	1,853	2,081
	26,783	40,945	39,326	39,110	33,422	26,070
	-	-	-	3,815	4,766	1,864
	3,114	4,331	7,567	5,381	3,678	4,830
	3,371	772	7,588	15,152	18,240	10,373
	255,426	334,216	336,758	341,075	399,204	384,119

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
	73,291	83,987	91,256	103,247	116,514	123,131
	28,626	29,129	18,472	20,696	23,800	25,280
	14,010	14,662	13,460	13,399	13,569	12,982
	667	639	438	709	828	869
	20,331	23,668	20,198	25,233	29,071	29,416
	-	-	-	3,842	3,730	3,956
	2,588	2,484	2,524	2,689	2,958	2,983
	480	1,094	1,029	2,419	5,036	8,862
	139,994	155,666	147,379	172,237	195,511	207,483

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
	3,590,917	3,625,974	3,682,143	3,941,337	4,056,272	4,032,803
	1,106,449	1,269,302	1,831,482	1,968,854	1,855,305	1,690,713
	89,524	97,226	119,207	131,058	136,058	113,475
	(546)	(861)	(1,012)	(2,301)	(1,931)	(1,303)
	4,786,344	4,991,642	5,631,820	6,038,948	6,045,704	5,835,689

(¥ Million)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
	261,531	263,443	299,653	295,666	288,068	299,251
	29,181	33,137	41,519	49,825	65,148	65,548
	1,324	(909)	(1,545)	(2,161)	(842)	(238)
	22	13	32	1	(53)	11
	292,060	295,685	339,659	343,331	352,320	364,573

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

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

Performance  
Overview

## Financial Position

### Interest-Bearing Debt

At fiscal years ended February 28 or 29

	(¥ Million)					(U.S.\$ Thousand)
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2018
Short-term loans	116,147	130,780	130,782	150,376	127,255	1,189,299
Current portion of long-term loans	100,775	70,013	101,329	64,301	82,656	772,485
Current portion of bonds	20,000	59,999	40,000	50,000	74,999	700,925
Commercial paper	-	-	-	-	-	-
Subtotal	236,923	260,792	272,111	264,678	284,911	2,662,719
Bonds	364,987	319,992	399,994	349,996	305,000	2,850,467
Long-term loans	332,485	367,467	360,864	433,814	393,149	3,674,289
Commercial paper	-	-	-	-	-	-
Subtotal	697,473	687,459	760,858	783,811	698,149	6,524,757
Total	934,396	948,252	1,032,970	1,048,490	983,061	9,187,485

### BREAKDOWN BY SEGMENT

	(¥ Million)					(U.S.\$ Thousand)
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2018
Domestic convenience store operations	-	-	-	-	-	-
Overseas convenience store operations	-	-	132,671	177,601	163,867	1,531,467
Superstore operations	-	-	4,462	3,187	1,912	17,869
Department store operations	-	-	169,856	187,908	175,711	1,642,158
Specialty store operations	-	-	49,223	53,735	52,673	492,271
Others	-	-	-	-	-	-
Eliminations/corporate	-	-	329,994	289,996	269,999	2,523,355
Subtotal	-	-	686,207	712,429	664,164	6,207,140
Financial services	-	-	346,763	336,060	318,896	2,980,336
Total	934,396	948,252	1,032,970	1,048,490	983,061	9,187,485

Note: U.S. dollar amounts are translated from yen, for convenience only, at the rate of U.S.\$1=¥107, the approximate rate of exchange prevailing on February 28, 2018.

### Bonds

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

(As of February 28, 2018)

	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
6th unsecured domestic straight bonds	60 billion yen	June 29, 2010	1.399%	June 19, 2020
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

#### ISSUED BY SEVEN BANK, LTD.

	Total amount of issue	Issue date	Coupon	Redemption date
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
12th unsecured domestic straight bonds	30 billion yen	Oct. 20, 2017	0.390%	Sept. 17, 2027

### Ratings

(As of March 31, 2018)

		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	-
	Short-term	A-1	-	-	-

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