

Statistical Portrait of Seven & i Holdings

Industry Trends

POINT

• Market Trend Summary

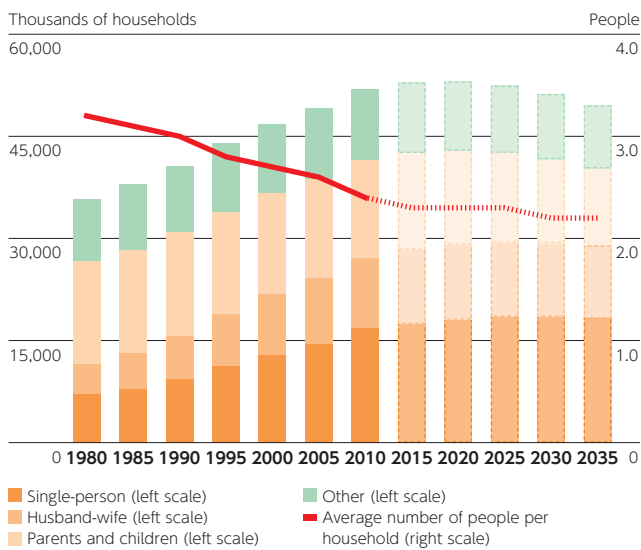
The market environment in Japan in recent years has been characterized by an increasing number of single-person households, nuclear families,

and working women as well as population aging. In this environment, retailers need to take on new roles in order to meet customers' changing needs. For instance, there is a growing need

for highly convenient products and services that are more available locally.

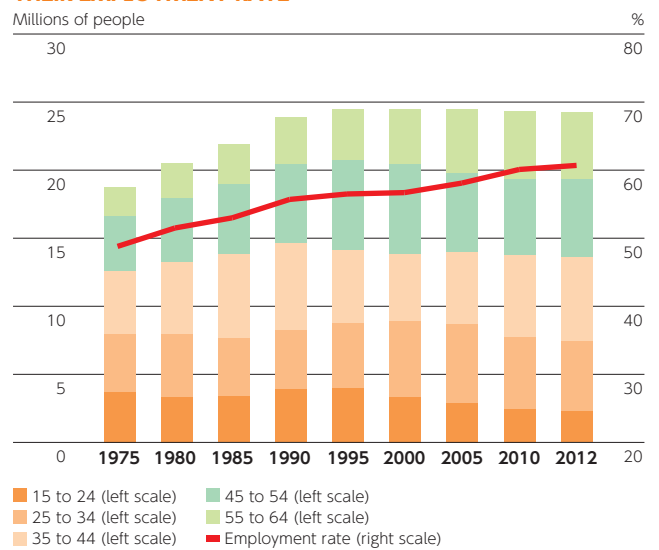
Changes in Japan's Consumer Market

CHANGES IN THE NUMBER OF HOUSEHOLDS



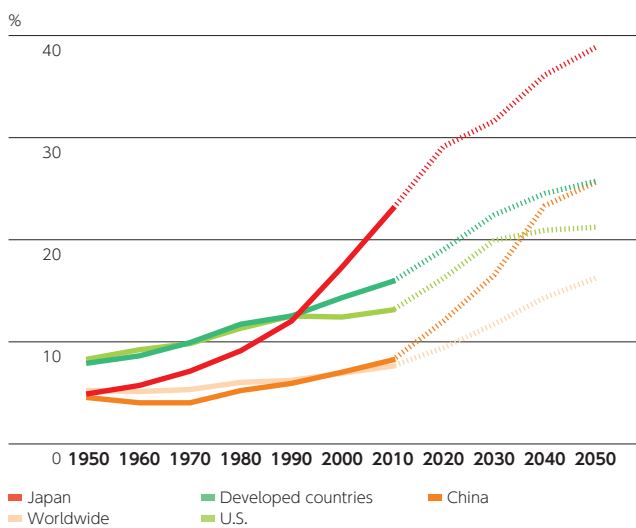
Source: National Institute of Population and Social Security Research

THE NUMBER OF FEMALE WORKERS AND THEIR EMPLOYMENT RATE



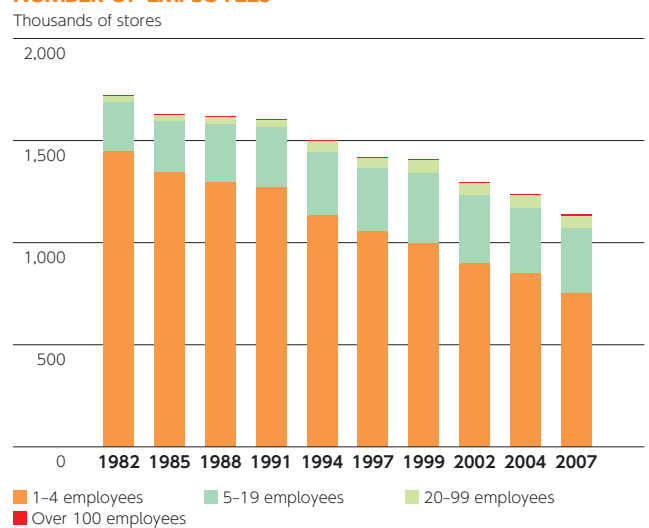
Source: Labour Force Survey (Ministry of Internal Affairs and Communications)

CHANGES IN THE POPULATION OF THOSE AGED OVER 65



Source: Statistical Handbook of the World (Ministry of Internal Affairs and Communications)

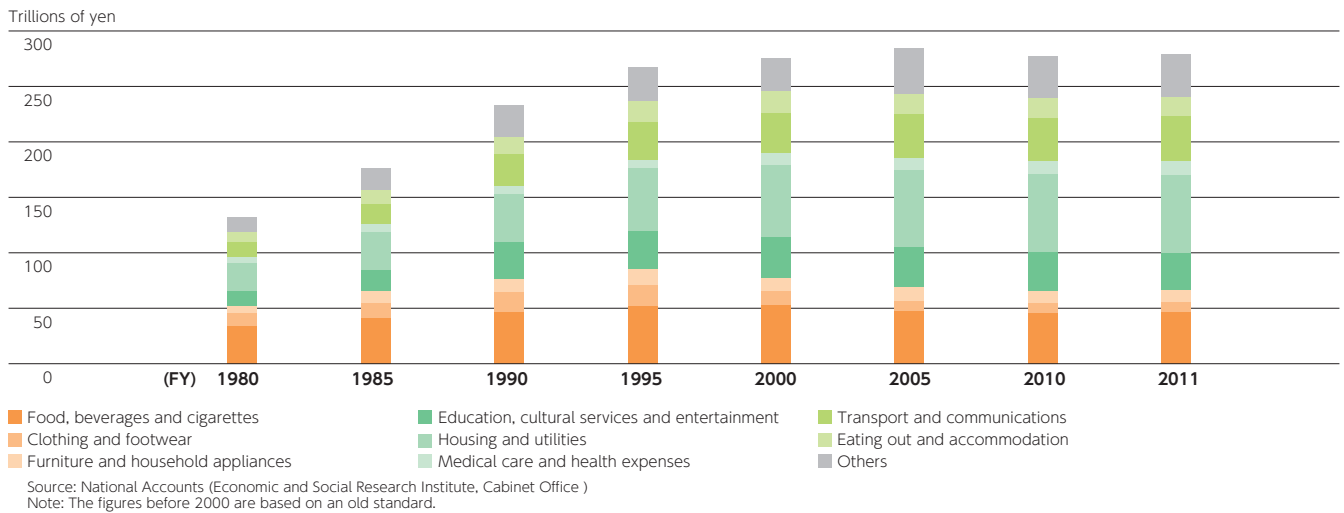
TREND IN NUMBER OF STORES BY STRATUM OF NUMBER OF EMPLOYEES



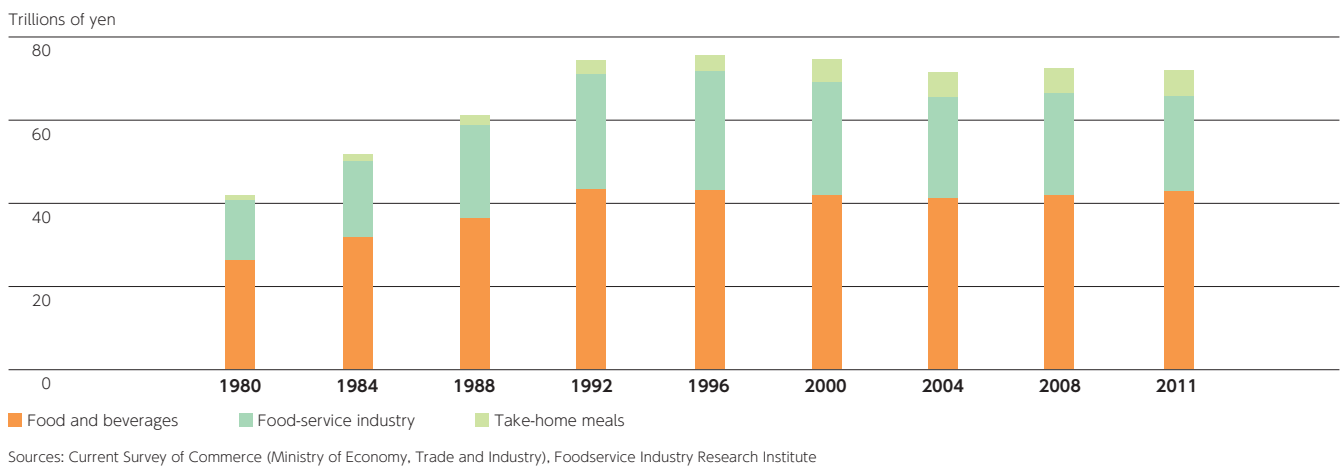
Source: The Census of Commerce (Ministry of Economy, Trade and Industry)

Environment of Retail Industry

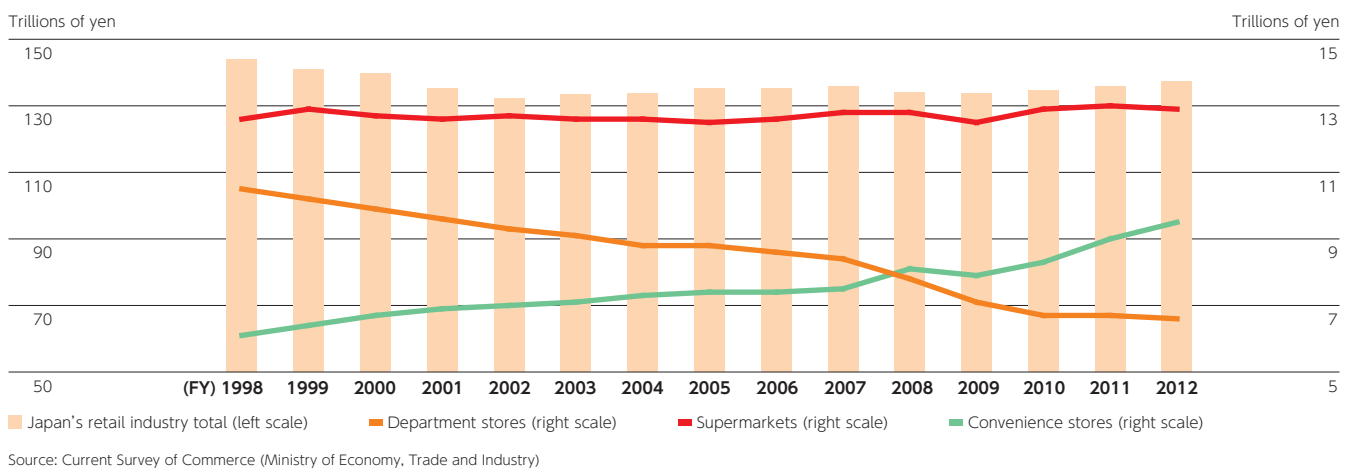
DOMESTIC FINAL CONSUMPTION EXPENDITURE OF HOUSEHOLDS



TRENDS IN THE SCALE OF THE FOOD MARKET



SALES TRENDS OF RETAIL INDUSTRY IN JAPAN

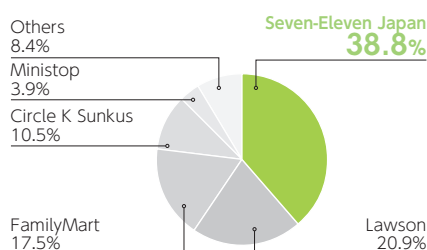


Market Presence

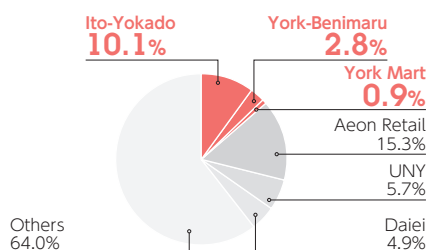
Domestic Market

SALES MARKET SHARES OF THE GROUP'S MAJOR OPERATING COMPANIES IN JAPAN (NON-CONSOLIDATED)

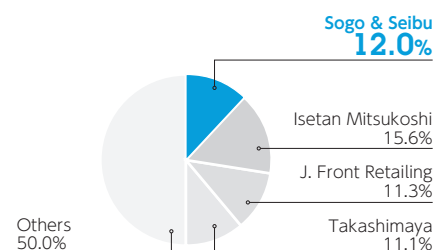
Seven-Eleven Japan: No. 1



Ito-Yokado: No. 2



Sogo & Seibu: No. 2



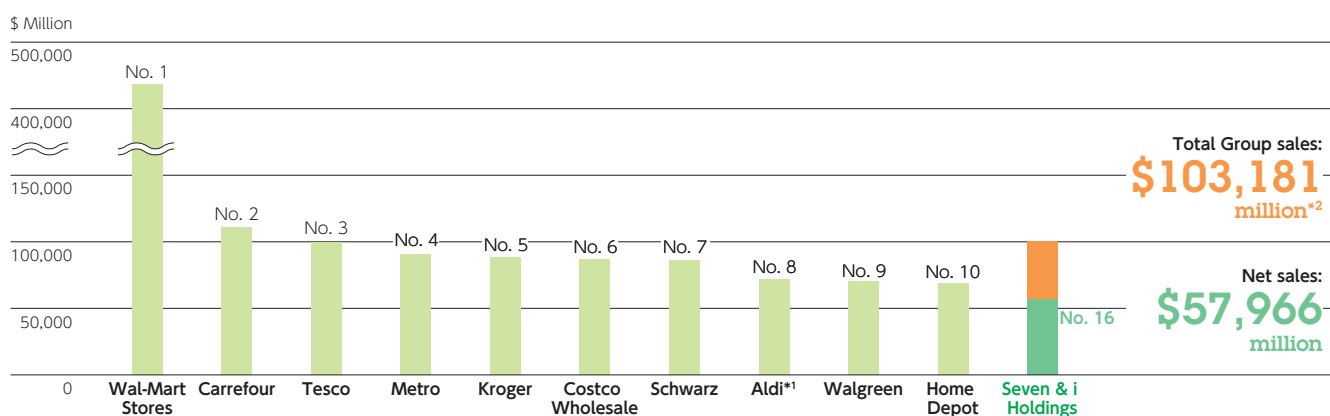
Notes: 1. Total store sales of Lawson and Circle K Sunkus represent the respective simple sums of the non-consolidated net sales of each company and the net sales of its domestic convenience store subsidiaries.

2. Net sales of Isetan Mitsukoshi, J. Front Retailing and Takashimaya represent simplified sum of their subsidiaries of domestic department stores.

Sources: Current Survey of Commerce (Ministry of Economy, Trade and Industry), Convenience Store Statistics Investigation Monthly Report (Japan Franchise Association), Public information from each company.

Global Market

SALES RANKING BY RETAILERS WORLDWIDE IN FISCAL 2012



*1 Estimate

#2 Total Group sales include the sales of Seven-Eleven Japan and 7-Eleven, Inc. franchisees.

Note: Exchange rate: U.S.\$1=¥78

Source: STORES Magazine, January 2013

RANKING BY MARKET CAPITALIZATION OF RETAILERS-WORLDWIDE

Company	Market capitalization (\$ million)	ROE (%)	EPS (\$)	PER (Times)	PBR (Times)
1 Wal-Mart Stores	262,726	23.0	5.17	15.5	3.4
2 Amazon.com	121,350	(0.5)	(0.09)	—	14.8
3 Home Depot	115,431	25.4	3.06	25.5	6.5
4 Inditex	84,582	29.8	4.87	27.9	7.8
5 CVS Caremark	73,892	10.2	3.17	19.1	2.0
6 eBay	73,520	13.5	2.01	28.2	3.5
7 Wal-Mart de Mexico	52,126	17.1	0.11	27.4	4.6
8 H&M Hennes & Mauritz	51,204	38.4	1.73	20.3	7.8
9 Costco Wholesale	49,231	14.0	3.92	28.8	4.0
10 Lowe's	47,985	12.9	1.76	24.5	3.5
18 Seven & i Holdings	35,181	7.6	1.53	26.0	1.9

Note: Exchange rate: U.S.\$1=¥102.43 (as of May 15, 2013)

Source: FactSet

Financial Highlights

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

	2013	2012 (Note B)	2011	2010	2009	2008
For the fiscal year:						
Revenues from operations	¥4,991,642	¥4,786,344	¥5,119,739	¥5,111,297	¥5,649,948	¥5,752,392
Operating income	295,685	292,060	243,346	226,666	281,865	281,088
Income before income taxes and minority interests	262,722	230,817	223,291	143,104	215,115	227,441
Net income	138,064	129,837	111,961	44,875	92,336	130,657
Capital expenditures (Note D)	334,216	255,426	338,656	211,189	188,943	217,738
Depreciation and amortization (Note E)	155,666	139,994	132,421	132,232	140,529	143,642
Cash flows from operating activities ...	391,406	462,642	310,527	322,202	310,007	465,380
Cash flows from investing activities	(340,922)	(342,805)	(312,081)	(115,158)	(139,568)	(237,184)
Cash flows from financing activities	10,032	(40,561)	(56,258)	(156,708)	(169,755)	(130,136)
Free cash flows (Note F)	50,484	119,836	(1,553)	207,044	170,438	228,195
At fiscal year-end:						
Total assets	¥4,262,397	¥3,889,358	¥3,732,111	¥3,673,605	¥3,727,060	¥3,886,680
Total net assets	1,994,740	1,860,954	1,776,512	1,793,940	1,860,672	2,058,038
Owners' equity (Note G)	1,891,163	1,765,983	1,702,514	1,721,967	1,785,189	1,985,018

Per share data:

Net income (basic)	¥ 156.26	¥ 146.96	¥ 126.21	¥ 49.67	¥ 100.54	¥ 137.03
Net income (diluted)	156.15	146.88	126.15	49.66	100.54	—
Cash dividends (Note H)	64.00	62.00	57.00	56.00	56.00	54.00
Owners' equity (Note G)	2,140.45	1,998.84	1,927.09	1,905.97	1,975.95	2,081.85

Financial ratios:

Operating income ratio (Note I)	5.9%	6.1%	4.8%	4.4%	5.0%	4.9%
Net income ratio (Note I)	2.8%	2.7%	2.2%	0.9%	1.6%	2.3%
ROE	7.6%	7.5%	6.5%	2.6%	4.9%	6.7%
ROA	3.4%	3.4%	3.0%	1.2%	2.4%	3.4%
Owners' equity ratio (Note G)	44.4%	45.4%	45.6%	46.9%	47.9%	51.1%
Dividend payout ratio	41.0%	42.2%	45.2%	112.7%	55.7%	39.4%

Notes:

(A) U.S. dollar amounts are translated from yen, for convenience only, at the rate of ¥93=U.S.\$1, the approximate rate of exchange prevailing on February 28, 2013.

(B) 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."

(C) 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.

(D) Capital expenditures include property and equipment, intangible assets, long-term leasehold deposits, and advances for store construction.

(E) Depreciation and amortization is included in cost of sales as well as selling, general and administrative expenses.

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

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

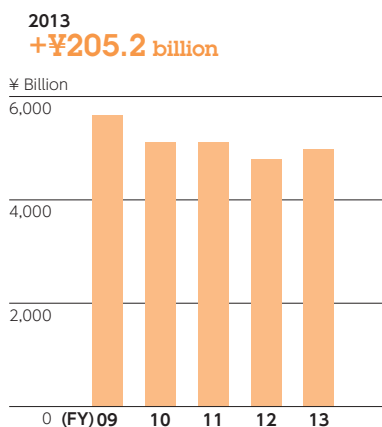
(H) Cash payments upon a stock transfer were made by Seven & i Holdings to the shareholders of Seven-Eleven Japan, Ito-Yokado, and Denny's Japan recorded in the registers of shareholders as of August 31, 2005, instead of the interim dividend payments for the fiscal year ended February 28, 2006. Accordingly,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

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

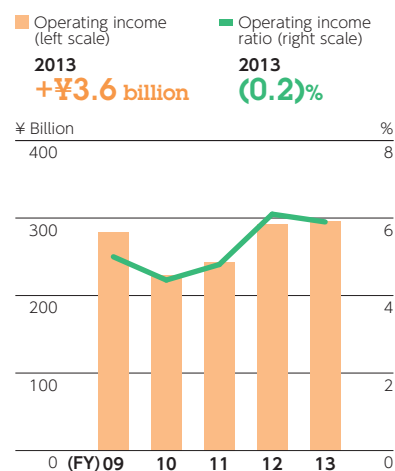
Millions of yen		Thousands of U.S. dollars (Note A)
2007	2006 (Note C)	2013
¥5,337,806	¥3,895,772	\$53,673,569
286,838	244,940	3,179,408
243,060	178,518	2,824,967
133,419	87,930	1,484,559
278,388	185,354	3,593,720
132,693	97,810	1,673,827
157,209	217,325	4,208,666
(235,983)	(388,080)	(3,665,827)
37,241	103,093	107,870
(78,774)	(170,754)	542,838
¥3,809,192	¥3,424,878	\$45,832,225
1,969,149	1,717,880	21,448,817
1,906,798	1,603,684	20,335,086

Yen		U.S. dollars (Note A)
¥ 142.90	¥ 100.83	\$ 1.68
—	—	1.67
52.00	28.50	0.68
1,999.77	1,772.25	23.01
5.4%	6.3%	5.9%
2.5%	2.3%	2.8%
7.6%	5.5%	7.6%
3.7%	2.6%	3.4%
50.1%	46.8%	44.4%
36.4%	—	41.0%

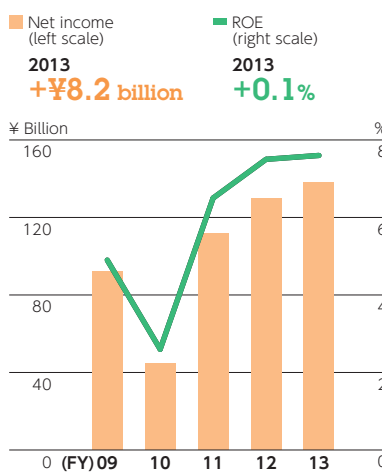
REVENUES FROM OPERATIONS



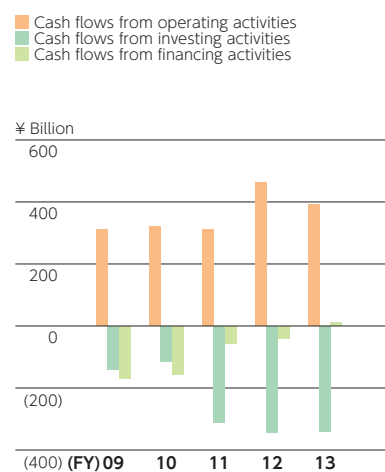
OPERATING INCOME OPERATING INCOME RATIO



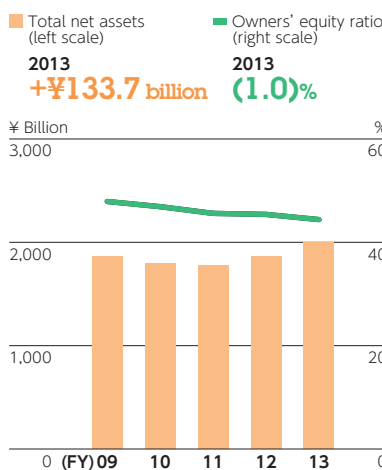
NET INCOME ROE



CASH FLOWS



TOTAL NET ASSETS OWNERS' EQUITY RATIO



CASH DIVIDENDS PER SHARE DIVIDEND PAYOUT RATIO

