

## FINANCIAL HIGHLIGHTS

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

	2006 (Note D)	2007	2008	2009
<b>For the fiscal year:</b>				
Revenues from operations .....	¥3,895,772	¥5,337,806	¥5,752,392	¥5,649,948
Operating income .....	244,940	286,838	281,088	281,865
Income before income taxes and minority interests .....	178,518	243,060	227,441	215,115
Net income .....	87,930	133,419	130,657	92,336
Capital expenditures (Note F) .....	185,354	278,388	217,738	188,943
Depreciation and amortization (Note G) .....	97,810	132,693	143,642	140,529
Cash flows from operating activities .....	217,325	157,209	465,380	310,007
Cash flows from investing activities .....	(388,080)	(235,983)	(237,184)	(139,568)
Cash flows from financing activities .....	103,093	37,241	(130,136)	(169,755)
Free cash flows (Note H) .....	(170,754)	(78,774)	228,195	170,438
<b>At fiscal year-end:</b>				
Total assets .....	¥3,424,878	¥3,809,192	¥3,886,680	¥3,727,060
Total net assets .....	1,717,880	1,969,149	2,058,038	1,860,672
Owners' equity (Note I) .....	1,603,684	1,906,798	1,985,018	1,785,189

## Per share data:

Net income (basic) .....	¥ 100.83	¥ 142.90	¥ 137.03	¥ 100.54
Net income (diluted) .....	—	—	—	100.54
Cash dividends (Note J) .....	28.50	52.00	54.00	56.00
Owners' equity (Note I) .....	1,772.25	1,999.77	2,081.85	1,975.95

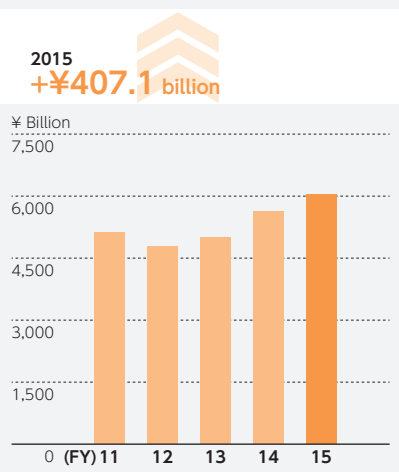
## Financial ratios:

Operating income ratio (Note K) .....	6.3%	5.4%	4.9%	5.0%
Net income ratio (Note K) .....	2.3%	2.5%	2.3%	1.6%
ROE .....	5.5%	7.6%	6.7%	4.9%
ROA .....	2.6%	3.7%	3.4%	2.4%
Owners' equity ratio (Note I) .....	46.8%	50.1%	51.1%	47.9%
Dividend payout ratio .....	—	36.4%	39.4%	55.7%

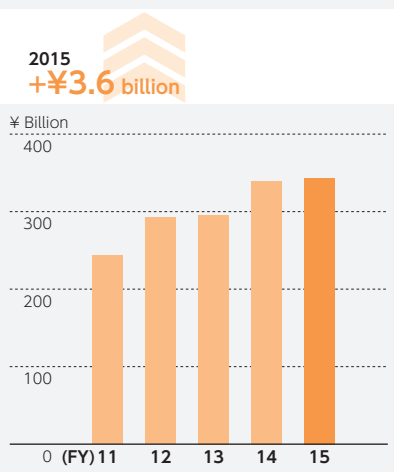
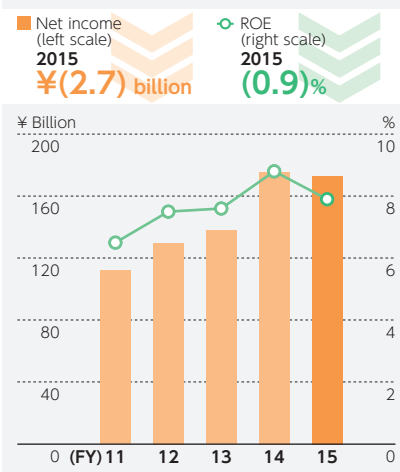
## Notes:

- (A) U.S. dollar amounts are translated from yen, for convenience only, at the rate of ¥119=U.S.\$1, the approximate rate of exchange prevailing on February 28, 2015.  
 (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 declining balance method to the straight-line method.  
 (C) 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."  
 (D) 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.  
 (E) The results of Nissen Holdings and its subsidiaries in the fiscal year ended February 28, 2014 are consolidated only in the balance sheets.

## REVENUES FROM OPERATIONS



## OPERATING INCOME

NET INCOME  
ROE

					Millions of yen	Thousands of U.S. dollars (Note A)
2010	2011	2012 (Note C)	2013	2014 (Notes B, E)	2015	2015
¥5,111,297	¥5,119,739	¥4,786,344	¥4,991,642	¥5,631,820	¥6,038,948	\$50,747,462
226,666	243,346	292,060	295,685	339,659	343,331	2,885,134
143,104	223,291	230,817	262,722	311,230	310,195	2,606,680
44,875	111,961	129,837	138,064	175,691	172,979	1,453,605
211,189	338,656	255,426	334,216	336,758	341,075	2,866,176
132,232	132,421	139,994	155,666	147,379	172,237	1,447,369
322,202	310,527	462,642	391,406	454,335	416,690	3,501,596
(115,158)	(312,081)	(342,805)	(340,922)	(286,686)	(270,235)	(2,270,882)
(156,708)	(56,258)	(40,561)	10,032	(55,227)	(79,482)	(667,915)
207,044	(1,553)	119,836	50,484	167,648	146,454	1,230,705
¥3,673,605	¥3,732,111	¥3,889,358	¥4,262,397	¥4,811,380	¥5,234,705	\$43,989,117
1,793,940	1,776,512	1,860,954	1,994,740	2,221,557	2,430,917	20,427,873
1,721,967	1,702,514	1,765,983	1,891,163	2,095,746	2,299,662	19,324,890

					Yen	U.S. dollars (Note A)
¥ 49.67	¥ 126.21	¥ 146.96	¥ 156.26	¥ 198.84	¥ 195.66	\$ 1.64
49.66	126.15	146.88	156.15	198.69	195.48	1.64
56.00	57.00	62.00	64.00	68.00	73.00	0.61
1,905.97	1,927.09	1,998.84	2,140.45	2,371.92	2,601.23	21.85
4.4%	4.8%	6.1%	5.9%	6.0%	5.7%	—
0.9%	2.2%	2.7%	2.8%	3.1%	2.9%	—
2.6%	6.5%	7.5%	7.6%	8.8%	7.9%	—
1.2%	3.0%	3.4%	3.4%	3.9%	3.4%	—
46.9%	45.6%	45.4%	44.4%	43.6%	43.9%	—
112.7%	45.2%	42.2%	41.0%	34.2%	37.3%	—

(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.

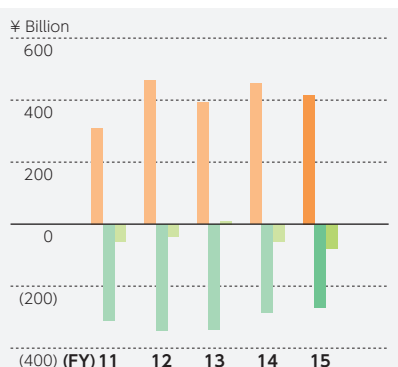
(I) Owners' equity is calculated on the basis of net assets excluding minority interests and subscription rights to shares in consolidated subsidiaries.

(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.

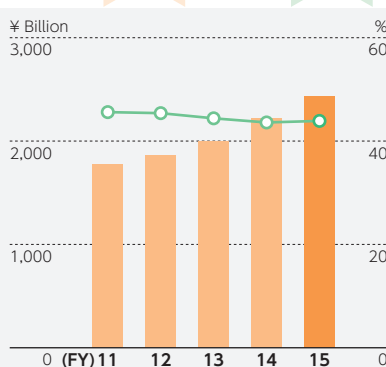
### CASH FLOWS

- 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)
- 2015  
+¥209.3 billion +0.3%



### CASH DIVIDENDS PER SHARE

- 2015  
+¥5.00

