

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1				HISTORICAL ANALYSIS														
2																		
3	SEARS HOLDINGS CORPORATION																	
4	INCOME STATEMENT				(000 000) OMITTED	YR END: January 31												
5			2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
6	Net Sales			19,843	49,124	53,016	50,703	46,770	43,360	42,664	41,567	39,854	36,188	31,198	25,146	22,138	16,702	
7																		
8																		
9																		
10																		
11																		
12																		
13																		
14																		
15																		
16	Cost Of Goods Sold			14,552	34,619	36,937	35,755	33,254	30,510	30,187	30,140	28,546	26,712	23,372	18,713	16,845	12,625	
17	GROSS PROFIT			5,291	14,505	16,079	14,948	13,516	12,850	12,477	11,427	11,308	9,476	7,826	6,433	5,293	4,077	
18	Sell General Adm		1	3,999	10,808	11,574	11,468	8,960	8,599	8,425	10,664	10,660	7,884	6,443	6,007	5,425	4,716	
19	R&D																	
20	Advertising			446	2,100	2,200	2,200	2,100	1,900	2,000	1,900	1,600	1,500	1,100	850	684	415	
21	Pre-Opening																	
22	Executive Salaries																	
23	Deprec/Amort			27	932	1,143	1,049	981	894	869	853	830	732	581	422	375	332	
24	Asset Impairment				111	28		360			649	330	233	63	274	427	142	
25	Oper Exp Rentals			390	886	887	883	864	864	813	826	794	721	677	623	607	550	
26	Fixed Charges																	
27	Other Oper Expense																	
28	TOTAL OPER EXP			4,862	14,837	15,832	15,600	13,265	12,257	12,107	14,892	14,214	11,070	8,864	8,176	7,518	6,155	
29	OPER PROFIT			429	(332)	247	(652)	251	593	370	(3,465)	(2,906)	(1,594)	(1,038)	(1,743)	(2,225)	(2,078)	
30	Other Income			100	164	335	173	97	107	103	105	563	876	343	743	260	1,648	
31	Extra Item (Net)			946	266	24	17	108	17	11	(27)							
32	Other Expense								61	14	2				62	26	12	
33	Interest Expense			146	323	335	286	272	248	293	289	267	254	313	323	404	539	
34	Minority Interest (+)				301	46	76	46	62	17	(7)	(124)	249	(128)	1			
35	PRE TAX PROFIT			1,329	(526)	225	(824)	138	346	160	(3,671)	(2,486)	(1,221)	(880)	(1,386)	(2,395)	(981)	
36	Income Tax			669	716	933	550	85	111	27	1,369	44	144	125	(257)	(174)	(598)	
37	NET PROFIT			660	(1,242)	(708)	(1,374)	53	235	133	(5,040)	(2,530)	(1,365)	(1,005)	(1,129)	(2,221)	(383)	
38																		
39																		
40																		
41																		
42																		

2015 Sales = \$25,146B

APPENDIX B: HAv2.3 SHLD Output Sheet

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
43	SEARS HOLDINGS CORPORATION																	
44	BALANCE SHEET																	
45			2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
46	Cash			3,435	4,440	3,968	1,622	1,173	1,689	1,359	747	609	1,028	250	238	286	182	
47	Mkt. Securities							124	11	15	7	9	10				154	
48	Acct Receivable		1	686	846	876	781	881	691	725	723	661	581	454	453	503	378	
49	Allow Bad Debt (-)			(40)	(35)	(29)	(37)	(42)	(39)	(36)	(28)	(26)	(28)	(25)	(34)	(37)	(35)	
50																		
51	Total Inventory			3,281	9,068	9,907	9,963	8,795	8,705	8,951	8,407	7,558	7,034	4,943	5,172	3,959	2,798	
52	Raw Materials																	
53	Work-in-Process																	
54	Finished Goods																	
55	LIFO Reserve (-)																	
56	Assets for Sale								212									
57	Tax Refund Receivable																	
58	DIT			29	516	312	35	27	30									
59	Prepays & Other			150	372	372	438	458	351	334	388	454	334	241	216	285	335	
60	TOT CURR ASSET		1	7,541	15,207	15,406	12,802	11,416	11,438	11,560	10,244	9,265	8,959	5,863	6,045	4,996	3,812	
61	Land			59	2,146	2,105	2,084	2,056	2,059	1,959	1,924	1,875	1,850	1,701	827	770	659	
62	Buildings																	
63	Mach & Equipment		1	288	8,555	8,741	9,273	8,903	9,333	9,370	9,286	9,369	8,259	6,612	4,764	4,311	3,451	
64	Furn, Fixt & Other																	
65	Constr In Progress																	
66	Acm Depr & Amt (-)			(32)	(878)	(1,714)	(2,494)	(2,868)	(3,683)	(4,227)	(4,633)	(5,191)	(4,715)	(3,864)	(2,960)	(2,841)	(2,381)	
67	NET FIXED ASSETS		1	315	9,823	9,132	8,863	8,091	7,709	7,102	6,577	6,053	5,394	4,449	2,631	2,240	1,729	
68	Oper. Lease Assets																	
69	Contracts In Progress																	
70	DIT			730														
71	LT Investments									414								
72	Investment in Sub																	
73	Prepaid Retirement Plans																	
74	Intangibles (Net)			65	5,132	5,129	5,039	4,675	4,600	4,385	3,778	3,260	3,229	2,366	2,178	1,790	1,437	
75	Other				411	399	693	1,160	1,061	899	782	762	679	531	483	336	284	
76	TOTAL ASSETS		2	8,651	30,573	30,066	27,397	25,342	24,808	24,360	21,381	19,340	18,261	13,209	11,337	9,362	7,262	
77										124								
78	Commercial Paper																	
79	Notes Payable				178	94	167	442	325	360	1,175	1,094	1,332	615	797		915	
80	LTD Current			45	570	613	242	345	482	489	230	83	83	75	71	590	968	
81	Accts Payable			927	3,458	3,312	3,487	3,006	3,335	3,046	2,912	2,761	2,496	1,621	1,574	1,048	576	
82	DIT									165	516	382	387	480				
83	Deferred Revenues			13	1,047	1,073	1,121	1,069	1,012	976	964	931	900	818	787	748	641	
84	Dividends Payable																	
85	Income Tax Payable			94	449	359	54											
86	Taxes Non-Income			297	731	636	525	424	534	546	523	480	460	380	284	339	247	
87	Marketing & Distrib																	
88	Employee Compens																	
89	Customer Vol Discts																	
90	Rent																	
91	Insurance																	
92	Warranty Costs																	
93																		
94	Other		1	705	3,917	3,965	3,971	3,226	3,098	2,937	2,892	2,683	2,527	2,087	1,925	1,956	1,568	
95	TOTAL CURR LIAB		1	2,081	10,350	10,052	9,567	8,512	8,786	8,643	9,212	8,414	8,185	6,076	5,438	4,681	4,915	
96	LTD			366	3,268	2,849	2,606	2,132	1,698	2,344	2,088	1,943	2,834	3,110	2,108	3,573	2,249	
97	Repurch Agrm Oblig																	
98	Notes																	
99	Notes																	
100	Bonds																	
101	Bonds																	
102																		
103										401								
104	Securitization of A/Rs																	
105	Other - Non-Int Debt			727	2,605	2,634	2,954	2,942	2,618	2,207	2,186	2,126	2,008	1,849	1,731	1,641	2,076	
106	Post Retirement Obligation			1,008	2,421	1,648	1,258	2,057	2,271	2,151	2,738	2,730	1,942	2,404	3,123	2,548	1,619	
107	Oper. Lease Liabilities																	
108	Subordinated Debt																	
109	Subordinated Debt																	
110	TOTAL LIABILITIES		1	4,182	18,644	17,183	16,385	15,643	15,373	15,746	16,224	15,213	14,969	13,439	12,400	12,443	10,859	
111	DIT										816	955	1,109	715	893	743	126	
112	Minority Interest				318	169	345	319	339	103	60	417	444	6	7			
113	Reserves																	
114	Forgn Curr Transl Adj																	
115	Min Pension Liab Adj																	
116	Stock Option Loans																	
117	Cumm Unreal Inv G/L			(77)	(205)	68	69	(612)	(721)	(779)	(1,609)	(1,459)	(1,117)	(2,030)	(1,918)	(1,552)	(1,072)	
118																		
119	Deferred Compensation (-)																	
120	Treasury Stock (-)			(86)	(642)	(1,437)	(4,331)	(5,012)	(5,446)	(5,826)	(5,981)	(5,970)	(5,963)	(5,949)	(5,928)	(5,891)	(5,820)	
121	Retained Earnings			1,340	2,198	3,688	4,509	4,562	4,797	4,930	1,865	885	(480)	(2,162)	(3,291)	(5,512)	(5,895)	
122	Paid-In-Capital			3,291	10,258	10,393	10,419	10,441	10,465	10,185	10,005	9,298	9,298	9,189	9,173	9,130	9,063	
123	Preferred Stock A																	
124	Preferred Stock B																	
125	Common Stock A			1	2	2	1	1	1	1	1	1	1	1	1	1	1	
126	Common Stock B																	
127	TOT NET WORTH			4,469	11,611	12,714	10,667	9,380	9,096	8,511	4,281	2,755	1,739	(951)	(1,963)	(3,824)	(3,723)	
128	TOT LIAB + NW		1	8,651	30,573	30,066	27,397	25,342	24,808	24,360	21,381	19,340	18,261	13,209	11,337	9,362	7,262	
129																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
130	SEARS HOLDINGS CORPORATION																	
131	MISCELLANEOUS DATA																	
132		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
133	Common Dividends										50	233						
134	Depreciation		27	932	1,143	1,049	981	926	869	853	830	732	581	422	375	332		
135	Other Non Cash Chg		(946)	(77)	(100)	(40)	(51)	(74)			(496)	(836)	(312)	(477)	187	(1,073)		
136	= Depletion																	
137	+ Amortization													(8)	7	(46)		
138	- G/L On Sale Secs										468	667	207	469	(180)	1,027		
139	- G/L On Sale Land		946	39	82	38	51	74			28	169	105					
140	- Equity Earnings			38	18	2												
141	+ Equity Dividends																	
142	+ Other																	
143	Preferred Dividends																	
144	Other Fixed Chg																	
145	Costs Capitalized																	
146	Int Exp Capitalized																	
147	Non-Cash Lease Exp																	
148	Chg Oper Lease Liabs																	
149	CF Interest Exp Paid		52	255	282	243	207	169	164	223	199	205	230	252	275	412		
150	CF Income Tax Paid		6	114	576	372	107	(82)	47	94	40	21	119	45	23	37		
151	Defer Inc Taxes (+)	170	597	170	352	333	(76)	143	(81)	1,348	(15)	101	66	(305)	(221)	(617)		
152	CFFO Def Inc Tax (+)										206	441	719	(305)	(221)	(617)		
153	Bal Sh Change DFIT	XXX	(759)	243	204	277	8	(3)	195	1,167	5	159	(301)	(302)	(150)	(617)		
154	Tax Val Allowance								153	2,268	2,743	3,366	4,478	4,757	5,519	4,187		
155	Capital Expenditures		230	546	508	570	497	350	426	432	378	329	270	211	142	80		
156	Proceeds Asset Sale		562	157	141	95	86	23	35	72	532	995	424					
157	Maintenance Exp.																	
158	# Yr-End Employees			355	352	337	324	322	312	293	274	249	198	178	140	89		
159	± Square Footage																	
160																		
161	Accountants:																	
162	Audit Fees																	
163	Non-Audit Fees																	
164	Material Change?																	
165																		
166	Commitments and Contingencies:																	
167	LT Lease Obligations			6,500	6,203	6,108	5,742	4,976	4,541	4,046	3,815	3,060	2,412	3,794	3,025	2,302		
168	Total Amount			14,843	13,325	13,527	13,439	12,138	13,397	12,516	11,253	10,880	10,261	11,060	11,349	9,949		
169																		
170	Depreciation & Amortization Estimates of Useful Asset Lives (Years):																	
171	Buildings																	
172	Investments:																	
173	Held-Maturity																	
174	Trading																	
175	PENSION + POST-RETIREMENT PLAN(S) DATA																	
176	Smoothing or Pure Market Values?																	
177	FV Plan Assets																	
178	Projected Bene Oblig																	
179	Assumed Rate of Return																	
180	Funded Status																	
181	Expected Return																	
182	Actual Return																	
183	Recognized on BalSheet																	
184	OperStm Net CR/Cost																	
185																		
186	STOCK DATA																	
187	# C/S Outstanding		89	153	156	145	127	118	112	107	106	106	106	107	107	107		
188	# Diluted C/S Outstd		101	154	156	145	127	118	112	107	106	106	106	107	107	107		
189	\$ Amt Dilution Adjstm																	
190	Treasury Stk Repur			590	816	2,926	678	411	394	183								
191	Proceeds Ex Stk Opt																	
192	Stk Option Tax Bene																	
193	Stk Opt Compensation																	
194	Stock Based Comp																	
195	Excess Tax Benefit																	
196	# Shares Under Option																	
197	Wted Avg Price/Opt Shr																	
198																		
199	STOCK MARKET DATA																	
200	High Price	34.55	119.69	163.50	182.38	195.18	114.00	106.06	125.42	94.79	85.90	67.50	51.06	46.23	19.12	14.32		
201	Low Price	12.00	26.10	93.52	115.95	84.72	26.80	34.27	59.21	28.89	38.40	34.21	24.10	16.27	6.36	2.37		
202	Last Price	27.66	94.18	120.75	176.65	110.49	40.92	93.28	75.37	42.14	46.95	36.37	31.84	16.95	6.98	2.57		
203																		
204	MARKET CAPITAL		9,550	18,547	27,504	15,999	5,197	10,998	8,419	4,501	4,972	3,859	3,385	1,807	746	276		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
205	SEARS HOLDINGS CORPORATION																	
206	ANALYSIS RATIOS																	
207			2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
208	SOLVENCY																	
209	Debt			(3,024)	(424)	(412)	1,393	1,622	805	2,344	2,739	2,502	3,211	3,550	2,738	3,877	3,796	
210	Debt/Equity						0.13	0.17	0.09	0.27	0.53	0.61	0.98	(15.43)	(2.58)	(1.26)	(1.06)	
211	Solvency Ratio			1.67	(0.08)	0.12	(0.11)	0.35	0.46	0.27	(1.20)	(0.54)	(0.15)	(0.11)	(0.24)	(0.44)	(0.02)	
212	Times Interest Earned			9.10	(1.63)	0.67	(2.88)	0.51	1.40	0.55	(12.70)	(9.31)	(4.81)	(2.81)	(4.29)	(5.93)	(1.82)	
213	Fixed Charge Coverage			1.71	0.34	1.16	0.28	1.03	1.30	1.13	(2.27)	(1.34)	(0.25)	0.11	(0.47)	(1.37)	0.10	
214	CFFO/Fixed Charges	XXX	#VALUE!	2.81	(1.24)	(0.50)	1.17	1.49	(0.24)	(2.99)	(1.67)	(1.47)		1.00	(1.50)	(1.91)	(1.89)	
215	Debt/EBITDA						2.73	1.17	0.53	1.77				253.57				
216	EBITDA/Interest			5.91	1.66	3.17	1.39	3.04	3.37	2.86				0.44				
217	Funds Flow Coverage			6.35	1.14	15.44	0.96	0.60	1.06	1.01	(1.93)	(0.98)	(0.15)	0.02	(0.46)	(1.55)	(0.02)	
218	Avg Int Exp Rate	XXX		35.52%	10.59%	8.69%	9.45%	9.40%	9.59%	8.69%	8.07%	8.41%	7.07%	7.04%	9.39%	10.18%	11.37%	
219	Takeover Target																	
220	EV			6,526	18,441	27,261	17,737	7,138	12,142	10,866	7,300	7,891	7,514	6,941	4,552	4,623	4,072	
221	EBITDA			1,502	729	1,703	511	1,391	1,520	1,322	(2,529)	(1,389)	(235)	14	(649)	(1,609)	(156)	
222	EV/EBITDA			4.34	25.30	16.01	34.71	5.13	7.99	8.22				495.76				
223	Price/EBITDA			6.36	25.44	16.15	31.31	3.74	7.24	6.37				241.76				
224	EV/Sales			0.33	0.38	0.51	0.35	0.15	0.28	0.25	0.18	0.20	0.21	0.22	0.18	0.21	0.24	
225	SALES																	
226	Sales Growth	XXX	#DIV/0!	147.56	7.92	(4.36)	(7.76)	(7.29)	(1.61)	(2.57)	(4.12)	(9.20)	(13.79)	(19.40)	(11.96)	(24.56)		
227	CGS Growth	XXX	#DIV/0!	137.90	6.70	(3.20)	(6.99)	(8.25)	(1.06)	(0.16)	(5.29)	(6.42)	(12.50)	(19.93)	(9.98)	(25.05)		
228	Oper Exp. Growth	XXX	#VALUE!	205.16	6.71	(1.47)	(14.97)	(7.60)	(1.22)	23.00	(4.55)	(22.12)	(19.93)	(7.76)	(8.05)	(18.13)		
229	Sales/Square Foot																	
230	OPERATIONAL EFFICIENCY																	
231	A/R Turn Days	XXX		6	6	6	6	6	7	6	6	6	6	6	7	8	10	
232	A/R Debt Allowance			5.83%	4.14%	3.31%	4.74%	4.77%	5.64%	4.97%	3.87%	3.93%	4.82%	5.51%	7.51%	7.36%	9.26%	
233	Collections/Sales	XXX		1.03	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.99	
234	Inv Turn Days	XXX	#VALUE!	65.14	93.82	101.49	103.02	104.75	106.82	105.18	102.14	99.76	93.59	98.71	98.99	97.74		
235	Raw Materials																	
236	Work-in-Process																	
237	Finished Goods																	
238	A/P Turn Days	XXX		11.6	23.1	33.5	34.7	35.7	38.0	38.6	36.1	36.3	35.9	32.2	31.2	28.4	23.5	
239	Cash Conversion Cyl	XXX	#VALUE!	48	66	73	74	73	74	75	72	70	68	74	78	84		
240	AP/Inv - State Inv?			28%	38%	33%	35%	34%	38%	34%	35%	37%	35%	33%	30%	26%	21%	
241	Net FA/Sales	XXX		0.01	0.10	0.18	0.18	0.18	0.18	0.17	0.16	0.16	0.16	0.16	0.14	0.11	0.12	
242	DeprExp/(NFA-L-CIP)	XXX		21.01%	23.50%	15.55%	15.20%	15.31%	15.85%	16.10%	17.42%	18.80%	18.96%	18.47%	18.54%	22.91%	26.14%	
243	Accum Deprec ↓	XXX											(476)	(851)	(904)	(119)	(460)	
244	Asset Utilization Ratios																	
245	Sales/Cash	XXX		11.55	12.48	12.61	18.14	33.47	30.30	27.99	39.47	58.78	44.21	48.82	103.06	84.50	71.38	
246	Sales/Tot Assets	XXX		4.59	2.50	1.75	1.76	1.77	1.73	1.74	1.82	1.96	1.92	1.98	2.05	2.14	2.01	
247	Accrued Accounting																	
248	Prepays ↑ Sales → ↓			150	372	372	438	458	351	334	388	454	334	241	216	285	335	
249	Accruals ↓ Sales → ↑			705	3,917	3,965	3,971	3,226	3,098	2,937	2,892	2,683	2,527	2,087	1,925	1,956	1,568	
250	Inc Pay/Inc Tax Exp			14.05%	62.71%	38.48%	9.82%											
251	R&D/Sales																	
252	PROFITABILITY AND LEVERAGE																	
253	Profit Margin			3.33%	-2.53%	-1.34%	-2.71%	0.11%	0.54%	0.31%	-12.13%	-6.35%	-3.77%	-3.22%	-4.49%	-10.03%	-2.29%	
254	Net Profit/Employee	XXX			(2)	(4)	0	1	0	(17)	(9)	(5)	(5)	(6)	(14)	(3)		
255	Return on Tot Assets	XXX		13%	-2%	-6%	-3%	-2%	2%	2%	-20%	-12%	-4%	-5%	-7%	-18%	-2%	
256	Return on C/S Equity	XXX		30%	-15%	-6%	-12%	1%	3%	2%	-79%	-72%	-61%	-255%	77%	77%	10%	
257	COROA	XXX	#VALUE!	10%	-7%	-4%	4%	6%	-2%	-14%	-8%	-7%	4%	-12%	-18%	-26%		
258	ROCE	XXX		8%	-1%	2%	-3%	2%	3%	3%	-28%	-25%	-18%	-12%	-26%	-43%	-63%	
259	ROIC	XXX		18%	-3%	2%	-4%	2%	5%	3%	-35%	-43%	-27%	-23%	-90%	-329%	-556%	
260	Oper CF ROIC	XXX		51%	37%	3%	2%	15%	11%	6%	-20%	-34%	-37%	-9%	-44%	-156%	-410%	
261	Du Pont's Formula for ROE:																	
262	Profit/Sales	XXX		0.03	(0.03)	(0.01)	(0.03)	0.00	0.01	0.00	(0.12)	(0.06)	(0.04)	(0.03)	(0.04)	(0.10)	(0.02)	
263	Sales/Assets	XXX		4.59	2.50	1.75	1.76	1.77	1.73	1.74	1.82	1.96	1.92	1.98	2.05	2.14	2.01	
264	Assets/Equity	XXX		1.94	2.44	2.49	2.46	2.63	2.71	2.79	3.58	5.79	8.37	39.94	(8.42)	(3.58)	(2.20)	
265	Finl Leverage Index	XXX		2.32				1.38	0.95									
266	Piotroski Score	XXX	#VALUE!	3.00	4.00	5.00	7.00	7.00	4.00	4.00	6.00	1.00	3.00	3.00	2.00	3.00		
267	LIQUIDITY																	
268	Working Capital			5,460	4,857	5,354	3,235	2,904	2,652	2,917	1,032	851	774	(213)	607	315	(1,103)	
269	WkCap / LT Liabilities			2.60	0.59	0.75	0.47	0.41	0.40	0.41	0.15	0.13	0.11		0.09	0.04		
270	Csh Conv ↑ WC / LT Liab ↓																	
271	Current Ratio			3.62	1.47	1.53	1.34	1.34	1.30	1.34	1.11	1.10	1.09	0.96	1.11	1.07	0.78	
272	Quick Ratio			1.96	0.51	0.48	0.25	0.25	0.27	0.24	0.16	0.15	0.19	0.11	0.12	0.16	0.14	
273	Quick/Current Ratio			54%	35%	31%	18%	19%	21%	18%	14%	14%	18%	12%	11%	15%	18%	
274	CFFO/AvgCL	XXX	#VALUE!	0.55	(0.15)	(0.06)	0.15	0.19	(0.03)	(0.37)	(0.20)	(0.17)	0.14	(0.25)	(0.38)	(0.43)		
275	Free Cash Flow	XXX	#VALUE!	3,011	(1,886)	(1,057)	917	1,333	(654)	(3,691)	(1,671)	(998)	1,143	(1,628)	(2,069)	(2,140)		
276	Total Debt/FrCFlow	XXX	#VALUE!	1.33			3.18	1.88						3.32				
277	Working Capital Performance																	
278	Days Sales Outstanding	XXX		6.1	5.7	5.9	6.0	6.5	6.7	6.1	6.4	6.4	6.3	6.1	6.6	7.9	9.7	
279	Days Inventory Outstanding	XXX	#VALUE!	65.1	93.8	101.5	103.0	104.8	106.8	105.2	102.1	99.8	93.6	98.7	99.0	97.7		
280	Days Payables Outstanding	XXX		11.6	23.1	33.5	34.7	35.7	38.0	38.6	36.1	36.3	35.9	32.2	31.2	28.4	23.5	
281	Days Working Capital	XXX		50.3	38.4	35.2	30.9	24.0	23.4	23.8	17.3	8.6	8.2	3.3	2.9	7.6	-8.6	
282	Dividend Safety																	
283	CDiv/(NP-Exl-Pfd)											-2%	-17%					
284	(CFFO-CapEx)/Div	XXX										-32.42	-3.28					
285																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
471	SEARS HOLDINGS CORPORATION																	
472	QUALITY OF REPORTED EARNINGS																	
473		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
474	Fixed Asset Analysis (Under-expensed? Uncompetitive? Milked?)																	
475	Depreciable Life	XXX	5.35	4.74	7.57	8.59	8.99	10.05	10.76	10.94	11.24	12.04	12.80	13.48	12.10	11.69		
476	Approx Age (Yrs)		1.19	0.94	1.50	2.38	2.92	3.98	4.86	5.43	6.25	6.44	6.65	7.01	7.58	7.17		
477	AccDeprec/GFA		0.11	0.10	0.20	0.27	0.32	0.39	0.45	0.50	0.55	0.57	0.58	0.62	0.66	0.69		
478	Depreciation/Sales		0.14%	1.90%	2.16%	2.07%	2.10%	2.14%	2.04%	2.05%	2.08%	2.02%	1.86%	1.68%	1.69%	1.99%		
479	CFFO/CapEx	XXX	#VALUE!	6.23	(2.89)	(1.02)	2.67	4.74	(0.62)	(7.71)	(4.70)	(4.35)	3.66	(6.72)	(13.57)	(25.75)		
480	Dec Deprec Exp?	XXX	No.	No.	No.	Yes.	Yes.	Yes.	Yes.	Yes.	Yes.	Yes.	Yes.	Yes.	Yes.	Yes.		
481	CapExpend/Deprec		8.52	0.59	0.44	0.54	0.51	0.38	0.49	0.51	0.46	0.45	0.46	0.50	0.38	0.24		
482	CapEx/Sales		1.16%	1.11%	0.96%	1.12%	1.06%	0.81%	1.00%	1.04%	0.95%	0.91%	0.87%	0.84%	0.64%	0.48%		
483																		
484	Capitalizing Operating Expenses?																	
485	PP&E/Sales		0.02	0.22	0.20	0.22	0.23	0.26	0.27	0.27	0.28	0.28	0.27	0.22	0.23	0.25		
486	PP&E/CGS		0.02	0.31	0.29	0.32	0.33	0.37	0.38	0.37	0.39	0.38	0.36	0.30	0.30	0.33		
487	Depreciation/PP&E		0.08	0.09	0.11	0.09	0.09	0.08	0.08	0.08	0.07	0.07	0.07	0.08	0.07	0.08		
488	PP&E/Total Assets		0.04	0.35	0.36	0.41	0.43	0.46	0.47	0.52	0.58	0.55	0.63	0.49	0.54	0.57		
489																		
490	Cash Reinvestment	XXX	#VALUE!	16%	-7%	-3%	7%	10%	-2%	-26%	-16%	-15%	13%	-22%	-38%	-77%		
491																		
492	Stock Option Compensation																	
493	Stk Opt Comp/NP																	
494	Tax Benefit/CFFO	XXX																
495	Stock Option Overhang as an Impediment to Growth:																	
496	% Option/Dil Shares																	
497	Wted Avg Pr/Share																	
498																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
499	SEARS HOLDINGS CORPORATION																	
500	STATEMENT OF SHAREHOLDERS' EQUITY																	
501			2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
502	Begin Net Worth		XXX		4,469	11,611	12,714	10,667	9,380	9,096	8,511	4,281	2,755	1,739	(951)	(1,963)	(3,824)	
503	Net Profit		XXX	660	(1,242)	(708)	(1,374)	53	235	133	(5,040)	(2,530)	(1,365)	(1,005)	(1,129)	(2,221)	(383)	
504	Stk Option Shares		XXX															
505	Stk Opt Tax Benefits		XXX															
506	Stock Based Comp		XXX															
507	Excess Tax Benefits		XXX															
508	Treasury Stk Repurchase		XXX		(590)	(816)	(2,926)	(678)	(411)	(394)	(183)							
509	Forgn Curr Transl Adj		XXX															
510	Min Pension Liab Adj		XXX															
511	Stock Option Loans		XXX															
512	Unreal Investm G/L		XXX	(77)	(128)	273	1	(681)	(109)	(58)	(830)	150	342	(913)	112	366	480	
513	Other *		XXX	3,886	9,102	2,354	2,252	19	1	(266)	1,823	904	240	(772)	5	(6)	4	
514	Cash Dividends		XXX									(50)	(233)					
515	Ending Net Worth		XXX	4,469	11,611	12,714	10,667	9,380	9,096	8,511	4,281	2,755	1,739	(951)	(1,963)	(3,824)	(3,723)	
516																		
517	* E.G. Compensation Under Employee Incentive Plans; Acquisitions; Securities Valuation																	
518	Adjustment; Conversion of Subordinated Notes; Repayment of Notes Receivable from ESOP.																	
519																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
520	SEARS HOLDINGS CORPORATION																	
521	FUNDS STATEMENT																	
522			2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
523	SOURCES OF FUNDS																	
524	Net Profit		XXX	660	(1,242)	(708)	(1,374)	53	235	133	(5,040)	(2,530)	(1,365)	(1,005)	(1,129)	(2,221)	(383)	
525	Depreciation		XXX	27	932	1,143	1,049	981	926	869	853	830	732	581	422	375	332	
526	Other Non-Cash Chg		XXX	(946)	(77)	(100)	(40)	(51)	(74)			(496)	(836)	(312)	(477)	187	(1,073)	
527	CASH FLOW		XXX	(259)	(387)	335	(365)	983	1,087	1,002	(4,187)	(2,196)	(1,469)	(736)	(1,184)	(1,659)	(1,124)	
528																		
529	Inc Non-Curr Liab		XXX	2,101	6,193			313		516				579		800		
530	Dec Fixed Assets		XXX											364	1,396	16	179	
531	Dec Other Non-Curr A		XXX	151		115			248		1,138	1,034	950	1,323	713	348	1,478	
532	Inc Res & Def Credits		XXX		318		176		20		773	496	181		179			
533	Other Inc NW		XXX	3,809	8,384	1,811					810	1,054	582		117	360	484	
534	Dec Working Cap		XXX		603		2,119	331	252		1,885	181	77	987		292	1,418	
535	TOTAL PROVIDED		XXX	5,802	15,111	2,261	1,930	1,627	1,607	1,518	419	569	321	2,517	1,221	157	2,435	
536																		
537	APPLICATIONS OF FUNDS																	
538	Cash Div or Wd		XXX									50	233					
539	Dec Non-Curr Liab		XXX			1,163	313		544		91	213	15		401		1,818	
540	Inc Fixed Assets		XXX	341	10,440	452	780	209	544	262	328	306	73					
541	Inc Other Non-Curr A		XXX		4,671		164	52		37								
542	Dec Res & Def Credits		XXX			149		26		236				832		157	617	
543	Other Dec NW		XXX				673	1,340	519	718				1,685				
544	Inc Working Capital		XXX	5,460		497				265					820			
545	TOTAL APPLIED		XXX	5,801	15,111	2,261	1,930	1,627	1,607	1,518	419	569	321	2,517	1,221	157	2,435	
546																		
547																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
548	SEARS HOLDINGS CORPORATION																	
549	STATEMENT OF COMPREHENSIVE INCOME																	
550			2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
551	Net Profit		XXX	660	(1,242)	(708)	(1,374)	53	235	133	(5,040)	(2,530)	(1,365)	(1,005)	(1,129)	(2,221)	(383)	
552	Forgn Curr Transl Adj		XXX															
553	Min Pension Liab Adj		XXX															
554	Unreal Investm G/L		XXX		(77)	(128)	273	1	(681)	(109)	(58)	(830)	150	342	(913)	112	366	480
555																		
556	Comprehensive Inc		XXX	583	(1,370)	(435)	(1,373)	(628)	126	75	(5,870)	(2,380)	(1,023)	(1,918)	(1,017)	(1,855)	97	
557																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
558	SEARS HOLDINGS CORPORATION																	
559	STATEMENT OF CASH FLOW FROM OPERATIONS AND FREE CASH FLOW																	
560			2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
561	Net Profit		XXX	660	(1,242)	(708)	(1,374)	53	235	133	(5,040)	(2,530)	(1,365)	(1,005)	(1,129)	(2,221)	(383)	
562	DIT		XXX									206	441	719	(305)	(221)	(617)	
563	Depreciation		XXX	27	932	1,143	1,049	981	926	869	853	830	732	581	422	375	332	
564	Depletion		XXX															
565	Amortization		XXX												(8)	7	(46)	
566	Stock Based Comp		XXX															
567	Change LT Accruals		XXX	1,735	3,291	(744)	(70)	787	(110)	(531)	566	(68)	(906)	303	601	(665)	(494)	
568	Non-Cash Lease Exp		XXX															
569	LIFO Charge(s)		XXX															
570	G/L on Sale of Secs		XXX									(468)	(667)	(207)	(469)	180	(1,027)	
571	G/L on Sale of Land		XXX	(946)	(39)	(82)	(38)	(51)	(74)			(28)	(169)	(105)				
572	Equity Earnings		XXX		(38)	(18)	(2)											
573	Equity Dividends		XXX															
574	Other		XXX															
575	Amt Dilution Adj		XXX															
576	Extra Item (Net)		XXX	(946)	(266)	(24)	(17)	(108)	(17)	(11)	27							
577	Minority Interest		XXX		301	46	76	46	62	17	(7)	(124)	249	(128)	1			
578	Capitalized Int/Costs		XXX															
579	Chg Oper Lease Liab		XXX															
580	Chg Accts Recv		XXX	(685)	(160)	(30)	95	(100)	190	(34)	2	62	80	127	1	(50)	125	
581	Chg Allowance A/Rs		XXX	40	(5)	(6)	8	5	(3)	(3)	(8)	(2)	2	(3)	9	3	(2)	
582	Chg Inventory		XXX	#VALUE!	(5,787)	(839)	(56)	1,168	90	(246)	544	849	524	2,091	(229)	1,213	1,161	
583	Chg Other Curr Asset		XXX	(150)	(222)		(66)	(20)	107	17	(54)	(66)	120	93	25	(69)	(50)	
584	Chg Accts Payable		XXX	927	2,531	(146)	175	(481)	329	(289)	(134)	(151)	(265)	(875)	(47)	(526)	(472)	
585	Chg A/P Adjustment		XXX	#DIV/0!	(931)													
586	Chg Income Tax Pay		XXX	94	355	(90)	(305)	(54)										
587	Chg Deferred Rev		XXX	13	1,034	26	48	(52)	(57)	(36)	(12)	(33)	(31)	(82)	(31)	(39)	(107)	
588	Chg Other Curr Liab		XXX	1,001	3,646	(47)	(105)	(846)	(18)	(149)	(68)	(252)	(176)	(520)	(258)	86	(480)	
589																		
590	Cash Flow From Ops		XXX	#VALUE!	3,400	(1,519)	(582)	1,328	1,660	(263)	(3,331)	(1,775)	(1,431)	989	(1,417)	(1,927)	(2,060)	
591																		
592	Dividends		XXX									50	233					
593	Net Cap Expenditure		XXX	(332)	389	367	475	411	327	391	360	(154)	(666)	(154)	211	142	80	
594																		
595	Free Cash Flow		XXX	#VALUE!	3,011	(1,886)	(1,057)	917	1,333	(654)	(3,691)	(1,671)	(998)	1,143	(1,628)	(2,069)	(2,140)	
596	FCF/Sales		XXX	#VALUE!	6.13%	-3.56%	-2.08%	1.96%	3.07%	-1.53%	-8.88%	-4.19%	-2.76%	3.66%	-6.47%	-9.35%	-12.81%	
597																		
598	FC Growth Profile		XXX	(0.264)	(0.100)	(0.095)	(0.075)	(0.049)	(0.032)	(0.050)	(0.100)	(0.084)	(0.055)	(0.020)	(0.087)	(0.105)	(0.048)	
599																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
600	SEARS HOLDINGS CORPORATION																	
601	CASH-GENERATING EFFICIENCY																	
602			2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
603																		
604	CFFO/NetProfits		XXX	#VALUE!	(2.74)	2.15	0.42	25.06	7.06	(1.98)	0.66	0.70	1.05	(0.98)	1.26	0.87	5.38	
605																		
606	CFFO/Sales		XXX	#VALUE!	0.07	(0.03)	(0.01)	0.03	0.04	(0.01)	(0.08)	(0.04)	(0.04)	0.03	(0.06)	(0.09)	(0.12)	
607																		
608	CFFO/AvgTotAssets		XXX	#VALUE!	0.17	(0.05)	(0.02)	0.05	0.07	(0.01)	(0.15)	(0.09)	(0.08)	0.06	(0.12)	(0.19)	(0.25)	
609																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
610	SEARS HOLDINGS CORPORATION																	
611	STATEMENT OF CASH VARIANCE																	
612			2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
613	Revenue		XXX	19,843	29,281	3,892	(2,313)	(3,933)	(3,410)	(696)	(1,097)	(1,713)	(3,666)	(4,990)	(6,052)	(3,008)	(5,436)	
614	Cost of Goods Sold																	
615	Growth		XXX	#VALUE!	(21,473)	(2,743)	1,611	2,773	2,425	490	776	1,242	2,626	3,683	4,534	2,238	4,136	
616	Efficiency		XXX	#VALUE!	1,406	425	(429)	(272)	319	(167)	(729)	352	(792)	(343)	125	(370)	84	
617	Operating Expenses																	
618	Growth		XXX	#VALUE!	(7,175)	(1,176)	691	1,210	967	197	311	614	1,307	1,526	1,719	978	1,846	
619	Efficiency		XXX	#VALUE!	(2,800)	181	(459)	1,125	41	(47)	(3,096)	64	1,837	680	(1,031)	(320)	(483)	
620	Receivables																	
621	Growth		XXX	#DIV/0!	(953)	(64)	37	58	61	10	18	29	58	76	83	50	114	
622	Efficiency		XXX	#DIV/0!	788	28	66	(153)	126	(47)	(24)	31	24	48	(73)	(97)	9	
623	Inventory (Fifo)																	
624	Growth		XXX	#VALUE!	(4,524)	(607)	317	697	726	92	14	445	486	880	985	516	992	
625	Efficiency		XXX	#VALUE!	(1,263)	(232)	(373)	471	(636)	(338)	530	404	38	1,211	(1,214)	697	169	
626	Accounts Payable																	
627	Growth		XXX	#DIV/0!	1,278	232	(106)	(244)	(248)	(35)	(5)	(154)	(177)	(312)	(323)	(157)	(263)	
628	Efficiency		XXX	#DIV/0!	1,253	(378)	281	(237)	577	(254)	(129)	3	(88)	(563)	276	(369)	(209)	
629	Taxes																	
630	Growth		XXX	#VALUE!	934	1,022	4,350	642	(128)	60	646	442	22	40	(72)	187	(103)	
631	Efficiency		XXX	#VALUE!	(981)	(1,239)	(3,967)	(177)	102	24	(1,988)	883	(122)	(21)	454	(270)	527	
632	Deferred Taxes																	
633	Growth		XXX	#DIV/0!									468	(58)	(2,197)	99	(539)	
634	Efficiency		XXX	#DIV/0!								206	(233)	336	1,173	(15)	143	
635	Taxes Payable																	
636	Growth		XXX		619	29	(225)	(14)										
637	Efficiency		XXX	94	(264)	(119)	(80)	(40)										
638																		
639																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
640	SEARS HOLDINGS CORPORATION																	
641	WORKING CAPITAL ANALYSIS																	
642			2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
643	INC IN WK CAPITAL																	
644	Inc Cash	XXX		3,435	1,005				516				419			48		
645	Inc Accts Recv	XXX		685	160	30		100		34						50		
646	Dec Bad Debts	XXX			5	6			3	3	8	2		3			2	
647	Inc Inventory	XXX	#VALUE!		5,787	839	56			246					229			
648	Inc Other Curr. Asset	XXX		179	709			136			46	68				69	204	
649	Dec Notes Payable	XXX				84			117					81	717		797	
650	Dec Accts Payable	XXX				146		481		289	134	151	265	875	47	526	472	
651	Dec Tax Payable	XXX				90		305	54									
652	Dec Other Curr. Liab	XXX					428	795			112	566	202	517	773		209	
653																		
654	DEC IN WK CAPITAL																	
655	Dec Cash	XXX				472	2,346	449		330	612	138		778	12		104	
656	Dec Accts Recv	XXX					95		190		2	62	80	127	1		125	
657	Inc Bad Debts	XXX		40			8	5					2		9	3		
658	Dec Inventory	XXX	#VALUE!					1,168	90		544	849	524	2,091		1,213	1,161	
659	Dec Other Curr. Asset	XXX				204	211		217	43				119	103	25		
660	Inc Notes Payable	XXX			178		73	275		35	815		238		182		915	
661	Inc Accts Payable	XXX		927	2,531		175		329									
662	Inc Tax Payable	XXX		94	355													
663	Inc Other Curr. Liab.	XXX		1,059	5,205	22			62	111						566		
664																		
665	WK CAP CHANGE	XXX	#VALUE!		(603)	497	(2,119)	(331)	(252)	53	(1,673)	(181)	(77)	(987)	820	(292)	(1,418)	
666																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
667	SEARS HOLDINGS CORPORATION																	
668	SALES PER SEGMENT ANNUAL GROWTH RATES (%)																	
669			2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
670	Revenue		XXX	#DIV/0!	147.56	7.92	(4.36)	(7.76)	(7.29)	(1.61)	(2.57)	(4.12)	(9.20)	(13.79)	(19.40)	(11.96)	(24.56)	
671																		
672																		
673																		
674																		
675																		
676																		
677																		
678																		
679																		
680																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
681	SEARS HOLDINGS CORPORATION																	
682	COMMON SIZE INCOME STATEMENT (%)																	
683			2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
684	Net Sales			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
685																		
686																		
687																		
688																		
689																		
690																		
691																		
692																		
693																		
694	Cost Of Goods Sold			73.34%	70.47%	69.67%	70.52%	71.10%	70.36%	70.76%	72.51%	71.63%	73.81%	74.92%	74.42%	76.09%	75.59%	
695	GROSS PROFIT			26.66%	29.53%	30.33%	29.48%	28.90%	29.64%	29.24%	27.49%	28.37%	26.19%	25.08%	25.58%	23.91%	24.41%	
696	Sell General Adm			20.15%	22.00%	21.83%	22.62%	19.16%	19.83%	19.75%	25.65%	26.75%	21.79%	20.65%	23.89%	24.51%	28.24%	
697	R&D																	
698	Advertising			2.25%	4.27%	4.15%	4.34%	4.49%	4.38%	4.69%	4.57%	4.01%	4.15%	3.53%	3.38%	3.09%	2.48%	
699	Pre-Opening																	
700	Executive Salaries																	
701	Deprec/Amort			0.14%	1.90%	2.16%	2.07%	2.10%	2.06%	2.04%	2.05%	2.08%	2.02%	1.86%	1.68%	1.69%	1.99%	
702	Asset Impairment				0.23%	0.05%		0.77%			1.56%	0.83%	0.64%	0.20%	1.09%	1.93%	0.85%	
703	Oper Exp Rentals			1.97%	1.80%	1.67%	1.74%	1.85%	1.99%	1.91%	1.99%	1.99%	1.99%	2.17%	2.48%	2.74%	3.29%	
704	Fixed Charges																	
705	Other Oper Expense																	
706	TOTAL OPER EXP			24.50%	30.20%	29.86%	30.77%	28.36%	28.27%	28.38%	35.83%	35.67%	30.59%	28.41%	32.51%	33.96%	36.85%	
707	OPER PROFIT			2.16%	-0.68%	0.47%	-1.29%	0.54%	1.37%	0.87%	-8.34%	-7.29%	-4.40%	-3.33%	-6.93%	-10.05%	-12.44%	
708	Other Income			0.50%	0.33%	0.63%	0.34%	0.21%	0.25%	0.24%	0.25%	1.41%	2.42%	1.10%	2.95%	1.17%	9.87%	
709	Extra Item (Net)			4.77%	0.54%	0.05%	0.03%	0.23%	0.04%	0.03%	-0.06%							
710	Other Expense								0.14%	0.03%	0.00%				0.25%	0.12%	0.07%	
711	Interest Expense			0.74%	0.66%	0.63%	0.56%	0.58%	0.57%	0.69%	0.70%	0.67%	0.70%	1.00%	1.28%	1.82%	3.23%	
712	Minority Interest (+)				0.61%	0.09%	0.15%	0.10%	0.14%	0.04%	-0.02%	-0.31%	0.69%	-0.41%	0.00%			
713	PRE TAX PROFIT			6.70%	-1.07%	0.42%	-1.63%	0.30%	0.80%	0.38%	-8.83%	-6.24%	-3.37%	-2.82%	-5.51%	-10.82%	-5.87%	
714	Income Tax			174.67%	-145.82%	377.73%	-71.90%	111.84%	28.39%	16.27%	-37.50%	-1.69%	-14.81%	-12.40%	18.56%	7.27%	60.96%	
715	NET PROFIT			3.33%	-2.53%	-1.34%	-2.71%	0.11%	0.54%	0.31%	-12.13%	-6.35%	-3.77%	-3.22%	-4.49%	-10.03%	-2.29%	
716																		
717																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
718	SEARS HOLDINGS CORPORATION																	
719	COMMON SIZE BALANCE SHEET (%)																	
720			2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
721	Cash			39.71%	14.52%	13.20%	5.92%	4.63%	6.81%	5.58%	3.49%	3.15%	5.63%	1.89%	2.10%	3.05%	2.51%	
722	Mkt. Securities							0.49%	0.04%	0.06%	0.03%	0.05%	0.05%				2.12%	
723	Acct Receivable			7.93%	2.77%	2.91%	2.85%	3.48%	2.79%	2.98%	3.38%	3.42%	3.18%	3.44%	4.00%	5.37%	5.21%	
724	Allow Bad Debt (-)			-0.46%	-0.11%	-0.10%	-0.14%	-0.17%	-0.16%	-0.15%	-0.13%	-0.13%	-0.15%	-0.19%	-0.30%	-0.40%	-0.48%	
725																		
726	Total Inventory			37.93%	29.66%	32.95%	36.37%	34.71%	35.09%	36.74%	39.32%	39.08%	38.52%	37.42%	45.62%	42.29%	38.53%	
727	Raw Materials																	
728	Work-in-Process																	
729	Finished Goods																	
730	LIFO Reserve (-)																	
731	Assets for Sale								0.87%									
732	Tax Refund Receivabl																	
733	DIT			0.34%	1.69%	1.04%	0.13%	0.11%	0.12%									
734	Prepays & Other			1.73%	1.22%	1.24%	1.60%	1.81%	1.41%	1.37%	1.81%	2.35%	1.83%	1.82%	1.91%	3.04%	4.61%	
735	TOT CURR ASSET			87.17%	49.74%	51.24%	46.73%	45.05%	46.11%	47.45%	47.91%	47.91%	49.06%	44.39%	53.32%	53.36%	52.49%	
736	Land			0.68%	7.02%	7.00%	7.61%	8.11%	8.30%	8.04%	9.00%	9.69%	10.13%	12.88%	7.29%	8.22%	9.07%	
737	Buildings																	
738	Mach & Equipment			3.33%	27.98%	29.07%	33.85%	35.13%	37.62%	38.46%	43.43%	48.44%	45.23%	50.06%	42.02%	46.05%	47.52%	
739	Furn, Fixt & Other																	
740	Constr in Progress																	
741	Acm Depr & Amt (-)			-0.37%	-2.87%	-5.70%	-9.10%	-11.32%	-14.85%	-17.35%	-21.67%	-26.84%	-25.82%	-29.25%	-26.11%	-30.35%	-32.79%	
742	NET FIXED ASSETS			3.64%	32.13%	30.37%	32.35%	31.93%	31.07%	29.15%	30.76%	31.30%	29.54%	33.68%	23.21%	23.93%	23.81%	
743	Contracts In Progress																	
744	DIT			8.44%														
745	LT Investments								1.70%									
746	Investment in Sub																	
747	Prepaid Retirement Plan																	
748	Intangibles (Net)			0.75%	16.79%	17.06%	18.39%	18.45%	18.54%	18.00%	17.67%	16.86%	17.68%	17.91%	19.21%	19.12%	19.79%	
749	Other			1.34%	1.33%	2.53%	4.58%	4.28%	3.69%	3.66%	3.94%	3.72%	4.02%	4.26%	3.59%	3.91%		
750	TOTAL ASSETS			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
751									0.51%									
752	Commercial Paper																	
753	Notes Payable				0.58%	0.31%	0.61%	1.74%	1.31%	1.48%	5.50%	5.66%	7.29%	4.66%	7.03%		12.60%	
754	LTD Current			0.52%	1.86%	2.04%	0.88%	1.36%	1.94%	2.01%	1.08%	0.43%	0.45%	0.57%	0.63%	6.30%	13.33%	
755	Accts Payable			10.72%	11.31%	11.02%	12.73%	11.86%	13.44%	12.50%	13.62%	14.28%	13.67%	12.27%	13.88%	11.19%	7.93%	
756	DIT								0.68%	2.41%	1.98%	2.12%	3.63%					
757	Deferred Revenues			0.15%	3.42%	3.57%	4.09%	4.22%	4.08%	4.01%	4.51%	4.81%	4.93%	6.19%	6.94%	7.99%	8.83%	
758	Dividends Payable																	
759	Income Tax Payable			1.09%	1.47%	1.19%	0.20%											
760	Taxes Non-Income			3.43%	2.39%	2.12%	1.92%	1.67%	2.15%	2.24%	2.45%	2.48%	2.52%	2.88%	2.51%	3.62%	3.40%	
761	Marketing & Distrib																	
762	Employee Compens																	
763	Customer Vol Discts																	
764	Rent																	
765	Insurance																	
766	Warranty Costs																	
767																		
768	Other			8.15%	12.81%	13.19%	14.49%	12.73%	12.49%	12.06%	13.53%	13.87%	13.84%	15.80%	16.98%	20.89%	21.59%	
769	TOTAL CURR LIAB			24.06%	33.85%	33.43%	34.92%	33.59%	35.42%	35.48%	43.08%	43.51%	44.82%	46.00%	47.97%	50.00%	67.68%	
770	LTD			4.23%	10.69%	9.48%	9.51%	8.41%	6.84%	9.62%	9.77%	10.05%	15.52%	23.54%	18.59%	38.16%	30.97%	
771	Repurch Agrm Oblig																	
772	Notes																	
773	Notes																	
774	Bonds																	
775	Bonds																	
776																		
777																		
778	Securitization of A/Rs																	
779	Other - Non-Int Debt			8.40%	8.52%	8.76%	10.78%	11.61%	10.55%	9.06%	10.22%	10.99%	11.00%	14.00%	15.27%	17.53%	28.59%	
780	Post Retirement Oblig			11.65%	7.92%	5.48%	4.59%	8.12%	9.15%	8.83%	12.81%	14.12%	10.63%	18.20%	27.55%	27.22%	22.29%	
781																		
782	Subordinated Debt																	
783	Subordinated Debt																	
784	TOTAL LIABILITIES			48.34%	60.98%	57.15%	59.81%	61.73%	61.97%	64.64%	75.88%	78.66%	81.97%	101.74%	109.38%	132.91%	149.53%	
785	DIT										3.82%	4.94%	6.07%	5.41%	7.88%	7.94%	1.74%	
786	Minority Interest				1.04%	0.56%	1.26%	1.26%	1.37%	0.42%	0.28%	2.16%	2.43%	0.05%	0.06%			
787	Reserves																	
788	Forgn Curr Transl Adj																	
789	Min Pension Liab Adj																	
790	Stock Option Loans																	
791	Cumm Unreal Inv G/L			-0.89%	-0.67%	0.23%	0.25%	-2.41%	-2.91%	-3.20%	-7.53%	-7.54%	-6.12%	-15.37%	-16.92%	-16.58%	-14.76%	
792																		
793	Deferred Compensatic																	
794	Treasury Stock (-)			-0.99%	-2.10%	-4.78%	-15.81%	-19.78%	-21.95%	-23.92%	-27.97%	-30.87%	-32.65%	-45.04%	-52.29%	-62.92%	-80.14%	
795	Retained Earnings			15.49%	7.19%	12.27%	16.46%	18.00%	19.34%	20.24%	8.72%	4.58%	-2.63%	-16.37%	-29.03%	-58.88%	-81.18%	
796	Paid-In-Capital			38.04%	33.55%	34.57%	38.03%	41.20%	42.18%	41.81%	46.79%	48.08%	50.92%	69.57%	80.91%	97.52%	124.80%	
797	Preferred Stock A																	
798	Preferred Stock B																	
799	Common Stock A			0.01%	0.01%	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	
800	Common Stock B																	
801	TOT NET WORTH			51.66%	37.98%	42.29%	38.93%	37.01%	36.67%	34.94%	20.02%	14.25%	9.52%	-7.20%	-17.31%	-40.85%	-51.27%	
802	TOT LIAB + NW			100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
803																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
804	SEARS HOLDINGS CORPORATION																	
805	STOCK PERFORMANCE ANALYSIS																	
806		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017		
807	# Outstanding Shares		89	153	156	145	127	118	112	107	106	106	106	107	107	107		
808	# Diluted C/S Outstd		101	154	156	145	127	118	112	107	106	106	106	107	107	107		
809	\$ Amt Dilution Adjstm																	
810	High Price		119.69	163.50	182.38	195.18	114.00	106.06	125.42	94.79	85.90	67.50	51.06	46.23	19.12	14.32		
811	Low Price		26.10	93.52	115.95	84.72	26.80	34.27	59.21	28.89	38.40	34.21	24.10	16.27	6.36	2.37		
812																		
813	Dividends/Share										0.47	2.20						
814	Low Yield/Share										0.55%	3.25%						
815	High Yield/Share										1.23%	6.42%						
816																		
817	Earnings Per Share																	
818	Diluted EPS		-2.82	-9.82	-4.70	-9.61	-0.43	1.85	1.09	-46.94	-23.89	-12.87	-9.45	-10.59	-20.78	-3.57		
819	High P/E Ratio							57.36	114.83									
820	Avg High P/E Ratio Latest 3 Yrs =		#VALUE!					19.12	57.40	57.40	38.28							
821	Low P/E Ratio							18.53	54.21									
822	Avg Low P/E Ratio Latest 3 Yrs =		#VALUE!					6.18	24.25	24.25	18.07							
823																		
824	Is the EPS approximate growth rate implicit in the present PE Multiple (H/L) greater than the																	
825	actual EPS growth rate? Psychological red flag of overpayment regardless of quality?																	
826			#VALUE!	N/N	Y/Y	N/N	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y	N/N	N/N	Y/Y		
827	EPS Growth Rate	XXX	#VALUE!	248.08%	-52.11%	104.33%	-95.49%	-526.96%	-40.93%	-4397.54%	-49.10%	-46.15%	-26.51%	12.02%	96.17%	-82.84%		
828	Sustainable Growth Rate	XXX	29.54%	-15.45%	-5.82%	-11.75%	0.53%	2.54%	1.51%	-78.80%	-73.34%	-71.12%	-255.08%	77.49%	76.76%	10.15%		
829	Net Profit Growth Rate	XXX	#VALUE!	427.27%	-51.46%	90.03%	-96.05%	-496.36%	-44.04%	-4209.02%	-49.53%	-46.05%	-26.37%	12.34%	96.72%	-82.76%		
830																		
831	Is the EPS approximate growth rate implicit in the present PE Multiple (H/L) greater than the																	
832	ROE? Psychological red flag of overpayment regardless of quality?																	
833			N/N	Y/Y	Y/Y	Y/Y	N/N	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y	Y/Y	N/N	N/N	N/N		
834	Return on C/S Equity	XXX	29.54%	-15.45%	-5.82%	-11.75%	0.53%	2.54%	1.51%	-78.80%	-71.92%	-60.75%	-255.08%	77.49%	76.76%	10.15%		
835																		
836	High EPS Relative Weight =							0.41	0.54									
837	Low EPS Relative Weight =							0.41	0.51									
838																		
839	Cash Flow Per Share																	
840	Dil Cash Flow/Shr		-11.88	-2.29	2.29	-2.11	7.25	9.60	9.02	-39.02	-19.96	-7.34	-1.36	-13.96	-17.59	-16.21		
841	Cash Flow		(1,205)	(352)	357	(306)	921	1,132	1,008	(4,167)	(2,114)	(779)	(145)	(1,488)	(1,880)	(1,741)		
842	High P/CF Ratio		-10.07	-71.35	79.54	-92.36	15.72	11.05	13.90	-2.43	-4.30	-9.19	-37.43	-3.31	-1.09	-0.88		
843	Avg High P/CF Ratio Latest 3 Yrs =		#VALUE!	-0.63	-28.05	0.97	-21.86	13.55	7.51	2.39	-5.31	-16.98	-16.65	-13.94	-1.76			
844	Low P/CF Ratio		-2.20	-40.81	50.57	-40.09	3.70	3.57	6.56	-0.74	-1.92	-4.66	-17.67	-1.17	-0.36	-0.15		
845	Avg Low P/CF Ratio Latest 3 Yrs =		#VALUE!	2.52	-10.11	4.73	-10.94	4.61	3.13	1.30	-2.44	-8.08	-7.83	-6.40	-0.56			
846																		
847	High CF/S Relative Weight =		-0.94	-0.01	-0.31	-0.23	-0.18	-0.13	-0.17	-0.13	-0.15	-0.21	-0.42	-0.40	-0.39			
848	Low CF/S Relative Weight =		-0.79	0.05	-0.19	-0.15	-0.16	-0.09	-0.10	-0.09	-0.10	-0.16	-0.41	-0.42	-0.36			
849																		
850	Sales Per Share																	
851	Diluted Sales/Share		195.69	319.82	340.50	350.16	368.27	367.77	381.95	389.20	376.34	341.07	293.49	235.89	207.09	155.51		
852	High P/S Ratio		0.61	0.51	0.54	0.56	0.31	0.29	0.33	0.24	0.23	0.20	0.17	0.20	0.09	0.09		
853	Avg High P/S Ratio Latest 3 Yrs =		#VALUE!	0.55	0.53	0.47	0.39	0.31	0.29	0.27	0.22	0.20	0.19	0.15	0.13			
854	Low P/S Ratio		0.13	0.29	0.34	0.24	0.07	0.09	0.16	0.07	0.10	0.10	0.08	0.07	0.03	0.02		
855	Avg Low P/S Ratio Latest 3 Yrs =		#VALUE!	0.26	0.29	0.22	0.14	0.11	0.11	0.11	0.09	0.09	0.08	0.06	0.04			
856																		
857	High Sales/Share Relative Wt =		7.91	10.56	12.94	4.38	3.45	3.32	3.10	2.56	2.38	2.16	4.14	2.91	2.48			
858	Low Sales/Share Relative Wt =		1.89	2.36	2.84	1.95	1.76	1.85	1.75	1.68	1.67	1.60	3.09	2.30	1.80			
859																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
860	SEARS HOLDINGS CORPORATION																	
861	STOCK PERFORMANCE ANALYSIS																	
862			2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
863	Book Value Per Share																	
864	Tangible BV/Share			49.32	42.49	48.75	38.89	37.05	38.17	37.00	4.71	-4.77	-14.04	-31.20	-38.85	-52.52	-48.04	
865	Book Value/Share			50.04	76.14	81.71	73.72	73.86	77.22	76.33	40.08	26.02	16.39	-8.95	-18.41	-35.77	-34.66	
866	High P/BV Ratio			2.39	2.15	2.23	2.65	1.54	1.37	1.64	2.36	3.30	4.12	-5.71	-2.51	-0.53	-0.41	
867	Avg High BV/S Ratio Latest 3 Yrs =			#VALUE!	2.26	2.34	2.14	1.85	1.52	1.79	2.44	3.26	0.57	-1.37	-2.92	-1.15		
868	Low P/BV Ratio			0.52	1.23	1.42	1.15	0.36	0.44	0.78	0.72	1.48	2.09	-2.69	-0.88	-0.18	-0.07	
869	Avg Low BV/S Ratio Latest 3 Yrs =			#VALUE!	1.06	1.27	0.98	0.65	0.53	0.65	0.99	1.43	0.29	-0.50	-1.25	-0.38		
870																		
871	High BV/Share Relative Wt =				13.14	18.20	10.70	5.35	4.14	3.86	5.01	3.94	2.97	0.61	0.14	0.11	0.10	
872	Low BV/Share Relative Wt =				1.75	2.23	2.78	2.01	1.85	2.36	2.23	2.33	1.93	0.52	0.14	0.12	0.12	
873																		
874																		
875	Graham Number							39.85	30.16									
876																		
877	Private Market Value			166.47	1.11	64.29		55.75	80.15	57.12			16.68					
878																		
879	PE Sell-Out Price			201.84	57.36	131.34	42.38	131.43	154.84	142.28				1.58				
880	Range			168.20	47.80	109.45	35.31	109.53	129.03	118.57				1.32				
881																		
882	Undervalued?		XXX	#VALUE!	0.19	-0.12	-0.10	0.12	0.21	-0.11	-0.68	-0.28	-0.17	0.14	-0.44	-0.54	-0.66	
883																		
884	Cash+Equiv/Share			33.88	28.91	25.48	11.20	10.21	14.42	12.30	7.06	5.84	9.78	2.35	2.23	2.68	3.13	
885																		

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
886																		
887	NOTE:	INFORMATION OBTAINED FROM SOURCES BELIEVED TO BE RELIABLE,																
888		BUT ITS ACCURACY AND COMPLETENESS AND ANY OPINIONS BASED																
889		THEREON ARE NOT GUARANTEED. IT SHOULD NOT BE CONSTRUED																
890		TO BE A RECOMMENDATION FOR THE PURCHASE, RETENTION, OR SALE																
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896																		