



# Seven-Eleven Japan Corporate Profile 2023-2024



# Celebrating 50 Years of Seven-Eleven Japan

In a half-century of dynamic transformation, our goals and guiding principles remain unwavering

Seven-Eleven Japan's franchise system represents a collaborative partnership between the company and our dedicated franchisees. Our primary aim is to ensure maximum convenience for each and every customer. Seven-Eleven Japan is dedicated to continually innovating new merchandise and services that serve as the foundation for the deep connections our franchisees build within their local communities and with their customers. Over the years, we have diligently adapted to the ever-evolving demands of society. Yet, our fundamental mission—to foster a more convenient and prosperous society through the collaborative efforts of our franchisees and Seven-Eleven Japan—remains steadfast. Looking ahead to the next 50 years, we are filled with anticipation. We eagerly face the future, working hand-in-hand with our franchisees as we embark on this journey together.



**Enriching and making customer's lives more convenient**

Providing essential infrastructure for customers' lives through safe, secure merchandise and convenient services



**Creating stores that the community loves**

As independent operators and members of the local communities, franchisees run their stores rooted in each community



**Provides support for franchisee store management**

Provides merchandise and services that meet changes in the environment and the needs of customers

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## Looking ahead to the next 50 years. Let's make the future joyful together.

In November 2023, Seven-Eleven Japan celebrated its 50th anniversary. On behalf of all of us, I would like to offer my heartfelt thanks to the many people that support Seven-Eleven Japan, including our customers, franchisees and their employees, suppliers, shareholders, employees, and local communities.

Over the past 50 years, Seven-Eleven Japan has continued to grow and gain the support of many customers by evoking feelings of thankfulness for the convenience and quality that we offer. Those same 50 years have seen dramatic changes in society and the values of our customers, especially in the past few years. To remain a valued part of society for the next 50 years, we must continue to provide economic value while pursuing new ways of offering social value to help solve social issues.

The world is becoming more convenient, but we are also seeing the rise of various social issues such as an increase in lifestyle-related diseases, a declining birthrate and aging population, depopulation of rural communities, and environmental issues. In addition to Seven-Eleven Japan's traditional strength in providing convenience, we are moving toward our goal of "Making the future brighter together" by developing our own visions for the future in four areas: Health, Community, Environment, and Human Resources.

In the area of Health, specific initiatives include improving both the tastiness and healthiness of food by increasing our ratio of fresh food offerings that meet Nutrient Content Claims. For Community, we are aiming to increase food self-sufficiency and create local employment by developing merchandise and holding fairs that use raw ingredients that are local to each region. To improve the Environment, we will take on the challenge of achieving the goals of the Seven & i Group's environmental declaration, GREEN CHALLENGE 2050, ahead of schedule, with the aim of building a circular economy. In Human Resources, we aim to create a society where all people can play active roles by providing a high-quality work environment as part of the labor market.

Of course, these challenges are not something we can achieve on our own. With the opinions and cooperation of our stakeholders, Seven-Eleven Japan will continue to take on further challenges as we position our 50th anniversary as a start toward a new future.

**President & Representative Director**  
SEVEN-ELEVEN JAPAN CO., LTD.

# Fumihiko Nagamatsu



### Corporate Vision

#### Purpose

Building a joyful future, together.

#### Mission

Unlocking the next doorway of convenience for creating prosperous lifestyles around the world

#### Vision

1. To realize a healthy society through valuable merchandise and services
2. To realize a society where we live together with the community
3. To realize an environmentally friendly, circular economy
4. To realize a harmonious society using diverse human resources

#### Value

1. Challenges and reforms
2. Autonomy and independence
3. Co-creation and empathy
4. Trust and sincerity
5. Appreciation and contributions

### Foundation Philosophy

**Modernization and Revitalization of Existing Small- and Medium-Sized Stores**  
Co-Existence and Co-Prosperity



# 50 Years of Seven-Eleven Japan — challenges and changes

Over the past 50 years, Seven-Eleven Japan has launched numerous innovations that have revolutionized society, including high-quality merchandise, groundbreaking services, and environmental initiatives. Before we see what the future has in store for Seven-Eleven, let's take a look back at some highlights from our past.

## Evolution of Distribution and Information Systems

## History of Store Development and Service Expansion



### Starting from creating original manuals

We created our own manuals tailored to the Japanese market and culture.



1975

### 1976 First in Japan! Achieved combined distribution

At a time when merchandise from different manufacturers was not transported in the same vehicle, we appealed to each manufacturer by touting the advantages in delivery costs, and combined distribution was realized. This also helped reduce the negative environmental impact.



This was made possible thanks to the cooperation of manufacturers.

### Developed and adopted "Terminal Seven" order placement terminal

This brought the computerization of order placement, which was previously done by telephone. This enabled use of the turn-around system, which records order data ahead of time, for greatly improving accuracy and efficiency.



1978

### Adoption of POS system

A barcode POS (Point of Sales) system was adopted to verify sales data item-by-item. This was the forerunner of using POS data in marketing efforts.



1982

### 1990 Graphic Order Terminal (GOT) in all stores

The GOTs, which are still in use today, were introduced in 1990. Sales data, merchandise information, weather, and event information can be checked on the sales floor for enabling efficient order placement.



### Establishment of nationwide "Cold Chain," a low-temperature distribution network

With distribution and various other infrastructures in place, it became possible to store, transport, and process vegetables harvested in the fields under consistent temperature control until they became merchandise and were delivered to stores.



The lettuce is crispy thanks to the "Cold Chain"!

2005

### 2009 Seven Net Shopping was launched

This marked our full-scale entry into the growing field of online shopping operation. A new sales format was started that allowed customers to order online and pick up and pay at any 7-Eleven stores.

2023

### Expanded AI order placement nationwide

AI is used to calculate the projected demand based on each store's past sales performance and to suggest the quantities for order placement. \*Original fresh food is not included.

To the next step in evolution of "Close-by Convenient" through Digital Transformation implementation



### Began 24-hour operations for responding to society's changing needs

24-hour operations were launched to respond to the needs of the time. The convenience store's lights, shining in the darkness of night, have since that day been a peaceful scenery that protects the community.



### Installed 24-hour ATMs

IY Bank (current Seven Bank) began operations, mainly providing ATM services. Widely used in lieu of a wallet, ATMs are open 24 hours a day, 365 days a year.

1974

### The first 7-Eleven store opened

In May 1974, in the Toyosu area of Tokyo's Koto Ward, the 7-Eleven Toyosu store opened as the first authentic franchise system convenience store in Japan.

1975

### 1980 Reached 1,000 stores in Japan

1987

### Utility bills became payable

As lifestyles changed, more and more people wanted to be able to pay their utility bills outside of the business hours of banks and other institutions, and so we became the first in Japan to introduce "bill payment services" whereby payment of utility bills became possible 24 hours a day by scanning a barcode.



We started from bill payment services for electric bills!

2001

### Reached 10,000 stores in Japan

2002

### Started ticketing services using multifunctional copy machines

The features of multifunctional copy machines are used to provide an ever-increasing array of lifestyle services. Today, various official documents, such as residence certificates, can also be issued.

2003

### Started the electronic money service nanaco

nanaco is a prepaid electronic money system that allows customers to enjoy shopping safely and easily. By linking with Seven Bank ATMs, the number of locations where you can use and recharge has increased, making nanaco even more convenient.



Local nanaco cards have been issued since 2008

2007

### 2011 Launched Seven Safe Delivery (Anshin Otodokebin), a mobile store service

We deliver a variety of merchandise controlled in four temperature zones for those who live in areas where shopping is inconvenient or where the elderly have difficulty making trips. This has become an indispensable service to the community.



2017

### 2018 Started installation of 7-Eleven Vending Machines

Started installation of 7-Eleven Vending Machines Focusing on micro-markets (small-scale trade areas) such as offices, factories, hospitals, and schools, where certain needs can be expected, we provide convenience to a wide range of customers.

2018

### Finally achieved nationwide expansion with the opening of a new store in Okinawa

We opened a store in Okinawa with a full lineup of regionally limited merchandise. With our community-based merchandise and services, we have grown to more than 150 stores as of 2023.

2019

2022

### Started 7NOW

7NOW is a new service that delivers 7-Eleven merchandise ordered online to your home or office from the nearest 7-Eleven store. It began in 2017 in limited areas with full-scale introduction starting in 2022. The service is scheduled to be available at 7-Eleven stores nationwide by 2025.

Becoming an indispensable infrastructure for society



## Merchandise Development Has Been a History of New Challenges and Improvements

The key is the film that allows you to roll up the seaweed just before eating!



### Commercialized Oden, which became a huge hit

Many hurdles were overcome to ensure that an at-home taste could be served in stores, including the selection of ingredients, the development of broths, and the development of new serving containers. This is one of Seven-Eleven Japan's signature merchandise.



The soup and its ingredients were carefully selected.

### Reviewed the use of additives in food

In order to respond to the increasing awareness of food safety and security, and the trend toward healthiness, we became the first in the industry to sell merchandise made without preservatives and artificial coloring\* including rice, sandwiches, delicatessen merchandise, and cold noodles. This was achieved through careful hygiene and temperature management.

\*Specifically, designated additives

### Started selling fried delicacies merchandise

### Started selling Seven Premium Gold

Seven Premium Gold, developed based on the concept of offering the same or better taste and quality as specialty stores at an affordable price, was a huge hit.



### Cup Deli became a major hit

By changing to a seal-type lid, we succeeded in reducing the amount of plastic used and extending the expiry date. The size of the merchandise, which customers can easily hold in their hand, has been one reason for its popularity.



### 1978 Rice balls began to be sold as merchandise!

Back in those days, rice balls were universally thought of as something you made at home: we were the first in the industry to turn it into commercial merchandise. It became a big hit because of its crispy seaweed. The crispy seaweed differentiated the product and made it a big hit.

### 1979 Started merchandise development by Team MD

We started Team MD, which crosses industry boundaries to develop merchandise by forming teams with various manufacturers and vendors. It has become the driver of Seven-Eleven Japan's merchandise development.

### 1992 Large-scale ice cream cases were introduced

This greatly expanded the range of merchandise that could be sold in stores.

### 1994 Started sales of Seven Premium, a private brand shared among the Seven & i Group

Seven Premium is a line of private brand merchandise shared among the Seven & i Group, and started from 49 items. As of FY2022, it had expanded to 3,500 items, with sales of 1.38 trillion yen.\*

### 2001 Started sales of Seven Premium Gold

\*Seven & i Group total



### 2007 Seven Café for establishing new customer behavior

Seven Café: enjoy coffee brewed one cup at a time at 7-Eleven store. The concept of being able to enjoy delicious, carefully prepared coffee for a reasonable price was a surprising to the industry and became a massive seller for us.



### 2020 Started selling "Smoothies Made in the Store"

In response to the growing health consciousness, fresh smoothies are offered in our stores. We also contribute to the reduction of food loss by using non-standard ingredients as raw materials.



There's always something new to discover in the store

We are developing merchandise to match the changing times.

## History of Environmental and Social Initiatives

Today, it is incorporated as the Seven-Eleven Foundation.

### Started operation of barrier-free stores

We started installation of multipurpose toilets that are easily accessible to wheelchair users. We are also progressively installing tactile tiles and intercoms for those who need assistance.



### Reviewed the 1/3 Rule for delivery deadlines

By reviewing delivery deadlines, which before had been set by dividing the period from the date of manufacture to the best-before date into three equal parts, we are reducing food loss and waste.



### Promoted "bottle to bottle" by installing PET bottle reverse vending machines

PET bottle reverse vending machines are installed in stores to realize a circular economy in which collected PET bottles are recycled and sold again as beverages in PET bottles. We encourage the reuse of PET bottles and are promoting full recycling initiatives.



### Started the "Ethical Project" to reduce food loss and waste

The Ethical Project awards bonus nanaco points to customers who select rice balls, boxed lunches and other merchandise that are close to their sell-by-date. Together with our customers, we aim to implement the creation of an ethical society.



### Started supply of renewable energy through off-site PPA

In cooperation with the NTT Group, electricity from the Chiba Wakaba Solar Power Plant is supplied to about 40 stores. Off-site PPA, which supplies power via the power transmission and distribution network from solar facilities located far from the stores, was the first of its kind in Japan.

### 1993 Established Seven-Eleven Midori no Kikin (Green Foundation)

This foundation was established to bring together franchisees and Seven-Eleven Japan to engage in social contribution initiatives for the environment. The initiatives are run by using the donations received from customers at stores.

### 2004 Started installation of power-saving store equipments

We started developing stores that reduce power usage and CO2 emissions by converting to LEDs for in-store lighting and storefront signage and installing solar panels. Even today, we are working to reduce our negative environmental impact through a variety of approaches.



### 2008 First 7-Eleven store equipped with a hydrogen station was opened

We opened stores in Tokyo and Aichi Prefecture equipped to supply hydrogen to fuel cell vehicles (FCVs), the next generation of eco-cars.



### 2017 Started adoption of environmentally friendly delivery trucks

In 2017, we launched a pilot program for the world's first electric refrigerated EV delivery trucks. We started efforts to address noise and emissions issues. We are conducting demonstration tests to expand the adoption of hydrogen trucks, including the adoption in 2019 of a fuel cell light-duty truck developed by Toyota Motor Corporation.

We are implementing environmental measures one after another in our stores and distribution!



### 2020 Started supply of renewable energy through off-site PPA

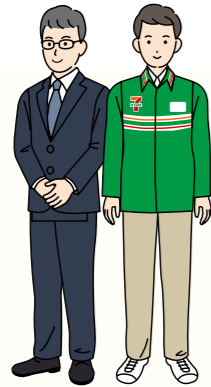
The container for soba noodles is now transparent!



### 2021 Started use of environmentally friendly containers

We started use of food containers with reduced petroleum-based inks and colorants to reduce CO2 emissions.

Becoming a company that contributes to the community and society



## Initiatives for the Next 50 Years

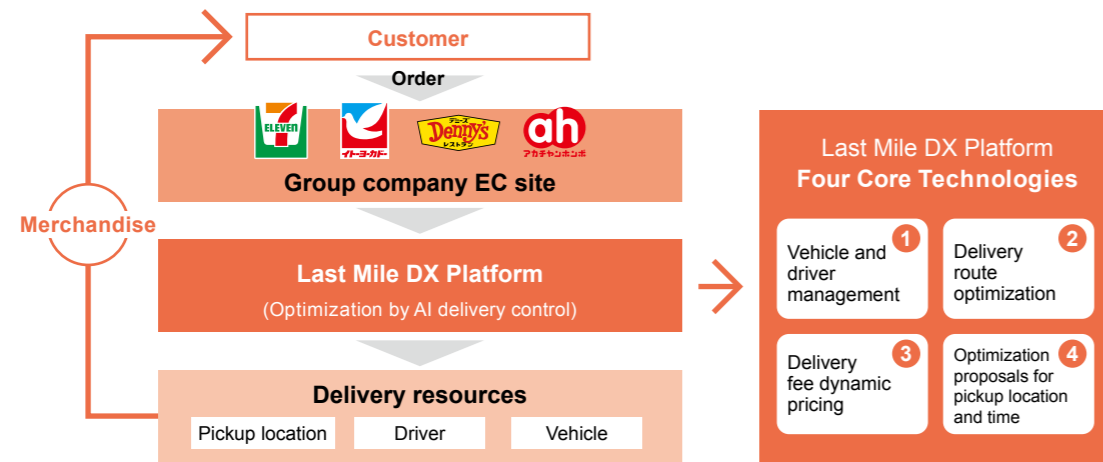
As social systems and lifestyles rapidly change, we are challenging the status quo with new ways of delivering what our customers need. This is our commitment to building a joyful future together.



### Implementing Last Mile Measures

#### Evolution of delivery services connecting merchandise and customers through DX We make our customers' lives richer and create a world full of smiles

Customers' needs are diversifying as various digital services become integrated into their lives and they seek more convenient purchasing experiences. In addition to providing merchandise in stores, we will enrich the lives of more customers by realizing a fun and convenient buying experience through our "Last Mile Service" that delivers merchandise at the desired location and time.



#### TOPICS

##### Proactive use of new technologies for delivery formats

We are conducting an ongoing demonstration experiment in which "RICE", an autonomous delivery robot, rides an elevator up and down autonomously to deliver merchandise ordered using "7NOW" from a 7-Eleven store within an office building to a designated location on another floor. Also, in remote islands and suburban areas where it is difficult to deliver in person, a demonstration experiment is underway in which a drone delivers merchandise ordered using "7NOW" by autonomous flying from the store premises to a predetermined location.



Autonomous delivery robot "RICE"



Food and daily necessities were transported by drone from a 7-Eleven store to Nokonoshima Island in Hakata Bay.

### New Home Delivery and Shipping Service "7NOW"



#### "7NOW" for connecting 7-Eleven merchandise directly with customers via a smartphone

7NOW, a service that delivers 7-Eleven merchandise ordered online to your home or office from a nearby store, began testing in some areas in 2017 and was authentically introduced in 2022. This is in response to the need to order and receive daily groceries from home, which has increased with the spread of working from home. By partnering with external delivery companies, the responsibilities of store staff is complete once the merchandise is picked up. This service is convenient for both franchisees and customers.



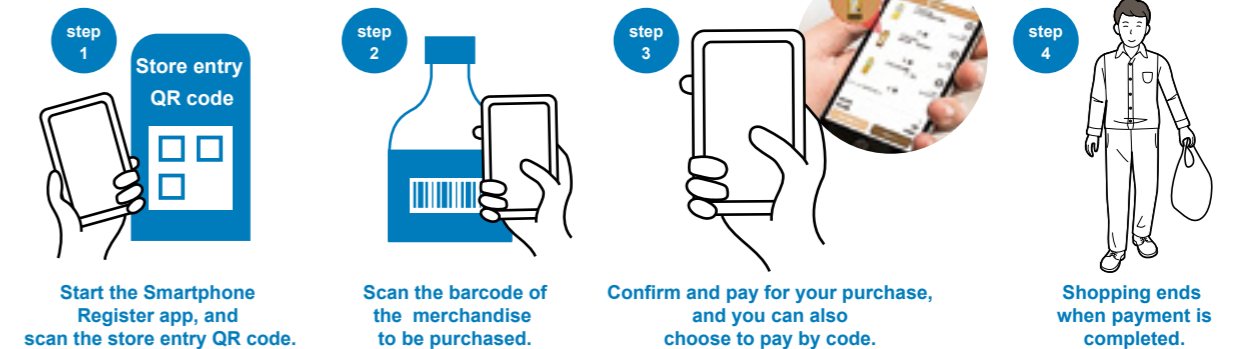
### Further Streamlining of Store Operations



#### Speedy payment when shopping Started operation of "Seven Smartphone Register"

"Seven Smartphone Register" enables customers to complete payment using only their smartphones, without having to wait in line at the cash register, thus speeding up the payment process when shopping in stores. This system improves the efficiency of cash register operations, which account for a large percentage of store operations. Reduced cash register operations will allow more time for other tasks and improve communication with customers, leading to an even more convenient store.

#### [ Payment process using Smartphone Register ]



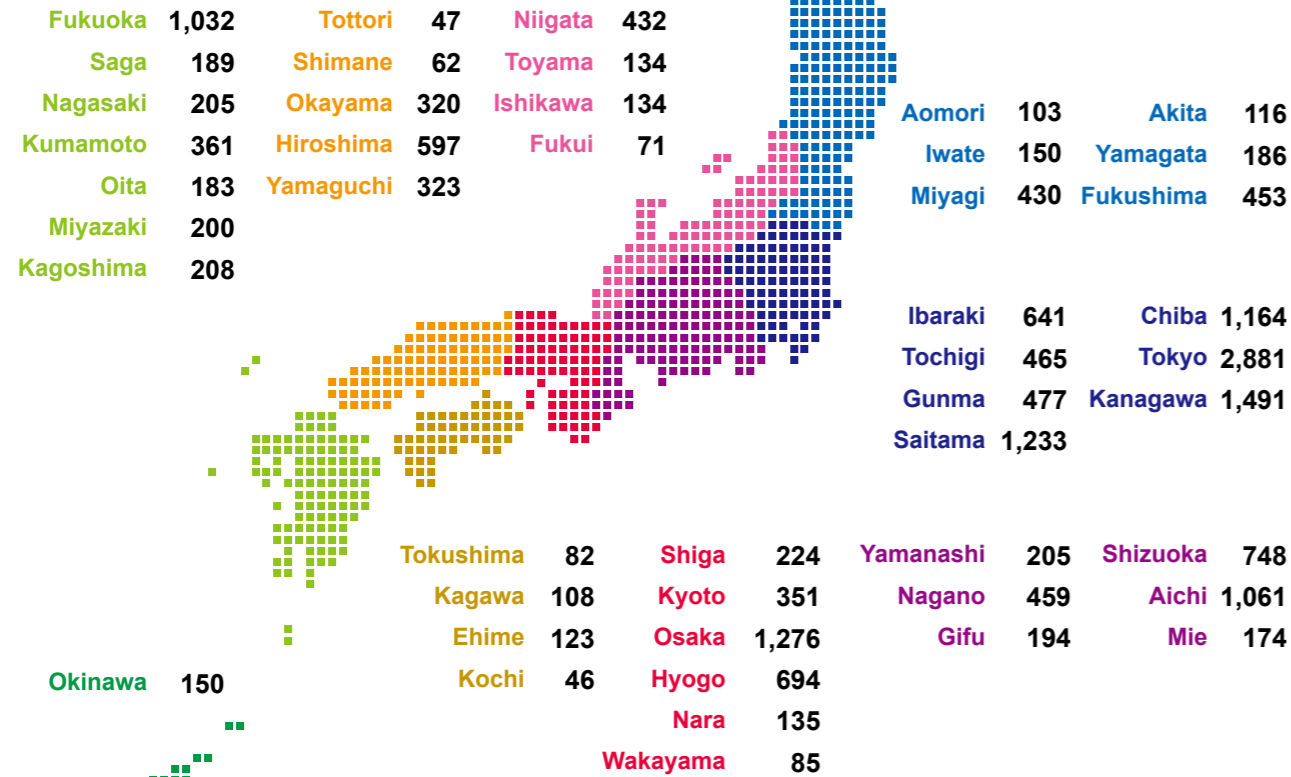
Number of 7-Eleven Stores

Japan

47 Prefectures throughout Japan

**21,402** stores

(As of February 28, 2023)



Date of first opening in each prefecture

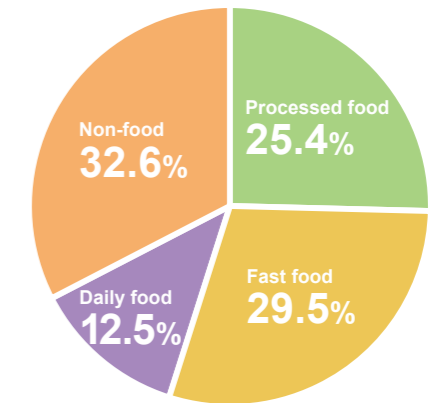
|                   |                     |                    |                     |
|-------------------|---------------------|--------------------|---------------------|
| 1974 May Tokyo    | 1982 May Miyagi     | 1996 Mar. Miyagi   | 2009 Feb. Shimane   |
| Jun. Kanagawa     | Aug. Hiroshima      | 1999 Jul. Yamagata | Dec. Ishikawa       |
| Sep. Fukushima    | Oct. Sagawa         | 2000 Mar. Nagasaki | 2011 Mar. Kagoshima |
| Oct. Saitama      | 1983 Apr. Yamanashi | Oct. Iwate         | 2012 May Akita      |
| 1975 Apr. Nagano  | Sep. Yamaguchi      | 2001 Jun. Oita     | 2013 Mar. Kagawa    |
| Oct. Chiba        | 1986 May Niigata    | Jul. Wakayama      | Mar. Tokushima      |
| 1978 May Hokkaido | 1987 Jun. Kumamoto  | Jul. Nara          | 2014 Mar. Ehime     |
| 1979 Feb. Tochigi | 1991 Mar. Shiga     | 2002 Jul. Aichi    | 2015 Mar. Kochi     |
| Apr. Fukuoka      | Mar. Kyoto          | 2005 Nov. Gifu     | Jun. Aomori         |
| May. Shizuoka     | Mar. Osaka          | 2006 Feb. Mie      | Oct. Tottori        |
| Aug. Ibaraki      | 1993 Apr. Okayama   | 2009 Jan. Toyama   | 2019 Jul. Okinawa   |
| 1981 Dec. Gunma   | 1995 Nov. Hyogo     | Jan. Fukui         |                     |

Business Performance and Data

(FY ended February 2023, SEVEN-ELEVEN JAPAN CO., LTD.)

Total Store Sales and Sales Composition Ratio

**5,148,742** million yen



Revenues from Operations

**872,719** million yen

Operating Income

**232,873** million yen

Ordinary Income

**282,630** million yen

Net Income

**203,009** million yen

Figures for Store Units (Average of All Stores)

Average daily sales



**670** thousand yen

Average number of customers per day



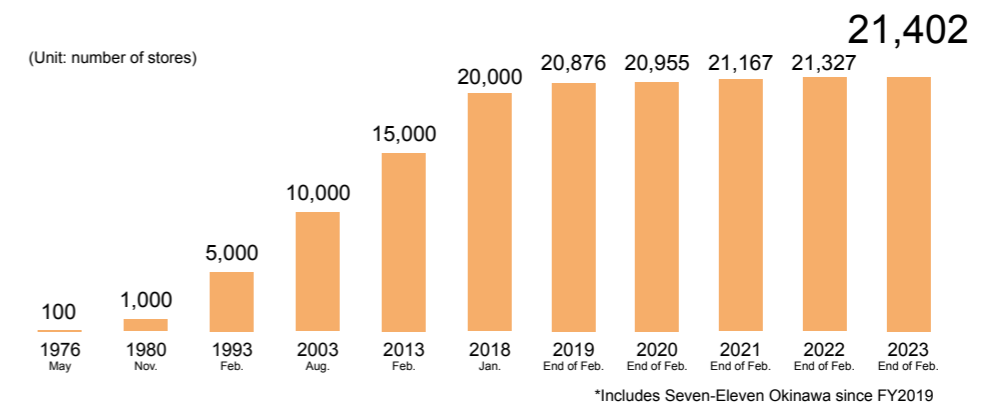
**904**

Average spending per customer



**741** yen

Trend in Number of Stores (in Japan)



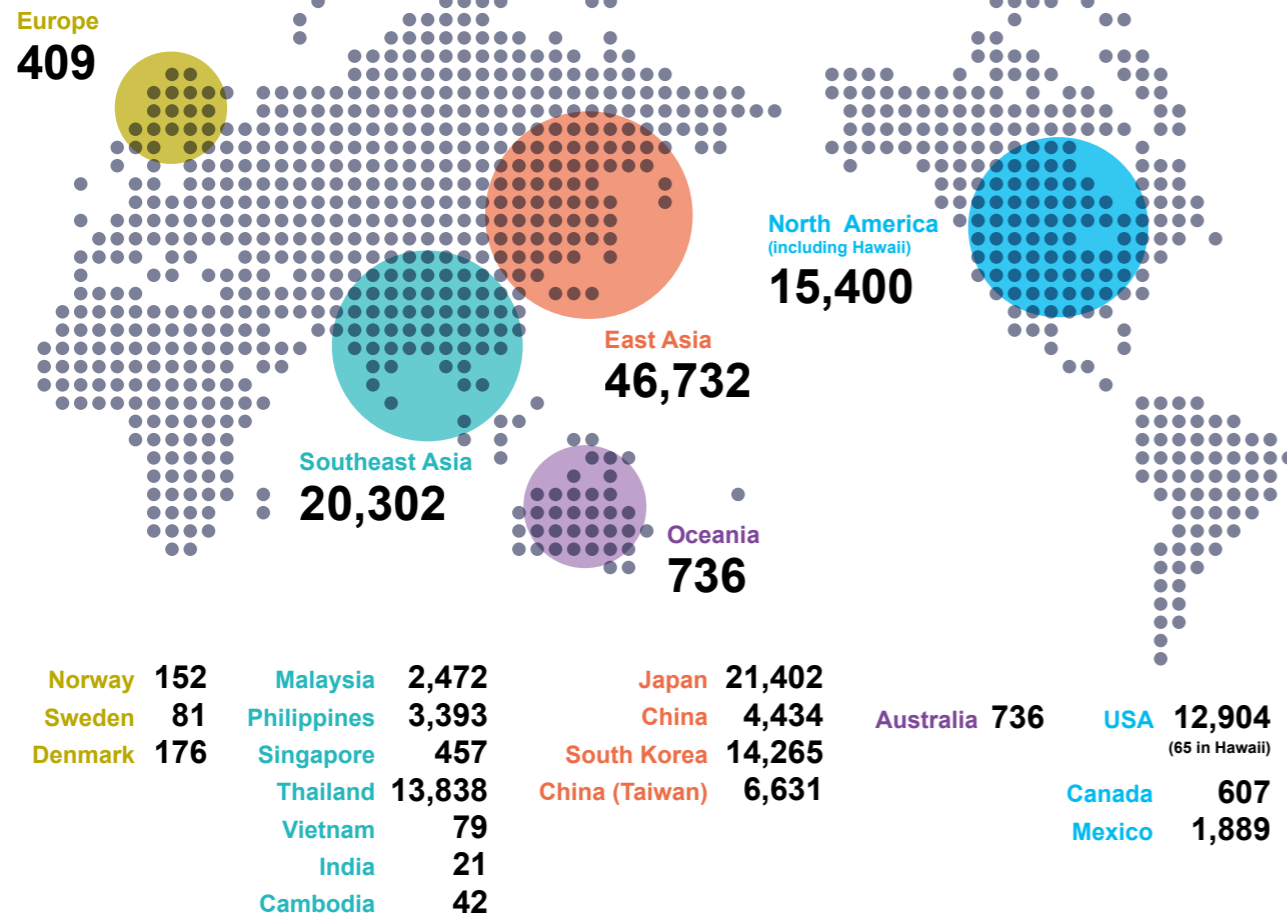
Number of 7-Eleven Stores

Global

18 countries and regions throughout the world

**83,579** stores

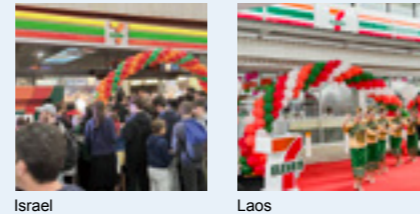
(Figures for Japan are as of February 28, 2023; figures for other regions are as of December 31, 2022)



In 2023, 7-Eleven stores were open in 20 countries and regions.

TOPICS

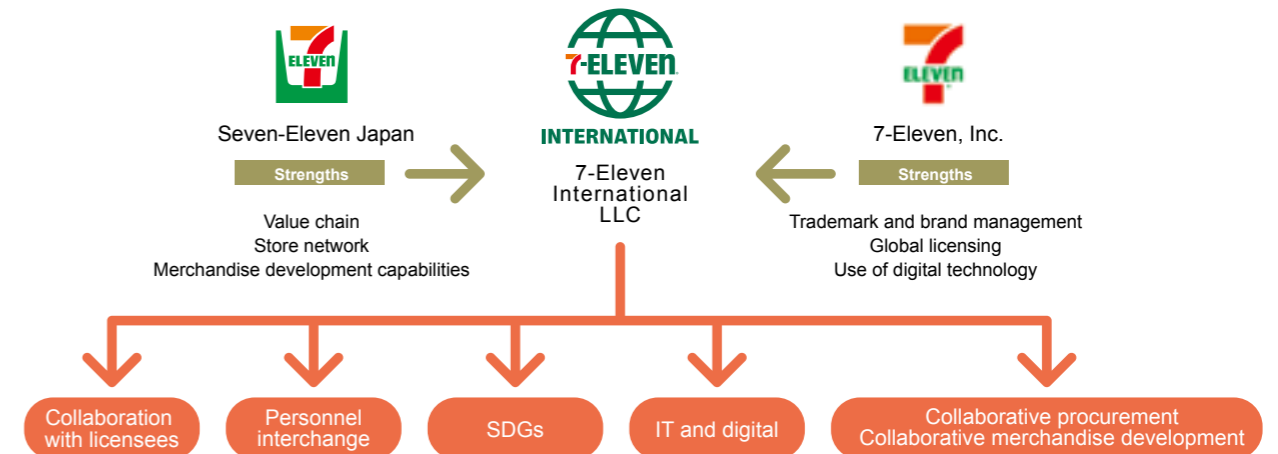
The first store in Tel Aviv, Israel, was opened in January 2023, and in Vientiane, Laos, in September 2023.



Strengths as a Group

Accelerating Overseas Strategies

7-Eleven International LLC is launching full-scale operations in order to improve our value as a global brand



7-Eleven International LLC, established in 2021 through a joint capital investment with Seven-Eleven Japan and 7-Eleven, Inc., combines strengths and experience cultivated both in Japan and overseas to bring the value of the 7-Eleven brand to the global stage based on merchandise development capabilities and DX focused on digital technologies, and initiatives to achieve SDGs.

Store openings target

1 To open stores in **30** countries and regions by 2030

2 To open **50,000** stores

by FY2025 in regions excluding Japan and North America

SIP Leveraging the Strengths of the Seven & i Group



Seven-Eleven Japan and Ito-Yokado have been implementing joint merchandise development and sales promotion initiatives under the SEJ-IY Partnership (SIP).

Overview of SIP Initiatives

In an environment where customers' consumption behavior and values regarding their lifestyles are undergoing a major transformation, we will work to strengthen collaboration by leveraging the strengths of both companies in order to meet the changing needs of a wide range of customers.

Themes for collaborative initiatives

|                                   |  |
|-----------------------------------|--|
| <b>Merchandise &amp; Services</b> | Mutual supply of Fresh Vegetables with Traceability, meal kits, Cup Deli, sweets, and more |
| <b>Sales Promotion</b>            | Jointly holding fairs, sending customers to each other through apps, etc.                  |
| <b>Store Operations</b>           | 7NOW, Ito-Yokado Net Supermarket, comprehensive regional partnership agreement, etc.       |

\*Some examples of frozen food "EASE UP"



Some merchandise from Ito-Yokado's original frozen food series "EASE UP" is now available at 7-Eleven. The merchandise on the left shows frozen food prepared to provide the ultimate in deliciousness through joint development using the knowledge of Ito-Yokado, which has a wide assortment of merchandise and attracts a variety of customers, Fuji Foods, a vendor that supplies delicatessen merchandise to 7-Eleven, and Musashino, which has technologies for preparing ready-made meals.

Main Seven & i Group Operating Companies (As of September 1, 2023)

|   |  |   |  |
|---|--|---|--|
| <p><b>Domestic Convenience Store Operations</b></p> <p>SEVEN-ELEVEN JAPAN CO., LTD.<br/>SEVEN-ELEVEN OKINAWA CO., LTD.<br/>Seven-Meal Service Co., Ltd.<br/>Seven Net Shopping Co., Ltd.<br/>7dream.com Co., Ltd.</p> <p><b>Overseas Convenience Store Operations</b></p> <p>7-Eleven, Inc.<br/>7-Eleven International LLC<br/>SEVEN-ELEVEN HAWAII, INC.<br/>SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD.<br/>SEVEN-ELEVEN (BEIJING) CO., LTD.<br/>SEVEN-ELEVEN (CHENGDU) CO., LTD.<br/>SEVEN-ELEVEN (TIANJIN) CO., LTD.</p> | <p><b>Superstore Operations</b></p> <p>Ito-Yokado Co., Ltd.<br/>York-Benimaru Co., Ltd.<br/>SHELL GARDEN CO., LTD.<br/>K.K. Sanei<br/>Marudai Co., Ltd.<br/>IY Foods K.K.<br/>York-Keibi Co., Ltd.<br/>Seven Farm Co., Ltd.<br/>Ito-Yokado (China) Investment Co., Ltd.<br/>Chengdu Ito-Yokado Co., Ltd.<br/>Hua Tang Yokado Commercial Co., Ltd.<br/>DAIICHI CO., LTD.*<br/>Tenmaya Store Co., Ltd.*</p> <p>York Co., Ltd. merged with Ito-Yokado Co., Ltd. as of September 2023.</p> | <p><b>Financial Services</b></p> <p>Financial Services<br/>Seven Bank, Ltd.<br/>Seven Financial Service Co., Ltd.<br/>Seven Card Service Co., Ltd.<br/>Seven CS Card Service Co., Ltd.<br/>Bank Business Factory Co., Ltd.<br/>Seven Payment Service, Ltd.<br/>FCTI, Inc.</p> | <p><b>Other Operations</b></p> <p>Akachan Honpo Co., Ltd.<br/>Seven &amp; i Food Systems Co., Ltd.<br/>THE LOFT CO., LTD.<br/>Nissen Holdings Co., Ltd.<br/>Peace Deli Co., Ltd.<br/>Seven &amp; i Create Link Co., Ltd.<br/>Seven &amp; i Net Media Co., Ltd.<br/>Seven Culture Network Co., Ltd.<br/>Terube Ltd. (special subsidiary)<br/>Tower Records Japan Inc.*<br/>PIA Corporation*</p> |
|---|--|---|--|

\*Affiliates accounted for by the equity method





# Management Support



The reassurance of being supported gives franchisees the courage to move forward.

Many customers visit 7-Eleven stores around the country each day. However, we must not take that fact for granted. Combining the unceasing management efforts of franchisees with the all-round support from Seven-Eleven Japan produces value that only 7-Eleven can provide.

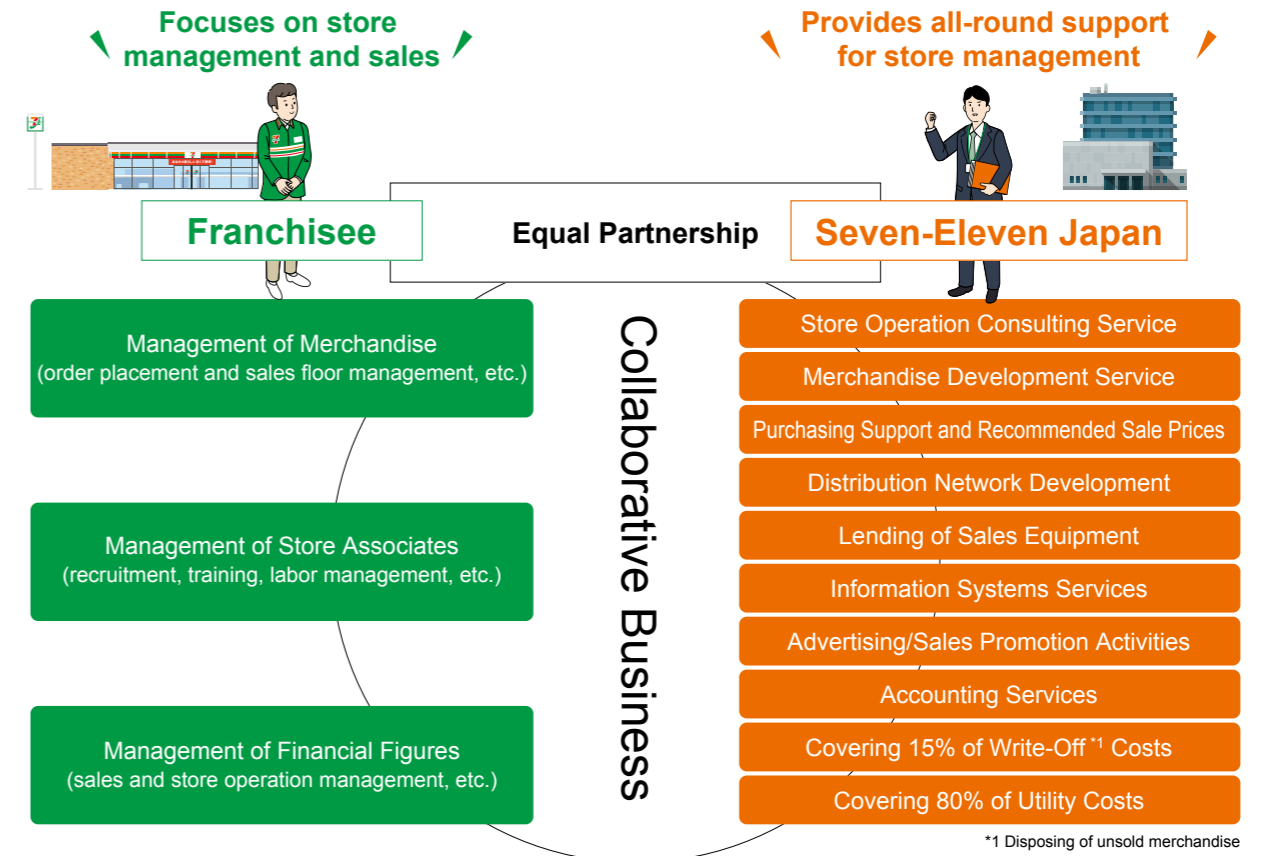
With Seven-Eleven Japan and its franchisees working closely together as a collaborative business, we aim for co-existence and co-prosperity.

This is truly the greatest strength of Seven-Eleven Japan's franchise system.



## Seven-Eleven Japan's Franchise System

The franchisee operates its store as an independent owner, and this store management is supported by the company. Seven-Eleven Japan's franchise business is a collaborative business featuring an equal partnership and clear division of roles between Seven-Eleven Japan and its franchisees.



### Structures and Systems for Store Operations

| Gross Profit Sharing Method  | Open Account System  | Guaranteed Minimum Gross Income System <sup>3</sup>                                     |
|--|--|---|
| This is a method where store gross profit <sup>2</sup> is split between Seven-Eleven Japan and the franchisee according to a pre-defined percentage. | An Open Account System is a settlement system between Seven-Eleven Japan and the franchisee which is designed to allow franchisees to start their businesses, even with minimal funds, and operate stably. | A system to guarantee franchisees a certain amount of their gross income <sup>4</sup> . |

<sup>2</sup> The profit amount calculated by subtracting the cost of merchandise sold (the amount calculated by subtracting the costs of inventory loss, write-off cost and rebates from the gross cost of merchandise sold) from the net sales  
<sup>3</sup> The Guaranteed Minimum Gross Income System guarantees the store franchisee's minimum gross income, but not the franchisee's profits. The Guaranteed Minimum Gross Income is applied according to the number of actual business days.  
<sup>4</sup> The amount of the remaining balance after deducting the Seven-Eleven Charge from gross profit on sales

### Structures for Encouraging Communication with Seven-Eleven Japan

| Conducting opinion exchanges with franchisees                                      | Surveys for franchisees                                       | Social gatherings with franchisees  |
|--|---|---|
| Two-way communication is conducted between the franchisees and Seven-Eleven Japan. | We listen to the franchisees' concerns and management issues. | We use this as an opportunity to thank franchisees for their continued support and inform them of the policies by Seven-Eleven Japan. |

For enabling an environment where people can work with reassurance



### A Thorough Support System for Franchisees

In addition to adopting the Shiftwork Creation Support System, we are providing extensive backup services to ease the burden on our franchisees for matters such as recruiting, which can be a major difficulty for them.

#### Support on the Hiring Front

The franchisee can set up a website to list part-time job openings for free and use paid job recruiting media at a low cost.

#### Franchisee Help System

In case of a sudden illness, wedding, funeral, etc. on the part of franchisees, the employee of Seven-Eleven Japan can fill in for them.

#### Franchisee mutual aid society "Club Off" system

This benefit service can be used by store associates that are insured under the franchisees' mutual aid system.

#### Regular health examinations for franchisees

We have a web-based reservation system that allows franchisees to make reservations at various hospitals across the country.

### Talent Developing Support (Enhanced training programs and evaluation and commendation systems)

The cornerstone of running a successful store lies in nurturing store associates and fostering skill development. Seven-Eleven Japan supports franchisees with various training programs and evaluation and commendation systems. In FY2022, more than 40,000 people participated in training, with many franchisees and employees taking advantage of and attending these programs.

#### Training for franchisees

- 1. Franchisee training**  
Franchisees learn the knowledge and store operations necessary as a store operator
- 2. Store manager training**  
The training is intended to improve the skills of franchisees and store managers in fulfilling their responsibilities



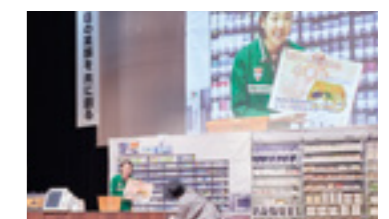
#### Training for store associate

- 1. New employee training**  
Support for the initial training of employees
- 2. Shift leader training**  
Support for training of shift leaders
- 3. Welcome training**  
Training for foreign employees



#### Evaluation and commendation system

- 1. Shift leader commendation system**  
After receiving training, employees who have learned the skills are awarded with commendations for boosting their motivation
- 2. Customer service contest**  
This contest is held to give employees an opportunity to demonstrate the skills that they have learned



#### TOPICS

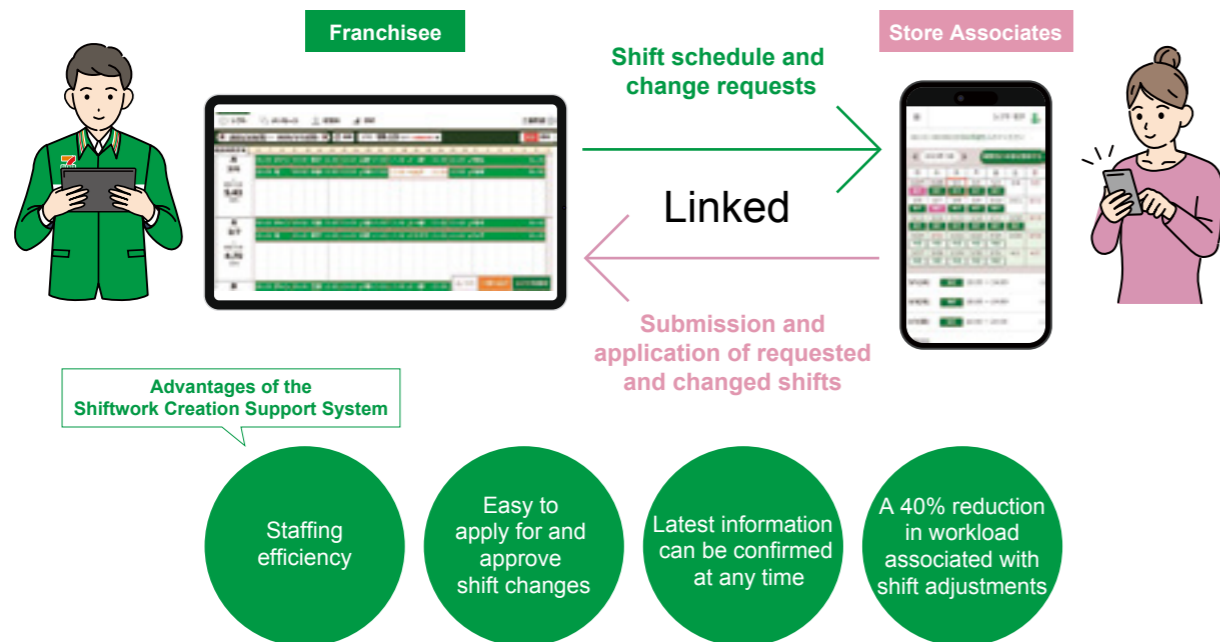


#### 1st "National Customer Service Contest" was held

In response to requests from many franchisees, a new "Customer Service Contest" was launched in October 2022. A total of 3,030 store employees participated in the regional competition, and 22 area representatives competed in the national competition held in June 2023. Over 10,000 people participated in and observed the contest, which helped to develop and motivate employees.

### Adoption of Shiftwork Creation Support System

The Shiftwork Creation Support System is used to easily create a shift schedule by simply entering necessary items such as names and available work hours. The latest information can be checked at all times, store associates can submit their preferred work hours, franchisees or employee in charge of shift creation can make requests for when needed. All requested information is applied to the shift schedule, and this system successfully reduces the workload of shift creation.

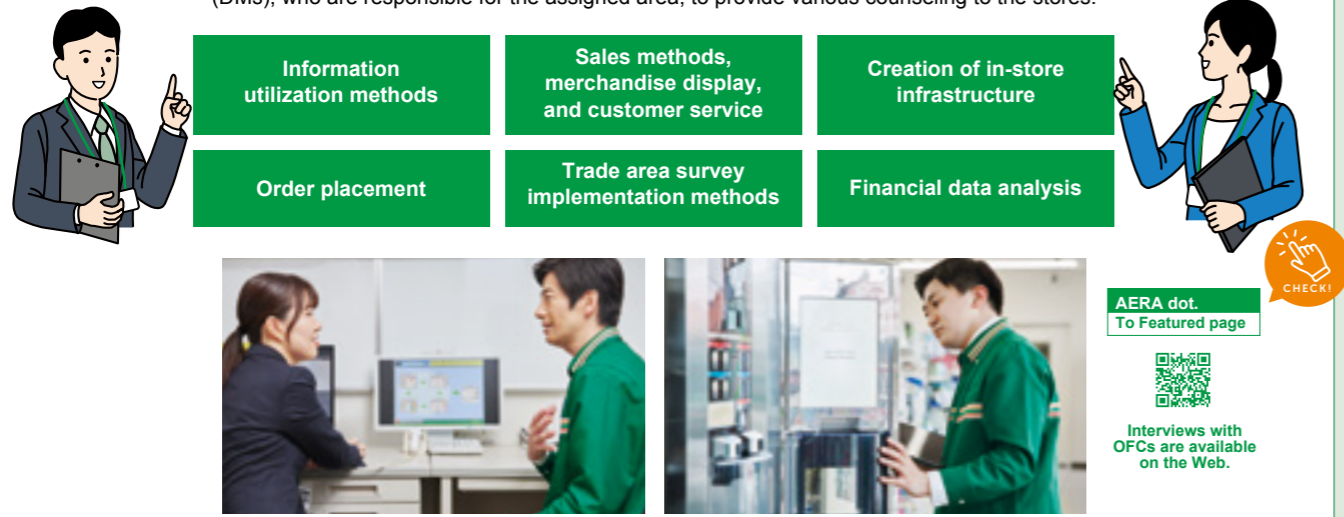


# Operation Field Counselors (OFCs)

## Role of OFCs

Operation Field Counselors (OFCs) visit the stores they are responsible for at regular intervals to provide management support. They convey valuable information on store management, perform analysis on data such as sales revenues and numbers of units sold, and provide advice on everything from selection and display of merchandise based on the trade area to creation of an in-store infrastructure. They serve as the closest partner for franchisees, backing up store management from a variety of angles.

OFCs collect information at Seven-Eleven Japan and communicate with the District Managers (DMs), who are responsible for the assigned area, to provide various counseling to the stores.



Meetings between franchisees and OFCs



Conducting various checks within the store

AERA dot.  
To Featured page



Interviews with OFCs are available on the Web.

### TOPICS

#### Location-specific customer counseling sheets and AI order placement\*; New methods for supporting store management

OFCs utilize geographic information and various types of statistical data to confirm the location and trade area characteristics of each store. In response to changes in the environment and needs, they offer proposals for product assortments and sales areas while providing clear rationales and procedures to avoid uniformity in the creation of stores. AI order placement began full-scale operation from March 2023. AI is used to calculate the quantities for projected demand and safe inventory levels based on each store's past sales performance and to suggest the quantities for order placement. This is expected to lead to more efficient order placements and increased productivity.

\*Original fresh food is not included.

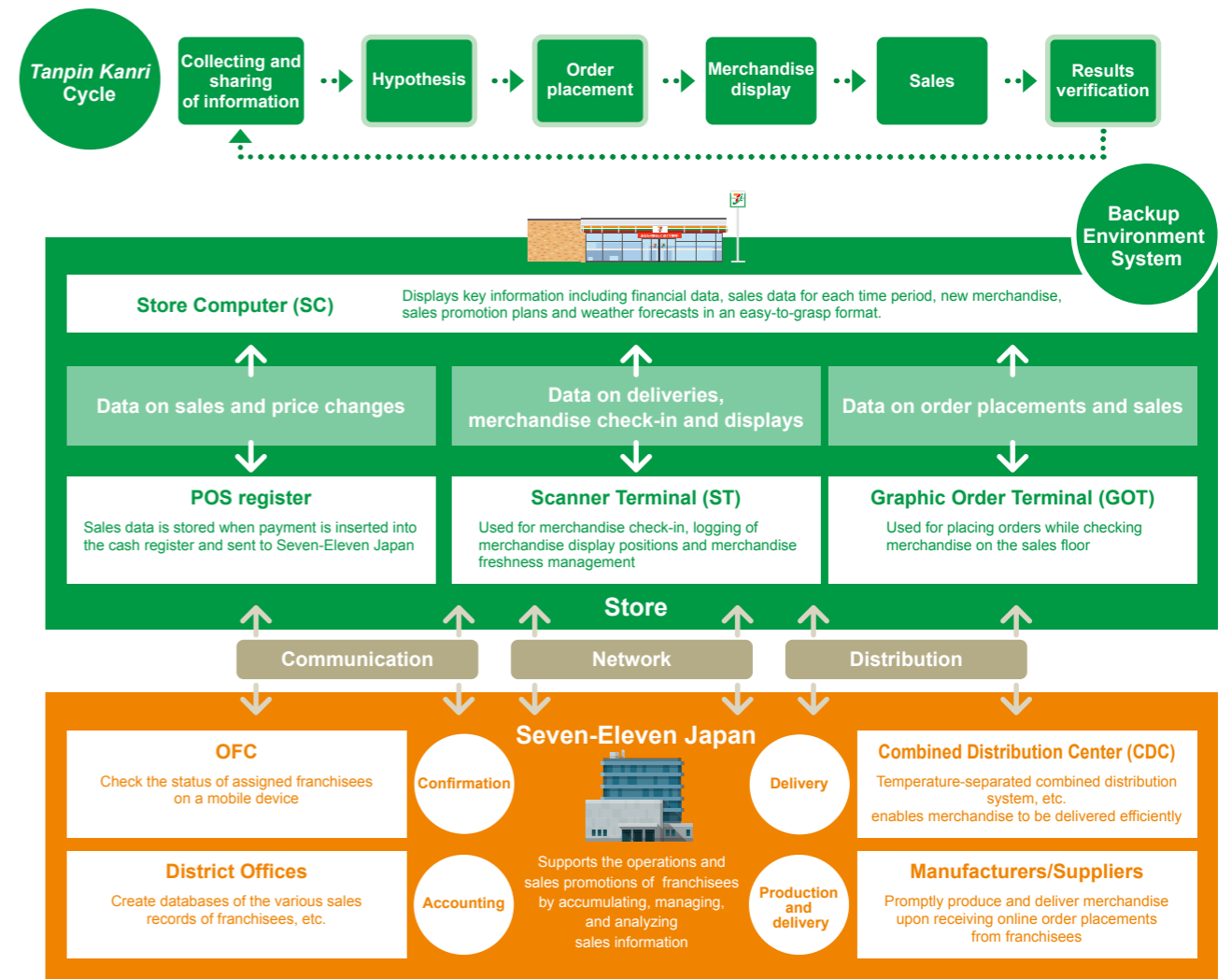
#### Typical items that AI considers when making predictions

- Store's pastsales performance
- Weather forecasts
- Special event information
- Location information
- Calendar

Quantities for projected demand + safe inventory levels are derived

## Tanpin Kanri (Item-by-Item Management)

In order to respond rapidly and flexibly to customer needs and social changes, *Tanpin Kanri* (Item-by-Item Management) is used to manage the movement of each merchandise item and verifies it with data to improve the accuracy of the next order placement. In addition to order placement, it backs up the collection and sharing of information



## The "Four Fundamentals" for Creating Stores That Customers Love



### Merchandise Assortment

Merchandise is selected in a manner to meet the needs of local customers with a fine touch



### Cleanliness

Providing a clean and organized sales floor with thoroughly groomed staff.



### Freshness Management

Selling fresh merchandise that customers can shop with confidence.



### Friendly Service

Striving to provide friendly customer service from the customer's perspective.

## Franchisee Interviews



**Fifty years in the blink of an eye  
Holding fast to fundamental values  
while taking on daily challenges.**

**Kenji Yamamoto**  
Franchisee, Toyosu Store

FRANCHISEE  
INTERVIEW  
01

**Over these 50 years,  
we have overcome many challenges with  
the support of Seven-Eleven Japan.**

When I started to operate the first 7-Eleven store, I was totally absorbed in all of the details of operations. And now 50 years have passed in a flash. Many things happened along the way, but I have always loved the retail business and never really needed to force myself to do the work over all these years. Every day, I check the results of our order placements, including merchandise trends and customer needs. It's one of the highlights of my day. There's nothing I like more than selling new and better merchandise. I get a little emotional thinking about all the different people who have worked with us here, and it's my belief that I can stand here today because we have always risen to meet new challenges.

These are uncertain times, with each day seeming to bring news of something that's never happened before. In times like this, the most important thing is to focus on what is in front of us. I can't see an end to all of this upheaval, so one thing we need to do each day is to seriously consider how we can continue doing business and meet our customers' needs, while making sure we are still working to make things the way they should be.

**We must stick to the fundamentals, because,  
ultimately, people are the most important part  
of our business.**

The Four Fundamentals are the core ideas that remain unchanged at the heart of running a 7-Eleven store. They are our pledge to our customers. Early franchisees were also taught the Four Fundamentals of Aspiration along with the Four Fundamentals. The idea was that four things were needed for this work: passion, effort, continuity, and courage. To have a passion for business, and continue to make every effort to innovate and sell every day. And finally, to respond with sincerity and courage. Today, we only teach about the Four Fundamentals, but I still believe that the Four Fundamentals of Aspiration clearly represent the feelings you should bring to your work.

I'm on the far side of 70 now, and I dream of a life where I can spend my days thinking and doing only what I want to do. But the store still looms large in my thoughts and I am focused on developing people I can trust to take care of it. This was true when we first opened and remains true today.

There's no specific goal for what our stores should be, so I feel that the best approach is to work at your own pace, little by little, day after day.

From the very first day we opened, everything we have done is ultimately about people. Without a nurturing and personable attitude, communication within the store will suffer, and ultimately lead to not meeting customer expectations. The important thing is to try to train people who are merchant minded.

**The relationship between franchisee and  
Seven-Eleven Japan is like a married couple.  
We help each other and devote ourselves to  
one another each and every day.**

The relationship of trust between us, the individual business owners and Seven-Eleven Japan, is very important, and I like to think of it like being a married couple: once strangers, but at the bottom of their hearts now bound together by mutual trust. I hope that we will continue to have this solid relationship where we help each other when times are tough as we work together toward a common goal. Seven-Eleven Japan continues to innovate while learning every day, including lessons that come from the actual business in stores. Franchisees should enhance their abilities as merchants to create stores that meet the needs of their customers.

It is our responsibility to improve our operations, work hard with enthusiasm, and to act with sincerity and humility toward our customers. Never stop learning! This is the critical thing for the future of our business.



**To work is to live  
You can always count on  
finding a 7-Eleven nearby.**

**Mayumi Sakamoto**  
Franchisee, Saitama Magamoto 3-Chome Store

FRANCHISEE  
INTERVIEW  
02

Franchisee Ms. Sakamoto is  
in the center in the photo.

AERA dot.  
To Featured page



A more detailed  
version of the interview is  
available on the Web.

**I inherited my store from my father and now  
I will be passing it down to my son.  
I'd like to share my thoughts on 7-Eleven with you.**

This shop used to be a liquor store run by my father. In 1978, even though business wasn't bad, he decided to change it into a 7-Eleven. It was a daring decision to make when there were still only a few hundred 7-Eleven stores nationwide. I was studying breadmaking when my father, who had always told me to live my life the way I wanted, first asked me to help him with the store. We moved the store to a new location in 1991 and eventually I took over management. Now, I manage two locations. My own son, who I also raised with the philosophy that he should live life his own way, told me when he was 22 that he wanted to help out. He saw how my father and I had worked to overcome various challenges with the help of Seven-Eleven Japan, and he had seen firsthand how we were always

changing to stay ahead of the times.

Looking back, there were times when we were running on empty. There were times when I felt a distance between employees and myself, and it bothered me. But in the end, the most important thing is to make the customer happy. That is the only point where I refuse to compromise. To achieve this, the employees must enjoy themselves. They all have their own dreams and spend their valuable time working to make the store a success. I try to talk with employees because I believe that their devotion to their work depends on the strength of their relationship with us and their passion for 7-Eleven. My core belief, "To work is to live," was nurtured at 7-Eleven. 7-Eleven stores are located throughout Japan, so employees who leave my stores can use the experience they've gained to work at another location. I want more people to know how wonderful 7-Eleven is, so that they can have those future opportunities.



**No matter the weather  
or the distance,  
we bring the joy of shopping  
to everyone.**

**Shokichi Miyairi**  
Franchisee, Tokamachi Nishi Store

FRANCHISEE  
INTERVIEW  
03

Franchisee Mr. Miyairi is  
on the right side in the photo.

AERA dot.  
To Featured page



A more detailed  
version of the interview is  
available on the Web.

**I want to make the people in my community  
happier through my work at 7-Eleven.**

In 1993, despite my father's stubborn opposition, I finally wore him down and convinced him that I should open a 7-Eleven. Even though my personal motivation was high, the store struggled in its early days because we couldn't keep employees. In spite of this, I was able to keep going because I really loved my job at 7-Eleven more than anything else.

When I heard about the Seven Safe Delivery (Anshin Otodokebin) service that started in 2011, I knew it would be perfect to help my local customers in this aging community. I kept appealing to Seven-Eleven Japan about the need to implement this service in Tokamachi. Thanks to my employees who stepped up to get it started, we launched the service in 2013 and it has been running for 10 years now. The locals really appreciate it.

The employees in charge of the service take the initiative to find places to sell and they know best which merchandise will please their customers. I don't have to micromanage them at all, and I can entrust it to them with confidence. They say that nothing makes them happier than to hear the gratitude of our customers, and they are always doing their best. We get heavy snowfall around here, so we always make sure to have plans for when it is at its worst. We start clearing snow from midnight to make it easier for our regular customers and snowplows to get in and out, and we have a full lineup of warm merchandise. I think each store has a unique role like this to play in its community.

I now manage five stores. Our goal is to become the best stores in all of Japan in terms of customer service. We want to be the happiest stores in Japan for our customers. That has been our number one goal ever since I started with 7-Eleven.

# Merchandise Competitiveness

One of the biggest reasons why people choose 7-Eleven

Above all, 7-Eleven's greatest strength is the level of its merchandise competitiveness. Day and night we work to improve quality with an inquisitive spirit, from our uncompromising pursuit of quality to the materials used in packaging, and the process of arranging merchandise in the store.

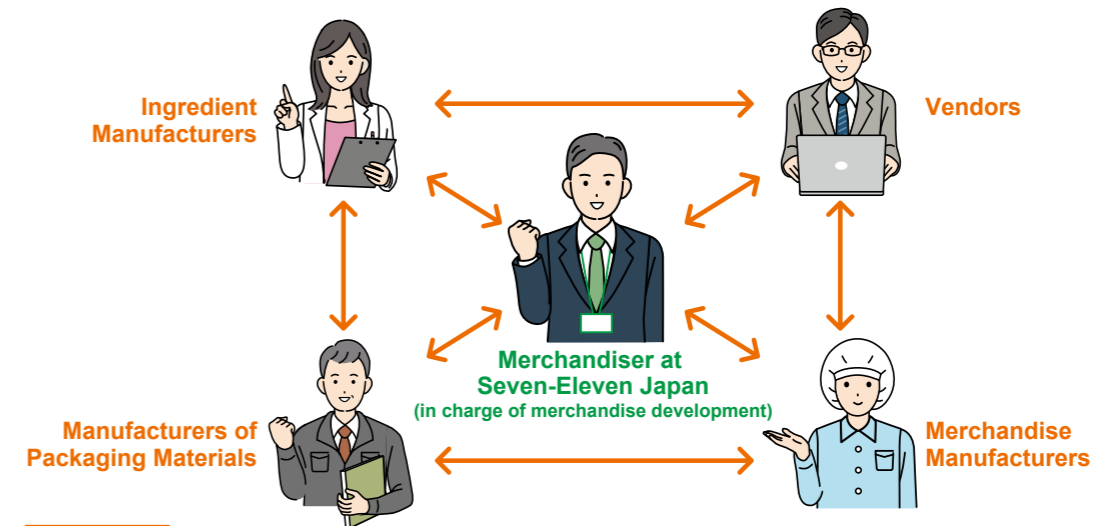
### A little luxury dining from 7-Eleven.

From breads such as toast and sandwich to salads, soups, after-dinner coffee, and desserts, 7-Eleven merchandise makes it possible to create a luxurious dining experience.

\*The images are for illustrative purposes only. Unsold ingredients are used in some of the dishes

## Team Merchandising (MD)

Team MD, which develops merchandise by teaming up with various manufacturers and vendors, is the base of Seven-Eleven Japan's merchandise development capabilities. Based on a thorough marketing strategy, we will combine the high technology and wisdom of each field to pursue the ideal merchandise with a focus on quality, safety, and deliciousness.



### TOPICS

The expertise of Team MD is tapped to make our popular hand-rolled rice balls even more delicious.



Aiming to create homemade rice balls, our hand-rolled rice balls are made with the utmost care and attention to detail, from the rice, seaweed, and ingredients to the packaging. In addition to tasting better, this merchandise is also developed to reduce the negative environmental impact. Without the cooperation of the manufacturers and vendors participating in Team MD, we would not have been able to succeed in this effort.

- Rice** × Since May 2023, we have been using a blend of rice with a special emphasis on graininess and sweetness under the supervision of Hachidaime Gihey, a long-established rice shop in Kyoto.
- Seaweed** × Optimal roasting conditions are set according to the quality of each seaweed type. This maximizes the flavor and taste.
- Ingredients** × We reviewed the processes and methods for each ingredient to further improve the taste, flavor, and texture.
- Packaging** × The packaging consists of thinner films along with the use of biomass materials. This reduces the amount of plastic used while maintaining quality.

## Total Store Sales and Sales Composition Ratio by Merchandise Category

Total Store Sales  
**5,148.7** billion yen  
(FYE February 2023)





## Original Fresh Food

### Careful attention is paid to everything from ingredients to packaging

Original fresh food directly connected to the customer's daily diet. To ensure that our merchandise is safe and delicious, we continue to develop and improve everything from raw materials to production, distribution, and packaging. Another feature is our wide variety of merchandise to choose from, in any combination you prefer. We have many customers who pick our merchandise every day.

#### Noodles

Our udon noodles use domestic wheat, which is characterized by its original wheat aroma and sticky texture. The yudane (water roux) method is used to achieve a firm texture.



#### Manufacturing method and regional characteristics

Cold noodles are made from kneading flour at 26 factories across Japan using special ingredients, manufacturing methods, and recipes. The noodles produced are the result of the wisdom and technology accumulated over many years. The taste of the tsuyu is made by seven companies at nine locations to suit local tastes. This enables every region to enjoy the delicious taste.

#### Tsuyu (dipping soup)

Bonito flakes made from unfrozen bonito are used to create a delicious and aromatic tsuyu (dipping soup).

#### TOPICS

**A well-developed manufacturing and distribution infrastructure supports high quality and stable supply.**

Realizing high quality and stable production by utilizing the advanced technologies of suppliers, who all have independent and outstanding expertise in factories, distribution centers, system infrastructure, and other areas. This makes possible to deliver original fresh food that is tastier, safer, and more secure.

Ratio of factories producing only 7-Eleven merchandise **90.3%**

|  |                             |  |
|--|-----------------------------|--|
| Factories  | 176                         | Factories producing only 7-Eleven merchandise <b>159</b> |
| Combined Distribution Centers Separated by Temperature | 164                         |  |
| Processing centers                                     | Seasonings: 9 Vegetables: 9 | (As of end of February 2023)                             |



## Private Brands that Continue to Pursue Quality

### Seven Premium, where the Group's strength stands out

Seven Premium is said to have changed the conventional wisdom of private brands. Not only is it affordable, but it also continues to focus on quality and has grown into one of the largest brands in Japan with cumulative sales exceeding 10 trillion yen, and now has a total of approximately 3,500 items. Our extensive lineup meets the diverse needs of our customers.



#### Seven Premium Gold

Seven Premium Gold brings foods to the dinner from top chefs and experts that is so good customers want to share them with everyone.



#### Seven Premium

Seven Premium brings delicious, satisfying foods to the dinner table that customers want to eat every day.



#### Seven Premium Lifestyle

The Seven Premium Lifestyle is a way of living for the future, painstakingly designed with solid techniques to be kind to the global environment, and allowing customers to live on their own terms.



#### Seven Café

Seven Café delivers "refreshing moments" and excited smiles with our particular taste anytime, anywhere.

#### TOPICS



#### Started phased rollout of Seven The Price

Seven The Price offers reliable quality at affordable prices through simple manufacturing methods and cost-cutting measures. In order to meet the diversifying needs of our customers, we have started to offer the merchandise nationwide in a phased rollout starting in March 2023.

**In Seven-Eleven Japan's Merchandise Development, New Merchandise Creates New Daily Lifestyles**



**Celebrating 10 Years, Beginning a new phase of Seven Café**

**Kousei Sonoda**  
General Manager of FF, Confectionery, and Ice Cream Div. Merchandising Dept., Seven-Eleven Japan

MERCHANDISER INTERVIEW 01

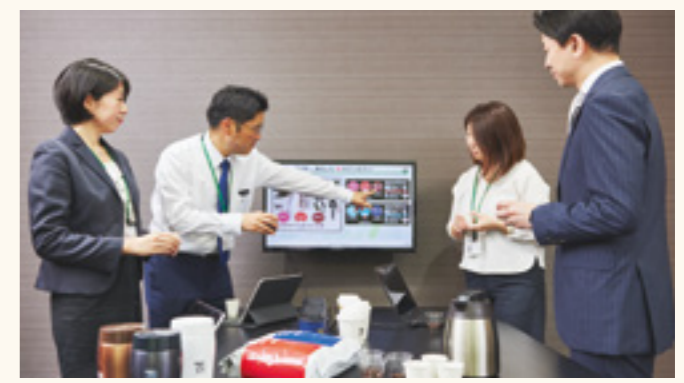


Seven-Eleven Japan Corporate Profile Online version A more detailed version of the interview is available on the Web.

**Seven Café was launched after much trial and error**

Since it was first launched in January 2013, *Seven Café* has been warmly welcomed by customers. It has both contributed to increased sales of snacks such as breads and sweets, and also added value to convenience stores as places to relax. It helped to create a whole new market of what is often called "convenience store coffee," and it continues to grow as the market leader.

However, the road to this point was anything but smooth. The first initiative that led to *Seven Café* started shortly after the company was founded. Heated decanters were introduced to sell premade coffee in individual portions, followed by cartridge-type machines, but neither saw much success. In 2001, in our third attempt, we focused on sales of espresso, which was surging in popularity during the Seattle coffee boom, but this attempt brought only mixed results as well. The most important hint toward our eventual success came from 7-Eleven's popular oden lineup. Dashi (soup stock), an essential ingredient in oden, tastes best when made with soft Japanese water. This made us consider how important water is for brewing good coffee, and decided to take on the challenge of figuring out how to brew the best coffee with Japan's soft water. We also wanted to ensure that it was familiar to the Japanese palate, rather than simply adopting foreign trends. Long back-and-forth discussions with a team of experts in fields as varied as coffee beans, machines, and brand design helped us in our aim to create the best coffee in Japan. We pay careful attention to the ingredients (100% select Arabica beans), roasting (double roasting, single cup paper drip), and appearance (branding design). After two years of trial and error, we developed an exclusive paper drip coffee machine. This is what made *Seven Café* possible, offering coffee with a rich aroma a refined taste suit to the Japanese palate, carefully but quickly served up one cup at a time.



lighter flavors in the evening when they want to relax.

In response to greater health consciousness among our customers, we decided to expand the number of stores offering Store-made Smoothies, which were previously only sold at certain select stores. We are now in the process of gradually rolling them out with the aim of selling them nationwide by the end of February 2024. These fresh smoothies, which are ready in around 70 seconds, have been very popular since their launch and have attracted customers who were not interested in our coffee offerings.

We are especially proud that Store-made Smoothies are not only good for the body but also for the environment. Broccoli stems, which would normally be discarded, and strawberries, bananas, and mangoes that were previously classified as out of standard due to size or appearance issues are used as ingredients, which reduces food waste and supports producers.

**Merchandise development is a problem-solving challenge**

I have been personally involved in the development of various merchandise items, including *Seven Café*, at Seven-Eleven Japan for nearly 20 years. I have come to the realization that merchandise development is actually problem solving. How can we meet the needs of our customers? How can we help solve social issues? There is no end goal in Seven-Eleven Japan's merchandise development. We will continue to listen carefully to our customers' voices and, with the help of partner companies, create better merchandise and services, and strive to help create more prosperous and comfortable lives and a sustainable society for everyone.

**Seven Café continues to grow and evolve New "Store-made Smoothies" expanding nationwide**

The introduction of *Seven Café* has also brought about a whole new swathe of challenges. In this era of rapid change, we continuously review and improve the taste and varieties of our merchandise to satisfy the rapidly shifting needs of our customers. In July 2022, a new feature was added to allow customers to customize their coffee by selecting light, normal, or strong flavors. This has received favorable reviews, with customers saying that they appreciate the ability to select stronger flavors in the morning to feel perked up, and

**Seven Café for establishing new consumer behavior**

Since its introduction in 2013, *Seven Café* has become an instant hit due to its innovative taste and convenience, and has established a new genre of "convenience store coffee" Since then, we have continued to take on the challenge of improving the taste and quality of our coffee.

**Cumulative sales reached 7 billion cups in the first 10 years of sales The secret behind Seven Café's strong appeal**

Coffee beans from Guatemala, Tanzania, Colombia, and Brazil are used. Four-step roasting gives the coffee a deep rich flavor.

Each cup is dripped using a paper filter to maximize the flavor, which is perfectly suited to Japanese tastes. You can choose your favorite flavor.

\*Café Latte is not included.

Seven Café has a particular design for its containers as well as its machines. Designed under the supervision of Kashiwa Sato, one of Japan's leading creative directors, the container represents a simple and high quality world view.

**TOPICS**

**Will this be a new daily lifestyle? "Smoothies Made in the Store" is born.**

"Smoothies Made in the Store" combines quick-frozen fruits and vegetables, which gives a freshness to the ingredients, with ice cubes made from frozen vegetable purees, fruit juices, and other ingredients that are packed with flavor and nutrients. They are mixed in the store's special machine so that customers can enjoy them freshly made. This also contributes to reduced food loss because vegetables and fruits that would normally be discarded due to their size or appearance are used as ingredients. As an environmentally friendly, tasty, and easy way to consume fruits and vegetables, we aim to roll out this merchandise nationwide by the end of February 2024.

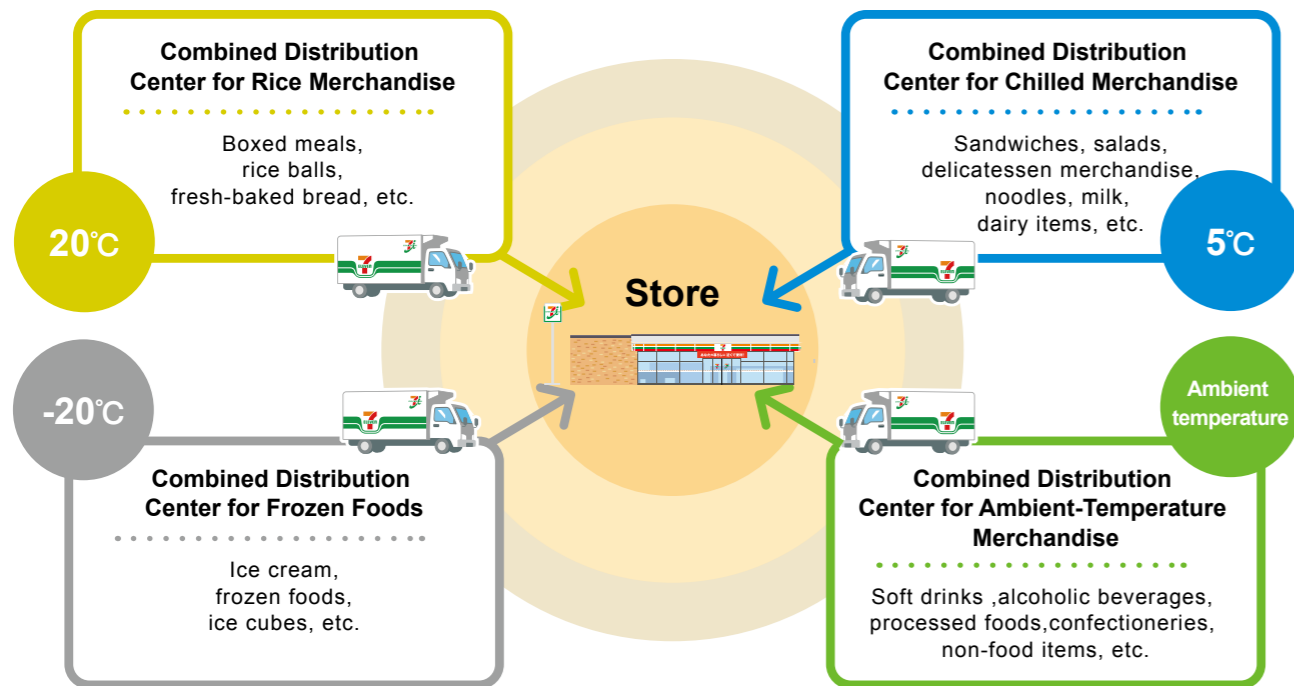




**Seven-Eleven Japan's Quality Control, Where Strictness Is Key for Taste and Safety**

**Temperature-Separated Combined Distribution System**

In order to maintain taste and quality on an individual merchandise basis, temperature management is key. At Seven-Eleven Japan, merchandise is divided into optimal temperature zones and delivered in batches from the combined distribution center to each store.



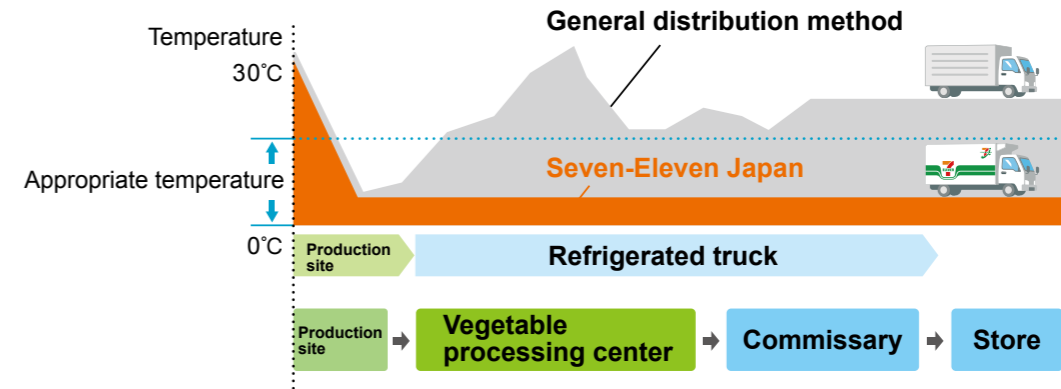
**TOPICS**

**The achieving of combined distribution was a revolutionary event in the distribution industry**

It was in 1976 that Seven-Eleven Japan began a combined distribution program in which merchandise from different manufacturers was delivered by the same vehicle. This was a revolutionary event at a time when the mainstream was for major manufacturers to deliver to each store through their own distribution network. This change was brought about by repeatedly explaining the advantages of combined distribution to each manufacturer and gaining their understanding. This enabled us to bring about significant social reforms in terms of work efficiency, cost, and the environment.

**The "Cold Chain" Freshness Management Starting from the Farm**

For freshly harvested vegetables, Seven-Eleven Japan uses the Cold Chain low-temperature distribution network model to keep vegetables fresh during delivery and processing. Harvested vegetables are loaded onto trucks after being maintained on-site at a low temperature, and delivered to stores via sorting centers and factories all while under uniform temperature control.



**Thorough Food Traceability Management for Safety and Security**

All ingredients used in our original fresh food are strictly controlled in a food traceability system with database. The system allows the company to check which merchandise contains certain ingredients such as allergens or additives, where they were produced, how much of them are used in each sales area, etc.

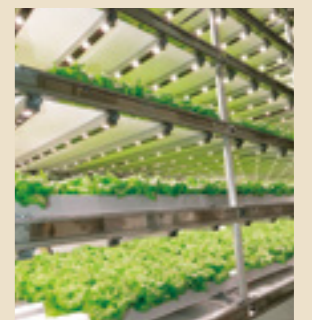
**Mechanism for Managing Ingredient Traceability**



**TOPICS**

**Procuring sustainable ingredients by proactively using GAP-certified vegetables**

GAP certification is granted based on an audit by a third-party organization to producers that work toward sustainable farming. Since October 2022, all sandwiches sold at our stores in Fukushima Prefecture use only vegetables from farms that have received this GAP certification, and in addition to procuring sustainable fresh vegetables, we are also striving toward local production and local consumption. We are also implementing nationwide procurement from plant factories, which enable safe and stable vegetable cultivation and supply, with the goal of increasing the ratio to 30% by 2030. Starting from July 2023, salads made with romaine lettuce and spinach grown at plant factories are being sold nationwide.



Example of a plant factory



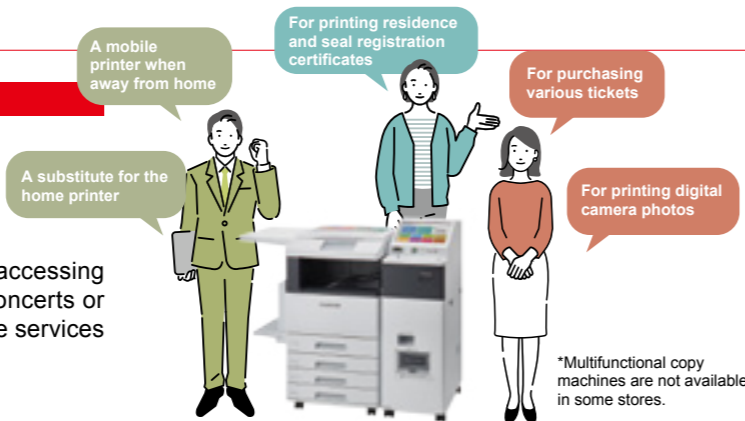
## 7-Eleven Provides Basic Infrastructure for Enhancing Value in Customers' Daily Lives

### Providing a Variety of Services Essential for Daily Life

In addition to the merchandise for purchase, 7-Eleven provides various services needed in daily life through new technology. Combined with the convenience of being open 24 hours a day, this greatly enhances the value of people's daily lives.

#### Multifunctional Copy Machines

The multifunctional copy machines in 7-Eleven stores can be used for a wide range of different purposes, including making copies, sending faxes, printing out photos from smartphones or digital cameras, accessing online printing services, ordering tickets for concerts or leisure attractions, and providing administrative services and insurance services.



#### Administrative Services\*

Customers can obtain copies of residence certificates, seal registration certificates, family register certificates, copies of relocation history, and various tax statements, even on weekends and holidays.

Local governments participating in our convenience store issuance program **1,165 organizations**  
(As of May 15, 2023)

\*These require a "My Number" card or a Basic Resident Registration card. Available services may vary depending on local government regulations.

#### Seven Bank ATMs

With approximately 26,000 ATMs installed nationwide accepting cards from more than 600 affiliated financial institutions, Seven Bank's ATM service can be used anytime, anywhere, and safely by anyone. When using a card issued overseas, the ATM user can choose from one of 12 different display languages for the ATM menu.



Introducing the "+ (plus) area" operation area, which includes a sub-display. It is now possible to read personal identification documents such as driver's licenses and QR codes.\*

\*QR codes are a registered trademark of Denso Wave Inc.

## Enhanced Convenience through Digital Services

In order to make daily shopping more convenient and to increase the frequency of visits to our stores through the added value that they provide, we are also focusing on the development and expansion of digital services.

#### 7-Eleven App

The 7-Eleven App allows individual customers to browse information on merchandise and campaigns as well as coupons for great-value offers on their smartphones at any time. Data shows that, because personalized information and coupons are sent to users of the app based on their usage status, they visit 7-Eleven stores more frequently and spend more during each visit.



Customers receive personalized coupons



Get information on great-value offers



Payments can be made directly using nanaco, etc.

#### 7iD

This system helps unify customer information which individual operating companies hold into one single ID. This helps understand consumer behavior, develop merchandise which meets customer needs and makes communication with them more effective.



#### Seven Mile Program

You can build up "miles" by shopping at various Seven & i Group stores or through online shopping. These miles can be exchanged for nanaco points at a rate of 1:1, or used for activity-based events, digital special offers, or various donations and support funds.



#### TOPICS

##### Apps and customer data will help 7-Eleven deliver a new media experience

Seven-Eleven Japan is currently implementing a retail media platform. The 7-Eleven App, which has more than 20 million members based on 7iD, enables precise targeting for more effective advertising and purchasing operations. In addition to using external media such as YouTube, Seven-Eleven Japan has also adopted digital signage for providing an in-store media experience. This leads to enhanced customer engagement.

Using digital signage for providing an in-store media experience



Targeting and sales promotion by 7-Eleven App

Retail Media Four Solutions



Customer analysis utilizing 7iD and POS data

Distributing ads to media with large numbers of members



## Seven-Eleven Japan's Efforts on Material Issues for Realizing a Sustainable Society

The realizing of a sustainable society is a goal for society as a whole. As a company that is deeply involved in the community, in addition to our own efforts, we work together with our customers, local communities, and suppliers to address material issues from a variety of perspectives.

### Seven Material Issues

**1. Create a livable society with local communities through various customer touchpoints**



For local communities and households where shopping can be inconvenient. We are implementing initiatives to bring our customers closer to us, such as through mobile sales and merchandise delivery.

**2. Provide safe, reliable and healthier merchandise and services**



We work in close partnership with our suppliers to jointly provide safe and reliable merchandise.

**3. Realize decarbonization, circular economy, and society in harmony with nature, through environmental efforts**

Some stores are equipped with PET bottle reverse vending machines. We use the bottles as resources and recycle them into merchandise for reducing negative environmental impact from various aspects. We are promoting a circular economy and society.

**4. Achieve a society in which diverse people can actively participate**



We understand differences in a wide range of values, support employment for seniors, foreign nationals, and people with disabilities, and help employees balance work and childcare.

**5. Improve work engagement and environment for people working in Group businesses**



We support diverse work styles and are working to further enhance the work environment at our franchisees with the aim of creating a rewarding and comfortable workplace.

**6. Create an ethical society through dialogue and collaboration with customers**



We participate in local environmental protection initiatives through community cleanups. We are also committed to providing merchandise and services that address social issues.

**7. Achieve a sustainable society through partnerships**



Aiming to build a sustainable supply chain, we provide socially and environmentally friendly merchandise together with our suppliers.

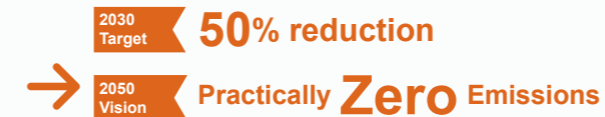
## The Seven & i Group's Environmental Declaration GREEN CHALLENGE 2050



### Reduction of CO2 emissions

Seven-Eleven Japan is striving to realize further reductions in CO2 emissions through the effective utilization of energy-saving measures and renewable energy, including the adoption of LED lights, solar panels, and highly energy-saving equipment.

Emissions associated with the operation of the Group's stores  
(compared to FY2013)



### Food loss and waste/ food recycling measures

There is growing concern about food loss and waste, which involves food that is still edible being thrown away. In order to reduce food loss and waste, the company is working to further promote food waste reduction and recycling.

Reduction in food waste disposal  
Amount of food waste generated per unit of sales  
(food waste generation per million yen in sales; compared to FY2013)



Food waste recycling rate



### Measures to reduce plastic usage

The pollution of the oceans by plastic waste is a serious problem. The company is working hard to reduce the consumption of plastic items that are only used once before being thrown out, such as plastic bags and plastic containers.

Plastic bag usage



Aiming to use sustainable natural materials such as paper.

For the packaging used in its proprietary merchandise (including Seven Premium), the company uses eco-friendly materials (biomass, biodegradability, recycled materials, paper, etc.).



### Sustainable procurement

The company is increasing the use of food merchandise ingredients that help to ensure sustainability, so as to be able to provide our customers with safe, secure and convenient merchandise which is also environmentally friendly.

For the ingredients used in its proprietary merchandise (including Seven Premium), the company uses materials that help to ensure sustainability.



# Aiming for a sustainable society together with our franchisees, suppliers, local communities, and customers



## Reduction of CO<sub>2</sub> emissions

### 01 Leaders in charge of energy-saving are selected at each store to implement energy-saving measures

From the standpoint of dealing with the tight supply and demand of electricity and reducing CO<sub>2</sub> emissions, these leaders in charge of energy-saving are selected to implement the Six Priority Energy-Saving Measures at each store. We view environmental issues as our responsibility and actively implement initiatives.



### 02 Demonstration testing of environmentally friendly stores and conducting nationwide development

Solar panels are installed in 8,823 stores nationwide\*, and LED lights are installed in almost all stores. Also, our "Stores with Negative Environmental Impact" are testing the installation of storage batteries and energy management systems to further reduce CO<sub>2</sub> emissions, and these initiatives will be expanded nationwide in the future.

\*As of the end of February 2023



## Measures to reduce plastic usage

### 01 Changes to environmentally friendly packaging and containers expand nationwide

Salad cups have evolved into environmentally friendly PET containers, while some chilled boxed meal containers and sandwich films have been converted to paper types, all while maintaining convenience. We also use botanical film and rice ink, and will continue to change over to environmentally friendly packaging and containers.



## Food loss and waste/food recycling measures

### 01 Implementing initiatives to reduce food loss and waste together with our customers

We are working to reduce food loss and waste in collaboration with our customers through such efforts as the Ethical Project in which we give bonus *nanaco* points to customers who purchase applicable merchandise that have approached their expiration date, such as rice balls and bread, using *nanaco* electronic money, and "Temaedori," in which customers are encouraged to choose the frontmost merchandise if eating it immediately after purchase.



### 02 Long-term freshness merchandise that can be kept fresh for a long time and expansion of merchandise offered in sizes that can be eaten in one sitting

By developing proprietary technologies, such as nitrogen filling, and by reexamining our ingredients, the production process, and temperature management, we have developed merchandise capable of longer expiry dates than before without losing flavor or quality. In addition to this expanded assortment of long-term freshness merchandise, we are also expanding our assortment of *Seven Premium* merchandise that can be eaten by small numbers of people.



## Sustainable procurement

### 01 Sustainable merchandise procurement that takes human rights and the global environment into consideration

We sell merchandise that uses sustainable raw materials, such as cacao ingredients that have received international fairtrade certification, which is a system that certifies that raw materials and merchandise from developing countries are traded under fair conditions, and merchandise with the MSC "Marine Eco-Label," which certifies marine products caught in sustainable fisheries. We are planning to further expand our sustainable procurement in the future.



(MSC-C-59602)

Under our corporate vision, “Building a joyful future, together,” we will work to solve social issues while building close relationships with local communities throughout Japan.



To realize a **healthy** society through craveable merchandise and services



**Food and nutrition education (local production and local consumption)**

We conducted a harvesting experience of romaine lettuce with local kindergarten children and a tasting of our product using romaine lettuce. This provided an opportunity for children to learn about local production and local consumption.



**Food and health events**

We participated in "Karada Good Miyazaki Festa 2022", an event themed on food and health in Miyazaki Prefecture, and exhibited our initiatives on reduction of food loss and waste, food safety and security, and local production and local consumption.



Realizing a society where we live together with the **community**



**Safety and security**

In cooperation with the local police department, we conduct regular in-store crime prevention drills and other initiatives to educate the community about crime prevention measures.



**Local events**

We exhibited a booth with a PET bottle reverse vending machine at "Kyoto Marathon 2023" held in Kyoto City. In addition to informing the participants about our complete recycling efforts, we offered participants the opportunity to experience feeding PET bottles into the machine.



Realizing an **environmentally** friendly circular economy



**Community cleanup**

Seven-Eleven Okinawa is currently conducting cleanup activities around its stores on the first Friday of every month with all employees. Each and every one of us will strive to raise our awareness of the environment and to realize a circular economy.



**PET bottle collection and recycling**

To enable the effective use of resources, 7-Eleven stores in Osaka Prefecture were the first to install PET bottle reverse vending machines at 76 stores in Sakai City.



Realizing a happy society using diverse **human resources**



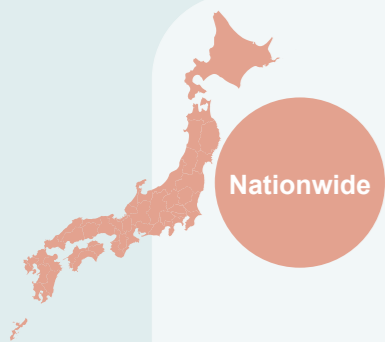
**Excellent company for people with disabilities**

Seven-Eleven Japan received the Tokyo Governor's "Disability Employment Excellence Company Award", which is given by the Tokyo Metropolitan Government to a company that makes distinctive and outstanding efforts in the employment of people with disabilities.



**Implementing a multicultural society**

We are participating in GHKG (Glocal Hataru-Kurasu Gunma), a project commissioned by the Ministry of Education, Culture, Sports, Science and Technology, to provide employment support for international students, and are conducting internship programs with the cooperation of Gunma University.



**Nationwide**



**Donation of merchandise**

We donate merchandise during store remodeling and supportive items through food drive campaigns. The donated merchandise is distributed through the Council of Social Welfare to organizations and facilities that provide support to the elderly, disabled, children, and the needy for promoting community welfare and reducing food loss.



**Workplace experience and on-site classes**

We accept elementary and junior high school students in work experience programs at our stores and visit schools to hold classes to share Seven-Eleven Japan's SDG initiatives. This work experience at a convenience store is used to teach students the importance of greetings and the following of rules.

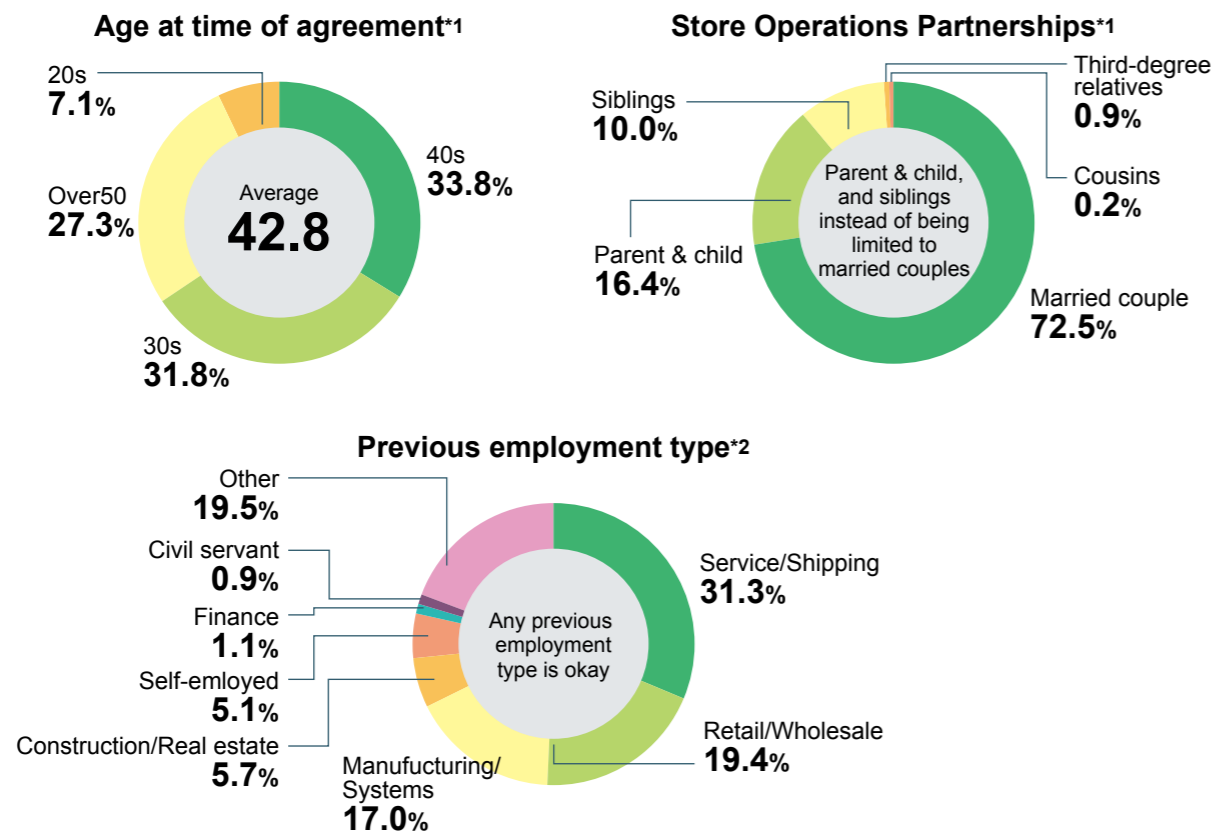


## The Franchise Agreement

7-Eleven is a “franchise business” where the franchisees operate their own stores independently.

We create the best contract plan for each person to begin a new daily life as a Seven-Eleven Japan franchisee.

### Seven-Eleven Japan’s Franchisees as Shown by the Numbers



\*1 Seven-Eleven Japan survey (March 2018 to February 2023) \*2 Excluding Seven & i Group employees and 7-Eleven store employees

## Franchise Process

### Type A

Franchisee provides the property and building for the store

**Briefing/Research/Review**

- 1. Visiting the franchisee candidate**  
A Recruit Field Counselor (RFC) briefs the franchisee candidate and provides documents summarizing key points and general information about the franchise agreement.
- 2. Location/Trade area/Market research**  
We implement in-depth research regarding location and trade area to determine whether the franchisee candidate can open a store as our franchisee. We also analyze and review the outcome from multiple perspectives.
- 3. Overview of our system**  
By explaining the franchise story, we provide a detailed explanation of our original store management methods and overall operations until the franchisee candidate is satisfied.
- 4. First interview with zone manager or district manager**  
We confirm the understanding and approval of the franchisee candidate and his/her spouse and family with regard to 7-Eleven's store management.
- 5. Internal review**  
We obtain cash planning and financial data documents from the franchisee candidate, and review the details.
- 6. Briefing on the contractual details of the franchise agreement**  
We offer an item-by-item explanation of the agreement, including the division of roles between the franchisee candidate and Seven-Eleven Japan.
- 7. Deliberation and decision-making by the franchisee candidate**  
The franchisee candidate carefully examines the details and decides whether to enter into a franchise agreement with us.
- 8. Signing the franchise agreement**  
After carefully reviewing and checking the details of the agreement, Seven-Eleven Japan and the franchisee candidate enter into a franchise agreement, upon which the franchisee candidate pays a deposit.
- 9. Store layout and design**  
The construction and design department of Seven-Eleven Japan implements the design, and the franchisee candidate confirms and then signs the construction agreement.

**Decision-making**  
**Signing of agreement**  
**Building the store**

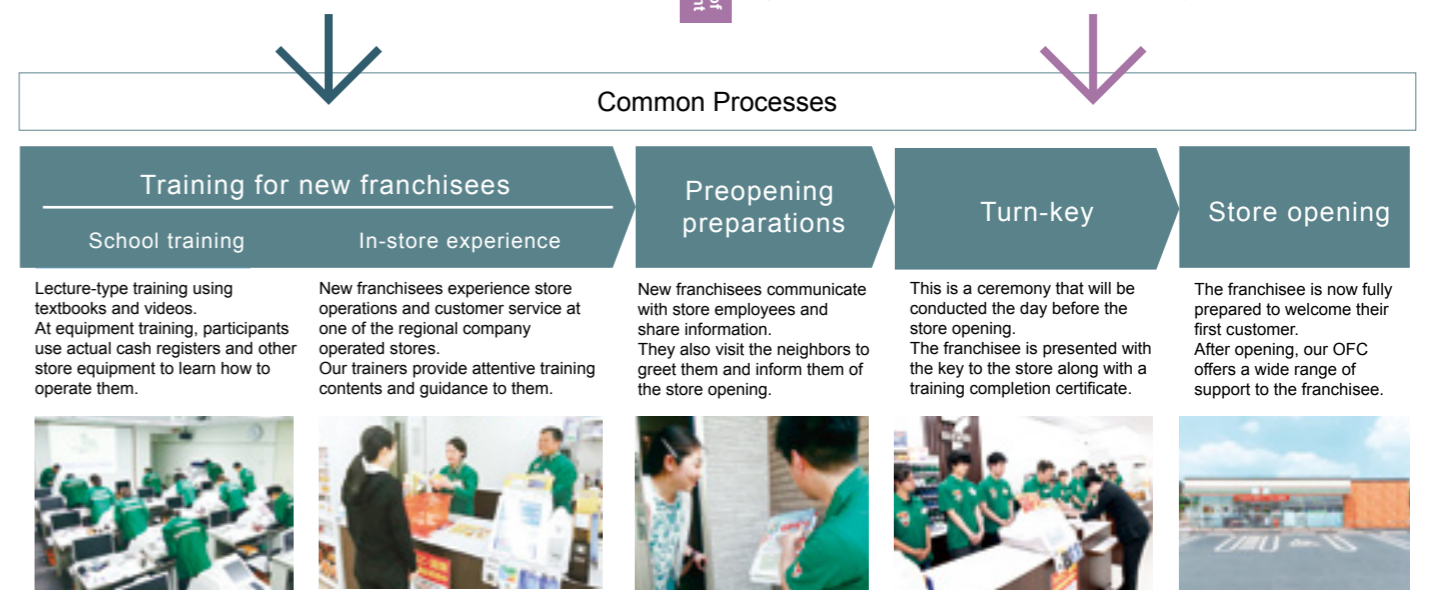
### Type C

Seven-Eleven Japan provides the property and building for the store

**Briefing/Review**

- 1. Participating in the briefing session**  
Explains Seven-Eleven Japan's general franchise system, etc. and provides documents summarizing key points and general information about the franchise agreement.
- 2. Preliminary consultation/First interview**  
Our representative visits the franchisee candidate and conducts an interview.
- 3. Overview of our system**  
By explaining the franchise story, we provide a detailed explanation of our original store management methods and overall operations until the franchisee candidate is satisfied.
- 4. Visiting an existing store**  
We visit a current franchisee with the franchisee candidate to hear the franchisee's feedback and deepen the candidate's understanding of Seven-Eleven Japan's store management.
- 5. Store Experience Learning program**  
The franchisee candidates experience the actual operations for a short period at an existing store, which helps them personally confirm whether they are suited to the role of business owner.
- 6. Second interview with zone manager or district manager**  
We confirm the understanding and approval of the franchisee candidate and his/her spouse and family with regard to 7-Eleven's store management.
- 7. Confirming the candidate property**  
Seven-Eleven Japan introduces a property that meets most or nearly all of the conditions of the franchisee candidate. Subsequently, the franchisee candidate decides on the store he/she wishes to operate after viewing the property.
- 8. Third interview with zone manager or district manager**  
We confirm the understanding and approval of the franchisee candidate and his/her spouse and family with regard to 7-Eleven's store management.
- 9. Briefing on the contractual details of the franchise agreement**  
We offer an item-by-item explanation of the agreement, including the division of roles between the franchisee candidate and Seven-Eleven Japan.
- 10. Deliberation and decision-making by the franchisee candidate**  
The franchisee candidate carefully examines the details and decides whether to enter into a franchise agreement with us.
- 11. Signing the franchise agreement**  
After carefully reviewing and checking the details of the agreement, Seven-Eleven Japan and the franchisee candidate enter into a franchise agreement, upon which the franchisee candidate pays a deposit.

**Signing of agreement**  
**Signing of agreement**



## Terms & Conditions of Franchise Agreement

|  | Type A   | Type C  |
|--|--|---|
| Management Formation                                 | Independent business owner   |   |
| Agreement Term                                       | 15 years   |   |
| Ownership or Lease of the Land and Buildings         | Owned or leased by the franchisee candidate  | Owned or leased by Seven-Eleven Japan   |
| Utility Costs Paid by                                | Seven-Eleven Japan: 80% Franchisee: 20%  |   |
| Deposit on Signing the Agreement                     | 3,150,000 yen (incl. 150,000 yen for consumption tax, etc.)  | 2,600,000 yen (incl. 100,000 yen for consumption tax, etc.)   |
| Seven-Eleven Charge                                  | <p><b>An amount equal to the gross profit on sales<sup>*1</sup> multiplied by 45%</b></p> <ul style="list-style-type: none"> <li>43% for 24-hour operation stores</li> <li>Incentives granted for stores that have operated for five years or longer (Seven-Eleven Charge is reduced based on certain conditions)</li> <li>A special reduction of 1% of the gross profit on sales</li> </ul> <p>Further reduction in Seven-Eleven Charge</p> | <p><b>An amount equal to the gross profit on sales<sup>*1</sup> multiplied by a sliding charge rate</b></p> <ul style="list-style-type: none"> <li>For 24-hour operation stores, 2% of gross profit is deducted</li> <li>If the business facilities fall under the category of "store-separated housing" as defined by Seven-Eleven Japan, the region-based applicable amount<sup>*2</sup> is deducted</li> <li>Incentives granted for stores that have operated for five years or longer (Seven-Eleven Charge is reduced based on certain conditions)</li> <li>A special reduction of 1% of the gross profit on sales</li> </ul> <p>Further reduction in Seven-Eleven Charge</p> |
| Guaranteed Minimum Gross Income system <sup>*4</sup> | <p><b>Store Franchisee's Annual Gross Income<sup>*3</sup> 22 million yen per year</b></p> <p>[19 million yen per year for stores not open 24 hours]</p>  | <p><b>Store Franchisee's Annual Gross Income<sup>*3</sup> 20 million yen per year</b></p> <p>[17 million yen per year for stores not open 24 hours]</p>   |

Further information on the agreement is explained in the Key Points Overview of the Franchise Agreement and in the Agreement.

<sup>\*1</sup> This is the profit obtained by deducting the cost of merchandise sold from the amount of sales

<sup>\*2</sup> The region-based applicable amount differs based on the location of the store

<sup>\*3</sup> The amount of the remaining balance after deducting the Seven-Eleven Charge from gross profit on sales

<sup>\*4</sup> The Guaranteed Minimum Gross Income System guarantees the store franchisee's minimum gross income, but not the franchisee's profits. The Guaranteed Minimum Gross Income is applied according to the number of actual business days.

## Type C Seven-Eleven Charge Calculation Standard

| Calculated based on tiers in gross profit for one month | Store Franchisee's Gross Income | Seven-Eleven Charge |
|---|---------------------------------|---------------------|
| 0-2,500,000 yen   | 44%                             | 56%                 |
| 2,500,001-4,000,000 yen                                 | 34%                             | 66%                 |
| 4,000,001-5,500,000 yen                                 | 29%                             | 71%                 |
| Over 5,500,000 yen                                      | 24%                             | 76%                 |

## Reduction in Seven-Eleven Charge

The Seven-Eleven Charge is reduced by the amount indicated below, from the amount calculated per the above.

| Gross profit on sales / month | Over 5,500,000 yen                            | 5,500,000 yen or less  |
|-------------------------------|---|--|
| 24-hour operation stores      | <p><b>Reduced by 35,000 yen per month</b></p> | <p><b>Reduced by 35,000 yen per month</b></p> <p>[ 24-hour operation 2% of the gross profit on sales<br/>Special reduction 1% of the gross profit on sales ]</p> |
| Non-24-hour operation stores  | <p><b>Reduced by 15,000 yen per month</b></p> | <p><b>Reduced by 75,000 yen per month</b></p> <p>[ Special reduction 1% of the gross profit on sales ]</p>   |

The above values are to be calculated on a prorated basis for the actual number of business days during each accounting period.

## Breakdown of Deposit on Signing the Agreement

|                                     | Type A   | Type C  | Characteristics   |
|-------------------------------------|--|---|---|
| 1. Training fee                     | 550,000 yen<br>(incl. 50,000 yen for consumption tax, etc.)    | 550,000 yen<br>(incl. 50,000 yen for consumption tax, etc.) | Franchisee (partner and two others) candidate expenses for classes and on-site training.  |
| 2. Store opening preparation charge | 1,100,000 yen<br>(incl. 100,000 yen for consumption tax, etc.) | 550,000 yen<br>(incl. 50,000 yen for consumption tax, etc.) | This charge covers preparatory expenses, required for opening, implemented by Seven-Eleven Japan to prepare the store for a smooth opening by a franchisee. These preparations range from store planning to merchandise display. This payment is also collected when taking over an existing store. |
| 3. Store opening investment         | 1,500,000 yen<br>(consumption tax not applied)                 | 1,500,000 yen<br>(consumption tax not applied)              | This is the minimum amount to be prepared by a franchisee as the franchisee's capital to cover part of the cost of merchandise stocked at the time of opening, cash for change, costs for store fixtures, equipment and consumables, and 500,000 yen in franchise guarantee deposits.               |

## Support System for Store Staff Members

| Franchisees' Mutual Aid System | <ul style="list-style-type: none"> <li>Compensation paid in the case of the franchisees' and their spouses' death, accident and sickness, post-retirement, and life insurance, in-patient surgery insurance, long-term care insurance, medical insurance and reserves for benefits packages for fixed beneficiaries.</li> <li>Compensation paid if employees are injured on duty or on the way to work.</li> <li>Life insurance, in-patient surgery insurance, and income indemnity insurance in which fixed beneficiaries are eligible to enroll.</li> </ul> |
|--------------------------------|---|
|--------------------------------|---|

## Incentives for Franchisees

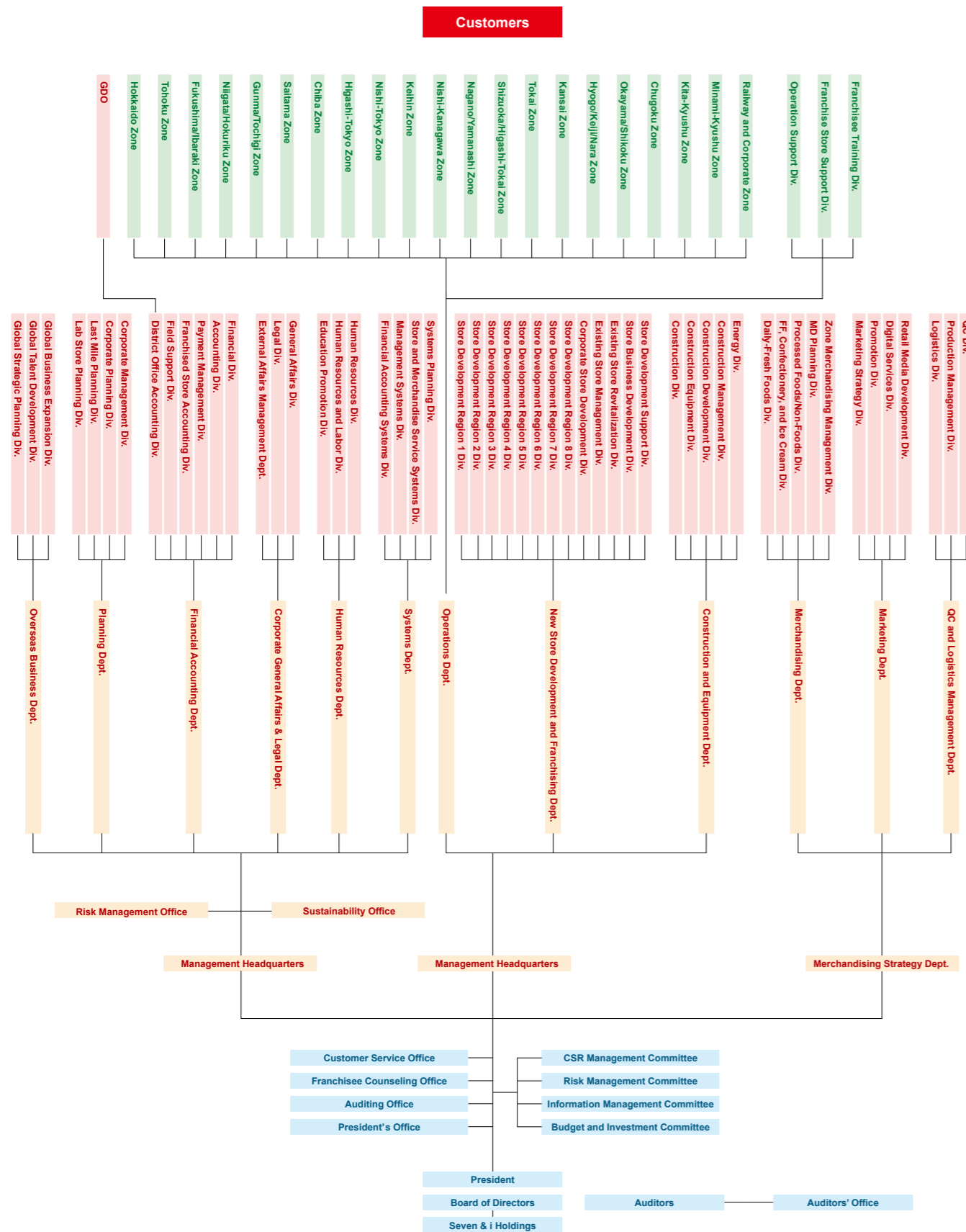
| Incentive System for Multistore Operations | <ul style="list-style-type: none"> <li>When a franchisee who has operated a 7-Eleven store for over five years opens one or more new stores, the incentive charge for stores open over five years is applied to the new store from the beginning of its operation.</li> <li>When a franchisee operates two or more 7-Eleven stores, a reduction of 3% of the gross profit on sales from the Seven-Eleven Charge is applied to the second and subsequent stores.</li> </ul> |
|--|--|
|--|--|

# Seven-Eleven Japan: A History of Challenges and Evolution

|           |   |           |  |           |  |           |   |
|-----------|---|-----------|--|-----------|--|-----------|---|
| 1973 Nov. | York Seven Co., Ltd. was established.   | 1995 Jun. | Payment collection service for mail-ordered sales was introduced.  | 2008 Apr. | SEVEN-ELEVEN (CHINA) INVESTMENT CO., LTD. was established.   | 2017 Jun. | The first 7-Eleven store in Vietnam was opened.   |
|           | An area service and license agreement were concluded with Ito-Yokado and the Southland Corporation of the U.S.A. (now 7-Eleven, Inc.).                | 1996 Mar. | Weather information service was introduced.  | 2009 Jan. | Seven Culture Network Co., Ltd. was established. Seven Net Shopping was launched.  | Oct.      | SEVEN-ELEVEN OKINAWA CO., LTD. was established.   |
| 1974 May  | The first 7-Eleven store (Toyosu store, Koto-ku, Tokyo) was opened.   | 1997 Jun. | The number of stores in Japan exceeded 7,000.  | Dec.      | Business and capital tie-up with PIA Corporation was started.  | 2018 Jan. | The number of stores in Japan exceeded 20,000.  |
| 1975 Jun. | Launched 24-hour operations (Toramaru store, Koriyama City, Fukushima).   | 1997 Nov. | Integrated Store Information System using multimedia information delivered by satellite communications was introduced.   | 2010 Feb. | Multifunctional copy machines' handling of administrative services such as issuance of copies of residence certificates and seal registration certificates was started (in some municipalities before others). | Oct.      | Awarded PRIDE Gold certification, the highest rating in the PRIDE Index.  |
| 1976 May  | The number of stores in Japan exceeded 100.   | 1998 Oct. | Magazine Subscription Reservation Service was introduced.  | 2010 Mar. | Seven-Eleven Midori no Kikin was incorporated as a general incorporated foundation and was renamed Seven-Eleven Foundation.  | 2019 Apr. | "Action Plan" was brought into effect.  |
| Sep.      | Vendors integrated and combined distribution system launched.   | 1999 Mar. | Sales of energy drinks were launched.  | Jun.      | Payment by credit card was now possible.   | Jun.      | PET bottle collection was promoted in Higashiyama City in coordination with the Higashiyama municipal government, the Nippon Foundation and the Higashiyama City Cleaning Business Cooperative.           |
| 1978 Jan. | The company name was changed to SEVEN-ELEVEN JAPAN CO., LTD   | Nov.      | The number of stores in Japan exceeded 8,000.  | Dec.      | The number of stores in Japan exceeded 13,000.   | Jul.      | Seven-Eleven Okinawa opened its first stores within Okinawa Prefecture.   |
| Aug.      | Order placement via Terminal Seven was launched.  |           | ES Books was launched.   |           | The number of stores worldwide exceeded 40,000.  | 2019 Aug. | The number of stores in Japan exceeded 21,000.  |
| 1979 Oct. | Listed on the second section of the Tokyo Stock Exchange (TSE).   | 2000 Feb. | E-commerce operation 7dream.com Co., Ltd. was established (the service was launched in July 2000).   |           | Seven-Eleven (Chengdu) Co., Ltd. was established.  | Nov.      | Late-night Closure Guidelines," an initiative for "Examination of Shortening Business Hours," were established.   |
| 1980 Nov. | The number of stores in Japan exceeded 1,000.   | Aug.      | Seven-Meal Service Co., Ltd. meal delivery service was established (service was launched in September 2000).   | 2011 Mar. | Trademark right to "7-Eleven" was acquired in Japan.   | 2020 Jan. | The number of stores worldwide exceeded 70,000.   |
| 1981 Aug. | Alternatively listed on the first section of the TSE.   | 2001 Apr. | IY Bank Co., Ltd. (currently Seven Bank, Ltd.) was established through a joint capital investment with Ito-Yokado Co., Ltd.  | May       | Mobile catering service, Seven Safe Delivery ( <i>Anshin Otodokebin</i> ), was launched.   | Mar.      | Seven Global Linkage was established.   |
| 1982 Oct. | Point of Sales (POS) system was launched.   | May       | Installation of IY Bank (currently Seven Bank, Ltd.) ATMs was started.   |           | Contents, logos, and packaging of proprietary merchandise were completely renewed.   | May       | The "Ethical Project," which gives bonus <i>nanaco</i> points for merchandise that is close to its sell-by date, was expanded throughout Japan. Cup Deli was launched.                                    |
| Nov.      | Order placement via Electronic Order Book (EOB) was launched.   | Aug.      | Sale of merchandise made without preservatives and artificial coloring* including rice, sandwiches, delicatessen merchandise, and noodles was started. (*Specifically, designated additives) | 2012 Jan. | Total store sales exceeded 3 trillion yen.   | Jun.      | Contactless payment by credit card, debit card, and prepaid card was adopted.   |
| 1984 Feb. | The number of stores in Japan exceeded 2,000  | 2002 Feb. | The number of stores in Japan exceeded 9,000.  | Feb.      | The number of stores in Japan exceeded 14,000.   | Aug.      | An acquisition contract was concluded by 7-Eleven, Inc. regarding Marathon Petroleum Corporation (US) convenience store operations and fuel retail operations mainly operated under the "Speedway" brand. |
| 1985 May  | Computers that provide graphic information analysis were introduced.  | May       | Installation of open showcases both for hot and cold foods was started.  | May       | Seven Lifestyle brand was launched.  | 2021 Mar. | Major revisions were made to the business continuity plan (BCP) to address large-scale disasters.   |
| Aug.      | Bidirectional POS cash registers were introduced.   | Nov.      | A ticketing service using multifunctional copy machines was started.   | Jul.      | A delivery service using electric mini-vehicles, Seven Easy Delivery, was launched.  | Jun.      | 7-Eleven International LLC was established.   |
| 1987 Mar. | Three-times-daily combined distribution system for rice merchandise was introduced.   | 2003 Aug. | The number of stores in Japan exceeded 10,000.   | Oct.      | SEJ Asset Management & Investment Company was established.   | Aug.      | The first 7-Eleven store in Cambodia was opened.  |
| Apr.      | The number of stores in Japan exceeded 3,000.   | 2004 Jan. | Seven-Eleven (Beijing) Co., Ltd., a joint company, was established.  | 2013 Jan. | <i>Seven Café</i> was launched.  | Oct.      | The first 7-Eleven store in India was opened.   |
| Oct.      | Payment collection service for TEPCO electricity bills was launched.  | Apr.      | The first 7-Eleven store in Beijing, China, was opened.  | Feb.      | The number of stores in Japan exceeded 15,000.   | 2022 Feb. | Seven-Eleven's Online Convenience Store renamed to 7NOW.  |
| 1988 Mar. | Payment collection service for Tokyo Gas bills was launched.  | May       | Started operation of barrier-free stores.  | Mar.      | The number of stores worldwide exceeded 50,000.  | Apr.      | The number of stores worldwide exceeded 80,000.   |
| Nov.      | A temperature-control system that maintains a 20°C temperature for rice merchandise was introduced (through factories—delivery trucks—display cases). | Nov.      | Integration of store network with optical fibers was started.  | Dec.      | The number of stores in Japan exceeded 16,000.   | Dec.      | Environmentally friendly containers for original fresh food were adopted in the Hokkaido area for reducing the use of petroleum-based inks and colorants. *Expanded nationwide in stages from May 2023    |
| 1989 Nov. | Handling of prepaid cards was launched.   | 2005 Feb. | 7-Eleven, Inc. became a subsidiary of Seven-Eleven Japan.  | 2014 Agu. | The number of stores in Japan exceeded 17,000.   |           | Seven Smartphone Registers were installed in 51 stores.   |
| Dec.      | Hawaii operations purchased from the Southland Corporation.   | Sep.      | Seven & i Holdings Co., Ltd. was established and listed on the first section of the TSE.   | Oct.      | <i>Seven Café</i> Donuts was launched.   | 2023 Jan. | The first 7-Eleven store in Israel was opened.  |
| 1990 Jun. | The number of stores in Japan exceeded 4,000.   | Nov.      | The number of stores in Japan exceeded 11,000.   | Dec.      | Tax exemption service was launched.  | Feb.      | Tablet terminals installed in all stores.   |
| 1991 Mar. | Acquired the shares of the IY Group and the Southland Corporation and participated in management.   |           | 7-Eleven, Inc. became a wholly owned subsidiary.   | 2015 Feb. | Total store sales exceeded 4 trillion yen.   | Mar.      | Expanded AI order placement nationwide.   |
| Apr.      | ISDN (integrated service digital network: NTT) was introduced.  | 2007 Mar. | Seven-Eleven Japan became the retail business with the world's largest number of chain stores at 32,711 stores (as of March 31).   | Agu.      | The number of stores in Japan exceeded 18,000.   | Jun.      | 1st "National Customer Service Contest" was held.   |
| 1993 Feb. | The number of stores in Japan exceeded 5,000.   | Apr.      | Electronic money <i>nanaco</i> introduced.   | Nov.      | Grand opening of omni7, a comprehensive e-commerce website.  | Sep.      | The first 7-Eleven store in Laos was opened.  |
| Nov.      | Seven-Eleven Midori no Kikin (Green Foundation) was established.  | Aug.      | <i>Seven Premium</i> was launched at 7-Eleven stores.  | 2016 Feb. | First 7-Eleven store equipped with a hydrogen station was opened.  |           |   |
| Dec.      | Open chiller showcases were introduced.   | Oct.      | In-store fried fast foods were launched.   | Jul.      | The number of stores worldwide exceeded 60,000.  |           |   |
| 1994 Apr. | Large-scale ice cream cases were introduced.  | Dec.      | Nittele Seven Co., Ltd., a fusion of information media and retail business, was established.   | Aug.      | The number of stores in Japan exceeded 19,000.   |           |   |
| 1995 May  | The number of stores in Japan exceeded 6,000.   | 2008 Feb. | The number of stores in Japan exceeded 12,000.   | 2017 Mar. | 7-Eleven's corporate colors were the first to be registered as a trademark based solely on color.  |           |   |

## Organization Chart

(As of November 1, 2023)



## Corporate Outline

(As of FEBRUARY 28, 2023)

|                                  |   |
|----------------------------------|---|
| Name                             | <b>SEVEN-ELEVEN JAPAN CO., LTD.</b>           |
| Headquarters/Location            | <b>8-8 Nibancho, Chiyoda-ku, Tokyo, Japan</b> |
| Representative                   | <b>Fumihiko Nagamatsu</b>                     |
| Date of establishment            | <b>November 20, 1973</b>                      |
| Capital                          | <b>17.2 billion yen</b>                       |
| Consolidated number of employees | <b>8,549</b>                                  |

## Executives

(As of November 1, 2023)

|                           |                                     |                           |
|---------------------------|-------------------------------------|---------------------------|
| <b>Representative</b>     | President & Representative Director | <b>Fumihiko Nagamatsu</b> |
| <b>Directors</b>          | Senior Managing Executive Officer   | <b>Shigeki Kimura</b>     |
|                           | Senior Managing Executive Officer   | <b>Shizuma Noda</b>       |
|                           | Managing Executive Officer          | <b>Seiichi Aoyama</b>     |
|                           | Managing Executive Officer          | <b>Keiko Fujimoto</b>     |
|                           | Executive Officer                   | <b>Shinji Abe</b>         |
| <b>Auditors</b>           | Executive Officer                   | <b>Kazutake Iinuma</b>    |
|                           |                                     | <b>Katsuhiro Goto</b>     |
|                           |                                     | <b>Kazuhiro Matsubara</b> |
| <b>Executive Officers</b> |                                     | <b>Chiemi Takahashi</b>   |
|                           |                                     | <b>Nobutomo Teshima</b>   |
|                           |                                     | <b>Kazumi Ishimaru</b>    |
|                           |                                     | <b>Takehiko Masuo</b>     |
|                           |                                     | <b>Izuru Nishimura</b>    |
|                           |                                     | <b>Terutaka Kuretani</b>  |
|                           |                                     | <b>Yoshimi Kasaishi</b>   |
|                           |                                     | <b>Shinji Uchida</b>      |
|                           |                                     | <b>Keisuke Aoyama</b>     |
|                           |                                     | <b>Nao Haishi</b>         |
|                           | <b>Keisuke Yamaguchi</b>            |                           |
|                           | <b>Shigeru Yamaguchi</b>            |                           |
|                           | <b>Noriyuki Okajima</b>             |                           |
|                           | <b>Tomohiro Akutsu</b>              |                           |
|                           | <b>Hiroshi Matsui</b>               |                           |
|                           | <b>Shingo Hamasaki</b>              |                           |
|                           | <b>Yoshiaki Mano</b>                |                           |
|                           | <b>Xi Yan</b>                       |                           |





<https://www.sej.co.jp/company/en>

株式会社

**セブン-イレブン・ジャパン**

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