

Learn about Seven & i Group

Learn about the Market Environment

Understand Seven & i Group's Strategy and Performance

- Medium-Term Management Plan
- Strategy aiming for growth - Overseas CVS business strategy
- - Domestic CVS business strategy
- Strategy aiming for depth - Group food strategy
- - Large-scale commercial base strategy
- Expansion of customer contact

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 - Consolidated Financial Summary
 - Overview of Major Group Companies
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 - Overseas Convenience Store Operations
 - Domestic Convenience Store Operations
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Domestic CVS Business Operations' Data

Strategy aiming for growth

Overseas CVS business strategy

Challenge of new "Growth areas"

Main driver for group growth

Domestic CVS business strategy

Open the next "Convenience" door

Return to regrowth trajectory

Strategy overview

Growth plan details

North American CVS business

- Realize integration synergies with Speedway and leverage scale for operational efficiencies and cost savings
- Strengthen food business through establishing value chain management in collaboration with SEJ, and expand fresh food, 7-Select (private brand) and restaurant business
- Plans to actively expand digital strategies / loyalty program and 7NOW delivery

Global strategy

- Established 7-Eleven International LLC as a JV of SEJ and SEI
- Targets expansion in 30 countries/regions by 2030

7&i HLDGS

SEJ

SEI

7-Eleven International LLC

Featured Topics

Exclusive merchandise assortment

(2021 U.S. Existing Store Sales Growth by Category)

Fresh food

+14.5%


Proprietary beverage

+8.7%


7-Select (private brand)

+14.9%

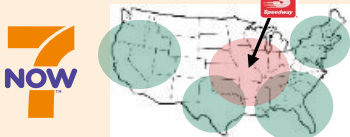
Restaurant business



Digital technology utilization



Delivery service



With the addition of Speedway, more than 50% of the nation's population live in areas within 2 miles from the store


Merchandise and assortment to support store and 7NOW growth

"Let's go to 7-Eleven!" (Operate stores that customers visit with a purpose)

- High-value-added merchandise
- Sales promotion and CRM enhancement

Innovation challenge

- New customer acquisition through 7NOW
- Data business



Expansion of 7NOW acceleration

Original plan

Revised plan

(No. of stores)

1,200

5,000

12,000

20,000

20,000

3,000

8,000

15,000

2022 (FY)

2023

2024

2025

2026

Provide new customer experience utilizing DX

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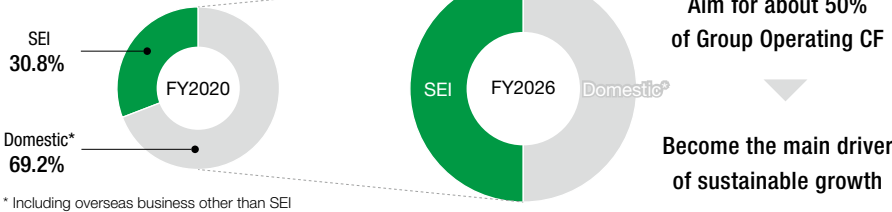
Overseas CVS Business Strategy

Growth of North American CVS business through strengthening the supply chain

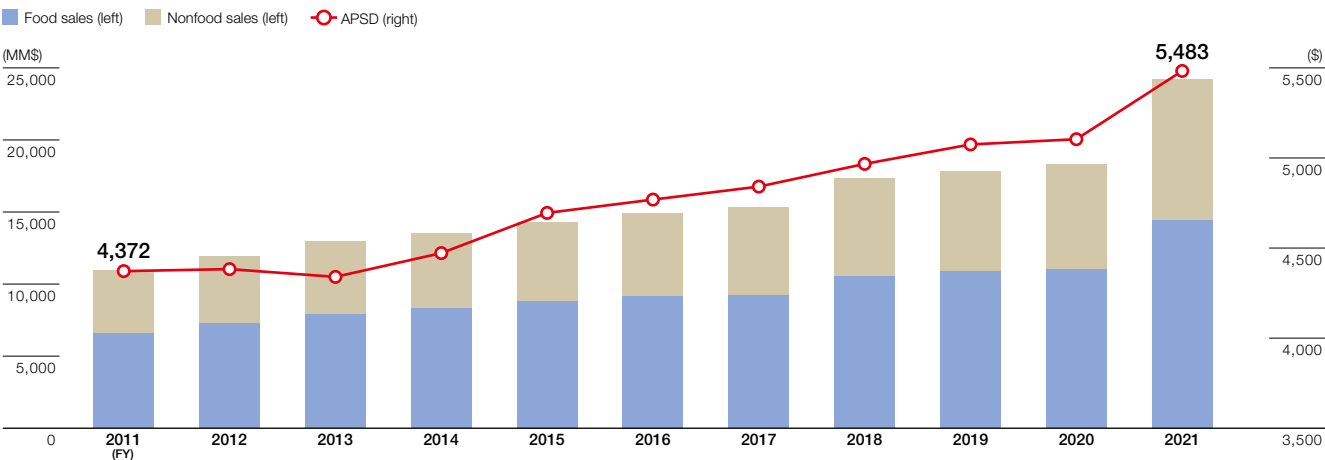
Six Point Plan



Sales CF composition ratio (exc. financial services)



Food sales and average daily sales trends



Growth of North American business through utilizing the store network

	FY2021	FY2025 targets
Number of SEI stores	13,213 stores	Over 15,000 stores
Fortify fresh food	13% ratio	Over 20% ratio
Expand DX utilization/ deliveries (7NOW)	Approx. 4,000 stores	6,500 stores ↓ 7,500 stores

Expansion of food sales

Increase in APSD



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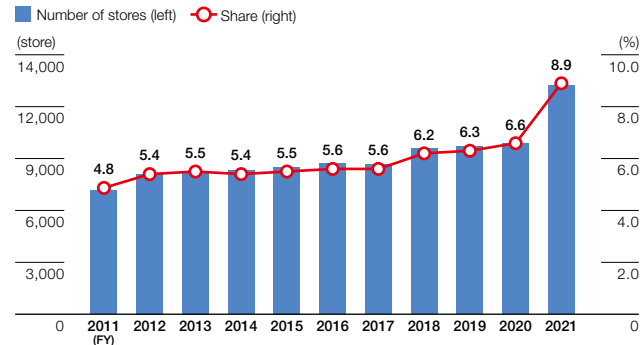
Overseas CVS Business Strategy

Characteristics of the North American market

U.S. convenience store industry crowded with small chains

The U.S. convenience store industry is characterized by a large number of small businesses. As of December 31, 2021, there were around 150,000 convenience stores nationwide, and chains of 10 stores or fewer and privately owned stores account for about 65% of the total. The number of top-10 stores, including SEI (13,213 stores), which ranks first, they would account for approx. 20% of the market. As such, the industry is very fragmented, and restructuring efforts are gathering pace. The United States is also the world's second largest automobile market after China, and a major feature is that around 80% of U.S. convenience stores have fuel stations.

Changes in the number of SEI stores and the U.S. CVS share



Source: Total number of stores <https://www.convenience.org/Research/FactSheets/IndustryStoreCount>

Combined presence in 47 of 50 most populated markets

Small operators
(10 or fewer stores)
65%

With motor fuels
approx. 80%

Top 10 chains' shares
approx. 20%

Industry remains
fragmented

Acquire Speedway LLC, the 3rd largest U.S convenience store chain

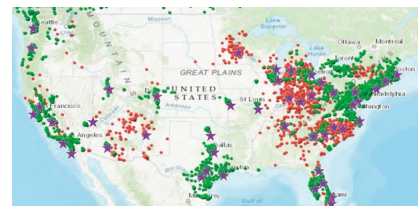
Speedway acquisition Background

In August 2020, 7-Eleven, Inc. signed the agreement with Marathon Petroleum Corporation to acquire the shares and other interests of the companies operating the convenience store and fuel retail businesses under the Speedway brand. This acquisition will give SEI the opportunity to operate in 47 of the top 50 most-populated metro areas in the U.S.

Speedway overview

- Favorable site and business attributes
- Over 70% of real estate owned
- 100% of the Speedways are company operated
- Speedy Rewards loyalty program with 6+ million active users

Source: Speedway internal financials, excludes direct dealer business.



- ★ Top 50 metro areas
- SEI stores
- Speedway stores

Comparison of Speedway and SEI (excl. Speedway) (FY2021)

	Speedway (May 14–Dec. 31)		SEI excl. Speedway (Jan. 1–Dec. 31)		SEI total	
		YOY%		YOY%		YOY%
Merchandise APSD (dollars per store)	5,435	–	5,493	107.6	5,483	107.4
Merchandise gross profitmargin (%)	30.0	–	35.1	+1.0	34.2	+0.1
Fuel gallons sold (per day / per store)	4,779	–	3,268	107.2	3,723	122.2
Operating income (\$MM)	735	–	1,311	117.4	2,046	183.2
Operating income (¥B)	80.7	–	144.0	120.9	224.8	188.6
Amortization of goodwill (¥B)	44.9	–	22.4	106.1	67.3	318.9
Contribution to consolidated results (¥B)	35.8	–	121.6	124.0	157.5	160.6

Note) Exchange rate: \$1 = 109.90JPY for FY2022, 106.76JPY for FY2021



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Overseas CVS Business Strategy

Fresh food

Provide differentiated merchandise and services

Since 2017, we have been working with Warabeya TEXAS as part of efforts to strengthen our fresh food lineup. Specifically, we have revamped the merchandise development process, improved the taste and quality, and rolled out our merchandise to stores around Dallas.

Using this development process as a model, we are collaborating and expanding initiatives with manufacturers and suppliers in other districts. We are also developing recipes according to the needs of local customers. These merchandise policies have been successful, and sales of differentiated merchandises such as fresh foods have grown significantly.

We plan to expand our business to Florida, Seattle and Chicago in FY 2022. In the first half of FY 2023, we plan to start operation of a large-scale combined distribution center with a fresh food plant in cooperation with Warabeya Texas, Inc. We expect that this will help establish a system that can efficiently supply even higher quality merchandises to many stores.



Initiative of Team MD (FY2022)

Expand "Slider" (plan) Florida (all stores), Seattle, Chicago

Combined distribution center with commissary plants (Stafford, Virginia)

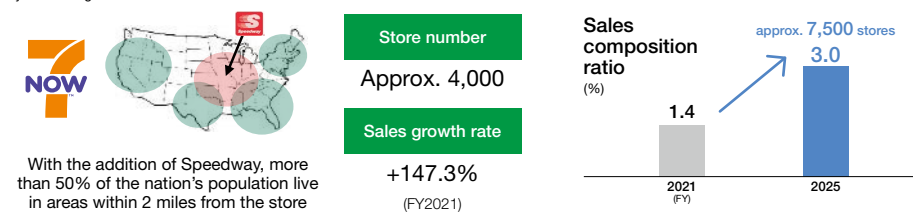
Operation schedule FY2023 1H

7NOW (Delivery)

Promoting digital strategies

The COVID-19 pandemic has further increased the need for delivery services using digital tools. With this in mind, SEI has been promoting its DX-based delivery service, 7NOW, which boasts one of the fastest delivery times in the industry. By responding accurately to customer needs, the service is building a rapidly growing track record. As of December 31, 2021, around 4,000 stores offered the 7NOW service. We have noticed particularly high demand for fresh food as well as steady purchases of snacks and beverages. The average number of items purchased and average spending per customer also tend to be high.

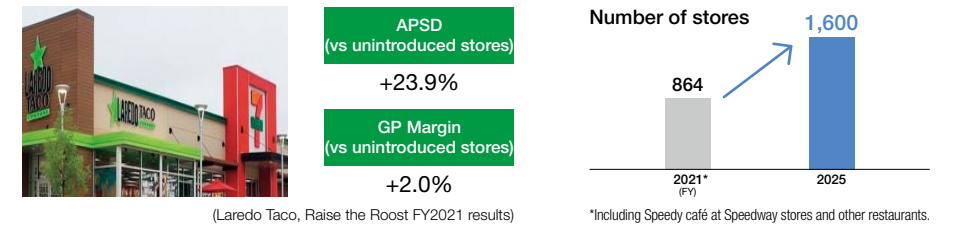
Through the acquisition of Speedway, we will be able to take advantage of the store base, where more than 50% of the U.S. population lives in areas within 2 miles from one of our stores. We will increase the sales composition ratio by capturing delivery needs rather than just waiting for customers to visit a store.



Restaurant business

Expanding the restaurant business

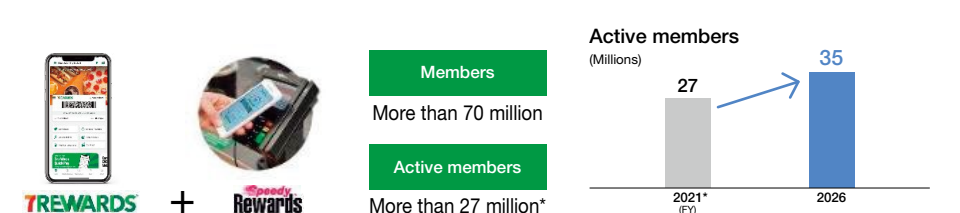
As of December 31, 2021, we operate approximately 900 stores with a restaurant. Adding brands, such as Raise the Roost (a fried chicken restaurant), we plan to increase the number of stores with a restaurant to about 1,600 by FY 2025. With the opening of Laredo Taco and Raise the Roost, more people now see 7-Eleven as a "destination to purchase fresh food." This contributes to creation of a new brand value. The opening of a restaurant at a store has been increasing the purchase of proprietary beverages and snacks that go well with the foods. Compared to stores with no restaurant, both the average daily sales and gross margin tend to be higher. We believe that there is the potential to grow further by building an operational structure and providing high-quality items both stably and efficiently. In anticipation of the shift to EVs, we expect this service to allow people to spend time charging their vehicles comfortably.



Digital technology utilization

Provide a new experience and value consistently

In terms of digital technology use, we have a membership base of more than 70 million people, including 7Rewards and Speedway Rewards members. 7Rewards is a loyalty program that delivers convenience and benefits specific to individual customers. When the app is opened, merchandise and promotions tailored to the user are proposed, motivating the customer to visit a store. Speedway Rewards is a payment service built into the app. Customers can pay cashless for each purchase by loading the Wallet in advance using cash, credit card, debit card, etc. Through research and development using cutting-edge digital technologies and knowledge, we continue to evolve every day so that we can provide innovative conveniences.





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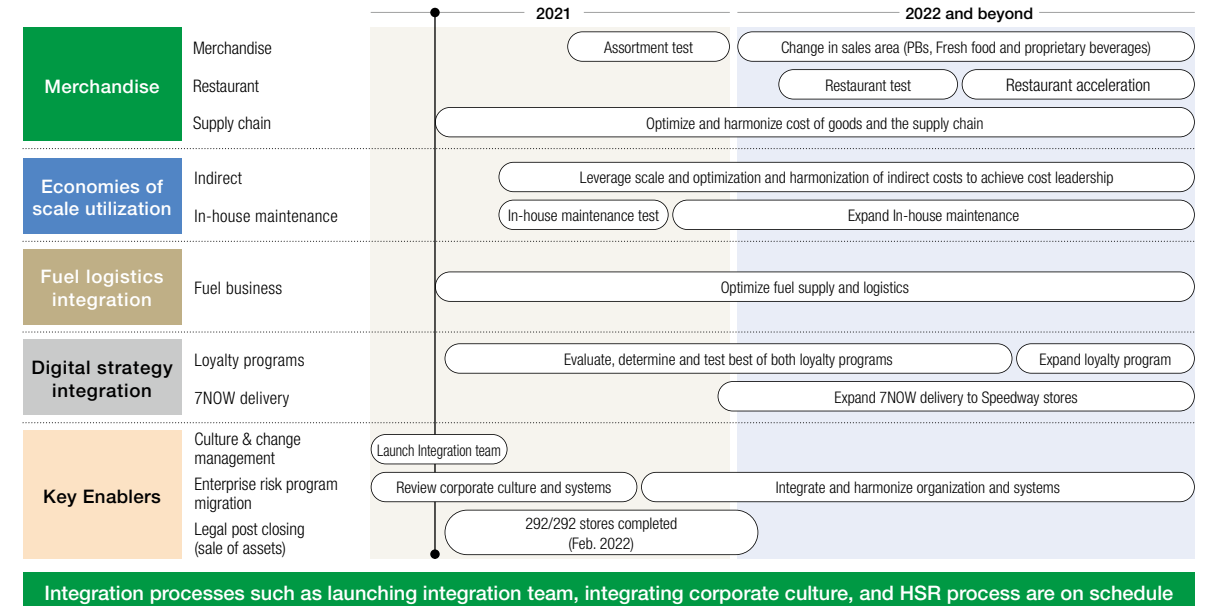
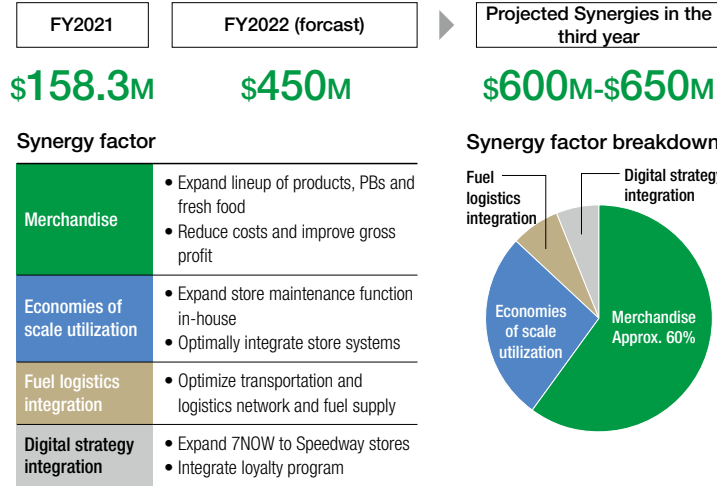
Strategy aiming for growth

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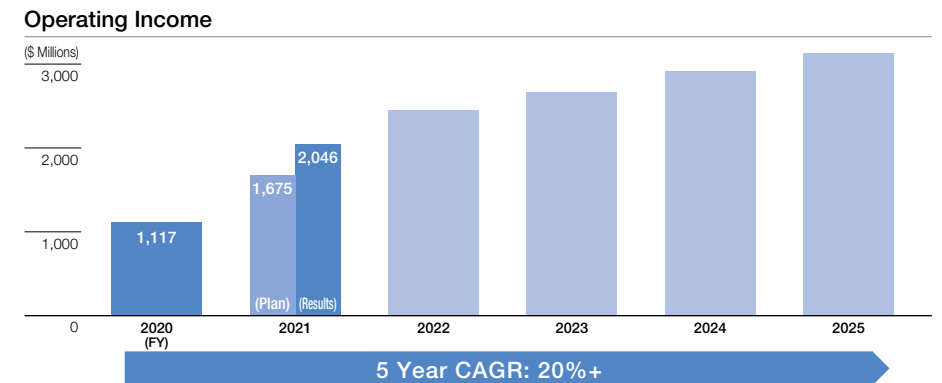
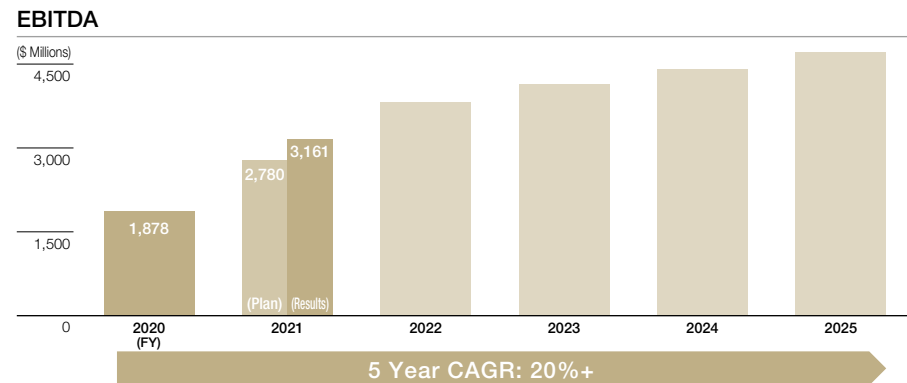
Expansion of customer contact

Overseas CVS Business Strategy

Steady progress toward projected synergies in the third year



Pro forma: Post Synergy



Taking advantage of the Speedway acquisition to drive the creation of Group value by accelerating the growth of sales and profits

* Exchange rate: \$1 = 106 yen (FY2020), \$1 = 109 yen (FY2021), \$1 = 114 yen (FY2022), \$1 = 105 yen (FY2023-25)

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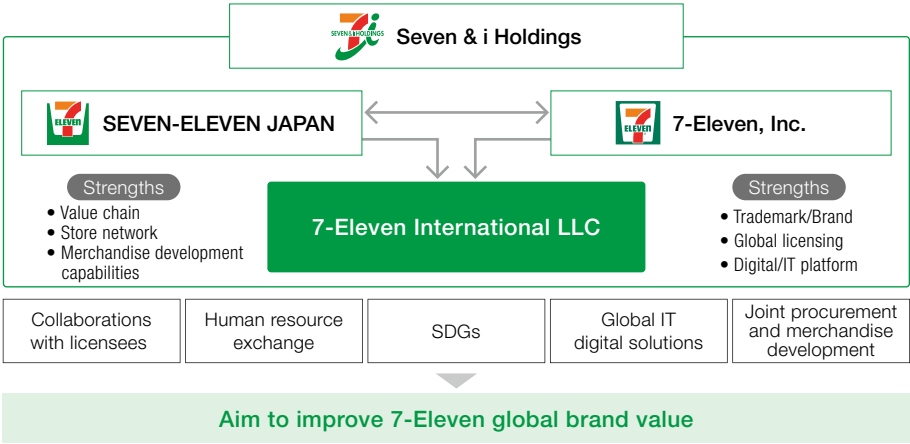
Overseas CVS Business Strategy

Growth opportunities through global expansion

Enhancement of the 7-Eleven global brand value through Japan-US collaboration



7-Eleven International LLC established to enhance global brand value





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Global Strategy

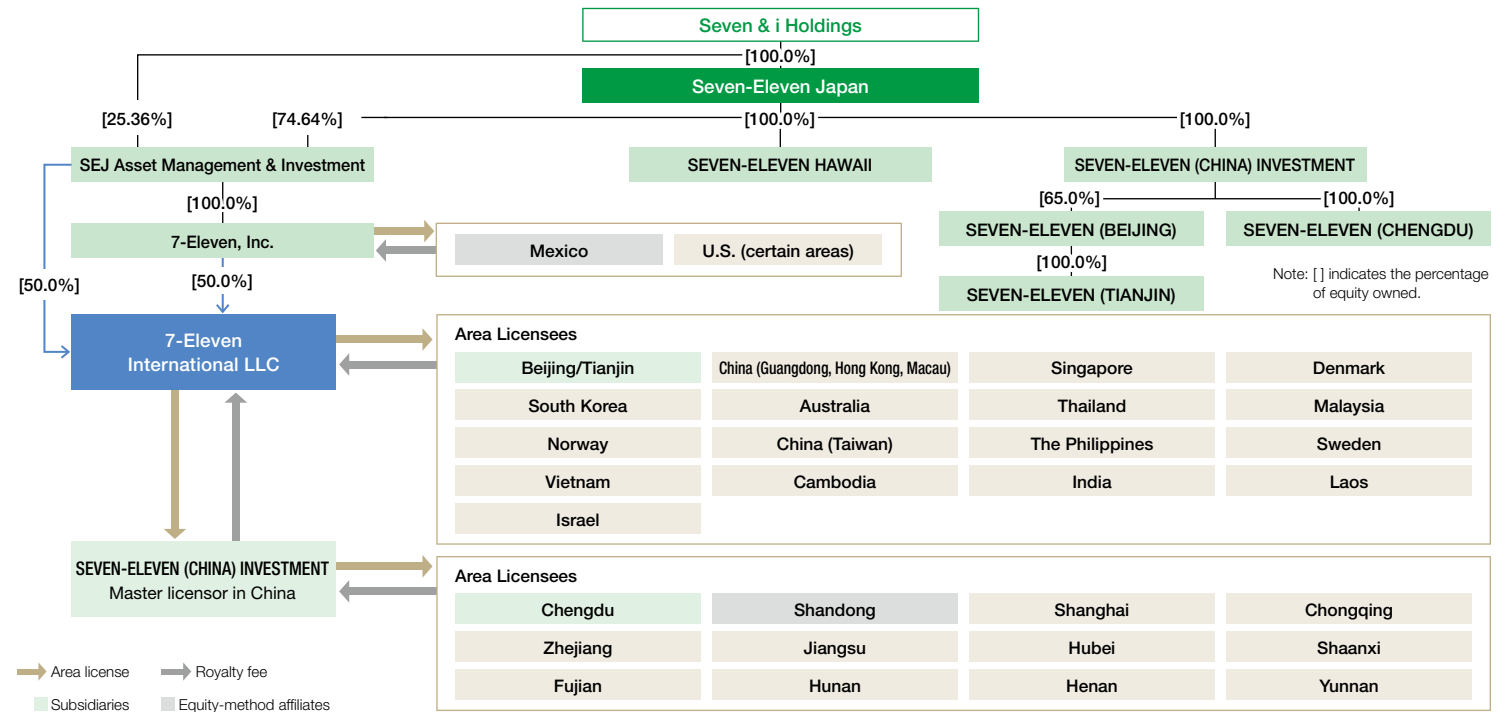
Capital Relationships in the Group's Convenience Store Operations

Seven & i Holdings' subsidiaries operate 7-Eleven convenience stores in Japan, North America, and China (Beijing, Tianjin, and Chengdu). In countries and regions where the Company has no local subsidiaries, leading local corporate groups operate 7-Eleven stores as area licensees.

Overseas Licensing Scheme

For 7-Eleven stores in countries outside of Japan and North America, we have granted area license rights and receive royalties from the licensees. With the establishment of 7-Eleven International LLC, the licensor to receive royalties has been changed from 7-Eleven, Inc. to 7-Eleven International LLC.

* Laos and Israel will open their first stores in 2022.



Trend in the 7-Eleven Stores Worldwide

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022 ^(store)
Japan	14,005	15,072	16,319	17,491	18,572	19,422	20,260	20,876	20,955	21,167	21,327
U.S. and Canada	7,752	8,545	8,641	8,646	8,868	9,077	9,061	9,974	10,000	10,159	13,562
Thailand	6,276	6,822	7,429	8,127	8,832	9,542	10,268	10,988	11,712	12,432	13,134
South Korea	5,249	6,986	7,085	7,231	8,000	8,556	9,231	9,400	10,016	10,501	11,173
China (Taiwan)	4,801	4,852	4,919	5,040	5,029	5,107	5,221	5,369	5,647	6,024	6,379
China	1,792	1,919	2,001	2,064	2,182	2,357	2,599	2,816	3,156	3,412	3,980
Others	5,110	5,563	6,039	6,682	7,228	7,744	7,960	8,233	8,688	8,811	8,986
Total	44,985	49,759	52,433	55,281	58,711	61,805	64,600	67,656	70,174	72,506	78,541

Note: As of the end of December, excluding figures for Japan, which are as of the end of February of the following year.



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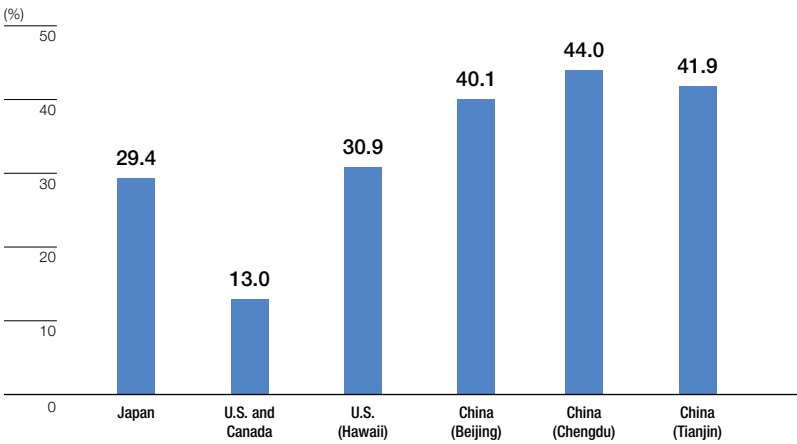
Global Strategy

7-Eleven store operators around the world

Country or region	Operator	Number of stores
Thailand	CP ALL Public Company Ltd. [Charoen Pokphand Group]	13,134
South Korea	Korea-Seven Co., Ltd. [Lotte Group]	11,173
China (Taiwan/Shanghai)	PRESIDENT CHAIN STORE CORP. [Uni-President Enterprises Corp.]	6,530
The Philippines	Philippine Seven Corporation [PRESIDENT CHAIN STORE CORP.]	3,073
China (Guangdong, Hong Kong, Macau)	The Dairy Farm Company, Limited [Dairy Farm International Holdings Limited]	2,637
Malaysia	7-Eleven Malaysia Sdn. Bhd. [Berjaya Retail Berhad]	2,427
Mexico	7-Eleven Mexico S.A. de C.V. [Valso, S.A. de C.V.]	1,841
Australia	7-Eleven Stores Pty. Ltd.	718
Singapore	Cold Storage Singapore (1983) Pte. Ltd. [Dairy Farm International Holdings Limited]	455
Norway/Sweden/Denmark	Reitan Convenience [Reitangruppen AS]	403
U.S.	SRoesuothrtw Reestta Cileornsv, elnncie. nce Stores, Inc.	284
China (Shandong)	SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhongdi Group Co., Ltd.]	247
China (Shaanxi)	Shaan Xi Sai Wen Tick Convenience Chain CO., LTD. [SHAANXI TICKMART TRADING CO., LTD.]	70
Vietnam	Seven System Viet Nam JSC	63
China (Zhejiang)	SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhongdi Group Co., Ltd.]	61
China (Jiangsu)	Nanjing Golden Eagle Convenience Store and Supermarket Management Co., Ltd.[GOLDEN EAGLE RETAIL GROUP LIMITED]	61
China (Hunan)	Hubei Oriental Meilin CVS Co., Ltd. [New Hope Group Co., Ltd.]	42
China (Chongqing)	New Nine Business Development Co., Ltd. [New Hope Group Co., Ltd.]	37
China (Fujian)	Fujian Rong Ning CVS Management CO., LTD. [FUJIAN SANFU APPAREL CO., LTD.][FUJIAN RONGNING CONVENIENCE STORE MANAGEMENT CO., LTD.]	36
China (Henan)	Henan Sanyu Convenience Store Chain CO., LTD. [Sanquan Food Co., Ltd.]	23
China (Hubei)	Hunan Friendship & Apollo CVS Co., LTD. [Hunan Friendship & Apollo Commercial Co., Ltd.]	22
China (Yunnan)	Yunnan Challenge Joy Mart Convenience Store Chain Co., Ltd. [Yunnan Challenge Petroleum Group Co., Ltd.]	5
Cambodia	CP ALL (Cambodia) Co., Ltd. [Charoen Pokphand Group]	4
India	7-India Convenience Retail Limited [Reliance Retail Ventures Limited]	2
Laos	CP ALL Laos Co., Ltd. [Charoen Pokphand Group]	-
Israel	Electra Consumer Products Ltd. [Elco Ltd.]	-

Notes: 1. Number of stores as of December 31, 2021
2. Company names in brackets are those of the corporate groups affiliated with the companies listed.
3. The first store in Laos and Israel are scheduled to be opened by the end of 2022.

7-Eleven fast food sales as a percentage of total sales for FY2022



Notes: 1. Percentages for Hawaii, the U.S., and Canada are calculated using merchandise sales.
2. The end of the fiscal year for overseas subsidiaries is December 31, 2021.
3. Seven-Eleven Okinawa is not included.



U.S. and Canada



China (Beijing)



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Overseas Convenience Store Operations

Click here to download the data

7-Eleven, Inc.

(Fiscal year-end December, Millions of yen)

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Revenues from operations*1	1,086,522	1,247,287	1,801,077	1,935,274	1,819,838	1,658,542	1,981,533	2,821,053	2,739,833	2,191,383	5,122,154
Revenues from operations (U.S.\$ Thousand)	13,615,565	15,628,206	18,429,117	18,293,553	15,027,570	15,246,764	17,667,025	25,543,768	25,129,170	20,526,263	46,607,410
Other operating revenues from above	133,997	149,593	192,656	219,307	271,081	260,078	276,179	288,136	293,415	278,766	342,088
Selling, general and administrative expenses	208,726	226,458	307,975	341,225	395,162	372,662	399,557	484,090	494,223	507,185	841,682
Selling, general and administrative expenses (U.S.\$ Thousand)	2,615,627	2,837,464	3,151,285	3,225,503	3,263,107	3,425,836	3,562,387	4,383,286	4,532,911	4,750,707	7,658,625
Operating income	32,737	38,175	51,207	59,651	77,478	76,671	90,852	111,081	121,654	119,221	224,864
Operating income (U.S.\$ Thousand)	410,238	478,326	523,971	563,868	639,790	704,832	810,023	1,005,807	1,115,785	1,116,725	2,046,081
Net income	22,413	22,378	29,738	35,870	45,181	45,470	76,048	77,616	83,193	82,057	144,791
Net income (U.S.\$ Thousand)	280,865	280,397	304,295	339,077	373,093	418,003	678,036	702,792	763,031	768,614	1,317,485
Capital expenditures	103,475	155,440	80,195	63,226	159,772	216,776	98,874	452,029	150,454	199,107	2,483,138
Depreciation and amortization	37,180	39,794	53,404	56,482	65,381	64,992	69,582	76,141	77,204	81,299	122,635
Total assets	510,901	726,876	903,326	1,088,910	1,137,495	1,231,149	1,356,972	1,564,596	1,612,783	1,680,699	4,397,014
Net assets	307,359	378,486	514,957	658,465	681,404	705,025	869,394	924,236	956,305	947,519	2,082,538
EBITDA	69,917	77,969	104,612	116,133	142,860	141,663	160,434	187,222	198,858	200,521	347,499
ROA (%)	4.6	3.6	3.6	3.6	4.1	3.8	5.9	5.3	5.2	5.0	4.8
Total store sales	1,624,095	1,852,162	2,641,180	2,834,464	2,950,422	2,735,199	3,134,412	3,993,259	3,936,217	3,407,130	6,463,940
Processed food	330,041	370,882	500,880	567,290	695,119	650,509	682,470	778,741	802,806	848,435	1,148,690
Fast food	136,335	146,891	187,673	216,881	261,947	244,299	248,718	282,342	289,052	244,221	346,667
Daily food	58,393	62,226	81,057	93,544	110,427	101,814	101,888	103,117	95,111	84,351	91,062
Nonfood	351,902	374,099	501,514	553,712	661,355	624,655	688,325	751,641	753,802	777,275	1,070,400
Merchandise	876,672	954,100	1,271,126	1,431,429	1,728,848	1,621,278	1,721,403	1,915,842	1,940,773	1,954,283	2,656,820
Fuel	747,423	898,062	1,370,054	1,403,035	1,221,573	1,113,921	1,413,009	2,077,417	1,995,444	1,452,847	3,807,119
Existing store sales increase (U.S. merchandise sales) (%)*2	2.8	2.9	1.0	3.1	5.8	2.1	1.6	1.9	2.4	0.9	7.4
Average daily sales per store (¥ Thousand)	349	350	424	473	569	519	543	549	553	545	602
Average daily sales per store (U.S.\$)	4,372	4,383	4,340	4,472	4,695	4,769	4,841	4,967	5,075	5,104	5,483
Merchandise gross profit margin (%)	34.7	35.2	34.8	34.5	34.6	34.8	34.3	34.2	34.8	34.1	34.2
Fuel sales (Thousand gallons)	—	—	3,884,838	4,001,566	4,292,288	4,910,026	5,266,489	6,919,338	6,972,004	6,171,433	11,384,814
Fuel retail gross profit (Cents/Gallon)	—	—	20.29	20.81	19.80	20.05	22.62	22.56	23.95	32.60	34.50
Exchange rate (Income statements) (¥) (U.S.\$1=)	79.80	79.81	97.73	105.79	121.10	108.78	112.16	110.44	109.03	106.76	109.90
Exchange rate (Balance sheets) (¥) (U.S.\$1=)	77.74	86.58	105.39	120.55	120.61	116.49	113.00	111.00	109.56	103.50	115.20
Number of stores	7,149	8,118	8,292	8,297	8,500	8,707	8,670	9,573	9,682	9,884	13,213
Openings	643	1,078	462	238	344	356	214	1,245	361	436	3,806
Closures	104	109	288	233	141	149	251	342	252	234	477
Franchised stores	5,437	5,870	6,219	6,390	6,752	7,008	7,161	7,213	7,379	7,485	7,404
Directly operated stores	1,712	2,248	2,073	1,907	1,748	1,699	1,509	2,360	2,303	2,399	5,809
Stores with fuel stations	2,719	3,195	3,300	3,165	3,168	3,374	3,376	4,385	4,469	4,748	8,138
Total sales floor space (m²)	1,158,089	1,335,707	1,379,301	1,384,023	1,454,825	1,458,783	1,450,699	1,650,782	1,684,207	1,730,254	2,309,199
Full-time employees (fiscal year-end)*3	13,596	17,330	16,553	15,591	14,379	15,021	17,877	19,994	19,578	22,291	47,748

Note: Figures for the amounts of each fiscal year reflect adjustments necessary for consolidation to Seven & i Holdings' consolidated account.
*1 The Company recognizes as revenues from operations the sales of original products at directly operated stores, etc., fuel sales and franchise fees from franchised stores.
*2 Existing store sales increase is calculated in U.S. dollars.
*3 As of the end of February of the following year.

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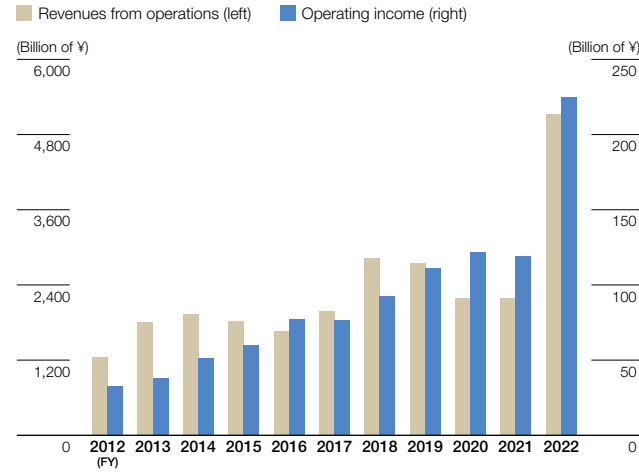
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Overseas Convenience Store Operations

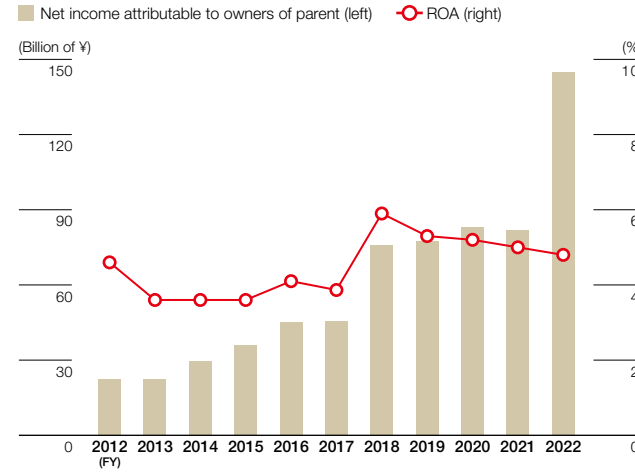
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7-Eleven, Inc.

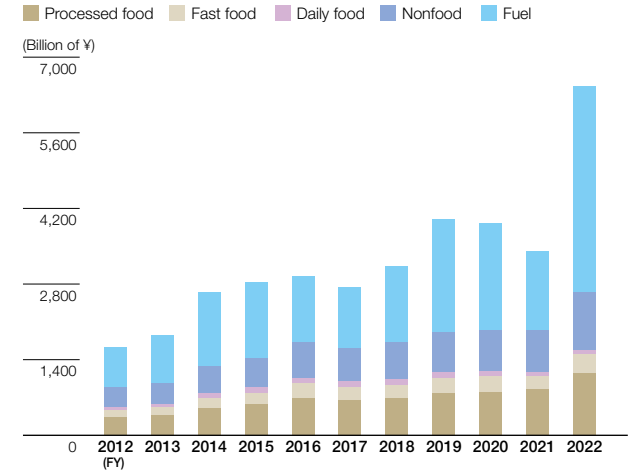
Revenues from operations and Operating income



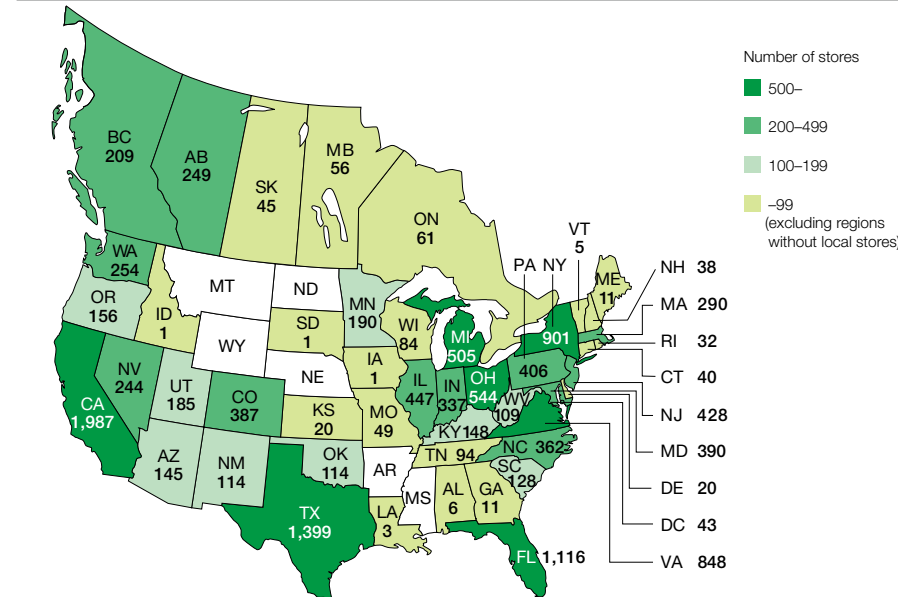
Net income attributable to owners of parent and ROA



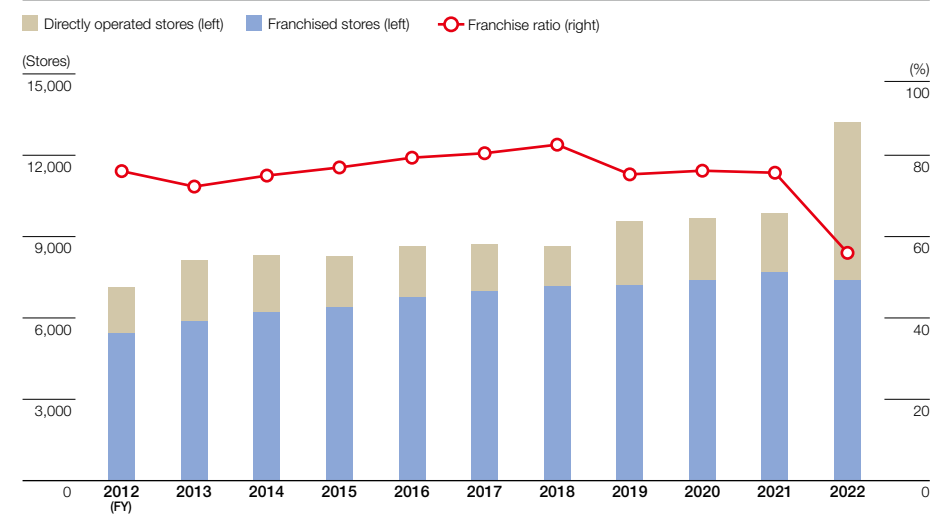
Sales composition by category



Store network



Trends in store type





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Medium-Term Management Plan

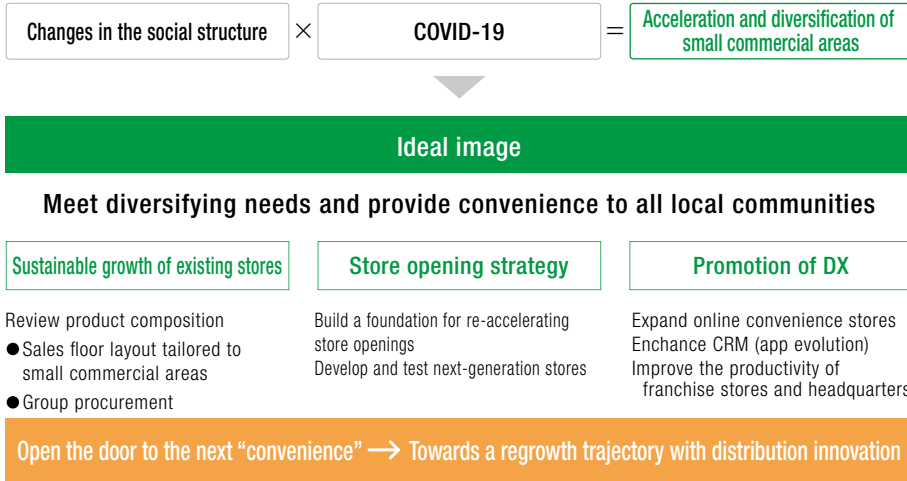
Strategy aiming for growth

Strategy aiming for depth

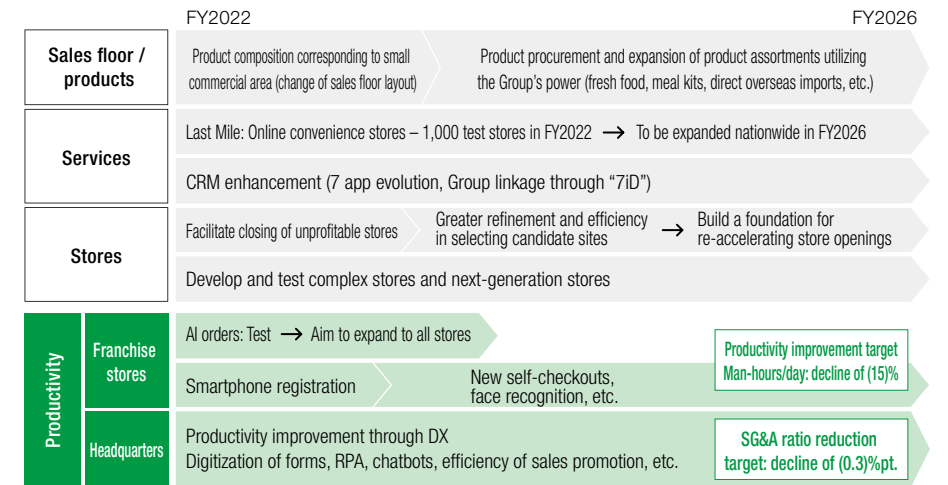
Expansion of customer contact

Domestic CVS Business Strategy

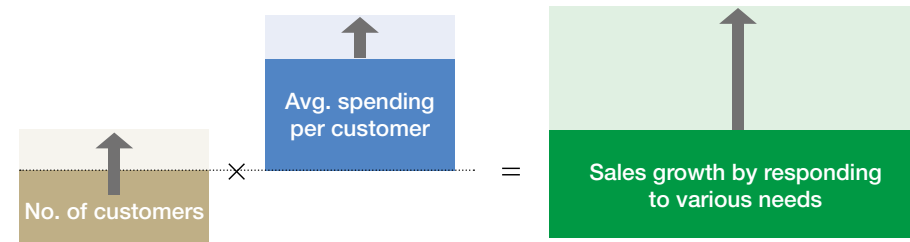
Medium-Term strategy overview



Medium-Term strategy roadmap



Seven-Eleven Japan's vision towards regrowth



Merchandise and assortment to support store and 7NOW growth

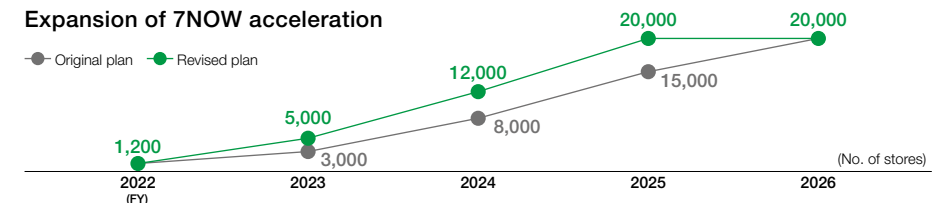


Into a new growth stage by maintaining and improving the average spending per customer and increasing the number of customers through new customer acquisition

Efforts in stores

Merchandise and assortment	Sales area	Sales promotion
<ul style="list-style-type: none">● High-value-added merchandise (to generate gross profit)● New merchandise launch, assortment expansion	<ul style="list-style-type: none">● New in-store layout 2020 and expand assortments● Location-specific merchandise support	<ul style="list-style-type: none">● Fair and event plan and support● App and CRM enhancement

Expansion of 7NOW acceleration



Provide new customer experience utilizing DX



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Domestic Convenience Store Operations

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Seven-Eleven Japan

(Millions of yen)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues from operations	576,186	617,559	679,561	736,343	793,661	833,743	849,862	873,555	887,625	850,291	863,025
Selling, general and administrative expenses	326,216	364,893	397,767	439,785	481,362	514,907	533,633	561,600	573,103	558,597	574,340
Operating income	183,160	186,763	212,785	223,356	235,033	243,493	244,110	245,088	253,980	233,321	223,091
Ordinary income	189,759	194,104	220,927	232,593	256,726	251,265	251,717	252,917	262,249	281,974	273,672
Net income	100,738	112,446	134,371	136,924	162,910	144,151	166,760	153,233	169,695	194,479	189,652
Capital expenditures	93,644	112,514	124,350	129,438	124,543	125,045	136,297	110,028	96,062	125,461	97,599
Depreciation and amortization*1	38,368	46,292	39,002	47,698	51,784	58,829	64,294	70,182	73,538	76,896	79,283
Total assets	1,432,828	1,489,339	1,599,493	1,700,723	1,793,836	1,770,944	1,860,028	1,880,508	2,029,375	2,058,152	2,109,174
Net assets	1,104,944	1,143,288	1,204,465	1,255,621	1,325,737	1,293,157	1,365,202	1,408,557	1,478,416	1,528,718	1,583,441
EBITDA	221,529	233,056	251,788	271,054	286,817	302,322	308,404	315,270	327,519	310,217	302,375
ROA (%)	7.2	7.7	8.7	8.3	9.3	8.1	9.2	8.2	8.7	9.5	9.1
Total store sales	3,280,512	3,508,444	3,781,267	4,008,261	4,291,067	4,515,605	4,678,083	4,898,872	5,010,273	4,870,619	4,952,782
Processed food	872,616	926,229	979,348	1,034,131	1,115,677	1,183,088	1,230,335	1,278,605	1,297,660	1,246,878	1,258,006
Fast food	852,933	940,263	1,077,661	1,186,445	1,278,738	1,350,166	1,412,781	1,499,054	1,533,143	1,436,832	1,456,118
Daily food	403,503	449,080	487,783	517,065	579,294	614,122	626,863	641,752	661,356	647,792	638,908
Nonfood	1,151,459	1,192,871	1,236,474	1,270,618	1,317,357	1,368,228	1,408,103	1,479,459	1,518,112	1,539,115	1,599,748
Existing store sales increase (%)*2	6.7	1.3	2.3	2.4	2.9	1.8	0.7	1.3	0.2	(2.4)	0.7
Number of customers (%)	2.6	0.5	2.4	0.7	1.3	0.1	(0.9)	(0.6)	(2.1)	(9.9)	(1.2)
Average spending per customer (%)	4.0	0.8	(0.1)	1.7	1.6	1.7	1.6	1.9	2.3	8.4	1.9
Average daily sales per store (¥ Thousand)	669	668	664	655	656	657	653	656	656	642	646
Average daily sales per store of new stores (¥ Thousand)	570	527	522	513	530	533	546	560	554	557	537
Merchandise gross profit margin (%)	29.7	30.0	30.7	31.4	31.6	31.8	31.9	31.9	32.1	32.0	31.7
Processed food (%)	38.3	38.2	38.7	38.8	38.9	39.2	39.4	39.5	39.5	39.4	39.3
Fast food (%)	34.3	34.3	35.1	35.7	35.5	35.7	35.9	36.1	36.6	36.6	36.6
Daily food (%)	33.2	33.1	33.2	33.1	33.2	33.4	33.5	33.4	34.0	34.2	34.2
Nonfood (%)	18.6	19.1	19.6	20.7	20.9	21.0	20.7	20.5	20.3	20.7	20.1
Number of stores	14,005	15,072	16,319	17,491	18,572	19,422	20,260	20,876	20,916	21,085	21,205
Openings	1,201	1,354	1,579	1,602	1,651	1,682	1,554	1,389	743	610	625
Closures	428	287	332	430	570	832	716	773	703	441	505
Relocations, etc.	346	237	255	347	450	670	568	562	482	288	354
Franchised stores	13,607	14,638	15,879	17,021	18,071	18,977	19,792	20,499	20,545	20,632	20,778
Type A	4,263	4,244	4,333	4,353	4,448	4,554	4,563	4,558	4,539	4,482	4,420
Type C	9,344	10,394	11,546	12,668	13,623	14,423	15,229	15,941	16,006	16,150	16,358
Provisional management contracts	1	1	0	0	0	0	0	0	0	0	0
Directly operated stores	397	433	440	470	501	445	468	377	371	453	427
Ratio of stores with liquor license (%)	98.9	98.9	99.0	98.9	98.7	98.6	98.5	98.4	98.4	98.4	98.4
Ratio of stores with cigarette license (%)	92.8	94.1	94.8	95.5	95.5	95.7	95.8	96.3	96.9	97.0	97.0
Total sales floor space (m ²)	1,769,560	1,924,768	2,106,262	2,278,784	2,439,550	2,566,701	2,772,283	2,909,609	2,929,047	2,969,294	2,972,807
Full-time employees (fiscal year-end)	5,686	6,070	6,567	7,191	8,054	8,562	8,886	9,092	8,959	8,990	8,930
Payment acceptance services Number of transactions (Thousand)	358,732	384,913	402,999	418,845	439,138	460,585	481,800	502,468	513,061	510,212	501,181
Total value of transactions (¥ Million)	3,432,600	3,736,249	4,038,119	4,346,959	4,579,660	4,691,738	4,961,715	5,253,766	5,439,479	5,403,420	5,479,461

*1 From FY2014, Seven-Eleven Japan changed the method for calculating the depreciation of property and equipment to the straight-line method from the previously used declining-balance method.

*2 Existing store sales increase includes POSA card transactions from FY2014 to FY2018.



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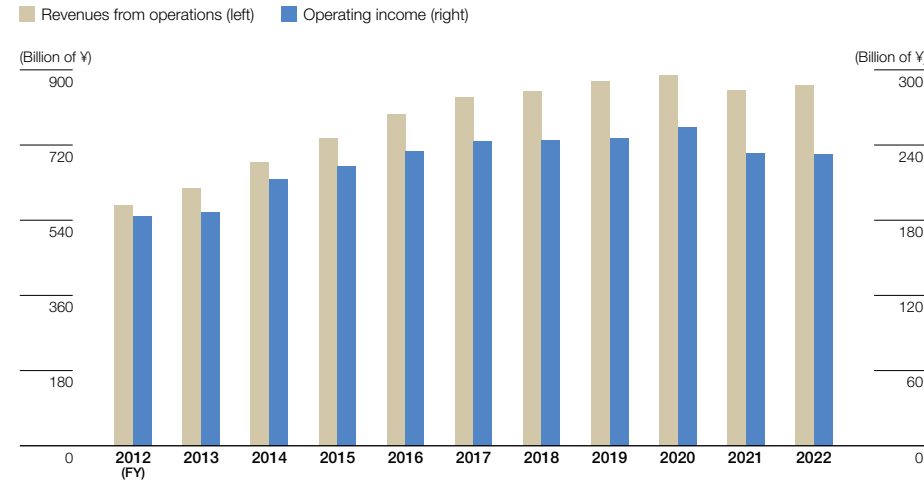
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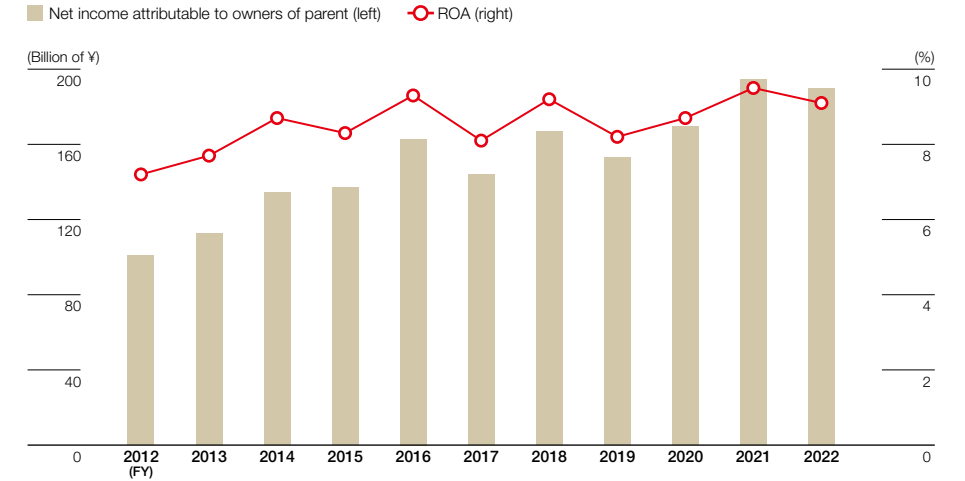
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Seven-Eleven Japan

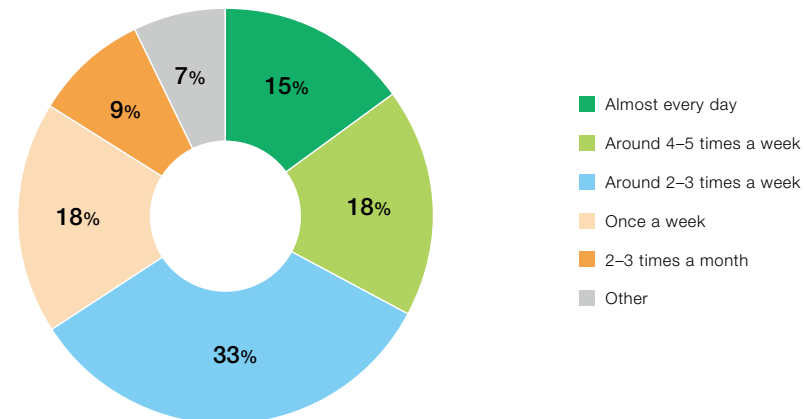
Revenues from operations and Operating income



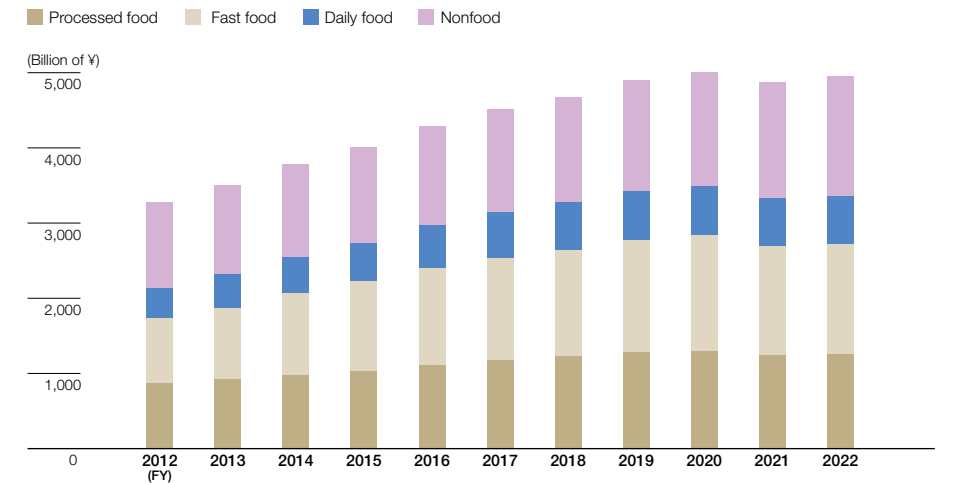
Net income attributable to owners of parent and ROA



Frequency of store-visits (FY2022)



Sales by product



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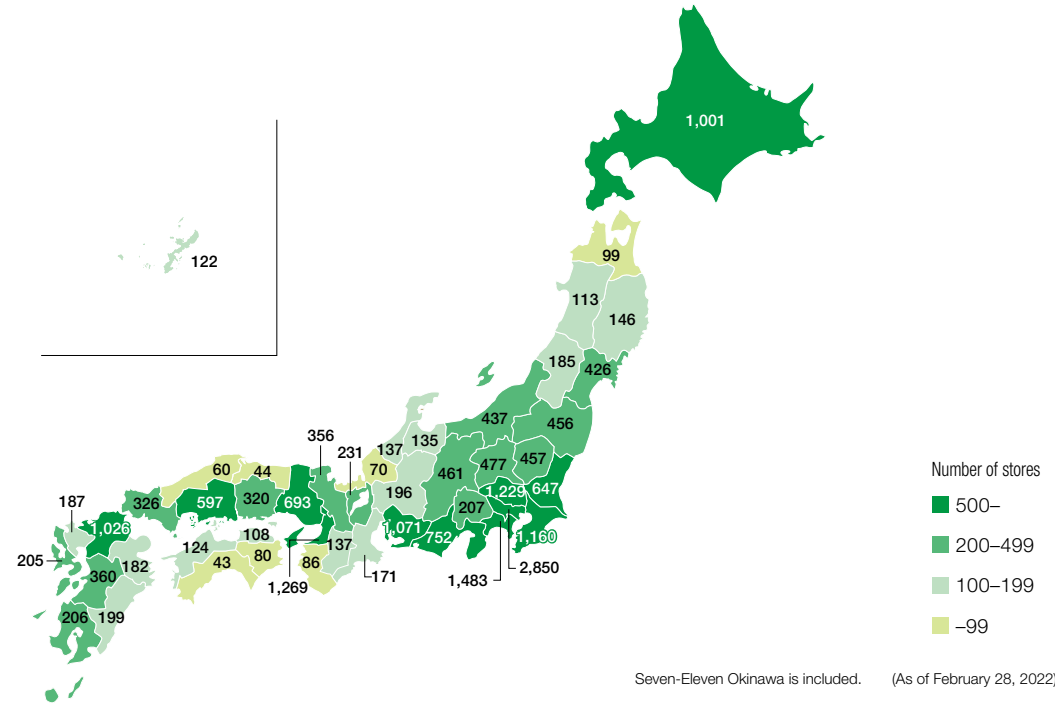
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Seven-Eleven Japan

Store network



Number of major convenience store chains in Japan

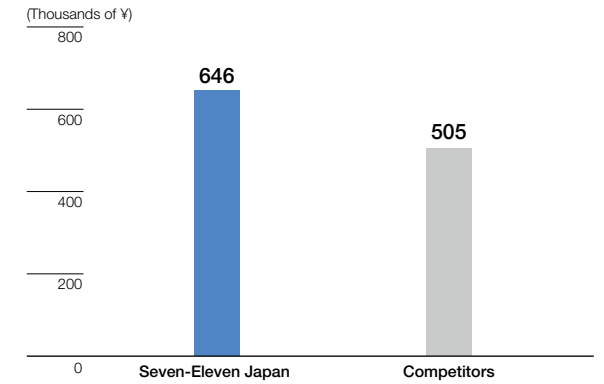
	FY2017	FY2018	FY2019	FY2020	FY2021	(Stores) FY2022
7-Eleven*	19,422	20,260	20,876	20,955	21,167	21,327
Lawson	13,111	13,992	14,659	14,444	14,476	14,656
FamilyMart	18,125	17,232	16,430	16,611	16,646	16,569
Other CVS	4,264	3,911	4,014	3,450	3,608	3,379
Nationwide	54,922	55,395	55,979	55,460	55,897	55,931

Sources: Convenience Store Statistics Investigation Monthly Report (Japan Franchise Association) and materials disclosed by individual companies

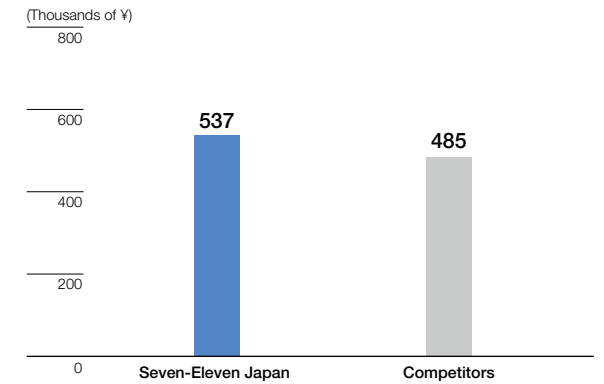
Note: Number of stores at fiscal year-end
* Seven-Eleven Okinawa is included.

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Average daily sales per store



Average daily sales per store of new stores



Notes: 1. FY2022
2. Competitors' information is the simple average of two major convenience store chains.
Source: Materials disclosed by individual companies

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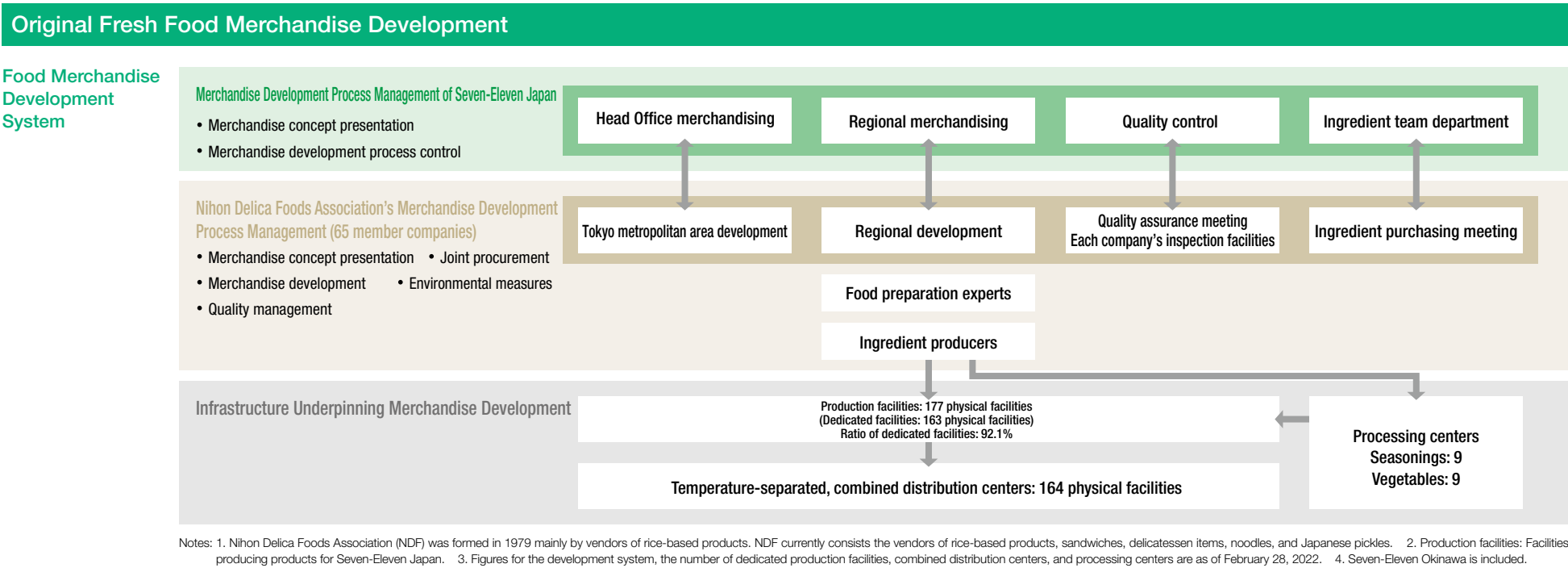
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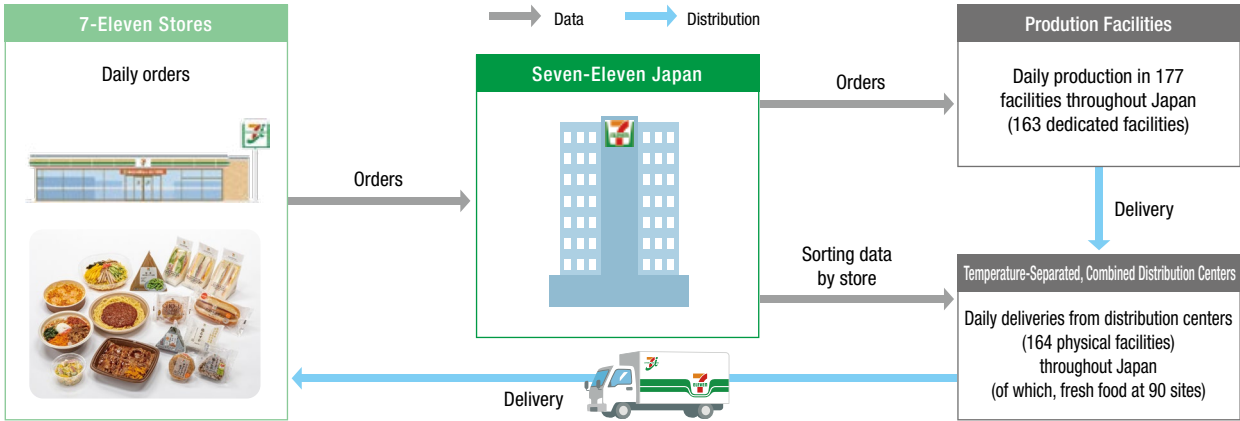
Seven-Eleven Japan



Supply System for Original Fresh Food Products

Original fresh food merchandises are made in specialized facilities operated by independent collaborating companies and are delivered to 7-Eleven stores from combined distribution centers that have multiple temperature-separated zones. The production facilities and temperature-separated, combined distribution centers serve only Seven-Eleven Japan, allowing us to distinguish ourselves from the competition in terms of product development, hygiene, and quality control. Sharing stores' order data with manufacturers and temperature-separated, combined distribution centers enables more efficient deliveries in shorter times.

Note: Seven-Eleven Okinawa is included.



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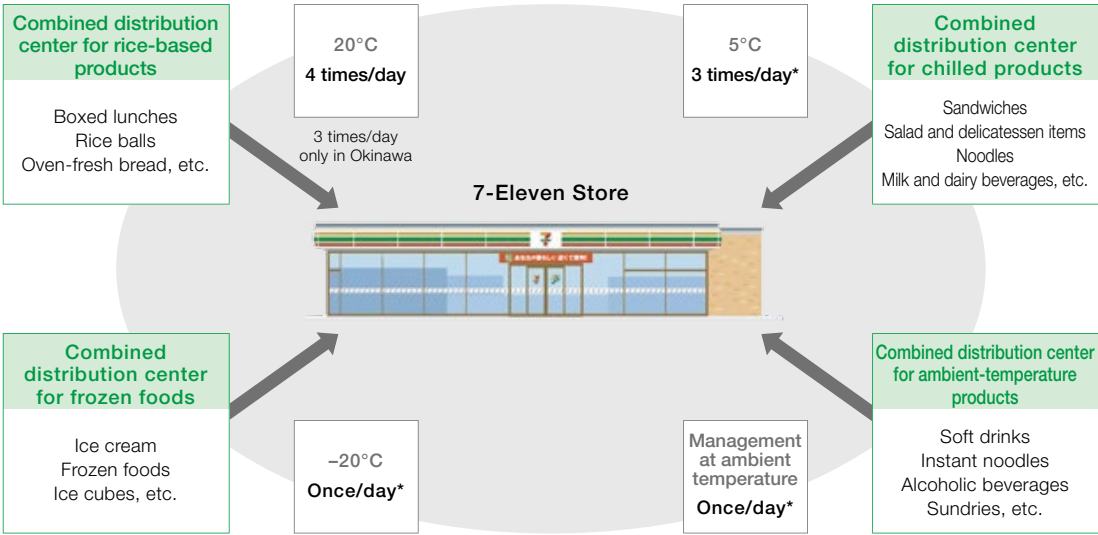
Seven-Eleven Japan

Distribution Systems

Combined Distribution System

Seven-Eleven Japan adopted a combined distribution system for greater efficiency. The combined distribution system is a rationalized system that allows products from different suppliers and manufacturers to be delivered to stores in the same truck. The combined distribution centers are operated by third parties.

Temperature-separated, combined distribution system of Seven-Eleven Japan



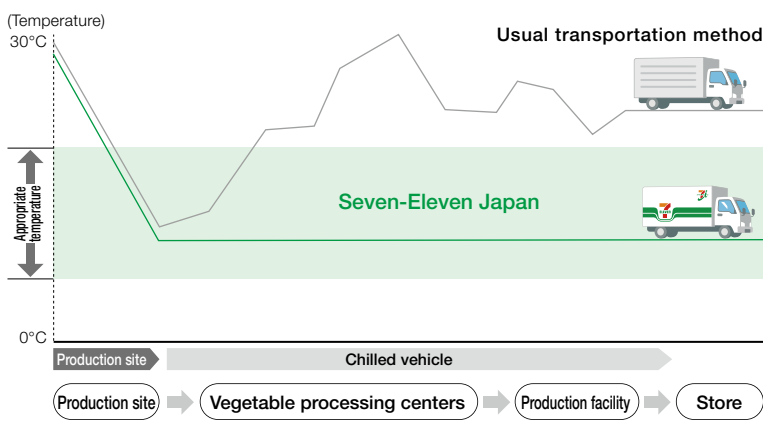
* Same frequency of distribution for Seven-Eleven Okinawa (except for rice-based products)

Number of Distribution Centers

	Number of distribution centers	Number of locations		Number of distribution centers
5°C control	76	5°C 11	-20°C control	22
		20°C 14		
20°C control	79	Combined 65	Room temperature control	52

Notes: 1. As of February 28, 2022
2. The number of distribution centers represents the distribution centers counted by merchandise categories where multiple merchandise categories were handled in one distribution center.
3. Seven-Eleven Okinawa is included.

Cold Chain (Refrigerated Distribution Network)



Freshness Managed from the Field to the Store

We have implemented a cold chain for transporting and processing vegetables in a fresh condition straight after they are harvested. The harvested vegetables are put into cold storage on the spot, and kept at a consistently managed temperature throughout their journey in the delivery vehicle from the production site through the processing center to the production facility and on to the store.



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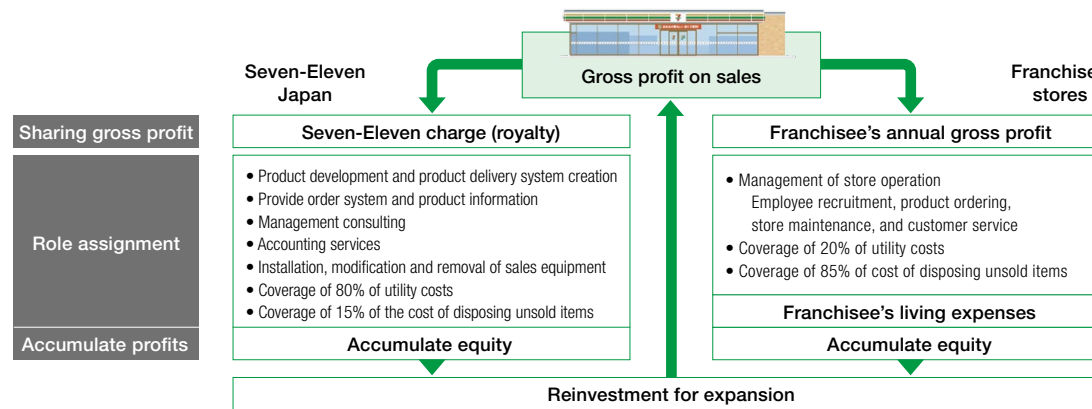
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Domestic Convenience Store Operations

Seven-Eleven Japan

Franchise System

Seven-Eleven Japan has developed its own unique franchise system, guided by an aim for “modernizing and revitalizing small- and medium-sized retail stores.” Seven-Eleven Japan and its franchisees are on an equal footing with clear role assignments. The system uses a method of allocating gross profit and, as a result, Seven-Eleven Japan and its franchisees work together on improving gross profit margins instead of sales in a mutually beneficial relationship.



	Type A (4,420 stores)	Type C (16,358 stores)
Land and buildings	Franchisee provides	Seven-Eleven Japan provides
Sales equipment, computers, etc.	Seven-Eleven Japan provides	
Contract period	15 years	
Cost of utilities	Seven-Eleven Japan covers 80%, Franchisee covers 20%	
Seven-Eleven charges (royalty)	45% of gross profit on sales	An amount calculated on a sliding scale based on gross profit on sales
	5-year incentives and 15-year contract renewal incentives (reductions in franchise fee) are offered	
	Gross profit on sales of over ¥5.5 million/month:	
	24-hour operations: ① 24-hour operations (2%) ② Special reduction (1%) ③ Monthly amount ¥(35,000)	
	Other than 24-hour operations: ① Special reduction (1%) ② Monthly amount ¥(15,000)	
Cost of disposing unsold items	Gross profit on sales of less than ¥5.5 million/month:	
	24-hour operations: Monthly amount ¥(200,000) / Other than 24-hour operations: Monthly amount ¥(70,000)	
Incentive system for multi-store operation	Seven-Eleven Japan covers 15%, Franchisee covers 85%	
	When one franchisee operates two or more 7-Eleven stores, a 3% incentive discount on the franchise fee is applied to the second and subsequent stores.	
	When franchisees that have operated a 7-Eleven store for over five years open a new store, the “incentive for stores open over five years” is applied to the new store from the beginning of its operation.	
Minimum guarantee	24-hour operations: ¥22 million	24-hour operations: ¥20 million
	Other than 24-hour operations: ¥19 million (Franchisee's annual gross profit)	Other than 24-hour operations: ¥17 million (Franchisee's annual gross profit)

Notes: 1. Number of stores as of February 28, 2022.

2. Gross profit on sales is equal to net sales minus cost of goods sold, which is calculated by subtracting costs of inventory loss, disposal of unsold items and rebates from gross cost of goods sold.

3. The special reduction in Seven-Eleven charges (royalty), which started from September 2017, will be applied for the time being.

4. Changes to the Seven-Eleven charges (royalty) system were implemented in March 2020.

5. Franchisee's gross profit on sales is equal to gross profit minus Seven-Eleven charges (royalty).

Comparison of 7-Eleven in Japan and North America

	Japan	U.S./Canada
Store-related information		
Number of stores by type*1	A-type franchised stores 4,420	BCP stores (A-type franchised stores)*2 648
	C-type franchised stores 16,358	C-type franchised stores 6,756
	Directly operated stores 427	Directly operated stores 5,809
	(As of February 28, 2022)	(As of December 31, 2021)
Stores with fuel stations	197 stores*3	8,138 stores
Standard sales floor space (per store)*4	Approx. 140 m²	Approx. 175 m²
Products and services		
Number of items per store*4	Approx. 3,300 items	Approx. 2,300 items
Services	ATM	ATM
	Payment acceptance service	Payment acceptance service
	Express package delivery service	Sales of gift cards
	Multi-functional copy machine (ticketing services, administrative service, etc.)	7Rewards
	<i>nanaco</i> point service	
Payment methods	Cash/Electronic money/Credit card/Debit/Barcode payment, etc.	Cash/Credit card/Debit/Barcode payment/Mobile phone, etc.

*1 For A-type and BCP stores, franchisees provide land and buildings. For C-type, the franchisor provides land and buildings.

*2 BCP: Business Conversion Program

*3 Seven-Eleven Japan's stores with fuel stations are joint operations opened in partnership with ENEOS Corporation.

*4 Most common size of store sales floor spaces and number of items