

Overseas Convenience Store Operations



Learn about Seven & i Group

Company Profile
Seven & i Group in Numbers

Learn about the Market Environment

Domestic Macroeconomic Environment
Domestic Environment of the Retail Industry
U.S. Macroeconomic Environment and Environment of the Retail Industry
Major Operating Companies' Market Share in Japan(Nonconsolidated)
Global Retail Industry - Sales Ranking
- Market Capitalization Ranking

Understand Seven & i Group's Strategy and Performance

Key Group Strategies - Strengths of "Food" -
Consolidated Financial KPI
Capital Re-allocation Plan / Shareholder Return
Consolidated Financial Results
Consolidated Financial Highlight
Segment Information
Financial Position
Overview of Major Operating Companies
Domestic Convenience Store Operations
▶ Overseas Convenience Store Operations
Superstore Operations
Department and Specialty Store Operations
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Group History

Growth Strategy of Global CVS Operations (Summary)

7IN to Lead the Accelerated Growth of Global CVS Operations Outside of Japan and North America

1 Support the Stores in Existing Countries

- Maximize licensee growth potential through business transformation
- Enhance the 7-Eleven global brand to increase licensee and 7IN profitability

2 Strategic Investments in Existing Licensees

- Pursue accelerated profit growth through strategic investments and business involvement with licensees
- Decided to invest in the Vietnam business

3 Expansion of Stores to Countries with White Space

- Accelerate expansion to white space with strategic priorities in Europe, MENA*, South America, etc.
- Expand countries with operation and stores of 7-Eleven to improve growth and profitability of 7IN

* Middle East & North Africa



INTERNATIONAL

7-Eleven
International LLC
(Since 2022)

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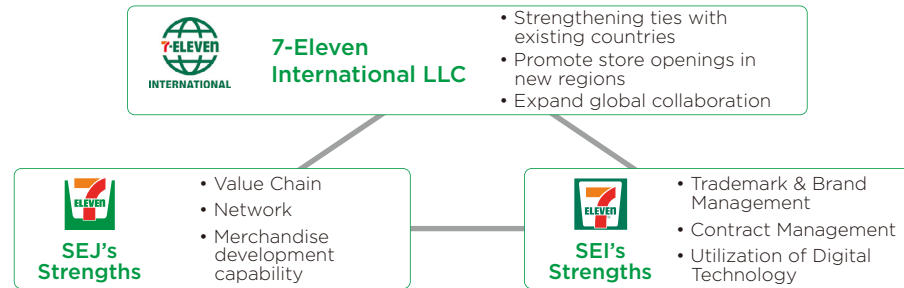
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Growth Strategy of Global CVS Operations

7-Eleven International LLC Foundation

Establishment of 7IN to maximize group-wide synergies and increase profits



7IN Strategic Initiatives

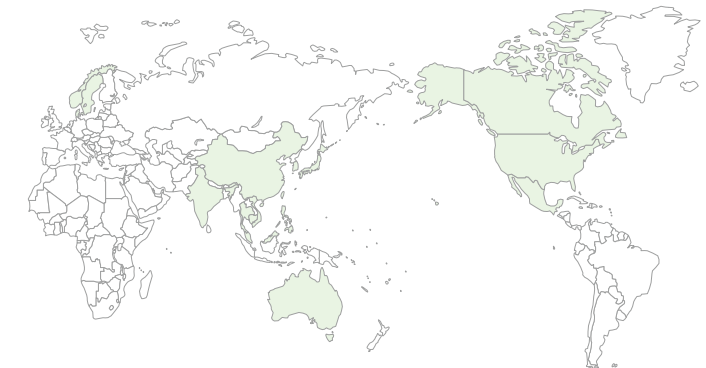
	Objectives	Initiatives
Existing Business	Enhance existing business through cooperation with licensees	Operation excellence
		Store Development
Value Added	Develop high quality Fresh Food (FF)	Value Chain Support & Investment
	Develop differentiated Non-FF	Global Leveraging
	Enhance Digital Customer Experience, Store OPS, and Store Support Function	7GT*
Capital Investment	Increase operating income	Existing Markets New Markets
	Increase managerial control	

* 7-Eleven Global Technology

7IN which Consolidates Each Strength of SEJ and SEI Will Play a Core Role for Future Global CVS Strategy

7-Eleven Operation Status and Growth Areas

Establishment of 7IN to maximize group-wide synergies and increase profits

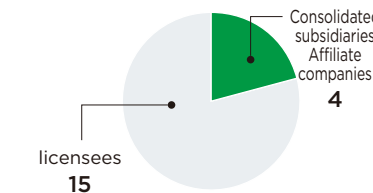


As of the end of January 2023

Asia-Pacific		(Stores)	
Japan	21,323	Malaysia	2,472
South Korea	14,179	Australia	738
Thailand	13,838	Singapore	460
Taiwan	6,683	Vietnam	79
China	4,450	Cambodia	44
Philippines	3,400	India	22

North America		(Stores)
U.S.	12,854	
Mexico	1,886	
Canada	606	
Europe / Middle East		(Stores)
Denmark	176	
Norway	134	
Sweden	81	
Israel	1	

Operation style (number of countries/regions)



Comparison with global expansion of other companies

	Number of stores	Number of areas
7-Eleven	Approx. 83,000	19
McDonald's	Approx. 40,000	Approx. 100
SUBWAY	Approx. 37,000	Approx. 100
Starbucks Coffee	Approx. 36,000	84

Source : Company website

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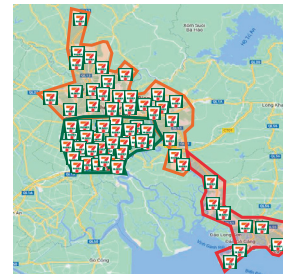
Vietnam Business Strategy



Store development

- Concentrated store openings based on urban planning
- Localization of SEJ/SEI know-how for local customers

Store expansion (planned)	
FY2022 (results)	79
FY2023	115
FY2026	275
FY2028	500



Value chain / merchandise development

- Achieve overwhelming differentiation with an assortment of high-quality proprietary merchandise centered on FF
- Build strong partnerships with NDF¹ partners



Retailer initiative / digital

- By 7GT² implementation, improving customer experience through single item management execution, delivery, loyalty programs, etc.



¹ NDF: Nihon Delica Foods Associations ² 7-Eleven Global Technology

Strategic Investment for Business Growth by Building a Value Chain and Improving Customer Loyalty

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Global Strategy

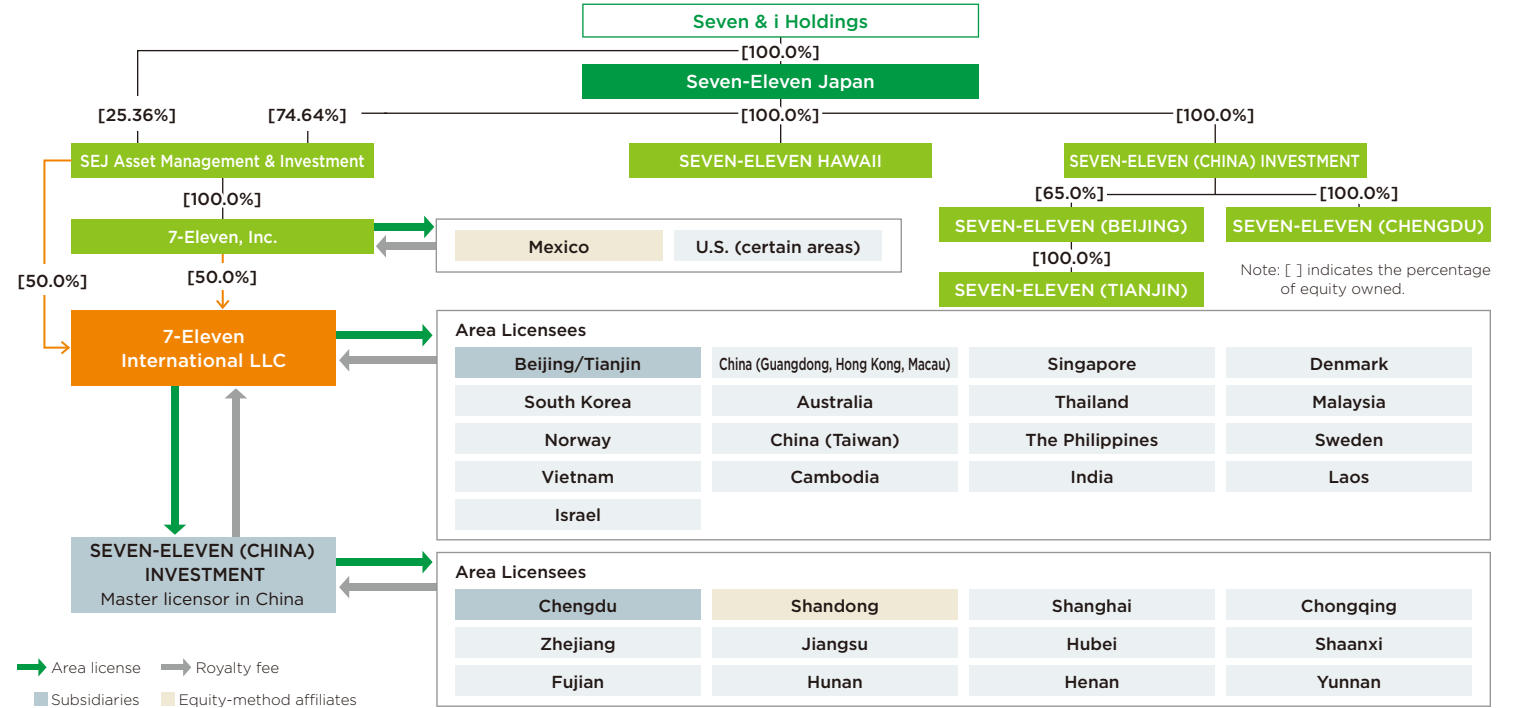
Capital Relationships in the Group's Convenience Store Operations

Seven & i Holdings' subsidiaries operate 7-Eleven 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 will open their first stores in 2023.



Trend in the 7-Eleven Stores Worldwide

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Japan	15,072	16,319	17,491	18,572	19,422	20,260	20,876	20,955	21,167	21,327	21,402
South Korea	6,986	7,085	7,231	8,000	8,556	9,231	9,400	10,016	10,501	11,173	14,265
Thailand	6,822	7,429	8,127	8,832	9,542	10,268	10,988	11,712	12,432	13,134	13,838
U.S. and Canada	8,545	8,641	8,646	8,868	9,077	9,061	9,974	10,000	10,159	13,562	13,511
China (Taiwan)	4,852	4,919	5,040	5,029	5,107	5,221	5,369	5,647	6,024	6,379	6,631
China	1,919	2,001	2,064	2,182	2,357	2,599	2,816	3,156	3,412	3,980	4,434
Others	5,563	6,039	6,682	7,228	7,744	7,960	8,233	8,688	8,811	8,986	9,498
Total	49,759	52,433	55,281	58,711	61,805	64,600	67,656	70,174	72,506	78,541	83,579

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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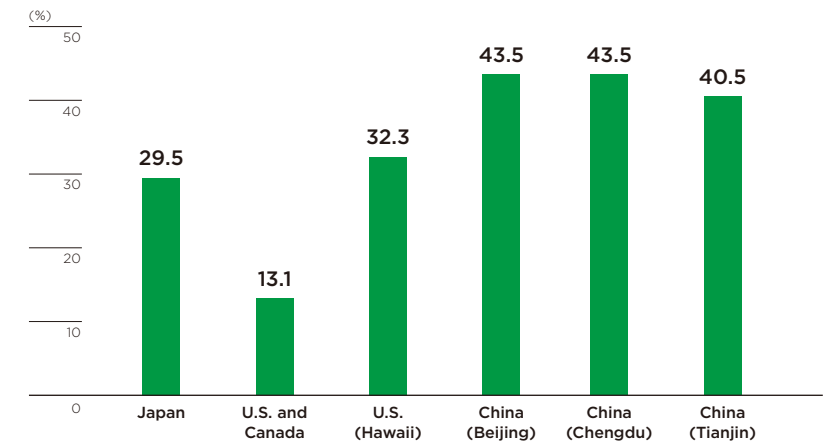
Global Strategy

7-Eleven store operators around the world (licensees)

Country or region	Operator	Number of stores
South Korea	Korea-Seven Co., Ltd. [Lotte Group]	14,265
Thailand	CP ALL Public Company Ltd. [Charoen Pokphand Group]	13,838
China (Taiwan/Shanghai)	PRESIDENT CHAIN STORE CORP. [Uni-President Enterprises Corp.]	6,804
The Philippines	Philippine Seven Corporation [PRESIDENT CHAIN STORE CORP.]	3,393
China (Guangdong, Hong Kong, Macau)	The Dairy Farm Company, Limited [Dairy Farm International Holdings Limited]	2,706
Malaysia	7-Eleven Malaysia Sdn. Bhd. [Berjaya Retail Berhad]	2,472
Mexico	7-Eleven Mexico S.A. de C.V. [Valso, S.A. de C.V.]	1,889
Australia	7-Eleven Stores Pty. Ltd.	736
Singapore	Cold Storage Singapore (1983) Pte. Ltd. [Dairy Farm International Holdings Limited]	457
Norway/Sweden/Denmark	Reitan Convenience [Reitangruppen AS]	409
China (Shandong)	SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhongdi Group Co., Ltd.]	344
U.S.	SRoesuothrtw Reestta Cileornsv, elnncie. nce Stores, Inc.	279
China (Jiangsu)	Nanjing Golden Eagle Convenience Store and Supermarket Management Co., Ltd.[GOLDEN EAGLE RETAIL GROUP LIMITED]	121
China (Zhejiang)	SHAN DONG ZHONG DI CONVENIENCE CO., LTD. [Zhongdi Group Co., Ltd.]	101
China (Shaanxi)	Shaan Xi Sai Wen Tick Convenience Chain CO., LTD. [SHAANXI TICKMART TRADING CO., LTD.]	85
Vietnam	Seven System Viet Nam JSC	79
China (Fujian)	Fujian Rong Ning CVS Management CO., LTD. [FUJIAN SANFU APPAREL CO., LTD.][FUJIAN RONGNING CONVENIENCE STORE MANAGEMENT CO., LTD.]	66
China (Yunnan)	Yunnan Challenge Joy Mart Convenience Store Chain Co., Ltd. [Yunnan Challenge Petroleum Group Co., Ltd.]	60
China (Hunan)	Hubei Oriental Meilin CVS CO., LTD.	58
China (Chongqing)	New Nine Business Development Co., Ltd. [New Hope Group Co., Ltd.]	48
Cambodia	CP ALL (Cambodia) Co., Ltd. [Charoen Pokphand Group]	42
China (Henan)	Henan Sanyi Convenience Store Chain CO., LTD. [Sanquan Food Co., Ltd.]	33
China (Hubei)	Hunan Friendship & Apollo CVS Co., LTD. [Hunan Friendship & Apollo Commercial Co., Ltd.]	28
India	7-India Convenience Retail Limited [Reliance Retail Ventures Limited]	21
Israel	Electra Consumer Products Ltd. [Elco Ltd.]	1
Laos	CP ALL Laos Co., Ltd. [Charoen Pokphand Group]	-

Notes: 1. Number of stores as of December 31, 2022 *A store in Israel opened on January 11, 2023.
2. Company names in brackets are those of the corporate groups affiliated with the companies listed.
3. The first store in Laos will open in 2023.

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. Fiscal year-end for overseas subsidiaries is December 31.
3. Seven-Eleven Okinawa is not included.



U.S. and Canada



China (Beijing)