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Domestic Convenience Store Operations

Seven-Eleven Japan	(Millions of yen)										
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Revenues from operations	679,561	736,343	793,661	833,743	849,862	873,555	887,625	850,291	863,025	872,719	894,659
Selling, general and administrative expenses	397,767	439,785	481,362	514,907	533,633	561,600	573,103	558,597	574,340	578,549	600,627
Operating income	212,785	223,356	235,033	243,493	244,110	245,088	253,980	233,321	223,091	232,873	251,029
Ordinary income	220,927	232,593	256,726	251,265	251,717	252,917	262,249	281,974	273,672	282,630	297,714
Net income	134,371	136,924	162,910	144,151	166,760	153,233	169,695	194,479	189,652	203,009	211,102
Capital expenditures	124,350	129,438	124,543	125,045	136,297	110,028	96,062	125,461	97,599	93,946	127,080
Depreciation and amortization	39,002	47,698	51,784	58,829	64,294	70,182	73,538	76,896	79,283	83,961	88,508
Total assets	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	2,116,144	2,214,464
Net assets	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	1,557,212	1,628,167
EBITDA	251,788	271,054	286,817	302,322	308,404	315,270	327,519	310,217	302,375	316,835	339,537
ROA (%)	8.7	8.3	9.3	8.1	9.2	8.2	8.7	9.5	9.1	9.6	9.7
Total store sales	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	5,148,742	5,345,243
Gross total store sales	-	-	-	-	-	-	-	-	-	5,164,231	5,362,931
Processed food	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	1,311,714	1,426,539
Fast food	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	1,523,448	1,565,976
Daily food	487,783	517,065	579,294	614,122	626,863	641,752	661,356	647,792	638,908	645,528	670,366
Nonfood	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	1,683,539	1,700,049
Existing store sales increase (%)*	2.3	2.4	2.9	1.8	0.7	1.3	0.2	(2.4)	0.7	3.6	3.0
Number of customers (%)	2.4	0.7	1.3	0.1	(0.9)	(0.6)	(2.1)	(9.9)	(1.2)	0.3	1.6
Average spending per customer (%)	(0.1)	1.7	1.6	1.7	1.6	1.9	2.3	8.4	1.9	3.3	1.4
Average daily sales per store of all stores (¥ Thousand)	664	655	656	657	653	656	656	642	646	670	691
Average daily sales per store of newly opened stores (¥ Thousand)	522	513	530	533	546	560	554	557	537	598	611
Merchandise gross profit margin (%)	30.7	31.4	31.6	31.8	31.9	31.9	32.1	32.0	31.7	31.9	32.2
Processed food (%)	38.7	38.8	38.9	39.2	39.4	39.5	39.5	39.4	39.3	39.8	40.2
Fast food (%)	35.1	35.7	35.5	35.7	35.9	36.1	36.6	36.6	36.6	37.3	37.2
Daily food (%)	33.2	33.1	33.2	33.4	33.5	33.4	34.0	34.2	34.2	34.5	34.7
Nonfood (%)	19.6	20.7	20.9	21.0	20.7	20.5	20.3	20.7	20.1	20.1	20.0
Number of stores	16,319	17,491	18,572	19,422	20,260	20,876	20,916	21,085	21,205	21,252	21,363
Openings	1,579	1,602	1,651	1,682	1,554	1,389	743	610	625	597	556
Closures	332	430	570	832	716	773	703	441	505	550	445
Relocations, etc.	255	347	450	670	568	562	482	288	354	445	329
Franchised stores	15,879	17,021	18,071	18,977	19,792	20,499	20,545	20,632	20,778	20,987	21,170
Type A	4,333	4,353	4,448	4,554	4,563	4,558	4,539	4,482	4,420	4,400	4,352
Type C	11,546	12,668	13,623	14,423	15,229	15,941	16,006	16,150	16,358	16,587	16,818
Directly operated stores	440	470	501	445	468	377	371	453	427	265	193
Ratio of stores with liquor license (%)	99.0	98.9	98.7	98.6	98.5	98.4	98.4	98.4	98.4	98.3	98.3
Ratio of stores with cigarette license (%)	94.8	95.5	95.5	95.7	95.8	96.3	96.9	97.0	97.0	97.2	97.4
Total sales floor space (m ²)	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	3,029,067	3,053,346
Full-time employees (fiscal year-end)	6,567	7,191	8,054	8,562	8,886	9,092	8,959	8,990	8,930	8,549	8,333
Number of payment acceptance transactions (Thousand)	402,999	418,845	439,138	460,585	481,800	502,468	513,061	510,212	501,181	524,766	538,763
Total value of payment acceptance transactions	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	5,967,134	6,087,506

* Existing store sales increase includes POSA card transactions from FY2013 to FY2017.

Note : "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. have been applied from FY2022. Total store sales based on the previous method are shown as "Gross total store sales."

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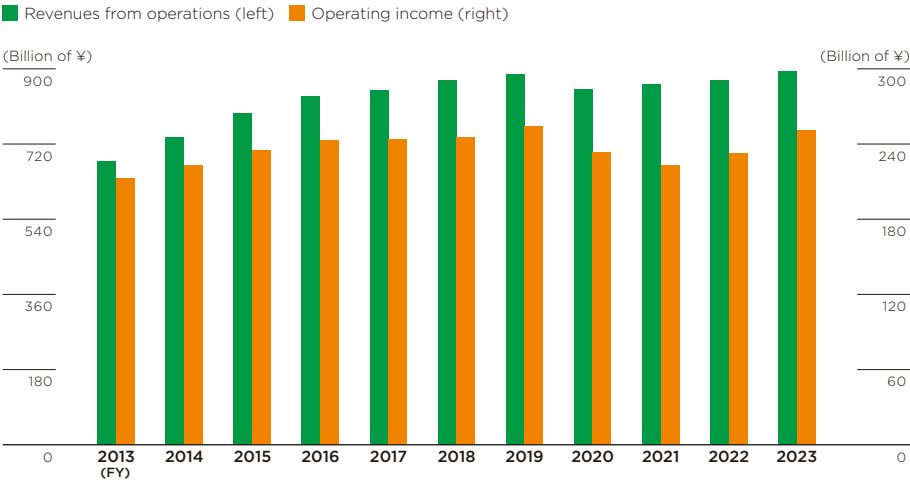
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Domestic Convenience Store Operations

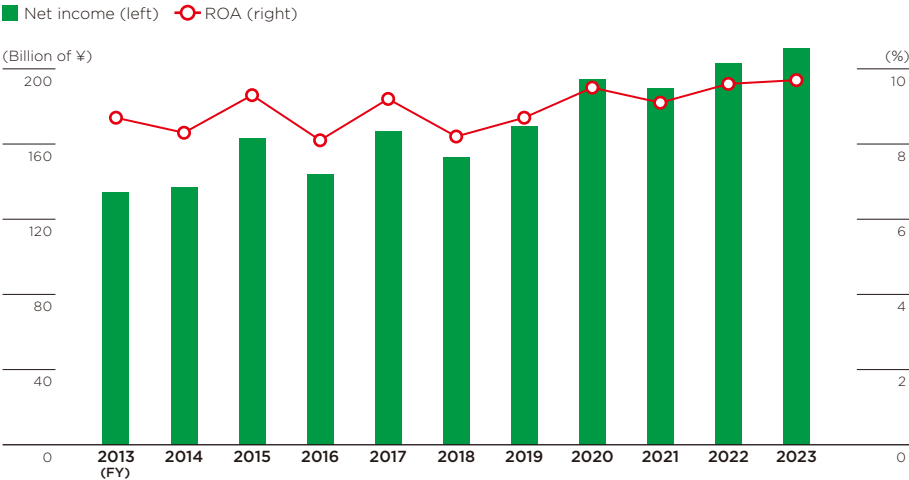
Seven-Eleven Japan

Revenues from operations and operating income

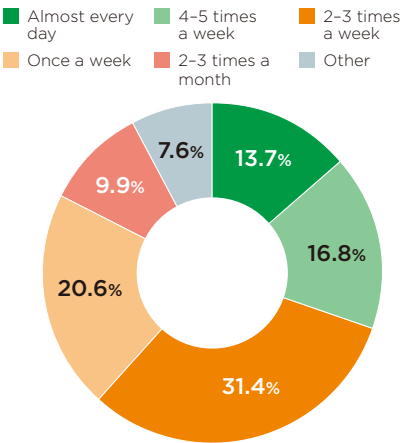


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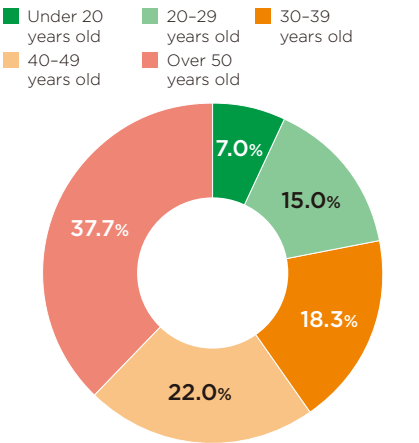
Net income attributable to owners of parent and ROA



Frequency of store-visits (FY2023)

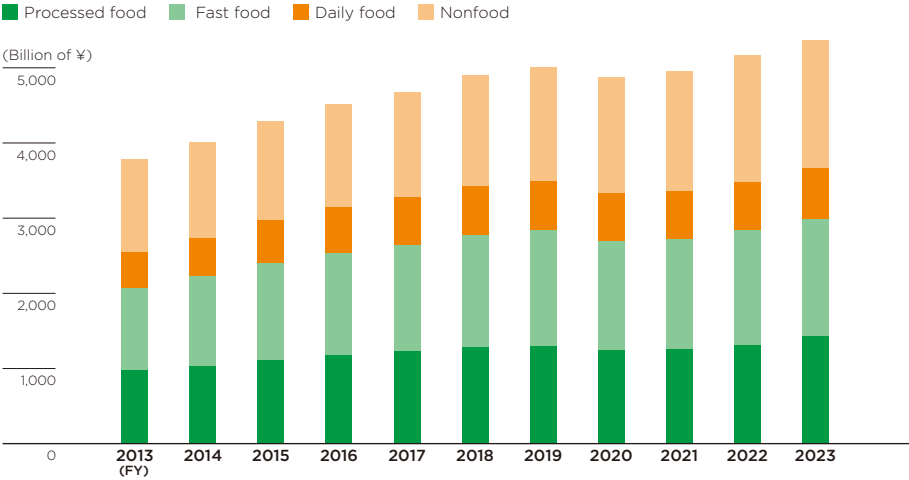


Composition of customers by age (FY2023)



Source : Customer survey by Seven-Eleven Japan

Sales by merchandise category



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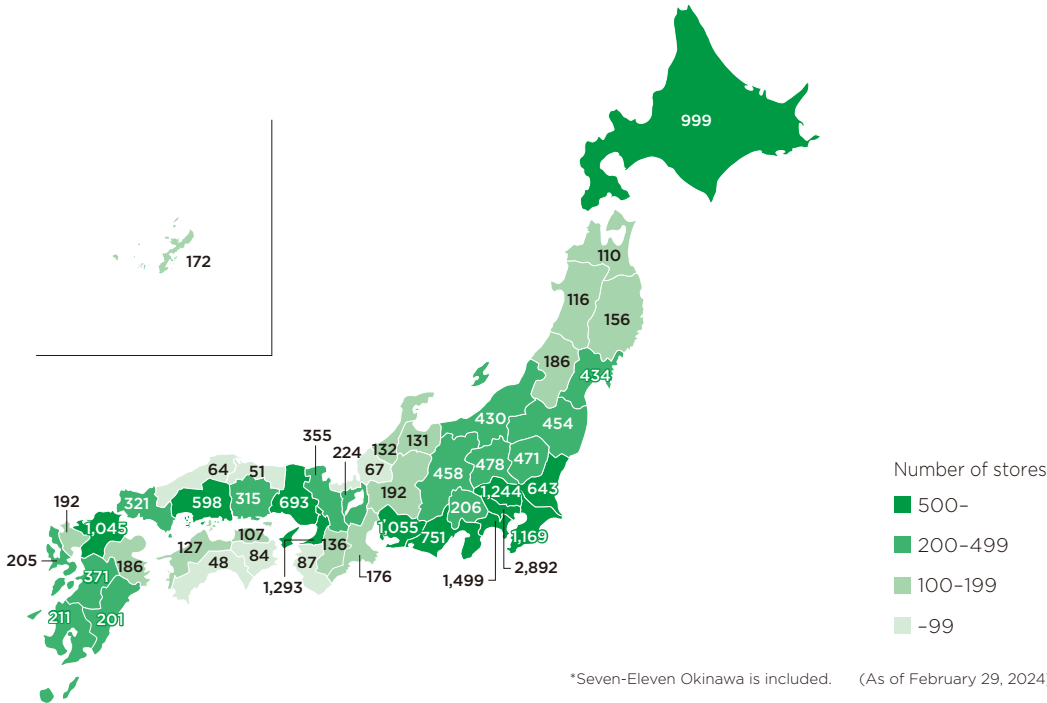
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Domestic Convenience Store Operations

Seven-Eleven Japan

Store network

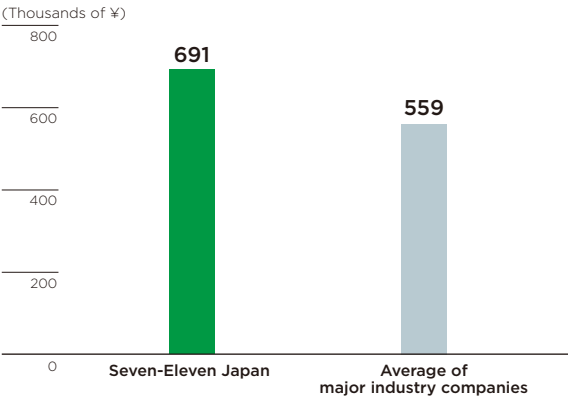


Number of major convenience store chains in Japan

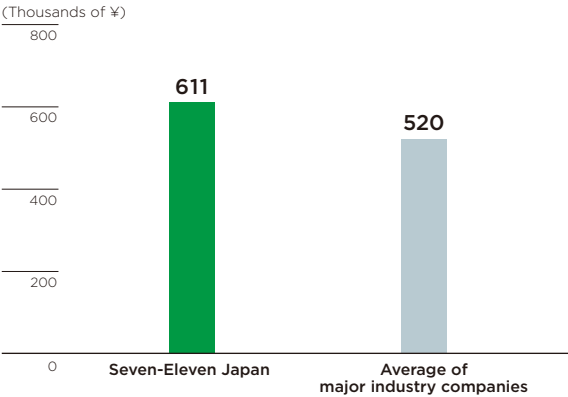
	FY2018	FY2019	FY2020	FY2021	FY2022	(Stores) FY2023
Seven-Eleven*	20,876	20,955	21,167	21,327	21,402	21,535
Lawson	14,659	14,444	14,476	14,656	14,631	14,643
FamilyMart	16,430	16,611	16,646	16,569	16,533	16,271
Other CVS	4,014	3,450	3,608	3,379	3,286	3,208
Nationwide	55,979	55,460	55,897	55,931	55,852	55,657

Note: Number of stores at fiscal year-end * Seven-Eleven Okinawa is included.
Sources: Convenience Store Statistics Investigation Monthly Report (Japan Franchise Association) and materials disclosed by individual companies

Average daily sales per store of all stores



Average daily sales per store of newly opened stores



Notes: 1. FY2023
2. Average of major industry companies is the simple average of two major convenience store chains.
Source: Materials disclosed by individual companies

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Domestic Convenience Store Operations

Seven-Eleven Japan

Original Fresh Food Merchandise Development

Food Merchandise Development System

Merchandise Development Process Management of Seven-Eleven Japan

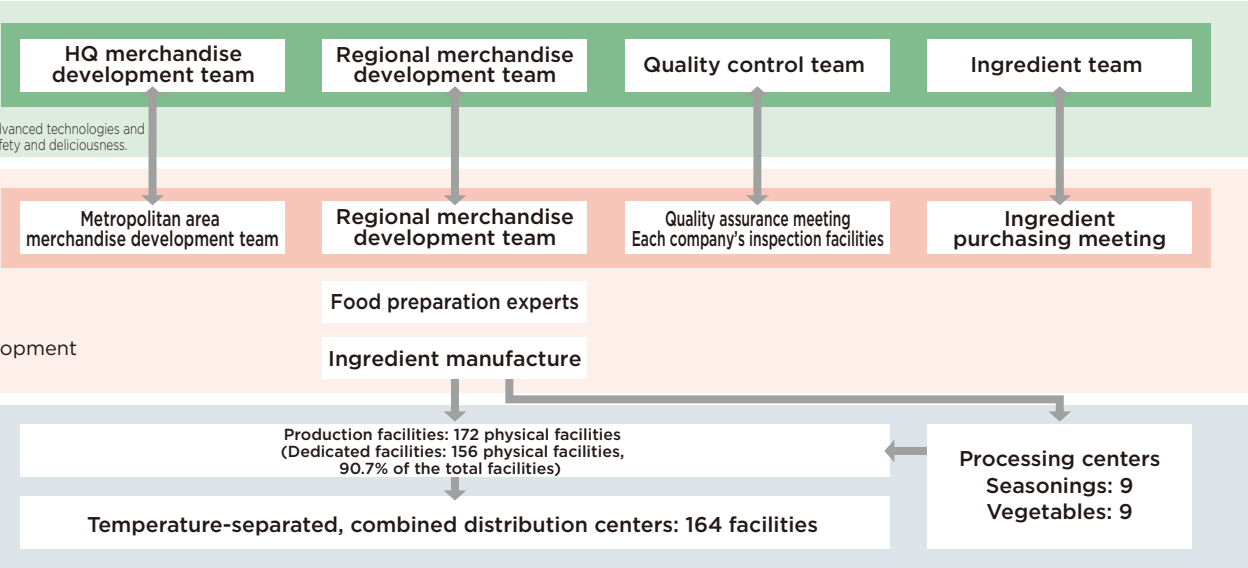
- Proposing product quality and standards that meet changing customer needs.
- Team MD (merchandising)

Note: We team up with various manufacturers and vendors to bring together advanced technologies and knowledge in various fields. Develop merchandise that focus on quality, safety and deliciousness.

Nihon Delica Foods Association (62 companies)

- Hygiene control, quality control, process control
- Joint purchase of raw materials
- Same process and equipment
- Merchandise development, equipment development
- Environmental measures

Infrastructure Underpinning Merchandise Development

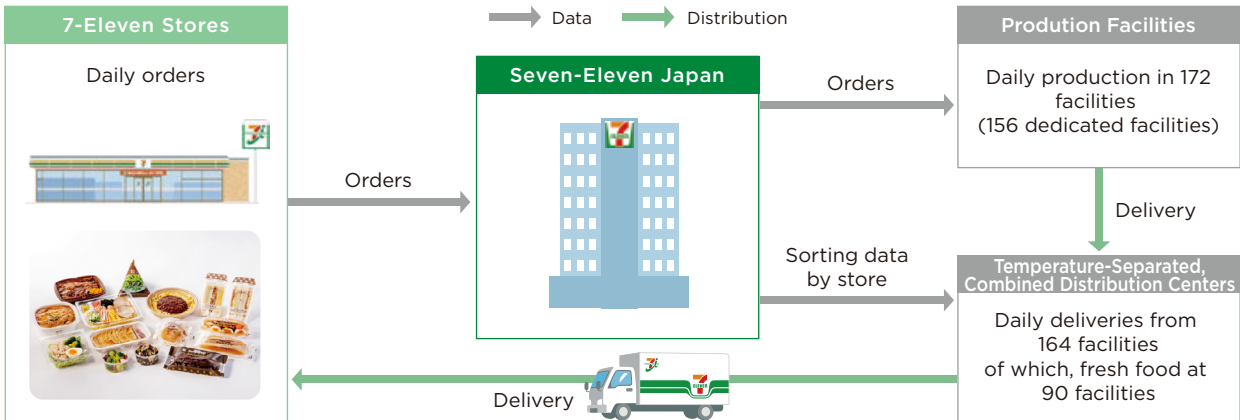


Notes: 1. Nihon Delica Foods Association (NDF) was formed in 1979 mainly by vendors of rice-based products. NDF currently consists the vendors of rice-based products, sandwiches, delicatessen items, noodles, and Japanese pickles, etc. 2. Production facilities: Facilities producing merchandise for Seven-Eleven Japan. 3. Figures for the development system, the number of dedicated production facilities temperature-separated, processing centers are as of February 29, 2024. 4. Seven-Eleven Okinawa is included.

Supply System for Merchandise

Original fresh food merchandise is made in dedicated 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 are all managed by Seven-Eleven Japan's standard, allowing us to distinguish ourselves from the competition in terms of product development, hygiene, and quality control. Sharing stores' order data with production facilities and temperature-separated, combined distribution centers enables more efficient deliveries in shorter times.

Note: Seven-Eleven Okinawa is included.



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Distribution Systems

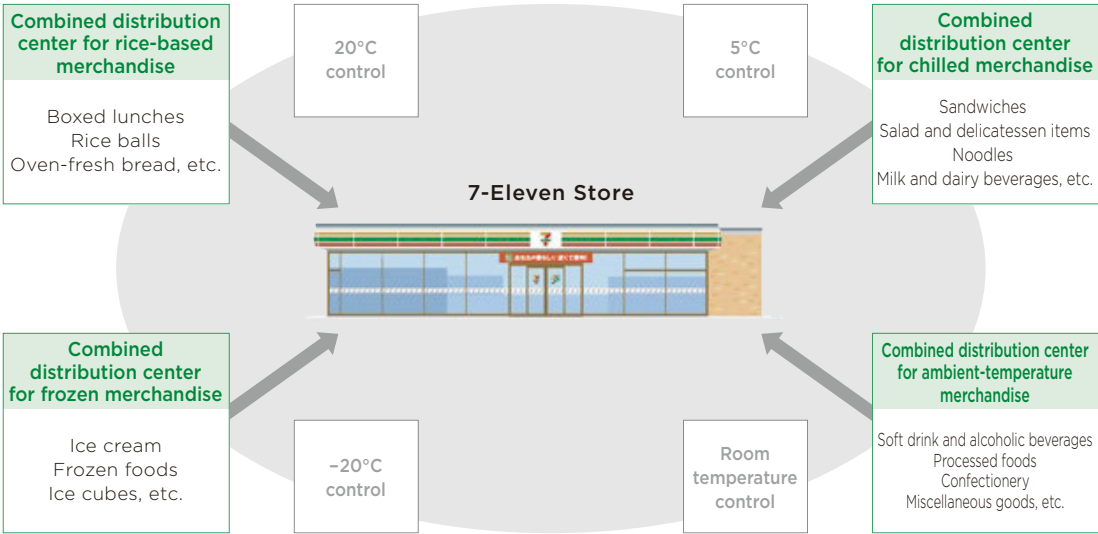
Combined Distribution System

Our original fresh foods are manufactured in production facilities that handle only Seven-Eleven merchandise and are operated by independent cooperating companies, and delivered to stores from temperature-separated, combined distribution centers.

In order to differentiate ourselves in terms of merchandise development, hygiene management, and quality control, all of our production facilities and temperature-separated, combined distribution centers are managed according to Seven-Eleven Japan's standards.

By sharing data of orders from stores with production facilities and temperature-separated, combined distribution centers, we are able to deliver merchandise quickly and efficiently.

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

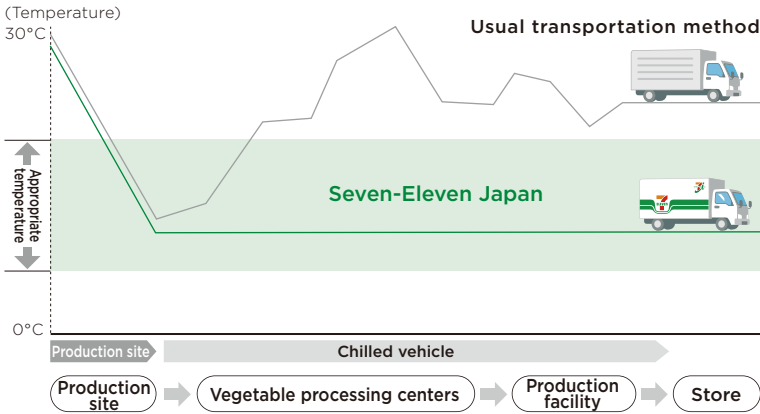


Number of Distribution Centers

	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 29, 2024
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

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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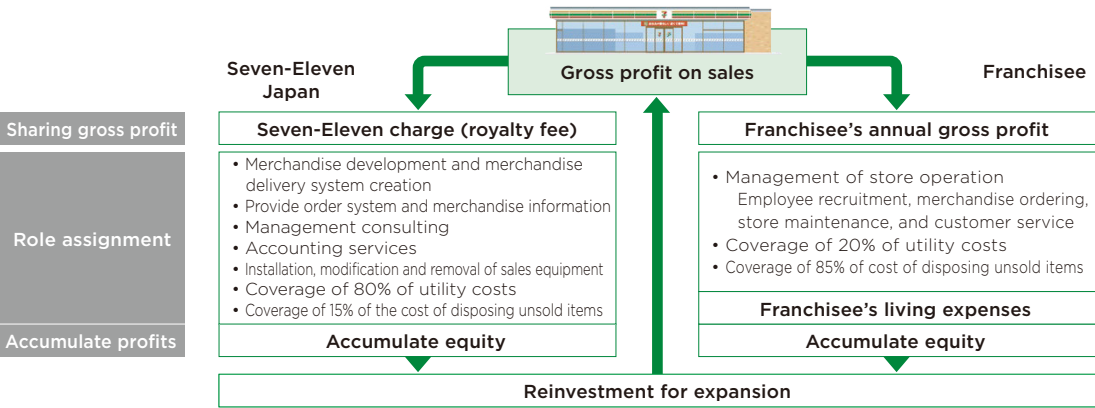
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Domestic Convenience Store Operations

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 (4,352 stores)	Type C (16,818 stores)
Land and buildings	Franchisee provides	Seven-Eleven Japan provides
Sales equipment, store computers, etc.	Seven-Eleven Japan provides	
Contract period	15 years	
Cost of utilities	Seven-Eleven Japan covers 80%, Franchisee covers 20%	
Seven-Eleven charge (royalty fee)	45% of gross profit on sales	An amount calculated on a sliding scale based on gross profit on sales
	5-year operating incentives and 15-year operating incentives: reductions in royalty 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)	
	(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)	
Cost of disposing unsold items	Seven-Eleven Japan covers 15%, Franchisee covers 85%	
Incentive system for multi-store operation	When one franchisee operates two or more stores, a 3% incentive discount on the royalty 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	(Franchisee's annual gross profit)	(Franchisee's annual gross profit)
	24-hour operations: ¥22 million Other than 24-hour operations: ¥19 million	24-hour operations: ¥20 million Other than 24-hour operations: ¥17 million

Notes: 1. Number of stores as of February 29, 2024.
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 charge (royalty fee).

Comparison of Seven-Eleven in Japan and North America

	Japan	U.S./Canada
Store-related information		
Number of stores by type*1	A-type franchised stores 4,352	BCP stores (A-type franchised stores)*2 625
	C-type franchised stores 16,818	C-type franchised stores 6,623
	Directly operated stores 193	Directly operated stores 5,874
	(As of February 29, 2024)	(As of December 31, 2023)
Stores with fuel stations	202 stores*3	8,255 stores
Standard sales floor space (per store)*4	Approx. 148 m²	Approx. 177m²
Merchandise 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 card/ Barcode payment, etc.	Cash/Credit card/Debit card/ 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