

Establishing global brand loyalty starting from strengths in *food* in the domestic CVS business

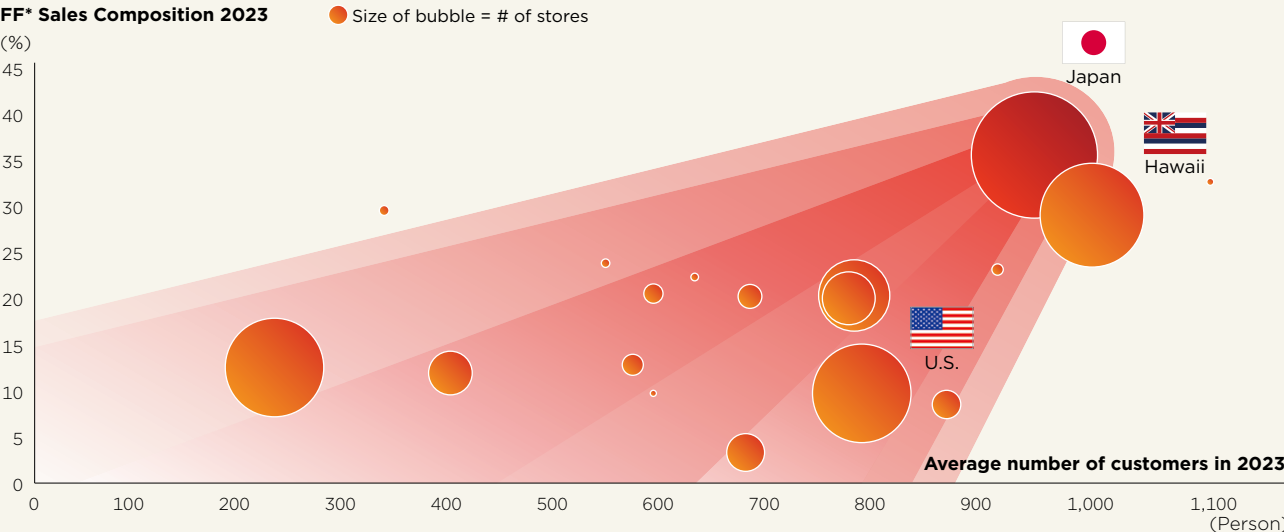


Delivering a global growth framework where an increase in average customer numbers equates to an increased proportion of fresh food sales

SEVEN-ELEVEN JAPAN (SEJ) has gained strong brand loyalty on the back of high praise for its proprietary merchandise centered on *food*. SEJ has built a Team Merchandising (Team MD) framework, collaborating with the SST business, which handles a wide range of food products from fresh to processed foods, and with suppliers across Japan to develop the Group's shared private brand (PB) products under *Seven Premium*. Additionally, there are 156 food-related commissaries dedicated

to producing PB products, fresh foods, beverages, and other SEJ-exclusive items, ensuring a diverse range of delicious tastes and flavors all with exceptional freshness. There is a strong correlation between the proportion of *food* sales and average customer numbers. A similar correlation has been observed in SEVEN-ELEVEN HAWAII, Inc., which, like SEJ, has built a food value chain and increased the proportion of its fresh food offerings. Our goal is to expand this growth framework, where an increase in average customer numbers equates to an increased proportion of fresh food sales around the world to establish global brand loyalty.

Correlation between composition of fresh food sales and number of customers in global 7-Eleven operations



* FF: Fresh Foods (Fresh foods include ready-to-eat foods only. Proprietary beverages, dairy products, and long shelf-life foods are excluded.)

Private brand *Seven Premium* achieves cumulative sales of ¥15 trillion

The Group's private brand, *Seven Premium*, was developed by leveraging SEJ's expertise in the development of proprietary merchandise, combined with the extensive product variety of superstore (SST) operations, numerous business partners, and the overall sales capabilities of the Group. Launched in May 2007 with 49 items,

cumulative sales of *Seven Premium* surpassed ¥15 trillion in FY2023. While maintaining competitive pricing, *Seven Premium* has pursued its unique, high-quality standards without compromising on taste, safety, or reliability. As of the end of February 2024, the product lineup has expanded to approximately 3,400 items with over 300 items each achieving annual sales of over ¥1 billion.



SEVEN-ELEVEN JAPAN's value chain

