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Seven-Eleven Japan Corporate Profile 2021-2022



Message from the President

Seven-Eleven Japan has, since its founding in 1973, worked together with franchisees and gone all out to meet the needs of our customers. That history of almost half a century has seen us promote innovation across a wide range of areas, from the creation of new products and services to reforms in the supply chain and information and distribution systems. At the same time, we have built a carefully coordinated infrastructure to realize an ideal partnership, through labor-saving in store operations, improved productivity, closer communication with franchisees, and other such initiatives.

Amidst the ongoing massive changes to the environment in which we live, including the structure of society, our customers' values and behaviors are also undergoing significant changes. Standing as we are at the turning point of this new era, we will continue to increase the pace of our efforts. Currently, we are working on innovation that will provide new and unprecedented experiential value to our customers, our franchisees, and the local communities. This innovation includes everything from the creation of new services and labor saving in store operations through the Digital Transformation (DX) to a detailed product assortment closely linked to the environment in which we are trading, and the development of new store layouts.

In response to the increased demand for initiatives intended to produce a sustainable society on a global scale, we at Seven-Eleven Japan are putting our energy into various environmental measures such as reducing our CO₂ emissions and plastic countermeasures. By promoting cooperation with both our franchisees and local communities, we are pursuing the creation of a whole new realm of convenience that will open the door to the future.

In order to respond to the ever-changing society and customer needs and provide a higher level of support for each and every one of our franchisees, Seven-Eleven Japan will continue to innovate more and more in the years ahead.

Representative Director and President
SEVEN-ELEVEN JAPAN CO., LTD.

Fumihiko Nagamatsu



Corporate Vision

No matter how times may change,
we will continue to enrich
our customers' lives on a daily basis
while striving to make life more convenient
for local communities,
by working closely with our franchisees.

Foundation Philosophy

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

Creating a New “Close and Convenient” Together with a Lifestyle for This New Era

A rich product assortment, convenient services

and the peace of mind that Seven-Eleven stores are always nearby.

We have changed alongside the needs of our customer base,

while working to grow closer to our local communities.

And now, our social environment has changed in an unprecedented way,

and people’s lives and values have begun to change in a tremendous fashion.

In this era of the “new normal,”

our role as a convenience store lifeline infrastructure is becoming more and more diversified,

growing ever stronger and deeper.

We enable a richer and healthier lifestyle in this stay-at-home era.

We are moving toward a shopping experience that is safer and kinder to the environment.

In order to build a new lifestyle for our customers,

we are fundamentally reexamining the meaning of our “Close and Convenient” slogan,

and we are continuously accelerating and evolving our reforms.

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Toward a Sustainable Society The Five Material Issues, and the Efforts of Seven-Eleven



In order to resolve the various issues of society, including environmental problems, we at Seven & i Holdings have devised "Five Material Issues" based on our dialogues with all of our stakeholders. Based on these Material Issues, Seven-Eleven Japan will, through various initiatives, contribute to meeting the SDGs, which are shared targets of the international community meant to create a sustainable society.

SUSTAINABLE DEVELOPMENT GOALS

1 Providing Social Infrastructure for an Aging Society and Declining Population



- Support for customers in areas where shopping is inconvenient
- Expansion of services as social infrastructure

Main efforts: Various delivery services
Various administrative services
Seven Bank ATMs
etc.



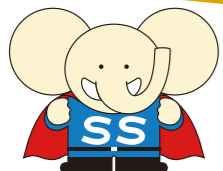
Providing "Close and Convenient" to everyone:
Seven Safe Delivery (Anshin Otodokebin)



Easier to see and easier to use, thanks to universal design
**Seven Bank ATMs
4th-Gen "ATM+"**



Living together with the local community:
Serving as Infrastructure in a Natural Disaster



Transforming your local convenience store into a safe and secure center for the community
Safety Station Activities

2 Providing Safety and Reliability through Products and Stores



- Provision of products that are mindful of health, safety and reassurance
- Activity as a safe and secure center for the community

Main efforts: Providing food products that are mindful of health
Safety Station activities
Support for regional vitalization
etc.

3 Non-Wasteful Usage of Products, Ingredients and Energy



Storage batteries

- Reduction of waste and energy consumed in business activities
- Initiatives for realizing a recycling-oriented society in collaboration with local communities

Tackling environmental issues with the latest technology:
Test Stores with 100% Real Renewable Energy

Main efforts: Implementation of energy-saving equipment
Utilization of renewable energy
PET bottle reverse vending machines
etc.



The new packaging with extra-thin film has reduced plastic usage by 20% compared to before
Packaging That Reduces Plastic Usage

4 Supporting the Active Role for Women, Youth and Seniors across the Group and in Society



Creating an environment where employees can work confidently even while raising children:
Seven Nanairo Nursery School

- Expanding employment for senior citizens and implementing work support
- Supporting the success of diverse human resources

Main efforts: Seven Nanairo Nursery School
Job briefings for seniors
etc.



Providing work experience programs for teenagers with disabilities:
**Seven-Eleven Japan
Work Experience**

We're the ones to protect forests and keep them healthy:
"Miyagi Seven Forest" Forest Maintenance



5 Building an Ethical Society and Improving Resource Sustainability Together with Customers and Business Partners



- Social contribution activities such as support for environmental citizen groups, protection and conservation of the natural environment, and disaster recovery support

Main efforts: In-store fundraising activities to support disaster relief
"Seven Forest" program to regenerate mountain forests and marine forests
etc.

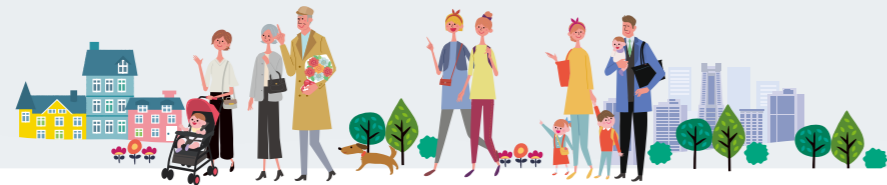


In-store donation box
made from thinning materials from the Miyagi Seven Forest project

Seven-Eleven Connecting More and More to the Local Community

Seven-Eleven Japan is aiming for a progressive development in the entire area including the store and its surroundings.

As a member of the local community, we are contributing, through our business activities, to the development of local regions and the creation of affluent living environments, while engaging in social support and initiatives with a high level of social and public value.



Comprehensive Regional Vitalization Partnership Agreements

Seven-Eleven Japan works with communities to promote efforts toward local production and local consumption, promoting tourism, preserving the environment, and supporting child care and elderly care. To do this, we work in cooperation with local governments in many areas to enter into Comprehensive Regional Vitalization Partnership Agreements as well as special agreements for monitoring senior citizens. We will continue to cooperate with efforts to revitalize and create safe, secure local communities.

Comprehensive Regional Vitalization Partnership Agreements

194

(As of February 28, 2021)

Local governments that have signed agreements regarding support for the elderly, etc.

541

(As of February 28, 2021)

Safety Station Activities

Seven-Eleven Japan is implementing Safety Station activities, in which stores provide a safe and secure space for women or children to escape from harassment, to safeguard senior citizens, to prevent theft, shoplifting and fraud, for use in a natural disaster or other emergency situation, for providing first aid for medical emergencies, etc. Seven-Eleven Japan also strives to create a healthy environment for young people, for example by not selling alcohol or tobacco products to people under the age of 20.



Storefront Safety Station poster



Warnings and notices on POS registers

Seven-Eleven Foundation

Based on such funding sources as funds raised by customers and funds donated by Seven-Eleven Japan, the Seven-Eleven Foundation works to support environmental civic activities and engages in activities to conserve the natural environment. In addition to supporting environmental civic groups, the Foundation itself participates in such activities by soliciting volunteers from among Seven-Eleven Japan employees and franchisees.



Seven Forest

This is a forest conservation activity that creates healthy forests by coordinating with local residents, NPOs and the government to cover every stage from tree planting through to weeding and thinning out.



Seven Marine Forest

We are engaged in coastal cleanup activities and activities to increase the volume of eelgrass, a type of seaweed that purifies seawater by absorbing nutrients in the sea and releasing oxygen.

“Let’s Use Local Ingredients”

A Project to Support the Local Community through Our Products

With the efforts to prevent the spread of COVID-19, the last year or so has seen a cessation of school lunches and food loss waste as a result of reduced demand at restaurants. These are significant problems for society. Here at Seven-Eleven, we have been responding to this by developing products that make use of foods (etc.) that are in oversupply. With the title “Let’s Use Local Ingredients,” this project is aimed at reducing food wasteloss, supporting both producers and businesses, and promoting local production for local consumption.



TOPICS



Our Community-Based Initiatives Have Been Recognized with Awards!



Seven-Eleven launched the Oita Project Council in 2017, in order to promote various initiatives that are more closely aligned with local communities. With the launch of the 340-ml can of Oita-grown Kabosu Sour, which uses fully-ripe kabosu, a citrus fruit that was difficult to ship as a fruit/vegetable, as its raw material, we have contributed to the creation of new demand, winning the Kyushu Agricultural Administration Bureau Director-General’s Award at the 2020 Awards for Excellent Activities in Local Production for Local Consumption. We are expanding our efforts to support local producers and their regions throughout Japan.



The Seven & i Group's Environmental Initiative



To promote a reduction in our environmental impact and pass a rich global environment on to the next generation, we have set forth the environmental declaration "GREEN CHALLENGE 2050."

In order to achieve our medium- and long-term goals regarding each of four themes, Seven & i Group as a whole will be making a concerted effort to reduce the environmental burden created by its activities.



1. Reduction of CO₂ emissions

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

2030 Target / Reduce waste by et **50%** ▶ 2050 Vision / Practically **ZERO** Emissions

We are striving to realize further reductions in CO₂ emissions through the effective utilization of energy-saving measures and renewable energy, including the adoption of LED lighting, solar panels, and highly energy-efficient equipment.



We have opened demonstration test stores that have all of the electricity used in the store as renewable energy with zero CO₂ emissions. There are solar panels on the roof and storage batteries lined up behind the parking lot.

Solar panel installation stores **8,653** stores

(Number of 7-Eleven stores in Japan: As of February 28, 2021)



2. Measures to reduce plastic usage

- Plastic shopping bag usage

2030 Target / **ZERO** usage Our aim is to use sustainable natural materials such as paper.

- For the packaging used in our exclusive products (including Seven Premium), we use eco-friendly materials (biomass, biodegradability, recycled materials, paper, etc.).

2030 Target / **50%** ▶ 2050 Vision / **100%**

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



The 1,001*1 PET bottle reverse vending machines installed in our stores collect roughly 330 million*2 bottles each year. The recycled bottles are used to make new PET bottles, underwear, etc.

*1 Seven & i Group total (As of February 28, 2021)

*2 Seven & i Group (FY2020 figure)

TOPICS

Participation in "Kids Helping Kids" Activities That Use Art to Provide Support for Children Who Have Survived Mental Trauma

The Kids Earth Fund is an NPO providing art workshops, as well as providing art materials and other necessary supplies, to children in over 40 countries who have been traumatized by illness, war, or natural disasters. We worked with the Kids Earth Fund on an exclusive product plan. Children's pictures are used on Seven-Eleven eco-bags, pocket tissues, and so on. We also donate a portion of the proceeds to support the Kids Earth Fund activities.



Scan this QR code for the latest information on GREEN CHALLENGE 2050!



3. Food waste and food recycling measures

- Reduction in amount of food waste generated

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

2030 Target / Reduce waste by et **50%** ▶ 2050 Vision / Reduce waste by et **75%**

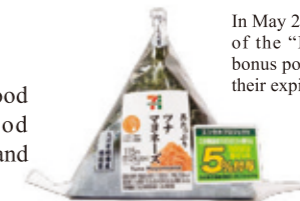
- Food waste recycling rate

2030 Target / **70%** ▶ 2050 Vision / **100%**

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



We are striving to extend the expiration date of Fresh Food by reexamining the manufacturing process and hygiene management.



In May 2020, we held a nationwide rollout of the "Ethical Project," which gives bonus points for products that are close to their expiration dates.



4. Sustainable procurement

- For the ingredients used in our exclusive products (including Seven Premium), we use materials that help to ensure sustainability.

2030 Target / **50%** ▶ 2050 Vision / **100%**

We are increasing the use of food product ingredients that help to ensure sustainability, so as to be able to provide our customers with safe, secure and convenient products which are also environmentally friendly.



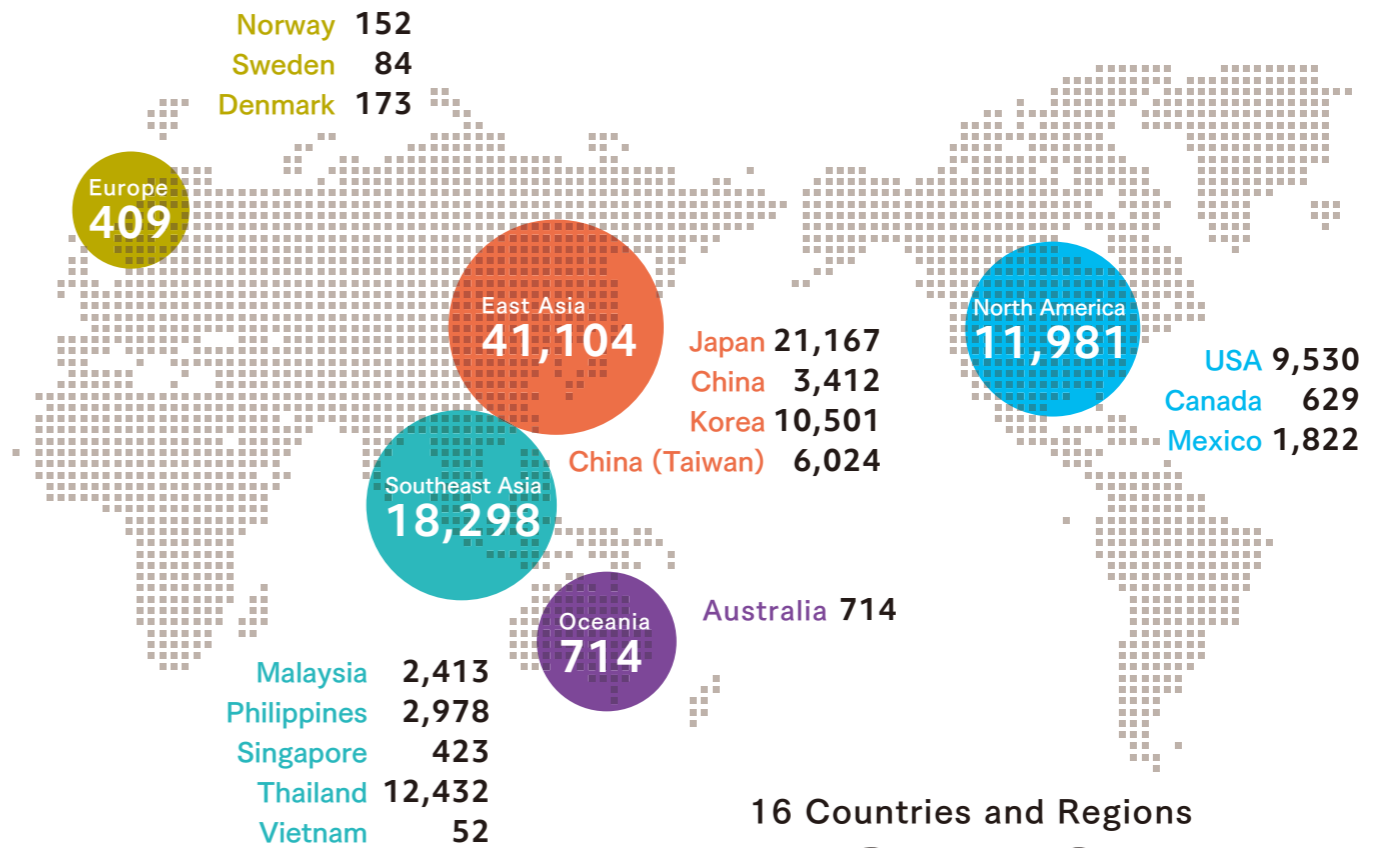
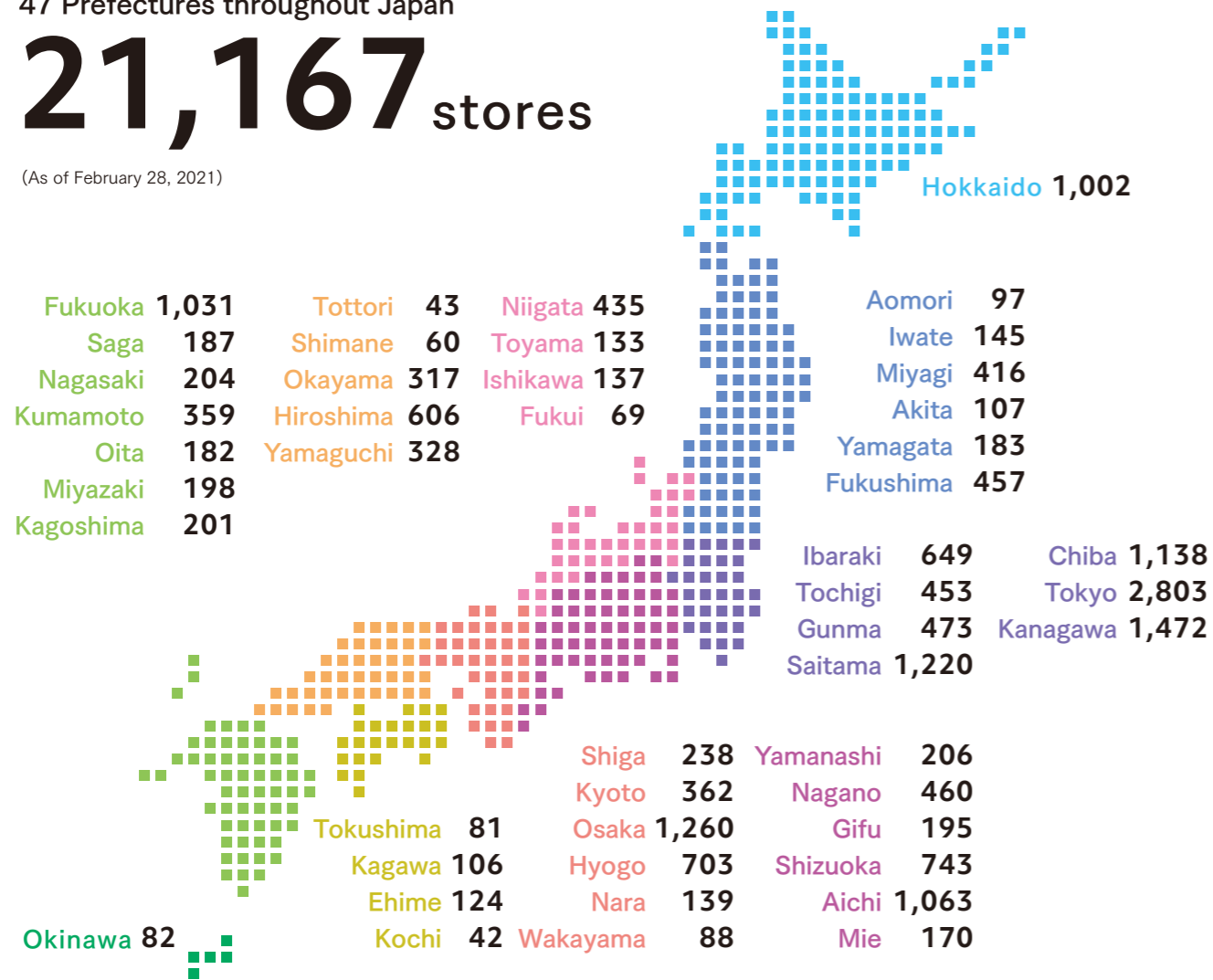
Products including Seven Premium Salted Cod Roe with Red Pepper, which has received Marine Stewardship Council (MSC) certification, granted to natural marine products harvested from sustainable fisheries, and Seven Premium Cocoa 73% High-Cocoa Chocolate, which is a bite-sized chocolate using fair trade materials, are available.

Number of 7-Eleven Stores

47 Prefectures throughout Japan

21,167 stores

(As of February 28, 2021)



72,506 stores

(Figures for Japan are as of February 28, 2021; figures for other regions are as of December 31, 2020)

Date of first opening in each prefecture

1974 May Tokyo	1982 May Miyagi	1996 Mar. Miyazaki	2009 Feb. Shimane
Jun. Kanagawa	Aug. Hiroshima	1999 Jul. Yamagata	Dec. Ishikawa
Sep. Fukushima	Oct. Saga	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	

Main Seven & i Group companies (As of July 1, 2021)

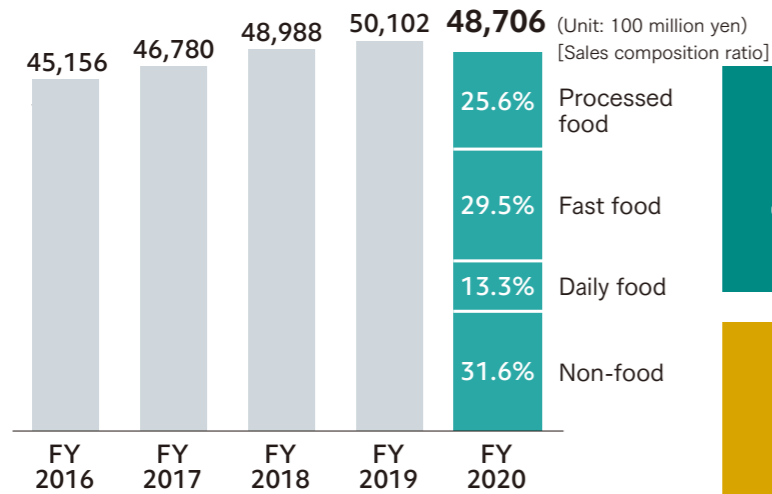
Domestic Convenience Store	Superstore	Department/Specialty Store	Financial Services
SEVEN-ELEVEN JAPAN CO., LTD.	Ito-Yokado Co., Ltd.	Sogo & Seibu Co., Ltd.	Seven Bank, Ltd.
SEVEN-ELEVEN OKINAWA CO., LTD.	York-Benimaru Co., Ltd.	Ikebukuro Shopping Park Co., Ltd.	Seven Financial Service Co., Ltd.
Seven-Meal Service Co., Ltd.	York Co., Ltd.	GOTTSUO BIN CO., LTD.	Seven Card Service Co., Ltd.
Seven Net Shopping Co., Ltd.	SHELL GARDEN CO., LTD.	Seven & i Asset Management Co., Ltd.	Seven CS Card Service Co., Ltd.
7dream.com Co., Ltd.	K.K. Sanei	Akacha Honpo Co., Ltd.	Bank Business Factory Co., Ltd.
	Marudai Co., Ltd.	THE LOFT CO., LTD.	Seven Payment Service Co., Ltd.
	Life Foods Co., Ltd.	Seven & i Food Systems Co., Ltd.	FCTI, Inc.
	IY Foods K.K.	Nissen Holdings Co., Ltd.	
	York-Keibi Co., Ltd.	Barneys Japan Co., Ltd.	
	Seven Farm Co., Ltd.	Oshman's Japan Co., Ltd.	
	Peace Deli Co., Ltd.	Francfranc Co., Ltd.*	
	Ito-Yokado (China) Investment Co., Ltd.	Tower Records Japan Inc.*	
	Chengdu Ito-Yokado Co., Ltd.		
	Hua Tang Yokado Commercial Co., Ltd.		
	DAIICHI CO., LTD.*		
	Tenmaya Store Co., Ltd.*		

*Affiliates accounted for by the equity method

Business Performance and Data (FY ended February 2021)

Total Store Sales (in Japan)

4,870,619 million yen



Revenues from Operations

850,291 million yen

Operating Income

233,321 million yen

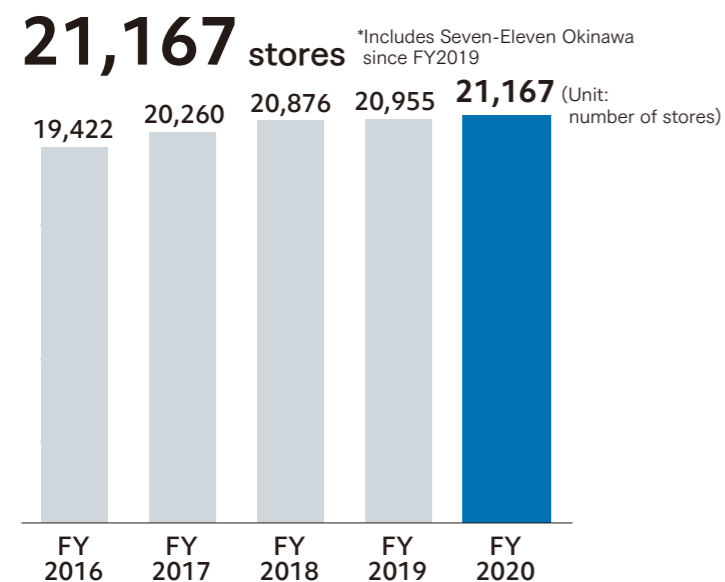
Ordinary Income

281,974 million yen

Net Income

194,479 million yen

Number of Stores as of the End of Each Year (in Japan)



Sales and number of customers (Average of all stores)

Average sales per store day

642 thousand yen

Average number of customers

908

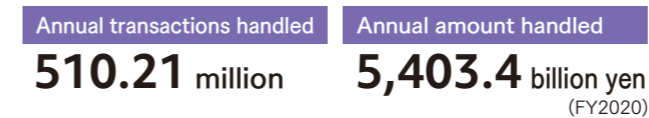
(Unit: number of customers)

Average spending per customer

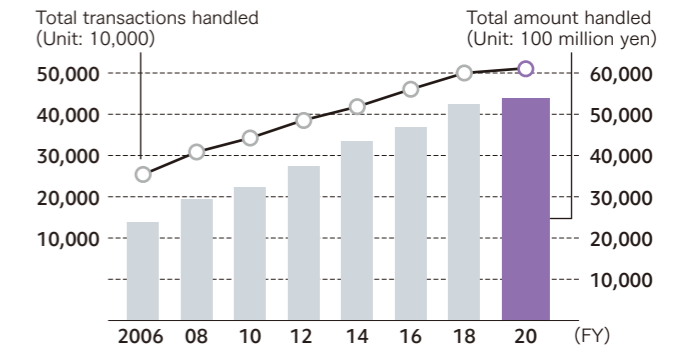
707 yen

Amount of Transactions of the Bill Payment Services Grows to Exceed 5 Trillion Yen Annually

At 7-Eleven stores nationwide, customers can pay gas, electricity and other utility bills, and pay for online shopping purchases. Use of these services is constantly increasing.



Changes in number of bill payment service transactions and handled amount



TOPICS

One Year after the Start of the COVID-19 Pandemic
We Are Responding to Demand Changes by Pursuing Quality

The spread of COVID-19 started early in 2020, and has had a major impact on society: indeed, it has changed the lives and purchasing behavior of each and every individual.

In the face of declining demand in society as a whole, we have been responding to changing consumer needs by pursuing product quality and changing the layout of our stores. Amidst the constantly evolving social environment, we are continuously developing products that meet our customers' needs.

POINT 1 Expansion of Needs for One-Stop Service

There has been an increase in the number of customers who shop in one place in order to avoid densely packed areas.

● Changes in the number of stores used by customers

	Dec. 2019	Dec. 2020	Mar. 2021
Using only 1 store	850,000 people	980,000 people	1,000,000 people
Using only 3 store	470,000 people	450,000 people	450,000 people
Using only 5 store	200,000 people	170,000 people	170,000 people

(nanaco usage data in the greater Tokyo area)

POINT 2 Increased Demand for Products with High Added Value

With more and more people spending more time at home, due to working remotely and other such factors, the need for "a bit of luxury" and "higher quality food" has only increased.



Pursuing Greater Taste and Quality



Seven Premium Gold

Our "Golden Beef Curry" is made with abundant, tender beef that melts in your mouth, along with 32 aromatic, freshly-ground spices. By packaging this fresh-cooked product while it is still warm, the aroma and flavor are sealed in.



Revising Our Store Layout to Accommodate One-Stop Shoppers



More and more customers are trying to get all of their shopping done in one place. We are promoting the purchase of entrée items, salads, and snacks, along with alcoholic beverages.



Kodawari Rice Ball

Even amidst restrictions on movement, our "Kodawari Rice Ball," with a focus on crispy nori, chewy rice, and other delicious ingredients, has seen a significant increase in sales.

In a Changing Society, New Value Created by Numerous Innovations Continues to Evolve

The history of Seven-Eleven is a history of innovation and challenge. In order to meet the changing needs of our customers, we are constantly seeking to develop and improve the quality of our products and services by anticipating social and economic circumstances, natural disasters, epidemics, and other events around the world. In order to achieve the above goals, we have taken on the challenge of breaking down all kinds of barriers created by “common sense,” and have created many innovations.

1974 The Beginning of the History of Convenience Stores in Japan

In May 1974, in the Toyosu area of Tokyo’s Koto Ward, the Seven-Eleven Toyosu store opened as the first true franchise convenience store in Japan.



1976 Combined Distribution Breaks through the Common Sense of the Distribution Industry

At a time when products from different manufacturers were not transported in the same vehicle, by reducing the number of transport vehicles, the burden placed on the environment has been lightened as well as cutting the cost of shipping. This was passed onto various manufacturers, eventually allowing us to realize the combined distribution system.



1987 Paying Your Utility Bills at the Convenience Store!

To respond to the greater demand for the ability to pay utility bills outside of the business hours of banks, etc., we were the first in Japan to introduce “bill payment services” to allow 24/7 payment by reading a barcode.

1973 oil crisis

1973

1975
2nd Baby Boom

1975

1975 24-Hour Operations: The Convenience Store Becomes the “Light” of the Community

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.



Japan becomes the country with the highest life expectancy for both men and women

1978

1978
First telephone cards

1978
Signing of the Treaty of Peace and Friendship between Japan and China

Over 1,000 stores

1982

1989
Privatization of Japan Railways

1989

Introduction of the first consumption tax

Over 5,000 stores



1978 Rice Balls Were Not “Something to Purchase at a Store,” But We Made It a National Seller

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

1993
Bursting of the Bubble economy in Japan

1999
Kobe Earthquake

2001
Nikkei falls below 7,700 yen

2001

September 11 terrorist attacks

1999
Asian financial crisis

2001
Kyoto Conference on Global Warming

2003
Bankruptcy of Lehman Brothers and global financial crisis

2011
Great East Japan Earthquake and Tsunami

2019
Introduction of “My Number” system

2021
COVID-19 pandemic



2001年 Reexamining the Use of Preservatives Ahead of the Rest of the Industry

In order to respond to the increasing awareness of food safety and reliability, and the trend toward healthiness, we became the first in the industry to sell products made without preservatives and artificial coloring* including rice, sandwiches, entrée items, and noodles. This was achieved through careful hygiene and temperature management. *Specifically, designated additives



2001 Banking Services Initiated to Respond to Customers’ Needs

IY Bank (now Seven Bank) begins operations, mainly providing ATM services. Widely used as an ATM in lieu of a wallet, open 24 hours a day, 365 days a year, we now offer some 25,600 units around Japan. (Seven & i Group total; As of February 28, 2021)



2013 5 Billion Cups—A Coffee Revolution That Shook the Industry!

Seven Café: enjoy coffee brewed one cup at a time at your local convenience store. The concept of being able to enjoy delicious, carefully prepared coffee for a reasonable price was a shock to the industry and became a massive seller for us. In 2019 it surpassed 5 billion cups sold.

2007 “Richer, More Fun, and More Convenient” Launch of Seven Premium

Seven Premium is a line of private brand products shared among Seven & i Group, and started from 49 items with the goal of making customers’ lives “Richer, More Fun, and More Convenient.” As of fiscal 2020 it had expanded to 4,000 items, with sales of 1.46 trillion yen.* We aim to continue to develop products that meet the needs of our customers. *Seven & i Group total

2020 Bringing Updates to Your “Home Time” by Enhancing Our Product Assortment and Shopping Convenience

The COVID-19 pandemic has caused more and more people to spend more time at home than ever before. We are providing a wide range, from everyday groceries to products that are just a little luxurious and brighten up your dinner table, and we have made layout changes to promote our array of snacks and alcoholic drinks, as well as expanding our frozen food sales area. As an element of lifeline infrastructure, our importance in people’s lives has continued to grow.





Supporting “Co-Existence and Co-Prosperity”
Management Support

To allow all franchisees to concentrate on their business.
 And, to support store creation that will be loved
 by the local community for its “Close and Convenient” stores.
 We will support our franchisees
 and grow together with our unique franchise system,
 through a complete support system
 leveraging our industry-leading track record.

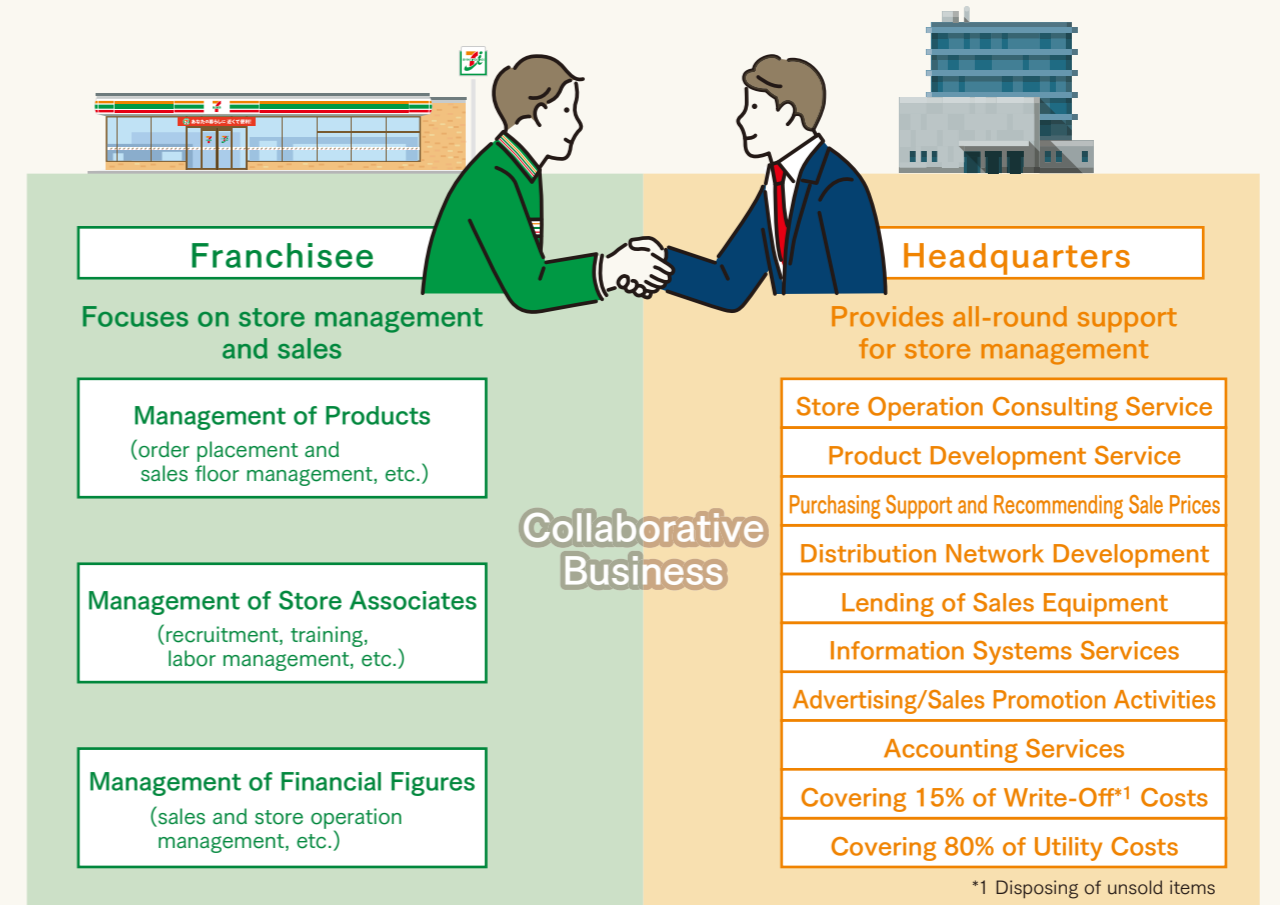


What is the rate of renewal of the franchise agreement? **Renewal rate after 15 years**
A. About 93%

Seven-Eleven Japan’s franchise agreement is characterized by its high rate of renewal. In order to maintain a healthy business, we strive all the time to improve our support infrastructure in a variety of ways.

Seven-Eleven Japan’s Franchise System

The franchisee operates their store as an independent owner, and this store management is supported by the headquarters. 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 franchisee.



Structures and Systems for Store Operations

<p>Gross Profit Splitting Method</p> <p>This is a method where store gross profit*2 is split between Seven-Eleven Japan and the franchisee according to a pre-defined percentage.</p>	<p>Open Account System</p> <p>An Open Account System is a settlement system between the Headquarters and the franchisee which is designed to allow franchisees to start their businesses, even with minimal funds, and operate stably.</p>	<p>Guaranteed Minimum Gross Income System</p> <p>A system to guarantee franchisees a certain amount of their gross income*3.</p>
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*2 The profit amount calculated by subtracting the cost of goods sold (the amount calculated by subtracting the costs of inventory loss, write-off cost and rebates from the gross cost of goods sold) from the net sales
 *3 The amount of the remaining balance after deducting the Seven-Eleven Charge from gross profit on sales



Creating an Up-to-Date Environment Where Employees Can Work Confidently

We strive for a workplace environment where both franchisees and their employees can work in comfort. With our wide-ranging support infrastructure, our efforts go into making a workplace that meets social trends.



Encouraging Communication with the Seven-Eleven Japan Headquarters



We listen to the opinions and concerns of our franchisees, with the goal of building a better management environment. We are trying to invigorate a closer and more detailed communication between the Headquarters and our franchisees.

Conducting questionnaires for franchisees

In July 2019 and July 2020, we distributed questionnaires for all of our franchisees. We learned about the management issues and other problems faced by our franchisees. The survey results will be used to further improve franchisees' satisfaction.

Conducting opinion exchanges with franchisees

We receive information on various issues at the store and proposals from the franchisee, and in addition to providing answers the headquarters also explains ideas and measures directly, engaging in a mutual constructive dialogue.

Consultation services for the exclusive use of franchisees

We are implementing organizational reforms at the Franchisee Counseling Office, which responds to various franchisee consultations, and increasing its personnel. We've also opened a call center to listen to the problems faced by our franchisees.



Communication by means of video broadcast

We have introduced a system whereby franchisees receive information on policies, products, etc. via video. This allows not only the Operation Field Counselors (OFCs) but also the Headquarters to communicate directly with franchisees.



A Thorough Support System for Franchisees

We are providing extensive backup services to ease the burden of our franchisees regarding matters such as recruiting, shift preparation, and other tasks that can be a major headache for business owners.

Support on the hiring front

The Recop recruitment management system sets up a website to list part-time job openings free of charge. It also allows franchisees to use paid recruitment media at a reduced cost, as well as manage job applicants.

Sample Listing



7-Eleven Chiyoda Ni-Chome Store

Short shifts, secondary job, weekends only—work the style that suits you! Now recruiting for convenience store part-time work.

Pay: Starting at XXX yen/hour
Transportation: Three-minute walk from JR Yotsuya Station
Tel: 00-000-0000
Telephone reception hours: 10:00 a.m. to 7:00 p.m. (excluding New Year holidays)

Franchisee Help System

In case of a sudden illness, wedding, funeral, etc. on the part of a franchisee, a representative from the Headquarters can fill in for them.

Seven-Eleven Japan covers 15% of the cost of write-off

Every month, when a franchisee has to pay a write-off cost for faulty or damaged items, the Seven-Eleven Japan Headquarters covers 15% of the cost.

Ongoing expansion of task assignment and shift creation support

This serves for measurement of the time required for store work, input and analysis of information such as product delivery time and number of customers, and automatic design of the optimal task assignment table for each store.



Support System for Employees

We seek to realize a workplace environment that makes all employees want to keep working there. We offer a wide-ranging support system to allow employees to work in a safe and comfortable environment as they grow as workers.

Franchisee mutual aid society "Club Off" system

We are working to raise awareness and expand the contents of this benefits service that can be used by employees of stores that are insured under the franchisees' mutual aid system.

Regular health checks for franchisees

Not only franchisees but also employees can get regular health checkups at a local medical institution or equivalent.

Cash Register and Customer Service Training System

Training sessions are held so that employees can efficiently operate cash registers and provide customer service.



To Protect the Health, Comfort, and Security of Customers and Employees Alike:

Strengthening Hygiene Measures in the COVID-19 Pandemic

We place top priority on the safety, security, and health of our customers, franchisees, and employees, and so we have been implementing a variety of counter-infection support measures as needed.

- Installed disinfectant stands for customers
- Distributed non-contact thermometers for employees to check their temperature
- Installed transparent acrylic covers for oden
- Installed clear dividers at the checkout counters etc.



Operation Field Counselors

Specialized Support from Experts in Management Advice and Information Collection and Analysis

Our Operation Field Counselors (OFCs) visit the stores they are responsible for at regular intervals, and engage in continuous communication with our franchisees 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 products based on the local market to creation of an in-store infrastructure. They are the closest partners to back up the creation of good-selling stores on all levels.



An OFC checks the store

Meetings between franchisees and OFCs on the sales floor and in the office

Information Collection Performed by the Headquarters

The OFCs take part in the FC Meeting held every other week, and collect the latest information on topics such as products and sales promotion. They also engage in communication with the District Managers (DMs) who are responsible for the assigned area and exchange localized information, and based on this they visit the stores twice a week in principle.

Manager Meeting

FC Meeting

Share the latest information with OFCs nationwide

Zone Meeting / District Meeting

Split up into assigned areas to collect localized information

Visits **twice** a week in principle

Around **3,000** people nationwide



Store management through close cooperation

All have experience in store training

Advice Given by the OFC to the Store

Information utilization methods

Collected information is objectively compiled and used in management.

Order placement

Advice is provided on ordering, while taking into consideration factors such as the local market, customer segments, and specific day attributes.

Sales methods, product display, and customer service

Consider how to get products, that have been ordered based on a hypothesis, into the hands of more customers.

Local area survey implementation methods

Advice is provided on ordering, while taking into consideration factors such as the local market, customer segments, and specific day attributes.

Creation of in-store infrastructure

In order to create a comfortable working environment, OFCs will follow up on work assignments and part-time meetings.

Financial data analysis

The PDCA cycle is repeated with concurrent verification of P/L and B/S, and product sales trends.

etc.



Interview 01

Seven-Eleven Japan's "Management Support" as the OFC Tells It

I Want to Be an Ally Who Works with Franchisees to Find the Best Solution



Keigo Takayama

Toda District OFC
Became an OFC 7 Years Ago

Lending a Friendly Ear to the Franchisees and Helping Them to Turn Their Ways of Thinking into Something Concrete

I first fell in love with the OFC position when I was working a part-time job at Seven-Eleven in college. After graduation, I joined the company right out of university. After joining the company, I worked for a directly operated store in the Tohoku Area for four years, and then in 2014 I finally got my dream job of becoming an OFC. I currently oversee seven stores in the Toda district in Saitama Prefecture. With the motto "when it comes to communication, both quality and quantity are important," I strive to build a relationship of trust with the franchisees and the employees through face-to-face communication.

OFCs work for the benefit of store management by conveying valuable information, analyzing data on sales and numbers of units sold, giving advice on the product assortment... we really act as a partner in building a store that will "sell" on all levels. On top of that, the thing that I always focus on is "being an ally to the franchisee." Even while all of our stores raise the same "Seven-Eleven" banner, it goes without saying that each of our franchisees has their own unique character, and each of them has their own attitude to store management. If we rejected these unique personalities and management philosophies, our franchisees would become isolated. In order to prevent this from happening, it is also an important role of the OFCs to lend a friendly ear to the franchisees and to help them turn their ways of thinking into something concrete.

To give an example, previously under my watch there was a store that had a poor employee retention rate. The franchisee himself/herself was really diligent, but I got the impression that he/she wasn't getting to know his employees very well, and the store did not have a lively atmosphere. So I went to meet with the franchisee as often as I could, and listened to what he/she had to say. Gradually, he/she began to open up to me, and one day he/she told me exactly what was troubling him/her: "Is my way of running things behind the times?" Yeah, the way that store was managed was a little old-fashioned, and this might have been one of the reasons for the low retention rate. But if I had gone straight to the franchisee and told him/her that, it would have been like I was telling him/her that his/her previous way of doing things was wrong. But in this case, I was able to show some examples of how other stores were doing things,

and say "This is how other stores are doing things, and it's working out well for them." This way, the franchisee sincerely took what I said on board, and changed the way he/she had been doing things. The franchisee took this opportunity to try out a variety of reforms, and this brought franchisee and employee closer together, building a bond between them, and the difference this created in the store's atmosphere was like night and day. Later, with the goal of creating a better store, the franchisee hired on four of the part-time workers as full-time staff, and that store has since grown into the most prosperous store in that district. In this way, getting to know the franchisee and his/her concerns and worries, and working together with the franchisee to find solutions, is the best thing about working as an OFC. An OFC can only look after this or that particular store for a few years, but I hope that I can continue to put all my effort into working together with franchisees so that, when the time comes for me to move on, they will say things like "I'm really glad you were our OFC" or "I'm really thankful for everything you've done to help us increase our sales."

Recently, seven years after becoming an OFC, I've started receiving more requests from franchisees to discuss managing multiple stores, and I've actually gone and helped out on a few occasions. My goals at the moment are, first, to be able to provide meaningful support to franchisees who pour their whole lives into expanding their business and, second, to be able to form strategic plans for overseeing not only a store but the whole district. I will work even harder than before to hone my skills at information collection and data analysis, to lead to growth not only for the franchisees but also for myself personally.



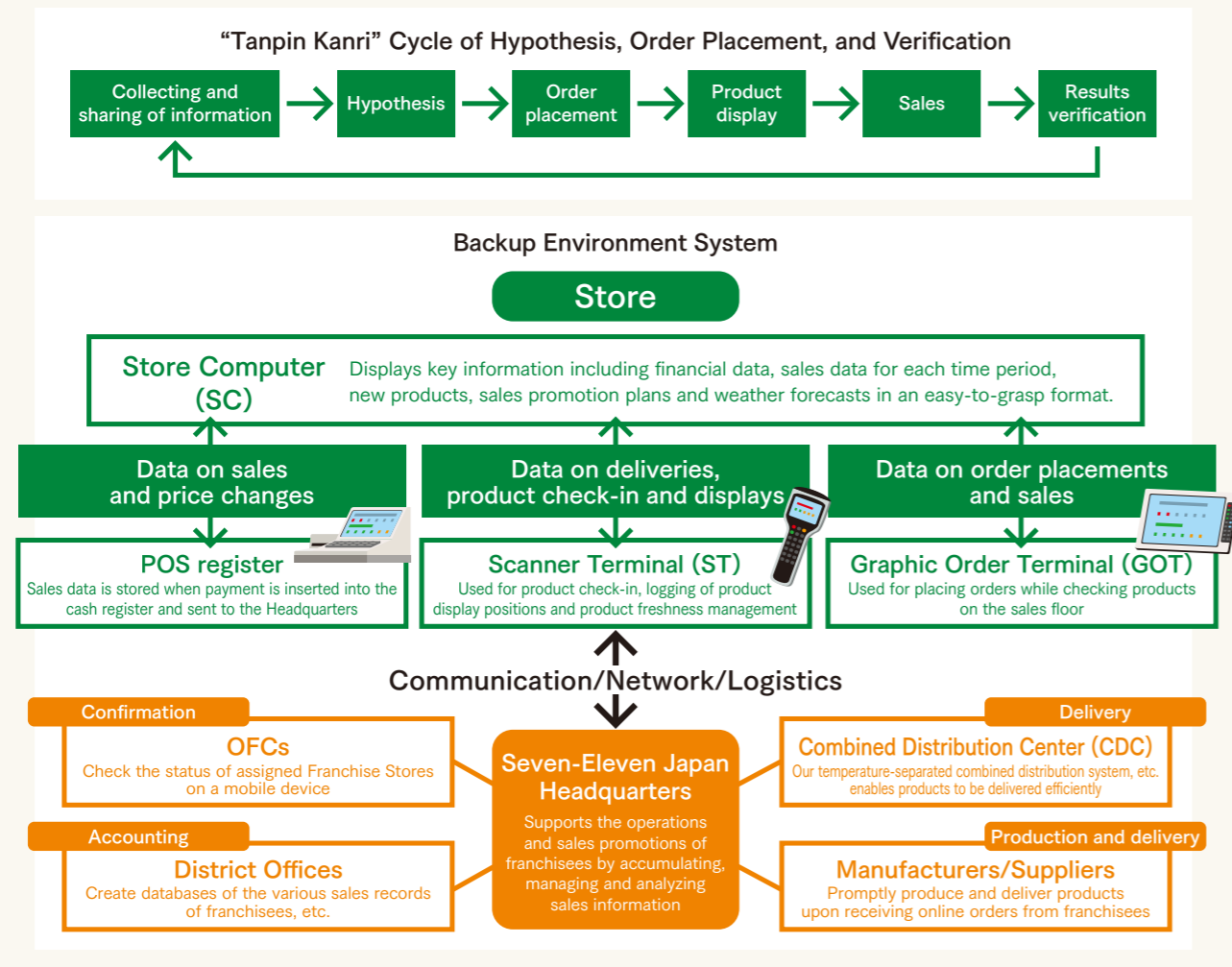
Seven-Eleven Japan's Unique Order Placement Supports Efficient Management

Amidst the ever-changing needs of our customers and the shortening product life cycles, we need to maintain a satisfactory sales floor at all times. Through communication cooperation between the stores and the Headquarters, we support order placement on a product-by-product basis.



Tanpin Kanri (Item-by-Item Management)

This is Seven-Eleven's unique sales management (kanri) method that goes from hypothesis to verification to review, regarding matters such as the order quantity and display method of products on a single-item (tanpin) basis, all in a short period of time.



New Equipment to Improve the In-Store Environment



Self-Service Cash Registers

These cut the time required for customers to wait in line and for the cashier to serve them, as well as improving work efficiency.



Sliding-Type Display Shelves

These not only reduce the arrangement work, but also create a sales floor that is beautiful and easy to navigate.



Slide-Clean Filters

Cleaning of the ice case filters used to be a large work burden, but now these make it so that this can be done by simply sliding a lever.



IH Fryers

With the addition of an automatic cooking function, these reduce cooking work in the store and reduce the workload for oil drainage and oil tank cleaning.



Oil Smashers

The high-speed rotating disk blocks seeping in of fryer oil. They run a cold-water wash once per week.



Dishwashers

These reduce the amount of time spent cleaning cooking equipment and other equipment used in the fryer by about one hour per day compared to washing by hand.

The "Four Fundamentals" of Creating Stores That Customers Love

In order to be a store that can meet the expectations of our customers, at Seven-Eleven we have established the "four fundamentals." The OFC checks whether these fundamental rules are being followed when they visit the store. The four fundamentals support the creation of stores that customers love.



Product Assortment
Products are assorted in a manner to meet the needs of local customers with a fine touch.



Freshness Management
Products sold are fresh so that customers can feel safe doing their shopping at all times.



Cleanliness
We provide a clean and organized sales floor with thoroughly groomed staff.



Friendly Service
We strive to put ourselves in our customers' shoes to provide service in a kind and friendly manner.



The Source of Seven-Eleven's Strength Original Products

Everything that we do is always meant to meet customer needs. In Seven-Eleven's product development, we do not allow any compromise, whether it be developing the ingredients, lining products up on the store shelves, or anything in between. In order to deliver a fulfilling and convenient life to more and more people, we strive to deliver better and better products, and are constantly upgrading.

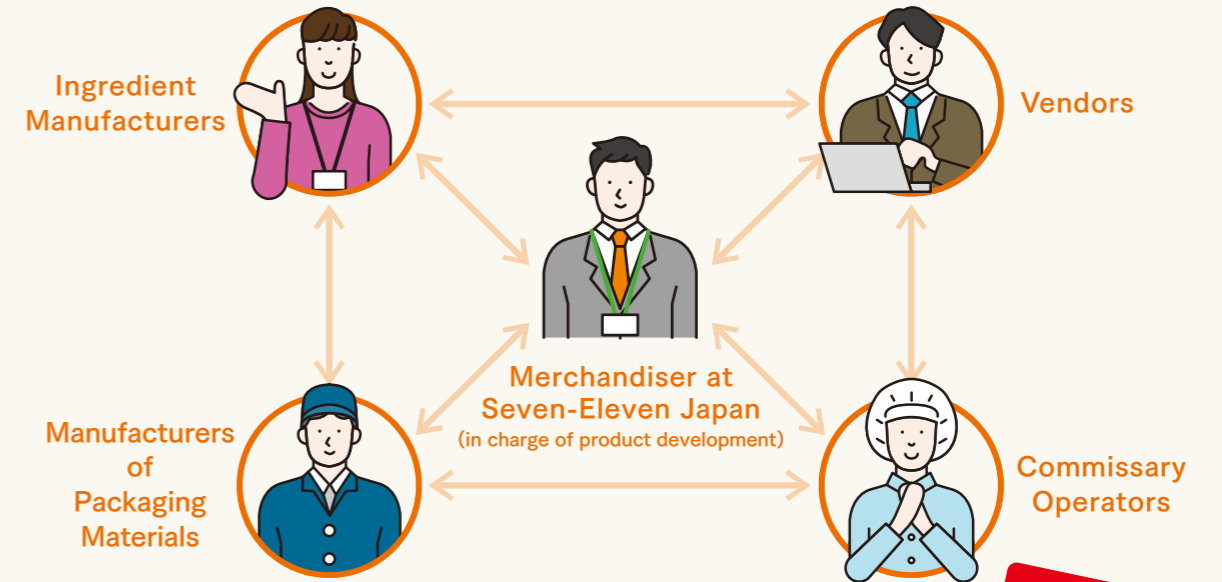
How many new products were launched in 2020?

A. Approx. 100 items

Seven-Eleven Japan is constantly working to develop and promote products with a high standard of taste and quality, to meet the ever-changing needs of our customers. The number of such products has grown to more than 100 per week.

Team Merchandising (MD)

Team MD crosses the boundaries of the industry and develops products by forming teams with various manufacturers and vendors. Based on a thorough marketing strategy, we will combine the high technology and wisdom of each field to pursue the ideal product with a focus on quality, safety, and deliciousness.

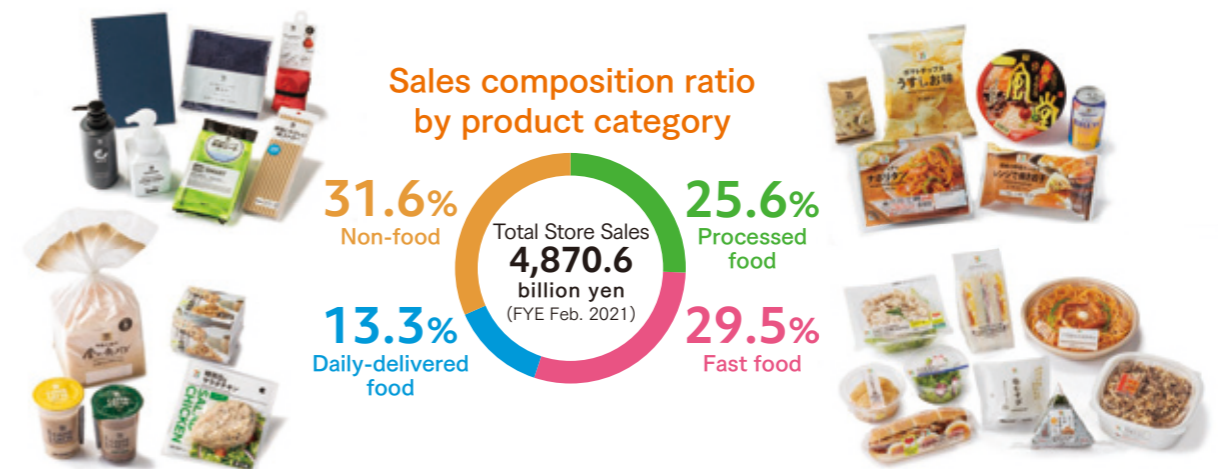


Another Update for Kodawari Rice Balls!

Our Commitment Regarding the "Niigata-Grown Koshihikari with Spicy Cod Roe Aged for Seven Days"



As the name suggests, the "Kodawari Rice Ball" is filled with a great deal of care and precision (kodawari). The product uses Koshihikari rice from Niigata Prefecture, and only the finest Ariake seaweed, picked less frequently and noted for its texture and aroma. The spicy cod roe that is used as the filling is selected and handled gently by human hands, by the "hand-turning method," so as to prevent the skin from tearing or crumbling. It is then aged properly for 7 days, in order to maximize the flavor. It is only thanks to the cooperation of the manufacturers and vendors participating in Team MD that we are able to fulfill these various stringent requirements.



Seven Premium: Overturning the Conventional Wisdom of Private Brands

Ever since they first went on sale in 2007, the line of products that we market under the *Seven Premium* private brand has continuously seen high sales figures, and has overturned conventional wisdom.

With its uncompromising ability to consistently develop new products and constantly improving quality, and its wide range serving a variety of aspects of our customers' lives, it is a massive draw for Seven-Eleven's product lineup.



Seven Premium

Seven Premium is an evolving brand that carefully tailors products to specific customer needs with the concept of better taste at more affordable prices.



Seven Café

Excellent coffee with quality ingredients and a fresh aroma, and real café snacks, providing you with a relaxing experience in your daily life.



Seven Premium Gold

The finest ingredients are used according to a discerning manufacturing method. This is the highest-level brand that enriches your dinner table.

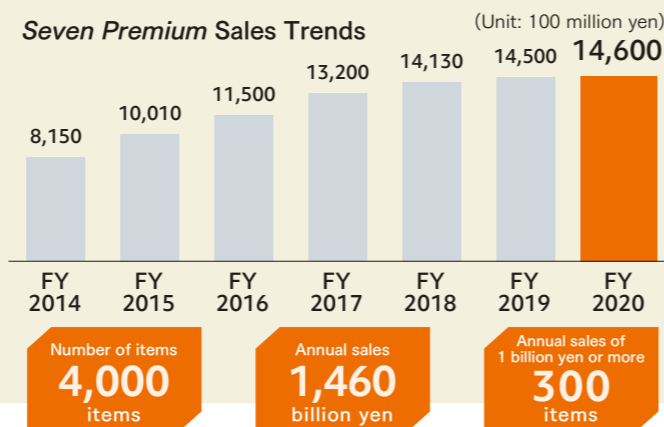


Seven Premium Lifestyle

Convenient and easy to use, environmentally friendly clothing and household goods. The ample lineup supports our customers' lifestyle.

**Celebrating 14 Years:
The Largest Japanese Brand,
Continuing to
Improve and Evolve**

In 2020, the cumulative sales of Seven Premium topped 10 trillion yen. With the goal of becoming a brand that will stand for 100 years to come, we will continue to create new value while sticking close to every aspect of people's lives.



(FYE Feb. 2021)



Aiming for the Supreme Taste
Seven Premium Gold

10th Renewal of the
"Gold Hamburg Steak"

The better it tastes, the quicker people tire of it. The secret of *Seven Premium*'s popularity is that its quality is not the kind customers lose interest in.

It is said that verification for the purpose of renewal begins the moment the product is launched: this kind of sincere development stance has supported many hit products that have become household standards.



The Warmth of the Ingredients Is What Clinches It: We Bring You Fresh-Cooked, Restaurant-Quality Hamburg Steaks



Since the "Gold Hamburg Steak" went on sale in September 2010, it has been continuously evolving and improving on a practically annual basis. The latest update (the 10th) has aimed for a juicier and tenderer texture than ever before. The key is the teppanyaki (flat-top grill) and flame-grilling at up to 200 ° C. This instantaneously seals in the flavor, turning the outside golden-brown and the inside soft and tender. In addition, the rich demi-glace sauce made using a three-stage fond de veau and a patchwork process is infused with the delicious fat oozing from the freshly grilled steak. This all comes together to create a synergistic effect that makes it even more delicious and exquisite.

For Health and Safety Every Day: Our Commitment to Fresh Food

Seven-Eleven's fresh food is amazing for not only its high quality but its wide variety. We will continue to meet changing customer needs with this balanced and diverse arrangement and our discriminating quality standards.



Seven-Eleven's Sandwiches Are Just Full of Secrets!



1. This soft

In addition to the ingredients, we have continued to improve everything from the fermentation time to the blade we use to cut the bread: this has given the bread a nice, moist texture.



2. This crispy

The "Cold Chain," wherein lettuce is transported from the growing site to the marketplace while keeping the temperature low, has made it possible to maintain a high standard of crunchiness that can't be beat.



3. This fresh

The freshest of ham, which we purchase raw and don't slice until right before production. It is cut to fit the size of the bread.

Outsourcing That Achieves Both Stable Product Supply and Quality

In order to deliver Fresh Food that is delicious, safe and secure, we collaborate with firms that possess first-rate specialization. Using the sophisticated technology held by our independent suppliers, we have achieved high-quality and stable manufacturing at every step, from production commissaries and distribution centers to our system infrastructure.

Exclusive commissary ratio

92.2%

Infrastructure That Supports Product Development
(as of February 28, 2021; incl. Okinawa)

Commissaries	180 commissaries (166 exclusive commissaries throughout Japan)
Combined Distribution Center Separated by Temperature	163 sites around Japan
Processing centers	Seasonings: 9 Vegetables: 9

This is an important point for maintaining the freshness and quality of the product

Interview 02 The Advantages of Exclusive Commissaries as the Manufacturer Tells It

In the Struggle for Taste and Quality, the Deciding Factor Is Ultimately "Enthusiasm"



Nobuyuki Yasuda
President
Musashino Co., Ltd.

"Long-Time, Low-Temperature Fermentation" Bringing About a Revolution in Sandwich-Making

Musashino Co., Ltd. began its business relationship with Seven-Eleven Japan back in 1981. In the four decades since, we have developed and manufactured a variety of products for them, with a focus on food items such as sandwiches, boxed lunches, rice balls, and cooked noodles. We currently manufacture around 3.7 million meals per day at 17 commissaries around Japan and ship them to Seven-Eleven stores.

The thing we put the most energy into, among our various products, is the production of bread. We used to use other companies' bread to make our sandwiches, but when Seven-Eleven Japan told us that they wanted to switch over from selling their sandwiches at room temperature to refrigerated, we realized that we needed to develop and manufacture a type of bread that would not lose anything in the refrigeration process. This is how our proprietary "long-time, low-temperature fermentation process" method came about. By slowly fermenting the dough at a low temperature over roughly 12 hours, this process brings out the full-bodied flavor and rich aroma of the wheat while simultaneously keeping the texture moist and never letting it get too dry. At our sandwich factories, so as not to compromise the soft and puffy texture of the bread, the cooking and the processes requiring delicacy (such as adding the toppings) are done by hand. We also use a round-blade slicer to cut the bread for the sandwiches, and we carry out the packaging in a continuous process so that none of the soft texture of the bread is lost. The year we switched over from traditional slicers to round-blade slicers, sandwich sales increased dramatically, clearly showing a positive response from the customer base. Right now, we are working on sandwiches using slightly harder bread that is especially popular among women, and we are engaged in product development that is particular about not just the dough but also the sandwich ingredients.

While there are a lot of convenience store chains that sell sandwiches, there's only one that consistently pursues that high level of quality that can only be attained with in-house production methods: that's Seven-Eleven. It is a tremendous pleasure, and a driving force for further growth, for Musashino to be able to be the food manufacturer that plays a part in the creation of such excellent products.

Delivering the Pleasure of Delicious Cuisine to as Many People as We Can

Of course, it's not just sandwiches: we at Musashino also have unique product development capabilities that we have cultivated since our founding, and we have weaponized these capabilities to put out a wide range of hit products over the years. An example is the most basic of the convenience store rice balls that are much loved throughout Japan, with the tuna and mayonnaise filling. It was actually a Musashino employee who first came up with this idea, and we were the first in the industry to commercialize it. But merely being novel and unique is not enough for a product to be consistently loved by customers over a long period of time. Of course, if the product isn't safe, reliable, and delicious, it won't win repeat business from the customer. So, with regard to product development, here at Musashino we thoroughly inculcate our employees with our mottoes of "We make delicious food: from the quality that comes as a given to the quality that makes the customer go Wow" and "Let us become the kitchen for our customers." For the busy modern citizen, the convenience store is like a kitchen, so we see it as our mission to deliver delicious food that will truly impress the customers. With the massive changes in our day-to-day lives because of the ongoing COVID-19 pandemic, there is an ever-growing need for convenience store food to become more and more healthy. Here at Musashino, we are developing excellent products that are both healthy and delicious, such as the glutinous rice balls full of dietary fiber that went down really well when we launched them a few years back. Through these development activities, we are hoping to contribute to the health of the whole community.

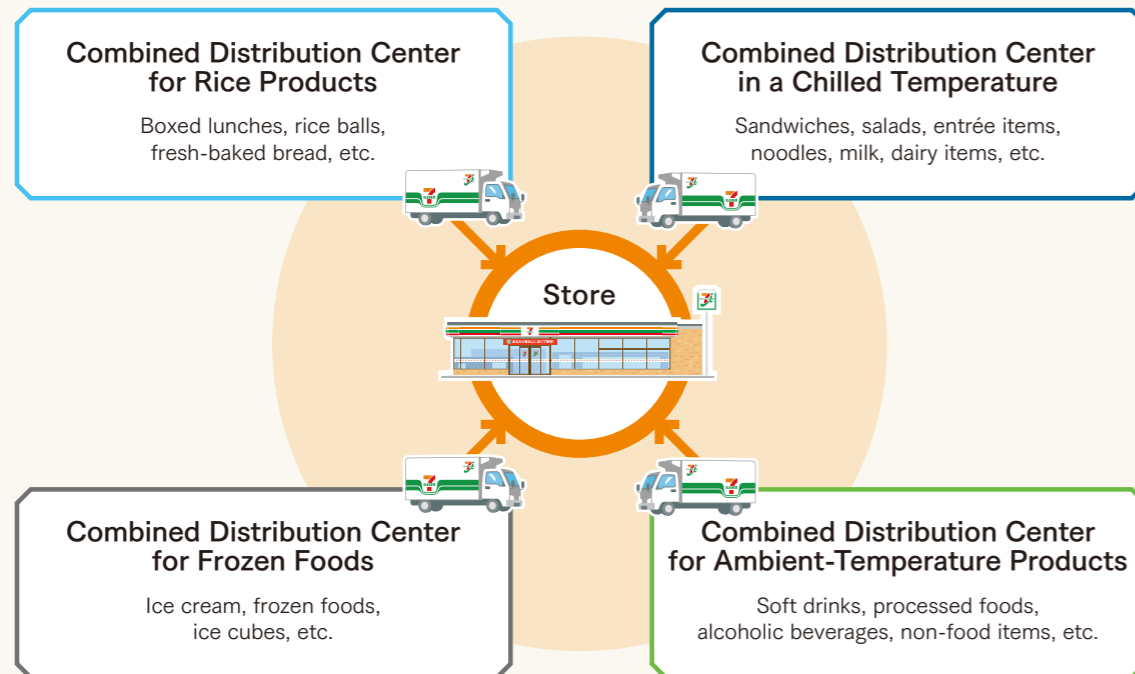


The Key to Delicious Taste Is Strict Quality Control

To maintain each individual product at its most delicious, Seven-Eleven Japan places great value on managing quality consistency across the entire production process, from the production site to manufacturing, delivery, and shelving in the store. The efficiency of the number of deliveries per day/week and the development of a low-temperature logistics network have had a particularly strong impact on the freshness of products.

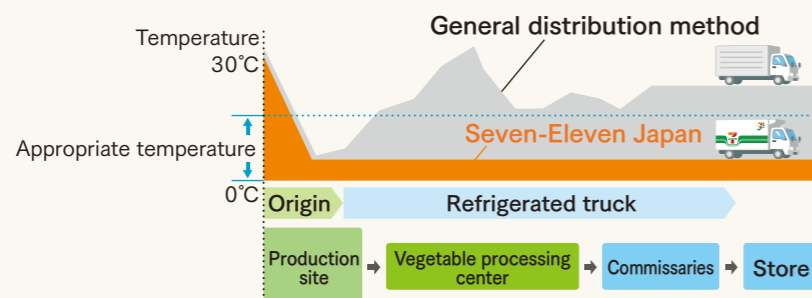
Temperature-Separated Combined Distribution System

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



The "Cold Chain" Freshness Management Starting from the Farm

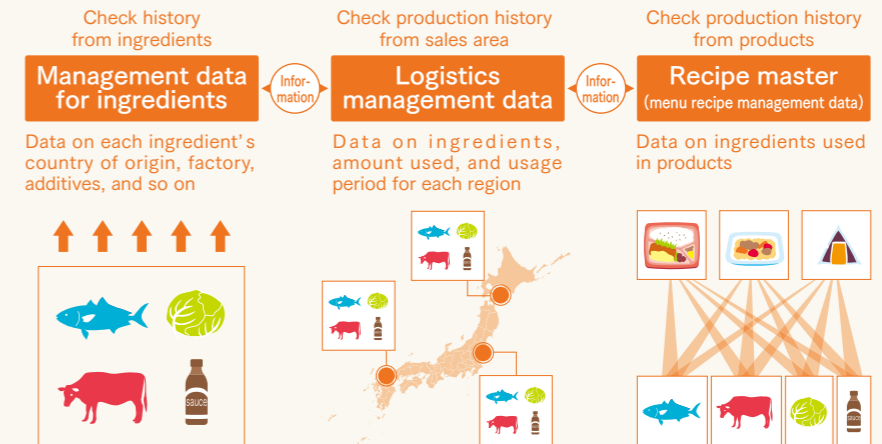
For freshly harvested vegetables, Seven-Eleven Japan uses the Cold Chain low-temperature distribution network model to keep vegetables fresh during delivery and processing. Harvested vegetables are loaded onto trucks after being maintained on-site at a low temperature, and delivered to stores via sorting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



Thorough Production History Management for Safety and Security

All ingredients used in our Fresh Food products are strictly controlled in a production history database. The system allows us to check which products contain 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 Production History



Environmental Efforts in Connection with the Supply Chain

Stably Procuring Fresh, Safe, and Reliable Vegetables from a Vegetable Factory Integrated with an Exclusive Commissary

At Prime Delica's "Sagamihara Vegetable Plant," they make three different kinds of leaf lettuce. This allows for stable harvesting regardless of the weather in this or that year, and because there is no contact with the external atmosphere, the vegetables are produced in a fresh, safe, and reliable manner.



The leaf lettuce cultivated here goes into Seven-Eleven's salads and other products.

Energy Conservation Promotion Activities throughout the Supply Chain: Winner of the ECCJ Chairman's Prize at the Energy Conservation Grand Prize 2020 Event

We have received high praise for the support and awareness-raising activities for reducing environmental impact, such as promoting the introduction of energy conservation equipment, at the Fresh Food factory that we jointly operate with the Nihon Delica Foods Association (the food manufacturer business cooperative that produces original Fresh Food for Seven-Eleven Japan).





Seven-Eleven as Social Infrastructure
Lifestyle Services

Seven-Eleven is not just a place to buy things. We are aiming to create a modern equivalent of the traditional order-taking activity that is close to the local community, providing administrative services at convenience stores and setting up bank ATMs, ahead of the rest of the industry, and delivering products to areas where day-to-day shopping is an inconvenience. It also plays a role as a lifeline in the event of a disaster.

Seven-Eleven Product Delivery and Pick-Up Services

We provide services that mainly focus on meals for people in areas where shopping is inconvenient due to a decrease in the number of retail stores or where elderly people have difficulty going outside.

In the face of drastic changes in the consumer environment and needs, Seven-Eleven aims to cooperate with the local community and provide a modern equivalent of the traditional order-taking activity that is essential to the local community.

Seven Meal

This is a service that allows customers to order Seven-Eleven's popular goods, including fresh meal boxes and entrée items, any time. Including a lineup of even limited products not sold in the stores, customers can have meals delivered to their home, or stop off at a 7-Eleven store to pick them up.



Seven Easy Delivery

Customers can purchase products in-store or order via telephone and have their purchases delivered to their home or other specified location. The delivery service uses our eco-friendly, COMS electric mini-vehicles, which curb CO2 emissions, or electric power-assisted bicycles.



Electric mini-vehicles

643



Semi-electric bicycles

731

Seven Safe Delivery (Anshin Otodokebin)

This mobile store service uses special sales vehicles to deliver rice balls, meal boxes, bread, drinks and other products. The specialized small trucks are divided into four temperature zones to accommodate different foods and beverages, from ambient temperature to frozen, and are equipped to carry a wide range of foods and drinks. Because they can carry roughly 150 items, including everyday sundries, they provide a valuable service to areas where there are very few retail stores.



Seven-Eleven's Online Convenience Store

Seven-Eleven's Online Convenience Store is a friend to anyone who is too busy to go out to do their shopping or wants to use their time more efficiently. This convenient service allows you to receive delivery on that very day by simply ordering items from Seven-Eleven's rich assortment of products on your smartphone. (We are expanding into certain areas gradually.)





Digital Services to Further Expand the Potential of the Convenience Store

Digital services that continue to evolve every day constitute a field that holds massive potential for the convenience store industry. We are working on a variety of new services and systems to further improve convenience for our customers.

7-Eleven App

The 7-Eleven app allows individual customers to browse information on products and campaigns as well as coupons for great-value offers. Data shows that, because personalized coupons and information are sent to users of the app based on their purchasing history, they visit 7-Eleven stores more frequently and spend more during each visit.

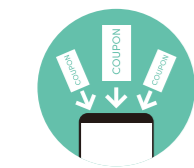


7iD

This system helps unify customer information which individual companies hold into one single ID. This helps understand consumer behavior, develop products which meet customer needs and make 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.



Get coupons tailor-made for you



Get discount information



Payable with PayPay



Bicycle Sharing

This is a bicycle sharing service installed in store parking lots. Bicycles can even be returned to stores other than Seven-Eleven. These bicycles have been garnering attention as an alternative to public transportation.

(As of May 31, 2021: Around 530 stores)

Courier Lockers

We have set up lockers to allow collection of packages from Yamato Transport’s courier service. In addition to receiving packages at any time with peace of mind, you can also use this service to ship items that you sell on flea-market websites.

(As of April 30, 2021: Around 1,060 stores)



Seven Bank ATM

With approximately 25,600 ATMs installed nationwide accepting cards from more than 600 affiliated financial institutions, Seven Bank’s ATM service can be used anytime, anywhere, 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.



Ever more convenient

We have introduced 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.



Anytime, anywhere, safely by anyone

Ever easier to use

The side-guards to prevent looking in have been enlarged, expanding the privacy space. The lettering on the display is also bigger and easier to read, allowing for greater accessibility to all customers.

Ever safer

ATMs are made safer and more reliable by the use of the latest technology, optimized maintenance and strengthened security measures. It also reduces power consumption and CO2 emissions, thus reducing environmental impact.

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, providing an online printing service, ordering tickets for concerts or travel, issuing administrative documents such as copies of residence certificates and seal registration certificates, etc. Our multi-function copiers are evolving to become even more convenient and easy to use.



Payment can be made using nanaco electronic money.



Copying, Scanning and Printing

In addition to standard photocopying, copiers are also equipped with scanning and printing functions. Photos and documents can be printed from various types of media and from smartphones. Copiers even allow double-sided photocopies and printing of photographs and postcards.

Insurance Services

Our multi-function copiers can also be used to complete the procedures for purchasing insurance that is available by the day for cars or for leisure activities, cancer indemnity insurance and mandatory vehicle liability insurance for motorcycles, bicycle insurance (a type of insurance that has started to attract a great deal of interest in recent years), etc.

Administrative Services*

You 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.

Handling of family register certificates of permanent domicile

435 local governments

Handling of certificates of proof of address

851 local governments

(As of April 30, 2021)

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

Ticket Issuance

Tickets can be purchased for sporting events, the theater, concerts and other events handled by Seven Ticket, PIA, or JTB Leisure.

Online Printing

Our printing service makes it possible to print pre-registered documents and images—useful for printing documents when on business trips or outside the office.



Changing Work Styles in the Age of the New Normal, and a New Role for Convenience Stores

With the ongoing COVID-19 pandemic, companies are getting their employees to work from home, schools are running classes online, and so on. With this change, the online printing and scanning functions of Seven-Eleven’s multi-function copiers are being used for a wider range of purposes.

Apart from seeing use as a stand-in for company and household printers, they can also be used for a variety of convenient features, including getting copies of various documents such as residence certificates and seal registration certificates.

Mitsuki Kusawake

Franchisee
Kawaguchi Tsuji Store



Interview with a Franchisee 03 Looking Back on the Past and into the Future

Toward a Store
That Is Loved by Both
Our Employees and
Our Local Customers



Mr. Kusawake (center) and his employees

Overcoming a Period of Stagnating Sales by Working Together Closely with Our OFC

After graduating high school, I started out working as a driver for my family's shipping company, but I really wanted to run my own business, so I applied to open up a Seven-Eleven franchise in my late 20s. Why did I choose Seven-Eleven? It's simple: I just really loved Seven-Eleven's products. It was of course a change from a completely different industry, but since I enjoy interacting with people, I didn't hesitate for a moment. I became a Seven-Eleven franchisee in July 2014. I remember that, the day my store opened, I was surprised at the large number of customers who came by. But in reality it didn't turn out to be so easy. After a while, sales began to stagnate, and again and again I found myself wondering if things would be okay. The one who rescued me from that plight was Mr. A, Mr. A, the OFC who was assigned to us three months after the store opened. He/She/Mr. A was a new OFC who had just finished up working at a directly operated store and had a tremendous energy. Every week he would make 200 flyers and the two of us would post them around the neighborhood. When a customer came in holding one of those flyers saying "I've come to buy this item ... I'd like this item, but..." I found myself getting so happy that I could weep cry, and thought, "All that hard work wasn't a waste of time after all!" With these steady efforts, the number of customers gradually increased. One year after the store opened, sales really began to take off. I have nothing but gratitude to Mr. A, who helped my store through a really tough time. Mr. A has since left us and been replaced with different OFCs, but most OFCs not only make proposals but actually work together with us. The DM (District Manager) also oftentimes stops by as well: this speeds up the process of solving the problems that face our store faces, and is a real morale boost.

Opening Up a Second Store in My Fourth Year as a Franchisee

In 2018, my fourth year as a Seven-Eleven Japan franchisee, I started running a second store, which I had always wanted to do. No. 1 and No. 2 differ from each other in terms of location, customer segment, and which products sell well, so it's been a real learning experience for me. By operating two stores, I've also increased my income, which has brought me a great deal of peace of mind. I was aware that opening up a second store would be more work, but I've been blessed with excellent

employees in each store, so the burden on me didn't increase that much. On the contrary, if comparing to when I was a driver, I can now work at my own pace, eat dinner at home with my family every day, join in at school events for my kids... it's really been great for my family.

Building a Business That Attracts People Who Want to Work

Another thing that I think is really great about having become a Seven-Eleven Japan franchisee is the store employees colleagues I have been able to meet. At my previous job, I had no experience in hiring people, so I wasn't sure if I was up to it. I had to learn the ABCs of labor management, establish work rules, and create a system that facilitates the use of paid leave, in order to create a friendly work environment. This was all a lot of work. Currently the No. 1 and No. 2 stores each have around 30 employees. Most of them have been with me for a long time, and if there's ever a labor shortage they'll invite their friends or family by saying "It's a pleasant work environment, so why don't you come along and join?" As a result, I have, to this day, not once had to put out a paid recruitment ad. I learn a lot from my employees, and when I was struggling with anti-COVID measures, my workers cheered me on by saying "Our customers need us, so this is precisely when we need to do our best!" Because most of the employees live nearby, we've been able to build ties with the local community, and now, as the local convenience store owner, I am also active in the neighborhood association and the group that looks after local children on their way to and from school's watchdog group. When I was invited to a school lunch tasting session at the local elementary school, the children would run up and say "Look! It's the 7Seven-11 Eleven man!" This was a really happy experience for me. With the increase in competitor stores, things are not always optimistic, but we will continue to do what we can, one thing at a time and keeping good faith, in order to continue to be a store that is loved by the local community and by our employees.

Interview with a Franchisee

04 Looking Back on the Past and into the Future

Now More than Ever,
I Want to Support Our Customers
The "Origin of Commerce"
as Truly Experienced in
the Tsunami-Affected Region



Yoshiki Kobayashi

Franchisee
Tagajo Oshiro 5-Chome Store

Losing Our Store on 3.11, We Then Brought Our Sales on the Road to Better Serve Our Customers

When the Great East Japan Earthquake hit on March 11, 2011, I heard over the radio that a tsunami was coming and I immediately evacuated to higher ground with my employees, escaping in the nick of time. However, our store was unfortunately lost to the tsunami. The next day, even with the flooded area having dried up, I couldn't imagine reopening my business and I had no idea what the future would hold, but I still set about cleaning up the inside of the store. As I cleaned, I collected up all the foodstuffs that could still be eaten. I handed this food out to people free of charge. This was my way of paying back the local community for all the support they had given us, without which I could not have continued in business.

For about a month after that, all my efforts had to go into confirming the survival safety of that employees were okay and clearing away debris. While, thankfully, none of my employees were hurt, I did find myself worrying day after day about whether I could continue running a store in this place. Then on April 6, the Seven-Eleven Japan Headquarters got in touch and said "Why don't you try mobile catering vending, selling your products on a 2-tonne truck?" "Yes, of course!" I immediately responded. "If it'll help contribute to the reconstruction, I'm in!" At that time, the supermarkets still hadn't opened back up, so the local people couldn't even buy their daily essentials. So, pushed on by that strong desire to help my customers any way I could, I started driving around the local region every day. I was assisted in this mobile cateringstore venture by my employees and my assigned OFC. An employee boiled water on a gas stove she had brought from home in order to heat up the

canned coffee, and the OFC brought along a microwave over to heat up food. In this way, we all put our heads together and tried our best so that we could provide our customers with warm food as much as possible. As a result, both our regular customers and new customers were extremely grateful to us for our help. Using mobile sales service to bring people just a little bit of happiness in those dark days was great. Later, in May, we were able to reopen our store, people would say "Thank you so much for doing the mobile sales during that difficult time." I really felt that it was a good idea to open a store in this area, and to try my hand at mobile sales, and I got a renewed sense of the fact that the starting point of the sales industry is to serve the customer.

10 Years On, Strengthening Our Bonds Ever Further

Many of our customers lost their cars in the tsunami and were unable to go shopping, so ever since our store reopened we have been building on our role as a classical order-taker who is close to the local community. We launched *Seven Safe Delivery (Anshin Otodokebin)*, a mobile shopping assistance service, the year after the tsunami, partially due to a request from the Seven-Eleven Japan Headquarters. For customers in areas where there are few shops nearby, we still travel around about five times a week with a special vehicle, loaded with bento boxes and daily necessities. Now we have lots of acquaintances who look forward to these visits, and it's very rewarding to work with them.

Things were really tough right after the 3.11 disaster, but by overcoming those difficulties together, I feel like my bonds with my employees have grown ever stronger. As a Seven-Eleven franchisee, there is no happier and prouder feeling than knowing that many of the employees who worked for me back then are still with me today. If I had made one wrong move at that time, we would not be here today. Because I survived that time, I am the person I am today. I hope to continue to take on the challenge of becoming a vital part of this local community.



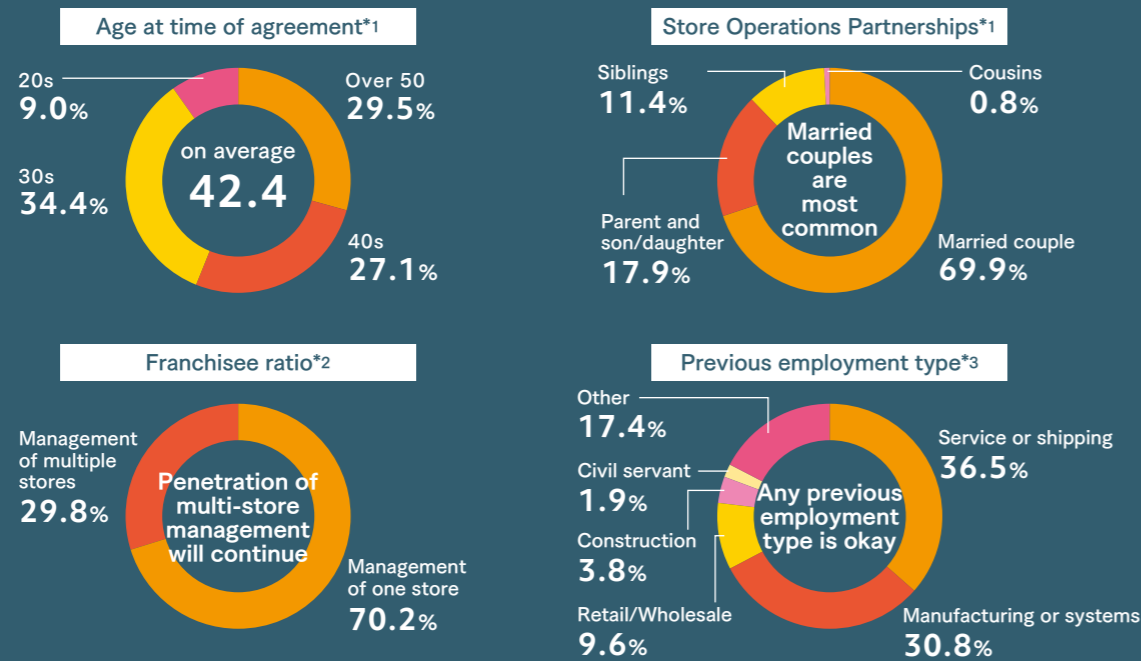
Mr. Kobayashi (right) and an employee



The Franchise Agreement

Seven-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’s Franchisees as Shown by the Numbers

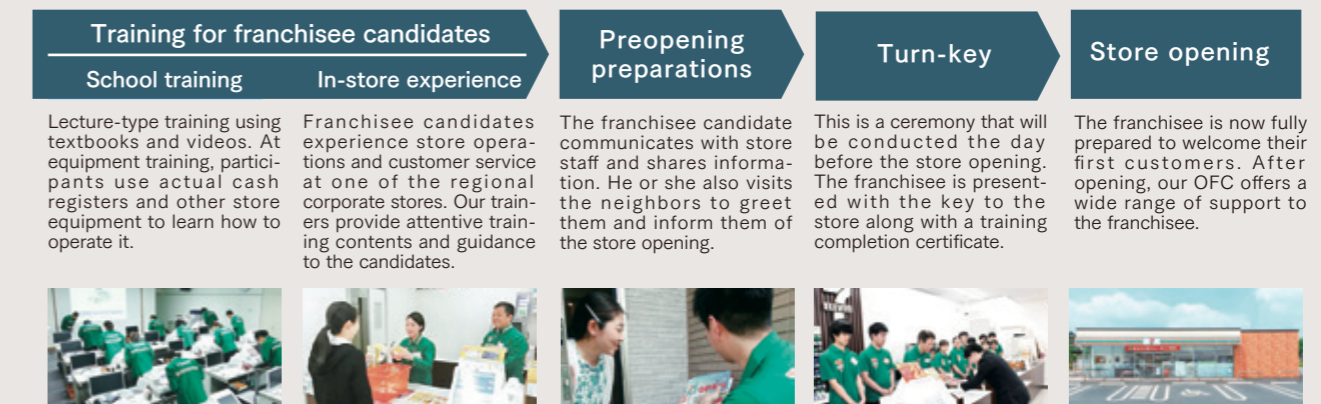


*1 Seven-Eleven Japan survey (FY2020) *2 As of February 28, 2021 (excluding directly operated stores) *3 Excluding Seven & i Group employees and Seven-Eleven store employees

From Franchise Agreement to Store Opening



Common Processes



Terms & Conditions of Franchise Agreement

type A	Management Formation	Independent business owner	Agreement Term	15 years
	Ownership or Lease of the Land and Buildings	Owned or leased by a franchisee	Utilities 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.)		
	Seven-Eleven Charge	An amount equal to the gross profit on sales*1 multiplied by 45% [43% for 24-hour operation stores] Incentives granted for stores that have operated for five years or longer (Seven-Eleven Charge is reduced based on certain conditions) A special reduction of 1% of the gross profit on sales, and a reduction in the Seven-Eleven Charge (Note)		
	Guaranteed Minimum Gross Income System	Store Franchisee's Gross Income*2 For stores open 24 hours, 22 million yen per year [19 million yen per year for stores not open 24 hours]		

type C	Management Formation	Independent business owner	Agreement Term	15 years
	Ownership or Lease of the Land and Buildings	Owned or leased by Seven-Eleven Japan	Utilities Paid by	Seven-Eleven Japan: 80% Franchisee: 20%
	Deposit on Signing the Agreement	2,600,000 yen (incl. 100,000 yen for consumption tax, etc.)		
	Seven-Eleven Charge	An amount equal to the gross profit on sales*1 multiplied by a sliding charge rate For 24-hour operation stores, 2% of gross profit is deducted If the business facilities fall under the category of "store-separated housing" as defined by Seven-Eleven Japan, the region-based applicable amount*3 is deducted Incentives granted for stores that have operated for five years or longer (Seven-Eleven Charge is reduced based on certain conditions) A special reduction of 1% of the gross profit on sales, and a reduction in the Seven-Eleven Charge (Note)		
	Guaranteed Minimum Gross Income System	Store Franchisee's Gross Income*2 For stores open 24 hours, 20 million yen per year [17 million yen per year for stores not open 24 hours]		

*1 This is the profit obtained by deducting the cost of goods sold from the amount of sales
 *2 The amount of the remaining balance after deducting the Seven-Eleven Charge from gross profit on sales
 *3 The region-based applicable amount differs based on the location of the store

Type C Slide 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%

Note: 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 5,500,000yen	5,500,000yen or less
24-hour operation stores	Reduced by 35,000yen per month	Reduced by 200,000yen per month Additional reduction [24-hour operation 2% of the gross profit on sales Special reduction 1% of the gross profit on sales]
Non-24-hour operation stores	Reduced by 15,000yen per month	Reduced by 70,000yen per month Additional reduction [Special reduction 1% of the gross profit on sales]

*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

	1. Training fee	2. Store opening preparation charge	3. Store opening investment
type A	550,000yen (incl. 50,000 yen for consumption tax, etc.)	1,100,000yen (incl. 100,000 yen for consumption tax, etc.)	1,500,000yen (consumption tax not applied)
type C	550,000yen (incl. 50,000 yen for consumption tax, etc.)	550,000yen (incl. 50,000 yen for consumption tax, etc.)	1,500,000yen (consumption tax not applied)

Franchisee candidate expenses for classroom tuition and hands-on training in the training program (including meal expenses and accommodation fees)
 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 before the agreement to product display.
 The above is the minimum amount to be prepared by a franchisee as the franchisee's capital to cover part of the cost of products stocked at the time of opening, cash for change, costs for store fixtures, equipment and consumables, and 500,000 yen in franchise guarantee deposits. (A franchisee makes payment of the above amount to Seven-Eleven Japan, and costs beyond the above are procured by Seven-Eleven Japan and given as a loan to the franchisee.)

Contents of the Franchise Agreement

Store Operation Consulting Service	Lending of Sales Equipment	Seven-Eleven Japan covers 15% of the cost of write-off (disposing of unsold items).
Product Development Service	Information Systems Services	Seven-Eleven Japan covers 80% of utility costs.
Purchasing Support and Recommending Sale Prices	Marketing Activities	
Distribution Network Development	Accounting/Bookkeeping Services	

Support System for Store Staff Members

Franchisees' Mutual Aid System	<ul style="list-style-type: none"> Life insurance, medical insurance, and reserve funds to cover death, injury, illness, or retirement of the franchisee or his/her spouse and benefits for full-time employees. Compensation paid in the case of the franchisees' and their spouses' death, accident and sickness, post-retirement, and life insurance, medical insurance and reserves for benefits packages for full-time employees. Compensation paid if staff members are injured on duty or on the way to work.
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Incentives for Franchisees

Incentive System for Multistore Operations	<ul style="list-style-type: none"> 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. 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.
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Loan Banking Partners

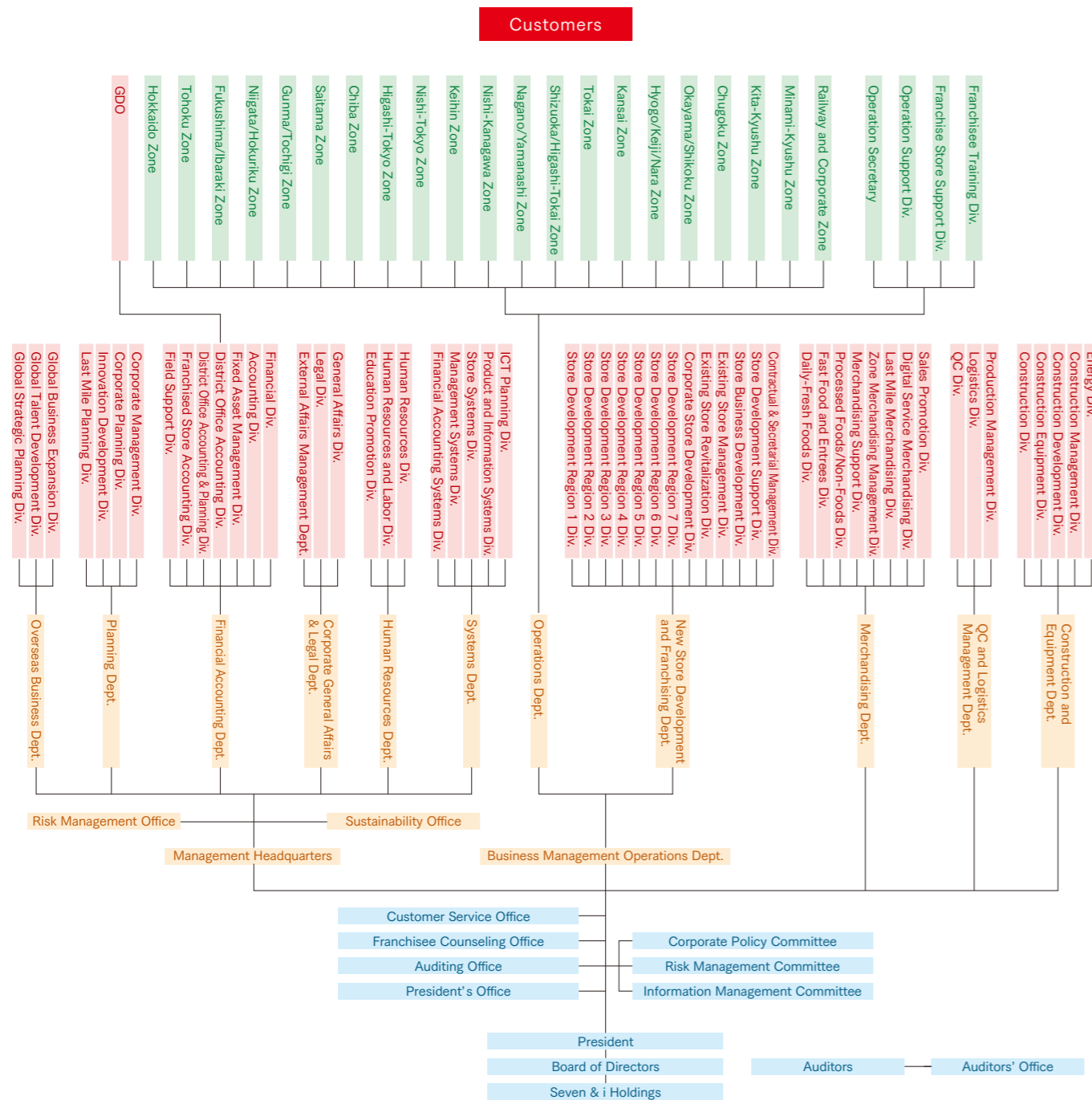
City Banks	SMBC, Resona, Saitama Resona, Mizuho, MUFG
Regional Banks	<ul style="list-style-type: none"> Hokkaido region: Hokkaido, Hokuyo Tohoku region: Iwate, Akita, Toho, 77 Bank, Yamagata, Shonai Kanto, Koshinetsu and Tokai regions: Bank of Yokohama, Chiba, Chiba Kogyo, Keiyo, Ashikaga, Jojo, Gunma, Musashino, Yamanashi Chuo, Hachijuni, Daishi Hokuetsu, Shizuoka, Suruga, Hyakugo, Juroku Kansai region: Bank of Kyoto, Shiga, Nanto, Kiyu, Minato, Kansai Mirai Chugoku and Shikoku regions: Chugoku, Hiroshima, Momiji, Yamaguchi, Tottori, Awa, Iyo Kyushu region: Bank of Fukuoka, Nishi-Nippon City, Kitakyushu, Bank of Saga, The Eighteenth Bank, Shinwa, Higo, Oita, Miyazaki
Other	Ichii Shinkin, Fukuoka-Hibiki

(As of February 28, 2021)

Ever-Changing and Ever-Evolving “Close and Convenient”: Ours Is a History of Innovation and Challenge

- 1973 Nov.** ● York Seven Co., Ltd. was established.
An area service and license agreement were concluded with The Southland Corporation of the U.S.A (currently 7-Eleven, Inc., and the same shall apply hereafter).
- 1974 May** ● The first 7-Eleven store (Toyosu store, Koto-ku, Tokyo) was opened.
- 1975 Jun.** ● Launched 24-hour operations (Toramaru store, Koriyama City, Fukushima).
- 1976 May** ● The number of stores in Japan exceeded **100**.
Sep. Vendors integrated and combined distribution system launched.
- 1978 Jan.** ● The company name was changed to Seven-Eleven Japan Co., Ltd.
Aug. Order placement via Terminal Seven was launched.
- 1979 Oct.** ● Seven-Eleven Japan was listed on the second section of the Tokyo Stock Exchange.
- 1980 Nov.** ● The number of stores in Japan exceeded **1,000**.
- 1981 Aug.** ● Seven-Eleven Japan was alternatively listed on the first section of the TSE.
- 1982 Oct.** ● Point of Sales (POS) system was launched.
Order placement via Electric Order Book (EOB) was launched.
- 1984 Feb.** ● The number of stores in Japan exceeded **2,000**.
- 1985 May** ● Computers that provide graphic information were introduced.
Aug. Bidirectional cash registers were introduced.
- 1987 Mar.** ● Three-times-daily combined distribution system for rice products was introduced.
Apr. The number of stores in Japan exceeded **3,000**.
Oct. Payment collection service for TEPCO electricity bills was launched.
- 1988 Mar.** ● Payment collection service for Tokyo Gas bills was launched.
Nov. A temperature-control system that maintains a 20°C temperature for rice products was introduced (through commissaries–delivery trucks–display cases).
- 1989 Nov.** ● Handling of prepaid cards was launched.
Dec. Hawaii operations purchased from The Southland Corporation.
- 1990 Jun.** ● The number of stores in Japan exceeded **4,000**.
Sep. The 4th Generation Integrated Store Information System was introduced.
- 1991 Mar.** ● Acquired the shares of the Southland Corporation and participated in management.
May ISDN (integrated service digital network: NTT) was introduced.
- 1993 Feb.** ● The number of stores in Japan exceeded **5,000**.
Nov. Seven-Eleven Midori no Kikin (Green Foundation) was established.
- 1994 Apr.** ● Large-scale ice cream cases were introduced.
Oct. Open chiller showcases were introduced.
- 1995 May** ● The number of stores in Japan exceeded **6,000**.
- 1995 Jun.** ● Payment collection service for mail-ordered sales was introduced.
- 1996 Mar.** ● Weather information service was introduced.
- 1997 Jun.** ● The number of stores in Japan exceeded **7,000**.
Nov. The 5th Generation Integrated Store Information System using satellite communications was introduced.
- 1998 Oct.** Magazine Subscription Reservation Service was introduced.
- 1999 Mar.** ● Sales of energy drinks were launched.
Nov. The number of stores in Japan exceeded **8,000**.
E-shopping Books was launched.
Payment collection service for online shopping bills was launched.
- 2000 Feb.** ● E-commerce business 7dream.com Co., Ltd. was established (the service was launched in July 2000).
Aug. Seven-Meal Service Co., Ltd. meal delivery service was established (service was launched in September 2000).
- 2001 Apr.** ● IY Bank Co., Ltd. (currently Seven Bank, Ltd.) was established through a joint capital investment with Ito-Yokado Co., Ltd.
May Installation of IY Bank (currently Seven Bank, Ltd.) ATMs was started.
Aug Sale of products made without preservatives and artificial coloring* including rice, sandwiches, entrée items, and noodles was started. (*Specifically, designated additives)
- 2002 May** ● Installation of open showcases both for hot and cold foods was started.
Nov. A ticketing service using multi-function copiers was started.
- 2003 Aug.** ● The number of stores in Japan exceeded **10,000**.
- 2004 Jan.** ● Seven-Eleven (Beijing) Co., Ltd., a joint company, was established.
Apr. The first 7-Eleven store in Beijing, China, was opened.
May Started operation of barrier-free stores.
Nov Optical fiber communications were introduced.
The first multi-function copiers capable of printing photos taken by digital camera were installed.
- 2005 Feb.** ● 7-Eleven, Inc. became a subsidiary of Seven-Eleven Japan.
Sep. Seven & i Holdings Co., Ltd. was established and listed on the first section of the TSE.
Nov. The number of stores in Japan exceeded **11,000**.
7-Eleven, Inc. made a wholly owned subsidiary.
- 2006 May.** ● Full-scale introduction of the 6th Generation Integrated Store Information System
- 2007 Mar.** ● 7-Eleven became the retail business with the world's largest number of chain stores.
Apr. Proprietary electronic money service, nanaco, was introduced.
- 2007 Aug.** ● *Seven Premium* was launched.
Oct. In-store fried fast foods were launched.
Dec. Nittele Seven Co., Ltd., a fusion of information media and retail business, was established.
- 2008 Feb.** ● The number of stores in Japan exceeded **12,000**.
Apr. Seven-Eleven China Co., Ltd. was established.
- 2009 Jan.** ● Seven Culture Network Co., Ltd. was established.
Dec. 24-hour test-marketing of OTC drugs was launched
Business and capital tie-up with PIA Corporation was started.
- 2010 Feb.** ● Multi-function copiers' handling of administrative services such as issuance of copies of residence certificates and seal registration certificates was started (in some municipalities before others).
Mar. Seven-Eleven Midori no Kikin was incorporated as a general incorporated foundation and was renamed Seven-Eleven Foundation.
Jun. Credit card payment system was launched.
Dec. The number of stores in Japan exceeded **13,000**.
The number of stores worldwide exceeded **40,000**.
Seven-Eleven (Chengdu) Co., Ltd. was established.
- 2011 Mar.** ● Trademark right to “7-Eleven” was acquired in Japan.
May Contents, logos and packaging of original products were completely renewed.
Mobile catering service, *Seven Safe Delivery (Anshin Otodokebin)*, was launched.
Full-scale power-saving measures such as LED lighting were introduced for in-store lighting and storefront signs.
- 2012 Jan.** ● Chain net sales of all stores exceeded 3 trillion yen.
Feb. The number of stores in Japan exceeded **14,000**.
May *Seven Lifestyle* brand was launched.
Jul. A delivery service using electric mini-vehicles, *Seven Easy Delivery*, was launched.
Oct. SEJ Asset Management & Investment Company was established.
- 2013 Jan.** ● *Seven Café* was launched.
Feb. The number of stores in Japan exceeded **15,000**.
Mar. The number of stores worldwide exceeded 50,000.
Dec. The number of stores in Japan exceeded **16,000**.
- 2014 Aug.** ● The number of stores in Japan exceeded **17,000**.
Oct. *Seven Café Donuts* was launched.
Dec. Tax exemption service was launched.
- 2015 Feb.** Chain net sales of all stores exceeded 4 trillion yen.
Aug. The number of stores in Japan exceeded **18,000**.
Oct. Full-scale introduction of the 7th Generation Integrated Store Information System
- 2015 Nov.** ● *omni7* was launched.
- 2016 Feb.** ● First 7-Eleven store equipped with a hydrogen station was opened.
Jul. The number of stores worldwide exceeded 60,000.
Aug. The number of stores in Japan exceeded **19,000**.
- 2017 Mar.** ● 7-Eleven's corporate colors were the first to be registered in Japan as a trademark based solely on color.
Jun. The first 7-Eleven store in Vietnam was opened.
Oct. Seven-Eleven Okinawa Co., Ltd. was established.
- 2018 Jan.** ● The number of stores in Japan exceeded **20,000**.
Oct. Awarded PRIDE Gold certification, the highest rating in the PRIDE Index.
- 2019 Apr.** ● “Action Plan” was brought into effect.
May PET bottle collection was promoted in Higashiyamato City in coordination with the Higashiyamato municipal government, the Nippon Foundation and the Higashiyamato City Cleaning Business Cooperative.
Jun. The world's first fully-circulated PET bottle beverage, “Hajime Green Tea,” went on sale from *Seven Premium*.
Jul. Seven-Eleven Okinawa opened its first stores within Okinawa Prefecture.
Aug. The number of stores in Japan exceeded **21,000**.
Oct. “Late-night Closure Guidelines,” an initiative for “Examination of Shortening Business Hours,” were established.
- 2020 Jan.** ● The number of stores worldwide exceeded 70,000
May The “Ethical Project,” which gives bonus nanaco points for products that are close to their sell-by dates, was expanded throughout Japan.
Jun. Contactless payment with five credit card brands was implemented and services started at stores nationwide.
Aug An acquisition contract was concluded by 7-Eleven, Inc. regarding Marathon Petroleum Corporation (US) convenience store operations and fuel retail business mainly operated under the “Speedway” brand.
- 2021 Mar.** ● Major revisions were made to the business continuity plan (BCP) to address large-scale disasters.
May *Seven Safe Delivery (Anshin Otodokebin)*, a mobile shopping assistance service, marked its 10th anniversary.

Organization Chart (As of May 2021)



Corporate Outline (As of February 28, 2021)

Name	Seven-Eleven Japan Co., Ltd.
Headquarters address	8-8 Nibancho, Chiyoda-ku, Tokyo 102-8455, Japan
Representative	Fumihiko Nagamatsu
Date of establishment	November 20, 1973
Capital	17.2 billion yen
Consolidated number of employees	8,990

Executives (As of May 2021)

Representative	President	Fumihiko Nagamatsu
Directors	Senior Managing Executive Officer	Shigeki Kimura
	Senior Managing Executive Officer	Shizuma Noda
	Managing Executive Officer	Hisashi Ohashi
	Managing Executive Officer	Keiko Fujimoto
	Executive Officer	Hiroataka Takahashi
	Executive Officer	Shinji Abe
	Executive Officer	Seiichi Aoyama
	Director	Ryuichi Isaka
Auditors	Supervisory Board Member	Teruo Douyama
	Supervisory Board Member	Yoshitake Taniguchi
Executive Officers	Executive Officers	Kazumi Ishimaru
	Executive Officers	Takehiko Masuo
	Executive Officers	Kazutake Inuma
	Executive Officers	Shigeto Fujita
	Executive Officers	Shingo Hamasaki
	Executive Officers	Junko Waseda
	Executive Officers	Keisuke Aoyama
	Executive Officers	Yoshiaki Mano
	Executive Officers	Takashi Ishikawa
	Executive Officers	Izuru Nishimura
	Executive Officers	Terutaka Kuretani
	Executive Officers	Yoshimi Kasaishi
	Executive Officers	Nao Haishi
	Executive Officers	Shinji Uchida