

Seven-Eleven Japan Corporate Profile

2022-2023



Message from the President

In 2023, Seven-Eleven Japan will celebrate its fiftieth anniversary. Social values have gone through striking changes over the last half century, particularly in terms of values and lifestyle diversification in recent years. With major changes in the way our customers patronize convenience stores, we aim to reexamine from the very foundations of our business how we communicate inside and outside the company and how we provide advice to franchisees. We are also engaged in efforts to work with our customers, franchisees, suppliers, and people in the local community in order to create new value that is closely in line with our daily lives.

We are focusing efforts on delivering the merchandise assortment that meets local needs, introducing innovative store layouts, and providing new interest utilizing our unique merchandise development system. We are also accelerating DX (digital transformation) efforts and expanding services that provide new experiential value to customers, such as our 7NOW delivery service, and we are actively working to bring further labor-saving elements to store operations. Furthermore, we are also collaborating with various stakeholders and making steady progress on initiatives to help achieve a sustainable society, a pressing issue that affects the entire globe. On the environmental front in particular, the Seven & i Group GREEN CHALLENGE 2050 environmental declaration has established specific numerical targets and effective measures for the four themes of reduction of CO₂ emissions, measures against plastic, measures to deal with food loss and food recycling, and sustainable procurement.

Seven-Eleven Japan is committed to unceasing self-innovation in efforts to deliver new convenience and richness sought after by society and our customers in their everyday lives.

President & Representative Director
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

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

Bringing joy to our customers and

new value to society.

That is what Seven-Eleven Japan does.

Seven-Eleven Japan's franchise system is a joint operation between the company and its franchisee.

The company is always engaged in developing new merchandise and services in order to enrich our customers' lives.

By providing such merchandise and services, the franchisee forms deep connections with the local community, with the goal of realizing a "Close-by, Convenient" store for each individual customer.

We believe that the system of Seven-Eleven Japan and its franchisee working closely together to provide greater convenience and enrich society overall is the mission of Seven-Eleven Japan.



Seven-Eleven Japan

Provides support for franchisee store management

Provides merchandise and services that meet changes in the environment and the needs of customers



Franchisees

Creating stores that the community loves

As independent operators and members of the local communities, franchisees run their stores rooted in each community



Customers

Enriching and making customer's lives more convenient

Providing essential infrastructure for customers' lives through safe, secure merchandise and convenient services

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*For safety reasons, photographed subjects have removed their masks only momentarily while the photographs were being taken.

The history of 7-Eleven is one of continued challenge as it evolves along with social change.

Seven-Eleven Japan began in 1973, a time when others said that Japan was not yet ready for convenience stores. Ever since that time, our stance of taking on challenges without fearing difficulties remains unchanged, and as long as there is a need, we will continue to provide new merchandise and services.

1974 The History of Convenience Stores in Japan Began Here

In May 1974, in the Toyosu area of Tokyo's Koto Ward, the 7-Eleven Toyosu store opened as the first true franchise system convenience store in Japan.



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

At a time when merchandise from different manufacturers was not transported in the same vehicle, we actively appealed to each manufacturer to make this possible. This reduced the number of transport vehicles visiting each store per day, and resulted in the cutting of shipping costs. This was passed onto various manufacturers, eventually allowing us to realize the combined distribution system. This also helped reduce the impact on the environment.



1987 Utility Bills Became Payable at the Convenience Store

We were the first in Japan to introduce "bill payment services" to allow 24/7 payment by reading a barcode.



2007 "Richer, More Fun, and More Convenient" Launch of Seven Premium

Seven Premium is a line of private brand merchandise 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 the fiscal year ended February 28, 2022 it had expanded to 3,500 items, with sales of 1.38 trillion yen.* We aim to continue to develop merchandise that meet the needs of our customers.*Seven & i Group



2013 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.



1975 24-hour Operations Supporting a Changing Society

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.



1978 Rice Balls Were Not "Something to Purchase at a Store," But We Made Them National Sellers

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



1982 Barcode POS System Introduced

A barcode POS (Point of Sales) system was adopted to verify sales data item-by-item. This was the forerunner of using POS data in marketing efforts.



2001 The First 24-hour Bank

IY Bank (current Seven Bank) began 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 26,000 units around Japan. (As of February 28, 2022)



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

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

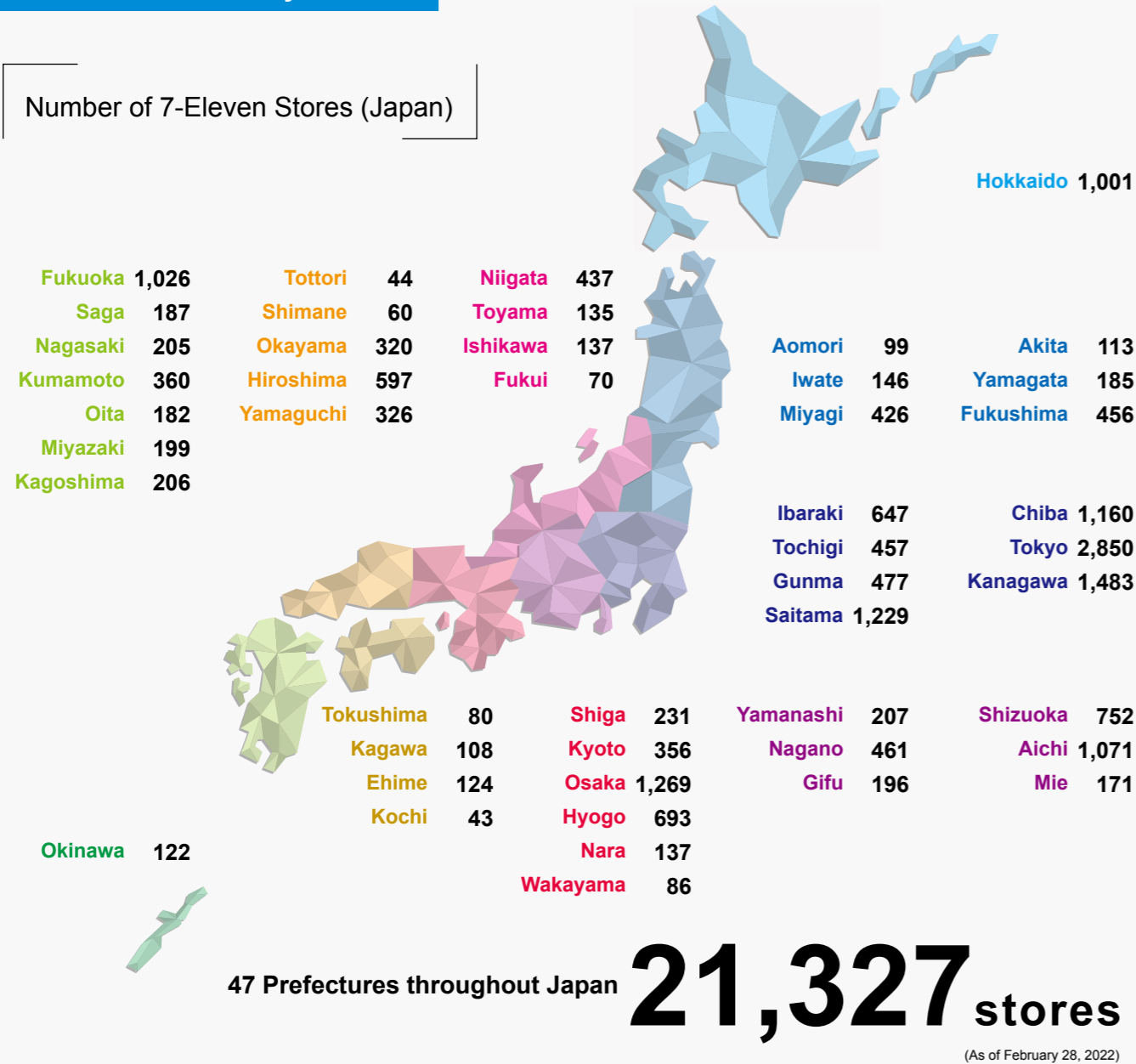
2022 The Launch of 7NOW, the Latest in "Close-by, Convenient", Delivering Store Merchandise to Your Home or Office

7NOW is a new service that delivers Seven-Eleven Japan merchandise ordered online to your home or office from the nearest 7-Eleven store. It began in 2017 in limited areas with full-scale introduction starting in 2022. The service is scheduled to be available at 7-Eleven stores nationwide by 2025.



7-Eleven as Shown by the Data

Number of 7-Eleven Stores (Japan)

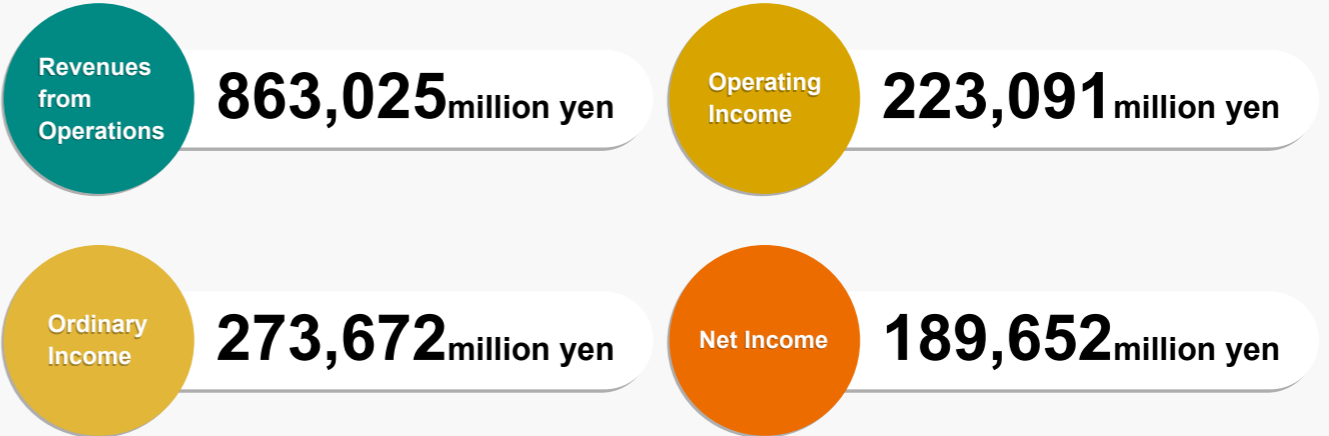
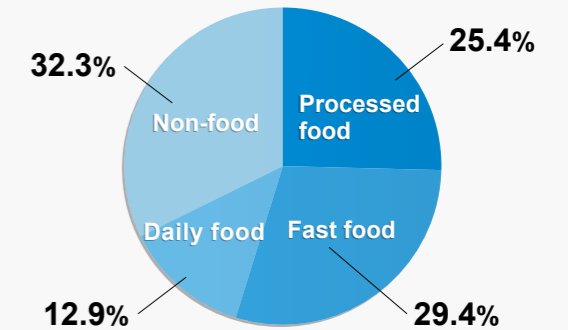


Date of first opening in each prefecture

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	

Business Performance and Data (FY ended February 2022, Seven-Eleven Japan Co., Ltd.)

Total Store Sales and Sales Composition Ratio
4,952,782 million yen

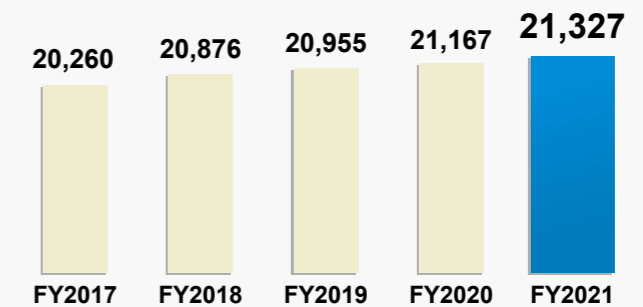


Figures for Store Units (Average of All Stores)

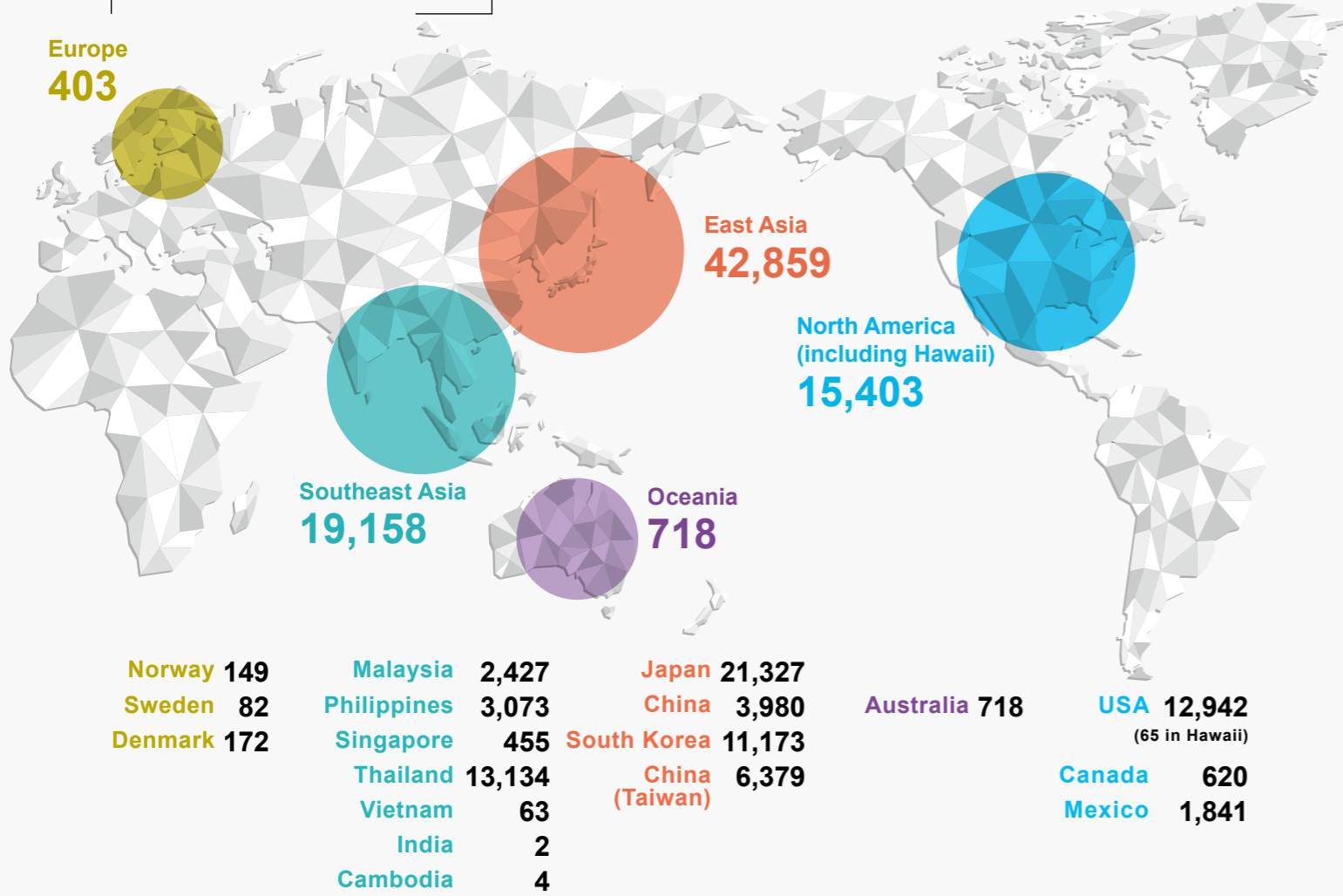


Trend in Number of Stores as of the End of Each Year (in Japan)

*Includes Seven-Eleven Okinawa since the fiscal year ended February 29, 2020



Number of 7-Eleven Stores



18 countries and regions throughout the world **78,541** stores

(Figure for Japan are as of February 28, 2022; figures for other regions are as of December 31, 2021)

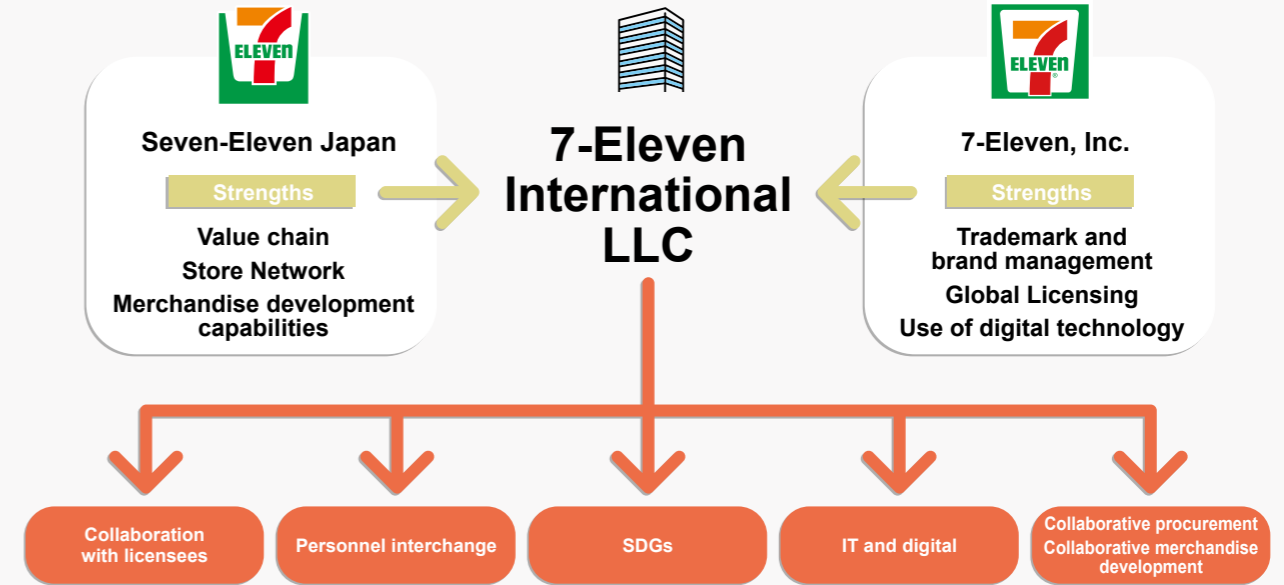
Main Seven & i Group Companies (As of June 30, 2022)

Domestic Convenience Store Operations	Superstore Operations	Department/Specialty Stores Operations	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.	GOTTUOBIN CO., LTD.	Seven Card Service Co., Ltd.
Seven Net Shopping Co., Ltd.	SHELL GARDEN CO., LTD.	Akachan Honpo Co., Ltd.	Seven CS Card Service Co., Ltd.
7dream.com Co., Ltd.	K.K. Sanei	THE LOFT CO., LTD.	Bank Business Factory Co., Ltd.
	Marudai Co., Ltd.	Seven & i Food Systems Co., Ltd.	Seven Payment Service Co., Ltd.
	Peace Deli Co., Ltd.	Nissen Holdings Co., Ltd.	FCTI, Inc.
	IY Foods K.K.	Barneys Japan Co., Ltd.	
	Seven Farm Co., Ltd.	Francfranc Corporation*	
	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

Accelerating Future Global Strategies


7-Eleven International LLC is launching full-scale operations in order to improve our value as a global brand.



7-Eleven International LLC, established in 2021 through a joint capital investment with Seven-Eleven Japan and 7-Eleven, Inc., combines strengths and experience cultivated both in Japan and overseas to bring the value of the 7-Eleven brand to the global stage based on merchandise development capabilities and DX focused on digital technologies, and initiatives in SDGs. With plans to open stores across a wider range of areas, our goal is to hit 50,000 stores* worldwide by 2025.

*Excluding Japan and North America

TOPICS



Bringing Merchandise and Services from Overseas to Japan?!

7NOW, a service which has recently launched in Japan, was introduced in the U.S. first. By rolling out this service globally, we expect that the performance and experience from overseas will result in case studies that can be utilized in developing merchandise and services in Japan.

Merchandise Assortment Utilizing the Group Capabilities

We plan to further expand our merchandise assortment. We also plan to create appealing stores utilizing the Group capabilities.

We provide a comprehensive merchandise assortment including "Vegetables with Traceability" sold at Ito-Yokado and merchandise from Loft, the household goods store, at Seven-Eleven Japan stores.





Seven-Eleven Japan's Franchise System

The franchisee operates its store as an independent owner, and this store management is supported by the company. Seven-Eleven Japan's franchise business is a collaborative business featuring an equal partnership and clear division of roles between the company and its franchisee.



Franchisee

Focuses on store management and sales

Management of Merchandise
(order placement and sales floor management, etc.)

Management of Store Associates
(recruitment, training, labor management, etc.)

Management of Financial Figures
(sales and store operation management, etc.)



Seven-Eleven Japan

Provides all-round support for store management

Store Operation Consulting Service

Merchandise Development Service

Purchasing Support and Recommending Sale Prices

Distribution Network Development

Lending of Sales Equipment

Information Systems Services

Advertising/Sales Promotion Activities

Accounting Services

Covering 15% of Write-Off*1 Costs

Covering 80% of Utility Costs

*1 Disposing of unsold items



Collaborative Business

Supporting Store Operations

Management Support

Many customers visit 7-Eleven stores around the country each day.

However, we must not take that fact for granted.

Combining the unceasing management efforts of franchisees with the all-round support of the company produces value that only 7-Eleven can provide.

With the company and its franchisee working closely together as a collaborative business, we aim for co-existence and co-prosperity.

This is truly the greatest strength of

Seven-Eleven Japan's franchise system.

Structures and Systems for Store Operations

Gross Profit Sharing Method

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This is a method where store gross profit*2 is split between Seven-Eleven Japan and the franchisee according to a pre-defined percentage.

Open Account System

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An Open Account System is a settlement system between Seven-Eleven Japan and the franchisee which is designed to allow franchisees to start their businesses, even with minimal funds, and operate stably.

Guaranteed Minimum Gross Income System*3

.....

A system to guarantee franchisees a certain amount of their gross income*4.

*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 Guaranteed Minimum Gross Income System guarantees the store franchisee's minimum gross income, but not the franchisee's profits. The Guaranteed Minimum Gross Income is applied according to the number of actual business days.

*4 The amount of the remaining balance after deducting the Seven-Eleven Charge from gross profit on sales



Creating an environment that changes with the times

where employees can work confidently.

Providing wide-ranging support in striving for a workplace environment where both franchisees and their employees can work in comfort.

A Thorough Support System for Franchisees

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.
- Franchisee Help System**

 - In case of a sudden illness, wedding, funeral, etc. on the part of a franchisee, the employee of Seven-Eleven Japan can fill in for them.
- Shiftwork Creation Support System**

 - App notifications and emails help lighten the load (asking employees to work empty shifts, preventing employees from accidentally missing work, etc.) when creating employee shifts.

Support System for Employees

Realizing a workplace environment that motivates employees to keep working there. Offering 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

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Raising awareness and expand the contents of the benefit system (courtesy services, etc.) that can be used by employees of stores that are insured under the franchisees' mutual aid system.

Cash Register and Customer Service Training System

.....

Training sessions are held so that every person who works at the store can efficiently operate cash registers and provide customer service. Practical training helps staff acquire skills that are immediately useful.

Encouraging Communication with Seven-Eleven Japan

Listening to the opinions and concerns of franchisees, with the goal of building a better management environment. Invigorating closer and more detailed communication.

Surveys for franchisees

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Starting in 2019, the survey to franchisees has been conducted once a year to listen to their concerns and management issues. The survey results are used to further improve franchisees' satisfaction.

Conducting opinion exchanges with franchisees

.....

In addition to providing answers to various issues at the store and proposals from the franchisee, Seven-Eleven Japan explains ideas and measures directly, engaging in a mutual constructive dialogue.

Dedicated Consultation Services for Franchisees

.....

These consultation services (at the call center) are exclusively available for listening to opinions, requests, and complaints from franchisees.

TOPICS

Providing full support for franchisees during disasters.

Franchisee

Franchisee communication app

This app provides notices on store status during disasters. Information can be entered from home or a safe haven, allowing Seven-Eleven Japan to quickly grasp the situation and consider measures.



Seven-Eleven Japan

Seven VIEW

This system coordinates with information from the franchisee communication app. It links store closing status, power outage information, and evacuation orders issued by the government to provide an overall picture.

**Operation Field Counselors
(OFCs)—Trusted Partners**

Operation Field Counselors (OFCs) visit the stores they are responsible for at regular intervals 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 merchandise based on the trade area to creation of an in-store infrastructure.



Interview 01

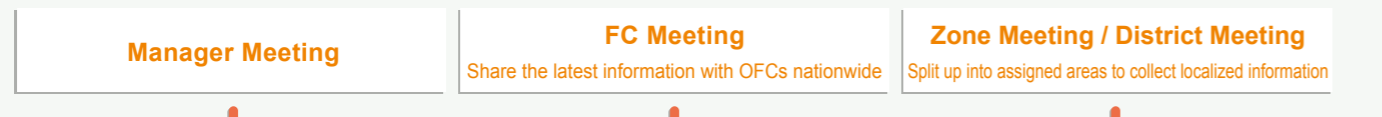
Courteous Support for Franchisees from Every Angle and Creating Stores with Positive Management Practices

**Kodaira District OFC
Mario Yoshino**

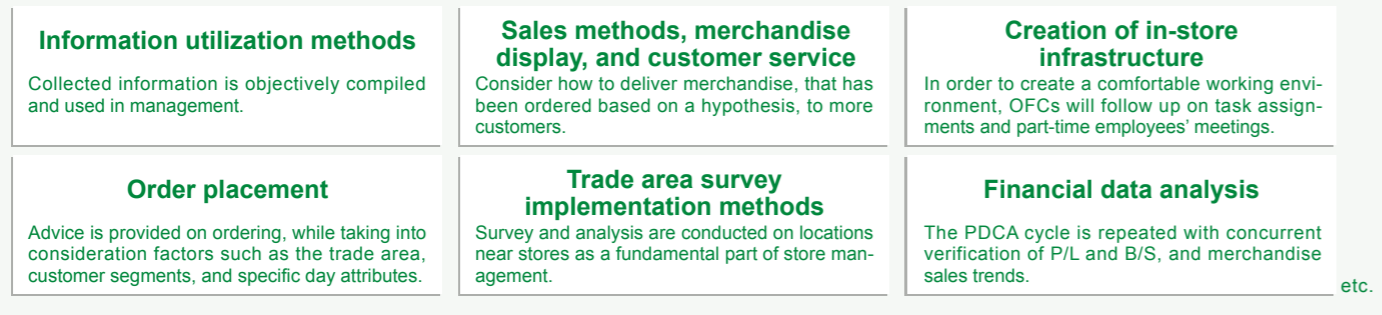
OFCs' Main Roles

Information Collection Performed by Seven-Eleven Japan

The OFCs take part in the FC Meeting held every other week and collect the latest information on topics such as merchandise 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.



Advice to Stores



Understanding franchisee worries and concerns from my own experience

After graduating from university, I spent about three years as a manager of a major restaurant chain that operates franchises. I was responsible for everything from preparation of menu items we offered to general store operations, and I remember feeling a sense of impending crisis when Seven-Eleven Japan launched Seven Café in 2013. At the same time, however, I was strongly impressed with the possibilities at Seven-Eleven Japan, so I joined the company in 2014 with the goal of testing my abilities there. The reason I wanted to work as an OFC was because at my previous position, I always wanted someone to consult with on management issues. Because I had worked as a franchisee, I was certain I could provide solid support in helping out with franchisee worries and concerns. After I joined the company, I went through about two and a half years of training, becoming an OFC in 2016. I am now in charge of seven stores in the Kodaira district.

Each store faces different issues and environmental factors, so of course, the support and advice OFCs offer are different for each. In order to ascertain what kind of support is needed, the most important thing is listening to the franchisee and employees. Many franchisees began their careers in different industries, so oftentimes I learn from their stories. Employees often provide information about the community, which leads to tips on sales promotion initiatives.

I focus on raising the franchisee's "right hand" person when providing support. For example, in the case of franchisees who take on every aspect of store management on their own, training employees to be leaders that they can rely on gives them more mental and physical leeway to take on store operation initiatives, resulting in better sales for the store. I also focus on improving motivation and supporting growth by sharing sales promotion knowhow and the joy of customer service with employees through promoting sales of fried delicatessen items during campaigns.

One thing I feel in my daily duties is that if you have the desire, operating 7-Eleven store can not only help you expand your business by operating multiple stores, but it can also create jobs and contribute to the community, so it is a very rewarding career. Franchisees also notice that this is the true joy of their jobs, and helping them take things to the next level is one role of the OFC.

Managing for peace of mind

A part of this, which I have been focusing on lately, is supporting succession of business. One area that made a particular impression in this regard was the case of a family franchisee. The franchisee ran two stores with his or her son acting as store manager at the second location, which had an issue with low profitability. If the situation had continued, it would have been difficult to maintain a healthy business even if sales in the immediate future were good. With that in mind, I talked to the son, communicating the importance of having a long-term vision such as what kind of manager he wanted to be, and what he should do now to achieve future goals, as well as ordering the appropriate amount of stock, improving sales, and efforts to reduce waste. Profitability improved dramatically as a result, making both the franchisee and his or her son very happy. Efforts to support the growth of the store with the franchisee and employees taking the initiative is what makes me happiest as an OFC, and also helps me grow.

My current personal goal is to become a District Manager in charge of organizing OFCs in the district. In that position, I want to improve the sales capabilities not only of the stores I am in charge of, but all 7-Eleven stores in the area, and contribute to establishing a new convenience store image that grows with the community.



An OFC checks the store



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



Seven-Eleven Japan's unique order placement

supports efficient management.

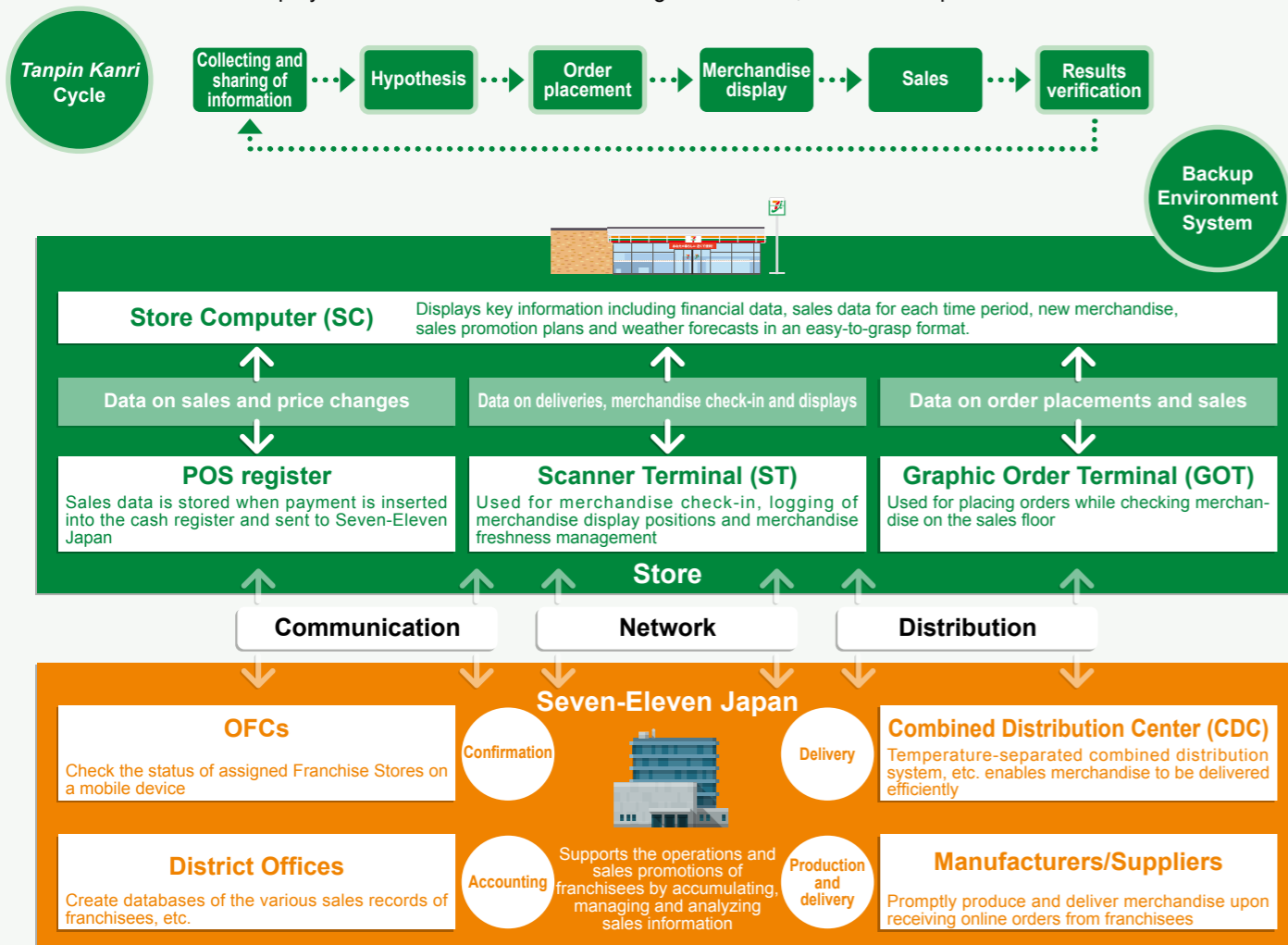
Amidst the ever-changing needs of customers and shortening merchandise life cycles, it is necessary to maintain a satisfactory sales floor at all times.

Through information coordination between stores and the company, Seven-Eleven Japan supports order placement.



Tanpin Kanri (Item-by-Item Management)

This is Seven-Eleven Japan'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 merchandise on a single-item basis, all in a short period of time.



The "Four Fundamentals" of Creating Stores That Customers Love

In order to be a store that can meet the expectations of customers, there are the four fundamentals.

When OFCs visit stores, they focus on checking these points.



Merchandise Assortment

Merchandise is selected in a manner to meet the needs of local customers with a fine touch.



Cleanliness

Providing a clean and organized sales floor with thoroughly groomed staff.



Freshness Management

Selling fresh merchandise that customers can shop with confidence.



Friendly Service

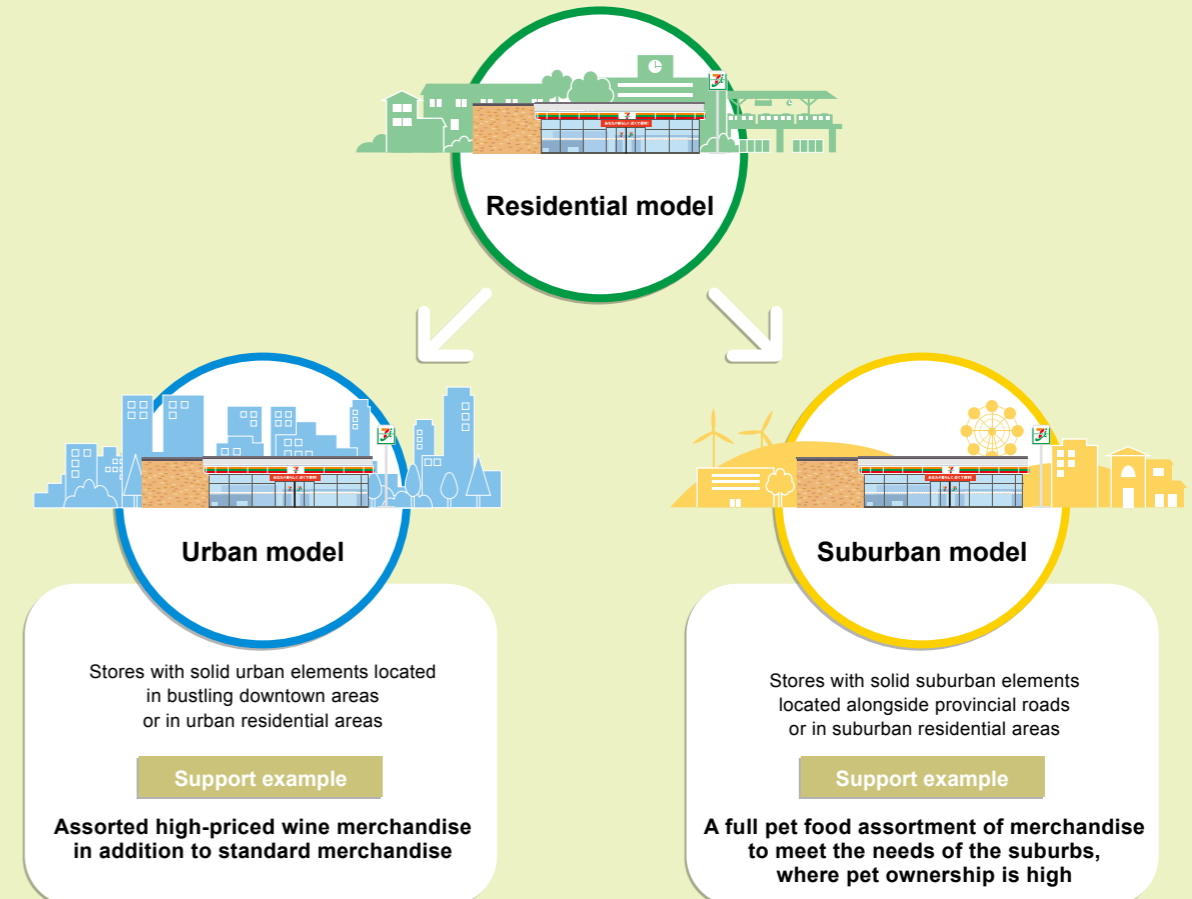
Striving to provide friendly customer service from the customer's perspective.

TOPICS

Location-Specific Strategies

Utilizing geographic information and various types of statistical data in order to confirm the location and trade area characteristics of each store.

OFCs also analyze store location and customer segments, providing advice tailored to each store.



Interview 03

A Store Chosen by Customers Thanks to the Efforts of the Franchisee and Employees

Makoto Nakasuga
Franchisee
Hiroshima Nakasuji
2-Chome Store



Interview 02

I Am Proud that My Store is an Essential Part of My Customers' Lives

Masaki Obika
Franchisee
Higashimurayama
Ontacho 5-Chome Store



Staff has grown and sales have improved thanks to the OFC

Originally I worked in sales at a foreign firm. But when I saw the growing need for convenience stores as a part of the local infrastructure, I was convinced of the possibility for future growth and decided to leave my job. I decided on Seven-Eleven Japan because I thought that if I was going to test my abilities, I might as well go with the largest company in the industry. After signing the contract, I received the comprehensive training. So despite having no experience, I was not particularly nervous, resulting in a positive start.

After training, the company introduced me to the Higashimurayama Ontacho 5-Chome Store. At that time, I did not know much about Higashimurayama, but I was sure that it would work out fine thanks to the company's carefully-selected location, taking my first step toward becoming a franchisee without hesitation. However, although things went smoothly right after opening, both sales and customer counts were sluggish and I went through a difficult period for a while after that. It was the OFC who helped with a breakthrough at that time. The OFC said that because it would be difficult to immediately attract more customers, we should try out initiatives to have existing customers purchase additional items. So, he worked the register on his own, offered product suggestions, then sharing his knowledge of upselling, cross-selling with employees for driving sales. This resulted in significant improvements to employees' customer service skills as well as better sales. Thanks to employees actively communicating with customers, we attracted regulars who stopped by nearly every day, which was a big achievement.

I currently run three stores. My work-life balance is also great

In March 2019 I opened my second store in Higashimurayama, then my third store in December 2020, so I currently run three stores. So that I can uniformly manage all three stores, I work behind the scenes providing employee follow-up, training, and inspecting the sales floor instead of being assigned to a shift. People tend to think that running three stores is difficult, however, because shifts can be adjusted across the stores, and we can share knowhow

and information, it actually streamlines operations, so it does not feel difficult. Rather, I am blessed with excellent employees, which makes me feel like I have more time, and I think my work-life balance is vastly better than when I was a company employee.



Aiming to fulfill local needs and be an essential part of the community

I have been a franchisee for 11 years now, and I am very happy that the three stores I run have blended into the community. Each one of my stores is away from the station in residential neighborhoods, so female customers have said that they feel safer seeing the lights of 7-Eleven in otherwise pitch-black areas. Also, elderly customers have thanked us because they find it difficult to go to far-away supermarkets, so I am very glad to be running 7-Eleven stores. We will serve an even greater role in the days to come as part of the community infrastructure thanks to handling utility payments and the ability to pick up online shopping items at the store. It is my wish to work together with employees to continue operations that are rooted in the community and to maintain a store that is essential to those living here. To do this, I plan on actively communicating with Seven-Eleven Japan on the necessity of services that meet the needs of the times.

This is a job that allows me to grow while feeling joy that running 7-Eleven stores is a necessary part of the community, and a sense of fulfillment as a franchisee. If you are interested, please go to a briefing and listen to what the company has to say. Let us work together to create a convenience store for a new age.

I want to create a store where people think "There's something special about this 7-Eleven!"

After working as a store manager at other convenience store in Hiroshima City for about seven years, I worked for another 7-Eleven store as a store manager, then became a franchisee in July 2011. I chose 7-Eleven because it has a stronger relationship between the company and the stores, compared to the other company I worked for as a store manager, and because the OFCs in charge had an amazing passion for their work. I was convinced that with them I could create a good store, taking my first step as a franchisee with confidence. The area the company proposed as a location for the store (where the Hiroshima Nakasuji 2-Chome Store currently is), is one of the rare provincial cities where the population continues to grow, but there were many competing stores, the location was not visible from the main road, and sales were unstable at the beginning. However, thoroughly abiding by the Seven-Eleven Japan four fundamentals (Merchandise Assortment, Cleanliness, Freshness Management, and Friendly Service), providing friendly customer service, and meticulous development of the sales floor led to customers praising us, saying "This 7-Eleven is different from others!" Later, sales gradually began to improve. Operations were stable, so five years later in 2016 I opened my second store in Hiroshima City.

Achieving goals while having fun together!

The driving force behind our growth is the female employees who are mainly in charge of the day shift. These mainstay, veteran employees that have undergone training courses organized by Seven-Eleven Japan not only fill central roles as leaders in developing the sales floor and providing customer service, but they also handle new staff training. Basic training at the store is leading by example, so, in other words, they show new staff how things are actually done. So, even when new staff who want to work night or late shifts join the team, they work with leaders the first few times at the day shift so that the newcomers can learn directly how they should approach customers and provide service, and how they should arrange merchandise displays, etc. Doing so allows new staff to quickly learn the job, and helps the leaders grow, resulting in a peppier store, creating a favorable cycle. Making sure each and

every employee realize that they are involved in store operations helps improve customer satisfaction and as a result, stabilizes sales.

Part of training personnel is encouraging them to approach customers, recommending freshly fried foods, and notifying them that coupons are available on the app. Before you know it, everyone is enjoying themselves and more staff approach customers at all times, resulting in a cheerful store atmosphere overall, and also better sales. Working in unison toward the simple goal of selling merchandise while we feel the joy of reaching goals and see growth as people is truly the best part of working at 7-Eleven. From my time as a store manager until now, I have learned many things from my daily work at 7-Eleven which have helped me grow.

Enhancing the value of working at 7-Eleven

A challenge I would like to take on in the future is enhancing the value of working at 7-Eleven. For example, instead of a university student thinking that they would like to work at 7-Eleven because it is conveniently located, I would like them to choose to work for us because they think it can help them learn about society. Working at 7-Eleven truly helps you learn various skills such as using proper language, customer service manners, communication, and resourcefulness. I want to train personnel so that companies are comfortable with hiring because they worked part-time at 7-Eleven when they were university students. Even as a franchisee, I am still growing in many aspects. Particularly in today's world where competition is increasing and you cannot succeed by being complacent, I feel that my job is truly worth doing. Going forward, I want to work together with employees to create a store that customers choose.



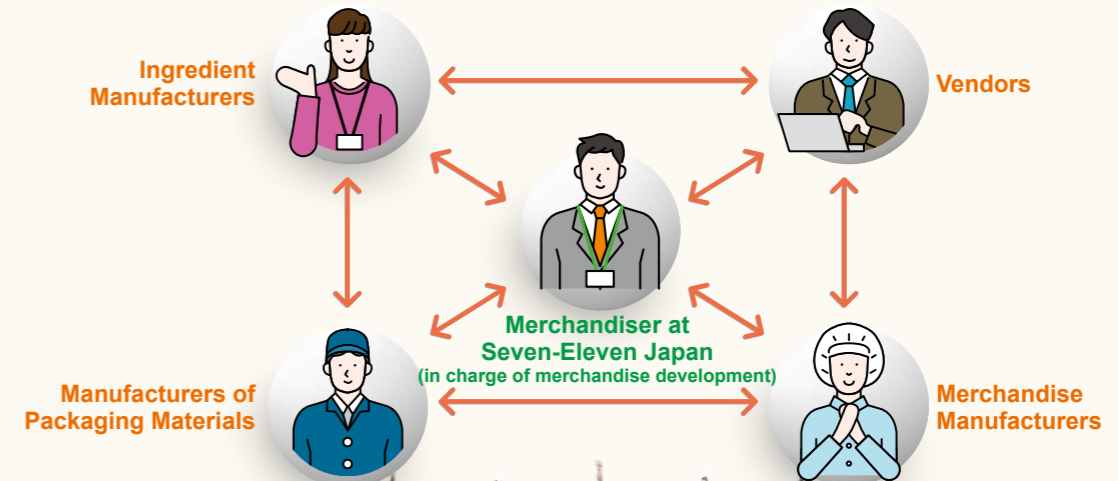


Seven-Eleven Japan's Greatest Strength Merchandise Competitiveness

Above all, Seven-Eleven Japan's greatest strength is the level of its merchandise competitiveness in stores. Day and night the company works to improve quality with an inquisitive spirit, from its uncompromising pursuit of quality to the materials used in packaging, and the process of arranging merchandise in the store. Furthermore, the company steadfastly responds to customer demands for ethical consumption by endeavoring to reduce the amount of food loss as much as possible, an issue that has come up in recent efforts to help resolve environmental issues.

Team Merchandising (MD)

Team MD develops merchandise by forming teams with various manufacturers and vendors. Based on a thorough marketing strategy, Seven-Eleven Japan will combine the high technology and wisdom of each field to pursue the ideal merchandise with a focus on quality, safety, and deliciousness.

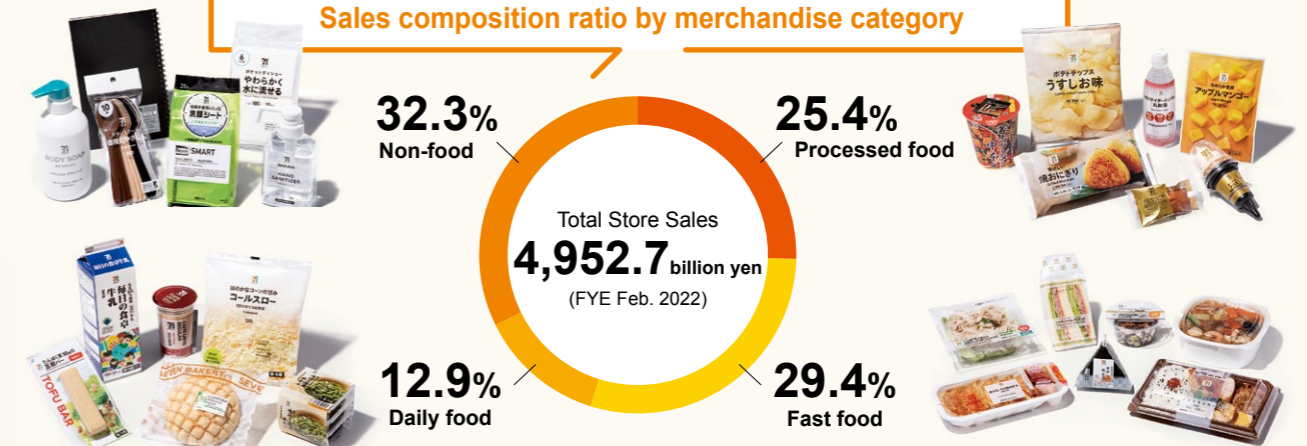


More delicious, more kind. Our popular hand-rolled rice balls are constantly being improved.

Hand-rolled rice balls, which were revised in 2021, featured unprecedented improvements to the rice, seaweed, and ingredients, bringing the flavor closer to those made by hand. The company also succeeded in creating packaging that uses 20% less plastic. This revision brought improvements to both flavor and eco friendliness. Without the cooperation of the manufacturers and vendors participating in Team MD, the company would not have been able to succeed in this effort.

Rice	Seaweed	Ingredients	Packaging
Rice is polished according to the size of the grains, resulting in an excellent finish.	Revising the roasting method resulted in more fragrant seaweed with improved deliciousness.	Retoiled production methods to further bring out deliciousness and flavors of the ingredients.	A thinner film was adopted to reduce the amount of plastic while maintaining quality.

Sales composition ratio by merchandise category



Seven Premium Celebrates 15th Anniversary

Renewing Pledge to Bring Smiles

to Customers' Faces

The word "Premium" in *Seven Premium* expresses the desire to bring premium satisfaction to customers. To mark 15th anniversary of *Seven Premium*, a new statement has been created for further growth.

New Seven Premium Statement

Smiles for everyone, today, and in the future.

Seven Premium brings a smile to everyone's faces.

To bring about a happy future, it aims to work with everyone in taking on the challenge of delivering safe and secure merchandise that people want and that are healthy and good for the Earth.

Seven Premium Brands



Seven Premium

Seven Premium brings delicious, satisfying foods to the dinner table that customers want to eat every day.



Seven Premium Gold

Seven Premium Gold brings foods to the dinner from top chefs and experts that is so good customers want to share them with everyone.



Seven Café

Seven Café offers carefully selected flavors that customers can enjoy anytime, anywhere, for a relaxing moment or an exciting time.



Seven Premium Lifestyle

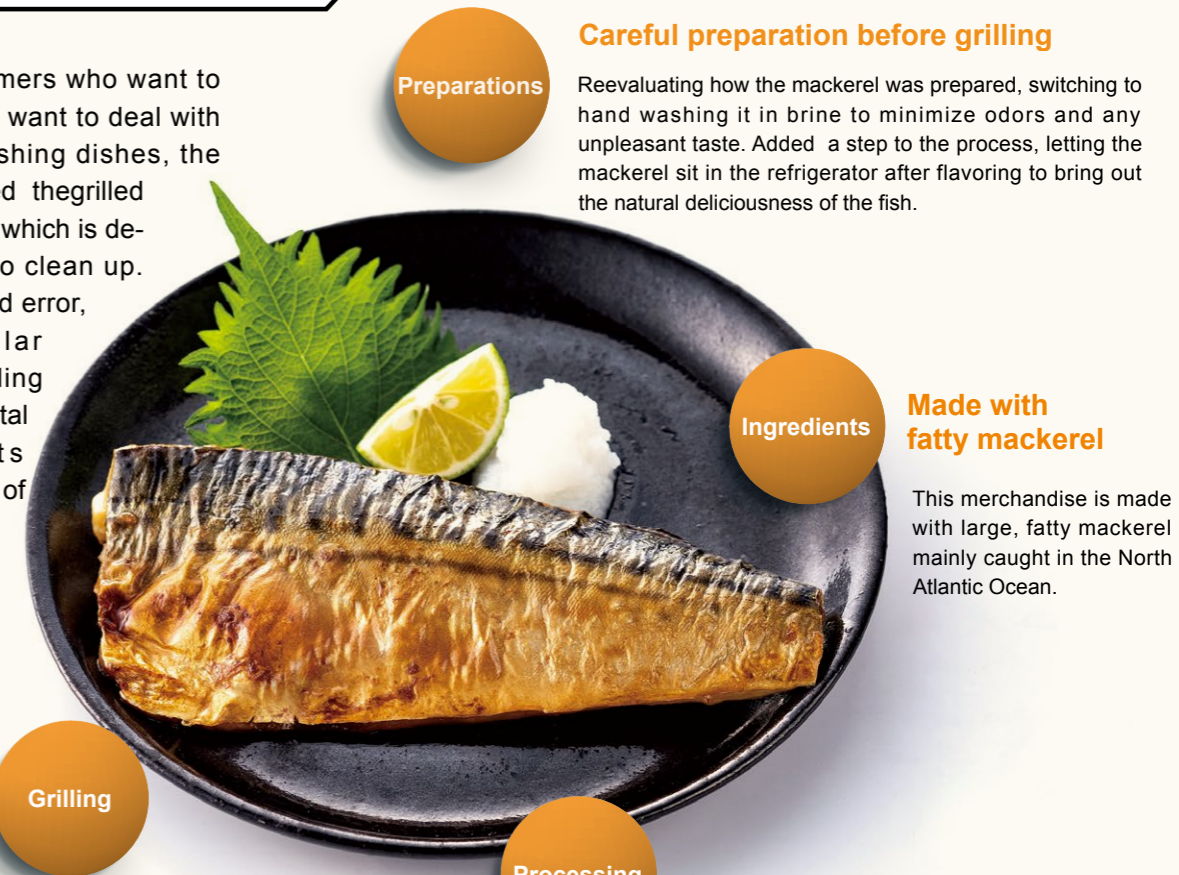
The *Seven Premium Lifestyle* is a way of living for the future, painstakingly designed with solid techniques to be kind to the global environment and allowing customers to live on their own terms.

Seven Premium: Overturning the Conventional Wisdom of Private Brands

Seven Premium has completely overturned the conventional wisdom of private brands, which were thought to be inexpensive and affordable but somewhat inferior in terms of quality. It has gained tremendous trust from customers through its thorough focus on quality and inquisitive mind that continues to develop new merchandise and improve it.

The "Grilled Mackerel with Salt" is a good example for *Seven Premium* quality.

To help out customers who want to eat fish but do not want to deal with the smell and washing dishes, the company developed the grilled mackerel with salt, which is delicious and easy to clean up. After much trial and error, it became popular merchandise, selling nearly 83 million total meals since its launch in 2014 (as of April 30, 2022).



Preparations

Careful preparation before grilling

Reevaluating how the mackerel was prepared, switching to hand washing it in brine to minimize odors and any unpleasant taste. Added a step to the process, letting the mackerel sit in the refrigerator after flavoring to bring out the natural deliciousness of the fish.

Ingredients

Made with fatty mackerel

This merchandise is made with large, fatty mackerel mainly caught in the North Atlantic Ocean.

Grilling

Plump, aromatic fish thanks to infrared light and steam cooking

After plumping with steam, before grilling, only the salt juice is sprayed and the skin is seared with far-infrared rays to achieve natural grilling and an outstanding aroma.

Processing

Painstaking removal of bones

Each and every bone is removed by hand. This is an essential process so that customers can safely enjoy a delicious meal.

Packaging



Fresh grilled sensation thanks to improved packaging!

The packaging of the fish delicacies, which had previously been in pouch type, was changed to tray type in 2016. The baked feel has been improved, making it even easier and more convenient to eat.

TOPICS

Seven Premium cumulative sales
More than **10 trillion yen**

The *Seven Premium* line began in 2007 with 49 items, and as of 2020 has reached over 10 trillion yen in cumulative sales. As of 2021, it consisted of nearly 3,500 items, making it one of the largest private brand merchandise lines in Japan.

Original Fresh Food has a

special focus on

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



The secret of the "Cup Deli" that supports health while also extending the expiry date.

Easily Incorporate Vegetables into Your Diet

Due to increasing customer health consciousness, it was developed to allow people to easily incorporate vegetables into their diets. It can be used for salads, snacks, and many other situations.

Painstaking Preparation

Not only focusing on the ingredients, but also taking the time and effort to prepare them, aiming for a taste like home cooking and a particular tailoring of the dish.

"Top Seal" Eco-friendly Packaging

Instead of a lid, some packaging now uses "Top Seal" that allows us to replace the air inside the container to extend the expiry date up to about one day.

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

TOPICS

Partners That Provide Stable Merchandise Supply and Quality

Realizing high quality and stable production by utilizing the advanced technologies of suppliers, who all have independent and outstanding expertise in factories, distribution centers, system infrastructure, and other areas. This makes possible to deliver original fresh food that is tastier, safer, and more secure.

Ratio of commissaries producing only 7-Eleven merchandise

92.1%

Infrastructure That Supports Merchandise Development (as of February 28, 2022)

Commissaries	177	(Commissaries producing only 7-Eleven merchandise)	163
Combined Distribution Center Separated by Temperature	164		
Processing centers	Seasonings: 9	Vegetables: 9	

Bringing Healthy, Environmentally-friendly, and Sustainable Flavor to Customers

Interview 04



Miki Maki
Executive Officer, General Manager of Merchandise Development Division, Merchandising Dept. Prime Delica Co., Ltd.

Taking on the challenge of Cup Deli to make tasty vegetables more convenient!

Prime Delica Co., Ltd. was established in 1986 to manufacture and sell delicatessen items to Seven-Eleven Japan. Ever since then we have consistently worked to develop and produce delicious, safe and secure merchandise that satisfies customers, delivering it to 7-Eleven stores all across Japan.

In this time of constant change, customer needs and trends move at a frenzied pace, and the merchandise that they look for differs depending on the region and their lifestyles. Research and marketing are essential to accurately understanding the needs of customers, and we constantly endeavor to plan and develop merchandise that will satisfy customers not only in terms of flavor and volume, but price as well. Once a week Seven-Eleven Japan holds the MM Meeting (the meeting attended by persons in charge of marketing and merchandising from Seven-Eleven Japan partner companies such as food and packaging manufacturers) in order to listen to the opinions on the merchandise that we plan and develop in house. We then further consider our plans and make repeated improvements until we can launch new merchandise that we feel confident about recommending to customers.

Cup Deli, the salad series we produce, was also a result of this meeting. Thanks to opinions from the MM Meeting on prepared salads such as coleslaw salad and potato salad, whose sales have been a concern, we made improvements and launched a new series of merchandise. The most important point in rebranding the merchandise was the new container. By making the package small enough to fit in a single hand and using clear packaging that makes the ingredients look attractive, we arrived at the concept of a reasonably-sized and priced salad that customers could easily pick up. The change in containers produced even better than expected results, with customers of many different ages purchasing this merchandise as a set with boxed lunches or noodles. Later on we made continued improvements to quality and conducted numerous market surveys, adding new items to the menu as appropriate, resulting in not just as salads but also popular as side dishes and snacks.

For me personally, I have the strongest feelings for the coleslaw out of all the Cup Deli items. At that time, the coleslaw salad included red cabbage and carrots, but when arranging it on the shelf, the presence of the cabbage, which is the main ingredient, was lacking, and I noticed that it did not look very tasty. With that in mind we removed the red cabbage and carrots, adding simple ingredients such as cabbage, cucumbers, ham, and corn only. This allowed the juicy green of the cabbage to stand out and look very nice, resulting in much better sales. We order different varieties of cabbage from across the country during each season for evaluation, making every effort to provide customers with delicious coleslaw salad year round.

Reducing food loss in addition to plastic use

By reexamining our ingredients, the production process, and temperature management, we at Prime Delica have enabled long-term freshness that enables longer expiry dates than before without losing flavor or quality, helping in efforts to reduce food loss and waste. Starting in May 2020, we also reexamined the production process for some Cup Deli merchandise, using top seals instead of container lids, succeeding in extending the expiry date by about one and a half to two days. Also, compared with conventional containers, we reduced plastic use by about 25% per item.

At Prime Delica, we look forward to helping customers stay healthy and enriching their lives by providing delicious Cup Deli items packed with vegetables, while working to develop merchandise with the global environment in mind and contributing to achieving a sustainable society.





Strict quality control results

in good flavor

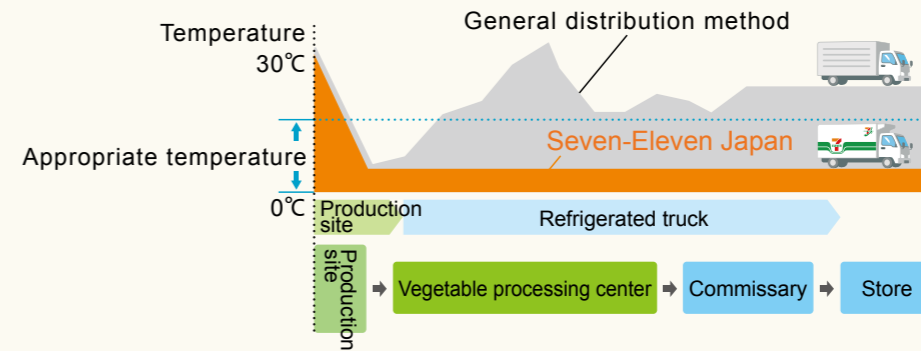
and peace of mind.

Consistent quality control from the production site to manufacturing, transportation, and stores is an important part of delivering all merchandise at peak flavor and safety. Seven-Eleven Japan puts significant effort into temperature control and managing production history in its thorough management framework.

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 factories all while under uniform temperature control.



Thorough Food Traceability Management for Safety and Security

All ingredients used in our original fresh food are strictly controlled in a food traceability system with database.

The system allows the company to check which merchandise contains certain ingredients such as allergens or additives, where they were produced, how much of them are used in each sales area, etc.

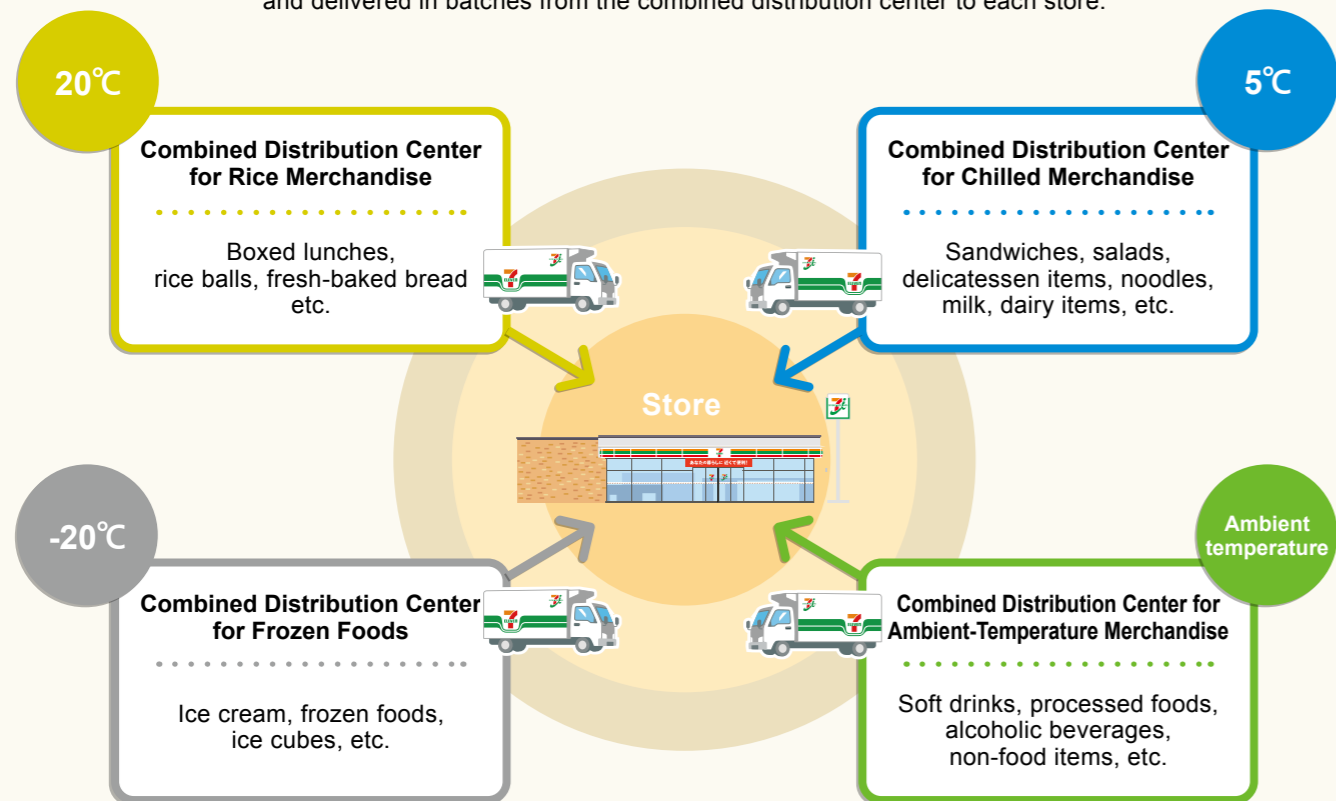
Mechanism for Managing Ingredient Traceability



Temperature-Separated Combined Distribution System

In order to maintain taste and quality on an individual merchandise basis, temperature management is key.

At Seven-Eleven Japan, merchandise is divided into optimal temperature zones and delivered in batches from the combined distribution center to each store.



TOPICS Examples of Sustainable Procurement Efforts in Connection with the Supply Chain

Salads made with vegetables from GAP certified producers

GAP certification is granted by a third party organization to producers that work toward sustainable farming, and the Seven & i Group has worked with producers for some time in order to obtain certification. While engaging in sustainable procurement, Seven-Eleven Japan is also working on the Fukushima Gap Challenge to spread the word about safe and secure Fukushima produce as part of efforts in local production for local consumption.



Caesar Salad Sandwich
Launched April 2022 at 7-Eleven stores in Fukushima

Selling safe, secure cut vegetables from Misato Green Base, a next-generation vegetable factory

Growing at Misato Green Base is fully automated from raising seedlings to cultivation, and uses natural light and LEDs as light sources. This next-generation vegetable factory aims to achieve future farming that can grow and supply vegetables in a stable manner year-round without being impacted by inclement weather. In 2022 the company launched the “Seven Premium Five Leaf Lettuce Mix from Misato, Miyagi” grown in this facility, that can be eaten without washing.



Seven Premium Five Leaf Lettuce Mix from Misato, Miyagi
Launched April 2022 at 7-Eleven stores in the Tohoku area

Ever-evolving “Close-by, Convenient”

for changing lifestyles.

Serving as infrastructure

in the local community.

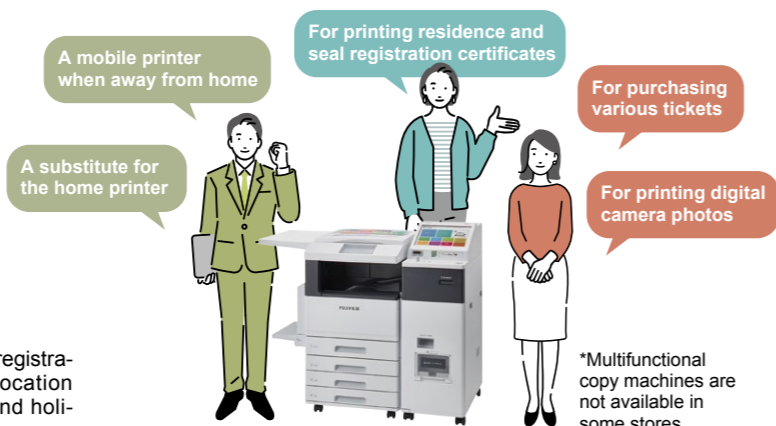


A Closer Part of Our Customers' Daily Lives

With 24-hour operation, convenience stores located in local living spheres are part of the infrastructure and an essential part of daily living. Seven-Eleven Japan is working not only on making shopping more convenient, but also on improving quality of life for customers by providing a variety of services.

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, and issuing administrative documents.



Administrative Services*

Customers 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 **614** organizations

Copy of residence certificate **946** organizations

(As of May 15, 2022)

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

Insurance Services

Multifunctional copy machines 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.

Seven Bank ATM

With approximately 26,000 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.



Introducing 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.



Ever-Evolving “Close and Convenient”

Making Merchandise Available More Conveniently

To adapt to ever-changing lifestyles and make shopping more convenient, Seven-Eleven Japan is diversifying the way merchandise is delivered. The company believes that providing high-quality services to all customers is an important role Seven-Eleven Japan fulfills.



Parcel Lockers

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

(As of June 30, 2022: Around 1,060 stores)



Seven Safe Delivery (Anshin Otodokebin)

This mobile store service uses special sales vehicles to deliver rice balls, boxed lunches, bread, drinks and other merchandise. Because they can carry roughly 150 items, including household goods, they provide a valuable service to areas where there are very few retail stores.



7NOW

Place an order on the smartphone and items from a nearby 7-Eleven store will be delivered to the home or office within 30 minutes at the earliest. This service is extremely convenient for when you do not have the time to go shopping or cannot leave the house.

TOPICS

Deliveries by air?! Demonstration tests of drone deliveries

To make 7NOW even more convenient, Seven-Eleven Japan is conducting joint delivery demonstration tests using unmanned drones in suburban areas—including densely populated areas—with ANA Holdings. Merchandise ordered on 7NOW is loaded onto drones and delivered to designated pick-up locations.



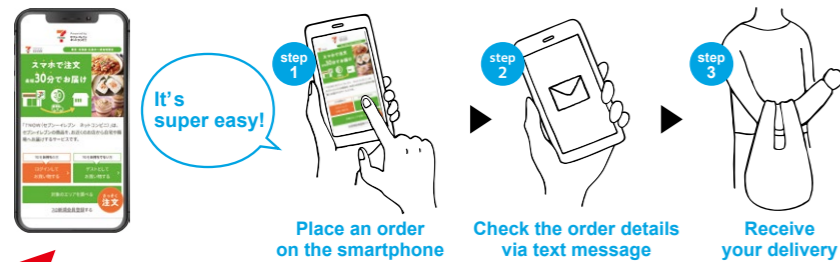


Aiming to adapt to changing lifestyles and work styles by introducing new technologies and systems.

Adapting to New Lifestyles

7NOW

With more meals being eaten at home due to working from home, Seven-Eleven Japan meets the need to order daily groceries and have them delivered to one's home. By partnering with outside delivery companies, the job of store staff is complete once the merchandise is picked up. This initiative is highly beneficial for both stores and customers.



Establishing More Comfortable Work Styles

Manpower Saving Initiatives

Developing a proper work environment is a major factor in sound store operations and creating a good store environment. Various initiatives are under way in order to reduce employee workload such as operations around cash registers, management of promotional materials, and in-store cleaning so that stores can focus on communicating with customers.

Serving Customers

Introducing self-service cash registers lightens employees' workloads. It also improves the quality of communication with customers.



Self-Service Cash Registers

Merchandise Management

New store fixtures, etc., reduce the amount of time needed for arranging merchandise displays. They also help create a more sophisticated store atmosphere.



Sliding-Type Display Shelves

Equipment

Introducing new equipment can significantly reduce the amount of time spent cleaning. Using mechanical equipment is also more sanitary.



Dishwashers

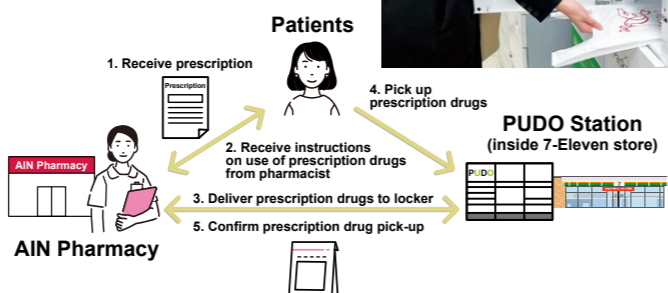
Oil Smashers

Slide-Clean Filters

TOPICS

Prescription Drug Locker Pick-up Service Test Demonstrations Begin

Working with AIN HOLDINGS, Yamato Transport, and Packcity Japan, the company conducted a demonstration test using "PUDO Station" parcel lockers where customers could pick up prescription medication. After receiving instructions on the use of their medication from a pharmacist in person or online, the customer selects "Parcel Locker" as their prescription drug pick-up location. Yamato Transport or the pharmacy staff deliver the prescription drug to the locker where the customer can receive their contactless delivered medication while on the way to work or when shopping.



Being able to pick up prescription drugs without contacting others also grants peace of mind because it helps prevent infections.

Seven-Eleven Japan is engaged in resolving

social issues as a way to deepen its ties

with the community.

Seven-Eleven Japan is aiming for a progressive development in the entire area including the store and its local surroundings. As a member of the local community, the company contributing, through its 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.



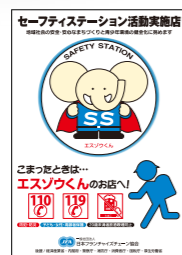
Seven Safe Delivery (Anshin Otodokebin) Test Run on Remote Islands

In November 2021, the company began a Seven Safe Delivery (Anshin Otodokebin) test run on the remote islands of Otabu and Ko, which are a part of Bizen, Okayama. This initiative is part of improving the shopping experience and contributing to community watchdog activities.

It also helps create safe, sustainable cities and communities.

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.



Storefront Safety Station poster



Babies First Initiative

At nearly 100 7-Eleven stores in Toyama Prefecture, the company has launched this initiative beginning with stores that can handle various measures such as providing hot water for making baby formula, stocking an assortment of disposable diapers, priority parking in large store parking lots, as well as installation of baby chairs and beds at the toilets of new and renovated stores.



nanaco Card Launched with Lake Biwa Environmental Protection Donations

Seven-Eleven Japan supports Mother Lake Goals (MLGs), a set of initiatives by Shiga Prefecture to help achieve a sustainable society in consideration of the global environment through efforts at Lake Biwa. Some stores in Shiga Prefecture sell nanaco cards with donations, and part of the proceeds are used in Lake Biwa environmental preservation activities.



Employment Support Initiatives for Foreign Residents

In order to achieve a multicultural society, the company is actively engaged in initiatives to support foreign personnel, holding Seven-Eleven store work briefing sessions in Toyohashi, where many foreign nationals reside.

Participants were able to gain an idea of working conditions by actually operating a register.



Seven Forest Development

To help combat global warming, ensure biodiversity, protect beautiful scenery, and conserve forest environments, the Seven Forest initiative is under way across the country.

The company has signed partnership agreements with authorities across the country as well as NPOs, and are recruiting volunteers from among its franchisees and local residents.



The Relay Project for Making Children Smile

Together with the government of Hokkaido and The Pokémon Company, Seven-Eleven Japan is working on the Hokkaido Smile Relay Project. Sweets and pastries featuring Pokémon character designs are available only at 7-Eleven stores in Hokkaido, and partial proceeds are used to deliver 7-Eleven foods to orphanages, etc.

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, the company works 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.

Comprehensive Regional Vitalization Partnership Agreements **223**
(As of February 28, 2022)

Local governments that have signed agreements regarding support for the elderly, etc. **548**
(As of February 28, 2022)



Marine Forest Development

This initiative protects eelgrass beds. Eelgrass absorbs CO₂ and purifies the ocean, and eelgrass beds serve as feeding and egg-laying grounds for fish.



Mountain Forest Development

This program helps develop forests by planting and maintaining trees. Forests absorb CO₂ and help support a rich ecosystem.

Seven-Eleven Japan's Efforts

in Seven Material Issues

Toward a Sustainable Society

In order to resolve the various issues of society, including environmental problems, Seven & i Holdings has devised "Seven Material Issues" through dialogues with its 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.

1. Create a livable society with local communities through various customer touchpoints



Seven Safe Delivery (Anshin Otodokebin) makes shopping easier in underpopulated areas and for elderly customers

Building various touch points with a diverse range of customers starting at stores, Seven-Eleven Japan is working with people in the region and local community in creating a comfortable society.

The company views dealing with issues such as an aging populace and dwindling population as business opportunities, working closely with each individual customer in various efforts now and in the future.

Seven Safe Delivery (Anshin Otodokebin)

Seven Easy Delivery Certificate Issuing Services

Safety Station Activities Emergency Telephones

Collaboration with Local Governments and Social Welfare Councils

2. Provide safe, reliable and healthier merchandise and services



The cold chain (low-temperature logistics) provides safety for fresh foods



Seven-Eleven Japan always puts itself in the customer's shoes in providing merchandise with balanced nutrition, using highly reliable ingredients and minimal additives, and developing merchandise with the customer's health in mind. The company also develops merchandise rooted in the community so that it can meet customer needs, working with manufacturers and vendors in various domains in each community in this regard.

Cold Chain

Locally-rooted Merchandise Development

Reducing Trans Fats

3. Realize decarbonization, circular economy, and society in harmony with nature, through environmental efforts



PET bottle reverse vending machines in more stores

The company believes that reduction of waste and energy consumed by business activities can have a major impact on achieving a sustainable society. To do so, it views eliminating waste in merchandise, raw materials, and energy across the entire value chain as one of the most important issues, and is working on countermeasures in this regard.

Eco-friendly Store Development

Reducing Negative Environmental Impact with Combined Distribution

Reducing Petroleum-derived Plastic Cutlery

Reusing Store Equipment

Using Thinning Materials

Reducing Food Waste

4. Achieve a society in which diverse people can actively participate



Cooperated with children's work experience event and opened a store at Shinagawa Student City

By promoting understanding of different cultures and supporting the next generation who will be responsible for creating the future, the company is engaged in efforts to help create a society that accepts different values and lifestyles.

Kids Smiling Project

Seven Nanairo Nursery School

Participation in the Kyoto Super SDGs Consortium

5. Improve work engagement and environment for people working in Group businesses



Franchisee training to help acquire customer service skills

The company recognizes that it is its responsibility to support a variety of work styles and allow different employees to shine at their jobs. In this regard, the company is engaged in creating attractive, comfortable workplaces so that people can find value in their work.

Franchisee Outsourcing System

Franchisee Cash Register and Customer Service Training

Manpower Saving Project

Employee Consultation Services

Employee Opinion Polls

Work-life Balance Support System

6. Create an ethical society through dialogue and collaboration with customers



Visiting lecture on reducing food loss and waste at a junior high school in Toyota, Aichi

The company believes that it plays an important role as a business in contributing to developing an ethical society by offering more merchandise and services that help resolve social and environmental issues through dialog and cooperation with customers.

Seven Forest

Zero Marine Garbage Week

SDGs-related Visiting Lectures

7. Achieve a sustainable society through partnerships



Warabeya Nichiyo's solar-powered vegetable factory

In all processes from procuring raw materials to delivering merchandise to customers, providing merchandise and services of value to society and the environment is an important part of strengthening the supply chain and ensuring business continuation. The company is engaged in efforts to realize a sustainable society across the entire value chain, including franchisees and suppliers.

Use of Fair Trade Ingredients

Sales of MSC Certified Merchandise

Dedicated Help Desk for Suppliers

Supporting the One Health Joint Proclamation

SUSTAINABLE DEVELOPMENT GOALS

The Seven & i Group's

Environmental Declaration

GREEN CHALLENGE 2050

To promote a reduction in the environmental impact and pass a rich global environment on to the next generation, the Seven & i Group has set forth the environmental declaration "GREEN CHALLENGE 2050." In order to achieve its medium- and long-term goals regarding each of four themes, the group as a whole will be making a concerted effort to reduce the environmental burden created by its activities.



Reduction of CO2 emissions

Seven-Eleven Japan is 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.

Emissions associated with the operation of the Group's stores
(compared to FY 2013)



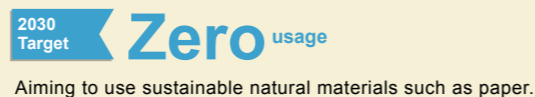
The company has partnered with the Hokuriku Electric Power Company to supply nearly 300 7-Eleven stores in the Hokuriku area with reusable energy beginning spring 2022. This effort entails using reverse distribution lines to draw power from solar panels located away from stores.



Measures to reduce plastic usage

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

Plastic bag usage



For the packaging used in its proprietary merchandise (including Seven Premium), the company use eco-friendly materials (biomass, biodegradability, recycled materials, paper, etc.).



Since 2020, the company has used paper containers for some chilled boxed lunch merchandise. It is also engaged in efforts to reduce plastic by eliminating shrink wrap from some chilled beverage merchandise, incorporating paper materials into sandwich packaging, etc.

TOPICS



"Temaedori" efforts to make everyone part of the solution by collaborating with local communities and customers

In order to promote "Temaedori," an effort to have customers choose the frontmost merchandise to help eliminate food loss and waste, the company is collaborating with the Ministry of Agriculture, Forestry and Fisheries, the Ministry of the Environment, the Consumer Affairs Agency, and the Japan Franchise Association to create POP, etc. for in-store fixtures. It is also working with customers on this initiative. It is also collaborating with local governments to promote this project as part of urban development.



Food loss and waste/ food recycling measures

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

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 FY 2013)



Food waste recycling rate



Ethical Sticker



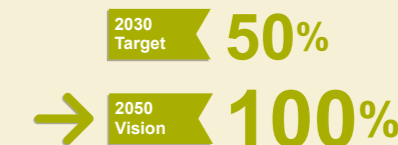
The Ethical Project in collaboration with customers gives five percent of the pre-tax sales price as bonus points to those who purchase applicable items that have approached their expiration date, such as rice balls and bread, using nanaco electronic money.



Sustainable procurement

The company is increasing the use of food merchandise ingredients that help to ensure sustainability, so as to be able to provide our customers with safe, secure and convenient merchandise which is also environmentally friendly.

For the ingredients used in its proprietary merchandise (including Seven Premium), the company use materials that help to ensure sustainability.



Seven Premium Salted Cod Roe with Red Pepper

This merchandise uses MSC Certified ingredients, showing that it contains natural marine merchandise from fish caught in consideration of marine resources and the environment.



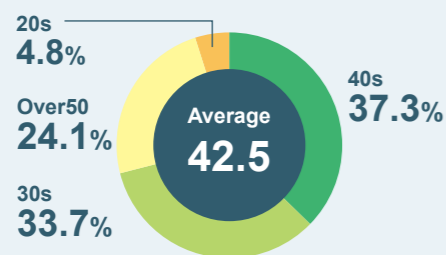
The Franchise Agreement

7-Eleven is a “franchise business” where the franchisees operate their own stores independently.

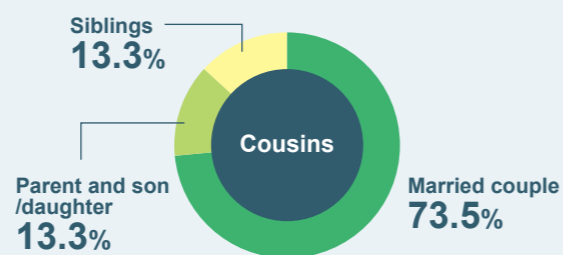
We create the best contract plan for each person to begin a new daily life as a Seven-Eleven Japan franchisee.

Seven-Eleven Japan’s Franchisees as Shown by the Numbers

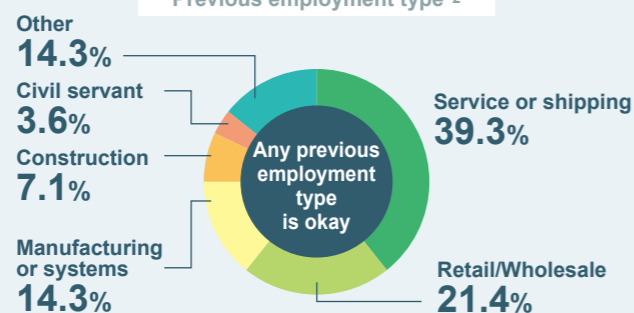
Age at time of agreement*1



Store Operations Partnerships*1



Previous employment type*2



*1 Seven-Eleven Japan survey (March 2021 to February 2022) *2 Excluding Seven & i Group employees and 7-Eleven store employees

Franchise Process

type A

Franchisee provides the property and building for the store

- 1. Visiting the franchisee candidate**
A Recruit Field Counselor (RFC) briefs the franchisee candidate and provides documents summarizing key points and general information about the franchise agreement.
- 2. Location/Trade area/Market research**
We implement in-depth research regarding location and trade area to determine whether the franchisee candidate can open a store as our franchisee. We also analyze and review the outcome from multiple perspectives.
- 3. Overview of our system**
By explaining the franchise story, we provide a detailed explanation of our original store management methods and overall operations until the franchisee candidate is satisfied.
- 4. First interview with zone manager or district manager**
We confirm the understanding and approval of the franchisee candidate and his/her spouse and family with regard to 7-Eleven's store management.
- 5. Internal review**
We obtain cash planning and financial data documents from the franchisee candidate, and review the details.
- 6. Briefing on the contractual details of the franchise agreement**
We offer an item-by-item explanation of the agreement, including the division of roles between the franchisee candidate and Seven-Eleven Japan.
- 7. Deliberation and decision-making by the franchisee candidate**
The franchisee candidate carefully examines the details and decides whether to enter into a franchise agreement with us.
- 8. Signing the franchise agreement**
After carefully reviewing and checking the details of the agreement, Seven-Eleven Japan and the franchisee candidate enter into a franchise agreement, upon which the franchisee candidate pays a deposit.
- 9. Store layout and design**
The construction and design department of Seven-Eleven Japan implements the design, and the franchisee candidate confirms and then signs the construction agreement.

type C

Seven-Eleven Japan provides the property and building for the store

- 1. Participating in the briefing session**
Explains Seven-Eleven Japan's general franchise system, etc. and provides documents summarizing key points and general information about the franchise agreement.
- 2. Preliminary consultation/First interview**
Our representative visits the franchisee candidate and conducts an interview.
- 3. Overview of our system**
By explaining the franchise story, we provide a detailed explanation of our original store management methods and overall operations until the franchisee candidate is satisfied.
- 4. Visiting an existing store**
We visit a current franchisee with the franchisee candidate to hear the franchisee's feedback and deepen the candidate's understanding of Seven-Eleven Japan's store management.
- 5. Store Experience Learning program**
The franchisee candidate experiences the actual operations for a short period at an existing store, which helps them personally confirm whether they are suited to the role of business owner.
- 6. Confirming the candidate property**
Seven-Eleven Japan introduces a property that meets most or nearly all of the conditions of the franchisee candidate. Subsequently, the franchisee candidate decides on the store he/she wishes to operate after viewing the property.
- 7. First interview with zone manager or district manager**
We confirm the understanding and approval of the franchisee candidate and his/her spouse and family with regard to 7-Eleven's store management.
- 8. Briefing on the contractual details of the franchise agreement**
We offer an item-by-item explanation of the agreement, including the division of roles between the franchisee candidate and Seven-Eleven Japan.
- 9. Deliberation and decision-making by the franchisee candidate**
The franchisee candidate carefully examines the details and decides whether to enter into a franchise agreement with us.
- 10. Signing the franchise agreement**
After carefully reviewing and checking the details of the agreement, Seven-Eleven Japan and the franchisee candidate enter into a franchise agreement, upon which the franchisee candidate

Common Processes



Terms & Conditions of Franchise Agreement

	type A	type C
Management Formation	Independent business owner	
Agreement Term	15 years	
Ownership or Lease of the Land and Buildings	Owned or leased by a franchisee	Owned or leased by Seven-Eleven Japan
Utilities Paid by	Seven-Eleven Japan: 80% Franchisee: 20%	
Deposit on Signing the Agreement	3,150,000yen (incl. 150,000 yen for consumption tax, etc.)	2,600,000 yen (incl. 100,000 yen for consumption tax, etc.)
Seven-Eleven Charge	<p>An amount equal to the gross profit on sales*1 multiplied by 45%</p> <ul style="list-style-type: none"> 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 Further reduction in Seven-Eleven Charge 	<p>An amount equal to the gross profit on sales*1 multiplied by a sliding charge rate</p> <ul style="list-style-type: none"> 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*2 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 Further reduction in Seven-Eleven Charge
Guaranteed Minimum Gross Income system*4	<p>Store Franchisee's Annual Gross Income*3 22 million yen per year</p> <p>[19 million yen per year for stores not open 24 hours]</p>	<p>Store Franchisee's Annual Gross Income*3 20 million yen per year</p> <p>[17 million yen per year for stores not open 24 hours]</p>

Further information on the agreement is explained in the Key Points Overview of the Franchise Agreement and in the Agreement.
 *1 This is the profit obtained by deducting the cost of goods sold from the amount of sales
 *2 The region-based applicable amount differs based on the location of the store
 *3 The amount of the remaining balance after deducting the Seven-Eleven Charge from gross profit on sales
 *4 The Guaranteed Minimum Gross Income System guarantees the store franchisee's minimum gross income, but not the franchisee's profits. The Guaranteed Minimum Gross Income System is applied according to the number of actual business days.

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%

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	Stores with 5,500,000yen or less
24-hour operation stores	Reduced by 35,000 yen per month	Reduced by 35,000 yen 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 15,000 yen per month	Reduced by 70,000 yen 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

	type A	type C	Characteristics
① Training fee	550,000yen (incl. 50,000 yen for consumption tax, etc.)	550,000yen (incl. 50,000 yen for consumption tax, etc.)	Franchisee (partner and two others) candidate expenses for classes and on-site training.
② Store opening preparation charge	1,100,000yen (incl. 100,000 yen for consumption tax, etc.)	550,000yen (incl. 50,000 yen for consumption tax, etc.)	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 to merchandise display. This payment is also collected when taking over an existing store.
③ Store opening investment	1,500,000yen (consumption tax not applied)	1,500,000yen (consumption tax not applied)	This is the minimum amount to be prepared by a franchisee as the franchisee's capital to cover part of the cost of merchandise stocked at the time of opening, cash for change, costs for store fixtures, equipment and consumables, and 500,000 yen in franchise guarantee deposits.

Support System for Store Staff Members

Franchisees' Mutual Aid System

- Compensation paid in the case of the franchisees' and their spouses' death, accident and sickness, post-retirement, and life insurance, in patient surgery insurance, long-term care insurance, medical insurance and reserves for benefits packages for fixed beneficiaries.
- Compensation paid if staff members are injured on duty or on the way to work.
- Life insurance, in patient surgery insurance, and income indemnity insurance in which fixed beneficiaries are eligible to enroll.

Incentives for Franchisees

Incentive System for Multistore Operations

- 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.

Loan Banking Partners

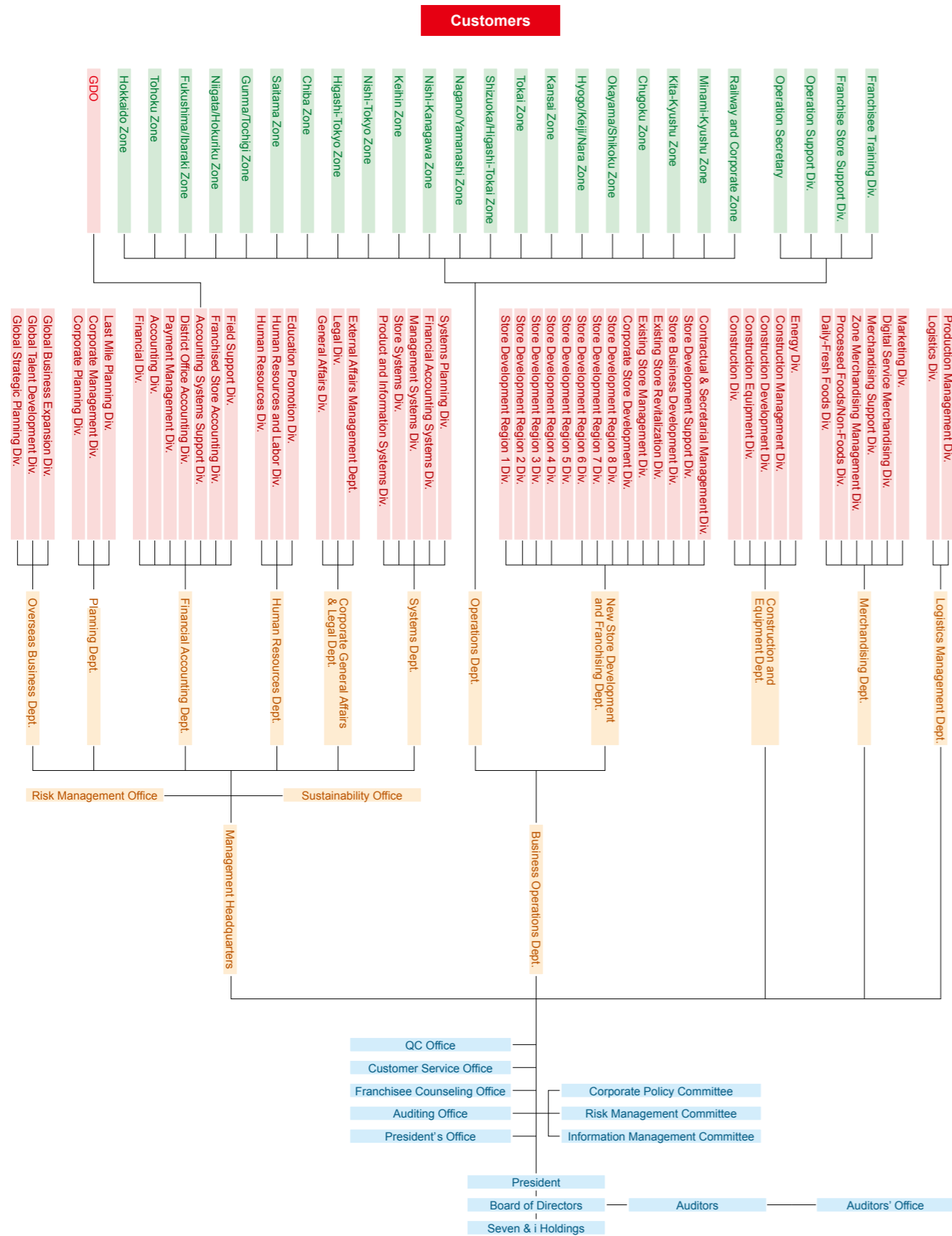
City Banks	SMBC, Resona, Saitama Resona, Mizuho, MUFG
Regional Banks	<ul style="list-style-type: none"> Hokkaido region: Hokkaido, North Pacific Tohoku region: Iwate, Akita, Toho, 77 Bank, Yamagata, Shonai Kanto, Koshinetsu and Tokai regions: Bank of Yokohama, Chiba, Chiba Kogyo, Keiyo, Ashikaga, Joyo,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

(As of February 28, 2022)

Our history of evolving and taking on challenges will continue into the future.

- 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. ● Listed on the second section of the Tokyo Stock Exchange (TSE).
- 1980 Nov. ● The number of stores in Japan exceeded 1,000.
- 1981 Aug. ● Alternately listed on the first section of the TSE.
- 1982 Oct. ● Point of Sales (POS) system was launched.
- Nov. ● 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 POS cash registers were introduced.
- 1987 Mar. ● Three-times-daily combined distribution system for rice merchandise 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 merchandise 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.
- Apr. ● 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.
- 1995 May ● The number of stores in Japan exceeded 6,000.
- 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 merchandise made without preservatives and artificial coloring* including rice, sandwiches, delicatessen 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 multifunctional copy machines 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 multifunctional copy machines 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. became 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.
- 2007 Apr. ● Proprietary electronic money service, *nanaco*, was introduced.
- 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.
- Jun. ● 24-hour test-marketing of OTC drugs was launched.
- Dec. ● Seven Net Shopping was launched.
- Business and capital tie-up with PIA Corporation was started.
- 2010 Feb. ● Multifunctional copy machines' 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 ● Mobile catering service, *Seven Safe Delivery (Anshin Otodokebin)*, was launched.
- Contents, logos, and packaging of proprietary merchandise were completely renewed.
- Full-scale power-saving measures such as LED lighting were introduced for in-store lighting and storefront signs.
- 2012 Jan. ● Total store sales 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. ● Total store sales exceeded 4 trillion yen.
- 2015 Aug. ● The number of stores in Japan exceeded 18,000.
- Oct. ● Full-scale introduction of the 7th Generation Integrated Store Information System
- 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.
- Jun. ● PET bottle collection was promoted in Higashiyama City in coordination with the Higashiyama municipal government, the Nippon Foundation and the Higashiyama City Cleaning Business Cooperative.
- 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.
- Mar. ● Seven Global Linkage was established.
- May ● The "Ethical Project," which gives bonus *nanaco* points for merchandise that is close to its sell-by date, 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.
- Jun. ● 7-Eleven International LLC was established.
- Aug. ● The first 7-Eleven store in Cambodia was opened.
- Oct. ● The first 7-Eleven store in India was opened.
- 2022 Feb. ● Prescription drug locker pick-up service test demonstration test began.
- Seven-Eleven's Online Convenience Store* rename to 7NOW, and was rolled out to nearly 1,200 stores.
- Apr. ● The number of stores worldwide exceeded 80,000.

Organization Chart (As of July 31, 2022)



Corporate Outline (As of February 28, 2022)

Name	SEVEN-ELEVEN JAPAN CO., LTD.
Headquarters Location	8-8 Nibancho, Chiyoda-ku, Tokyo, Japan
Representative	Fumihiko Nagamatsu
Date of Establishment	November 20, 1973
Capital	17.2 billion yen
Consolidated number of employees	8,930

Executives (As of July 31, 2022)

Representative	President & Representative Director	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	Shinji Abe
	Executive Officer	Seiichi Aoyama
Auditors		Katsuhiro Goto
		Teruo Douyama
		Naotaka Hosoi
Executive Officers		Nobutomo Teshima
		Kazumi Ishimaru
		Takehiko Masuo
		Kazutake Inuma
		Shigeto Fujita
		Shinji Uchida
		Shingo Hamasaki
		Junko Waseda
		Keisuke Aoyama
		Yoshiaki Mano
		Takashi Ishikawa
	Izuru Nishimura	
	Terutaka Kuretani	
	Yoshimi Kasaishi	
	Nao Haishi	
	Keisuke Yamaguchi	



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