

## Seven-Eleven Japan's Franchise System

### Modernizing and Revitalizing Small- and Medium-Sized Retail Stores through the Franchise System

Seven-Eleven Japan is developing its own franchise system with the aim of modernizing and revitalizing small- and medium-sized retail stores. Seven-Eleven Japan and its franchisees are on an equal footing with clear role assignments. The Company employs a gross profit-sharing method for allocating income. As a result, Seven-Eleven Japan and its franchisees work together on improving gross profits instead of net sales in a mutually beneficial relationship.



### Contract Types

Seven-Eleven Japan offers two types of franchise contracts, as described below.

	Type A	Type C
Ownership of land, buildings and other facilities		
Land and Buildings	Franchisee provides	Seven-Eleven Japan provides
Display cases, refrigerators, computers, etc.	Seven-Eleven Japan provides	Seven-Eleven Japan provides
Contract period	15 years	15 years
Utilities	Seven-Eleven Japan 80%; Franchisee 20%	Seven-Eleven Japan 80%; Franchisee 20%
Seven-Eleven Charge (Royalty)	43% of gross profit	An amount calculated on a sliding scale based on gross profit
Minimum guarantee	¥15 million (annual gross profit, including Seven-Eleven Charge)	¥17 million (annual gross profit, including Seven-Eleven Charge)

Notes: 1. The information for the Seven-Eleven Charge (royalty) and minimum guarantee applies to stores that are open 24 hours a day.

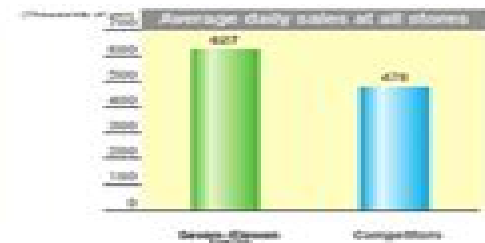
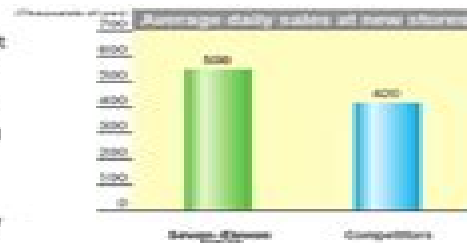
2. Gross profit is equal to net sales minus net cost of goods sold, which is calculated by subtracting costs of inventory loss, bad merchandise and returns from gross cost of goods sold.

### Putting Sound Business Practices First in Store Network Expansion

Seven-Eleven Japan takes great care in its operations to ensure that each new store is properly located and operated.

The success of these efforts is shown by the fact that Seven-Eleven Japan has the highest average daily sales in the industry for both new stores and all stores, far and away exceeding those of the competitors.

Note: Competitor information is the average of three major listed convenience store chains and excludes Seven-Eleven Japan (FY2006).



# Convenience Store Operations Manual

**LL Leslie**



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