



Decarbonization Practices Through Logistics

September 10, 2024

SEVEN-ELEVEN JAPAN CO.,LTD.
QC AND LOGISTICS MANAGEMENT DEPARTMENT
LOGISTICS DIVISION
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TODAY'S AGENDA

1

**Overview of 7&i Holdings.
Strength of Seven-Eleven Japan**

2

**Environmental Declaration
“Green Challenge 2050”**

- **SEJ Efficient Logistics**
- **SEJ Eco-friendly Vehicle
Solar Power Equipment**

Seven & i Group in by the Numbers

The various numbers that give an outline of the Seven & i Group show not just the large scale of our operations but are also proof that we have grown while maintaining close connections with the lives of each and every one of our customers and employees around the world.

(Fiscal year ended February 28, 2023)

Group's Total Sales^{*1}

17,842.6 billion yen



Total Number of Employees^{*2}

167,248



Consolidated Revenues from Operations

11,811.3 billion yen

Japan
24.8 %
Overseas
75.2 %



Proportion of Female Management

Section Manager or Higher^{*3}
24.1 %

Section Chief or Higher
36.8 %

Proportion of Employees with Disabilities^{*4}

3.16 %



Consolidated Operating Income

506.5 billion yen

Japan
46.4 %
Overseas
53.6 %



Total Number of Customer Store-Visits per Day^{*5}

Overseas
Approx. **59.9** million people



Japan
Approx. **22.2** million people



Total Seven Premium^{*6} Items

Approx. **3,500**



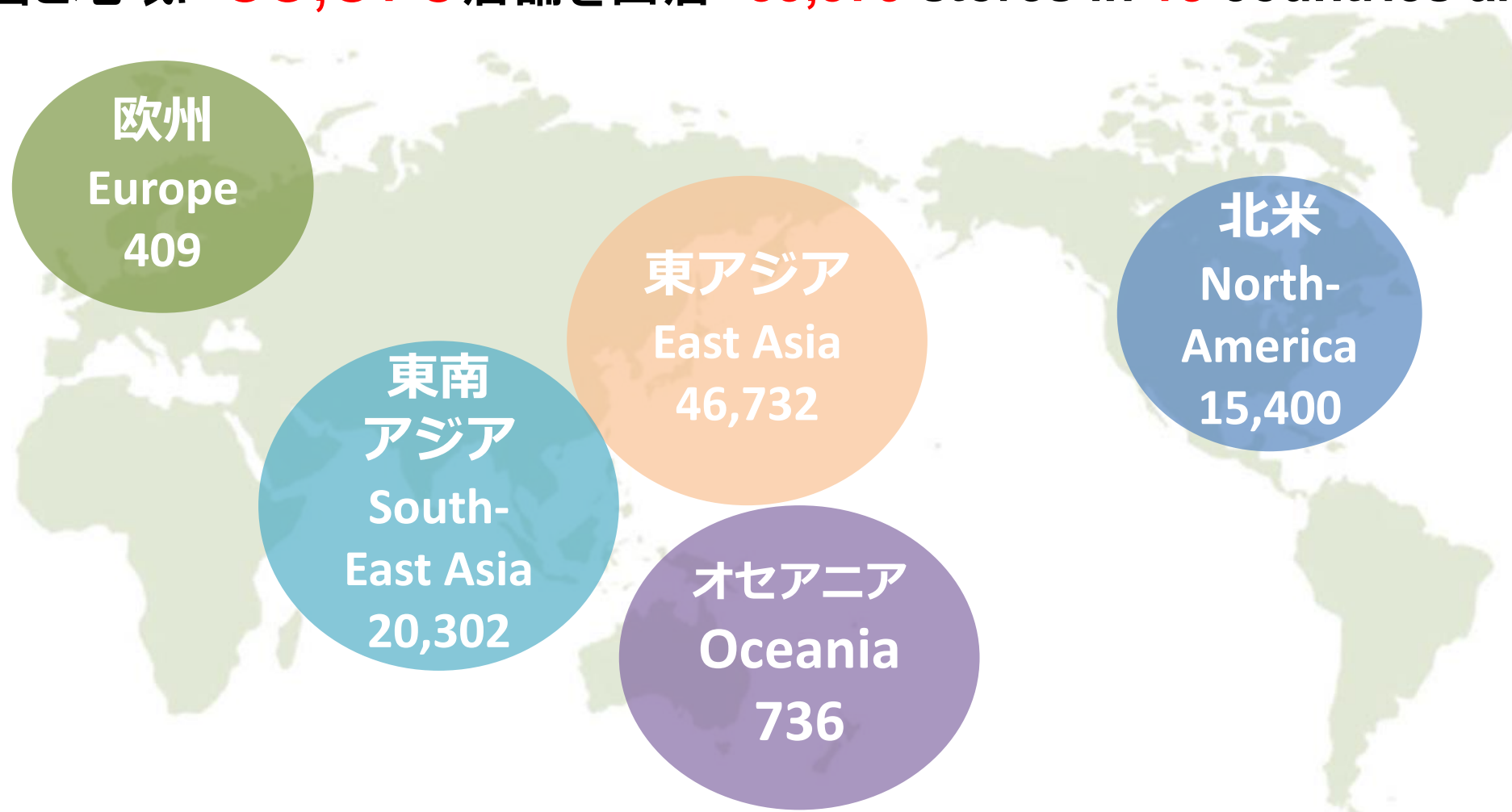
Seven Premium^{*6} Yearly Sales

1,380 billion yen



Number of 7-Eleven Stores in the World

世界**18**の国と地域に**83,579**店舗を出店 **83,579** stores in **18** countries and regions

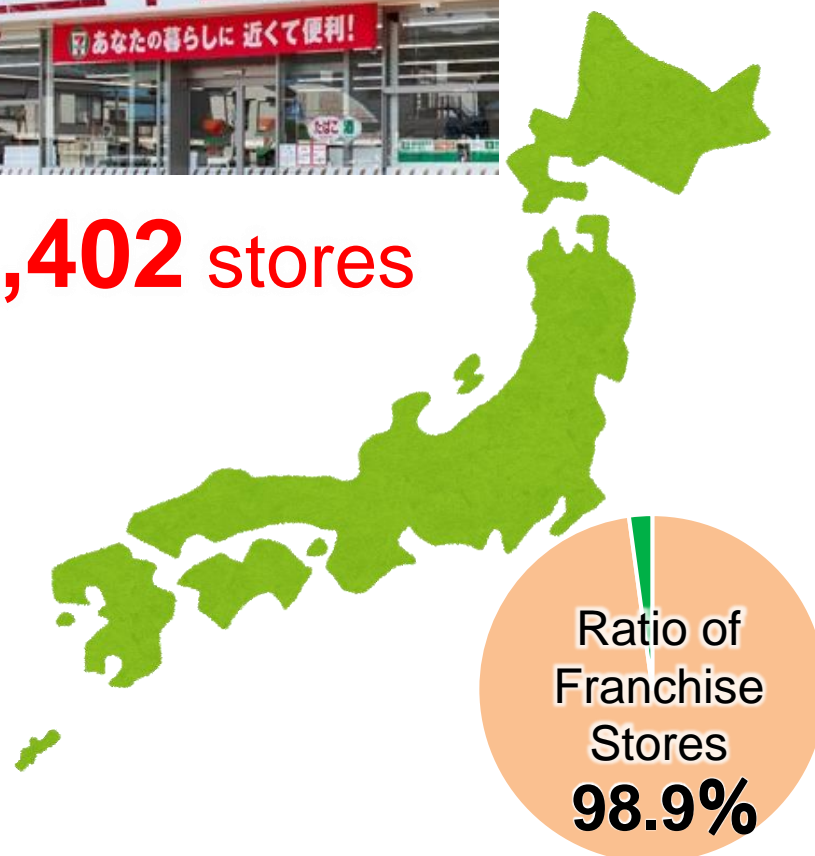


Current Situation of SEJ (Seven-Eleven Japan)

Number of Stores (as of February 2023)



21,402 stores



Buisness Performance and Data (FY2023)

APSD sales
691,000 JPY

APSD customers
904 Customers

Standard sales floor space
Approx. 142.7 sq.m

SKUs
Approx. 3,000 SKUs

Strength of Seven-Eleven Japan

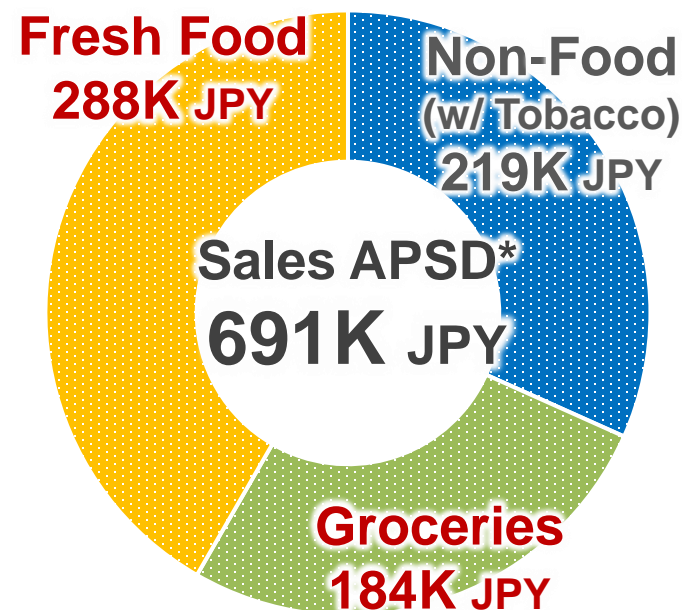
◆ Fresh Food Commissaries

※As of Feb 2024

Fresh Food Commissaries		172 locations
Exclusive of 7-Eleven		156 locations
Ratio		90.7%

Differentiated Fresh Food

◆ Sales by Category APSD*(2023)



Ratio Food
68.3%

Non-Food
31.7%

*APSD (Average Per Store Day)

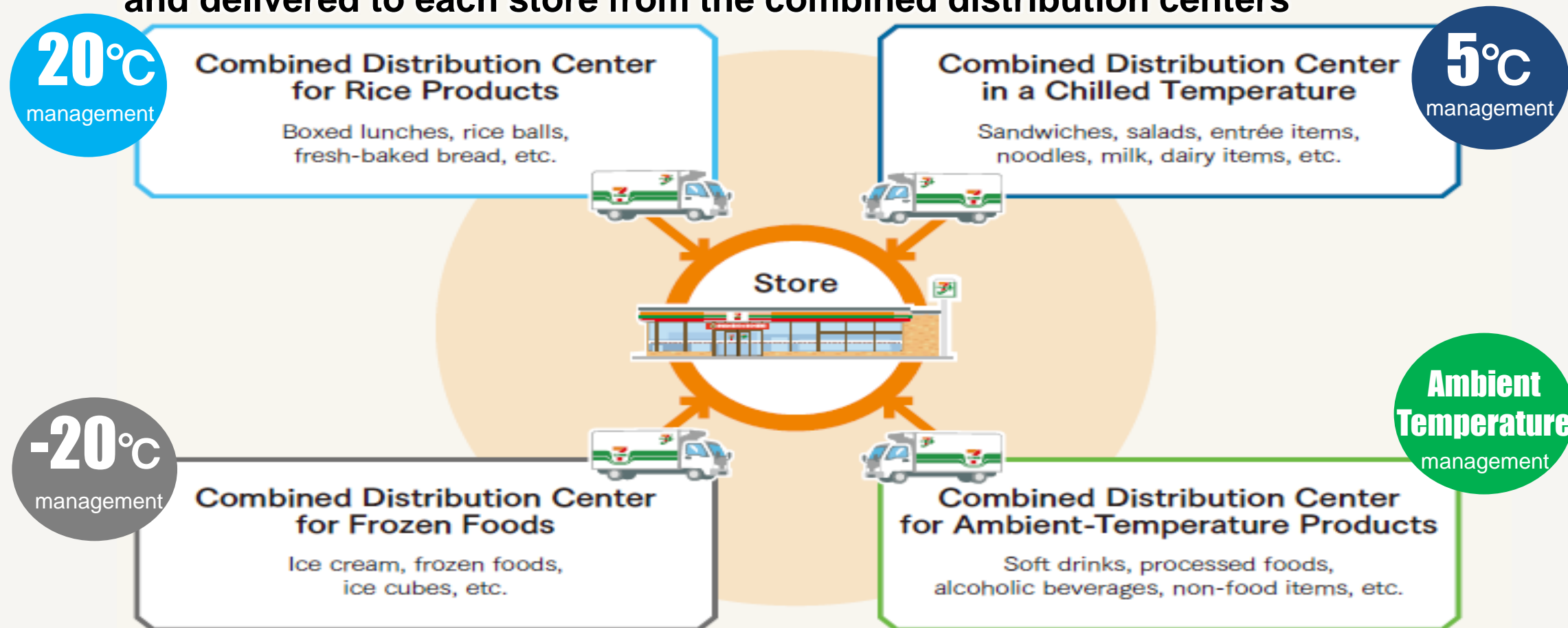
Approx. 70% of Sales is Food

Food and groceries including private brands are the strength

Temperature-Separated Combined Distribution System

In order to maintain taste and quality on a product-by-product basis, temperature management is the key.

At Seven-Eleven Japan, each product is stored in optimal temperature zones and delivered to each store from the combined distribution centers



Seven-Eleven Japan's Logistics

◆ Seven-Eleven Logistics Overview

Warehouse

Store Delivery



consignment



Distribution Centers
164 locations
(27 Operators)

Freight Carriers
143 companies

Seven-Eleven's logistics operations are supported **by 30,000** staff members

◆ Mileage per Day



Numbers of Vehicles: 6,200 Vehicles
Accelerate mitigating environmental burden with efficient logistics

7-Eleven logistics has a large responsibility for the environmental burden



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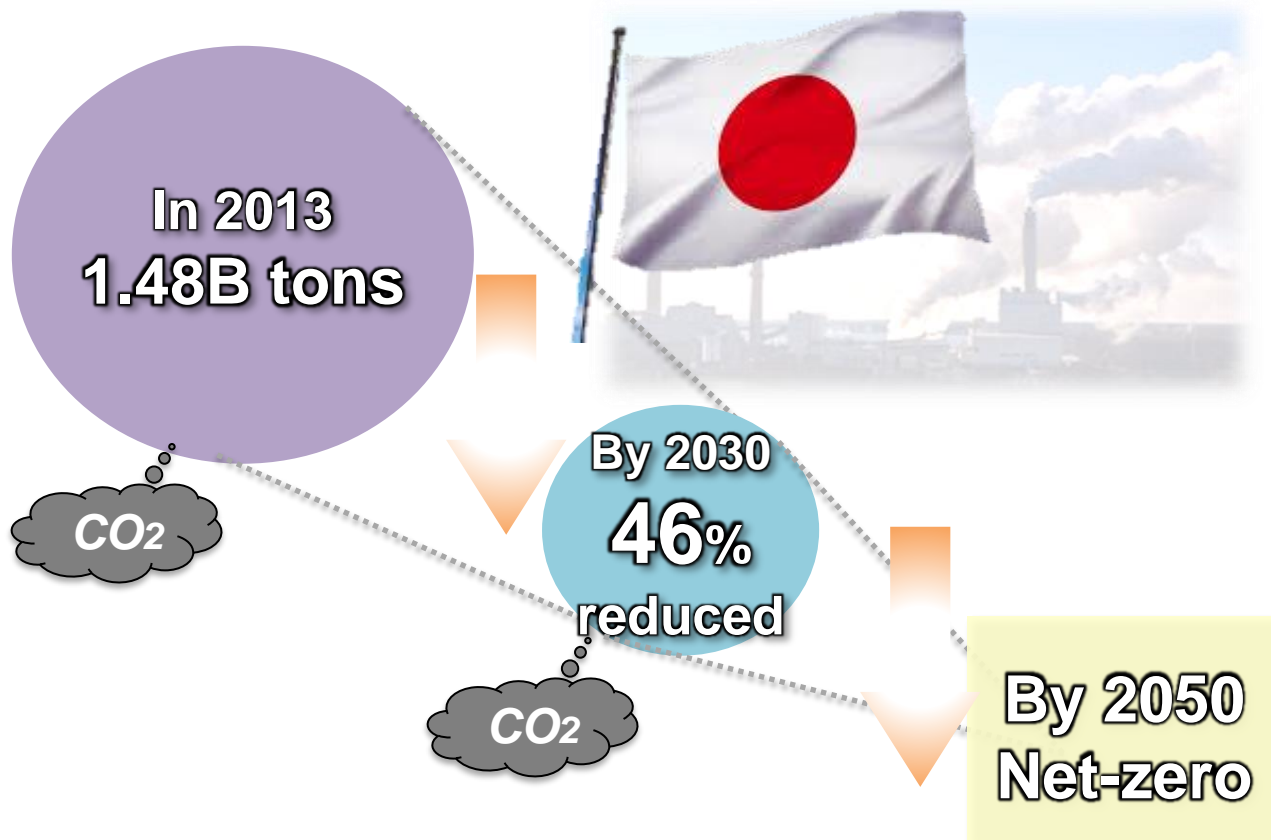
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GREEN CHALLENGE 2050 (Established in May 2019)

◆ Goal to Reduce Greenhouse Gas in Japan



7&i puts 100B JPY into Carbon Neutral
5 years investment: net-zero in Us and Japan
5% of CAPEX for environment related

*News article in Nov 20, 2021



Goal: Decarbonized Society	Target	Goal by 2030	Goal by 2050
		▲30% → ▲50% (vs. 2013)	Net-Zero

Making progress for decarbonization within the group

Goal of *GREEN CHALLENGE 2050*

◆ Goal and 4 Actions



Goal

Decarbonized Society

① **Reduce Carbon Emission**

Circular Economy

② **Reduce Plastic**

③ **Recycle to Reduce Food Loss**

Symbiotic Society

④ **Sustainable Procurement**

Accelerate 4 Actions to achieve goal

◆ Reduce CO2

By 2030

50% Reduced
(vs. 2013)

By 2050

Net-0



Solar Panel



LED Lights



6-Point Energy Saving Plan



ZEV Transition

Entire company focuses

Logistics is also key focus area for decarbonization

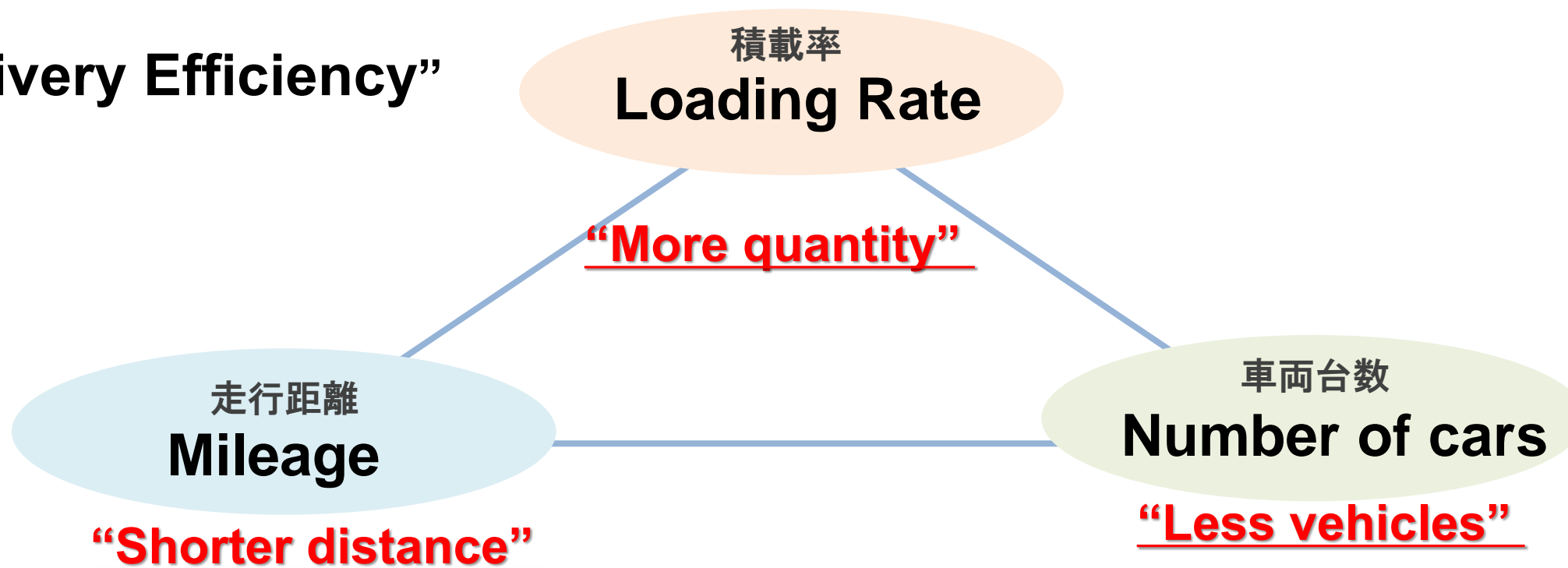
Seven-Eleven Japan's Logistics

Number of Deliveries



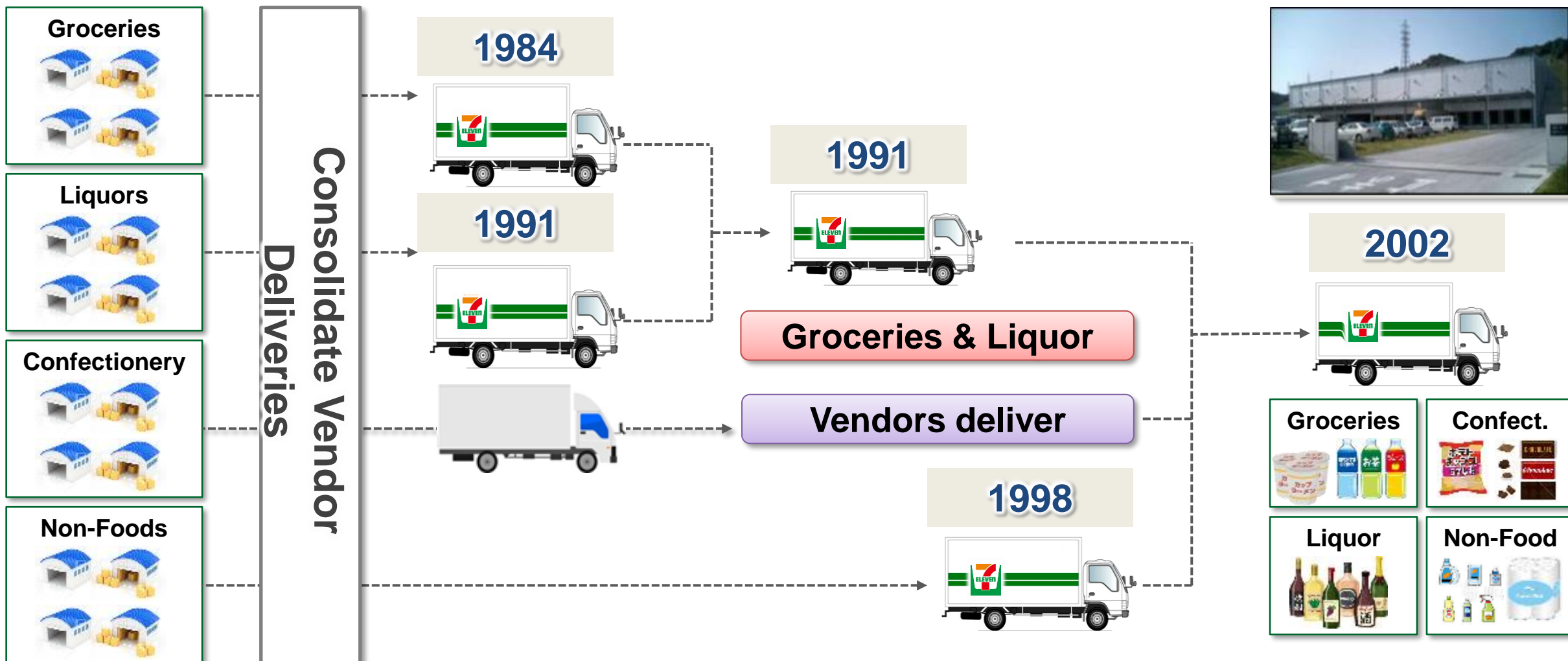
6~9 times/day

“Delivery Efficiency”

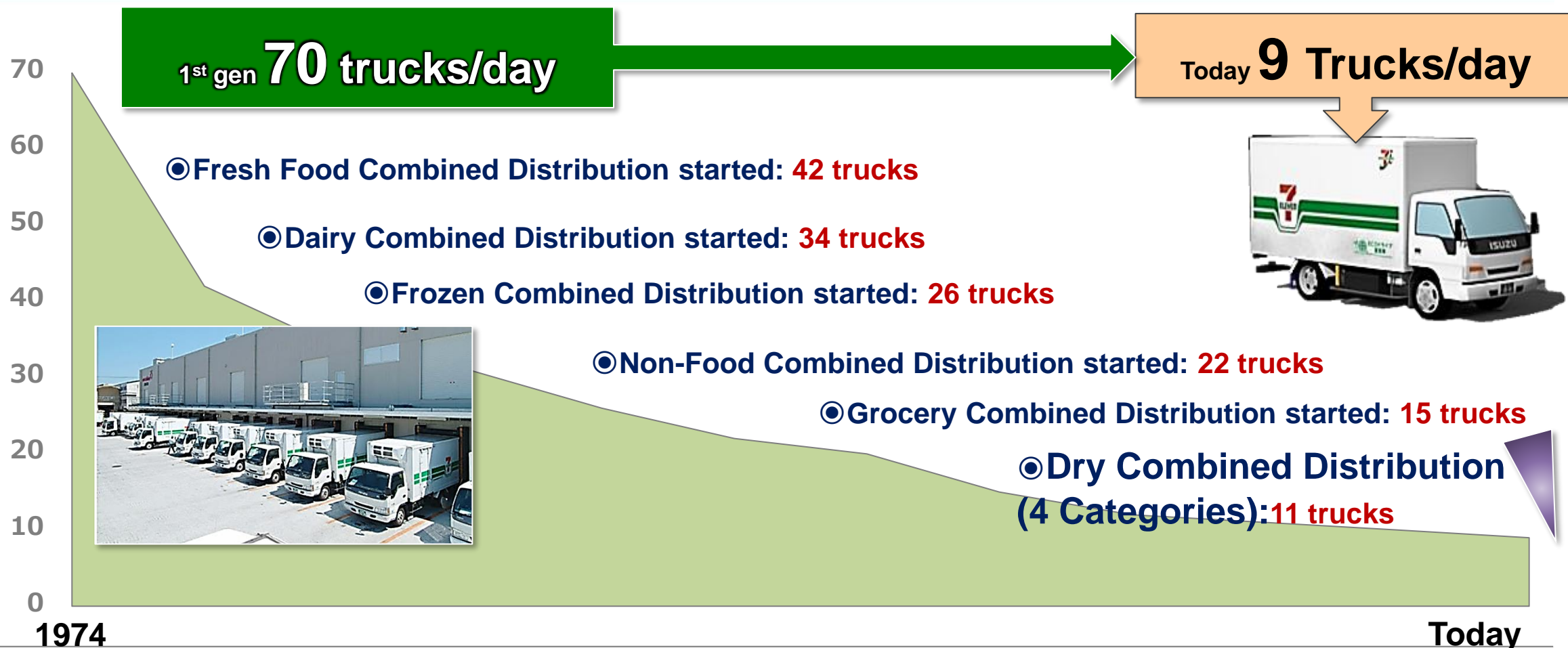


Evolution of Efficient Store Delivery

【Consolidate Vendors for Combined Distribution】



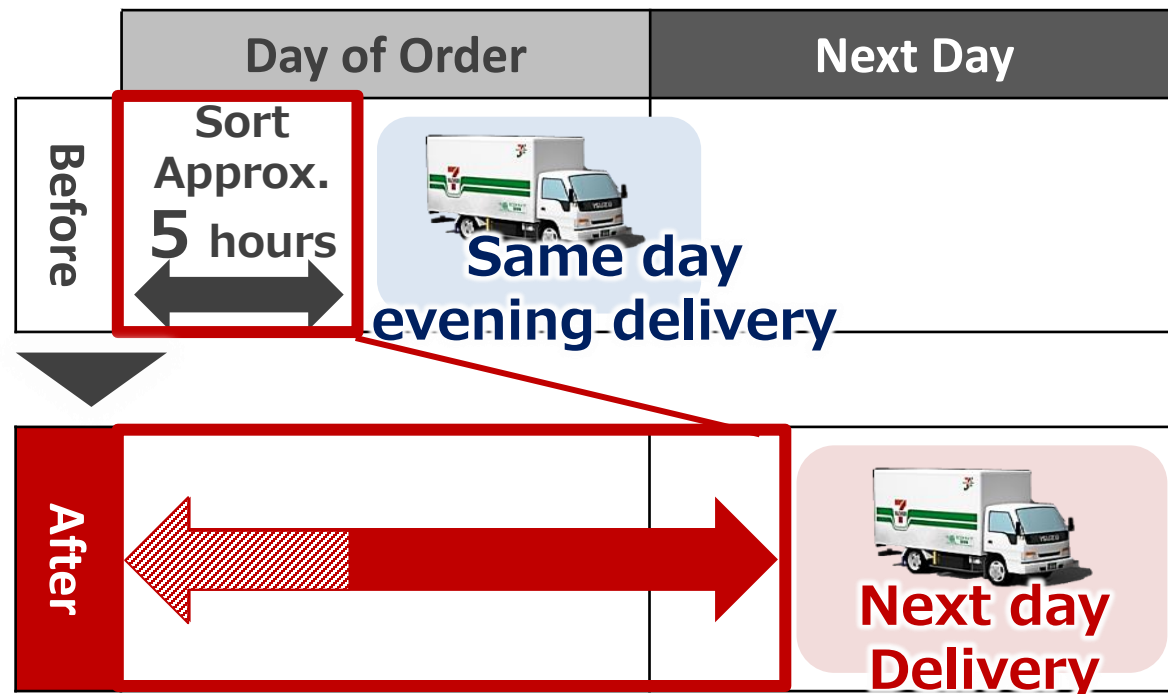
Evolution of Efficient Store Delivery



Improve efficiency with our business partners and franchisees
70 trucks/day ➡ 9 trucks/day

Efficient Logistics: Case No.1

◆ Modify Dry Delivery Window Sep 23'



Extend sorting time

Enable to systemically sort and arrange vehicles for higher efficiency

◆ Early Order for New Item May 23'

Next day delivery due to modifying delivery window

Before	Sun	Mon	Tue	After	Sun	Mon	Tue
1/17 Week				1/17 Week	New Item Info		
1/24 Week	New Item Info			1/24 Week		Order	
1/31 Week		Order	Delivery	1/31 Week		Delivery	

Receive order in prior week

Reduce food waste by finalizing new item order

Efficient Logistics: Case No.2

◆ Flexible Delivery Window by Day of Week

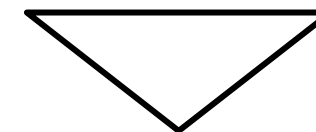


Monday & Tuesday
Deliveries



From Wednesday to
Saturday Deliveries

Deliveries windows are
same for all stores



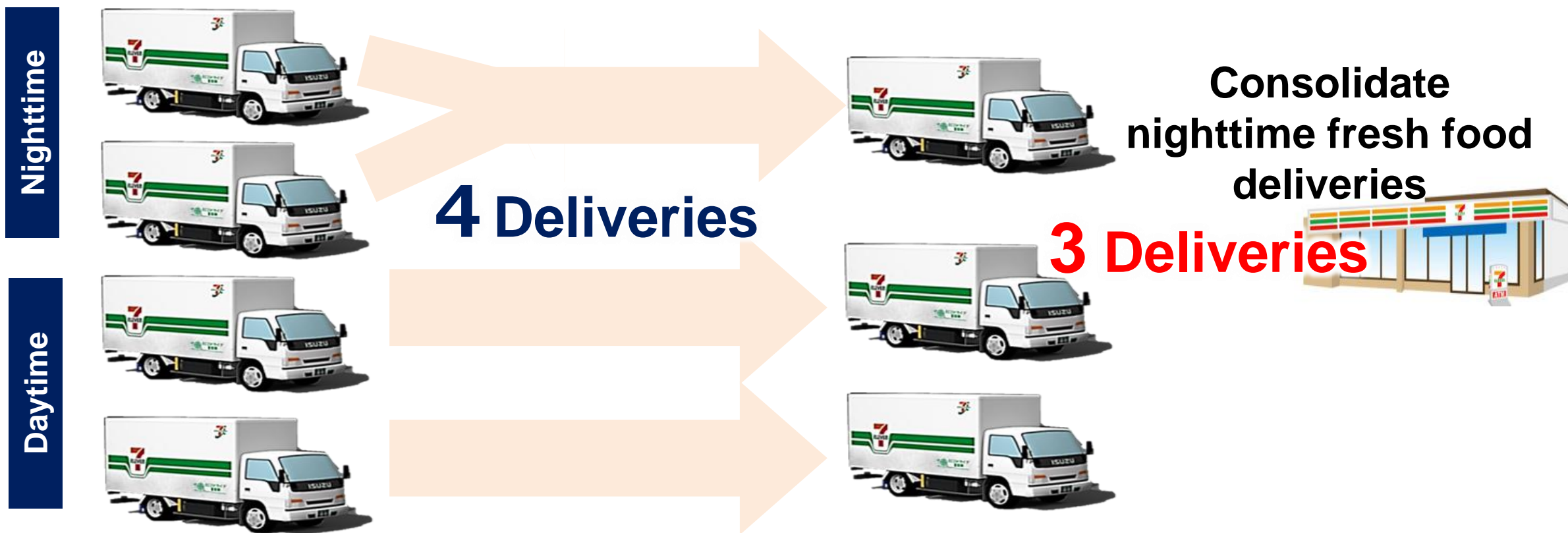
Maximize efficiency by shifting
delivery window on Monday
and Tuesday which is high
volume with new items



Reduce CO2 by improving loading efficiency

Efficient Logistics: Case No.3

◆ Consolidate Deliveries



Improve loading efficiency per truck by consolidating deliveries
Implement 2 deliveries/day in Okinawa for further CO2 reduction



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To Reduce Environmental Burden

◆ Four initiatives for logistics

Electric Truck



Introduction of electric vehicles

Fuel Cell Truck



Utilizing hydrogen energy

Photovoltaic (PV) power generation



Utilization of renewable energy

Bio Diesel Fuel



Use of waste cooking oil

CO2 Emission Reduction

ISUZU



FUSO



Battery Electric Truck

ZERO CO2 Emission Truck

CJPT

TOYOTA



Fuel Cell Truck



For designated members

FC (Fuel Cell) Truck Action

◆ Build Smart Mobility Society

Auto
Manufacturer

Logistics
Companies

Retailer

Form a consortium with 9 companies



FCV focuses by area

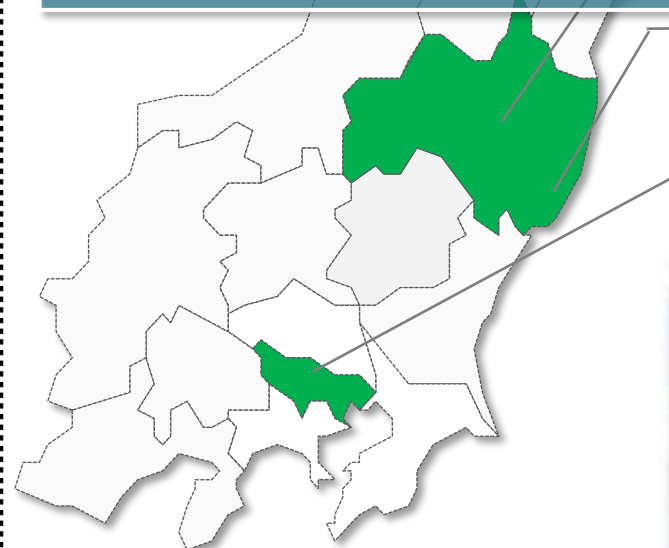
◆ Current Status (Since Sep 2023)

- Dual-Temp 5°C/20°C (Chilled & Rice)
- Single-Temp 5°C (Chilled)

Chilled & Rice Distribution Center, Koriyama

Chilled & Rice Distribution Center, Iwaki

Chilled Distribution Center, Hino



Limited capability to proceed by single company
➡ Collaborate with government and several companies

Solar Panel Equipped Delivery Truck

◆ Cargo-Top Solar Panel



Low-profile solar panel

Panel can be equipped on cargo-top

Reduce CO2

Improve fuel efficiency and reduce cost

Generated power used for starting engine or on-board equipment

◆ Domestic News Release (Aug 26th 24')

NEWS RELEASE



セブン&アイ HLDGS.

株式会社 セブン-イレブン・ジャパン

当社の物流の環境取り組み①



▲ 配送センターに設置された太陽光パネル

セブン-イレブン店舗に商品供給を行っている物流センターの建物にも、条件に応じて、太陽光パネルを設置し、CO2削減を図っています。
全国 23 センターに設置し、再生可能エネルギーの活用を促進し、環境負荷軽減を進めています。

当社の物流の環境取り組み②



▲ (上) FC 小型トラック (下) EV トラック

水素を燃料とする「FC 小型トラック」の取り組みは業界に先がけて 2019 年 4 月より開始しました。
継続して実証実験を実施しており、2023 年 9 月よりグリーンイノベーション基金事業の一環として、東京都と福島県において店舗配送を実施し、CO2 削減に取り組んでいます。

「EV トラック」については、三菱ふそうトラック・バス株式会社の車両を 2018 年 2 月に開始しました。
現在も導入の拡大を進めており、2024 年にはいすゞ自動車株式会社の EV トラックも導入し、2024 年 7 月末現在、計 9 台が店舗へ配送しています。

7-Eleven's eco-actions are publicly released on regular base

For Decarbonized Society

◆ Collaborate with Partners



Japan Logistics Cooperative
Established in May 2020

Membership:
28 Distribution Center Operators



Cooperative for distribution center operators delivering to 7-eleven stores

◆ 7-Eleven's Supply Chain



Collaborate with various partners

All stakeholders cooperate within supply chain

Our Goal, Decarbonized Society

**Reducing CO2 is company's responsibility
in the society**

**Continue decarbonizing with
various logistic solutions**

Thank you

Making the future brighter together

