

NACS

Ideas 2 Go®



STORE TOURS | 2025 | TOKYO, JAPAN

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Welcome to the NACS Convenience Summit Asia!

Get ready to explore convenience retail excellence in Tokyo during the NACS Ideas 2 Go store tours, brought to you by The Coca-Cola Company.

More about Ideas 2 Go: From customer experiences to innovative foodservice concepts, retailers today are operating the convenience store of tomorrow.

The NACS Ideas 2 Go program showcases leading retailers from around the world that are staying ahead of ever-changing consumer preferences and the retail landscape.

View the latest NACS Ideas 2 Go videos and previous store tour guides at convenience.org/Ideas2Go. Also, read the monthly *NACS Magazine* articles that feature retailers who are putting their best ideas to work.

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Visit the
NACS CSA onsite guide
by scanning the QR code
to have the Summit
at your fingertips.





Tokyo

Japan is one of the most affluent and highly developed countries in the world. Tokyo alone is home to 37 million of the country's 125 million person population—making it the largest city in the world. With rapid economic growth over the past several decades, Japan ranks third worldwide in terms of GDP, which amounted to 4.24 trillion U.S. dollars in 2022. It has one of the largest consumer markets in the world, and a majority of its GDP (70%) is made up by the service sector.

Convenience stores, called konbini, did not exist in Japan until 1974. The country's first c-store was a 7-Eleven store in Tokyo's Toyosu district.

Today, there are almost 56,000 convenience stores in Japan, so one for every 2,240 people.

There are around 8,000 c-stores in Tokyo. Japanese c-stores are known for their high-density locations and high-quality fresh foods and sushi. They also offer other products, including snacks, drinks and personal items, and services like bill payments, ATMs and ticket purchasing. The stores are typically open 24/7 and essentially serve as a one-stop shop for daily needs, often exceeding the convenience store experience in other countries. The average store is 1,000 square feet.





Fun Fact: Shibuya Crossing is the world's busiest intersection, with as many as 3,000 people crossing at once!

Many of Tokyo's residents have small apartments with no kitchens (only a microwave), so c-store food is a staple part of the Japanese diet. Each day c-stores receive numerous deliveries to ensure fresh stock, especially in urban areas where customers shop stores multiple times a day. Many retailers focus on localizing their food and product selection to the local customer base—a philosophy known as *tanpin kanri*.

Convenience store sales in Japan hit a record high of 11,795.3 billion yen on an all-store basis in 2024, marking the fourth straight year of growth, according to a report from the Japan Franchise Association.

According to the report, on a same-store basis, sales in 2024

grew 1.1% from the previous year. The number of customers increased 0.9% thanks to an expansion of low-price products and offers of discount coupons. The average purchase amount per person went up 0.2% to 725.5 yen—about \$4.60 U.S. dollars.

C-stores generate close to 8% of total retail sales in Japan. Less than 10 major chains dominate the market:

- **7 Eleven:** 21,248 stores
- **FamilyMart:** 16,047 stores
- **Lawson:** 13,779 stores
- **Ministop:** 1,814 stores
- **Seicomart** (only regional in Hokkaido): 1,173 stores
- **Daily Yamazaki:** 953 stores
- **New Days:** 345 stores
- **Others:** around 640 stores



Mark's Musings

With extensive travels to c-store markets around the globe, here are a few things that stand out to me about Japanese konbini and the Tokyo market.

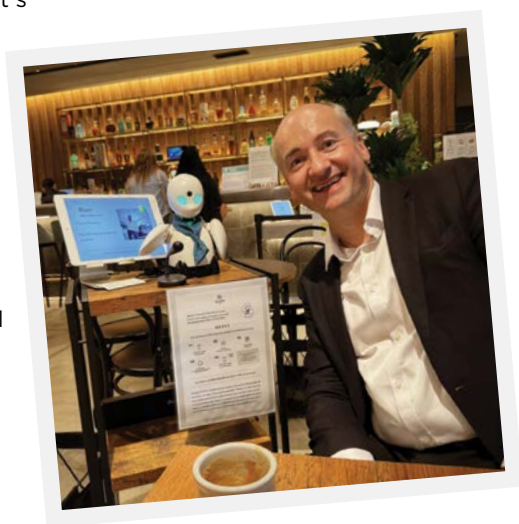
Delicious Offerings

I mainly ate konbini food on my last trip to Japan because it's just that good. Some of the country's common c-store foods are:

- Egg and fruit sandos
- Fried chicken
- Onigiri
- Salted eggs, which are eggs hardboiled in salt water so that the inside is salted before you peel the shell

Applying Robotics

I was wowed by the Dawn Avatar Robot Café. It's a coffee shop fully operated by robots—robots that are controlled remotely by disabled and homebound individuals. Working through the robots gives them meaning, purpose, social interaction and a way to participate in society virtually.





General Scene Report

Japanese convenience retailers have an attention to detail like I've never seen. They ensure everything is 100% correct.

Unlike many other countries, most fueling sites in Japan don't have a convenience store attached.

Japan has a higher elderly population than almost any other country, so stores have specific toilets to accommodate the aging population.

More people have pets than children, so they often buy impulse pet items, toys and treats.



Midnight Run

A popular travel influencer started a trend in Japan called a 2 a.m. konbini run, where you go to a convenience store in the middle of the night and buy a couple different snacks and food items. I think that's so fun!

Personal Style

I'm known for my extensive collection of socks. Ask me which ones I'm wearing this week in Tokyo.



7-Eleven Japan

The first c-store in Japan was a 7-Eleven. It opened in 1974 and was operated by York Seven (later renamed to 7-Eleven Japan or SEJ), in a cooperation agreement with the American Southland Cooperation. SEJ acquired 7-Eleven from Southland in 2004 and founded Seven & i Holdings in 2005. SEJ is the largest operator of convenience stores in Japan including its subsidiaries, based on store numbers.

7-Eleven is the largest store brand in Japan with over 21,000 stores. It is well known for its private label products and fresh food that serves Tokyo's residents and office workers. It operates typical convenience formats as well as larger stores under the same brand, and it also has its own branded banking business.

7-Eleven stores in Japan do not sell fuel, leaving room to focus on the foodservice offer. The brand focuses on localizing food inventory to the preferences of local consumers and often receives multiple food deliveries per day to ensure freshness.





FamilyMart

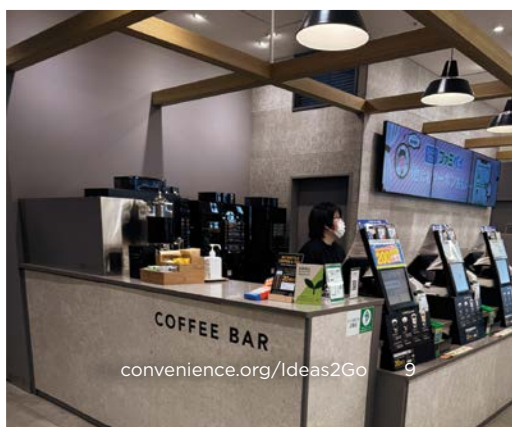
The FamilyMart Company Ltd. is a subsidiary of Itochu, a Japanese trading company. It is Japan's second largest convenience store chain and operates 24,574 stores worldwide in Japan, Taiwan, China, Philippines, Thailand, Vietnam, Indonesia and Malaysia. The first FamilyMart opened in 1973.

It is known for its distinctive doorbell melody, which plays upon entering the store. The unique melody is referred to as “Melody Chime No. 1 – Daiseikyou” and was originally developed exclusively for Panasonic by Yasuhi Inada in 1978.

FamilyMart operates two types of store formats—the original FamilyMart as well as the Famima!! brand. Famima!! was developed for a higher income, office-based customer in urban high rises.

In an innovative move by FamilyMart, it introduced “Convenience Wear” in 2021, a clothing brand that has been jointly developed with FACETASM designer Hiroshi Ochiai, targeting a younger consumer with modern leisure wear at lower-end brand pricing.





LAWSON

Lawson

Now one of the largest retail chains in Japan, Lawson originated in Cuyahoga Falls, Ohio, almost 100 years ago.

In 1939, dairy owner James Lawson started a store at his Broad Boulevard dairy plant to sell his milk and grew the company into a chain of stores. The Lawson's Milk Company was sold several times before it was bought by Alimentation Couche-Tard in 2002.

Lawson Japan was founded as a subsidiary of The Daiei Inc. and with a license from Consolidated Foods in 1975. In 2017, Lawson became a subsidiary of Mitsubishi Corp. and in 2024 Lawson delisted from the Tokyo stock exchange after a takeover of 50% of the shares by the telecommunications operator KDDI.

Lawson operates a classic store format as well as a “Natural Lawson” store, which is focused on higher income, mostly female shoppers who value organic and sustainable offers. It also operates a singular “Green Lawson,” focused on sustainability. The earth-friendly store, as Lawson describes it, doesn't offer any plastic shopping bags or cutlery and the shopping baskets are made of recycled plastic.

Green Lawson also has a food drive box where customers can donate leftover food from home and a reuse collection box where customers can drop off used paper bags for other customers to use to carry goods home.

The most unique aspect of the store is the absence of staff. Instead, approximately 30 people work from home operating in-store avatars. The store's system uses a display, a camera and a microphone so that staff can serve customers remotely. Not only does this help with the problem of labor shortages, it allows people of all ages and abilities to work when they otherwise might not be able to.



Tokyo Store Tours

Ideas 2 Go

Map



Base location:

Conrad Tokyo

1-9-1 Higashi-Shinbashi,
Minato-ku, Tokyo, 105-7337,
Japan
+81 3 6388 8000
www.hilton.com

location A on the map above



Roppongi Hills

Azabudai Hills Tour

Main stops:

- Famima!!
- Natural Lawson
- Azabudai Hills Market

more info on page 14



Ginza

Tokyo Station Tour

Main stops:

- Eataly
- Meidi Ya
- Daimaru
- Famima!!

more info on page 15



City Square Tour

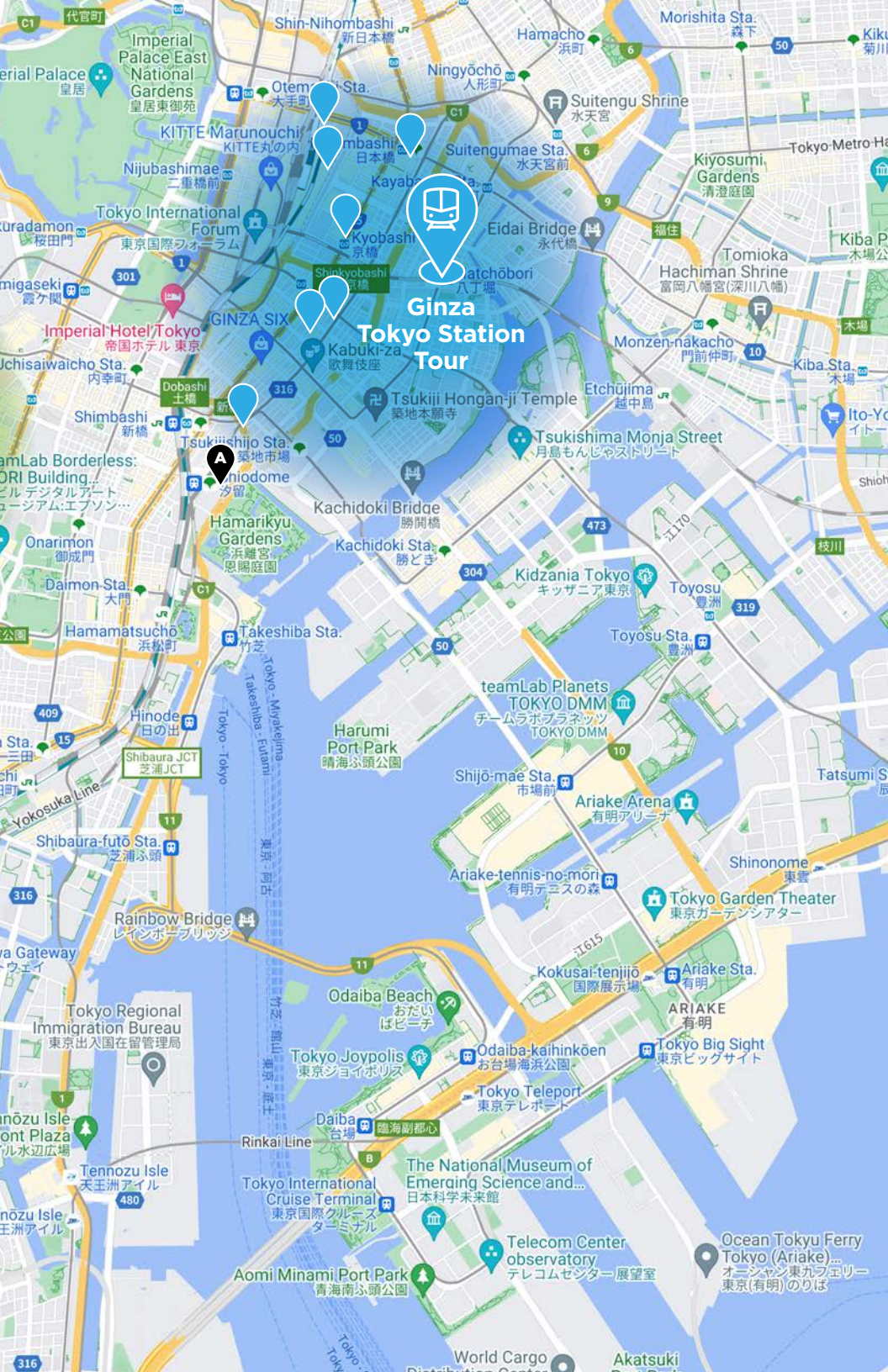
Main stops:

- Famima!!
- Lawson
- Life Supermarket

more info on page 16

Note: Store tour lists may
be adjusted, map location
pins are estimates.





Ginza

Tokyo Station
Tour

A



Roppongi Hills Azabudai Hills Tour

Roppongi Hills is a development project in Minato, Tokyo, and is one of Japan's largest integrated property developments.

Constructed by building tycoon Minoru Mori, Mori's vision for the mega-complex was an integrated development of high-rise inner-urban communities that allow people to live, work, play and shop to eliminate commuting time.

Azabudai Hills is a complex of three skyscrapers in Tokyo. Upon its completion in 2023, the Azabudai Hills Mori JP Tower in the development became the tallest building in Japan.

Main stops:

Famima!!

- Larger store with full "Convenience Wear" clothing offer
- A brand of the FamilyMart business
- Caters to a high-income office customer

Natural Lawson

- Located in a fashion mall
- Stocks organic and sustainable products

Azabudai Hills Market

- High end, upscale supermarket with 34 food stalls
- Spans 4,000 square meters
- Includes grocery vendors, Michelin star restaurants and other specialty stores

Potential further stops include:

- FamilyMart (Classic Format)
- Lawson (Classic Format)
- 7-Eleven (Classic Format)
- Meidi-Ya Supermarket (Classic Branch)
- Don Quixote Drug Store (popular with tourists, offering a sensory overload)



- Natural Lawson (Classic Format)
- Lawson Ginza Six (C-store including a tourist center and a wide range of souvenirs)
- Ministop (Classic Format)
- 7-Eleven (Classic Format)
- FamilyMart (Classic Format)
- Lawson (Classic Format)



City Square Tour

“Gate City Ohsaki” is a complex redeveloped facility replete with a variety of urban functions and centered around two office towers, a low-rise tower with commercial and cultural facilities and a 20-story residential tower. It is a central point of business and a place of rest. Its events, restaurants and shops are visited by an array of people from businessmen to families.

Main stops:

Famima!!

- Larger store with full “Convenience Wear” clothing offer
- A brand of the FamilyMart business
- Caters to a high-income office customer

Lawson

- A “future store” location where Lawson often pilots new initiatives

Life Supermarket

- An upmarket supermarket chain
- Store emphasizes employee satisfaction, customer satisfaction and societal development.

Potential further stops include:

- FamilyMart (Classic Format)

Notes

Notes

NACS Executive Education

Equipping today's leaders for tomorrow's challenges.

From disruption comes opportunity. At this very moment, the convenience industry is rich with possibility. The key to success? Leaders who can forge a new path. Informed, confident and nuanced leaders are the best asset an organization can have. NACS Executive Education has partnered with world-class, Ivy League institutions — boasting some of the best educators in the world — to provide exclusive education to shape the forward-thinking, determined leaders who will illuminate and seize the opportunities of tomorrow.

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|------|-------------------------------|---|----------------------------|--|
| NACS | Financial Leadership Program | July 13-18, 2025 The Wharton School University of Pennsylvania Philadelphia, PA | Endowed by: (Exclusive) |  |
| NACS | Marketing Leadership Program | July 20-25, 2025 Kellogg School of Management Northwestern University Evanston, IL | Endowed by: |    |
| NACS | Executive Leadership Program | August 3-7, 2025 The Dyson School Cornell University Ithaca, NY | Endowed by: (Exclusive) |  |
| NACS | Innovation Leadership Program | November 2-7, 2025 MIT Sloan School of Management Cambridge, MA | Supported by: |    |
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The **NACS Master of Convenience** designation acknowledges the leaders from around the globe who have invested in their personal leadership development and attended 3 or more NACS Executive Education Programs. Learn more at convenience.org/NACSMaster.

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Global Supplier Council

NACS would like to thank the members of the NACS Global Supplier Council for their support of the industry's international activities.

Global Supplier Council **Advantage**



GALLO



NCR VOYIX

NielsenIQ



Membership in the NACS Global Supplier Council (GSC) provides rich and unique benefits to NACS supplier members who conduct business on a global scale in the international convenience and fuel retailing industry.

For more information about becoming a Global Supplier Council member, contact:

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Member companies as of January 2025

Global Supplier Council **Classic**



BlueYonder

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Borderless Convenience: Fueling Global Innovation

NACSSHOW2025

EMEA | PEI | CONEXIOUS X

14 - 17 October, 2025
McCormick Place
Convention Center
Chicago, IL

NACS Convenience Summit Europe

26 - 28 May 2025
Copenhagen, Denmark

NACS Convenience Summit Asia

February, 2025
Beijing, China



Thought leadership. Powerful commercial connections. Forward looking innovations and insight. Count on NACS to bring our global industry together in more places around the world.

convenience.org/world

NACS

Global

A large, stylized number '2' is formed by two overlapping circular shapes. The top half of the '2' is a darker blue, and the bottom half is a lighter blue. The background is a solid light blue.

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