Group Priority Strategy

Provide a new experience and value consistently from the customer's point of view

| Challenge of new "Growth areas" | Open the next "Convenience" door | | Challenge of "Food" expected n | ow | Create an abundant "Lifestyle Hubs" | |
|---|--|-----|--------------------------------|---------------|---|--|
| Strategy aiming for growth | | | Strategy | ing for depth | | |
| Overseas CVS business strategy To be the main driver of Group growth North America: synergy of integration with Speedway Increase value as a global brand Expansion | Domestic CVS business strategy Return to regrowth path Explore business regions, handling by individual stores / location Strengthen relationship with franchisees Challenge of nd on-demand delivery service. | | | ucts ect | Large-scale commercial base strateg ➤ Higher hub value in line with each business region ➤ Expand non-store profits BOPIS) | |
| 6.5 million a day in North America | Customer Base 22.4 million a day in Japan | | | | | |
| Expansion of customer contact | | | | | | |
| Improve LTV by 7Rewards/CRM Expand 7NOW (delivery) Expand 7Wallet (digital settlement) | Improve LTV by Group CRM around 7 Strengthen point strategy Provide new settlement experience Enhance financial services | 7iD | DX/Finance | | Build Last Mile delivery platform Improve technology-aided productivity | |
| Further strengthening of corporate governance / Human resource measures linked to the business strategy | | | | | | |
| Sustainable management Balancing the sustainable growth of the company with sustainable society | | | | | | |
| Copyright (C) 2021 Seven & i Holdings Co., Ltd. All Rights Reserved. | | | | | | |