



# OVERSEAS CVS BUSINESS STRATEGY

## 1. NORTH AMERICA

# Mid-Term Goals of North American CVS Business

Growth of North American business using its store network

Goals for 2025

SEI Store Count

15,000 stores

Strengthen Fresh Food Sales

% of Fresh Food Sales  
20%+

Promote DX and Enhance Delivery Service  
(7NOW)

Operating Stores  
6,500 stores  
Delivery Sales: 3% of total merch. sales

# Further Growth of North American CVS Business (Food-Focused Growth)

## SIX POINT PLAN 2021

Deliver a Consistent Customer Experience

Modernize Food & Beverage Experience

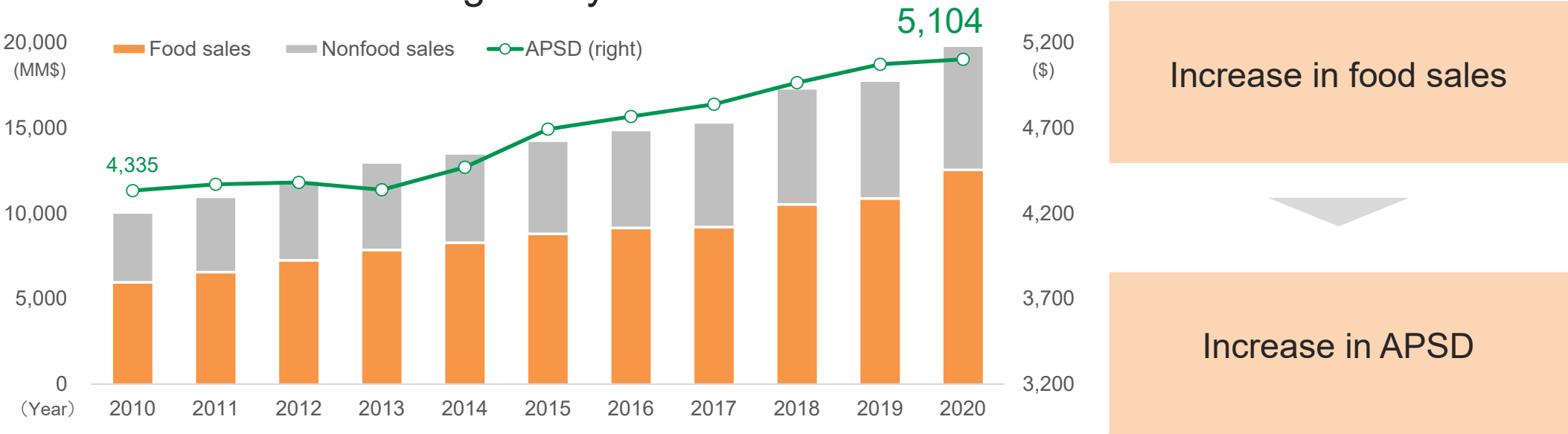
Optimize the Product Offering

Digitally Transform Convenience

Modernize & Grow the Store Base

Exceed Environmental, Social and Governance Goals

## Food sales and average daily sales trends



# Food-Focused Growth (Initiatives for Strengthening Food Business)

## ■ Collaboration with Warabeya TEXAS

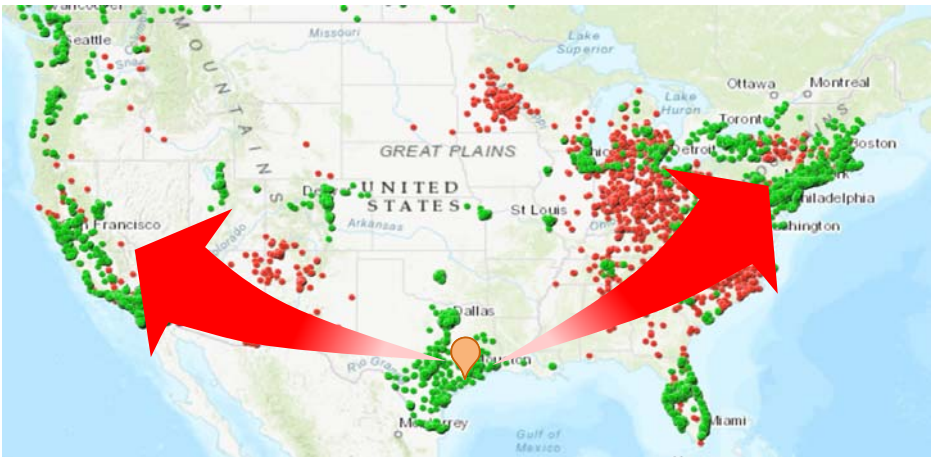
Since 2017	
Operating Area	650 stores in Dallas region

### Results of Texas region (FY2020)

	Texas Region	vs National Average
APSD	\$5,394	+\$290
APSD Growth	+1.9%	+1.3pt.
Food Sales Ratio	61.5%	+1.3pt.

## ■ Expand Team Merchandising

Since 2020
Apply the method to other commissaries
Expand to NY and LA



# Food-Focused Growth (Further Initiatives for Strengthening Food Business)

## ■ Consider promoting collaboration with Warabeya TEXAS

More store density by acquiring Speedway stores

Highly efficient value chain will be built



### Combined Distribution Center with commissary plants project

Operating area	Stafford, Virginia
No. of stores	approx. 1,300 stores (2-fold supply capacity over Texas plant)

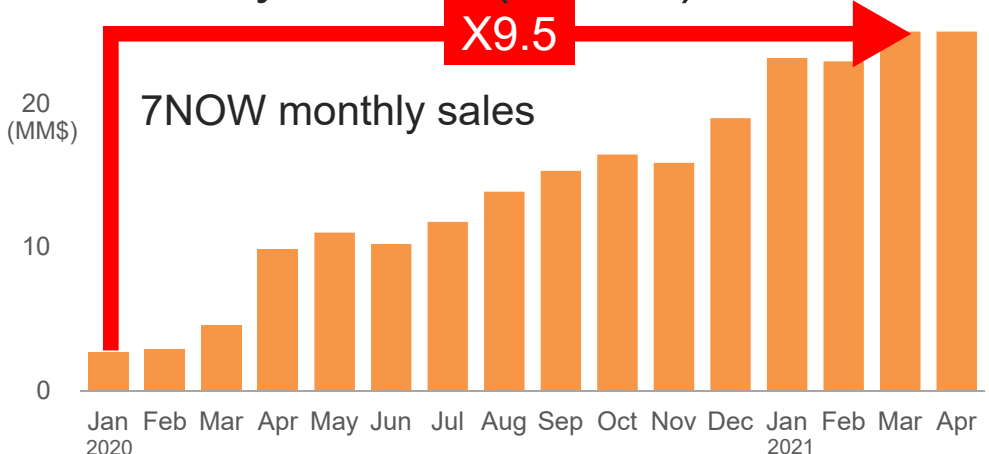
Expand from the East Coast, where fresh food sales are high





# Further Growth of North American CVS Business (Promoting DX)

## ■ Delivery service (7NOW)



Order-to-delivery time	No. of transactions / day / store	Average spending per customer
~31 min (Fastest in industry)	14.6 (Nearly 3.5 times that of Jan 2020)	\$14.50 (approx. 1.7 times the amount of in-store sales)

## ■ 7Rewards

Enhance new service		
Experience value	Convenience	Customer touchpoints

## Respond to surging delivery demands

Expand operating stores

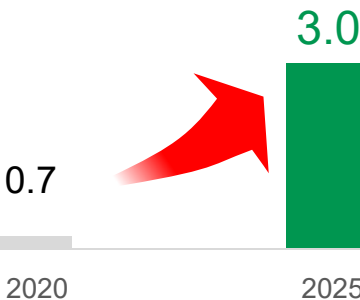
Enhance access platforms

### Operating Stores

As of Apr.2021 approx. 3,890

2025 approx. 6,500

### Sales Composition Ratio

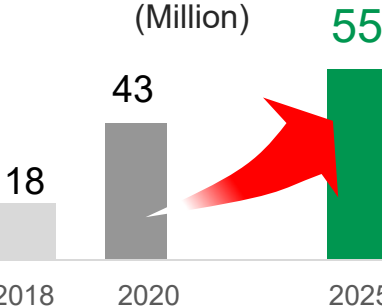


### No. of operating stores\*

Digital Wallet	approx. 7,750
Mobile Checkout	approx. 400
Fuel Loyalty Program	approx. 1,850

\* As of Apr. 2021

### Members (Million)



# Further Growth of North American CVS Business

## (Quality Store, Response to EVs)

### Expansion of initiatives for quality stores

Proprietary Beverage	Cold press juice etc.
Alcohol Beverage	Craft Beer, Wine
In-store Cooking	Croissants, Cookies
Restaurant	Laredo Taco



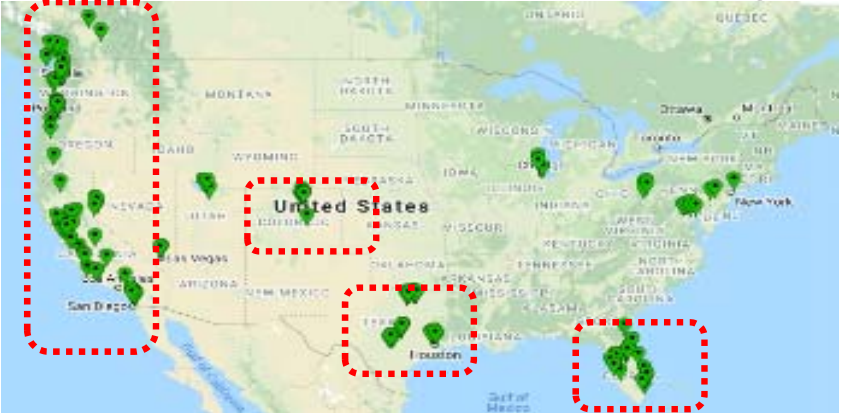
Expand to new and existing stores including Speedway

### Expansion of EV charging stations



Pulling ahead our previous 2027 goal	
Target Year	Target Number of Chargers
2027	250 stores
↓	↓
<b>2022</b>	250 stores
(5 year ahead of schedule)	<b>500+</b> chargers

### Geographic Focus Area for EV Chargers



Promote installation of EV charger collaborating with U.S Government

# Further Growth of North American CVS Business

Advanced Product  
Development

Quality Store  
Development

New Customer  
Experience

Growth through CVS business by strengthening the supply chain

## ■ Ratio of cash flows from operating activities (excl. financial services)



Aiming for approx. 50% of  
Group operating cash flows

Becoming the main driver  
of sustainable growth





# OVERSEAS CVS BUSINESS STRATEGY

## 2. GLOBAL

# Medium-Term Global Strategy Map

Enhancing 7-Eleven's global brand value through Japan-U.S. collaboration

Goal  
for 2025

50 K high-quality 7-Eleven stores worldwide(FY2020: 39 K stores)\*

\* excl. Japan and North America

Strategy

1) Strengthen Collaboration with Existing Markets

2) Promote New Market Entry

3) Expand Global Collaborations

Initiatives

- Enhanced Collaborative Program with Area Licensees
- Strategic Planning & Consulting by Market

- Comprehensive Support for Value Chain
- New Market Entry Guide
- Market Entry via JV and M&A

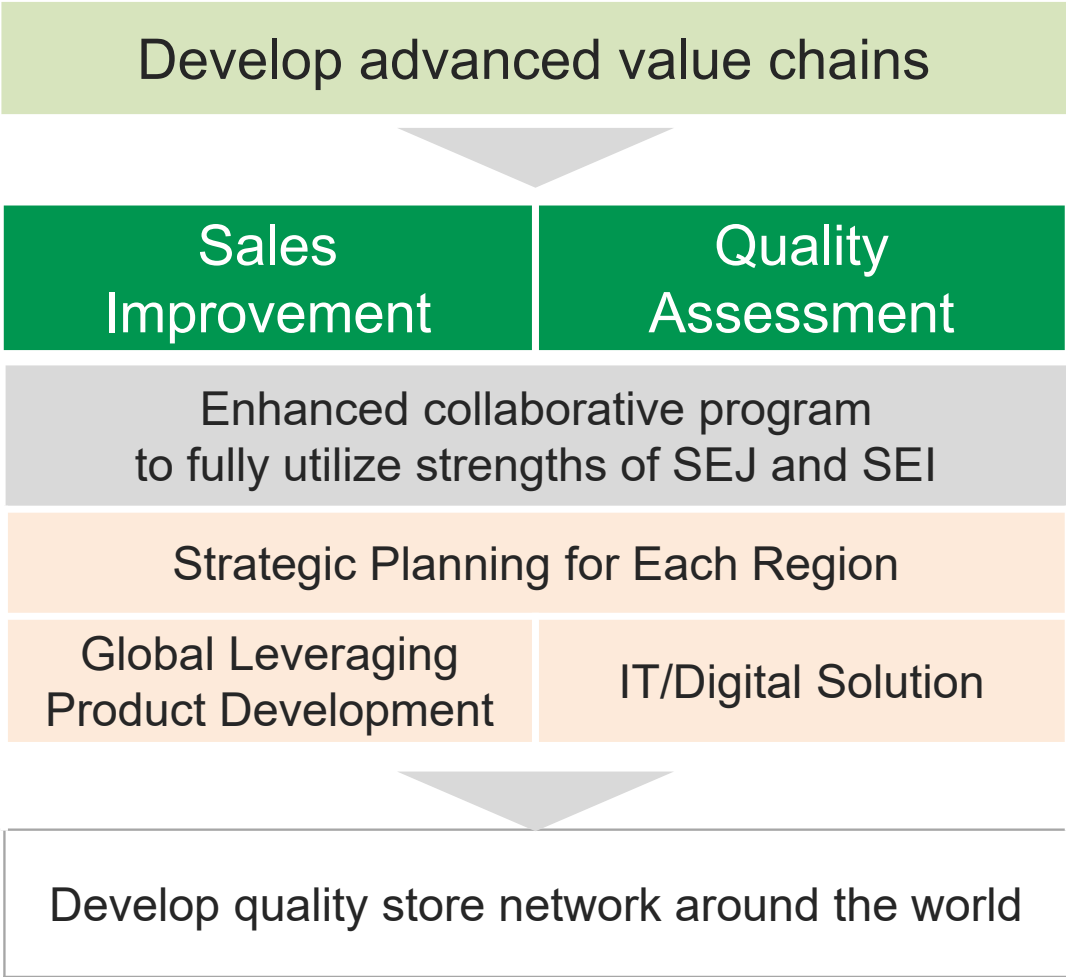
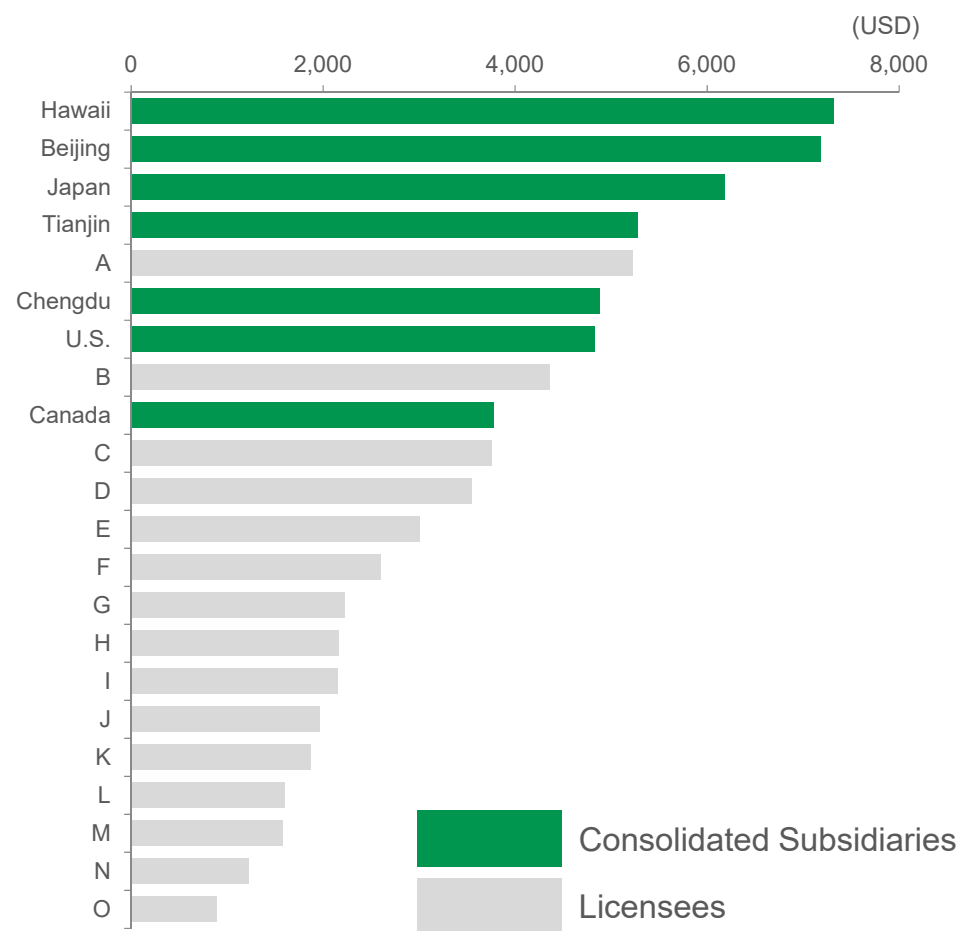
- ESG Roadmap Development
- Global Leveraging and Product & Equip
- Global IT Digital Solutions

Approach

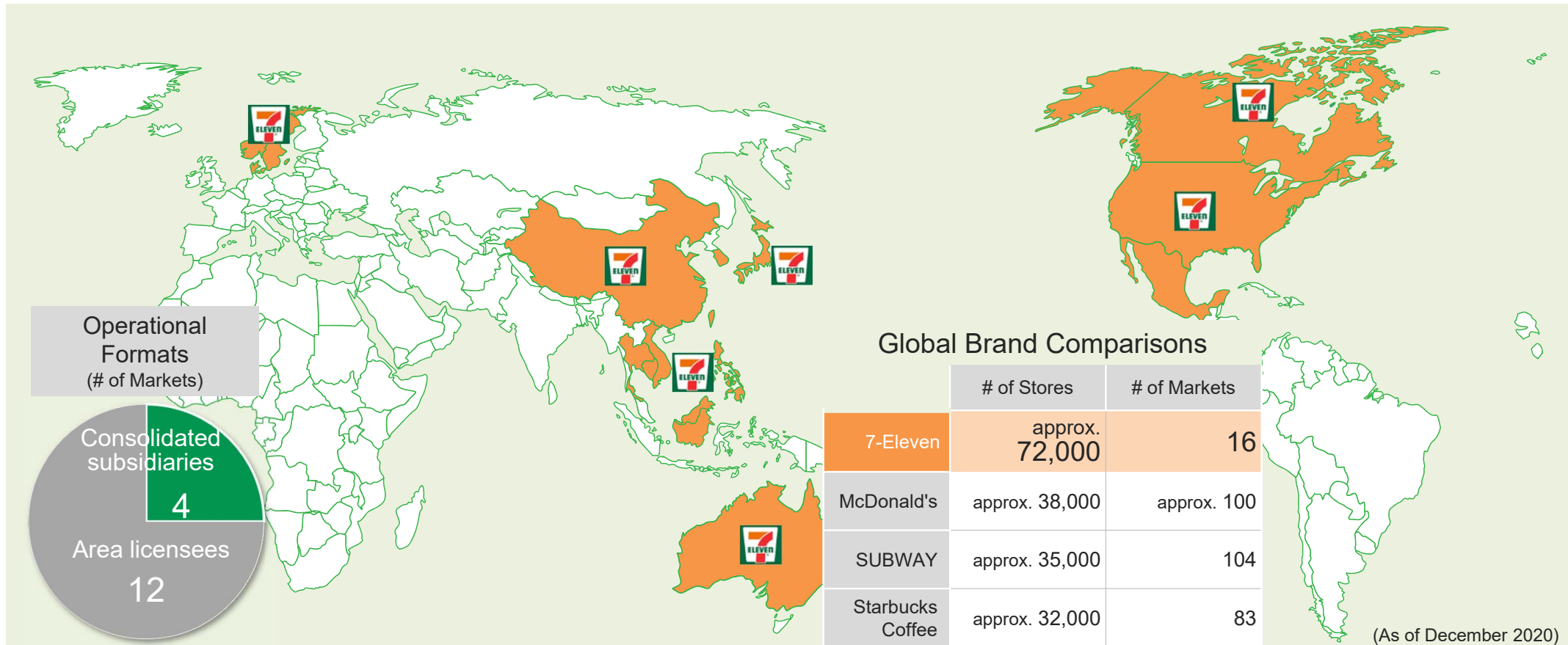
Hire and develop talented team members to execute together as One Team

# Strengthen Collaboration with Existing Markets

■ APSD Sales by Country and Region in FY2020  
(purchasing power parity)



# Promote New Market Entry



Worldwide 7-Eleven

Having the largest store network in the world but only in 16 countries and regions  
**Enormous attractive markets and growth opportunities left for global expansion**

# Expand Global Collaborations

## ■ Vision

