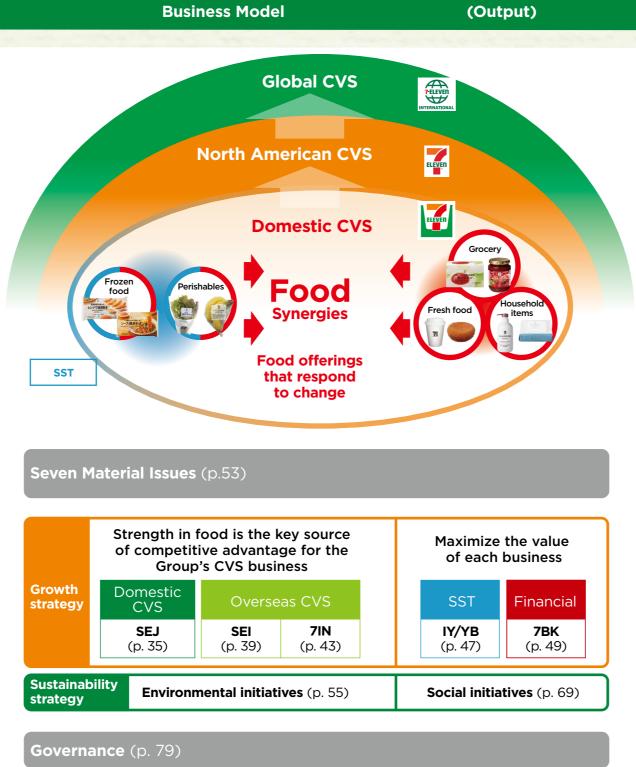
Value Creation Process

Promoting a growth strategy centered on domestic and overseas CVS operations toward achieving the Ideal Group Image for 2030





Outcome

Enhancing corporate value and shareholder value







Glocal brand that is tailored to customers' lives around the world

Evolution of the value chain

Contribution as social infrastructure

Human capital

• Improvement of employee engagement

Financial capital

- Enhancement of operating CF and EBITDA
- Increase in ROE and ROIC

Realizing decarbonization, a circular economy, and society in harmony with nature

Ideal Group Image for 2030

A world-class retail group centered around its food that leads retail innovation through global growth strategies centered on the 7-Eleven business and proactive utilization of technology

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