Milestones for the Lawson Group Sweeping Transformation Executive Committee

Committee chair: President Sadanobu Takemasu

			FY2021	FY2022-FY2024	FY2025
Transforming store displays P.24	Create stores where people come to purposely shop for essential daily goods that satisfy new lifestyles and values.	Machikado Chubo in-store kitchens	Introduce into more stores, renew menu	**Realize a new CVS model** • Superior tastes • Localized stores • Online medical service • Digital certification	**Realize a new form of convenience**
		Product renewal	Expand daily & frozen foods		
		Horizontal FF firms	Expand daily goods		
		Pursuit of ideal store format	Expand "Machi no Deli" products		
		Area strategy reorganization	Reform store displays, new fittings		
Transforming profit structures P.28	Improve profitability of franchise stores, HQ, and operating companies by reviewing costs and striving to increase revenue.	Customer-centric supply chain reform	Post-Covid new store strategy		**Ensure lean Group transformation and solid profit sources**
		Vendor distribution	Design optimal supply chain → Launch new system in 2024		
		Unified use of Group data	Improve vendor productivity, quality → Strengthen profitability through structural reform of vendors		
		Appropriate cost council	Infrastructure building → Make profitable		
Operating companies P.29	Seek to provide new value that horizontally combines the Group's overall strengths.	Individual operating companies	Control SG&A expenses, improve office productivity		**Growth for all operation companies**
Transforming work motivation P.32	Continually reform work motivating factors for all franchise store, HQ and Group company employees.	Work motivation reform	Accelerate China store openings, consider new financial services, develop post-Covid entertainment strategy, etc.		**Improve satisfaction working for Lawson Group**
		Group branding	Change evaluation systems, support challenging spirit → Consider job-specific system, use remote working		
			Promote interaction among Group employees → Instill understanding in franchise stores, externally		