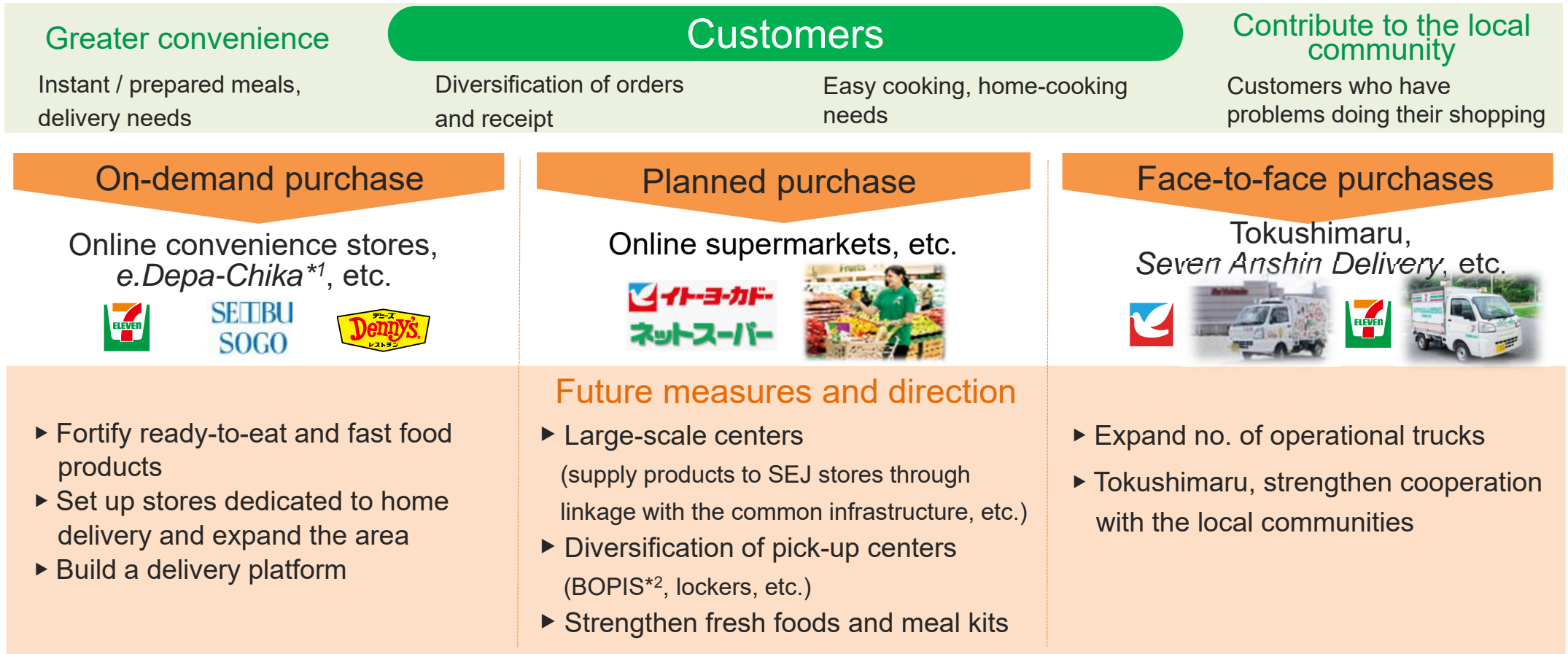




 **DX / FINANCIAL STRATEGY**

# Last Mile Measures (Ideal Image)

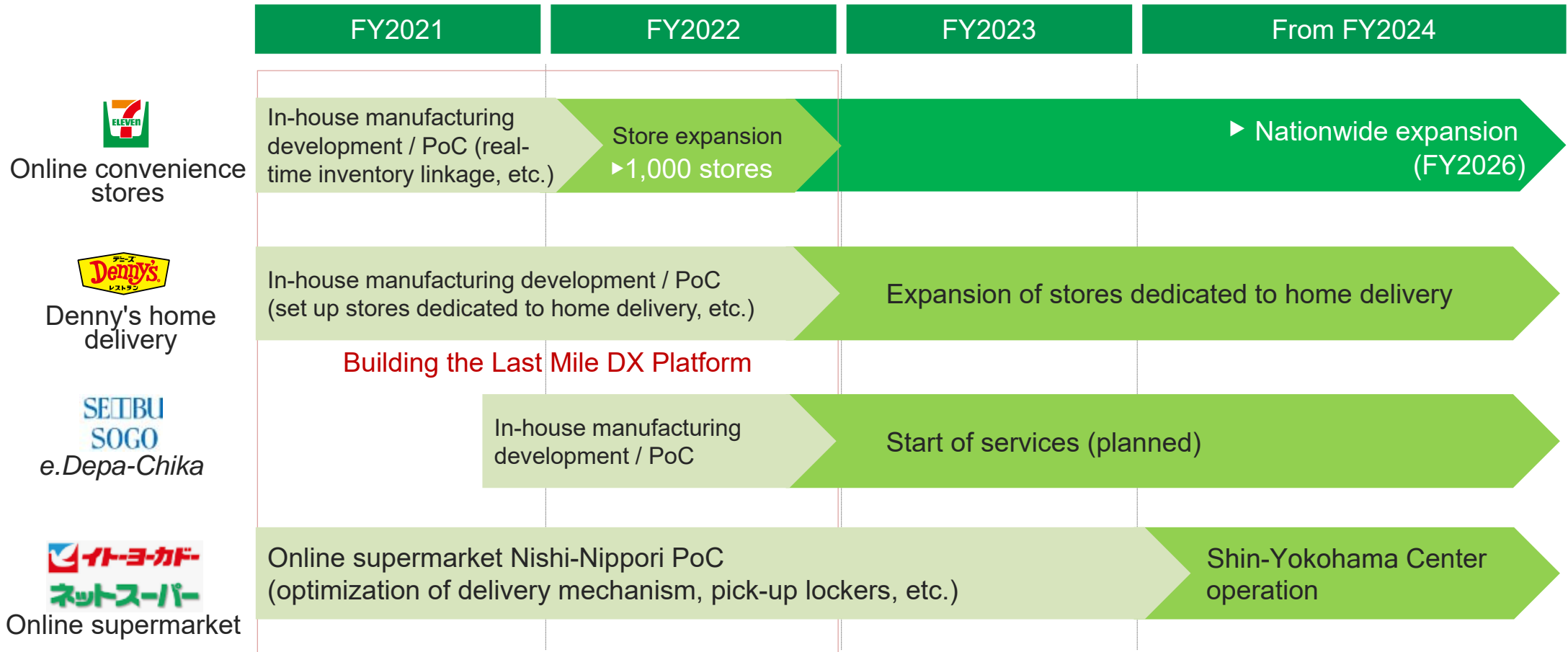


The sales scale of the entire Group will reach approx. 600 billion yen by FY2026.

\*1 e.*Depa-Chika* : online department store with food section

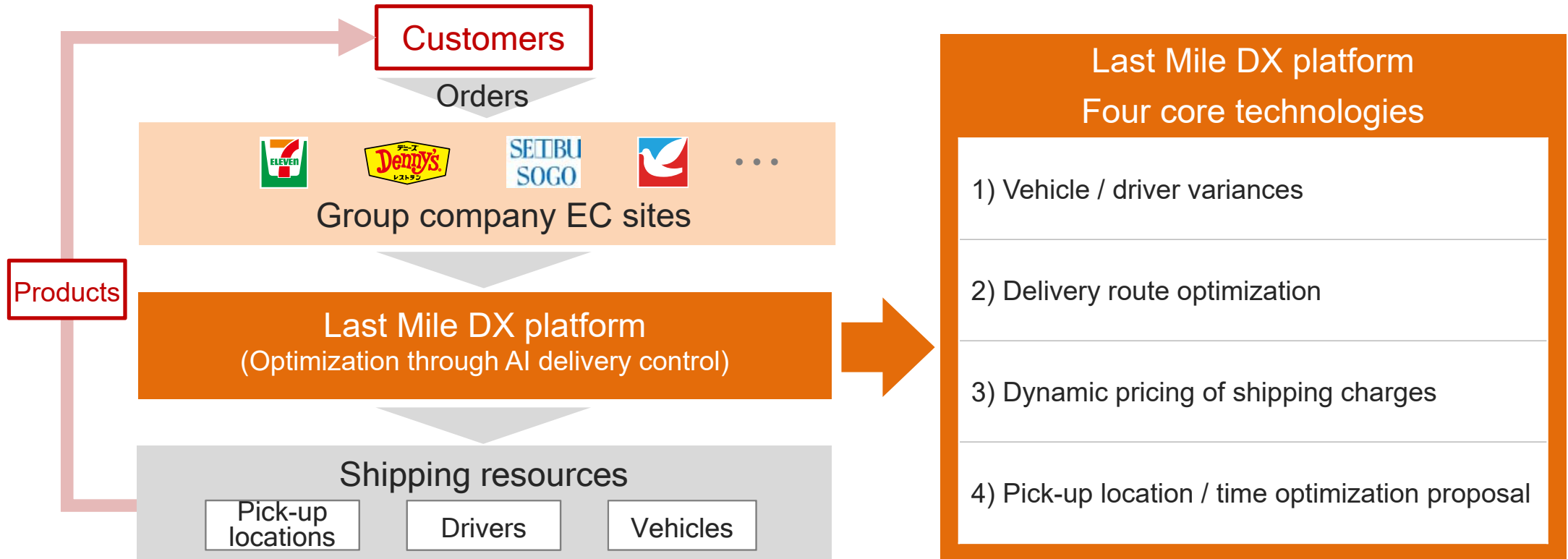
\*2BOPIS : Buy Online Pick-up In Store

# Last Mile Measures (Expansion Schedule)



# Last Mile Measures (Optimization of Delivery)

## ■ Ideal image of the Last One Mile DX Platform



AI delivery control reduces delivery distances by approx. 40% and the number of vehicles by approx. 45%\*

\* Tested AI-based mixed loading function, route optimization function, and vehicle optimization function in the Shinagawa area (December 2020)

# DX / Financial Strategy (Expansion of Customer Contact)

■ Improve LTV by further expanding and deepening customer contact through “7iD”

