

Last Mile Measures (Ideal Image)



Greater convenience

Instant / prepared meals, delivery needs

Customers

Diversification of orders and receipt

Easy cooking, home-cooking needs

Contribute to the local community

Customers who have problems doing their shopping

On-demand purchase

Online convenience stores, e.Depa-Chika*1, etc.







- ► Fortify ready-to-eat and fast food products
- ▶ Set up stores dedicated to home delivery and expand the area
- ► Build a delivery platform

Planned purchase

Online supermarkets, etc.





Face-to-face purchases

Tokushimaru, Seven Anshin Delivery, etc.









- Future measures and direction
- ► Large-scale centers (supply products to SEJ stores through linkage with the common infrastructure, etc.)
- Diversification of pick-up centers (BOPIS*2, lockers, etc.)
- Strengthen fresh foods and meal kits

- ► Expand no. of operational trucks
- ► Tokushimaru, strengthen cooperation with the local communities

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

Last Mile Measures (Expansion Schedule)

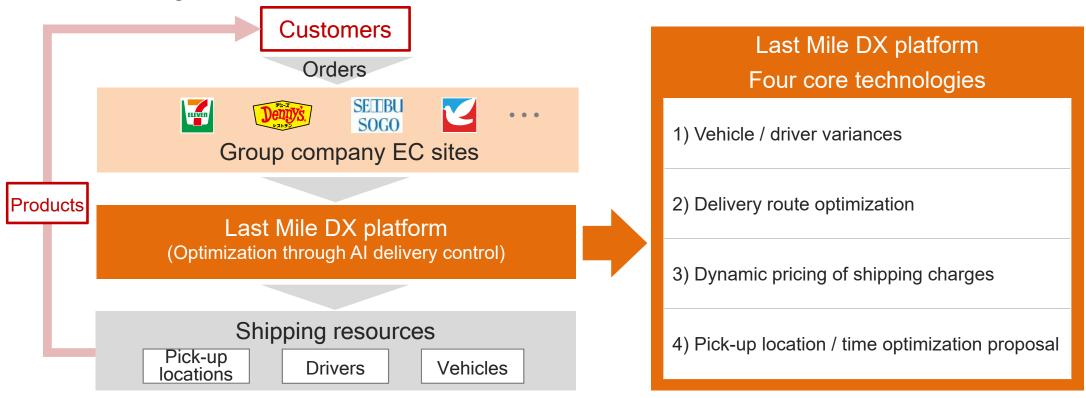


	FY2021	FY2022		FY2023	From FY2024	
Online convenience stores	In-house manufacturi development / PoC (I time inventory linkage	Store expansion			► Nationwide expansion (FY2026)	
Denny's home	In-house manufacturing development / PoC (set up stores dedicated to home delivery, etc.)			Expansion of stores dedicated to home delivery		
delivery	Building the Last Mile DX Platform					
SETTBU SOGO e.Depa-Chika		In-house manufacturing development / PoC		Start of services (plan	ces (planned)	
ビールーヨーカドー ネットスーパー Online supermarket	Online supermarket Nishi-Nippori PoC (optimization of delivery mechanism, pick-up lockers, etc.)			cers, etc.)	Shin-Yokohama Center operation	

Last Mile Measures (Optimization of Delivery)



Ideal image of the Last One Mile DX Platform



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

^{*} Tested Al-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"



Contact with customers

Improve the convenience of settlement and financial services



Receive products

Financial Service

Providing a new settlement experience

Strengthening the Group points strategy

Convenient settlement services and possible to accumulate points for use in daily shopping

Aiming for 50 million 7iD members by FY2026