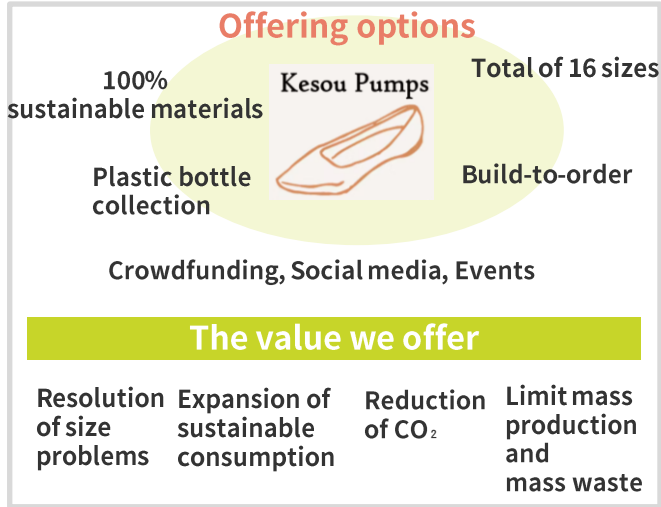


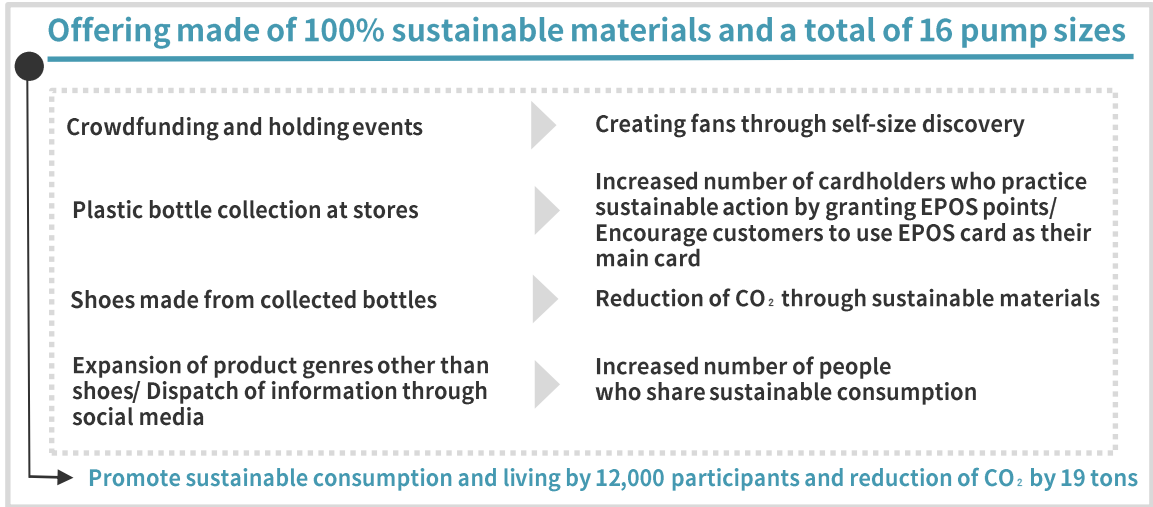
3-2 Impact Initiatives ① Kesou

Balancing both innovation in sustainable consumption/living and profit through offering options to support sustainable living and individual personalities

Business Model



Value Creation Narrative



Created Impact (cumulative total until March 2023)

Future generations	Sustainable consumption: 12,000 people* Reduction of CO ₂ : 19tons	Happiness	Support for individual personalities: 4,000 people (Kesou purchaser)	Co-creation ecosystem	Innovation creation personnel: 10 people	Financial value	Transactions: 0.04 billion yen EPOS card LTV: 0.07 billion yen
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*Plastic bottle collection + Kesou purchase