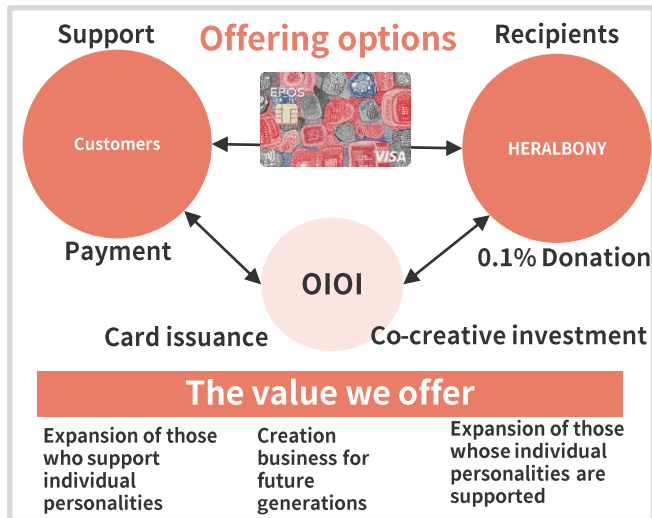


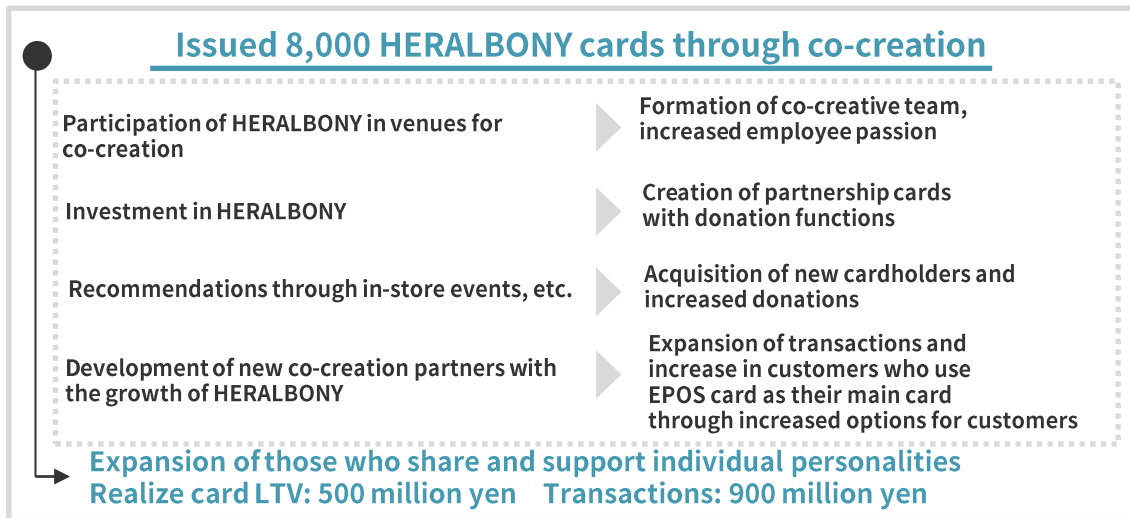
# 3-3 Impact Initiatives ② HERALBONY

Support individuals in pursuing their interests, personalities, and profit through HERALBONY card, which “helps propel society forward every time it is used”

## ■ Business Model



## ■ Value Creation Narrative



## ■ Created Impact (cumulative total until March 2023)

<b>Future generations</b>	Creation of 1 business by future generations	<b>Happiness</b>	Support for individual personalities: 8,000 people	<b>Co-creation ecosystem</b>	Innovation creation personnel: 30 people	<b>Financial value</b>	Transactions: 900 million yen EPOS card LTV: 500 million yen
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