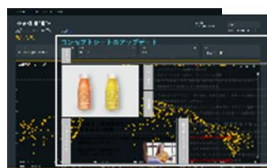


App Development

- ◆ **Data-based** in-house product development, sales, and management business (D2C business)
- ◆ Support for **data-driven** product development and DX initiatives to existing manufacturers
- ◆ Support for brand development at major manufacturers through maximum use of the marketing knowledge accumulated in managing our own brands and the Mitsui & Co. value chain.

Search for ideas / conceptualization



- Insight analysis
- Initial concept formulation

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- Search for materials and recipe development
- OEM Search/Management

Brand development



- Brand development
- Packaging selection

EC development and data analysis



- EC site building
- Data analysis platform

Distribution and sales expansion



- Retail networks
- Retail data analysis