

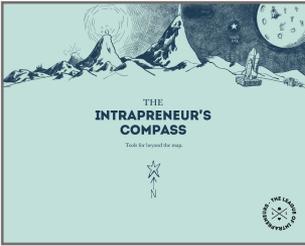


THE INTRAPRENEUR'S COMPASS

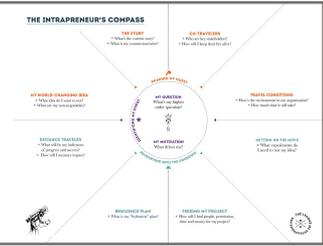
Think like a leader, do the work



Azusa Sato/Gakken Holdings Co., Ltd.
2021.1.10



- My Question
- My Motivation
- My World Changing Idea



My Question... How can I support children those who are in poverty?

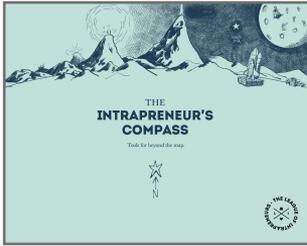
It comes from my mother's experience. Because of poverty, she gave up her dream to support her brothers.

My Motivation...I want to tackle poverty with EDUCATION.

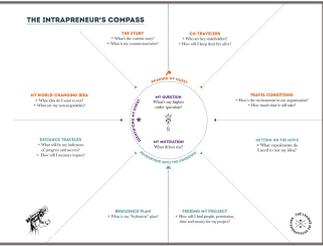
Though my mother could not get enough education that she wanted, she gave me the best education as possible as she could. So now, I am here. I believe education is the strongest key to open the door to the future.

My World-Changing Idea...Give all the children equal opportunity to communicate with society in public school curriculum

Education is like long road. It accumulates inside children gradually, and takes time. So education should keep to show future hope, bright exit image to the real society. Without future hope, many children, especially those in poverty lose the motivation to learn.



• Co—Travelers



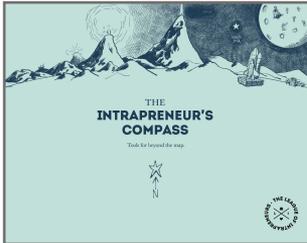
- Co-travelers ... **Chief of Financial department**
to keep supporting children through Gakken's education business.

Colleagues of CSR department

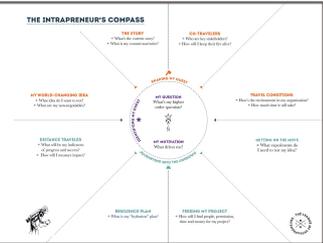
Children in poverty need not only education, but also various support.
I want to do with them in terms of SDGs/ESG.

Children

Children have big possibility, but it is not so easy to keep their motivation
to learn. I and Gakken need to stand by them always.



▪ The Story



▪ The current story

...How much education children can get depends on their parent's financial strength. The richer the parents is, the more children can learn. Recently the gap is becoming more clear, because of COVID-19. There are many poor children in public school who cannot access online-class without digital devices.

▪ Counter story

...If public school provide the equal opportunity to communicate with real society (Companies, NGO, NPO, working adults outside home), the real society may be able to support children from various angles, in many ways.

So I plan my green swan to provide equal opportunity for all the children.

Green Swan Portfolio

Jump to the future right now!

Quick Innovation with Intergenerational Collaboration

Azusa Sato/Gakken Holdings Co., Ltd.

2021.1.10

Overview



- * Shorten the time required for make innovation, with collaboration between “Next-generation ”and “Current generation”.
Next-generation is children who have innovative ideas.
Current Generation is Japanese companies that have difficulties to solve social issues.
- * Pick up gasoline-free car issue in this presentation as an typical case.
- * Use “**ASUGAKU**“(My Ugly duckling) as a tool for finding next-generation innovator.
It is new type assessment for children’s ability.

Ugly Duckling ...“ASUGAKU”

【Overview】

- Gakken's new type assessment for learning ability
- Assesses 4 abilities needed to survive changing world (thinking, expressing, judging and knowledge)
- Questions come from our real lives issues
- Allow various answers (not single correct answer)

⇒ **Can gather children's ideas through answer sheets**

【Challenges】

- Not have age 15+ category yet.
- Small market share, less than 1% of entire market.
- Not free and not held in public schools.

⇒ **Concern about quality and number of ideas**

【Details】

- Target is 3rd grade of primary to 2nd grade of secondary.
- 10 Questions / 1 grade / 1 time. • 2,850 JPY / 1time
- 2 times a year, in spring and in autumn. • Not digital
- Started in 2018. • Total 58,000 examinees in spring 2019

ただいま〜

あすがく
明日の学力診断

今日の塾のテスト、おもしろかったよ!

テストがおもしろかった? どういうこと?

自分で考えたことを書く問題がたくさんあるんだ。ぼく、ぜんぶ書けたよ!

学校のテストとは違うのね。私も受けてみたいなー

“教科”の枠を超えて課題解決力を診断 年2回実施 (春・秋)

「明日の学力」診断

「あすがく」は、学力の“健康診断”です。

「思考力・判断力・表現力」の「見える化」で学力を伸ばすためのポイントがわかる!

新しい学力観にもとづく最新の学力診断 対象 小学1年生～中学2年生

asu-gaku.com

**ASUGAKU has big possibility to find future innovator constantly.
Also has big room to increase examinee, the source of innovative ideas.**

3Steps to Green Swan Market Shift(s)



Step 1: Sell “Question setting rights”

Sell ASUGAKU’s question setting rights to car industry companies to ask children’s ideas for realizing gasoline-free car society.

Step 2: Get Innovative Ideas from Children’s answers

Companies search and find innovative ideas from children’s answers.

Step 3: Quick Innovation with intergenerational collaborations

Solve the gasoline-free car issue in short time with intergenerational collaborations.

**ASUGAKU connects
current and future
generation!**

Current generation offer their resources (R&D capability/Money)
Future generation offer their ideas (Innovative Ideas)

Green Swan Market Shift(s)



■What's good?

- Solve the social issue in short time by installing “future ideas“ into ”current society“
- Companies can find future innovator in advance and constantly

■What does it change? ...Time required for Innovation

■When does it come? ...Within 10years

■Extent of Impact ... Field to search next-generation innovator is in Japan.
Impact of social innovation will be global level.

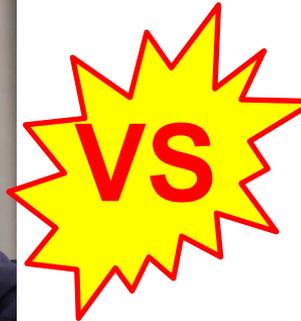
Children's innovative ideas lead us to the future right now!

Rationales on difficulties of Current Society

Prime Minister SUGA says Japan will transit to Gasoline-free car society in mid 2030's

(3/Dec/2020)

<https://www.asahi.com/articles/ASND33QMJND3ULFA003.html>



We try to do the best.
But this policy might destroy
Japanese automotive
industry. First of all, Japan
needs to change energy
policy totally. That's
government responsibility.



***CEO of TOYOTA criticized the government
for policy of gasoline-free car**

(17/Dec/2020)

<https://news.yahoo.co.jp/pickup/6379705>

Neither top company nor government can solve the issue by their own

Rationales on Children's capability of Innovation



■ **Malala Yousafzai (1997~)**
Human rights activist from Pakistan
Awarded Nobel Peace Prize in 2014 at age 14.



■ **Greta Thunberg (2003~)**
Swedish environmental activist.

Many Teenage Social Innovators in the world!

Rationales on Children's capability of Innovation



■Hannah Herbst(2001~)

Awarded 30 under 30 by Forbes 2018 when she is 17.

She has invented a device to capture energy from ocean waves. Called BEACON (Bringing Electricity Access to Countries through Ocean Energy), she intends to deploy the system in developing countries where it can power water purification and medical equipment. She is open-sourcing the project.

<https://forbesjapan.com/articles/detail/23238/2/1/1>



■Ethan Novek (2000~)

Awarded 30 under 30 by Forbes 2018 when he was 18.

A chemical engineering student at Yale, Ethan has 12 patents for CO2 technologies that promise to capture more than half of the carbon dioxide from power plant emissions at a cost of less than \$8 per ton.

<https://forbesjapan.com/articles/detail/18527>

**In the Business/Technical field, Many teenage innovators, too.
Listen to our children's ideas. Let's create innovation together!**

Drivers



Driver 1...Public School's curriculum and assessment method

To activate green swan, it is necessary to increase the number of quality, innovative ideas.

- 1-a The most effective shortcut is to install ASUGAKU to public school's curriculum by MEXT.
- 1-b At the same time, change assessment method from current knowledge-emphasized method.

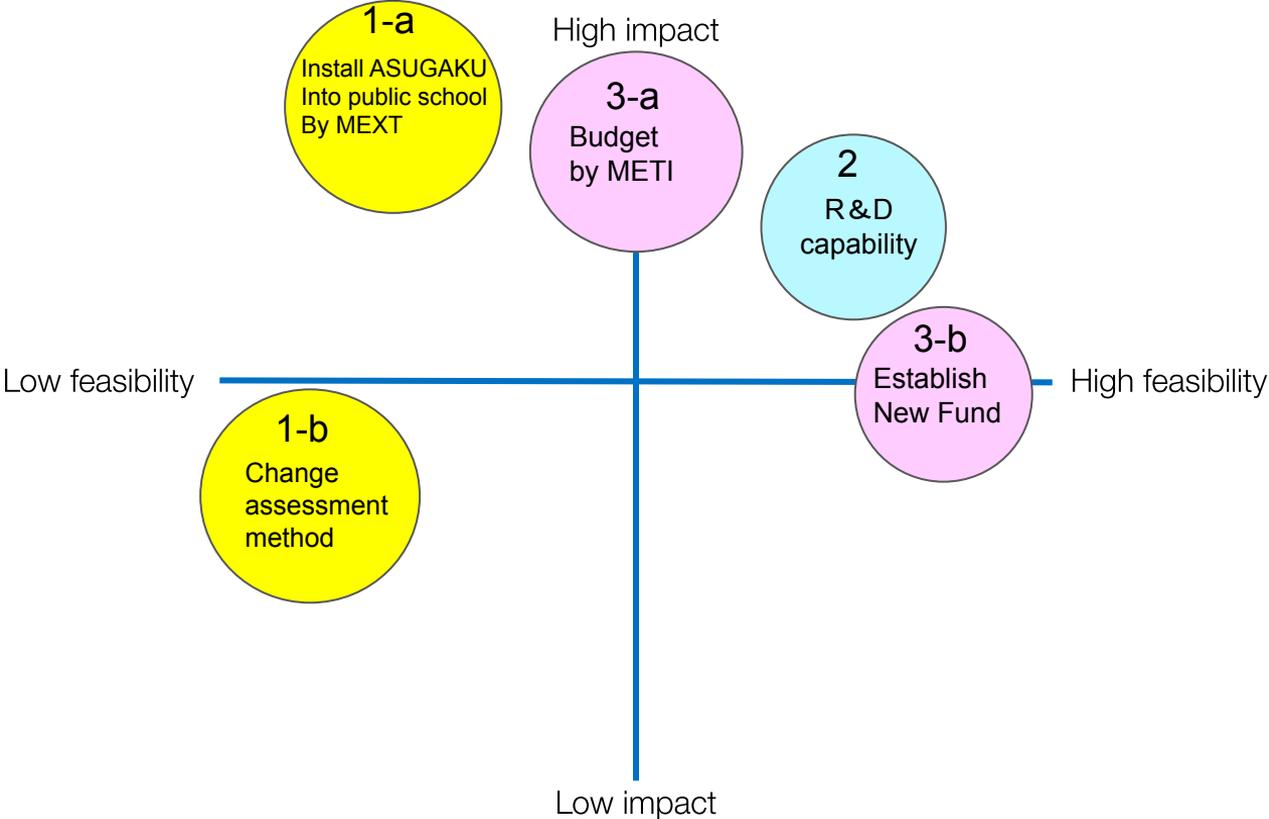
Driver 2...R&D capability of Company/Organization

Here (in this presentation), it means capability of companies related to automotive industry.
Especially, human resource, speed, and ability to collaborate with others.
They are keys to innovation.

Driver3...Financial support for R&D

- 3-a Draw up the budget for realizing children's innovative ideas by METI
- 3-b Establish R&D fund.

Impact/feasibility assessment



Portfolio details



Ugly Ducklings	Investment type (<i>philanthropic or commercial</i>)	Amount	Expected financial ROI	Expected non-financial ROI
Gakken Holdings (ASUGAKU)	Commercial	2 bn.\$	HIGH	<ul style="list-style-type: none"> •Develop 15+ category earlier •Lobbying MEXT
Japan Automobile Manufacturers Association (JAMA)	Commercial	3 bn.\$	HIGH	<ul style="list-style-type: none"> •Speed up of R&D •Collaboration with children •More strong alliance in the automotive industry •Lobbying METI/ANRE
NEW FUND	<ul style="list-style-type: none"> •Commercial for R&D •Philanthropic for scholarship 	4bn.\$	Middle	<ul style="list-style-type: none"> •Invest to JAMA and companies in automotive industry. •Offer scholarship to foster future innovator
ODK Solutions https://www.odk.co.jp/	Commercial	1bn.\$	Middle	<ul style="list-style-type: none"> •Developing online examination system to increase the number of examinee.

*METI: Ministry of Economy, Trade and Industry *ANRE: Agency for Natural Resources and Energy

*MEXT: Ministry of Education, Culture, Sports, Science and Technology