

INCJ to invest in from scratch Co., Ltd. **Company develops and sells big-data marketing platform**

- A platform for expanding the data distribution market
- Establish a globally competitive venture company from Japan
- Contribute to improving productivity through technology support for marketing activities in small and medium-sized companies

Tokyo, May 16, 2017 – Innovation Network Corporation of Japan (INCJ) announced today its decision to invest in next-generation marketing platform provider from scratch Co., Ltd.. INCJ will invest up to 1.5 billion JPY in business growth capital, through a third-party allocation of shares. In addition to existing shareholders, Rakuten Group's Rakuten Ventures Japan Fund will also invest in from scratch Co., Ltd..

The collection, integration, and utilization of data, and the development of related technologies, are essential for strengthening business and national competitiveness in societies pursuing Industry 4.0, and their importance is growing. In addition, as the use of big data progresses, the cloud market is expected to expand rapidly, driving further activation of data integration and management on the cloud.

With the diversification of devices and the complexity of consumer interactions with media, marketers are shifting their approach from mass marketing to one-to-one marketing as they adapt to consumer attributes and behavioral changes. The traditional hands-on approach using a varied set of tools is time-consuming and costly and there is a growing need for optimization and automation.

from scratch Co., Ltd. was established in 2010 with a focus on data technology. It provides a cloud-based marketing platform, b→dash, which centralizes the collection, integration, and use of the big data that exists as a result of a company's business marketing activities. With b→dash, traditional data marketing practices which required the use of multiple tools can be operated on one platform. This will enable companies to improve profitability and efficiency of marketing activities. from scratch Co., Ltd. will develop solutions targeting primarily small and medium-sized companies with the expectation that marketing applications will expand due to labor shortages in small and medium-sized companies.

INCJ expects that services developed and provided by from scratch Co., Ltd. will optimize marketing activities of increasingly complex companies and contribute to improving productivity by compensating for improving productivity through technology support for

marketing activities. Planning and preparation for the data distribution market in Industry 4.0, INCJ recognizes the need for a fully-fledged data distribution market and a venture company with a globally competitive Japanese marketing technology business – as a result, INCJ has decided to invest in from scratch Co., Ltd..

About from scratch Co., Ltd.

Established	2010
Business Outline	Cloud-based marketing platform “b→dash” development and implementation services
Headquarters	Shinjuku-ku, Tokyo
President	Yasuhiro Abe

About Innovation Network Corporation of Japan (INCJ)

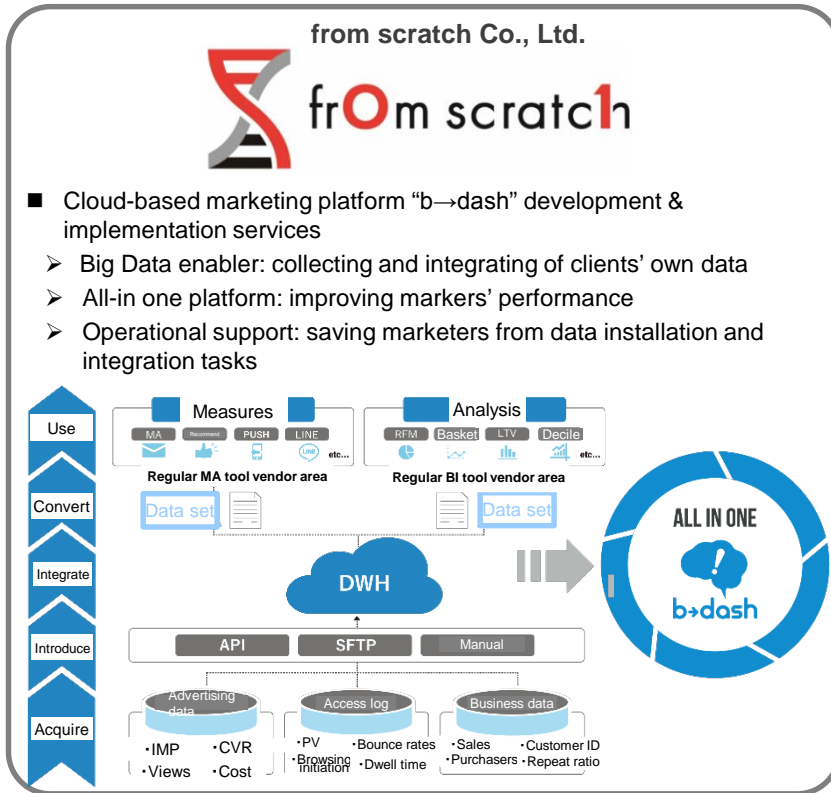
INCJ was established in July 2009 as a public-private investment company that provides financial, technological and management support for next-generation businesses. INCJ specifically supports those projects that combine technologies and varied expertise across industries and materialize open innovation. INCJ has the capacity to invest up to JPY2 trillion (approx. US\$20 billion).

INCJ's management team is drawn from the private sector with diverse experience in investment, technologies and management. Through its Innovation Network Committee, INCJ assesses investment opportunities that contribute to industrial innovation in Japan in line with criteria set by the government.

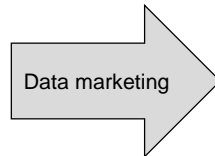
Press contacts:

Innovation Network Corporation of Japan
Corporate Planning Group, Communications, Irie, Sakai
21st Floor, Marunouchi Eiraku Building
1-4-1 Marunouchi, Chiyoda-ku, Tokyo
Tel. (03) 5218-7202
URL : <http://www.incj.co.jp/>

Target: from scratch Co., Ltd.
Business Outline: Cloud-based marketing platform* “b→dash” development and implementation services
Total Investment: 1.5 billion JPY (maximum)
Date of Announcement: May 16, 2017



- Customers**
- Food manufacturers
 - Retail/ecommerce
 - Apparel
 - Recruitment services
 - Financial services
 - School services
 - Malls/department stores
 - Travel services
 - etc.



- Small and medium-sized companies, etc.**

- Planning and preparation as the big data business and data distribution market takes hold going forward
- Support the establishment of a globally competitive data technology venture company from Japan in a market where major global overseas companies dominate
- Contribute to improving productivity through of technology support for marketing activities in small and medium-sized companies

*Marketing platform: A cloud-based marketing solution that collects, integrates, utilizes and analyses big data held by a company equipped with data integration infrastructure