KEY TO OPEN INNOVATION

HOW CORPORATIONS ARE WORKING WITH STARTUPS

Risa Ishii
Senior Partnerships Manager
Smart Cities, Plug and Play Tech Center
Plug and Play Mobility

Investments include:

- SoundHound
- Rappi
- PROCESSGOLD
- TEND
- netezra
- DEEPSCALE
- LUNGCIVE
- nanocore
- cogniac
- SHIDP
- POPULUS
- ario
- BreezoMeter
- Guard KNOX
- VMDGo
- CARGO
- Swiftly
- Acerta

Our global footprint in 30+ cities

- Silicon Valley
- 2016
- 421 Startups Accelerated
- Silicon Valley Headquarters
- Stuttgart, Munich
- Houston
- Paris
- Madrid, Valencia
- Tokyo
- Shanghai
- São Paulo
- Seoul
- Beijing
- Tokyo
- Shanghai
- Hangzhou
- Shenzhen
- Prague
- London
- Amsterdam
- Cologne
- Berlin, Frankfurt, Hamburg
- Madrid
- São Paulo
- Shenzhen
- Zhengzhou
- Wuxi
- Jakarta
- São Paulo
- Jakarta
- Singapore
- São Paulo
- Seoul
- Jakarta
- Singapore

CONFIDENTIAL: JULY 8, 2020 KEIZAI - MOBILITY INNOVATION
Most Active Investor in Mobility: 2019 (Source: PitchBook)

<table>
<thead>
<tr>
<th>Investor</th>
<th># of deals closed in 2018 (as of Sep 26, 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plug and Play Tech Center</td>
<td>30</td>
</tr>
<tr>
<td>Y Combinator</td>
<td>30</td>
</tr>
<tr>
<td>Sequoia Capital</td>
<td>30</td>
</tr>
<tr>
<td>SV Angel</td>
<td>25</td>
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<td>First Round Capital</td>
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<tr>
<td>Andreessen Horowitz</td>
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<tr>
<td>New Enterprise Associates</td>
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<tr>
<td>Index Ventures (UK)</td>
<td>22</td>
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<tr>
<td>Accel</td>
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<tr>
<td>Khosla Ventures</td>
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<tr>
<td>GGV Capital</td>
<td>21</td>
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</tbody>
</table>

Data source: PitchBook Emerging Tech Research - Mobility Tech (Q1 2019)
THE THREE FACETS OF OPEN INNOVATION

1. EXPOSURE & EXPLORATION
Scouting, meeting, and deep diving into the startup ecosystem on a global scale.

2. VALUE CREATION
Launching POCs and pilot projects with a set of clearly defined objectives.

3. TRANSFORMATION & CULTURE
Adapting corporate culture to the pace and innovation of cutting-edge startups.
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<table>
<thead>
<tr>
<th>Year</th>
<th>Corporations</th>
<th>Startups Accelerated</th>
<th>Paid Pilots</th>
<th>In Production</th>
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<tbody>
<tr>
<td>2016</td>
<td></td>
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<td>2017</td>
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<td>2018</td>
<td>30</td>
<td>200+</td>
<td>350+</td>
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<td>2019</td>
<td></td>
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<tr>
<td>2020</td>
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In the past 4 years...
THANK YOU FOR LISTENING.

Risa Ishii
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Senior Partnerships Manager