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**All Nippon Entertainment Works Co., Ltd. Established to  
Introduce Japanese Contents to International Audiences**  
New company is established to remake Japanese stories, characters, etc. and  
undertake planning and development activities targeting global market

The Innovation Network Corporation of Japan (INCJ) has decided to make a 6 billion yen (\$80 million) investment in a new company called “All Nippon Entertainment Works Co., Ltd.,” which will earn revenue by engaging in planning and development activities for introducing the copyrighted works of Japanese companies and individuals to international audiences.

The aim of this new company will be to remake Japanese stories, characters, etc. for the global market and earn profits on movies, television shows, games, books (including novels and manga), toys, character goods and other peripherals (contents) by planning and developing movies. This will create innovative success stories of earning substantial profit from the global market in a broad range of Japanese content industries.

The Innovation Network Corporation of Japan (“INCJ”) has decided to establish a new company named “All Nippon Entertainment Works,”(the “new company”) which will earn revenue by engaging in planning and development activities for introducing the copyrighted works of Japanese companies and individuals to international audiences, and will make a 6 billion yen (\$80 million) investment in the new company.

There are many intriguing Japanese stories and characters that have been well-received internationally. However, most of them are only in Japanese and have not been adapted for the global market. There are latent needs for intriguing stories and characters in the global market, and by matching Japanese stories and characters with such needs it will be possible to open up a new market for them.

In the global market, once stories and characters are developed into films they are rolled out to many peripheral industries, including television shows and toys. Additionally, the center of the global movie industry is in Hollywood and the North American market. For that reason, the new company will remake appealing Japanese stories and characters for the global market and work together with American producers on planning and development efforts designed to

bring them to the global market including the big screen (Hollywood) in the United States.

The aim of the new company will be to successfully develop the stories and characters to movies and bring substantial profits to Japanese companies and individuals from the global market in peripheral industries such as television shows, games, books (including novels and manga), toys and character goods.

The Japanese stories and characters to be developed by the new company include those from movies, books (including novels and manga), television shows, games, toys and other content industries. The plan is to get both the leading companies that hold the copyrights to such contents and that could provide various support to the new co's operation on board as "collaboration partners". The current list of "collaboration partner" companies includes Asmik Ace Entertainment, Inc., Dentsu Inc., Fuji Television Network, Inc., Mitsubishi Corporation, Nikkatsu Corporation, Production I.G., Inc., TOHO-TOWA Company, Limited, Tokyo Broadcasting System Television, Inc. and TOMY Company, Ltd. (alphabetical order). Once operations are launched, the list will be further expanded and enhanced going forward.

Through its activities, the new company will also aim to create not only producers and directors but also business development professional who could lead projects targeting the global market and to accumulate business know-how related to the global market for the Japanese contents industry as a whole.

The plan is to set up bases of operation in Japan (Tokyo) and the United States (Los Angeles). Experts with the proven track record and hands on expertise in both Hollywood and the Japanese contents community will be brought on board. .

Overview of this initiative is provided on Attachment 1.

**All Nippon Entertainment Works Co., Ltd.**

-Established: October 2011 (tentative)

-Location: Tokyo

**Innovation Network Corporation of Japan (INCJ)**

The INCJ was established in July 2009 to develop next-generation industries through the promotion of open innovation. With a total investment capacity of more than 900 billion yen (approx US\$ 12 billion) , the public-private partnership's mission is to support industry innovation by investing in innovative businesses.

The INCJ is run by private sector human resources possessing a wealth of experience in investment, technology, management and other fields. Established according to law, the Industry Innovation Committee decides whether or not to make investments based on the criteria for support laid out by the government and makes investments to contribute to industry innovation in Japan.

Up to this point, the INCJ has announced investments in 16 projects totaling around US\$1,478 million. For the foreseeable future, the company will take a hands-on approach to investment, engaging in the business development of cutting-edge basic technologies through intellectual property funds, expansion of venture companies and aggressive overseas development through restructuring/mergers of tech businesses, acquisitions of foreign companies, etc. in the areas of environment and energy, electronics and IT, biology and life sciences, and infrastructure such as water supply and nuclear energy.

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INCJ establishing a new company, focuses on planning and development of films based on Japanese IPs/contents, targeting the US and global market. (Appendix 1)



### Business Overview

- New Co will function not only as a sales-representative for wide variety of Japanese contents / IP's, targeting the US / global market, but also provide full scale operational/financial support for film development process in the US
- New Co will co-work with Hollywood independent producers throughout the planning and development process in the US

### Investment highlights

- Leading Japanese IP holders will provide multidimensional supports including proprietary access to competitive IPs to a New Co. as "Collaboration Partners"
- INCJ will make a 6 billion yen (\$80 million) investment in New Co for planning and development activities

