



Industrial Growth Platform, Inc.



Corporate Summary

- Name Industrial Growth Platform, Inc. (IGPI)
 - CEO Kazuhiko Toyama
 - Paid-in Capital 5,654,000,000 yen
 - Preference Shareholders ITOCHU Corporation
N.E. CHEMCAT Corporation
SQUARE ENIX CO., LTD
Daiwa Securities SMBC Co. Ltd.
Tokio Marine & Nichido Fire Insurance Co., Ltd.
Nomura Holdings, Inc.
Sumitomo Mitsui Banking Corporation
The Bank of Yokohama, Ltd.
Resona Bank, Limited
Ushio Inc.
ORIX Corporation
SUMITOMO Corporation
Temasek Holdings Limited *
TOHO BANK, Ltd.
FUJI SOFT INCORPORATED
The Bank of Tokyo-Mitsubishi UFJ, Ltd.
RECRUIT CO., LTD.
World Co., Ltd.
Five others
- * Financing through wholly-owned subsidiary company.
- Subordinate Voting Class Shareholders Board Member and Managing Director (12 persons)
 - Established April 3, 2007
 - Business Hands-on, risk-sharing support services for continued enhancement of corporate value and business value over the long term
 - Registered Office FUJISOFT Bldg. 13F, 3 Kandane-ribei-cho, Chiyoda-ku, Tokyo 101-0022, Japan (2 minutes walk from JR Akihabara Station)
 - Contact E-mail : info@igpi.co.jp
Tel : +81-3-5209-7700 Fax : +81-3-5209-7800
URL : <http://www.igpi.co.jp/>



List of Basic Services

- Management Consulting Services
- Strategic M&A Advisory Service
- Business Recovery Support
- Hands-on Support Services for Enhancement of Corporate Value



Basic Services (1) Management Consulting Services

- Support in planning and implementing business strategies
- Support in planning and implementing recovery strategies
- Integrated, coordinated business and financial solutions
 - M&A strategies
 - Reorganization (divisions, mergers, realignment, etc.)
 - Business succession and capital measures
 - Comprehensive solutions for capital measures and business strategies



Basic Services (2) Strategic M&A Advisory Service

- Support in preparing and framing strategic M&A plans
- Financial advisory services for implementation
- Business advisory services for implementation (pre-PMI and PMI support)

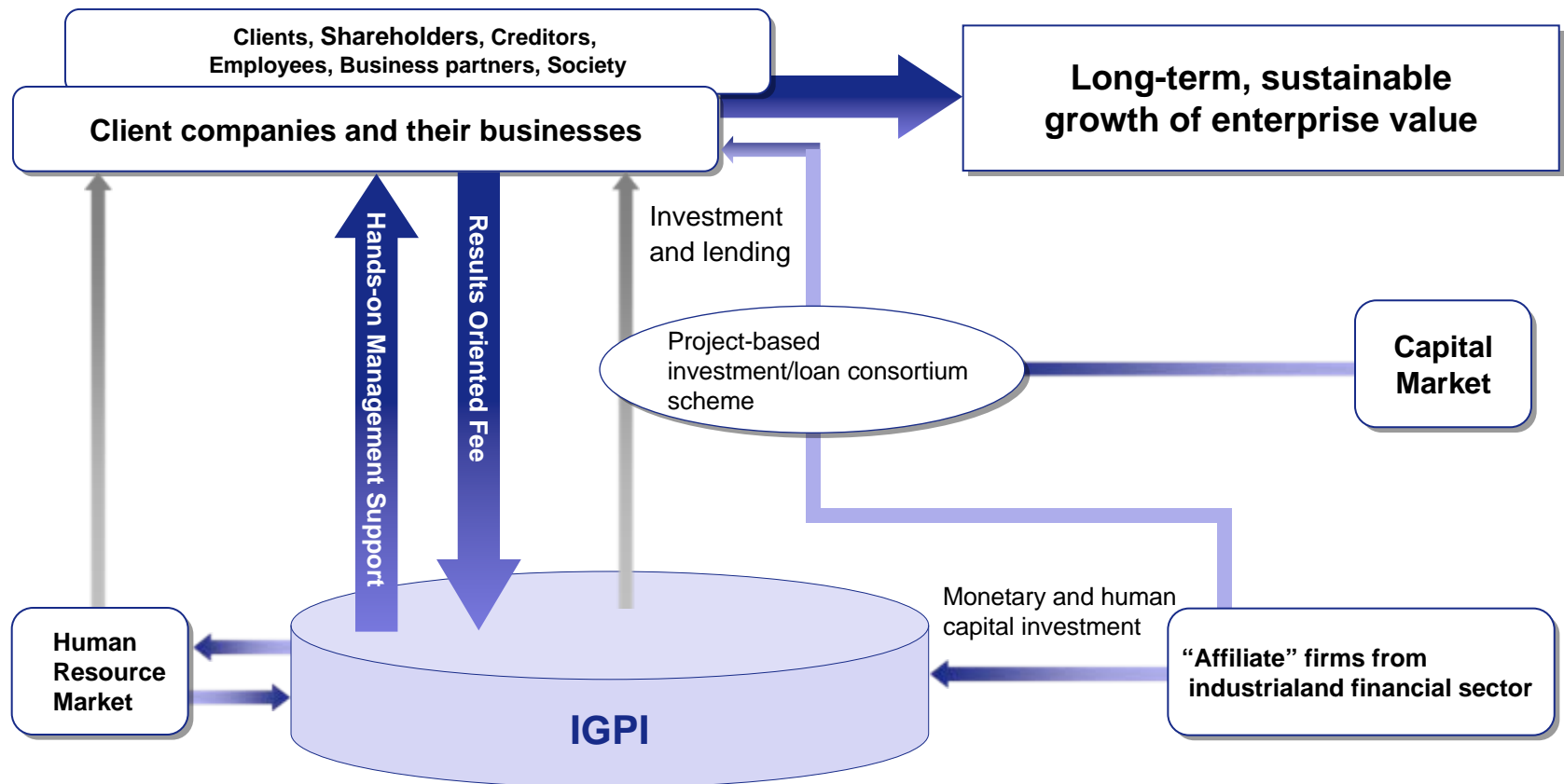


Basic Services (3) Business Recovery Support

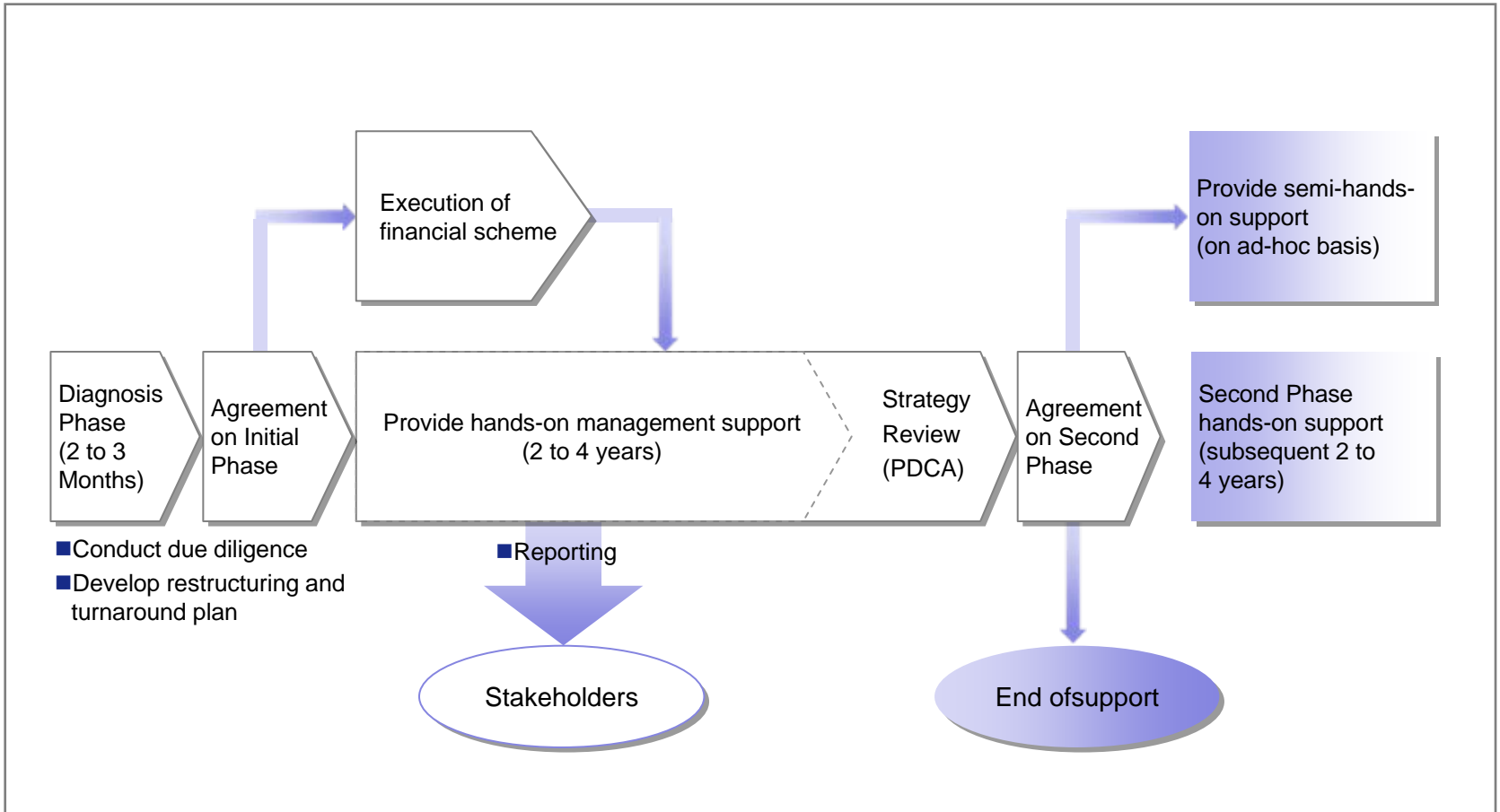
- Support for establishment of recovery plans (coordinated financing scheme and business plan preparation)
- Stakeholder coordination
- Sponsor selection
- Pre-PMI and PMI support

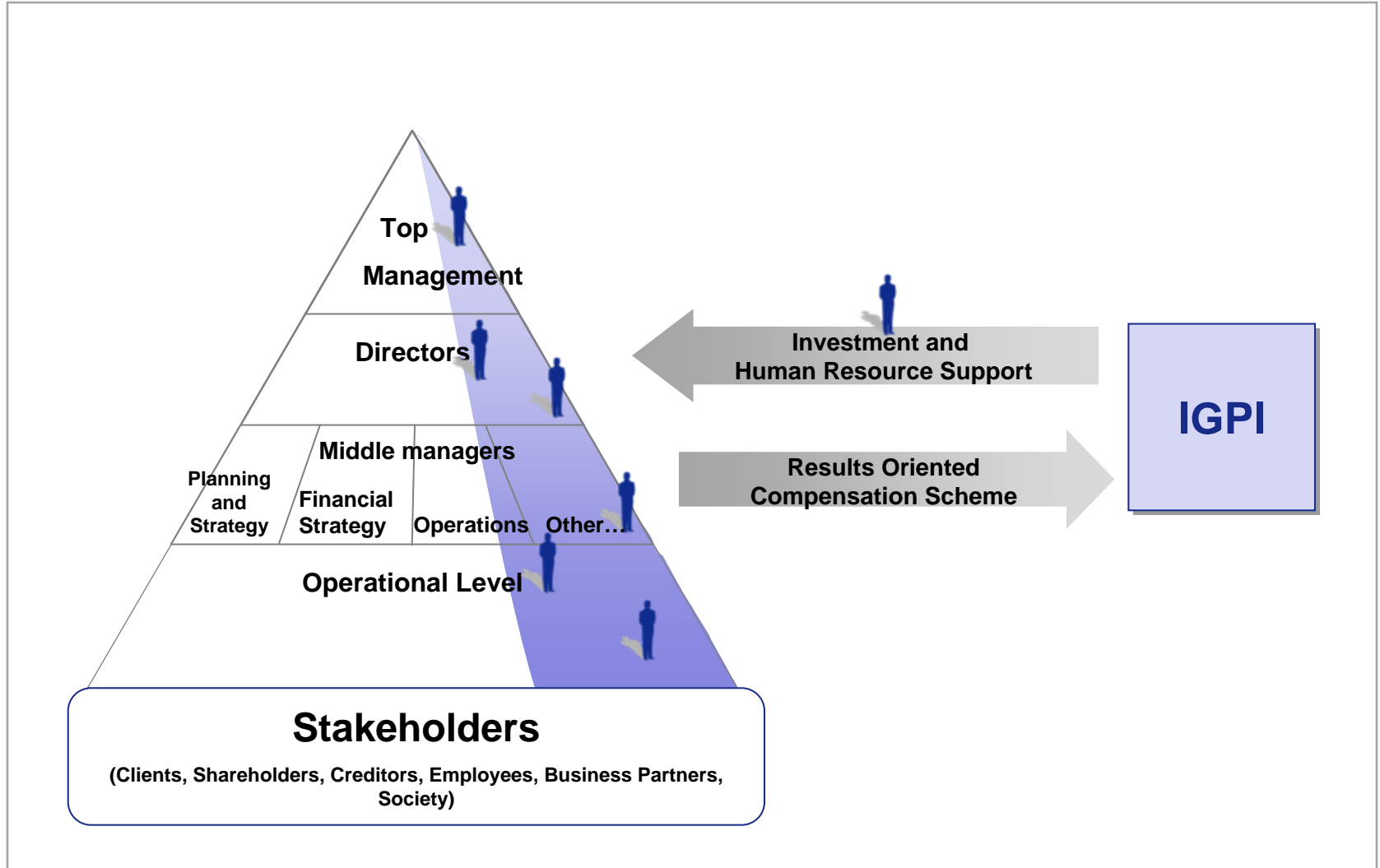
Basic Services (4) Hands-on Support Services for Enhancement of Corporate Value

- Hands-on, risk-sharing support services (core of this service is the provision of human capital such as management personnel)
- Provision of value solutions integrating business and finance
- The primary goal of service is to continuously enhance corporate value and business value over the long term, and for the client company and its primary stakeholders to enjoy the outcome equitably.

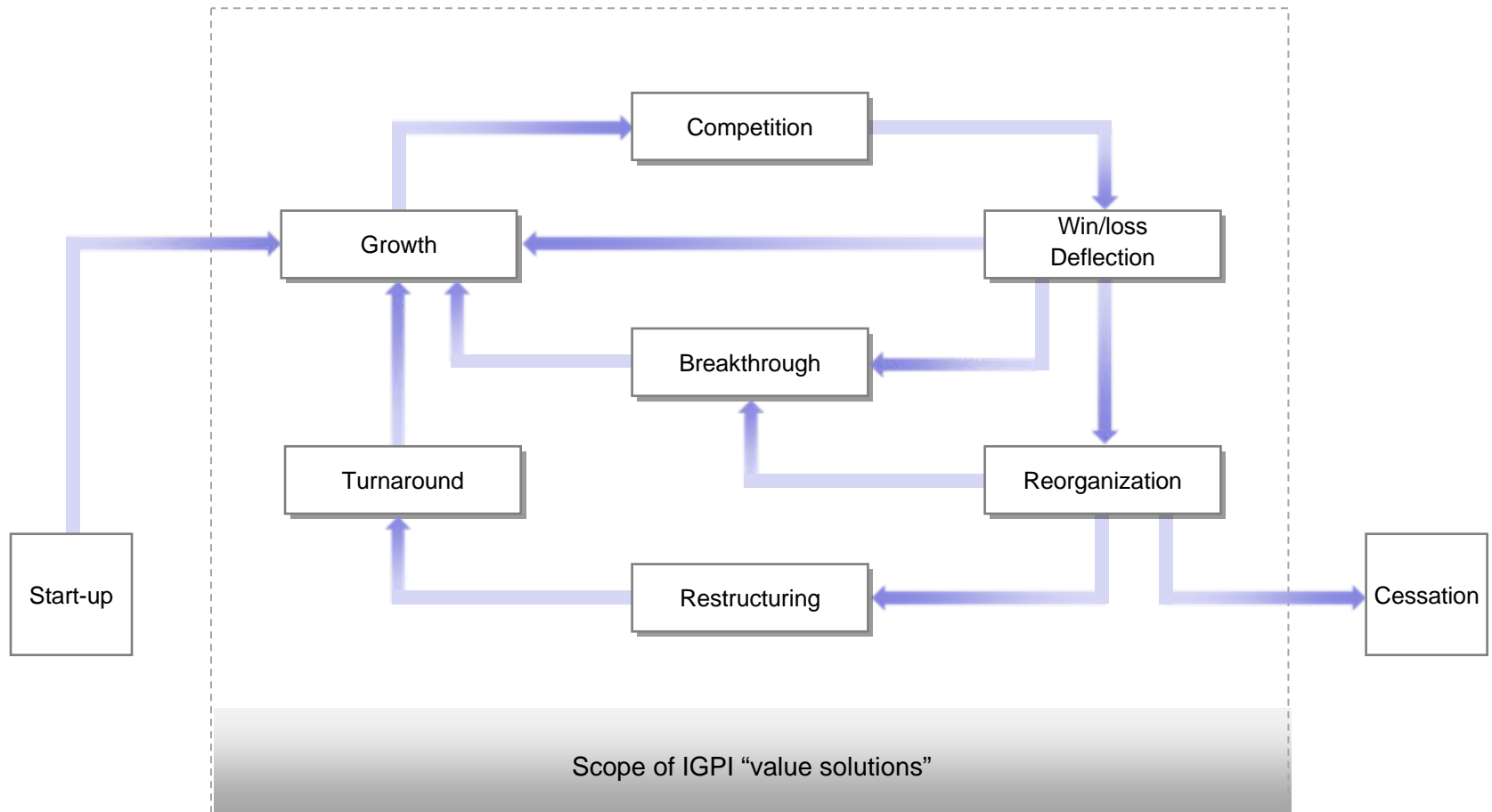


■ We will support our clients to achieve long-term and sustainable enhancement of enterprise value





- IGPI will help companies enhance enterprise and business value at all stages of the business cycle

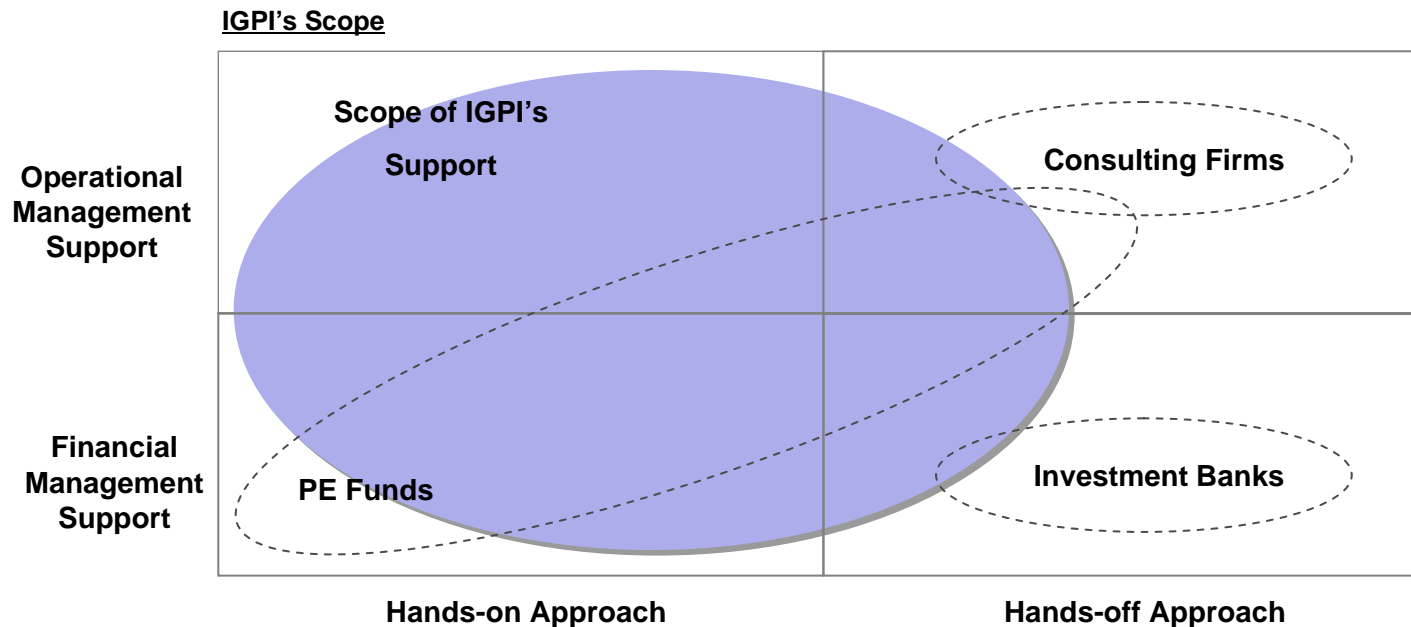




Concept (Support Scope)

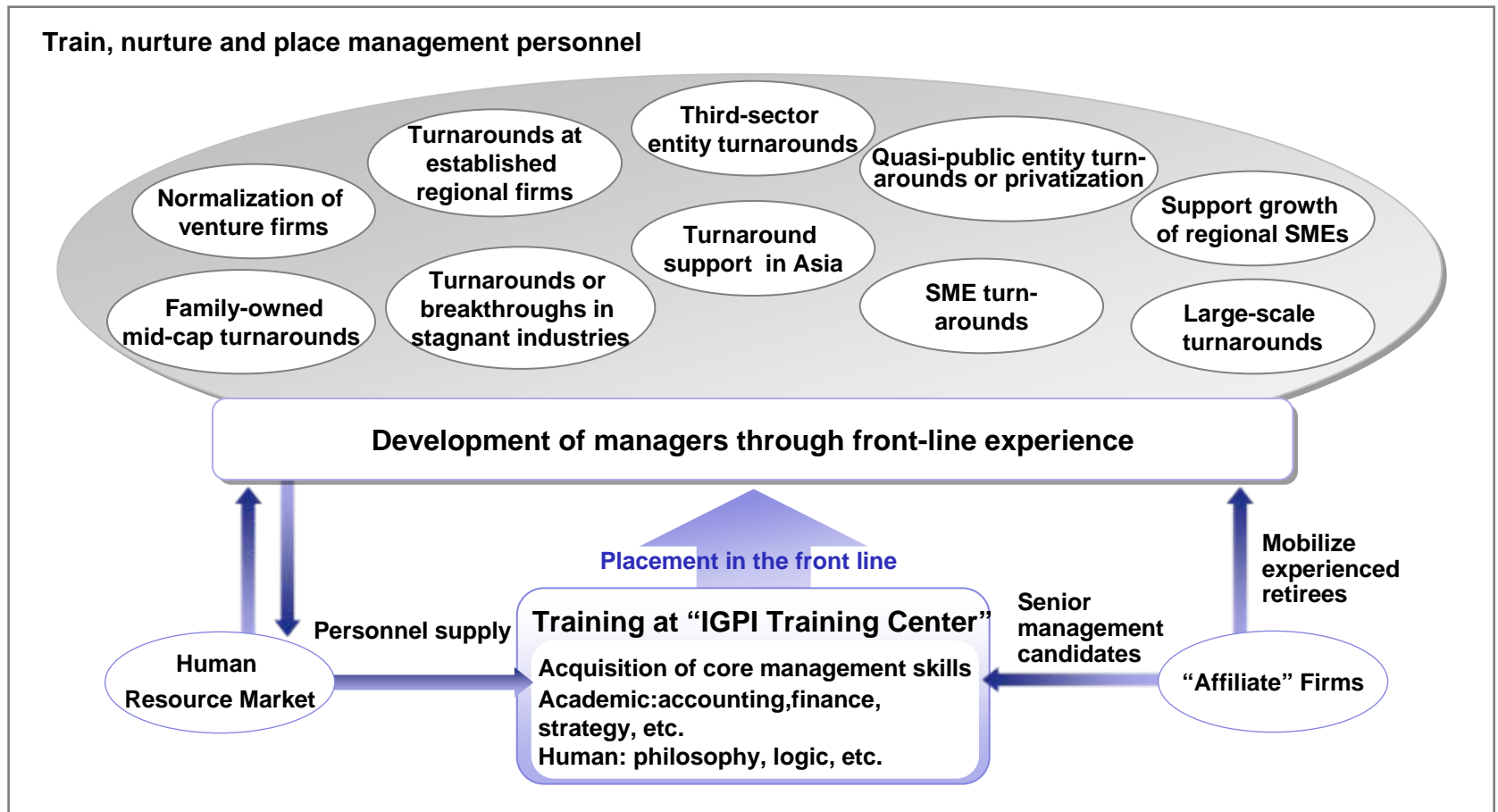
■ A hands-on management support solution that integrates operational and financial support

- Perpetual Growth Support
- Turnaround Support
- Reorganization and Re-growth Support
- MBO, Delisting Support
- Stakeholder Negotiations
- Direct or Consortium Investments
- M&A Advisory
- Capital Procurement Advisory
- Enterprise Value Enhancement Support
- Corporate Planning
- Management Consulting
- Financial Consulting



We will provide core management support services not typically covered by existing professional firms or investment funds, including taking on risk as managers of client companies

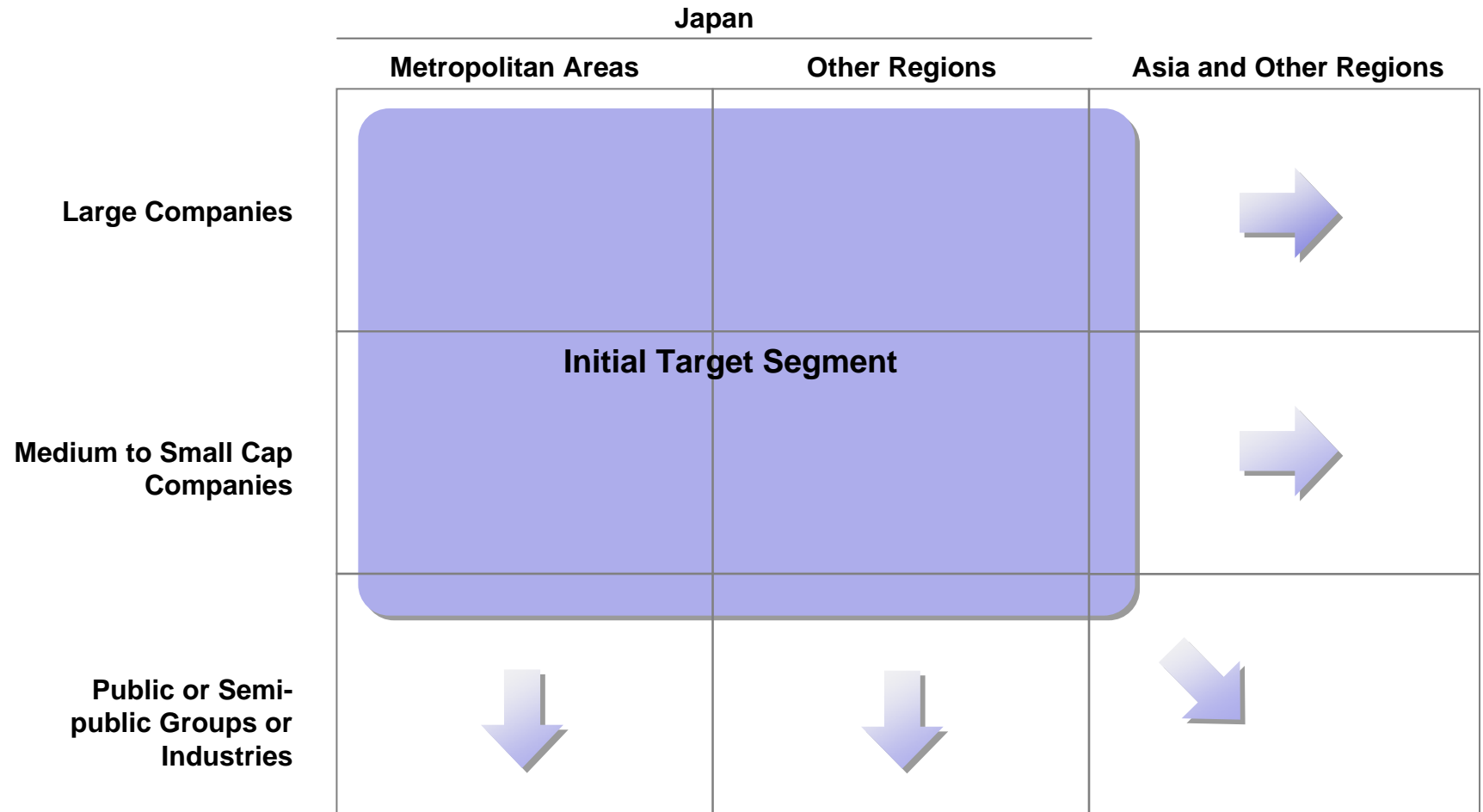
- Develop capable, real-world managers with skills and philosophy acquired in the field
- Become a platform for the reallocation of management-level human resources





Business Concept (Target Segmentation)

- We will initially target private companies in Japan, and will expand to broader targets





Founding Philosophy

- As frontrunners in innovative management reform designed to continuously enhance corporate value and business value over the long term, we are spearheading a new era in management and the economy.
- We aim to create a genuinely professional organization and become a model in the human capital-intensive industry.
- We develop world-class managers by allowing them to experience the trials of ambiguous, complex business situations.
- We value long-term commitments and risk-sharing, and challenge the global capitalist society to define and pursue the ideal in investment, corporate governance and management.
- We put this philosophy into action by expanding our scope of activity, and believe that we can play a major role in building a new paradigm for the world's management and economy, which is increasingly knowledge-based.



Management Principles

- We believe that our primary allegiance lies with fundamentally enhancing corporate and business value, and seek to ensure that our clients, our society, and our own company all benefit from our work.
- We share risks with major stakeholders, and offer valuable, realistic and specific solutions by dispatching managers to worksites who think and work beyond the limits of conventional business and financial management.
- We ensure that we receive from our clients fair compensation that is commensurate with our contributions to fundamentally enhancing value, and we do not pursue short-term, shortsighted gain for our own company at the expense of benefit to clients and society.
- We bring together professionals that share our philosophies, are prepared for work and possess a strong work ethic, and strive to build an organization that values a level, fair, open, independent, and challenging playing field where employees sharpen each other's skills.
- We develop corporate governance institutions based primarily on partner governance that will pass independence and neutrality from one generation to the next.



Competitive Advantages

■ **Balanced mix of operational and financial support, to maximize long-term enterprise value**

- Provide hands-on management support to maximize sustainable growth
- Place key staff ranging from senior management to manager level, depending on client needs
- Source necessary funds on a case by case basis from our “affiliates”

■ **Independence and neutrality**

- An effective partner governance structure operating under a supreme professional standard
- Independent, neutral capital and management structure
- Neutral advisory board consisting of leading intellectuals

■ **Experienced group of professionals with successful track records**

- Established with ten senior IRCJ professionals as core partners
- Members with extensive turnaround success at IRCJ, and from other experiences in the private sector

■ **Extensive network**

- Unmatched, powerful relationships with blue chip industry and finance companies



Fundamental Concept

We are a management support services firm focused on enterprise value enhancement

■ Professional services to help create long-term, sustainable increases in corporate value through direct management support

- Financial restructuring
- Business and management reform
- Placement of line management personnel

■ Shared time-value and business risk with our clients and our stakeholders

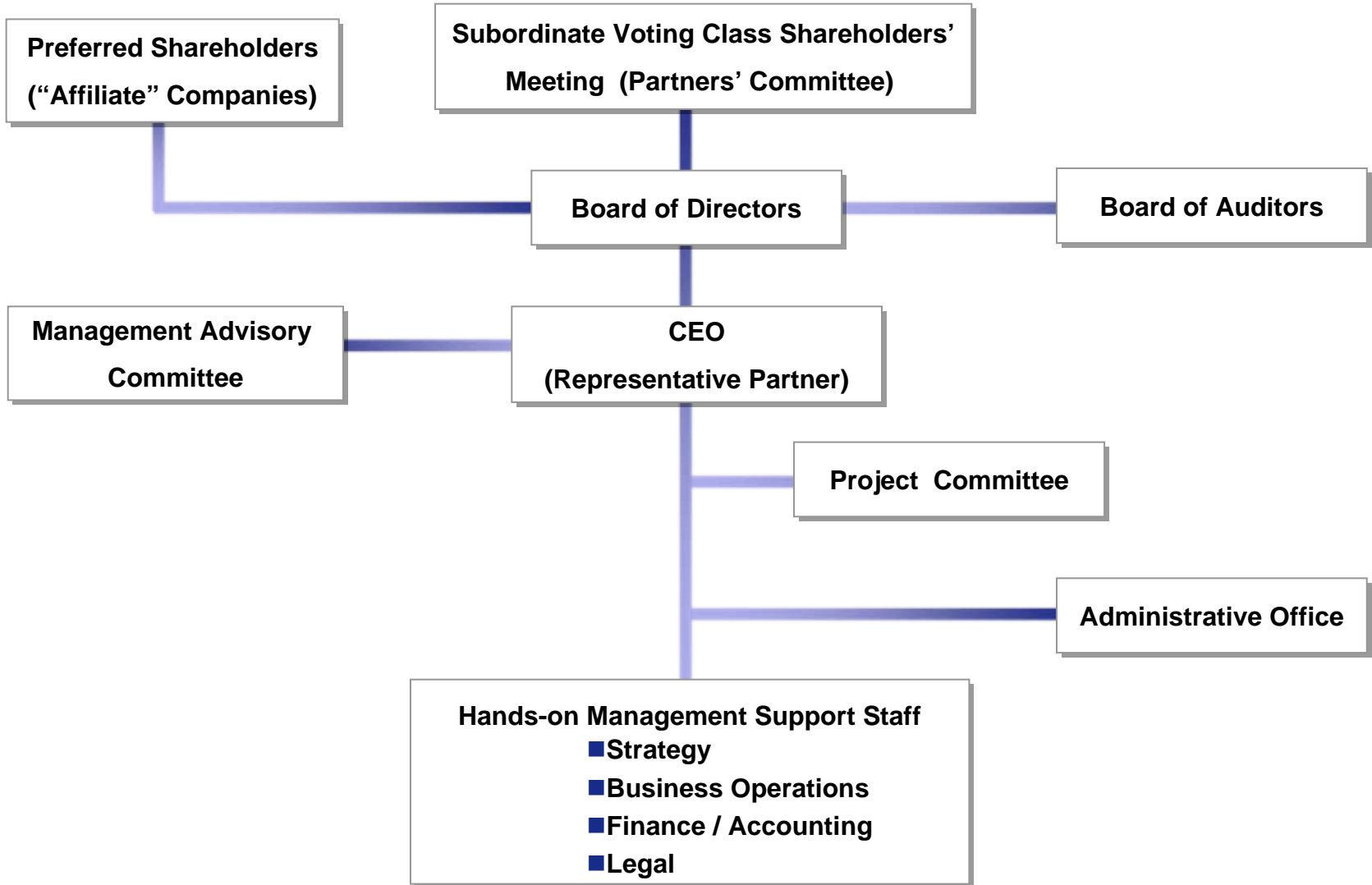
- Results oriented fee scheme
 - Example: Service for equity
- A forward investment model based on human capital. (We will require enough capital investment to create a core personnel base of up to 100 professionals)

■ Collaboration with other innovative investors possible

- Creation of long-term, sustainable economic value, in collaboration with disciplined domestic and foreign long-term investors
 - Creation of “affiliate” network of potential financial and strategic investors sharing similar principles. Individualized investment structures tailored to specific cases a possibility
 - Demonstrating a novel model combining Real (monetary) capital and Human capital



Organizational Structure



CEO and Representative Director

Kazuhiko Toyama

Former COO, Industrial Revitalization Corporation Japan, Inc.(IRCJ)

After joining the Boston Consulting Group, Kazuhiko Toyama became a founding member of Corporate Directions, Inc.(CDI), where he later served as CEO. He was appointed COO of Industrial Revitalization Corporation of Japan (IRCJ), which was established by Japanese government in 2003.

Outside director of OMRON Corporation and Pia Corporation. Auditor of The Asahi Shimbun Company.

Member of Postal Services Privatization Committee(until March 2009), Expert member of Council on Economic Fiscal Policy, Member of Council for the Promotion of Regulatory Reform, Member of Council for Science and Technology, Basic Plan Special Committee.

He graduated from the Faculty of Law, University of Tokyo, and holds an MBA from the Stanford University Graduates School of Business. Passed the national bar examination.

Advisory Committee

Kunio Ito

Professor, Hitotsubashi University
Doctor of Commercial Science

Toshiaki Ikoma

Professor Emeritus,
University of Tokyo

Doctor of Engineering

Canon Inc.
Executive Vice President & CTO

Shinjiro Takagi

Lawyer

Doctor of Laws

Advisor, Nomura Securities

Shin Nakahara

Advisor, Institute for International
Monetary Affairs

Ryozo Hayashi

Professor, University of Tokyo Graduate
School of Public Policy

Visiting Professor, Meiji University Law School



Board of Directors

Board Member

Tetsuya Hishida

After working for Arthur Andersen (KPMG), Tetsuya Hishida founded Gem Associates, where he currently serves as Director. He is also an outside Director of Only Corporation and Nextech Corporation. He assumed a Director at the same time as establishing IGPI.

Yukihiro Tahara

Yukihiro Tahara previously worked for IRCJ where he engaged in the Kanebo turnaround. Prior to joining IRCJ, Mr. Tahara was at CDI, where he formulated business strategies and provided hands-on support in the consumer industries sector. Mr. Tahara holds a Master of Aeronautic Engineering degree from Tokyo University

Board Member & Managing Director

Jun Matsumoto

Jun Matsumoto previously was Managing Director at IRCJ, where he led turnaround projects at Kyushu Industrial Transportation, Kanto Jidosha, Aviva and Tsumatubishi. Prior to joining IRCJ, Mr. Matsumoto worked for Japan Leasing and served as a general manager. He also managed investment activities at GMAC Japan. Persistent and representative Director, Michinori Holding, Fukushima Kotsu and Ibaraki Kotsu. Policy Adviser, Cabinet office, Enterprise Turnaround Initiative Corporation of Japan.

Tetsuji Taya

Tetsuji Taya was MD at IRCJ, where he directed three cases: Daia Kensetsu, Kimmon Manufacturing and Daikyo. Prior to joining IRCJ, Mr. Taya had extensive experience in the financial advisory services, venture business and capital markets. He was at Gracchus & Associates, Brightest, Merrill Lynch and Fuji Bank (Mizuho). Mr. Taya holds a BA from Waseda University and has a MSc from LSE

Takashi Muraoka

Takashi Muraoka was Managing Director at IRCJ where he led turnaround cases at Mitsui Mining, Misawa Homes, Sankei and Daiei. Prior to joining IRCJ, Mr. Muraoka was in M&A, Project Finance at Sanwa Bank (Mitsubishi-Tokyo UFJ Bank) & covered the communication industry for Morgan Stanley. Mr. Muraoka holds an MBA degree from UCLA

Managing Director

Takeshi Saito

Takeshi Saito was MD at IRCJ and directed such cases as OCC, Ogura and Phenix. Prior to joining IRCJ, Mr.Saito was a management consultant at CDI, where he formulated business strategies and provided hands-on support in the IT and communication sectors. Mr. Saito holds an ME from the Tokyo Institute of Technology and an MS from Carnegie Mellon University

Atsuhiko Seki

Atsuhiko Seki is a former managing director at IRCJ where he led the credit management group. Prior to joining IRCJ, Mr.Seki engaged in bad debt disposal and in planning of revitalization at Nihon Lease. He later joined the Servicing and Loan Trading division at Japan GMAC, then joined Shinsei Bank, where he established a new company for debt collection where he served as CEO

Masanori Tanaka

As a Managing Director at IRCJ, Masanori Tanaka led the Meisei and Miyazaki Transportation cases. Prior to joining IRCJ, he was a management consultant at CDI, where he focused on the healthcare services industry. He also managed a drug development venture company in Japan, and also a medical device venture company in Taiwan. In IGPI, he focuses on variety type of cases (i.e. technology based business development cases, turnaround cases, PMI cases). He holds a Master of Science degree from Tokyo University

Takashi Ogawa

Takashi Ogawa was a MD at IRCJ and led the Osaka Maru Building and Shoren cases. He also engaged in the Misawa Homes and Kanebo projects. Prior to joining IRCJ, Mr.Ogawa had professional careers in the loan business at Mitsui Trust Bank (Chuo Mitsui Trust) and later joined CDI as an finance industry expert. Mr. Ogawa holds an MBA from NYU

Yasuo Horikoshi

Yasuo Horikoshi led the Tochigi Leather project at IRCJ, as Managing Director. Prior to joining IRCJ, Mr. Horikoshi was at JAFCO, where he engaged in buyouts, bio and IT venture investments and IPOs. He was also in Buyout investment team at Bridge Point Capital and in the M&A division at Tokyo Mitsubishi Bank . He Graduated from London Business School

Shigeru Kusuhara

At Arthur Andersen (KPMG), Shigeru Kusuhara gained experience in financial restructuring, real estate funds, and corporate revitalization funds. Mr. Kusuhara later served as Representative Director at Phoenix Capital Financial Advisors. He is a certified tax accountant.

Managing Director

Ikeda Sou

During his tenure at the Bank of Japan, Sou Ikeda held positions in organizations such as the Financial systems and Bank Examination Department, where he handled non-performing loans problem, dealt with insolvent financial institutions and developed policies for financial system stability. Later, at the Industrial Revitalization Corporation of Japan, Mr. Ikeda was responsible for back and middle office operations in the Corporate Planning Office (Finance Group). He also provided support in the IRCJ's handling of the OCC, Ogura, Shoren, Tamano Consultants Co., Ltd., and Kanebo, Ltd., cases.

Sasai Hedetaka

Hidetaka Sasai worked at Sumitomo Bank (now SMBC) before joining Bain & Company where he provided clients with consulting services across a wide range of issues, including growth strategies, M&A, and business turn-around. Mr. Sasai joined Hewlett-Packard as a sales director in charge of PCs and servers to help the company grow its business to large corporate clients. In 2004, he participated Nippon Colin (now Omron Colin), where he served as a CEO for four years. He is a graduate of the Faculty of Law at the University of Tokyo and received his MBA from Columbia University.

Auditor

Goichi Yoshizawa

Executive Officer,
IRCJ Administration Department

Kazuhiko Shimokobe

Lawyer

Chairman of Tokyo Bar Association

Vice chairman of Japan Federation of Bar Associations

Shuya Nomura

Lawyer

Professor, Chuo Law School