

Japan Investment Corporation Keynote Remarks

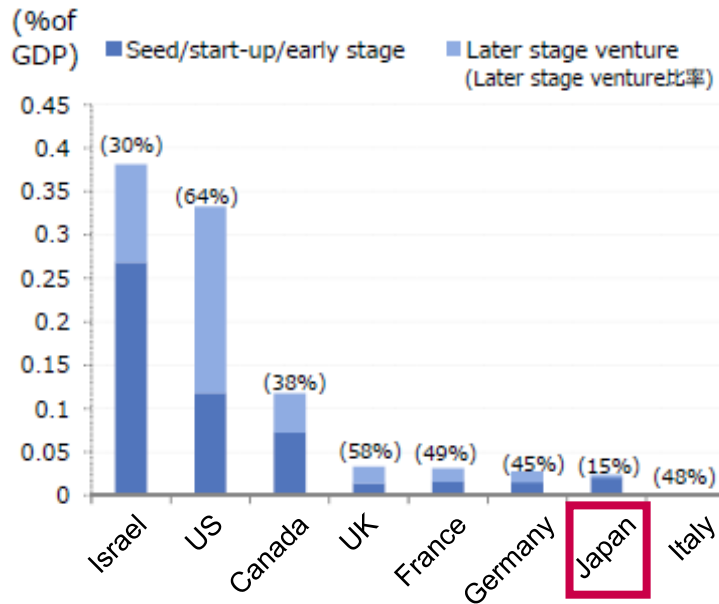
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Background to the establishment of JIC

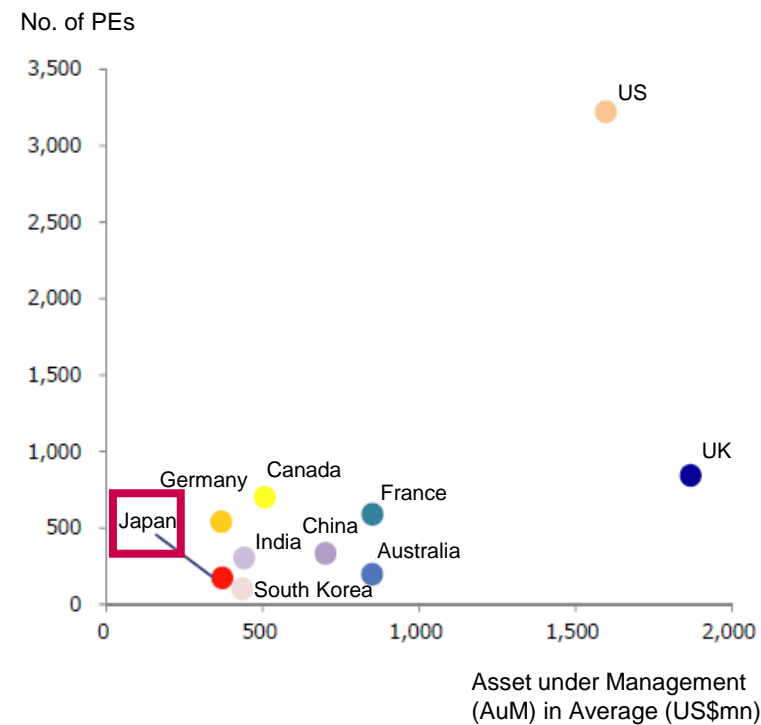
Changing circumstances of the Japanese investment business

- In Japan, the importance of supplying risk capital to support innovation is increasing, but risk capital suppliers and supply amounts are limited

Ratio of venture investment to GDP (2015)



No. & AuM of PEs (Aug 30, 2016)



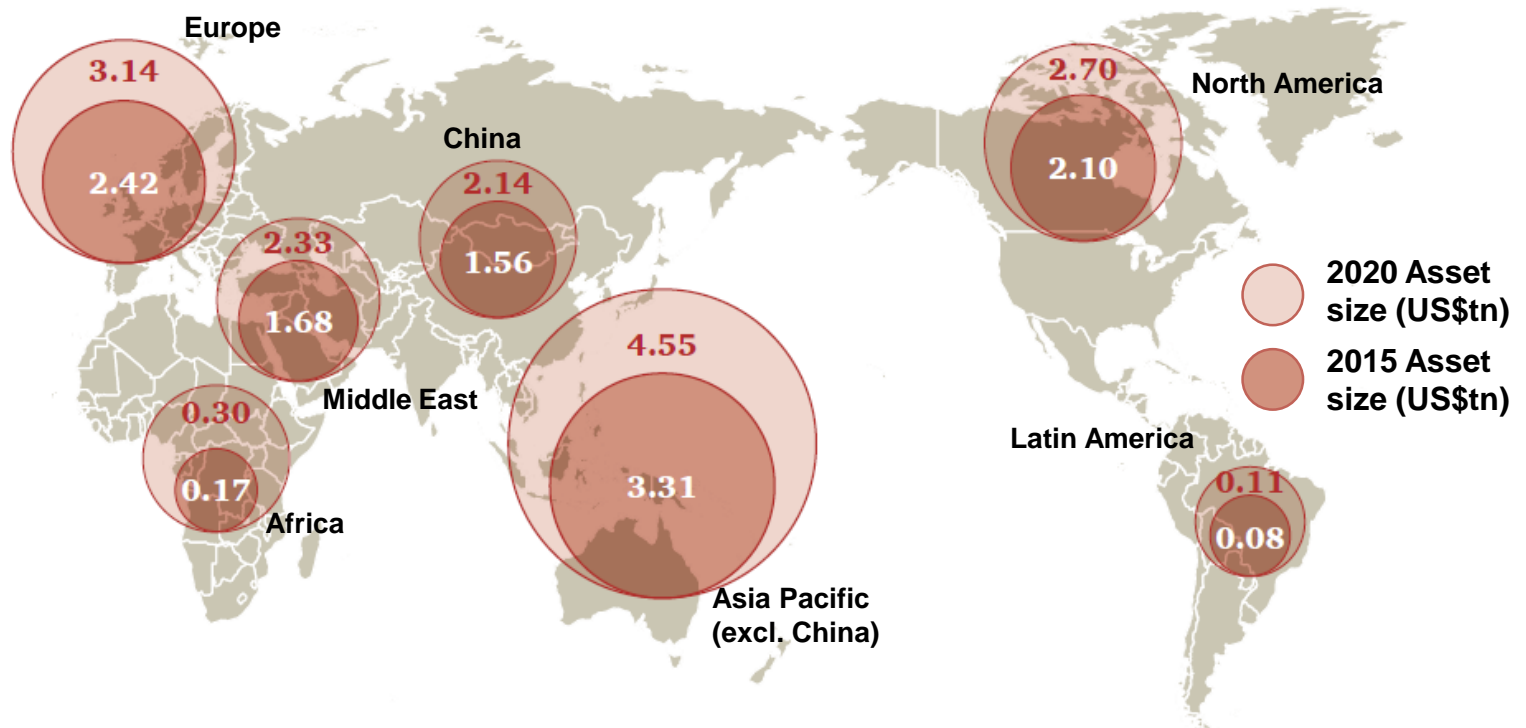
* Source Ministry of Economy, Trade and Industry, Industrial Structure Council “New Industrial Structure Vision” (2017).

Background to the establishment of JIC

Recent trends on investors in the world

- Risk capital providers have been more diversified and larger in scale
- In Asia, sovereign investors are key suppliers of risk capital

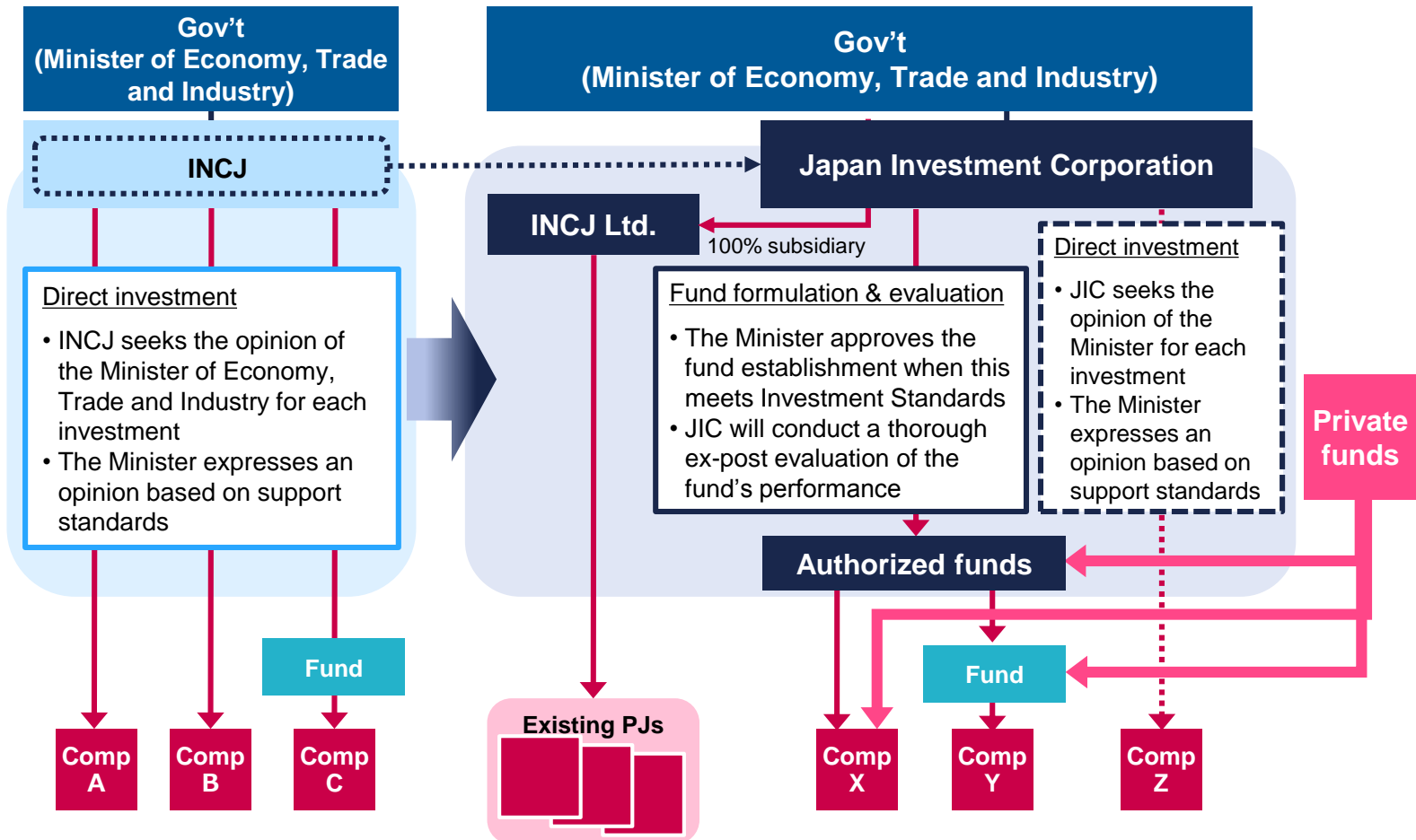
Total asset amount of regional sovereign investors: 2015 actual vs 2020 forecast



Company split to establish JIC & INCJ Ltd. 3

Revision to the Act on Strengthening Industrial Competitiveness, the reorganization of INCJ, and the establishment of JIC

- Enhance governance practices and functions required for investments
- Supply long-term and large-size risk capital in investments, esp. for growth



Highlights on JIC

- 1** JIC will achieve policy objects and maximize long-term returns on investments under principles of fiduciary duty to all the beneficiaries.
- 2** JIC will make fund raising and investments together with investors from private sectors to increase risk capital supply in Japan.
- 3** JIC will proactively invest in both domestic and foreign businesses to raise the global competitiveness of Japanese industry
- 4** JIC will have world-class investment professionals
- 5** JIC will establish the governance structure to ensure disciplined approach and rapid & flexible decision-making by investment professionals

New Investment Standards

Focused areas for supplying funds will be:

- 1 Driving the creation of new businesses designed for Society 5.0**
- 2 Creating “unicorn ventures”**
- 3 Leveraging promising untapped regional technologies**
- 4 Promoting the restructuring of businesses across different industries and organizations**

Funds will not be supplied to help businesses who ought to be driven out of the market

JIC Mission, Vision & Values

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Mission

Our mission is to enhance competitiveness of industrial sectors and create future industries, and deliver long term maximum return from investments, acting on principles of fiduciary duty.

JIC Mission, Vision & Values

Vision

We aspire to be the global investment platform:

- ***To improve the depth of investment ecosystem***
- ***To generate positive impact to society, economy & industries***
- ***To attract and develop best-in-class investment professionals***

JIC Mission, Vision & Values

Values

We take *PRIDE* in our Mission.

Professionalism & Teamwork

Respect & Integrity

Innovation & Entrepreneurship

Diversity & Inclusion

Excellence & Good judgment

Directors of JIC

President and Chief Executive Officer



Masaaki Tanaka

2012 ~ 2016
 Mitsubishi UFJ Financial Group
 Deputy President
 2016 ~
 PwC International
 Senior Global Advisor
 Advisor to the Financial Services Agency (FSA)
 Vice Chair of the Board of Councilors of the US-Japan Council
 etc.

Deputy President



Yasunori Kaneko

1999 ~
 Skyline Ventures
 Managing Director
 2015 ~
 Arcus Biosciences
 Independent Director
 Member of the Panel of Experts on FinTech Startups by FSA
 etc.

Executive Managing Director & Chief Operating Officer



Hideaki Tsukuda

2010 ~ 2017
 Egon Zehnder
 Representative of the Japan Office
 2018 ~
 Egon Zehnder
 Partner
 Member of the Council of Experts on the Stewardship Code by FSA
 etc.

Executive Managing Director & Chief Investment Officer



Hiroaki Toya

2015 ~
 LIM Advisors
 Managing Director
 2018 ~
 LIM Advisors
 Tokyo Branch Manager
 Member of Corporate Reporting Lab by METI
 Steering committee member of Investor Forum Japan
 etc.

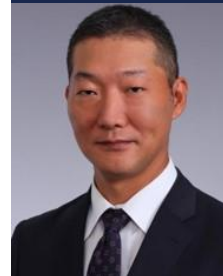
Senior Managing Director & Chief Financial Officer



Michio Saito

Ministry of Finance

Senior Managing Director & Chief Strategy Officer



Takatoshi Miura

Ministry of Economy, Trade and Industry

Outside Directors & Statutory Auditor

Chairman of the Board



Masahiro Sakane

2007 ~ 2013
Komatsu
Chairman
2013 ~
Komatsu
Councilor

etc.

Outside Director



Kazuhiko Toyama

2003 ~ 2007
Industrial Revitalization Corporation of Japan
COO
2007 ~
Industrial Growth Platform, Inc.
CEO
Advisor to FSA

etc.

Outside Director



Takeo Hoshi

2000 ~ 2012
University of California, San Diego
Professor
2012 ~
Stanford University
Professor

etc.

Outside Director



Ayako Yasuda

2011 ~ 2018
University of California, Davis
Associate Professor
2018 ~
University of California, Davis
Professor

etc.

Outside Director



Akihiro Wani

2014 ~
Morrison & Forester LLP
Senior Counselor
2014 ~
JBA TIBOR Administration
Representative Board Member
Financial Policies Monitor by FSA

etc.

Statutory Auditor



Hideo Takaura

2006 ~ 2009
PricewaterhouseCoopers Arata
Executive Chief Officer
2009 ~
Innovation Network Corporation of Japan
Statutory Auditor

etc.

Members of the Investment Committee

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Chairman



Masahiro Sakane

Leads on decisions by the Investment Committee based on his insight and experience of the top management level of global companies

Deputy Chairman



Kazuhiko Toyama

Involved in decisions by the Investment Committee based on his experience and insight as an expert on business revitalization

Member



Takeo Hoshi

Involved in decisions by the Investment Committee based on his insight from studies on economics

Member



Ayako Yasuda

Involved in decisions by the Investment Committee based on her insight from studies on private equity investments

Member



Akihiro Wani

Involved in decisions by the Investment Committee based on his expertise in international financial law

Member



Masaaki Tanaka

Participates as President based on his experience and knowledge of business investment and dispatching of directors to investees

- The Investment Committee consists of five outside directors and one representative director who are experts in investment, finance, the economy and law and is involved in the establishment and evaluation of funds
- They monitor the conformity between each project and the investment standards, and report the results to the Minister

JIC Management Policy

1 Establish an authorized fund quickly to start investing activities

2 Proactively source investment targets with a perspective of the future of the industry

3 Expand the risk capital supply by attracting funds from investors around the world

4 Recruit a diverse mix of "Best-in-Class" talents

5 Adopt best practices in the private investment business and try to find opportunities for collaboration with private investors



JAPAN INVESTMENT CORPORATION

<https://www.j-ic.co.jp/en/>