

CONFIDENTIAL
Sample Proposed Term Sheet
Original Product and Property Development
Video Game Publisher, Inc. (“Publisher”)/Really Big Talent (“Player”)
July 26, 2007

- OBJECTIVE:** A collaboration between PUBLISHER and Player for (i) the creation of an interactive entertainment software development studio in [Player’s Home Town] (the “Studio”), dedicated to (ii) the development of entertainment software products for next generation game consoles (“Titles”), based upon the Properties.
- PROPERTIES:** Original intellectual property created by Player in collaboration with PUBLISHER.
- LICENSE:** PUBLISHER will have the exclusive right to exploit the Properties on all interactive platforms, including without limitation all personal computer, console, handheld and wireless platforms, whether now known or hereafter invented or devised, through all channels of distribution.
- TERRITORY and LANGUAGES** PUBLISHER will have the right to exploit the License in all territories and in all languages throughout the world.
- TERM:**
- (1) The collaboration will extend to at least [1] Title based upon at least [1] Property mutually agreed between PUBLISHER and Player.
 - (2) PUBLISHER’s rights with respect to Titles created by PUBLISHER based upon each Property will exist in perpetuity.
- APPROVED ORIGINAL GAME CONCEPT:** PUBLISHER and Player will mutually agree upon the creative concept for each Title based upon the Properties.
- PUBLISHER OBLIGATIONS:**
- (1) PUBLISHER will be responsible for funding, establishing, staffing and operating the Studio. The Studio will be located at or near [Player’s Creative Offices] in [Player’s Home Town], and will report directly to PUBLISHER’s senior development executive in _____ (currently, _____). The Studio will be capable of developing first-class interactive entertainment software products for next-generation game platforms. In general, creation of the Studio will proceed in accordance with the following stages:
 - (a) Stage 1 (Formation: estimated [3 to 6] months):
 - o Identifying and securing appropriate Studio space, at or near [Player’s Creative Offices] in [Player’s Home Town].

- In consultation with Player and/or his designated staff, hiring a “core initial team” consisting of the following staff:
 - Creative Studio Head
 - Lead Programmer
 - Art Manager
- (b) Stage 2 (Title Concept through Pre-production: estimated [3 to 12] months):
 - Hiring an additional staff of 5-20 employees necessary for sheparding the initial Title from concept development through pre-production
- (c) Stage 3: (Development: estimated [12 to 18] months):
 - Hiring staff of 50-150 employees for full project development.
- (d) Stage 4: (On-going)
 - Management of Studio for development of subsequent Titles.

(2) Subject to mutual approval by PUBLISHER and Player of an original game concept and concept development approval by the appropriate platform manufacturers, PUBLISHER will develop a Title based upon a Property designed for play on at least two (2) next-generation game platforms (*e.g.*, Playstation’s PS3, Microsoft’s Xbox 360). Provided such Title is approved for manufacture by the appropriate platform manufacturers, PUBLISHER will manufacture, market, distribute and sell the Title in a manner consistent with PUBLISHER’s treatment of comparable titles based upon original creative intellectual property.

PLAYER OBLIGATIONS:

- (1) Consistent with the expectation that Player will be the principal creative force behind the Properties, Player will:
 - (a) Provide creative services in connection with interactive entertainment software products exclusively to PUBLISHER so long as any Titles are being developed by PUBLISHER pursuant to this collaboration, and for a period of [6] months following the initial commercial release of the last platform release of the final Title developed and released pursuant to this collaboration.
 - (b) Grant PUBLISHER the [exclusive] right to use Player’s name, approved likeness, publicity rights, publicity services, and endorsement in connection with the advertising, marketing, publicity, promotion and sale of the Titles.
- (2) With respect to each Property, Player will assist PUBLISHER in understanding the Property and translating the Property into a Title, such as by providing the following:

- (a) Prepare and review with PUBLISHER “high concept” documents for the Property, outlining and describing fundamental plot points.
- (b) Create and review with PUBLISHER story, plot structures, and character documents for the Property, defining backstory, dramatic arc, narrative, characters and character development.
- (c) Write the script/scenario and dialogues for each Title based upon the Property.
- (d) Provide concept art/designs, sketches, mock-ups and models for all sets, environments, and characters.
- (e) Provide, as requested by PUBLISHER, consulting services on all aspects of scenario/script development, storyboards, cinematic sequences for each Title, as well as any other game aspects for each Title.
- (f) Appoint a project manager/producer to work with PUBLISHER with respect to items (2)(a)-(e) above and to assist and provide resources in all aspects of game Title design and development.
- (g) Provide as requested mutually-agreed services in connection with the marketing of the Titles which may include, by way of example only, autographs, a marketing statement for press release purposes, telephone interviews, public appearances, and the like.
- (h) Deliver clean chain of title and ownership of all rights necessary for PUBLISHER to exercise its rights to the Titles.

All aforementioned obligations shall be memorialized for each Title in a mutually-agreed scope of work and milestone schedule.

OWNERSHIP:

- (1) Player will own and control all rights to the Properties, subject to the exclusive license granted to PUBLISHER hereunder.
- (2) PUBLISHER will own and control the Studio, and all software, technology, and intellectual property created by Studio (but not any creative elements of the Properties embodied in any of the foregoing, which as stated above will be owned by Player).

ROYALTIES:

With respect to each Title developed by PUBLISHER hereunder, PUBLISHER will pay Player the following royalties:

- (a) Next-generation consoles:
 - (i) ___% of Net Sales from unit one.
 - (ii) ___% of Net Sales, on a prospective basis once the Studio has achieved profitability.
 - (iii) ___% of Net Sales upon PUBLISHER achieving a standard ___% return on investment for each product. (on a prospective basis only)

“Net Sales” will be defined as all monies paid to and received by PUBLISHER from games sold by PUBLISHER and not returned, net or less deductions for, including but not limited to, reserves, credits, returns, mark downs, lost and damaged goods, write offs, allowances, promotional units, rebates, and trade/marketing discounts. Royalty reduction language with respect to the specific percentages will be negotiated in good faith. No royalties will be paid for Net Sales of units sold below cost of goods.

- (b) Wireless, Hand-held and other formats: TBD

OTHER RIGHTS:

PUBLISHER will receive an amount to be mutually-agreed (but no less than ___% of Net Receipts (to be defined) from the exploitation of the Properties in all other media and all merchandise based on the Properties.

OTHER

Long-Form Agreement: Other terms and conditions will be negotiated in good faith between the parties and embodied in a definitive agreement. The parties anticipate entering into Publisher's standard Long Form Agreement, incorporating the terms of this Deal Memo and such other terms and conditions customary in agreements of this type, subject to good faith negotiation within Publisher's customary parameters. Unless and until such Long Form Agreement is executed, this Deal Memo constitutes the binding agreement of the parties with respect to the Game, and supercedes any and all previous and contemporaneous agreements, commitments, representations, and discussions between the parties with respect thereto.

Governing Law: This Deal Memo and the subsequent Long Form Agreement will be governed by applicable U.S. laws and by the internal substantive laws of the State of California (without reference to conflicts of laws provisions). The parties agree that any lawsuit or other judicial action regarding the Deal Memo or Long Form will be resolved exclusively in the state and federal courts located in Los Angeles County, California, and the parties consent to the jurisdiction of such courts.

This Deal Memo is not binding until it has been agreed and accepted by the parties as of the later date set forth below:

PUBLISHER Inc.

Date

PLAYER

Proposed Term Sheet
Original Product and Property Development
Video Game Publisher, Inc. (“Publisher”)/Creative Talent (“Big Shot”)

July 26, 2007

- OBJECTIVE:** A collaboration between PUBLISHER and Big Shot for the development of interactive entertainment products (each a “Title” and collectively, the “Titles”), based upon the Properties.
- PROPERTIES:** Three (3) Titles, which may be derived from the following sources:
1. Titles derived from intellectual property (“IP”) created through collaboration between PUBLISHER and Big Shot, with Big Shot providing services as defined below (each a “Collaboration Property”).
 2. Titles derived from IP owned/controlled by Big Shot, with Big Shot granting PUBLISHER the right to exploit the IP on all interactive platforms, as well as providing services as defined below (each a “Big Shot Property”).
 3. Titles derived from IP owned/controlled by PUBLISHER, with Big Shot providing services as defined below (each a “PUBLISHER Property”).
 4. Titles derived from intellectual property licensed by PUBLISHER from a 3rd party, with Big Shot providing services as defined below (each a “Third Party Property”).
- LICENSE:** PUBLISHER will have the exclusive right to exploit the Properties on all interactive platforms, including without limitation all personal computer, console, handheld and wireless platforms, whether now known or hereafter invented or devised, through all channels of distribution.
- TERRITORY and LANGUAGES** PUBLISHER will have the right to exploit the License in all territories and in all languages throughout the world.
- COLLABORATION TERM:** Two (2) years from the mutual execution of this agreement.
The Parties will negotiate, in good faith, to extend the collaborative partnership no less than 3 months prior to the expiration of the Term.
PUBLISHER’s rights with respect to Titles created by PUBLISHER based upon the Properties will exist in perpetuity.
- APPROVED ORIGINAL GAME CONCEPT:** PUBLISHER and Big Shot will mutually agree upon the creative concept for each Title based upon the Properties.
- PUBLISHER OBLIGATIONS:** Subject to mutual approval by PUBLISHER and Big Shot of a game concept and concept development approval by the appropriate platform manufacturers, PUBLISHER will develop each Title based upon a Property designed for play on at least two (2) game platforms. Provided such Title is approved for manufacture by the appropriate platform manufacturers, PUBLISHER will manufacture, market, distribute and sell the Title in a manner consistent with PUBLISHER’s treatment of comparable titles.
- BIG SHOT OBLIGATIONS:** (1) Consistent with the expectation that Big Shot will be the principal creative force behind the Properties, Big Shot will:
- (a) Provide creative services in connection with interactive entertainment software products exclusively to PUBLISHER so long as any Titles are being developed by PUBLISHER pursuant to this collaboration, and for a period of [6] months following the initial commercial release of the last platform

release of the final Title developed and released pursuant to this collaboration;
and

- (b) Grant PUBLISHER the exclusive right (exclusive with respect to interactive entertainment software products only) to use Big Shot's name, approved likeness, publicity rights, publicity services, and endorsement in connection with the advertising, marketing, publicity, promotion and sale of the Titles.

(2) With respect to each Property, excluding Third Party Properties, Big Shot will assist PUBLISHER in understanding the Property and translating the Property into a Title, such as by providing the following services:

- (a) Prepare and review with PUBLISHER "high concept" documents for the Property, outlining and describing fundamental plot points.
- (b) Create and review with PUBLISHER story, plot structures, and character documents for the Property, defining backstory, dramatic arc, narrative, characters and character development.
- (c) Write the script/scenario and dialogues for each Title based upon the Property.
- (d) Provide concept art/designs, sketches, mock-ups and models for all sets, environments, and characters.
- (e) Provide, as requested by PUBLISHER, consulting services on all aspects of scenario/script development and storyboards, as well as any other game aspects for each Title.
- (f) Serve as game cinematographer, as requested by PUBLISHER, to maintain a consistent cinematic aesthetic for each Title.
- (g) Appoint a project manager/producer to work with PUBLISHER with respect to items (2)(a)-(e) above and to assist and provide resources in all aspects of game Title design and development.
- (h) Provide as requested mutually-agreed services in connection with the marketing of the Titles which may include, by way of example only, autographs, a marketing statement for press release purposes, telephone interviews, public appearances, and the like.

(3) With respect to each Third Party Property, Big Shot will review and provide comments on "high concept" documents, story, plot structure, character documents, scenario/script development, dialogues, and story boards.

All aforementioned obligations will be memorialized for each Title in a mutually-agreed scope of work and milestone schedule.

OWNERSHIP:

(1) As between PUBLISHER and Big Shot, Big Shot will own and control all rights to each Big Shot Property and each Collaborative Property, in perpetuity, subject to the exclusive and perpetual license granted to PUBLISHER hereunder and PUBLISHER's passive royalty with respect to other exploitation of such Properties as described below. PUBLISHER will own and control all rights to each PUBLISHER Property (specifically including the property currently being developed by PUBLISHER's [_____] Studios and entitled "_____"), subject to Big Shot's right to exploit each PUBLISHER Property in other media upon terms to be negotiated in good faith.

(2) PUBLISHER will own and control all software, technology, and IP created by internal or external game developers in perpetuity (except to the extent that any of the foregoing incorporates any element of the Properties, which as stated above will be owned by Big Shot).

GUARANTEE:

PUBLISHER will pay Big Shot the following recoupable guarantees in respect of each Title developed and released by PUBLISHER on a console platform pursuant to this collaboration (in each case the payment schedule will be determined by mutual agreement of the parties):

(1) With respect to each such Title derived from a Collaboration Property, a [\$ _____] fully recoupable guarantee.

(2) With respect to each such Title derived from a Big Shot Property, a [\$ _____] fully recoupable guarantee.

(3) With respect to each such Title derived from a PUBLISHER Property, a [\$ _____] fully recoupable guarantee.

(4) With respect to each such Title derived from Third Party Property, a [\$ _____] fully recoupable guarantee.

For the avoidance of doubt, Big Shot will be entitled to one guarantee payment for each applicable Title, regardless of the number of console platforms on which the Title is released. For example, if a Title based upon a Collaboration Property is released on both the Sony PS2 platform and Microsoft Xbox platform, Big Shot will be entitled to one guarantee payment in respect of that Title.

ROYALTIES:

Big Shot will be entitled to the following royalties in respect of each Title developed and released by PUBLISHER on a console platform pursuant to this collaboration:

(1) With respect to each console Title derived from a Collaboration Property: []% of Net Sales

(2) With respect to each console Title derived from a Big Shot Property: []% of Net Sales

(3) With respect to each console Title derived from a PUBLISHER Property: []% of Net Sales

(4) With respect to each console Title derived from a Third Party Property: []% of Net Sales

“Net Sales” will be defined as all monies paid to and received by PUBLISHER from games sold by PUBLISHER and not returned, net or less deductions for, including but not limited to, reserves, credits, returns, mark downs, lost and damaged goods, write offs, allowances, promotional units, rebates, and trade/marketing discounts. Royalty reduction language with respect to the specific percentages will be negotiated in good faith. No royalties will be paid for Net Sales of units sold below cost of goods.

Royalties from all platforms of a Title will be recoupable against all guarantees applicable to that Title.

Wireless, Hand-held and other formats: TBD

OTHER RIGHTS:

With respect to each Collaboration Property and each PUBLISHER Property, PUBLISHER will be entitled to receive an amount to be mutually-agreed (but no less than []% of Net

Receipts (to be defined)) from the exploitation of such Properties in all other media and all merchandise based on such Properties.

OTHER

Long-Form Agreement: Other terms and conditions will be negotiated in good faith between the parties and embodied in a definitive agreement. The parties anticipate entering into PUBLISHER's standard Long Form Agreement, incorporating the terms of this Deal Memo and such other terms and conditions customary in agreements of this type, subject to good faith negotiation within PUBLISHER's customary parameters.

This Deal Memo is intended for discussion purposes only and is not binding on either of the parties.

Contact:

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**EA AND STEVEN SPIELBERG TEAM UP TO DEVELOP
THREE ORIGINAL VIDEOGAMES**

FOR IMMEDIATE RELEASE

LOS ANGELES, CALIF., - October 14, 2005 – In a ground-breaking long term agreement, Electronic Arts Inc. (NASDAQ: ERTS) today announced that Academy Award® winner Steven Spielberg will be collaborating with the game makers at EA's Los Angeles studio (EALA) to create three new original franchise properties. Beginning this year, with offices located on site at EALA, Spielberg will work directly with EA's development teams to offer his signature style of storytelling to the concept, design, story and artistic visualization of the new games. EA will own the intellectual properties and the game franchises will be developed, published and distributed worldwide by EA. Financial terms of the agreement were not disclosed.

"I have been playing EA games for years and have watched them master the interactive format," said **Steven Spielberg**. "Having watched the game industry grow from a niche into a major creative force in entertainment, I have a great deal of respect for EA's understanding of the interactive format. I'm looking forward to working closely with the team in Los Angeles."

"There is no greater storyteller than Steven Spielberg," said **EA Chairman and CEO Larry Probst**. "In addition to his gift for pleasing movie audiences, he has an innate understanding of games and how to immerse players into a fantastic world of action and characters."

"It's incredibly exciting to be collaborating with Steven Spielberg," noted **Neil Young, VP and Studio Head at EALA**. "He shares our vision for the potential of the medium and has the passion and creativity to help us finally deliver on the promise that a game can not only engage and compel you with its interactivity, but can also move you emotionally."

The mission at EALA is to be the definitive creative destination for game makers and game development in Southern California. It is home to the award-winning *Medal of Honor*™, *Command & Conquer*™ and *The Lord of the Rings*™ franchises. EALA drives innovation in technology, art and game design by employing a first-class studio of game-makers at its campus in Playa Vista, CA. The studio is also home to EA's Worldwide Music and Music Marketing group and EA Mobile.

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About Electronic Arts

Electronic Arts (EA), headquartered in Redwood City, California, is the world's leading interactive entertainment software company. Founded in 1982, the company develops, publishes, and distributes interactive software worldwide for videogame systems, personal computers and the Internet. Electronic Arts markets its products under four brand names: EA SPORTS™, EA™, EA SPORTS BIG™ and POGO™. In fiscal 2005, EA posted revenues of \$3.1 billion and had 31 titles that sold more than one million copies. EA's homepage and online game site is www.ea.com. More information about EA's products and full text of press releases can be found on the Internet at <http://info.ea.com>.

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**Elevation Partners' First Investment
Creates BioWare, Pandemic Partnership**

*Valued at \$300 million, strategic deal brings
together two premier game developers*

Menlo Park, Calif., Nov. 3, 2005

The private equity firm Elevation Partners has announced the formation of a creative and management partnership with Pandemic Studios, LLC and BioWare Corp. (bioware.pandemicstudios.com), two leading independent video game developers. The combined investment, including future capital needs, will be more than \$300 million, creating one of the world's best-funded and largest independent game development houses.

"BioWare and Pandemic are truly among the greats of worldwide game developers. We at Elevation are proud to have been chosen by them to be their partners and to work with them in growing their businesses," said John Riccitiello, a managing director at Elevation Partners and CEO for the new holding company, BioWare/Pandemic Studios.

The companies each have two co-founders, and under the deal, all four will become shareholders and senior executives in BioWare/Pandemic Studios. The deal also gives employees of both companies an ownership stake in the new business.

"Our most valuable assets are the people who make it all happen," said Josh Resnick, president of Pandemic Studios. "Our creative, production and operational staff are as vital to our success as directors and stars are to blockbuster films, and we are giving them the stakeholder recognition they deserve. Our mutual goal is to build the industry's best place for talent."

Greg Zeschuk, joint CEO of BioWare Corp, said that the cash infusion will take pressure off both companies to rush games to market before their time. "Great video games don't roll off the assembly line—they are an art form, as lovingly crafted as a film, musical score, or novel," Zeschuk said. "That means taking the time to nurture top talent, then letting that talent work its magic. Fans are the real winners in this deal, because we will now have the resources and creative discretion to make the right decisions for our products. This is truly a new way of doing business."

Pandemic is known for its top-selling action/adventure titles; BioWare is the leading independent developer of story- and character-based role-playing games. Both will retain their separate brands and creative teams, and continue to operate in their respective cities: BioWare in Edmonton, Canada; Pandemic in Los Angeles and Brisbane, Australia. Both studios plan future expansions at these and other locations.

The cash infusion will allow Pandemic and BioWare to rapidly support new game consoles ensuring each title has the necessary resources to achieve the highest quality. Andrew Goldman, Pandemic Studios' CEO, said that publishers remain vital to the business. "This is still very much a collaboration with our publishing partners. We will continue to innovate and deliver top-quality hit games and they will continue to transform that creativity into blockbuster titles."

"BioWare and Pandemic will use our new alliance as a launch pad for exchanging creative ideas, cutting edge technologies and top talent while retaining our distinctive cultures," said Ray Muzyka, joint CEO of BioWare Corp. "In a business where developers often must sell out to survive, this deal is refreshingly new: a partnership of equals."

Behind the deal: Facts and stats

The transaction value, including future capital needs and rollover of the founders' shareholdings, will be more than \$300 million, making the BioWare/Pandemic alliance one of the world's best-funded and largest independent game development efforts. The combined group will immediately have more than 450 employees, with offices in Los Angeles, Edmonton, Canada, and Brisbane, Australia.

The deal creates a new holding company, BioWare/Pandemic Studios, comprised of management from Pandemic, BioWare and Elevation Partners.

- **Pandemic** is a leading force in the action/adventure category, with four major hit games, three of which are original Pandemic-created IPs, in the last 18 months: *Mercenaries™*, *Destroy All Humans™*, *Full Spectrum Warrior™*, and *Star Wars Battlefront™* (look for *Star Wars Battlefront™ II*, published by LucasArts in stores now). In addition to the upcoming release of *Full Spectrum Warrior: Ten Hammers™* (to be published by THQ), Pandemic is developing a number of new, unannounced original titles with forward-looking technology for next generation platforms at its two studio locations. For more information on Pandemic and its games go to www.pandemicstudios.com.

- **BioWare** is an industry powerhouse known for its role-playing games rich in story and character. Releases include the hit franchises Baldur's Gate™, Neverwinter Nights™, Star Wars™: Knights of the Old Republic™, and BioWare's own IP Jade Empire™, as well as the upcoming new IP titles, Mass Effect™ (to be published by Microsoft) and Dragon Age™. BioWare has also developed innovative new technology, including the BioWare Eclipse Engine™, for next generation platforms with its Technology Architecture Group and online content for its community of 2.75 million registered fans at www.bioware.com.

- **Elevation Partners** is a newly formed private equity firm that makes large-scale investments in market-leading media, entertainment, and consumer-related businesses. It focuses on investing in intellectual property and content oriented businesses, as well as traditional media and entertainment companies, where it can partner with management to enhance growth and profitability through a combination of strategic capital and operational insight. Elevation Partners had its final close on a \$1.9 billion fund this past August. The six partners are Fred Anderson, former EVP and CFO of Apple Computer, Bret Pearlman, former senior managing director of The Blackstone Group, Marc Bodnick, a founding principal of Silver Lake Partners, John Riccitiello, the former president and COO of Electronic Arts, Roger McNamee, a co-founder of Silver Lake Partners and Integral Capital Partners and Bono, lead singer and co-founder of the rock band U2. For more information, visit www.elevation.com.

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Top-Tier Venture Capital Firms Serve as Series A Co-leads Financing Independent Massively Multiplayer Online Gaming Studio

Aliso Viejo, CA - December 12, 2006

Red 5 Studios, an independent online game development studio made up of key talent behind Blizzard Entertainment®'s hit World of Warcraft®, announced today it has raised additional capital to further its growth toward becoming the leading studio for creative, original MMO games for the global mass market. Benchmark Capital and Sierra Ventures co-led the Series-A round raising \$18.5 million in funding.

"Red 5 is a creative mecca for the world's best game development talent to realize their own vision," said Mark Kern, president and CEO of Red 5 Studios. "With the financial backing and operational advice of Benchmark and Sierra, our uniquely talented team will have the resources to create the most exciting massively multiplayer titles for a worldwide audience."

Benchmark Capital has invested in dozens of successful consumer-technology companies, including Second Life™, mobile entertainment leader JAMDAT, and eBay. Sierra focuses on investments across all areas of the information technology sector, and works with entrepreneurs and management teams to originate and build new companies into large, profitable businesses

"Historically, the winners in the gaming space have been publishers rather than independent studios. However, World of Warcraft® is no ordinary game title and Red 5 is no ordinary team," said Bill Gurley, general partner, Benchmark Capital. "With the track record, talent and vision behind Red 5, it is positioned to become a unique creative powerhouse in the online games space."

"Sierra invests in world-changing ideas, and we believe that MMOs are poised to become a dominant form of entertainment on a global scale. Red 5 Studios' mission is aligned perfectly with our goals of building the premiere independent development studio in the online gaming market," said Jeff Loomans, partner, Sierra Ventures. "Future MMOs need to combine great gameplay and social networking - giving players the ability to reach beyond borders both virtually and globally, and Red 5 Studios is designing the company and its games around this premise from the beginning."

Red 5 Studios' first title is already under development; a massively multiplayer online (MMO) game financed and distributed globally by Webzen.

About Red 5 Studios

Founded in September 2005 by key members behind Blizzard Entertainment®'s World of WarCraft®, including Team Lead Mark Kern, Art Director William Petras, and co-founder of Blizzard Korea Taewon Yun, Red 5 Studios is dedicated to bringing together millions of gamers across the world by creating immersive worlds, intriguing stories and compelling characters.

About Benchmark Capital

Benchmark Capital, a leading international venture capital firm, was founded in 1995 to help talented entrepreneurs with original ideas build successful technology companies. Benchmark's general partners take a team-oriented, labor-intensive approach to venture investing to deliver a superior level of service

to the firm's portfolio companies. Benchmark's portfolio includes high-profile start-ups like Infinera, MySQL, OpenTable, Tellme, Zillow, Yelp, and Linden Lab's Second Life, and franchise companies such as eBay, Juniper Networks and Red Hat. Managing more than \$3.5 billion in committed venture capital, Benchmark has offices in Silicon Valley, Europe and Israel. For more information on Benchmark Capital, visit its website at www.benchmark.com.

About Sierra Ventures

Sierra Ventures, founded in 1982, is a privately held venture capital firm focused on investments across all areas of the Information Technology sector from semiconductors to enterprise software. Sierra Ventures has managed eight venture capital partnerships and currently has more than \$1 billion of capital under management. Some of the firm's investments include Combinet (acquired by Cisco), StrataCom (acquired by Cisco), ConvergeNet (acquired by Dell), Quinta (acquired by Seagate), Intuit (INTU), OnLink (acquired by Siebel), Healtheon (merged with WebMD), AmeriGroup (AGP), Micromuse (MUSE), Active Software (acquired by WebMethods), Centex (acquired by WorldCom), and Interact Commerce (acquired by Sage).

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HIGHLIGHTS

Warner Bros. Entertainment to Invest in SCi Entertainment Group, Leading Video Games Publisher

December 15, 2006

Warner Bros. Entertainment Inc. will make an investment in SCi Entertainment Group plc, ('SCi' Epic code: SEG) the parent company of publishing label Eidos Interactive Ltd, representing 10.3 percent of the company's enlarged share capital. Additionally, Warner Bros. Home Entertainment Group and SCi have entered into an agreement for licensing and distribution of games based on select Warner Bros. Entertainment properties. The investment, licensing and distribution agreements are all pending SCi shareholder approval.

A part of the Warner Bros. Home Entertainment Group, Warner Bros. Interactive Entertainment (WBIE) has granted the licenses to SCi for the comic book version of Batman, the Looney Tunes, select titles from the Hanna-Barbera catalog and television properties *The OC*, *Loonatics Unleashed* and *Legion of Super Heroes*.

In addition, Eidos and Warner Bros. Home Entertainment Group have entered into a primary distribution agreement under which Warner Bros. Home Entertainment Group will provide warehousing, logistics, merchandising and media buying services in the United States to Eidos. Eidos will continue to run, through its US publishing office, all other aspects of its US operations including manufacturing, sales, marketing and PR.

"Investing in SCi further solidifies our commitment to the rapidly growing interactive and gaming space," said Kevin Tsujihara, President, Warner Bros. Home Entertainment Group. "This deal is consistent with our core strategy of delivering high quality entertainment based on some of the world's best-loved brands for all formats and channels. We look forward to working with SCi to build games the fans of these brands will truly enjoy."

Jane Cavanagh, Chief Executive of SCi, said, "These agreements represent a further step in SCi's development as one of the world's leading publishers of interactive entertainment. The licensed properties extend and strengthen our product portfolio through globally recognized titles such as Batman, Looney Tunes including brands such as Bugs Bunny and the classic Hanna-Barbera catalogue including brands such as Tom and Jerry.

"The properties also include content with a broad demographic appeal. Significantly, the partnership with Warner Bros. Home

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appear significantly, the partnership with Warner Bros. Home Entertainment Group in the United States links us to the distribution network and buying power of one of the world's largest media companies. The additional investment provides us with the firepower to accelerate growth initiatives such as increasing our development capacity and our new media and online strategies."

Warner Bros Interactive Entertainment has licensed the rights for selected intellectual properties to SCi. SCi's publishing label Eidos will develop videogames based on the properties. The licenses are:

- Batman. The license enables Eidos to create games based on the comic book version of the DC Comics' renowned super hero.
- Looney Tunes. Eidos will create games using the library of Looney Tunes characters, including Bugs Bunny, Daffy Duck, Road Runner and Speedy Gonzales and more, for handheld platforms.
- Hanna-Barbera catalog. Eidos will develop up to twelve games based on a number of individual characters in the classic Hanna-Barbera catalogue including *Tom and Jerry*, *The Flintstones*, *Wacky Races*, *Yogi Bear* and *Huckleberry Hound*.
- The OC. The license is for the interactive rights to the long running global TV series *The OC*, based around the lives of teenagers in Orange County, California.
- Other animated properties. Eidos has also signed license agreements relating to the children's animated TV programs, *Loonatics Unleashed* and *Legion of Super Heroes*.

About SCi Entertainment Group plc

SCi is one of the world's leading publishers and developers of entertainment software. Its publishing label is Eidos which consists of publishing operations across Europe and the US and several development studios including Crystal Dynamics, IO Interactive, Beautiful Game Studios, Eidos Studios Hungary, Eidos Sweden and Pivotal Games. The Group has a valuable combined portfolio of intellectual property including: *Tomb Raider*, *Hitman*, *Deus Ex*, *Championship Manager*, *Carmageddon*, the *Conflict* series and *Just Cause*. Some of the titles currently in development include: *Kane & Lynch: Dead Men*, *Crossfire*, *Battlestations: Midway*, *Chili Con Carnage* and *Highlander*.

About Warner Bros. Entertainment Inc.

Warner Bros. Entertainment Inc. is a fully integrated, broad-based entertainment company and the global leader in the creation, production, distribution, licensing and marketing of all forms of entertainment and their related businesses. A Time Warner Company, Warner Bros. Entertainment stands at the forefront of every aspect of the entertainment industry, from feature films to television, home video/DVD, animation, interactive entertainment and games, and product and brand licensing.

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FOR IMMEDIATE RELEASE

Brash Entertainment Launches with \$400 Million Investment led by ABRY Partners LLC

New Business Model Maximizes the Potential of Hollywood and Video Game Industry Collaboration

Los Angeles, Calif., June 4, 2007 – Brash Entertainment today announced its launch as a new video game company focused solely on the creation of high-quality games based on tent-pole movie releases, television, and music properties. Funded with \$400 million from a syndicate led by ABRY Partners LLC, and including New York Life Capital Partners III, LP, Northwestern Mutual Life Insurance, PPM America Private Equity Fund II, LLP, Brash operates with a new business model for bringing licensed games to market.



New Approach to Making Games

Brash will transform the way great film creativity is brought to life in games. Brash's innovative business model relies on matching each licensed project with the skills of the best independent development studios, top writers and creative talent. This collaboration is guided by an internal team of experienced producers, under the leadership of video game industry veterans. Brash currently has more than 40 licenses through partnerships with five major film studios, and twelve games in production.

"Brash is founded on the simple premise that top Hollywood creativity plus top game talent should equal great games," said Brash Co-Founder, Chairman, and CEO Mitch Davis. "We are laser focused on delivering high-quality games. The other aspects of our business are left to the experts— best of breed partners we've tapped for their specific expertise."

Warner Bros. Home Entertainment Group, the world's leading distributor of home entertainment, will act as the distribution arm for Brash's video games, mobilizing its dedicated sales force and capitalizing on the opportunities created by each film's theatrical and DVD releases to achieve dramatic global impact.

"We are very excited about working with Brash as they grow into a major force in the gaming space," said Kevin Tsujihara, President, Warner Bros. Home Entertainment Group. "We believe that our global game distribution services fit perfectly with the Brash strategic mission."

Industry Veterans

Brash was founded by Mitch Davis, Nicholas Longano, Thomas Tull and Bert Ellis. Brash Chairman and CEO Davis and President and COO Longano are most recently known for developing the world's first and largest in-game advertising network while at Massive Incorporated. Tull, Chairman and CEO of Legendary Pictures, conceived of and facilitated the Brash financial structure. Ellis, a leading media and technology industry entrepreneur, currently serves as President and CEO of Ellis Communications Group, a diversified media holding company.

"To me, great movies and great video games, if well-made, can be two equally dynamic mediums. Both are immersive: both offer pure escapism," said Thomas Tull, Chairman and CEO of Legendary Pictures, whose recent films in partnership with Warner Bros. Pictures, include *300*, *Superman Returns* and *Batman Begins*. "As a lover of films and an avid gamer, I find the opportunity to more closely align these two art forms very exciting."

The Brash leadership team is rounded out by a roster of video game and entertainment industry veterans:

- **Bill Chardavoyne, Chief Financial Officer** - Chardavoyne is an entertainment industry veteran with former leadership roles at Sony Pictures Entertainment, and Viacom/MTV Networks. Chardavoyne served as CFO of Activision, Inc. for six years.

- **Yasmin Naboa, Executive Vice President of Sales and Marketing** - Naboa comes to Brash from Ubisoft, which she spurred to become one of the fastest growing video game companies.
- **Larry Shapiro, Chief Creative Officer** - Larry Shapiro, Chief Creative Officer – Named one of most influential people in the video game industry (Wall Street Journal, 2006) Shapiro, formerly at CAA, will play an integral role in bringing together Hollywood's brightest creative talent with the best game design and development teams for each project.
- **Patrick Sweeney – Senior Vice President, Business Affairs & General Counsel** – Specializing in law for the game industry, Sweeney has represented numerous publishers and developers, including Vivendi Games, Gas Powered Games, Blizzard Entertainment, Sierra Entertainment, GameStop, and Dreamcatcher Interactive.
- **Tiffany Spencer, Vice President, Communications** – Spencer draws on more than twelve years of game industry experience most recently at leading publishers Electronic Arts and Ubisoft, and previously serving clients such as Microsoft, Viacom New Media, and Mplayer while at Edelman.

Skilled Producers

Working alongside the best video game writers and creative directors, is an internal team of skilled producers. Their resumes include dozens of popular original and licensed games, including *God of War*, *F.E.A.R.*, *Mercenaries*, *Silent Hill*, *The Chronicles of Riddick: Escape from Butchers Bay*, *Star Wars: Battlefront*, *Tony Hawk Underground*, *Justice League Heroes*, *Medal of Honor*, *The Incredibles*, *SOCOM II*, *Twisted Metal*, *Gran Turismo 4*, and *Spider-man 2*.

"The vast opportunities for creative and business collaboration between movies, music, television and the video game industry have yet to be powerfully actualized," said Erik Brooks of ABRY Partners. "Mitch, Nicholas and their team have both the industry insight and experience to build a fundamentally new kind of entertainment company that will employ a variety of creative media platforms. Brash has a unique business model that builds on the success and growth that other leaders in the industry have established and expands a complimentary genre of games that we believe has tremendous potential."

Strong Portfolio

Brash currently has licenses to develop games for films that include upcoming children's animated films, action-packed thrillers and even horror films. In fact, Brash Entertainment will be developing multiple games based on the blockbuster horror franchise "Saw" from Lionsgate (NYSE: LGF), the leading independent filmed entertainment studio and its producing partner, Twisted Pictures. The Saw franchise has emerged as one of the most inventive and popular franchises in the horror genre, racking up worldwide box office grosses of more than \$400 million and has sold more than 15 million DVDs. According to Lionsgate Vice Chairman Michael Burns, "The "Saw" franchise is a proven brand in the film space, and it's important to us that the story translates to both the film and game experience in a way that is meaningful and exciting to both movie fans and gamers. The Brash team respects film IP, is passionate about games and cares about quality just as much as we do. They will partner with the best game developer for the project, and then we will all work together in close collaboration."

About Brash Entertainment

Brash Entertainment is a video game production company focused on developing compelling, high-quality games based on theatrical and original intellectual property. By collaborating closely with top creative talent from both Hollywood and the game industry, Brash delivers deeply satisfying games that extend the filmmakers' vision into the best possible entertainment experience for gamers. Brash's innovative model matches each game project with the skills of the best independent development studios, complemented by an internal roster of A-list game producers, writers, and creatives, under the leadership of video game and entertainment industry veterans. Launched with \$400 million from a group of investors lead by Abry Partners LLC, Brash is committed to opening new creative avenues for filmmakers and game developers, and providing gamers with exciting new ways to engage the stories, characters, and drama of their favorite movies.

About ABRY Partners, LLC

Based in Boston, Massachusetts, ABRY Partners invests in media, communications and information industries and enjoys a position as one of the most experienced and successful media-focused private

equity investment firms in North America. Since 1989, ABRY has completed over \$18 billion of leveraged transactions and other private equity and mezzanine investments. Extensive experience and long-standing relationships with many different stakeholders in the media and information industries allow ABRY to contribute significant value to operating partners and portfolio companies.

About Lionsgate

Lionsgate is the leading independent filmed entertainment studio, winning the 2006 Best Picture Academy Award® for CRASH, and the Company is a premier producer and distributor of motion pictures, television programming, home entertainment, family entertainment and video-on-demand content. Its prestigious and prolific library of more than 11,000 motion picture titles and television episodes is a valuable source of recurring revenue and a foundation for the growth of the Company's core businesses. The Lionsgate brand is synonymous with original, daring, quality entertainment in markets around the globe.

About Warner Bros. Home Entertainment Group

Warner Bros. Home Entertainment Group brings together Warner Bros. Entertainment's home video, digital distribution, interactive entertainment/videogames, direct-to-DVD production, technical operations and anti-piracy businesses in order to maximize current and next-generation distribution scenarios. WBHEG is responsible for the global distribution of content through DVD, electronic sell-through and transactional VOD, and delivery of theatrical content to wireless and online channels, and is also a significant worldwide publisher for both internal and third party videogame titles.



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Indiana Jones 4 Licensing Partners Announced

18/06/07, 1:05pm EST

Upcoming Indiana Jones Adventure to be Backed by Major Companies in Global Licensing and Promotional Program.

SAN FRANCISCO--(BUSINESS WIRE)--Indiana Jones, the world's greatest action hero, returns to theaters May 22, 2008, and his newest on-screen adventures will be supported by an impressive array of leading companies as part of a broad global licensing and promotional campaign across a wide range of product categories designed to appeal to all ages.

In the toy category, Hasbro, Inc. (NYSE:HAS) will develop a broad line of action figures, vehicles and role play as well as games.

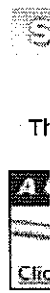
LEGO, the world's best-selling construction toy brand, has also come on board as the exclusive licensee for building sets.

Hallmark is on board in the greeting cards, party goods and ornaments categories, and Random House, Scholastic and DK Publishing will provide the foundation for a robust publishing program.

Following their string of best-selling titles, LucasArts will support the franchise with breakthrough Indiana Jones video games that will allow players to "live" all-new Indy adventures.

In addition, the upcoming Indiana Jones movie will also be supported by a strong slate of major promotional partners, including Burger King and MARS North America, with more partners to be announced soon.

"It's been 19 years since the last film and we are sensing a huge pent-up demand for everything Indy," said Howard Roffman, President of Lucas Licensing. "We're delighted that blue chip companies like these want to be part of the



incredible experience of bringing Indy back to the big screen and introducing him to a whole new generation."

"The people who grew up with Indiana Jones have become today's parents," Roffman continued. "If our experience with Star Wars is any guide, we think they'll want to introduce their kids to Indy and share this great new adventure together."

Starring Harrison Ford, Shia LaBeouf, Cate Blanchett, Ray Winstone and John Hurt, the new Indiana Jones adventure begins production this month.

The movie is a Lucasfilm Ltd. production, directed by Steven Spielberg and distributed by Paramount Pictures. Frank Marshall returns as producer with George Lucas and Kathleen Kennedy as executive producers. The movie follows the wildly successful *Raiders of the Lost Ark* in 1981, *Indiana Jones and the Temple of Doom* in 1984, and *Indiana Jones and The Last Crusade* in 1989.

Lucas Licensing, a Lucasfilm Ltd. Company, manages the global merchandising activities for all Lucasfilm entertainment properties, including Star Wars and Indiana Jones.

Source: Lucasfilm Ltd.

Merchandise Headlines

- [26/07/07, 5:20am - Dark Horse will publish new Indiana Jones comics](#)
- [25/07/07, 6:37am - San Diego Comic-Con Coverage Begins](#)
- [25/07/07, 5:34am - Press Release on Sideshow's Indiana Jones licence](#)
- [23/07/07, 9:31am - Sideshow will produce Indiana Jones collectibles](#)
- [18/07/07, 2:58pm - New Indiana Jones toys at the San Diego Comic-Con!](#)
- [10/07/07, 4:50pm - Young Indiana Jones Chronicles coming to DVD](#)
- [23/06/07, 2:38pm - New Indiana Jones books in the making](#)
- [22/06/07, 4:15pm - Indiana Jones in LEGO!](#)
- [18/06/07, 1:30pm - LEGO has exclusive rights to *Indy 4* property](#)

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EA SPORTS DELIVERS COUNTRY AND ROCK TO NASCAR 08 SOUNDTRACK

From Pole to Checkered Flag – NASCAR 08 Soundtrack Burns Up the Track with Full Throttle Mix

REDWOOD CITY, Calif. – July 20, 2007 – Electronic Arts Inc., (NASDAQ: ERTS) today announced a full-throttle mix of country and rock on its soundtrack for *NASCAR® 08* in stores August 26, 2007. Multi-platinum country duos Brooks & Dunn and Big & Rich trade paint with hard rock's Velvet Revolver and Airbourne to represent the fast and dangerous sounds of the total NASCAR experience.

The soundtrack reflects NASCAR's growing and diverse fan base, speaking to both its country roots and surging urban enthusiasts. The *NASCAR 08* soundtrack features the exclusive debut of Long Haul, from the forthcoming album by legendary country superstars Brooks & Dunn, as well as the pounding tracks Loud and Radio from the acclaimed new album by multi-Platinum pair Big & Rich. Hard rock supergroup Velvet Revolver takes racing intensity to the wall with the single She Builds Quick Machines, while hot new Australian band Airbourne - also featured in *Madden NFL 08* - challenges all competition with Stand Up For Rock 'N' Roll.

"*NASCAR 08* puts gamers behind the wheel with a soundtrack that puts the pedal to the floor," said Steve Schnur, Worldwide Executive of Music and Marketing at EA. "Today's NASCAR has 75 million of the most brand-loyal fans in all of sports, and any music mix must be a real reflection of true NASCAR culture. It's more than country. It's bigger than rock. This soundtrack is 100% cars 'n' guitars adrenaline that will blow gamers' doors off."

Rising country music star, Jason Aldean will be performing Monday night, July 23 at the invite-only EA SPORTS™ *NASCAR 08* Launch Party in New York City. Amongst other songs, Jason will perform *Johnny Cash*, his recent hit single that is featured in the *NASCAR 08* soundtrack.

NASCAR 08 delivers the most robust NASCAR console racing experience in franchise history. This 10th edition of the official NASCAR racing video game features two-time NASCAR NEXTEL Cup Series champion and driver of the No. 20 Home Depot Chevrolet Tony Stewart on the cover and makes its franchise debut on next generation systems including the PLAYSTATION®3 computer entertainment system, and Xbox 360™ video game and entertainment system. The game is rated E (Everyone) by the ESRB.

The complete in-game soundtrack for *NASCAR 08* includes:

ARTIST	SONG	ALBUM TITLE
Airbourne	Stand Up For Rock 'N Roll	Runnin' Wild
Big & Rich	Loud	Between Raising...and Amazing Grace
Big & Rich	Radio	Between Raising...and Amazing Grace
Black Rebel Motorcycle Club	Need Some Air	Baby 81
Blackberry Smoke	Up In Smoke	
Brooks & Dunn	Long Haul	

ARTIST	SONG	ALBUM TITLE
Bucky Covington	Empty Handed	Bucky Covington
Crossin Dixon	Stomp	Crossin Dixon
Halfway To Hazard	Country 'Til The Day We Die	Halfway To Hazard
Jason Aldean	Johnny Cash	relentless
Palmerston	Addicted To This	Palmerston
Velvet Revolver	She Builds Quick Machines	Libertad

To purchase the music from the soundtrack, go to EA's music site at www.ea.com/eatrax/. For more information about *NASCAR 08*, visit www.easports.com.

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About Electronic Arts

Electronic Arts Inc. (EA), headquartered in Redwood City, California, is the world's leading interactive entertainment software company. Founded in 1982, the company develops, publishes, and distributes interactive software worldwide for video game systems, personal computers, cellular handsets and the Internet. Electronic Arts markets its products under four brand names: EA SPORTS™, EA™, EA SPORTS BIG™ and POGO™. In fiscal 2007, EA posted revenue of \$3.09 billion and had 24 titles that sold more than one million copies. EA's homepage and online game site is www.ea.com. More information about EA's products and full text of press releases can be found on the Internet at <http://info.ea.com>.

ABOUT NASCAR

The National Association for Stock Car Auto Racing, Inc. (NASCAR), which began in 1948, is the sanctioning body for one of America's premier sports. NASCAR is the No. 1 spectator sport – holding 17 of the top 20 attended sporting events in the U.S., the No. 2 rated regular-season sport on television with broadcasts in over 150 countries, and has 75 million fans. These fans are the most brand loyal in all of sports, and as a result more Fortune 500 companies participate in NASCAR than any other sport.

NASCAR consists of three major national series (the NASCAR NEXTEL Cup Series, NASCAR Busch Series, and NASCAR Craftsman Truck Series), four regional series and one local grassroots series, as well as two international series. NASCAR sanctions 1,300 races at 100 tracks in more than 30 U.S. states, Canada and Mexico. Based in Daytona Beach (Fla.), NASCAR has offices in New York, Los Angeles, Charlotte (N.C.), Concord (N.C.), Conover (N.C.), Bentonville (Ark.), Mexico City and Toronto.

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