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## **Establishment of the Nippon TV Group's Management Vision and Notice Concerning Its Medium-Term Management Plan 2025-2027**

We aim to evolve our content-oriented approach and transform into a global content creator.

The Nippon TV Group has revised its management philosophy, established a new management vision, and formulated a medium-term management plan covering fiscal 2025 to 2027. Under the previous Medium-Term Management Plan 2022-2024, we secured linear advertising revenue by providing high-quality content under our content-oriented approach and encouraged offering content to global streaming platforms. Moreover, we invested aggressively in future growth such as welcoming Studio Ghibli as a subsidiary.

Medium-Term Management Plan 2025-2027 sets forth the initiatives and goals to transform us into a global content company by focusing on the content production realm, based on a robust linear television network and under the slogan "Gear up, go global." We aim to realize our management vision "Change the World Through the Power of Content" to achieve our desired state a decade from now.

### Management Philosophy

Enrich people's lives by providing accurate and timely news, high-quality content, and creating a diverse culture.

### Management Vision

## **Change the 'World' Through the Power of Content**

Being at the forefront of inspiration and reliability, the Nippon TV Group aspires to create an enriching future through our "content"—the various services and products spawned by each and every one of us.

We will continue to create, produce, and deliver our "content" for a 'world' where a better future unfolds.

## ■Long-Term Goals

Through the implementation of three medium-term management plans, the Nippon TV Group aims to achieve consolidated net sales of ¥700 billion (including international sales of ¥100 billion) and consolidated operating profit of ¥70 billion in fiscal 2033. We will generate sales through both our linear advertising business and content business and make the latter the core business of the Nippon TV Group by fiscal 2033.

## Medium-Term Management Plan 2025-2027

### Slogan

**Gear up, go global**

### Priority Targets

**Transform into a global content company**

**Develop a content business focused on creating intellectual property (IP)**

**Utilize AI in planning and development; proactively implement technology**

**Expand our wellness business for the benefit of consumers**

**Accelerate the support of growth by setting aside a ¥100 billion investment budget**

**Improve the reliability of news and help solve social issues**

**Net sales of ¥540 billion, operating profit of ¥58 billion**

## 1. Numerical Targets for Medium-Term Management Plan 2025-2027

By the final fiscal year of the plan (FY 2027), we aim to achieve consolidated net sales of ¥540 billion, our highest level to date, and consolidated operating profit of ¥58 billion.

(Billions of yen)		
	FY 2024 actual	FY 2027 target
Consolidated Net Sales	461.9	540.0
Content Media Business	430.9	496.0
Advertising Sales	248.2	250.0
Content Business	132.9	187.0
Merchandise Sales Business	33.4	36.0
Events & Amusement Park Business	16.3	23.0
Wellness Business	26.4	40.0
Real Estate-Related Business	4.5	4.0
Consolidated Operating Profit	54.9	58.0

\*Media Content Business has been renamed as Content Media Business and Life and Health-Related Business has been renamed as Wellness Business. There is no change in the information contained within the respective business segments.

## **2. Initiatives Under the Medium-Term Management Plan 2025-2027**

### **(1) Transform into a global content company**

We will rebuild our planning and production framework, which has been focused mainly on the broadcasting and domestic markets, into one that is strongly aware of overseas markets where we plan to achieve sales growth.

#### **1. Content globalization**

In addition to global distribution of dramas and international co-productions, we will expand the sale of entertainment show formats overseas. We will also promote the global rollout of content, including the release of Director Mamoru Hosoda's latest film "Scarlet" throughout the US. We aim to achieve international sales of ¥30 billion in fiscal 2027.

#### **2. Build a framework for the global rollout of content**

We are establishing a new production studio, Gyokuro Studio, geared toward content creation for overseas markets, as well as opening a new business hub in Los Angeles, USA. We are also moving forward with signing partnership agreements with leading overseas studios.

#### **3. Offer content that people want to watch across diverse channels**

We will advance the global distribution of content through collaborations with global streaming platforms, focusing on expanding our reach through TVer and Hulu. For linear broadcasting, we will bolster the development of content that can garner real-time viewership.

#### **4. Global rollout of Studio Ghibli works**

Studio Ghibli works are enjoyed by many people overseas through theatrical releases and streaming platforms. We plan to continue developing related merchandise and publications, as well as holding exhibitions and stage performances.

### **(2) Develop a content business focused on creating IP**

We will create original content and strengthen alliances with other companies, building a foundation to develop IP in our drama, film, music, and character businesses to generate earnings from multiple angles.

#### **1. Create diverse original IP and promote IP collaborations**

We will promote collaboration and cooperation with partner companies, focusing on artists, characters, and anime, to create original IP. We will expand our IP business not only in Japan but also in the global market.

#### **2. Strengthen our content creation framework by enhancing our organization and collaborating with production companies**

In addition to strengthening our organization, we will reinforce collaborations with numerous content production companies, including KANAMEL, with whom we entered a capital and business alliance in April 2025, to establish a solid content creation framework that enables us to spawn IP.

### **(3) Utilize AI in planning and development; proactively implement technology**

We will establish a content development and production model that utilizes AI to mass produce hit content under a more creative environment. Through technology, we will also lead the transformation of the television advertising business.

#### **1. Implement AI agents in content planning and production**

With the support of AI, we will drive a content technology strategy to optimize limited resources, thereby enhancing our creative power, leading to more content produced at higher quality.

#### **2. Transform the linear advertising business through the use of AdTech**

We will expand our operational linear advertising service Sugree, which launched in April 2025. We aim to double the number of clients by fiscal 2027.

#### **(4) Expand our wellness business for the benefit of consumers**

With regards to the wellness market, which has high-growth potential, we will promote activities that enrich people's lives, starting with exercise-related initiatives spearheaded by TIPNESS, the core of our group's wellness business. In parallel, leveraging the reliability that serves as the foundation of the Nippon TV Group, we will disseminate evidence-based, cutting-edge wellness information.

#### **(5) Accelerate the support of growth by setting aside a ¥100 billion investment budget**

Through strategic investment and budget allocation, we will accelerate the growth of each business, while also strengthening our revenue base through new business development and the promotion of real estate businesses.

1. Accelerate growth investment through strategic investments and strategic spending  
We will set a growth investment budget of ¥100 billion. In addition to strategic investments in the content and global, wellness, and new business domains, we will promote strategic spending to nurture internal businesses and transform operations.
2. Drive new business development by proactively allocating human resources and funds  
To diversify our revenue bases, we will promptly implement measures such as strategic budget allocation, spin-offs, and M&A in accordance with the phase of each business. We will continue to create and nurture businesses with sales of over ¥5 billion.
3. Effectively utilize existing assets and leverage our real estate business to benefit our content business  
We will promote real estate businesses that make the content business sustainable through the effective utilization of our assets.  
In addition, we will invest in diverse assets, including sports and entertainment venues.

#### **(6) Improve the reliability of news and help solve social issues**

As a news organization, we will pursue reliability and work to strengthen our news network while also engaging in sustainability activities to help solve social issues.

1. Strive for reliability as a news organization  
We will provide accurate, prompt, fair, and impartial news that earns the trust of the public and establish Nippon TV's news brand worldwide. Moreover, we will strengthen investigative reporting to catalyze solutions to social issues in Japan.
2. Reinforce the Nippon TV network  
We will work closely with the newly established Yomiuri Chukyo FS Broadcasting Holdings Corporation (FYCSHD) and other network companies to contribute to the development and revitalization of local communities.
3. Initiatives for a sustainable society  
We will proactively work on the six material issues set forth in our Sustainability Policy. As a media partner for corporations and local governments, we will advance co-creation projects that help solve social issues and endeavor to create and expand social value.
4. Initiatives for a society that respects the human rights of all people  
We will promote human rights due diligence to realize business practices that better respect human rights. We will also proactively disseminate information that promotes diversity through shows and awareness-raising events.

## **(7) Capital Management and Shareholder Return Policy**

We will use cash flow generated between fiscal 2025 and fiscal 2027 to fund growth investments as we aim to expand our revenue base. We will reduce cross-shareholdings, maintain a fundamental policy of continuous and stable shareholder returns, and set a total return ratio of 35% or more as a new target. We will advance our growth strategy through bold investments and strive to enhance our corporate value.

Please visit our website for details on the Medium-Term Management Plan 2025-2027.

<https://www.ntvhd.co.jp/english/ir/library/management/>

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