

NTV GROUP
Medium-Term Management Plan
2012→2015

Management Plan
2012 → 2015

Next 60

2012.11/12

Company Structure of NTV Group as of Oct. 1, 2012



Tech. Production



Production



Event Planning and Production



Art Design, Lighting, Sound, etc.



Copyright Management



CD/DVD Production and Sales



Digital BS Broadcasting



Terrestrial TV Broadcasting



Digital CS Broadcasting



Merchandise Production and Sales



Facility Management



Website and Mobile Device Content Production, Broadband Transmission



Shopping Portal, TV Shopping



Management of Sub-subsidiaries



Animation Planning and Production



IT Programming and Infrastructure



Human Resources Center



Radio Broadcasting



NIPPON TELEVISION HOLDINGS

NTV Group Management Policy

As the top company in the media and content industry with the ability to utilize its unparalleled creativity and communication capacity, NTV Group will strive to continue delivering news accurately and expediently. Further, NTV Group will achieve the following “Four Creations” through its relentless pursuit of innovation and opportunities.

“Four Creations”
Create high-quality content
Create a new culture
Create a prosperous society
and finally...
Create a bright future

Long-Term Management Goals

Become the media and content company which “provides enriching experiences”, and continues to be loved by the public!!

Strive to become #1 media and content company in Asia within 10 years

2022

Medium-Term Management Plan

2012-2015 (FY)

Next 60

2012



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Medium-Term Management Goals

- ① **Maintain and Enhance our Reliability as a News Medium**
- ② **Produce Content that Enriches People's Lives**
- ③ **Respond to Changes in Order to Achieve Sustainable Growth**
- ④ **Gain a Solid Presence in Overseas Markets**
- ⑤ **Step up our responsibility for contributing to society as a media company**
- ⑥ **Foster a working environment that enables all employees of NTV Group to thrive and exercise their talent**

Medium-Term Financial Targets for 2012-2015

(Unit: Millions of Yen)

| | Actual FY 2011 | Target FY 2015 | Increase |
|--------------------------------------|-------------------|-------------------|---------------|
| Consolidated Net Sales | 305,460 | 400,000 | 94,540 |
| Television Advertising Sales | 213,389 | 255,000 | 41,611 |
| Content Sales and Other | 92,071 | 145,000 | 52,929 |
| Consolidated Recurring Profit | 37,902 | 50,000 | 12,098 |
| (Recurring Profit Margin) | 12.4% | 12.5% | 0.1% |

* Fiscal year 2015 television advertising sales target includes advertising sales from terrestrial, broadcasting satellite (BS), and communications satellite (CS) platforms.

Key Initiatives to Achieve Medium-Term Goals

New content development through integrated management of the 3 broadcasting platforms

Develop next-generation content with our 60th anniversary as a fresh starting point

Aggressively expand the use of new media and devices

Achieve top share of advertising revenue through new sales tactics and higher-quality programming

Promote strategies that maximize the brand value of content

Actively pursue business opportunities abroad, especially Asia

Invest up to ¥50B in new businesses and opportunities

Create New Content by Integrating 3 Platforms

Asian Football Confederation Champions League



We recently secured the rights to broadcast the Asian club football championship matches for FY 2013-2015 (125 matches) across all 3 platforms! We will create programming that meets the demands of our viewers by strategically leveraging and synthesizing the strengths of all 3 platforms.

Terrestrial

BS Satellite

CS Satellite



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Next-Generation Content to Commemorate 60th Anniversary

Beginning January 2013, we will launch large-scale programs to commemorate our 60th anniversary. Program themes will center on society, sustainability, and promises for the future.

We will launch a 60th anniversary special program related to the Louvre in March 2013 with full cooperation from the museum.



© Pyramide du Louvre/ architecte I.M. Pei

Aggressive Usage of New Media and Devices



Co-developed with Facebook® and now on Twitter too! Also compatible with your smart phone. Share the excitement of watching programs like “TOYOTA Presents FIFA World Cup Japan” through SNS!

Facebook ® is a registered trademark of Facebook, Inc.



Graphs that show which programs are generating the most excitement on Twitter!

wiz tv aims to be your must-have app every time you watch TV!



データ放送



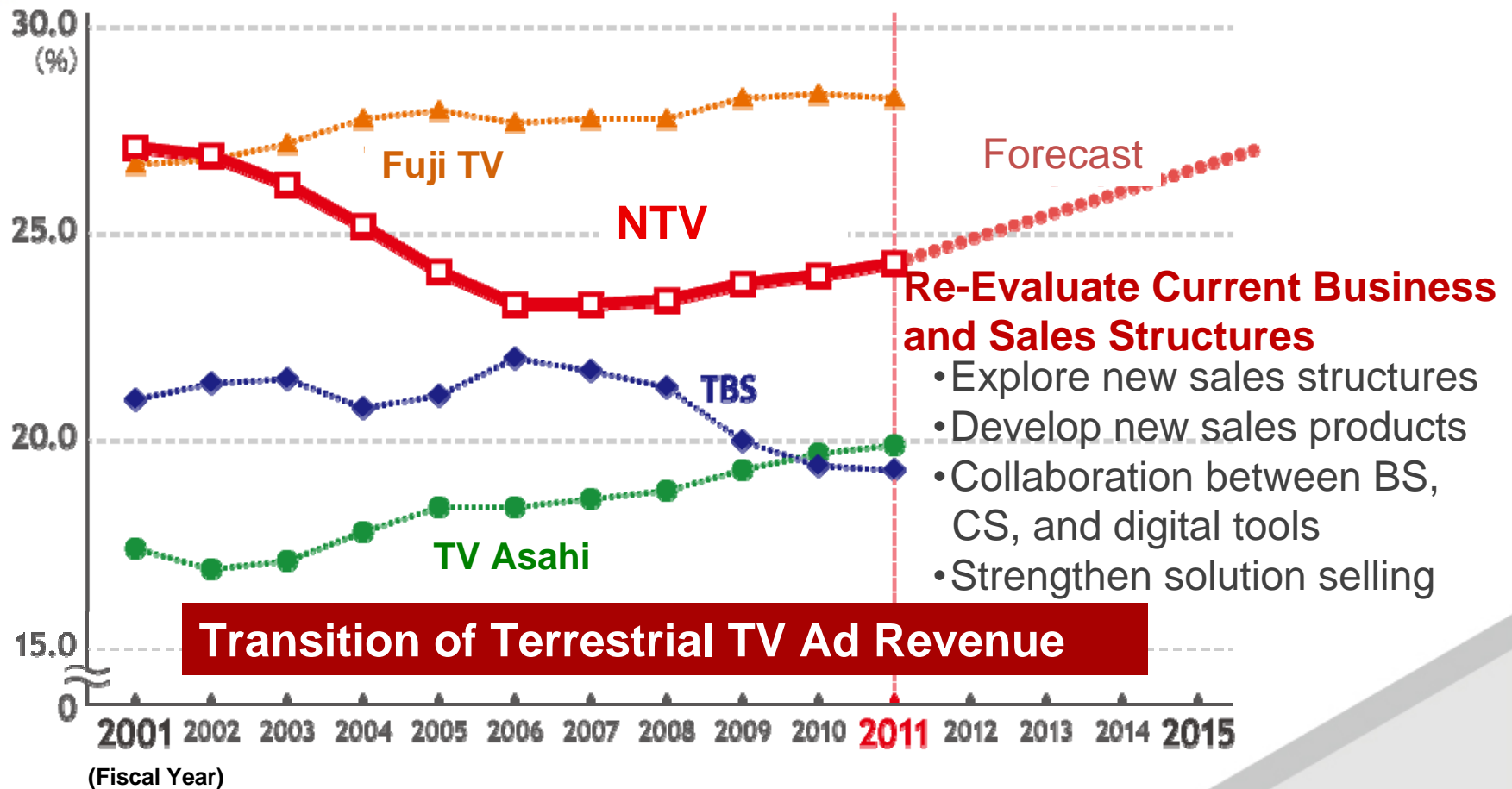
Add value to our sponsors by linking commercials with data broadcasts!



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Secure Largest Share of Ad Revenues through Sales Innovation

SI (Sales Innovation)60 Implementation



Programming Strategy for Top Ratings

Strengthen the program lineup. Achieve top viewer ratings in household and core target zones

| | Household Ratings | Core Target Ratings |
|------------------------------------|---|---|
| All Day (6am to Midnight) |  |  |
| Prime Time (7pm to 11pm) |  |  |
| Golden Time (7pm to 10pm) |  |  |
| Non-Prime (All Day - Prime) |  |  |
| Platinum Time (11pm to 1am) |  |  |

*Core target ratings: An indicator that NTV Group formulated to isolate the demographic of men and women between ages 13 and 49 and to track their viewer ratings.

Design Strategies to Diversify and Enhance Content

Promote strategies that enable the roll-out of a wide range of content through diverse and multi-faceted media channels and devices, in order to broaden and maximize the brand value of such content.



International Expansion, Particularly in Asia

We will earn the largest amount of overseas-related revenue among Japanese commercial broadcasters by FY 2015!



©2012 CNplus Production, Inc.

Sell rights to re-make dramas in other countries, such as “Heaven’s Coin” in Taiwan

(Produced by CNplus Production, Inc.
Taiwanese Title: 『白色之戀』)

Pursue JVs and business partnerships throughout Asia

Aggressively Invest and Create New Business Opportunities

A total of ¥50B allocated for investments until FY 2015
Implement strategic investments – Investments Next60 –
in order to support start-up companies and other ventures

Past Investments:

- **MADHOUSE Inc.**
("HUNTER X HUNTER")
- **NIKKATSU CORPORATION**
("GANTZ", "Kimi ni Todoke")



©Hiroya Oku/Shueisha ©2011 "GANTZ" FILM PARTNERS



©PGI (Yoshinori Iogasaki) 1998-2012 ©2013 "HUNTER X HUNTER" Film Partners

NTV Group's Vision for the Future

NTV Group's core concept
Become the media and content company that
“Provides Enriching Experiences”

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First Choice NTV

