

Financial Results

FY2020 2nd Quarter

November 10, 2020
Nippon Television Holdings, Inc.

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FY2020 2nd Quarter Consolidated Financial Results

(Millions of yen)

| | FY2019 2 nd quarter | FY2020 2 nd quarter | Change (%) |
|---|-----------------------------------|-----------------------------------|---------------|
| Net Sales | 209,584 | 174,478 | △16.8 |
| Operating Profit | 17,125 | 9,119 | △46.7 |
| Recurring Profit | 20,754 | 11,199 | △46.0 |
| Net Income attributable to owners of the parent | 13,639 | △5,656 | — |

Fiscal 2020 2Q Results

Point

1

Lower Sales and Profits

Net sales are significantly lower, driven mainly by the decline in Nippon TV's spot ad sales. TIPNESS, which operates health and fitness clubs, also saw sales declines due to COVID-19 related temporary closures. Although there were declines in operating expenses such as production costs, operating profit and recurring profit decreased. Net income turned to a loss.

Point

2

Extraordinary losses booked

Extraordinary losses for TIPNESS related to COVID-19 were booked.

Consolidated Forecast and Dividend Forecast

Consolidated Forecast

| (Millions of yen) | FY2019 Actual | FY2020 Forecast | Change (%) |
|---|---------------|-----------------|------------|
| Net Sales | 426,599 | 376,000 | △11.9 |
| Operating Profit | 43,111 | 20,000 | △53.6 |
| Recurring Profit | 49,206 | 23,000 | △53.3 |
| Profit attributable to owners of parent | 30,555 | 1,000 | △96.7 |

Dividend Forecast

| (Unit: yen) | End of second quarter | Term end | Total |
|-------------------|-----------------------|----------|-------|
| FY2019 (Actual) | 10 | 25 | 35 |
| FY2020 (Forecast) | 10 | 25 | 35 |

New Growth Strategy for Nippon TV Group



Nippon Television Holdings, Inc.
November 5, 2020

Nippon Television Holdings, Inc. (the “Company”) has developed a new growth strategy designed to pave the way for the Nippon TV Group to make remarkable advancements in the 2020s. It provides measures for us to overcome the adverse effects of COVID-19 on our performance and aspire to greater heights as a top company after the return to normal. The reforms are:

1. Significant growth in digital businesses
2. Strategic investments in content and reexamination of revenue structure
3. Strengthen group businesses

Structured into three pillars, these reforms will be advanced as the entire group aims to fundamentally bolster our profitability in order to further develop our core business of broadcasting, as well as achieve a revenue share of over 50% for our non-broadcasting businesses by the middle of the decade.

I. Significant growth in digital businesses

- (1) Achieve consolidated revenue worth ¥100 billion from digital business in 2023
- (2) Grow video content streaming business, with Hulu at the forefront
- (3) Integrate broadcasting and communications to create new businesses

☞ Businesses in the digital domain offer the biggest opportunities for growth, and by focusing on this as our most important task, we aim to achieve consolidated revenue worth ¥100 billion in 2023, the year Nippon Television Network Corporation will celebrate its 70th anniversary since hitting the airwaves.

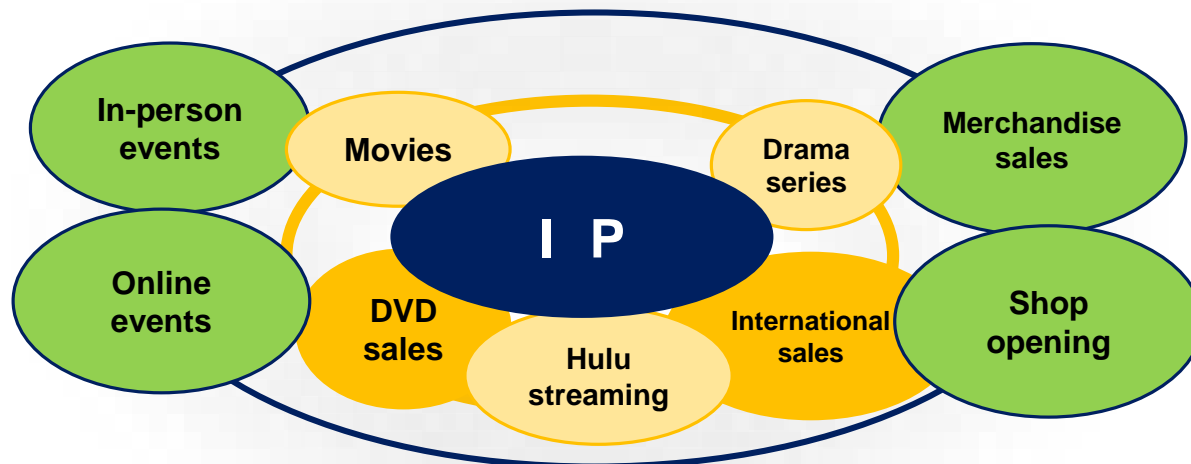
☞ Our SVOD/TVOD platform Hulu will be at the front and center of these video content streaming business expansions that also cover the AVOD platform TVer and other endeavors.

☞ We will create new businesses that address the increasing shift to online events, as well as simultaneous online and in-person events. Through aggressive M&A initiatives in the IT-related field and recruitment of human resources with highly-specialized skills, we will grow our digital business to become the second revenue pillar that follows our broadcasting segment, which includes terrestrial broadcasting.

II. Strategic investments in content and reexamination of revenue structure

- (1) Newly allocate ¥20 billion for strategic investments in content production
- (2) Maximize advertising revenue, which depends on the increase in content value
- (3) Thorough suppression of production and overhead expenses that come along with the intensifying digital transformation (DX)

☞ In order to produce content that goes beyond the terrestrial platform, the Company is newly allocating ¥20 billion for strategic investments. This enables us to create strategic content suited for multiplatform rollouts.



II. Strategic investments in content and reexamination of revenue structure

👉 In addition to viewer ratings data, we will collect and analyze various marketing data to increase the value of our content and maximize our advertising revenue.

👉 To fundamentally reexamine the structure of our terrestrial broadcast expenditures, this fiscal year, we will implement reforms that enable us to thoroughly suppress overall production costs to levels unseen in the last 20 years. This level will be maintained going forward. As DX intensifies, we will aspire to increase the efficiency of our equipment and overhead expenses.

III. Strengthen group businesses

- (1) Reexamine the operational efficiency of group companies and implement fundamental reforms
- (2) Implement a new evaluation system to strengthen leadership and supervision
- (3) Reorganize and integrate to elevate the combined capability of the group

☞ The Company will enforce the reorganization of unprofitable businesses within the group, as well as the reexamination of operational efficiencies. Given that our life and health-related business segment suffered severely from COVID-19, we will reexamine our store strategy and other factors with the goal of returning to profitability.

☞ We will encourage dialog in all the group companies and implement an evaluation system.

⇒ Clarify who has management responsibility and thoroughly implement governance

☞ As we aspire to improve the combined capability of the group, we will encourage each business segment, such as digital and e-commerce, to reorganize and integrate.

Details of Financial Results for the Second Quarter of Fiscal 2020

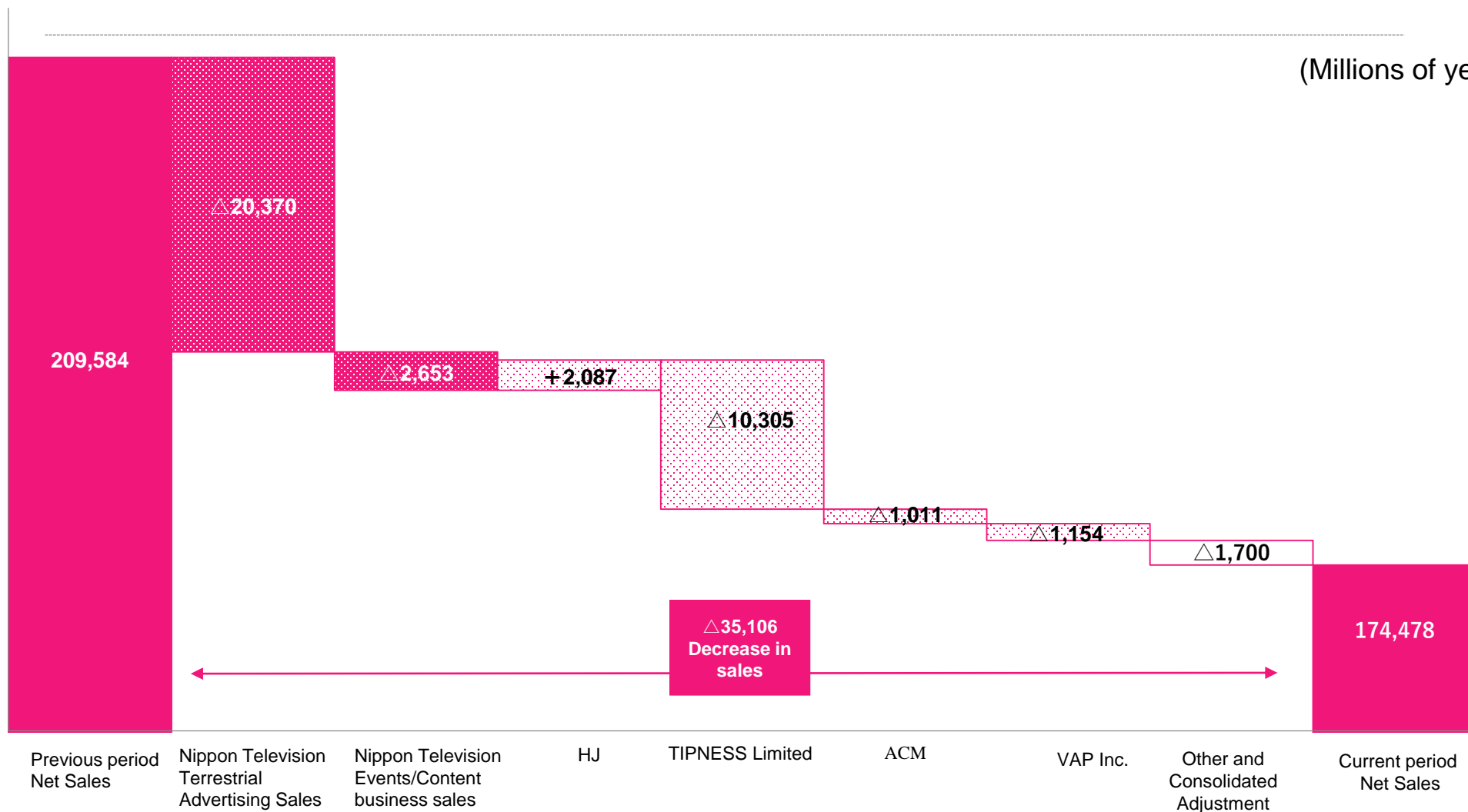
FY2020 2nd Quarter Consolidated Financial Results

(Millions of yen)

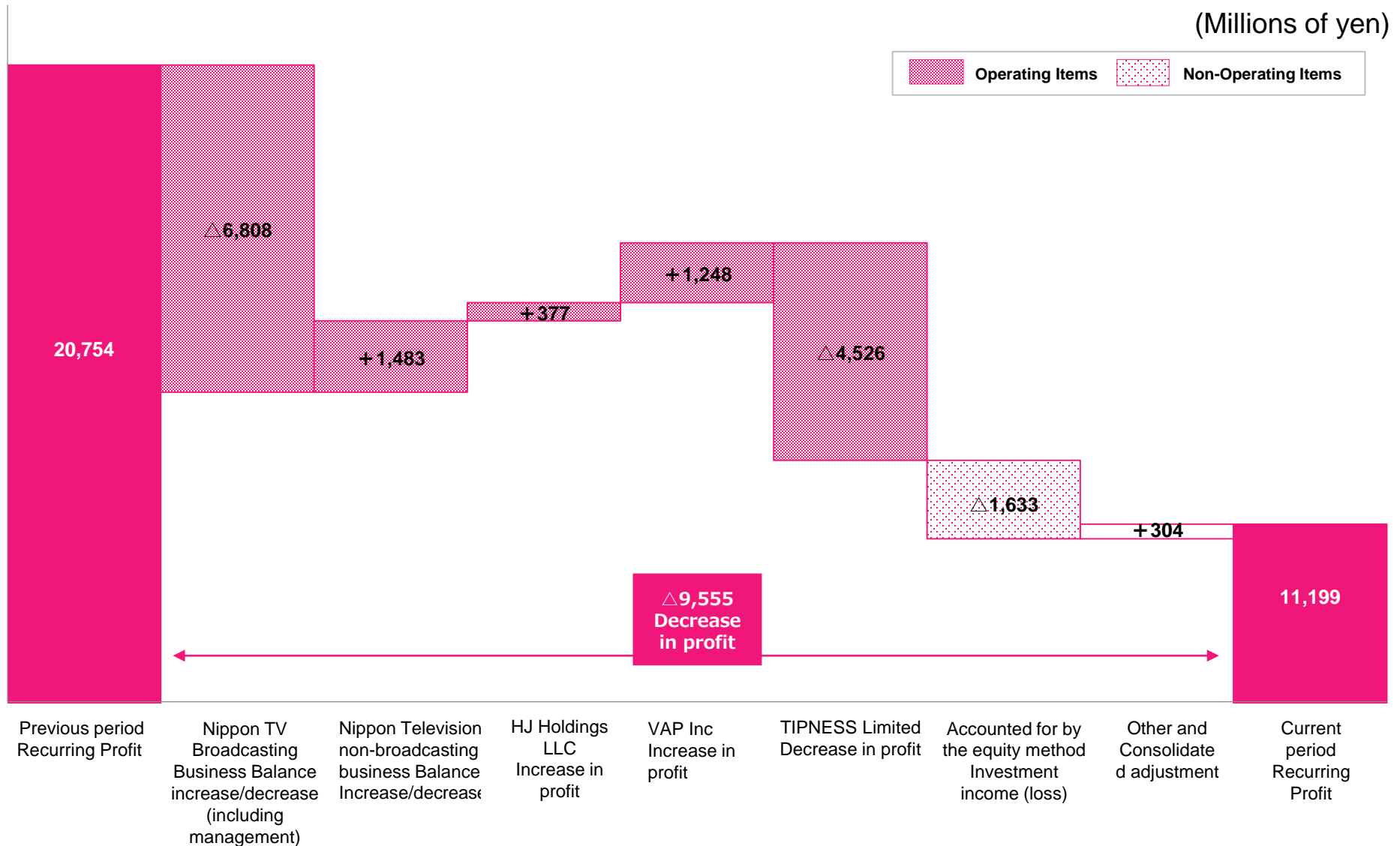
| | FY2019 2 nd quarter | FY2020 2 nd quarter | Change (%) |
|---|-----------------------------------|-----------------------------------|---------------|
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| Operating Profit | 17,125 | 9,119 | △46.7 |
| Recurring Profit | 20,754 | 11,199 | △46.0 |
| Net Income attributable to owners of the parent | 13,639 | △5,656 | — |

Net Sales YoY Change Components

(Millions of yen)

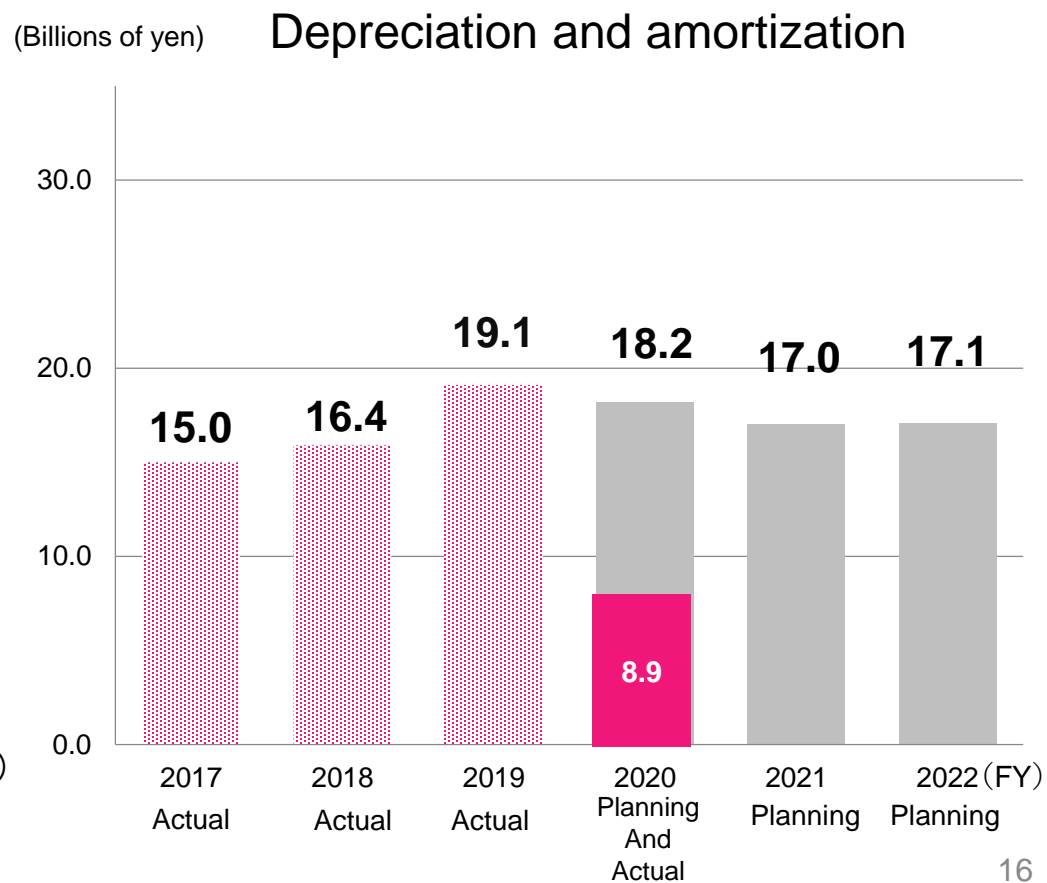
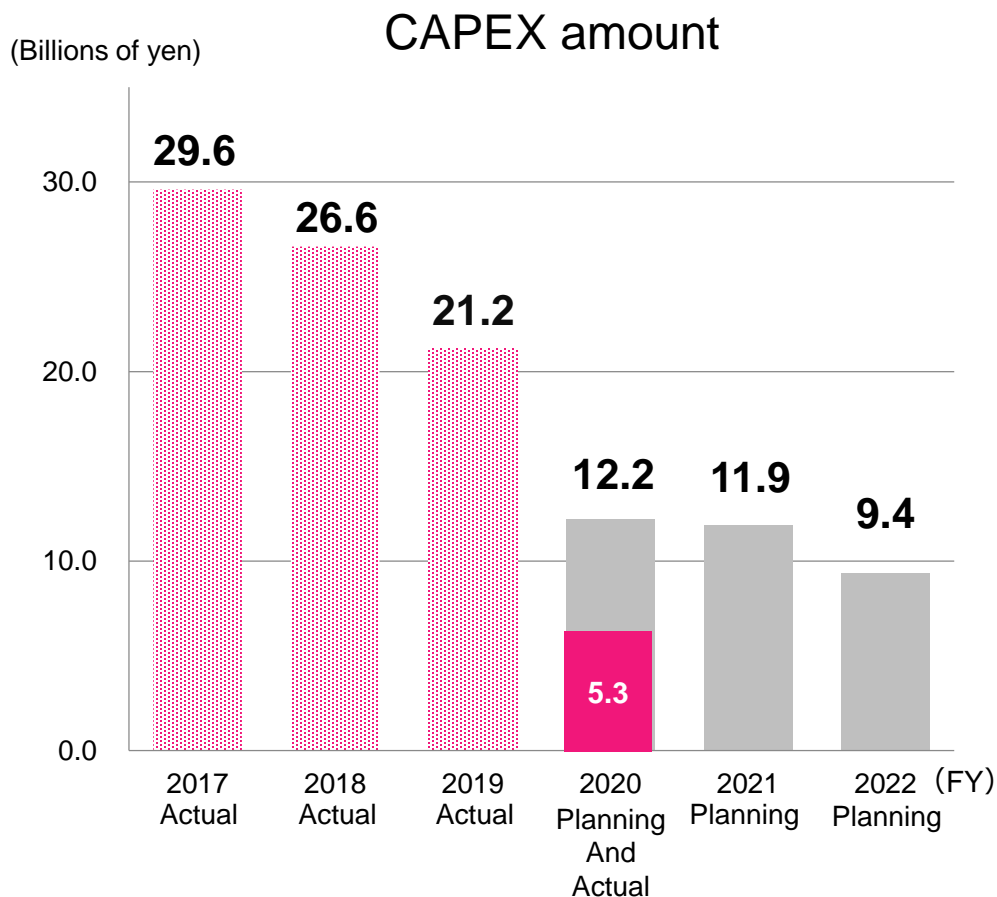


Recurring Profit YoY Change Components



CAPEX and Depreciation (Consolidated)

| | | |
|---|---------------------|--------------------------------------|
| FY2020 2Q (Unit: Billions of yen) | CAPEX amount | Depreciation and amortization |
| | 5.3 | 8.9 |



Highlights of Group Companies

Nippon TV Financial Results

(Millions of yen)

| | FY2019 2 nd quarter | FY2020 2 nd quarter | Change (%) |
|------------------|-----------------------------------|-----------------------------------|---------------|
| Net Sales | 151,239 | 128,338 | △15.1 |
| Operating Profit | 14,501 | 9,154 | △36.9 |
| Recurring Profit | 17,337 | 11,446 | △34.0 |
| Net Income | 11,944 | 14,488 | 21.3 |

Nippon TV Advertising Revenue

(Millions of yen)

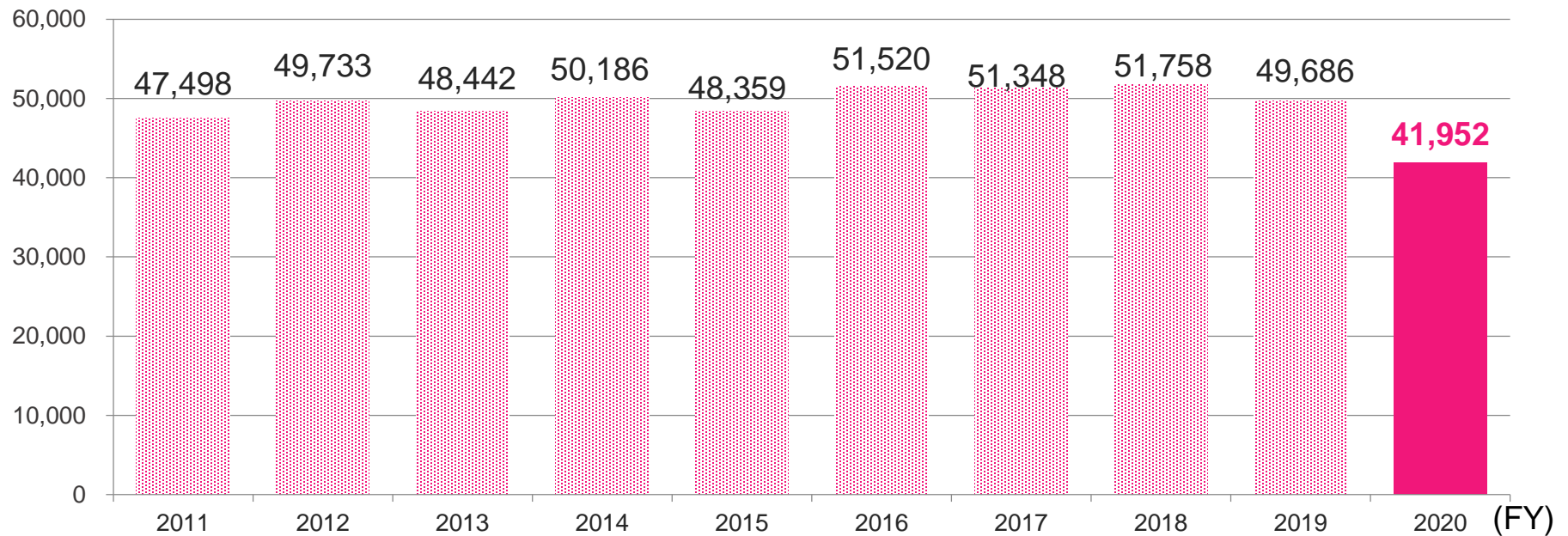
| | FY2019 2 nd quarter | FY2020 2 nd quarter | Change (%) |
|------------------------|-----------------------------------|-----------------------------------|---------------|
| TV advertising revenue | 119,061 | 98,691 | △17.1 |
| Time | 61,007 | 59,066 | △3.2 |
| Spot | 58,053 | 39,625 | △31.7 |

Nippon TV Production Costs

(Millions of yen)

| FY2019 2 nd quarter | FY2020 2 nd quarter | Change (%) |
|-----------------------------------|-----------------------------------|---------------|
| 49,686 | 41,952 | △15.6 |

Production Costs (2nd Quarter)



Events/Content Business Sales and Costs

(Millions of yen)

| | | FY2019 2 nd quarter | FY2020 2 nd quarter | | | FY2019 2 nd quarter | FY2020 2 nd quarter |
|------------------------------|---------|-----------------------------------|-----------------------------------|-----------------------------------|---------|-----------------------------------|-----------------------------------|
| BS,CS, CATV,Other | Sales | 5,515 | 4,397 | Events | Sales | 2,850 | 228 |
| | Costs | 2,828 | 2,220 | | Costs | 2,583 | 282 |
| | Balance | 2,688 | 2,177 | | Balance | 267 | △54 |
| Rights | Sales | 942 | 870 | International Business | Sales | 1,205 | 1,091 |
| | Costs | 318 | 218 | | Costs | 377 | 444 |
| | Balance | 625 | 652 | | Balance | 828 | 647 |
| Media Commerce | Sales | 4,352 | 6,401 | Others | Sales | 7,391 | 4,872 |
| | Costs | 3,830 | 5,338 | | Costs | 5,874 | 4,176 |
| | Balance | 522 | 1,063 | | Balance | 1,516 | 696 |
| Movies | Sales | 3,257 | 5,001 | Total | Sales | 25,512 | 22,859 |
| | Costs | 3,079 | 3,356 | | Costs | 18,888 | 16,034 |
| | Balance | 178 | 1,644 | | Balance | 6,624 | 6,825 |

Financial Highlights of Other Group Companies ①

| (Millions of yen) | BS Nippon Corp. | CS Nippon Corp. | NTV Technical Resources Inc. | NTVAX-ON | NTV Events Inc. | Nippon Television Art Inc. |
|-----------------------------|------------------|------------------|------------------------------|-------------------|-----------------|----------------------------|
| Net Sales | 7,245 (△5.9%) | 2,272 (△4.4%) | 4,347 (△21.3%) | 10,079 (△4.9%) | 419 (△78.1%) | 2,892 (△29.8%) |
| Operating Profit (loss) (△) | 753 (283.5%) | 423 (△2.6%) | △322 (-) | 449 (128.5%) | △283 (-) | △142 (-) |
| Recurring Profit (loss) (△) | 788 (259.9%) | 426 (△2.4%) | △303 (-) | 458 (122.1%) | △281 (-) | △138 (-) |
| Net Income (loss) (△) | 546 (269.5%) | 295 (△2.3%) | △303 (-) | 298 (120.4%) | △281 (-) | △138 (-) |

| (Millions of yen) | Nippon Television Music Corp | VAP Inc. | TIPNESS Limited | NTV Service Inc. | Nippon Television Work 24 Corp | Forecast Communications Corp. |
|-----------------------------|------------------------------|-------------------|-------------------|-------------------|--------------------------------|-------------------------------|
| Net Sales | 5,808 (△5.5%) | 5,353 (△14.2%) | 8,344 (△55.3%) | 1,197 (△39.6%) | 2,177 (△1.4%) | 1,494 (△5.4%) |
| Operating Profit (loss) (△) | 1,065 (16.7%) | 501 (-) | △3,724 (-) | 11 (△86.5%) | 114 (△26.3%) | △22 (-) |
| Recurring Profit (loss) (△) | 1,093 (14.5%) | 606 (-) | △3,809 (-) | 18 (△80.5%) | 97 (△43.0%) | 46 (△60.5%) |
| Net Income (loss) (△) | 764 (15.4%) | 572 (-) | △10,129 (-) | - (△99.5) | 68 (-) | 45 (△54.7%) |

N.B.: Figures in parentheses indicate year-on-year changes. In the case of loss in the previous fiscal year or in the current fiscal year, the percentage change is shown as "-."

Financial Highlights of Other Group Companies ②

| (Millions of yen) | NTV IT Produce Corporation | Eiho Produce Corporation | Nittele Seven | TATSUNOKO PRODUCTION Co.Ltd | HJ Holdings LLC | ACM | PLAY |
|------------------------------------|----------------------------|--------------------------|--------------------------|-----------------------------|--------------------------|------------------------|---------------------|
| Net Sales | 1,782 (△14.9%) | 896 (△15.9%) | 1,606 (26.1%) | 858 (2.4%) | 13,958 (17.8%) | 615 (△62.3%) | 2,720 (-) |
| Operating Profit (loss) (△) | 151 (△39.4%) | 109 (58.1%) | 104 (5,903.5%) | 10 (-) | 569 (167.6%) | △267 (-) | 720 (-) |
| Recurring Profit (loss) (△) | 152 (△39.3%) | 102 (62.8%) | 106 (3,423.1%) | 19 (-) | 583 (182.7%) | △248 (-) | 725 (-) |
| Net Income (loss) (△) | 98 (△39.6%) | 102 (63.0%) | 71 (5,164.5%) | 13 (-) | 581 (165.5%) | △1,098 (-) | 430 (-) |

N.B.: Figures in parentheses indicate year-on-year changes. In the case of loss in the previous fiscal year or in the current fiscal year, the percentage change is shown as "-."

Percentages of change for PLAY Co., Ltd., which became a consolidated subsidiary in July 2019, are shown as "-."

Viewer Ratings Trends, Programming Policy, and Multiplatform Rollout

July 2020 Cour Viewer Ratings Key Points

Point

1

July 2020 cour Triple Crown for individual ratings and core targets

- Individual ratings Triple Crown for 27 consecutive cours starting from January 2014
- Core targets Triple Crown for 29 consecutive cours from July 2013
- Both individual and core target ratings increased significantly YoY due to an increase of people staying home

Point

2

High viewer ratings for each time zone and target! Triple Crown for every region!

- No. 1 in Non-prime time and Platinum time zones for individuals and core target
- Overwhelming Triple Crown victory in C, T, F1, F2, M1, and M2 (excluding the elderly)
- Triple crown victory for 24 out of 26 Nippon TV regional network broadcasters

Point

3

On track to win annual 2020 individual viewer ratings Triple Crown!

2020 1H Individual Viewer Ratings

March 30, 2020 – September 27, 2020

Difference versus FY2019 1H

| | NTV | EX | TBS | TX | CX | PUT |
|----------------------|--------------|-------|-------|-------|-------|-------------|
| All Day | ① 4.8 | ② 4.3 | ③ 3.5 | ⑤ 1.6 | ④ 3.1 | 24.0 |
| 6:00 to 24:00 | +0.5 | +0.4 | +0.4 | +0.2 | +0.1 | +1.9 |
| Prime Time | ① 7.0 | ② 6.4 | ③ 5.4 | ⑤ 3.5 | ④ 4.6 | 36.9 |
| 19:00 to 23:00 | +0.2 | +0.4 | +0.1 | +0.4 | ±0.0 | +2.4 |
| Golden Time | ① 7.4 | ② 6.1 | ③ 5.4 | ⑤ 3.9 | ④ 4.7 | 39.1 |
| 19:00 to 22:00 | +0.4 | +0.2 | +0.1 | +0.4 | ▲0.2 | +2.6 |
| Non-Prime Time | ① 4.1 | ② 3.7 | ③ 3.0 | ⑤ 1.0 | ④ 2.7 | 20.3 |
| All Day – Prime Time | +0.5 | +0.3 | +0.5 | +0.1 | +0.1 | +1.7 |
| Platinum Time | ① 3.7 | ② 2.6 | ③ 2.1 | ⑤ 1.2 | ④ 1.9 | 14.6 |
| 23:00 to 25:00 | +0.3 | ±0.0 | ▲0.1 | ±0.0 | ±0.0 | +0.3 |

In order of digital channel, from left. Source for Core Target viewership (Kanto region): Video Research. Period of comparison: April 01, 2019 – September 29, 2019

- ☑ Viewership increased significantly YoY as more people stayed home in all time zones. Triple crown for individual (and Quintuple Crown)
- ☑ In addition to individual and core targets, Triple Crown for C, T, M1, M2, F1, and F2 (and Quintuple Crown)

July Cour Ranking Based On Number of Viewers

| | Date | Title | Minutes | Broadcasters | Viewers (millions) | Average Viewers (millions) |
|----|------|--|---------|--------------|--------------------|----------------------------|
| 1 | 9/12 | THE MUSIC DAY 2020 Part3 | 234 | 29 | 43.264 | 13.299 |
| 2 | 8/23 | 24-Hour Television 43 PART 5 | 259 | 31 | 40.001 | 10.393 |
| 3 | 8/22 | 24-Hour Television 43 PART 1 | 161 | 30 | 39.276 | 13.173 |
| 4 | 6/30 | The! Sekai Gyoten News | 234 | 28 | 38.913 | 11.360 |
| 5 | 8/23 | 24-Hour Television 43 PART 7 | 270 | 31 | 38.551 | 9.789 |
| 6 | 8/23 | 24-Hour Television 43 PART 10 | 114 | 30 | 38.430 | 16.919 |
| 7 | 8/23 | 24-Hour Television 43 PART 9 | 97 | 28 | 35.167 | 13.777 |
| 8 | 7/7 | Dancing Sanma Palace | 174 | 28 | 33.596 | 9.789 |
| 9 | 8/22 | 24-Hour Television Ken Shimura Special Feature | 115 | 29 | 32.388 | 1.5952 |
| 10 | 7/8 | Ask 100 Million People! Waratte Koraete! | 174 | 29 | 32.146 | 9.185 |

Source: Video research. Only for Nippon TV July cour, individuals 4+ years old, highest viewership on date shown for regular programs and one-offs

- ✓ **Viewers: Estimated number of viewers nationwide who watched for a minute or more**
- Average viewers: Estimated average of viewers nationwide for the entire program**
- ✓ **“24-Hour Television 43” → 81.4 million viewers for the entire duration of the program**
- ✓ **Results prove terrestrial TV’s reach is superior to other media**

Fiscal 2020 Programming Policy

- ① Win Triple Crown by focusing on individual viewer ratings
- ② Relentless strategy that targets core viewers
- ③ Entice next generation of viewers by focusing on teens to mid-30s
- ④ Accelerate “Multi-Platform Strategy
- ⑤ Enhance regular programs with a focus on rebranding
- ⑥ Programming that addresses the lifestyles that were drastically changed due to COVID-19

Launched “NiTele Live Streaming” on 10/3



3-month free live streaming trial for all 32 prime time programs on TVer starting from October to December, making it possible to watch terrestrial programs on smartphones and computers in real time.

★All 32 programs on live streaming trial

| | |
|------------------|--|
| Mon | Ariyoshi Seminar/The Important One-Minute Talk That Will Change Your Life/Shabekuri007/Late Night Mondays |
| Tue | Tuesday Surprise/Dancing Sanma Palace/The! Sekai Gyoten News/Cheaply Chic/Uchi No Gaya Ga Sumimasen |
| Wed | Ariyoshi's Wall/Ichiokunin no Daishitsumon!? Waratte Koraete! /Konkurabe / # RemoteLove / Sorette Jissai Do Nano Ka |
| Thu | Toppa File/Gurunai/Kenmin Show / Down Town DX / Ninni Doko Negaemasuka? |
| Fri | Trending Words 10/Another Sky II |
| Mon - Fri | news zero |
| Sat | I Love Everyone's Zoo/The Most Useful School in the World/ Arashi ni Shiyagare/A Girl of 35/ Matsuko in the Room/Celebrity Confessions to ARIYOSHI |
| Sun | The TETSUWAN DASH / The Quest / LINE-UP LAW OFFICE / Gokushufudo |

★ In addition to regular programs, Oct 7 (Wed) one-off drama “Tokyo Tarareba Daughter 2020” and Oct 9 (Fri) “Japan vs Cameroon” soccer match were streamed live

Multi-Platform Deployment Successes

③ Originals

★ “From Today, It’s My Turn!!” The Movie
(Sunday drama, Oct cour, 2018)

◎ Launched July 17, making 5.3 billion yen in sales.

◎ Terrestrial and AVOD distribution

- Aired “From Today, It’s My Turn!!” on “Friday Road SHOW!”
- A special quiz show on Sunday drama timeslot
- All 10 episodes of the drama series rerun on terrestrial platform and streamed as AVOD

◎ Hulu original streaming

Director’s cut with exclusive streaming only on Hulu after the special drama edition, which led to a substantial increase in subscribers



Multi-Platform Deployment Successes

★ “Nizi U” social phenomenon!

◎ “Nizi Project”

Audition show featured on "Sukkiri" to high viewer ratings

Full release on Hulu

- Became a smash hit and social phenomenon!

• Along with J.Y. Park in many of our programs

Catch-up viewing significantly increased

- “Nizi U 9 Nizi Stories” of audition to debut experiences are becoming a smash hit on HULU exclusive streaming



“I want to sing again – Jaejoong”

A late-night entertainment show that follows Jaejoong’s return to the stage after COVID-19 related delays.

→Hulu catch-up viewing

Paid streaming platform "BARON STREAM" exclusive for 10,000 fans only

Multi-Platform Deployment Successes

“Ariyoshi's Wall”

★ Original commercials using characters appearing in the programs

- A life insurance company and alcoholic beverage producer are examples of major sponsors that enthusiastically joined this initiative

★ Hulu rollout

By streaming unreleased episodes, the show got the most plays in the entertainment show category

★ The show's official YouTube channel has 240,000+ subscribers

Generating advertising sales and profits by showing comedians' spin-off videos

★ Collaboration with other programs

Collecting royalties on our music IP



New Programs in January Cour 2021

◆ **“SHOW Channel for 130 Million” Saturday 21:00**

A new Saturday 21:00 show replacing “Arashi”. Emceed by Sho Sakurai, this show enables our 130 million-strong populace to experience what they have always wanted to. Whether it’s something you want to try, see, take a video of, travel to, or a person you want to meet, this show makes it possible. Let’s get back to the basics of TV with this new show!

◆ **Wednesday drama “Date My Daughter!!” with Miho Kanno**

For the first time since 2016, Miho Kanno stars as a lead character. Minami Hamabe plays her geeky daughter in college who just can’t seem to get a date. This is an exciting love story whose script was written by Etsuko Kitakawa.

◆ **Sunday Drama “Love You as the World Ends” with Ryoma Takeuchi**

The first season of this 10-episode Sunday drama was co-produced with Hulu and now goes on to season 2 with 6 episodes in March on Hulu. An unprecedented large-scale drama that features Ryoma Takeuchi in his first lead role with Nippon TV. Survival, love story, and mystery are interwoven in this ultimate human drama!

Reference Materials for Financial Results

Segment Results

(Millions of yen)

| FY2020 2 nd quarter | Reportable segments | | | | Others | Total | Adjustment | Consolidated Income Statement Amount recorded |
|-----------------------------------|------------------------|----------------------------------|--------------------------------|----------------|--------------|----------------|---------------|---|
| | Media Content business | Life and Health Related Business | Real estate Related Businesses | Total | | | | |
| Net Sales | 163,505 | 8,344 | 5,168 | 177,017 | 3,004 | 180,021 | △5,543 | 174,478 |
| Segment profit or loss (△) | 12,114 | △4,503 | 1,859 | 9,471 | 205 | 9,676 | △556 | 9,119 |

| Business Segment | Main Business |
|----------------------------------|--|
| Media Content business | Sales, Video On Demand, and BS, CS, CATV, Royalty sales for videos, music, etc., sales of packaged media, etc., TV-shopping, movies business, events and art exhibition business, planning and operation of theme parks, and the contractual production of content |
| Life and Health Related Business | Operation of fitness clubs |
| Real Estate Business | Real estate leasing, building management, and solar power generation |

Overview of HJ Holdings

① Net sales grew 20% year-on-year in the second quarter of fiscal 2020

- Due to COVID-19 related lifestyle changes, streaming business is healthy

② Collaboration with terrestrial platform and popular movies are a hit

- Exclusive streaming of "From Today, It's My Turn!!" the movie's unreleased full version

- Offer "9 Stories" while "Nizi Project" is booming

- Hulu originals of hit dramas like "Double Booking" and others

- "Kaibutsu-kun" drama and movie streamed for the first time

- Solid trend of new subscribers continues from 1Q

③ Started TVOD business that includes live streaming

- New service "Hulu Store" (TVOD) started in June

- In October, streamed the live performance of "Hypnosis Mic", a 2.5 dimensional (anime musical) show

→ Planning a lot more TVOD content in the near future!

Net Sales—Nippon TV

(Millions of yen)

| | FY2019 2 nd quarter | FY2020 2 nd quarter | Change (%) |
|-------------------------------|-----------------------------------|-----------------------------------|---------------|
| TV advertising revenue | 119,061 | 98,691 | △17.1 |
| Program Sales | 5,649 | 5,662 | 0.2 |
| Events/Content business sales | 25,512 | 22,859 | △10.4 |
| Real Estate Business | 1,016 | 1,125 | 10.8 |
| Total | 151,239 | 128,338 | △15.1 |

TV Advertising Revenue YoY

(Millions of yen)

| Time | FY2019 (%) | FY2020 (%) |
|-----------|------------|------------|
| April | △3.2 | △2.4 |
| May | △2.1 | 1.9 |
| June | △10.9 | △3.1 |
| July | △5.8 | △3.8 |
| August | 0.9 | 0.6 |
| September | 9.2 | △11.6 |

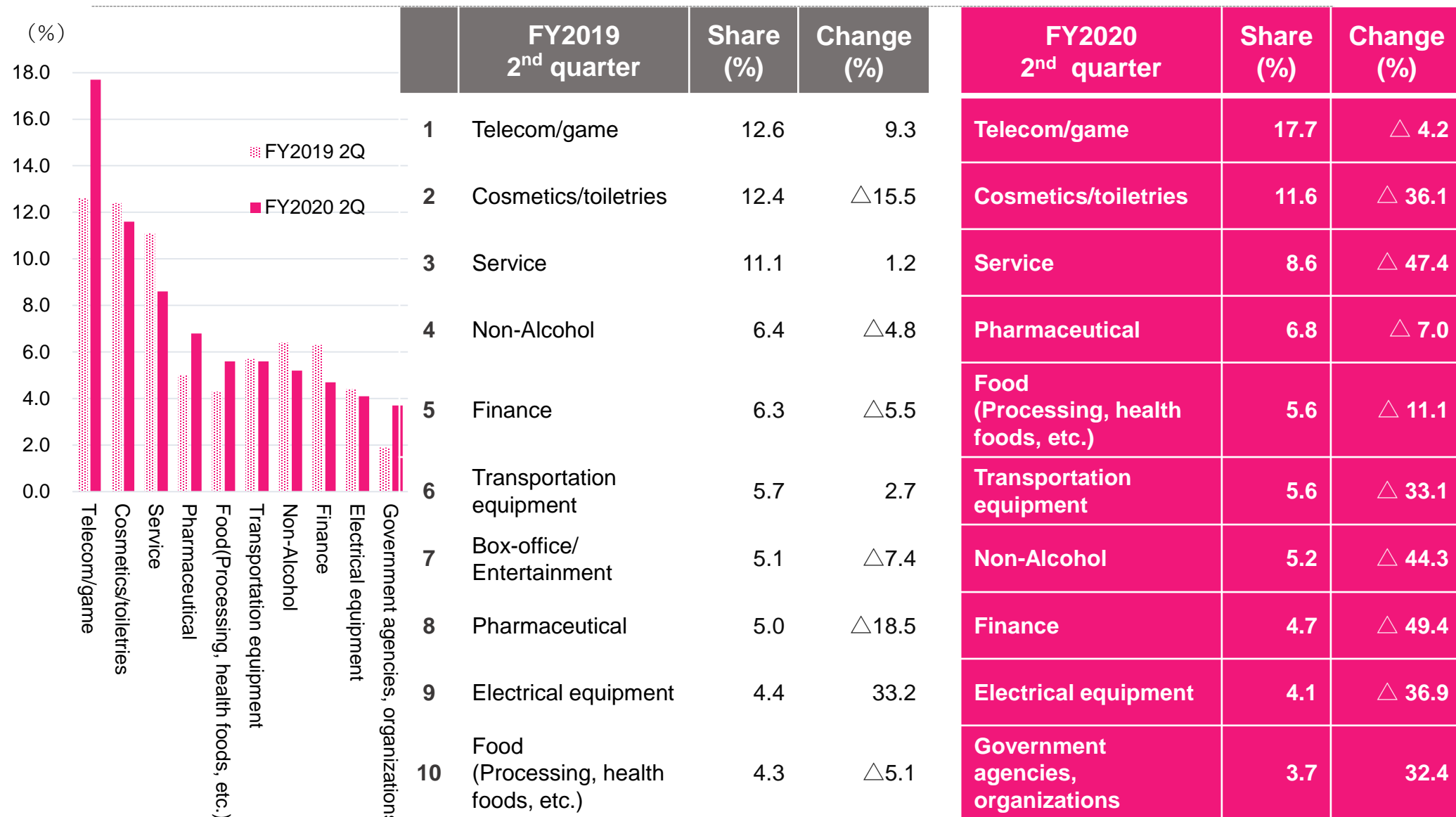
| Spot | FY2019 (%) | FY2020 (%) |
|-----------|------------|------------|
| April | △1.9 | △24.7 |
| May | △11.2 | △40.2 |
| June | △5.9 | △47.5 |
| July | △4.5 | △32.6 |
| August | △7.7 | △26.4 |
| September | △10.5 | △18.5 |

Operating Expenses-Nippon TV

(Millions of yen)

| | FY2019 2 nd quarter | FY2020 2 nd quarter | Change (%) |
|----------------------------------|-----------------------------------|-----------------------------------|---------------|
| Production costs | 49,686 | 41,952 | △15.6 |
| Personnel | 11,007 | 10,785 | △2.0 |
| Depreciation and amortization | 5,931 | 5,465 | △7.9 |
| Events/content business costs | 18,888 | 16,034 | △15.1 |
| Others | 51,225 | 44,946 | △12.3 |
| Total | 136,737 | 119,184 | △12.8 |















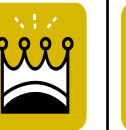










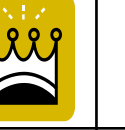














Spot Sales - Terrestrial Broadcasting (Nippon TV)



NOTE: Year-on-year percentage changes. Figures are internally managed figures.

July Cour Individual Viewer Ratings Scorecard

Source: Video research

| |  |  |  |  |  |  | |  | |  |  | |  | |
|-------------|--|--|--|--|--|---|----------|--|----------|--|--|----------|--|----------|
| | Indivi dual | Core Target | C | T | M1 | M2 | M3 | M3 | M3 | F1 | F2 | F3 | F3 | F3 |
| | | M/F 13-49 | M/F 4-12 | M/F 13-19 | M 20-34 | M 35-49 | M 50- | M 50 – 64 | M 65- | F 20-34 | F 35-49 | F 50~ | F 50-64 | F 65- |
| All Day |  |  |  |  |  |  | 3 |  | 3 |  |  | 2 |  | 3 |
| Prime Time |  |  |  |  |  |  | 2 |  | 4 |  |  | 2 |  | 3 |
| Golden Time |  |  |  |  |  |  | 2 |  | 4 |  |  | 2 |  | 3 |

- In addition to individual and core targets, Triple crown for C, T, M1, M2, F1, and F2
- Behind in overall M3 and F3, but the 50-64-year-old segments of those groups were captured.
- Overwhelming support across all times zones from all demographics except males and females aged 65 and over.

October 2020 Programming Strategy Themes

Point
1

A timetable that puts the needs of consumers first and maximizes the satisfaction of our clients

→ **Unyielding pursuit of a fresher and richer timetable**

Point
2

Responding to COVID-19-triggered changes in the social environment and consumer behavior

→ **Proactively produce content necessary in COVID-19 times**

Point
3

Entice inactive core viewers and next generation viewers

→ **Deliver Nippon TV content to people who do not watch TV**

October 2020 Programming Strategy Points

Saturday Golden Time Improvements

- Saturday 7 – 8 pm: “I Love Everyone’s Zoo”
 - ◆ After 10 years, a new Saturday show! “Animal News” gathers real stories from Japan and the world to bring you an entirely new animal entertainment show!
 - ◆ MC **Masaki Aiba** is joined by famous guests who love animals!
 - ◆ Target is C, T, F1, F2 and goal is to get children to gather in front of their TV sets to enjoy this “**content for the family that represents the Reiwa Era**”!
 - ◆ We are also aggressively expanding our multi-platform distribution to promote our **strategy of delivering content to those who keep their viewing device turned off.**
 - ◆ Debuted on Oct 3 (Sat) as a 2-hour special and took off to a strong start



October 2020 Programming Strategy Points

Saturday Golden Time Improvements

- Saturday 8 – 9 pm: “The Most Useful School in the World”
 - ◆ Revamp “high-quality educational variety” show for the Reiwa Era
 - ◆ First half: focus on classes core target wants now
Second half: specialize in classes focused on information and images
 - ◆ Creating a look and feel of “excitement” that immediately comes across
 - ◆ As an educational entertainment show that children and parents want to see together, we will focus on fun classes that teach what you need to know now



- Saturday 9 – 10 pm: “Arashi ni Shiyagare”

- ◆ Do the utmost to make the finale a blast as MCs Arashi will take a break from working as a group at the end of the year
- ◆ Plans for January 2021 onwards are being arranged



July Cour Multi-Platform Rollouts

Point
1

Golden Prime drama's catch up viewing is strong!
"Cursed in Love" got more than 2.2 million plays

→ Active utilization of Nippon TV's famous dramas, tapping into archive, effective use of assets

Point
2

"From Today, It's My Turn!!" the movie rakes in 5.3 billion yen in sales. Aggressively pursuing multi-platform rollouts across broadcasting, streaming, and movies

→ We will further exploit the power of our drama series and fuel their popularity and monetization

Point
3

"NiziU", a multi-platform initiative, made a global pre-debut! The more it graced our shows and got streamed, the more it became the talk of the town!

→ Creating a movement through the power of Nippon TV's reach and collaborations

Multi-Platform Deployment Successes

① Golden & prime dramas

© Catch-up viewing (TVer, Nittele TADA)

- Wednesday drama: “Cursed in Love” got over 2.2 million plays
- Saturday drama: “Detective Novice”
- Sunday drama: “Daddy is My Classmate”

Average plays equal the hit “From Today, It’s My Turn!!”



© Hulu originals

- Wednesday and Sunday dramas captured a robust amount of subscribers

② Past famous dramas: specially prepared for Golden & Prime and replayed on Saturday & Sunday afternoon

© “Kaibutsu-kun” from archives to TVer, Nittele TADA, HULU

Multi-Platform Deployment Successes

4 Sports

© Giants games

→ Distribution through linear, BS, and Nittel G+, Hulu, GLS, and DAZN, in addition to

→ Distribution of six games in TVer (opening triple games 6/19–21, 10/23–25) *last year had 4 games

About 2.7 times the number of views and 2.9 times the number of viewers compared to the previous year.

5 Entertainment shows

© Catch-up viewing *expanding the lineup of shows

→ Over 15 of the most popular shows are now available

© Hulu originals

→ In-demand shows now available



Movies Lineup for 2020

☆ Lead organizer is Nippon TV ★=Co-organized with Nippon TV ■ = Produced by Hi-AX

| Date | Title | Distributor | |
|-----------------------------------|--|-------------|--|
| <p>July 17 (Fri)</p> | <p>☆ From Today, It's My Turn!! The Movie</p> | <p>TOHO</p> |  |
| <p>August 28 (Fri)</p> | <p>☆ Blue, painful and fragile</p> | <p>TOHO</p> |  |

Movies Lineup for 2020

☆ Lead organizer is Nippon TV ★=Co-organized with Nippon TV ■ = Produced by Hi-AX

| Date | Title | Distributor | |
|----------------|---|-------------|---|
| 11/13 (Fri) | ☆ Legacy of doctor death — BLACK FILE— | WB |  |
| 12/11 (Fri) | ☆ New Interpretation of Three Kingdoms | TOHO |  |

NOTE) Publicity information postponed due to the impact of the new Coronavirus is as follows.

“Detective Conan The scarlet bullet” published on April 17, 2020 ⇒ planned to be released in April 2021

“Gone Wednesday” published on May 15, 2020 ⇒ Released on June 19, 2020

“Caution, Hazardous Wife: The Movie” published on June 5, 2020 ⇒ Release date undefined

“Anpanman Fuafua Fuwarii to Kumonokuni(working title)” published on June 26, 2020 ⇒ Summer 2021 (planned)

“The Deer King” published on September 18, 2020 ⇒ 2021(planned)

Event Lineup for 2020-2021

※Do to COVID-19, events may be postponed or canceled

Date

Event

From Friday, October 30 to
Monday, National Holiday,
February 11, 2021

Mori Arts Center Gallery
(52F, Roppongi Hills Mori
Tower)

Mickey THE TRUE ORIGINAL & BEYOND



From Saturday, November 21
to
Sunday, April 4, 2021


EDO – TOKYO MUSEUM

Ancient Egypt The Creation of the World



Event Lineup for 2020-2021

※Do to COVID-19, events may be postponed or canceled

| Date | Event |
|--|--|
| <p>[Matsumoto Exhibition] From Saturday, September 19, 2020 to Sunday, November 29, 2021 Matsumoto City Museum of Art</p> <p><Next patrol destination> [Koriyama exhibition] Saturday, December 12, 2020-Sunday, March 7, 2021 Koriyama City Museum of Art</p> | <p><u>Timeless Mucha</u> From Mucha to Manga — Magic of the line</p>  |

We've begun a YouTube channel ★ with a super feature of events producers on Nippon Television!!



This is the time when we can't meet a lot of customers because of the Corona disaster...!

I hope you don't forget the fun of Events! I want to bring you energy!!

With this in mind,

Events producers, who usually don't come out,

We will provide information at times and at times in a looser fashion.

