

NIPPON TV HOLDINGS

Corporate Report Fiscal 2020



**NIPPON TELEVISION
HOLDINGS
CORPORATE REPORT 2021**

Management Philosophy of the Nippon TV Group

Enrich the lives of people by providing accurate and timely news and information and high-quality content as well as contributing to culture beyond the borders of television based on our corporate vision since the founding of the Group

Management Policy

As the top company in the media and content industry with the ability to utilize its unparalleled creativity and communication capacity, Nippon TV Group will strive to continue delivering news accurately and expediently.

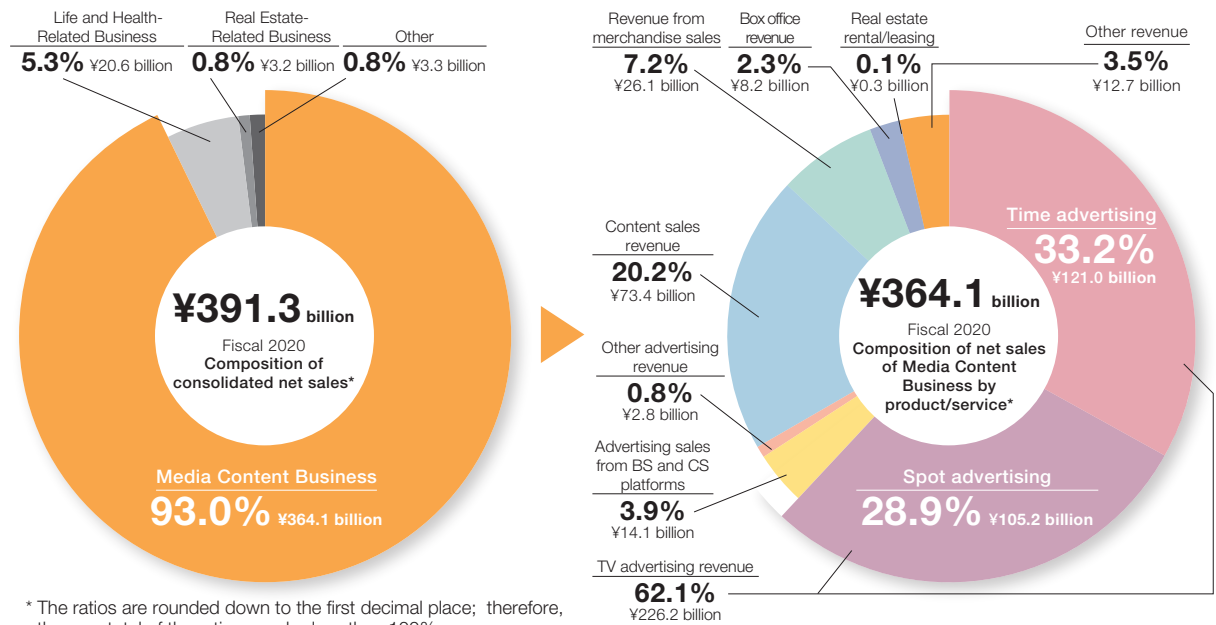
Further, Nippon TV Group will achieve the following “Four Creations” through its relentless pursuit of innovation and opportunities.

“Four Creations”

- Create high-quality content
- Create a new culture
- Create a prosperous society
- Create a bright future

Business Domains

Pursuing diversification of the business portfolio with a focus on the Media Content Business and the Life and Health-Related Business.



SNAPSHOT

Independent outside directors now represent over one-third of the Board of Directors

Established the SUSTAINABILITY ENHANCEMENT OFFICE

Web site

<https://www.ntvhd.co.jp/english/index.html>

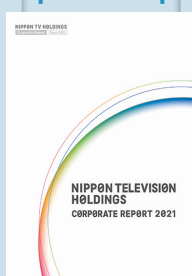
Financial information



IR site

<https://www.ntvhd.co.jp/english/ir/index.html>

Corporate report



Non-Financial information



Sustainability site

<https://www.ntvhd.co.jp/english/sustainability/>

Based on the new growth strategy designed to make remarkable advancements in the 2020s, we will pursue growth in the digital segment business and strategic investment in content to promote businesses that overcome COVID-19.

Thank you very much for your continued support of Nippon Television Holdings, Inc.

The spread of COVID-19 continues, affecting not only corporate management but also people's daily lives. COVID-19 has had various effects on the Group as well, with the consolidated financial results for the second quarter of the fiscal year ended March 31, 2021 (fiscal 2020) showing a deficit for the first time in twelve years in an interim period, causing concern for our shareholders. We subsequently were able to restore the Group's net income for the consolidated fiscal year under review to a certain degree of profit, against the backdrop of a recovery in broadcasting revenues, a number of hit movies, and the growth of the Internet business, among other things.

In response to this extremely difficult business environment, the Group formulated a new growth strategy in November 2020 with three main themes: (1) accelerate digitalization; (2) fundamentally review the revenue structure and improve productivity; and (3) enhance Group businesses. Based on this strategy, we have positioned fiscal 2021 as an important year that will serve as a steppingstone to the Group's dramatic advancement throughout the 2020s. We will accelerate initiatives in the digital segment through strategic investment in content production, and promote businesses that overcome COVID-19. At the same time, we aim to increase the percentage of non-broadcast business revenue to more than 50% by the mid-2020s by shoring up and enhancing Group businesses. In addition, in order to contribute to a sustainable future, which is our special obligation as a media organization, we are planning to formulate a policy aimed at achieving sustainability as a Group. We are determined to strongly promote reforms under the slogan "More than just TV."

NTV Network Corporation, which is the core company of the Group, was forced to change its organization on an unprecedented scale due to COVID-19. However, it maintained top ratings for all day, golden time and prime time, and won the Triple Crown title in Viewer Ratings for the tenth consecutive calendar year and the eighth consecutive fiscal year in individual viewer ratings. The monthly flat rate online video distribution service Hulu demonstrated robust growth, with a large increase in the number of paying subscribers, while in the film business, "From Today, It's My Turn!! :The Movie" and "The Untold Tale of the Three Kingdoms" were both major hits with box office revenue of over ¥5.3 billion and over ¥4.0 billion, respectively, in spite of COVID-19. Going forward, the Group will continue to move ahead as "the strongest content production group in the industry."

The Company's basic policy is to provide a consistent and stable return to shareholders while maintaining sufficient internal reserves to carry out proactive business development. Regarding the dividend for the fiscal year under review, the decision was made to pay a year-end dividend of ¥25 per share, which is the figure arrived at after deducting the interim dividend of ¥10 per share already paid from the annual dividend of ¥35 per share. We appreciate your continued support.



Nippon Television Holdings, Inc.
Representative Director, Chairman Yoshio Okubo Representative Director, Vice Chairman Yoshinobu Kosugi Representative Director, President Yoshikuni Sugiyama

Joining the SDG Media Compact

Nippon Television Network Corporation joined the SDG Media Compact as a founding member in 2018. The United Nations has called on media companies around the world to join the SDG Media Compact to achieve the Sustainable Development Goals (SDGs), which address global challenges faced by society.

The Nippon TV Group will continue to convey the facts and details of the SDGs widely and clearly to society through its television programs, events and other contents.

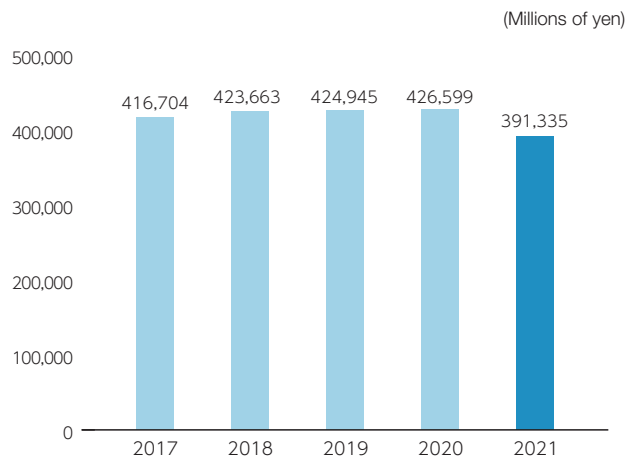


Financial and Non-Financial Highlights

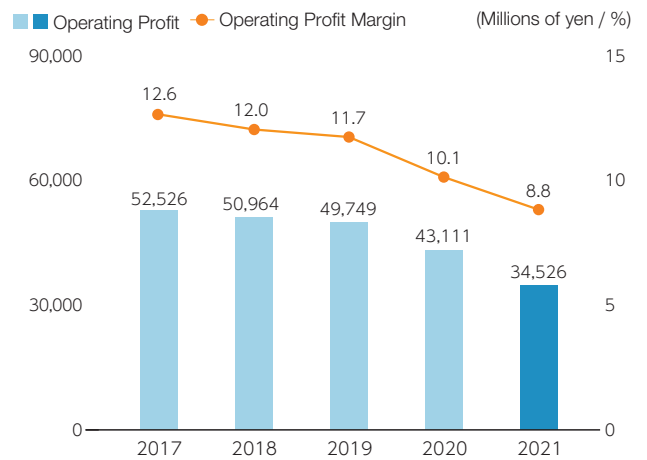
Financial Highlights

March period of each year

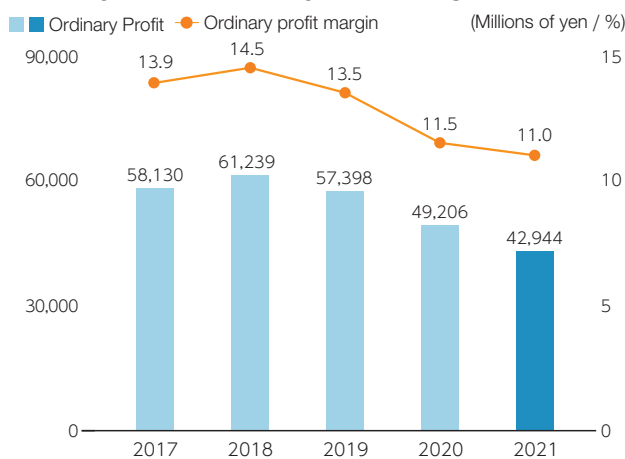
Net Sales



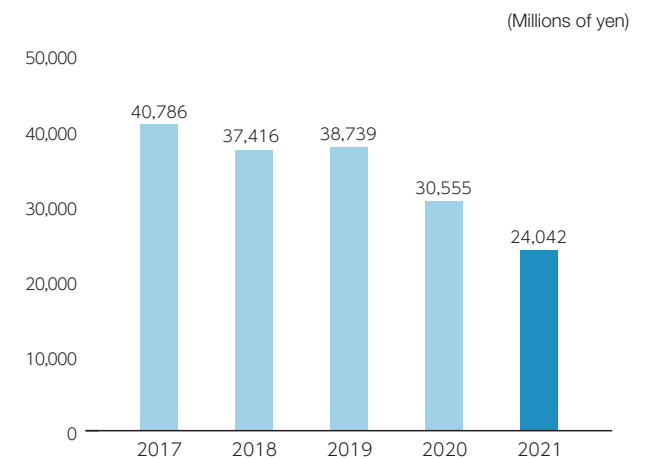
Operating Profit / Operating Profit Margin



Ordinary Profit / Ordinary Profit Margin



Profit Attributable to Owners of Parent



Non-Financial Highlights

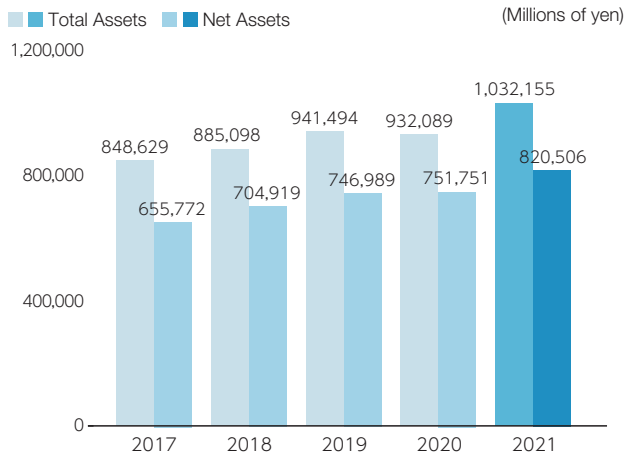
Individual Viewer Ratings



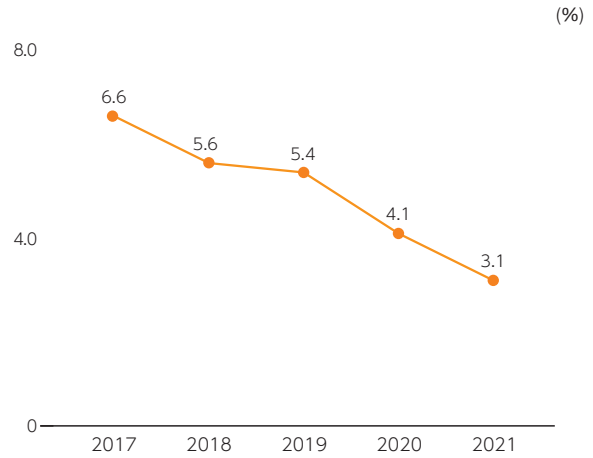
Fiscal 2020		
All day 6:00~24:00	Golden time 19:00~22:00	Prime time 19:00~23:00
4.6%	7.0%	6.6%

(Fiscal) (Time zone)	2013	2014	2015	2016	2017	2018	2019	2020
All day 6:00~24:00	4.2%	4.5%	4.5%	4.4%	4.3%	4.3%	4.4%	4.6%
Prime time 19:00~23:00	6.9%	7.4%	7.2%	7.1%	7.1%	7.0%	6.8%	6.6%
Golden time 19:00~22:00	7.1%	7.6%	7.4%	7.3%	7.5%	7.3%	7.2%	7.0%

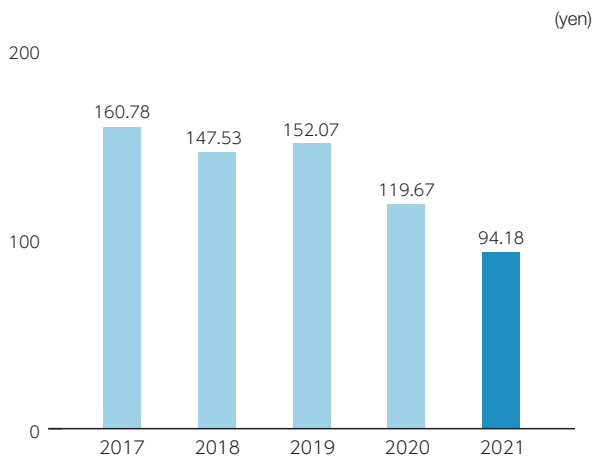
Total Assets / Net Assets



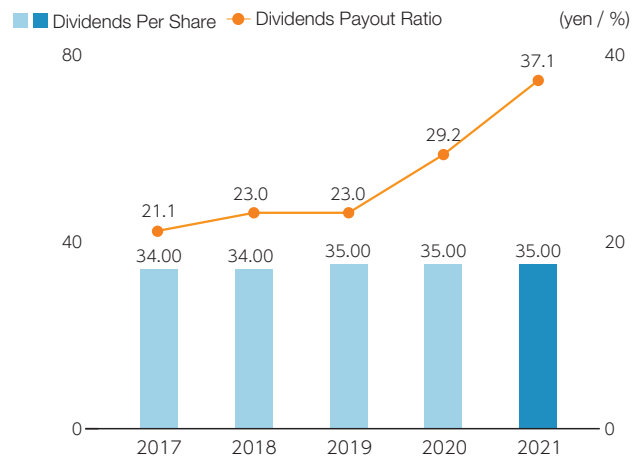
ROE



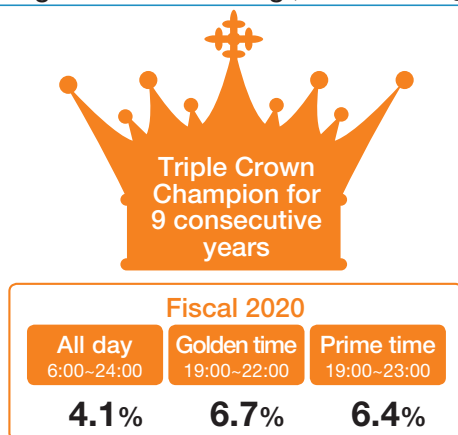
Net Income Per Share



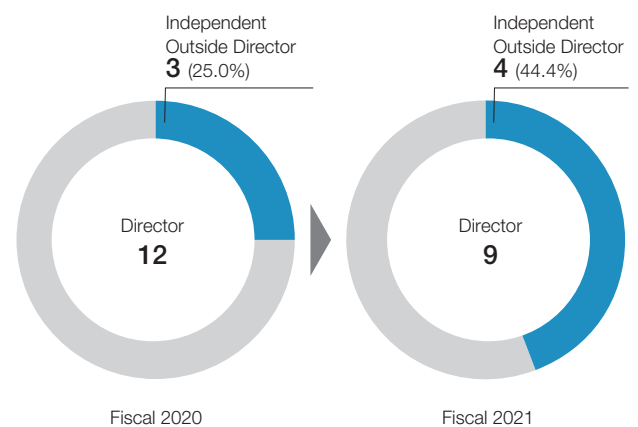
Dividends Per Share / Dividends Payout Ratio



Core Target Audience Rating (men and women, aged 13-49)



Composition of Independent Outside Director



Sustainability of Nippon Television Holdings

Contributing to a “Sustainable Future”

The role that companies play in solving global issues, including climate change and poverty, is becoming increasingly significant. We are constantly aware that sustainability is one of our key missions as a news organization. Over the years, we have worked to help achieve the Sustainable Development Goals (SDGs) set up by the United Nations through “24-Hour Television—Love Saves the Earth,” “Karada Week” (Health Week), etc.

Amid growing calls for the resolution of global issues, we decided to strengthen our sustainability initiatives in fiscal 2021. To begin with, we positioned “contributing to a sustainable future” as a priority issue in our fiscal 2021 management policy. We established a new organization to promote initiatives to achieve SDGs, and created a website to communicate these efforts. Furthermore, we will enhance the “Good For the Planet Week” campaign, launched in 2020 to create a better future, and disseminate information with the aim of realizing a sustainable and diverse society through a wide range of programs.

In order for the entire Group to work toward realizing sustainability, we are preparing to formulate specific policies during this fiscal year, including policies to deal with greenhouse gas reductions. We will review the entire Group’s businesses from the perspectives of the environment, society and governance, and implement drastic reforms as a means to achieve growth. Our intention is to be aware of our corporate responsibility and work toward the realization of a sustainable world.



Nippon Television Holdings, Inc.
Representative Director, President
Yoshikuni Sugiyama

Themes for Nippon Television Holdings’ Initiatives

Promoting social contribution activities

Major initiatives

〈Program production〉

“Good For the Planet Week”
“24-Hour Television”
“Karada Week”

〈Contribution to culture and education〉

Cultural assets restoration business
“Nippon TV Experience Classroom”
“Navigating the ocean of information”
Picture book readings by TV announcers

〈Contribution to the local community〉

“BANCHO NO MORI”

-Related SDGs-



Securing and developing diverse human resources

Major initiatives

〈Promotion of diversity〉

Promotion of active participation by women
Support for female athletes
Promoting understanding of LGBT
Support for disabled persons

〈Enhancement of workplace environments〉

Work style reforms

〈Developing human resources〉

Implement various trainings
Supporting various challenges faced by employees

〈Provision of learning opportunities〉

Offer Online Workshops

-Related SDGs-



Major initiatives

〈Initiatives through reporting and other media activities〉

“news that protects lives”
SDGs-related coverage
Disaster Victim Support Activities

〈Compliance Charter〉
〈Basic Policy on the Protection of Personal Information〉

〈Promotion of information security〉 〈Stakeholder engagement〉

-Related SDGs-



Conserving the global environment

Major initiatives

〈Program production〉

“MEGA TEN! Eye-Popping Science”
“THE TETSUWAN DASH”

〈Contribution to the Environment〉

Enlightenment activities through the weather character “Sorajiro”
“24-Hour Television”:Activities to Support Environmental Preservation

〈Reduction of the environmental load〉

Reduce CO₂ emissions / Reduce waste

-Related SDGs-



“news that protects lives”

Nippon Television Network Corporation News Division regards “news that protects lives” as its most important mission as a news organization.

In addition to providing the latest information on COVID-19 and encouraging viewers to cooperate with infection control measures, we have rapidly communicated accurate information and called for life-saving actions during various emergencies, including the torrential rains of July 2020 that caused massive destruction in the affected areas, and the Fukushima Prefecture Offshore Earthquake of February 2021.



Daily commentaries providing information about COVID-19 on “news zero” and other programs

SDGs-related coverage

We covered information on SDGs and introduced specific measures on our programs.

Since February 2021, “news every.” has been regularly reporting on familiar examples of sustainable practices such as the recycling of daily necessities and clothing, and package-free shopping (purchase by weight or volume), which contributes to the reduction of plastic waste, based on the catchphrase “what we can all do.”

“Oha!4 NEWS LIVE” broadcast a special feature called “Lets click with SDGs!” that ran from February 15 to February 19, 2021. It reported on the activities of junior and senior high school students, and included an interview with the Japan Director of United Nations Information Center in TOKYO. In addition to terrestrial broadcasting in “news zero,” we launched an online distribution program called “Update the world” in January 2021. In this monthly online program, we explore themes that prompt us to update our values based on the concept of SDGs.



“news every.” newscaster Nakajima reports on her experience of the buy-by-weight service

Standing by disaster victims even in a pandemic

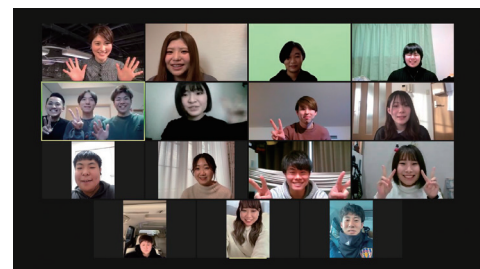
“Yomihito Shirazu,” an activity that the News Division began in the wake of the Great East Japan Earthquake, has supported victims of the earthquake through workshops and video album production.

2021 marked the 10th anniversary of the earthquake. We worked on two activities amid various restrictions imposed in the wake of COVID-19.

Online meet-and-greet event to celebrate the coming of age

The children of Iitate Village, who were elementary school students at the time of the disaster, have now come of age as adults. Their coming-of-age ceremony, however, was canceled because of COVID-19.

Nippon Television Network Corporation News Division planned an online meet-and-greet event, applying the knowledge gained during the pandemic. The event provided the new adults with the opportunity to update each other about their current situations and to reunite with their former teachers, who joined as surprise guests.



Announcer Nana Suzue (top left) and the new adults who participated in the online exchange

Online screenings

“Anata no Hitomi ni Hanasetara” is a documentary produced by Sonomi Sato from Ishinomaki City, Miyagi Prefecture. The theme of the documentary is Okawa Elementary School where Ms. Sato’s younger sister lost her life.

In collaboration with the NPO KATARIBA, we held the film screening and a talk session participated in by Ms. Sato and other victims of the disaster. This content was delivered online.



From the left, Nana Suzue, Nippon TV Announcer; Ms. Sonomi Sato; and Ms. Kumi Imamura, representative from NPO KATARIBA

Highlight

“Good For the Planet Week” #Switch Now



More than 40 participating programs

Please access our website through the URL provided on the right, and read more about the outline of the campaign and the participating programs.

Nippon TV held a new campaign from May 31, 2021 to June 6, 2021 entitled “Good For the Planet Week.” The campaign entailed a week of thinking together with viewers about what we can do for people, for daily lives, for society, and for the future, focusing on the 17 SDGs. “Good For the Planet” was launched in 2020 but this year we strengthened the initiatives. Based on the theme “Switch Now,” over 40 programs communicated various genres of “what's good for the Future” and “what's good for the Earth.” In addition, entertainment programs, such as “THE TETSUWAN DASH,” and news information programs will continue these initiatives throughout the year.

<https://www.ntv.co.jp/goodfortheplanet/>



Promoting social contribution activities

“24-Hour Television” broadcast for 43rd time!

In the welfare vehicle donation business, which we have been involved in since the first “24-Hour Television,” we donated 212 welfare vehicles in fiscal 2020, reaching a cumulative total of 11,618 vehicles.

The sports kit donation business for the physically challenged that we launched in 2020 is now in its second year. With heightened interest in para-sports due to the upcoming “2020 Tokyo Paralympic Games,” the para-sports kits we donated are being used by children and students nationwide.

As a new project, we began supporting the “Kodomo Shokudo” (children’s cafeterias) project, where free meals are provided to impoverished children. There are an increasing number of households experiencing economic difficulties due to the pandemic, and needs are growing to not just provide free meals and food packages to families but also create a safe and open space for children.



We regard COVID-19 as an unprecedented crisis facing humankind and have provided a variety of support in the wake of the disaster.

We donated alcohol-based sanitizers to the Japanese Nursing Association as part of our commitment to providing relief supplies to frontline medical professionals.

In addition, from the perspective of preventing infections, we promoted the automation of faucets at nursery schools with the aim of creating pandemic-resilient facilities, and donated humidifying air purifiers to kindergartens and junior high schools.

Furthermore, we donated 1,000 pulse oximeters to nationwide support facilities for the elderly and physically challenged to be used for the health management of the elderly.

Total donations for fiscal 2020 were **¥866,269,827**.

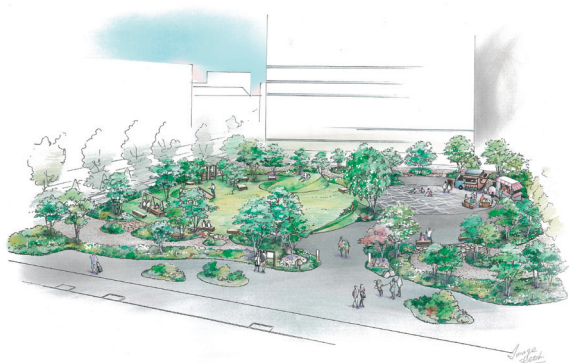
Total cumulative donations over the past 43 years amounted to **¥40,564,151,601**.

A park in Bancho?! Much-awaited community development begins!

Following the completion of the studio building in Nibancho, Chiyoda-ku, the original site of Nippon TV, the former premises were demolished. And this summer, “BANCHO NO MORI” will open on the huge former site!

“BANCHO NO MORI” is a peaceful oasis in the middle of the city and, similar to “BANCHO NO NIWA” already located in Yonbancho, is a temporary facility that will be used for several years. Based on the experience that Nippon TV has gained to date in the operation of “BANCHO NO NIWA” and taking into account feedback from users, we planned to create a **hub for the local community**. We hope it will be used by everyone in the community, and believe that this project will be a great reference for our future development plans and town planning.

“BANCHO NO MORI,” which literally means a forest in Bancho, is designed based on the concept of **reducing CO₂ and protecting the environment and biodiversity through the creation of rich greenery**, and the space is intended to act as an **inclusive open hub** where all kinds of people can easily get together. Planned with greenery that allows visitors to enjoy the full sensory experience of each season, it is equipped with benches to relax and has lawns to freely run around, and can also be used as a temporary evacuation site in the event of a disaster. In addition, the dry zones created in parts of the facility can be used for post-COVID-19 events, including summer festivals and open-air markets. Please visit when you are in the neighborhood.



Conserving the global environment

Initiatives to reduce CO₂ and reduce waste

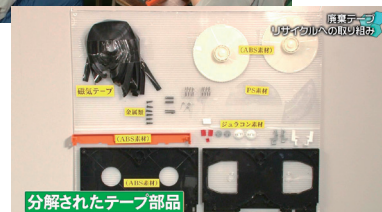
“At NIPPON TELEVISION TOWER,” where the head office is located, and at the Bancho Studio in Kojijimachi, Chiyoda-ku, we are continuously working to reduce CO₂ emissions, including by converting studio lighting to LEDs.

In 2020, we donated 30,000 tons of CO₂ in collaboration with initiatives by the Tokyo Metropolitan Government, an amount that far exceeded the required volume of reductions, and in 2021, we received a letter of appreciation from the Governor of Tokyo. Going forward, we will continue to work on CO₂ reductions.

In addition, we are promoting the transition to paperless operations, including through the introduction of laptop PCs, and are recycling 91% of separated paper waste. We are implementing the centralized management of recording media, including optical disks used in broadcasting, and the recycling rate for these has reached 85.7%.



Broadcasting-use tapes that were once discarded are now being taken to the social welfare corporation “Kibou no Ie” (House of Hope), an assisted-living facility for the physically challenged located in Kanuma City, Tochigi Prefecture, where each component is disassembled. The components are then separated by type of material, and recycled as a resource. The work can be assigned according to the degree of disability, and is enjoyed by the residents as work that they find fun to do. In fiscal 2020, we recycled approximately 78,000 tapes.





Securing and developing diverse human resources

Promotion of diversity

Promotion of active participation by women and respect for diversity

We provide a substantial range of support for female employees who are raising children, which exceeds the standards required by law, and the rate of female employees who return to work after taking maternity and childcare leave over the past five years is approximately 95% (including those who plan to return to work). In addition to the childcare leave that lasts until the end of the month when the child turns two years old, from June 2021 we extended the period during which the employee can obtain approval for shorter working times by one year, thereby enabling leave to be taken until

the child completes sixth grade in elementary school. Male employees can also take childcare leave for the same period. In addition, from June 2021, we introduced a “same-sex partner system.” As with heterosexual marriages, we have granted the right to celebratory leave and marriage leave for those entering same-sex marriages. This system also stipulates the granting of nursing care leave for partners’ families and the payment of condolence money for partners. We are working to foster a corporate culture where everyone can play an active role in their own way.

Enhancement of workplace environments

We have been operating the “tele-working system” since 2018 but in June 2021 we added “tele-work” to the work regulations to make it a formal working system. In addition to permitting work that had, as a general rule, formerly been restricted to the home to also be performed at locations outside the home, the system was made available on a regular basis to any employee who is able to telework and not just as a “special COVID-19

measure.” Within the Company, we set up a large-monitor “web conference room system” at all stations to create a comfortable remote conference room environment. We are also promoting the introduction of free-seating with the aim of creating the effective use of space, activating communication, and encouraging serendipity. In addition, we are making efforts to eliminate the use of paper and beautify the office environment.

Developing human resources

We attach great importance to job rotation, and carry out regular transfers twice a year with the aim of creating a flexible and diverse organization and developing human resources.

With regard to the training system, in addition to the in-house “training by rank,” we also conduct “inter-industry exchange training” with other industries to receive stimuli that the Company does not possess, increase opportunities for information exchange, and expand opportunities for growth.

Furthermore, in order to improve the capabilities and careers

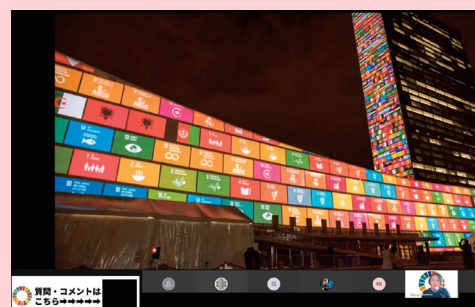
of individual employees, from this fiscal year we have introduced the “qualification acquisition system,” whereby the Company will bear the cost of examination fees when employees acquire qualifications, and an “external challenge sabbatical” system that approves leave for employees to enable them to acquire new expertise and knowledge. In this way, we aim to support the self-development of individual employees and improve employee satisfaction.

Providing learning opportunities for the entire Group

We have held 15 “Online Workshops” to date, hosted by the R&D Lab, with the aim of disseminating new knowledge and new technologies, and stimulating communication within the Company. These large-scale workshops, each of which has been attended by over 300 participants, provide an opportunity for continuous learning for the entire Nippon TV Group.

Among them, the area related to “SDGs” was of great interest, and we held two of these workshops: a basic version and an advanced version. In the basic version, we focused on learning about the philosophy of the SDGs to “leave no one behind” and on the current situation where sustainability factors are becoming increasingly part of service choices by consumers. The advanced version was led by Kaoru Nemoto, Japan Director of United Nations Infor-

mation Center in TOKYO, who talked about matters that related to the Company, such as the awareness that is required of media companies.





Our responsibility as a media and content company

Compliance Charter

This Compliance Charter sets forth internal standards that all officers, corporate officers, and employees of Nippon Television Network Corporation ("NTV") and its group of companies are required to observe. NTV and its group of companies declare adherence to this charter and requires all officers and employees to read, understand, and comply with the terms, conditions, and standards set forth herein.

The Charter

We remain aware that the airwaves are the collective property of the public, and it is our pride and honor to be involved in radio broadcasting. We will maintain our commitment to public service for the betterment of society and contribute to the enhancement of culture and public welfare.

We, as broadcasters and members of media organizations, shall engage in fair and sound business activities under the tenets of compliance with the law, sensitivity to social norms, and strong ethical conduct.

We aspire to be well-loved by our audience and the public and, as such, will endeavor to provide coverage that is fair, honest, and expedient, programs that touch the heart, and events and products that are attractive and appealing.

Through broadcasts of advertisements that are obtained from fair and legitimate competition, we seek to benefit our audience and the public, as well as contribute to social and economic development.

We will respect basic human rights and recognize each other's dignity and value as human beings.

As members of society, we recognize that we have a role to play in efforts to overcome common problems facing humanity and, accordingly, will contribute to various issues such as global environmental conservation.



For details, please visit the website below.
<https://www.ntvhd.co.jp/compliance/index.html>

Basic Policy on the Protection of Personal Information

Nippon Television Holdings' Basic Policy on the Protection of Personal Information (summary)

1. With regard to the handing of personal information, Nippon Television Holdings complies with the Act on the Protection of Personal Information, and adheres to the guidelines of the Personal Information Protection Commission and the directives of the Ministry of Internal Affairs and Communications.
2. The objectives of the Basic Policy are to respect the rights and interests of individuals while taking into consideration the usefulness of personal information by stipulating the basic matters that all persons involved in the Company's operations should comply with when handling personal information.
3. As a general rule, the acquisition of personal information is limited to that necessary for the smooth operation of the Company's business.
4. When acquiring personal information, the purpose of using personal information shall be clearly stated to the person in advance, and such information shall be obtained by legal and fair means.
5. The acquisition, use, provision, and other treatment of personal information is carried out within the scope of the purpose of use specified in advance.
6. In the event that the treatment or management of personal information is outsourced to an external entity, the Company shall select an entity that is recognized for its appropriate handling of personal information, and shall take sufficient measures, such as entering into a non-disclosure agreement with said entity.
7. In the event that a person requests the disclosure of personal information about himself or herself, the relevant personal information requested shall, in principle, be disclosed without delay upon confirmation of the identity of said person.



For details, please visit the website below.
<https://www.ntvhd.co.jp/privacy/index.html>

Promotion of information security

Nippon Television Holdings has formulated the "Basic Policy on Information Security" in order to earn the trust of society, and we strive to protect the information assets we have by ensuring each employee and collaborating staff member fully understand the policy and act upon it.

The "Basic Policy on Information Security" stipulates that we should take appropriate organizational, institutional and technical measures, and provide education and training on information security so that business is executed in compliance with the policy. In addition, we appoint a CISO (Chief Information Security Officer) to take overall responsibility for the tangible and intangible aspects of information security and to protect our information assets.

Nippon Television Network Corporation implements a variety of measures with the aim of achieving both business transformation through digitalization and a high level of security, and is working to enhance the security of the Group as a whole by sharing the knowledge gained with each Group company.



For details, please visit the website below.
<https://www.ntvhd.co.jp/security/index.html>

Stakeholder engagement

Opinions and suggestions sent to the Viewer Center are communicated to the program production site and used to improve the quality of programs. (Positive opinions are used to encourage program production, and negative opinions are used to encourage better program production.) We collate feedback from viewers weekly and monthly, and publish this feedback in an in-house newsletter to share with employees and staff.

Opinions from viewers are also disclosed at the Broadcast Program Consultation Council, which is held regularly with invitations for participation by external committee members, and these are used as reference for discussions. Opinions from committee members are reported to viewers on the website.

Additional platforms for communication with viewers are the "Nittele Forum," where viewers interact with program producers, and "Navigating the ocean of information" and "Finding and nurturing information" which are visiting lectures held for elementary, junior high and senior high school students and university students. We strive to obtain satisfaction and trust by communicating how we can disseminate accurate and useful information as a media organization, and thinking about this together with viewers and other stakeholders.



For details, please visit the website below.
<https://www.ntv.co.jp/shinsa/>

Basic Concepts on Corporate Governance

As a certified broadcasting holding company, Nippon Television Holdings and the Nippon TV Group engage in businesses with a focus on providing services that are trusted by all stakeholders through maintaining equality and fairness and disseminating timely and accurate information as a corporate group engaged in broadcasting based on radio wave resources, which are the common property of the nation. As a leading company in the media content industry, we will strive to achieve our four creation goals: “creating high quality content,” “creating new culture,” “creating an affluent society,” and “creating a hopeful future.”

Under this management policy, we expect efforts to promote business based on our business plans to lead to stable growth over the long term and increase our contribution to society. We also believe that prioritizing our relationship with stakeholders enhances the corporate value of the Company and of the Group. The Company strives to further augment its corporate

governance to ensure swift decision making and operational execution in response to changes in the business environment, and to facilitate transparent and sound management.

In keeping with Japan’s Corporate Governance Code, the Company has established the “Corporate Governance Guidelines,” which contain chapters on the Basic Policy for Corporate Governance, Ensuring the Rights and Equality of Shareholders, Policy for Cross-shareholdings, Related Party Transactions, Appropriate Cooperation with Stakeholders other than Shareholders, Enhancement of Information Disclosure and Ensuring Transparency, Responsibilities of the Company’s Board of Directors, etc., and Dialogue with Shareholders. These Guidelines are posted on the Company’s website together with our Corporate Governance Report.

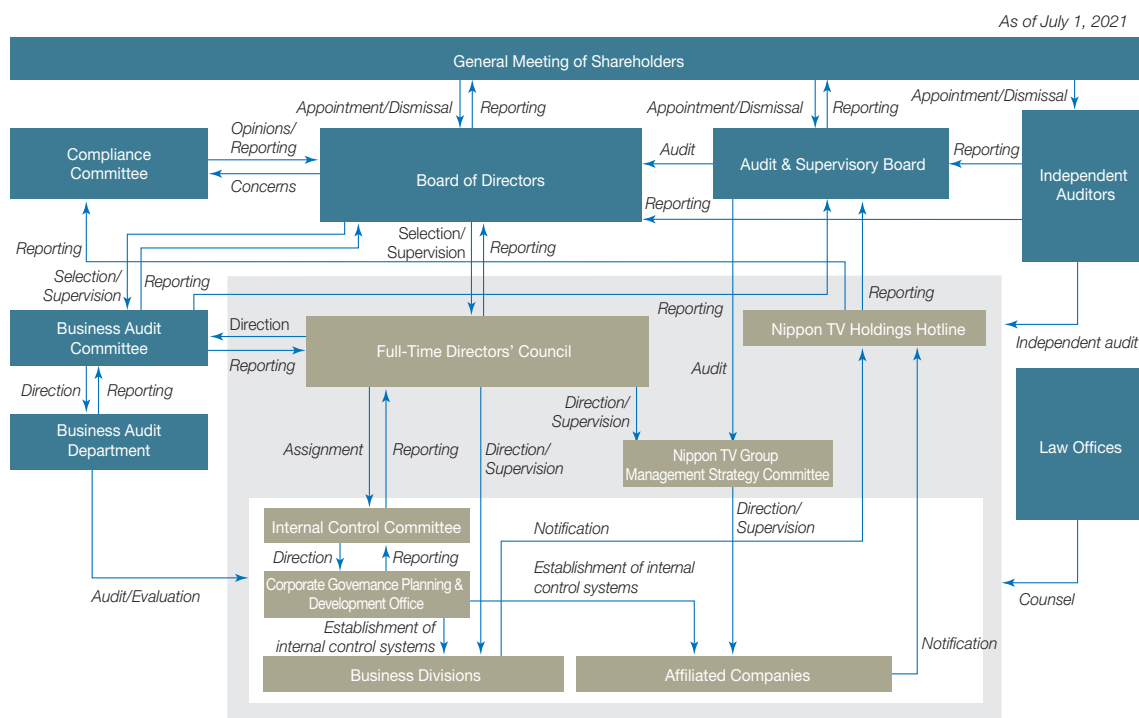
Outline of the corporate governance system and reasons for adopting such system

The Company has an Audit & Supervisory Board with a management structure under which the Board of Directors oversees the operational execution of the directors. Meanwhile, the Audit & Supervisory Board members and Audit & Supervisory Board audit the operational execution of the directors.

The Company appoints several highly independent outside directors and outside Audit & Supervisory Board members. The governance framework is designed to ensure effective supervision over the execution of duties by directors. Outside directors help to provide appropriate supervision, thereby enhancing the management oversight function.

The Company has recently reviewed the composition of the Board of Directors with the aim of emphasizing the external monitoring of management and achieving greater management integrity and more transparent decision-making processes, and has incorporated four independent outside directors into the 9-member Board of Directors. As a result, the ratio of independent outside directors within the Board of Directors will be more than a third of the total, which is the ratio required for companies listed on the Prime Market in the Corporate Governance Code revised this year.

Corporate Governance Framework



In addition, as a business execution system, we have introduced an executive officer system to clearly separate the functions of management decision-making and supervision from the functions of business execution. Meetings of the Full-Time Directors' Council, whose members comprise directors and executive officers, are held once a week to examine management issues and discuss and report important matters.

The four-member Audit & Supervisory Board includes three outside Audit & Supervisory Board members pursuant to Article 2, Paragraph 16, of the Companies Act for greater independence from the Board of Directors and stronger auditing functions related to the execution of duties. Mr. Makoto Yoshida, Standing Audit & Supervisory Board Member, possesses advanced professional knowledge in media and related businesses overall, a track record in management of the Group companies as well as a considerable amount of expertise related to finance and accounting, and audit capability.

During the year under review, the Audit & Supervisory Board met eight times to audit the directors' execution of duties. Each Audit & Supervisory Board member, in conformance with the auditing standards determined by the Audit & Supervisory Board, attends Board of Directors and other important meetings, inspects important end-of-period financial documents and carries out investigations into the state of business operations and finances.

Nippon TV Holdings has the following committees and organizations in place in order to ensure corporate governance.

The Business Audit Committee is responsible for oversight and conducts internal audits and evaluates internal control systems. Independent from the Board of Directors, the Business Audit Committee consists of the Representative Director, President Yoshikuni Sugiyama as the chairman and Senior Operating Officer Hajime Ichimoto as the vice chairman. The Business Audit Department is in place as an organization responsible for practical matters.

The Compliance Committee is in place to ensure compliance with laws and regulations, the Articles of Incorporation, and corporate ethics and a high degree of transparency in Nippon TV Holdings' activities. The Compliance Committee consists of the Representative Director, President Yoshikuni Sugiyama as the chairman, Senior Operating Officer Akira Ishizawa as the vice chairman, Representative Director, Chairman Yoshio Okubo, Representative Director, Vice Chairman Yoshinobu Kosugi and all director generals as committee members, and observers including an external attorney at law.

The Internal Control Committee is in place in order to oversee internal control of the entire Nippon TV Group based on the Financial Instruments and Exchange Act. The Internal Control Committee consists of the Representative Director, Presi-

dent Yoshikuni Sugiyama as the chairman, and Representative Director, Chairman Yoshio Okubo, Vice Chairman Yoshinobu Kosugi, senior operating officers, executive officers, all director generals, and representative directors of all consolidated subsidiaries excluding overseas subsidiaries as committee members. The Corporate Governance Planning & Development Office is in place as an organization responsible for overall matters concerning establishment and operation of internal control.

The Nippon TV Group Management Strategy Committee is in place in order to establish and operate systems of the entire Group for ensuring compliance with laws and regulations, for risk management, and for efficient business execution. The Nippon TV Group Management Strategy Committee consists of Representative Director, President Yoshikuni Sugiyama as the chairman, and full-time directors, senior operating officers, executive officers, standing Audit & Supervisory Board members, and representative directors of principal Group companies as members.

Concerning third-party contributions to Nippon TV Holdings corporate governance framework, the Company has reinforced its legal risk management system by concluding advisory agreements pertaining to corporate management and daily business tasks with multiple law offices, and by seeking advice as necessary. We have also concluded audit agreements concerning audits relating to the Companies Act and the Securities and Exchange Act with audit corporations, which conduct audits from an independent standpoint.

Board of Directors

The main roles of the Board of Directors are to establish a corporate philosophy and to decide strategic directions, including the allocation of management resources, to promote continuous growth and enhance corporate value over the medium to long term. The Board of Directors also holds constructive discussions on the formulation and revision of corporate strategies and management plans, deciding important matters for operational execution.

Independent Outside Directors

Standards regarding the independence of independent outside directors are in accordance with those specified by the Tokyo Stock Exchange. In the selection of independent outside directors, we take into account that the business operations of Nippon TV Holdings and the Group center on the television broadcasting business, which provides many opportunities to come into contact with a wide range of fields. In Board of Directors' meetings, we appoint several directors who have the high levels of expertise and the extensive experience to provide open and constructive advice and supervision.

Reasons for Appointment of Outside Directors

Name	Independent Officer	Reasons of Appointment
Takashi Imai	○	To reflect in management his advanced professional knowledge and insightful opinions as well as considerable experience as a corporate executive and a business leader.
Ken Sato	○	To reflect in management his advanced professional knowledge and insightful opinions on financial and monetary affairs, the economy and politics overall, in addition to his considerable experience at the Ministry of Finance, the Japan Defense Agency, and other government organizations.
Tadao Kakizoe	○	To reflect in management his insightful opinions and advanced professional knowledge, which is not limited to the medical community.
Yasushi Manago	○	To reflect in management his insightful opinions and advanced professional knowledge on financial and monetary affairs, the economy and legal affairs overall based on his considerable experience.

Policy and procedures for the Board of Directors to appoint and dismiss senior management and nominate candidates for directors and Audit & Supervisory Board members

1. Policy

The Board of Directors appropriately appoints or dismisses senior management and nominates candidates to become directors and Audit & Supervisory Board members. The Company considers it necessary that the Board of Directors has a certain number of persons who are well versed in businesses and issues facing the businesses of the Company and the NTV Group as its members in setting the strategic direction of the Company, in order for the Board of Directors to fulfill its roles and responsibilities effectively. In addition, the Company believes that it is important to secure a diversity of knowledge, experience, and abilities of members of the Board of Directors to ensure the independence and objectivity of the Board of Directors.

From this viewpoint, the Company takes the basic stance of appointing a certain number of persons who are well versed in businesses and issues facing businesses of the Company and the NTV Group as candidates for senior management and other executive directors, as well as nominating candidates who have extensive knowledge and backgrounds as candidates for outside directors and outside Audit & Supervisory Board members.

In addition, the Company has set forth in its Articles of Incorporation that the number of directors and Audit & Supervisory Board members be 18 or less and five or less, respectively, from the viewpoint of ensuring substantive opportunities for

discussions and deliberations at the Board of Directors meetings.

Regarding dismissal, the Board of Directors conducts deliberation on dismissal, if it is found that a director or Audit & Supervisory Board member is not fulfilling his/her function, if he/she damages the corporate value due to the neglect of his/her duties, if he/she does not qualify, if it is difficult to continue his/her duties for health reasons, or if he/she engages in any activity that goes against the public orders and morals, etc.

2. Procedures

With regard to the appointment of candidates as directors and Audit & Supervisory Board members, the Board of Directors nominates candidates, in principle, upon receiving recommendations from the Representative Director and after deliberations by the Board of Directors attended by four Independent outside directors among the nine directors and three outside auditors among the four auditors as to whether those recommended are outstanding persons who have appropriate good judgment for directors or Audit & Supervisory Board members, a high level of expertise and a broad range of knowledge, experience, and abilities.

With regard to the dismissal, the Board of Directors attended by the above-mentioned seven outside officers deliberates on such matters.

Executive Remuneration

Executive remuneration for the Company's directors and Audit & Supervisory Board members in the fiscal year ended March 31, 2021, was as follows.

Officer category	Total amount of remuneration, etc. (Millions of yen)	Total amount of remuneration, etc. by type (Millions of yen)		
		Fixed remuneration	Company performance-linked remuneration	Number of target officers(persons)
Board Director (Excl. Outside Board Director)	387	305	81	8
Audit & Supervisory Board Member (Excl. Outside Audit & Supervisory Board Member)	17	17	—	1
Outside Board Director	97	97	—	6
Outside Audit & Supervisory Board Member	15	15	—	3

Notes:

- The number of officers as of March 31, 2021 was 12 directors and 4 Audit & Supervisory Board members.
- One Board Director whose term expired upon the conclusion of the 87th Ordinary General Meeting of Shareholders held on June 26, 2020 is included in the above.
- The total amount of remuneration, etc. for Board Directors does not include the portion of employee's salary for Board Directors who concurrently serve as employees.
- Company performance-linked remuneration pertaining to the period between April 1, 2020 and June 30, 2020 is determined within a prescribed upper limit depending on the executive position based on the sum of profit of the Company and NTV Network Corporation for the fiscal year ended March 31, 2019 (¥35,915 million), while that pertaining to the period between July 1, 2020 and March 31, 2021 is determined within a prescribed upper limit depending on the executive position based on the sum of profit of the Company and NTV Network Corporation for the fiscal year ended March 31, 2020 (¥30,812 million). The reason for using these indicators is because profit is calculated by subtracting all costs from all revenues that are recorded for a fiscal year and because profit of both companies has significance as the final result of the corporate activities of the Group, whose core business is the Media Content Business.
The Policy Concerning Decisions on Individual Remuneration, etc. for Board Directors decided on February 4, 2021 defined the performance indicator as net income. However, we revised this policy on July 5, 2021 to establish operating income as the basic indicator, based on our belief that the operating income in the consolidated financial statements in a single fiscal year, which is the profit of our main business, is more appropriate as an indicator of business performance and efficiency.
- The details of individual Board Director remuneration, etc. pertaining to the fiscal year under review are determined by Yoshio Okubo, Representative Director, Chairman in charge of Corporate Strategy (Media), based on a proxy resolution of the Board of Directors.
The authority given to Yoshio Okubo is the decision of the amount of each type of remuneration, etc. to each Board Director. The reason for delegating this authority is because the Representative Director, Chairman, who was delegated authority as the above, was deemed most appropriate, since he is able to assess the responsible areas and responsibilities of each Board Director while taking into account the business performance of the Company as a whole. The Board of Directors seeks the appropriate involvement and advice of Independent Outside Board Directors upon deliberation so that said authority is appropriately exercised by the Representative Director, Chairman.
- The Company's outside directors have confirmed that individual remuneration, etc. for directors pertaining to the fiscal year ended March 31, 2021 were in line with the Policy Concerning Decisions on Individual Remuneration, etc. for Board Directors (prior to the revision dated July 5, 2021) approved by resolution at the Board of Directors' meeting held on February 4, 2021. Therefore, the Company's Board of Directors has deemed individual remuneration, etc. for directors pertaining to the fiscal year ended March 31, 2021 are in line with the above policy. The Policy Concerning Decisions on Individual Remuneration, etc. for Board Directors prior to the revision dated July 5, 2021 is as follows.
 - The amount and details of remuneration for Board Directors shall be decided so that the remuneration system and level contribute to improving medium- to long-term corporate value as well as ensuring and retaining competent personnel, while taking into account the economic situation and the Group's business performance.
 - Remuneration for Board Directors shall be decided by the authorized Representative Director in accordance with this policy based on a resolution of the Board of Directors

attended by Outside Board Directors and Outside Audit & Supervisory Board Members, within the overall limit of remuneration resolved at the general meeting of shareholders and taking into account the assessment of business performance and performance of duties each year. The appropriate involvement and advice of Independent Outside Board Directors shall be sought upon deliberation by the Board of Directors.

- (3) Remuneration for Standing Board Directors shall consist of fixed remuneration, individual performance-linked remuneration, company performance-linked remuneration, and share price-linked remuneration. The percentage of each bonus shall be determined as a result of deciding the amount of each bonus in view of the assessment of business performance and performance of duties, etc.

- ① The fixed remuneration shall be determined according to the position of the Board Director.
- ② The individual performance-linked remuneration shall be determined according to the assessment of the performance of their duties of the individual. However, the amount shall be within predetermined upper and lower limits.
- ③ The company performance-linked remuneration shall be determined within the amount of net income of a fiscal year multiplied by a certain ratio according to the position of the individual.
The amount of net income is derived by deducting total costs recorded in a fiscal year from total revenues. Since it has significance as the final result of corporate activities, it shall be an indicator pertaining to the company performance-linked remuneration.

- ④ The share price-linked remuneration is fixed monetary remuneration paid for purchasing the Company shares and shall be determined according to the position of the individual. The bonus is aimed at serving as a medium- to long-term incentive linked to the Company's share price. Standing Board Directors shall purchase the Company shares through the officer shareholding association.

- (4) Remuneration for Part-time Board Directors, including Outside Board Directors, shall consist of fixed monetary remuneration only, a certain amount for which shall be determined.

- (5) Board Directors shall be paid one-twelfth of their remuneration on a monthly basis.

Remuneration, etc. for Board Directors and Audit & Supervisory Board Members

At a meeting of the Board of Directors held on July 5, 2021, the Company has passed a resolution for the Policy Concerning Decisions on Individual Remuneration, etc. for Board Directors. The outline is as follows. (It should be noted that this policy is a revision of the Policy Concerning Decisions on Individual Remuneration, etc. for Board Directors decided on February 4, 2021, and that the content prior to the revision was as contained in "II. Status of Management Structure and Other Corporate Governance Frameworks Relating to Management Decision-making, Execution and Oversight 1. Matters concerning institutional composition, organizational management, etc., and the existence of policies determining the amount of remuneration or the calculation method thereof."

- The amount and details of remuneration for Board Directors shall be decided so that the remuneration system and level contribute to improving medium- to long-term corporate value as well as ensuring and retaining competent personnel, while taking into account the economic situation and the Group's business performance.

- Remuneration for directors shall be decided by the authorized Representative Director in accordance with this policy based on a resolution of the Board of Directors attended by Independent Outside Board Directors and the advice of outside Audit & Supervisory Board members, within the overall limit of remuneration resolved at the general meeting of shareholders and taking into account the assessment of business performance and performance of duties each year. The appropriate involvement and advice of Independent Outside Board Directors shall be sought upon deliberation by the Board of Directors.

- Remuneration for standing directors shall consist of four categories of monetary remuneration: basic remuneration, performance-linked remuneration, individual evaluation-based remuneration, and stock-based remuneration. The standard ratio of each category of remuneration is as follows. Basic remuneration: 50%, performance-linked remuneration: 30%, individual evaluation-based remuneration: 10%, and stock-based remuneration: 10%, and the amount of each category of remuneration shall be determined as the result of decisions taking into account the assessment of business performance and performance of duties, among other factors.

- ① Basic remuneration shall be determined according to the position of the Board Director.
- ② In order to increase the incentive to improve business performance in light of the Corporate Governance Code, performance-linked remuneration shall basically be 30% of the total remuneration.

For performance-linked remuneration, we shall use operating income as the basic indicator, based on our belief that the operating income in the consolidated financial statements in a single fiscal year, which is the profit of our main business, is appropriate as an indicator of business performance and efficiency.

The standard amount shall be the fixed amount determined according to the position of the director multiplied by a fixed ratio, and shall basically be the amount obtained by multiplying said standard amount by a seven-step ratio determined according to the rate of increase or decrease in operating income compared with the previous fiscal year. However, the steps may be changed depending on the details of net sales and extraordinary profit or loss.

- ③ Individual evaluation-based remuneration shall be determined according to the assessment of the performance of duties of the individual. However, the amount shall be within predetermined upper and lower limits.

- ④ Stock-based remuneration is fixed monetary remuneration paid for purchasing the Company shares and shall be determined according to the position of the individual. The bonus is aimed at serving as a medium- to long-term incentive linked to the Company's share price. Directors shall purchase the Company shares through the officer shareholding association.

- Remuneration for Part-time Board Directors, including Outside Board Directors, shall consist of fixed monetary remuneration only, a certain amount for which shall be determined.
- Board Directors shall be paid one-twelfth of their remuneration on a monthly basis.

In addition, the policy for decision-making concerning individual remuneration, etc. for Audit & Supervisory Board members is as follows. One-twelfth of the remuneration shall be paid on a monthly basis. This policy has been resolved at the meeting of the Board of Directors held on February 4, 2021. No objection has been raised by any Audit & Supervisory Board Member against the deliberations and resolution of said meeting of the Board of Directors.

- Remuneration for Audit & Supervisory Board Members shall consist of fixed monetary remuneration only, a certain annual amount for which shall be determined within the upper limit of remuneration as resolved at the general meeting of shareholders, based on discussions by Audit & Supervisory Board Members.

Matters concerning the resolution of the general meeting of shareholders on the remuneration, etc. for directors and Audit & Supervisory Board members are as follows.

The annual upper limit of the remuneration for Board Directors and Audit & Supervisory Board Members has been determined by resolution of the 75th Ordinary General Meeting of Shareholders held on June 27, 2008 as ¥950 million for Board Directors (of which no more than ¥110 million shall be for Outside Board Directors) and ¥72 million for Audit & Supervisory Board Members. The number of officers of the Company at the conclusion of the 75th Ordinary General Meeting of Shareholders, in which the above resolution was adopted, was 17 for Board Directors (of which, six is the number of Outside Board Directors) and three for Audit & Supervisory Board Members.

Progress on Implementation of Initiatives to Enhance Corporate Governance in the Past Year

In keeping with the purport of Japan's Corporate Governance Code, we formulated and publicized our Corporate Governance Guidelines. These guidelines contain chapters on "Basic Policy for Corporate Governance," "Ensuring the Rights and Equality of Shareholders," "Appropriate Cooperation with Stakeholders other than Shareholders," "Responsibilities of the Company's Board of Directors, etc." and "Dialogue with Shareholders." <https://www.ntvhd.co.jp/ir/governance/>

Board of Directors and Auditors As of June 29, 2021

Directors

Yoshio Okubo

Representative Director, Chairman

Takashi Imai

*Board Director**

Yoshinobu Kosugi

Representative Director, Vice Chairman

Ken Sato

*Board Director**

Yoshikuni Sugiyama

Representative Director, President

Tadao Kakizoe

*Board Director**

Tsuneo Watanabe

Board Director

Yasushi Manago

*Board Director**

Toshikazu Yamaguchi

Board Director

* Outside directors pursuant to Article 2.15 of the Companies Act

Auditors

Makoto Yoshida

Standing Audit & Supervisory Board Member

Takashi Shimada

*Audit & Supervisory Board Member***

Akitoshi Muraoka

*Audit & Supervisory Board Member***

Yoshimitsu Ohashi

*Audit & Supervisory Board Member***

** Outside auditors pursuant to Article 2.16 of the Companies Act

Ten-Year Summary

Nippon Television Holdings, Inc. and Consolidated Subsidiaries

	2012*1	2013	2014	2015
Years ended March 31:				
Net sales	¥ 305,460	¥ 326,422	¥ 341,720	¥ 362,497
Operating profit	32,249	35,429	40,089	42,382
Ordinary profit	37,902	42,184	47,845	48,696
Profit attributable to owners of parent	22,729	25,283	27,827	30,467
Comprehensive income	25,597	37,701	35,144	64,254
Depreciation and amortization	7,071	6,573	7,149	8,480
Capital expenditures	3,802	5,596	9,236	20,370
At March 31:				
Total assets	¥ 543,228	¥ 598,075	¥ 645,362	¥ 755,126
Net assets	446,038	488,120	523,904	578,478
Cash flows:				
Cash flows from operating activities	¥ 25,273	¥ 29,099	¥ 35,156	¥ 33,236
Cash flows from investing activities	(8,967)	(7,369)	(4,366)	(17,941)
Cash flows from financing activities	(6,419)	(7,073)	(7,175)	(6,242)
Cash and cash equivalents, end of period	43,190	63,806	87,452	96,538
Per share data (Yen):				
Profit attributable to owners of parent*2	¥ 92.85	¥ 101.39	¥ 109.58	¥ 120.08
Equity*2	1,785.58	1,879.89	2,023.59	2,240.64
Cash dividends*3*4	290.00	110.00	34.00	30.00
Ratios (%):				
Return on asset (ROA)	4.2	4.2	4.3	4.0
Return on equity (ROE)	5.3	5.5	5.6	5.6
Operating margin	10.6	10.9	11.7	11.7
Equity ratio	80.5	80.0	79.6	75.3
Others				
Total shares issued (share)*5	25,364,548	263,822,080	263,822,080	263,822,080
Employees	3,218	3,259	3,471	4,115

Notes *1 Owing to the Company's transition to a certified broadcasting holding company system, effective October 1, 2012, figures for Nippon Television Network Corporation are shown for the fiscal years ended March 31, 2012.

*2 The Company's common stock underwent a 10-for-1 stock split, effective October 1, 2012. However, figures for profit attributable to owners of parent per share and equity per share are calculated as if the stock split had occurred at the beginning of the fiscal year ended March 31, 2011.

*3 Dividends per share of ¥110 for the fiscal year ended March 31, 2013, correspond to ¥90 in dividends per share prior to the stock split plus ¥20 per share on shares after the stock split. Taking the stock split into account, annual dividends per share would have been ¥29 per post-split share (¥290 per share on pre-split shares).

*4 The ¥34 dividend per share amount for the fiscal year ended March 31, 2014, includes a ¥5 dividend to commemorate the Company's 60th year since the start of broadcasting.

Millions of yen

2016	2017	2018	2019	2020	2021
¥ 414,780	¥ 416,704	¥ 423,663	¥ 424,945	¥ 426,599	¥ 391,335
53,178	52,526	50,964	49,749	43,111	34,526
57,791	58,130	61,239	57,398	49,206	42,944
36,883	40,786	37,416	38,739	30,555	24,042
32,361	58,822	55,229	50,011	13,435	74,531
11,641	12,483	15,088	16,444	19,182	17,438
16,562	36,949	29,615	26,625	21,335	13,217
¥ 769,863	¥ 848,629	¥ 885,098	¥ 941,494	¥ 932,089	¥ 1,032,155
603,177	655,772	704,919	746,989	751,751	820,506
¥ 40,761	¥ 60,134	¥ 50,435	¥ 50,480	¥ 56,385	¥ 41,097
(26,820)	(111,347)	(29,895)	(40,976)	(38,721)	535
(11,275)	(10,966)	(9,325)	(12,027)	(10,565)	(10,953)
99,204	37,028	48,292	45,764	53,229	83,893
¥ 145.38	¥ 160.78	¥ 147.53	¥ 152.07	¥ 119.67	¥ 94.18
2,337.58	2,533.88	2,727.94	2,902.57	2,920.55	3,195.39
34.00	34.00	34.00	35.00	35.00	35.00
4.8	4.8	4.2	4.1	3.3	2.3
6.4	6.6	5.6	5.4	4.1	3.1
12.8	12.6	12.0	11.7	10.1	8.8
77.0	75.7	78.0	78.7	80.0	79.0
263,822,080	263,822,080	263,822,080	263,822,080	263,822,080	263,822,080
4,170	4,368	4,425	4,544	4,732	4,764

*5 In addition to introducing a 10-for-1 stock split on common stock, effective October 1, 2012, a share exchange took place in which Nippon TV was the wholly owning parent company in a share exchange, and BS Nippon Corporation and CS Nippon Corporation were wholly owned subsidiaries in a share exchange. The total increases in the number of shares of issued stock were 228,280,932 shares as a result of the stock split and 10,176,600 shares in newly issued stock in accordance with the share exchange.

Financial Section

Consolidated Balance Sheets

	Millions of yen		Millions of yen	
	As of March 31, 2020	As of March 31, 2021	As of March 31, 2020	As of March 31, 2021
Assets				
Current assets				
Cash and deposits	¥ 54,919	¥ 85,187		
Notes and accounts receivable - trade	103,037	103,694		
Securities	72,000	89,000		
Inventories	3,737	3,621		
Program rights	7,323	4,742		
Other	18,775	22,029		
Allowance for doubtful accounts	(1,050)	(490)		
Total current assets	258,742	307,784		
Non-current assets				
Property, plant and equipment				
Buildings and structures, net	69,270	68,227		
Machinery, equipment and vehicles, net	19,414	14,992		
Tools, furniture and fixtures, net	3,793	3,199		
Land	168,743	170,235		
Leased assets, net	7,858	4,493		
Construction in progress	6,702	6,772		
Total property, plant and equipment	275,783	267,921		
Intangible assets				
Goodwill	9,216	546		
Other	18,714	12,791		
Total intangible assets	27,931	13,337		
Investments and other assets				
Investment securities	333,967	408,396		
Long-term loans receivable	3,959	3,315		
Deferred tax assets	2,639	2,861		
Other	29,958	29,855		
Allowance for doubtful accounts	(891)	(1,318)		
Total investments and other assets	369,633	443,110		
Total non-current assets	673,347	724,370		
Total assets	¥932,089	¥1,032,155		
Liabilities				
Current liabilities				
Notes and accounts payable - trade	¥ 7,583	¥ 8,238		
Short-term borrowings	2,694	2,495		
Accounts payable - other	6,108	7,753		
Accrued expenses	52,515	50,824		
Income taxes payable	8,581	17,971		
Provision for sales returns	4	12		
Provision for loss on store closings	—	1,015		
Other	17,117	16,360		
Total current liabilities	94,605	104,672		
Non-current liabilities				
Lease obligations	14,696	12,727		
Deferred tax liabilities	31,999	52,495		
Retirement benefit liability	13,539	13,979		
Long-term guarantee deposits	20,413	20,638		
Other	5,082	7,134		
Total non-current liabilities	85,732	106,976		
Total liabilities	180,337	211,648		
Net assets				
Shareholders' equity				
Share capital	18,600	18,600		
Capital surplus	35,408	35,453		
Retained earnings	624,388	642,991		
Treasury shares	(8,941)	(9,098)		
Total shareholders' equity	669,456	687,947		
Accumulated other comprehensive income				
Valuation difference on available-for-sale securities	76,329	127,322		
Deferred gains or losses on hedges	(1)	0		
Foreign currency translation adjustment	(138)	(180)		
Total accumulated other comprehensive income	76,189	127,142		
Non-controlling interests	6,105	5,416		
Total net assets	751,751	820,506		
Total liabilities and net assets	¥932,089	¥1,032,155		

● Consolidated Statements of Income

	Millions of yen	
	Fiscal year ended March 31, 2020	Fiscal year ended March 31, 2021
Net sales	¥426,599	¥391,335
Cost of sales	288,576	267,915
Gross profit	138,022	123,419
Selling, general and administrative expenses	94,910	88,893
Operating profit	43,111	34,526
Non-operating income		
Interest income	1,068	1,087
Dividend income	2,715	2,620
Share of profit of entities accounted for using equity method	1,486	4,035
Foreign exchange gains	—	44
Gain on investments in investment partnerships	880	658
Other	535	476
Total non-operating income	6,687	8,923
Non-operating expenses		
Interest expenses	434	373
Commission expenses	106	61
Foreign exchange losses	3	—
Loss on investments in investment partnerships	14	50
Other	35	19
Total non-operating expenses	592	505
Ordinary profit	49,206	42,944
Extraordinary income		
Gain on sale of non-current assets	7	3
Gain on sale of investment securities	809	27,935
Insurance claim income	—	1,356
Grant income	—	754
Other	—	162
Total extraordinary income	817	30,212
Extraordinary losses		
Loss on sale of non-current assets	1	1,516
Loss on retirement of non-current assets	1,149	1,579
Loss on sale of investment securities	68	11
Loss on valuation of investment securities	384	157
Impairment losses	1,484	19,836
Loss on withdrawal from business	1,053	—
Loss on COVID19	—	3,441
Provision for loss on store closings	—	1,015
Other	—	165
Total extraordinary losses	4,142	27,723
Profit before income taxes	45,881	45,432
Income taxes - current	14,154	23,774
Income taxes - deferred	999	(1,919)
Total income taxes	15,154	21,854
Profit	30,727	23,577
Profit (loss) attributable to non-controlling interests	172	(464)
Profit attributable to owners of parent	¥ 30,555	¥ 24,042

	Millions of yen	
	Fiscal year ended March 31, 2020	Fiscal year ended March 31, 2021
Profit	¥30,727	¥23,577
Other comprehensive income		
Valuation difference on available-for-sale securities	(16,896)	50,750
Foreign currency translation adjustment	(17)	(76)
Share of other comprehensive income of entities accounted for using equity method	(377)	279
Total other comprehensive income	(17,291)	50,953
Comprehensive income	¥13,435	¥74,531
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	13,263	74,995
Comprehensive income attributable to non-controlling interests	172	(464)

● Consolidated Statement of Changes in Equity

Fiscal year ended March 31, 2020	Millions of yen				
	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	¥18,600	¥35,489	¥602,522	¥(8,935)	¥647,676
Changes during period					
Dividends of surplus			(8,841)		(8,841)
Profit attributable to owners of parent			30,555		30,555
Purchase of treasury shares				(1)	(1)
Change in treasury shares arising from change in equity in entities accounted for using equity method				(4)	(4)
Change in merger between subsidiaries		(83)			(83)
Change in ownership interest of parent due to transactions with non-controlling interests		2			2
Change in scope of equity method			152		152
Net changes in items other than shareholders' equity					
Total changes during period	—	(80)	21,866	(5)	21,779
Balance at end of period	¥18,600	¥35,408	¥624,388	¥(8,941)	¥669,456

	Millions of yen					
	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Total accumulated other comprehensive income		
Balance at beginning of period	¥93,552	¥4	¥ (74)	¥93,481	¥5,831	¥746,989
Changes during period						
Dividends of surplus						(8,841)
Profit attributable to owners of parent						30,555
Purchase of treasury shares						(1)
Change in treasury shares arising from change in equity in entities accounted for using equity method						(4)
Change in merger between subsidiaries						(83)
Change in ownership interest of parent due to transactions with non-controlling interests						2
Change in scope of equity method						152
Net changes in items other than shareholders' equity	(17,222)	(5)	(63)	(17,291)	273	(17,018)
Total changes during period	(17,222)	(5)	(63)	(17,291)	273	4,761
Balance at end of period	¥76,329	¥(1)	¥(138)	¥76,189	¥6,105	¥751,751

Fiscal year ended March 31, 2021	Millions of yen				
	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	¥18,600	¥35,408	¥624,388	¥(8,941)	¥669,456
Changes during period					
Dividends of surplus			(8,756)		(8,756)
Profit attributable to owners of parent			24,042		24,042
Purchase of treasury shares				(0)	(0)
Change in treasury shares arising from change in equity in entities accounted for using equity method				(16)	(16)
Change in ownership interest of parent due to transactions with non-controlling interests		45			45
Change in scope of equity method			3,317	(139)	3,177
Net changes in items other than shareholders' equity					
Total changes during period	—	45	18,602	(157)	18,491
Balance at end of period	¥18,600	¥35,453	¥642,991	¥(9,098)	¥687,947

	Millions of yen					
	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Total accumulated other comprehensive income		
Balance at beginning of period	¥76,329	¥(1)	¥(138)	¥76,189	¥6,105	¥751,751
Changes during period						
Dividends of surplus						(8,756)
Profit attributable to owners of parent						24,042
Purchase of treasury shares						(0)
Change in treasury shares arising from change in equity in entities accounted for using equity method						(16)
Change in ownership interest of parent due to transactions with non-controlling interests						45
Change in scope of equity method						3,177
Net changes in items other than shareholders' equity	50,993	2	(41)	50,953	(689)	50,263
Total changes during period	50,993	2	(41)	50,953	(689)	68,754
Balance at end of period	¥127,322	¥0	¥(180)	¥127,142	¥5,416	¥820,506

● Consolidated Statements of Cash Flows

Millions of yen

	Fiscal year ended March 31, 2020	Fiscal year ended March 31, 2021
Cash flows from operating activities		
Profit before income taxes	¥ 45,881	¥ 45,432
Depreciation	19,182	17,438
Impairment losses	1,484	19,836
Increase (decrease) in allowance for doubtful accounts	555	149
Increase (decrease) in retirement benefit liability	395	440
Increase (decrease) in provision for loss on store closings	—	1,015
Interest and dividend income	(3,784)	(3,708)
Interest expenses	434	373
Share of loss (profit) of entities accounted for using equity method	(1,486)	(4,035)
Loss (gain) on sale of non-current assets	(6)	1,513
Loss on retirement of non-current assets	1,149	1,579
Insurance claim income	—	(1,356)
Subsidy income	—	(754)
Loss on COVID19	—	3,441
Loss (gain) on sale of investment securities	(741)	(27,923)
Loss (gain) on valuation of investment securities	384	157
Decrease (increase) in trade receivables	(1,298)	(1,370)
Decrease (increase) in program rights	284	2,580
Increase (decrease) in trade payables	(3,053)	(875)
Other, net	9,830	491
Subtotal	69,212	54,425
Interest and dividends received	4,679	4,074
Interest paid	(434)	(373)
Proceeds from insurance income	—	1,356
Subsidies received	—	736
Loss on COVID19 paid	—	(3,064)
Income taxes paid	(17,072)	(16,056)
Net cash provided by (used in) operating activities	¥ 56,385	¥ 41,097
Cash flows from investing activities		
Payments into time deposits	¥ (33)	¥ (828)
Proceeds from withdrawal of time deposits	—	1,172
Purchase of securities	(10,000)	—
Proceeds from redemption of securities	5,000	10,000
Purchase of property, plant and equipment	(23,578)	(13,016)
Proceeds from sale of property, plant and equipment	71	35
Purchase of intangible assets	(2,929)	(2,843)
Purchase of investment securities	(99,605)	(100,620)
Proceeds from sale of investment securities	2,307	34,844
Proceeds from redemption of investment securities	88,149	72,382
Long-term loan advances	(2)	(100)
Other, net	1,900	(490)
Net cash provided by (used in) investing activities	(38,721)	535
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	88	(199)
Repayments of long-term borrowings	(4)	—
Repayments of lease obligations	(1,639)	(1,814)
Purchase of treasury shares	(1)	(0)
Dividends paid	(8,839)	(8,759)
Dividends paid to non-controlling interests	(11)	(15)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(158)	(163)
Net cash provided by (used in) financing activities	(10,565)	(10,953)
Effect of exchange rate change on cash and cash equivalents	(3)	(16)
Net increase (decrease) in cash and cash equivalents	7,093	30,663
Cash and cash equivalents at beginning of period	45,764	53,229
Increase (decrease) in cash and cash equivalents resulting from change in scope of consolidation	371	—
Cash and cash equivalents at end of period	¥ 53,229	¥ 83,893

Investor Information

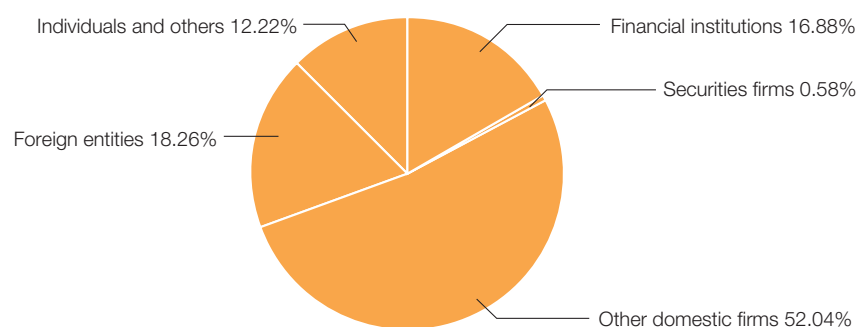
As of March 31, 2021

Corporate Name	Nippon Television Holdings, Inc.
Office Location	1-6-1 Higashi Shimbashi, Minato-ku, Tokyo 105-7444, Japan Tel: +81-3-6215-4111
Date of Establishment	October 28, 1952 Effective October 1, 2012, Nippon Television Network Corporation changed its trade name to Nippon Television Holdings, Inc. upon transitioning to a certified broadcasting holding company structure.
Capital	18.6 billion yen
Common Stock Authorized	1,000,000,000 shares
Common Stock Issued	263,822,080 shares
Number of Shareholders	31,012
Stock Exchange Listing	First Section of Tokyo Stock Exchange (Code 9404)
Fiscal Year-End	March 31, annually
Number of Employees	198
Transfer Agent and Registrar	Sumitomo Mitsui Trust Bank, Limited 4-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8233, Japan

	Shareholder's Name	Number of Shares Held (Thousands)	Percentage of Total Shares (%)
Major Shareholders	The Yomiuri Shimbun Holdings	37,649	14.4
	YOMIURI TELECASTING CORPORATION	17,133	6.5
	The Yomiuri Shimbun	15,939	6.1
	The Master Trust Bank of Japan Ltd. (Trust account)	13,146	5.0
	Custody Bank of Japan, Ltd. (Trust account)	10,012	3.8
	Teikyo University	9,623	3.6
	NTT DoCoMo, Inc.	7,779	2.9
	State Street Bank and Trust Company 505001	7,012	2.6
	Recruit Holdings Co., Ltd.	6,454	2.4
	Yomiuri Land Co., Ltd	5,236	2.0

Notes: 1. The number of shares acquired by foreign nationals, adjusted common stock held by foreign investors, for which requests to list name, address or other information in the shareholder registry was refused in accordance with provisions in Article 161 of the Japanese Broadcast Act is 12,961,100 shares.
2. The "Percentage of Total Shares" above is calculated deducting the Company's treasury stock and truncated to one decimal place.

Distribution of Shares



* Distribution of shares by owner
Figures are rounded down to the third decimal place and may not add up to 100%.
Pie charts are shown at 100%.

As of March 31, 2021

As of March 31, 2021

Network

- The Sapporo Television Broadcasting Co., Ltd. (STV)*
- RAB Aomori Broadcasting Corporation (RAB)
- TELEVISION IWATE CORP. (TVI)
- MIYAGI Television BROADCASTING CO., LTD. (MMT)
- Akita Broadcasting System Inc. (ABS)
- Yamagata Broadcasting Co., LTD. (YBC)
- Fukushima Central Television Co., Ltd. (FCT)
- Television Niigata Network Co., Ltd. (TeNY)
- TV.Shinshu Broadcasting Co., LTD. (TSB)
- Yamanashi Broadcasting System Inc. (YBS)
- KITANIHON BROADCASTING CO., LTD. (KNB)
- TV KANAZAWA CORP. (KTK)
- Fukui Broadcasting Corporation (FBC)
- SHIZUOKA DAIICHI TELEVISION CORPORATION (SDT)*
- CHUKYO TV. BROADCASTING CO., LTD. (CTV)*
- Yomiuri Telecasting Corporation (YTV)*
- NIHONKAI TELECASTING CO., LTD. (NKT)
- Hiroshima Television Corporation (HTV)*
- Yamaguchi Broadcasting Co., Ltd. (KRY)
- Shikoku Broadcasting Co., Ltd. (JRT)
- Nishinippon Broadcasting co., ltd (RNC)
- Nankai Broadcasting Co., Ltd. (RNB)
- Kochi Broadcasting Co., Ltd. (RKC)
- FUKUOKA BROADCASTING SYSTEM CORP. (FBS)*
- NAGASAKI INTERNATIONAL TELEVISION BROADCASTING, INC. (NIB)*
- Kumamoto Kenmin Television Corporation (KKT)*
- Television Oita System Co., Ltd. (TOS)
- Miyazaki Telecasting Co., Ltd. (UMK)
- Kagoshima Yomiuri Television Corporation (KYT)

* Affiliates accounted for under the equity method

Overseas Consolidated Subsidiaries

- NTV International Corporation (New York)
- Nippon Television Network Europe B.V. (Amsterdam)
- NTV Asia Pacific Pte. Ltd. (Singapore)

NNN Overseas News Bureaus

- London
- Paris
- Moscow
- Cairo*
- Beijing
- Shanghai
- Seoul
- Bangkok
- New York
- Washington, D.C.
- Los Angeles

* On March 31, 2021, the operations of the Cairo branch office were integrated into the London branch office.

Group Companies

As of March 31, 2021

Consolidated Subsidiaries

- NIPPON TELEVISION NETWORK CORPORATION
- BS Nippon Corporation
- CS Nippon Corporation
- NTV Technical Resources Inc.
- AX-ON Inc.
- NTV EVENTS Inc.
- Nippon Television Art Inc.
- Nippon Television Music Corporation
- VAP Inc.
- TIPNESS Limited
- NTV Service Inc.
- Nippon Television Work 24 Corporation
- Forecast Communications Inc.
- Eiho Produce Corporation
- NitteSeven Co., Ltd.
- TATSUNOKO PRODUCTION Co., Ltd.
- HJ Holdings, Inc.
- ACM CO., Ltd.
- NTV IT Produce Corporation
- PLAY, inc.
- NTV America Company*
- NTV International Corporation*

* At March 31, 2021, NTV America Company and NTV International Corporation merged into NTV International Corporation.

Non-Consolidated Subsidiaries 30

Affiliated Companies 31

Caution with Respect to Forward-Looking Statements:

Statements made in this report with respect to Nippon TV's plans and benefits, as well as other statements that are not historical facts, are forward-looking statements, which involve risks and uncertainties. Potential risks and uncertainties include, without limitation, general economic conditions in Nippon TV's markets, exchange rates and Nippon TV's ability to continue to win customers' acceptance of its products, which are offered in highly competitive markets characterized by continual new product introductions and rapid developments in technology.

NIPPON TV HOLDINGS