

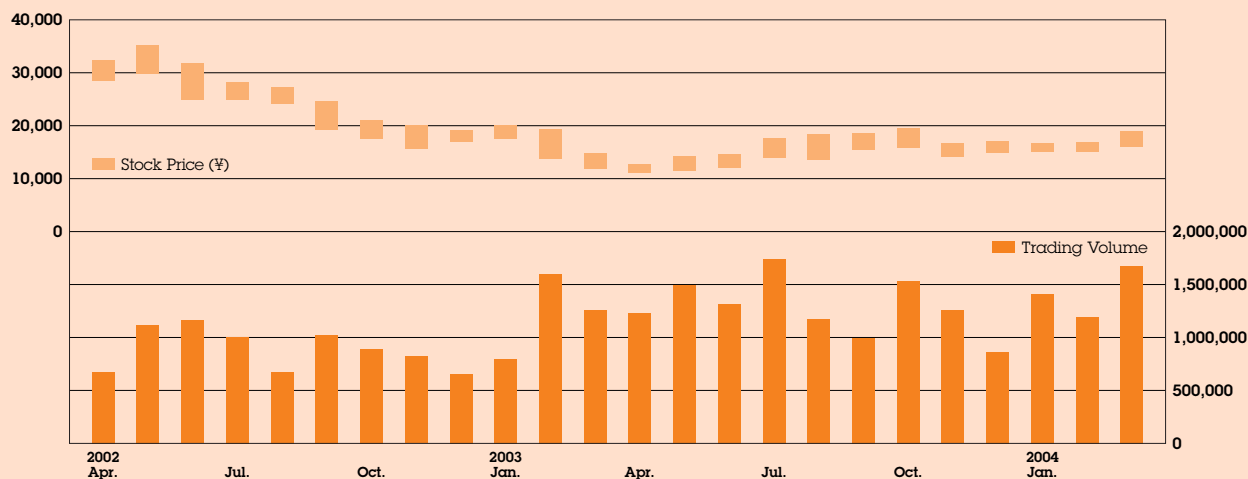
# Six-Year Summary

| Years Ended March 31         | Millions of Yen |           |            |            |            |            |
|------------------------------|-----------------|-----------|------------|------------|------------|------------|
|                              | 2004            | 2003      | 2002       | 2001       | 2000       | 1999       |
| <b>FOR THE YEAR:</b>         |                 |           |            |            |            |            |
| Net sales                    | ¥ 328,375       | ¥ 336,299 | ¥ 358,683  | ¥ 352,409  | ¥ 328,014  | ¥ 330,976  |
| Cost of sales                | 217,844         | 215,180   | 218,889    | 207,744    | 203,863    | 210,925    |
| Operating income             | 35,937          | 47,407    | 63,574     | 67,303     | 54,351     | 48,981     |
| Net income                   | 19,359          | 20,296    | 34,648     | 36,008     | 34,003     | 25,921     |
| <b>AT YEAR-END:</b>          |                 |           |            |            |            |            |
| Total assets                 | ¥ 513,430       | ¥ 476,634 | ¥ 443,798  | ¥ 410,042  | ¥ 364,896  | ¥ 316,758  |
| Total shareholders' equity   | 354,046         | 327,116   | 323,319    | 291,501    | 253,912    | 209,239    |
| <b>PER SHARE (IN YEN):</b>   |                 |           |            |            |            |            |
| Net income* <sup>1</sup>     | ¥ 771.74        | ¥ 801.99  | ¥ 1,366.34 | ¥ 1,419.96 | ¥ 1,341.04 | ¥ 1,022.28 |
| Cash dividends* <sup>2</sup> | 120.00          | 120.00    | 120.00     | 120.00     | 80.00      | 70.00      |
| Shareholders' equity         | 14,183.02       | 13,102.25 | 12,750.14  | 11,495.33  | 20,025.50  | 16,504.41  |
| <b>RATIO (%):</b>            |                 |           |            |            |            |            |
| Operating income margin      | 10.9            | 14.1      | 17.7       | 19.1       | 16.6       | 14.8       |
| Return on assets             | 3.9             | 4.4       | 8.1        | 9.3        | 10.0       | 7.9        |
| Return on equity             | 5.7             | 6.2       | 11.3       | 13.2       | 14.7       | 13.1       |
| Dividend payout ratio        | 18.6            | 15.4      | 9.4        | 8.9        | 6.3        | 7.2        |

Notes: 1. Net income per share is computed based on the weighted average number of shares outstanding during the respective years, retroactively adjusted for stock splits.

2. Cash dividends per share are the amounts applicable to the respective years, including dividends to be paid after the end of year, retroactively adjusted for stock splits.

## Stock Price





## Television Broadcasting

### Program Planning and Production

- NTV Eizo Center Corporation\*
- NTV Video Corporation\*
- NTV Enterprises Co., Ltd.\*
- Nippon Television Art Corp.\*
- NTV America Company\*
- NTV International Corporation (NTVIC)\*
- Nippon Television Network Europe B.V.
- NTV Personnel Center
- Nishi Nippon Eizo Co.
- Nagasaki Vision Co.
- Kagoshima Vision Co.
- Kanazawa Eizo Center Co.
- Nagano Visual Center Corp.
- Cosmo Space Co., Ltd.
- Pro Media Niigata Co.

### Satellite Broadcasting

- BS Nippon Corporation
- CS Nippon Corporation

## Other Business

### Property Management and Events Organization

- NTV Services Inc.\*
- Nippon Television Work 24 Corporation\*

### Professional Football Team Management

- Nippon Television Football Club Co., Ltd.\*  
(Tokyo Verdy 1969)

### Museum Goods Planning and Sales

- Art Yomiuri Co., Ltd.

### Internet and Broadband

- Forecast Communications Inc.\*
- B-Bat Inc.

### Other

- Shiodome Urban Energy
- AsiaOne Corporation
- RF Radio Nippon Co., Ltd.

## Culture-Related Business

### Music Copyright Management

- Nippon Television Music Corporation\*
- Rights Inn Corporation

### Audio and Visual Content Planning, Production and Sales

- VAP Inc.\*
- Variws Tokyo Inc.

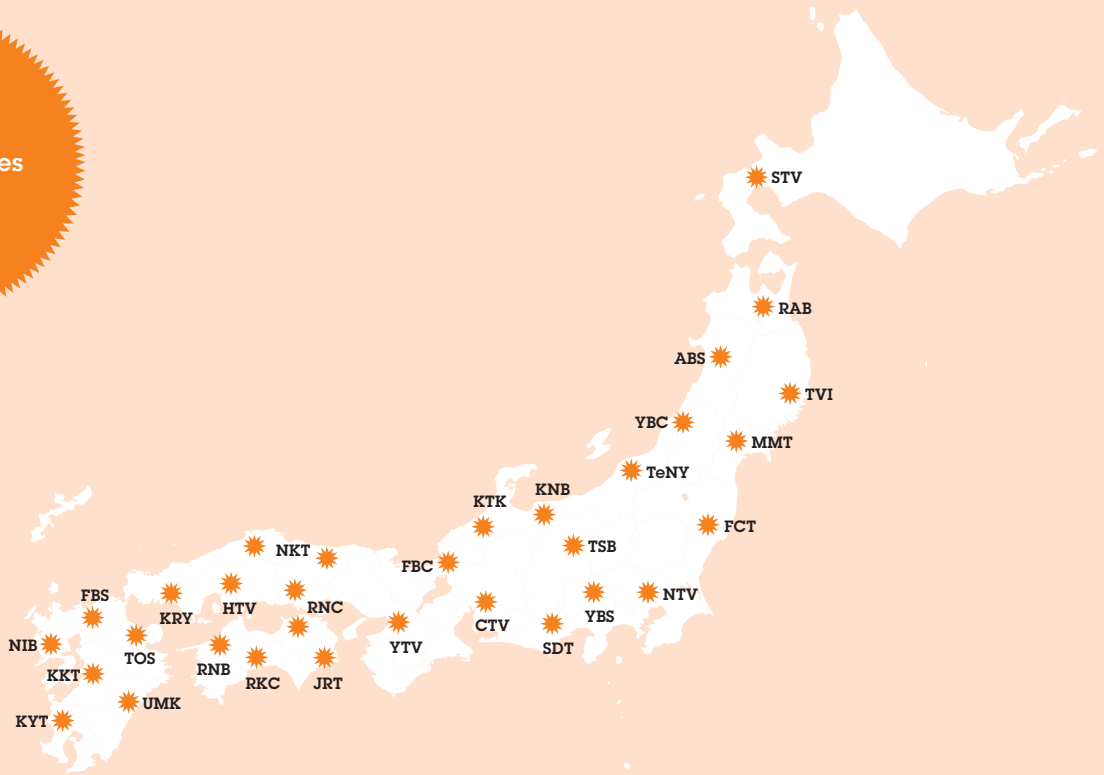
### Art Exhibition Planning

- Mamma Aiuto Inc.

\*Consolidated

# NTV Global Network

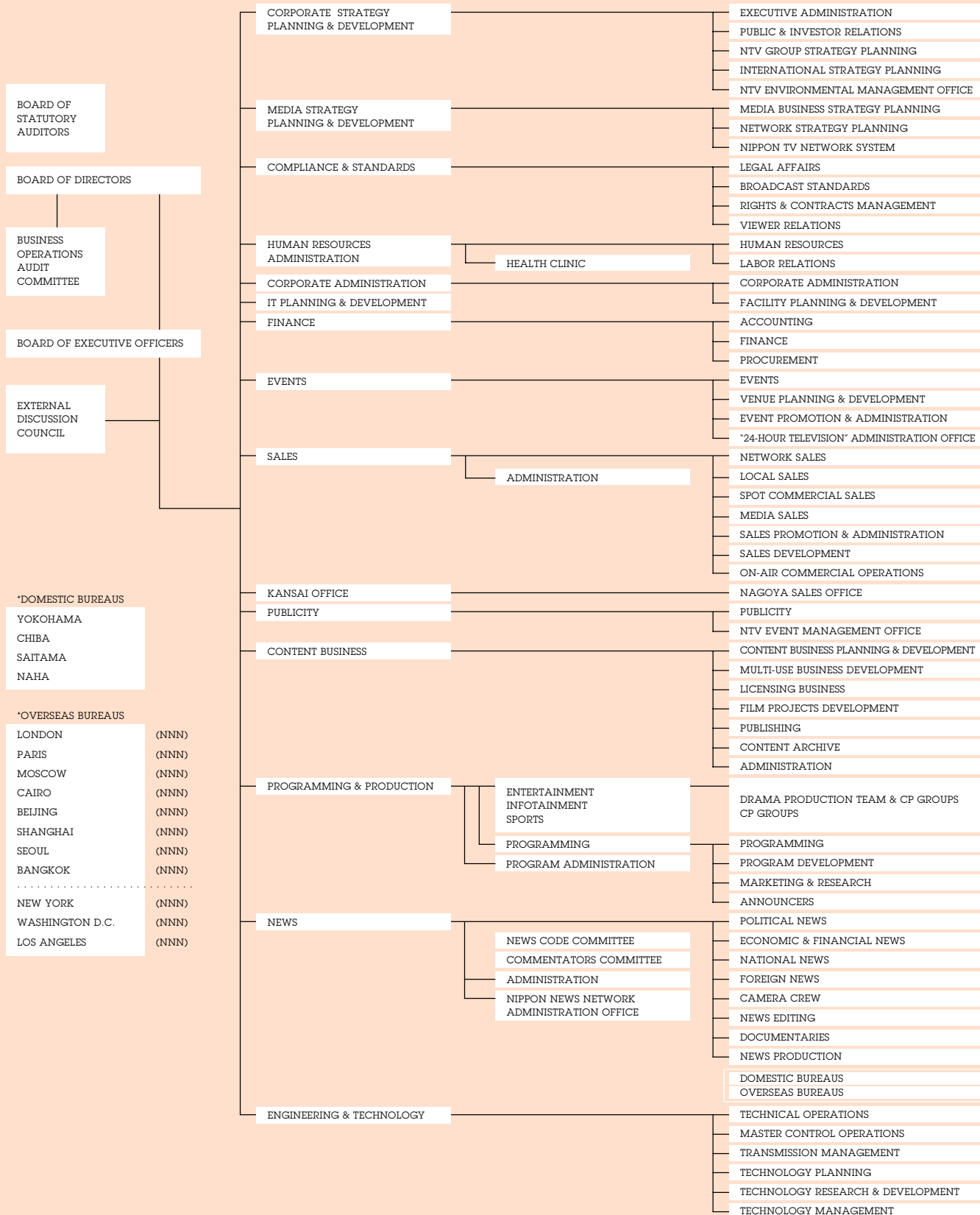
## NTV Affiliates (Japan)



## NTV/NNN Overseas News Bureaus



# NTV Corporation Organization Chart



# Corporate Data (As of July 1, 2004)

|                                      |   |
|--------------------------------------|---|
| <b>HEAD OFFICE:</b>                  | Nippon Television Network Corporation<br>1-6-1 Higashi Shimbashi, Minato-ku, Tokyo 105-7444, Japan<br>Tel: 81-3-6215-1111 |
| <b>DATE OF ESTABLISHMENT:</b>        | October 28, 1952  |
| <b>START OF OPERATIONS:</b>          | August 28, 1953   |
| <b>NUMBER OF EMPLOYEES:</b>          | 1,304 (Non-consolidated)  |
| <b>PAID-IN CAPITAL:</b>              | ¥18,576 million   |
| <b>COMMON STOCK:</b>                 |   |
| Authorized                           | 50,000,000 shares   |
| Issued                               | 25,364,548 shares   |
| <b>STOCK EXCHANGE LISTING:</b>       | Tokyo   |
| <b>TRANSFER AGENT AND REGISTRAR:</b> | The Chuo Mitsui Trust and Banking Company, Limited<br>3-33-1 Shiba, Minato-ku, Tokyo 105-0014, Japan                      |

## Board of Directors and Corporate Auditors

(As of July 1, 2004)

### REPRESENTATIVE DIRECTOR, CHAIRMAN

Seiichiro Ujiie

### REPRESENTATIVE DIRECTOR, PRESIDENT

Kohei Manabe

### REPRESENTATIVE DIRECTOR, VICE PRESIDENT

Toshio Hagiwara

### Board Directors

Akira Hara  
Noritada Hosokawa  
Shintaro Kubo  
Katsuhiro Masukata  
Yoshihiro Yamane  
Yoichi Shimada  
Tadao Kurosaki  
Toru Shoriki  
Tsuneo Watanabe  
Gaishi Hiraiwa  
Nobuo Yamaguchi

### Corporate Auditors

Kinya Yokoegawa  
Ryuzo Sejima  
Tomonari Doi  
Kenya Mizukami

### CAUTIONARY STATEMENTS WITH RESPECT TO FORWARD-LOOKING STATEMENTS:

Statements made in this annual report with respect to NTV'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 NTV's markets, exchange rates, and NTV'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 TELEVISION NETWORK

<http://www.ntv.co.jp>

This annual report is entirely printed on  
recycled paper and uses soy-based ink.  
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