

# Message from the Chairman and the President



We would like to express our deepest sympathies and heartfelt condolences to all of the people who suffered from the Great East Japan Earthquake in March 2011. We extend our sincerest hopes and wishes for the earliest possible recovery.

As Japan's first commercial television station to go on the air in August 1953, NTV marked its 58th year of broadcasting in July 2011—the month when Japanese analog terrestrial broadcasting ceased, transitioning to a fully digital broadcasting system (except in Iwate, Miyagi and Fukushima prefectures, which were most severely affected by the Great East Japan Earthquake). Viewers nationwide responded to this shift by switching to digital televisions, encouraging the broad proliferation of television with internal tuners equipped to receive BS and CS as well as digital terrestrial broadcasts. This trend, coupled with such technical evolution as the full-fledged Internet distribution of video content, is greatly expanding the range of viewer choices.

In television, terrestrial broadcasts retain their position as the most effective advertising medium, but their era as the one and only advertising medium has ended. Television now partners with, and sometimes competes with, new media.

Responding to these changes in its operating environment, in June 2011, NTV introduced a major shakeup in its management system to breathe some fresh air into the Company by highlighting a resurgent youthfulness. We will leverage individual employee strengths to create compelling content that should earn us the top slot in viewer ratings, and redouble our efforts to expand sources of revenue other than television advertising.

The Great East Japan Earthquake wrought havoc on the nation. As a medium that significantly impacts society, we believe that our mission is to offer support to the people who were affected by this calamity and contribute to reconstruction efforts.

Though NTV reaches its 60th anniversary in 2013, we retain the vigor of our founding spirit. We will move forward in four ways. First, we will step up our promotion of culture and welfare, never forgetting our debt of service to the general public. Second, we will provide accurate and timely reporting, and create programming that touches the hearts of our viewers. Third, we will contribute to economic growth through commercial broadcasting. And fourth, as an industry forerunner, we will always look toward the future. As we move forward, we will continue to respect the spirit of creativity, recognize the importance of our stakeholders and put forward our best effort toward being a reliable media company.

We ask for your ongoing support in these endeavors.

August 2011



Noritada Hosokawa  
Representative Director, Chairman



Yoshio Okubo  
Representative Director, President