

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

February 12, 2026

Company Name:	TV Asahi Holdings Corporation
Representative:	Hiroshi Hayakawa, Chairman
Securities Code	9409(TSE Prime Market)
Information Contact	Gengo Sunami, Member of the Board (Tel: +81-3-6406-1115)

Notice Regarding the Formulation of the New Management Plan (2026–2029)

TV Asahi Holdings Corporation (the “Company”) hereby announces that it has formulated its new management plan, “START UP TV Asahi Management Plan 2026–2029,” as below.

Based on the achievements of the current management plan, “BREAKOUT STATION! TV Asahi for the New Era: Management Plan 2023–2025,” which shall end this fiscal year, the Company has created a new management plan, “START UP TV Asahi Management Plan 2026–2029,” which will begin in April 2026. Breaking away from the projection based on current initiatives, the new plan aims to achieve groundbreaking growth and enhance corporate value. For further details, please refer to the attached material.

The new management plan is also available on the Company’s website:

<https://www.tv-asahihd.co.jp/e/>



Innovation: Creating New Value

START UP  **tv asahi**

Management Plan 2026–2029

February 12, 2026

 **tv asahi holdings corporation**

Table of Contents

Management Plan 2026–2029

FY30/3 = Taking Steps toward TV Asahi's 70th Anniversary	...P3
Vision under Management Plan 2026–2029	...P4
Numerical Targets	...P5
Opening of a New Base: TOKYO DREAM PARK	...P6
Five Key Strategies	...P7
Business Foundation that Underpins the Management Plan	...P8
Capital Allocation	...P9

Details of Management Plan 2026–2029

Summary of Management Plan 2026–2029	...P11
Management Plan 2026–2029: Conceptual Overview	...P12
TDP: A New Multipurpose Entertainment Space	...P13
TDP: Become Top-Tier in the In-person Events Industry	...P14
IP 1: Top-Tier in Viewer Ratings for the 24-Hour Terrestrial Broadcast through IP Development	...P15

IP 2: Terrestrial Broadcast Late-Night Slots Reform (“After-Prime Time Grand Strategy”)	...P16
IP 3: Plan to Double Anime IP	...P17
IP 4: Video Distribution Strategy (by Platform)	...P18
IP 5: Sales Strategy (Terrestrial Broadcast, TVer)	...P19
IP 6: Global Strategy (Overseas IP Business)	...P20
ABEMA: Strengthen Alliance	...P21
CVC: Strategic Investments to Accelerate Growth and Create New Businesses	...P22
AI: Creating Innovation	...P23
HR Strategy: Strengthen Human Capital that Underpins START UP TV Asahi	...P24
Sustainability: Basic Stance and Key Issues	...P25
Sustainability: Initiatives for a Sustainable Society	...P26
Financial Strategy: Changes to Dividend Policy	...P27
(Reference) Review of Former Management Plan and Changes to Segments	...P28-P30

FY30/3 = Taking Steps toward TV Asahi's 70th Anniversary

Breaking away from the projection based on current initiatives and beginning four years of "challenge & innovation" toward **groundbreaking growth**

360° Strategy



Net sales **336.0** bn yen
Operating profit **24.0** bn yen
ROE **6.2%** (est.)

Achieved triple crown
in viewer ratings

Completion of TDP

Net sales **264.5** bn yen
Operating profit **14.4** bn yen
ROE **3.5%**

Net sales **400.0** bn yen
Operating profit **33.0** bn yen
ROE **7% range**
8% in early 2030s

Four years of INNOVATION

Challenges beyond NOW

TV Asahi
70th anniversary

21/3

24/3

26/3

27/3

30/3 FY



TV Asahi 360°

START UP **tv asahi**

Vision under Management Plan 2026–2029

The two stages: Carry out businesses broadly to bring about **Innovation** and large growth

Innovation: Creating New Value

START UP  **tv asahi**



Content production capability and overwhelming reach

In-person events & new IP development

Placing **content first**, become **No. 1** in “IP development” and **No. 1** in “Events”
- and progress toward global distribution

Numerical Targets

Achieve growth through the **creation and value maximization** of compelling “content and IP” and through innovation at the new “TDP” site

(bn of yen)	FY26/3 (Forecast)	FY30/3 (Targets)
Consolidated net sales	336.0	400.0
Media & Content	307.0	347.5
TDP & Events	25.0	46.0
Other	4.0	6.5
Operating profit	24.0	33.0
Media & Content	23.2	28.0
TDP & Events	-	4.0
Other	0.8	1.0
Ordinary profit	32.0	43.0
Profit attributable to owners of parent	28.0	38.0
ROE (Return on Equity)	6.2%	7% range

*The current reportable segments “TV Broadcasting,” “Internet,” and “Shopping,” together with other businesses will form the “Media & Content” segment.

Moreover, the current theater, events and music publication businesses together with the new TDP will comprise the “TDP & Events” segment.

Aim for ROE in 7% range, PBR of 1x (ROE: 8% in early 2030s)

Opening of a New Base: TOKYO DREAM PARK

Accelerate **new innovation** and **wide-ranging growth** centered around TDP



100%
ドラえもん
& FRIENDS 東京
2026.3.27 START

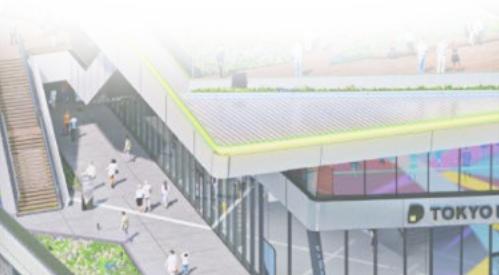


SGC HALL ARIAKE
こけら落とし PREMIERE SERIES

B'z	山下達郎	サカナクション
3.28(SAT)~3.29(SUN)	4.11(SAT)~4.12(SUN)	4.18(SAT)~4.19(SUN)

湘南乃風	新しい学校のリーダーズ	平井 大	ケツメイシ
4.25(SAT)	4.26(SUN)	4.27(MON)	4.28(TUE)~4.29(WED)

A new innovation base
Offering all kinds of entertainment!



EX THEATER ARIAKE
★OPENING LINEUP★



AmberS –アンバース–
4月25日~5月24日



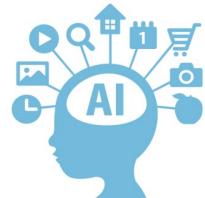
劇団☆新感線46周年興行・夏公演
6月~7月



ミュージカル『ディア・エヴァン・ハンセン』
7月25日~8月23日

Five Key Strategies

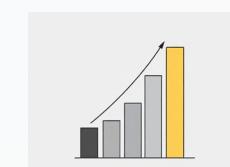
The Five Key Strategies to actualize START UP TV Asahi

TOKYO DREAM PARK TDP	IP	ABEMA	Two-party partnership CVC
<p>Build new “business base”</p> <ul style="list-style-type: none"> Strategically roll out TV Asahi’s IPs Generate activity in the Ariake area to create a new earnings pillar Top-tier performance in the industry by developing large-scale events 	<p>Generate attractive IP</p> <ul style="list-style-type: none"> Terrestrial broadcast: Top in viewer ratings! Anime: Reinforce production competency to double the number of IPs Streaming: Maximize value by platform Sales: Increase revenue by enhancing solution measures Global: Roll-out IPs in North America, India, and other overseas territories 	<p>Strengthen collaboration!</p> <ul style="list-style-type: none"> TV Asahi’s unique business: joint venture with CyberAgent Strengthen collaboration for ABEMA’s 10th anniversary Mutually complement and reinforce content Integrate and utilize data infrastructure, etc. 	<p>Embrace start-ups</p> <ul style="list-style-type: none"> Accelerate “growth” in existing businesses and explore new frontiers Invest in approximately 30 companies Investment in growth: Set investment of 100.0 bn yen for M&As, etc. 
<p>AI</p> <p>Bring about innovation</p>	<ul style="list-style-type: none"> AI utilization ⇒ Create new earnings structure with “content development” & “business development” Intensively allocate the “management resources” generated through AI utilization to creative domains Create new department “AI Creative Studio (tentative)” and accelerate initiatives 		

Business Foundation that Underpins the Management Plan

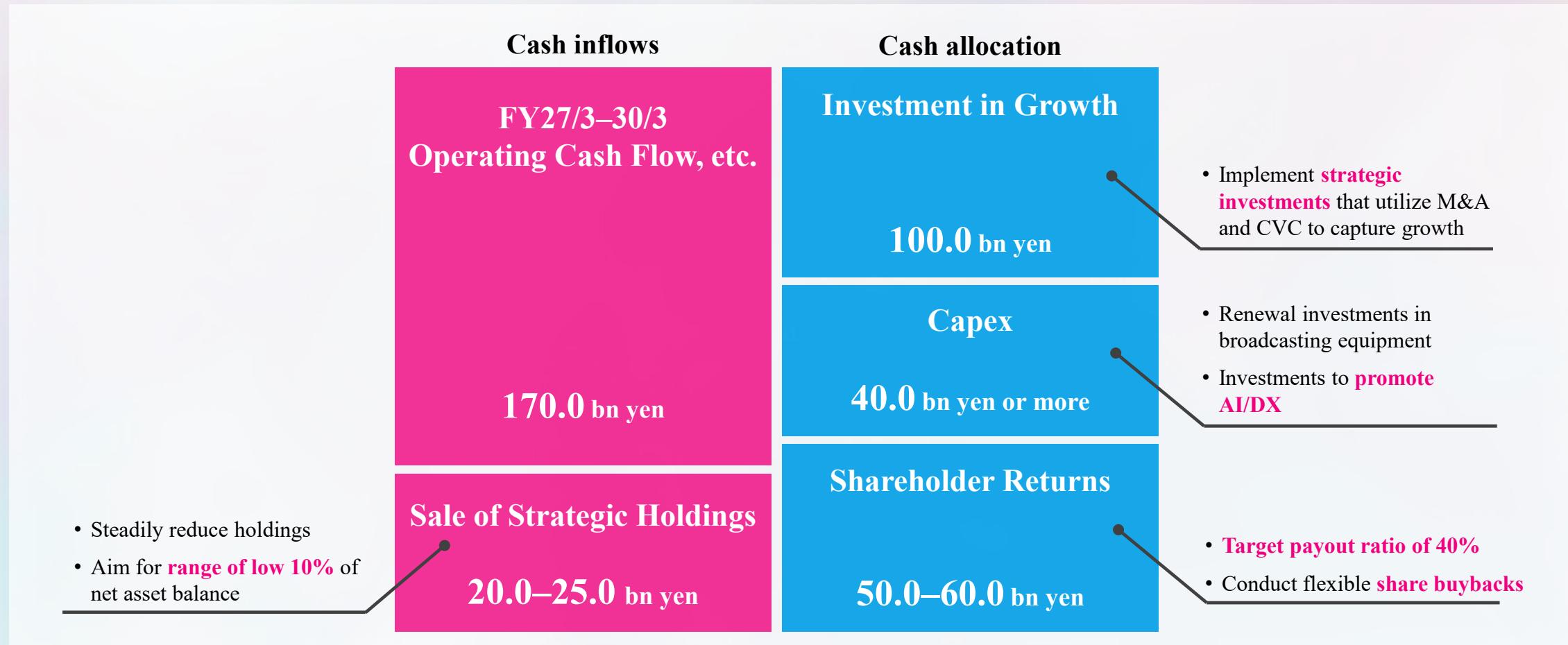
Three foundational strategies that underpin START UP TV Asahi

HR Strategy	<u>Reinforcing human capital that sustains creativity</u>	<ul style="list-style-type: none">Recruitment: Bolster the recruitment of human capital that leads to producing hits (proactive hiring of experienced individuals)Reinforce human capital base by revising HR system (enhance employee engagement)DEI: Generate a workplace environment where diverse human capital can thrive
Sustainability	<u>Establishing balance between a sustainable society and “business growth”</u>	<ul style="list-style-type: none">Respect for human rights: Further reinforce initiatives as a key initiative (monitoring, etc.)Compliance: Adequately address current issues through seminars, etc.Governance: Establish a risk management system that is aligned to the timesResponse to climate change: Calculate and disclose greenhouse gas emissions in stages
Financial Strategy	<u>Improving capital efficiency</u> <u>Enhancing shareholder returns</u>	<ul style="list-style-type: none">Strategic investment: Carry out investments in growth worth 100.0 bn yen over the four-year period (Content/IP domains, etc.)Dividend policy: Change policy from stable dividends to “payout ratio of 40%”Share buybacks: Conduct flexible share buybacks



Capital Allocation

Steadily reduce strategic holdings and **enhance shareholder returns** with a target payout ratio of 40%
 Make investments in growth using cash flow generated during the management plan period with the aim
 of steadily **enhancing corporate value**



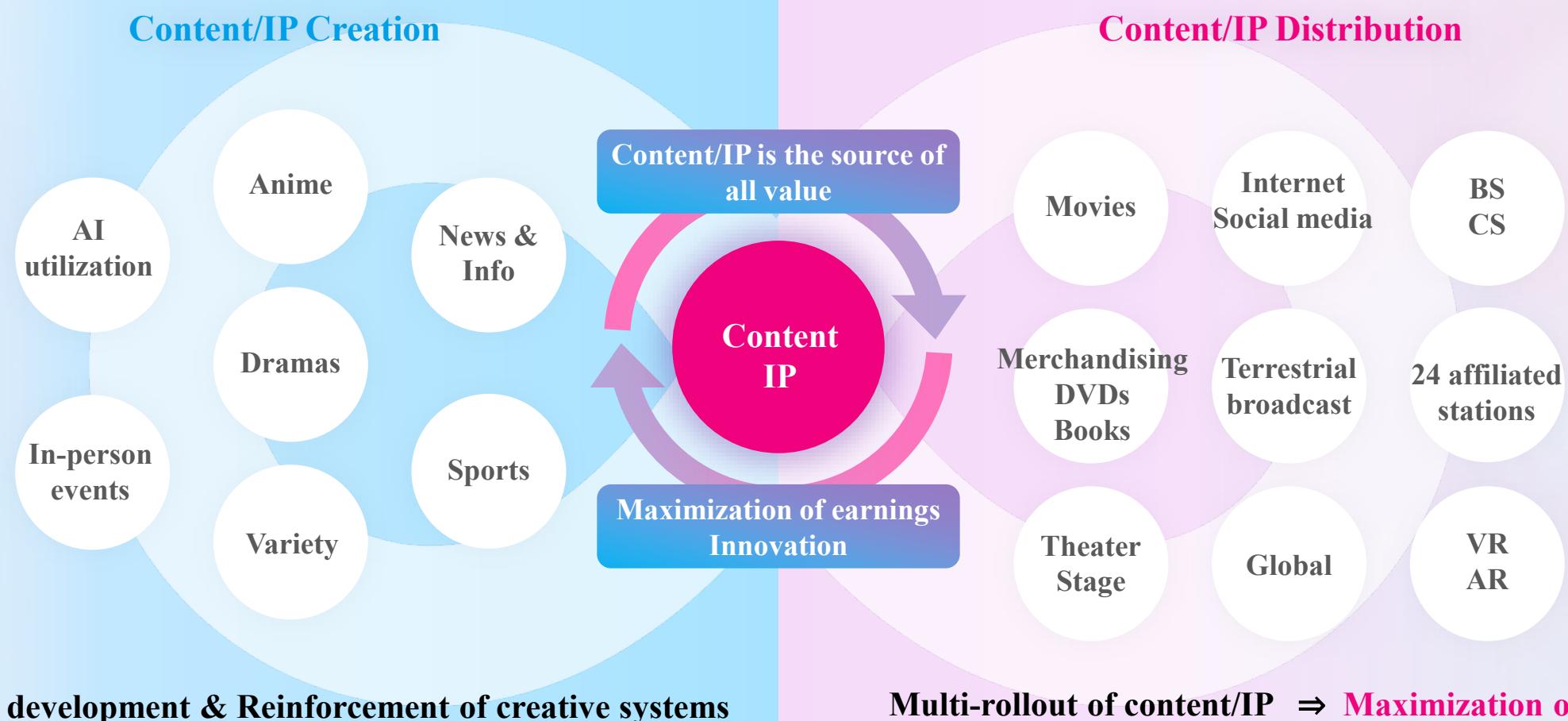
Details of Management Plan 2026–2029

Summary of Management Plan 2026–2029

Corporate Mission	Take part in building a society that encourages the pursuit of dreams and hopes by providing information and content that are both inspiring to and valued by society
Vision	<p>STARTUP  tv asahi</p> <p>Placing content first, become No. 1 in “IP development” and No. 1 in “Events” - and propel global distribution</p>
Numerical Targets	<p>Consolidated net sales of 400.0 bn yen, operating profit of 33.0 bn yen, ordinary profit of 43.0 bn yen, and net profit of 38.0 bn yen</p> <p>ROE target: 7% range (8% in early 2030s)</p>
Growth Strategies	<p>Five Priority Domains (Key Strategies)</p> <p>TOKYO DREAM PARK TDP</p> <p>IP</p> <p>ABEMA</p> <p>Two-party partnership CVC</p> <p>AI</p>
Business Foundation	<p>HR Strategy (Hire/develop creative human capital)</p> <p>Sustainability (Human rights/governance)</p> <p>Financial Strategy (Improve capital efficiency/ enhance shareholder returns)</p>

Management Plan 2026–2029: Conceptual Overview

Aim for “**the maximization of earnings**” and “**innovation**” centered around content/IP



TDP: A New Multipurpose Entertainment Space

Establish **TOKYO DREAM PARK** as a major innovation base

Strategically roll out events and TV Asahi's IPs to establish a new “business base”



A complex-type, multipurpose entertainment space



SGC HALL ARIAKE



EX THEATER ARIAKE



Event space

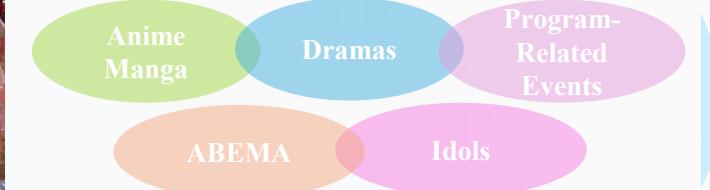


DREAM TERRACE

Initiative 1



Roll out TV Asahi's IPs to create an “IP hub” that attracts many people



A promotion hub of Japanese culture!



Initiative 2

Collaborate with surrounding facilities and companies to generate activity in the entire Ariake area

Explore domestic/global tour exhibitions for popular IP events

Establish a new earnings pillar as an innovation hub



Ticket revenue

Facility lease revenue

Sales sponsorship revenue

Fandom business

IP secondary use revenue
(Merchandise sales/tours/overseas rollout)

New business development

TDP: Become Top-Tier in the In-person Events Industry

Develop large-scale events for TV Asahi's 70th anniversary and promote music events

Achieve top-tier sales in the TV industry for in-person events

Initiative 1

27/3

29/3

30/3

FY

TV Asahi
70th anniversary

Attract footfall to TDP by focusing on events in Ariake's surrounding area



EX THEATER ARIAKE
OPENING LINEUP

Develop large-scale events every fiscal year



Develop large-scale events

- **Large-scale music festivals**
Hold events in a location equivalent in scale to Tokyo Dome
- **Stage productions of serial dramas**
Conduct domestic/overseas tours
- **Large-scale exhibitions/events**
Hold program-related events at arenas, etc.
- **Others**
Invite high-profile artists/stage productions from overseas

Initiative 2

Increase attendance of highly-profitable music festivals

Bolster TV Asahi's "four major music festivals"



- Launch cross-company music business project
- Establish music program and business strategies



IP 1: Top-Tier in Viewer Ratings for the 24-Hour Terrestrial Broadcast through IP Development

Continue to capture **top viewer ratings** and create large volume of **compelling content and IP** across **all genres**

News & Info	Dramas	Variety	Sports
Maintain strong performance of the five daily programs Reinforce system to improve reliability Utilize drone ports, etc.	Clarify brand strategy for drama slots Strengthen collaboration with TOEI to adapt dramas into movies	Plan/develop flagship programs that are “distinct to TV Asahi”	Accommodate changes in sports rights market Expand into urban sports
Target in 2029 Achieve top-tier Individual All viewer ratings in all daily programs	Target in 2029 Develop drama series that lead to hit movies Program large-scale drama productions during TV Asahi 70 th anniversary period Movies: Aim for box office revenue of 5.0 bn yen	Target in 2029 Produce programs that capture top Individual All viewer ratings in Golden Time each day of the week Maintain top viewer ratings in Golden Time	Target in 2029 Aim to create and gain popularity of new sports programming genre Develop sports IP regarding basketball, professional wrestling, skateboarding, breaking, etc.
Optimize production costs/human resources	24 affiliate stations	Endeavor to build a resilient network infrastructure to deliver content to all of Japan and achieve top viewer ratings at each station/in each area	

IP 2: Terrestrial Broadcast Late-Night Slots Reform “After-Prime Time Grand Strategy”

Prepare a lineup after 11:15 pm of **strategic content** focused on monetization and IP development

Anime	Sports	Music	Dramas	Variety
<p>Expand number of late-night anime slots</p> <p>Increase the number of slots, including those for short animation</p> <p>Strengthen strategic alliance with major publishing houses</p>	<p>Reinforce urban sports</p> <p>Support student athletes</p> <p>Strengthen relationship with sports associations</p> <p>Develop new IP through commercializing events, producing anime adaptions, etc.</p>	<p>Strongly promote IP development</p> <p>Create music IP</p> <p>Collaborate with anime</p> <p>Collaborate with TV ASAHI MUSIC</p> 	<p>Develop dramas with a view on overseas rollouts</p> <p>Set concrete KPIs, including those for late-night period dramas</p> <p>Conduct global rollout</p>	<p>Focus on earnings/profits and profit margins</p> <p>Prioritize programming of programs that can collaborate with events and become businesses</p>

Selection and concentration of late-night program production budget	Change of performance indicator for late-night content IP
<p>Prioritize allocation of production costs to works that have a potential for global rollout/new businesses</p> <p>Prioritize planning, ideas, and creator development for other works</p>	<p>Prime 2 viewer ratings *End usage in FY26/3</p> <ul style="list-style-type: none"> Streaming view counts Program earnings/profits IP Power (TV Asahi's unique indicator)

IP 3: Plan to Double Anime IP

Become a **globally competitive professional group** through vertically integrating organizational structure for anime IP

Double the number of anime IP rollouts and **increase anime business earnings/profits** by 1.5 times

Vertically integrated organizational structure for anime IP

Planning/ Development

Develop IPs that leverage TV Asahi's strengths

Develop original IPs from genres such as sports, music, and live events

Strengthen collaboration with major publishing houses and other prominent partners

Double the number of anime IP rollouts

Investment

Increase the ratio of lead company projects

Actively carry out IP secondary rollouts

Acquire rights for global rollouts, merchandising, etc.

Increase the number of lead company projects

Production



Strengthen collaboration with production studios

Collaborate with **TOEI ANIMATION, Shin-ei Animation**, etc.

Utilize CVC, etc. to strengthen relationship beyond simply work contracts

Increase anime business earnings/ profits by 1.5 times

IP Rollout

Reinforce production capability by means that include organizational restructuring

Reinforce production, business, global, and publicity capabilities

Develop human resources for anime, including those at Group companies

IP 4: Video Distribution Strategy (by Platform)

Strategically distribute high-quality content and IPs on domestic/global platforms and maximize the value of IP



10th anniversary: Strengthen collaboration in various fields

- Pursue global distribution of content
- Jointly develop and procure IPs
- Collaborate on events, create joint businesses



Develop a distinct brand! Lock in the fans

- Strengthen collaboration with KDDI
- Focus investment on the younger generation and niche genres for differentiation
- Strengthen original content that targets the *oshikatsu* demographic (super-dedicated fans)



Establish unmatched ability to expand the reach of content with terrestrial broadcast + TVer

- Boost the number of views and shares
- Develop content with clear targets
- Use short videos and vertical content

Global distribution platforms

- Continue strategic program sales
- Jointly produce large-scale content and expand globally

YouTube channels *Douga Hajimetemimashita* and *ANNnewsCH*

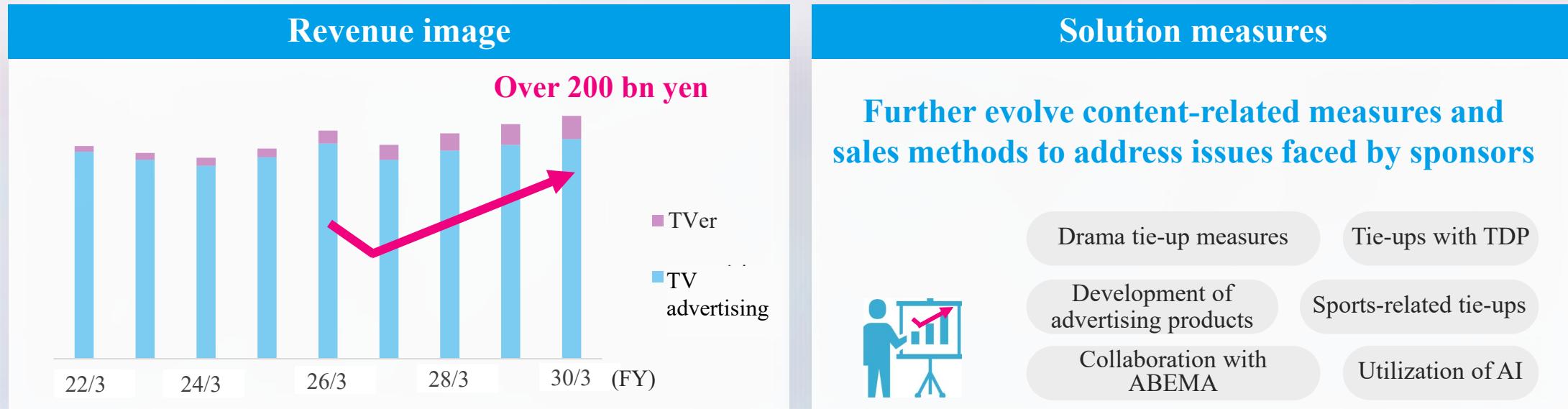
- Use the channels for various trials and increase revenue
- Aim for **7 million subscribers** for ANNnewsCH (currently over 4.8 million)

New IP development

Develop new IP based on vertical short videos in collaboration with KDDI and global platforms

IP 5: Sales Strategy (Terrestrial Broadcast, TVer)

Despite a negative growth forecast for the advertising market, aim to **increase share** by carrying out **TV Asahi original solution measures** that include current collaboration with dramas and programs, and newly making use of TDP and AI



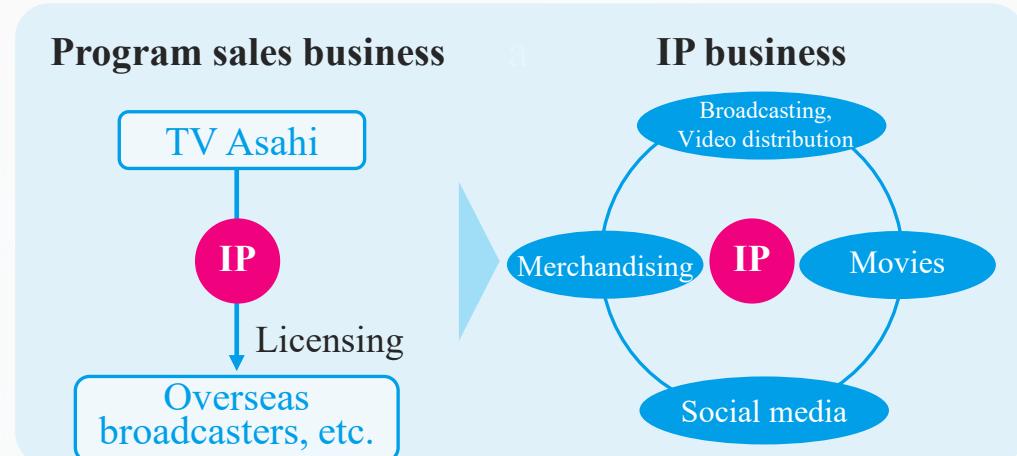
IP 6: Global Strategy (Overseas IP Business)

Accelerate and strengthen **the shift to an IP-centered business** from the current out-licensing-based global program sales

Review the existing overseas business locations and consider establishment of new overseas bases

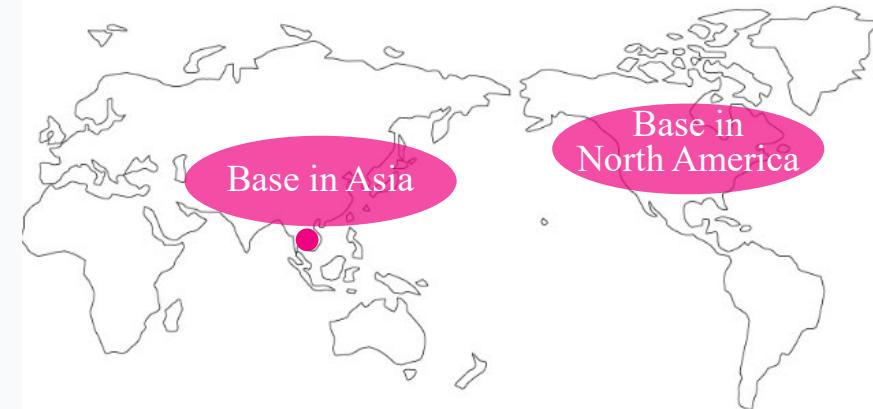
Full-scale rollout of IP business in India

- *Crayon Shin chan* and *Doraemon* is already highly recognized in India
- Shift to an IP-centered business from the conventional global program sales



Review overseas business location and consider establishment of new bases

- Consider establishing new bases overseas to promote global anime business and develop and roll out global IPs
- Review and consider business locations in Asia



ABEMA: Strengthen Alliance

Further strengthen collaboration of hybrid model of TV Asahi (linear) + ABEMA (digital)

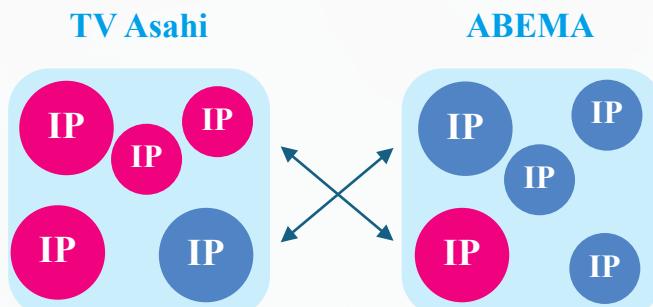
Maximize brand value of “TV Asahi-ABEMA” collaboration



Mutually complement content and strengthen distribution

Establish a model for mutually promoting respective hit IPs

Deepen mutual rollout in news and sports fields



Roll out hit IPs on both services

Integrate and utilize data platform

Develop new advertising system

Terrestrial

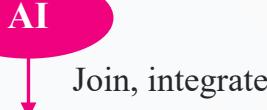
Ability to spread and instantly reach the masses

Digital

Ability to deeply strike targets

Viewing data + iD

Viewing data + iD



Strong targeting ability

Jointly develop next-generation revenue model

Take on the challenge of building innovative businesses with ABEMA, which has cutting-edge technologies

Existing business

TV Asahi-ABEMA collaboration



Challenges in new fields

CVC: Strategic Investments to Accelerate Growth and Create New Businesses

Promote innovation in the TV Asahi Group with the two-party partnership CVC formulated in July 2025!

Accelerate growth of existing businesses

Through co-creation with and growth support of the investment target

- Capture growth of start-up companies
- Create synergies of group businesses
- Develop managerial human resources, etc.

Explore new fields

Through investments in start-ups

- Create innovation and new approaches
- Acquire technologies and knowledge of new fields
- Build a strategic network, etc.

Current investment targets

Invest in a total of 30 companies



SAMANSA
short-film distribution
platform



CELLORB
e-sports-related business



HIKE Holdings
anime studio and events producer

Growth investment

Implement strategic investments in addition to investments in start-ups through CVC to accelerate investment activities for growth

AI: Creating Innovation

Newly establish “AI Creative Studio (tentative)”, a group of AI creators

Create new revenue from “content development” and “business development” using AI

Initiative 1 Reduce **150,000 hours** in company-wide **annual working hours** in four years

Enormous amount of production and routine tasks

- Identify unnecessary routine tasks
- Develop and introduce AI tools

Accelerate work speed, improve cost efficiency

- Improve internal literacy
- Increase the number of AI engineers



Resource generated by using AI

Focus investment

Creativity that generates empathy and emotion
possible only by humans

Initiative 2 Newly establish “AI Creative Studio (tentative),”
a group of AI creators

- Produce program **AI Grand Strategy (tentative)** to **nurture** TV Asahi Group creators and **discover** AI creators from the public
- Create content such as anime, dramas and commercials using generative AI
- Present new **ways of enjoying TV** (leverage latest technologies such as AI robots)
- Create hit IPs and operate diverse businesses

Initiative 3 **Develop** data-driven **AI business content**

- Form a company-wide “**AI-Driven Business Development Team (tentative)**”
- Build new revenue model by analyzing viewing data and tv asahi iD
- **Target** for tv asahi iD: **7 million iDs** (3.8 million iDs as of Jan 2026)
- Expand fandom business leveraging user generated content (UGC)
- Develop ad system that integrates terrestrial and digital data

HR Strategy: Strengthen Human Capital that Underpins START UP TV Asahi

Implement human resources strategy that ensures the success of TDP, creation of new IP, and global business expansion

Actively hire and nurture **professional hitmakers** to realize the new strategy

Recruitment	Procure human capital for creating hits	Development	Carry out HR rotation spanning production and administrative departments Allocate HR to priority areas Foster competitive human capital capable of management	DEI	Generate a workplace environment where diverse human capital can thrive Provide support for active female participation and employees' life stages
-------------	---	-------------	---	-----	---

Revision of HR system

Design a system that offers diverse career options Reward those with highly specialized skills Offer diverse career options	Clarify promotion criteria for management layer Make training mandatory upon promotion to managerial positions and consider promotion criteria	Improve motivation and engagement of all employees Consider new training programs Support reskilling, cross-functional trainings, and hiring of female science majors
--	--	--

Human Capital Policy

Produce to the full extent, what you **love**, what you find **interesting**, and **what you want to change**.

Aim to become a “producer group” that brings out everyone’s strong suit

Sustainability: Basic Stance and Key Issues

Basic stance regarding sustainability management

Responsibility as a media with a highly public nature

Fulfill social mission as a certified broadcasting holding company with commercial broadcasters as subsidiaries

Promote initiatives based on materiality

Execute management centered on the Five Key Issues for the Future to realize the corporate mission

Reinforce management that stands by people and society

Be sincere in engaging with everyone and become a company that builds trust for the future

Promises for 2026–2029 based on Five Key Issues for the Future

Creating a future where everyone fulfills their potential

Provide “learning opportunities” to all generations through various businesses



Living together with kindness

HR strategy aimed at maximizing the value of human capital
Thoroughly ensure human rights
Enhance initiatives to protect employees and staff



Contributing to the future of Earth

Achieve steadfastly the target for percentage of renewable energy used
Measure and disclose greenhouse gas (GHG) emissions



Building a new future with technology

Using AI
Unleash creativity by improving operational efficiency
Propose new ways to express and to enjoy content



Becoming a company that is forever trustworthy

Provide timely and accurate news and high-quality content
Actively disclose management information and improve transparency
Establish and strengthen risk management structure



Sustainability: Initiatives for a Sustainable Society

Further strengthen initiatives related to key issues and achieve both a sustainable society and business growth

Climate change measures



Initiatives until FY30/3

Calculate and disclose GHG emissions (Scope 1 to 3) in stages to realize carbon-neutral society

Targets to be achieved by FY31/3

- (1) **100% renewable energy** at TV Asahi Headquarters building
- (2) **Reduce electricity consumption** by studio facilities and lighting at headquarters **by 50%** (compared to FY21/3)

Respect for human rights



Further strengthen human rights endeavors on the basis that all business activities are founded on respect for human rights

Initiatives until FY30/3

- **Steadily expand the scope of risk identification**
- Continually carry out **monitoring surveys and risk countermeasures** at TV Asahi
- Further promote content production that is highly mindful of human rights

Compliance



Compliance: Connecting with society more deeply and more broadly

Key items in initiatives

- **Address current issues in participatory training and seminars**
- Build company-wide compliance awareness in collaboration with compliance leaders
- Protect employees and staff with policy on handling of abusive customer behavior
- Implement rehabilitation of offenders
- Establish and enhance human rights helpline where employees can consult without hesitation

Governance



Further strengthen governance structure based on the public nature of the company and a sense of autonomy to remain to be a company trusted by society

- Ensure respect for human rights and compliance with laws and social norms
- Improve transparency and establish and strengthen appropriate management structure
- Monitor application of principles formulated by the Japan Commercial Broadcasters Association and actively disclose information

Build and strengthen risk management structure that reflects the times

Financial Strategy: Changes to Dividend Policy

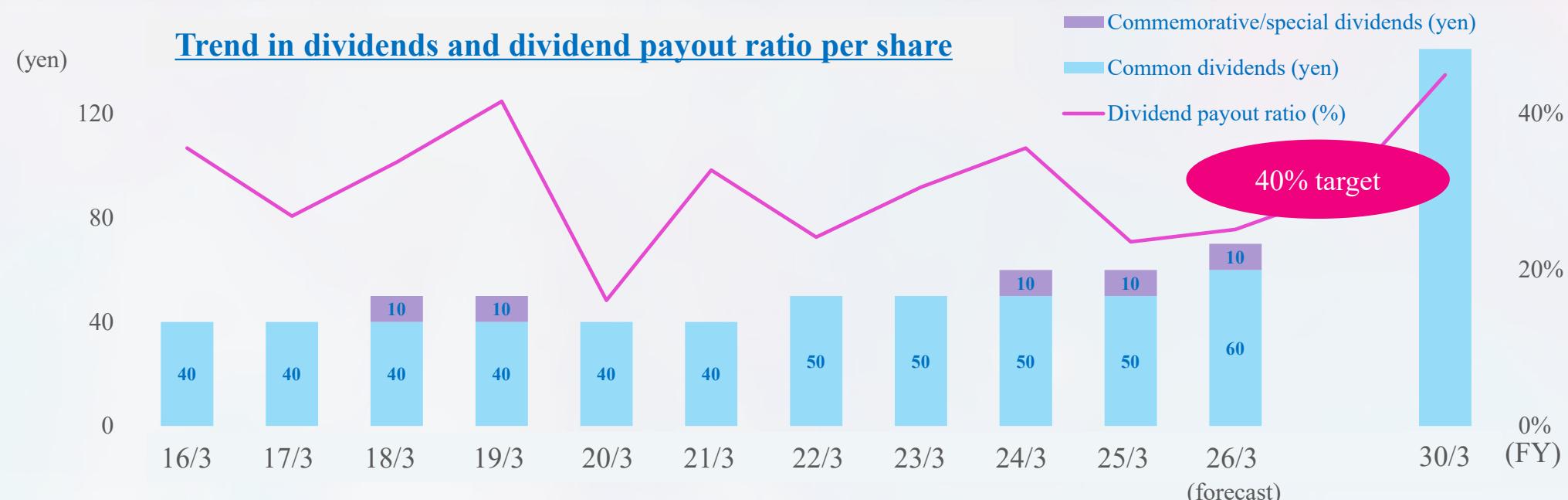
Introduce dividend payout ratio as basic dividend policy to clarify the enhancement of shareholder returns

Current dividend policy

Strive for stable payout of common dividends with focus on continual growth with additions of commemorative and special dividends

New shareholder return policy

Provide stable dividend with target payout ratio of 40% excluding times of large fluctuations in performance or other factors
Strive to enhance shareholder returns through **flexible share buybacks**



(Reference) Management Plan 2023–2025

Major Achievements

Achieved **triple crown in Individual All and Household viewer ratings** for annual and fiscal year 2024 and annual 2025

Implemented individual strategies under the basic philosophy of “Content is the source of all value”

Specific strategies of Management Plan 2023–2025

1. Terrestrial Broadcast Strategy

Build a programming timetable with all-powerful content and achieve **triple crown (top in All Day, Golden Time and Prime Time)** in Individual All viewer ratings for annual/fiscal year by FY26/3

2. Internet Strategy

Monetize and increase revenue by extending the internet distribution of content on ABEMA, TELASA, TVer, etc.

3. Shopping Strategy

Increase profitability by scaling growth through “expansion of sales channel” and “creation of hit products”

4. Media City Strategy

Increase sales by organizing events materializing from own IP at Tokyo Dream Park (completion in 2025, grand opening in spring 2026) and other venues

5. New Frontiers

Propel into new business areas that utilize content (anime, game, metaverse, etc.)

Achievements up to FY25/3

First
since start of broadcasting

 **TRIPLE CROWNS**

Triple crown for annual and fiscal year in Individual All and Household viewer ratings

Digital Ads-related Revenue (TVer, etc.)
up 46.3% YoY

Jun Sanpo recorded highest net sales for **two consecutive years**

TOKYO DREAM PARK
Opening in March 2026

- Launch of **CVC** fund
- Three-party collaboration with BookLive and KOTOBUKIYA
- Building new partnership with TOEI

(Reference) Management Plan 2023–2025

Achievement of Numerical Targets

On track to achieving the numerical targets set at the time of the plan formulation, with **net sales** and **each level of profits** expected to reach the **highest ever levels**

On track

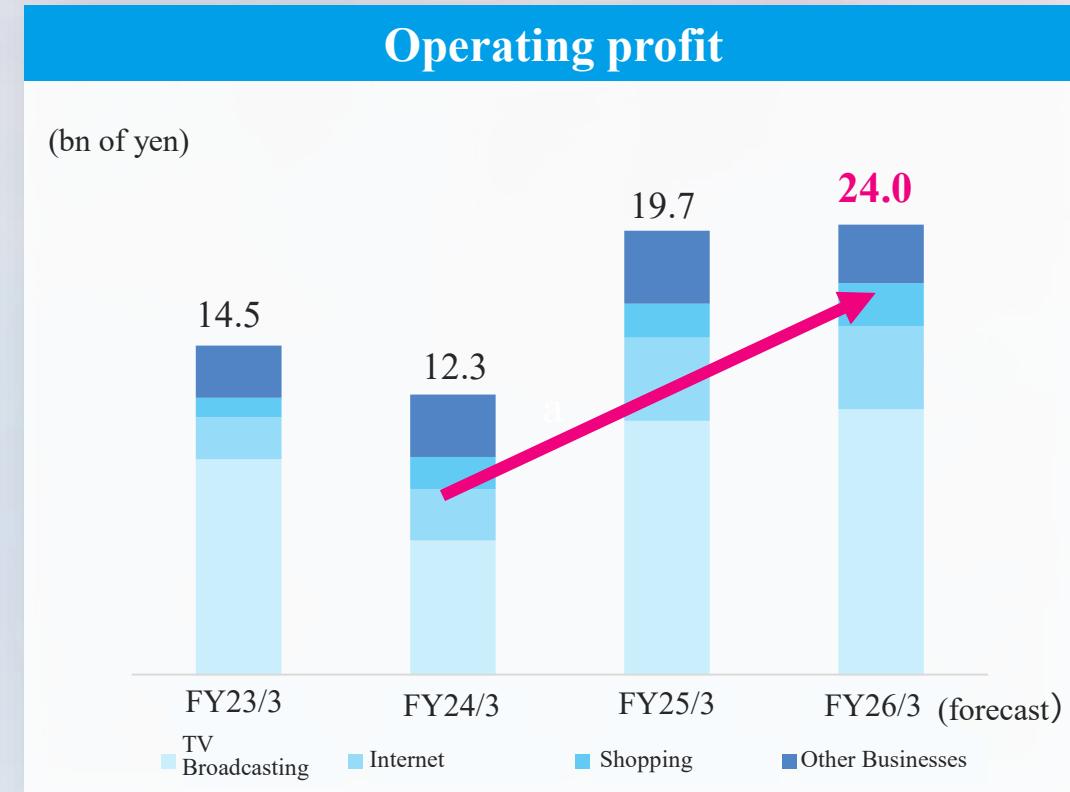
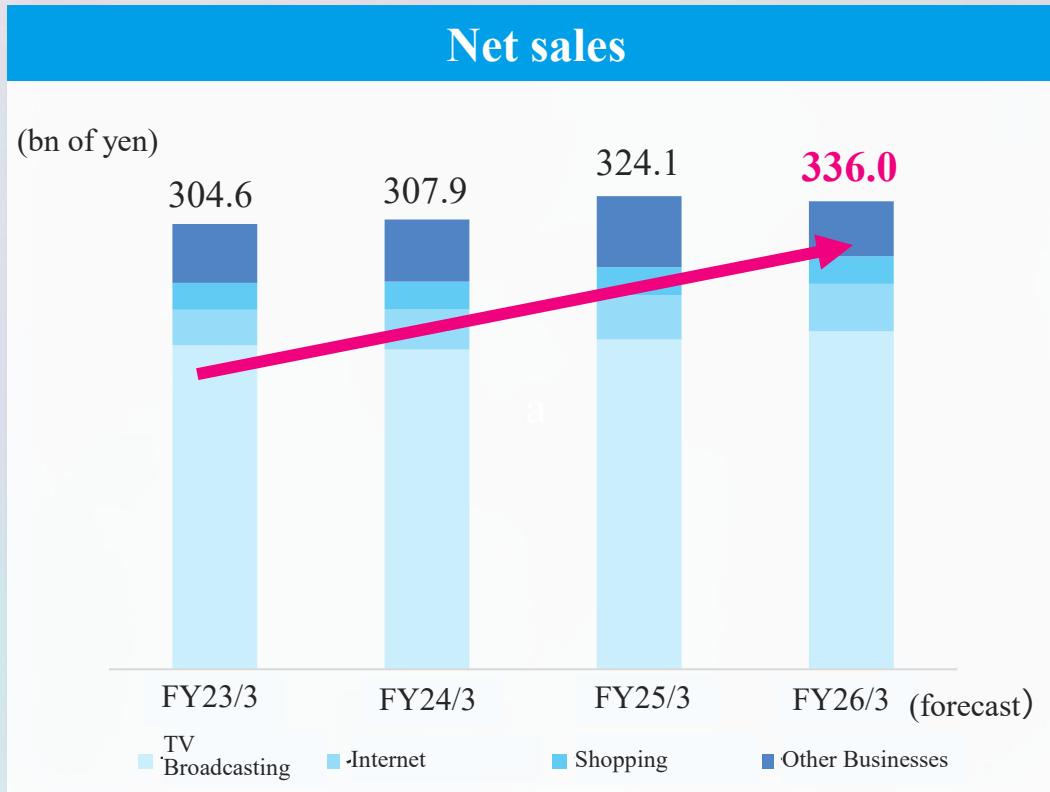
Management Plan
2023–2025
Numerical
targets

Net sales
330.0 bn yen

Operating profit
20.0 bn yen

Ordinary profit
25.0 bn yen

Profit attributable to
owners of parent
20.0 bn yen



(Reference) Changes to Reportable Segments

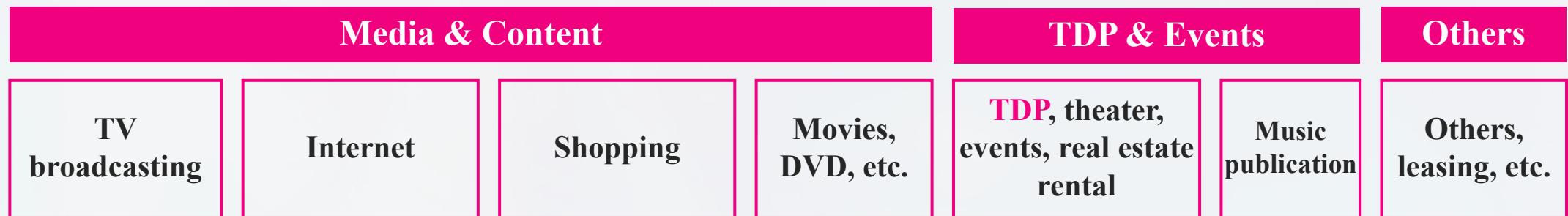
Changing the number of reporting segments to **two major segments**: a content and IP-related segment and a TDP and events-related segment

Clarify management approach and steadily manage progress towards numerical targets

Former segments



New segments





© tv asahi holdings All Rights Reserved.