

TV Asahi 65th Anniversary

BREAKOUT STATION!

TV Asahi for the New Era

Management Plan 2023-2025

TV Asahi Holdings Corporation
March 2, 2023

Aim of New Management Plan

TV Asahi 360°

2020-2025

2020

Significant advancements during COVID-19

2023

2024

TV Asahi 65th Anniversary

2025

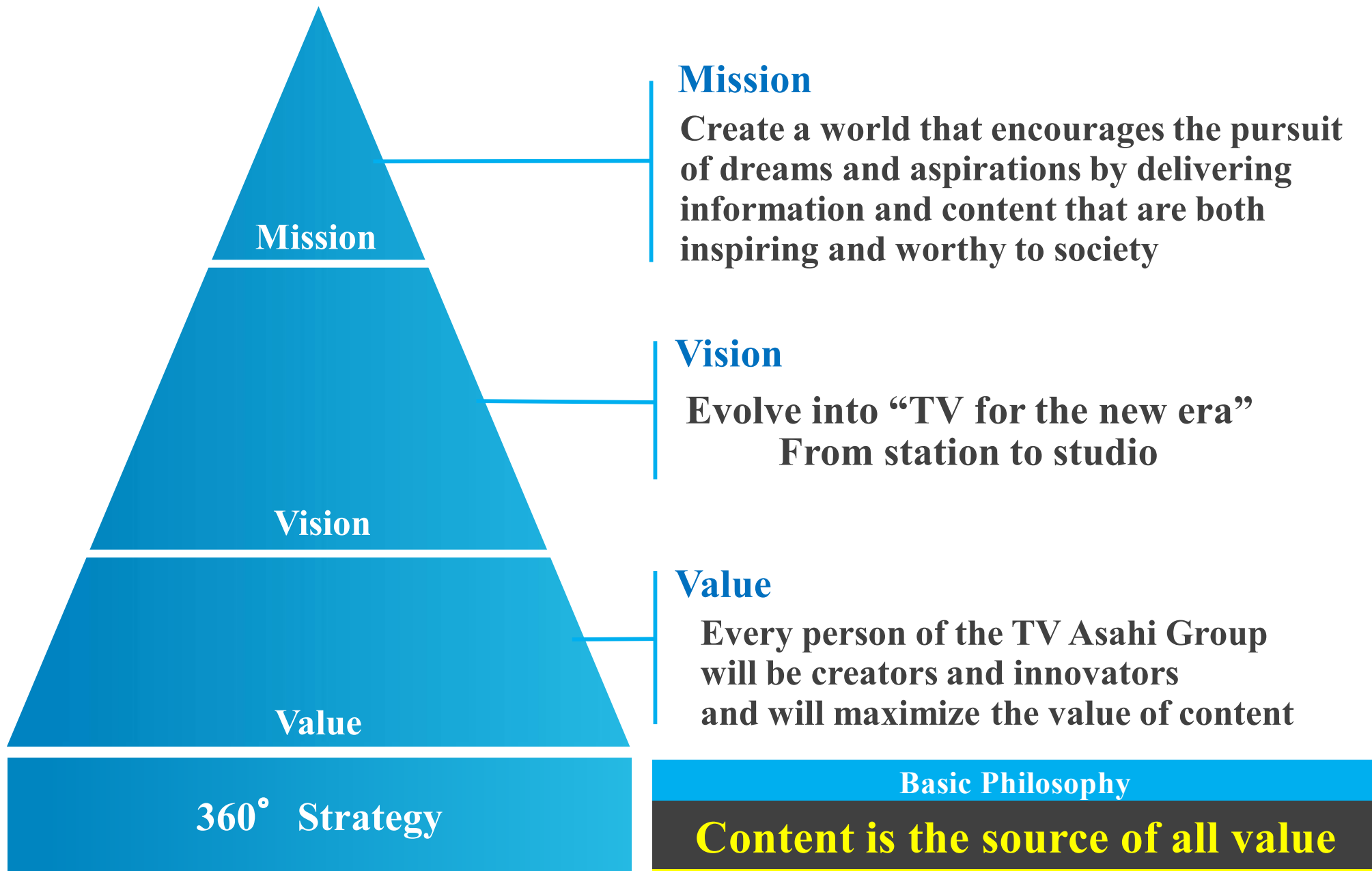
Tokyo Dream Park

TV Asahi 360°

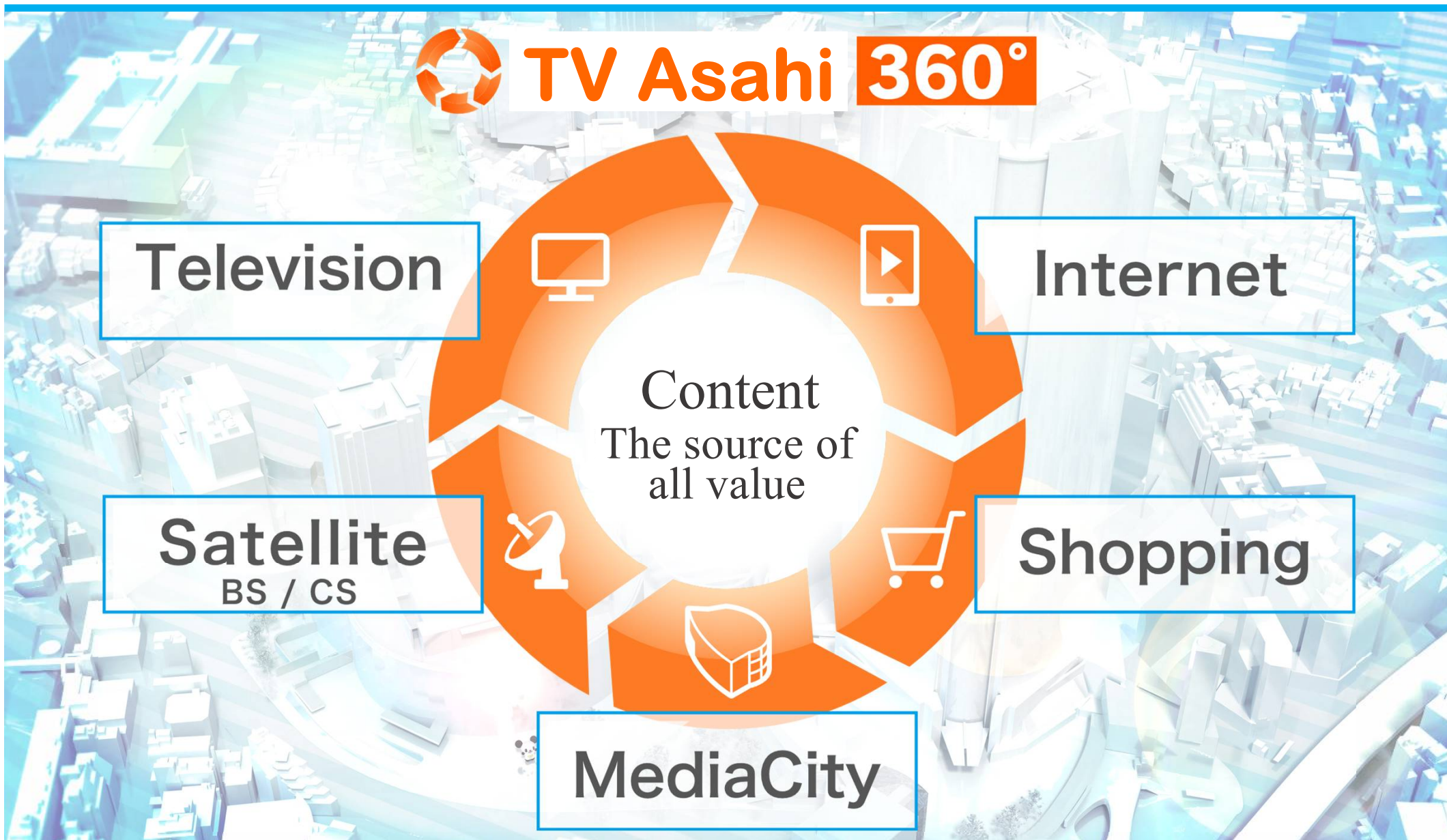
TV Asahi for the New Era Management Plan 2023-2025

Maintain basic philosophy of “Content is the source of all value” and create a strong foundation for 2023-2025

TV Asahi 360°



360° Strategy



Television

Internet

Content
The source of
all value

Satellite
BS / CS

Shopping

MediaCity

Content & Media 360°

Specific Strategies

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.)

1. Terrestrial Broadcast Strategy

Numerical Target

 **TRIPLE CROWN !**

Achieve **triple crown (top position in All Day, Golden Time and Prime Time)** in Individual All viewer ratings for annual/fiscal year by FY26/3

Strategy & Initiatives

Build a programming timetable with all-powerful content

【Strategy 1: Basic timetable】

Strengthen the current timetable and introduce new programs in order to build a powerful timetable by April 2024

【Strategy 2: Further strengthen daily news programs and drama slots】

Strengthen daily news programs and drama slots that are contributing to the current high ratings in the backdrop of downward trending PUT

1. Terrestrial Broadcast Strategy

Strategy & Initiatives

【Strategy 3: Strengthen program development for TV Asahi's 65th anniversary】

Boost viewer ratings with 65th anniversary special programs

【Strategy 4: Incorporate the growth strategy in the timetable】

Increase sales from Internet video distribution, real events, shopping and senior project

【Strategy 5: Carry out various projects under the direction of the Business Solution Headquarters】

Establish 360° roll-out goals for each and every entertainment program

2. Internet Strategy

Internet TV Station



SVOD Service



Owned Media



(YouTube channel)


Catch-up Service
Digital Video Ad Platform






Advance the utilization of data

2. Internet Strategy


Expand content distribution on the Internet

Area	Strategy & Initiatives
	<ol style="list-style-type: none"> 1. Strengthen tie-ups of internet ads 2. Expand business through joint-purchase and sales of large special sports events 3. Increase sales by accelerating monetization of ABEMA News 4. Jointly develop large-scale variety and drama shows for TV Asahi's 65th anniversary ⇒ increase sales by extending secondary rights business (global program sales, theatrical & events, merchandising, etc.)

2. Internet Strategy

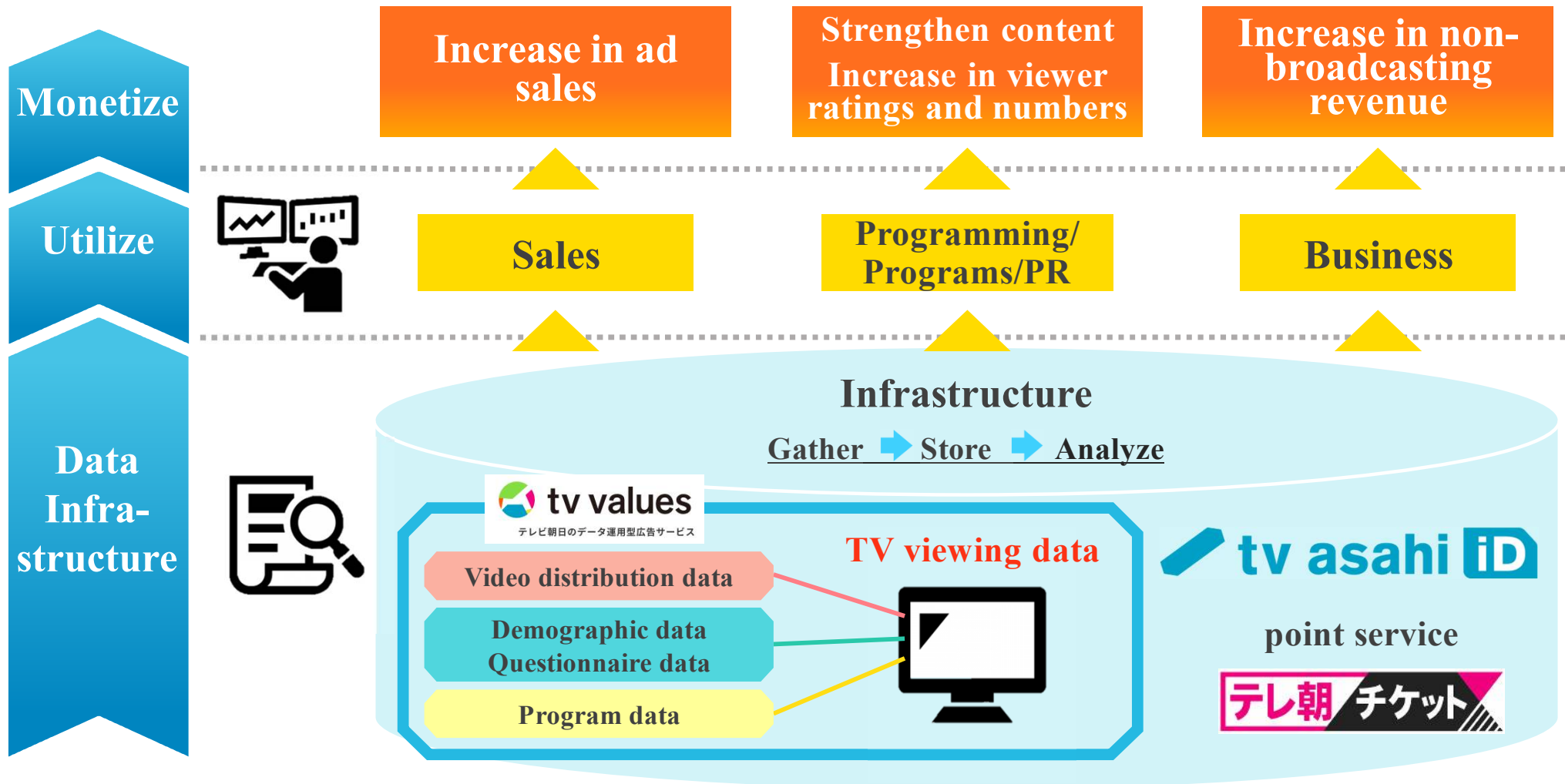
Area	Strategy & Initiatives
	<ol style="list-style-type: none"> Achieve 2 mm subscribers by FY24/3 as the content-archive platform Expand the number of original content by partnering with domestic and global production companies
	<ul style="list-style-type: none"> ● Maximize value of TV Asahi’s news content ● Strengthen owned media <i>Tele-Asa News</i> ● Increase special content ● Serve user needs such as vertical videos
 <p>(YouTube)</p>	<p>Enrich content in order to boost the number of channel subscribers and contribute to increase in sales</p>

2. Internet Strategy

Area	Strategy & Initiatives
	<ol style="list-style-type: none"><li data-bbox="607 408 2063 651">1. Analyze thoroughly the four drama slots (Tue, Thu, Fri, Sat). Maximize the number of program distribution. Create hit content from late night variety slots such as from <i>Barabara Daisakusen</i> programs.<li data-bbox="607 695 2063 938">2. Strengthen digital promotion of each distributed program (including those on real-time service) in order to increase the reach of non-TV/light-TV users and boost the number of views of each program<li data-bbox="607 983 2063 1098">3. Use competently UltraImpression to increase sales by effective monetization of ad slots, including those of real-time service<li data-bbox="607 1142 2063 1257">4. Ensure that TV Asahi content is chosen as much as possible in the growing connected-TV market

2. Internet Strategy

■ Utilization of data of the TV Asahi Group



Manage data infrastructure so that it can be utilized to increase revenues

3. Shopping Strategy

Scale growth of shopping business
through “expansion of sales channel (increase in sales)”
and “creation of hit products (increase in profitability)”

Strategy & Initiatives

【Strategy 1】 Increase sales with effective programming timetable

【Strategy 2】 Expand business using E-commerce and the Internet
(use of data analysis and social media)

【Strategy 3】 Develop new products and expand sales channel

【Strategy 4】 Develop products that make use of group and other IP

【Strategy 5】 Expand into food products



Ropping's food products
e-commerce site

※ Pursue opportunities in international E-commerce and global businesses

4. Media City Strategy

Maximize media city strategy
by merging entertainment and technology

Grand opening of Tokyo Dream Park (start of construction in 2023, completion in 2025, grand opening in spring 2026)



Draw **max of 8,200 customers** per day together with EX Theater Roppongi

Strategy & Initiatives

【Strategy 1】 Strengthen live concerts of popular artists

【Strategy 2】 Strengthen program-related events

(fully leverage own IP by building on success of past endeavors such as *Zawatsuku! Kinyobi Concert, Kyokorohee, HamAsuka Broadcasting Club, Hakase-chan*)



【Strategy 3】 **Expand area and strengthen merchandise/sponsor sales** of profitable large-scale music festivals



5. Growth Strategy: New Frontiers

Propel into new frontiers
surrounding IP business

■ Advance business development utilizing content

Anime &
Game Businesses

Metaverse Business

Active Senior
Business

International
Distribution

New Business
Development

5. Growth Strategy: New Frontiers

Anime & Game Businesses

Accelerate new endeavors based on the two largest national anime titles (*Doraemon/Crayon Shin chan*)

【Strategy 1】 Develop new anime IP

- **Produce original hit IPs** such as *Yuri!!! on ICE*
- **Acquire anime rights to prominent works** that have the potential to become big hits

【Strategy 2】 Create new anime businesses

- **Game business: Create games from anime (such as *Blue Lock*) and develop anime with plans of releasing games**
- **International distribution: Cultivate global anime IP together with substantial global distribution platforms and companies**
- **Comics: Explore opportunities in manga and WEBTOON businesses**



5. Growth Strategy: New Frontiers

Metaverse Business

Capture expansion of the growing metaverse market

【Strategy 1】 Strengthen collaboration with terrestrial broadcast

- **Increase sales** by taking advantage of collaborating with terrestrial program *Metaverse TV!!*



【Strategy 2】 Collaboration between metaverse Ariake TDP (Tokyo Dream Park) and metaverse Roppongi

- **Produce huge metaverse space** and operate cutting-edge entertainment projects



【Strategy 3】 Original development of metaverse idol unit META_SHIP

- New revenue stream from **own IP**



5. Growth Strategy: New Frontiers

Active Senior Business

THE ACTIVE CHOICE

- Produce content targeting active seniors who are retirees
- Pursue businesses relating to content

International Distribution

- Pursue global IP business
 - Break into new markets for program sales and scripted/non-scripted format sales
 - Produce content at the global standard level
- Undertake global roll-out of owned media

New Business Development

- Strengthen collaboration with businesses that TV Asahi has stakes in, such as education startups eduleap and SOZOW
- Continue to hold new business plan competitions and actively support startups



Group Strategy

Major business areas of TV Asahi Group companies

Content & IP

 **テレビ朝日映像**
(news & information/variety)



 **BS朝日**

 **MMJ**



(dramas/movies)



(animation)



(broadcast)

Internet

 **Ultra Impression**
(ad distribution)

Abema Production

(Internet content)

 **TELASA**

(SVOD service)



(Internet TV)

 **tv asahi mediaplex**

(DX/digital content)

Strengthen through M&A

Business

 **TV ASAHI MUSIC**

(music publication)



(pro-wrestling)

 **Ray**

(production/events)

 **株式会社 ロッピングライフ**

 **it2yinc**

(shopping)

Strategy 1

Content & IP development that leads to 360° strategy

Strategy 2

Excel development of new businesses centering on the Internet

Strategy 3

Strengthen HR and organization for DX era

Sustainability

Based on its [Sustainability Statement](#) and [Materiality](#), the TV Asahi Group shall aim to contribute to building a sustainable society and attain growth by making use of the power of content that the media owns.



- Support activities that aim to achieve SDGs through content
 - ✓ The Future Starts Here x SDGs week
 - ✓ *art to ART* project of up-cycling used props



- Disclose climate-related information in line with TCFD by May 2023
- Establish human resource development policy and redesign organizational management
- As a DX certified company, create AR, VR and metaverse content and improve operational efficiency by using IT tools such as RPA



- Establish risk management procedure for overall sustainability issues including climate change and HR, and also strengthen information security practices led by the newly established Digital Governance Office

Numerical Targets

Target for FY26/3

Net Sales
330.0 bn yen

Ordinary Income
25.0 bn yen

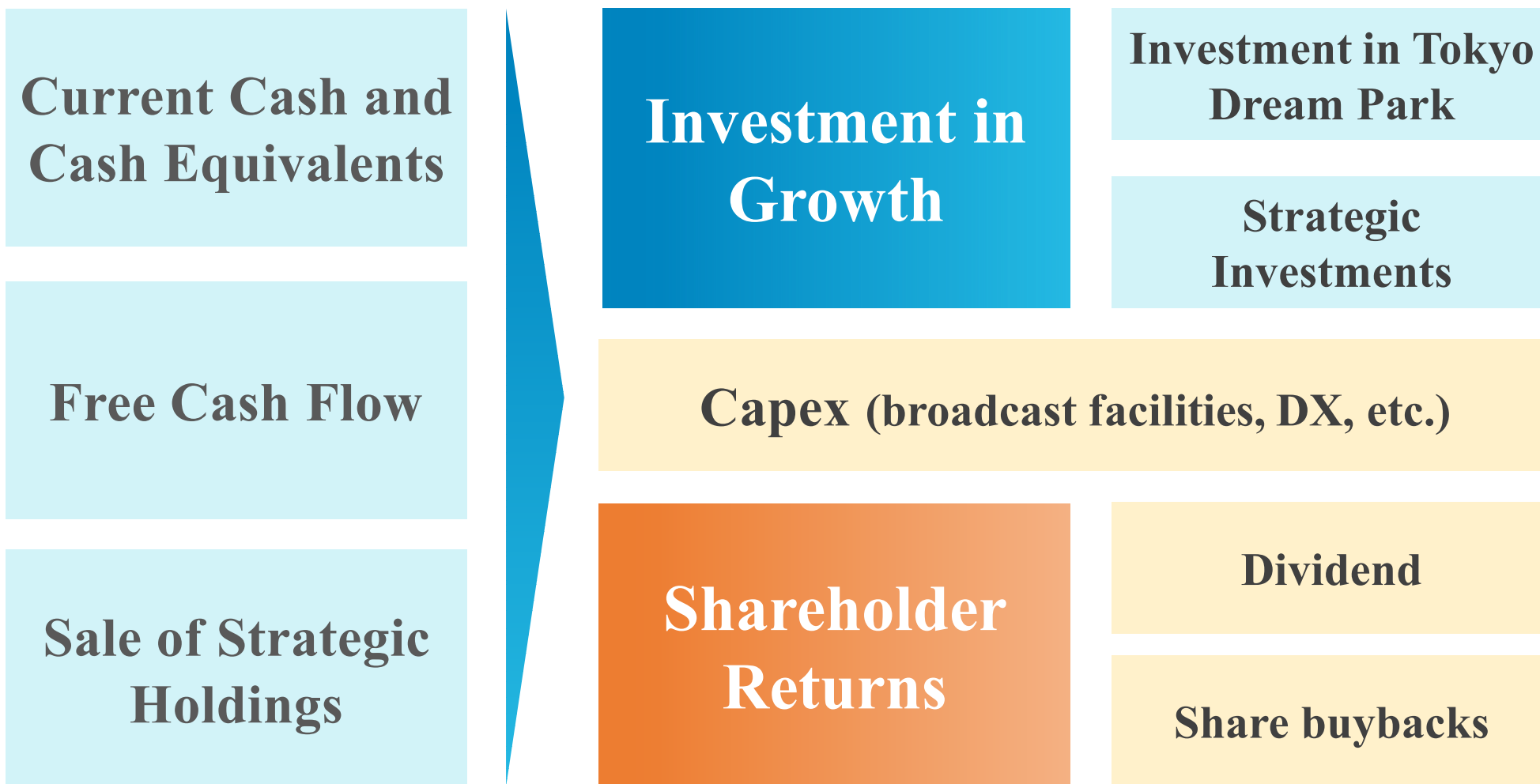
Operating Income
20.0 bn yen

Profit Attributable to Owners of the Parent
20.0 bn yen

Segment breakdown

		FY22/3	FY23/3 forecast	FY26/3 forecast
Total	Net Sales	298.2	306.0	330.0
	Op Income	21.4	18.0	20.0
TV Broadcasting	Net Sales	236.6	232.5	234.5
	Op Income	16.6	11.7	12.0
Internet	Net Sales	20.9	23.1	33.1
	Op Income	1.3	1.4	2.0
Shopping	Net Sales	19.4	20.2	25.2
	Op Income	1.8	2.0	2.5
Other Businesses	Net Sales	21.1	30.2	37.2
	Op Income	1.5	2.9	3.5

Financial Strategy



Positive Growth Cycle ⇒ Strengthen Shareholder Returns

Investment in Growth

Tokyo Dream Park

- Construct new base for media city strategy
- Aim for completion in 2025



Strategic Investments (M&A)

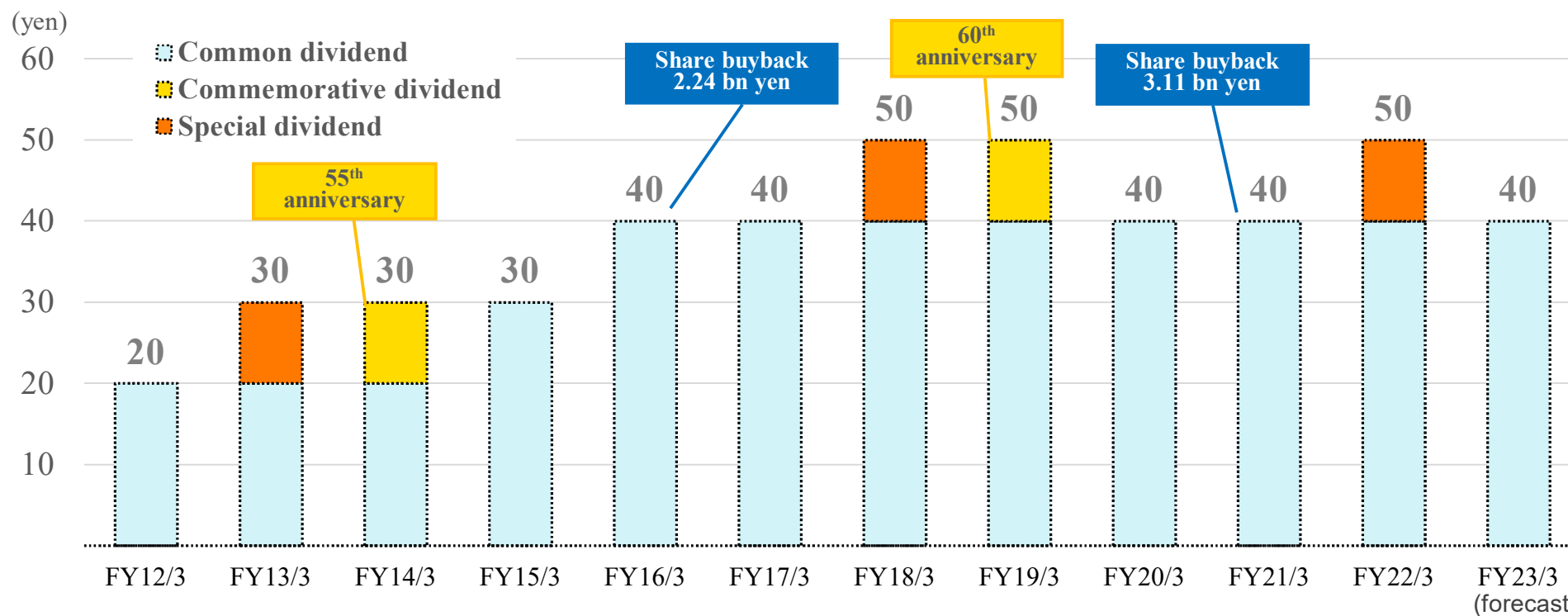
- Invest in areas that lead to growth
- Target areas: IP development, etc.

**Build new foundations
to create positive growth cycle**

Shareholder Returns

- Stable common dividend
- Commemorative dividends and special dividends
- Continual consideration of share buybacks

Past Shareholder Returns



Financial outlooks and other figures that are not historical facts are based on information available at the time of announcement. Please be informed that actual results may differ due to various factors in the business environment.

As such, actual results may differ from the forecasts given in this document and guarantees are not made to achieving the announced results.

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