



TV TOKYO Holdings Corporation

Financial Results Briefing for the Fiscal Year Ended March 2022

May 20, 2022

Event Summary

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[Participants]	20
[Number of Speakers]	4 Ichiro Ishikawa CEO President Yoshihiro Kamasu Senior Managing Director Hiroshi Yoshitsugu Managing Director Takeshi Kozawa Managing Director

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Presentation

Kozawa: Thank you for joining us today for the presentation of TV TOKYO HOLDINGS' Full-Year Financial Results for the Fiscal Year ending March 31, 2022, FY2021, and the medium-term management plan.

I am Takeshi Kozawa, Managing Director, and I will be the facilitator today. Best regards.

We are holding the event remotely today. We appreciate your cooperation and understanding.

To begin, I would like to introduce today's presenters. Ichiro Ishikawa, President, and Representative Director.

Ishikawa: Thank you very much.

Kozawa: Yoshihiro Kamasu, Senior Managing Director, and Hiroshi Yoshitsugu, Managing Director. Best regards.

First, we would like to present an overview of our financial results for the fiscal year ending March 31, 2022, from Mr. Kamasu, Senior Managing Director.

Please note that we will take all questions at the end of the meeting.

Now, please go ahead.

Kamasu: This is Kamasu. Thank you for your cooperation.

決算サマリー



(百万円)

	21年3月期 (新基準)	22年3月期 (新基準)	前年同期比	
			増減額	増減率
売上高	139,084	148,070	17,830	13.7%
営業利益	5,228	8,584	3,355	64.2%
経常利益	5,340	9,159	3,819	71.5%
親会社株主に帰属 する当期純利益	2,575	6,024	3,449	133.9%

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I would now like to provide a summary of our full-year results. The new accounting standard for revenue recognition was applied in the current period.

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Therefore, please note that the percentage change from the same period of the previous year is a comparison with the figures calculated by applying the previous year's results to the new standards.

Consolidated net sales of TV TOKYO Holdings totaled JPY148.070 billion. This is a 13.7% increase over the previous fiscal year.

Sales at TV TOKYO, the core of our business, grew substantially due to strong sales in our mainstay businesses, such as Broadcasting businesses and anime business.

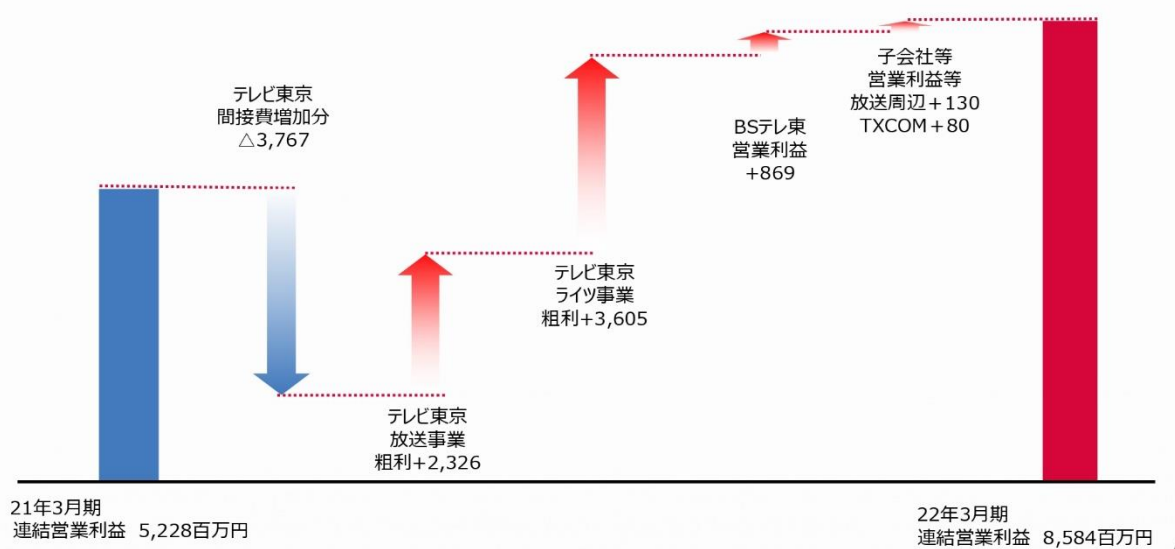
BS TV TOKYO, a group company, also posted an increase in revenue. As a result, consolidated operating income increased 64.2% from the previous year to JPY8,584 billion. Ordinary income amounted to JPY9.159 billion. Net income attributable to owners of the parent amounted to JPY6.024 billion.

Operating income and ordinary income increased for the second consecutive fiscal year, both reaching record highs, breaking the previous record set in FY2017.

連結営業利益の変動要因



(単位：百万円)



The following is an explanation of the factors behind this significant increase in operating income, broken down by division.

The leftmost blue bar graph shows a consolidated operating income of JPY5.228 billion for the previous year.

First, TV TOKYO has been more active compared to the previous year. As a result of the Company-wide promotion of streaming all contents, overhead costs, such as personnel expenses and SG&A expenses related to the broadcasting and rights businesses increased by about JPY3.7 billion. This was a factor pushing down operating income.

On the other hand, each of the strong performing businesses boosted operating income.

First, the red arrows indicate, from left to right, the Broadcasting business. In the Broadcasting business, in which the recovery in spot advertising was particularly strong, resulting in an increase of JPY2.326 billion. The sectors we have positioned as future growth engines are also growing.

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In the rights business, overseas sales of animation grew steadily, and the streaming business was also strong, resulting in a combined profit increase of JPY3.605 billion. Not only TV TOKYO but also all companies in the Group performed well. BS TV TOKYO reported an increase of JPY869 million, thanks to steady advertising sales and rights business.

For the second consecutive fiscal year, BS TV TOKYO ranked at the top in sales among commercial BS stations.

Other firms, such as TV TOKYO Communications and broadcasting areas, also performed well. As a result, consolidated operating income increased 64.2% to JPY8.584 billion.

地上波放送



2022年3月期 通期 売上高・営業利益

(百万円)

		21年3月期 通期 (新基準)	22年3月期 通期 (新基準)	前年同期比	
				増減額	増減率
主な放送事業収入	タイム (T)	43,589	47,319	3,729	8.6%
	スポット (S)	22,968	29,595	6,626	28.9%
	T+S計	66,558	76,914	10,356	15.6%
放送 収入計		72,653	83,253	10,600	14.6%
放送 粗利益計		21,652	23,979	2,326	10.7%
主なライツ事業収入	アニメ	15,899	18,038	2,139	13.5%
	配信ビジネス	5,901	8,535	2,634	44.6%
	イベント	681	1,141	459	67.4%
ライツ 収入計		22,482	27,716	5,233	23.3%
ライツ 粗利益計		10,317	13,923	3,605	34.9%
テレビ東京	売上高	95,135	110,969	15,833	16.6%
	営業利益	4,555	6,720	2,164	47.5%

放送事業

東京オリ・パラが想定を超え
タイムを押し上げ
スポットは29%増と大幅増
飲料・人材など追い風

ライツ事業

アニメは欧米で大きく伸びる
配信や商品化などが牽引
配信ビジネスは
コンテンツ増強で収入45%増

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Next, I would like to explain TV TOKYO's terrestrial broadcasting business.

TV TOKYO's broadcasting business revenue increased by JPY83.253 billion due to a major reform of the timetable in April 2021, the positive effect of the Olympic Games, and growth in overseas animation sales.

Sales were JPY47.319 billion, up 8.6%, due to higher-than-expected sales of timed commercials for the Tokyo Olympic Games and Paralympics, as well as strong one-off sales, known as PT.

On the other hand, spot advertising sales increased 28.9% to JPY29.595 billion, thanks to strong growth in commercials for the beverage and telecommunications industries, as well as for new IT companies, which is one of the TV TOKYO's strengths.

Program production costs increased due to the Tokyo Olympics and Paralympics, but the increase was less than the growth in broadcasting revenues, resulting in a 10.7% increase in gross profit for the broadcasting business to JPY23,979 billion.

Revenue from the rights business, on the other hand, was JPY27.716 billion, up 23.3%. The rights business is a business that utilizes TV TOKYO's content to generate revenue in addition to advertising revenues from broadcasting.

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In the animation segment, business income increased by JPY18.038 billion, or 13.5%, due to strong performance in the streaming business in China and merchandising business in North America.

In the other streaming business segment, such as SVOD, which is a fee-based video distribution service, sales increased 44.6% to JPY8.535 billion, thanks to increased distribution of drama and variety content, and expanded sales to various platforms.

Beginning with the current fiscal year, sales from the streaming business now include AVOD and ad-supported video-on-demand streaming. As a result, overall gross profit for the rights segment increased 34.9% to JPY13.923 billion.

The rights business accounted for 36.7% of TV TOKYO's overall gross profit, up from 32.3% in the previous fiscal year.

TV TOKYO's non-consolidated sales increased 16.6% from the previous fiscal year to JPY110.969 billion. Operating income increased 47.5% to JPY6.72 billion.

BS放送/コミュニケーション/放送周辺



2022年3月期 通期 売上高・営業利益

(百万円)

		21年3月期 通期 (新基準)	22年3月期 通期 (新基準)	前年同期比	
				増減額	増減率
BS放送	売上高	15,556	17,176	1,619	10.4%
	営業利益	1,361	2,230	869	63.9%
コミュニケーション	売上高	4,607	5,020	413	9.0%
	営業利益	312	393	80	25.6%
放送周辺	売上高	35,613	36,647	1,033	2.9%
	営業利益	3,047	3,178	130	4.3%

BS放送

新規スポンサー獲得
映画・番販も好調で6割強増益

コミュニケーション

動画広告事業を中心に
順調に成長

放送周辺

通販は「虎ノ門市場」堅調
音楽印税も伸び増収増益

6

Followed by segments other than terrestrial broadcasting.

At the top of the list, BS TV TOKYO, in the BS broadcasting business, in addition to strong inquiries for new programs and one-off mail-order programs for time commercials, we were able to acquire new sponsors for spots other than mail-order programs.

The rights business, which includes movies and broadcast syndication, also performed very well.

Sales increased 10.4% to JPY17.176 billion, topping the list of the five commercial key BS stations. Operating income also increased 63.9% to JPY2.23 billion.

TV TOKYO Communications, in the middle, has grown in line with the growth of TV TOKYO's streaming business.

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The character business also performed well, with a 9% increase in net sales and a 25.6% increase in operating income. Sales of other broadcasting businesses increased 2.9% from the previous fiscal year to JPY36.647 billion, and operating income rose 4.3% to JPY3.178 billion.

Of the mainstay mail-order business, TV TOKYO DIRECT, which grew significantly in the fiscal year ended March 31, 2021, FY2020, Nanairo Biyori! has struggled in the first half of the fiscal year, Toranomon Ichiba, which handles food products, performed well.

New businesses, such as regional cooperation business, also performed well.

2023年3月期 連結業績予想



(百万円)

	22年3月期 実績	前年同期比		23年3月期 予想	前年同期比	
		増減率			増減額	増減率
売上高						
地上波放送	110,969	16.6%		111,197	227	0.2%
放送周辺	36,647	2.9%		38,684	2,037	5.6%
BS放送	17,176	10.4%		17,314	138	0.8%
コミュニケーション	5,020	9.0%		5,190	169	3.4%
連結売上計	148,070	13.7%		150,000	1,929	1.3%
費用						
地上波放送	104,248	15.1%		104,639	391	0.4%
放送周辺	33,468	2.8%		35,400	1,931	5.8%
BS放送	14,946	5.3%		14,994	48	0.3%
コミュニケーション	4,627	7.8%		4,790	162	3.5%
連結営業費用計	139,486	11.6%		141,700	2,213	1.6%
営業利益						
地上波放送	6,720	47.5%		6,557	△ 163	△ 2.4%
放送周辺	3,178	4.3%		3,283	105	3.3%
BS放送	2,230	63.9%		2,320	89	4.0%
コミュニケーション	393	25.6%		400	6	1.8%
連結営業利益計	8,584	64.2%		8,300	△ 284	△ 3.3%
経常利益	9,159	71.5%		8,200	△ 959	△ 10.5%
親会社株主に帰属する当期純利益	6,024	133.9%		5,380	△ 644	△ 10.7%

※業績予想の適切な利用に関する説明、その他特記事項
本資料に記載されている業績予想等の将来に関する記述は、当社が現在入手している情報及び合理的であると判断する一定の前提に基づいております。
実際の業績等は、新型コロナウイルス感染症の感染再拡大や経済活動の動向等により、大きく異なる可能性があります。

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I will now continue with an explanation of our full-year earnings forecast for the fiscal year ending March 31, 2023, FY2022.

Our policy is to increase earnings by leveraging synergies among the three pillars of our business: broadcasting, which is our mainstay business; animation, which is a growth area; and distribution.

However, the pandemic continues, and Russia's invasion of Ukraine has raised global concerns about an economic slowdown, inflation, and supply chain disruptions. In light of these circumstances, we have made a conservative and cautious forecast compared to the FY2021 forecast, which saw a significant increase in both sales and income.

Consolidated sales are expected to increase 1.3% from the previous year to JPY150 billion. Operating income is set at JPY8.3 billion, down 3.3%.

Ordinary income will decrease by 10.5% to JPY8.2 billion.

Net income attributable to owners of the parent will decrease by 10.7% to JPY5.38 billion.

Please refer to pages 14 and 15 of the supplementary financial data for details of the earnings forecast.

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配当実績及び方針



配当方針：安定配当(下限20円)に加えて業績に連動した配当(配当性向30%)を目標

(配当性向：配当総額／連結純利益)

	第2四半期末	期末	年間	配当性向
2018年度	15円	25円	40円	35.0%
2019年度	15円	25円	40円	43.7%
2020年度	15円	25円	40円	43.9%
2021年度	15円	45円	60円	27.9%
2022年度 (予想)	15円	45円	60円	30.9%

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Next, I will explain our dividend results and dividend policy for the fiscal year ending March 31, 2023, FY2022.

Our basic policy has always been to return profits to shareholders in proportion to business performance, while emphasizing stable dividends, taking into consideration the balance with retained earnings for the enhancement of the long-term management base.

In addition to the stable dividend of JPY20 per share, as a minimum, we target a dividend payout ratio of 30% on a consolidated basis as a dividend linked to business performance.

We have continued to pay an annual dividend of JPY40 per share in line with the level of our business performance.

For the fiscal year ending March 31, 2022, FY2021, we will pay an annual dividend of JPY60 per share in line with the business performance of the current fiscal year.

For the fiscal year ending March 31, 2023, FY2022, the Company plans to pay an interim dividend of JPY15, and a year-end dividend of JPY45, for an annual dividend of JPY60.

The dividend payout ratio based on the earnings forecast is 30.9%.

This concludes my explanation.

Thank you very much.

Mr. Ishikawa will now explain the medium-term management plan. Best regards.

Ishikawa: Yes, thank you very much. I will now explain our medium-term management plan for the next three years.

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2022中期経営計画



新中期経営計画（3か年）は、22年3月期の成長をベースに上方修正

2021中期経営計画

(単位:百万円)

	22年3月期 (計画)	23年3月期 (計画)	24年3月期 (計画)
連結営業利益	5,500	7,500	8,800



2022中期経営計画

(単位:百万円)

	22年3月期 (実績)	23年3月期 (計画)	24年3月期 (計画)	25年3月期 (計画)
連結売上高	148,070	150,000	156,000	166,000
連結営業利益	8,584	8,300	9,500	10,500

◆ 開局60周年の24年度に連結営業利益105億円を目指す

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This table shows the status of the medium-term plan we made at the same time last year. I would like to begin by explaining the status of this achievement.

For the fiscal year ending March 31, 2023, FY2022, the target for consolidated operating income was JPY5.5 billion.

In the previous medium-term management plan, consolidated operating income for the fiscal year ending March 31, 2022, FY2021, was targeted at JPY5.5 billion. However, the actual result was JPY8.584 billion, an increase of JPY3 billion.

In the first year of the medium-term plan, the target for the final year was set at JPY8.8 billion, and operating profit has already increased to a level close to that.

In light of these circumstances, we have prepared a new three-year medium-term management plan.

For the fiscal year ending March 31, 2023, FY2022, which is our first year of operations, we are making a cautious forecast, as explained earlier by Executive Director Kamasu.

The international situation, including food and raw materials, is extremely uncertain due to Russia's invasion of Ukraine, and the fact that COVID has not yet been fully settled. We are conservatively forecasting a 1.3% increase in consolidated net sales to JPY150 billion.

The key to our company's competitiveness is our ability to produce content. In this context, we have decided to increase the cost of content production.

As a result, operating income is expected to decrease slightly from the fiscal year ending March 31, 2022, FY2021, down 3.3% to JPY8.3 billion. From there, we aim to build up to JPY9.5 billion in FY2023.

In the fiscal year ending March 31, 2025, FY2024, which marks the 60th anniversary of the opening of our TV TOKYO station, we are aiming for an operating income of JPY10.5 billion.

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2022中期経営計画の主なポイント



「トライブリッド」戦略
放送・配信・アニメ

テレ東ならではの
コンテンツ開発

D X 推進

E S G 経営

11

Going to the next page, what are the key points of the medium-term plan?

We will start with these four points.

It is called the tribrid strategy. As I explained earlier, we would like to maximize the value of our content by creating synergy through our three pillars of broadcasting, streaming, and animation.

The word tribrid is a coined word, but we have adopted the strategy of tribrid by combining try, which means to challenge or try, and TRI, which means three.

In this context, we have made a conservative estimate for the broadcasting business, but for streaming and animation, which are the engines of growth, we have created a plan to increase gross profit to JPY18.6 billion by FY2024.

Another pillar is the development of content that is unique to TV TOKYO. In this regard, TV TOKYO's programs, including various late-night dramas, have received a certain level of acclaim, and we intend to further polish them and enhance their content power.

The other is the promotion of DX. This year, we will begin a full-scale renewal of our core systems for business operations and sales broadcasting.

In this way, we will establish a digital foundation to support our broadcasting, streaming, and animation businesses, and at the same time, we will establish a new TechLab, which will drive content production in the new era from a technological standpoint.

In addition, we have set another major goal of ESG management. We are prepared and aware that we must be proactive in this regard, given the current trends in the world. We have already decided and announced that we will reduce CO2 emissions to virtually zero by the end of FY2024.

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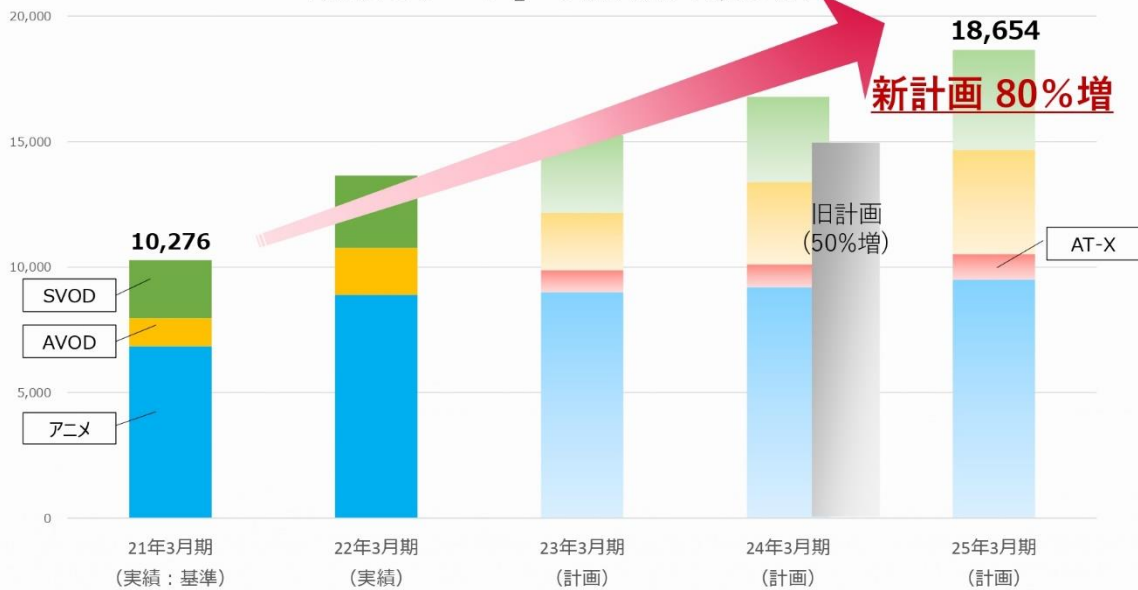
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配信とアニメ～粗利益80%増へ（20年度比）～

「配信とアニメ」の粗利益の推移計画

(単位：百万円)



12

Next, I would like to explain the core of this project, which is streaming and animation.

We expect to increase the gross profit from distribution and animation by 80% during this mid-term management period compared to FY2020.

This bar chart shows the projected gross margins for animation and the sum of SVOD and AVOD.

In the previous medium-term plan, we set a target of JPY15 billion, a 1.5-fold increase over three years, starting from a gross profit of JPY10 billion in FY2020. Of the two graphs, the one marked old plan in gray is the figure for the previous medium-term plan, which was planning for a 50% increase.

Revenue from anime streaming has been growing at a faster pace than expected, and we have decided to raise the target further in the new mid-term plan.

As shown in the graph from the right, we would like to achieve our goal of JPY18.654 billion, an 80% increase over FY2020.

The figures here also include profits from sales of AT-X, a CS broadcasting company specializing in animation, which became a wholly-owned subsidiary of the TV TOKYO Group last August.

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アニメ 欧米向け強化で「中国」を超える柱へ



次世代

- ・アニメMV
- ・たてよみマンガ

国内強化



海外（北米）商品化



13

Another core point in animation is that we would like to strengthen our focus on the Western market.

Although nearly 60% of TV TOKYO's anime business is destined for China, we intend to maintain the Chinese market while further strengthening our expansion into Europe and the United States.

Specifically, in addition to strengthening sales of animes, we are also focusing on the merchandising business through partnerships with a variety of luxury brands. We have already begun working with Coach in the US to commercialize NARUTO-related products.

We also intend to promote cooperation with AT-X, which has a core anime fan base.

We are already working closely with TV TOKYO, including the use of human resources, to develop various anime businesses including not only CS broadcasting but also events and merchandising.

As we announced this time, Mr. Yukio Kawasaki, who is in charge of the anime business of TV TOKYO Holdings, will concurrently serve as President of AT-X and oversee the animation business of the entire Group, thereby strengthening the anime strategy of the entire Group.

In addition, this will now expand into vertical reading mangas as a project that has been conceived mainly by younger employees.

We would like to expand our business area by further focusing on the supply of games.

We would like to establish an image of TV TOKYO as a company that grows together with the anime industry, and we would like to expand our business beyond that.

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「全コンテンツ、全配信」を加速



◆ 3年間で46億円の配信オリジナル制作費

◆ リアルタイム配信4月スタート



14

Next is streaming all contents, which is the major goal that we set the year before last. We intend to further strengthen this line.

First, in the streaming business, late-night dramas have been the mainstay of our earnings, but from now on, we intend to develop a group-wide strategy that covers all time slots.

For SVOD, Paravi, our own distribution platform, will offer many original stories from broadcast dramas, spin-offs from variety shows, and original dramas. We would like to expand the number of new Paravi members by introducing dramas and variety shows exclusively for Paravi.

In addition, we would like to provide rich content, such as major dramas to foreign-owned platforms to expand and secure sales and maximize profits through the dual use of Paravi.

In order to strengthen the content, we intend to significantly increase the original production cost for streaming, which was established for the first time in FY2021.

In FY2022, we hope to allocate JPY1.1 billion, more than double the amount allocated in FY2021.

We plan to invest a total of JPY4.6 billion over the three years of the medium-term plan through FY2024.

Also, in April, we started real-time streaming on TVer, a common platform for commercial broadcasters.

With TVer at the core, we intend to increase the quality and supply of content, including YouTube, and to aggressively grow AVOD as well.

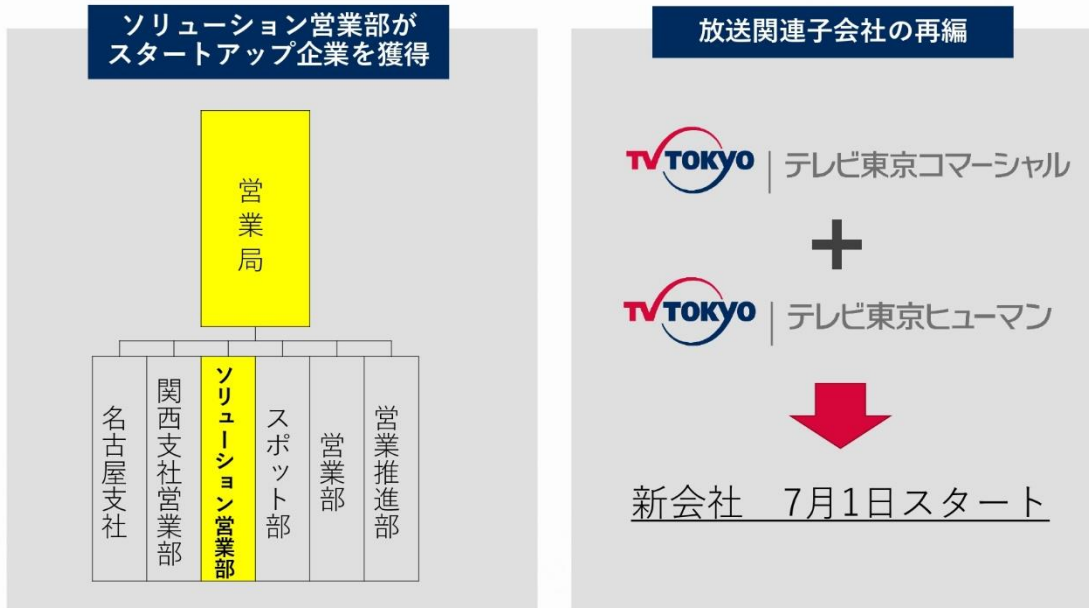
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「営業力強化 3 か年計画」は実行段階へ



15

In order to secure such sales, we would like to aggressively strengthen our broadcasting business as well and have prepared a three-year plan to strengthen our sales force.

In April of this year, we established a new department called the Solution Sales Department in the Sales Department. What this Solution Sales Department will do is focus on sales to start-up companies, which were the force behind TV TOKYO's acquisition of spot advertising last year, and to develop the acquisition of new sponsors.

Also, two of our affiliated subsidiaries, TV TOKYO Commercial and TV TOKYO Human, will merge on July 1, and we would like to reorganize our sales force to include both companies.

We would like to create a new structure in which TV TOKYO's Sales Department will formulate sales strategies and conduct various negotiations, including the development of new sponsors, while the subsidiary will be entrusted with backyard administrative tasks to further improve efficiency.

This is the "Three-Year Plan for Strengthening Sales Capability."

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◆ コンテンツカテゴリを超えた制作力の強化

- 配信×イベント×商品開発
- クリエイティブ制作チーム



◆ 特別トライ企画

- 3年後の将来を見据えた制作力強化を目指して社内公募企画を21年度にスタート

◆ 画期的なプロモーション

- お詫びキャンペーン
- 渋谷ジャック



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Another thing I would like to tell you today is that we are strengthening our content.

In order to enhance the competitiveness of the TV TOKYO Group, the CP production team and the creative business production team were merged to form the creative production team in the Production Department this April.

We are expecting that we will develop as a creative group that not only produces broadcast programs, but also contributes to earnings from streaming, events, product development, and other non-broadcasting activities.

We will also continue this year's special trial projects to create various contents, which we started in fiscal 2021, by soliciting projects that will lead to the improvement of TV TOKYO's profitability and brand power, mainly from young employees.

Another new initiative by TV TOKYO is to strengthen promotion. We have positioned FY2022 as the first year of promotional reform.

Up until now, TV TOKYO's promotional activities have focused on program advertising.

We would like to promote, not only programs, but also contents for streaming, events, and movies, as well as to enhance TV TOKYO's brand power.

We would like to increase the effectiveness of promotions at once by creating a synergistic effect of various media, such as social media and events, using data and marketing capabilities.

We have also placed a person in charge of promotions and are just now beginning to actively promote the program.

From March to April this year, we held a large promotional campaign in Shibuya for the major anime *Spy x Family*, which began in April.

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In the form of jacking up all of the large screens at the intersection in front of Hachiko in Shibuya, as well as the AD train, advertising chartered train, on the JR Yamanote Line, and digital signage in the underground shopping mall, all together, this is described as Shibuya Jack, which TV TOKYO has never done such promotion before.

We intend to continue to develop promotional measures in a variety of ways after this.

コンテンツ制作費中心に戦略投資



コンテンツ制作費の投入イメージ（22～24年度）



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Next, I would like to discuss content production costs, which I mentioned earlier.

We intend to continue to invest aggressively in strengthening our content production capabilities.

We would like to increase content production expenses, which include both broadcasting and distribution, by JPY13 billion over the three years of the medium-term plan.

As you can see here, we would like to increase content production expenses from JPY58.1 billion in the fiscal year ended March 31, 2022, FY2021, to JPY65.3 billion by the end of FY2024, the final year of the medium-term plan, in March 2025.

Including the human investment to support it, the total is JPY15 billion.

In addition, if we include DX-related investments for the efficient creation of such content, we are looking to make investments on the order of JPY20 billion.

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激変期見据えた投資戦略

DX推進

業務系、営業/放送系システムを全面刷新
22～25年で35.5億円を投資

放送設備・その他 IT 投資

配信対応・省力化を推進
報道/スポーツの制作システムのデジタル化
コンテンツ管理システム強化
マスター更新（IP化、クラウド化）

M&Aも検討

コンテンツ制作力の強化
アニメなどの業容拡大
「放送外」の収益強化

テックラボ



次世代スタジオ



「LED バーチャルスタジオ」のイメージ

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While we will continue to strengthen our content in this way, we recognize that the environment surrounding the television industry is undergoing a period of significant upheaval. We recognize the need to respond flexibly and nimbly to the rise of the Internet and then to rapid technological advances as a major management challenge.

TV TOKYO Holdings had cash and deposits of JPY38.1 billion at the end of FY2021, and its equity ratio was 66.8%, which is certainly high for a listed company.

Because of the licensing industry, TV stations are constantly required to make essential constant investments, such as updating masters and maintaining relay stations.

NHK, with which we compete in many ways, is a public broadcaster, but it makes large capital investments, so I think we need to have the strength to make the corresponding capital investments.

The most important thing is that, as a media outlet broadcasting over the public airwaves, we will continue to provide proper broadcasting even in the event of a disaster or pandemic, or, although we do not wish for such an event to happen, in the event of a war, even if we suffer a business blow. Our basic idea is to have adequate funds on hand to respond to such a situation.

We are not merely taking a defensive stance, but we also intend to actively invest profits as a resource for future growth.

As I have already explained, the renewal of the core system, in fact, the first major investment in 30 years, will cost a total of JPY3.55 billion.

The business system will be migrated to the new system in August 2024, and the sales and broadcasting system will be migrated to the new system in September 2025.

Once this system is up and running, we expect to see an increase in revenues of several billion yen as a result of the reallocation of personnel and further improvement of these operations.

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We also intend to develop masters that can be distributed over the Internet, further digitalization in the Production Department, and acquisitions that will enhance our content production capabilities and expand our business.

We will continue to make use of various new technologies, centering on the Tech Lab, but of course, we also want to actively work on next-generation studios and raise the overall level of TV TOKYO.

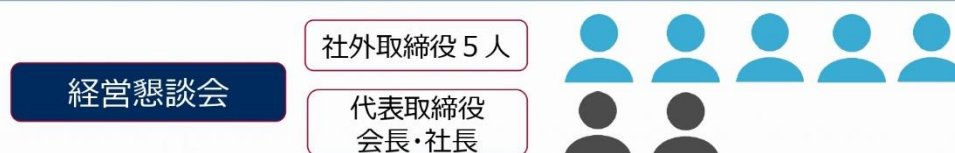
コーポレートガバナンスの強化



TXHD「人事諮問委員会」「報酬諮問委員会」が始動



社外取締役、代表取締役による「経営懇談会」も設置



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We became a prime listed company this past April, and we have begun to strengthen our corporate governance and also to make a proper commitment to the SDGs.

First, the Personnel Advisory Committee and Compensation Advisory Committee were established at the holdings company in April and are already in operation.

Each of the three members consists of myself, the President, and two independent outside directors.

The committee is chaired by an independent outside director, who strengthens the independence of the committee and deliberates on various matters related to personnel and compensation and reports back to the Board of Directors.

We intend to fully utilize these functions to enhance management transparency.

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24年度までにCO₂排出を実質ゼロに



◆ 22年度にCO₂排出量70%超削減（20年度比）

▶ 24年度までに実質ゼロを実現へ

- 天王洲スタジオに続き、六本木本社にも再エネ導入
- 物流過程の「スコープ3」の削減も視野に



◆ 「サステナビリティ委員会」設置（6月）

- 社長が委員長に就き陣頭指揮
- 気候変動対応に加え、人権尊重、ジェンダー平等も推進

テレ東HD ESG指数の構成銘柄に

- 英FTSE Blossom Japan Sector Relative Indexに選定
- ESG対応が評価を受ける

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The other is SDGs and ESG-related matters, as I mentioned earlier. We have already announced our goal of reducing CO₂ emissions to virtually zero by FY2024.

Last November, we introduced renewable energy to our Tennouzu studio, and in May of this year, we introduced it to our Roppongi headquarters.

Emissions of the TV TOKYO Group in FY2020 were approximately 8,000 tons, but we believe we can reduce them to practically zero by the end of FY2024 by switching to renewable energy sources.

With regard to the SDGs, we have been working on various projects since last year and will establish a Sustainability Committee with an even stronger role. I will be the chair of the committee and will be actively working on issues surrounding sustainability.

That is all from me.

Kozawa: This ends our explanation of the full-year financial results and the medium-term management plan.

Please note that today's materials will be posted on TV TOKYO's website after the briefing.

[END]

Document Notes

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