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Nippon Television Network Corporation
(Tokyo Stock Exchange 9404)

Overview of Management Policy 2010 for NTV Group

Last financial year, we took every measure, in this drastically changing economic environment, to further strengthen our profitability with “Management Policy 2009,” NTV’s one-year management plan, while freezing financial targets of our medium-term management plan 2008-2010 and maintaining its basic concepts.

Considering this year to be crucial as we make every effort in anticipation of full digitalization of terrestrial broadcasting in 2011, we have formulated another one-year management plan “Management Policy 2010.”

1. Basic Concepts of “Management Policy 2010”

We still recognize the economic environment surrounding the Japanese commercial broadcasting industry as very volatile and uncertain. We think it indispensable to obtain satisfaction of as many customers as possible in order to survive the current competitive state of this industry through creating and providing compelling content. We will focus our resources to regain top viewer ratings in commercial terrestrial broadcasting while further improving our profitability through our vigorous cost control, which we have implemented across-the-board since last fiscal year.

2. Outcomes

(1) Aggressive revisions of television scheduling and programming have resulted in improved NTV viewer ratings. We have improved the “core target” viewer ratings (those of 13- to 49-year-olds) as well as household viewer ratings. We have captured the weekly triple crown title more frequently in FY 2009 than in FY 2008 and have succeeded in keeping the highest viewer rating in the “Non-Prime Time” category. The improvement of our viewer ratings in other categories and the diminishing rating differences from the top station led to the increase of NTV’s share of “spot revenue” among key broadcasting stations.

(2) As for our non-broadcasting businesses, there has been continuous and tremendous progress in areas such as the media commerce and movie businesses. In the media

commerce business, sales increased 26.3% from last financial year. One of the reasons is that occasional special teleshopping programs and "POSHLET late-night department store," a late-night teleshopping program, generated successful sales. In the movie business, sales increased 16.0% from last financial year because "20th Century Boys-Chapter 3-" and "GOKUSEN THE MOVIE" were box-office hits.

(3) We have succeeded in substantial cost reduction, especially in television program production costs, and our profitability is now back on the upward trend.

3. Major Points of New Policy

(1) Regain No.1 position in household viewer ratings through improving "core target" viewer ratings

- exclusively secure top position of viewer ratings in "Non-Prime Time" category
- gain highest viewer ratings in "All Day" category
- gain highest viewer ratings in "Golden Time" as well as "Prime Time" categories through improving viewer ratings in the 19:00 time slot
- develop compelling television programs to obtain excellent "core target" viewer ratings and capture high household viewer ratings

(2) Improve profitability and develop new businesses

Broadcasting business

- obtain top share of "spot revenue" among five key broadcasting stations
- increase "time revenue" by utilizing various ideas (such as cross-program promotion)

Non-broadcasting businesses

- further improve existing non-broadcasting businesses
- develop and promote new businesses to maximize strength of NTV Group in anticipation of full digitalization era

(3) Continue to take every cost control measure

(4) Increase NTV Group's overall profit by utilizing core competence of each Group company