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## **Formulation of TV TOKYO VISION 2035**

### **—Toward 2035 and the Fourth Founding of TV TOKYO as a Global IP Media Group—**

TV TOKYO Holdings Corporation hereby announces that it has formulated TV TOKYO VISION 2035 as its vision for the TV TOKYO Group for the year 2035, as described below.

#### **TV TOKYO VISION 2035**

#### **Toward 2035 and the fourth founding of TV TOKYO**

#### **as a global IP media group that delivers new and unseen forms of ‘Omoshiroi’ to the world, making tomorrow just a little brighter for every viewer**

1. Continue to take on new challenges and create content and services that deliver new and unseen forms of ‘Omoshiroi’  
New and unseen forms of ‘Omoshiroi’ are...
  - Doing what others do not and which connect deeply with each viewer
  - Staying ahead of the times through AI and other cutting-edge technologies
2. Contribute from a user-oriented perspective, from babies to senior citizens  
Making tomorrow just a little brighter...
  - By continuing to be a trusted media group with accurate and objective reporting and information
  - By creating new businesses that help solve social issues
  - By respecting the human rights of all those with whom we are connected
3. Realize the fourth founding of TV TOKYO as a global IP media group  
A “global IP media group” is...
  - A group that goes beyond the bounds of traditional mass media, engaging in a wide range of IP-based content delivery, including broadcasting and streaming
  - A group that recruits and develops highly-skilled talent to deliver diverse content both domestically and internationally

By sharing our vision based on our Purpose and Mission, the Group will face the turbulent times of the next decade united and build relationships of trust with users and stakeholders around the world.

#### **The Fourth Founding**

First founding: Television Tokyo Channel 12 (local broadcaster)  
Second founding: TV TOKYO (broadcasting network)  
Third founding: TV TOKYO Group (broadcasting, streaming, and anime multimedia development)  
**Fourth founding: Global IP media group TV TOKYO**  
(CaaS and The 7-brid for broad development in all fields and areas)

## TV TOKYO VISION 2035 Strategy

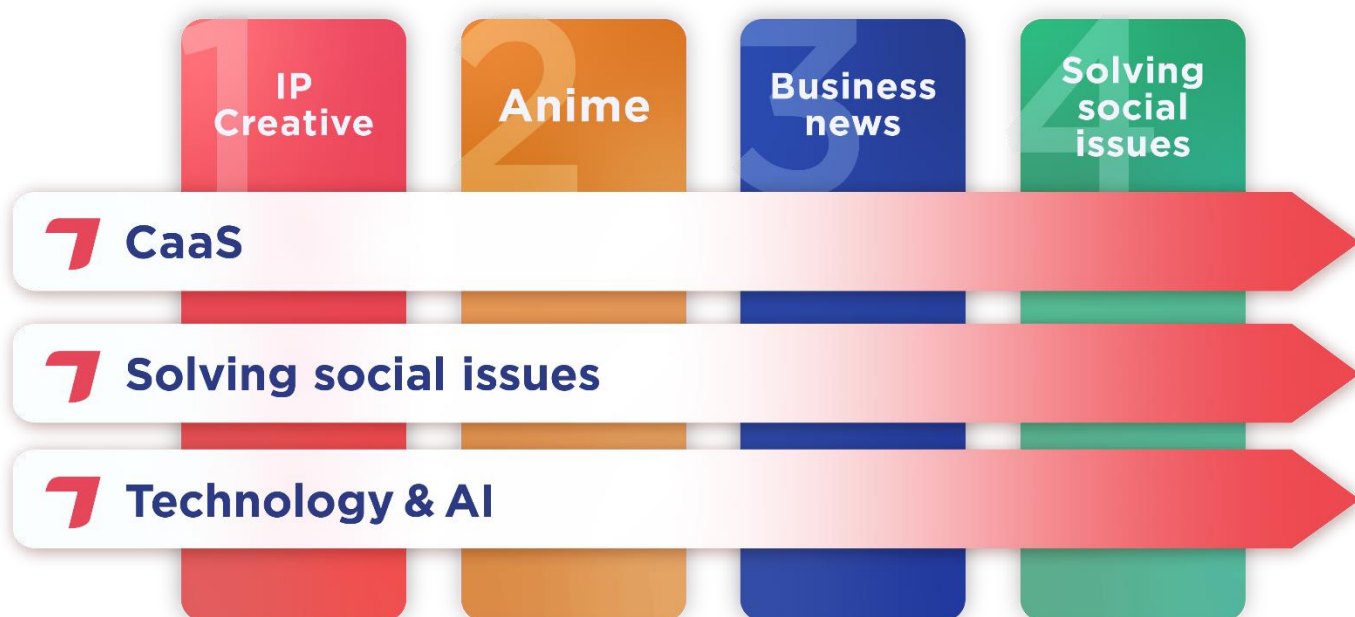
### Three Principles and Four Business Areas— Maximizing Value with *The 7-brid Strategy*

The key business areas that leverage the strengths of the TV TOKYO Group (i.e., our core competencies) form the *four vertical axes*.

Through what we call *The 7-brid strategy*, in which these four vertical axes are laterally linked with three principles, we will maximize our corporate value.

Rather than through each element individually, we will achieve growth and innovation through the synergistic effects they produce together. In the implementation of this strategy, communication and dialogue will be essential. Its foundation will be a free and open corporate culture that values mutual respect.

### The 7-brid Strategy



In addition to the TV TOKYO VISION 2035 long-term vision, the TV TOKYO Group has also formulated and released a three-year medium-term plan. The long-term vision presents TV TOKYO Group's vision for itself 10 years from now, while the Medium-Term Plan 2025 presents a concrete management plan along with numerical targets for the first three years of the long-term vision period.

#### <The TV TOKYO Group Purpose>

To reach each and every one deeply, warming hearts,  
igniting passions and making tomorrow just a little brighter.