

Corporate Philosophy / Brand Promise

Corporate Philosophy

The TBS Group aims to deliver timeless content and services to the world, respecting diverse values and striving to make a positive contribution to society.

Brand Promise

To create entertaining and inspiring experiences that move hearts and minds.

From each moment, a better tomorrow.

TBS

TBS Group Code of Conduct

Providing Content, Information, and Services that Enrich the Mind — Pledge to Our Customers

■ **Offer wonderful moments to each and every person**

We will continually strive to be inventive and go beyond time and place to provide high quality, captivating contents, events, products, and services that enrich the mind.

■ **Communication of fair, just and accurate**

We will honor the freedom of expression, strive to disseminate fair, just and accurate information, and fulfill our mission as a media organization.

■ **Respect for feedback from viewers, listeners, and customers**

We will listen closely to feedback from viewers, listeners, and customers and continually provide a worthwhile time to ever more people.

Respecting Diverse Values and Striving to Make a Positive Contribution to Society — Pledge to Society

■ **Respect for human rights and diversity**

We uphold human rights, respect diverse values, and reject all forms of discrimination and prejudice.

■ **Philanthropy and environmental preservation**

We value our bonds with society and harmony with nature, and will work together with a sustainable society to build a better environment.

■ **Legal compliance**

As a member of a media group, we have a strong sense of ethics, uphold laws and social norms, respect all faiths, and conduct ourselves with fairness and transparency.

Aiming to Realize our Philosophy with a Free Spirit — Pledge to Our Staff

■ **Development of outstanding talent**

We develop outstanding talents that have a powerful sensitivity and the capacity to build the future. Accepting of diverse working styles, we will continue trying new things with a view to the future in the world.

■ **Building uninhibited workplaces**

Because people accepting each other with a free spirit are important to us, we build workplaces where everyone can develop their creativity to the fullest.

■ **As a member of the Group**

In recognition of ourselves as a member of the TBS Group, and towards the realization of our corporate philosophy, we seek to work with all staff to make ourselves a media group second to none.

April 1, 2020



On the Release of the Integrated Report / Editorial Policy / Table of Contents

On the Release of the Integrated Report

TBS underwent a complete transformation between 2020 and 2021.

Along with formulating its Corporate Philosophy, Brand Promise, and TBS Group Code of Conduct (April 2020), the Company changed its name from "Tokyo Broadcasting System Holdings, Inc." to "TBS HOLDINGS, INC." (October 2020).

We also established TBS Group VISION 2030 (May 2021), as a guideline for finding the "ideal TBS" — a TBS that goes beyond broadcasting and Tokyo. We have also gradually reorganized the Group while consolidating and strengthening corporate resources.

During these uncertain times, which have in part been fueled by the worldwide COVID-19 pandemic, the social mission that the TBS Group must fulfill is taking on increased importance. With a focus on providing quality entertainment and bringing lives together through "information lifelines," we aim to bring the world wonderful "moments" for a new age while being a growing corporate group tirelessly engaged in self-improvement.

As a means to inform our shareholders, investors, and all other stakeholders about this decision and the journey of self-improvement, this year the TBS Group released an integrated report for the first time. We hope this report will give readers a general perspective on the TBS Group and shed light on our past, present, and future efforts to achieve continuous growth.



Takashi Sasaki
President & Representative Director
TBS HOLDINGS, INC.
TOKYO BROADCASTING SYSTEM TELEVISION, INC.

Editorial Policy

<Scope>

This report covers the activities of TBS HOLDINGS, INC. and TBS Group companies (20 consolidated subsidiaries, listed elsewhere).

<Reporting period>

While this report generally focuses on April 2020 to March 2021, the current financial reporting period, it also includes content from before and after this period that is needed to provide news and important information.

<Content>

This report contains information important for short, medium, and long-term value creation at TBS HOLDINGS, INC. and TBS Group companies, as well as for its impact on stakeholders.

<Guidelines referenced>

Detailing businesses and activities aimed at TBS Group value creation, this report was prepared based on such documents as "Integrated Reporting (IR)" by the International Integrated Reporting Council, an international framework for integrated reporting, as well as the Ministry of Economy, Trade and Industry's "Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation."

Content concerning sustainability was prepared based on documents such as the Ministry of the Environment's "Environmental Reporting Guidelines 2018" and the Global Reporting Initiative's "GRI Sustainability Reporting Standards."



<On the Cover>

The cover of this report features our Brand Promise superimposed on the letter "T" in TBS.

The "66.6° (from the TBS's television channel)" and "23.4° (the angle of Earth's axial)" at the foot of "T" are used in the new TBS logo design (details on Page 4).



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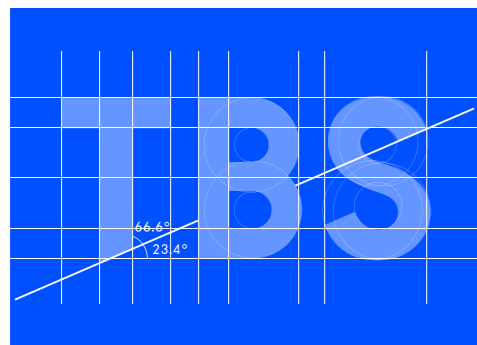
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TBS over the last 12 months

From 2020 to 2021, we battled COVID-19 while at the same time making visionary reforms.

This has been a year of advancing efforts to become the “ideal TBS” — a year of profoundly re-acknowledging our social mission of providing quality entertainment and serving as a trusted information lifeline for protecting lives.



▶ April 2020 Innovating the design of the TBS brand logo

The TBS Group’s new logo, the use of which began in all TBS business activities in April 2020, expresses the Group’s aspirations, which look ahead to the future and are informed by 70 years of history.

The letters are in “TBS Blue” in a simple typescript consisting of straight lines and rounded edges, with the T and S slants that go up and to the right.

The 66.6° slants symbolize our terrestrial broadcasting channel number 6 and create 23.4° angles, which represent the Earth’s axial tilt, which represents and signifies the TBS Group’s commitment to providing content to the world.

COVID-19 measures



Front entrance



Sanitizer in the sub control room



The sub control room is also partitioned with acrylic panels

2020

▶ February

- Instituted emergency teleworking to deal with COVID-19
- Made sanitizer available in the office
- Distributed masks to employees/staff

▶ March

- The WHO declared a COVID-19 pandemic

▶ April

- Set goal to achieve female manager ratio of 20%+ by the end of FY2024

▶ May

- Emergency Teleworking Questionnaire results Over 90% of personnel had been teleworking since February

▶ June

- Changed Board of Directors structure (increased Outside Director count to 1/3 of total Board membership)
- Appointed a director in charge of ESG
- Instituted the Group Executive Officer System and Group Executive Committee

▶ October

- Change the company name from Tokyo Broadcasting System Holdings, Inc. to TBS HOLDINGS, INC.
- Appointed a special executive officer to be in charge of the Lifestyle Business
- Conducted TBS RADIO, Inc. “Challenge Zero CO₂ Reduction Campaign”

▶ July

- Established the SDGs Planning and Strategy Department

As soon as the COVID-19 outbreak happened, TBS needed to take business continuity plan (BCP) measures in order to continue providing accurate information as a news organization. “Emergency teleworking” was implemented one month prior to the declaration of a pandemic by the WHO (February 2020), and masks were continually distributed to all TBS personnel. Previous efforts to foster a teleworking environment as part of “T-Work,” a working style characteristic of TBS, along with stockpiling of masks in preparation for a pandemic since before the COVID-19 outbreak, made a significant difference. We also implemented governance reforms that included setting a goal to increase the ratio of female managers in April 2020 and changing the Board of Directors structure in June. Furthermore, in July we established

the SDGs Planning and Strategy Department and conducted the SDGs Campaign throughout the Group. To ensure that we can provide quality entertainment to a society feeling besieged by COVID-19, we have deployed our own PCR testing machine as a means to prevent performers from becoming infected. In April 2021, operations commenced at TBS ACT, INC.*, the result of Group restructuring, and we announced the TBS Group VISION 2030 and TBS Group Medium-Term Management Plan 2023 in May. While this a year where we supported a society battling COVID-19, it was also a year of instituting self-reform with a view to the future.

*TBS ACT, INC.: Japan’s largest general production company, comprising 12 companies in the TBS Group. Its three units—technology, art, and computer graphics—center on TV programs broadcast by TBS.

2021

▶ February

- Deployed a PCR testing machine in our offices

▶ January

- Changed the composition of the Nomination and Compensation Advisory Committee



▶ November

- Conducted an SDGs Campaign “Week to Make the Earth Smile”
- Conducted an exclusive interview with Secretary-General of the United Nations António Guterres
- AI-powered voice transcription editor Mojiko received the IT Award from the Japan Institute of Information Technology

▶ May

- Announced TBS Group VISION 2030 and TBS Group Medium-Term Management Plan 2023
- Announced the goal of using 100% renewable for the Midoriyama Studio’s electricity needs in FY2021



▶ April

- TBS ACT, INC., a company formed through the integration of 12 technology and art-related companies, began operations
- Conducted the second SDGs Campaign “Week to Make the Earth Smile”

April 2021 — Japan’s largest group of experts has arrived!



Message from the President



Transformation from a media group to a content group

“From each moment, a better tomorrow.”

Takashi Sasaki

President & Representative Director
TBS HOLDINGS, INC.
TOKYO BROADCASTING SYSTEM TELEVISION, INC.

TBS Group’s social mission and purpose— We delight in making people smile with “relaxing moments”

As we publish our Integrated Report, I have been thinking about the purpose of the TBS Group once more.

We want to be a company that delights in making many people smile. That’s our purpose as a member of the service industry.

For example, people suffering from disasters feel at ease and smile a little when they watch our broadcasts. People who come home tired from work smile refreshed after feeling emotional over a moving drama. Children watch TBS programs and dream of becoming the athletes they see in the future. We believe our purpose is to make as many people as possible smile with “relaxing moments” anytime.

In other words, we recognize that our work is not based on “give and take,” but rather that giving, or serving, comes first. Even in the event of a major disaster, we act based on a strong conviction to never stop broadcasting and we continue to do this for the benefit of the public. This is what we constantly train to do.

We can also have an extensive influence through the airwaves. It’s good if it is only useful for people, but there is also a danger that it may have unexpected negative effects. For the past 70 years, we have done such the airwaves carefully and correctly. Through this experience, we have inherited a spirit of “service” that makes us want to help people as part of our DNA. By protecting people from disasters and preserving peace, we protect the property and lives of the public. We believe this is the social mission of the TBS Group.

Amid the flood of information from various media, we will continue to provide accurate and fair information and provide high-quality content. We believe our “credibility” is the greatest value we offer.

Reforming the mindset of the TBS Group— Transformation from a media group to a content group

We have always valued an approach of “be the best rather than the biggest broadcaster.” In the era when television stations were the most influential media, this phrase reminded us to stay humble and not to be arrogant. However, now that television broadcasting is being overtaken by the internet in terms of advertising expenditure, we felt the need to rebuild TBS into something new that is not an extension of the past.

Therefore, in April 2020, we formulated a new corporate philosophy and brand promise, and revamped the TBS logo. In October 2020, we changed our corporate name from Tokyo Broadcasting System Holdings, Inc. to TBS HOLDINGS, INC. Removing the localized focus on Tokyo and the limitation to broadcasting in our corporate name sends a strong message that we will go beyond Tokyo and broadcasting, making clear our commitment to not settling for a future that is broadcasting only.

“From each moment, a better tomorrow,” which is our brand promise, is our intention to define “content” as anything that moves people’s hearts, and to become a starting point for influencing society. The management team formulated the new corporate philosophy after a year of discussion. Based on this philosophy, a project conducted by young employees developed the brand promise. “From each moment, a better tomorrow,” the phrase they came up with, shows that we are a group of people who think producing things is fun, and it conveys our passion for creating.

Unlike overseas media, Japanese television media is characterized by the fact that it both broadcasts and creates content at the same time. However, from now on, we will focus more on content creation, aiming to achieve world-class standards. Moreover, our desire to “create relaxing moments” goes beyond content: we will also deliver outstanding moments that people can enjoy through means that include events and education. TBS has always created high quality content, but by aiming even higher and transforming ourselves from a media group to a content group, we will reach a global scale of business and establish a presence in overseas markets as well.

Looking back on the previous Medium-Term Management Plan

Laying the foundations for transformation through investment and group reorganization

Previously, in “TBS Group Medium-Term Management Plan 2020,” we set ourselves the goal of “Diversification and challenge to total media through investment and group reorganization,” and invested around ¥50 billion in medium- to long-term growth, including video streaming, the digital area, intellectual training for children, and the next-generation redevelopment of Akasaka.

In terms of Group reorganization, we consolidated over 80 subsidiaries into mainly six core companies. Broadcasting-related subsidiaries have been combined into three companies: TOKYO BROADCASTING SYSTEM TELEVISION, INC., TBS RADIO, Inc., and BS-TBS, INC. Program production subsidiaries went into TBS SPARKLE, Inc. Program sales, digital business, and television shopping subsidiaries were put into TBS GLOWDIA, Inc. Finally, subsidiaries with technology, art, and computer graphic functions were rolled into TBS ACT, INC. Although each company is an independent corporation, we will remove as many barriers as possible to build a system build a system of mutual cooperation and friendly rivalry toward a single goal. Although various expenses were incurred as a result of the reorganization, we improved management efficiency, and I believe we have developed a system that will allow us to continue producing high quality content over the long term.

The effects of group reorganization are also being seen in recruitment. In the past, because of the small size of each company, recruiting efforts rarely succeeded. In one example, when recruiting new graduates for the merged com-

pany TBS SPARKLE, Inc., the number of applicants has been steadily increasing each year, as the idea that they can do a wide range of jobs at a core group company of TBS appears to have become more widespread and understood among students (the applicant-to-hire ratio in FY2020 was 35.1 times, and 38.5 times in FY2021 (estimate)).

We believe we have laid the foundations for creating new content by bringing into existence a huge group of creators, bringing people together, and valuing creators in this way.

The reorganization has also eliminated the complex multi-layered structures that existed before, making it possible to assign a full-time auditor to each company and a person in charge of business auditing and compliance, which has strengthened the compliance and governance of the Group as a whole.

TBS Group VISION 2030

We will maximize the value of our content through EDGE (Expand Digital, Global, and Experience)

The TBS Group Vision 2030, announced in May 2021, is a vision of where we want to be in ten years' time based on our ability to create content and go beyond broadcasting to provide the wonderful "moments" at all kinds of times and places. To achieve this ideal, we will innovate both in regard to content creation and content "expansion."

Under the EDGE* expansion strategy to "expand" our content, we aim to dramatically increase the value we provide as well as our revenue as a company with an edge in the three most important areas: digital area other than broadcasting, overseas markets, and experiences (real businesses that provide experiences such as live entertainment and lifestyles).

In the digital area, we will work to spread our content and strengthen platforms in streaming.

In the streaming business, we will focus on TVer, a commercial video streaming service, and Paravi, a subscription video-on-demand service. TVer allows viewers to watch programs they missed during the original broadcast whenever they want before the next broadcast. This is essential for the stable growth of terrestrial broadcasting as well as the growth of TVer in its own right, and we are looking to increase our profits in this area.

Paravi will specialize in dramas and variety programs, which are TBS's strengths, in contrast to the Netflix and Amazon Prime Video business model, which centers on buying and selling original dramas and movies. This makes it a platform where TBS can demonstrate its superiority as it seeks to further develop its drama content to a global level.

As a further push into overseas markets, we will set ourselves the challenge of creating drama content that specifically targets overseas viewers from the outset. In the past, the drama *Jin* was a worldwide hit. The reason for its popularity among overseas viewers was because the series

raised issues with today's medical system, which resonated with them, through the lens of the dawn of medical care in the past, rather than because it was a historical drama. As in this case, we believe that TBS has the strength of content to find markets overseas. However, there are many competitors in the overseas market, including the U.S. and Asian countries such as South Korea, and China, and targeting overseas viewers means that we need to consider securing creators, alliances with overseas companies, and M&As. This also comes with risks, but we believe that if TBS's content is well received overseas, our revenue will see dramatic growth.

Expanding "experiences" means not only in broadcasting, but also reaching every wonderful "moment" of consumers. Our two live entertainment venues TBS Akasaka ACT Theater and IHI Stage Around Tokyo will serve as platforms for doing this. By leveraging our ability to produce theater in addition to media, we will further increase the value we offer as a B2C business.

With the Akasaka Entertainment City Plan, Akasaka will be transformed into a city of live entertainment. This will include TBS Akasaka ACT Theater serving as a dedicated theater for the stage production of *Harry Potter and the Cursed Child* in 2022 as well as the completion of another theater in 2028 to create a building that will house leased offices, commercial facilities, and a hotel. By providing a wide variety of content for visitors to Akasaka through plays, events, and broadcasts, we aim to remake Akasaka into a city that reaches out and connects with people's joy and happiness to deliver wonderful "moments."

Additionally, we will also utilize the strength of our content in intellectual training and educational fields, to develop the potential of children who will lead the world in the future. It is the field of emotional education rather than studying for exams where we can take advantage of our production techniques. By capitalizing on the power of digital technology and incorporating entertainment, we will continue to support the realization of a future full of hope for children.

* EDGE is a synonym for Expand Digital Global Experience

TBS Group Medium-Term Management Plan 2023

We will sow the seeds for the realization of TBS Group VISION 2030

We have positioned the three-year period of the TBS Medium-Term Management Plan 2023 as a period for focusing on recovery from the COVID-19 pandemic and sowing seeds for growth toward the realization of TBS Group VISION 2030.

Given the continued slump in spot commercial sales, which were previously the mainstay of revenue, and the current reluctance of consumers to spend money due to the COVID-19 pandemic, there is a need to eliminate waste as soon as possible without being constrained by conventional notions. At the same time, we have to invest in priority areas in order to accelerate our innovating of broadcasting



and our growth strategies. For example, in order to promote overseas business, we will make the necessary investments in collaboration with overseas companies and in creating content for overseas markets to fuel growth once the COVID-19 pandemic has ended.

Our "sowing seeds" will commence with the stage production of *Harry Potter and the Cursed Child*. Conventionally, the duration of a production at a venue is around three months. However, *Harry Potter and the Cursed Child* will be the first TBS long-run production with no fixed end. This marks a fundamental change in the way theaters run, as they usually only operate for about six months of the year, considering the period of preparation for the next show once one show has ended. Therefore, we are trying to make a long-term plan, which includes the publicity that usually goes along with a performance immediately before it. The city of Akasaka will also be changing, with the construction of a large stairway leading from Akasaka Station to the theater. Through these capital expenditures, we will increase the number of fans and repeat customers over a long period of time, including young children who will look forward to going to see *Harry Potter and the Cursed Child* once they are in third grade, leading to the success of the show.

We aim to achieve operating profit of ¥18.5 billion in the final year of the plan (FY2023). Achieving profit targets while sowing seeds for growth is quite challenging. However, this target is based on our efforts to initiate momentum in the video streaming business, overseas expansion, intellectual training and education, and other seed sowing activities. Therefore, its significance should look different from FY2018, when we earned significant profit through spot commercial sales.

Sources of competitiveness

We will revitalize our organization by capitalizing on distinctive individuality to deliver excellent content to the world

One of TBS's greatest strengths is its ability to produce dramas comparable in quality to movies. This is a result of gath-

ering excellent creators together, but TBS's corporate culture, which respects the distinctive individuality of its employees, also contributes.

In the production of dramas, after the planning is done in the Programming Department, marketing and research is conducted, and the title is worked out in meetings. I feel that dramas produced through a majority consensus have a strong tendency to receive average ratings rather than becoming blockbusters. I believe the reason why blockbuster dramas such as *NAOKI HANZAWA* and *The Full-Time Wife Escapist* are produced is because we have a culture that respects individuality and accepts outstanding ideas.

NAOKI HANZAWA is a drama that was broadcast when I was head of the TV Programming Division. When I was first approached with the project, I was initially against it because I thought it would be difficult to get high viewer ratings for a drama with a business theme rather than a love story. However, I gave the go-ahead based on the talent and enthusiasm of the very capable director in charge of the drama, and as a result, it became a huge hit with viewer ratings approaching the 20% mark from the very first episode (the household ratings were 19.4% for the first episode and 42.2% for the final episode).

What I realized at the time was that improving organizational skills is not the same as killing individuality, the same as in rugby which I played in my student days. The important thing is not for everyone to think the same and act in accordance with group discipline, but for each individual to position his or her own role in the organization, to fulfill his or her own role, and then to have a distinctive individuality. I believe that maximizing the performance of each individual will revitalize and strengthen the entire organization. In other words, it is the organization which can effectively bring out the full potential of distinctive individuality that will win.



Concept of sustainability at TBS

We will continue to grow continuously through “challenge and fairness” and “inheritance and creation”

As a company, we aspire to achieve high profitability and remain focused on winning. However, we must not win by doing something unfair. This is because we can always start again if we lose, but if our credibility is damaged, we will not be able to do business anymore. For this reason, we always convey a message that tells our employees to challenge themselves but act fairly as a key value.

Recently, we also began to address the SDGs concept. This is partly in response to the demands of society, but also in order to change our own mindset. Up until now, we have been engaged in “consumption-oriented” business, where we cut down trees to make money, but have not gone so far as to plant trees. Therefore, by continuing to address the SDGs, we are trying to build human relationships and organizations by thinking about how important sustainability is in its own right and about sustainability as both a company and a society. First, in order to make the SDGs accessible to more people, we included all TBS Group members in the “Week to Make the Earth Smile” campaign starting in 2020, and invited companies that agree with our objectives to participate as “partners” in promoting the SDGs together. So far, we have held the campaign twice, and it has already been effective in raising the awareness of viewers about the SDGs and serving a role as a “starting point for influencing society.”

“Inheritance and creation” is also an important concept for the sustainability of the TBS Group. In the past, it was often the case that even when we had people who produced excellent programs, their experience and skills would not be passed on to the next generation. We believe this is not the way to go. We will continue to change our mindset, by giving ourselves a 7 out of 10 when being recognized as a fully qualified editor or journalist, for example, and give ourselves the remaining 3 points when we pass on our experience and know-how to junior colleagues. If senior colleagues pass on

all they have learned to their junior colleagues who can inherit, create and further absorb it without measuring the personal gains, I believe we can become a strong company.

Furthermore, in order to enhance the corporate value of the entire TBS Group, we will continue to instill a sense of group unity. This year, the six core companies held a joint induction ceremony for the first time in our 70-year history. This is an indication of the TBS Group’s commitment to working together as one to create content. We will work harder than ever to improve management efficiency and strengthen group governance.

To our stakeholders

We will continue to grow by creating, delivering, and sharing every wonderful “moment” in partnership with all of our stakeholders

The TBS Group will continue to take on new challenges in order to remain a strong company even in this era known as the new normal. As a content group founded on responsible broadcasting, we will provide wonderful “moments” in partnership with all of our stakeholders to contribute to the realization of a happy, sustainable, and prosperous society where diverse values are respected. As the TBS Group continues to evolve, expect great things from us.

Takashi Sasaki

President & Representative Director
TBS HOLDINGS, INC.
TOKYO BROADCASTING SYSTEM TELEVISION, INC.

Pick Up

A Starting Point for Influencing Society



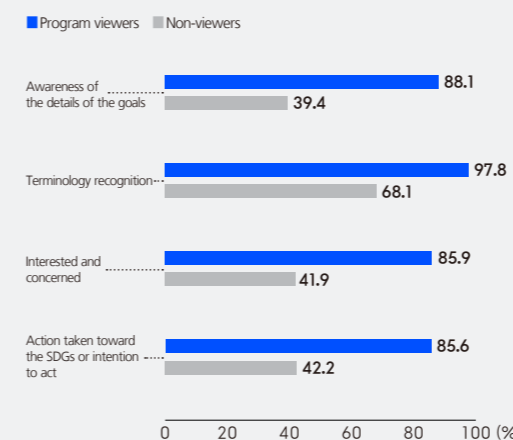
Sustainable Development Goals (SDGs) Campaign “Week to Make the Earth Smile”

As one of the efforts connected with its brand promise, “becoming a starting point for influencing society,” the TBS Group launched a globally unprecedented major SDGs campaign, “Week to Make the Earth Smile” in November 2020. During the campaign, TOKYO BROADCASTING SYSTEM TELEVISION, INC., TBS RADIO, Inc., and BS-TBS, INC. together broadcast more than 40 programs that dealt with various issues and Japanese and international efforts to achieve the SDGs. The campaign was recognized as a groundbreaking achievement, and received high marks its programming, including an unprecedented individual interview with United Nations Secretary-General António Guterres.

The second stage of the Campaign took place over ten days, including the Golden Week holidays, from April 26 to May 5, 2021. Its theme was “Get Involved with the SDGs,” and it urged viewers to begin efforts that they could carry out on their own. The Campaign was wide-ranging, and one of the associated projects was an online event that gave children an enjoyable introduction to the SDGs. TBS plans to continue the Campaign until 2030, the year that the United Nations has designated for achieving the SDGs.

Video Research Limited surveyed members of the viewer for “Week to Make the Earth Smile” and found that people who had viewed or listened to the programs had a much greater awareness, understanding, interest, and concern than non-viewers. Furthermore, people who had seen or heard both stages of the Campaign in succession were more likely than others to be aware of the need for specific actions. These results clearly showed the effectiveness of continuing the Campaign, and it has indeed become “a starting point for influencing society.”

The SDGs: Awareness, Interest, Actions Taken, and Intentions



Understanding of the SDGs

