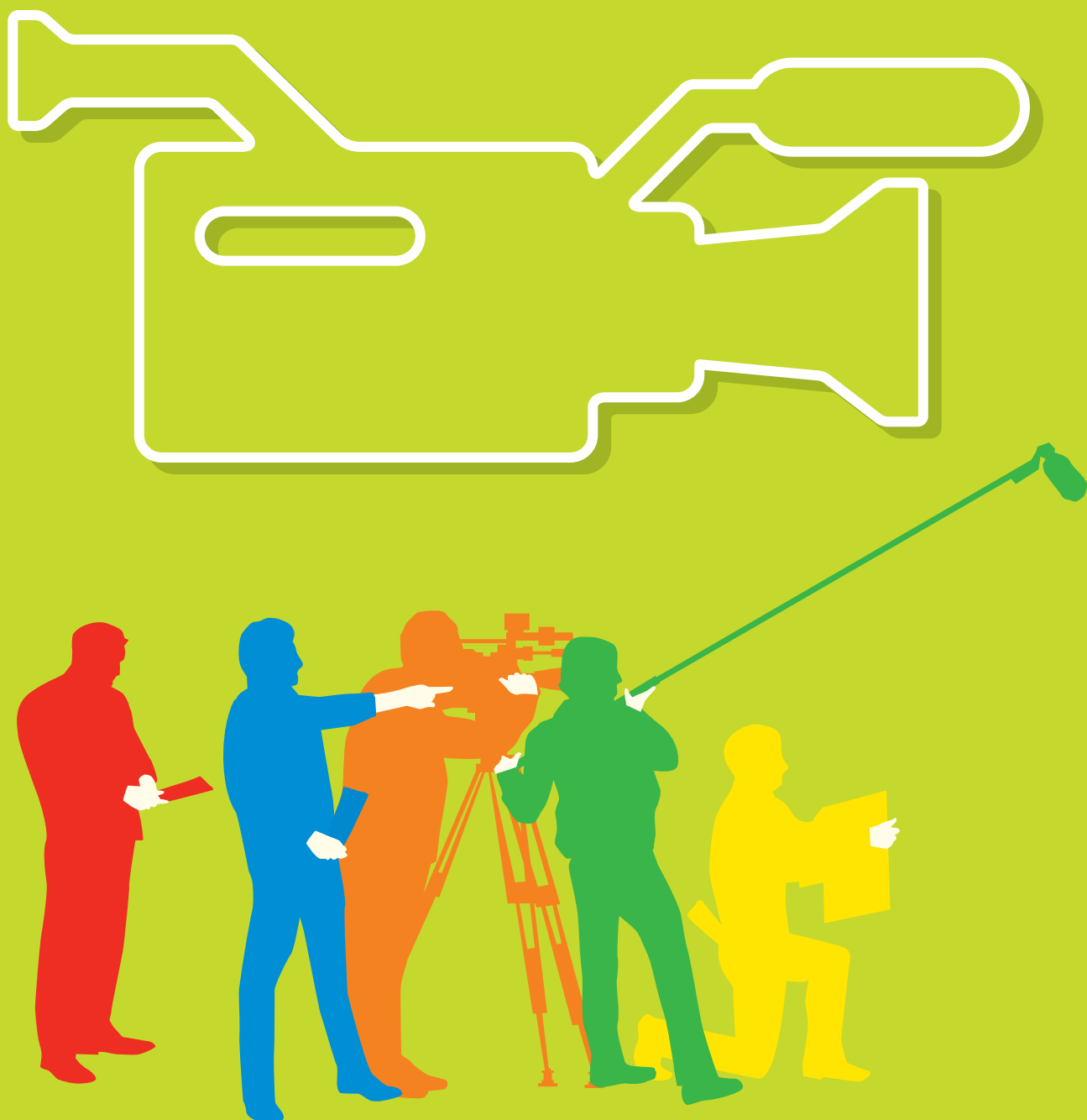


TOKYO BROADCASTING SYSTEM HOLDINGS, INC.



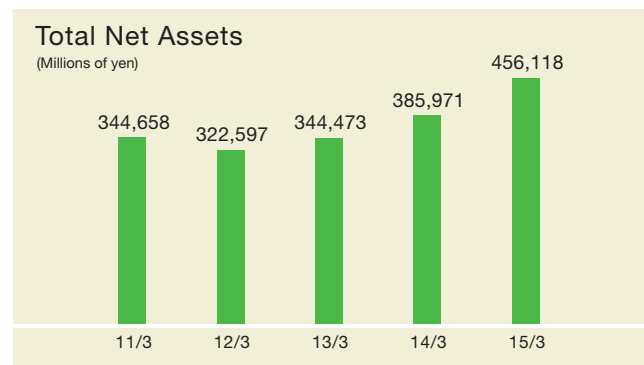
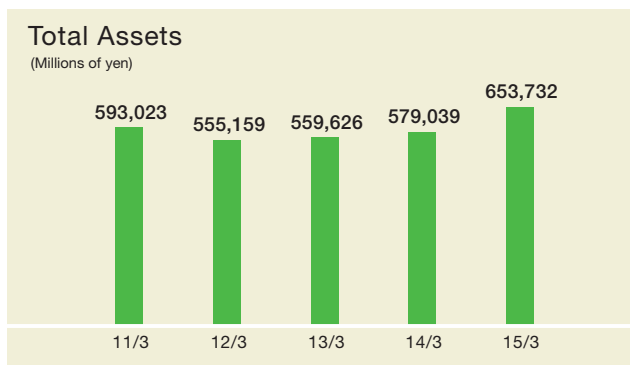
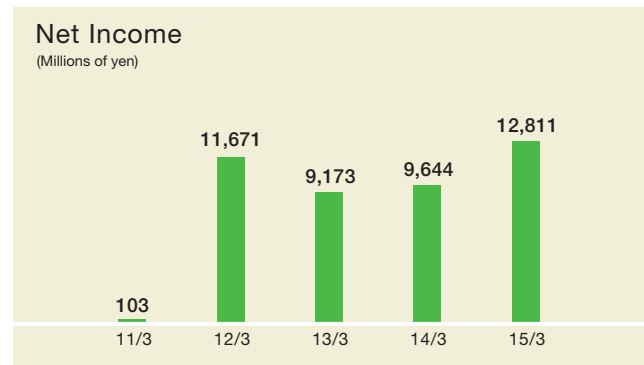
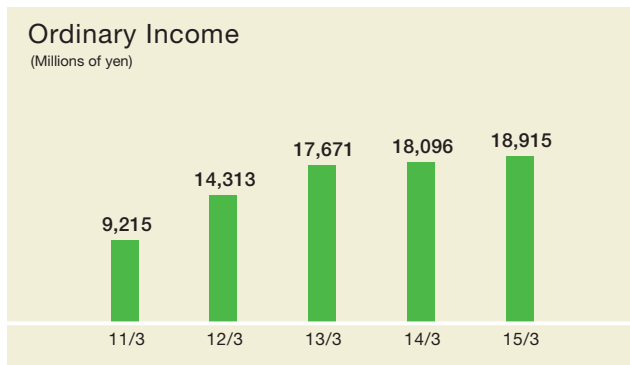
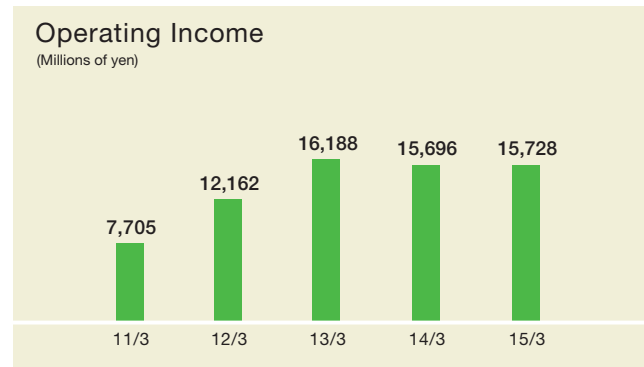
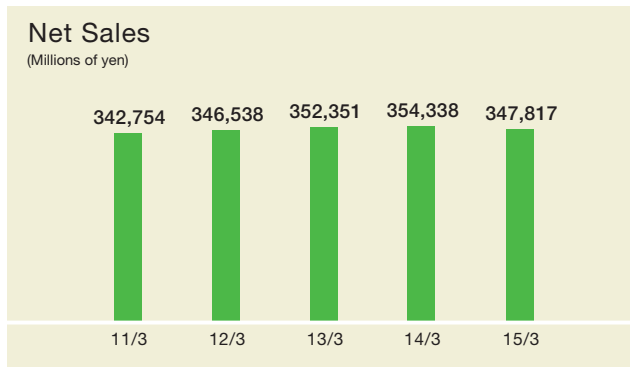
INVESTOR INFORMATION

2015





Consolidated Financial Highlights



Contents

- 2 To Our Stakeholders
- 3 At a Glance
- 4 Organization
- 5 Corporate Data
- 6 Business Report
- 10 Consolidated Financial Statements
- 14 Major Indices
- 16 Segment Information
- 18 TBS Television
- 21 Financial Data of Major Group Companies
- 23 TBS Networks

Financial Figures

The financial figures used in this report are those used in the Japanese "Tanshin," which has been created in accordance with the provisions set forth in the Japanese Financial Instruments and Exchange Act. Thus, all figures have been rounded down to the nearest million yen.

Forward-Looking Statements

This report contains forward-looking statements based on management's assumptions and beliefs in light of the information currently available. These statements are subject to risks and uncertainties that could cause actual results to differ materially from those discussed in this report. Such risks include, but are not limited to, market trends, economic conditions and changes in industry regulations.



To Our Stakeholders



The following is a brief summary of business operations during the fiscal year ended March 31, 2015.

The environment surrounding the broadcasting industry is changing at a dizzying pace. Momentum toward next-generation broadcasting, including the spread of smart

TVs and compatibility with broadcasting in 4K, will likely accelerate as time passes toward the 2020 Tokyo Olympic and Paralympic Games.

Given the widespread use of diverse devices, the five commercial TV broadcasting companies in Tokyo have decided to start free-of-charge, sponsored Internet broadcasting from autumn 2015 with the main objectives of countering the younger generation's growing indifference to TV and as a countermeasure to illegal movie streaming.

In response to these changes in the environment, we established a new Comprehensive Strategy Division at the end of 2014. From now on, we will operate all media that are available to the Group, including terrestrial television, radio, BS, CS, and the Internet, in a more integrated and efficient manner.

To be a leader among broadcasters in this time of change, it is critical for the Group to produce powerful, high-quality content. Accordingly, we will enhance our program production capabilities by embracing the challenge of creating something new while continuing to hone our existing strengths.

The *TV Mirai Isan* (TV Future Heritage) series of high-profile television specials, the theme of which is "important messages to be relayed to future generations," is an example of such initiatives. We are determined to continue providing this kind of high-quality programming.

We worked to strengthen our corporate structure, seeing news and information programs as the foundation and cornerstone of a broadcasting company. In addition, we put more effort into entertainment programs. This resulted in stable, high audience ratings for the variety programs *Matsuko no Shiranai Sekai* and *Ningen Kansatsu Variety Monitoring*.

Moreover, last September we gave more than 80 hours of airtime to the *17th Asian Games Incheon 2014*, and this March we broadcast *Monodukuri: Japan's Miracles* over five consecutive nights as a special program commemorating the 60th anniversary of Tokyo Broadcasting System Television, Inc. (TBS TV). These programs were well received. Going forward, we will continue to produce these kinds of quality programs while streamlining the program production process, in an effort to win greater support from viewers and advertisers alike.

Meanwhile, our Multi-Visual Ventures and Cultural Events Business has been securing a base for non-broadcasting income, including existing channels such as movies, special events, and shopping, as well as events at the Akasaka Sacas multipurpose entertainment venue. We will aggressively pursue overseas expansion, leveraging contents that have already won an established reputation outside Japan, such as *SASUKE*. Responding quickly to the changing times and users' needs, we will expand our revenue sources in multiple directions, in pursuit of probability for the Group as a whole.

BS-TBS, INC., became a wholly owned subsidiary effective April 1, 2015. The company's net sales continue to rise, and we will work to maximize synergies with each Group company, so that BS-TBS will contribute to enhancing the Group's revenue base on the back of its steady growth.

TBS Radio & Communications, Inc., has maintained the top audience rating in the Tokyo metropolitan area during 82 consecutive terms (13 years and eight months) since August 2001. The number of listeners in their teens and 20s has increased, and it seems that listening to *radiko* programs through PCs and smartphones is here to stay. Nevertheless, the environment surrounding the radio business remains difficult and it is not possible to take an upbeat view. Accordingly, we will control costs strictly while pursuing new revenue sources linked to broadcasting.

Aiming to be the broadcaster with the strongest sense of responsibility for the future of Japan, the Group is committed to tackling the priority issues of strengthening its broadcasting business, enhancing its comprehensive media strategy, improving earning capacity across the Group, and increasing multifaceted earning power through development of new businesses with strategic investment.

This year marks the 70th anniversary of the end of World War II, as well as the 60th year since TBS TV started broadcasting. We see it as a major turning point. This year, we will be more accountable than ever for what and how we report as a news organization. Since its establishment, TBS has given the world a number of wonderful programs based on its high aspirations and preeminent creativity. We are committed to continuing such achievement and to fulfilling our mission as a broadcaster. Wishing for the happiness of all in the years ahead, we will continue to push forward, upholding the concept of "Building a bridge from TBS to the future."

The Group will continue to work all-out to fulfill its mandate from shareholders.

We look forward to your ongoing support.

June 2015

Toshichika Ishihara, President

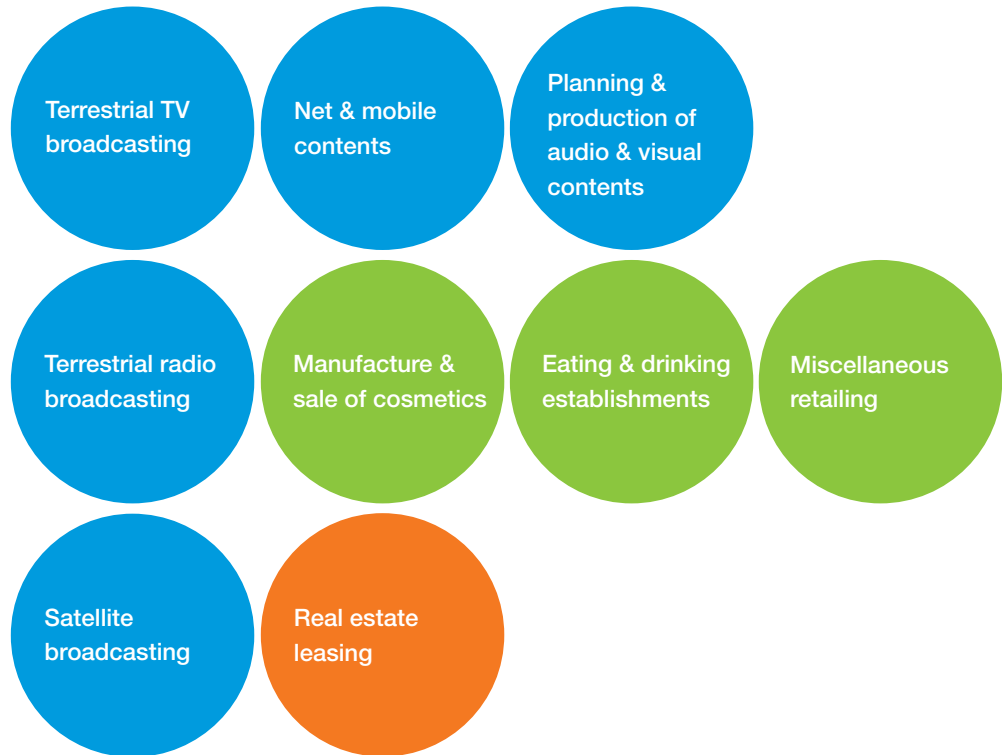


At a Glance

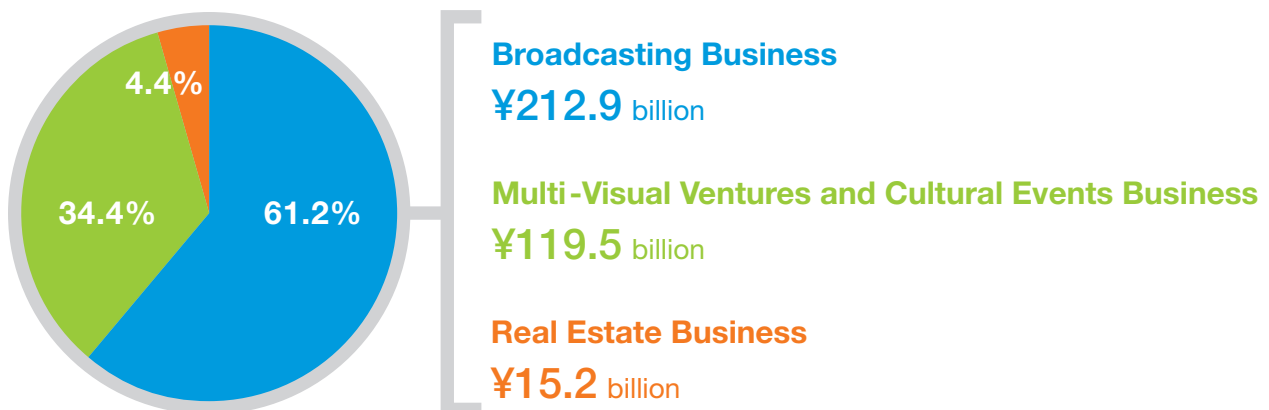


Our Business

The Group covers a wide range of businesses essentially including broadcasting. We aim to become the best media group that provides the most powerful contents and software in the areas of information, entertainment, lifestyle and culture.



Business Activities (Year ended March 31, 2015)





Organization

As of January 1, 2015



Tokyo Broadcasting System Holdings, Inc.

Broadcasting Business

Tokyo Broadcasting System Television, Inc.

TBS Radio & Communications, Inc.

TBS-VISION, Inc.

FF TOHO INC.

TBS-TEX Inc.

DREAMAX TELEVISION, INC.

AKASAKA GRAPHICS ART, INC.

Art Communication System, Inc.

TBS ProNex Inc.

Japan Artvideo Service Collaborative, Inc.

Vucast, Inc.

TBS MEDIA RESEARCH INSTITUTE INCORPORATED

TBS International, Inc.

BS-TBS, INC.

Multi-Visual Ventures and Cultural Events Business

NICHION, Inc.

TBS Service, Inc.

OXYBOT, Inc.

TC Entertainment Incorporated

Grand Marche, Inc.

TBS TriMedia, Inc.

StylingLife Holdings Inc. 3 Others

Equity-method affiliates

Tomo-Digi Corporation

Totsu Inc.

TLC Co., Ltd.

Real Estate Business

Midoriyama Studio City, Inc.

TBS Kikaku Co., Ltd.

Akasaka Heat Supply Co., Ltd.

TBS Sunwork, Inc.



Corporate Data

As of April 1, 2015



Date of Establishment	May 10, 1951 (Registered on May 17)	
Head Office	5-3-6 Akasaka, Minato-ku, Tokyo 107-8006, Japan URL: http://www.tbsholdings.co.jp/ Stock code: 9401, TSE First Section	
Paid-in Capital	¥54,986,892,896	
Number of Employees	Tokyo Broadcasting System Holdings, Inc.	315
	Tokyo Broadcasting System Television, Inc.	995
	TBS Radio & Communications, Inc.	59



1	2	3	4
		5	6

1. Akasaka Biz Tower
2. TBS Holdings Head Office
3. Scene of sub-control room at TBS Television
4. On set at TBS Television studio
- 5-6. Akasaka Sacas

Major Shareholders

(as of March 31, 2015)

Name of shareholder	Number of shares held (shares)	Percentage held (%)
The Master Trust Bank of Japan, Ltd. (Pension Account-Pension Trust Account held for DENTSU INC.)	9,310,500	5.73
The Master Trust Bank of Japan, Ltd. (Trust Account)	8,957,100	5.51
MITSUI & CO., LTD.	7,691,000	4.73
Mainichi Broadcasting System, Inc.	6,576,100	4.04
Sumitomo Mitsui Banking Corporation	5,745,267	3.53
Mitsui Fudosan Co., Ltd.	5,713,728	3.51
NTT DOCOMO, INC.	5,713,000	3.51
Nippon Life Insurance Company	5,006,235	3.08
BIC CAMERA INC.	4,190,000	2.58
Kodansha Ltd.	3,771,200	2.32



Business Report

From April 1, 2014 to March 31, 2015



The Current Position of Tokyo Broadcasting System Holdings, Inc. and Its Subsidiaries

① Business Activities and Results

During the fiscal year under review, the Japanese economy continued on a path to modest recovery as the economic policy of the Japanese government, together with the easy monetary policy adopted by the Bank of Japan, resulted in higher stock prices and a weakening yen. Although the recovery in personal consumption slowed partially and business sentiment was somewhat weak, the overall economic recovery continued firmly based on steady improvements in employment and income.

In the broadcasting industry, the spot advertising market as a whole showed steady growth and TV advertising expenditures maintained their growth as the economy continued to recover and corporate earnings turned up.

In this operating environment, while the TBS Group (hereinafter referred to as “the Group”) made efforts to further strengthen its core terrestrial television programs, it conducted sales activities to respond to the needs of sponsors.

As a result of these developments, consolidated net sales of the Group in the fiscal year ended March 31, 2015 decreased by 1.8% from the previous fiscal year to ¥347,817 million, while ordinary income increased by 4.5% to ¥18,915 million. Net income increased by 32.8% from the previous fiscal year to ¥12,811 million.

Broadcasting

Consolidated net sales from the Broadcasting Business increased by 0.1% from the previous fiscal year to ¥212,985 million, while operating income increased by 8.1% to ¥4,171 million.

Television

Terrestrial television time sales fell short of the results of the previous fiscal year in which we broadcasted major specials, such as the *IAAF World Championships Moscow 2013*, the *Sochi 2014 Winter Olympics*, and the TV drama *LEADERS*, broadcasted on two consecutive nights. Regular programming sales were flat at the levels of the previous fiscal year, and special programming sales of the *FIFA World Cup Brazil*, the *17th Asian Games Incheon 2014*, and *Monodukuri: Japan's Miracles* contributed to sales.

Spot sales underperformed the results of the previous fiscal year due partly to struggles with audience ratings, despite a larger volume of advertisements than in the previous fiscal year, mainly in the sector of information and communications.

The average audience ratings for terrestrial television for the fiscal year under review stood at 5.9% across all time slots, with 9.5% in the golden time slot and 9.3% in the prime time slot. The average audience ratings across all time slots fell short of the results of the previous fiscal year due to the program revision in April of *Asa Zuba!* and *Hanamaru Market*, which were popular programs in the morning slot for many years. However, the audience ratings of *Asa Chan!* improved from the third quarter, which contributed to a recovery in the average audience ratings across all time slots.

In the variety show category, *Bakuhou! THE Friday*, *Pittanko Kankan*, and *Masahiro Nakai's SMAP Friday* continued to deliver high ratings. In addition, Tuesday programs *REDISCOVER JAPAN* and *Matsuko no Shiranai Sekai*, Thursday program *Ningen Kansatsu Variety Monitoring*, and Saturday program *Job Tune* started based on our TV programming policy of “Developing TV programs that all family members can enjoy together.” They achieved good ratings, which indicates that our TV programs are well received across weekdays and weekends. The long-running *Sekai Fushigi Hakken* (Discovery of the World's Mysteries) also achieved a better average audience rating than in the previous fiscal year. As for special programs, the annual program *SASUKE* has been well received by young people and other generations as well as overseas audiences, which indicates a positive outlook for the program. We broadcasted a new summer program, *6-nin no Murabito! Zenin Shugo*, which was a three-hour location variety program filming the two-day and one-night trip of six entertainers whose names include “Mura.” It was enjoyed by large audiences.

In the drama category, Friday programs *The Thorns of Alice*, *Testimony of N*, and *Ouroboros*, *Nichiyo Gekijo Roosevelt Game*, *Fathers*, *Second Chance Chauffeur* and others were well received by many audiences. In addition, *MOZU Season 1: Night Cry of the Mozu*, a drama jointly developed with WOWOW, delivered a new wave of serial dramas with its unprecedented concept and scale. We also offered a redistribution service for missed TV programs as a diversified viewing option to respond to the emerging needs of viewers.

In the sports category, we broadcasted the *FIFA World Cup Brazil* in June and July 2014. Although unfortunately the Japan national team lost in the final group stage matches, the world's largest live sporting event program continued to attract many viewers thereafter. The semifinal match between the Netherlands



Business Report

From April 1, 2014 to March 31, 2015



and Argentina achieved an audience rating of 15.0%, the highest among commercial TV stations other than the matches of Japan. The *17th Asian Games Incheon 2014*, which we broadcasted for a lengthy total of about 80 hours, in September and October, fully delivered to the audience the performance of athletes who were competing for the Olympic Games to be held in Rio de Janeiro and Tokyo. The program achieved an average audience rating of 10.2% in the golden time slot and 9.9% in the prime time slot.

In the news category, *N Studio* and *NEWS23*, among others, reported high-quality news on a daily basis. The year 2015 marked the 70th year since the end of World War II, and we broadcasted two programs with the message that such a terrible war should never be repeated: *Day of News*, which became a regular long-hour year-end program, and *SUNDAY MORNING*, at the beginning of 2015. In the category of information programs, *HIRUOBI!* achieved the highest average audience ratings for four consecutive years in the relevant time slot. The Saturday program *New Information 7 Days Newscaster* broadcasting one-week information was also popular among viewers.

We started the long-hour special series *TV Mirai Isan* (TV Future Heritage) in 2013 to pursue the theme of "important messages to be relayed to future generations." The series dealt with a range of topics on a grand scale in a variety of fields such as news reports, sports and science. We delivered a program in April on life after the consumption tax hike with Akira Ikegami; a program in May on the future of Japan as a "volcanic country" based on lessons from the disastrous eruption of Mount Vesuvius in Ancient Rome; a program in June questioning the value of life in Japan's aging society; a special drama in August commemorating the end of World War II with a focus on wartime Manchuria; a program in October disseminating Japan's technologies to the world; a drama program in January looking back at the past 20 years since the 1995 Great Hanshin Earthquake; and a program in February recalling the aftermath of the Great East Japan Earthquake. In addition to the above various topics, we continued broadcasting the major program *3.8 Billion Years of Life* to shed light on the mystery of human bodies. In March, we broadcasted *Monodukuri: Japan's Miracles* for five consecutive days as a special program commemorating the 60th anniversary of TBS TV. This showed the history of Japan as one of the world's leading manufacturers since the end of World War II and was well received by many viewers.

As of March 31, 2015, 28 companies throughout Japan were affiliated with the Group's JNN television network, a number unchanged from the previous fiscal year.

The BS digital broadcasting market also performed well during the fiscal year under review, although we are maintaining a cautious stance due to stagnant growth in subscription rates. Since the audience rating research method will change to that of

meter measurements from fiscal 2015, this will further increase competition to win viewers in the BS digital broadcasting market. BS-TBS, INC. continued to deliver high-quality programs to viewers using strategic production and programming, and hit a record high in operating revenues for the fiscal year under review. However, operating income remained almost at the same level as that of the previous fiscal year due to increases in program development costs and general and administrative expenses as a result of enhanced programming efforts. BS-TBS, INC. became our wholly owned subsidiary in April 2015. We will further strengthen collaboration with the company as one of our group companies, and further develop our business by leveraging synergy effects with both terrestrial and BS digital broadcasting.

Note: All audience ratings are household audience ratings in the Kanto region, surveyed by Video Research Ltd.

Radio

Time sales for the fiscal year under review remained at the same level as that of the previous fiscal year due to mixed factors such as a decrease in demand caused by a backlash effect after the consumption tax hike; a boom in sponsorship for single-company time-sales slots—which had been absent in recent years—such as the sponsorship by a law firm for a large-scale regular program; the acquisition of major new sponsors of consumer product-related companies such as Kao Corporation and Kracie Holdings, Ltd.; and the implementation of promotional campaigns. These positive factors supported sales at a level higher than that of the previous fiscal year in the second quarter and thereafter.

Spot sales outperformed the results for the same period of the previous fiscal year due to positive factors such as strong growth in sales from time signal slots throughout the year; the acquisition of large orders from sponsors focused on radio advertisements; and strong growth in sales from live commercials given by radio personalities as well as long commercials. As a result, the total time and spot sales increased from the previous fiscal year for the first time in three years.

In terms of programming, we enjoyed favorable outcomes from programs such as *Jane Su's Let's So Dance!* started in April 2014, which achieved a high ranking in the audience rating surveys in the Tokyo metropolitan area. In the baseball-off-season programming, we produced a new program called *OLÉRA* that targeted men in their 40s and 50s. We also strengthened collaboration with JRN stations such as a syndication with ABC Radio in Osaka for *Dojo Yozo no Kenko Dojo* and with MBS Radio for *AKB48 Kizaki Yuria—The Cinderella of 2014*. TBS Radio maintained the top rank in the audience rating surveys for 82 consecutive periods, or 13 years and 8 months. At the event



Business Report

From April 1, 2014 to March 31, 2015



Radifes2014 hosted by TBS Radio after three years' absence, a total of 12 programs including regular and special ones enlivened the event.

In broadcast-related business, we opened the 20th TBS housing stage at AEON MALL Ota in November 2014. In sales-related business, we completed the project *Tohoku Kibo Concert*, which started in 2012 and for three years visited schools in 39 cities and villages that had been struck by the Great East Japan Earthquake and tsunami. Meanwhile, the final game of the rubber baseball tournament *Maruhan Dream Cup*, with a full entry of 953 teams from across Japan, was conducted at Tokyo Dome in November. As for entertainment events, *Kentaro Kobayashi Solo Performance: Potsunen shi no Kimyo de Heibon na Hibi*, for which tickets sold out across Japan, and the *Sogetsu Hall Series*, with 11 events including program-related ones, were well received. However, some new self-sponsored events struggled to attract audiences, which was one of the factors causing a decrease in overall sales in broadcast-related business.

As of March 31, 2015, 34 companies throughout Japan were affiliated with the TBS radio network JRN, a number unchanged from the previous fiscal year.

Multi-Visual Ventures and Cultural Events

Net sales from the Multi Visual Ventures and Cultural Events Business decreased by 5.6% from the previous fiscal year to ¥119,553 million, while operating income decreased by 20.3% to ¥4,406 million.

In the cultural events business, *Hakushaku Reijo*, performed by the Takarazuka Revue Snow Troupe at the Nissay Theatre, enjoyed popularity. Tokyu Theatre Orb saw performances of the Broadway musical *SINGIN' IN THE RAIN* and a production of the National Theatre in London, *War Horse*. These internationally acclaimed plays were well received. At Akasaka ACT Theater, *Jeanne d'Arc* starring Kasumi Arimura, a replay of *Sanada Juyushi* (Sanada Ten Braves) starring Takaya Kamikawa, and the highly publicized *Kafka on the Shore* directed by Yukio Ninagawa received positive reviews. The K-Ballet Company led by Tetsuya Kumakawa presented a number of works such as *Romeo and Juliet*, *Carmen*, *The Nutcracker*, and *Cinderella*, which enchanted fans.

In the exhibition business, the special exhibition *Medicine as a Philanthropic Art*, held at the National Museum of Nature and Science, attracted more than 130,000 visitors. We also sponsored *Ballets Russes: The Art of Costume*, displaying the costumes of dancers of the legendary ballet company at the National Art Center Tokyo, which fascinated ballet fans as well as other art admirers; *Arte a Firenze da Botticelli a Bronzino: verso una 'maniera moderna'* at the Tokyo Metropolitan Art Museum, where the works of the Italian Renaissance painter Sandro

Botticelli, including the famous *Pallas and the Centaur*, were displayed in one location and attracted many visitors; and *THE GREAT AMAZON* at the National Museum of Nature and Science under the theme of biodiversity in the Amazon River valley.

For 2014 Summer Sacas: *Delicias*, which was held at Akasaka Sacas for 44 days, we set up gourmet/cooking booths in collaboration with programs and attracted more than 1.33 million visitors, the same level as that for an event held in the summer of 2013.

In the video business, we released *LUPIN THE THIRD*, which generated box office revenues of ¥2.45 billion. *Cape Nostalgia* received two prizes at the 38th Montreal World Film Festival as well as the highest best prize count in many categories of the 38th Japan Academy Prize, and earned high recognition. In addition, we released a series of cinema films such as *CROWS: EXPLODE*, *WOOD JOB!*, *ALL-ROUND APPRAISER Q -The Eyes of Mona Lisa-*, *CLOVER*, *Her Granddaughter*, and *furiko*, which attracted public attention.

In the DVD/Blu-ray Disc business, drama titles such as *Nichiyō Gekijo* ("Sunday Theater") *Ando Roid*: and *S THE LAST POLICEMAN*, and *Mokuyo Drama Gekijo MOZU Season 1* were popular. In the animation business, in October we broadcasted *Amagi Brilliant Park* produced by Kyoto Animation. This enjoyed enduring popularity and its software sold well.

In business targeted at overseas, *SASUKE* was sold to 165 countries and regions and was broadcasted in Asia, the United States and Europe as well as former communist countries and Africa. The U.S. version of *SASUKE*, *American Ninja Warrior Season 6*, was broadcasted as a regular program by NBC of the United States and maintained top audience rating rankings for 14 consecutive weeks in the relevant time slot. In addition, format sales (sales of the TV concept) of *SASUKE* grew steadily. Localized versions of the program, which have already been produced in the United States and Asia (Malaysia and Singapore), were also produced in Sweden for the first time in Europe and in Turkey for the first time in the Middle East in the fiscal year under review. It can be said that *SASUKE* is now "global content released from Japan." Meanwhile, the movie *LUPIN THE THIRD* was sold to 30 countries and regions, while animation and drama films were sold widely as well.

In the communication satellite business, sales from TBS On Demand (a video distribution service) showed strong growth thanks in part to the hit serial drama *MOZU*. As for communication satellite programs, the professional baseball game YOKOHAMA DeNA BAYSTARS live stream was shifted from "TBS News Bird" to "TBS Channel 2" in April 2014. At the same time, "TBS Channel 2" started broadcasting at J:COM and other cable stations and HIKARI TV, which increased the number of its viewers.



Business Report

From April 1, 2014 to March 31, 2015



In the license business, we conducted a tie-up with convenience stores for our dramas *Second Chance Chauffeur* and *Ouroboros*, and sales performed well. For the drama *Saving My Stupid Youth (Regret from My School Days)*, the producer effectively used character goods such as Gomenne Unagi, designed by herself, attracting many fans. In addition, the character design gudetama broadcasted in *Asa Chan!* gained great popularity from the summer. A gudetama specialty shop opened at Tokyo Station with a limited-time offer attracted many visitors each day, while TBS original gudetama goods also sold very well.

In the shopping business, we took up the challenge to broadcast a live shopping TV program for the first time in the daytime slot, which resulted in higher sales than expected due to the positive effect of product introduction on live TV. The StylingLife Group, which has retailing as its core business, secured operating income at the same level as the previous fiscal year thanks to improved cost rates and controlled expenses, even though there was a slowdown in the growth of sales in certain businesses due to the effect of the consumption tax hike.

In the mobile and Internet business, we streamed game highlights on the website of the *17th Asian Games Incheon 2014* program and recorded an average of about 500,000 page views per day and about 100,000 replays. We also offered live streaming of the entire play of Ryo Ishikawa on the first day of the *CASIO WORLD OPEN* golf tournament, as well as *2014 Queen's Ekiden in Miyagi*, *NEW YEAR EKIDEN 2015*, *All Japan High School Women's Football Tournament*, and so on, which contributed to a boost in website advertising revenue. In the digital signage service, *Campus TV* expanded its scale to up to 122 boards of 68 universities across Japan and started smartphone application services.

Real Estate Business

Net sales from the Real Estate Business increased by 2.3% from the previous fiscal year to ¥15,277 million, and operating income increased by 13.6% to ¥7,157 million.

Akasaka Sacas, which marked the eighth anniversary of its opening, has established itself as a popular cultural and entertainment center. Revenue from the office floors of Akasaka Biz Tower increased due to the acquisition of new tenants, while revenue from its commercial complex showed strong growth as a result of our concerted efforts to leverage a number of performances and events such as *Mamasacas*, held at Sacas Square.

② Capital Investment

Total capital investment in the fiscal year under review was ¥7,777 million.

For the core sales and broadcasting systems, we upgraded our large-scale CG telop system, which comprehensively controls CG telops for supply to OA sub-control rooms and editor booths. We also plan the digitalization of CG telop orders and the release of functions for file-based systems.

For onsite production facilities, we upgraded small SNG outdoor broadcasting vehicles, which can be useful for broadcasting onsite news and current affairs reports, football and baseball games, and for outdoor drama shootings.

For networking equipment, we upgraded SNG main station antennas at broadcasting centers and UPS equipment at the Oyama FPU Base Station to increase safety and reliability in case of emergency.

For news reporting equipment, we continuously introduced new cameras and recorders with memory cards, and sought to improve workflow efficiency by adopting file-based systems.

We ended the satellite safety net business that provided redistribution of terrestrial digital broadcasting at the end of March. We will continue working on maintenance and upgrading works for digital transmission stations through collaboration with other commercial TV broadcasting companies and NHK to maintain a sound TV reception environment in the greater Kanto region.

③ Capital Procurement

Total interest-bearing debt of the Group at the end of the fiscal year under review was ¥55,000 million (excluding lease obligations), consisting of ¥200 million in short-term loans payable, ¥30,000 million in bonds payable (including current portion of bonds) and ¥24,800 million in long-term loans payable (including the current portion).

To ensure flexible access to operating capital, as of the end of the fiscal year under review StylingLife Holdings Inc., a consolidated subsidiary of the Company, had established commitment line agreements totaling ¥4,000 million with multiple financial institutions (the balance of the funds drawn is nil, and the available balance is ¥4,000 million).

In addition to the above, with the aim of streamlining of funds, some of the account receivables are in the process of liquidation.



Consolidated Financial Statements



Consolidated Balance Sheets (Unaudited)

As of March 31, 2015 and 2014	Millions of yen	
	2014	2015
Assets		
Current assets		
Cash and deposits	¥ 55,331	¥ 55,773
Notes and accounts receivable—trade	38,297	38,309
Securities	1,205	1,206
Merchandise and finished goods	6,951	7,353
Program rights and work in process	7,654	7,759
Raw materials and supplies	686	589
Prepaid expenses	10,731	11,124
Deferred tax assets	4,018	3,381
Other	5,529	5,733
Allowance for doubtful accounts	(143)	(104)
Total current assets	130,262	131,127
Noncurrent assets		
Property, plant and equipment		
Buildings and structures	195,975	196,995
Accumulated depreciation	(90,875)	(95,923)
Buildings and structures, net	105,100	101,072
Machinery, equipment and vehicles	89,235	89,121
Accumulated depreciation	(78,999)	(79,988)
Machinery, equipment and vehicles, net	10,235	9,133
Tools, furniture and fixtures	26,848	27,858
Accumulated depreciation	(23,853)	(25,333)
Tools, furniture and fixtures, net	2,995	2,524
Land	84,006	84,010
Lease assets	6,959	6,850
Accumulated depreciation	(4,051)	(4,392)
Lease assets, net	2,908	2,458
Construction in progress	2,382	3,904
Total property, plant and equipment	207,628	203,104
Intangible assets		
Software	4,704	3,755
Goodwill	23,196	21,699
Lease assets	238	180
Other	1,669	1,598
Total intangible assets	29,809	27,234
Investments and other assets		
Investment securities	195,713	276,383
Long-term loans receivable	288	292
Deferred tax assets	1,980	1,995
Long-term prepaid expenses	713	446
Other	13,029	13,484
Allowance for doubtful accounts	(386)	(337)
Total investments and other assets	211,339	292,265
Total noncurrent assets	448,777	522,604
Total assets	¥ 579,039	¥ 653,732



Consolidated Financial Statements



Consolidated Balance Sheets (Unaudited)

As of March 31, 2015 and 2014	Millions of yen	
	2014	2015
Liabilities		
Current liabilities		
Notes and accounts payable—trade	¥ 34,327	¥ 32,716
Short-term loans payable	200	200
Current portion of long-term loans payable	1,200	1,200
Current portion of bonds	20,000	—
Accounts payable—other	9,925	9,495
Income taxes payable	4,485	3,752
Accrued consumption taxes	686	3,688
Accrued expenses	5,526	5,481
Provision for directors' bonuses	195	107
Other provision	1,434	1,634
Other	5,135	4,796
Total current liabilities	83,117	63,072
Noncurrent liabilities		
Bonds payable	30,000	30,000
Long-term loans payable	24,800	23,600
Provision for environmental measures	176	120
Net defined benefit liability	14,460	14,942
Lease obligations	1,320	893
Deferred tax liabilities	24,778	50,486
Other	14,415	14,498
Total noncurrent liabilities	109,951	134,541
Total liabilities	193,068	197,613
Net assets		
Shareholders' equity		
Capital stock	54,986	54,986
Capital surplus	59,512	59,523
Retained earnings	235,548	244,714
Treasury stock	(36,970)	(36,749)
Total shareholders' equity	313,076	322,474
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	52,860	112,309
Deferred gains or losses on hedges	306	663
Foreign currency translation adjustment	(31)	57
Remeasurements of defined benefit plans	146	285
Total valuation and translation adjustments	53,282	113,315
Minority interests	19,611	20,328
Total net assets	385,971	456,118
Total liabilities and net assets	¥ 579,039	¥ 653,732



Consolidated Financial Statements



Consolidated Statements of Income (Unaudited)

Years ended March 31, 2015 and 2014	Millions of yen	
	2014	2015
Net sales	¥ 354,338	¥ 347,817
Cost of sales	245,498	241,152
Gross profit	108,839	106,665
Selling, general and administrative expenses	93,142	90,936
Operating income	15,696	15,728
Non-operating income		
Interest income	63	58
Dividends income	2,736	3,397
Equity in earnings of affiliates	864	968
Other	689	672
Total non-operating income	4,352	5,096
Non-operating expenses		
Interest expenses	1,103	949
Loss on retirement of noncurrent assets	237	250
Loss on reduction of noncurrent assets	251	32
Other	360	676
Total non-operating expenses	1,953	1,909
Ordinary income	18,096	18,915
Extraordinary income		
Gain on sales of investment securities	1,065	3,004
Gain on bargain purchase	3,096	—
Gain on revision of retirement benefit plan	562	—
Gain on sales of noncurrent assets	60	—
Gain on sales of subsidiaries and affiliates' stocks	14	—
Gain on step acquisitions	8	—
Total extraordinary income	4,808	3,004
Extraordinary loss		
Loss on valuation of investment securities	2,051	594
Loss on business withdrawal	—	547
Impairment loss	441	157
Loss on sales of investment securities	—	119
Loss on sales of shares of subsidiaries and associates	—	62
Loss on step acquisitions	1,549	—
Loss on measures associated with the relocation of transmitting station	908	—
Early extra retirement payments	216	—
Environmental expenses	176	—
Loss on revision of retirement benefit plan	154	—
Total extraordinary losses	5,498	1,482
Income before income taxes and minority interests	17,407	20,437
Income taxes—current	6,202	5,649
Income taxes—deferred	69	1,255
Total income taxes	6,271	6,904
Income before minority interests	11,136	13,533
Minority interests in income	1,491	722
Net income	¥ 9,644	¥ 12,811



Consolidated Financial Statements



Consolidated Statements of Cash Flows (Unaudited)

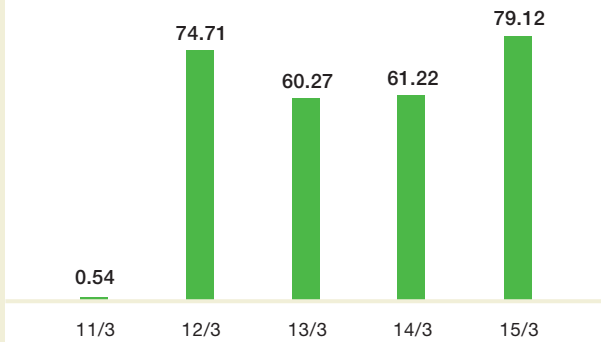
Year ended March 31, 2015 and 2014	Millions of yen	
	2014	2015
Cash flows from operating activities		
Income before income taxes and minority interests	¥ 17,407	¥ 20,437
Depreciation and amortization	15,109	14,621
Amortization of long-term prepaid expenses	270	254
Amortization of goodwill	1,668	1,497
Gain on valuation of investment securities	2,051	594
Gain on sales of investment securities	(1,065)	(2,884)
Increase (decrease) in net defined benefit liability	471	368
Loss on retirement of noncurrent assets	237	250
Gain on bargain purchase	(3,096)	—
Loss (gain) on step acquisitions	1,540	—
Increase (decrease) in provision for measures associated with the relocation of transmitting station	(1,080)	—
Increase (decrease) in allowance for doubtful accounts	(347)	(87)
Interest and dividends income	(2,799)	(3,456)
Interest expenses	1,103	949
Equity in (earnings) losses of affiliates	(864)	(968)
Decrease (increase) in notes and accounts receivable—trade	(403)	(39)
Decrease (increase) in inventories	688	(482)
Decrease (increase) in prepaid expenses	(4,029)	(362)
Increase (decrease) in notes and accounts payable—trade	(436)	(1,555)
Other, net	261	2,144
Subtotal	26,686	31,282
Interest and dividends income received	2,800	3,572
Interest expenses paid	(1,101)	(949)
Income taxes refund	355	532
Income taxes paid	(5,701)	(6,585)
Net cash provided by operating activities	23,038	27,851
Cash flows from investing activities		
Purchase of property, plant and equipment	(9,920)	(8,247)
Purchase of intangible assets	(2,032)	(969)
Purchase of investment securities	(1,295)	(498)
Proceeds from sales of investment securities	4,110	7,859
Purchase of stocks of subsidiaries and affiliates	(6,187)	(376)
Proceeds from purchase of investments in subsidiaries resulting in change in scope of consolidation	3,606	—
Other, net	392	(94)
Net cash used in investing activities	(11,326)	(2,326)
Cash flows from financing activities		
Repayment of long-term loans payable	(31,200)	(1,200)
Redemption of bonds	—	(20,000)
Proceeds from disposal of treasury stock	11,883	462
Cash dividends paid	(2,977)	(3,389)
Cash dividends paid to minority shareholders	(285)	(265)
Other, net	(989)	(849)
Net cash used in financing activities	(23,567)	(25,242)
Effect of exchange rate change on cash and cash equivalents	136	133
Net increase (decrease) in cash and cash equivalents	(11,719)	415
Cash and cash equivalents at beginning of period	68,031	56,312
Cash and cash equivalents at end of period	¥ 56,312	¥ 56,728



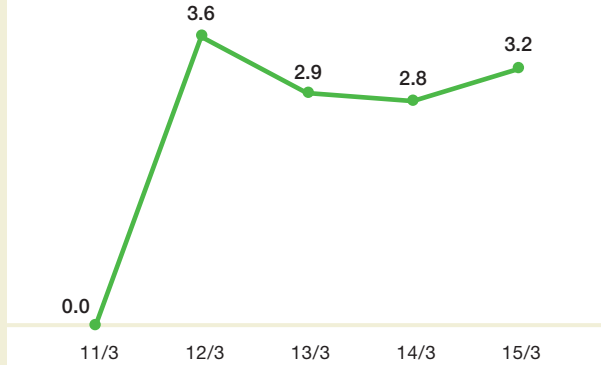
Major Indices



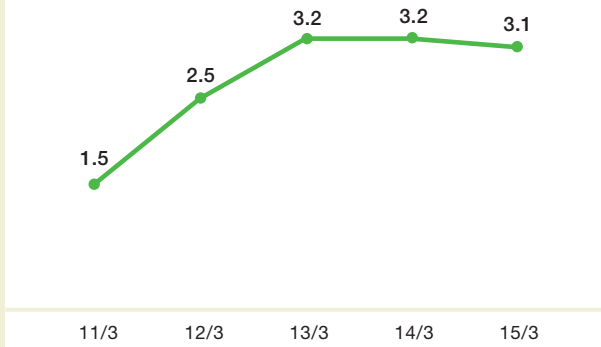
Net Income per Share
(Yen)



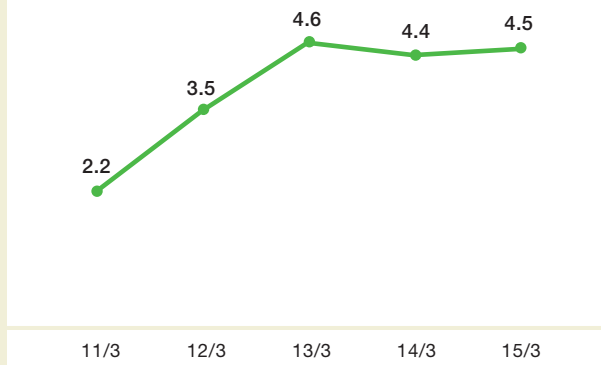
Return on Equity
(%)



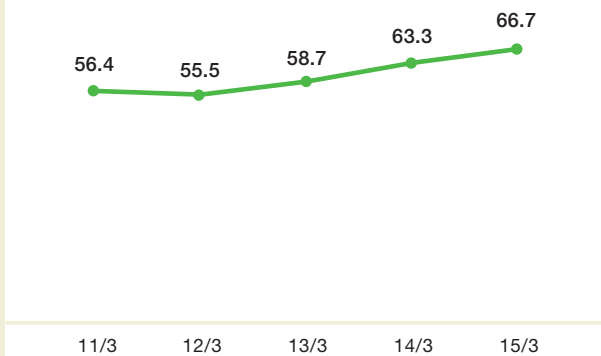
Ratio of Ordinary Income to Net Assets
(%)



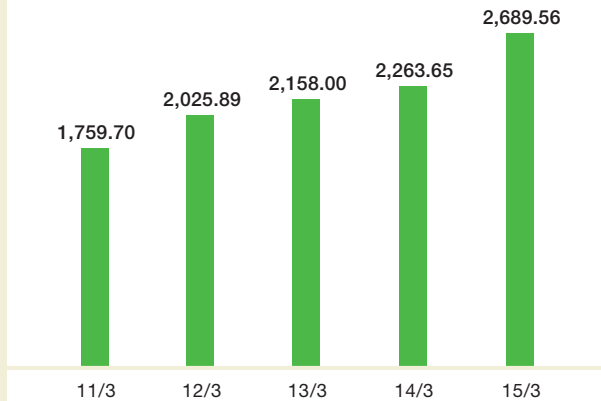
Ratio of Operating Income to Net Sales
(%)



Equity Ratio
(%)



Net Assets per Share
(Yen)

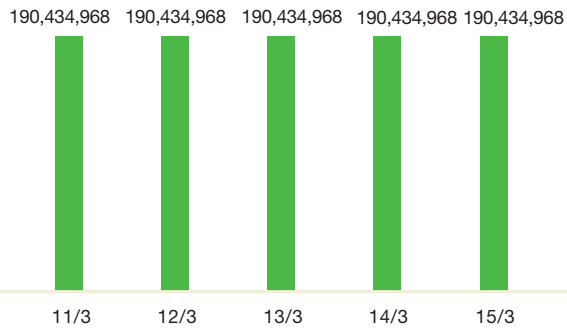




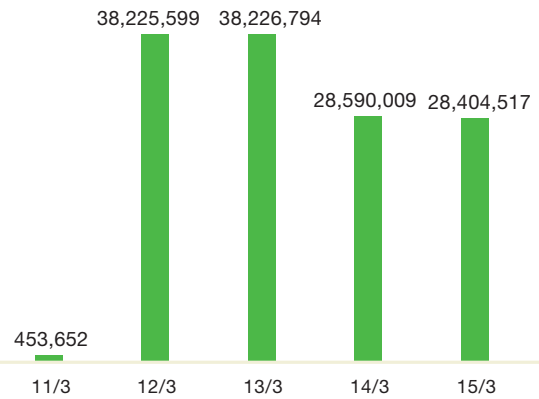
Major Indices



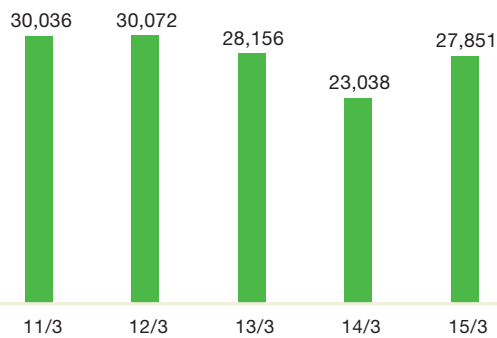
Number of Shares Issued at the End of the Term
(Including Treasury Stock)
(Shares)



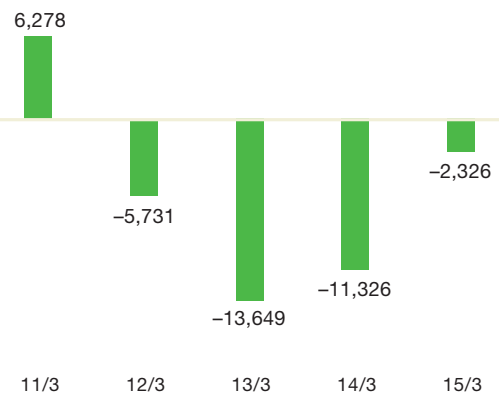
Amount of Treasury Stock at the End of the Term
(Shares)



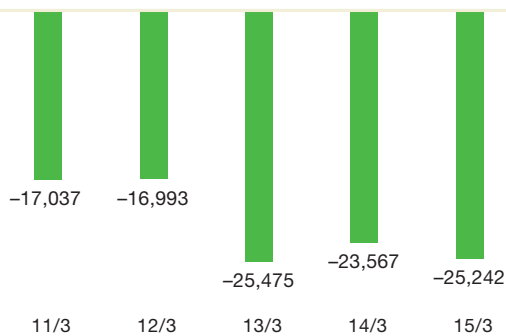
Cash Flows from Operating Activities
(Millions of yen)



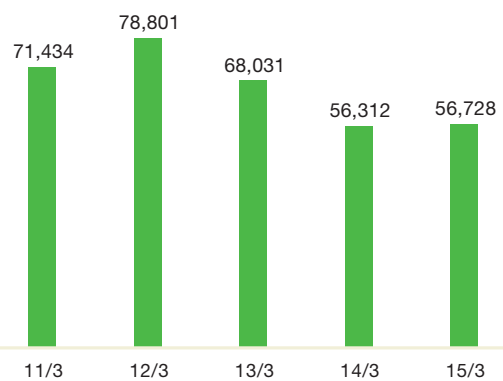
Cash Flows from Investing Activities
(Millions of yen)



Cash Flows from Financing Activities
(Millions of yen)



Cash and Cash Equivalents, at End of Period
(Millions of yen)





Segment Information



Consolidated Results by Segment

(Millions of yen)

	FY2015			
	External sales	y/y change	Operating income	y/y change
Broadcasting Business	¥212,985	+220	¥ 4,171	+311
Multi-Visual Ventures and Cultural Events Business	119,553	-7,083	4,406	-1,125
Real Estate Business	15,277	+340	7,157	+854
Consolidated Business	¥347,817	-6,520	¥15,728	+31

Capital Expenditures and Depreciation

(Millions of yen)

Consolidated	FY2015
Capital expenditures	¥ 7,777
Depreciation	13,520

TBS Holdings	FY2015
Capital expenditures	¥ 531
Depreciation	3,130

TBS Television	FY2015
Capital expenditures	¥ 4,547
Depreciation	7,286



Segment Information



FY2016 Consolidated and TBS Television Business Results Forecasts

(Millions of yen)



Consolidated	FY2016
Net sales	¥352,000
Operating income	16,000
Ordinary income	19,200
Net income	9,500

Business Results Forecast by Segment

(Millions of yen)

Consolidated	FY2016
Consolidated net sales	¥352,000
Broadcasting Business	215,800
Multi-Visual Ventures and Cultural Events Business	120,900
Real Estate Business	15,300
Consolidated operating income	16,000
Broadcasting Business	3,600
Multi-Visual Ventures and Cultural Events Business	5,400
Real Estate Business	7,000



(Millions of yen)

TBS Television	FY2016
Net sales	¥213,000
Operating income	6,300
Ordinary income	8,400
Net income	4,500

Time/Spot, Program Cost Forecasts

	1st half	2nd half	Full year
Time	-0.4%	+1.2%	+0.4%
Spot	+2.6%	+3.7%	+3.2%
Program cost	—	—	¥96,700 million

Note: The estimated figures above, which were announced on May 18, 2015, are subject to revision. For the most up-to-date estimated figures, please see the Company's web site.



HIRUJOBI!



SUNDAY MORNING



Pittanko Kankan

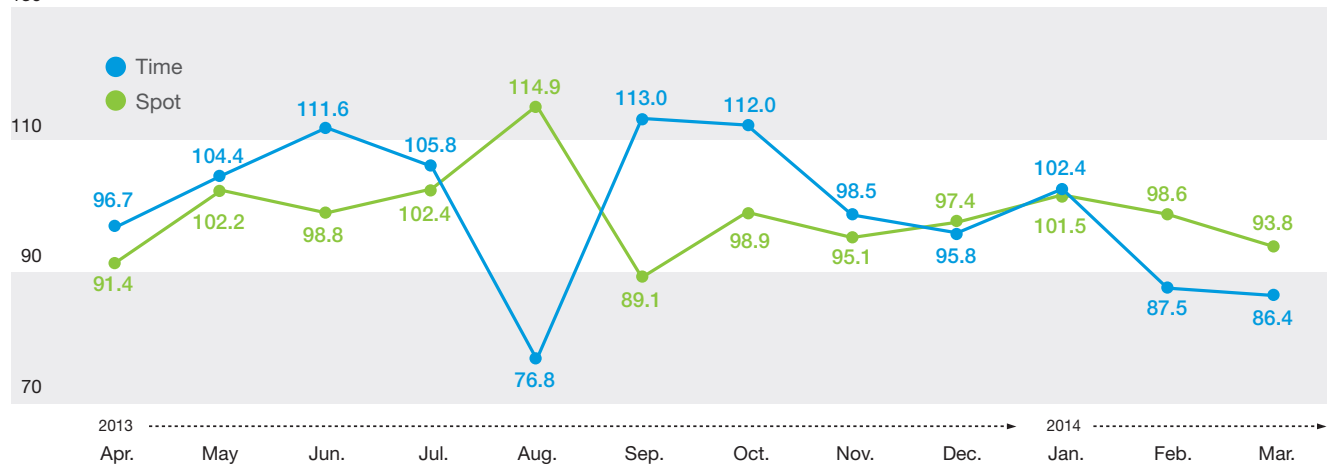
Breakdown of TBS Television Income

(Millions of yen)

	FY2015	y/y change
Television	¥180,951	-3,203
Time advertising	85,189	-1,379
Spot advertising	83,849	-1,635
Program sales in Japan	3,408	-426
Others	8,504	+237
Operations	25,413	-3,242
Real estate	2,970	+37
Total income	¥209,335	-6,407

Year-on-Year Changes in Time/Spot Earnings

(%)



	Q1	Q2	Q3	Q4	Full year
● Time	104.0	96.8	101.7	91.7	98.4
● Spot	97.3	101.2	97.1	97.3	98.1
TBS share among five key broadcasters	18.8	18.7	18.7	18.6	18.7



MOZU



Roosevelt Game



The Thorns of Alice

Spot Advertising Sales Ranks by Business Category

(%)

	FY2015	Growth rate	Share
1	Information, telecommunications, and broadcasting	+33.0	12.4
2	Alcoholic and other beverages	-7.2	10.9
3	Foods	+0.2	10.0
4	Pharmaceuticals	+7.6	9.2
5	Automobiles and transportation equipment	-7.1	8.3
6	Cosmetics and toiletry	+11.2	7.6
7	Financial services	-12.6	6.5
8	Precision instruments and office machines	-5.5	5.2
9	Transportation and leisure	+14.0	5.0
10	Distribution	-13.6	4.4

(Ranked in order of sales proceeds)

TBS Television Business Segment Income

(Millions of yen)

Segment		Full year	y/y change	Remarks	
Operations division	Cultural business (events)	¥ 2,323	-1,146	Revenue declined significantly for the full year as there were fewer large-scale events than the previous year, although sales of THE GREAT AMAZON exhibit were buoyant in the fourth quarter.	
	Show business	4,105	+58	Revenue increased in the full year due to strong sales of Stars on Ice in the fourth quarter, despite fewer events and the impact of the closure of Yokohama BLITZ .	
	Movie business	1,756	-261	Revenue declined primarily due to the reaction to the huge hit of SPEC-Close-incarnation~ and SPEC-Close-reincarnation~ in the previous year.	
Content business division	Multi-visual business	DVDs	1,637	-2,074	Revenue declined significantly mainly due to the reaction to the huge hit of NAOKI HANZAWA in the previous year, in addition to a contraction of the DVD market.
		Animations	1,251	+27	In the fourth quarter, Amagi Brilliant Park performed solidly. In the full year, revenue increased slightly.
	Overseas business	1,593	+307	Revenue increased partly due to the effect of the global launch of SASUKE , in addition to strong sales in Asian markets such as Thailand, Vietnam and Hong Kong.	
	Pay-TV business	9,730	-57	The CS business remained flat on the whole, although TBS Channel 2 recorded a stable increase in subscriber numbers. TBS On Demand remained solid.	
	Licensing business	1,197	-5	—	
Digital business	1,817	-90	Revenue declined due to the sluggish game business.		
Total		¥25,413	-3,242		



Asian Games Incheon 2014
©PHOTO KISHIMOTO



Asian Games Incheon 2014
©PHOTO KISHIMOTO

FY2015 Viewer Ratings

(%)

	All day	Golden time*	Prime time**
TBS	5.9 (5th)	9.5 (5th)	9.3 (5th)
NTV	8.6 (1st)	12.8 (1st)	12.7 (1st)
TV Asahi	7.1 (2nd)	10.9 (2nd)	11.3 (2nd)
TV Tokyo	3.1 (6th)	7.0 (6th)	6.7 (6th)
Fuji TV	6.7 (4th)	9.8 (4th)	10.0 (3rd)
NHK	6.8 (3rd)	10.8 (3rd)	9.5 (5th)
HUT	41.4	63.0	61.3

Ratings for April 2, 2014 to March 30, 2015, on a weekly basis

(According to research by Video Research Ltd. in the Kanto region)

* 19:00–22:00

** 19:00–23:00

TV Program Cost (Production Expenses)

(Millions of yen)

	FY2015	FY2014	y/y change
Q1	¥25,703	¥23,810	+1,893
Q2	24,146	25,779	-1,632
Q3	23,538	23,490	+48
Q4	22,988	24,569	-1,581
Direct expenses	17,672	19,183	-1,511
Indirect expenses	5,316	5,386	-70
Fiscal year cumulative	¥96,376	¥97,648	-1,272
Next fiscal-year forecast	96,700		

Major expenses included in TV program cost:

Direct expenses: Program production expenses, fees for broadcasting rights, fine arts production expenses, technical production expenses

Indirect expenses: Absorbed cost including depreciation and personnel cost for employees



TBS Radio & Communications, Inc.

(Millions of yen)

	FY2015	
	Amount	y/y change
Net sales	¥10,657	-128
Operating income	486	+55
Ordinary income	505	+72
Net income	252	+26

Recorded the highest ratings for 84 consecutive periods from August 2001 to June 2014.



BS-TBS, INC.

(Millions of yen)

	FY2015	
	Amount	y/y change
Net sales	¥15,607	+890
Operating income	2,202	-0
Ordinary income	2,232	+8
Net income	1,343	-427

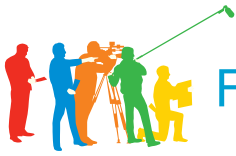


Grand Marche, Inc.

(Millions of yen)

	FY2015	
	Amount	y/y change
Net sales	¥13,322	-2,756
Operating income	61	-245
Ordinary income	72	-205
Net income	27	-114





StylingLife Holdings Inc. (Consolidated)

(Millions of yen)

	FY2015	
	Amount	y/y change
Net sales	¥66,407	-1,960
Operating income	1,789	-38
Ordinary income	1,865	+95
Net income	88	-1,033



BARBAPAPA©2014A.T. & T.T.



TBS Networks

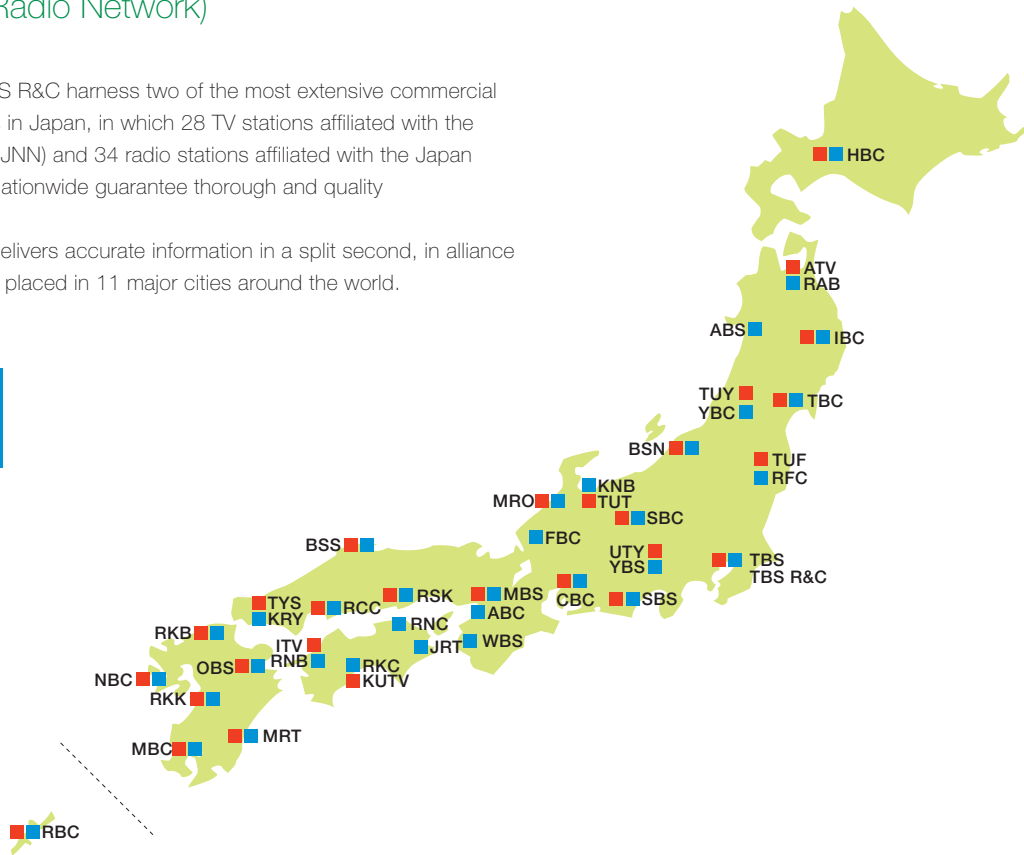


JNN (Japan News Network)

JRN (Japan Radio Network)

TBS Television and TBS R&C harness two of the most extensive commercial broadcasting networks in Japan, in which 28 TV stations affiliated with the Japan News Network (JNN) and 34 radio stations affiliated with the Japan Radio Network (JRN) nationwide guarantee thorough and quality news gathering.

Our news network delivers accurate information in a split second, in alliance with overseas bureaus placed in 11 major cities around the world.



JNN Overseas Bureaus



Tokyo Broadcasting System Holdings, Inc.

5-3-6 Akasaka, Minato-ku, Tokyo 107-8006, Japan
 Phone: +81-3-3746-1111 Fax: +81-3-3588-6378 www.tbsholdings.co.jp/ir/en/

TOKYO BROADCASTING SYSTEM HOLDINGS, INC.

Investor Information 2015