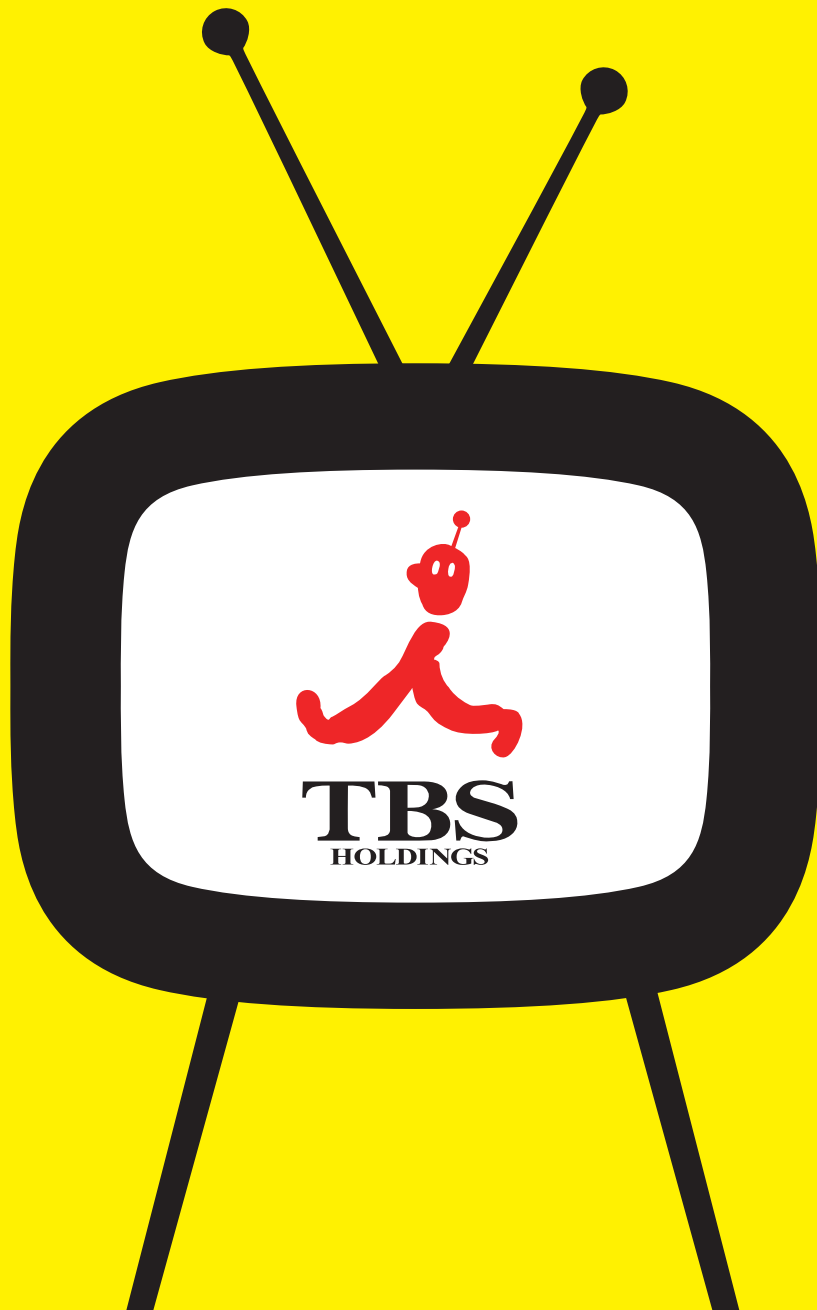
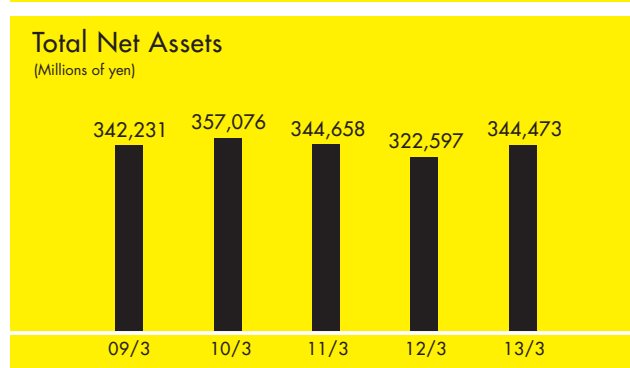
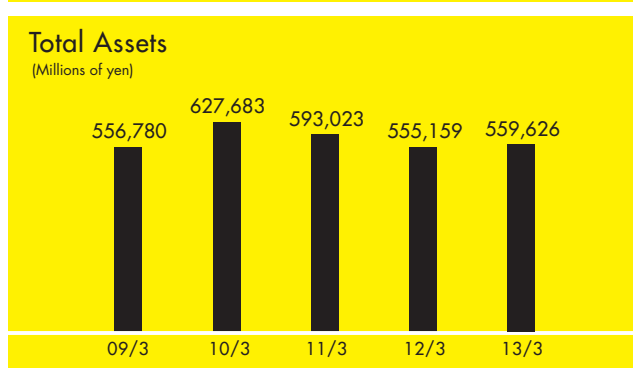
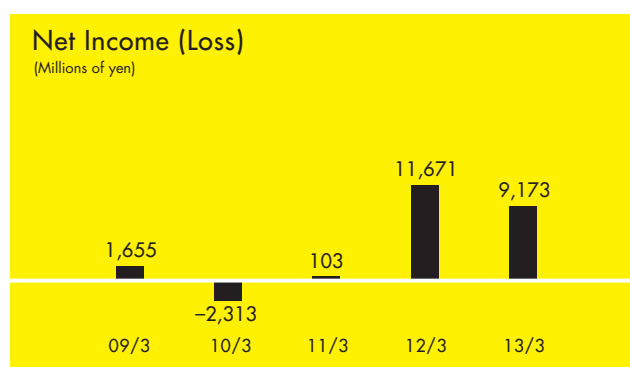
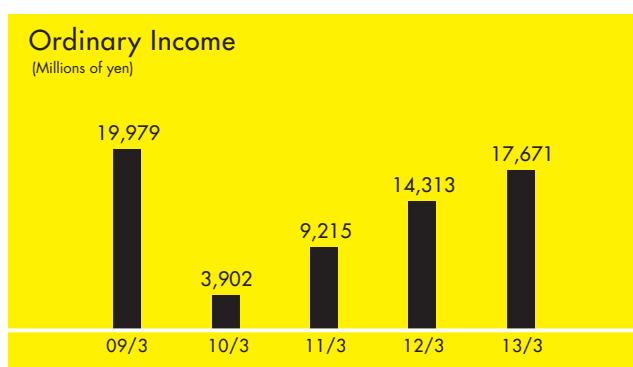
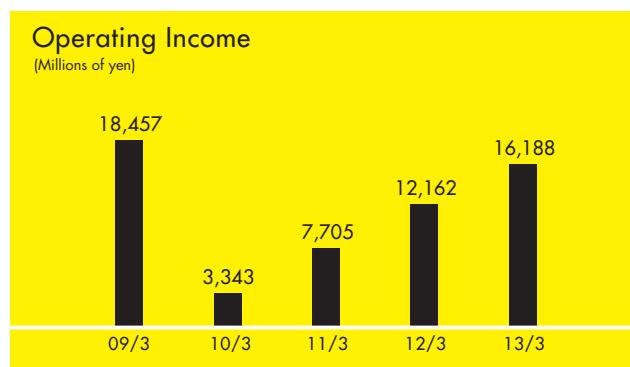
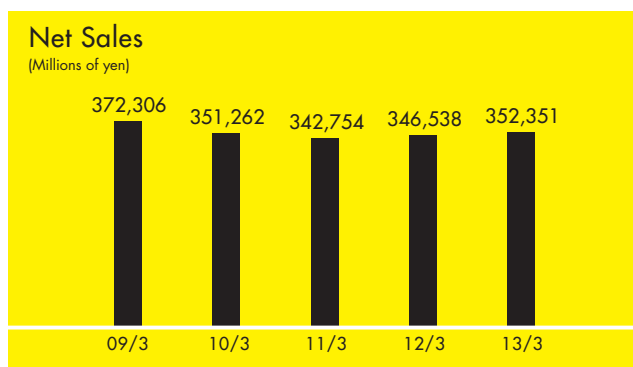


TOKYO BROADCASTING SYSTEM HOLDINGS, INC.

INVESTOR INFORMATION 2013



Consolidated Financial Highlights



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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 business environment for the broadcasting industry is undergoing major change, factors in which are the overseas transfer of businesses, the rapid demographic trend toward smaller families and an older population structure, and the increasingly diverse range of devices made possible by digitalization.

The TBS Group sees its mission as becoming the best media Group that creates the most powerful content, with a main focus on the broadcasting business. Providing programs that have above all an emotional resonance with the viewer is our task. Equipped with the spirit of challenge to constantly take on new projects and a driving passion to make quality programs, we are continuing our advance to become the station with the strongest commitment to Japan's future.

In the television business, despite the strong performance of *HIRUOBI!* and other programs with a regular daily slot, overall audience ratings in the fiscal year ended March 31, 2013 remained in a transitional period.

By strengthening our content creation capability while formulating a programming strategy in tune with the changing times and popular needs, we will target further improvement of audience ratings. As we work to boost efficiency in the production process, we will strive to make quality programs unique to TBS to win ever stronger support from our valued viewers and advertisers.

BS-TBS, INC. continues to show encouraging growth, supported by a rise in media value. By driving synergies with Group companies to the maximum level, we will place TBS Group revenue on an even more solid footing.

In radio broadcasting, we succeeded in defending our position at the top of the ratings table that we have held for 11 years and eight months. Although the business environment for the radio industry has grown increasingly difficult, we are determined to apply further rigorous cost controls and secure new revenue sources in other businesses, coordinating this activity with our radio broadcasting operations.

Turning to our business divisions, we are taking steps to adapt to the rapid change in the business environment brought about by digitalization to achieve a diversified expansion in revenue sources. In addition to efforts to boost revenue from existing business operations—stock movies and established events, events in Sacas Square, pay television, and shopping—we will actively develop new businesses. At the same time, we will push forward with bold plans for content development for applications such as social network games and smartphones and with content rollout to Asia and other overseas markets.

Since the previous fiscal year, the TBS Group has focused on three key tasks: further strengthening the broadcasting business, achieving a diversified expansion of revenue sources, and improving revenue capacity across the Group. Going forward, we will add to these the aim of enhancing our overall media strategy, to continuously leverage to the full a wide range of media, including terrestrial broadcasting, satellite broadcasting, communication satellite, and radio, as well as the Internet and mobile terminals, and to fully expand the value created by the corresponding content. Using the combined strength of the TBS Group to tap the potential of the coming era, we will work to boost corporate value and maximize the profits to be shared with stakeholders.

By establishing a position as the best media group providing the most powerful content and thereby achieving sustained growth, we are committed to discharging the duties entrusted to us by our stakeholders.

In our efforts to realize the commitments and goals set out above, I ask for the continued understanding and support of our stakeholders.

June 2013

Toshichika Ishihara, President

Group Medium-Term Management Plan 2015

In 2010, TBS formulated its Group Management Plan 2014. Due, however, to major changes in the business environment arising from the impact of the Great East Japan Earthquake and other factors, the plan content has been revised to create the new Medium-Term Management Plan 2015.

First of all, in line with our aspiration to become a comprehensive media content group contributing to society, we declared our ambition to become the station with the strongest commitment to Japan's future. Meanwhile, for the fiscal year ending March 31, 2016, which marks the 65th year since our establishment, we have set ourselves the goal of becoming Japan's leading comprehensive media content group. To help us realize this ambition, we set out the four management goals listed below.

Medium-Term Management Goals

- 1 Further strengthen the broadcasting business
- 2 Enhance our overall media strategy
- 3 Increase revenue capacity across the Group
- 4 Achieve a diversified expansion of revenue capacity through new business development including overseas rollout of content

These goals consist of the three items declared in the previous fiscal year with the additional goal of enhancing our overall media strategy.

As stakeholders know, a rapid diversification of media devices is in progress.

The TBS Group will redouble its efforts to continuously leverage to the full a diverse range of media, including terrestrial broadcasting, satellite broadcasting, communication satellite, and radio, as well as the Internet and mobile terminals, thus maximizing the value created by the corresponding content. We believe that this will help boost corporate value, which is why we have added the task of enhancing our overall media strategy to the list of important goals facing the TBS Group.

Meanwhile, the numerical goals for the fiscal year ending March 31, 2015 are for consolidated net sales of ¥375,000 million and operating income of ¥23,000 million.

When compared simply with business results for the fiscal year ended March 31, 2013, this means an increase of 6.4% in net sales and of 42.1% in operating income.

Committed to reaching these goals, the Group will press ahead with concerted efforts.

Goals of the Group Medium-Term Management Plan 2015

Fiscal year ending March 31, 2015

Consolidated net sales

¥375,000 million

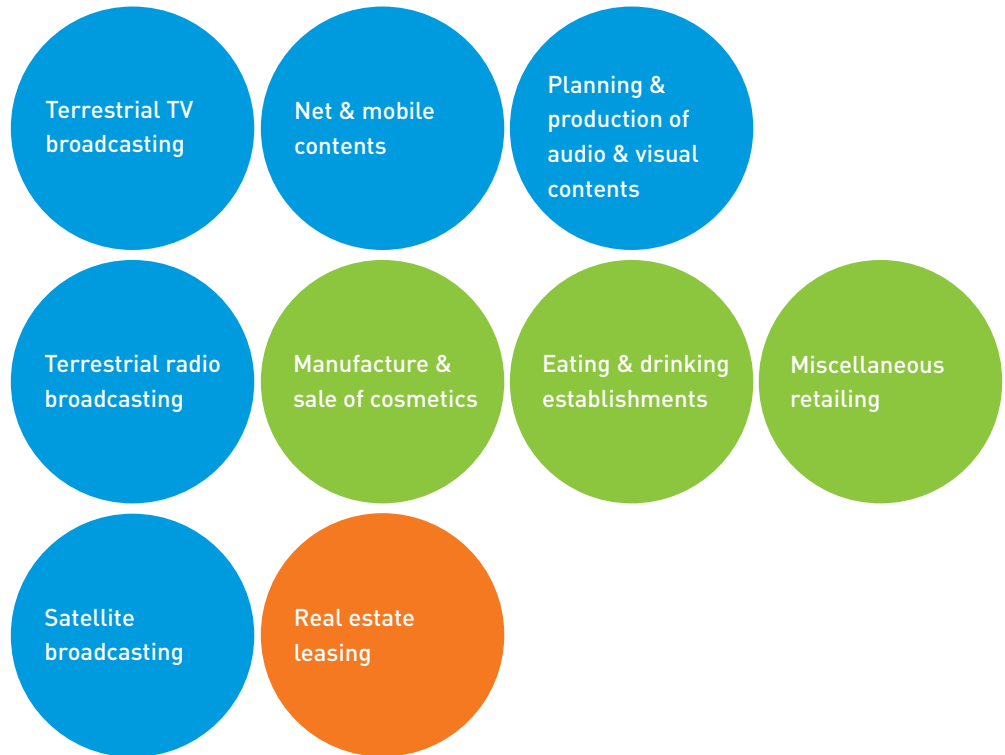
Consolidated operating income

¥23,000 million

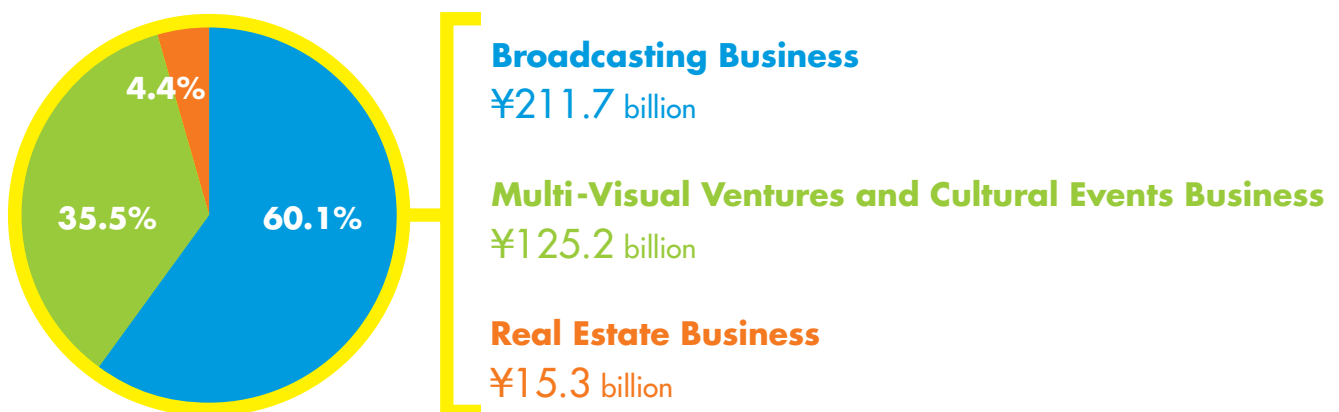
At a Glance

Our Business

The Group covers a wide range of businesses essentially including broadcasting. Our aim is 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, 2013)



Organization

As of January 1, 2013

Tokyo Broadcasting System Holdings, Inc.

Broadcasting Business

Tokyo Broadcasting System Television, Inc.

TBS Radio & Communications, Inc.

BS-TBS, 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 International, Inc.

TBS MEDIA RESEARCH INSTITUTE INCORPORATED

Real Estate Business

Akasaka Heat Supply Co., Ltd.

Midoriyama Studio City, Inc.

TBS Sunwork, Inc.

TBS Kikaku Co., Ltd.

Multi-Visual Ventures and Cultural Events Business

StylingLife Holdings Inc.
PLAZASTYLE CORPORATION B&C LABORATORIES

Light-up Shopping Club Inc.

CP COSMETICS

Maxim's de Paris Ltd.

Grand Marche, Inc.

TC Entertainment Incorporated

TBS TriMedia, Inc.

NICHION, Inc.

TBS Service, Inc.

OXYBOT, Inc.

Equity-method affiliates

Tomo-Digi Corporation

Totsu Inc.

TLC Co., Ltd.

RG MARKETING CO., LTD.

Corporate Data

As of April 1, 2013

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.	362
	Tokyo Broadcasting System Television, Inc.	946
	TBS Radio & Communications, Inc.	78



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, 2013)

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	6.09
The Master Trust Bank of Japan, Ltd. (Trust Account)	8,729,500	5.71
Nippon Life Insurance Company	6,257,735	4.09
Mainichi Broadcasting System, Inc.	6,166,000	4.03
Sumitomo Mitsui Banking Corporation	5,745,267	3.76
Mitsui Fudosan Co., Ltd.	5,713,728	3.74
MITSUI & CO., LTD.	4,288,000	2.80
BIC CAMERA INC.	4,190,000	2.74
Kodansha Ltd.	3,771,200	2.47
Panasonic Corporation	3,083,180	2.02

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 went on to recover until the summer but came to a standstill on the back of the slowdown in the Chinese and other overseas economies in addition to the European debt crisis. It rallied again as the excessively high yen appreciation was corrected and the stock market rose supported partly by the economic policy of the new administration together with the recovery in overseas economies.

In the broadcasting industry, the TV advertising market grew active in the first quarter as a reaction to the slowdown following the Great East Japan Earthquake. The market remained favorable until the summer owing partly to the positive effect of the London Olympics. However, some of the momentum was lost in and after October partly due to the weak prospect for corporate earnings under the sluggish overseas economies and slow consumption.

In this operating environment, the TBS Group (hereinafter referred to as "the Group") sought to further strengthen its core terrestrial television programs. The Group worked to build operating revenues and business development revenues through events held in the Akasaka Sacas commercial complex and made other efforts to ensure revenues from a broad range of business segments.

As a result of these developments, consolidated net sales of the Group in the fiscal year ended March 31, 2013 increased by 1.7% from the previous fiscal year to ¥352,351 million, and ordinary income increased by 23.5% to ¥17,671 million. Net income, however, decreased by 21.4% from the previous fiscal year to ¥9,173 million, owing to a drop in extraordinary income in comparison with the previous fiscal year.

Broadcasting Business

Consolidated net sales from the Broadcasting Business increased by 3.8% from the previous fiscal year to ¥211,780 million, while operating income improved by ¥3,265 million to ¥3,866 million.

Television

Terrestrial television time sales rose from the previous year's result supported by the contribution of special programming sales of major sports programs, such as *Women's and Men's Volleyball World Final Qualification for the London Olympics*,

the football championship *UEFA EURO2012*, the *London Olympics* and *World Baseball Classic*, while regular programming sales were flat at the levels of the previous fiscal year.

Spot sales rallied as a reaction to the slowdown following the Great East Japan Earthquake and remained brisk until the summer. Although the advertising market slowed down in and after October partly due to the weak prospect for corporate earnings under the sluggish overseas economies and slow consumption, full-year spot sales were up slightly from the previous fiscal year.

The average audience ratings for terrestrial television dropped slightly from the previous fiscal year across all time slots (6.6%), in the golden time slot (9.5%), and in the prime time slot (9.6%). However, in the second half of the year we advanced to the third place in the monthly average audience ratings in March across all time slots as well as in the golden time slot and the prime time slot, leveraging the momentum that started from strong ratings for the special programs over the year-end and new-year holidays.

In the variety show category, Friday night programs are doing well as *Bakuhou! THE Friday*, *Pittanko Kankan*, and *Masahiro Nakai's SMAP Friday* continued to deliver high ratings. Saturday night programs *Athletic Fire* and *Job Tune* were also strong as popular weekend entertainment for the family. In addition, *Mote Mote Ninety Nine*, whose marriage promotion section is very popular, and the revamped *Sanma's Gimmick TV* are making progress in terms of audience ratings.

In the drama category, *Nichiyo Gekijo ATARU* achieved an average audience rating of 15.6% supported by broad audience. Another *Nichiyo Gekijo* program, *Tonbi* (Black Kite), a moving story of love and strong bonds between parents and children, pulled the heartstrings of the audience and recorded an average audience rating of 15.5%. Likewise, the serial dramas of *Hancho 6*, *Summer Rescue Clinic in the Clouds*, and *Yakou Kanransha* (Midnight Ferris Wheel) maintained the support of many fans. In special programs, a special drama for three consecutive nights — *Blackboard: Teachers Who Fought against Time*, which describes the life of teachers who fought for the sake of better education amid turbulent times — was highly praised. In addition, *Double Face*, a collaboration program with satellite broadcaster WOWOW, became a hit for its large-scale production.

Business Report

From April 1, 2012 to March 31, 2013

In the sports category, TBS broadcasted the exciting moments of the London Olympic games every day during the summer, and achieved an average audience rating of 9.1%, placing it the second among other commercial TV broadcasting companies. In particular, *Women's and Men's Volleyball World Final Qualification for the London Olympics*, a joint live broadcast with Fuji Television Network, earned a higher average audience rating compared to the previous one. Meanwhile, in the *World Baseball Classic* aired in March, the first-round playoff "Japan vs. Cuba" hit an audience rating of 22.8% and the second-round of two matches, "Japan vs. Holland," recorded 34.4% and 30.4%, both exceeding the threshold of 30%. The semi-final match "Japan vs. Puerto Rico" recorded an audience rating of 20.3% despite the quiet time slot of Monday morning, which indicated the high level of interest from viewers.

In the category of across-the-board information programs, *Mino Monta no Asa Zuba!* and *HIRUOBI!* successfully maintained stable audience. In particular, the afternoon slot of *HIRUOBI!*, and also its morning slot (later in the second half), achieved the top average audience ratings on an annual basis in each respective time slot. With respect to special programs, the program *3.8 Billion Years of Life: Latest Gene Mystery—What Is a Human Being?* and the four-hour special program, *Urgent! Think about Huge Earthquakes with Akira Ikegami: How to Protect Yourself during an Earthquake*, were highly popular, satisfying the intellectual curiosity of the viewing audience.

In the news category, we strived to continuously provide quality news focusing on the leading news programs *N Suta* and *NEWS23X*. The documentary drama *Being Forcibly Returned to Homeland: Forgotten Brides*, which was created in commemoration of the 40th anniversary of the normalization of diplomatic relations between Japan and China, describing people in unfortunate times, was highly appreciated by the viewing audience. At the end of 2012, we aired a special long TV program, *Day of News 2012*, using a simultaneous documentary approach to introduce the 60-year history of TV news.

As of March 31, 2013, 28 companies throughout Japan were affiliated with the Group's JNN television network. The number was unchanged from the previous fiscal year.

BS digital broadcasting, a rapidly growing media business, saw stable growth resulting from the success of programming targeting generations different from those for terrestrial television programs. However, there still remain concerns such as intensified competition with the new participation of channels

and stagnant growth in penetration rates. In this operating environment, BS-TBS, INC. has been working to improve its brand image and profitability by providing quality programs with original content. One such effort has been to create *GARYO NO TEN: Masamune Date Who Was Called the One-eyed Dragon*, a large-scale samurai drama for the first time for commercial BS companies.

Radio

Time sales grew steadily, supported by advertising revenues from major sponsors in the toiletries and health food sectors. In addition, we acquired new sponsors in the music and automobile sectors for the midnight time slot, for which sales had been sluggish despite favorable audience ratings. Nevertheless, these factors were not enough to offset a decrease in sponsors for TV programs and night baseball games on a national TV network. As a result, overall results in time sales decreased from the previous fiscal year.

Spot sales had solid growth as revenues from live advertising using radio personalities increased particularly in the areas of toiletries and health food. In addition, revenues from campaign spots in the foreign cars and food sectors grew steadily. However, there was also a negative factor of declining sponsors, which led to slight declines in overall results of spot sales from the previous fiscal year.

In terms of programming, we started a new long program, *Tamamusubi*, on weekday afternoons. In the program, two female personalities, Tamao Akae (Monday to Thursday) and TBS announcer Haruka Kobayashi (Friday), talk with various unique partners on each weekday such as Bibiru Oki and Ryota Yamasato (Nankai Candies). The program currently maintains a favorable level of audience ratings. In addition, ranked as top in the audience rating surveys in the Tokyo Metropolitan area, TBS Radio has maintained its position as a leading radio company in the area for 70 consecutive periods since fiscal year 2001 (ended August). This is due mainly to the success of long programs on weekdays and *Sinichiro Azumi's Sunday Heaven*, aired on Sunday mornings. Furthermore, TBS Radio achieved the top audience rating among other commercial radio companies with its special program for election returns for the Lower House general election aired in December 2012, which proved its high level of credibility.

In the broadcast related business, we started a new business, "T2D," which offers services of concert sound-source recording and fee-based distributions after concerts based mainly in Akasaka BLITZ in Tokyo. The business has attracted the attention of the music industry as well. Meanwhile, the housing business

Business Report

From April 1, 2012 to March 31, 2013

performed well, including the opening of TBS Housing Shibuya for the first time in the Tokyo metropolitan area. However, overall results in the broadcast related business decreased from the previous fiscal year mainly due to increased costs in the software business.

As of March 31, 2013, 34 companies throughout Japan were affiliated with the TBS radio network JRN. This number is unchanged from the previous fiscal year.

Multi-Visual Ventures and Cultural Events

Although net sales from the Multi-Visual Ventures and Cultural Events Business decreased by 1.6% from the previous fiscal year to ¥125,230 million, operating income increased by 5.8% to ¥5,442 million.

In the cultural events business, newly opened Tokyu Theatre Orb (Shibuya, Tokyo) presented its first play, *West Side Story*, which won great applause. Likewise, the French-version musical *Roméo & Juliette* was also highly successful. Akasaka ACT Theater presented a wide variety of plays responding to audience expectations, including : *Roméo & Juliette* by Takeru Sato and Satomi Ishihara; *Chicago* by Ryoko Yonekura, who made her Broadway debut; *The Cloistered Flower of Yamato Protects Her Kimono Sleeve from the Alien Rain* by living national treasure Tamasaburo Bando; *Bring Me My Chariot of Fire* by Tsuyoshi Kusanagi, Cha Seung-Won and others; and *Akasaka Oo-Kabuki: Kaidan Chibusa-no-Enoki* by Kankuro Nakamura and Shichinosuke Nakamura. The Tetsuya Kumakawa K-Ballet Company continued to enchant fans by staging productions such as *Le Corsaire*, *Triple Bill*, *Don Quixote*, *The Nutcracker*, and *Cinderella*. The live event of South Korea's popular drama Big also attracted many visitors.

In the exhibition business, the exhibition *The Inka Empire Revealed: Century After the Machu Picchu "Discovery"* held at the National Museum of Nature and Science in Tokyo attracted more than 450,000 visitors. The exhibition was designed to explore the entire picture of the Inka Empire based on the three domains of archaeology, anthropology and historical science. Other exhibitions such as *From Renaissance to Rococo: Four Centuries of European Drawing, Painting and Sculpture*, *Masterworks from the Collections of the Prince of Liechtenstein*, and *Peter Paul Rubens: Italian Origin and Antwerp Studio of Glory* were also favorably received.

We hosted seasonal events in the Akasaka Sacas commercial complex, including *2012 Spring Sacas: Active Children Square* and *2012 Summer Sacas: Smiling Door* at Sacas Square and other spots. We also held our annual event called Sacaspo! White Sacas Sports Festa by offering the outdoor skating rink

and other facilities, which attracted around six million visitors a year.

In the video business, the cinema film *The Floating Castle* released in November 2012 earned ¥2,800 million. The film was highly appraised and won best prizes in 10 categories of the Japan Academy Prize. Other films such as *Theatrical version SPEC-Heaven* and *Love for Beginners* attracted young fans and achieved increased audiences. *Tenchi: The Samurai Astronomer* and *The Castle of Crossed Destinies* were also popular.

In the DVD business, the DVD and Blu-ray Disc (BD) editions of TV dramas such as *ATARU*, *My Daddy Is an Idol!*, *Beginners!* and *Monsters* were released at the same time, and enjoyed strong sales. The BD edition of midnight TV program *Momokuro Dan* was also received favorably by its fans and others. In the animation business, the DVD and BD editions of cinema film *K-ON! MOVIE* released last year achieved strong sales, while *Hidamari Sketch x Hanikamu* and *Boku wa Tomodachi ga Sukunai Next* steadily increased their popularity among animation fans.

In the program syndication business, sales of TV program formats targeting overseas markets and offering TV program concepts, grew steadily. The popular TV program *SASUKE* and *Takeshi's Castle* have been aired in some 160 countries and regions, while *America's Funniest Home Videos of Fun TV with Kato-chan and Ken-chan* has been aired 500 times in the golden time slot. Furthermore, a new format of *Brain Survivor* has been favorably received, as the quiz show was aired in more than 70 countries/regions and nominated for the Emmy Award.

In the communication satellite business, TBS On Demand (video distribution service) expanded its services for fixed-rate unlimited viewing plans operated by NTT Docomo, KDDI, Softbank and other telecommunications operators. In addition, the redistribution service for the serial drama *Yakou Kanransha* (Midnight Ferris Wheel) and other animation programs was favorably welcomed, contributing to strong sales growth. As for the communication satellite program, we expanded our broadcasting system to three channels, by adding "TBS Channel 2" in October 2012. This move will enable us to actively offer more masterpiece dramas as well as sports and original programs, which has been difficult with our existing two channels "TBS Channel 1" and "TBS News Bird" only. By so doing, we aim to further expand the number of subscribers.

In the license business, we implemented a collaborative advertising event for the TV drama *Monsters* through collaboration with about 14,800 major convenience stores across Japan. In addition, we hosted "Hanamaru Market



Business Report

From April 1, 2012 to March 31, 2013

Omeza Fair" at the "Tree Village" shop in the world's tallest tower, Tokyo Skytree. The shop is jointly run by five commercial TV broadcasting companies in Tokyo, where they sell their TV program-related products. The fair attracted many visitors: in particular, "Madame Brulee," an original *baumkuchen* sweet under the Madame Shinco brand, proved to be very popular and sold out every day.

In the shopping business, sales from *Women's Shopping Mission 4* aired in November 2012 hit a record high, including sales from its rebroadcast. We also took new approaches including a special TV shopping program *Machaaki's Fancy Shopping Laboratory* with Masaaki Sakai as presenter, which aired in February 2013.

In the digital business, our original social network game *SPEC: Card Collection* achieved strong sales. This indicates that the game development business where we have made a full-scale entry will become a new revenue source. We also expanded our digital signage service "Campus TV" to around 60 universities across Japan, and added new informational programs to develop the business further. In addition, we actively promoted the second-screen service that integrates broadcasting and mobile device (such as smartphones) services, by introducing it in *All Star Thanksgiving Festival* and other programs.

Real Estate Business

Net sales from the Real Estate Business increased by 0.4% from the previous fiscal year to ¥15,341 million, and operating income increased by 7.3% to ¥6,889 million.

Akasaka Sacas, which has reached the fifth anniversary of its opening, has established itself as a popular cultural and entertainment center through the provision of various performances and events held in Sacas Square. The sales of the Akasaka Biz Tower commercial complex recovered from the effect of the earthquake disaster, and Akasaka The Residence residential facility continued to have a high rate of successful contracts.

② Capital Investment

Total capital investment in the fiscal year under review was ¥11.5 billion. The principal investment item was facilities related to digital terrestrial broadcasting.

The Company completed the transition to digital terrestrial broadcasting in the Kanto region in July 2011 and continued work in the fiscal year under review to upgrade facilities in cooperation with other commercial TV broadcasting companies and NHK. Such work included the accommodation of new

technologies for broadcasting in the areas where access to terrestrial digital broadcasting is limited and frequency resetting (repacking) after the termination of analog broadcasting. At Tokyo Skytree, which is scheduled to become the new transmitter station from May this year, we are continuing preparations toward the start of broadcasting and have now installed the broadcasting facilities for use in terrestrial digital broadcasting. We have also installed live-feed cameras from the Tokyo Skytree viewing platform to provide a 360-degree view of the Kanto region, enabling viewers to enjoy scenes from the 375-meter-high platform when watching certain programs and so on.

As for program production facilities, we upgraded the visual/audio system of M1 Studio of Midoriyama Studios (the main facility for drama production). At the Akasaka Broadcasting Center, the main facility for variety show programs and live programs, we upgraded the audio system in Studio A and the camera/visual/audio system in Studio B to enhance our production technical capabilities and further ensure smooth production.

As for the various operations related to program recording, editing and broadcasting conducted at the broadcasting center, we are steadily working toward a transition to a data file system that uses personal computers and servers in place of video tapes. In the fiscal year under review, we completed the design of a sports news system, and some of the functions of this system, such as recording, have started to be used in production. Our next project will be to develop similar systems for news and current affairs programs and across-the-board information programs. Through such measures, we plan to significantly reduce video tape costs and improve operational efficiency.

③ Capital Procurement

Total interest-bearing debt of the Group at the end of the fiscal year under review was ¥107,200 million (excluding lease obligations), consisting of ¥50,000 million in bonds payable and ¥57,200 million in long-term loans payable (including the current portion).

In order 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 agreement totaling ¥5,500 million with multiple financial institutions (the balance of the funds drawn is nil, and the available balance is ¥5,500 million).

Besides 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, 2013 and 2012	Millions of yen	
	2012	2013
Assets		
Current assets		
Cash and deposits	¥ 79,001	¥ 68,243
Notes and accounts receivable—trade	36,767	37,568
Merchandise and finished goods	6,726	7,174
Program rights and work in process	6,142	8,149
Raw materials and supplies	627	581
Prepaid expenses	8,410	6,477
Deferred tax assets	2,696	5,044
Other	6,112	6,030
Allowance for doubtful accounts	(116)	(139)
Total current assets	146,368	139,130
Noncurrent assets		
Property, plant and equipment		
Buildings and structures	190,731	192,312
Accumulated depreciation	(79,621)	(85,098)
Buildings and structures, net	111,109	107,213
Machinery, equipment and vehicles	83,281	83,518
Accumulated depreciation	(74,906)	(74,992)
Machinery, equipment and vehicles, net	8,375	8,526
Tools, furniture and fixtures	22,588	24,116
Accumulated depreciation	(20,262)	(21,965)
Tools, furniture and fixtures, net	2,326	2,150
Land	84,553	84,554
Lease assets	6,725	6,625
Accumulated depreciation	(3,513)	(3,787)
Lease assets, net	3,211	2,837
Construction in progress	4,467	6,748
Total property, plant and equipment	214,044	212,030
Intangible assets		
Software	5,024	4,768
Goodwill	23,966	22,360
Lease assets	458	347
Other	2,048	1,702
Total intangible assets	31,497	29,178
Investments and other assets		
Investment securities	149,363	164,463
Long-term loans receivable	414	283
Deferred tax assets	1,472	1,706
Long-term prepaid expenses	1,046	949
Other	11,767	12,613
Allowance for doubtful accounts	(815)	(728)
Total investments and other assets	163,248	179,286
Total noncurrent assets	408,790	420,496
Total assets	¥ 555,159	¥ 559,626

Consolidated Financial Statements

Consolidated Balance Sheets (Unaudited)

As of March 31, 2013 and 2012	Millions of yen	
	2012	2013
Liabilities		
Current liabilities		
Notes and accounts payable—trade	¥ 34,688	¥ 34,814
Short-term loans payable	20,000	—
Current portion of long-term loans payable	11,750	31,200
Accounts payable—other	11,782	11,431
Income taxes payable	3,123	3,982
Accrued consumption taxes	827	684
Accrued expenses	5,070	5,761
Provision for directors' bonuses	184	191
Provision for measures associated with the relocation of transmitting station	—	1,080
Other provision	1,058	1,134
Other	6,672	5,809
Total current liabilities	95,156	96,090
Noncurrent liabilities		
Bonds payable	50,000	50,000
Long-term loans payable	47,000	26,000
Provision for retirement benefits	12,978	13,431
Lease obligations	2,235	1,590
Deferred tax liabilities	10,121	12,681
Other	15,069	15,358
Total noncurrent liabilities	137,405	119,062
Total liabilities	232,561	215,152
Net assets		
Shareholders' equity		
Capital stock	54,986	54,986
Capital surplus	60,254	60,254
Retained earnings	222,303	228,882
Treasury stock	(48,972)	(48,973)
Total shareholders' equity	288,572	295,150
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	20,329	33,468
Deferred gains or losses on hedges	(357)	(46)
Foreign currency translation adjustment	(186)	(106)
Total valuation and translation adjustments	19,785	33,314
Minority interests	14,238	16,008
Total net assets	322,597	344,473
Total liabilities and net assets	¥ 555,159	¥ 559,626

Consolidated Financial Statements

Consolidated Statements of Income (Unaudited)

Years ended March 31, 2013 and 2012	Millions of yen	
	2012	2013
Net sales	¥ 346,538	¥ 352,351
Cost of sales	244,086	245,187
Gross profit	102,451	107,164
Selling, general and administrative expenses	90,288	90,975
Operating income	12,162	16,188
Non-operating income		
Interest income	78	78
Dividends income	3,182	2,605
Equity in earnings of affiliates	79	43
Other	1,089	811
Total non-operating income	4,429	3,538
Non-operating expenses		
Interest expenses	1,407	1,308
Loss on retirement of noncurrent assets	228	110
Other	643	637
Total non-operating expenses	2,279	2,055
Ordinary income	14,313	17,671
Extraordinary income		
Gain on bargain purchase	—	126
Gain on sales of investment securities	302	1
Gain on sales of subsidiaries and affiliates' stocks	5,959	—
Gain on step acquisitions	210	—
Total extraordinary income	6,471	127
Extraordinary loss		
Loss on measures associated with the relocation of transmitting station	—	1,377
Loss on valuation of investment securities	1,913	716
Impairment loss	201	711
Office transfer expenses	—	518
Loss on revision of retirement benefit plan	20	67
Loss on liquidation of subsidiaries and affiliates	462	—
Early extra retirement payments	333	—
Loss on valuation of golf club membership	250	—
Loss on purchase of treasury stock	149	—
Total extraordinary losses	3,330	3,392
Income before income taxes and minority interests	17,454	14,407
Income taxes—current	3,956	5,363
Income taxes—deferred	362	(1,979)
Total income taxes	4,319	3,383
Income before minority interests	13,135	11,023
Minority interests in income	1,463	1,850
Net income	¥ 11,671	¥ 9,173

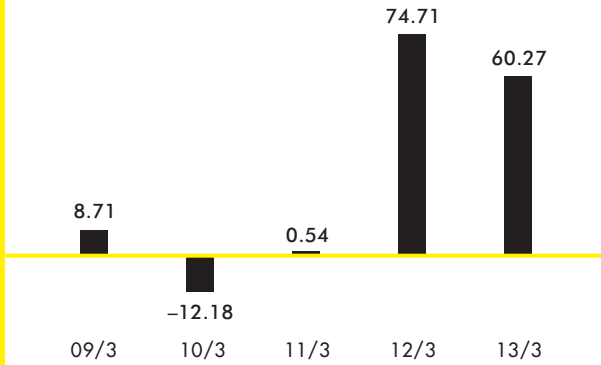
Consolidated Financial Statements

Consolidated Statements of Cash Flows (Unaudited)

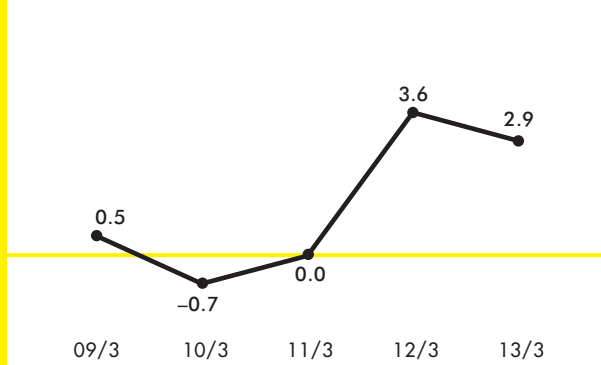
Year ended March 31, 2013 and 2012	Millions of yen	
	2012	2013
Cash flows from operating activities		
Income before income taxes and minority interests	¥ 17,454	¥ 14,407
Depreciation and amortization	15,078	14,147
Amortization of long-term prepaid expenses	545	252
Amortization of goodwill	1,946	1,605
Gain on valuation of investment securities	1,913	716
Gain on sales of investment securities	(302)	(1)
Gain on sales of stocks of subsidiaries and affiliates	(5,959)	—
Retirement benefit expenses	576	340
Loss on retirement of noncurrent assets	377	110
Increase in provision for measures associated with the relocation of transmitting station	—	1,080
Increase (decrease) in allowance for doubtful accounts	265	(92)
Interest and dividends income	(3,261)	(2,684)
Interest expenses	1,407	1,308
Equity in (earnings) losses of affiliates	(79)	(43)
Decrease (increase) in notes and accounts receivable—trade	(2,272)	(785)
Decrease (increase) in inventories	961	(2,409)
Decrease in prepaid expenses	572	2,002
Increase in notes and accounts payable—trade	2,014	116
Other, net	210	469
Subtotal	31,450	30,542
Interest and dividends income received	3,263	2,688
Interest expenses paid	(1,476)	(1,281)
Income taxes refund	525	569
Income taxes paid	(3,689)	(4,362)
Net cash provided by operating activities	30,072	28,156
Cash flows from investing activities		
Purchase of property, plant and equipment	(6,057)	(10,662)
Purchase of intangible assets	(2,346)	(1,808)
Purchase of investment securities	(2,703)	(703)
Proceeds from sales of investment securities	466	1
Purchase of investments in subsidiaries resulting in change in scope of consolidation	(1,389)	—
Proceeds from sales of investments in subsidiaries resulting in change in scope of consolidation	5,911	—
Other, net	387	(476)
Net cash used in investing activities	(5,731)	(13,649)
Cash flows from financing activities		
Increase in short-term loans payable	2,283	—
Decrease in short-term loans payable	(14,842)	(20,000)
Proceeds from long-term loans payable	—	10,800
Repayment of long-term loans payable	(1,750)	(12,350)
Proceeds from issuance of bonds	19,899	—
Redemption of bonds	(20,000)	—
Cash dividends paid	(1,336)	(2,591)
Cash dividends paid to minority shareholders	(44)	(53)
Other, net	(1,203)	(1,279)
Net cash used in financing activities	(16,993)	(25,475)
Effect of exchange rate change on cash and cash equivalents	18	106
Net increase (decrease) in cash and cash equivalents	7,367	(10,861)
Increase in cash and cash equivalents from newly consolidated subsidiary	—	91
Cash and cash equivalents at beginning of period	71,434	78,801
Cash and cash equivalents at end of period	¥ 78,801	¥ 68,031

Major Indices

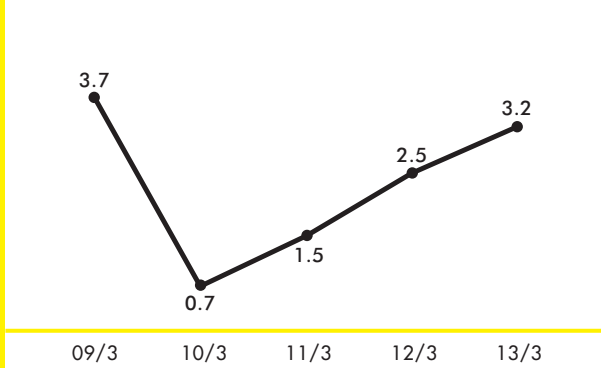
Net Income per Share
(yen)



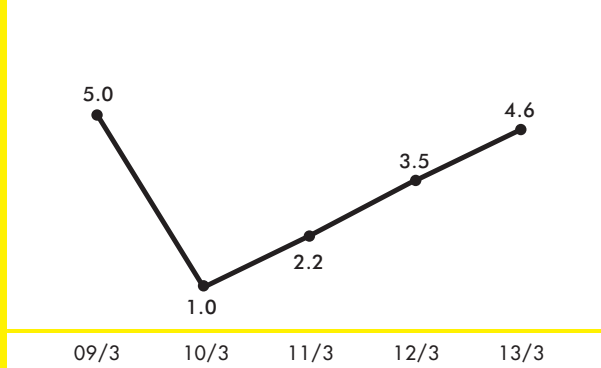
Return on Equity
(%)



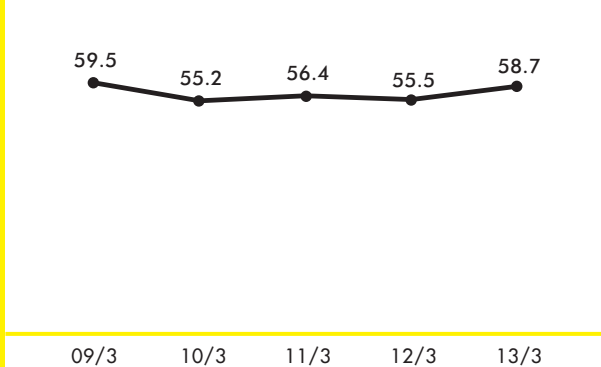
Ratio of Ordinary Income to Net Assets
(%)



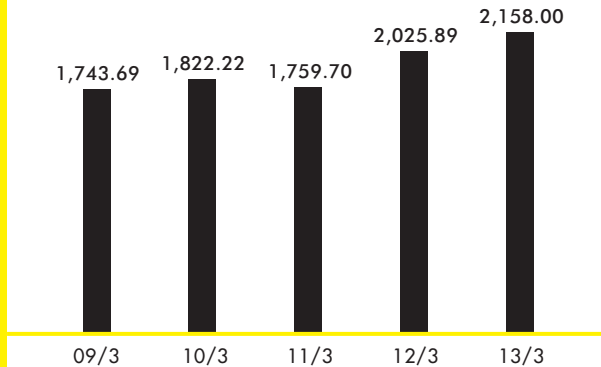
Ratio of Operating Income to Net Sales
(%)



Equity Ratio
(%)



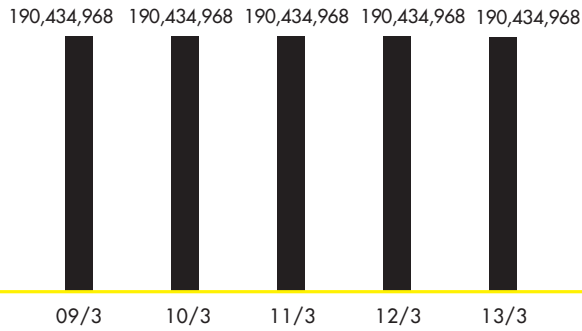
Net Assets per Share
(yen)



Major Indices

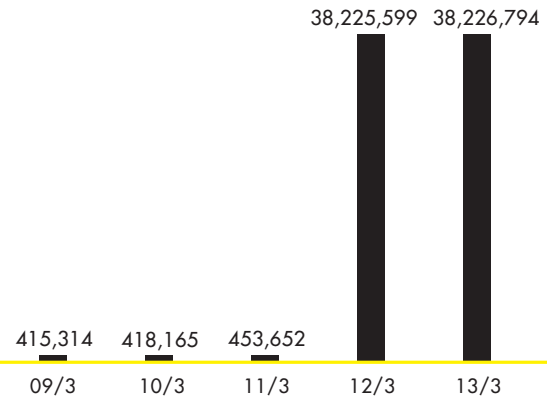
Number of Shares Issued at the End of the Term (Including Treasury Stock)

(shares)



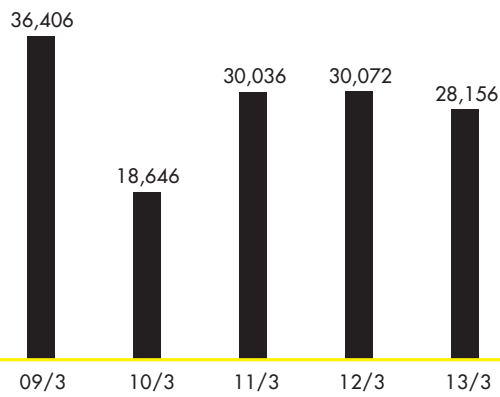
Amount of Treasury Stock at the End of the Term

(shares)



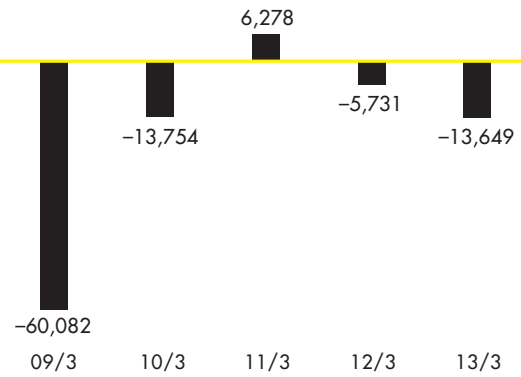
Cash Flows from Operating Activities

(million yen)



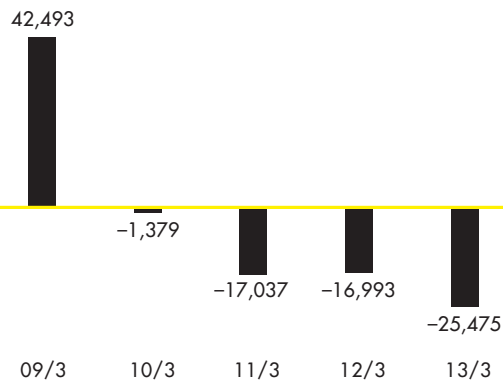
Cash Flows from Investing Activities

(million yen)



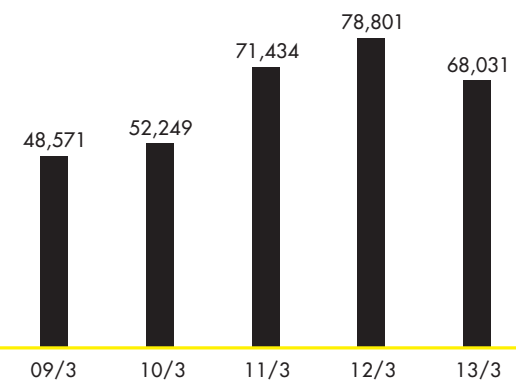
Cash Flows from Financing Activities

(million yen)



Cash and Cash Equivalents, at End of Period

(million yen)



Segment Information

Consolidated Results by Segment

(millions of yen)

	FY2013			
	External sales	y/y change	Operating income	y/y change
Broadcasting Business	¥211,780	+7,844	¥ 3,866	+3,265
Multi-Visual Ventures and Cultural Events Business	125,230	-2,094	5,442	+297
Real Estate Business	15,341	+64	6,889	+468
Consolidated Business	¥352,351	+5,813	¥16,188	+4,025

Capital Expenditures and Depreciation

(millions of yen)

Consolidated	FY2013
Capital expenditures	¥ 11,597
Depreciation	12,965

TBS Holdings	FY2013
Capital expenditures	¥ 346
Depreciation	3,282

TBS Television	FY2013
Capital expenditures	¥ 7,144
Depreciation	7,510

Segment Information

FY2013 Consolidated and TBS Television Business Results Forecasts

2014
→

	(millions of yen)
Consolidated	FY2014
Net sales	¥356,000
Operating income	16,500
Ordinary income	17,400
Net income	8,100

Business Results Forecast by Segment

	(millions of yen)
Consolidated	FY2014
Consolidated net sales	¥356,000
Broadcasting Business	214,000
Multi-Visual Ventures and Cultural Events Business	127,000
Real Estate Business	15,000
Consolidated operating income	16,500
Broadcasting Business	4,300
Multi-Visual Ventures and Cultural Events Business	6,000
Real Estate Business	6,200

2014
→

	(millions of yen)
TBS Television	FY2014
Net sales	¥218,600
Operating income	7,100
Ordinary income	8,500
Net income	5,000

Time/Spot, Program Cost Forecasts

	1st half	2nd half	Full year
Time	-1.8%	+1.9%	0.0%
Spot	+2.0%	+6.3%	+4.2%
Program cost	—	—	¥97,530 million

Note: The estimated figures above, which were announced on May 11, 2012, are subject to revision. For the most up-to-date estimated figures, please see the Company's web site.



HIRUOBI!!



Mino Monta no Asa Zubai



Pittanko Kankan

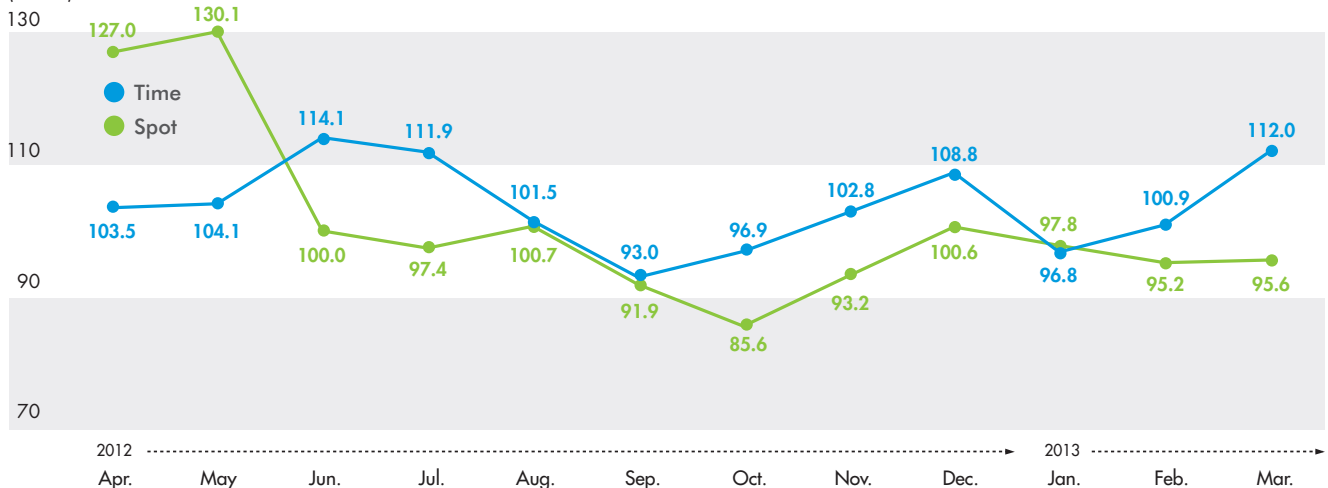
Breakdown of TBS Television Income

(millions of yen)

	FY2013	y/y change
Television	¥184,247	+4,137
Time advertising	88,595	+3,180
Spot advertising	83,655	+151
Program sales in Japan	3,691	-147
Others	8,304	+953
Operations	26,036	+450
Real estate	2,887	+2
Total income	¥213,172	+4,590

Year-on-Year Changes in Time/Spot Earnings

(Unit: %)



	Q1	Q2	Q3	Q4	Full year
● Time	107.0	101.8	102.9	103.3	103.7
● Spot	117.9	96.2	93.1	96.1	100.2
TBS share among five key broadcasters	19.3	19.9	19.8	19.4	19.6



Tonbi (Black Kite)



ATARU

Spot Advertising Sales Ranks by Business Category

(%)

	FY2013	Growth rate	Share
1	Foods	+1.3	10.6
2	Alcoholic and other beverages	-12.4	10.0
3	Information, telecommunications, and broadcasting	+5.0	9.2
4	Pharmaceuticals	-6.3	8.8
5	Automobiles and transportation equipment	+22.6	8.8
6	Cosmetics and toiletries	-3.2	8.1
7	Precision instruments and office machines	-7.7	5.6
8	Financial services	+11.7	5.6
9	Distribution	+6.7	4.7
10	Transportation and leisure	+32.0	4.5

(Ranked in order of sales proceeds)

TBS Television Business Segment Income

(millions of yen)

Contents		Full year	y/y change	Remarks	
Operations division	Cultural business (events)	¥ 3,299	+1,047	Revenue expanded markedly after brisk sales of the ballet performance of Tetsuya Kumakawa K-Ballet Company, the Berlin exhibit and the Inka Empire Revealed exhibit.	
	Show business	3,119	-343	Despite the success of <i>West Side Story</i> and <i>Akasaka O-kabuki</i> , revenue was lower than in the previous year, when there was a smash hit show.	
	Movie business	1,682	+261	Revenue surged with successful titles such as <i>SPEC: Ten</i> , <i>The Floating Castle</i> and <i>Love for Beginners</i> .	
Content business division	Multi-visual business	DVDs	2,831	-1,103	Despite healthy achievements of <i>SPEC</i> , <i>ATARU</i> and <i>Momokuro-Dan</i> , revenue tumbled after a slowdown of the DVD market and the postponement of a planned DVD release to the next fiscal year.
		Animations	2,004	+34	Revenue increased from the preceding year with brisk DVD and blu-ray sales of <i>K-ON! MOVIE</i> .
	Contents sales business	Program sales abroad	1,167	+152	—
		Other program sales	327	-139	—
	Pay-TV business	8,266	+656	Revenue jumped after significant briskness of TBS on Demand. The CS business of TBS Channel and TBS NEWS BIRD remained strong.	
	Licensing business	1,195	-177	—	
	Digital business	2,143	+61	Revenue rose following the popularity of game titles featuring <i>SPEC</i> and others and projects linked with TV programs, despite a decline in mobile phone charges.	
Total		¥26,036	+450		



IAAF World Championships Daegu 2011
©PHOTO KISHIMOTO



IAAF Championship Daegu 2011

FY2013 Viewer Ratings

(%)

	All day	Golden time*	Prime time**
TBS	6.6 (5th)	9.5 (5th)	9.6 (5th)
NTV	7.9 (1st)	12.1 (2nd)	11.9 (2nd)
TV Asahi	7.8 (2nd)	12.4 (1st)	12.7 (1st)
TV Tokyo	2.9 (6th)	6.8 (6th)	6.4 (6th)
Fuji TV	7.1 (3rd)	10.9 (4th)	11.0 (3rd)
NHK	6.7 (4th)	11.5 (3rd)	10.3 (4th)
HUT	41.5	63.8	62.3

Ratings for April 2, 2012 to March 31, 2013, 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)

	FY2013	FY2012	y/y change
Q1	¥26,193	¥23,877	+2,316
Q2	25,700	23,492	+2,208
Q3	23,548	23,326	+222
Q4	23,412	24,229	-817
Direct expenses	-18,223		
Indirect expenses	-5,189		
Fiscal year cumulative	¥98,853	¥94,924	+3,928
Next fiscal-year forecast		97,530	

(Next fiscal-year forecast includes a ¥500 million margin of error)

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

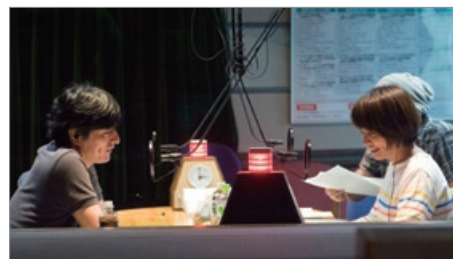
Financial Data of Major Group Companies

TBS Radio & Communications, Inc.

(millions of yen)

	FY2013	
	Amount	y/y change
Net sales	¥10,802	-342
Operating income	353	-120
Ordinary income	359	-128
Net income	224	+17

Recorded the highest ratings for 72 consecutive periods from August 2001 to June 2013.



BS-TBS, INC.

(millions of yen)

	FY2013	
	Amount	y/y change
Net sales	¥13,646	+2,209
Operating income	2,419	+662
Ordinary income	2,441	+668
Net income	2,908	-285



Grand Marche, Inc.

(millions of yen)

	FY2013	
	Amount	y/y change
Net sales	¥15,314	+207
Operating income	467	-24
Ordinary income	578	-46
Net income	370	+19



Financial Data of Major Group Companies

TC Entertainment Incorporated

(millions of yen)

	FY2013	
	Amount	y/y change
Net sales	¥ 5,583	+1,048
Operating income	310	+196
Ordinary income	311	+195
Net income	166	+99



StylingLife Holdings Inc. (Consolidated)

(millions of yen)

	FY2013	
	Amount	y/y change
Net sales	¥69,489	-208
Operating income	1,757	+210
Ordinary income	1,548	+127
Net income	184	+65



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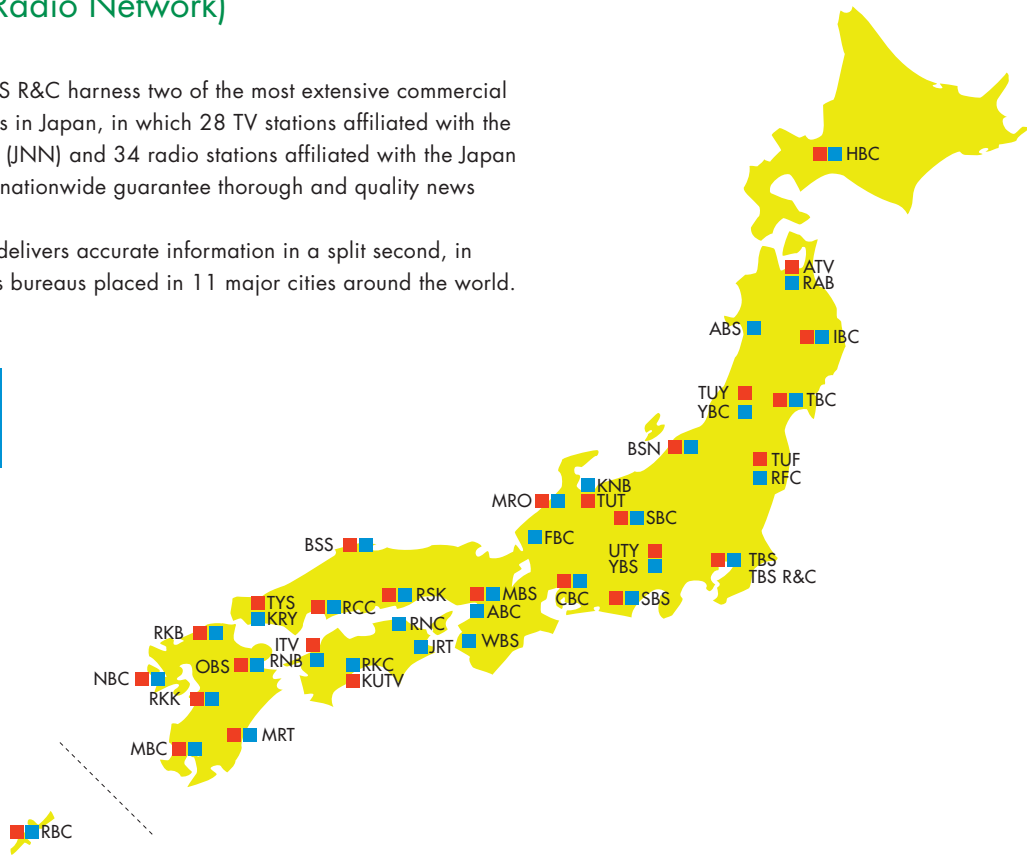
TBS Networks

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



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