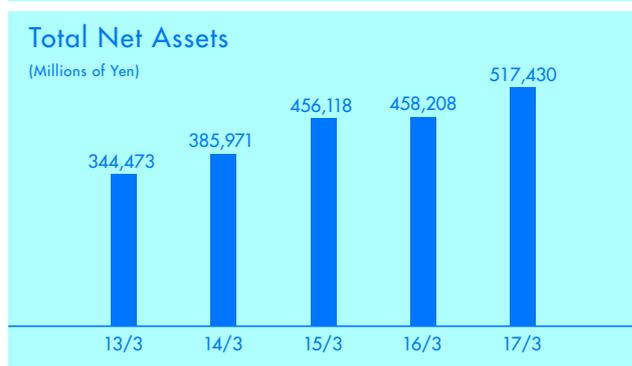
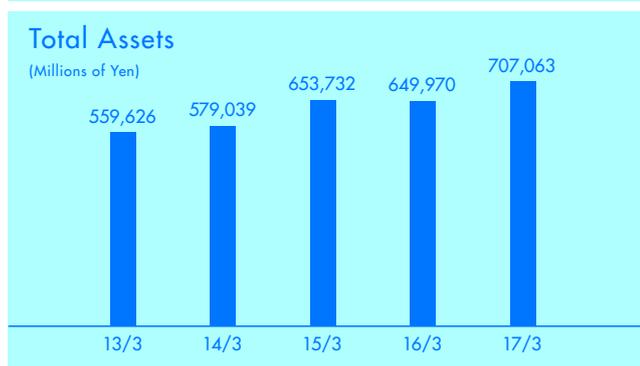
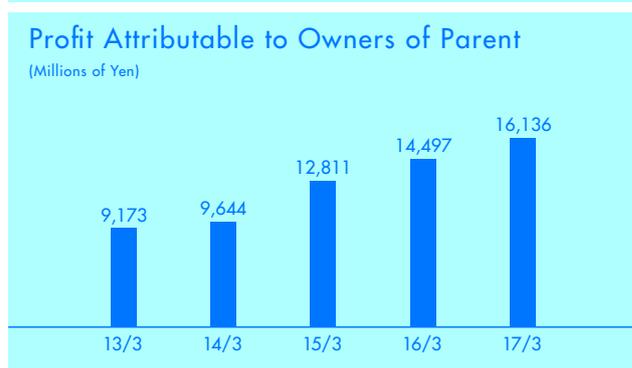
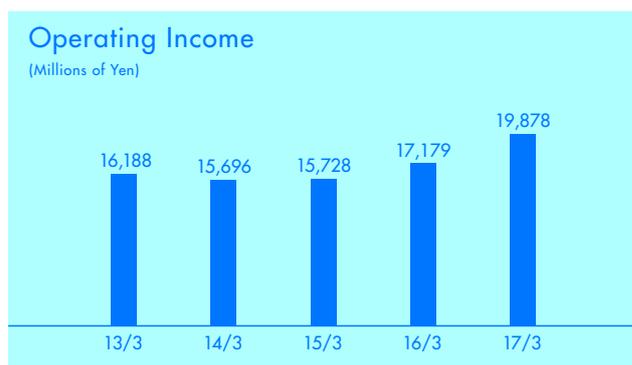
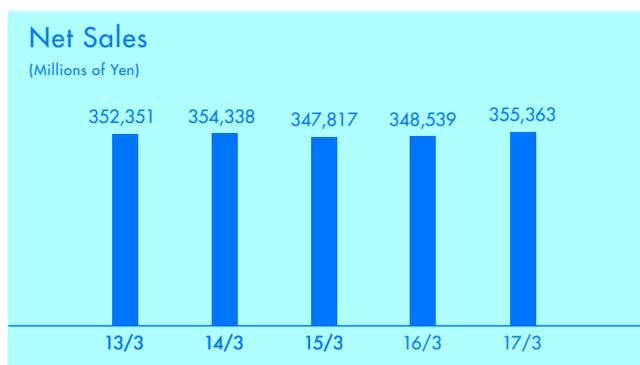


From
TBS

INVESTOR INFORMATION **2017**

Tokyo Broadcasting System Holdings, Inc.

Consolidated Financial Highlights



Contents

- | | | | |
|----|-----------------------------------|----|---|
| 2 | To Our Stakeholders | 15 | Major Indices |
| 3 | At a Glance | 17 | Segment Information |
| 4 | Organization | 19 | TBS Television |
| 5 | Corporate Data | 22 | Financial Data of Major Group Companies |
| 6 | Business Report | 24 | TBS Networks |
| 11 | Consolidated Financial Statements | | |

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, 2017.

Tokyo Broadcasting System Television, Inc. (TBS TV) saw audience ratings improve in the second half-year compared with the first half-year in the all-day, golden, prime, and non-prime time slots. Among the best-received TV dramas during this period were *The Full-Time Wife Escapist* and *A LIFE: A LOVE*. High audience ratings were also achieved during the 2017 World Baseball Classic™ competition by live broadcasts from the fiercely fought battles of the Japan National Baseball Team.

TBS Radio Inc. continues its evolution toward the next generation of radio through expansion with Internet distribution services such as Wide FM, radiko, and Radio Cloud. In our Multi-Visual Ventures and Cultural Events Business, the 360-degree theater IHI STAGE AROUND TOKYO opened in March 2017 in the Toyosu district of Tokyo and has enjoyed daily success. A variety of events was also offered at the new Akasaka Sacas development, which, together with Akasaka ACT Theatre and Akasaka BLITZ, has become a byword for the Akasaka district.

Elsewhere, we decided on the joint establishment in July 2017 of Premium Platform Japan Co., Ltd., a new company whose main business will be to provide pay video streaming and related services. Additionally, we were appointed strategic media partner to ispace, Inc., which manages Team HAKUTO, the only Japanese participant in the Google Lunar XPRIZE competition to explore the surface of the moon.

We at the TBS Group will continue to take on new challenges for the future. Guided by the commitment “From TBS,” and backed by the firm support and understanding of our stakeholders, we look forward to continued corporate growth.

June 2017

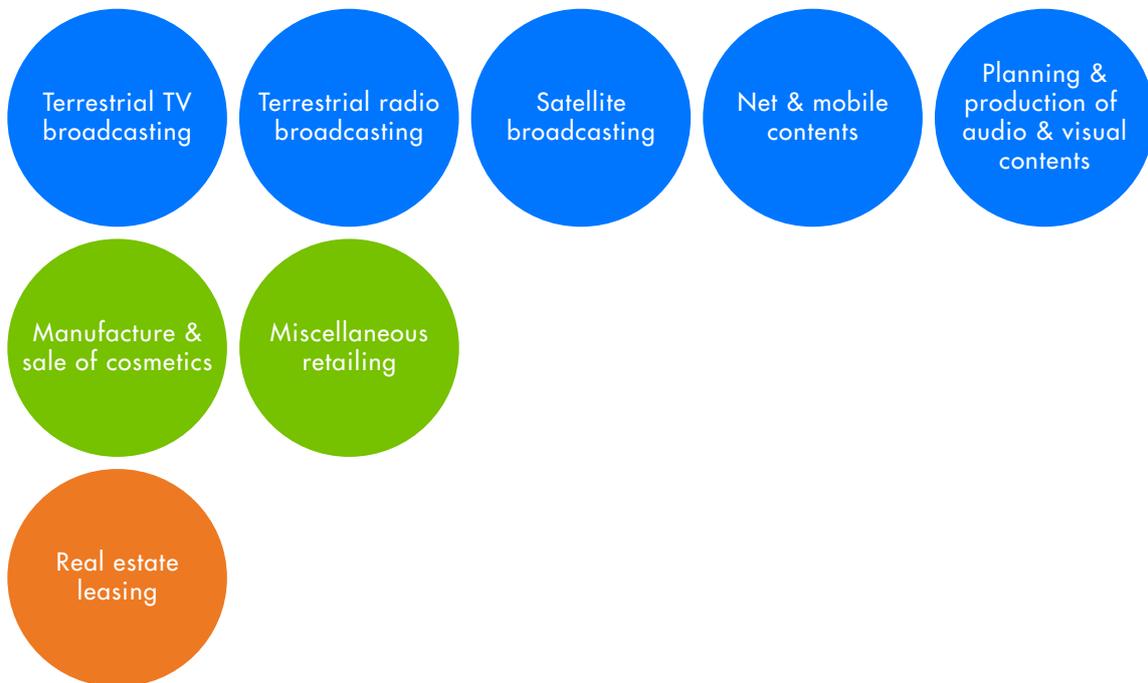
Shinji Takeda

President & Representative Director
Tokyo Broadcasting System Holdings, Inc.
Tokyo Broadcasting System Television, Inc.

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, 2017)



Organization

As of April 1, 2017

Tokyo Broadcasting System Holdings, Inc.

Broadcasting Business

Tokyo Broadcasting System Television, Inc.

TBS Radio 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 Inc.

TBS International, Inc.

BS-TBS, INC.

Totsu Inc.

TLC Co., Ltd.

Vecte, 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. (with two other group companies)

C-TBS, Incorporated

Equity-Method Affiliate

WOWOW INC.

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, 2017

Date of Establishment Head Office

May 10, 1951 (Registered on May 17)
5-3-6 Akasaka, Minato-ku, Tokyo 107-8006, Japan
www.tbsholdings.co.jp

Paid-in Capital Number of Employees

Stock Code: 9401, TSE First Section
¥54,986,892,896
Tokyo Broadcasting System Holdings, Inc. 271
Tokyo Broadcasting System Television, Inc. 1,079
TBS Radio Inc. 58



① Newsroom at TBS Television
② Sub-control room at TBS Television

③ Akasaka Biz Tower
④ TBS Holdings Head Office

⑤ On set at TBS Television studio for news programs
⑥ On set at TBS Television studio for variety shows

Major Shareholders

(as of March 31, 2017)

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	5.32
The Master Trust Bank of Japan, Ltd. (Trust Account)	9,273,000	5.30
Mainichi Broadcasting System, Inc.	8,848,100	5.06
MITSUI & CO., LTD.	7,691,000	4.40
Sumitomo Mitsui Banking Corporation	5,745,267	3.28
Mitsui Fudosan Co., Ltd.	5,713,728	3.27
NTT DOCOMO, INC.	5,713,000	3.26
Panasonic Corporation	5,643,180	3.23
Nippon Life Insurance Company	5,006,235	2.86
BIC CAMERA INC.	4,190,000	2.39

Business Report

From April 1, 2016 to March 31, 2017

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

1 Business Activities and Results

Japan's economy continues on a path of modest recovery, with improvements seen in the employment and income environment. Meanwhile, the outlook remains unclear due to uncertainties in overseas economies, such as a slowdown in Asian emerging economies, including China, and US policy developments after the presidential election.

Against this backdrop, consolidated net sales of the Group in the fiscal year ended March 31, 2017 increased by 2.0% from the previous fiscal year to ¥355,363 million, operating income increased by 15.7% to ¥19,878 million, ordinary income increased by 15.6% to ¥26,207 million, and profit attributable to owners of parent increased by 11.3% to ¥16,136 million.

Broadcasting

Consolidated net sales from the Broadcasting Business segment increased by 2.5% from the previous fiscal year to ¥219,175 million, while operating income increased by 24.4% to ¥5,973 million.

Tokyo Broadcasting System Television, Inc., the core of the Broadcasting Business, posted a 0.5% increase in time

revenue and a 3.2% increase in spot revenue for the fiscal year under review from the previous year. Regarding time sales, one-off programs, such as *Rio de Janeiro Olympics 2016*, *2017 World Baseball Classic™*, and *Leaders II*, as well as increased unit prices of regular programs, contributed to an increase in sales. The company recorded approximately the same level of sales as in the previous year when one-off programs such as *IAAF World Championships Beijing 2015* contributed significantly to sales.

Concerning spot sales, with advertisements increasingly placed by many industries, such as "information, telecommunications and broadcasting" "food," and "alcoholic and other beverages," the Company enjoyed strong audience ratings and expanded its market share among key television stations in Tokyo. In addition, the Company recorded growth rate of the volume of advertisements, which was higher than that in the Kanto region (+1.6% year on year).

With the BS digital broadcasting market remaining firm, BS-TBS, INC. continued to perform well, posting a 5.8% increase in sales from the previous year due to its unique strategic programming that increases customer satisfaction, especially for BS broadcasting. Operating income also rose 8.3% over the previous year, despite an increase in production costs accompanying efforts to strengthen programming.



Rio de Janeiro Olympics 2016
© PHOTO KISHIMOTO



Rio de Janeiro Olympics 2016
© PHOTO KISHIMOTO

Business Report

From April 1, 2016 to March 31, 2017

TBS Radio Inc. continued to rank No. 1 in the radio listener ratings research conducted by Video Research Ltd. in the Tokyo metropolitan area in February. Since the research undertaken for August 2001, the Company has retained top position for 94 consecutive terms covering 15 years and eight months. Sales and operating income for the fiscal year under review increased 1.4% and 3.1%, respectively, from the previous year as a result of comprehensive efforts to expand measures to improve sales and control costs.

Multi-Visual Ventures and Cultural Events

Net sales from the Multi-Visual Ventures and Cultural Events Business segment increased by 1.5% over the previous fiscal year to ¥120,986 million, while operating income increased by 27.4% to ¥6,168 million.

In film business, *64 (SIX FOUR: Part 1 and Part 2)* (starring Koichi Sato, etc. and directed by Takahisa Zeze), released in May and June, respectively, became a smash hit with a box office revenue of ¥3,680 million. Among exhibitions, *Van Gogh and Gauguin: Reality and Imagination*, held at the Tokyo Metropolitan Art Museum attracted more than 390,000 visitors, while 265,000 people visited *Lascaux: The Cave Paintings of the Ice Age*, at the National Museum of Nature and Science. As the first exhibition under a decade-long partnership agreement between TBS and Kunsthistorisches Museum of Vienna, *Lucas Cranach the Elder: 500 Years of the Power of Temptation*, was presented at the National Museum of Western Art and at the National Museum of Art, Osaka.

Among concerts and stage performances, blockbuster hits, such as *TAKE FIVE 2*, *THE SCARLET PIMPERNEL*, and *Romeo & Juliette*, were presented consecutively at the TBS Akasaka ACT Theater. Besides, at other theaters, a new episode of the Hyper Projection Performance *Haikyuu!!*, and other dramas were staged. All of these performances received good reviews. Akasaka Sacas attracted many people throughout the year, organizing new events aggressively in addition to annual events, such as *Mama Sacas*, in the spring, *Delicias*, in the summer and *White Sacas*, in the winter.



64 (SIX FOUR)
© 2016 64 Film Production Committee

Business Report

From April 1, 2016 to March 31, 2017

Regarding the media business, while growth in the number of subscribers on each platform slowed in the CS business, sales improved due to strategic programming for unique content and sports content, focusing on live broadcasting of professional baseball games. In the DVD business, a drama series titled *The Full-Time Wife Escapist*, recorded strong sales. Businesses targeting overseas also reported strong sales growth, particularly sales in the *SASUKE*, format.

The StylingLife Group increased both sales and operating income. In its core retailing business, *StylingLife Holdings Inc. PLAZASTYLE COMPANY*, cosmetics and sundry items performed well and secured about the same level of sales as in the previous year, while sales of clothing items were weak because the apparel industry has been in a slump. Income increased as a result of efforts to control costs. The cosmetics business remained satisfactory, reflecting an expansion of sales of hit products.

Real Estate Business

Net sales from the Real Estate Business segment decreased by 1.8% from the previous fiscal year to ¥15,202 million, and operating income increased by 2.7% to ¥7,736 million.

Akasaka Biz Tower maintains sound business operations with occupancy rates of both offices and commercial facilities remaining high. Regarding Akasaka Sacas, we aim to cement its status as a mecca for a creative broadcasting culture by continuing to hold various events that bring the TBS Group and its programs closer to customers and viewers.



The Full-Time Wife Escapist



SASUKE

Business Report

From April 1, 2016 to March 31, 2017

2 Capital Investment

Total capital investment in the fiscal year under review was ¥10,600 million.

IHI STAGE AROUND TOKYO was constructed and opened at Toyosu, Koto-ku, Tokyo. This theater features rotating audience seats that are surrounded by stages on 360 degrees.

Concerning equipment for producing television programs, we upgraded the lighting, dimming, and lifting equipment at Midoriyama M5 Studio, which is a base for producing dramas. We also renewed the imaging equipment of A Studio, the flagship studio of TBS, located in the Broadcasting Center at Akasaka where we produce comedy/variety shows and live programs. The Company introduced a 4K imaging system, including studio cameras, so that we can create the first 4K programs for TBS in the studio.

Regarding the internal core system, we installed XDCAM, a mainstream file recorder, in the Recording Center. It is on schedule for transition to file-based production following termination of the maintenance service for VTR equipment and the need to update obsolete devices.

Regarding wireless equipment, we upgraded the FPU equipment for live broadcasts of road races and specific radio mic equipment, in accordance with the radio frequency shift plan. The scheduled transition of all related equipment has now been completed.

In news reporting, the Company updated the anti-vibration camera mount of Helicopter #1, which is essential for

recording news video. Video shot at night is much brighter with the latest highly sensitive camera being employed.

At digital terrestrial relay stations around Kanto area, several facilities prepared in time for the launch of digital broadcasting are aging. We are continuing our efforts to maintain and upgrade digital relay stations in cooperation with companies in the Kanto area to ensure and support a region-wide environment for receiving television broadcasts.

3 Capital Procurement

Total interest-bearing debt of the Group at the end of the fiscal year under review was ¥23,169 million (excluding lease obligations), consisting of ¥769 million in short-term loans and ¥22,400 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 the commitment line agreements, totaling ¥3,000 million with multiple financial institutions (the balance of the funds drawn is nil, and the available balance is ¥3,000 million).

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



IHI STAGE AROUND TOKYO



IHI STAGE AROUND TOKYO

Business Report

From April 1, 2016 to March 31, 2017

4 Priorities

We were made aware of the further diversification of our lifestyles and the ways we access media in the fiscal year ended March 2017. Technology that may ultimately change people's lifestyles, such as the Internet of Things (IoT) and artificial intelligence (AI), are finally being put to practical use. Accordingly, younger generations are increasingly turning away from television. However, we are confident that the pioneering content the Group produces, such as dramas and comedy/variety shows, remains highly accessible to young people and has significant value in online video distribution services. In fact, we produced some high-profile smash hit dramas this fiscal year.

Nevertheless, we should not be content with the situation. We need to continue to create content that is in line with the times with a perspective that is always fresh as we seek to further strengthen our content production capabilities.

These efforts are consistently yielding results, such as increasing operating income. Now, with work-style reforms in mind, the Company aims to respond to your trust and support by integrally and efficiently managing all media owned by the Group, including terrestrial broadcasting, broadcasting satellite (BS), communications satellite (CS), radio, and the Internet.

In the broadcasting segment, revenue and earnings growth continued mainly in terrestrial TV broadcasting, supported by strong viewer ratings and a steady increase in spot revenue. However, there is uncertainty in the advertisement market. We will endeavor to gain firmer support and trust by providing strong, quality content.

In the business segment, IHI STAGE AROUND TOKYO, a theater where the audience is surrounded on 360 degrees by stages and screens, finally opened in March, 2017 at Toyosu, Koto-ku, Tokyo. The theater has been filled since its opening, and we are pleased with its flying start. The playhouse, which will be in operation until 2020, the year of the Olympics, is getting attention from the theatrical community around the world, along with the original theater in Holland, for its unprecedented dynamic staging.

Concerning overseas business, *SASUKE*, and other TV formats remain popular.

TBS Radio, Inc. has been ranked No. 1 in radio listener ratings in the Tokyo metropolitan area since August 2001, which is a great achievement. However, radio broadcasting continues to face headwinds, and there is no time to take a wait-and-see approach. The Internet distribution service for *radiko* radio broadcasting, which was launched in 2010, is gaining recognition for radio broadcasting, particularly among young people, and is expanding opportunities for people to listen to radio broadcasts.

BS-TBS, Inc., with its constant and steady growth, is maximizing synergies among the Group companies, is contributing to developing revenue sources of the Group, and is steadily preparing for the upcoming 4K broadcasting.

In May 2016, the Company announced the Group Medium-Term Management Plan 2018, which defines priorities: enhancing the broadcasting business, building a comprehensive media strategy, improving the Group's profitability, and making progress on diversifying earnings through new business development with strategic investments, and implemented the plan. The fiscal year ended March 2017 was the first year of the medium-term framework. While sales fell slightly short of the final year's expectations, earnings reached the targeted level two years ahead of schedule. Indeed, the firm spot market in the Kanto area supported this performance, but the Company is encouraged that each business segment worked hard to improve profit while strengthening its capabilities. Although the advertising market is seeing some uncertainty, the Company aims to continue moving toward the next stage and to sustain growth.

We appreciate your support and strive to fulfill the mandate of our shareholders.

Consolidated Financial Statements

Consolidated Balance Sheets (Unaudited)

As of March 31, 2017 and 2016	Millions of yen	
	2016	2017
Assets		
Current assets		
Cash and deposits	¥ 74,273	¥ 69,731
Notes and accounts receivable—trade	38,850	42,460
Securities	1,001	449
Merchandise and finished goods	7,245	7,472
Program rights and work in process	6,173	6,378
Raw materials and supplies	561	520
Prepaid expenses	10,880	10,206
Deferred tax assets	3,666	3,326
Other	7,004	5,086
Allowance for doubtful accounts	(177)	(153)
Total current assets	149,478	145,479
Noncurrent assets		
Property, plant and equipment		
Buildings and structures	199,705	200,685
Accumulated depreciation	(102,822)	(106,060)
Buildings and structures, net	96,883	94,624
Machinery, equipment and vehicles	90,281	90,149
Accumulated depreciation	(79,094)	(79,502)
Machinery, equipment and vehicles, net	11,187	10,647
Tools, furniture and fixtures	30,433	30,972
Accumulated depreciation	(27,635)	(28,357)
Tools, furniture and fixtures, net	2,797	2,615
Land	84,008	84,003
Lease assets	3,728	4,348
Accumulated depreciation	(1,826)	(2,233)
Lease assets, net	1,901	2,115
Construction in progress	2,211	3,786
Total property, plant and equipment	198,988	197,792
Intangible assets		
Software	4,438	3,929
Goodwill	20,392	18,595
Lease assets	129	68
Other	1,601	1,253
Total intangible assets	26,560	23,846
Investments and other assets		
Investment securities	260,218	326,689
Long-term loans receivable	226	216
Deferred tax assets	1,212	1,161
Long-term prepaid expenses	350	241
Other	13,160	11,839
Allowance for doubtful accounts	(225)	(203)
Total investments and other assets	274,942	339,944
Total noncurrent assets	500,492	561,583
Total assets	¥ 649,970	¥ 707,063

Consolidated Financial Statements

Consolidated Balance Sheets (Unaudited)

As of March 31, 2017 and 2016	Millions of yen	
	2016	2017
Liabilities		
Current liabilities		
Notes and accounts payable—trade	¥ 34,048	¥ 36,130
Short-term loans payable	—	769
Current portion of long-term loans payable	1,200	5,400
Current portion of bonds	30,000	—
Accounts payable—other	11,768	12,077
Income taxes payable	4,671	6,083
Accrued consumption taxes	1,526	1,513
Accrued expenses	5,364	1,620
Provision for bonuses	973	4,684
Provision for directors' bonuses	108	107
Provision for removal of noncurrent assets	—	432
Other provision	274	287
Other	5,342	8,122
Total current liabilities	95,278	77,231
Noncurrent liabilities		
Long-term loans payable	22,400	17,000
Provision for environmental measures	119	121
Net defined benefit liability	15,971	16,206
Lease obligations	829	1,001
Deferred tax liabilities	42,926	63,201
Other	14,236	14,871
Total noncurrent liabilities	96,483	112,402
Total liabilities	191,762	189,633
Net assets		
Shareholders' equity		
Capital stock	54,986	54,986
Capital surplus	50,477	50,489
Retained earnings	255,701	267,127
Treasury stock	(20,674)	(20,543)
Total shareholders' equity	340,490	352,059
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	103,362	150,247
Deferred gains or losses on hedges	294	174
Foreign currency translation adjustment	8	5
Remeasurements of defined benefit plans	(69)	(42)
Total accumulated other comprehensive income	103,596	150,385
Non-controlling interests	14,121	14,985
Total net assets	458,208	517,430
Total liabilities and net assets	¥ 649,970	¥ 707,063

Consolidated Financial Statements

Consolidated Statements of Income (Unaudited)

As of March 31, 2017 and 2016	Millions of yen	
	2016	2017
Net sales	¥ 348,539	¥ 355,363
Cost of sales	241,466	242,067
Gross profit	107,072	113,296
Selling, general and administrative expenses	89,893	93,417
Operating income	17,179	19,878
Non-operating income		
Interest income	49	25
Dividends income	4,583	5,087
Equity in earnings of affiliates	1,030	986
Other	1,059	1,141
Total non-operating income	6,723	7,241
Non-operating expenses		
Interest expenses	777	468
Loss on retirement of noncurrent assets	171	77
Other	275	366
Total non-operating expenses	1,224	912
Ordinary income	22,678	26,207
Extraordinary income		
Gain on sales of investment securities	478	212
Gain on step acquisitions	61	—
Total extraordinary income	539	212
Extraordinary loss		
Provision of allowance for removal	—	432
Loss on sales of shares of subsidiaries and associates	—	215
Loss on valuation of investment securities	105	129
Loss on retirement of noncurrent assets	—	101
Impairment loss	130	79
Total extraordinary losses	235	958
Profit before income taxes	22,982	25,461
Income taxes—current	6,077	8,537
Income taxes—deferred	1,343	39
Total income taxes	7,421	8,576
Profit	15,561	16,884
Profit attributable to non-controlling interests	1,064	747
Profit attributable to owners of parent	¥ 14,497	¥ 16,136

Consolidated Financial Statements

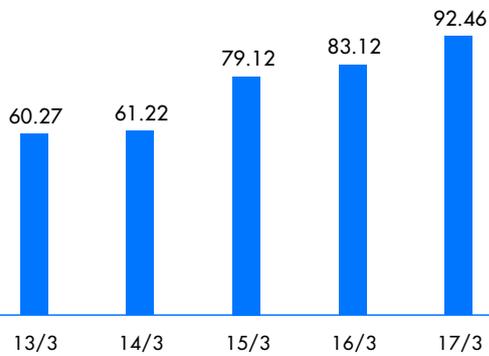
Consolidated Statements of Cash Flows (Unaudited)

As of March 31, 2017 and 2016	Millions of yen	
	2016	2017
Cash flows from operating activities		
Income before income taxes	¥ 22,982	¥ 25,461
Depreciation and amortization	14,385	13,614
Amortization of long-term prepaid expenses	235	108
Amortization of goodwill	1,439	1,796
Gain on valuation of investment securities	105	129
Gain on sales of investment securities	(478)	(212)
Increase (decrease) in allowance for noncurrent asset retirement expense	—	432
Increase (decrease) in provision for bonuses	6	3,711
Increase (decrease) in net defined benefit liability	(51)	268
Loss on retirement of noncurrent assets	171	178
Loss (gain) on step acquisitions	(61)	—
Increase (decrease) in allowance for doubtful accounts	(104)	(45)
Interest and dividends income	(4,632)	(5,113)
Interest expenses	777	468
Equity in (earnings) losses of affiliates	(1,030)	(986)
Decrease (increase) in notes and accounts receivable—trade	(439)	(3,593)
Decrease (increase) in inventories	1,725	(391)
Decrease (increase) in prepaid expenses	306	752
Increase (decrease) in notes and accounts payable—trade	1,329	2,087
Other, net	(3,663)	(1,694)
Subtotal	33,003	36,974
Interest and dividends income received	4,877	5,408
Interest expenses paid	(776)	(582)
Income taxes refund	942	2,532
Income taxes paid	(5,709)	(7,847)
Net cash provided by operating activities	32,337	36,485
Cash flows from investing activities		
Purchase of property, plant and equipment	(5,954)	(9,459)
Purchase of intangible assets	(2,511)	(1,236)
Purchase of investment securities	(464)	(240)
Proceeds from sales of investment securities	661	266
Purchase of stocks of subsidiaries and affiliates	(118)	(544)
Proceeds from purchase of shares in subsidiaries resulting in change in scope of consolidation	(36)	—
Other, net	(532)	1,135
Net cash used in investing activities	(8,956)	(10,078)
Cash flows from financing activities		
Increase in short-term loans payable	—	769
Decrease in short-term loans payable	(200)	—
Repayment of long-term loans payable	(1,200)	(1,200)
Redemption of bonds	—	(30,000)
Proceeds from disposal of treasury shares	365	328
Cash dividends paid	(3,510)	(4,707)
Cash dividends paid to non-controlling interests	(157)	(173)
Repayments to non-controlling shareholders	—	(1,350)
Other, net	(623)	(384)
Net cash used in financing activities	(5,326)	(36,718)
Effect of exchange rate change on cash and cash equivalents	(49)	(2)
Net increase (decrease) in cash and cash equivalents	18,005	(10,314)
Cash and cash equivalents at beginning of period	56,728	74,734
Increase (decrease) in cash and cash equivalents resulting from change of scope of consolidation	—	2,971
Cash and cash equivalents at end of period	¥ 74,734	¥ 67,391

Major Indices

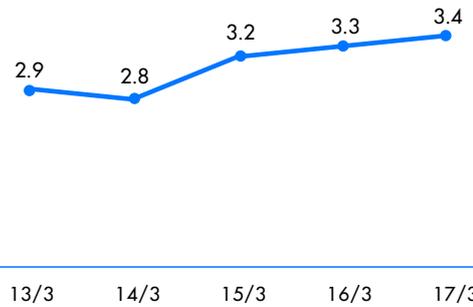
Earnings per Share

(Yen)



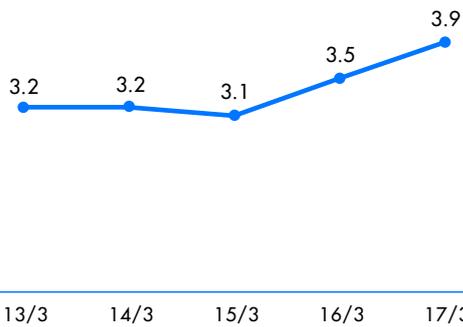
Return on Equity

(%)



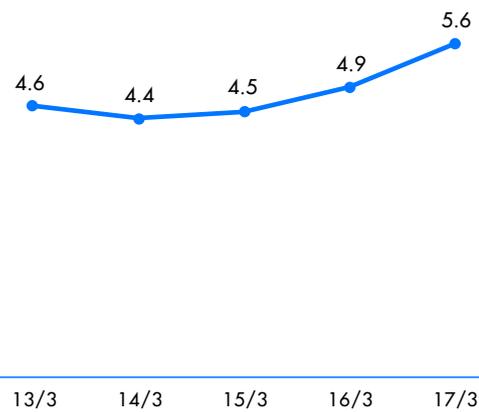
Ratio of Ordinary Income to Total Assets

(%)



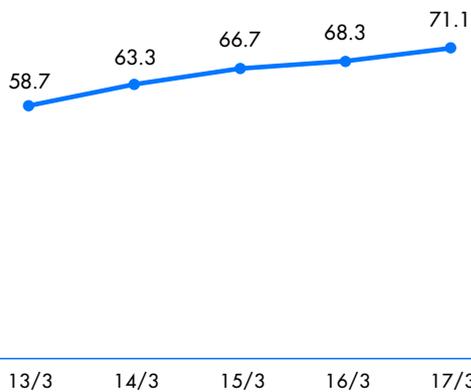
Ratio of Operating Income to Net Sales

(%)



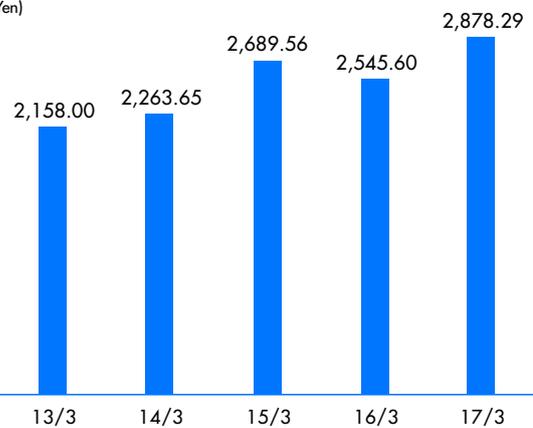
Equity Ratio

(%)



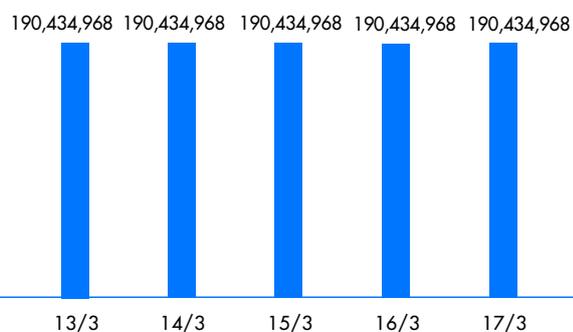
Net Assets per Share

(Yen)

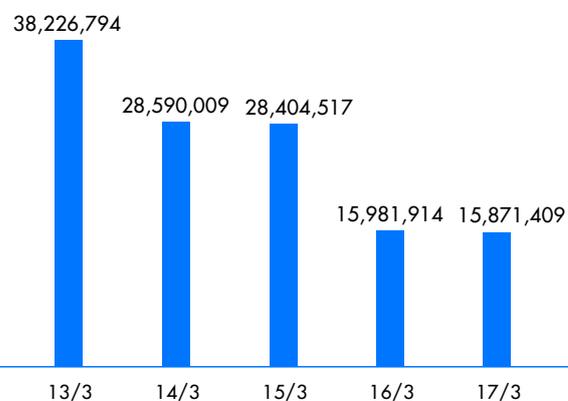


Major Indices

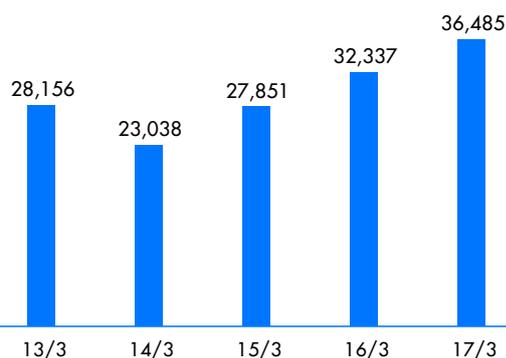
Number of Shares Issued at the End of the Term
(Including Treasury Shares)
(Shares)



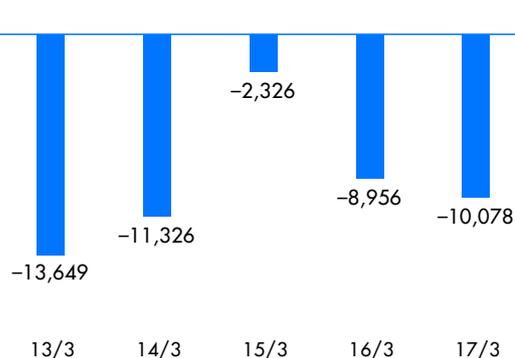
Amount of Treasury Shares at the End of the Term
(Shares)



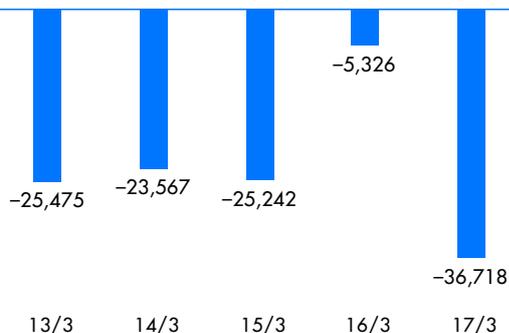
Cash Flows from Operating Activities
(Millions of yen)



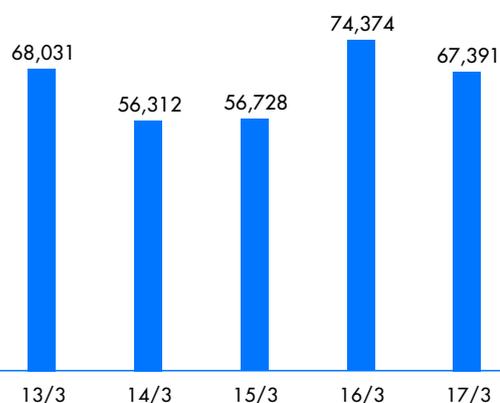
Cash Flows from Investing Activities
(Millions of yen)



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)

	FY2017			
	External sales	y/y change	Operating income	y/y change
Broadcasting Business	¥219,175	+5,297	¥ 5,973	+1,172
Multi-Visual Ventures and Cultural Events Business	120,986	+1,804	6,168	+1,326
Real Estate Business	15,202	-277	7,736	+204
Consolidated Business	¥355,363	+6,824	¥19,878	+2,699

Capital Expenditures and Depreciation

(Millions of yen)

Consolidated	FY2017
Capital expenditures	¥10,627
Depreciation	13,009

TBS Holdings	FY2017
Capital expenditures	¥ 233
Depreciation	2,784

TBS Television	FY2017
Capital expenditures	¥ 8,223
Depreciation	7,596

Segment Information

FY2018 Consolidated and TBS Television Business Results Forecasts

2018

(Millions of yen)

Consolidated	FY2018
Net sales	¥357,000
Operating income	20,000
Ordinary income	27,300
Profit attributable to owners of parent	17,000

Business Results Forecast by Segment

(Millions of yen)

Consolidated	FY2018
Consolidated net sales	¥357,000
Broadcasting Business	220,000
Multi-Visual Ventures and Cultural Events Business	121,300
Real Estate Business	15,700
Consolidated operating income	20,000
Broadcasting Business	6,100
Multi-Visual Ventures and Cultural Events Business	5,900
Real Estate Business	8,000

2018

(Millions of yen)

TBS Television	FY2018
Net sales	¥218,000
Operating income	9,200
Ordinary income	11,700
Net income	8,000

Time/Spot, Program Cost Forecasts

	1st half	2nd half	Full year
Time	+2.1%	-1.8%	+0.1%
Spot	+1.9%	+1.7%	+1.8%
Program cost	—	—	¥98,000 million

Note: The estimated figures above, which were announced on May 11, 2017, are subject to revision. For the most up-to-date estimated figures, please see the Company's web site.

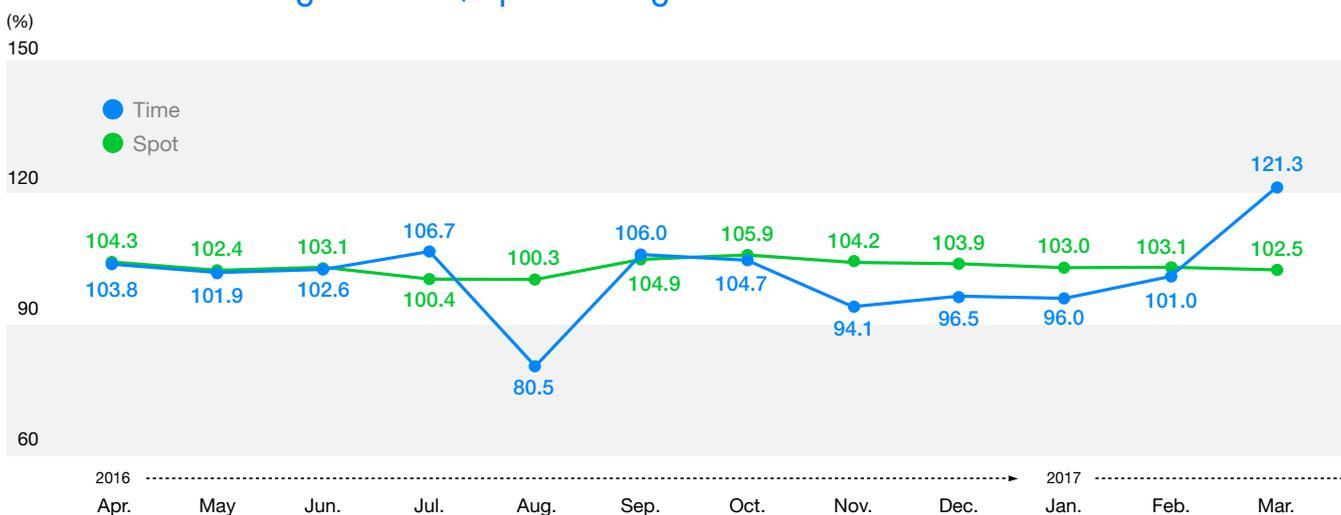
TBS Television 1

Breakdown of TBS Television Income

(Millions of yen)

	FY2017	y/y change
Television	¥184,654	+3,621
Time advertising	85,388	+457
Spot advertising	86,240	+2,686
Program sales in Japan	8,933	+58
Others	4,091	+418
Operations	28,997	+2,647
Real estate	3,065	+95
Total income	¥216,717	+6,364

Year-on-Year Changes in Time/Spot Earnings



	Q1	Q2	Q3	Q4	Full year
● Time	102.8	95.5	98.3	106.1	100.5
● Spot	103.3	101.9	104.6	102.8	103.2
TBS share among five key broadcasters	18.7	18.9	18.8	19.1	18.9



Asa Chan!



SUNDAY MORNING



HIRUOBI!

TBS Television 2

Spot Advertising Sales Ranks by Business Category

(%)

	FY2017	Growth rate	Share
1	Information, telecommunications and broadcasting	+4.5	13.6
2	Foods	+5.8	10.9
3	Alcoholic and other beverages	+5.9	10.2
4	Pharmaceuticals	+4.9	9.4
5	Cosmetics and toiletry	+4.6	8.2
6	Automobiles and transportation equipment	+8.6	6.4
7	Financial services	-5.0	6.4
8	Precision instruments and office machines	-13.3	5.0
9	Transportation and leisure	+2.0	4.8
10	Eating out and related services	+13.7	4.5

(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)	¥ 3,440	+950	The number of events increased over the previous year. Revenue rose due to <i>Musée du Petit Prince de Saint-Exupéry à Hakone</i> , which achieved good results throughout the year, as well as well-received exhibitions, such as <i>Van Gogh and Gauguin, Reality and Imagination</i> and <i>Hiroshige Vivid</i> .	
	Show business	4,041	+395	Revenue increased due to successful <i>Haikyu!! Winners and Losers</i> and <i>Romeo and Juliet</i> in the fourth quarter, in addition to a number of events including <i>TAKE FIVE2</i> that achieved good results for the full year.	
	Movies and animation business	Movies	1,548	-165	Revenue decreased due to a decline in the number of movies released compared with the previous year, although <i>64 (SIX FOUR): Part 1 and Part 2</i> , including DVD versions, were big hits.
		Animation	977	+2	Revenue edged up, reflecting strong sales of programs overseas, primarily in Asia.
Content business division	Multi-visual business	4,945	+912	Revenues from DVDs increased significantly despite the contraction of the market, reflecting the record hit <i>The Full-Time Wife Escapist</i> in the fourth quarter as well as <i>99.9</i> , which achieved good results for the full year. On-demand content remained firm.	
	Overseas business	2,892	+705	Revenue rose due to very strong sales in Asian markets throughout the year, as well as the expansion of <i>SASUKE</i> overseas and strong sales of animation programs in China.	
	Pay-TV business	9,044	+332	Market share expanded thanks to efforts to improve programming and promotions. Revenue increased due to the success of two baseball teams for which the broadcasting rights are held by us.	
	Licensing business	934	-27	Revenue declined, reflecting the effects of revisions to online shopping programs, although <i>Gudetama</i> continued to achieve good results.	
	Digital/new business	1,172	-458	Revenue declined mainly due to the termination of content production for carriers.	
Total		¥28,997	+2,647		



The World Unknown to Matsuko



Pittanko Kankan



Monitoring

TBS Television 3

FY2017 Viewer Ratings

	All day	Golden time*	Prime time**
TBS	6.1 (4th)	9.8 (4th)	9.7 (4th)
NTV	8.4 (1st)	12.2 (1st)	11.9 (1st)
TV Asahi	7.3 (2nd)	10.3 (3rd)	10.6 (2nd)
TV Tokyo	2.8 (6th)	6.5 (6th)	6.2 (6th)
Fuji TV	5.7 (5th)	8.0 (5th)	8.0 (5th)
NHK	6.9 (3rd)	11.3 (2nd)	9.8 (3rd)
HUT	41.0	60.9	58.7

Ratings for April 4, 2016 to April 2, 2017, on a weekly basis

* 19:00-22:00

** 19:00-23:00

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

TV Program Costs (Production Expenses)

(Millions of yen)

	FY2017	FY2016	y/y change
Q1	¥23,722	¥23,528	+193
Q2	24,932	24,725	+206
Q3	23,805	23,473	+332
Q4	25,718	24,398	+1,320
Direct expenses	20,311	18,928	+1,383
Indirect expenses	5,407	5,471	-64
Fiscal year cumulative	¥98,176	¥96,125	+2,050
FY2018 forecast			¥98,000

Major expenses included in TV program costs:

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

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



Brass Dreams



Quartet



IQ246, The Cases of a Royal Genius

Financial Data of Major Group Companies

TBS Radio Inc.

(Millions of yen)

	FY2017	
	Amount	y/y change
Net sales	¥10,825	+150
Operating income	357	+10
Ordinary income	364	+12
Net income	239	+29

Recorded the highest ratings for 96 consecutive periods from August 2001 to June 2017.



BS-TBS, INC.

(Millions of yen)

	FY2017	
	Amount	y/y change
Net sales	¥17,031	+928
Operating income	2,557	+196
Ordinary income	2,595	+201
Net income	1,781	+220



Grand Marche, Inc.

(Millions of yen)

	FY2017	
	Amount	y/y change
Net sales	¥12,582	-1,356
Operating income	312	+157
Ordinary income	326	+153
Net income	221	+136

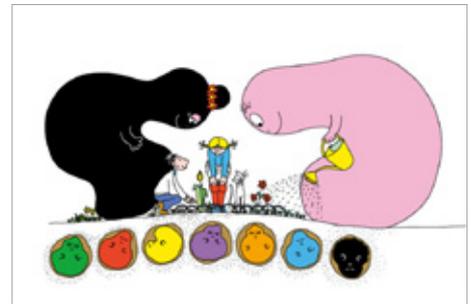


Financial Data of Major Group Companies

StylingLife Holdings Inc. (Consolidated)

(Millions of yen)

	FY2017	
	Amount	y/y change
Net sales	¥65,664	+284
Operating income	2,572	+257
Ordinary income	2,434	-300
Net income	1,062	-477



© 2017 Alice Taylor & Thomas Taylor All rights reserved.



Where's Wally? © DreamWorks Distribution Limited. All rights reserved.



©2017 Those Characters From Cleveland, Inc.



©Sam Gufford 2017

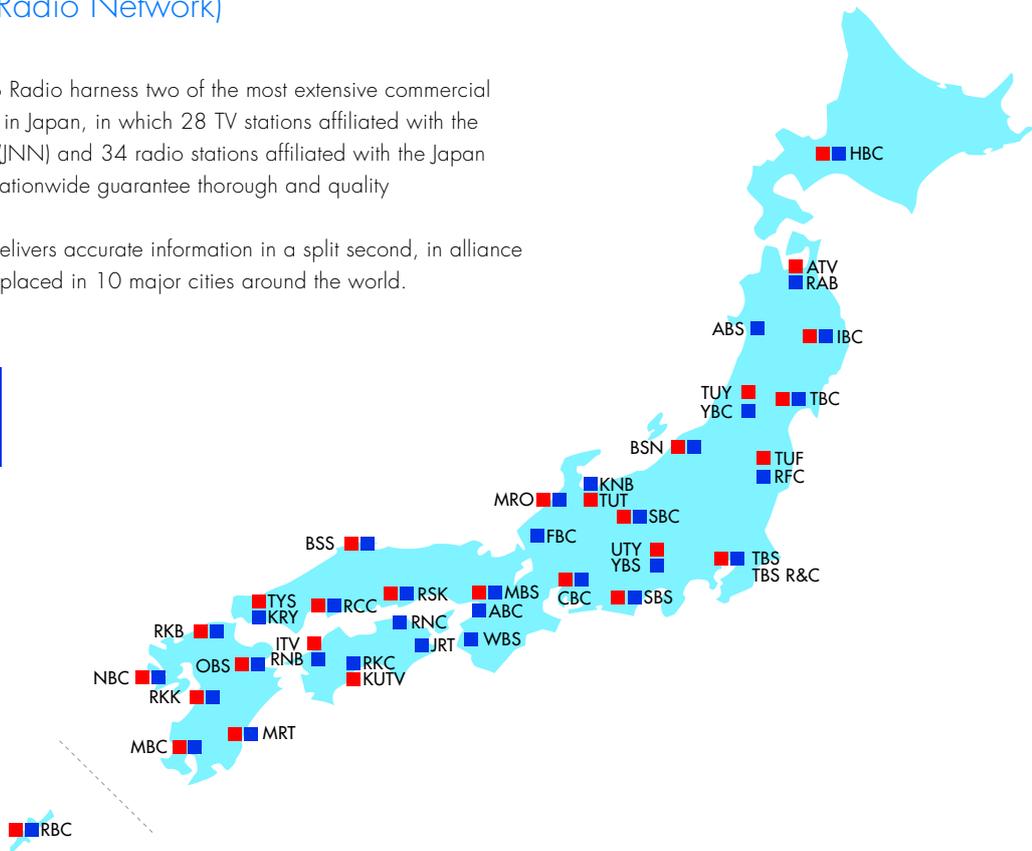
TBS Networks

JNN (Japan News Network)

JRN (Japan Radio Network)

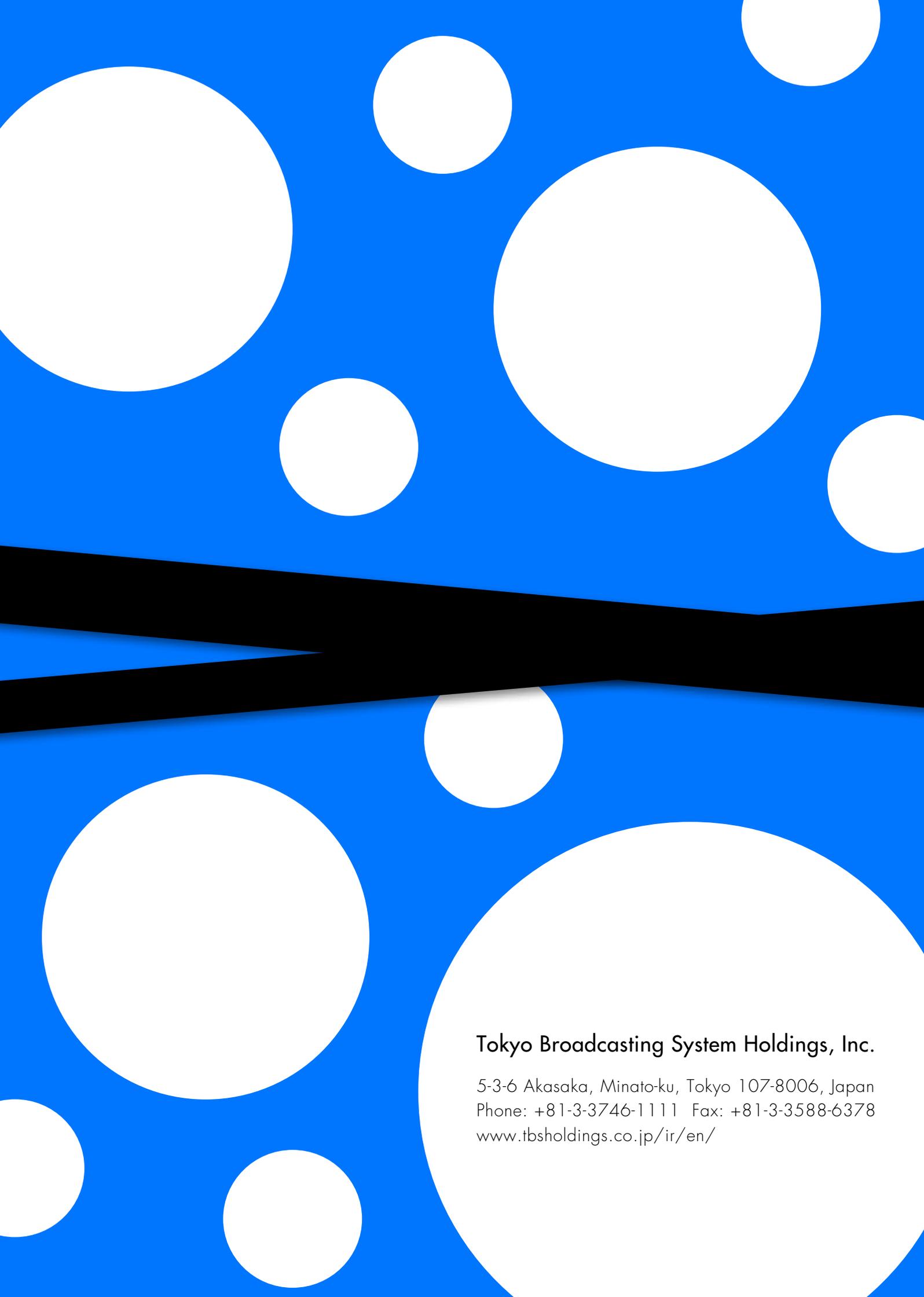
TBS Television and TBS Radio harness two of the most extensive commercial broadcasting networks in Japan, in which 28 TV stations affiliated with the Japan News Network (JNN) and 34 radio stations affiliated with the Japan Radio Network (JRN) nationwide guarantee thorough and quality news gathering.

Our news network delivers accurate information in a split second, in alliance with overseas bureaus placed in 10 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/