

Tokyo Broadcasting System Holdings, Inc.

INVESTOR
INFORMATION

2018

From TBS

Consolidated Financial Highlights

Net Sales

(Millions of Yen)



Operating Income

(Millions of Yen)



Ordinary Income

(Millions of Yen)



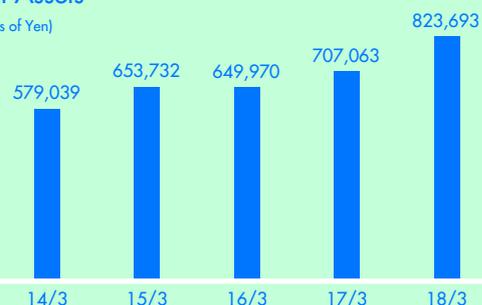
Profit Attributable to Owners of Parent

(Millions of Yen)



Total Assets

(Millions of Yen)



Total Net Assets

(Millions of Yen)



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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.



In June 2018, I Was Appointed President

I am Takashi Sasaki, recently appointed as President and Representative Director of Tokyo Broadcasting System Holdings, Inc., and Tokyo Broadcasting System Television, Inc. (TBS TV).

Technological innovation and developing lifestyles are bringing dramatic change to the environment in which the broadcasting industry operates. Amid the change, however, we remain committed to doing all we can to evolve our Group as a media industry player enjoying ever greater popularity and trust from the public.

For the fiscal year ended March 31, 2018, our average audience ratings in the golden time slot placed us second among commercial TV broadcasting networks for the first time in 11 years. We feel that this reflects the gradually emerging success of the Group-wide initiatives to create content that engages people's emotions, offer entertainment that brings a smile, and deliver true stories from around the world. To capitalize on this upward trend, we are determined to redouble our efforts to create content that meets the diverse needs of our audience.

With the increasing popularity of online video watching, the video streaming market has attracted a

large number of market players from inside and outside Japan, resulting in intense competition. We see this time of change positively and as an opportunity for evolution. Accordingly, in April 2018, we launched the Paravi paid video streaming and related services. We intend to grasp this opportunity for new growth by drawing on the strengths in content creation that we have accumulated over long years to further expand our horizons as an all-round media group.

Guided by the commitment "From TBS," we at the TBS Group will continue to take on new challenges to brighten the lives of our audience with a range of content in the years to come. We ask for the continued support and understanding of our stakeholders in our endeavors.

June 2018

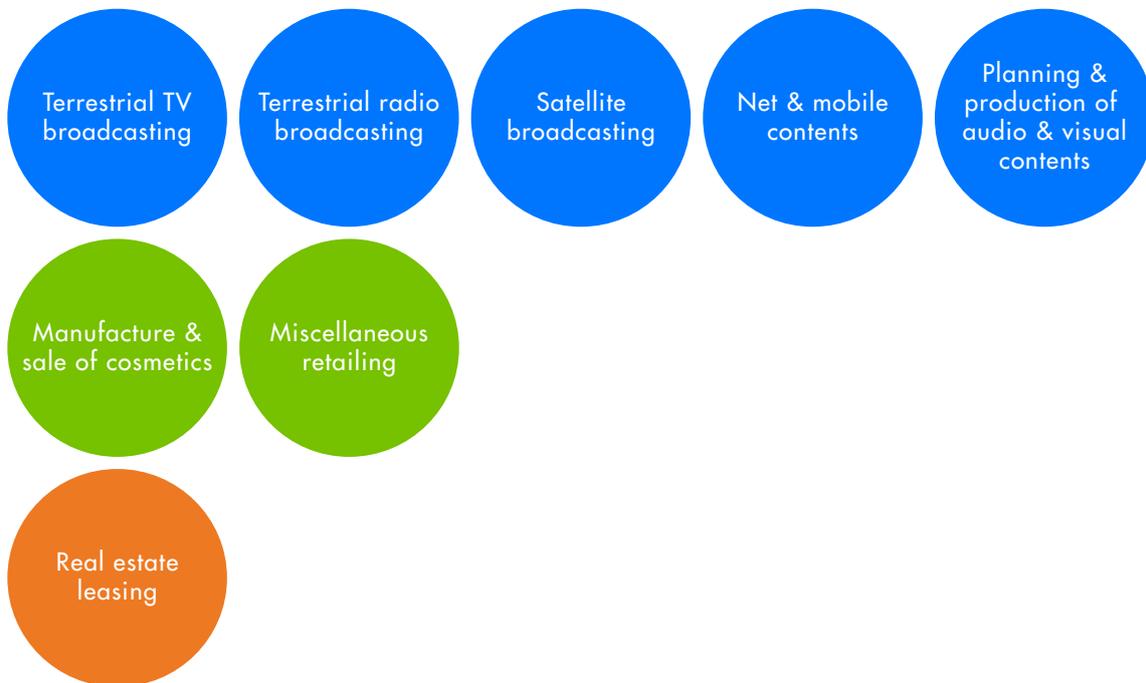
Takashi Sasaki

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

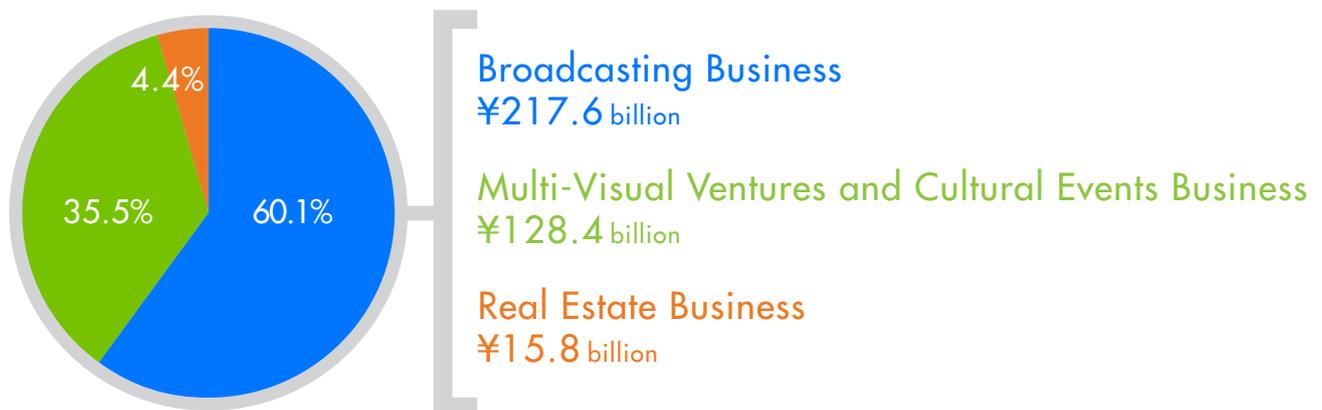
At a Glance

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, 2018)



Organization

As of April 1, 2018

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

Golf Network Plus Inc.

SEVEN•ARCS Co., Ltd. (with two other group companies)

Equity-Method Affiliates

WOWOW Inc.

Premium Platform Japan, Inc.

Place Holder, 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, 2018

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. 241
Tokyo Broadcasting System Television, Inc. 1,101
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 TBS studio for news programs
⑥ TBS studio for variety shows

Major Shareholders and Number of Shares Held (Top 10)

(as of March 31, 2018)

Name of shareholder	Number of shares held (shares)	Percentage held (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	9,353,500	5.35
The Master Trust Bank of Japan, Ltd. (Pension Account-Pension Trust Account held for DENTSU INC.)	9,310,500	5.32
MBS MEDIA HOLDINGS, INC.	8,848,100	5.06
MITSUI & CO., LTD.	5,746,000	3.28
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
UBS AG LONDON A/C IPB SEGREGATED CLIENT ACCOUNT	4,409,400	2.52

From April 1, 2017 to March 31, 2018

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 future outlook remains unclear due to uncertainties in overseas economies, such as political risks in the West and geopolitical risks in Asia.

Against this backdrop, consolidated net sales of the Group in the fiscal year ended March 31, 2018 increased by 1.9% from the previous fiscal year to ¥361,954 million, operating income decreased by 5.4% to ¥18,800 million, ordinary income increased by 2.7% to ¥26,923 million, and profit attributable to owners of parent increased by 6.5% to ¥17,182 million.

Broadcasting

Consolidated net sales from the Broadcasting Business segment decreased by 0.7% from the previous fiscal year to ¥217,632 million, while operating income decreased by 44.7% to ¥3,300 million.



IAAF World Championships London 2017
Akira Kishimoto/PHOTO KISHIMOTO

TBS TV, the core of the Broadcasting Business, posted time revenue of ¥86,388 million, up 1.2% year on year, and spot revenue of ¥83,702 million, down 2.9% year on year, for the fiscal year under review. Time one-off sales fell slightly short of the previous year despite sales of various one-off programs, such as *the IAAF World Championships London 2017*, *SMBC Nippon Series 2017*, *PyeongChang 2018 Winter Olympic Games* and *2018 Space Travel with Akira Ikegami*. On the other hand, time regular sales increased on the back of strong audience ratings, resulting in an increase in total revenue. Spot sales were lower than the previous year due to a 2.0% decline in the volume of advertisements in the Kanto Region.

BS-TBS, INC. posted net sales of ¥16,784 million, down 1.4% year on year, and operating income of ¥2,393 million, down 6.4% year on year, for the fiscal year under review. Although spot and shopping sales were strong and time one-off sales remained at the same level as the previous year, sales declined as time regular sales struggled. Operating income declined due to an increase in production and other expenses associated with enhancement of programs.

TBS Radio Inc. continued to rank No. 1 in 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 100 consecutive terms covering 16 years and



IAAF World Championships London 2017
Takamitsu Mifune/PHOTO KISHIMOTO

From April 1, 2017 to March 31, 2018

eight months. Despite a 3.2% decline in net sales for the fiscal year under review from the previous year, the Company posted a significant increase (45.6%) in operating income as a result of thorough efforts to control costs, among other initiatives.

Multi Visual Ventures and Cultural Events

Net sales from the Multi-Visual Ventures and Cultural Events Business segment increased by 6.2% from the previous fiscal year to ¥128,453 million, while operating income increased by 22.4% to ¥7,551 million.

Among concerts and stage performances, Gekidan☆ Shinkansen *Seven Souls in the Skull Castle* presented at IHI Stage Around Tokyo, Asia's first 360-degree revolving theater opened in Toyosu, Tokyo was a huge success with the tickets selling out on successive days for the last performance *SHURA-TENMA*, following the first *Season HANA*, the second *Season TORI*, the third *Season KAZE* and the fourth *Season TSUKI*.

Orebushi, *Billy Elliot*, as well as Tetsuya Kumakawa K-Ballet Company's *Nutcracker* presented at TBS Akasaka ACT Theater were well received. Regarding events, Musée du Petit Prince de Saint-Exupéry à Hakone received a record-high number of more than 220,000 annual visitors.

In film business, the Company had a series of blockbuster hits, such as *Mumon: The Land of Stealth* (starring Satoshi Ohno, etc. and directed by Yoshihiro Nakamura) released in July, *The 8-Year Engagement* (starring Takeru Sato, etc. and directed by Takahisa Zeze) released in December, and *The*

Crimes That Bind (starring Hiroshi Abe, etc. and directed by Katsuo Fukuzawa) released in January, with box office revenues of more than ¥2.5 billion, ¥2.7 billion and ¥1.5 billion, respectively. Akasaka Sacas attracted many people throughout the year, organizing new events in addition to annual events, such as *Mama Sacas* in the spring, *Deliciacas* in the summer and *White Sacas* in the winter.

Regarding the media business, businesses targeting overseas reported strong sales growth, particularly sales in the *SASUKE* format. In the CS business, sales declined due to a decrease in the number of subscribers on each platform despite measures taken for increasing the number of viewers, such as enhancing original content. In addition, the licensing business posted a sales increase, boosted by hit products such as TV shopping which performed well.

The StylingLife Group increased both sales and operating income, led by the cosmetics business that remained strong especially for hit products. Its core retailing business, Plaza style Company, recorded an increase in sales, which were boosted by a strong cosmetics performance, and secured a rise in income.



Seven Souls in the Skull Castle



The 8-Year Engagement
© 2017 "THE 8-YEAR ENGAGEMENT" Film Partners

Business Report

From April 1, 2017 to March 31, 2018

Real Estate Business

Net sales from the Real Estate Business segment increased by 4.4% from the previous fiscal year to ¥15,868 million, and operating income increased by 2.8% to ¥7,954 million.

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

2 Capital Investment

Total capital investment in the fiscal year under review was ¥8.9 billion.

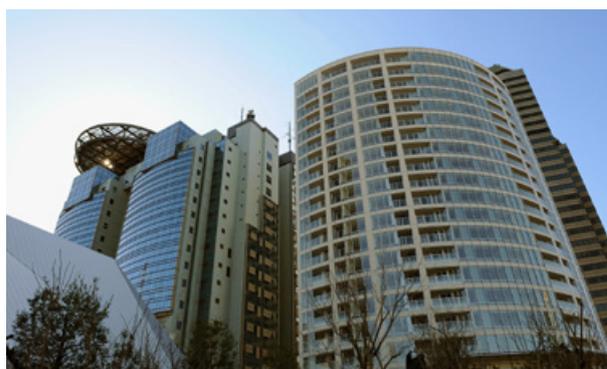
Regarding the core system of TBS TV, because 15 years have passed since the launch of digital terrestrial broadcasting and a deterioration is noticeable, the Company fully updated the television master control equipment and business broadcasting system. The latest technologies were introduced, and a system was designed to ensure safe and secure broadcasting services. In news reporting, the Company updated broadcasting equipment in the prime minister's official residence because it had deteriorated. The equipment in the prime minister's official residence is used for daily important news report broadcasts such as broadcasting of the Cabinet formation on a call-in basis, Chief Cabinet Secretary briefings and reporter briefings, etc. Through such update, stable news report broadcasts were made possible. 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 the facilities of digital relay stations in cooperation with companies in the Kanto region 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 ¥21,200 million in long-term loans payable (including the current portion). (Excluding lease obligations.)

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 lines agreements, totaling ¥2.5 billion with multiple financial institutions (the balance of the funds drawn is nil, and the available balance is ¥2.5 billion).

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



Akasaka Residence

4 Priorities

Changes in the environment surrounding the broadcasting media further accelerated in FY2017. Amid the slowing domestic market due to an aging population with fewer children, a so-called “viewer shift,” a trend in which people enjoy video content easily with smartphones and tablets, is accelerating as functions of the devices have become more sophisticated. Furthermore, the needs of advertisers are becoming diverse with these changes in lifestyle.

Amid these circumstances, the Group has been pushing forward with the Group Medium-term Management Plan 2018 since FY2016 and after consolidated operating income and consolidated ratio of operating income to net sales plan achieved our goal for FY2018, the final year of the plan, two years ahead of the schedule in the first year. Therefore, we developed Group Medium-term Management Plan 2020 in February 2018 and decided to make group-wide efforts to achieve the new goals. The Plan aims to develop into a media group that is always loved and trusted by people regardless of changes in its operating environment, eyeing the era of integration between broadcasting and telecommunications services and the post-Olympic and Paralympic Games Tokyo 2020 period.

Major initiatives under Group Medium-term Management Plan 2020

1. Increase of the competitiveness of TBS TV Creation of the strongest and best content

In FY2017 rankings in terms of household audience ratings, TBS TV came in third in All Day, Golden Time (second among commercial TV stations) and Prime Time categories, moving up the ratings in all time categories. In particular, we achieved the rankings of third in the All Day category and second among commercial TV stations in the Golden Time category for the first time in 11 years. Our dramas and variety shows proved popular with many viewers. Without becoming complacent, we will further strengthen our production capabilities to keep creating content that fits the times from new perspectives at all times.

Specifically, we will build a system for providing accurate information earlier in a manner that is easier to understand than any other medium with the aim of becoming news media proud of overwhelming reputation. In addition, we will produce dramas, variety shows and documentaries that convey joy and excitement more than ever before by further developing the content production capabilities unique to TBS that we have built up over many years. Based on these efforts, we set the FY2020 goal of an audience ratings of second among all TV stations or higher. While our ultimate goal is to become number one, we will first establish a foothold over the three-year period before trying to get the top position in the industry.

2. Diversification and challenge to total media that creates the synergy for TBS

Having terrestrial broadcasting as its core, the Group operates wide-ranging media businesses: broadcasting satellite (BS), communications satellite (CS), radio broadcasting, distribution, and multi visual ventures & culture events. In the distribution business, Paravi, a fee-charging video distribution service of Premium Platform Japan, Inc. (PPJ) launched in July 2017, started on April 1, 2018, amid rapidly growing video viewing using the Internet. Paravi

Business Report

From April 1, 2017 to March 31, 2018

features wide-ranging content that other distribution services do not have, with investments by Nikkei Inc., TV TOKYO Holdings Corporation, WOWOW Inc., Dentsu Inc., and Hakuhodo DY Media Partners Incorporated, in addition to the Company. While many companies inside and outside Japan entered the video distribution business, we will make all-out efforts to grow the all-Japan platform led by us, content producers.

In the multi visual ventures and culture events business, the Company made an animation production company into its wholly owned subsidiary, and took a stake in a developer of digital intellectual training content for children. *Seven Souls in the Skull Castle* presented at *IHI Stage Around Tokyo*, a 360-degree theater opened in Toyosu, Tokyo in 2017 was a huge success with the seats filled every day, acclaimed by the theatrical community around the world.

Furthermore, we set up a ¥50 billion strategic investment program over the three-year period leading up to FY2020 to promote new businesses as well as mergers and acquisitions without sticking to existing ideas. Going forward, we will further expand our reach as a comprehensive media group and continue to evolve.

3. Performance of the social responsibility that the TBS Group should fulfill

The Group, which has under its umbrella a broadcaster that is authorized to use the limited rare radio waves, needs to fulfill a higher level of social responsibility. In addition to communicating fair and accurate information, the Group will serve as a lifeline function for society in case of emergency. In January 2018, TBS TV received a recommendation for correction from a Labor Standard Inspection Office concerning overtime work of some employees. Taking the recommendation seriously, TBS TV is working to ensure compliance with laws and regulations and address the issue of long working hours. As a result, it is making progress in reducing working hours on a company-wide basis. We will continue to drive the work style reform going forward as a management top priority.

As the result of these efforts under the Medium-term Management Plan, we set consolidated net sales of ¥400 billion, consolidated operating income of ¥25 billion and the ratio of operating income to net sales of 6.3% on a consolidated basis as goals to achieve in FY2020.

We will continue striving to provide high-quality content and aim to achieve further growth and corporate value enhancement to meet the expectations of our shareholders.

Consolidated Financial Statements

Consolidated Balance Sheets (Unaudited)

As of March 31, 2018 and 2017	Millions of yen	
	2017	2018
Assets		
Current assets		
Cash and deposits	¥ 69,731	¥ 81,850
Notes and accounts receivable—trade	42,460	42,516
Securities	449	300
Merchandise and finished goods	7,472	7,769
Program rights and work in process	6,378	7,072
Raw materials and supplies	520	673
Prepaid expenses	10,206	10,971
Deferred tax assets	3,326	3,827
Other	5,086	4,662
Allowance for doubtful accounts	(153)	(157)
Total current assets	145,479	159,488
Noncurrent assets		
Property, plant and equipment		
Buildings and structures	200,685	201,667
Accumulated depreciation	(106,060)	(110,383)
Buildings and structures, net	94,624	91,283
Machinery, equipment and vehicles	90,149	85,517
Accumulated depreciation	(79,502)	(75,623)
Machinery, equipment and vehicles, net	10,647	9,894
Tools, furniture and fixtures	30,972	30,998
Accumulated depreciation	(28,357)	(28,464)
Tools, furniture and fixtures, net	2,615	2,534
Land	84,003	84,001
Lease assets	4,348	4,237
Accumulated depreciation	(2,233)	(2,523)
Lease assets, net	2,115	1,713
Construction in progress	3,786	1,201
Total property, plant and equipment	197,792	190,628
Intangible assets		
Software	3,929	5,734
Goodwill	18,595	16,798
Lease assets	68	37
Other	1,253	1,273
Total intangible assets	23,846	23,844
Investments and other assets		
Investment securities	326,689	436,399
Long-term loans receivable	216	240
Deferred tax assets	1,161	1,090
Long-term prepaid expenses	241	173
Other	11,839	12,014
Allowance for doubtful accounts	(203)	(184)
Total investments and other assets	339,944	449,732
Total noncurrent assets	561,583	664,204
Total assets	¥ 707,063	¥ 823,693

Consolidated Financial Statements

Consolidated Balance Sheets (Unaudited)

As of March 31, 2018 and 2017	Millions of yen	
	2017	2018
Liabilities		
Current liabilities		
Notes and accounts payable—trade	¥ 36,130	¥ 39,446
Short-term loans payable	769	—
Current portion of long-term loans payable	5,400	18,200
Accounts payable—other	12,077	12,773
Income taxes payable	6,083	5,891
Accrued consumption taxes	1,513	1,377
Accrued expenses	1,620	2,111
Provision for bonuses	4,684	4,964
Provision for directors' bonuses	107	139
Provision for removal of noncurrent assets	432	73
Other provision	287	401
Other	8,122	8,004
Total current liabilities	77,231	93,382
Noncurrent liabilities		
Long-term loans payable	17,000	3,000
Provision for environmental measures	121	121
Net defined benefit liability	16,206	15,943
Lease obligations	1,001	679
Deferred tax liabilities	63,201	94,345
Other	14,871	15,269
Total noncurrent liabilities	112,402	129,359
Total liabilities	189,633	222,742
Net assets		
Shareholders' equity		
Capital stock	54,986	54,986
Capital surplus	50,489	46,760
Retained earnings	267,127	262,138
Treasury stock	(20,543)	(54)
Total shareholders' equity	352,059	363,830
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	150,247	221,405
Deferred gains or losses on hedges	174	(117)
Foreign currency translation adjustment	5	(34)
Remeasurements of defined benefit plans	(42)	(29)
Total accumulated other comprehensive income	150,385	221,224
Non-controlling interests	14,985	15,895
Total net assets	517,430	600,950
Total liabilities and net assets	¥ 707,063	¥ 823,693

Consolidated Financial Statements

Consolidated Statements of Income (Unaudited)

As of March 31, 2018 and 2017	Millions of yen	
	2017	2018
Net sales	¥ 355,363	¥ 361,954
Cost of sales	242,067	248,204
Gross profit	113,296	113,750
Selling, general and administrative expenses	93,417	94,949
Operating income	19,878	18,800
Non-operating income		
Interest income	25	26
Dividends income	5,087	8,083
Equity in earnings of affiliates	986	391
Other	1,141	394
Total non-operating income	7,241	8,896
Non-operating expenses		
Interest expenses	468	378
Loss on retirement of noncurrent assets	77	166
Other	366	228
Total non-operating expenses	912	772
Ordinary income	26,207	26,923
Extraordinary income		
Gain on sales of investment securities	212	988
Total extraordinary income	212	988
Extraordinary loss		
Impairment loss	79	149
Provision of allowance for removal	432	139
Loss on business withdrawal	—	97
Early extra retirement payments	—	52
Loss on retirement of noncurrent assets	101	33
Loss on valuation of investment securities	129	4
Loss on sales of shares of subsidiaries and associates	215	—
Total extraordinary losses	958	476
Profit before income taxes	25,461	27,435
Income taxes—current	8,537	9,923
Income taxes—deferred	39	(549)
Total income taxes	8,576	9,374
Profit	16,884	18,061
Profit attributable to non-controlling interests	747	878
Profit attributable to owners of parent	¥ 16,136	¥ 17,182

Consolidated Financial Statements

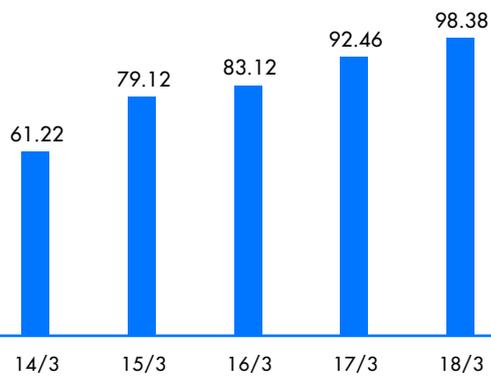
Consolidated Statements of Cash Flows (Unaudited)

As of March 31, 2018 and 2017	Millions of yen	
	2017	2018
Cash flows from operating activities		
Income before income taxes	¥ 25,461	¥ 27,435
Depreciation and amortization	13,614	14,866
Amortization of long-term prepaid expenses	108	77
Amortization of goodwill	1,796	1,796
Gain on valuation of investment securities	129	4
Gain on sales of investment securities	(212)	(988)
Increase (decrease) in allowance for noncurrent asset retirement expense	432	(359)
Increase (decrease) in provision for bonuses	3,711	280
Increase (decrease) in net defined benefit liability	268	(170)
Loss on retirement of noncurrent assets	178	199
Increase (decrease) in allowance for doubtful accounts	(45)	(15)
Interest and dividends income	(5,113)	(8,110)
Interest expenses	468	378
Equity in (earnings) losses of affiliates	(986)	(391)
Decrease (increase) in notes and accounts receivable—trade	(3,593)	(56)
Decrease (increase) in inventories	(391)	(1,144)
Decrease (increase) in prepaid expenses	752	(713)
Increase (decrease) in notes and accounts payable—trade	2,087	3,315
Other, net	(1,694)	(106)
Subtotal	36,974	36,297
Interest and dividends income received	5,408	8,446
Interest expenses paid	(582)	(378)
Income taxes refund	2,532	1,272
Income taxes paid	(7,847)	(10,100)
Net cash provided by operating activities	36,485	35,536
Cash flows from investing activities		
Purchase of property, plant and equipment	(9,459)	(6,079)
Purchase of intangible assets	(1,236)	(3,703)
Purchase of investment securities	(240)	(3,503)
Proceeds from sales of investment securities	266	2,110
Purchase of stocks of subsidiaries and affiliates	(544)	(5,232)
Other, net	1,135	2,380
Net cash used in investing activities	(10,078)	(14,028)
Cash flows from financing activities		
Increase in short-term loans payable	769	—
Decrease in short-term loans payable	—	(769)
Increase in long-term loans payable	—	4,800
Repayment of long-term loans payable	(1,200)	(6,000)
Redemption of bonds	(30,000)	—
Proceeds from disposal of treasury shares	328	397
Cash dividends paid	(4,707)	(5,587)
Cash dividends paid to non-controlling interests	(173)	(135)
Repayments to non-controlling shareholders	(1,350)	—
Other, net	(384)	(435)
Net cash used in financing activities	(36,718)	(7,730)
Effect of exchange rate change on cash and cash equivalents	(2)	(40)
Net increase (decrease) in cash and cash equivalents	(10,314)	(13,738)
Cash and cash equivalents at beginning of period	74,734	67,391
Increase (decrease) in cash and cash equivalents resulting from change of scope of consolidation	2,971	—
Cash and cash equivalents at end of period	¥ 67,391	¥ 81,129

Major Indices

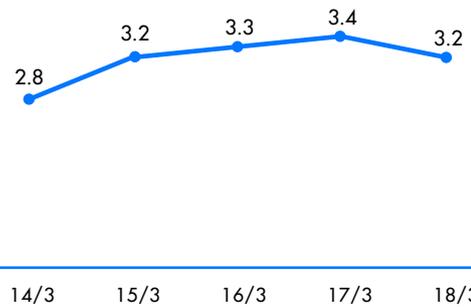
Earnings per Share

(Yen)



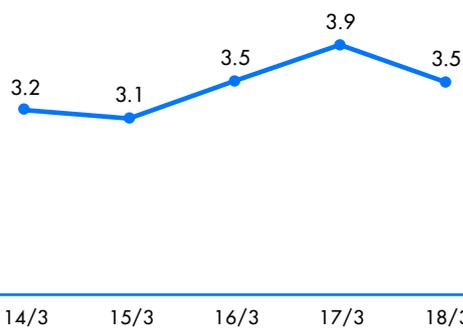
Return on Equity

(%)



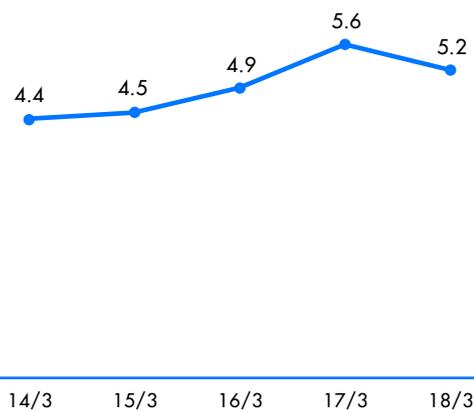
Ratio of Ordinary Income to Total Assets

(%)



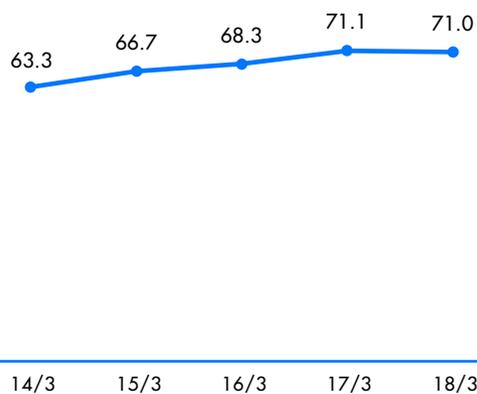
Ratio of Operating Income to Net Sales

(%)



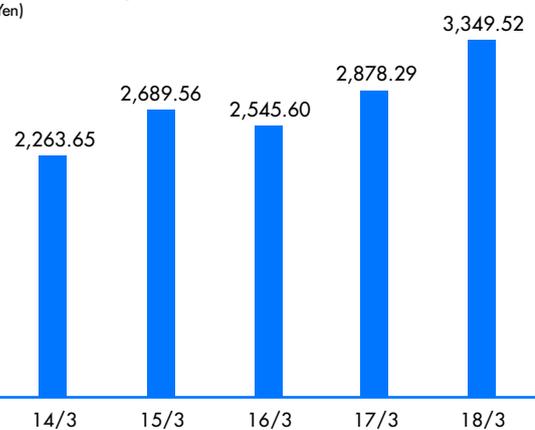
Equity Ratio

(%)



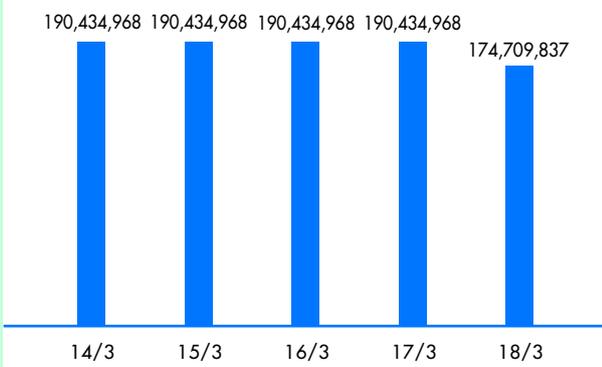
Net Assets per Share

(Yen)

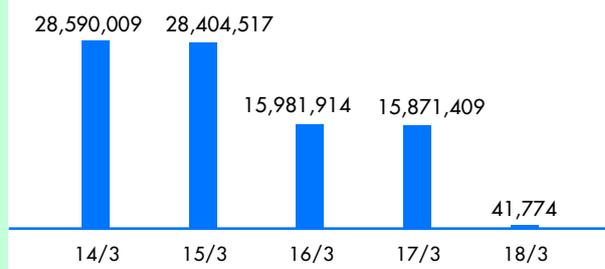


Major Indices

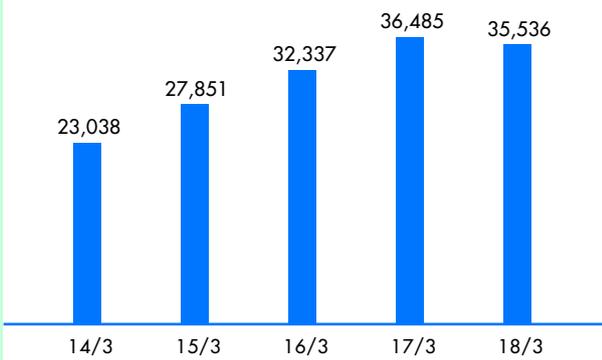
Number of Shares Issued at the End of the Term
(Including Treasury Shares)
(Shares)



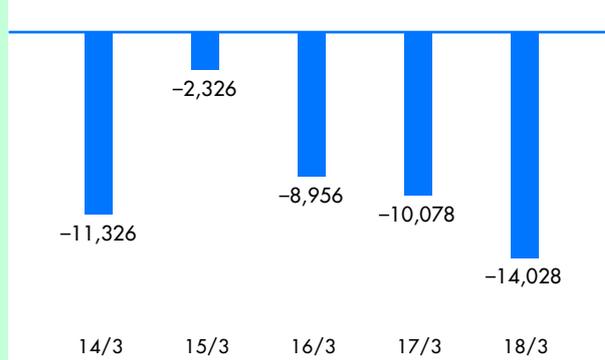
Amount of Treasury Shares at the End of the Term
(Shares)



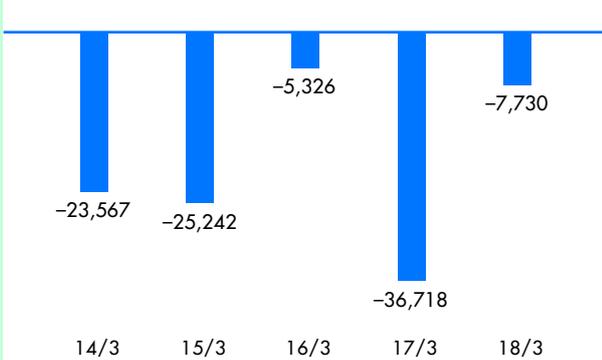
Cash Flows from Operating Activities
(Millions of yen)



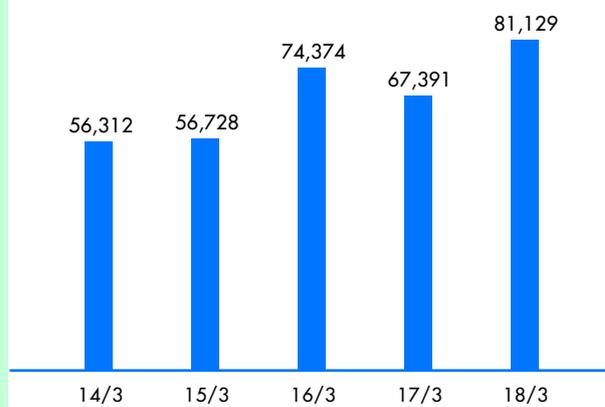
Cash Flows from Investing Activities
(Millions of yen)



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)

	FY2018			
	External sales	y/y change	Operating income	y/y change
Broadcasting Business	¥217,632	-1,542	¥ 3,300	-2,672
Multi-Visual Ventures and Cultural Events Business	128,453	+7,467	7,551	+1,382
Real Estate Business	15,868	+666	7,954	+218
Consolidated Business	¥361,954	+6,590	¥18,800	-1,078

Capital Expenditures and Depreciation

(Millions of yen)

Consolidated	FY2018
Capital expenditures	¥ 8,948
Depreciation	13,693

TBS Holdings	FY2018
Capital expenditures	¥ 531
Depreciation	2,663

TBS Television	FY2018
Capital expenditures	¥ 6,696
Depreciation	8,574

Segment Information

FY2019 Consolidated and TBS Television Business Results Forecasts

2019

(Millions of yen)

Consolidated	FY2019
Net sales	¥367,000
Operating income	18,000
Ordinary income	27,400
Profit attributable to owners of parent	17,500

Business Results Forecast by Segment

(Millions of yen)

Consolidated	FY2019
Consolidated net sales	¥367,000
Broadcasting Business	221,000
Multi-Visual Ventures and Cultural Events Business	130,300
Real Estate Business	15,700
Consolidated operating income	18,000
Broadcasting Business	3,000
Multi-Visual Ventures and Cultural Events Business	7,500
Real Estate Business	7,500

2019

(Millions of yen)

TBS Television	FY2019
Net sales	¥220,000
Operating income	6,500
Ordinary income	9,000
Net income	6,300

Time/Spot, Program Cost Forecasts

	Full year
Time	+0.8%
Spot	+4.9%
Program cost	¥102,400 million

Note: The estimated figures above, which were announced on May 10, 2018, are subject to revision. For the most up-to-date estimated figures, please see the Company's web site.

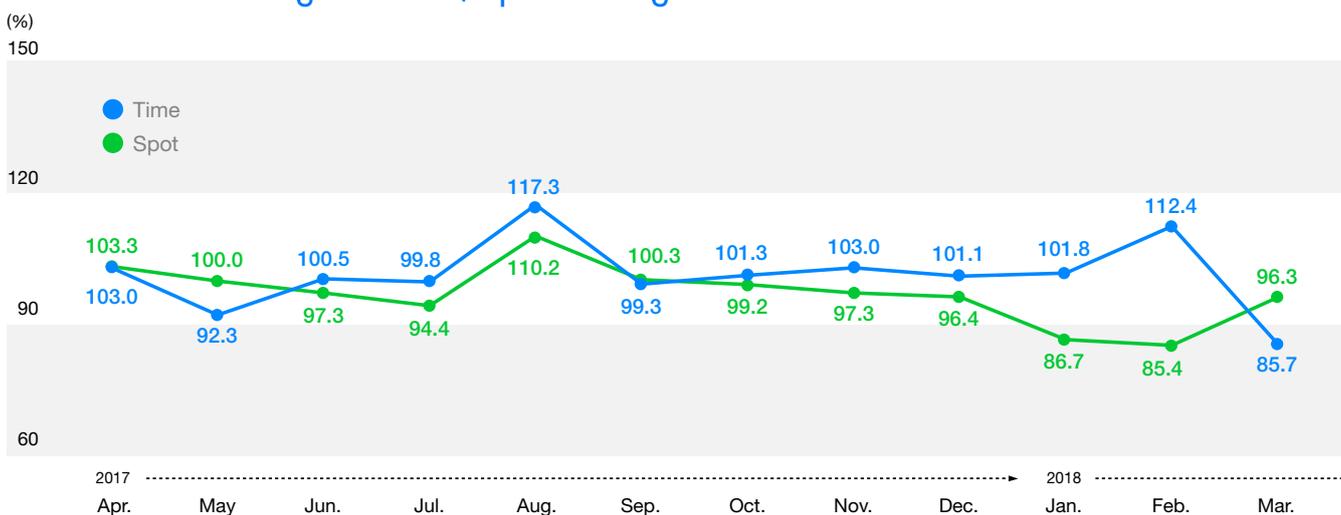
TBS Television 1

Breakdown of TBS Television Income

(Millions of yen)

	FY2018	y/y change
Television	¥184,370	-283
Time advertising	86,388	+999
Spot advertising	83,702	-2,538
Program sales in Japan	10,331	+1,398
Others	3,948	-143
Operations	29,727	+729
Real estate	3,054	-11
Total income	¥217,152	+435

Year-on-Year Changes in Time/Spot Earnings



	Q1	Q2	Q3	Q4	Full year
Time	98.6	105.8	101.8	98.5	101.2
Spot	100.2	100.6	97.6	90.2	97.1
TBS share among five key broadcasters	19.2	19.0	18.8	17.7	18.7



HIRUOBI!



Information 7 Days Newscaster



SUNDAY JAPON

TBS Television 2

Spot Advertising Sales Ranks by Business Category

(%)

	FY2018	Growth rate	Share
1	Information, telecommunications and broadcasting	-3.6	13.5
2	Foods	-7.8	10.4
3	Alcoholic and other beverages	-2.5	10.2
4	Pharmaceuticals	-9.8	8.8
5	Cosmetics and toiletry	-1.0	8.4
6	Automobiles and transportation equipment	+3.7	6.8
7	Transportation and leisure	+31.3	6.5
8	Financial services	-26.3	4.8
9	Real estate and construction	+30.6	4.7
10	Eating out and related services	-4.4	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)	¥ 2,496	-943	The Little Prince Museum in Hakone and K-Ballet Company showed good results, but revenue declined significantly due to the smaller number and size of events compared to the previous year.	
	Show business	7,627	+3,586	Revenue increased significantly with strong performances of events, in addition to the strong success throughout the year of <i>Seven Souls in the Skull Castle</i> of IHI Stage of Around Tokyo.	
	Movies and animation business	Movies	2,071	+522	Revenue increased due to the hits of the <i>8-Year Engagement</i> and <i>The Crimes That Bind</i> in the fourth quarter, as well as the hit of <i>The Land of Stealth</i> throughout the year.
		Animation	878	-99	Revenue declined due to the absence of a blockbuster hit throughout the year.
Content business division	Multi-visual business	2,396	-2,549	Revenue from DVDs declined significantly without a big hit, in addition to the difficult market conditions. Revenue from on-demand declined mainly due to the change in a contract with a customer.	
	Overseas business	3,345	+453	Revenue rose significantly, primarily due to continued strong sales in Asian markets, the expansion of <i>SASUKE</i> overseas and strong sales of the rights to remake dramas.	
	Pay-TV business	8,802	-242	Revenue declined, mainly due to the impact of a decline in the number of subscribers to SKY PerfectTV! and the loss of the broadcast rights to football games.	
	Licensing business	1,048	+113	Revenue increased, reflecting growth in sales of goods related to <i>Seven Souls in the Skull Castle</i> , <i>99.9</i> , <i>RIKUOH</i> and <i>TOMICA Hyper Rescue Police DRIVE HEAD</i> , in addition to the strong performance of special online shopping programs.	
	Digital/new business	1,061	-111	Revenue declined mainly due to the termination of content production for carriers, but profit increased.	
	Total	¥29,727	+729		



The World Unknown to Matsuko



Bakuhou! THE Friday



Monitoring

TBS Television 3

FY2018 Viewer Ratings

	All day	Golden time*	Prime time**
TBS	6.3 (3rd)	9.9 (3rd)	9.8 (3rd)
NTV	8.1 (1st)	12.4 (1st)	12.0 (1st)
TV Asahi	7.4 (2nd)	9.9 (3rd)	10.0 (2nd)
TV Tokyo	2.8 (6th)	6.6 (6th)	6.2 (6th)
Fuji TV	5.7 (5th)	7.8 (5th)	7.7 (5th)
NHK	6.3 (3rd)	10.4 (2nd)	9.1 (4th)
HUT	40.8	60.7	58.2

Ratings for April 3, 2017 to April 1, 2018, 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)

	FY2018	FY2017	y/y change
Q1	¥23,770	¥23,722	+49
Q2	25,152	24,932	+221
Q3	24,797	23,805	+992
Q4	25,997	25,718	+279
Direct expenses	20,575	20,311	+264
Indirect expenses	5,422	5,407	+15
Fiscal year cumulative	¥99,717	¥98,176	+1,541
FY2019 forecast			¥102,400

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



RIKUH



Unnatural



Dr.STORKS

Financial Data of Major Group Companies

TBS Radio Inc.

(Millions of yen)

	FY2018	
	Amount	y/y change
Net sales	¥10,478	-346
Operating income	520	+162
Ordinary income	528	+163
Net income	342	+103

Recorded the highest ratings for 102 consecutive periods from August 2001 to June 2018.



BS-TBS, INC.

(Millions of yen)

	FY2018	
	Amount	y/y change
Net sales	¥16,784	-246
Operating income	2,393	-164
Ordinary income	2,440	-155
Net income	1,674	-107



Grand Marche, Inc.

(Millions of yen)

	FY2018	
	Amount	y/y change
Net sales	¥14,056	+1,473
Operating income	356	+43
Ordinary income	345	+19
Net income	237	+15

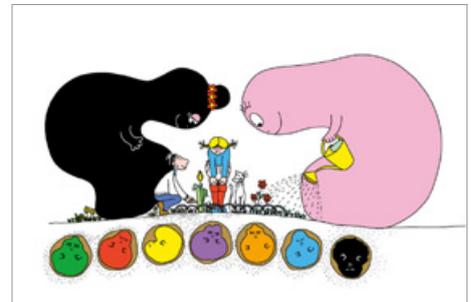


Financial Data of Major Group Companies

StylingLife Holdings Inc. (Consolidated)

(Millions of yen)

	FY2018	
	Amount	y/y change
Net sales	¥70,054	+4,389
Operating income	3,148	+576
Ordinary income	3,112	+677
Net income	1,278	+216



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