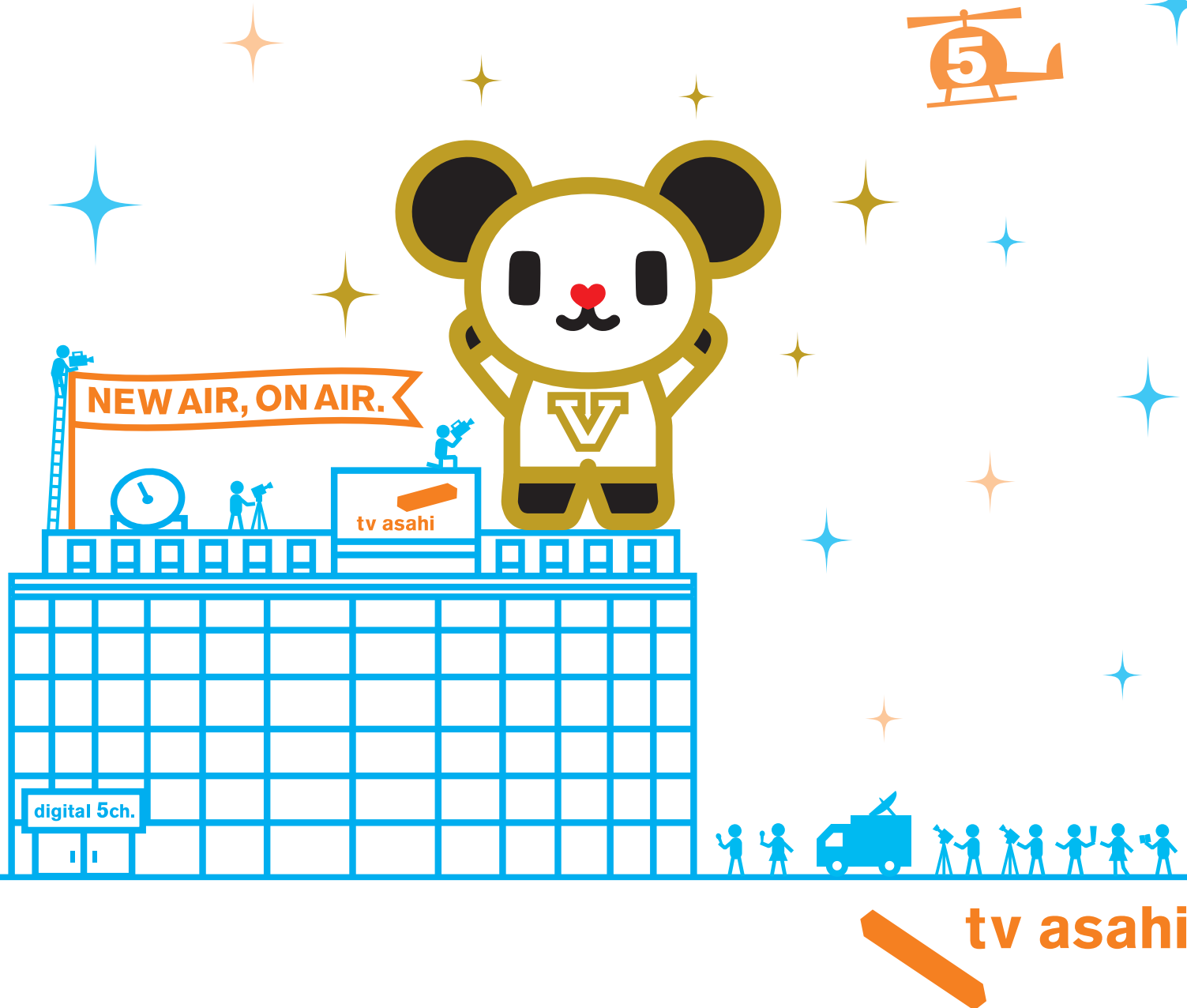


# Investor's Guide 2011



## Advertising revenue

# No.3

Share\* of TV Advertising Revenue (%)



\*"Share" among the five Tokyo area commercial stations

Advertising revenue reached 171.7bn yen, and TV Asahi rose to third of 5 major commercial TV stations in Japan for the first time in corporate history.

## Prime Time Ratings (7 p.m. to 11 p.m.)

# 12.0%

Prime time viewer ratings reached 12.0%. The difference with the No.1 station was 0.6 points, which was the smallest since our station launch.



**TRICK The Movie**  
**Psychic Battle Royale**  
(C) 2010 TOHO / TV ASAHI /  
OGIPRO / ABC / NBN / Crescendo



**PARTNERS season 9**



**Onegai! Ranking Gold**

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**Channel 5**

**tv asahi**  
**digital 5**

From July 24, 2011 onward, the terrestrial broadcasting in Japan will convert to digital signals. TV Asahi will make the transition from "Channel 10" to "TV Asahi on Channel 5".

### Forward-Looking Statements

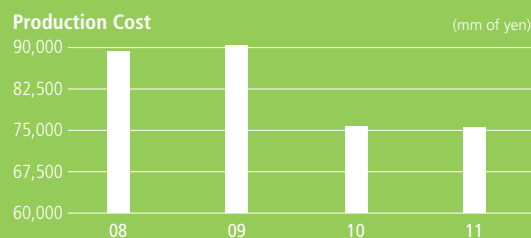
This report contains forward-looking statements based on management's assumptions and beliefs in light of the information currently available. These statements are subject to risks and uncertainties that could cause actual results to differ materially from those discussed in this report. Such risks include,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

## Prime Time 2 Ratings (11 p.m. to 1 a.m.)

# No.1

TV Asahi achieved No.1 in the prime time 2 ratings for the sixth straight year, continuing to enjoy a strong following among younger demographics targeted by advertisers.

## Production Cost



Continued efforts toward cost control while minimizing impact on viewer ratings and increasing share of advertising revenue.



AFC Asian Cup Qatar 2011™

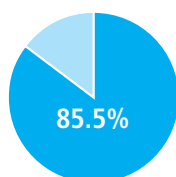


Hodo Station



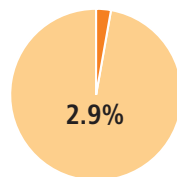
Shirushirumishiru Sunday

## SEGMENT COMPOSITION



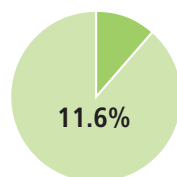
### TV Broadcasting Business

TV broadcasting, the mainstay segment of the TV Asahi Group, is comprised of operations related to the production and transmission of television programs aired on the Group's network. These activities are undertaken primarily by TV Asahi and its subsidiary TV Asahi Productions Co., Ltd., and account for approximately 85% of consolidated net sales.



### Music Publication Business

TV Asahi Music Co., Ltd., the core subsidiary of the Group's music publication business, administers copyrights for music compositions, manages artists and scouts for promising new talent in coordination with television programs.



### Other Businesses

TV Asahi pursues other content-related businesses, such as TV shopping, special events production, sales of programs on DVDs, and investment in motion pictures, as well as content distribution to digital devices.

# Aiming to become one of Japan's top Content Business Enterprises in the future



Hiroshi Hayakawa  
President

## OUR ACHIEVEMENTS

I would like to take this opportunity to extend my sincere gratitude to our stakeholders for your continued support of the TV Asahi Group.

In fiscal 2011, the fiscal year ended March 31, 2011, the broadcasting industry experienced a moderate recovery in the advertising market, marked by the steady growth in the Tokyo spot advertising market, compared with the previous year. In this climate, we at TV Asahi focused on seeking opportunities to further monetize our content and maintaining cost control measures. As a result, we posted net sales of ¥235.3 billion, up 2.2% compared to the preceding fiscal year. Operating income increased by 36.5% year-on-year to ¥9.8 billion, and net income marked a significant 131.9% growth from the previous fiscal year to ¥7.0 billion.

Fiscal 2011 was the second year of our two-year "Reform Execution Period," in which we maintained cost control efforts and enhanced content output to maximize our revenue. Amid the tough business environment, we recorded 7.3% in all-day ratings (6:00 a.m. to midnight), 11.5% in golden time (7:00 p.m. to 10:00 p.m.), 12.0% in prime time (7:00 p.m. to 11:00 p.m.) and 9.0% in

prime time 2 (11:00 p.m. to 1:00 a.m.), with our creativity and ingenuity. Particularly, the margin between the No.1 broadcaster and TV Asahi in prime time viewer ratings has narrowed to 0.6 points, the closest reading since we started broadcasting. In addition, we ranked No.1 for the sixth consecutive year in the competition for prime time 2, which enjoys high popularity among the young generation; we take pride that TV Asahi has consolidated its position, standing up to competition with the top broadcasters.

Moreover, with a view to expanding advertising revenue, TV Asahi rolled out vigorous operations with particular emphasis on meeting the needs of our advertisers flexibly. In consequence to these efforts, our television advertising revenue amounted to ¥171.7 billion, ranking No.3 among commercial broadcasters for the first time in our history.

With regard to the non-advertising revenue, TV Asahi strenuously worked to expand its businesses with the help of its diverse original content mix. These include News EX, an information service for au mobile phones in a joint venture with KDDI Corporation and The Asahi Shimbun Company, and the theatrical releases of *TRICK* and *PARTNERS*.

### TV Asahi Corporation and Consolidated Subsidiaries Years ended March 31, 2011 and 2010

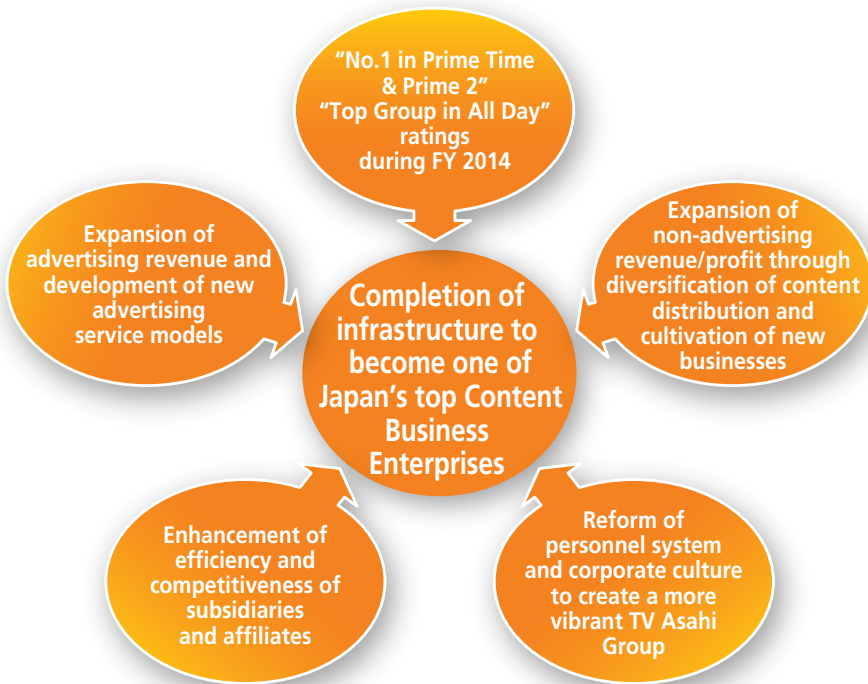
	Millions of yen		Millions of U.S. dollars
	2011	2010	2011
Net sales .....	<b>¥235,398</b>	¥230,236	<b>\$2,831</b>
Operating income .....	<b>9,851</b>	7,216	<b>118</b>
Net income .....	<b>7,013</b>	3,024	<b>84</b>
Total assets .....	<b>309,871</b>	303,261	<b>3,727</b>
Total net assets .....	<b>242,863</b>	239,895	<b>2,921</b>

Note: For convenience only, U.S. dollar amounts have been translated from Japanese yen at the rate of ¥83.15 to US\$1, the rate of exchange prevailing on the Tokyo Foreign Exchange Market on March 31, 2011.

# Digital **5** Vision

<Management Plan FY2012-2014>

## ◎ Strategic Goals for the 3 years



## ◎ Numerical Target for FY2014 (Consolidated)

Net Sales

250 bn yen

Operating Income

12.5 bn yen

(Operating Profit Margin: 5.0%)

## THE NEXT STEP

As stated above, we achieved growth in both net sales and profits in the fiscal year ended March 31, 2011, but the environment surrounding broadcasters is rapidly changing, as exemplified by the sophistication of devices and diversification of distribution channels. Faced with such challenging trends, TV Asahi launched a company-wide project called "Digital V (five) Project," with a view to discussing issues including the direction of corporate growth and areas of prioritization in order to survive into the future. We have formulated the new three-year plan "Digital 5 Vision <Management Plan FY2012-2014>" which incorporates our vision and targets formed through consideration of the above issues.

Under the plan, we intend to maximize business opportunities derived from content, by leveraging our existing competitive strength amassed over the history of more than 50 years, and forging a position that differentiates us from competitors. By doing so, we aim to become one of Japan's top content-business enterprises in the future. We intend to use the next three years to complete the infrastructure to realize this vision. To that end, we will step up our efforts to create, deliver and monetize. Specifically, we will create content that is even more compelling, deliver that content to even more viewers through diverse channels not limited to terrestrial broadcasting, and

consistently derive revenue from those activities.

We have already initiated measures to expand revenues from the overseas market, including a business tie-up agreement with a Korean television station, JTBC through the acquisition of stake in the company. In addition, in May, TV Asahi launched a new mascot character, jointly developed with Sanrio Company, Ltd., Japan's leading character-development company.

In July of FY2012, terrestrial broadcasting in Japan will convert from analog to digital signals, moving us into a new era as "TV Asahi on Digital Channel 5." Though the Great East Japan Earthquake that occurred in March has prolonged the uncertain outlook for the current advertising market, we will get back to our basic as a content company, and strive to boost our profitability to deliver more value to the shareholders in the future. Once again, on behalf of TV Asahi's Board of Directors and employees, I sincerely thank you for your continued understanding and support.

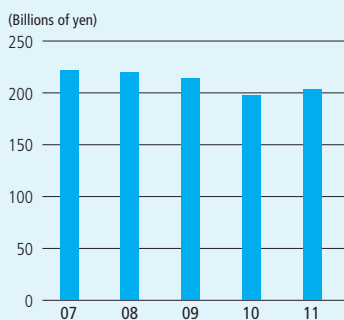
July 2011

早河洋

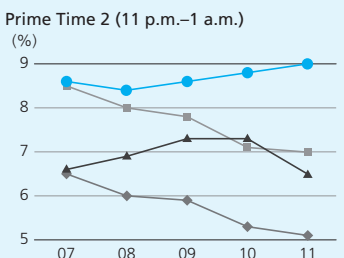
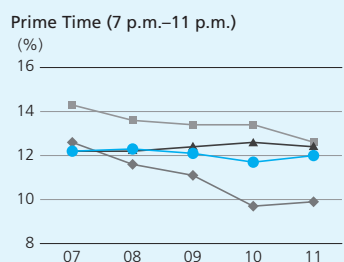
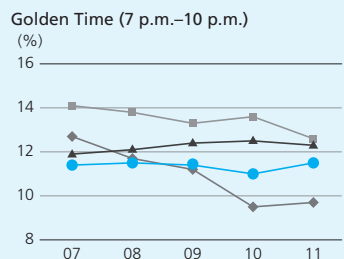
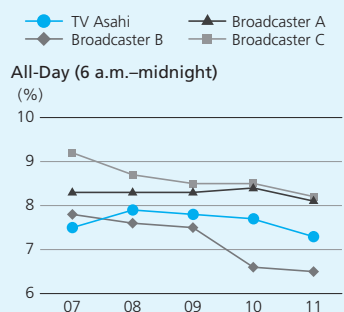
Hiroshi Hayakawa  
President



## Sales from TV Broadcasting Business (after elimination)



## Viewer Rating for Japan's Top Four Commercial Broadcasters



Source: Video Research Ltd.

## TV BROADCASTING BUSINESS

## Enhanced Prime Time while Maintaining Cost Control Measures

In an effort to cope with the harsh business environment following the financial crisis in 2008, TV Asahi implemented drastic measures to reduce program production costs by ¥14.6 billion in FY2010. During the fiscal year under review, we continued on with these cost control measures, while maintaining the competitiveness of viewer ratings by efficiently allocating program production costs to challenging prime time slots and enhancing our regular programs with the originality and ingenuity of our staff.

Consequently, we recorded a viewer rating of 7.3% in all-day ratings, ranking No.3 for four years running. At 12.0% in prime time, we ranked No.3 or higher for the sixth year in a row while 11.5% in golden time marked the third consecutive year ranking No.3 among commercial broadcasters, and 9.0% in prime 2 held the No.1 spot for the sixth consecutive year.

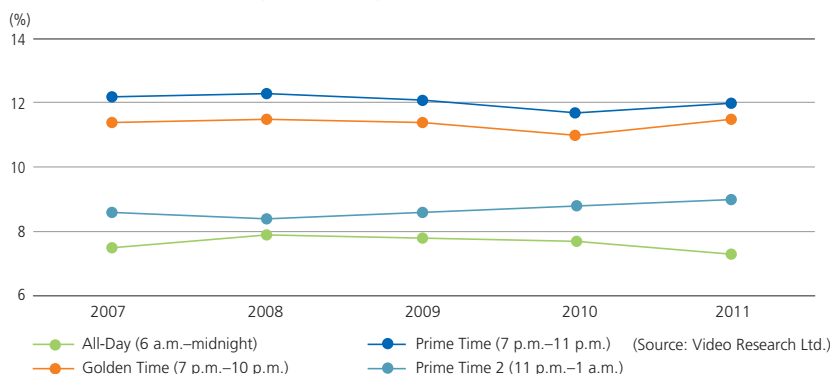
Notably, the margin between our viewer ratings in prime time and those of the top broadcaster narrowed to mere 0.6 points, the smallest reading in our history. Our programs at year-end and the New Year holidays received strong viewer ratings too, with the golden and prime time rating during the last week of December (December 27 - January 2, 2010) reaching the highest of all TV stations for the first time in our history.

In the entertainment genre, our "formula for success," which involves the deployment of popular late-night shows to prime time proved effective. The regular program lineup was enhanced each season, with the introduction of *Moshimo no Simulation Variety Otameshika!* in April, *Shirushirumishiru Sunday* in July and *Onegai! Ranking Gold (Please Rank Me !!! -The Ultimate Prime Time Show-)* in October to prime time. Programs in the weeknight 11 p.m. timeslot (Monday through Thursday between 11:15 p.m. to 00:15 a.m.) enjoyed high popularity among young audiences and achieved good reputation with advertisers. This time slot also facilitated growth in revenues from our other businesses such as DVDs, mobile phone content distribution, etc.

In the movie and drama genre, our popular detective drama series *PARTNERS* successfully finished its ninth season with average viewer rating reaching a fresh record of 20.5%, marking the highest rating among all broadcasters' drama series aired during the fiscal year under review. Also, Thursday drama series *Class Reunion: Love Again Syndrome* contributed to an increase in our share of "younger female" viewers who are heavily targeted by advertisers. For one-off programs, *TRICK Drama Special 2* recorded viewer rating of 17.4%, while *Transporter 3: Unlimited*, aired for the first time via terrestrial broadcasting, logged a 17.9% rating in our Sunday night movie slot.

In sports, TV Asahi broadcasted a number of international sport events that attracted high interest among viewers, including *The Open Championship* and the *ISU Grand Prix of Figure Skating Series*. Specifically, for the fiscal year under review, international soccer games received high ratings. The *2010 FIFA World Cup™ South Africa Japan vs the Netherlands* gained a 43.0% rating, the sixth highest viewer rating ever recorded in our history. Meanwhile, TV

## TV Asahi's Viewer Ratings by Rating Time Periods



Asahi was the exclusive terrestrial broadcaster of six games in the *AFC Asian Cup Qatar 2011™*. All six games recorded high ratings, among which the Japan vs Korea match attained 35.1%.

In the news and information program genre, our flagship *Hodo Station*, continued to show a strong performance, while other weekday news shows including *Super J Channel* and *Wide! Scramble* enjoyed the support of many viewers as well. Regarding the Great East Japan Earthquake that occurred on March 11, TV Asahi and its network stations collectively broadcasted 103 hours of special news programming, immediately after its outbreak, continuously airing information to disaster victims and audiences across the country.

### No.3 in Advertising Revenue among Commercial Broadcasters

In the fiscal year under review, net sales for the TV broadcasting business increased by ¥5.5 billion (up 2.8% year on year) to ¥204.2 billion. By improving viewer ratings particularly for prime time and meeting advertisers' needs, the time and spot combined revenue amounted to ¥171.7 billion, ranking No.3 among commercial broadcasters for the first time in our history. Furthermore, we continued efforts to control program production costs. As a result, operating income increased by ¥2.5 billion from previous fiscal year (up 78.8% year on year) to ¥5.8 billion.

#### ⇒ Time Sales: Edged Down Due to the Great East Japan Earthquake

In the fiscal year under review, TV Asahi's non-consolidated time sales decreased slightly by ¥0.2 billion or 0.3% year-on-year to ¥84.1 billion. Amid the growing tendency among advertisers to slash fixed costs, time sales, which are sold in six-month blocks through program sponsorship contracts, suffered a continued decrease among all major broadcasters.

In this business climate, TV Asahi strove to boost revenue for regular programs, principally by the establishment of additional network sales boxes in 11 p.m. weeknights, which have highly favorable receptions from our advertisers, and by increasing unit prices of high-rated programs.

Meanwhile, with regard to one-off programs, we tried to increase revenues by broadcasting the *2010 FIFA World Cup™ South Africa* and the *AFC Asian Cup Qatar 2011™*. However, one-off program sales declined from previous fiscal year, as the extraordinary programming related to the Great East Japan Earthquake suspended the airing of planned special dramas, soccer and other sports events in March. As a result, overall time sales declined slightly.

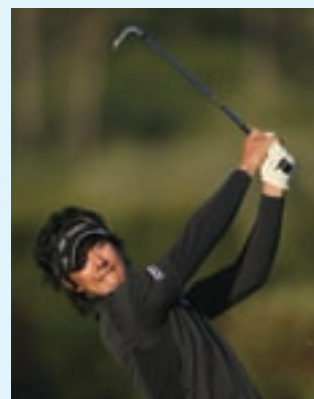
As a rule, an increase in time sales is closely linked to a broadcaster's ability to sustain consistently high ratings of regular programs. Major one-off programs, such as sport events and special dramas, influence time sales as well. Although advertisers continue to reduce their fixed costs, we are trying to increase time sales by continuing our efforts to attain stable share of viewer ratings for regular programs, while producing attractive sport events and special programs.

#### ⇒ Spot Sales: First Growth in 5 Years

TV Asahi's spot ads target the Kanto region, which is centered around Tokyo. In the fiscal year under review, TV Asahi's non-consolidated spot sales totaled ¥87.5 billion, up ¥5.0 billion or 6.1% from the previous year, marking the first growth in five years.

The spot market has been on a firm recovery path since the second half of the FY2010, with spot ads in the Tokyo region for the fiscal year under review leaping 8.5% on a year-on-year basis. Amid the business environment, we achieved higher revenues, mainly through partial shift of time slots to spot slots in a bid to fill strong demands from advertisers, and through increased unit prices. By industry, sales growth was driven by the "automobiles" sector, which benefitted from rising demand in the wake of the government's tax reduction and subsidies to purchase eco-friendly vehicles, and the "service & entertainment" sector, particularly exemplified by increased demands from mobile game publishers. Higher spot sales were recorded from 12 industry sectors among 16 sectors in total. These include the "finance and insurance" and "housing & housing materials" sectors.

However, TV Asahi's share in the Tokyo spot market among the five commercial broadcasters was down by 0.5 points from the previous year to 21.1%, as we were occasionally unable to meet strong advertising demands. This was mainly caused by GRP shortages due to stagnant all-day viewer ratings. Advertisers continue to opt for spot ads over time ads. To successfully meet such needs, TV Asahi intends to solve the pending issue of improving all-day viewer ratings and to raise (spot) unit prices with the aim of boosting our share in the market.



Major Golf Tournaments

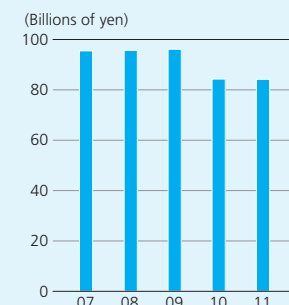


Great East Japan Earthquake special news programming

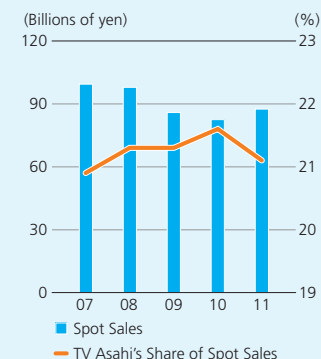


Class Reunion: Love Again Syndrome

#### TV Asahi's Time Sales Revenue (Non-Consolidated)

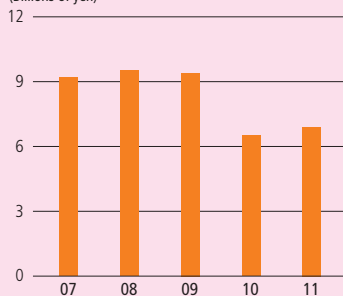


#### TV Asahi's Spot Sales Revenue and Share of Spot Sales (Non-Consolidated)



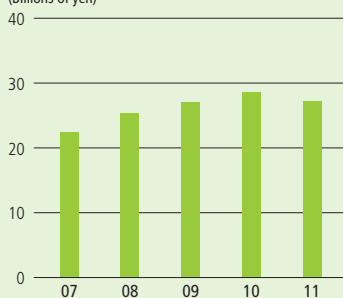
### Sales from Music Publication Business

(Billions of yen)


Ketsumeishi *Ketsunopolice 7*

### Sales from Other Businesses

(Billions of yen)



## MUSIC PUBLICATION BUSINESS

### The Comeback of Ketsumeishi and Vigorous Live Activities

TV Asahi's music publication business, principally operated by our subsidiary TV ASAHI Music Co., Ltd., posted net sales of ¥7.1 billion, marking a ¥0.4 billion or 7.1% increase from the previous year. Operating expenses were ¥6.0 billion, up 1.0% year-on-year. Consequently, operating income increased to ¥1.0 billion or up 61.7% from the previous year.

The fiscal year under review saw our major artist Ketsumeishi back in action for the first time in two years, with the release of 4 singles and an album. Also, HY launched its national tour while other exclusively contracted artists performed energetically at musical events. It contributed to an increase in revenues, together with the redevelopment of our copyrighted music titles.

Although the music industry has been flagging in the face of the decrease in CD sales and digital distribution volume, TV Asahi intends to improve earnings from this business further by actively working on the promotion of live performances by our exclusively contracted artists (FY2012 is expected to see national tours of Ketsumeishi, Shonan no Kaze and HY), scouting and developing new talented artists and increasing the number of copyrighted music we administrate.

## OTHER BUSINESSES

### Development of Original Content

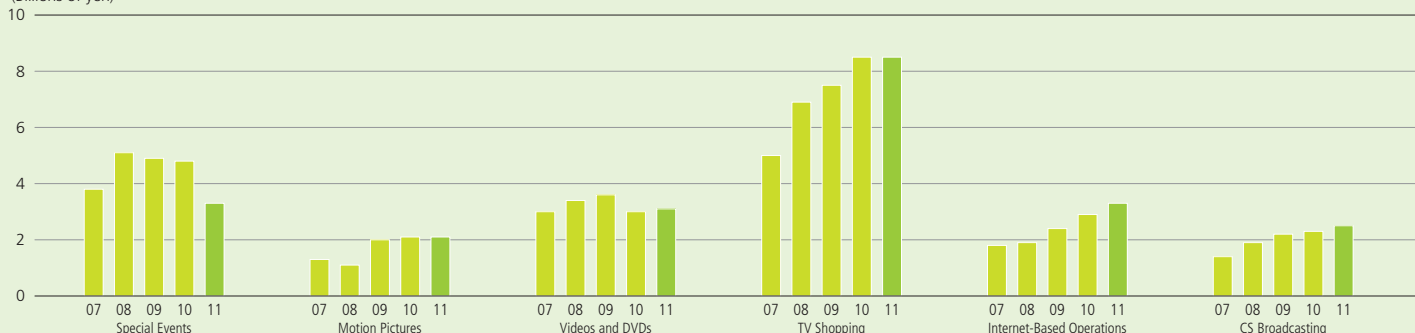
In the fiscal year under review, net sales for other businesses fell by ¥1.0 billion or 3.0% year-on-year to ¥33.0 billion, reflecting, in large part, a sluggish performance in the special-events business. In addition, operating income decreased by ¥0.3 billion or 10.4% year-on-year to ¥2.9 billion due to the decrease in profitable DVD releases together with other factors.

In the special-events business, European Masterpieces from the Museum of Fine Arts, Boston and the TV program-linked events Ontama Carnival and Tetsuko's Room Concert particularly attracted many visitors. However, revenues for the special-events business decreased significantly from the previous year, partly due to the negative rebound from last year's record-making event, The National Treasure Ashura Exhibition, and a decrease in the number of events.

Our investment in the motion pictures business launched a flurry of movies originating from our content. The two hit movies, *TRICK The Movie Psychic Battle*

### Major Other Businesses Revenues (Non-Consolidated)

(Billions of yen)





*Royal* and *PARTNERS The Movie II* earned ¥1.8 billion and ¥3.1 billion in box-office revenues respectively, while other regular films, such as the *Masked Rider* series and *Crayon Shin-chan* were also well received.

Meanwhile, in the DVD business, *TRICK* and *PARTNERS* series enjoyed strong sales due to the releases of their television series and new special dramas in parallel with their theatrical releases. Other new releases included *Kan-Pan*, *SMAP Ganbarimasu!!* and *Telecinema7* (a Japan and South Korean collaborative drama project, involving Japanese scriptwriters and leading Korean movie actors). Despite all these efforts, however, a rise in royalties for copyrighted music and other expenses substantially brought downward pressure on profit on a year-on-year basis.

The shopping business posted solid sales primarily from our TV shopping business on our morning information program *Chii Sanpo*, thanks to its holiday broadcast and special extended programming.

In the Internet-related businesses, there was a steady increase in the number of subscribers to News EX, a comprehensive information service for mobile phones under a joint venture with The Asahi Shimbun Company and KDDI Corporation. The number of subscribers exceeded one million in September. In addition, au one News EX was launched in November targeting smartphones, and the number of subscribers is increasing. Further, efforts were made to cut costs and enhance content mix for mobile phone and personal computer users, such as TV Asahi Land on Ameba Pigg, a virtual community service site operated by CyberAgent, Inc. As a result, the segment posted a sharp profit increase from the previous year.

In our CS broadcast business, TV Asahi Channel was on a solid rise in subscriptions, exceeding 3.8 million households (as at the end March 2011) due to addition of IPTV platform.

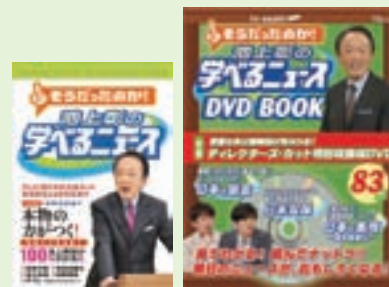
In the publishing business, the books based on *Ikegami Akira no Manaberu News* (*Ikegami Akira's Learning from News*) became a best seller, with sales exceeding 710 thousand copies; also in the merchandising business, some TV program-linked products, such as *PARTNERS* and *Bartender* received favorable reviews.

There are signs that the effect of the Great East Japan Earthquake is still undermining consumer sentiment, but we at TV Asahi are striving to further develop other businesses by capitalizing on our content.

Separately, effective on April 1, 2011, TV Asahi's shopping business was transferred to our 100% subsidiary ROPPINGLIFE CO., LTD. (former TV Asahi Living Co., Ltd.). With the shopping business managed by a subsidiary, we aim to reduce costs as well as recruit and train shopping business specialists, in a bid to develop attractive products and extend our distribution channels.



News EX



Ikegami Akira no Manaberu News



CS TV Asahi Channel  
Ueda Channel



©2011 tv asahi • SANRIO

On May 10th, we introduced our new mascot "GOEXPANDA" (called "Gochan"), a panda prince who came from Planet EXPANDA.

TV Asahi created him together with Sanrio Company, Ltd., developer of world-popular characters such as Hello Kitty. He will appear on our programs and events, and play an important role to deepen communication with our audience. Also, we plan to promote businesses together, leveraging each others' strength including Sanrio's character development know-how and TV Asahi's exposure power as a media corporation.

# Protecting the Environment, Contributing to Society

## ✿ Engaging in Environmental Activities

TV Asahi is committed to continually improving environmental management by promoting efforts to lessen the burden on the environment.

In November 2007, as a media organization, TV Asahi embarked on the Global Warming Prevention Project to work on measures to prevent global warming in the hope of passing on Earth's natural environment to our children and future generation.

In fiscal 2011, in the run up to the Tenth meeting of the Conference of the Parties to the Convention on Biological Diversity (COP10) held in Nagoya, TV Asahi designated the week of September 13th-20th as "The Environment Week." We presented various programs, with a focus on news and information programs on the subject of "water and living nature."

## ✿ Integrated Learning Support Activities

TV Asahi has conducted various integrated learning support activities, including "Guided Tours" (allowing participants to view live broadcasts and experience the production of news programs at our headquarters), "TV Asahi Cater Classes" (TV Asahi personnel visit schools, giving students a glimpse into TV station activities and the process of news broadcasting) and "TV Juku" (TV Asahi's staff explain to viewers firsthand information about the structure and roles of a TV station). To date, more than 68 thousand people have taken part in these initiatives.

We will continue to pursue development of media literacy in which broadcasters and citizens can learn from each other in a collaborative manner.

## ✿ Social Contributions through the TV Asahi Social Welfare Organization

In 1977, the TV Asahi Social Welfare Organization (the "Organization") was established, making it the first of its kind in the commercial broadcasting industry. The Organization has promoted wide-ranging programs for the elderly, the mentally and physically disabled, and children since its establishment.

Our Tulevan Concerto program, designed to provide opportunities to disabled people who are striving to overcome their challenges and realize their dreams, presented a concert performed by Mr. Narimichi Kawabata, a world leading optically-challenged violinist and Ms. Yumi Maekawa, a optically-challenged singer and songwriter, with special guest Mr. Izumi Tateno known as a pianist playing with only his left hand.

In 1999, as part of its duty as a public broadcaster, TV Asahi set up the Doraemon Charity Fund with the purpose of providing aid to domestic and foreign disaster victims. To date, TV Asahi has undertaken a total of 14 fundraising campaigns to help the victims of natural disasters such as the Niigata Chuetsu earthquake (October 2004) and the Haiti earthquake (January 2010). We delivered the collected funds to the affected regions through the TV Asahi Social Welfare Organization, which entrusted them to the Japanese Red Cross Society and other relief organizations. In the fiscal year under review, we set up the Doraemon Charity Fund to support the victims of the Great East Japan Earthquake, raising ¥2,084,763,103 as of June 24, 2011.

## ✿ Selection for the FTSE 4Good Index Series

Since September 2004, TV Asahi has been included in the FTSE 4Good Index Series, a measure of corporate social responsibility developed by the FTSE Group, an independent U.K.-based company that provides equity and bond indices to investors.

Companies are selected according to their work toward environmental sustainability, their development of positive relationships with stakeholders such as contributing to society and establishing sound employment conditions and their championing of and support for universal human rights. TV Asahi's inclusion in the FTSE 4Good Index Series indicates that its wide-ranging public efforts have won international recognition. Such efforts include an array of environmental protection activities, aid for disaster sites in Japan and overseas through the Doraemon Charity Fund and other societal contributions through the TV Asahi Social Welfare Organization. We will continue to proactively promote such activities into the future.



TV Asahi  
Cater Class  
(news program  
session)



TV Asahi Cater  
Class for grown-ups  
(media literacy session)



Tulevan Concerto

# TV Asahi recognizes corporate management to be one of management's top priorities.



## Basic Policy on Corporate Governance

TV Asahi continues to commit to its corporate activities through fulfilling its duty as a broadcaster. It has established a corporate value standard which encompasses the principle of corporate value, the origin of corporate value and corporate activities. Details of TV Asahi's corporate value standard can be found on the Company's website (<http://company.tv-asahi.co.jp/contents/corp/value.html>).

In line with the above, TV Asahi governs itself according to the management system of Board of Corporate Auditors, recognizing that discussion and implementation of measures related to corporate governance is one of management's most essential tasks. More specifically, the Company works to enhance its management supervision system by maintaining compliance-based internal controls.

## Corporate Governance Structure

As of March 31, 2011, of TV Asahi's 19 Board members, six are from outside the Company and three of the five corporate auditors are external auditors.

Business activities are carried out by the representative director(s) appointed at the meeting of Board of Directors and by full-time internal members of the Board who assist the representative director(s). The five corporate auditors also attend meetings of the Board of Directors.

Full-time internal Members of the Board form the Council of Executive Directors, which as a rule holds meetings on a weekly basis. Business activities are reported and discussions are held concerning the operation of the business sections for which respective directors are responsible. The Council acts as the checking mechanism for the execution of each business activity.

Moreover, in order to fulfill the social duty of a broadcaster and with the objective to discuss an effective solution in a speedy manner when matters of conflict arise, such as complaints from viewers, problems that have arisen from broadcast content or during the production process, or controversies other than those related to broadcasting, the Company holds Broadcast and Ethics Meetings on a necessary basis with the President as the chairperson.

In addition, Management Councils, which is comprised of the representative director(s) and relevant executive directors, is held on a monthly basis to discuss crucial matters concerning management of the Company. Furthermore, a committee to discuss, weigh and decide on investment issues in an appropriate and speedy manner is also held on a needed basis. This committee is comprised of the President and executive directors selected by the President.

Routine business activities by employees are covered by internal control mechanisms. Powers and responsibilities are set out in written regulations and executed through organizational command and, when necessary, these are checked by a number of internal departments. Reports on the status of these activities are submitted to the Council of Executive Directors and other pertinent councils.

Under this structure, the representative director(s) presents detailed reports to the Board of Directors on the progress of the business activities they have carried out. As a rule, the Board meets on a monthly basis. It is the Board of Directors' duty to ensure that management decisions and execution of business activities are undertaken in accordance with prevailing laws, the Company's Articles of Incorporation and other regulations, and to make certain that business activities are executed in an appropriate and responsible manner.

## Takeover Defense Measures

TV Asahi, resolved at the meeting of the Board of Directors held on May 26, 2010 to renew the Countermeasures to Act of Large Volume Acquisitions of TV Asahi Shares (Takeover Defense Measures; the "Plan"), which was approved by shareholders at the Annual Shareholders Meeting held on June 29, 2010. For details of the Plan, please refer to the press release entitled Announcement Regarding Renewal of Countermeasures to Act of Large Volume Acquisitions of TV Asahi Shares (Takeover Defense Measures), dated May 26, 2010, and Approval to Renew Countermeasures to Act of Large Volume Acquisition of TV Asahi Shares (Takeover Defense Measures) by the Annual Shareholders Meeting, dated June 29, 2010, which can be viewed at <http://company.tv-asahi.co.jp/e/contents/announcement/2010/0526.pdf> and <http://company.tv-asahi.co.jp/e/contents/announcement/2010/0629.pdf>

# Five-Year Summary

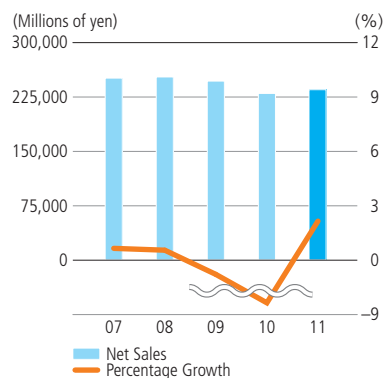
TV Asahi Corporation and Consolidated Subsidiaries  
Years ended March 31, 2011, 2010, 2009, 2008 and 2007

	Millions of yen					Millions of U.S. dollars
	2011	2010	2009	2008	2007	2011
For the year:						
Net sales:	<b>¥235,398</b>	¥230,236	¥247,192	¥252,746	¥251,124	<b>\$2,831</b>
TV broadcasting business:	<b>201,182</b>	195,110	210,612	217,899	219,410	<b>2,420</b>
Network time	<b>84,103</b>	83,443	95,415	95,166	95,110	<b>1,011</b>
Spot	<b>87,598</b>	82,302	85,672	97,448	99,071	<b>1,053</b>
Sales of programs	<b>11,436</b>	11,484	11,608	11,586	11,381	<b>138</b>
Other	<b>18,043</b>	17,880	17,914	13,697	13,847	<b>217</b>
Music publication business	<b>6,910</b>	6,506	9,402	9,546	9,194	<b>83</b>
Other businesses	<b>27,305</b>	28,620	27,178	25,300	22,520	<b>328</b>
Cost of sales	<b>170,291</b>	170,905	188,343	183,348	177,475	<b>2,048</b>
Selling, general and administrative expenses	<b>55,254</b>	52,114	56,834	59,421	59,970	<b>665</b>
Operating income	<b>9,851</b>	7,216	2,015	9,976	13,677	<b>118</b>
Income before income taxes and minority interests	<b>11,811</b>	6,432	586	11,240	14,568	<b>142</b>
Net income (loss)	<b>7,013</b>	3,024	(1,716)	6,422	10,303	<b>84</b>
Capital expenditures	<b>15,162</b>	8,293	22,865	5,223	4,669	<b>182</b>
Depreciation and amortization	<b>8,934</b>	10,767	9,087	8,828	8,382	<b>107</b>
At year-end:						
Total assets	<b>¥309,871</b>	¥303,261	¥300,311	¥313,356	¥314,466	<b>\$3,727</b>
Total current assets	<b>144,944</b>	138,497	132,500	167,179	153,199	<b>1,743</b>
Total tangible assets	<b>71,796</b>	66,136	69,544	56,614	59,667	<b>863</b>
Total current liabilities	<b>51,584</b>	48,330	49,490	52,987	47,102	<b>620</b>
Total net assets	<b>242,863</b>	239,895	236,150	245,441	249,443	<b>2,921</b>
Per share of common stock:						
Net income—basic	<b>¥ 6,982</b>	¥ 3,011	¥ (1,708)	¥ 6,393	¥ 10,242	<b>\$ 84</b>
Cash dividends	<b>2,000</b>	3,000	3,000	2,300	1,400	<b>24</b>
Net assets	<b>237,209</b>	233,753	230,913	240,737	245,677	<b>2,853</b>
Other data:						
Number of shares outstanding (Thousands)	<b>1,006</b>	1,006	1,006	1,006	1,006	—
Number of employees (Non-consolidated)	<b>1,208</b>	1,214	1,231	1,237	1,218	—
Key ratios (%):						
Return on sales	<b>3.0</b>	1.3	(0.7)	2.5	4.1	—
Return on equity	<b>2.9</b>	1.3	(0.7)	2.6	4.2	—
Return on assets	<b>2.3</b>	1.0	(0.6)	2.0	3.3	—
Equity ratio	<b>76.9</b>	77.4	77.2	77.2	78.6	—

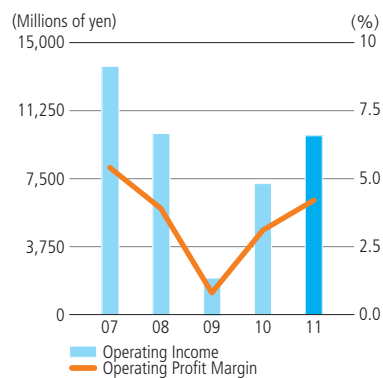
Note: For convenience only, U.S. dollar amounts have been translated from Japanese yen at the rate of ¥83.15 to US\$1, the rate of exchange prevailing on the Tokyo Foreign Exchange Market on March 31, 2011.



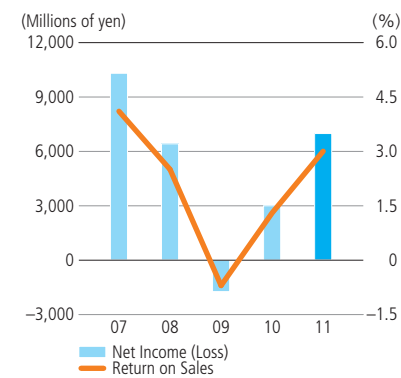
### Net Sales and Percentage Growth



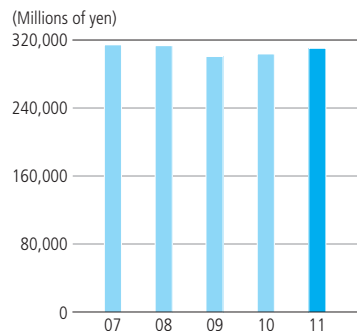
### Operating Income and Operating Profit Margin



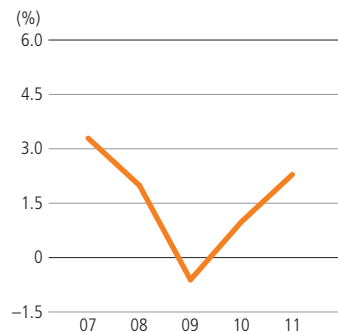
### Net Income (Loss) and Return on Sales



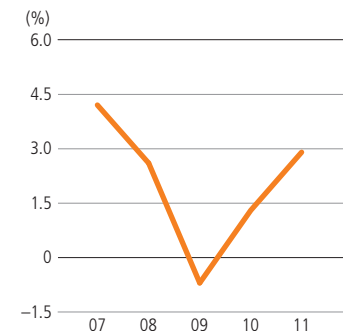
### Total Assets



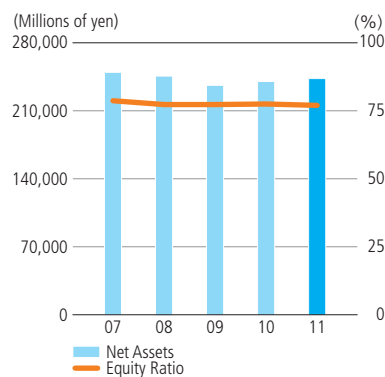
### Return on Assets



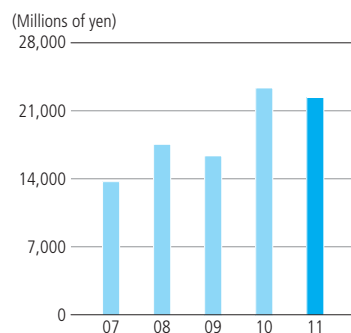
### Return on Equity



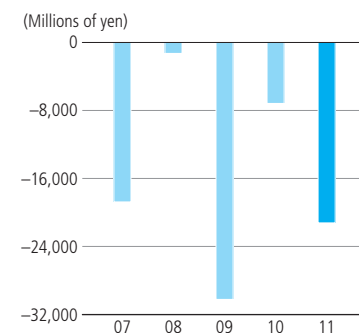
### Net Assets and Equity Ratio



### Cash Flows from Operating Activities



### Cash Flows from Investing Activities





# Consolidated Balance Sheets

TV Asahi Corporation and Consolidated Subsidiaries  
March 31, 2011 and 2010

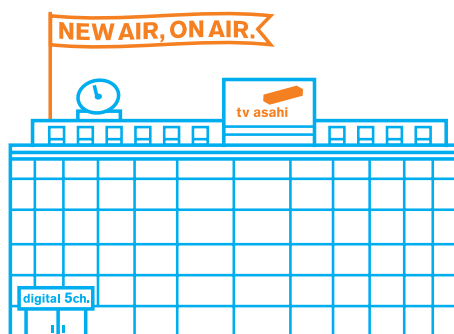
	Millions of yen		Millions of U.S. dollars
	2011	2010	2011
<b>Assets</b>			
<b>Current assets</b>			
Cash and deposits	¥ 12,465	¥ 9,720	\$ 150
Trade notes and accounts receivable	61,364	60,311	738
Marketable securities	55,042	51,103	662
Inventories	8,686	10,915	104
Deferred tax assets	2,369	1,634	28
Other current assets	5,120	4,945	62
Less allowance for doubtful accounts	(105)	(133)	(1)
Total current assets	144,944	138,497	1,743
<b>Fixed assets</b>			
<b>Tangible assets</b>			
Buildings and structures, net	22,111	22,635	266
Machinery and vehicles, net	8,777	10,682	106
Land	31,240	21,173	376
Leased property, net	5,719	7,527	69
Other tangible assets, net	3,946	4,116	47
Total tangible assets	71,796	66,136	863
<b>Intangible assets</b>			
Software	6,664	6,465	80
Other intangible assets	282	288	3
Total intangible assets	6,947	6,754	84
<b>Investments and other assets</b>			
Investment in securities	70,626	76,300	849
Deferred tax assets	6,372	6,282	77
Other investments and assets	9,489	9,624	114
Less allowance for doubtful accounts	(304)	(334)	(4)
Total investments and other assets	86,184	91,872	1,036
Total fixed assets	164,927	164,763	1,983
Total assets	¥309,871	¥303,261	\$3,727

Note: For convenience only, U.S. dollar amounts have been translated from Japanese yen at the rate of ¥83.15 to US\$1, the rate of exchange prevailing on the Tokyo Foreign Exchange Market on March 31, 2011.



	Millions of yen		Millions of U.S. dollars
	2011	2010	2011
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade notes and accounts payable	¥ 12,662	¥ 13,320	\$ 152
Other payables	14,133	14,375	170
Accrued expenses	18,064	16,826	217
Accrued income taxes	3,476	540	42
Liabilities for director bonuses	89	82	1
Other current liabilities	3,158	3,184	38
Total current liabilities	51,584	48,330	620
<b>Non-current liabilities</b>			
Liabilities for retirement and severance benefits - employees	13,411	13,196	161
Liabilities for retirement and severance benefits - directors and corporate auditors	638	560	8
Other non-current liabilities	1,374	1,277	17
Total non-current liabilities	15,423	15,034	185
Total liabilities	67,008	63,365	806
<b>Net assets</b>			
<b>Stockholders' equity</b>			
Common stock	36,642	36,642	441
Additional paid-in capital	55,342	55,342	666
Retained earnings	147,737	142,736	1,777
Treasury stock	(321)	(321)	(4)
Total stockholders' equity	239,401	234,400	2,879
<b>Accumulated other comprehensive income</b>			
Net unrealized gain on available-for-sale securities	(995)	516	(12)
Deferred gain (loss) on hedges	22	—	0
Foreign currency translation adjustments	(170)	(130)	(2)
Total accumulated other comprehensive income	(1,144)	385	(14)
<b>Minority interests</b>	4,605	5,109	55
Total net assets	242,863	239,895	2,921
<b>Total liabilities and net assets</b>	<b>¥309,871</b>	<b>¥303,261</b>	<b>\$3,727</b>

Note: For convenience only, U.S. dollar amounts have been translated from Japanese yen at the rate of ¥83.15 to US\$1, the rate of exchange prevailing on the Tokyo Foreign Exchange Market on March 31, 2011.



## Consolidated Statements of Income

TV Asahi Corporation and Consolidated Subsidiaries  
Years ended March 31, 2011 and 2010

	Millions of yen		Millions of U.S. dollars
	2011	2010	2011
Net sales	¥ 235,398	¥ 230,236	\$ 2,831
Cost of sales	170,291	170,905	2,048
Gross profit	65,106	59,331	783
SGA expenses	55,254	52,114	665
Operating income	9,851	7,216	118
Non-operating revenue			
Interest income	141	209	2
Dividend income	626	584	8
Equity in earnings of affiliates	1,395	725	17
Other non-operating revenue	750	591	9
Total non-operating revenue	2,914	2,110	35
Non-operating expenses			
Loss on disposal of fixed assets	197	232	2
Allowance for doubtful accounts	47	213	1
Other non-operating expenses	148	136	2
Total non-operating expenses	394	582	5
Recurring profit	12,371	8,744	149
Extraordinary gains			
Gain on sale of investment in securities	—	122	—
Total extraordinary gains	—	122	—
Extraordinary losses			
Loss on impairment of fixed assets	—	41	—
Loss on sale of investment in securities	63	—	1
Loss on devaluation of investment in securities	59	2,393	1
Effect of adoption of new accounting standards for asset retirement obligations	437	—	5
Total extraordinary losses	559	2,434	7
Income before income taxes and minority interests	11,811	6,432	142
Income and enterprise taxes			
Current	4,498	1,526	54
Deferred	164	1,286	2
Total income and enterprise taxes	4,662	2,812	56
Income before minority interests	7,148	—	86
Minority interests	135	594	2
Net income	¥ 7,013	¥ 3,024	\$ 84

Note: For convenience only, U.S. dollar amounts have been translated from Japanese yen at the rate of ¥83.15 to US\$1, the rate of exchange prevailing on the Tokyo Foreign Exchange Market on March 31, 2011.

## Consolidated Statements of Comprehensive Income

TV Asahi Corporation and Consolidated Subsidiaries  
Years ended March 31, 2011 and 2010

	Millions of yen		Millions of U.S. dollars
	2011	2010	2011
Income before minority interests	¥ 7,148	—	\$ 86
Other comprehensive income			
Net unrealized gain on available-for-sale securities	(1,465)	—	(18)
Deferred gain (loss) on hedges	22	—	0
Foreign currency translation adjustments	(39)	—	(0)
Share of other comprehensive income of associates accounted for using equity method	(46)	—	(1)
Total other comprehensive income	(1,529)	—	(18)
Comprehensive income	¥ 5,619	—	\$ 68
Components:			
Comprehensive income attributable to owners of the parent	5,483	—	66
Comprehensive income attributable to minority interests	135	—	2

Note: For convenience only, U.S. dollar amounts have been translated from Japanese yen at the rate of ¥83.15 to US\$1, the rate of exchange prevailing on the Tokyo Foreign Exchange Market on March 31, 2011.

# Consolidated Statements of Changes in Net Assets

TV Asahi Corporation and Consolidated Subsidiaries  
Years ended March 31, 2011 and 2010

	Millions of yen										
	Stockholders' Equity					Accumulated other comprehensive income					Total net assets
	Common stock	Additional paid-in capital	Retained earnings	Treasury stock	Total	Net unrealized gain (loss) on available-for-sale securities	Deferred gain (loss) on hedges	Foreign currency translation adjustments	Total	Minority interests	
Balance at March 31, 2009	¥36,642	¥55,342	¥142,729	¥(321)	¥234,393	¥(2,293)	¥(23)	¥(143)	¥(2,460)	¥4,217	¥236,150
Changes arising during year:											
Cash dividends			(3,018)		(3,018)						(3,018)
Net income			3,024		3,024						3,024
Net changes other than stockholders' equity						2,810	23	12	2,846	891	3,738
Total changes during the year	—	—	6	—	6	2,810	23	12	2,846	891	3,744
Balance at March 31, 2010	36,642	55,342	142,736	(321)	234,400	516	—	(130)	385	5,109	239,895
Changes arising during year:											
Cash dividends			(2,012)		(2,012)						(2,012)
Net income			7,013		7,013						7,013
Net changes other than stockholders' equity						(1,512)	22	(39)	(1,529)	(503)	(2,033)
Total changes during the year	—	—	5,001	—	5,001	(1,512)	22	(39)	(1,529)	(503)	2,967
Balance at March 31, 2011	¥36,642	¥55,342	¥147,737	¥(321)	¥239,401	¥ (995)	¥22	¥(170)	¥(1,144)	¥4,605	¥242,863

	Millions of U.S. dollars										
	Stockholders' Equity					Accumulated other comprehensive income					Total net assets
	Common stock	Additional paid-in capital	Retained earnings	Treasury stock	Total	Net unrealized gain (loss) on available-for-sale securities	Deferred gain (loss) on hedges	Foreign currency translation adjustments	Total	Minority interests	
Balance at March 31, 2010	\$441	\$666	\$1,717	\$(4)	\$2,819	\$ 6	—	\$(2)	\$ 5	\$61	\$2,885
Changes arising during year:											
Cash dividends			(24)		(24)						(24)
Net income			84		84						84
Net changes other than stockholders' equity						(18)	0	(0)	(18)	(6)	(24)
Total changes during the year	—	—	60	—	60	(18)	0	(0)	(18)	(6)	36
Balance at March 31, 2011	\$441	\$666	\$1,777	\$(4)	\$2,879	\$(12)	\$ 0	\$(2)	\$(14)	\$55	\$2,921

Note: For convenience only, U.S. dollar amounts have been translated from Japanese yen at the rate of ¥83.15 to US\$1, the rate of exchange prevailing on the Tokyo Foreign Exchange Market on March 31, 2011.



# Consolidated Statements of Cash Flows

TV Asahi Corporation and Consolidated Subsidiaries  
Years ended March 31, 2011 and 2010

	Millions of yen		Millions of U.S. dollars
	2011	2010	2011
<b>Cash flows from operating activities</b>			
Income before income taxes and minority interests	¥11,811	¥ 6,432	\$142
Depreciation and amortization	8,934	10,767	107
Loss on impairment of fixed assets	—	41	—
Loss on disposal of fixed assets	197	232	2
(Gain) loss on sale of investment in securities	63	(122)	1
(Gain) loss on revaluation of investment in securities	59	2,393	1
Effect of adoption of new accounting standards for asset retirement obligations	437	—	5
Increase (decrease) in allowance for doubtful accounts	(59)	19	(1)
Equity in (earnings) losses of affiliates	(1,395)	(725)	(17)
Increase (decrease) in liabilities for retirement and severance benefits - employees	214	(91)	3
Interest and dividend income	(768)	(794)	(9)
(Increase) decrease in guarantees	—	4,080	—
(Increase) decrease in trade notes and accounts receivables	(1,087)	1,669	(13)
(Increase) decrease in inventories	2,227	306	27
Increase (decrease) in trade notes and accounts payables	(638)	(2,540)	(8)
Other cash flows from operating activities	2,241	1,952	27
Subtotal	22,237	23,620	267
Interest and dividend received	841	874	10
Income taxes refunded	445	883	5
Income taxes paid	(1,183)	(2,052)	(14)
Net cash provided by operating activities	22,341	23,326	269
<b>Cash flows from investing activities</b>			
(Increase) decrease in cash deposits	300	3,027	4
Purchase of marketable securities	(28,000)	(998)	(337)
Proceeds from maturity of marketable securities	19,000	—	229
Purchase of tangible assets	(14,437)	(5,497)	(174)
Purchase of intangible assets	(2,497)	(2,081)	(30)
Purchase of investment in securities	(1,240)	(2,884)	(15)
Proceeds from maturity of investment in securities	5,062	1,500	61
Proceeds from sale of investment in securities	1,662	363	20
Cash paid in conjunction with purchase of consolidated subsidiaries	—	(543)	—
Other cash flows from investing activities	(1,063)	(60)	(13)
Net cash used in investing activities	(21,212)	(7,174)	(255)
<b>Cash flows from financing activities</b>			
Dividends paid to stockholders	(2,012)	(3,018)	(24)
Dividends paid to minority stockholders of subsidiaries	(98)	(22)	(1)
Other cash flows from financing activities	(139)	(101)	(2)
Net cash used in financing activities	(2,249)	(3,141)	(27)
<b>Effect of exchange rate changes on cash and cash equivalents</b>	(34)	4	(0)
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(1,155)</b>	<b>13,014</b>	<b>(14)</b>
<b>Cash and cash equivalents at beginning of term</b>	<b>57,357</b>	<b>44,343</b>	<b>690</b>
<b>Cash and cash equivalents at end of term</b>	<b>¥56,202</b>	<b>¥57,357</b>	<b>\$676</b>

Note: For convenience only, U.S. dollar amounts have been translated from Japanese yen at the rate of ¥83.15 to US\$1, the rate of exchange prevailing on the Tokyo Foreign Exchange Market on March 31, 2011.





## Segment Information

Business segment of the Company and its consolidated subsidiaries for the fiscal years ended March 31, 2011 and 2010 are summarized as follows;

### Business Segment Information

The Company's major business categories are TV broadcasting business, music publication business and other businesses.

Millions of yen						
2011						
	Reportable segment				Adjustments <sup>1</sup>	Amounts reported on consolidated financial statements <sup>2</sup>
	TV broadcasting	Music publication	Other businesses	Total		
Sales						
(1) Sales to outside customers	¥201,182	¥ 6,910	¥27,305	¥235,398	¥ —	¥235,398
(2) Inter-segment sales and transfers	3,101	224	5,722	9,049	(9,049)	—
Total	204,284	7,134	33,028	244,447	(9,049)	235,398
Segment income	¥ 5,858	¥ 1,074	¥ 2,963	¥ 9,896	¥ (45)	¥ 9,851
Segment assets	170,324	11,000	30,683	212,009	97,862	309,871
Other items						
Depreciation and amortization	¥ 8,106	¥ 80	¥ 747	¥ 8,934	¥ —	¥ 8,934

1. Adjustments are as follows.

(1) The segment income adjustment of negative ¥45 million represents eliminations of inter-segment transactions.

(2) The segment assets adjustment of ¥97,862 million consists of ¥106,831 million in shared corporate assets and negative ¥8,968 million in eliminations of inter-segment claims and liabilities.

2. Segment income is adjusted to align it with operating income reported on the consolidated statements of income.

Millions of yen						
2010						
	TV broadcasting	Music publication	Other businesses	Total	Elimination/corporate	Consolidated
Sales						
(1) Sales to outside customers	¥195,110	¥ 6,506	¥28,620	¥230,236	¥ —	¥230,236
(2) Inter-segment sales and transfers	3,614	158	5,429	9,202	(9,202)	—
Total	198,724	6,664	34,049	239,438	(9,202)	230,236
Operating expenses	195,448	5,999	30,742	232,190	(9,170)	223,019
Operating income	¥ 3,276	¥ 664	¥ 3,307	¥ 7,248	¥ (31)	¥ 7,216
Assets	¥156,094	¥10,235	¥37,703	¥204,033	¥99,227	¥303,261
Depreciation and amortization	9,978	68	720	10,767	—	10,767
Capital expenditures	6,866	539	888	8,293	—	8,293

Corporate assets of ¥107,593 million as of March 31, 2010 is included in the Elimination/corporate column and consists primarily of surplus funds (cash and deposits and marketable securities), long-term investments (investment in securities) and assets relating to administrative operations.

Millions of U.S. dollars						
2011						
	Reportable segment				Adjustments <sup>1</sup>	Amounts reported on consolidated financial statements <sup>2</sup>
	TV broadcasting	Music publication	Other businesses	Total		
Sales						
(1) Sales to outside customers	\$2,420	\$ 83	\$328	\$2,831	\$ —	\$2,831
(2) Inter-segment sales and transfers	37	3	69	109	(109)	—
Total	2,457	86	397	2,940	(109)	2,831
Segment income	\$ 70	\$ 13	\$ 36	\$ 119	\$ (1)	\$ 118
Segment assets	\$2,048	\$132	\$369	\$2,550	\$1,177	\$3,727
Other items						
Depreciation and amortization	97	1	9	107	—	107

Note: For convenience only, U.S. dollar amounts have been translated from Japanese yen at the rate of ¥83.15 to US\$1, the rate of exchange prevailing on the Tokyo Foreign Exchange Market on March 31, 2011.





# Management's Discussion and Analysis

## Significant Accounting Policies

The consolidated financial statements of TV Asahi Corporation are prepared in accordance with accounting standards generally accepted in Japan as fair and appropriate. Some assets and liabilities, as well as some income and expenses, are based on estimates and management interpretations at the time the consolidated financial statements were prepared.

## Operating Environment for the TV Broadcasting Industry

During the fiscal year under review, the Japanese economy showed some signs of a turn around, including a pickup in corporate earnings, but conditions overall remained difficult, marked by factors such as high unemployment. Also the Great East Japan Earthquake in March has ignited increased concern over Japan's economic outlook.

The broadcast advertising industry continued to recover moderately, with the Tokyo spot advertising market exceeding its year-earlier levels, but the advertising market has been beset by rising uncertainty since the earthquake.

## Risk Information

### Dependence on the TV Broadcasting Business

Most of TV Asahi's net sales are from TV broadcasting, which relies on corporate advertising expenditure. This factor is in turn affected greatly by the state of the Japanese economy.

Moreover, within the TV broadcasting business, viewer ratings play an essential role in the determination of price in the sale of advertising time.

Thus, in the event the Japanese economy experiences a downturn and/or the Company is unable to produce and broadcast programs that are widely popular with viewers, the operating results of the Company may be affected.

### Competition, Capital Expenditures and Investments

Terrestrial digital broadcasting commenced in Japan on December 1, 2003.

In tandem with the move to its new headquarters building in fiscal 2004, TV Asahi invested in the broadcasting equipment necessary for terrestrial digital TV broadcasting and is prepared for the full transition to digital broadcasting that will take place in July 2011.

The advent of terrestrial digital broadcasting may intensify competition with other media services, such as BS digital broadcasting, CS digital broadcasting, cable TV and content distribution on broadband.

Therefore, the Company will continue to allocate appropriate capital expenditure and make other investments to maintain technical standards, improve its content production competency, acquire popular content and enhance its media strategy. If sufficient profits cannot be attained to balance such investments, the operating results of the Company may be affected.

### Regulations (License and Foreign Ownership)

TV broadcasting is the Company's main business. This business falls under various regulations, such as the Radio Law and Broadcasting Law of Japan.

To launch its TV broadcasting business, TV Asahi was granted its broadcasting license on January 9, 1959, in accordance with the Radio Law, and the Company commenced broadcasting on February 1, 1959. The Company has periodically renewed its license since that time, as the Radio Law stipulates a five-year license period.

The Radio Law prohibits a foreign national from being an executive director who oversees the operations of the Company. The law also restricts to less than 20% the ownership of voting rights in any free-to-air radio or TV broadcaster by foreign entities or by Japanese companies that are controlled by a foreign entity. In effect, under the Radio Law, the transfer of stock registration to a foreign entity or Japanese companies controlled by a foreign entity may be rejected.

Moreover, if the total number of voting rights held by foreign entities or by Japanese companies controlled by foreign entities reach 15%, the Company must disclose that fact, in accordance with the Broadcasting Law.



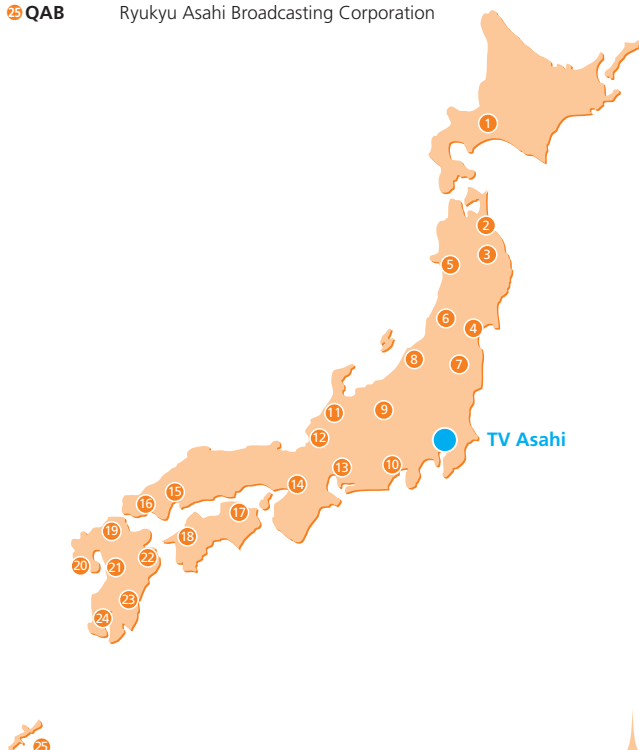
# TV Asahi Network



## Domestic Network

### ● TV Asahi Corporation

- **1 HTB** Hokkaido Television Broadcasting Co., Ltd.
- **2 ABA** Asahi Broadcasting Aomori Co., Ltd.
- **3 IAT** Iwate Asahi Television Co., Ltd.
- **4 KHB** Higashinippon Broadcasting Co., Ltd.
- **5 AAB** Akita Asahi Broadcasting Co., Ltd.
- **6 YTS** Yamagata Television System Co., Ltd.
- **7 KFB** Fukushima Broadcasting Co., Ltd.
- **8 UX** The Niigata Television Network 21, Inc.
- **9 abn** Asahi Broadcasting Nagano Co., Ltd.
- **10 SATV** Shizuoka Asahi Television Co., Ltd.
- **11 HAB** Hokuriku Asahi Broadcasting Co., Ltd.
- **12 FBC** Fukui Broadcasting Corporation
- **13 nagoyaTV** Nagoya Broadcasting Network
- **14 ABC** Asahi Broadcasting Corporation
- **15 HOME** Hiroshima Home Television Co., Ltd.
- **16 yab** Yamaguchi Asahi Broadcasting Co., Ltd.
- **17 KSB** Setonaikai Broadcasting Co., Ltd.
- **18 eat** Ehime Asahi Television Co., Ltd.
- **19 KBC** Kyusyu Asahi Broadcasting Co., Ltd.
- **20 NCC** Nagasaki Culture Telecasting Corporation
- **21 KAB** Kumamoto Asahi Broadcasting Co., Ltd.
- **22 OAB** Oita Asahi Broadcasting Co., Ltd.
- **23 UMK** Miyazaki Telecasting Co., Ltd.
- **24 KKB** Kagoshima Broadcasting Corporation
- **25 QAB** Ryukyu Asahi Broadcasting Corporation



## International Network

### Bureaus

#### America

- **1 New York** (TV ASAHI America's bureau)
- **2 Washington, DC** (TV ASAHI America's bureau)

#### Europe/Africa

- **3 London**
- **4 Moscow**
- **5 Cairo**
- **6 Paris** (ABC's bureau)

#### Asia / Oceania

- **7 Bangkok**
- **8 China General (Beijing)**
- **9 Seoul**
- **10 Shanghai** (ABC's bureau)

ABC: Asahi Broadcasting Corporation

### Cooperation

#### America

CNN USA

#### Europe/Africa

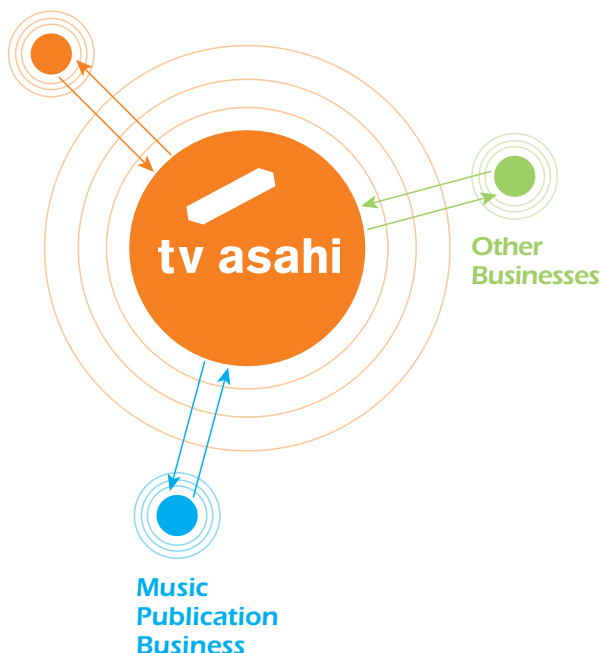
TF1 France  
RTL Germany

#### Asia/Oceania

CCTV China  
ETTV Taiwan  
CH7 Australia  
BBTV Thailand  
JTBC South Korea

# Principal Subsidiaries and Affiliates

## TV Broadcasting Business



## TV Broadcasting Business

### Businesses Related to Program Production

#### Consolidated Subsidiaries

**Logical Solution & D Inc.**  
100.00 (100.00)

**Take Systems Co., Ltd.**  
100.00

**TV Asahi Productions Co., Ltd.**  
40.00

**TV Asahi Create Co., Ltd.**  
100.00

**Trust Network Inc.**  
100.00

**Japan Cable Television, Ltd.**  
56.57

**Video Pack Nippon Company Ltd.**  
60.00

**Flex Co., Ltd.**  
69.58

**Housougijyutsusha Co., Ltd.**  
100.00

**JCTV-HQ**  
100.00 (100.00)

**TV ASAHI America, Inc.**  
100.00

#### Affiliates — equity method applied

**Bunkakobo, Inc.**  
39.90

**Media Mix Japan Co., Ltd.**  
43.56 (3.56)

### Animation Production and Marketing

**Consolidated Subsidiary**  
**SHIN-EI ANIMATION CO., LTD.**  
100.00

### BS/CS Digital Broadcasting

**Affiliates — equity method applied**  
**Asahi Satellite Broadcasting Limited**  
35.50 (0.50)

**CS One Ten, Ltd.**  
45.00 (12.00)

### Data Broadcasting

**Consolidated Subsidiary**  
**TV Asahi Data Vision Corporation**  
100.00

### Web, Digital Data Content Production

**Consolidated Subsidiary**  
**TV Asahi Mediaplex Corporation**  
67.45 (3.16)

## Music Publication Business

### Consolidated Subsidiary

**TV ASAHI Music Co., Ltd.**  
100.00

### Affiliate — equity method applied

**BS Asahi Sounds, Ltd.**  
40.00 (20.00)

## Other Businesses

### TV Shopping Business

#### Consolidated Subsidiary

**TV Asahi Living Co., Ltd.\***  
100.00

### Businesses Related to Broadcasting Facilities

#### Consolidated Subsidiary

**Television Asahi Service Co., Ltd.**  
70.00 (21.25)

### Announcer Training School

#### Consolidated Subsidiary

**TV Asahi ASK Co., Ltd.**  
100.00

### Facilities Administration Business

#### Consolidated Subsidiary

**TV Asahi BEST Co., Ltd.**  
100.00

### Broadband Distribution Business

#### Consolidated Subsidiary

**Brosta TV L.L.C.**  
100.00

### Animation Production and Marketing

**Consolidated Subsidiary**  
**SHIN-EI ANIMATION CO., LTD.**  
100.00

### Affiliate — equity method applied

**TOEI ANIMATION Co., Ltd.**  
15.07

Note: Figure under each company name shows the equity held by the Company, which equals the total of direct and indirect holdings. Figures in ( ) are indirect holdings.

\* TV Asahi Living Co., Ltd. changed its corporate name to ROPPINGUFE CO., LTD. as of April 1, 2011.

# Board of Directors

As of June 28, 2011

## Board of Directors

### Chairman

Masao Kimiwada

### President

Hiroshi Hayakawa \*

### Senior Executive Director

Ikuo Kamiyama

Izumi Kubota

### Executive Directors

Keiji Takano

Haruki Kitazawa

### Members of the Board

Takahiro Otsuka

Hajime Kanazawa

Keiji Kameyama

Gengo Sunami

Masaya Fujinoki

Takashi Hirajyo

Kotaro Akiyama

Takanobu Araki

Tsuyoshi Okada

Yoshitoshi Kitajima

Kenji Takeuchi

Katsunobu Watanabe

### Standing Corporate Auditors

Sachio Arikura

Masao Asano

### Corporate Auditors

Tadao Ogiya

Masuo Okumura

Koichi Kobayashi

\* Representative Directors

# Investor Information

As of March 31, 2011

## Stock Information

### Authorized Number of Shares

3,000,000

### Issued Number of Shares

1,006,000

### Number of Stockholders

32,425

### Number of Shares Held by Foreign Investors

138,177 (13.7%)

### Listing

Tokyo Stock Exchange

## Stockholder Information

### Fiscal Year-End

March 31

### General Meeting of Stockholders

June

### Transfer Agent

The Sumitomo Trust and Banking Co., Ltd.

## Corporate Data

### Corporate Name

TV Asahi Corporation

### Abbreviation

TV Asahi

### Head Office

9-1 Roppongi 6-chome, Minato-ku,  
Tokyo 106-8001, Japan

Tel. +81-3-6406-1111

<http://www.company.tv-asahi.co.jp/e/>

### Date of Establishment

November 1, 1957

### Date of Service Start

February 1, 1959

### Paid-in Capital

¥36,642,800,000

### Number of Employees

1,208

## Underwriter

Daiwa Securities Capital Markets Co. Ltd.

## Sub-Underwriter

Nomura Securities Co., Ltd.

SMBC Nikko Securities Inc.

## Major Stockholders

Name	Shares	Percent of voting rights
The Asahi Shimbun Company	248,649	24.72
Toei Co., Ltd.	161,842	16.09
KOSETSU Museum of Art	50,300	5.00
Mizuho Trust & Banking Co., Ltd. Retirement Benefit Trust Dai Nippon Printing Account Retruster Trust & Custody Services Banking, Co., Ltd.	40,300	4.01
Kyushu Asahi Broadcasting Co., Ltd.	32,147	3.20
RECRUIT CO., LTD.	21,000	2.09
The Master Trust Bank of Japan, Ltd. (Trust Account )	20,766	2.06
THE ASAHI SHIMBUN FOUNDATION	20,120	2.00
NORTHERN TRUST CO. (AVFC) RE SILCHESTER INTERNATIONAL INVESTORS INTERNATIONAL VALUE EQUITY TRUST	19,326	1.92
Japan Trustee Services Bank, Ltd. (Trust Account )	18,526	1.84



