

Investor's Guide 2023



tv asahi holdings corporation

At Heart

Be Just
Be Bold
Be Remarkable

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TV Asahi Group Philosophy



Corporate Mission

TV Asahi Group will take part in building a society that encourages the pursuit of dreams and hopes by providing information and content that are both inspiring and worthy to society through its broadcast and other businesses

Five Declarations

TV Asahi Group pledges to evolve and grow with its customers, and will collectively work together to fulfill these promises:

With customers including viewers

Contribute to leading a safe and rich life by delivering diverse content such as timely and accurate news and high-quality entertainment while also earning trust from customers including viewers

With advertisers

Contribute to furthering free competition and sound corporate growth by enhancing the value of the Group's advertising channels by aptly capturing the needs of viewers and advertisers

With partners

Work as one with staff and members of partner companies including affiliate stations in order to achieve a prosperous coexistence

With society

Contribute to the advancement of society and local communities by appreciating the Group's public duty as a corporate citizen, abiding by the law and executing business in accordance with social customs and practices

With shareholders

Build a firm and enduring trustworthy relationship with shareholders by operating sound and transparent businesses that produce steady profits with aim of carrying out the Group's Philosophy

To Our Shareholders



早河洋

Hiroshi Hayakawa
Chairman

I would like to take this opportunity to express my sincere gratitude for your continued support for the TV Asahi Group (TV Asahi Holdings Corporation and its consolidated subsidiaries).

For the fiscal year ended March 31, 2023 (hereinafter FY23/3), although net sales increased 2.1% year on year to ¥304.5 billion, operating income decreased 32.3% year on year to ¥14.5 billion as the Group faced a stagnant TV advertising market.

Despite adverse financial results, TV Asahi recorded excellent annual average viewer ratings in its terrestrial broadcast and achieved for the first time the double crown in Individual All ratings with 3.6% in All Day (6 am - midnight) and 5.6% in Prime Time (7 pm - 11 pm). Furthermore, in Household ratings, we achieved the triple crown for the first time with 6.6% in All Day (6 am - midnight), 9.5% in Golden Time (7 pm - 10 pm) and 9.6% in Prime Time (7 pm - 11 pm). In addition to the steady strengthening of our content, which is the source of our Group's value, the broadcast of *2023 World Baseball Classic (WBC)* in March also contributed to the feat as we achieved a phenomenal 40% + in Household ratings in all the games that we broadcast from the first round to the final game. While there has been much discussion of the shift away from television, the WBC's historically high viewership demonstrated the power of engagement of terrestrial broadcast and reminded us of its influential power as well as the intrinsic strength content possesses.

**We will accelerate
our evolution to
transcend existing
TV stations.**

In addition to such endeavors in broadcast, we also worked resolutely to expand the businesses we have identified as growth areas.

With regard to our Internet business, we are pursuing a broad range of online businesses, such as ABEMA, an Internet television station; TELASA, a subscription-based VOD service; TVer, a free-of-charge VOD catch-up service; and UltrImpression, which operates a video advertising platform. The success of the *FIFA World Cup Qatar 2022* last November, not only on our terrestrial broadcast but also on ABEMA's online channel, was a great achievement. We also actively pursued ventures in the metaverse and other projects that leverage cutting-edge technologies.

In our Media City endeavor, we are currently constructing Tokyo Dream Park, a new content output hub that fuses entertainment and technology, in the Ariake district in the Tokyo Bay area. Detailed construction and business plans are being developed, and construction will begin in FY24/3. We are keen on developing it into the Group's content output hub and look forward to sharing developments with our supporters.

In FY23/3, we delivered significant results by pursuing our management plan "TV Asahi 360° 2020-2025." FY23/3 was the last year of the first three years of the management plan, and during the next three years beginning in FY24/3 we are expecting important milestones for the Group, including TV Asahi's 65th Anniversary and the completion of Tokyo Dream Park. In order to consolidate the progress during this period, we have formulated a management plan "BREAKOUT STATION! TV Asahi for the New Era, Management Plan 2023-2025" for the term FY24/3 to FY26/3. In order to build on our achievements of the past, we have carried on the basic principle of the previous management plan while the title "BREAKOUT STATION!" expresses our strong determination to evolve into a "TV station for the new era," transcending the existence of current TV stations. Along with setting specific strategic objectives, we have also set numerical targets and a strategic investment budget to further enhance our corporate value.

The expansion of Internet advertising and other factors may further intensify the competitive landscape of the TV advertising market, but we strongly believe the value of content, IP, and our "content creation network" will increase on the contrary. Under the new management plan, we will accelerate our evolution to transcend existing TV stations, continuously improve capital efficiency and enhance corporate value to meet the expectations of our shareholders.

I thank you once again for your continued support and understanding.

June 2023

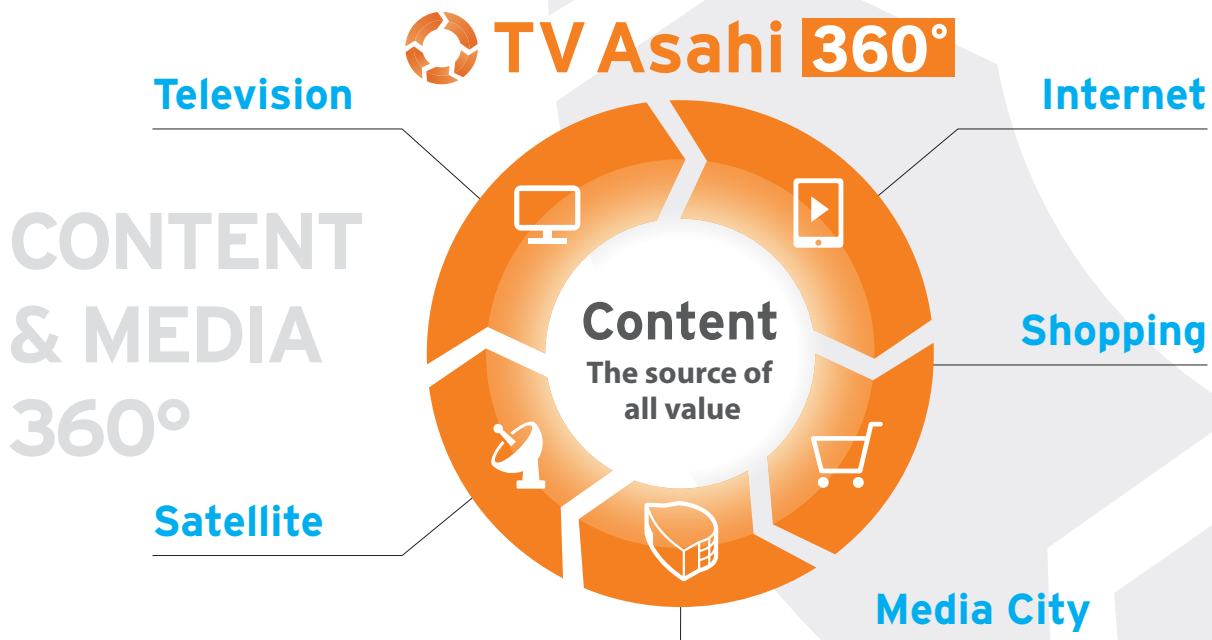
BREAKOUT STATION!

TV Asahi for the New Era

In March 2023, the TV Asahi Group announced its new management plan “BREAKOUT STATION! TV Asahi for the New Era, Management Plan 2023-2025.”

The previous mid-term management plan “TV Asahi 360° 2020-2025” was launched in May 2020 and although the first half of the term was greatly affected by the COVID-19 pandemic, the Group made significant progress by advancing its 360° strategy which is based on the basic policy that “content is the source of all value.”

Going forward, the Group will continue to face a challenging business environment. A strong foundation for the next three years will be grounded in endeavors based on “content is the source of all value.” Weight will be given on “maximizing the value of content” and the entire Group will reinvent itself into a team of creators and innovators that accelerate the 360° strategy.



Numerical Targets for FY26/3

	Billions of yen	
	FY23/3	FY26/3 targets
Net sales	304.5	330.0
Operating income	14.5	20.0
Ordinary income	23.1	25.0
Profit attributable to owners of the parent	16.6	20.0

Viewer Ratings (Individual All)
Achieve Triple Crown
 for annual/fiscal year by FY26/3
 (top position in All Day, Golden Time and Prime Time)

Strategic Investments

Investment in Growth (including M&A)

50 Billion Yen

Specific Strategies

1. Terrestrial Broadcast Strategy

Build a programming timetable with all-powerful content and achieve triple crown (top position in All Day, Golden Time and Prime Time) in Individual All viewer ratings for annual/fiscal year by FY26/3

An all-powerful programming timetable will be built by April 2024. The daily news shows and Prime Time drama series are achieving high ratings and efforts will be furthered to solidify this trend.

The growth strategies of the Internet, shopping, real events and other businesses will also be incorporated into the timetable. Each entertainment program will have a 360° roll-out goal, and creators will be encouraged to be imaginative and dynamic beyond the bounds of terrestrial broadcast.

2. Internet Strategy

Monetize and increase revenue by extending content distribution on ABEMA, TELASA, TVer, etc.

For its ABEMA business, the success of the *FIFA World Cup Qatar 2022* has demonstrated that collaboration of large sports events and ad sales are areas to focus on. Partnerships in producing large-scale variety and drama shows will also be explored.

For TELASA, terrestrial programs have been contributing to the content stock of the platform. The aim is to achieve 2 million subscribers in FY24/3. Original content will be provided by partnering with domestic and global production companies.

Distribution of news content on the Group's owned media Teleasa News and YouTube channels is also increasing.

For TVer and Ultraimpression, maximizing the number of programs and views on catch-up services are essential. Moreover, to ensure TV Asahi content is chosen in the growing

connected-TV market, digital promotion of the programs will be strengthened to reach viewers who shy away from terrestrial broadcast.

3. Shopping Strategy

Increase profitability by scaling growth through "expansion of sales channel" and "creation of hit products"

Slotting TV shopping programs effectively and strengthening the programs are key. Expansion of its e-commerce presence, including the use of data, and opportunities to enter the global market will also be explored.

4. Media City Strategy

Increase sales by organizing events materializing from own IP at Tokyo Dream Park and other venues

The construction of Tokyo Dream Park will start in 2023 and it will be completed in 2025. The grand opening is slated for spring 2026. Various program-related events and large-scale concerts will be held, strengthening the Group's content distribution function.

5. New Frontiers

Propel into new business areas that utilize content (anime, game, metaverse, etc.)

Based on experience building and distributing two global IPs - *Doreamon* and *Crayon Shin chan* - the Group aspires to create new original IPs and gain anime development rights to strong original works. Inventing games and exploring international distribution of the works will also be explored.

Acquisition and Conversion of BookLive Co., Ltd. into an Equity Method Affiliate

As the first large strategic investment to strengthen its IP development business, in April 2023, the Group acquired 20.55% of shares of BookLive Co., Ltd., the operator of the largest comprehensive e-book store in Japan.

Positioning BookLive as a crucial partner, the two companies will aim to discover, nurture and grow original high-quality IP and create animation and live adaptations of the IPs for distribution.



Viewer Ratings (April 4, 2022 - April 2, 2023)

Individual All

Double Crown

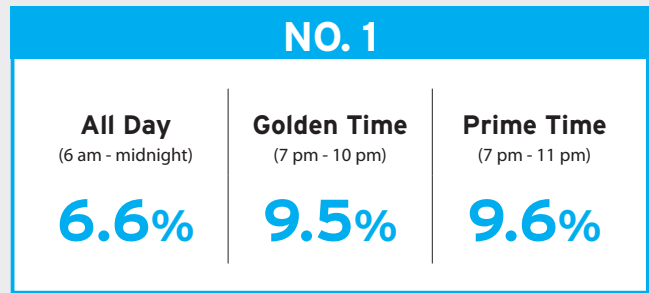
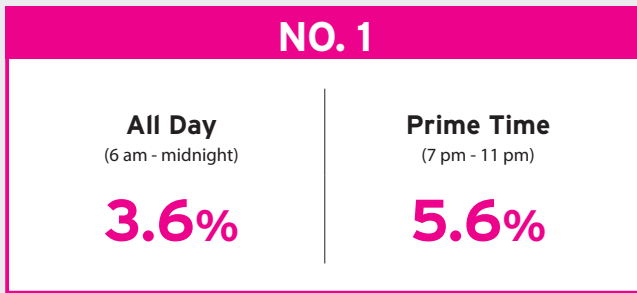
All Day, Prime Time



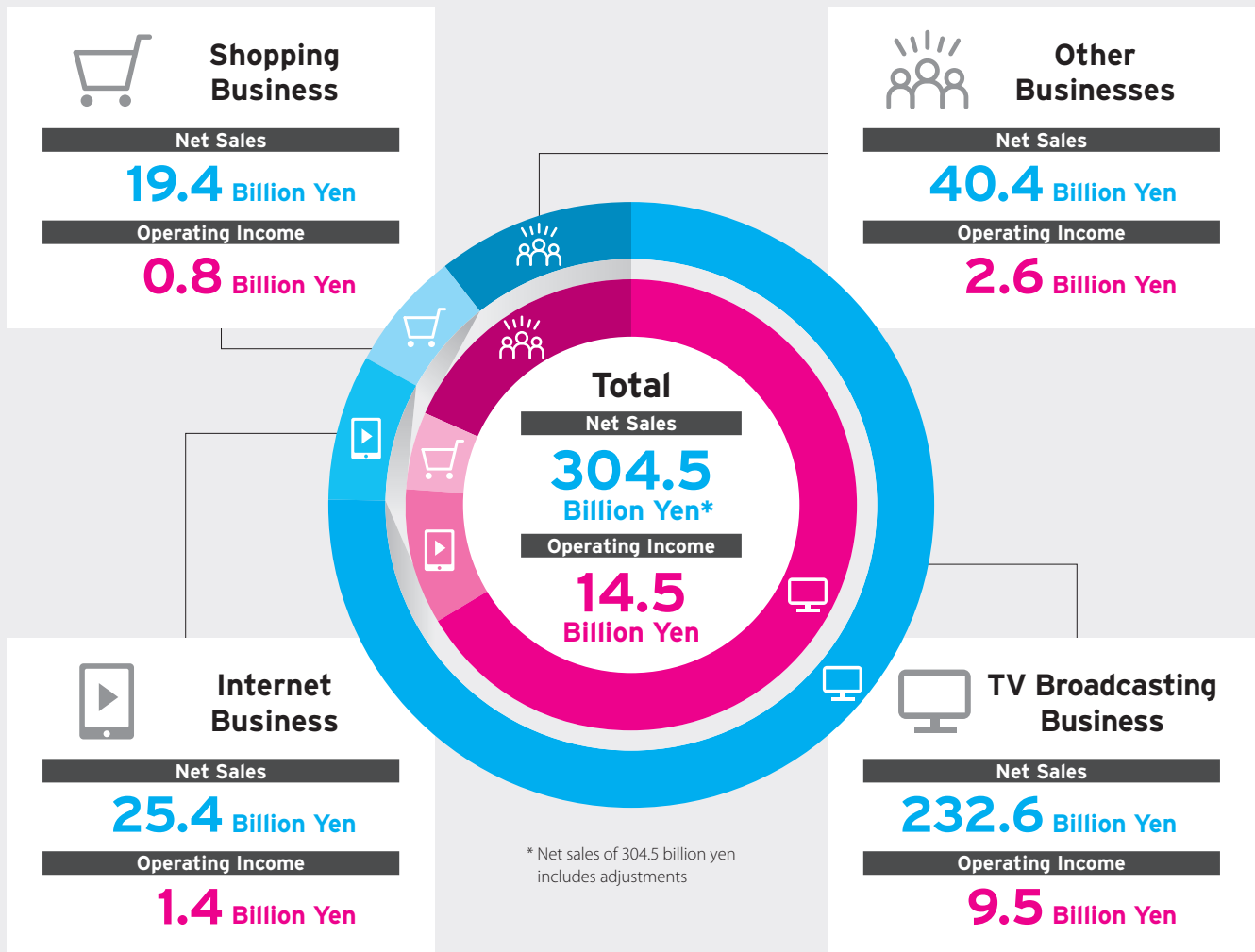
Household

Triple Crown

All Day, Golden Time, Prime Time



Sales Composition Ratio



Please refer to TV Asahi Holdings Corporation Data Booklet
<https://www.tv-asahihd.co.jp/e/data/>



Five-Year Summary

TV Asahi Holdings Corporation and Consolidated Subsidiaries (as of and for the years ended March 31)

	Millions of yen				
	2019	2020	2021	2022	2023
Operating Results:					
Net sales	¥ 301,744	¥ 293,638	¥ 264,557	¥ 298,276	¥ 304,566
Operating income	16,164	12,565	14,413	21,431	14,503
Ordinary income	19,097	32,048	17,980	26,443	23,157
Profit attributable to owners of the parent	12,879	26,398	12,600	20,999	16,603
Comprehensive income	18,445	11,067	32,386	20,608	6,828
Capital expenditures	14,615	17,449	10,229	8,027	15,285
Depreciation and amortization	10,350	10,801	10,661	10,296	10,148
Financial Position:					
Total assets	¥ 452,000	¥ 447,549	¥ 473,739	¥ 498,808	¥ 495,123
Total net assets	353,757	352,518	376,105	393,215	394,763
Cash Flows:					
Cash flow from operating activities	¥ 20,273	¥ 24,513	¥ 20,596	¥ 30,126	¥ 15,300
Cash flow from investing activities	(21,260)	(16,450)	(7,959)	7,625	(25,009)
Cash flow from financing activities	(7,430)	(9,878)	(8,251)	(4,563)	(6,600)
Cash and cash equivalents at end of period	41,533	39,709	44,062	77,317	61,114
Per Share Data (yen):					
Earnings per share	¥ 120.18	¥ 248.58	¥ 122.08	¥ 206.80	¥ 163.42
Net assets per share	3,264.51	3,380.36	3,693.89	3,857.52	3,870.26
Cash dividends	50*1	40	40	50*2	50*3
Dividend payout ratio (%)	41.6	16.1	32.8	24.2	30.6
Key Ratios (%):					
Operating margin	5.4	4.3	5.4	7.2	4.8
Return on equity (ROE)	3.8	7.5	3.5	5.5	4.2
Return on assets (ROA)	2.8	5.9	2.7	4.2	3.4
Equity ratio	77.4	78.5	79.1	78.6	79.4
Other Data:					
Number of shares issued (Thousands)	108,529	108,529	108,529	108,529	108,529
Number of employees	5,085	5,229	5,332	5,336	5,379

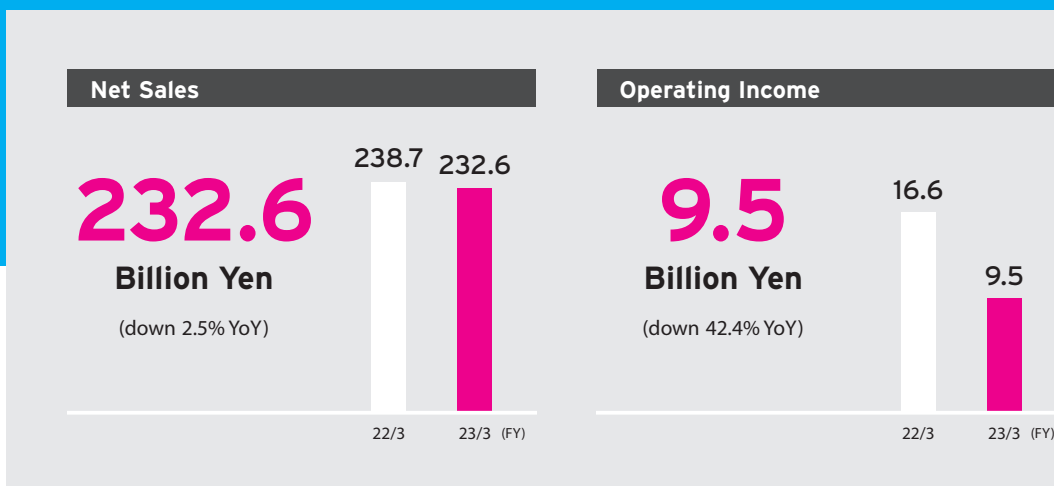
*1 The dividend of 50 yen per share for fiscal year ended March 31, 2019 includes a commemorative dividend of 10 yen per share.

*2 The dividend of 50 yen per share for fiscal year ended March 31, 2022 includes a special dividend of 10 yen per share.

*3 The dividend of 50 yen per share for fiscal year ended March 31, 2023 includes a special dividend of 10 yen per share.

TV Broadcasting Business

TV Asahi achieved historical accomplishments as the frontrunner in content production and output.



Despite the Japanese economy showing signs of gradual recovery amid COVID-19, conditions in the television advertising market continued to be severe, with the spot advertising volume in the Tokyo area shrinking from the previous fiscal year. In such environment, the TV Broadcasting Business segment recorded net sales of ¥232.669 billion (down 2.5% year on year), while operating expenses were ¥223.082 billion (up 0.4% year on year), yielding an operating income of ¥9.586 billion (down 42.4% year on year).

Average viewer ratings by segments were as follows:

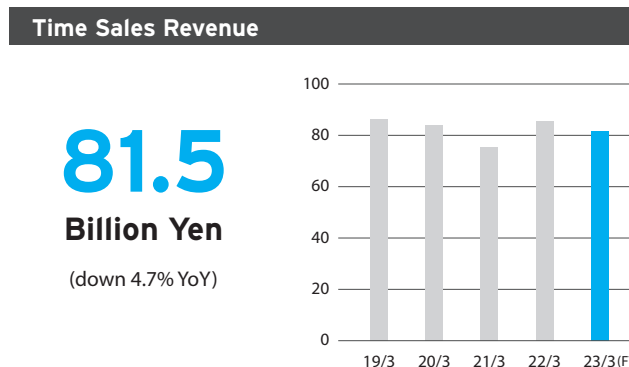
- All Day (6 am - midnight)**
 3.6% for Individual All and 6.6% for Household, both ranking first.
- Golden Time (7 pm - 10 pm)**
 5.6% for Individual All, ranking second, and 9.5% for Household, ranking first.
- Prime Time (7 pm - 11 pm)**
 5.6% for Individual All and 9.6% for Household, both ranking first.
- Prime 2 (11 pm - 1 am)**
 2.0% for Individual All and 3.7% for Household, both ranking second.

For Individual All, TV Asahi achieved the double crown for All Day and Prime Time for the first time, and for Household, the triple crown for the first time.

For Golden Time and Prime Time in the fiscal year under review, the Prime Time daily news shows, including *Hodo Station*, as well as *Saturday Station* and *Sunday Station*, took the top position in their time slots, respectively. With regards to serial dramas, six drama series ranked in the Top 10, including

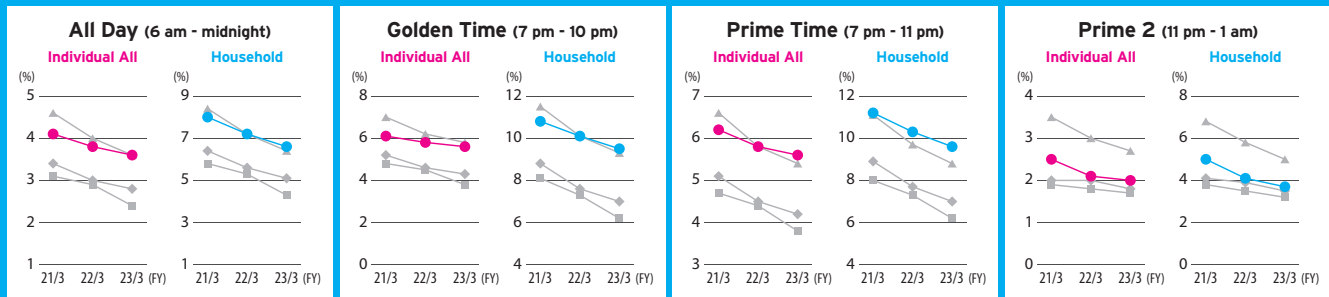
Aibou: Tokyo Detective Duo Season 21 (average: Individual All 7.7% and Household 13.5%), *THE TRAVELNURSE* (average: Individual All 6.7% and Household 12.1%), and *10 count to the Future* (average: Individual All 6.3% and Household 11.0%). In addition, *Hoshi Furu Yoru Ni* recorded over 3 million catch-up views during the first week for the first episode broadcast, the highest number among TV Asahi's programs. For variety programs, the weekend programs delivered high viewer ratings, notably *Zawatsuku! Friday* on Fridays, and *Ikegami Akira's News Sou Datta no ka!!* and *Sandwich Man & Ashida Mana's Hakase-chan* on Saturdays.

In sports, TV Asahi exclusively broadcast 10 matches of the *FIFA World Cup Qatar 2022* live on terrestrial broadcast, and the Japan vs. Costa Rica broadcast (Individual All 30.6%, Household 42.9%) recorded the highest rating among all programs on all networks in 2022. In addition, for *2023 World Baseball Classic*, viewer ratings exceeded Individual All 20% and Household 40% in all four games which TV Asahi broadcast, and in



Viewer Ratings for Japan's Top Four Commercial Broadcasters

● TV Asahi ▲ Broadcaster A ◆ Broadcaster B ■ Broadcaster C



Notes: 1. Individual All refers to the percentage of individuals watching television among households that own television sets.
2. Household refers to the percentage of households watching television among households that own television sets.

Source: Video Research Ltd.

particular, the Quarter-Final Japan vs. Italy (Individual All 31.2%, Household 48.0%) was the second-highest rating in TV Asahi's history.

In the All Day segment, the daily morning shows created positive momentum, with *Shinichi Hatori's MORNING SHOW* topping its time slot for three consecutive years, while *Oshita Yoko Wide! Scramble* captured the top spot in its time slot for nine consecutive years in the program's first section and for the first time in the second section, contributing to winning the top spot in All Day ratings.

In these circumstances, aggressive marketing activities were carried out aimed at boosting sales and profits.

In the time advertising sales segment, sales revenue declined for regular program time sales due to a growing trend toward fixed cost reductions in advertisers' promotional activities amid uncertainty caused by the COVID-19 pandemic, the situation in Ukraine and other factors. In addition, in one-off broadcasting events, despite the *FIFA World Cup Qatar 2022*, *2023 World Baseball Classic* and other programs, sales decreased due to a reactionary drop from the *Tokyo Olympics* and the *Rhythmic Gymnastics World Championships* in Kitakyushu in the previous fiscal year. As a result, time advertising sales revenue for the fiscal year ended March 31, 2023 was ¥81.558 billion (down 4.7% year on year).

Spot advertising sales revenue decreased mainly due to

lower advertising volume in the Tokyo area than in the previous fiscal year. With regards to by-industry performance, "transportation, movies & leisure," "food-services & various services," and other industries performed well, while "telecommunications, media & internet," "cosmetics & toiletries," and "beverages & liquors," and other industries experienced declines in sales.

Reflecting the above, spot advertising sales revenue totaled ¥90.414 billion (down 3.3% year on year).

BS/CS revenue totaled ¥26.070 billion (up 2.8% year on year), program sales revenue totaled ¥13.039 billion (down 3.1% year on year), and other revenue was ¥21.585 billion (up 3.8% year on year).



Hodo Station



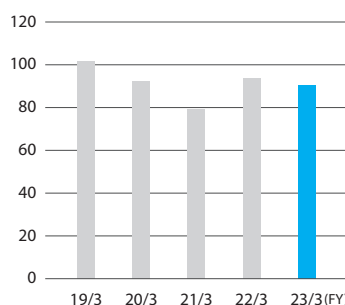
Saturday Station

Spot Sales Revenue

90.4

Billion Yen

(down 3.3% YoY)



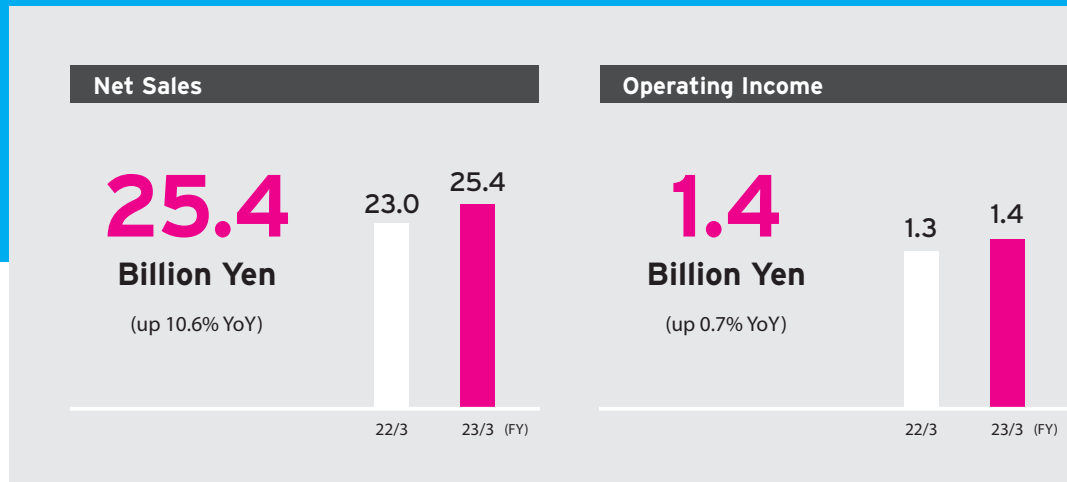
Sales of TV Broadcasting Business

Billions of yen

	FY22/3	FY23/3	YoY
Time Sales	85.596	81.558	(4.7)%
Spot Sales	93.545	90.414	(3.3)%
Program Sales	13.456	13.039	(3.1)%
BS/CS	25.350	26.070	+2.8 %
Other	20.796	21.585	+3.8 %
Total	238.745	232.669	(2.5)%

Internet Business

TV Asahi Group's growing presence on the internet is backed by its strong engaging content as well as its utilization of data.



The Internet Business segment recorded net sales of ¥25.455 billion (up 10.6% year on year), while operating expenses were ¥24.052 billion (up 11.2% year on year). As a result, operating income was ¥1.403 billion (up 0.7% year on year).

ABEMA, a joint venture with CyberAgent, Inc., remained strong and has maintained approximately 16 million weekly active users (WAUs) since delivering live coverage of all 64 matches of the *FIFA World Cup Qatar 2022*. ABEMA NEWS continues to provide high-profile news, live press conferences as well as real-time disaster-related information. Its programs timely news specials and is becoming increasingly well-established as a “lifeline infrastructure” during emergencies.

TELASA, which provides a subscription-video-on-demand (SVOD) service as a joint venture with KDDI CORPORATION, is steadily increasing its subscribership by aggressively developing tie-up content with TV Asahi programs, offering Thai-style programs and producing original works.

The free-of-charge TV catch-up service, TVer, achieved 50 million application downloads in July 2022, and the number of

monthly unique browsers is growing steadily. Furthermore, the real-time streaming of Prime Time programs began in April 2022 and sales of all ad slots started in April 2023.

In addition, Ultralmpression, Inc., a consolidated subsidiary that develops and operates a video advertising platform, has gained a strong reputation for its ability to conduct diverse targeting based on highly precise data. The business is seeing significant growth mainly from advertising on VOD catch-up services.

The news VOD distribution business grew significantly and has surpassed 3 million subscribers/followers for both its official YouTube channel and TikTok account. In conjunction with the 50-year anniversary of the founding of the organization, New Japan Pro-Wrestling’s NJPW WORLD has increased its program-linked PR and distribution channels, resulting in a record number of paying members. Pay-per-view of popular programming events and sporting competitions were also carried out.

Portfolios

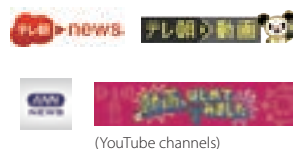
Internet TV Station



SVOD Service



Owned Media



Catch-up Service Digital Video Ad Platform



Topic **UltraImpression**

Established in May 2019, UltraImpression Inc. is a consolidated subsidiary of the Group that operates an Internet video advertising platform. It conducts advertising sales for TV Asahi's Catch-up service which is provided on three different platforms: TVer, Teleasa Douga and ABEMA's Teleasa Minogashi.

As part of its partnership distribution scheme, it conducts sales of Asahi Television Broadcasting's programs, ABEMA original content both on its video and streaming services, and TVer PMP. UltraImpression is also expanding its business of providing ad servers to other companies' platforms, including J SPORTS On Demand which started in March 2023.

UltraImpression is competent in delivering precise targeting and handling high quality advertising slots. An in-house technical development team flexibly constructs its platform system, which allows swift response to market changes and advertiser needs.

Corporate Profile

Business

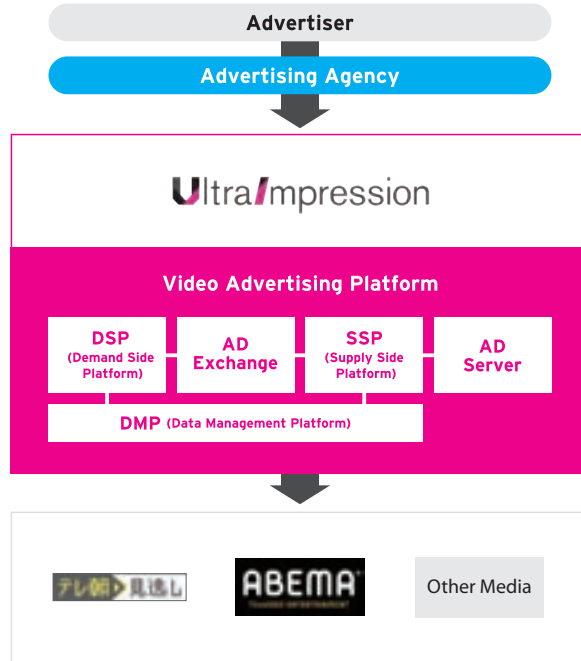
Development and operation of video advertising platform

Date of Establishment

May 24, 2019

Stockholders

TV Asahi Corporation/Supership Holdings Inc./CyberAgent, Inc./Dentsu Group Inc./HAKUHODO DY MEDIA PARTNERS INCORPORATED

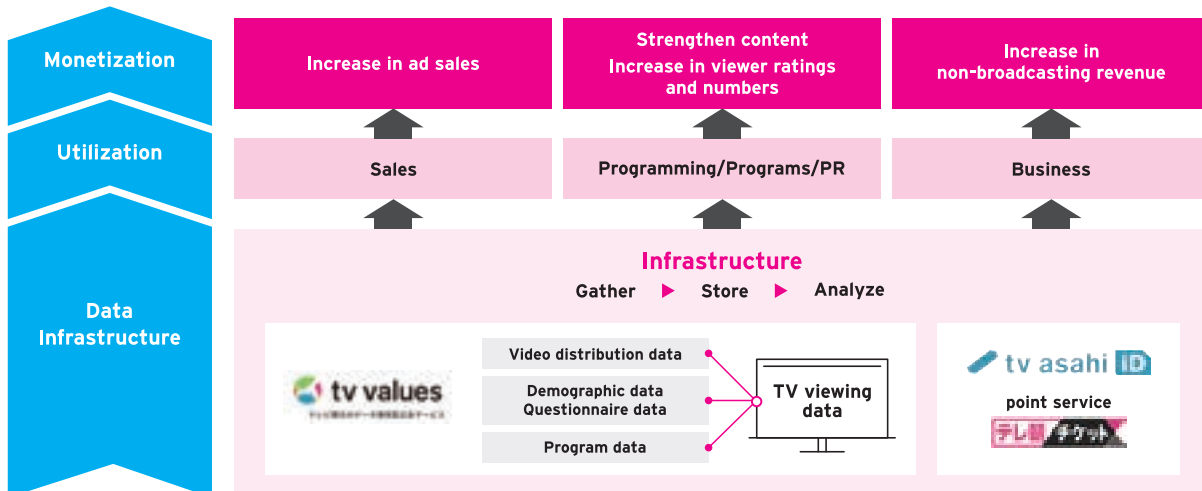


Topic **Utilization of Data**

The utilization of data is one of the essential pillars of TV Asahi Group's Internet strategy. The Group pays close attention to the handling of personal data and aims to use various forms of

legally collected data in furthering the quality and monetization of content as well as increasing viewer ratings and number of views of its content.

Utilization of Data of the TV Asahi Group



Shopping Business

The Group has positioned its shopping business as one of the strategic growth areas.



Net Sales

19.4

Billion Yen

(down 0.1% YoY)

19.5

19.4

22/3

23/3 (FY)

Operating Income

0.8

Billion Yen

(down 53.5% YoY)

1.8

0.8

22/3

23/3 (FY)

TV Asahi Group's Shopping Business is mainly carried out by two consolidated companies, ROPPING LIFE Co., Ltd. and ITTY, Inc. The main drivers of the business are TV shopping on its terrestrial and BS channels, and the Group is currently expanding its e-commerce endeavors.

The Shopping Business achieved historically high earnings in FY22/3 due to meeting the COVID-19 stay-at-home demand. In FY23/3, several new programs were launched such as *Gochiso Tsuhan*, *Mottainai Tsuhan* and *Otasuke! Ouchi no*

Tatsujin, but the overall business environment was severe with a downturn from the previous year's particular demand, the prolonging effects of the situation of Ukraine, concerns of inflation and other economic factors.

As such, the segment recorded net sales of ¥19.490 billion (down 0.1% year on year). Operating expenses, including inventory write-downs and advertising expenses, increased to ¥18.623 billion (up 5.6% year on year) and operating income was ¥0.867 billion (down 53.5% year on year).

Topic

Start of Group-wide Point Service "Teleasa Point"

With aim to increase earnings from its Shopping Business, Internet Business and Media City Business, and to grow the TV Asahi fan base, the TV Asahi Group has started a Group-wide point service, "Teleasa Point", in June 2023.

Those who are holders of the Group-wide "tv asahi iD" are able to earn points through purchases at Ropping (shopping site), Teleasa Douga (SVOD service), Teleasa Ticket (ticketing service), Summer Station and other events, and also by applying for program gifts. Points earned may be used towards the next

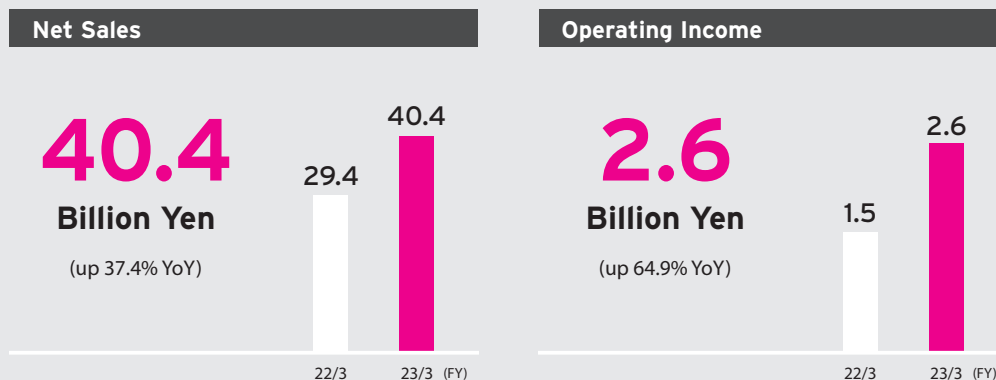
purchase or exchanged with TV Asahi original goods. The point service is designed to contribute to the Group's businesses by providing incentives and opportunities that increase existing member's affinity for TV Asahi, as well as gain new members.

Moreover, customer ID endeavors will be enhanced by increasing membership of tv asahi iD holders through Teleasa Point and also connecting the ID services of TV Asahi and Ropping through Teleasa Point.



Other Businesses

Strategic endeavors in creating content-related entertainment in real spaces increased new business opportunities.



The Other Businesses segment recorded net sales of ¥40.442 billion (up 37.4% year on year), while operating expenses were ¥37.834 billion (up 35.8% year on year). As a result, operating income was ¥2.607 billion (up 64.9% year on year).

In the Special Events Business, as measures against the COVID-19 pandemic gradually eased, the annual music festivals, *TV Asahi Dream Festival* and *TOKYO+OSAKA METROPOLITAN ROCK FESTIVAL*, returned to their previous capacity, which was a major factor in revenue growth. In addition, as a new endeavor, Yuzuru Hanyu's first ice show since he became a professional figure skater, *Prologue*, was held in Yokohama and Hachinohe. Events of the popular late-night variety shows *Kyoccorohee* and *HamAsuka Broadcasting Club* as well as a stage adaptation of the popular drama series *Mr. Housekeeper*, *Mitazono* were also well received. In addition, *THE DORAEMON EXHIBITION*, which started at Roppongi Hills in 2017 and toured to nine cities in Japan, traveled overseas for the first time. The exhibition was held at the National Museum of Singapore for three months. Moreover, the *TV Asahi Roppongi Hills SUMMER STATION* which was held for the first time in three years for a total of 37 days, offered various attractions, gourmet events and live music performances that were collaborations with terrestrial programs. It was an event where families and the young generation returned to the summer of Roppongi.

In the Music Publication Business, revenue increased mainly due to concert tours conducted by artists under management, KETSUMEISHI and HIRAIDAI.

Regarding investment in motion pictures, the movie *Crayon Shin chan: Mononoke Ninja Chinpuden*, released in April 2022, grossed ¥2.04 billion, and the movie *Doraemon: Nobita's Sky Utopia*, released in March 2023, grossed over ¥3.06 billion as of

March 31, 2023. In addition, theatrical adaptations of drama series, including *7 Secretaries THE MOVIE* and *SHYLOCK'S CHILDREN*, were also released. On the other hand, major investments continued in the second half of the fiscal year, including *THE LEGEND & BUTTERFLY* and *Shin Kamen Rider*.

Several DVD titles were released, including the well-loved series *Aibou*, the popular *Roppongi Class*, *Hadaka no Shounen 2021*, and *My Love Mix-Up!* from the Oshidora Saturday programming slot.



HIRAIDAI TOUR 2022


Sales of Major Other Businesses

	Billions of yen		
	FY22/3	FY23/3	YoY
Music Publication	7.342	9.821	+33.8%
Special Events	4.305	8.157	+89.4%
Equipment Sales/Lease	4.923	5.608	+13.9%
Motion Pictures	1.664	3.996	+140.1%
DVD	0.990	1.753	+77.1%

Sustainability Policy


Sustainability Statement

The TV Asahi Group shall aim to contribute to building a sustainable society and attaining group growth by fulfilling its corporate mission to “take part in building a society that encourages the pursuit of dreams and hopes by providing information and content that are both inspiring and worthy to society.”




With Earth

We will maximize use of all owned media in distributing information and providing content and services in order to resolve societal and environmental issues. We will also carry out corporate endeavors that will lead to resolution of such issues.



With People


We will respect our mutual rights and our diverse individuality and values to create a society that is safe and comfortable to all. We will also provide a sound working environment that is conducive to working gratifyingly.




Towards the Future

We will build enduring relationships with each of our stakeholders by carrying out just and healthy corporate operations that abides by the law and social norms.


Five Key Issues for the Future (Materiality)




Creating a future where everyone fulfills their potential




Living together with kindness




Contributing to the future of earth



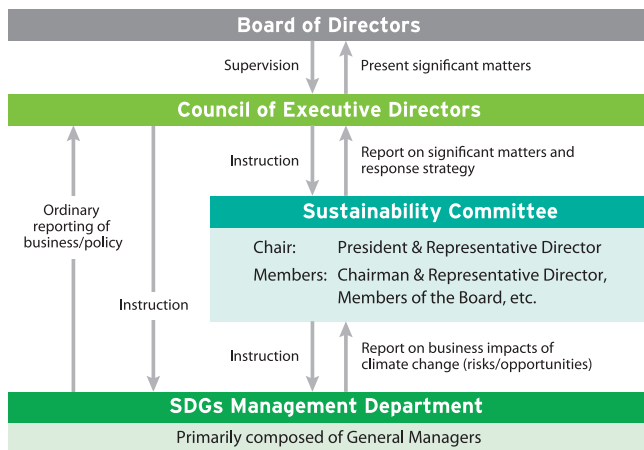
Building a new future with technology



Becoming a company that is forever trustworthy



Topic Governance Structure for Sustainability Issues



The Sustainability Committee and the SDGs Management Department focus on identifying/assessing the risks and opportunities that may significantly impact the sustainable growth and continuity of the Group and reflecting findings in business strategies.

The President serves as chair of the Sustainability Committee, which is responsible for monitoring and managing risks and opportunities related to sustainability.

The SDGs Management Department is composed primarily of general managers of TV Asahi Holdings Corporation and TV Asahi Corporation.

Matters deliberated by the SDGs Management Department are reported to the Sustainability Committee at least once a year and then reported to the Council of Executive Directors. Matters deemed important by the Council of Executive Directors are presented to the Board of Directors.

E

Environment

For more information
<https://www.tv-asahihd.co.jp/sustainability/english/>



In order to take action toward solving climate change-related issues, the Group has endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

TCFD Analysis

The Group has conducted analysis in line with the TCFD framework and provides below a summary of its disclosure.

Governance

Important matters relating to climate change are deliberated on and determined by the Board of Directors. Two specific bodies, the Sustainability Committee and the SDGs Management Department, are responsible for identifying/assessing the risks and opportunities that may significantly impact the sustainable growth and continuity of the Group and promptly reflecting such findings in business strategies. (For more information, please refer to P.12.)

Strategy

The Group has identified and assessed the future risks and opportunities for 2030 from both qualitative and quantitative

perspectives. The scenario analysis is based on two scenarios: a "Below 2°C" scenario where the impact of transitioning to a low-carbon society is greater than the present; and a "4°C" scenario where the physical impacts of climate change are substantial.

The Group has also considered risks and opportunities deemed to have significant impact and is implementing countermeasures.

Risk Management

Climate change-related risk management is conducted by the Board of Directors, the Council of Executive Directors, the Sustainability Committee, and the SDGs Management Department.

Metrics and Targets

The Group uses greenhouse gas emissions, electricity consumption, and the percentage of renewable energy used, as indicators to assess and monitor climate change impacts.

Strategy based on Scenario Analysis (excerpt)

"Below 2°C" scenario

Analysis Findings

- Increase in operating costs due to introduction of carbon tax
- Increase in electricity costs with increased percentage of renewable energy utilized
- Decrease in advertising opportunities due to ineffectiveness in capturing

viewer needs relating to climatic changes and reflecting such subject matters in content creation

- Reputational damage among customers and viewers, and decreased opportunities for advertising, due to Group's response to climate change

Countermeasures

- Reduce CO₂ emissions and electricity consumption by switching to LED lighting and/or renewable energy
- Distribute proactively information on climate change
- Enhance climate change response including reduction of CO₂ emissions

"4°C" scenario

Analysis Findings

- Reduction in advertising opportunities due to disaster impact on client companies and/or increase in catastrophic disasters

- Impairment of business facilities, news reporting activities, event functions, etc. due to extreme weather disasters

Countermeasures

- Enhance information distribution process through archiving disaster-related information, etc.
- Enhance Business Continuity Plan

Metrics

	FY22/3 results
Scope1	167.8 (tCO ₂)
Scope2	23,333.3 (tCO ₂)

FY31/3 Targets (headquarters building)

Achieve
100%
 renewable energy consumption

Reduce studio facility electricity consumption by
50%
 compared to FY21/3



Signatory to the SDG Media Compact

TV Asahi and Asahi Satellite Broadcasting are signatories to the SDG Media Compact. Both leverage the strength of media and content to inspire and empower viewers to contribute towards the achievement of the SDGs.

S

Social

To provide information and content that are both inspiring and worthy to an increasingly diversifying society, the TV Asahi Group believes it is essential to strengthen its human capital development.

Policy on Human Capital

The Group's human capital development is based on three pillars: ensuring diversity of its workforce; human resource development; and enhancing engagement of employees.

Ensuring Diversity

The Group will work to secure a workforce that is rich in diversity, embracing different values and backgrounds. TV Asahi will practice strategic hiring considering gender and career experience, and design plans to appoint such employees to frontline leadership positions and managerial posts. To advance the diversification of values, TV Asahi will increase the number of employees who have worked at other companies.

Human Resource Development

To encourage every person who is part of the TV Asahi Group to become creators and innovators, the Group will develop and assign personnel in a manner that allows full development of each person's potential and individuality. A human resources system will be established in FY26/3 where employees are able to fully demonstrate their capability and individuality and autonomously choose their career path.

Enhancing Engagement

The Group will build a workplace that furthers job satisfaction/growth in a mentally and physically healthy environment. Measures in work style transformation, such as increase in paid holidays taken by employees, decrease in overtime work hours, promotion of telework and digital transformation will be further implemented. At TV Asahi, engagement surveys that target all employees will be regularly conducted from FY24/3 to identify future issues.

Diversity Indicators and Goals at TV Asahi

		FY23/3	Goals
Ensuring diversity	Percentage of women hires*1	32.0%	50.0% from FY24/3
	Percentage of women employees	23.4%	30.0% by FY31/3
	Percentage of women managers	16.9%	At all levels, including executives 30.0% by FY31/3
Opportunities to work at other companies	Percentage of non-managerial employees who have worked at other companies*2	17.0%	25.0% by FY31/3

*1 Includes mid-career hires

*2 Among non-managerial employees who have been with TV Asahi for at least three years (including those seconded; excluding those with positions at TV Asahi HD)

Goals for Enhancing Engagement at TV Asahi

		FY23/3	Goals
Diverse work styles and well-being	"Job satisfaction"*1	68.0%	80.0% by FY26/3
Work style transformation	Percentage of employees taking summer holidays	97.5%	100.0% from FY24/3
	Average annual number of paid holidays taken*2	18.7 days	
	Average monthly overtime work hours*3	19.8 hours	
Parental leave	Percentage of male employees taking parental leave	67.7%	100.0% by FY26/3
	Percentage of employees returning to work after parental leave	100.0%	Maintain 100.0%

*1 Included in stress check conducted annually for all employees

*2 Including various holidays such as company holidays and child care leave

*3 Applicable to non-managerial employees (average hours calculated by deducting legal work hours from actual work hours).

Integrated Learning Support Activities

TV Asahi contributes to society through the provision of integrated learning support activities. These include but are not limited to TV Asahi Guided Tours, classes led by TV Asahi employees at schools and other academic institutions, and public courses with local governments.

TV Asahi Welfare Foundation

In 1977, TV Asahi established the TV Asahi Welfare Foundation, the first-ever social welfare foundation to be established by a commercial broadcaster. The foundation engages in a wide-range of welfare activities that focus on children, single-parent households, people with disabilities, senior citizens, etc.

TV Asahi Doraemon Charity Fund

Since 1999, TV Asahi operates the TV Asahi Doraemon Charity Fund to aid disaster victims and support disaster-related welfare activities. The company grants all of the donated funds collected via appeals made through various TV Asahi programs and other media to disaster-affected areas.

G

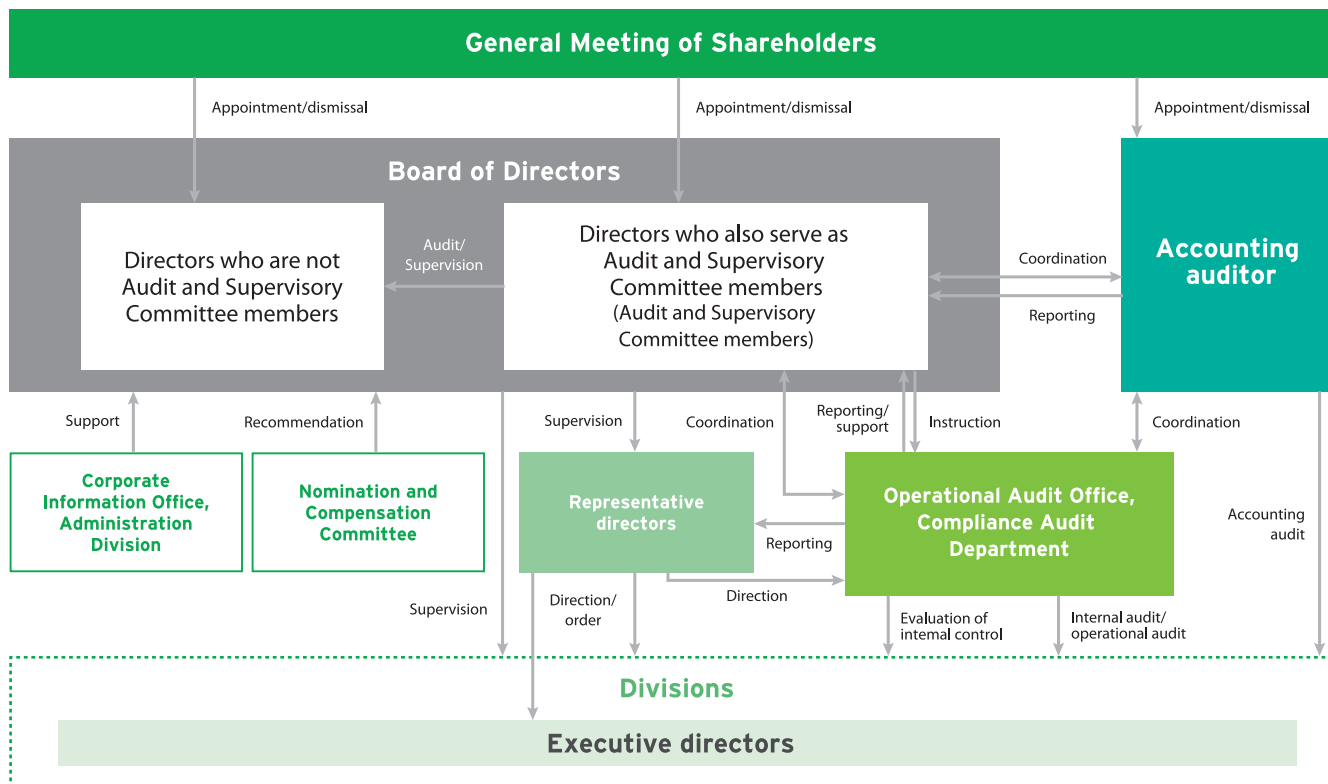
Governance

For more information
<https://www.tv-asahihd.co.jp/sustainability/english/>



As a certified broadcasting holding company, the Group pursues profit through just and appropriate means and contributes to the progress of democracy while remaining impartial.

Corporate Governance System



The Group appreciates the public nature and interest of broadcasting, abides by the Broadcasting Act, Radio Act and Civil Protection Act, and its subsidiaries contribute to cultural development by providing vital information and sound entertainment. To conduct business while fulfilling its public mission as a broadcaster, the Group has established and executes a corporate governance system that facilitates sustained growth and long-term development of corporate value while maintaining proper relationships with stakeholders.

To this end, the Group has adopted the "company with an audit and supervisory committee" system, whereby Audit and Supervisory Committee members who are responsible for auditing and supervising the execution of business by directors are appointed to the Board of Directors, which enables both business execution and appropriate management administration.

The number of Board of Directors (excluding those who also serve as Audit and Supervisory Committee members) is limited to 20, while the number of directors who also serve as Audit and Supervisory Committee members is limited to five.

In addition to the full-time directors tasked with executing business operations, individuals from diverse backgrounds are elected to the Board of Directors. Independent directors are appointed in line with criteria pertaining to the independence of outside directors.

The Audit and Supervisory Committee is comprised by a majority of independent outside directors and is governed by its own audit standards.

The Nomination and Compensation Committee is chaired by an independent outside director and is comprised by a majority of outside directors who also serve on the Audit and Supervisory Committee.

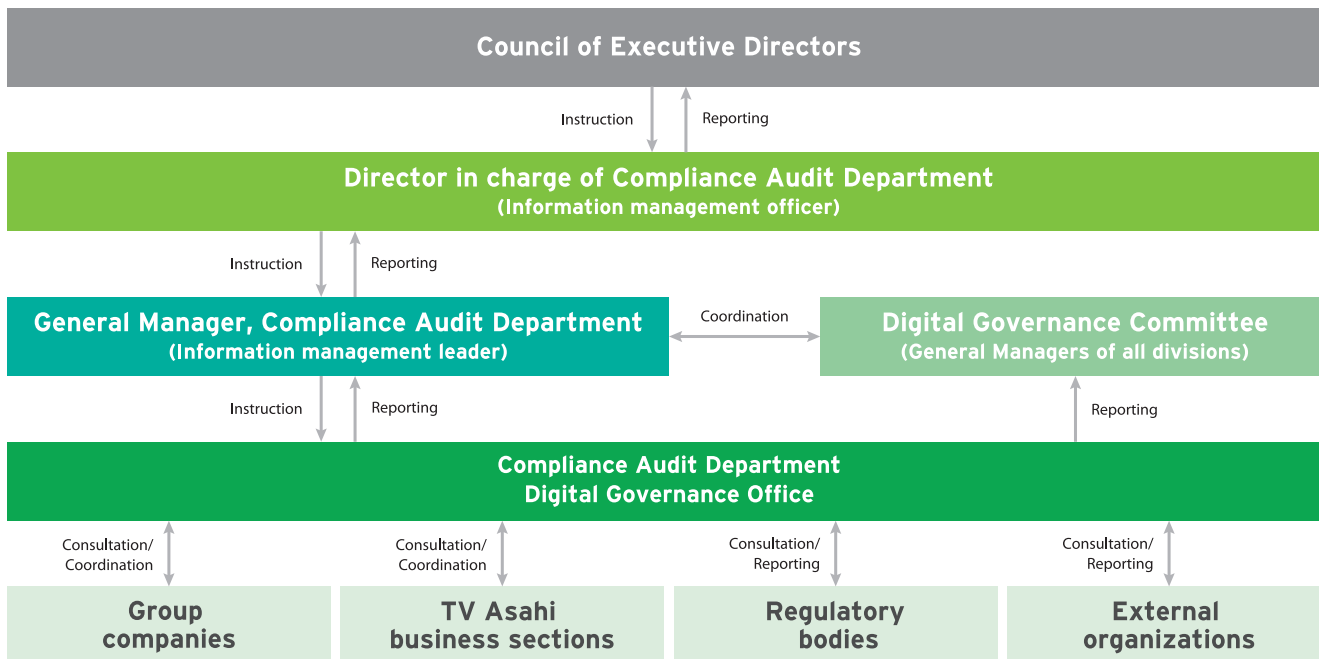
Digital Governance System

To support future growth strategies in the digital domain, TV Asahi has established a digital governance system that oversees and manages policies, information security and other matters related to data governance.

The Digital Governance Committee discusses policies and rule management on data governance and information

security and is comprised of general managers from all divisions.

The Digital Governance Office develops regulations and rules, conducts assessments and monitoring, provides training relating to data governance and information security, and responds to information security incidents.



Additional Information and Risk Information

Critical Accounting Estimates and Assumptions

The consolidated financial statements are prepared in accordance with accounting standards generally accepted in Japan as fair and appropriate. When preparing consolidated financial statements, the Company uses estimates and assumptions that may affect the reported amounts of assets, liabilities, revenues, and expenses. Figures based on these estimates and assumptions may differ from actual results.

Risk Information

Forward-looking statements contained herein represent what the Company believes are reasonable assumptions as of March 31, 2023. These statements are not an exhaustive list of risks, and risks

that are unforeseen or currently viewed as materially insignificant may affect the Company in the future. The TV Asahi Group endeavors to minimize risks by collectively sharing information that is necessary for determining management and business risks.

Risks Associated with Changes in the TV Broadcasting Business Environment

A large portion of TV Asahi Group's revenue is from the TV Broadcasting Business, which is contingent upon corporate advertising expenditures that is in turn affected greatly by the state of the Japanese economy. Furthermore, the business environment facing the Group is changing rapidly with the

penetration of smartphones and tablet PCs altering the manners of television viewing. In addition, content distribution channels are diversifying, competition is intensifying and the position of terrestrial broadcasting on TV sets may become relativized.

Moreover, in the TV Broadcasting Business, viewer ratings play an important role in determining sales price of advertising time, and weak consumer economics significantly impact the Group's business.

A decrease in the Group's revenue or inability to absorb costs required for multifaceted distribution of content due to the progression of these complex factors may have an adverse effect on the Group's financial position and business performance.

As such, in accordance with the Company's basic principle that content is the source of all corporate value, the Company engages in 360° distribution of content on media channels possessed by the Group in order to gain maximum revenue. Therefore, the Company has reformed the organizational structure of its core subsidiary TV Asahi, introducing the Business Solution Headquarters to integrate operations of the Content Programming Division, Sales Promotion Division, Business Development Division and IoTv Division, and is carrying out content production and distribution, utilization of data and technology, and boosting information distribution that meet stakeholder demands.

The Company will also make strategic investments to implement these measures.

Risks Related to the Impacts of the COVID-19 Pandemic

During the spread of the COVID-19 pandemic, The TV Asahi Group experienced a decline in advertising placements from advertisers and postponements/cancellations of events/motion picture releases which led to a sales decrease in the TV Broadcasting Business and Other Businesses. Disruptions in drama filming to avoid the risk of infections also affected the continuation of content distribution.

As such, TV Asahi established an emergency committee and team and implemented measures to prevent the spread of infection that include: disinfecting workspaces, strict accreditation process prior to entering buildings, off-peak commuting, teleworking and enhancing employee health management, etc. Rotating work shifts were also implemented to prepare for the instance of employee infection and to ensure the continuation of broadcasting and business. At content production sites, the 3Cs (closed spaces, crowded places, and close contact) was avoided during meetings and filming. Moreover, each division and production team implemented measures that included but were not limited to separate workspaces, prevention of infection during interviews and news-reporting, filming with no studio

audiences, and temporary suspension of filming. Temperature screenings, thorough disinfection, no shared use of microphones, masks worn by staff were also put into practice.

The response procedures, preventive measures and know-how earned during the spread of the pandemic will be imparted within the Group. The Business Solutions Headquarters has also been established to respond to all changes in the Group's business environment, so that content production and distribution, utilization of data and technology, and boosting information distribution that meets stakeholder demands are carried out. However, in the event an unknown pandemic that has a high infection and death rate occurs, there is a risk that the Group will experience a larger effect than that of the COVID-19 pandemic.

Risks Associated with Capital Expenditures and Investments

The TV Asahi Group continues to incur capital expenditures and make investments to maintain technical standards. In addition, strategic investments are made to build competitive advantages in order to strengthen content production capacity, acquire appealing content and enhance its media strategy.

Although the Group has developed an internal system to assess risks in accordance with the scale, nature, and type of investment to ensure that capital expenditures and investments contribute steadily to profit growth, there is no guarantee that such investments will produce the expected returns. If returns fall short of expectations, the Group's financial position and business performance may be adversely affected.

Risks Associated with Handling of Personal Information

The TV Asahi Group holds personal information of individuals appearing in its programs, studio audience, viewers, as well as that of subscribers of its internet-related businesses and customers of its shopping business. In addition, the Group's endeavors go beyond the boundaries of conventional broadcasting and the Group has adopted Internet technology such as utilizing big data to meet the needs of viewers, consumers, and advertisers.

While such personal information is strictly managed in accordance with internal rules and is handled with adequate care, any leakage of information due to unauthorized access, mishandling or other abuses may lead to a decline in the reliability of the Company's information and data management system and may adversely affect business operations that use such information or hurt the Group's credibility and thus, may affect the revenue and business performance of the Company.

Risks Associated with Natural Disasters

In the TV Broadcasting Business, the principal business of the Group, major disasters may render broadcasting difficult or result in airing disaster information programs without advertisements. There is also the possibility that broadcasting hours are reduced to address power shortages. Furthermore, if damage occurs to vital facilities or if employees are affected due to the occurrence of earthquakes, heavy rains, flooding or other natural disasters or epidemics, business operations may be disrupted. Although the Company has taken measures such as preparing a disaster response manual, conducting business continuity simulations, developing an employee safety confirmation system, and carrying out regular disaster drills, these measures cannot completely eliminate the effects or damage of natural disasters and as such, the Group's business performance may be affected.

Risks Associated with Compliance

The TV Broadcasting Business, which is the Group's principal business, is subject to legal restrictions of the Broadcasting Act and related laws and regulations. By qualifying as a certified broadcasting holding company under the Broadcasting Act, the Company is permitted to own multiple terrestrial, BS and CS broadcasting companies as subsidiaries. The qualification may be rescinded, should the Company cease to satisfy the criteria and requirements relating to the assets of certified broadcasting holding company or the criteria stipulated in the Broadcasting Act. Should the qualification be rescinded, the business performance and financial position of the Group may be greatly impacted.

TV Asahi Corporation, Asahi Satellite Broadcasting Limited and CS One Ten, Ltd. are subject to the requirements and restrictions under the Radio Act, the Broadcasting Act, and other laws and regulations in conducting business.

The revocation of broadcast license due to violation of law or regulations, or failure to obtain the relevant broadcasting license may impact the performance of the Group. Furthermore, the Group is also subject to various legal regulations in pursuing business activities. The Group may become subject to legal penalties, litigation or social sanctions in the event of violation of laws, regulations or social imperatives, and this may result in loss of the Group's credibility. As the Group bases its activity as a broadcaster and news organization on credibility of its news and information delivery, such occurrence may affect the business performance of the Group.

In keeping with the belief that "multidimensional support for compliance with laws and other rules from top management to employees" is the basis for internal control, the Group has a framework and guideline which clearly appoints authority and responsibilities in its organizational

structure. The Legal Affairs Department and Compliance Audit Department conducts internal reviews and reports activities to the Council of Executive Directors and other management committees.

The Company appoints the top executive as the officer responsible for compliance issues and under the direction of the officer, holds training and awareness sessions necessary for internal control.

Through the above measures, the Company strives to reduce the risk of violations of laws, regulations or societal norms by the Group and its employees.

Risks Associated with Shares Held by Foreign Nationals and Entities

Regarding voting rights of the Company held by foreign nationals, etc. stipulated in the Broadcasting Act ((i) those who are not Japanese nationals, (ii) foreign governments or representatives of such, (iii) foreign corporations or associations, (iv) corporations or associations which ratio of voting rights directly held by the aforementioned (i) through (iii) is the same or more than such ratio as stipulated in the Ordinance of the Ministry of Internal Affairs and Communications) (hereinafter, "foreign entities"), if the total of the ratio of voting rights directly held by those set out in (i) through (iii) and ratio of voting rights indirectly held by those set out in (i) through (iii) by those set out in (iv) as stipulated by the Ministry of Internal Affairs and Communications is 20% or more, the certification for certified broadcasting holding company shall be revoked.

As such, upon such condition, based on the Broadcasting Act, the Company can refuse to enter or record the name and address of foreign entities in the shareholder register and the exercise of voting rights of foreign entities shall be restricted.

Risks Associated with Climate Change, the Environment and Sustainability

Climate change and other environmental issues are increasingly becoming severe on a global scale. Japan has suffered from frequent large-scale natural disasters caused by extreme weather conditions, resulting in calls to strengthen regulations and disclosure related to climate change risks, making this issue one that no company can neglect.

As such, to take action towards resolving issues related to climate change as a corporate entity, the Company supports the TCFD, has carried out analysis according to the framework, is working towards strengthening resilience towards climate change and is taking initiatives to strengthen governance and risk management regarding this issue. However, in the event climate change proceeds at a magnitude and pace beyond expectation, there is a possibility that the Company's financial position and business performance may be affected.

Consolidated Balance Sheets

As of March 31, 2022 and 2023

	Millions of yen	
	2022	2023
Assets		
Current assets		
Cash and deposits	¥ 67,666	¥ 60,475
Trade notes and accounts receivable	79,105	81,796
Marketable securities	12,399	16,008
Inventories	9,471	11,146
Other current assets	9,959	12,444
Less allowance for doubtful accounts	(76)	(74)
Total current assets	178,525	181,797
Fixed assets		
Tangible assets		
Buildings and structures, net	28,490	27,891
Machinery and vehicles, net	14,608	12,186
Land	53,630	64,670
Other tangible assets, net	8,648	6,960
Total tangible assets	105,378	111,708
Intangible assets		
Other intangible assets	8,748	4,892
Total intangible assets	8,748	4,892
Investments and other assets		
Investment securities	184,566	176,092
Deferred tax assets	15,335	14,618
Other investments and other assets	6,842	6,579
Less allowance for doubtful accounts	(587)	(564)
Total investments and other assets	206,156	196,725
Total fixed assets	320,283	313,326
Total assets	¥498,808	¥495,123
Liabilities		
Current liabilities		
Trade notes and accounts payable	¥ 7,254	¥ 11,749
Other payables	17,730	16,691
Accrued expenses	30,336	31,232
Other current liabilities	14,184	9,308
Total current liabilities	69,505	68,982
Non-current liabilities		
Deferred tax liabilities	16,993	12,621
Net defined benefit liabilities	16,807	16,965
Other non-current liabilities	2,286	1,790
Total non-current liabilities	36,087	31,377
Total liabilities	105,593	100,359
Net assets		
Stockholders' equity		
Common stock	36,677	36,687
Additional paid-in capital	70,472	70,482
Retained earnings	261,466	272,756
Treasury stock	(13,637)	(13,624)
Total stockholders' equity	354,978	366,302
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	40,072	29,810
Deferred gain (loss) on hedges	23	(0)
Foreign currency translation adjustments	340	930
Remeasurements of defined benefit plans	(3,496)	(3,814)
Total accumulated other comprehensive income	36,939	26,925
Non-controlling interests	1,298	1,535
Total net assets	393,215	394,763
Total liabilities and net assets	¥498,808	¥495,123

Consolidated Statements of Income

Years ended March 31, 2022 and 2023

	Millions of yen	
	2022	2023
Net sales	¥298,276	¥304,566
Cost of sales	211,293	225,000
Gross profit	86,982	79,566
SGA expenses	65,550	65,062
Operating income	21,431	14,503
Non-operating revenue		
Dividend income	1,239	1,389
Share of profit of entities accounted for using equity method	3,389	7,013
Other non-operating revenue	590	582
Total non-operating revenue	5,220	8,986
Non-operating expenses		
Loss on disposal of noncurrent assets	149	243
Other non-operating expenses	59	89
Total non-operating expenses	208	332
Ordinary Income	26,443	23,157
Extraordinary gains		
Gain on sales of investment securities	4,655	3,201
Gain on sale of shares of subsidiaries and affiliates	—	135
Total extraordinary gains	4,655	3,336
Extraordinary losses		
Impairment loss	—	2,574
Loss on valuation of investment securities	371	300
Loss on COVID-19	260	—
Total extraordinary losses	631	2,874
Income before income taxes	30,467	23,619
Income taxes		
Current	9,864	5,813
Deferred	(531)	964
Total income taxes	9,333	6,777
Profit	21,134	16,841
Profit attributable to non-controlling interests	134	237
Profit attributable to owners of the parent	¥ 20,999	¥ 16,603

Consolidated Statements of Comprehensive Income

Years ended March 31, 2022 and 2023

	Millions of yen	
	2022	2023
Profit	¥ 21,134	¥ 16,841
Other comprehensive income		
Valuation difference on available-for-sale securities	(1,534)	(10,012)
Deferred gain (loss) on hedges	11	(22)
Foreign currency translation adjustments	61	100
Remeasurements of defined benefit plans	185	(360)
Share of other comprehensive income of entities accounted for using equity method	751	282
Total other comprehensive income	(525)	(10,013)
Comprehensive income	¥ 20,608	¥ 6,828
Components:		
Comprehensive income attributable to owners of the parent	¥ 20,474	¥ 6,590
Comprehensive income attributable to non-controlling interests	134	237

Consolidated Statements of Changes in Net Assets

Year ended March 31, 2022

	Millions of yen											
	Stockholders' equity					Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Common stock	Additional paid-in capital	Retained earnings	Treasury stock	Total stockholders' equity	Valuation difference on available-for-sale securities	Deferred gain (loss) on hedges	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at March 31, 2021	¥36,665	¥70,438	¥244,232	¥(13,837)	¥337,499	¥41,213	¥12	¥ (75)	¥(3,686)	¥37,464	¥1,141	¥376,105
Amount reflected due to changes in accounting method			487		487						22	510
Balance at beginning of term reflecting the changes in accounting method	¥36,665	¥70,438	¥244,720	¥(13,837)	¥337,987	¥41,213	¥12	¥ (75)	¥(3,686)	¥37,464	¥1,163	¥376,616
Changes during term												
Issuance of new shares	11	11			23							23
Cash dividends			(4,229)		(4,229)							(4,229)
Profit attributable to owners of the parent			20,999		20,999							20,999
Disposal of treasury stock		21		174	196							196
Cancellation of treasury stock			(25)	25	—							—
Net changes other than stockholder's equity						(1,141)	11	415	189	(525)	134	(391)
Total changes during term	11	33	16,745	199	16,990	(1,141)	11	415	189	(525)	134	16,599
Balance at March 31, 2022	¥36,677	¥70,472	¥261,466	¥(13,637)	¥354,978	¥40,072	¥23	¥340	¥(3,496)	¥36,939	¥1,298	¥393,215

Year ended March 31, 2023

	Millions of yen											
	Stockholders' equity					Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Common stock	Additional paid-in capital	Retained earnings	Treasury stock	Total stockholders' equity	Valuation difference on available-for-sale securities	Deferred gain (loss) on hedges	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at March 31, 2022	¥36,667	¥70,472	¥261,466	¥(13,637)	¥354,978	¥40,072	¥23	¥340	¥(3,496)	¥36,939	¥1,298	¥393,215
Changes during term												
Issuance of new shares	10	10			21							21
Cash dividends			(5,286)		(5,286)							(5,286)
Profit attributable to owners of the parent			16,603		16,603							16,603
Cancellation of treasury stock			(26)	26	—							—
Change in treasury stock arising from change in equity in entities accounted for using equity method				(13)	(13)							(13)
Net changes other than stockholder's equity						(10,262)	(23)	590	(317)	(10,013)	237	(9,775)
Total changes during term	10	10	11,290	12	11,324	(10,262)	(23)	590	(317)	(10,013)	237	1,548
Balance at March 31, 2023	¥36,687	¥70,482	¥272,756	¥(13,624)	¥366,302	¥29,810	¥ (0)	¥930	¥(3,814)	¥26,925	¥1,535	¥394,763

Consolidated Statements of Cash Flows

Years ended March 31, 2022 and 2023

	Millions of yen	
	2022	2023
Cash flows from operating activities		
Income before income taxes	¥ 30,467	¥ 23,619
Depreciation and amortization	10,296	10,148
Impairment loss	—	2,574
Amortization of goodwill	610	610
(Gain) Loss on disposal of noncurrent assets	149	243
(Gain) Loss on sales of investment securities	(4,655)	(3,201)
(Gain) Loss on valuation of investment securities	371	300
(Gain) Loss on sale of shares of subsidiaries and affiliates	—	(135)
Increase (Decrease) in allowance for doubtful accounts	(22)	(25)
Increase (Decrease) in net defined benefit liabilities	602	(393)
Dividend income	(1,239)	(1,389)
Share of (profit) loss of entities accounted for using equity method	(3,389)	(7,013)
(Increase) Decrease in trade notes and accounts receivables	(4,348)	(2,689)
(Increase) Decrease in inventories	2,740	(1,675)
Increase (Decrease) in trade notes and accounts payables	1,146	4,491
Other cash flows from operating activities	3,022	(2,205)
Subtotal	35,750	23,257
Interest and dividend received	2,187	2,585
Income taxes refunded	498	38
Income taxes paid	(8,309)	(10,580)
Net cash provided by operating activities	30,126	15,300
Cash flows from investing activities		
Purchase of marketable securities	(82,819)	(56,902)
Proceeds from redemption of marketable securities	92,000	45,400
Purchase of trust beneficiary right	—	(2,000)
Proceeds from redemption of trust beneficiary right	1,200	2,000
Purchase of tangible assets	(5,649)	(14,365)
Purchase of intangible assets	(1,719)	(1,281)
Purchase of investment securities	(272)	(1,154)
Proceeds from sales of investment securities	4,972	3,505
Other cash flows from investing activities	(85)	(210)
Net cash provided by (used in) investing activities	7,625	(25,009)
Cash flows from financing activities		
Dividends paid to stockholders	(4,229)	(5,286)
Other cash flows from financing activities	(334)	(1,313)
Net cash used in financing activities	(4,563)	(6,600)
Effect of exchange rate changes on cash and cash equivalents	65	106
Net increase (decrease) in cash and cash equivalents	33,254	(16,202)
Cash and cash equivalents at beginning of term	44,062	77,317
Cash and cash equivalents at end of term	¥ 77,317	¥ 61,114

Segment Information

The Company's major business categories are TV Broadcasting Business, Internet Business, Shopping Business and Other Businesses.

Year ended March 31, 2022

	Millions of yen					Adjustments*1	Amounts reported on consolidated financial statements*2
	Reportable segments				Total		
	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses	Total		
Sales							
Sales to outside customers	¥236,664	¥20,960	¥19,463	¥21,187	¥298,276	—	¥298,276
Inter-segment sales and transfers	2,080	2,056	37	8,256	12,430	(12,430)	—
Total	238,745	23,016	19,501	29,443	310,706	(12,430)	298,276
Segment income	16,653	1,392	1,865	1,580	21,492	(60)	21,431
Other items							
Depreciation/amortization	7,689	547	166	1,893	10,296	—	10,296

*1: Segment income adjustments totaling minus 60 million yen includes elimination of inter-segment transactions of minus 96 million yen, 1,941 million yen income accruing from inter-company transactions with subsidiaries, and corporate expenses of minus 1,905 million yen. Corporate expenses are chiefly those expenses related to the Company's management of the Group's business.

*2: Segment income is adjusted to align it with operating income reported on the consolidated statements of income for the corresponding period.

Note: Segment assets are not noted as they are not divided into business segments.

Year ended March 31, 2023

	Millions of yen					Adjustments*1	Amounts reported on consolidated financial statements*2
	Reportable segments				Total		
	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses	Total		
Sales							
Sales to outside customers	¥229,937	¥23,165	¥19,450	¥32,013	¥304,566	—	¥304,566
Inter-segment sales and transfers	2,732	2,289	40	8,428	13,490	(13,490)	—
Total	232,669	25,455	19,490	40,442	318,057	(13,490)	304,566
Segment income	9,586	1,403	867	2,607	14,464	38	14,503
Other items							
Depreciation/amortization	7,407	714	148	1,877	10,148	—	10,148

*1: Segment income adjustments totaling 38 million yen includes elimination of inter-segment transactions of minus 132 million yen, 2,109 million yen income accruing from inter-company transactions with subsidiaries, and corporate expenses of minus 1,938 million yen. Corporate expenses are chiefly those expenses related to the Company's management of the Group's business.

*2: Segment income is adjusted to align it with operating income reported on the consolidated statements of income for the corresponding period.

Note: Segment assets are not noted as they are not divided into business segments.

Holding Company Structure

tv asahi holdings corporation

Consolidated Subsidiaries of TV Asahi Holdings Corporation

- TV Asahi Corporation
- Asahi Satellite Broadcasting Limited
- CS One Ten, Ltd.

Equity-Method Affiliates of TV Asahi Holdings Corporation

- Asahi Broadcasting Aomori Co., Ltd.
- Iwate Asahi Television Co., Ltd.
- HIGASHI NIPPON BROADCASTING Co., Ltd.
- Akita Asahi Broadcasting Co., Ltd.
- Yamagata Television System Inc.
- Fukushima Broadcasting Co., Ltd.
- The Niigata Television Network 21, Inc.
- Asahi Broadcasting Nagano Co., Ltd.
- Shizuoka Asahi Television Co., Ltd.
- TOEI COMPANY, LTD.

Consolidated Subsidiaries of TV Asahi Corporation

AbemaProduction, Inc.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses	Tokyo Sound Production Inc.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses
Bunkakobo, inc.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses	TRUST NETWORK INC.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses
FLEX Co., Ltd.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses	TV ASAHI AMERICA, Inc.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses
HOSOGIYUTSUSHA CO., LTD.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses	TV Asahi ASK Co., Ltd.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses
ITTY, Inc.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses	TV Asahi BEST Co., Ltd.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses
Japan Cable Television, Ltd.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses	TV Asahi Create Corporation	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses
Media Mix Japan Co., Ltd.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses	TV Asahi mediaplex corporation	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses
Plus ZERO Co., Ltd.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses	TV ASAHI MUSIC CO., LTD.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses
ROPPING LIFE Co., Ltd.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses	TV Asahi Productions Co., Ltd.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses
SHIN-EI ANIMATION Co., Ltd.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses	TV Asahi Service Co., Ltd.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses
TAKESYSTEMS Co., Ltd.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses	Ultralmpression Inc.	TV Broadcasting Business	Internet Business	Shopping Business	Other Businesses

Equity-Method Affiliates of TV Asahi Corporation

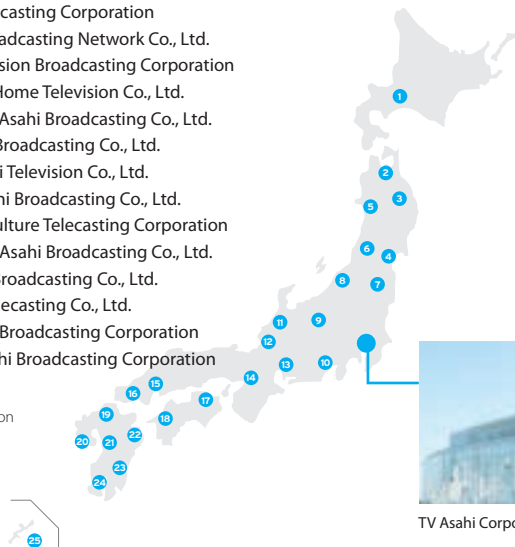
AbemaNews, inc.	Ray Corporation
AbemaTV, inc.	TELASA Corporation
BookLive Co., Ltd. (from April 2023)	TOEI ANIMATION CO., LTD.
New Japan Pro-Wrestling Co., Ltd.	

TV Broadcasting Business Internet Business Shopping Business Other Businesses

Domestic Network

- 1 **HTB** Hokkaido Television Broadcasting Co., Ltd.
- 2 **ABA** Asahi Broadcasting Aomori Co., Ltd.*
- 3 **IAT** Iwate Asahi Television Co., Ltd.*
- 4 **KHB** HIGASHI NIPPON BROADCASTING Co., Ltd.*
- 5 **AAB** Akita Asahi Broadcasting Co., Ltd.*
- 6 **YTS** Yamagata Television System Inc.*
- 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 **NBN** Nagoya Broadcasting Network Co., Ltd.
- 14 **ABC** Asahi Television 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

*Equity-Method Affiliates of TV Asahi Holdings Corporation



TV Asahi Corporation

International Network

Bureaus

- **North America**
New York*
Washington, D.C.*
Los Angeles*
- **Europe/Africa**
London
Moscow
Cairo
Paris (ABC**)
- **Asia/Oceania**
Bangkok (News Bureau)
Bangkok (Business Bureau)
Beijing
Seoul
Shanghai (ABC**)

*TV ASAHI AMERICA, Inc.
**ABC: Asahi Television Broadcasting Corporation

Media Partners

- **North America**
CNN USA
- **Europe/Africa**
RTL Germany
TF1 France
- **Asia/Oceania**
JTBC South Korea
CCTV China
SMG China
CTV Taiwan
ETTV Taiwan
CH3 Thailand
Kantana Thailand
GMMTV Thailand
CH7 Australia

Board of Directors As of June 29, 2023

Name	Position	Basic Philosophy & Competitive Strategy							Value Creation		Duty & Credentials, Response to Risk		
		Content Production & Industry Knowledge							Strategy & Business Execution	Strategic Monitoring (ESG)	HR Development & Organizational Management	Investment Assessment & Risk Management	Expertise
		Programming	Production	News	Sales	Technology	Other Businesses						
Hiroshi Hayakawa	Chairman*	●	●	●			●	●	●	●	●		
Hiroshi Shinozuka	President*	●		●		●		●		●	●		
Toru Takeda	Member of the Board	●		●	●		●	●		●			
Gengo Sunami	Member of the Board	●		●			●	●	●		●		
Junji Itabashi	Member of the Board	●	●		●			●	●				
Arata Nishi	Member of the Board	●	●		●			●					
Shiro Nakamura	Member of the Board			●				●		●			
Takashi Horie	Member of the Board			●			●	●			●		
Noriyuki Tada	Member of the Board		●					●		●			
Sanae Tanaka	Member of the Board	●		●							●	●	

*Representative Directors

Audit and Supervisory Committee Members

Name	Position	Basic Philosophy & Competitive Strategy							Value Creation		Duty & Credentials, Response to Risk		
		Content Production & Industry Knowledge							Strategy & Business Execution	Strategic Monitoring (ESG)	HR Development & Organizational Management	Investment Assessment & Risk Management	Expertise
		Programming	Production	News	Sales	Technology	Other Businesses						
Katsuhiko Ikeda	Member of the Board	—	—	—	—	—	—			●	●	●	
Akira Genma	Member of the Board	—	—	—	—	—	—	●	●	●			
Sadayoshi Fujishige	Member of the Board	—	—	—	—	—	—	●	●	●			
Keiko Miyata	Member of the Board	—	—	—	—	—	—			●	●	●	
Akira Osada	Member of the Board			●				●			●		

Note: Shiro Nakamura, Noriyuki Tada, Sanae Tanaka, Katsuhiko Ikeda, Akira Genma, Sadayoshi Fujishige and Keiko Miyata are Outside Members of the Board.

Corporate Data

Name	TV Asahi Holdings Corporation
Date Established	November 1, 1957
Head Office	6-9-1 Roppongi, Minato-ku, Tokyo 106-8001, Japan Tel: +81-3-6406-1115 http://www.tv-asahihd.co.jp/e/
Paid-in Capital	36,687,900,000 yen
Authorized Number of Shares	300,000,000
Issued Number of Shares	108,529,000
Number of Stockholders	23,411
Foreign Stockholding Ratio	14.22%
Listing	Prime Market of the Tokyo Stock Exchange (Securities Code 9409)
Fiscal Year-End	March 31
General Meeting of Shareholders	June
Transfer Agent	Sumitomo Mitsui Trust Bank, Limited

Major Stockholders

Name	Shares	Shareholding Ratio (%)
The Asahi Shimbun Company	26,151,840	24.73
TOEI COMPANY, LTD.	18,522,900	17.51
The Master Trust Bank of Japan, Ltd. (Trust Account)	6,338,300	5.99
Kosetsu Museum of Art	5,030,000	4.75
Mizuho Trust & Banking Co., Ltd. Retirement Benefit Trust Dai Nippon Printing Account Retrustee Trust, Custody Bank of Japan, Ltd.	4,030,000	3.81
Kyushu Asahi Broadcasting Co., Ltd.	3,333,500	3.15
The Asahi Shimbun Foundation	2,297,100	2.17
Custody Bank of Japan, Ltd. (Trust Account)	2,282,600	2.15
Asahi Broadcasting Group Holdings Corporation	1,572,000	1.48
SSBTC CLIENT OMNIBUS ACCOUNT	1,377,987	1.30

Note: The Shareholding Ratio is calculated by deducting the Company's holding of own shares (2,786,071 shares).

