# DATA BOOKLET

For the Fiscal Year Ended March 31, 2011

July 5, 2011



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Note: All figures have been rounded down to the nearest million yen.



#### Outlook for FYE March 31, 2012

#### **■** Consolidated

	Q2 ending S	ept. 30, 2011	FYE Marc	ch 31, 2012
	mm of yen	y-o-y growth (%)	mm of yen	y-o-y growth (%)
Net sales	113,800	(1.6)	235,500	0.0
TV broadcasting	96,000	(2.9)	199,800	(0.7)
Music publication	5,450	54.9	8,400	21.6
Other businesses	12,350	(7.6)	27,300	(0.0)
Operating income	1,200	(68.4)	5,500	(44.2)
Recurring profit	2,100	(58.1)	7,000	(43.4)
Net income	1,100	(52.6)	4,000	(43.0)

#### ■ Non-consolidated

	Q2 ending S	ept. 30, 2011	FYE Marc	ch 31, 2012
	mm of yen	y-o-y growth (%)	mm of yen	y-o-y growth (%)
Net sales	95,700	(8.0)	201,500	(4.4)
Network time	41,000	(3.8)	83,600	(0.6)
Spot	39,800	(5.3)	86,700	(1.0)
Others	14,900	(23.0)	31,200	(19.9)
Operating expenses	96,200	(5.4)	199,000	(2.5)
Production costs	37,865	(0.7)	77,932	3.1
Operating income	(500)	_	2,500	(62.5)
Recurring profit	300	(91.8)	3,500	(60.4)
Net income	200	(89.3)	2,000	(64.0)

#### **■**Outlook for Annual Capital Expenditure

Consolidated 13.8 bn yen Non-consolidated 13.2 bn yen

#### **■**Outlook for Annual Depreciation and Amortization

Consolidated 9.3 bn yen Non-consolidated 8.7 bn yen

# **Network Time and Spot Revenues**

# $\blacksquare Network\ Time\ Revenue\ on\ a\ Quarterly\ Year-on-Year\ Basis\ (Non-consolidated)$

		FYE March 31,								
	2011	2010	2009	2008						
April ~ June	103.7%	89.5%	101.2%	94.7%						
July ~ Sept.	101.6%	83.6%	104.6%	100.9%						
April ~ Sept.	102.6%	86.4%	103.0%	97.8%						
Oct. ~ Dec.	96.8%	90.0%	96.2%	107.1%						
Jan. ~ March	96.8%	87.7%	100.5%	97.2%						
Oct. ~ March	96.8%	88.9%	98.2%	102.2%						
Year end	99.7%	87.6%	100.5%	100.0%						

#### ■ Spot Revenue on a Monthly Year-on-Year Basis (Non-consolidated)

	FYE March 31,							
	2011	2010	2009	2008				
April	106.4%	85.6%	93.5%	100.0%				
May	111.6%	89.2%	84.2%	93.9%				
June	95.8%	89.4%	90.1%	98.6%				
July	105.6%	89.5%	95.3%	103.5%				
August	118.0%	92.4%	89.0%	106.1%				
September	105.8%	94.2%	84.0%	102.8%				
April ~ Sept.	106.4%	89.7%	89.5%	100.3%				
October	108.8%	96.8%	93.0%	93.0%				
November	101.0%	101.7%	94.8%	93.9%				
December	102.3%	103.5%	88.5%	96.7%				
January	112.6%	96.8%	82.1%	99.1%				
February	112.7%	107.1%	74.3%	100.1%				
March	102.8%	107.6%	83.8%	98.5%				
Oct. ~ March	105.9%	102.4%	86.3%	96.8%				
Year end	106.1%	95.9%	87.9%	98.5%				



# **■**Spot Industry Segments

	FYE Marc	eh 31, 2011	FYE Marc	FYE March 31, 2010		ch 31, 2009
	у-о-у	share	у-о-у	share	у-о-у	share
Utilities	116.1%	1.2%	206.2%	1.1%	48.2%	0.5%
Foods & Beverages	94.4%	23.7%	107.7%	26.6%	92.4%	23.7%
Pharmaceuticals	104.1%	8.3%	102.1%	8.4%	83.9%	7.9%
Cosmetics & Detergents	107.5%	6.0%	95.0%	5.9%	87.7%	5.9%
Clothing	163.6%	2.0%	96.6%	1.3%	83.9%	1.3%
Publishing	77.6%	2.6%	84.7%	3.6%	79.7%	4.1%
Construction & Engineering	66.6%	0.0%	13.1%	0.1%	112.3%	0.5%
Hi-tech Precision Equipment	119.7%	3.2%	83.5%	2.4%	114.1%	2.8%
Consumer Electronics	104.1%	7.5%	80.4%	7.9%	91.1%	9.5%
Automobiles	130.2%	8.1%	88.1%	6.6%	87.0%	7.2%
Homeware*	87.3%	3.1%	93.0%	3.8%	84.7%	3.9%
Housing & Housing Materials	135.8%	3.2%	76.5%	2.5%	76.0%	3.2%
Retail	102.3%	3.6%	120.3%	3.7%	86.0%	3.0%
Finance & Insurance	117.7%	5.9%	95.1%	5.3%	78.8%	5.4%
Service ** & Entertainment	110.5%	18.6%	96.0%	17.9%	87.2%	17.9%
Others	117.1%	3.0%	81.3%	2.8%	105.4%	3.2%
Total	106.1%	100.0%	95.9%	100.0%	87.9%	100.0%

<sup>&</sup>quot;Homeware" includes toys, video games, sports products, etc. "Service" includes telecom and transportation.

<sup>\*\*</sup> 

#### **Consolidated Balance Sheets**

	isonuateu Dalance Sheets						(mm of yen)
				At Ma	rch 31,		
		2011	2010	2009	2008	2007	2006
ASS	ETS						
Ι (	Current Assets						
(	Cash and deposits	12,465	9,720	11,594	14,712	16,215	27,971
7	Γrade notes and accounts receivable	61,364	60,311	61,508	70,234	64,829	63,182
1	Marketable securities	55,042	51,103	39,026	59,824	48,453	37,882
I	nventories	8,686	10,915	11,019	14,533	14,127	14,293
I	Deferred tax assets	2,369	1,634	1,760	1,863	1,561	1,906
(	Other current assets	5,120	4,945	7,681	6,091	8,083	5,013
I	Less allowance for doubtful accounts	(105)	(133)	(89)	(79)	(70)	(73)
7	Total current assets	144,944	138,497	132,500	167,179	153,199	150,177
II <b>I</b>	Fixed assets						
1	1. Tangible assets						
	Buildings and structures, net	22,111	22,635	21,859	21,358	21,896	22,642
	Machinery and vehicles, net	8,777	10,682	14,461	16,303	19,038	21,418
	Land	31,240	21,173	21,014	16,733	16,694	16,694
	Leased property, net	5,719	7,527	8,780	_	_	_
	Construction in progress	_	_	_	64	26	296
	Other tangible assets, net	3,946	4,116	3,428	2,155	2,010	2,008
7	Γotal tangible assets	71,796	66,136	69,544	56,614	59,667	63,060
2	2. Intangible assets						
	Software	6,664	6,465	5,327	4,845	5,468	5,930
	Other intangible assets	282	288	306	321	310	325
]	Total intangible assets	6,947	6,754	5,634	5,166	5,779	6,256
3	3. Investments and other assets						
	Investment in securities	70,626	76,300	74,578	60,325	75,280	74,473
	Deferred tax assets	6,372	6,282	7,444	5,356	987	1,109
	Other investments	9,489	9,624	10,956	18,861	19,734	21,367
	Less allowance for doubtful accounts	(304)	(334)	(347)	(148)	(182)	(365)
7	Total investments and other assets	86,184	91,872	92,631	84,395	95,819	96,585
7	Total fixed assets	164,927	164,763	167,810	146,176	161,266	165,902
7	Γotal assets	309,871	303,261	300,311	313,356	314,466	316,079



			At Ma	rch 31		(mm of yen )
	2011	2010	2009	2008	2007	2006
LIABILITIES	-					
I Current liabilities						
Trade notes and accounts payable	12,662	13,320	15,860	17,685	14,671	15,341
Other payables	14,133	14,375	13,584	14,072	13,202	12,715
Accrued expenses	18,064	16,826	15,732	17,122	16,713	15,317
Accrued income taxes	3,476	540	743	1,932	393	4,740
Liabilities for director bonuses	89	82	107	123	218	
Other current liabilities	3,158	3,184	3,462	2,050	1,902	2,541
Total current liabilities	51,584	48,330	49,490	52,987	47,102	50,655
II Non-current liabilities						
Deferred tax liabilities	_	_	_	30	839	3,497
Liabilities for retirement and	13,411	13,196	13,221	13,612	15,876	16,300
severance benefits- employees	15,411	13,190	13,221	13,012	13,670	10,300
Liabilities for retirement and severance benefits- directors and	638	560	301	317	1,020	935
corporate auditors	036	300	301	317	1,020	933
Other non-current liabilities	1,374	1,277	1,145	967	183	177
Total non-current liabilities	15,423	15,034	14,669	14,927	17,920	20,911
Total liabilities	67,008	63,365	64,160	67,914	65,022	71,566
MINORITY INTERESTS	,		,	,		,
Minority interests		_	_	_	_	1,664
•						1,004
STOCKHOLDERS' EQUITY						26.642
I Common stock						36,642
II Additional paid-in capital		_			_	55,342
III Retained earnings					_	134,649
IV Net unrealized gain on other securities						16,185
V Foreign currency translation adjustments	_	_	_	_	_	27
Total stockholders' equity	_	_	_	_	_	242,848
Total liabilities and stockholders' equity	_			_		316,079
NET ASSETS						
I Stockholders' equity						
Common stock	36,642	36,642	36,642	36,642	36,642	_
Additional paid-in capital	55,342	55,342	55,342	55,342	55,342	_
Retained earnings	147,737	142,736	142,729	147,463	143,355	
Treasury stock	(321)	(321)	(321)	(321)		
Total stockholders' equity	239,401	234,400	234,393	239,128	235,341	_
II Accumulated other comprehensive inco	ome					
Net unrealized gain on available-for- sale securities	(995)	516	(2,293)	2,728	11,776	_
Deferred gain (loss) on hedges	22	_	(23)	(56)	_	_
Foreign currency translation adjustments	(170)	(130)	(143)	0	33	_
Total accumulated other comprehensive income	(1,144)	385	(2,460)	2,672	11,810	_
III Minority interests	4,605	5,109	4,217	3,640	2,292	_
Total net assets	242,863	239,895	236,150	245,441	249,443	_
Total liabilities and net assets	309,871	303,261	300,311	313,356	314,466	_
1 otal naomnes and net assets	202,071	202,201	200,211	212,220	017,700	

# **Consolidated Statements of Income**

_			T:	137 5	nded March	21	(mm of yen )
		2011		•	2006		
T	Not solos	2011	2010	2009	2008	2007	2006
1	Net sales Cost of sales	235,398	230,236	247,192	252,746	251,124	249,383
11		170,291	170,905	188,343	183,348	177,475	172,179
111	Gross profit	65,106	59,331	58,849	69,398	73,648	77,204
111	SGA expenses	55,254	52,114	56,834	59,421	59,970	60,128
	Personnel  Retirement and severance benefits	<u> </u>			10,134	9,876	9,990
	expense	_	_	_	448	440	474
	Agency commissions	_	_	_	38,186	38,356	38,699
	Advertising expense	_	_	_	2,319	2,276	2,186
	Other SGA expenses	_	_	_	8,331	9,020	8,777
	Operating income	9,851	7,216	2,015	9,976	13,677	17,075
ΙV	Non-operating revenue	2,914	2,110	1,954	2,458	1,383	1,126
	Interest income	141	209	556	711	427	245
	Dividend income	626	584	580	556	520	394
	Equity in earnings of affiliates	1,395	725	324	740	_	_
	Other non-operating income	750	591	492	450	434	486
V	Non-operating expenses	394	582	524	354	473	887
	Loss on exchange rate	_	_	51	127	_	_
	Interest expense	_	_	_	_	_	0
	Equity in losses of affiliates	_	_	_	_	205	688
	Loss on disposal of fixed assets	197	232	194	102	68	164
	Allowance for doubtful accounts	47	213	199	_		
	Other non-operating expenses	148	136	78	125	200	33
	Recurring profit	12,371	8,744	3,444	12,080	14,587	17,314
VI	Extraordinary gains	_	122	_	_	_	_
	Gain on sale of investment in securities	_	122	_	_	_	_
VI	I Extraordinary losses	559	2,434	2,858	839	18	85
	Loss on impairment of fixed assets	_	41	650	_	_	_
	Loss on sale of investment in securities	63	_	173	_	_	_
	Loss on devaluation of investment in	59	2,393	2,034	839	18	54
	securities	39	2,393	2,034	039	10	
	Effect of adoption of new accounting						
	standards for asset retirement	437	_	_	_	_	_
	obligations						
	Other extraordinary loss	_	_		_	_	31
	Income before income taxes and minority interests	11,811	6,432	586	11,240	14,568	17,228
	Income and enterprise taxes	4,498	1,526	1,763	3,589	3,113	7,640
	Deferred income taxes	164	1,286	(45)	966	837	(156)
	Income before minority interests	7,148			_	_	
	Minority interests	135	594	584	262	313	278
	Net income	7,013	3,024	(1,716)	6,422	10,303	9,466

# **Consolidated Statements of Comprehensive Income**

(mm of yen )

						mm oj ye			
		Fisical Year Ended March 31,							
	2011	2010	2009	2008	2007	2006			
Income before minority interests	7,148	_	_	_	_	_			
Other comprehensive income									
Net unrealized gain on available-for-sale securities	(1,465)	_	_	_	_	_			
Deferred gain (loss) on hedges	22	-	-	_	_	-			
Foreign currency translation adjustments	(39)	-	_	-	_	-			
Share of other comprehensive income of associates accounted for using equity method	(46)	-	_	_	-	-			
Total other comprehensive income	(1,529)	_	_	_	_	-			
Comprehensive income	5,619	_	_	_	_	_			
Components:									
Comprehensive income attributable to owners of the parent	5,483	_	_	_	_	-			
Comprehensive income attributable to minority interests	135	_	_	_	_	-			



(mm of yen)

			<b>—</b>	1 7 7 7 1	137 1 2		m of yen )
	<del>-</del>	2011	Fisc 2010	al Year End 2009	ed March 3 2008	1, 2007	2006
ī	Cash flows from operating activities	2011	2010	2009	2008	2007	2000
	Income before income taxes and minority interests	11,811	6432	586	11240	14568	17228
	Depreciation and amortization	8,934	10767	9087	8828	8382	8559
-	Loss on impairment of fixed assets	-	41	650		_	_
	Loss on disposal of fixed assets	197	232	194	102	68	164
	(Gain) Loss on sales of investment in securities	63	(122)	173	_	_	_
	Loss on devaluation of investment in securities	59	2393	2034	839	18	54
	Effect of adoption of new accounting standards for	437	_	_	_	_	_
	asset retirement obligations						
	Increase (decrease) in allowance for doubtful accounts	(59)	19	208	(49)	(185)	(142)
	Equity in losses of affiliates	(1.205)	(725)	(224)	(740)	205	688
	Equity in earnings of affiliates  Increase (decrease) in liabilities for retirement and	(1,395)	(725)	(324)	(740)		
	severance benefits-employees	214	(91)	(390)	(2739)	(424)	(25)
	Interest and dividend income	(768)	(794)	(1137)	(1267)	(948)	(640)
	(Increase) decrease in guarantees	(700) —	4080	(1137)	(1207)	(240)	(0+0)
	Interest expenses	_	_	_	_	_	0
	(Increase) decrease in trade notes and accounts	(1.007)	1,000	0744	(4904)	(1,000)	
	receivables	(1,087)	1669	8744	(4804)	(1608)	500
	(Increase) decrease in inventories	2,227	306	3582	(222)	166	248
	Increase (decrease) in trade notes and accounts	(638)	(2540)	(1831)	3623	892	851
	payables	(036)	(2340)	(1031)	3023	692	031
	Other cash flows from operating activities	2,241	1952	(2586)	3125	(931)	(782)
	Sub total	22,237	23620	18991	17936	20204	26706
	Interest and dividend received	841	874	1241	1256	944	597
	Interest paid	_					(0)
	Income taxes refunded	445	883	_	423	_	
	Income taxes paid	(1,183)	(2052)	(3834)	(2089)	(7460)	(7784)
	Net cash provided by operating activities	22,341	23326	16397	17526	13688	19518
II	Cash flows from investing activities	·					
	(Increase) decrease in cash deposits	300	3027	1094	(9)	(5704)	(0)
	(Increase) decrease in short-term investments	_	_	7800	8395	1314	(5390)
	Purchase of marketable securities	(28,000)	(998)	_	_	_	_
	Proceeds from maturity of marketable securities	19,000					
	Purchase of tangible assets	(14,437)	(5497)	(11723)	(3591)	(3088)	(4419)
	Proceeds from sales of tangible assets	_	_	_	19	65	10
	Purchase of intangible assets	(2,497)	(2081)	(1837)	(1520)	(1454)	(1096)
	Purchase of investment in securities	(1,240)	(2884)	(27560)	(6201)	(11313)	(12995)
	Proceeds from investment in subsidiaries			_	282		
	Cash paid in conjunction with purchase of	_	(543)	(7)	_	(132)	_
	consolidated subsidiaries  Proceeds from sales of investment in securities	1,662	363	317	144		9
	Proceeds from maturity of investment in securities	5,062	1500	2000	500	1500	2505
	Other cash flows from investing activities	(1,063)	(60)	(287)	685	65	23
	Net cash used in investing activities	(21,212)	(7174)	(30205)	(1295)	(18748)	(21354)
III		(21,212)	(/1/4)	(30203)	(12)3)	(10740)	(21334)
111	2 2		_				
	Increase (decrease) in short-term debt Payments on long-term debt						
	Dividends paid to stockholders	(2,012)	(3018)	(3018)	(2313)	(1407)	(1509)
	Dividends paid to stockholders  Dividends paid to minority stockholders of	, , , , , ,					
	subsidiaries	(98)	(22)	(10)	(12)	(12)	(11)
	Other cash flows from financing actitivies	(139)	(101)	(15)			
	Net cash used in financing activities	(2,249)	(3141)	(3044)	(2326)	(1419)	(1521)
117		(4,449)	(3141)	(3044)	(2320)	(1419)	(1321)
IV	equivalents	(34)	4	(156)	(33)	6	62
V	Net increase (decrease) in cash and cash equivalents	(1,155)	13014	(17008)	13872	(6472)	(3294)
	-						
	Cash and cash equivalents at beginning of term	57,357	44343	61351	47479	53952	57247
VII	Cash and cash equivalents at end of term	56,202	57357	44343	61351	47479	53952

			A 4 Ma			(mm of yen)
-	2011	2010	At Ma		2007	2006
ASSETS	2011	2010	2009	2008	2007	2006
I Current assets	0.775	7.010	0.002	0.000	14017	24.070
Cash	9,775	7,010	9,902	9,980	14,017	24,959
Trade notes	732	820	1,228	1,458	4,130	4,416
Accounts receivable	56,642	56,274	56,930	63,270	57,651	55,629
Marketable securities	55,042	51,103	39,026	59,824	48,453	37,882
Inventories	7,667	10,125	10,461	-	-	-
Inventory - programs	-	_	_	13,668	13,166	13,455
Inventory - merchandise	-	_	_	143		
Inventory - others	-	_	_	37	144	147
Advance payments	618	385	611	603	584	673
Prepaid expenses	423	434	449	557	593	476
Deferred tax assets	1,592	960	1,126	1,138	1,067	1,330
Deposits	663	718	686	839	831	487
Other current assets	3,101	2,735	5,070	3,820	6,453	4,154
Less allowance for doubtful receivables	(77)	(103)	(42)	(46)	(48)	(45)
Total current assets	136,182	130,466	125,450	155,296	147,047	143,566
II Fixed asssets						
1. Tangible assets						
Buildings	18,847	19,404	20,142	19,922	20,595	21,358
Structures	1,537	1,355	1,202	1,006	881	872
Machinery	8,189	10,002	13,843	15,821	18,654	20,989
Vehicles	77	138	214	137	149	171
Equipment	2,690	2,933	2,467	1,549	1,457	1,439
Land	29,049	18,915	18,914	16,592	16,590	16,590
Leased property	5,501	7,292	8,757	_	_	_
Construction in progress	269	240	24	65	19	305
Total tangible assets	66,162	60,282	65,567	55,095	58,348	61,726
2. Intangible assets						
Software	6,522	6,313	5,205	4,719	5,332	5,814
Other intangible assets	234	243	258	272	280	297
Total intangible assets	6,756	6,557	5,464	4,991	5,613	6,111
3. Investments and other assets	•	•	•	·	•	•
Investments in securities	30,279	34,386	35,009	43,406	56,340	63,842
Investments in subsidiaries	44,983	44,426	40,301	18,016	17,397	8,514
Long-term loan to employees	16	13	11	11	10	16
Long-term prepaid expenses	_	_	1	_	_	_
Deferred tax assets	4,438	4,509	5,988	4,026	_	_
Guarantee deposits			4,898	13,279	14,974	16,707
Membership	_	_	-	-	1,197	1,446
Retirement and severance benefit plan assets	_	_	_	_	1,160	1,167
Other investments and other assets	6,514	6,544	3,433	2,573	_	_
Less allowance for doubtful receivables	(148)	(142)	(319)	(120)	(172)	(351)
Total investments and other assets	86,083	89,737	89,324	81,193	90,908	91,344
Total fixed assets	159,002	156,577	160,356	141,280	154,870	159,183
Total assets	295,184	287,043	285,806	296,576	301,917	302,750



(mm of yen) At March 31, 2011 2010 2009 2008 2007 2006 LIABILITIES Current liabilities 3,389 3.330 3,208 3.317 3,077 3.151 Trade notes payable Accounts payable 6,348 7,422 9,562 9,514 8,078 8,543 Short-term debt 19,513 15,556 15,151 13,784 10,803 9.224 100 Current installments of long-term debt 100 600 600 Liabilities for lease 88 18 1.845 2,833 2,286 862 988 693 Other payables Accrued agency commission 12,301 11.646 11,208 13.191 12,225 12.019 15,596 Accrued expenses 16,647 15,223 14,382 15,434 13,932 Accrued income taxes 2,158 676 3,318 Liaibilities for director bonuses 100 189 242 207 344 259 432 Advanced payments Deposits 992 249 368 318 449 424 Accrued consumption taxes 232 156 578 Capex trade notes payable 506 300 447 70 **Asset Retirement Obligation** 720 2,220 222 Other current liabilities 1,826 68 54 Total current liabilities 64,316 58,381 58,776 52,780 52,921 58,852 II Non-current liabilities Long-term debt 100 300 600 221 283 65 Liabilities for lease Deferred tax liabilities 803 880 Liabilities for employee retirement and 9,852 9,882 10,235 10.928 13,917 14,475 severance benefits Liabilities for director retirement and 849 798 severance benefits **Asset Retirement Obligation** 447 499 932 Other non-current liabilities 754 1,024 109 106 15.979Total non-current liabilities 11,020 10.920 11,325 11.960 16,861 Total liabilities 75,336 69.302 70,178 70,737 68,760 69,783 STOCKHOLDERS' EQUITY 36,642 Common stock 55,342 Additional paid-in capital III Retained earnings 529 1. Legal reserve 117,160 2. General reserve 3. Reserve for 50th Anniversary Project 400 1.526 4. Other reserve 5,302 5. Unappropriated retained earnings Total retained earnings 124,918 IV Net unrealized gain on other securities 16.063 Total stockholders' equity 232,967 Total liabilities and stockholders' equity 302,750 **NET ASSETS** Stockholders' equity 1.Common stock 36,642 36,642 36.642 36.642 36.642 2. Additional paid-in capital 55,342 55,342 55,342  $55,3\overline{42}$ 55.342 128,770 125,231 125,909 131,005 129.472 3. Retained earnings Total stockholders' equity 220,756 217,217 217,894 222,991 221,457 Valuation and translation adjustments Net unrealized gain on other securities (931)524 (2,250)2,904 11,699 Deferred losses on hedges 22 (56)(15)Total valuation and translation adjustments (2,266)524 (909)2.848 11699 Total net assets 217,741 215,628 219,847 225,839 233,156 287,043 Total liabilities and net assets 295,184 285,806 296,576 301.917

# **Non-consolidated Statements of Income**

						(mm of yen )
	Fiscal Year Ended March 31,					
	2011	2010	2009	2008	2007	2006
Net sales	210,670	206,723	220,931	230,144	227,687	223,782
TV broadcasting revenue	185,503	180,745	196,132	207,537	208,736	208,081
Time sales revenue	84,103	84,374	96,275	95,754	95,745	94,228
Spot sales revenue	87,598	82,533	86,053	97,926	99,413	100,855
Program sales revenue	11,977	12,027	12,203	12,232	11,992	11,884
Other revenue	1,824	1,809	1,599	1,623	1,585	1,113
Other business revenue	25,166	25,978	24,798	22,606	18,950	15,701
II Operating expenses	204,004	202,346	222,458	224,038	217,966	211,707
1. Broadcasting and other business costs	154,815	155,948	172,342	169,405	162,847	155,759
Personnel	15,199	13,966	14,119	14,754	14,805	14,755
Liabilities for employee retirement and severance benefits	1,209	_	_	1,158	1,148	1,178
Production costs	75,576	75,694	90,368	89,258	87,490	84,730
Network costs	24,036	23,378	23,784	23,658	23,100	22,772
Other business costs	18,815	19,788	19,507	17,767	14,198	11,630
Depreciation and amortization	7,638	9,653	7,717	7,351	6,980	7,198
Other costs	12,338	13,466	16,844	15,455	15,122	13,493
2. SGA expenses	49,188	46,398	50,116	54,633	55,119	55,947
Personnel	_	_	_	6,874	6,968	6,975
Liabilities for employee retirement and severance benefits	_	_	_	370	382	423
Agency commissions	_	_	_	38,321	38,458	38,825
Advertising expenses	_	_		1,913	1,980	2,157
Depreciation and amortization				1,117	1,093	1,107
Other costs				6,036	6,235	6,458
Operating income	6,666	4,376	(1,527)	6,105	9,720	12,075



(mm of ven )

			scal Year En			(mm of yen )
	2011	2010	2009	2008	2007	2006
III Non-operating revenue	2,488	2,583	2,809	1,700	1,361	1,077
Interest income	136	202	545	687	409	238
Dividend income	1,869	1,965	1,990	676	581	449
Other non-operating revenue	483	415	273	336	370	389
IV Non-operating expenses	320	312	576	335	234	182
Interest expenses	17	22	98	78	29	5
Loss on exchange rate	_	_	48	127	_	_
Loss on disposal of fixed assets	203	181	184	66	66	156
Loss on doubtful receivables	47	70	199	_	_	_
Other non-operating expenses	50	37	45	62	138	20
Recurring profit	8,834	6,647	705	7,470	10,848	12,970
V Extraordinary gains	_	120	_	_	_	_
Gain on sale of investment in securit	_	120	_			
VI Extraordinary losses	530	3,103	2,757	839	15	6,643
Loss on impairment of fixed assets	_	41	650	_	_	_
Loss on sale of investment in securities	34	_	173	_	_	_
Loss on devaluation of investment in securities	59	2,393	1,932	765	15	54
Loss on devaluation of affiliates	_	668	1	74	_	6,557
Loss on return of membership	_	_	_	_	_	31
Effect of adoption of new accounting standards for asset retirement obligations	437	_	_	_	_	_
Income before income taxes	8,303	3,664	(2,052)	6,630	10,833	6,327
Income taxes and enterprise taxes	2,330	49	9	1,610	1,590	5,387
Deferred income taxes	422	1,274	16	1,173	3,181	(2699)
Net income	5,551	2,340	(2,078)	3,847	6,062	3,639

# **Viewer Ratings Summary**

■ Monthly Average Ratings April 2010 ~ March 2011

(Source: Video Research)

•	<b>p -</b>			(%)
	All Day	Golden Hour	Prime Time	Prime Time 2
	6:00am-midnight	7:00pm-10:00pm	7:00pm-11:00pm	11:00pm-1:00am
April	7.4	11.3	12.0	9.1
May	7.2	11.0	11.6	9.0
June	7.4	12.6	13.2	8.3
July	7.0	10.5	11.1	8.4
August	6.9	10.0	10.8	8.0
September	7.2	11.6	12.0	8.3
April ~ Sept.	7.2	11.2	11.8	8.5
October	7.0	10.9	11.3	8.4
November	7.0	11.2	11.5	9.0
December	7.6	12.9	13.2	9.6
January	7.8	12.3	12.8	12.2
February	7.5	12.1	12.7	9.6
March	7.3	11.7	12.2	8.7
Oct. 2010~March 2011	7.4	11.9	12.3	9.6
April 2010~March 2011	7.3	11.5	12.0	9.0
April 2009~March 2010	7.7	11.0	11.7	8.8