# Flash Report [Japanese GAAP] (Consolidated Basis)

## Results for the fiscal year ended March 31, 2020

## Company name: Fuji Media Holdings, Inc.

Stock listing:Tokyo Stock ExchangeCode number: 4676URL: https://www.fujimediahd.co.jp/enRepresentative:Osamu Kanemitsu, President and Representative DirectorPerson to contact:Junji Okunogi,Senior Executive Director of Treasury & Finance DepartmentTelephone: +81-3-3570-8000 (key)

Scheduled date of the General Meeting of Shareholders: June 25, 2020

Scheduled date of commencing dividend payments: June 26, 2020

Scheduled date of filing securities report: June 25, 2020

Availability of supplementary briefing material on financial results: Available

Schedule of financial results briefing session: Not scheduled

(Figures less than ¥1 million have been omitted.)

## 1. Consolidated Financial Results

#### (1) Business Performance

Years ended March 31

Percentages indicate year-on-year increases/(decreases).

	Net sales		Operating income		Recurring profit		Net income attributable to owners of the parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
2020	631,482	(5.6)	26,341	(24.1)	34,854	(17.0)	41,307	74.8
2019	669,230	3.5	34,709	37.4	41,975	19.5	23,627	(5.3)

(Note) Comprehensive income: Year ended March 31, 2020: ¥17,292 million, (48.8)%,

	Year ended March 31, 2019: ¥33,797 million, (28.7)%									
	Basic earnings per Diluted earnings per		Rate of return on	Recurring profit-to-	Operating income-					
	share	share	equity	total-assets ratio	to-net-sales ratio					
	Yen	Yen	%	%	%					
2020	178.44	_	5.6	2.7	4.2					
2019	102.03	_	3.3	3.3	5.2					

(Reference) Equity in earnings of affiliates:

Year ended March 31, 2020: ¥5,182 million, Year ended March 31, 2019: ¥3,025 million

## (2) Financial Position

#### At March 31

	Total assets	Net assets	Equity ratio	Net assets per share	
	Millions of yen	Millions of yen	%	Yen	
2020	1,254,613	745,574	58.6	3,179.13	
2019	1,290,484	743,348	56.5	3,150.57	

(Reference) Total shareholders' equity: March 31, 2020: ¥735,431 million,

March 31, 2019: ¥729,354 million

## (3) Cash Flows

Years ended March 31

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of year	
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	
2020	16,854	(33,907)	8,388	79,970	
2019	103,640	(99,386)	(7,310)	89,900	

## 2. Dividends

Years ended March 31, 2019 and 2020 / Year ending March 31, 2021

	Dividends per share					Total amount of dividends	Payout	Dividends-to-
	1Q	2Q	3Q	Year-end	Total	(for the entire fiscal year)	ratio	net assets ratio
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
2019	_	22.00		22.00	44.00	10,304	43.1	1.4
2020	_	22.00		22.00	44.00	10,304	24.7	1.4
2021 (Forecast)	_	_	_				_	

(Note) Breakdown of dividends per share for the year ended March 31, 2019:

2Q: Ordinary dividend: ¥20.00, Commemorative dividend: ¥2.00

Year-end: Ordinary dividend: ¥20.00, Commemorative dividend: ¥2.00

The dividends for the year ending March 31, 2021 have not yet been determined because it is difficult to calculate the earnings forecast at this time, and it will be disclosed as soon as such disclosure becomes possible.

## 3. Forecasts of Consolidated Financial Results for the Fiscal Year Ending March 31, 2021

The forecasts of consolidated financial results for the fiscal year ending March 31, 2021 have not yet been determined because it is difficult to make a reasonable calculation at this stage due to factors including the impact of the spread of the novel coronavirus infection and the timing of its containment. The Company will carefully assess the impact on its business in the future and disclose its forecasts as soon as such disclosure becomes possible.

Notes:

- 1. Significant changes in subsidiaries (changes in specific subsidiaries involving a change in the scope of consolidation) during the subject period: None
  - Additions: None
- Deletions: None
- 2. Changes in accounting policies, changes in accounting estimates, and modifications and restatements:
  - 1) Changes in accounting policies based on revision of accounting standards: None
  - 2) Changes in accounting policies other than 1) above: Yes
  - 3) Changes in accounting estimates: Yes
  - 4) Modifications and restatements: None

(Note) The Company has changed the method of depreciation and years of useful life as from the fiscal year ended March 31, 2020, and this is applicable under "Change in Accounting Policy Difficult to be Distinguished from Change in Accounting Estimates, and Change in Accounting Estimates." For details, please refer to "3. CONSOLIDATED FINANCIAL STATEMENTS AND PRIMARY NOTES, (5) Notes to Consolidated Financial Statements, (Change in Accounting Policy Difficult to be Distinguished from Change in Accounting Estimates, and Change in Accounting Policy Difficult to be Distinguished from Change in Accounting Policy Difficult to be Distinguished from Change in Accounting Estimates, and Change in Accounting Policy Difficult to be Distinguished from Change in Accounting Estimates, and Change in Accounting Estimates)" on page 21.

## 3. Number of issued shares (Common stock)

	Years ended March 31		
	2020	2019	
1) Number of issued shares (including treasury stock) at end of fiscal year (shares)	234,194,500	234,194,500	
2) Number of treasury stock at end of fiscal year (shares)	2,863,495	2,695,505	
<ol> <li>Average number of issued shares during the fiscal year (shares)</li> </ol>	231,488,297	231,574,541	

# (Reference) Flash Report (Non-Consolidated Basis)

# Non-Consolidated Financial Results for the Fiscal Year ended March 31, 2020

## (1) Business Performance

Years ended March 31

Percentages indicate year-on-year increases/(decreases).

	Net sales		Operating income		Recurring profit		Net income	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
2020	18,222	43.7	11,533	85.7	14,812	39.9	16,735	49.2
2019	12,684	(4.9)	6,211	12.3	10,586	9.9	11,215	2.6

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
2020	71.46	_
2019	47.89	_

## (2) Financial Position

## At March 31

	Total assets	Net assets	Equity ratio	Net assets per share	
	Millions of yen	Millions of yen	%	Yen	
2020	752,182	517,643	68.8	2,210.32	
2019	805,259	540,706	67.1	2,308.79	

(Reference) Total shareholders' equity: March 31, 2020: ¥517,643 million, March 31, 2019: ¥540,706 million

## This flash report is outside the scope of audit by certified public accountants or an audit firm.

## Explanation of appropriate use of forecasts of financial results; other important items

The forward-looking statements made in this document, including the aforementioned forecasts, are based on all information available to the management at the time of this document's release and certain assumptions considered rational. Actual results may differ materially from the forecasts due to various factors in the future.

Regarding the assumptions forming the forecast of financial results, please refer to "1. OVERVIEW OF BUSINESS RESULTS, ETC.: (4) Future Outlook" on page 9.

In light of the spread of the novel coronavirus infection, the Company has decided to cancel the financial results briefing session for the fiscal year ended March 31, 2020 (for institutional investors and analysts), considering the priority to be given to the health and safety of all participants and stakeholders. Please refer to the Company's website for financial results briefing materials.

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## 1. OVERVIEW OF BUSINESS RESULTS, ETC.

#### (1) Overview of Business Results for the Fiscal Year under Review

The Japanese government's Monthly Economic Report on the Japanese economy for the fiscal year ended March 31, 2020 (April 1, 2019 to March 31, 2020) states, "Concerning short-term prospects, a severe situation is expected to remain due to the impact of the novel coronavirus infection. Moreover, full attention should be given to the further downside risks to the domestic and overseas economies which are affected by the infectious disease. In addition, attention should be given to the effects of fluctuations in the financial and capital markets." It also states that firms' judgments on business conditions are "deteriorating, due to the impact of the infectious disease."

Fuji Media Holdings Group (the "Group") was also affected to no small extent by the impact of the novel coronavirus infection, including a decline in advertising revenue, a drop in tourism demand, and the cancellation or postponement of events. However, in the fiscal year under review, it could limit the impact on revenue due mainly to the strong performance up to that point and sales efforts.

Amid this economic environment, the consolidated net sales of the Group decreased overall during the fiscal year under review, down 5.6% from the previous fiscal year to ¥631,482 million, as there were decreases in the Media & Content segment and the Urban Development, Hotels & Resorts segment.

In terms of earnings, operating income also decreased 24.1% year-on-year to ¥26,341 million, as there were decreases in the Media Content segment and the Urban Development, Hotels & Resorts segment. Recurring profit decreased 17.0% year-on-year to ¥34,854 million, and net income attributable to owners of the parent increased 74.8% year-on-year to ¥41,307 million due to the posting of a gain on return of substitutional portion of employees' pension fund as an extraordinary gain.

Results by operating segment are as follows.

		Net sales	Operating income			
	2019	2020	Change	2019	2020	Change
	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	%
Media & Content	526,568	515,334	(2.1)	16,987	13,924	(18.0)
Urban Development, Hotels & Resorts	137,381	110,749	(19.4)	18,029	13,706	(24.0)
Other	19,062	19,335	1.4	555	595	7.2
Eliminations	(13,781)	(13,936)	_	(863)	(1,885)	_
Total	669,230	631,482	(5.6)	34,709	26,341	(24.1)

Years ended March 31

#### Media & Content

Broadcasting revenue of Fuji Television Network, Inc. ("Fuji TV"), the core subsidiary of the Group, decreased 2.5% year-on-year to ¥212,980 million due to a reactionary drop in sales after the "2018 FIFA World Cup Russia" in the previous fiscal year and the struggling sales of regular programs.

Among the mainstay broadcasting businesses, in network time advertising sales (time advertising for nationwide broadcast), contributions were made by "FIVB Volleyball World Cup 2019," "FNS 27-hour Television," "Sazae-san 50th Anniversary Anime & Drama," etc., but these contributions were not sufficient to offset the decrease in revenue from regular programs. As a result, network time advertising sales decreased 2.0% year-on-year to ¥78,848 million.

Local time advertising sales (time advertising for the Kanto region) decreased 7.3% year-onyear to ¥12,319 million, due in part to changes of sales categories.

In terms of spot advertising sales, although market share increased in all months, the full-year results were down from the previous fiscal year due to the impact of weak advertising market conditions. By industry category, revenue from "Information/Communications/Broadcasting" and "Energy/Machinery" rose above the previous-year levels, while revenue from "Cosmetics/Toiletries," "Automobile/Related Products," etc. fell below the previous-year levels. As a result, net sales decreased 3.2% year-on-year to ¥89,547 million.

With regard to other businesses, contributions were made in the movie business by distribution revenue from "ONE PIECE STAMPEDE," "Hit Me Anyone One More Time" and "Tonde Saitama (Fly Me to the Saitama)" and the secondary use of "SHOPLIFTERS," "MASQUERADE HOTEL" and other projects, and revenue increased as a result. In the digital business, sales of FOD (Fuji TV On Demand) continued to be strong and exceeded those of the previous fiscal year. In the events business, revenue decreased due to the difference in the scale of the major Cirque Du Soleil production "Kurios" from the previous fiscal year. As a result, net sales from other businesses decreased 14.0% year-on-year to ¥42,543 million.

Due to the impact of the novel coronavirus infection, the "World Figure Skating Championships 2020," which was scheduled to take place in Canada in March, was canceled and the broadcast was suspended, and also in the event business, the "Toshiba Grand Concert 2020," which was scheduled to take place in Tokyo in February and March, and other events were canceled.

As a result of the above, net sales of Fuji TV as a whole decreased 4.6% year-on-year to ¥255,523 million. Operating income decreased 29.9% year-on-year to ¥7,160 million.

Fuji Satellite Broadcasting, Inc. saw a decline in broadcasting revenue overall due to sluggish growth in time advertising revenue despite strong spot advertising revenue. Earnings decreased due to an increase in expenses for BS 4K-resolution broadcasts.

Although Nippon Broadcasting System, Inc. recorded a decrease in revenue due to sluggish broadcasting revenue despite an increase in revenue in the *Radio-Living* radio shopping business, it posted an increase in earnings due to factors including cost reductions.

Pony Canyon Inc. posted increased revenue and earnings due to strong streaming, events and goods revenues in addition to a strong performance of hits in the music division, thanks to the continued diversification of revenue streams.

Fujipacific Music Inc. recorded increases in both revenue and earnings as a result of strong

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performances in royalty and artists management revenues.

The Dinos business of Dinos Cecile Co., Ltd. recorded an increase in revenue due to continued strong performance particularly of beauty and health products in television shopping. However, in the Cecile business, revenue decreased as growth in the catalog shopping was sluggish. As a result, the entire business of Dinos Cecile Co., Ltd. posted decreases in both revenue and earnings.

Quaras Inc. posted an increase in revenue due to strong performances in web advertising and sales of goods associated with events. However, as revenue mainly from television advertising decreased and losses were posted due to canceled events since March, earnings decreased.

Fuji Games, Inc. posted a decrease in revenue as fee revenue from new and existing titles struggled, resulting in the posting of an operating loss.

As a result of the above, in the Media & Content segment overall, net sales declined 2.1% from the previous fiscal year to ¥515,334 million, and segment operating income decreased 18.0% from the previous fiscal year to ¥13,924 million.

#### **Urban Development, Hotels & Resorts**

The Sankei Building Co., Ltd. recorded decreases in both revenue and earnings due to a decrease in revenue in the building business and a decrease in the number of properties of the asset development business sold to SANKEI REAL ESTATE Inc. (a real estate investment trust (REIT)) compared to the previous fiscal year.

GRANVISTA Hotels & Resorts Co., Ltd. posted an operating loss as a result of a decrease in revenue due to a decrease in travel and tourism demand, including inbound tourists' demand, caused by the impact of the novel coronavirus infection.

As a result of the above, the Urban Development, Hotels & Resorts segment recorded net sales of ¥110,749 million, down 19.4% from the previous fiscal year, with segment operating income down 24.0% from the previous fiscal year to ¥13,706 million.

#### Other

Net sales in the Other segment overall increased 1.4% from the previous fiscal year to ¥19,335 million, and segment operating income increased 7.2% from the previous fiscal year to ¥595 million.

The Fuji TV network affiliates, along with ITOCHU Fuji Partners, Inc., Nihon Eiga Broadcasting Corp., WOWOW Inc. and SANKEI SHIMBUN CO., LTD. contributed to the equity in earnings of affiliates.

### (2) Overview of Financial Position for the Fiscal Year under Review

Total assets at the end of the fiscal year under review (March 31, 2020) amounted to ¥1,254,613 million, a decrease of ¥35,871 million (2.8%) from the end of the previous fiscal year (March 31, 2019).

Total current assets amounted to ¥424,033 million, an increase of ¥16,426 million (4.0%) from the end of the previous fiscal year. This was due mainly to an increase of ¥26,971 million in inventories; against a decrease of ¥9,763 million in marketable securities.

Total noncurrent assets amounted to ¥830,346 million, a decrease of ¥51,972 million (5.9%) from the end of the previous fiscal year. This was due mainly to decreases of ¥44,230 million in investment securities due primarily to a decline in the market value of listed stocks and ¥8,131 million in land.

Total liabilities amounted to ¥509,038 million, a decrease of ¥38,097 million (7.0%) from the end of the previous fiscal year.

Total current liabilities amounted to ¥166,085 million, a decrease of ¥24,697 million (12.9%) from the end of the previous fiscal year. This was due mainly to decreases of ¥6,819 million in notes and accounts payable-trade, ¥5,309 million in accrued income taxes and ¥3,011 million in accrued expenses included in the "Other" line item.

Total noncurrent liabilities amounted to ¥342,953 million, a decrease of ¥13,400 million (3.8%) from the end of the previous fiscal year. This was due mainly to decreases of ¥27,912 million in net defined benefit liability resulting from the return of the substitutional portion of the employees' pension fund and ¥12,848 million in deferred tax liabilities due primarily to a decrease in unrealized gains on listed stocks; against an increase of ¥25,766 million in long-term loans payable.

Total net assets amounted to ¥745,574 million, an increase of ¥2,226 million (0.3%) from the end of the previous fiscal year. This was due mainly to the recording of ¥41,307 million in net income attributable to owners of the parent and an increase of ¥6,207 million in remeasurements of defined benefit plans; against the payment of ¥10,304 million in dividends of surplus and a decrease of ¥31,328 million in valuation difference on available-for-sale securities.

#### (3) Overview of Cash Flows for the Fiscal Year under Review

Cash flows during the fiscal year under review were as follows.

Cash provided by operating activities amounted to ¥16,854 million, a decrease of ¥86,786 million (83.7%) from cash provided during the previous fiscal year. This was due mainly to a decrease of ¥49,449 million in inventories, an increase of ¥18,122 million in net defined benefit liability and a decrease of ¥13,867 million in notes and accounts payable-trade; against an increase of ¥20,477 million in income before income taxes.

Cash used in investing activities amounted to ¥33,907 million, a decrease of ¥65,478 million (65.9%) from cash used in the previous fiscal year. This was due mainly to a decrease of ¥33,042 million in payments on purchase of property, plant and equipment, as well as increases of ¥24,608 million in proceeds from sales and redemption of marketable securities and ¥23,498 million in proceeds from sales and redemption.

Cash provided by financing activities amounted to ¥8,388 million, an increase of ¥15,699 million, compared to ¥7,310 million from cash used in the previous fiscal year. This was due mainly to an increase of ¥23,247 million in proceeds from long-term loans payable and a decrease of ¥18,700 million in repayments of long-term loans payable; against a net decrease of ¥24,500 million in short-term loans payable.

As a result of taking into account a decrease of ¥1,114 million in cash and cash equivalents resulting from exclusion of subsidiaries from consolidation, the balance of cash and cash equivalents at the end of the fiscal year under review amounted to ¥79,970 million, a decrease of ¥9,929 million (11.0%) from the end of the previous fiscal year.

#### (Reference) Trends in cash flow indices are shown below:

Years ended March 31

	2016	2017	2018	2019	2020
Equity ratio (%)	55.4	56.3	56.7	56.5	58.6
Equity ratio, based on market value (%)	25.1	29.9	33.7	27.4	19.9
Ratio of interest-bearing debt to cash					
flow (times)	7.4	4.2	4.6	2.1	14.7
Interest coverage ratio (times)	15.6	31.0	38.4	90.2	14.4

Notes: Equity ratio: shareholders' equity/ total assets

Equity ratio, based on market value: total market capitalization/ total assets Ratio of interest-bearing debt to cash flow: interest-bearing debt/ cash flows Interest coverage ratio: cash flows/ interest expense

- \*1. All indices are calculated on a consolidated basis.
- \*2. The total market value of stocks is calculated by multiplying market value at the balance sheet date by the number of shares issued (with shares of treasury stock deducted) at the balance sheet date.
- \*3. "Cash flows" refers to cash flows provided by (used in) operating activities as shown in the consolidated statements of cash flows.
- \*4. "Interest-bearing debt" refers to all debts listed in the consolidated balance sheets on which the Company pays interest. "Interest payments" denotes interest payments as reflected in the consolidated statements of cash flows.
- \*5. The Company adopted the "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, February 16, 2018) effective from the beginning of the fiscal year ended March 31, 2019. Accordingly, the standards have been retroactively applied to the indicators for the fiscal year ended March 31, 2018.

## (4) Future Outlook

The forecasts of consolidated financial results for the fiscal year ending March 31, 2021 have not yet been determined because it is difficult to make a reasonable calculation at this stage due to factors including the impact of the spread of the novel coronavirus infection and the timing of its containment. The Company will carefully assess the impact on its business in the future and disclose its forecasts as soon as such disclosure becomes possible.

# (5) Basic Policy Regarding Profit Allocation and Dividends in the Fiscal Year under Review and the Next Fiscal Year

The Company regards the redistribution of profits to its shareholders as one of its most important management responsibilities. The Company's basic policy, under the certified broadcast holding company structure, is to provide distributions to its shareholders commensurate with performance, while making proactive investments for the growth of the Group's businesses, and entry into new business fields, in order to enhance its corporate value.

The Company's policy regarding the distribution of retained earnings is to determine the disbursement based on a target of a payout ratio of 40% on a consolidated basis, with consideration to the stability of dividends from the standpoint of emphasizing the redistribution of profits to its shareholders. Based on this policy, the year-end dividend for the fiscal year ended March 31, 2020 will be ¥22 per share, taking into account a gain on return of substitutional portion of the employees' pension fund, which is a special factor in the consolidated financial statements for the fiscal year under review.

This brings the total annual dividend to ¥44 per share, including the interim dividend of ¥22 per share. A proposal concerning this matter will be submitted to the 79th Ordinary General Meeting of Shareholders scheduled for June 25, 2020.

The dividend for the next fiscal year ending March 31, 2021 has not yet been determined at this time because it is difficult to make a reasonable calculation of the forecasts of consolidated financial results, and it will be disclosed as soon as such forecasts become possible.

## 2. BASIC STANCE ON SELECTION OF ACCOUNTING STANDARDS

The Group's policy is to prepare its consolidated financial statements based on Japanese standards for the time being, considering the comparability of consolidated financial statements among periods and among companies. Regarding the application of the IFRS (International Financial Reporting Standards), its policy is to respond appropriately, considering the various conditions inside and outside Japan.

# 3. CONSOLIDATED FINANCIAL STATEMENTS AND PRIMARY NOTES

	Millions	of yen
	March 31, 2019	March 31, 2020
ASSETS		
Current assets:		
Cash and deposits	75,655	76,126
Notes and accounts receivable-trade	112,994	110,390
Marketable securities	107,300	97,536
Inventories	74,192	101,163
Other	38,179	39,725
Allowance for doubtful accounts	(715)	(908)
Total current assets	407,606	424,033
Noncurrent assets:		
Property, plant and equipment		
Buildings and structures, net	134,005	135,228
Machinery, equipment and vehicles, net	9,163	12,420
Land	266,168	258,037
Construction in progress	18,804	17,572
Other, net	10,055	12,765
Total property, plant and equipment	438,197	436,024
Intangible assets		
Goodwill	923	811
Leasehold right	3,652	4,021
Software	7,330	7,346
Other	6,129	5,867
Total intangible assets	18,035	18,046
Investments and other assets		
Investment securities	378,036	333,806
Net defined benefit asset	296	89
Deferred tax assets	20,036	12,553
Other	29,523	31,599
Allowance for doubtful accounts	(1,807)	(1,773)
Total investments and other assets	426,085	376,276
Total noncurrent assets	882,319	830,346
Deferred assets	558	233
Total assets	1,290,484	1,254,613

# (1) Consolidated Balance Sheets

	Millions of yen		
	March 31, 2019	March 31, 2020	
LIABILITIES			
Current liabilities:			
Notes and accounts payable-trade	47,796	40,976	
Electronically recorded obligations-operating	15,218	12,374	
Short-term loans payable	41,924	40,559	
Accrued income taxes	9,720	4,411	
Provision for sales returns	990	673	
Provision for directors' bonuses	392	436	
Provision for point card certificates	448	457	
Provision for environmental measures	_	47	
Other	74,291	66,148	
Total current liabilities	190,782	166,085	
Noncurrent liabilities:			
Bonds payable	20,000	20,000	
Long-term loans payable	157,063	182,829	
Deferred tax liabilities	76,877	64,028	
Deferred tax liabilities for land revaluation	12,123	11,935	
Provision for directors' retirement benefits	2,272	2,443	
Provision for environmental measures	46	_	
Provision for loss on guarantees	37	_	
Net defined benefit liability	65,747	37,835	
Negative goodwill	3,481	2,907	
Other	18,703	20,974	
Total noncurrent liabilities	356,353	342,953	
Total liabilities	547,136	509,038	
NET ASSETS			
Shareholders' equity:			
Capital stock	146,200	146,200	
Capital surplus	173,680	173,794	
Retained earnings	315,956	346,693	
Treasury stock	(3,808)	(3,997)	
Total shareholders' equity	632,029	662,691	
Accumulated other comprehensive income:			
Valuation difference on available-for-sale securities	107,804	76,475	
Deferred gains or losses on hedges	(205)	(218)	
Revaluation reserve for land	616	1,479	
Foreign currency translation adjustment	(995)	(1,310)	
Remeasurements of defined benefit plans	(9,893)	(3,686)	
Total accumulated other comprehensive income	97,325	72,739	
Non-controlling interests	13,993	10,143	
Total net assets	743,348	745,574	
Total liabilities and net assets	1,290,484	1,254,613	

# (2) Consolidated Statements of Income and Consolidated Statements of Comprehensive Income

## **Consolidated Statements of Income**

Years ended March 31

	Millions of yen	
	2019	2020
Net sales	669,230	631,482
Cost of sales	471,411	445,767
Gross profit	197,819	185,715
Selling, general and administrative expenses	163,109	159,374
Operating income	34,709	26,341
Non-operating income:		
Interest income	207	211
Dividends income	2,943	3,321
Equity in earnings of affiliates	3,025	5,182
Amortization of negative goodwill	573	573
Gain on investments in partnership	1,007	310
Other	1,380	795
Total	9,137	10,395
Non-operating expenses:		
Interests	1,169	1,178
Loss on investments in partnership	122	71
Commission for syndicated loans	—	202
Other	579	429
Total	1,872	1,881
Recurring profit	41,975	34,854
Extraordinary gain:		
Gain on sales of investment securities	1,638	9,109
Gain on return of substitutional portion of employees' pension fund	—	18,832
Other	794	143
Total	2,433	28,085
Extraordinary loss:		
Impairment loss	6,326	3,709
Loss on valuation of investment securities	63	1,694
Other	1,662	703
Total	8,052	6,106
Income before income taxes	36,355	56,833
Income taxes-current	12,079	10,134
Income taxes-deferred	(1,380)	5,087
Total	10,698	15,221
Net income	25,656	41,611
Net income attributable to non-controlling interests	2,029	304
Net income attributable to owners of the parent	23,627	41,307

# Consolidated Statements of Comprehensive Income

Years ended March 31

	Millions o	f yen
	2019	2020
Net income	25,656	41,611
Other comprehensive income:		
Valuation difference on available-for-sale securities	9,455	(29,523)
Deferred gains or losses on hedges	45	(25)
Revaluation reserve for land	(975)	874
Foreign currency translation adjustment	(343)	(265)
Remeasurements of defined benefit plans	(128)	6,321
Share of other comprehensive income of affiliates accounted for using equity method	87	(1,700)
Total other comprehensive income	8,140	(24,318)
Comprehensive income	33,797	17,292
Comprehensive income attributable to:		
Comprehensive income attributable to owners of the parent	31,928	16,721
Comprehensive income attributable to non-controlling interests	1,869	571

# (3) Consolidated Statements of Changes in Net Assets

Year ended March 31, 2019

Millions of yen

			Shareholders' equity		
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total
Balance at the beginning of fiscal year	146,200	173,676	306,997	(9,354)	617,519
Changes of items during the fiscal year:					
Dividends from surplus			(9,836)		(9,836)
Net income attributable to owners of the parent			23,627		23,627
Purchase of treasury stock				(0)	(0)
Change in equity in affiliates accounted for by equity method – treasury stock				(117)	(117)
Reversal of revaluation reserve for land			831		831
Cancellation of treasury stock			(5,662)	5,662	_
Changes in the parent company's holdings related to transactions involving shareholders with non- controlling interests		4			4
Net changes of items other than shareholders' equity					
Total	_	4	8,959	5,545	14,509
Balance at the current year-end	146,200	173,680	315,956	(3,808)	632,029

(Continued on page 16)

	Accumulated other comprehensive income							
	Valuation difference on available- for- sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasure- ments of defined benefit plans	Total	Non-con- trolling interests	Total net assets
Balance at the beginning of fiscal year	98,313	(400)	1,448	(574)	(9,760)	89,024	15,189	721,733
Changes of items during the fiscal year:								
Dividends from surplus								(9,836)
Net income attributable to owners of the parent								23,627
Purchase of treasury stock								(0)
Change in equity in affiliates accounted for by equity method – treasury stock								(117)
Reversal of revaluation reserve for land								831
Cancellation of treasury stock								_
Changes in the parent company's holdings related to transactions involving shareholders with non- controlling interests								4
Net changes of items other than shareholders' equity	9,490	195	(831)	(420)	(133)	8,301	(1,195)	7,105
Total	9,490	195	(831)	(420)	(133)	8,301	(1,195)	21,614
Balance at the current year-end	107,804	(205)	616	(995)	(9,893)	97,325	13,993	743,348

## Year ended March 31, 2020

	Shareholders' equity						
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total		
Balance at the beginning of fiscal year	146,200	173,680	315,956	(3,808)	632,029		
Changes of items during the fiscal year:							
Dividends from surplus			(10,304)		(10,304)		
Net income attributable to owners of the parent			41,307		41,307		
Change in equity in affiliates accounted for by equity method – treasury stock				(188)	(188)		
Reversal of revaluation reserve for land			(196)		(196)		
Change of scope of consolidation			(68)		(68)		
Changes in the parent company's holdings related to transactions involving shareholders with non- controlling interests		113			113		
Net changes of items other than shareholders' equity							
Total		113	30,737	(188)	30,662		
Balance at the current year-end	146,200	173,794	346,693	(3,997)	662,691		

(Continued on page 18)

	Accumulated other comprehensive income								
	Valuation difference on available- for- sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasure- ments of defined benefit plans	Total	Non-con- trolling interests	Total net assets	
Balance at the beginning of fiscal year	107,804	(205)	616	(995)	(9,893)	97,325	13,993	743,348	
Changes of items during the fiscal year:									
Dividends from surplus								(10,304)	
Net income attributable to owners of the parent								41,307	
Change in equity in affiliates accounted for by equity method – treasury stock								(188)	
Reversal of revaluation reserve for land								(196)	
Change of scope of consolidation								(68)	
Changes in the parent company's holdings related to transactions involving shareholders with non- controlling interests								113	
Net changes of items other than shareholders' equity	(31,328)	(12)	862	(314)	6,207	(24,585)	(3,850)	(28,436)	
Total	(31,328)	(12)	862	(314)	6,207	(24,585)	(3,850)	2,226	
Balance at the current year-end	76,475	(218)	1,479	(1,310)	(3,686)	72,739	10,143	745,574	

# (4) Consolidated Statements of Cash Flows

Years ended March 31

	Millions of y	/en
	2019	2020
Cash flows from operating activities:		
Income before income taxes	36,355	56,833
Depreciation and amortization	17,645	16,305
Impairment loss	6,326	3,709
Amortization of goodwill	(351)	(340
Increase (decrease) in net defined benefit liability	(1,297)	(19,420
Interest and dividends income	(3,150)	(3,532
Interest expenses	1,169	1,178
Equity in (earnings) losses of affiliates	(3,025)	(5,182)
Loss (gain) on sales of investment securities	(1,595)	(9,107
Loss (gain) on valuation of investment securities	63	1,694
Decrease (increase) in notes and accounts receivable-trade	1,110	665
Decrease (increase) in inventories	44,197	(5,252
Increase (decrease) in notes and accounts payable-trade	4,210	(9,656
Other	5,875	1,876
Subtotal	107,532	29,769
Interest and dividends income received	4,401	4,768
Interest expenses paid	(1,148)	(1,168
Income taxes paid	(9,061)	(17,891)
Income taxes refunded	1,916	1,376
Net cash provided by operating activities	103,640	16,854
Cash flows from investing activities:		
Payments on purchase of marketable securities	(203,914)	(212,947)
Proceeds from sales and redemption of marketable securities	185,391	210,000
Payments on purchase of property, plant and equipment	(68,470)	(35,427)
Payments on purchase of intangible assets	(3,433)	(4,223
Payments on purchase of investment securities	(15,421)	(20,736
Proceeds from sales and redemption of investment securities	7,591	31,090
Other	(1,128)	(1,662)
Net cash used in investing activities	(99,386)	(33,907)

(Continued on page 20)

	Millions of y	ven
	2019	2020
Cash flows from financing activities:		
Net increase (decrease) in short-term loans payable	12,000	(12,500)
Proceeds from long-term loans payable	22,500	45,747
Repayments of long-term loans payable	(27,749)	(9,049)
Dividends paid	(9,825)	(10,290)
Dividends paid to non-controlling shareholders	(764)	(1,374
Repayments to non-controlling shareholders	(67)	(2,900
Payments from changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	(3,004)	_
Other	(399)	(1,244
Net cash provided by (used in) financing activities	(7,310)	8,388
Effect of exchange rate changes on cash and cash equivalents	(199)	(172
Net increase (decrease) in cash and cash equivalents	(3,256)	(8,838
Cash and cash equivalents at the beginning of the year	93,155	89,900
Increase in cash and cash equivalents from the new consolidation of a subsidiary	0	23
Decrease in cash and cash equivalents resulting from exclusion of subsidiaries from consolidation	_	(1,114
Cash and cash equivalents at the end of the year	89,900	79,970

## (5) Notes to Consolidated Financial Statements

#### (Note on Assumptions for Going Concern)

Not applicable

# (Change in Accounting Policy Difficult to be Distinguished from Change in Accounting Estimates, and Change in Accounting Estimates)

(Change in Method of Depreciation and Change in Years of Useful Life)

Although the declining balance method has been used for some of the property, plant and equipment of the Company and some of its consolidated subsidiaries, it has been changed to the straight-line method as from the fiscal year ended March 31, 2020.

As the result of the consideration of the use status of property, plant and equipment at the time of renewal of broadcasting transmission and other facilities, which are the main assets, the change was made because it was judged that the straight-line method in which the benefits of use are allocated to expense on an average basis would appropriately reflect the status of use thereof, on the grounds that renewal investments would basically continue stably and regularly for the maintenance of the facilities based on the medium-term business plan, that there would be a low risk of technical obsolescence and that the stable use thereof is expected in the future.

In addition, although some of the broadcasting machinery and equipment owned by some of the consolidated subsidiaries has been depreciated based on a useful life of 6 years, the useful life thereof has been revised to 10 years as from the fiscal year ended March 31, 2020 because by carrying out regular maintenance and the like, renewal investments are expected to be made about every 10 years. The useful life will prospectively be changed.

As a result, in comparison with those under the previous method, operating income, recurring profit and income before income taxes each increased by ¥1,030 million for the fiscal year ended March 31, 2020.

## (Changes in Presentation)

#### **Consolidated Statements of Income**

"Compensation for forced relocation" under "Extraordinary gain," which was separately shown in the previous fiscal year, is included in "Other" from the fiscal year under review, as the amount of such compensation fell below 10% of the total extraordinary gain.

The consolidated financial statements for the previous fiscal year have been reclassified in order to reflect the change in presentation.

As a result, the amount of ¥497 million which was presented as "Compensation for forced relocation" and the amount of ¥297 million which was presented as "Other" under "Extraordinary gain" in the consolidated statements of income for the previous fiscal year are reclassified as ¥794 million in "Other."

"Loss on valuation of investment securities," which was included in "Other" under "Extraordinary loss" in the previous fiscal year, is shown separately from the fiscal year under review, as the amount of such loss exceeded 10% of the total extraordinary loss. "Loss on withdrawal from business" under "Extraordinary loss," which was separately shown in the previous fiscal year, is included in "Other" from the fiscal year under review, as the amount of such loss fell below 10% of the total extraordinary loss.

The consolidated financial statements for the previous fiscal year have been reclassified in order to reflect these changes in presentation.

As a result, the amount of ¥816 million which was presented as "Loss on withdrawal from business" and the amount of ¥909 million which was presented as "Other" under "Extraordinary loss" in the consolidated statement of income for the previous fiscal year are reclassified as ¥63 million in "Loss on valuation of investment securities" and as ¥1,662 million in "Other."

#### **Consolidated Statements of Cash Flows**

"Loss (gain) on valuation of investment securities," which was included in "Other" under "Cash flows from operating activities" in the previous fiscal year, and "Repayments to non-controlling shareholders," which was included in "Other" under "Cash flows from financing activities" in the previous fiscal year, are shown separately from the fiscal year under review due to their increased significance.

The consolidated financial statements for the previous fiscal year have been reclassified in order to reflect these changes in presentation.

As a result, the amount of ¥5,939 million which was presented as "Other" under "Cash flows from operating activities" in the consolidated statement of cash flows for the previous fiscal year is reclassified as ¥63 million in "Loss (gain) on valuation of investment securities" and ¥5,875 million in "Other," and the amount of negative ¥467 million which was presented as "Other" under "Cash flows from financing activities" in the previous fiscal year is reclassified as negative ¥67 million in "Repayments to non-controlling shareholders" and negative ¥399 million in "Other," respectively.

## (Segment Information)

### 1. Overview of Reported Segments

The Company's reported segments allow it to acquire financial data separated into the various components of the corporate group. The scope of the segments is reviewed on a regular basis in order to allow the Board of Directors to determine the allocation of management resources and evaluate earnings performance.

The Group comprises affiliated companies under the Company as a certified broadcast holding company. These affiliates conduct broadcast-related business activities centering on the mainstay business of broadcasting as prescribed by the Broadcast Act. The Group's two reported segments are "Media & Content" and "Urban Development, Hotels & Resorts."

The "Media & Content" segment includes mainly broadcasting as prescribed by the Broadcast Act; production of TV programming, movies, animations, games and events; sale of videos and music software; music publication; advertisement and direct marketing; while the "Urban Development, Hotels & Resorts" segment includes mainly building leasing, real-estate transactions, hotels and resorts, etc.

# 2. Calculation Methods for Amounts of Net Sales, Profit or Loss, Assets and Other Items by Reported Segment

The accounting methods for reported business segments are basically the same as those for the significant items that form the basis for preparation of the consolidated financial statements. Profit figures for reported segments are on an operating income basis. Inter-segment net sales and transfers are based on prevailing market prices.

# 3. Information on Amounts of Net Sales, Profit or Loss, Assets and Other Items by Reported Segment

(Millions of yen)

	Reported segment						Consolidated
	Media & Content	Urban Development, Hotels & Resorts	Total	Other (Note 1)	Total	Adjustment (Notes 2, 3)	financial statements (Note 4)
Net sales:							
Net sales to third parties	525,954	136,883	662,838	6,392	669,230	_	669,230
Inter-segment net sales and transfers	613	497	1,111	12,670	13,781	(13,781)	—
Total net sales	526,568	137,381	663,950	19,062	683,012	(13,781)	669,230
Segment operating income	16,987	18,029	35,017	555	35,573	(863)	34,709
Segment assets	572,042	432,471	1,004,514	18,823	1,023,338	267,146	1,290,484
Other							
Depreciation	12,328	5,109	17,438	501	17,939	(294)	17,645
Amortization of goodwill	55	166	221	0	221	_	221
Increase in property, plant and equipment and intangible	27,608	46,581	74,190	912	75,102	(318)	74,784
assets							

#### Year ended March 31, 2019

Notes: 1. The "Other" category is a business segment not included in reported segments. It includes such operations as temporary agency services, movables leasing and software development.

2. The segment operating income adjustment of minus ¥863 million mainly comprises ¥3,680 million in eliminations of inter-segment business, together with minus ¥4,543 million in Group-wide expenses not allocated to a particular reported segment. Group-wide expenses are the expenses of the parent company as a certified broadcast holding company.

3. The segment assets adjustment of ¥267,146 million mainly comprises minus ¥468,650 million in inter-segment credit eliminations, together with ¥735,797 million in Group-wide assets not allocated to a particular reported segment. Group-wide assets mainly included the Company's surplus funds (cash and deposits, marketable securities, etc.), funds for long-term investment (investment securities, etc.), and assets connected with management divisions.

4. Segment operating income is adjusted to the operating income figure on the Consolidated Statement of Income.

#### Year ended March 31, 2020

(Millions of yen)

	Reported segment						Consolidated
	Media & Content	Urban Development, Hotels & Resorts	Total	Other (Note 1)	Total	Adjustment (Notes 2, 3)	financial statements (Note 4)
Net sales:							
Net sales to third parties	514,472	110,265	624,738	6,744	631,482	_	631,482
Inter-segment net sales and transfers	861	483	1,345	12,591	13,936	(13,936)	_
Total net sales	515,334	110,749	626,083	19,335	645,419	(13,936)	631,482
Segment operating income	13,924	13,706	27,630	595	28,226	(1,885)	26,341
Segment assets	550,704	449,902	1,000,606	19,547	1,020,153	234,459	1,254,613
Other							
Depreciation	11,321	4,682	16,003	577	16,581	(275)	16,305
Amortization of goodwill	66	166	233	0	233	_	233
Increase in property, plant and equipment and intangible	17,038	25,421	42,459	594	43,053	(157)	42,896
assets							

Notes: 1. The "Other" category is a business segment not included in reported segments. It includes such operations as temporary agency services, movables leasing and software development.

- 2. The segment operating income adjustment of minus ¥1,885 million mainly comprises ¥2,850 million in eliminations of inter-segment business, together with minus ¥4,736 million in Group-wide expenses not allocated to a particular reported segment. Group-wide expenses are the expenses of the parent company as a certified broadcast holding company.
- 3. The segment assets adjustment of ¥234,459 million mainly comprises minus ¥451,689 million in inter-segment credit eliminations, together with ¥686,149 million in Group-wide assets not allocated to a particular reported segment. Group-wide assets mainly included the Company's surplus funds (cash and deposits, marketable securities, etc.), funds for long-term investment (investment securities, etc.), and assets connected with management divisions.
- 4. Segment operating income is adjusted to the operating income figure on the Consolidated Statement of Income.
- 5. As stated in "Change in Accounting Policy Difficult to be Distinguished from Change in Accounting Estimates," and Change in Accounting Estimates," although the declining balance method has been used for some of the property, plant and equipment of the Company and some of its consolidated subsidiaries, it has been changed to the straight-line method as from the fiscal year ended March 31, 2020. In addition, the useful life has been revised from 6 years to 10 years for some of the broadcasting machinery and equipment owned by some of the consolidated subsidiaries and will prospectively be changed as from the fiscal year ended March 31, 2020. As a result of the change, segment operating income for the fiscal year ended March 31, 2020 increased ¥1,023 million in the Media & Content segment. In addition, Group-wide expenses not allocated to a particular reported segment decreased ¥7 million.

## (Amounts per Share)

The amounts of net assets per share and basic earnings per share with their respective bases for calculating are as follows.

		March 31, 2019	March 31, 2020
(1) Net assets per share	(Yen)	3,150.57	3,179.13
(Basis for calculating)			
Total net assets on the consolidated b	alance sheet	742 249	745,574
(1	Millions of yen)	743,348	
Total net assets related to shares of c	ommon stock	729,354	735,431
(1	Millions of yen)	729,334	
Major components of the difference (I	Millions of yen)	13,993	10,143
Non-controlling interests		13,995	
Number of shares of common stock is	sued	234,194,500	234,194,500
	(Shares)	234,194,500	
Number of shares of treasury stock	(Shares)	2,695,505	2,863,495
Number of shares of common stock used to		221 409 005	224 224 005
determine net assets per share	(Shares)	231,498,995	231,331,005

## Years ended March 31

	2019	2020
(2) Basic earnings per share (Yen)	102.03	178.44
(Basis for calculating)		
Net income attributable to owners of the parent on the	20.007	44 007
consolidated statement of income (Millions of yen)	23,627	41,307
Net income attributable to owners of the parent	23,627	41,307
related to shares of common stock (Millions of yen)		
Average number of issued shares of common stock	231,574,541	231,488,297
during the fiscal year (Shares)		

(Note) Information on diluted earnings per share is omitted since there is no potentially dilutive share.

## (Significant Events after the Reporting Period)

Not applicable

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