

# **FY3/23**

# **Results Materials**

(Fiscal year ended March 31, 2023)

**May 11, 2023**



**FUJI MEDIA HOLDINGS, INC.**

These materials are an English translation of the original document in Japanese. The Company's performance forecasts and other information are based on the Company's understanding as of the time the earnings presentation materials were prepared.

These materials may contain information about financial targets, forecasts, and other forward looking statements regarding Fuji Media Holdings, Inc., its affiliates, and investees. Actual results may differ substantially due to a variety of factors, including changes in business management, economic conditions, financial markets, and other circumstances.

“FY3/23” means the fiscal year ended March 31, 2023.

The period from January 1, 2023 to March 31, 2023 is referred to as “4Q.”

# FY3/23 Consolidated Results



# Key points of the Results of FY3/23

## Financials

### ■ Consolidated results: Net sales +2%, operating income (5.8)%, Net income attributable to owners of the parent +88.3%

- In the Media & Content segment, net sales increased and operating income decreased YoY.  
In the Urban Development, Hotels & Resorts segment, net sales and operating income both increased.
- Ordinary income decreased due to the absence of gain on negative goodwill within equity in affiliates' earnings in FY3/22.
- Net income attributable to owners of the parent significantly increased due to gain on sale of investment securities and gain on establishment of retirement benefit trust.

## Key Points

### ■ Media & Content segment: Net sales increased and operating income decreased

- **Fuji Television Network ("Fuji TV")** : Fuji TV recorded decreases in both net sales and operating income.  
Broadcasting revenue decreased in network time ad sales and spot ad sales.  
The decrease in network time ad sales was primarily due to the reactionary drop from higher sales of the Tokyo 2020 Olympics in 2Q21.  
The decrease in spot ad sales was due to the decline in the amount of ad placement, which was mainly resulted from current international affairs.  
Streaming ad sales increased 73.8%. On TVer, Fuji TV won "AVOD Triple Crown" in the number of views, unique browsers and total viewing time.  
In the movie business both theatrical and licencing revenue were strong.  
In the digital business, FOD and FNN Prime Online are growing steadily. Paid subscribers to FOD exceeded 1 million. FNN Prime Online recorded over 100 million page views per month throughout FY3/23.
- **Other Companies** : grape, with its web media, and Quaras, with its advertising and event-related business, showed strong performances.  
Operating income of Pony Canyon and DINOS CORPORATION decreased. In Pony Canyon the decreased was mainly due to a rise in cost ratio, and in DINOS CORPORATION it was caused by a change in consumer trends and other factors.

### ■ Urban Development & Tourism: Both net sales and operating income increased

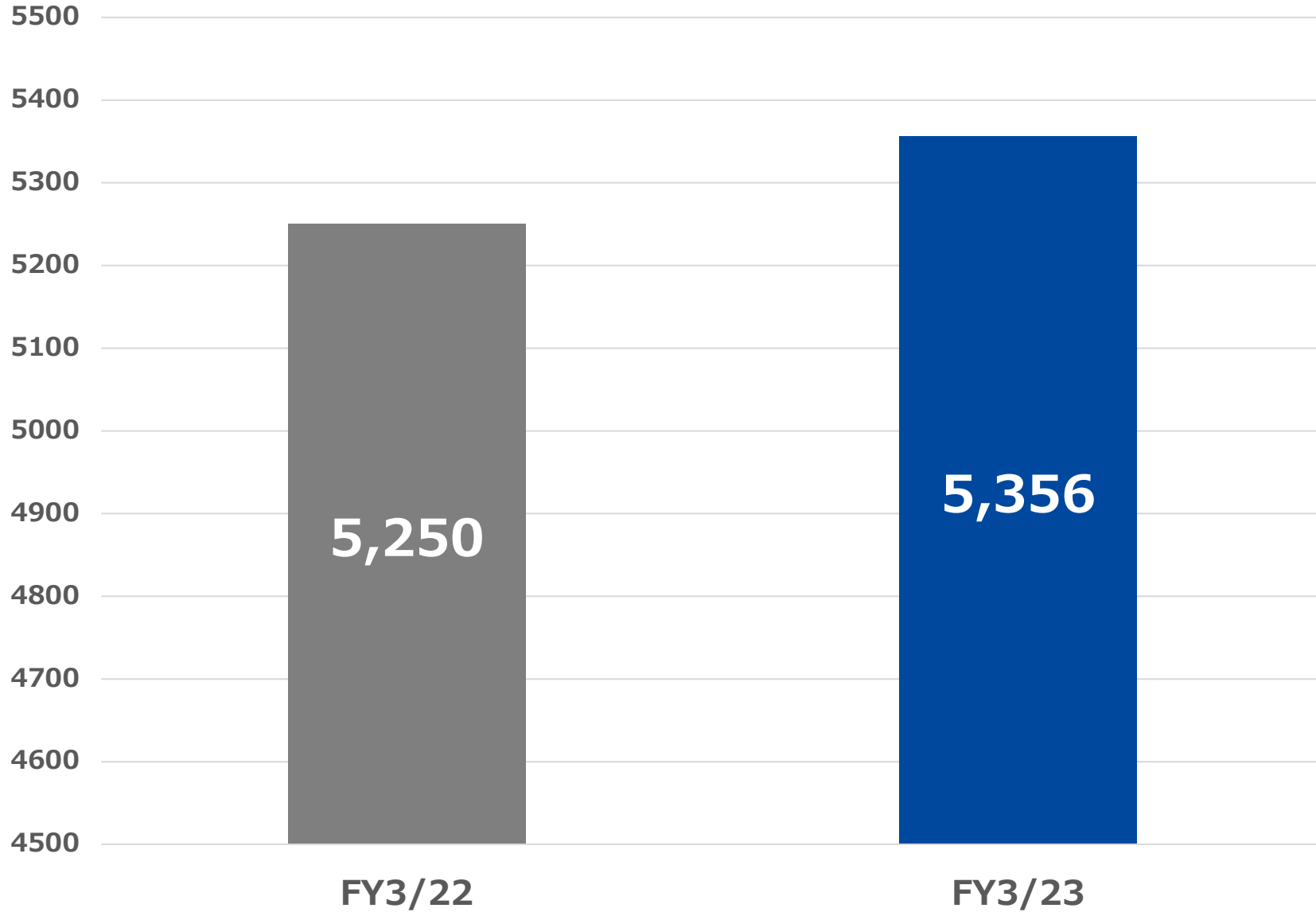
- **THE SANKEI BUILDING**: Both net sales and operating income decreased in reaction to the higher sale of a large property in the previous year.
- **GRANVISTA Hotels & Resorts** : Hotel business is on the way of recovering. Driven by a strong performance in Aquarium business, GRANVISTA turned to profit for the first time in four fiscal years.

## Forecast For FY3/24

### ■ The company is expecting to increase both of its net sales and operating income in the consolidated results.

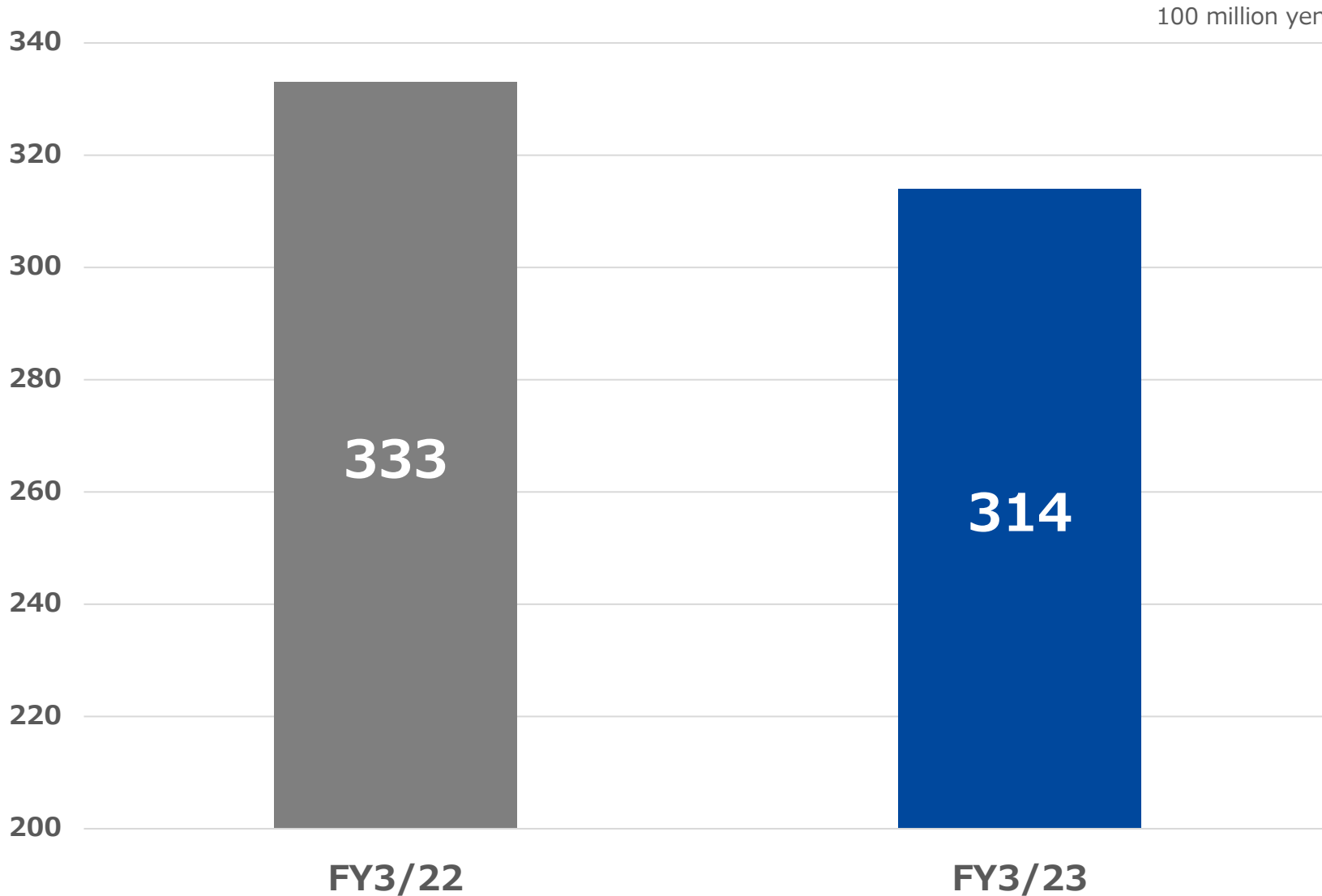
# Net Sales (Consolidated Results)

100 million yen



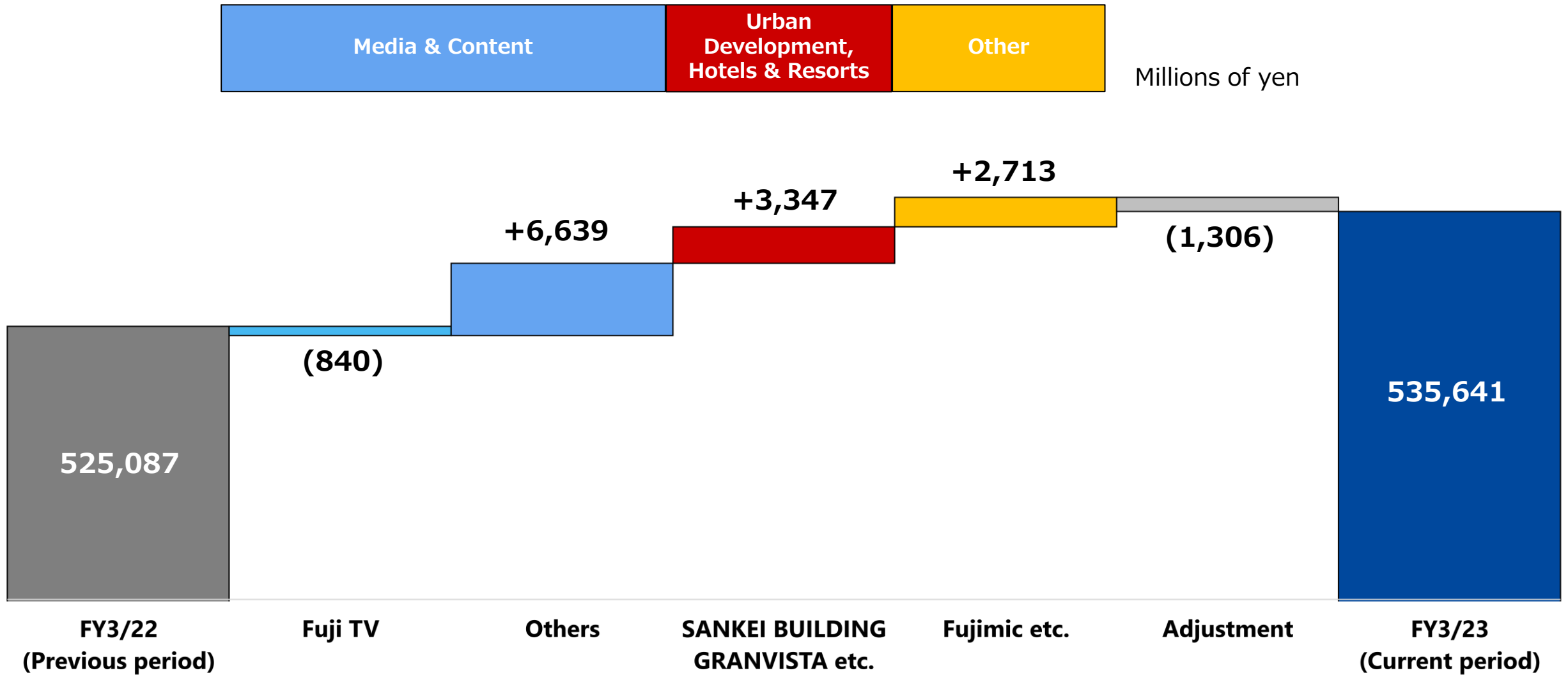
**2.0%**  
**Increase**

# Operating Income (Consolidated Results)

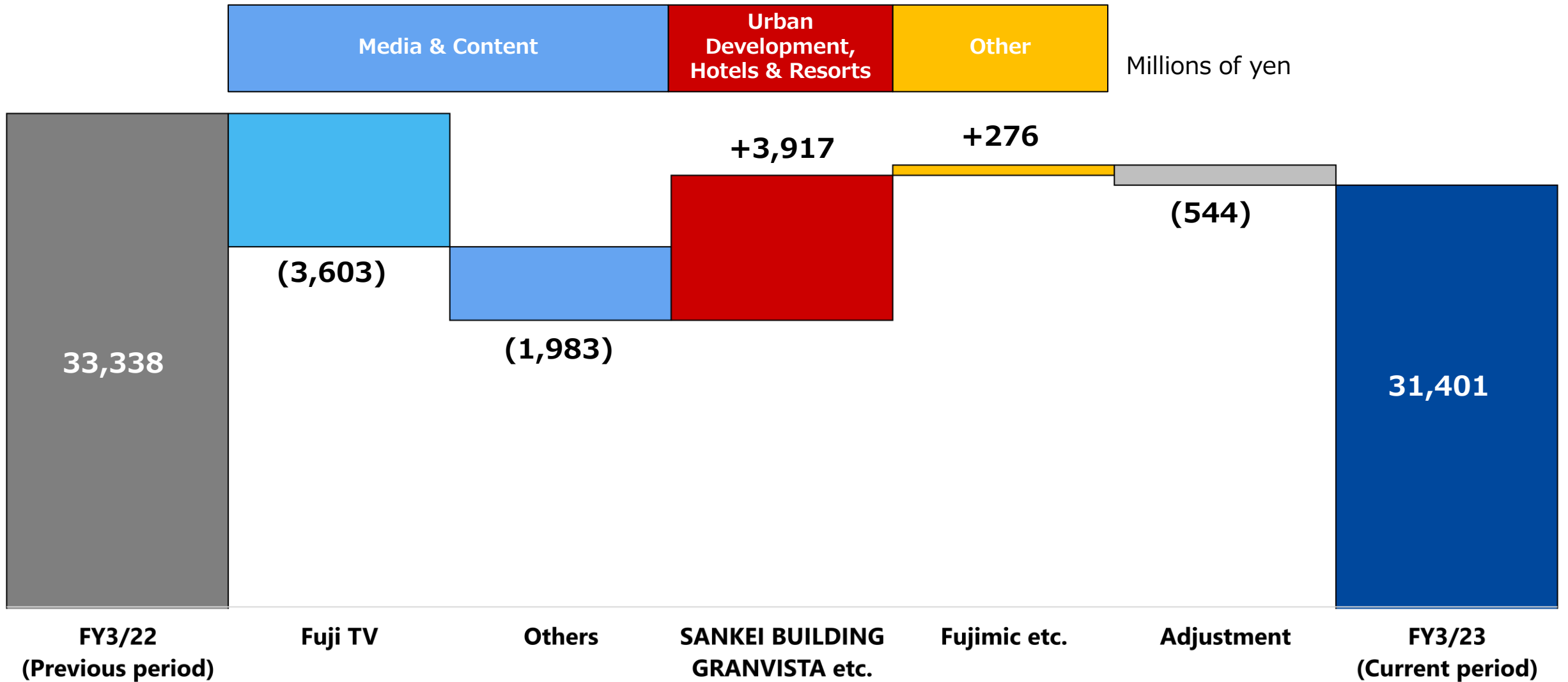


**5.8%**  
**Decrease**

# YoY change of Net Sales



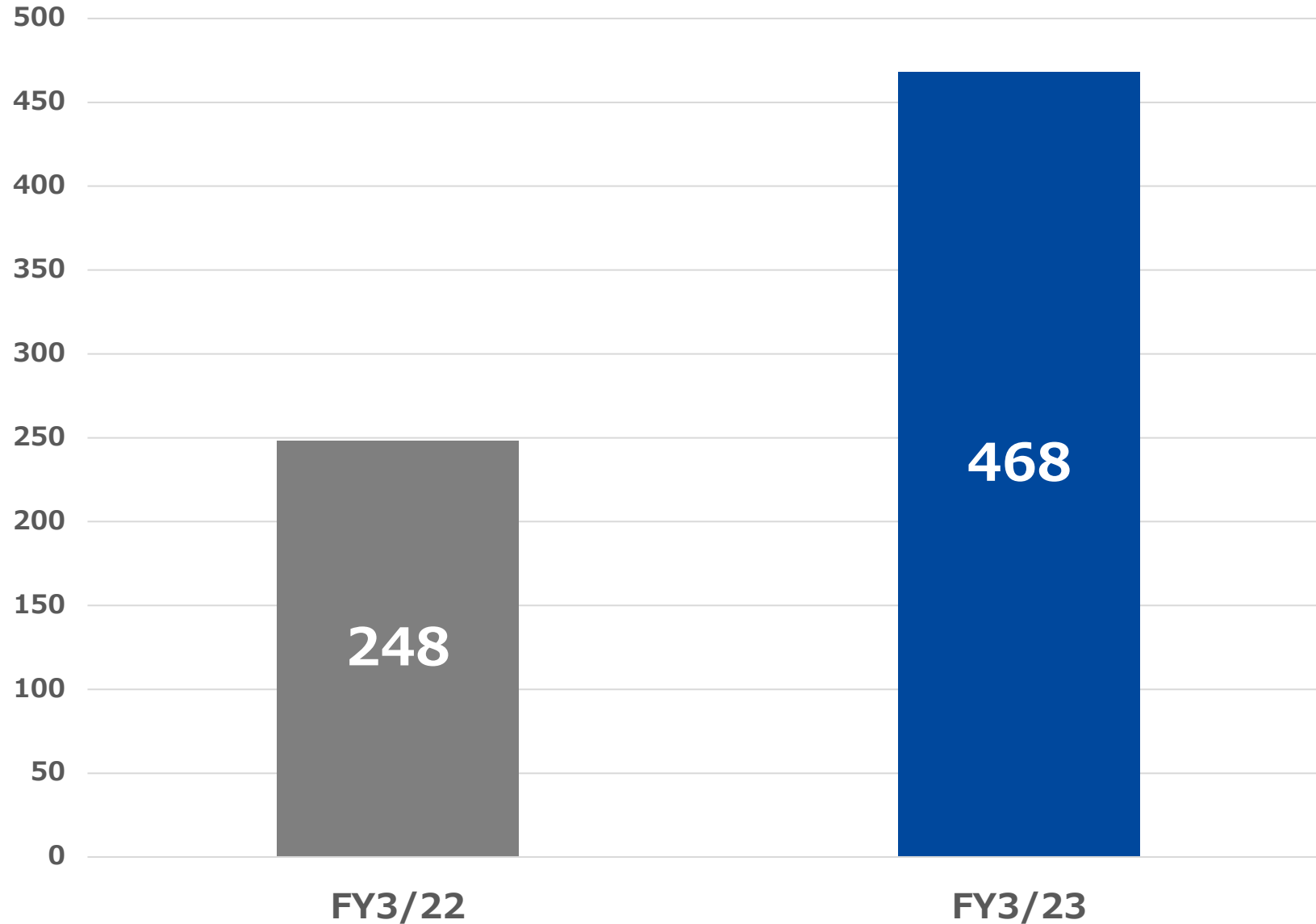
# YoY change of Operating Income



# Net income

attributable to owners of the parent

100 Million yen



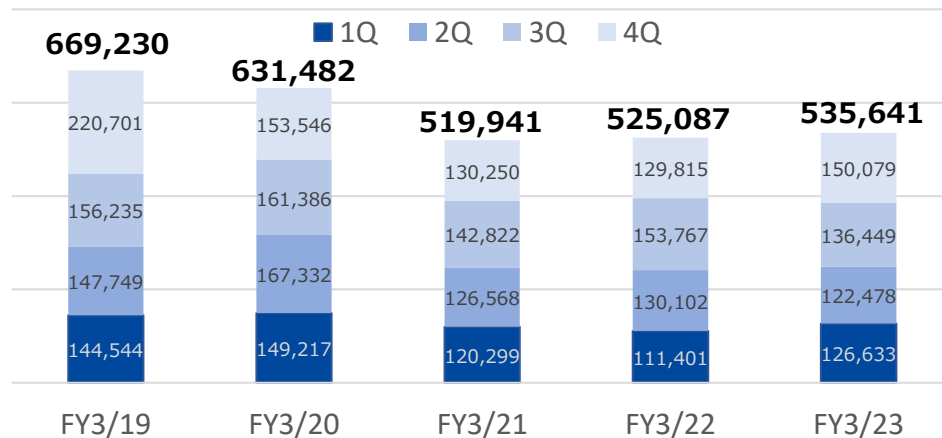
**88.3%**  
**Increase**

# FY3/23 Consolidated Results

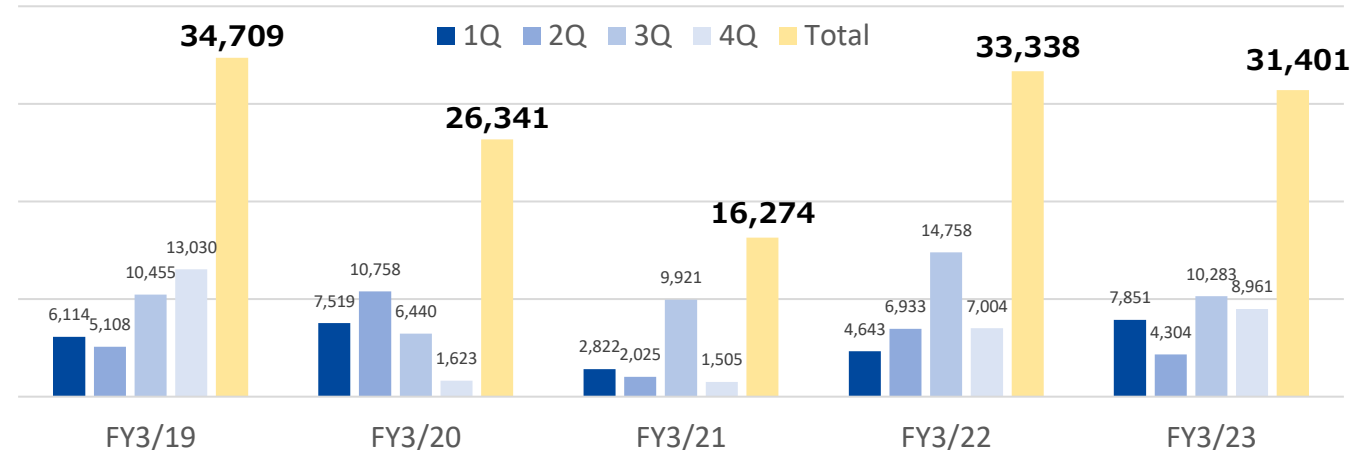
Millions of yen

	FY3/22	FY3/23	YoY		FY3/23 Forecast (Announced on March 23)	FY3/23 Actual/ FY3/23 Forecast	
Net Sales	525,087	<b>535,641</b>	10,554	2.0%	542,200	(6,558)	98.8%
Operating Income	33,338	<b>31,401</b>	(1,937)	(5.8)%	35,000	(3,598)	89.7%
Ordinary Income	45,534	<b>39,053</b>	(6,480)	(14.2)%	41,500	(2,446)	94.1%
Net income attributable to owners of the parent	24,879	<b>46,855</b>	21,975	88.3%	42,000	4,855	111.6%

### 5 year Trend in Net Sales



### 5 year Trend in Operating Income



# Net Sales and Operating Income by Segment

Millions of yen

	Business Segment				Total	Adjustment	Consolidated statement of Income
		Media & Content	Urban Development, Hotels & Resorts	Other			
Net Sales	FY3/23	<b>420,836</b>	<b>108,841</b>	<b>20,394</b>	<b>550,072</b>	<b>(14,430)</b>	<b>535,641</b>
	FY3/22	415,036	105,493	17,681	538,211	(13,124)	525,087
	YoY	5,799	3,347	2,713	11,860	(1,306)	10,554
	YoY%	1.4%	3.2%	15.3%	2.2%	–	2.0%
Operating Income	FY3/23	<b>17,484</b>	<b>15,070</b>	<b>931</b>	<b>33,487</b>	<b>(2,086)</b>	<b>31,401</b>
	FY3/22	23,072	11,153	654	34,880	(1,541)	33,338
	YoY	(5,587)	3,917	276	(1,392)	(544)	(1,937)
	YoY%	(24.2)%	35.1%	42.3%	(4.0)%	–	(5.8)%

# Main Items in Non-Operating Income

Millions of yen

	FY3/22	FY3/23	YoY	
<b>Non-operating income</b>				
Interest income	137	206	69	50.3%
Dividends income	3,093	3,745	651	21.1%
Equity in earnings of affiliates	6,390	3,510	(2,879)	(45.1)%
Amortization of negative goodwill	573	573	(0)	(0.0)%
Gain on investments in partnership	1,703	460	(1,242)	(73.0)%
Other	2,627	1,262	(1,364)	(51.9)%
<b>Total</b>	<b>14,526</b>	<b>9,760</b>	<b>(4,766)</b>	<b>(32.8)%</b>
<b>Non-operating expenses</b>				
Interests	1,477	1,478	1	0.1%
Loss on investments in partnership	270	224	(46)	(17.2)%
Other	582	405	(177)	(30.5)%
<b>Total</b>	<b>2,330</b>	<b>2,107</b>	<b>(223)</b>	<b>(9.6)%</b>

# Main Items in Extraordinary Gain and Loss

Millions of yen

	FY3/22	FY3/23	YoY	
<b>Extraordinary gain</b>				
Gain on sale of investment securities	265	16,337	16,072	—
Gain on contribution of securities to the retirement benefit trust	—	10,079	10,079	—
Other	426	86	(339)	(79.7)%
<b>Total</b>	<b>691</b>	<b>26,503</b>	<b>25,812</b>	<b>—</b>
<b>Extraordinary loss</b>				
Impairment loss	661	135	(526)	(79.6)%
Loss on retirement of non-current assets	150	181	30	20.4%
Loss on sale of investment securities	43	239	195	446.8%
Loss on valuation of investment securities	835	221	(613)	(73.5)%
Other	9,902	37	(9,865)	(99.6)%
<b>Total</b>	<b>11,594</b>	<b>815</b>	<b>(10,779)</b>	<b>(93.0)%</b>

# Segment Information (Consolidated Subsidiaries)

Segment	Company Name	Number of Companies
Media & Content	Fuji Television Network, Fuji Satellite Broadcasting (BS Fuji), Nippon Broadcasting System, Sendai Television, Fuji Creative Corporation, Kyodo Television, Pony Canyon, Fujipacific Music, DINOS CORPORATION, Quaras, Fusosha Publishing, NEXTEP TV WORKSHOP, Fuji Art, Fuji Media Technology, Kyodo Edit, Vasc, Van Eight Production, Basis, Fuji Music Partners, Shinko Music Publishers, grape, imini immunity, FUJI MUSIC GROUP, ARC/CONRAD MUSIC	24
Urban Development, Hotels & Resorts	THE SANKEI BUILDING, GRANVISTA Hotels & Resorts, The Sankei Building Management, The Sankei Bldg Techno, Sankei Building Well Care, Sankei Kaikan, Sankei Building Asset Management, SKB USA, SKB PORTLAND	9
Other	Fujimic, Nippon Broadcasting Project, FUJI CAREER DESIGN, FUJISANKEI COMMUNICATIONS INTERNATIONAL	4
Total		37

# Media & Content Segment



# Highlights in Media & Content Segment

## Fuji TV

**Revenues: decreased**  
**Operating income: decreased**

### Broadcasting & Media

- **Network time ad:** Sales of regular programs remained almost the same level as the previous year. In sales of special programs, revenue from the broadcast of FIFA World Cup didn't offset the reactionary drop from the Tokyo 2020 Olympics in 2Q21.
- **Spot ad:** Sales decreased due to the impact of international affairs and other factors. In some categories such as Travel/Leisure and Real Estate/Housing, sales are recovering.
- **Streaming ad:** Grew 73.8% in sales. Fuji TV won #1 among commercial broadcasters in the number of views, total viewing time, and unique browsers on TVer for FY3/23.
- **Production costs:** Total production costs increased, Strengthening budgets of regular programs, increasing the number of serial dramas and FIFA World Cup.

### Content Business

- **Event:** Recovering as COVID-19 restrictions lifted. In 4Q Sales increased YoY, boosted by the revenue from *Alegría*.
- **Movie:** Major hits of theatrical films contributed. Revenues from licencing are steadily strong.
- **MD:** Anime-related distribution revenues was strong.
- **Digital:** The number of paid subscribers to FOD had exceeded 1 million. The news website has recorded over 100 million PV for 20 consecutive months.

### cost

#### Slimming down fixed costs

As a result of the ongoing examination of cost structures, cost of sales and SG & A were well reduced.

## BS Fuji

**Revenues: increased**  
**Operating income: increased**

**Broadcasting revenues increased**  
Achieved record-high operating income. Time ad sales were strong primarily due to the increase of sales from mail-order companies. Event business are also recovering.



## Nippon Broadcasting System

**Revenues: decreased**  
**Operating income: increased**

**Events and content sales contributed**  
Operating income increased YoY, reflecting higher revenues from program-related events and online content sales, which partly offset the decrease of broadcasting revenue.



## Fuji Creative Cooperation

**Revenues: decreased**  
**Operating income: decreased**

**Program sales (domestic and overseas) decreased.**  
Higher revenue from big content sales and events of the previous year also reflected the results.



## Pony Canyon

**Revenues: increased**  
**Operating income: decreased**

**Revenues besides physical sales is growing**  
Revenues from streaming, events and distribution rights of animation film contributed to the increase in revenues. Operating income decreased as cost ratio increased.



© Kodansha, Negi Haruba, "Gotoubun no hanayome (Quintessential Quintuplets)" Anime Production Committee

## DINOS CORPORATION

**Revenues: decreased**  
**Operating income: decreased**

**Affected by changes in consumer trends**  
Revenues decreased under the effect of the loss in sales opportunities after COVID-19 restrictions and a change in consumer sentiment affected by current international situations. Operating income decreased due to higher promotion costs.



A Pop-up store opened in Omotesando and Jiyugaoka

## Quaras

**Revenues: increased**  
**Operating income: increased**

**Ad sales and event-related business drove**  
Ad sales including TV ad were strong. Creative business and event-related business also contributed to the results.



15th anniversary logo

# Summary of Media & Content Segment by Company

Millions of yen

	Net Sales			Operating Income		
	FY3/22	<b>FY3/23</b>	YoY	FY3/22	<b>FY3/23</b>	YoY
<b>Fuji Television</b>	238,240	<b>237,400</b>	(840) (0.4)%	11,280	<b>7,677</b>	(3,603) (31.9)%
<b>BS Fuji</b>	14,866	<b>15,446</b>	579 3.9%	2,263	<b>2,753</b>	489 21.6%
<b>Nippon Broadcasting System</b>	13,919	<b>13,818</b>	(100) (0.7)%	515	<b>553</b>	37 7.3%
<b>Fuji Creative Corporation</b>	18,393	<b>14,575</b>	(3,817) (20.8)%	1,832	<b>1,049</b>	(782) (42.7)%
<b>Kyodo Television</b>	13,520	<b>13,371</b>	(149) (1.1)%	367	<b>304</b>	(63) (17.2)%

# Summary of Media & Content Segment by Company

Millions of yen

	Net Sales			Operating Income		
	FY3/22	<b>FY3/23</b>	YoY	FY3/22	<b>FY3/23</b>	YoY
<b>Pony Canyon</b>	30,815	<b>33,579</b>	2,763 9.0%	2,409	<b>1,217</b>	(1,192) (49.5)%
<b>DINOS CORPORATION</b>	60,462	<b>59,268</b>	(1,193) (2.0)%	1,327	<b>60</b>	(1,266) (95.4)%
<b>Quaras *</b>	16,132	<b>23,675</b>	7,543 46.8%	333	<b>1,087</b>	754 225.8%
<b>Others and adjustment</b>	8,684	<b>9,699</b>	—	2,742	<b>2,780</b>	—

\* Net sales of Quaras including actual sales volume of ad placements amounted to 38,637 million yen for FY3/22, and 48,599 million yen for FY3/23.

# Fuji TV



# FY3/23 Fuji TV Results

Millions of yen

	FY3/22	FY3/23	YoY	
Net Sales	238,240	<b>237,400</b>	(840)	(0.4)%
Operating Income	11,280	<b>7,677</b>	(3,603)	(31.9)%
Ordinary Income	11,457	<b>7,959</b>	(3,497)	(30.5)%
Net Income	1,275	<b>5,726</b>	4,450	348.8%

# Broadcasting & Media Business: Revenues and Costs

Millions of yen

	FY3/22	FY3/23	YoY	
<b>Broadcasting &amp; Media Business Revenues</b>	<b>203,521</b>	<b>194,279</b>	<b>(9,241)</b>	<b>(4.5)%</b>
<b>Broadcasting Revenues</b>	171,692	<b>160,381</b>	(11,311)	(6.6)%
Network time	71,803	69,253	(2,550)	(3.6)%
Local time	11,073	10,621	(452)	(4.1)%
Spot	88,814	80,506	(8,308)	(9.4)%
<b>Other Broadcasting &amp; Media Revenues</b>	31,829	<b>33,898</b>	2,069	6.5%
Streaming ad <sup>*1</sup>	2,800	4,866	2,065	73.8%
Program sales <sup>*2</sup>	15,666	15,573	(92)	(0.6)%
CS broadcasting and Others	13,362	13,458	96	0.7%
<b>Costs of Broadcasting &amp; Media Business <sup>*3</sup></b>	<b>136,911</b>	<b>138,672</b>	<b>1,761</b>	<b>1.3%</b>

\*1: Streaming Ad is included in Other Broadcasting & Media Revenues from FY3/23.

YoY changes in Other Broadcasting & Media Revenues have been calculated retrospectively under the same conditions.

\*2: Program sales does not include Program sales outside Japan from FY3/23 . YoY changes have been calculated retrospectively under the same conditions.

\*3: Costs of Broadcasting & Media Business includes costs of Streaming Ad and does not include costs of Program sales outside Japan from FY3/23.

YoY changes have been calculated retrospectively under the same conditions.

# Spot Advertising YoY Trend by Industry

April 2022 – March 2023 \*Based on Administrative accounting

Industry	Share Last Year	Share	YoY
Information/ Telecommunication/ Broadcasting	17.2%	15.6%	(17.6)%
Cosmetic/Toiletries	11.5%	9.7%	(23.6)%
Fast Foods/Services	8.6%	9.1%	(4.5)%
Foods	7.7%	7.7%	(8.6)%
Finance/Insurance	5.8%	6.3%	(1.2)%
Beverage (Non-Alcoholic)	6.3%	6.2%	(10.7)%
Publications/ Entertainment	4.6%	5.0%	0.2%
Pharmaceuticals/ Medical Products	4.9%	5.0%	(6.2)%
Travel/Leisure	2.7%	4.6%	52.8%

Industry	Share Last Year	Share	YoY
Office/Precision/ Optical Equipment	4.4%	4.3%	(11.0)%
Autos	4.1%	4.3%	(5.5)%
Apparel/Accessories	3.1%	3.9%	13.0%
Distribution/Retail	3.7%	3.8%	(5.9)%
Real Estate/Housing	2.7%	3.5%	17.7%
Beverage (Alcoholic)	3.3%	3.3%	(9.4)%
Consumer Electronics	2.3%	2.1%	(18.1)%
Telephone Services	3.7%	1.7%	(57.6)%
Energy/Machinery	0.8%	0.9%	(4.5)%
Others	2.8%	3.0%	0.5%

# Production Costs

Millions of yen

	FY3/22	FY3/23	YoY	
<b>1Q</b>	16,003	<b>15,742</b>	(260)	(1.6)%
<b>2Q</b>	19,003	<b>17,753</b>	(1,250)	(6.6)%
<b>1H</b>	35,007	<b>33,496</b>	(1,511)	(4.3)%
<b>3Q</b>	16,368	<b>20,544</b>	4,175	+25.5%
<b>4Q</b>	17,645	<b>18,076</b>	431	+2.4%
<b>2H</b>	34,013	<b>38,621</b>	4,607	+13.5%
<b>Full Year</b>	69,021	<b>72,117</b>	3,096	+4.5%

\* Direct costs of in-house production and program purchases

# Content Business : Revenues and Costs

Millions of yen

	FY3/22	FY3/23	YoY	
<b>Content Business Revenues</b>	<b>34,719</b>	<b>43,120</b>	<b>8,401</b>	<b>24.2%</b>
Event	3,305	6,213	2,907	88.0%
Movie	7,794	11,645	3,851	49.4%
Digital <sup>*1</sup>	11,670	12,829	1,158	9.9%
Merchandising	3,479	4,091	612	17.6%
Animation	2,167	2,460	293	13.5%
Video <sup>*2</sup>	1,400	1,123	(276)	(19.7)%
Others	4,901	4,756	(144)	(3.0)%
<b>Costs of Content Business<sup>*3</sup></b>	<b>27,493</b>	<b>31,436</b>	<b>3,942</b>	<b>14.3%</b>

\*1 : Digital does not include Streaming Ad from FY3/23. YoY changes have been calculated retrospectively under the same conditions

\*2 : Others includes Program sales outside Japan from FY3/23. YoY changes have been calculated retrospectively under the same conditions.

\*3 : Cost of Content Business includes cost of Program sales outside Japan and does not include cost of Streaming Ad from FY3/23.

YoY changes have been calculated retrospectively under the same conditions.

# SG&A and Non-Operating Income/Expenses

Millions of yen

	FY3/22	FY3/23	YoY	
<b>SG&amp;A</b>	62,555	59,614	(2,940)	(4.7)%
Selling expenses	44,584	42,493	(2,090)	(4.7)%
General and administrative expenses	17,970	17,120	(850)	(4.7)%
<b>Operating Expenses</b>	<b>226,960</b>	<b>229,723</b>	<b>2,763</b>	<b>1.2%</b>
<b>Operating Income</b>	<b>11,280</b>	<b>7,677</b>	<b>(3,603)</b>	<b>(31.9)%</b>
Non-operating income	492	468	(23)	(4.8)%
Non-operating expenses	315	186	(129)	(41.0)%
<b>Ordinary Income</b>	<b>11,457</b>	<b>7,959</b>	<b>(3,497)</b>	<b>(30.5)%</b>

# Urban Development, Hotels & Resorts Segment



# Highlights in Urban Development, Hotels & Resorts Segment

## THE SANKEI BUILDING

Revenues: decreased  
Operating income: decreased

### ■ Office & residential leasing: continuously strong

Residential leasing, which exceeded initial estimate, contributed to the results.

### ■ Residential Sales and Property Sales: generally progressed as planned

Net sales decreased in reaction to a large property sale in the previous year.  
Operating income exceeded the initial estimate due to a rise in selling prices.

### ■ Expanding a variety of assets

In response to increasing demands, THE SANKEI BUILDING completed three logistics facilities in FY3/23.



S-LINKS Shibuya



LEFOND The Tower Otsuka

## GRANVISTA Hotels & Resorts

Revenues: increased  
Operating income: returned to profit

### ■ Hotel Business: On the way of full-scale recovery

Occupancy rates are improving due to the national travel support and the re-open of inbound tourism.  
Average daily rates are also on an upward trend.

### ■ Aquarium Business

Kamogawa Sea World showed a strong performance throughout FY3/23.



Kamogawa Sea World

## Other

Revenues: increased  
Operating income: increased

### ■ The Sankei Bldg Techno

Construction orders increased.

### ■ Sankei Building Well Care

The number of residents increased.



An office constructed by Sankei Building Techno

# Summary of Urban Development, Hotels & Resorts Segment by Company

Millions of yen

	Net Sales			Operating Income		
	FY3/22	<b>FY3/23</b>	YoY	FY3/22	<b>FY3/23 累計</b>	YoY
SANKEI BUILDING	76,214	<b>67,134</b>	(9,080) (11.9)%	13,398	<b>12,669</b>	(728) (5.4)%
GRANVISTA Hotels & Resorts	15,243	<b>24,720</b>	9,476 62.2%	(3,612)	<b>826</b>	4,438 —
Others and adjustment	14,035	<b>16,986</b>	—	1,366	<b>1,574</b>	—

# FY3/24 Financial Results Forecast



# FY3/24 Consolidated Forecast

Millions of yen

	FY3/23 Results	FY3/24 Forecast	YoY	
Net Sales	535,641	557,700	22,059	4.1%
Operating Income	31,401	32,000	599	1.9%
Ordinary Income	39,053	39,300	247	0.6%
Net Income Attributable to Owners of the Parent	46,855	26,000	(20,855)	(44.5)%

## FY3/24 Forecast for Terrestrial TV Advertising Revenue

	YoY
Network Time	(0.4)%
Local Time	+0.7%
Spot	+2.2%
Total Broadcasting revenues	+1.1%

\*The company will separately disclose the medium-term group vision.

# FY3/24 Segment Forecasts

Millions of yen

	Business Segment				Total	Adjustment	Consolidated statement of Income
		Media & Content	Urban Development, Hotels & Resorts	Other			
Net Sales	FY3/24 Forecast	<b>441,800</b>	<b>113,300</b>	<b>19,100</b>	<b>578,100</b>	<b>(16,500)</b>	<b>557,700</b>
	FY3/23	420,836	108,841	20,394	550,072	(14,430)	535,641
	YoY%	4.9%	4.1%	(6.3)%	5.1%	—	4.1%
Operating Income	FY3/24 Forecast	<b>20,500</b>	<b>12,900</b>	<b>700</b>	<b>34,100</b>	<b>(2,100)</b>	<b>32,000</b>
	FY3/23	17,484	15,070	931	33,487	(2,086)	31,401
	YoY%	17.3%	(14.4)%	(24.8)%	1.8%	—	1.9%

# CAPEX Plan and Depreciation and Amortization

Millions of yen

		FY3/23 (Actual)	FY3/24 (Plan)	FY3/25 (Plan)
<b>CAPEX</b>	<b>Consolidated</b>	53,363	60,300	62,500
	Fuji TV	5,553	10,000	6,000
	Urban Development, Hotels & Resorts	45,112	45,700	51,700
	Fuji Media HD	746	2,500	3,000
<b>Depreciation and amortization</b>	<b>Consolidated</b>	17,755	19,300	20,400
	Fuji TV	5,857	6,600	6,900
	Urban Development, Hotels & Resorts	6,623	7,400	8,300
	Fuji Media HD	1,855	2,000	2,300

# Coming Highlights of Fuji TV

## TV Program

### A New Schedule from April 2023 “Paint it Colorful! -Fuji TV spirit-”

■ **Regular:** Strengthening the weekend broadcasting schedule with two new entertainment shows on Sunday, *Chidori no Kusesugo!* and *Matsumo to Nakai*.

*POKAPOKA*, a variety show which was started from January 2023, is broadcast on weekdays daily for two hours, aiming to expand the number of viewers of all age groups.

■ **Special:** *FNS 27 hours TV* will be on-air in July for the first time in four years, and *World Cup Volleyball* from September to October.



## Broadcasting Ad Sales: Aiming to increase sales with a new schedule and special programs

### Streaming Ad Sales: Expecting to keep high growth

■ **Broadcasting ad:** Proactively developing prospective sponsors, while providing current clients with optimal ad products meeting demand. With new ad products such as program-linked commercials, Fuji TV continues to expand sales in both network time and spot.

■ **Streaming ad:** Fuji TV won “AVOD Triple Crown” on TVer in the number of views, total viewing time and unique browsers, for both January 2022-December 2022 period and FY3/23 period. With serial dramas and new strong programs including *Matsumo to Nakai*, further high growth of TVer and Fuji TV’s streaming ad sales is expected.

## Movie

### 2023 Upcoming Films

■ **Theatrical release:** The Latest sequel to the live adaptation of *TOKYO REVENGERS*, #1 box-office hit of 2021 in Japan, is released.  
*Part.1 “Destiny”* on April 21,  
*Part.2 “Finale”* on June 30

*Don’t Call It Mystery* and *Fly Me to the Saitama II* are also to be released in 2022.

■ **Licencing:** Hit movies in FY3/23 are scheduled for distribution.



## Digital (FOD)

### Aiming further increase of subscribers with a variety of TV archives

■ **FOD:** The number of paid subscribers reached 1 million in November 2022. Celebrating Fuji TV’s 65<sup>th</sup> anniversary, 65 drama archives were streamed on TVer and FOD from March 2023, aiming to expand both subscribers of FOD and viewers of Fuji TV broadcasting.



■ **FNN Prime Online:** Consecutively recording over 100 million PV per month since August 2021.

On this news web site, sustainability-related articles are also streamed in collaboration with FMH group companies.

## Event

### *Alegría* and *Odaiba Adventure King*

■ ***Alegría*:** Cirque du Soleil’s long-awaited Japan tour in Tokyo (Feb.8-Jun.25) and Osaka (Jul.14-Oct.10) is ongoing. High revenues from the event and its merchandizing are expected.

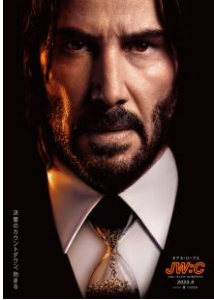


■ ***Odaiba Adventure King 2023*:** Held at Fuji TV building and Odaiba area from July 22 to August 28. In this period various events on the virtual space will be also held, aiming to create a new user experience.

# Coming Highlights Media & Content Urban Development, Hotels & Resorts

## Pony Canyon

Revenues from Music & video streaming is growing  
Expanding animation and music business overseas



John Wick: Chapter 4  
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- **Policy:** To maximize revenue from content with various way of monetizing including digital and overseas business
- **Digital:** Revenue from music streaming is growing. Revenue from video streaming is also expected to increase YoY.
- **Overseas:** On the way of developing animation and music business overseas by organizing business structures in North America, Europe and Asia regions.

## DINOS CORPORATION

Aiming to increase earnings by re-organizing  
a lineup of commodities and Promoting DX



LIFE STYLE  
**CONCIERGE**  
ライフスタイル コンシェルジュ

- **Policy:** As a “lifestyle concierge”, providing commodities meeting demand and utilizing optimal media
- **Media:** Promoting EC proactively utilizing EC mall and SNS in order to approach customers in multi ways.
- **Lineup of commodities:** Expanding food subscription business utilizing a food-specific warehouse, while promoting a furniture rental service.

## THE SANKEI BUILDING

Aiming for growth of revenue from both property sale  
and leasing business  
Progressing further investments by capital increase

- **Leasing (residential, office, logistics facilities, hotels, etc.):**  
Despite the uncertainty in demand for office leasing, SANKEI BUILDING expects steady revenues from leasing of residential properties and hotel properties.
- **Sales of residents and other properties:**  
Expecting the increase in total revenue YoY, by maximizing sales, adapting to changes in market conditions.  
Sales of residents is expected to decrease YoY in reaction to the higher sales in the previous year.
- **Investments:** THE SANKEI BUILDING increased its capital in March 2023. Utilizing the capital, the company will expand further investments in leasing properties and new large-scale developments.



## GRANVISTA Hotels & Resorts

Reopening of tourism demand is expected  
Planning prior investment for FY3/25



- **Hotels:** GRANVISTA expects the reopening of inbound tourism to drive the recovery of occupancy rates of hotels for FY3/24, of which the effect is already appearing in current rates.  
The gradual recovery in demand for party use is also expected.
- **Renewal Project of KOBE SUMA SEA WORLD:** Being underway. The opening of the aquarium and the resort hotel is scheduled in spring 2024. Development costs for Suma will be recorded in the second Half of FY3/24.

# ESG Policy & Topics of FY3/24

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## Reduction of environmental impact

### ■ SANKEI BUILDING: Raised funds with the sustainability linked loan

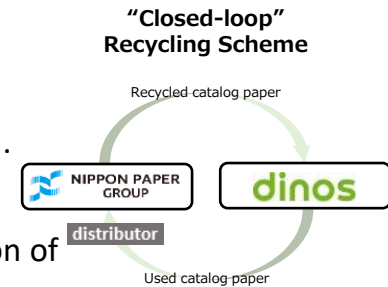
SANKEI BUILDING Introduced a sustainability linked loan system to promote motivation for achieving its decarbonization goal, which sets a destination as reducing CO2 emissions (Scope 1 and 2) to 50% of FY3/14, by FY3/31. An Intermediate goal for achieving the final goal is set as a target of the loan, and the loan conditions and the achievement status of the target is linked.

### ■ DINOS CORPORATION : Recycling used paper for catalogs

DINOS CORPORATION launched a “closed-loop” catalog paper recycling scheme with Nippon Paper Group. In this scheme, used papers of catalogs are supplied as material for new catalogs in a stable and long-term chain.

### ■ Fuji TV : Carbon Offsetting for a Program

In Fuji TV’s program *Future Runners* (broadcast January 2023), a total amount of CO2 emissions in the production of the program was calculated. By purchasing emission allowance (J-credits) in proportion to the emissions, the status of *Future Runners* became a “virtually zero-carbon program”.



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## Embodiment of a positive work environment

### ■ Pony Canyon / DINOS CORPORATION

Pony Canyon and DINOS were selected as the “Certified Health & Productivity Management Outstanding Organizations\* 2023 (Large enterprise category)” by METI and the Nippon Kenko Kaigi.



### ■ DINOS CORPORATION

DINOS was awarded the the highest level (three stars) of “Eruboshi” certification by MHLW as a company with excellent status in promotion of women’s participation and advancement.



### ■ Fuji TV

Fuji TV endorsed the “Declaration of 100% Male Childcare Leave” (Work-Life Balance Co., Ltd.)



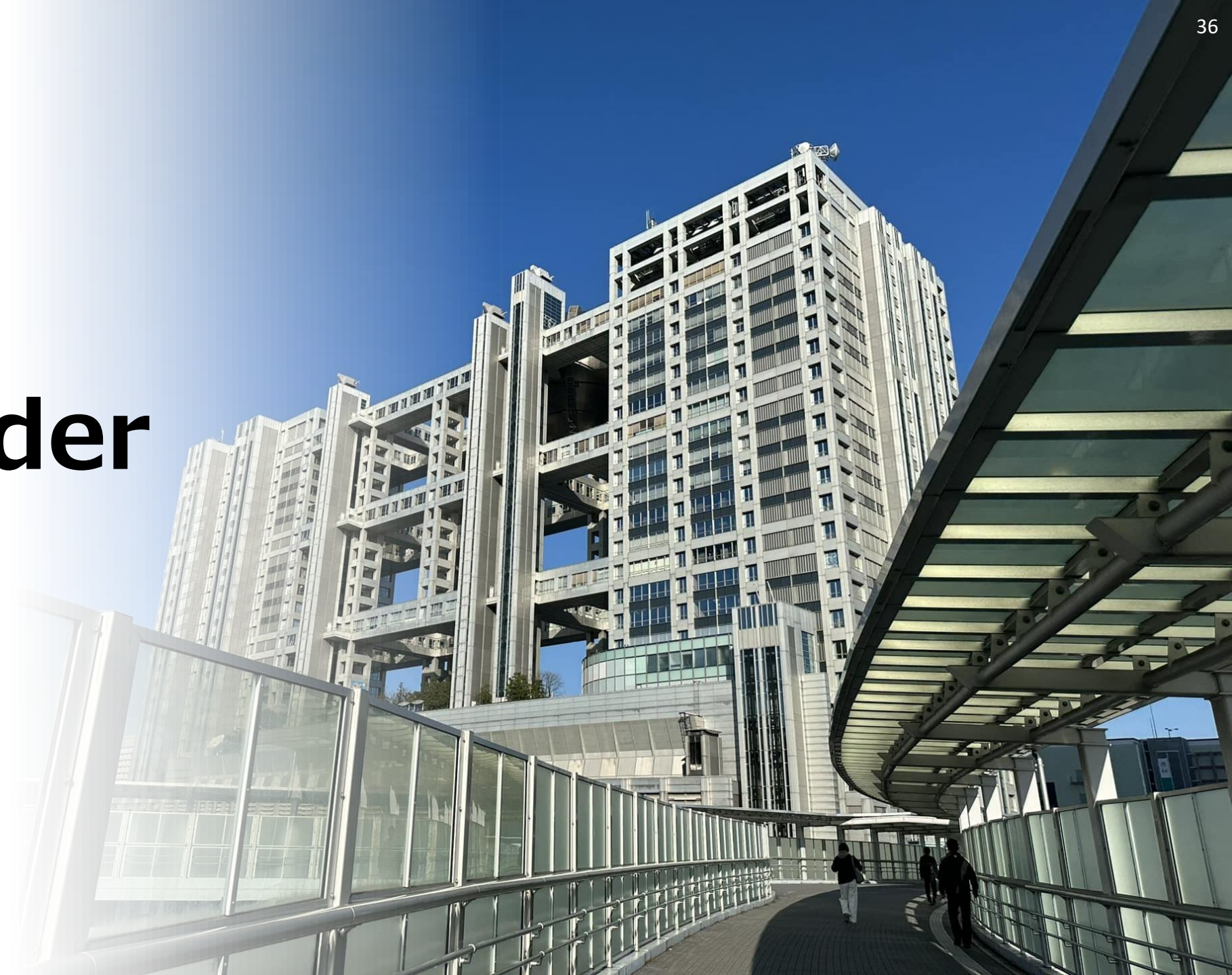
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## Establishment of Management Advisory Committee

### ■ FMH resolved to establish Management Advisory Committee

A committee with a majority of independent outside directors will be established for following purposes: nominating candidates for senior management and director positions; Strengthen the independence, objectivity, and accountability of the Board’s functions such as making decisions regarding executive compensations; enforcing the corporate governance system.

# Shareholder Returns

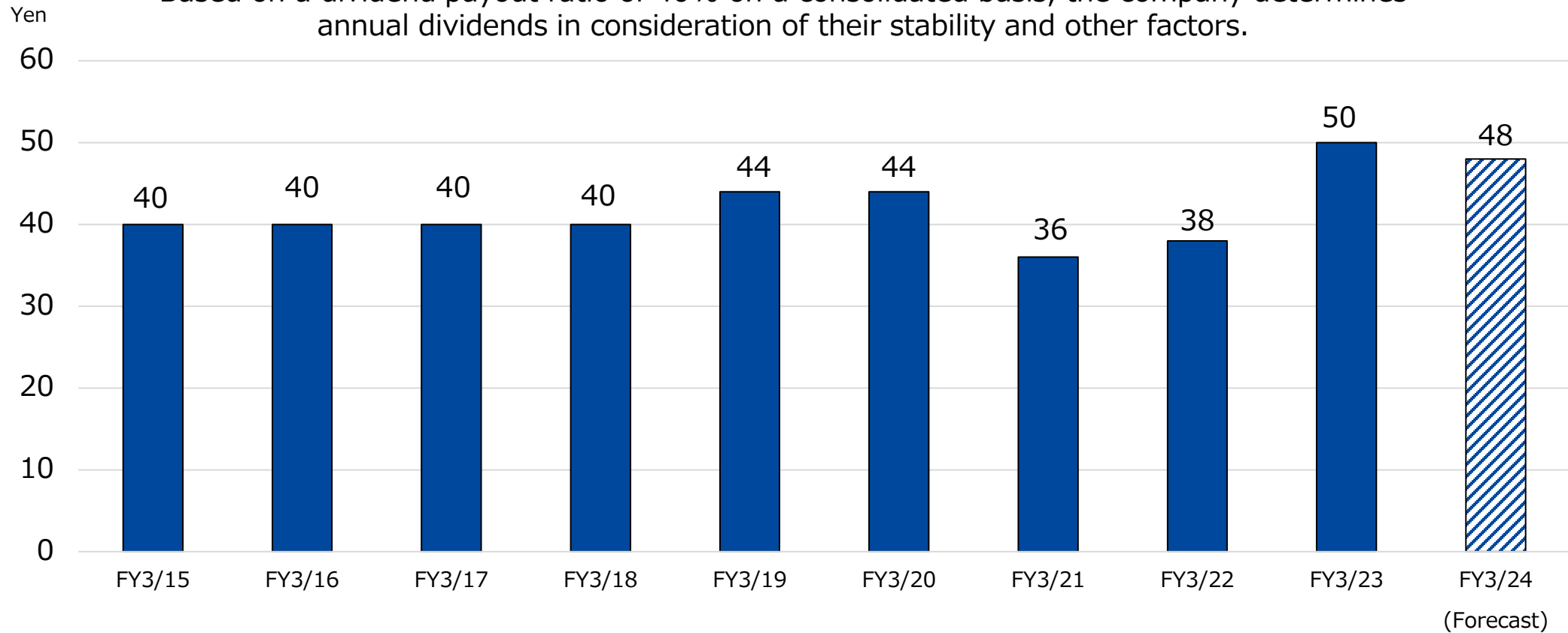


# Shareholder Returns

**FY3/23 Year-end dividends ¥20 Commemorative dividend ¥10**  
**Annual Dividends ¥50**

**FY3/24 Annual Dividends ¥48 (Forecast)**

Based on a dividend payout ratio of 40% on a consolidated basis, the company determines annual dividends in consideration of their stability and other factors.



The FY3/19 annual dividend payments comprised a 40 yen per share dividend on ordinary shares, and a commemorative dividend of 4 yen per share to mark the 10th anniversary of the transition to a certified broadcast holding company, and the 60th anniversary of Fuji Television Inc.

The FY3/23 annual dividend payments comprised a 40 yen per share dividend on ordinary shares, and a commemorative dividend of 10 yen per share to mark the 15th anniversary of the transition to a certified broadcast holding company, and the 65th anniversary of Fuji Television Inc.



# **【Appendix】 Results of 4Q**

**(3months ended March,2023)**

# 4Q<sub>(July-March)</sub> Consolidated Results

Millions of yen

	4Q FY3/22	4Q FY3/23	YoY	
<b>Net Sales</b>	129,815	<b>150,079</b>	20,264	15.6%
<b>Operating Income</b>	7,004	<b>8,961</b>	1,957	27.9%
<b>Ordinary Income</b>	8,945	<b>10,195</b>	1,250	14.0%
<b>Net income attributable to owners of the parent</b>	(1,630)	<b>26,123</b>	27,753	—

# Net Sales and Operating Income by Segment

Millions of yen

	Business Segment				Total	Adjustment	Consolidated statement of Income
		Media & Content	Urban Development, Hotels & Resorts	Other			
Net Sales	4Q FY3/23	110,040	38,579	5,099	153,718	(3,638)	150,079
	4Q FY3/22	105,317	23,674	4,264	133,256	(3,441)	129,815
	YoY	4,722	14,905	834	20,461	(197)	20,264
	YoY%	4.5%	63.0%	19.6%	15.4%	–	15.6%
Operating Income	4Q FY3/23	4,265	5,347	154	9,767	(805)	8,961
	4Q FY3/22	6,043	1,433	151	7,629	(624)	7,004
	YoY	(1,777)	3,913	2	2,138	(180)	1,957
	YoY%	(29.4)%	272.9%	1.7%	28.0%	–	27.9%

# 4Q<sub>(July-March)</sub> Fuji TV Results

Millions of yen

	4Q FY3/22	4Q FY3/23	YoY	
Net Sales	61,108	<b>60,914</b>	(194)	(0.3)%
Operating Income	2,998	<b>1,403</b>	(1,594)	(53.2)%
Ordinary Income	2,980	<b>1,467</b>	(1,513)	(50.8)%
Net Income	(4,544)	<b>1,359</b>	5,903	—

# Broadcasting & Media Business: Revenues and Costs

Millions of yen

	4Q FY3/22	4Q FY3/23	YoY	
<b>Broadcasting &amp; Media Business Revenues</b>	<b>51,317</b>	<b>47,731</b>	<b>(3,586)</b>	<b>(7.0)%</b>
<b>Broadcasting Revenues</b>	<b>42,806</b>	<b>39,205</b>	<b>(3,600)</b>	<b>(8.4)%</b>
Network time	16,903	16,267	(635)	(3.8)%
Local time	2,880	2,598	(281)	(9.8)%
Spot	23,022	20,339	(2,682)	(11.7)%
<b>Other Broadcasting &amp; Media Revenues</b>	<b>8,511</b>	<b>8,525</b>	<b>13</b>	<b>0.2%</b>
Streaming ad <sup>*1</sup>	989	1,224	235	23.8%
Program sales <sup>*2</sup>	4,082	3,896	(185)	(4.5)%
CS broadcasting and Others	3,440	3,404	(35)	(1.0)%
<b>Costs of Broadcasting &amp; Media Business <sup>*3</sup></b>	<b>34,632</b>	<b>34,535</b>	<b>(97)</b>	<b>(0.3)%</b>

\*1: Streaming Ad is included in Other Broadcasting & Media Revenues from FY3/23.

YoY changes in Other Broadcasting & Media Revenues have been calculated retrospectively under the same conditions.

\*2: Program sales does not include Program sales outside Japan from FY3/23 . YoY changes have been calculated retrospectively under the same conditions.

\*3: Costs of Broadcasting & Media Business includes costs of Streaming ad and does not include costs of Program sales outside Japan from FY3/23.

YoY changes have been calculated retrospectively under the same conditions.

# Content Business : Revenues and Costs

Millions of yen

	4Q FY3/22	4Q FY3/23	YoY	
<b>Content Business Revenues</b>	<b>9,791</b>	<b>13,183</b>	<b>3,392</b>	<b>34.6%</b>
Event	1,245	2,597	1,352	108.6%
Movie	2,628	3,023	394	15.0%
Digital <sup>*1</sup>	3,268	3,885	617	18.9%
Merchandising	572	1,584	1,012	176.7%
Animation	581	779	197	33.9%
Video	448	273	(174)	(38.9)%
Others <sup>*2</sup>	1,045	1,038	(7)	(0.7)%
<b>Costs of Content Business<sup>*3</sup></b>	<b>6,958</b>	<b>9,525</b>	<b>2,567</b>	<b>36.9%</b>

\*1 : Digital does not include Streaming Ad from FY3/23. YoY changes have been calculated retrospectively under the same conditions

\*2 : Others includes Program sales outside Japan from FY3/23. YoY changes have been calculated retrospectively under the same conditions.

\*3 : Cost of Content Business includes cost of Program sales outside Japan and does not include cost of Streaming Ad from FY3/23.  
YoY changes have been calculated retrospectively under the same conditions.

# Spot Advertising YoY Trend by Industry

January – March 2023 \*Based on Administrative accounting

Industry	Share Last Year	Share	YoY
Information/ Telecommunication/ Broadcasting	21.6%	17.5%	(28.4)%
Fast Foods/Services	10.2%	10.6%	(7.9)%
Finance/Insurance	7.5%	7.7%	(9.3)%
Cosmetic/Toiletries	7.4%	6.9%	(17.7)%
Real Estate/Housing	4.5%	6.5%	28.2%
Foods	5.7%	5.9%	(7.4)%
Publications/ Entertainment	4.9%	5.5%	0.2%
Autos	3.7%	5.1%	24.1%
Travel/Leisure	2.1%	4.8%	103.4%

Industry	Share Last Year	Share	YoY
Pharmaceuticals/ Medical Products	3.7%	4.7%	10.5%
Beverage (Non-Alcoholic)	4.1%	4.0%	(14.0)%
Distribution/Retail	4.5%	3.8%	(25.3)%
Office/Precision/ Optical Equipment	3.8%	2.9%	(30.8)%
Apparel/Accessories	2.8%	2.8%	(13.6)%
Beverage (Alcoholic)	3.3%	2.4%	(35.9)%
Telephone Services	4.2%	2.4%	(49.9)%
Energy/Machinery	1.6%	1.2%	(33.7)%
Consumer Electronics	1.0%	1.1%	(8.7)%
Others	3.3%	4.1%	11.2%