



## Consolidated Financial Results for the Year Ended March 31, 2025 [Japanese GAAP]

May 16, 2025

Company name: FUJI MEDIA HOLDINGS, INC.

Listing: Tokyo Stock Exchange

Securities code: 4676

URL: <https://www.fujimediahd.co.jp/en/>

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Scheduled date of annual general meeting of shareholders: June 25, 2025

Scheduled date to commence dividend payments: June 26, 2025

Scheduled date to file annual securities report: June 25, 2025

Preparation of supplementary material on financial results: Yes

Holding of financial results briefing: Yes

(Yen amounts are rounded down to millions, unless otherwise noted.)

### 1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (April 1, 2024 to March 31, 2025)

#### (1) Consolidated Operating Results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2025	550,761	(2.8)	18,293	(45.4)	25,180	(35.7)	(20,134)	-
March 31, 2024	566,443	5.8	33,519	6.7	39,173	0.3	37,082	(20.9)

(Note) Comprehensive income: Fiscal year ended March 31, 2025: ¥ (13,845) million [ -%]  
Fiscal year ended March 31, 2024: ¥ 42,739 million [ (12.0)%]

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
	Yen	Yen	%	%	%
Fiscal year ended March 31, 2025	(95.74)	-	(2.4)	1.7	3.3
March 31, 2024	169.27	-	4.4	2.8	5.9

(Reference) Equity in earnings (losses) of affiliated companies: Fiscal year ended March 31, 2025: ¥ 2,911 million  
Fiscal year ended March 31, 2024: ¥ 1,378 million

#### (2) Consolidated Financial Position

	Total assets	Net assets	Capital adequacy ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2025	1,440,296	830,023	56.8	3,943.80
March 31, 2024	1,448,833	869,628	59.2	3,972.81

(Reference) Equity: As of March 31, 2025: ¥ 818,166 million  
As of March 31, 2024: ¥ 857,920 million

#### (3) Consolidated Cash Flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at the end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Fiscal year ended March 31, 2025	58,449	(37,492)	2,463	123,112
March 31, 2024	47,801	(106,535)	25,240	98,982

## 2. Dividends

	Annual dividends					Total dividends	Payout ratio (consolidated)	Dividends to net assets (consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Year-end	Total			
Fiscal year ended	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
March 31, 2024	-	24.00	-	24.00	48.00	10,582	28.4	1.2
March 31, 2025	-	25.00	-	25.00	50.00	10,589	-	1.3
Fiscal year ending								
March 31, 2026 (Forecast)	-	25.00	-	25.00	50.00		103.7	

## 3. Consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2026 (April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	561,000	1.9	2,500	(86.3)	7,100	(71.8)	10,000	-	48.20

### \* Notes:

(1) Significant changes in the scope of consolidation during the period:

None

Newly included: - (Company name: )  
 Excluded: - (Company name: )

(2) Changes in accounting policies, changes in accounting estimates, and restatement

1) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes

2) Changes in accounting policies due to other reasons: None

3) Changes in accounting estimates: None

4) Restatement: None

(3) Number of issued shares (common shares)

1) Total number of issued shares at the end of the period (including treasury shares):

March 31, 2025: 234,194,500 shares

March 31, 2024: 234,194,500 shares

2) Number of treasury shares at the end of the period:

March 31, 2025: 26,738,332 shares

March 31, 2024: 18,246,615 shares

3) Average number of shares outstanding during the period:

Fiscal Year ended March 31, 2025: 210,295,817 shares

Fiscal Year ended March 31, 2024: 219,072,676 shares

(Reference) Overview of Non-consolidated Financial Results

1. Non-consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (April 1, 2024 to March 31, 2025)

(1) Non-consolidated Operating Results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Net income	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	16,099	(9.4)	8,183	(22.8)	12,939	(15.4)	1,902	(92.8)
March 31, 2024	17,762	12.5	10,602	19.7	15,294	18.4	26,273	(16.4)

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2025	8.92	-
March 31, 2024	118.32	-

(2) Non-consolidated Financial Position

	Total assets	Net assets	Capital adequacy ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	820,951	569,106	69.3	2,704.53
March 31, 2024	843,546	591,572	70.1	2,702.24

(Reference) Equity: As of March 31, 2025: ¥ 569,106 million  
As of March 31, 2024: ¥ 591,572 million

\* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

\* Proper use of earnings forecasts, and other special matters

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 10.

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## **1. OVERVIEW OF BUSINESS RESULTS, ETC.**

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

Fuji Media Holdings, Inc. (hereinafter referred to as the “Company”) sincerely apologizes to our stakeholders for the inconveniences and concern caused by the recent human rights and compliance incident at Fuji Television Network, Inc. (hereinafter referred to as “Fuji TV”), a subsidiary of the Company.

Following this incident, the Company and Fuji TV announced “Measures to Strengthen Human Rights and Compliance Efforts” on March 31. Also, based on the investigation report received from the third-party committee announced on the same day, on April 30, the two companies reported to the Ministry of Internal Affairs and Communications on the state of progress to date and on specific measures for the fundamental reform of corporate culture and governance to prevent a recurrence of similar incidents. The two companies also published this report on the websites of the Company and Fuji TV.

The Company will continue to disclose information as necessary and, through unremitting efforts, work with all its might to restore trust in the Company and Fuji TV as soon as possible. In addition, based on the Reform Action Plan announced today, after placing top priority on respect for human rights, the Company will aim for the steady enhancement of medium- to long-term corporate value of the Group through the promotion of human capital management, growth strategies through business reform, and the improvement of capital efficiency.

For the fiscal year ended March 31, 2025 (April 1, 2024 to March 31, 2025), up until the third quarter, performance had been on track to surpass the forecast announced on May 9, 2024, with Fuji TV’s revenue from terrestrial broadcast advertising revenue exceeding that of the same period of the previous fiscal year, and its streaming advertising revenue remaining strong, supported by robust viewer ratings. Kobe Suma Sea World, which had its grand opening in June 2024, and the Hotels & Resorts segment, supported by expanding inbound tourism demand, had also provided contributions. However, a significant drop in advertising revenue was expected in Fuji TV due to the recent incident, leading the Company to lower its earnings forecasts on January 30. The Company subsequently revised its earnings forecasts again on April 30 due to the recording of impairment losses on fixed assets of the Company and Fuji TV and the reversal of deferred tax assets by Fuji TV to reflect the performance trends for the current and future fiscal years of Fuji TV.

As a result, consolidated net sales of Fuji Media Holdings Group (the “Group”) decreased overall during the fiscal year under review, down 2.8% year-on-year to ¥550,761 million, due to a decrease in the Media & Content segment and an increase in the Urban Development, Hotels & Resorts segment.

In terms of earnings, overall operating profit decreased 45.4% year-on-year to ¥18,293 million, as the Media & Content segment recorded a decrease, despite the Urban Development, Hotels & Resorts segment reported an increase. Ordinary profit decreased 35.7% year-on-year to ¥25,180 million despite an increase in dividend income and significant improvements in equity in earnings of affiliated companies, and profit attributable to owners of parent decreased ¥57,216 million year-on-year to a loss of ¥20,134 million mainly due to an increase in extraordinary losses.

Results by operating segment are as follows.

Years ended March 31

	Net sales			Operating profit (loss)		
	2024	2025	Change	2024	2025	Change
	Millions of yen	Millions of yen	%	Millions of yen	Millions of yen	%
Media & Content	433,663	<b>404,376</b>	(6.8)	15,706	<b>(4,085)</b>	—
Urban Development, Hotels & Resorts	128,316	<b>140,990</b>	9.9	19,537	<b>24,490</b>	25.4
Other	19,818	<b>20,057</b>	1.2	944	<b>876</b>	(7.1)
Eliminations	(15,355)	<b>(14,661)</b>	—	(2,667)	<b>(2,989)</b>	—
Total	566,443	<b>550,761</b>	(2.8)	33,519	<b>18,293</b>	(45.4)

## Media & Content

Up until the third quarter, Fuji TV achieved strong growth in both revenue and earnings as its mainstay terrestrial TV advertising revenue exceeded the level of the previous fiscal year, and also due to improvements in the gross profit margins for the content business, among other factors. However, due to the recent incident, the mainstay TV terrestrial advertising revenue declined sharply from January, resulting in a year-on-year decrease in net sales and the recording of an operating loss for the full fiscal year.

Broadcasting and media revenues, a component of net sales, decreased 12.1% year-on-year to ¥161,269 million, and gross profit decreased.

Network time advertising sales (broadcast nationwide) exceeded the previous fiscal year's level for special programs such as the "MLB World Series Broadcast - Dodgers vs Yankees" and the "Paris Olympics." However, the recent incident led to a year-on-year decrease in revenue from regular programs. As a result, network time advertising sales decreased 14.8% year-on-year to ¥54,117 million.

Local time advertising sales (broadcast over the Kanto region) decreased 7.7% year-on-year to ¥9,353 million.

Spot advertising sales were impacted by the recent incident. Sorting sales by industrial categories, only 3 out of 19 industries including "Energy/Machinery," "Office/Precision/Optical Equipment," and "Automobile/Related Products," posted a year-on-year growth. As a result, spot advertising sales decreased 18.2% year-on-year to ¥60,280 million.

Meanwhile, streaming advertising sales on video-on-demand services including TVer (an ad-supported service co-founded by commercial broadcasters) increased 6.9% year-on-year to ¥8,406 million, despite the impact of the recent incident after January. This growth was driven by strong viewership of new dramas such as "*Where does the Sea Begin*" (broadcast on Monday at 9 p.m.) and "*My Precious*" (a series broadcast on Thursday), as well as continued popularity of past titles.

In the content business, revenues were strong in the digital business and overseas program sales, driven by increased subscription revenue from FOD and higher sales of licensing rights both domestically and internationally. Revenue from the animation development business also performed

well, boosted by increased character royalties. Conversely, event business revenue declined significantly due to the absence of a contribution from the Cirque du Soleil's "*Alegria – In A New Light*," which was a strong performer in the previous fiscal year. Revenues from movie business also decreased, despite robust secondary revenue streams from licensing past works such as "*Misuteri to Iu Nakare*" and "*Fly Me To The Saitama II*." Theatrical releases, including "*MUROI SHINJI NOT DEFEATED*" and "*MUROI SHINJI STAY ALIVE*," did not reach the same level as the previous year's hit titles. As a result, net sales from the content business decreased 3.3% year-on-year to ¥52,916 million. However, gross profit increased, driven by revenues from the digital business, animation development business, and overseas program sales business.

As a result of the above, net sales of Fuji TV as a whole decreased 10.1% year-on-year to ¥214,186 million. In terms of earnings, Fuji TV recorded an operating loss of ¥14,029 million, a decrease of ¥19,462 million year-on-year, primarily due to the decline in broadcasting and media profit.

At Fuji Satellite Broadcasting, Inc., both time advertising sales and spot advertising sales fell, and broadcasting revenue declined. Although large-scale projects led to an increase in net sales in the event business, this was unable to offset the decline in revenue in the broadcasting business, and both revenue and earnings decreased overall.

Nippon Broadcasting System, Inc. recorded an increase in revenue in the broadcasting business due to strong time advertising sales. However, the reactionary decline in the event business caused by the absence of large-scale events held in the same period of the previous fiscal year led to a major decline in net sales overall, while the improvement in the cost ratio in the event business contributed to an increase in earnings.

Pony Canyon Inc. recorded a decrease in revenue as program sales and video package sales did not reach the scale of the same period of the previous fiscal year due to a decline in the number of hit animation productions, despite a solid performance in streaming and a strong performance in music packages due to new music releases. This fall in revenue and increases in event costs and selling, general and administrative expenses resulted in an operating loss.

Fujipacific Music Inc. recorded a decrease in revenue overall due to a reactionary decline in revenues from royalties from music related to hit movies that were major contributors to revenue in the same period of the previous fiscal year. Earnings decreased due to an increase in selling, general and administrative expenses.

DINOS CORPORATION saw a decrease in overall revenue due to underperformances of catalog shopping in the living, beauty and health, and fashion categories, despite strong performances in sales from television shopping. On the earnings front, thorough efforts in cost control through streamlining of catalog publication resulted in a return to profit after the recording of an operating loss in the previous fiscal year.

Quaras Inc. recorded an increase in net sales due to handling of web-related advertising and strong results in creative and event-related revenues. Earnings declined due to a rise in the cost ratio.

As a result of the above, for the Media & Content segment overall, net sales decreased 6.8% year-on-year to ¥404,376 million and a segment operating loss of ¥4,085 million was recorded due to a year-on-year decrease in earnings of ¥19,791 million.

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

THE SANKEI BUILDING CO., LTD. recorded decreases in both revenue and earnings as sales of owned properties and properties under development did not reach the level of the same period of the previous fiscal year, despite the continued strong performance in revenue from leasing of office buildings, hotels, and rental residences.

GRANVISTA Hotels & Resorts Co., Ltd. recorded significant increases in both revenue and earnings, with Kobe Suma Sea World, which had its grand opening on June 1, 2024, making a substantial contribution, as well as the continued strong occupancy rates in the hotels under its operation, including Intergate Hotels, boosted by record-high levels of demand from international tourists.

As a result of the above, the Urban Development, Hotels & Resorts segment overall recorded net sales of ¥140,990 million, up 9.9% year-on-year, with segment operating profit up 25.4% year-on-year to ¥24,490 million.

## **Other**

Net sales in the Other segment overall increased 1.2% year-on-year to ¥20,057 million, but segment operating profit decreased 7.1% year-on-year to ¥876 million.

Affiliates accounted for using the equity method, such as ITOCHU Fuji Partners, Inc., Fuji TV-network affiliates, Sankei Shimbun Co., Ltd., and Nihon Eiga Broadcasting Corp. contributed to 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, 2025) amounted to ¥1,440,296 million, a decrease of ¥8,536 million (0.6%) from the end of the previous fiscal year (March 31, 2024).

Total current assets amounted to ¥398,592 million, a decrease of ¥6,345 million (1.6%) from the end of the previous fiscal year. This was due mainly to a decrease of ¥25,470 million in notes and accounts receivable-trade, and contract assets; against increases of ¥9,311 million in inventories and ¥8,220 million in cash and deposits.

Total non-current assets amounted to ¥1,041,704 million, a decrease of ¥2,190 million (0.2%) from the end of the previous fiscal year. This was due mainly to decreases of ¥8,120 million in construction in progress, ¥3,471 million in software, and ¥3,323 million in machinery, equipment and vehicles, net; against increases of ¥8,088 million in land and ¥4,577 million in retirement benefit asset.

Total liabilities amounted to ¥610,273 million, an increase of ¥31,068 million (5.4%) from the end of the previous fiscal year.

Total current liabilities amounted to ¥186,939 million, an increase of ¥34,501 million (22.6%) from the end of the previous fiscal year. This was due mainly to an increase of ¥41,527 million in short-term borrowings; against decreases of ¥3,873 million in accounts payable-other included in "Other" line items and ¥3,453 million in accrued expenses.

Total non-current liabilities amounted to ¥423,333 million, a decrease of ¥3,433 million (0.8%) from the end of the previous fiscal year. This was due mainly to a decrease of ¥11,985 million in long-



term borrowings, against an increase of ¥8,859 million in deferred tax liabilities.

Total net assets amounted to ¥830,023 million, a decrease of ¥39,605 million (4.6%) from the end of the previous fiscal year. This was due mainly to a decrease in retained earnings by ¥20,134 million by the recording of loss attributable to owners of parent and by ¥10,582 million owing to returning profits from retained earnings, and an increase of ¥14,942 million in treasury shares mainly due to the purchase of treasury shares.

### (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 ¥58,449 million, an increase of ¥10,647 million (22.6%) from cash provided during the previous fiscal year. This was due mainly to an increase of ¥26,313 million in trade receivables, an increase of ¥27,543 million in impairment losses and a decrease of ¥10,553 million in gain on sale of investment securities, against a decrease of ¥54,530 million in profit (loss) before income taxes.

Cash used in investing activities amounted to ¥37,492 million, a decrease of ¥69,042 million (64.8%) from cash used in the previous fiscal year. This was due mainly to decreases of ¥36,465 million in purchase of property, plant and equipment, ¥28,700 million in purchase of securities, and ¥8,169 million in purchase of investment securities, against a decrease of ¥11,168 million in proceeds from sale and redemption of investment securities.

Cash provided by financing activities during the fiscal year under review amounted to ¥2,463 million, a decrease of ¥22,776 million (90.2%) from cash provided during the previous fiscal year. This was due mainly to decreases of ¥31,000 million in proceeds from long-term borrowings and ¥19,911 million in proceeds from issuance of bonds and an increase of ¥5,000 million in purchase of treasury shares; against an increase of ¥11,600 million in short-term borrowings, a decrease of ¥10,568 million in repayments of long-term borrowings and a decrease of ¥10,000 million in redemption of bonds.

As a result of the above, the balance of cash and cash equivalents at the end of the fiscal year under review amounted to ¥123,112 million, an increase of ¥24,130 million (24.4%) from the end of the previous fiscal year.

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

Years ended March 31

	2021	2022	2023	2024	2025
Equity ratio (%)	57.9	59.7	60.6	59.2	56.8
Equity ratio, based on market value (%)	22.6	19.5	19.2	29.6	36.8
Ratio of interest-bearing debt to cash flow (times)	6.3	5.1	4.5	6.8	6.1
Interest coverage ratio (times)	33.5	35.8	43.8	27.3	22.2

Notes: 1. Equity ratio: shareholders' equity/ total assets

2. Equity ratio, based on market value: total market capitalization/ total assets

3. Ratio of interest-bearing debt to cash flow: interest-bearing debt/ cash flows

4. Interest coverage ratio: cash flows/ interest expense

\* All indices are calculated on a consolidated basis.

\* 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.

\* "Cash flows" refers to cash flows provided by (used in) operating activities as shown in the consolidated

statements of cash flows.

- \* “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.

#### **(4) Future Outlook**

In the Japanese economy, while there are expectations of a moderate recovery due to factors such as improvements in employment and income situations and increased inbound tourism, there are concerns about a downward swing in the economic conditions resulting from a downturn in consumption and an increase in costs of goods due to rising prices against a backdrop of soaring global energy prices, the historic depreciation of the yen, etc., as well as overseas circumstances such as the introduction of reciprocal tariffs by the U.S. and concern about the outlook for the Chinese economy.

In the Urban Development, Hotels & Resorts segment, the Group expects to see continued firm results in real estate leasing and planned sales of owned real estate, as well as stable business results due to the full-year operation of Kobe Suma Sea World and Kobe Suma Sea World Hotel, which had their grand opening in June last year. In the Media & Content segment, on the other hand, the downturn in the segment's mainstay terrestrial TV advertising sales is expected to continue due to the impact of the Fuji TV incident, and while consolidated net sales overall are expected to exceed the results of the fiscal year under review, operating profit and ordinary profit are expected to be lower year-on-year. Profit attributable to owners of parent is expected to increase due to a reactionary fall in extraordinary losses and the recording of gain on sale of investment securities disclosed on April 30, 2025.

Accordingly, reflecting the above, the Company is forecasting consolidated net sales of ¥561,000 million, with operating profit of ¥2,500 million, ordinary profit of ¥7,100 million, and profit attributable to owners of parent of ¥10,000 million for the fiscal year ending March 31, 2026.

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

The Company regards the returning 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 returns to its shareholders in accordance with the results of operations, 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.

Regarding returning profits from retained earnings for the fiscal year under review (ended March 31, 2025), the Company sets out its basic policy to provide stable returns to its shareholders with the target payout ratio of 40% on a consolidated basis. Based on the trends in business results of Fuji TV in the fiscal year under review and beyond, net loss attributable to owners of the parent has been recorded due to recording of impairment losses on non-current assets of the Company and Fuji TV and the reversal of deferred tax assets by Fuji TV. However, in terms of the year-end dividend, under the policy of considering the stability of dividends in determining the year-end dividend, the Company has decided to pay a year-end dividend of ¥25 per share, which is the same as the previous dividend forecast. This brings the total annual dividend to ¥50 per share, including the interim dividend of ¥25 per share. A proposal concerning this matter will be submitted to the 84th Ordinary General Meeting of Shareholders scheduled for June 25, 2025.

Regarding dividends for the next fiscal year (ending March 31, 2026) and beyond, from the perspective of further improving capital efficiency and strengthening shareholder returns, the Company

intends to set a policy of considering the stability of dividends, emphasizing the return of profits to its shareholders, in the determination of dividends, with the target payout ratio of 50% on a consolidated basis, excluding extraordinary factors. Based on this policy, the Company expects to pay ¥25 per share as the interim dividend and the year-end dividend for the next fiscal year, respectively, totaling an annual dividend of ¥50 per share.

## **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

#### (1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
<b>Assets</b>		
Current assets		
Cash and deposits	76,077	84,297
Notes and accounts receivable - trade, and contract assets	95,858	70,388
Securities	121,461	113,991
Inventories	73,553	82,864
Other	38,691	48,030
Allowance for doubtful accounts	(703)	(979)
<b>Total current assets</b>	<b>404,938</b>	<b>398,592</b>
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	174,618	174,990
Machinery, equipment and vehicles, net	14,399	11,076
Land	336,381	344,469
Construction in progress	16,894	8,774
Other, net	12,157	11,158
<b>Total property, plant and equipment</b>	<b>554,451</b>	<b>550,469</b>
Intangible assets		
Goodwill	395	1,600
Leasehold interests in land	5,107	4,885
Software	7,979	4,508
Other	12,682	12,714
<b>Total intangible assets</b>	<b>26,165</b>	<b>23,708</b>
Investments and other assets		
Investment securities	414,647	414,896
Retirement benefit asset	12,189	16,766
Deferred tax assets	6,178	4,495
Other	31,710	32,783
Allowance for doubtful accounts	(1,449)	(1,415)
<b>Total investments and other assets</b>	<b>463,277</b>	<b>467,526</b>
<b>Total non-current assets</b>	<b>1,043,894</b>	<b>1,041,704</b>
<b>Total assets</b>	<b>1,448,833</b>	<b>1,440,296</b>

	As of March 31, 2024	As of March 31, 2025
<b>Liabilities</b>		
Current liabilities		
Notes and accounts payable - trade	39,292	42,349
Electronically recorded obligations - operating	6,275	4,505
Short-term borrowings	27,677	69,204
Income taxes payable	9,643	7,496
Provision for bonuses for directors (and other officers)	517	555
Other	69,030	62,827
Total current liabilities	152,437	186,939
Non-current liabilities		
Bonds payable	20,000	20,000
Long-term borrowings	273,676	261,690
Deferred tax liabilities	81,063	89,923
Deferred tax liabilities for land revaluation	11,745	12,090
Provision for retirement benefits for directors (and other officers)	2,360	2,356
Retirement benefit liability	15,078	14,127
Negative goodwill	611	37
Other	22,230	23,107
Total non-current liabilities	426,766	423,333
Total liabilities	579,204	610,273
<b>Net assets</b>		
Shareholders' equity		
Share capital	146,200	146,200
Capital surplus	173,797	173,814
Retained earnings	426,880	396,115
Treasury shares	(24,113)	(39,055)
Total shareholders' equity	722,765	677,075
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	117,061	116,672
Deferred gains or losses on hedges	(115)	(0)
Revaluation reserve for land	1,530	1,233
Foreign currency translation adjustment	6,281	10,309
Remeasurements of defined benefit plans	10,396	12,875
Total accumulated other comprehensive income	135,154	141,091
Non-controlling interests	11,708	11,857
Total net assets	869,628	830,023
<b>Total liabilities and net assets</b>	<b>1,448,833</b>	<b>1,440,296</b>

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

### Consolidated Statements of Income

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Net sales	566,443	550,761
Cost of sales	406,706	411,586
Gross profit	159,736	139,175
Selling, general and administrative expenses	126,216	120,881
Operating profit	33,519	18,293
Non-operating income		
Interest income	884	1,002
Dividend income	3,895	4,460
Share of profit of entities accounted for using equity method	1,378	2,911
Amortization of negative goodwill	573	573
Gain on investments in investment partnerships	533	661
Other	1,256	694
Total non-operating income	8,521	10,305
Non-operating expenses		
Interest expenses	1,875	2,654
Loss on investments in investment partnerships	97	121
Other	894	641
Total non-operating expenses	2,868	3,417
Ordinary profit	39,173	25,180
Extraordinary income		
Gain on sale of investment securities	17,256	6,587
Other	17	388
Total extraordinary income	17,273	6,976
Extraordinary losses		
Impairment losses	514	28,057
Other	1,530	4,227
Total extraordinary losses	2,045	32,285
Profit (loss) before income taxes	54,401	(128)
Income taxes - current	18,002	12,453
Income taxes - deferred	(1,142)	7,142
Total income taxes	16,860	19,595
Profit (loss)	37,541	(19,723)
Profit attributable to non-controlling interests	458	410
Profit (loss) attributable to owners of parent	37,082	(20,134)

# Consolidated Statements of Comprehensive Income

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Profit (loss)	37,541	(19,723)
Other comprehensive income		
Valuation difference on available-for-sale securities	(5,188)	501
Revaluation reserve for land	-	(345)
Foreign currency translation adjustment	2,094	3,678
Remeasurements of defined benefit plans, net of tax	6,239	2,063
Share of other comprehensive income of entities accounted for using equity method	2,052	(20)
Total other comprehensive income	5,198	5,878
Comprehensive income	42,739	(13,845)
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	42,026	(14,198)
Comprehensive income attributable to non-controlling interests	712	352

### (3) Consolidated Statements of Changes in Equity

For the fiscal year ended March 31, 2024

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	146,200	173,797	401,585	(14,113)	707,469
Changes during period					
Dividends of surplus			(12,089)		(12,089)
Profit (loss) attributable to owners of parent			37,082		37,082
Purchase of treasury shares				(10,000)	(10,000)
Change in treasury shares arising from change in equity in entities accounted for using equity method				0	0
Reversal of revaluation reserve for land			2		2
Increase by merger			299		299
Net changes in items other than shareholders' equity					
Total changes during period	-	-	25,295	(9,999)	15,295
Balance at end of period	146,200	173,797	426,880	(24,113)	722,765

	Accumulated other comprehensive income						Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	120,667	(183)	1,533	4,170	4,023	130,210	11,089	848,769
Changes during period								
Dividends of surplus								(12,089)
Profit (loss) attributable to owners of parent								37,082
Purchase of treasury shares								(10,000)
Change in treasury shares arising from change in equity in entities accounted for using equity method								0
Reversal of revaluation reserve for land								2
Increase by merger								299
Net changes in items other than shareholders' equity	(3,605)	68	(2)	2,110	6,373	4,944	619	5,563
Total changes during period	(3,605)	68	(2)	2,110	6,373	4,944	619	20,858
Balance at end of period	117,061	(115)	1,530	6,281	10,396	135,154	11,708	869,628



(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	146,200	173,797	426,880	(24,113)	722,765
Changes during period					
Dividends of surplus			(10,582)		(10,582)
Profit (loss) attributable to owners of parent			(20,134)		(20,134)
Purchase of treasury shares				(15,000)	(15,000)
Disposal of treasury shares		17		57	75
Change in treasury shares arising from change in equity in entities accounted for using equity method				0	0
Reversal of revaluation reserve for land			(47)		(47)
Net changes in items other than shareholders' equity					
Total changes during period	-	17	(30,765)	(14,942)	(45,689)
Balance at end of period	146,200	173,814	396,115	(39,055)	677,075

	Accumulated other comprehensive income						Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	117,061	(115)	1,530	6,281	10,396	135,154	11,708	869,628
Changes during period								
Dividends of surplus								(10,582)
Profit (loss) attributable to owners of parent								(20,134)
Purchase of treasury shares								(15,000)
Disposal of treasury shares								75
Change in treasury shares arising from change in equity in entities accounted for using equity method								0
Reversal of revaluation reserve for land								(47)
Net changes in items other than shareholders' equity	(388)	114	(297)	4,028	2,479	5,936	148	6,084
Total changes during period	(388)	114	(297)	4,028	2,479	5,936	148	(39,605)
Balance at end of period	116,672	(0)	1,233	10,309	12,875	141,091	11,857	830,023

**(4) Consolidated Statements of Cash Flows**

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
<b>Cash flows from operating activities</b>		
Profit (loss) before income taxes	54,401	(128)
Depreciation	18,437	19,740
Impairment losses	514	28,057
Amortization of goodwill	(469)	(351)
Increase (decrease) in retirement benefit liability	(1,042)	(2,440)
Interest and dividend income	(4,779)	(5,463)
Interest expenses	1,875	2,654
Share of loss (profit) of entities accounted for using equity method	(1,378)	(2,911)
Loss (gain) on sale of investment securities	(17,136)	(6,582)
Decrease (increase) in trade receivables	461	26,775
Decrease (increase) in inventories	11,362	15,167
Increase (decrease) in trade payables	1,031	1,272
Other, net	(1,272)	(5,675)
Subtotal	62,005	70,115
Interest and dividends received	5,714	6,487
Interest paid	(1,749)	(2,632)
Income taxes paid	(18,282)	(15,618)
Income taxes refund	113	96
Net cash provided by (used in) operating activities	47,801	58,449
<b>Cash flows from investing activities</b>		
Purchase of securities	(186,849)	(158,148)
Proceeds from sale and redemption of securities	195,916	193,683
Purchase of property, plant and equipment	(97,711)	(61,245)
Purchase of intangible assets	(11,606)	(4,585)
Purchase of investment securities	(21,989)	(13,819)
Proceeds from sale and redemption of investment securities	22,575	11,407
Payments into time deposits	(7,603)	(2,928)
Proceeds from withdrawal of time deposits	1,930	3,068
Purchase of shares of subsidiaries resulting in change in scope of consolidation	-	(1,289)
Other, net	(1,197)	(3,634)
Net cash provided by (used in) investing activities	(106,535)	(37,492)

(Millions of yen)

	For the fiscal year ended March 31, 2024	For the fiscal year ended March 31, 2025
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(3,000)	8,600
Proceeds from long-term borrowings	81,000	50,000
Repayments of long-term borrowings	(39,772)	(29,203)
Proceeds from issuance of bonds	19,911	-
Redemption of bonds	(10,000)	-
Purchase of treasury shares	(10,000)	(15,000)
Dividends paid	(12,088)	(10,579)
Other, net	(810)	(1,353)
Net cash provided by (used in) financing activities	25,240	2,463
Effect of exchange rate change on cash and cash equivalents	1,388	710
Net increase (decrease) in cash and cash equivalents	(32,104)	24,130
Cash and cash equivalents at beginning of period	130,155	98,982
Increase in cash and cash equivalents resulting from merger	931	-
Cash and cash equivalents at end of period	98,982	123,112

## **(5) Notes to Consolidated Financial Statements**

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

Not applicable

### **(Change in Accounting Policies)**

The Company has applied the “Accounting Standard for Current Income Taxes” (ASBJ Statement No. 27 of October 28, 2022; hereinafter “2022 Revised Accounting Standard”) and other standards from the beginning of fiscal year ended March 31, 2025.

Regarding revisions concerning the categories for recording of income taxes, etc. (taxation on other comprehensive income), the Company has complied with the transitional treatment set forth in the proviso to Paragraph 20-3 of the 2022 Revised Accounting Standard and the transitional treatment set forth in the proviso to Paragraph 65-2(2) of the Guidance on Accounting Standard for Tax Effect Accounting (ASBJ Guidance No. 28 of October 28, 2022; hereinafter “2022 Revised Guidance”). These changes in accounting policies have no impact on the consolidated financial statements.

In addition, with respect to revisions related to the review of treatment in the consolidated financial statements when deferring, for tax purposes, gains or losses on sales associated with the sale of shares of subsidiaries, etc. between consolidated companies, the Company has applied the 2022 Revised Guidance from the beginning of the fiscal year ended March 31, 2025. These changes in accounting policies have been applied retrospectively, and the consolidated financial statements for the fiscal year ended March 31, 2024 are presented after such retrospective application. These changes in accounting policies have no impact on the consolidated financial statements for the fiscal year ended March 31, 2024.

### **(Changes in Presentation)**

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

“Loss on retirement of non-current assets” and “Loss on valuation of investment securities,” which were separately presented under “Extraordinary loss” in the previous fiscal year, are included in “Other” in the fiscal year under review, as they account for 10% or less of the total amount of extraordinary loss.

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

As a result, the amounts of ¥660 million, ¥482 million, and ¥387 million which were presented as “Loss on retirement of non-current assets,” “Loss on valuation of investment securities” and “Other” respectively under “Extraordinary loss” in the consolidated statement of income for the previous fiscal year, are reclassified as ¥1,530 million in “Other.”

## **(Segment Information)**

### ***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, 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 operations, etc.

#### **2. Calculation Methods for Amounts of Net Sales, Profit or Loss, Assets, Liabilities 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 profit basis. Inter-segment net sales and transfers are based on prevailing market prices.

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

Year ended March 31, 2024

(Millions of yen)

	Reported segment			Other (Note 1)	Total	Adjustment (Notes 2, 3)	Consolidated financial statements (Note 4)
	Media & Content	Urban Development, Hotels & Resorts	Total				
Net sales:							
Net sales to third parties	433,095	127,125	560,221	6,222	566,443	—	566,443
Inter-segment net sales and transfers	568	1,191	1,759	13,596	15,355	(15,355)	—
Total net sales	433,663	128,316	561,980	19,818	581,799	(15,355)	566,443
Segment operating profit	15,706	19,537	35,243	944	36,187	(2,667)	33,519
Segment assets	528,273	572,395	1,100,668	22,930	1,123,599	325,233	1,448,833
Other:							
Depreciation	10,923	6,838	17,762	1,003	18,765	(327)	18,437
Amortization of goodwill	66	37	103	0	103	—	103
Increase in property, plant and equipment and intangible assets	17,616	92,090	109,706	1,039	110,746	(358)	110,387

- 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 profit adjustment of minus ¥2,667 million mainly comprises ¥2,549 million in eliminations of inter-segment business, together with minus ¥5,216 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 ¥325,233 million mainly comprises minus ¥452,945 million in inter-segment credit eliminations, together with ¥778,179 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 profit is adjusted to the operating profit figure on the Consolidated Statement of Income.

	Reported segment			Other (Note 1)	Total	Adjustment (Notes 2, 3)	Consolidated financial statements (Note 4)
	Media & Content	Urban Development, Hotels & Resorts	Total				
Net sales:							
Net sales to third parties	403,479	140,431	543,910	6,851	550,761	—	550,761
Inter-segment net sales and transfers	897	558	1,455	13,206	14,661	(14,661)	—
Total net sales	404,376	140,990	545,366	20,057	565,423	(14,661)	550,761
Segment operating profit (loss)	(4,085)	24,490	20,405	876	21,282	(2,989)	18,293
Segment assets	481,976	613,163	1,095,140	24,029	1,119,169	321,126	1,440,296
Other:							
Depreciation	11,488	7,948	19,437	640	20,078	(337)	19,740
Amortization of goodwill	42	179	222	0	222	—	222
Increase in property, plant and equipment and intangible assets	10,786	55,872	66,658	1,139	67,798	(183)	67,614

- 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 profit (loss) adjustment of minus ¥2,989 million mainly comprises ¥2,854 million in eliminations of inter-segment business, together with minus ¥5,843 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 ¥321,126 million mainly comprises minus 449,743 million in inter-segment credit eliminations, together with ¥770,870 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 profit (loss) is adjusted to the operating profit figure on the Consolidated Statement of Income.

**(Amounts per Share)**

The amounts of net assets per share and basic profit (loss) per share with their respective bases for calculating are as follows.

	March 31, 2024	March 31, 2025
(1) Net assets per share (Yen)	3,972.81	<b>3,943.80</b>
(Basis for calculating)		
Total net assets on the consolidated balance sheet (Millions of yen)	869,628	<b>830,023</b>
Total net assets related to shares of common stock (Millions of yen)	857,920	<b>818,166</b>
Major components of the difference (Millions of yen) Non-controlling interests	11,708	<b>11,857</b>
Number of shares of common stock issued (Shares)	234,194,500	<b>234,194,500</b>
Number of shares of treasury stock (Shares)	18,246,615	<b>26,738,332</b>
Number of shares of common stock used to determine net assets per share (Shares)	215,947,885	<b>207,456,168</b>

Years ended March 31

	2024	2025
(2) Basic profit (loss) per share (Yen)	169.27	(95.74)
(Basis for calculating)		
Profit (loss) attributable to owners of parent on the consolidated statement of income (Millions of yen)	37,082	(20,134)
Profit (loss) attributable to owners of parent related to shares of common stock (Millions of yen)	37,082	(20,134)
Average number of issued shares of common stock during the fiscal year (Shares)	219,072,676	210,295,817

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

**(Significant Events after the Reporting Period)**

Sale of Investment Securities:

The Company sold a portion of its investment securities holdings as detailed below.

**1. Reason for the sale of investment securities**

To reduce cross-shareholdings

**2. Content of the sale of investment securities**

- |   |  |
|---|--|
| (1) Shares sold                           | Two types of listed securities held by the Company |
| (2) Sale period                           | April 22, 2025 to April 30, 2025                   |
| (3) Gain on sale of investment securities | ¥18,375 million                                    |

The gain on sale of investment securities related to this sale has been factored into the consolidated results forecast for the fiscal year ending March 31, 2026, and will be recorded in extraordinary income in the first quarter results for the fiscal year ending March 31, 2026.

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