

Asahi Broadcasting Group Holdings Corporation

Presentation for Fiscal 2021

(For the fiscal year ended March 31, 2022)

May 23, 2022



Securities Code : 9405



Matters to be reported

- Overview of Consolidated Financial Report for Fiscal 2021
 - Consolidated Results and Segment Information...P.3
 - Asahi Television Broadcasting Results ...P.10

- 2021–2025 Medium-Term Management Strategy
~Rolling Plan 2022~ ...P.22

Consolidated Results

Susumu Okinaka

**Representative Director and President
Asahi Broadcasting Group Holdings Corporation**

Consolidated Results

(Millions of yen)

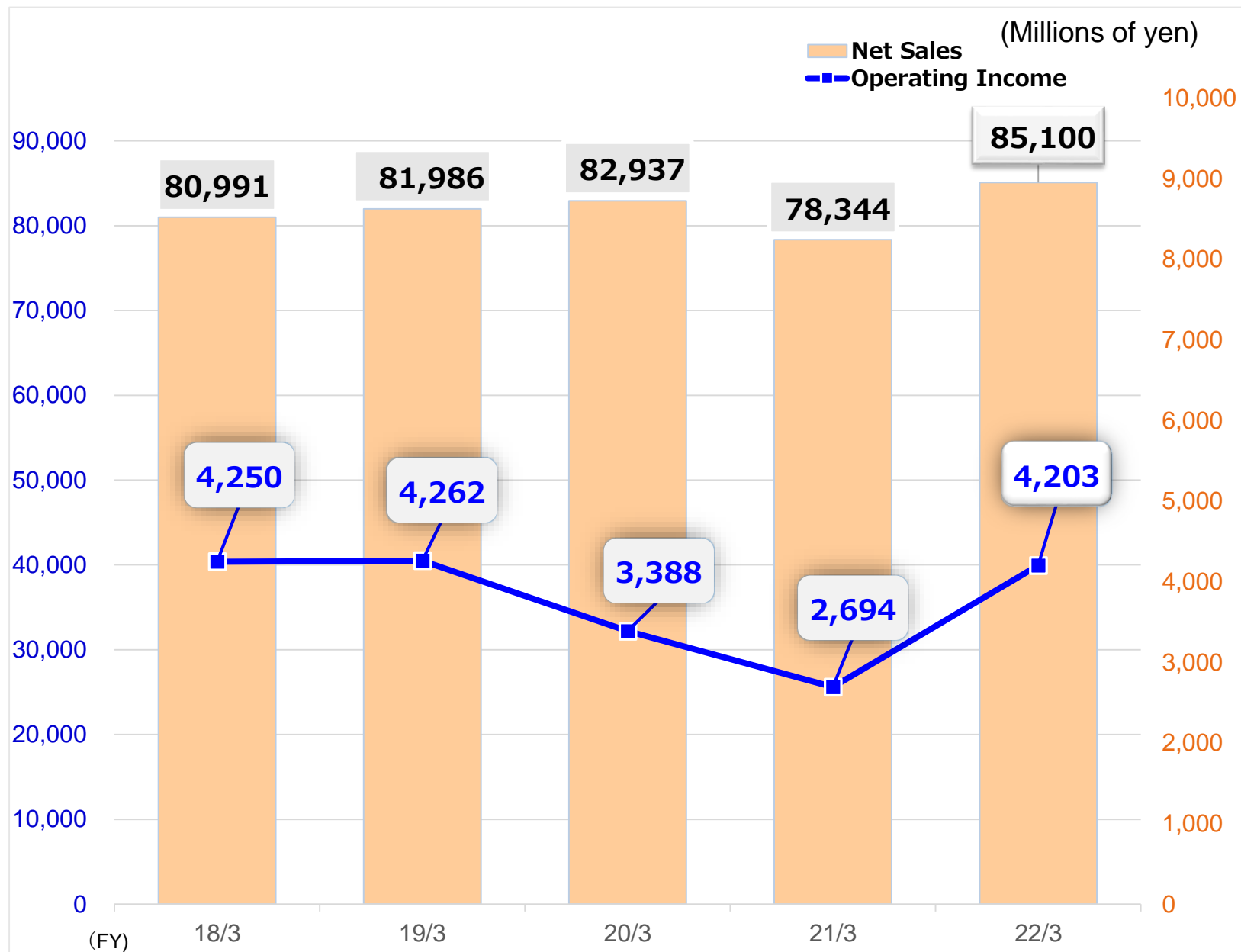
		FY21/3	FY22/3	YoY	% Change
Net Sales		78,344	85,100	6,755	8.6%
Operating Expenses		75,650	80,897	5,246	6.9%
Details	Cost of Sales	52,393	55,581	3,188	6.1%
	Selling, General and Administrative Expenses	23,256	25,315	2,058	8.9%
Operating Income		2,694	4,203	1,508	56.0%
Ordinary Income		3,033	4,792	1,759	58.0%
Profit Attributable to Owners of Parent		-930	2,671	3,601	-

< Higher revenue and profits >

- Advertising market conditions improved for the Broadcasting business, while the performance for the Content business, including anime and other streaming, was strong. Performance in the Lifestyle business was firm.
- Meanwhile, profit recovered significantly due to measures to control program production costs in the context of increased TV advertising revenue, despite an increase in overall expenses given the rise in program expenses with the resumption of broadcasting live sports matches and other factors, as well as increased costs due to upfront investments in new businesses.

4 (Note) FY22/3 refers to the fiscal year ending March 31, 2022 and all other fiscal years are referred to in the same manner.

Growth of Consolidated Results



Point

Net sales exceeded pre-COVID-19 levels, while operating income was on par with pre-COVID-19 results.

➔ **New businesses and initiatives are beginning to bear fruit and contribute to sales growth.**

■ Net Sales

In addition to a significant recovery in our mainstay advertising market compared to the previous fiscal year, streaming and other businesses performed well. Newly consolidated companies also contributed to an increase in sales compared pre-COVID-19 levels.

■ Operating Income

Operating income has returned to the same level as pre-COVID-19 performance. The slight decrease in operating income margin compared with pre-COVID-19 levels is due to increased expenses (despite improved efficiencies due to work-style reform, including remote meetings, etc., we incurred upfront costs such as investments in new businesses and program development)

Results by Segment

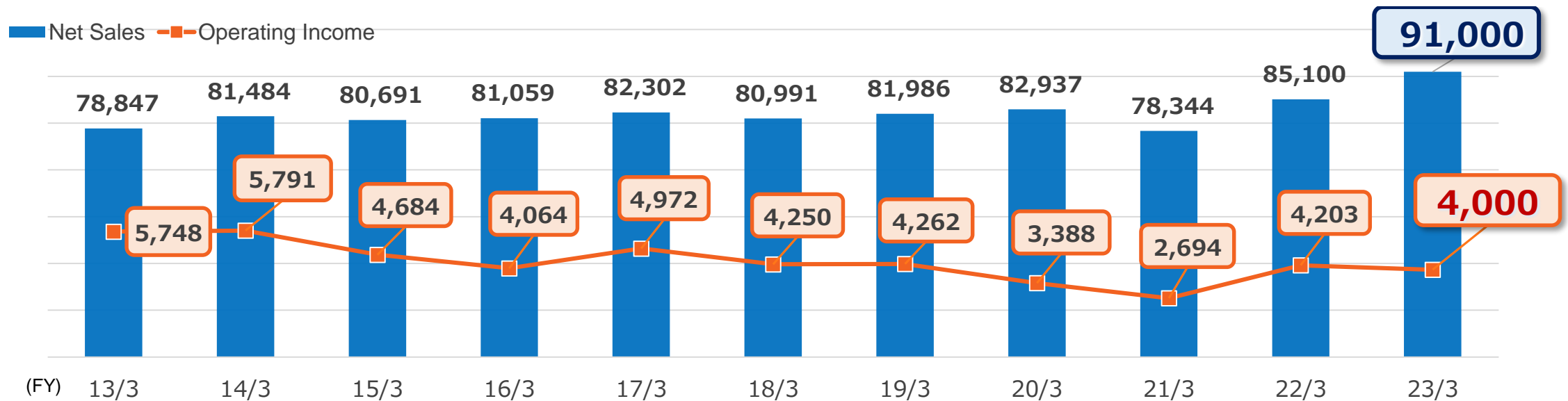
(Millions of yen)

Net Sales		FY21/3	FY22/3	YoY	% Change
Broadcasting and Content		61,850	71,348	9,498	15.4%
By business	Broadcasting		56,130		
	Content		15,170		
	Other		47		
Lifestyle		16,494	13,751	-2,743	-16.6%
By business	Housing		9,825		
	Golf		854		
	At-home shopping		2,694		
	Other		377		
Operating Income		FY21/3	FY22/3	YoY	% Change
Broadcasting and Content		2,020	3,654	1,634	80.9%
Lifestyle		988	874	-113	-11.5%
Adjustments		-314	-325	-11	-

FY23/3 Consolidated Financial Results Forecasts

(Millions of yen)

	FY22/3 (actual)	FY23/3	YoY	% Change
Net Sales	85,100	91,000	5,899	6.9%
Operating Income	4,203	4,000	-203	-4.8%
Ordinary Income	4,792	4,500	-292	-6.1%
Profit Attributable to Owners of Parent	2,671	2,900	228	8.6%

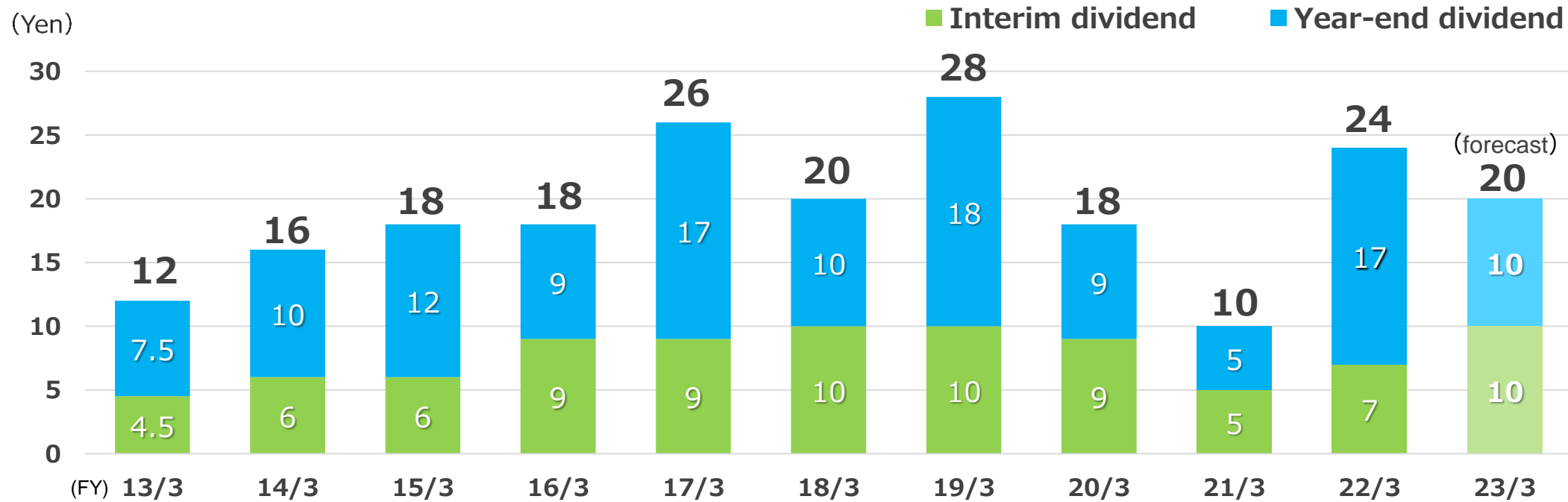


FY23/3 Financial Results Forecasts by Segment

(Millions of yen)

Net Sales		FY22/3 (actual)	FY23/3	YoY	% Change
Broadcasting and Content		71,348	75,200	3,851	5.4%
By business	Broadcasting	56,130	56,400	269	0.5%
	Content	15,170	18,500	3,329	21.9%
	Other	47	300	252	529.5%
Lifestyle		13,751	15,800	2,048	14.9%
By business	Housing	9,825	9,800	-25	-0.3%
	Golf	854	900	45	5.4%
	At-home shopping	2,694	4,500	1,805	67.0%
	Other	377	600	222	59.0%
Operating Income		FY22/3 (actual)	FY23/3	YoY	% Change
Broadcasting and Content		3,654	3,300	-354	-9.7%
Lifestyle		874	1,000	125	14.4%
Adjustments		-325	-300	25	-

Dividends



Regarding shareholder returns, we will make determinations on dividend payment in a consistent, stable, and flexible manner, after comprehensive consideration of the balance between strengthening and maintaining our financial position and investing toward improved corporate value and toward our growth strategies. We maintain a target consolidated dividend payout ratio of 30%.

For the fiscal year ending March 31, 2022, we will maintain the year-end dividend of 17 yen per share announced in February, for an annual dividend of 24 yen per share. For the fiscal year ending March 31, 2023, we forecast an annual dividend of 20 yen per share, with both interim and year-end dividends of 10 yen per share.

ABC TV Results

Toshiaki Imamura

Executive Officer

**Asahi Broadcasting Group Holdings Corporation
Director, General Programming, Content Management
Asahi Television Broadcasting Corporation**

ABC TV Results



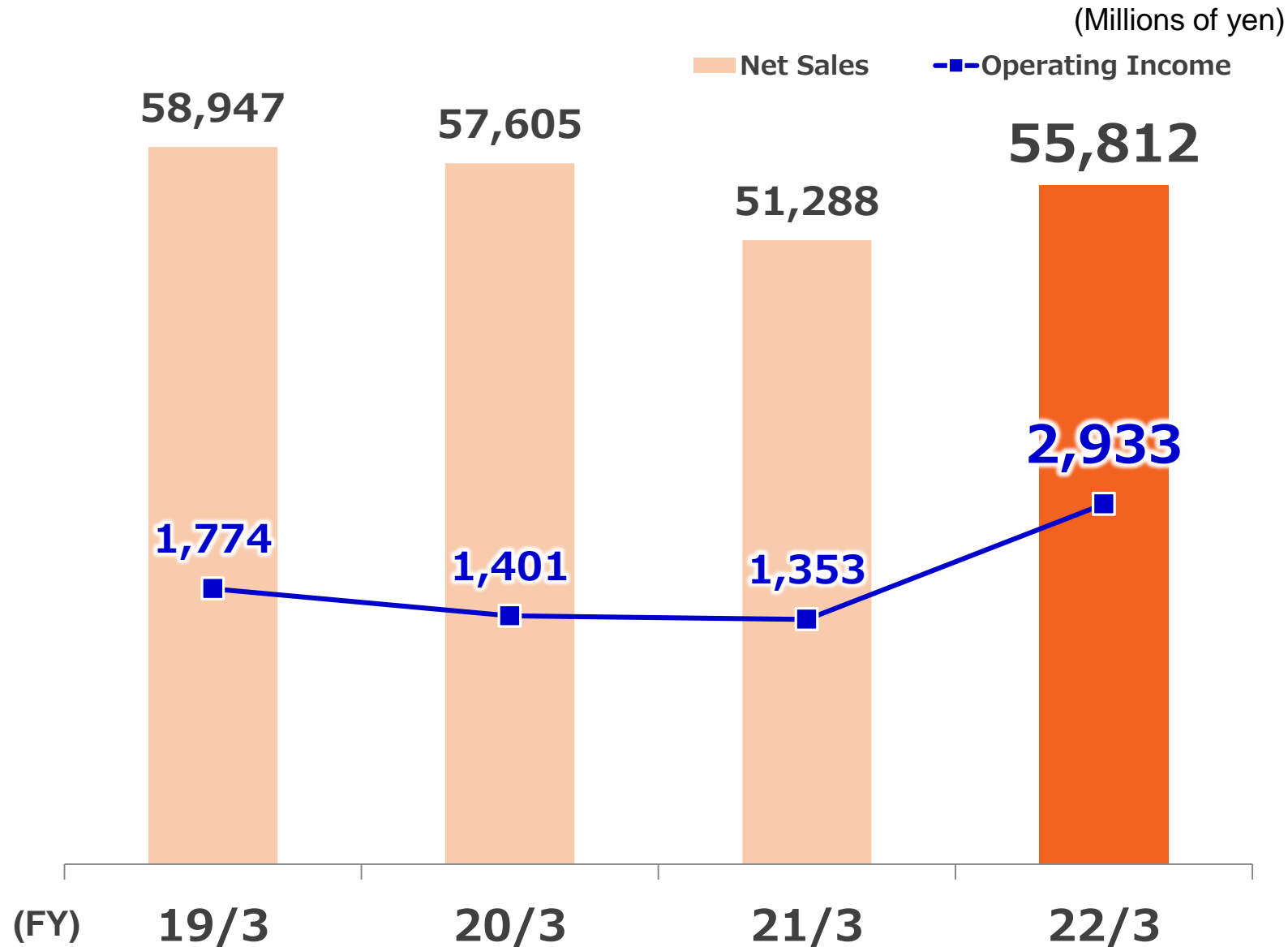
(Millions of yen)

		FY21/3	FY22/3	YoY	% Change
Net Sales		51,288	55,812	4,523	8.8%
Operating Expenses		49,935	52,879	2,943	5.9%
Details	Cost of Sales	30,855	32,877	2,022	6.6%
	Selling, General and Administrative Expenses	19,080	20,001	921	4.8%
Operating Income		1,353	2,933	1,580	116.8%
Ordinary Income		1,411	3,057	1,645	116.6%
Profit		882	1,814	932	105.7%
		FY21/3	FY22/3	YoY	% Change
Program Expenses		15,175	15,361	185	1.2%

< Higher revenue and profits >

- TV spot revenues were strong in our mainstay Broadcasting business. Content business performance was also strong, resulting in an increase in revenues.
- Despite an increase in program expenses due to the resumption of broadcasting live sports matches, etc., the increase in revenue outweighed the increase in expenses, resulting in a significant increase in profit.

Growth of ABC TV Results



Point

■ Net Sales

Approaching pre-COVID-19 levels

➔ Although performance recovered from the downturn caused by the COVID-19 pandemic in the previous fiscal year, we have not seen a full recovery, yet. And we continue to feel the impact of the shift to digital advertising that began prior to COVID-19. On the other hand, TVer streaming and internet-related revenue continues to grow, due in part to demand for in-home consumption.

■ Operating Income

Highest profit since the April 2018 spin-off

➔ The popularity of regular and special one-off programs on nationwide networks made a significant contribution.

Details of ABC TV Revenue

(Millions of yen)

	FY21/3 (reference)	FY22/3
Broadcasting Revenue	47,549	50,502
Content Revenue	3,372	4,980
Other Revenue	366	329

■ Broadcasting Revenue

※ Recorded in the broadcasting business in the consolidated financial results

Mainly advertising revenue obtained through broadcasting (including revenue from TVer, a service streaming past broadcasts)

■ Content Revenue

※ Recorded in the content business in the consolidated financial results

Revenue obtained from multifaceted production and development of content and intellectual property (IP), including videos and events (including program sales to affiliates, content development derived from TV programs such as Virtual High School Baseball)

■ Broadcasting Revenue: Up approximately 6% from the previous fiscal year (Note) See the following pages for more details.

■ Content Revenue: Up approximately 48% from the previous fiscal year

- Events and functions, which were mostly canceled or postponed in the previous year, resumed and contributed to sales growth.
- Virtual High School Baseball, which experienced a significant increase in broadcasts for regional tournaments, also contributed to sales growth.

Growth of ABC TV Major Broadcasting Revenues



(Millions of yen)

	FY19/3	FY20/3	FY21/3	FY22/3
Spot	33,169	31,298	27,587	30,817
Network (Time)	14,060	14,347	13,461	13,018
(Ref) Time revenue of ABC productions	10,504	10,870	10,710	10,229
Local (Time)	5,973	6,225	5,538	5,527
TV Program Streaming (TVer, etc.)	168	172	306	502

Spot

• **Up 11.7% YoY**

Positive Factors

⇒ Advertising market recovered from the COVID-19 pandemic

Negative factors

⇒ Decrease in spot advertising slots due to increase in key station programming for the Olympics

Decrease in willingness to place ads given the uncertain situation overseas

Network (Time)

• **Down 3.3% YoY**

• Mainly due to the decrease in prime programming slots on nationwide networks

Local (Time)

• **Down 0.2% YoY**

• Despite the end of the mini-slots for the weekday daytime belt, high school baseball-related and new one-off derivative programs performed well, leading results nearly at the same level as the previous year

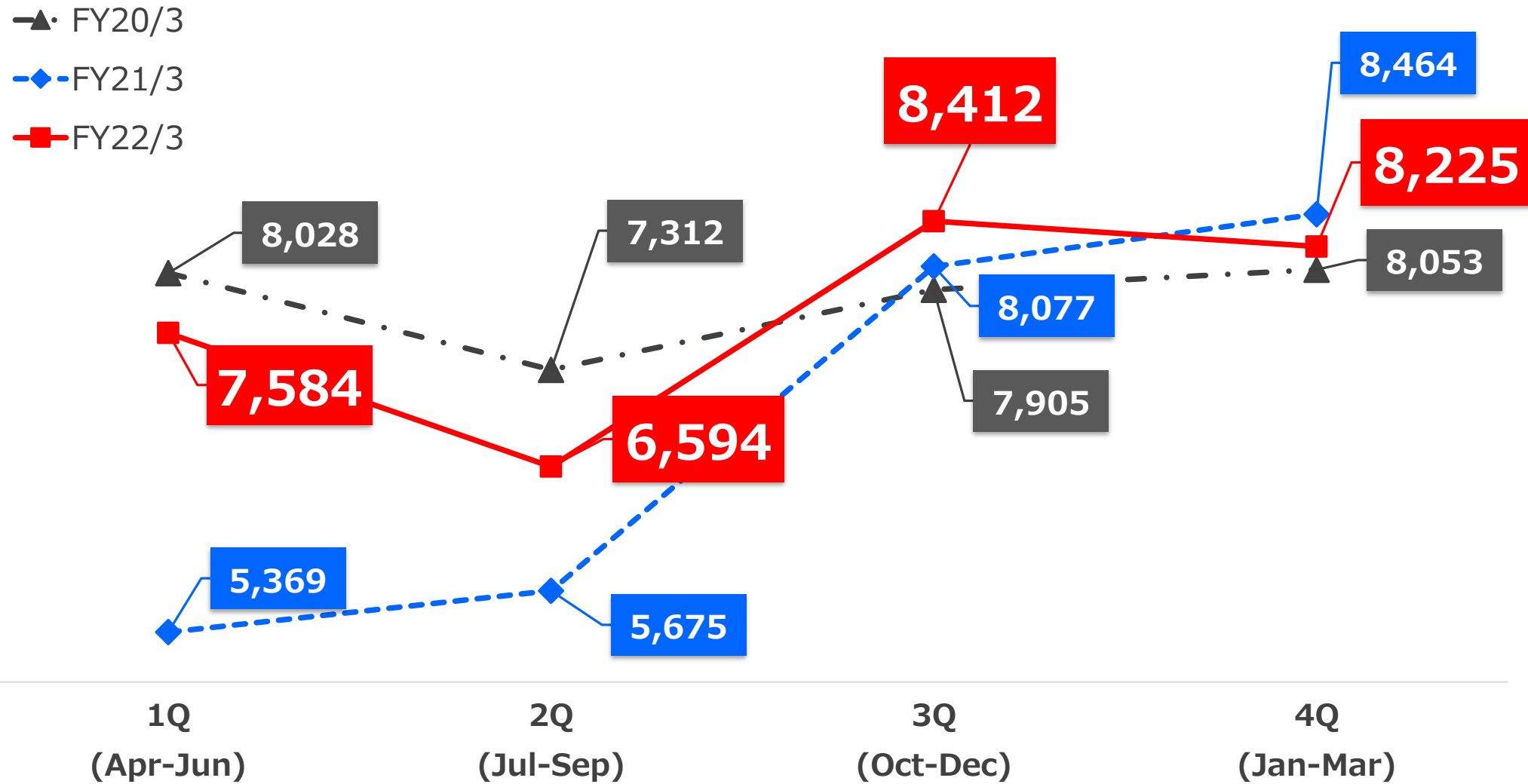
TV Program Streaming (TVer, etc.)

• **Up 64.0 % YoY**

• Significant increase due to *Aiseki Shokudo* branded content and large placements in connection with one-off programs, etc.

Spot Revenue of TV Business (Quarterly performance)

(Millions of yen)



Spot Revenue of TV Business (By Top 20 Industries)

Rank	Industry	FY21/3		FY22/3	
		YoY	Composition rate	YoY	Composition rate
1	Transportation/ Leisure/ Food Services / Services	70.9%	9.8%	124.3%	10.9%
2	Foods	89.4%	10.1%	105.3%	9.5%
3	Information/Communications	90.0%	8.2%	126.3%	9.3%
4	Beverages/Liquors	92.7%	7.5%	120.9%	8.1%
5	Pharmaceuticals/Medical Supplies	88.6%	8.0%	102.9%	7.4%
6	Home Electric Appliances / Computer	88.2%	6.0%	131.2%	7.1%
7	Hobby (Movie/Game/Music etc.)	96.0%	5.5%	121.5%	6.0%
8	Finance	81.1%	6.1%	100.5%	5.5%
9	Cosmetics/Toiletries	91.4%	5.6%	108.7%	5.5%
10	Automobiles	83.6%	6.9%	87.5%	5.4%
11	Government/Political Organization	102.4%	3.8%	119.7%	4.1%
12	Publications	93.5%	3.2%	133.4%	3.8%
13	Housing/Real Estate/Construction	77.2%	3.4%	119.8%	3.7%
14	Mail Order Sales	203.8%	3.6%	78.5%	2.5%
15	Household Products	127.6%	2.1%	128.3%	2.4%
16	Fashion (Apparel/Jewelry etc.)	78.5%	2.6%	101.2%	2.4%
17	Energy/Machines/Materials	102.4%	2.9%	76.5%	2.0%
18	Distribution	92.8%	1.8%	101.3%	1.6%
19	Various Organizations (Law Office etc.)	54.2%	1.3%	125.0%	1.4%
20	Logistics Services/Businesses/Events	67.5%	1.3%	106.1%	1.3%
21	Others	105.8%	0.2%	112.1%	0.2%
	Total		100.0%		100.0%

*Year-on-year comparisons

Television Viewer Ratings in Kansai Region for April 2021- March 2022* [Individual (ALL)]

(*March 29, 2021 to April 3, 2022)

(Source: Video Research)

	All Day (6:00-24:00)	Golden Time (19:00-22:00)	Prime Time (19:00-23:00)	Prime 2 (23:00-25:00)
1	YTV 4.1%	YTV 6.5%	YTV 6.2%	YTV 3.4%
2	ABC ・KTV 3.8% (-0.2)	NHK 6.0%	ABC 6.1% (-0.5)	ABC 2.9% (-0.3)
3	* * * * * *	ABC 5.9% (-0.4)	KTV 5.6%	KTV 2.6%
4	NHK・MBS 3.1%	KTV 5.7%	NHK 5.1%	MBS 2.5%
5	* * * * * *	MBS 4.9%	MBS 4.9%	NHK 1.3%

■ **ABC** (TV Asahi network) ■ MBS (TBS network) ■ KTV (Fuji TV network) ■ YTV (Nippon TV network) ■ NHK

* Figures in parentheses represent the company's year-on-year change.

ABC TV Results Forecasts

(Millions of yen)

	FY22/3 (actual)	FY23/3	YoY	% Change
Net Sales	55,812	57,050	1,237	2.2%
Operating Expenses	52,879	54,550	1,670	3.2%
Operating Income	2,933	2,500	-433	-14.8%
Ordinary Income	3,057	2,900	-157	-5.1%

	FY22/3 (actual)	FY23/3	YoY	% Change
Program Expenses	15,361	15,500	138	0.9%

FY23/3 ABC TV Revenue Forecasts

(Millions of yen)

		FY22/3 (actual)	FY23/3	YoY	% Change
Broadcasting Business Revenue		50,502	50,100	-402	-0.8%
Details	Spot	30,817	30,800	-17	-0.1%
	Network	13,018	12,220	-798	-6.1%
	(Ref) Time revenue of ABC productions	10,229	9,531	-698	-6.8%
	Local	5,527	5,850	322	5.8%
	TV Program Streaming (TVer etc.)	502	600	97	19.3%
Content Business Revenue		4,980	6,530	1,549	31.1%

FY2021 Notable Results

Year-end and New Year's special programs, In the Middle of Nowhere continue to do well

- ▶ **M-1 Grand Prix 2021:** In both Kanto and Kansai regions, Individual (ALL) programs recorded top viewership by a wide margin.
- ▶ **Who is a real celebrity? 2022 New Year Special:** Individual (ALL) for Kanto and Kansai regions were top performers in same time slot. Top Individual (ALL) program in Kansai for the first three days New Year's holiday viewing.
- ▶ **In the middle of nowhere:** Continued strong performance.



Pursuing multifaceted development of streaming, events, etc.

▶ 相席食堂 Aiseki Shokudo

Received TVer Award 2021 Special Prize for a second consecutive year; most total views of a program not broadcast on a nationwide network.



▶ バドキル高校野球 Virtual High School Baseball

Increased the number of live-streams of regional tournaments in addition to national tournaments on SPORTS BULL. Also, pay-per-view service for streaming now available.

▶ Events Using Program IP

✓ Online event for the **Okitalando Online** quiz segment of popular morning show *Ohayo Asahi Desu* (ABC local broadcast) held three times with nearly 5,700 participants.



✓ Held the **Travel Salad EXPO** at GRAND FRONT OSAKA to commemorate the 30th anniversary of *Travel Salad-Discovering Fresh Sites of Japan*, a nationwide network Saturday morning live program. Roughly 18,000 people attended over the three-day celebration.



Reorganized timetable with greater emphasis on U49* in April

*U49: ABC TV unique indicator targeting viewers 49 years of age and younger



Okaeri

ABC Local
Monday-Friday 3:45-7:00 p.m.

Delivering relevant content in the evenings, including everything from news to seasonal spotlights, under the theme, Fostering Closer Family Ties Every Day.



Daigo mo daidokoro

Monday-Friday 1:30-1:45 p.m.

A cooking show in which novice cook DAIGO struggles to improve his skills.



Travel Salad

Saturday 8:00-9:30 a.m.

Yuichi Nakamaru of KAT-TUN added as a new regular. Nakamaru serves as reporter in a new segment to rediscover the charms of Japan.



Welcome, Newlyweds!

Sunday 0:55-1:25 p.m.

A popular ABC TV program running for more than half a century. Relaunched with the fresh duo of Takashi Fujii and Sakura Inoue as hosts.

Regional revitalization in conjunction with programs



▶ Moco's Travel Kitchen
(Saturday 1:28-2:00 p.m. ABC Local Broadcast)
A road-movie style gourmet show in which Mokomichi Hayami, actor and relentless food explorer, travels around Japan in a food truck.



▶ The Premium Malt's presents CHEF-1 Grand Prix 2022. A program in which young chefs from Japan's 47 prefectures vie for their opportunity and a chance to make their dreams come true, aiming for the title of No.1. Program title changed from DRAGON CHEF 2021, broadcast last year.

Asahi Broadcasting Group 2021–2025 Medium-Term Management Strategy NEW HOPE Rolling Plan 2022

Asahi Broadcasting Group Holdings Corporation

Priority Targets (Quantitative)

Three-Year Financial Plan (as of May 2021)

	FY2021		FY2022		FY2023	
	Net Sales	Operating Income	Net Sales	Operating Income	Net Sales	Operating Income
Consolidated Group	82,000	2,300	88,000	3,000	92,000	4,500

(Millions of yen)

...

FY2025	
Net Sales	Operating Income
100,000	5,700



Financial Plan by 2025

	FY2021 (actual)		FY2022		FY2023		FY2024		FY2025	
	Net Sales	Operating Income	Net Sales	Operating Income	Net Sales	Operating Income	Net Sales	Operating Income	Net Sales	Operating Income
Consolidated Group	85,100	4,203	91,000	4,000	94,000	4,500	97,000	5,000	100,000	5,700



Priority Targets (Quantitative by Segment)

Three-Year Financial Plan (as of May 2021)

(Millions of yen)

▼ By reportable segment	FY2021		FY2022		FY2023	
	Net Sales	Operating Income	Net Sales	Operating Income	Net Sales	Operating Income
Broadcasting and Content	67,800	1,700	72,000	1,800	75,000	3,200
Lifestyle	14,200	900	16,000	1,500	17,000	1,600

...

FY2025
Net Sales
81,000
19,000



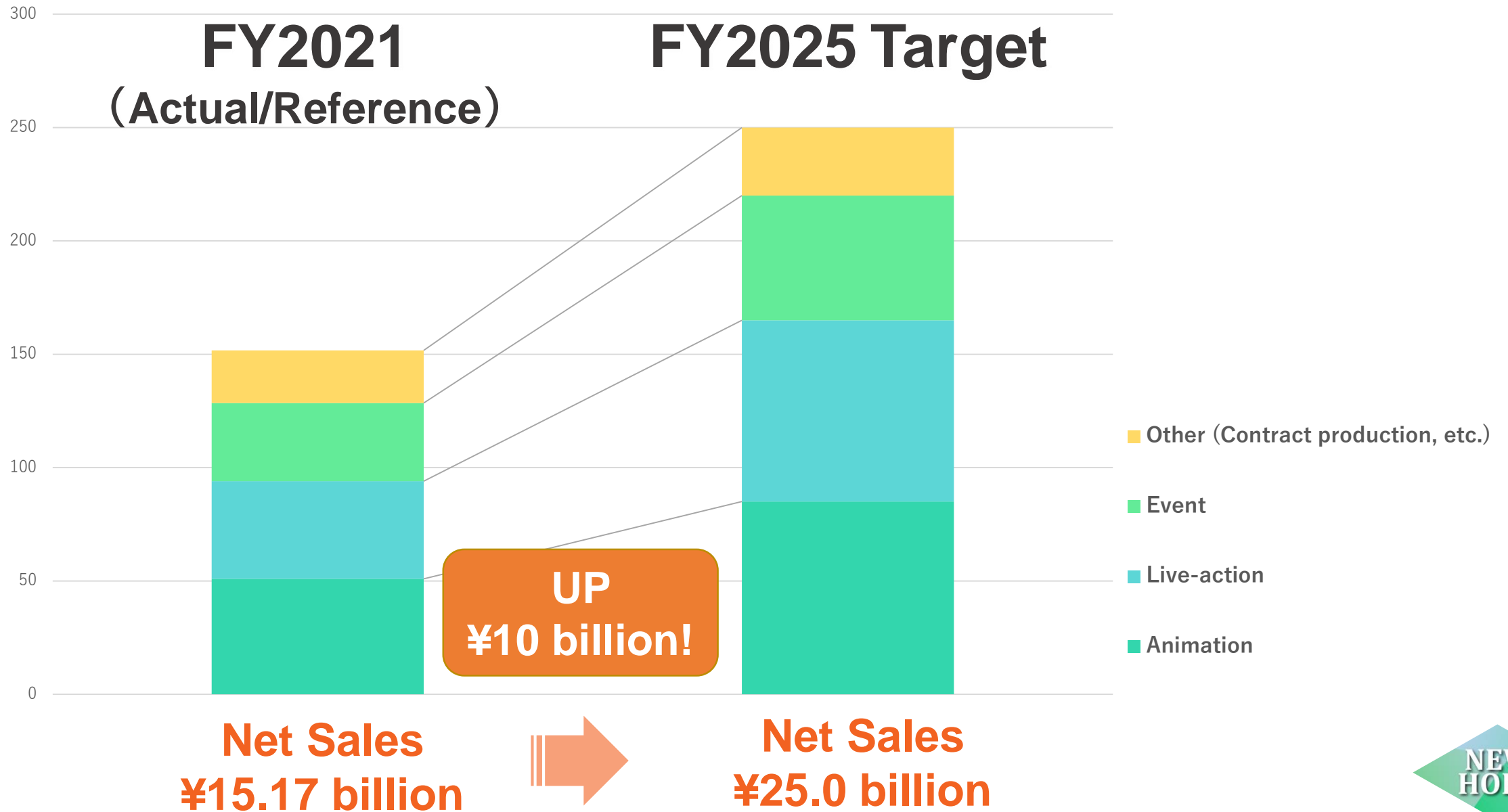
Financial Plan by 2025

▼ By reportable segment	FY2021 (actual)		FY2022		FY2023		FY2024		FY2025	
	Net Sales	Operating Income	Net Sales	Operating Income	Net Sales	Operating Income	Net Sales	Operating Income	Net Sales	Operating Income
Broadcasting and Content	71,348	3,654	75,200	3,300	77,000	3,200	79,300	3,600	81,000	3,800
Lifestyle	13,751	874	15,800	1,000	17,000	1,600	17,700	1,700	19,000	2,200

Note: We expect an annual adjustment of -300 million yen in *Adjustments, Other* related to operating income in FY2022 and later for items not allocated to a specific segment (not shown in table)

NEW HOPE

Priority Targets (Quantitative Content)



Animation

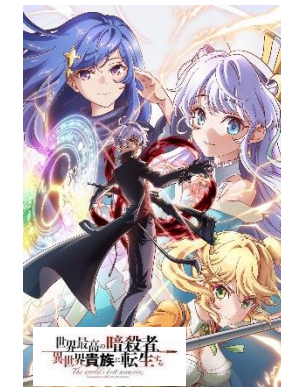
- ✓ Continue to strengthen programming centered on ABC ANIMATION
 - ✂️ ABC ANIMATION
 - Record-high sales in FY2021
 - CG animation production studio built in 2020 now fully operational
- ✓ Aim to expand and strengthen the peripheral anime business (character figures and other merchandise) and overseas development



©Oji Koji / Kyoto Animation / Iwatobi Town Supporters Association 2021



©ABC-A・Toei Animation



©2021 Tsukiyo Rui・Reia / KADOKAWA / Ansatsu kizoku Production Committee

Live-action content such as dramas and variety show



The Sealer

- ✓ Establish streaming system for drama, variety, etc., linked to broadcasts
- ✓ Strengthen development of new content for streaming
- ✓ Expand efforts in overseas markets
 - ✂️ Planning to collaborate with leading overseas entertainment companies to develop and market program formats for the purpose of global sales

Event

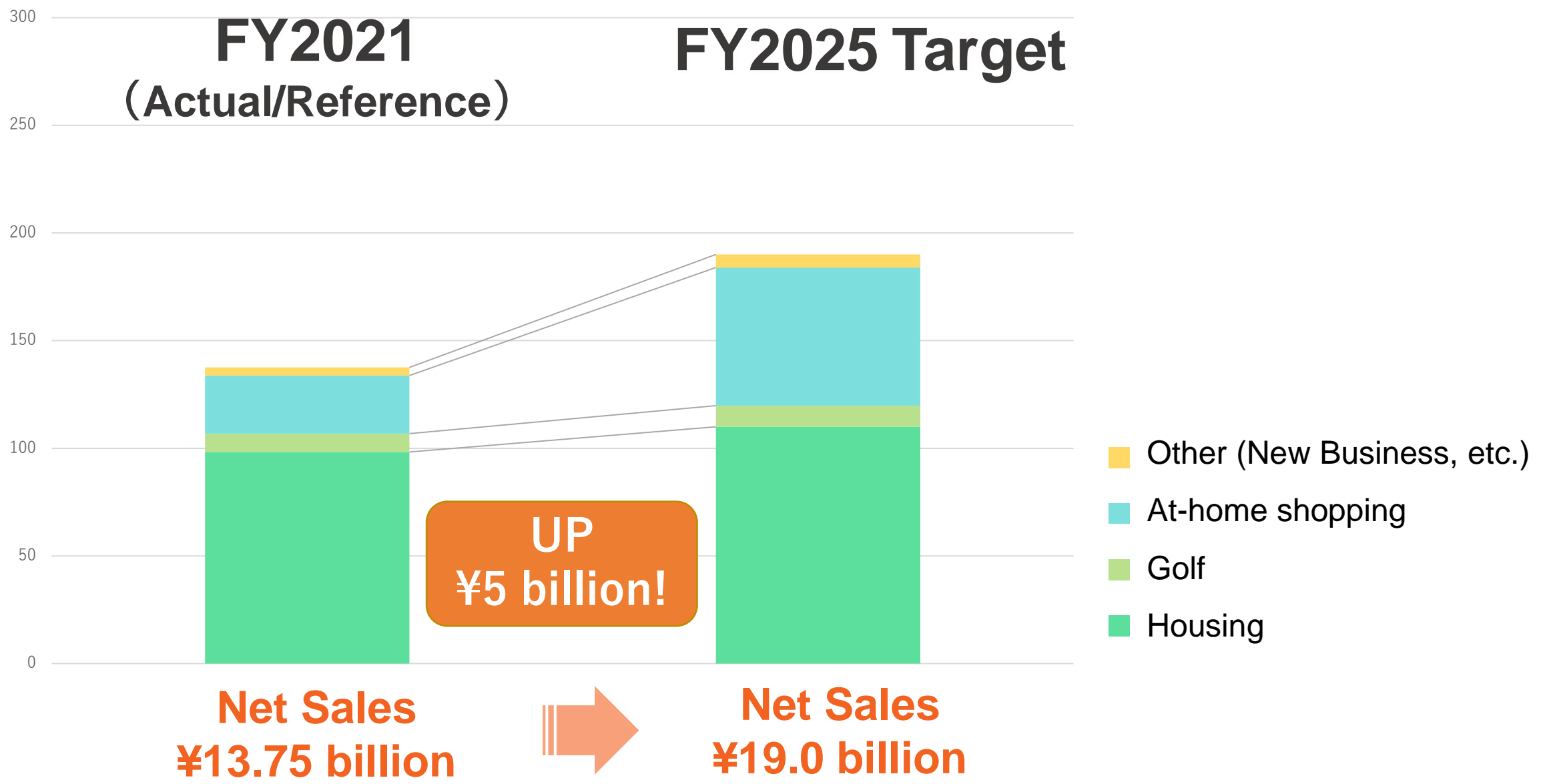
- ✓ Create new entertainment through the fusion of images and live performance
- ✓ Aim to increase the number of TV program-related sponsored events and Expo 2025 Osaka, Kansai related events



Other

- ✓ Focus on the music business, working to find undiscovered and promising new artists
- ✓ Develop consumer and technology brands
- ✓ Improve advanced production technology further, and step up contract production from domestic and overseas clients

Priority Targets (Quantitative Lifestyle)



At-home Shopping Business

- ✓ Strengthen TV shopping
 - ➔ Expand sales channels through two companies: ABC Media Communications (AMC) and ONE DAY DESIGN (ODD)*.

*ODD: Joint venture with DMM.com established in 2021

- ✓ Strengthen e-commerce business
 - ➔ Improve AMC and ODD e-commerce sites
 - ➔ Invest in overseas social commerce and live commerce companies to expand sales channels for e-commerce business; strengthen marketing capabilities using distributed media



Senobura honpo



Honobono Shigeru

Housing Business

- ✓ Open new exhibit/venue
- ✓ Pursue DX and attract new tenants and visitors through an improved customer experience



Developing lifestyle proposals using online media

Sustainability-Related Topics

- **The ABC Green Declaration (January 2022)**
The ABC Group Aims for CO2-Free Electricity by the Year 2025
✂️ Planning to declare our support for TCFD recommendations
- **ABC@Colorful Declaration**
The ABC Group pursues diversity in work styles (telework, shortened work hours, side work, etc.) and diversity among employees (women's empowerment, maternity leave for males, recognition of same-sex partners, etc.)
- **Formation of *SDGs Fund***
Fund to invest in start-ups that contribute to the achievement of the SDGs
- **Other Initiatives for regional revitalization**
Signed Comprehensive Collaboration Agreement with Kameoka City, Kyoto Prefecture

Reference Materials

Capital Investments/Depreciation and Amortization

(Billions of yen)

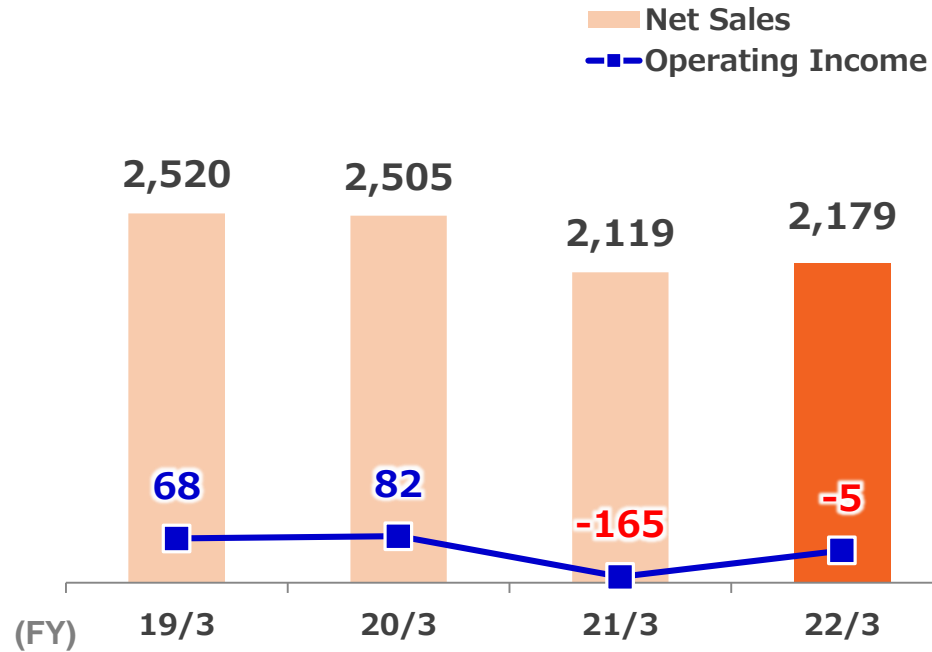
	FY21/3		FY22/3		FY23/3 (forecast)	
	Consolidated	ABC TV	Consolidated	ABC TV	Consolidated	ABC TV
Capital Investments	5.1	0.4	8.4	6.5	8.3	2.5
Depreciation and Amortization	3.0	1.4	3.2	1.5	4.0	1.9

Major Group Companies① <Broadcasting Business>

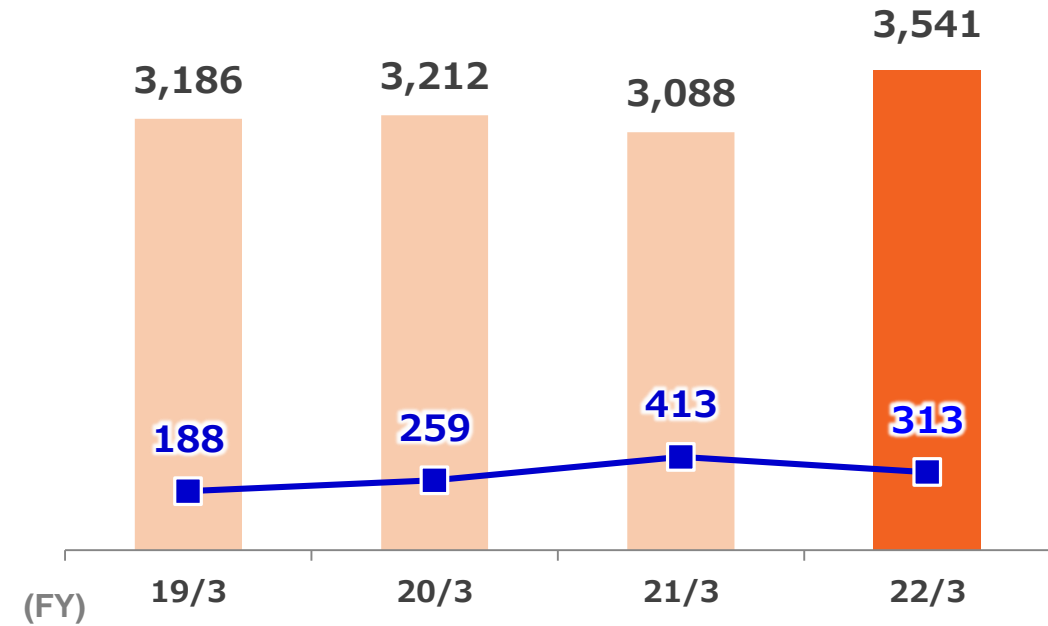


(Millions of yen)

ABC Radio



sky-A (CS broadcasting)



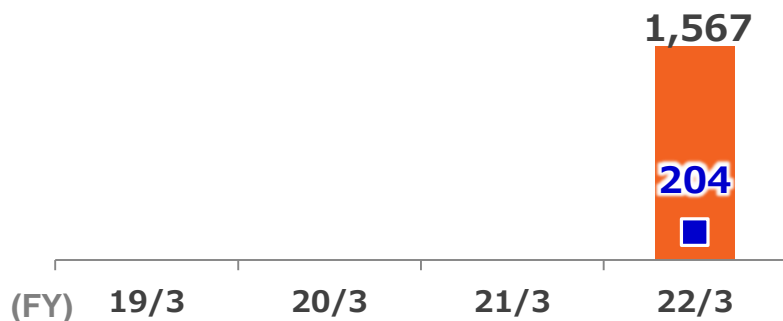
Major Group Companies② <Content Business>



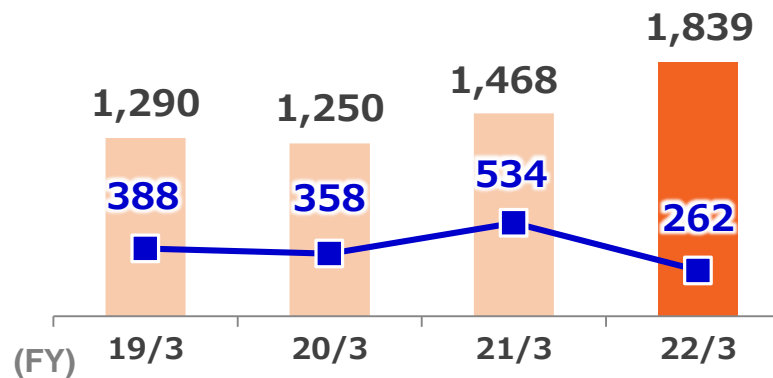
(Millions of yen)

ABC FRONTIER

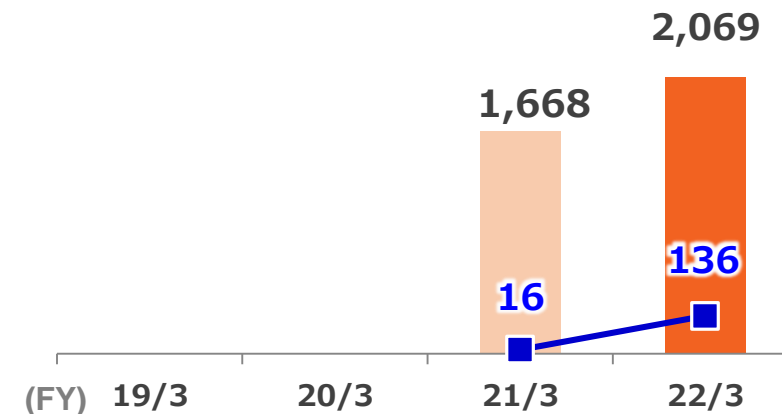
(Note) ABC FRONTIER split off subsidiary ABC Animation in FY22/3. No figures are available for ABC FRONTIER for FY21/3 or earlier.



ABC Animation



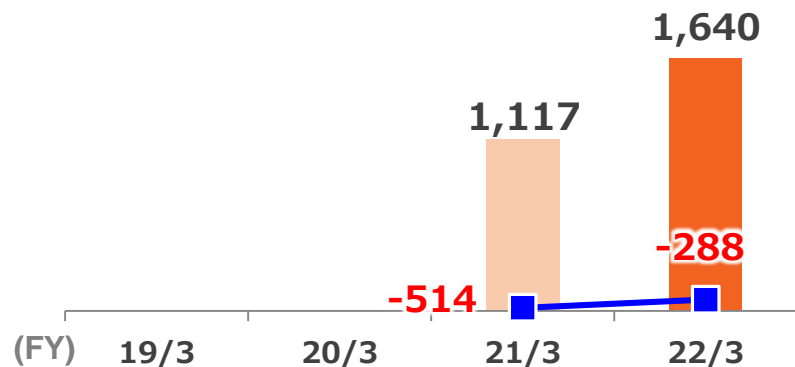
MASH



DLE Group

(Consolidation including DLE, Churapps, AMIDUS., etc.)

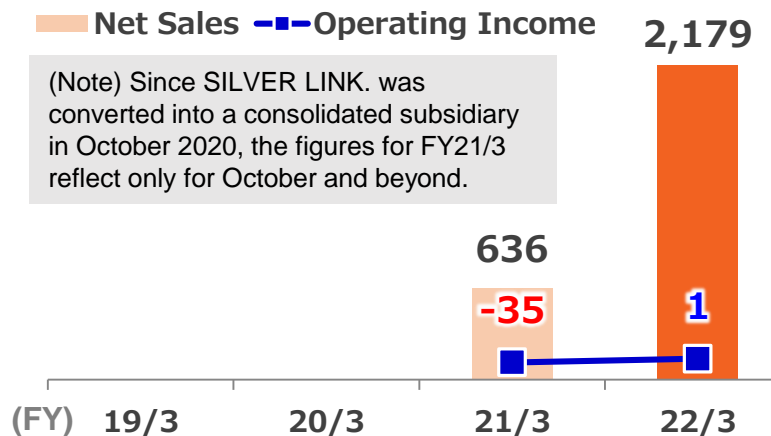
(Note) Excerpts from the DLE financial results. DLE's consolidated financial results including non-consolidated subsidiaries of ABC Group (AMIDUS., etc.)



SILVER LINK.

Net Sales — Operating Income

(Note) Since SILVER LINK. was converted into a consolidated subsidiary in October 2020, the figures for FY21/3 reflect only for October and beyond.

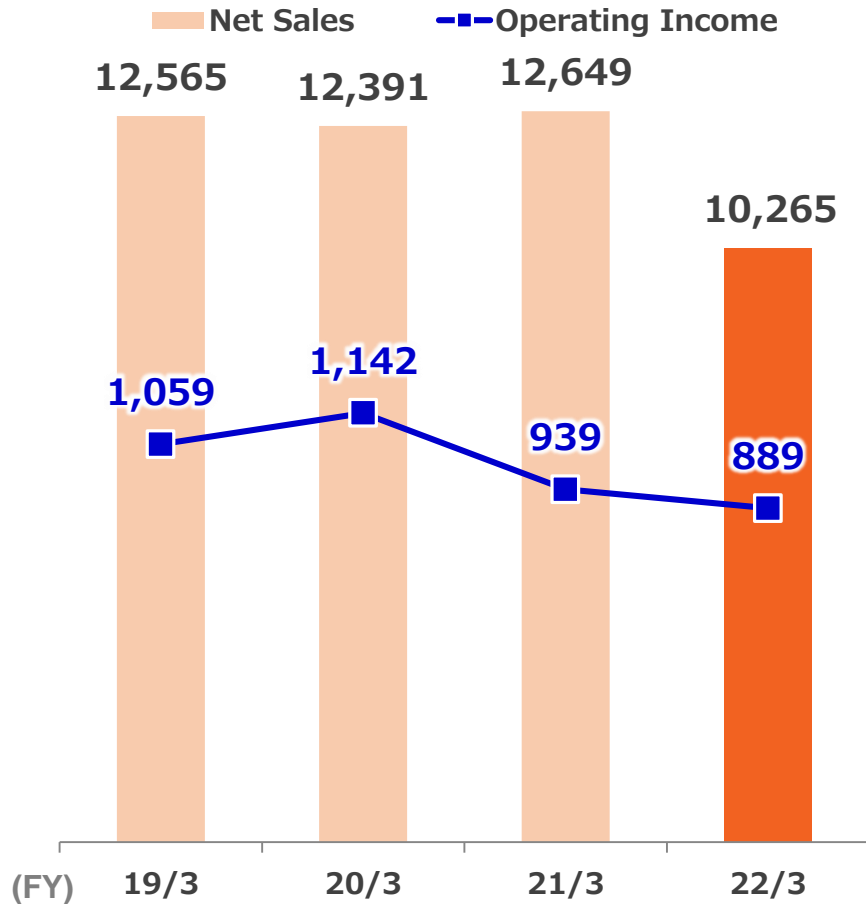


Major Group Companies③ <Lifestyle Business>

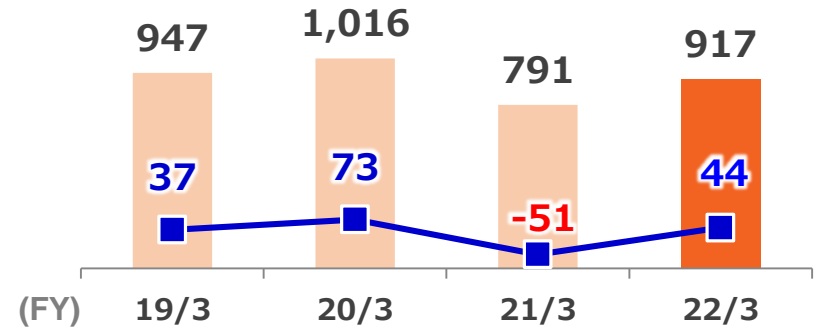


(Millions of yen)

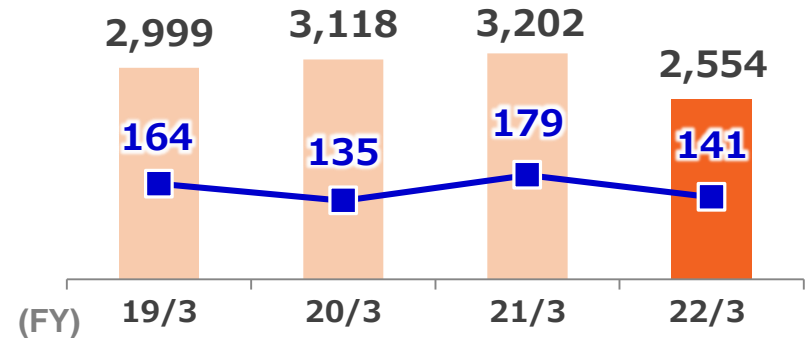
ABC Development



ABC GOLF CLUB



ABC Media Communications



Television Viewer Ratings in Kansai Region for April 2021- March 2022* [Household]

(*March 29, 2021 to April 3, 2022)

(Source: Video Research)

	All Day (6:00-24:00)	Golden Time (19:00-22:00)	Prime Time (19:00-23:00)	Prime 2 (23:00-25:00)
1	YTV 7.4%	NHK 10.4%	ABC 10.6% (-0.8)	YTV 6.4%
2	ABC 7.0% (-0.5)	YTV 10.3%	YTV 10.1%	ABC 5.5% (-0.5)
3	KTV 6.9%	ABC 10.1% (-0.7)	KTV 9.1%	KTV 4.9%
4	NHK 5.8%	KTV 9.1%	NHK 9.0%	MBS 4.7%
5	MBS 5.7%	MBS 8.1%	MBS 8.2%	NHK 2.6%

■ ABC (TV Asahi network) ■ MBS (TBS network) ■ KTV (Fuji TV network) ■ YTV (Nippon TV network) ■ NHK

* Figures in parentheses represent the company's year-on-year change.

ANN's TV Network

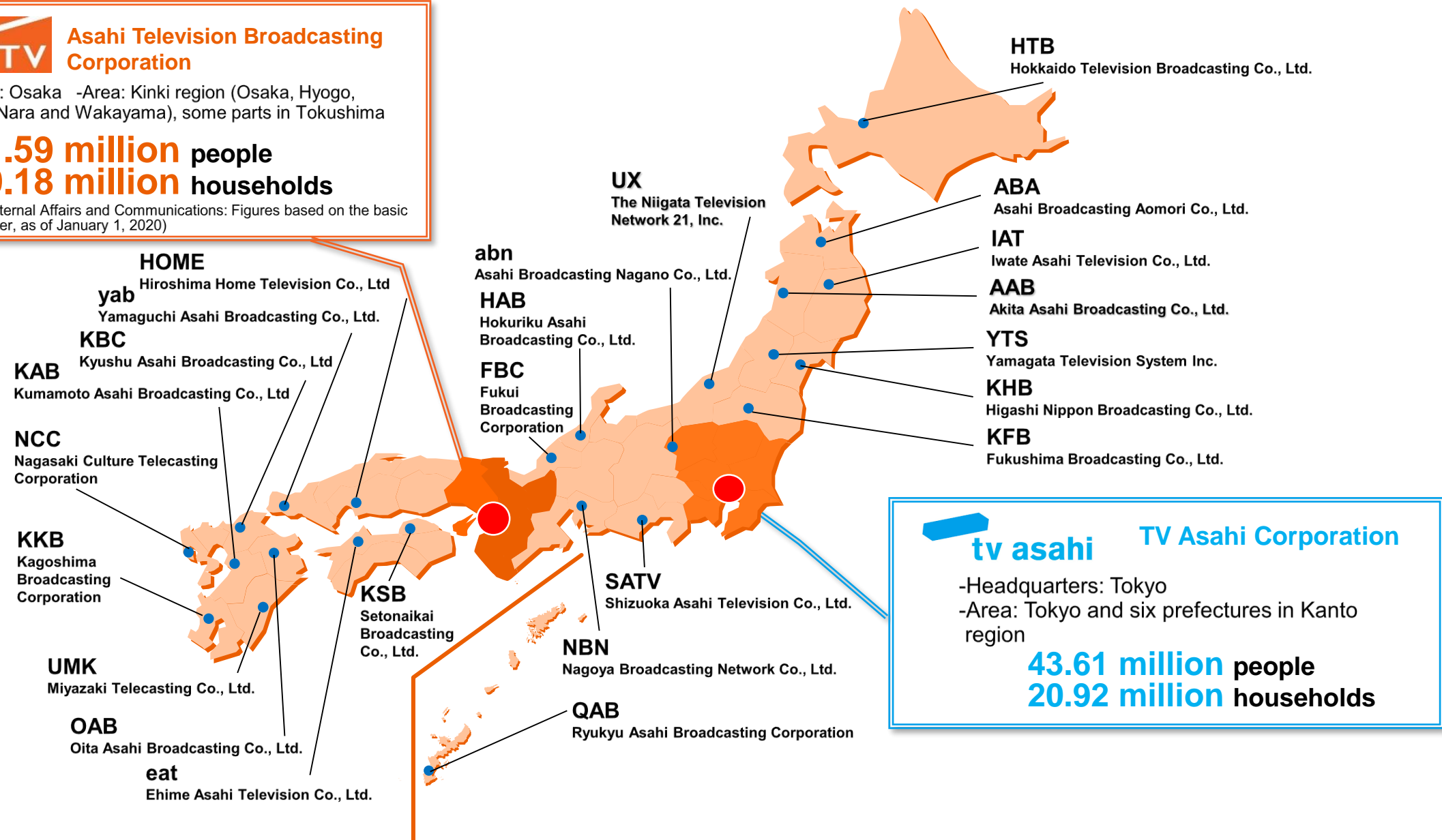


ABC TV **Asahi Television Broadcasting Corporation**

-Headquarters: Osaka -Area: Kinki region (Osaka, Hyogo, Kyoto, Shiga, Nara and Wakayama), some parts in Tokushima and Mie

21.59 million people
10.18 million households

(Ministry of Internal Affairs and Communications: Figures based on the basic resident register, as of January 1, 2020)



tv asahi **TV Asahi Corporation**

-Headquarters: Tokyo
-Area: Tokyo and six prefectures in Kanto region

43.61 million people
20.92 million households

Disclaimer

The financial results in the period in this presentation are determined on the information available at the moment and are based on the assumption that the Japanese economy will gradually recover. As a result, the information in this presentation contains inherent risks and uncertainties.

The outlook may significantly change due to external factors such as domestic and overseas economic trends in the future, as well as when COVID-19 comes to an end and the range of its impact. Should any event arise that affects the financial results of the Group, the Company will promptly announce it.

Corporate Information Website



<https://corp.asahi.co.jp/en/>

For all shareholders, more detailed information such as consolidated financial reports, annual securities reports and corporate reports (integrated report) can be found on the website.