

The ABC logo is displayed in a large, white, sans-serif font in the top left corner. A white diagonal line extends from the top right of the 'C' across the top of the page.

ABC

INTEGRATED REPORT 2024

Corporate Report

(Note)

This document has been translated from the Japanese original* for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

*<https://corp.asahi.co.jp/ja/company/report.html>

Asahi Broadcasting Group Holdings Corporation

WHAT WE CAN DO



Introduction

Business Philosophy and Vision

Business
Philosophy

The ABC Group continues to evolve as a dynamic and creative corporate organization, adapting to social change and contributing to the development of society.

Medium-Term Management Strategy 2021-2025 *NEW HOPE* Vision**Creating and Delivering *New Happiness*****Definitions of figures used in this document**

The Company: Asahi Broadcasting Group Holdings Corporation
The Group: Asahi Broadcasting Group
ABC Group: Asahi Broadcasting Group
ABC TV: Asahi Television Broadcasting Corporation
ABC Radio: Asahi Radio Broadcasting Corporation

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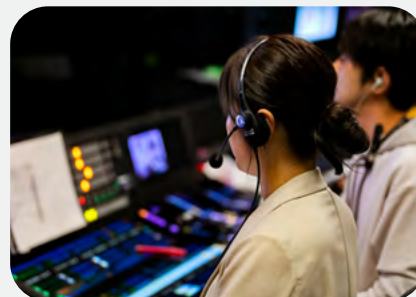
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Enhancing Corporate Value (Value Creation)



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Enhancing Corporate Value (Value Creation)

New Leadership Dialogue: The Future of the Asahi Broadcasting Group

A Dynamic Team Accelerating Reform, Creating a Group for the Next Generation

Toshiaki Imamura ✕ **Masayuki Nishide**

Director, Managing Executive Officer
Asahi Broadcasting Group Holdings Corporation
Representative Director and President
Asahi Television Broadcasting Corporation

President, Executive Officer
Asahi Broadcasting Group Holdings Corporation



On October 1, 2024, former representative director and president, Susumu Okinaka (currently director and chairman), passed the baton to Masayuki Nishide (president and executive officer), forming a co-leader structure with the support of Toshiaki Imamura (director and managing executive officer). Mr. Nishide will serve as the next representative director and president of Asahi Broadcasting Group Holdings Corporation.

Under Medium-Term Management Strategy 2021-2025 *NEW HOPE*, we laid a foundation to become a comprehensive content business group. To evolve to the next stage and create our desired future, the Group must conduct a comprehensive review and revisions, powering up to forge ahead. To this end, we launched the Next-Generation Group Reform Project in July 2024, which consists of four main pillars. Our two new leaders, serving as chief executives of this project, have stepped on the accelerator toward reform. With the sense of speed and urgency of this major project, we decided we could not wait until spring. This is the reason we adopted the new two-leader structure in October, at the start of the second half of the fiscal year.

We asked the two new leaders of the next generation to talk about their future vision and the challenges they see ahead.

Enhancing Corporate Value (Value Creation)

New Leadership Dialogue: The Future of the Asahi Broadcasting Group

A Fresh Determination to Implement Reform

You have been named to leadership amid a challenging business environment. What are your thoughts and commitments at this time?

Nishide Changes in our business environment have only accelerated in the wake of COVID-19. Amid these changes, we adopted a strategy of refining our content production capacity, which is one of our strengths and the very foundation of our business.

Mr. Imamura and I have worked as partners in overseeing the content segment. Mr. Imamura served as a director at Asahi Television Broadcasting Corporation (ABC TV), responsible mainly for the live-action content business. I was in charge of animation and events. As Mr. Imamura is currently representative director and president of ABC TV, he will continue to focus on the Broadcasting and Content Businesses, while I will focus mainly on strategies for the Group overall and for the Lifestyle Business. In this way, we will tackle reform as a team.

Imamura Throughout the period of our Medium-Term Management Strategy *NEW HOPE*, we added a number of companies to the Group and established a foundation as a comprehensive content business group. Our job now is to link these elements organically to create synergies. While Mr. Nishide has been building the value chain for the animation business, I have worked to raise our sales, production, and technological capabilities in the live-action content business. Each of us has pursued business reforms in our respective areas of responsibility.

The value chain for live-action content, and terrestrial broadcasting in particular, is experiencing a

major transformation. To date, we have promoted the maximization of the value of live-action content and IP with a focus on TV programs. In addition to our past efforts, we must develop new and multiple outlets, pursuing greater overseas expansion, holding events in Japan and abroad, and merchandising new goods. At the same time, we must create, nurture, and monetize new IP. That is our primary mission.

Building Group Strength Through Agile Management and Taking on New Challenges

The timing of a change in leadership midway through a fiscal year is unusual. How do you expect to pursue reform?

Nishide The most important thing for Mr. Imamura and I to do is gather an understanding of group-wide performance as quickly as possible. Specifically, we want to increase the speed at which we prepare monthly financial results to respond as quickly as possible in the following month's business. In other words, we want to implement the PDCA cycle of business activities at a high rate of speed. In preparation, we conducted a management diagnostic for each major Group company in the first half of 2024, identifying and narrowing down issues.

Imamura As I mentioned earlier, we believe that creating group synergies is important. We encourage communication among Group companies to ensure a mutual awareness of strengths, ensuring growth from a holistic perspective beyond the borders of a single business. To strengthen collaboration, we made ABC

Frontier a subsidiary of ABC TV in April 2024. ABC Frontier is responsible for content sales, and this new structure integrates production and sales.

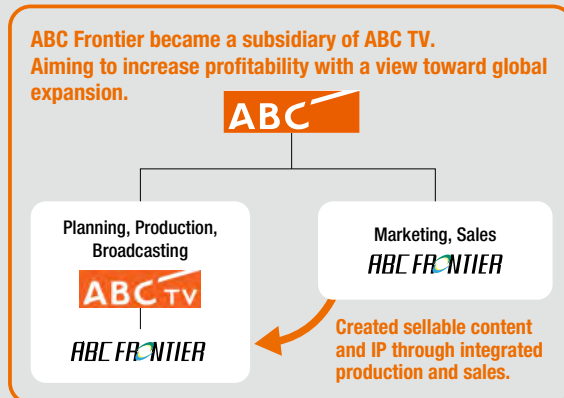
Nishide We believe M&A is essential for advancing our business activities. As one example, we are looking at local production for local consumption, such as the co-production of animation works and merchandising overseas. We are also considering alliances with companies overseas. While there is an element of risk, we believe that a bold strategy is necessary to speed up the process.

Imamura We also intend to strengthen market development. Staying in the domestic market alone will naturally have its limits. We see overseas expansion as both a major challenge and a major opportunity for us. First, we will pave the way for selling animation overseas. To this end, we must secure human resources who have networks overseas. The two of us intend to work hand-in-glove to strengthen our sales capabilities, including the sales of dramas, variety shows, and other live-action content.



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New Leadership Dialogue: The Future of the Asahi Broadcasting Group



➤ **Keyword: Co-Creation**
Live-Action Content Business Aiming to Grow in Step With Diverse IP p. 32

Beyond Medium-Term Management Strategy 2021-2025 *NEW HOPE*

Tell us more about the progress of your medium-term management strategy, future business strategies, growth investments, and your future outlook on these investments.

Nishide With growth investments under the current medium-term management strategy, the animation business group now exceeds 6 billion yen in revenue. We are reformulating the strategy for the at-home shopping and e-commerce businesses, reorganizing our business portfolio under the Lifestyle Business. We plan to continue M&A activity, but we believe we have built a foundation to a certain degree for expanding the wingspan of our

business and securing the value chain.

Imamura The key points for future growth strategy and investment are to draw up a strategy for the Content Business, which we do not expect to be as profitable as the Broadcasting Business. With a focus on profitability, we intend to streamline and increase efficiency through group collaborations.

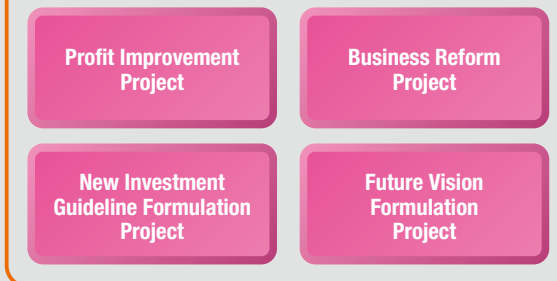
Nishide Currently, we are pursuing the Next-Generation Group Reform Project, which consists of four pillars and looks beyond the current medium-term management strategy. We have already completed the Profit Improvement Project and New Investment Guideline Formulation Project. In October, we began considering business reforms (Business Reform Project) as a cornerstone of our growth strategy, while we also began formulating a future vision (Future Vision Formulation Project) that will serve as the basis for the next medium-term management strategy.

In addition to reformulating our at-home shopping and e-commerce business strategy, as mentioned earlier, the



Business Reform Project is looking at measures to improve efficiency and profitability for live-action content. At the same time, the Future Vision Formulation Project is setting goals to achieve by the year 2031, which will mark our 80th anniversary. We will narrow down what to keep and what to reform, incorporating these elements into our management strategy. To achieve the ideal vision for the Group, we aim to execute a medium-term management strategy that raises corporate value beyond revenue and profit alone.

Next-Generation Group Reform Project



➤ **Current Status of Medium-Term Management Strategy 2021-2025**
NEW HOPE p. 12

Evolving Our Strengths to Create and Deliver

The Group continues to evolve as a comprehensive content business group under the business model of *create* and *deliver*. What are the strengths of the Group in this strategy, and how do your strengths differ from other companies?

Nishide Beyond animation and live action, our content

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New Leadership Dialogue: The Future of the Asahi Broadcasting Group

is ahead of other broadcasters in terms of fresh ideas and meticulous pre-production, in-studio and on-location ingenuity, and detailed editing. These strengths are why our programs have been supported by local viewers and have maintained solid viewer ratings.

Imamura Another strength and resource for the Group growth is our human capital. We boast human resources with outstanding production and planning skills across many fields. These fields include developing the *Virtual High School Baseball* platform, which was certified by Guinness World Records™. Another strength is the collaborations and value chain of ABC TV and our other Content Business companies, which combine for an overwhelming power and ability to deliver.

Nishide TV media offers powerful promotional capabilities that cannot be matched by online streaming, delivering news, sports, drama, animation, and other content to the consumer. This power and ability to deliver is a strength that differentiates us from other creative companies.

Growth Through Stronger and More Abundant Management Capital

Management capital and strengths of the Group include our reliability and brand, creative human resources (human capital), and promotional power to deliver. How do you intend to expand and utilize this management capital for future growth?

Imamura The level of trust in TV media is extremely high. I think the COVID-19 pandemic reaffirmed the value of correct information and brought a second focus on

the importance of the TV media. The advertising market is beginning to treat online streaming and terrestrial broadcasts as two separate categories. Ensuring the accuracy and reliability of news reporting in our Broadcasting Business is also the foundation of our Content Business. For example, in terms of profit, news coverage is a cost and requires significant funds when responding to and reporting on disasters. News coverage is the furthest thing from monetization. However, reinforcing our news coverage has led to improved reliability and the power and ability to deliver.

Nishide The ABC Creed* was formulated at our inception. This creed represents the spirit of the Group passed down from generation to generation. Guided by this spirit, we produce and deliver programs not only in our hometown of Kansai but also throughout Japan. Our reputation in the Kansai region is one of being friendly, interesting, reliable, safe, and comfortable. We take pride that the name ABC is trusted and loved.

This reputation creates a cycle in which those who shared our spirit become involved in content creation in a variety of ways, either as employees of the Group companies or as staff involved in programs. These people support the Group businesses as fresh, creative human resources and human capital.

Imamura For the past several years, we focused on staff exchanges across company boundaries. We expect to develop high-quality, creative personnel through a wide range of experiences that cannot be gained by working in a single company. We also view secondments of employees from ABC TV to Group companies as an excellent opportunity to develop leaders.

Nishide In terms of specific personnel measures, we continue to improve interview, training, and evaluation systems. We actively recruit experienced professionals for our investment and content business divisions, which play an important function in our growth strategy. In this way, we secure new human resources who support the Group and help us expand our businesses.

 ***The ABC Creed**
<https://corp.asahi.co.jp/en/tv/company/creed.html>

Strengthening Corporate Governance and Addressing Materiality

As a TSE prime company, how do you approach governance?

Nishide We are a corporate group with the broadcasting business at our core, so we have a keen understanding of the high degree of public and social responsibility with which we are charged. High-quality compliance ensures information security and compliance with the Broadcasting Act, as well as other related laws and regulations. We elected to become a company with an Audit and Supervisory Committee. Under this organization, the Board of Directors plays a central role in sustainable growth and the enhancement of corporate value. Independent outside directors and the Audit and Supervisory Committee provide effective supervision and conduct audits of company management. At the same time, the Board of Directors pursues an appropriate agenda and evaluates its effectiveness. In the future, we want to delve deeper into issues that we have addressed

Enhancing Corporate Value (Value Creation)

New Leadership Dialogue: The Future of the Asahi Broadcasting Group

on an ongoing basis at every Board meeting.

The Group identified materiality in 2023. How will the eight materialities disclosed to date interact with growth strategies and lead to outcomes?

Imamura All eight materialities relate closely with our growth strategy. Without developing human capital, we cannot achieve corporate growth. As a media group, we must not only broadcast trustworthy information, but we must continue to provide quality content that helps enrich consumer lives. These elements are very important to our group growth strategy. Our use of technology will increase the productivity of the entire Group and create new business opportunities. We are also firmly committed to creating brilliant communities through ABC TV travel programs and regional revitalization projects.

Nishide In particular, *developing human capital who will create our future* is the foundation of the Group's value creation. By creating content that delivers excitement

to the world through outstanding human capital, we gain trust and brand recognition as a media group. Addressing materiality is a key to our growth goal of becoming a comprehensive content business group.

 **Asahi Broadcasting Group Materiality**
p. 23

How do you intend to improve capital efficiency, and what are your shareholder return policies?

Nishide The TSE requires listed companies to engage in management that is conscious of the cost of capital. Our improvement in capital efficiency is based on the medium-term management strategy *NEW HOPE*. From the perspective of resource allocation, we must move management resources from areas that have already reached full maturity to areas where we expect significant growth, and in this context, the Group intends to optimize our business portfolio. As we continue in an investment phase for growth, we will use our assets effectively, including the sale of cross-shareholdings. At the same time, we intend to use external financing to maintain an appropriate balance of financial soundness and financial leverage to support our aim of improving ROE.

Of course, increasing share value for shareholder returns in conjunction with growth is important. In addition, we believe in the importance of providing stable dividends. Accordingly, our basic policy is a dividend payout ratio of 30% of consolidated operating profit after deducting the amount equivalent to income taxes (deemed net profit).



Our minimum standard for annual dividends is 12 yen per share.

To Our Stakeholders

Would you like to share one last message?

Imamura I am proud to say that our power and ability to create content are every bit on par with the Tokyo-based TV stations. I want to reiterate that we will focus on strengthening our power and ability to create and deliver. That is the point through which we will make our breakthrough. To this end, know that we are fully committed to the Next-Generation Group Reform Project, and we will lead the Group forward to growth through a united front.

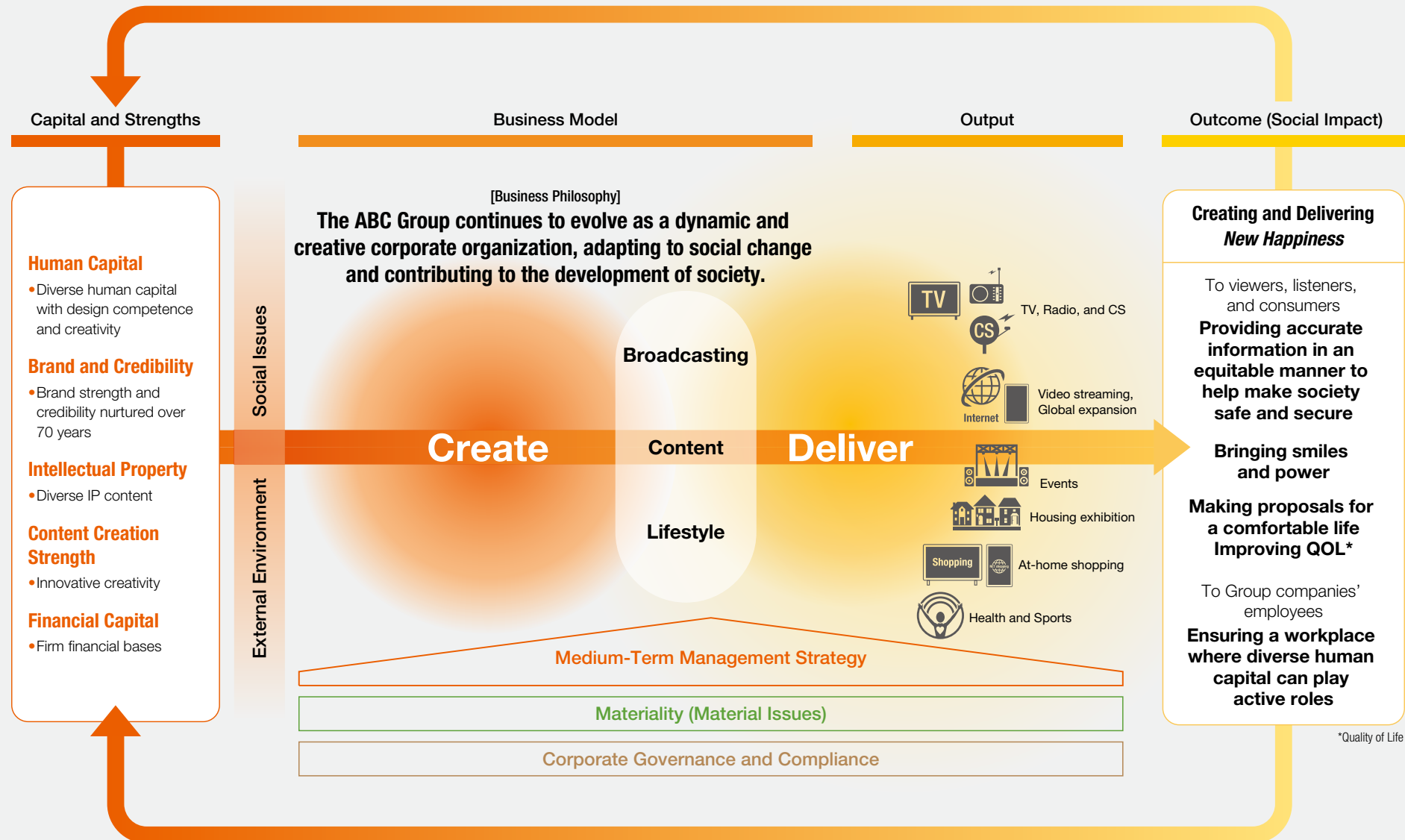
Nishide We are dealing with issues related to ROE and PBR, but my first priority is to focus on earnings, dealing practically with improving profitability. I believe improvement here will reassure our stakeholders, including employees, viewers, listeners, shareholders, and investors. The two of us will act in lock-step to lead the Group, and I encourage you to look forward to our future growth.

Asahi Broadcasting Group Materiality

- Develop human capital who will create our future
- Create a more abundant tomorrow through the power of content
- Restore the health of the Earth for the next generation
- Remain a trusted media group
- Aspire to create societies that respect human rights and facilitate happy living for all
- Strengthen governance and achieve sustainable growth
- Use technology to enlighten the future
- Contribute to the creation of brilliant communities

Enhancing Corporate Value (Value Creation)

Value Creation Process



Enhancing Corporate Value (Value Creation)

Current Status of Medium-Term Management Strategy 2021–2025 *NEW HOPE***Creation and delivery of a broad range of content for continual growth**

While sales have been steadily expanding under the medium-term management strategy that started during the COVID-19 pandemic, we continue to be in a phase where costs are preceding net sales, making profit margin improvement an urgent priority. In 2024, we launched the Next-Generation Group Reform Project to develop plans for growth beyond its final fiscal year.

**2025
Consolidated
Financial Targets**

Net sales of
100 billion yen
Operating profit of
5.7 billion yen

2024

**Toward the final fiscal year of the medium-term management strategy and beyond...
Launch of the Next-Generation Group Reform Project**

May 2021

**Released *NEW HOPE*,
the Medium-Term Management Strategy**

Priority Targets

1. Strengthen and diversify human resources throughout the Group
2. Leverage the power of broadcasting, and strengthen and deepen group collaboration
3. Build a data utilization system and pursue the use of digital technologies
4. Create businesses that contribute to regional revitalization and solutions to social issues

➤ **Medium-Term Management Strategy**
<https://corp.asahi.co.jp/en/ir/plan.html>

**Next-Generation Group Reform Project
Four Pillars****Profit
Improvement
Project****Business
Reform
Project**

➤ **Next-Generation Group Reform Project
Four Pillars**
New Leadership Dialogue: The Future of the ABC Group p. 8

**New Investment
Guideline Formulation
Project****Future Vision
Formulation
Project****Human Resources Strategy**

➤ **Interview With the Executive Officer in Charge of
Human Resources Development**
Issues and Measures Related to Human Capital Investment p. 13

➤ **Human Resources Strategy**
ABC Group Initiatives for Strengthening Human
Resources p. 16

Enhancing Corporate Value (Value Creation)

Special Feature

Interview With the Executive Officer in Charge of Human Resources Development
Issues and Measures Related to Human Capital Investment (Medium-Term Management Strategy Priority Targets (1) and (2))**The Most Important Issue: Develop Human Capital Who Will Create Our Future**
Becoming a Company Where Every Individual Can Grow

To strengthen and diversify human resources throughout the Group is one of the priority targets of our medium-term management strategy *NEW HOPE*. Over the past three years, we have pursued a strategy to nurture the strengths of each person and maximize the strengths of the Group. Mr. Hiroshi Komagano, who is himself a mid-career hire, assumed the role of executive officer and general manager of the Personnel Affairs Division in April 2024. We spoke with Mr. Komagano about his approach to human resources, as well as the progress and future of human resources-related projects.

**Hiroshi Komagano**

Executive Officer
General Manager of the Personnel Affairs Division
Asahi Broadcasting Group Holdings Corporation

Diversity of Work Styles and People Leads to Improved Well-Being

Q You yourself are a mid-career hire. What was your impression of ABC Group employees before you joined, and how did that impression change after?

When I was a student looking for a job, many of my unique, talented, and somewhat edgy friends wanted to work in the TV industry. When I joined the Group, my impression was exactly as it was back then. My impression comes from being brought up in the Kansai region, in particular, and I think ABC (collectively the Group and ABC TV, etc.) is well-known and loved by the local population. Being a person in this environment is a terrific motivation.

Many employees have a strong desire to deliver inspiring content to the world, which seems aligned with the spirit of being a master artisan. One strength of the Company is the large number of such high-minded people.

Q One key component in Medium-Term Management Strategy *NEW HOPE* is the human resources strategy. What have been the results to date and have measures led to greater employee happiness?

We pursue three measures in our aim to strengthen our human resources capacity and diversity: (1) Colorful@ABC Statement; (2) Human resources diversity and inclusion; and (3) Enhanced human resources development tools. These measures have become fairly well-established and part of the Group culture. Under the ABC@Colorful Statement, we have developed systems for work-life balance. One result is an increase in the rate of male employees taking childcare leave and the wider use of remote work to suit the lifestyles of employees.

In the past, the majority of our human resources came from new-graduate hires, mainly in the Broadcasting Business. Today, we see steady ongoing diversification, welcoming employees from various industries to the Company, ABC TV, and Group companies. I myself am a mid-career hire, and despite a history of being the most traditional broadcasting company in Kansai, I believe we have a very open corporate culture.

Enhancing Corporate Value (Value Creation)

Special Feature Interview With the Executive Officer in Charge of Human Resources Development

Issues and Measures Related to Human Capital Investment (Medium-Term Management Strategy Priority Targets (1) and (2))

In a positive sense, developing a culture in which people from different backgrounds and diverse work styles come together to maximize performance has been a challenging shift for the Company, which has long been focused on an on-the-ground approach. We are also receiving high marks in employee satisfaction surveys. Diversity in work styles and diversity in people improve the well-being of employees.

Promoting Human Resource Diversity, and Creating a Diverse and Creative Workforce p. 17

Transforming Systems for Sustainable Work Styles and Content Creation**Q What issues have come to light based on the measures taken so far? What are your plans?**

As one example, work styles more conscious of work-life balance have become more prevalent over the past several years. These changes include the rate of paid leave taken, the number of overtime hours worked, and the wider use of telework. The 70% to 80% rate of male employees taking paternity leave, in particular, has become a much more accepted level, and there is a growing momentum to increase this rate to 100%. These cumulative efforts have certainly led to greater employee engagement.

At the same time, maintaining an organization that makes it easier to use these programs is important for

the stable operations of these measures. We must act amid the increasingly complex and sophisticated work demanded of our employees. New developments require new responses, which also creates a burden. Assuming that this is the case, work will snowball unless we can streamline the current volume of work at the same time. In particular, we should recognize the ground-level organizational support—or surrounding cooperation—for employee use of programs related to life events, including childcare and nursing care.

To this end, we are considering programs that reward cooperation and support, as well. ABC TV and other companies are visualizing workflow using digital transformation (DX). Improving the uneven distribution of the workload requires an organizational review, and the use of outside resources (outsourcing), and appropriate job rotations at earlier stages will secure a certain level of human resources capable of multi-tasking.



Colorful@ABC Statement Initiatives
[Promoting Diversity and Inclusion] p. 19

Q What are your approach, policy, and measures regarding human resources development and personnel assignments?

We want to create environments in which people who join the Group focus first on becoming a professional in their field, regardless of assignment. We hope to foster opportunities for individuals to share successes and constructive failures with colleagues in whatever field the individual journeys. Upon request, employees can take side jobs, and we encourage them to leverage the diverse experience gained through these activities in other departments and Group companies. We expect employees who take advantage will acquire the necessary skills in management and other areas according to experience. To this end, we are putting together a policy for individual career visualization to share with human resources and on-site managers, providing ways to nurture people through multiple eyes.

From this perspective, at every five-year career milestone beginning at age 30, the Company and ABC TV employees receive career interviews, consulting, and training. These opportunities allow us to provide full-fledged support for employees in taking stock of their experience and abilities, as well as develop future career plans. At the same time, the new *Next Stage 2.0* personnel evaluation system, fully launched at ABC TV,

Enhancing Corporate Value (Value Creation)

Special Feature Interview With the Executive Officer in Charge of Human Resources Development**Issues and Measures Related to Human Capital Investment (Medium-Term Management Strategy Priority Targets (1) and (2))**

will become an essential tool to deepen communication between evaluators and employees, to understand the status of each employee, and to develop human resources from multiple perspectives.

We are stepping up training for managers to ensure the effectiveness of this program, improving manager abilities to interact with subordinates and team-building skills. In addition, we are asking senior employees to pass on their experience and skills cultivated over many years to the younger generation and across Group companies. To this end, we are aiming for true reskilling that leverages improved usage of ICT, generative AI, and other technologies.

The Management Commitment to Human Resources Development

Q Human resources development is an important management issue. Have you established a shared understanding of human capital management with the management team and across the company? Also, from the perspective that human resources are a business capital, how does the current human resources strategy relate to business and performance?

Management maintains an extremely high level of interest in human resources strategy and development. Of the Group's eight materialities, all depend on the existence and activities of our people, including executives and



employees. The Board of Directors and executive officers have a shared understanding that our No.1 priority is to develop human capital who will create our future and drive Group growth.

We believe that it takes at least five years for the results of individual human resources measures to be seen in business performance. Further, we know that, even during this period of change, we must adapt a flexible response to the rapidly developing internal and external environment. Throughout this process, we will experience temporary inefficiencies that can be chalked up to switching costs. Management must understand this concept and avoid imposing extra burdens on those in the field. Management must also take responsibility for decisions that may cause confusion on the front lines, including discontinuing existing operations, selecting operations or businesses to be downsized, and the consequences of such decisions.

Probably 80% of the impact on human resources development happens in the field and 20% from personnel policies. We must build experience through the involvement of appropriate superiors and mentors, cooperative relationships with colleagues, and guidance to subordinates and junior staff. It's also important for management to commit to employees that we will create and maintain work environments that support these measures.

▶ Asahi Broadcasting Group Materiality p. 23

Q As the head of human resources, what sort of people do you want to foster in the corporate group?

The environment surrounding this industry is becoming increasingly challenging. Amid these challenges, we hope to foster people who are curious about change and about new things. People who are enterprising enough to take advantage of the opportunities that are out there. As long as it leads to future progress, we want to support people who see things through to the end, even if it means making mistakes. This is how our people and our organization will grow. Above all, we are agreed in our desire to be a trusted media group, and this is a philosophy we share across our entire organization. We will continue to be a group that takes pride in working with colleagues who are committed to contributing to create a more abundant tomorrow through the power of content.

Enhancing Corporate Value (Value Creation)

Human Resources Strategy (Medium-Term Management Strategy Priority Targets (1) and (2)) ABC Group Initiatives for Strengthening Human Resources

Cultivating the Power of the Individual and Maximizing the Power of the Group

Human Resources Development Policy

Human resources capable of responding to change are necessary for self-innovation of existing businesses and to foster the development of new businesses in order to achieve the sustainable growth of the Group. The required capabilities are leadership, management skills and innovative thinking. To foster such capabilities, we provide trainings such as leadership development, training with external parties, and dispatching employees to external assignments. In addition, we will promote training assignments and selective personnel promotions that span divisions within each Group company as well as personnel interchange (interactions) in and outside the Group.

Building a Multifaceted Training System

At the ABC TV, the core of the Group, we conduct level-specific training for employees, leader development, and cross-industry exchanges with other companies, as well as provide e-learning opportunities for individual skill development.

Throughout the Group, we also implement training with selected members from each company to enhance synergies and develop diverse talent for the future. Furthermore, through the Group internship system, we broaden employees' knowledge beyond the boundaries of individual companies and expand their viewpoints with the goal of improving the comprehensive capabilities of the Group.

(Note) Providing internships for students
The ABC TV runs annual internships (Open Company). The Company also sought participants for a long-term internship (paid) exclusively for engineers. Three individuals were selected to participate in projects to establish and improve databases as well as other projects in August and September of 2024.

Human Resource Development Scheme for the ABC TV (FY2024)

	Level-specific	Strengthening leadership	Strengthening business skills	Other
Required	<div>General manager</div> <div>Manager</div> <div>Newly appointed members of management</div> <div>Leader</div> <div>Chief</div> <div>General staff (third year)</div> <div>New employees</div>			<div>Evaluator training</div> <div>Supporter training</div> <div>Career design training (Ages 40, 45, 50, 55, and senior staff)</div> <div>Career interviews (Ages 30, 35)</div> <div>Compliance training</div> <div>Information security training</div> <div>Harassment prevention training</div>
Selected members		<div>Top leaders</div> <div>Management leader co-creation</div> <div>Next leader co-creation</div> <div>Kagayaki Juku* [Cross-industry participation]</div>	<div>*training program to develop resourcefulness for next leaders</div>	
Open for applications			<div>Open innovation [Cross-industry participation]</div> <div>Project management [Cross-industry participation]</div>	<div>ABC カレッジ COLLEGE</div>
Optional (Self-development)		<div>Skill development training</div> <div>Unlimited e-learning School</div>		

■ Management position ■ Core position ■ Group participation available ■ Management/core position training held together

Enhancing Corporate Value (Value Creation)

Human Resources Strategy (Medium-Term Management Strategy Priority Targets (1) and (2))

ABC Group Initiatives for Strengthening Human Resources

Promoting Human Resource Diversity, and Creating a Diverse and Creative Workforce

Policy for Initiatives Making the Asahi
Broadcasting Group More Colorful

In order to contribute to the enhancement of both local society and culture through the provision of a variety of content and services, the Group is creating a working environment where each person is respected and acknowledged irrespective of sex, age, nationality, religious preference, life stage, disability, or sexual orientation while striving for a company where the diverse capabilities of every member of the ABC family can shine through as the Japanese proverb “Junin Toiro”(“So many men, so many minds”) indicates.

Colorful@ABC Statement

We are creating workplaces where all employees can collaborate with consideration for others by encouraging work-style and employee diversity to facilitate the active involvement of all employees as they see fit. The Colorful@ABC Statement declares our intent to facilitate more colorful, more inclusive environments within the Group. Based on this declaration, we are promoting various initiatives under the executive officer in charge of diversity and inclusion.



Colorful@ABC Statement Initiative [Work-style]

Enriching work-style diversity and promoting a comfortable work environment creation

We are developing comfortable working environments across the Group, such as introducing telework systems and expanding shortened working hour systems so that each individual can achieve a work-life balance. Additionally, we will promote initiatives to increase work diversity, such as improving vacation systems aimed at increasing the rate of paid leave usage and creating systems to support individual achievements, so that employees can work with vitality.

● Rate of Employees Taking Paid Leaves

HD + TV = Sum total of the Company and ABC TV

	FY2021	FY2022	FY2023
HD + TV	38.9%	41.6%	42.9%

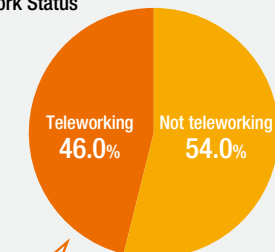
● Turnover Rate of Employees Hired Within the Last Three Years

	Entire Group	HD + TV
Number of employees hired from FY2021 to FY2023 (including new hires, mid-career hires, and contract employees, etc.)	464	72
Number of employees resigning within the last three years (Includes one retiree due to executive appointment)	57	4
Turnover rate for the last three years as of April 1, 2024	12.3%	5.6%
Number of employees hired from FY2020 to FY2022 (including new hires, mid-career hires, and contract employees, etc.)	412	63
Number of employees resigning within the last three years	49	1
Turnover rate for the last three years as of April 1, 2023	11.9%	1.6%
Number of employees hired from FY2019 to FY2021 (including new hires, mid-career hires, and contract employees, etc.)	362	53
Number of employees resigning within the last three years	53	4
Turnover rate for the last three years as of April 1, 2022	14.6%	7.5%

● Telework Implementation Rate

HD + TV

Telework Status



Usage Results

3 times per week 2.8%



*While telework is generally limited to three days per week, four or more days per week may be permitted when circumstances are approved by the company.

Enhancing Corporate Value (Value Creation)

Human Resources Strategy (Medium-Term Management Strategy Priority Targets (1) and (2))

ABC Group Initiatives for Strengthening Human Resources

Colorful@ABC Statement Initiatives [Promoting Diversity and Inclusion]

Childrearing support: Improvement in the rate of male employees taking childcare leave

Centering on the ABC TV, we have held Mother Gathering and Father Gathering to ensure a work environment in which individual employees feel free to take childcare leave. We aim for a 100% childcare leave acquisition rate regardless of gender, not only by developing and communicating systems to facilitate childcare but also by creating guidebooks. Additionally, at the ABC TV, we have established our own system where the first 14 days of childbirth-time childcare leave are treated as paid leave, and we implement workplace simulations to examine responses and challenges when there are cases of employees taking leave in each department.

● Number of Employees Taking Childcare Leave

		FY2019	FY2020	FY2021	FY2022	FY2023
Entire Group						
Male	Number of employees eligible for childcare leave	31	27	32	31	47
	Ratio of employees taking childcare leave	0%	18.5%	9.4%	67.7%	57.5%
Female	Number of employees eligible for childcare leave	23	28	24	20	22
	Ratio of employees taking childcare leave	100%	100%	100%	100%	100%
Ratio of employees taking childcare leave (total)		42.6%	60.0%	48.2%	80.4%	71.0%
Ratio of employees returning to work after taking childcare leave		100%	100%	100%	100%	98.0%
HD + TV						
Male	Number of employees eligible for childcare leave	15	16	13	17	19
	Ratio of employees taking childcare leave	0%	31.3%	15.4%	88.2%	73.7%
Female	Number of employees eligible for childcare leave	11	10	10	5	6
	Ratio of employees taking childcare leave	100%	100%	100%	100%	100%
Ratio of employees taking childcare leave (total)		42.3%	57.7%	52.2%	90.9%	80.0%
Ratio of employees returning to work after taking childcare leave		100%	100%	100%	100%	100%

Promoting greater career opportunities for women: Both the number of female employees and ratio of female employees in management positions have steadily increased

The Group has promoted career opportunities for women and approaches to further enhance workforce diversity. The ABC TV, which is the Group's main pillar, aims to increase the ratio of female employees in management positions by 2027 to 17%, which is equivalent to the ratio of female employees in the age segment for management positions (aged 43 or older). Furthermore, we also aim to achieve a 20% or more ratio of female employees in management positions in 2030.

● Number and Ratio of Female Employees by Age

*As of March 31, 2024

	20s	30s	40s	50s	60s	70s	Total
Entire Group							
Number of female employees	179	195	133	111	14	0	632
Ratio of female employees	51.9%	38.2%	27.1%	27.5%	13.3%	0%	34.1%
Employees originating from ABC TV							
Number of female employees	33	38	33	55	5	0	164
Ratio of female employees	45.8%	27.5%	18.2%	23.3%	8.3%	0%	23.9%

● Number and Ratio of Female Employees in Management Positions

*Until FY2022, as of April 1; from FY2023, as of March 31

	FY2021	FY2022	FY2023
Entire Group			
Number of female employees in management positions	42	52	65
Ratio of female employees in management positions	14.5%	16.6%	18.6%
Employees originating from ABC TV			
Number of female employees in management positions	14	16	25
Ratio of female employees in management positions	8.3%	9.5%	13.7%

Enhancing Corporate Value (Value Creation)

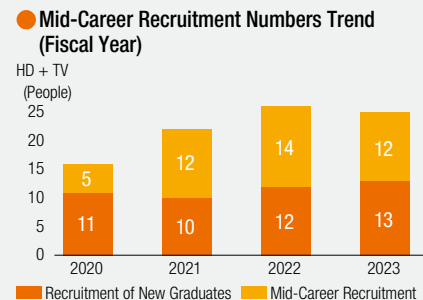
Human Resources Strategy (Medium-Term Management Strategy Priority Targets (1) and (2))

ABC Group Initiatives for Strengthening Human Resources

Colorful@ABC Statement Initiatives [Promoting Diversity and Inclusion]

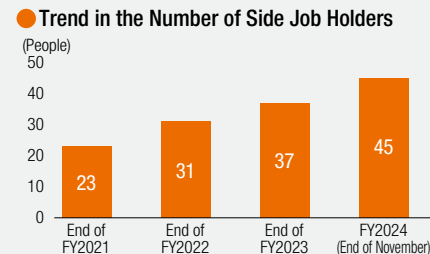
Mid-career recruitment ratio has remained around 50% for the past three years

We are promoting mid-career recruitment and advancing diversity and inclusion of group human resources to support the expansion of our business breadth. We are shaping organizational diversity and raising internal awareness for medium to long-term growth.



Trend in the number of side job holders within the Group

We allow side jobs to promote diverse work styles. As of November 2024, 45 people are using the system.



Promoting the Human Resources Crossroads Initiative (ABC College and ABC Salon) where internal and external talent gather and connect

We provide a place for nurturing imaginative talent and building networks by gathering and facilitating interaction between people with diverse backgrounds and skills from inside and outside the company to lead to new business idea creation.

Initiative	Purpose	
ABC College	Academia Hosting lectures by instructors from various fields active globally	FY2023 5 sessions held FY2024 2 sessions planned
	Group Seminars Sharing group knowledge	FY2023 7 sessions held FY2024 5 sessions planned
	Guru Café Group company interactions	FY2023 3 sessions held FY2024 4 sessions planned
ABC Salon	Implementing interactions between corporate and organization senior management, employees, and Group employees	FY2023 2 sessions held FY2024 3 sessions planned

Health and Occupational Safety Initiatives

Each Group company implements initiatives addressing employee health and safety based on the regulations in place at each company.

In addition, our core subsidiary, the ABC TV, conducts stress-check tests once a year and provides follow-up consultations with an industrial physician for employees experiencing high levels of stress. Further, we are working to maintain and promote employee health by implementing a follow-up system for employees with findings resulting from a regular health check-up diagnosis.

● Number of Employees Taking Time Off due to Workplace Accidents

(occupational hazards (including death and serious injury))

	FY2023
HD + TV	4

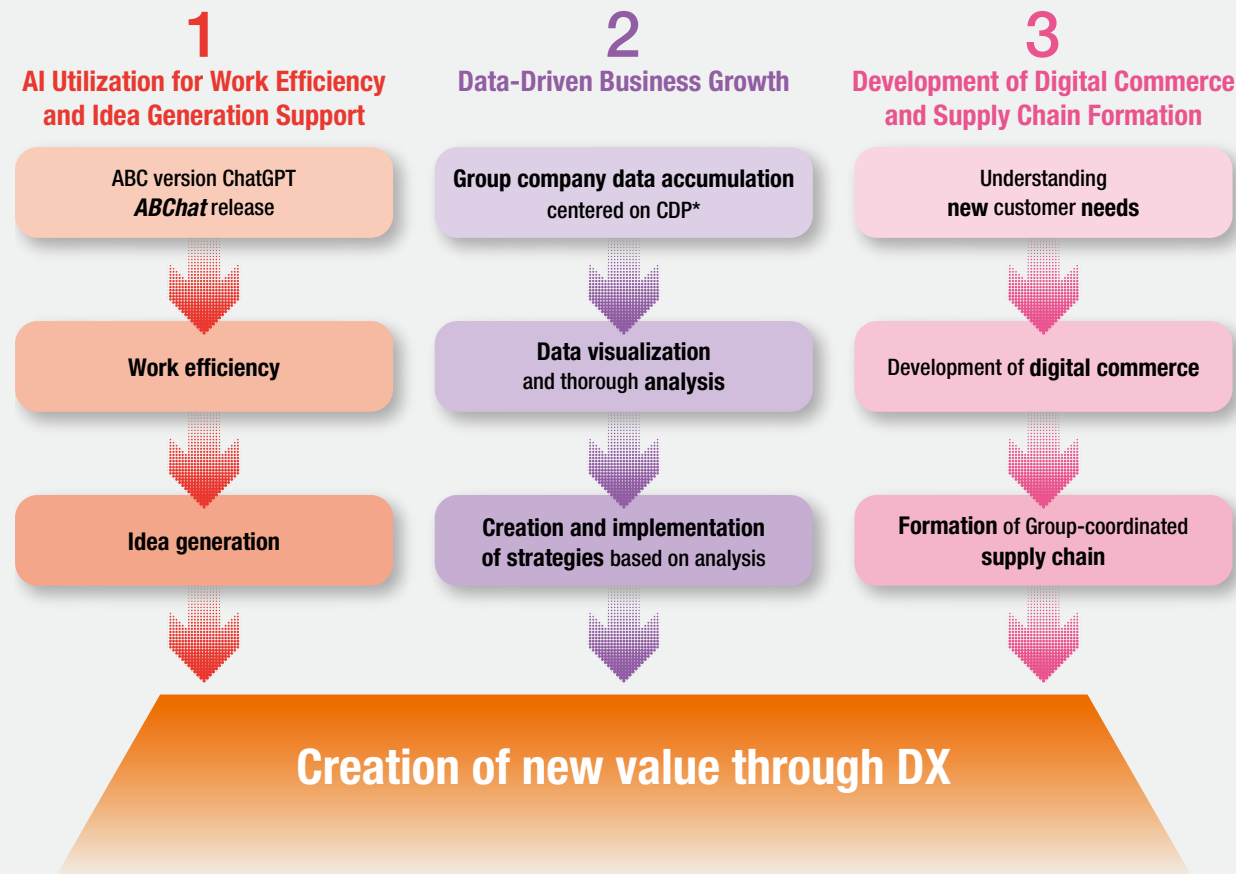
● Occupational Accident Frequency Rate

	FY2023
HD + TV	2.99%

Enhancing Corporate Value (Value Creation)

DX Strategy (Medium-Term Management Strategy Priority Targets (3))**Creating New Value With Three Pillars**

Adding AI utilization for work efficiency and idea generation support to developing new digital commerce and data utilization for business growth, we aim to create new value through digital transformation (DX) with these three pillars.



*CDP: Customer Data Platform (platform for Group company customer data). Serves as the base for unified Group data utilization.

1. AI Utilization for Work Efficiency and Idea Generation Support

The Group is actively working on AI utilization for work efficiency and idea generation. To improve digital literacy across the Group and promote AI utilization, we have established AI generation guidelines and successively released services, such as the ABC version ChatGPT service *ABChat*, expanding usage to approximately 1,700 Group employees. Usage in November 2024 reached about 6,800 cases.

2. Data-Driven Business Growth

In at-home shopping special program collaborations between the ABC TV and ABC FUN LIFE, we analyzed user data accumulated in CDP (Customer Data Platform) to design user-needs-based measures and customer experiences, successfully increasing membership registration rates. We will continue to practice data-driven service design and explore business development possibilities across Group companies.

3. Development of Digital Commerce and Supply Chain Formation (Digital Sales Business)

The digital sales business (solving corporate promotion challenges in the digital market with Group planning and creativity) that started in FY2022 has grown its sales to more than triple the previous year in FY2023, steadily increasing revenue. We will continue to develop new customers and sales channels in the growing digital market, aiming for business expansion by forming supply chains through Group coordination.

Enhancing Corporate Value (Value Creation)

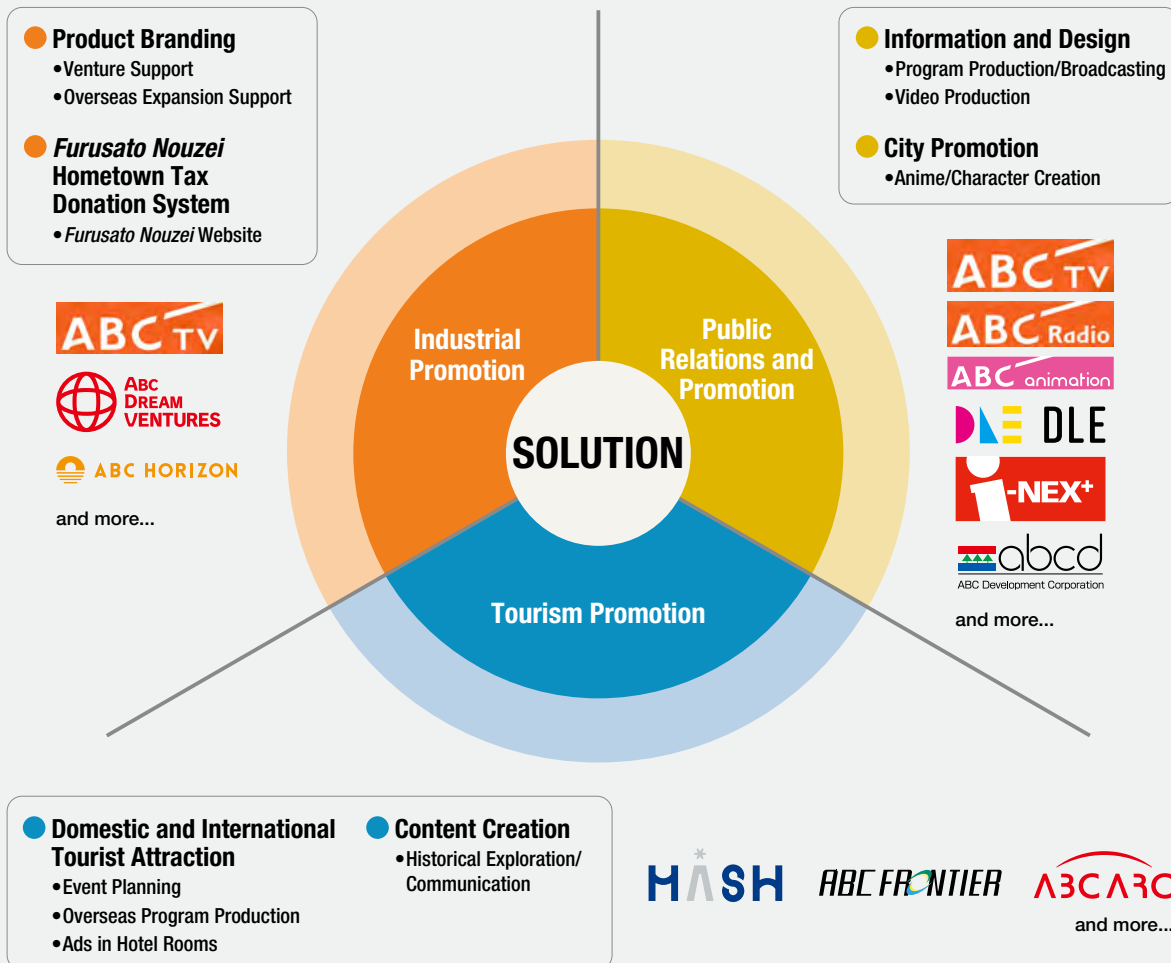
Regional Revitalization (Medium-Term Management Strategy Priority Targets (4))

**Creating
Together,
Connecting to
Tomorrow**

Through broadcasting, we have continuously observed society, regions, and culture together with all members of society. We will now utilize the networks and knowledge of each Group company cultivated there for regional revitalization and solving issues nationwide, sustainably creating and delivering new social value.

WHAT WE CAN DO

Using our long-cultivated planning ability, information design capability, and communication power, we assist in solving regional issues across various fields.



Enhancing Corporate Value (Value Creation)

Regional Revitalization (Medium-Term Management Strategy Priority Targets (4))

Tourism Promotion

ACN EXPO EKIDEN 2025

Hosting an ekiden relay race that includes corporate and university top teams passing the baton from one player to another to commemorate the Expo 2025 Osaka, Kansai, Japan



To commemorate the Expo 2025 Osaka, Kansai, Japan, we will host and broadcast live nationwide an ekiden relay race on Sunday, March 16, 2025, that includes corporate and university top teams passing the baton from one player to another.

Qualification to participate will be given primarily to top-finishing teams from the All Japan Industrial Teams Men's Ekiden held in Gunma Prefecture on January 1, 2025 and the All Japan University Men's Ekiden held between Nagoya City and Ise City, Mie Prefecture, on November 3, 2024.

DREAMS COME TRUE, a Japanese pop band, is in charge of the event's theme song. We will promote this first-ever ekiden where corporate and university teams compete for the national championship as a Group-wide effort.

Furthermore, as a pre-event to build excitement for the ekiden, we will hold the *Asu Mirai ABC EXPO Everyone's Connected Sports Fest 2025* (Saturday-Sunday, March 15–16, 2025) at the East Plaza of Expo '70 Commemorative Park, the race's starting point, focusing on health and sports and enabling many citizens to actively participate and have fun. The event will include a fun run where participants can comfortably run through Expo '70 Commemorative Park, the starting point of the ACN EXPO EKIDEN 2025, at their own pace, and a family ekiden where families and friends can pass the baton, making it a running event that anyone can enjoy regardless of fitness level, age, or gender, along with various sports events linked to our popular programs, contributing to the excitement of the Expo 2025 Osaka, Kansai, Japan and regional vitality.

Public Relations and Promotion

MOSHIMO FEST OSAKA 2024

Hosting a new type of disaster prevention event that makes you want to start now, really want to tell someone else, and want to teach others



While it might be difficult to maintain disaster prevention awareness daily, the Nankai Trough Earthquake is definitely approaching. What should we do in such a "what if" situation? We held an event where you can learn this in an Osaka-style fun and lively way through experiences. Popular programs of ABC TV and ABC Radio participated, covering disaster prevention in an enjoyable way.

Public Relations and Promotion

CHILDREN'S HOSPICES- A "HOME AWAY FROM HOME" PULSING WITH LIFE

Won the JBA (the Japan Commercial Broadcasters Association) Awards 2023 for Semi-Grand Prix, TV Div.!!



ABC TV conducted long-term coverage of TSURUMI Children's Hospice. Japan's first private pediatric hospice opened in 2016 in Osaka City as a second home where children fighting serious illnesses like cancer and heart disease, estimated at 20,000 nationwide, and their families can safely learn about the things they like and play.

Tourism Promotion

Castle Town Restoration Project for Tamba Kameyama Castle

Behold the magnificent Tamba Kameyama Castle, now revived with outstanding restoration CG!



MASH is participating in a project to digitally restore Tamba Kameyama Castle, aiming to bring back to life the now-invisible appearance of Tamba Kameyama Castle and its castle town. The project aims to contribute to regional revitalization through creativity.

Tourism Promotion

Drama × Regional Revitalization

Tourist spots to visit drama filming locations promotion in cooperation with local governments



The ABC TV drama *Every Precious Moment*, set in Kobe City and broadcast nationwide in the Sunday night slot in the October 2023 quarter. We contributed to regional promotion through initiatives, such as a filming location map of landmarks of collaboration with the program (published by KOBE Tourism Bureau).

Industrial Promotion

Mix Project

Mix Project aiming to solve regional issues by mixing regional attractions



ABC TV has teamed up with ANA Akindo Co., Ltd. to start the *Mix Project* aimed at supporting sales channels for regional products and solving challenges, such as labor shortages in primary industries to revitalize regional economies. We will actively energize regions through collaborations with our popular programs.

Public Relations and Promotion

Corporate Version *Furusato Nouzei* Hometown Tax Donation System Support

Supporting nationwide regional revitalization by supporting this system where corporate donations promote local government projects while also handling information dissemination



As the first phase of the Group's corporate version *Furusato nouzei* hometown tax donation system support, we matched Kobe City with AI KOUMUTEN, a Kobe-founded company, contributing to the promotion of childcare support projects in the city, and broadcast the details in a mini-slot program of the ABC TV for one month.

Enhancing Corporate Value (Value Creation)

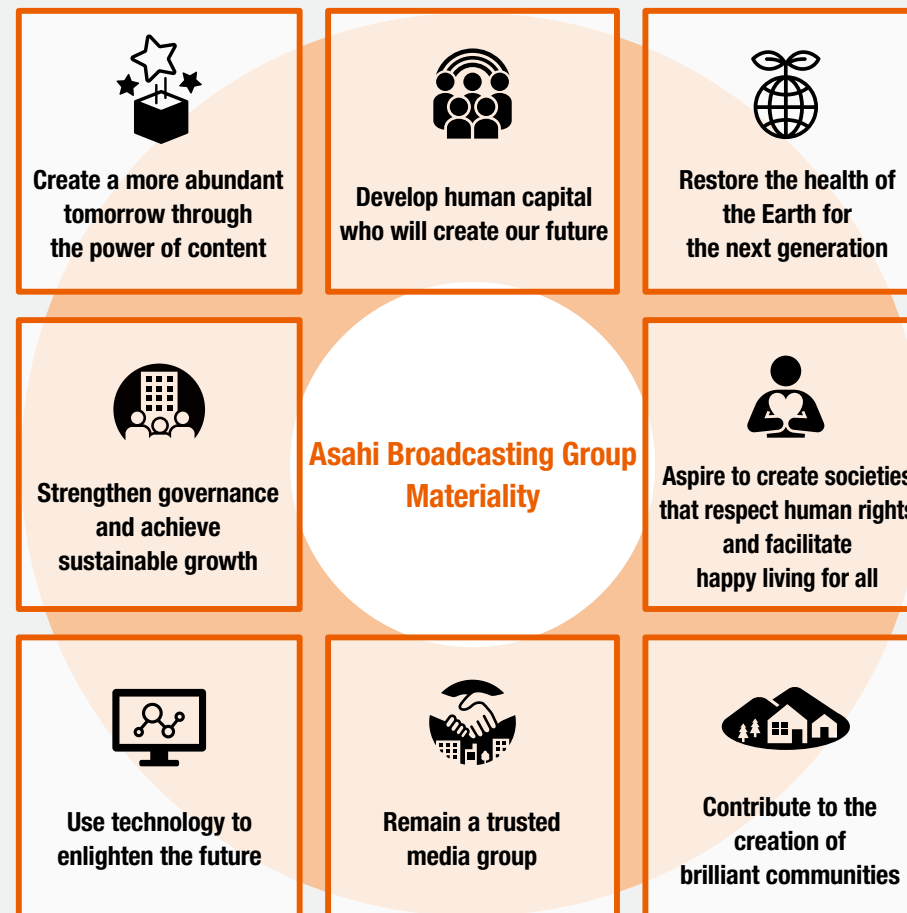
Materiality

Asahi Broadcasting Group Materiality

In December 2023, the Company identified *Asahi Broadcasting Group Materiality* to address priority issues. In December 2024, the Company established and disclosed the main initiatives and key performance indicators (KPIs) and targets for the eight materialities identified.

We will work with each Group company on initiatives to achieve our goals in alignment with management and business strategies.

Through solutions to each materiality, we respond to the trust of all stakeholders, including employees, viewers, listeners, consumers, local community members, business partners, and shareholders. At the same time, we continue efforts to enhance corporate value sustainably and achieve sustainable societies.



● Materiality Goal Setting Process

2023

Identified Materiality

2024

STEP 1 | Established Ideal Vision of the Future

A perfect-world state after implementing solutions and a clear direction for the Group

STEP 2 | Formulated Main Initiatives

Concrete initiatives to achieve the ideal vision

STEP 3 | Established KPIs and Targets

Indicators to measure progress toward the ideal vision

2025

Alignment With Management and Business Strategies

See our Sustainability Report* for more information on materiality.











Sustainability Report*
<https://corp.asahi.co.jp/ja/csr/report.html>

*Available only in Japanese

Enhancing Corporate Value (Value Creation)

Materiality

● Social and Environmental Impact, Financial Risks and Opportunities, and KPIs/Targets for the Materiality Established

Materiality		Social and environmental impact	Financial risks	Financial opportunities	KPIs/targets (Items without a specific company name apply to the entire ABC Group)
 Develop human capital who will create our future	Revitalize our organization through diversity and inclusion (D&I) Foster a corporate culture of resilience and willingness to take on challenges Improve work environments and systems for human and organizational growth	○	○	○	<ul style="list-style-type: none"> Improve employee engagement scores (Holdings, ABC TV)
 Create a more abundant tomorrow through the power of content	Provide content and experiences that inspire the world Contribute to inclusive, hopeful societies Support the healthy development of children	○	○	○	<ul style="list-style-type: none"> Number of programs offered in overseas content markets Regular implementation of <i>Asu Mirai</i>* Project initiatives <p>*<i>Asu Mirai</i>: A project to provide broadcast content that solves social issues under the slogan of <i>doing all we can for a better tomorrow and a better future</i> https://www.asahi.co.jp/asumirai/</p>
 Restore the health of the Earth for the next generation	Communicate information that protects the global environment and biodiversity Strengthen reporting related to disaster prevention and mitigation to protect lives and livelihoods Engage in environmentally friendly business activities, including achieving carbon neutrality	○	○	○	<ul style="list-style-type: none"> ABC Group CO₂-free electricity usage: 100% by 2025 (ABC Green Declaration) ABC Group greenhouse gas emissions: Carbon neutrality by 2050
 Remain a trusted media group	Hold firm to fairness and impartiality as a media company Communicate information in response to changes in technology and lifestyles Foster a healthy information society and eliminate information disparity	○	○	○	<ul style="list-style-type: none"> Expand information accessibility in broadcasting (ABC TV) <ul style="list-style-type: none"> Subtitles Provide subtitles for all applicable broadcast content Audio Descriptions Provide audio descriptions for at least 15% of applicable broadcast content by FY2027 Sign Language Broadcast Provide a minimum average of 15 minutes per week with sign language by FY2027
 Aspire to create societies that respect human rights and facilitate happy living for all	Improve the understanding of human rights and prevent human rights violations Consider the health and safety of people involved in our supply chain Protect privacy through rigorous information management	○	○	—	<ul style="list-style-type: none"> Create a human rights due diligence framework and begin conducting ABC Group human rights risks assessments by FY2025
 Strengthen governance and achieve sustainable growth	Continue to advance corporate governance Strengthen compliance and information security Foster more effective stakeholder dialogue and information disclosure	○	○	—	<ul style="list-style-type: none"> Evaluate the effectiveness of the Board of Directors (annually) Hold financial results briefings (biannually) for analysts and institutional investors, attended by senior management ABC Group information security training participation: 100% ABC Group compliance training participation: 100%
 Use technology to enlighten the future	Create business opportunities through the use of digital technology Incorporate digital transformation in business activities Improve literacy in digital transformation	○	○	○	<ul style="list-style-type: none"> Number of operational efficiency improvements and content production workflow improvements achieved through digital technology
 Contribute to the creation of brilliant communities	Communicate information highlighting local attractions and issues Contribute to local cultures and economic revitalization	○	○	○	

Business Strategies



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 - Our Vision and Business Description
 - Business Environment and Growth Strategies
 - Business Topics
- 34 Lifestyle Business**
 - Our Vision and Business Description
 - Business Environment and Growth Strategies
 - Business Topics

Business Strategies

Business of the Asahi Broadcasting Group (Major Group Companies as of October 1, 2024)

Broadcasting Business

The Broadcasting Business is composed of three core companies led by Asahi Television Broadcasting Corporation (ABC TV) with the Group's top profitability and brand power. A major source of income is advertisement. With the further enhancement and utilization of market reach and brand power, we will strengthen group-wide profitability.



Asahi Television Broadcasting Corporation



Asahi Radio Broadcasting Corporation



sky-A Inc.

Content Business

The Content Business is a key driver of the growth of the Group. We continue creating diverse, high-quality content, and further expanding the content such as streaming, overseas sales, movie adaptations, stage adaptations, and the merchandise in multiple ways.

Asahi Television
Broadcasting Corporation

ABC ANIMATION, INC.



ABC Frontier, Inc.



ABC ARC, INC.



SILVER LINK., Inc.

Zero G Act Co., Ltd.

CGCG STUDIO Inc.
CGCG Studio, Inc.

Toydiium Inc.



ABC Libra Co., Ltd.



Digiаса Inc.



i-NEX corporation



MASH CORPORATION



PROCEN STUDIO

Procen Studio Co., Ltd.



Bestie Corporation



DLE, Inc.



Churapps Co., Ltd.

(Note) DLE and Churapps became our equity method affiliates starting from July 2024.

Lifestyle Business

The Lifestyle Business provides services, such as housing exhibitions, TV shopping, and golf course management, to enrich consumers' lifestyles. We will expand our business by developing new services that cater to their health and lifestyles.

ABC Development Corporation
ABC Development Corporation

ABC FUN LIFE Inc.

ABC FUN LIFE Inc.



Eim.co.,ltd



ONE DAY DESIGN Inc.



ABC GOLF CLUB

ABC GOLF CLUB INCORPORATED

Other Major Group Companies



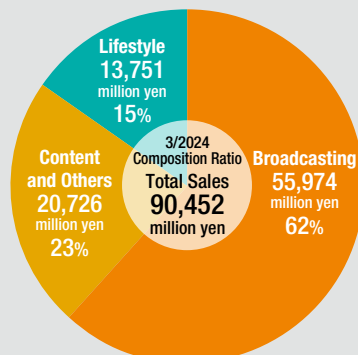
ABC DREAM VENTURES, Inc.



ABC HORIZON PTE. LTD.



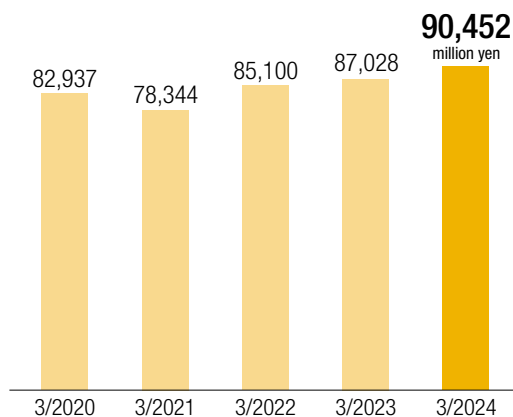
ABC Kosan Co., Ltd.

Asahi Broadcasting Group
Net Sales and Composition Ratio by Business

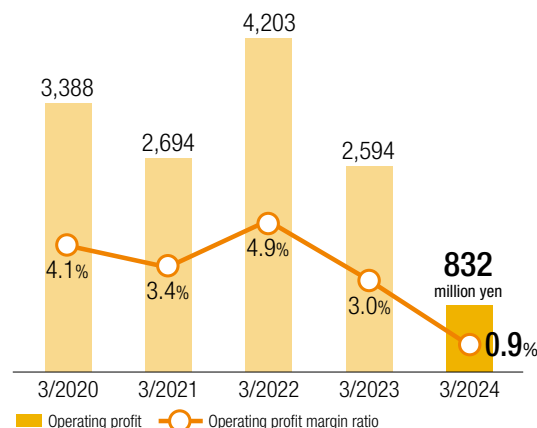
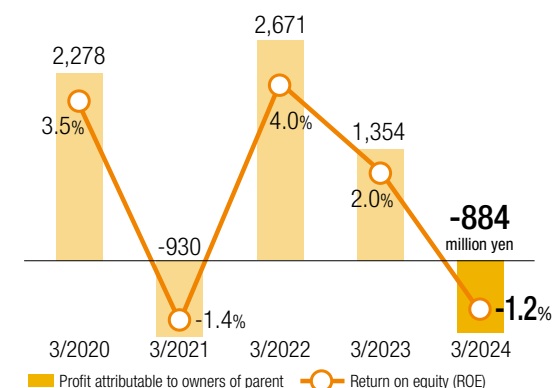
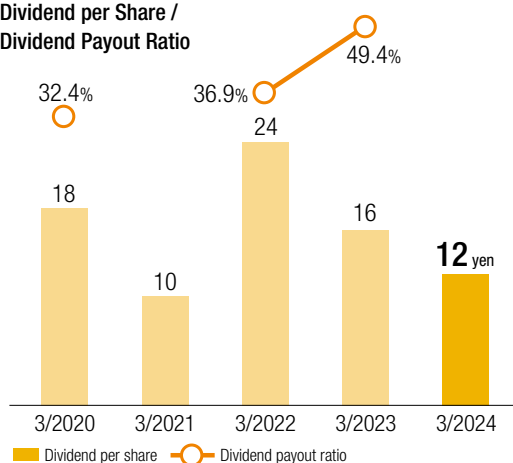
Business Strategies

Financial Highlights

Consolidated Net Sales

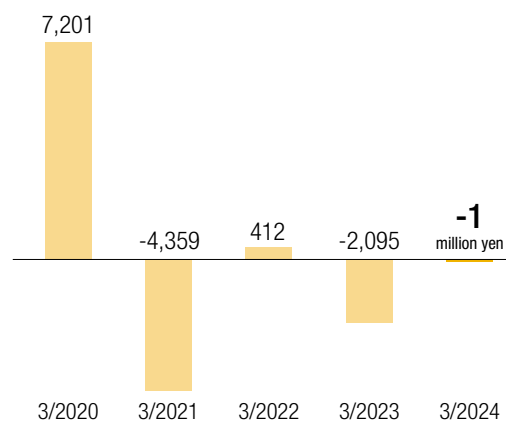


Operating Profit / Operating Profit Margin Ratio

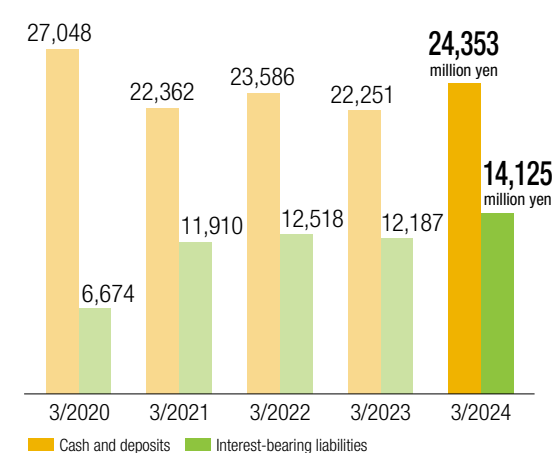
Profit Attributable to Owners of Parent /
Return on Equity (ROE)Dividend per Share /
Dividend Payout Ratio

(Note) The dividend payout ratio is not shown for the fiscal years ended March 31, 2021 and 2024, as the Company recorded a net loss for those periods.

Free Cash Flow



Cash and Deposits / Interest-bearing Liabilities



Business Strategies

Broadcasting and Content Businesses

We continue to grow our businesses in this time of great change and opportunity, leveraging brand power and content production capacity nurtured over 70 years in media.

Our Vision

We create and deliver content for the benefit of our customers, leveraging the diverse strengths of the Group to create and deliver *New Happiness* and value.

Broadcasting Business

Terrestrial TV broadcasting has been the foundation of the Group mainstay ABC TV. We have provided this information infrastructure free of charge for more than 70 years, offering solidly reliable and impartial information to the public—something that cannot be said for the Internet. Along with radio broadcasting, terrestrial TV broadcasting is critically important infrastructure in times of disaster. Furthermore, because the strength of content delivery and market reach of TV broadcasting is outstanding, its value has been re-recognized even with the rapid growth of the Internet market.

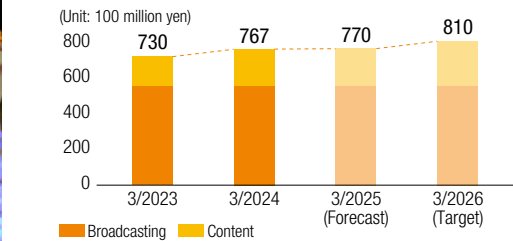
ABC TV, ABC Radio, and a CS broadcasting service provider sky-A, all of which are the basic broadcasters, strive to improve Group brand value by increasing credibility and contributing to the creation of a safe and secure society through the provision of high-quality content while improving the profitability of the Broadcasting and Content Businesses by strengthening the planning and proposal capabilities of the Group.

In addition, to make the Group content available to as many viewers as possible, we are enhancing business expansion to match the needs of the new era, including investment in TVer* and collaboration with a wide range of media.

*AVOD (Advertising Video On Demand) streaming service for viewing TV content



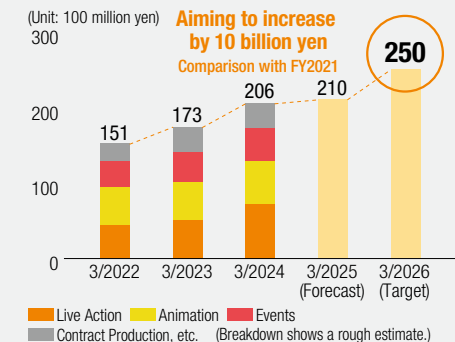
Broadcasting and Content Businesses in FY2025 Target (Consolidated Sales)



Content Business

The key driver of growth for the Group continues to be the Content Business. Through the reorganization of Group companies, we are enhancing business structures, efficiently creating and delivering more attractive content, and accelerating growth.

Following reorganization of the animation group in October 2023, we reformed dramas, variety programs and other live-action content in April 2024. We have established a structure to efficiently create more diverse and high-quality content. Not only in animation, but also in live-action content, we further strive to expand the Content Business via multiple avenues, such as streaming, overseas sales, movie adaptations, stage adaptations, and the sale of goods.



1 Live Action (Drama, Variety show, Documentary, etc.)

In the Content Business, it is essential to expand not only through TV and radio broadcasting, but also streaming as well as other diverse platforms, and to create content with an eye on overseas markets.

In April 2024, ABC TV, which boasts strength in creating content, included ABC Frontier as a subsidiary, which handles marketing, sales, and overseas business expansion, to organize a unified structure of production and sales for the effective creation of successful content and the broad expansion of business.

2 Animation

Along with TV broadcasting, animation is one of the major segments of our Content Business, through which we are planning to diversify profits via multiple media, such as streaming and overseas sales. We have reinforced animation segment by establishing an animation group comprising animation-related companies as affiliated companies of ABC ANIMATION.

3 Events, Stage, Music

Events, stage, and music performances promoted through collaboration among the Group companies are important opportunities for us to broaden business and increase engagement with fans in a face-to-face manner as a part of the expansion of content via multiple avenues. As we move forward, we continue to focus on improving content.

Business Strategies Broadcasting and Content Businesses

Business Environment and Growth Strategies

Risks and Opportunities (Business Environment)

While individual consumption dropped significantly during COVID-19, it is now showing a modest upturn following the easing of restrictions. In the broadcasting advertisement markets, although advertisers continued reexamining fixed costs due to uncertainty in the outlook for commodity prices in response to the depreciation of the yen and the increase in energy and raw material prices, there are signs of a gradual recovery. Real events have also returned to pre-COVID levels.

In the meantime, rapid advancement of online services during COVID-19 supported the prompt expansion of the video streaming service market, heightening competition among content providers. At the same time, the need for high-quality entertainment content has also been increasing. The domestic content market, which experienced a temporary downturn, has also steadily recovered with sales exceeding 14.4 trillion yen in FY2022. Sales are also expected to exceed 14 trillion yen in FY2023.

Overseas content markets have also been active. Japanese content has increasingly expanded into overseas markets centering on home video games and animation.

The Group continues to achieve further growth through the enhancement of overseas business expansion and improvement of its program lineup as a comprehensive content business group that delivers high-quality content to viewers, listeners, and consumers through a broad range of approaches.

Growth Strategies

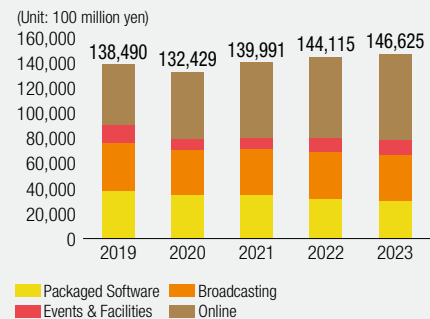
The Group's strengths include strong promotion capabilities in broadcasting, an original content creation capacity and a spirit of challenge cultivated as a content creation group rooted in the Kansai region, the second-largest metropolitan area in Japan. Additionally, the Group boasts reliability built with stakeholders and brand power during its 70-year history.

We have achieved the top TV viewer rating during the first half of FY2024 in all time zones for both Individual All and Household (Kansai region). (All-day and prime time have achieved the top positions for four consecutive quarters, golden time has achieved the top position for two consecutive quarters, and prime 2 achieved the top position for the first time from the second half of FY2017.) With its high TV viewer ratings and brand power, we continue securing ad placements by advertisers and creating higher quality content.

In addition, one of the biggest characteristics of our Broadcasting and Content Businesses is the proximity to viewers, listeners, consumers, IP holders, partner companies, and all other stakeholders. We believe that identifying individual needs working in close proximity to them and creating content together will increase the hit rates achieved by the Content Business.

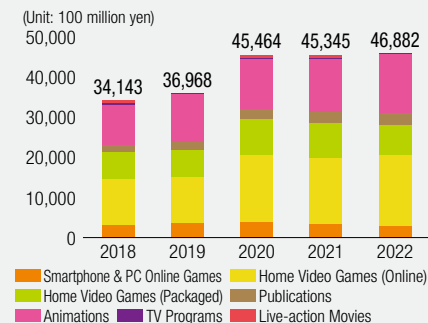
In order to meet diverse and ever-changing needs, the Group continues to improve its lineup, utilizing its strength in content production capacity and accelerating businesses through multiple approaches utilizing our strengths in promotion and brand power as a media group.

Trends in the Japanese Content Business Market Scale by Media



Source: Japanese and World Media Content Market Database published by Humanmedia Co., Ltd.

Trends in the Scale of the Overseas Japanese Content Market



Source: Japanese and World Media Content Market Database published by Humanmedia Co., Ltd.

Television Viewer Ratings in Kansai Region [Individual All] (April 1 – September 29, 2024)

	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	ABC 3.3%	ABC, YTV 4.8%	ABC 5.0%	ABC, YTV 2.5%
2	YTV 3.0%	—	YTV 4.6%	—
3	KTV 2.9%	NHK 4.5%	KTV 4.3%	KTV 2.0%
4	MBS 2.7%	KTV 4.3%	MBS, NHK 4.0%	MBS 1.9%
5	NHK 2.6%	MBS 4.1%	—	NHK 1.2%

ABC (ABC TV): TV Asahi network / MBS: TBS network / KTV: Fuji TV network / YTV: Nippon TV network

Source: Video Research

Television Viewer Ratings in Kansai Region [Household] (April 1 – September 29, 2024)

	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	ABC 6.1%	ABC 8.2%	ABC 8.7%	ABC 4.7%
2	YTV 5.3%	NHK 8.1%	YTV 7.4%	YTV 4.6%
3	KTV 5.1%	YTV 7.7%	NHK 7.2%	KTV 3.6%
4	MBS, NHK 5.0%	KTV 6.9%	KTV 6.9%	MBS 3.5%
5	—	MBS 6.8%	MBS 6.7%	NHK 2.5%

ABC (ABC TV): TV Asahi network / MBS: TBS network / KTV: Fuji TV network / YTV: Nippon TV network

Source: Video Research

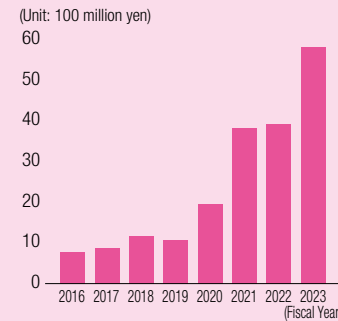
Business Strategies Broadcasting and Content Businesses

Business Topics

Anime Group as a Growth Key Driver

The Anime business, one of the areas we focus on most in the ABC Group's growth strategy, has achieved significant growth by expanding business lineups including content sales domestically and internationally, planning and selling merchandise, and hosting such events as stage performances while utilizing M&A with anime-related companies. Sales that were less than 700 million yen when we started the business by establishing ABC ANIMATION (planning and production) in FY2016 reached 6 billion yen in FY2023.

● Anime Business Sales Trend



Wonderful Precure!
©ABC-A・Toei Animation

The *Precure* series, which started in partnership with Toei Animation, has now released 21 works. A popular series loved for over 20 years.



The Healer Who Was Banished From His Party, Is, In Fact, the Strongest
©Kagekinoko・Miwa Narumi / Futabasha, The Healer Who Was Banished From His Party, Is, In Fact, the Strongest Production Committee 2024

ABC TV broadcasts five late-night anime slots per week including nationwide network broadcasts. Securing broadcast slots greatly contributes to improving hit rates.

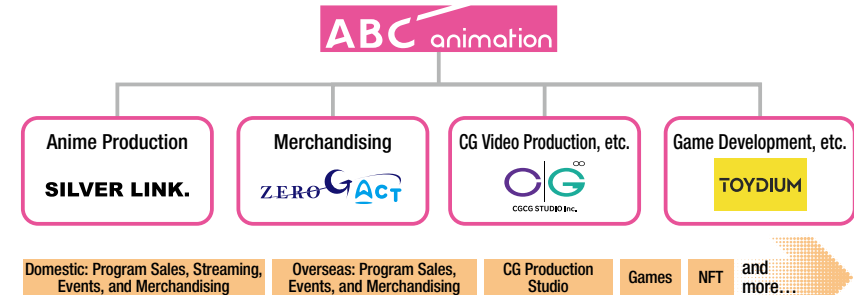


Sengoku Youko
©Satoshi Mizukami / MAG Garden, Sengoku Youko Animation Partners

In October 2023, aiming for further business expansion and improved profitability, we reorganized our anime-related companies under ABC ANIMATION, establishing a structure to more efficiently and comprehensively monetize anime IP. In August 2024, we welcomed Toydium*, which handles game and app development businesses, to the Group, venturing into the gaming field.

The Anime Group will work as one to strengthen the anime business, accelerate global expansion, and maximize IP value.

Organizing anime-related companies under ABC ANIMATION for revenue maximization through multi-window deployment



*Toydium Inc.: A game development company highly regarded for its original indie games, whose luxury cruise ship escape puzzle action game *Gift* (released May 2024), developed together with Bushiroad Inc. and Million Edge Inc., won the highest award, GRAND WINNER, in two categories and GOLD WINNER in two categories at the international game awards NYX Game Awards.

Business Strategies Broadcasting and Content Businesses

Business Topics

Anime Group as a Growth Key Driver

Anime Group Executive Meeting



Group Round-Table Discussion

Envisioning the Future of the Anime Business Through Reorganization

Participants

ABC ANIMATION, INC.: Kazunari Yasui, Co-CEO and Yoshifumi Mori, Co-CEO
SILVER LINK., Inc.: Yukihiro Sugitani, Representative Director and President
Zero G Act Co., Ltd.: Ryu Obata, Representative Director and President
CGCG Studio, Inc.: Takeshi Yamazoe, President
Toydiium Inc.: Koji Kakizawa, President

Tell us about your companies.

Mori: ABC ANIMATION (ABC Anime) was established in 2016 through the spinoff of the anime division of the former Asahi Broadcasting Corporation (now ABC TV) to promote and expand the ABC Group's anime business. We develop IP focused on anime and have full 3DCG anime studio capabilities. Our strength lies in our ability to promote and expand both in-house creation and development of IP.

Yasui: In October 2023, the anime-related companies within the ABC Group were reorganized into a single "Anime Group," and we at ABC Anime consider it our mission to maximize the value of anime IP as the coordinating entity.

Sugitani: At SILVER LINK., we handle the planning and production of TV anime, theatrical anime, and OVA (Original Video Animation) (excluding ABC Anime). Among this group, we were the first to join the ABC Group (in 2020).

Obata: At Zero G Act, we handle everything from planning and design to sales of anime merchandise production in an integrated manner.

Yamazoe: CGCG Studio specializes in CG video production and motion capture. Our strength lies in our ability to handle a wide range

of expressions and scales of works, and we're involved not only in pachinko machines, games, and anime but also in cultural preservation.

Kakizawa: Toydiium just joined the ABC Group in 2024. We handle everything from planning and development of high-quality games to promotion and sales, and our accumulated expertise is our strength.

Has your impression changed from before and after joining the ABC Group?

Kakizawa: I had the impression that being a traditional group meant there would be many strict rules and customs, but I found that they value the essential aspects, such as being tolerant of us continuing to develop games for other companies.

Yamazoe: Similarly, I had the impression that they had a strong craftsman mentality, but when I actually talked with them, I found there was a homey atmosphere that put me at ease.

Tell us what has been achieved and what you are working on now since becoming one Anime Group through the reorganization.

Yasui: We have been collaborating with SILVER LINK. even before the reorganization, and we (ABC Anime) are currently proceeding with many production projects, paving the way for

acquiring powerful IP.

Sugitani: We are currently working on the scenario for an original anime scheduled for delivery in 2025 with ABC Anime. With Zero G Act, we've realized the development and sale of *Fate/kaleid liner Prisma☆Illya* figures.

Obata: We were able to jointly develop promotion events for *Prisma☆Illya*. For our company (Zero G Act), which previously had no direct contact with anime production sites, this was a valuable experience. We are making partial investments in ABC Anime's works, becoming licensors for merchandising rights, and also challenging ourselves to create appealing merchandise that meets customer demands.

Yamazoe: Our company (CGCG Studio) is in the process of establishing a system where we can produce feature-length anime within the Anime Group. We are focusing on planning and development to build a new era of CG anime.

Kakizawa: Our company (Toydiium) is developing IP for both anime and gaming. We've built relationships where we can consult frankly with each other, making it easier to move forward with projects.

Mori: Toydiium has a track record of game adaptations using other companies' IP, so going forward, we'd like to link this with ABC Anime's works. First, we are strengthening mutual cooperation through information sharing and other means. We are also pursuing initiatives to expand the IP value chain by combining each company's functions and strengths. ABC Anime and Zero G Act have been building up

achievements in selling self-developed anime-related merchandise, such as figures and other products in local markets. Regarding overseas merchandise expansion, we are already advancing distribution to local markets, primarily in China, and aim to expand this in the coming fiscal year.

Tell us about the dreams you want to realize as an Anime Group in the future.

Mori: It would be fantastic to create an environment that maximizes the creative and development capabilities of our over 300 staff members across the entire Anime Group, building a creator-first corporate culture.

Yamazoe: Within that, we hope to contribute broadly as CG professionals.

Kakizawa: Although we are a game development company, we want to create and make hits with IP that include not just games but also anime content.

Obata: As the merchandising gateway for IP, our company will actively handle relationships with other companies cooperating in IP development and take charge of planning, manufacturing, and selling original products within the Anime Group.

Sugitani: Our goal is to create a brand with ABC Anime and the Anime Group and produce masterpieces within 10 years.

Yasui: The Anime Group wants to work together with all its might to acquire and develop original IP and to propose and lead the next generation of new forms of entertainment. We aim to spread our brand's name globally.

Business Strategies Broadcasting and Content Businesses

Business Topics

Keyword: Co-Creation

Live-Action Content Business Aiming to Grow in Step With Diverse IP

ABC TV, which has a 70-year history, is the core of the Group's live-action content business (drama, variety show, sports, documentary, etc.). As an information infrastructure rooted in the Kansai region, Japan's second-largest metropolitan area, ABC TV has continued to produce numerous hit content reflecting the times, focusing on viewer and listener participation programs as a content creation group aimed at national and global audiences, while staying close to the region.

Trajectory of the Asahi Broadcasting Group p. 54

With the rapid growth of video streaming services accompanying the spread of the Internet and the diversification of the digital devices, barriers to entry in the content market have lowered, intensifying competition. However, the market itself continues to expand.

The Group has aimed to expand our content business by maximizing the value of hit content. In nationwide network broadcasting, we have annual special programs, such as *M-1 Grand Prix* and *Who is the Real Celebrity?* Also in the Kansai area, regular programs, such as *Aiseki Shokudo* (*Can You Share A Table?*) are doing extremely well in multiuse, including streaming platform sales.

In 2023, we began



M-1 Grand Prix 2024



Who is the Real Celebrity?

broadcasting serial dramas on the nationwide network, making a full-scale entry into the drama business. For *Aiseki Shokudo*,



My Diary

following streaming platform sales, streaming past broadcast (including company tie-up special projects), and merchandise sales, we opened a restaurant *Aiseki Shokudo, Urasando branch* (Kita-ku, Osaka City) in August 2024 as a place for fan interaction.



Aiseki Shokudo

In the live broadcasting of the National High School Baseball Championship, which has continued since 1952, we launched *Virtual High School Baseball* compatible with Internet streaming in 2015, and at the 105th National High School Baseball Championship Memorial Tournament in 2023, we live-streamed all 3,482 games from regional tournaments. This was officially certified by Guinness World Records™ as the most games of a

single sport championship live streamed on a platform. (Certification date: May 16, 2024)

Additionally, we are actively increasing tie-up and event projects using our popular program IP, aiming to increase touchpoints with viewers, improve engagement, create regional vitality, and contribute to business performance.



ABC Radio Festival



Travel Salad EXPO



Oha Asa Park 2024

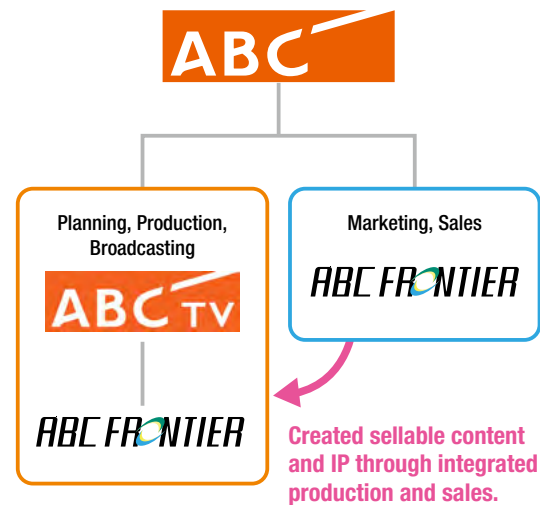
Business Strategies Broadcasting and Content Businesses

Business Topics

Keyword: Co-Creation**Live-Action Content Business Aiming to Grow in Step With Diverse IP**

In April 2024, following the anime business, we also reorganized Group companies in the live-action content business. ABC TV, which is strong in content planning, production, and promotion, made ABC Frontier, which is strong in domestic and international market analyses and sales, a subsidiary. We have established a system that can develop and multiuse highly profitable content that meets market needs in an integrated manner from production to sales.

ABC Frontier became a subsidiary of ABC TV.
Aiming to increase profitability with a view toward global expansion.



Competing While Co-Creating



Tsuyoshi Inokuchi
General Manager, Content
Management Division

ABC TV continues to produce appealing content while responding to the changing times through proven planning and production capabilities cultivated over our history. As an example, we are proud to say that the annual year-end program *M-1 Grand Prix* has grown into the most influential of

the many comedy awards programs. Our emphasis behind these accomplishments is *scale through co-creation*. We break through the limits of what ABC TV can achieve alone, creating major hit content through a co-creation strategy with diverse IP owners, creators, and clients. We then share the increasing pie of revenues with our partners, with the goal of generating greater revenue than either party could do independently.

Of course, co-creation requires having the strengths desired by partners. So what are the strengths of ABC TV? As an example, a broadcaster in Kansai has limits when it comes to reach through terrestrial TV broadcasting alone. However, we emphasize a philosophy of *monozukuri*—our unique DNA cultivated over 70 years in the business of creating and delivering TV and radio programs. This philosophy is the coexistence of curiosity and excitement. This DNA is a strength of ABC TV and the ABC Group. This strength allows us to create hit content, such as the previously mentioned *M-1 Grand Prix* and *Virtual High*

School Baseball, which is part of our sports business. We leverage the strengths of ABC TV to co-create in our drama business, launched in earnest in FY2023. In addition to co-creation with highly engaged artists, actors, entertainment agencies, and original works, we accelerate co-creation with innovative creators and studios.

In November 2024, we entered into a business alliance with South Korea's IMAGINUS Co., Ltd.*, a creator group responsible for world-class hit programs. Together with IMAGINUS and creators, we intend to develop original scripts as IP to produce dramas capable of overseas distribution. I encourage you to look forward to ABC TV as we compete while co-creating in the content market.

*IMAGINUS: Global content production studio founded by former Studio Dragon CEO, Jinnie Choi, in 2021. Current productions include *Can This Love Be Translated?* (WT), which will be available on Netflix.



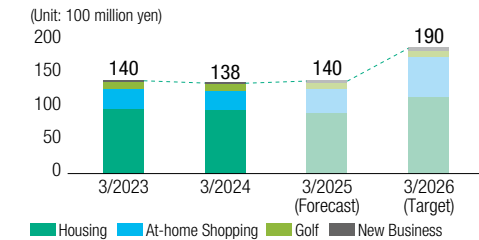
The late-night drama *Baby Boyfriends 2* (broadcast locally in Kansai from October to December 2024 on ABC TV) features a cast with high viewer engagement, and includes a variety of content, from full-length drama to live streaming.



Business Strategies

Lifestyle Business

Providing a broad range of products and information useful in enriching consumers' lifestyles with the aim of expanding and evolving the business.

Lifestyle Business in FY2025 Target
(Consolidated Sales)

Our Vision

Focusing on real experiences and interactive communication, we will deliver happiness to visitors through real experiences and to consumers through information and products that enrich their lifestyles.

Housing

ABC Development Corporation (ABC Development) is a pioneer in the housing exhibition business offering visitors a real experience using its model homes at housing exhibition venues. In addition, the Housing Design Center (HDC) business has a wide variety of housing-related companies exhibiting products, such as kitchen and other home appliances, interiors, and remodeling plans. In FY2023, ABC Development opened a leisure facility in addition to hosting housing



ABC HOUSING WELL BE MINOH

exhibitions with the goal of contributing to regional vitalization with local government support aiming to deliver a wide range of information on housing and lifestyles as a composite lifestyle information platform.

Additionally, the *Uchitsuku by Onnela* business, which connects customers to housing companies through online housing consultations, has started in both the Tokyo metropolitan area and Kansai region with 28 participating brands in Kanto and 40 in Kansai as of the end of August 2024.



Uchitsuku by Onnela

At-home Shopping

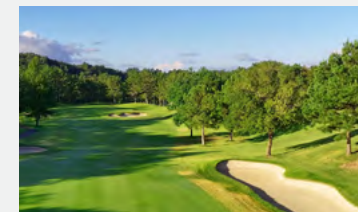
We promote business expansion through TV shopping programs using broadcasting reach and e-commerce via websites and social media. In 2023, ABC FUN LIFE Inc. established the e-commerce site, *itomani* (literally, leisure time), which sells products for free-time activities. Although the year-on-year rate of cumulative sales between April and August 2024 was 80.4%, profitability is steadily improving. In April 2024, the Group included Eim.co.,ltd, a women's apparel brand that has grown through social media, aiming to expand business in a new genre and acquire new customer segments.



TV shopping program

Golf

ABC GOLF CLUB INCORPORATED utilizes its brand as a renowned golf club to offer an enjoyable golfing experience to a broad range of people. We also work on social issues such as decarbonization, community co-creation, and local production for local consumption. We continue to create a space where everyone can enjoy themselves in comfort.



ABC GOLF CLUB

Business Strategies Lifestyle Business

Business Environment and Growth Strategies

Risks and Opportunities (Business Environment)

In regard to the housing business, which accounts for 70% of sales of the Lifestyle Business, the number of housing exhibition venues has decreased along with the decrease in the number of new housing starts due to depopulation, etc., indicating that the market has reached maturity. However, housing remains one of the essential and important necessities of life alongside food and clothing, and housing exhibitions will continue to be necessary as places where people can meet trusted advisors, experience housing functions firsthand, and compare actual products. As a pioneer in housing exhibitions, ABC Development boasts a high market share based on its reliability and planning capabilities as a media group. Especially in the Kinki region, it maintains a high share in the number of model homes (approx. 43% as of April 2024) and a remarkable ability to gather visitors. Using these strengths, ABC Development continues expanding its market share and profitability.

Meanwhile, consumer needs have diversified in the wake of COVID-19, and the Internet has changed the way that consumers collect information. ABC Development continues to improve value for companies participating at

its housing exhibition venues through the development of new services that match visitors and housing companies. Furthermore, in addition to hosting housing exhibitions, ABC Development strives to explore new businesses as a composite lifestyle information platform capable of providing helpful information for safer and more affluent lifestyles.

In regard to the at-home shopping business, customer behaviors have changed significantly due to the digital shift and the nesting habits developed during restrictions imposed during COVID-19. The most significant change is the rapid expansion of e-commerce markets. Consumer needs have also diversified and segmented. And even after the easing of COVID-19 restrictions, e-commerce markets continue to grow gradually. At the same time, market competition has intensified, and society is flooded with information via the Internet.

Our backbone as a reliable media group is the accuracy and fairness of information. We deliver safe and secure products and contribute to enriching consumers' lifestyles.

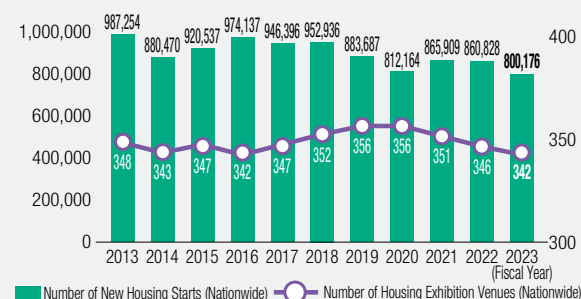
Growth Strategies

Our focus in the Lifestyle Business is the housing and at-home shopping businesses, which require the development of products that satisfy new lifestyle needs and anticipate changes in business structures due to changes in the social environment.

To be a chosen company in both businesses that are closely connected to daily life, it is necessary to deliver correct information through diverse content via various means to consumers.

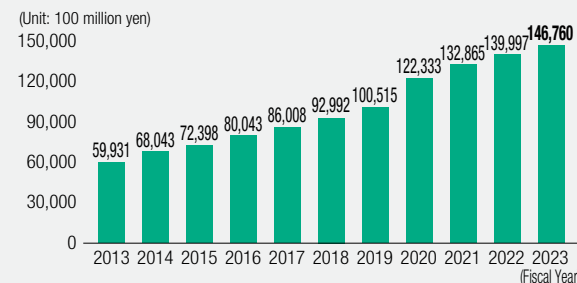
We deliver accurate information to consumers to enrich their lifestyles by utilizing the Group's strengths in reliability, brand power, promotion capabilities, and content production capacity. We also aim to maximize profitability by planning and developing products and events from the viewpoint of local residents and consumers as a media group deeply rooted in the region.

● Trends in Number of New Housing Starts and Number of Housing Exhibition Venues



Source: Ministry of Land, Infrastructure, Transport and Tourism *Building Start Statistics Survey* (by Usage Relationship) and Yano Research Institute Ltd. *Housing Manufacturers Outlook and Strategies*

● Trends in E-Commerce Market Scale (Domestic Product Sales)



Source: Ministry of Economy, Trade and Industry *FY2023 E-Commerce Market Survey Report*

Business Strategies Lifestyle Business

Business Topics

The Housing Business Continues to Evolve as a Composite Lifestyle Information Platform

ABC Development, a pioneer in housing exhibitions, opened ABC HOUSING WELL BE MINOH (Minoh City, Osaka Prefecture) in 2023 as a new style of leisure facility where local people gather and new lifestyles are proposed, and celebrated its first anniversary in March 2024 with a First Anniversary Fair.

ABC HOUSING WELL BE MINOH is located in an area that draws attention due to the opening of the new Minoh-Kayano Station. It is a leisure facility where you can enjoyably experience new lifestyles with the latest model homes lined up on spacious grounds, featuring walking paths, a lawn plaza, a café and restaurant serving local ingredients, and field athletics. In the first year since opening, over 27,000 groups visited just for model home viewings.

ABC Development currently operates 14 housing exhibition sites in the Kansai region and six in the Tokyo metropolitan area and will continue to evolve as a composite lifestyle information platform by enhancing diverse information dissemination and customer referral services that meet consumers' needs to increase the value of housing exhibitions.

HDC Kobe is a complex facility for housing and lifestyle information dissemination, which ABC Development established in 1994 in front of JR Kobe Station as Japan's first comprehensive showroom building for housing-related items. It celebrated its 30th anniversary in July 2024. We are holding



commemorative events and campaigns themed around the connections that we have built with support from the community. Along with HDC Osaka, which marked its 10th anniversary, ABC Development will expand its number of locations and continue to value connections, aiming to connect people with things and people through housing.

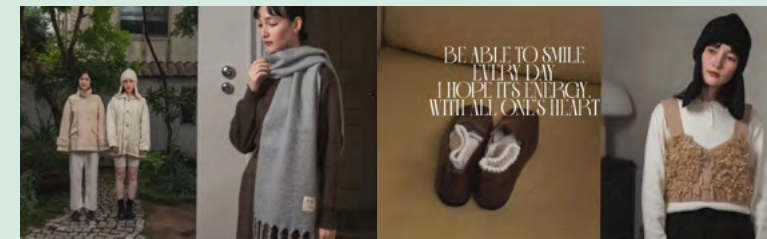


ABC HOUSING WELL BE MINOH: First Anniversary Fair



HDC Kobe: 30th Anniversary Celebration TIME TRAVEL FESTIVAL

The At-home Shopping Business Aims to Improve Profitability Through M&A and Lineup Expansion



As the e-commerce market expands, with the aim of expanding our business lineup and increasing touchpoints with consumers, Eim.co.,Ltd, a women's apparel brand, joined the Group in April 2024.

Eim has grown with social media as its main platform. By acquiring new genres and customer segments, we aim to create synergies with Group companies, including ABC FUN LIFE, which uses TV shopping programs as its main channel, and make this a new driving force for the lifestyle business.



Sustainability



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Sustainability

Sustainability in the Asahi Broadcasting Group

For details on sustainability initiatives, see the Sustainability Report.*

Sustainability Report*
<https://corp.asahi.co.jp/ja/csr/report.html>

*Available only in Japanese

Sustainability Policy and Related Policies

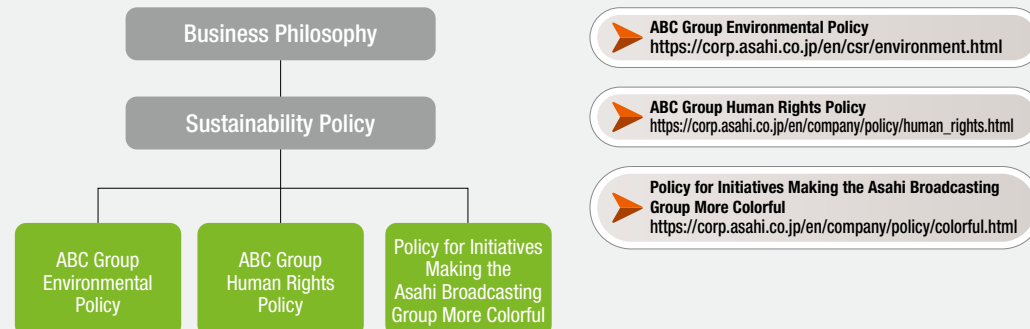
Sustainability Policy

In line with our Business Philosophy, the Asahi Broadcasting Group will fulfill our mission and responsibilities as a media group, striving to achieve a sustainable society and improve corporate value on a sustained basis.

- Accelerate initiatives related to achieving the SDGs and other social issues.
- Promote cross-organizational ESG management throughout the Group.
- Pursue cooperation and synergies among all group companies through sustainability activities.

Related Policies

We are making efforts to promote sustainability in line with three related policies, the ABC Group Environmental Policy (guidelines for tackling environmental issues), the ABC Group Human Rights Policy (guidelines for human rights respect and initiatives), and the Policy for Initiatives Making the Asahi Broadcasting Group More Colorful (guidelines for developing a workplace environment that respects the individual).

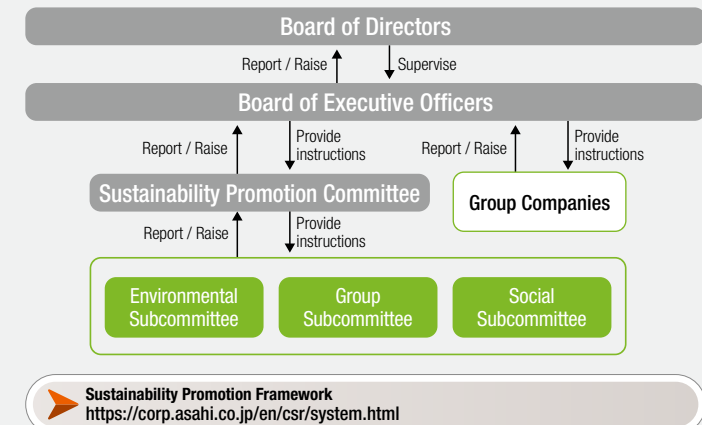


Sustainability Promotion Framework

The Sustainability Promotion Committee, established in August 2021, is organized under the leadership of the corporate officer in charge of sustainability promotion of the Company with corporate officers and general managers from the management divisions of the Company and representatives from major Group business companies.

The Committee receives proposals from the Environmental Subcommittee (which works on environmental issues), the Group Subcommittee (which promotes Group CSR and sustainability activities), and the Social Subcommittee (which is responsible for promoting the respect of human rights, working environment considerations, and diversification) acting under its umbrella. These serve as the basis for deliberation for enhancing sustainability across the Group.

Committee activities and agenda items raised are reported to and raised at meetings of the Board of Directors through the Board of Executive Officers. This framework allows for proper supervision by the Board of Directors. In addition, if necessary, instructions are given to Group companies via the Board of Executive Officers, and matters related to sustainability are reported on and raised by Group companies to be deliberated upon.



Sustainability

Sustainability in the Asahi Broadcasting Group

E Environment

We are promoting an initiative to relay information on protecting lives and lifestyles that prioritizes responding to natural disasters through energy conservation, recycling, and media, such as broadcasting in accordance with the ABC Group Environmental Policy.

Having published the ABC Green Declaration in January 2022, we aim to contribute to the creation of a green society through the implementation of CO₂-free electricity, LED lighting, and solar power generation, focusing on the electricity used by the entire Group.

Regarding the shift to CO₂-free electricity, this was implemented at the headquarters in April 2022. In 2023, it was implemented at the Annex building where seven Group companies are located, ABC TV's Ikoma transmitting station, and ABC Radio's Takaishi transmitting station, achieving coverage for about 80% of target Group companies as of March 2024. The overall Group aims for CO₂-free electricity by 2025. In line with our solar power generation business, conducted since 2013, we are working on reducing greenhouse gas emissions by implementing such measures as LED lighting in offices and studios.

Both the headquarters building and Annex building have advanced the recycling of wastes to achieve a high recycling rate of 70% again in FY2023. In FY2022, ABC Development's headquarters building received notification of its designation as an Excellent Waste Management Building from Osaka City, followed by the same designations in FY2023 for the Osaka headquarters building (headquarters of the Company, ABC TV, and ABC Radio) and the Annex building where Group companies are gathered. We will continue to implement environmentally conscious initiatives across all Group companies and contribute to reducing environmental impacts.

Numerical target: CO₂-free electricity

- Osaka headquarters building was effectively converted to 100% renewable energy in 2022.
- The ABC Group aims for CO₂-free electricity by 2025.



Numerical target: Implementation of LED lighting

- The ABC Group aims to install LED lighting in all broadcast studios and other group facilities by 2025.

Natural Energy

- Now and Forever!
The ABC Group will continue to contribute to a decarbonized society through solar power and other green power.

▶ ABC Green Declaration
<https://corp.asahi.co.jp/en/csr/environment/green.html>

We support TCFD.

▶ TCFD
<https://corp.asahi.co.jp/en/csr/environment/tcf.html>

S Society

This report describes the following items that are particularly relevant to business strategies. For other initiatives, please refer to the Sustainability Report (available only in Japanese).

- Human Capital Investment and Human Resource Development Initiatives
- Colorful@ABC Statement
- Regional Revitalization Initiatives

▶ Interview With the Executive Officer in Charge of Human Resources Development Issues and Measures Related to Human Capital Investment p. 13

▶ ABC Group Initiatives for Strengthening Human Resources p. 16

▶ Regional Revitalization p. 21

G Governance

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Corporate Governance



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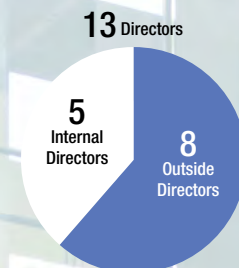
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Corporate Governance

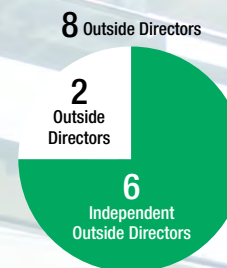
Outside Directors

Outside Directors will contribute to increasing corporate value by providing expert and objective diverse advice.

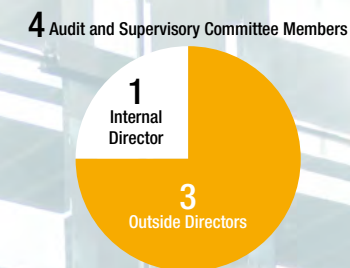
Number of Outside Directors Among the Total Number of Directors



Number of Independent Outside Directors



Number of Outside Directors Among the Total Number of Audit and Supervisory Committee Members



Takehiro Honjo

Akihiro Kuroda

Hiroshi Shinozuka

Reiko Horikoshi

Senko Ikenobo

Misako Fujioka

Junko Okawa

Haruhiko Kato

Corporate Governance

Skills Matrix

The following table outlines the top four skills expected on the basis of each director's experience and does not represent all the knowledge they possess.

Position	Name	Outside	Independent	Newly elected / Re-elected	Years serving as Director	Number of Board of Directors meetings attended	Number of Audit and Supervisory Committee meetings attended	Nomination and Compensation Committee	Corporate management	Media industry knowledge	Finance and accounting	DX / Technology	Organizational structures and human resources development	Diversity	Governance	Sustainability and ESG
Director, Chairman	Susumu Okinaka			Re-elected	13 years	10 / 10 times			●		●	●			●	
Representative Director	Shinya Yamamoto			Re-elected	13 years	10 / 10 times		●	●	●			●			●
Director and Managing Executive Officer	Toshiaki Imamura			Newly elected	—	—			●	●		●	●			
Director and Executive Officer	Hironobu Nakamura			Re-elected	1 year	10 / 10 times				●	●		●		●	
Directors	Takehiro Honjo	●	●	Re-elected	3 years	10 / 10 times		●	●		●				●	●
	Akihiro Kuroda	●	●	Re-elected	6 years	9 / 10 times		●	●					●	●	●
	Hiroshi Shinozuka	●		Re-elected	2 years	9 / 10 times			●	●		●			●	
	Reiko Horikoshi	●		Re-elected	1 year	10 / 10 times			●	●			●	●		
	Senko Ikenobo	●	●	Re-elected	1 year	9 / 10 times							●	●	●	●
Directors (Audit and Supervisory Committee Members)	Natsuto Tanaka			Re-elected	4 years	10 / 10 times	10 / 10 times				●		●		●	●
	Misako Fujioka	●	●	Re-elected	4 years	9 / 10 times	10 / 10 times		●		●			●	●	
	Junko Okawa	●	●	Re-elected	2 years	10 / 10 times	10 / 10 times		●				●	●		●
	Haruhiko Kato	●	●	Newly elected	—	—	—	●	●		●			●	●	

Note 1: This table is based on the general meetings of shareholders held between June 28, 2023, and June 26, 2024.

Note 2: Hironobu Nakamura served as Director (Audit and Supervisory Committee Member) from June 2020 to June 2022.

Note 3: The positions of directors and information about the Nomination and Compensation Committee are current as of October 1, 2024.

(Note on the Independence of Outside Directors)

Our Outside Directors satisfy the standards for the independence of outside directors specified by the Company and the standards for independent directors and auditors required by the Tokyo Stock Exchange (TSE) to ensure general shareholder protection.



Independence Standards for Outside Directors
<https://corp.asahi.co.jp/en/ir/governance/standard.html>











The Company has implemented an executive officer system.

The following table outlines the four main skills concerning business execution possessed by each executive officer other than those concurrently serving on the Board of Directors.

Position	Name	Management strategy and financial accounting	Media industry knowledge	Content business	Lifestyle business	Organizational structures and human resources development	DX / Technology	Marketing	Risk management
President, Executive Officer	Masayuki Nishide	●		●			●	●	
Managing Executive Officer	Yoshiki Mato	●	●		●				●
Executive Officers	Naohiko Takeda		●	●		●		●	
	Tomoaki Asano	●			●		●		●
	Hiroshi Noshita	●		●			●		●
	Jun Iwata		●	●		●		●	
	Yoko Kumada	●	●	●		●			
	Hiroshi Komagano	●				●	●		●





Corporate Governance

Corporate Executives (As of October 1, 2024)

		Susumu Okinaka Director, Chairman		Shinya Yamamoto Representative Director Internal Auditing		Masayuki Nishide President, Executive Officer Overall Management, Management Strategy *Scheduled to become representative director and president at the Board of Directors, following director appointment at the ordinary general meeting of shareholders in June 2025
Other material positions	Non-Executive Director of Asahi Television Broadcasting Corporation		Representative Director and Chairman of Asahi Television Broadcasting Corporation Member of the Board of TV Asahi Corporation		Representative Director and Chairman of ABC ANIMATION, INC.	
Inauguration	June 2011: Director		June 2011: Director		April 2021: Executive Officer	
Number of the Company shares owned	128,124 shares		103,100 shares		14,967 shares	
		Toshiaki Imamura Director and Managing Executive Officer Broadcasting Business		Hironobu Nakamura Director, Executive Officer General Affairs, Compliance, Tokyo Branch Office Internal Auditing Support		Takehiro Honjo Director Nomination and Compensation Committee Member Outside Director Independent Officer
Major career (Outside Director)					April 2015: Representative Director and President, Executive President of Osaka Gas Co., Ltd.	
Other material positions	Representative Director and President of Asahi Television Broadcasting Corporation		Director of Asahi Television Broadcasting Corporation		Chairman and Director of Osaka Gas Co., Ltd.	
Inauguration	April 2020: Executive Officer, June 2024: Director		June 2020: Director, April 2023: Executive Officer, June 2023: Director		June 2021: Director	
Number of the Company shares owned	26,972 shares		5,989 shares		0 shares	
		Akihiro Kuroda Director Nomination and Compensation Committee Member Outside Director Independent Officer		Hiroshi Shinozuka Director Outside Director		Reiko Horikoshi Director Outside Director
Major career (Outside Director)	August 1989: Representative Director and President of KOKUYO Co., Ltd. (March 2011 - : Representative Director, President and CEO of KOKUYO Co., Ltd.) March 2015: Representative Director, Chairman of KOKUYO Co., Ltd.		June 2014: Member of the Board of TV Asahi Holdings Corporation		June 2021: Board Director of The Asahi Shimbun Company	
Other material positions	Chairman (part-time) of KOKUYO Co., Ltd.		President of TV Asahi Holdings Corporation President of TV Asahi Corporation		Board Director, Chief Regional Officer for West Japan / Representative of the Osaka Head Office of The Asahi Shimbun Company	
Inauguration	June 2018: Director		June 2022: Director		June 2023: Director	
Number of the Company shares owned	0 shares		0 shares		0 shares	
		Senko Ikenobo Director Outside Director Independent Officer				
Major career (Outside Director)	November 1989: Took solemn vows as a Buddhist nun and was bestowed the name “Senko.” Appointed as Ikenobo Headmaster Designate.					
Other material positions					Vice Chairman of the Board of Directors, Ikenobo Society of Floral Art Vice Chairman of the Kyoto Association of Corporate Executives	
Inauguration					June 2023: Director	
Number of the Company shares owned					0 shares	

Corporate Governance

Corporate Executives (As of October 1, 2024)

	 Natsuto Tanaka Director Audit and Supervisory Committee Member	 Misako Fujioka Director Audit and Supervisory Committee Member Outside Director Independent Officer	 Junko Okawa Director Audit and Supervisory Committee Member Outside Director Independent Officer	 Haruhiko Kato Director Nomination and Compensation Committee Member Audit and Supervisory Committee Member Outside Director Independent Officer
Major career (Outside Director)		June 1988: External Board Director of FUSO CHEMICAL CO., LTD. March 1989: Executive Director of Teikoku Seiyaku Co., Ltd. March 1999: Executive Officer of Teikoku Seiyaku Co., Ltd.	June 2013: Director and Senior Managing Executive Officer of Japan Airlines Co., Ltd. April 2016: Representative Director and Senior Managing Executive Officer of Japan Airlines Co., Ltd. April 2018: Director and Vice Chairperson of Japan Airlines Co., Ltd.	July 2009: Commissioner of National Tax Agency June 2011: President and CEO of Japan Securities Depository Center, Incorporated July 2015: Director and Representative Executive Officer, President and CEO of Japan Securities Depository Center, Incorporated
Other material positions		President & CEO of Teikoku Seiyaku Co., Ltd. Representative Director & Chairman of FUSO CHEMICAL CO., LTD.	Outside Director of KDDI CORPORATION Outside Director of Tokyo Electric Power Company Holdings, Inc.	External Director of NICHICON CORPORATION
Inauguration	June 2020: Director	June 2020: Director	June 2022: Director	June 2024: Director
Number of the Company shares owned	8,700 shares	0 shares	0 shares	0 shares

	Yoshiki Mato Managing Executive Officer Event Business, Expo 2025 Osaka, Kansai, Japan	Naohiko Takeda Executive Officer Sports Business Event Business Support	Tomoaki Asano Executive Officer Business Development, Lifestyle Business	Hiroshi Noshita Executive Officer DX and IT Promotion
Other material positions	Director of Asahi Television Broadcasting Corporation	Director of Asahi Television Broadcasting Corporation	Representative Director and President of ABC FUN LIFE Inc.	Director of Asahi Television Broadcasting Corporation
Inauguration	April 2022: Executive Officer	April 2022: Executive Officer	April 2022: Executive Officer	April 2023: Executive Officer
Number of the Company shares owned	12,109 shares	18,903 shares	9,113 shares	5,989 shares

	Jun Iwata Executive Officer Content Business	Yoko Kumada Executive Officer Finance and Accounting, Investor Relations	Hiroshi Komagano Executive Officer Personnel Affairs, Diversity & Inclusion, Work-Life Balance, Human Resources Development, Sustainability Promotion
Other material positions	Director of Asahi Television Broadcasting Corporation	Director of Asahi Television Broadcasting Corporation	
Inauguration	April 2024: Executive Officer	April 2024: Executive Officer	April 2024: Executive Officer
Number of the Company shares owned	4,636 shares	2,936 shares	2,936 shares

Corporate Governance

Corporate Governance

Basic Views

Considering that appropriate cooperation with a diverse range of stakeholders, including shareholders, viewers, listeners, advertisers, business partners, employees and local communities is essential, the Company advances the improvement of its governance environment.

As a corporate group with the broadcasting business as its core, we firmly recognize the highly public nature of broadcasting and our own social responsibilities and contribute to the development of society and culture. We build good relationships with stakeholders and strive for improved corporate value to meet their expectations. This is prefaced on maintaining a management base capable

of sustaining information dissemination that preserves and develops the daily lives of residents as a media organization with a mandate to utilize the broadcasting spectrum, a public asset, in an effective manner.

As an institutional design for corporate governance, the Company has chosen an Audit and Supervisory Committee-based framework. The Company has devised a structure whereby the role of the Board of Directors is to promote sustainable corporate growth and the increase of corporate value, while outside directors and the Audit and Supervisory Committee conduct monitoring and audits essential to highly effective management.

(Board of Directors)

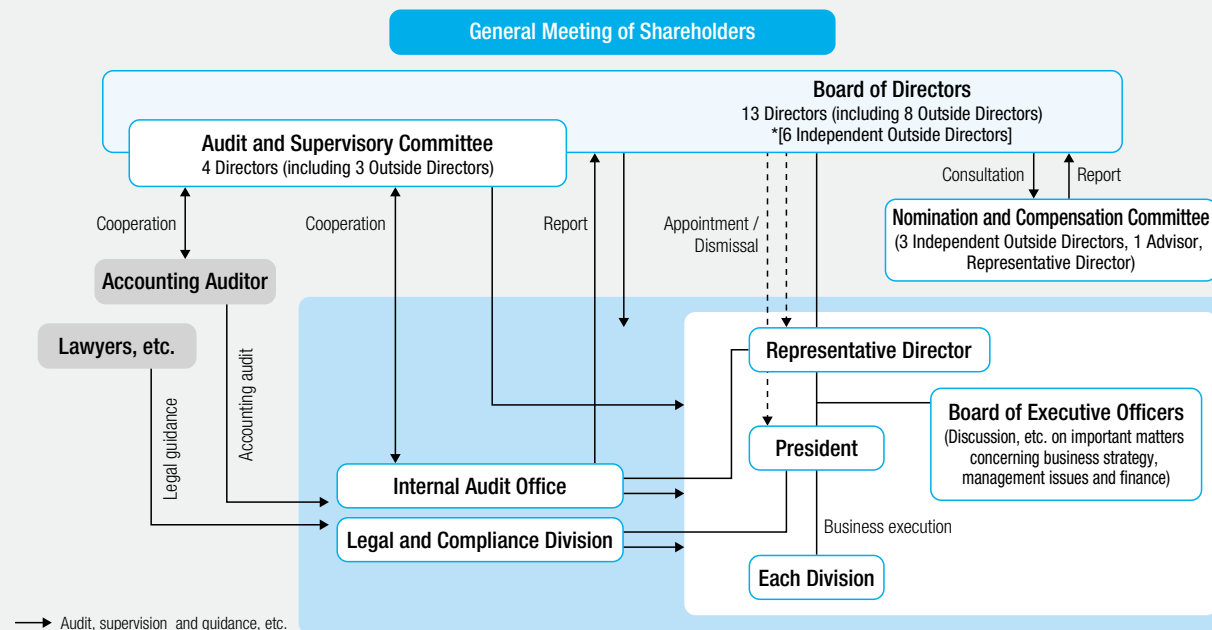
One of the major responsibilities of the Board of Directors is to provide highly effective supervision of the management team and directors. The Company's Board of Directors consists of executive directors, who possess knowledge and experience that enables them to manage or monitor the Group's operations effectively, particularly those centered around the broadcast business. They also possess practical knowledge and mature decision-making capabilities. Additionally, the Board includes a variety of outside directors who bring extensive management experience and knowledge.

(Audit and Supervisory Committee)

At the Audit and Supervisory Committee, one standing Audit and Supervisory Committee member and outside Audit and Supervisory Committee members collaborate in adequately fulfilling their supervisory function over executive directors and executive officers, such as by conducting effective audits based on audit standards prescribed by the Audit and Supervisory Committee. Initiatives to strengthen the function of the Audit and Supervisory Committee are implemented by appointing an office director who is independent from the business executives to the Audit and Supervisory Committee Office.

The Audit and Supervisory Committee and the independent auditor hold regular briefings concerning the Audit and Supervisory Committee's audit plans and audit implementation to fulfill the expected supervisory functions. The general manager of the Company's Legal and Compliance Division reports immediately to the Company's Audit and Supervisory Committee upon receipt of reports of matters that could materially impact the operations or financial position of the Company and its subsidiaries, or reports of matters that could constitute compliance violations.

Corporate Governance System



Corporate Governance

Corporate Governance

(Nomination and Compensation Committee)

The Company has established its Nomination and Compensation Committee as an advisory body to the Board of Directors. See p. 50 for details.

➤ Nomination and Compensation Committee p. 50

(Internal Audit Office)

The Company has established an Internal Audit Office under the direct authority of the representative director to audit the operational status of business execution, compliance systems, risk management, and internal control systems of the Company and its subsidiaries based on the Internal Audit Regulations. The results will be reported to the representative director, the Board of Directors, and Audit and Supervisory Committee in the form of an internal audit report.

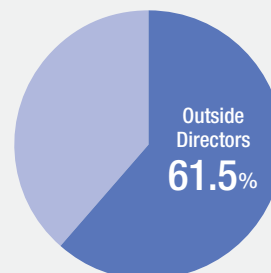
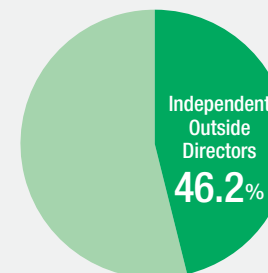
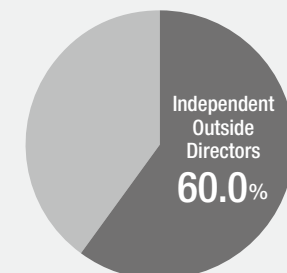
(Board of Executive Officers)

The Company clearly separates the supervision and business execution functions and implements an executive officer system to reinforce corporate governance. The Board of Executive Officers holds meetings to discuss business strategies, management issues, and important financial matters, takes charge of decision-making for business execution delegated by the Board of Directors, and promotes information sharing. Any item placed on the agenda of the Board of Directors meetings is, in principle, discussed at the Board of Executive Officers meetings in advance.

The Trends of Governance Enhancement

(People)

		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Board of Directors	Board of Directors	15	14	13	12	12	13	13
	Outside Directors	6	6	6	6	7	8	8
	Independent Outside Directors	4	4	4	4	5	6	6
Audit and Supervisory Committee	Audit and Supervisory Committee	5	5	5	5	4	4	4
	Outside Directors	3	3	3	3	3	3	3
Nomination and Compensation Committee	Nomination and Compensation Committee		4	4	5	5	5	5
	Independent Outside Directors		2	2	3	3	3	3
Initiatives for Governance Enhancement		Transition to a Company With the Audit and Supervisory Committee						
		Implementation of the Restricted Stock (RS) Compensation Plan						
		Implementation of the Executive Officer system						
		Establishment of the Nomination and Compensation Committee						
		Establishment of the Sustainability Promotion Committee						
Stock Listing Market		Tokyo Stock Exchange First Section → Tokyo Stock Exchange Prime Market						

● Ratio of the Outside Directors
on the Board of Directors● Ratio of the Independent Outside Directors
on the Board of Directors● Ratio of the Independent Outside Directors on
the Nomination and Compensation Committee

Corporate Governance

Corporate Governance

Composition of the Board of Directors

The Company specified in the basic regulations governing directors that more than one-third of all directors must be outside directors and more than one of them must be an independent outside director. As a company listed on the Prime Market, the Company selects directors with consideration for diversity, such as gender and individual skills.

As of the end of June 2024, the Board of Directors comprised 13 directors, eight of which are outside directors, which accounts for more than one-third of all directors, and six are independent outside directors.

Compensation for Directors

(Designing and Determining Procedures for Compensation for Directors)

The Board of Directors resolves the basic design of compensation for executive directors following consultation with the Nomination and Compensation Committee. The annual compensation for each executive director is determined by a resolution at a Board of Directors' meeting held after the conclusion of the Ordinary General Meeting of Shareholders each year in line with the basic design, including the resolution to delegate the decision to the representative director and president who oversees the overall Company. For non-cash compensation (stock-based compensation), the Board of Directors resolves the number of shares to be delivered to executive directors, etc. after considering reports from the Nomination and Compensation Committee.

Regarding compensation of outside directors, taking into account their independence from business execution, the Company has established compensation systems and levels that exclude elements pegged to fluctuations in business performance.

Compensation for Audit and Supervisory Committee members consists solely of annual compensation (fixed compensation).

At the Ordinary General Meeting of Shareholders held on June 29, 2005, the Company abolished its retirement benefit payment plan for corporate officers; there are no eligible persons.

(Medium- and Long-Term Incentive Remuneration)

From the perspective of sharing interests with shareholders regarding stock prices and encouraging management from a shareholder's perspective, as well as providing medium to long-term performance improvement incentives, the Company grants to executive managing directors restricted stock within a maximum amount of 80 million yen per year as non-cash compensation claims and a maximum of 150,000 shares per year, in addition to the monetary compensation, by a resolution of the Board of Directors; these shares cannot be sold during the directors' tenure.

Corporate Governance

Corporate Governance

Status of the Initiatives to Improve Corporate Governance

(Board of Directors)

In FY2023, the Company held 10 meetings of the Board of Directors and, in addition to matters resolved based on laws and regulations and the Articles of Incorporation, had active discussions based on reports from the Broadcasting and Content, and Lifestyle Business segments, and internal audit reports from the viewpoint of medium- and long-term growth, governance, and sustainability, including new businesses and the revision of business segments at Group companies. In addition, after board meetings, the Company held management issue opinion exchange meetings twice as a forum for exchanging opinions with outside directors and discussing risk management for growth strategy and the current status and strategy of the Lifestyle Business.

(Audit and Supervisory Committee)

Audit and Supervisory Committee meetings were held 10 times in FY2023, and the Committee fulfilled its supervising functions regarding directors. Furthermore, we conducted business audits on themes, such as the status of internal control and management system development and operation (including personnel and labor management) and information security measures at Group companies, status of risk management in business execution toward achieving the targets of the Medium-Term Management Strategy *NEW HOPE 2nd STAGE*, and status of the review process and compliance with regulations and guidelines regarding investment activities for Group growth.

(Nomination and Compensation Committee)

The Committee met four times in FY2023 with all members attending each meeting to deliberate on matters, including the performance evaluation of the representative director, succession planning for the next president, basic design of corporate officer compensation, and the selection of executive officers and director candidates, as well as the reappointment of the representative director and president.

Ensuring the Effectiveness of the Governance Structure of the Listed Affiliates

The Company has a listed equity method affiliate, DLE, Inc. (DLE). The Company has set the Asahi Broadcasting Group Companies Management and Administration Regulations and defined rules concerning the sharing of information and reporting of business operations within the Group; in parallel, under the Group Companies Management and Administration Regulations formulated by subsidiaries, subsidiaries are obligated to report their important information to the Company. However, these regulations do not apply to DLE and its subsidiaries. By executing an individual governance agreement, we are striving to ensure independent decision-making as a listed company.

Cross-Shareholdings

(Cross-Shareholdings Policy)

The Company does not hold shares for the purpose of pure investment. However, the Company does not deny the possibility of acquiring and holding the shares of the relevant companies (cross-shareholdings) for purposes other than pure investment.

In the case of acquiring new cross-shareholdings, the Board of Executive Officers approves acquisition proposed by the Cross-Shareholdings Evaluation Committee, an advisory body of the Company, in accordance with the Corporate Governance Code (1-4), after specific and sufficient discussion, and confirmation that the benefits and effects gained by the acquisition of shares compensate for the cost of capital.

Similarly, when the Company continues to hold cross-shareholdings, the Cross-Shareholdings Evaluation Committee examines the validity and reports the results to the Board of Directors annually. The Company, following necessary and sufficient dialogue with the counterpart company, obtains the approval of the Board of Executive Officers and sells any cross-shareholdings for which continued ownership is not judged to be relevant.

(Note) Purposes and effects of holding specified equity securities, and reasons for increase/decrease of the equities are as described in the Annual Securities Report* submitted on June 27, 2024.

 Annual Securities Report*, The Fiscal Year Ended March 31, 2024
(97th Term) Status of Shares p. 57-58
<https://corp.asahi.co.jp/ja/ir/library/securities.html>

*Available only in Japanese

Corporate Governance

Dialogue With Shareholders and Investors

The Company takes the initiative in promoting constructive dialogue with shareholders.

1. The Company formulated the IR and Information Disclosure Policy, which concerns the systems and initiatives to foster constructive dialogue with shareholders and investors, and posts this on the Company's website.
2. In principle, the Company holds biannual financial results briefings for analysts and institutional investors (May and November), attended by the president. In these briefings, we explain business performance and the progress of medium-term management strategy. We post scripts of the briefings, including Q&A sessions, on the Company's website at a later date.
3. The Corporate Strategy Department of the General Affairs Division is in charge of shareholder relations and the preparation of important IR tools. The department works in cooperation with the Financial Affairs Division and the Management Strategy Division.
4. Opinions obtained through dialogue with shareholders and investors are reported to management at the Board of Executive Officers and other meetings as necessary.
5. Personnel involved in IR operations are knowledgeable about the appropriate management of insider information. In addition, the three-week period prior to the announcement of quarterly financial results is a quiet period during which we refrain from responding to and commenting on inquiries regarding financial results.

In addition to the preceding, the Company discloses quarter financial results and reference materials in English simultaneously for the benefit of overseas institutional investors and posts graphs of performance and financial highlights in English on the Company's website. Additionally, we post scripts of the briefings in English, including Q&A sessions, on the Company's website at a later date. Regarding the English version of the integrated report, we have been posting a digest version on the Company's website since FY2022, and the full text since FY2023.

Status of Dialogues With Shareholders and Investors, etc.

1. Results of Dialogues and Main Representatives

To expand opportunities for dialogue with shareholders and investors, increase occasions for contact with investors, and improve engagement, the Company conducts individual interviews and meetings with securities firms and institutional analysts as needed. It is our basic policy that interviews are handled by a representative director, directors, or executive officers based on reasonable judgment considering the attributes and interests of the parties involved. In FY2023, we held 10 interviews with domestic investors and analysts and additionally participated in senior management meetings hosted by securities companies. Beginning in FY2023, we began conducting interviews with overseas investors by holding a total of 14 interviews with investors in Europe and the United States.

2. Overview of Participating Shareholders and Investors

In Japan, we engage mainly with sell-side and buy-side analysts covering the media and entertainment sector. Overseas, we engage mainly with investors, investment advisers, and others representing a variety of investment styles, including value investors and growth investors.

Main Dialogue Topics

- Business environment risks and opportunities, and background on outlooks of future performance
- Progress in medium-term management strategy, outlook for content business
- Capital policies, including shareholder returns
- Status of cross-shareholdings, growth investment strategies

Feedback and Incorporation of Feedback in the Company Management

The many opinions and issues obtained through dialogue are reported back to management through the Board of Executive Officers, the Board of Directors, and other meetings as necessary and appropriate.

In addition, we strive to enhance information disclosure to meet the needs for such disclosure learned through dialogues. Specifically, we endeavor to enhance the disclosure of non-financial information in response to the increasing number of questions regarding non-financial information, such as the role our business plays in solving social issues. Such non-financial information includes disclosure of our human capital investment in our integrated report and other materials.

Actions to Conduct Management With Consciousness of the Cost of Capital and Share Prices

We discussed the analyses and evaluations of the current state of corporate management at meetings of the Board of Executive Officers and Board of Directors, established policies to improve issues based on discussions, and disclosed the results in the Corporate Governance Report (Updated on December 9, 2024, https://corp.asahi.co.jp/en/ir/news/auto_20241205534819/pdfFile.pdf).

Details of initiatives are described in the report.

→New Leadership Dialogue (Capital Efficiency Improvement and Shareholder Return Policies) p. 10

Cross-Shareholdings (Cross-Shareholdings Policy) p. 48

(Note) For details on sustainability initiatives including human capital, see the Sustainability Report (Available only in Japanese).

→<https://corp.asahi.co.jp/ja/csr/report.html>

Corporate Governance

Nomination and Compensation Committee

Composition and Initiatives of the Nomination and Compensation Committee

The Company establishes the Nomination and Compensation Committee as an advisory body to the Board of Directors. The committee consists of a majority of independent outside directors, which meets multiple times a year to discuss and make decisions about various issues such as the evaluation of the representative director and president, the successor grooming plan, the selection of director candidates, and basic design for compensation for directors. The current committee consists of three independent outside directors, one external expert, and the representative director, five members in total, enabling highly effective discussions.

Evaluation, Appointment and Dismissal of the Representative Director

The representative director and president, as the Chief Executive Officer (CEO) of the Company, presents management policy, medium- and long-term priority targets, and short-term business targets at the annual meeting, and reports achievements. Committee members other than the president evaluate the achievements, and provide appropriate advice each time. Based on this, the committee discusses and reports the appointment and dismissal of the representative director and president.

The Successor Grooming Plan (Succession Plan)

One of the important responsibilities of the committee is to develop the successor grooming plan (succession plan). Based on the medium- and long-term strategy, the committee identifies the qualifications required for the next president and selects several candidates who satisfy

the requirements. Each member interviews and evaluates all the candidates separately to narrow down the list of candidates.

Selection of the Director Candidates

For directors selected at the ordinary general meetings of shareholders and the assignment of executive officers, the representative director selects individuals with the experience, knowledge, and ability required to integrate the divisions of the Company and businesses of the Group, and refers the candidates to the Nomination and Compensation Committee. The committee screens each candidate and reports to the Board of Directors.

Basic Design of Directors' Compensation

Concerning the compensation, etc. of executive directors, the Company has established compensation systems and levels commensurate with their respective responsibilities, considering the need to secure and retain outstanding human resources to respond to the mandate

of shareholders and the need to provide incentives to improve business performance. The Nomination and Compensation Committee discusses the basic design of directors' compensation taking account of conditions in and outside the Company.

The current compensation of executive directors comprises annual compensation and bonuses. In addition to basic compensation, position-based compensation and representative compensation, which are fixed compensation, annual compensation consists of short-term performance-linked compensation as performance-based compensation, each of which has its own calculation criteria. Basic compensation, position-based compensation and representative compensation consist of cash compensation. Other compensation consists of cash and stock-based compensation as a long-term incentive. Bonuses for executive directors are paid once annually in line with Group operating results for the previous fiscal year, subject to the condition that the Group records positive consolidated ordinary profit which exceeds more than a certain amount.

Message from Akihiro Kuroda, Chairperson of the Nomination and Compensation Committee (From March 2021 to the present)

In October 2024, the Company underwent its first presidential change since becoming a Certified Broadcasting Holding Company. Our Nomination and Compensation Committee started in 2019 with multiple candidates with the smooth succession to the next president as its most important task. Subsequently, over several years, interviews were conducted between each candidate and committee members including the representative director and president, with repeated discussions on management issues.

As a committee, we believe that a transparent process was carried out, taking considerable time.

In April 2024, the president of our core subsidiary company ABC TV also changed, and we expect the next-generation top management selected this time to build an organizational structure that contributes to sustainable enhancement of corporate value and accelerate group-wide business structure reform.

Corporate Governance

Internal Control System

The Company has established an internal control system as a framework to ensure proper business operation and prevent damage to shareholders and stakeholders. We have established a basic policy that includes measures and systems for compliance, internal audits, and risk management to ensure that the internal control system functions reliably.

 Basic Policy for Building the Internal Control System
<https://corp.asahi.co.jp/en/ir/governance/foundation.html>

1 Risk Management System

2 Compliance Promotion System

3 Information Security and Privacy Protection System

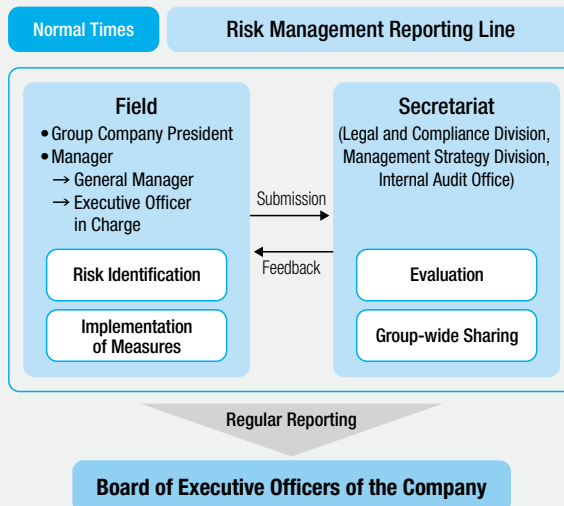
4 Internal Audit Office

5 Audit and Supervisory Committee

6 Business Continuity Plan (BCP)

1 Risk Management System

In April 2024, the Group defined risk as an uncertainty that has certain impacts, both positive and negative, in the process of achieving our goals while positioning it as an important element in forming group behavior and decision-making and then established a structure to grasp and manage all risks of Group companies. While sometimes actively accepting and controlling risks to pursue new challenges and possibilities, we appropriately capture opportunities and connect them to growth.



2 Compliance Promotion System

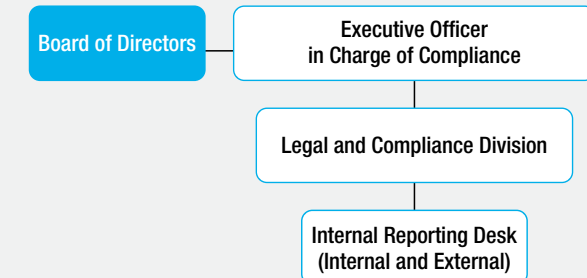
The Group has formulated the Asahi Broadcasting Group Compliance Charter and Asahi Broadcasting Group Compliance Code of Conduct. We prescribe in the Code of Conduct that *it is steadfastly committed to resisting any pressure from antisocial groups or individuals and will never be associated with any such groups or individuals*, and has also separately established the Regulations for Rejection of Antisocial Forces to ensure that corporate officers and employees of the Group companies are thoroughly aware that they must not provide any profit or accommodation to antisocial forces. We conduct regular compliance training for all corporate officers and employees with the aim of raising awareness of serving the high public interest and social responsibility and increasing consciousness of compliance with laws and regulations, ethical standards, and social norms in both business and private matters.

Additionally, we have established the Asahi Broadcasting Group Compliance Regulations and set up the Legal and Compliance Division under the executive officer in charge of compliance to implement necessary measures for directors, executive officers, and employees of the Company and its subsidiaries to comply with laws and regulations and act according to social ethics. Furthermore, we have established internal reporting desk both in the Legal and Compliance Division and externally

to receive consultations and reports about potential compliance violations from directors, executive officers, employees, and other related parties of the Company and its subsidiaries, and to handle problem identification and response. The Legal and Compliance Division also regularly reports to the representative director and Board of Directors regarding the operational status of the internal reporting system.

(Fulfillment of Internal Reporting System)

The Company established both internal and external reporting hotlines (provided by a law firm) to prevent any whistleblower or cooperative witnesses from being treated disadvantageously and then designated personnel to handle tasks related to internal reporting. In addition, as part of group-wide training sessions and other means, the Company ensures that employees are thoroughly aware of the internal reporting desk and that they can be used with peace of mind.



Corporate Governance

Internal Control System

3 Information Security and Privacy Protection System**Information Security**

The Group provides education and enlightenment activities for information system security measures and increasing literacy for information security in accordance with its Basic Information Security Policy. We have established an Information Security Committee headed by the executive officer in charge of compliance to properly manage the Group's information and information systems and have set up Asahi Broadcasting CSIRT (Computer Security Incident Response Team) to prepare manuals and respond quickly to incidents in accordance with them. The Asahi Broadcasting CSIRT also works to strengthen group-wide information security by collecting information security-related information, developing response procedures, and conducting employee education, etc. during normal times.

Executive Officer in Charge of Compliance
(Chief Information Security Officer)

Information Security Committee
(Three corporate officers, four general managers)

Asahi Broadcasting CSIRT
Asahi Broadcasting Group Holdings Corporation
Asahi Television Broadcasting Corporation
Group Companies (Participate as needed)

Privacy Protection System

Considering the appropriate management and maintenance of information, and the provision and transmission of information to society as the foundation of the Group's existence, individual Group companies place a priority on handling personal information received from viewers and users in strict accordance with the ABC Group Basic Policy for the Handling Personal Information to protect information from loss, misuse, leakage, and other threats and reinforce trusting relationships with all stakeholders. In addition, the Company has established a Privacy Protection Team in the Legal and Compliance Division to oversee the entire Group.

4 Internal Audit Office

 **Internal Audit Office** p. 46

5 Audit and Supervisory Committee

 **Audit and Supervisory Committee** p. 45

6 Business Continuity Plan (BCP)

The Group has established business continuity plans at the Company, ABC TV and ABC Radio to comply with the Broadcasting Act (Article 108), Disaster Countermeasures Basic Act (Article 6-2), and Civilian Protection Act (Article 8-2), and to continuously carry out our broadcasting business to fulfill our social responsibility as a licensed operator while minimizing impact on management in preparation for emergencies, such as large-scale disasters

and armed attacks. The plan identifies specific situations* that would make business continuity difficult, identifies direct causes that lead to these situations, and examines prevention and recovery measures. Furthermore, we carry out detailed studies on emergency response measures in the case that a specific situation is prolonged as well as important operations in specific departments and personnel deployment plans.

Regarding large-scale disaster response, which can be a cause of specific situations, we have separately established a Disaster Response Manual that describes actions during disasters, and regularly conduct disaster prevention drills, evacuation drills, and emergency broadcast drills. For facilities and broadcasting equipment, we select equipment that ensures fault tolerance and redundancy, conduct regular maintenance, and prepare for major disasters by storing fuel, food, water, and other supplies in the company building and premises.

*Specific situations: Loss of headquarters function, loss of broadcasting function (TV, radio), loss of network programs, reduction in personnel due to infectious diseases, etc., loss of the Tokyo office function

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(on a consolidated basis)
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Consolidated Statement of Cash Flows
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About Us

Trajectory of the Asahi Broadcasting Group

Achievements in creating and delivering programs and content that have led the times by responding to changing times

1951 – Founding period

- 1951 Commences radio broadcasting
- 1956 Commences TV broadcasting
- 1961 Listed on the Osaka Securities Exchange Second Section

Our Events

- 1964 Tokyo Olympic Games
- 1970 Expo Osaka
- 1986 Arrival and collapse of the Bubble era of Japan
- Arrival of digital era
- 1995 The Great Hanshin-Awaji Earthquake

Rapid progress of the Company begins from Japanese comedy

Creating many hit programs through radio and television

Nature of the Company that has enabled us to stay close to consumers since our foundation

Development of viewer and listener participation programs successively



Welcome, Newlyweds!

Ohayo Personality
Ogata Yusuke DesuOhayo Personality
Furukawa Masaki Desu

Contribution to Japanese comedy culture

Planning and broadcasting *ABC Manzai & Rakugo New Face Competition*

Start of a morning information program rooted in the local area

Start of broadcasting of the *Ohayo Asahi Desu*, a popular morning program in the Kansai region

Ohayo Asahi Desu

The ever-evolving ABC comedy

Comedy and Intellectual Curiosity
(*Takeshi no Banbutsu Souseiki*, etc.)
Comedy and Viewers (*Detective Knight Scoop*, etc.)

Detective Knight Scoop

Starting to broadcast on a nationwide network that delivers the attractiveness of regions in Japan and around the world



Travel Salad -Discovering fresh sites of Japan-

Achievements in delivering inspiration to viewers and listeners through sports

Starting live broadcasting of the National High School Baseball Championships

Jointly produces *Nettoh Koshien* with TV Asahi

Achievements in gaining trust through news programs

Regional news coverage / day-to-day news

Sunday Project on Sunday morning on nationwide network
*Jointly produced with TV Asahi

History of taking on the challenge of new business

Developing Japan's first housing exhibition venue
(Present-day Housing Business)Opening of the ABC GOLF CLUB
Entering the TV shopping business

About Us

Trajectory of the Asahi Broadcasting Group

Responding to the needs of the time by keeping consumers first, and aiming to become a comprehensive content business group

2000 – Integration of traditional and innovation

2010 – Full-scale delivery of programs and content via multiple media

• 2014 Listed on the Tokyo Stock Exchange First Section

• 2018 Transitioned to a certified broadcasting holding company

• 2021 Announced the medium-term management strategy

• 2022 Transitioned to the Prime Market of the Tokyo Stock Exchange

• 2008 The financial crisis

• 2011 The Great East Japan Earthquake

• 2020 COVID-19 pandemic spreads worldwide

ABC becomes known nationwide for variety programs



M-1 Grand Prix 2024



Who is the Real Celebrity?

Creation of programs popular with viewers



In the middle of nowhere



Aiseki Shokudo
(Can You Share A Table?)

Creating and delivering *New Happiness* as a comprehensive content business group

Enrichment of content
Full-scale entry to the drama market too

Full-scale entry into the animation market



Wonderful Precure!
©ABC-A, Toei Animation

Entry to late-night animation slots



Free! -the Final Stroke-
the Second Volume
©Koji Oji / Kyoto Animation /
Iwatobi Town Supporters Association 2021



Lycoris Recoil
©Spider Lily /
Aniplex, ABC ANIMATION, BS11

Expansion of IP outlets
Event development

Achievements in delivering inspiration to viewers and listeners through sports

Starting streaming of *Virtual High School Baseball*

Achievements in gaining trust through news programs

Good! Morning in Sunday morning on nationwide network
*Jointly produced with TV Asahi and Nagoya Broadcasting Network

Content development
beyond national boundaries

History of taking on the challenge of new business

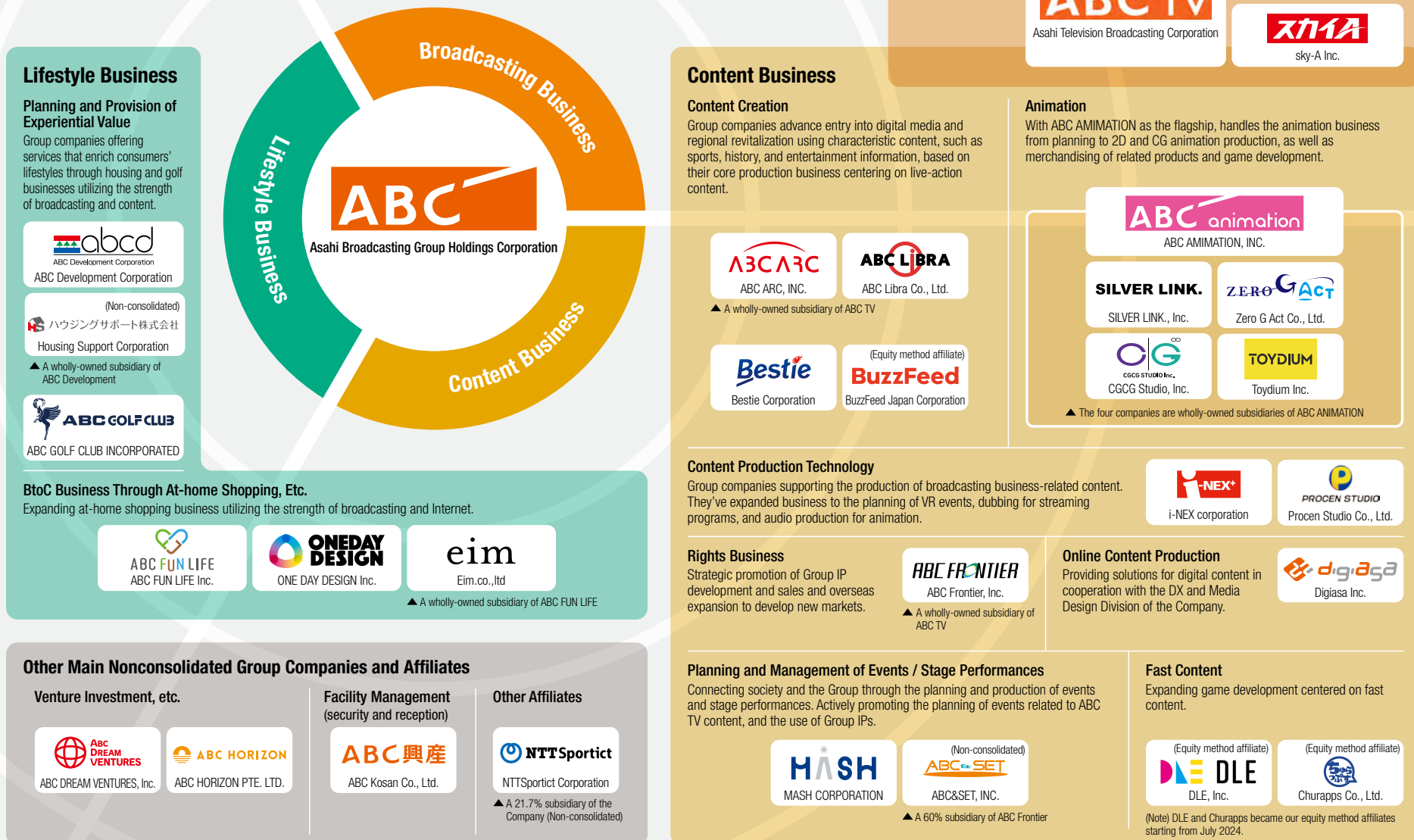
Entering the TV shopping business

Full-scale implementation of e-commerce business

Consumer- and region-oriented provision of new value

About Us

Current State of the Asahi Broadcasting Group



About Us

11-year Financial and Non-Financial Data (on a consolidated basis)

(Unit: million yen)

(Fiscal Year)	3/2014	3/2015	3/2016	3/2017	3/2018	3/2019	3/2020	3/2021	3/2022	3/2023	3/2024
Profit and loss											
Net sales	81,484	80,691	81,059	82,302	80,991	81,986	82,937	78,344	85,100	87,028	90,452
Gross profit	29,131	27,823	27,104	28,514	27,985	28,522	27,977	25,951	29,518	28,961	27,546
Selling, general and administrative expenses	23,339	23,138	23,039	23,541	23,735	24,260	24,588	23,256	25,315	26,366	26,714
Operating profit	5,791	4,684	4,064	4,972	4,250	4,262	3,388	2,694	4,203	2,594	832
Ordinary profit	6,025	4,830	4,407	5,261	4,539	4,591	3,633	3,033	4,792	2,661	723
Profit (loss) attributable to owners of parent	3,254	2,203	2,372	3,416	2,691	3,742	2,278	(930)	2,671	1,354	(884)
Cash flows											
Cash flows from operating activities	7,350	5,947	(126)	6,806	4,803	3,286	4,546	5,952	4,689	2,951	5,658
Cash flows from investing activities	(3,934)	(6,562)	209	(579)	(5,113)	(2,394)	2,655	(10,311)	(4,276)	(5,046)	(5,659)
Free cash flow	3,415	(615)	83	6,226	(309)	892	7,201	(4,359)	412	(2,095)	(1)
Cash flows from financing activities	(1,576)	(1,757)	(1,860)	(1,202)	(2,260)	(53)	3,203	4,583	543	(1,610)	1,145
Financial position (as of the end of fiscal year)											
Total assets	97,833	103,116	99,596	101,979	102,680	107,788	114,786	119,079	123,788	122,305	123,225
Interest-bearing liabilities	2,975	1,946	1,014	592	495	981	6,674	11,910	12,518	12,187	14,125
Shareholders' equity	58,625	54,554	53,279	56,750	61,625	65,223	65,230	66,035	66,975	69,259	73,022
Per-share data											
Profit (loss) attributable to owners of parent (EPS) (JPY)	79.70	53.95	58.11	83.66	65.92	91.55	55.63	(22.69)	64.97	32.42	(21.19)
Net assets per share (BPS) (JPY)	1,435.60	1,335.91	1,304.70	1,389.70	1,509.06	1,594.83	1,591.64	1,609.44	1,604.91	1,659.63	1,748.02
Dividend (JPY)	16	18	18	26	20	28	18	10	24	16	12
Dividend payout ratio	20.1%	33.4%	31.0%	31.1%	30.3%	30.6%	32.4%	—	36.9%	49.4%	—
Financial indicators											
Operating profit margin ratio	7.1%	5.8%	5.0%	6.0%	5.2%	5.2%	4.1%	3.4%	4.9%	3.0%	0.9%
Ordinary profit margin ratio	7.4%	6.0%	5.4%	6.4%	5.6%	5.6%	4.4%	3.9%	5.6%	3.1%	0.8%
Return on equity (ROE)	5.7%	4.2%	4.4%	6.2%	4.5%	5.9%	3.5%	(1.4%)	4.0%	2.0%	(1.2%)
Equity-to-asset ratio	59.9%	52.9%	53.5%	55.6%	60.0%	60.5%	56.8%	55.5%	54.1%	56.6%	59.3%
Capital investment	2,960	2,641	4,474	3,900	5,477	2,689	2,585	5,116	8,468	7,991	4,094
Depreciation and amortization	3,394	3,347	3,299	2,841	2,971	3,031	3,223	3,088	3,246	3,740	3,613
Non-financial data											
Number of Group employees (consolidated basis)	850	869	883	907	918	1,167	1,356	1,456	1,509	1,561	1,722
Television viewer ratings [Household] According to Video Research surveys (Kansai)											
All Day (6:00-24:00) [Ranking]	7.8% [3rd]	7.5% [2nd]	7.4% [2nd]	7.6% [2nd]	7.4% [2nd]	7.3% [4th]	7.3% [3rd]	7.5% [3rd]	7.0% [2nd]	6.4% [2nd]	6.2% [1st]
Golden Time (19:00-22:00) [Ranking]	12.2% [1st]	11.3% [2nd]	11.1% [2nd]	11.1% [2nd]	10.8% [2nd]	10.8% [3rd]	10.9% [2nd]	10.8% [3rd]	10.1% [3rd]	9.7% [1st]	8.8% [1st]
Prime Time (19:00-23:00) [Ranking]	12.8% [1st]	12.1% [2nd]	11.7% [2nd]	11.7% [2nd]	11.3% [2nd]	11.3% [2nd]	11.5% [1st]	11.4% [1st]	10.6% [1st]	10.0% [1st]	9.3% [1st]
Prime 2 (23:00-25:00)* 1:00 on the next day [Ranking]	9.5% [1st]	8.8% [1st]	8.4% [1st]	8.2% [1st]	7.6% [1st]	7.1% [2nd]	6.5% [2nd]	6.0% [2nd]	5.5% [2nd]	5.2% [2nd]	4.8% [2nd]
Television viewer ratings [Individual All] *According to Video Research surveys (Kansai)											
All Day (6:00-24:00) [Ranking]	—	—	—	—	3.9% [2nd]	3.9% [3rd]	3.9% [3rd]	4.0% [3rd]	3.8% [2nd]	3.6% [2nd]	3.5% [1st]
Prime Time (19:00-23:00) [Ranking]	—	—	—	—	6.3% [2nd]	6.5% [2nd]	6.6% [2nd]	6.6% [2nd]	6.1% [2nd]	5.9% [2nd]	5.5% [1st]
In-house production ratio ¹	34.0%	34.1%	35.0%	34.9%	34.0%	33.8%	36.9%	38.0%	37.6%	38.8%	39.7%
Total waste volume ²	179.9t	206.2t	210.9t	207.9t	192.4t	178.2t	195.9t	161.7t	157.5t	173.1t	158.1t
Recycle rate	65.7%	68.4%	68.0%	68.0%	67.2%	70.8%	72.2%	71.2%	69.7%	74.0%	70.5%

Note 1: In-house production ratio is calculated by the number of program hours produced by the Group companies divided by the total number of broadcasting hours (based on TV listings as of April)

Note 2: Total waste generated at the head office in Osaka (headquarters of the Company, ABC TV, and ABC Radio) and annex building

About Us

Consolidated Balance Sheet

(Unit: million yen)

	As of March 31, 2023	As of March 31, 2024
Assets		
Current assets		
Cash and deposits	22,251	24,353
Notes and accounts receivable-trade, and contract assets	15,934	14,088
Securities	2,208	1,200
Inventories	2,828	1,988
Income taxes refund receivable	600	277
Other	2,704	3,676
Allowance for doubtful accounts	(142)	(191)
Total current assets	46,385	45,393
Non-current assets		
Property, plant and equipment		
Buildings and structures	34,819	35,295
Accumulated depreciation	(17,596)	(18,180)
Buildings and structures, net	17,223	17,115
Machinery equipment and vehicles	23,220	24,136
Accumulated depreciation	(15,954)	(16,804)
Machinery equipment and vehicles, net	7,266	7,331
Tools, furniture and fixtures	1,831	2,050
Accumulated depreciation	(1,277)	(1,486)
Tools, furniture and fixtures, net	554	563
Land	15,512	15,941
Lease assets	129	167
Accumulated depreciation	(93)	(121)
Lease assets, net	35	45
Construction in progress	590	761
Total property, plant and equipment	41,181	41,759
Intangible assets		
Software	2,055	1,631
Software in progress	97	3
Goodwill	955	532
Other	120	124
Total intangible assets	3,229	2,292
Investments and other assets		
Investment securities	17,928	19,293
Long-term loans receivable	290	257
Long-term prepaid expenses	4,681	4,601
Retirement benefit asset	—	2,651
Deferred tax assets	5,582	3,644
Other	3,094	3,430
Allowance for doubtful accounts	(94)	(115)
Total investments and other assets	31,483	33,763
Total non-current assets	75,894	77,815
Deferred assets		
Bond insurance costs	25	16
Total deferred assets	25	16
Total assets	122,305	123,225

(Unit: million yen)

	As of March 31, 2023	As of March 31, 2024
Liabilities		
Current liabilities		
Short-term borrowings	202	172
Current portion of long-term borrowings	337	484
Current portion of bonds payable	13	5,000
Lease obligations	19	20
Accounts payable – other	8,364	8,631
Accrued expenses	2,088	1,942
Income taxes payable	180	356
Provision for bonuses for directors (and other officers)	52	50
Provision for loss on venue closing	127	—
Other	8,215	6,007
Total current liabilities	19,601	22,665
Non-current liabilities		
Long-term borrowings	1,593	3,415
Bonds payable	10,000	5,000
Lease liabilities	21	31
Retirement benefit liability	9,339	6,789
Asset retirement obligations	1,509	1,473
Long-term guarantee deposits	6,499	6,406
Deferred tax liabilities	389	290
Other	904	998
Total non-current liabilities	30,257	24,406
Total liabilities	49,859	47,072
Net assets		
Shareholders' equity		
Share capital	5,299	5,299
Capital surplus	5,999	6,000
Retained earnings	55,150	53,764
Treasury shares	(62)	(36)
Total shareholders' equity	66,386	65,028
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	1,900	3,623
Foreign currency translation adjustment	(121)	(83)
Remeasurements of defined benefit plans	1,093	4,453
Total accumulated other comprehensive income	2,872	7,994
Share acquisition rights	8	8
Non-controlling interests	3,177	3,121
Total net assets	72,445	76,153
Total liabilities and net assets	122,305	123,225

About Us

Consolidated Statement of
Income

(Unit: million yen)

	For the fiscal year ended March 31, 2023	For the fiscal year ended March 31, 2024
Net sales	87,028	90,452
Cost of sales	58,067	62,906
Gross profit	28,961	27,546
Selling, general and administrative expenses	26,366	26,714
Operating profit	2,594	832
Non-operating income		
Interest and dividends income	217	235
Subsidy income	342	58
Other	160	163
Total non-operating income	720	457
Non-operating expenses		
Interest expenses	32	40
Share of loss of entities accounted for using equity method	32	249
Loss on disposal of non-current assets	117	43
Provision of allowance for doubtful accounts	202	70
Loss on investments in investment partnerships	220	106
Other	48	56
Total non-operating expenses	653	566
Ordinary profit	2,661	723
Extraordinary income		
Gain on sales of non-current assets	210	73
Gain on sales of investment securities	—	54
Total extraordinary income	210	128
Extraordinary loss		
Loss on valuation of investment securities	249	84
Impairment losses	491	801
Loss on venue closing	127	—
Extra retirement payments	65	—
Loss on investment business	—	365
Total extraordinary losses	933	1,251
Profit (loss) before income taxes	1,938	(400)
Income taxes - current	787	627
Income taxes - deferred	138	73
Total income taxes	926	700
Profit (loss)	1,012	(1,101)
Loss attributable to non-controlling interests	(341)	(216)
Profit (loss) attributable to owners of parent	1,354	(884)

Consolidated Statement of Cash Flows

(Unit: million yen)

	For the fiscal year ended March 31, 2023	For the fiscal year ended March 31, 2024
Cash flows from operating activities		
Profit (loss) before income taxes	1,938	(400)
Depreciation	3,740	3,613
Impairment losses	491	801
Amortization of goodwill	114	130
Increase (decrease) in allowance for doubtful accounts	194	68
Increase (decrease) in provision for loss on venue closing	127	—
Increase (decrease) in retirement benefit liability	(1,173)	(387)
Interest and dividend income	(217)	(235)
Interest expenses	32	40
Loss (gain) on disposal of non-current assets	117	43
Loss (gain) on sale of non-current assets	(210)	(73)
Loss (gain) on sales of investment securities	—	(54)
Loss (gain) on valuation of investment securities	249	84
Loss on investment business	—	365
Loss (gain) on investments in investment partnerships	220	106
Decrease (increase) in trade receivables	(428)	1,898
Decrease (increase) in inventories	314	826
Increase (decrease) in trade payables	299	394
Decrease (increase) in investment	(201)	(277)
Other, net	(686)	(1,561)
Subtotal	4,923	5,385
Interest and dividends received	270	272
Interest paid	(32)	(36)
Income taxes refund (paid)	(2,210)	36
Net cash provided by (used in) operating activities	2,951	5,658

(Unit: million yen)

Cash flows from investing activities		
Payments into time deposits	(290)	(285)
Proceeds from withdrawal of time deposits	427	328
Proceeds from redemption of securities	100	—
Decrease (increase) in short-term loans receivable	(102)	46
Purchase of property, plant and equipment	(3,978)	(3,465)
Proceeds from sales of property, plant and equipment	1,301	444
Purchase of intangible assets	(881)	(331)
Purchase of long-term prepaid expenses	(8)	(1,887)
Purchase of investment securities	(1,559)	(161)
Proceeds from sales of investment securities	—	300
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(38)	(202)
Other, net	(16)	(445)
Net cash provided by (used in) investing activities	(5,046)	(5,659)
Cash flows from financing activities		
Increase (decrease) in short-term borrowings	5	(30)
Proceeds from long-term borrowings	130	2,310
Repayments of long-term borrowings	(489)	(587)
Redemption of bonds	(26)	(13)
Proceeds from share issuance to non-controlling shareholders	30	—
Purchase of treasury shares	(47)	(0)
Dividends paid	(1,127)	(501)
Dividends paid to non-controlling interests	(13)	(11)
Repayments of lease liabilities	(22)	(21)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(49)	—
Net cash provided by (used in) financing activities	(1,610)	1,145
Effect of exchange rate change on cash and cash equivalents	1	1
Net increase (decrease) in cash and cash equivalents	(3,704)	1,144
Cash and cash equivalents at beginning of period	27,695	23,991
Cash and cash equivalents at end of period	23,991	25,136

About Us

Stock Information

Stock Information (As of the end of March 2024)

Total number of shares authorized: 144,000,000

Total number of shares issued: 41,833,000

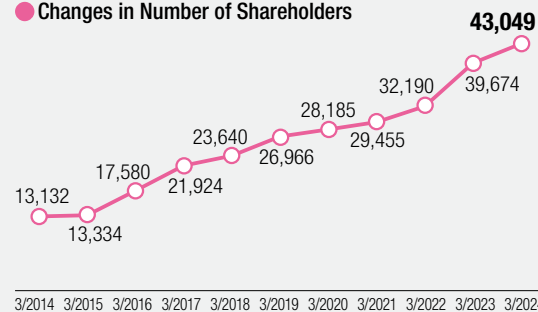
Number of shareholders: 43,049

Major Shareholders (Top 10 Shareholders)

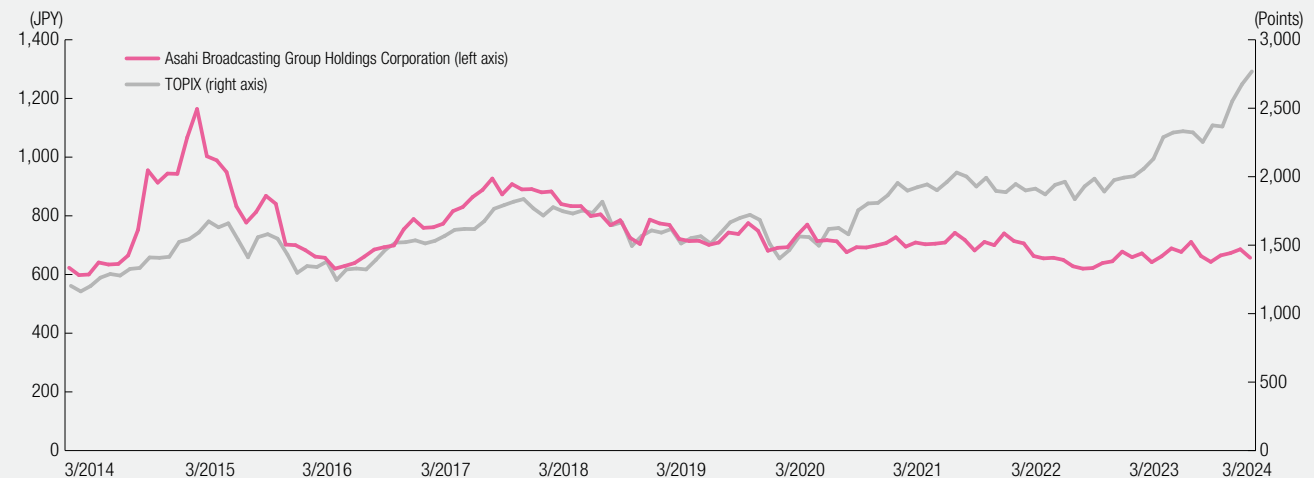
Name of Shareholders	Number of Shares Held	Shareholding Ratio (%)
The Asahi Shimbun Company	6,224,900	14.90
TV Asahi Holdings Corporation	3,877,600	9.28
Kosetsu Museum of Art Public-interest Incorporated Foundation	2,930,000	7.01
Teikyo University	1,571,000	3.76
Asahishimbun Credit Cooperative	1,500,000	3.59
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,450,711	3.47
Osaka Gas Co., Ltd.	1,065,000	2.55
Shimamura Yoshihiro Eiga Kikaku Co., Ltd.	801,000	1.92
Kintetsu Bus Co., Ltd.	800,000	1.92
Takenaka Corporation	776,600	1.86

Note: The Company owns 58,521 shares of treasury stock. Further, calculations of shareholding ratios do not take treasury stock into account.

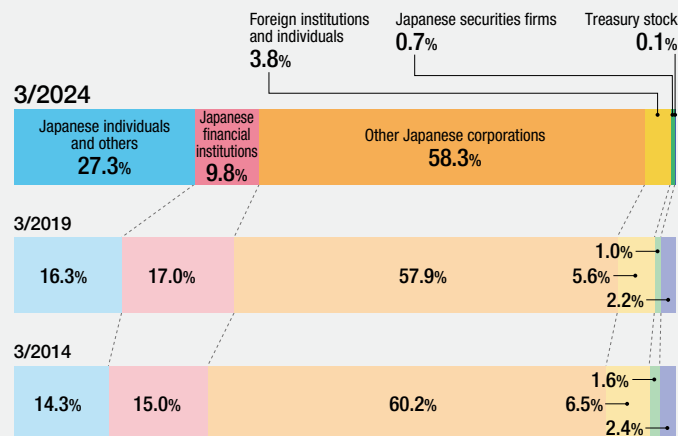
Changes in Number of Shareholders



Share Price Trends (March 2014 to March 2024)



Distribution by Shareholder Type



Total Shareholder Return (TSR)*

	3/2020	3/2021	3/2022	3/2023	3/2024
Asahi Broadcasting Group Holdings Corporation	91.60	97.55	98.97	93.93	95.22
TOPIX (including dividends)	90.5	128.6	131.2	138.8	196.2

*Shows the shareholder return from capital gains from share price increases and dividends. Shareholder returns are calculated based on an investment made at close of day at the end of March 2019 through to end of day for the end of March for each subsequent year.

Dividends and Dividend Payout Ratio

	3/2020	3/2021	3/2022	3/2023	3/2024
Dividend (JPY)	18	10	24	16	12
Dividend Payout Ratio (%)	32.4	—	36.9	49.4	—

(Note) The dividend payout ratio is not shown for the fiscal years ended March 31, 2021 and 2024, as the Company recorded a net loss for those periods.

Asahi Broadcasting Group Holdings Corporation

1-1-30 Fukushima, Fukushima-ku, Osaka 553-8503

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

Corporate Profile



Name

Asahi Broadcasting Group Holdings Corporation

Representative

Shinya Yamamoto
Representative Director

Date of Establishment

March 15, 1951

Capital

5,299,800,000 yen

Stock Exchange Listings

Tokyo Stock Exchange Prime Market
(Securities code: 9405)

Business

Certified Broadcasting Holding Company

Head Office

1-1-30 Fukushima, Fukushima-ku,
Osaka 553-8503
TEL: 06-6458-5321 (main)

Tokyo Branch

18F NIPPON LIFE HAMAMATSUCHO CREA
TOWER 2-3-1 Hamamatsucho, Minato-ku,
Tokyo 105-0013

Information Disclosure System

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

Financial Information

- Business reports (shareholder news)*
- Medium-term management strategy presentation materials
- Financial statements presentation materials
- Materials accompanying financial statements
 - Securities reports*
 - Consolidated financial reports
 - Earnings reference
- Notice of Ordinary General Meeting of Shareholders

Integrated Report (Corporate Report)



Non-financial Information

Sustainability Report*



 **Sustainability Report***
<https://corp.asahi.co.jp/ja/csr/report.html>

*Available only in Japanese

- Corporate Governance Report

IR and Information Disclosure Basic Policy

The Company views all of its many stakeholders, including shareholders and investors, viewers, listeners, advertisers, business partners, employees, and local communities as supporters of the Group and "ABC fans." Based on this, the Group conveys information on its current status and operating results, and its management policies and growth strategies in a fair, accurate, and accessible manner, and strives to deepen understanding of the Group through robust communication with its diverse base of stakeholders.

Period Covered

The current reporting period is for the fiscal year ended March 2024 (April 1, 2023 to March 31, 2024). However, commentary may also be provided on prior or subsequent terms as required.