



FY ended March 2007 Consolidated business results



**3rd quarter** Digest of consolidated business results

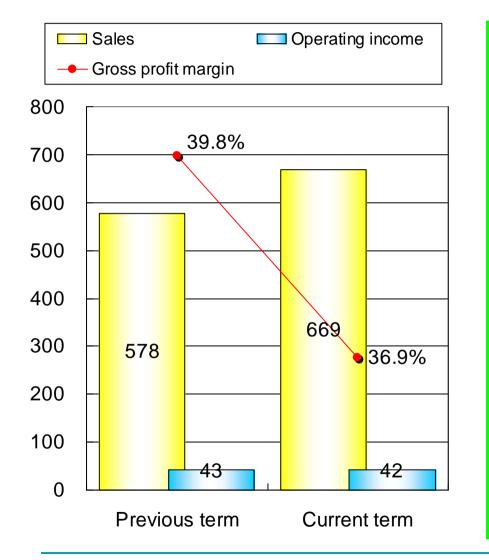


# Sales increased 15.7% year-on-year (+9 billion yen)

Particularly, sales in the NC segment increased 42.9% year-on-year (+4.8billion yen)

	Previous term	Current term	Change
Sales	578	669	+90
Operating income	43	42	-0
Operating income margin	7.4%	6.4%	-1.0%
Ordinary income	45	38	-7
Net income	24	13	-10

### 3rd quarter Summary of consolidated financial results



- Sales increased by 9.0 billion yen as a whole due to strong proceeds from the music distribution service in the NC segment, which <u>contributed to a 3.3 billion</u> yen increase in profit.
- On the other hand, the gross margin ratio decreased in the PC segment, which contributed to a 1.6 billion yen decrease in profit. In addition, SG&A expenses increased due to increased advertisement expenses associated with the expansion of membership websites in the NC segment, which contributed to a 1.6 billion yen decrease in profit.
- Due to the above two factors, operating income remained unchanged year-on-year.

# 3rd quarter Summary of components of consolidated segments

	Curre	nt term		Previo	ious term		
	Sales	Operating Profit	Sales	Operating Profit	Sales Variance	O.P. Variance	
CC	315	21	296	21	+19	+0	
PC	363	-0	349	3	+14	-4	
NC	160	9	112	10	+48	-0	
LC	70	4	56	2	+14	+1	
Others	24	2	16	1	+8	+1	
Total	936	37	831	39	-	-	
Elimination and corporate	-267	5	-252	3	-	-	
Consolidated	669	42	578	43	+90	-0	

#### **3rd quarter** Sales to customers outside the group by business segment



400 Sales to customers 350 outside the group 300 Previous Current term term Change 250¥ CC 80 +1862 200 PC 361 347 +13150<sup>+</sup> NC 151 108 +42100 LC 63 49 +1312 Others 10 +2 50 669 578 Total +900 CC PC NC LC Others

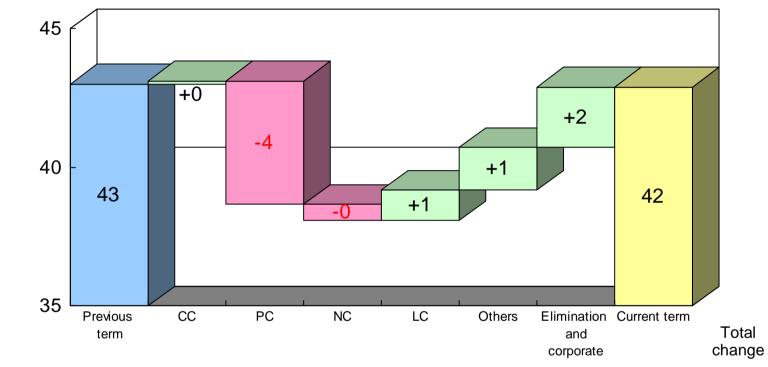
■ Previous term ■ Current term

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# **3rd quarter** Increase/decrease factors in consolidated operating income (vs. same period last year)



Effect of changes in sales		+9	+2	+15	+1	+4			+33
Effect of changes in cost rates		+1	-7	+2	+0	-3	-9		-16
Effect of changes in SG&A expenses		-11	+0	-17	-1	+0	+12		-16
Total	43	+0	-4	-0	+1	+1	+2	42	-0

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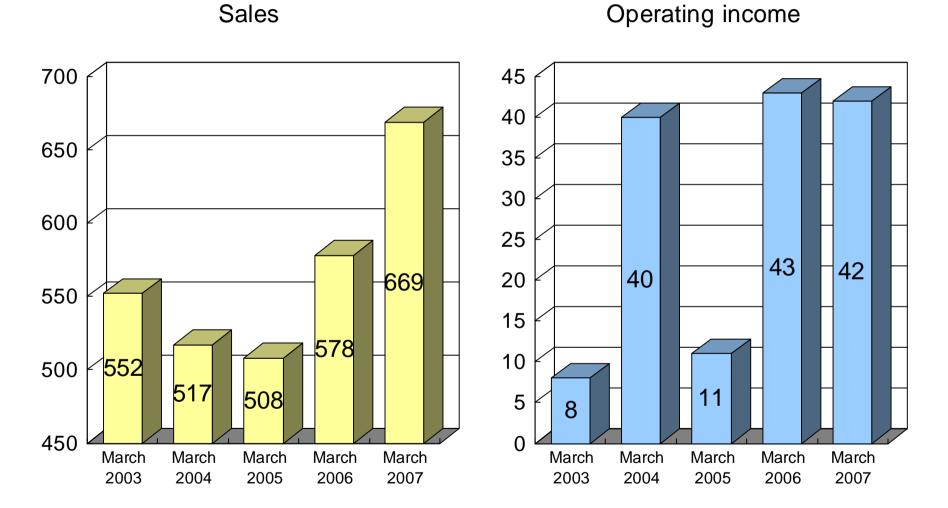


# **3rd quarter** Consolidated comparative income statement-1

3Q cumulative	Previous term	Current term	Change	Percentage change
Sales	578	669	+90	+15.7%
Cost of sales	348	422	+73	+21.2%
Gross profit	230	246	+16	+7.3%
Gross profit margin	39.8%	36.9%	-2.9%	-
Personnel costs	47	55	+7	+16.6%
Sales promotion and advertising expenses	76	82	+5	+7.9%
General expenses	63	66	+2	+4.7%
Total SG&A expenses	187	203	+16	+9.0%
Operating income	43	42	-0	-0.3%
Operating income margin	7.4%	6.4%	-1.0%	-

#### 3rd quarter Consolidated results-1



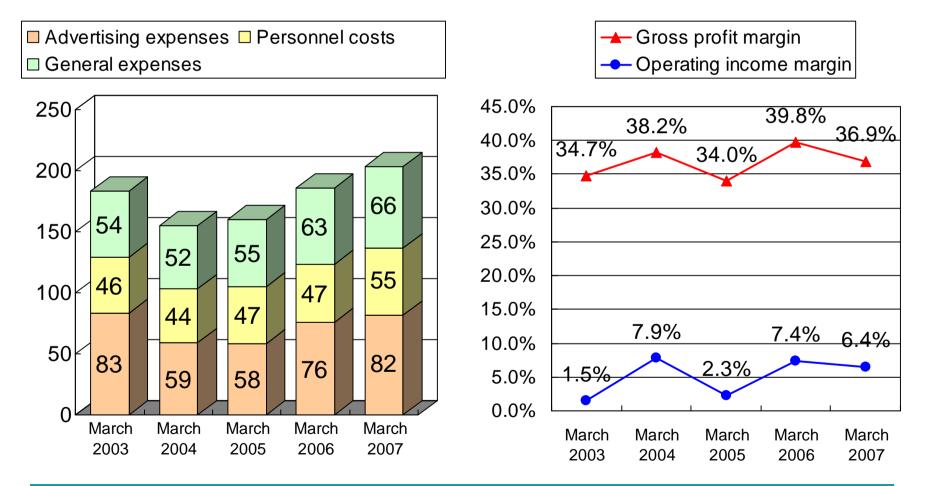


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#### 3rd quarter Consolidated results-2



#### SG&A expenses



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**Profit margins** 

#### Consolidated business results Quarterly transition



	FY ended March 2005		FY ended March 2006				FY ended March 2007			
	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q		
Sales	245	145	236	196	319	197	217	254		
Cost of sales	147	102	135	110	175	134	139	148		
Gross profit	97	43	100	86	144	62	77	106		
Gross profit margin	39.7%	29.6%	42.5%	44.0%	45.2%	31.6%	35.9%	41.8%		
Personnel costs	23	16	15	15	41	17	18	19		
Sales promotion and advertising expenses	23	16	30	29	33	25	30	26		
General expenses	19	20	23	18	25	21	22	22		
Total SG&A expenses	66	53	69	63	100	64	70	68		
Operating income	31	-10	30	23	43	-2	6	38		
Operating income margin	12.6%	-7.3%	12.9%	11.7%	13.6%	-1.3%	3.2%	15.1%		

FY ended March '07 Consolidated business results in detail

—By segment—

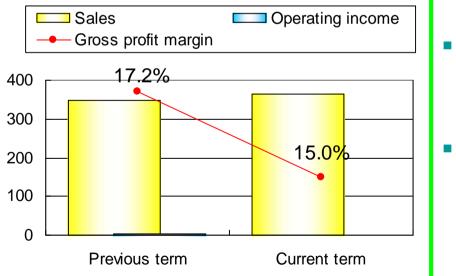




#### 3rd quarter Digest of PC segment



	Previous term	Current term	Change
Sales	349	363	+14
Operating income	3	-0	-4
Operating income margin	1.1%	-0.1%	-1.2%



- Sales in the Package Communication segment moved steadily, increasing by 1.4 billion yen year-on-year.
- However, the gross profit margin decreased due to a decline in sales of our label products, which command a high profit ratio. As a result, operating income decreased by 400 million yen year-on-year.

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# **3rd quarter** PC segment Breakdown of music label sales

	(	CD album	S	(	CD singles			DVDs		
New title	Previous term	Current term	Of which, new artists	Previous term	Current term	Of which, new artists	Previous term	Current term	Of which, new artists	
Number of titles	222	305	11	175	193	11	46	56	-	
Volume	7,642	6,259	88	8,744	7,219	145	1,058	856	-	
(thousand)	34	20	8	49	37	13	23	15	-	
Value	14,072	12,238	136	6,436	5,970	129	2,484	2,201	-	
(million yen)	63	40	12	36	30	11	54	39	-	
Unit price (yen)	1,841	1,955	1,550	736	827	890	2,348	2,571	-	
Previous/current terms' totals are on P.17										

PC segment breakdown of sales To music label (1)

Unit: million	yen								
Sales of old titles	3,394	3,102	-	266	167	-	606	876	-
Total sales	17,467	15,341	) (	6,703	6,138	$\mathbf{b}$	3,091	3,078	-

Figures below volume and value columns represent volume and value per title.

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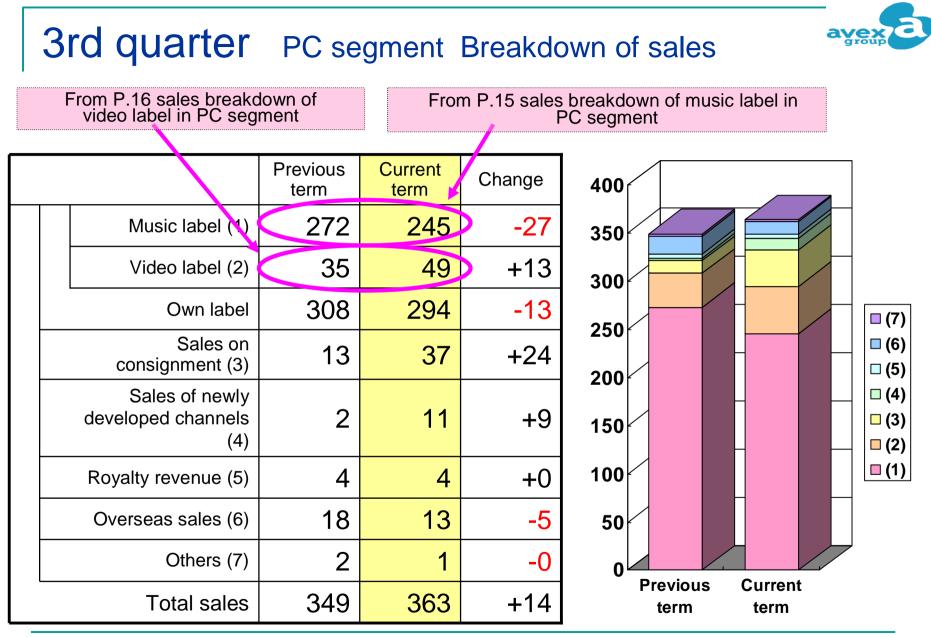
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# **3rd quarter** PC segment Breakdown of video label sales

	DV	Ds	CD al	bums	CD si	ngles				
New title	Previous term	Current term	Previous term	Current term	Previous term	Current term				
Number of titles	227	383	32	44	24	29				
Volume (thousand)	657	883	146	267	161	138				
	2	2	4	6	6	4				
Value	2,388	3,735	267	470	130	118				
(million yen)	10	9	8	10	5	4				
Unit price (yen)	3,634	4,227	1,830	1,759	809	858				
Unit: million yer	Previous/current terms' totals are on P.17 PC segment breakdown of sales To music label (2)									
Sales of old titles	624	527	135	66	17	15				
Total sales	3,012	4,262	403	537	148	134				

Figures below volume and value columns represent volume and value per title.



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# 3rd quarter PC segment Comparative income statement

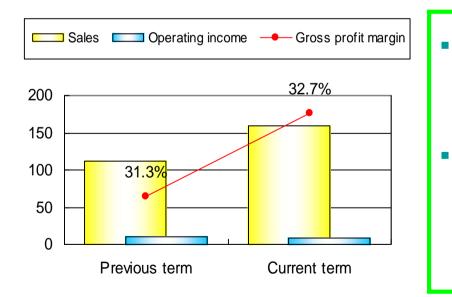
3Q cumulative	Previous term	Current term	Change	Percentage change
Sales	349	363	+14	+4.1%
Cost of sales	289	309	+19	+6.9%
Gross profit	60	54	-5	-9.1%
Gross profit margin	17.2%	15.0%	-2.2%	-
Personnel costs	11	12	+1	+14.3%
Sales promotion and advertising expenses	12	11	-0	-8.0%
General expenses	18	17	-0	-4.8%
GMF	14	13	-0	-5.2%
Total SG&A expenses	56	55	-0	-1.8%
Operating income	3	-0	-4	-
Operating income margin	1.1%	-0.1%	-1.2%	-



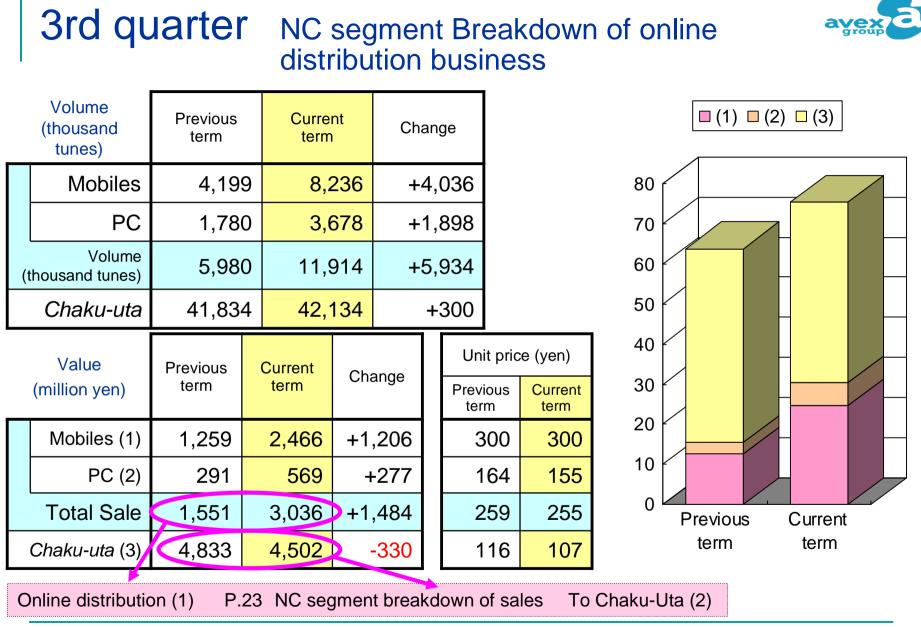
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### **3rd quarter** Digest of NC segment

	Previous term	Current term	Change
Sales	112	160	+48
Operating income	10	9	-0
Operating income margin	8.9%	5.9%	-3.0%



- Sales increased by 4.8 billion yen due to steady development mainly in the paid online distribution service and membership business "mu-mo<sup>®</sup>." This <u>contributed to a 1.5 billion yen increase in profit</u>.
- SG&A expenses increased by 1.7 billion yen due to heightened sales promotion and advertising expenses aimed at expanding the membership business and similar operations. Consequently, operating income remained unchanged year-onyear.



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## **3rd quarter** NC segment Breakdown of membership business

Unit price (yen)

Current

316

308

228

300

Previous

327

301

256

284

Membership (thousand people)							
		Year- on-year	End of previous term	increase	decrease	End of current term	Change
	mu-mo	388	571	1,517	1,206	882	+494
	FC	275	308	266	219	355	+79
	Mobiles	290	263	99	305	58	-232
	Membership	954	1,143	1,883	1,730	1,296	+342

Current

term

2,350

951

441

3,743

Change

+1,760

+470

-521

+1,709

Previous

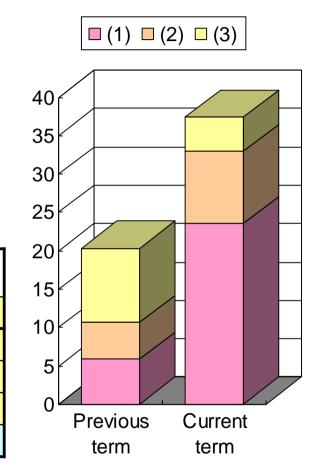
term

589

481

963

2,034



P.23 NC segment breakdown of sales To membership business (4)

Value

(million yen)

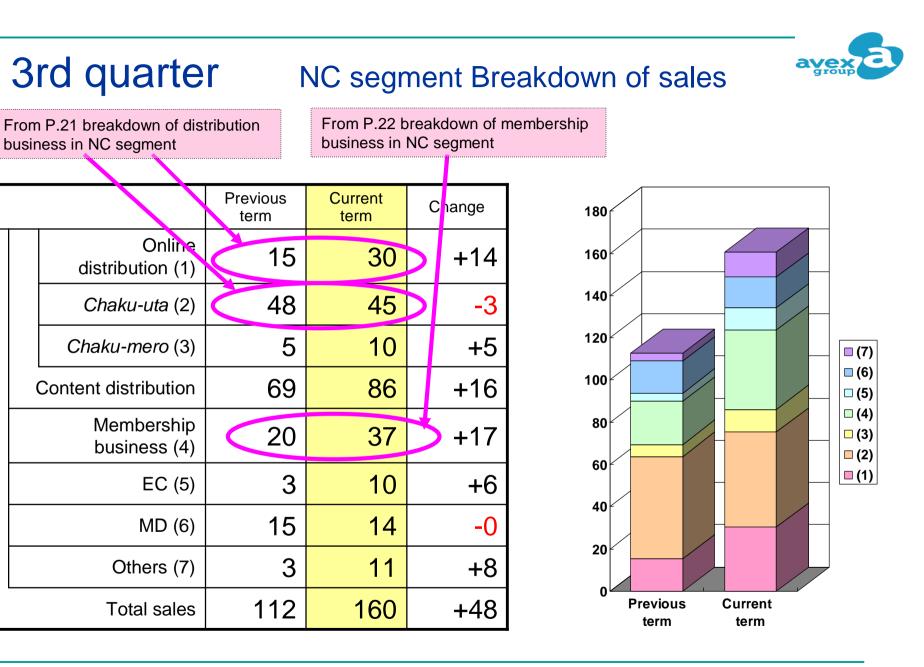
mu-mo(1)

Mobiles(3)

**Total Sale** 

FC(2)

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# **3rd quarter** NC segment Comparative income statement

3Q cumulative	Previous term	Current term	Change	Percentage change
Sales	112	160	+48	+42.9%
Cost of sales	77	108	+31	+40.1%
Gross profit	35	52	+17	+49.1%
Gross profit margin	31.3%	32.7%	+1.4%	-
Personnel costs	7	10	+2	+29.0%
Sales promotion and advertising expenses	4	13	+9	+223.4%
General expenses	8	10	+2	+29.1%
GMF	4	8	+3	+73.5%
Total SG&A expenses	25	43	+17	+70.9%
Operating income	10	9	-0	-5.8%
Operating income margin	8.9%	5.9%	-3.0%	-

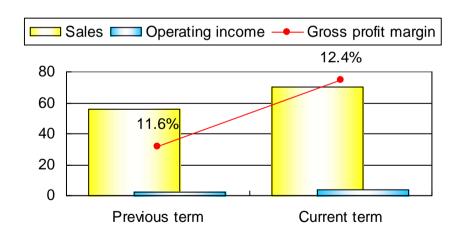




### 3rd quarter Digest of LC segment



	Previous term	Current term	Change
Sales	56	70	+14
Operating income	2	4	+1
Operating income margin	5.3%	5.8%	+0.5%



- Larger attendances for live concerts by our artists and the "a-nation" outdoor live event contributed to a 1.4 billion yen increase in sales.
- Operating income increased by 100 million yen.

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#### 3rd quarter LC segment Breakdown of sales

	V	/ithin th	e grou	р			Out	side the gr	oup
	Previous term	Curr ter		Cha	nge		evious erm	Current term	Change
Number of tickets (thousand)	501		624	+	123		21	18	-2
Value (million yen)	3,468	3 <mark>5,</mark>	005	+1,	537	$\smile$	191	197	+6
Unit price (including funds from supporting companies)	6,922	2 8,	011	+1,	089		9,095	10,620	+1,525
Events (contrac product	Pr oup (1) oup (2) endent luction) ted-out	balance is revious term 49 3 53 3 56	Curre term	ent	Char +		70 60 50 40 30 20 10 0		(3) (2) (1)

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### **3rd quarter** LC segment Comparative income statement

3Q cumulative	Previous term	Current term	Change	Percentage change
Sales	56	70	+14	+26.3%
Cost of sales	49	62	+12	+25.1%
Gross profit	6	8	+2	+35.1%
Gross profit margin	11.6%	12.4%	+0.8%	-
Personnel costs	1	1	+0	+28.2%
Sales promotion and advertising expenses	-	0	+0	-
General expenses	1	1	+0	+37.7%
GMF	0	1	+0	+34.0%
Total SG&A expenses	3	4	+1	+33.7%
Operating income	2	4	+1	+37.1%
Operating income margin	5.3%	5.8%	+0.5%	-

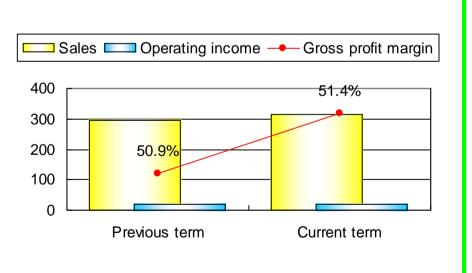






#### 3rd quarter Digest of CC segment

	Previous term	Current term	Change
Sales	296	315	+19
Operating income	21	21	+0
Operating income margin	7.3%	6.9%	-0.4%

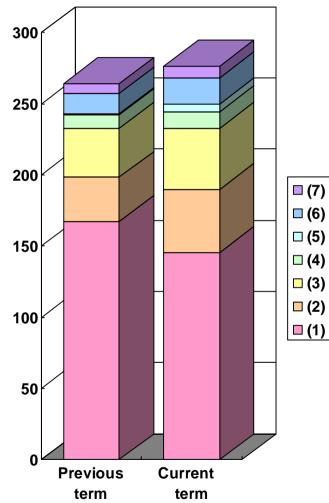


- Sales increased by 1.9 billion yen due to increased royalty revenues from the online distribution service in the NC segment and artist-related revenue, including CM guarantees, <u>contributing to a 1.1 billion</u> yen increase in profit.
- However, SG&A expenses including personnel, sales promotion and advertising costs, increased by 1.1 billion yen, which contributed to a decrease in profit. Consequently, operating income remained unchanged year-on-year.



#### **3rd quarter** CC segment Breakdown of music-related sales

Music-related	Previous term	Current term	Change	
Package (1)	167	145	-21	
Online distribution (2)	30	44	+13	
Copyright royalty (3)	34	42	+8	
Other royalties (4)	9	11	+2	
Royalty revenue	242	244	+2	
Package sales (5)	0	5	+4	
Artist-related (6)	14	18	+4	
Production and others (7)	7	8	+0	
Total sales	264	276	+12	

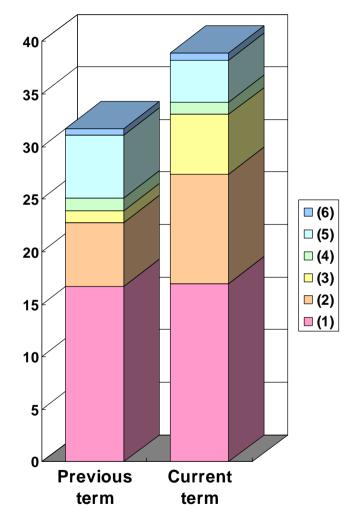


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#### **3rd quarter** CC segment Breakdown of video-related sales

Video-related	Previous term	Current term	Change
Animation packages (1)	16	17	+0
Movies and other packages (2)	6	10	+4
Multi-use (3)	1	5	+4
Royalty revenue	23	33	+9
Distribution revenue (4)	1	1	-0
Package sales (5)	6	3	-2
Others (6)	0	0	+0
Total sales	31	38	+7



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#### **3rd quarter** CC segment Comparative income statement

3Q cumulative	Previous term	Current term	Change	Percentage change
Sales	296	315	+19	+6.6%
Cost of sales	145	153	+7	+5.5%
Gross profit	150	162	+11	+7.7%
Gross profit margin	50.9%	51.4%	+0.5%	-
Personnel costs	22	26	+4	+20.5%
Sales promotion and advertising expenses	60	57	-2	-4.6%
General expenses	18	23	+5	+27.1%
GMF	28	32	+4	+16.4%
Total SG&A expenses	129	140	+11	+8.9%
Operating income	21	21	+0	+0.5%
Operating income margin	7.3%	6.9%	-0.4%	-



#### [Reference] CC segment plus PC segment

#### $\Rightarrow$ Music-related plus video-related

	Music-related			
	Previous term	Current term	Change	
Sales	407	436	+29	
Cost of sales	208	229	+21	
Gross profit	198	207	+8	
Gross profit margin	48.8%	47.4%	-1.3%	
Personnel costs	28	33	+4	
Sales promotion and advertising expenses	62	56	-6	
General expenses	33	35	+2	
GMF	38	41	+3	
Total SG&A expenses	162	166	+3	
Operating income	36	40	+4	
Operating income margin	8.8%	9.3%	+0.5%	

	Video-related				
	Previous term	Current term	Change		
Sales	45	59	+13		
Cost of sales	33	49	+16		
Gross profit	11	9	-2		
Gross profit margin	26.0%	15.8%	-10.2%		
Personnel costs	5	6	+1		
Sales promotion and advertising expenses	9	12	+2		
General expenses	3	4	+1		
GMF	4	5	+0		
Total SG&A expenses	22	28	+6		
Operating income	-10	-19	-9		
Operating income margin	-23.2%	-33.0%	-9.8%		

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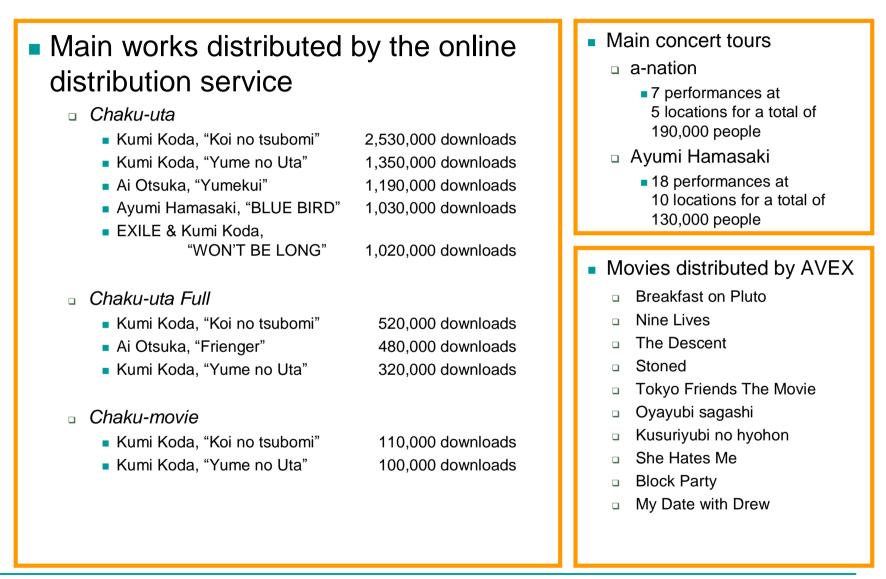
#### Main contributors to sales in each music business-1



<ul> <li>Main CD singles         <ul> <li>Kumi Koda, "4 hot wave (I'll be there /Ningyo-hime/JUICY/With your smile)"</li> <li>Kumi Koda, "Yume no Uta/Futari de …"</li> <li>Kumi Koda, "Koi no tsubomi"</li> </ul> </li> <li>Main CD albums         <ul> <li>Kumi Koda, "Black Cherry"</li> <li>Ayumi Hamasaki, "Secret"</li> <li>MEGARYU, "Garyusenpu"</li> </ul> </li> <li>Main music DVDs         <ul> <li>Kumi Koda, "LIVE TOUR 2005 -first things-deluxe edition"</li> <li>Ai Otsuka, "LOVE COOK Tour 2006"</li> </ul> </li> <li>Main video DVDs         <ul> <li>"Tokyo Friends The Movie Standard Edition"</li> <li>"Amazing Nuts!"</li> <li>"RIZE"</li> </ul> </li> <li>Main contracted-out products         <ul> <li>HY "Confidence"</li> <li>Aoi Teshima, "Teru no Uta"</li> </ul> </li> </ul>	489,000 copies 419,000 copies 389,000 copies 1,460,000 copies 804,000 copies 292,000 copies 141,000 copies 130,000 copies 33,000 copies 33,000 copies 33,000 copies 277,000 copies	<ul> <li>Artists who debuted during the period from April 2006 to December 2006</li> <li>2BACKKA</li> <li>Blog 27</li> <li>EVANS BLUE</li> <li>FATMAN SCOOP</li> <li>kaede</li> <li>Rock-senti</li> <li>Ossan</li> <li>Saiyumeimei</li> <li>Ataru Nakamura</li> </ul>
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### Main contributors to sales in each music business-2







3rd quarter of financial year ending March 2007

# Full-year forecast Digest of consolidated financial results



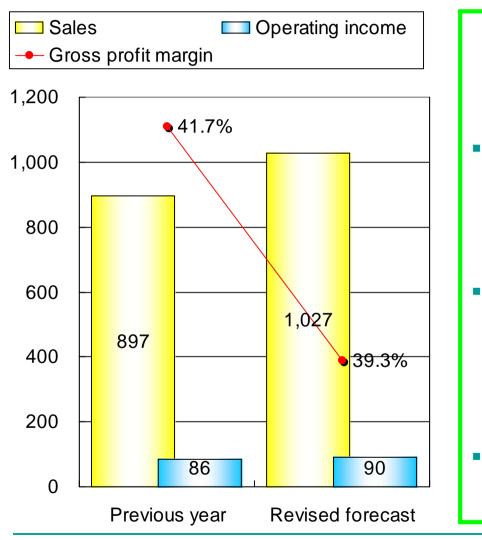
No modification was made to the forecast released at the time financial results were announced for the six month period ended Sept. 30, 2006.

While sales are expected to reach <u>102.7 billion yen (+12.9 billion yen year-on-year)</u>, current net income is expected to be <u>3.7 billion yen (a decrease of 700 million yen year-on-year)</u> due to an increase in loss on investments by the equity method and so on.

Full year	Previous term actual	Revised forecast	Change
Sales	897	1,027	+129
Operating income	86	90	+3
Operating income margin	9.6%	8.8%	-0.8%
Ordinary income	90	84	-6
Net income	44	37	-7



#### Full-year forecast Summary of consolidated financial results



No modification was made to the forecast released at the time financial results were announced for the six month period ended Sept. 30, 2006.

- Due to the effect of a sales increase of 12.9 billion yen, profit increased by 5.1billion yen. However, as a result of a 2.4% rise in cost rate, profit decreased by 2.1 billion yen, which led to an increase of 3 billion yen in profit.
  - In SG&A expenses, there was a decrease factor totaling 2.6 billion ven due to an increase in employees and sales promotion expenses. This was caused by the enhancement of new businesses, such as the music distribution business and the visual content business.
- Operating income is expected to increase by 14.4% year-on-year to 9 billion yen (an increase of 0.4 billion yen).

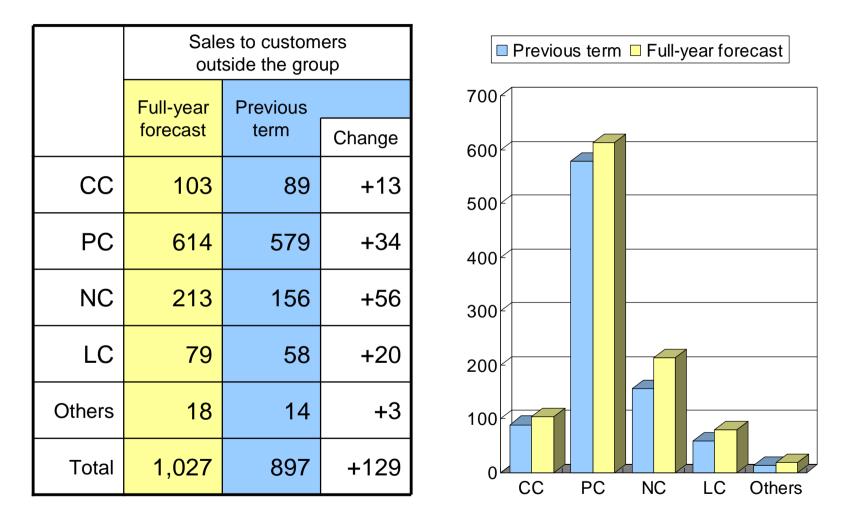


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# Full-year forecast Summary of components of our consolidated segments

	Full-year forecast		Previous term			
	Sales	Operating Profit	Sales	Operating Profit	Sales Variance	O.P. Variance
CC	510	55	474	60	+35	-5
PC	619	14	581	11	+37	+2
NC	224	12	163	10	+60	+1
LC	86	4	66	1	+19	+2
Others	33	3	23	-0	+9	+3
Total	1,472	88	1,309	84	-	-
Elimination and corporate	-445	2	-411	1	-	-
Consolidated	1,027	90	897	86	+129	+3

#### Full-year forecast Sales to customers outside the group by business segment



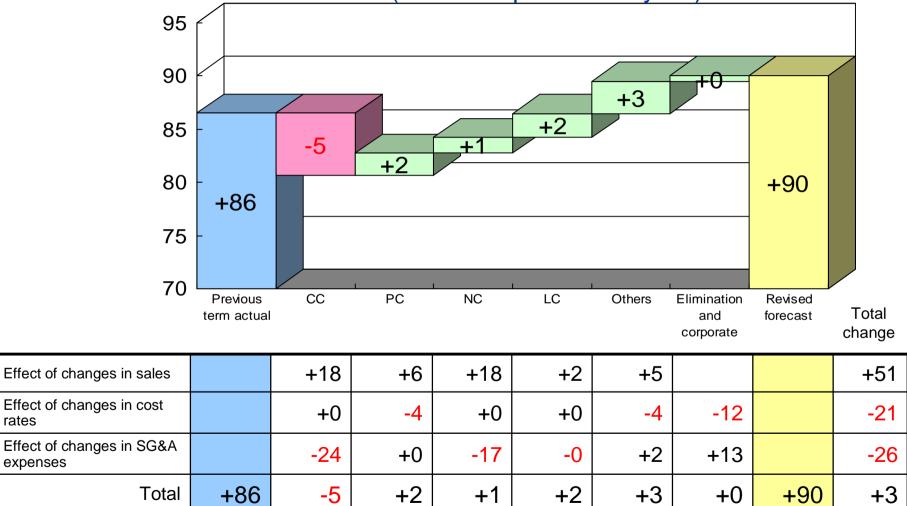
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#### Full-year forecast Increase/decrease factors of consolidated operating income (vs. same period last year)



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#### Full-year forecast Consolidated comparative income statement

Full year	Previous term actual	Full-year forecast	Change	Percentage change
Sales	897	1,027	+129	+14.4%
Cost of sales	523	623	+99	+19.0%
Gross profit	374	404	+29	+8.0%
Gross profit margin	41.7%	39.3%	-2.4%	-
Personnel costs	89	95	+5	+6.4%
Sales promotion and advertising expenses	109	130	+20	+18.3%
General expenses	88	89	+0	+0.6%
Total SG&A expenses	287	314	+26	+9.1%
Operating income	86	90	+3	+4.0%
Operating income margin	9.6%	8.8%	-0.8%	-

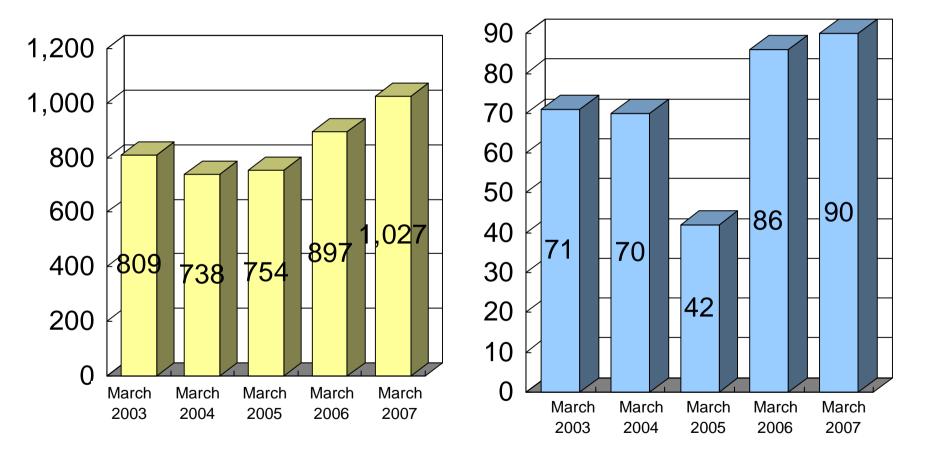


## Full-year forecast Consolidated results-1



Consolidated sales

Consolidated operating income



## Full-year forecast Consolidated results-2



#### Selling, general & administrative expenses

#### Advertising expenses Personnel costs General expenses Gross profit margin --- Operating income margin 41 7% 45.0% 350 39.5% 39.3% 39.3% 40.0% 35.9% 300 35.0% 89 30.0% 250 88 25.0% 72 200 74 71 95 20.0% 89 150 61 15.0% 9.6% 9.5% 8.8% 8.8% 65 70 10.0% 5.7% 100 5.0% 130 113 09 50 82 84 0.0% March March March March March 0 2003 2004 2005 2006 2007 March March March March March 2003 2004 2005 2006 2007

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**Profit margins** 



## 4th quarter plan New releases in each music business

<ul> <li>Release in February Ayumi Hamasa</li> <li>Release in March Ai Otsuka "I am</li> <li>Release in March Ai Otsuka "I am</li> <li>Release in March Mumi Koda "BE –BOUNCE &amp; Lo</li> <li>Release in March m-flo "COSMIC</li> <li>Main CD single releases</li> <li>Release in January Release in February Release in February Ai Otsuka "CHU</li> <li>Release in March Mumi Koda "BU</li> <li>Release in March Ai Otsuka "I am</li> <li>Release in January Ai Otsuka "CHU</li> <li>Release in January Ai Otsuka "I am</li> </ul>	<ul> <li>Release in February SATOMI<sup>(*)</sup> "Diamondlily"</li> <li>Release in March HY "HY 2006 KUMAKARA" AMAE TOURJ</li> <li>Main video DVD releases</li> <li>Release in January "Oyayubi Sagashi"</li> <li>Release in March "Tada, Kimi wo Aishiteru"</li> <li>Release in March "Initial D Fourth Stage DVD BOX"</li> <li>Main movies to be distributed</li> <li>On screen in January "Shooting Dogs"</li> <li>On screen in February "Sakebi"*</li> <li>On screen in March "The Blue Wolf, To the Ends of the Earth and Sea"*</li> <li>* Sales will be booked in the next fiscal term.</li> <li>Main concert tours</li> <li>Held from January to February: Kumi Koda 22 performances at 19 locations</li> <li>Held in March:</li> </ul>
	UMI LIVE TOUR



# Industry Environment Statistical Data



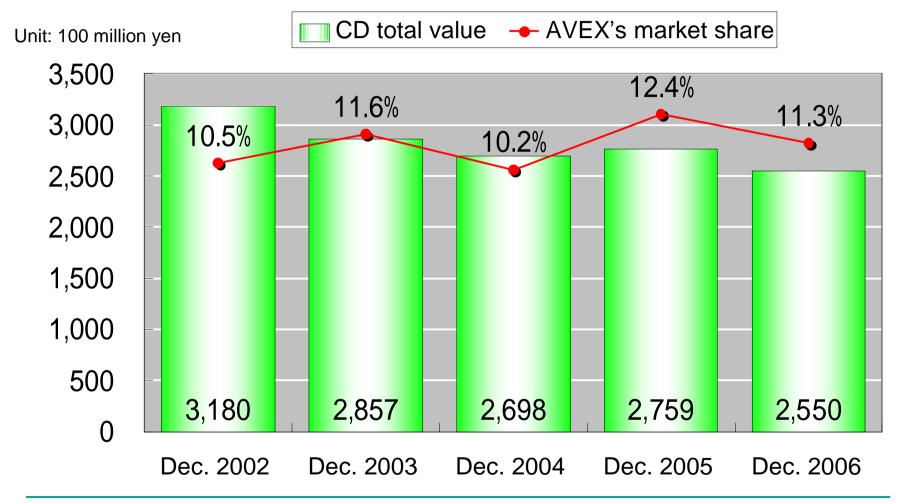
## 3rd quarter of financial year ending March 2007

•The following statistical data was obtained by totaling the figures disclosed monthly by each organization.

### Statistical data published by the Recording Industry Association of Japan (RIAJ): Music record output



CD Total (value): Cumulative total from April to December for each fiscal year



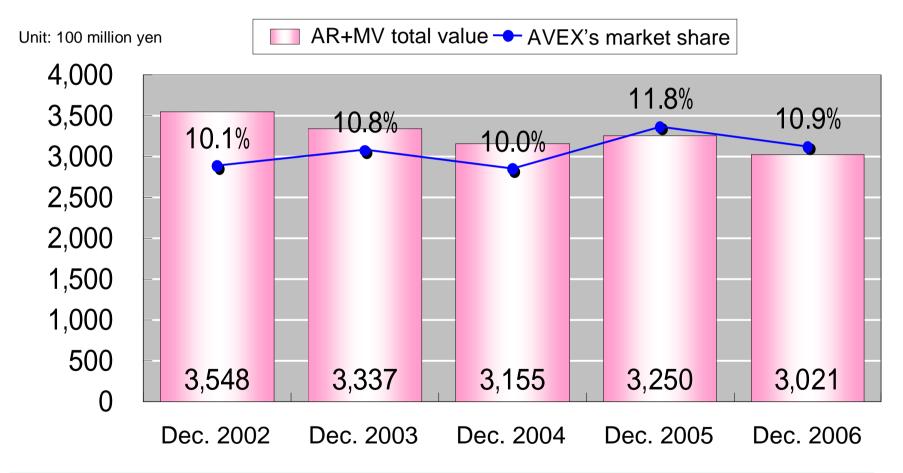


## Statistical data published by RIAJ: Music record output



Audio record plus music video (value):

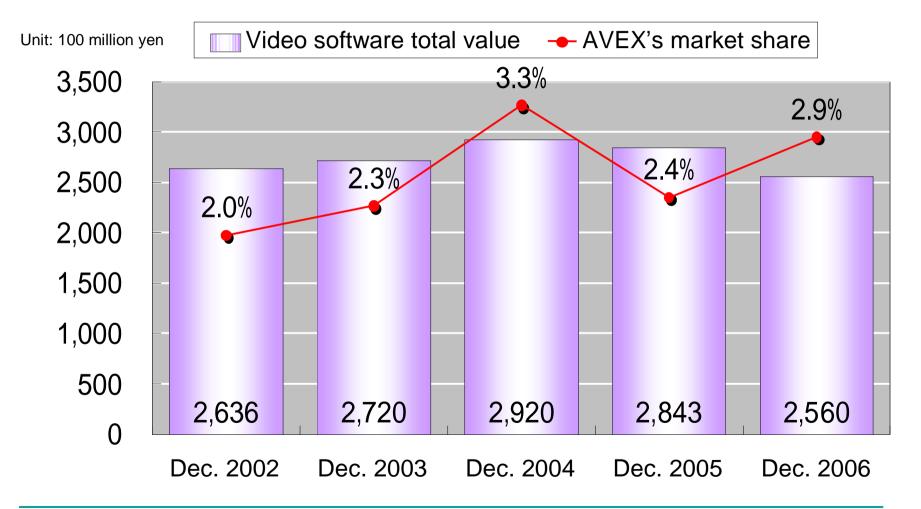
Cumulative total from April to December for each fiscal year



### Statistical data published by RIAJ: Music record output



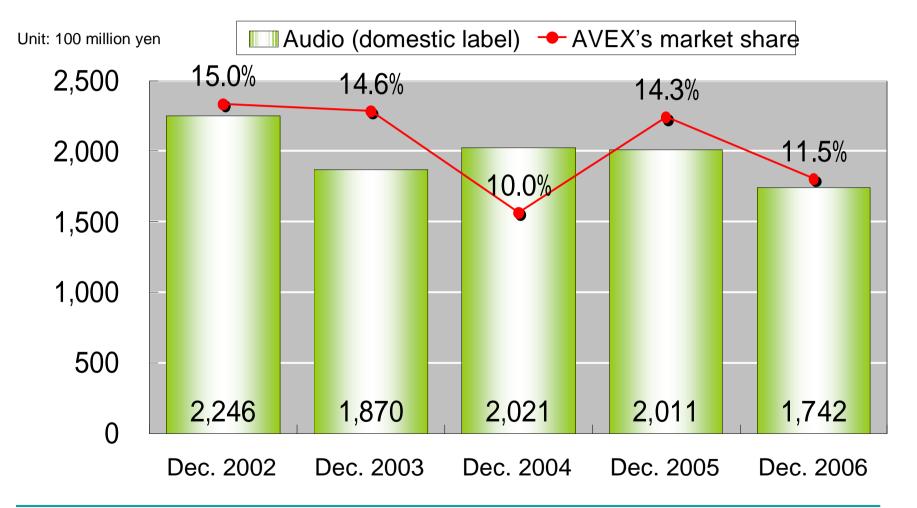
Video software total (value): Cumulative total from April to December for each fiscal year



# Statistical data published by Oricon: Sales by music production company



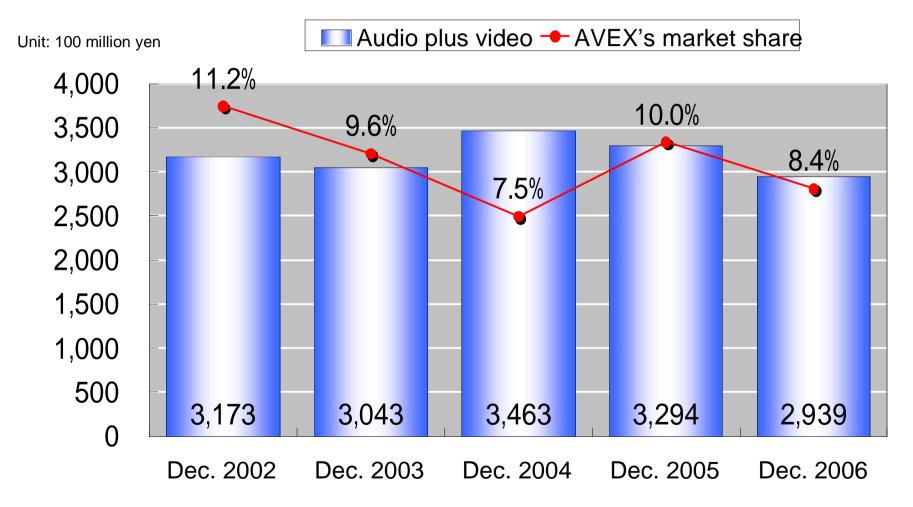
Audio [domestic label]: Cumulative total from April to December for each fiscal year



# Statistical data published by Oricon: Sales by music production company

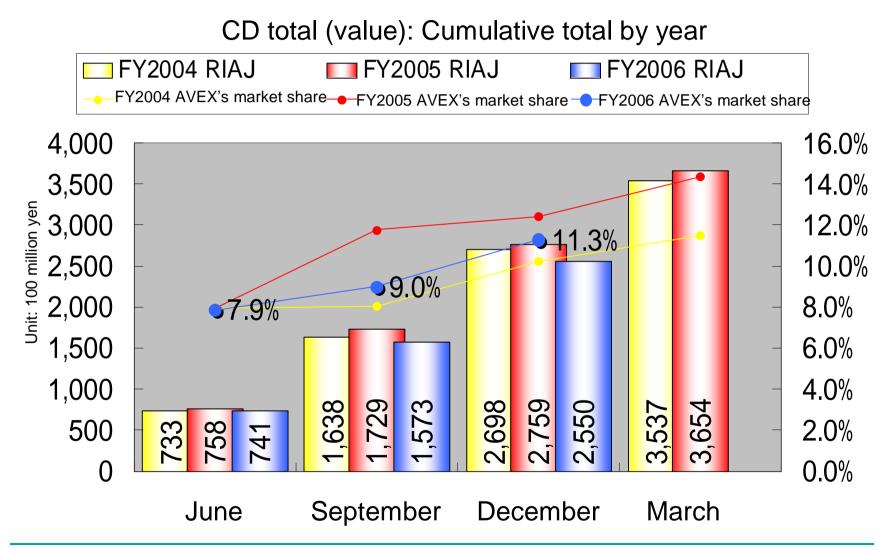


Audio plus video: Cumulative total from April to December for each fiscal year



### Statistical data published by RIAJ: Music record output

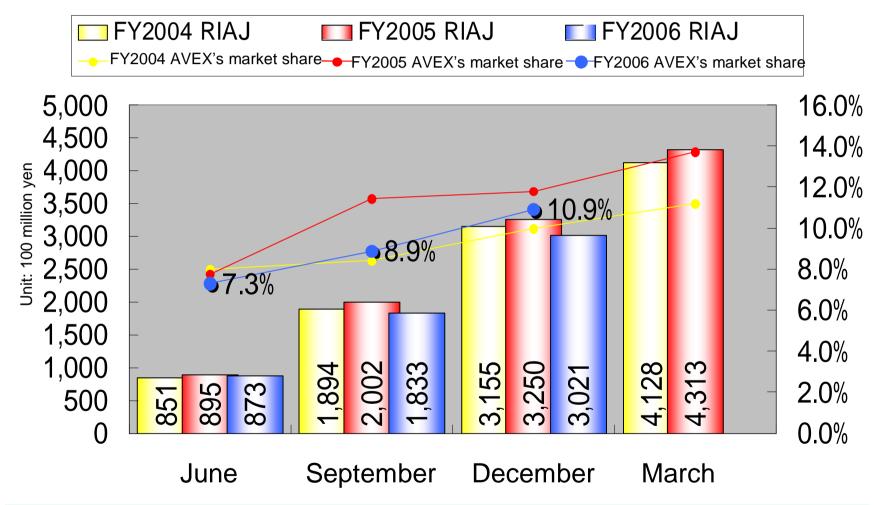


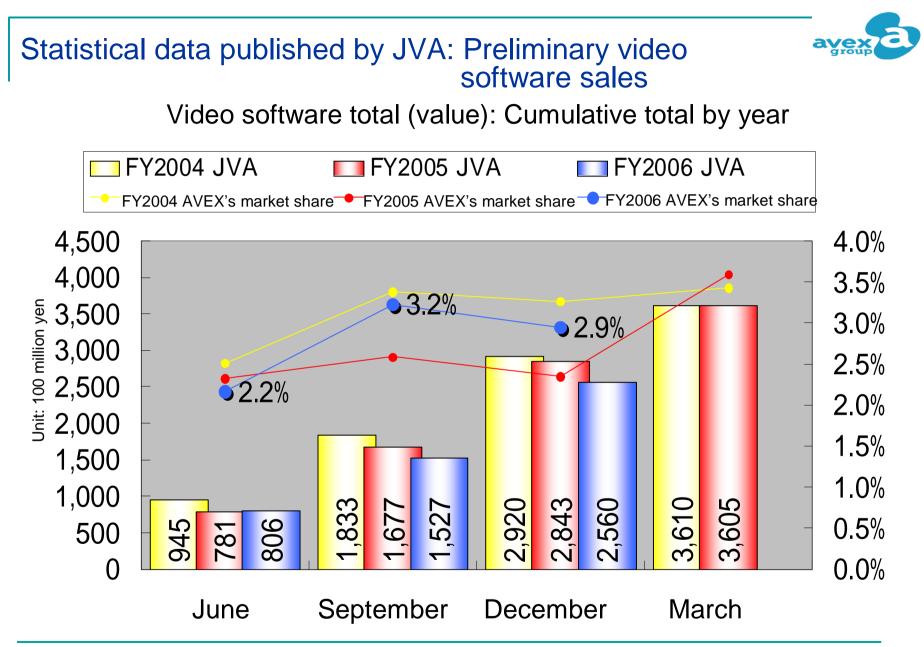


### Statistical data published by RIAJ: Music record output

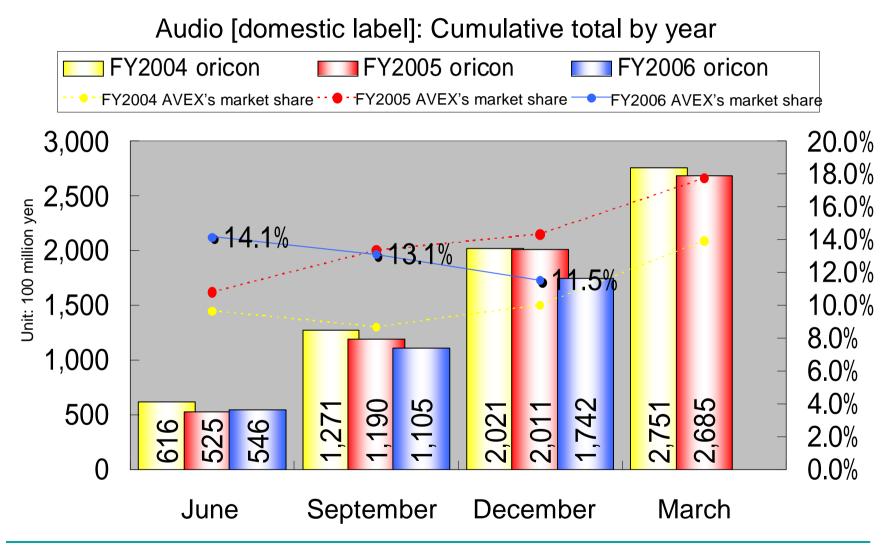


#### Audio plus video(Value): Cumulative total for the last 12 months





# Statistical data published by Oricon: Sales by music production company

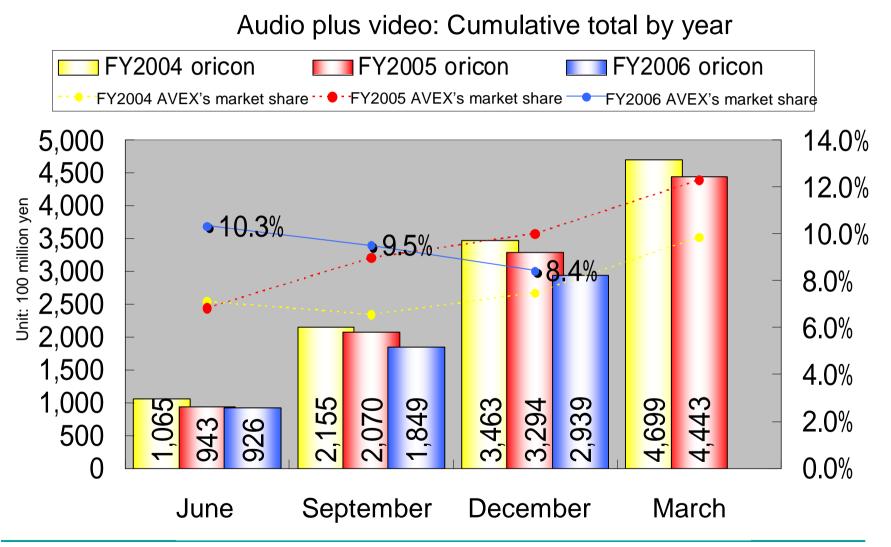


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# Statistical data published by Oricon: Sales by music production company



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