



3rd Quarter Results 2014

November 11, 2014
ASATSU-DK Inc. (Code: 9747)

<Disclaimer>

Forecasts and projections in this document are based upon assumptions and information that we believe are reasonable as of this date when this document was prepared, including those subject to risks, uncertainties and other factors that may cause actual results to differ materially from those projected.

<Currency unit that is used in this document>

Unless specifically noted, all figures are described in millions of the Japanese Yen with figures smaller than one million rounding down. Therefore, sums may not equal the total or the subtotals.

<Definition of the terms in this document>

Operating Margin	: Operating Income/Gross Profits
Domestic subsidiaries	: Domestic subsidiaries that are included in the consolidated accounting
Chinese subsidiaries	: Subsidiaries in the greater China including Taiwan and Hong Kong that are included in the consolidated accounting.
Asia, Europe and US subsidiaries	: Subsidiaries in Asia, excluding China, Europe and the North America that are included in the consolidated accounting.
Digital Media	: The Internet and mobile-related media (Note: Digital solutions such as Web creation are included in "Marketing & Promotion")
OOH Media	: Out-of-Home media such as transportation, outdoor advertising and insertions.
Marketing & Promotion	: Marketing, Communication Planning, Promotion, Events, PR, Exposition events and Digital Solutions, etc.



Consolidated Performance
2014 January - September

Consolidated P/L



	2013 Jan - Sep	2014 Jan - Sep	Increase (Decrease)	Y-on-Y Change	(Reference) FY2014 Forecast	Y-on-Y Change
Gross Billings	253,646	258,293	4,647	+1.8%	348,800	+1.8%
Gross Profit	33,244	35,723	2,478	+7.5%	47,550	+5.4%
Gross Profit Ratio	13.1%	13.8%			13.6%	
SG&A Expenses	(32,171)	(33,141)	970	+3.0%	(43,850)	+0.3%
(Staff Cost)	(22,141)	(22,471)	330	+1.5%	(28,930)	-1.9%
Operating Income	1,073	2,581	1,508	+140.5%	3,700	+167.5%
Ordinary Income	2,983	4,689	1,705	+57.2%	5,600	+29.4%
Income before Income taxes and Minority Interests	1,306	3,780	2,474	+189.4%	4,290	-23.4%
Net Income	478	1,920	1,441	+301.1%	2,770	-19.2%
Operating Margin	3.2%	7.2%			7.8%	
Staff Cost / Gross Profit	66.6%	62.9%			60.8%	

Consolidated P/L (by region)



Upper: FY Forecast Lower: vs PY	Gross Billings	Gross Profit	Operating Income	Operating Margin	Ordinary Income	Net Income
ADK	225,754 +2.5%	26,029 +8.3%	2,432 +102.8%	9.3%	4,391 +38.5%	2,228 +114.3%
11 subsidiaries in Japan *1	39,838 +5.5%	5,900 +8.8%	(232) -	-	(153) -	(545) -
8 subsidiaries in Greater China *2	9,223 -19.8%	1,915 -11.0%	89 -70.5%	4.7%	202 -45.5%	148 -51.3%
18 subsidiaries In Asia, Europe and USA *3	13,220 +9.4%	2,262 +17.8%	280 +11.0%	12.4%	513 +10.1%	411 +4.1%
Consolidation Adjustment	(29,742)	(383)	12	-	(265)	(322)
Total	258,293 +1.8%	35,723 +7.5%	2,581 +140.5%	7.2%	4,689 +57.2%	1,920 +301.1%

* 1 included three subsidiaries that were newly consolidated in 2014

* 2 included one subsidiary that were newly consolidated in 2014

* 3 included five subsidiaries that were newly consolidated in 2014

(Please refer to Appendix for the list of consolidated subsidiaries)

Gross Billings



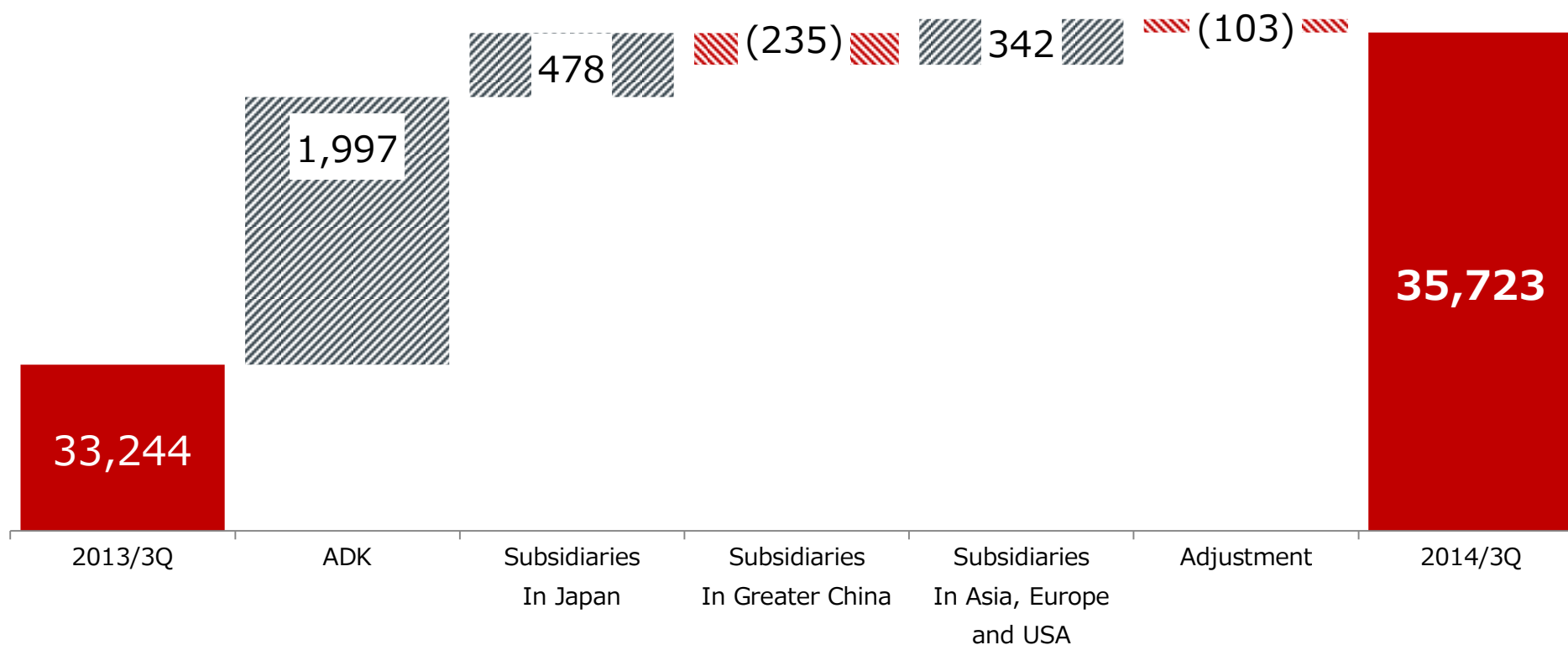
	2013 Jan-Sep	2014 Jan-Sep	Increase (Decrease)	Y-o-Y Change
Gross Billings	253,646	258,293	4,647	+1.8%



Gross Profit



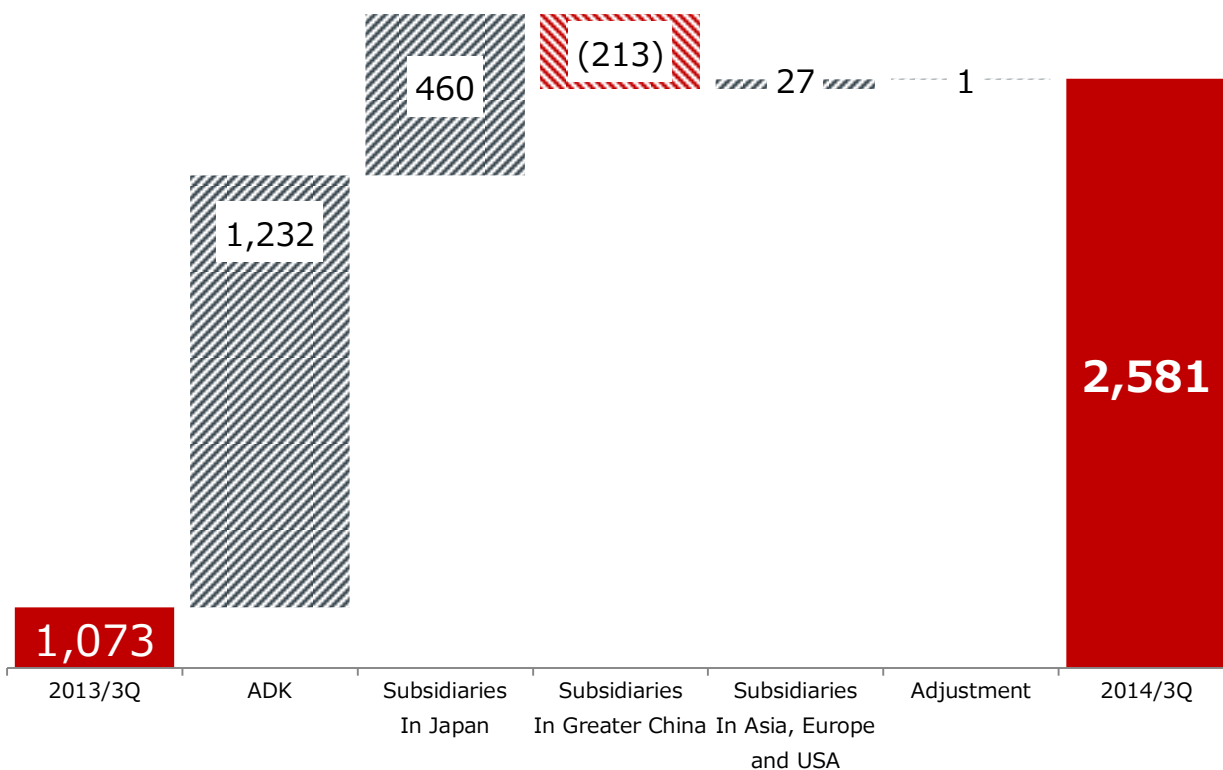
	2013 Jan-Sep	2014 Jan-Sep	Increase (Decrease)	Y-o-Y Change
Gross Profit	33,244	35,723	2,478	+7.5%
Gross Profit Ratio	13.1%	13.8%		



Operating Income



	2013 Jan-Sep	2014 Jan-Sep	Increase (Decrease)	Y-o-Y Change
SG&A Expenses	(32,171)	(33,141)	970	+3.0%
(Staff Cost)	(22,141)	(22,471)	330	+1.5%
Operating Income	1,073	2,581	1,508	+140.5%



◆ Operating Margin

	2012	2013	2014
Jan-Sep	6.2%	3.2%	7.2%
(Reference) Jan-Dec	6.9%	3.1%	—

◆ Staff Cost/Gross Profit

	2012	2013	2014
Jan-Sep	63.8%	66.6%	62.9%
(Reference) Jan-Dec	62.5%	65.4%	—

Operating Income ~ Net Income



	2013 Jan-Sep	2014 Jan-Sep	Increase (Decrease)	Y-o-Y Change
Operating Income	1,073	2,581	1,508	+140.5%
Non-Operating Income	1,981	2,280		
Non-Operating Expenses	71	173		
Ordinary Income	2,983	4,689	1,705	+57.2%
Extraordinary Income	1,050	1,115		
Extraordinary Loss	2,727	2,023		
Income before Income taxes and Minority Interests	1,306	3,780	2,474	+189.4%
Income taxes	811	1,760		
Minority interests in income	15	99		
Net Income	478	1,920	1,441	+301.1%

Consolidated B/S



Assets	2013/12	2014/9	Increase (Decrease)
Current Assets			
Cash and Deposits	25,554	26,245	690
Notes and Accounts Receivable-trade	81,659	77,440	(4,219)
Short-term Investment Securities	11,371	10,487	(884)
Inventories	8,469	8,948	479
Other	2,391	2,826	434
Allowance for Doubtful Accounts	(514)	(695)	(180)
Total Current Assets	128,932	125,252	(3,679)
Noncurrent Assets			
Property, Plant and Equipment	3,392	4,810	1,418
Intangible Assets	2,132	1,708	(423)
Investments and Other Assets			
Investment Securities	84,829	82,257	(2,572)
Other	9,694	9,317	(377)
Allowance for Doubtful Accounts	(810)	(721)	89
Total Investments and Other Assets	93,713	90,852	(2,860)
Total Noncurrent Assets	99,238	97,372	(1,866)
Total Assets	228,170	222,624	(5,545)
Equity Ratio	56.9%	56.0%	-0.9pts

Liabilities	2013/12	2014/9	Increase (Decrease)
Current Liabilities			
Notes and Accounts Payable-trade	65,997	65,823	(173)
Other	10,083	10,508	424
Total Current Liabilities	76,080	76,331	251
Noncurrent Liabilities			
Long-term Loans Payable	82	—	(82)
Provision	18,802	17,922	(879)
Other	2,232	2,872	640
Total Noncurrent Liabilities	21,116	20,795	(321)
Total Liabilities	97,197	97,126	(70)

Net Assets	2013/12	2014/9	Increase (Decrease)
Shareholders' Equity			
Capital Stock	37,581	37,581	—
Capital Surplus	11,982	11,982	(0)
Retained Earnings	44,303	40,483	(3,820)
Treasury stock	(651)	(581)	69
Total Shareholder's Equity	93,216	89,465	(3,750)
Valuation and Translation Adjustments			
Valuation Difference on Available-for-sale Securities	35,142	33,531	(1,611)
Deferred Gains or Losses on Hedges	1	(1)	(2)
Foreign Currency Translation Adjustment	1,513	1,766	253
Total Valuation and Translation Adjustments	36,657	35,296	(1,360)
Subscription rights to shares	21	35	14
Minority Interests	1,077	699	(377)
Total Net Assets	130,972	125,497	(5,474)
Total Liabilities and Net Assets	228,170	222,624	(5,545)



Appendix

Business Trend and Forecast



Consolidated	2012			2013						2014					
	1-3Q	4Q	Full Year	1-3Q		4Q		Full Year		1-3Q		4Q (balance)		Full Year	
	Actual	Actual	Actual	Actual	Y-on-Y	Actual	Y-on-Y	Actual	Y-on-Y	Actual	Y-on-Y	Forecast	Y-on-Y	Forecast	Y-on-Y
Gross Billings	260,268	90,553	350,822	253,646	-2.5%	89,140	-1.6%	342,786	-2.3%	258,293	+1.8%	90,506	+1.5%	348,800	+1.8%
Gross Profit	34,083	12,085	46,169	33,244	-2.5%	11,859	-1.9%	45,104	-2.3%	35,723	+7.5%	11,826	-0.3%	47,550	+5.4%
GP Ratio	13.1%	13.3%	13.2%	13.1%		13.3%		13.2%		13.8%		13.1%		13.6%	
SG&A Exp	(31,961)	(11,031)	(42,993)	(32,171)	+0.7%	(11,550)	+4.7%	(43,721)	+1.7%	(33,141)	+3.0%	(10,708)	-7.3%	(43,850)	+0.3%
(Staff Cost)	(21,731)	(7,106)	(28,838)	(22,141)	+1.9%	(7,346)	+3.4%	(29,487)	+2.3%	(22,471)	+1.5%	(6,458)	-12.1%	(28,930)	-1.9%
Operating Income	2,121	1,053	3,175	1,073	-49.4%	309	-70.6%	1,383	-56.4%	2,581	+140.5%	1,118	+261.8%	3,700	+167.5%
Ordinary Income	3,725	1,588	5,314	2,983	-19.9%	1,343	-15.4%	4,327	-18.6%	4,689	+57.2%	910	-32.2%	5,600	+29.4%
Income before Income taxes and Minority Interests	2,542	1,526	4,069	1,306	-48.6%	4,293	+181.2%	5,600	+37.6%	3,780	+189.4%	509	-88.1%	4,290	-23.4%
Net Income	1,847	934	2,781	478	-74.1%	2,951	+216.0%	3,430	+23.3%	1,920	+301.1%	849	-71.2%	2,770	-19.2%
Operating Margin	6.2%	8.7%	6.9%	3.2%		2.6%		3.1%		7.2%		9.4%		7.8%	
Staff Cost/Gross Profit	63.8%	58.8%	62.5%	66.6%		61.9%		65.4%		62.9%		54.6%		60.8%	

Non-Consolidated	2012			2013						2014					
	1-3Q	4Q	Full Year	1-3Q		4Q		Full Year		1-3Q		4Q (balance)		Full Year	
	Actual	Actual	Actual	Actual	Y-on-Y	Actual	Y-on-Y	Actual	Y-on-Y	Actual	Y-on-Y	Forecast	Y-on-Y	Forecast	Y-on-Y
Gross Billings	226,522	76,899	303,422	220,190	-2.8%	75,874	-1.3%	296,065	-2.4%	225,754	+2.5%	72,245	-4.8%	298,000	+0.7%
Gross Profit	24,528	8,284	32,812	24,031	-2.0%	8,144	-1.7%	32,175	-1.9%	26,029	+8.3%	6,970	-14.4%	33,000	+2.6%
GP Ratio	10.8%	10.8%	10.8%	10.9%		10.7%		10.9%		11.5%		9.6%		11.1%	
SG&A Exp	(23,389)	(8,081)	(31,470)	(22,831)	-2.4%	(8,176)	+1.2%	(31,008)	-1.5%	(23,596)	+3.3%	(7,053)	-13.7%	(30,650)	-1.2%
(Staff Cost)	(15,575)	(4,975)	(20,550)	(15,312)	-1.7%	(5,059)	+1.7%	(20,371)	-0.9%	(15,600)	+1.9%	(4,149)	-18.0%	(19,750)	-3.1%
Operating Income	1,138	203	1,341	1,199	+5.3%	(32)	-	1,166	-13.0%	2,432	+102.8%	(82)	-	2,350	+101.4%
Ordinary Income	2,596	699	3,296	3,170	+22.1%	693	-0.9%	3,864	+17.2%	4,391	+38.5%	(241)	-	4,150	+7.4%
Income before Income taxes and Minority Interests	1,468	478	1,947	1,714	+16.8%	3,032	+533.9%	4,747	+143.8%	3,663	+113.6%	(743)	-	2,920	-38.5%
Net Income	1,188	354	1,543	1,039	-12.5%	2,169	+511.5%	3,209	+107.9%	2,228	+114.3%	(428)	-	1,800	-43.9%
Operating Margin	4.6%	2.5%	4.1%	5.0%		-		3.6%		9.3%		-		7.1%	
Staff Cost/Gross Profit	63.5%	60.1%	62.6%	63.7%		62.1%		63.3%		59.9%		59.5%		59.8%	

Non-Consolidated Gross Billings by Sector



	2013 Jan-Sep		2014 Jan-Sep		Y-on-Y	
	G Billings	Composition	G Billings	Composition	Inc/Dec	Inc/Dec%
Energy/Material/ machinery	3,284	1.5%	2,363	1.0%	(921)	-28.0%
Food	21,030	9.6%	18,347	8.1%	(2,682)	-12.8%
Beverage/Tobacco	18,462	8.4%	17,191	7.6%	(1,271)	-6.9%
Pharma/Medical supplies	10,983	5.0%	11,650	5.2%	667	+6.1%
Cosmetics/Toiletry	20,940	9.5%	24,301	10.8%	3,360	+16.0%
Apparel/Jewelry	7,794	3.5%	8,408	3.7%	614	+7.9%
Precision machinery/Office supplies	1,603	0.7%	1,885	0.8%	281	+17.6%
Home appliances/AV equipment	2,572	1.2%	1,881	0.8%	(691)	-26.9%
Automobile/Automobile-related Products	11,672	5.3%	13,798	6.1%	2,125	+18.2%
Household Goods	1,746	0.8%	623	0.3%	(1,123)	-64.3%
Hobbies/Sport Goods	14,532	6.6%	14,683	6.5%	151	+1.0%
Real Estate/Housing	6,793	3.1%	5,854	2.6%	(938)	-13.8%
Publishing	3,142	1.4%	2,471	1.1%	(670)	-21.3%
Information/Communication	20,405	9.3%	20,750	9.2%	344	+1.7%
Distribution/Retail	19,796	9.0%	22,197	9.8%	2,400	+12.1%
Finance/Insurance	19,146	8.7%	21,405	9.5%	2,259	+11.8%
Transportation/Leisure	7,142	3.2%	6,279	2.8%	(863)	-12.1%
Restaurants/Other service	5,263	2.4%	7,789	3.5%	2,525	+48.0%
Government/Organizations	7,518	3.4%	10,209	4.5%	2,691	+35.8%
Education/Medical Service/Religion	6,471	2.9%	5,014	2.2%	(1,457)	-22.5%
Signage/Other	9,886	4.5%	8,646	3.8%	(1,240)	-12.5%
Total	220,190	100.0%	225,754	100.0%	5,563	+2.5%

Non-Consolidated Gross Billings by Media



	2013 Jan-Sep		2014 Jan-Sep		Y-on-Y	
	G Billings	Composition	G Billings	Composition	Inc/Dec	Inc/Dec%
Magazine	10,254	4.7%	9,492	4.2%	(762)	-7.4%
Newspaper	15,418	7.0%	14,029	6.2%	(1,389)	-9.0%
TV	99,449	45.2%	103,859	46.0%	4,409	+4.4%
Time	40,073	18.2%	40,408	17.9%	335	+0.8%
Spot	51,526	23.4%	54,161	24.0%	2,634	+5.1%
Content	7,849	3.6%	9,289	4.1%	1,439	+18.3%
Radio	2,338	1.1%	2,302	1.0%	(35)	-1.5%
4 Media	127,460	57.9%	129,682	57.4%	2,222	+1.7%
Digital Media	8,109	3.7%	11,037	4.9%	2,928	+36.1%
OOH Media	7,572	3.4%	5,820	2.6%	(1,752)	-23.1%
Marketing/Promotion	43,925	19.9%	48,256	21.4%	4,330	+9.9%
Creative	27,922	12.7%	26,878	11.9%	(1,044)	-3.7%
Other	5,199	2.4%	4,078	1.8%	(1,121)	-21.6%
Except for 4 Media	92,730	42.1%	96,071	42.6%	3,340	+3.6%
Total	220,190	100.0%	225,754	100.0%	5,563	+2.5%

Non-Consolidated Gross Billings (on a monthly-basis)



	2014/1	2014/2	2014/3	2014/4	2014/5	2014/6	2014/7	2014/8	2014/9	2014/10	2014/11	2014/12	TOTAL
Gross Billings	18,825	21,646	38,101	22,829	22,500	28,301	22,644	21,894	29,008				225,754
Magazine	564	852	1,653	1,125	970	1,113	766	1,020	1,424				9,492
Newspaper	1,699	1,591	2,612	1,311	1,362	1,542	1,417	1,101	1,390				14,029
TV	9,737	11,149	13,931	12,101	11,442	12,088	10,933	10,718	11,755				103,859
Radio	239	210	234	253	245	246	254	282	334				2,302
Digital Media	780	1,007	1,584	1,173	1,238	1,431	1,192	1,086	1,541				11,037
OOH Media	522	389	1,184	790	442	558	666	601	663				5,820
Marketing/Promotion	2,690	3,273	10,102	3,537	4,136	7,401	4,745	4,562	7,807				48,256
Creative	2,184	2,666	5,595	2,217	2,510	3,406	2,381	2,288	3,629				26,878
Others	407	505	1,202	318	151	512	286	232	460				4,078

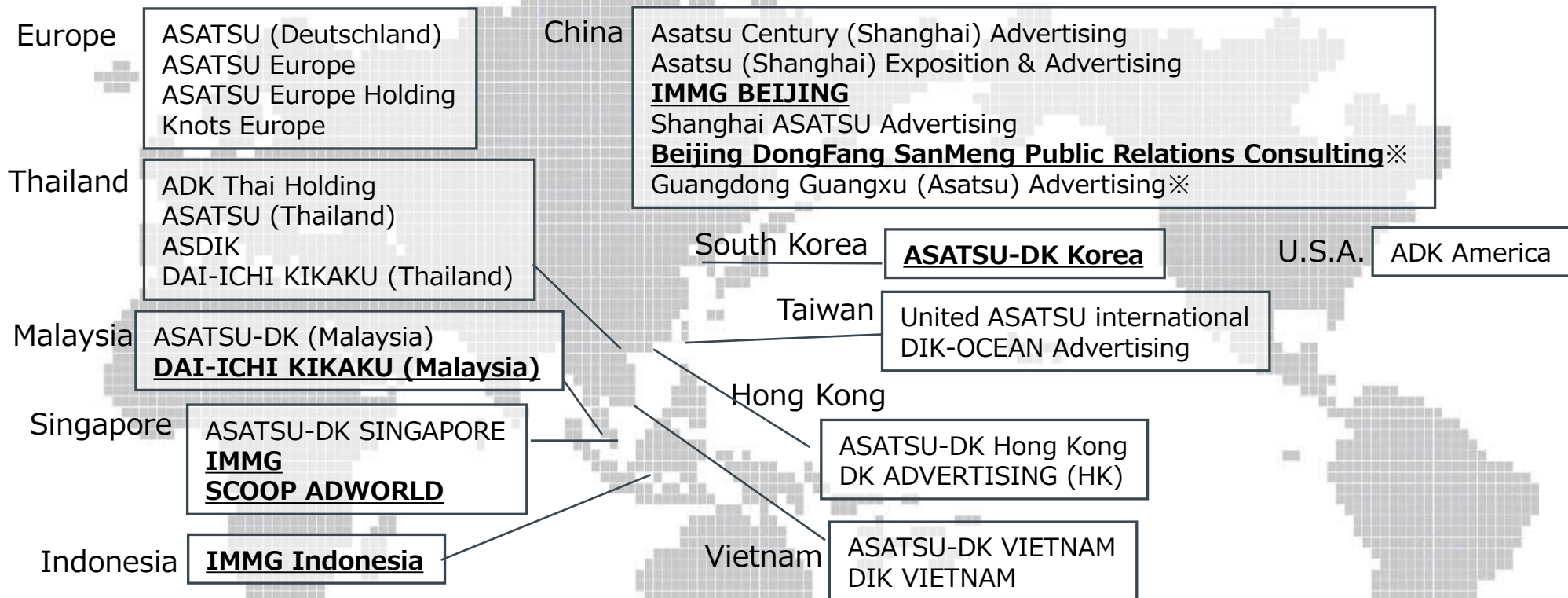
	2013/1	2013/2	2013/3	2013/4	2013/5	2013/6	2013/7	2013/8	2013/9	2013/10	2013/11	2013/12	TOTAL
Gross Billings	18,283	22,327	36,048	25,362	23,342	26,569	21,333	20,139	26,783	22,166	23,967	29,741	296,065
Magazine	676	1,035	1,501	1,327	1,142	1,197	901	982	1,488	1,397	1,431	1,083	14,167
Newspaper	1,633	1,740	2,206	1,620	1,749	1,966	1,773	1,210	1,515	1,519	1,811	1,787	20,536
TV	9,154	11,173	13,810	13,642	10,871	9,685	10,578	9,574	10,958	11,471	11,823	13,462	136,207
Radio	220	263	321	280	251	242	233	261	263	250	249	228	3,066
Digital Media	546	742	1,272	899	898	895	740	879	1,233	869	947	1,289	11,215
OOH Media	742	900	1,007	1,000	863	848	626	534	1,047	743	604	642	9,563
Marketing/Promotion	2,943	3,482	8,772	3,185	4,750	7,410	3,429	3,753	6,196	2,714	4,206	6,385	57,232
Creative	1,829	2,519	6,030	2,866	2,384	3,804	2,543	2,500	3,445	2,699	2,329	3,842	36,793
Others	534	469	1,125	539	429	518	505	442	635	499	564	1,019	7,282

	2012/1	2012/2	2012/3	2012/4	2012/5	2012/6	2012/7	2012/8	2012/9	2012/10	2012/11	2012/12	TOTAL
Gross Billings	20,786	22,198	36,019	25,532	24,246	27,876	22,708	19,502	27,651	21,968	24,802	30,128	303,422
Magazine	649	1,028	1,550	1,367	1,106	1,209	880	944	1,400	1,186	1,513	1,146	13,984
Newspaper	1,400	1,359	1,968	1,657	1,852	1,702	1,513	1,301	1,672	1,858	2,544	2,175	21,006
TV	10,323	11,670	15,100	13,019	12,399	12,327	11,675	9,112	10,701	11,140	11,371	13,165	142,007
Radio	244	232	303	243	217	252	260	246	239	282	279	272	3,075
Digital Media	579	859	1,170	839	655	847	721	550	669	618	700	813	9,024
OOH Media	685	691	1,183	1,078	620	784	531	510	829	594	523	904	8,937
Marketing/Promotion	4,151	3,050	8,099	4,094	4,150	5,580	3,576	4,097	6,485	3,525	4,911	7,001	58,726
Creative	2,279	2,679	5,607	2,695	2,405	4,669	2,987	2,298	4,476	2,167	2,033	3,801	38,102
Others	473	625	1,034	537	839	502	562	440	1,176	595	922	847	8,558

Consolidated companies (As of September 30, 2014)



	Japan	China	Asia, Europe and USA	Total
Consolidated subsidiary	11	8	18	37
Equity method affiliates	4	2	0	6
Total	15	10	18	43



Agency : ADK Arts, ADK International, ADK Dialogue, ADK Digital Communications, Eiken, Kyowa Kikaku, Boys, Right Song Music Publishing ASP※, DA Search & Link※, Drill※, Premier Cross Value※

Other : ADK Insurance Service, Nihon Bungeisha, Biomedis International

Underlined companies became either consolidated or equity method affiliates during the period under review

※ Equity method affiliate

ADK<