

Financial Report

for FY 2003

March 8, 2004
Asatsu-DK Inc.

The State of Japan's Ad Industry

*Note:

1) ¥ Trillion can be ¥ TRN

2) ¥ Million can be ¥ MM

Japan's Advertising Market in 2004

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>FY2004 Forecast</u>	
				Government	Private
Real GDP	+0.4%	-0.4%	+2.7%	+1.8%	+2.2%
Nominal GDP	-1.1%	-1.5%	+0.2%	+0.5%	+0.4%
			(source: Daiwa IR)	(source: Nikkei Newspaper)	
National	¥6.058	¥5.703	¥5.684	¥ 5.816	
Ad. Spending	-0.9%	-5.9%	-0.3%	+2.3%	
(¥TRN)				(source: Dentsu News)	

Billings of Top 8 Ad Agencies

	<u>2003</u>	<u>vs. 2002</u>	(¥MM) <u>increase/ decrease</u>
Dentsu	1,379,142	100.7%	9,796
Hakuhodo	705,549	103.6%	24,514
ADK	357,598	106.8%	22,683
Tokyu Agency	163,593	88.8%	-20,578
Daiko	158,927	104.1%	6,298
Yomiko	111,294	104.6%	4,892
East Japan M&C	83,973	96.9%	-2,709
Asahi Ad	60,251	104.8%	2,754
Total	3,020,327	101.6%	47,650

ADK share
5.87% 6.29%

(source: Advertising & Economy Research Institute)

**ADK Parent
Performance
2003**

Billing by Industry

(¥MM)

	2003	Composition Ratio	Increase/Decrease	vs. 2002
Energy/Raw materials/Machinery	5,227	1.5%	-34	99.4%
Foods	39,896	11.2%	4,625	113.1%
Beverages/Tobacco Products	27,421	7.7%	-7,277	79.0%
Pharmaceuticals/Medical Supplies	15,457	4.3%	-80	99.5%
Cosmetics/Toiletries	38,233	10.7%	3,071	108.7%
Apparel/Accessories	10,024	2.8%	-265	97.4%
Precision Instruments/Office Equipment	8,235	2.3%	2,205	136.6%
Electric Machinery/AV Equipment	9,283	2.6%	1,116	113.7%
Transport Equipment	23,067	6.5%	-4,099	84.9%
Household Products	2,000	0.6%	215	112.0%
Hobbies/Sporting goods	20,092	5.6%	3,141	118.5%
Real Estate/Housing Facilities	5,226	1.5%	530	111.3%
Publications	4,586	1.3%	-585	88.7%
Information/Communications	34,402	9.6%	558	101.6%
Distribution/Retail	17,766	5.0%	1,551	109.6%
Finance/Insurance	49,429	13.8%	12,217	132.8%
Transportation/Leisure	10,104	2.8%	-2,411	80.7%
Food Services/Other Services	9,213	2.6%	3,469	160.4%
Government/Organizations	7,081	2.0%	1,198	120.4%
Education/Health Services	1,392	0.4%	-332	80.8%
Classified Ads/Others	19,462	5.4%	3,866	124.8%
Total	357,598	100.0%	22,682	106.8%

Comparison of Billings by Industry

(Media Billings Only)

(¥MM)

	Market			ADK		
	2003	Composition Ratio	vs. 2002	2003	Composition Ratio	vs. 2002
Energy/Raw materials/Machinery	46,100	1.3%	106.4%	3,616	1.3%	93.8%
Foods	318,720	8.9%	95.3%	34,985	12.6%	110.0%
Beverages/Tobacco Products	265,620	7.4%	95.6%	20,329	7.3%	81.5%
Pharmaceuticals/Medical Supplies	181,280	5.1%	94.9%	13,344	4.8%	96.8%
Cosmetics/Toiletries	357,550	10.0%	103.0%	34,155	12.3%	108.9%
Apparel/Accessories	96,010	2.7%	102.9%	6,796	2.5%	97.5%
Precision Instruments/Office Equipment	47,400	1.3%	117.2%	5,738	2.1%	141.7%
Electric Machinery/AV Equipment	75,910	2.1%	102.6%	6,600	2.4%	110.0%
Transport Equipment	248,870	6.9%	97.2%	15,596	5.6%	79.1%
Household Products	63,070	1.8%	89.5%	1,867	0.7%	121.8%
Hobbies/Sporting goods	150,710	4.2%	96.0%	17,479	6.3%	116.4%
Real Estate/Housing Facilities	148,230	4.1%	100.8%	3,547	1.3%	111.9%
Publications	150,870	4.2%	96.5%	3,486	1.3%	112.7%
Information/Communications	274,660	7.7%	115.7%	23,934	8.6%	97.9%
Distribution/Retail	247,380	6.9%	96.1%	8,450	3.0%	105.0%
Finance/Insurance	255,730	7.1%	100.5%	40,684	14.7%	132.3%
Transportation/Leisure	268,470	7.5%	97.4%	7,633	2.8%	76.5%
Food Services/Other Services	122,130	3.4%	99.7%	6,903	2.5%	148.6%
Government/Organizations	52,330	1.5%	106.4%	3,781	1.4%	117.9%
Education/Health Services	127,750	3.6%	106.8%	976	0.4%	86.1%
Classified Ads/Others	83,410	2.3%	92.2%	17,456	6.3%	136.8%
Total	3,582,200	98.7%	99.7%	277,353	100.0%	107.0%

Billings by Media

(¥MM)

	ADK	vs. 2002	Total of Top 8 Agencies	vs. 2002
Magazines	22,181	110.4%	167,552	102.3%
Newspapers	35,548	99.0%	428,223	99.7%
Television	175,769	109.1%	1,353,726	101.7%
Time	66,457	99.6%	N.A.	N.A.
Spot	97,672	109.2%	N.A.	N.A.
Content	11,640	232.1%	N.A.	N.A.
Radio	3,851	83.8%	58,828	99.3%
Digital Media	3,927	111.2%	N.A.	N.A.
Sales Promotion	62,441	101.2%	1,011,998	102.3%
Creative & Others	53,881	112.5%		
Total	357,598	106.8%	3,020,327	101.6%

ADK Parent P/L

(¥MM)

	2002	2003	vs. 2002	Increase/ Decrease
Billings	334,916	357,598	106.8%	22,682
Gross Margin	32,005	37,918	118.5%	5,913
Gross Profit Ratio	9.6%	10.6%	+1.0%	
SG&A Expenses	29,586	32,491	109.8%	2,905
Staff Cost	19,382	21,760	112.3%	2,378
Others	10,204	10,731	105.2%	527
Operating Profit	2,419	5,427	224.3%	3,008
Non-Operating Profit	1,111	1,044	94.0%	-67
Recurring Profit	3,530	6,470	183.3%	2,940
Net Extraordinary Profit	-9,536	-312	-	9,224
Net Profit Before Tax	-6,006	6,158	-	12,164
Income Tax	-1,956	3,326	-	5,282
Net Profit	-4,049	2,832	-	6,881
Staff Cost/GM	60.6%	57.4%		
OP/GM	7.6%	14.3%		
Conversion Rate	-	50.9%		

Qualitative Initiatives Contributing to Our performance

Implementation of Strategies set at the beginning of 2003

- Ongoing Sales/Gross Margin Improvement
- Ongoing Cost of Sales Reduction
- Ongoing Operating Expenses Reduction
- Task-oriented Organization Initiatives
- Enhancement of Competitiveness Initiatives

Billings/Gross Margin Analysis

Growth in New clients vs. Existing clients



Growth in Global clients vs. Japanese clients



Growth in Media buying business vs. Brand-related business



Growth in Headquarters business vs. Domestic Networks business



New Clients vs. Existing clients

(¥MM)

	Billings	Composition Ratio	vs. 2002	Gross Margin	Composition Ratio	vs. 2002
New clients	15,559	4.4%	150.9%	1,474	3.9%	121.7%
Existing clients	342,039	95.6%	102.1%	36,444	96.1%	113.8%
Total	357,598	100.0%	106.8%	37,918	100.0%	118.5%

- 25% of the marginal increase in the Gross Margin is generated from new clients. ($¥1,474 \text{ MM} \div ¥5,913 \text{ MM} = 25.0\%$)

Global clients vs. Japanese clients

(¥MM)

	Billings	Composition Ratio	vs. 2002	Gross Margin	Composition Ratio	vs. 2002
Global clients*	89,969	25.2%	122.7%	4,681	12.3%	123.5%
Japanese clients	267,629	74.8%	102.3%	33,237	87.7%	117.8%
Total	357,598	100.0%	106.8%	37,918	100.0%	118.5%

* Multinationals operating in Japan

Media buying business vs. Brand-related business

(¥MM)

	Billings	Composition Ratio	vs. 2002	Gross Margin	Composition Ratio	vs. 2002	Gross Profit Ratio
Media buying business	52,795	14.8%	113.3%	1,318	3.5%	107.6%	2.5%
Brand-related business	304,803	85.2%	105.7%	36,600	96.5%	118.9%	12.0%
Total	357,598	100.0%	106.8%	37,918	100.0%	118.5%	10.6%

Headquarters business vs. Domestic Network business

(¥MM)

	Billings	Composition Ratio	vs. 2002	Gross Margin	Composition Ratio	vs. 2002
HQ	297,990	83.3%	106.3%	31,451	82.9%	121.6%
Domestic Network	59,608	16.7%	109.0%	6,467	17.1%	105.3%
Total	357,598	100.0%	106.8%	37,918	100.0%	118.5%

SG&A Expenses Analysis

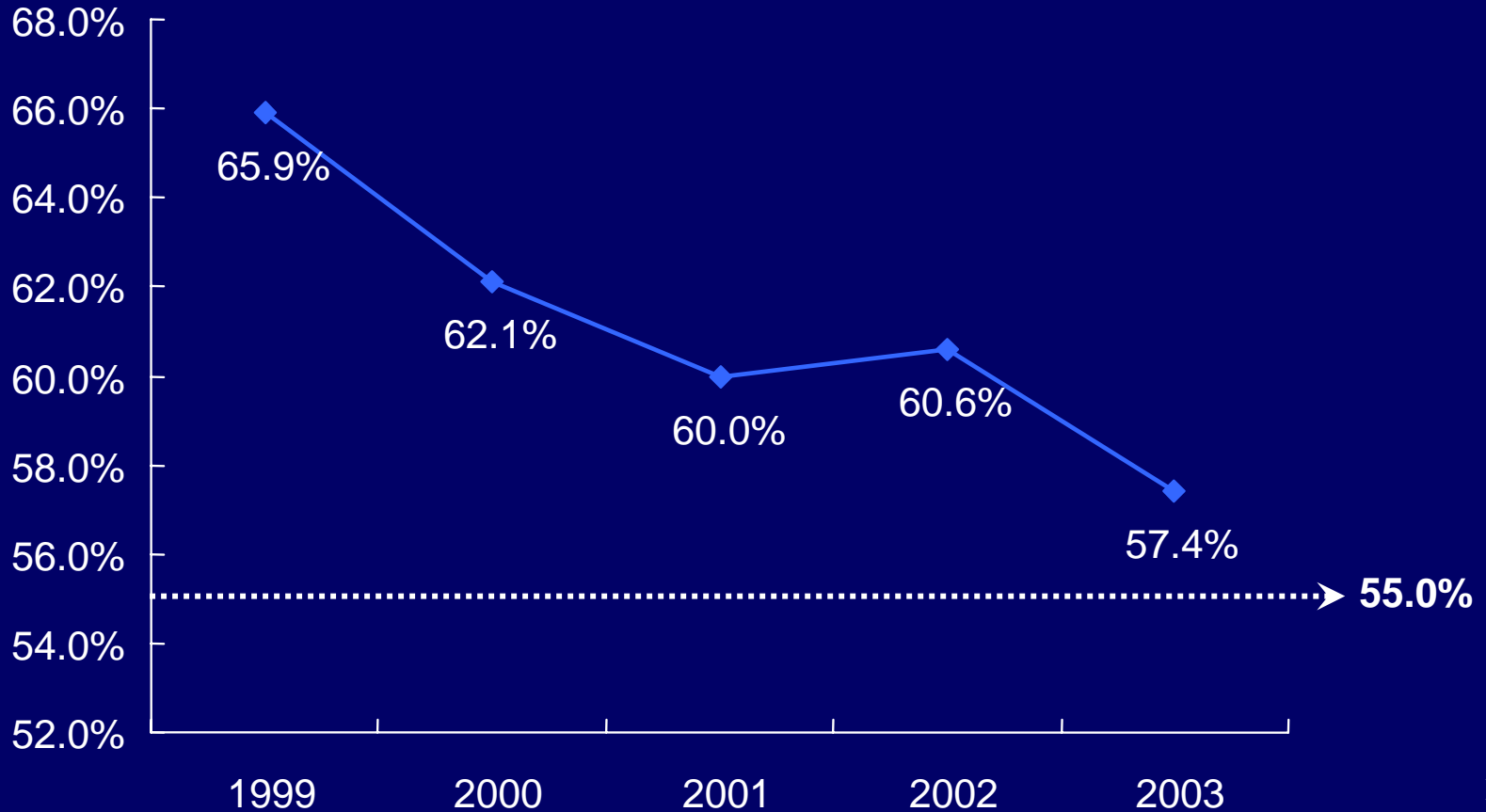
(¥MM)

	2002	2003	vs. 2002	Increase/Decrease	
Staff Cost	19,382	21,760	112.3%	2,378	<ul style="list-style-type: none"> · Salary & Bonus increase · Increase in Social Insurance
Others	10,204	10,731	105.2%	527	<ul style="list-style-type: none"> · Information infrastructure upgrades · Depreciation · Increase in lease expenses
Total	29,586	32,491	109.8%	2,905	

Staff Cost/GM	60.6%	57.4%
OP/GM	7.6%	14.3%

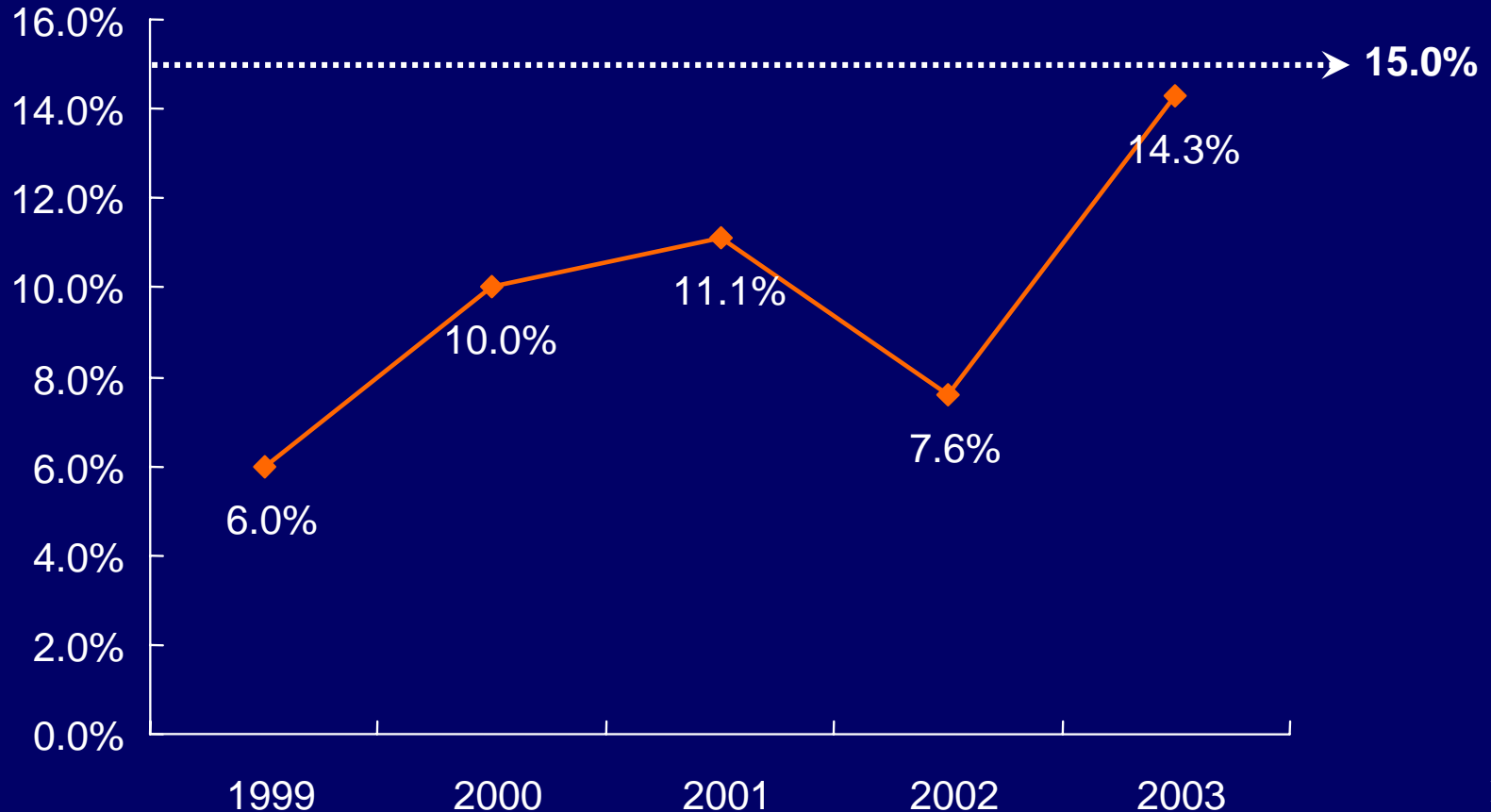
Improvement of Earnings and Efficiency Indicators

	1999	2000	2001	2002	2003	Mid-term Goal
Staff Cost / GM	65.9%	62.1%	60.0%	60.6%	57.4%	55.0%



Improvement of Earnings and Efficiency Indicators

	1999	2000	2001	2002	2003	Mid-term Goal
OP/GM	6.0%	10.0%	11.1%	7.6%	14.3%	15.0%



**ADK Group
Performance
2003**

ADK Group

Japan

Consolidated Subsidiaries : 9

- Kyowa Kikaku
- ADK International
- ADK Arts
- Sanyu Agency
- Dai-Ichi Kikaku Communications
- Dai-Ichi Kikaku Relationship-Marketing

- Eiken

- Nihon Bungeisha Publishing
- Neo Shobo

Equity Method Affiliates: 2

- Nippon Information Industry
- Digital Advertising Consortium

Overseas

Consolidated Subsidiaries : 10

- ADK America
- Asatsu Europe Holding
- Asatsu Europe
- Asatsu (Deutschland)
- Asatsu-DK Hong Kong
- United Asatsu International
- Nexus/Asatsu Advertising
- DK Advertising (HK)
- DIK-Ocean Advertising
- Dai-Ichi Kikaku (Thailand)

Equity Method Affiliates: 4

- ASDIK
- Guangdong Guangxu Advertising
- Shanghai Asatsu Advertising
- Media Plus (Dormant)

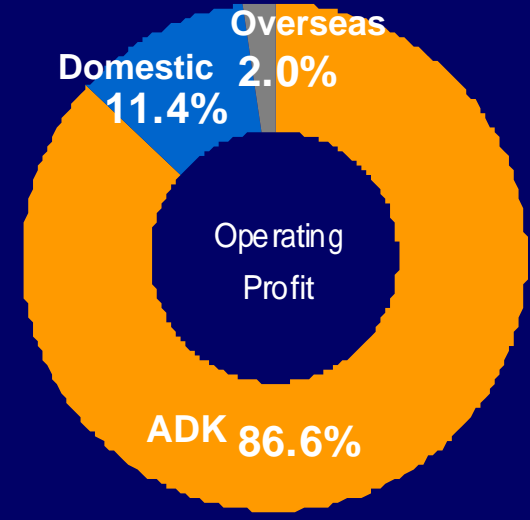
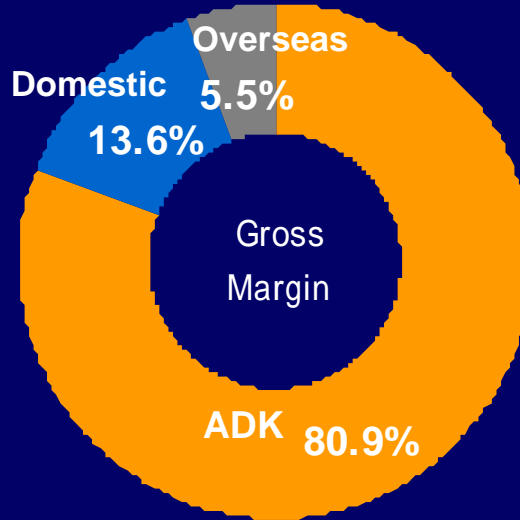
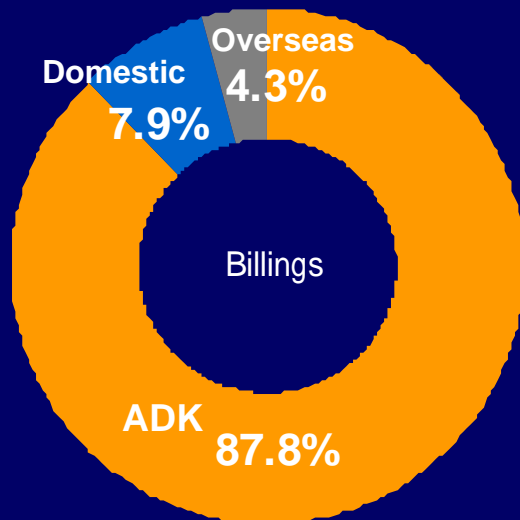
ADK Group P/L

	2002	2003	vs. 2002	Increase/ Decrease	Group to Parent Ratio
					(¥MM)
Billings	373,899	395,150	105.7%	21,251	1.11
Gross Margin	41,529	46,883	112.9%	5,354	1.24
Gross Profit Ratio	11.1%	11.9%	+0.8%		
SG&A Expenses	37,731	40,466	107.2%	2,735	1.25
Staff Cost	24,547	26,791	109.1%	2,244	1.23
Others	13,184	13,675	103.7%	491	1.27
Operating Profit	3,798	6,416	168.9%	2,618	1.18
Non-Operating Profit	1,393	1,633	117.2%	240	1.56
Recurring Profit	5,191	8,049	155.1%	2,858	1.24
Net Extraordinary Profit	-9,967	-602	6.0%	9,365	1.93
Net Profit Before Tax	-4,776	7,447	-	12,223	1.21
Income Tax	-1,217	3,727	-	4,944	1.12
Minority Interests	79	98	124.1%	19	
Net Profit	-3,638	3,622	-	7,260	1.28
Staff Cost/GM	59.1%	57.1%	-1.9%		
OP/GM	8.9%	13.7%	+4.8%		
Conversion Rate	-	48.9%			

P/L Analysis

(¥MM)

	Billings	vs. 2002	Gross Margin	vs. 2002	Operating Profit	vs. 2002
ADK	357,598	106.8%	37,918	118.5%	5,427	224.3%
Domestic Subsidiaries	32,172	96.5%	6,394	94.6%	716	67.4%
Overseas Subsidiaries	17,519	95.1%	2,582	90.5%	128	45.0%
Consolidation Adjustments	-12,139		-11		145	
Total	395,150	105.7%	46,883	112.9%	6,416	168.9%



**ADK Parent
& ADK Group
Performance 2004**

ADK Parent P/L

(¥MM)

	2003	2004	vs. 2003	Increase/ Decrease
Billings	357,598	368,000	102.9%	10,402
Gross Margin	37,918	38,500	101.5%	582
Gross Profit Ratio	10.6%	10.5%	-0.1%	
SG&A Expenses	32,491	32,700	100.6%	209
Staff Cost	21,760	21,800	100.2%	40
Others	10,731	10,900	101.6%	169
Operating Profit	5,427	5,800	106.9%	373
Non-Operating Profit	1,044	1,000	95.8%	-44
Recurring Profit	6,470	6,800	105.1%	330
Net Extraordinary Profit	-312	-300	96.2%	12
Net Profit Before Tax	6,158	6,500	105.6%	342
Income Tax	3,326	3,400	102.2%	74
Net Profit	2,832	3,100	109.5%	268
Staff Cost/GM	57.4%	56.6%		
OP/GM	14.3%	15.1%		

ADK Group P/L

(¥MM)

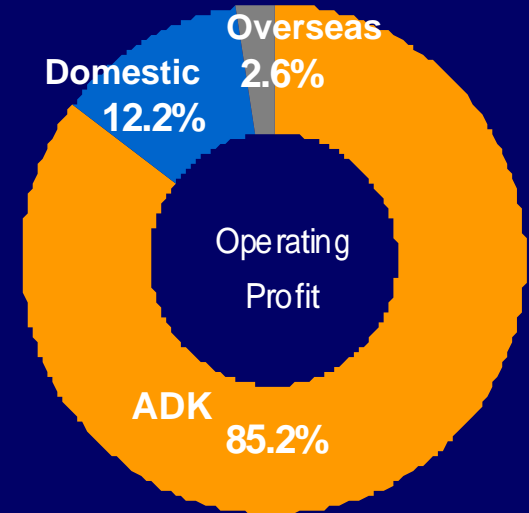
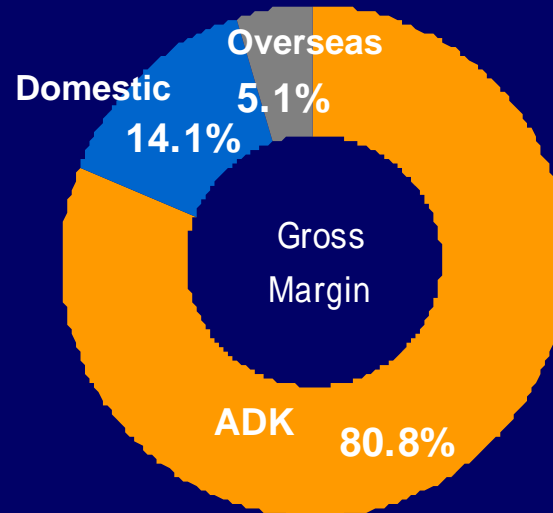
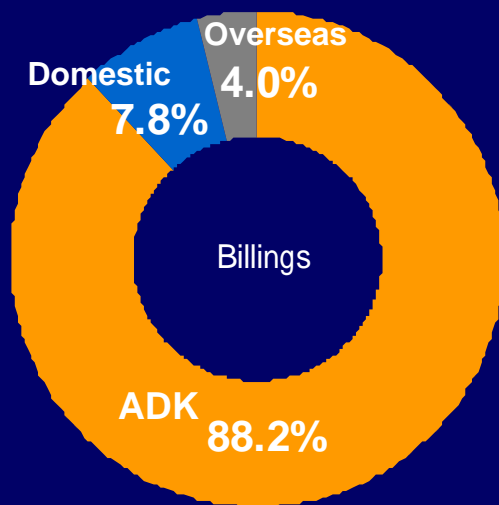
	2003	2004	vs. 2003	Increase/ Decrease	Group to Parent Ratio
Billings	395,150	405,000	102.5%	9,850	1.10
Gross Margin	46,883	47,700	101.7%	817	1.24
Gross Profit Ratio	11.9%	11.8%	-0.1%		
SG&A Expenses	40,466	40,700	100.6%	234	1.24
Staff Cost	26,791	27,000	100.8%	209	1.24
Others	13,675	13,700	100.2%	25	1.26
Operating Profit	6,416	7,000	109.1%	584	1.21
Non-Operating Profit	1,633	1,600	98.0%	-33	1.60
Recurring Profit	8,049	8,600	106.8%	551	1.26
Net Extraordinary Profit	-602	-600	99.7%	2	2.00
Net Profit Before Tax	7,447	8,000	107.4%	553	1.23
Income Tax	3,727	4,000	107.3%	273	1.18
Minority Interests	98	100	102.0%	2	
Net Profit	3,622	3,900	-	278	1.26

Staff Cost/GM	57.1%	56.6%
OP/GM	13.7%	14.7%

ADK Group P/L Analysis

(¥MM)

	Billings	vs. 2003	Gross Margin	vs. 2003	Operating Profit	vs. 2003
ADK	368,000	102.9%	38,500	101.5%	5,800	106.9%
Domestic Subsidiaries	32,650	101.5%	6,723	105.1%	830	116.0%
Overseas Subsidiaries	16,802	95.9%	2,406	93.2%	176	137.4%
Consolidation Adjustments	-12,452		71		194	
Total	405,000	102.5%	47,700	101.7%	7,000	109.1%



Strategies for Growth

Strategies for growth

1) Quality Up

- 360 degree Consumer Touchpoints Model
- Organizational Restructuring
- Strengthening ADK's All-around Creativity

2) Strategic Alliance (J. Walter Thompson)

- Overseas
 - Cultivating New Japanese Clients
 - Reducing Operating Costs
- Japan
 - Joint Cultivation of JWT's Global Clients in Japan

Strategies for growth

3) Strengthen Content Business and Tap Overseas Markets

TV Animation Programs held by ADK (from April)

- LEGENDZ
 - Legend of Dragon Kings*
- Doraemon
- Crayon Shin-chan
- Pretty Cure
- Yu-Gi-Oh! Duel Monsters
- Transformers Mission Energon
- One Piece
- Kochikame Tokyo Beat Cop
- ATASHIn'CHI (My House)
- Masked Rider Blade
- Get Ride! AM Driver*
- The Prince of Tennis
- Sergeant Keroro*

* New Program

Strategies for growth

4) Strengthen Events

Athletic Events

- Toray Pan Pacific Tennis (Jan.-Feb.)
- All Japan Collegiate Women's Invitation Ekiden Race (Feb)
- Mitsubishi Diamond Cup Golf Tournament (May)
- Sumo Tournament in China (Jun.)
- Masaaki Hirao Charity Golf Tournament (Oct.)
- All Japan Collegiate Ekiden Championship Race (Nov.)
- JAL Honolulu Marathon (Dec.)

Cultural Events

- Long-Thibaud Music Competition, Winners' Gala Concert (Jan.)
- Yumi Matsutoya Naeba Concert (Feb.)
- GLAY Concert Tour (Feb.-Mar.)
- The Doraemon Exhibition (Mar.-Dec.)
- Marumiya Musical "Annie" (Apr.-Aug.)
- Olympic Concert 2004 (Jun.)
- YU-GI-OH! World's Fair (Jul.)
- Fuji Rock Festival (Jul.)
- Mt. Fuji Jazz Festival (Aug.)
- Tokyo Game Show (Sep.)

Strategies for growth

- 5) Continue to utilize “Investment Fund ” to cultivate new business**
Continue marketing projects in fast growing sectors

- 6) Invest in growing sectors**
 - Digital Media Sector
 - Brand Consulting Sector

- 7) Enhance cost-efficiency through re-structuring of group companies**

Strategies for growth

8) We continue “ADK’s Code”

Corporate Philosophy: “Management by All”

Corporate Vision: “New Wave Agency”

Corporate Spirit: Challenger & Innovator

Organization Discipline: 3F Organization
(Flat, Flexible, Fast)
Compensation based on ability &
achievement rather than seniority

Strategies for growth

9) Improvement of profits

- Increase in Net Profit × Buy-back of outstanding stock
 - = Improvement of EPS
 - = Improvement of ROE

Appendix

ADK Parent P/L (H1:H2)

(¥MM)

	2004 Forecast	H1	vs.2003	H2	vs.2003
Billings	368,000	180,000	101.5%	188,000	104.3%
Gross Margin	38,500	18,800	101.1%	19,700	101.9%
Gross Profit Ratio	10.5%	10.4%		10.5%	
SG&A Expenses	32,700	16,030	99.9%	16,670	101.4%
Staff Cost	21,800	10,700	100.2%	11,100	100.0%
Others	10,900	5,330	99.2%	5,570	104.4%
Operating Profit	5,800	2,770	109.1%	3,030	104.9%
Non-Operating Profit	1,000	600	79.4%	400	139.1%
Recurring Profit	6,800	3,370	102.3%	3,430	108.0%
Net Extraordinary Profit	-300	-200	-	-100	-
Net Profit Before Tax	6,500	3,170	111.2%	3,330	100.7%
Income Tax	-3,400	-1,670	-	-1,730	-
Net Profit	3,100	1,500	120.1%	1,600	101.1%

ADK Group P/L (H1:H2)

(¥MM)

	2004 Forecast	H1	vs.2003	H2	vs.2003
Billings	405,000	197,000	100.5%	208,000	104.4%
Gross Margin	47,700	23,300	100.9%	24,400	102.6%
Gross Profit Ratio	11.8%	11.8%		11.7%	
SG&A Expenses	40,700	20,000	99.3%	20,700	101.8%
Staff Cost	27,000	13,260	100.4%	13,740	101.0%
Others	13,700	6,740	97.3%	6,960	103.5%
Operating Profit	7,000	3,300	111.3%	3,700	107.2%
Non-Operating Profit	1,600	900	73.5%	700	147.0%
Recurring Profit	8,600	4,200	101.1%	4,400	112.6%
Net Extraordinary Profit	-600	-490	-	-110	-
Net Profit Before Tax	8,000	3,610	108.3%	4,390	106.7%
Income Tax	4,000	1,860	-	2,140	-
Minority Interests	100	50	-	50	-
Net Profit	3,900	1,700	115.3%	2,200	102.4%

B/S (Non-Consolidated) Dec. 31, 2003

(¥MM)

Assets		Liabilities	
Current Assets		Current Liabilities	
Cash & Time Deposits	13,121	Notes	24,859
Notes	12,387	Accounts payable	55,910
Accounts receivable	77,956	Other	6,511
Marketable securities	11,199	Total Current Liabilities	87,280
Work in progress	5,228	Fixed Liabilities	
Others	2,021	Accrued retirement benefits	3,014
Total Current Assets	121,912	Others	4,238
Fixed Assets		Total Fixed Liabilities	7,252
Tangible Fixed Assets	3,238	Total Liabilities	94,532
Intangible Fixed Assets	2,592		
Investments and Other Assets		Shareholders' Equity	
Investment securities	25,600	Common Stock	37,581
Investments in Affiliated Companies	40,609	Addition paid-in Capital	40,607
Others	7,408	Earned surplus reserve	22,835
Investments and Other Assets Total	73,617	Unrealized gain on securities	10,725
Total Fixed Assets	79,448	Treasury stock	-4,921
		Total Shareholders' Equity	106,828
Total Assets	201,361	Total Liabilities and Shareholders' Equity	201,361

Shareholders' equity ratio: 53.1%

B/S (Consolidated) Dec. 31, 2003

Assets		Liabilities	
Current Assets		Current Liabilities	
Cash & Time Deposits	23,527	Notes & Accounts payable	86,599
Notes & Accounts receivable	101,026	Current portion of bonds & Short-term debt	589
Marketable securities	11,427	Other	9,670
Inventory	6,408	Total Current Liabilities	96,858
Other	1,973	Fixed Liabilities	
Total Current Assets	144,361	Bonds & Long-term debt	1,060
		Accrued retirement benefits	3,852
Fixed Assets		Other	4,289
Tangible Fixed Assets	5,642	Total Fixed Liabilities	9,203
Intangible Fixed Assets	2,893	Total Liabilities	106,062
Investments and Other Assets		Minority Interests	1,276
Investment securities	65,198	Shareholders' Equity	
Other	8,814	Common Stock	37,581
Total Investments and Other Assets	74,013	Additional Paid-in capital	40,607
Total Fixed Assets	82,549	Retained earnings	35,167
		Unrealized gain on securities	11,188
		Foreign currency translation adjustments	-50
		Treasury stock	-4,921
		Total Shareholders' Equity	119,572
Total Assets	226,911	Total Liabilities & Shareholders' Equity	226,911

(¥MM)

Shareholders' equity ratio: 52.7%

Ratio of consolidated to non-consolidated total assets: 1.13

Consolidated Statements of Cash Flow

Dec. 31, 2003

	2,003	2,002
OPERATING ACTIVITIES		
Income (loss) before income taxes and minority interests	7,447	-4,776
Depreciation and amortization	1,408	1,015
Decrease in notes and accounts receivable	-3,670	4,560
Decrease in notes and accounts payable	3,285	-945
Net cash provided by operating activities	11,513	4,181
INVESTING ACTIVITIES		
Purchases of tangible fixed assets	-345	-1,771
Purchases of intangible fixed assets	-657	-1,199
Purchases of investment securities	-2,286	-4,327
Proceeds from sales of investment securities	4,186	1,064
Net cash used in investing activities	3,867	-4,020
FINANCING ACTIVITIES		
Purchases of treasury stock - net	-455	-2,171
Dividends paid	-891	-911
Net cash used in financing activities	-1,964	-2,827
FOREIGN CURRENCY TRANSLATION ADJUSTMENTS ON CASH AND CASH EQUIVALENTS	-28	-286
NET INCREASE IN CASH AND CASH EQUIVALENTS	13,388	-2,951
CASH AND CASH EQUIVALENTS, BEGINNING OF PERIOD	16,635	19,587
INCREASE IN CASH AND CASH EQUIVALENTS ACCOMPANYING MERGER OF SUBSIDIARIES	101	
CASH AND CASH EQUIVALENTS, END OF TERM	30,125	16,635

(¥MM)

Asatsu-DK Consolidated Investments as of Dec. 31, 2003

		(¥MM)	
Current	Money Management Funds	1,719	
	Free Financial Funds	9,058	
	Discount Nochu Bank Debentures	148	Face Value
	Discount Financial Debentures	120	Face Value
	Bonds	296	
	Mutual Funds in Equities and Bonds	86	
	Total	11,427	
Non-current	WPP Group plc.	32,626	31,295,646 shares (2.64%)
	Digital Advertising Consortium, Inc.	1,690	
	Other Publicly Traded Equities	17,837	169 issues
	Publicly Traded Equities Total	52,153	
	Non Publicly Traded Equities in Affiliated Companies	3,856	15 issues
	Non Publicly Traded Equities in Subsidiary Companies	729	28 issues
	Other Non Publicly Traded Equities	1,898	85 issues
	Non Publicly Traded Equities total	6,483	
	Bonds	4,119	19 issues
	Mutual Funds in Equities and Bonds	2,443	30 issues
	Total Non-current Investments in Securities	65,198	
	Investments in Affiliated Companies (Non-Securities)	130	5 funds
	Investments in Funds (Non-Securities)	812	10 funds
	Total Non current investments	66,140	

Capital Expenditures/ Depreciation and Amortization Expenses

Capital Expenditures

(¥MM)

Accounting Items	Non-Consolidated ADK	Consolidated Subsidiaries	Consolidated
Buildings	68	82	150
Building Improvements	0	0	0
Vehicles	12	28	40
Furniture, Fixtures & Equipment	24	132	155
Land	0	0	0
Licenses	0	0	0
Computer Software	643	15	658
Other	0	0	0
Total	747	256	1,003

Depreciation and Amortization Expenses

(¥MM)

Accounting Items	Non-Consolidated ADK	Consolidated Subsidiaries	Consolidated
Buildings	146	76	222
Building Improvements	5	0	5
Vehicles	12	12	24
Furniture, Fixtures & Equipment	197	81	279
Land	-	-	-
Licenses	10	76	86
Computer Software	704	8	712
Other	22	58	80
Total	1,097	311	1,408