

# 2<sup>nd</sup> Quarter Results for FY2011 (2011 Jan – Jun)

August 17, 2011

ASATSU-DK INC.

(Securities Code: 9747)





# 2Q Financial Summary (Consolidated)



- Decrease in Gross Billings, but increase in Gross Profit
  - ➤ Gross Billings: ¥165,638 million (-1.7% year-on-year)
  - ➤ Gross Profit: ¥22,101 million (+11.4% year-on-year)
  - Gross Margin: 13.3%(+1.5pts year-on-year)
  - Domestic: Due to the Great East Japan Earthquake, gross billings significantly decreases in the 2Q but gross profit increases thanks to improved profit margins.
  - Overseas: Increase both in sales and profit, particularly in Asia
     (In particular, China and Thailand significantly expanded)
- Increase in Operating Income, Ordinary Income and Net Income
  - > Operating Income: ¥1,376 million (¥1,484 million loss for 2Q 2010)
  - ➤ Ordinary Income: ¥ 2,517million (¥ 131 million loss for 2Q 2010)
  - Net Income: ¥876 million (¥1,868 million loss for 2Q 2010)
  - SG&A Expenses: Employing local staff at overseas subsidiaries, and making up for the staff cost increase caused by the merger of domestic subsidiaries by cutting back on other expenses.



# Consolidated P/L



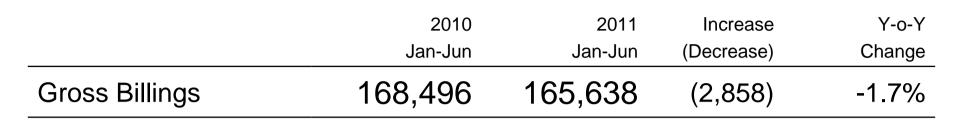
			(	Millions of Yen)
	2010	2011	Increase	Y-o-Y
	Jan-Jun	Jan-Jun	(Decrease)	Change
Gross Billings	168,496	165,638	(2,858)	-1.7%
Gross Profit	19,841	22,101	2,259	11.4%
Gross Margin	11.8%	13.3%	-	+1.5pts
SG&A Expenses	21,326	20,725	(600)	-2.8%
(Staff Cost)	14,332	14,533	200	1.4%
Operating Income	(1,484)	1,376	2,860	-
Ordinary Income	(131)	2,517	2,649	-
Income before Income taxes and Minority Interests	(2,643)	1,893	4,537	-
Net Income	(1,868)	876	2,744	_
Operating Margin	-7.5%	6.2%		
Staff Cost / Gross Profit	72.2%	65.8%		

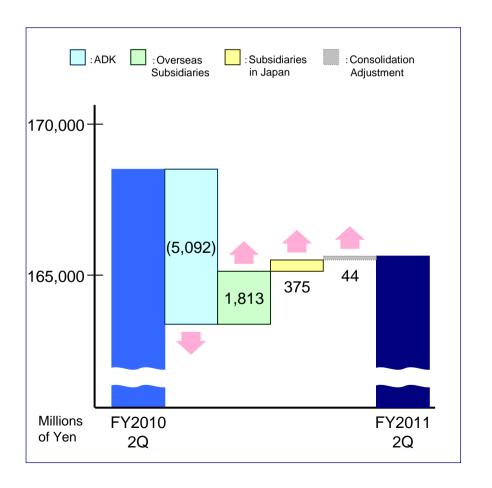


**ADK** 



## Gross billings





#### **◆**ADK

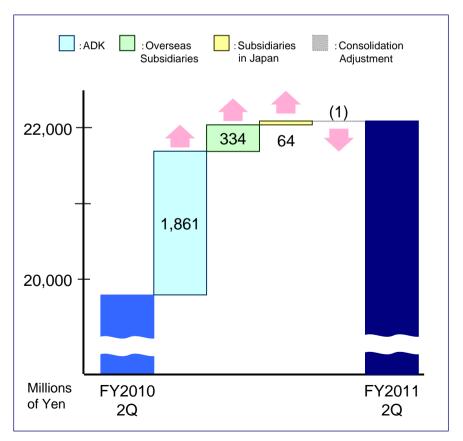
- •TV remains unchanged from the previous year
- Creative remains steady
- Due to the earthquake disaster, Marketing and Promotion are significantly decreasing
- Newspapers and Magazines continue on a downward trend
- Overseas Subsidiaries
- Significant expansion in China
- Southeast Asia market, mainly Thailand, is strong
- Subsidiaries in Japan
- Earnings growth in Ad/Production
- Income loss in publishing

**ADK** 

# 1

#### **Gross Profit**

	2010 Jan-Jun	2011 Jan-Jun	Increase (Decrease)	Y-o-Y Change
Gross Profit	19,841	22,101	2,259	11.4%
Gross Margin	11.8%	13.3%	-	+1.5pts



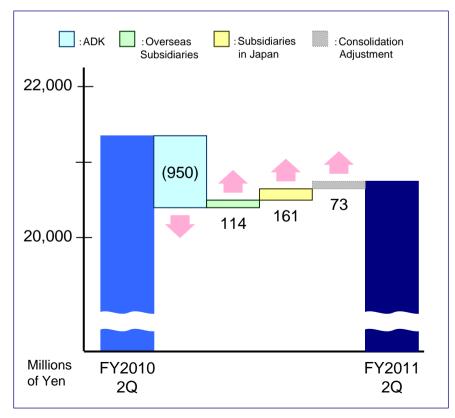
#### **◆**ADK

- •Improvement of profitability through rigorous cost management (2010:9.8% ⇒ 2011:11.4%)
- ◆Overseas Subsidiaries
- Asia remains strong
- ◆Subsidiaries in Japan
- Compensating for the effect of a profit decline of subsidiaries engaged in publication by increasing the profit of subsidiaries engaged in ad/production

# SG&A Expenses

(Millions	of	Yen)

	2010 Jan-Jun	2011 Jan-Jun	Increase (Decrease)	Y-o-Y Change
SG&A Expenses	21,326	20,725	(600)	-2.8%
Staff Cost	14,332	14,533	200	1.4%
Other	6,993	6,191	(801)	-11.5%



#### **◆**ADK

- Despite an increase in the provision for bonuses, total staff costs decreased
- Other costs also held down
- Overseas Subsidiaries
- Increase in staff costs due to the employment of local staff in China
- ◆Subsidiaries in Japan
- Significant impact of an increase in staff costs resulting from mergers

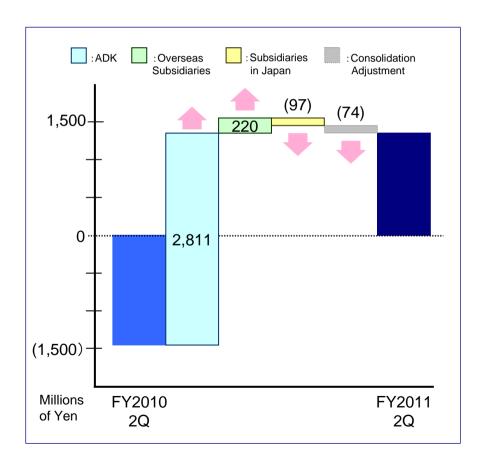


# **Operating Income**



(Millions of Yen)

	2010	2011	Increase	Y-o-Y
	Jan-Jun	Jan-Jun	(Decrease)	Change
Operating Income	(1,484)	1,376	2,860	-



#### **Operating Margin**

	2009	2010	2011	FY2013 target
Jan-Jun	-0.2%	-7.5%	6.2%	-
Reference: Jan-Dec	-1.8%	0.05%	-	10.0%

#### Staff Cost / Gross Profit

	2009	2010	2011	FY2013 target
Jan-Jun	65.4%	72.2%	65.8%	-
Reference: Jan-Dec	67.0%	67.3%	-	60.0%



#### Consolidated P/L



	2010 Jan-Jun	2011 Jan-Jun	Increase (Decrease)	Y-o-Y Change
Operating Income	(1,484)	1,376	2,860	-
Non-Operating Income	1,484	1,239	(244)	-16.5%
Non-Operating Expenses	131	97	(33)	-25.4%
Ordinary Income	(131)	2,517	2,649	-
Extraordinary Income	117	1 739	622	529.6%
Extraordinary Loss	2,629	2 1,363	(1,266)	-48.2%
Income before Income taxes and Minority Interests	(2,643)	1,893	4,537	-
Net Income	(1,868)	876	2,744	-

#### [Note]

(1) Gain on valuation of investment securities: 589 million etc.

2 Loss on valuation of investment securities: 817 million

Application of accounting standard for asset retirement obligations: 244 million etc.



# Consolidated P/L



	Gross Billings	Gross Profit	Operating Income	Ordinary Income
ADK	<b>145,597</b> -3.4%	16,622 12.6%	930 -	1,981 -
6 subsidiaries in Greater China	<b>7,267</b> 29.7%	<b>1,165</b> 19.6%	<b>347</b> 51.5%	<b>435</b> 62.5%
10 overseas subsidiaries (excluding Greater China)	5,954 2.6%	<b>1,107</b> 14.9%	260 64.7%	<b>356</b> 49.4%
8 subsidiaries in Japan	<b>18,270</b> 2.1%	3,438 1.9%	(138) -	(109) -
Consolidation Adjustment	(11,451)	(232)	(23)	(145)
Total	165,638 -1.7%	22,101 11.4%	1,376 -	2,517 -



### Consolidated B/S



Assets	2009	2010	2011
Current Assets			
Cash and Deposits	23,858	22,031	21,276
Notes and Accounts Receivable-trade	82,993	83,571	76,440
Short-term Investment Securities	5,280	6,361	9,590
Inventories	9,047	8,811	9,281
Other	2,762	3,155	3,217
Allowance for Doubtful Accounts	(634)	(329)	(272)
Total Current Assets	123,307	123,601	119,533
Noncurrent Assets			
Property, Plant and Equipment	4,010	3,815	4,415
Intangible Assets	1,915	1,406	1,666
Investments and Other Assets			
Investment Securities	45,258	47,348	51,275
Other	12,091	10,926	10,454
Allowance for Doubtful Accounts	(1,525)	(1,923)	(2,006)
Total Investments and Other Assets	55,824	56,350	59,723
Total Noncurrent Assets	61,750	61,572	65,805

Liabilities	2009	2010	2011
Current Liabilities			
Notes and Accounts Payable-trade	70,434	68,898	65,094
Short-term Loans Payable	250	178	78
Other	8,041	8,642	9,422
Total Current Liabilities	78,725	77,719	74,595
Noncurrent Liabilities			
Long-term Loans Payable	312	1,089	625
Provision	2,089	2,336	1,733
Other	285	991	4,921
Total Noncurrent Liabilities	2,686	4,417	7,280
Total Liabilities	81,411	82,137	81,875

Net Assets	2009	2010	2011
Shareholders' Equity			
Capital Stock	37,581	37,581	37,581
Capital Surplus	20,024	20,024	20,023
Retained Earnings	52,117	49,141	46,356
Treasury stock	(6,969)	(7,768)	(7,676)
Total Shareholder's Equity	102,754	98,977	96,285
Valuation and Translation Adjustments			
Valuation Difference on Available-for-sale Securities	140	4,178	7,429
Deferred Gains or Losses on Hedges	13	(25)	(79)
Foreign Currency Translation Adjustment	(297)	(1,074)	(1,132)
Total Valuation and Translation Adjustments	(142)	3,078	6,217
Minority Interests	1,034	980	959
Total Net Assets	103,645	103,036	103,462

Total Liabilities and Net Assets	185,057	185,173	185,338

<sup>185,173</sup> 185,338 **Total Assets** 185,057

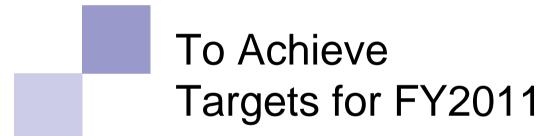




# Consolidated C/F



	2009	2010	2011
Net cash provided by operating activities	11,187	3,327	9,030
Income before income taxes	914	(2,643)	1,893
Depreciation and amortization	457	404	462
Decrease (increase) in notes and accounts receivable	18,638	4,564	17,106
Increase (decrease) in notes and accounts payable	(7,799)	(420)	(9,174)
Other-net	(1,023)	1,422	(1,258)
Net cash provided by investing activities	(805)	3,137	807
Purchases of investment securities	(481)	(579)	(244)
Proceeds from sales of investment securities	584	2,877	143
Other-net	(908)	838	908
Net cash used in financing activities	(1,709)	(532)	(593)
Net decrease (increase) in treasury stock	(880)	(797)	42
Cash dividends paid	(430)	(425)	(425)
Other-net	(397)	691	(210)
Foreign currency translation adjustments on cash and cash equivalents	403	(524)	69
Net increase in cash and cash equivalents	9,076	5,408	9,314
Cash and cash equivalents, beginning of the period	12,807	18,844	19,127
Cash and cash equivalents of newly consolidated subsidiaries, beginning of the period	-	217	-
Increase in cash and cash equivalents resulting from merger of consolidated and unconsolidated subsidiaries	-	-	48
Cash and cash equivalents, end of the period	21,883	24,471	28,490





#### Review of 1<sup>st</sup> Half



#### In the focal theme for Q2;

- Global and Cost Control achieved above a certain level.
- Digital, Solutions\* and Content need improvement.

\*=Marketing & Promotion

ference: Non-Consolidated Sales by media	2010	2011	Increase	Y-o-Y	(Millions of Yen)
	Jan-Jun	Jan-Jun	(Decrease)	Change	
Magazine	7,627	6,503	(1,123)	-14.7%	
Newspaper	11,265	9,406	(1,858)	-16.5%	
Television	70,539	70,930	390	0.6%	
Time*	26,806	26,713	(92)	-0.3%	
Spot	38,172	38,759	586	1.5%	
Content	5,560	5,457	(103)	-1.9%	
Radio	1,352	1,568	215	15.9%	
4 Mass Media	90,785	88,409	(2,376)	-2.6%	
Digital Media	4,049	3,971	(78)	-1.9%	
OOH Media	4,619	4,177	(442)	-9.6%	
Marketing & Promotion	29,310	23,570	(5,740)	-19.6%	
Creative	18,303	21,178	2,874	15.7%	
Other	3,619	4,289	669	18.5%	
Non-mass Media	59,903	57,187	(2,716)	-4.5%	
Total	150,689	145,597	(5,092)	-3.4%	





#### 1) Global business

- ◆Strengthen support for Japanese clients expanding their overseas business
- Good progress in the Automobiles, Information/Communications,
   Cosmetics/Toiletries sectors
- ⇒ Enhance the digital business in the Chinese market Infrastructure development for supporting clients expanding business into local city markets overseas.
- Also cultivate local clients in China/Asia
- They are small-scale but ADK continues to develop local automotive, household appliance/AV, pharmaceutical, government/organization, food, distribution, etc. enterprises
- ⇒ Promotion of adopting locally-hired employees (including executives) and cultivating human resources





# 2) Digital business

- ◆Strengthen the organization in the digital domain
- In April, a digital business head office was set up in the Integrated Solutions Center
  - Promoting business development in the digital field as a control tower.
  - Aggregating all media solution functions
- \*ADK Digital Communications Inc. was established
- ⇒ Leveraging internal and external resources related to the digital business, and promoting the sophistication and streamlining of operations





#### 3) Solutions

- Strengthen the organization in growth areas
   (e.g., global business, direct business, promotions)
- Infrastructure development for developing a direct business overseas
- Strengthen cooperation with companies specializing in in-store marketing
- Setting up the E-CSR Project\*
   \*\*Corporate Social Responsibility in Emergency
- ⇒ Ongoingly, launching a variety of projects aimed at expanding proposals and sales in growth areas





#### 4) Content business

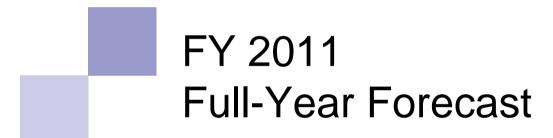
- Strengthen overseas business
- "IMMG-BEIJING CO., LTD." was established in February (Operating since May)
- ⇒ Developing the Chinese market through cooperation with the China Animation Comic Game Group Co., Ltd. ("China ACG Group")
- ◆Revitalize existing content
- ⇒ Proactively proposing campaigns centering on One Piece and other contents.
- ⇒ Fujiko F Fujio Museum (Open in September, 2011)
- New Initiatives
- ⇒ TIGER and BUNNY
  - Working on a new method of advertisements through animation, such as character placement ads, simultaneous broadcasting of TV over the Internet, etc.





#### 5) Cost controls

- Adopt rigorous cost controls
- Strengthening procurement and reviewing media buying is significantly contributing to an improvement in gross profit margins.
- ⇒ Continuing to promote strict cost control
- ◆Reduce SG&A expenses
- Reducing SG&A expenses by managing rent and R&D expenses
- ⇒ Staff costs and investment in computer expenses are appropriately controlled by considering the business results.





# FY2011 Consolidated Forecast



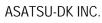
					(Millions	of Yen)
	FY2011 ①	vs2010	1 <sup>st</sup> H ②	vs2010	2 <sup>nd</sup> H ①-②	vs2010
Gross Billings	356,000	2.7%	165,638	-1.7%	190,361	6.9%
Gross Profit	44,950	7.0%	21,101	11.4%	22,848	3.0%
Gross Margin	12.6%	+0.5pts	13.3%	+1.6pts	12.0%	-0.5pts
SG&A Expenses	42,050	0.1%	20,725	-2.8%	21,324	3.1%
Staff Cost	28,000	-1.0%	14,533	1.4%	13,466	-3.4%
Other	14,050	2.3%	6,191	-11.5%	7,858	16.7%
Operating Income	2,900	12767.2%	1,376	-	1,523	1.1%
Non-operating Income/Loss	1,800	-3.4%	1,141	-15.6%	658	29.1%
Recurring Profit	4,700	149.2%	2,517	-	2,182	8.2%
Extraordinary Profit/Loss	(300)	-	(623)	-	323	-
Income before Income Taxes and Minority Interests	4,400	-	1,893	-	2,506	-
Taxes	1,800	-	1,017	-	782	14.6%
Net Income	2,600	_	876	-	1,723	
Operating Margin	6.5%		6.2%		6.7%	
Staff Cost / Gross Profit	62.3%		65.8%		58.9%	



#### **Consolidated Performance**



**Gross Billings Gross Profit Ordinary Income Operating Income** 3,000 33,500 1,500 ADK 314,000 2.7% 9.1% 50437.6% 6 subsidiaries 15,182 10.6% 2,294 626 8.0% 543 0.7% -2.6% in Greater China 10 overseas 1,979 -10.1% 367 -25.3% 11,566 -8.6% 496 -33.4% subsidiaries (excluding Greater China) 8 subsidiaries 39,659 4.0% 7,732 5.3% 430 8.3% 496 -3.4% in Japan Consolidation Adjustment (24,409)(556)(58)(79)44,950 2,900 Total 4,700 176.5% 356,000 2.7% 7.4%





#### Shareholder Return



### Perspectives on shareholder return

#### Dividends

Maintain a 35% payout ratio and ¥20.00/share minimum annual dividends

### Share buybacks

Consider buybacks while monitoring financial stability Aiming for an improvement of ROE and EPS





## Consolidated Investments as of June 30, 2011



	Bond investment trust / Money market fund	9,161	
•	Bonds	246	1 fund
Current	Mutual Funds in Equities and Bonds and Others	182	9 funds
	Total	9,590	
	WPP plc	31,680	2.47% or 31,295,646 shares
	Digital Advertising Consortium, Inc.	2,512	Equity method
	Other Publicly Traded Equities	11,988	136 issues
	Total	46,180	
	Non Publicly Traded Equities in Affiliated Companies	1,243	13 issues
	Non Publicly Traded Equities in Subsidiary Companies	1,052	18 issues
Non	Other Non Publicly Traded Equities	1,205	72 issues
Current	Total	3,501	
	Bonds	1,257	9 issues
	Mutual Funds in Equities and Bonds	336	6 issues
	Total	51,275	
	Investments in Affiliated companies (Non-Securities)	272	7 funds
	Investments in Funds (Non-Securities)	144	9 funds
	Total	51,692	



#### Capital Expenditures / Depreciation & Amortization Expenses



	Capi	tal Expenditure	s	Depreciation	& Amortization	n Expenses
Accounting Items	Non-consolidated ADK	Consolidated subsidiaries	Consolidated	Non-consolidated ADK	Consolidated subsidiaries	Consolidated
Buildings	16	41	57	44	41	85
Building Improvements	-	-	-	-	0	0
Vehicles	7	-	7	4	6	10
Furniture, Fixtures & Equipment	67	29	97	18	59	78
Land	-	-	-	-	-	-
Licenses	-	-	-	-	-	-
Computer Software	453	71	524	205	16	221
Lease Assets	6	1	7	48	10	59
Others	18	-	18	2	3	6
Total	570	143	713	325	137	462



# Non-consolidated P/L



			\1	viiiioris or Terr
	2010 Jan-Jun	2011 Jan-Jun	Increase (Decrease)	Y-o-Y Change
Gross Billings	150,689	145,597	(5,092)	-3.4%
Gross Profit	14,760	16,622	1,861	12.6%
Gross Margin	9.8%	11.4%	-	+1.6pts.
SG&A Expenses	16,642	15,691	(950)	-5.7%
(Staff Cost)	11,069	10,927	(142)	-1.3%
Operating Income	(1,881)	930	2,811	-
Ordinary Income	(650)	1,981	2,631	-
Income before Income taxes	601	1,511	910	151.3%
Net Income	1,431	811	(619)	-43.3%
Operating Margin	-12.7%	5.6%		
Staff Cost / Gross Profit	75.0%	65.7%		



## Non-consolidated Gross Billings: Breakdown by Industry



		,	iions or Tem
Gross	Share	Increase	Y-o-Y
			Change
			-10.0%
			-9.9%
9,572	6.6%	471	5.2%
7,341	5.0%	1,111	17.8%
15,169	10.4%	(2,312)	-13.2%
4,308	3.0%	489	12.8%
804	0.6%	(149)	-15.7%
1,512	1.0%	(114)	-7.1%
7,775	5.3%	654	9.2%
1,547	1.1%	(118)	-7.1%
10,759	7.4%	1,192	12.5%
4,156	2.9%	1	0.0%
1,291	0.9%	(237)	-15.5%
17,757	12.2%	569	3.3%
10,346	7.1%	(2,799)	-21.3%
13,261	9.1%	753	6.0%
5,524	3.8%	(836)	-13.2%
3,397	2.3%	339	11.1%
5,190	3.6%	(435)	-7.7%
3,113	2.1%	803	34.7%
5,242	3.6%	(2,544)	-32.7%
145,597	100.0%	(5,092)	-3.4%
	Billings  2,237  15,286  9,572  7,341  15,169  4,308  804  1,512  7,775  1,547  10,759  4,156  1,291  17,757  10,346  13,261  5,524  3,397  5,190  3,113  5,242	Billings         of Total           2,237         1.5%           15,286         10.5%           9,572         6.6%           7,341         5.0%           15,169         10.4%           4,308         3.0%           804         0.6%           1,512         1.0%           7,775         5.3%           1,547         1.1%           10,759         7.4%           4,156         2.9%           1,291         0.9%           17,757         12.2%           10,346         7.1%           13,261         9.1%           5,524         3.8%           3,397         2.3%           5,190         3.6%           3,113         2.1%           5,242         3.6%	Billings         of Total         (Decrease)           2,237         1.5%         (248)           15,286         10.5%         (1,681)           9,572         6.6%         471           7,341         5.0%         1,111           15,169         10.4%         (2,312)           4,308         3.0%         489           804         0.6%         (149)           1,512         1.0%         (114)           7,775         5.3%         654           1,547         1.1%         (118)           10,759         7.4%         1,192           4,156         2.9%         1           1,291         0.9%         (237)           17,757         12.2%         569           10,346         7.1%         (2,799)           13,261         9.1%         753           5,524         3.8%         (836)           3,397         2.3%         339           5,190         3.6%         (435)           3,113         2.1%         803           5,242         3.6%         (2,544)



## Non-consolidated Performance



(Millions of Yen)

	2010	2011	Increase	Y-o-Y
	Jan-Jun	Jan-Jun	(Decrease)	Change
Magazine	7,627	6,503	(1,123)	-14.7%
Newspaper	11,265	9,406	(1,858)	-16.5%
Television	70,539	70,930	390	0.6%
Time*	26,806	26,713	(92)	-0.3%
Spot	38,172	38,759	586	1.5%
Content	5,560	5,457	(103)	-1.9%
Radio	1,352	1,568	215	15.9%
4 Mass Media	90,785	88,409	(2,376)	-2.6%
Digital Media	4,049	3,971	(78)	-1.9%
OOH Media	4,619	4,177	(442)	-9.6%
Marketing & Promotion	29,310	23,570	(5,740)	-19.6%
Creative	18,303	21,178	2,874	15.7%
Other	3,619	4,289	669	18.5%
Non-mass Media	59,903	57,187	(2,716)	-4.5%
Total	150,689	145,597	(5,092)	-3.4%



\*Time : Program sponsored ads



## Non-consolidated Gross Billings



(Millions of Yen)

	Jan		Feb Mar		r	Apr		May		Jun		
	Gross Billings	Y-o-Y	Gross Billings	Y-o-Y	Gross Billings	Y-o-Y	Gross Billings	Y-o-Y	Gross Billings	Y-o-Y	Gross Billings	Y-o-Y
Magazine	627	-7.5%	1,084	4.8%	1,667	-9.8%	993	-29.6%	991	-20.2%	1,138	-19.3%
Newspaper	1,557	27.1%	1,507	7.0%	1,809	-34.6%	1,304	-26.4%	1,581	-15.5%	1,646	-25.9%
Television	10,750	3.9%	10,839	10.9%	13,933	7.8%	12,271	-8.4%	11,040	-4.4%	12,096	-3.7%
Radio	251	27.0%	245	1.8%	299	4.3%	205	9.3%	275	34.1%	291	25.0%
Digital Media	580	-4.6%	557	-22.8%	1,051	18.8%	568	-4.4%	534	9.4%	677	-9.5%
Out of Home Media	628	50.7%	476	8.0%	993	-9.7%	879	24.2%	449	-18.3%	750	2.0%
Marketing & Promotion	2,848	5.0%	2,774	-14.9%	7,368	-20.3%	2,705	-13.0%	2,965	-23.5%	4,908	-30.9%
Creative	2,166	-3.8%	2,825	47.6%	6,509	27.7%	3,077	1.2%	2,824	21.1%	3,775	2.9%
Others	579	33.6%	415	-18.6%	841	-24.7%	524	23.3%	630	48.2%	1,298	83.5%
Total	19,991	5.9%	20,725	7.4%	34,473	-2.3%	22,530	-10.2%	21,293	-5.5%	26,583	-10.2%

#### ADK has changed its business discipline (business category ) classification.

<sup>&</sup>quot;Television" includes time, spot and content business.

<sup>&</sup>quot;Digital Media" includes the Internet and mobile media. Digital Solution business such as web creation is included in "Marketing and Promotion".

<sup>&</sup>quot;OOH (Out of Home) Media includes transit advertising, out door advertising, and newspaper inserts, etc.

<sup>&</sup>quot;Marketing and Promotion" includes marketing, communications planning, sales promotion, event, PR, EXPO related business, and digital solution business.

<sup>\*</sup>Billings smaller than one million yen have been rounded down, creating a difference between monthly billings and cumulative billings.



# FY2011 Non-Consolidated Forecast

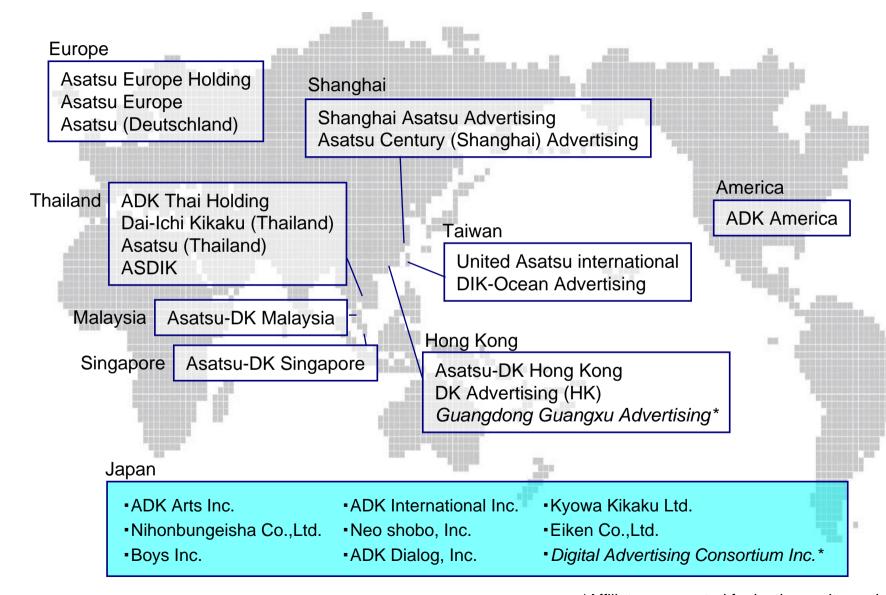


					(Millions	of Yen)
	FY2011 ①	vs2010	1 <sup>st</sup> H ②	vs2010	2 <sup>nd</sup> H ①-②	vs2010
Gross Billings	314,000	2.7%	145,597	-3.4%	168,402	8.6%
Gross Profit	33,500	9.1%	16,622	12.6%	16,877	5.8%
Gross Margin	10.7%	+0.6pts	11.4%	+1.6pts	10.0%	-0.3pts
SG&A Expenses	32,000	-1.2%	15,691	-5.7%	16,308	3.6%
Staff Cost	20,800	-3.0%	10,927	-1.3%	9,872	-4.9%
Other	11,200	2.4%	4,764	-14.5%	6,435	20.0%
Operating Income	1,500	-	930	-	569	175.4%
Non-operating Income/Loss	1,500	-10.7%	1,050	-14.6%	499	-0.1%
Recurring Profit	3,000	50437.6%	1,981	-	1,018	55.2%
Extraordinary Profit/Loss	(300)	-89.5%	(469)	-	169	-
Income before Income Taxes and Minority Interests	2,700	-	1,511	151.3%	1,188	-
Taxes	1,200	-	700	-	500	406.6%
Net Income	1,500	-	811	-43.3%	688	
Operating Margin	4.5%		5.6%		3.4%	
Staff Cost / Gross Profit	62.1%		65.7%		58.5%	



## **ADK Group**





\*Affiliates accounted for by the equity method

#### **Note on Forward-looking Statements:**

This report may contain forward-looking statements based on ASATSU-DK management's view and assumptions of future developments as of the publication deadline for this document. Therefore, the statements are subject to risks and uncertainties that could lead to material differences between such statements and actual outcomes. ASATSU-DK does not warrant any certainty and accuracy thereto. ASATSU-DK expressly disclaims any obligation to update or revise its forward-looking statements.