

FY2013 Financial Report

January to December, 2013

ASATSU-DK Inc. (Code:9747)

February 19, 2014

The ADK logo is a dark blue square with the letters "ADK" in white, bold, sans-serif font. It is positioned in the bottom right corner of the slide.

ADK



Consolidated Performance

January to December, 2013

Consolidated P/L

ADK

(Millions of Yen)	2012 (Jan-Dec)	2013 (Jan-Dec)	Increase (Decrease)	Y-on-Y Change
Gross Billings	350,822	342,786	(8,036)	-2.3%
Gross Profit	46,169	45,104	(1,064)	-2.3%
<i>Gross Profit Ratio</i>	13.2%	13.2%	—	—
SG&A	42,993	43,721	728	+1.7%
(Staff Cost)	28,838	29,487	649	+2.3%
Operating Income	3,175	1,383	(1,792)	-56.4%
Ordinary Income	5,314	4,327	(987)	-18.6%
Income before Income taxes and Minority Interests	4,069	5,600	1,531	+37.6%
Net Income	2,781	3,430	649	+23.3%
Operating Margin ^{※1}	6.9%	3.1%		
Staff Cost/Gross Profit	62.5%	65.4%		

※1 Operating Income/Gross Profit

Consolidated P/L

(Millions of Yen) (Y-on-Y Change)	Gross Billings	Gross Profit	Operating Income	Ordinary Income	Net Income
A D K	296,065 -2.4%	32,175 -1.9%	1,166 -13.0%	3,864 +17.2%	3,209 +107.9%
8 subsidiaries in Japan *1	52,979 +0.8%	7,709 -8.9%	(492) -	(250) -	(240) -
7 subsidiaries in Greater China *2	15,812 -3.5%	3,011 +1.6%	502 -50.0%	690 -44.0%	540 -44.9%
13 subsidiaries in Asia, Europe and USA *3	15,869 +22.0%	2,621 +21.2%	421 -6.8%	698 +2.8%	535 -1.9%
Consolidation Adjustment	(37,940)	(412)	(215)	(675)	(613)
Total	342,786 -2.3%	45,104 -2.3%	1,383 -56.4%	4,327 -18.6%	3,430 +23.3%

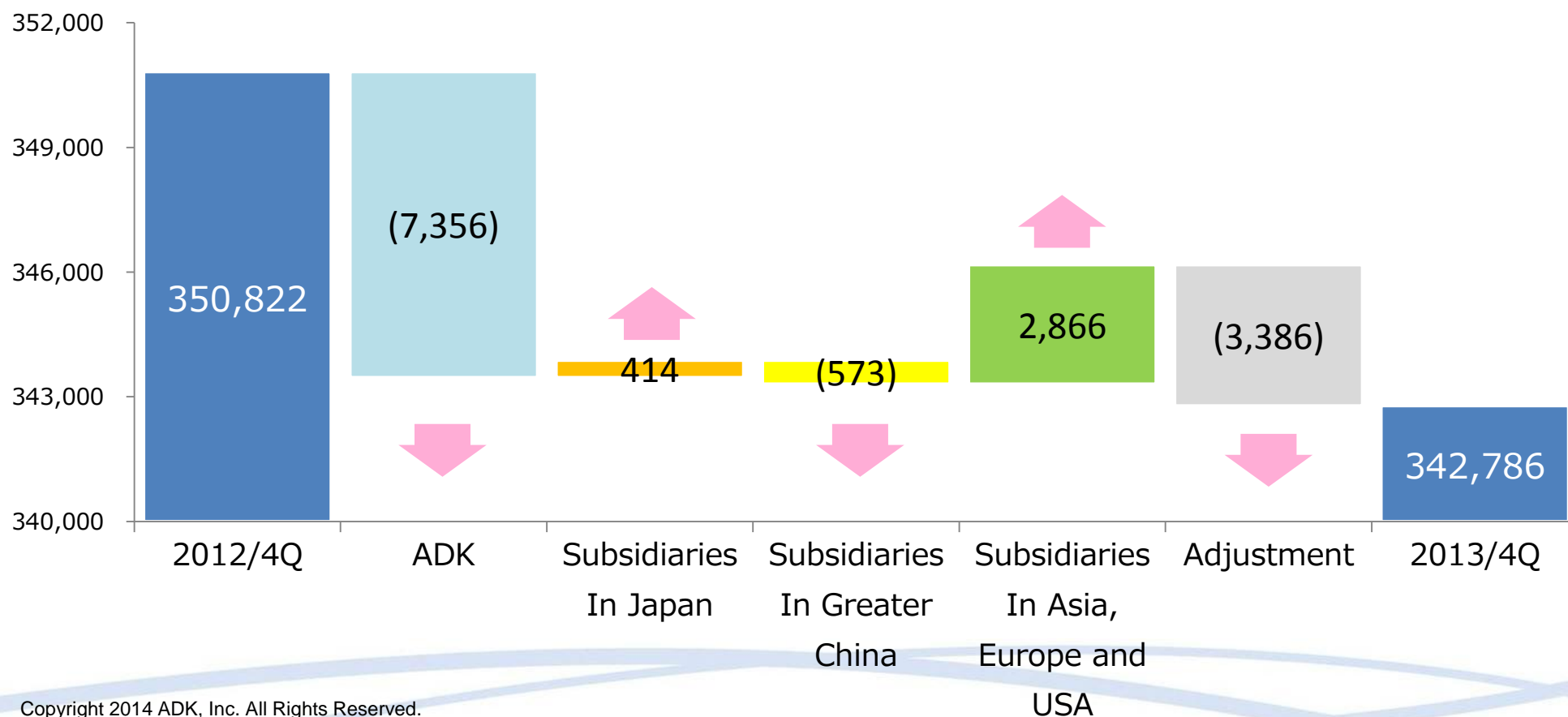
*1 For the details about consolidated subsidiaries, please refer to the last page of Appendix

*2 Subsidiaries in Greater China: 7 subsidiaries in Shanghai, Taiwan and Hong Kong

*3 Asia, Europe and USA subsidiaries: 13 subsidiaries in Thailand, Malaysia, Singapore, Vietnam, Europe and the North America

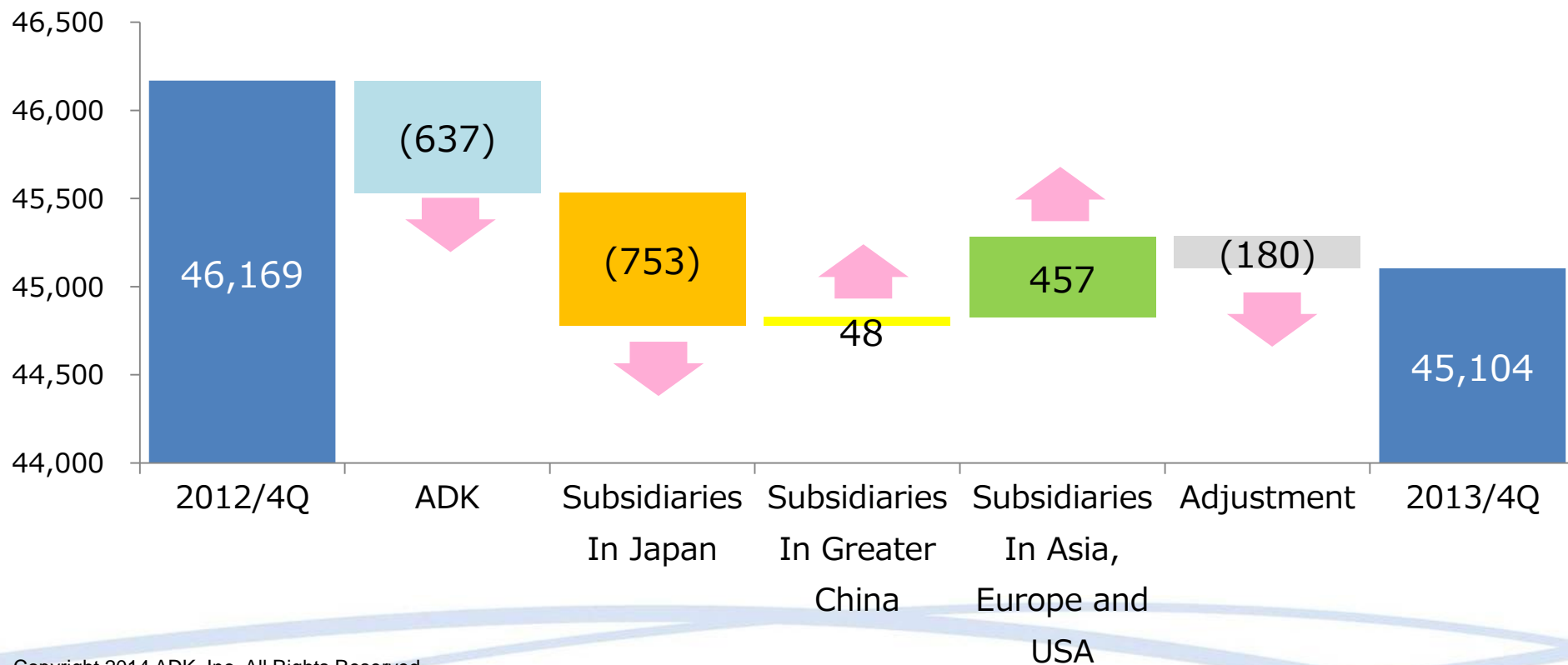
Consolidated Gross Billings

(Millions of Yen)	2012 (Jan-Dec)	2013 (Jan-Dec)	Increase (Decrease)	Y-on-Y Change
Gross Billings	350,822	342,786	(8,036)	-2.3%



Consolidated Gross Profit

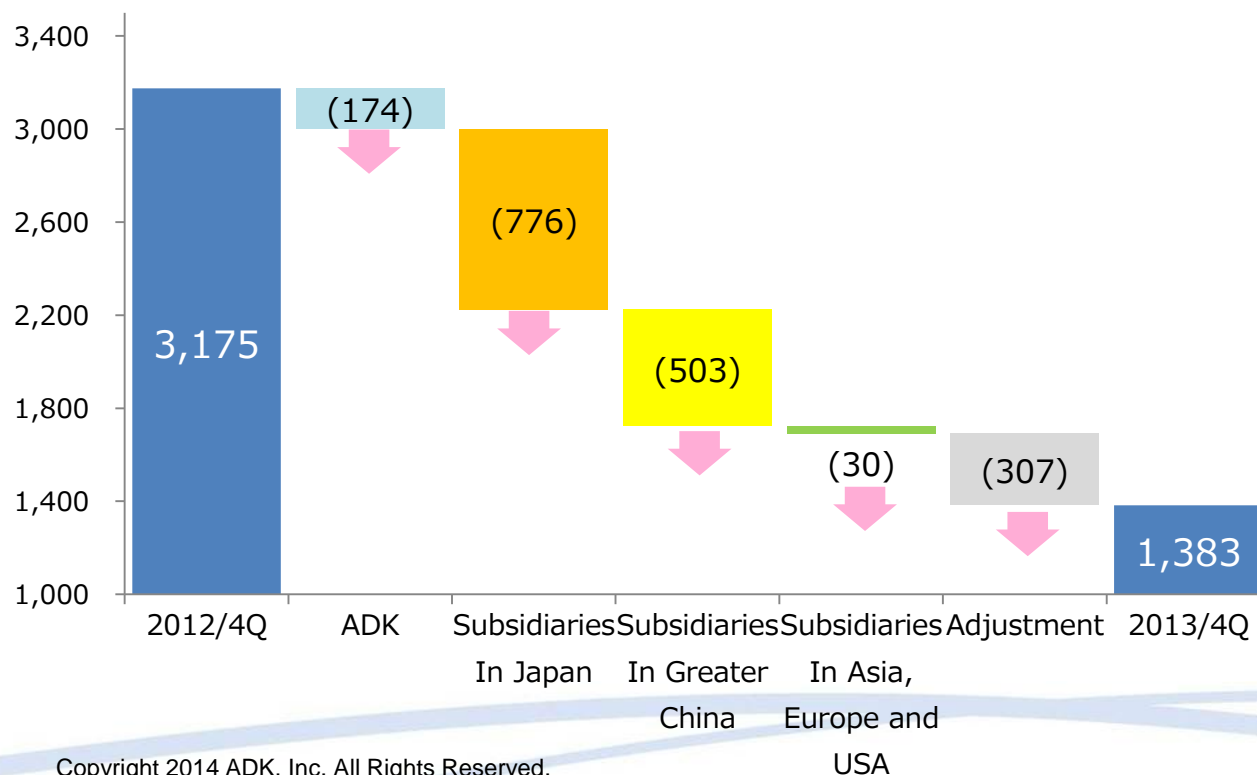
(Millions of Yen)	2012 Jan-Dec	2013 Jan-Dec	Increase (Decrease)	Y-on-Y Change
Gross Profit	46,169	45,104	(1,064)	-2.3%
<i>Gross Profit Ratio</i>	13.2%	13.2%	—	—



Consolidated Operating Income

ADK

(Millions of Yen)	2012 Jan-Dec	2013 Jan-Dec	Increase (Decrease)	Y-on-Y Change
SG&A Expenses	42,993	43,721	728	+1.7%
Staff Cost	28,838	29,487	649	+2.3%
Operating Income	3,175	1,383	(1,792)	-56.4%



◆ Operating Margin

	2011	2012	2013
Jan-Dec	8.4%	6.9%	3.1%

◆ Staff Cost/Gross Profit

	2011	2012	2013
Jan-Dec	61.8%	62.5%	65.4%

Ordinary Income ~ Net Income

(Millions of Yen)	2012 Jan-Dec	2013 Jan-Dec	Increase (Decrease)	Y-on-Y Change
Operating Income	3,175	1,383	(1,792)	-56.4%
Non-Operating Income	2,362	3,067		
Non-Operating Expenses	224	123		
Ordinary Income	5,314	4,327	(987)	-18.6%
Extraordinary Income	234	4,594		
Extraordinary Loss	1,479	3,321		
Income before Income taxes and Minority Interests	4,069	5,600	1,531	+37.6%
Tax and others	1,264	2,113		
Minority shareholders	23	56		
Net Income	2,781	3,430	649	+23.3%

Consolidated B/S



(Millions of Yen)

Assets	Dec 2012	Dec 2013	Increase (Decrease)
Current Assets			
Cash and Deposits	24,489	25,554	1,065
Notes and Accounts Receivable-trade	84,128	81,659	(2,468)
Short-term Investment Securities	6,471	11,371	4,899
Inventories	7,032	8,469	1,437
Others	2,897	2,390	(506)
Allowance for Doubtful Accounts	(257)	(514)	(257)
Total Current Assets	124,762	128,932	4,169
Noncurrent Assets			
Property, Plant and Equipment	4,296	3,392	(903)
Intangible Assets	2,342	2,132	(210)
Investments and Other Assets			
Investment Securities	55,312	84,829	29,517
Other	9,875	9,693	(181)
Allowance for Doubtful Accounts	(1,426)	(810)	615
Total Investment and Other Assets	63,761	93,713	29,951
Total Noncurrent Assets	70,400	99,238	28,837
Total Assets	195,163	228,170	33,007
Equity Ratio	55.6%	56.9%	+1.3pts

Liabilities	Dec 2012	Dec 2013	Increase (Decrease)
Current Liabilities			
Notes and Accounts Payable-trade	67,130	65,997	(1,133)
Other	8,415	10,081	1,666
Total Current Liabilities	75,548	76,080	532
Noncurrent Liabilities			
Long-term Loans Payable	246	82	(164)
Deferred Income Taxes	6,584	18,802	12,217
Other	3,223	2,232	(990)
Total Noncurrent Liabilities	10,055	21,116	11,061
Total Liabilities	85,603	97,197	11,593

Net Assets	Dec 2012	Dec 2013	Increase (Decrease)
Shareholders' Equity			
Capital Stock	37,581	37,581	0
Capital Surplus	13,245	11,982	(1,263)
Retained Earnings	45,428	44,303	(1,124)
Treasury Stock	(746)	(651)	95
Total Shareholders' Equity	95,508	93,216	(2,291)
Valuation and Translation Adjustment			
Valuation Difference on Available-for-sale Securities	13,553	35,142	21,589
Deferred Gains or Losses on Hedges	(2)	1	3
Foreign Currency Translation Adjustment	(539)	1,513	2,052
Total Valuation and Translation Adjustments	13,012	36,657	23,644
Subscription rights to shares	5	21	15
Minority Interests	1,032	1,077	45
Total Net Assets	109,559	130,972	21,413
Total Liabilities and Net Assets	195,163	228,170	33,007

Consolidated Statement of Cash Flows

(Millions of Yen)

	2011 Jan-Dec	2012 Jan-Dec	2013 Jan-Dec
Net cash provided by operating activities	8,957	2,581	3,175
Income before income taxes	5,028	4,069	5,600
Depreciation and amortization	975	1,341	1,582
Decrease (Increase) in notes and accounts receivable	3,535	4,757	3,960
Increase (decrease) in notes and accounts payable	(3,098)	(5,303)	(1,585)
Other	2,516	(2,283)	(6,382)
Net cash provided by investing activities	3,779	(1,719)	6,270
Purchase of tangible fixed assets	(351)	(240)	(548)
Purchase of intangible fixed assets	(1,570)	(666)	(594)
Purchase of investment securities	(818)	(459)	(368)
Proceeds from sales of investment securities	4,831	1,100	9,152
Other	1,688	(1,452)	(1,369)
Net cash used in financing activities	(4,944)	(1,184)	(6,336)
Net decrease (increase) in treasury stock	85	107	(1,168)
Cash dividend paid	(4,599)	(844)	(4,687)
Other	(430)	(447)	(479)
Foreign currency translation adjustments on cash and cash equivalents	(449)	1,104	1,880
Net increase in cash and cash equivalents	7,342	782	4,990
Cash and cash equivalents, beginning of the period	19,127	26,519	27,264
Cash and cash equivalents, end of the period	26,519	27,264	32,410



FY 2014 Forecast

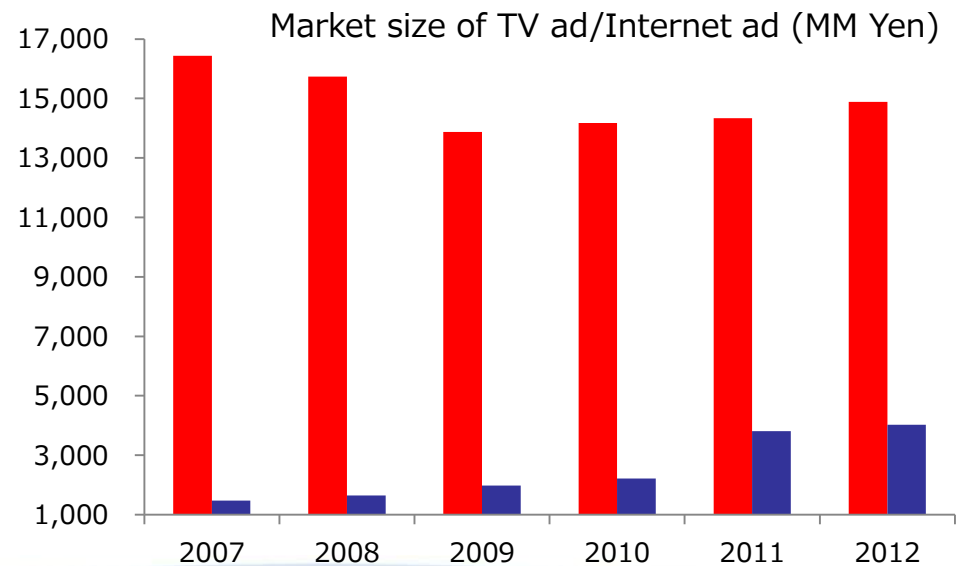
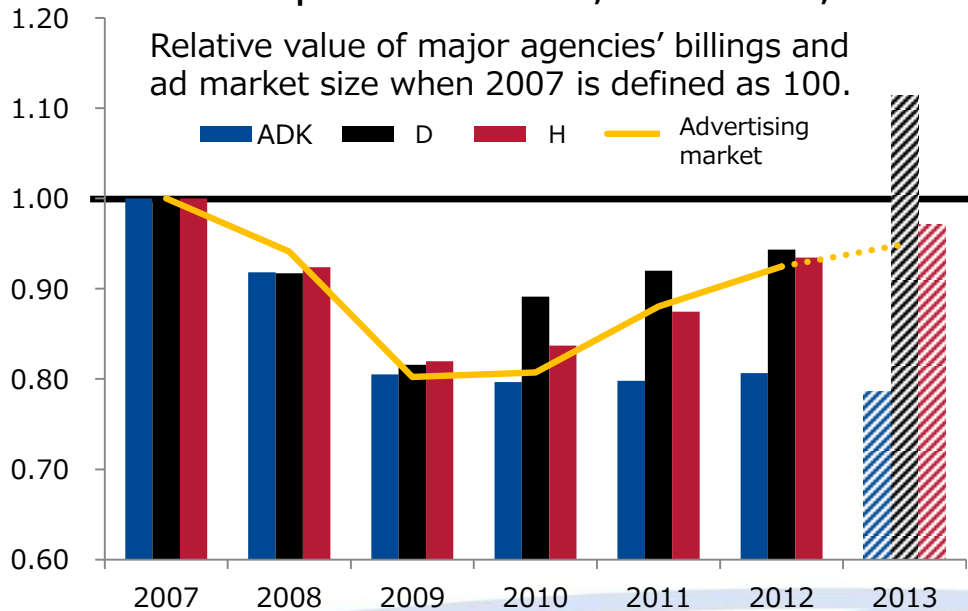
January to December, 2014

Situation awareness and challenges



Transformation of business model and foundation is a key

- Advertising market is recovering from the repercussions of Lemman shock and 2011 disaster.
- A structural shift in ad market has advanced with TV advertising bottoming out and a rapid growth of Internet advertising.
- Competitors seem to land in record gross billings and profit by efforts in M&A and Internet domain.
- ADK's performance, however, falls below pre-Lemman.



※ Based on companies' financial settlements and "The Current Survey of Selected Service Industries" issued by METI

Transform to a Consumer Activation Company

To achieve VISION2020,

solidify Group foundation and combine business models

We are determined to realize this

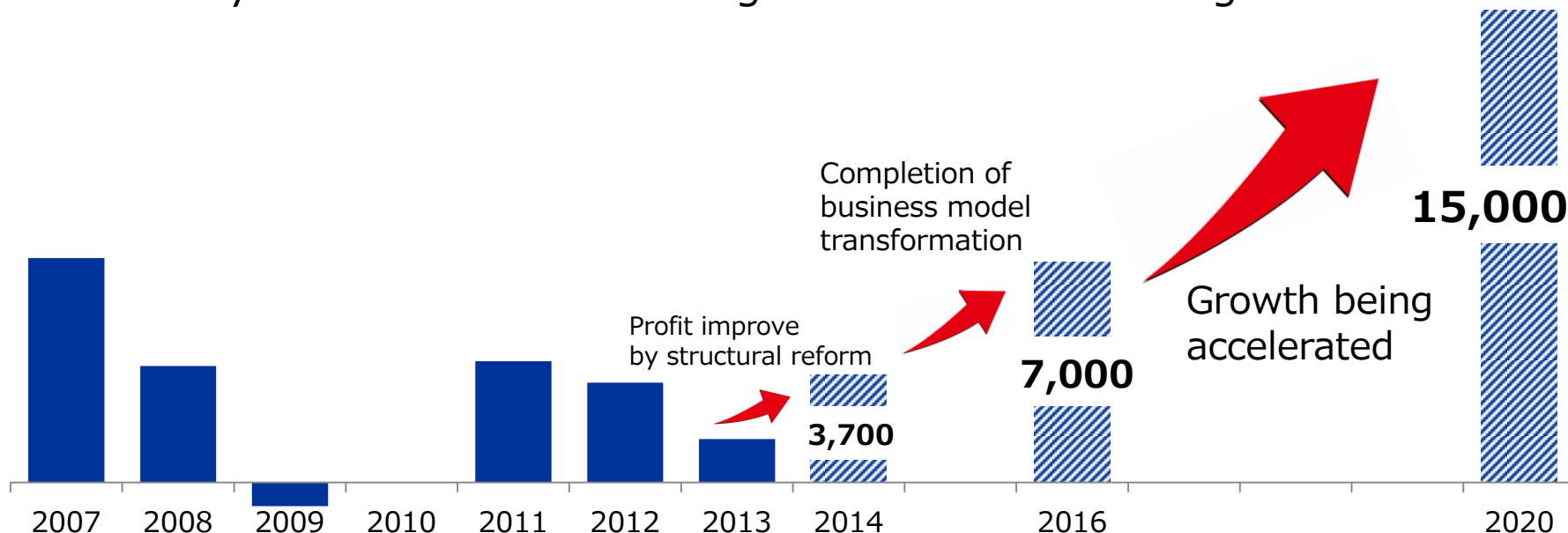
Started structural reform in FY2013

- Re-design employee structure by early retirement programs
- Drive organizational reform to ensure income management and continuous growth
- Review the value chain of group companies & role of each affiliate and re-build income management system

Outline of FY2014 Plan

Push through a work to solidify the foundation and shift to profitable business

- Drive structural reform centering on establishing the group foundation
- Cost control efforts will lead to profitability improvement and then operating profit growth
- Top line is expected to enter into a temporary lull, which will grow more slowly than the nominal GDP growth and ad market growth rate



※ Nominal GDP: Cabinet Meeting adopted 3.3% on January 24, 2014
Ad market: ADK assumes 2% growth

Consolidated Forecast

ADK

(Millions of Yen)	2013		2014	
	FY Actual	FY Plan	Increase (Decrease)	Y-on-Y Change
Gross Billings	342,786	348,800	6,014	+1.8%
Gross Profit	45,104	47,550	2,446	+5.4%
Gross Profit Ratio	13.2%	13.6%		+0.4pts
SG&A	43,721	43,850	129	+0.3%
(Staff Cost)	29,487	28,930	(557)	-1.9%
Operating Income	1,383	3,700	2,317	+167.5%
Ordinary Income	4,327	5,600	1,273	+29.4%
Income before Income taxes and Minority Interests	5,600	4,290	(1,310)	-23.4%
Net Income	3,430	2,770	(660)	-19.2%
Operating Margin	3.1%	7.8%		
Staff Cost/Gross Profit	65.4%	60.8%		

※Please refer supplementary document
For 1st and 2nd half forecast and
Non-consolidated forecast.

FY2014 Forecast by Region

(Millions of Yen) (Y-on-Y Change)	Gross Billings	Gross Profit	Operating Income	Ordinary Income	Net Income
A D K	298,000 +0.7%	33,000 +2.6%	2,350 +101.4%	4,150 +7.4%	1,800 -43.9%
11 subsidiaries in Japan*1	54,138 +2.2%	8,970 +16.4%	344 Turn to profitability	381 Turn to profitability	153 Turn to profitability
8 subsidiaries in Greater China *2	15,884 +0.5%	2,931 -2.7%	389 -22.5%	474 -31.3%	379 -29.8%
18 subsidiaries in Asia, Europe and USA*3	17,419 +9.8%	3,055 +16.6%	606 +43.9%	831 +19.1%	688 +28.6%
Consolidation adjustment	(36,641)	(407)	9	(237)	(251)
Total	348,800 +1.8%	47,550 +5.4%	3,700 +167.5%	5,600 +29.4%	2,770 -19.2%

* 1 Subsidiaries in Japan : Domestic consolidated subsidiaries (3 companies added in 2014)

* 2 Subsidiaries in Greater China :Subsidiaries in the mainland, Taiwan and Hong Kong (1 company added in 2014)

* 3 Subsidiaries in Asia, Europe and USA : Overseas subsidiaries in Asia ex China, Europe and the USA (5 companies added in 2014)

(For the details about consolidated subsidiaries, please refer to the last page of Appendix)

Solidify the foundation to boost Consumer Activation (investment for growth)

- Build **DMP/AMS** (※) , develop solution plan utilizing **data**

※DMP: Data Management Platform. A system to capture and analyze consumers' contact to media, awareness and behavior in a unified way.
AMS: Activator Management System. A system to drive promotion by leveraging ID data, aiming to inspire consumers to take actions.

- Shift to **content marketing** business (home & abroad) from content business
- Establish a foundation to drive **consumer activation** in overseas markets
- **Invest in human resources** to drive Consumer Activation Business

Major measures for now

- Focus on **growth categories and government-led initiatives** to realize a long and stable growth
- Reinforce the capability to make better proposals to strengthen and develop **TV media business**
- Analyze client portfolio for **selection and concentration**
- Beef up sales force in **regional Branches**

Major measures for now

- Re-boot **struggling Group companies**
by collaborating with ADK, that will generate synergy effect
- Expand **overseas business** especially Asia and China
- Focus more on **Direct Business**

Change in Dividend Policy

Payout ratio-base : Distribute a 35% of consolidated net income to the shareholder through common dividend with the condition of a minimum annual dividend of Y20 per share



Total return ratio-base : Target the annual **total shareholder return ratio** including buy-back setting **50%** and the minimum dividend per share of Y20

- This change is to be applied in 2014 onwards

Appendix

Business Trend and Forecast



Consolidated	2012			2013						2014					
	1H	2H	Full Year	1H		2H		Full Year		1H		2H		Full Year	
(Millions of Yen)	Actual	Actual	Actual	Actual	Y-on-Y	Actual	Y-on-Y	Actual	Y-on-Y	Forecast	Y-on-Y	Forecast	Y-on-Y	Forecast	Y-on-Y
Gross Billings	179,791	171,030	350,822	174,469	-3.0%	168,316	-1.6%	342,786	-2.3%	169,700	-2.7%	179,100	+6.4%	348,800	+1.8%
Gross Profit	24,336	21,832	46,169	23,046	-5.3%	22,058	+1.0%	45,104	-2.3%	23,120	+0.3%	24,430	+10.8%	47,550	+5.4%
GP Ratio	13.5%	12.8%	13.2%	13.2%		13.1%		13.2%		13.6%		13.6%		13.6%	
SG&A Exp	21,613	21,379	42,993	21,238	-1.7%	22,483	+5.2%	43,721	+1.7%	21,810	+2.7%	22,040	-2.0%	43,850	+0.3%
(Staff Cost)	14,782	14,056	28,838	14,757	-0.2%	14,730	+4.8%	29,487	+2.3%	14,370	-2.6%	14,560	-1.2%	28,930	-1.9%
Operating Income	2,722	452	3,175	1,807	-33.6%	(424)	—	1,383	-56.4%	1,310	-27.5%	2,390	—	3,700	+167.5%
Ordinary Income	3,978	1,335	5,314	3,381	-15.0%	945	-29.2%	4,327	-18.6%	2,500	-26.1%	3,100	+227.7%	5,600	+29.4%
Income before Income taxes and Minority Interests	2,866	1,202	4,069	3,624	26.5%	1,975	+64.3%	5,600	+37.6%	1,210	-66.6%	3,080	+55.9%	4,290	-23.4%
Net Income	1,774	1,006	2,781	2,114	19.2%	1,315	+30.7%	3,430	+23.3%	750	-64.5%	2,020	+53.5%	2,770	-19.2%
Operating Margin	11.2%	2.1%	6.9%	7.8%		-1.9%		3.1%		5.7%		9.8%		7.8%	
Staff Cost/Gross Profit	60.7%	64.4%	62.5%	64.0%		66.8%		65.4%		62.2%		59.6%		60.8%	
Non-Consolidated	2012			2013						2014					
(Millions of Yen)	1H	2H	Full Year	1H		2H		Full Year		1H		2H		Full Year	
(Millions of Yen)	Actual	Actual	Actual	Actual	Y-on-Y	Actual	Y-on-Y	Actual	Y-on-Y	Forecast	Y-on-Y	Forecast	Y-on-Y	Forecast	Y-on-Y
Gross Billings	156,660	146,762	303,422	151,934	-3.0%	144,131	-1.8%	296,065	-2.4%	147,500	-2.9%	150,500	+4.4%	298,000	+0.7%
Gross Profit	17,568	15,244	32,812	16,740	-4.7%	15,434	1.3%	32,175	-1.9%	16,670	-0.4%	16,330	+5.8%	33,000	+2.6%
GP Ratio	11.2%	10.4%	10.8%	11.0%		10.7%		10.9%		11.3%		10.9%		11.1%	
SG&A Exp	15,736	15,734	31,470	15,013	-4.6%	15,995	1.7%	31,008	-1.5%	15,400	+2.6%	15,250	-4.7%	30,650	-1.2%
(Staff Cost)	10,577	9,973	20,550	10,166	-3.9%	10,205	2.3%	20,371	-0.9%	9,894	-2.7%	9,856	-3.4%	19,750	-3.1%
Operating Income	1,831	(489)	1,341	1,727	-5.7%	(560)	—	1,166	-13.0%	1,270	-26.5%	1,080	—	2,350	+101.4%
Ordinary Income	3,016	279	3,296	3,199	+6.0%	664	+137.5%	3,864	+17.2%	2,450	-23.4%	1,700	+155.6%	4,150	+7.4%
Income before Income taxes and Minority Interests	1,953	(5)	1,947	3,512	+79.9%	1,234	—	4,747	+143.8%	1,220	-65.3%	1,700	+37.7%	2,920	-38.5%
Net Income	1,203	340	1,543	2,132	+77.3%	1,076	+216.8%	3,209	+107.9%	750	-64.8%	1,050	-2.5%	1,800	-43.9%
Operating Margin	10.4%	-3.2%	4.1%	10.3%		-3.6%		3.6%		7.6%		6.6%		7.1%	
Staff Cost/Gross Profit	60.2%	65.4%	62.6%	60.7%		66.1%		63.3%		59.4%		60.4%		59.8%	

Non-Consolidated Gross Billings by sector

Actual

ADK

(Millions of Yen)	2012		2013		Y-on-Y	
	G Billings	Composition	G Billings	Composition	Inc/Dec	Inc/Dec%
Energy/Material/ machinery	4,441	1.5%	4,221	1.4%	(220)	-5.0%
Food	30,071	9.9%	27,924	9.4%	(2,147)	-7.1%
Beverage/Tobacco	24,676	8.1%	23,800	8.0%	(876)	-3.6%
Pharma/Medical supplies	13,775	4.5%	14,779	5.0%	1,004	+7.3%
Cosmetics/Toiletry	31,100	10.2%	27,993	9.5%	(3,107)	-10.0%
Apparel/Jewelry	9,884	3.3%	12,262	4.1%	2,378	+24.1%
Precision machinery/Office supplies	1,906	0.6%	2,069	0.7%	163	+8.6%
Home appliances/AV equipment	3,620	1.2%	3,947	1.3%	327	+9.0%
Automobile/Automobile-related Products	15,396	5.1%	16,135	5.5%	739	+4.8%
Household Goods	2,949	1.0%	2,050	0.7%	(899)	-30.5%
Hobbies/Sport Goods	21,090	7.0%	19,670	6.6%	(1,420)	-6.7%
Real Estate/Housing	8,683	2.9%	8,688	2.9%	4	+0.1%
Publishing	2,964	1.0%	3,911	1.3%	947	+32.0%
Information/Communication	33,457	11.0%	27,420	9.3%	(6,037)	-18.0%
Distribution/Retail	25,552	8.4%	26,112	8.8%	560	+2.2%
Finance/Insurance	22,155	7.3%	26,388	8.9%	4,233	+19.1%
Transportation/Leisure	11,189	3.7%	9,473	3.2%	(1,715)	-15.3%
Restaurants/Other service	5,959	2.0%	7,217	2.4%	1,257	+21.1%
Government/Organizations	11,067	3.6%	10,989	3.7%	(77)	-0.7%
Education/Medical Service/Religion	7,675	2.5%	7,759	2.6%	84	+1.1%
Signage/Other	15,806	5.2%	13,248	4.5%	(2,557)	-16.2%
Total	303,422	100.0%	296,065	100.0%	(7,356)	-2.4%

Non-Consolidated Gross Billings by Media

Actual

ADK

(Millions of Yen)	2012		2013		Y-on-Y	
	G Billings	Composition	G Billings	Composition	Inc/Dec	Inc/Dec%
Magazine	13,984	4.6%	14,167	4.8%	182	+1.3%
Newspaper	21,006	6.9%	20,536	6.9%	(469)	-2.2%
TV	142,007	46.8%	136,207	46.0%	(5,800)	-4.1%
Time	54,795	18.1%	53,083	17.9%	(1,712)	-3.1%
Spot	73,676	24.3%	70,881	23.9%	(2,795)	-3.8%
Content	13,534	4.5%	12,241	4.1%	(1,292)	-9.6%
Radio	3,075	1.0%	3,066	1.0%	(8)	-0.3%
4 Media Total	180,074	59.3%	173,977	58.8%	(6,096)	-3.4%
Digital Media	9,024	3.0%	11,215	3.8%	2,191	+24.3%
OOH Media	8,937	2.9%	9,563	3.2%	626	+7.0%
Marketing/Promotion	58,726	19.4%	57,232	19.3%	(1,494)	-2.5%
Creative	38,102	12.6%	36,793	12.4%	(1,308)	-3.4%
Other	8,558	2.8%	7,282	2.5%	(1,275)	-14.9%
Non-Media Total	123,348	40.7%	122,087	41.2%	(1,260)	-1.0%
Total	303,422	100.0%	296,065	100.0%	(7,356)	-2.4%

• Digital Media includes Internet and Mobil-related media (Digital solution such as website creation and system development are included in "Marketing/Promotion")

• OOH(Out-of-Home) Media includes transportation and outdoor advertising and insertions

• Marketing and Promotion includes Marketing, Communication Planning, Promotion, Events, PR, Exposition Events and Digital Solutions, etc.

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



(Millions of Yen)	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

	2011/1	2011/2	2011/3	2011/4	2011/5	2011/6	2011/7	2011/8	2011/9	2011/10	2011/11	2011/12	TOTAL
Gross Billings	19,991	20,725	34,473	22,530	21,293	26,583	23,992	21,060	28,462	24,824	26,561	31,379	301,878
Magazine	627	1,084	1,667	993	991	1,138	1,020	954	1,301	1,233	1,501	1,084	13,599
Newspaper	1,557	1,507	1,809	1,304	1,581	1,646	1,453	1,356	2,005	2,089	2,252	1,807	20,371
TV	10,750	10,839	13,933	12,271	11,040	12,096	12,619	10,794	11,432	13,906	13,212	12,281	145,178
Radio	251	245	299	205	275	291	254	263	266	247	310	303	3,215
Digital Media	580	557	1,051	568	534	677	648	567	733	480	823	1,051	8,276
OOH Media	628	476	993	879	449	750	724	405	972	661	644	938	8,525
Marketing/Promotion	2,848	2,774	7,368	2,705	2,965	4,908	3,206	3,478	6,523	3,254	4,602	9,137	53,772
Creative	2,166	2,825	6,509	3,077	2,824	3,775	3,392	2,764	4,339	2,362	2,528	4,137	40,703
Others	579	415	841	524	630	1,298	670	476	887	587	685	638	8,235

Consolidated Marketable Securities Update



(Millions of Yen)

Current	■ Marketable Securities		
	Public and corporate bonds in investment trust	11,052	
	Bonds	0	0 brands
	Investment trust, other	318	7 brands
	Total Current	11,371	
Non current	■ Investment Securities	84,829	
	Listed stock	81,421	
	WPP plc	72,052	31,295,646 shares(hold 2.48%)
	Other listed shares	9,368	94 brands
	Unlisted stock	3,033	
	Affiliates' shares	876	11 brands
	Subsidiaries' shares	701	13 brands
	Other unlisted shares	1,456	67 brands
	Bonds	199	3 brands
	Investment trust, other	175	2 brands
	■ Other		
Related companies' stake	275	5 brands	
Stake	115	7 brands	
	Total Noncurrent	85,220	

Consolidated Capital Investment/ Depreciation Cost

(Millions of Yen)	Capital Investment			Depreciation Cost		
	Non-Cons	Consolidated Companies	Consolidated	Non-Cons	Consolidated Companies	Consolidated
Buildings	54	60	115	254	138	392
Structures	-	-	-	-	0	0
Automobiles	14	34	48	12	16	29
Equipment and fixtures	271	71	342	128	140	268
Land	-	41	41	-	-	-
Goodwill	-	260	260	-	15	15
Software	564	30	594	672	54	726
Lease assets	-	20	20	101	30	132
Other	-	-	-	15	1	17
Total	904	519	1,424	1,185	397	1,582

Consolidated Staff Cost Indicators

(Millions of Yen)	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Gross Profit	49,143	41,367	42,028	45,836	46,169	45,104
SG&A	45,444	42,123	42,006	41,984	42,994	43,721
Staff Cost	30,682	27,729	28,276	28,338	28,838	29,487
Staff Cost/ Gross Profit	62.4%	67.0%	67.3%	61.8%	62.5%	65.4%

Per Share Indicators

ADK

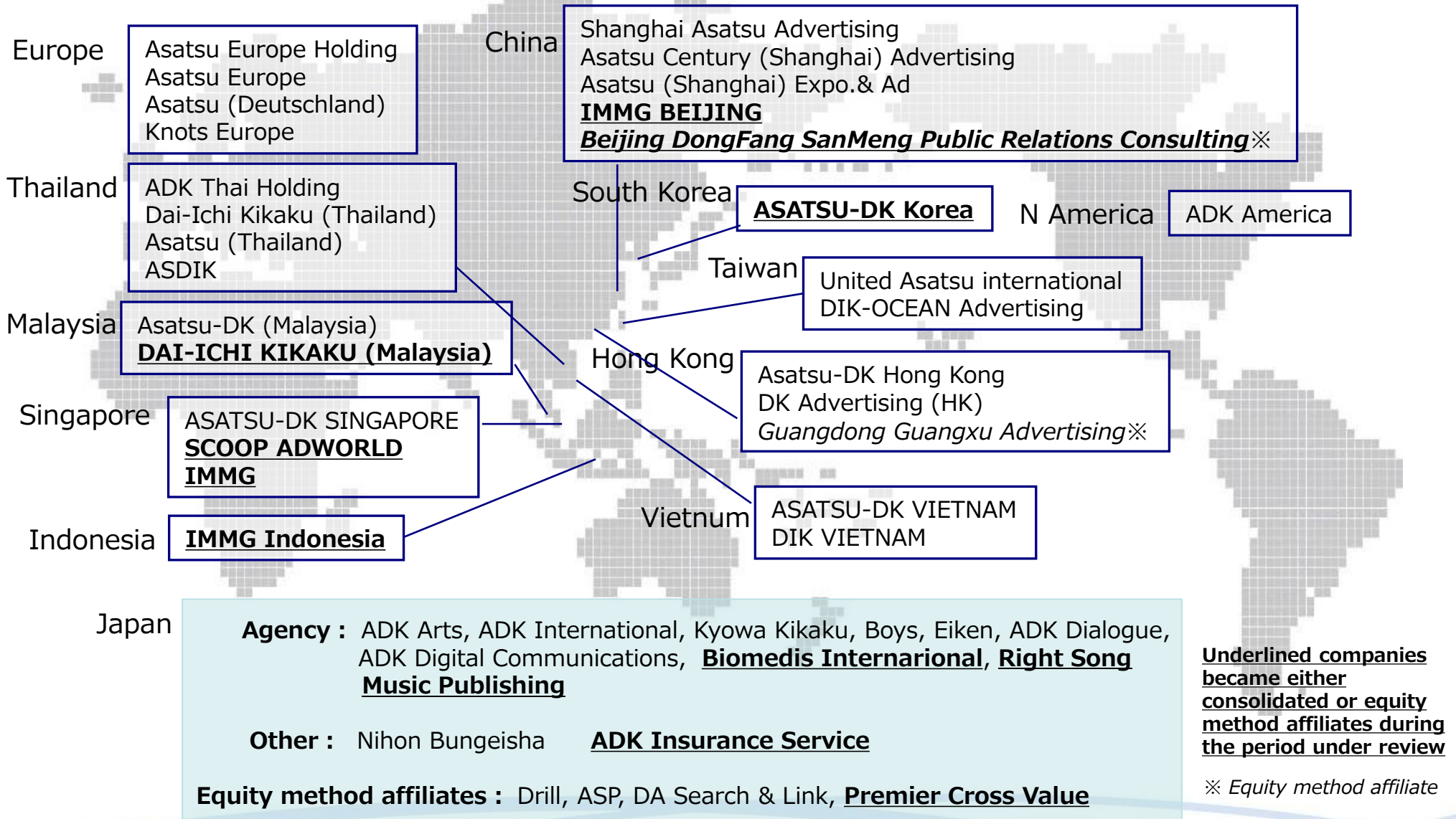
(Yen)	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Net Profit per share	48.14	1.73	(110.28)	54.37	65.83	81.79
Dividend per share	20	20	20	109	111	141

Impact on profit associated with forex and newly consolidated companies

	(Millions of Yen)	Operating Income	Ordinary Income	Net Income
(A)	Consolidated Actual Profit FY2013	1,383	4,327	3,430
(B)	Forex impact in overseas affiliates	181	270	209
(C)	Forex impact on dividends paid by WPP	0	446	268
(B) + (C) = (D)	Total Forex Impact	181	716	477
	As proportion of Profit (D)/(A)	13.1%	16.5%	13.9%
(E)	Impact incurred by newly consolidation*	(3)	(16)	(20)
	As proportion of Profit (E)/(A)	-0.2%	-0.4%	-0.6%
(D) + (E) = (F)	Total Impact incurred by forex fluctuations + newly consolidation	177	700	456
	As proportion of Profit (F)/(A)	12.8%	16.2%	13.3%

* Four companies- Knots Europe, ASATSU-DK VIETNAM, DIK Vietnam, Asatsu(Shanghai)Expo & Ad- were newly consolidated for FY2013

Consolidated companies (as of February 19, 2014)





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.