

Non-Consolidated Financial Summary

Dentsu Inc.
Years ended March 31

	Millions of yen except per share data					Thousands of U.S. dollars ⁽¹⁾ except per share data
	2010	2011	2012	2013	2014	2014
For the year:						
Net sales	¥1,315,072	¥1,396,798	¥1,404,663	¥1,412,376	¥1,515,062	\$14,720,782
Cost of sales	1,129,592	1,203,669	1,210,027	1,214,508	1,295,669	12,589,097
Gross profit	185,479	193,129	194,636	197,867	219,393	2,131,684
Selling, general and administrative expenses	159,165	159,329	162,942	162,101	168,813	1,640,242
Operating income	26,313	33,799	31,693	35,766	50,579	491,442
Income before income taxes	28,830	26,551	61,642	42,489	68,361	664,216
Net income	27,055	17,471	42,212	28,189	46,953	456,212
At year-end:						
Total assets	¥1,010,812	¥1,011,538	¥1,065,664	¥1,409,387	¥1,482,661	\$14,405,956
Total shareholders' equity	406,410	415,206	463,098	492,505	651,629	6,331,418
Per share data (yen/dollar):						
Net income						
Basic	¥ 108.67	¥ 70.12	¥ 169.42	¥ 113.14	¥ 170.49	\$ 1.66
Diluted ⁽²⁾	—	—	—	—	—	—
Cash dividends	27	29.5	31	32	33	0.32
Ratios (%):						
Operating margin ⁽³⁾	14.2	17.5	16.3	18.1	23.1	—
Return on equity (ROE) ⁽⁴⁾	6.9	4.3	9.6	5.9	8.2	—
Return on assets (ROA) ⁽⁵⁾	2.6	3.3	3.1	2.9	3.5	—
Equity ratio ⁽⁶⁾	40.2	41.0	43.5	34.9	44.0	—
Dividend payout ratio ⁽⁷⁾	24.8	42.1	18.3	28.3	19.4	—

Notes: (1) U.S. dollar amounts have been translated from yen at the rate of ¥102.92 = US\$1, the approximate exchange rate prevailing on the Tokyo Foreign Exchange Market on March 31, 2014.

(2) Diluted net income per share for the fiscal year ended March 31, 2010 is not recorded because it was no less than basic net income per share for the same period. There was no diluted net income per share for the fiscal years ended March 31, 2011 through 2014.

(3) Operating margin = operating income ÷ gross profit × 100

(4) ROE = net income ÷ average total shareholders' equity based on total shareholders' equity at the beginning and end of the fiscal year × 100

(5) ROA = operating income ÷ average total assets based on total assets at the beginning and end of the fiscal year × 100

(6) Equity ratio = total shareholders' equity ÷ total assets × 100

(7) Dividend payout ratio = cash dividend per share ÷ net income per share × 100

(Years ended March 31)

