



Financial Fact Book

フィナンシャル ファクトブック

2013

dentsu

■財務ハイライト Financial Highlights.....

連結 Consolidated

		(百万円/Millions of yen)				
3月31日に終了した会計年度 Years ended March 31		2009	2010	2011	2012	2013
売上高	Net sales	1,887,170	1,678,618	1,833,449	1,893,055	1,941,223
売上総利益	Gross profit	314,474	296,490	317,696	332,807	345,940
販売費及び一般管理費	Selling, general and administrative expenses	271,290	259,166	266,758	280,829	287,474
営業利益	Operating income	43,184	37,323	50,937	51,977	58,466
経常利益	Ordinary income	53,363	44,790	54,166	62,843	59,027
税金等調整前当期純利益(又は税金等調整前当期純損失) Income (loss) before income taxes and minority interests		(4,972)	40,048	35,379	58,459	63,310
当期純利益(又は当期純損失) Net income (loss)		(20,453)	31,130	21,635	29,573	36,336
総資産 Total assets		1,092,543	1,118,236	1,133,300	1,201,894	2,205,569
自己資本 Equity		452,568	484,250	492,933	536,290	584,495
営業活動によるキャッシュ・フロー Net cash provided by operating activities		42,359	74,989	72,914	26,397	83,295
投資活動によるキャッシュ・フロー Net cash provided by (used in) investing activities		(22,263)	(9,251)	(1,825)	45,941	(51,236)
財務活動によるキャッシュ・フロー Net cash used in financing activities		(27,748)	(31,282)	(29,339)	(27,331)	(5,349)
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period		57,271	92,854	131,662	175,956	207,578
減価償却費 Depreciation and amortization		18,001	16,165	15,485	14,251	12,928
1株当たり配当金(円) Cash dividend per share (Yen)		35	27	29.5	31	32
配当性向(%) ^注 Dividend payout ratio (%) ^{Note}		—	21.6	34.0	26.1	21.9
従業員数(名) Number of employees		17,921	18,255	19,535	21,649	37,450
連結子会社数(社) Number of consolidated subsidiaries		126	122	130	144	656

単体 Non-Consolidated

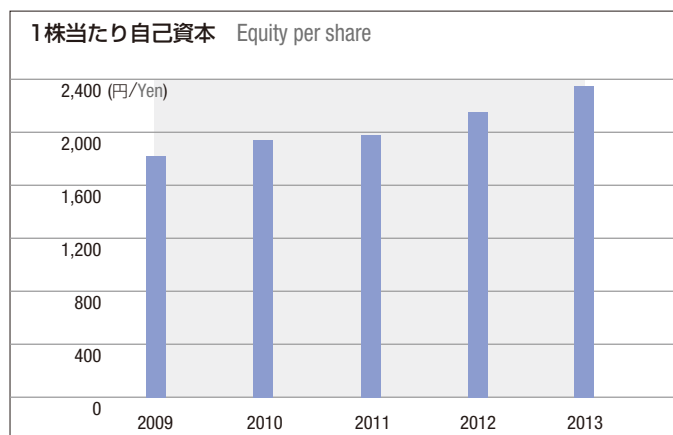
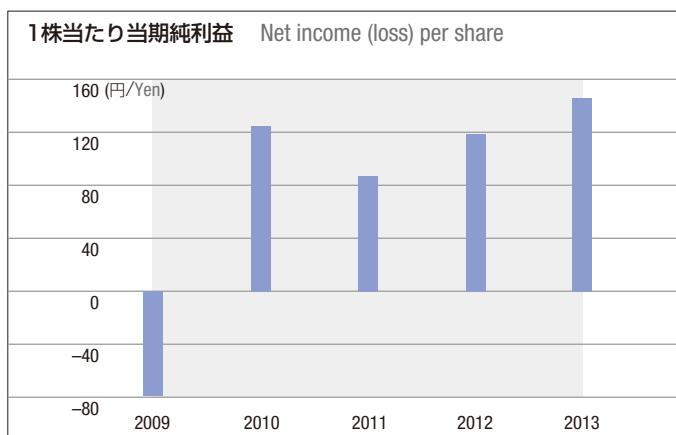
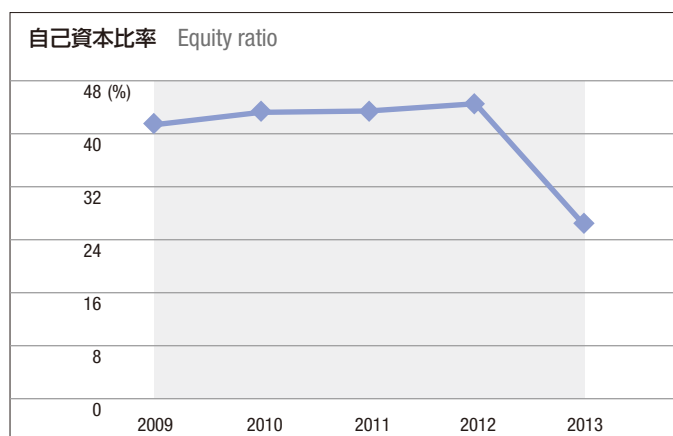
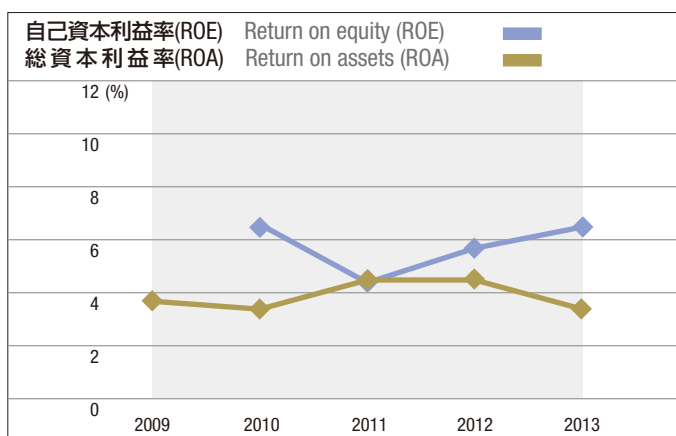
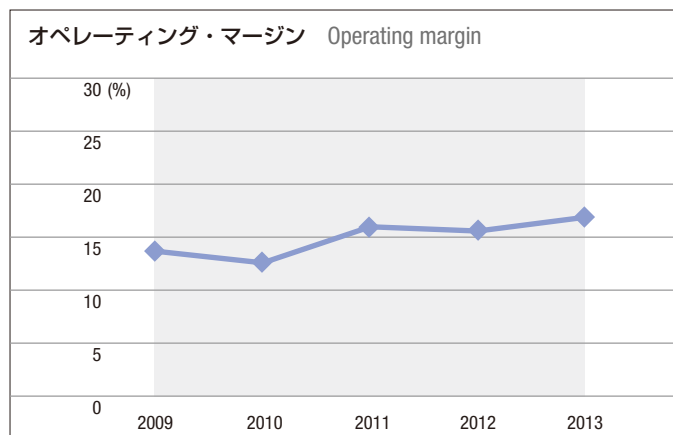
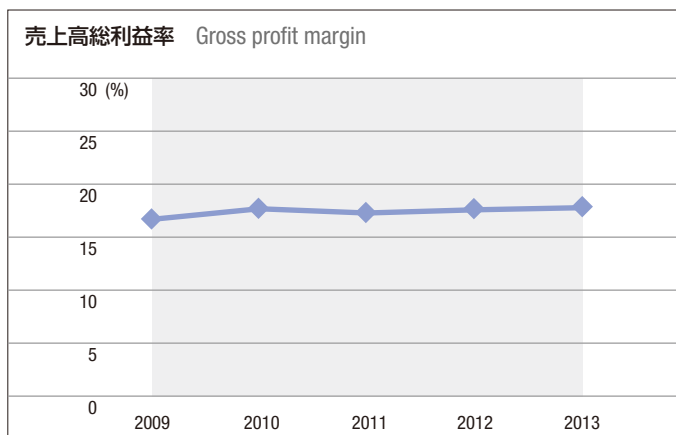
		(百万円/Millions of yen)				
3月31日に終了した会計年度 Years ended March 31		2009	2010	2011	2012	2013
売上高	Net sales	1,447,410	1,315,072	1,396,798	1,404,663	1,412,376
売上総利益	Gross profit	192,716	185,479	193,129	194,636	197,867
営業利益	Operating income	23,870	26,313	33,799	31,693	35,766
経常利益	Ordinary income	34,585	33,702	40,312	40,654	39,091
当期純利益(当期純損失) Net income (loss)		(32,771)	27,055	17,471	42,212	28,189
総資産 Total assets		986,741	1,010,812	1,011,538	1,065,664	1,409,387
自己資本 Equity		383,028	406,410	415,206	463,098	492,505
発行済株式総数(株) Number of shares issued		278,184,000	278,184,000	278,184,000	278,184,000	278,184,000
従業員数(名) Number of employees		6,532	6,724	6,903	7,494	7,515

注：配当性向=1株当たり配当金÷1株当たり当期純利益×100

Note: Dividend payout ratio = cash dividend per share ÷ net income per share × 100

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	(%)				
	2009	2010	2011	2012	2013
売上高総利益率 ⁽¹⁾ Gross profit margin ⁽¹⁾	16.7	17.7	17.3	17.6	17.8
オペレーティング・マージン ⁽²⁾ Operating margin ⁽²⁾	13.7	12.6	16.0	15.6	16.9
自己資本利益率(ROE) ⁽³⁾ Return on equity (ROE) ⁽³⁾	—	6.6	4.4	5.7	6.5
総資本利益率(ROA) ⁽⁴⁾ Return on assets (ROA) ⁽⁴⁾	3.7	3.4	4.5	4.5	3.4
自己資本比率 ⁽⁵⁾ Equity ratio ⁽⁵⁾	41.4	43.3	43.5	44.6	26.5
1株当たり当期純利益(円) Net income (loss) per share (Yen)	(79.61)	125.03	86.84	118.69	145.84
1株当たり自己資本(円) Equity per share (Yen)	1,823.23	1,943.55	1,978.43	2,152.46	2,345.97

注：(1) 売上高総利益率=売上総利益÷売上高×100

(2) オペレーティング・マージン=営業利益÷売上総利益×100

(3) 自己資本利益率(ROE)=当期純利益÷期首・期末平均自己資本×100

(4) 総資本利益率(ROA)=営業利益÷期首・期末平均総資産×100

(5) 自己資本比率=自己資本÷総資産×100

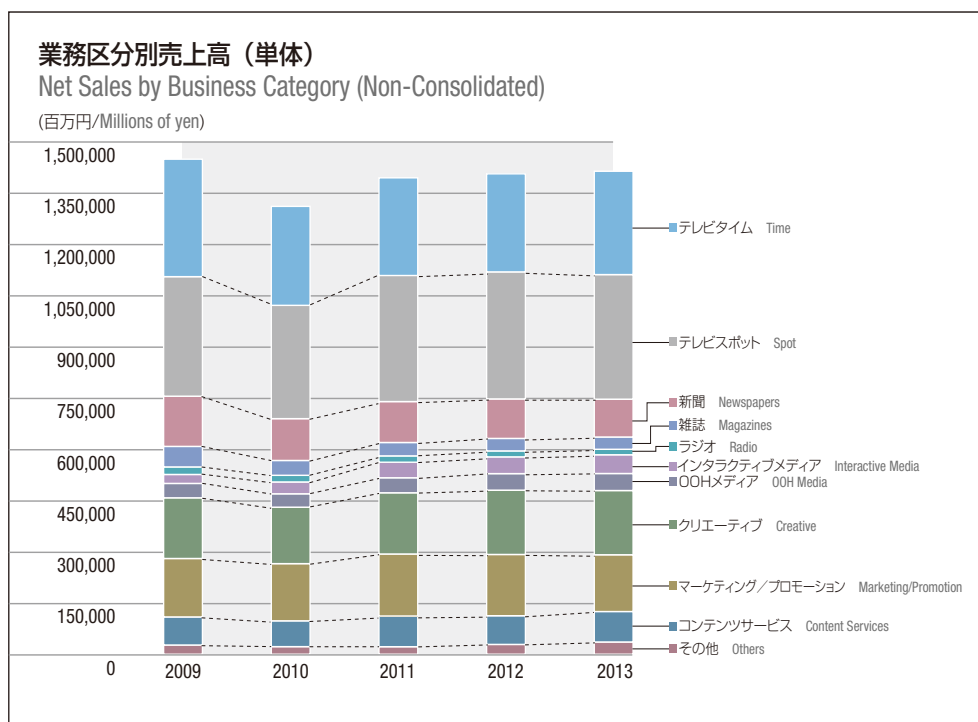
Notes: (1) Gross profit margin = gross profit ÷ net sales × 100

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

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

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

(5) Equity ratio = equity ÷ total assets × 100

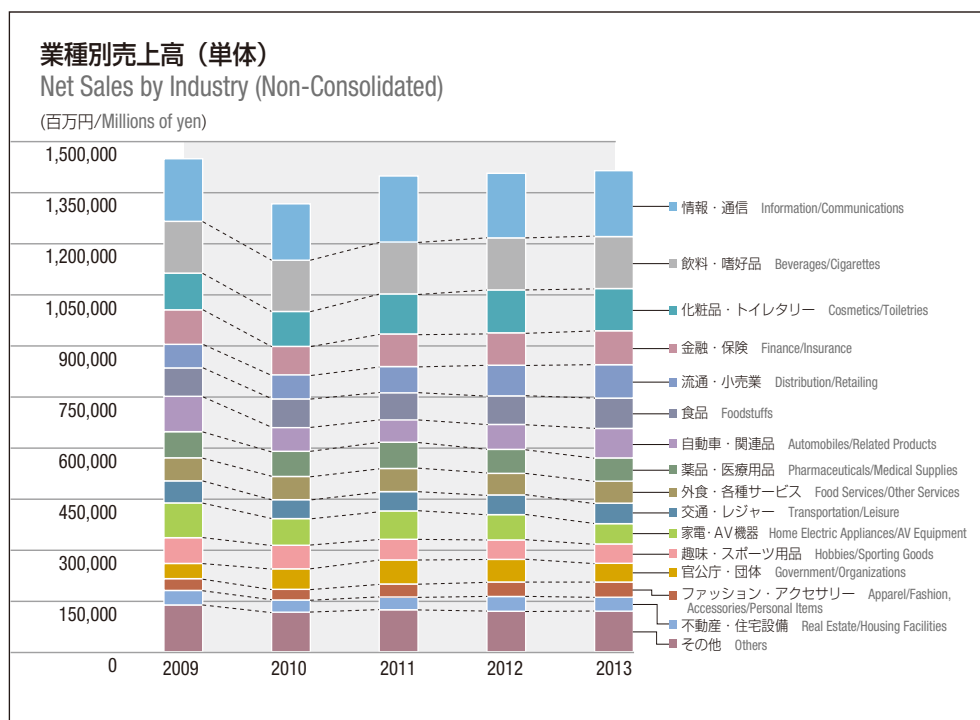


業務区分別売上高(単体) Net Sales by Business Category (Non-Consolidated)

3月31日に終了した会計年度 Years ended March 31	(百万円、%/Millions of yen, %)											
	2009		2010		2011		2012		2013			
テレビ Television	692,992	47.9	626,274	47.6	658,056	47.1	658,179	46.9	666,480	47.2		
テレビタイム Time	343,431	23.7	289,464	22.0	285,668	20.5	286,724	20.4	302,164	21.4		
テレビスポット Spot	349,561	24.2	336,810	25.6	372,387	26.7	371,454	26.4	364,315	25.8		
新聞 Newspapers	146,766	10.1	122,264	9.3	119,643	8.6	115,502	8.2	110,553	7.8		
雑誌 Magazines	60,010	4.1	43,392	3.3	39,159	2.8	36,500	2.6	35,896	2.5		
ラジオ Radio	22,014	1.5	19,434	1.5	18,580	1.3	17,420	1.2	16,027	1.1		
インタラクティブメディア ⁽¹⁾ Interactive Media ⁽¹⁾	26,220	1.8	34,606	2.6	45,392	3.2	48,984	3.5	54,808	3.9		
OOHメディア ⁽²⁾ OOH Media ⁽²⁾	42,056	2.9	39,233	3.0	43,911	3.1	48,396	3.4	49,780	3.5		
クリエイティブ Creative	177,438	12.3	164,973	12.5	178,959	12.8	187,981	13.4	187,804	13.3		
マーケティング/プロモーション Marketing/Promotion	170,868	11.8	167,209	12.7	181,381	13.0	179,120	12.8	166,068	11.8		
コンテンツサービス ⁽³⁾ Content Services ⁽³⁾	82,104	5.7	75,492	5.7	89,721	6.4	83,904	6.0	89,358	6.3		
その他 Others	26,938	1.9	22,191	1.7	21,992	1.6	28,672	2.0	35,598	2.5		
合計 Total	1,447,410	100.0	1,315,072	100.0	1,396,798	100.0	1,404,663	100.0	1,412,376	100.0		

注：(1) インタラクティブメディアとはインターネット、モバイル関連メディアのことを指します。
 (2) OOHメディアとは交通広告・屋外広告等のアウト・オブ・ホームメディアを指します。
 (3) コンテンツサービスとはスポーツ領域、エンタテインメント領域での権利販売業務、企画立案、制作実施業務およびその他のコンテンツサービスを指します。

Notes: (1) Interactive media refers to Internet and mobile-related media.
 (2) OOH media stands for out-of-home media and comprises transportation and outdoor billboard advertising.
 (3) Content services refer to rights sales, planning and production as well as other content-related services in the sports and entertainment fields.



業種別売上高(単体) Net Sales by Industry (Non-Consolidated)

3月31日に終了した会計年度 Years ended March 31	(百万円、%/Millions of yen, %)									
	2009		2010		2011		2012		2013	
情報・通信 Information/Communications	183,808	12.7	165,615	12.6	193,950	13.9	189,524	13.5	193,473	13.7
飲料・嗜好品 Beverages/Cigarettes	151,928	10.5	150,393	11.4	152,238	10.9	152,797	10.9	152,584	10.8
化粧品・トイレットリー Cosmetics/Toiletries	107,758	7.4	102,573	7.8	117,583	8.4	125,929	9.0	123,903	8.8
金融・保険 Finance/Insurance	101,356	7.0	83,532	6.4	95,724	6.9	95,123	6.8	99,624	7.1
流通・小売業 Distribution/Retailing	69,237	4.8	64,913	4.9	72,402	5.2	90,014	6.4	98,063	6.9
食品 Foodstuffs	83,376	5.8	84,546	6.4	80,495	5.8	83,901	6.0	88,871	6.3
自動車・関連品 Automobiles/Related Products	103,827	7.2	75,010	5.7	69,257	5.0	73,203	5.2	86,549	6.1
薬品・医療用品 Pharmaceuticals/Medical Supplies	76,674	5.3	73,849	5.6	77,060	5.5	70,414	5.0	68,349	4.8
外食・各種サービス Food Services/Other Services	67,674	4.7	68,166	5.2	67,915	4.9	63,266	4.5	64,490	4.6
交通・レジャー Transportation/Leisure	64,776	4.5	55,548	4.2	56,680	4.1	57,928	4.1	60,168	4.3
家電・AV機器 Home Electric Appliances/AV Equipment	102,065	7.1	78,268	6.0	83,288	6.0	74,329	5.3	59,536	4.2
趣味・スポーツ用品 Hobbies/Sporting Goods	75,626	5.2	69,179	5.3	60,659	4.3	56,991	4.1	56,861	4.0
官公庁・団体 Government/Organizations	44,692	3.1	60,163	4.6	70,564	5.1	66,388	4.7	55,031	3.9
ファッション・アクセサリ Apparel/Fashion, Accessories/Personal Items	34,576	2.4	31,304	2.4	38,289	2.7	42,583	3.0	44,574	3.2
不動産・住宅設備 Real Estate/Housing Facilities	42,623	2.9	35,898	2.7	37,375	2.7	43,448	3.1	41,431	2.9
その他 Others	137,406	9.5	116,108	8.8	123,310	8.8	118,819	8.5	118,862	8.4
合計 Total	1,447,410	100.0	1,315,072	100.0	1,396,798	100.0	1,404,663	100.0	1,412,376	100.0

注：(1) 掲載業種は、2013年3月期の業種別売上高上位15業種です。

(2) 業種分類については適宜見直しを行っており、当社が毎年発行している「日本の広告費」における業種分類とは、必ずしも一致しません。上表は最新(2013年3月31日現在)の業種分類により、過去に遡って集計したものです。

Notes: (1) The above ranking is based on data for the fiscal year ended March 31, 2013.

(2) Dentsu reviews the criteria for each industry category frequently for the purposes of its own accounts. Accordingly, these categories may differ qualitatively from those used in *Advertising Expenditures in Japan* for the respective years. Figures for previous years have been recalculated to reflect the current industry breakdown, as of March 31, 2013.

■ 連結損益計算書及び連結包括利益計算書 Consolidated Statements of Income and Consolidated Statements of Comprehensive Income.....

連結損益計算書 Consolidated Statements of Income

		(百万円/Millions of yen)				
3月31日に終了した会計年度 Years ended March 31		2009	2010	2011	2012	2013
売上高	Net sales	1,887,170	1,678,618	1,833,449	1,893,055	1,941,223
売上原価	Cost of sales	1,572,696	1,382,127	1,515,753	1,560,248	1,595,282
売上総利益	Gross profit	314,474	296,490	317,696	332,807	345,940
販売費及び一般管理費	Selling, general and administrative expenses	271,290	259,166	266,758	280,829	287,474
給料及び手当	Salaries and allowances	135,566	135,799	142,960	152,009	158,769
役員賞与引当金繰入額	Provision for directors' bonuses	209	291	392	446	390
退職給付引当金繰入額	Provision for retirement benefits	9,453	11,476	10,919	11,235	11,500
役員退職慰労引当金繰入額	Provision for directors' retirement benefits	266	197	153	133	34
福利厚生費	Welfare expenses	17,420	16,916	17,748	20,007	21,914
減価償却費	Depreciation	14,583	13,313	12,771	11,734	10,382
のれん償却額	Amortization of goodwill	1,885	2,010	2,618	2,445	3,340
貸倒引当金繰入額	Provision of allowance for doubtful accounts	—	174	1,512	1,249	(110)
その他	Other	91,904	78,988	77,681	81,566	81,252
営業利益	Operating income	43,184	37,323	50,937	51,977	58,466
営業外収益	Non-operating income	14,592	11,873	9,704	15,880	10,016
受取利息	Interest income	1,294	664	750	687	413
受取配当金	Dividends income	1,701	1,412	1,496	1,755	1,727
為替差益	Foreign exchange gains	598	—	—	—	—
持分法による投資利益	Equity in earnings of affiliates	8,970	7,380	4,329	8,305	2,202
収益分配金	Dividends	—	—	733	2,071	2,826
その他	Other	2,028	2,416	2,395	3,061	2,845
営業外費用	Non-operating expenses	4,413	4,407	6,475	5,014	9,455
支払利息	Interest expenses	2,466	2,275	2,131	1,929	1,462
為替差損	Foreign exchange losses	—	150	—	115	4,201
投資事業組合運用損	Loss on investments in partnership	875	—	—	—	—
長期前払費用償却費	Amortization of long-term prepaid expenses	—	855	1,322	1,491	2,048
貸倒引当金繰入額	Provision of allowance for doubtful accounts	89	36	—	—	—
その他	Other	982	1,089	3,021	1,478	1,744
経常利益	Ordinary income	53,363	44,790	54,166	62,843	59,027
特別利益	Extraordinary income	1,774	1,852	3,172	7,194	13,854
固定資産売却益	Gain on sales of noncurrent assets	81	871	16	19	420
投資有価証券売却益	Gain on sales of investment securities	864	398	1,567	6,757	13,270
貸倒引当金戻入額	Reversal of allowance for doubtful accounts	248	—	—	—	—
事業再編損失引当金戻入額	Reversal of restructuring loss	201	—	—	—	—
負ののれん発生益	Gain on negative goodwill	—	—	654	5	27
関係会社支援損戻入益	Gain on reversal of loss on support to subsidiaries and affiliates	—	196	—	—	—
その他	Other	379	386	933	411	136

報告セグメント Reportable Segments

		(百万円/Millions of yen)				
3月31日に終了した会計年度 Years ended March 31		2009	2010	2011	2012	2013
広告業	Advertising					
売上高	Net sales	1,800,214	1,619,867	1,772,331	1,833,394	1,878,515
セグメント利益	Segment income	33,924	32,782	46,144	46,618	52,853
情報サービス業	Information services					
売上高	Net sales	63,150	51,250	50,088	52,975	56,341
セグメント利益(損失)	Segment income (loss)	3,893	(868)	1,650	1,775	3,053
その他の事業	Other businesses					
売上高	Net sales	23,805	7,499	11,028	6,685	6,365
セグメント利益	Segment income	1,723	2,018	139	622	924

注：(1) 売上高は、外部顧客に対する売上高

(2) 2009年および2010年の数値は、「事業の種類別セグメント」の売上高および営業利益を掲載しています。

Notes: (1) "Net sales" denotes net sales to customers.

(2) Figures for the fiscal years 2009 and 2010 denote net sales and operating income of the former "business segments."

		(百万円/Millions of yen)				
3月31日に終了した会計年度 Years ended March 31		2009	2010	2011	2012	2013
特別損失	Extraordinary loss	60,110	6,594	21,959	11,578	9,571
固定資産売却損	Loss on sales of noncurrent assets	18	32	4	27	21
固定資産除却損	Loss on retirement of noncurrent assets	264	795	—	—	—
減損損失	Impairment loss	1,405	318	3,660	1,074	665
投資有価証券評価損	Loss on valuation of investment securities	51,116	1,331	—	660	1,120
事業再編損	Restructuring loss	—	2,074	—	—	—
子会社清算損	Loss on liquidation of subsidiaries	—	830	—	—	—
特別退職金	Special retirement expenses	—	—	—	1,043	1,777
訴訟損失引当金繰入額	Provision for loss on litigation	—	—	—	—	2,577
のれん償却額	Amortization of goodwill	—	—	—	863	2,284
その他	Other	7,305	1,210	18,294	7,908	1,123
税金等調整前当期純利益(又は税金等調整前当期純損失)	Income (loss) before income taxes and minority interests	(4,972)	40,048	35,379	58,459	63,310
法人税、住民税及び事業税	Income taxes—current	14,489	10,480	15,170	19,735	25,967
過年度法人税等	Income taxes for prior periods	—	(2,229)	—	—	—
法人税等調整額	Income taxes—deferred	177	124	(2,704)	7,218	(1,405)
法人税等合計	Total income taxes	14,667	8,375	12,466	26,954	24,561
少数株主損益調整前当期純利益	Income before minority interests	—	—	22,913	31,505	38,748
少数株主利益	Minority interests in income	812	542	1,277	1,932	2,412
当期純利益(又は当期純損失)	Net income (loss)	(20,453)	31,130	21,635	29,573	36,336

連結包括利益計算書 Consolidated Statements of Comprehensive Income

		(百万円/Millions of yen)				
3月31日に終了した会計年度 Years ended March 31		2009	2010	2011	2012	2013
少数株主損益調整前当期純利益	Income before minority interests	—	—	22,913	31,505	38,748
その他の包括利益	Other comprehensive income	—	—	(6,227)	23,839	20,856
その他有価証券評価差額金	Valuation difference on available-for-sale securities	—	—	944	10,194	1,800
繰延ヘッジ損益	Deferred gains or losses on hedges	—	—	(1,937)	2,378	8,652
為替換算調整勘定	Foreign currency translation adjustment	—	—	(5,433)	(4,021)	9,804
持分法適用会社に対する持分相当額	Share of other comprehensive income of associates accounted for using equity method	—	—	199	15,287	599
包括利益	Comprehensive income	—	—	16,686	55,344	59,605
(内訳)	Comprehensive income attributable to					
親会社株主に係る包括利益	Owners of the parent	—	—	15,495	53,393	56,051
少数株主に係る包括利益	Minority interests	—	—	1,191	1,951	3,554

注：科目の表示方法については、適宜変更しております。
変更の詳細は当社有価証券報告書「表示方法の変更」をご参照ください。

Note: Accounts have been changed as necessary.
Refer to the *Yukashoken Hokokusho*, the Annual Securities Report for all changes in financial categories.

所在地別情報 Geographical Information

		(百万円/Millions of yen)				
3月31日に終了した会計年度 Years ended March 31		2009	2010	2011	2012	2013
日本	Japan					
売上高	Net sales	1,721,735	1,540,329	1,629,582	1,639,874	1,666,033
営業利益	Operating income	39,257	35,828	47,393	47,976	53,431
海外	Other countries					
売上高	Net sales	165,434	138,288	203,866	253,181	275,189
営業利益	Operating income	4,067	1,535	3,702	3,877	4,789

注：売上高は、外部顧客に対する売上高

Note: "Net sales" denotes net sales to customers.

■ 連結貸借対照表 Consolidated Balance Sheets.....

		(百万円/Millions of yen)				
3月31日現在 As of March 31		2009	2010	2011	2012	2013
資産の部 Assets						
流動資産 Current assets		546,317	568,424	611,607	722,223	1,122,602
現金及び預金 Cash and deposits		58,417	93,837	132,483	176,746	208,356
受取手形及び売掛金 Notes and accounts receivable—trade		427,696	415,657	430,477	491,398	816,251
有価証券 Short-term investment securities		1,179	163	94	218	116
たな卸資産 Inventories		14,464	11,208	9,458	10,459	13,561
前渡金 Advance payments—trade		27,599	29,444	16,823	—	—
短期貸付金 Short-term loans receivable		1,840	—	—	—	—
繰延税金資産 Deferred tax assets		10,481	11,408	15,084	12,920	9,857
その他 Other		7,984	8,060	9,449	32,834	76,266
貸倒引当金 Allowance for doubtful accounts		(3,345)	(1,356)	(2,262)	(2,354)	(1,806)
固定資産 Noncurrent assets		546,226	549,811	521,692	479,671	1,082,966
有形固定資産 Property, plant and equipment		252,639	247,994	243,577	242,502	250,553
建物及び構築物(純額) Buildings and structures, net		83,691	80,038	76,264	73,842	77,313
土地 Land		160,803	160,396	160,379	160,732	160,820
その他(純額) Other, net		8,144	7,559	6,933	7,927	12,419
無形固定資産 Intangible assets		47,019	45,380	53,180	63,091	627,241
ソフトウェア Software		21,327	17,405	13,220	11,730	17,696
のれん Goodwill		20,658	23,647	32,853	44,339	576,009
その他 Other		5,033	4,327	7,107	7,021	33,535
投資その他の資産 Investments and other assets		246,567	256,436	224,934	174,077	205,171
投資有価証券 Investment securities		174,464	181,878	155,193	113,571	135,138
長期貸付金 Long-term loans receivable		515	876	642	943	917
繰延税金資産 Deferred tax assets		35,466	34,951	32,270	23,750	29,362
その他 Other		37,234	40,612	40,133	39,854	54,364
貸倒引当金 Allowance for doubtful accounts		(1,112)	(1,883)	(3,198)	(3,784)	(14,611)
投資損失引当金 Allowance for investment loss		—	—	(106)	(257)	—
資産合計 Total assets		1,092,543	1,118,236	1,133,300	1,201,894	2,205,569

		(百万円/Millions of yen)				
3月31日現在 As of March 31		2009	2010	2011	2012	2013
負債の部 Liabilities						
流動負債 Current liabilities		450,075	461,595	478,975	525,181	1,317,554
支払手形及び買掛金	Notes and accounts payable—trade	367,422	360,759	379,374	414,121	785,377
短期借入金	Short-term loans payable	3,625	3,382	3,138	4,733	21,268
1年内返済予定の長期借入金	Current portion of long-term loans payable	5,118	18,615	18,607	24,356	25,869
リース債務	Lease obligations	1,870	1,552	1,216	1,264	1,273
未払金	Accrued expenses	21,592	24,222	28,519	9,277	331,486
未払法人税等	Income taxes payable	5,602	6,526	11,412	13,629	21,175
繰延税金負債	Deferred tax liabilities	2	10	8	3	87
返品調整引当金	Provision for sales returns	129	130	115	—	—
役員賞与引当金	Provision for directors' bonuses	202	285	382	431	399
受注損失引当金	Provision for loss on order received	—	—	—	393	294
訴訟損失引当金	Provision for loss on litigation	—	—	—	—	2,577
事業再編損失引当金	Reserve for loss on reorganization	276	408	68	—	2,270
資産除去債務	Asset retirement obligations	—	—	53	0	9
その他	Other	44,232	45,700	36,076	56,969	125,464
固定負債 Noncurrent liabilities		169,318	151,083	142,183	119,824	279,377
社債	Bonds payable	—	—	—	—	93,931
長期借入金	Long-term loans payable	116,195	97,576	78,961	54,604	71,344
リース債務	Lease obligations	2,286	2,026	2,111	2,571	2,164
繰延税金負債	Deferred tax liabilities	376	407	41	26	9,492
再評価に係る繰延税金負債	Deferred tax liabilities for land revaluation	10,293	10,293	10,293	9,038	9,038
退職給付引当金	Provision for retirement benefits	29,775	31,942	33,177	37,702	42,316
役員退職慰労引当金	Provision for directors' retirement benefits	898	862	661	502	378
事業再編損失引当金	Reserve for loss on reorganization	247	—	—	—	—
資産除去債務	Asset retirement obligations	—	—	784	851	896
その他	Other	9,246	7,974	16,151	14,527	49,815
負債合計 Total liabilities		619,394	612,679	621,158	645,005	1,596,931
純資産の部 Net assets						
株主資本 Shareholders' equity		482,798	508,824	523,647	541,929	570,419
資本金	Capital stock	58,967	58,967	58,967	58,967	58,967
資本剰余金	Capital surplus	61,583	60,899	60,899	60,899	60,899
利益剰余金	Retained earnings	429,615	454,014	468,846	487,133	515,630
自己株式	Treasury stock	(67,367)	(65,056)	(65,064)	(65,070)	(65,077)
その他の包括利益累計額 Accumulated other comprehensive loss		(30,230)	(24,573)	(30,714)	(5,638)	14,076
その他有価証券評価差額金	Valuation difference on available-for-sale securities	(2,440)	737	1,930	12,135	13,609
繰延ヘッジ損益	Deferred gains or losses on hedges	126	(886)	(2,823)	(453)	8,173
土地再評価差額金	Revaluation reserve for land	(7,187)	(7,187)	(7,187)	(5,931)	(5,931)
為替換算調整勘定	Foreign currency translation adjustment	(20,730)	(17,237)	(22,634)	(11,389)	(1,775)
新株予約権	Subscription rights to shares	0	—	—	—	—
少数株主持分	Minority interests	20,581	21,306	19,208	20,598	24,141
純資産合計 Total net assets		473,149	505,556	512,141	556,889	608,637
負債純資産合計 Total liabilities and net assets		1,092,543	1,118,236	1,133,300	1,201,894	2,205,569

注：科目の表示方法については、適宜変更しております。

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■ 連結キャッシュ・フロー計算書 Consolidated Statements of Cash Flows

	(百万円/Millions of yen)				
3月31日に終了した会計年度 Years ended March 31	2009	2010	2011	2012	2013
営業活動によるキャッシュ・フロー Net cash provided by operating activities					
税金等調整前当期純利益(又は税金等調整前当期純損失) Income (loss) before income taxes and minority interests	(4,972)	40,048	35,379	58,459	63,310
減価償却費 Depreciation and amortization	18,001	16,165	15,485	14,251	12,928
減損損失 Impairment loss	1,405	318	3,660	1,074	665
のれん償却額 Amortization of goodwill	3,454	2,010	10,796	2,445	5,625
貸倒引当金の増(減)額 Increase (decrease) in allowance for doubtful accounts	(688)	(1,189)	2,391	508	(879)
退職給付引当金の増(減)額 Increase (decrease) in provision for retirement benefits	(762)	2,146	1,191	4,270	3,577
受取利息及び受取配当金 Interest and dividends income	(2,995)	(2,076)	(2,246)	(2,442)	(2,141)
支払利息 Interest expenses	2,466	2,275	2,131	1,929	1,462
為替差損益(益) Foreign exchange losses (gains)	(35)	(3)	772	(57)	4,247
持分法による投資損益(益) Equity in earnings of affiliates	(8,970)	(7,380)	(4,329)	(8,305)	(2,202)
投資有価証券評価損益(益) Loss (gain) on valuation of investment securities	51,116	—	—	—	—
事業譲渡損益(益) Loss (gain) on transfer of business	—	—	—	4,560	—
売上債権の(増)減額 Decrease (increase) in notes and accounts receivable—trade	63,992	12,340	(12,666)	(58,249)	22,985
たな卸資産の(増)減額 Decrease (increase) in inventories	7,190	3,343	1,704	(1,342)	(1,346)
その他の流動資産の(増)減額 Decrease (increase) in other current assets	(3,562)	(1,191)	12,640	(10,645)	(5,364)
仕入債務の増(減)額 Increase (decrease) in notes and accounts payable—trade	(51,902)	(7,613)	15,955	33,347	(3,787)
その他の流動負債の増(減)額 Increase (decrease) in other current liabilities	(11,740)	18,338	(11,485)	5,204	12,670
その他 Other, net	(1,877)	1,306	8,727	(5,578)	(13,313)
小計 Subtotal	60,119	78,838	80,110	39,431	98,439
利息及び配当金の受取額 Interest and dividends income received	6,783	6,166	5,645	7,433	6,343
利息の支払額 Interest expenses paid	(2,520)	(2,304)	(2,175)	(1,962)	(1,517)
法人税等の支払額 Income taxes paid	(22,022)	(7,711)	(10,665)	(18,505)	(19,969)
営業活動によるキャッシュ・フロー Net cash provided by operating activities	42,359	74,989	72,914	26,397	83,295

		(百万円/Millions of yen)				
3月31日に終了した会計年度 Years ended March 31		2009	2010	2011	2012	2013
投資活動によるキャッシュ・フロー Net cash provided by (used in) investing activities						
有価証券の取得による支出 Purchase of short-term investment securities		(997)	(0)	—	—	—
有価証券の売却による収入 Proceeds from sales of short-term investment securities		1,200	1,129	13	—	—
有形固定資産の取得による支出 Purchase of property, plant and equipment		(4,974)	(2,983)	(2,345)	(5,458)	(3,834)
有形固定資産の売却による収入 Proceeds from sales of property, plant and equipment		193	1,336	42	38	568
投資有価証券の取得による支出 Purchase of investment securities		(4,248)	(4,441)	(2,327)	(7,497)	(27,577)
投資有価証券の売却による収入 Proceeds from sales of investment securities		9,662	3,627	29,791	81,190	26,007
ソフトウェアの取得による支出 Purchase of software		(7,588)	(3,839)	(3,662)	(4,140)	(7,293)
貸付けによる支出 Payments of loans receivable		(4,116)	(638)	(2,474)	(209)	(145)
貸付金の回収による収入 Collection of loans receivable		3,826	1,191	433	1,008	227
連結子会社株式の追加取得による支出 Payments for the purchases of consolidated subsidiaries' stock		(10,090)	—	—	—	—
連結子会社出資金の追加取得による支出 Payments for the investments in consolidated subsidiaries' equity		—	—	—	(12,033)	(13,457)
連結の範囲の変更を伴う子会社出資金の取得による支出 Purchase of investments in subsidiaries' equity resulting in change in scope of consolidation		(5,707)	—	(14,737)	—	(957)
連結の範囲の変更を伴う子会社株式の取得による支出 Purchase of investments in subsidiaries resulting in change in scope of consolidation		—	—	—	(4,202)	(15,076)
連結の範囲の変更を伴う子会社株式の取得による収入 Proceeds from purchase of investments in subsidiaries resulting in change in scope of consolidation		—	—	0	—	—
連結の範囲の変更を伴う子会社株式の売却による支出 Payments for sales of investments in subsidiaries resulting in change in scope of consolidation		(132)	(6)	(415)	(322)	(24)
連結の範囲の変更を伴う子会社出資金の売却による支出 Payments for sales of investments in subsidiaries' equity resulting in change in scope of consolidation		—	—	—	(17)	—
連結の範囲の変更を伴う子会社株式の売却による収入 Proceeds from sales of investments in subsidiaries resulting in change in scope of consolidation		629	—	5	—	28
長期前払費用の取得による支出 Purchase of long-term prepaid expenses		—	(5,066)	(2,820)	(3,301)	(3,237)
オプション契約による支出 Payments for option contracts		—	—	—	—	(5,243)
その他 Other, net		80	440	(3,328)	886	(1,221)
投資活動によるキャッシュ・フロー Net cash provided by (used in) investing activities		(22,263)	(9,251)	(1,825)	45,941	(51,236)
財務活動によるキャッシュ・フロー Net cash used in financing activities						
短期借入金の純増(減)額 Net increase (decrease) in short-term loans payable		(5,116)	(341)	55	701	(960)
コマーシャル・ペーパーの増(減)額 Increase (decrease) in commercial papers		15,000	(15,000)	—	—	—
長期借入れによる収入 Proceeds from long-term loans payable		40,000	—	—	—	30,000
長期借入金の返済による支出 Repayment of long-term loans payable		(5,136)	(5,123)	(18,622)	(18,608)	(24,356)
リース債務の返済による支出 Repayments of lease obligations		(2,213)	(2,058)	(1,723)	(1,439)	(1,545)
少数株主からの払込みによる収入 Proceeds from stock issuance to minority shareholders		710	—	—	—	—
自己株式の取得による支出 Purchase of treasury stock		(60,650)	(1,475)	(9)	(5)	(7)
配当金の支払額 Cash dividends paid		(9,769)	(6,839)	(7,225)	(7,474)	(7,972)
少数株主への配当金の支払額 Cash dividends paid to minority shareholders		(601)	(519)	(1,471)	(548)	(540)
その他 Other, net		28	76	(341)	44	32
財務活動によるキャッシュ・フロー Net cash used in financing activities		(27,748)	(31,282)	(29,339)	(27,331)	(5,349)
現金及び現金同等物に係る換算差額 Effect of exchange rate change on cash and cash equivalents		(5,519)	1,052	(2,969)	(1,866)	3,905
現金及び現金同等物の増(減)額 Net increase (decrease) in cash and cash equivalents		(13,172)	35,508	38,781	43,140	30,616
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period		70,252	57,271	92,854	131,662	175,956
合併に伴う現金及び現金同等物の増加額 Increase in cash and cash equivalents resulting from merger		190	—	—	—	—
新規連結に伴う現金及び現金同等物の増加額 Increase in cash and cash equivalents from newly consolidated subsidiary		—	75	26	1,152	1,006
現金及び現金同等物の期末残高 Cash and cash equivalents at end of period		57,271	92,854	131,662	175,956	207,578

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■ 単体損益計算書 Non-Consolidated Statements of Income.....

3月31日に終了した会計年度 Years ended March 31	(百万円/Millions of yen)				
	2009	2010	2011	2012	2013
売上高 Net sales	1,447,410	1,315,072	1,396,798	1,404,663	1,412,376
売上原価 Cost of sales	1,254,694	1,129,592	1,203,669	1,210,027	1,214,508
売上総利益 Gross profit	192,716	185,479	193,129	194,636	197,867
販売費及び一般管理費 Selling, general and administrative expenses	168,845	159,165	159,329	162,942	162,101
給料及び手当 Salaries and allowances	83,465	84,210	85,745	88,714	90,260
役員賞与引当金繰入額 Provision for directors' bonuses	—	70	158	181	161
退職給付引当金繰入額 Provision for retirement benefits	7,921	9,650	9,169	9,525	9,726
福利厚生費 Welfare expenses	10,256	9,987	10,553	11,407	11,712
取扱企画費 Presentation and planning expenses	3,036	2,368	2,622	2,322	2,183
通信交通費 Correspondence and transportation expenses	7,609	4,698	4,829	4,992	5,131
交際費 Entertainment expenses	2,919	2,128	2,075	2,006	2,111
調査費 Investigation expenses	7,178	5,831	5,839	6,026	6,008
賃借料 Rent expenses	3,183	2,784	2,547	2,468	2,395
業務委託費 Business consignment expenses	18,707	16,522	15,613	14,941	14,742
減価償却費 Depreciation	12,361	10,271	9,206	7,934	5,976
貸倒引当金繰入額 Provision of allowance for doubtful accounts	—	0	60	954	112
貸倒損失 Bad debts expenses	—	—	4	502	—
その他 Other	12,202	10,641	10,902	10,964	11,578
営業利益 Operating income	23,870	26,313	33,799	31,693	35,766
営業外収益 Non-operating income	14,530	11,640	12,350	13,634	12,549
受取利息 Interest income	692	287	444	270	235
有価証券利息 Interest on securities	431	351	287	312	15
受取配当金 Dividends income	9,343	6,970	7,349	6,575	5,628
受取賃貸料 Rent income	2,840	2,672	2,582	2,629	2,522
収益分配金 Dividends	—	—	733	2,071	2,826
為替差益 Foreign exchange gains	326	—	—	—	—
その他 Other	893	1,358	952	1,775	1,320
営業外費用 Non-operating expenses	3,815	4,251	5,838	4,673	9,224
支払利息 Interest expenses	2,457	2,399	2,195	1,911	1,473
貸倒引当金繰入額 Provision of allowance for doubtful accounts	—	—	—	—	105
長期前払費用償却 Amortization of long-term prepaid expenses	—	855	1,322	1,491	2,048
投資事業組合運用損 Loss on investments in partnership	766	348	—	—	—
為替差損 Foreign exchange losses	—	—	—	126	4,214
その他 Other	592	648	2,320	1,143	1,383
経常利益 Ordinary income	34,585	33,702	40,312	40,654	39,091

		(百万円/Millions of yen)				
3月31日に終了した会計年度 Years ended March 31		2009	2010	2011	2012	2013
特別利益	Extraordinary income	1,448	1,792	7,669	27,142	13,301
固定資産売却益	Gain on sales of noncurrent assets	49	86	1	4	2
投資有価証券売却益	Gain on sales of investment securities	850	75	—	31	13,165
関係会社株式売却益	Gain on sales of subsidiaries and affiliates' stocks	—	1,093	6,984	—	—
貸倒引当金戻入額	Reversal of allowance for doubtful accounts	295	155	—	—	—
関係会社支援損戻入益	Gain on reversal of loss on support to subsidiaries and affiliates	—	197	—	—	—
その他	Other	252	184	682	27,105	134
特別損失	Extraordinary loss	61,499	6,663	21,430	6,154	9,903
固定資産売却損	Loss on sales of noncurrent assets	0	—	0	14	0
固定資産除却損	Loss on retirement of noncurrent assets	74	167	—	—	—
投資有価証券評価損	Loss on valuation of investment securities	1,750	1,147	—	—	—
関係会社株式評価損	Loss on valuation of stocks of subsidiaries and affiliates	53,765	2,281	9,348	2,982	3,500
減損損失	Impairment loss	—	—	1,770	1,028	509
関係会社清算損	Loss on liquidation of subsidiaries and affiliates	—	2,223	—	—	—
関係会社支援損	Loss on support to subsidiaries and affiliates	5,352	—	—	—	—
特別退職金	Special retirement expenses	99	168	—	24	1,730
債務保証損失引当金繰入額	Provision for loss on guarantees	73	—	—	—	—
訴訟損失引当金繰入額	Provision for loss on litigation	—	—	—	—	2,577
その他	Other	383	674	10,311	2,104	1,585
税引前当期純利益(又は税引前当期純損失)	Income (loss) before income taxes	(25,466)	28,830	26,551	61,642	42,489
法人税、住民税及び事業税	Income taxes—current	6,422	4,906	7,787	12,106	16,870
過年度法人税等	Income taxes for prior periods	—	(2,144)	—	—	—
法人税等調整額	Income taxes—deferred	883	(985)	1,291	7,322	(2,569)
法人税等合計	Total income taxes	7,305	1,775	9,079	19,429	14,300
当期純利益(又は当期純損失)	Net income (loss)	(32,771)	27,055	17,471	42,212	28,189

注：科目の表示方法については、適宜変更しております。
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Note: Accounts have been changed as necessary.
Refer to the *Yukashoken Hokokusho*, the Annual Securities Report for all changes in financial categories.

■ 単体貸借対照表 Non-Consolidated Balance Sheets

		(百万円/Millions of yen)				
3月31日現在 As of March 31		2009	2010	2011	2012	2013
資産の部	Assets					
流動資産	Current assets	458,371	470,408	505,634	593,069	538,121
現金及び預金	Cash and deposits	29,266	58,109	100,196	147,634	102,799
受取手形	Notes receivable—trade	12,549	11,364	19,576	18,329	16,810
売掛金	Accounts receivable—trade	346,678	333,237	328,546	364,078	348,681
有価証券	Short-term investment securities	1,050	163	94	218	116
作品	Works	1,257	700	809	933	926
仕掛品	Work in process	8,276	3,661	4,706	2,511	3,763
貯蔵品	Supplies	169	161	149	68	49
前渡金	Advance payments—trade	20,989	23,944	5,688	17,570	21,194
前払費用	Prepaid expenses	533	503	512	532	550
関係会社短期貸付金	Short-term loans receivable from subsidiaries and affiliates	27,524	29,876	36,216	32,592	27,656
繰延税金資産	Deferred tax assets	7,074	8,829	10,826	6,560	1,774
その他	Other	4,627	3,244	3,982	3,155	14,870
貸倒引当金	Allowance for doubtful accounts	(1,626)	(3,388)	(5,670)	(1,117)	(1,071)
固定資産	Noncurrent assets	528,369	540,404	505,904	472,595	871,265
有形固定資産	Property, plant and equipment	224,556	220,577	217,040	214,349	211,815
建物(純額)	Buildings, net	67,540	64,012	60,760	57,892	55,314
構築物(純額)	Structures, net	1,712	1,589	1,475	1,369	1,282
船舶(純額)	Vessels, net	0	0	0	0	—
車両運搬具(純額)	Vehicles, net	38	24	15	30	29
工具、器具及び備品(純額)	Tools, furniture and fixtures, net	2,434	2,144	1,982	1,851	1,983
土地	Land	152,830	152,806	152,806	153,206	153,206
無形固定資産	Intangible assets	17,110	12,762	9,041	6,602	8,775
特許権	Patent right	0	0	0	0	0
借地権	Leasehold right	5	5	5	5	5
商標権	Right of trademark	—	—	0	0	0
ソフトウェア	Software	16,933	12,587	8,866	6,428	8,601
その他	Other	171	168	167	167	167
投資その他の資産	Investments and other assets	286,701	307,065	279,822	251,643	650,674
投資有価証券	Investment securities	63,668	67,906	62,837	85,308	77,522
関係会社株式	Stocks of subsidiaries and affiliates	166,453	178,767	161,297	118,284	525,210
その他の関係会社有価証券	Investments in other securities of subsidiaries and affiliates	1,287	536	545	329	695
出資金	Investments in capital	101	47	50	43	41
関係会社出資金	Investments in capital of subsidiaries and affiliates	1,761	1,836	2,228	2,417	2,533
長期貸付金	Long-term loans receivable	29	574	515	831	826
従業員に対する長期貸付金	Long-term loans receivable from employees	18	71	50	48	43
関係会社長期貸付金	Long-term loans receivable from subsidiaries and affiliates	2,368	2,500	2,500	2,500	2,500
破産更生債権等	Claims provable in bankruptcy, claims provable in rehabilitation and other	209	125	201	347	479
長期前払費用	Long-term prepaid expenses	1,317	5,485	5,201	5,955	6,596
繰延税金資産	Deferred tax assets	28,743	26,857	24,568	18,207	18,511
その他	Other	23,590	22,717	21,018	19,010	16,740
貸倒引当金	Allowance for doubtful accounts	(2,849)	(361)	(397)	(847)	(1,026)
投資損失引当金	Allowance for investment loss	—	—	(796)	(793)	—
資産合計	Total assets	986,741	1,010,812	1,011,538	1,065,664	1,409,387

		(百万円/Millions of yen)				
3月31日現在 As of March 31		2009	2010	2011	2012	2013
負債の部 Liabilities						
流動負債 Current liabilities		452,123	470,814	480,055	512,175	819,679
支払手形 Notes payable—trade		33,239	5,580	4,941	4,771	4,761
買掛金 Accounts payable—trade		305,750	329,288	338,224	366,431	356,073
短期借入金 Short-term loans payable		62,453	67,528	75,382	71,717	81,073
1年内返済予定の長期借入金 Current portion of long-term loans payable		5,106	18,606	18,606	24,356	25,856
リース債務 Lease obligations		9	3	—	0	4
コマーシャル・ペーパー Commercial papers		15,000	—	—	—	—
未払金 Accounts payable—other		9,250	9,032	6,632	7,331	307,013
未払費用 Accrued expenses		11,875	14,237	14,900	15,552	14,799
未払法人税等 Income taxes payable		1,122	2,904	7,171	9,480	14,189
前受金 Advances received		4,525	19,044	3,921	5,065	7,785
預り金 Deposits received		1,140	1,209	1,267	1,781	2,009
役員賞与引当金 Provision for directors' bonuses		—	70	158	181	161
債務保証損失引当金 Provision for loss on guarantees		36	—	62	41	—
訴訟損失引当金 Provision for loss on litigation		—	—	—	—	2,577
その他 Other		2,610	3,308	8,785	5,464	3,373
固定負債 Noncurrent liabilities		151,589	133,587	116,277	90,390	97,202
長期借入金 Long-term loans payable		116,178	97,568	78,960	54,603	58,747
リース債務 Lease obligations		20	2	—	2	14
退職給付引当金 Provision for retirement benefits		17,091	19,112	21,010	23,999	26,578
再評価に係る繰延税金負債 Deferred tax liabilities for land revaluation		10,293	10,293	10,293	9,038	9,038
資産除去債務 Asset retirement obligations		—	—	34	34	34
その他 Other		8,006	6,610	5,979	2,712	2,790
負債合計 Total liabilities		603,713	604,402	596,332	602,566	916,881
純資産の部 Net assets						
株主資本 Shareholders' equity		391,523	413,297	423,534	458,266	478,475
資本金 Capital stock		58,967	58,967	58,967	58,967	58,967
資本剰余金 Capital surplus		61,591	60,899	60,899	60,899	60,899
資本準備金 Legal capital surplus		60,899	60,899	60,899	60,899	60,899
その他資本剰余金 Other capital surplus		692	—	—	—	—
利益剰余金 Retained earnings		338,498	358,643	368,889	403,626	423,843
利益準備金 Legal retained earnings		722	722	722	722	722
その他利益剰余金 Other retained earnings						
別途積立金 General reserve		364,500	327,000	347,000	356,500	390,500
繰越利益剰余金 Retained earnings brought forward		(26,724)	30,920	21,166	46,404	32,620
自己株式 Treasury stock		(67,533)	(65,212)	(65,220)	(65,226)	(65,233)
評価・換算差額等 Valuation and translation adjustments		(8,495)	(6,886)	(8,328)	4,831	14,029
その他有価証券評価差額金 Valuation difference on available-for-sale securities		(1,476)	1,166	1,686	11,234	11,845
繰延ヘッジ損益 Deferred gains or losses on hedges		167	(865)	(2,827)	(471)	8,114
土地再評価差額金 Revaluation reserve for land		(7,187)	(7,187)	(7,187)	(5,931)	(5,931)
純資産合計 Total net assets		383,028	406,410	415,206	463,098	492,505
負債純資産合計 Total liabilities and net assets		986,741	1,010,812	1,011,538	1,065,664	1,409,387

注：科目の表示方法については、適宜変更しております。

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■ 会社概要

(2013年3月31日現在)

■ Corporate Information

(As of March 31, 2013)

株式会社電通

本社所在地

〒105-7001東京都港区東新橋1-8-1

電話：03-6216-5111(代表)

創業

明治34年(1901年)7月1日

資本金

589億6,710万円

上場証券取引所

東京証券取引所市場第一部

(証券コード：4324)

インベスター・リレーションズ担当

経営企画局 企画1部 IRグループ

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(Main switchboard)

Date of Establishment

July 1, 1901

Paid-in Capital

¥58,967 million

Stock Exchange Listing

Tokyo Stock Exchange, First Section
(Securities code: 4324)

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