



Financial Fact Book

フィナンシャル ファクトブック

2014

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		2010	2011	2012	2013	2014
売上高	Net sales	1,678,618	1,833,449	1,893,055	1,941,223	2,309,359
売上総利益	Gross profit	296,490	317,696	332,807	345,940	594,072
販売費及び一般管理費	Selling, general and administrative expenses	259,166	266,758	280,829	287,474	522,581
のれん等償却前営業利益	Operating income before amortization of goodwill and other intangible assets	39,826	54,390	55,369	62,841	114,186
営業利益	Operating income	37,323	50,937	51,977	58,466	71,490
経常利益	Ordinary income	44,790	54,166	62,843	59,027	82,538
税金等調整前当期純利益	Income before income taxes and minority interests	40,048	35,379	58,459	63,310	81,172
当期純利益	Net income	31,130	21,635	29,573	36,336	38,800
総資産	Total assets	1,118,236	1,133,300	1,201,894	2,205,569	2,638,319
自己資本	Equity	484,250	492,933	536,290	584,495	883,118
営業活動によるキャッシュ・フロー	Net cash provided by operating activities	74,989	72,914	26,397	83,295	97,540
投資活動によるキャッシュ・フロー	Net cash provided by (used in) investing activities	(9,251)	(1,825)	45,941	(51,236)	(318,087)
財務活動によるキャッシュ・フロー	Net cash provided by (used in) financing activities	(31,282)	(29,339)	(27,331)	(5,349)	226,526
現金及び現金同等物の期末残高	Cash and cash equivalents at end of period	92,854	131,662	175,956	207,578	227,128
減価償却費	Depreciation and amortization	16,165	15,485	14,251	12,928	32,298
1株当たり配当金(円)	Cash dividend per share (Yen)	27	29.5	31	32	33
配当性向(%) ^注	Dividend payout ratio (%) ^{Note}	21.6	34.0	26.1	21.9	23.4
従業員数(名)	Number of employees	18,255	19,535	21,649	37,450	39,427
連結子会社数(社)	Number of consolidated subsidiaries	122	130	144	656	657

単体 Non-Consolidated

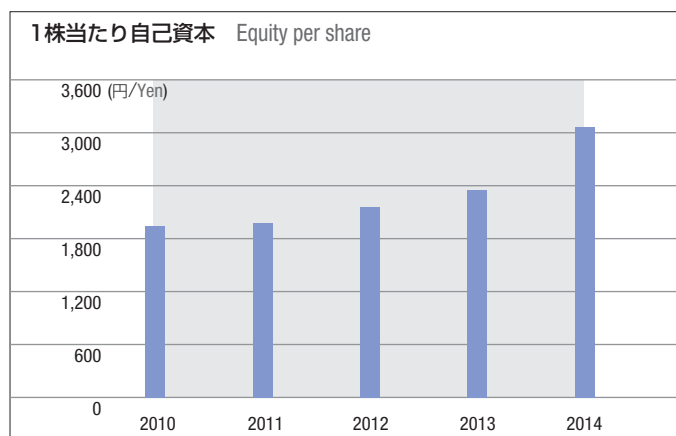
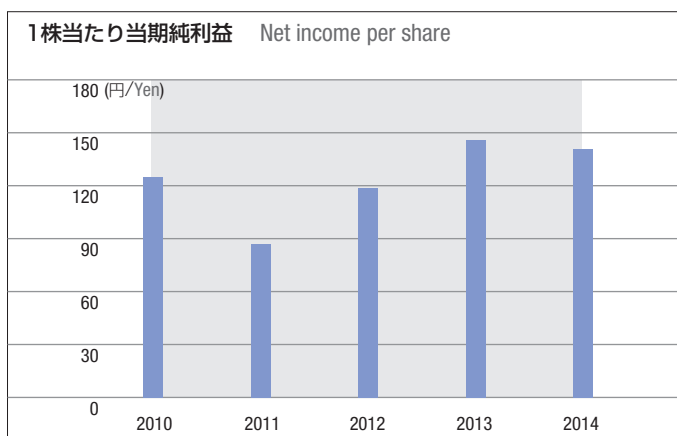
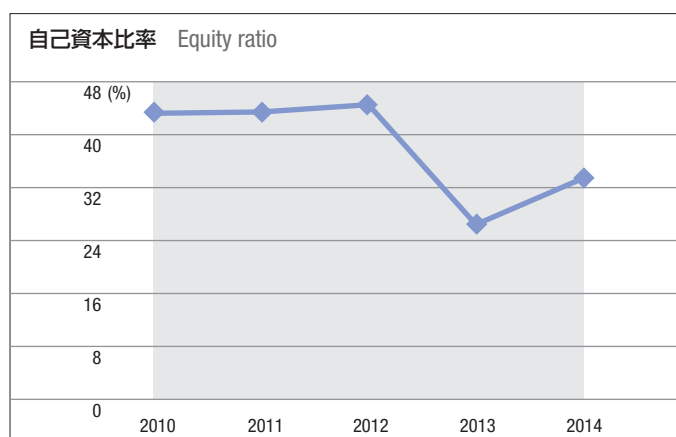
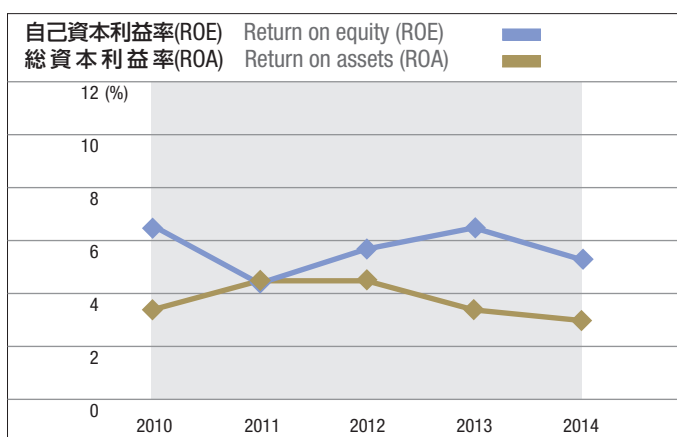
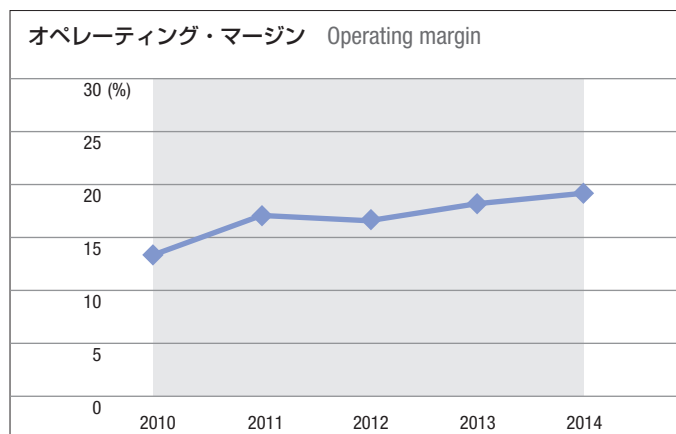
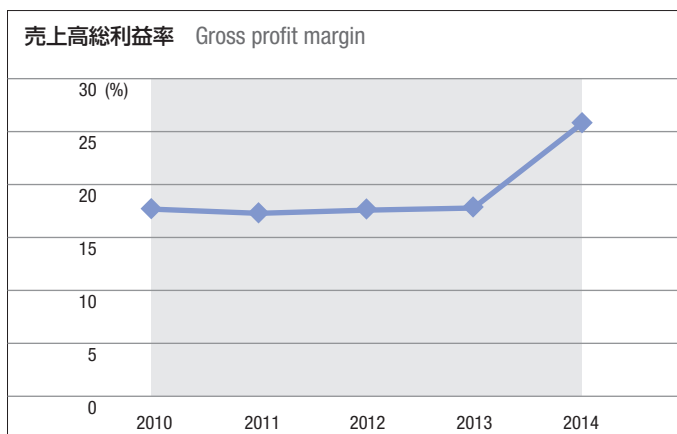
		(百万円/Millions of yen)				
3月31日に終了した会計年度 Years ended March 31		2010	2011	2012	2013	2014
売上高	Net sales	1,315,072	1,396,798	1,404,663	1,412,376	1,515,062
売上総利益	Gross profit	185,479	193,129	194,636	197,867	219,393
営業利益	Operating income	26,313	33,799	31,693	35,766	50,579
経常利益	Ordinary income	33,702	40,312	40,654	39,091	69,667
当期純利益	Net income	27,055	17,471	42,212	28,189	46,953
総資産	Total assets	1,010,812	1,011,538	1,065,664	1,409,387	1,482,661
自己資本	Equity	406,410	415,206	463,098	492,505	651,629
発行済株式総数(株)	Number of shares issued	278,184,000	278,184,000	278,184,000	278,184,000	288,410,000
従業員数(名)	Number of employees	6,724	6,903	7,494	7,515	7,425

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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	2010	2011	2012	2013	2014
売上高総利益率 ⁽¹⁾ Gross profit margin ⁽¹⁾	17.7	17.3	17.6	17.8	25.7
オペレーティング・マージン ⁽²⁾ Operating margin ⁽²⁾	13.4	17.1	16.6	18.2	19.2
自己資本利益率(ROE) ⁽³⁾ Return on equity (ROE) ⁽³⁾	6.6	4.4	5.7	6.5	5.3
総資本利益率(ROA) ⁽⁴⁾ Return on assets (ROA) ⁽⁴⁾	3.4	4.5	4.5	3.4	3.0
自己資本比率 ⁽⁵⁾ Equity ratio ⁽⁵⁾	43.3	43.5	44.6	26.5	33.5
1株当たり当期純利益(円) Net income per share (Yen)	125.03	86.84	118.69	145.84	140.89
1株当たり自己資本(円) Equity per share (Yen)	1,943.55	1,978.43	2,152.46	2,345.97	3,062.48

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=のれん等償却前営業利益÷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

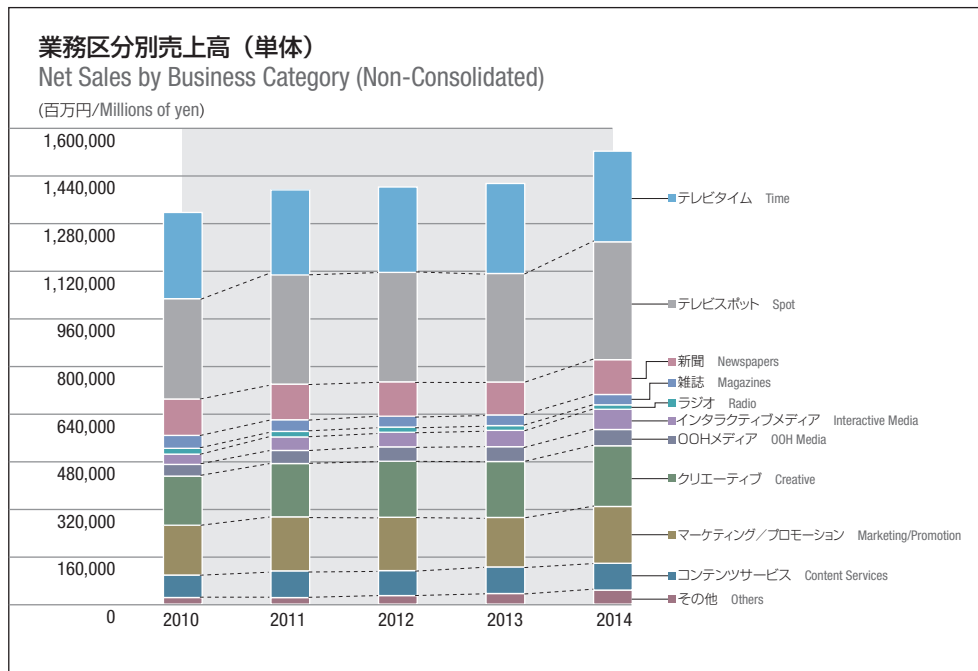
Notes: (1) Gross profit margin = gross profit ÷ net sales × 100

(2) Operating margin = operating income before amortization of goodwill and other intangible assets ÷ 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

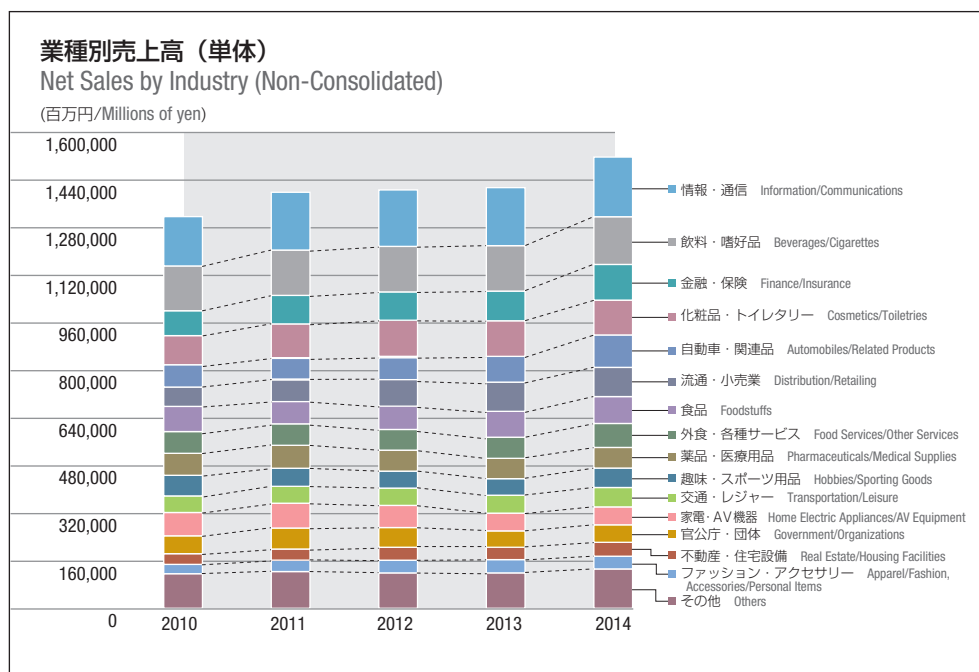


業務区分別売上高(単体) Net Sales by Business Category (Non-Consolidated)

3月31日に終了した会計年度 Years ended March 31	2010		2011		2012		2013		2014	
	百万円	%	百万円	%	百万円	%	百万円	%	百万円	%
テレビ Television	626,274	47.6	658,056	47.1	658,179	46.9	666,480	47.2	700,039	46.2
テレビタイム Time	289,464	22.0	285,668	20.5	286,724	20.4	302,164	21.4	304,266	20.1
テレビスポット Spot	336,810	25.6	372,387	26.7	371,454	26.4	364,315	25.8	395,773	26.1
新聞 Newspapers	122,264	9.3	119,643	8.6	115,502	8.2	110,553	7.8	116,870	7.7
雑誌 Magazines	43,392	3.3	39,159	2.8	36,500	2.6	35,896	2.5	34,669	2.3
ラジオ Radio	19,434	1.5	18,580	1.3	17,420	1.2	16,027	1.1	15,055	1.0
インタラクティブメディア ⁽¹⁾ Interactive Media ⁽¹⁾	34,606	2.6	45,392	3.2	48,984	3.5	54,808	3.9	67,865	4.5
OOHメディア ⁽²⁾ OOH Media ⁽²⁾	39,233	3.0	43,911	3.1	48,396	3.4	49,780	3.5	54,597	3.6
クリエイティブ Creative	164,973	12.5	178,959	12.8	187,981	13.4	187,804	13.3	203,845	13.5
マーケティング/プロモーション Marketing/Promotion	167,209	12.7	181,381	13.0	179,120	12.8	166,068	11.8	190,668	12.6
コンテンツサービス ⁽³⁾ Content Services ⁽³⁾	75,492	5.7	89,721	6.4	83,904	6.0	89,358	6.3	90,480	6.0
その他 Others	22,191	1.7	21,992	1.6	28,672	2.0	35,598	2.5	40,970	2.7
合計 Total	1,315,072	100.0	1,396,798	100.0	1,404,663	100.0	1,412,376	100.0	1,515,062	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	2010		2011		2012		2013		2014	
	百万円	%	百万円	%	百万円	%	百万円	%	百万円	%
情報・通信 Information/Communications	165,615	12.6	193,950	13.9	189,528	13.5	194,775	13.8	200,334	13.2
飲料・嗜好品 Beverages/Cigarettes	150,393	11.4	152,238	10.9	152,797	10.9	152,584	10.8	160,175	10.6
金融・保険 Finance/Insurance	83,532	6.4	95,724	6.9	95,123	6.8	99,624	7.1	119,865	7.9
化粧品・トイレットリー Cosmetics/Toiletries	97,733	7.4	113,387	8.1	121,260	8.6	119,504	8.5	116,914	7.7
自動車・関連品 Automobiles/Related Products	75,010	5.7	69,257	5.0	73,203	5.2	86,549	6.1	108,867	7.2
流通・小売業 Distribution/Retailing	64,913	4.9	72,402	5.2	90,014	6.4	98,063	6.9	97,827	6.5
食品 Foodstuffs	84,546	6.4	80,475	5.8	82,329	5.9	86,933	6.2	90,291	6.0
外食・各種サービス Food Services/Other Services	73,006	5.6	72,132	5.2	69,507	4.9	70,826	5.0	80,476	5.3
薬品・医療用品 Pharmaceuticals/Medical Supplies	73,849	5.6	77,060	5.5	70,414	5.0	68,349	4.8	69,304	4.6
趣味・スポーツ用品 Hobbies/Sporting Goods	69,179	5.3	60,659	4.3	56,987	4.1	55,559	3.9	65,234	4.3
交通・レジャー Transportation/Leisure	55,657	4.2	56,775	4.1	58,064	4.1	60,178	4.3	65,110	4.3
家電・AV機器 Home Electric Appliances/AV Equipment	78,268	6.0	83,288	6.0	74,329	5.3	59,536	4.2	60,155	4.0
官公庁・団体 Government/Organizations	60,054	4.6	70,469	5.0	66,253	4.7	55,021	3.9	58,800	3.9
不動産・住宅設備 Real Estate/Housing Facilities	35,898	2.7	37,375	2.7	43,448	3.1	41,431	2.9	46,690	3.1
ファッション・アクセサリ Apparel/Fashion, Accessories/Personal Items	31,304	2.4	38,289	2.7	42,583	3.0	44,574	3.2	43,098	2.8
その他 Others	116,108	8.8	123,310	8.8	118,819	8.5	118,862	8.4	131,915	8.7
合計 Total	1,315,072	100.0	1,396,798	100.0	1,404,663	100.0	1,412,376	100.0	1,515,062	100.0

注：(1) 掲載業種は、2014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(2014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, 2014.

(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, 2014.

■ 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		2010	2011	2012	2013	2014
売上高	Net sales	1,678,618	1,833,449	1,893,055	1,941,223	2,309,359
売上原価	Cost of sales	1,382,127	1,515,753	1,560,248	1,595,282	1,715,287
売上総利益	Gross profit	296,490	317,696	332,807	345,940	594,072
販売費及び一般管理費	Selling, general and administrative expenses	259,166	266,758	280,829	287,474	522,581
給料及び手当	Salaries and allowances	135,799	142,960	152,009	158,769	273,550
役員賞与引当金繰入額	Provision for directors' bonuses	291	392	446	390	515
退職給付引当金繰入額	Provision for retirement benefits	11,476	10,919	11,235	11,500	10,691
役員退職慰労引当金繰入額	Provision for directors' retirement benefits	197	153	133	34	71
福利厚生費	Welfare expenses	16,916	17,748	20,007	21,914	44,857
減価償却費	Depreciation	13,313	12,771	11,734	10,382	29,264
のれん償却額	Amortization of goodwill	2,010	2,618	2,445	3,340	27,029
貸倒引当金繰入額	Provision of allowance for doubtful accounts	174	1,512	1,249	(110)	(98)
その他	Other	78,988	77,681	81,566	81,252	136,700
営業利益	Operating income	37,323	50,937	51,977	58,466	71,490
営業外収益	Non-operating income	11,873	9,704	15,880	10,016	22,593
受取利息	Interest income	664	750	687	413	1,625
受取配当金	Dividends income	1,412	1,496	1,755	1,727	3,043
仕入割引	Purchase discounts	—	—	—	696	4,365
持分法による投資利益	Equity in earnings of affiliates	7,380	4,329	8,305	2,202	3,764
収益分配金	Dividends	—	733	2,071	2,826	4,585
その他	Other	2,416	2,395	3,061	2,149	5,209
営業外費用	Non-operating expenses	4,407	6,475	5,014	9,455	11,545
支払利息	Interest expenses	2,275	2,131	1,929	1,462	6,652
為替差損	Foreign exchange losses	150	—	115	—	—
長期前払費用償却	Amortization of long-term prepaid expenses	855	1,322	1,491	2,048	2,594
貸倒引当金繰入額	Provision of allowance for doubtful accounts	36	—	—	—	—
その他	Other	1,089	3,021	1,478	5,945	2,299
経常利益	Ordinary income	44,790	54,166	62,843	59,027	82,538
特別利益	Extraordinary income	1,852	3,172	7,194	13,854	7,795
固定資産売却益	Gain on sales of noncurrent assets	871	16	19	420	931
投資有価証券売却益	Gain on sales of investment securities	398	1,567	6,757	13,270	6,739
負ののれん発生益	Gain on negative goodwill	—	654	5	27	10
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	386	933	411	136	114

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		2010	2011	2012	2013	2014
広告業	Advertising					
売上高	Net sales	1,619,867	1,772,331	1,833,394	1,878,515	2,246,107
セグメント利益	Segment income	32,782	46,144	46,618	52,853	65,788
情報サービス業	Information services					
売上高	Net sales	51,250	50,088	52,975	56,341	57,221
セグメント利益(損失)	Segment income (loss)	(868)	1,650	1,775	3,053	4,017
その他の事業	Other businesses					
売上高	Net sales	7,499	11,028	6,685	6,365	6,030
セグメント利益	Segment income	2,018	139	622	924	792

注：(1) 売上高は、外部顧客に対する売上高

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

(2) 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。

(2) Figures for the fiscal years 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		2010	2011	2012	2013	2014
特別損失	Extraordinary loss	6,594	21,959	11,578	9,571	9,161
固定資産売却損	Loss on sales of noncurrent assets	32	4	27	21	182
固定資産除却損	Loss on retirement of noncurrent assets	795	—	—	—	—
減損損失	Impairment loss	318	3,660	1,074	665	2,403
投資有価証券評価損	Loss on valuation of investment securities	1,331	—	660	1,120	3,087
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	1,908
のれん償却額	Amortization of goodwill	—	—	863	—	—
その他	Other	1,210	18,294	7,908	5,985	1,579
税金等調整前当期純利益	Income before income taxes and minority interests	40,048	35,379	58,459	63,310	81,172
法人税、住民税及び事業税	Income taxes—current	10,480	15,170	19,735	25,967	43,395
過年度法人税等	Income taxes for prior periods	(2,229)	—	—	—	—
法人税等調整額	Income taxes—deferred	124	(2,704)	7,218	(1,405)	(3,653)
法人税等合計	Total income taxes	8,375	12,466	26,954	24,561	39,741
少数株主損益調整前当期純利益	Income before minority interests	—	22,913	31,505	38,748	41,430
少数株主利益	Minority interests in income	542	1,277	1,932	2,412	2,629
当期純利益	Net income	31,130	21,635	29,573	36,336	38,800

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		2010	2011	2012	2013	2014
少数株主損益調整前当期純利益	Income before minority interests	—	22,913	31,505	38,748	41,430
その他の包括利益	Other comprehensive income	—	(6,227)	23,839	20,856	163,263
その他有価証券評価差額金	Valuation difference on available-for-sale securities	—	944	10,194	1,800	(445)
繰延ヘッジ損益	Deferred gains or losses on hedges	—	(1,937)	2,378	8,652	3,682
為替換算調整勘定	Foreign currency translation adjustment	—	(5,433)	(4,021)	9,804	158,056
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	1,970
包括利益	Comprehensive income	—	16,686	55,344	59,605	204,694
(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	201,246
少数株主に係る包括利益	Minority interests	—	1,191	1,951	3,554	3,448

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		2010	2011	2012	2013	2014
日本	Japan					
売上高	Net sales	1,540,329	1,629,582	1,639,874	1,666,033	—
売上総利益	Gross profit	267,038	275,780	280,250	285,991	311,416
のれん等償却前営業利益	Operating income before amortization of goodwill and intangible assets	37,457	48,850	48,896	54,292	72,409
営業利益	Operating income	35,828	47,393	47,976	53,431	71,595
海外	Other countries					
売上高	Net sales	138,288	203,866	253,181	275,189	—
売上総利益	Gross profit	30,095	42,681	53,272	60,362	283,630
のれん等償却前営業利益	Operating income before amortization of goodwill and intangible assets	2,409	5,698	6,349	8,303	41,434
営業利益(△は損失)	Operating income (loss)	1,535	3,702	3,877	4,789	(446)

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.....

3月31日現在 As of March 31	(百万円/Millions of yen)				
	2010	2011	2012	2013	2014
資産の部 Assets					
流動資産 Current assets	568,424	611,607	722,223	1,122,602	1,368,385
現金及び預金 Cash and deposits	93,837	132,483	176,746	208,356	228,129
受取手形及び売掛金 Notes and accounts receivable—trade	415,657	430,477	491,398	816,251	1,033,955
有価証券 Short-term investment securities	163	94	218	116	512
たな卸資産 Inventories	11,208	9,458	10,459	13,561	14,253
前渡金 Advance payments—trade	29,444	16,823	—	—	—
繰延税金資産 Deferred tax assets	11,408	15,084	12,920	9,857	9,247
その他 Other	8,060	9,449	32,834	76,266	84,028
貸倒引当金 Allowance for doubtful accounts	(1,356)	(2,262)	(2,354)	(1,806)	(1,740)
固定資産 Noncurrent assets	549,811	521,692	479,671	1,082,966	1,269,933
有形固定資産 Property, plant and equipment	247,994	243,577	242,502	250,553	249,320
建物及び構築物(純額) Buildings and structures, net	80,038	76,264	73,842	77,313	75,162
土地 Land	160,396	160,379	160,732	160,820	159,272
その他(純額) Other, net	7,559	6,933	7,927	12,419	14,885
無形固定資産 Intangible assets	45,380	53,180	63,091	627,241	818,340
ソフトウェア Software	17,405	13,220	11,730	17,696	23,226
のれん Goodwill	23,647	32,853	44,339	576,009	558,834
顧客との関係 Customer relationships	—	—	—	24,295	183,446
その他 Other	4,327	7,107	7,021	9,239	52,833
投資その他の資産 Investments and other assets	256,436	224,934	174,077	205,171	202,273
投資有価証券 Investment securities	181,878	155,193	113,571	135,138	133,981
長期貸付金 Long-term loans receivable	876	642	943	917	412
退職給付に係る資産 Net defined benefit asset	—	—	—	—	5,841
繰延税金資産 Deferred tax assets	34,951	32,270	23,750	29,362	30,157
その他 Other	40,612	40,133	39,854	54,364	49,132
貸倒引当金 Allowance for doubtful accounts	(1,883)	(3,198)	(3,784)	(14,611)	(17,252)
投資損失引当金 Allowance for investment loss	—	(106)	(257)	—	—
資産合計 Total assets	1,118,236	1,133,300	1,201,894	2,205,569	2,638,319

		(百万円/Millions of yen)				
3月31日現在 As of March 31		2010	2011	2012	2013	2014
負債の部 Liabilities						
流動負債 Current liabilities		461,595	478,975	525,181	1,317,554	1,253,263
支払手形及び買掛金	Notes and accounts payable—trade	360,759	379,374	414,121	785,377	989,805
短期借入金	Short-term loans payable	3,382	3,138	4,733	21,268	30,328
1年内償還予定の社債	Current portion of bonds	—	—	—	—	8,050
1年内返済予定の長期借入金	Current portion of long-term loans payable	18,615	18,607	24,356	25,869	5,106
リース債務	Lease obligations	1,552	1,216	1,264	1,273	1,348
未払金	Accrued expenses	24,222	28,519	9,277	—	—
未払法人税等	Income taxes payable	6,526	11,412	13,629	21,175	28,571
繰延税金負債	Deferred tax liabilities	10	8	3	87	122
返品調整引当金	Provision for sales returns	130	115	—	—	—
役員賞与引当金	Provision for directors' bonuses	285	382	431	399	501
受注損失引当金	Provision for loss on order received	—	—	393	294	165
事業再編損失引当金	Reserve for loss on reorganization	408	68	—	—	—
資産除去債務	Asset retirement obligations	—	53	0	9	47
その他	Other	45,700	36,076	56,969	461,798	189,216
固定負債 Noncurrent liabilities		151,083	142,183	119,824	279,377	476,560
社債	Bonds payable	—	—	—	93,931	10,536
長期借入金	Long-term loans payable	97,576	78,961	54,604	71,344	284,943
リース債務	Lease obligations	2,026	2,111	2,571	2,164	2,189
繰延税金負債	Deferred tax liabilities	407	41	26	9,492	50,076
再評価に係る繰延税金負債	Deferred tax liabilities for land revaluation	10,293	10,293	9,038	9,038	8,501
退職給付引当金	Provision for retirement benefits	31,942	33,177	37,702	42,316	—
退職給付に係る負債	Net defined benefit liability	—	—	—	—	56,301
役員退職慰労引当金	Provision for directors' retirement benefits	862	661	502	378	272
資産除去債務	Asset retirement obligations	—	784	851	896	852
その他	Other	7,974	16,151	14,527	49,815	62,886
負債合計 Total liabilities		612,679	621,158	645,005	1,596,931	1,729,824
純資産の部 Net assets						
株主資本 Shareholders' equity		508,824	523,647	541,929	570,419	715,828
資本金	Capital stock	58,967	58,967	58,967	58,967	74,609
資本剰余金	Capital surplus	60,899	60,899	60,899	60,899	100,106
利益剰余金	Retained earnings	454,014	468,846	487,133	515,630	541,216
自己株式	Treasury stock	(65,056)	(65,064)	(65,070)	(65,077)	(104)
その他の包括利益累計額 Accumulated other comprehensive loss		(24,573)	(30,714)	(5,638)	14,076	167,289
その他有価証券評価差額金	Valuation difference on available-for-sale securities	737	1,930	12,135	13,609	14,635
繰延ヘッジ損益	Deferred gains or losses on hedges	(886)	(2,823)	(453)	8,173	11,883
土地再評価差額金	Revaluation reserve for land	(7,187)	(7,187)	(5,931)	(5,931)	(6,885)
為替換算調整勘定	Foreign currency translation adjustment	(17,237)	(22,634)	(11,389)	(1,775)	155,934
退職給付に係る調整累計額	Remeasurements of defined benefit plans	—	—	—	—	(8,277)
少数株主持分 Minority interests		21,306	19,208	20,598	24,141	25,377
純資産合計 Total net assets		505,556	512,141	556,889	608,637	908,495
負債純資産合計 Total liabilities and net assets		1,118,236	1,133,300	1,201,894	2,205,569	2,638,319

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。

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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	2010	2011	2012	2013	2014
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 Income before income taxes and minority interests	40,048	35,379	58,459	63,310	81,172
減価償却費 Depreciation and amortization	16,165	15,485	14,251	12,928	32,298
減損損失 Impairment loss	318	3,660	1,074	665	2,403
のれん償却額 Amortization of goodwill	2,010	10,796	2,445	5,625	27,029
貸倒引当金の増(減)額 Increase (decrease) in allowance for doubtful accounts	(1,189)	2,391	508	(879)	(424)
退職給付引当金の増(減)額 Increase (decrease) in provision for retirement benefits	2,146	1,191	4,270	3,577	—
退職給付に係る負債の増(減)額 Increase (decrease) in net defined benefit liability	—	—	—	—	3,591
受取利息及び受取配当金 Interest and dividends income	(2,076)	(2,246)	(2,442)	(2,141)	(4,668)
支払利息 Interest expenses	2,275	2,131	1,929	1,462	6,652
為替差損益(益) Foreign exchange losses (gains)	(3)	772	(57)	4,247	857
持分法による投資損益(益) Equity in earnings of affiliates	(7,380)	(4,329)	(8,305)	(2,202)	(3,764)
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	12,340	(12,666)	(58,249)	22,985	(101,318)
たな卸資産の(増)減額 Decrease (increase) in inventories	3,343	1,704	(1,342)	(1,346)	738
その他の流動資産の(増)減額 Decrease (increase) in other current assets	(1,191)	12,640	(10,645)	(5,364)	4,277
仕入債務の増(減)額 Increase (decrease) in notes and accounts payable—trade	(7,613)	15,955	33,347	(3,787)	79,419
その他の流動負債の増(減)額 Increase (decrease) in other current liabilities	18,338	(11,485)	5,204	12,670	9,576
その他 Other, net	1,306	8,727	(5,578)	(13,313)	(9,320)
小計 Subtotal	78,838	80,110	39,431	98,439	128,520
利息及び配当金の受取額 Interest and dividends income received	6,166	5,645	7,433	6,343	13,273
利息の支払額 Interest expenses paid	(2,304)	(2,175)	(1,962)	(1,517)	(6,304)
法人税等の支払額 Income taxes paid	(7,711)	(10,665)	(18,505)	(19,969)	(37,948)
営業活動によるキャッシュ・フロー Net cash provided by operating activities	74,989	72,914	26,397	83,295	97,540

		(百万円/Millions of yen)				
3月31日に終了した会計年度 Years ended March 31		2010	2011	2012	2013	2014
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		(0)	—	—	—	—
有価証券の売却による収入 Proceeds from sales of short-term investment securities		1,129	13	—	—	—
有形固定資産の取得による支出 Purchase of property, plant and equipment		(2,983)	(2,345)	(5,458)	(3,834)	(7,743)
有形固定資産の売却による収入 Proceeds from sales of property, plant and equipment		1,336	42	38	568	2,492
投資有価証券の取得による支出 Purchase of investment securities		(4,441)	(2,327)	(7,497)	(27,577)	(3,788)
投資有価証券の売却による収入 Proceeds from sales of investment securities		3,627	29,791	81,190	26,007	12,038
ソフトウェアの取得による支出 Purchase of software		(3,839)	(3,662)	(4,140)	(7,293)	(11,170)
貸付けによる支出 Payments of loans receivable		(638)	(2,474)	(209)	(145)	(98)
貸付金の回収による収入 Collection of loans receivable		1,191	433	1,008	227	634
連結子会社株式及び出資金の追加取得による支出 Payments for the purchases of consolidated subsidiaries		—	—	(12,033)	(13,457)	(314,321)
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		—	(14,737)	—	—	—
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)	—	—
連結の範囲の変更を伴う子会社株式及び出資金の取得による支出 Payments for investments in subsidiaries resulting in change in scope of consolidation		—	—	—	(16,034)	(7,407)
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		(6)	(415)	(322)	—	—
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		—	5	—	3	16,487
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)	(4,501)
その他 Other, net		440	(3,328)	886	(6,464)	(707)
投資活動によるキャッシュ・フロー Net cash provided by (used in) investing activities		(9,251)	(1,825)	45,941	(51,236)	(318,087)
財務活動によるキャッシュ・フロー Net cash provided by (used in) financing activities						
短期借入金の純増(減)額 Net increase (decrease) in short-term loans payable		(341)	55	701	(960)	4,769
コマーシャル・ペーパーの増(減)額 Increase (decrease) in commercial papers		(15,000)	—	—	—	—
長期借入れによる収入 Proceeds from long-term loans payable		—	—	—	30,000	224,001
長期借入金の返済による支出 Repayment of long-term loans payable		(5,123)	(18,622)	(18,608)	(24,356)	(32,083)
社債の償還による支出 Redemption of bonds		—	—	—	—	(77,688)
リース債務の返済による支出 Repayments of lease obligations		(2,058)	(1,723)	(1,439)	(1,545)	(1,422)
株式の発行による収入 Proceeds from issuance of common shares		—	—	—	—	31,285
自己株式の取得による支出 Purchase of treasury stock		(1,475)	(9)	(5)	(7)	(29)
自己株式の処分による収入 Proceeds from disposal of treasury shares		—	—	—	2	88,723
配当金の支払額 Cash dividends paid		(6,839)	(7,225)	(7,474)	(7,972)	(8,600)
少数株主への配当金の支払額 Cash dividends paid to minority shareholders		(519)	(1,471)	(548)	(540)	(2,195)
その他 Other, net		76	(341)	44	29	(233)
財務活動によるキャッシュ・フロー Net cash provided by (used in) financing activities		(31,282)	(29,339)	(27,331)	(5,349)	226,526
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		1,052	(2,969)	(1,866)	3,905	13,569
現金及び現金同等物の増(減)額 Net increase (decrease) in cash and cash equivalents		35,508	38,781	43,140	30,616	19,549
現金及び現金同等物の期首残高 Cash and cash equivalents at beginning of period		57,271	92,854	131,662	175,956	207,578
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		92,854	131,662	175,956	207,578	227,128

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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)				
	2010	2011	2012	2013	2014
売上高 Net sales	1,315,072	1,396,798	1,404,663	1,412,376	1,515,062
売上原価 Cost of sales	1,129,592	1,203,669	1,210,027	1,214,508	1,295,669
売上総利益 Gross profit	185,479	193,129	194,636	197,867	219,393
販売費及び一般管理費 Selling, general and administrative expenses	159,165	159,329	162,942	162,101	168,813
給料及び手当 Salaries and allowances	84,210	85,745	88,714	90,260	97,033
役員賞与引当金繰入額 Provision for directors' bonuses	70	158	181	161	296
退職給付引当金繰入額 Provision for retirement benefits	9,650	9,169	9,525	9,726	9,232
福利厚生費 Welfare expenses	9,987	10,553	11,407	—	—
取扱企画費 Presentation and planning expenses	2,368	2,622	2,322	—	—
通信交通費 Correspondence and transportation expenses	4,698	4,829	4,992	—	—
交際費 Entertainment expenses	2,128	2,075	2,006	—	—
調査費 Investigation expenses	5,831	5,839	6,026	—	—
賃借料 Rent expenses	2,784	2,547	2,468	—	—
業務委託費 Business consignment expenses	16,522	15,613	14,941	—	—
減価償却費 Depreciation	10,271	9,206	7,934	5,976	5,446
貸倒引当金繰入額 Provision of allowance for doubtful accounts	0	60	954	112	(89)
貸倒損失 Bad debts expenses	—	4	502	—	—
その他 Other	10,641	10,902	10,964	55,862	56,895
営業利益 Operating income	26,313	33,799	31,693	35,766	50,579
営業外収益 Non-operating income	11,640	12,350	13,634	12,549	26,207
受取利息 Interest income	287	444	270	—	—
受取利息及び受取配当金 Interest income and dividends income	—	—	—	5,879	16,974
有価証券利息 Interest on securities	351	287	312	—	—
受取配当金 Dividends income	6,970	7,349	6,575	—	—
受取賃貸料 Rent income	2,672	2,582	2,629	—	—
収益分配金 Dividends	—	733	2,071	2,826	4,585
その他 Other	1,358	952	1,775	3,843	4,646
営業外費用 Non-operating expenses	4,251	5,838	4,673	9,224	7,118
支払利息 Interest expenses	2,399	2,195	1,911	1,473	2,399
長期前払費用償却 Amortization of long-term prepaid expenses	855	1,322	1,491	2,048	2,594
投資事業組合運用損 Loss on investments in partnership	348	—	—	—	—
為替差損 Foreign exchange losses	—	—	126	—	—
その他 Other	648	2,320	1,143	5,703	2,124
経常利益 Ordinary income	33,702	40,312	40,654	39,091	69,667

		(百万円/Millions of yen)				
3月31日に終了した会計年度 Years ended March 31		2010	2011	2012	2013	2014
特別利益	Extraordinary income	1,792	7,669	27,142	13,301	5,639
固定資産売却益	Gain on sales of noncurrent assets	86	1	4	2	920
投資有価証券売却益	Gain on sales of investment securities	75	—	31	13,165	4,565
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	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	184	682	27,105	134	152
特別損失	Extraordinary loss	6,663	21,430	6,154	9,903	6,945
固定資産売却損	Loss on sales of noncurrent assets	—	0	14	0	148
固定資産除却損	Loss on retirement of noncurrent assets	167	—	—	—	—
投資有価証券評価損	Loss on valuation of investment securities	1,147	—	—	919	2,458
関係会社株式評価損	Loss on valuation of stocks of subsidiaries and affiliates	2,281	9,348	2,982	3,500	1,451
減損損失	Impairment loss	—	1,770	1,028	509	1,290
関係会社清算損	Loss on liquidation of subsidiaries and affiliates	2,223	—	—	—	—
特別退職金	Special retirement expenses	168	—	24	—	—
その他	Other	674	10,311	2,104	4,972	1,596
税引前当期純利益	Income before income taxes	28,830	26,551	61,642	42,489	68,361
法人税、住民税及び事業税	Income taxes—current	4,906	7,787	12,106	16,870	23,149
過年度法人税等	Income taxes for prior periods	(2,144)	—	—	—	—
法人税等調整額	Income taxes—deferred	(985)	1,291	7,322	(2,569)	(1,741)
法人税等合計	Total income taxes	1,775	9,079	19,429	14,300	21,407
当期純利益	Net income	27,055	17,471	42,212	28,189	46,953

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		2010	2011	2012	2013	2014
資産の部 Assets						
流動資産 Current assets		470,408	505,634	593,069	538,121	539,204
現金及び預金 Cash and deposits		58,109	100,196	147,634	102,799	76,983
受取手形 Notes receivable—trade		11,364	19,576	18,329	16,810	21,478
売掛金 Accounts receivable—trade		333,237	328,546	364,078	348,681	361,469
有価証券 Short-term investment securities		163	94	218	116	512
作品 Works		700	809	933	926	697
仕掛品 Work in process		3,661	4,706	2,511	3,763	2,903
貯蔵品 Supplies		161	149	68	49	46
前渡金 Advance payments—trade		23,944	5,688	17,570	—	—
前払費用 Prepaid expenses		503	512	532	550	589
関係会社短期貸付金 Short-term loans receivable from subsidiaries and affiliates		29,876	36,216	32,592	—	—
繰延税金資産 Deferred tax assets		8,829	10,826	6,560	1,774	3,586
その他 Other		3,244	3,982	3,155	63,720	71,663
貸倒引当金 Allowance for doubtful accounts		(3,388)	(5,670)	(1,117)	(1,071)	(725)
固定資産 Noncurrent assets		540,404	505,904	472,595	871,265	943,456
有形固定資産 Property, plant and equipment		220,577	217,040	214,349	211,815	207,287
建物(純額) Buildings, net		64,012	60,760	57,892	55,314	52,706
構築物(純額) Structures, net		1,589	1,475	1,369	1,282	1,201
船舶(純額) Vessels, net		0	0	0	—	—
車両運搬具(純額) Vehicles, net		24	15	30	29	32
工具、器具及び備品(純額) Tools, furniture and fixtures, net		2,144	1,982	1,851	1,983	1,806
土地 Land		152,806	152,806	153,206	153,206	151,540
無形固定資産 Intangible assets		12,762	9,041	6,602	8,775	13,227
特許権 Patent right		0	0	0	—	—
借地権 Leasehold right		5	5	5	—	—
商標権 Right of trademark		—	0	0	—	—
ソフトウェア Software		12,587	8,866	6,428	8,601	13,053
その他 Other		168	167	167	174	173
投資その他の資産 Investments and other assets		307,065	279,822	251,643	650,674	722,941
投資有価証券 Investment securities		67,906	62,837	85,308	77,522	71,915
関係会社株式 Stocks of subsidiaries and affiliates		178,767	161,297	118,284	525,210	565,387
その他の関係会社有価証券 Investments in other securities of subsidiaries and affiliates		536	545	329	695	1,686
出資金 Investments in capital		47	50	43	—	—
関係会社出資金 Investments in capital of subsidiaries and affiliates		1,836	2,228	2,417	2,533	2,665
長期貸付金 Long-term loans receivable		574	515	831	3,370	41,530
従業員に対する長期貸付金 Long-term loans receivable from employees		71	50	48	—	—
関係会社長期貸付金 Long-term loans receivable from subsidiaries and affiliates		2,500	2,500	2,500	—	—
破産更生債権等 Claims provable in bankruptcy, claims provable in rehabilitation and other		125	201	347	—	—
長期前払費用 Long-term prepaid expenses		5,485	5,201	5,955	—	—
繰延税金資産 Deferred tax assets		26,857	24,568	18,207	18,511	16,761
その他 Other		22,717	21,018	19,010	23,857	23,428
貸倒引当金 Allowance for doubtful accounts		(361)	(397)	(847)	(1,026)	(434)
投資損失引当金 Allowance for investment loss		—	(796)	(793)	—	—
資産合計 Total assets		1,010,812	1,011,538	1,065,664	1,409,387	1,482,661

		(百万円/Millions of yen)				
3月31日現在 As of March 31		2010	2011	2012	2013	2014
負債の部 Liabilities						
流動負債 Current liabilities		470,814	480,055	512,175	819,679	549,354
支払手形 Notes payable—trade		5,580	4,941	4,771	4,761	5,035
買掛金 Accounts payable—trade		329,288	338,224	366,431	356,073	384,850
短期借入金 Short-term loans payable		67,528	75,382	71,717	81,073	81,314
1年内返済予定の長期借入金 Current portion of long-term loans payable		18,606	18,606	24,356	25,856	5,106
リース債務 Lease obligations		3	—	0	4	6
未払金 Accounts payable—other		9,032	6,632	7,331	307,013	7,308
未払費用 Accrued expenses		14,237	14,900	15,552	14,799	19,459
未払法人税等 Income taxes payable		2,904	7,171	9,480	14,189	16,631
前受金 Advances received		19,044	3,921	5,065	7,785	24,795
預り金 Deposits received		1,209	1,267	1,781	2,009	1,200
前受収益 Unearned revenue		—	—	—	212	154
役員賞与引当金 Provision for directors' bonuses		70	158	181	161	296
債務保証損失引当金 Provision for loss on guarantees		—	62	41	—	191
その他 Other		3,308	8,785	5,464	5,737	3,003
固定負債 Noncurrent liabilities		133,587	116,277	90,390	97,202	281,676
長期借入金 Long-term loans payable		97,568	78,960	54,603	58,747	239,809
リース債務 Lease obligations		2	—	2	14	17
退職給付引当金 Provision for retirement benefits		19,112	21,010	23,999	26,578	29,916
再評価に係る繰延税金負債 Deferred tax liabilities for land revaluation		10,293	10,293	9,038	9,038	8,501
資産除去債務 Asset retirement obligations		—	34	34	—	—
その他 Other		6,610	5,979	2,712	2,824	3,431
負債合計 Total liabilities		604,402	596,332	602,566	916,881	831,031
純資産の部 Net assets						
株主資本 Shareholders' equity		413,297	423,534	458,266	478,475	637,762
資本金 Capital stock		58,967	58,967	58,967	58,967	74,609
資本剰余金 Capital surplus		60,899	60,899	60,899	60,899	100,106
資本準備金 Legal capital surplus		60,899	60,899	60,899	60,899	76,541
その他資本剰余金 Other capital surplus		—	—	—	—	23,564
利益剰余金 Retained earnings		358,643	368,889	403,626	423,843	463,150
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		327,000	347,000	356,500	390,500	410,500
繰越利益剰余金 Retained earnings brought forward		30,920	21,166	46,404	32,620	51,927
自己株式 Treasury stock		(65,212)	(65,220)	(65,226)	(65,233)	(104)
評価・換算差額等 Valuation and translation adjustments		(6,886)	(8,328)	4,831	14,029	13,867
その他有価証券評価差額金 Valuation difference on available-for-sale securities		1,166	1,686	11,234	11,845	12,569
繰延ヘッジ損益 Deferred gains or losses on hedges		(865)	(2,827)	(471)	8,114	8,183
土地再評価差額金 Revaluation reserve for land		(7,187)	(7,187)	(5,931)	(5,931)	(6,885)
純資産合計 Total net assets		406,410	415,206	463,098	492,505	651,629
負債純資産合計 Total liabilities and net assets		1,010,812	1,011,538	1,065,664	1,409,387	1,482,661

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■ 会社概要

(2014年3月31日現在)

株式会社電通

本社所在地

〒105-7001東京都港区東新橋1-8-1

創 業
資 本 金

電話：03-6216-5111(代表)

明治34年(1901年)7月1日

746億981万円

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 グローバル・コーポレート室

IRグループ

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IR Web Site

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■ Corporate Information

(As of March 31, 2014)

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Phone: +81-3-6216-5111

(Main switchboard)

Date of Establishment

July 1, 1901

Paid-in Capital

¥74,609 million

Stock Exchange Listing

Tokyo Stock Exchange, First Section

(Securities code: 4324)

Investor Relations Office

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IR Web Site

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