



Operating Highlights

Dentsu Inc. and Consolidated Subsidiaries
Years Ended March 31

	Millions of yen except per share data					Thousands of U.S. dollars ⁽¹⁾ except per share data
	2006	2005	2004	2003	2002	2006
For the year:						
Net sales	¥1,963,296	¥1,910,469	¥1,749,110	¥1,692,947	¥1,789,432	\$16,713,176
Cost of sales	1,637,400	1,592,566	1,455,065	1,407,131	1,495,512	13,938,880
Gross profit	325,896	317,902	294,044	285,815	293,920	2,774,295
Selling, general and administrative expenses	267,120	260,299	247,356	238,815	232,751	2,273,944
Operating income	58,776	57,603	46,687	46,999	61,168	500,350
Income before income taxes and minority interests	65,103	54,929	58,763	50,068	54,204	554,214
Net income	31,002	27,532	30,881	22,963	27,457	263,921
Net cash provided by (used in) operating activities	81,058	14,681	35,829	(3,916)	25,715	690,039
Net cash provided by (used in) investing activities	(31,238)	(8,289)	9,881	(80,122)	(37,270)	(265,923)
Net cash provided by (used in) financing activities	(42,668)	1,006	(51,508)	81,554	(19,799)	(363,228)
Cash and cash equivalents, end of year	78,412	69,901	62,384	68,139	67,690	667,506
At year-end:						
Total assets	¥1,277,722	¥1,240,037	¥1,189,094	¥1,187,300	¥1,097,192	\$10,877,014
Total shareholders' equity	521,180	491,855	469,621	442,093	441,171	4,436,711
Per share data (yen/dollar):						
Net income ⁽²⁾						
Basic	¥11,300.31	¥10,110.45	¥22,682.94	¥16,466.55	¥20,014.80	\$ 96.19
Diluted	11,159.97	9,931.97	22,581.77	16,451.08	—	95.00
Cash dividends ⁽³⁾	2,500	1,500	1,000	1,000	1,000	21.28
Ratios (%):						
Operating margin ⁽⁴⁾	18.0	18.1	15.9	16.4	20.8	—
Return on equity (ROE) ⁽⁵⁾	6.1	5.7	6.8	5.2	6.5	—
Return on assets (ROA) ⁽⁶⁾	4.7	4.7	3.9	4.1	5.5	—
Equity ratio ⁽⁷⁾	40.8	39.7	39.5	37.2	40.2	—

Notes: (1) U.S. dollar amounts have been translated from yen at the rate of ¥117.47 = US\$1,
the approximate exchange rate prevailing on the Tokyo Foreign Exchange Market on March 31, 2006.

(2) A two-for-one stock split was enacted for common shares, effective May 20, 2004.

Net income per share and diluted net income per share for the fiscal year ended March 31, 2005,
have been calculated as if the stock split had occurred at the beginning of the fiscal year.

(3) Dividends per share for the fiscal year ended March 31, 2002, totaled ¥1,000, including a ¥200 dividend to commemorate the public listing of Dentsu's shares.

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

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

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

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