

## Digital Advertising Consortium Inc.

(URL <http://www.dac.co.jp/> )

Financial Highlights of 4th Quarter, Fiscal Year 2011 (December 1, 2009 to November 30, 2010)

### (1) Consolidated operating results

	Net sales		Operating income		Ordinary income		Net income	
	Mil. ¥	%	Mil. ¥	%	Mil. ¥	%	Mil. ¥	%
4th Quarter of FY 2011	54,510	(-)	1,765	(-)	1,845	(-)	1,010	(-)
4th Quarter of FY 2009	47,915	(4.6)	943	(-32.9)	881	(-34.5)	296	(-64.9)

	Net income per share		Diluted net income per share	
	Yen		Yen	
4th Quarter of FY 2011	1,920.75		1,914.12	
4th Quarter of FY 2009	573.92		571.65	

\*DAC has decided to change its fiscal year end from November 30 to March 31 of each year.

No comparison is made because of the change in accounting periods.

### (2) Consolidated financial position

	Total assets	Net assets	Equity Capital ratio	Equity per share
	Mil. ¥	Mil. ¥	%	Yen
4th Quarter of FY 2011	18,158	10,991	55.5	19,189.24
Fiscal Year 2009	15,499	9,924	58.6	17,284.08

### (3) Dividend per share

Record date	End of 1 <sup>st</sup> quarter	End of 2 <sup>nd</sup> quarter	End of 3 <sup>rd</sup> quarter	End of 4 <sup>th</sup> quarter	End of period	Annual dividend
	Yen	Yen	Yen	Yen	Yen	Yen
Fiscal Year 2009	—	0.00	—	—	200.00	200.00
Fiscal Year 2011	—	0.00	—	—		
Fiscal Year 2011 (expected)					TBD	TBD

DAC Consolidated Financial Statements

(1)DAC Consolidated Balance Sheet

(Unit:Thousand Yen)

Items of an account	4th Quarter FY2011 (As of Nov 30,2010)	FY2009 (As of Nov 30, 2009)
	Amount	Amount
<b>Assets</b>		
Current assets		
Cash and deposits	6,976,337	5,678,796
Notes and accounts receivable-trade	6,193,268	5,047,038
Short-term investment securities	109,681	100,963
Other	907,177	881,451
Allowance for doubtful accounts	-5,786	-3,732
Total current assets	14,180,678	11,704,516
Noncurrent assets		
Property, plant and equipment	298,152	371,714
Intangible assets		
Goodwill	646,098	673,826
Software	514,528	549,442
Software in progress	72,245	50,086
Other	12,363	10,844
Total intangible assets	1,245,235	1,284,200
Investments and other assets		
Investment securities	1,779,638	1,369,207
Other	662,649	898,503
Allowance for doubtful accounts	-7,969	-128,309
Total investments and other assets	2,434,319	2,139,402
Total noncurrent assets	3,977,706	3,795,316
<b>Total assets</b>	<b>18,158,385</b>	<b>15,499,833</b>
<b>Liabilities</b>		
Current liabilities		
Accounts payable-trade	4,864,435	4,168,747
Short-term loans payable	77,000	—
Current portion of long-term loans payable	125,624	62,220
Accounts payable-other	512,102	446,330
Income taxes payable	653,763	256,257
Provision for directors' bonuses	24,960	19,587
Provision for bonuses	164,064	113,147
Provision for point card certificates	21,429	13,709
Other	341,644	192,794
Total current liabilities	6,785,024	5,272,794
Noncurrent liabilities		
Long-term loans payable	71,512	60,014
Provision for retirement benefits	161,021	121,752
Provision for point card certificates	36,851	16,213
Other	112,555	105,042
Total noncurrent liabilities	381,940	303,021
<b>Total liabilities</b>	<b>7,166,965</b>	<b>5,575,816</b>
<b>Net assets</b>		
Shareholders' equity		
Capital stock	4,031,837	4,031,837
Capital surplus	3,184,465	3,369,621
Retained earnings	3,098,924	2,193,472
Treasury stock	-326,980	-448,094
Total shareholders' equity	9,988,247	9,146,836
Valuation and translation adjustments		
Valuation difference on available-for-sale	109,162	-47,948
Foreign currency translation adjustment	-11,678	-10,244
Total valuation and translation adjustments	97,483	-58,192
Subscription rights to shares	150,409	127,886
Minority interests	755,280	707,486
<b>Total net assets</b>	<b>10,991,420</b>	<b>9,924,016</b>
<b>Total liabilities and net assets</b>	<b>18,158,385</b>	<b>15,499,833</b>

## (2)DAC Consolidated Statements of Income

(Unit:Thousand Yen)

Items of an account	4th Quarter FY2011 (December 1,2009 to November 30,2010)
	Amount
Net sales	54,510,345
Cost of sales	45,916,186
Gross profit	8,594,158
Selling, general and administrative expenses	6,828,405
Operating income	1,765,753
Non-operating income	
Interest income	4,540
Dividends income	5,143
Foreign exchange gains	328
Equity in earnings of affiliates	70,267
Other	10,573
Total non-operating income	90,853
Non-operating expenses	
Interest expenses	4,320
Provision of allowance for doubtful accounts	3,000
Loss on investments in partnership	3,004
Other	697
Total non-operating expenses	11,022
Ordinary income	1,845,584
Extraordinary income	
Gain on sales of investment securities	124,704
Other	34,611
Total extraordinary income	159,316
Extraordinary loss	
Loss on sales of subsidiaries' stocks	1,314
Loss on valuation of membership	2,127
Loss on valuation of investment securities	89,827
Other	10,447
Total extraordinary losses	103,717
Income before income taxes and minority interests	1,901,183
Income taxes-current	812,639
Income taxes-deferred	-92,087
Total income taxes	720,551
Minority interests in income	170,011
Net income	1,010,620

## (3)DAC Consolidated statements of cash flows

(Unit:Thousand Yen)

Items of an account	4th Quarter FY2011 (December 1,2009 to November 30,2010)
	amount
Net cash provided by (used in) operating activities	
Income before income taxes and minority interests	1,901,183
Depreciation and amortization	316,186
Amortization of goodwill	111,426
Increase (decrease) in allowance for doubtful accounts	-114,956
Increase (decrease) in provision for retirement benefits	39,269
Increase (decrease) in provision for point card certificates	28,358
Increase (decrease) in provision for directors' bonuses	5,372
Loss (gain) on change in equity	-20,179
Loss (gain) on sales and valuation of investment securities	-34,811
Interest and dividends income	-9,684
Interest expenses	4,320
Equity in (earnings) losses of affiliates	-70,267
Loss (gain) on sales and retirement of noncurrent assets	995
Loss (gain) on sales of subsidiaries' stocks	1,314
Decrease (increase) in notes and accounts receivable-trade	-1,534,381
Decrease (increase) in inventories	-14,588
Increase (decrease) in notes and accounts payable-trade	1,047,390
Increase (decrease) in accounts payable-other	93,843
Increase (decrease) in accrued consumption taxes	153,695
Other, net	317,895
Subtotal	2,222,382
Interest and dividends income received	12,543
Interest expenses paid	-4,320
Income taxes paid	-480,124
Net cash provided by (used in) operating activities	1,750,479
Net cash provided by (used in) investing activities	
Purchase of property, plant and equipment	-39,328
Purchase of intangible assets	-206,244
Purchase of investment securities	-165,162
Proceeds from sales and redemption of investment securities	301,698
Proceeds from sales of investments in subsidiaries	63,250
Purchase of stocks of subsidiaries and affiliates	-50,000
Proceeds from purchase of investments in subsidiaries resulting in change in scope of consolidation	45,797
Payments for sales of investments in subsidiaries resulting in change in scope of consolidation	-248,657
Payments for guarantee deposits	-28,305
Collection of loans receivable	41,660
Other, net	66,453
Net cash provided by (used in) investing activities	-218,840
Net cash provided by (used in) financing activities	
Net increase (decrease) in short-term loans payable	27,000
Proceeds from long-term loans payable	50,000
Repayment of long-term loans payable	-91,261
Purchase of treasury stock	-132,208
Cash dividends paid	-101,229
Cash dividends paid to minority shareholders	-50,400
Proceeds from exercise of stock option	67,481
Other, net	-1,698
Net cash provided by (used in) financing activities	-232,316
Effect of exchange rate change on cash and cash equivalents	-2,792
Net increase (decrease) in cash and cash equivalents	1,296,530
Cash and cash equivalents at beginning of period	5,671,819
Cash and cash equivalents at end of period	6,968,350