

**True North Communications Inc.**  
**Operations Analysis**  
**Three Months Ended September 30,**

	2000			1999				2000 Operations B/(W) 1999 Operations	
	Operations	Unusual	External	Operations	Unusual	Deconsolidate Modem	External	\$	%
Commissions and Fees	\$381,161	\$ -	\$381,161	\$335,597	\$ -	\$ 21,125	\$356,722	\$45,564	13.6%
Operating Expenses:									
Salaries and employee benefits	229,646	-	229,646	208,441	-	11,683	220,124	(21,205)	-10.2%
Office and general expenses	104,680	-	104,680	94,714	-	6,624	101,338	(9,966)	-10.5%
Restructuring and other charges	-	(590)	(590)	-	76,400	-	76,400	-	n/a
Total operating expenses	334,326	(590)	333,736	303,155	76,400	18,307	397,862	(31,171)	-10.3%
Operating Income	46,835	590	47,425	32,442	(76,400)	2,818	(41,140)	14,393	44.4%
Other Income (Expense)	(2,247)	-	(2,247)	(2,598)	1,065 (a)	565	(968)	351	13.5%
Pretax Income	44,588	590	45,178	29,844	(75,335)	3,383	(42,108)	14,744	49.4%
Provision for Income Taxes	18,958	242	19,200	12,429	(25,736)	2,024	(11,283)	(6,529)	-52.5%
	25,630	348	25,978	17,415	(49,599)	1,359	(30,825)	8,215	47.2%
Minority Interest Expense	(695)	-	(695)	(591)	-	(644)	(1,235)	(104)	-17.6%
Equity Income	(1,088)	-	(1,088)	1,125	-	(715)	410	(2,213)	-196.7%
Net Income	\$ 23,847	\$ 348	\$ 24,195	\$ 17,949	(\$49,599)	\$ -	(\$31,650)	\$ 5,898	32.9%
Basic Earnings Per Share	\$ 0.48	\$ -	\$ 0.48	\$ 0.38	\$ (1.04)	\$ -	\$ (0.66)	\$ 0.10	26.3%
Dilutive Earnings Per Share	\$ 0.47	\$ -	\$ 0.47	\$ 0.36	n/m	\$ -	\$ (0.66)	\$ 0.11	30.6%
Operating Margin	12.3%		12.4%	9.7%			-11.5%		
Average Shares O/S - Basic	49,758		49,758	47,763			47,763		
Average Shares O/S - Diluted	51,014		51,014	49,859			47,763		

(a) Represents a gain on the sale of DoubleClick securities.