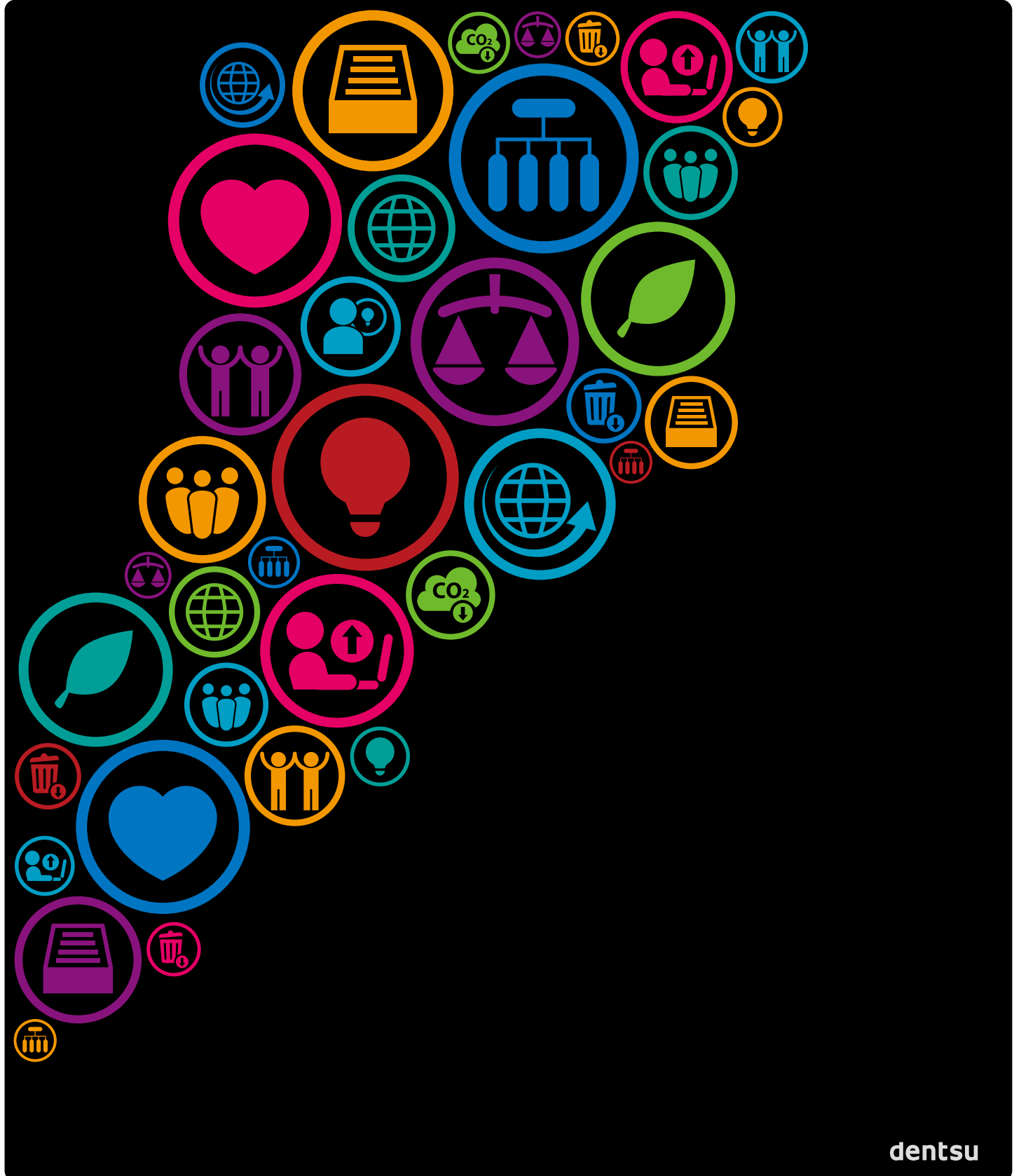


Dentsu Sustainability Report 2015



Editorial Policy

This report is intended to provide a faithful account of the CSR activities of Dentsu Inc. and Dentsu Group companies worldwide, and every effort has been made to present the material in a manner that is readable and easy to understand.

Overall planning and editing were handled in-house. Staff in each of the relevant group companies wrote the original drafts, in which they were asked to review their activities and share the thinking behind each of their programs. It is our hope that this will help readers to better understand the efforts that Dentsu is making toward the realization of a sustainable society. This report has not been produced merely to disclose information. Rather, we view it as an important tool to help us improve our CSR activities. We look forward to hearing the views and opinions of our readers.

Reference guidelines | GRI (Global Reporting Initiative) 'Sustainability Reporting Guidelines, Version 3.1 (G3.1)', UN Global Compact, ISO 26000

Period covered by the report | Centered on activities during fiscal 2014 (April 1, 2014 through March 31, 2015), but also describes some activities from preceding or more recent periods.

Organizations covered | Dentsu Inc. and Dentsu Group companies

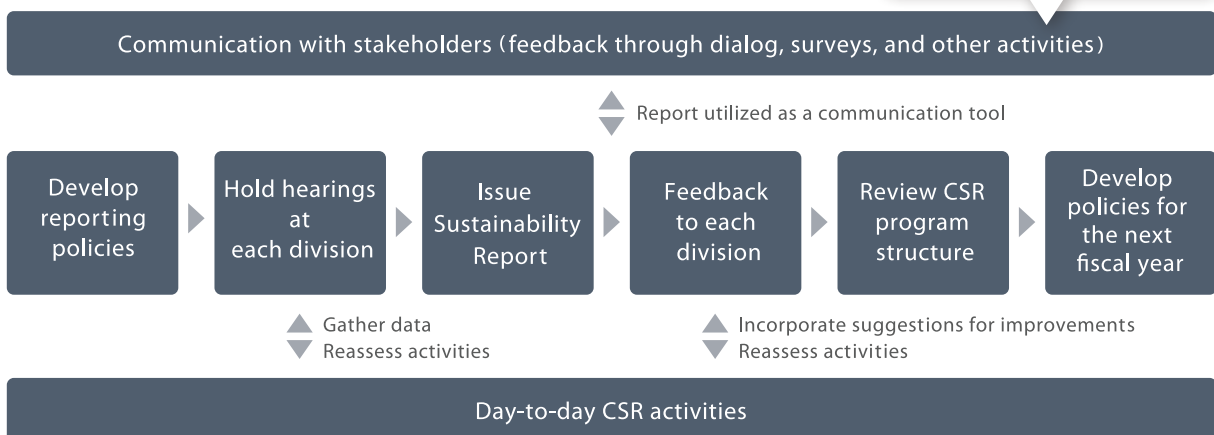
Publication date | August 2015 (Next edition scheduled for publication in June 2016)

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 TEL: +81-3-6216-8718 FAX: +81-3-6217-5709
 e-mail: dentsucsr@dentsu.co.jp

For fiscal 2014, we again held meetings with the Musashino University Faculty of Environmental Science to exchange opinions.



PDCA cycle to edit the Dentsu Sustainability Report



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Related Publication

Dentsu Annual Report

This information disclosure document is prepared mainly for the benefit of overseas shareholders, investors, and client companies. The Annual Report presents Dentsu's management philosophy, business activities, consolidated financial statements, and other pertinent information.

<http://www.dentsu.com/ir/data/annual.html>

Top Commitment

We aim to create new social value on a global level

We aim to become a partner that supports stakeholders and contributes to their sustainable growth

Turning changes in the business environment into opportunities for new contribution

In March 2013, the Dentsu Group completed the acquisition of Aegis Group plc of the UK and newly established Dentsu Aegis Network (DAN), expanding the Dentsu Group's current sphere of activities to over 120 countries and regions. With this, the ratio of overseas business in the Dentsu Group's consolidated gross profit has expanded to over 50%, and the total group workforce now exceeds 40,000.

Under such circumstances there have been tremendous changes in the business environment surrounding the Dentsu Group, extending into every field of business. Our clients and business partners are also placed in a fiercely competitive environment in which constant innovation is demanded, such as new technology-based business development through digitalization, changes in business structure, and innovative business models.

Against this backdrop, we believe that expectations will grow for the new role that the Dentsu Group should play. Under the medium-term management plan Dentsu 2017 and Beyond, launched in FY2013, we are aiming to become a group that continues to contribute to the business success of our clients the world over and to help maximize their corporate value in ways that surpass the existing boundaries of conventional business through enhanced competitive power in the digital domain and other initiatives.

Establishing strong trust with society through the growth of each and every employee

Dentsu is expected to accurately grasp changes in society and focus on maintaining and enhancing the business foundation and competitive power the group has established to date, and to be ahead of the times and maximize the opportunities spread out in front of us. That same mettle is necessary to resolve social issues on a global scale because our mission is to create new social values by identifying social issues and offering ways to solve them.



T. Ishii

Tadashi Ishii
President & CEO
Dentsu Inc.

To this end we have adopted ISO 26000, which indicates the social responsibilities that organizations worldwide should follow, as guidelines. We also have in place the Dentsu Group Code of Conduct to provide a common code of conduct and CSR philosophy to which every individual group employee should adhere in order to fulfill their respective responsibilities to society in each region. Emphasizing our engagement with stakeholders, we joined the United Nations Global Compact in 2009, and while supporting the ten principles of the compact, we are also focused on identifying and solving social issues on a global scale along with Global Compact Network Japan member companies in other industries.

DAN is advancing community-based activities for environmental preservation, community support and other initiatives at offices worldwide based on its medium-term CSR strategy Future Proof, launched in 2010. Going forward, we aim to further deepen our relationship with DAN to create opportunities for collaboration with various stakeholders and promote activities that will improve our synergy.

Through such activities and the growth of each and every employee, we aim to establish strong trust with society and become a partner that continues to support the innovation of our stakeholders and contribute to their sustainable growth. Inspired by our corporate philosophy of 'Good Innovation,' we at the Dentsu Group are committed to undertaking CSR activities along with our stakeholders as a corporate group that offers new changes and social value to people and society. We appreciate your understanding and cooperation as we undertake these endeavors.

Corporate Data

Company Name : Dentsu Inc.

Establishment : July 1, 1901

Corporate Representative : Tadashi Ishii
President & CEO

Head Office : 1-8-1, Higashi-shimbashi,
Minato-ku, Tokyo 105-7001, Japan

TEL : +81-3-6216-5111

URL : Japanese <http://www.dentsu.co.jp/>
English <http://www.dentsu.com/>



Capital : ¥74,609.81 million (Number of shares issued: 288,410,000)

Number of Employees : 7,348 (non-consolidated) 43,583 (consolidated)
Number of consolidated subsidiaries 706 (As of March 31, 2015)

The Dentsu Group's Management Structure : The Japan business is spearheaded by Dentsu while the international business is led by Dentsu Aegis Network (DAN), which includes Aegis and Dentsu's legacy international businesses.

Dentsu Group Corporate Philosophy

Statement *Ideas that reach beyond the imaginable.
Technology that crosses the bounds of possibilities.
Entrepreneurship that surpasses the expected.
Three sources of strength, driving our innovation,
bringing positive change to people and society.*

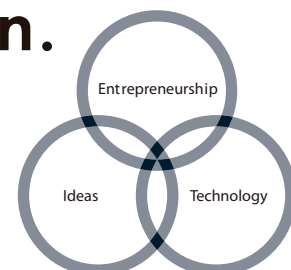
Slogan **Good
Innovation.**

The three elements of innovation

Entrepreneurship

+ Ideas

+ Technology



By 'Innovation' we are talking about much more than just technological innovation. We mean generating new value for people and society through a wide variety of changes.

Business Domains

In order to determine the essence of clients' issues and design, propose, and implement integrated communications that realize true solutions, the Dentsu Group has identified its business domains and strengths.

Integrated Communication Design

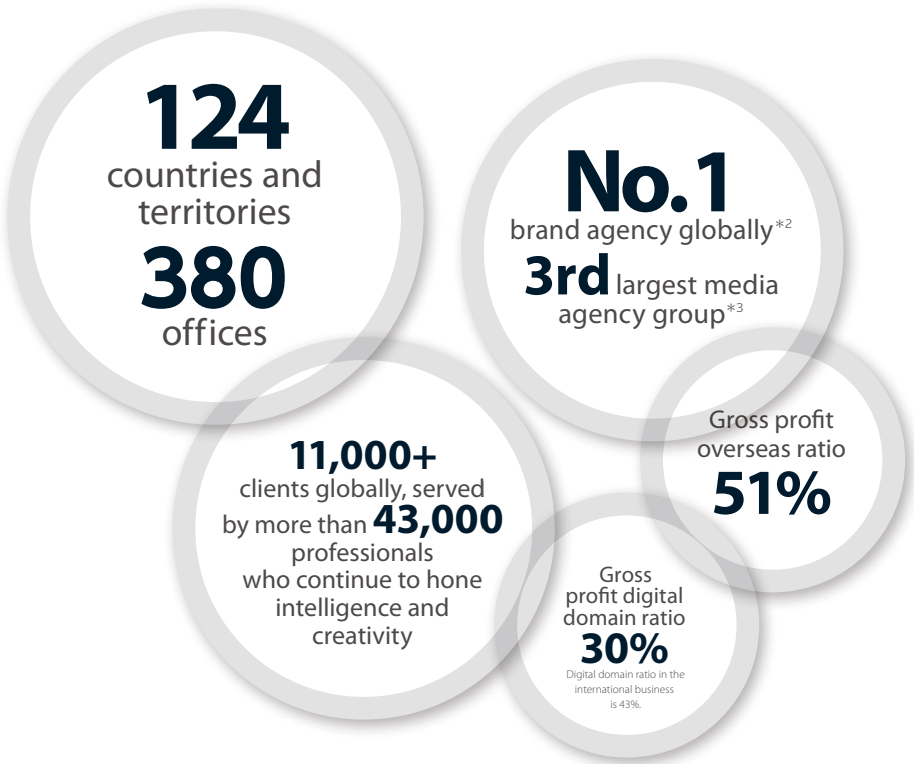
The Dentsu Group, with the communications domain at its core, is engaged in a wide range of business activities. From management and operating solutions to the implementation of marketing and communications strategies for advertisers as well as media and content companies, the Group offers the best integrated solutions not only in Japan, but also in the global market.

Business Lineup

'Good Innovation.', the Dentsu Group's corporate philosophy, encapsulates the Group-wide drive to create new value and lead the way toward transformation, while also emphasizing its commitment to supporting innovation within business enterprises and other organizations. Commensurate with its position as a solutions partner responding to the challenges faced by its clients in such areas as corporate management, business operations, and marketing, the Dentsu Group provides a diverse range of services. To meet the changing needs of society, the environment and consumer lifestyles, the Dentsu Group's service sphere is expanding to cover an array of societal issues.

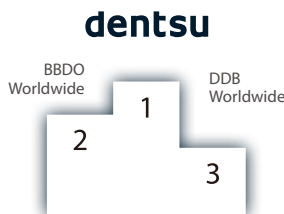


**Today's
Dentsu at
a Glance**
About the
Dentsu Group

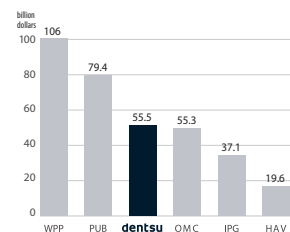


**About the
Dentsu
Group**

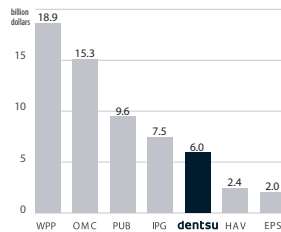
No. 1 Brand Agency Globally
2014 Ranking by Revenue*⁴



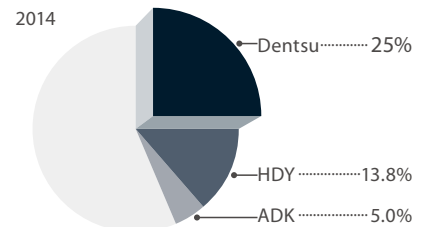
3rd Largest Media Agency Group
2014 Ranking by Billings*⁶



No. 5 Ad Agency Group
2014 Ranking by Revenue*⁵

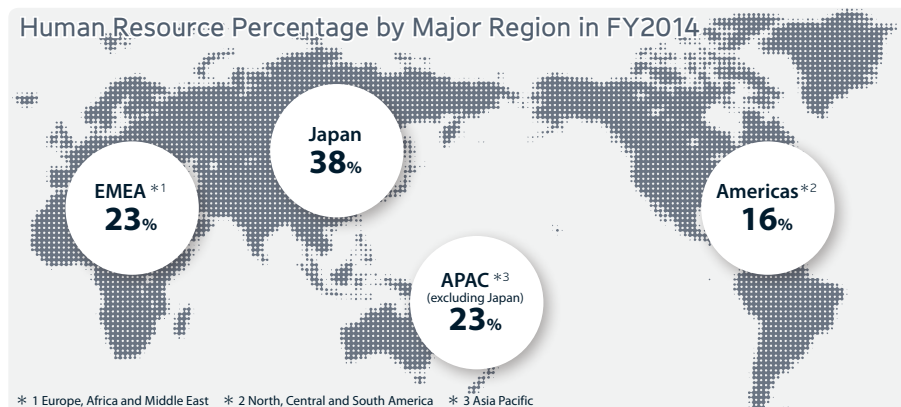


**Dentsu's Share of the
Japanese Advertising Market*¹**



*1 Source: Advertising Age, May 4, 2015 edition
 *2 Media billings of WPP, Publicis, Omnicom, Interpublic Group and Havas are based on overall activity billings in RECMA Overall Activity Rankings 2014. The Dentsu Group's media billings are a simple sum of Dentsu Aegis Network's media billings and Dentsu's non-consolidated media billings. Dentsu Aegis Network's media billings are based on overall activity billings in RECMA Overall Activity Rankings 2014. Dentsu's U.S. dollar-denominated non-consolidated media billings are converted from yen to U.S. dollars using the average exchange rate for 2014 (calendar year).
 *3 (1) HDY is the total of net sales by Hakuhodo, Daiko Advertising and Yomiuri Advertising. (2) Under JGAAP, net sales are calculated in calendar 2014.
 Sources: Advertising and Economy, Current Situation of Japanese Advertising Agencies and 2014 Advertising Expenditures in Japan (Dentsu)

Human Resource Percentage by Major Region



Overview of Medium-term Management Plan

FY2014 (Fiscal Year Ended March 31, 2015) Results

Gross profit

676.9 billion **+10.1%**

Operating profit

132.3 billion **+23.3%**

Profit for the year attributable to owners of the parent

79.8 billion **+20.1%**

Underlying operating profit^{*4}

131.9 billion **+ 5.1 %**

Operating margin^{*5}

19.5% **-0.9 points**

Underlying net profit^{*6} (attributable to owners of the parent)

92.8 billion **+10.0%**

*4 Underlying operating profit: KPI to measure recurring business performance which is calculated as operating profit added with amortization of M&A-related intangible assets, impairment loss, gain/loss on sales of non-current assets, acquisition costs and other one-off items.

*5 Operating margin = Underlying operating profit ÷ Gross profit × 100

*6 Underlying net profit (attributable to owners of the parent): KPI to measure recurring net profit attributable to owners of the parent which is calculated as net profit (attributable to owners of the parent) added with adjustment items related to operating profit, revaluation of earn out liabilities/M&A-related put-option liabilities, tax-related, NCI profit-related and other one-off items.

Dentsu Aegis Network Global Network Brands

Carat



U.K.-based Carat is the world's largest media communications company, with a presence in more than 100 countries. The company creates better business value for clients by maximizing media value.

Dentsu



Advertising companies overseas with Dentsu in the name are Dentsu-branded agencies. Companies that specialize in a particular domain, such as digital, creative, PR or consulting, are specialized-domain agencies.

Dentsu Media



As Dentsu's overseas media agency network, Dentsu Media provides high-quality services to clients around the world through three networks—Media Palette, Media Cubic and Media Matrix—and digital agency brands, including &c.

iProspect



U.K.-based iProspect is a digital performance marketing agency with a presence in 40 countries. The company supports clients in maximizing online marketing ROI.

Isobar



U.K.-based Isobar is a digital agency with a presence in more than 30 countries. The company established the world's largest global digital network by bringing together digital technologies from all over the world. Clients enjoy full support through Isobar's outstanding digital marketing capabilities.

Dentsu McGarry Bowen



Never confined to existing methodologies or preconceptions, agency Dentsu McGarry Bowen always delivers unique insights and smart solutions. Boasting an excellent reputation for creative capabilities, the agency also puts effort into building new communication platforms.

Posterscope



U.K.-based Posterscope is a media agency specializing in out-of-home (OOH) communications and has a presence in about 30 countries. The company's OOH development expertise is based on an insightful grasp of the Procurement behavior of consumers outside their homes.

Vizeum



U.K.-based Vizeum is a media agency with excellence in communication planning, particularly involving digital media, and is active in more than 40 countries. The company works with other companies within the Dentsu Aegis Network to bring about innovative change in the ad communications of its clients.

Specialist/ Multimarket Brands

360i



Championing the fusion of search marketing and social marketing, 360i has earned top marks in the industry as a next-generation digital agency.

Amnet



With a presence in 24 countries, Amnet—the Dentsu Aegis Network trading desk—organically links all kinds of data to ensure more timely, perfectly targeted online advertising.

Amplifi



This media investment company raises value across all media—from television to print, digital and radio—on a global basis, seeking to reinvent the supply side of media through investments, partnerships and real-time bidding.

Data2Decisions



This consulting company draws on all types of marketing data and analyzes what has worked and what has not to maximize clients' ROI.

Mitchell Communications Group



An award-winning strategic communications and PR company, Mitchell Communications Group boasts a diverse client portfolio that includes some of the world's top-tier corporations and high-profile brands. Covering a wide range of specialized fields, from consumer communications to corporate public relations, this company is known for delivering innovative ideas.

psLIVE



psLIVE is a communications agency with strengths in services that create engaging experiences for consumers by organically connecting the digital world to events in the physical world. The company seeks to redefine and invigorate brands.

Unique Operating Model One P&L

Leveraging the structural advantage of "One P&L" per market in a unique, scalable operating model

The Dentsu Group has established a "One P&L" per market operating model, which is unique and collaborative. Group companies are incentivized to collaborate across agencies and countries. This model enables Dentsu to provide integrated and specialist services for clients across markets and regions. In an age of marketing convergence*, advertisers are looking for integrated and specialist services from their agency partners. Our operating model offers a source of differentiation that gives the Dentsu Group an edge over the peer group, and has been a key driving force in our strong performance in recent years.

* New marketing paradigm reflecting spread of digital media and social media in recent years as well as changing consumer behavior patterns and progress in all kinds of technologies



Third-Party Evaluation and Share Price Changes

The Dentsu Group actively engages in environmental preservation and other corporate sustainability activities. Receiving high recognition for such activities, Dentsu received a score of 93B from the Carbon Disclosure Project (CDP) in 2014.

Moreover, in recent years, socially responsible investment¹, which takes into account not only financial aspects such as corporate revenue and growth prospects, but also ethics, legal compliance, efforts to tackle environmental and other issues, has been gaining attention in investment trust management. Dentsu's CSR efforts received high recognition from SRI rating agencies as well, being included in the Morningstar Socially Responsible Investment Index² (MS-SRI) from January 2015 and the MSCI Global Sustainability Indexes³ in June 2015.

¹ Socially responsible investment is an investment method that aims for stable revenue by evaluating and selecting companies based on social, ethical, and environmental aspects, such as legal compliance, employment relations, human rights issues, consumer protection, and contribution to society and community, in addition to conventional investment criteria based on financial analysis.

² The Morningstar Socially Responsible Investment Index (MS-SRI) is the first socially responsible investment index in Japan. Morningstar Japan K.K. selects 150 companies in Japan by assessing their social responsibility, and converts their stock prices into the index.
<https://www.morningstar.co.jp/sri/index.htm> (Japanese only)

³ An index developed by Morgan Stanley Capital International (MSCI) in the United States which selects companies that are particularly outstanding in environmental, social, and governance (ESG) assessments. As of June 30, 2015, 1,999 companies (of which 148 are Japanese companies) are included.



Changes in Dentsu Share Price (Tokyo Stock Exchange)



Note: The Dentsu and TOPIX figures use 1 as the closing price data for June 1, 2013.

Progress of Medium-term Management Plan "Dentsu 2017 and Beyond"

With the completion of the acquisition of Aegis in March 2013, the Dentsu Group has evolved into a truly global network. Under this opportunity, Dentsu formulated the medium-term management plan "Dentsu 2017 and Beyond" which started from the fiscal year ended March 31, 2014.

In recent years, various advancements in technology have been made, and as consumer behavior changes, it has become difficult for many companies to achieve satisfactory results from marketing activities in the absence of coordination between initiatives. As such marketing convergence advances, the Group strives to evolve into the world's leading global network to contribute to raising corporate value for every type of client.

Under this policy, the current medium-term management plan has defined the following four points as its framework.

- ① Diversifying the portfolio on a global basis
- ② Evolving and expanding in the digital domain
- ③ Re-engineering business processes and improving profitability
- ④ Further reinforcing the business platform in the core Japanese market

From the fiscal year under review, the Group has applied IFRS in addition to Japanese GAAP. In line with this change, operating margin is now calculated utilizing "underlying operating profit" instead of "adjusted operating income". Additionally, the fiscal year-end of the Company and subsidiaries that do not have a fiscal year-end of December 31 are scheduled to be changed to December 31. As a result, for the fiscal year ending December 31, 2015, the fiscal year will be the nine-month period from April 1, 2015 to December 31, 2015 for the Company and subsidiaries that do not have a fiscal year-end of December 31, and for subsidiaries with a fiscal year-end of December 31, the twelve-month period from January 1, 2015 to December 31, 2015.

Targets for the fiscal year ending December 31, 2017

- Organic gross profit growth of **3-5%** (5 year CAGR)
- Ratio of gross profit from international (non-Japanese) business of **55%** or higher
- Ratio of gross profit from the digital domain of **35%** or higher
- Underlying operating margin of **20%** or higher

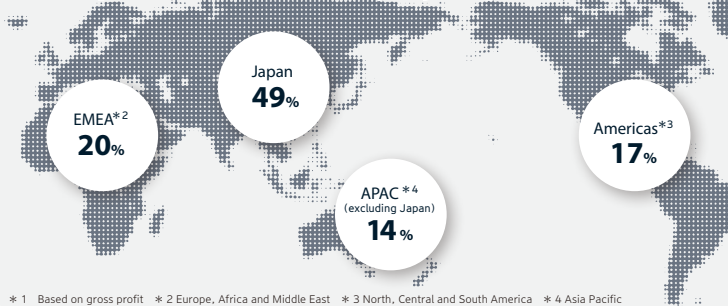
(Note) Underlying operating margin = Underlying operating profit / gross profit

① Diversifying the portfolio on a global basis

The gross profit organic growth rate in the group's international business for the fiscal year under review was 10.3%, achieving a rate higher than competitors in consecutive years. As a result, the composition ratio of international business gross profit increased by 4.0 points year-on-year, to 50.7%. The Group believes reasons for such strong growth to include

- Through the Group's unique "One P&L" business model for international business, each group company sets shared business targets, realizes seamless cooperation, and provides superior comprehensive client services.
- Based on the above, each group company provides one-stop solutions to meet client needs by cooperating and coordinating, leveraging their unique strength, creating expanded business from existing clients, in addition to solid acquisition of new accounts

The Composition Ratio of Business by Major Region in FY2014



Moving forward, utilizing the client bases that the Company and the former Aegis group have built up to this point, the Group will work to globally expand its strength in the digital sector and the sports content-business, while making use of M&A to establish and expand a globally competitive global network.

② Evolving and expanding in the digital domain

Gross profit of the Japanese digital sector for the fiscal year under review was 12% year-on-year, continuing to achieve double-digit growth.

Overseas, the Group implemented M&A in various digital sectors in the fiscal year under review as well. Of the M&As conducted over the course of the year, 11 were in the digital sector, which is approximately half of the activity. In recent years, programmatic trading is accelerating growth in the digital sector. Programmatic trading is a transaction method that automatically purchases advertising space in various media based on a variety of data, in order to meet client needs and match degrees of interest from users. Within the Group, AMNET is responsible for business in this domain overseas, and its turnover in the fiscal year under review has doubled compared to the previous fiscal year. Due to growth via M&A and internal growth, the composition of digital in international business grew by 2 points year-on-year, to 43%.

As a result, the share of digital across the entire Group was up by 3 points to 30% for the fiscal year under review, making progress toward the goal of 35% for the fiscal year ending December 31, 2017.

M&As conducted in the digital sector in FY2014

11

Gross profit digital domain ratio

30%

(In international business, digital domain ratio is 43%.)

In the digital sector, the Group will continue to utilize aggressive M&A and work to improve its capabilities and quality of service.

③ Re-engineering business processes and improving profitability

Plans for underlying operating margin for the fiscal year under review called for lower results than during the previous fiscal year. This was in order to conduct forward investment in the international business to strengthen infrastructure and implement shared services to improve services in the IT and finance sectors. These investments in the international business to strengthen infrastructure did not significantly exceed budgeted amounts, and made steady progress in line with initial schedules.

Additionally, in the Japan business, steady progress was made for measures to reduce costs, and aided by the effects of continued cost controls, the underlying operating margin in the Japan business was 23.9%, an improvement of 0.3 points year-on-year.

While aiming for growth in the top line in both the Japan and international businesses, the Group will continue to improve operational efficiency and cost controls to increase profitability across the entire group, toward achieving the goal of “underlying operating margin of 20% or higher” as set forth as one of the objectives of the medium-term management plan.

④ Further reinforcing the business platform in the core Japanese market

The Group's greatest strength is the strong business platform in Japan, and this has not changed. In the Japan business for the fiscal year under review, despite concerns about a pullback in demand after the consumption tax increase following the rush in demand before the consumption tax increase, positive growth was secured, despite the strong growth demonstrated during the previous year.

In Japan as well, the speed of marketing convergence is advancing. In light of such changes to the environment, the Group has already begun to strengthen capabilities in domains such as CRM, business intelligence, and e-commerce.

By expanding business in such domains, further improving service quality in the promotion and creative domains, and adding an additional layer of strength to competitiveness in the mass media business, the Company will work to increase its problem-solving abilities and capability to create profits in a greater number of domains in its efforts to evolve into a “partner” to support the success of clients from a variety of angles.

Additionally, the Company was designated as the exclusive marketing agency for The Tokyo Organising Committee of the Olympic and Paralympic Games. As a result, the Company will provide support for creating marketing plans and sponsor sales. Concerning sponsor sales, nine gold sponsors were finalized during the fiscal year under review, and progress has been steady. The Company will continue to fulfill its role to serve the above committee as a marketing partner.

Underlying
operating margin
in the Japan business
was

23.9%

Message from Chair of CSR Committee

Aiming to Realize a Better Society with Our Stakeholders



Kunihiro Matsushima
Chair of CSR Committee
Senior Vice President

In 2014 the Japanese economy entered into a gradual recovery and 2015 is the year that we should work to cement that recovery. The Corporate Governance Code which went into effect in June this year encourages innovation that aims to achieve mid- to long-term corporate growth through constructive dialogue with stakeholders. Corporations are public institutions of society and without fruitful collaboration with various stakeholders, sustainable growth is impossible. The Dentsu Group also believes that we must realize our mid- to long-term growth strategies along with our stakeholders as we face major global and digital changes in the business environment.

The foundation of the Dentsu Group is “business with people.” This includes providing solution services for our clients, enabling them to establish better relationships with their stakeholders through business activities in marketing and communication domains. It also means engaging in effective CSR activities in cooperation with everyone in the supply chain, who are our business partners in providing these solutions. Furthermore, it also entails developing Dentsu Group employees to become professionals with high aspirations and the ability to take action while maintaining a good work-life balance. It is based on such concepts that Dentsu engages in various efforts to improve its corporate value.

In March 2013, Dentsu completed the acquisition of Aegis Group plc of the UK and currently, with Dentsu Aegis Network (DAN) as part of our group, we are expanding our business in the global market. With regard to CSR activities as well, Dentsu is advancing more global and multifaceted efforts in collaboration with DAN’s Future Proof strategy.

Dentsu, along with DAN, participates every year in the Carbon Disclosure Project (CDP), keeping the enhancement of our environmental value from a global viewpoint in mind, and obtains a high score on a par with competitor groups overseas. Dentsu also focuses attention on community and cultural support activities, including earthquake reconstruction in order to improve our social value. We believe that external recognition of such steady efforts resulted in Dentsu’s inclusion in socially responsible investment indexes, the MS-SRI and MSCI Global Sustainability Indexes, in 2015.

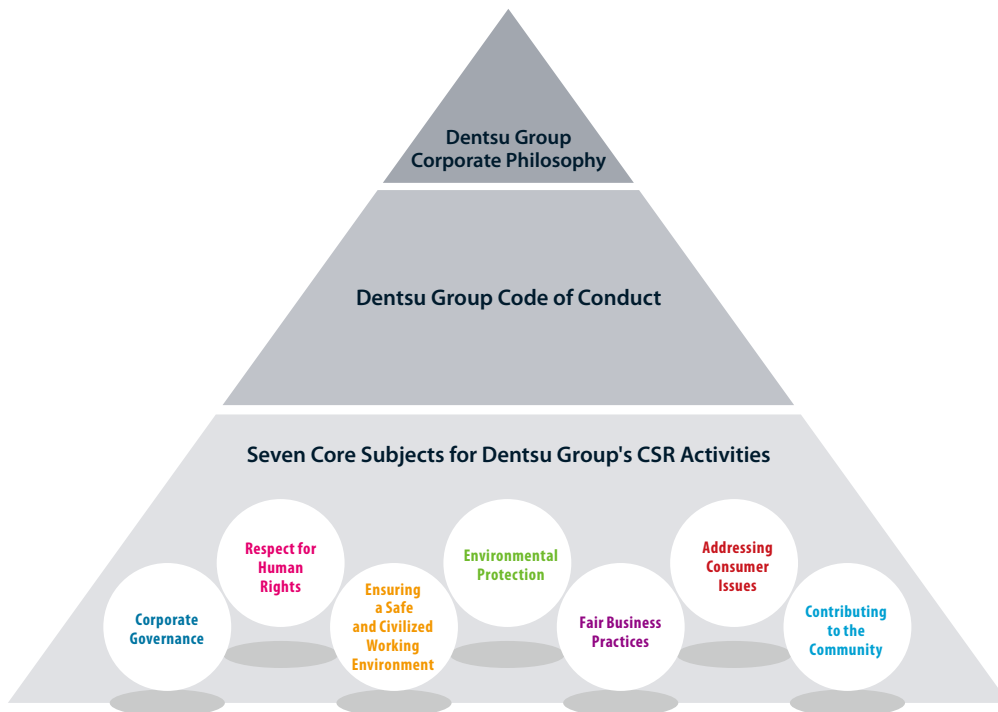
Currently Dentsu is formulating a mid-term CSR plan for the Dentsu Group for 2020 when the Olympic and Paralympic Games will be held in Tokyo. Going forward, Dentsu will continue with our commitment to CSR activities in domains deeply rooted in society, aiming not only to expand the Dentsu Group’s corporate value, but also to realize a better society.

Dentsu Group CSR

Dentsu's Basic CSR Structure

In Dentsu's basic CSR structure, we have updated the Dentsu Group Code of Conduct under the Dentsu Group's corporate philosophy. We have also set out seven key areas for Dentsu Group's CSR activities on which our specific activities are based.

We took the occasion of the acquisition of the former Aegis Group plc of the UK to formulate an updated Dentsu Group Code of Conduct in April 2013 based on ISO 26000, the international standard for CSR. This was done in order to indicate the role of corporate governance in each country in which the Group operates, our efforts for human rights and the environment, and our policies for those as the Dentsu Group further expands globally. As the new basic philosophy for the Dentsu Group's CSR program, we have laid out actions that Dentsu Group managers and employees worldwide must undertake to fulfill their respective responsibilities to society and have committed ourselves to their adherence.



Dentsu Group CSR

CSR Philosophy 'Dentsu Group Code of Conduct'

The Dentsu Group Code of Conduct, which is the Group's CSR philosophy, is structured around Dentsu's seven key areas for CSR activities. These activities are, namely, corporate governance, respect for human rights, ensuring a safe and civilized working environment, environmental protection, fair business practices, addressing consumer issues, and contributing to the community. The Code of Conduct articulates what all Dentsu Group managers and employees must undertake in order to fulfill their respective responsibilities to society.

It serves as a common set of principles for the Dentsu Group worldwide in conducting business.

Dentsu Group Code of Conduct

- ◎ The Dentsu Group of companies, its officers and employees ('we' or 'us') are committed to protecting the interests of our stakeholders by conducting business to the highest ethical standards. To achieve this commitment, we have established the Dentsu Group Code of Conduct (Code of Conduct) to serve as our basic principles for conducting business in a socially responsible manner.
- ◎ We will comply with the Code of Conduct in all respects.
Outside of the Dentsu Group, we will encourage compliance with the Code of Conduct by our business partners.
- ◎ We will comply with all national, local and international laws and regulations in all markets in which we conduct business.
- ◎ We will respect diversity and will not discriminate on any basis. We will also respect the diverse social and cultural standards of each region in which we conduct business.

1. Corporate governance	We respect the interests of our stakeholders and will refrain from engaging in inappropriate activities or taking inappropriate risks that might harm these interests. Our officers will take responsibility for developing and maintaining appropriate corporate governance systems.
2. Respect for human rights	We comply with internationally-recognized principles of human rights. We respect the human rights of all people connected with our business activities and will not discriminate on any basis.
3. Ensuring a safe and civilized working environment	We will ensure that our work places are safe and create a civilized working environment.
4. Environmental protection	We aim to minimize the impact of our business on the environment and contribute to making society sustainable.
5. Fair business practices	In carrying out our business we will compete fairly in all markets in which we operate. We will avoid or appropriately manage any conflicting interests. We will not knowingly take part in any form of corrupt business practice, including bribery and money laundering.
6. Addressing consumer issues	We will strive to address consumer issues in all markets in which we operate, including by providing appropriate information to consumers and giving due attention to safety and security in all of our activities.
7. Contributing to the community	We are committed to contributing to the development of all local and global communities in which we operate and to the resolution of social issues in each community.

To download a PDF file of the Dentsu Group Code of Conduct, please visit the following link:
<http://www.dentsu.co.jp/csr/pdf/code-of-conduct.pdf>

Dentsu's Major Stakeholders

Dentsu pursues CSR activities while maintaining close communication with its stakeholders. To achieve 'Good Innovation.' and address social issues, Dentsu undertakes a variety of activities aimed at fulfilling its responsibilities not only to Group employees, consumers, clients, shareholders and investors, but also to society as a whole and the Earth's environment.

Clients

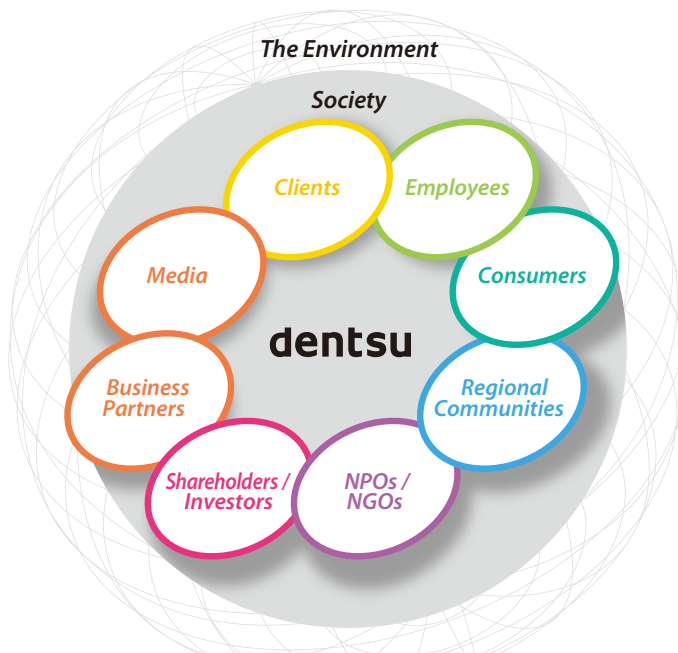
Dentsu understands client needs and provides high-quality solutions. Through our efforts linked to issues with a strong social aspect, we also contribute to the realization of a sustainable society.

Employees

Dentsu actively supports human resources and career development for its employees, working to bring out their individuality, abilities, and work motivation. We also strive to create a work environment that fosters the mental and physical health of employees.

Consumers

Dentsu gives appropriate consideration to the safety of consumers, and provides high-quality solutions. We also conduct a wide range of consumer surveys and other analyses in an effort to identify consumer issues.



Regional Communities

Dentsu respects the cultures and customs of the countries and regions in which it operates, works to build mutual understanding and trust, and contributes to development. We also strive to understand and find solutions to social issues through our business activities.

NPOs / NGOs

Dentsu, through cooperation with external organizations and persons with social value and expertise, proactively contributes to society, and furthers the realization of a sustainable society.

Media / Business Partners

Dentsu supports proper business activities through fair competition and business dealings. When placing an order, we clarify the decision-making process, with due consideration to not just economic factors, but compliance and environmental issues as well, in an effort to be socially and environmentally conscious.

Shareholders / Investors

Dentsu, through proper investor relations and its General Meeting of Shareholders, actively pursues communication with shareholders, and provides accurate information disclosure. When disclosing information we take care to ensure that our communications are easy to understand, impartial, and appropriate for the circumstances.

Dentsu Group CSR

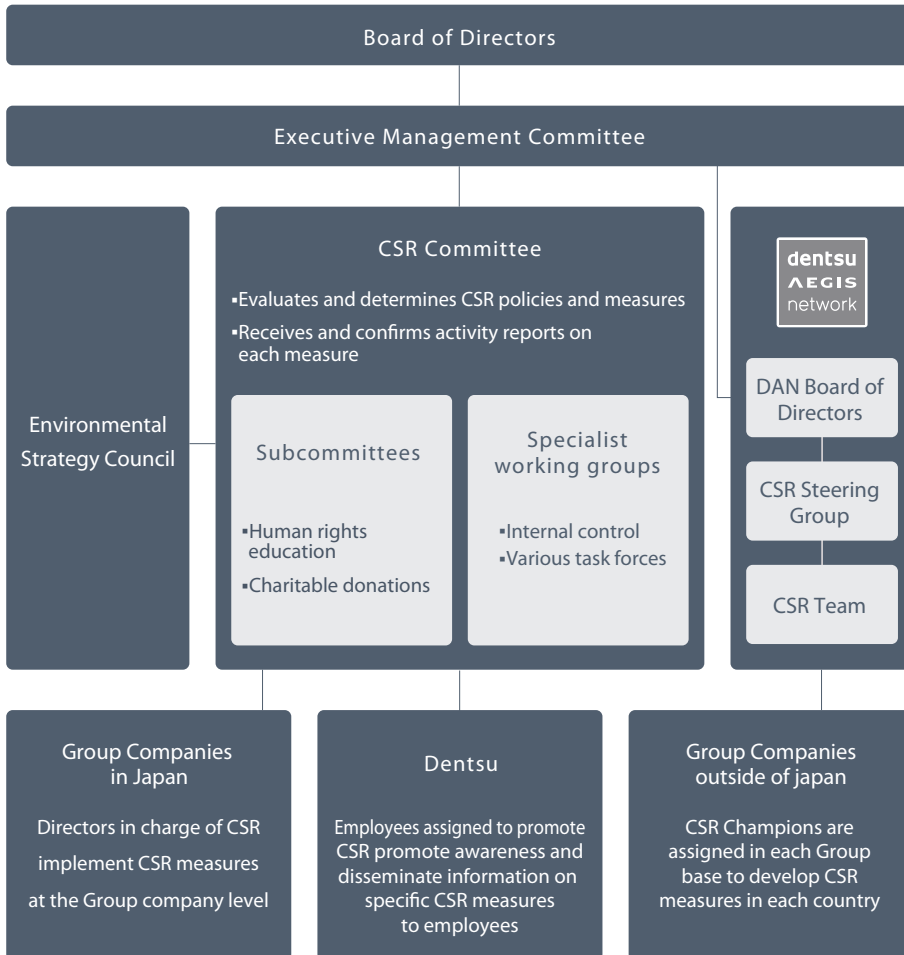
Dentsu Group CSR Promotion System

Dentsu has established three principal committees under its 'Executive Management Committee' and 'Business Supervision Committee', which are responsible for all major management decisions. One of the committees established under the Executive Management Committee is the 'CSR Committee', comprising five Executive Officers and chaired by a Senior Vice President. The committee makes decisions on all major CSR-related measures in accordance with the Dentsu Group Code of Conduct, which is the Group's CSR philosophy.

Under the CSR Committee, Dentsu has established subcommittees for human rights education and charitable donations as well as various specialist working groups to deliberate on issues in various fields. We have also designated 'CSR promotion committee members' in all Company departments to promote awareness and disseminate information on specific CSR measures so that CSR efforts can be done on a company-wide basis. On the key theme of the environment, the CSR Committee works closely with the 'Environmental Strategy Council,' Dentsu's in-house body tasked with promoting environment-related programs to promote greater Company-wide awareness concerning the environment.

Each Dentsu Group company in Japan has one board member in charge of CSR. At Group companies outside of Japan, which have increased greatly with the acquisition of Aegis Group plc, we have appointed 'CSR Champions' who promote CSR activities. Through such efforts, we are advancing CSR activities on a Group-wide level.

Dentsu aims to ensure that its CSR measures are consistent across the Group, while at the same time ensuring that all group companies remain able to fully express its characteristics.



Dentsu Group CSR

Striving for CSR that Conforms with Global Standards

Promoting CSR Activities Based on Awareness of ISO 26000

In November 2010, the International Organization for Standardization (ISO) released ISO 26000, an international standard providing social responsibility guidelines that are recommended for adoption by a wide range of organizations worldwide. By carrying out CSR activities based on an awareness of the seven core themes for social responsibility included in ISO 26000, as is demonstrated by the 'Dentsu Group Code of Conduct', Dentsu aims to contribute to sustainable development.

Participation in the United Nations Global Compact

Dentsu joined the United Nations Global Compact in December 2009 and upholds its 10 principles on human rights, labor, environment, and anti-corruption.



Along with the 'Dentsu Group Code of Conduct', Dentsu observes and practices the Global Compact principles as guidelines for its CSR activities. Dentsu also submits a 'CSR report' every year to the UN Global Compact and gives an annual activities report (Communication on Progress: COP) aimed at the realization of the 10 principles.

Principal Measures in Fiscal 2013 vis-à-vis ISO 26000 and the UN Global Compact

Dentsu's principal measures in fiscal 2013 with regard to the seven core themes of ISO 26000, and the 10 principles of the United Nations Global Compact, are summarized below.

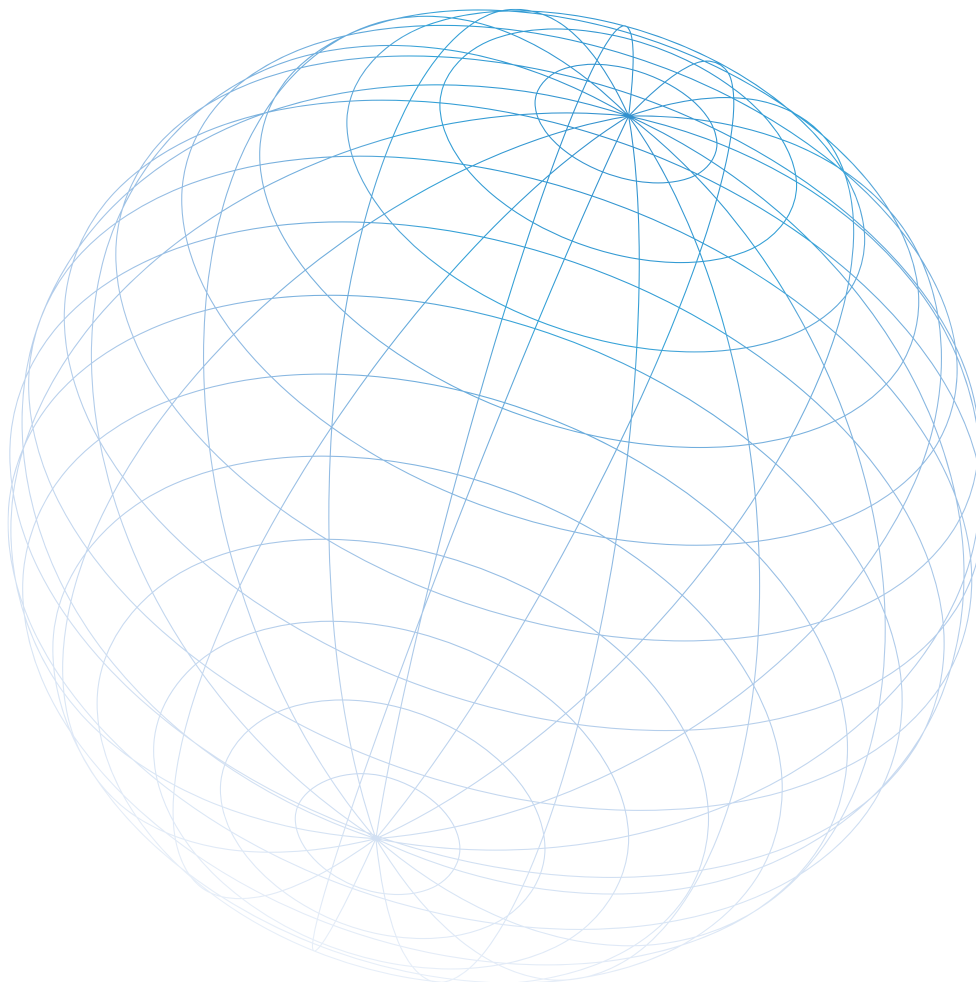
Global Compact 10 Principles	ISO 26000 seven core subjects and issues	Principal Measures	Pages
—	Organizational Governance	Compliance with the 'Dentsu Group Code of Conduct'	P17
		Dentsu's corporate governance structure	P24
		Proper operation of internal control systems (compliance with Financial Instruments and Exchange Law / Companies Act)	P26
		Implementation of robust risk management systems (review risk assessments → develop and implement response plans → monitoring)	P27
		Appropriate and close communication with shareholders and investors	P28
Human Rights (Principles 1, 2)	Human Rights	[Human rights education activities] Implementation of human rights awareness activities for employees (training programs by job requirements / occupational field, Human Rights College, etc.), various human rights-related communication activities (human rights slogan competition, human rights poster production, etc.)	P30-32
		Introduction of harassment counseling contacts, the Harassment Counseling Section, creation of a guidebook, holding employee education/training programs	P32
Labor Standards (Principles 3-6)	Labor Practices	A workplace environment that fully utilizes employee talent (respect for diversity, systems to help employees balance child-rearing and work, Post-retirement Reemployment, and others)	P34-35
		A workplace environment that fully utilizes employee talent (respect for diversity, systems to help employees balance child-rearing and work, etc.)	P36
		Global workplace campaigns and programmes (Wellbeing, Route to Good, and others)	P71-72
Environment (Principles 7-9)	Environment	Establishment of an environment policy, implementation of the 'Dentsu Group Eco Program', measures to fulfill our Eco-First Commitment, environmental awareness-raising activities, (Group Eco Awards, environmental slogans / environmental poster production, Greenwash Guide, etc.), '30 Days of Green' environmental campaign overseas by DAN, and others	P40-42 63-64
Anti-corruption (Principle 10)	Fair Business Practices	[Promotion of compliance systems at Dentsu and Dentsu Group companies] Fostering employee awareness of compliance issues through a 'compliance website', conducting compliance workshops, introducing and implementing an internal reporting and proposal system, 'Compliance Line'	P44,74
		Revision of the CSR Basic Procurement Policy and Procurement Guidelines in accordance with the formulation of the 'Dentsu Group Code of Conduct' continued operation of the partnership hotline	P45-46
		Respect for Laws and Regulations and Various Rights in Business Activities	P47
		Development of an Information Security Management System	P48
—	Consumer Issues	"Sustainability Marketing" activities (Dentsu Diversity Lab)	P50
		[Joint efforts with administrative agencies] Promotion of the 'Smart Life Project', involvement in the 'Food Action Nippon' campaign	P51
		Global programs for 'Consumer Issues' (Media for Good, and others)	P69-70
—	Community involvement and development (social contribution)	[Support for recovery efforts related to the Great East Japan Earthquake and Tsunami] Tsunami evacuation program 'Kakeagare! Japan', Administrative support for the 'Tohoku Rokkon (Six-Soul) Festival', various support programmes for reconstruction in Fukushima Prefecture, and others	P54-56
		[Various social contribution activities] Advertising Elementary School Program, China Advertising HR Development Project, various activities by DAN overseas (Volunteer Challenge, GlobalGivingTIME, 1000Cranes and others)	P57-60 65-68



I. Corporate Governance

We consider key issues of Dentsu's corporate governance to be development of a management structure that can respond swiftly to changes in the economic environment, a management control structure that covers our globally expanding scope of operations, and control and management functions that can employ those structures appropriately.

Therefore, we strive to enhance our corporate governance in order to respond to the expectations of our stakeholders by improving corporate value.

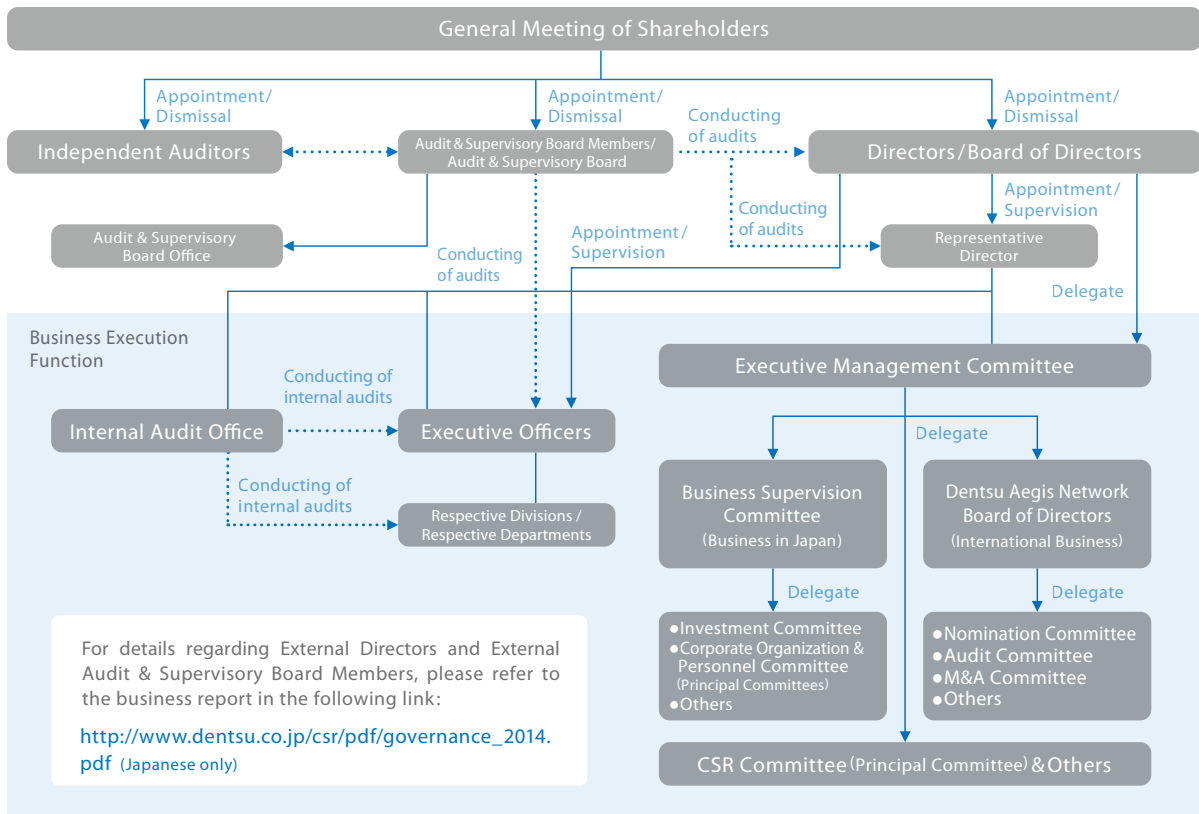




Dentsu's Corporate Governance Implementation Structure

Dentsu's ultimate decision-making body is the General Meeting of Shareholders, which appoints the Board of Directors and the Audit & Supervisory Board. Effectively directed and controlled through its system of corporate governance, the company has in place a system of checks that enables it to reach rapid business-related decisions. Dentsu appoints two of its twelve Directors and three of its five Audit & Supervisory Board Members from outside the company.

Dentsu has introduced a Director and Executive Officer System to clarify roles and responsibilities and to reinforce the effectiveness of its management and operations systems. The Audit & Supervisory Board in principle meets once a month to determine policy, assign work, and check how the Directors have carried out their duties based on an audit plan.





The Executive Management Committee is positioned under the Board of Directors, and serves to deliberate and make decisions on important matters relating to management. Two key committees have been set up, authorized by the Executive Management Committee to discuss and decide important operational matters not subject to Board of Directors resolution. These are the Business Supervision Committee, responsible for business in Japan and the Dentsu Aegis Network Board of Directors, responsible for the group's international business. In addition, two principal committees (Investment Committee and Corporate Organization & Personnel Committee) were established under the Business Supervision Committee, and various committees (Nomination Committee, Audit Committee, and others) were set up under the Dentsu Aegis Network Board of Directors. The CSR Committee has been positioned as a principal committee comprising Directors and Executive Officers to deliberate on CSR related matters for the entire Company under the authorization of the Executive Management Committee.

Executive Remuneration

Concerning remuneration for Directors, a performance-linked framework is in place which takes into account encouragement of achieving goals set in the medium-term management plan. The performance-linked bonus portion for model business results accounts for 40% of overall remuneration, the index for performance evaluation of business results is consolidated operating profit, and the total amount of bonus remuneration will vary according to the level of achievement. The total of monthly remuneration which is a fixed

Total Amount of Remuneration for Directors and Audit & Supervisory Board Members

	Directors (Outside Directors in parentheses)	Audit & Supervisory Board Members (Outside Audit & Supervisory Board Members in parentheses)	All Officers (Outside Officers in parentheses)
Monthly Remuneration	394 million yen: 14 persons (13 million yen) (3 persons)	100 million yen: 6 persons (28 million yen) (3 persons)	495 million yen: 20 persons (42 million yen) (6 persons)
Bonuses	317 million yen: 10 persons (- yen) (- persons)	- yen: - persons (- yen) (- persons)	317 million yen: 10 persons (- yen) (- persons)
Total	711 million yen: 14 persons (13 million yen) (3 persons)	100 million yen: 6 persons (28 million yen) (3 persons)	812 million yen: 20 persons (42 million yen) (6 persons)



remuneration and performance-linked bonuses shall be within the limit for remuneration approved at the Ordinary General Meeting of Shareholders. Remuneration to Outside Directors, however, will consist solely of fixed monthly remuneration in exchange for the execution of their duties. Specific amounts for each Director, including Outside Directors, will be determined by resolution of the Board of Directors.

Remuneration to Audit & Supervisory Board Members will consist solely of fixed monthly remuneration in exchange for the execution of their duties. The gross amount of this monthly remuneration will be determined within the limits of the remuneration approved at the Ordinary General Meeting of Shareholders. Remuneration to individual Audit & Supervisory Board Members will be determined after deliberation by Audit & Supervisory Board Members.

Dentsu Group Internal Control System

We believe that the Dentsu Group Internal Control System encourages compliance among Directors, Executive Officers, and employees, while supporting continuous corporate development as Dentsu meets its social responsibilities. The Company has established the Dentsu Group Code of Conduct to ensure that operations conform to laws and regulations and that business is conducted appropriately. The code also forms the basis of the internal control system. Based on the Dentsu Group Code of Conduct, the Company familiarizes all employees with the relevant business procedures through regulations, manuals, and training. Check items relating to risk management and compliance have been created, and inspections are carried out from various perspectives, discovering problems and working on improvements.

In addition, a similar internal control structure is being deployed in Group companies in order to maintain and improve the corporate value of the entire Dentsu Group.

For details regarding Dentsu's internal control policy, please refer to the business report in the following link:
http://www.dentsu.co.jp/csr/pdf/governance_2015.pdf



Risk Management

On the hypothesis that the Company faces diverse risks, Dentsu has created a structure to prevent the spread of damage and minimize impact in the event a risk is actualized. The CSR Committee has oversight over the structure.

The risks faced by a business change according to the prevailing economic and social conditions. Each year, Dentsu reviews its hypothesis, specifies major risks with the potential for serious impact, and implements focused measures to counter these risks.

Continued Response to Large-Scale Disasters

Dentsu continues to develop measures in order to respond to large-scale disasters with a focus on earthquakes. This fiscal year Dentsu conducted a review of all disaster response manuals aiming to improve its response effectiveness. Specifically, Dentsu integrated and streamlined its existing manuals into a major earthquake response business continuity plan outline, as well as newly creating a procedure manual that makes it easy to understand at a glance what actions to take in the first 12 hours after an earthquake in order to minimize damage

Communication with Shareholders and Investors

Dentsu strives to conduct proactive IR activities for investors and swiftly deliver accurate information regarding its management situation and policies. In addition to holding earnings presentations twice a year, we aim for wide-ranging two-way communication with shareholders and investors through individual briefings for institutional investors and analysts in Japan and overseas.

Capital Policy and Shareholder Return

Dentsu employs a capital policy aimed at improving its intrinsic corporate value. To that end, it pursues sustainable profit growth with aggressive M&A into growth areas in and outside Japan as a top priority for capital allocation. Furthermore, through a combination of continued dividend stability and agile treasury stock acquisition, Dentsu aims to consistently improve shareholder returns, raise capital efficiency, and improve ROE in the medium-term.



General Meeting of Shareholders

At Dentsu's General Meeting of Shareholders, we make efforts to ensure that shareholders' voting rights are exercised smoothly. This is done through the prompt delivery of notices of General Meetings of Shareholders, introduction of voting through the Internet, and other measures. At the 165th General Meeting of Shareholders, held on June 27, 2014, 569 shareholders attended to hold deliberations.

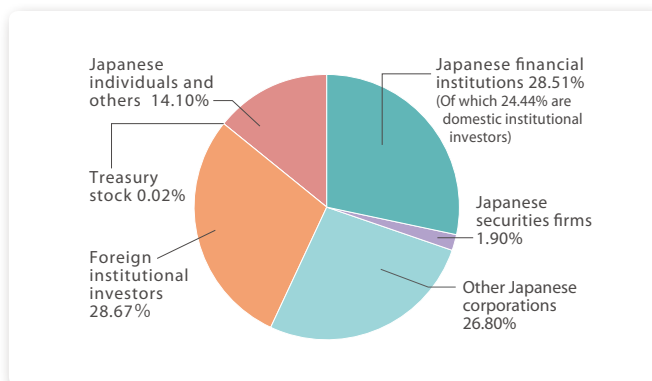
Earnings Presentation

Dentsu places importance on its relationship with analysts and investors. We hold earnings presentations twice a year to explain our financial situation, general overview, and management policies. Additionally, the documents used at earnings presentations are posted on the Dentsu website and made widely available to general investors.

For earnings presentation materials please visit : <http://www.dentsu.com/ir/data/setsumeikai/index.html>

Composition of Shareholders

The total number of Dentsu shareholders is 33,688 as of the end of March 2015, and the percentage of total shares issued by type of shareholder is as follows.



For composition of shareholders please visit: <http://www.dentsu.com/ir/shares/index.html>



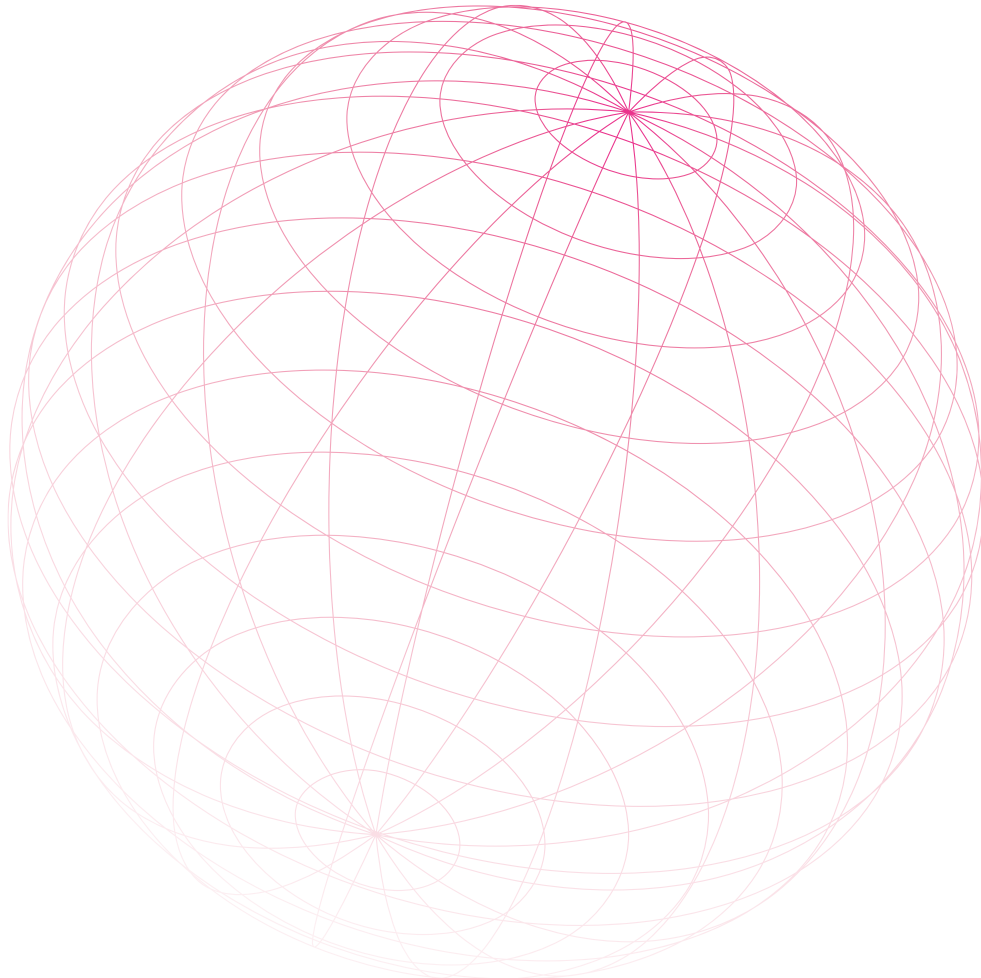
The General Meeting of Shareholders and a notice featuring business cards



II. Respect for Human Rights

The Dentsu Group aspires to enrich its advertising and business communications activities from a human rights perspective. It regularly conducts Group-wide employee training programs designed to provide employees with a sound understanding of human rights that they can then apply to their work.

We at Dentsu also consider that the thorough prevention of harassment and protection of employees' human rights are important themes to address to ensure employees can fully exercise their capabilities.





Human Rights Awareness Activities through Training Programs, etc.

The Dentsu Group's human rights awareness training programs are run in a systematic manner based on both the employees' hierarchy and occupational fields. Additionally, the Dentsu Group human rights education conference is held twice a year for those responsible for human rights education at Dentsu and human rights education managers at Group companies.

There are also various opportunities other than training programs to raise awareness of human rights. Original textbooks with information on human rights and an explanation on their relationship to advertising expression are distributed to employees when they then join the Company. The Human Rights College, a site that collects past examples of advertising expressions related to human rights, is posted on the Company's intranet. A human rights newsletter containing timely human rights-related topics is distributed within the Group twice a month. The Group also established a permanent consulting contact related to advertising expression and human rights in order to maintain the appropriateness of expressions communicated to the world and respond to inquiries from within the Group.

Training Program Contents (Examples)

Advertising Work and Human Rights For Better Communication

- I. The Dentsu Group's Human Rights Awareness Activities*
 - Why is a human rights perspective needed in advertising?
 - The Dentsu Group's Basic Policy on human rights awareness
 - The Dentsu Group Code of Conduct based on ISO 26000
 - Social media and human rights

- II. To Not Infringe on Human Rights in Advertising Work*
 - Discrimination based on ancestral background
 - The context of gender equality
 - Are you considerate of those with disabilities?
 - Are you considerate of foreign citizens living in Japan?
 - Are race and nationality being expressed appropriately?
 - Points to remember when using religious motifs or words of religious origins in advertising expressions
 - The role expected of media communications

Human Rights Newsletter Titles (Examples)

- *Bringing in 250 multilingual volunteers to help at the Tokyo Marathon*
- *Corporate awareness of sexual minorities is increasing, as is consideration in the workplace*
- *The Nobel Peace Prize focuses attention on child labor and the improvement of children's education*
- *Various activities to provide correct understanding of Islam*

II. Respect for Human Rights



Human Rights Slogans and Posters

Since 1988, the Dentsu Group has been holding an annual competition for human rights slogans for Group employees and their families. The term “slogan” is used, but the entries are usually freestyle short messages such as ad copy rather than mottoes. It is an in-house initiative that is unique to Dentsu. In fiscal 2014, there were a total of 8,584 entries (7,765 entries in the employee category and 819 entries in the family category).

The best slogans are incorporated into human rights posters produced by Dentsu art directors and a total of 117 posters have been produced as of fiscal 2014. Although the competition started as an in-house initiative, now local government bodies and corporations make requests to use the slogans and the posters are used for human rights events across Japan.

Dentsu Human Rights Posters Produced in 2014 (The 27th Program)



Eliminating discrimination against Buraku communities

Meaning
This poster was inspired by the feeling that discrimination is not “someone else’s problem,” and that victims of discrimination are all around us.

It's not that we don't exist. It's just that we can't tell you who we are.



Towards the establishment of a gender equal society

Meaning
We often read in today’s newspapers about “making use of women in the workforce.” The aim of this slogan is to raise objections to this condescending view of women as “something to be used.”

Correct your prevailing perceptions about the “use of women”



Protecting children's rights

Meaning
This poster was inspired by the feeling that childhood seems to have been relegated to nothing but a “period for preparing for the future.” The slogan is a message that, for children, childhood is not preparation; real things happen; it counts.

Childhood is more than preparation for adulthood. It's real. It counts.

Comments

What was your impression of the Human Rights Art Project?



Ms. Ogoto Mikami
College of Art and Design, Musashino Art University

I aimed for a visual that had a message that both children and adults would understand and would make them happy. The two months I spent producing this piece while receiving advice from Dentsu employees were enriching and very enjoyable.

One piece of advice I received was that even if I created a visual that I thought fit the slogan, depending on who saw it, it might be taken in completely different ways. I truly felt the difficulty of creating a design that would convey the proper meaning to the people who see the poster. The breadth of vision of Dentsu employees and the clarity of their advice was very refreshing.

I hadn't thought about the words “children” and “human rights” together before and I think that participating in this project made me aware of the issue.



II. Respect for Human Rights



Human Rights Art Project

The Human Rights Art Project has transformed the Dentsu Group's previous human rights poster production activities into a more open activity involving a broader sphere of society. Students at art universities collaborate in the production of posters by providing designs to accompany the human rights slogans.

The collaboration started in fiscal 2007 and currently we are collaborating with Joshibi University of Art and Design, Musashino Art University, Tokyo University of the Arts, and Kyoto University of Art and Design. Students work with Dentsu creative staff from the initial idea stage to produce the posters. In fiscal 2014, 79 students participated and to date, some 750 students have participated in the project. It is an initiative that enables Dentsu to contribute to the social issue of human rights awareness using the communications skills honed through advertising work.

Human Rights Art Project Posters produced in fiscal 2014



Anti-harassment Activities

At Dentsu, separate from the internal reporting and proposal system Compliance Line put in place in fiscal 2012 in order to prevent in-house actions that violate laws and other regulations, the contacts for harassment-related issues were centralized at the Harassment Counseling Section.

The Harassment Counseling Section has contact points at Dentsu branches as well as outside the Company, and it provides consultation to achieve and maintain employees' respect for human rights as well as a safe and civilized working environment. Consultation is given for various harassment issues, in-house human relationships, breaches of manners, troublesome behavior, and more. Additionally, the Harassment Counseling Section coordinates with harassment contacts at each Dentsu Group company to prevent harassment throughout the entire Group.

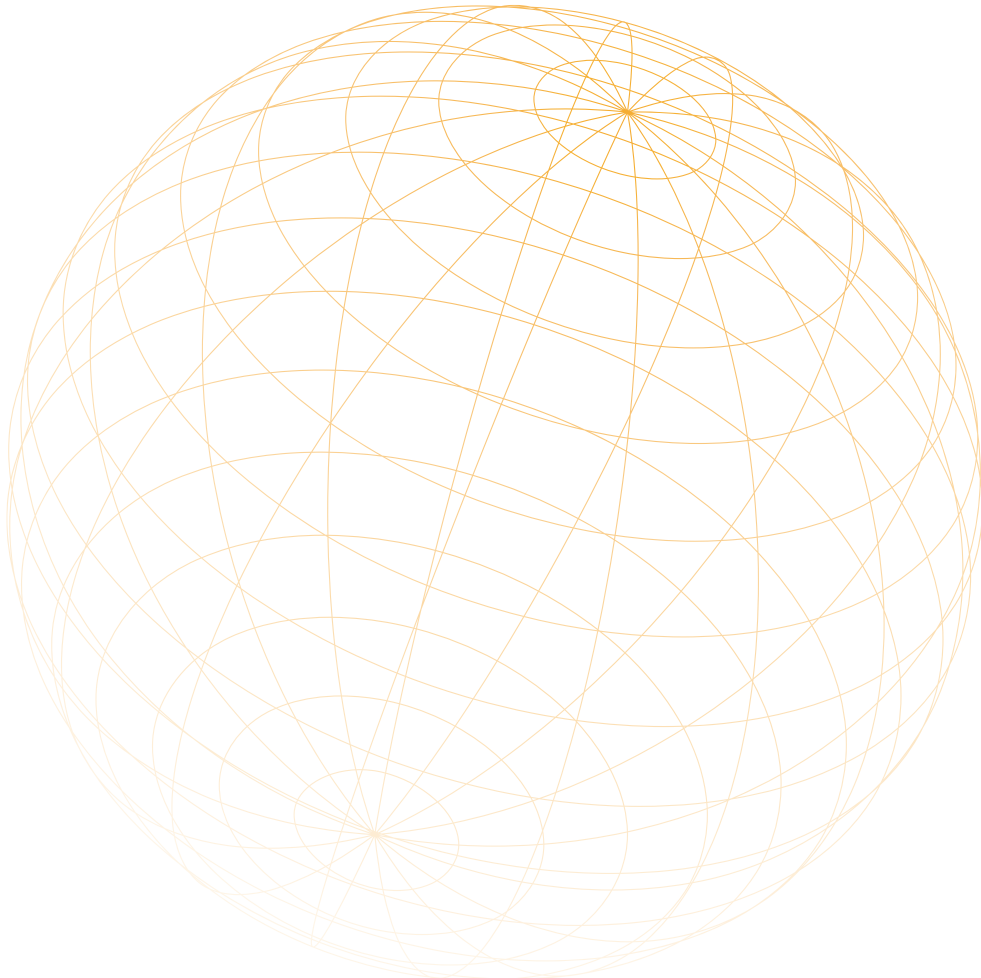
Moreover, holding a harassment prevention caravan at Dentsu Head Office and branch offices, implementing employee awareness activities to prevent power harassment and sexual harassment, issuing the STOP! HARASSMENT educational guidebook, holding training sessions for those requiring them, posting on Company bulletin boards, and utilizing employees to promote awareness of CSR at each Company department serve to call attention to issues and thus help prevent them from occurring.

In fiscal 2014, there were 53 consultations at the Harassment Counseling Section (FY 2013: 50 consultations, FY 2012: 47 consultations, FY 2011: 43 consultations), which were individually handled to make improvements to the working environment.



III. Ensuring a Safe and Civilized Working Environment

Maximizing all of our employees' capabilities and putting them into action is essential to realizing a sustainable society. At Dentsu, where we consider people to be our greatest asset, we believe that the development of an environment where employees can maintain high morale and motivation and can take on their work enthusiastically is an extremely important agenda. To this end, Dentsu implements detailed measures from the perspective of developing capabilities, work/life balance, and a structure for managing health and safety.





Promotion of Work/Life Balance

The Company believes that a fulfilling personal life improves the quality of one's working life and that satisfying work increases one's level of self-fulfillment in life. The object of Dentsu's work/life balance (WLB) program therefore is to generate synergy between the two. The most important factor in creating a work friendly environment is health management, particularly it is the starting point to restructure the work style for achieving results efficiently and improving productivity. Dentsu has established a special in-house Human Relations Management Department, which is developing and implementing programs to reduce overtime working hours and to make it easier for employees to take holidays.

In fiscal 2013, we launched the "Female Employees Promotion Project" to create a working environment where women can continue to be active without interrupting their careers. In addition to enhancing the system, we give them opportunities to think about their careers at an early stage, such as lunch meetings with senior female employees so that they can hear about a variety of experiences, and career seminars held by lecturers invited from outside the Company.

Employee Health Care Systems

Dentsu strives to provide employees with advanced healthcare management, from preventive measures to return-to-work support, so that staff members can enjoy good mental and physical health. Dentsu also conducts periodic health screenings of all employees and actively urges those who have not participated in health screenings. In addition to the regular health screenings, the Company also provides examinations for lifestyle-related disease, including cancer testing for employees who are over 30 years of age. Moreover, helical CT scans are provided for employees 45 years of age and older.

In recent years, the Company has been enhancing measures for mental health, which is an essential health management agenda, and it has held mandatory training on that subject for managers since fiscal 2009. In cooperation with industry-specialized physicians, public health nurses and other medical staff members, Dentsu also provides support for employees returning to work following long periods of convalescence. The return-to-work support system is designed to ensure that excessive pressure is not placed on returning employees and that their illness will not recur.

III. Ensuring a Safe and Civilized Working Environment



Employees Encouraged to Take Vacation Entitlements

It is crucial that employees are able to refresh themselves through vacation. Doing so helps fuel their ability to approach each new task with vigor, apply their strengths to achieve outstanding results, and generate new ideas.

Dentsu provides various vacation and leave systems for employees, who are encouraged to take their full vacation entitlements. In addition to regular annual paid vacation, the Company each year grants employees two consecutive days off that can be used to take vacations of five or more days by combining them with Saturdays, Sundays, national holidays, annual paid vacation, and compensatory days off. In April 2010, Dentsu introduced a system to take annual paid vacation in hour increments, enabling a flexible way of working. The Company has also created a system whereby “culture leave” is granted separately to employees who are invited to compete in skiing, American football, and other sports events at national or international levels.

To create a workplace environment in which it is easy to take vacations, a ‘WLB planning chart’ is posted each quarter at all workplaces so that information on vacation schedules can be shared among employees.

Holiday System Summary

	Type of Vacation	Number of Days
Paid	Annual paid vacation days	Three or more years of service: 20 days More than one but less than three years of service: 15 days Less than one year of service: 11 days
	Special consecutive vacation days	2 days each fiscal year
	Accumulated vacation days	Up to 120 days can be accumulated of unused annual paid vacation days that cannot be carried over. They can be taken under the following circumstances. 1) Non-work related accidents and sick leave (when taken for 7 or more consecutive days) 2) Family nursing care leave - After family nursing care leave is taken (up to 15 days per year) 3) Community service leave (up to 5 days per year)
	Marriage leave	7 consecutive days, including non-work days
	Maternity leave	Within 6 weeks before due date, and 8 weeks after birth
	Paternity leave for birth	In principle, day of birth and the next day
	Mourning leave	1) Death of spouse, parent or child: 7 days 2) Death of sibling or spouse's parent: 5 days 3) Death of grandparent or grandchild: 3 days
	Culture leave	Number of days approved
	Disaster leave	Number of days approved
	Relocation leave	1) Appointment to job at different location: up to 7 days 2) To bring family after transfer: number of days for round trip + 2 days
	Long-service leave	10 days within 2 years after receipt of 20-year service award
	Menstrual leave	Necessary number of days (but with a maximum of 2 days paid holidays)
	Family nursing care leave	5 days
	Jury-duty leave	Necessary number of days
	Unpaid	Union leave
Preschool child nursing care leave		10 days
Family care leave		10 days
Maternal care leave		Necessary number of days



A Workplace Environment that Fully Utilizes Employee Talent

For Dentsu—a company whose sales-point is its ideas in the field of communication—human resources are recognized as the Group’s greatest asset. Hence, Dentsu is introducing a personnel system to enable the creation of a workplace environment in which the diverse potential of its employees can flourish.

Respecting Diversity

At Dentsu, there is a diverse range of jobs.

There are many workplaces in which the perspectives and characteristics of female employees can be used to the best advantage, allowing them to engage in their work vigorously. In fiscal 2013, a project to promote women’s active participation was also launched.

As part of its efforts to promote the employment of people with disabilities, the Company established Dentsu Solari, a wholly owned Group company in April 2013, which was designated as a special-purpose subsidiary in November. The rate of employment of people with disabilities at three Group-certified companies (Dentsu, Dentsu Works, and Dentsu Solari) is 2.01% (as of June 2015). At Dentsu as well, there are many employees who are active in account management, creative, and other departments. Along with Dentsu Solari, we are making active efforts to further expand employment opportunities for people with disabilities and have a higher percentage of employees with disabilities than the legally mandated level.

Work/Life Balance Support System

Dentsu has established childcare leave, modified working hours for employees raising young children, and other systems in compliance with the revised Childcare and Nursing Care Act (the Act on the Welfare of Workers Who Take Care of Children or Other Family Members, Including Child Care and Family Care Leave). It has also established a consultation office to support work/life balance.

Post-retirement Reemployment

Employees who have reached mandatory retirement age but wish to continue working and meet the recruitment standards may be reemployed as ‘senior employees,’ until they are 65 years old. They can use their experience in a supportive role as well as to help train younger staff members.



Promotion of Employees' Capabilities

Dentsu's human resources development and training system can be broadly divided into the following three stages.

1. Training to acquire the basic knowledge necessary for working at Dentsu and to foster solution (problem-solving) capabilities for the new employees
2. Training to foster solution capabilities and expertise so that employees can play central roles in their business units after their several years at Dentsu
3. Training to foster leadership and facilitate the acquisition of managerial knowledge in more senior employees

Based on these training objectives, Dentsu conducts a variety of human resource development programs such as for digital skills and global skills (foreign language ability, cross-cultural communication, and others). New School is a high-level director personnel development program launched in 2011.

Through a repeated cycle of assignments and feedback, the program, which is taught by top-level lecturers within Dentsu, a "model" of direction is passed down. Additionally because accurate and sophisticated direction capabilities are needed in new areas other than advertising as well, sessions taught by external lecturers active in various fields such as art, technology, and curation are incorporated.

Comments



Ryutaro Nagasawa
DAN Division
Dentsu Inc.

What do you think of the DMI program?

I participated in the Dentsu Management Institute (DMI) as a member of the fifth generation of students. Before starting, I underestimated the program thinking it was only one weekend a month and that it would not be a big deal. In reality, every month was a struggle with many assignments and I became painfully aware of my shortsightedness. However, each of the lectures given by guest lecturers from in and outside the Group were full of pearls of wisdom, and I fully relished the importance and joy of learning.

The highlight of my experience was the DMI global session held over five days in October, welcoming 30 DAN Group employees from all over the world. It was an extremely precious experience which I spent in concentrated study, while struggling with the linguistic barrier day and night, and gained friends from across borders. I firmly believe that this experience will be a major driving force in accelerating the Dentsu Group's business globally in the future.



Confirmation of Employee Safety in Emergency Situations

From the standpoint of our obligation to ensure safety, and based on our business continuity plan (BCP), Dentsu has a rapidly deployable system in place for emergency situations. The system allows group-wide confirmation of employee survival, degree of injury, and ability to establish contact.

Emergency situations in this context are those that affect Dentsu Group locations worldwide. They include disasters such as earthquakes, storm damage, and fires, as well as various other conceivable situations such as air and rail accidents, outbreak of infectious disease, and terrorist incidents.

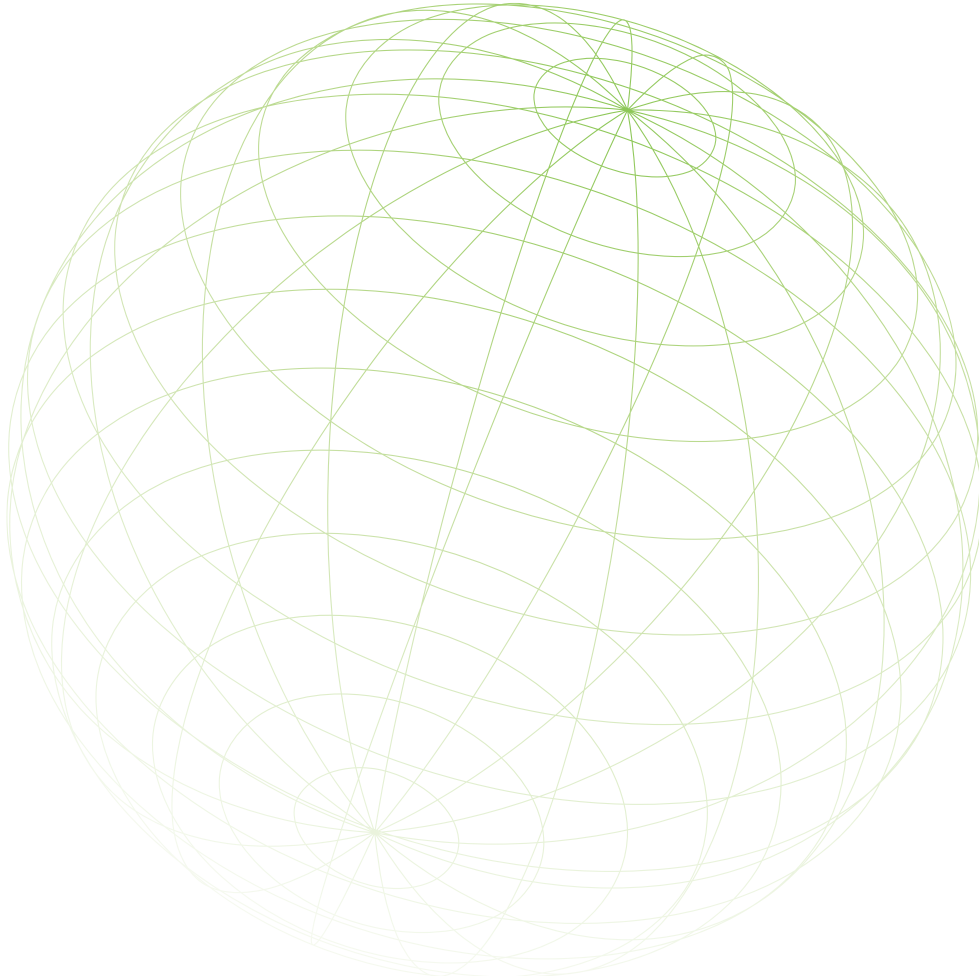
Our system to confirm employee safety utilizes a departmentally organized contact list together with a dedicated system for the instantaneous company-wide broadcast of confirmed information. Contact points (email addresses and telephone numbers) in Japan are registered in this dedicated system in advance, allowing rapid response, and it also collects information from responses about safety status.

Confirmed results are immediately reported to management through the department in charge, response desks are established for the continuation of operations, and appropriate activities are commenced with respect to the emergency situation at hand.



IV. Environmental Protection

Dentsu considers environmental issues a key CSR issue and established the Environmental Strategy Council, chaired by the President & CEO. The environmental management system Dentsu Eco Program sets out an environmental policy and environmental targets to advance company-wide efforts for environmental protection. These efforts have been recognized and Dentsu was certified as an Eco-First Company by the Ministry of the Environment. Dentsu will continue to advance environmental protection activities not only through internal activities, but also through efforts in cooperation with our stakeholders and the implementation of environmental communications, in order to contribute to the realization of a sustainable society.





Structures for Environmental Activities

Company-wide Efforts

Dentsu strengthened its arrangement for implementing environment-related measures with the establishment in July 2008 of the Environmental Strategy Council, chaired by the President & CEO, to promote environmental strategy as a corporate group. Additionally, the CSR Committee, one of the Company's principal committees, designated environmental managers to advance Group-wide efforts for the environment. CSR promotion committee members and eco committee members advance environmental activities at respective Dentsu divisions (offices). At each Group company, board members in charge of the Eco Program, environmental managers, supervisors, and promotion committee members are appointed to advance environmental activities.

Adoption of the Dentsu Group Eco Program

In January 2005, we adopted the Dentsu Group Eco Program (ongoing), and in May 2005 we acquired ISO 14001 certification. Integrated Group certification that included subsidiaries in Japan was acquired in June 2006. Dentsu and 16 Group companies held this certification as of March 31, 2015.

Eco-First Commitment (Revised)

Dentsu presented a revised Eco-First Commitment to the Minister of the Environment in March 2012, citing the following three points as focus areas.

1. We will actively promote environmental communications, thereby spreading the environmental message to the public.
2. We will support next-generation environmental communications and the environmental efforts of our employees.
3. We will promote further advancements in 'green' office buildings.

The revised Eco-First Commitment promises that Dentsu will reduce CO₂ emissions at the Dentsu Head Office Building by 21% of the fiscal 2003–2004 average and improve the waste recycling rate to 90% by fiscal 2015.

The Company achieved a CO₂ emissions reduction of 27.2% in fiscal 2014 and a recycling rate of 74.8%, reaching our targets before the deadline.

Environmental Policy

The Dentsu Group shall correctly assess and recognize the impact its business activities have on the environment and promote activities for reducing its environmental burden. It will also develop communication services with consideration to the environment and work to propose those while contributing to environmental improvement through various activities.

<Environmental Management Activities>

1. Build an environmental management system, make efforts to prevent pollution, and constantly work to make improvements.
2. Adhere to environmental laws and regulations and other relevant matters.
3. Set environmental objectives and promotion targets, and review as appropriate.

<Environmental Communication Activities>

4. Promote activities to employees, business partners, and consumers to raise recognition of environmental issues.

<Environmental Improvement Activities>

5. Promote energy conservation activities to prevent global warming.
6. Promote resource conservation while furthering recycling and the like to reduce waste.

Environmental Objectives

1. Promotion of activities to employees, business partners, and consumers to raise recognition of environmental issues.
2. Promotion of energy conservation activities to prevent global warming.
3. Promotion of resource conservation while furthering of recycling and the like to reduce waste.



Raising Environmental Awareness

Dentsu Group Eco Prize



The awards ceremony

Dentsu established the Dentsu Group Eco Prize in 2009 as one of its programs to improve environmental communications, and it is awarded every year. By recognizing excellence in the area of environmental activities, the prize is intended to bolster environmental communications across the Dentsu Group and enhance the sharing and accumulation of expertise and knowledge. There are two types of prize: Category A for educational and awareness activities within the Group and Category B for activities that target activities in operations. In 2014, Dentsu received 16 applications in Category A and 16 applications in Category B. The Eco Prize winners were selected from both categories.

Awareness-Raising Using Handbooks

Dentsu creates handbooks as part of its awareness-raising activities for employee and uses them for new employee training, etc. The term 'greenwash' is used in reference to labels and advertising that use unsubstantiated information or partial data to give the impression that products or corporate activities are more environment friendly than they actually are. This practice is under scrutiny by corporations and NPOs. Dentsu uses the Greenwash Guide in order to eliminate the risk of greenwashing in advertising communications and enhance employee knowledge. Dentsu defines a 'green event' as an event that is an environment friendly one, and the Green Event Guide is used for organizing such events. The guide describes how to organize such events from the viewpoint of a PDCA cycle, in line with the flow of event management, from the planning stage to implementation and post-event evaluation. It also includes case studies that are useful in putting these instructions into practice.



Greenwash Guide



Green Event Guide

Helping Employees Acquire Eco Test Certification

Dentsu actively encourages its employees to take the Certification Test for Environmental Specialists (Eco Test), sponsored by the Tokyo Chamber of Commerce and Industry, and has done so since the test was the first offered in 2006. The goal is to nurture, with a broad range of environmental knowledge, those employees who will play a leading role in addressing environmental issues. Employees who acquire the certification are appointed as eco officers to promote Dentsu's environmental activities, and they also carry out such roles as inspectors for internal environmental audits and judges for environmental slogans. A total of 770 employees had acquired the certification as of the end of March 2015.

IV. Environmental Protection



Environment-related Slogans and Posters

To fully utilize its communication resources, in 2005 Dentsu began inviting Dentsu and Dentsu Group employees and their families in Japan to submit environmental slogans. In 2014, there were a total of 8,082 entries in both the employee and family categories. The winning entries are used in posters designed by Dentsu art directors, thereby helping to raise environmental awareness among employees.

Dentsu Environmental Posters Produced in fiscal 2014



Don't just regret that it's the last of the species.



What does the color "light blue" mean to you?



Don't print out things unnecessarily - take a screenshot with your smartphone instead.

Reducing CO₂ Emissions

Energy-saving at Office Buildings

The Dentsu Head Office Building in Tokyo's Shiodome district is replete with cutting-edge equipment chosen to fit the concepts 'built to last a century,' 'harmony with the global environment,' and 'energy efficiency.' The building incorporates more than 30 energy efficiency-related systems.

[Principal Facilities] Wind turbines and solar-power panels / LED lighting / air-flow windows / cogeneration system / water recycling system / green space development / improved air conditioning control system program / insulating jackets for cold water plate heat exchangers / waste water recycling systems

Raising Recycling Rates through Trash Separation

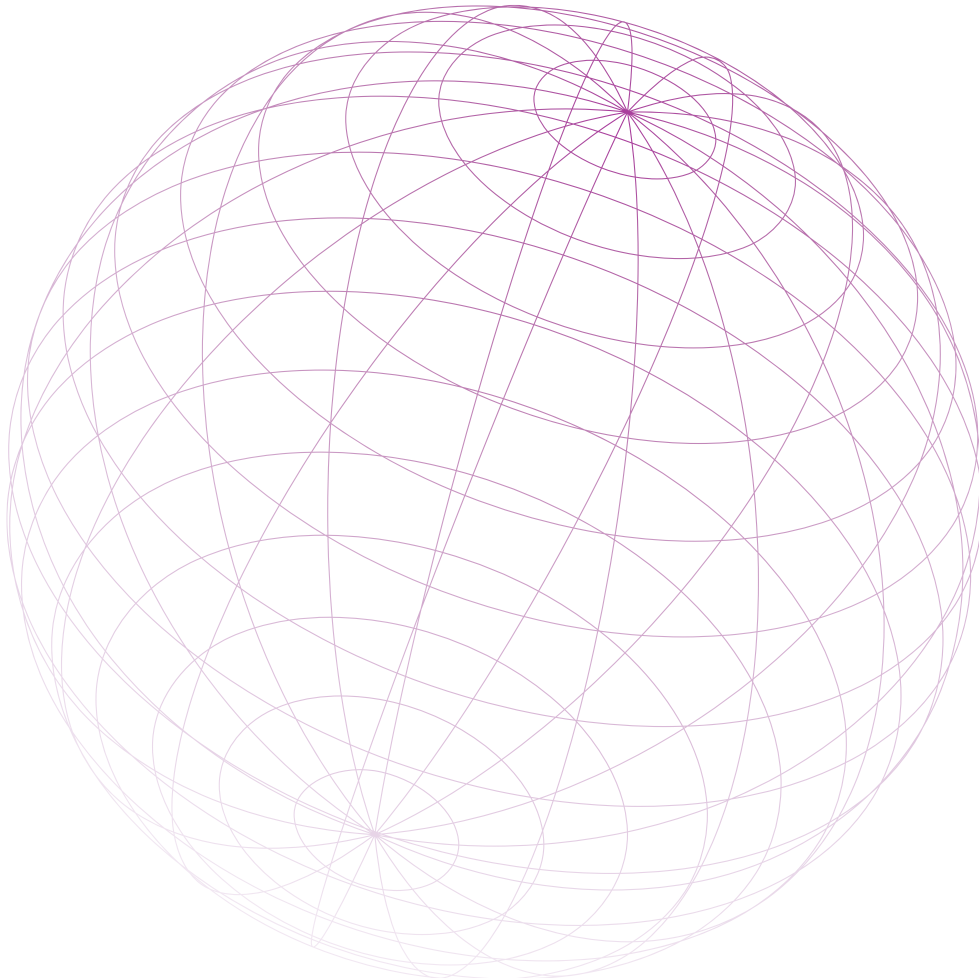
In an effort to raise recycling rates through more careful separation of trash, Dentsu has placed garbage collection centers, called 'eco counters,' on each floor of its office building, and it is working to raise awareness by posting rules regarding trash separation and a recycling chart. Trash generated in the office is placed in bins separately colored for recyclables, non-recyclables, and hazardous materials (batteries, box cutter blades and others). Detailed rules are posted regarding disposal methods. As a result of these measures, the recycling rate for fiscal 2014 was 74.8%.



V. Fair Business Practices

The Dentsu Group Code of Conduct sets out fair business practices as one of the key areas for Dentsu's CSR activities. Dentsu considers fair, equitable, and ethical actions and legal compliance to be the foundation for social responsibilities that corporations must fulfill.

Dentsu and Dentsu Group companies strive to be companies trusted by society through fair business practices.





Promotion of Compliance

Dentsu aims to promote thorough awareness of compliance issues in employees. That is achieved through the development of regulations and manuals by departments responsible for compliance, the implementation of various training programs, and other measures.

The Compliance Line was established as the designated contact point to receive reports on legal violations within the Company. The Compliance Line has an in-house contact point as well as an external contact point where calls are handled by a law office. Operational and information management structures are in place to ensure that those seeking consultation or reporting violations are not penalized in any way. In fiscal 2014, a total of 10 reports and proposals (fiscal 2013: 13 cases, fiscal 2012: 21 cases, fiscal 2011: 27 cases) were made by Dentsu and Dentsu Group company employees and dealt with by the Company.

In order to prevent illicit behavior, the Dentsu Head Office held a Compliance Caravan and newly produced and showed an educational video to raise employees' awareness. Additionally, we set up a compliance website on the Company intranet and distributed the Compliance Digest booklet to all Group companies to promote understanding of the importance of compliance issues. The Company also holds compliance training every year for new and mid-career hires at Dentsu and Dentsu Group companies to foster compliance awareness.

* In fiscal 2012, Dentsu centralized contact points for harassment-related issues at the Harassment Counseling Section. For information on the Harassment Counseling Section, please refer to Page 32.



Compliance Digest booklet

Basic Policy on the Rejection of Antisocial Forces

Dentsu and all Dentsu Group companies established the 'Basic Policy on the Rejection of Organized Crime Groups and Other Antisocial Forces' articulating the determination of Dentsu and Dentsu Group companies to take a firm stand against antisocial forces. The Company also calls on business partners to take the same action.

Basic Policy on the Rejection of Organized Crime Groups and Other Antisocial Forces

Dentsu and all Dentsu Group companies see it as the social responsibility of corporations to take a firm stand to sever relationships with and reject organized crime groups and other antisocial forces that threaten social order and safety. To this end, Dentsu has formulated and complies with the following 'Basic Policy on the Rejection of Organized Crime Groups and Other Antisocial Forces'.

- 1, We will sever any relationship with organized crime groups and other antisocial forces.
- 2, We will resolutely oppose unwarranted demands from organized crime groups and other antisocial forces.
- 3, We will not conduct transactions such as the provision of funds or favors to organized crime groups and other antisocial forces.
- 4, We will take systematic and appropriate response to organized crime groups and other antisocial forces through the establishment of internal structures as well as through cooperation with police, the National Center for the Elimination of Organized Crime Groups, attorneys and others.



Dentsu's CSR Procurement Activities

For Dentsu, social responsibility includes ensuring that ample consideration is given in dealings with its business partners (contractors) in regard to human rights, legal and regulatory compliance, environmental protection, and respect for intellectual property rights throughout the production and provision of services. Dentsu partially revised the 'Dentsu Basic Procurement Policy' and 'Dentsu Procurement Guidelines' in March 2014. In addition to changes to the contents in accordance with the establishment of the 'Dentsu Group Code of Conduct' in 2013, with new content committing to compliance with international anti-corruption regulations (US Foreign Corrupt Practices Act and UK Bribery Act) and regulation on conflict minerals (Section 1502 of the US Dodd–Frank Wall Street Reform and Consumer Protection Act), we aim for the realization of CSR Procurement activities that give due consideration to ethics and human rights in our operations. We also request that business partners comply with the above revisions by concluding a 'Basic Agreement for Outsourcing'.

Dentsu also set up a Partner Hotline to enable business partners to report any legal violations by Dentsu directors or employees that had come to light in the course of business so as to identify and deal with legal and regulatory compliance violations. (No report was received during fiscal 2014.)

Dentsu Basic Procurement Policy

In line with the 'Dentsu Group Code of Conduct' and desire for fair business dealings with its suppliers and business partners, the Company established the 'Dentsu Basic Procurement Policy'.

1. Fair business dealings

We shall conduct fair business dealings.

- (1) Our business dealings shall comply with laws and regulations.
- (2) When selecting suppliers and business partners, we shall not only take into account economic factors, but also give due consideration to compliance and environmental issues.

2. Cooperation with Dentsu's management system

When our suppliers and business partners collaborate with us, we request understanding of, and cooperation with, Dentsu's management system, including the 'Dentsu Group Code of Conduct', the 'Dentsu Procurement Guidelines' and other Dentsu Group rules.



Dentsu Procurement Guidelines

In line with the 'Dentsu Basic Procurement Policy', the Company has established the 'Dentsu Procurement Guidelines', and requests that our direct and indirect suppliers adhere to the following.

1. When hiring and dealing with employees, efforts should be made to respect human rights, labor regulations, and diversity, and ensure legal and regulatory compliance. Additionally, we request that discriminatory expressions not be used in advertising production work and other processes. We request that internationally declared human rights protection be accorded respect and transactions such as direct or indirect funding to those who violate human rights not be conducted.
2. In business dealings with Dentsu and other parties, an effort should be made to ensure legal and regulatory compliance. In particular, we request that dealings with antisocial individuals and organizations and the giving and receiving of monetary or non-monetary benefits to any stakeholder for the purpose of obtaining or maintaining improper profits or preferential treatment be banned.
3. Please make every effort to realize a workplace that gives due consideration to health and safety to prevent work-related accidents and injuries.
4. Please make active efforts to reduce the environmental impact of your business activities and to realize a sustainable society.
5. When presenting plans and proposals, we request that intellectual property rights be accorded respect, and that third-party rights and interests not be infringed.
6. We request the establishment of information security management systems that cover organizational, individual, technical and physical aspects of information security, to ensure that confidential information and personal information obtained or learned during the course of business dealings are not disclosed, leaked, or used fraudulently.
7. We request that appropriate operational processes be used to ensure that high-quality products and services are delivered within the predetermined schedule at a market-competitive cost.
8. We request that appropriate information-sharing to consumers takes place and consideration paid to safety through business activities and that efforts be made to resolve consumers' issues.
9. We request that efforts be made through business activities to contribute to the resolution of issues of high societal demand and the development of local society and communities.



Respect for Laws and Regulations and Various Rights in Business Activities

In order to maintain fair business practices in communications activities, compliance with various laws and regulations is expected and Dentsu aims to take the lead to be the cornerstone of legal norms in order to maintain its stakeholders' and society's trust. To this end, efforts are taken to ensure compliance with various laws such as the Act against Unjustifiable Premiums and Misleading Representations for the appropriate offering of premiums and advertising, Act on the Protection of Personal Information for the adequate protection of personal information of consumers who participate in campaigns and questionnaires, the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors to conduct fair and appropriate dealings with subcontractors, and the Financial Instruments and Exchange Act to conduct appropriate stock trading.

As part of such efforts, for intellectual property rights in the realm of creative expression for advertising works, such as trademarks, design rights, copyrights, and publicity rights, Dentsu works to (1) improve the knowledge and awareness of employees through continuous educational and training programs, (2) disseminate information through easy-to-understand legal handbooks and manuals and the Company intranet, and (3) establish a designated department for consulting on legal and creative affairs. Going forward, Dentsu will continue to protect intellectual property rights and develop an environment for legal compliance in order to be a cornerstone for legal norms.

Handbooks for Laws and Regulations



What's a Trademark?



What's a Copyright?



What are Publicity Rights?



Development of an Information Security Management System

Dentsu established the 'Dentsu Group Basic Policy for Information Security' and established a very strict information security management system to protect important data held by the Dentsu Group as well as personal and other information received from clients.

The Dentsu Head Office in Tokyo received BS 7799-Part 2:2002 certification for information management security, the predecessor of ISO/IEC 27001:2005, in March 2003. This was expanded to the entire Company when the Kansai and Chubu offices received the same certification in April 2005. In 2015, Dentsu went on to implement ISO/IEC27001:2013 and JIS Q 27001:2014, the international standards for information security management system (ISMS).

As of March 31, 2015, Dentsu Inc. and 50 Dentsu Group companies in Japan have this certification.

Dentsu strives to implement stringent information security management through such measures for the entire Dentsu Group to flexibly respond to the ever-changing and increasingly sophisticated environment of information and communication technology.

Dentsu Group Basic Policy for Information Security

All of the companies in the Dentsu Group will address information security management as a unified group. In all of our business areas, the Dentsu Group will address information security management in order to protect important information held by our group.

1. Compliance with Laws

Based on requests from our stakeholders, including clients and other business partners, we will properly address information security management to ensure compliance with the relevant laws and regulations. In particular, personal information will be managed in a strict manner.

2. Strict Information Management

We will manage information strictly to prevent any leakage, loss, damage or misuse of information such as confidential client information and personal information. We will share such business information only among employees and group companies with the appropriate clearances. In selecting our subcontractors, we will fully consider how they are addressing information security.

3. Maintaining & Improving Achievement Level

We will maintain the current security level which we have already achieved and improve it through our PDCA cycle activities. We will also enlighten and educate all of our employees, from executives downward, about information security so that they can acquire the appropriate knowledge and judgment.

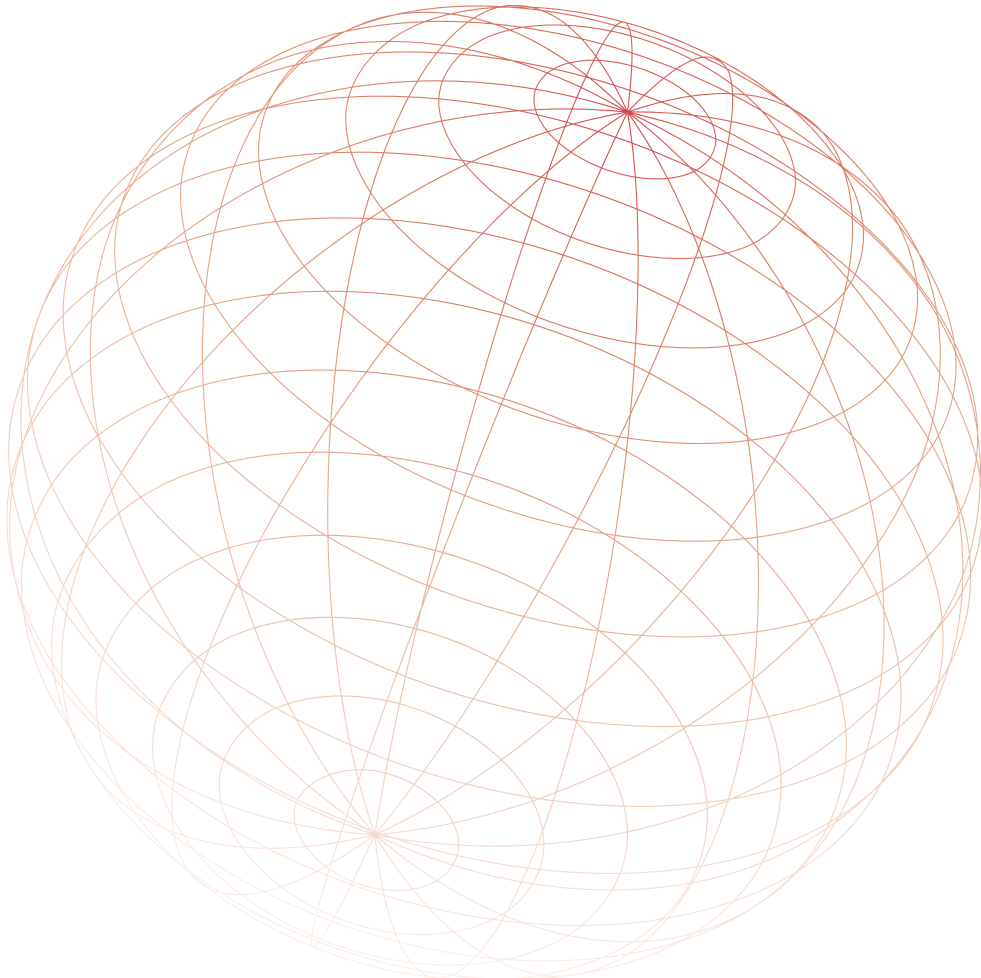
4. Adaptation to Environmental Changes

We will flexibly adapt to the environmental changes in our group's business areas, information assets handled by our group, and the information and communication technology (ICT) field, and will update our information security management system and rules accordingly.



VI. Addressing Consumer Issues

Dentsu engages in various projects in cooperation with government organizations that cover topics such as improvement of people's diet and food self-sufficiency rate. The Company also makes proactive efforts for the promotion of diversity such as for LGBT (sexual minority) communities and the resolution of social issues associated with the declining birth rate and aging population. Those efforts are made through 'Lab activities,' which are voluntary initiatives by employees.





Dentsu Diversity Lab (DDL)

Dentsu Diversity Lab (DDL) is a cross-sectoral organization within the Dentsu Group which values the differences between people as expressions of individuality rather in comparative terms, and which undertakes various activities to promote diversity. In fiscal 2014, DDL engaged in efforts to promote and spread commercials with subtitles for the hard of hearing, in cooperation with the Ministry of Internal Affairs and Communications and Japan Advertising Agencies Association. It also created a checklist for senior citizen-friendly sales floors and actively promoted the resolution of issues relating to senior citizens' consumption behavior. In July 2014, DDL had the opportunity to present the results of its activities to date at the CSR forum hosted by the Tokyo Foundation.



What do you think about DDL activities?

Since its establishment in June 2011, DDL has undertaken activities in the four categories of disabilities, generation, gender, and multicultural coexistence. Today we hear a great deal about diversity, but the definition and scope of the term have not been set. DDL considers diversity issues broadly, not limited to these four categories, as issues that affect everyone and explores opportunities for the resolution of social issues and innovation from a wide perspective.

Comments



Yoshihiro Ito
Business Creation Center
(DDL Representative)
Dentsu Inc.



Promotion of the 'Smart Life Project'

Under the slogan 'healthy life expectancy,' the Ministry of Health, Labour and Welfare is promoting the Smart Life Project, a national campaign aiming to ensure that people can maintain energetic, healthy, and enjoyable lives. Dentsu is responsible for the implementation and operation as the project's secretariat, and promotes healthy living by providing information to some 2,500 participating companies and organizations and handling publicity for the Healthy Life Expectancy Awards, which commend pioneering efforts in the area of healthy living. Celebrities from various fields are appointed as "Ikiki Health Ambassadors" aiming to further improve and promote awareness on project themes such as exercise, diet, non-smoking, and receiving physical check-ups and medical examinations. Through this project the ambassadors and a support team participate in various events nationwide, including giving presentations.

Involvement in the Food Action Nippon Campaign

Since October 2008, Dentsu has been responsible for the strategic administration (secretariat) of the Food Action Nippon campaign, a national campaign aimed at boosting Japan's food self-sufficiency rate. In fiscal 2014, Dentsu engaged in various publicity activities to introduce the current situation about food self-sufficiency and related activities. Dentsu also organized the Food Action Nippon Award as an incentivizing campaign, and also operated and conducted publicity for Kokubo, a system which grants points for domestic food products to encourage procurement and increase consumption. We developed activities in collaboration with numerous food and beverage companies, distribution-related companies and organizations, as well as various groups such as local roadside stations.

Additionally, against the backdrop of an aging society, we promoted a collaborative project in the fields of medical care-welfare-food-agriculture, themed on nursing care foods and health foods, which are attracting increasing interest. We held symposiums across Japan to introduce best practices by companies and organizations using domestic food products in the healthcare and nursing sectors.

The Dentsu Group will continue to engage in a variety of specific projects to improve the value of domestic food products in a diverse market and encourage increased consumption for the improvement of Japan's food self-sufficiency rate.

VI. Addressing Consumer Issues

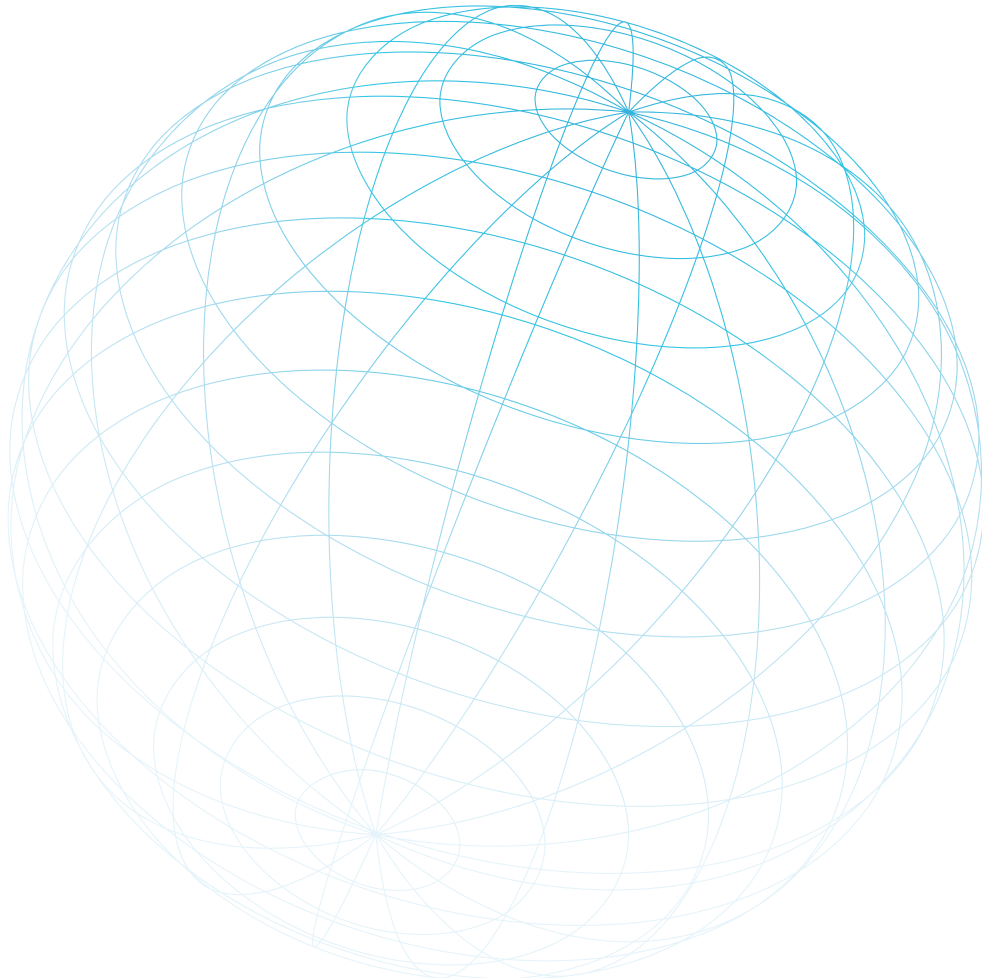




VII. Contributing to the Community

Dentsu considers regional communities to be important stakeholders. The Company contributes to resolving issues and promoting development of regional communities through its business operations and continuously deploys various social contribution activities.

We believe that it is our role as a leading company in the sphere of communications to build relationships of trust with regional communities.





Efforts to Assist Earthquake Reconstruction

Tsunami Evacuation Program Kakeagare! Japan

Responding to heightened social awareness on disaster prevention after the Great East Japan Earthquake, since 2012 Dentsu has been developing the tsunami evacuation program Kakeagare! Japan, jointly with the Tohoku University International Research Institute of Disaster Science, Kahoku Shimpō Publishing, and Dentsu East Japan.

The project practices and tests evacuation models suited to the characteristics of each community in cooperation with respective local governments and communities. It was selected as a leading model project for a 'New Tohoku' by the Reconstruction Agency.

In its third year, fiscal 2014, tsunami evacuation drills and workshops were held as part of tsunami disaster prevention actions stemming from disaster-stricken Tohoku, not only in the three Tohoku prefectures of Iwate, Miyagi, and Fukushima, but also in Hokkaido and Phuket, Thailand. Over 500 people participated in seven communities.

For more details please visit: <http://kakeagare.jp>

We also assisted with the hosting and operation of the public forum at the 3rd UN World Conference on Disaster Risk Reduction held in Sendai from March 14 to 18, 2015. A total of more than 150,000 people participated from across the globe and it was one of the largest UN conferences held in Japan.

Related site: (<http://www.bosai-sendai.jp/article/?c=100416>)

Support for the 'Tohoku Rokkon (Six-Soul) Festival'

As part of its efforts to support areas affected by the Great East Japan Earthquake, the Dentsu Group has provided administrative support for the Tohoku Rokkon Festival since 2011. The fourth 'Tohoku Rokkon Festival 2014 Yamagata' held on May 24 and 25 in Yamagata City, Yamagata Prefecture featured a six-festival parade, traditional local performing arts, local foods, and other attractions from the Tohoku region. The festival highlighted the region's zeal toward recovery to 260,000 visitors.

The economic ripple effect of the festival this time was announced to be 2.45 billion yen* and in addition to contributing to revitalizing the economy of the Tohoku region by attracting many tourists from both in and outside the prefectures, the event contributed greatly to improving the sales promotions and corporate brands of participating companies. Dentsu will continue to assist the revitalization of the Tohoku region through the Tohoku Rokkon Festival.

According to the FIDEA Research Institute Corporation (Yamagata City)



東北六魂祭



Efforts to Assist Earthquake Reconstruction

Various Support Projects for the Reconstruction of Fukushima Prefecture

Dentsu Group companies led by Dentsu and Dentsu East Japan are advancing projects to support various prefectural government divisions in Fukushima Prefecture to dispel damaging rumors about Fukushima associated with the nuclear plant accident. In fiscal 2014, transport ads were developed themed on 11 agricultural, forestry, and fishery products representatives of Fukushima Prefecture, the "Fukushima Eleven."

We held regular seminars with local media outlets and experts as well as on-site tours for buyers and business meetings with local producers in order to lead to increased consumption. We also support efforts for the reconstruction of Fukushima Prefecture by engaging in the production of television commercials themed on monitoring inspections and the inspection of all bags of rice produced, as well as publicity activities for local agricultural, forestry, and fishery products.

Michinoku Shiokaze Trail

The Ministry of the Environment compiled the Vision for Green Reconstruction Centered around the Establishment of a Sanriku Fukko (Reconstruction) National Park in May 2012. The vision proposes to pass on to future generations the natural environment and community life nurtured by the connections between forests, satoyama (managed woodlands), rivers, and sea. It also proposes learning opportunities about the benefits and dangers of nature, and using that knowledge for reconstruction. It sets seven initiatives to this end, one of which is the Trail to Deepen Exchange Between North and South (Michinoku Shiokaze Trail). It is a long distance nature path that will bring together the natural environment and life in the area, traces of the earthquake, trail users, and local people, stretching from Hachinohe in Aomori to Soma in Fukushima.

Dentsu has been involved with developing the message of this initiative and created visuals that would make local residents realize the power their hometowns hold and make them want to communicate their value to visitors. Dentsu aims to make this initiative useful to the recovery of confidence in these communities.

Please visit the Michinoku Shiokaze Trail site.
<http://www.env.go.jp/jishin/park-sanriku/trail/>



Campaign poster produced by Dentsu



Information Reporting for the Reconstruction of Disaster-Affected Areas

Dentsu supports regular and ongoing reporting of information on disaster support measures in accordance with needs in disaster-affected areas and various reconstruction study cases through local media outlets and the Internet. These efforts are carried out in collaboration with the Cabinet Office, Reconstruction Agency, local government bodies, the media, and NPOs. We gather messages of support from well-known public figures from all areas of society and deliver them through the media to encourage people in the disaster-affected areas.

Dentsu also supports efforts to communicate across Japan the situation in the disaster-affected areas, by producing programs in cooperation with a BS television station that are aimed at preventing memories of the earthquake from being forgotten, countering damaging rumors, and attracting tourists to the affected regions.

Administering the 'Housing Eco-point Program Supporting Reconstruction'

Following on from the 'Housing Eco-point Program' that was launched in March 2010 to provide incentives to build more environment-friendly houses, Dentsu is leading the consortium of corporations that is engaged in the 'Housing Eco-point Program Supporting Reconstruction,' which was revived in January 2012.

This program issues points when new environment-friendly houses are built or environment-friendly renovations are made to existing houses, and these points can be exchanged for local products from disaster-affected areas or environment-friendly products. The program has the added objective of supporting reconstruction after the Great East Japan Earthquake, in addition to the original objectives of the 'Housing Eco-point Program.'

Dentsu manages and promotes all processes in this program from receiving and screening applications to distributing public funds to the various operators who participate in the point exchange scheme. In fiscal 2014, there were about 8,740 applications.





Dentsu's Social Contribution Activities

Under the basic policy of 'using the power of communication to benefit society,' Dentsu's social contribution activities have supported activities to foster human resources and tackle social issues mainly in the area of communications. In recent years, the provision of solutions within a wider scope not limited to the area of communications has been demanded of Dentsu in its main business.

Leveraging the experience and professional skills its employees have acquired in its main business for social contribution activities, Dentsu engages in efforts that help people and activities that tackle social issues. Focusing on two themes, 'supporting human resources development through improved communication skills' and 'supporting activities to tackle international social issues,' Dentsu collaborates with NPOs and other partner organizations to engage in activities to resolve social issues and to contribute to the development of communities on all scales, from local to global communities.

Supporting Human Resources Development through Improved Communication Skills

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| <ul style="list-style-type: none"> <li style="text-align: center; border: 1px solid #0070C0; border-radius: 50%; width: 60px; height: 60px; margin: 5px; display: flex; align-items: center; justify-content: center;">Fostering the next generation <li style="text-align: center; border: 1px solid #0070C0; border-radius: 50%; width: 60px; height: 60px; margin: 5px; display: flex; align-items: center; justify-content: center;">Improving citizens' capabilities | <ul style="list-style-type: none"> ● Advertising Elementary School ● NPO support program: Keys to Communicating ● Dentsu-China Advertising HR Development Project |
| <ul style="list-style-type: none"> <li style="text-align: center; border: 1px solid #0070C0; border-radius: 50%; width: 60px; height: 60px; margin: 5px; display: flex; align-items: center; justify-content: center;">International exchange <li style="text-align: center; border: 1px solid #0070C0; border-radius: 50%; width: 60px; height: 60px; margin: 5px; display: flex; align-items: center; justify-content: center;">Support for disaster-affected areas | <ul style="list-style-type: none"> ● Participation in Michinoku Fukkou Jigyou Partners (consortium of major companies for recovery) |

Supporting Activities to Tackle International Social Issues

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| <ul style="list-style-type: none"> <li style="text-align: center; border: 1px solid #0070C0; border-radius: 20px; width: 100px; height: 40px; margin: 5px; display: flex; align-items: center; justify-content: center;">Global education issues | <ul style="list-style-type: none"> ● Supporting UNESCO's World Terakoya Movement |
| <ul style="list-style-type: none"> <li style="text-align: center; border: 1px solid #0070C0; border-radius: 20px; width: 100px; height: 40px; margin: 5px; display: flex; align-items: center; justify-content: center;">World food problem | <ul style="list-style-type: none"> ● Supporting various NGOs involved in World Food Day |



Advertising Elementary School

The 'Advertising Elementary School' was started in 2006 as a project to foster children's communication skills. Dentsu developed program materials together with Tokyo Gakugei University over three years. In these classes, children express a theme in 15-second commercial skits. Through this process, the children learn skills such as creative thinking, decision-making, how to express ideas, and group problem-solving techniques while having fun.

With the recognition of the importance of communication skills development becoming widespread in the education field, use of the program in classes taught by school teachers is increasing, and over 25,000 students at 219 schools across Japan have taken part in this activity as of March 31, 2015.

In places other than schools, Dentsu undertakes activities that contribute to the revitalization of communities, such as assisting a special class for children at a weekend open school run by Solar Reconstruction Fukushima in Minamisoma, Fukushima, to create a commercial skit on "aspects of Minamisoma we want to save for future generations."

For details please visit the Advertising Elementary School website
<http://www.dentsu.co.jp/komainu/>



Presentation at Minamisoma City

Program to Strengthen and Support NPO Organizations: Keys to Communicating

For NPOs, communications skills are fundamental and essential skills to lead an organization, increase the number of supporters and collaborators, and engage in activities. Since 2004, in cooperation with JAPAN NPO Center, Dentsu has been advancing the 'Keys to Communicating' program in a manner that utilizes each organization's respective specialties, to provide support for the improvement of communications skills of NPOs. Dentsu employees and members of NPOs serve as presenters at seminars held throughout Japan. As of March 31, 2015, the number of seminars has exceeded 110, with a cumulative total of around 4,600 participants. In fiscal 2014, seminars were also held in the four Tohoku areas of Kamaishi, Iwaki, Sendai, and Fukushima. Based on local requests, the seminars handled more practical themes such as presentations and crowd funding.

For details please visit the Keys to Communicating website
<http://www.dentsu.co.jp/komainu/>



Seminar held in Sendai



Support for Chinese Advertising Human Resources Development and Contribution to Japan-China Private Sector Exchanges

Since 1996, Dentsu has continuously undertaken activities to support advertising education and human resources development in China. Dentsu holds various programs to respond to needs in the Chinese advertising education field, such as selecting young educators from Chinese universities to train at the Dentsu Head Office and holding the Advertising Education Forum to introduce the latest trends in the world's advertising industry to advertising educators, and Dentsu Student Advertising Seminars for students studying advertising.

In January 2015, Dentsu was presented with the Most Valuable Partner Award from the Chinese Ministry of Education as a global company that has made a particular contribution to Chinese advertising human resources education and Japan-China private sector exchanges.

This is the third time for Dentsu to receive an award, following an "Education Support Special Contribution Award" presented in 2006 and a certification of appreciation presented in 2009.



The Most Valuable Partner Award trophy presented by the Chinese Ministry of Education

Participation in 'Michinoku Fukkou Jigyuu Partners'

Since June 2012, Dentsu has been participating in Michinoku Fukkou Jigyuu Partners, a platform to support next generation leaders engaged in the reconstruction of disaster-affected areas. We work jointly with the NPO ETIC.* and six companies (Ajinomoto, Isuzu

Motors, Kao, Sompo Japan Nipponkoa Insurance, Toshiba, and Benesse Holdings).

The consortium engages in initiatives for reconstruction using corporate resources, such as holding the third 'Michinoku Emergence Camp' in July 2014 as a training program for organizations in the Tohoku region and hosting a seminar for manufacturing groups in collaboration with fashion experts in September. We also work to spread information about business models that are emerging from the Tohoku region, holding the third 'Michinoku Recovery Project Symposium' in March 2015.

NPO ETIC.: Established in 1993 as an organization to train young next generation entrepreneurial leaders. ETIC. has produced many operational NPOs that will lead future generations. www.etic.or.jp



The Michinoku Emergence Camp

For further details, please refer to the Michinoku Fukkou Jigyuu Partners website: <http://www.michinokupartners.jp/>



Supporting Activities to Tackle International Educational Issues

Supporting UNESCO's World Terakoya Movement 'Kakisonji-Hagaki Project'

UNESCO's World Terakoya Movement, an effort to increase venues (terakoya) to acquire literacy, is sponsored by the National Federation of UNESCO Associations in Japan and has been going on for more than 25 years. In order to encourage people to relate more to kakisonji-hagaki (unusable prepaid postcards) and have fun gathering them, Dentsu has been using its ideas and communication skills to raise awareness for the activity. In addition to creating the activity's support character Kakisonjiro, which made its debut last year, Dentsu created the characters Harisonjiro for unused stamps and Tsukaisojiro for unused



What! Our drawer legacies can send children all over the world to school!
2015 campaign characters Tansu Isan Sankyodai
Tansu Isan Sankyodai dance video distributed
<http://www.unesco.or.jp/terakoya/kakisonji/>

prepaid cards. The three characters made their debut as Tansu Isan Sankyodai (three legacy brothers from the drawers) representing the "legacies" forgotten in household drawers. As a result of an online dance video depicting the three characters, donations of items other than postcards increased 54 times compared to the previous year.



Poster depicting a drawer legacy as a playing card

Supporting Japanese NPOs and NGOs that Tackle the Global Food Issue

Supporting Activities of 11 NPOs and NGOs during the Month of World Food Day 2014

Dentsu collaborated on producing the web video series Nokori Monogatari, where leftover foods talk to each other.

October, the month of World Food Day, is a month for more people to learn about, think about, and act on food issues. For this month, Dentsu released the videos on a special website for World Food Day month to publicize efforts, shared them on social media, created links for donations, and contributed to raising awareness among children who did not know about such activities and also among a broad sector of the general public (321% increase in sessions and 231% increase in page views compared to the previous year). There were a



total of 18 videos in which leftover foods charmingly talked about the world's food-related issues. By conveying the facts in an easy-to-understand manner, we aimed for the videos to become the first step in thinking about food issues.



World Food Day month 2014 poster Announcement in collaboration with 11 NPOs and NGOs



Introduction to CSR at Dentsu Aegis Network

Dentsu Aegis Network recognizes that it has economic, social and environmental impacts beyond its core business. In 2010, we launched the Future Proof programme – our Corporate Social Responsibility (CSR) strategy – to tackle these impacts, their associated risks and opportunities, and engage all the stakeholders involved. Future Proof reflects the company’s material impacts, responds to the challenges facing its people and wider industry, and addresses the issues it is concerned about. More detail on governance can be found in the comprehensive Future Proof Plan, available online.



The five areas of action of 'Future Proof' and targets for 2015



Environment

Reduce the carbon footprint of our products and services by 20%.



Community

Increase our community investment to the equivalent of 1% of our people’s time.



Market Place

Enable 90% of our people to understand what 'Future Proof' means in their day -to-day job



Work Place

Involve 90% of our people in creating the best place to work in the industry



Corporate Governance

Achieve a GRI A+ on our annual CSR reporting

CSR Steering Group

The CSR strategy is set by the CSR Steering Group, composed of the leaders of our global functional departments and brand representatives. It is also responsible for setting the CSR targets, as well as ensuring it is aligned to the corporate strategy. The CSR Steering Group, chaired by Nigel Morris, CEO Dentsu Aegis Network Americas & EMEA, also oversees the implementation of Future Proof by the global CSR team and monitors its progress. Nigel Morris is the Dentsu Aegis Network board champion for CSR.

CSR Team

The global CSR team is responsible for the implementation of Future Proof. The team, consisting currently of three full time employees, coordinates the measurement, reporting and management of all CSR campaigns and programmes – including the compliance with the global CSR, Community and Environmental Policies. The global CSR team manages all internal and external communication and engagement with both CSR champions and stakeholders, and assess on a regular basis the risks and opportunities related to CSR. These are reported to the company-wide Risk Committee.

CSR Champions

The CSR team engages on a regular basis with a network of over 300 CSR champions to help execute Future Proof campaigns and programmes in every office around the world. These champions are volunteers and come from a variety of background, both client and functional side. The CSR champions are provided with free campaigns and programmes by the global CSR team to implement, but are also encouraged to pursue specific issues and partnerships that are relevant to the offices, brands and culture locally.



Delivery model

As part of Future Proof, Dentsu Aegis Network also developed an innovative delivery model for CSR:

- Global awareness campaigns that use social media to raise awareness of CSR issues amongst a digital and young audience
- Global action programmes that leverage the power of digital technology to enable sustainable behavior in the global network
- Integration of CSR considerations into global functional departments such as Technology, Human Resources, Finance, Legal and Corporate Communications to future proof day-to-day operations
- Engagement of CSR champions to unlock locally meaningful action on the Future Proof agenda

Comments from a CSR Champion

Why is it important that we 'give back' and engage around corporate social responsibility (CSR) as a leading global agency?

Any of us who have a degree of affluence and who enjoy good health are fortunate. It is perhaps easy working in the advertising industry, constantly trying to sell things to consumers with disposable income, to forget that an awful lot of people are much less fortunate than ourselves.

Of course everyone must make their own decisions on an individual basis whether they wish to give anything back. But all our businesses operate in a local community and a national and global market place. Just as the communities support us – with staff, customers, resources to do our jobs – we must support our communities. Working together as a team, with focused and co-ordinated efforts on selected programmes, we can have a positive impact on the communities around us.

We have an extraordinary range of talent and capabilities. If we can direct just a fraction of that capability, even for a small % of time, at helping address some of the challenges in society, then we can have a positive impact.

We value "responsibility" in our group, and this is just one way in which we can live up to our values. By doing so will enhance our company's reputation and help build a virtuous circle by attracting new customers and staff that value the same things we do.

What do you want people to know about your involvement with Future Proof CSR?

There is nothing specific, but if my involvement helps our teams around the world recognize the importance of this to our company, and encourages everyone to get more involved, and give a little bit more time and effort, then that would be very positive.

What are you proud of in 2015?

Everyone in the Asia Pacific business made such a great effort in 2014, and showed such a desire and commitment to support CSR initiatives that we have something to really build on in 2015. Our ambition is to turn our efforts into more continuous and sustainable activities rather than a series of one-offs. We will only be able to judge at the end of the year whether we have been able to achieve our aims, and whether our efforts have contributed a bit more.



Nick Waters

Winner,
Move the Dial
Management 2014
DAN Asia & Pacific, CEO



E

nvironment

Dentsu Aegis Network ran a global environment campaign in 2014 to further reduce our environmental impacts. The global “30 Days of Green” campaign focused on raising the awareness of environmental protection and inspiring positive action. In addition to the global campaign, there were many local activities as part of 30 Days of Green, making a contribution to encouraging more sustainable behaviours.

Global awareness campaign: 30 Days of Green

In 2014, Dentsu Aegis Network ran its 4th annual “30 Days of Green” global campaign to raise awareness of environmental issues around the network, coinciding with the Earth Hour and Earth Day global events. In 2014, 62 local activities were organised across 17 countries. Together these activities resulted in 3,182 green pledges made via the NEON intranet, Facebook and Twitter, originating from internal and external stakeholders such as clients and partners.



30 Days of Green Case Study 1 Anniversary Tree Planting – Beijing Dentsu Advertising

Since 2012, staff from Beijing Dentsu have planted trees each year to demonstrate their commitment to the environment. In 2014, Beijing Dentsu launched a series of activities to celebrate their contribution to the Chinese advertising industry over the past 20 years. The Anniversary Tree Planting event was a particularly meaningful part of this campaign, as it celebrated Beijing Dentsu’s 20th anniversary at the same time as benefitting the environment. 120 employees assembled at the HuaiBei tree planting base, where they were given speeches by Yukiyasu Nagasaki, President of Beijing Dentsu and Xisha Li, Senior Vice-President of Beijing Dentsu. Overall, 200 trees were planted to serve as a metaphor for Beijing Dentsu growing into a fondant forest in the fertile soil of the Chinese advertising industry.





30 Days of Green Case Study 2 Bird Houses – Dentsu Aegis Network Russia

Dentsu Aegis Network Russia came up with a brilliant gift idea around sharing the 30 Days of Green campaign with their clients. The team focused on the native starling bird’s habitat and how they could help increase the low bird population. Starlings like to live in gardens and forests in and around Moscow and are known for bringing the first signs of spring. To address this issue, the team decided to give 600 starling birdhouses to clients as gifts. Each client will then be helping to sustain the starling bird population locally and thereby contribute to the cause. This initiative also enhances Dentsu Aegis Network’s corporate reputation and brand by engaging outside companies and clients to join the green movement.



Comments from a CSR Champion

Why is it important that we ‘give back’ and engage around corporate social responsibility as a leading global agency?

A company with a global reach like Dentsu Aegis Network has the ability to make a positive impact on the community, environment and its staff. By ‘giving back’ we demonstrate we care as individuals and also as a company. There are also opportunities to demonstrate leadership & create innovative solutions that inspire our clients and staff in the area of CSR.

What do you want people to know about your involvement with Future Proof CSR?

I have seen first-hand the impact that Future Proof CSR has had on people inside and also outside, the organization and how it is a team effort. I am part of a team, which extends past Future Proof champions into senior management, operations and vendor organizations that have assisted in making some great CSR initiatives possible.

What are you proud of in 2015?

*I am proud to know people across the Dentsu Aegis Network businesses that really care about CSR and feel that it is important. I get to be involved in shaping the CSR **Strategy** and working in a company that can embed sustainability into its culture and truly innovate the way brands are built. I am excited by the transformative business opportunity that this presents.*



Patrick O'Reilly
Winner, Move the Dial
CSR Champion 2014



Community

Dentsu Aegis Network ran a global community campaign and programme to increase the awareness of volunteering in the local community. The global “Volunteer Challenge” campaign focused on raising the awareness of “giving back” to the local community and the major impact this has on both the volunteers and the beneficiaries. The global “GlobalGivingTIME” action programme is the company’s digital volunteering community where Dentsu Aegis Network volunteers directly help small- and medium-sized charities. In addition to the global campaign and programme, there were many local charity partnerships to tackle specific issues and concerns in 2014 .

Global awareness campaign: Volunteer Challenge

The Volunteer Challenge campaign takes place and raises awareness of the valuable contribution that volunteering can make to people and communities. Between June and August 2014, the campaign engaged over 10,000 participants in 92 offices globally, with a total of 36,792 hours volunteered in two months on 106 locally led initiatives including, the launch of Asia Pacific’s “One Day for Change” volunteer service day.





Global action programme: GlobalGivingTIME

GlobalGivingTIME is Dentsu Aegis Network’s exclusive online volunteering community, where staff can volunteer to respond to media and marketing challenges from grassroots charities around the world. It has unlocked positive action with GlobalGivingTIME engaging over 700 volunteers on a monthly basis. By end of 2014, it had facilitated a total of \$26,000 pro-bono donations and 1,623 answers have been posted. More than 396 charities have so far benefited from support on GlobalGivingTIME with 43% reporting that they have improved their communications capability.

Volunteer Challenge Case Study 1 One Day for Change

In July, Dentsu Aegis Network Asia Pacific launched their One Day for Change initiative that encouraged all staff to give up a day of their time, on the same day, to support a cause or a charity. Agencies from across the region came together in support of each other as they in turn, supported local communities. Collaboration across the many different agencies that participated helped to maximise client and supplier support, creating a full circle of positive impacts on communities. The initiative gave 9,000 staff across Asia Pacific the opportunity to volunteer together in support of local or national causes of which 7,221 people gave 29,583 hours of their time to volunteer in their communities.

Volunteer Challenge Case Study 2 Carathon – Carat Ireland

The Carathon is Carat Ireland’s annual charity softball tournament. Industry and media owners are invited to join the competition and donations are collected at the event. Since 2011, Carathon has helped to fundraise €55,000 for many different charities, including €15,000 for Carat’s partnership with the Crumlin Children’s Hospital. In 2014, Carathon featured 16 media owner teams and 4 Carat teams totaling over 200 people participating. After a fierce competition, Carat claimed the winning title first time in Carathon history. Not only was the event a great opportunity to raise much needed funds for charity, but it was also a chance for the industry to come together and build camaraderie amongst media professionals.





Global awareness campaign: Care & Share

In December 2014, the Care & Share campaign inspired good deeds during the holiday season through local activities supporting vulnerable groups in the lead-up to the New Year. This annual campaign links into many local activities that give back at the end of each year. In 2014, over 4,600 participants volunteered locally, helping to provide food, clothing and gift drives in over 17 countries and regions.

CARE &
SHARE



Global action programme: #1000Cranes

For the first time in 2014, Dentsu Inc. and Dentsu Aegis Network partnered to launch the #1000Cranes initiative. The initiative was designed to bring colleagues from across the global network together, while raising awareness in support of global disaster relief efforts. The campaign kicked off in December and centered on a number of workshops, which involved over 2,500 colleagues across 16 global markets. The workshops featured a video tutorial filmed and produced by Dentsu Inc., in which Dentsu staff and President and CEO Tadashi Ishii himself, demonstrated how to fold an origami crane. Over 3,000 origami cranes were created and uploaded to the #1000Cranes website using a hashtag. Participants were asked to donate £1 to participate in workshops, with £3,500 raised for the charities.

1000
cranes





Comments from a CSR Champion

Why is it important that we 'give back' and engage around corporate social responsibility as a leading global agency?

People are becoming more interested in the social and environmental effects of corporations and they, as important and influential members of society, are responsible to help maintain and improve the society's overall welfare. Priorities must change. Corporations are not in business to make maximum profit any more. They're in business to serve society. Profit is the reward for doing it well.

What do you want people to know about your involvement with Future Proof CSR?

Employees benefit from a socially responsible corporate culture. Innovation, teamwork, cooperation, trust and involvement in 'saving the world' make us proud of where we work. I'm happy I could help 'move the dial'.

What are you proud of in 2015?

I'm proud of getting the Move the Dial, Highly Commended Award for my work in CSR and helping those in need. I'm a little super hero!



Muriel Zografou
Move the Dial
Highly Commended
Champion 2014

Comments from a CSR Champion

Why is it important that we 'give back' and engage around corporate social responsibility as a leading global agency?

The main word here that explains everything is "responsibility". The bigger our business is the bigger is our responsibility to all our stakeholders – employees, clients, suppliers etc. Companies, especially networks such as ours (working on so many business fields with prime focus on media to deliver value to our clients) must take the lead in bringing business and society back together and open up our clients for the opportunities to serve new needs, gain efficiency, create differentiation, and even expand markets throughout their social engagement. We can reset the boundaries of social responsibility by transforming it into creating a shared value strategies for our clients benefitting both their core business and their customers all at once. The most efficient tool to give a voice to any sustainable business and deliver on its brand promise is in our hands – the media.

What do you want people to know about your involvement with Future Proof CSR?

One thing for sure – corporate responsibility should not be an end in itself, but a thoroughly developed future proof strategy - integral to company's profitability and competitive position. Successful collaboration surely is core business driven, but not part of the business periphery, clearly linked to defined outcomes, well connected to the goals of all stakeholders, and tracked with clear metrics. It leverages the unique resources and expertise of the company to create economic value by creating social value.

This is the only way we can progress in doing good – utilizing our skills, resources, and management capability to lead social progress in ways that even the best-intentioned governmental and social sector organizations can rarely match.

What are you proud of in 2015?

My team – committed and dedicated 100% to what they are doing!



Maria Grachnova
Move the Dial,
Highly Commended
Management 2014



Market Place

Dentsu Aegis Network ran a global market place campaign and programme in 2014 to increase the awareness of the place of CSR in day-to-day client work. The global “Media for Good” campaign focused on raising the awareness of the potential of advertising and media to do good when used to support charitable organisations. The global “Comms Lab” action programme educates people on how brands are using CSR as part of their communications, consumer engagement and growth strategies. In addition to the global campaign and programme, there were many local pro bono partnerships with charitable organisations as part of Media for Good.

Global awareness campaign: Media for Good

Between September and November 2014, Dentsu Aegis Network helped charities around the world to get their message across through the Media for Good campaign. This annual campaign highlights the power of advertising in doing good when it comes to helping small and medium sized charities get their message out to a wider audience. Our people donated their media knowledge and expertise to the tune of 6,887 pro bono hours on 13 campaigns, helping charities garner over \$10 million US in media value.





Global action programme: The Comms Lab

Launched in October 2014, the Comms Lab is an internal hub on the NEON intranet that engages and educates people on how brands are integrating CSR as part of their communications, consumer engagement and growth strategies. The Comms Lab showcases how advertising and marketing can transform the world by delivering social and environmentally positive outcomes, benefitting our business, our clients and the markets in which we operate.



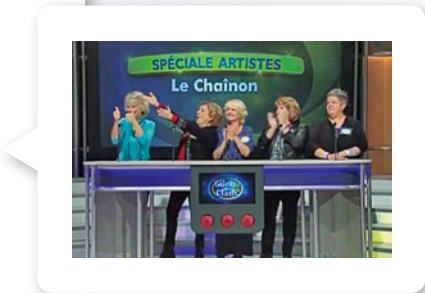
Media for Good Case Study 1 Movember – Dentsu Aegis Network Global

Since 2012, Dentsu Aegis Network has globally supported charity Movember to raise funds and awareness for men’s health. Movember is a worldwide charity that aims to “change the face of men’s health” and help fund programmes, which work to improve the lives of men affected by prostate cancer, testicular cancer and mental health issues. In 2014, Dentsu Aegis Network secured over \$4.9 million in advertising space in over 300 media networks, in 17 countries around the world and advertising space was unlocked in the Belgium and Singapore markets for the first time ever. In 2014, the global team helped to innovate the campaign with new and exciting ambient branding such as taxi wraps and putting a moustache on the Auckland ferry, all of which generated much press coverage. Movember’s social media campaign was also evaluated and the team helped increase the charity’s digital advertising presence during the campaign. In addition to the media pro bono work, 327 employees across all offices helped raise a sum of \$66,000 for the cause.



Media for Good Case Study 2 Le Chaînon – Carat Canada

Carat Canada has worked closely with charity Le Chaînon for the past 3 years. In 2014, they brought together other Dentsu Aegis Network brands to help promote the charity, whose mission is to support more than 10,000 women in difficulty each year. Since 2013, the team has helped secure over \$2.1 million in media value on TV, radio, print, digital media and out-of-home advertising as well as leading strategic initiatives in native advertising, content and experiential marketing to amplify the charity’s call to action. In addition, Carat Canada’s CEO, Ody Giroux, has played an integral role in raising awareness for Le Chaînon by authoring articles for business publications and appearing on television broadcasts to discuss the importance of providing support to women in need.





Workplace

Dentsu Aegis Network ran a global workplace campaign and programme in 2014 to further improve our company as the best place to work in our industry. The global "Wellbeing" campaign focused on raising the awareness on maintaining a healthy work/life balance. The global "Please Cycle" programme encouraged people to cycle, run and walk to work using an innovative mobile app. In addition to the global activities, there were many local activities as part of the campaign.

As part of global functional integration, CSR partnered with the Human Resources department to deliver a tailored CSR programme for the company's high potential development programme "Route 500". The aims were twofold: for the volunteers to develop their leadership skills and for the charities to gain access to strategic consultancy assistance over a longer period.

Global awareness campaign: Wellbeing

In May 2014, the first global "Wellbeing" campaign was launched to enhance and support awareness of a healthy "work/life balance". In just one month, 65 local fitness activities were available to our people with over 600 participants. Activities included running and



training for marathons, hosting yoga, meditation and fitness classes, signing up for Dentsu Aegis Network sports league teams and more. As a result, the campaign helped to seed and establish many local, long-term and on-going initiatives and increase awareness around wellbeing.

Global action programme: Please Cycle

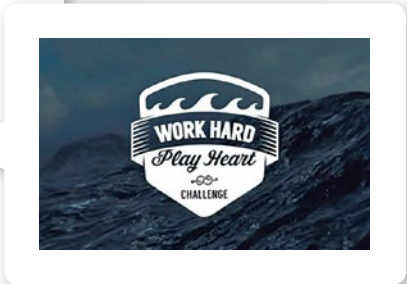
"Please Cycle" is Dentsu Aegis Network's award-winning mobile app that promotes a greener and healthier commute by encouraging people to cycle, run or walk to work. Logging their journeys unlocks small rewards for free coffees or discounts. In 2014, we launched Please Cycle across 9 countries encouraging 10% of our colleagues to take up cycling to work. The programme made a significant impact on the company's carbon footprint with 602 colleagues covering 30,000 miles in over 7,700 journeys, thereby saving 10 tonnes CO2 emissions as a result of their green commutes. They also burnt over 1 million calories in the process. Please Cycle has helped raise the awareness of the longer term environmental impacts of commuting to work and helped permanently create more cyclists and runners at Dentsu Aegis Network, with 30% of users reporting that they now cycle more than before.





Wellbeing Case Study 1 Work Hard, Play Heart – iProspect Montreal

To encourage physical activity instead of screen time among youth in Canada, iProspect Montreal partnered with the Heart and Stroke Foundation to initiate the "Work Hard, Play Heart" challenge. In total, 77 staff accepted the 'challenge' by taking part in over 130 training exercise sessions that not only helped them get physically active, but also helped to raise funds for the cause and prepare them for a special sailing competition. The iProspect team developed a website platform (pro bono) in order to raise awareness and funds while following the progress of participants. The six-month challenge ended with a sailing trip, where teams sailed 1630 km from Quebec to Saint-Pierre-et-Miquelon aboard one of the fastest sailboats in the world to test their physical wellbeing and mettle. Over \$17,000 was raised to benefit the cause during the "Work Hard, Play Heart" challenge.



Wellbeing Case Study 2 Energize! – Dentsu Aegis Network Germany

Dentsu Aegis Network Germany established a health management and well-being program called "Energize!" across all of their offices in 2014. "Energize!" consists of established sports programs that can be tailored to each office. Staff can choose between four different sports classes (TRX, Zumba, Yoga and a Power Workout) which each take place once a week. Classes are led by professionals and staff has the opportunity to participate in 16 classes on offer each month. "Energize!" helps to motivate people to get out from behind their desk and increase their health and overall satisfaction, and is also a way for colleagues to get to know each other better – leading to better collaboration and a positive impact on Dentsu Aegis Network.



Route to Good

As part of "Route 500" – Dentsu Aegis Network’s high potential global learning and development programme – CSR and HR launched “Route to Good” in March 2014. "Route to Good" helps "Route 500" members to grow their leadership skills and behaviour through an 18-month team mentoring relationship with small and medium-sized charities, with the aim of helping those charities improve their marketing and communications. In 2014, there were 65 "Route to Good" participants working in 19 countries across 16 Dentsu Aegis Network brands, helping charities on everything from communication strategies and marketing plans, digital and social media, media planning, fundraising and more.





Corporate Governance

Dentsu Aegis Network places great importance on corporate governance and considers effective risk management and business continuity management core components of the internal control process.

A comprehensive Business Continuity Management System (BCMS) is in place, which is aligned to the requirements of the International Standards Organisation – ISO 22301 Standard and is sponsored at an executive level within Dentsu Aegis Network. The programme comprises of the following core elements;

Business Continuity Planning

Disaster Recovery

Crisis Management

Business Continuity Plans have been designed to address four key threats:

Workforce not available

Facility not available

Technology not available

Key supplier not available

as well as staff welfare, roles and responsibilities, recovery actions and priorities, and communication with key stakeholders.

Individual plans are designed to reflect the services delivered at each Dentsu Aegis Network location, with a hierarchical structure used to elevate the criticality of an event from the response at a local site operational level through to a globally impacting event, with assigned ownership for tactical and strategic response and recovery. This level of response would be managed as part of Crisis Management, which within Dentsu Aegis Network is a framework of communication, command and control procedures to prepare, manage and respond to a crises.

Exercising of plans is a critical component of the BCMS, ensuring the continued effective response to a given event.

Disaster recovery is an integral part to the design of all Dentsu Aegis Network IT environments, all IT infrastructure is delivered with an appropriate level of resilience.

Programme activities are continually reviewed as part of the management system, ensuring that plan creation, review, development and testing activities are undertaken aligned to current and emerging threats and structural changes.



Speak Up! Policy

The risk of fraud and other wrongdoing is a threat to the Group's profitability and reputation and must be the concern and responsibility of all levels of staff across the Dentsu Aegis Network business. Senior management have a specific responsibility to set a standard of transparent and ethical behaviour. Appropriate legal and/or disciplinary action will be taken against the perpetrators of fraud or other wrongdoing, with appropriate disciplinary action also taken against directors, managers and supervisors.

Dentsu Aegis Network believes it is important to have a culture and working environment in which employees feel able to raise, in confidence, genuine concerns about suspected wrongdoings at work.

'Speak Up!' is our programme for reporting any incident of concern or suspicion of wrongdoing where any workplace concerns can be reported. Examples could include:

- Bullying or harassment
- Theft or fraud
- Bribery and corruption
- Information security breaches (e.g. loss or theft of personal/ sensitive data)
- Abuse or inflation of expenses
- Non-compliance with contractual obligations
- Accounting and tax malpractice



Employees can make a report to Line Managers, HR contacts, Senior Managers or follow internal grievance procedures. Dentsu Aegis Network also employs Safecall Limited, an independent specialist which employees can contact on an anonymous basis, 24 hours a day, 365 days of the year in a number of different languages via phone, email and website. Action will not be taken against anyone who raises a genuine concern in good faith and concerning a matter which he or she reasonably believes to be true.

If managers receive a report that is of a serious nature they have a responsibility to report this to the Dentsu Aegis Network Director of Risk & Audit or the Dentsu Aegis Network General Counsel.

Data Summary

Benchmarks CDP

	FY2011	FY2012	FY2013	FY2014
Dentsu	74C	83B	86B	93B
DAN	-	79C	81C	90C

Employment Data (Basically Non-consolidated)

Number of Employees

	FY2010	FY2011	FY2012	FY2013	FY2014
Consolidated	19,535	21,649	37,450	39,427	43,583
Non-consolidated	6,903	7,494	7,515	7,425	7,348

Employee Composition (Mar. 31, 2015)

	Male	Female	Total
Executive officers, others	35	0	35
Management staff	1,654	144	1,798
Non-management staff	2,898	1,072	3,970
Contract employees	293	275	568
Clerical staff	3	483	486
Partners / Senior staff	81	32	113
Part-timers, others	20	11	31
Seconded from other entities	275	72	347
Total	5,259	2,089	7,348

Note 1: Executive officers, others: includes senior corporate advisors, special advisors, and executive officers

Note 2: Part-timers, others: includes permanent part-timers, non-permanent part-timers, and trainees from overseas

Employees by Age and Gender (Each year-end)

	FY2011	FY2012	FY2013	FY2014
Under 30 yrs.	1,592	1,593	1,535	1,403
30-39	2,764	2,727	2,682	2,618
40-49	1,845	1,803	1,773	1,798
50-59	1,144	1,252	1,290	1,380
60 and over	149	140	145	149
Total	7,494	7,515	7,425	7,348
Average age	38.6	38.9	39.6	39.5
Male	39.8	40.1	40.9	40.8
Female	35.7	36.0	36.1	36.4
Average length of service (yrs.)	12.8	13.1	13.9	13.9
Male	14.4	14.7	15.5	15.4
Female	8.9	9.3	9.8	10.2

New Graduates Hired

	FY2012	FY2013	FY2014	FY2015
Total	192	136	135	132
Male	132	93	91	92
Female	60	43	44	40
Female component	31.3%	31.6%	32.6%	30.3%

Average Number of Paid Vacation Days Taken

	FY2011	FY2012	FY2013	FY2014
Total	10.5	10.6	10.3	10.8
Male	9.6	9.7	9.2	9.0
Female	13.1	12.9	13.1	13.8
Leave Taken	52.5%	53.0%	51.5%	54.0%

Data Summary

Annual Paid Vacation in Hour Increments Taken (Part of paid vacation days)

	FY2011	FY2012	FY2013	FY2014
Total Hours Taken	36,094	42,994	45,005	49,712
Total Number of People Taking Leave	13,632	16,161	17,111	14,568
Number of hours Taken at one time	2.6	2.7	2.6	3.4

Employees' Health Check-up Rate

	FY2011	FY2012	FY2013	FY2014
Total	99.0%	99.1%	99.2%	99.0%

Employees Taking Childcare Leave, Reinstatement Ratio

	FY2011	FY2012	FY2013	FY2014
Total	44	44	51	60
Male	7	8	11	10
Female	37	36	40	50
Reinstatement ratio	95.2%	95.5%	96.1%	100%

Recalculated past numbers and reinstatement ratio in FY 2014.

Post-retirement Employees

	FY2011	FY2012	FY2013	FY2014
Total	41	28	32	55
Male	34	21	22	45
Female	7	7	10	10

Employment Rate of People with Disabilities

	June 2013	June 2014	June 2015
Total	1.62%	1.79%	2.01%

Environmental Data

Dentsu's Environmental Performance Trends

Dentsu Group (Excluding Waste) Calculation of Environmental Performance Data

Basic Unit and Individual Criteria

- Calculation commenced in 2014. The period for calculation is from January 1 to December 31, 2014.
- Excluding some of Dentsu group companies. Intensity per full-time equivalent (FTE) employee was calculated based on a figure of 40,233 persons for CO₂ and 33,457 for water.
- For CO₂ emissions, Categories 1, 5, 6, and 7 were calculated for Scope 3.

*Based on the calculation standards of WRI (World Resources Institute) GHG Protocol

CO₂ emissions (FY 2014) *1

	Scope 1	Scope 2	Scope 3	Total
CO ₂ emissions (tons)	4,799	58,444	46,958	110,201
CO ₂ emissions per FTE	0.119	1.453	1.167	2.739

Amount of waste (FY 2014)

Water consumption (m ³)	438,520
Water consumption per FTE	13.11

Dentsu Inc. Calculation of Environmental Performance Data

Basic Unit (FY 2014)

CO₂ emission intensity per floor space unit 253,193.97m² Waste and water per floor space unit 252,512.90m²
 Changes from the Previous Year - Floor space changed due to switching the basis for calculation for the Dentsu Head Office from the stipulations of a Tokyo Metropolitan Government Ordinance to the basis for calculation stipulated in the Energy Saving Act.
 - The floor space of the Kyoto Account Management Division was excluded from the calculation of the amount of waste generated and water used.
 - Intensity per full-time equivalent (FTE) employee was calculated based on a figure of 7,348 persons.

Individual Criteria

Calculation Period One year from January 1 to December 31 for each year.
CO₂ emissions The coefficient specified under the Act on the Rational Use of Energy (Energy Saving Act) is applied.
Waste The volume of waste generated (in kg) is the sum of general waste and industrial waste (including waste oil, waste plastic).
Water resource usage The volume of water resources used is the sum of municipal water and gray water at the Tokyo Head Office, and the municipal water used at the Kansai Branch Office and Chubu Branch Office.

Data Summary

CO₂ emissions

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 (Forecast)
CO ₂ emissions (tons)	22,738	20,684	22,656	23,916	23,520	23,285
CO ₂ emissions per m ² of floor space	0.089	0.081	0.089	0.094	0.093	0.092
CO ₂ emissions per FTE	3.294	2.760	3.015	3.221	3.201	3.169

Amount of waste

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015 (Forecast)
Amount of waste (kg)	1,885,192	1,818,629	1,878,365	1,862,891	2,195,858	2,173,899
Amount of waste per m ² of floor space	7.396	7.135	7.370	7.377	8.696	8.609
Amount of waste per FTE	273.097	242.678	249.949	250.894	298.837	295.849

Water Consumption

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015 (Forecast)
Water consumption(m ³)	163,450	156,210	168,236	160,046	153,852	152,313
Water consumption per m ² of floor space	0.641	0.613	0.660	0.634	0.609	0.603
Water consumption per FTE	23.678	20.845	22.387	21.555	20.938	20.729

Employees with Eco Test Certification

	FY2011	FY2012	FY2013	FY2014
Total	90	90	100	50

Environmental Slogan Entries (Dentsu and Dentsu Group Companies in Japan)

	FY2011	FY2012	FY2013	FY2014
Total	7,917	6,909	8,230	8,082
Employee category	6,561	5,740	7,134	7,296
Family category	1,356	1,169	1,096	786

*1
Lloyd's Register Quality Assurance (LRQA) was engaged by Dentsu to conduct limited verification of the Dentsu Group's scope 1, 2 and certain scope 3 greenhouse gas (GHG) emissions.



Human Rights Activities

Human Rights Slogan Entries

	FY2011	FY2012	FY2013	FY2014
Total	9,398	8,430	9,866	8,584
Employee category	8,219	7,310	8,723	7,765
Family category	1,179	1,120	1,143	819

Data Summary

Students Participating in the Human Rights Art Project

	FY2011	FY2012	FY2013	FY2014
	121	103	74	79

Social Contributions Activities

Advertising Elementary School

	FY2011	FY2012	FY2013	FY2014
Participating schools	61	86	90	92
Participants	4,449	6,051	7,382	6,203

Keys to Communicating

	FY2011	FY2012	FY2013	FY2014
Implementation	16	20	14	11
Participants	678	676	557	414

Michinoku Fukkou Jigyuu Partners

	FY2012	FY2013	FY2014
Participating organizations	20	18	15

UNESCO's World Terakoya Movement

	FY2011	FY2012	FY2013	FY2014
Participating organizations	500	500	500	500
Participants	925	593	1,277	1,690

World Food Day

	FY2011	FY2012	FY2013	FY2014
Participating organizations	1	1	1	12
Participants	9,365	19,510	17,422	13,995

Chinese Researchers Invited

	FY2011	FY2012	FY2013	FY2014
Invited universities	6	6	6	6
Participating Researchers	6	6	6	6

Advertising Education Forum

	FY2011	FY2012	FY2013	FY2014
Participating universities	30	31	34	36
Participants	58	64	66	63

Advertising Seminars for Chinese Students

	FY2011	FY2012	FY2013	FY2014
Participating universities	22	-	19	25
Participating Students	1,100	-	1,200	500

Subsidiaries and Affiliates (As of March 31, 2015)

Dentsu conducts its business together with its subsidiaries and affiliates. As of March 31, 2015, the Dentsu Group includes 706 consolidated subsidiaries and 59 affiliated companies accounted for by the equity method.

Consolidated Subsidiaries

Dentsu East Japan Inc.

Geographic Area: Japan
 Equity Held by Dentsu: 100.0%
 Description of Business: Advertising in the Kanto and Tohoku regions as well as Shizuoka and Niigata prefectures

Dentsu West Japan Inc.

Geographic Area: Japan
 Equity Held by Dentsu: 100.0%
 Description of Business: Advertising in the Chugoku region and Shikoku as well as Hyogo, Ishikawa, Fukui and Toyama prefectures

Dentsu Kyushu Inc.

Geographic Area: Japan
 Equity Held by Dentsu: 100.0%
 Description of Business: Advertising in Kyushu

Dentsu Hokkaido Inc.

Geographic Area: Japan
 Equity Held by Dentsu: 100.0%
 Description of Business: Advertising in Hokkaido

Dentsu Meitetsu Communications Inc.¹

Geographic Area: Japan
 Equity Held by Dentsu: 50.0%
 Description of Business: Total advertising services, specializing in promotion and OOH

Dentsu Ad-Gear Inc.

Geographic Area: Japan
 Equity Held by Dentsu: 66.7%
 Description of Business: Advertising firm specializing in out-of-home media and store promotions

Dentsu Young & Rubicam Inc.

Geographic Area: Japan
 Equity Held by Dentsu: 51.0%
 Description of Business: Advertising company established by Dentsu and Young & Rubicam

Cyber Communications Inc.

Geographic Area: Japan
 Equity Held by Dentsu: 100.0%
 Equity Held Indirectly: 100.0%
 Description of Business: Internet-based advertising media rep

DA search & link Inc.

Geographic Area: Japan
 Equity Held by Dentsu: 55.0%
 Equity Held Indirectly: 55.0%
 Description of Business: Internet advertising

Dentsu Tec Inc.

Geographic Area: Japan
 Equity Held by Dentsu: 100.0%
 Description of Business: Planning and production for sales promotions, events, commercials, print, etc.

Dentsu Casting and Entertainment Inc.

Geographic Area: Japan
 Equity Held by Dentsu: 100.0%
 Description of Business: Casting services related to advertising

Information Services International-Dentsu, Ltd.

Geographic Area: Japan
 Equity Held by Dentsu: 61.9%
 Equity Held Indirectly: 0.0%
 Description of Business: Information systems building; software sales and support for various business areas

Dentsu Works Inc.

Geographic Area: Japan
 Equity Held by Dentsu: 100.0%
 Description of Business: Environment-related consulting, building management, real estate services and business consulting services

Dentsu Aegis Network Ltd.

Geographic Area: United Kingdom
 Equity Held by Dentsu: 100.0%
 Description of Business: Headquarters of the Dentsu Group's global business, which oversees operations outside of Japan

Consolidated Subsidiaries

Dentsu Aegis UK Ltd.

Geographic Area: United Kingdom
Equity Held by Dentsu: 100.0%

Dentsu Aegis Network France SAS

Geographic Area: France
Equity Held by Dentsu: 100.0%

Dentsu McGarry Bowen, LLC

Geographic Area: U.S.A.
Equity Held by Dentsu: 100.0%
Equity Held Indirectly: 100.0%
Description of Business: Agency built around serving its clients and developing "Big, Organizing Ideas" that drive results for icon brands. Awarded 2009 and 2011 Agency of the Year

Carat USA, Inc.

Geographic Area: U.S.A.
Equity Held by Dentsu: 100.0%

360i LLC

Geographic Area: U.S.A.
Equity Held by Dentsu: 100.0%
360i advocates the fusion of search engine marketing (SEM) and social marketing. It is highly regarded within the industry as a next generation digital agency.

Beijing Dentsu Advertising Co., Ltd.

Geographic Area: China
Equity Held by Dentsu: 70.0%
Description of Business: With more than 15 years of history and experience in China, where the market is dynamically changing amidst rapid economic development, it holds a top position in the Chinese advertising industry

Mitchell Communication Group Ltd.

Geographic Area: Australia
Equity Held by Dentsu: 100.0%

and 685 other companies

1. Although Dentsu's ownership is 50% or less, the company is considered a subsidiary because Dentsu exerts effective control.

Affiliated Companies Accounted for by the Equity Method

Video Research Ltd.

Geographic Area: Japan
Equity Held by Dentsu: 34.2%
Description of Business: TV audience rating surveys, radio audience rating surveys and other research

D2C Inc.

Geographic Area: Japan
Equity Held by Dentsu: 46.0%
Equity Held Indirectly: 10.0%
Description of Business: Advertising for i-mode and other mobile platforms

Kakaku.com, Inc.²

Geographic Area: Japan
Equity Held by Dentsu: 15.6%
Description of Business: An Internet media company that operates the customer procurement support site Kakaku.com, word-of-mouth restaurant and gourmet guide site Tabelog, and other sites

and 56 other companies

2. Although Dentsu's equity is less than 20%, because Dentsu can have significant impact on its business policy decisions, it is considered to be an affiliated company.





dentsu

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