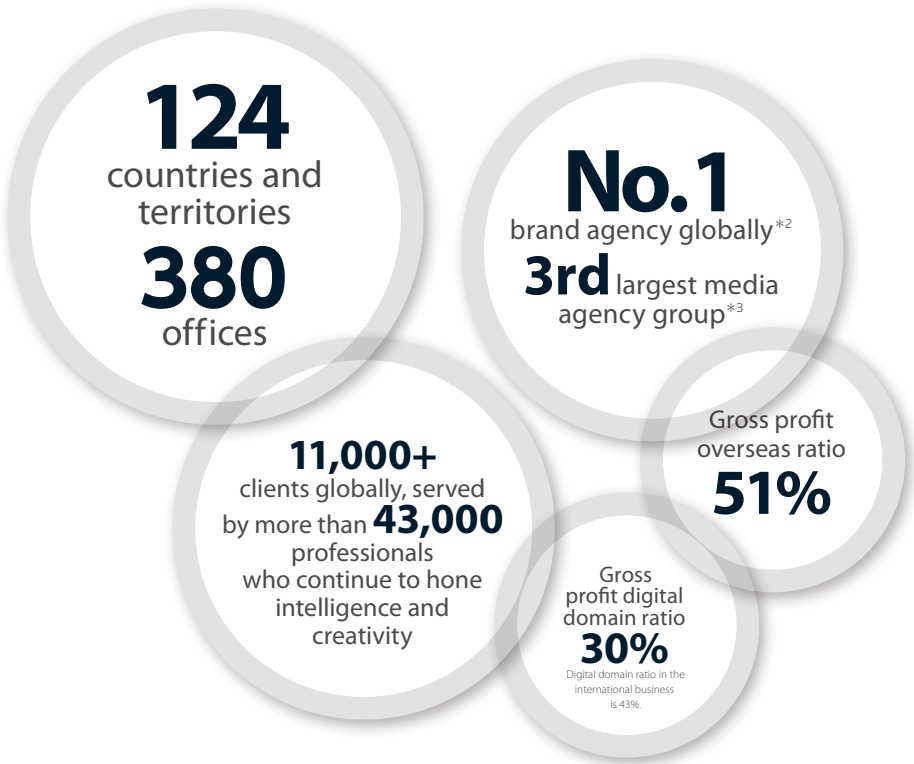
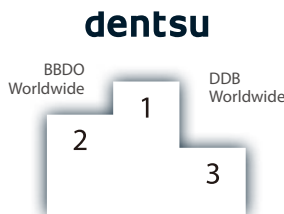


**Today's
Dentsu at
a Glance**
About the
Dentsu Group

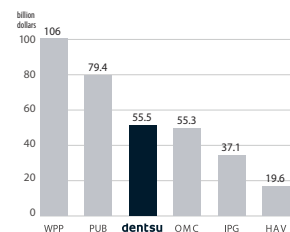


**About the
Dentsu
Group**

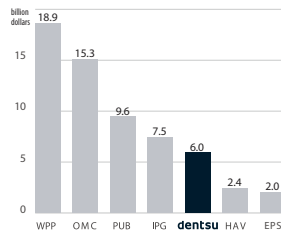
No. 1 Brand Agency Globally
2014 Ranking by Revenue*⁴



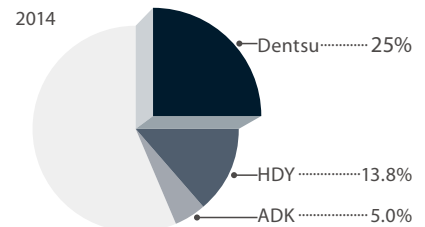
3rd Largest Media Agency Group
2014 Ranking by Billings*⁶



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

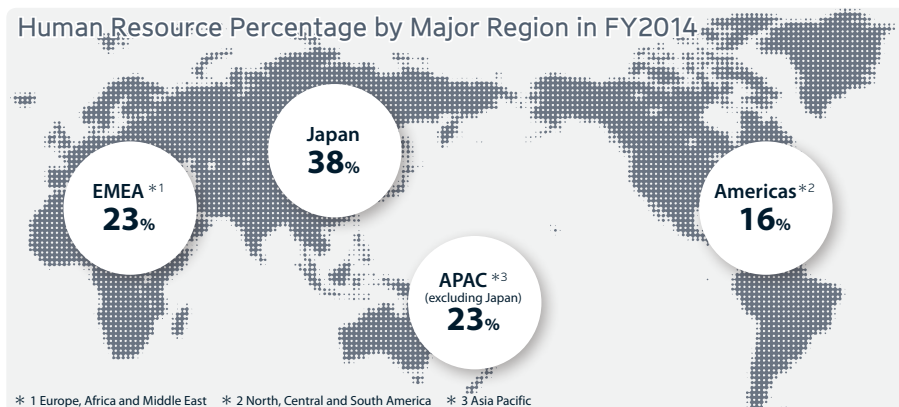


**Dentsu's Share of the
Japanese Advertising Market*¹**



* 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

