



Overview of the Dentsu Group

The Dentsu Group is creating a robust network that spans Japan, North America, Europe, and other parts of Asia. We are doing so by maintaining long-term ties with a number of client companies, including key domestic and foreign companies in Japan, while creating a unique structure to provide services in overseas markets.

Our business in Japan is spearheaded by Dentsu, while the Dentsu Aegis Network leads the international business.

Management Structure





Dentsu Group Corporate Philosophy

Slogan

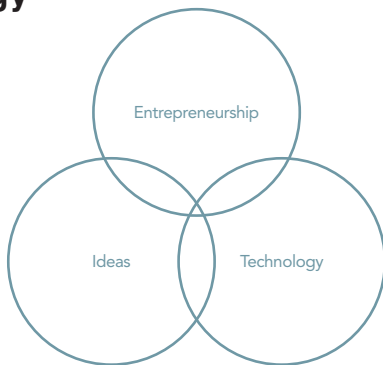
Good Innovation.

The three elements of innovation

Entrepreneurship

+ Ideas

+ Technology



By "innovation," we mean much more than just technological innovation. We mean generating new value for people and society through a wide variety of changes.

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.*

Gross profit

¥789.0 billion

January to December 2016

Underlying Operating Margin

21.1 %

January to December 2016

Ranking of Advertising Holding Company Groups

Top 5 Worldwide

Source: Advertising Age, May 1, 2017 (Advertising Age estimates)

Share of the Japanese Advertising Market

25.4 %

Note: Under JGAAP, net sales are calculated in calendar 2016.

Sources: Advertising and Economy; Current Situation of Japanese Advertising Agencies; and 2016 Advertising Expenditures in Japan (Dentsu)

Operating Area

over 140 countries and territories around the world

January to December 2016

Number of Employees

55,843

As of December 31, 2016

How We Create and Share Value

The Value Creation Process

Based on our corporate philosophy of "Good Innovation," the Dentsu Group is contributing to achieving a sustainable society by working together with clients to provide suitable solutions to social issues worldwide.

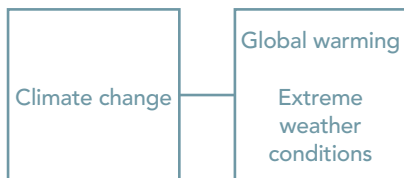
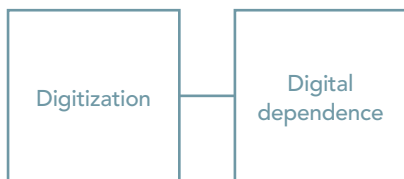
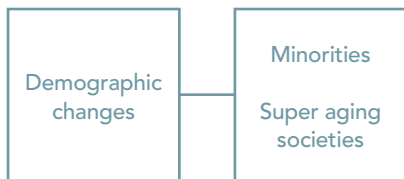
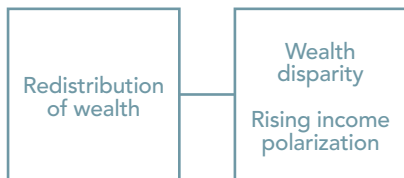
Corporate Philosophy

Good Innovation.

"Good Innovation," the Dentsu Group's corporate philosophy, encapsulates the Groupwide drive to create new value and lead the way toward transformation while emphasizing its commitment to supporting innovation within organizations and society.

Megatrend

Global issue



Business Domain

Integrated Communication Design

Demonstrate integrated capabilities by combining services in various business domains



Strategy

Japan Business ▶ P. 025

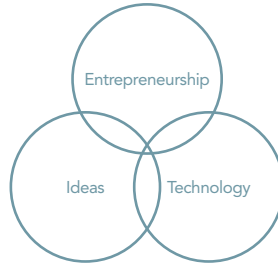
- Robust business foundations
- Digital
- Creative planning
- Sports marketing
- Communication design

Medium-term management plan, Dentsu 2017 and Beyond ▶ P. 019

Dentsu Group Involvement with the SDGs ▶P. 059

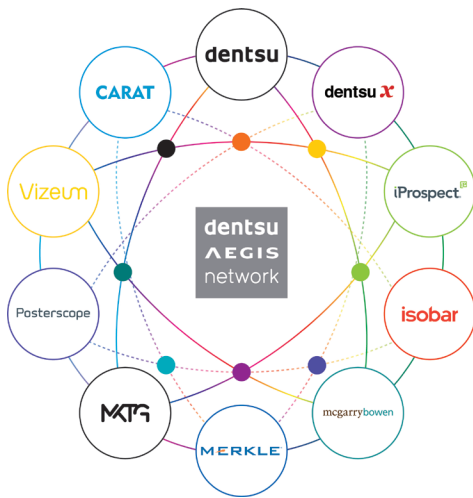
The three elements of Innovation

Entrepreneurship
+ Ideas
+ Technology



One P&L

Establish a global operating model and provide integrated services, leveraging Group synergies.



Value Creation

The success of our clients' businesses



Contributing to an affluent life through communication

Realization of a sustainable society

International Business ▶ P. 031

- Global network
- Progress of the digital economy
- M&A strategy
- Business expansion

Medium-term CSR Strategy 2020 ▶ P. 060