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Editorial Policy

• This integrated report explains the Dentsu Group's operating performance for the reporting period and introduces the Group's strategies and initiatives to create value over the medium to long term. Information related to efforts to enhance sustainability is also arranged within an ESG framework, taking increased disclosure requirements into account.

• Target audience

All stakeholders including shareholders and investors

Reference guidelines

IIRC (International Integrated Reporting Council) The International Integrated Reporting Framework

GRI (Global Reporting Initiative) Sustainability Reporting Guidelines, Version 4 (G4) <u>ustainability</u>

Message from the Chairperson of the CSR Committee

Dentsu Group CSR

Dentsu Group Medium-Term CSR Strategy 2020

Respect for Human Rights

Ensuring a Safe, Civilized Work Environment

Contributing to the Community

Responsible Marketing and Communication

Supply Chain

Environmental Protection

Climate Change Countermeasures

Data Summary

inancial Report

Management's Discussion and Analysis of Financial Position and Operating Results

Consolidated Financial Statements

orporate Data

Subsidiary and Affiliates Information for Shareholders

Share Information

Period covered by the report

Centered on activities during FY2017 (January 1, 2017 through December 31, 2017), but also describes some activities from preceding or more recent periods.

Organizations covered Dentsu Inc. and Dentsu Group companies

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Forward-looking Statements

This integrated report contains statements that constitute "forward-looking statements" regarding the intent, belief or current expectations of Dentsu Inc. or its management with respect to the results of operations and financial condition of Dentsu or the Dentsu Group. Such forward-looking statements are not guarantees of future performance and involve risks and uncertainties. Actual results may differ from those in the forward-looking statements as a result of various factors. The information contained in this integrated report identifies important factors that could cause such differences. These forwardlooking statements speak only as of the date hereof. Dentsu disclaims any obligation to update or publicly announce any revisions to these forwardlooking statements to reflect future events, conditions or circumstances.

Quick Reference (Navigation)

The Dentsu Integrated Report 2018 has been designed to enable readers to easily navigate the site, to find the information in which they are most interested. Please use the following for reference while reading the *Integrated Report*.

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	Message from International Business Director	Tim Andree	 Client needs and consumer changes brought about by the digital revolution Advertising expenditure trends Data privacy protection Information security 	p.017
	International Business Strategy	Jerry Buhlmann		p.019
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FY2017 Performance	Financial and Non-financial Highlights		Performance highlights from	p.005
	Message from Chief Financial Officer		 the period FY2015–FY2017 Underlying factors and explanations of FY2017 	p.011
	M&A Strategy		performance	p.021
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	Perspectives of the Key People	Hiromi Suzuki		p.024
		Chieko Ouchi		p.026
How will Dentsu achieve medium- to long-term growth in its international business?	Message from International Business Director	Tim Andree	 Development of data strategies including the M1™global platform 	p.017
	International Business Strategy	Jerry Buhlmann		p.019
	M&A Strategy		 Investment strategy The common platform as one of the targets for investment 	p.021
	Perspectives of the Key People	Nigel Morris	The strengths of Dentsu Aegis Network in the digital economy	p.023
		Dominic Shine		p.025
How is the Working Environment Reform Plan in Japan progressing?	Perspectives of the Key People	Chieko Ouchi	The significance of working environment reforms	p.026
	Working Environment Reform Plan		 Specific working environment reform initiatives and status of progress 	p.033
How is Dentsu engaged in achieving the Sustainable Development Goals (SDGs)?	Dentsu Group CSR			p.038
	O Common Ground		 The Dentsu Group approach to the SDGs and major initiatives Goal 3: Dentsu Group health initiatives 	Website
	O Dentsu SDGs Project			Website