

Cover

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Applicable law:	Item (i) of the table in Article 24-5, Paragraph 1 of the Financial Instruments and Exchange Act
Filed to:	Director-General of the Kanto Local Finance Bureau
Filing date:	August 14, 2025
Semiannual accounting period:	First six months of the 177th term (from January 1, 2025 to June 30, 2025)
Company name:	Kabushiki Kaisha Dentsu Group
Company name in English:	DENTSU GROUP INC.
Name and title of representative:	Hiroshi Igarashi, Representative Executive Officer, President & Global CEO
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Place where filed document is available for public inspection:	Tokyo Stock Exchange, Inc. (2-1 Nihonbashi-Kabutocho, Chuo-ku, Tokyo)

Section One: Company Information

Part 1. Overview of Company

1. Trends in Principal Management Indicators

Term		First six months of the 176th term	First six months of the 177th term	176th term
Accounting period		January 1, 2024 to June 30, 2024	January 1, 2025 to June 30, 2025	January 1, 2024 to December 31, 2024
Revenue	(Millions of yen)	680,937	683,904	1,410,961
Net revenue	(Millions of yen)	581,596	561,994	1,201,647
Operating profit (loss)	(Millions of yen)	25,730	(36,545)	(124,992)
Profit (loss) attributable to owners of the parent	(Millions of yen)	5,564	(73,647)	(192,172)
Comprehensive income attributable to owners of the parent	(Millions of yen)	93,897	(98,981)	(93,032)
Total equity attributable to owners of the parent	(Millions of yen)	904,611	578,971	696,838
Total assets	(Millions of yen)	3,745,387	3,149,136	3,507,260
Basic earnings (loss) per share	(Yen)	21.11	(283.72)	(734.56)
Diluted earnings (loss) per share	(Yen)	21.07	(283.72)	(734.56)
Ratio of equity attributable to owners of the parent to total assets	(%)	24.2	18.4	19.9
Net cash flow from operating activities	(Millions of yen)	(71,558)	36,981	59,984
Net cash flow from investing activities	(Millions of yen)	(28,851)	11,147	(30,908)
Net cash flow from financing activities	(Millions of yen)	(9,495)	(29,214)	(65,714)
Cash and cash equivalents at the end of period	(Millions of yen)	299,530	369,244	371,989

- (Notes)
1. The Company prepares its consolidated financial statements in accordance with International Financial Reporting Standards (hereinafter referred to as "IFRS").
 2. The filing company's trends in principal management indicators are not disclosed as the Company prepares interim consolidated financial statements.

2. Business Description

During the six months ended June 30, 2025, there were no significant changes in the business operations of the Company and its subsidiaries and associates, and there were no changes in major subsidiaries and associates.

Part 2. Business Overview

1. Risk Factors

During the six months ended June 30, 2025, there were no significant changes in the financial condition, operating results and cash flows, or in the "Risk Factors" described in the securities report for the previous fiscal year.

2. Management Analysis of Financial Condition, Operating Results and Cash Flows

The forward-looking statements contained herein are based on the judgment of the Group as of June 30, 2025.

(1) Status of financial condition and operating results

In the six months ended June 30, 2025, the outlook for the global economy continued to remain uncertain due to factors including trade policies such as the United States' tariff increases and the prolonged instability.

In this environment, the business results of the Group during the six months ended June 30, 2025, are as presented in the table below. The net revenue organic growth rate was negative 0.2%, and net revenue decreased by 3.4% year on year due to factors such as exchange rates. With measures such as SG&A expenses control, underlying operating profit increased by 7.2% resulting in an operating margin increase of 100 bps but underlying net profit attributable to owners of the parent decreased by 1.4% year on year. Factors such as the posting of an impairment loss led to an operating loss of 36,545 million yen (operating profit of 25,730 million yen for the previous corresponding period) and net loss attributable to owners of the parent of 73,647 million yen (net profit of 5,564 million yen for the previous corresponding period).

Underlying operating profit is a profit indicator to measure recurring business performance which is calculated as operating profit added with M&A related items and one-off items.

M&A related items: amortization of purchased intangible assets, acquisition costs and share-based compensation expenses issued following the acquisition of 100% ownership of a subsidiary

One-off items: items such as business transformation cost, impairment loss, gain/loss on sales of non-current assets and extra retirement payments

Underlying net profit attributable to owners of the parent is an indicator to measure recurring profit attributable to owners of the parent which is calculated as profit (attributable to owners of the parent) added with adjustment items related to

operating profit, change in fair value of contingent considerations (gain/loss on revaluation of earnout liabilities), remeasurements of share purchase liabilities (gain/loss on revaluation of M&A related put-option liabilities), tax-related, NCI profit-related and other one-off items.

Business results for the six months ended June 30, 2025

(Monetary amounts are shown in millions of yen, with negative amounts shown in parentheses)

Item	Six months ended June 30, 2024	Six months ended June 30, 2025	YoY change
Revenue	680,937	683,904	0.4%
Net revenue	581,596	561,994	(3.4)%
Operating profit (loss)	25,730	(36,545)	—
Profit (loss) (attributable to owners of the parent)	5,564	(73,647)	—

Main profit indicators for the six months ended June 30, 2025

(Monetary amounts are shown in millions of yen, with negative amounts shown in parentheses)

Item	Six months ended June 30, 2024	Six months ended June 30, 2025	YoY change
Underlying operating profit	63,006	67,526	7.2%
Operating margin	11.0%	12.0%	100bps
Underlying net profit (attributable to owners of the parent)	32,902	32,442	(1.4)%

Note: The sale of the Russia business was completed in July 2024. However, operating profit (loss) related to the Russia business that arose until the completion of the sale is classified as a one-off item and not included in the underlying operating profit.

Performance by reportable segment for the six months ended June 30, 2025, is as follows.

a. Japan

Japan saw a net revenue organic growth rate of 5.3% and net revenue of 236,708 million yen (5.3% increase year on year), with the growth in Marketing business led by internet advertising, Business Transformation (BX), Digital Transformation (DX), and Sports & Entertainment (SP&E). Despite an increase in staff costs due to talent expansion, underlying operating profit was 58,328

million yen (18.8% increase year on year) and the operating margin was 24.6% (21.8% for the previous corresponding period) due to topline growth.

b. Americas

The Americas saw a net revenue organic growth rate of negative 3.4%. By major market, results were challenging in the United States and Canada.

Due to a shift in the exchange rate toward a stronger yen and disposals of some subsidiaries, net revenue in the Americas was 153,847 million yen (7.9% decrease year on year). However, with SG&A expenses control, underlying operating profit was 33,342 million yen (1.4% decrease year on year), and the operating margin was 21.7% (20.2% for the previous corresponding period).

c. EMEA (Europe (excluding Russia), the Middle East, and Africa)

In EMEA, the net revenue organic growth rate was negative 2.4%. By major market, results were challenging in markets such as the United Kingdom, the Netherlands, France, and Denmark, but markets such as Spain and Poland saw a solid performance.

Net revenue in EMEA was 121,299 million yen (3.2% decrease year on year), underlying operating profit was 5,697 million yen (36.3% decrease year on year), and the operating margin was 4.7% (7.1% for the previous corresponding period).

d. APAC (Asia Pacific excluding Japan)

The net revenue organic growth rate in APAC was negative 8.9%. By major market, the results were challenging in markets such as China and Australia, but Taiwan and Thailand performed well.

Net revenue in APAC was 47,171 million yen (11.9% decrease year on year), underlying operating loss was 4,191 million yen (underlying operating loss of 2,527 million yen in the previous corresponding period), and the operating margin was negative 8.9% (negative 4.7% for the previous corresponding period).

Regarding the financial position as of June 30, 2025, total assets decreased by 358,123 million yen compared to the end of the previous fiscal year due to factors such as decreases in "Trade and other receivables" and "Goodwill." On the other hand, regarding liabilities, total liabilities decreased by 239,166 million yen due to factors such as decreases in "Trade and other payables" and "Other current liabilities." In addition, total equity decreased by 118,957 million yen, primarily due to a decrease in "Retained earnings" resulting from the recording of losses for the period.

(2) Status of cash flows

As of June 30, 2025, cash and cash equivalents (hereinafter “cash”) amounted to 369,244 million yen. This represents a year-on-year decrease of 2,745 million yen due in part to cash used in financing activities. The cash flows for each activity are as follows.

(Net cash flow from operating activities)

Net cash provided by operating activities increased by 108,540 million yen to 36,981 million yen, compared to the six months ended June 30, 2024. This was primarily due to changes in working capital resulting in part from a decrease in trade and other receivables.

(Net cash flow from investing activities)

Net cash provided by investing activities increased by 39,998 million yen to 11,147 million yen, compared to the six months ended June 30, 2024. This was primarily due to a decrease in net cash paid on acquisition of subsidiaries and an increase in proceeds from sales of securities.

(Net cash flow from financing activities)

Net cash used in financing activities increased by 19,719 million yen to 29,214 million yen, compared to the six months ended June 30, 2024. This was primarily due to a net increase (decrease) in short-term borrowings and a decrease in proceeds from long-term borrowings.

(3) Accounting estimates and assumptions used in such estimates

In the six months ended June 30, 2025, there were no significant changes to the accounting estimates and assumptions used in such estimates in the “Management Analysis of Financial Condition, Operating Results and Cash Flows” section of the securities report for the previous fiscal year.

(4) Management policy, management strategy, etc.

In the six months ended June 30, 2025, there were no significant changes to the information described in the securities report for the previous fiscal year.

(5) Research and development activities

The amount used for research and development activities in the six months ended June 30, 2025 was 1,119 million yen, which was used in Japan. There were no significant changes in the status of the Group’s research and development activities during the six months ended June 30, 2025.

(6) Number of employees

There were no significant changes in the number of Group employees during the six months ended June 30, 2025.

(7) Performance of production, orders received, and sales

There were no significant changes during the six months ended June 30, 2025.

(8) Major facilities

There were no significant changes during the six months ended June 30, 2025.

(9) Factors that have a significant impact on operating results

In the six months ended June 30, 2025, there were no significant changes to the factors that have a significant impact on operating results from those described in the securities report for the previous fiscal year.

(10) Analysis of capital resources and liquidity of funds

1) Main demands on funds

The main demands on the Group's working capital include the payment of media fees and production expenses for advertising work, as well as staff costs and other selling, general and administrative expenses.

2) Status of financing and liquidity

The Group procures funds based on the flexible selection of optimal methods of financing from a diverse range including internal reserves, loans from financial institutions, corporate bonds, commercial paper, receivables securitization, etc., based on a consideration of the market environment at the time and the annual amounts of long-term funds due for redemption. As a rule, long-term funds are procured centrally through the Company.

The Group has also established a syndicated commitment line of up to 100,000 million yen for the Company to ensure liquidity in times of emergency. Moreover, in order to prepare fully for any rapid changes in the external environment, we have also maintained additional loan commitments with financial institutions.

In addition, from the perspectives of centralizing the procurement of funds within the Group, improving capital efficiency, and ensuring liquidity, we have introduced a cash management system where the Group borrows funds from subsidiaries with surplus cash and lends them to subsidiaries experiencing a demand for funds. The Group recognizes the maintenance and enhancement of our ability to stably procure external funds as an important management issue, and we have obtained a long-term credit rating of "AA-" and a short-term credit rating of "a-1+" from

the rating agency Rating and Investment Information, Inc. (R&I). Moreover, based on the broad, positive relationships we have built up over many years with major financial institutions in Japan and internationally, we consider that there should be no problem in securing the necessary working capital to maintain and expand the Group's businesses, and procuring the funds needed for growth investments.

3. Significant Business Contracts, etc.

No items to report.

Part 3. Filing Company

1. Status of Shares, etc.

(1) Total number of shares, etc.

1) Total number of shares

Class	Total number of authorized shares (Shares)
Ordinary shares	1,100,000,000
Total	1,100,000,000

2) Issued shares

Class	Number of shares issued as of June 30, 2025 (Shares)	Number of shares issued as of the filing date (Shares) (August 14, 2025)	Name of the financial instruments exchange on which the Company is listed or the authorized financial instruments firms association where the Company is registered	Description
Ordinary shares	265,800,000	265,800,000	Prime Market of the Tokyo Stock Exchange	Number of shares constituting one unit: 100 shares
Total	265,800,000	265,800,000	—	—

(2) Status of stock acquisition rights, etc.

1) Stock option plans

No items to report.

2) Other status of stock acquisition rights, etc.

No items to report.

(3) Exercise status of bonds with stock acquisition rights with exercise price

adjustment clauses

No items to report.

(4) Changes in total number of issued shares, share capital, etc.

Date	Changes in the total number of issued shares (Shares)	Balance of the total number of issued shares (Shares)	Changes in share capital (Millions of yen)	Balance of share capital (Millions of yen)	Changes in share premium account (Millions of yen)	Balance of share premium account (Millions of yen)
January 1, 2025 to June 30, 2025	—	265,800,000	—	74,609	—	76,541

(5) Status of major shareholders

As of June 30, 2025

Name	Address	Number of shares held (Shares)	Percentage of shares held to the total number of issued shares (excluding treasury shares) (%)
The Master Trust Bank of Japan, Ltd. (Trust accounts)	Akasaka Intercity AIR, 1-8-1 Akasaka, Minato-ku, Tokyo	46,834,100	17.98
Kyodo News	1-7-1 Higashi-shimbashi, Minato-ku, Tokyo	18,988,800	7.29
Custody Bank of Japan, Ltd. (Trust accounts)	1-8-12 Harumi, Chuo-ku, Tokyo	16,471,100	6.32
Jiji Press, Ltd.	5-15-8 Ginza, Chuo-ku, Tokyo	16,028,680	6.15
NORTHERN TRUST CO. (AVFC) RE SILCHESTER INTERNATIONAL INVESTORS INTERNATIONAL VALUE EQUITY TRUST (Standing proxy: The Hongkong & Shanghai Banking Corporation Limited, Tokyo Branch)	50 BANK STREET CANARY WHARF LONDON E14 5NT, UK (3-11-1 Nihonbashi, Chuo-ku, Tokyo)	10,943,100	4.20
NORTHERN TRUST CO. (AVFC) RE U.S.TAX EXEMPTED PENSION FUNDS (Standing proxy: The Hongkong & Shanghai Banking Corporation Limited, Tokyo Branch)	50 BANK STREET CANARY WHARF LONDON E14 5NT, UK (3-11-1 Nihonbashi, Chuo-ku, Tokyo)	6,014,220	2.31
Group Employees' Stockholding Association	1-8-1 Higashi-shimbashi, Minato-ku, Tokyo	5,118,273	1.96
Yoshida Hideo Memorial Foundation	Jiji Press Building 11F, 5-15-8 Ginza, Chuo-ku, Tokyo	4,984,808	1.91
NORTHERN TRUST CO. (AVFC) RE NON TREATY CLIENTS ACCOUNT (Standing proxy: The Hongkong & Shanghai Banking Corporation Limited, Tokyo Branch)	50 BANK STREET CANARY WHARF LONDON E14 5NT, UK (3-11-1 Nihonbashi, Chuo-ku, Tokyo)	4,721,900	1.81
STATE STREET BANK WEST CLIENT-TREATY 505234 (Standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.)	1776 HERITAGE DRIVE, NORTH QUINCY, MA 02171 U.S.A (Shinagawa Intercity Building A, 2-15-1 Konan, Minato-ku)	4,005,982	1.54
Total	—	134,110,963	51.48

- (Notes)
1. The number of shares held by each trust bank includes shares related to trust services.
 2. In addition to the above, the Company holds 5,311,975 treasury shares. This number of treasury shares does not include the Company's shares held by Custody Bank of Japan, Ltd. (Trust E) (900,600 shares as of June 30, 2025). These Company shares were held by Trust & Custody Services Bank, Ltd. (Trust E), which was the sub-trustee of the trust established for the operation of the Board Benefit Trust (BBT) system, and were subsequently transferred to Custody Bank of Japan, Ltd. (Trust E) following a change in the sub-trustee.
 3. Mizuho Securities Co., Ltd. and its joint holders, Mizuho Trust & Banking Co., Ltd. and Asset Management One Co., Ltd., submitted a large volume holding report dated July 23, 2025, stating that they held the following shares as of July 15, 2025. However, as we are unable to confirm the actual number of shares held as of June 30, 2025, we have not taken this into account in the above status of major shareholders. The contents of the report are as follows.

Name	Address	Number of shares held (Shares)	Percentage of shares held (%)
Mizuho Securities Co., Ltd.	1-5-1 Otemachi, Chiyoda-ku, Tokyo	7,760,854	2.92
Mizuho Trust & Banking Co., Ltd.	1-3-3 Marunouchi, Chiyoda-ku, Tokyo	900,600	0.34
Asset Management One Co., Ltd.	1-8-2 Marunouchi, Chiyoda-ku, Tokyo	6,359,600	2.39
Total	—	15,021,054	5.65

4. Nomura Asset Management Co., Ltd. submitted a change report dated July 4, 2025, stating that as of June 30, 2025, its joint holders, Nomura Securities Co., Ltd., NOMURA INTERNATIONAL PLC, and Nomura Securities International, Inc., each held the following shares. However, as we are unable to confirm the actual number of shares held as of June 30, 2025, we have not taken this into account in the above status of major shareholders. The contents of the report are as follows.

Name	Address	Number of shares held (Shares)	Percentage of shares held (%)
Nomura Securities Co., Ltd.	1-13-1 Nihonbashi, Chuo-ku, Tokyo	255,713	0.10
NOMURA INTERNATIONAL PLC	1 Angel Lane London EC4R 3AB, United Kingdom	(95,781)	(0.04)
Nomura Securities International, Inc.	Worldwide Plaza 309 West 49th Street New York, New York 10019-7316	65,900	0.02
Nomura Asset Management Co., Ltd.	2-2-1 Toyosu, Koto-ku, Tokyo	18,185,100	6.84
Total	—	18,410,932	6.92

5. Sumitomo Mitsui Trust Bank submitted a change report dated April 21, 2025, stating that as of April 15, 2025, Sumitomo Mitsui Trust Asset Management Co., Ltd. and Nikko Asset Management Co., Ltd. each held the following shares. However, as we are unable to confirm the actual number of shares held as of June 30, 2025, we have not taken this into account in the above status of major shareholders. The contents of the report are as follows.

Name	Address	Number of shares held (Shares)	Percentage of shares held (%)
Sumitomo Mitsui Trust Asset Management Co., Ltd.	1-1-1 Shibakoen, Minato-ku, Tokyo	6,441,300	2.42
Nikko Asset Management Co., Ltd.	9-7-1 Akasaka, Minato-ku, Tokyo	8,272,300	3.11
Total	—	14,713,600	5.54

(6) Status of voting rights

1) Issued shares

As of June 30, 2025

Category	Number of shares (Shares)	Number of voting rights	Description
Shares without voting rights	—	—	—
Shares with restricted voting rights (treasury shares, etc.)	—	—	—
Shares with restricted voting rights (other)	—	—	—
Shares with full voting rights (treasury shares, etc.)	(Treasury shares held) Ordinary shares 5,311,900	—	Number of shares constituting one unit: 100 shares
Shares with full voting rights (other)	Ordinary shares 260,189,300	2,601,893	Same as above
Shares less than one unit	Ordinary shares 298,800	—	Same as above
Total number of issued shares	265,800,000	—	—
Voting rights owned by all shareholders	—	2,601,893	—

- (Notes) 1. Shares less than one unit include 75 treasury shares held by the Company, 39 shares less than one unit that are in the name of the Company on the shareholder register but are not actually owned by the Company, and 32 shares less than one unit held in the name of Japan Securities Depository Center, Incorporated.
2. Ordinary shares in the “Shares with full voting rights (other)” column include 8,500 shares (85 voting rights) held in the name of Japan Securities Depository Center, Incorporated, and 900,600 shares of the Company (9,006 voting rights) held by Trust E in relation to the performance-based stock compensation plan.

2) Treasury shares, etc.

As of June 30, 2025

Name of owner	Owner's address	Number of shares held under own name (Shares)	Number of shares held under other names (Shares)	Total number of shares held (Shares)	Percentage of number of shares held in the total number of issued shares (%)
(Treasury shares held) Dentsu Group Inc.	1-8-1 Higashi-shimbashi, Minato-ku, Tokyo	5,311,900	—	5,311,900	2.00
Total	—	5,311,900	—	5,311,900	2.00

- (Note) 1. The 900,600 shares of the Company held by Trust E in relation to the performance-based stock compensation plan are treated as treasury shares in the financial statements, but are not included in the treasury shares above.

2. Status of Officers

There were no changes in officers during the six months ended June 30, 2025 after the filing date of the securities report for the previous fiscal year.

Part 4. Financial Section

1. Preparation Method of Condensed Interim Consolidated Financial Statements

- (1) The condensed interim consolidated financial statements of Dentsu Group Inc. (hereinafter referred to as “the Company”) are prepared in accordance with International Accounting Standards 34 “Interim Financial Reporting” (hereinafter referred to as “IAS 34”) under the provisions of Article 312 of the “Ordinance on Terminology, Forms, and Preparation Methods of Consolidated Financial Statements” (Ordinance of the Ministry of Finance No. 28, 1976; hereinafter referred to as “the Ordinance”).

In addition, the Company falls under the category of companies listed in the upper column of Article 24-5, Paragraph 1, Item (i) of the Financial Instruments and Exchange Act, and prepares Type 1 interim consolidated financial statements in accordance with Part 1 and Part 5 of the Regulation on Consolidated Financial Statements.

- (2) In the condensed interim consolidated financial statements, figures less than one million yen are rounded down to the nearest million yen.

2. Audit Certificate

Pursuant to Article 193-2, Paragraph 1 of the Financial Instruments and Exchange Act, the Company’s condensed interim consolidated financial statements for the six months ended June 30, 2025 (from January 1 to June 30, 2025) of fiscal year 2025, which were compiled in Japanese, were subject to an interim review by KPMG AZSA LLC.

1. Condensed Interim Consolidated Financial Statements

(1) Condensed Interim Consolidated Statement of Financial Position

		(Millions of Yen)	
	Notes	FY2024 (As of December 31, 2024)	Six months ended June 30, 2025 (As of June 30, 2025)
ASSETS			
CURRENT ASSETS:			
Cash and cash equivalents		371,989	369,244
Trade and other receivables		1,678,146	1,448,598
Inventories		6,095	17,477
Income tax receivables		36,629	37,477
Other financial assets	11	25,198	22,385
Other current assets		59,295	61,154
Subtotal		2,177,355	1,956,336
Non-current assets classified as held for sale	6	—	43,549
Total current assets		2,177,355	1,999,886
NON-CURRENT ASSETS:			
Property, plant and equipment		26,159	23,821
Goodwill	7	697,052	583,847
Intangible assets	7	203,692	184,481
Right-of-use assets		128,348	127,781
Investments accounted for using the equity method		54,816	53,647
Other financial assets	11	146,188	119,001
Other non-current assets		36,734	34,824
Deferred tax assets		36,912	21,845
Total non-current assets		1,329,904	1,149,250
TOTAL ASSETS	5	3,507,260	3,149,136

		(Millions of Yen)	
	Notes	FY2024 (As of December 31, 2024)	Six months ended June 30, 2025 (As of June 30, 2025)
LIABILITIES AND EQUITY			
LIABILITIES			
CURRENT LIABILITIES:			
Trade and other payables		1,566,979	1,339,192
Bonds and borrowings	11	173,646	187,068
Other financial liabilities	11	87,438	86,027
Income tax payables		27,172	29,426
Provisions		13,447	12,252
Other current liabilities		198,711	166,606
Subtotal		2,067,395	1,820,574
Liabilities directly associated with non-current assets classified as held for sale	6	—	23,411
Total current liabilities		2,067,395	1,843,985
NON-CURRENT LIABILITIES:			
Bonds and borrowings	11	373,627	372,358
Other financial liabilities	11	208,231	202,851
Liability for retirement benefits		17,373	17,470
Provisions		18,636	18,506
Other non-current liabilities		5,645	4,447
Deferred tax liabilities		47,314	39,438
Total non-current liabilities		670,828	655,073
Total liabilities		2,738,224	2,499,058
EQUITY:			
Share capital		74,609	74,609
Share premium account		75,373	75,456
Treasury shares	8	(26,559)	(26,492)
Other components of equity		216,481	178,692
Retained earnings		356,933	276,705
Total equity attributable to owners of the parent		696,838	578,971
Non-controlling interests		72,197	71,107
Total equity		769,035	650,078
TOTAL LIABILITIES AND EQUITY		3,507,260	3,149,136

(2) Condensed Interim Consolidated Statement of Income

		(Millions of Yen)	
	Notes	Six months ended June 30, 2024 (From January 1 to June 30, 2024)	Six months ended June 30, 2025 (From January 1 to June 30, 2025)
Revenue	5	680,937	683,904
Cost of sales		(99,340)	(121,910)
Net revenue	5	581,596	561,994
Selling, general and administrative expenses		(535,676)	(506,823)
Business transformation cost		(4,790)	(4,369)
Impairment loss	7	(16,485)	(86,576)
Other income		2,982	325
Other expenses		(1,895)	(1,096)
Operating profit (loss)		25,730	(36,545)
Share of results of associates		1,362	1,905
Gain on sales of shares of associates		8	12
Profit (loss) before interest and tax		27,101	(34,626)
Finance income	9	9,313	4,481
Finance costs	9	(15,744)	(13,229)
Profit (loss) before tax		20,670	(43,375)
Income tax expense		(10,402)	(25,934)
Profit (loss) for the period		10,268	(69,309)
Profit (loss) attributable to:			
Owners of the parent		5,564	(73,647)
Non-controlling interests		4,704	4,337
Earnings (loss) per share			
Basic earnings (loss) per share (Yen)	10	21.11	(283.72)
Diluted earnings (loss) per share (Yen)	10	21.07	(283.72)

Reconciliation from operating profit (loss) to underlying operating profit

		(Millions of Yen)	
	Notes	Six months ended June 30, 2024 (From January 1 to June 30, 2024)	Six months ended June 30, 2025 (From January 1 to June 30, 2025)
Operating profit (loss)		25,730	(36,545)
Amortization of intangible assets incurred in acquisitions		15,602	12,381
Selling, general and administrative expenses		1,320	545
Business transformation cost		4,790	4,369
Impairment loss	7	16,485	86,576
Other income		(2,566)	(2)
Other expenses		1,643	202
Underlying operating profit (Note)	5	63,006	67,526

(Note) The underlying operating profit is a KPI to measure recurring business performance which is calculated by eliminating gain/loss related to M&As and one-off items from operating profit.

Gain/loss related to M&As: Amortization of M&A related intangible assets, acquisition costs and share-based compensation expenses following the acquisition of 100% ownership of a subsidiary

Examples of one-off items: Business transformation cost, impairment loss, gain/loss on sales of non-current assets and extra retirement payments

Underlying operating profit is not defined under IFRS; however, it is voluntarily disclosed in the Condensed Interim Consolidated Statement of Income since management has concluded that the information is useful for users of the financial statements.

The sale transaction of the Russia business was completed in July 2024, however, operating profit (loss) related to the Russia business that arose until the completion of the sale is not included in the underlying operating profit as a one-off item.

(3) Condensed Interim Consolidated Statement of Comprehensive Income

		(Millions of Yen)	
		Six months ended June 30, 2024 (From January 1 to June 30, 2024) Restatement (Note)	Six months ended June 30, 2025 (From January 1 to June 30, 2025)
	Notes		
PROFIT (LOSS) FOR THE PERIOD		10,268	(69,309)
OTHER COMPREHENSIVE INCOME			
ITEMS THAT WILL NOT BE RECLASSIFIED TO PROFIT OR LOSS:			
Net change in financial assets measured at fair value through other comprehensive income	11	10,886	1,733
Remeasurements of defined benefit plans		81	60
Share of other comprehensive income of investments accounted for using the equity method		(98)	(57)
ITEMS THAT MAY BE RECLASSIFIED TO PROFIT OR LOSS:			
Exchange differences on translation of foreign operations		73,940	(20,625)
Effective portion of the change in the fair value of cash flow hedges	3	4,479	(6,850)
Hedge cost	3	(233)	190
Share of other comprehensive income of investments accounted for using the equity method		133	11
Other comprehensive income, net of tax		89,188	(25,537)
COMPREHENSIVE INCOME FOR THE PERIOD		99,456	(94,847)
COMPREHENSIVE INCOME FOR THE PERIOD ATTRIBUTABLE TO:			
Owners of the parent		93,897	(98,981)
Non-controlling interests		5,559	4,134
(Note)	Please refer to Note "3. Material Accounting Policies (Changes in Accounting Policies)."		

(4) Condensed Interim Consolidated Statement of Changes in Equity

For the six months ended June 30, 2024 (From January 1 to June 30, 2024)

(Millions of Yen)

	Notes	Total equity attributable to owners of the parent					
		Share capital	Share premium account	Treasury shares	Other components of equity		
					Exchange differences on translation of foreign operations	Effective portion of the change in the fair value of cash flow hedges	Hedge cost
As of January 1, 2024		74,609	75,072	(24,964)	77,604	22,268	-
Cumulative effect of accounting change	3					943	(943)
Restated balance (as of January 1, 2024)		74,609	75,072	(24,964)	77,604	23,212	(943)
Profit for the period							
Other comprehensive income					73,354	4,479	(233)
Comprehensive income for the period		-	-	-	73,354	4,479	(233)
Repurchase of treasury shares	8			(15,003)			
Disposal of treasury shares			(163)	173			
Dividends	8						
Transactions with non-controlling interests							
Transfer from other components of equity to retained earnings							
Other changes			161				
Transactions with owners—total		-	(2)	(14,830)	-	-	-
As of June 30, 2024		74,609	75,069	(39,795)	150,959	27,691	(1,177)

(Millions of Yen)

		Total equity attributable to owners of the parent				Non-controlling interests	Total equity	
		Other components of equity			Total			
	Notes	Net change in financial assets measured at fair value through other comprehensive income	Remeasurements of defined benefit plans	Total				Retained earnings
As of January 1, 2024		48,306	–	148,180	568,753	841,651	71,104	912,755
Cumulative effect of accounting change				–		–		–
Restated balance (as of January 1, 2024)		48,306	–	148,180	568,753	841,651	71,104	912,755
Profit for the period				–	5,564	5,564	4,704	10,268
Other comprehensive income		10,653	80	88,333		88,333	855	89,188
Comprehensive income for the period		10,653	80	88,333	5,564	93,897	5,559	99,456
Repurchase of treasury shares	8			–		(15,003)		(15,003)
Disposal of treasury shares				–		9		9
Dividends	8			–	(16,129)	(16,129)	(2,526)	(18,656)
Transactions with non-controlling interests		2,900		2,900	(2,482)	417	(1,142)	(725)
Transfer from other components of equity to retained earnings		(13,930)	(80)	(14,011)	14,011	–		–
Other changes				–	(391)	(230)		(230)
Transactions with owners—total		(11,030)	(80)	(11,111)	(4,993)	(30,937)	(3,669)	(34,606)
As of June 30, 2024		47,929	–	225,402	569,324	904,611	72,994	977,605

For the six months ended June 30, 2025 (From January 1 to June 30, 2025)

(Millions of Yen)

		Total equity attributable to owners of the parent					
	Notes	Share capital	Share premium account	Treasury shares	Other components of equity		
					Exchange differences on translation of foreign operations	Effective portion of the change in the fair value of cash flow hedges	Hedge cost
As of January 1, 2025		74,609	75,373	(26,559)	151,599	18,190	(1,131)
Profit (loss) for the period							
Other comprehensive income					(20,374)	(6,850)	190
Comprehensive income for the period		-	-	-	(20,374)	(6,850)	190
Repurchase of treasury shares				(0)			
Disposal of treasury shares			(17)	67			
Dividends	8						
Transactions with non-controlling interests							
Transfer from other components of equity to retained earnings							
Transfer to non-financial assets						(566)	
Other changes			100				
Transactions with owners—total		-	83	66	-	(566)	-
As of June 30, 2025		74,609	75,456	(26,492)	131,225	10,773	(941)

(Millions of Yen)

	Notes	Total equity attributable to owners of the parent					
		Other components of equity				Non-controlling interests	Total equity
		Net change in financial assets measured at fair value through other comprehensive income	Remeasurements of defined benefit plans	Total	Retained earnings		
As of January 1, 2025		47,822	-	216,481	356,933	72,197	769,035
Profit (loss) for the period				-	(73,647)	4,337	(69,309)
Other comprehensive income		1,640	60	(25,333)		(203)	(25,537)
Comprehensive income for the period		1,640	60	(25,333)	(73,647)	4,134	(94,847)
Repurchase of treasury shares				-		(0)	(0)
Disposal of treasury shares				-		50	50
Dividends	8			-	(18,105)	(5,182)	(23,287)
Transactions with non-controlling interests				-	(152)	(42)	(194)
Transfer from other components of equity to retained earnings		(11,829)	(60)	(11,889)	11,889	-	-
Transfer to non-financial assets				(566)		(566)	(566)
Other changes				-	(212)	(112)	(112)
Transactions with owners—total		(11,829)	(60)	(12,455)	(6,580)	(5,224)	(24,110)
As of June 30, 2025		37,634	-	178,692	276,705	71,107	650,078

(5) Condensed Interim Consolidated Statement of Cash Flows

		(Millions of Yen)	
	Notes	Six months ended June 30, 2024 (From January 1 to June 30, 2024)	Six months ended June 30, 2025 (From January 1 to June 30, 2025)
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit (loss) before tax		20,670	(43,375)
ADJUSTMENTS FOR:			
Depreciation and amortization		40,776	37,723
Impairment loss	7	16,485	86,576
Interest and dividend income		(4,233)	(3,396)
Interest expense		14,732	11,012
Share of results of associates		(1,362)	(1,905)
Revaluation (gain) loss on contingent consideration and put option liability		(3,503)	(35)
(Gain) loss on valuation of securities		(621)	1,699
Increase (decrease) in liability for retirement benefits		(268)	114
Increase (decrease) in provision of business transformation cost		(5,786)	(1,419)
Other—net		(3,247)	(148)
Cash flows from operating activities before adjusting changes in working capital and others		73,642	86,844
CHANGES IN WORKING CAPITAL:			
(Increase) decrease in trade and other receivables		75,700	176,231
(Increase) decrease in inventories		(8,519)	(11,411)
(Increase) decrease in other current assets		(10,240)	(3,319)
Increase (decrease) in trade and other payables		(179,048)	(163,537)
Increase (decrease) in other current liabilities		(10,050)	(22,346)
Change in working capital		(132,158)	(24,383)
Subtotal		(58,516)	62,461
Interest received		3,505	2,181
Dividends received		3,406	2,609
Interest paid		(14,263)	(10,503)
Income taxes paid		(5,691)	(19,768)
Net cash flow from operating activities		(71,558)	36,981

		(Millions of Yen)	
		Six months ended June 30, 2024 (From January 1 to June 30, 2024)	Six months ended June 30, 2025 (From January 1 to June 30, 2025)
		Notes	
CASH FLOWS FROM INVESTING ACTIVITIES			
Payment for purchase of property, plant and equipment, intangible assets and investment property		(12,555)	(8,648)
Proceeds from sale of property, plant and equipment, intangible assets and investment property		23	29
Net cash (paid) received on acquisition of subsidiaries		(17,267)	—
Net cash (paid) received on sale of subsidiaries		2,265	—
Payments for purchases of securities		(3,767)	(2,786)
Proceeds from sales of securities		4,561	21,427
Other—net		(2,110)	1,124
Net cash flow from investing activities		(28,851)	11,147
CASH FLOWS FROM FINANCING ACTIVITIES			
Net increase (decrease) in short-term borrowings		22,003	7,675
Proceeds from long-term borrowings		30,000	15,367
Repayment of long-term borrowings		(6)	(9,632)
Repayments of lease obligations		(19,507)	(19,048)
Payment for acquisition of interest in a subsidiary from non-controlling interests		(9,199)	(628)
Repurchase of treasury shares	8	(15,003)	(0)
Dividends paid	8	(16,129)	(18,105)
Dividends paid to non-controlling interests		(2,526)	(5,182)
Other—net		874	338
Net cash flow from financing activities		(9,495)	(29,214)
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS		19,859	(5,443)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS		(90,045)	13,469
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD		390,678	371,989
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS INCLUDED IN ASSETS CLASSIFIED AS HELD FOR SALE		6	(1,102)
CASH AND CASH EQUIVALENTS AT END OF PERIOD		299,530	369,244

Notes on the Condensed Interim Consolidated Financial Statements

1. Reporting Entity

Dentsu Group Inc. (hereinafter referred to as “the Company”) is a joint stock corporation under the Companies Act of Japan located in Japan.

The address of the Company’s registered corporate headquarters is available on the Company’s website (www.group.dentsu.com).

The details of businesses and principal business activities of the Company and its subsidiaries (hereinafter referred to as “the Group”) are stated in “5. Segment Information.”

The condensed interim consolidated financial statements for the six months ended June 30, 2025 were approved by Hiroshi Igarashi, Representative Executive Officer, President & Global CEO, and Shigeki Endo, Executive Officer & Global CFO, on August 14, 2025.

2. Basis of Preparation

(1) Compliance with the International Financial Reporting Standards (hereinafter referred to as “IFRS”)

The Company’s condensed interim consolidated financial statements meet all requirements of Article 1-2-2 “Specified Company for Designated IFRS” stipulated in the Ordinance, and are prepared in accordance with IAS 34 under the provisions of Article 312 of the Ordinance.

The condensed interim consolidated financial statements do not include all of the information that must be disclosed in the annual consolidated financial statements, and therefore should be used in conjunction with the consolidated financial statements for the previous fiscal year.

3. Material Accounting Policies

Material accounting policies applied to the condensed interim consolidated financial statements for the six months ended June 30, 2025 are identical to those applied to the consolidated financial statements for the previous fiscal year, except for the following. Meanwhile, income taxes for the six months ended June 30, 2025 are calculated based on the estimated annual effective tax rate.

(Changes in Accounting Policies)

In the previous fiscal year, the Group applied accounting treatment for hedge accounting based on IAS 39, in accordance with the transitional measures in IFRS 9. From the start of the six months ended June 30, 2025, the Group has changed to accounting treatment based on IFRS 9. As a result, the cumulative change in fair value associated with the foreign currency basis spread in interest rate and currency swaps, which was previously included in "Effective portion of the change in the fair value of cash flow hedges" in the Consolidated Statement of Changes in Equity, is now accounted for separately as "Hedge cost." On the Condensed Interim Consolidated Statement of Changes in Equity for the six months ended June 30, 2024, this change in accounting policy has resulted in the recording of "Hedge cost" of (943) million yen and (1,177) million yen as of January 1, 2024 and June 30, 2024, respectively, while the balance of "Effective portion of the change in the fair value of cash flow hedges" has increased by equivalent amounts as of the same respective dates. On the Condensed Interim Consolidated Statement of Comprehensive Income for the six months ended June 30, 2024, this change in accounting policy has resulted in the recording of "Hedge cost" of (233) million yen and an equivalent increase in "Effective portion of the change in the fair value of cash flow hedges." This change in accounting policy has no impact on the opening balance of retained earnings for the six months ended June 30, 2024.

4. Significant Accounting Judgments, Estimates and Assumptions

The preparation of the condensed interim consolidated financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of revenues, expenses, assets and liabilities. These estimates and assumptions are based on the best judgment of management in light of historical experience and various factors deemed to be reasonable as of the fiscal year-end date. However, given their nature, actual results may differ from those estimates and assumptions.

The estimates and underlying assumptions are continuously reviewed. The effects of

a change in estimates are recognized in the period of the change and future periods.

Accounting judgments, estimates and assumptions that may have a material effect on the amount in the condensed interim consolidated financial statements for the six months ended June 30, 2025 are identical to those for the consolidated financial statements for the previous fiscal year.

5. Segment Information

(1) Description of reportable segments

The Group's reportable segments are those for which discrete financial information is available, and for which the Board of Directors conducts regular reviews to make decisions about resources to be allocated and to assess performance.

The Group is mainly engaged in providing communications-related services focusing on advertising, and manages its business in the categories of "Japan," "Americas," "EMEA," and "APAC."

Accordingly, the Group has four reportable segments: "Japan," "Americas," "EMEA," and "APAC."

(2) Information on reportable segments

Segment profit is based on operating profit net of adjusting items such as M&A related items and one-off items.

Intersegment revenues are based on the prevailing market price.

Six months ended June 30, 2024 (From January 1 to June 30, 2024)

(Millions of Yen)

	Japan	Americas	EMEA	APAC	Total	Eliminations/ Central costs	Consolidated
Revenue (Note 1)	284,703	179,988	148,445	57,175	670,313	10,624	680,937
Net revenue (Note 2)	224,746	167,093	125,284	53,551	570,674	10,921	581,596
Segment profit (loss) (underlying operating profit (loss)) (Note 3)	49,105	33,813	8,950	(2,527)	89,341	(26,334)	63,006
(Adjusting items)							
Amortization of intangible assets incurred in acquisitions	—	—	—	—	—	—	(15,602)
Selling, general and administrative expenses	—	—	—	—	—	—	(1,320)
Business transformation cost	—	—	—	—	—	—	(4,790)
Impairment loss	—	—	—	—	—	—	(16,485)
Other income	—	—	—	—	—	—	2,566
Other expenses	—	—	—	—	—	—	(1,643)
Operating profit	—	—	—	—	—	—	25,730
Share of results of associates	—	—	—	—	—	—	1,362
Gain on sales of shares of associates	—	—	—	—	—	—	8
Finance income	—	—	—	—	—	—	9,313
Finance costs	—	—	—	—	—	—	(15,744)
Profit before tax	—	—	—	—	—	—	20,670
Segment assets (Note 4)	1,138,964	1,443,536	863,602	384,433	3,830,537	(85,149)	3,745,387

Six months ended June 30, 2025 (From January 1 to June 30, 2025)

(Millions of Yen)

	Japan	Americas	EMEA	APAC	Total	Eliminations/ Central costs	Consolidated
Revenue (Note 1)	292,765	192,798	146,742	48,860	681,166	2,737	683,904
Net revenue (Note 2)	236,708	153,847	121,299	47,171	559,027	2,966	561,994
Segment profit (loss) (underlying operating profit (loss)) (Note 3)	58,328	33,342	5,697	(4,191)	93,176	(25,650)	67,526
(Adjusting items)							
Amortization of intangible assets incurred in acquisitions	—	—	—	—	—	—	(12,381)
Selling, general and administrative expenses	—	—	—	—	—	—	(545)
Business transformation cost	—	—	—	—	—	—	(4,369)
Impairment loss	—	—	—	—	—	—	(86,576)
Other income	—	—	—	—	—	—	2
Other expenses	—	—	—	—	—	—	(202)
Operating loss	—	—	—	—	—	—	(36,545)
Share of results of associates	—	—	—	—	—	—	1,905
Gain on sales of shares of associates	—	—	—	—	—	—	12
Finance income	—	—	—	—	—	—	4,481
Finance costs	—	—	—	—	—	—	(13,229)
Loss before tax	—	—	—	—	—	—	(43,375)
Segment assets (Note 4)	1,065,926	1,162,805	655,471	302,710	3,186,913	(37,776)	3,149,136

- (Notes)
1. Eliminations/central costs for revenue are due to eliminations of revenue associated with the Russia business and central functions, and intersegment transactions. In the six months ended June 30, 2024, revenue from the Russia business was 7,773 million yen and revenue from central functions was 3,538 million yen. In the six months ended June 30, 2025, revenue from central functions was 3,797 million yen and there was no revenue from the Russia business.
 2. Eliminations/central costs for net revenue are due to eliminations of net revenue associated with the Russia business and central functions, and intersegment transactions. In the six months ended June 30, 2024, net revenue from the Russia business was 7,773 million yen and net revenue from central functions was 3,538 million yen. In the six months ended June 30, 2025, net revenue from central functions was 3,685 million yen and there was no net revenue from the Russia business.
 3. Eliminations/central costs for segment profit (underlying operating profit) are primarily expenses associated with central functions.
 4. Eliminations/central costs for segment assets are due primarily to central assets and eliminations of intersegment transactions.

6. Non-current Assets Classified as Held for Sale

A breakdown of non-current assets classified as held for sale and liabilities directly associated with non-current assets classified as held for sale is shown below.

Schedule of main assets and liabilities

	(Millions of Yen)	
	FY2024 (As of December 31, 2024)	Six months ended June 30, 2025 (As of June 30, 2025)
Non-current assets classified as held for sale		
Cash and cash equivalents	—	16,215
Trade and other receivables	—	9,919
Inventories	—	94
Other financial assets (current)	—	2,886
Other current assets	—	1,150
Property, plant and equipment	—	1,710
Goodwill	—	422
Intangible assets	—	1,479
Right-of-use assets	—	1,561
Other financial assets (non-current)	—	7,722
Other non-current assets	—	1
Deferred tax assets	—	390
Total	—	43,549
Liabilities directly associated with non-current assets classified as held for sale		
Trade and other payables	—	14,482
Other financial liabilities (current)	—	3,005
Income tax payables	—	602
Provisions	—	401
Other current liabilities	—	4,457
Other financial liabilities (non-current)	—	464
Total	—	23,411

Non-current assets classified as held for sale and liabilities directly associated with non-current assets classified as held for sale as of June 30, 2025 mainly comprised assets and liabilities associated with CARTA HOLDINGS, INC. (hereinafter referred to as "CARTA") and its subsidiaries. On June 16, 2025, the Company entered into a business and capital alliance with CARTA and NTT DOCOMO, INC. (hereinafter referred to as "DOCOMO"). As a result, CARTA is expected to become an equity method affiliate after being converted into a joint venture with DOCOMO, and as of June 30, 2025, the assets and liabilities of CARTA and its subsidiaries have been classified as a disposal group held for sale.

7. Impairment loss

Six months ended June 30, 2024 (From January 1 to June 30, 2024)

Given the deteriorating economic conditions in APAC, at the end of the six months ended June 30, 2024, the Group conducted an impairment test for the cash-generating unit groups in APAC, as there were indications of impairment of intangible assets (primarily customer relationships) allocated to the cash-generating unit groups in APAC. As a result, the recoverable amount of intangible assets allocated to the cash-generating unit groups in APAC was deemed zero, and an impairment loss of 6,710 million yen was recognized, which was included in "Impairment loss" in the Condensed Interim Consolidated Statement of Income.

Six months ended June 30, 2025 (From January 1 to June 30, 2025)

Given the deteriorating economic conditions in the Americas and EMEA, at the end of the six months ended June 30, 2025, the Group conducted an impairment test for the cash-generating unit groups to which the Americas and EMEA goodwill had been allocated, as there were indications of impairment of goodwill. As a result, impairment losses of 68,858 million yen and 17,094 million yen on goodwill were recognized respectively in the cash-generating unit groups to which the Americas and EMEA goodwill had been allocated, which were included in "Impairment loss" in the Condensed Interim Consolidated Statement of Income. As of June 30, 2025, goodwill in the Americas and EMEA was 470,323 million yen (after deducting impairment losses) and 88,406 million yen (after deducting impairment losses), respectively. As of December 31, 2024, goodwill in the Americas and EMEA was 569,614 million yen (after deducting impairment losses) and 101,978 million yen (after deducting impairment losses), respectively.

The recoverable amount is calculated based on the value in use, which is based on the latest forecasts for the current fiscal year approved by management and the financial results forecasts for the following four years. The main assumptions and inputs used in calculating the value in use are as follows.

	FY2024 (As of December 31, 2024)		Six months ended June 30, 2025 (As of June 30, 2025)	
	Americas	EMEA	Americas	EMEA
Operating margin	21.1% ~21.7%	16.7%	20.7% ~21.8%	15.0% ~16.7%
Net revenue growth rate	1.7% ~4.0%	1.6% ~2.5%	(3.3)% ~3.4%	(1.1)% ~2.5%
Continuous growth rate	2.0%	1.5%	2.0%	1.5%
Discount rate before tax	11.5%	13.0%	11.1%	12.4%

8. Capital

(1) Dividends

Dividends paid are as follows:

Six months ended June 30, 2024 (From January 1 to June 30, 2024)

Resolution	Class of shares	Total dividends (Millions of Yen)	Dividends per share (Yen)	Basis date	Effective date
Board of Directors (February 14, 2024)	Ordinary shares	16,129	61.00	December 31, 2023	March 14, 2024

(Note) The total amount of dividends based on the resolution at the meeting of the Board of Directors held on February 14, 2024 does not include a dividend of 57 million yen for the Company's shares held by the Trust E Unit in relation to the Directors' Stock Compensation Trust.

Six months ended June 30, 2025 (From January 1 to June 30, 2025)

Resolution	Class of shares	Total dividends (Millions of Yen)	Dividends per share (Yen)	Basis date	Effective date
Board of Directors (February 14, 2025)	Ordinary shares	18,105	69.75	December 31, 2024	March 18, 2025

(Note) The total amount of dividends based on the resolution at the meeting of the Board of Directors held on February 14, 2025 does not include a dividend of 62 million yen for the Company's shares held by the Trust E Unit in relation to the Directors' Stock Compensation Trust.

Dividends for which the basis date falls within the six months ended June 30 of each fiscal year and the effective date is after the end of the six months ended June 30 of each fiscal year are as follows.

Six months ended June 30, 2024 (From January 1 to June 30, 2024)

Resolution	Class of shares	Total dividends (Millions of Yen)	Dividends per share (Yen)	Basis date	Effective date
Board of Directors (August 14, 2024)	Ordinary shares	18,193	69.75	June 30, 2024	September 12, 2024

(Note) The total amount of dividends based on the resolution at the meeting of the Board of Directors held on August 14, 2024 does not include a dividend of 62 million yen for the Company's shares held by the Trust E Unit in relation to the Directors' Stock Compensation Trust.

Six months ended June 30, 2025 (From January 1 to June 30, 2025)

No items to report.

(2) Acquisition of treasury shares

Six months ended June 30, 2024 (From January 1 to June 30, 2024)

The Company, in accordance with a resolution of the Board of Directors on February

14, 2024, carried out the acquisition of treasury shares during the six months ended June 30, 2024 as described below, pursuant to Article 156 of the Companies Act, as applied mutatis mutandis under the provisions of Article 165, Paragraph 3 of the Act, and the provisions of the Company's Articles of Incorporation.

1) Class of shares acquired:	Common shares of the Company
2) Total number of shares acquired:	3,622,300 shares
3) Total acquisition cost:	14,999 million yen
4) Acquisition period:	From April 1, 2024 to June 30, 2024
5) Method of acquisition:	Market purchase on the Tokyo Stock Exchange

9. Finance Income and Finance Costs

(1) The breakdown of finance income is as follows:

	(Millions of Yen)	
	Six months ended June 30, 2024 (From January 1 to June 30, 2024)	Six months ended June 30, 2025 (From January 1 to June 30, 2025)
Interest income	3,127	2,042
Dividend income	1,105	1,354
Gain on valuation of securities	676	181
Changes in fair value of contingent consideration	3,210	92
Remeasurements of share purchase liabilities	293	—
Foreign exchange gains	403	—
Other	497	810
Total	9,313	4,481

(2) The breakdown of finance costs is as follows:

	(Millions of Yen)	
	Six months ended June 30, 2024 (From January 1 to June 30, 2024)	Six months ended June 30, 2025 (From January 1 to June 30, 2025)
Interest expense	14,746	11,012
Remeasurements of share purchase liabilities	—	56
Foreign exchange losses	—	37
Other	998	2,122
Total	15,744	13,229

10. Earnings (Loss) Per Share

(1) Basic earnings (loss) per share and diluted earnings (loss) per share

	Six months ended June 30, 2024 (From January 1 to June 30, 2024)	Six months ended June 30, 2025 (From January 1 to June 30, 2025)
Basic earnings (loss) per share (Yen)	21.11	(283.72)
Diluted earnings (loss) per share (Yen)	21.07	(283.72)

(2) Basis of calculating basic earnings (loss) per share and diluted earnings (loss) per share

(Millions of Yen)

	Six months ended June 30, 2024 (From January 1 to June 30, 2024)	Six months ended June 30, 2025 (From January 1 to June 30, 2025)
Profit (loss) for the period used for calculation of basic earnings (loss) per share and diluted earnings (loss) per share		
Profit (loss) for the period attributable to owners of the parent	5,564	(73,647)
Amounts not attributable to ordinary equity holders of the parent	—	—
Profit (loss) for the period used for calculation of basic earnings (loss) per share	5,564	(73,647)
Adjustment		
Share-based payment held by subsidiaries and associates	—	—
Profit (loss) for the period used for calculation of diluted earnings (loss) per share	5,564	(73,647)
Weighted average number of ordinary shares outstanding used for the calculation of basic earnings (loss) per share and diluted earnings (loss) per share		
Weighted average number of ordinary shares outstanding used for the calculation of basic earnings (loss) per share	263,537 thousand shares	259,576 thousand shares
Effect of dilutive potential ordinary shares:		
	Performance-based stock compensation plan 499 thousand shares	—
	Transfer-restricted stock compensation plan 18 thousand shares	—
The weighted average number of ordinary shares outstanding used for the calculation of diluted earnings (loss) per share	264,056 thousand shares	259,576 thousand shares
Summary of financial instruments that were not included in the calculation of diluted loss per share due to their anti-dilutive effect	—	Performance-based stock compensation plan 581 thousand shares Transfer-restricted stock compensation plan 0 thousand shares

11. Financial Instruments

(1) The carrying amount and fair value of financial instruments

The breakdown of the carrying amount and fair value of financial instruments as of December 31, 2024 and June 30, 2025 is as follows:

The fair value of financial assets and financial liabilities measured at amortized cost approximates their carrying amount, except for long-term borrowings and bonds payable.

(Millions of Yen)

	FY2024 (As of December 31, 2024)		Six months ended June 30, 2025 (As of June 30, 2025)	
	Carrying amount	Fair value	Carrying amount	Fair value
Long-term borrowings	337,887	340,681	341,371	343,888
Bonds payable	164,819	162,095	164,847	161,516

(Note) Current portion that is scheduled for repayment within one year is included.

The fair value of long-term borrowings is determined by discounting the total of the principal and interest by the interest rate assumed in a case where the same loan is newly made, and the fair value hierarchy of long-term borrowings is categorized within Level 2.

The fair value of bonds payable is calculated based on market prices. Moreover, the fair value hierarchy of bonds payable is categorized within Level 2.

(2) Fair value hierarchy of financial instruments

Financial instruments measured at fair value on a recurring basis after initial recognition are categorized into the three levels of the fair value hierarchy according to observability and significance of input used in measurements. The fair value hierarchy is defined as follows:

Level 1: Fair value measurement measured at the quoted price in the active market

Level 2: Fair value measurement that is measured using the observable price other than categorized in Level 1 directly or indirectly

Level 3: Fair value measurement that is measured based on unobservable inputs

When multiple inputs are used to measure fair value, fair value levels are determined based on the lowest level input that is significant to the entire fair value measurement.

Transfers between levels of the fair value hierarchy are deemed to have occurred at the beginning of each reporting period.

There are no transfers between Level 1 and Level 2 for the six months ended June 30, 2024 and the six months ended June 30, 2025.

The categories by level of the fair value hierarchy of financial instruments measured at fair value on a recurring basis are as follows.

In addition, figures in the following table include stock purchase obligations.

FY2024 (As of December 31, 2024)

(Millions of Yen)

	Level 1	Level 2	Level 3	Total
Financial assets				
Derivative assets	—	19,167	—	19,167
Equity securities	55,031	—	21,533	76,564
Other	771	5,593	24,230	30,595
Total	55,803	24,761	45,763	126,328
Financial liabilities				
Derivative liabilities	—	58,882	—	58,882
Stock purchase obligations	—	—	1,083	1,083
Other (mainly contingent consideration)	—	—	5,302	5,302
Total	—	58,882	6,385	65,268

Six months ended June 30, 2025 (As of June 30, 2025)

(Millions of Yen)

	Level 1	Level 2	Level 3	Total
Financial assets				
Derivative assets	—	18,071	—	18,071
Equity securities	53,734	—	20,842	74,576
Other	300	8,374	21,244	29,918
Total	54,034	26,445	42,086	122,565
Financial liabilities				
Derivative liabilities	—	62,317	—	62,317
Stock purchase obligations	—	—	883	883
Other (mainly contingent consideration)	—	—	5,506	5,506
Total	—	62,317	6,389	68,707

The fair values of interest rate swap contracts and foreign exchange contracts included in derivative assets and derivative liabilities are categorized within Level 2 as they are valued using price estimates obtained from financial institutions or observable market data.

The fair values of stocks included in equity securities and other (financial assets) for which active markets exist are categorized within Level 1 as they are determined based on market prices. For stocks in which active markets do not exist, the stocks valued using observable market data are categorized within Level 2, while stocks valued based mainly on the income approach (DCF method by which the perpetual value is calculated using the perpetual growth rate method) and the market approach (the comparable companies analysis or the comparable transactions analysis) using unobservable inputs are categorized within Level 3.

In the income approach (DCF method by which the perpetual value is calculated using the perpetual growth rate method), the main significant unobservable input is the discount rate. The fair value decreases (increases) with an increase (decrease) in the discount rate. The discount rates used for the fiscal year ended December 31, 2024, and the six months ended June 30, 2025, were 6.9% each.

In the market approach (comparable companies analysis), significant unobservable inputs are mainly valuation multiples, such as corporate value/operating profit, and the price/net asset value multiple. Fair value increases (decreases) with increases (decreases) in such valuation multiples. The corporate value/operating profit valuation multiples used for the year ended December 31, 2024, and the six months ended June 30, 2025 were 29.79 and 21.59, respectively.

The fair values, etc. of stock purchase obligations and other (financial liabilities) are categorized within Level 3 as they are valued based on the discounted cash flow method using unobservable inputs. As the major unobservable input used in the valuation of other (financial liabilities) is future profit levels, their fair values, etc. will increase (decrease) in line with the improvement (deterioration) of profit levels.

The fair values of assets and liabilities categorized within Level 3 are measured using asset and liability valuation methods determined by the department in charge in accordance with fair value measurement valuation policies and procedures. Fair value measurement results are approved by the appropriate personnel in charge.

The schedule of financial instruments categorized within Level 3 is as follows:

(Millions of Yen)

Financial assets	Six months ended June 30, 2024 (From January 1 to June 30, 2024)	Six months ended June 30, 2025 (From January 1 to June 30, 2025)
Balance at the beginning of the period	44,219	45,763
Other comprehensive income (Note 1)	2,248	579
Profit or loss (Note 2)	585	(1,852)
Purchases or acquisitions	929	2,252
Sales or settlements	(270)	(662)
Other	(235)	(3,994)
Balance at the end of the period	47,477	42,086

(Millions of Yen)

Financial liabilities	Six months ended June 30, 2024 (From January 1 to June 30, 2024)	Six months ended June 30, 2025 (From January 1 to June 30, 2025)
Balance at the beginning of the period	34,544	6,385
Profit or loss (Note 2)	(3,503)	(35)
Purchases	1,358	—
Sales or settlements	(16,616)	(38)
Other	128	78
Balance at the end of the period	15,912	6,389

- (Notes)
- 1 "Other comprehensive income" is associated with financial assets measured at fair value through other comprehensive income and included in "Net change in financial assets measured at fair value through other comprehensive income."
 - 2 "Profit or loss" is associated with financial assets and financial liabilities measured at fair value through profit or loss and included in finance income or finance costs. Profit or loss arising from financial instruments held at the end of the interim period amounted to 4,010 million yen (finance income) and nil million yen (finance costs) for the six months ended June 30, 2024, and 92 million yen (finance income) and 2,016 million yen (finance costs) for the six months ended June 30, 2025.

12. Contingent Liabilities

The business that the Group companies execute over a wide range of areas may be subject to claims, surcharges, etc., based on investigations, lawsuits, media audits, etc. from government agencies, clients, media companies, partner companies, etc., in both Japan and overseas. As a result of our verification, including consultations with experts and others, we believe that even if obligations arise due to such claims, it would not have a significant impact on the financial condition or operating results of the Group.

Contingent liabilities, etc. in India

Certain matters related to transactions entered into by one of the Group's Indian subsidiaries were brought to the attention of the Group Board. These matters

required detailed investigation with the assistance of external legal and professional advisors and have resulted in the Group reporting details of transactions recorded by a specific subsidiary to the appropriate regulatory authorities in India.

Related to the matters reported, the Group has received claims totaling 5,333 million India Rupee (8,975 million yen) from parties seeking payment for goods and services which those parties allege have been provided to the subsidiary in question.

Based on legal advice received to date, the Group has rejected these claims. The Group contests the substance of the underlying transactions and is of the view that no bona fide goods or services were actually provided.

Consequently, the Group has not recorded a liability in association with these claims. While the Group continues to investigate the matters with the support of its external legal and professional advisors, it is vigorously defending its position with respect to the claims and continues to support the authorities with their enquiries.

The outcome of the legal proceedings and any action by the regulators pertaining to these matters remains uncertain.

13. Subsequent Events

No items to report.

2. Other Information

(1) Dividends from surplus

The Company resolved at its meeting of the Board of Directors held on February 14, 2025 to pay a year-end dividend for the 176th term (from January 1, 2024 to December 31, 2024) to the shareholders whose names are recorded in the final register of shareholders as of December 31, 2024 as shown below.

- | | |
|--|--------------------|
| 1) Total amount of dividends: | JPY 18,105 million |
| 2) Dividend per share: | JPY 69.75 |
| 3) Effective date of the right to collect payment and commencement date of dividend payment: | March 18, 2025 |

(Note) The total amount of dividends based on the resolution at the meeting of the Board of Directors held on February 14, 2025 does not include a dividend of 62 million yen for the Company's shares held by the Trust E Unit in relation to the Directors' Stock Compensation Trust.

Moreover, the Company resolved at its meeting of the Board of Directors held on August 14, 2025 to pay no interim dividend for the 177th term (from January 1, 2025 to December 31, 2025).

Section Two: Information about the Filing Company's Guarantor, etc.

No items to report.

Independent Auditor's Report on Review of Interim Consolidated Financial Statements

August 14, 2025

To the Board of Directors of Dentsu Group Inc.:

KPMG AZSA LLC Tokyo Office, Japan

Isao Kamizuka
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Shuji Ezawa
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Kentaro Hayashi
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Conclusion

We have reviewed the accompanying condensed interim consolidated financial statements of Dentsu Group Inc. ("the Company") and its consolidated subsidiaries (collectively referred to as "the Group") provided in the "Financial Section" in the Semiannual Report, which comprise the condensed interim consolidated statement of financial position as at June 30, 2025, the condensed interim consolidated statements of income, comprehensive income, changes in equity and cash flows for the six-month period then ended, and notes on the condensed interim consolidated financial statements, in accordance with Article 193-2(1) of the Financial Instruments and Exchange Act of Japan.

Based on our review, nothing has come to our attention that causes us to believe that the accompanying condensed interim consolidated financial statements do not present fairly, in all material respects, the consolidated financial position of the Group as at June 30, 2025, and its consolidated financial performance and its consolidated cash flows for the six-month period then ended in accordance with IAS 34, 'Interim Financial Reporting' pursuant to the Article 312 of the Ordinance on Terminology, Forms and Preparation Methods of Consolidated Financial Statements.

Basis for Conclusion

We conducted our review in accordance with interim review standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Review of the Condensed Interim Consolidated Financial Statements* section of our report. We are independent of

the Group in accordance with the ethical requirements in Japan (including those that are relevant to audits of the financial statements of public interest entities), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Responsibilities of Management and the Audit Committee for the Condensed Interim Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the condensed interim consolidated financial statements in accordance with IAS 34, 'Interim Financial Reporting', and for such internal control as management determines is necessary to enable the preparation of the condensed interim consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the condensed interim consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with paragraph 4 of IAS 1, 'Presentation of Financial Statements' and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The Audit Committee is responsible for overseeing the Executive Officers' and Directors' performance of their duties with regard to the design, implementation and maintenance of the Group's financial reporting process.

Auditor's Responsibilities for the Review of the Condensed Interim Consolidated Financial Statements

Our responsibility is to express a conclusion on these condensed interim consolidated financial statements based on our review in our report on the review of condensed interim consolidated financial statements. As part of our review in accordance with interim review standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the review. We also:

- Make inquiries, primarily of management and persons responsible for financial and accounting matters, and apply analytical and other review procedures. An interim review is substantially less in scope than an audit conducted in accordance with auditing standards generally accepted in Japan.
- Conclude, based on the evidence obtained, that nothing has come to our attention that causes us to believe that the condensed interim consolidated financial statements do not present fairly in accordance with paragraph 4 of IAS 1, 'Presentation of Financial Statements', if a material uncertainty relating to events or conditions comes to our attention that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report on the review of condensed interim consolidated financial statements to the related disclosures in the condensed interim consolidated financial statements or, if

such disclosures are inadequate, to express a qualified conclusion or an adverse conclusion. Our conclusions are based on the evidence obtained up to the date of our report on the review of condensed interim consolidated financial statements; however, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate that nothing has come to our attention that causes us to believe that the presentation and disclosures in the condensed interim consolidated financial statements are not in accordance with IAS 34 'Interim Financial Reporting', the overall presentation, structure and content of the condensed interim consolidated financial statements, including the disclosures, and that nothing has come to our attention that causes us to believe that the condensed interim consolidated financial statements do not represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate evidence regarding the financial information of the entities or business activities within the Group as a basis for forming a conclusion on the condensed interim consolidated financial statements. We are responsible for the direction, supervision and review of the interim review on the condensed interim consolidated financial statements. We remain solely responsible for our review conclusion.

We communicate with the Audit Committee regarding, the planned scope and timing of the review, significant review findings that we identify during our review.

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Reader of Review Report:

The Independent Auditor's Report herein is the English translation of the Independent Auditor's Report on Review of Condensed Interim Consolidated Financial Statements as required by the Financial Instruments and Exchange Act of Japan.