

November 12, 2021

Dentsu Japan Network establishes Dentsu Corporate One Inc., a new company specializing in corporate functions —Corporate functions going hand-in-hand with business functions will contribute to the reform and growth of the Japan Business—

Dentsu Japan Network (hereinafter referred to as "DJN"*¹), which oversees and manages the Dentsu Group's business in Japan, has been promoting the structural reform of that business with the aim of evolving into an "Integrated Growth Partner."*² With its "change in business formation"*³ strategy as one of the structural reform pillars, it has been accelerating the transformation of the Japanese business into four business domains (AX, BX, CX and DX) and the optimization of the organization. With regard to the corporate functions that go hand-in-hand with business functions to support business promotion, DJN will promote the consolidation of human resources and functions into the new company Dentsu Corporate One Inc. and aim for the sustainable growth of the business in Japan through the centralized and stable provision of these functions to DJN companies.


In the press release "Dentsu Japan Network to Establish a New Company that Realizes the Sophistication and Efficiency of Corporate Functions in the Dentsu Group's Business in Japan" that was issued on May 25, 2021, DJN announced the establishment of a new company and its purpose. The company's outline and management execution structure have now been decided as follows.

The new company Dentsu Corporate One Inc., which will start business in January 2022, was formed through the consolidation and integration of the human resources of Dentsu Management Services Inc. and Dentsu Works Inc., both of which are still mainly responsible for the specialized functions of DJN's general affairs, accounting, and personnel fields, together with the human resources of each of the organizations responsible for the major corporate functions at Dentsu Group Inc. a pure holding company, at Dentsu Japan Network, which oversees and manages the Dentsu Group's business in Japan and is an in-house company within the pure holding company Dentsu Group Inc, and at Dentsu Inc., a major operating company within Dentsu Group's business in Japan .

In close cooperation with Dentsu Group Inc., the new company will promote the standardization and visualization of the corporate operations required by DJN companies, and will drive the efficiency and appropriate cost-effectiveness of a wide range of operations, including support operations for business activities. From January 2022 onward, it will continue to expand the number of DJN companies to which the company provides services, and, after considering the appropriate target companies, timing and methods, promote the consolidation of the corporate functions of other DJN companies and promote the building of a strong management foundation for DJN as a platform for corporate functions.

In addition, the new company will continue to evolve its functions and the expertise of each corporate field in order to fully respond to the transformation and evolution of the business activities promoted by each DJN company. To give an example, it is expected that the new company will handle post-merger integration (PMI) of companies newly joining DJN through reorganization within DJN and M&As.

1. Profile of the new company

Company name	DENTSU CORPORATE ONE INC.	Corporate logo 
Location	1-8-1, Higashi-shimbashi, Minato-ku, Tokyo	
Representative	Nobuyuki Tohya, Representative Director, President and CEO	
Business start date	January 1, 2022	
Capital	100 million yen	
Shareholder composition	Dentsu Group Inc. 100%	
Number of employees	Approximately 1,500 (scheduled as of January 1, 2022)	
Line of business	Provision of specialized functions in the following fields to Dentsu Group Inc. and DJN companies: Internal control, internal audit, general affairs, personnel, accounting, legal, M&A, public relations, IT/cyber security, CoE promotion, business support, and other fields	

2. Business execution structure

Incoming Directors, Corporate Auditor and Executive Officers (effective January 1, 2022)

Five (5) Directors (1 Representative Director, 4 Directors) and One (1) Corporate Auditor

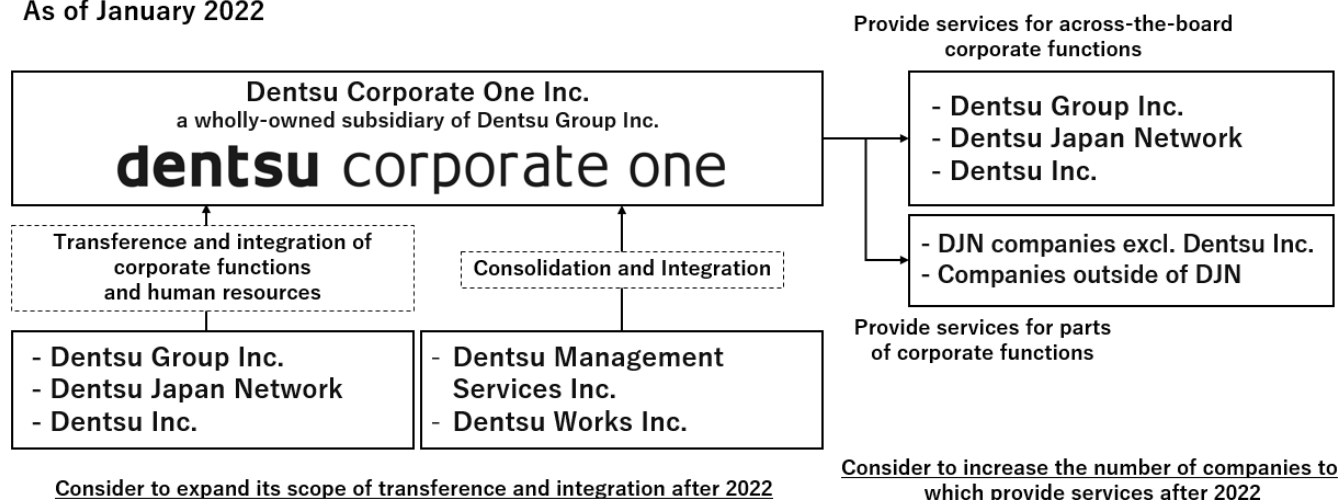
Role	Name	Incumbent
Representative Director	Nobuyuki Tohya	Representative Director and EVP, Dentsu Inc.
Director	Tadashi Nagae	Executive Director, Group Corporate Secretary Office, Dentsu Group Inc.
Director (Part-time)	Nobutaka Hayashi	Executive Officer, Dentsu Inc.
Director (Part-time)	Yoshimasa Watahiki	Executive Officer, Dentsu Japan Network
Director (Part-time)	Hiroshi Chino	Executive Officer, Dentsu Japan Network
Corporate Auditor (Full-time)	Nobuhiko Yada	Managing Director, Business Process Management Division, Dentsu Inc.

Nine (9) Executive Officers (1 President, 2 Vice Presidents, and 6 Executive Officers)

Role	Name	Incumbent
President and CEO	Nobuyuki Tohya	Representative Director and EVP, Dentsu Inc.
Executive Officer and EVP	Tadashi Nagae	Executive Director, Group Corporate Secretary Office, Dentsu Group Inc.
Executive Officer and EVP	Toru Senbokuya	Representative Director, President and CEO, Dentsu Works Inc.
Executive Officer	Hiromasa Takashina	Managing Director, Human Resources Division, Dentsu Inc.
Executive Officer	Fuminori Inuki	Managing Director, Business Strategy Division, Dentsu Inc.
Executive Officer	Shuji Nezu	Executive Director, Group IT Office, Dentsu Group Inc.
Executive Officer	Atsushi Furihata	Managing Director, Purchasing Process Management Division, Dentsu Inc.
Executive Officer	Dai Miyake	Managing Director, Finance Division, Dentsu Inc.
Executive Officer	Masaya Shimizu	Chief Director, DJN-HR Office, Dentsu Group Inc.

3. Outline of the position of Dentsu Corporate One within Dentsu Japan Network

As of January 2022



DJN: A network operating Dentsu Group's Japan business, comprised of approx. 130 companies

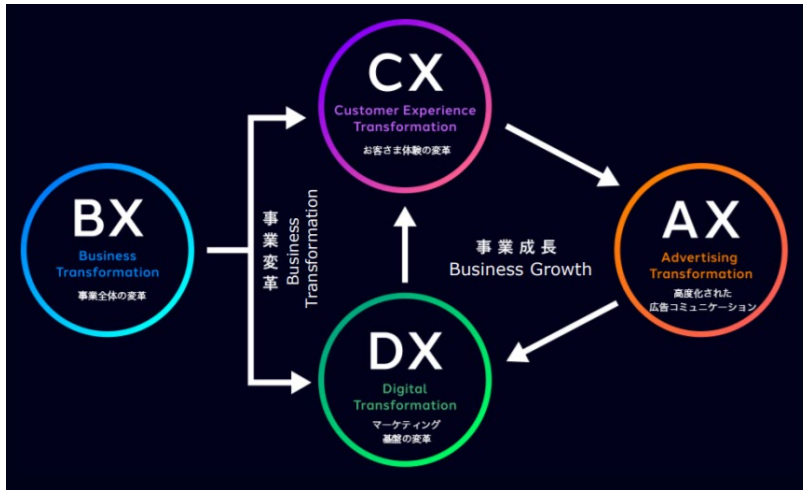
*1: Dentsu Japan Network (DJN) is an in-house company within Dentsu Group Inc. It also refers to the network itself which consists of approximately 130 Dentsu Group companies in Japan.
<https://www.japan.dentsu.com/en/about.html>

*2: Please refer to this site for details on "Integrated Growth Partner"
<https://www.japan.dentsu.com/en/>

*3: Business Transformation

DJN is in the process of transforming its business domains into four new business domains (AX, BX, CX and DX) in order to provide client companies with Integrated Growth Solutions of the highest quality and with the most efficient value chain. These solutions are designed to support the growth of client companies from a wider area beyond advertising and marketing, and to contribute to the growth of society as a whole. The specialized services in each domain realized by this transformation and the advanced services across the four domains will bring a cycle of transformation and growth to the business of client companies.

<Japan Business Transformation and Growth Model>



In addition, in order to increase the value created by these four business domains, maximize the power of individual companies, and strengthen its competitiveness, DJN has already implemented or decided to implement various measures to optimize the functions of the DJN companies that make up the Japan business, including the establishment of a virtual organization and grouping the companies from the perspective of areas of expertise and synergies.

New business domains (AX, BX, CX and DX) of the Dentsu Group's Japan business (Dentsu Japan Network)

AX (Advertising Transformation) domain:

Domain to maximize the sophistication and efficiency of advertising

BX (Business Transformation) domain:

Domain to support the business transformation of client companies

CX (Customer Experience Transformation) domain:

Domain to design and deliver the optimum customer experience

DX (Digital Transformation) domain:

Domain to facilitate transformation of the marketing infrastructure

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