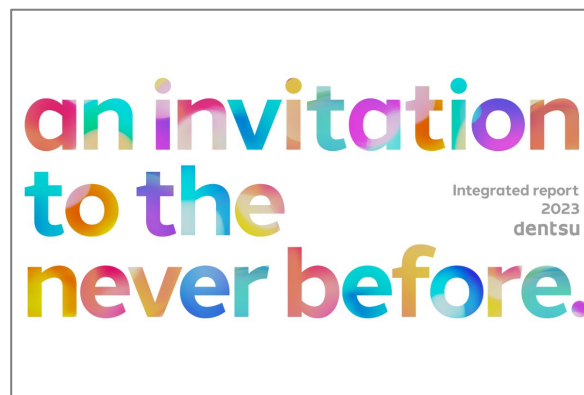


July 31, 2023

## **Dentsu Releases “dentsu Integrated Report 2023”**

Introducing new materiality and Value Creation Model based on  
the Group’s purpose and vision

Dentsu Group Inc. (Tokyo: 4324; ISIN: JP3551520004; President & CEO: Hiroshi Igarashi; Head Office: Tokyo; Capital: 74,609.81 million yen) has published the “dentsu Integrated Report 2023” (English), which is now available on the Group website.



URL:

[https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023\\_all.pdf](https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2023_all.pdf) (PDF, English, 11.7MB)

The purpose of this report is to provide all stakeholders with a report on dentsu’s business results for the fiscal year ended December 31, 2022 as well as an update on the progress of the transformation that began in 2020 with a comprehensive review of the business operations. The report also serves to deepen stakeholders’ understanding of dentsu’s Value Creation Model and business.

2023 marked the launch of One dentsu, a new management framework aimed at accelerating business transformation and promoting management efficiency across the Group in tandem with its active efforts to strengthen corporate governance and ensure compliance. Messages from the Chief Governance Officer (CGO) and Chief Culture Officer, positions newly established as part of these efforts, are also included in this report.

In addition to the Integrated Report and the Financial Report, this year dentsu also published the ESG Data Book and the TCFD Report, which contain detailed ESG data for the Group. The Japanese edition of the reports are scheduled to be released in mid-August.

URL:

Financial Report

[https://www.group.dentsu.com/en/ir/common/pdf/2023\\_finance.pdf](https://www.group.dentsu.com/en/ir/common/pdf/2023_finance.pdf)

ESG Data Book

<https://www.group.dentsu.com/en/sustainability/common/pdf/esgdatabook2023.pdf>

TCFD Report

<https://www.group.dentsu.com/en/sustainability/common/pdf/TCFDreport2023.pdf>

## <Main contents of the Integrated Report 2023>

- Newly formulated materiality and value creation model  
URL: <https://www.group.dentsu.com/en/philosophy/value-creation-model.html>
- Messages from CEO, CGO, CFO and other members of management
- Messages from Outside Directors
- Diversity, Equity & Inclusion policy
- People strategy to “unleash the power of our people”
- Effectiveness of governance
- Compliance and cyber security policies
- Sustainability initiatives and achievements
- Case studies of solutions provided to clients

02 Our Journey Chapter 1 Value creation of dentsu < 16 >

### Value Creation Model

The dentsu Value Creation Model has been formulated to reflect changes in how the Group addresses new material issues as they emerge. The model represents the Group's approach to sustainability.

With our purpose and vision forming the cornerstone of the Group business activities, our distinctive management resources are the foundation on which our value is created. Meanwhile, our business model is linked to business strategies and Integrated Growth Solutions that leverage the strengths of transformative creativity.

As a B2B2S company that creates economic and social value, we will contribute to the realization of a vibrant society where people enjoy a fulfilling life. As a group we look to achieve sustainable growth by setting management capital for even further value creation that will be enhanced by the growth of dentsu talent and our connection to society.

**an invitation to the never before.**  
Vision: To be at the forefront of people-centered transformations that shape society

Management Capital: Business Model: Core Capabilities: Customer Value: The solution that Business aims to achieve

Human Capital: Intellectual Capital: Economic Capital: Social Value: Economic Value: B2B2S: Fair and Open Society: Digital for Good

People-centered transformation: Integrated Growth Solutions: Transformative Creativity

Business ethics & Compliance and Data security: Human capital development: Innovation leadership: DEI

Chapter 1 Value creation of dentsu < 09 >

## CEO MESSAGE

Realizing a vibrant society where people enjoy a fulfilling life through people-centered transformations

Hiroshi Igarashi  
Representative Executive Officer,  
President & CEO, Dentsu Group Inc.

02 Our Journey Chapter 1 Value creation of dentsu < 17 >

### Diversity, Equity & Inclusion (DEI)

**People-centered transformation as a source of competitiveness**

Dentsu's purpose, "an invitation to the never before," cannot be realized without DEI. DEI, diversity means not only recognizing the diversity of people, but also creating an environment that nurtures people who can help bring about transformation.

Equity means providing fair opportunities that take into account differences in individual circumstances. Inclusion means bringing together the different strengths of each individual, thus empowering all.

The source of dentsu's competitiveness lies in the company's ability to bring together people with diverse perspectives and see that no one has an unfair advantage, so that all can play an active role. This is made clear in the Group's Code of Conduct, with DEI recognized as the foundation on which our value creation is built.

Dentsu Group Code of Conduct: Human respect (purpose)

Dentsu is an anti-racist and anti-biased organization. Through our commitment to diversity, Equity and inclusion, we strive to seek out diverse perspectives, or identify differences, and build an inclusive culture where everyone is empowered to bring their authentic self to work. We are committed to long-term sustainable change internally and within our business to ensure a culture of fairness, equity and equality for all.

DEI Strategy: Purpose: Innovation: DEI: "Negative capability": Immediate goal: Three essentials for promoting DEI: Pillars of strategic transformation: Global DEI themes: Target

Transparency and accountability: Representation and Sponsorship: Education and Continuous Learning: Impact on clients and communities: Empowering All: Mental health: Anti-racism, LGBTQ+ inclusive: Creating a healthy corporate culture based on integrity: Gender equality: Disability inclusion: People-centered transformation: To help realize a vibrant society where people enjoy a fulfilling life

Innovation: This refers to the ability to embrace differences between others and ourselves, and imagine the world of others inside. Understanding these differences will help us become more receptive to diverse perspectives.

"Negative capability": Facing challenges and finding a solution when problems arise. It is important to create a friendly response to questions that have no right answers, confront adversity together, and learn from them.

Immediate goal: This refers to the ability to face immediate challenges, and take the necessary actions to meet them. Resolving immediate issues, one at a time, will lead to our goal.

Transparency and accountability: We make ourselves transparent by holding ourselves to account for our actions. Understanding the importance of KPIs allows us to measure and drive our programs, while building an inclusive culture.

Representation and sponsorship: We invest in current and future talent. We create a fair workplace for all by attracting a diverse talent and creating an inclusive work environment.

Education and continuous learning: We commit to creating a corporate culture of continuous learning which all employees—not just the leaders—develop skills through education, onboarding, and take actions for the benefit of others.

Impact on clients and communities: The high our standards, we are a force for good and growth. We promote inclusive collaboration with our clients, industry, the community, and society at large.

Chapter 2 Strategy and business operations < 44 >

## 05

### People strategy to "unleash the power of our people"

Unified in purpose, our global HR team stands as one

Dentsu has made a new start as One dentsu, a new framework to accelerate business transformation. With a "people-centered" organization as our aim, our human resources (HR) team will enhance employee capabilities through collaboration beyond organizational and geographic borders.

In January 2023, Miho Tamamoto was appointed the chief human resources officer (CHRO). HR will also become one global team under this new structure, we will develop talent and an organization that partners with the business to bring our strategy to life.

**Our very first Group-wide HR mission**

In January 2023, HR members from all regions met in London to define the Group's HR mission in order to create a global approach to HR.

At the start of the meeting, Miho asked, "Now that we have made a new start as One dentsu, what is the purpose of HR and where must we focus our efforts to become a team that helps realize dentsu's vision of people-centered transformation?" This quickly prompted two further questions: "What kind of mission excites us?" And does that excite our colleagues and clients?"

Among the various opinions that emerged, a common theme was believing in, and unleashing, the power of our people. With this theme as a starting point, HR members from each region, together with business leaders, exchanged opinions that were incorporated into creating the mission statement:

Coming together to unleash the power of our people.

It expresses our desire to align business and HR strategies, connect all countries as a single team, and work together to create value for our clients. Supporting our vision of being at the forefront of people-centered transformations, our HR strategy was formulated comprising three pillars: People Growth, Winning as One Team, and HR Partnership Excellence.

**People Growth**  
Redefining our talent process, focusing on growth and equity

We believe people are inspired by one's desire to make an impact and grow through work. For the Group to attract great talent willing to take on challenges and truly commit, it is important to provide them with an environment and opportunities where everyone can proactively take on challenges that stretch their abilities, regardless of their background.

Based on this premise, we will embrace flexible work styles and evaluate results with equity, so that a diverse group of people can bring their best self to work. In other words, we believe in the importance of leveraging diverse talent and unlocking their abilities, as well as encouraging the leadership team to believe in and uphold this principle.

In short, we will create mechanisms that enable talent to choose their own dentsu career, while getting a fair chance to grow.

Global HR members gather in London.

#####

For additional inquiries:

**MEDIA**  
Please contact  
Corporate Communications

**TOKYO**  
Junpei Kojima:  
+81 3 6217 6602  
junpei.kojima@dentsu.co.jp

**INVESTORS & ANALYSTS**  
Please contact  
Investor Relations

**Yoshihisa Okamoto:**  
+81 3 6217 6613  
yoshihisa.okamoto@dentsu.co.jp

**LONDON**  
Matt Cross:  
+44 7446 798 723  
matt.cross@dentsu.com

**Kate Stewart:**  
+44 7900 191 093  
kate.stewart@dentsu.com

**NEW YORK**  
Jeremy Miller:  
+1 917-710-1285  
jeremy@dentsu.com