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DENTSU GROUP INC.

Hiroshi Igarashi, Representative Executive Officer, President & CEO
(TSE Prime Market Securities Code: 4324)

DENTSU REAFFIRMS GLOBAL BUSINESS MANAGEMENT STRUCTURE WITH LEADERSHIP TEAM TO ACCELERATE GROWTH AS ONE DENTSU

Dentsu (brand: dentsu; Head Office: Dentsu Group Inc.; Location: Tokyo; Representative: President & CEO Hiroshi Igarashi) today announced a new global business management structure, designed to accelerate growth. Effective January 1, 2024, the One dentsu Operating Model*1 will enable dentsu to globally consolidate customer touch points, promote faster delivery of diverse and advanced practices and further elevate operational efficiency. Under the new management structure, dentsu will support the further growth of clients as an evolved "One dentsu".

Enhanced Global Management

Launched in January 2023, dentsu's Group Management Team has enhanced global management, accelerated business transformation and further strengthened dentsu's leadership function. For 2024, the roles of Global Chief Operating Officer, Global President - Global Practices and Global President - Data & Technology have been newly established under the Global CEO, dentsu. The Global Chief Operating Officer will oversee operations across dentsu's four business regions, while the Global President - Global Practices will lead key Global Practices at dentsu. The Global President - Data & Technology is tasked with creating unique value to clients and delivering through the effective use of data and technology.

New Regional CEOs

The 2024 Group Management Team includes the appointment of two new regional leaders: Takeshi Sano becomes CEO, dentsu Japan, and André Andrade, as recently announced, becomes CEO, dentsu EMEA. Sano and Andrade join Michael Komarsinski, CEO, dentsu Americas and Rob Gilby, CEO dentsu APAC, to oversee and lead dentsu's regional growth strategies.

Sano joined Dentsu Inc. in 1992. In addition to accumulating an impressive track record of achievements in the Business Producers divisions, Sano has recently been committed to supporting the growth of dentsu Japan's client companies, ensuring its evolution into an Integrated Growth Partner in his current roles of Managing Executive Officer in charge of

Business Producers divisions at Dentsu Inc. and Executive Officer in charge of the Business Transformation (BX) and Digital Transformation (DX) Consulting at dentsu Japan. He also led the growth and overseas expansion of dentsu's BX as CEO, Business Transformation, dentsu. His ability to understand clients' needs and create new business opportunities will improve dentsu Japan's integrated competitiveness and drive further growth.

New Global Practice Leadership

A critical pillar within the new operating model is the creation of a Global Practices structure under Jean Lin, Global President - Global Practices, dentsu. As a fundamental part of delivering transformational growth to clients, today's announcement includes the appointment of two new leaders within that structure, to complete the global team: Yuichi Toyoda becomes Global Practice President – Business Transformation, dentsu, and Jeff Greenspoon becomes Global Practice President – Integrated Solutions, dentsu.

Toyoda joined Dentsu Inc. in 1994 and has since built a career at dentsu spanning nearly 30 years. He took on several executive roles, including CEO, at agency brands in India, Thailand, and China. In 2022, he was appointed Managing Director (MD) of Dentsu Inc.'s global division and Executive Director of the Dentsu Group Inc.'s Solutions Office. He is currently responsible for expanding the BX knowledge and best practices accumulated in Japan across the world, contributing to build the foundation of dentsu's BX practice.

Greenspoon has been a part of dentsu since the 2014 acquisition of SPOKE, the agency he co-founded. Since then, he has overseen the rapid growth of dentsu Canada, played an integral role on the Americas Executive Leadership Team and most recently served as President of Global Solutions, dentsu.

Additional key appointments

Yoshiki Ishihara is newly appointed as Global Chief Strategy Officer, and becomes Global Chief Strategy Officer & Chief of Staff.

Ishihara joined Dentsu Inc. in 1999. His career started in the Media division, followed by approximately 20 years of building up a track record of achievements in the Business Producers division. Following two years of leading the Corporate Planning division, he transferred to Dentsu Group Inc. in 2020 and became a member of dentsu's Group Management Team as Chief of Staff in January 2023. In his new role, Ishihara will develop management strategies from a mid to long-term perspective while contributing to sustainable growth for dentsu. He will also be responsible for driving Group-wide business development and Mergers & Acquisition (M&A) governance.

"The enhanced global management structure unveiled today to support our new One dentsu Operating Model will accelerate dentsu's growth as a people-centered transformation company which shapes society. It will enable us to drive deeper levels of organizational governance, as well as generate value for clients and the world we live in by maximizing the unrivaled expertise of our 72,000 people worldwide to solve both our clients' business challenges and the societal issues beyond them as a Business to Business to Society (B2B2S) company," said Hiroshi Igarashi, President & CEO, Dentsu Group Inc.

■ Group Management Team

Dentsu's Group Management Team, consisting of 28 global leaders, will oversee management of the entire dentsu organization, a total of approximately 850 companies operating in 145 countries and regions, not limited to Dentsu Group Inc. The Group Executive Management team are leaders tasked with the operational execution of global management strategies.

Group Executive Management Appointments (12 leaders)

(While the new leadership structure will be effective from January 1, 2024, some members already assumed the new positions in October 2023)

Newly appointed	Position as of January 2024 (* denotes a position newly established after October 2023*2)	Name	Current position (Or previous position if assumed a new position in October)
	Representative Executive Officer, President & Global CEO, dentsu	Hiroshi Igarashi	Representative Executive Officer, President & CEO, Dentsu Group Inc.
	Representative Executive Officer, Executive Vice President & Global Chief Governance Officer, dentsu	Arinobu Soga	Representative Executive Officer, Executive Vice President & Chief Governance Officer, Dentsu Group Inc.
	Executive Vice President, Global Chief Corporate Affairs Officer, dentsu	Haruhiko Hirate	Executive Vice President & Chief Corporate Affairs Officer, Dentsu Group Inc.
	Executive Vice President, Global Chief Operating Officer* & Chief Global Client Officer, dentsu	Giulio Malegori	CEO, dentsu EMEA

	Executive Officer, Global Chief Financial Officer, dentsu	Nick Priday	Executive Officer, Chief Financial Officer, Dentsu Group Inc.
	CEO, dentsu Japan	Takeshi Sano	CEO, Business Transformation, dentsu
	CEO, dentsu Americas & Global President - Data & Technology, dentsu	Michael Komasinski	CEO, dentsu Americas CEO, CXM, International markets, dentsu
✓	CEO, dentsu EMEA	Andre Andrade	CEO, Iberia & Sub-Saharan Africa
	CEO, dentsu APAC	Rob Gilby	CEO, dentsu APAC
	Global President - Global Practices*, dentsu	Jean Lin	Chief Culture Officer, Dentsu Group Inc.
	Global Chief HR Officer, dentsu	Miho Tanimoto	Chief HR Officer, Dentsu Group Inc.
✓	Global Chief Strategy Officer & Chief of Staff, dentsu	Yoshiki Ishihara	Chief of Staff, Dentsu Group Inc.

- ✓ New appointments to "Group Executive Management": André Andrade is first appointed to the "Group Management Team" and "Group Executive Management" in 2024. Yoshiki Ishihara is a member of the Group Management Team as "Group Management" in 2023, and appointed to "Group Executive Management" in 2024.

As of January 1, 2024, Hiroshi Igarashi, Arinobu Soga and Nick Priday will remain as Directors.

Group Management Appointments (16 leaders) (While the new leadership structure will be effective from January 1, 2024, some members already assumed the new positions in October 2023)

Newly appointed	Position as of January 2024 (* denotes a position newly established after October 2023*2)	Name	Current position (Previous position if assumed a new position in October)
	Global Corporate Secretary & Deputy Global General Counsel, dentsu	Tadashi Nagae	Head of Corporate Secretary & Deputy General Counsel, Dentsu Group Inc.
✓	Chief Intelligence Officer*, dentsu	Kimiya Satake	Economic Security Officer, Dentsu Group Inc.
✓	Head of Internal Audit, dentsu	Hideo Hatano	Executive officer, dentsu Japan
	Global General Counsel, dentsu	Alison Zoellner	General Counsel, Dentsu Group Inc.
	Global Head of Internal Control & Risk*, dentsu	So Aoki	Deputy Chief Integration Officer, Dentsu Group Inc.
	Global Chief Sustainability Officer, dentsu	Yuko Kitakaze	Chief Sustainability Officer, dentsu Japan
	Global Chief Communications Officer, dentsu	Jeremy Miller	Chief Communications Officer, Dentsu Group Inc.
	Global Head of Business Operations*, dentsu	Noritaka Omi	Deputy Chief of Staff, Dentsu Group Inc.
✓	Global Head of Enterprise Technology**, dentsu	Alex Bedier	Chief Technology Officer, dentsu EMEA
	Global Client Partner*, dentsu	Masaya Nakamura	Chief Integrated Solutions Officer, dentsu
	Chief Brand & Culture Officer* & Deputy Chief of Staff, dentsu	Manus Wheeler	Deputy Chief of Staff, Dentsu Group Inc.

✓	Global Practice President - Integrated Solutions*, dentsu	Jeff Greenspoon	President, Global Solutions, dentsu
✓	Global Practice President - Business Transformation*, dentsu	Yuichi Toyoda	Managing Director, Global Business Center, Dentsu Inc.
✓	Global Practice President - Media*, dentsu	Will Swayne	Chief Client Officer – Global Client Solutions
	Global Chief Creative Officer*, dentsu	Yasuharu Sasaki	Creative CEO, dentsu Japan
✓	Global Practice President - CXM*, dentsu	Pete Stein	President, Merkle/CXM Americas

✓ New appointments to "Group Management"

** Alex Bedier's assignment as Group Management and Global Head of Enterprise Technology is interim.

As a part of today's announcement, dentsu confirms that the following executives who will step down from the Group Executive Management Team will also resign from all other roles at dentsu as of December 31, 2023: Soichi Takahashi, Norihiro Kuretani, Dominic Shine, and Nnenna Ilomechina. Yoshimasa Watahiki, Chief Operating Officer, dentsu Japan, will retain his current title as of January 2024 and continue to carry out the responsibilities associated with it.

Dentsu also confirms that a number of executives will step down from their Group Management positions and undertake the following roles effective January 2024: Yoshinobu Ise, Deputy Chief Strategy Officer, Dentsu Group Inc. becomes Deputy Global Chief Strategy Officer, dentsu; Jun Shibata, Deputy Chief HR Officer, Dentsu Group Inc. becomes Deputy Global Chief HR Officer, dentsu; Toshiyuki Hirasawa, Deputy Chief Financial Officer, Dentsu Group Inc., becomes Deputy Global Chief Financial Officer, dentsu; and Toni Handler, Deputy Chief HR Officer, Dentsu Group Inc., becomes Deputy Global Chief HR Officer, dentsu. Hiroshi Chino, Chief Financial Officer, dentsu Japan, will retain his position, while Tom Higgins, Deputy Chief Integration Officer, Dentsu Group Inc., will retain only his concurrently held title of Chief Operating Officer, dentsu EMEA, as of January 2024. Nobutaka Hayashi, Chief Corporate Affairs Officer, dentsu Japan, will step down from his current position on December 31, 2023, and Nobuo Uehara, Head of Internal Audit, Dentsu Group Inc., will resign from all his other roles at dentsu on the same day.

For further information, please refer to the following news releases by dentsu Japan and Dentsu Inc.:

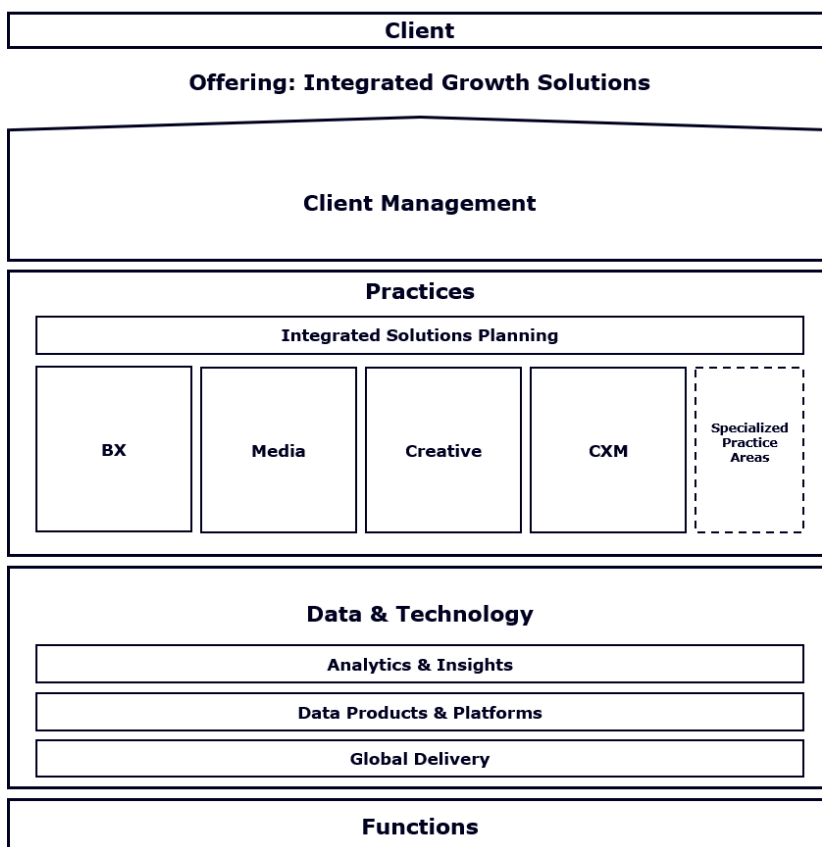
Dentsu Japan Announces a New Operational Structure for 2024

URL: <https://www.japan.dentsu.com/en/assets/pdf/news/2023014-1114en.pdf>

Dentsu Inc. Announces a New Operational Structure for 2024

URL: <https://www.dentsu.co.jp/en/news/item-cms/2023015-1114en.pdf>

*1 About the One dentsu Operating Model:



**Offering:
Integrated Growth Solutions**

- 1. Client Management** delivers mid/long-term growth for our clients through strong client relationships and a deep understanding of their business.
- 2. Practices** house dentsu’s deep expertise and business domains which are brought together to create Integrated Growth Solutions.
- 3. Data & Technology** underpins the differentiation and delivery of the various practices and services within the group while developing scalable revenue-generating assets through investments in data and technology.
- 4. Functions** provide Global Centers of Excellence, with flexible and efficient support to the execution of dentsu’s client-centric business in regions and markets.

*2 Details of each new role:

- Global Chief Operating Officer

Drive business transformation by overseeing the global client management, business operations and enterprise technology areas, while coordinating the four Region CEOs.

- Global President - Data & Technology

Build a strong data and technology infrastructure across practice areas and regions to evolve and strengthen the service delivery system, underpinning the One dentsu Operating Model.

- Global President - Global Practices

Oversee specialized services as 'practices' to evolve service delivery capability and innovation across the Group.

- Chief Intelligence Officer

Gather information globally on the environment facing the Group today and in the future, and respond appropriately.

- Global Head of Internal Control & Risk

Responsible for ensuring that the Group's operations are conducted in a compliant, ethical, and risk-mitigated manner, supporting the achievement of organizational objectives.

- Global Head of Business Operations

Promote dentsu's robust business operations that truly bring life to the One dentsu Operating Model, through building and improving globally consistent operating systems, processes and tools.

- Global Head of Enterprise Technology

Accountable in shaping the Group's Information System strategy, leading its effective and sustainable execution to provide a stable and superior enterprise technology environment conducive to business operations.

- Global Client Partner

Develop and strengthen partnership to provide the best-in-class services and solutions to global clients.

- Chief Brand & Culture Officer

Build and strengthen the competitive dentsu brand and culture to increase employee and customer loyalty and contribute to realize the CEO's vision and strategy.

- Global Practice President - Integrated Solutions

Improve the capability and quality of delivery in the area of Integrated Solutions across the Group and provide the best services.

- Global Practice President - Business Transformation

Improve the capability and quality of delivery in the area of Business Transformation across the Group and provide the best services.

- Global Practice President - Media

Improve the capability and quality of delivery in the area of Media across the Group and provide the best services.

- Global Chief Creative Officer

Improve the capability and quality of delivery in the area of Creative across the Group and provide the best services.

- Global Practice President - CXM

Improve the capability and quality of delivery in the area of CXM across the Group and provide the best services.

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