

June 16, 2025

DENTSU GROUP INC.

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

## **Dentsu to Convert Subsidiary CARTA HOLDINGS into a Joint Venture with DOCOMO**

—Strengthening dentsu Japan’s digital marketing operations through the business and capital  
alliance between the three companies—

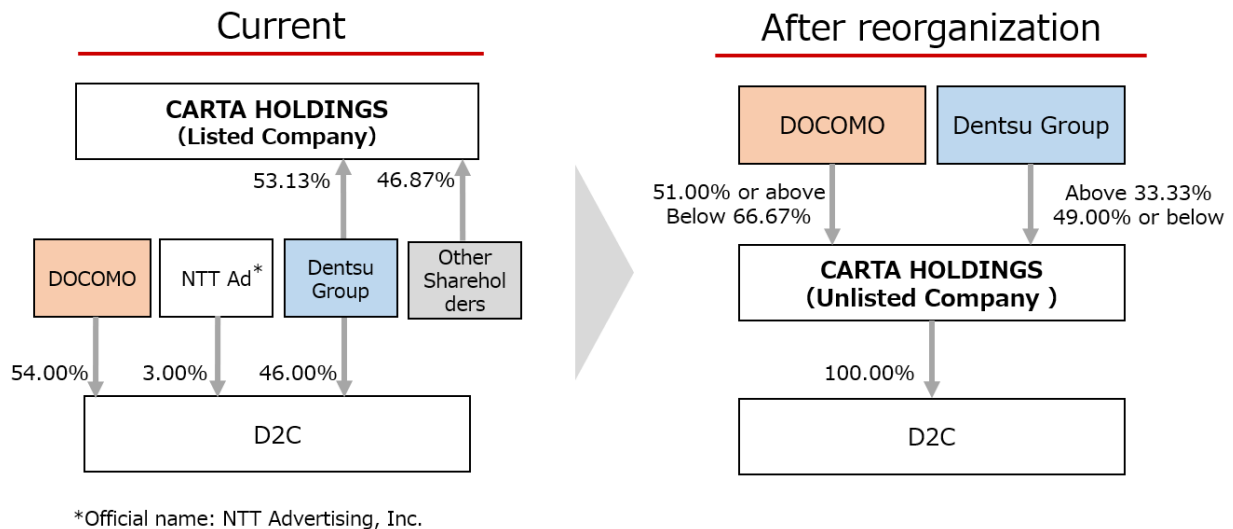
Dentsu Group Inc. (Tokyo: 4324; ISIN: JP3551520004; President & Global CEO: Hiroshi Igarashi; Head Office: Tokyo; Capital: 74,609.81 million yen; hereinafter referred to as “the Company”) announced today that it has resolved to convert CARTA HOLDINGS, INC. (President and Representative Director: Shinsuke Usami; Head Office: Tokyo; hereinafter referred to as “CARTA HOLDINGS”), a key subsidiary of the Company, into a joint venture with NTT DOCOMO, INC. (President and CEO: Yoshiaki Maeda; Head Office: Tokyo; hereinafter referred to as “DOCOMO”) through a business and capital alliance among the three companies with the aim of strengthening dentsu Japan\*’s digital marketing operations.

Through this joint venture with DOCOMO, dentsu Japan will create a system that enables development and offers new solutions that combine strengths of CARTA HOLDINGS in digital marketing including diverse media touchpoints, advertising operations, and product development, with the ID-based member data, including online and offline behavioral and purchase data held by DOCOMO. In addition, by utilizing DOCOMO’s nationwide network, it will expand business opportunities throughout Japan. These efforts will promote business synergies not only in the collaboration with DOCOMO, but also within dentsu Japan, further strengthening its digital marketing operations.

Going forward, dentsu Japan will continue to enhance and integrate solutions in marketing and other fields. By maximizing the value it provides as an Integrated Growth Partner, it will contribute to the growth of clients and partners and the sustainable development of society.

As part of the series of transactions involving the transfer of equity interests in this agreement, CARTA HOLDINGS is expected to be privatized and become an equity method affiliate of the Company. Moreover, D2C Inc. (President and CEO: Ryo Takada; Head Office: Tokyo), currently an equity method affiliate of the Company, is expected to become an owned subsidiary of CARTA HOLDINGS.

—Collaboration structure between the Company and DOCOMO through the establishment of the joint venture company CARTA HOLDINGS (Full company names has been omitted)—



At this time, the Company recognizes that the impact of this alliance on its consolidated financial results will be minor.

\*dentsu Japan (Brand: "dentsu Japan"; Head Office: Minato-ku, Tokyo; Representative: CEO Takeshi Sano) represents the business brand in Japan, one of dentsu's four global business regions. It also has the function of overseeing and supporting the businesses of 140 companies in Japan including Dentsu Inc., the world's largest single brand agency.

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