

July 25, 2025

Dentsu Group Inc. Releases Integrated Report 2025

– **Creating positive change through innovation inspired by our people's creativity and insights** –

Dentsu Group Inc. (Tokyo: 4324; ISIN: JP3551520004; Brand: "dentsu"; Head office: Tokyo; President & Global CEO: Hiroshi Igarashi; Capital: 74,609,810,000 yen) has published its Integrated Report 2025, which is now available on the Dentsu Group Inc. website.



<https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2025.pdf>

This report is intended to provide all stakeholders, including shareholders and investors, with a deeper understanding of dentsu's medium- to long-term strategies and efforts to create and enhance corporate value based on activities in both financial and non-financial areas. The report provides a strategic overview of our new Mid-Term Management Plan (2025–2027) announced in February 2025, which aims to realign our business portfolio and refocus our capital and people into priority businesses to regain our competitive edge.

Since its founding in 1901, dentsu has endeavored to contribute to the creation and development of a vibrant society as a company that recognizes people as its greatest assets. Under its current B2B2S (Business-to-Business-to-Society) management policy, dentsu will continue working together with clients to resolve social issues, aiming to realize a vibrant society where people enjoy a fulfilling life.

In addition to the Integrated Report 2025, dentsu has also published its "Non-financial Databook 2025*1" and "Climate-related Disclosures 2025*2". The Group has conducted scenario analyses on the impact of climate change on its business and published reports in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). In 2025, dentsu carried out analysis and reporting based on the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB), referring to the climate-related disclosure standard IFRS S2. This has enabled us to clarify how climate-related risks and opportunities affect our financial position. For details, please see dentsu's Climate-related Disclosures 2025.

*1: Name has been updated from ESG Data Book last issued in 2024

*2: Name has been updated from TCFD Report last issued in 2024

Website URLs

Non-financial Databook:

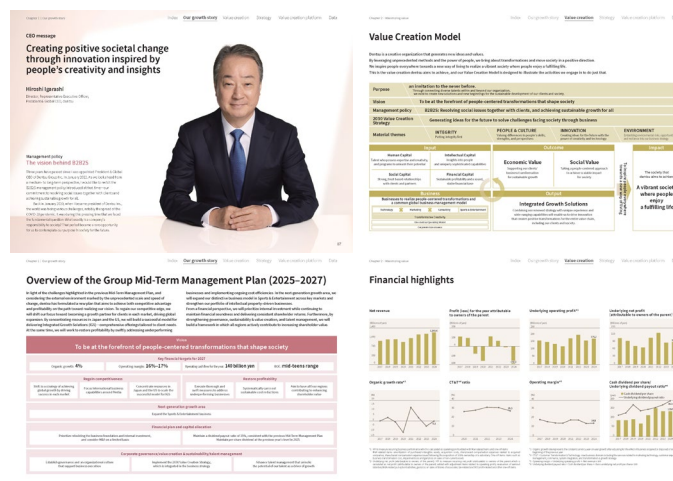
<https://www.group.dentsu.com/en/sustainability/common/pdf/databook2025.pdf>

Climate-related Disclosures:

<https://www.group.dentsu.com/en/sustainability/common/pdf/climate-related-report2025.pdf>

<Main contents of Integrated Report 2025>

- The future we envision and the forces that drive us
- Dentsu's DNA, vision, and management policy
- Messages from leaders including the President & Global CEO, Global Chief Sustainability Officer, Global CFO, Global Chief Strategy Officer, Global COO, Global Chief Creative Officer, Global CHRO and Global Chief Governance Officer
- Overview of dentsu's new Mid-Term Management Plan (2025–2027)
- Value Creation Model
- Materiality for dentsu
- 2030 Value Creation Strategy
- Dentsu's new Mid-Term Management Plan (2025–2027)
 - Our priority for 2025 is to restore profitability, primarily in the International business, aiming for a return to growth by 2027
 - A network that wins globally by growing locally
 - Our next-generation growth area: Sports & Entertainment
- Creating the future through transformative creativity and AI
- Focus areas to win as a people-centered organization
- Integrating environmental risks, opportunities, and resilience into business strategy
- Building a corporate culture that values putting integrity first to realize effective corporate governance
- Messages from independent outside directors



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