

November 14, 2025

Notice Regarding the Revision of the Full-Year Consolidated Earnings Forecast for FY2025

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 that at the Board of Directors meeting held today, a decision was made to revise the consolidated earnings forecast for FY2025 (January 1 to December 31, 2025) previously announced on August 14, 2025.

(1) Revision of the Consolidated Earnings Forecast for FY 2025 (IFRS)

(million yen)	November Forecast (A)	August Forecast (B)	Variance (A – B)	Variance (%)	(Reference) Results for the previous fiscal year
Revenue	1,421,000	1,433,200	(12,200)	(0.9)	1,410,961
Net Revenue	1,182,600	1,180,100	+2,500	+0.2	1,194,070
Underlying operating profit* ¹	161,200	141,600	+19,600	+13.8	176,233
Operating Margin	13% range	12.0%	—		14.8
Underlying net profit* ²	83,400	63,000	+20,400	+32.4	92,936
Underlying Basic EPS (yen)	321.29	242.70			355.24
Operating profit (loss)	17,600	(3,500)	+21,100	—	(124,992)
Net profit (loss)	(52,900)	(75,400)	+22,500	+29.8	(192,172)
Basic EPS (yen)	(203.79)	(290.47)			(734.56)

Exchange Rate

Av. Jan-Oct. 2025 Av. Jan-Jul. 2025

JPY/USD	148.4	148.1	+0.2	+0.2	151.4
JPY/GBP	195.4	193.4	+2.0	+1.1	193.5

*Given the uncertain business environment, we set targets within a specific range for particularly important KPIs.

(2) Background to the revision of the consolidated earnings forecast for FY2025

The consolidated organic growth rate for the nine months of FY2025 was broadly in line with the expectations announced in August. While the Japan business exceeded expectations, the international business fell short. Based on these factors, the consolidated organic growth forecast for FY2025 remains at circa 0%, as revised in August. By region, the organic growth rate for Japan has been revised upward from circa 3% to circa 4%, while the international business has been revised downward from negative circa 2% to negative circa 3%. There are no changes to the forecast for the Americas and EMEA.

Reflecting strong performance in Japan business, a thorough review of internal investments, the anticipated realization of some cost reduction effects from rebuilding our business foundation, the full year underlying operating profit forecast was revised upward from 141.6 billion yen, as announced in August, to 161.2 billion yen. Accordingly, the full-year operating margin forecast is revised from circa 12% to the 13% range.

Following the upward revision of underlying operating profit, operating profit on a statutory basis was revised from an operating loss of 3.5 billion yen to an operating profit of 17.6 billion yen. Net profit (loss) attributable to owners of the parent was revised from a loss of 75.4 billion yen to a loss of 52.9 billion yen.

In the third quarter, certain accounting treatments within the international business were reviewed to better reflect the substance of underlying transactions, resulting in a minor revision to the full-year revenue forecast. As cost of sales was reduced by the same amount, there is no impact on net revenue.

The year-end dividend forecast remains undetermined as an appropriate level of shareholder returns is being carefully considered from a medium-term capital allocation perspective. Once profits from business, progress on asset sales and other relevant factors have been comprehensively evaluated, the appropriate level of shareholder returns will be determined and announced.

*1 Underlying operating profit: KPI to measure recurring business performance which is calculated as operating profit added with M&A related items and one-off items. - M&A related items: amortization of purchased intangible assets, acquisition costs, share-based compensation expenses related to acquired companies, share-based compensation expense issued following the acquisition of 100% ownership of a subsidiary. - One-off items: items such as impairment loss and gain/loss on sales of non-current assets, business transformation costs, and extra retirement payments.

*2 Underlying net profit (attributable to owners of the parent): KPI to measure recurring net profit attributable to owners of the parent which is calculated as net profit added with adjustment items related to operating profit, gain/loss on sales of shares of associates, revaluation of earnout liabilities / M&A related put-option liabilities, tax-related, NCI profit-related and other one-off items.

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