

FOR IMMEDIATE RELEASE
February 13, 2026

Regarding the Progress of the International Business Restructuring

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”) has been promoting structural reforms in its international businesses excluding Japan (Americas, EMEA, and APAC).

The Company announces the progress of these initiatives as outlined below.

In order to achieve an operating margin of 16% in FY2027, the Company has identified initiatives expected to deliver cost reduction effects of approximately 50.0 billion yen in FY2027 compared to FY2025 initial forecast and is steadily making progress in implementing these initiatives.

With respect to the structural reform costs aimed at cost reduction described above, the Company previously announced, as of August 2025, that it expected to record approximately 27 billion yen in such costs in FY2025. However, based on the subsequent progress of each initiative and following careful consideration of the refinement of the execution process and the timing of accounting recognition, the relevant costs for FY2025 amounted to 17.4 billion yen.

As a key component of these initiatives, the Company has planned a reduction of approximately 8% of employees (approximately 3,400 employees) in the international business as of January 2025. Of this total, measures for approximately 2,100 employees were completed during FY2025, and the Company expects the completion of this initiative within FY2026.

In addition to the above, the Company recorded other structural reform costs in the fourth quarter of FY2025, primarily related to real estate optimization expenses and other associated initiatives in its international business.

As a result, total structural reform costs on a consolidated basis for FY2025 amounted to 33.0 billion yen.

#####

Contact:

Jumpei Kojima, Sho Sugiura
Group Corporate Communications Office
Dentsu Group Inc. E-mail: group-cc@dentsu.com