

FOR IMMEDIATE RELEASE
February 13, 2026

Executive Summary of the Announcements regarding the FY2025 Consolidated Financial Results

Dentsu Group Inc. (Tokyo: 4324; ISIN: JP3551520004; Head Office: Minato-ku, Tokyo; President & Global CEO: Hiroshi Igarashi; the Company and its Group companies are hereinafter collectively referred to as "dentsu") today announced its financial results for the fiscal year ended December 2025, along with updates regarding its new global management structure, including the appointment of a new Global CEO.

For FY2025, both the organic growth and operating margin exceeded the levels projected in November. In Japan, the business delivered 6.2% organic growth, with net revenue reaching a record high for the fifth consecutive year and underlying operating profit setting a new record for the second consecutive year. In the international business, the operating margin improved due to strengthened cost controls and targeted initiatives implemented from 2025 to address underperforming businesses and rebuild the business foundation. Additionally, the international business succeeded in turning its operating cash flow positive.

However, the Company recorded a substantial statutory operating loss and statutory loss attributable to owners of the parent, primarily driven by goodwill impairment losses. These impairment losses were recognized following a revision of the assumption for impairment test, which is now set at a level where no further impairment losses on goodwill are expected at this time.

As a result, the Company's non-consolidated distributable amount declined significantly and the Company announced there will be no year-end or annual dividend for FY2025, with a forecast for no dividend for FY2026.

Looking ahead to FY2026, the Company plans to maintain steady growth in Japan while achieving a return to growth in the U.S. CXM business and other areas of the international business, restoring competitiveness and profitability. In addition, the likelihood of recognizing goodwill impairment losses going forward is extremely low, so the Company is confident that operating profit and profit attributable to owners of the parent will turn positive (69.7 billion yen).

Dentsu will withdraw some of the financial targets and policies while continuing to pursue the strategy outlined in the current Mid-Term Management Plan (MTMP, whose final year is FY2027 — "A network that wins globally by growing locally." Dentsu is already seeing growth momentum in the U.S., a key strategic market. Coupled with further profitability initiatives, the Company is targeting to the mid-term plan's operating margin of 16% in FY2027. Dentsu also plans to disclose our strategy for accelerating transformation aimed at in our MTMP and will announce it early this

fiscal year. Through these efforts, the Company aims to enhance shareholder value and resume dividend payments in the future.

The Company also announced a new global management structure, including the appointment of a new Global CEO. Takeshi Sano, Executive Officer, CEO, dentsu Japan & Deputy Global Chief Operating Officer, dentsu, is scheduled to assume the role of Director, Representative Executive Officer, President & Global CEO, dentsu on March 27. Sano has been instrumental in driving strong growth in the Japan business—which accounts for approximately 40% of the Group’s net revenue and more than half of its underlying operating profit—and has led key transformation initiatives in the overseas business as BX (Business Transformation) CEO and Deputy Global COO. The new Global Management team, consisting of 23 members with Sano at the top, will enhance execution capabilities across dentsu, accelerate transformation, and strengthen contributions to client growth. Through these efforts, dentsu aims to reinforce stakeholder trust and sustainably enhance corporate value.

Note: Sano will be proposed as a candidate for Director at the 177th Ordinary General Meeting of Shareholders scheduled for March 27, 2026. He is also scheduled to be appointed Representative Executive Officer at the Board of Directors meeting to be held immediately after the General Meeting.

Information announced on February 13

Please refer to the following news releases on our website.

<https://www.group.dentsu.com/en/news/release/>

- Executive Summary of the Announcements regarding the FY2025 Consolidated Financial Results (this news release)
- Dentsu Announces New Global Management Structure
- Notice Regarding Candidates for Directors and Executive Officers of Dentsu Group Inc.
- Notice Regarding Change in Representative Executive Officer of Dentsu Inc.
- Notice Regarding Change in Representative Director and President & CEO of Dentsu Inc.
- Notice Regarding Dividend of Surplus for FY2025 and FY2026
- Notice Regarding the Differences Between the Full-Year Forecast and the Actual Results for FY2025 Due to the Recognition of Goodwill Impairment Losses in the Americas and EMEA, and the Recognition of Extraordinary Losses in the Non-Consolidated Financial Statements
- Regarding the Progress of the International Business Restructuring

IR Materials (not included above):

<https://www.group.dentsu.com/en/ir/>

- FY2025 Earning Presentation
- Summary of Financial Results for the Fiscal Year Ended December 31, 2025
 - IFRS Consolidated Results—
- Financial Fact Sheet 2025

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