

August 31, 2026

Dentsu Publishes Integrated Report 2026

- First Integrated Report Under New Global CEO Leadership, Outlining a New Phase of Growth Through Client-Centricity, Agility, and Collaboration -

Dentsu (Tokyo: 4324; ISIN: JP3551520004; President & Global CEO: Takeshi Sano; Head Office: Tokyo; Capital: 74,609.81 million yen) today published its Integrated Report 2026, now available on the Dentsu Group Inc. website. This is the first Integrated Report published under the new management structure led by Takeshi Sano, who was appointed Global CEO in March 2026. It outlines the Group's strategies and initiatives designed to support sustainable corporate value creation.



<https://www.group.dentsu.com/en/sustainability/common/pdf/integrated-report2026.pdf>

This report reflects the Mid-Term Management Plan (MTMP) update*¹ announced on August 14, 2026. Aiming to be “the Growth Partner that drives the greatest impact for clients, partners, and society,” dentsu is working to improve financial soundness and strengthen the foundation for sustainable competitiveness. Along with key performance indicators (KPIs) demonstrating the Group's progress, the report systematically outlines growth strategies and specific initiatives, tailored to the characteristics and competitive environments of each region, targeting further growth in the Japan business and profitability recovery in the International business. It also highlights initiatives aimed at expanding the strengths cultivated in the Japan market globally, including examples where the results of these efforts are beginning to emerge, and outlines the Group's direction for future growth.

As a key theme for value creation, the report highlights the concept of “PI × AI”. This combines “People Intelligence (PI)”—dentsu's term for distinctly human strengths such as creativity, curiosity, determination, and judgment shaped by experience—with AI. The report introduces dentsu's distinctive approaches to AI utilization and strategy, including the people strategies and AI governance that underpin PI × AI. These initiatives represent dentsu's current strategic direction and are subject to ongoing development and refinement.

This year's report balances readability and depth of information with a page count reduction of approximately 30% compared to the previous year, while expanding the coverage of financial, business, and people-related information. It shows how the Group has restructured its previous value creation model into a “value creation process,” illustrating a sequence that starts with management capital, through to strategy and business activities, and ultimately to results and value creation. The report specifies the KPIs and targets for measuring these results and value

creation, while providing a clearer visualization of the cycle of sustainable corporate value enhancement via returns to stakeholders and reinvestment in management capital.

Ahead of this report, dentsu published Non-financial Databook 2026 and Climate-related Disclosures 2026 as supplementary non-financial disclosures on July 24, 2026^{*2}. These materials provide additional detail and should be read in conjunction with this report.

Non-financial Databook 2026:

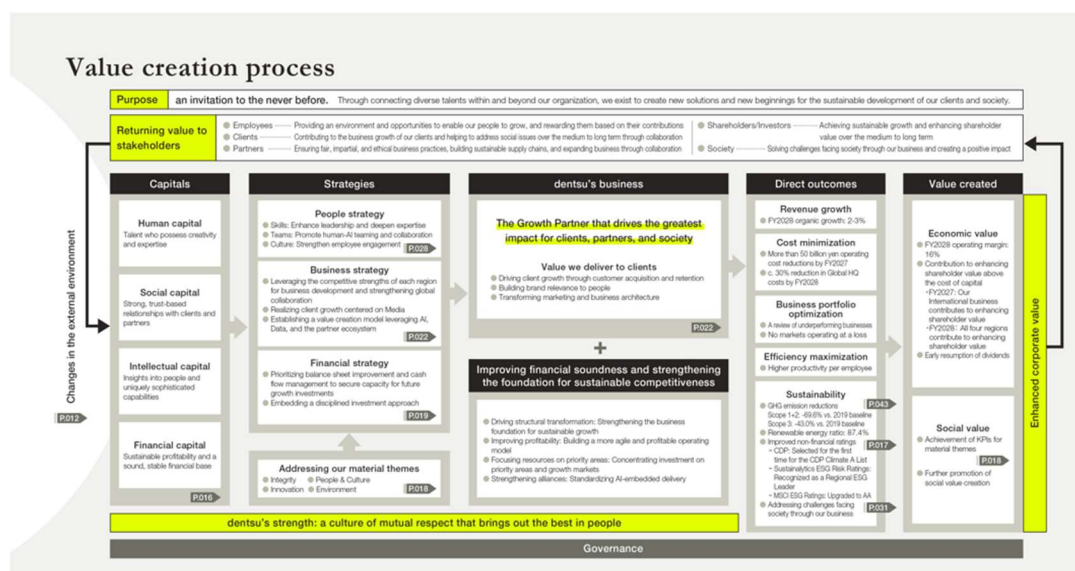
<https://www.group.dentsu.com/en/sustainability/common/excel/databook2026.xlsx>

Climate-related Disclosures 2026:

<https://www.group.dentsu.com/en/sustainability/common/pdf/climate-related-report2026.pdf>

<Main contents of Integrated Report 2026>

- Message from Takeshi Sano, President & Global CEO
- External environment surrounding dentsu
- Value creation process
- Material themes for the Group
- Sustainability strategy
- Financial strategy
- Mid-Term Management Plan update and future business growth strategy
 - Further growth in the Japan business and profitability recovery in the International business
 - Regional strategies for Japan, Americas, EMEA, and APAC
 - Global expansion of strengths cultivated in the Japan market, and early case studies
 - AI-driven business transformation and an AI-native operating model
- People strategy through “PI × AI”
- Initiatives to address social issues through our business
- Business execution, including integrity and AI governance
- Corporate governance structure and evolution
- Message from the Chairman of the Board



Value creation process

*1: Mid-Term Management Plan Update (2026-2028) materials (announced on August 14, 2026):

URL: <https://www.group.dentsu.com/en/ir/common/pdf/MTMP2026E.pdf>

*2: 'Dentsu Publishes Climate-related Disclosures 2026 and Non-financial Databook 2026'
(Dentsu Group Inc. News Release, July 24, 2026)

URL: <https://www.group.dentsu.com/en/news/release/001716.html>

Cautionary Note

This release contains forward-looking statements subject to risks and uncertainties. Actual results may differ materially. Integrated Report 2026 contains additional cautionary statements regarding forward-looking information.

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