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Dentsu Publishes Its First People & Culture Report 2026 **- Visualizing how investing in people and culture creates corporate value -**

Dentsu (Tokyo: 4324; ISIN: JP3551520004; President & Global CEO: Takeshi Sano; Head Office: Tokyo; Capital: 74,609.81 million yen; hereinafter “the Group”) today published its English version of the People & Culture Report 2026, now available on the Dentsu Group Inc. website. This is the Group’s first comprehensive report dedicated to human capital.



<https://www.group.dentsu.com/en/people/common/pdf/people-and-culture-report2026.pdf>

The Group has identified “People & Culture” as one of its material themes toward the sustainable creation of corporate value. The report aims to share with our clients, partners, investors, employees and other stakeholders the Group’s approach to investing in its people and culture, and the value this brings to its business.

The report opens with a dialogue between Takeshi Sano, President & Global CEO, and Miho Tanimoto, Global Chief HR Officer, and presents the Group’s initiatives to realize its human capital vision, “Creating value through people and teams that inspire growth and connect beyond boundaries,” in the following structure:

1. Value Creation Story
2. People Strategy for Growth
3. Unlock People Potential
4. Connect Talent as One Team
5. Create a Thriving Culture
6. Enhance Human Capital

Based on the human capital vision and priorities presented in the report, the Group will continue to monitor and apply its human capital indicators to enhance management effectiveness, deliver on its business strategy and drive sustainable growth in corporate value.

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