

Board Members/Management

(As of April 1, 2017)

Board Members

Representative Directors

Toshihiro Yamamoto
Shoichi Nakamoto
Yoshio Takada

Directors

Tim Andree
Wataru Mochizuki
Yoshiharu Sengoku
Arinobu Soga
Nobuko Matsubara (Outside Director)

Directors / Audit and Supervisory Committee Members

Kenichi Kato
Atsuko Toyama (Outside Director)
Toshiaki Hasegawa (Outside Director)
Kentaro Koga (Outside Director)

Executive Officers

President & CEO

Toshihiro Yamamoto

Senior Executive Vice President & CFO

Shoichi Nakamoto

Executive Vice Presidents

Yoshio Takada
Tim Andree

Senior Vice Presidents

Naoki Tani
Yasuo Motoi
Wataru Mochizuki
Jerry Buhlmann
Hiroaki Sano
Takashi Yagi
Yutaka Ishikawa

Executive Officers

Nobuyuki Tohya
Tsuyoshi Iwashita
Yuichi Okubo
Keiichi Maeda
Kiyoshi Nakamura
Yoshiharu Sengoku
Takaki Hibino
Toshiya Oyama
Norio Kamijo
Masahiko Hibi
Motohiro Yamagishi
Misao Toyoda
Akira Ando
Tetsuji Hirose
Hiroshi Igarashi
Hidemi Matsuo
Arinobu Soga
Norihiro Kuretani
Jun Shibata
Norihiko Sakata
Shigeru Ishida

Information for Shareholders

(As of December 31, 2016)

Corporate Headquarters

1-8-1, Higashi-shimbashi, Minato-ku, Tokyo 105-7001, Japan

Phone: +81-3-6216-5111

Contact Info

Investor Relations Department,

Executive office,

1-8-1, Higashi-shimbashi, Minato-ku, Tokyo 105-7001, Japan

Email: irmail@dentsu.co.jp

Stock Exchange Listing

Tokyo Stock Exchange, First Section

Securities code: 4324

Capital

74,609.81 million yen

Total Number of Shares Issued

288,410,000

General Meeting of Shareholders

The Ordinary General Meeting of Shareholders is held in Tokyo in March each year.

Transfer Agent

The Mitsubishi UFJ Trust and Banking Corporation

4-5, Marunouchi 1-Chome, Chiyoda-ku, Tokyo 100-8212, Japan

Internet Address

<http://www.dentsu.com>

Share Information

(As of December 31, 2016)

Breakdown of Shareholders by Type

	Number of Shareholders	Number of Shares Held	Percentage of Total Number of Shares Issued
Japanese financial institutions	78	86,186,650	29.88
Japanese securities firms	35	9,953,185	3.45
Other Japanese corporations	557	77,113,839	26.74
Japanese individuals and others (Including treasury stock)	31,961	41,365,183	14.34
Foreign institutions and individuals	597	73,791,143	25.59
Total	33,228	288,410,000	100.00

Major Shareholders (Top 10)

Major Shareholders	Number of Shares Held	Percentage of Total Number of Shares Issued
The Master Trust Bank of Japan, Ltd. (Trust accounts)	28,110,500	9.75
Kyodo News	18,988,800	6.58
Jiji Press, Ltd.	16,878,680	5.85
Japan Trustee Services Bank, Ltd. (Trust accounts)	16,764,100	5.81
State Street Bank and Trust Company 505001	9,559,128	3.31
Group Employees' Stockholding Association	6,135,216	2.13
Mizuho Bank, Ltd.	5,000,000	1.73
Yoshida Hideo Memorial Foundation	4,984,808	1.73
Recruit Holdings Co., Ltd.	4,929,900	1.71
Tokyo Broadcasting System Television, Inc.	4,000,000	1.39

Third-party Evaluation and Share Price Changes

The Dentsu Group actively engages in environmental preservation and other corporate sustainability activities. Receiving high recognition for such activities, Dentsu received a score of 94C from the Carbon Disclosure Project (CDP) in 2016.

Moreover, in recent years, socially responsible investment,*1 which takes into account not only financial aspects such as corporate revenue and growth prospects, but also ethics, legal compliance, efforts to tackle environmental, and other issues has been gaining attention in investment trust management.

Dentsu's CSR efforts received high recognition from SRI rating agencies as well, being included in the MSCI Global Sustainability Indexes*2 in June 2015. In September 2016, Dentsu was selected for inclusion in the Dow Jones Sustainability Asia Pacific Index (DJSI Asia Pacific), the Asia Pacific version of the Dow Jones Sustainability Indices (DJSI)*3.

Dentsu was also selected as a finalist in the Asia Sustainability Reporting Awards (ASURA) for the previous year's integrated report.

*1 Socially responsible investment is an investment method that aims for stable revenue by evaluating and selecting companies based on social, ethical, and environmental aspects, such as legal compliance, employment relations, human rights issues, consumer protection, and contribution to society and community, in addition to conventional investment criteria based on financial analysis.

*2 An index developed by Morgan Stanley Capital International (MSCI) in the United States that selects companies that are particularly outstanding in environmental, social, and governance (ESG) assessments.

*3 DJSI is a stock index developed jointly by S&P Dow Jones Indices, a U.S. company that provides global financial market indices, and RobecoSAM, a Swiss company that conducts research and rates companies in relation to socially responsible investing. In addition to conventional financial analysis, this index measures broader corporate sustainability based on companies' social and environmental initiatives, selecting companies that are excellent overall. DJSI Asia Pacific targets approximately 600 leading companies in the Asia Pacific region. In fiscal 2016, 146 companies (68 of them from Japan) were selected for inclusion.



MSCI

2017 Constituent
MSCI ESG
Leaders Indexes

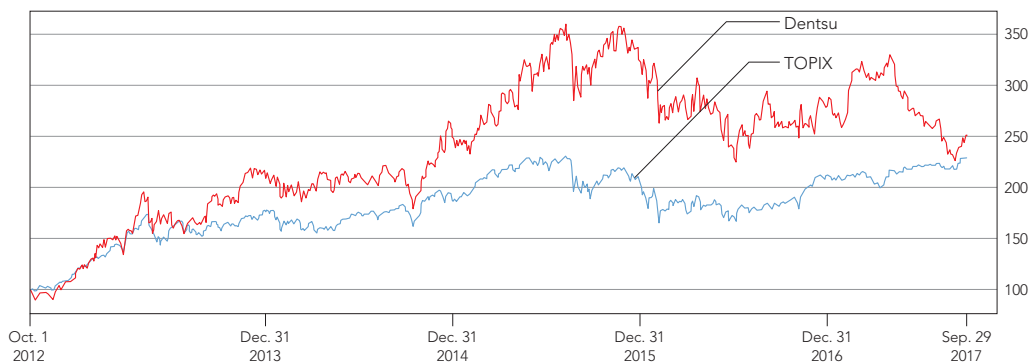
MSCI

2017 Constituent
MSCI ジャパンESG
セレクト・リーダーズ指数

MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM



TOPIX and Dentsu (relative comparison over five years)



Design concept of this integrated report

Although appearing random at first glance, the design incorporates lines that are all interrelated. The design theme indicates connections among people and between people and society.

Takahiro Kurashima

Born in 1960, as an art director Mr. Kurashima has been involved in diverse creative work for a variety of clients. At the same time, he has continued to develop his own work. Switzerland's Lars Müller Publishers has published his work *Poemotion*, a project aimed at cultivating a new perspective in graphic art. An art exhibition on this theme is scheduled for next fiscal year.