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Editorial Policy

- This integrated report explains the Dentsu Group's operating performance for the reporting period and introduces the Group's strategies and initiatives to create value over the medium to long term. Information related to efforts to enhance sustainability is also arranged within an ESG framework, taking increased disclosure requirements into account.
- Target audience
 - All stakeholders including shareholders and investors

Reference guidelines

IIRC (International Integrated Reporting Council)
The International Integrated Reporting Framework

Guidance for Collaborative Value Creation, Ministry of Economy, Trade and Industry

GRI (Global Reporting Initiative)
Sustainability Reporting Guidelines, Version 4 (G4)

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Period covered by the report

Centered on activities during FY2018 (January 1, 2018 through December 31, 2018), but also describes some activities from preceding or more recent periods.

Organizations covered

Dentsu Inc. and Dentsu Group companies

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Forward-looking Statements

This integrated report contains statements that constitute "forward-looking statements" regarding the intent, belief or current expectations of Dentsu Inc. or its management with respect to the results of operations and financial condition of Dentsu or the Dentsu Group. Such forward-looking statements are not guarantees of future performance and involve risks and uncertainties. Actual results may differ from those in the forward-looking statements as a result of various factors. The information contained in this integrated report identifies important factors that could cause such differences. These forward-looking statements speak only as of the date hereof. Dentsu disclaims any obligation to update or publicly announce any revisions to these forward-looking statements to reflect future events, conditions or circumstances.

Quick Reference (Navigation)

The Dentsu Integrated Report 2019 has been designed to enable readers to easily navigate the site, to find the information in which they are most interested. Please use the following for reference while reading the Integrated Report.

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| | ● How We Create and Share Value | • In accordance with its corporate philosophy of "Good Innovation," the Dentsu Group contributes to the achievement of a sustainable society by working together with clients to provide optimal solutions to global social issues. | P. 9 |
| | ● Discussion (Heads of Japan and International Businesses) | • Second phase of Dentsu Group transformation—Aiming to Become One Dentsu— | P. 27 |
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| | ● Message from CFO | • Dentsu regards 2019–2020 as a second phase in its development aimed at promoting Groupwide business reform | P. 23 |
| How will Dentsu achieve medium- to long-term growth in its international business? | ● How We Create and Share Value | • Implementing wide-ranging reforms that provide value to people and society | P. 9 |
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| | ● Dentsu Group Medium-term Direction | • Dentsu's own innovation • Leading the Dentsu Group into a new phase | P. 19 |
| How is the Working Environment Reform Plan in Japan progressing? | ● Decent and Creative Work | • The significance of working environment reforms • Working environment reforms: specific initiatives and their current progress | P. 45 |
| How is Dentsu engaged in achieving the Sustainable Development Goals (SDGs)? | ● Overview of the Dentsu Group | • At a Glance—Quick Facts about Dentsu— | P. 3-4 |
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| | ○ Common Ground | • Focus on Goal Three: Health—working with NGOs to prevent global infectious diseases, such as malaria and tuberculosis | Website |
| | ○ Dentsu Team SDGs | • Consumer Survey on SDGs • Production of SDGs Communication Guide | Website |