Dentsu Group at a glance

Our purpose → p. 08
The Dentsu Group exists to realize a better society by contributing to the growth of our clients, partners, people, and all consumers

Integrated Growth Solutions → p. 20
Integrating our diverse capabilities across the Group. Delivering top line growth for our clients, beyond marketing

FY2020 Highlights → p. 61
Turnover 4.5 trillion yen
Revenue less cost of sales 835.0 billion yen
Underlying Operating Profit 123.9 billion yen
Underlying ROE 8.1%

Markets → p. 11
Founded in Japan, now operating globally 145 countries and regions

Fast-Growth Areas → p. 20
We are well positioned in the fast-growth areas of the market
Group consolidated revenue (LCoS) generated from digital domain 54%
Group consolidated revenue (LCoS) generated from Customer Transformation & Technology 28%
Dentsu Group occupies a unique market position
- Transformation and Growth Strategy
- Systems Integration
- CXM (Data and Analytics)
- Marketing Technology
- Creative
- Media Activation
- Content and Sports Marketing

People → p. 23
Total Group employees Over 64,000 talents

Sustainability

Medium-term Management Plan → p. 19
Transformation & Growth
- Organic growth Target from 2021-2024 CAGR 3-4%
- Ratio of Group revenues generated by Customer Transformation and Technology over time to reach 50%

Operations & Margin
- Progressive year-on-year improvement in underlying operating margin
The Group target by 2024 DJN by 2022 DI by 2022
17%+ 20% 15%

Capital Allocation & Shareholder Returns
- Medium-term Net Debt / EBITDA average (non IFRS 16 basis)
- Progressive dividend policy, payout ratio of underlying basic EPS to reach 1.5x 35%

Social Impact & ESG
- Absolute reduction in CO2 by 2030 46%
- Renewable energy use by 2030 100%*

* in markets where available
- Improvement in employee engagement score
- Diverse & inclusive workforce