

Message from Chairman

Independent and diverse board to deliver sustainable growth

At Dentsu Group, our purpose is to increase our corporate value to society, clients, employees, and our shareholders to create sustainable benefits for all. In order to achieve this, we pursue continuous improvement to deliver good governance with speedy decision-making, responsible allocation of resources and transparent oversight of the business. This year, Dentsu Group took further steps to deliver on these objectives.

With the appointment of Hiroshi Igarashi as the new Group CEO, my responsibility as Chairman of the Board was separated from the Group CEO's remit. In doing so this will further the independence of the Board of Directors which needs to remain neutral, supportive, and focused on the long-term view of the company so that management can focus on running the operations and executing the business strategy. I am honored to have been selected as the first non-Executive Chairman of the Board. Having been an executive at dentsu for 16 years, I have a unique advantage coming in with deep knowledge of the current state of the business to support management continuity as the new executive team is formed under Igarashi-san while also becoming a non-executive director independent from executional or management responsibility.

In addition, I am pleased to welcome four new

independent outside directors to our board. Over the last decade, Dentsu Group has become a truly global company and we need both a management team and board that reflect the diversity of our growing business. The board we have formed is the most experienced, diverse, and international board in our history. Our new outside directors have executive and board experience from other global groups and bring immense global experience in digital, finance, accounting and audit sectors. In this ever-changing landscape, it is critical for all board members to be knowledgeable about the business, its environment and the competition, and each new director brings different, complementary capabilities that uniquely position them to provide counsel to Dentsu Group's board.

With new management now in place, we have a strong, talented team that is committed to leveraging the unique strengths of dentsu that have been developed over many decades, but also to pivoting the business in necessary ways as we experience continuous

change. Our business has recovered and grown in 2021 and I am confident in management's ability to achieve our Medium-term Management Plan which was announced in February 2021, and in the new board's ability to guide and support the business toward sustainable growth that benefits all of our stakeholders.



Tim Andree

Director, Chairman of the Board, Dentsu Group Inc.