

Messages from new Outside Directors

Paul Candland

Independent Outside Director,
Audit and Supervisory Committee Member



Innovation rests on global collaboration

I am a new member of Dentsu Group Inc. board, having been appointed in March of this year. It's an honor to join the board of an organization that has been a key growth partner for Japanese businesses for 121 years, and one that has grown to be a truly global network of world-class talent.

Over the past two years, the COVID-19 pandemic has fundamentally changed the way that people live and work around the world. With change comes opportunity, and Dentsu is adapting by positioning

itself to be a more holistic and integrated solution for its partners' businesses. Driving innovation through collaboration of a diverse and aligned global team of professionals will be the key to success.

Andrew House

Independent Outside Director,
Audit and Supervisory Committee Member



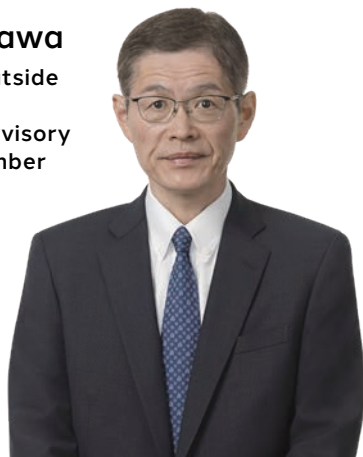
Personal experience, talent development result in good governance, sustainable growth

Dentsu Group is an organization of talented people and great potential, and I am honored to join its board as an independent outside director. In addition to the more recent issues posed by geopolitical change and the recovery from a global pandemic, the Group must also confront pressures on its business model and fundamental shifts in its operating environment. It also understands the need to modernize its governance structure to meet these demands and support sustainable growth. These are pressing

challenges that call for urgency and diligence. I look to drawing on my experience of executing business transformations, of fostering creative talent, and raising standards of governance as the board and management look to drive increased shareholder value and societal contribution.

Keiichi Sagawa

Independent Outside
Director,
Audit and Supervisory
Committee Member

**Diverse perspectives bring growth**

We have been moving steadily forward with structural reforms since 2021 to respond quickly in the face of uncertainty and increasing competition, but our focus now needs to shift to ensuring sustainable growth. The questions thus are whether we can evolve into an entity that contributes to client growth beyond marketing and resolve the societal issues.

The next few years will be an important turning point for the Group. Even in the fast changing environment, the Group strategy is ambitious, looks to

the future and will lead to the Group's evolution, and I give full support to it.

At the same time, while taking into consideration stakeholder expectations, I will monitor both our efforts to ensure they advance steadily and whether our endeavors have been revised appropriately, in an agile and flexible manner. I hope to contribute to the growth of the Dentsu Group by providing diverse perspectives based on my experience.

Mihoko Sogabe

Independent Outside
Director,
Audit and Supervisory
Committee Member

**Board discussions seek sustainable growth**

After having promoted structural reforms for several years, the Dentsu Group this fiscal year has entered a phase in which we are focusing our business reforms on sustainable growth. To this end, Board discussions are primarily focusing on finding the ideal form of Group governance.

Among our discussions are those regarding risk. I believe we must support senior management in taking risks, and oversee the monitoring of those risks to ensure they are managed appropriately.

In cooperation with other outside directors, we will work with senior management to deepen Board of Director discussions from a variety of perspectives and contribute to building a foundation for the Group's sustainable growth.