Financial Data Summary

Consolidated financial data

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<tbody>
<tr>
<td><strong>Profit and loss statement</strong></td>
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<tr>
<td>Turnover</td>
<td>4,990,854</td>
<td>4,924,933</td>
<td>5,187,300</td>
<td>5,357,278</td>
<td>5,146,802</td>
<td>4,498,216</td>
<td>5,256,492</td>
</tr>
<tr>
<td>Revenue</td>
<td>818,566</td>
<td>838,359</td>
<td>928,841</td>
<td>1,018,512</td>
<td>1,047,881</td>
<td>939,243</td>
<td>1,085,592</td>
</tr>
<tr>
<td>Net revenue</td>
<td>761,996</td>
<td>789,043</td>
<td>877,622</td>
<td>932,680</td>
<td>939,385</td>
<td>835,042</td>
<td>976,577</td>
</tr>
<tr>
<td>Operating profit (loss)</td>
<td>128,212</td>
<td>137,681</td>
<td>137,392</td>
<td>111,638</td>
<td>(3,358)</td>
<td>(140,625)</td>
<td>241,841</td>
</tr>
<tr>
<td>Profit (loss) before tax</td>
<td>126,739</td>
<td>132,918</td>
<td>149,662</td>
<td>148,751</td>
<td>(42,769)</td>
<td>(141,133)</td>
<td>208,833</td>
</tr>
<tr>
<td>Profit (loss) for the year attributable to owners of the parent</td>
<td>83,090</td>
<td>83,501</td>
<td>105,478</td>
<td>90,316</td>
<td>(80,893)</td>
<td>(159,596)</td>
<td>108,389</td>
</tr>
<tr>
<td>Underlying EBITDA2</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>145,335</td>
<td>195,006</td>
</tr>
<tr>
<td>Underlying operating profit3</td>
<td>160,438</td>
<td>166,565</td>
<td>163,946</td>
<td>153,229</td>
<td>140,751</td>
<td>123,979</td>
<td>179,028</td>
</tr>
<tr>
<td>Underlying net profit4</td>
<td>113,388</td>
<td>112,972</td>
<td>107,874</td>
<td>97,419</td>
<td>76,120</td>
<td>69,890</td>
<td>109,203</td>
</tr>
<tr>
<td><strong>Balance sheet</strong></td>
<td></td>
<td></td>
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<tr>
<td>Total equity attributable to owners of the parent</td>
<td>1,068,216</td>
<td>932,742</td>
<td>1,093,211</td>
<td>1,047,619</td>
<td>974,977</td>
<td>756,870</td>
<td>845,034</td>
</tr>
<tr>
<td><strong>Cash flow</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Net cash flow from operating activities</td>
<td>—</td>
<td>143,585</td>
<td>141,557</td>
<td>133,049</td>
<td>79,957</td>
<td>88,313</td>
<td>139,715</td>
</tr>
<tr>
<td>Net cash flow from investing activities</td>
<td>—</td>
<td>(156,161)</td>
<td>(85,531)</td>
<td>(61,382)</td>
<td>(76,051)</td>
<td>137,013</td>
<td>262,226</td>
</tr>
<tr>
<td>Net cash flow from financing activities</td>
<td>—</td>
<td>2,539</td>
<td>1,226</td>
<td>57,522</td>
<td>(7,803)</td>
<td>(96,622)</td>
<td>(232,189)</td>
</tr>
<tr>
<td>Cash and cash equivalents at end of period</td>
<td>—</td>
<td>242,410</td>
<td>305,760</td>
<td>416,668</td>
<td>414,055</td>
<td>530,692</td>
<td>723,541</td>
</tr>
<tr>
<td>Number of employees</td>
<td>47,324</td>
<td>55,843</td>
<td>60,064</td>
<td>62,608</td>
<td>66,400</td>
<td>64,533</td>
<td>64,832</td>
</tr>
<tr>
<td>Number of consolidated subsidiaries</td>
<td>760</td>
<td>844</td>
<td>911</td>
<td>976</td>
<td>1,004</td>
<td>1,007</td>
<td>907</td>
</tr>
</tbody>
</table>

Note: The Group has adopted IFRS 15 “Revenue from Contracts with Customers” from the fiscal year ended December 31, 2018, and IFRS 16 “Leases” from the fiscal year ended December 31, 2019. The figures for prior years are not restated and based on the former standards.

Note: The Group has traditionally recognized configuration or customization costs in cloud computing contracts as intangible assets by applying IAS 38 “Intangible Assets.” However, based on the discussions that led to the agenda decision by the IFRS Interpretations Committee announced in April 2021, the method has been changed so as to recognize the costs of receiving configuration or customization services as expenses. However, in this report, figures prior to the fiscal year ended December 31, 2020 are presented as before the change in accounting policy. Thus, figures from the fiscal year ended December 31, 2020 differ from figures in the Summary of Financial Results for the Fiscal Year Ended December 31, 2021 where the presentation was retrospectively restated.
### Consolidated financial data

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<tbody>
<tr>
<td>Organic growth rate&lt;sup&gt;2&lt;/sup&gt;</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Dentsu Japan Network</td>
<td>7.0</td>
<td>5.1</td>
<td>0.1</td>
<td>3.4</td>
<td>(1.0)</td>
<td>(11.1)</td>
<td>13.1</td>
</tr>
<tr>
<td>Dentsu International</td>
<td>3.9</td>
<td>4.5</td>
<td>(0.3)</td>
<td>2.1</td>
<td>0.4</td>
<td>(8.4)</td>
<td>17.9</td>
</tr>
<tr>
<td>CT&amp;T&lt;sup&gt;3&lt;/sup&gt; ratio</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>27.5</td>
<td>29.1</td>
</tr>
<tr>
<td>Operating margin&lt;sup&gt;4&lt;/sup&gt;</td>
<td>21.1</td>
<td>21.1</td>
<td>18.7</td>
<td>16.4</td>
<td>15.0</td>
<td>14.8</td>
<td>18.3</td>
</tr>
<tr>
<td>Underlying ROE&lt;sup&gt;5&lt;/sup&gt;</td>
<td>10.6</td>
<td>11.3</td>
<td>10.6</td>
<td>9.1</td>
<td>7.5</td>
<td>8.1</td>
<td>13.8</td>
</tr>
<tr>
<td>Return on assets (ROA)&lt;sup&gt;6&lt;/sup&gt;</td>
<td>—</td>
<td>4.3</td>
<td>4.5</td>
<td>4.1</td>
<td>(1.2)</td>
<td>(3.9)</td>
<td>5.9</td>
</tr>
<tr>
<td>Ratio of equity attributable to owners of the parent (equity ratio)&lt;sup&gt;7&lt;/sup&gt;</td>
<td>34.8</td>
<td>29.6</td>
<td>30.7</td>
<td>28.8</td>
<td>25.7</td>
<td>22.4</td>
<td>22.7</td>
</tr>
<tr>
<td>Basic earnings per share (yen)</td>
<td>289.95</td>
<td>292.85</td>
<td>373.11</td>
<td>320.39</td>
<td>(287.92)</td>
<td>(571.19)</td>
<td>388.79</td>
</tr>
<tr>
<td>Basic underlying profit per share (yen)</td>
<td>395.67</td>
<td>396.20</td>
<td>381.58</td>
<td>345.59</td>
<td>270.94</td>
<td>250.14</td>
<td>391.71</td>
</tr>
<tr>
<td>Cash dividend per share (yen)</td>
<td>75.00</td>
<td>85.00</td>
<td>90.00</td>
<td>90.00</td>
<td>95.00</td>
<td>71.25</td>
<td>117.50</td>
</tr>
<tr>
<td>Dividend payout ratio&lt;sup&gt;8&lt;/sup&gt;</td>
<td>25.9</td>
<td>29.0</td>
<td>24.1</td>
<td>28.1</td>
<td>—</td>
<td>—</td>
<td>30.2</td>
</tr>
<tr>
<td>Underlying dividend payout ratio&lt;sup&gt;9&lt;/sup&gt;</td>
<td>19.0</td>
<td>21.5</td>
<td>23.6</td>
<td>26.0</td>
<td>35.1</td>
<td>28.5</td>
<td>30.0</td>
</tr>
</tbody>
</table>

1. 2015 is reported on a pro forma basis.
2. Organic growth rate represents the constant currency year-on-year growth after adjusting for the effect of business acquired or disposed of since the beginning of the previous year.
3. CT&T (Customer Transformation & Technology): high growth business domain including the services related to marketing technology, customer experience management, commerce, system integration, and transformation & growth strategy.
4. Operating margin = Underlying operating profit ÷ Net revenue x 100
5. Underlying ROE = Underlying net profit (attributable to owners of the parent) ÷ Average equity attributable to owners of the parent based on equity at the beginning and end of the fiscal year x 100.
6. ROA (IFRS) = Profit before tax ÷ Average total assets based on total assets at the beginning and end of the fiscal year x 100.
7. Ratio of equity attributable to owners of the parent = Equity attributable to owners of the parent ÷ Total assets.
8. Dividend payout ratio = Cash dividend per share ÷ Basic earnings per share x 100.
9. Underlying dividend payout ratio = Cash dividend per share ÷ Basic underlying profit per share x 100.