

A photograph of two young men sitting at a table in a modern, brightly lit indoor space, possibly a cafe or office lounge. The man on the left is wearing a white t-shirt and is smiling broadly while looking towards the man on the right. The man on the right is wearing a dark blue button-down shirt and a grey baseball cap, and is also smiling. They appear to be in conversation. In the background, there is a large window looking out onto a modern, multi-story building with many windows. The overall atmosphere is bright and positive.

03 Our strengths

03

Dentsu's DNA

Creating the never before to help shape society

Founded by Hoshio Mitsunaga in 1901, advertising sales and telecommunications were launched as a set, served as a core business model to disseminate high-quality news articles in rural areas and raise general awareness among the Japanese populace.

Later, the company was forced by government policy to let go of its telecommunications business, and relaunched as a company dedicated to advertising. However, the relationship with media companies and the desire to serve society were passed down through generations of employees, resulting in the distinctive Group business model that is now in place.



Hoshio Mitsunaga
founder

Diversified business model with the spread of new media

The fourth president, Hideo Yoshida, built the foundation for the development and improvement of the advertising industry as well as the then-new broadcasting media.

Commercial radio and then television broadcasting had been launched in 1925 and 1953, one after the other, and quickly they became popular in households. A new lifestyle, in which broadcast content could be enjoyed in everyday life, spread throughout Japan.

Dentsu also developed with the spread of the new media, becoming involved in a range of business: world expos, sports, entertainment, and theme parks. Its efforts to contribute to the development of a richer society became part of the dentsu's DNA.



Hideo Yoshida
fourth president

Post-disaster recovery

To symbolize recovery from disasters, dentsu produced two major events. The first is Kobe Luminarie, an annual winter light-up held in memory of the victims of the Great Hanshin-Awaji Earthquake of 1995. The second is Tohoku Rokkonsai, a festival showcasing all in one place the six biggest summer festivals from the Tohoku prefectures. These were ravaged by the Great East Japan Earthquake of 2011. Both events are designed to provide repose for earthquake victims and encouragement for the survivors.

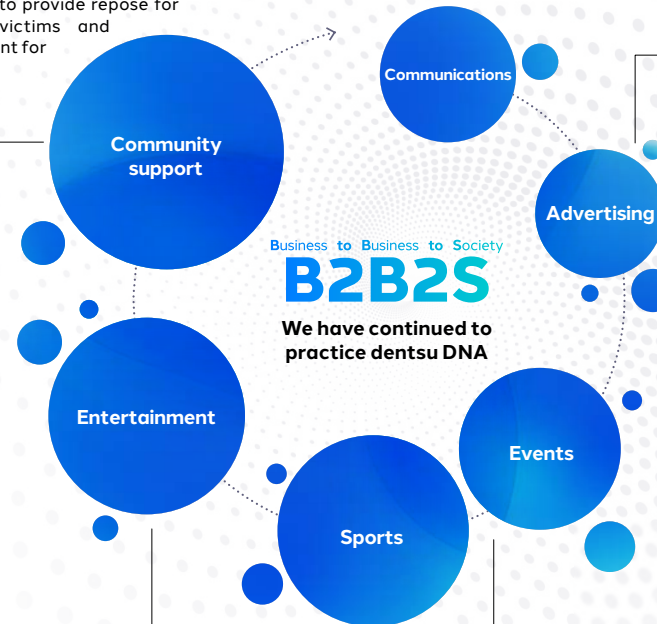


The Ad Museum Tokyo

Innovative technologies

In 1926, dentsu became one of the first companies to establish an Aviation Department to accelerate communication, creating a system for moving photos and other items from news coverage sites.

Then in 1928, technology to transmit photos electronically was developed in Germany. Dentsu soon purchased photo transmission equipment ahead of other companies in Japan, placing it in a leading position in the Japanese communications industry.



Developing the industry

To enhance the status of advertising, in 1952, dentsu launched the forerunner of the Japan Audit Bureau of Circulations: the ABC Council. This organization promoted the publication of newspaper circulations.

To promote commercial broadcasting, dentsu established the Dentsu Advertising Award. The idea was to raise the level of popular creative arts through advertising.

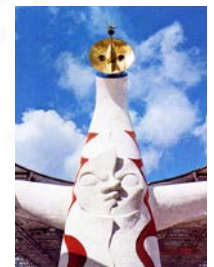


Expanding communications

Since the 1980s, dentsu has developed content facilitating expansion into such new fields as theme parks, showroom and commercial facility. It has thus contributed to the new culture of consumer leisure, while providing clients with new points of contact with consumers.

Adding new content

Leveraging know-how accumulated during preparations for, and implementation of, management of the Japan World Exposition Osaka 1970, we were able to connect content, companies and consumers to expand our corporate client services. These were in the areas including entertainment, sports, events, and PR.



One dentsu

In January 2023, the Group launched One dentsu. It simplifies the Group structure, allowing dentsu to improve management transparency, identify key areas and allocate management resources in a swift and bold manner while driving operational excellence across functions. The global leadership team will ensure further integration of the Group’s diverse capabilities to deliver top-line growth for our clients while allowing dentsu to realize sustainable growth in corporate value.



- Shared purpose and vision
- Accelerated business transformation
- Faster decision making
- Enhanced management

Aim of One dentsu

To share and include, Group wide, our purpose and vision

We believe in the power of people and appreciate the potential for creation when diverse talent is seamlessly connected by shared aspirations. Under One dentsu, all 72,000 talented individuals will share dentsu’s corporate culture, sharing one purpose and vision.

Moreover, we have a corporate culture that supports, respects, and encourages proactive efforts and ideas. Leveraging this culture, we will strengthen competitiveness through global collaboration to achieve business growth and sustainably enhance corporate value.

Structural transformation

Business unit reorganization

The creation of a new global management structure follows dentsu’s announced intention to integrate Dentsu International and Dentsu Japan Network into a single dentsu organization around the world from January 1, 2023. The goal is to clarify the Group’s overall strategy, accelerate decision-making, advance regional strategies, and improve business efficiency. The Group therefore moves to a regional structure: dentsu Japan, dentsu Americas, dentsu EMEA, and dentsu APAC.

With a view to advancing regional strategies, authority will be delegated to regional CEOs reflecting the

business environment and the company’s market position in each region.

Launch of “Clients & Solutions”

A new team of Clients & Solutions has launched under One dentsu with the aim of scaling our client relationships. The potential from One dentsu allows the Group to unleash true connectivity and collaboration across our entire organization. Clients & Solutions will help support development of an enhanced focus on connected client relationships to ensure we are best orchestrating our capabilities for our clients, such as vertical expertise, business transformation consulting and innovation.

Through Clients & Solutions, we can continue to deliver clients seamless access to the best of dentsu, scaling deep, long-term client partnerships, and also through our distinguished “eigyo” client relationship model nurtured in Japan and now rolled out to approximately 100 of our leaders across the globe.

There will also be some investment in enterprise architecture to enable One dentsu, which will put us at the forefront of people-centered transformations that shape society.

Ultimately, we work together with our clients to help them predict and plan for what’s next and transform our clients’ business through a shared purpose.

Group Management Team

Under One dentsu, the Group has the most diverse and integrated leadership team in its history, to drive the Group forward from FY2023. The Group Management Team, led by the Group’s President & CEO Hiroshi Igarashi, directly oversees the four regions globally, and its members have roles and responsibilities as defined by their titles. Group Executive Management, the core of the team, is comprised of the CEOs of the four regions and other key businesses and functions, and forms the Group Executive Management Meeting, the executive decision-making body.

We have formed a global Group Management Team to further contribute to our clients’ business growth and the realization of a better society by strengthening our Integrated Growth Solutions, and to enhance our corporate value. Under this team, we will realize the potential of our 72,000-strong, worldwide employee base, bringing together their unique strengths within the countries and regions in which dentsu operates. This will allow us to achieve global business growth and improve profitability through synergies and increased efficiency. Through this renewal of our management structure, we will increase the certainty of long-term, sustainable growth beyond that date. At the same time, we will contribute to the betterment of our clients, partners, employees, consumers, and society as a whole.

— President & CEO, Hiroshi Igarashi

People-centered leadership team

The Group Executive Management Meeting deliberates and determines the drafting and promotion of management strategies. Diversity in terms of expertise, gender, nationality, and other factors help accelerate people-centered transformation.

Group Executive Management



Hiroshi Igarashi
President & CEO,
Dentsu Group Inc.



Arinobu Soga
Executive Vice President &
Chief Governance Officer,
Dentsu Group Inc.



Haruhiko Hirate
Executive Vice President &
Chief Corporate Affairs Officer,
Dentsu Group Inc.



Nick Priday
Chief Financial Officer,
Dentsu Group Inc.



Soichi Takahashi
Chief Strategy Officer &
Chief Integration Officer,
Dentsu Group Inc.



Miho Tanimoto
Chief HR Officer,
Dentsu Group Inc.



Jean Lin
Chief Culture Officer,
Dentsu Group Inc.



Jeremy Miller
Chief Communications Officer,
Dentsu Group Inc.



Dominic Shine
Chief Information Officer,
Dentsu Group Inc.



Alison Zoellner
General Counsel,
Dentsu Group Inc.



Masaya Nakamura
Chief Integrated Solutions Officer,
dentsu



Takeshi Sano
CEO,
Business Transformation,
dentsu



Norihiro Kuretani
CEO, dentsu Japan



Giulio Malegori
CEO, dentsu EMEA



Rob Gilby
CEO, dentsu APAC



Michael Komasiniski
CEO, dentsu Americas & CEO, CXM,
International markets, dentsu



Peter Huijboom
CEO, Media,
International markets,
dentsu



Yoshimasa Watahiki
Chief Operating Officer,
dentsu Japan



Nnenna Ilomechina
Chief Operating Officer,
International markets,
dentsu