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Maximizing value

**Value creation from
both the financial and non-financial perspectives**

Value Creation Model

Dentsu is a creative organization that generates new ideas and values.

By leveraging unprecedented methods and the power of people, we bring about transformations and move society in a positive direction.

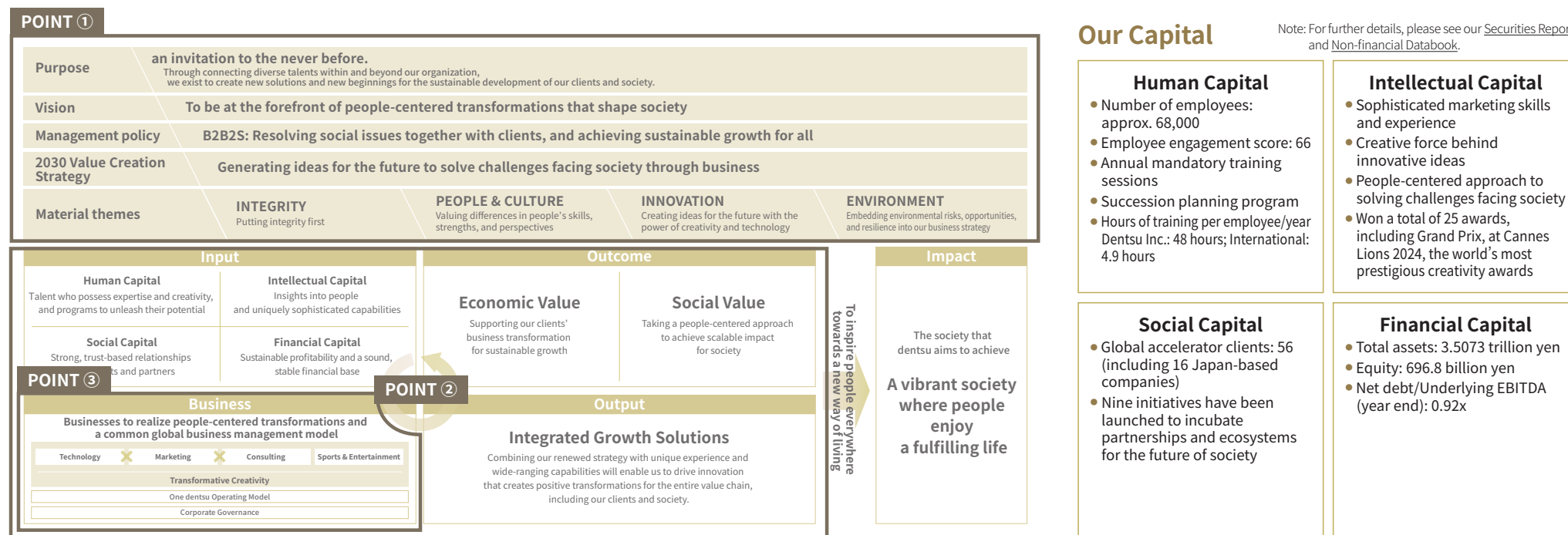
We inspire people everywhere towards a new way of living to realize a vibrant society where people enjoy a fulfilling life.

This is the value creation dentsu aims to achieve, and our Value Creation Model is designed to illustrate the activities we engage in to do just that.



Understanding our Value Creation Model

The energy powering the Group's value creation is our talent. This is the essence of dentsu, consistent throughout our 124 years of business. We believe in the unlimited possibilities that arise when people connect with each other.



POINT ①

The 2030 Value Creation Strategy (see p. 17) was established to implement B2B2S in the spirit of our purpose and vision. The initiatives taken toward our four material themes, which are critical for the sustainable improvement of dentsu's corporate value, serve as the foundation of our value creation.

POINT ②

Our capital inputs are the source of our value creation process, as the arrow shows. This process supports the growth of our people through their work, building a wealth of human capital, intellectual capital, and social capital. By augmenting these three forms of capital with financial capital, we create economic and social value and continue to enhance our corporate value as a B2B2S company. (Our capital inputs are explained in the upper right of this page.)

POINT ③

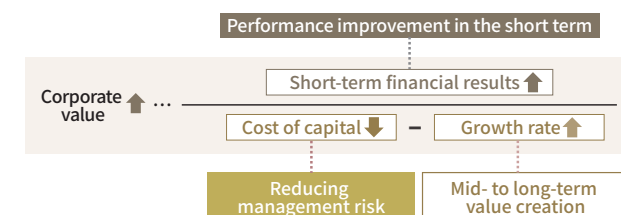
We pride ourselves on Transformative Creativity. We unleash our talent at the convergence of Marketing, Technology, and Consulting, as well as Sports & Entertainment, bringing forth novel ideas and solutions that lead to real innovation to solve the challenges facing our clients and society. The One dentsu Operating Model connects dentsu with our clients through a single, consistent point of service, ensuring rapid response to their needs as well as operational efficiency. This management model is supported by a robust governance system, creating a platform for the promotion of our business activities.

Materiality

Amid an ever-changing external environment, we continue seeking to both realize our purpose—an invitation to the never before—and maximize corporate value for our stakeholders. To this end, we have framed our Materiality based on the two axes of “importance from the management perspective” and “importance from the stakeholder perspective.” (Materiality formulation process: [dentsu website](#))

Materiality is a key aspect in our interactions with society, clients, shareholders, investors, partners, talent, and all other stakeholders. It is also a management issue that enables the Group to sustainably create value and achieve growth. (Stakeholder details: [dentsu website](#))

For this reason, initiatives toward our material themes are deeply connected to our corporate value.



External environment	Material themes	Reasons for selection (risks, opportunities)	Relation to corporate value
<p>Intensifying business competition driven by changing business assumptions and challenges, as well as the evolving needs of consumers</p> <p>Escalating importance of a people-centric approach in response to changes in the values of consumers and society and increase in societal issues</p>	INTEGRITY	Our corporate activities are predicated on adherence to corporate ethics and compliance, as well as integrity with respect to society and all other stakeholders. There is a growing demand for respect for human rights, protection of data privacy, and cybersecurity. We will fulfill our responsibilities and establish a solid foundation for value creation by further evolving our corporate governance and risk management.	<p>Reducing management risk</p> <p>Mid- to long-term value creation</p>
	PEOPLE & CULTURE	As human capital is the core of the Group's competitiveness, its shortage is a major risk. We hire uniquely talented people, train them, and place them in nurturing work environments to bring out their best. Then we multiply the talents of our people to create new value. This leads directly to better service for our clients and society, energizes dentsu and the wider industry, and meets shareholder and investor expectations.	<p>Performance improvement in the short term</p> <p>Reducing management risk</p> <p>Mid- to long-term value creation</p>
	INNOVATION	Our purpose and vision entail providing unprecedented ideas and solutions for clients and society to produce transformations. By collaborating with stakeholders, displaying thought leadership throughout our industry and society, and investing in the realization of new ideas, we expect to become a driving force for innovation aimed at solving challenging social issues.	<p>Performance improvement in the short term</p> <p>Mid- to long-term value creation</p>
	ENVIRONMENT	The environment is an issue that has a profound influence on our entire value chain. We ascertain the risks and opportunities related to the environment and incorporate those into our business strategy. This is of critical importance to the sustainable enhancement of dentsu's corporate value. By proactively addressing environmental issues, we can create business opportunities and sharpen our competitive edge, while enhancing our resilience and management efficiency.	<p>Reducing management risk</p> <p>Mid- to long-term value creation</p>



CSusO message

Generating ideas for the future to solve challenges facing society through business

Yuko Kitakaze Global Chief Sustainability Officer, dentsu

Our offering under our B2B2S management policy is Integrated Growth Solutions (IGS). Combining our renewed Mid-Term Management Plan with dentsu’s unique experience and wide-ranging capabilities will enable us to drive innovation that positively impacts the entire business value chain, including our clients and society. To implement dentsu’s management policy while also flexibly adapting to changing external circumstances, we have updated our approach to sustainability with revisions approved by the Board of Directors in June 2025.

Our updated 2030 Value Creation Strategy—Generating ideas for the future to solve challenges facing society through business—aims to enhance the Group’s corporate value by further integrating financial and non-financial aspects of our business.

Our four material themes are as follows:

(2030 Value Creation Strategy)

Generating ideas for the future to solve challenges facing society through business

(Material themes)

INTEGRITY Putting integrity first	PEOPLE & CULTURE Valuing differences in people’s skills, strengths, and perspectives
INNOVATION Creating ideas for the future with the power of creativity and technology	ENVIRONMENT Embedding environmental risks, opportunities, and resilience into our business strategy

We believe that addressing our material themes strengthens our human, intellectual, social, and financial capital and creates economic and social value through our business. Our Group-wide efforts based on this conviction have enhanced our long-term resilience and have led to improved evaluations by major ratings agencies.

We intend to continue to follow all applicable disclosure laws and regulations and to demonstrate to investors and other key stakeholders how we are generating solutions to pressing environmental, social, and economic challenges while also effectively managing financial risks to achieve our long-term business goals, initiatives, and success.

Since our founding, dentsu has cultivated great insights into people and their interaction with businesses. Such insights, coupled with our 2030 Value Creation Strategy, will strengthen our commitment to generating innovative ideas for the future and delivering them in ways that uphold the highest standards of integrity, nurture a people-centric culture, and enhance environmental resilience. By leveraging the “insights into people” we have cultivated since our founding, we strive to shape attitudes and behaviors that advance and foster positive and sustainable transformation. Through this core focus on integrity, our people and culture, innovation, and environmental resilience, we aim to inspire enduring progress that benefits society at large.

2030 Value Creation Strategy—Progress and governance in 2024

2030 Value Creation Strategy

Generating ideas for the future to solve challenges facing society through business

Material themes	Headline goals	Relation to corporate value	Sponsor	Our progress in 2024
INTEGRITY	Putting integrity first	Reducing management risk Mid- to long-term value creation	Global Chief Governance Officer Arinobu Soga	6 themes: 1) business ethics and compliance, 2) human rights, 3) data privacy, 4) corporate governance, 5) risk management, and 6) cybersecurity <ul style="list-style-type: none"> Training plans drafted for all themes Contact points established for all themes Third-party rankings improved and certifications acquired <p>» For details, please see p. 52</p>
PEOPLE & CULTURE	Valuing differences in people's skills, strengths, and perspectives	Performance improvement in the short term Reducing management risk Mid- to long-term value creation	Global Chief HR Officer Miho Tanimoto	<ul style="list-style-type: none"> Group Executive Member succession readiness rate: 100% Talent discussion time: 13 hours at the Group management level Check In survey "Engagement" score: no change from 2023 Ratio of female leaders: 32.5% Check In survey "Respect" score: 1 point down from 2023 <p>» For details, please see p. 40</p>
INNOVATION	Creating ideas for the future with the power of creativity and technology	Performance improvement in the short term Mid- to long-term value creation	Global President – Global Practices Jean Lin	<ul style="list-style-type: none"> Promoting investments and R&D for future innovation: 6 initiatives (a 20% increase from 2023) Generating thought leadership that inspires action toward a more sustainable future for society: disclose representative cases Creating social value through partnerships and ecosystems: 9 initiatives (an 80% increase from 2023) <p>» For details, please see p. 35</p>
ENVIRONMENT	Embedding environmental risks, opportunities, and resilience into our business strategy	Reducing management risk Mid- to long-term value creation	Global Chief Sustainability Officer Yuko Kitakaze	<ul style="list-style-type: none"> Scope 1 + 2 GHG emissions: 65.1% reduction (from 2019 baseline) Scope 3 GHG emissions: 28.2% reduction (from 2019 baseline) Renewable energy rate: 79.5% <p>» For details, please see p. 47</p>

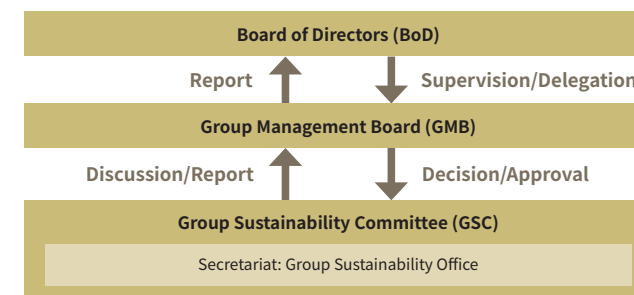
Progress in 2024

Under the leadership of each Materiality Sponsor, the initiatives stated above were undertaken in 2024.

Governance

At dentsu, we have integrated sustainability into our value creation strategy and positioned it as a core management theme. The Group Sustainability Committee (GSC) has been established directly under the Group Management Board (GMB), and its activities are overseen by the Board of Directors (BoD).

The GSC, chaired by Global Chief Sustainability Officer Yuko Kitakaze, is composed of eight members with a variety of expertise and regional backgrounds. Through quarterly meetings, the GSC monitors and evaluates the progress of the 2030 Value Creation Strategy. In addition, human rights have been designated as a standing agenda item.



Group Sustainability Committee members for 2024

Chair:	Yuko Kitakaze	Global Chief Sustainability Officer
	Hiroshi Igarashi	President & Global CEO
	Arinobu Soga	Global Chief Governance Officer
	Alison Zoellner	Global General Counsel
Members:	Jean Lin	Global President - Global Practices
	Jeremy Miller	Global Chief Communications Officer
	Manus Wheeler	Chief Brand & Culture Officer
	Miho Tanimoto	Global Chief HR Officer

CFO message

Our priority for 2025 is to restore profitability, primarily in the International business, aiming for a return to growth by 2027

Shigeki Endo Executive Officer, Global CFO, dentsu

I joined dentsu in July 2024 after managing the finances of several global companies. Appointed Global CFO in February 2025, my role is to plan and execute the financial strategy for the entire Group, drawing on more than 30 years of experience in promoting corporate transformation through financial management.

Over the past several years, dentsu has succeeded in divesting non-operating assets and improving shareholder returns. Unfortunately, in 2024, the final year of the previous Mid-Term Management Plan, we failed to meet our targets for two key KPIs: organic growth rate and operating margin.

In the new Mid-Term Management Plan, we are planning for a return to growth, and one urgent task will be to rebuild the International business. In 2025, the first year of the plan, our immediate priorities will be to reevaluate underperforming businesses and to rebuild the business foundation as a path to restoring profitability.

Review of 2024

In 2024, our organic growth rate declined 0.1% mainly due to challenges in the International business, while we continued to achieve strong business growth in Japan. Our consolidated net revenue in 2024 reached a record 1.2016 trillion yen (up 5.0% year on year), due to an overall shift in exchange rates toward a weaker yen, as well as the full-year effect of the acquisition of Tag, which was completed in June 2023. Our underlying operating profit totaled 176.2 billion yen (up 7.8%) and our underlying net profit

totaled 92.9 billion yen (up 3.4%). Overall, we recorded a net loss of 192.2 billion yen, largely due to the recording of a goodwill impairment loss of 210.1 billion yen in EMEA and the Americas in the fourth quarter of 2024. This was our second consecutive year of net losses. The main factors behind this level of goodwill impairment loss were an application of a higher discount rate than previously used, given recent movements in interest rates, and a more conservative reflection of various risks associated with the International business.

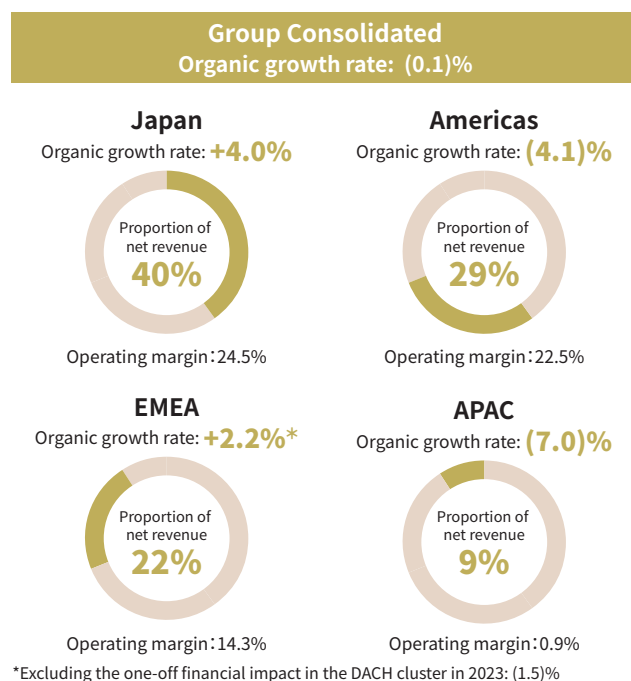
I would like to provide a more detailed explanation of our 2024 results in each region.

In Japan, we achieved 4.0% organic growth, powered by television, internet, and other advertising businesses, as well as growth in Business Transformation (BX) and Digital Transformation (DX). In the Americas, the organic growth rate was negative 4.1%, although the region continued to show sequential improvement by quarter after bottoming out in the fourth quarter of 2023. In EMEA, the organic growth rate was 2.2%, and negative 1.5% excluding the one-off financial impact that occurred in 2023. APAC (excluding Japan) reported negative growth of 7.0%. Outside of Japan, all regions are continuing to face challenging situations.

One of the factors behind the challenging performance of the International business was a decline in client IT spending, which resulted in slower than expected recovery in CXM. While we succeeded in winning new international clients, the business



suffered from project postponements amid shrinking budgets of existing clients, as well as higher interest rates. In the Americas, CXM accounts for a larger proportion of net revenue compared with other regions, and this seriously impacted results.



In 2024, the Group's operating margin improved 30bps year on year to 14.8%, owing to higher net revenue driven by growth in Japan. In Japan alone, despite higher personnel costs to bolster our human resources, we posted record-high underlying operating profit based on revenue growth, and our operating margin grew 150bps. In the Americas, operating margin was largely unchanged from the previous year, as cost reductions

offset the revenue decline. In EMEA, operating margin rebounded by 410bps due to the one-off financial impact in 2023. In APAC (ex. Japan), operating margin declined significantly due to both decreased revenue and higher other operating expenses.

Comprehensive review and capital allocation

Comprehensive review

In 2020, we launched a comprehensive review of our business, resulting in the sale of our headquarters building in Japan and various other property assets, as well as the sale of strategic shareholdings. In 2024, we sold an additional 16 strategic shareholdings with a total value of approximately 20.7 billion yen. Between 2020 and 2024, we have sold a total of 59 stakes, generating 271.7 billion yen, allowing for both improved investment in the business and shareholder returns.

Our timeline of improving balance sheet efficiency

	2020 <ul style="list-style-type: none"> Announce review of all non-operating assets Sales of strategic shareholdings
	2021 <ul style="list-style-type: none"> Sale of HQ building Sales of strategic shareholdings
	2022 <ul style="list-style-type: none"> Sale of property assets Sales of strategic shareholdings
	2023 <ul style="list-style-type: none"> Sales of strategic shareholdings
	2024 <ul style="list-style-type: none"> Sales of strategic shareholdings

Capital allocation

The Group also published a capital allocation framework in February 2022, which outlines how capital generated from both business and the comprehensive review would be allocated towards business growth. The main provisions were as follows.

- 250–300 billion yen for M&A and approximately 70 billion yen for capital expenditures over the three-year period
- Progressive dividends, reaching a 35% payout ratio of underlying basic EPS by 2024 (compared with a ratio of 28.5% in 2020)
- Additional shareholder returns assessed in light of our Mid-Term Management Plan, while prioritizing growth and investment in the business
- Upper limit of 1.5x Net debt / Underlying EBITDA year-end; indicative medium-term range of 1.0x to 1.5x (non IFRS 16 basis)

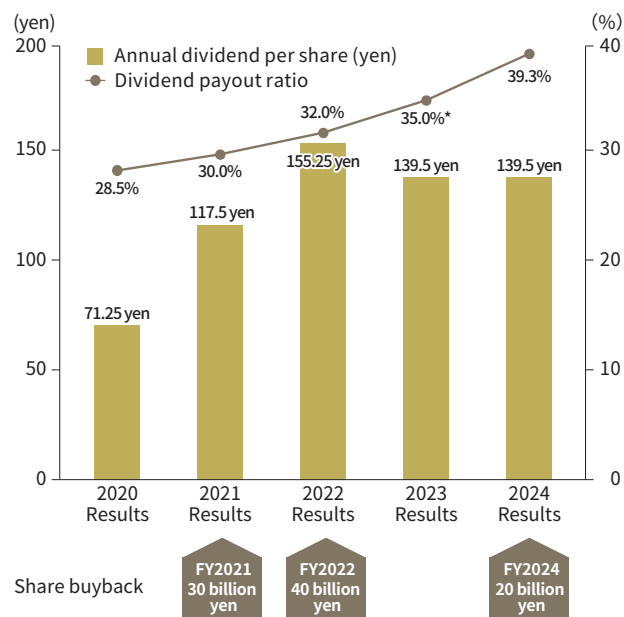
Internal investment to ensure sound business growth

Since publishing our capital allocation framework, we have invested a total of about 200 billion yen in M&A covering 2022 and 2023. For 2024, we shifted the balance of investment from M&A to internal investment. Specifically, we have made strategic investments to bolster Integrated Growth Solutions, which serve as the core driver of our Group's business growth. The results of this shift have begun to emerge, as we have enhanced previously acquired assets and combined them with our other capabilities to win major global accounts including Adobe and eBay.

Improving shareholder returns

Improving shareholder returns remains a key focus for the Board of Directors and management, as we recognize the importance of improving our corporate value from the shareholder perspective. In 2023, we achieved our dividend payout ratio target of 35% one year ahead of schedule, paying an annual dividend of 139.5 yen per share. For 2024, we made the same dividend payment as in 2023 (payout ratio of

39.3%), based on comprehensive consideration of performance trends and financial conditions, while focusing on stable dividends.



*Payout ratio for 2023 calculated based on the adjusted underlying basic EPS

New Mid-Term Management Plan (2025-2027)

While we achieved our targeted dividend payout ratio under the previous Mid-Term Management Plan, we failed to meet our targets for organic growth (CAGR of 4–5%, from 2021 through 2024) and operating margin (18.0% in 2024).

One factor was the relative weakening of the Group's positioning in an increasingly competitive environment. The main reason, however, was overreliance on an M&A growth strategy, which led to lower profitability and competitiveness in the

International business. Under the new Mid-Term Management Plan, we will improve profitability by reevaluating underperforming businesses and rebuilding the business foundation, primarily in the International business, and then using this enhanced structure as a platform for growth.

Key financial targets

Under the new Mid-Term Management Plan, we have added operating cash flow and ROE based on statutory net profit as two new financial targets. The Finance Committee supported the reevaluation of the business portfolio and validation of the targets, ensuring that the plan was designed to raise shareholder value.

In the medium term, we will strive to recover our competitive edge and spur sound business growth, thereby generating operating cash flows and improving our ROE.

Key financial targets for 2027

- Organic growth rate: 4%
- Operating margin: 16–17%
- Operating cash flow per year: 140 billion yen
- ROE: mid-teens range

Financial policy and capital allocation

The following financial policies were established to return to a growth trajectory.

- Restore a healthy balance sheet over three years by recovering profitability and competitiveness
- Continue disposal of non-operating assets, such as strategic shareholdings
- Further strengthen investment discipline in cooperation with the Finance Committee

With regard to capital allocation, we aim to rebuild the business foundation and prioritize internal investments. At the

same time, in terms of the key management theme of shareholder returns, we will strive to return our business to profitability as soon as possible to ensure stable dividends. Regarding M&A, which we have restricted, we will remain selective, taking into consideration the pace of recovery in business performance.

Capital allocation

Rebuilding the business foundation	Initiatives to recover profitability: one-off cost of 50 billion yen planned in 2025
Internal investment	Initiatives to recover competitiveness: planned investment of 45 billion yen into core markets and businesses over three years
Shareholder returns	Maintaining a dividend payout ratio of 35%: in 2025, the dividend per share will be maintained at the previous year's level as a transitional period
M&A, etc.	Implement selectively depending on the level of business performance improvement. Operate based on strengthened discipline

Outlook for 2025

We anticipate intensifying competition in 2025. Major players are expected to strengthen their positions in the industry, while technology companies, consultancies, and other corporations are expected to make significant investments in technology. Additionally, there is rising uncertainty in the global economic outlook. Despite these challenges, we are aiming for growth in 2025, with a forecast for an organic growth rate of approximately 1%. In Japan, we expect continued steady growth, with a target of approximately 3% organic growth. In our International business, we aim for a return to a positive organic growth rate.

However, the first year of the new Mid-Term Management

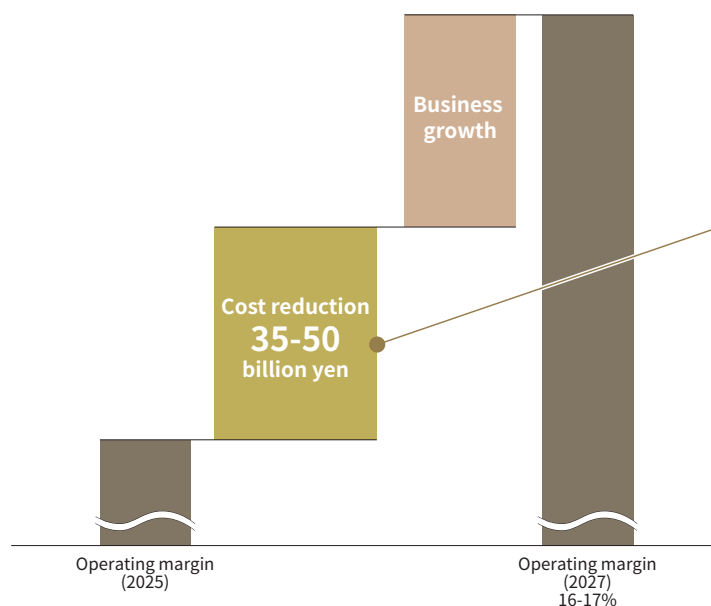
Plan, 2025, is expected to be challenging from a profitability standpoint, as upfront expenses will be incurred to implement our initiatives. In the International business, 2025 will be a critical year to focus on reevaluating underperforming businesses and rebuilding the business foundation by eliminating the main factors undermining profitability, namely incomplete integration and lagging business portfolio realignment.

Regarding the reevaluation of underperforming businesses, using capital efficiency as a yardstick, we have already identified the businesses to be affected, and we will be thorough and swift in taking reform measures during 2025. Regarding the rebuilding of the business foundation, we will simplify organizational structures while pursuing the standardization and sophistication of operations. These initiatives will support the reduction of operating costs over the medium and long term (35 to 50 billion

yen in reductions in 2027). To implement these initiatives, we plan to record a one-off cost of 50 billion yen in 2025.

Overall, 2025 will be an extremely important year for revamping our International business. In the past, our organizations suffered from overly complex structures caused by siloed approaches to business and M&A outside of Japan. We have endeavored to consolidate and optimize these structures but ultimately failed to fully integrate our International businesses. As a result, operational costs have increased.

As Global CFO, I am committed to steadily implementing each of the initiatives we have developed to achieve the targets of our new Mid-Term Management Plan. While prioritizing the recovery of profitability, I will also provide financial support for our business plans to help restore the Group's competitive advantage.



1. Simplification of organizations

- **Global HQ**
Integrating Tokyo and London HQ functions
- **Regional HQ**
Simplifying operations by redefining the role of the Regional HQ
- **Markets**
Controlling market costs

2. Standardization and sophistication of operations

Extensively automating with AI systems and leveraging outsourcing

Systematically carrying out sustainable cost reductions

Finance Committee

Dentsu is working to transform our business portfolio by reviewing and refining the business domains and markets that we should focus on. In order to accomplish this reform and achieve sustainable business growth, in 2024 the Group established the Finance Committee, which consists of independent outside directors with expertise including finance, accounting, law, compliance, and global management, as an advisory body to the Board of Directors from the perspective of raising shareholder value.

This committee supports new investments and sophistication of investment projects through review and scrutiny of the business strategy from a financial point of view, as well as by monitoring the implementation of these initiatives from the perspective of improving shareholder value.

Main agenda items in 2024

- Evaluation of ROIC analyses for the Group and each individual region
- Consideration of medium-term financial plan, including setting ROE and other financial targets for the Mid-Term Management Plan
- Consideration of the adequacy of various financial initiatives for 2025
- Support for the establishment of rules and guidelines for future M&A

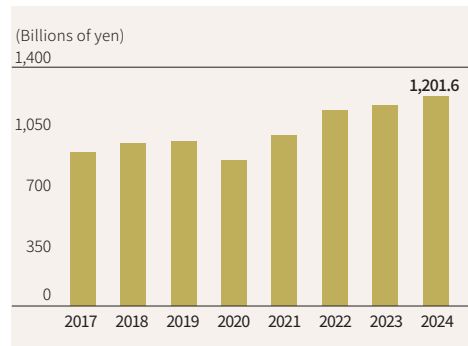
2024 committee members (© indicates Chair)

- © Keiichi Sagawa (independent outside director)
- Yuka Matsuda (independent outside director)
- Andrew House (independent outside director)

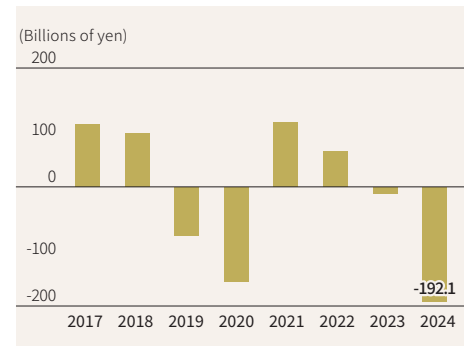
*At the Board of Directors meeting held following the General Meeting of Shareholders in March 2025, Keiichi Sagawa (Chair), Yuka Matsuda, and Yoshihiko Kawamura (newly elected independent outside director) were appointed members of the Finance Committee.

Financial highlights

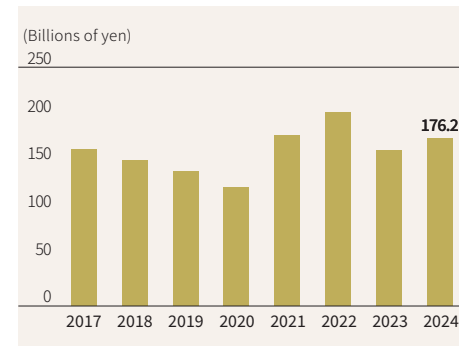
Net revenue



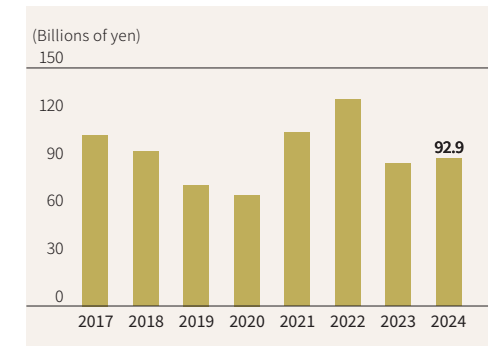
Profit (loss) for the year attributable to owners of the parent



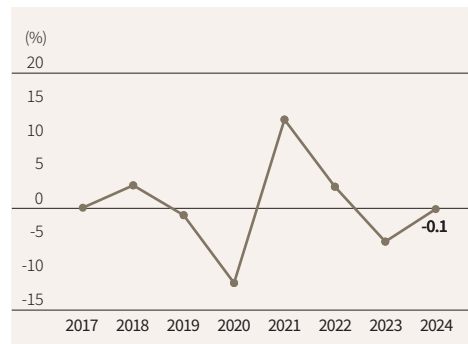
Underlying operating profit**1



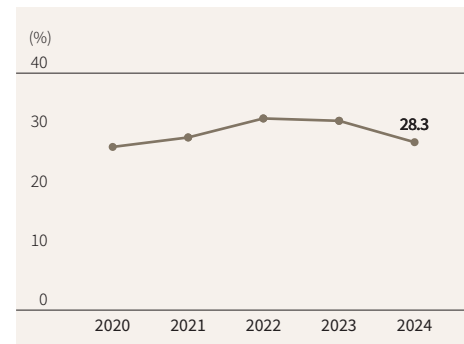
Underlying net profit (attributable to owners of the parent)**2



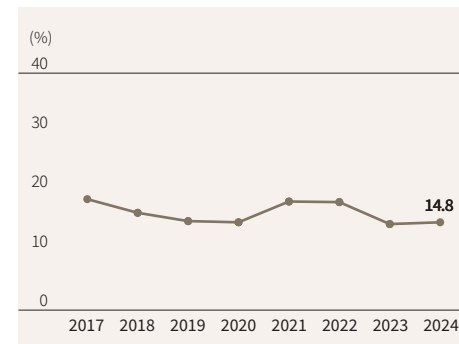
Organic growth rate**3



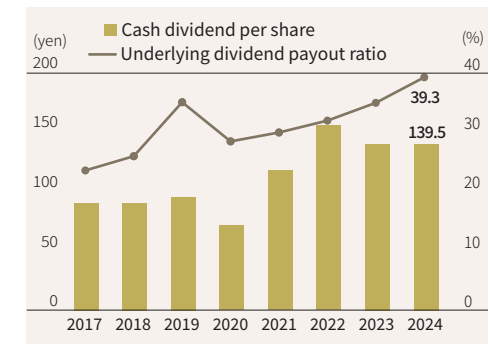
CT&T**4 ratio



Operating margin**5



Cash dividend per share/ Underlying dividend payout ratio**6



*1 KPI to measure recurring business performance which is calculated as operating profit added with M&A related items and one-off items
M&A related items: amortization of purchased intangible assets, acquisition costs, share-based compensation expenses related to acquired companies, share-based compensation expense issued following the acquisition of 100% ownership of a subsidiary. One-off items: items such as business transformation cost, impairment loss and gain/loss on sales of non-current assets

*2 Underlying net profit (attributable to owners of the parent): KPI to measure recurring net profit attributable to owners of the parent which is calculated as net profit (attributable to owners of the parent) added with adjustment items related to operating profit, revaluation of earnout liabilities/M&A related put-option liabilities, gain/loss on sales of shares of associates, tax-related and NCI profit-related and other one-off items

*3 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

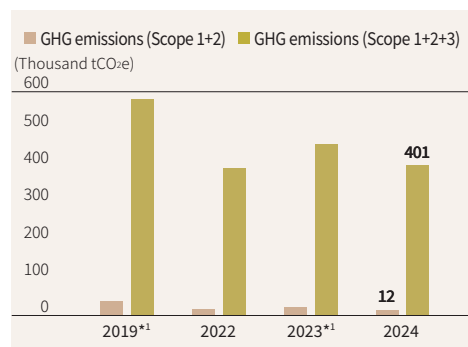
*4 CT&T = Customer Transformation & Technology: new business domain including the services related to marketing technology, customer experience management, commerce, system integration, and transformation & growth strategy

*5 Operating margin = Underlying operating profit ÷ Net revenue x 100

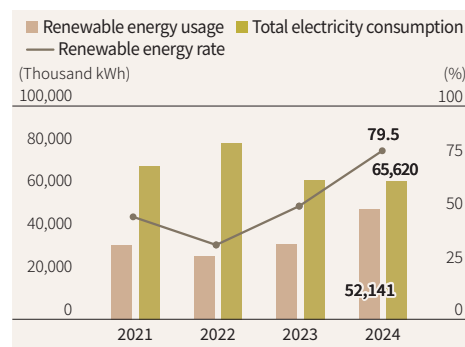
*6 Underlying dividend payout ratio = Cash dividend per share ÷ Basic underlying net profit per share x 100

Non-financial highlights

GHG emissions



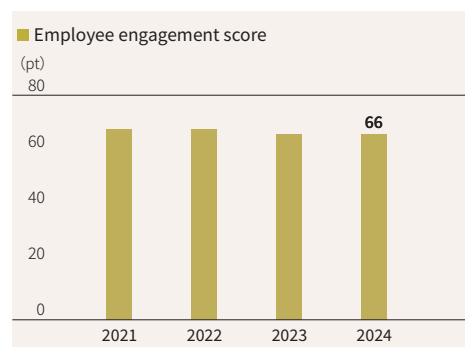
Renewable energy rate*³



Female leader ratio*²



Employee engagement score



*¹ Due to changes in the scope of consolidation resulting from M&A, we have recalculated and revised the figures for 2019 (SBT baseline) and 2023 in reference to the GHG Protocol "Chapter 5 Tracking Emissions Over Time."

*² For details, please see the Independent Practitioner's Limited Assurance Report: <https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf>

*³ The definition of renewable energy ratio is aligned with RE100.

External evaluation of our sustainability initiatives

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

Included for the second consecutive year as a member of the Dow Jones Sustainability World Index (DJSI World). Included for the ninth time in the DJSI Asia Pacific Index.



Continued also to be selected as a constituent of FTSE4Good, FTSE Blossom Japan, and the FTSE Blossom Japan Sector Relative Index.



Selected for the first time as a constituent of the SOMPO Sustainability Index, an investment universe for sustainable management.



Awarded a Bronze Medal by EcoVadis for sustainability performance, including in the supply chain.

Recognitions for creating an environment where our talent can thrive



Recognized for the third consecutive year with a 4.5-star rating by Nikkei Smart Work as a leading company driving a productivity revolution through work-style reforms, earning an S+ rank or higher in the categories of talent utilization, talent investment, and technology utilization.



Dentsu Inc. was ranked No. 1 in the Best Companies to Work for 2025 ranking announced by Japan's OpenWork, Inc., which operates the OpenWork information platform for career change and employment (out of 20,484 companies eligible for the ranking).



Dentsu Soken Inc. (for the third consecutive year) and Ignition Point Inc. (for the ninth consecutive year) were selected as Best Workplaces in the 2025 Best Companies to Work in the survey conducted by the Great Place To Work® Institute Japan.



Received the highest three-star Eruboshi certification from Japan's Ministry of Health, Labour and Welfare (MHLW) as a company promoting women's participation and advancement. Received Kurumin certification from MHLW as a company offering good child-rearing support, based on the Act on Advancement of Measures to Support the Development of the Next Generation.

Platinum Eruboshi Certification: Dentsu Creative Force Inc.

Eruboshi Certification (3-star): Dentsu, Dentsu Digital, The Goal, Dentsu East Japan, Dentsu Ad-Gear, Carta Holdings, Dentsu PR Consulting, Dentsu Kyushu, Dentsu Casting and Entertainment, Dentsu Science Jam, Dentsu Hokkaido, Dentsu Meitetsu Communications, Dentsu Operation Partners, Dentsu Corporate One, Dentsu I&C Partners, Dentsu Anime Solutions, Dentsu Live, Dentsu Japan International Brands

Platinum Kurumin Certification: Dentsu Soken, Dentsu Creative Force

Kurumin Certification: Dentsu Soken IT, Dentsu Digital, The Goal, Dentsu PR Consulting, Dentsu Soken Secure Solutions



Awarded the highest Gold rating for the third consecutive year by work with Pride in their Pride Index, which evaluates companies on their LGBTQ+ initiatives.

Recognitions for our creativity and innovation capabilities



At Cannes Lions 2024, the world's largest celebration of creativity, dentsu received a total of 25 awards, including a Grand Prix in the Creative Strategy category, two Golds, 11 Silvers, and 11 Bronzes.



Dentsu Inc. won a total of 12 awards, including two Grand Prix—one in the Digital Craft category and the Grand Prix for Good awarded to work for nonprofit organizations—as well as one Gold, one Silver, and eight Bronze awards at Spikes Asia 2025, one of the most prestigious advertising award ceremonies in the Asia-Pacific region. In addition, dentsu was ranked first in Japan in the Agency of the Year by Market category, which recognizes the top agency in each country and region. Group-wide, dentsu received a total of 26 awards.



Named Network of the Year as the most creative network at ADFEST 2025, Asia's leading creative festival (ninth award, fourth consecutive year).

Dentsu Inc. was named Agency of the Year as the most creative single agency (11th award, third consecutive year), as well as Digital Agency of the Year and East Asia Agency of the Year (second consecutive year).

Group-wide, dentsu received a total of 43 awards.

Note: Where the company name is not specified, the award/recognition was received by Dentsu Group Inc.