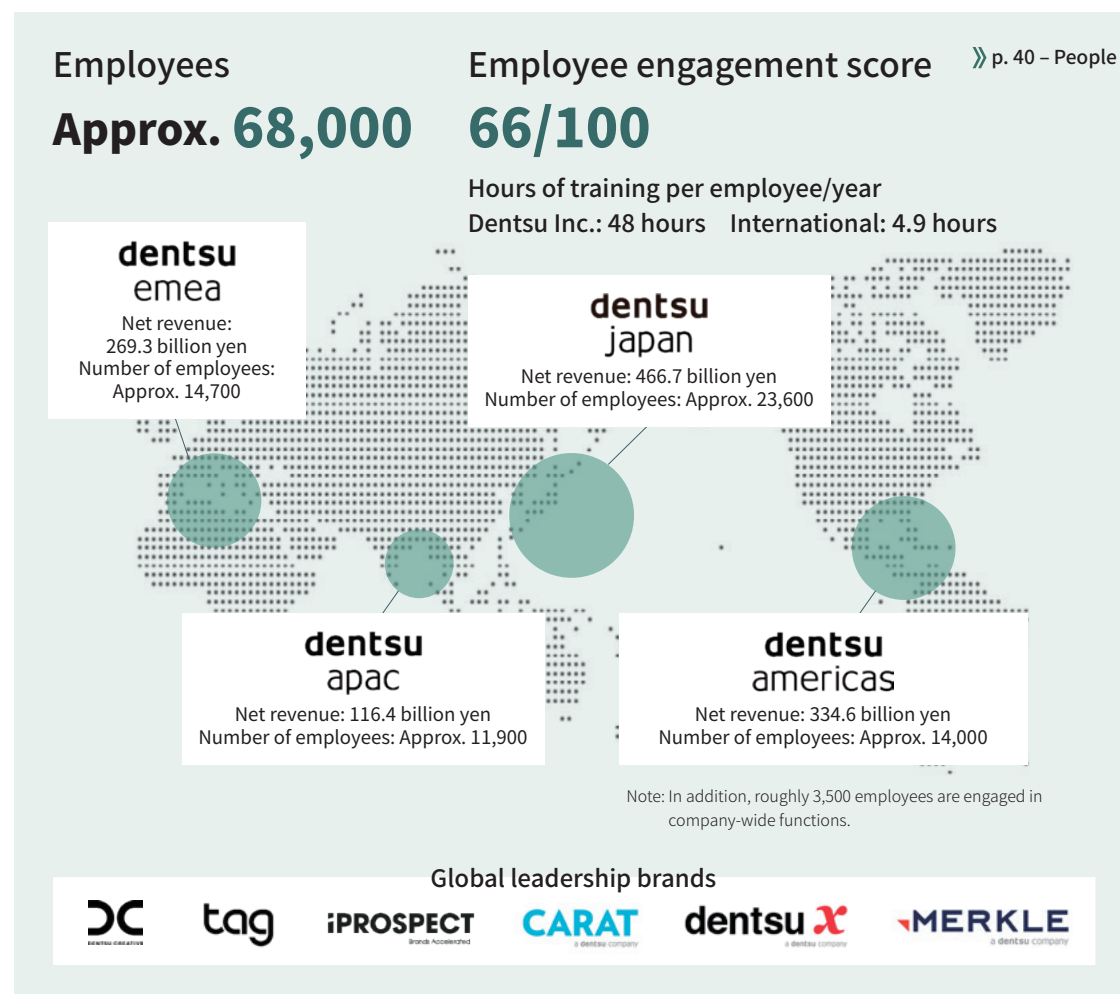


Overview of dentsu's business

Dentsu's business integrates unique capabilities across Marketing, Technology, and Consulting, as well as Sports & Entertainment, to solve the complex and pressing challenges faced by clients, consumers, and society at large. We foster an environment where employees can grow through their work, enabling us to combine their various strengths and scale our Integrated Growth Solutions (IGS) globally. By combining the power of our global leadership brands, each with their own unique capabilities, IGS continues to evolve and deliver greater value.



Note: For details, please refer to the "Securities Report" and the "Non-financial Databook"



CSO message

Strategic overview of our new Mid-Term Management Plan (2025–2027)

Yoshiki Ishihara Global Chief Strategy Officer & APAC Lead, dentsu

A look back at the previous Mid-Term Management Plan

We must acknowledge that the business growth and profitability targets set out in the previous Mid-Term Management Plan (2021–2024) were not achieved.

In terms of internal factors, the underperformance was chiefly the result of overdependence on M&A as a strategy for growth in the International business, which lowered profitability and weakened our competitive advantage. In terms of external factors, major competitors emerged and dentsu suffered from a relatively weakened market position.

Overview of the new Mid-Term Management Plan

In response to these challenges, we have formulated the new Mid-Term Management Plan from 2025 through 2027 charting a return to robust organic growth for the Group. Under the new plan, we are reevaluating our business portfolio, refocusing our capital and talent into business strategies that leverage our unique capabilities, and directly addressing the need to restore our competitive edge. At the same time, the new plan aims to restore the Group's profitability by reevaluating underperforming businesses and rebuilding the business foundation to achieve systematic, sustainable cost reductions. Successfully executing the main initiatives of the new plan will return the International business to a

growth track, and in 2027, the final year of the plan, we will reach our goal of organic growth of 4% and an underlying operating margin of 16%–17%, working together under the banner of One dentsu.

Phasing

The Group's first milestone on the path to achieving the targets of our new Mid-Term Management Plan will be to restore profitability, primarily by reevaluating underperforming businesses and rebuilding the business foundation. With regard to reevaluating underperforming businesses, we aim to have zero markets with net losses by the end of 2026.

We will also conduct a thorough review of past acquisitions. For businesses failing to meet our standards, we will act swiftly with improvement programs, divestitures, and other initiatives to eliminate risks to future Group performance.

We will strive to recover profitability and competitiveness in our International business by the end of 2026. We aim to have all four regions on a growth track by 2027, with each region contributing to improvement of shareholder value.

At the same time, we will be rebuilding the business foundation and implementing systematic, sustainable cost reductions. Specific measures will include combining the headquarters functions previously divided between Tokyo and London to eliminate overlap, redefining and simplifying the regional headquarters functions, and introducing stricter cost controls in each market. We will utilize AI, outsourcing, and other initiatives to raise efficiency, with the goal of reducing costs by as much as 50 billion yen annually by 2027.

Note: Please refer to [p. 11](#) for an overview of the Group Mid-Term Management Plan (2025–2027).

COO message

Focus of the business strategy in the New Mid-Term Management Plan (2025–2027)

Giulio Malegori

Executive Officer, Executive Vice President, Global Chief Operating Officer, dentsu & Chairman & Acting CEO, dentsu Americas

A network that wins globally by growing locally

The Integrated Growth Solutions (IGS) we deliver to clients integrate dentsu's unique capabilities in a broad range of fields, from Marketing and Technology to Consulting and Sports & Entertainment, with the singular goal of realizing our clients' sustainable growth.

Our ability to deliver IGS is supported by the Group's three core strengths. First, placing client-centricity at the heart of every part of the business in order to promote strong relationships of trust and a deep understanding of client needs. Second, acting as a true innovation partner to clients as they seek exponential growth to gain an outsized advantage in their market and to develop new categories and revenue streams. And third, being intensely focused on achieving results through a skilled and talented team, whether it be boosting sales, transforming organizations, or fostering positive societal change. In the current Mid-Term Management Plan, these strengths will form the foundation for us to serve as a growth partner for our clients in each market. Supporting the local expansion of our clients in each market will ensure that dentsu will grow globally by accumulating local success.

Refocusing our capital and people into priority businesses

In pursuit of growth, we will refocus our capital and people into functional strategies designed for each market, client, and capability.

Our market strategy will prioritize Japan and the US, where dentsu has a large revenue base with an abundance of business assets. We will also expand our business in other markets where dentsu has established a robust competitive position.

Our client strategy will continue to revolve around deepening our long-term relationships with clients in each market. To this end, we will bolster our client management organizations to accelerate our Group's networking at both the global and local levels.

Our capability strategy will highlight the enhancement of added value of the Media domain, which serves as the core of delivering IGS. This strategy will be especially important in our International business as we strive to restore profitability. In Japan, the leading market in our Group's business portfolio, we will continue to augment our Consulting, Technology, and Sports & Entertainment offerings with the kind of added value only dentsu can provide to differentiate and enhance the sophistication of IGS.

Focus areas under the new Mid-Term Management Plan

 Market	Focus on Japan and the US, as well as other markets where we have already built a strong position
 Client	Focus on large and medium-sized clients in each market while bolstering our client management organizations
 Capability	Prioritize the enhancement of the added value of the Media domain, which is the core of delivering IGS in the International business, while enhancing the differentiation and sophistication of IGS in Japan



Focus area 1: Market

Innovating to Impact

Jean Lin Global President – Global Practices, dentsu

Innovation born from technology and creativity, powering business and making positive impacts on society



Innovating to Impact represents dentsu’s promise to our brands. Our innovations are driven by clear outcomes, with a strong focus on delivering meaningful impact to both our brands and their communities.

In an era dominated by algorithms, where AI increasingly personalizes user experiences behind the scenes, innovation is more essential than ever to truly reach audiences. While algorithms can deliver efficiency and consistency, innovation is the critical ingredient to differentiation and relevance. Ideas are the lifeblood of growth, propelling business forward and leading to positive impacts.

To create significant business impact in today’s world, brands must survive within a landscape governed by algorithms—gatekeepers that control access to culture and commerce. It is only when culture and consumer connect seamlessly that brands can capture unparalleled interest and drive meaningful business impact, sustainable success, and accelerated growth. Winning in the final mile of the purchasing process requires a strong focus on innovation. Moreover, it is essential for brands to become integral parts of people’s cultural lives—through avenues such as sports, entertainment, and gaming.

For more than 120 years, dentsu has driven innovation and built an unparalleled track record of success. Our structured approach to innovation powers our Integrated Growth Solutions—ideas-led, AI-powered, and value-driven. These solutions are enabled by products, platforms, data, and technologies designed for seamless integration and transparency, ensuring every innovation leads to meaningful impact.

To create work that truly shapes culture, it is essential to combine cross-disciplinary creative thinking with a deep understanding of data and technology capabilities. Since the launch of Innovating to Impact one year ago, dentsu has expanded two key business units that are central to our differentiation. The first is Dentsu Lab, founded in Tokyo and now operating internationally, which represents our commitment to building environments where anyone can drive innovation on behalf of brands. Each Dentsu Lab embodies an open mindset,

taking fresh approaches to challenges that may initially appear unsolvable. The second is the global launch of dentsu BX, which powerfully signals our commitment—and our ability—to go beyond advertising, focusing on business impact and leading transformation across the entire organization.

The innovation that dentsu seeks goes beyond the business world, influencing culture, people, and society. By nurturing a culture of innovation, dentsu ensures that brands remain relevant and impactful—actively supporting their success in the age of algorithms and amid a rapidly changing external environment.

INNOVATING TO IMPACT

dentsu

Focus area 2: Client Client-centricity

Takeshi Sano Executive Officer, CEO, dentsu Japan & Deputy Global Chief Operating Officer, dentsu

Disseminating client insights generated in Japan internationally to become a true partner



The business environments surrounding our clients are constantly evolving, and the challenges they face have become increasingly complex and specialized in nature. Using conventional approaches to find novel solutions can be difficult if not impossible in these types of business environments.

The Group is deploying the client insight it has developed over decades in Japan to other markets around the world. These capabilities enable us to accurately identify and analyze issues at the heart of client challenges, and then share our understanding with clients to reach an agreement. Based on this profound

understanding of our clients and their challenges, we harness the full capabilities of the Group to design highly integrated solutions optimized to their needs. Since our founding, we have leveraged this kind of integrated perspective to deliver innovative services to clients. Our goal has been not just to solve individual challenges, but to join our clients on their journey to sustainable growth and business transformation, providing total support as a true business partner.

Strengthening the implementation of our One dentsu Operating Model

In 2024, we introduced the One dentsu Operating Model as a framework to maximize the service and value we provide to our clients. With this new model, we consolidated the Group's point of service for each client and established a new structure for rapidly and efficiently delivering sophisticated solutions globally and locally. The One dentsu Operating Model is our solution to bolstering the long, trusted relationships we have with our clients.

In the new Mid-Term Management Plan for 2025–2027, one of the priority business strategies is to strengthen our support for Japanese clients expanding to international markets and for their local businesses, leveraging our global network. We are confident that augmented support for the global growth of Japan-based clients will advance and enrich the One dentsu Operating Model.

Case study | Nisshin Seifun Welna and dentsu partner for international market growth

- **Background and challenges:**
2024 positioned as the launchpad for international expansion



The Nisshin Seifun Group supplies about 40% of Japan's wheat flour market. Nisshin Seifun Welna boasts the top share* among Japanese suppliers of pastas and various other household wheat flour products. International business expansion is a priority of the company's medium-term management plan (2022–2026), and 2024 was positioned as the start of full-scale initiatives overseas.

* Based on INTAGE SRI+ data (cumulative sales value): flour, pasta (spaghetti), pasta sauces, and frozen pasta (spaghetti & sauces and short pasta in the frozen prepared foods category) from April 2024 to March 2025; tempura and okonomiyaki flour from April 2023 to March 2025; and karaage flour from April 2022 to March 2025.

- **Initiative status:**
A partner for creating new food cultures around the world

Nisshin Seifun Welna identified Vietnam as a priority market for expansion in 2024, planning a B-to-C business expansion strategy. Dentsu Inc. and Dentsu Vietnam (dentsu X Vietnam and Dentsu Redder) led the project promotion and business consulting through all stages, from developing the country's first consumer-directed brand to product launch and promotion. Dentsu Inc. coordinated efforts with the client's Japan headquarters while Dentsu Vietnam worked with the client's local subsidiary. All the offices collaborated to synergize Nisshin Seifun Welna's Japanese know-how with local approaches to find optimal solutions and lead the project to success. Pasta has yet to become a main part of the Vietnamese diet. Dentsu is working with Nisshin Seifun Welna to create a food culture where pasta can be enjoyed as a daily food choice. Beyond simple advertising, we continue to support the client in strategic business planning and execution to expand the local market. In addition, we are working with Nisshin Seifun Welna to use the business acumen and platforms developed in Vietnam as a springboard for other ASEAN markets, as well as looking further afield to the EU market, where we are already planning to exhibit at one of the world's largest food trade shows.

Nisshin Seifun Welna and dentsu will continue to use their collaborative insights into consumers to broaden the appeal and promise of Japan's abundant food culture around the world, striving to create ever-new cultures.

Focus area 3: Capability

Adobe GenStudio dentsu+

Abbey Klaassen Global Brand President, dentsu Creative

Adobe GenStudio dentsu+ powered by proprietary technology delivers highly efficient, groundbreaking solutions across the entire content supply chain



Around the world, chief marketing officers (CMOs) and chief technology officers (CTOs) are grappling daily with challenges across the content supply chain. They must strike a balance between the rising demand for highly personalized content and the fragmented systems and processes that create friction. With the emergence of generative AI, dentsu is transforming how brands plan, produce, deliver, and optimize content through end-to-end solutions. These AI-powered approaches accelerate

creativity, reduce costs, and enable the delivery of the right content at the right moment—precisely when it matters most to customers.

Adobe GenStudio dentsu+ enhances large-scale content creation and delivery for clients by integrating Adobe's advanced Content Supply Chain solutions with dentsu's proprietary tools and capabilities—including audience insight and behavior analysis, generative AI, and translation technologies.

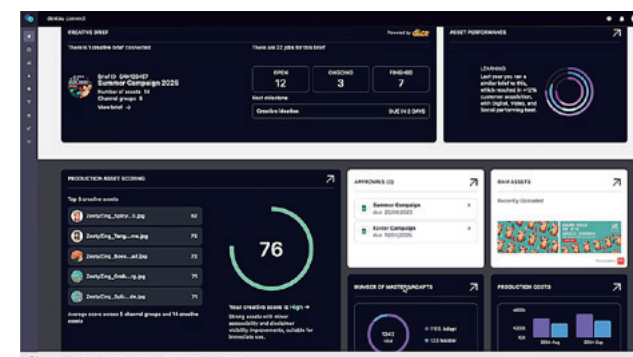
Complementing Adobe's core functionality, Adobe GenStudio dentsu+ delivers high-quality, integrated solutions such as the following:

- AI-driven creative and production services from Dentsu Creative, including Dynamic Creative Optimization (DCO) and offline distribution
- Data and technology solutions powered by dentsu, including the dentsu.Connect application, proprietary data-media integration infrastructure, and identity and data capabilities
- Implementation support from Merkle, dentsu's CXM brand and an Adobe Platinum Partner, helping clients optimize content delivery and transform their operating models through cutting-edge technology

By combining these elements, the solution connects every step of the content journey—from campaign planning to content production, management, delivery, and performance measurement—in a seamless, end-to-end process. This innovative approach reduces waste, improves media efficiency, and enhances both engagement and conversion.

Adobe GenStudio dentsu+ is already delivering promising results, beginning to make a tangible impact on our clients' businesses by addressing critical content challenges, boosting revenue, and enhancing productivity through more efficient content operations.

Adobe GenStudio dentsu+



Focus area 3: Capability dentsu.Connect

Shirli Zelcer Chief Data & Technology Officer, dentsu

Dentsu's data & technology stack designed to help clients predict their next impact



In 2024, we made significant strides in enhancing our data and technology capabilities internationally through the creation of one centralized Global Data & Technology team to accelerate product feature development, consistency, and agility. Powered by our competitive data, identity, and AI platform, we have expanded upon our media and martech partner relationships to co-create and bring to market industry first innovations; developed an end-to-end marketing solution that facilitates audience creation through planning, activation, measurement, and optimization; and launched an AI-powered audience builder.

Our ambition for 2025 remains focused on continuing to drive the development of an integrated, AI-powered platform that predicts brands' next best impact. Driven by our clients' most complex challenges—from disconnected

technology, unintegrated data, and impersonal personalization—our data and technology platform is designed to deliver what it takes for brands to make a significant impact today.

1. Global Data & Identity Spine: Our platform offers a truly global approach, enabling clients to find, win, and grow their best customers through unmatched audience intelligence. This includes our international identity reference-base with AI-generated audiences linked to real IDs and activated through partner platforms.

2. Seamless Interoperability: Ensuring no disruptions, our platform seamlessly integrates with existing global and local applications, accelerating adoption and maximizing current data and tech investments. This drives operational efficiency by an average of 25%.

3. AI-orchestrated Workflow: Our dynamic experience is supercharged by agentic workflows that help brands find their next best impact across the entire marketing lifecycle—from creative to media and experience. This includes pushing the boundaries of a brief, identifying new growth audiences, and delivering the highest fidelity and single source of truth for agile, data-informed decision-making.

With our data and technology stack designed to enhance our team's craft, maximize efficiency, and deliver unified client and customer experiences, dentsu is powerfully different in helping our clients predict their next best impact:

- **Making the Big Idea Connected:** By leveraging audience fidelity to deliver actionable insights, we understand the person—their behaviors, attitudes, culture, and context—which is key to unlocking growth. Our strategy addresses the lack of alignment to audience preferences by developing thoughtful, audience-first content. This enables us to create dynamic content that drives media effectiveness and production efficiency at scale. By seamlessly

integrating creative concepts across the entire brand ecosystem, we enhance relevance, speed, and scale, ensuring every piece of content is aligned with audience preferences and behaviors for dynamic multi-channel retargeting.

- **Mastering the Algorithm:** In the algorithmic era, AI-powered algorithms are the gatekeepers of modern marketing. Our strategy builds systems that help brands thrive by moving at the speed of culture and commerce. We unlock the potential of AI platform algorithms to elevate resonant creative, optimize investments, and drive outcomes throughout the consumer journey.
- **Accelerating Insight to Impact:** Optimizing future outcomes and delivering results is at the core of our strategy. By aligning every action with business goals, we shorten the gap between insights and action. Our data science models are highly predictive, deployed on the highest fidelity data, and deliver significant improvements in business outcomes—125x faster insights, 20% more predictive AI, and 30% better outcomes.

Together with our Data, Identity, Technology and AI, the human craft across our agencies, and our client's investments, we are predicting the next best impact for businesses, delivering on our client promise of Innovating to Impact.

DENTSU • CONNECT



Next-generation growth area: Sports & Entertainment

Connecting brands and society through the power of Sports & Entertainment

In the Sports & Entertainment industry, dentsu has a long history of creating value that connects businesses with consumers and wider society.

We partner with international sporting events, professional leagues, and athletes to raise corporate brand value and help solve challenges facing society. In recent years, we have also become involved in stadium development and operations as part of a broadened range of ventures designed to revitalize regional communities. In the entertainment field, we invest in and collaborate on the production of a variety of content and intellectual property, including films, animation, video games, and music. Through these initiatives, we strive to cultivate and grow new markets, while utilizing intellectual property to help companies develop storylines behind the brand experiences for their customers.

On June 16, 2025, the Group announced the global launch of Dentsu Sports & Entertainment, a new Group-wide initiative that brings together capabilities from both domestic and international operations. Moving forward, we will leverage our One dentsu approach to strengthen our globally integrated support, combining our global networks, expert talent, technology, and data to address clients' marketing and branding challenges with highly sophisticated solutions in this field, while supporting the global expansion of intellectual property and value creation.

| Case study | B.LEAGUE GROWTH PARTNER



Our work for Japan's professional basketball league, B.LEAGUE, extends far beyond the conventional sale of sponsorship rights into multiple collaborative areas, including support for the development of growth strategies as well as fan marketing strategies.

We are committed to B.LEAGUE's overall growth, leveraging dentsu's entire network, data, technology, and creative assets to fulfill our role as the league's growth partner. This is just one of many sports-related projects we are spearheading to support the revitalization of Japan's regional communities and the sustainable development of sports culture.

| Case study | Expo 2025 and STAGE:0 offer a glimpse into the future of e-sports and teen culture



Dentsu is sponsoring the seventh annual STAGE:0, one of Japan's largest e-sports competitions for high schoolers, at the Expo 2025 Osaka, Kansai. E-sports are a new platform for younger generations that is diverse, fair, and inclusive, and in which everyone can take part regardless of gender, physical ability, or location. We consider e-sports to be a culture of the future. Through marketing initiatives, we are raising awareness of the social significance of e-sports and collaborating on the launch and operation of new business in the industry, working with our partners to share the passion throughout Japanese society and around the globe.



CCRO message

In the AI era, the unique creativity of dentsu's talent will truly shine

Yasuharu Sasaki Global Chief Creative Officer, dentsu

The drive to delight others sparks true innovation

AI is evolving rapidly, and at dentsu, we are leveraging our AI capabilities to deepen insights, enhance creative expression, and optimize advertising effectiveness. Our AI is even being trained on the thought processes of dentsu's creative talent, enabling it to support everything from concept development to business design. As a result, we are building an integrated workflow that unites human creativity and AI.

Ultimately, the impact of AI depends on how it is used. If everyone uses AI in the same way, the output will inevitably become homogeneous, and people will lose interest. That is why human-led creative direction, rooted in empathy and originality, will be the driving force behind breakthrough innovations. The future will not belong to those who simply learn from AI, but to those who can also teach and guide it.

At dentsu, creativity runs through every area of our work, regardless of our individual role. To us, creativity means having the mindset and ambition to bring joy to others. For more than 120 years, dentsu has thrived as a collective of unique professionals across Media, Creative, CXM, Digital, Sports & Entertainment, Brand Experience, and more. We go beyond expectations to create positive change in the world. This dedication fuels creativity across all domains and drives bold B2B2S innovation.

Creating the future through transformative creativity and AI

In times of uncertainty, companies are searching for direction—for the future. At dentsu, we combine foresight with creativity to drive transformation at the core of business and management. We aim to surprise and inspire across industries, creating meaningful change. This is the essence of dentsu's transformative creativity. Organizations such as Dentsu Lab and the Future Creative Center are leading the way, connecting emerging technologies and future-focused visions with business innovation. While it is easy to focus on tools and execution, the true value of our work lies in the originality of the ideas that shape them.

By combining transformative creativity with AI, we are accelerating innovation across dentsu. AI enables easier access to knowledge across fields, making interdisciplinary collaboration more fluid. For dentsu, this is a powerful advantage. It allows us to connect the full range of capabilities across our Group, spark more innovation, and bring to life ideas the world has yet to imagine. With bold ideas that transcend boundaries, the ability to orchestrate vibrant and inclusive experiences, and the unique creativity in each of us, dentsu will continue delivering lasting impact—to people, to businesses, and to society.

B2B2S case studies

B2B2S aims to generate both economic and social value for businesses. Solving social issues is never easy—particularly in the age of AI, when ideas must increasingly resonate with people on a deeper, emotional level. To bring such projects to life, the ability to connect individuals with media, platforms, and companies is essential. From this perspective, we

introduce some of dentsu's initiatives that have achieved business viability, solutions to social challenges, measurable impact, insights into people, application of Integrated Growth Solutions, embodiment of our purpose and vision, and broad collaboration both inside and outside the organization.

Inflation Cookbook

Rising prices are driving food insecurity, even in developed countries.
Chefs and nutritionists provide healthy recipes using AI-predicted lowest-cost ingredients

Client: Skip

Due to the sharp rise in food prices, even in the developed nation of Canada, more households are reducing meal portions or opting for lower-priced processed foods. Nutritional deficiencies among the population have become a social issue, with malnutrition being especially serious for children.

To address this, Dentsu Creative Toronto launched the Inflation Cookbook together with Skip, a Canadian food delivery service. Using AI to analyze the prices of 400 food items across more than 80 stores nationwide, the system predicts the lowest-cost ingredients each week. The website, which includes an app, features recipes inspired by chefs and vetted by nutritionists, all based on these affordable ingredients.

Canadian consumers were estimated to have saved a total of CAD\$21.8 million through the initiative by December 2023. The project received extensive media coverage, successfully drawing widespread public attention. With roughly 28,600 weekly users, the company generated more than CAD\$4.3 million in revenue.

A deep understanding of people's desire to enjoy tasty, healthy meals at an affordable price played a key role in addressing this social issue.



Dentsu was awarded Gold in the Creative Strategy and Media categories at Cannes Lions 2024.

Note: This initiative exemplifies Innovation, one of the material themes in our 2030 Value Creation Strategy, through its focus on partnerships and ecosystem incubation for the future of society.

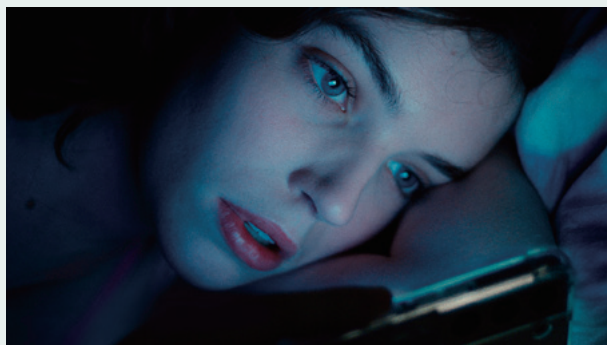
A Piece of Me

A campaign that began as an online risk awareness initiative for youth and led to the revision of sex crime laws

Client: KPN

The non-consensual sharing of personal sexual images online remains a serious social issue. As part of its commitment to building a safer digital environment, KPN, the Netherlands' largest telecom provider, partnered with Dentsu Creative Amsterdam to launch the “A Piece of Me” campaign, aimed at raising awareness among young people about the risks of sharing intimate images online. The campaign led to a 9% increase in brand consideration, a 16% rise in brand trust, and a 16% improvement in perceptions of KPN as a brand that drives positive social impact.

The campaign served as a catalyst for legislative change in the Netherlands, where Parliament passed a law classifying the sharing of someone's personal sexual images online without consent—along with the associated shaming and harassment—as a sexual offense. The initiative is now gaining global traction, with an English version of the campaign recently released.



Grand Prix winner in the Creative Strategy category at Cannes Lions 2024.

Carry On Learning: Scholar Panel

Discarded suitcases help solve noise issues in schools and significantly improve the learning environment

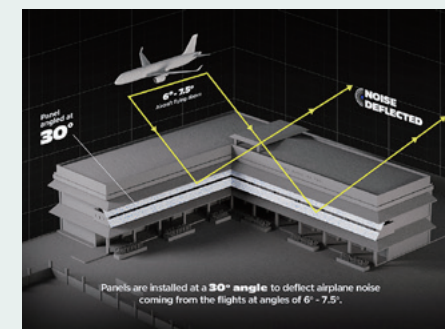
Client: Samsonite

Dentsu Creative Indonesia offered Samsonite ways to repurpose suitcases collected through a trade-in program for its customers. They developed an innovative solution by converting the suitcase shells into panels and installing them in schools near airports to reduce noise levels by up to 40 decibels. These “Scholar Panels” effectively mitigate disruptive aircraft noise. The team took charge of everything from panel production and coordination with schools to installation management and PR strategy.

Students at the pilot school had previously been exposed to aircraft noise levels severe enough to cause hearing loss, and the installation significantly improved the learning environment. The campaign generated approximately USD\$60,000 in PR value and over 101 million total impressions. Encouraged by its success, the Indonesian government plans to expand the initiative to schools across the country.



Shortlisted in the Design category at Cannes Lions 2025.



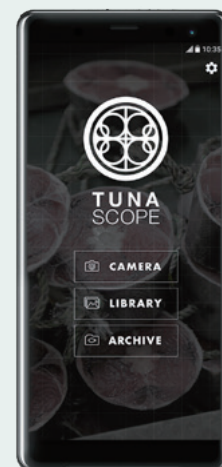
TUNA SCOPE

Transforming Japan's traditional eye for quality into a global standard through AI. Pursuing income growth for fisheries workers and sustainable marine resources

Tuna quality has traditionally been assessed through tacit knowledge—skills cultivated through years of human intuition and experience. As Japan faces a decline in expert graders due to its aging population, Dentsu Inc. has spent more than five years training AI through deep learning to replicate this expertise. The result is TUNA SCOPE, an AI-based tuna grading system. In collaboration with leading revolving sushi chain Kura Sushi, TUNA SCOPE enabled the rapid remote purchase of high-quality tuna from overseas markets. The AI-selected tuna achieved sales three times higher than expected and continues to be a long-running seller at supermarkets.

Meanwhile, in Indonesia—one of the world's largest tuna-producing countries—the absence of skilled graders like those in Japan has led to inconsistent and opaque evaluations, making it difficult to determine fair pricing. This has contributed to unstable incomes for local fisheries workers and issues such as overfishing.

To address this, Dentsu Inc. is leveraging TUNA SCOPE to establish a standardized quality grading system for Indonesian tuna, with the goal of ensuring fair pricing and enhanced product value. In December 2024, the project was selected by the Japan International Cooperation Agency (JICA) under its “Support for SMEs and SDGs Businesses” initiative. The effort is expected to contribute both to improving livelihoods for Indonesian fisheries workers and to the sustainability of marine resources.



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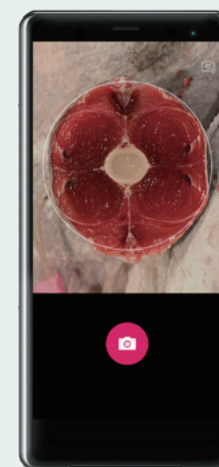
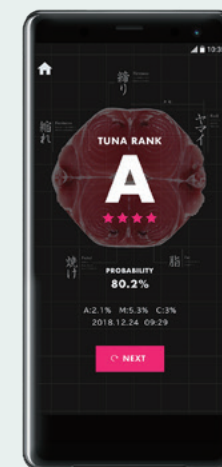


Image capture



Result



Grand Prix winner in the Creative Data category at Spikes Asia 2022.

AI for EVERY**Delivering AI services that blend consumer-centric insights with advanced AI technology to solve social challenges****Business partner: Hitachi, Ltd.**

As generative AI technologies advance, there is growing demand for AI services that blend a human touch with a deep understanding of consumers' daily lives. To design and deliver optimal customer experiences, Dentsu Inc. and Dentsu Digital Inc. have teamed up with Hitachi—renowned for its advanced digital transformation (DX) solutions across industries—to launch the collaborative project, AI for EVERY. This initiative aims to explore and provide new generative AI services that contribute to solving social issues.

The first joint offering, “Today’s Whimsical Recipe,” uses Hitachi’s demand-forecasting system to accurately predict ingredients at risk of going unsold. A generative AI engine—trained on the insights of dentsu’s creative experts—then generates recipes using those ingredients. Leveraging Dentsu Digital’s Mugen (“Infinite”) AI Ads know-how, the service delivers these recipes via signage and mobile apps in retail environments, creating unexpected moments of discovery for consumers and helping to reduce food waste.

Moving forward, the partners will explore additional generative AI-powered services across a broader range of sectors.

**AIQQQ Studio****Ideas that create corporate value.
A concept development solution refined by AI and creators****Clients: dentsu Japan clients**

In the development of corporate businesses and services, the stagnation of ideas and difficulty in achieving breakthroughs, along with insufficient time for deliberation, are ongoing challenges. Dentsu Japan has combined human intelligence with AI intelligence under its AI strategy, AI For Growth, which supports growth for clients and society. As part of this initiative, dentsu Japan significantly revamped AIQQQ Studio in May 2025.

By leveraging creative thinking methods cultivated by dentsu Japan over many years alongside extensive consumer data, AI rapidly generates ideas free from preconceived notions and instantly simulates interviews with realistic customer personas. The system also supports workshops, enabling the generation, verification, and refinement of hundreds of ideas within approximately one month. Global deployment has also begun.



IMD Business School research support

Uncovering modern consumer mindsets to reinvigorate sustainable innovation in business

Business partner: Institute for Management Development (IMD)

Based on our B2B2S management policy, we have supported research for IMD, an independent academic institute based in Lausanne and Singapore, since 2023 to ensure that our corporate contributions to society remain sustainable. We provide a framework that positions corporate sustainability efforts not just as regulatory compliance or reporting requirements but also as drivers of business transformation and growth.

We appointed Professor Goutam Challagalla of IMD as dentsu Group Chair in Sustainable Strategy and Marketing and support IMD's Center for Sustainable and Inclusive Business, which delivers cutting-edge insights and solutions to companies aiming to create positive social and environmental impact. By combining IMD's strategic expertise with our knowledge of consumers and marketing, we co-create value that contributes to the sustainable growth of our clients.



dentsu good
a sustainability accelerator



SUSTAINABILITY TO IMPACT

Program transforming sustainability from something “we have to do” to something “we want to do”

Clients: dentsu Japan clients

Sustainability builds new relationships between companies and society while enhancing corporate value. Although interest in sustainability is high, many companies face challenges linking sustainability initiatives to their business and fostering employee ownership of these efforts. In response, in August 2024, dentsu Japan launched its sustainability promotion support program, SUSTAINABILITY TO IMPACT, which harnesses its extensive expertise in “moving people’s hearts” to support co-creation of ideas that address social challenges together with clients.

Using a people-driven model, the program offers concrete actions tailored to each client’s situation and challenges—from diagnosing overall corporate activities and formulating strategies to driving transformation through initiatives and business ideas, and communicating efforts both inside and outside the company.

SUSTAINABILITY TO IMPACT		CHECK & PLAN	ACT & CHANGE	REPORTING & DISCLOSURE
Sustainability Management	Human Rights	<ul style="list-style-type: none"> Market surveys / analysis & organization of business portfolio Identification of materiality Formulation of value creation story Guidance for sustainability management & creation of roadmap Formulation of purpose and long-term vision Formulation of medium-term management plan Agenda setting (priority setting & workplan) 	<ul style="list-style-type: none"> Design and measurement of impact pathways Setting of sustainability and ESG-related KPIs Formulation of action plans, including flagship activities Support for acquiring certification Formulation of consolidated financial & non-financial management foundations Preparation to raise internal awareness of purpose & business transformation 	<ul style="list-style-type: none"> Support for integrated reporting Response to TCFD / TNFD / CSRD Support for integrated corporate value creation Introduction of a non-financial disclosure model Response to external assessments Formulation of top management messages / provision of media training Creation of a sustainability information dashboard
		<ul style="list-style-type: none"> Support for human rights due diligence Formulation of human rights policy 	<ul style="list-style-type: none"> Support for internal communication (including training) Support for external supply chain management & data matrix Consolidation management of external human rights management activities 	<ul style="list-style-type: none"> Support for integrated reporting Disclosure of human rights due diligence information
PEOPLE & CULTURE	DEI	<ul style="list-style-type: none"> LDOTs surveys / gender-related challenges chart Provision of Integrated Statements / purpose design Support for initiative design Response for accessibility Building model for corporate support Employee engagement survey / analysis Formulation of human capital management strategy Development of employee career / management of data assets 	<ul style="list-style-type: none"> Provision of DEI training & workshops Provision of event guidelines from a DEI perspective Realization of employee work satisfaction to person with abilities Provision of training & workshops for managers and employees Creation of a consolidated personnel database Creation of a consolidated training & learning database Implementation of human capital-related measures Launch & guidance for efforts to embed into operations 	<ul style="list-style-type: none"> Formulation of top management communication strategy & execution Reporting on human capital Branding to attract talent Formulation of a human capital platform
	Human Capital			
ENVIRONMENT	Decarbonization	<ul style="list-style-type: none"> Sustainable lifestyle survey Consumer survey on carbon neutrality Investigation of GHG emissions & creation of decarbonization strategies Development of stakeholder strategy / policy / power supply Contribution for sustainable products Measurement and visualization of biodiversity-related actions Sustainable customer survey Consultation for circular business 	<ul style="list-style-type: none"> Support for GHG emission reduction activities Response for SBTi Support for GHG emission reduction measures in marketing-related areas Support to transform consumer behavior aiming for decarbonization Introduction of GHG emissions value management tool Transformation of businesses towards nature positivity Implementation of environmental credentials of promotional materials (Group 3 reduction) Creation and utilization of circular platforms 	<ul style="list-style-type: none"> Disclosure of ESG information (TCFD, TNFD, CSF, etc.) Branding support from environmental & sustainability perspectives Countermeasures for greenwashing / risk checks Visualization of GHG emissions in marketing-related areas Setting of a nature-positive tone Planning to promote change in awareness and behavior towards the realization of a circular society
	Biodiversity			
	Circular Economy			
INNOVATION	Open Innovation	<ul style="list-style-type: none"> Formulation of business concepts for local co-creation platforms Formulation of new business concepts using both rights and influence power Support for value co-creation programs for financial and non-financial stakeholders Formulation of new business concepts utilizing generative AI Support for co-creation projects among multiple companies utilizing Personal Health Record (PHR) and other data Advancement of organizational maturity for innovation 	<ul style="list-style-type: none"> Design & realization of business services for co-creation Support for public affairs Introduction of innovation to inter-industry alliances Measure production (GHG emission reduction in large production) Implementation of events / contribution of ESG-related abilities Guide and support for launch of new co-creation businesses Implementation of solutions utilizing drivers and other technologies to resolve challenges that local communities face 	<ul style="list-style-type: none"> Reporting on various media trends Support for PR towards various media Coordination of appearances, including at international sustainability events
	Business Development			

Note: These initiatives exemplify Innovation, one of the material themes in our 2030 Value Creation Strategy, specifically highlighting thought leadership content promoting actions toward a more sustainable society.