04 Data Overview

Financial data

Consolidated

(Millions of yen)

	2018	2019	2020	2021	2022	2023	2024	2025
Profit and loss statement								
Turnover	5,357,278	5,146,802	4,498,216	5,256,492	5,819,519	5,953,391	6,352,444	6,439,513
Revenue	1,018,512	1,047,881	939,243	1,085,592	1,243,883	1,304,552	1,410,961	1,435,245
Net revenue	932,680	939,385	835,042	976,577	1,117,002	1,144,819	1,201,647	1,197,530
Operating profit (loss)	111,638	(3,358)	(140,625)	241,841	117,617	45,312	(124,992)	(289,212)
Profit (loss) before tax	148,751	(42,769)	(141,133)	208,833	100,908	33,103	(139,759)	(306,789)
Profit (loss) for the year attributable to owners of the parent	90,316	(80,893)	(159,596)	108,389	59,847	(10,714)	(192,172)	(327,601)
Underlying EBITDA*	—	—	145,335	195,006	217,515	175,758	189,507	182,256
Underlying operating profit	153,229	140,751	123,979	179,028	203,189	163,515	176,233	172,536
Underlying net profit (attributable to owners of the parent)	97,419	76,120	69,890	109,203	130,037	89,839	92,936	93,548
Balance sheet								
Total assets	3,638,488	3,795,729	3,380,412	3,720,536	3,741,427	3,634,401	3,507,260	3,206,787
Total equity attributable to owners of the parent	1,047,619	974,977	756,870	845,034	880,267	841,651	696,838	374,849
Cash flow								
Net cash flow from operating activities	133,049	79,957	88,313	139,715	80,896	75,267	59,984	117,972
Net cash flow from investing activities	(61,382)	(76,051)	137,013	262,226	(24,346)	(146,297)	(30,908)	(2,856)
Net cash flow from financing activities	57,522	(7,803)	(96,622)	(232,189)	(188,192)	(153,681)	(65,714)	(180,473)
Cash and cash equivalents at end of period	416,668	414,055	530,692	723,541	603,740	390,678	371,989	295,183
Number of employees	62,608	66,400	64,533	64,832	69,066	71,127	68,102	67,454
Number of consolidated subsidiaries	976	1,004	1,007	907	881	808	724	684

* Underlying operating profit before underlying depreciation and amortization (excluding depreciation adjustments under IFRS 16).

Notes: 1. The Group has adopted IFRS 16 "Leases" from the fiscal year ended December 31, 2019. The figures for years prior to the adoption of the new standard have not been restated and are based on the former standard.

2. The Group previously recognized intangible assets for configuration or customization costs in cloud computing contracts in accordance with IAS 38 "Intangible Assets." However, from FY2021, based on the discussions that led to the agenda decision of the IFRS Interpretations Committee issued in April 2021, the Company has changed to a method of recognizing the cost of configuration or customization services as an expense when they are received. However, in this report, figures for prior years are presented before the change in accounting policy. Therefore, the figures of the fiscal year ended December 31, 2020, differ from the 2020 figures in the Summary of Financial Results for the Fiscal Year Ended December 31, 2021, where the presentation was retrospectively restated.

	2018	2019	2020	2021	2022	2023	2024	2025
Organic growth rate	3.4	(1.0)	(11.1)	13.1	3.2	(4.9)	(0.1)	0.5
Japan	2.1	0.4	(8.4)	17.9	0.4	1.6	4.0	6.2
International	4.3	(1.9)	(13.0)	9.7	5.1	—	—	—
Americas	—	—	—	—	—	(7.2)	(4.1)	(3.0)
EMEA	—	—	—	—	—	(10.9)	2.2	(1.8)
APAC	—	—	—	—	—	(8.2)	(7.0)	(6.8)
Operating margin	16.4	15.0	14.8	18.3	18.2	14.5	14.8	14.4
Japan	21.7	19.1	18.0	22.9	24.1	23.0	24.5	24.4
International	12.9	12.2	13.7	15.9	15.7	—	—	—
Americas	—	—	—	—	—	22.7	22.5	22.9
EMEA	—	—	—	—	—	10.2	14.3	12.4
APAC	—	—	—	—	—	7.0	0.9	2.5
Return on equity (ROE)*1	8.4	(8.0)	(18.4)	13.7	6.9	(1.2)	(25.0)	(61.1)
Underlying ROE*2	9.1	7.5	8.1	13.8	15.1	10.4	12.1	17.5
Return on assets (ROA)*3	4.1	(1.2)	(3.9)	5.9	2.7	0.9	(3.9)	(9.1)
Ratio of equity attributable to owners of the parent (equity ratio)*4	28.8	25.7	22.4	22.7	23.5	23.2	19.9	11.7
Basic earnings per share (yen)	320.39	(287.92)	(571.19)	388.79	223.33	(40.52)	(734.56)	(1,262.04)
Basic underlying profit per share (yen)	345.59	270.94	250.14	391.71	485.26	339.79	355.24	360.38
Cash dividend per share (yen)	90.00	95.00	71.25	117.50	155.25	139.50	139.50	0.00
Dividend payout ratio*5	28.1	—	—	30.2	69.5	—	—	—
Underlying dividend payout ratio*6	26.0	35.1	28.5	30.0	32.0	35.0	39.3	—
Strategic shareholdings — Balance (billions of yen) / Percentage to net assets	245.4/22.1	316.6/30.1	107.0/13.0	114.1/12.5	84.1/8.8	83.9/9.2	84.0/10.9	50.9/11.4

*1 ROE (IFRS) = Profit for the year attributable to owners of the parent ÷ Average equity attributable to owners of the parent based on equity at the beginning and end of the fiscal year × 100
*2 Underlying ROE = Underlying net profit (attributable to owners of the parent) ÷ Average equity attributable to owners of the parent based on equity at the beginning and end of the fiscal year × 100
*3 Ratio of profit before tax to total assets (ROA) = Profit before tax ÷ Average total assets based on total assets at the beginning and end of the fiscal year × 100
*4 Ratio of equity attributable to owners of the parent = Equity attributable to owners of the parent ÷ Total assets
*5 Dividend payout ratio = Cash dividend per share ÷ Basic earnings per share × 100
*6 Underlying dividend payout ratio = Cash dividend per share ÷ Basic underlying profit per share × 100 FY2023 is calculated based on the adjusted underlying basic EPS.
Note: On January 1, 2023, the Group formed the Global Management Team, one management team to promote global management as part of efforts to accelerate business transformation and further enhance management sophistication so as to achieve business growth and the sustainable enhancement of corporate value. The team directly governs the four business regions worldwide. As a result, effective from FY2023, we have changed from the previous two-segment system comprising the "Japan business" and "International business" to a four-segment system comprising "Japan," "Americas," "EMEA," and "APAC."

Non-financial data

Environmental performance data*

(tCO2e)

	2019	2022	2023	2024	2025
Scope 1	11,759	3,267	4,501	3,001	**3,384**
Scope 2	24,258	12,771	15,992	9,583	**7,553**
Scope 1 + 2	36,017	16,039	20,493	12,584	**10,937**
Scope 3	542,029	377,456	436,561	389,149	**308,783**
Category 1	285,259	294,923	264,790	222,048	**182,314**
Category 2	40,657	N/A	14,285	55,848	**36,890**
Category 3	10,978	8,254	10,520	5,762	**5,647**
Category 4	1,375	4,264	3,107	1,642	**593**
Category 5	6,424	904	6,578	4,707	**4,773**
Category 6	80,642	35,899	42,178	32,980	**30,313**
Category 7	72,528	27,848	58,601	53,767	**41,294**
Category 13	893	309	580	659	**615**
Category 15	43,273	5,055	35,923	11,736	**6,344**
Total greenhouse gas (GHG) emissions (Scope 1 + 2 + 3)	578,046	393,494	457,053	401,733	**319,720**

*Scope and method of calculation
・Organizational boundary of calculation: Includes consolidated subsidiaries in Japan and globally over which Dentsu Group Inc. (“dentsu”) exercises operational control. Consolidated subsidiaries that can be judged to have a negligible impact due to number of employees, type of use of bases, etc., are not included.
・Reference made to the Greenhouse Gas (GHG) Protocol in the calculation.
・Scope 3 Category 8: Emissions from applicable leases are calculated under Scope 1 and 2.
・Scope 3 Category 9–12 and 14 are not included in the calculation because the impact is negligible.
・For details, please see the Independent Practitioner’s Limited Assurance Report.
https://www.group.dentsu.com/en/sustainability/common/pdf/third-party-assurance.pdf

Total electricity consumption, amount of renewable energy usage, and renewable energy rate

	2022	2023	2024	2025
Total electricity consumption (kWh)	83,661,353	66,227,058	65,620,130	**62,582,276**
Renewable energy usage (kWh)	29,756,238	35,564,698	52,141,260	**54,691,074**
Renewable energy rate*	35.6%	53.7%	79.5%	**87.4%**

*The renewable energy rate is calculated in line with the RE100 definition.

Governance data

	2021	2022	2023	2024	2025
Directors	13	13	10	9	**11**
Outside directors (independent outside directors)	5 (5)	5 (5)	6 (6)	6 (6)	**9 (9)**
Ratio of independent outside directors (%)	38.5	38.4	60.0	66.7	**81.8**
Female directors	3	4	2	2	**3**
Ratio of female directors (%)	23.1	30.8	20.0	22.2	**27.3**
Board of Directors meeting attendance rate (%)	99.1	100.0	98.0	99.0	**100.0**
Attendance rate of independent outside directors at Board of Directors meetings (%)	98.8	100.0	99.0	100.0	**100.0**

	2021	2022	2023	2024	2025
Internal reporting: number of “Speak Up” incident reports (cases)	38	100	218	314	**377**
Internal reporting: Compliance Line reports (cases)*	6	12	32	28	**14**
Number of internally reported complaints (cases)	136	106	164	177	**206**

*Main report content topics include internal harassment, improper treatment, fraud in business operations, and misgivings about Company systems.

Corporate information and share information

Corporate information

Dentsu Group Inc.

Corporate headquarters

1-8-1, Higashi-shimbashi, Minato-ku,
Tokyo 105-7050, Japan
Phone: +81-3-6217-6600

Capital

74,609,810,000 yen

Company website

https://www.group.dentsu.com/en/

Stock exchange listing

Tokyo Stock Exchange, Prime Market

Securities code: 4324

Total number of shares issued

265,800,000

General Meeting of Shareholders

The Ordinary General Meeting of Shareholders is held in Tokyo every March.

Transfer agent

The Mitsubishi UFJ Trust and Banking Corporation
4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8212, Japan

(As of December 31, 2025)

Share information

(As of June 30, 2026)

	Number of shareholders	Number of shares held	Percentage of total number of shares issued
Japanese financial institutions	22	45,665,390	17.18
Japanese securities firms	35	2,226,773	0.84
Other Japanese corporations	587	70,157,121	26.39
Japanese individuals and others (Including treasury stock)	44,453	44,406,470	16.71
Foreign institutions and individuals	578	103,344,246	38.88
Total	45,675	265,800,000	100.00

	Major shareholders	Number of shares held	Percentage of total number of shares issued
1	The Master Trust Bank of Japan, Ltd. (Trust accounts)	30,140,900	11.57
2	Kyodo News	18,988,800	7.29
3	Jiji Press, Ltd.	15,828,680	6.08
4	NORTHERN TRUST CO. (AVFC) RE SILCHESTER INTERNATIONAL INVESTORS INTERNATIONAL VALUE EQUITY TRUST	10,887,000	4.18
5	Custody Bank of Japan, Ltd. (Trust accounts)	8,984,190	3.45
6	STATE STREET BANK AND TRUST COMPANY 505001	6,694,210	2.57
7	BNYMSANV AS AGENT/CLIENTS LUX UCITS NON TREATY 1	6,296,500	2.42
8	NORTHERN TRUST CO. (AVFC) RE U.S. TAX EXEMPTED PENSION FUNDS	6,049,356	2.32
9	Group Employees' Stockholding Association	5,081,173	1.95
10	Yoshida Hideo Memorial Foundation	4,984,808	1.91

Notes: 1. The number of shares held by each trust bank includes shares related to trust services.
2. The Company holds 5,313,214 treasury shares but is excluded from the major shareholders listed above.
3. The percentage of total number of shares issued is calculated excluding treasury shares.