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## Editorial policy

### Editorial policy

The “*Dentsu Group Integrated Report 2021*” outlines the business results and transformation initiatives of Dentsu Group, led by Dentsu Group Inc. which commenced operations as a holding company in January 2020. This report introduces strategies and initiatives centered on the “Medium-term Management Plan: Sustainable Growth through Transformation” announced in February 2021. In addition, the report conveys the Group’s unified management structure under the new vision and values “OUR NORTHSTAR,” and describes the Group’s efforts to enhance sustainability.

### Target audience

All stakeholders including shareholders and investors.

### Reference guidelines

International Integrated Reporting Council (IIRC)

The International Integrated Reporting Framework

Guidance for Collaborative Value Creation, Ministry of Economy, Trade and Industry

### Period covered by the report

Centered on activities during FY2020 (January 1, 2020 through December 31, 2020), but also refers to preceding and more recent activities.

### Organizations covered

Dentsu Group Inc. and Dentsu Group companies

### Publication date

July 2021

(Next edition scheduled for publication in August 2022)

### Contact info

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### Website introduction



#### Dentsu Group corporate website

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

In addition to company information, the website introduces activities conducted by Group companies worldwide.



#### Dentsu Group IR website

<https://www.group.dentsu.com/en/ir/>

Provides the latest IR information, including IR news and earnings materials.



#### Dentsu Group Integrated Report 2021 HTML version

<https://www.group.dentsu.com/en/sustainability/reports/2021/>

The HTML version enables readers to browse the integrated report 2021 based on keyword searches.

### Forward-looking statements

This integrated report contains statements that constitute forward-looking statements regarding the intent, belief or current expectations of Dentsu Group Inc. or its management with respect to the results of operations and the financial condition of Dentsu Group. Such forward-looking statements are not guarantees of future performance and involve risks and uncertainties. Actual results may differ from those in the forward-looking statements as a result of various factors. The information contained in this integrated report identifies important factors that could cause such differences. These forward-looking statements speak only as of the date hereof. Dentsu Group Inc. disclaims any obligation to update or publicly announce any revisions to these forward-looking statements to reflect future events, conditions, or circumstances.