

Dentsu Group at a glance

Our purpose → p. 08

The Dentsu Group exists to realize a better society by contributing to the growth of our clients, partners, people, and all consumers

Integrated Growth Solutions → p. 20

Integrating our diverse capabilities across the Group. Delivering top line growth for our clients, beyond marketing

FY2020 Highlights → p. 61

| | |
|-----------------------------|----------------------------|
| Turnover | Revenue less cost of sales |
| 4.5 trillion yen | 835.0 billion yen |
| Underlying Operating Profit | Underlying ROE |
| 123.9 billion yen | 8.1% |

Markets → p. 11

Founded in Japan, now operating globally **145** countries and regions

Fast-Growth Areas → p. 20

We are well positioned in the fast-growth areas of the market

Group consolidated revenue (LCoS) generated from digital domain **54%**

Group consolidated revenue (LCoS) generated from Customer Transformation & Technology **28%**

Dentsu Group occupies a unique market position

- | | |
|--------------------------------------|--------------------------------|
| • Transformation and Growth Strategy | • Marketing Technology |
| • Systems Integration | • Creative |
| • CXM (Data and Analytics) | • Media Activation |
| | • Content and Sports Marketing |

People → p. 23

Total Group employees **Over 64,000** talents

Sustainability

dentsu Sustainable Business Solutions → p. 24

Establishment of Sustainable Business Board → p. 37



Medium-term Management Plan → p. 19

Transformation & Growth

- Organic growth Target from 2021:2024 **CAGR 3-4%**
- Ratio of Group revenues generated by Customer Transformation and Technology over time to reach **50%**

Operations & Margin

- Progressive year-on-year improvement in underlying operating margin

| | | |
|--------------------------|-------------|------------|
| The Group target by 2024 | DJN by 2022 | DI by 2022 |
| 17%+ | 20% | 15% |

Capital Allocation & Shareholder Returns

- Medium-term Net Debt / EBITDA average (non IFRS 16 basis) **1.5x**
- Progressive dividend policy, payout ratio of underlying basic EPS to reach **35%**

Social Impact & ESG

- Absolute reduction in CO₂ by 2030 **46%**
 - Renewable energy use by 2030 **100%***
 - Improvement in employee engagement score
 - Diverse & inclusive workforce
- * In markets where available