

Value creation model of Dentsu Group “Business to Business to Society (B2B2S)”

Dentsu Group’s Value Creation Model is rooted in contribution to society through solving client’s business challenges.

In order to solve increasingly complex social challenges, it is important to form a community that connects people and organizations that resonate with a single purpose.

Dentsu Group aims to serve as a community member by leveraging its capabilities originating from digital and data technologies, named “Customer Transformation & Technology,” and its traditional

strength of Marketing Communication, to provide Integrated Growth Solutions to clients, which organically integrates a breadth of solutions.

Inside Dentsu Group, there are talents with diverse backgrounds and expertise spanning data, technology and innovation.

Individual employees autonomously collaborate within Dentsu Group and with external partners in order to create Integrated Growth Solutions for our clients.

Talent is the largest asset of Dentsu Group. Through new hiring and acquisitions, we actively seek to acquire

new talents, while constantly investing in providing a broad range of skill development programs and realizing a working environment that enables employees to demonstrate their abilities and ambitions.

Underpinning this series of value-creating processes are our Northstar (“an invitation to the never before.”), corporate governance that respects stakeholders’ interests, and the 2030 Sustainability Strategy and Sustainable Business Board (SBB) that provide long-term perspectives.

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