

Financial Data Summary

Consolidated financial data

	2015 ¹	2016	2017	2018	2019	2020	2021
(Millions of yen)							
Profit and loss statement							
Turnover	4,990,854	4,924,933	5,187,300	5,357,278	5,146,802	4,498,216	5,256,492
Revenue	818,566	838,359	928,841	1,018,512	1,047,881	939,243	1,085,592
Net revenue	761,996	789,043	877,622	932,680	939,385	835,042	976,577
Operating profit (loss)	128,212	137,681	137,392	111,638	(3,358)	(140,625)	241,841
Profit (loss) before tax	126,739	132,918	149,662	148,751	(42,769)	(141,133)	208,833
Profit (loss) for the year attributable to owners of the parent	83,090	83,501	105,478	90,316	(80,893)	(159,596)	108,389
Underlying EBITDA ²	—	—	—	—	—	145,335	195,006
Underlying operating profit ³	160,438	166,565	163,946	153,229	140,751	123,979	179,028
Underlying net profit ⁴	113,388	112,972	107,874	97,419	76,120	69,890	109,203
Balance sheet							
Total assets	3,066,075	3,155,230	3,562,857	3,638,488	3,795,729	3,380,412	3,720,536
Total equity attributable to owners of the parent	1,068,216	932,742	1,093,211	1,047,619	974,977	756,870	845,034
Cash flow							
Net cash flow from operating activities	—	143,585	141,557	133,049	79,957	88,313	139,715
Net cash flow from investing activities	—	(156,161)	(85,531)	(61,382)	(76,051)	137,013	262,226
Net cash flow from financing activities	—	2,539	1,226	57,522	(7,803)	(96,622)	(232,189)
Cash and cash equivalents at end of period	—	242,410	305,760	416,668	414,055	530,692	723,541
Number of employees	47,324	55,843	60,064	62,608	66,400	64,533	64,832
Number of consolidated subsidiaries	760	844	911	976	1,004	1,007	907

1. 2015 is reported on a pro forma basis.

2. Underlying EBITDA: Underlying operating profit before depreciation and amortization (excluding depreciation adjustments under IFRS 16).

3. Underlying Operating Profit: KPI calculated by eliminating M&A related items and one-off items from operating profit, and is used by management for the purpose of measuring constant business performance.

M&A related items: amortization of intangible assets incurred in acquisitions, acquisition costs, share-based compensation expenses attributable to the acquiree, share-based compensation expense issued following the acquisition of 100% ownership of a subsidiary

One-off items: items such as restructuring costs, impairment loss and gain/loss on sales of non-current assets

4. Underlying net profit (attributable to owners of the parent): KPI to measure recurring net profit attributable to owners of the parent which is calculated as net profit (attributable to owners of the parent) added with adjustment items related to operating

profit, revaluation of earnout liabilities/M&A related put-option liabilities, gain/loss on sales of shares of associates, tax-related and NCI profit-related and other one-off items.

Note: The Group has adopted IFRS 15 "Revenue from Contracts with Customers" from the fiscal year ended December 31, 2018, and IFRS 16 "Leases" from the fiscal year ended December 31, 2019. The figures for prior years are not restated and based on the former standards.

Note: The Group has traditionally recognized configuration or customization costs in cloud computing contracts as intangible assets by applying IAS 38 "Intangible Assets." However, based on the discussions that led to the agenda decision by the IFRS Interpretations Committee announced in April 2021, the method has been changed so as to recognize the costs of receiving configuration or customization services as expenses. However, in this report, figures prior to the fiscal year ended December 31, 2020 are presented as before the change in accounting policy. Thus, figures from the fiscal year ended December 31, 2020 differ from figures in the Summary of Financial Results for the Fiscal Year Ended December 31, 2021 where the presentation was retrospectively restated.

Consolidated financial data

	2015 ¹	2016	2017	2018	2019	2020	2021
Organic growth rate ²	7.0	5.1	0.1	3.4	(1.0)	(11.1)	13.1
Dentsu Japan Network	3.9	4.5	(0.3)	2.1	0.4	(8.4)	17.9
Dentsu International	9.4	5.7	0.4	4.3	(1.9)	(13.0)	9.7
CT&T ³ ratio	—	—	—	—	—	27.5	29.1
Dentsu Japan Network	—	—	—	—	—	24.5	24.4
Dentsu International	—	—	—	—	—	29.7	32.6
Operating margin ⁴	21.1	21.1	18.7	16.4	15.0	14.8	18.3
Dentsu Japan Network	26.0	26.8	24.5	21.7	19.1	18.0	22.9
Dentsu International	16.9	16.2	14.6	12.9	12.2	13.7	15.9
Underlying ROE ⁵	10.6	11.3	10.6	9.1	7.5	8.1	13.8
Return on assets (ROA) ⁶	—	4.3	4.5	4.1	(1.2)	(3.9)	5.9
Ratio of equity attributable to owners of the parent (equity ratio) ⁷	34.8	29.6	30.7	28.8	25.7	22.4	22.7
Basic earnings per share (yen)	289.95	292.85	373.11	320.39	(287.92)	(571.19)	388.79
Basic underlying profit per share (yen)	395.67	396.20	381.58	345.59	270.94	250.14	391.71
Cash dividend per share (yen)	75.00	85.00	90.00	90.00	95.00	71.25	117.50
Dividend payout ratio ⁸	25.9	29.0	24.1	28.1	—	—	30.2
Underlying dividend payout ratio ⁹	19.0	21.5	23.6	26.0	35.1	28.5	30.0

1. 2015 is reported on a pro forma basis.

2. Organic growth rate represents the constant currency year-on-year growth after adjusting for the effect of business acquired or disposed of since the beginning of the previous year.

3. CT&T (Customer Transformation & Technology): high growth business domain including the services related to marketing technology, customer experience management, commerce, system integration, and transformation & growth strategy.

4. Operating margin = Underlying operating profit ÷ Net revenue x 100

5. 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 x 100
(Fiscal year-end before alignment across the Group means March)

6. ROA (IFRS) = Profit before tax ÷ Average total assets based on total assets at the beginning and end of the fiscal year x 100

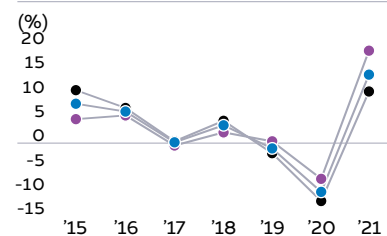
7. Ratio of equity attributable to owners of the parent = Equity attributable to owners of the parent ÷ Total assets

8. Dividend payout ratio = Cash dividend per share ÷ Basic earnings per share x 100

9. Underlying dividend payout ratio = Cash dividend per share ÷ Basic underlying profit per share x 100

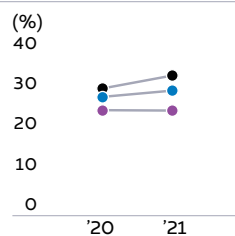
Organic growth rate

● Consolidated ● Dentsu Japan Network ● Dentsu International



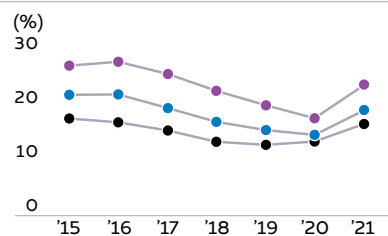
CT&T ratio

● Consolidated ● Dentsu Japan Network ● Dentsu International



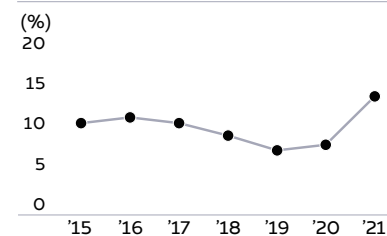
Operating margin

● Consolidated ● Dentsu Japan Network ● Dentsu International



Underlying ROE

● ROE



Cash dividend per share / Dividend payout ratio / Underlying dividend payout ratio

■ Cash dividend per share ● Dividend payout ratio ● Underlying dividend payout ratio

