

Dentsu Group at a glance

Our purpose

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. 16

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

FY2021 Highlights → p. 61

Net revenue	Organic growth rate
976.5 billion yen	13.1%
Underlying operating profit	Operating margin
179.0 billion yen	18.3%
Underlying dividend payout ratio	Underlying ROE
30.0%	13.8%

Markets

Founded in Japan, now operating globally

c. 145 countries and regions

Total Group employees **c. 65,000 talents**

Fast-growth area → p. 14

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

Customer Transformation & Technology (CT&T)

Group consolidated net revenue generated from CT&T in FY2021 **29.1%**

What is CT&T:

High-growth business domain including the services related to marketing technology, customer experience management, commerce, system integration, and transformation & growth strategy.

Six positive impacts from CT&T:

- Expanding our capabilities
- Structural growth area
- Complements existing services
- Recurring revenue
- Relationships beyond the CMO
- Lowers cost structure by nearshoring and offshoring

Sustainability → p. 28

Our 2030 Sustainability Strategy

Sustainable world



Fair and open society



Digital for good



Establishment of Sustainable Business Board → p. 31

Independent and diverse board to deliver sustainable growth → p. 39

Medium-term Management Plan → p. 12

Transformation & Growth

Organic growth vs. FY2021 through FY2024 CAGR

4-5%

Customer Transformation & Technology to reach **50%** of Group net revenue over time

Operations & Margin

17.0-18.0% operating margin through FY2023; reaching **18.0%** in FY2024

Capital allocation priorities & Shareholder returns

Capex investment in operations, capabilities & services; **c. 70 billion yen** to FY2024

Disciplined M&A with **250-300 billion yen** fund with focus on CT&T

Upper limit of 1.5x Net debt / Underlying EBITDA year end (non-IFRS 16 basis); indicative medium-term range of **1.0 to 1.5x**

Progressive dividend, reaching **35%** payout ratio of underlying basic EPS by FY2024

Social Impact & ESG

46% absolute reduction in CO₂ by FY2030;

100% renewable energy by FY2030 (In markets where available)

Diverse, equal & inclusive workforce; female managers to reach **30%** by FY2030 (Dentsu Japan Network 25%; Dentsu International 50%)