

PRESENTATION MATERIAL OF FINANCIAL RESULTS FOR FY2020 (ENDED DECEMBER 31, 2020)

February 10, 2021

Information Services International-Dentsu, Ltd.

Note: This English translation is solely for reference purposes and not a legally definitive translation of the original Japanese text.
In the event a difference arises regarding the meaning herein, the original Japanese version will prevail as the official authoritative version.

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AGENDA

Section 1

Outline of financial results for FY2020 and forecasts for FY2021

Akira Kobayashi
Senior Managing Director

Section 2

Progress of the medium-term management plan (FY2019 - FY2021)

Ryoichi Nawa
President, CEO & COO

Section 1

Outline of financial results for FY2020

Note:

1. Dentsu Inc. changed its name to Dentsu Group Inc. on January 1, 2020. In this document, "Dentsu Group" refers, in principle, to the entire corporate group.
2. In order to reflect the operating results of each reportable segment more appropriately, the method of allocation of some expenses has been changed to the method of allocation based on rational allocation standards that are appropriate for the actual conditions of each segment since the current consolidated fiscal year. Also, segment information for the previous consolidated fiscal year is also presented based on the revised method for calculating profit or loss.

Financial Highlights for FY2020

- Net sales and profits achieved **record highs for the third consecutive year**, despite of partial negative impact due to COVID-19.
- **Achieved operating profit one year ahead** of schedule set in the medium-term plan targets.
- The year-end dividend is expected to increase by ¥6 to ¥49 per share, for a dividend payout ratio of 40.7%, up for **the eighth consecutive year**.

1. Consolidated Results for FY2020

- Achieved in line with the revised forecasts announced on January 21, 2021
- Net sales and all profits increased compared with both the previous fiscal year and the initial forecasts.

(Unit : Millions of yen)

	FY2020 (cumulative)	YoY			Vs. initial forecasts (announced on February 10, 2020)		
		FY2019 (cumulative)	Variance	% change	Forecasts	Variance	% change
Net sales	108,679	100,679	+8,000	+7.9	105,000	+3,679	+3.5
Gross profit	37,472	33,390	+4,082	+12.2	35,454	+2,018	+5.7
Gross profit margin	34.5%	33.2%	+1.3p	-	33.8%	+0.7p	-
Selling, general and administrative expenses	25,282	23,315	+1,967	+8.4	24,954	+328	+1.3
Operating profit	12,189	10,075	+2,114	+21.0	10,500	+1,689	+16.1
Operating margin	11.2%	10.0%	+1.2p	-	10.0%	+1.2p	-
Ordinary profit	11,502	9,648	+1,854	+19.2	10,217	+1,285	+12.6
Profit attributable to owners of parent	7,362	6,226	+1,136	+18.2	6,911	+451	+6.5
ROE	12.9%	11.8%	+1.1p	-	-	-	-

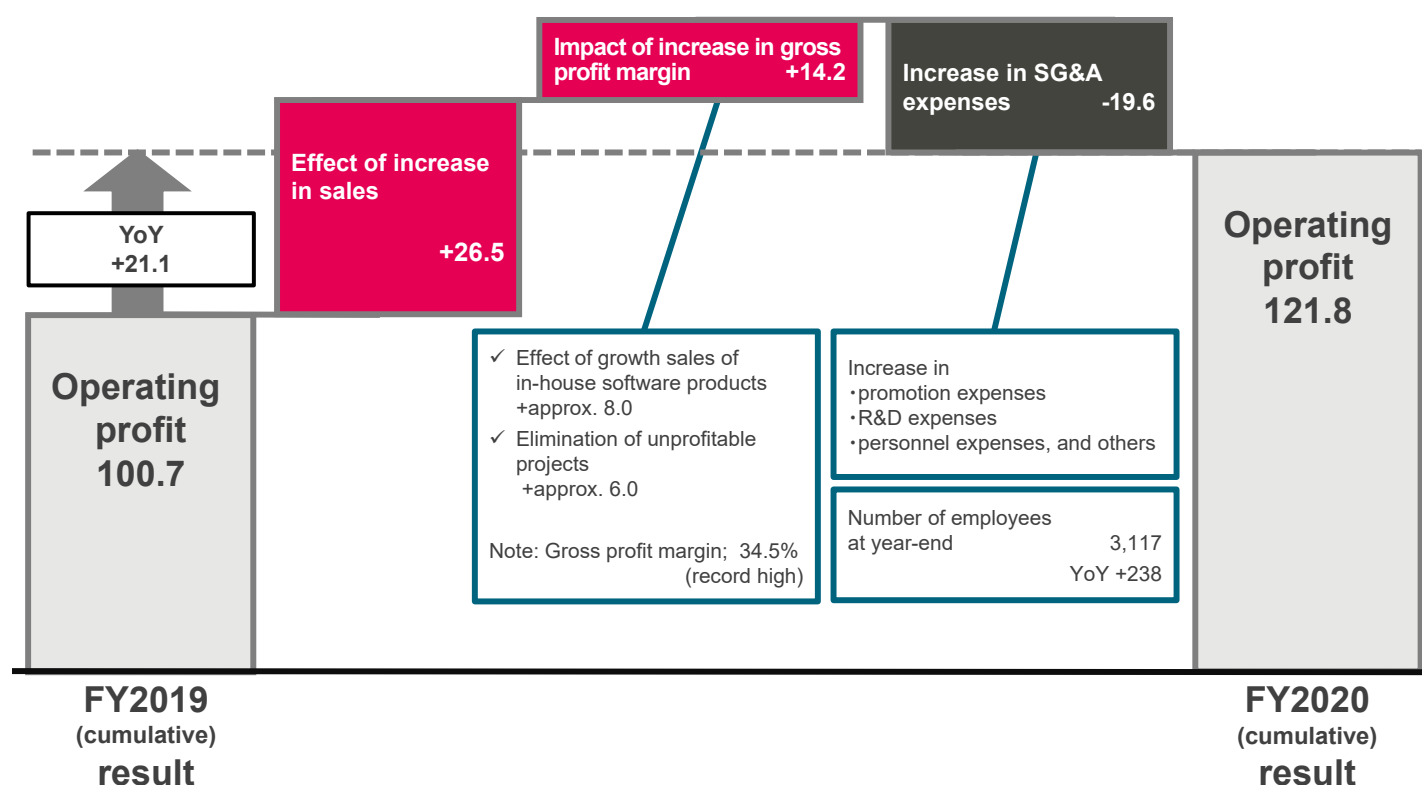
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2-1. Factors for Increase/Decrease in Operating Profit (Vs. the previous year)

(Unit: 100 million of yen)



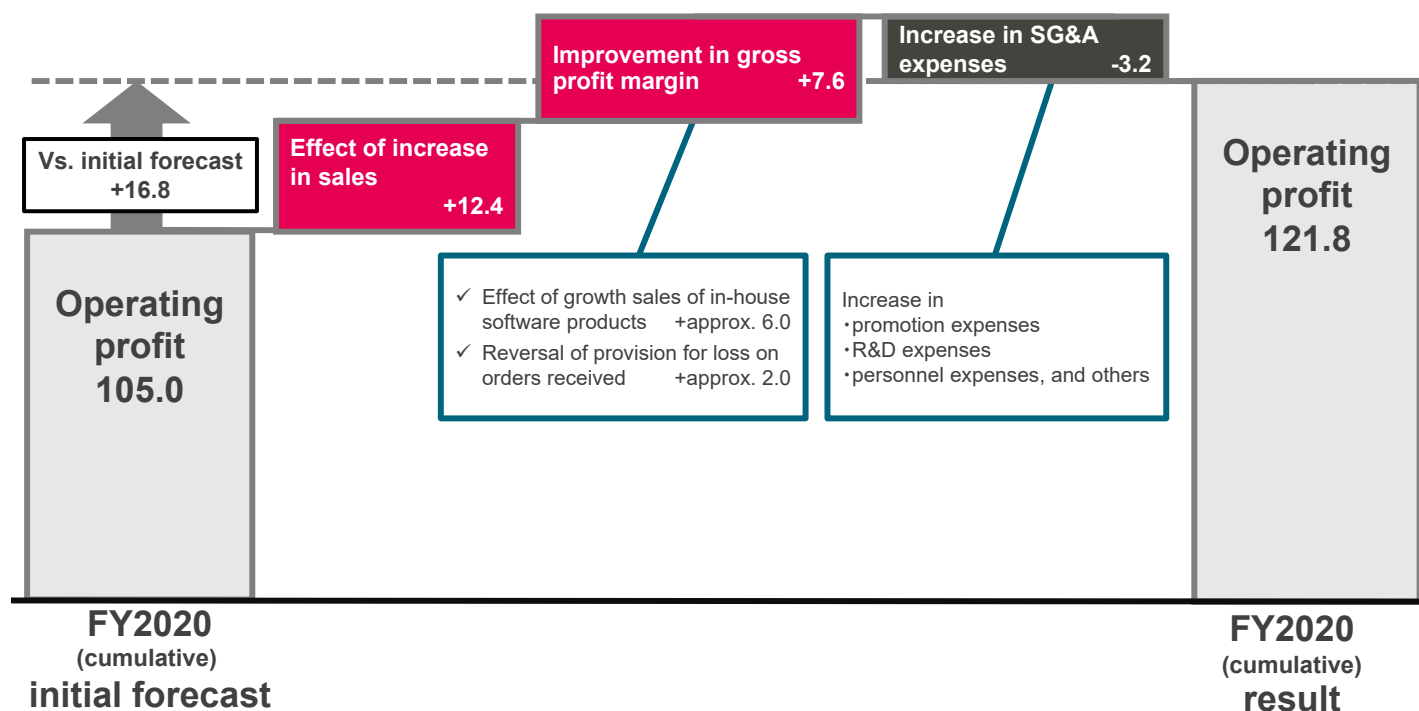
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2-2. Factors for Increase/Decrease in Operating Profit (Vs. initial forecast)

(Unit: 100 million of yen)



3. Net Sales and Operating Income by Reportable Segment

(Unit : Millions of yen)

Reportable segment		FY2020 (cumulative)	YoY			Vs. initial forecasts	
			Variance	% change	Overview	Variance	% change
Financial Solutions	Net sales	23,888	-734	-3.0	Sales decreased, as system development projects declined domestically and overseas, particularly for megabanks due to COVID-19, while government-affiliated and distribution-affiliated financial institutions expanded. Profit declined due to the impact of lower sales, despite the elimination of the impact of low-profit project.	-1,723	-6.7
	Operating profit	1,411	-105	-6.9		-	-
	%	5.9	-0.3p	-		-	-
	Employees	741	+41	+5.8		-	-
Business Solutions	Net sales	22,100	+2,811	+14.6	Sales increased due to an expansion of in-house software such as POSITIVE, Ci*X and STRAVIS. Profits also rose, as higher sales and improved profitability absorbed an increase in R&D expenses resulting from aggressive promotion of new product development.	+2,043	+10.2
	Operating profit	2,760	+823	+42.5		-	-
	%	12.5	+2.5p	-		-	-
	Employees	599	+56	+10.3		-	-
Manufacturing Solutions	Net sales	30,511	+484	+1.6	Despite cancellation of consulting services due to the impact of COVID-19, net sales increased due to a steadily increase of PLM and CAE, particularly for the automotive industry. Profits decreased mainly due to a decrease in sales of highly profitable consulting services.	-899	-2.9
	Operating profit	2,357	-77	-3.2		-	-
	%	7.7	-0.4p	-		-	-
	Employees	656	+22	+3.5		-	-
Communication IT	Net sales	32,179	+5,440	+20.3	Dentsu Group's core systems field remained at the same level as the previous fiscal year due to large-scale renewal projects. On the other hand, both sales and income increased due to the expansion of the client's DX support business through collaboration with Dentsu Group.	+4,259	+15.3
	Operating profit	5,659	+1,472	+35.2		-	-
	%	17.6	+1.9p	-		-	-
	Employees	461	+28	+6.5		-	-

4. Consolidated Net Sales by Service Category

(Unit : Millions of yen)

Service category	FY2020 (cumulative)	YoY			Vs. initial forecasts	
		Variance	% change	Overview	Variance	% change
Consulting Services	5,975	-844	-12.4	Decrease mainly in Manufacturing Solutions.	-614	-9.3
Custom System Development	28,147	-1,006	-3.5	Decrease mainly in Financial Solutions.	-1,651	-5.5
In-house Software	20,549	+3,423	+20.0	Expansion of POSITIVE, iPLAss, Ci*X and STRAVIS.	+1,725	+9.2
Third-party Software	33,325	+3,380	+11.3	Expansion of Salesforce Solutions, PLM and CAE.	+1,631	+5.1
Outsourcing, Operation and Maintenance Services	12,462	+2,938	+30.8	Expansion of Communication IT.	+2,761	+28.5
IT Equipment Sales and Others	8,219	+109	+1.3	Almost the same amount as in the previous year.	-171	-2.0

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iPLAss: Marketing Platform

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5. Consolidated Net Sales by Industry

(Unit : Millions of yen)

Industry		FY2020 (cumulative)		YoY	
		Net Sales	Composition Ratio (%)	Variance	% change
Financial	Banks	19,191	17.7	-208	-1.1
	Other financial institutions	4,504	4.1	-988	-18.0
	Financial	23,695	21.8	-1,195	-4.8
Manufacturing	Transportation equipment	15,950	14.7	+850	+5.6
	Electric appliances	9,540	8.8	+408	+4.5
	Precision instruments	6,707	6.2	+211	+3.3
	Machinery	7,908	7.3	-315	-3.8
	Other products	40,106	36.9	+1,154	+3.0
Manufacturing		36,377	33.5	+6,871	+23.3
Services and public offices		8,502	7.8	+1,170	+16.0
Distributions and others					
Sales to the Dentsu Group					
Dentsu Group Inc. and its subsidiaries		28,503	26.2	+5,166	+22.1

* As we reviewed some of our client industries, we used reclassified figures for comparative purposes for the same period last year.

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6. Orders received and Order backlog

(Unit : Millions of yen)

		Orders received				Order backlog	
		4Q of FY2020	YoY (%)	FY2020 (cumulative)	YoY (%)	FY2020 (cumulative)	YoY (%)
Total		24,577	+11.4	111,257	+9.3	35,080	+7.9
Reportable Segments	Financial Solutions	6,139	+13.5	22,813	+5.6	7,462	-12.6
	Business Solutions	5,771	+27.8	21,641	+2.8	6,908	-6.2
	Manufacturing Solutions	6,904	+7.1	32,188	+5.4	12,403	+15.6
	Communication IT	5,762	+1.5	34,614	+21.2	8,305	+41.5
Service Categories	Consulting Services	1,586	+1.7	5,920	-12.5	791	-6.5
	Custom System Development	5,677	+10.1	25,466	-8.2	5,797	-31.6
	In-house Software	6,125	+43.3	21,078	+9.6	7,225	+7.9
	Third-party Software	6,766	+0.5	35,866	+18.3	14,024	+22.1
	Outsourcing, Operation and Maintenance Services	2,674	+72.5	13,339	+39.8	2,384	+58.2
	IT Equipment Sales and Others	1,745	-37.3	9,585	+17.8	4,856	+39.1

7. Consolidated Balance Sheets

(Unit : Millions of yen)

	As of December 31, 2020	As of December 31, 2019	Variance	Main Factors for Increase/Decrease
Total current assets	78,795	69,728	+9,067	Increase in trade receivables (+4,223) Increase in deposits paid (+2,707) Increase in in advance payments - trade (+2,585)
Total non-current assets	18,351	17,576	+775	Increase in intangible leased assets (+757) Increase in software (+331) Decrease in tangible leased assets (-555)
Total assets	97,147	87,305	+9,842	
Total current liabilities	34,463	29,456	+5,007	Increase in advances received (+2,508) Increase in income taxes payable (+814) Increase in notes and accrued expenses (+499)
Total non-current liabilities	3,096	2,966	+130	Increase in asset retirement obligations (+64)
Total liabilities	37,559	32,423	+5,136	
Total net assets	59,587	54,882	+4,705	Increases in retained earnings (+4,593)
Total liabilities and net assets	97,147	87,305	+9,842	

8. Consolidated Statements of Cash Flows

(Unit : Millions of yen)

	FY2020 (cumulative)	Main Factors	YoY	
			FY2019 (cumulative)	Variance
Cash flows from operating activities	9,987	Profit before income taxes (10,950) Depreciation (2,865) Increase in trade receivables (-4,246) Income taxes paid (-2,786)	10,642	-655
Cash flows from investing activities	-3,230	Purchase of intangible assets (-1,614) Purchase of shares of subsidiaries and associates (-813) Payments for acquisition of businesses (-466)	-3,952	+722
Cash flows from financing activities	-3,942	Dividends paid (-2,769) Repayments of lease obligations (-1,168)	-3,260	-682
Effect of exchange rate change on cash and cash equivalents	-21		-68	+47
Net increase (decrease) in cash and cash equivalents	2,792		3,360	-568
Cash and cash equivalents at the beginning of period	36,981		33,620	+3,361
Cash and cash equivalents at the end of period	39,773		36,981	+2,792

Ref. Consolidated Results for the 4Q (2020/10/1-12/31)

- Increased due to expansion of in-house software products in Business Solutions and third-party software products in Manufacturing Solutions, etc.
- Profit increased due to the effects of higher sales and the effects of improving the gross profit margin mainly due to the expansion of in-house software products

(Unit : Millions of yen)

	4Q of FY2020	YoY		
		4Q of FY2019	Variance	% change
Net sales	28,496	27,715	+781	+2.8
Gross profit	9,841	9,244	+597	+6.5
Gross profit margin	34.5%	33.4%	+1.1p	—
Selling, general and administrative expenses	6,957	6,771	+186	+2.7
Operating profit	2,883	2,472	+411	+16.6
Operating margin	10.1%	8.9%	+1.2p	—
Ordinary profit	2,383	2,108	+275	+13.0
Profit attributable to owners of parent	1,344	1,066	+278	+26.1

Ref. Consolidated Results for the 4Q (2020/10/1-12/31)

■ Net Sales by reportable segment

(Unit : Millions of yen)

Reportable segment		4Q of FY2020	YoY	
			Variance	% change
Financial Solutions	Net sales	6,091	-121	-1.9
	Operating profit	236	+6	+2.6
	%	3.9%	+0.2p	-
Business Solutions	Net sales	6,027	+983	+19.5
	Operating profit	503	+366	+267.2
	%	8.3%	+5.6p	-
Manufacturing Solutions	Net sales	8,436	+391	+4.9
	Operating profit	870	+137	+18.7
	%	10.3%	+1.2p	-
Communication IT	Net sales	7,941	-472	-5.6
	Operating profit	1,273	-97	-7.1
	%	16.0%	-0.3p	-

■ Net Sales by service category

(Unit : Millions of yen)

Service category	4Q of FY2020	YoY	
		Variance	% change
Consulting Services	1,764	+21	+1.2
Custom System Development	6,607	-1,001	-13.2
In-house Software	5,747	+989	+20.8
Third-party Software	9,019	+569	+6.7
Outsourcing, Operation and Maintenance Services	3,120	+333	+11.9
IT Equipment Sales and Others	2,238	-128	-5.4

Section 1

Forecasts for FY2021

Note: Explanation regarding the appropriate use of forecasts of business results

The forecast figures are projections based on information available at the time of release and are not intended as a guarantee that we will achieve these targets. Actual results may differ significantly from the forecasts as a result of changes in the business environment and other factors.

1. Assumptions for FY2021 Forecasts

Positive impact

- DX investment accelerated by society and corporates.
- Expansion of new demand for IT investment supported through popularization of remote working, etc.

Negative impact

- Uncertain economic environment because of COVID-19.
- Peaked out of some large projects from the previous fiscal year

2. Forecasts for FY2021

(Unit : Millions of yen)

Main measures

Net sales

Aim to achieve the medium-term target of ¥ 110 billion (record high), with a focus on DX support for society and corporates.

Operating profit

Aim for the fourth consecutive year of high profits by absorbing the increase in SG&A expenses due to the large-scale resumption of sales activities through the expansion of gross profit.

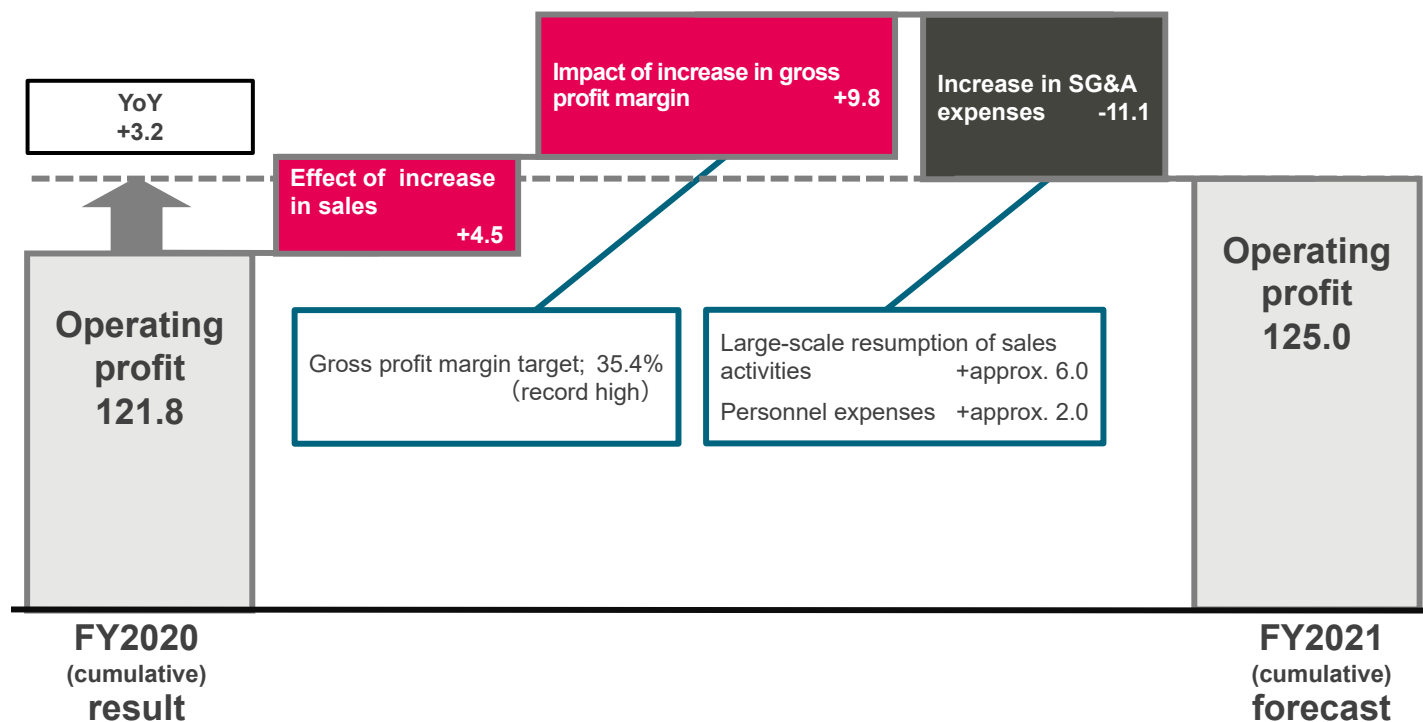
Human resources planning

Increase 4.3% YoY to 3,250 employees

	FY2021	YoY		
		FY2020	Variance	% change
Net sales	110,000	108,679	+1,321	+1.2
Operating profit	12,500	12,189	+311	+2.6
Operating margin	11.4%	11.2%	+0.2p	—
Ordinary profit	12,300	11,502	+798	+6.9
Profit attributable to owners of parent	8,300	7,362	+938	+12.7
Human resources planning (Employees at year-end)	3,250	3,117	+133	+4.3

3. Factors for Increase/Decrease in Operating Income

(Unit: 100 million of yen)



4. Net Sales Forecasts by Reportable Segment for FY2021

- In order to further strengthen the DX support business, from FY2021, the "Enterprise IT division," which is engaged in the core system development business, will be transferred from Business Solutions to Communication IT.
- Promote DX support business more strongly by covering all areas from marketing operations to core business areas.

(Unit : Millions of yen)

Reportable segment	FY2021	YoY		
		FY2020	Variance	% change
Financial Solutions	24,852	23,888	+964	+4.0
Business Solutions	15,589	22,100	-6,511	-29.5
(Ref.)	15,589	*15,092	+497	+3.3
Manufacturing Solutions	30,913	30,511	+402	+1.3
Communication IT	38,643	32,179	+6,464	+20.1
(Ref.)	38,643	*39,187	-544	-1.4

* These figures are to be used as a reference only. Figures for the Enterprise IT division are adjusted based on actual results for the fiscal year ended December 31, 2020.

5. Net Sales Forecasts by Service Category for FY2021

(Unit : Millions of yen)

Service category	FY2021	YoY		
		FY2020	Variance	% change
Consulting Services	6,471	5,975	+496	+8.3
Custom System Development	31,542	28,147	+3,395	+12.1
In-house Software	22,162	20,549	+1,613	+7.8
Third-party Software	32,262	33,325	-1,063	-3.2
Outsourcing, Operation and Maintenance Services	11,188	12,462	-1,274	-10.2
IT Equipment Sales and Others	6,373	8,219	-1,846	-22.5

6. Earnings Forecasts for the First Half of FY2021

- Forecasts a decline in sales and profits due to the impact of the peak out of large projects in the same period of the previous fiscal year.

(Unit : Millions of yen)

	First half of FY2021 (Jan. - Jun.)	YoY			Ratio to full year (%)
		First half of FY2020	Variance	% change	
Net sales	53,300	55,020	-1,720	-3.1	48.5%
Operating profit	6,000	6,971	-971	-13.9	48.0%
Operating margin	11.3%	12.7%	-1.4p	—	—
Ordinary profit	5,900	6,862	-962	-14.0	48.0%
Profit attributable to owners of parent	4,000	4,512	-512	-11.3	48.2%

7. Net Sales Forecasts for the First Half of FY2021

■ Net Sales by reportable segment

(Unit : Millions of yen)

Reportable segment	First half of FY2021 (Jan. - Jun.)	YoY		
		First half of FY2020	Variance	% change
Financial Solutions	12,222	12,224	-2	-0.0
Business Solutions	7,575	10,885	-3,310	-30.4
(Ref.)	7,575	*7,304	+271	+3.7
Manufacturing Solutions	15,118	15,531	-413	-2.7
Communication IT	18,384	16,378	+2,006	+12.2
(Ref.)	18,384	*19,959	-1,575	-7.9

* These figures are to be used as a reference only. Figures for the Enterprise IT division are adjusted based on actual results for the fiscal year ended December 31, 2020.

■ Net Sales by service category

(Unit : Millions of yen)

Service category	First half of FY2021 (Jan. - Jun.)	YoY		
		First half of FY2020	Variance	% change
Consulting Services	2,892	3,019	-127	-4.2
Custom System Development	15,755	14,995	+760	+5.1
In-house Software	10,435	10,124	+311	+3.1
Third-party Software	15,716	16,699	-983	-5.9
Outsourcing, Operation and Maintenance Services	5,288	6,090	-802	-13.2
IT Equipment Sales and Others	3,211	4,090	-879	-21.5

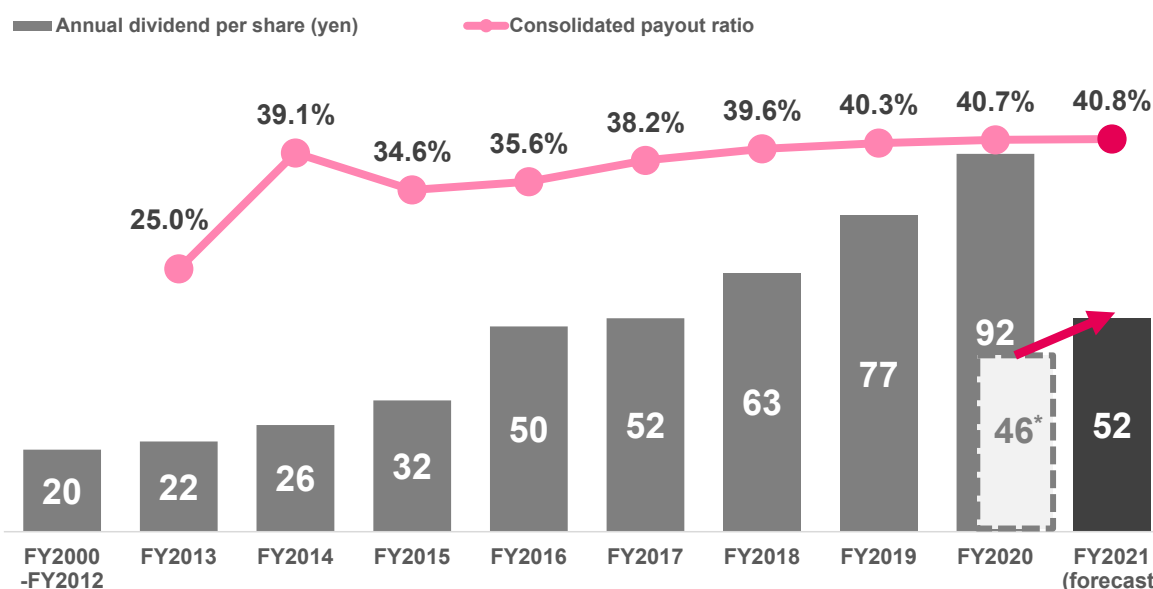
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8. Returning Profits to Shareholders

- Implemented a 2-for-1 stock split effective January 1, 2021.
- The full-year dividend forecast for FY2021 is ¥52, an increase of ¥6 per share . (¥26 at the end of the first half and ¥26 at year-end).
- Aim for a consolidated dividend payout ratio of 40.8%, increasing dividend for the ninth consecutive fiscal year.



* After considering the stock split

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Section 2

Progress of the Medium-Term Management Plan (FY2019-2021)

Medium-term management plan for FY 2019-2021

ISID X(cross) Innovation 2021

Aim to create new value through collaboration with a wide range of partners and realize our corporate philosophy through the promotion of "X Innovation" going beyond technologies, industries, companies, organizations and regions.

Basic policy

1. Evolution of core businesses

2. Creation of new businesses

3. Innovation of business foundation

- Strengthen human resources.
- Accelerate advanced technological initiatives.
- Improve added value capabilities of business support departments.

Quantitative targets

	FY2021 Goals	CAGR based on FY2018 results
Net sales	¥ 110 billion	6.5%
Operating profit	¥11.0 billion	10.3%
Operating margin	10%	
ROE	12.5%	

Investment plan (three-year total)

Human resources	+¥12.0 billion
R&D	¥10.0 billion
Investments and M&A	¥10.0 billion

Medium-term Plan Progress <Feeling of Overall>

- All quantitative targets are expected to be achieved.

(Unit: 100 million of yen)

	Medium-term Targets	FY2021 Forecasts	Gap
Net sales	1,100	1,100	–
Operating profit	110	125	+15
Operating margin	10.0%	11.4%	+1.4p
ROE	12.5%	13.4%	+0.9p

Medium-term Plan Progress <Net sales>

- Business Solutions and Communication IT are expected to exceed the medium-term plan.
- Financial Solutions and Manufacturing Solutions progressed almost as planned, despite the impact of COVID-19.

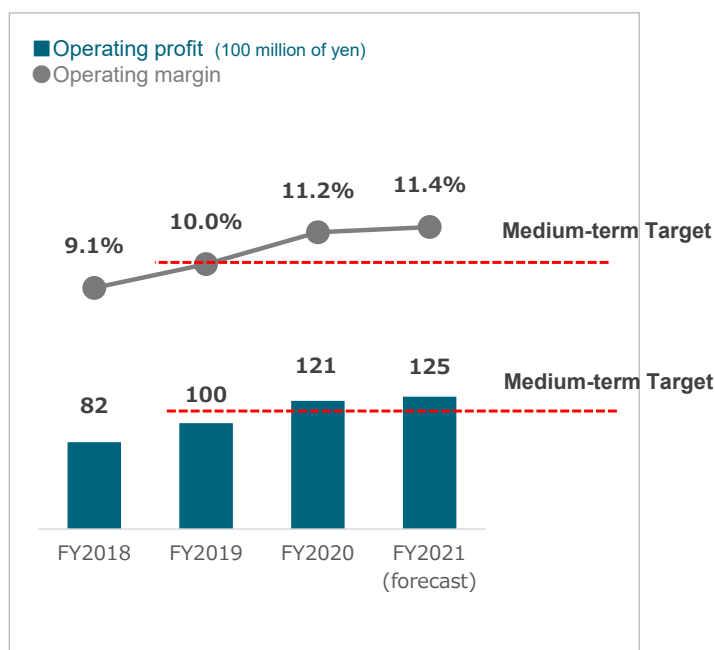
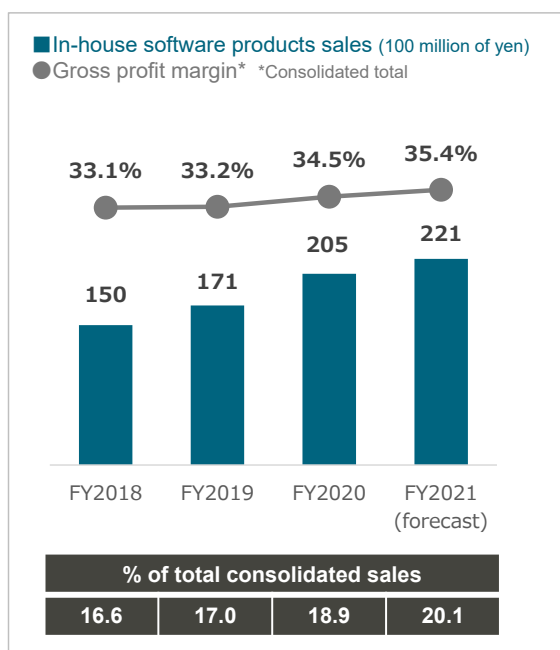
(Unit: 100 million of yen)

	Medium-term Targets	FY2021 Forecasts	Gap	Factor
Financial Solutions	270	248	-22	Respond to changing financial IT investment trends, despite investment restraint by major banks and the impact of COVID-19
Business Solutions	200	227*	+27	Improve the superiority of in-house software products
Manufacturing Solutions	345	309	-36	Increase projects, such as DX and manufacturing processes, in addition to design and development areas, despite the impact of COVID-19
Communication IT	235	315*	+80	Expand DX support businesses through Dentsu Group collaboration
X Innovation	50	Recorded in each segment	–	Create projects worth approx. ¥3 billion in FY2020
Total	1,100	1,100	–	

* These figures are to be used as a reference only. Figures for the Enterprise IT division are adjusted based on actual results for the fiscal year ended December 31, 2020. The medium-term targets remain as originally set and have not been reorganised.

Medium-term Plan Progress <Operating profit>

- Gross profit margin reached a record high, focused on growth in the software product business.
- Operating profit and operating margin target one year ahead of schedule.



Medium-term Plan Progress <Human Resources Investment>

Human Resources Investment

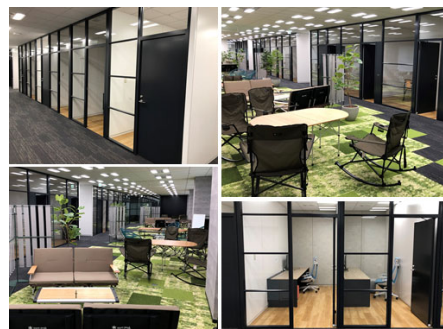
131% progress

*Including the planned for FY2021

(Target: total personnel costs for the three years rose ¥12 billion compared to the previous three years.)

- ✓ Profit generation above plan was reflected in salary performance-linked bonuses.
- ✓ The number of employees reached nearly 3,120, the target for the last year of the medium-term plan. Continue to expand in FY2021.
~ Actively promoted new graduates and mid-career employees and lead business acquisitions.
- ✓ Promoting investment in transforming the work style.

- Office renovation
- Providing subsidies for teleworking, etc
- Extension to the telework system



Medium-term Plan Progress <Investment in R&D>

R&D Investment

86% progress outlook

*Including the planned for FY2021

(Target: ¥10 billion for the cumulative three years)

Expense

90% progress outlook

(Target: ¥6 billion for the cumulative three years)

Asset-oriented

80% progress outlook

(Target: ¥4 billion for the cumulative three years)

- ✓ Progressing well, mainly in the development of new products.
- ✓ Orders for C*X from more than 50 companies in 10 groups. Further developments are in progress.



*released at the end of FY2020

Investments and M&A **33% progress**

(Limit: ¥10 billion for the cumulative three years)

*end of FY2020

- ✓ Promote M&A to grow our business.

Major Investments in FY2020	Purpose
Additional investment in ACSiON, Ltd.	Deliver online fraud detection and authentication services through a joint venture with Seven Bank, Ltd.
Dentsu Innovation Studio Inc. established	Provide business development support services under a joint venture with Dentsu Group Inc. in the U.S.
Acquisition of business from Castley Consulting, Inc.	Reinforce the development system and systems engineering services.

Medium-term Plan Progress <X Innovation>

- Create approximately 30 projects, approximately ¥3 billion, mainly through cross-segments and collaboration with each partner (results for FY 2020).
- Establishment of three organizations across the company to accelerate the business development of advanced technologies.

Establishment of a company-wide organization	Collaboration with Dentsu Group	Co-creation of business with customers
<p>AI Transformation Center ~ Consolidation of AI engineers ~</p>	<p>Dentsu DX Ground</p> <p>~ Provide cloud integration ~</p>	<p>Joint venture with Seven Bank, providing security solutions</p>
<p>Enterprise xR Center ~ VR, AR, MR business Promotion ~</p>	<p>SDGs Business Solutions</p> <p>~ Support circular economy initiatives ~</p>	<p>On-line authentication service</p>
<p>UX design center</p> <p>~ Specialized team for UX and UI design ~</p>	<p>~ Support for creation of new businesses in the U.S. ~</p>	<p>Fraudulent applications, unauthorized access monitoring and detection services</p>

Priority issues for FY2021 by Reportable Segment

	Priority issues	Net Sales Forecast (100 million of yen)
Financial Solutions	<ul style="list-style-type: none"> Support for business reform and structural reform of financial institutions <ul style="list-style-type: none"> ✓ Digital engagement area (CRM/SFA) ✓ Support for entry into non-financial businesses through deregulation Promote DX for regional vitalization with regional financial institutions 	<p>+4.0%</p> <p>FY2020: 238 FY2021 (forecast): 248</p>
Business Solutions	<ul style="list-style-type: none"> Focus more on accounting and human resource domains <ul style="list-style-type: none"> ✓ Strengthen functions and systems of POSITIVE/STRAVIS ✓ Continue development of new Ci*X series products Strengthen service-type business models 	<p>+3.3%</p> <p>FY2020: 150 FY2021 (forecast): 155</p>

*Simplified figures adjusted for the impact of the transfer of business divisions

Priority issues for FY2021 by Reportable Segment

	Priority issues	Net Sales Forecast (100 million of yen)
Manufacturing Solutions	<ul style="list-style-type: none"> Further cultivate the automotive industry - promote the use of iQUAVIS Extend scope - reinforce production/manufacturing processes and electrical/control systems Develop industries - entering the medicine and process industries, etc. Strengthen DX support activities - build on the overall strengths of the Dentsu Group. 	<p>+1.3%</p> <p>FY2020: 305 FY2021 (forecast): 309</p>
Communication IT	<ul style="list-style-type: none"> Reinforce the system to deliver DX support solutions. <ul style="list-style-type: none"> ✓ Extend the system and integrating know-how by transferring business divisions. Accelerate collaboration with Dentsu Group <ul style="list-style-type: none"> ✓ ISiD strategy department established in Dentsu and Dentsu DX Ground, etc 	<p>▲1.4%</p> <p>FY2020: 391 FY2021 (forecast): 386</p>

*Simplified figures adjusted for the impact of the transfer of business divisions

Business Transformation Project

Promoting activities aimed at the formulation of the "**Business Strategy for 2030**" and the "**New Medium-Term Management Plan**" scheduled to start in January 2022.

Work Transformation Project

Advance **four reforms** to smooth business and improve productivity for the new normal era.

