

Q1 2020 Business Updates

May 27th, 2020

Toshihiro Yamamoto

DENTSU GROUP INC.

President & CEO

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Dentsu Group approach to COVID-19

Our approach COVID-19 is focused around three pillars

Our people

- Ensuring health, safety and wellbeing of all our people
- Virtually Connected
- Adapted at speed

Our Clients

- Supporting our clients' evolving needs
- Offering rich consumer insights to support brands adapt to the changing consumer demands

Our Communities

- Working with clients to develop innovative solutions that serve our communities
- Pioneered company-wide remote working in Japan

Transitioning Dentsu Group

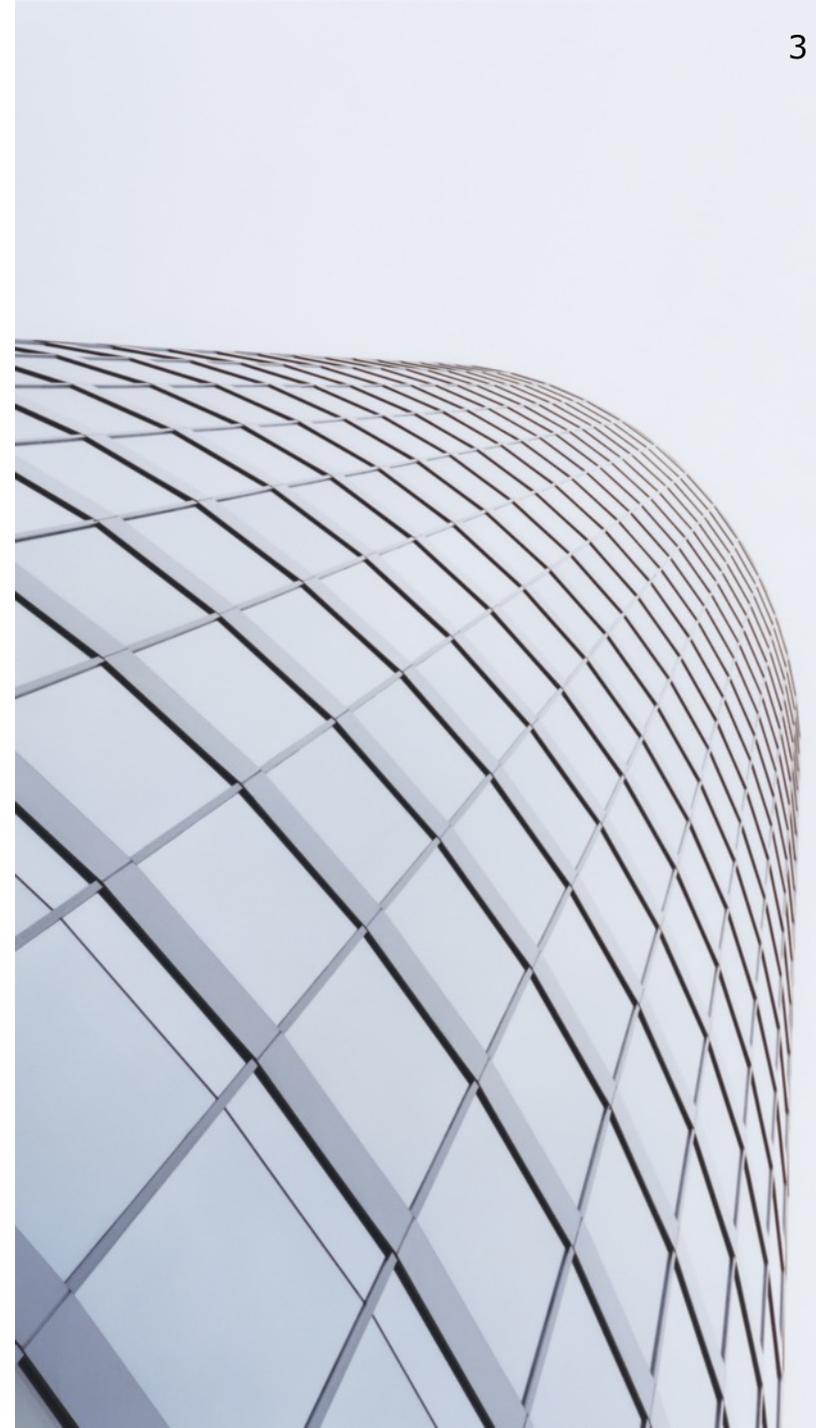
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- Transitioning the business to deliver sustainable revenue growth
- Collaboration between all companies within the Group
- Delivering the integrated solutions to solve larger issues

Japan - Transitioning Dentsu Group

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japan network

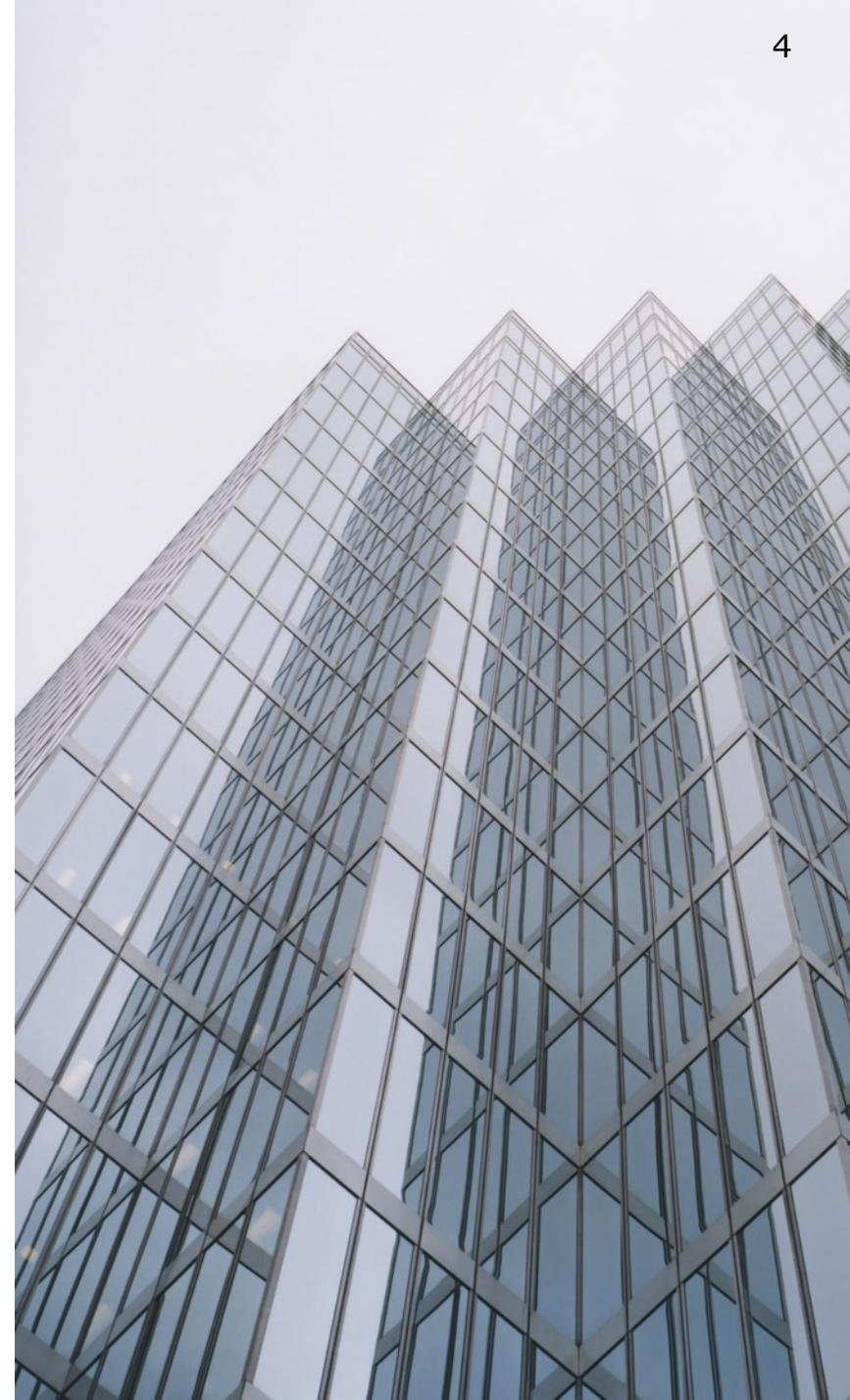
- Diversification of revenue away from traditional media
- Expanding digital capabilities & delivering digital solutions
- Providing integrated solutions throughout the network to answer client needs



International - Transitioning Dentsu Group

dentsu AEGIS
network

- Simplifying our offer into three Lines of Business: Creative, CRM, Media
- Restructuring announced December 2019, on track to deliver GBP c. 45m in savings in 2020
- Purchase of remaining Merkle shares ensures key talent retention & delivers single digit EPS accretion for Dentsu Group, FY20
- Wendy Clark to join as DAN Global CEO in September 2020



Focused strategy: Integrated Growth Solutions

Integrated Growth Solutions

Integrating our diverse capabilities across the Group

Delivering top line growth for our clients, beyond marketing