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Building a New Era While Pursuing Growth in the Digital and Global Arenas

*—Tatsuyoshi Takashima, President & CEO, Delivers His Message
at the New Year's Back-to-Work Ceremony —*

Dentsu Inc. (President & CEO: Tatsuyoshi Takashima; Head Office: Tokyo; Capital: 58,967.1 million yen) held its annual New Year's Back-to-Work Ceremony on January 4. President Takashima delivered his New Year's message from the Tokyo Head Office Building to the employees in Tokyo and other venues.

Following are highlights of his speech.

“As we write the next chapter in the history of our Group, I plan to work with a fresh sense of resolve toward the further promotion of the organizational reform begun in 2008, as well as the establishment of new organizational structures, systems and business models.

“We are currently rolling out various projects based on the Medium-Term Management Plan announced in July 2009, in which we defined five areas: Services Innovation, Business Model Innovation, Global Business Innovation, Human Resources Innovation and Cost Innovation. In today's uncertain business environment there are still many issues that we have to deal with. As our business becomes increasingly borderless, we must change to reflect the times. The condition of the Japanese economy is still severe, but if we turn our eyes to the world at large we can see that the longstanding global power structure has begun to change with the rise of emerging countries such as the BRICs nations. The global power structure in three to five years from now will clearly differ from the current reality.

“Furthermore, with the very structure of business itself undergoing dramatic changes, from manufacturing to distribution to media and advertising, we must make full use of our creativity and dynamically build a new era. As a continually evolving group of professionals, we must confidently pursue further reforms that will revitalize the Dentsu Group.

“The 2010 Winter Olympic Games will be held next month in Vancouver. And the 2010 FIFA World Cup South Africa™, the first World Cup to be held in Africa, will take place in June. Moreover, China will host the Expo 2010 Shanghai China starting in May. It is my wish that this year be one filled with hope from the global excitement surrounding these events.

“I would now like to share with you the points I plan to focus on in 2010.

The first is a proactive approach to growth in the digital field. Tomorrow, January 5, we will establish Dentsu Digital Holdings to consolidate the digital businesses throughout the Dentsu Group and promote even faster-acting management. Globally, digital technology continues to evolve in all spheres of communication. We must therefore leverage the strong mobile technology developed in Japan in order to reinforce our capabilities in the worldwide market, build a solid platform to enhance global competitiveness and encourage further growth.

“The second is globalization. Over the past two years, we have strengthened our frameworks in the United States, Europe and China. With an enhanced presence in these markets, we are seeing promising results, and we will continue with our efforts in these areas. Starting this year, we will also work to solidify and expand our bases in growth markets such as India, other Asian countries, Russia and South America. We at the Dentsu Group will always challenge ourselves to build a unique agency model that is unparalleled elsewhere.

“Finally, I would like to touch on our human resources development programs. In order for the Dentsu Group to continue to develop, it will require people with the management knowledge and expertise to provide solutions to the management and business issues of our clients and media organizations. The Dentsu Group itself will also need people with the high-level management skills necessary to strengthen the management of our Group. From April of this year, we will be launching several human resources development programs which we will carry out on a continual basis. We will also start working on the development and implementation of management-level human resources programs on a global scale, as well as a new personnel system for all of our local subsidiaries.

“To create new trends, the Dentsu Group will require the individual motivation, knowledge and great energy of each and every one of you. I look forward to working together with you

all to realize “Good Innovation.,” our corporate philosophy, and make this a year in which we steadily move forward with our feet firmly on the ground.

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