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2011: A Year of New Hope

—Tatsuyoshi Takashima, President & CEO, Delivers His Message

at the New Year's Back-to-Work Ceremony—

Dentsu Inc. (Tokyo: 4324; ISIN: JP3551520004; President & CEO: Tatsuyoshi Takashima; Head Office: Tokyo; Capital: 58,967.1 million yen) held its annual New Year's Back-to-Work Ceremony today. 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.

"To attain further steady growth in 2011, we must work in concert as a Group even more effectively than we have to date. I would like the entire Group to once again realize that each member is a part of a global network, and help motivate fellow Dentsu Group members to do the best job possible through collaboration and cooperation.

"Looking back on 2010, there were numerous projects that utilized Group networks to forge links such as those between China and the United States, London and South America, and among many countries throughout Asia. In the digital sphere, for example, we generated a large number of success stories including collaborations between 360i in New York and Dentsu Group operations in Asia. We also saw fruitful cooperation between Dentsu and technology-focused Group companies such as Information Services International-Dentsu, Ltd. (ISID), Dentsu Consulting Inc. and digital advertising specialist cyber communications inc. (cci).

"The economic and business environments we face today are fiercely competitive and demand that we constantly rise to meet new challenges. However, no matter how the situation evolves, there are always those who thrive. In other words, we should not be affected by external factors, but rather we must possess the strength to blaze our own trail forward.

"Although the Dentsu Group has a long history in Japan, from a global market

perspective it is still regarded as an emerging force. That is why we need to achieve rapid growth in the immediate future so that we can pursue our dream of catching up with—and eventually overtaking—the global frontrunners. To realize this goal, we should not be satisfied with merely responding to change, but instead maintain a continuous capacity to generate change and innovation ourselves. We must constantly provide the market and our clients with new surprises.

“Rather than following in someone else’s footsteps, we need to set the pace. Sometimes that might mean running in a completely new direction. I believe we should be prepared to turn the industry’s prevailing wisdom on its head, if need be. Moreover, it is imperative that we bring our new ideas to fruition with unrivaled passion and unrelenting energy. By doing so we will be ideally positioned to invest our resources in fields where we are within reach of capturing the No. 1 position.

“In the global marketplace, we still have some way to go before we can win on size. We can be proud, however, of the quality and number of excellent ideas that we offer, as well as our capacity to execute such ideas and make them into reality. Underpinned by the Dentsu Group’s distinctive human resources and flexibly networked organization, we provide solutions that leverage our creativity as well as the latest technologies. We continue to deliver significant positive results in various projects including those related to crucial management issues facing our clients today such as the environment and CSR.

“Together with all the talented members of the rapidly-growing Dentsu Group worldwide, I want us to generate an abundance of “Good Innovation.” in every place we operate, and make 2011 a year of new hope.”

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