

FOR IMMEDIATE RELEASE

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Evolving into “The Global Partner of Choice”

Dentsu Inc. (President & CEO: Tadashi Ishii; Head Office: Tokyo; Capital: 58,967.1 million yen) held today a ceremony commemorating the 110th anniversary of the Company’s foundation on July 1. President Ishii delivered his message from the Tokyo Head Office Building to Dentsu Group employees in Tokyo and other venues.

Following are highlights of his speech.

“The Dentsu Group is now facing the biggest period of transition since its establishment.

The rapid changes seen in recent years affecting the information and media environment are taking place on a global scale and are having a significant impact on consumer behavior patterns and the nature of enterprises’ business activities. The fundamental rules of marketing have begun to undergo a major transformation. During such a phase, we must be fully aware of the possibility that in our business too, previously existing rules and past successes may no longer be applicable.

I believe that the Dentsu Group’s 110-year history may be succinctly described as our predecessors following a trajectory of innovation and challenge. In the past, although the Dentsu Group has faced myriad difficulties, rather than becoming trapped by conventional thinking, it has constantly blazed new trails to overcome adversity and realize growth.

This history of challenges and our commitment to the future are embodied in the Group’s corporate philosophy of “Good Innovation.” An important part of our corporate culture—cultivated by our predecessors—is the willingness to take up challenges and the ability to carve out new paths. I believe that we, the Dentsu Group, must remain true to this spirit.

As I have explained, while there are things within the Dentsu Group’s corporate culture that

we must not lose, there are also things that we must not hesitate to change in order to make new breakthroughs. Specifically, I am referring to our own patterns of behavior.

I believe what is important is that in every Dentsu Group company, all 20,000 employees have a strong awareness that they themselves are the starting point for client solutions. Through such awareness, each employee can then transcend company boundaries and generate synergies across the Dentsu Group through a cross-pollination of ideas. If this “network dynamism” is continuously realized across the entire Dentsu Group, we will surely be able to provide our clients with value that is even greater than what we currently deliver.

The digitization and globalization that we have witnessed in recent years have served to break down many previously existing limitations and boundaries. For Dentsu Group employees, this means increased opportunities to pursue challenges, unaffected by such barriers as age or nationality. I once again strongly urge all Dentsu Group employees to “acquire the capabilities that will enable each one of you to become an originator of innovation.” If we can successfully achieve the transformations I have discussed, the Dentsu Group will evolve into the “global partner of choice” for its clients, with such unparalleled capabilities that no substitute would suffice.

The history of the Dentsu Group has followed a trajectory of innovation. As we strive for the next stage of growth, rather than trying to catch up with change, I want us to create change ourselves. Let us work together to realize innovation and meet new challenges.”

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Contact: Shusaku Kannan, Senior Manager,
Corporate Communications Division
Telephone: (813) 6216-8042
E-mail: s.kannan@dentsu.co.jp