

FOR IMMEDIATE RELEASE

February 14 2017

Dentsu Announces Prospective Members of the Board

Dentsu Inc. (Tokyo: 4324; ISIN: JP3551520004; President and CEO Toshihiro Yamamoto; Head Office: Tokyo; Capital: 74,609.81 million yen) today convened a meeting of its Board of Directors at its Head Office in Tokyo to select its prospective Members of the Board candidates to be nominated at the Company's General Meeting of Shareholders to be held in March 2017.

1. Incoming and Outgoing Directors, Members of the Board

(1) Incoming Directors, Members of the Board

As the terms of all five (5) Dentsu Directors, Members of the Board will expire at the conclusion of the March 2016 General Meeting of Shareholders (hereinafter "General Meeting of Shareholders"), the following individuals will be nominated as Director, Member of the Board candidates at the same meeting.

8 Directors, Members of the Board Candidates are as follows:

- 3 Representative Directors,
- 4 Directors,
- 1 Independent Outside Director,

New Position	Name	Current Position
Representative Director (newly appointed)	Toshihiro Yamamoto	President and CEO
Representative Director	Shoichi Nakamoto	Representative Director
Representative Director	Yoshio Takada	Representative Director
Director	Tim Andree	Director
Director (newly appointed)	Wataru Mochizuki	Senior Vice President
Director (newly appointed)	Yoshiharu Sengoku	Executive Director
Director (newly appointed)	Arinobu Soga	Executive Director

Independent Outside Director (newly appointed)	Nobuko Matsubara	Honorary Chairman, Japan Institute for Women's Empowerment & Diversity Management
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The above candidates will be appointed at the General Meeting of Shareholders in March 2017. The Representative Directors will be appointed at the Board of Directors meeting held after the General Meeting of Shareholders.

(2) Outgoing Directors, Members of the Board

<u>Name</u>	<u>Current Position</u>
Tadashi Ishii	Director
Kunihiro Matsushima	Director

2. Appointment of New Candidate for Independent Outsider Director

The ongoing labor reforms are by far the most pressing issue currently facing Dentsu in Japan. The Board of Directors therefore considers that from the viewpoint of shareholder accountability, the input of outside opinions is essential to dynamic discussions regarding this matter. Hence, the inclusion of individuals from outside the company with extensive experience and deep insight in labor issues is indispensable.

Ms. Matsubara gained valuable knowledge into labor issues during her experience working for the Former Ministry of Labor. She also has experience directing a company as well as serving as outside director to some of Japan's most prestigious companies. Given this extensive background she has been appointed as candidate for the position of outside director of Dentsu Inc.

Personal History of Newly Appointed Independent Outside Director

Nobuko Matsubara

March 1964	Graduated College of Arts and Sciences, The University of Tokyo
April 1964	Entered Ministry of Labor
March 1987	Director of International Labor Division, Ministry of Labor
October 1991	Director-General Women's Bureau, Ministry of Labor
June 1995	Director-General Labor Standards Bureau, Ministry of Labor
July 1996	Director-General Labor Relations Bureau, Ministry of Labor
July 1997	Administrative Vice Minister, Ministry of Labor

April 1999	Chairman, Japan Association for Employment of Persons with Disabilities (currently Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers)
September 2002	Ambassador Extraordinary and Plenipotentiary of Japan to Italy
November 2002	Ambassador Extraordinary and Plenipotentiary of Japan to Albania, to San Marino and to Malta, in addition to Italy
January 2006	Advisor, Incorporated Foundation of Japan Institute for Women's Empowerment & Diversity Management (currently Public Interest Incorporation Foundation of Japan Institute for Women's Empowerment and Diversity Management)
June 2006	External Director, Mitsui & CO. , Ltd. (Retired in June 2014)
July 2006	Chairman, Japan Institute for Women's Empowerment & Diversity Management
June 2008	Outside Director, Daiwa Securities Group Inc. (to present)
July 2012	Honorary Chairman, Japan Institute for Women's Empowerment & Diversity Management (to present)
November 2014	Chairman, Public Interest Incorporated Foundation Nihon FULLHAP (Retired in November 2015)
June 2015	Outside Director of Ebara Corp. (to present) Member of the Nomination Committee of Ebara Corp. (to present)

3. Directors/Audit and Supervisory Committee Members

Directors/audit and supervisory committee members (1 director, 3 outside directors) will continue serving in their positions until the expiration of their terms at the Ordinary General Meeting of Shareholders held in March 2018.

<u>Name</u>	<u>Current Position</u>
Kenichi Kato	Director/ Audit and Supervisory Committee Member
Atsuko Toyama	Independent Outside Director/ Audit and Supervisory Committee Member
Toshiaki Hasegawa	Independent Outside Director/ Audit and Supervisory Committee Member
Kentaro Koga	Independent Outside Director/ Audit and Supervisory Committee Member

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