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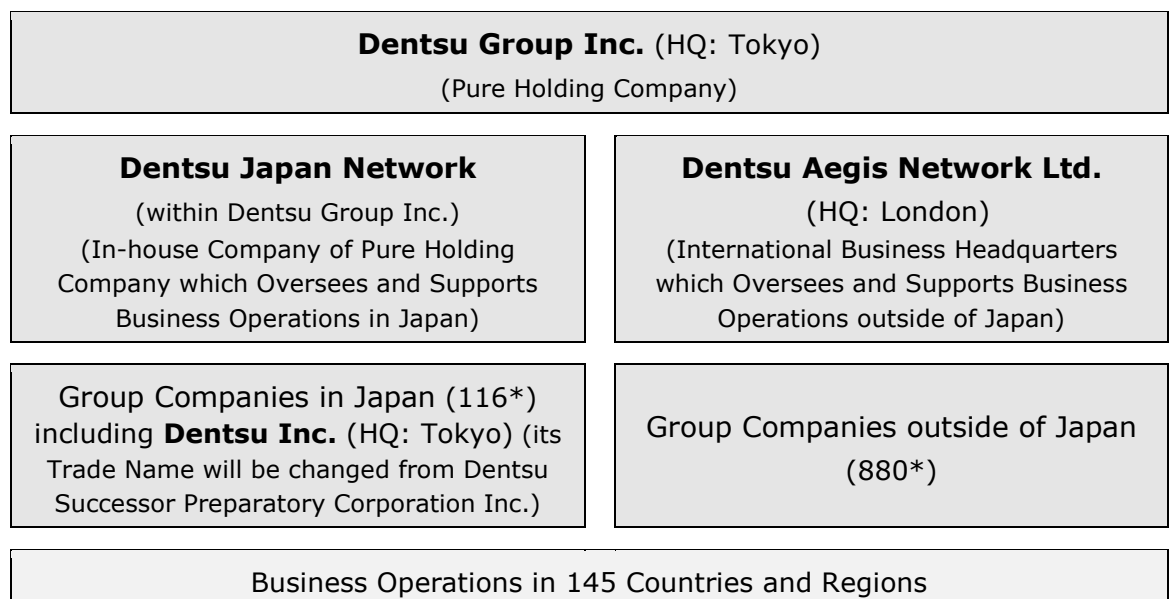
November 14, 2019

Dentsu Announces Group Management Structure and Prospective Executive Members for FY2020

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 where it resolved to adopt a new Group Management Structure effective from January 2020 and selected its executive members for FY2020.

As announced in the news release dated February 19, 2019 "Notice regarding Company Split and Amendment to Articles of Incorporation (amendment to the trade name and the business purpose) for Shifting to Holding Company Structure", the current Dentsu Inc. will shift to a pure holding company structure on January 1, 2020, and whose trade name will be changed to Dentsu Group Inc. At the same time, Dentsu Group Inc. will establish an in-house company, Dentsu Japan Network, to formulate business plans and build the infrastructure for the Groups overall operations in Japan. Moreover, all the operational functions that Dentsu Inc. managed as an operating holding company to date will be succeeded to Dentsu Successor Preparation Corporation Inc., whose trade name will be changed to Dentsu Inc., and new Dentsu Inc. will be launched on January 1, 2020.

Group Management Structure Effective from January 2020:



*Number of Group Companies in Japan (116) and Group Companies outside of Japan (880) are all Consolidated Subsidiaries as of September 30, 2019.

What the new dentsu (the entire Group) aims for:

People within dentsu are connected openly across countries and organizations on a global level, bringing together diverse perspectives, and making it a matter of course for innovation to be generated from anyone, anywhere. The aim is to become new dentsu, that continues to create new value and new businesses by forming flexible teams not only within dentsu, but also with various external partners.

Roles of Dentsu Group Inc., a pure holding company:

Dentsu Group Inc. will ensure not only group governance, but also will empower all Group companies and their individuals who create value and innovation. Dentsu Group Inc.:

1. will foster an environment in which flexible teams transcending organizational barriers can be created.
2. will provide opportunities to expand business domains and launch new businesses and services, as well as develop supporting systems.
3. will promote opportunities to cultivate the ideas that generate innovation, their execution, and the power of management.

Rather than a conventional holding company, Dentsu Group Inc. aims to become a "teaming company," or a company of making all the companies one team.

Roles of Dentsu Japan Network, an in-house company situated within Dentsu Group Inc.:

Dentsu Japan Network, established within Dentsu Group Inc., will conduct 1 through 3 of the above roles, designing an environment, preparing supporting systems and providing opportunities to create innovation for 116 domestic group companies. It will shape a foundation to build a flat and tightly knit network that is able to respond quickly by forming optimal teams to tackle all issues.

Roles of new Dentsu Inc.:

All the functions of the current business operations of Dentsu Inc. will be succeeded to Dentsu Successor Preparatory Corporation Inc., and the trade name will be changed to Dentsu Inc. The new Dentsu Inc. is positioned as one of the 116 group companies in Japan and it will pursue business growth in a more autonomous manner and accelerate its business transformation at a more advanced speed never seen before. Moreover, Dentsu Inc. will share and strengthen its knowledge and client portfolios within dentsu, and collaborate with other operating companies in dentsu with diverse expertise to enhance its solutions and value of services.

Prospective Executive Members for FY2020

1. Dentsu Group Inc.

(1) Prospective Incoming Directors and Planned Outgoing Directors

The following individuals are nominated as Director, Member of the Board candidates and Director/Audit and Supervisory Committee Member candidates.

A) 7 Incoming Directors, Members of the Board

New Position	Name	Current Position
Representative Director	Toshihiro Yamamoto	Representative Director, Dentsu Inc.
Representative Director	Shun Sakurai	Director, Dentsu Inc.
Representative Director	Tim Andree	Director, Dentsu Inc.
Director	Hiroshi Igarashi	Director, Dentsu Inc.
Director	Arinobu Soga	Director, Dentsu Inc.
Director (Newly Appointed)	Nick Priday	Executive Officer, Dentsu Inc.
Director (Outside Director) (Newly Appointed)	Gan Matsui	Chairman, Independent Advisory Committee for Labor Environment Reform Activities, Dentsu Inc.

B) 5 Incoming Directors/Audit and Supervisory Committee Members

New Position	Name	Current Position
Director/Audit and Supervisory Committee Member (Newly Appointed)	Izumi Okoshi	EPD, Data Technology Center, Dentsu Inc.
Independent Outside Director/Audit and Supervisory Committee Member	Toshiaki Hasegawa	Independent Outside Director/Audit and Supervisory Committee Member, Dentsu Inc.
Independent Outside Director/Audit and Supervisory Committee Member	Kentaro Koga	Independent Outside Director/Audit and Supervisory Committee Member, Dentsu Inc.
Independent Outside Director/Audit and Supervisory Committee Member	Etsuko Katsu	Independent Outside Director/Audit and Supervisory Committee Member, Dentsu Inc.
Independent Outside Director/Audit and Supervisory Committee Member (Newly Appointed)	Simon Laffin	Chairman, Audit Committee, Dentsu Aegis Network Ltd.

- * The above candidates will be appointed at the Ordinary General Meeting of Shareholders scheduled to be held in March 2020. The actual Directors, Members of the Board, including Representative Directors, and Directors/Audit and Supervisory Committee Members will continue serving in their positions at Dentsu Group Inc. until the expiration of their terms at the Ordinary General Meeting of Shareholders.
- * The Representative Directors will be appointed at the Board of Directors meeting held after the Ordinary General Meeting of Shareholders scheduled to be held in March 2020.
- * The Articles of Incorporation will be amended to increase the maximum number of Directors/Audit and Supervisory Committee Members from four to five at the Ordinary General Meeting of Shareholders scheduled to be held in March 2020 prior to the appointment of the five Directors/Audit and Supervisory Committee Members at the same Ordinary General Meeting of Shareholders.
- * The term for Incoming Directors, Members of the Board is one year until the conclusion of the Ordinary General Meeting of Shareholders scheduled to be held in March 2021. The term for Incoming Directors/Audit and Supervisory Committee Members is two years until the conclusion of the Ordinary General Meeting of Shareholders scheduled to be held in March 2022.

The following individuals will be Outgoing Directors, Members of the Board and Director/Audit and Supervisory Committee Member at the conclusion of the Ordinary General Meeting of Shareholders scheduled to be held in March 2020.

C) 3 Outgoing Directors, Members of the Board and 1 outgoing Director/Audit and Supervisory Committee Member

Name	Current Position	Planned
Yoshio Takada	Representative Director	To be appointed to Representative Director, Dentsu Inc. (effective January 1, 2020)
Nobuyuki Tohya	Representative Director	To be appointed to Representative Director, Dentsu Inc. (effective January 1, 2020)
Nobuko Matsubara	Outside Director	
Yoshiharu Sengoku	Director/ Audit and Supervisory Committee Member	To be appointed to Executive Adviser, Dentsu Group Inc. at the expiration of his term

(2) Prospective Incoming Executive Officers

Prospective Incoming Executive Officers of Dentsu Group Inc. are as follows.

14 Executive Officers (1 President & CEO, 2 Executive Vice Presidents and 11 Executive Officers) (effective January 1, 2020)

	New Position	Name	Current Position
#	President & CEO	Toshihiro Yamamoto	President & CEO, Dentsu Inc.
#	Executive Vice President	Shun Sakurai	Executive Officer, Dentsu Inc.
#	Executive Vice President	Tim Andree	Executive Officer, Dentsu Inc.
#	Executive Officer	Hiroshi Igarashi	Executive Officer, Dentsu Inc.
#	Executive Officer	Arinobu Soga	Executive Officer, Dentsu Inc.
#	Executive Officer	Nick Priday	Executive Officer, Dentsu Inc.
#	Executive Officer	Jun Shibata	Executive Officer, Dentsu Inc.
#	Executive Officer	Takaki Hibino	Executive Officer, Dentsu Inc.
#	Executive Officer	Shigeru Ishida	Executive Officer, Dentsu Inc.
	Executive Officer (Newly Appointed)	Yuko Takahashi	Managing Director, Finance & Accounting Division, Dentsu Inc.
#	Executive Officer (Newly Appointed)	Keiichi Higuchi	EP, CDC, Dentsu Inc.
#	Executive Officer (Newly Appointed)	Dominic Shine	Chief Technology Officer, Dentsu Aegis Network Ltd.
#	Executive Officer (Newly Appointed)	Simon Zinger	Group General Counsel, Dentsu Aegis Network Ltd.
#	Executive Officer (Newly Appointed)	Anna Moulton	Global HR Director, Dentsu Aegis Network Ltd.

* The term of office of Executive Officers is one year from January 1, 2020 to December 31, 2020.

* # indicates members of the Group Executive Committee below.

(3) Group Executive Committee

The Group Executive Committee will be established as an organization responsible for deliberations on important matters related to Dentsu Group Inc., other than matters resolved by the Board of Directors meeting, such as recognition of Group management issues, and review of the Group management plans and strategies. The Committee will comprise 13 members, including Toshihiro Yamamoto, President & CEO, serving as Chairman. The term of office is one year from January 1, 2020 to December 31, 2020.

2. Dentsu Japan Network

(1) Establishment of Dentsu Japan Network and Prospective Incoming Executive Officers

Dentsu Japan Network will be established as an in-house company within Dentsu Group Inc. and will carry out the roles outlined above. Prospective Incoming Executive Officers are as follows.

4 Executive Officers (1 President & CEO, 3 Executive Officers) (effective January 1, 2020)

New Position	Name	Current Position
President & CEO	Hiroshi Igarashi	Executive Officer, Dentsu Inc.
Executive Officer	Yuichi Okubo	Executive Officer, Dentsu Inc.
Executive Officer	Takashi Yagi	Executive Officer, Dentsu Inc.
Executive Officer (Newly Appointed)	Yoshimasa Watahiki	Managing Director, Business Strategy Division, Dentsu Inc.

* The term of office is one year from January 1, 2020 to December 31, 2020.

(2) Establishment of Dentsu Japan Network Board

Delegated by the Board of Directors meeting and the Group Executive Committee of the Dentsu Group Inc., Dentsu Japan Network Board will be established to deliberate important matters concerning the business in Japan (the Japan Network). Its role will be to recognize issues related to the management of the Japan business, and carry out the management plan of the Japan business outside of matters resolved by the Board of Directors meeting and the Group Executive Committee. The Chairman will be Hiroshi Igarashi, President & CEO, Dentsu Japan Network, and the members will be as follows (with the possibility of additional appointment). The term of office is one year from January 1, 2020 to December 31, 2020.

	Name	
Chairman	Hiroshi Igarashi	President & CEO, Dentsu Japan Network
	Takaki Hibino	Executive Officer, Dentsu Group Inc.
	Norihiro Kuretani	Executive Vice President, Dentsu Inc.
	Yuichi Okubo	Executive Officer, Dentsu Japan Network
	Shun Sakurai	Executive Vice President, Dentsu Group Inc.
	Koki Sato (planned)	Representative Director, Group President and CEO, SEPTENI HOLDINGS CO., LTD.
	Jun Shibata	Executive Officer, Dentsu Group Inc.
	Arinobu Soga	Director, Dentsu Group Inc.

	Shinsuke Usami (planned)	CEO, CARTA HOLDINGS, INC.
	Takashi Yagi	Executive Officer, Dentsu Japan Network
	Yoshimasa Watahiki	Executive Officer, Dentsu Japan Network

* Japanese syllabary order of surname (excluding Chairman)

3. Dentsu Inc.

(1) Prospective Incoming Directors, Members of the Board, and Corporate Auditor

Prospective Incoming Directors, Members of the Board, and Corporate Auditor are as follows.

A) 4 Directors (effective January 1, 2020)

New Position	Name	Current Position
Representative Director	Hiroshi Igarashi	Director, Dentsu Inc.
Representative Director	Yoshio Takada	Representative Director, Dentsu Inc.
Representative Director	Nobuyuki Tohya	Representative Director, Dentsu Inc.
Director (Newly Appointed)	Norihiro Kuretani	Executive Officer, Dentsu Inc.

B) 1 Corporate Auditor (effective January 1, 2020)

New Position	Name	Current Position
Corporate Auditor (Newly Appointed)	Nobuaki Kyushima	Associate Partner, Dentsu Inc.

(2) Prospective Incoming Executive Officers

Prospective Incoming Executive Officers of Dentsu Inc. are as follows.

25 Executive Officers (1 President & CEO, 2 Executive Vice Presidents, 22 Executive Officers) (effective January 1, 2020)

New Position	Name	Current Position
President & CEO	Hiroshi Igarashi	Executive Officer, Dentsu Inc.
Executive Vice President	Nobuyuki Tohya	Executive Officer, Counselor to the President, Dentsu Inc.
Executive Vice President	Norihiro Kuretani	Executive Officer, Dentsu Inc.
Executive Officer, Counselor to President & CEO	Yoshio Takada	Executive Officer, Counselor to the President, Dentsu Inc.
Executive Officer, Counselor to President & CEO (Newly Appointed)	Hideo Tokuyama	Executive Advisor, Dentsu Inc.

Executive Officer	Yutaka Ishikawa	Executive Officer, Dentsu Inc.
Executive Officer	Hidemi Matsuo	Executive Officer, Dentsu Inc.
Executive Officer	Kiyoshi Nakamura	Executive Officer, Dentsu Inc.
Executive Officer	Norio Kamijo	Executive Officer, Dentsu Inc.
Executive Officer	Tetsuji Hirose	Executive Officer, Dentsu Inc.
Executive Officer	Norihiko Sakata	Executive Officer, Dentsu Inc.
Executive Officer	Ichiro Itani	Executive Officer, Dentsu Inc.
Executive Officer	Masaya Nakamura	Executive Officer, Dentsu Inc.
Executive Officer	Norifumi Adachi	Executive Officer, Dentsu Inc.
Executive Officer	Soichi Takahashi	Executive Officer, Dentsu Inc.
Executive Officer	Masao Tatsuuma	Executive Officer, Dentsu Inc.
Executive Officer	Chieko Ohuchi	Executive Officer, Dentsu Inc.
Executive Officer	Hiromi Suzuki	Executive Officer, Dentsu Inc.
Executive Officer	Seikyo Son	Executive Officer, Dentsu Inc.
Executive Officer	Keiichi Yoshizaki	Executive Officer, Dentsu Inc.
Executive Officer	Nobutaka Hayashi	Executive Officer, Dentsu Inc.
Executive Officer	Shinichi Maeda	Executive Officer, Dentsu Inc.
Executive Officer	Shuji Yamaguchi	Executive Officer, Dentsu Inc.
Executive Officer (Newly Appointed)	Terumasa Kamo	Managing Director, Business Producers Division 2, Kansai, Dentsu Inc.
Executive Officer (Newly Appointed)	Yoshihisa Suzuki	President/Representative Director, Dentsu Digital Inc.

* The term of office for Executive Officers is one year from January 1, 2020 to December 31, 2020.

(3) Prospective Outgoing Executive Officers

The following Executive Officers of the current Dentsu Inc. are scheduled to retire on December 31, 2020.

4 Outgoing Executive Officers

Name	Current Position	Planned
Keiichi Maeda	Executive Officer, Dentsu Inc.	To be appointed to Executive Adviser, Dentsu Group Inc. (effective January 1, 2020)
Motohiro Yamagishi	Executive Officer, Dentsu Inc.	To be appointed to Executive Adviser, Dentsu Group Inc. (effective January 1, 2020)
Akira Ando	Executive Officer, Dentsu Inc.	
Koki Sato	Executive Officer, Dentsu Inc.	To be appointed to member of Dentsu Japan Network Board (effective January 1, 2020)

(4) Appointment of Executive Professionals (EP)

Dentsu Inc. introduced the Executive Professional System in January 2018 to recognize outstanding talent and superior levels of expertise. From fiscal year 2020 the system will be succeeded to new Dentsu Inc. and seven Executive Professionals will be appointed.

The Executive Professional System is designed to acknowledge individuals with exceptional talent in specific areas who have made significant contributions to Dentsu Inc. By providing EP with an environment and position equivalent to or higher than that of an executive officer, the objective is to exercise greater use of their talent to create enhanced solutions.

Executive Professionals:

1. Chief Executive Professional (CEP)
2. Senior Prime Executive Professional (SPEP)
3. Prime Executive Professional (PEP)
4. Executive Professional (EP)

There are four grades, each with a term of office extending one year (January to December). Executive Professionals are appointed each year.

The following seven people will be appointed on January 1, 2020.

7 EP (effective January 1, 2020)

New Position	Name	Current Position
SPEP	Kiyoshi Nakamura	Executive Officer and SPEP, Dentsu Inc.
SPEP	Yoshimitsu Sawamoto	SPEP, CDC, Dentsu Inc.
SPEP	Yuya Furukawa	PEP, CDC, Dentsu Inc.
PEP	Keiichi Yoshizaki	Executive Officer and PEP, Dentsu Inc.
EP	Takuma Takasaki	EP, CDC, Dentsu Inc.
EP	Akihito Kunimi	EP, Dentsu Business Design Square, Dentsu Inc.
EP	Kaoru Sugano	EP, CDC, Dentsu Inc.

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