

# Summary of 1st Half of Fiscal 2013 and Management Strategy

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This presentation material contains forecasts based on assumptions, prospects and plans about the future of the management as of November 15, 2013.  
Actual results may significantly differ from the forecasts, depending on risks and uncertainties related to the economic situation.

November 15, 2013



## To evolve into a truly global network at the forefront of marketing convergence

### Innovation × Reinvention

- Diversifying the portfolio on a global basis
- Evolution and expansion of the digital domain
- Re-engineering business processes and improving profitability
- Further reinforcing the business platform in the core Japanese market

# 3 speed world

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**North America**

**Asia + Emerging Markets**

**Western Europe + Japan**

# 3 speed world

## North America

- Integration between Dentsu Network and Aegis resulted in winning some new accounts.
- Clients we won in the previous year drove our growth.

Increase market share  
by integration between  
the two fast-growing networks.

# 3 speed world

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## Asia + Emerging Markets

- Made acquisitions in China, Russia, India, Thailand, etc.
- In the important global hub China, acquisitions since last year and recovery in the existing business contributed to growth.

Expand the scale through  
M&A and secure the leading position.

# 3 speed world

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## Western Europe

- Despite the severe market environment, we performed relatively better with the help of a strong client base.
- Enhanced the business platform around investment in the digital domain and so on.

Maintain and  
enhance business platform.

Aggressively attain profit  
opportunities with economic recovery.

# Mergers + Acquisitions

October	Russia	Traffic LLC	Digital agency
September	China	TRIO Digital Integrated	Digital creative
September	Spain	Wink TTD S.L. / Ymedia S.L.	Digital and Media agency
July	Italy	Simple Agency	Digital agency
May	India	Webchutney Studio Private Limited	Digital creative
May	Netherlands	Social Embassy B.V.	Social media agency
May	Romania	Kinecto International SRL	Digital agency
May	Belgium	NewWorld	Brand promotion
May	Canada	NVI solutions	Digital agency
April	Thailand	Brandscape Company Limited	Brand consulting
April	China	Beijing Wonder Advertising Co., Ltd.	Digital media agency

Scale

Infill

Innovation

# Core Business

## Japan

- Dentsu Inc. in particular made a significant contribution to the consolidated results.
- Gross profit exceeded market growth.
- Cost control led to improved profitability.

Further improve profitability.

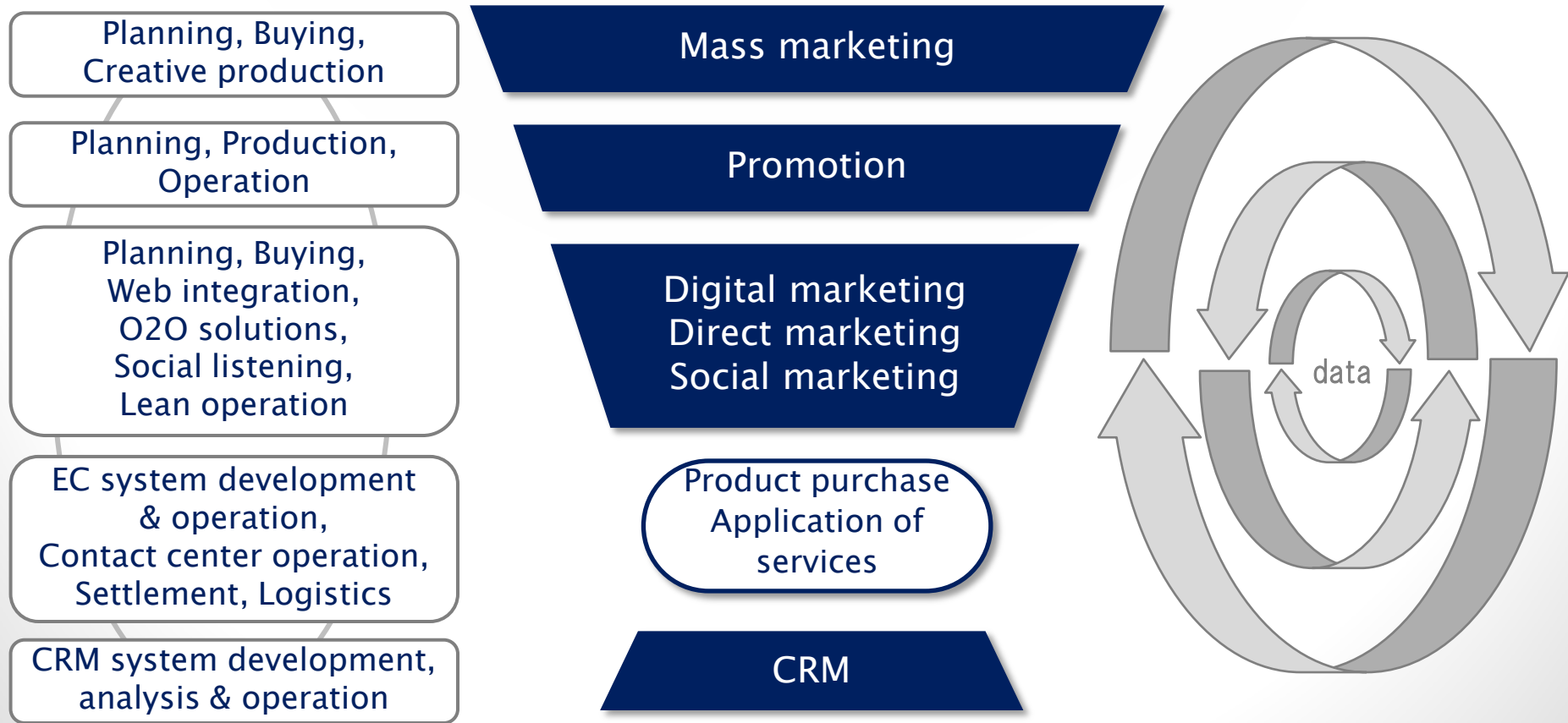
Create and secure new growth opportunities  
by reinforcing the business platform.



# Marketing Convergence

## Integrated marketing services

## Data Management Platform



# Key Performance Indicator

	FY2012 ※1	FY2013/1h	FY2017 target
Gross Profit Organic Growth Rate		<b>3.5%</b>	<b>3% - 5%</b> ※2
Gross Profit Overseas Ratio	<b>44%</b>	<b>46.9%</b>	<b>55%</b> or higher
Gross Profit Digital Domain Ratio	<b>23%</b>	<b>26.5%</b>	<b>35%</b> or higher
Operating Margin before Amortization of Goodwill	<b>18%</b>	<b>14.9%</b>	<b>20%</b> or higher
		(full year prediction <b>18.6%</b> )	

※1) Calculated by simple combined consolidated total of gross profit or operating income for Dentsu and the Aegis Group in fiscal 2012.

※2) Compound average growth rate through five years . Please refer to "Definition" in the following Appendix for others definitions.