

Future Management Policies

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President & CEO

Cautionary Statement

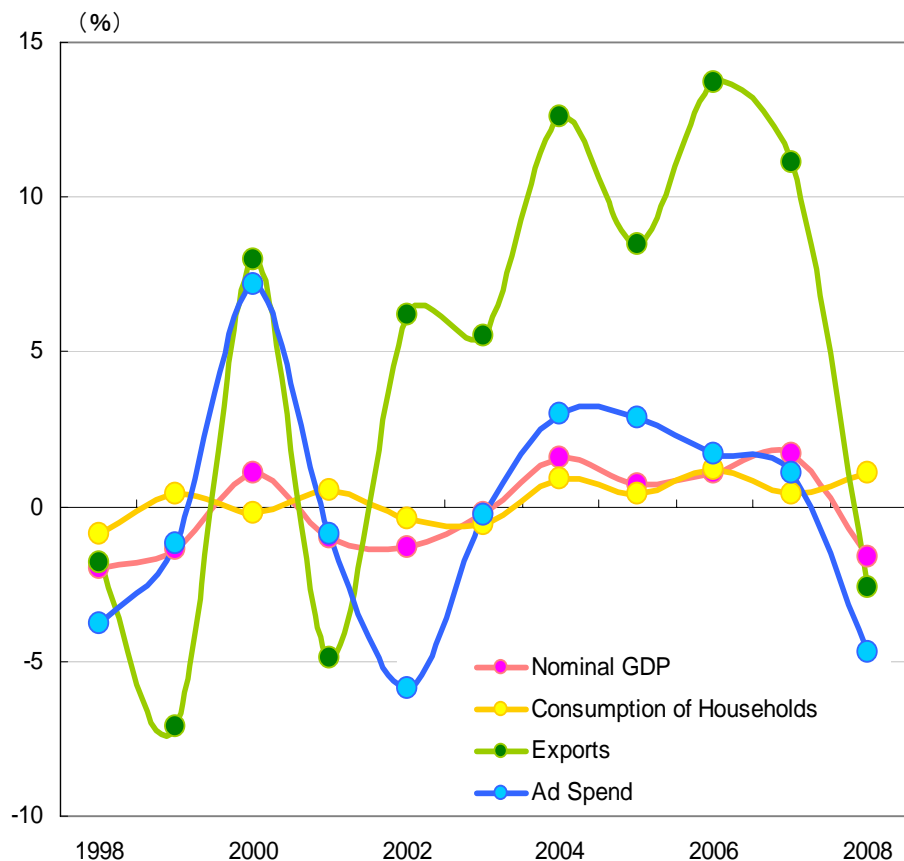
This document contains forward-looking statements regarding the intent, belief or current expectations of Dentsu Inc. or its management with respect to the results of operations and financial conditions of the Dentsu Group.

Such forward-looking statements, based on information known to the management as of May 12, 2009, are not guarantees of future performance and involve risks and uncertainties, and actual results may differ from those in the forward-looking statements as a result of various factors.

Unless otherwise stated, the following discussion is based on the Dentsu Group's consolidated financial statements prepared in accordance with Generally Accepted Accounting Principles in Japan.

Current Macro Environment for the Dentsu Group

Changes in Nominal GDP & Ad Spend



Sources: Cabinet Office data and "Advertising Expenditure in Japan" for 2008 (Feb 2009, Dentsu)

Structural changes in the Japanese economy

- Flagging domestic consumption
- Overseas shift of Japanese corporations

Structural changes in the advertising / marketing industry

Worldwide recession



- Our industry will continue to undergo structural changes even after the recession is over
- The recession might even accelerate structural changes

Our Social Role: To Help Revitalize Japan's Economy

Content and social theme-related projects the Group is involved with include...

● The Olympic Games (Summer and Winter)



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● Food Action Nippon



安心を、未来へつなぐ食料自給率1%アップ運動
FOOD ACTION NIPPON

● Biodiversity

地球のいのち、つないでいこう



生物多様性

● FIFA World Cup™



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● World Baseball Classic



■ Levels of interest

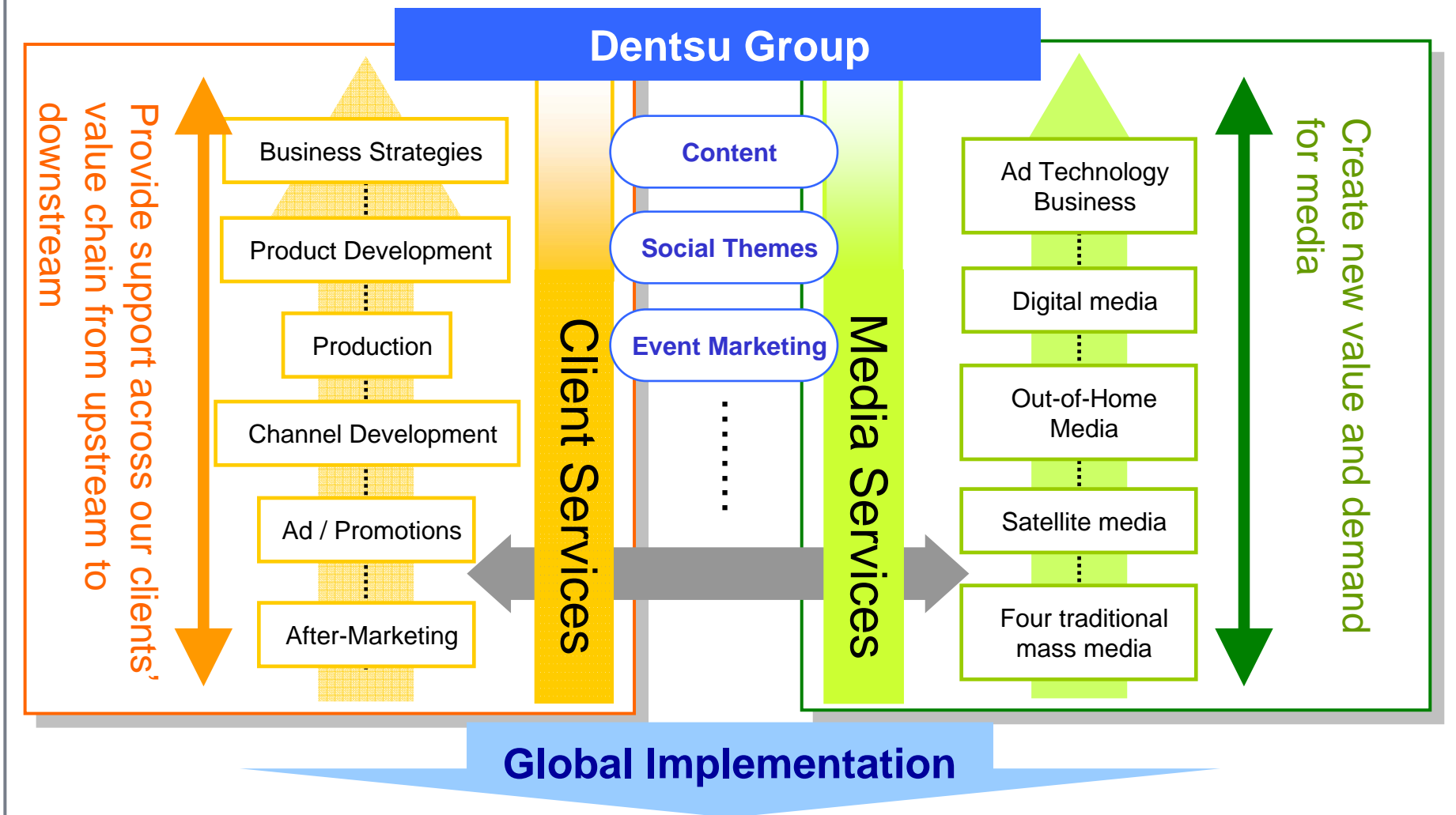
(TV ratings/HH Average/Kanto region)

2009 World Baseball Classic		
Mar 20	Japan vs. Korea (2nd round)	40.1%
Mar 24	Japan vs. Korea (Final)	36.4%
Beijing 2008 Olympic Games		
Aug 8	Opening Ceremony	37.3%
Aug 21	Softball (Final)	30.6%

Source: Video Research Ltd.

Growth Strategies: Solutions We Strive to Deliver

Strengthen both our client and media services to deliver optimum, integrated solutions



Growth Strategies: Progress in “Digital” and “Global”

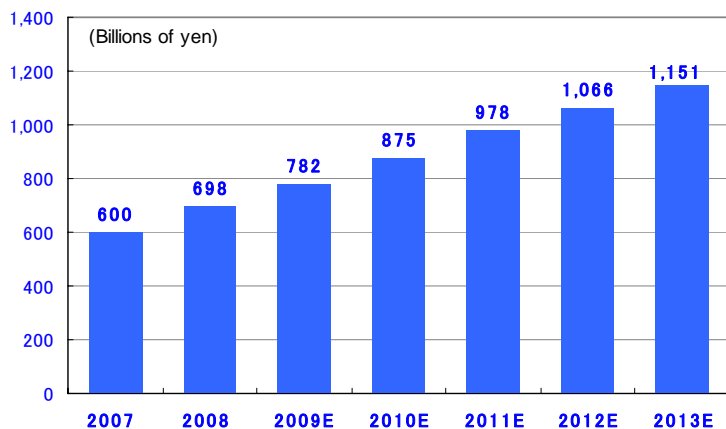
Digital Domain

- Make cci a wholly-owned subsidiary
 - Established Dentsu Search & Link
 - Strengthened alliance with OPT Inc.
- ▼
- Reinforced marketing and client services
 - Strengthened capabilities in the mobile and SEM domains
 - Strengthened group structure

Global Domain

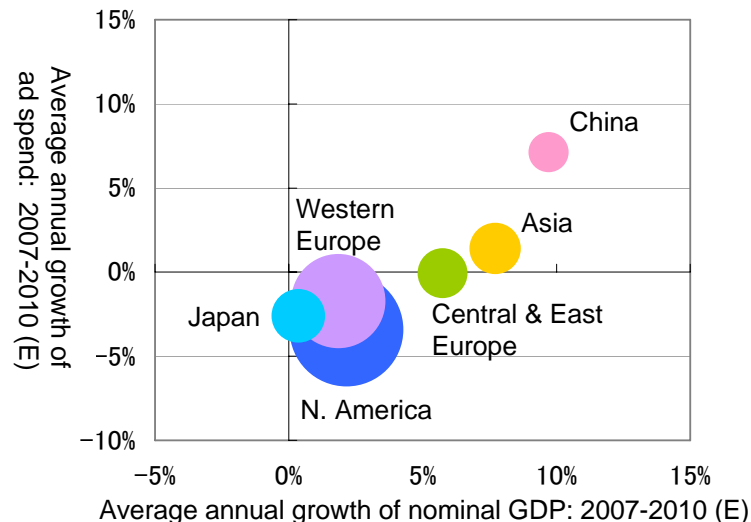
- US: Acquired McGarry Bowen
 - BRICs: Established Dentsu-Smart
- ▼
- Reinforced operations and management system for the US and European operations
 - Strengthened position in BRICs markets

Internet Advertising Market Forecast



Source: “Medium-term Forecast of Ad Spend (Mar 2009)” by JCER

GDP and Ad Spend Forecast by Market

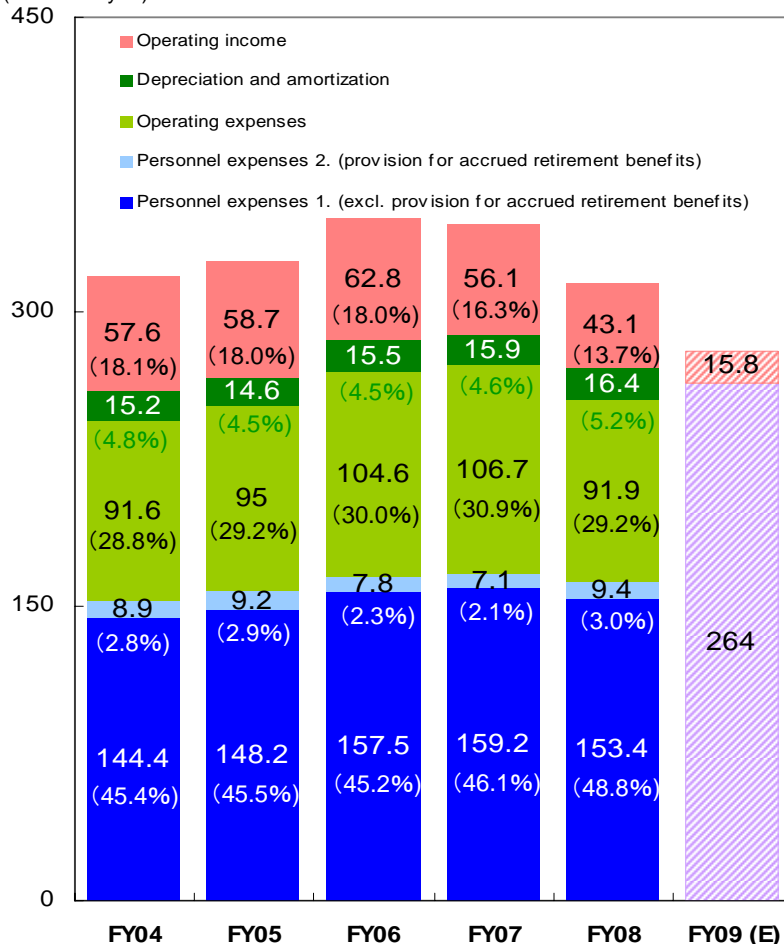


Source: “Advertising Expenditure Forecasts (Mar 2009)” by ZenithOptimedia

Structural Reform: Streamlining to Secure Profitability

Breakdown of Gross Profit

(Billions of yen)



Note: Depreciation includes amortization of goodwill. Parenthesized figures are the composite ratios.

Short-term Measures to Increase Profitability

Further streamlining of operating expenses

- Continue a sweeping review of non-consolidated operating expenses
- Reduce cost of consolidated subsidiaries

Programs to reduce cost of sales

- Curb sourcing cost via group-wide order consolidation

Longer-term Measures to Strengthen Competitiveness

Optimum reallocation of human resources

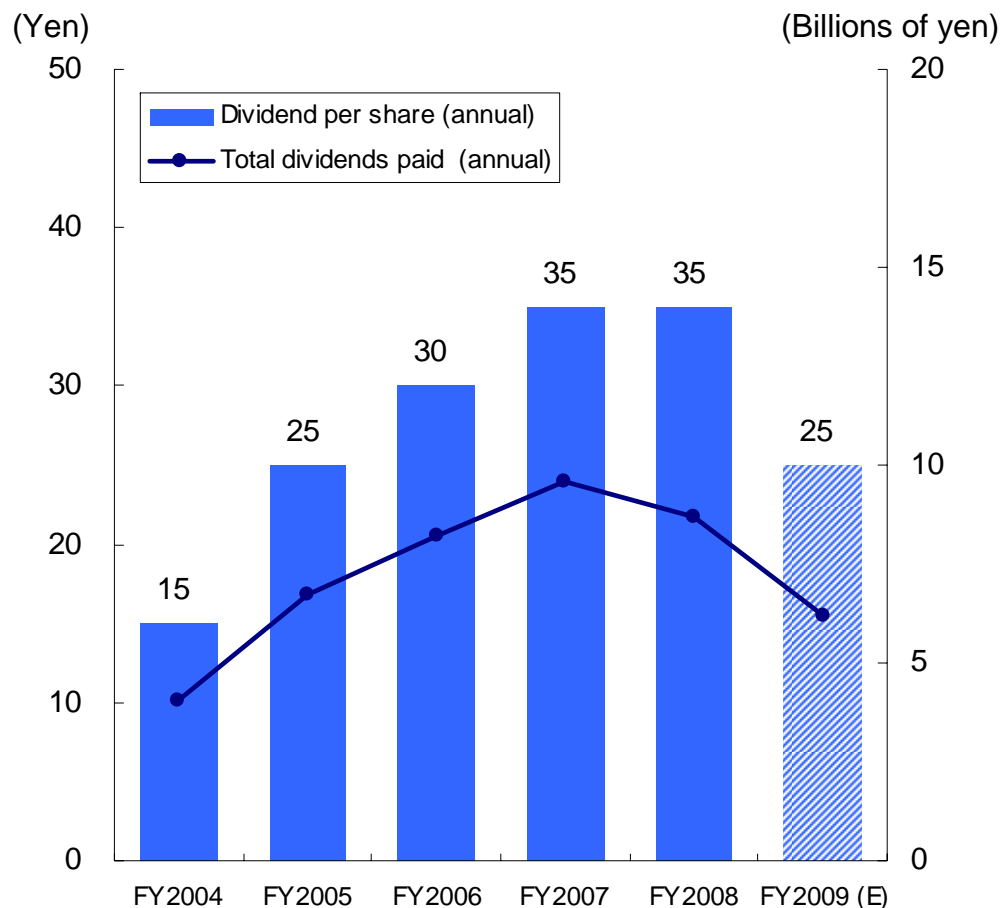
- Reallocate to growth sectors
- Streamline back-office sections

Human resources development

- Strengthen group-wide solution capabilities
- Develop experts in digital and global domains

Basic Policy of Shareholder Return

Dividend per Share and Total Dividends



Note: The above dividends per share are on a basis of post-share splitting in January 2009.

Basic Policy

Our Policy on Shareholder Return

- Maintain positive shareholder returns, while ...
 - sustaining medium-to-long term financial security and soundness
 - securing certain levels of internal reserves for further investments needed for growth