

# Overview of 1H FY2009 and Future Management Policies

**Tatsuyoshi Takashima**  
**President & CEO**

## Cautionary Statement

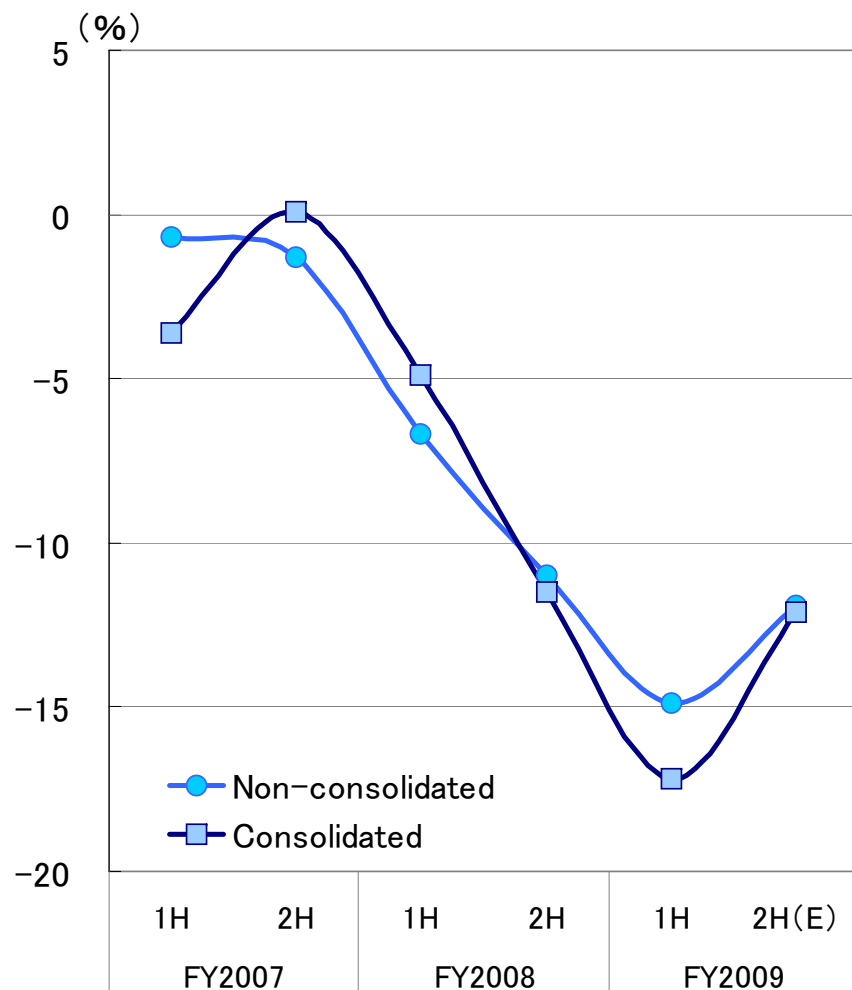
This document contains forward-looking statements regarding the intent, belief or current expectations of Dentsu Inc. or its management with respect to the results of operations and financial condition of the Dentsu Group.

Such forward-looking statements, based on information known to the management as of November 13, 2009, are not guarantees of future performance and involve risks and uncertainties. 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.

# Overview of the First Half of FY2009

## Changes in Net Sales



### Took full advantage of communication opportunities

- 12th IAAF World Championships in Athletics, Berlin 2009™
- 13th FINA World Championships Rome 2009
- House of Representatives election in Japan

### Reduced operating expenses and other costs

### Embarked on the new medium-term management plan

## Corporate Infrastructure Reform

**Group-wide efforts to reduce operating expenses**

(1H FY2009: A reduction of 6.5 billion yen on a non-consolidated basis)







**Fundamental reform of the human resources system**

**Expand cost reduction efforts into  
non-mass media businesses**

# Global: Expand Client Bases in Overseas Markets

**Have won new global and local accounts abroad**

**Major clients (global and local) handled by McGarry Bowen (US)**

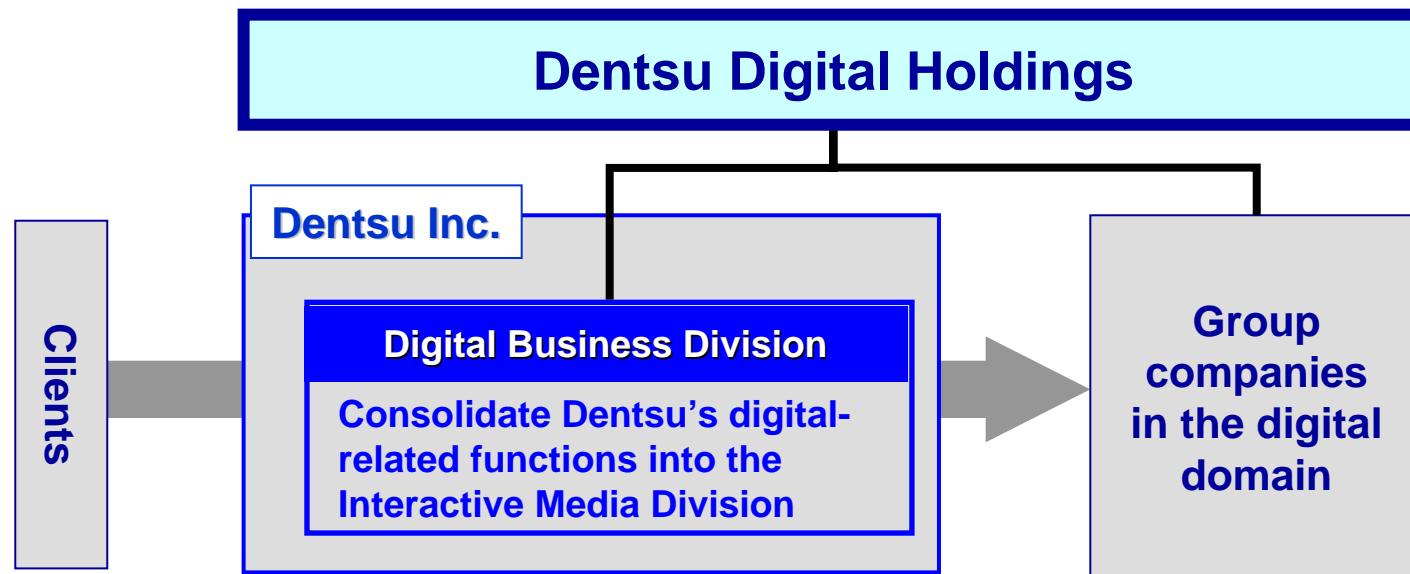
Electronics	Food	Telecommunications	Finance	Pharmaceutical	Others
	<p>Won in 1H FY2009</p> 	<p>Won in 1H FY2009</p> 	J.P.Morgan	<p>Won in 1H FY2009</p> 	 

**Further strengthen our client bases:  
Japan-based (Japanese clients) and  
overseas-based (global/local clients)**

## Digital: Organizational Realignment

**Unify Group-wide digital business strategies  
— from planning to implementation**

**Provide one-stop solutions in the digital domain**



# Platform: Promote Platform Businesses

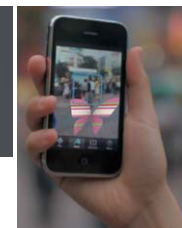
## Develop new platform businesses



Wiiの間™



iButterfly



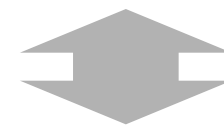
## Strengthen marketing intelligence to provide better client services



## To Achieve Our Medium-term Goals

Business Innovation

Corporate  
Infrastructure Reform



Services  
Innovation

Business  
Model  
Innovation

Global  
Business  
Innovation

Human  
Resources  
Innovation

Cost  
Innovation

### Dentsu Innovation 2013

(Medium-term Management Plan for FY2009-2013)

- ◆ Consolidated operating income: ¥70.0 billion
- ◆ Increase operating margin to 20% or higher
- ◆ ROE: 8%