

# Dentsu Group Companies in Four Key Markets

(As of March 31, 2006)

		Advertising Market	
Total Advertising Services		<p><b>Branding Services</b></p> <p>Dentsu (parent company) provides services to leading clients having main offices in Tokyo, Osaka and Nagoya. Regional clients are served by Dentsu's regional subsidiaries and the Ad Dentsu network. Joint ventures set up by Dentsu and overseas advertising companies mainly serve international clients. This segment also includes planning boutiques that specialize in creative services.</p>	<p><b>Media Services</b></p> <p>Dentsu provides comprehensive media buying and planning services. In addition, Cyber Communications and other companies serve as media representatives for Internet advertising.</p>
		<p>• Dentsu</p> <p><b>Major regional subsidiaries</b> • Dentsu East Japan • Dentsu West Japan • Dentsu Kyushu • Dentsu Hokkaido • Dentsu Okinawa • Ad Dentsu Osaka  <b>• Ad Dentsu (Nagoya) • Meitetsu Agency</b> <b>Joint ventures with foreign-owned companies</b> • Dentsu Young &amp; Rubicam • Beacon Communications  <b>Other advertising companies</b> • Frontage • Ad Gear</p>	
		<p><b>Planning Boutiques</b></p> <ul style="list-style-type: none"> <li>• One Sky • Build Creativehaus</li> <li>• Bless You • Shingata</li> <li>• Rewind • Drill • Dof</li> </ul> <p><b>Specialized Advertising</b></p> <ul style="list-style-type: none"> <li>• Dentsu Sudler &amp; Hennessey</li> <li>• The Goal</li> <li>• Dentsu e-Link</li> <li>• Media Shakers</li> </ul>	<p><b>Internet Advertising</b></p> <ul style="list-style-type: none"> <li>• Cyber Communications</li> <li>• Japan Mobile Communications</li> <li>• D2 communications</li> <li>• Action Click</li> </ul>
Overseas Market	Asia-Pacific	<p>To secure and expand business with Japanese-owned and local clients in the rapidly growing Asian region, Dentsu, mainly through the two management companies of Dentsu China and Dentsu Asia, is actively pursuing the setting up of regional offices and otherwise reinforcing its business foundations. In major markets, the Group has almost completed the establishment of multiple networks so it can serve competing clients in the same industries. The Group also uses the Asian networks of the Publicis Groupe and Dentsu Young &amp; Rubicam to provide a diverse array of services.</p> <ul style="list-style-type: none"> <li>• Dentsu China</li> <li>• Beijing Dentsu Advertising</li> <li>• Phoenix Communications (Republic of Korea)</li> <li>• Dentsu Asia (regional headquarters) <ul style="list-style-type: none"> <li>• Dentsu (Taiwan) • KuoHua (Taiwan) • Dentsu Commex (Taiwan) • Dentsu Vietnam</li> <li>• Dentsu Holdings (Thailand) • Dentsu (Thailand) • Dentsu Singapore • Dentsu (Malaysia)</li> <li>• Dentsu Plus (Thailand) • Dentsu Communications (Bangalore) • Dentsu Marcom (Delhi)</li> </ul> </li> </ul>	<p>Media Palette, Dentsu's own media agency brand, is building a network in Asia to provide media buying/planning services. Independent Media Palette companies handle this business in Taiwan and Thailand, while the media sections of subsidiaries in the Dentsu Group provide media services in other countries. In China, Beijing Dentsu Advertising's media department—called Media Palette—undertakes centralized media buying for its own operations.</p> <ul style="list-style-type: none"> <li>• Beijing Dentsu Advertising</li> <li>• Media Palette (Taiwan)</li> <li>• Dentsu Media Palette (Thailand)</li> </ul>
	Americas/Europe	<p>Through its own network, Dentsu mainly serves Japanese-affiliated clients. As it goes forward, Dentsu will also make use of the exceptional network resources of the Publicis Groupe to enhance its services.</p> <ul style="list-style-type: none"> <li>• Dentsu Holdings USA (USA) <ul style="list-style-type: none"> <li>• Renegade Marketing Group (USA) • Colby &amp; Partners (USA)</li> <li>• DCA Advertising (USA) • Dentsu Canada<sup>(2)</sup> (Canada)</li> </ul> </li> <li>• Dentsu Holdings Europe (U.K.) <ul style="list-style-type: none"> <li>• Dentsu Cayenne Holdings (U.K.) • cdp-travissully (U.K.)</li> <li>• cayenne (Italy) • cayenne (Germany)</li> <li>• indigo (Germany) • cayenne communications (Netherlands)</li> <li>• cayenne Wien (Austria) • cayenne Publicidad (Spain)</li> <li>• cayenne communications (Czech Republic) • Dentsu Brussels Group<sup>(3)</sup> (Belgium)</li> <li>• Dentsu Italia (Italy) • Caetsu Publicidade (Portugal)</li> </ul> </li> </ul> <p>and the alliance with Publicis Groupe</p>	<p>In this region, Dentsu makes full use of the powerful media buying/planning capabilities of two Publicis Groupe companies—Starcom MediaVest and ZenithOptimedia—to provide clients with high-quality services.</p>

Notes: (1) Other major subsidiaries not listed above include CDP UK Advertising, Almedia, Dentsu Business Development Europe and Dixos. Other major affiliates include Mediahead Communications.  
(2) DCC Communications was renamed Dentsu Canada on April 1, 2005.

Advertising-Related Markets		New Markets
Marketing Services	e-Solution Services	Content Business
<p>Through the cooperative efforts of Dentsu Tec and other entities, the Group will further reinforce its marketing capabilities, which are a crucial part of its Total Communications Services.</p>	<p>This business centers on ISID. Dentsu will consider expanding this business in the future, including in further cooperation with ISID.</p>	<p>The Dentsu Group is expanding its involvement in content marketing. Dentsu directly handles business related to video products and sports marketing. In addition, the companies listed below are developing their highly specialized content businesses in video, audio and other areas.</p>
<ul style="list-style-type: none"> <li>• Dentsu Tec • Pict</li> <li>• INTERNATIONAL CONVENTION MANAGEMENT</li> <li>• DIGITAL EGG • Dentsu Research</li> <li>• Soken • Dentsu Public Relations</li> <li>• Wunderman Dentsu</li> <li>• Dentsu Table Media Communications</li> <li>• Interlogics • Dentsu e-marketing One</li> <li>• Video Research • In-Store Communications</li> <li>• Dentsu Communication Institute • 3P</li> <li>• Estech • Mercury22</li> <li>• NTT Mediascope • Ubiquitous Core</li> <li>• Dentsu Casting and Entertainment</li> </ul>	<ul style="list-style-type: none"> <li>• Information Services</li> <li>• International-Dentsu</li> <li>• Brainyworks</li> <li>• ISID InterTechnologies</li> <li>• ISID Technosolutions</li> <li>• iTiD Consulting</li> <li>• Digital Palette</li> <li>• Invisible Hand</li> <li>• Handshake Technologies</li> <li>• Advertisement EDI Center</li> </ul>	<ul style="list-style-type: none"> <li>• Geneon Entertainment</li> <li>• Dentsu Music and Entertainment</li> <li>• Creative Associates</li> <li>• Melodies &amp; Memories Global</li> <li>• Media Rag</li> <li>• Dentsu Sports Partners</li> </ul>
<p>As it builds its operating network in Asia, Dentsu is establishing companies and taking other steps to expand its business.</p> <ul style="list-style-type: none"> <li>• Pro Q (Thailand)</li> <li>• Parabola Creative (Taiwan)</li> </ul>	<ul style="list-style-type: none"> <li>• ISI-Dentsu of Hong Kong</li> <li>• ISI-Dentsu Shanghai</li> <li>• ISI-Dentsu South East Asia (Singapore)</li> <li>• ISI-Dentsu South East Asia (Malaysia)</li> <li>• ISID South East Asia (Thailand)</li> </ul>	<p>The Group is expanding its content business and its media business in the region.</p> <ul style="list-style-type: none"> <li>• World Sport Group Holdings (Singapore)</li> <li>• SFS-Dentsu Media &amp; Entertainment</li> </ul>
<p>In this region, the Group provides promotional services, PR, brand consulting and other advertising-related services.</p> <ul style="list-style-type: none"> <li>• Dentsu Communications (USA)</li> <li>• Prophet Brand Strategy (USA)</li> <li>• Sharp Image (U.K.)</li> <li>• Dentsu Production Concepts<sup>(4)</sup> (Belgium)</li> <li>• BlueChip (Germany)</li> <li>• All About LiveCom (Germany)</li> </ul> <p>and the alliance with the Publicis Groupe</p>	<ul style="list-style-type: none"> <li>• ISI-Dentsu of America</li> <li>• ISI-Dentsu of Europe</li> </ul>	<p>In this region, the Group handles business related to video products and sports marketing. Dentsu is also reinforcing its sports marketing business through iSe, a joint venture with the Publicis Groupe.</p> <ul style="list-style-type: none"> <li>• Geneon Entertainment (USA)</li> <li>• Dentsu Sports Marketing USA</li> <li>• Soccer United Media (USA)</li> <li>• DCTP (Germany)</li> <li>• iSe <ul style="list-style-type: none"> <li>• iSe-Hospitality</li> <li>• iSe-Hospitality Production</li> <li>• iSe-Hospitality Sales</li> </ul> </li> </ul>

(3) Dentsu BLD Europe was renamed Dentsu Brussels Group on April 1, 2005.

(4) Production Concepts was renamed Dentsu Production Concepts on April 1, 2005.

## History

- 1901** Hoshiro Mitsunaga establishes Japan Advertising Ltd. and Telegraphic Service Co.
- 1906** Telegraphic Service becomes Japan Telegraphic Communication Co., Ltd.
- 1907** Japan Advertising merges with Japan Telegraphic Communication and starts to engage in communication and advertising operations.
- 1936** Japan Telegraphic Communication relinquishes its news services department to Domei News Agency and relaunches itself as a specialized advertising agency.
- 1943** The Company acquires 16 companies in a move to augment its advertising agency business. Operational bases are established in Tokyo, Osaka, Nagoya and Kyushu.
- 1947** Hideo Yoshida becomes the fourth President.  
The Dentsu Advertising Awards are created.
- 1949** The Dentsu Advertising Essay Contest for Students is formed.
- 1951** Dentsu establishes the Radio Division at its Head Office and local offices. Commercial radio broadcasting begins in Japan.
- 1953** Dentsu creates the Radio and Television Division at its head office and the Osaka office. Commercial television broadcasting begins.
- 1955** Dentsu Advertising Ltd. becomes the new company name.
- 1967** The Tsukiji Head Office Building is completed.
- 1974** *Advertising Age* ranks Dentsu the No. 1 advertising agency worldwide in terms of billings in calendar year 1973.
- 1981** The company formerly known as JIMA Dentsu Advertising, Ltd., and U.S. partner Young & Rubicam's Japanese affiliate establish Dentsu Young & Rubicam as a joint venture in Tokyo.
- 1984** Dentsu and U.S.-based Young & Rubicam jointly establish DYR, an international service network.
- 1988** *Advertising Age* names Dentsu the 1987 International Agency of the Year.
- 1989** Net sales exceed ¥1 trillion in the fiscal year ended March 31, 1989.
- 1993** Yutaka Narita becomes the ninth President.
- 1995** Dentsu establishes five domestic regional subsidiaries.
- 1996** The Japan–China Advertising Education Exchange Project commences.  
Dentsu Actis (Tokyo) and three other Group companies merge to form Dentsu Tec Inc.  
Cyber Communications Inc. is established.
- 1997** Dentsu Tec lists its shares on the over-the-counter market (now JASDAQ).
- 2000** Dentsu makes an equity investment in the BCOM3 Group.  
Cyber Communications lists its shares on the NASDAQ Japan market of the Osaka Securities Exchange (now, Hercules).  
(In 2003, the company lists on the MOTHERS section of the Tokyo Stock Exchange.)  
Information Services International-Dentsu, Ltd., lists its shares on the First Section of the Tokyo Stock Exchange.
- 2001** Dentsu commemorates its 100th anniversary of establishment and lists its shares on the First Section of the Tokyo Stock Exchange.
- 2002** Tateo Mataka becomes the 10th President.  
The BCOM3 Group merges with Publicis Groupe S.A.  
Dentsu acquires a capital position in the Publicis Groupe.  
Dentsu's new Shiodome Head Office Building is completed.
- 2003** Dentsu East Japan Inc., Ad Dentsu Tokyo Inc. and Dentsu Tohoku Inc. merge, with Dentsu East Japan as the surviving company.  
Geneon Entertainment Inc. and Geneon Entertainment (USA) Inc. are converted to subsidiaries.
- 2004** Dentsu Hokkaido Inc. and Ad Dentsu Hokkaido Inc. merge, with Dentsu Hokkaido as the surviving company.  
Dentsu Cayenne Holdings Ltd. is established.
- 2005** Dentsu Group obtains BS7799 certification and Information Security Management Systems (ISMS) certification.  
All of Dentsu's domestic branch offices receive ISO 14001:2004 certification.  
Dentsu East Japan Inc. and Dentsu EYE Inc. merge, with Dentsu East Japan as the surviving company.
- 2006** Dentsu Tec is converted to a wholly owned subsidiary, and its shares are delisted.