

NEWS RELEASE**FOR IMMEDIATE RELEASE****December 24, 2003**

Dentsu Announces Implementation of Early Retirement Incentive Plan

Dentsu Inc. (President: Tateo Mataki; Head Office: Tokyo; Capital: 58,967.1 million yen), announced today that it will implement an early retirement incentive plan, targeted at employees who are 45 years old or above or have been in service for 20 years or more, and will solicit applications from them beginning on January 13, 2004.

The objective of this plan is to offer options to employees to suit their individual life plans. Reemployment support services will also be offered to applicants who desire to transfer to new fields.

Details of the solicitation and applications are outlined below.

1. Eligibility: Employees who (i) will have been in service for 15 years or more and will be between 45 years old and 59 years old or (ii) will have been in service for 20 years or more and will be under 45 years old, as of March 31, 2004.
2. Period in which applications will be solicited: From January 13, 2004 to February 27, 2004.
3. Date of retirement: March 31, 2004
4. Number of applications sought: 100
5. Retirement benefit: A special increment will be added to the ordinary retirement benefit.
6. Impact on profit and loss:
Special retirement benefits to be paid out in conjunction with this early retirement incentive plan will be accounted for in the financial results for fiscal 2003, ending March 31, 2004, as extraordinary losses. The extent of the impact on financial performance will not be announced until a later time when the number of applicants and the aggregate amount of special retirement benefits become finalized.

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