



# SUSTAINABILITY @ DENTSU

CREDENTIALS DECK – MARCH 2026

INNOVATING TO IMPACT

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dentsu

# ABOUT DENTSU

As one of the world's largest digital media and communications networks, Dentsu Group Inc. ("dentsu") sits at the convergence of Marketing, Technology, Consulting, and Sports & Entertainment.

Headquartered in Japan, dentsu's 67,000-strong employee-base operates in approx. 120 countries across four regions – Japan, Americas, EMEA and APAC – with capabilities spanning Media, Creative, CXM, Digital Transformation & Systems Integration (DX), Business Transformation (BX), Sports, Entertainment, and Gaming.

Taking a people-centered approach to business transformation, dentsu combines Japanese innovation with a global perspective to drive client growth and shape society.



**1.1 trillion yen**  
net revenue in 2025



## 6 Global Leadership

**Brands:** Carat, Dentsu Creative, dentsu X, iProspect, Merkle, and Tag



We operate across the **4 regions** of **Japan, Americas, APAC and EMEA** in the following practice areas: Media/Creative/CXM, Digital Transformation & Systems Integration (DX), Business Transformation (BX), and Sports/Entertainment/Gaming



**67,000+** people (as of Dec. 2025)



Founded in Japan **125** years ago, raised in the digital age



For the first time in 2025, we prepared our **Climate-Related Disclosures** while applying the IFRS Sustainability Disclosure standards to the extent applicable. We also published our **Net-zero Transition Plan** detailing our pathway to achieving our net-zero targets.



**28.3%** of Group revenue came from Customer Transformation & Technology (CT&T) in 2024



Won **26 awards** at Cannes Lions in 2025, as well as numerous other advertising awards such as the One Show and D&AD.



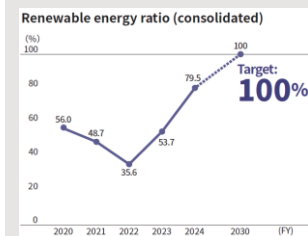
**Net-zero targets validated by the SBTi\*** as conforming with the SBTi Corporate Net Zero Standard. A key aspect of dentsu's approach to sustainability is the management of environmental risks. We will continue to comply with environmental and other applicable laws and legal reporting and disclosure obligations.

\*Science Based Targets initiative

**OUR STRATEGY IS ALL ABOUT  
GENERATING IDEAS FOR THE  
FUTURE TO SOLVE CHALLENGES  
FACING SOCIETY THROUGH  
BUSINESS.**

# 2030 VALUE CREATION STRATEGY – PROGRESS IN 2024

Material themes	Headline goals	Relation to corporate value	Sponsor	Our progress in 2024
<b>INTEGRITY</b>	Putting integrity first	<div style="background-color: #808000; color: white; padding: 2px;">Reducing management risk</div> <div style="border: 1px solid black; padding: 2px;">Mid- to long-term value creation</div>	Global Chief Governance Officer <b>Arinobu Soga</b>	<p>6 themes: 1) business ethics and compliance, 2) human rights, 3) data privacy, 4) corporate governance, 5) risk management, and 6) cybersecurity</p> <ul style="list-style-type: none"> <li>• Training plans drafted for all themes</li> <li>• Contact points established for all themes</li> <li>• Third-party rankings improved and certifications acquired</li> </ul>
<b>PEOPLE &amp; CULTURE</b>	Valuing differences in people's skills, strengths, and perspectives	<div style="background-color: #808000; color: white; padding: 2px;">Performance improvement in the short term</div> <div style="background-color: #808000; color: white; padding: 2px;">Reducing management risk</div> <div style="border: 1px solid black; padding: 2px;">Mid- to long-term value creation</div>	Global Chief HR Officer <b>Miho Tanimoto</b>	<ul style="list-style-type: none"> <li>• Group Executive Member succession readiness rate: 100%</li> <li>• Talent discussion time: 13 hours at the Group management level</li> <li>• Check In survey "Engagement" score: no change from 2023</li> <li>• Ratio of female leaders: 32.5%</li> <li>• Check In survey "Respect" score: 1 point down from 2023</li> </ul>
<b>INNOVATION</b>	Creating ideas for the future with the power of creativity and technology	<div style="background-color: #808000; color: white; padding: 2px;">Performance improvement in the short term</div> <div style="border: 1px solid black; padding: 2px;">Mid- to long-term value creation</div>	Global President – Global Practices <b>Jean Lin</b>	<ul style="list-style-type: none"> <li>• Promoting investments and R&amp;D for future innovation: 6 initiatives (a 20% increase from 2023)</li> <li>• Generating thought leadership that inspires action toward a more sustainable future for society: disclose representative cases</li> <li>• Creating social value through partnerships and ecosystems: 9 initiatives (an 80% increase from 2023)</li> </ul>
<b>ENVIRONMENT</b>	Embedding environmental risks, opportunities, and resilience into our business strategy	<div style="background-color: #808000; color: white; padding: 2px;">Reducing management risk</div> <div style="border: 1px solid black; padding: 2px;">Mid- to long-term value creation</div>	Global Chief Sustainability Officer <b>Yuko Kitakaze</b>	<ul style="list-style-type: none"> <li>• Scope 1 + 2 GHG emissions: 65.1% reduction (from 2019 baseline)</li> <li>• Scope 3 GHG emissions: 28.2% reduction (from 2019 baseline)</li> <li>• Renewable energy rate: 79.5%</li> </ul>



**One Day for Change**

OUR WORK

# B2B2S CASE STUDIES

# SCROLLING THERAPY

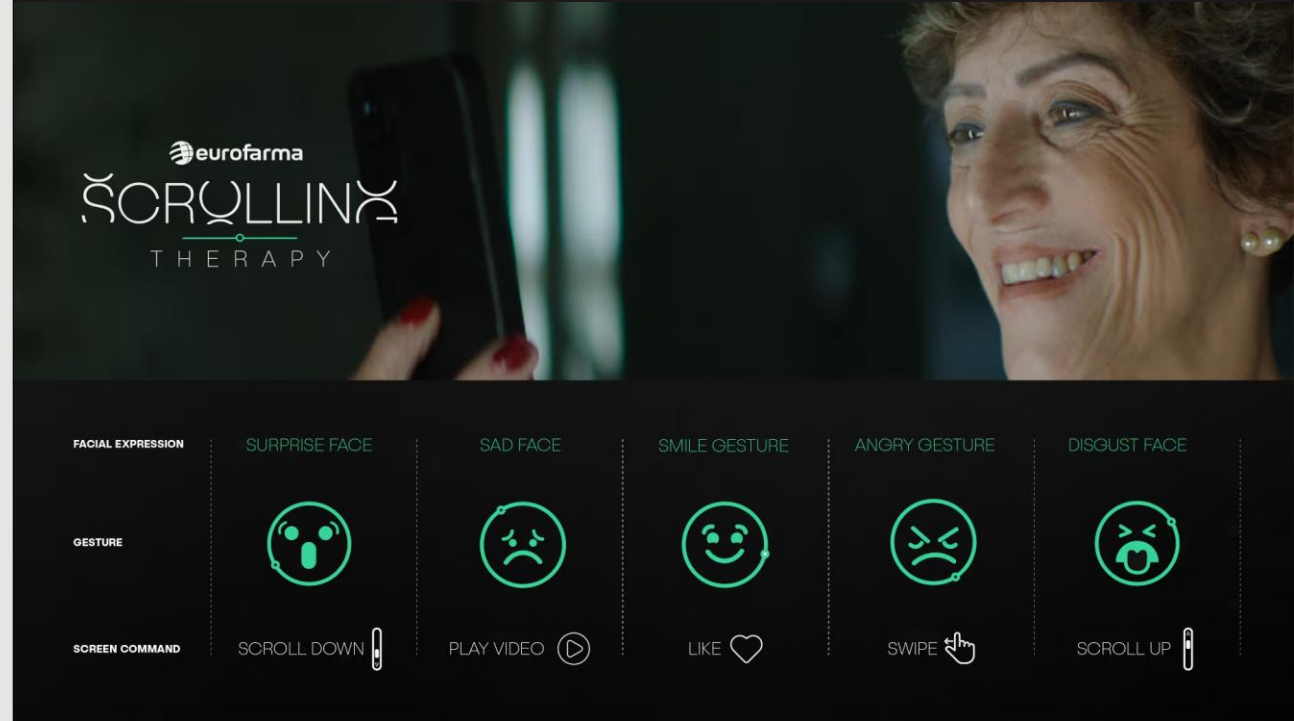
## Mobile application to help mitigate the early symptoms of Parkinson's disease

According to the World Health Organization (WHO), some 8.5 million people are living with Parkinson's disease worldwide. For this reason, Dentsu Creative teams in Argentina, Brazil, and the US collaborated with Eurofarma, a major Brazilian pharmaceutical company, to develop a tool that helps mitigate the early symptoms of Parkinson's, including facial muscles becoming stiff and rigid.

This tool is a smartphone app that enables users to perform the hand-based movements necessary to browse social media using their facial expressions.

Using **AI-based facial recognition technology**, users practice facial expressions guided by the emojis for surprise, sadness, happiness, anger, and disgust that appear in the app. The **app supports users' daily physical therapy** while they browse social media.

Over 45,000 physicians in 10 countries are using the app, which won the Pharma Lions Grand Prix at Cannes Lions 2023. The app was a finalist in the Social Media category of the Innovation Awards at South by Southwest (SXSW) 2024, one of the world's largest festivals for creatives.



# INFLATION COOKBOOK

Rising prices are driving food insecurity, even in developed countries. Chefs and nutritionists provide healthy recipes using AI-predicted lowest-cost ingredients.

## Client: Skip

Due to the sharp rise in food prices, even in the developed nation of Canada, more households are reducing meal portions or opting for lower-priced processed foods. Nutritional deficiencies among the population have become a social issue, with malnutrition being especially serious for children.

To address this, Dentsu Creative Toronto launched the Inflation Cookbook together with Skip, a Canadian food delivery service. Using AI to analyze the prices of 400 food items across more than 80 stores nationwide, the system predicts the lowest-cost ingredients each week.

The website, which includes an app, features recipes inspired by chefs and vetted by nutritionists, all based on these affordable ingredients.

Canadian consumers were estimated to have **saved a total of CAD\$21.8 million** through the initiative by December 2023. The project received extensive media coverage, successfully drawing widespread public attention. With **roughly 28,600 weekly users**, the company generated more than **CAD\$4.3 million in revenue**.

A deep understanding of people's desire to enjoy tasty, healthy meals at an affordable price played a key role in addressing this social issue.

Dentsu was awarded Gold in the Creative Strategy and Media categories at Cannes Lions 2024



# TUNA SCOPE

**Transforming Japan’s traditional eye for quality into a global standard through AI. Pursuing income growth for fisheries workers and sustainable marine resources.**

Tuna quality has traditionally been assessed through tacit knowledge—skills cultivated through years of human intuition and experience. As Japan faces a decline in expert graders due to its aging population, Dentsu Inc. has spent more than five years training AI through deep learning to replicate this expertise. The result is TUNA SCOPE, an AI-based tuna grading system. In collaboration with leading revolving sushi chain Kura Sushi, TUNA SCOPE enabled the rapid remote purchase of high-quality tuna from overseas markets. The AI-selected tuna **achieved sales three times higher than expected** and continues to be a long-running seller at supermarkets.

Meanwhile, in Indonesia—one of the world’s largest tuna-producing countries—the absence of skilled graders like those in Japan has led to inconsistent and opaque evaluations, making it difficult to determine fair pricing. This has contributed to unstable incomes for local fisheries workers and issues such as overfishing.

To address this, Dentsu Inc. is leveraging TUNA SCOPE to establish a standardized quality grading system for Indonesian tuna, with the goal of ensuring fair pricing and enhanced product value. In December 2024, the project was **selected by the Japan International Cooperation Agency (JICA)** under its “Support for SMEs and SDGs Businesses” initiative. The effort is expected to contribute both to improving livelihoods for Indonesian fisheries workers and to the sustainability of marine resources.

[Grand Prix winner in the Creative Data category at Spikes Asia 2022](#)

