

Data Summary

Employment Data (Basically non-consolidated)

Number of Employees (Each year-end)

| | March 2013 | March 2014 | March 2015 | December 2015 | December 2016 |
|------------------|------------|------------|------------|---------------|---------------|
| Consolidated | 37,450 | 39,427 | 43,583 | 47,324 | 55,843 |
| Non-consolidated | 7,515 | 7,425 | 7,348 | 7,261 | 6,799 |

Employee Composition (December 31, 2016)

| | Male | Female | Total |
|------------------------------|-------|--------|-------|
| Executive officers, others | 38 | 0 | 38 |
| Management staff | 1,532 | 140 | 1,672 |
| Non-management staff | 2,673 | 1,020 | 3,693 |
| Contract employees | 250 | 214 | 464 |
| Clerical staff | 1 | 506 | 507 |
| Partners / Senior staff | 105 | 41 | 146 |
| Part-timers, others | 25 | 14 | 39 |
| Seconded from other entities | 184 | 56 | 240 |
| Total | 4,808 | 1,991 | 6,799 |

Note: "Executive officers, others" indicates senior corporate advisors, special advisors and executive officers (excluding directors and auditors). "Part-timers, others" indicates permanent part-timers, non-permanent part-timers and employees of overseas branches.

Note: Employees on temporary transfer are excluded.

Employees by Age and Gender (Each year-end)

| | March 2013 | March 2014 | March 2015 | December 2015 | December 2016 |
|-----------------------------------|------------|------------|------------|---------------|---------------|
| Under 30 years of age | 1,593 | 1,535 | 1,403 | 1,389 | 1,146 |
| 30-39 | 2,727 | 2,682 | 2,618 | 2,576 | 2,346 |
| 40-49 | 1,803 | 1,773 | 1,798 | 1,805 | 1,784 |
| 50-59 | 1,252 | 1,290 | 1,380 | 1,326 | 1,328 |
| 60 years of age and over | 140 | 145 | 149 | 165 | 195 |
| Total | 7,515 | 7,425 | 7,348 | 7,261 | 6,799 |
| Average age | 38.9 | 39.6 | 39.5 | 39.5 | 40.3 |
| Male | 40.1 | 40.9 | 40.8 | 40.9 | 41.8 |
| Female | 36.0 | 36.1 | 36.4 | 36.1 | 36.6 |
| Average length of service (years) | 13.1 | 13.9 | 13.9 | 13.3 | 14.1 |
| Male | 14.7 | 15.5 | 15.4 | 14.8 | 15.8 |
| Female | 9.3 | 9.8 | 10.2 | 9.5 | 9.9 |

Note: Employees on temporary transfer are excluded.

New Graduates Hired

| | April 2013 | April 2014 | April 2015 | April 2016 | April 2017 |
|------------------|------------|------------|------------|------------|------------|
| Total | 136 | 135 | 132 | 144 | 145 |
| Male | 93 | 91 | 92 | 88 | 82 |
| Female | 43 | 44 | 40 | 56 | 63 |
| Female Component | 31.6% | 32.6% | 30.3% | 38.9% | 43.4% |

Number of New Graduates and Mid-career Personnel Hired

| | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 |
|------------------|--------|--------|--------|--------|--------|
| Total | 224 | 169 | 167 | 152 | 176 |
| Male | 151 | 114 | 120 | 108 | 115 |
| Female | 73 | 55 | 47 | 44 | 61 |
| Female Component | 32.6% | 32.5% | 28.1% | 28.9% | 34.7% |

Ratio of Women among Managers (as of December 2016)

| | |
|-------|---|
| Total | 7.82% (including personnel seconded to the Company and excluding personnel seconded from the Company) |
|-------|---|

Work-Life Balance

Average Number of Paid Vacation Days Taken

| | FY2012 | FY2013 | FY2014 | FY2015* | FY2016 |
|-------------|--------|--------|--------|---------|--------|
| Total | 10.6 | 10.3 | 10.8 | 8.4 | 11.2 |
| Male | 9.7 | 9.2 | 9.6 | 7.5 | 10.2 |
| Female | 12.9 | 13.1 | 13.8 | 10.6 | 13.9 |
| Leave Taken | 53.0% | 51.5% | 54.0% | 42.0% | 56.0% |

Annual Paid Vacation in Hour Increments Taken (Part of paid vacation days)

| | FY2012 | FY2013 | FY2014 | FY2015* | FY2016 |
|-------------------------------------|--------|--------|--------|---------|--------|
| Total Hours Taken | 42,994 | 45,005 | 49,712 | 38,275 | 47,138 |
| Total Number of People Taking Leave | 16,161 | 17,111 | 14,568 | 14,308 | 18,217 |
| Number of Hours Taken at One Time | 2.7 | 2.6 | 3.4 | 2.7 | 2.6 |

Employees Taking Childcare Leave, Reinstatement Ratio

| | FY2012 | FY2013 | FY2014 | FY2015* | FY2016 |
|---------------------|--------|--------|--------|---------|--------|
| Total | 44 | 51 | 60 | 81 | 81 |
| Male | 8 | 11 | 10 | 15 | 31 |
| Female | 36 | 40 | 50 | 66 | 50 |
| Reinstatement ratio | 95.5% | 96.1% | 100% | 100% | 100% |

Note: In FY2014, we recounted the number of the employees who took childcare leave in the past and revised the number in conjunction with the reinstatement ratio.

Total Hours Worked per Year (Per Non-management Employees)

| | FY2012 | FY2013 | FY2014 | FY2015* | FY2016 |
|-------|--------|--------|--------|---------|--------|
| Total | 2,251 | 2,265 | 2,252 | 2,187 | 2,166 |

Note: Employees on temporary transfer are excluded.

Occupational Health and Safety

Employees' Health Check-up Rate

| | FY2012 | FY2013 | FY2014 | FY2015* | FY2016 |
|-------|--------|--------|--------|---------|--------|
| Total | 99.1% | 99.2% | 99.0% | 76.1% | 95.5% |

Leveraging Diverse Human Resources

Post-retirement Employees

| | FY2012 | FY2013 | FY2014 | FY2015* | FY2016 |
|--------|--------|--------|--------|---------|--------|
| Total | 28 | 32 | 55 | 53 | 46 |
| Male | 21 | 22 | 45 | 44 | 35 |
| Female | 7 | 10 | 10 | 9 | 11 |

Employment Rate of People with Disabilities

| | June 2013 | June 2014 | June 2015 | June 2016 | June 2017 |
|-------|-----------|-----------|-----------|-----------|-----------|
| Total | 1.62% | 1.79% | 2.01% | 2.04% | 2.07% |

Note: The June 2013 figure is for Dentsu on a non-consolidated basis. Figures for June 2014, 2015, 2016, and 2017 are three-company totals, for Dentsu, Dentsu Works, and Dentsu Solari.

* Scope of calculation: 9 months, from April 2015 to December 2015

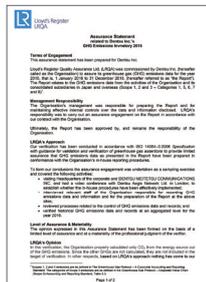
Environmental Performance Data

| | FY2014 | FY2015 | FY2016 |
|-------------------------------------|-----------|-----------|-----------|
| CO ₂ emissions (tons) | 110,202 | 109,840 | 124,698 |
| Dentsu (non-consolidated) | 32,338 | 29,188 | 30,886 |
| Dentsu Group in Japan | 24,150 | 19,360 | 18,584 |
| DAN (Dentsu Group Overseas) | 53,713 | 61,292 | 75,229 |
| CO ₂ emissions per FTE | 2.74 | 2.49 | 2.42 |
| Scope 1 (tons) | 4,799 | 4,482 | 5,170 |
| Dentsu (non-consolidated) | 570 | 577 | 594 |
| Dentsu Group in Japan | 648 | 310 | 409 |
| DAN (Dentsu Group Overseas) | 3,581 | 3,595 | 4,166 |
| Scope 2 (market-based, tons) | — | 53,836 | 55,126 |
| Dentsu (non-consolidated) | — | 20,938 | 21,867 |
| Dentsu Group in Japan | — | 11,432 | 10,496 |
| DAN (Dentsu Group Overseas) | — | 21,466 | 22,762 |
| Scope 2 (location-based, tons) | 58,444 | 56,349 | 56,920 |
| Dentsu (non-consolidated) | 22,949 | 20,938 | 21,867 |
| Dentsu Group in Japan | 15,753 | 11,432 | 10,496 |
| DAN (Dentsu Group Overseas) | 19,742 | 23,979 | 24,556 |
| Scope 3 (tons) | 46,958 | 51,523 | 64,403 |
| 1. Purchased goods and services | 4,533 | 4,844 | 3,066 |
| 5. Waste generated in operations | 588 | 884 | 933 |
| 6. Business travel | 38,438 | 42,460 | 57,372 |
| 7. Employee commuting | 3,399 | 3,334 | 3,030 |
| Amount of waste (kg) | | 6,790,003 | 6,768,018 |
| Dentsu (non-consolidated) | 2,195,858 | 2,456,855 | 3,224,884 |
| Dentsu Group in Japan | 1,828,000 | 1,105,180 | 1,292,447 |
| DAN (Dentsu Group Overseas) | 1,599,892 | 3,227,968 | 2,250,687 |
| Water consumption (m ³) | 618,694 | 785,193 | 853,583 |
| Dentsu (non-consolidated) | 153,852 | 152,452 | 155,741 |
| Dentsu Group in Japan | 222,856 | 215,825 | 230,391 |
| DAN (Dentsu Group Overseas) | 241,986 | 416,916 | 467,451 |

Scope and Method of Calculation

- Excluding some of Dentsu Group companies
- Based on the calculation standards of WRI (World Resources Institute) GHG Protocol
- For CO₂ emissions, Categories 1, 5, 6, and 7 were calculated for Scope 3
- The volume of waste generated (in kg) is the sum of general waste and industrial waste (including waste oil, waste plastic)
- The volume of water resources used is the sum of municipal water and gray water at the Tokyo Head Office, and the municipal water used at the Kansai Branch Office and Chubu Branch Office

Third-Party Assurance



Lloyd's Register Quality Assurance Limited (LRQA) provides third-party assurance on Dentsu's CO₂ emissions (greenhouse gas emissions).



The percentage of women in management, the percentage of women in new-graduate hires, and the employment rate of people with disabilities have received third-party verification from Sustainability Accounting Co., Ltd. (SusA).