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Summary of Financial Results for the Three Months Ended March 31, 2026

—IFRS Consolidated Results—

Name of Listed Company: Dentsu Group Inc.

Code Number: 4324

Stock Exchange Listing: Prime Market of the Tokyo Stock Exchange

URL: <https://www.group.dentsu.com/en/>

Name of Representative: Takeshi Sano, Representative Executive Officer,
President & Global CEO

Scheduled start date of dividend payment:

—

Supplementary briefing material on financial results:

Available

Financial results briefing for institutional investors and analysts:

Scheduled

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Summary of Consolidated Financial Results for the Three Months Ended March 31, 2026 [IFRS]

1. Summary of Financial Results for the Three Months Ended March 31, 2026 (from January 1, 2026 to March 31, 2026)

(Figures are rounded down to the nearest one million yen)

(1) Consolidated Financial Results (cumulative)

(Percentages indicate the rate of increase or decrease compared with the previous corresponding period.)

(Millions of yen, except as otherwise stated)

	Revenue		Net revenue		Underlying operating profit		Operating margin		Operating profit	
	Amount	% Change	Amount	% Change	Amount	% Change	Amount	% Change	Amount	% Change
Three months ended March 31, 2026	357,129	3.5%	295,064	2.7%	37,812	11.5%	12.8%	64,958	155.5%	
Three months ended March 31, 2025	345,160	3.7%	287,287	(0.6%)	33,926	13.7%	11.8%	25,426	75.5%	

	Profit before tax		Profit for the period		Underlying net profit attributable to owners of the parent		Profit attributable to owners of the parent		Total comprehensive income for the period	
	Amount	% Change	Amount	% Change	Amount	% Change	Amount	% Change	Amount	% Change
Three months ended March 31, 2026	62,541	187.0%	43,206	378.3%	19,581	18.4%	40,153	540.5%	45,383	—
Three months ended March 31, 2025	21,788	16.8%	9,033	(16.9%)	16,538	4.5%	6,269	12.9%	(10,380)	—

(Yen)

	Underlying basic earnings per share	Basic earnings per share	Diluted earnings per share
Three months ended March 31, 2026	75.43	154.68	154.05
Three months ended March 31, 2025	63.71	24.15	24.08

For the definition of “Underlying operating profit” and “Underlying net profit attributable to owners of the parent,” please refer to “Qualitative Information on Financial Results” on page 6.

(2) Consolidated Financial Position

(Millions of yen, except as otherwise stated)

	Total assets	Total equity	Total equity attributable to owners of the parent	Ratio of equity attributable to owners of the parent to total assets	Equity attributable to owners of the parent per share (Yen)
As of March 31, 2026	3,044,735	477,850	417,230	13.7%	1,607.29
As of December 31, 2025	3,206,787	447,954	374,849	11.7%	1,444.02

2. Dividends

(Yen, except as otherwise stated)

	Cash dividend per share				
	First Quarter	Second Quarter	Third Quarter	Year-end	Total
Fiscal year ended December 31, 2025	—	0.00	—	0.00	0.00
Fiscal year ending December 31, 2026	—				
Fiscal year ending December 31, 2026 (forecast)		0.00	—	0.00	0.00

Note: Revisions to the forecast of dividends most recently announced: None

3. Forecast of Consolidated Financial Results for the Fiscal Year Ending December 31, 2026 (from January 1, 2026 to December 31, 2026)

(Millions of yen, except as otherwise stated)

	Revenue		Net revenue		Underlying operating profit		Operating margin	Operating profit	
Fiscal year ending December 31, 2026	1,491,500	3.9%	1,230,200	2.7%	166,300	(3.6%)	13% range	152,600	—

	Profit for the year		Underlying net profit attributable to owners of the parent		Profit attributable to owners of the parent		Underlying basic earnings per share (Yen)	Basic earnings per share (Yen)
Fiscal year ending December 31, 2026	78,700	—	85,200	(8.9%)	69,700	—	328.21	268.50

Note: Revisions to the forecast of consolidated financial results most recently announced: None

Given the uncertain business environment, we set targets within a specific range for particularly important KPIs.

For the definition of "Underlying operating profit" and "Underlying net profit attributable to owners of the parent," please refer to "Qualitative Information on Financial Results" on page 6.

Notes

(1) Significant Changes in the Scope of Consolidation during the Period: None

(2) Changes in Accounting Policies and Changes in Accounting Estimates

- a. Changes in accounting policies required by IFRS: None
- b. Changes in accounting policies due to other reasons: None
- c. Changes in accounting estimates: None

(3) Number of Issued Shares (Ordinary Shares)

- a. Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2026	265,800,000 shares
As of December 31, 2025	265,800,000 shares

- b. Number of treasury shares at the end of the period

As of March 31, 2026	6,213,645 shares
As of December 31, 2025	6,213,175 shares

- c. Average number of shares during the period (cumulative from the beginning of the fiscal year)

Three months ended March 31, 2026	259,586,540 shares
Three months ended March 31, 2025	259,571,354 shares

Notes

Review of the Japanese-language originals of the attached quarterly consolidated financial statements by the Certified Public Accountants or the audit corporation: Yes (voluntary)

Disclaimer regarding appropriate use of forecasts and related points of note

Since the forecast of financial results and other forward-looking statements herein have been prepared based on certain conditions which Dentsu Group Inc. (hereinafter "the Company") believes to be reasonable at this time, actual financial results may be substantially different from the forecast due to various factors.

For information relating to forecasts, please refer to "Qualitative Information on Financial Results Forecast" on page 8.

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1. Qualitative Information on Quarterly Financial Results

(1) Qualitative Information on Financial Results

In the three months ended March 31, 2026, the outlook for the global economy remained uncertain due to factors such as the prolonged instability in the international situation, as well as rising prices.

In this environment, the business results of the Group during the three months ended March 31, 2026, are as presented in the table below. Although the Group saw net revenue organic growth of 0.8%, net revenue increased by 2.7% year on year due to factors such as exchange rates. With measures such as SG&A expenses control, underlying operating profit increased by 11.5% resulting in operating margin increase of 100 bps while underlying net profit attributable to owners of the parent increased by 18.4%. Operating profit increased by 155.5% year on year, and profit attributable to owners of the parent increased by 540.5% year on year due to factors such as the recording of gains on the sale of the Dentsu Ginza Building.

Underlying operating profit is a profit indicator to measure recurring business performance which is calculated as operating profit added with M&A related items and one-off items.

M&A related items: amortization of purchased intangible assets, acquisition costs and share-based compensation expenses issued following the acquisition of 100% ownership of a subsidiary

One-off items: items such as business transformation cost, impairment loss, gain/loss on sales of non-current assets and extra retirement payments

Underlying net profit attributable to owners of the parent is an indicator to measure recurring profit attributable to owners of the parent which is calculated as profit (attributable to owners of the parent) added with adjustment items related to operating profit, change in fair value of contingent considerations (gain/loss on revaluation of earnout liabilities), remeasurements of share purchase liabilities (gain/loss on revaluation of M&A related put-option liabilities), tax-related, NCI profit-related and other one-off items.

Business results for the three months ended March 31, 2026

(Monetary amounts are shown in millions of yen, with negative amounts shown in parentheses)

Item	Three months ended March 31, 2025	Three months ended March 31, 2026	YoY change
Revenue	345,160	357,129	3.5%
Net revenue	287,287	295,064	2.7%
Operating profit	25,426	64,958	155.5%
Profit for the period (attributable to owners of the parent)	6,269	40,153	540.5%

Main profit indicators for the three months ended March 31, 2026

(Monetary amounts are shown in millions of yen, with negative amounts shown in parentheses)

Item	Three months ended March 31, 2025	Three months ended March 31, 2026	YoY change
Underlying operating profit	33,926	37,812	11.5%
Operating margin	11.8%	12.8%	100bps
Underlying net profit (attributable to owners of the parent)	16,538	19,581	18.4%

Performance by reportable segment for the three months ended March 31, 2026, is as follows.

a. Japan

Japan saw organic growth of 4.7% with the growth in the Marketing business led by Internet and TV advertising, Digital Transformation (DX), and Business Transformation (BX).

As the results of CARTA HOLDINGS, which was reclassified to an equity-method affiliate in January 2026, were included in the results for the previous corresponding period, net revenue was 128,873 million yen (0.6% decrease year on year). However, with SG&A expenses decrease, underlying operating profit was 39,754 million yen (5.6% increase year on year) and operating margin was 30.8% (29.0% for the previous corresponding period).

b. Americas

The Americas saw organic decline of 3.0%, with the United States, the primary market, posting organic decline.

Although net revenue in the Americas was 76,443 million yen (0.2% increase year on year) due to a shift in the exchange rate toward a weaker yen against the United States Dollar, net revenue decrease on a constant currency basis led to underlying operating profit of 12,280 million yen (9.2% decrease year on year) and operating margin of 16.1% (17.7% for the previous corresponding period).

c. EMEA (Europe, the Middle East, and Africa)

EMEA saw organic growth of 0.8%. By major market, the United Kingdom, Spain, and Poland achieved organic growth, while Germany, Italy, and Switzerland posted organic decline.

Due to a shift in the exchange rate toward a weaker yen against the Great Britain Pound and Euro, net revenue in EMEA was 65,501 million yen (15.0% increase year on year), underlying operating profit was 2,547 million yen (underlying operating loss of 1,554 million yen in the previous corresponding period), and operating margin was 3.9% (negative 2.7% for the previous corresponding period).

d. APAC (Asia Pacific excluding Japan)

APAC saw organic decline of 7.5%. By major market, India achieved organic growth, while Australia, China, and Singapore posted organic decline.

Net revenue in APAC was 22,771 million yen (1.3% decrease year on year), underlying operating loss was 3,174 million yen (underlying operating loss of 3,224 million yen for the previous corresponding period), and operating margin was negative 13.9% (negative 14.0% for the previous corresponding period).

(2) Qualitative Information on Financial Results Forecast

The forecast of the full-year consolidated financial results for the fiscal year ending December 31, 2026, which was disclosed on February 13, 2026, is reiterated. Meanwhile, uncertainty surrounding the global economy is increasing due to geopolitical risks such as the situation in the Middle East and the prolonged conflict in Ukraine, as well as soaring resource and energy prices. Caution is warranted as these factors may have an impact on our consolidated financial results.

2. Matters Pertaining to Summary Information (Notes)

(1) Changes in Significant Consolidated Subsidiaries during the Period

No items to report

(2) Adoption of Accounting Treatment Specific to the Preparation of Quarterly Consolidated Financial Statements

No items to report

(3) Changes in Accounting Policies, Changes in Accounting Estimates, Restatement, and Changes in Presentation

(Changes in Presentation)

(Condensed Quarterly Consolidated Statement of Income)

"Gain (loss) on sale and retirement of non-current assets," which had been presented under "Other expenses" in the three months ended March 31, 2025, is presented separately in the three months ended March 31, 2026, because of its increased quantitative materiality. The Company has reorganized the Condensed Quarterly Consolidated Statement of Income for the three months ended March 31, 2025, to reflect this change in presentation.

As a result, 49 million yen presented under "Other expenses" in the Condensed Quarterly Consolidated Statement of Income for the three months ended March 31, 2025, has been reclassified as "Gain (loss) on sale and retirement of non-current assets" of (49) million yen.

(Condensed Quarterly Consolidated Statement of Cash Flows)

"(Gain) loss on sale and retirement of non-current assets," which had been presented under "Other—net" in "Cash flows from operating activities" in the three months ended March 31, 2025, is presented separately in the three months ended March 31, 2026, because of its increased quantitative materiality. The Company has reorganized the Condensed Quarterly Consolidated Statement of Cash Flows for the three months ended March 31, 2025, to reflect this change in presentation.

As a result, 49 million yen presented under "Other—net" in "Cash flows from operating activities" in the Condensed Quarterly Consolidated Statement of Cash Flows for the three months ended March 31, 2025, has been reclassified as "(Gain) loss on sale and retirement of non-current assets" of 49 million yen.

3. Condensed Quarterly Consolidated Financial Statements and Primary Notes

(1) Condensed Quarterly Consolidated Statement of Financial Position

	(Millions of yen)	
	FY2025 (As of December 31, 2025)	The first quarter (As of March 31, 2026)
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	295,183	255,893
Trade and other receivables	1,818,316	1,696,182
Inventories	9,492	24,345
Income tax receivables	41,514	43,386
Other financial assets	22,289	23,832
Other current assets	60,899	71,487
Subtotal	2,247,696	2,115,128
Non-current assets classified as held for sale	53,707	3,733
Total current assets	2,301,403	2,118,862
NON-CURRENT ASSETS:		
Property, plant and equipment	22,967	22,083
Goodwill	320,102	322,815
Intangible assets	178,219	170,167
Right-of-use assets	104,511	120,601
Investments accounted for using the equity method	53,164	70,769
Other financial assets	107,661	109,087
Other non-current assets	65,690	65,191
Deferred tax assets	53,066	45,157
Total non-current assets	905,383	925,873
TOTAL ASSETS	3,206,787	3,044,735

	(Millions of yen)	
	FY2025 (As of December 31, 2025)	The first quarter (As of March 31, 2026)
LIABILITIES AND EQUITY		
LIABILITIES		
CURRENT LIABILITIES:		
Trade and other payables	1,655,434	1,547,350
Bonds and borrowings	122,067	105,695
Other financial liabilities	71,037	76,970
Income tax payables	37,271	25,415
Provisions	18,864	17,054
Other current liabilities	210,390	182,311
Subtotal	2,115,065	1,954,798
Liabilities directly associated with non-current assets classified as held for sale	30,176	760
Total current liabilities	2,145,241	1,955,558
NON-CURRENT LIABILITIES:		
Bonds and borrowings	346,174	346,207
Other financial liabilities	198,914	201,810
Liability for retirement benefits	15,868	16,135
Provisions	13,048	10,906
Other non-current liabilities	6,259	5,843
Deferred tax liabilities	33,325	30,422
Total non-current liabilities	613,590	611,326
Total liabilities	2,758,832	2,566,885
EQUITY:		
Share capital	74,609	74,609
Share premium account	75,862	75,735
Treasury shares	(26,494)	(26,496)
Other components of equity	201,359	202,258
Retained earnings	49,511	91,122
Total equity attributable to owners of the parent	374,849	417,230
Non-controlling interests	73,105	60,619
Total equity	447,954	477,850
TOTAL LIABILITIES AND EQUITY	3,206,787	3,044,735

(2) Condensed Quarterly Consolidated Statement of Income

For the three months ended March 31, 2025 and March 31, 2026

		(Millions of yen)
	Three months ended March 31, 2025 (From January 1 to March 31, 2025)	Three months ended March 31, 2026 (From January 1 to March 31, 2026)
Revenue	345,160	357,129
Cost of sales	<u>(57,872)</u>	<u>(62,064)</u>
Net revenue	287,287	295,064
Selling, general and administrative expenses	(259,210)	(263,760)
Business transformation cost	(2,264)	(3,581)
Gain (loss) on sale and retirement of non-current assets	(49)	29,678
Other income	523	7,708
Other expenses	<u>(861)</u>	<u>(151)</u>
Operating profit	25,426	64,958
Share of results of associates	1,570	2,145
Gain on sales of shares of associates	<u>12</u>	<u>—</u>
Profit before interest and tax	27,009	67,104
Finance income	1,804	1,888
Finance costs	<u>(7,025)</u>	<u>(6,450)</u>
Profit before tax	21,788	62,541
Income tax expense	<u>(12,755)</u>	<u>(19,335)</u>
Profit for the period	<u><u>9,033</u></u>	<u><u>43,206</u></u>
Profit attributable to:		
Owners of the parent	6,269	40,153
Non-controlling interests	2,763	3,052
Earnings per share		
Basic earnings per share (Yen)	24.15	154.68
Diluted earnings per share (Yen)	24.08	154.05

Reconciliation from operating profit to underlying operating profit

	(Millions of yen)	
	Three months ended March 31, 2025 (From January 1 to March 31, 2025)	Three months ended March 31, 2026 (From January 1 to March 31, 2026)
Operating profit	25,426	64,958
Amortization of intangible assets incurred in acquisitions	6,216	6,098
Selling, general and administrative expenses	335	33
Business transformation cost	2,264	3,581
(Gain) loss on sale and retirement of non-current assets	49	(29,678)
Other income	(366)	(7,184)
Other expenses	—	1
Underlying operating profit (Note)	<u>33,926</u>	<u>37,812</u>

(Note) The underlying operating profit is a KPI to measure recurring business performance which is calculated by eliminating gain/loss related to M&As and one-off items from operating profit.

Gain/loss related to M&As: Amortization of M&A related intangible assets, acquisition costs and share-based compensation expenses following the acquisition of 100% ownership of a subsidiary

Examples of one-off items: Business transformation cost, impairment loss, gain/loss on sales of non-current assets and extra retirement payments

Underlying operating profit is not defined under IFRS; however, it is voluntarily disclosed in the Condensed Quarterly Consolidated Statement of Income since management has concluded that the information is useful for users of the financial statements.

(3) Condensed Quarterly Consolidated Statement of Comprehensive Income

	(Millions of yen)	
	Three months ended March 31, 2025 (From January 1 to March 31, 2025)	Three months ended March 31, 2026 (From January 1 to March 31, 2026)
PROFIT FOR THE PERIOD	9,033	43,206
OTHER COMPREHENSIVE INCOME		
ITEMS THAT WILL NOT BE RECLASSIFIED TO PROFIT OR LOSS:		
Net change in financial assets measured at fair value through other comprehensive income	(649)	866
Remeasurements of defined benefit plans	(47)	(48)
Share of other comprehensive income of investments accounted for using the equity method	(62)	(145)
ITEMS THAT MAY BE RECLASSIFIED TO PROFIT OR LOSS:		
Exchange differences on translation of foreign operations	(14,884)	(1,262)
Effective portion of the change in the fair value of cash flow hedges	(3,874)	2,618
Hedge cost	117	154
Share of other comprehensive income of investments accounted for using the equity method	(12)	(4)
Other comprehensive income, net of tax	(19,414)	2,177
COMPREHENSIVE INCOME FOR THE PERIOD	(10,380)	45,383
COMPREHENSIVE INCOME FOR THE PERIOD ATTRIBUTABLE TO:		
Owners of the parent	(12,970)	42,261
Non-controlling interests	2,589	3,122

(4) Condensed Quarterly Consolidated Statement of Changes in Equity

For the three months ended March 31, 2025 (From January 1 to March 31, 2025)

(Millions of yen)

	Total equity attributable to owners of the parent					
	Share capital	Share premium account	Treasury shares	Other components of equity		
				Exchange differences on translation of foreign operations	Effective portion of the change in the fair value of cash flow hedges	Hedge cost
As of January 1, 2025	74,609	75,373	(26,559)	151,599	18,190	(1,131)
Profit for the period						
Other comprehensive income				(14,708)	(3,874)	117
Comprehensive income for the period	—	—	—	(14,708)	(3,874)	117
Repurchase of treasury shares			(0)			
Dividends						
Transactions with non-controlling interests						
Loss of control of subsidiaries						
Transfer from other components of equity to retained earnings						
Transfer to non-financial assets					(73)	
Other changes		37				
Transactions with owners—total	—	37	(0)	—	(73)	—
As of March 31, 2025	74,609	75,410	(26,560)	136,891	14,242	(1,014)

(Millions of yen)

	Total equity attributable to owners of the parent						
	Other components of equity						
	Net change in financial assets measured at fair value through other comprehensive income	Remeasurements of defined benefit plans	Total	Retained earnings	Total	Non-controlling interests	Total equity
As of January 1, 2025	47,822	—	216,481	356,933	696,838	72,197	769,035
Profit for the period			—	6,269	6,269	2,763	9,033
Other comprehensive income	(726)	(47)	(19,239)		(19,239)	(174)	(19,414)
Comprehensive income for the period	(726)	(47)	(19,239)	6,269	(12,970)	2,589	(10,380)
Repurchase of treasury shares			—		(0)		(0)
Dividends			—	(18,105)	(18,105)	(5,138)	(23,243)
Transactions with non-controlling interests			—	4	4	(41)	(37)
Loss of control of subsidiaries			—		—		—
Transfer from other components of equity to retained earnings	(11,871)	47	(11,823)	11,823	—		—
Transfer to non-financial assets			(73)		(73)		(73)
Other changes			—	(445)	(408)		(408)
Transactions with owners—total	(11,871)	47	(11,897)	(6,722)	(18,583)	(5,179)	(23,763)
As of March 31, 2025	35,225	—	185,343	356,480	665,284	69,607	734,891

For the three months ended March 31, 2026 (From January 1 to March 31, 2026)

(Millions of yen)

	Total equity attributable to owners of the parent					
	Share capital	Share premium account	Treasury shares	Other components of equity		
				Exchange differences on translation of foreign operations	Effective portion of the change in the fair value of cash flow hedges	Hedge cost
As of January 1, 2026	74,609	75,862	(26,494)	159,993	10,879	(890)
Profit for the period						
Other comprehensive income				(1,311)	2,618	154
Comprehensive income for the period	—	—	—	(1,311)	2,618	154
Repurchase of treasury shares			(1)			
Dividends						
Transactions with non-controlling interests						
Loss of control of subsidiaries						
Transfer from other components of equity to retained earnings						
Transfer to non-financial assets					(256)	
Other changes		(127)				
Transactions with owners—total	—	(127)	(1)	—	(256)	—
As of March 31, 2026	74,609	75,735	(26,496)	158,681	13,241	(736)

(Millions of yen)

	Total equity attributable to owners of the parent						
	Other components of equity						
	Net change in financial assets measured at fair value through other comprehensive income	Remeasurements of defined benefit plans	Total	Retained earnings	Total	Non-controlling interests	Total equity
As of January 1, 2026	31,377	—	201,359	49,511	374,849	73,105	447,954
Profit for the period			—	40,153	40,153	3,052	43,206
Other comprehensive income	695	(48)	2,107		2,107	70	2,177
Comprehensive income for the period	695	(48)	2,107	40,153	42,261	3,122	45,383
Repurchase of treasury shares			—		(1)		(1)
Dividends			—		—	(3,635)	(3,635)
Transactions with non-controlling interests			—	(52)	(52)	165	113
Loss of control of subsidiaries			—		—	(12,137)	(12,137)
Transfer from other components of equity to retained earnings	(1,002)	48	(953)	953	—		—
Transfer to non-financial assets			(256)		(256)		(256)
Other changes			—	557	429		429
Transactions with owners—total	(1,002)	48	(1,209)	1,458	119	(15,608)	(15,488)
As of March 31, 2026	31,071	—	202,258	91,122	417,230	60,619	477,850

(5) Condensed Quarterly Consolidated Statement of Cash Flows

	(Millions of yen)	
	Three months ended March 31, 2025 (From January 1 to March 31, 2025)	Three months ended March 31, 2026 (From January 1 to March 31, 2026)
CASH FLOWS FROM OPERATING ACTIVITIES		
Profit before tax	21,788	62,541
ADJUSTMENTS FOR:		
Depreciation and amortization	18,767	18,202
Interest and dividend income	(1,080)	(1,031)
Interest expense	5,217	6,237
Share of results of associates	(1,570)	(2,145)
Revaluation (gain) loss on contingent consideration and put option liability	(41)	66
(Gain) loss on sale and retirement of non- current assets	49	(29,678)
(Gain) loss on valuation of securities	1,470	(546)
Increase (decrease) in liability for retirement benefits	(97)	226
Increase (decrease) in provision of business transformation cost	(89)	(4,081)
Other—net	(4,620)	(10,920)
Cash flows from operating activities before adjusting changes in working capital and others	39,792	38,870
CHANGES IN WORKING CAPITAL:		
(Increase) decrease in trade and other receivables	118,346	120,399
(Increase) decrease in inventories	(10,075)	(14,774)
(Increase) decrease in other current assets	(8,790)	(10,263)
Increase (decrease) in trade and other payables	(144,073)	(114,027)
Increase (decrease) in other current liabilities	(16,919)	(23,064)
Change in working capital	(61,511)	(41,729)
Subtotal	(21,719)	(2,859)
Interest received	1,081	1,098
Dividends received	203	1,974
Interest paid	(6,042)	(7,241)
Income taxes paid	(24,457)	(25,433)
Net cash flow from operating activities	(50,933)	(32,461)

	(Millions of yen)	
	Three months ended March 31, 2025 (From January 1 to March 31, 2025)	Three months ended March 31, 2026 (From January 1 to March 31, 2026)
CASH FLOWS FROM INVESTING ACTIVITIES		
Payment for purchase of property, plant and equipment, intangible assets	(3,726)	(3,332)
Proceeds from sale of property, plant and equipment, intangible assets	0	30,998
Net cash (paid) received on acquisition of subsidiaries	—	(110)
Net cash (paid) received on sale of subsidiaries	—	(13,846)
Payments for purchases of securities	(2,344)	(1,230)
Proceeds from sales of securities	17,047	1,100
Other—net	(148)	333
Net cash flow from investing activities	10,827	13,913
CASH FLOWS FROM FINANCING ACTIVITIES		
Net increase (decrease) in short-term borrowings	18,829	(2,173)
Proceeds from long-term borrowings	10,000	78
Repayment of long-term borrowings	(9,606)	(15,185)
Repayments of lease obligations	(9,566)	(9,090)
Payment for acquisition of interest in a subsidiary from non-controlling interests	(13)	(61)
Repurchase of treasury shares	(0)	(1)
Dividends paid	(18,105)	—
Dividends paid to non-controlling interests	(5,138)	(3,635)
Payments for settlement of derivatives	—	(8,077)
Other—net	183	50
Net cash flow from financing activities	(13,417)	(38,096)
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS	(3,293)	(195)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(56,816)	(56,839)
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	371,989	295,183
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS INCLUDED IN ASSETS CLASSIFIED AS HELD FOR SALE	—	17,549
CASH AND CASH EQUIVALENTS AT END OF PERIOD	315,172	255,893

(6) Notes on the Condensed Quarterly Consolidated Financial Statements

(Notes on Premise of Going Concern)

No items to report

(Segment and Other Information)

1. Description of reportable segments

The Group's reportable segments are those for which discrete financial information is available, and for which the Board of Directors conducts regular reviews to make decisions about resources to be allocated and to assess performance.

The Group is mainly engaged in providing communications-related services focusing on advertising, and manages its business in the categories of "Japan," "Americas," "EMEA," and "APAC."

Accordingly, the Group has four reportable segments: "Japan," "Americas," "EMEA," and "APAC."

2. Information on reportable segments

Segment profit is based on operating profit net of adjusting items such as M&A related items and one-off items.

Intersegment revenues are based on the prevailing market price.

Three months ended March 31, 2025 (From January 1 to March 31, 2025)

(Millions of yen)

	Japan	Americas	EMEA	APAC	Total	Eliminations/ Central costs	Consolidated
Revenue (Note 1)	158,556	93,586	68,170	23,676	343,989	1,170	345,160
Net revenue (Note 2)	129,695	76,291	56,952	23,068	286,008	1,279	287,287
Segment profit (loss) (underlying operating profit (loss)) (Note 3)	37,638	13,523	(1,554)	(3,224)	46,382	(12,456)	33,926
(Adjusting items)							
Amortization of intangible assets incurred in acquisitions	—	—	—	—	—	—	(6,216)
Selling, general and administrative expenses	—	—	—	—	—	—	(335)
Business transformation cost	—	—	—	—	—	—	(2,264)
Loss on sale and retirement of non- current assets	—	—	—	—	—	—	(49)
Other income	—	—	—	—	—	—	366
Other expenses	—	—	—	—	—	—	—
Operating profit	—	—	—	—	—	—	25,426
Share of results of associates	—	—	—	—	—	—	1,570
Gain on sales of shares of associates	—	—	—	—	—	—	12
Finance income	—	—	—	—	—	—	1,804
Finance costs	—	—	—	—	—	—	(7,025)
Profit before tax	—	—	—	—	—	—	21,788
Segment assets (Note 4)	1,130,612	1,263,638	629,455	290,721	3,314,427	(55,485)	3,258,942

Three months ended March 31, 2026 (From January 1 to March 31, 2026)

(Millions of yen)

	Japan	Americas	EMEA	APAC	Total	Eliminations/ Central costs	Consolidated
Revenue (Note 1)	158,848	91,213	81,298	24,436	355,797	1,332	357,129
Net revenue (Note 2)	128,873	76,443	65,501	22,771	293,590	1,474	295,064
Segment profit (loss) (underlying operating profit (loss)) (Note 3)	39,754	12,280	2,547	(3,174)	51,408	(13,596)	37,812
(Adjusting items)							
Amortization of intangible assets incurred in acquisitions	—	—	—	—	—	—	(6,098)
Selling, general and administrative expenses	—	—	—	—	—	—	(33)
Business transformation cost	—	—	—	—	—	—	(3,581)
Gain on sale and retirement of non- current assets	—	—	—	—	—	—	29,678
Other income	—	—	—	—	—	—	7,184
Other expenses	—	—	—	—	—	—	(1)
Operating profit	—	—	—	—	—	—	64,958
Share of results of associates	—	—	—	—	—	—	2,145
Finance income	—	—	—	—	—	—	1,888
Finance costs	—	—	—	—	—	—	(6,450)
Profit before tax	—	—	—	—	—	—	62,541
Segment assets (Note 4)	1,151,599	1,073,860	633,494	317,249	3,176,203	(131,467)	3,044,735

- (Notes)
1. Eliminations/central costs for revenue are due to eliminations of revenue associated with central functions and intersegment transactions. Revenue from central functions was 1,793 million yen in the three months ended March 31, 2025, and 1,720 million yen in the three months ended March 31, 2026.
 2. Eliminations/central costs for net revenue are due to eliminations of net revenue associated with central functions and intersegment transactions. Net revenue from central functions was 1,732 million yen in the three months ended March 31, 2025, and 1,720 million yen in the three months ended March 31, 2026.
 3. Eliminations/central costs for segment profit (underlying operating profit) are primarily expenses associated with central functions.
 4. Eliminations/central costs for segment assets are due primarily to central assets and eliminations of intersegment transactions.

(Significant Subsequent Events)

No items to report

Independent Auditor’s Report on Review of Quarterly Consolidated Financial Statements

May 15, 2026

To the Board of Directors of Dentsu Group Inc.:

KPMG AZSA LLC Tokyo Office, Japan

Isao Kamizuka
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Shuji Ezawa
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Kentaro Hayashi
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Conclusion

We have reviewed the accompanying condensed quarterly consolidated financial statements of Dentsu Group Inc. (“the Company”) and its consolidated subsidiaries (collectively referred to as “the Group”) provided in the “Attached Documents” in the Quarterly Earning Reports, which comprise the condensed quarterly consolidated statement of financial position as at March 31, 2026, the condensed quarterly consolidated statements of income, comprehensive income, changes in equity and cash flows for the three-month period then ended, and notes on the condensed quarterly consolidated financial statements.

Based on our review, nothing has come to our attention that causes us to believe that the accompanying condensed quarterly consolidated financial statements are not prepared, in all material respects, in accordance with Article 5(2) of Standard for Preparation of Quarterly Financial Statements of Tokyo Stock Exchange, Inc. (“the Standard”) (applying the omissions prescribed in Article 5(5) of the Standard).

Basis for Conclusion

We conducted our review in accordance with interim review standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Review of the Condensed Quarterly Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the ethical requirements in Japan (including those that are relevant to audits of the financial statements of public interest entities), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Responsibilities of Management and the Audit Committee for the Condensed Quarterly Consolidated Financial Statements

Management is responsible for the preparation and presentation of the condensed quarterly consolidated financial statements in accordance with Article 5(2) of Standard for Preparation of Quarterly Financial Statements of Tokyo Stock Exchange, Inc. (applying the omissions prescribed in Article 5(5) of the Standard), and for such internal control as management determines is necessary to enable the preparation of the condensed quarterly consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the condensed quarterly consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with Article 5(2) of Standard for Preparation of Quarterly Financial Statements of Tokyo Stock Exchange, Inc. (applying the omissions prescribed in Article 5(5) of the Standard) and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The Audit Committee is responsible for overseeing the Executive Officers' and Directors' performance of their duties with regard to the design, implementation and maintenance of the Group's financial reporting process.

Auditor's Responsibilities for the Review of the Condensed Quarterly Consolidated Financial Statements

Our responsibility is to express a conclusion on these condensed quarterly consolidated financial statements based on our review in our report on the review of interim consolidated financial statements. As part of our review in accordance with interim review standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the review. We also:

- Make inquiries, primarily of management and persons responsible for financial and accounting matters, and apply analytical and other review procedures. An interim review is substantially less in scope than an audit conducted in accordance with auditing standards generally accepted in Japan.

- Conclude, based on the evidence obtained, that nothing has come to our attention that causes us to believe that the condensed quarterly consolidated financial statements are not prepared in accordance with Article 5(2) of Standard for Preparation of Quarterly Financial Statements of Tokyo Stock Exchange, Inc. (applying the omissions prescribed in Article 5(5) of the Standard), if a material uncertainty relating to events or conditions comes to our attention that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report on the review of condensed quarterly consolidated financial statements to the related disclosures in the condensed quarterly consolidated financial statements or, if such disclosures are inadequate, to express a qualified conclusion or an adverse conclusion. Our conclusions are based on the evidence obtained up to the date of our report on the review of condensed quarterly consolidated financial statements; however, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate that nothing has come to our attention that causes us to believe that the presentation and disclosures in the condensed quarterly consolidated financial statements are not prepared in accordance with Article 5(2) of Standard for Preparation of Quarterly Financial Statements of Tokyo Stock Exchange, Inc. (applying the omissions prescribed in Article 5(5) of the Standard).
- Obtain sufficient appropriate evidence regarding the financial information of the entities or business activities within the Group as a basis for forming a conclusion on the condensed quarterly consolidated financial statements. We are responsible for the direction, supervision and review of the interim review on the condensed quarterly consolidated financial statements. We remain solely responsible for our review conclusion.

We communicate with the Audit Committee regarding, the planned scope and timing of the review, significant review findings that we identify during our review.

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Reader of Review Report:

The Independent Auditor's Report herein is the English translation of the Independent Auditor's Report on Review of Quarterly Consolidated Financial Statements originally issued in the Japanese language for the conveniences of the reader.