電通総研

Presentation Material of Financial Results for the First Half of FY2026 (from January 1, 2026 to June 30, 2026)

Note: This English translation is solely for reference purposes and not a legally definitive translation of the original Japanese text. In the event a difference arises regarding the meaning herein, the original Japanese version will prevail as the official authoritative version.

DENTSU SOKEN INC.

July 29, 2026

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Summary for H1 FY2026

YoY	● Net sales increased +10.5% and operating profit increased +15.8% year on year, driven by Financial Solutions, Business Solutions, and Communication IT.
vs. Initial Forecast	● Net sales increased +1.9% and operating profit increased +2.9% versus the initial forecast, with Business Solutions and Communication IT remaining solid.
Orders	● Orders received increased +20.9% and order backlog increased +38.6%, continuing strong momentum in the second quarter.
Progress	● Progress against the full-year forecast was steady, with net sales at 48.7% and operating profit at 48.4% (prior-year progress: net sales 48.7%, operating profit 46.6%).

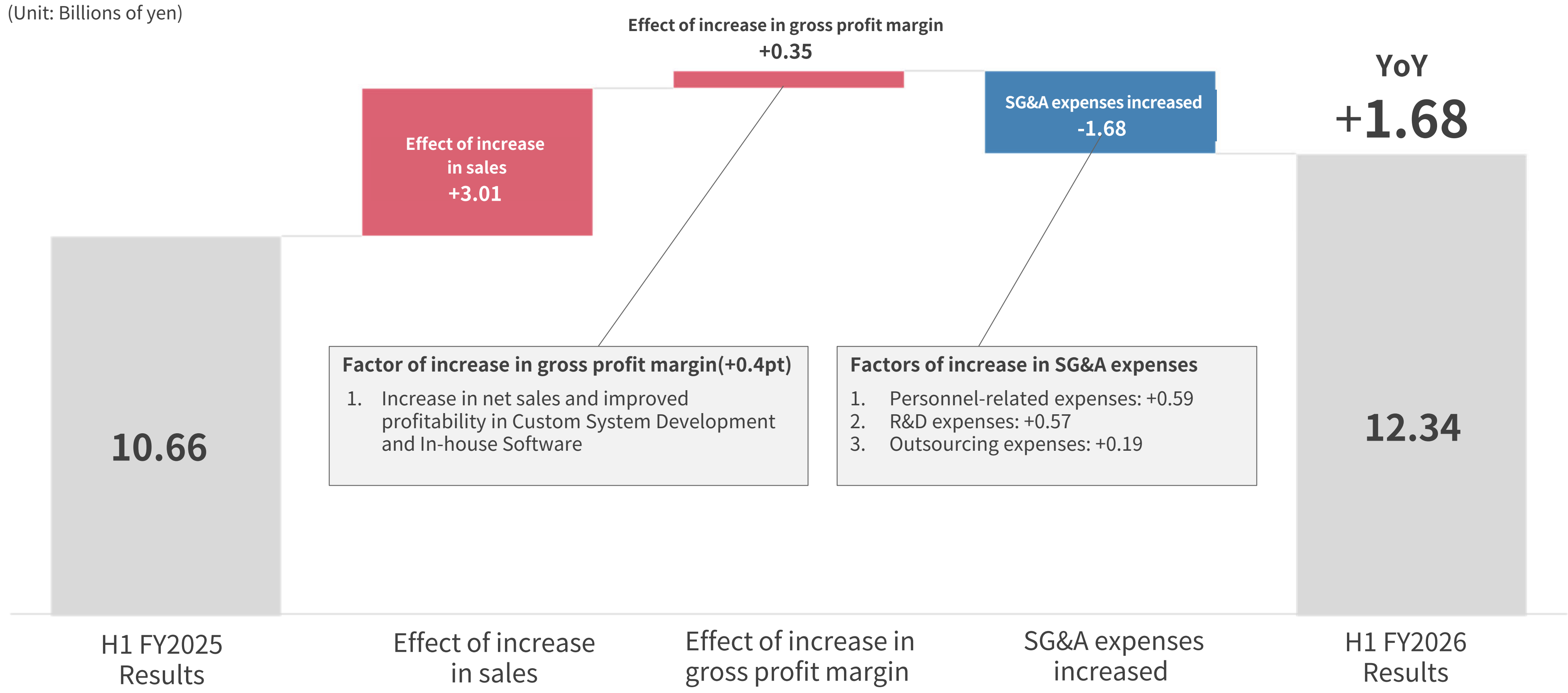
Consolidated Results for H1 FY2026

(Unit: Millions of yen)	H1 FY2025	H1 FY2026	YoY		H1 FY2026 Forecast	vs. Forecast	
Net sales	80,239	88,649	+8,410	+10.5%	87,000	+1,649	+1.9%
Gross profit	28,785	32,153	+3,368	+11.7%	-	-	-
Gross profit margin	35.9%	36.3%	+0.4pt	-	-	-	-
Selling, general and administrative expenses	18,123	19,811	+1,688	+9.3%	-	-	-
Operating profit	10,661	12,342	+1,681	+15.8%	12,000	+342	+2.9%
Operating margin	13.3%	13.9%	+0.6pt	-	13.8%	+0.1pt	-
Ordinary profit	11,109	12,727	+1,618	+14.6%	12,300	+427	+3.5%
Profit attributable to owners of parent	7,684	8,888	+1,204	+15.7%	8,500	+388	+4.6%
Number of employees (people)*	4,592	4,847	+255	+5.6%			

* At the end of the H1

Factors of Increase/Decrease in Operating Profit for H1 FY2026 [YoY]

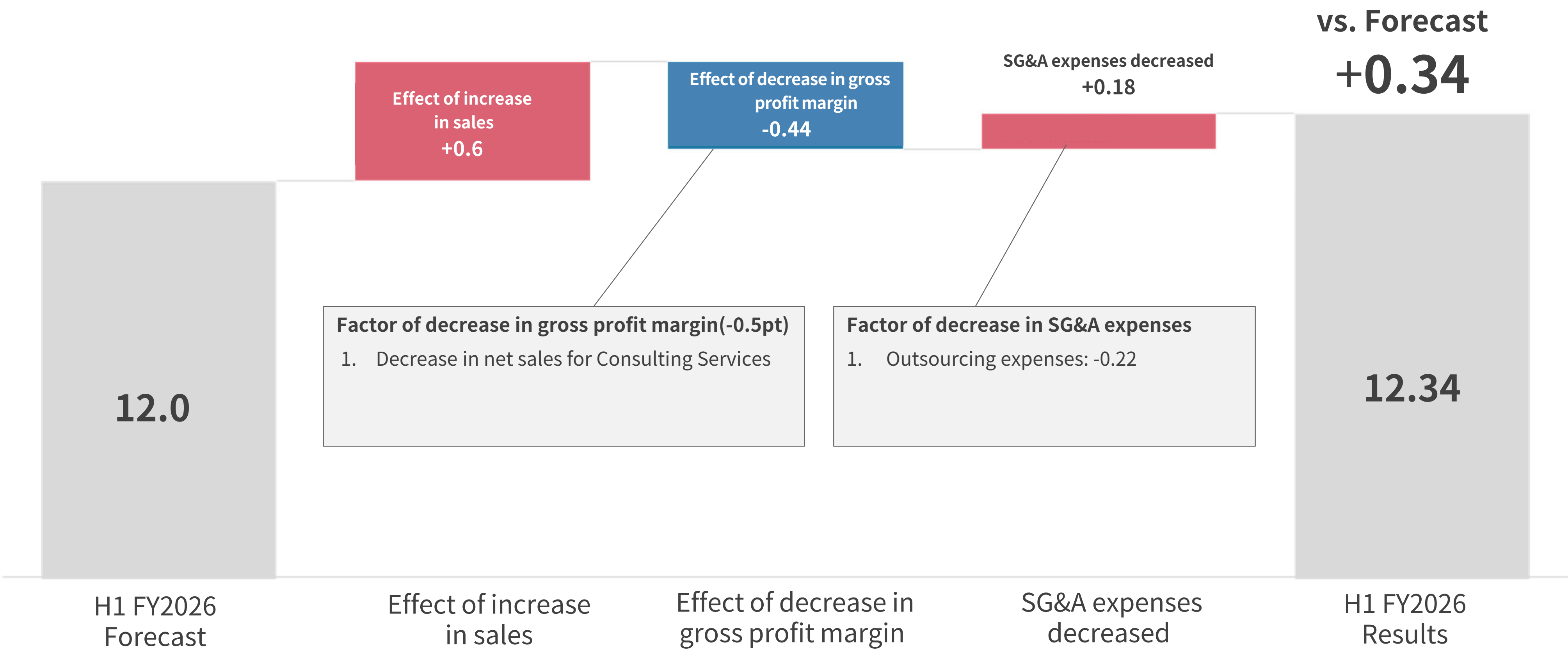
● Operating profit increased mainly due to increased sales despite an increase in SG&A expenses.



Factors of Increase/Decrease in Operating Profit for H1 FY2026 [vs. Forecast]

● Operating profit increased mainly due to increased sales.

(Unit: Billions of yen)



Non-Operating Income/Expenses and Extraordinary Income/Losses for H1 FY2026

(Unit: Millions of yen)	H1 FY2025	H1 FY2026	YoY	
Operating profit	10,661	12,342	+1,681	+15.8%
Non-operating income	470	588	+118	+25.1%
Non-operating expenses	22	203	+181	+822.7%
Ordinary profit	11,109	12,727	+1,618	+14.6%
Extraordinary income	-	-	-	-
Extraordinary losses	-	-	-	-
Profit before income taxes	11,109	12,727	+1,618	+14.6%
Total income taxes	3,424	3,843	+419	+12.2%
Profit attributable to non-controlling interests	-	-5	-5	-
Profit attributable to owners of parent	7,684	8,888	+1,204	+15.7%

Net Sales and Operating Profit by Reportable Segment for H1 FY2026

(Unit: Millions of yen)		H1 FY2025	H1 FY2026	YoY		H1 FY2026 Forecast	vs. Forecast	
Financial Solutions	Net sales	16,355	18,489	+2,134	+13.0%	18,700	-211	-1.1%
	Operating profit	1,905	2,545	+640	+33.6%	-	-	-
	Operating margin	11.6%	13.8%	+2.2pt	-	-	-	-
Business Solutions	Net sales	13,105	15,627	+2,522	+19.2%	15,100	+527	+3.5%
	Operating profit	2,930	4,026	+1,096	+37.4%	-	-	-
	Operating margin	22.4%	25.8%	+3.4pt	-	-	-	-
Manufacturing Solutions	Net sales	31,002	30,989	-13	-0.0%	31,400	-411	-1.3%
	Operating profit	4,121	3,187	-934	-22.7%	-	-	-
	Operating margin	13.3%	10.3%	-3.0pt	-	-	-	-
Communication IT	Net sales	19,775	23,543	+3,768	+19.1%	21,800	+1,743	+8.0%
	Operating profit	1,703	2,582	+879	+51.6%	-	-	-
	Operating margin	8.6%	11.0%	+2.4pt	-	-	-	-

FS: [Higher sales & profit] Expanded Custom System Development (trust, mega banks), and BANK･R* implementations (government-affiliated,regional financial institutions).
BS: [Higher sales & profit] Expanded implementations of POSITIVE* (trading companies, electric power); STRAVIS* (trading companies, real estate); Ci*X* (food industry).
MS: [Flat sales, lower profit] Declined Consulting (transportation equipment), but net sales were flat on expanded ALM* and PLM*. Operating profit decreased due to higher personnel and R&D expenses.
CIT: [Higher sales & profit] Expanded Custom System Development for the Dentsu Group and the transportation industry.

*BANK R: loan solution, POSITIVE: integrated HCM solution, STRAVIS: consolidated accounting solution, Ci*X: integrated group accounting solution, ALM: Application Lifecycle Management, PLM: Product Lifecycle Management

Net Sales by Service Category and the Dentsu Group for H1 FY2026

Net Sales by Service Category

(Unit: Millions of yen)	H1 FY2025	H1 FY2026	YoY		H1 FY2026 Forecast	vs. Forecast	
Consulting Services	5,611	4,886	-725	-12.9%	5,900	-1,014	-17.2%
Custom System Development	16,469	20,032	+3,563	+21.6%	18,900	+1,132	+6.0%
In-house Software	16,078	19,150	+3,072	+19.1%	18,300	+850	+4.6%
Third-party Software	26,855	28,340	+1,485	+5.5%	28,500	-160	-0.6%
Outsourcing, Operation and Maintenance Services	10,196	11,380	+1,184	+11.6%	10,700	+680	+6.4%
IT Equipment Sales and Others	5,027	4,859	-168	-3.3%	4,700	+159	+3.4%

Net Sales by the Dentsu Group

(Unit: Millions of yen)	H1 FY2025	H1 FY2026	YoY	
Dentsu Group Inc. and its subsidiaries	10,541	12,298	+1,757	+16.7%

Consolidated Results for Q2 FY2026 (April-June)

(Unit: Millions of yen)	Q2 FY2025 (Apr-Jun)	Q2 FY2026 (Apr-Jun)	YoY	
Net sales	39,994	44,829	+4,835	+12.1%
Gross profit	14,388	16,258	+1,870	+13.0%
Gross profit margin	36.0%	36.3%	+0.3pt	-
Selling, general and administrative expenses	9,505	10,505	+1,000	+10.5%
Operating profit	4,882	5,753	+871	+17.8%
Operating margin	12.2%	12.8%	+0.6pt	-
Ordinary profit	5,114	6,001	+887	+17.4%
Profit attributable to owners of parent	3,490	4,142	+652	+18.7%

Net Sales and Operating Profit by Reportable Segment for Q2 FY2026 (April-June)

(Unit: Millions of yen)

		Q2 FY2025 (Apr-Jun)	Q2 FY2026 (Apr-Jun)	YoY	
Financial Solutions	Net sales	8,050	9,387	+1,337	+16.6%
	Operating profit	799	1,136	+337	+42.2%
	Operating margin	9.9%	12.1%	+2.2pt	-
Business Solutions	Net sales	7,399	7,900	+501	+6.8%
	Operating profit	1,940	1,965	+25	+1.3%
	Operating margin	26.2%	24.9%	-1.3pt	-
Manufacturing Solutions	Net sales	14,843	15,387	+544	+3.7%
	Operating profit	1,550	1,395	-155	-10.0%
	Operating margin	10.4%	9.1%	-1.3pt	-
Communication IT	Net sales	9,702	12,152	+2,450	+25.3%
	Operating profit	591	1,256	+665	+112.5%
	Operating margin	6.1%	10.3%	+4.2pt	-

Net Sales by Service Category and the Dentsu Group for Q2 FY2026 (April-June)

Net Sales by Service Category

(Unit: Millions of yen)	Q2 FY2025 (Apr-Jun)	Q2 FY2026 (Apr-Jun)	YoY	
Consulting Services	2,344	1,888	-456	-19.5%
Custom System Development	8,171	10,248	+2,077	+25.4%
In-house Software	8,434	9,668	+1,234	+14.6%
Third-party Software	13,236	14,779	+1,543	+11.7%
Outsourcing, Operation and Maintenance Services	5,170	5,797	+627	+12.1%
IT Equipment Sales and Others	2,636	2,446	-190	-7.2%

Net Sales by the Dentsu Group

(Unit: Millions of yen)	Q2 FY2025 (Apr-Jun)	Q2 FY2026 (Apr-Jun)	YoY	
Dentsu Group Inc. and its subsidiaries	5,450	6,624	+1,174	+21.5%

Net Sales by Industry for H1 FY2026

(Unit: Millions of yen)	H1 FY2025	H1 FY2026	YoY		Composition ratio H1 FY2026
Financial	16,173	18,886	+2,713	+16.8%	21.3%
Banks	11,688	13,412	+1,724	+14.8%	15.1%
Other financial institutions	4,484	5,473	+989	+22.1%	6.2%
Manufacturing	34,069	34,943	+874	+2.6%	39.4%
Transportation equipment	15,493	15,299	-194	-1.3%	17.3%
Electric appliances, Precision instruments	8,100	8,732	+632	+7.8%	9.8%
Machinery	5,214	5,310	+96	+1.8%	6.0%
Other products	5,260	5,601	+341	+6.5%	6.3%
Services and public offices	22,178	25,161	+2,983	+13.5%	28.4%
Distributions and others	7,819	9,657	+1,838	+23.5%	10.9%

* As we reviewed some of our client industries, we used reclassified figures for comparison with the same period last year.

Orders Received and Order Backlog for H1 FY2026

(Unit: Millions of yen)	Orders Received: Q2 FY2025 (Apr-Jun)	Q2 FY2026 (Apr-Jun)	YoY	H1 FY2025	H1 FY2026	YoY	Order Backlog: As of June 30, 2025	As of June 30, 2026	YoY
Reportable segment	41,528	50,757	+22.2%	90,046	108,872	+20.9%	69,666	96,562	+38.6%
Financial Solutions	9,749	12,355	+26.7%	19,552	22,462	+14.9%	11,814	16,787	+42.1%
Business Solutions	8,822	7,518	-14.8%	16,422	15,561	-5.2%	10,494	11,856	+13.0%
Manufacturing Solutions	13,157	17,605	+33.8%	30,121	39,334	+30.6%	27,754	43,979	+58.5%
Communication IT	9,799	13,277	+35.5%	23,949	31,513	+31.6%	19,602	23,938	+22.1%
Service category	41,528	50,757	+22.2%	90,046	108,872	+20.9%	69,666	96,562	+38.6%
Consulting Services	3,094	2,303	-25.6%	5,748	4,925	-14.3%	2,377	1,721	-27.6%
Custom System Development	9,403	9,788	+4.1%	19,100	22,814	+19.4%	8,318	11,218	+34.9%
In-house Software	10,085	10,552	+4.6%	20,255	20,666	+2.0%	13,346	15,372	+15.2%
Third-party Software	12,054	20,558	+70.5%	28,051	41,280	+47.2%	31,338	51,686	+64.9%
Outsourcing, Operation and Maintenance Services	4,405	5,144	+16.8%	12,354	14,236	+15.2%	8,651	9,300	+7.5%
IT Equipment Sales and Others	2,483	2,409	-3.0%	4,535	4,948	+9.1%	5,633	7,262	+28.9%

Consolidated Balance Sheet for H1 FY2026

(Unit: Millions of yen)	December 31, 2025	June 30, 2026	Change from previous fiscal year-end	Main factors for the change
Current assets	136,923	152,921	+15,998	Increase in advance payments to suppliers (+12,104) Increase in deposits paid (+9,429) Decrease in notes and accounts receivable – trade, and contract assets (-3,232) Decrease in cash and deposits (-2,316)
Non-current assets	28,131	28,645	+514	Increase in leasehold and guarantee deposits (+713) Decrease in goodwill (-288)
Total assets	165,055	181,566	+16,511	
Current liabilities	60,949	72,356	+11,407	Increase in accounts payable (+7,443) Increase in contract liabilities (+6,426)
Non-current liabilities	3,947	3,776	-171	Decrease in long-term lease liabilities (-186)
Total liabilities	64,896	76,132	+11,236	
Total net assets	100,159	105,433	+5,274	Increase in retained earnings (+4,848)
Total liabilities and net assets	165,055	181,566	+16,511	

Consolidated Cash Flows for H1 FY2026

(Unit: Millions of yen)	H1 FY2025	H1 FY2026	YoY	Main factors this period
Cash flows from operating activities	11,890	13,783	+1,893	Profit before income taxes (12,727) Increase in trade payables (7,395) Increase in contract liabilities (6,303) Increase in advance payments to suppliers (-12,076)
Cash flows from investing activities	-1,337	-2,443	-1,106	Purchase of intangible assets (-1,426) Payments of leasehold and guarantee deposits (-715)
Cash flows from financing activities	-4,302	-4,423	-121	Dividends paid (-4,040)
Effect of exchange rate changes on cash and cash equivalents	-224	152	+376	
Net increase in cash and cash equivalents	6,024	7,068	+1,044	
Cash and cash equivalents at beginning of period	61,722	69,419	+7,697	
Cash and cash equivalents at end of H1	67,747	76,488	+8,741	

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Note:
Forecasts of business results in this document are based on judgments and assumptions made in light of industry trends, customer conditions, and other information currently available, and are not intended as a guarantee that they will be achieved. Actual results may differ from these forecasts due to uncertainties inherent in forecasts, changes in internal and external conditions, and other factors.

Forecast for FY2026

● There are no changes from the announcement on February 12, 2026.

Full year

(Unit: Millions of yen)	FY2025 (Full Year)	FY2026 (Full Year)	YoY	
Net sales	164,865	182,000	+17,135	+10.4%
Operating profit	22,888	25,500	+2,612	+11.4%
Operating margin	13.9%	14.0%	+0.1pt	-
Ordinary profit	23,618	26,100	+2,482	+10.5%
Profit attributable to owners of parent	16,365	18,000	+1,635	+10.0%

Second half (Full-year forecast – H1 actual)

(Unit: Millions of yen)	H2 FY2025	H2 FY2026	YoY	
Net sales	84,625	93,350	+8,725	+10.3%
Operating profit	12,226	13,157	+931	+7.6%
Operating margin	14.4%	14.1%	-0.3pt	-
Ordinary profit	12,509	13,372	+863	+6.9%
Profit attributable to owners of parent	8,680	9,111	+431	+5.0%

Net Sales Forecast by Reportable Segment for FY2026

Full year

(Unit: Millions of yen)	FY2025 (Full Year)	FY2026 (Full Year)	YoY	
Financial Solutions	34,832	39,500	+4,668	+13.4%
Business Solutions	28,013	31,000	+2,987	+10.7%
Manufacturing Solutions	61,039	66,000	+4,961	+8.1%
Communication IT	40,980	45,500	+4,520	+11.0%

Second half (Full-year forecast − H1 actual)

(Unit: Millions of yen)	H2 FY2025	H2 FY2026	YoY	
Financial Solutions	18,476	21,010	+2,534	+13.7%
Business Solutions	14,907	15,372	+465	+3.1%
Manufacturing Solutions	30,037	35,010	+4,973	+16.6%
Communication IT	21,204	21,956	+752	+3.5%

Net Sales Forecast by Service Category for FY2026

Full year

(Unit: Millions of yen)	FY2025 (Full Year)	FY2026 (Full Year)	YoY	
Consulting Services	10,872	12,000	+1,128	+10.4%
Custom System Development	35,083	39,500	+4,417	+12.6%
In-house Software	33,985	38,500	+4,515	+13.3%
Third-party Software	54,200	59,500	+5,300	+9.8%
Outsourcing, Operation and Maintenance Services	21,112	22,500	+1,388	+6.6%
IT Equipment Sales and Others	9,611	10,000	+389	+4.0%

Second half (Full-year forecast – H1 actual)

(Unit: Millions of yen)	H2 FY2025	H2 FY2026	YoY	
Consulting Services	5,261	7,113	+1,852	+35.2%
Custom System Development	18,613	19,467	+854	+4.6%
In-house Software	17,906	19,349	+1,443	+8.1%
Third-party Software	27,345	31,159	+3,814	+13.9%
Outsourcing, Operation and Maintenance Services	10,915	11,119	+204	+1.9%
IT Equipment Sales and Others	4,583	5,140	+557	+12.2%

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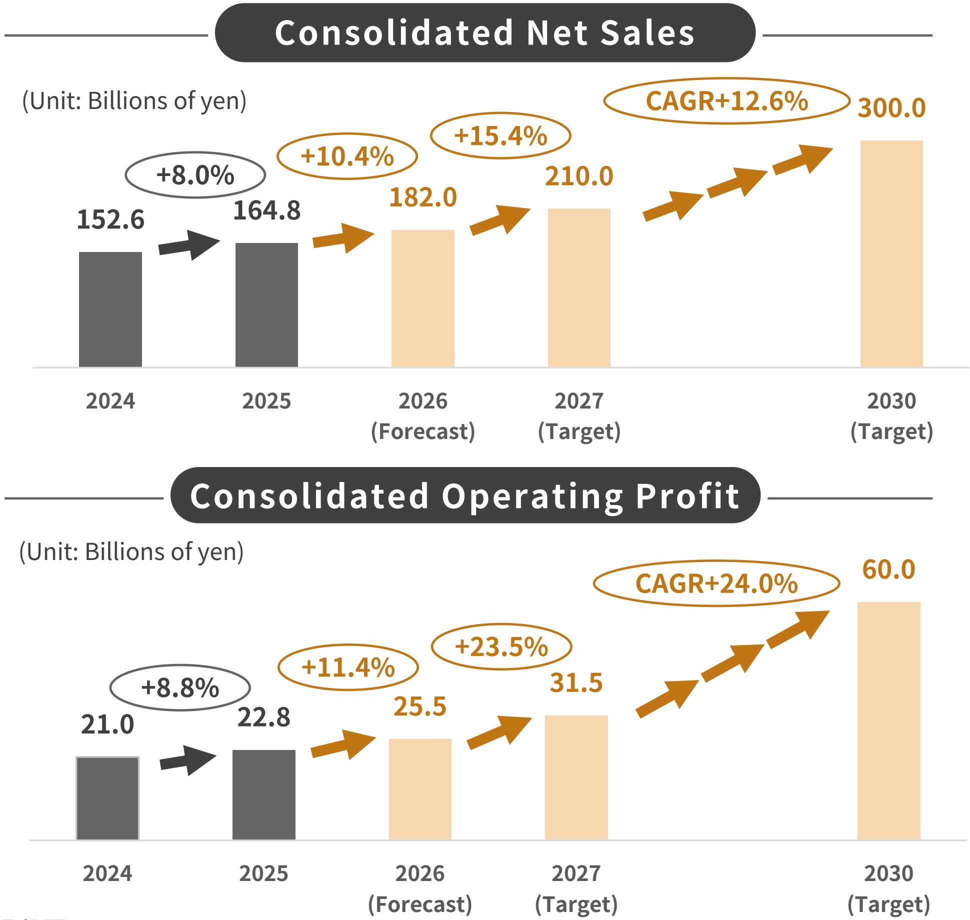
Toward Achieving the Medium-Term Management Plan

- Halfway through the three-year medium-term management plan, progress has been generally on track
- To further increase our growth rate and profit margin toward 2027 and 2030, we will accelerate the promotion of three priority measures



3 Priority Measures for 2026

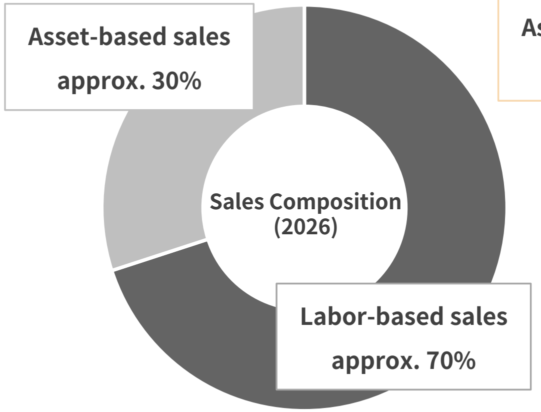
1. **Reforms to Double the Productivity of In-house Software Business**
2. **Defining a New Product Development Process Powered by Data and AI**
3. **Strengthening Financial Industry Solutions and Providing Programmable Payments**

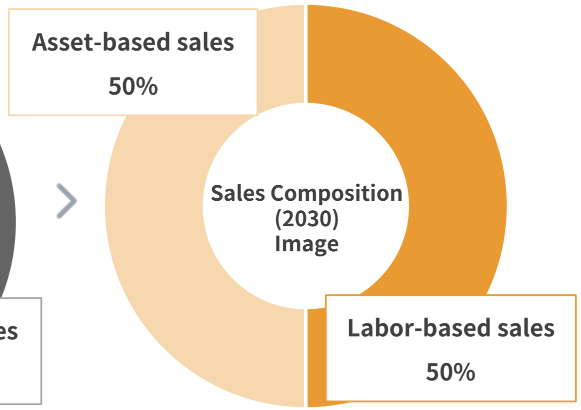
Progress on Priority Measure ①:
Reforms to Double the Productivity of In-house Software Business – Business Model Transformation

- 2026: Model AI-driven development. 2027: Scale to real projects. 2030: Full deployment, double productivity
- As productivity doubles, we will accelerate in-house software delivery and pursue growth unique to our strong assets

2026 Modeling → 2027 Scaling → –2030 Transformation Achieved

Image of Business Model Transformation for In-house Software





2030 Targets

- **AI-driven development application rate**
  *Target: development projects **100%**
- **Man-hour reduction rate** **50%**
- **Implementations per person** **2x**
- **In-house Software net sales** **¥75.0 billion**
  *2025: ¥33.9 billion

Asset-based sales: Licenses and license maintenance
Labor-based sales: Implementation, add-on development, add-on development maintenance services

Progress on Priority Measure ①:
Reforms to Double the Productivity of In-house Software Business – Modeling

- Planning and developing candidate agents, along with an orchestrator, covering the full lifecycle of in-house software projects
- 2026: 11 agents in PoC as of H1, of which 1 has already entered the scaling phase (50%+ reduction in target man-hours)
- 2027: aim to complete development of all agents

AI Agent Orchestrator (Overall Coordination)

Coordinates and connects agents across all phases to optimize overall planning, manage progress, ensure quality, and utilize knowledge

- Overall Planning and Progress Management
- Quality and Risk Management
- Knowledge and Data Utilization
- Exception Detection and Escalation
- Performance Analysis and Improvement

AI Agent Group (Autonomous Execution)

Proposal Agent
- Fit&Gap response generation
- RFP analysis
- Proposal generation
- Estimate and man-hour calculation
- Scheduling

Requirements Definition Agent
- Current business analysis
- Requirements gathering and organization
- Requirements analysis
- Requirements definition document generation
- Acceptance criteria definition

Implementation (Design/Development) Agent
- Business flow design
- Data model design
- Screen and report design
- Authorization and security design
- Integration design
- Settings and parameter auto-input
- Automatic add-on generation
- Automatic report and screen generation
- Code generation and review
- CI/CD automatic execution

Test Agent
- Automatic test plan generation
- Test case generation
- Automatic test execution
- Defect detection and analysis
- Test result report generation

Operations Agent
- Monitoring and alert detection
- Failure cause analysis and recovery
- Automatic inquiry response
- Operational improvement proposals
- Legal amendment impact analysis

Progress on Priority Measure ①:
Reforms to Double the Productivity of In-house Software Business – Product AI-Enablement

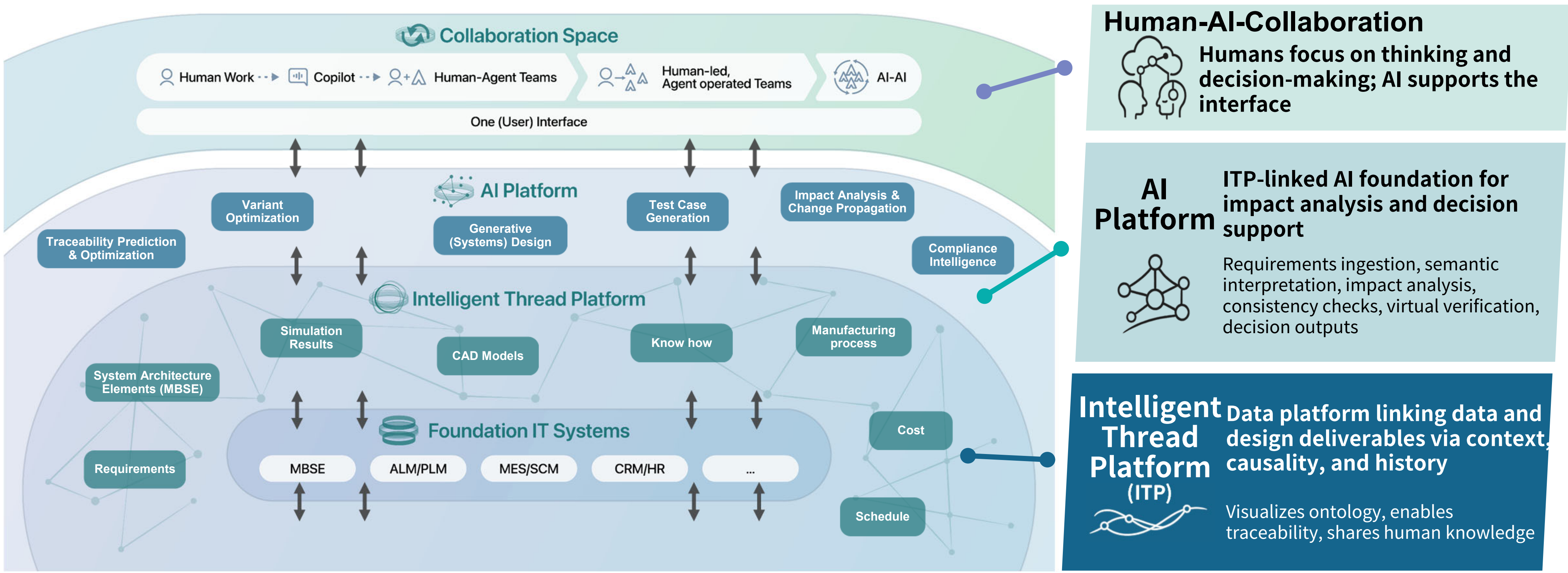
● Accelerating the implementation of AI functionality in existing in-house software and the development of AI options

Product	Status
Low-code Development Platform, iPLAss	• 2026/6: released a new version equipped with AI agent integration capabilities
Municipal digital transformation solution, minnect	• 2026/4: raunched BPR support solution, "minnect AI-BPR" • 2026/6 and 7: released enhanced AI versions of "minnect AI-Assist" and "minnect-Application Management"
Item-based actual cost analysis system, ADISIGHT-ACS	• 2026/6: released a new version equipped with AI-powered analysis templates

Product	Status
Integrated HCM solution, POSITIVE	• AI-standard New POSITIVE under development. 2027: to be rolled out by function starting
Consolidated accounting solution, STRAVIS	• Developing AI-powered management analysis and decision-support functions. Sequential rollout planned from H2 onward
Integrated group accounting solution, Ci*X	• Various AI features under consideration/development. Sequential rollout planned from H2 onward
Concept design support system, iQUAVIS	• 2027/1: plan to implement a technical breakdown agent feature • Started consideration of Next iQUAVIS

Progress on Priority Measure ②:
Defining a New Product Development Process Powered by Data and AI

- Completed architecture design for the "AI-Era Product Design and Development Platform"
- Built a prototype using drone design/development as a case study, with real iQUAVIS, CAE, and PLM data
- Currently discussing PoC projects with five companies, including in transportation equipment
- Solution sales planned, at the earliest, within 2027



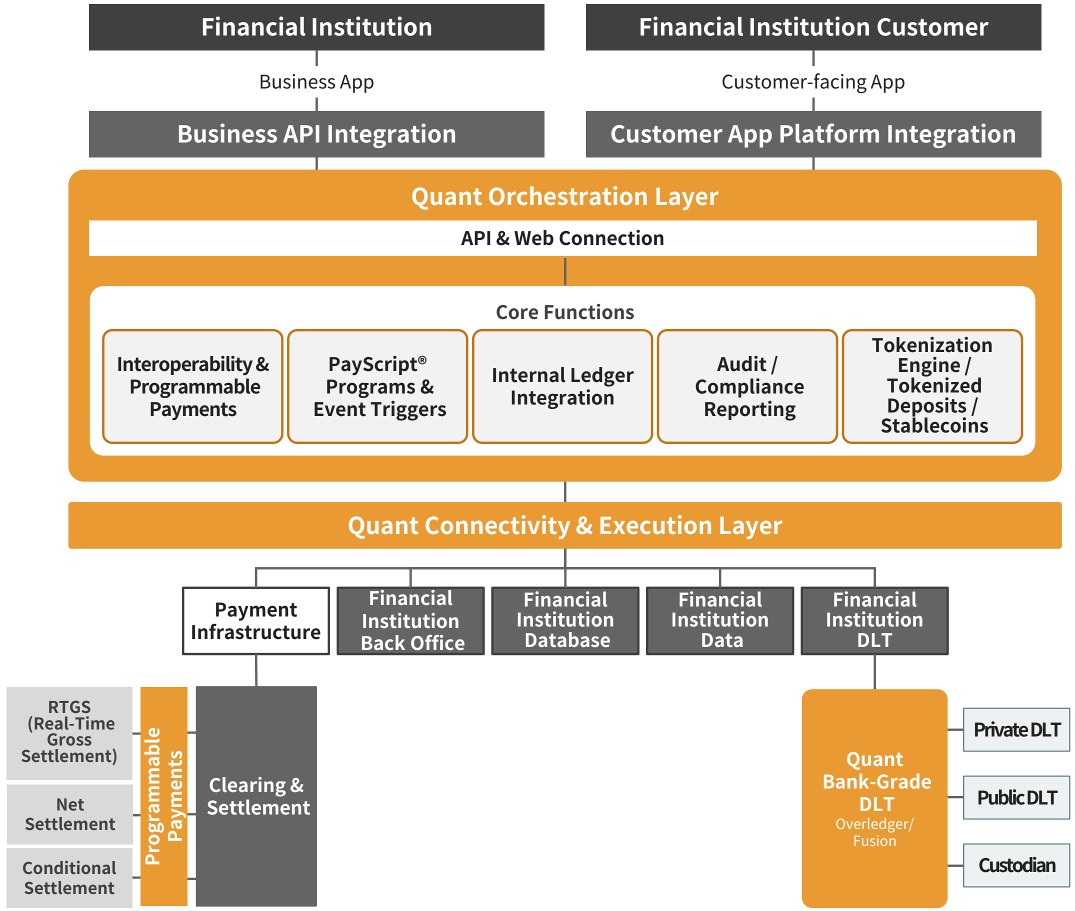
<AI-Era Product Design and Development Platform>

Progress on Priority Measure ③:
Strengthening Financial Industry Solutions and Providing Programmable Payments

- To increase the proportion of in-house software in the Financial Solutions segment (13% in 2025), we are strengthening sales and increasing product investment in areas such as lending

Product	Status
Loan solution, BANK R	• 2026 H1 net sales, YoY: +108% • Started consideration of Next Bank R
Management system for leasing and finance operations, Lamp	• 2026 H1 net sales, YoY: +37% • Started consideration of Next Lamp
CRM/SFA for regional financial institutions, D-NEXUS	• 2026/2: launched to market • Currently two proposals in progress
Funded investment management Solution, xAiLiS	• 2026/5: launched to market • Currently two projects being implemented

- Formed a business alliance with UK-based Quant Network, a leading company in programmable payments, and began providing a platform for tokenized deposits



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