::::: Contents

Corporate Vision

- 4 Message from the President
- 11 Philosophy / Policy

Who We Are

- **13** History
- **14** Expanding the Business Domains
- **15** Group Overview

Strategy

- **18** Transforming the Services We Provide to Implement Full-Funnel *Sei-katsu-sha* Data-Driven Marketing
- 22 Reinforcing Human Resources and Sustainable Management
- **26** Medium-Term Business Plan
- **30** Interview with the CFO

Value Creation

- **35** Value Creation Model
- **36** The Sources of Our Competitiveness
- **37** Materiality
- **41** Putting Creativity to Work in Generating New Solutions: Case Studies
- **54** Developing Creative Human Resources

Sustainability

- 57 Our Sustainability Approach
- **58** Sustainability Initiatives: Case Studies

• • • • • • • •

- **63** Sound and Healthy Workstyles
- 64 Diversity, Equity, and Inclusion
- **65** Human Rights Policy
- 67 Initiatives to Address Climate Change and Other Environmental Issues

Governance

- **70** Message from the Chairman
- 74 Message from a Newly Appointed Outside Director
- **75** Corporate Governance
- **82** Compliance Initiatives
- **83** Management Structure

Financial Information

- **85** 10-Year Summary of Consolidated Financial Statements
- 86 Billings by Type of Service and by Industry of Clients
- **87** Domestic Advertising Market and Hakuhodo DY Group's Domestic Billings
- **88** Policy on Cross-Shareholdings and Our Fundamental Policy with Regard to Returns to Shareholders
- 89 Stock Information
- 90 Corporate Information
- **91** Group Companies

Editorial Policy

To realize sustainable growth and continuous improvement in corporate value, the Hakuhodo DY Group believes that both profitable growth and initiatives for resolving social issues through its business activities are extremely important.

Previously, our annual reports have focused primarily on our management strategies, business activities, and financial information. However, since fiscal 2017, believing in the importance of introducing in detail the social and environmental initiatives that help us fulfill our social responsibility as a corporation, we have been creating integrated reports that comprehensively cover the Group's activities related to sustainability and the environmental, social, and governance (ESG) domain.

Forward-Looking Statements

This integrated report contains forwardlooking statements concerning the current business plans, management policies and strategies, goals and projections, and forecasts of future earnings and financial conditions of the Hakuhodo DY Group that are not historical facts but are based on forecasts, expectations, assumptions, plans, and the knowledge and judgment of management based on information available at the time of the report's preparation. Moreover, in order to calculate projections and forecast figures. it is essential to rely to a certain degree on assumptions in addition to confirmed historical facts. Readers should understand that there is no guarantee that such forwardlooking statements and assumptions are objectively accurate, and actual results may differ substantially from such forecasts.