

HUMANOLOGY for the future

Bringing people and technology together to shape the future.

We are committed to staying close to people's needs
and using technology to make life more comfortable.

We are committed to making greater contributions to client companies' growth.

Most of all, we are committed to making human society richer.

These aspirations underpin our corporate vision, "HUMANOLOGY for the future."

At DENTSU SOKEN,
we are bringing together people and technology to create the future.

Message from the President

On December 11, 2025, DENTSU SOKEN INC. celebrated a significant milestone: the 50th anniversary of its founding. This achievement was only possible because of the trust that our client companies have placed in us and the expectations they have had of our initiatives over the years, and because of the continued support from our business partners. I would like to take this opportunity to express my sincere gratitude to all of them.

Established in 1975 as a joint venture between Dentsu Inc. (now Dentsu Group Inc.) and General Electric Company (GE) of the United States, DENTSU SOKEN INC. was one of Japan's first system integrators. Over the years, we have supported the growth of our client companies and the development of society as a whole through ongoing business transformation and innovation.

Vision 2030, our long-term management vision, outlines our goal for 2030 as being to "meet the expectations of society, companies, and consumers." Our strengths lie in the personalities of our employees, who are sincerely motivated to fulfil our client companies' expectations and earn their trust, as well as in our ability to provide unique solutions cultivated over many years in business. Building on this foundation, we will continue to take on the challenge of generating new value, so that we can carry on contributing to sustainable growth for society, companies, and consumers over the next 50 years.

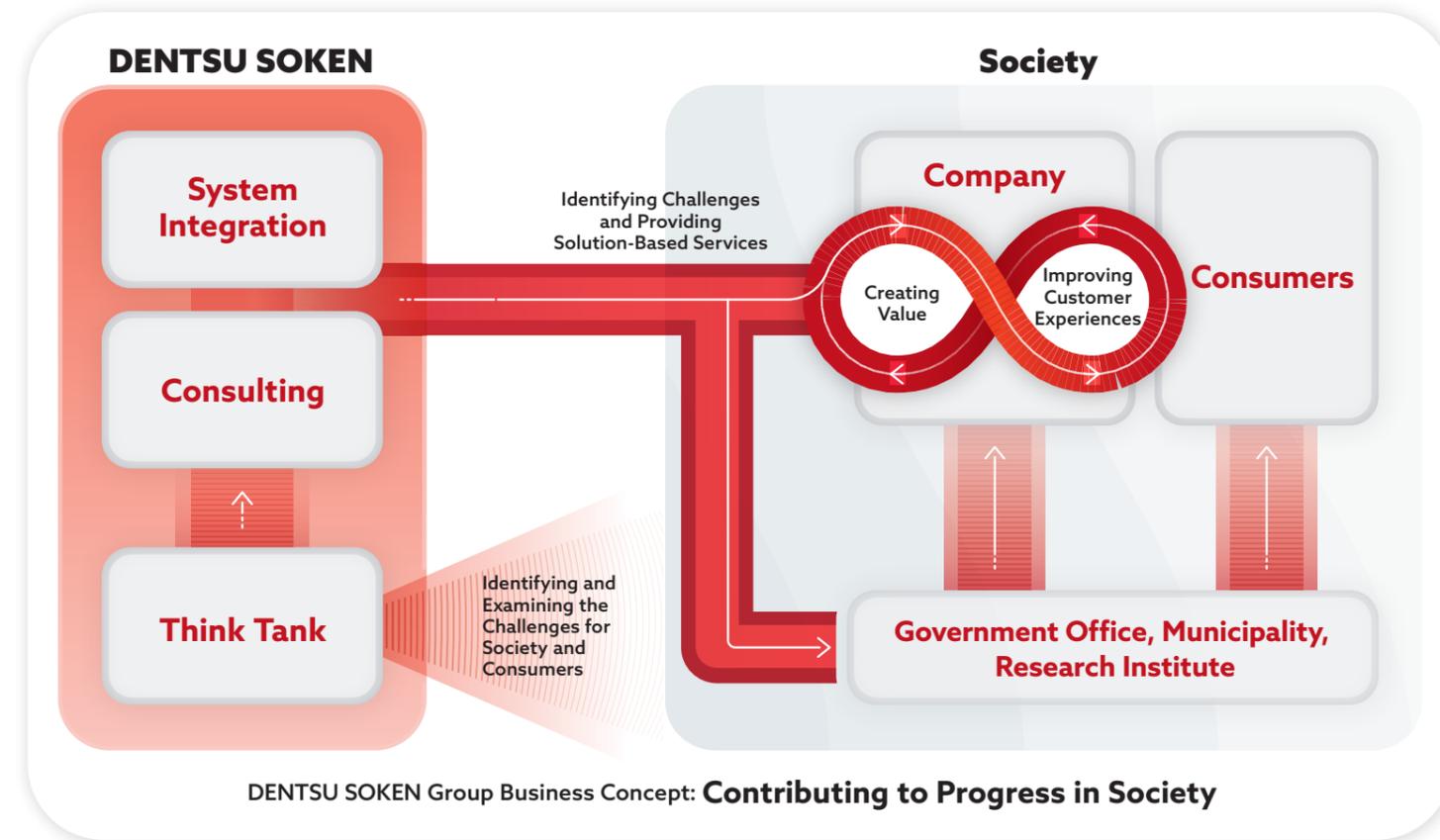
President, CEO & COO
DENTSU SOKEN INC.

岩本浩久
Hirohisa Iwamoto



DENTSU SOKEN Group's Business Concept

By combining system integration, consulting, and think tank functions, the DENTSU SOKEN Group delivers optimum solutions for client companies in terms of both value creation and customer experience improvements fundamental to company activities. In implementing a cycle of identifying challenges, making recommendations, and implementing technology-driven solutions, we are going beyond the system integrator framework to contribute to progress in society. This is the DENTSU SOKEN Group's business concept.



DENTSU SOKEN's Functions

Functions

We meet the needs of clients and society through the integration of three functions.

Think Tank



Besides our Quality of Society Center, which undertakes unique surveys and works with the Future Impact Forum expert community to research and disseminate insights relating to people's attitudes and social change, and our Open Innovation Lab, which uses cutting-edge technology to build prototypes for solutions to social challenges, we have established the DENTSU SOKEN Center for Economic Security Research (DCER) to support the sustainable development of Japanese companies and society in today's turbulent global environment and to disseminate insights to the international community. Through research and recommendations on challenges affecting society and consumers, we chart a path toward technology-driven solutions.



Consulting



We have supported a large number of companies, especially in the manufacturing industry, in solving challenges such as increasing business process efficiency, developing human resources, developing attractive products, and creating new services. Our highly experienced consultants have in-depth business and technology expertise. Based on original methodology, they provide a full range of support services from crafting a vision for the company and social transformation to defining issues, strategizing, and implementing solutions.



System Integration



We provide support for transformation and growth in various industries and business processes, such as product development solutions for the manufacturing industry and system development solutions for the financial, retail, and service industries. Our support ranges from planning and development of systems for solving challenges at client companies to creating societal support frameworks. We use our in-depth expertise in business processes and our ability to implement optimum technology solutions to deliver true digital transformation (DX) that solves challenges at client companies and in society.



Our wide-ranging solutions across four business segments support business growth at our client companies.



Supporting business transformation at financial institutions

Financial Solutions

We offer solutions for financial institutions, including core banking systems supporting globalized operations, capital market solutions implementing cutting-edge financial engineering, corporate finance solutions that optimize lending and leasing operations, and solutions that enhance customer touchpoints in retail and corporate trading. We also support general business companies to enter the financial services business and regional DX through financial institutions.

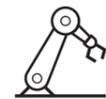


Supporting more efficient and enhanced corporate management operations

Business Solutions

We offer companies and corporate groups across various industries solutions including POSITIVE, an integrated HCM* solution supporting strategic human capital management; Ci*X, integrated group accounting solutions; STRAVIS, a consolidated accounting solution; and CCH® Tagetik, a corporate management solution. We contribute to enhancing client companies' corporate management with in-house developed software born from our expertise built up over many years and specialized services provided by consultants with extensive business knowledge.

* Human Capital Management



Supporting DX in the manufacturing industry

Manufacturing Solutions

We offer solutions for the manufacturing industry to support *mono-zukuri* (product development), including process innovation consulting for product planning and design operations, implementing product development environments to optimize 3D design and simulation work, and realizing seamless integration of engineering processes with the supply chain. Together with the Dentsu Group, we support *koto-zukuri* (value creation), including new business creation, and we contribute to digital transformation (DX) in the manufacturing industry with both product development and value creation.

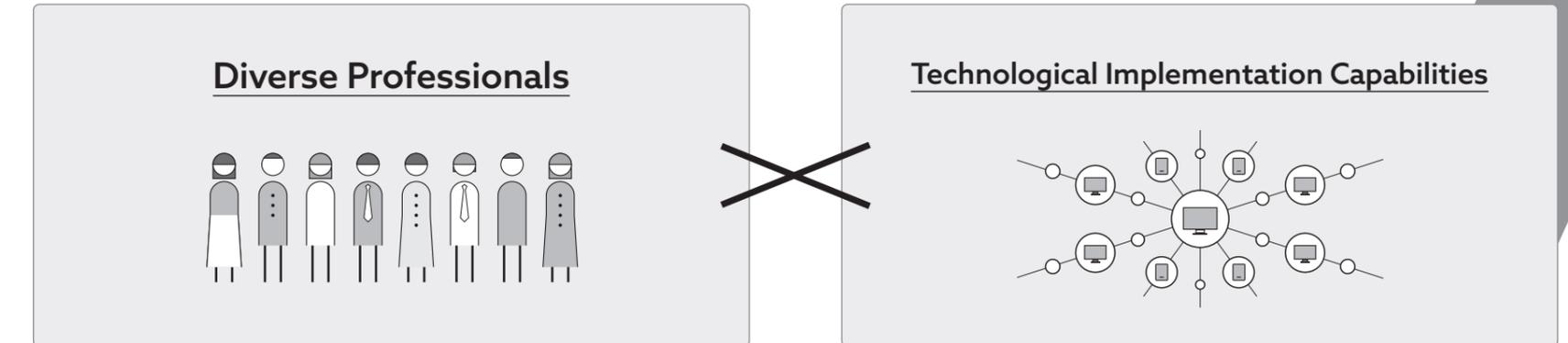


Supporting marketing transformation for companies and digitalization for administration

Communication IT

We offer various solutions that support marketing transformation for companies in diverse industries, as well as software and services that support the digitalization of administrative processes and operations at government agencies and municipal governments. Using the experience gained in building and operating various systems that support business activities at many client companies, combined with digital know-how in marketing gained through collaborating with Dentsu Group companies, we support solving challenges faced by client companies and the wider society with the power of technology.

Professionals with in-depth expertise and powers of insight, and the technological implementation capabilities to solve challenges. These are the strengths that have made DENTSU SOKEN a chosen solutions provider over many years.



- 1 Deep understanding of diverse industries and operations
- 2 Insight into society and consumers cultivated as a member of the Dentsu Group
- 3 Ability to make recommendations to resolve issues

- 1 Ability to use cutting-edge technologies in business
- 2 Ability to plan and develop unique products and services
- 3 Ability to promote cross innovation

DENTSU SOKEN Group Data

History of DENTSU SOKEN

Ever since its founding, DENTSU SOKEN has continued to grow and develop in a way that enables us to use technology effectively to meet the needs of companies, consumers, and society as a whole.

2016

First FinTech base, FINOLAB (currently FINOLAB Inc.), set up in Japan



2022

- Long-term management vision "Vision 2030" set
- Transferred to Tokyo Stock Exchange Prime Market

2024

Company name changed to DENTSU SOKEN INC. and new brand logo unveiled



2025

Celebrating our 50th anniversary



2011

Open Innovation Laboratory (currently Open Innovation Lab) established



2000

Listed on the First Section of the Tokyo Stock Exchange



1971

- Time-sharing Service (TSS) Division set up at Dentsu's Tokyo headquarters



- First private-sector computer TSS for commercial use in Japan, MARK I, provided in collaboration with General Electric Company (GE)

1975

Information Services International-Dentsu, Ltd. set up as a joint venture between Dentsu and GE

1982

Computer Aided Engineering Technology Center established



1986

First overseas branch office established (London)

DENTSU SOKEN Group Data

Corporate Data (as of January 2026)

Company Name	DENTSU SOKEN INC.
Company Name (Japanese)	株式会社電通総研
Representative	Hirohisa Iwamoto, President, CEO & COO
Head Office	2-17-1 Konan, Minato-ku, Tokyo 108-0075, Japan
Branch Offices	Central Region Branch Office, Kansai Region Branch Office, Hiroshima Branch Office, Toyota Branch Office
Date of Incorporation	December 11, 1975
Capitalization	8,180.5 million yen
No. of Employees	Consolidated: 4,618 Non-consolidated: 2,492 (as of December 31, 2025)
No. of Subsidiaries	13 (Japan: 5, Overseas: 8)
Business Activities	Providing solutions to support societal and corporate transformation by linking system integration, consulting, and think tank functions



Corporate website

www.dentsusoken.com/english



Corporate Philosophy

Mission

Acting with sincerity, we contribute to progress and harmony among our customers, consumers, and society by exploring the unlimited potential of technology.

Vision

HUMANOLOGY for the future
Bringing people and technology together to shape the future.

Understanding human trends, anticipating society's evolution, and exploring the full potential of technology, DENTSU SOKEN Group is creating a better tomorrow through harmony between people and technology.

Action Principles

AHEAD
Be a pioneer.

Agile Try it first.

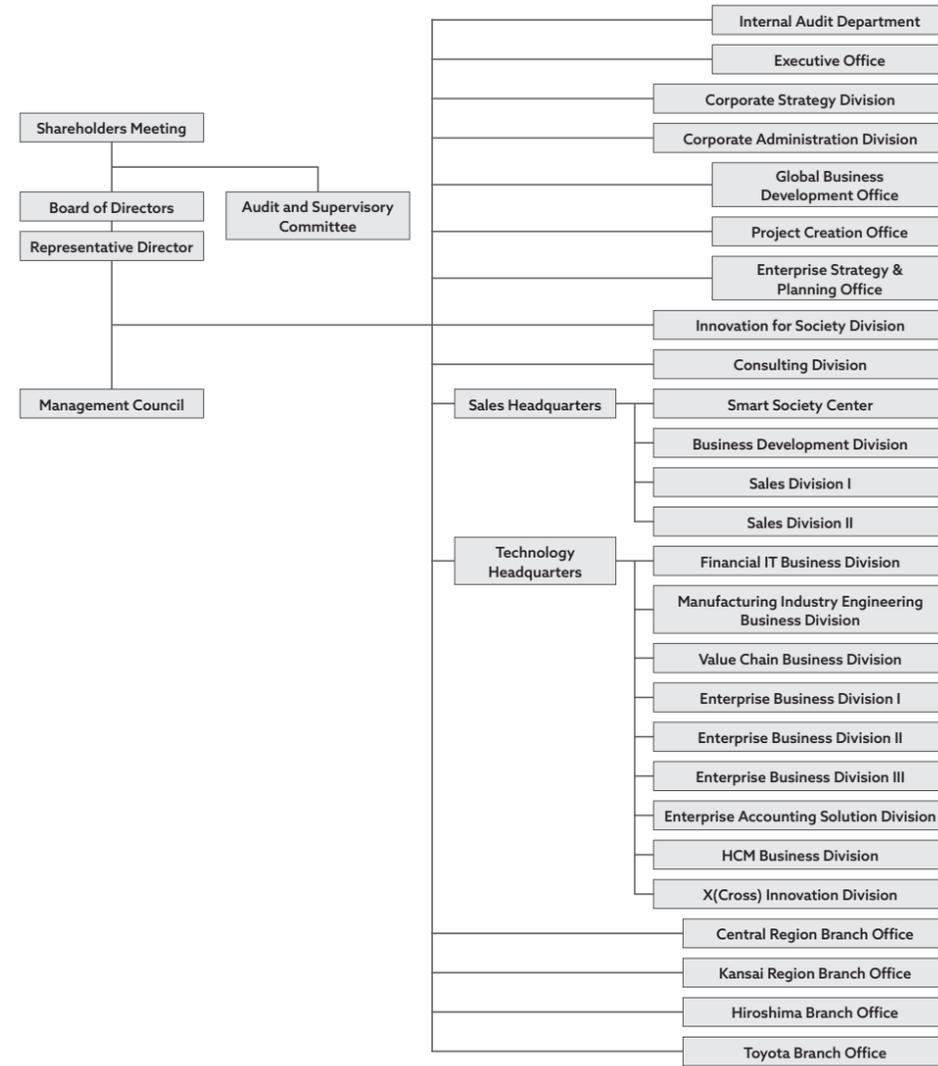
Humor Win through personality.

Explore Venture into the unknown.

Ambitious Have a dream.

Dialogue Communicate ideas thoroughly.

DENTSU SOKEN's Organization Chart (as of January 2026)



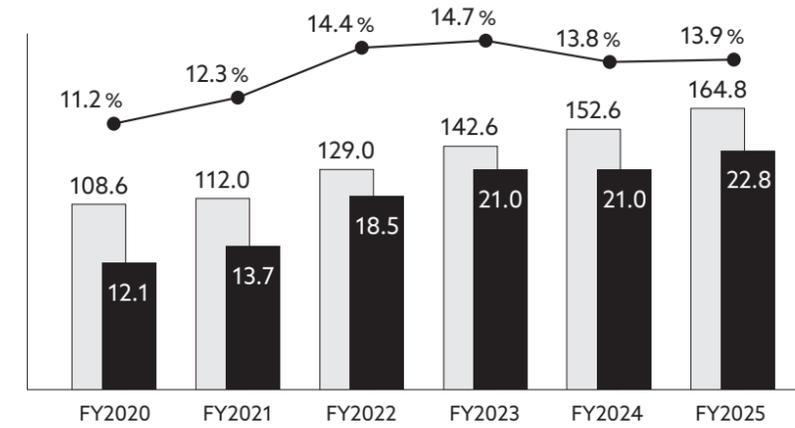
DENTSU SOKEN Group Data

Financial Data

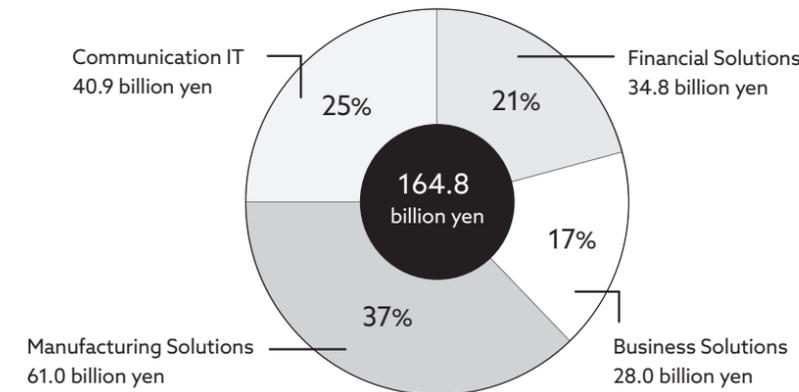
Net Sales, Operating Profit and Operating Margin

(year ended December 31, 2025)

Net sales ■ Operating Profit ■ (billions of yen) Operating Margin —●—



Net Sales by Business Segment (year ended December 31, 2025)



Group Companies (as of January 2026)

Domestic subsidiaries: 5

DENTSU SOKEN TECHNOLOGY INC.
www.t.dentsusoken.com (Japanese version only)

Estech Corp.
www.estech.co.jp/english/

Mitsue-Links Co., Ltd.
www.mitsue.co.jp/english/

DENTSU SOKEN ASSIST INC.
www.assist.dentsusoken.com
(Japanese version only)

DENTSU SOKEN BRIGHT INC.
www.bright.dentsusoken.com
(Japanese version only)

Affiliated companies: 4

Koozyt, Inc.
www.koozyt.com (Japanese version only)

Smart Holdings Inc.
www.smart-group.co.jp/english/

FINOLAB Inc.
www.finolab.co.jp

ACSion, Ltd.
www.acsion.co.jp (Japanese version only)

Our offices in North America, Europe, and the Asia Pacific region work closely with our offices in Japan to support our customers' global business operations.



Overseas subsidiaries: 8

DENTSU SOKEN UK, LTD.
www.uk.dentsusoken.com

DENTSU SOKEN USA, INC.
www.usa.dentsusoken.com

DENTSU SOKEN HONG KONG LIMITED
www.hk.dentsusoken.com

DENTSU SOKEN SHANGHAI CO., LTD.
www.dentsusoken.com.cn

DENTSU SOKEN SINGAPORE PTE. LTD.
www.sg.dentsusoken.com

DENTSU SOKEN (THAILAND) LIMITED
www.th.dentsusoken.com

PT. DENTSU SOKEN INDONESIA
www.id.dentsusoken.com

Two Pillars GmbH
www.two-pillars.de

DENTSU SOKEN Group Data