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.

December 3, 2025

Company Name: DENTSU SOKEN INC. Representative: Hirohisa Iwamoto, President, CEO & COO

(Stock Code 4812, TSE Prime Market)

Toyota Branch Office

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Notice Regarding Organizational Restructuring and Personnel Changes

DENTSU SOKEN INC. (hereafter: the Company) hereby announces that it has resolved, at a meeting of the Board of Directors held today, to the organizational restructuring and personnel changes as of January 1, 2026, as well as the candidates for directors to be discussed at the 51th General Meeting of Shareholders scheduled to be held on March 23, 2026.

- 1. Organizational Restructuring (As of January 1, 2026)
 - As the second step in the transformation that transcends the boundaries of the business domain, the Group Management Solution Business Operations and HCM Business Operations of the Business Solutions Segment will be reorganized into the Sales Headquarters and the Technology Headquarters.
 - Integrate the Human Resources Strategy Division into the Corporate Strategy Division.

Shareholders Meeting Board of Directors Audit and Supervisory Representative Director Internal Audit Department Management Council **Executive Office** Coporate Strategy Division Corporate Administration Division Global Business Development Office Project Creation Office Enterprise Strategy & Planning Office Innovation for Society Division Consulting Division Sales Headquarters Smart Society Center Business Development Division Sales Division I Sales Division II Technology Headquarters Financial IT Business Division Manufacturing Industry Engineering Business Division Value Chain Business Division Enterprise Business Division I Enterprise Business Division II Enterprise Business Division III Enterprise Accounting Solution Division **HCM Business Division** X(Cross) Innovation Division Central Region Branch Office Kansai Region Branch Office Hiroshima Branch Office

(Organizational Chart as of January 1, 2026)

New Organization

(Note) For details on regarding organizational restructuring and changes in executive officers, fellows, management positions, please refer to the official Japanese version.

- 2. Changes in Directors (As of March 23, 2026)
 - (1) Director candidates who are not Audit and Supervisory Committee members
 - The Company will propose the following seven candidates for directors who are not Audit and Supervisory Committee members at the General Meeting of Shareholders.
 - The changes to the directors will be officially decided at the General Meeting of Shareholders and the subsequent Board of Directors meeting.
 - In addition, we plan to propose the appointment of another candidate for director (outside/independent) who is not an audit and supervisory committee member by the time of the General Meeting of Shareholders.

Name	New position and title	Current position and title
Hirohisa Iwamoto	President and Representative Director CEO & COO	Same as left
Shinichi Ogane	Director Senior Management Director Corporate Supervisor	Same as left
Makoto Senoo	Director (New election)	_
Mio Takaoka	Director (outside/independent)	Same as left
Tomoko Wada	Director (outside/independent)	Same as left
Reiko Yasue	Director (outside/independent)	Same as left
Chisato Matsumoto	Director	Same as left

(2) Director candidates who are Audit and Supervisory Committee members

 As the following individual is scheduled to resign upon the conclusion of the General Meeting of Shareholders, one candidate for director serving as an audit committee member will be proposed for approval at the annual shareholders' meeting.

(i) Planned retirement: one director

	(1) 1 1441111044 104111011144 0110 441100101				
Name		Current position and title			
	Atsuhiro Sekiguchi	Director (outside)			

(ii) One candidate for director

Name	New position and title		Current position and title
Masato Ono	Director (outside)	(New election)	_

(Note) The term of office shall be the remaining term of Atsuhiro Sekiguchi (until the conclusion of the General Meeting of Shareholders).