

## What you need to know

Dentsu Aegis Network, and all companies forming part of the Dentsu Aegis Network, are committed to conducting business with honesty and integrity and upholding the highest standards in order to protect the interests of our employees, clients, shareholders, stakeholders, and communities in which we work. We are also committed to respecting and complying with all applicable laws and regulations in the markets in which we operate. As a result, all employees are required to behave consistently with this Code of Conduct.

## Our Values

Our values help us to behave consistently with our Code of Conduct; from the decisions we make, to the actions we take, our values are a shared set of beliefs, which drive our behaviours and bind us together beyond individual brands and geographies.



**Agile**

We need to be nimble, quick and flexible, thinking and acting differently.

This means acting with freedom, deciding with speed and keeping it simple.



**Pioneering**

We're innovative, risk-taking self-starters, building an industry legacy.

This means being constantly curious, taking risks to succeed, and being passionate about thought leadership.



**Ambitious**

We have a trail-blazing and inquisitive culture where relentlessness and hunger are rewarded.

This means going the extra mile, having our eyes on the prize and having rapid and ruthless focus.



**Responsible**

We take individual and collective responsibility for our thoughts and actions.

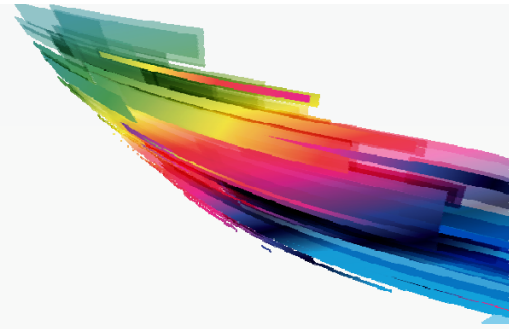
This means taking ownership, being good citizens and being transparent.



**Collaborative**

We work together globally to deliver a consistent brand experience and partner together locally to provide the best client solution.

This means collaborating across the network; sharing success models; and attracting, developing and mobilising the right talent.



## How we must act towards our Employees

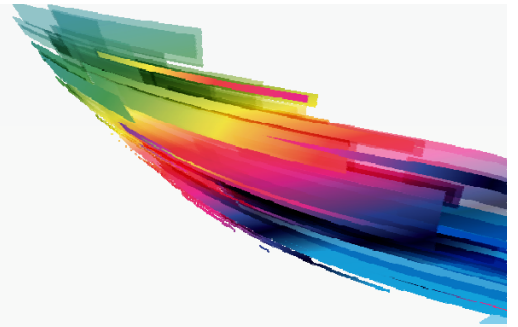
- As an equal opportunity employer, do not discriminate against employees on the basis of age, gender, race, religion, national origin, sexual orientation, gender identity or expression, or disability.
- Strive to provide a safe, healthy and civilised working environment and require prompt reporting of all accidents, injuries, incidents and unsafe working conditions so that appropriate action can be taken.
- Process and protect employee data in compliance with applicable laws.
- Do not tolerate harassment, discriminatory or offensive behaviour in the work place.

## How we must act towards our Clients

- Respect all relevant industry codes of conduct.
- Communicate pro-actively, openly and transparently within the bounds of commercial confidentiality.
- Conduct operations in accordance with principles of fair and lawful competition.
- Treat commercial and other sensitive information related to our clients and suppliers securely and confidentially.
- Process and use personal data only for specified and legitimate purposes and in compliance with all applicable laws, regulations and industry standards.

## How we must act towards our Shareholders and other Stakeholders

- Engage in honest and accurate record-keeping and financial reporting.
- Conduct operations in accordance with internationally accepted principles of good governance.
- Take all measures to prevent money laundering in the operations of our business.
- Do not use company funds or assets to make political contributions or for political purposes without the necessary approvals.
- Do not offer, solicit, give or accept bribes in any form for any purpose whether directly or through a third party to or from any person, client, company, government or government official or other third party or their representative.
- Do not offer nor accept gifts, entertainment, hospitality or services from any party with whom we do business which are inappropriate, of more than a reasonable value or may cause any person to improperly perform their duties.
- Do not engage in any trading of shares or other stock on the basis of insider information, nor provide such information to others for the purpose of trading.
- Do not take advantage of personal investment or corporate opportunities that become available as a result of employment, nor engage in activities which are in conflict with the interests of any company which is part of Dentsu Aegis Network.



## How we must act towards our Communities

- Seek to make a positive impact on the communities in which we operate.
- Strive to engage in initiatives to promote greater social and environmental responsibility amongst our employees, clients, and suppliers.
- Strive for sustainable business practices and environmental protection and use our finite resources carefully and act in accordance with applicable statutory and international standards.

## Our collective Commitment

Adherence to this Code of Conduct is absolutely essential to our continued success and to the protection and furtherance of the interests of our clients, employees, shareholders, stakeholders and business partners.

If employees have questions or concerns or suspect there has been a violation of the standards in this Code, they should raise the issue with their line manager or via another method described in the Dentsu Aegis Network Policies & Procedures. If it is not possible to raise or resolve the issue internally, employees may use our external and anonymous Speak-Up reporting system. Any violation of the standards in this Code of Conduct may result in disciplinary action, including termination of employment.