



FY 12/2025 Q2

Business Results

August 7, 2025

SEPTENI HOLDINGS CO., LTD.

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From FY2023, IP Platform Business has been reclassified as discontinued operations.

As a result, revenue, operating profit, and Non-GAAP operating profit for continuing operations are presented excluding discontinued operations.

Since the start of FY9/16, IFRS has been applied instead of the previous J-GAAP.

Conventional “net sales” are voluntarily disclosed as reference information, while “revenue” is disclosed as an indicator based on IFRS. Revenue from advertising agency sales, which account for the majority of the Marketing Communication Segment and Direct Business Segment, are recorded on a net basis only for the margin portion.

“Non-GAAP operating profit” is voluntarily disclosed in order to appropriately express the actual state of the business. It refers to the profit indicator to assess ordinary business conditions after adjustments are made to IFRS-based operating profit pertaining to gain and loss related to acquisition actions such as amortization of acquisition-related intangible assets and M&A expenses, and temporary factors such as share-based compensation expenses, the impairment loss, and gain or loss on the sales of fixed assets.

Figures in this material are rounded to the nearest unit.

FY2025 H1 Results

- With the strong performance in Q1, the revenue contribution from the Direct Business Segment in Q2, and an improved revenue to net sales ratio, achieved **increased revenue and profit** in H1. Progress toward the full-year forecast also exceeded 50%, indicating solid progress.
- **Profit from continuing operations also increased YoY**, excluding the one-time gain from the sale of a portion of a subsidiary's shares recorded in the previous fiscal year.

FY2025 H2 Outlook

- At the halfway point of the fiscal year, with new client acquisitions/existing client expansions through both organic efforts and Dentsu collaboration, the outlook is for solid performance in H2, aligning well with the full-year earnings forecast.
- Aiming for full-year revenue and profit growth through continued top-line expansion (existing project growth and new client acquisition), controlled recruitment, improved productivity, and the execution of **Focus & Synergy** strategies, all towards achieving the earnings forecast.

01

Consolidated Cumulative Second Quarter Earnings Overview

05 FY2025/2Q (Jan–Jun) Highlights

- **Revenue and Non-GAAP operating profit increased** YoY, with progress toward the earnings forecast exceeding 50%, indicating steady advancement.
- Successful initiatives to improve the revenue to net sales ratio led to revenue growth outpacing sales, and Non-GAAP operating profit also achieved double-digit growth.

	Value	YoY	Progress toward earnings forecast
Revenue	¥15,207mn	+8.7%	50.2%
Non-GAAP operating profit	¥2,065mn	+16.8%	51.6%
Profit attributable to owners of parent	¥1,856mn	-53.7%	48.8%
Earnings per share (EPS)	¥8.95	¥-10.38	-
[Reference] Net sales	¥75,389mn	+2.4%	-
Revenue to net sales ratio	20.2%	+1.2Pt	-

06 FY2025/2Q (Jan–Jun) Highlights (By business segment)

- **Marketing Communication:** Revenue and profit increased, progressing smoothly against plan.
- **Direct Business:** Revenue and profit grew significantly, primarily driven by the expansion of offline advertising projects.
- **Data & Solutions :** Revenue decreased due to the conclusion of some projects in Q1, but profit increased.

	(unit: ¥mn)	2Q/FY2024 (Jan–Jun)	2Q/FY2025 (Jan–Jun)	YoY	Progress toward earnings forecast
Marketing Communication	Revenue	10,156	10,903	+7.4%	50.5%
	Non-GAAP operating profit	2,490	2,779	+11.6%	52.4%
	[Reference] Net sales	62,495	64,101	+2.6%	–
Direct Business	Revenue	2,341	3,169	+35.4%	54.6%
	Non-GAAP operating profit	540	607	+12.4%	50.5%
	[Reference] Net sales	9,764	10,841	+11.0%	–
Data & Solutions	Revenue	1,576	1,551	-1.5%	45.6%
	Non-GAAP operating profit	235	250	+6.3%	49.9%

07 FY2025/2Q (Jan–Jun) Consolidated Income Statement



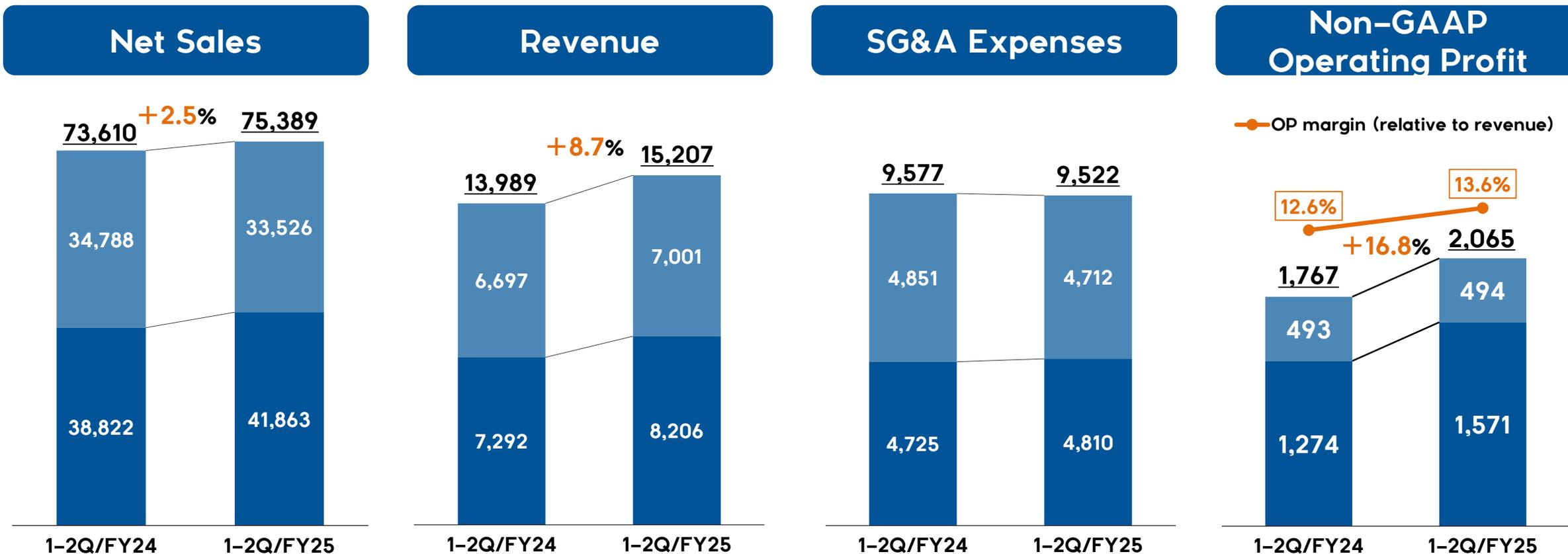
Profit from continuing operations secured an increase, excluding the prior fiscal year's one-time gain from the sale of a portion of a subsidiary's shares.

(unit: ¥mn)	1Q/FY2025 (Jan–Jun)				1Q/FY2024 (Jan–Jun)		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	15,207	20.2%	100.0%	+8.7%	13,989	19.0%	100.0%
Gross profit	11,549	15.3%	75.9%	+2.3%	11,288	15.3%	80.7%
SG&A expenses	9,522	12.6%	62.6%	-0.6%	9,577	13.0%	68.5%
Non-GAAP operating profit	2,065	2.7%	13.6%	+16.8%	1,767	2.4%	12.6%
Operating profit	2,024	2.7%	13.3%	+16.2%	1,742	2.4%	12.5%
Equity in earnings of affiliates, etc.	697	0.9%	4.6%	-9.7%	772	1.0%	5.5%
Profit from continuing operations	1,852	2.5%	12.2%	+4.0%	1,781	2.4%	12.7%
Profit from discontinued operations	—	—	—	—	2,210	—	—
Profit attributable to owners of parent	1,856	2.5%	12.2%	-53.7%	4,005	5.4%	28.6%
[Reference] Net sales	75,389	100%	—	+2.4%	73,610	100%	—

08 FY2025/2Q (Jan-Jun) Consolidated Earnings Trends

Revenue growth and SG&A control led to a double-digit increase in Non-GAAP operating profit of **+16.8%**, with operating profit margin also improving by **+1.0Pt** YoY.

■ 1Q ■ 2Q (unit: ¥mn)



*In FY2024 Q1, the results of the IP Platform Business were reclassified as discontinued operations.

02

Quarterly Consolidated Earnings Overview

10 FY2025/2Q (Apr–Jun) Consolidated Income Statement



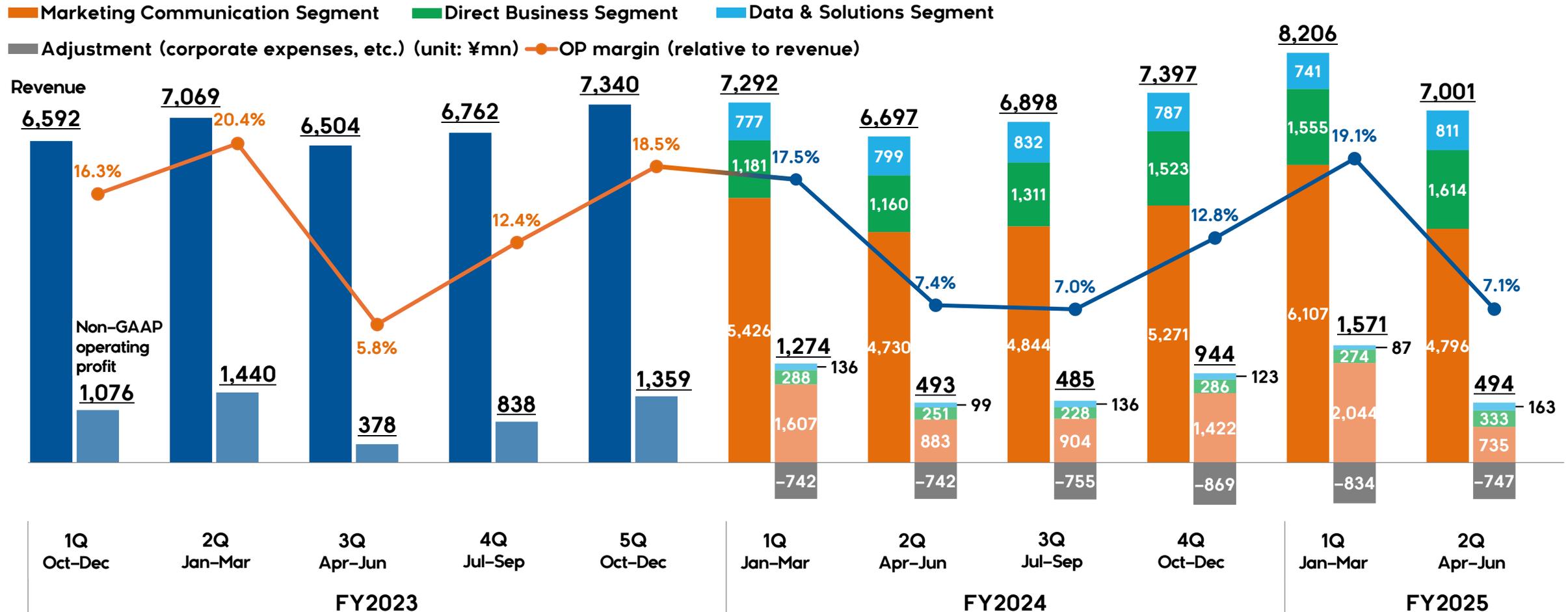
- Despite a YoY net sales decrease due to certain client impacts in the Marketing Communication Segment, recorded revenue growth driven by an improved revenue to net sales ratio.
- Achieved YoY Non-GAAP operating profit growth, primarily driven by increased profits in the Direct Business Segment and Data & Solutions Segment.

(unit: ¥mn)	2Q/FY2025				2Q/FY2024		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	7,001	20.9%	100.0%	+4.5%	6,697	19.3%	100.0%
Gross profit	5,186	15.5%	74.1%	-2.3%	5,306	15.3%	79.2%
SG&A expenses	4,712	14.1%	67.3%	-2.9%	4,851	13.9%	72.4%
Non-GAAP operating profit	494	1.5%	7.1%	+0.0%	493	1.4%	7.4%
Operating profit	467	1.4%	6.7%	-3.1%	482	1.4%	7.2%
Equity in earnings of affiliates, etc.	155	0.5%	2.2%	-0.8%	157	0.5%	2.3%
Profit attributable to owners of parent	332	1.0%	4.7%	-35.8%	516	1.5%	7.7%
[Reference] Net sales	33,526	100%	—	-3.6%	34,788	100%	—

11 Quarterly Trend of Consolidated Earnings

(After reclassification of discontinued operations)

Secured revenue and profit growth YoY, driven by the Direct Business Segment's contribution, despite some client impacts in the Marketing Communication Segment.



*As the elimination of intersegment revenue is omitted, the total of each business revenue and consolidated revenue (underlined figures) do not coincide.

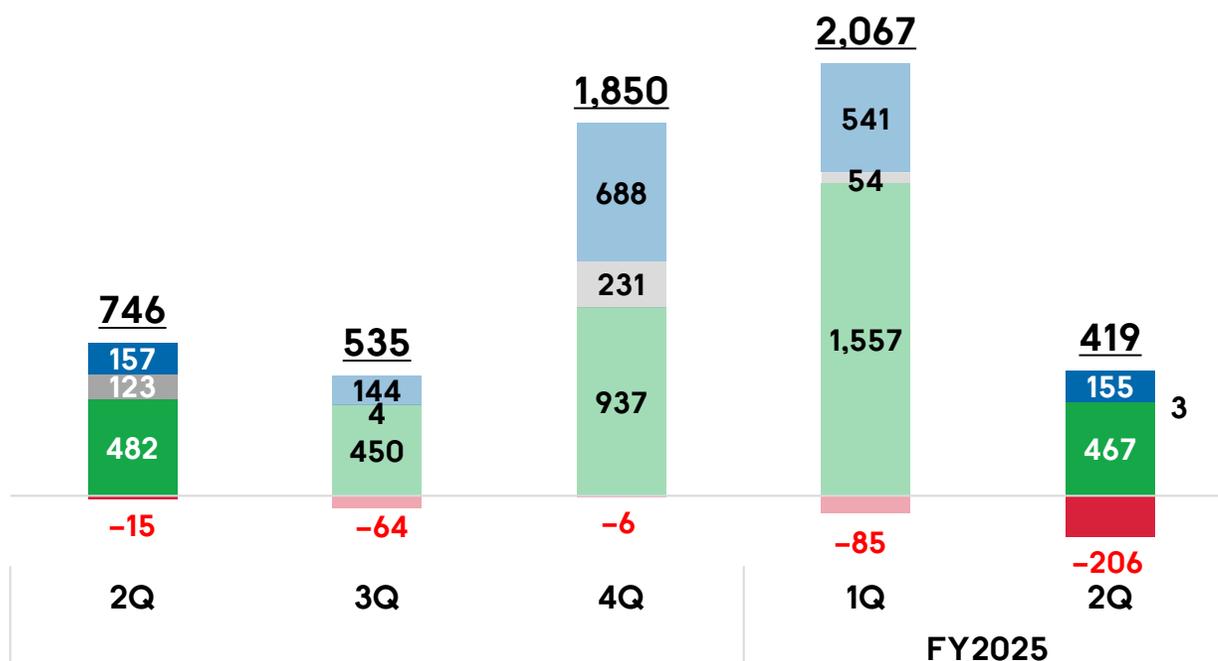
12 Quarterly Trend of Consolidated Profit Before Tax

(After reclassification of discontinued operations)

Equity in earnings of affiliates from Dentsu Digital have progressed steadily, consistent with seasonality.

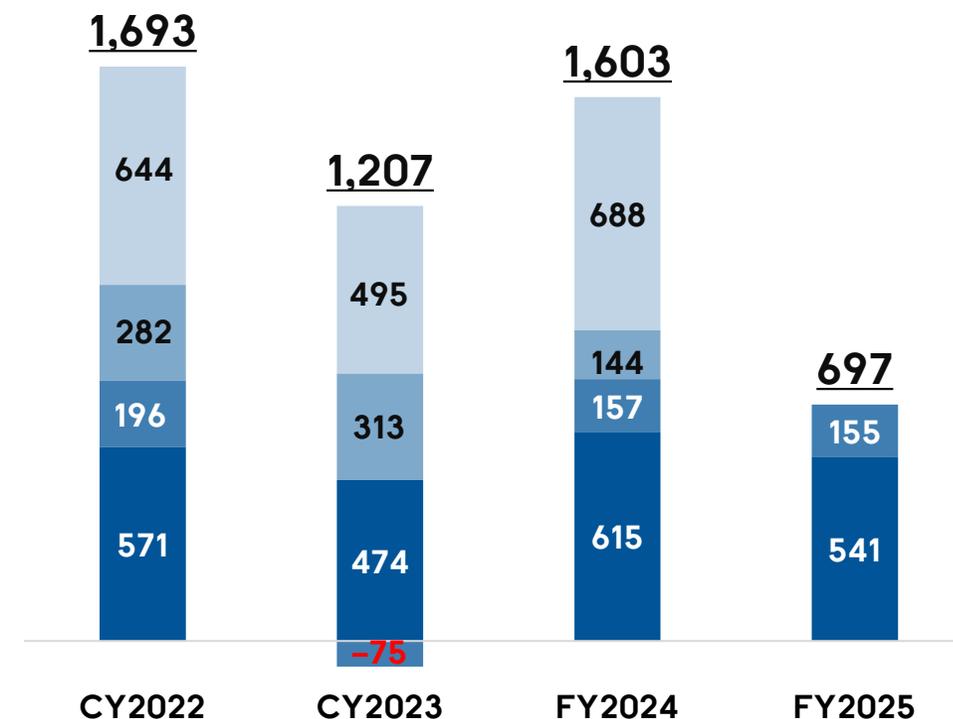
Quarterly Trend

■ IFRS operating profit
 ■ Finance income
 ■ Finance costs
■ Equity in earnings of affiliates
 Profit before tax
 (unit: ¥mn)



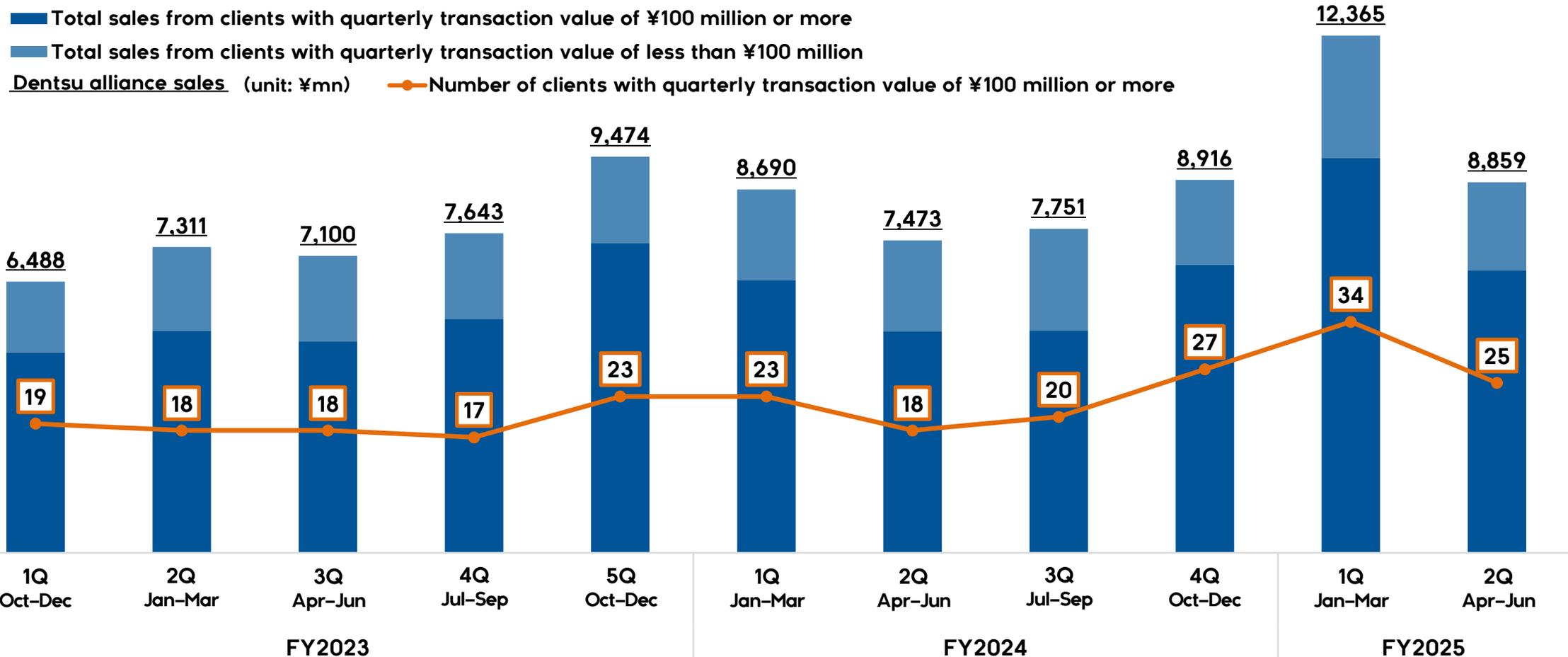
Full-Year Trend of Equity in Earnings of Affiliates

■ 1Q
 ■ 2Q
 ■ 3Q
 ■ 4Q
 Total
 (unit: ¥mn)



13 Progress on Business Alliance with Dentsu Group

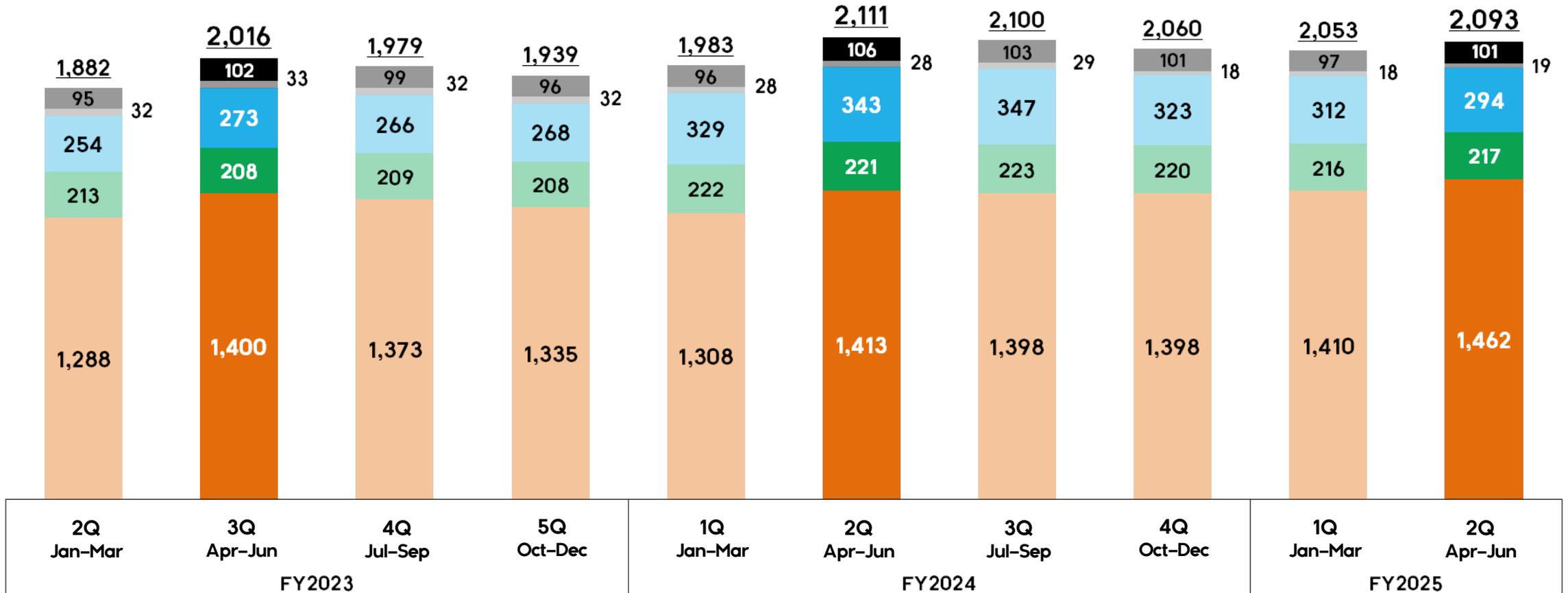
Both the number of clients with quarterly transaction values exceeding ¥100 million and their transaction amounts increased YoY. As a result, alliance sales expanded steadily, up **+18.6%** YoY.



14 Workforce Size Trend

81 new graduates joined in April.
Aiming for early productivity improvement by controlling hiring numbers.

■ Marketing Communication Segment
 ■ Direct Business Segment
 ■ Data & Solutions Segment
 ■ Other Business (HR technology, new business incubation)
 ■ Holdings company



*Employees in the IP Platform business have been excluded from the number of employees on a consolidated basis due to the reclassification of discontinued operations.

*Implemented retroactive adjustment of Direct Business segment employee headcount from FY2024/4Q onwards.

03

Marketing Communication Segment

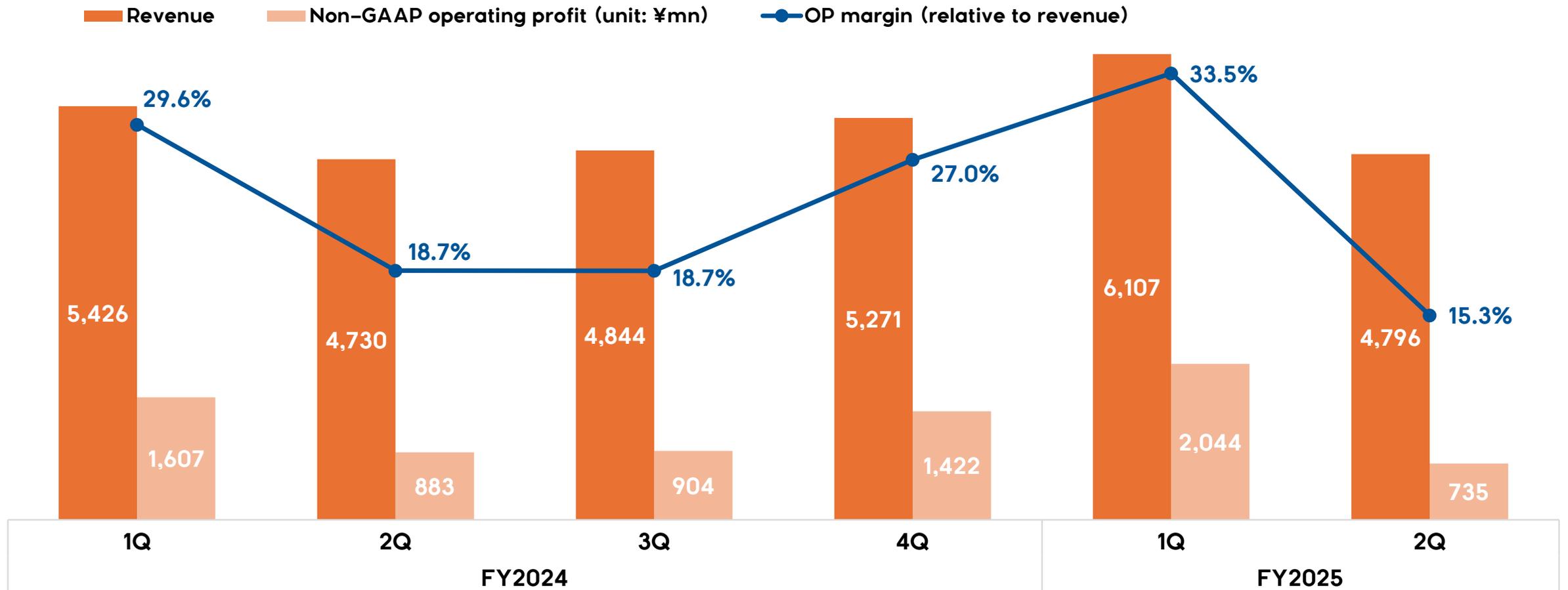
16 Marketing Communication Segment Earnings Overview

Secured revenue growth through new project acquisitions, primarily driven by organic efforts and Dentsu collaboration, despite impacts from some major clients.

(unit: ¥mn)	2Q/FY2025				2Q/FY2024		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	4,796	17.3%	100.0%	+1.4%	4,730	16.1%	100.0%
Gross profit	3,833	13.9%	79.9%	-2.4%	3,928	13.3%	83.0%
SG&A expenses	3,104	11.1%	64.7%	+1.8%	3,050	10.4%	64.5%
Non-GAAP operating profit	735	2.7%	15.3%	-16.8%	883	3.0%	18.7%
[Reference] Net sales	27,649	100.0%	—	-6.0%	29,426	100.0%	—

17 Marketing Communication Segment Quarterly Earnings Trend

Secured revenue growth through new client acquisition and existing client expansion, yet recorded a profit decrease due to costs including new graduate hiring. Conversely, anticipate increased revenue and profit in Q3 by driving new client acquisition and existing client expansion.



18 Marketing Communication Segment Topic

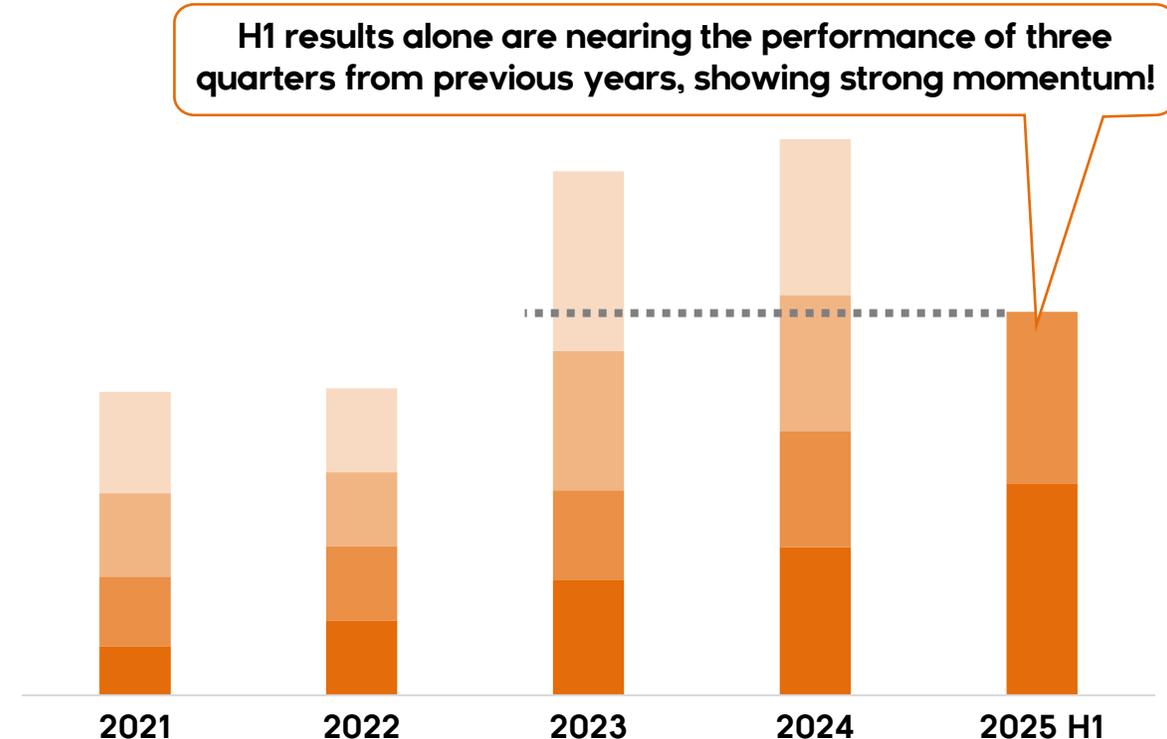
Launched store opening support services for TikTok Shop, coinciding with the launch of TikTok Shop in Japan, which enables in-app product purchases and sales.

Key Initiatives to Date

- 2018** Established “TikTok LAB,” a specialized team, alongside the launch of early test deliveries for TikTok’s programmatic ads.
- 2019** Recognized as the sole (at the time) domestic recipient of the highest honor, Platinum Partner in the Performance Category, Corporate Division, at the “TikTok Ads Award 2019.”
- 2023** Jointly received the top award, Platinum in the Overall Category, at the “TikTok for Business Japan Agency Awards 2023” with Dentsu Digital and CCI.
- 2025** Awarded Best Performance Award and the Short Video Development Department received the Best Planning Award at the “TikTok for Business Japan Agency Awards 2025.”

TikTok Sales Performance Trend

■ Jan-Mar ■ Apr-Jun
■ Jul-Sep ■ Oct-Dec



Combining Septeni Ad Creative's vertical virtual production with group-wide AI solutions to produce high-performing vertical video ad creatives.

Vertical Virtual Production

- Virtual production: A shooting method that projects backgrounds onto an LED display.
- ➔ Established an in-house studio specialized in vertical video, enabling the shooting of a large volume of content in a short time, while reducing man-hours and costs.



odd·AI

- Utilize AI to predict ad effectiveness, allowing for the identification of high-impact background materials before or during shooting.



AI image generation

- Generate and stock background materials using generative AI, shortening the time from planning to shooting.



FUKUROAI

- Mass produce high-performing creatives through face swap technology provided by Delight Tube, Inc.

04

Direct Business Segment

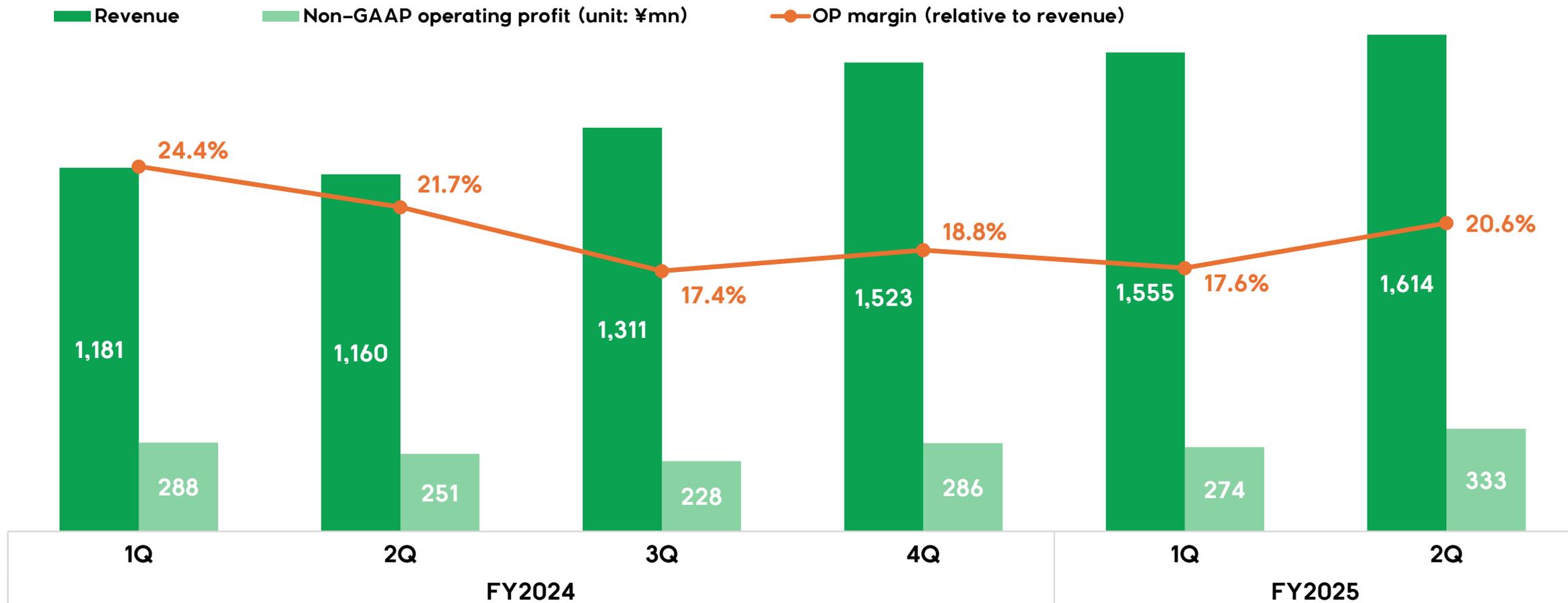
21 Direct Business Segment Earnings Overview

Projects centered on offline advertising expanded, resulting in significant revenue and profit growth, with revenue up **+39.2%** and Non-GAAP operating profit up **+32.4%** YoY.

(unit: ¥mn)	2Q/FY2025				2Q/FY2024		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	1,614	28.6%	100.0%	+39.2%	1,160	25.1%	100.0%
Gross profit	923	16.3%	57.2%	+11.7%	826	17.9%	71.2%
SG&A expenses	603	10.7%	37.4%	+3.1%	585	12.7%	50.5%
Non-GAAP operating profit	333	5.9%	20.6%	+32.4%	251	5.4%	21.7%
[Reference] Net sales	5,651	100.0%	—	+22.3%	4,619	100.0%	—

22 Direct Business Segment Quarterly Earnings Trend

Both revenue and profit increased YoY and QoQ. Non-GAAP operating profit margin has also gradually improved since bottoming out in FY2024 Q3, when production costs began to rise.



23 Direct Business Segment Topic

To strengthen the D2C business, signed a capital and business alliance agreement with a food tech company AuB Inc. Jointly promoting product development and enhancing marketing efforts.

Alliance Goal

Strengthening our D2C initiatives by collaborating with clients on product development and managing sales on their behalf, developing and selling private brand products, and launching new businesses in partnership with external collaborators in the Direct Business Segment.

dentsu direct

AuB Inc.

Expertise and competitive advantage in the D2C TV shopping and e-commerce market

Product development based on scientific evidence

Alliance Collaboration Examples

- Product development combining the knowledge of both companies
- Expanded sales leveraging the direct marketing capabilities of our group
- Development of data-driven solutions by combining AuB's data with our data analysis and utilization know-how

05

Data & Solutions Segment

25 Data & Solutions Segment Earnings Overview

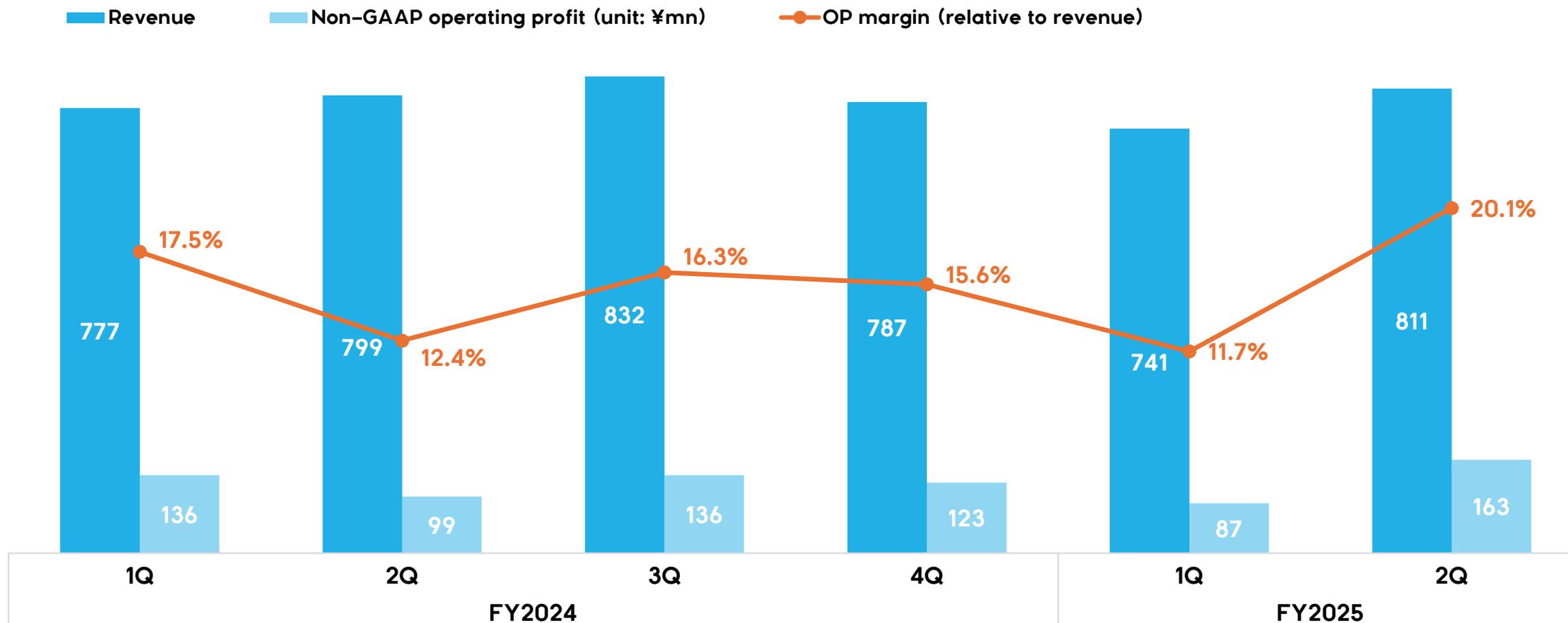


Revenue increased due to the growth of new development projects.
With the improved gross profit margin, profit surged by **+64.7% YoY**.

(unit: ¥mn)	2Q/FY2025			2Q/FY2024	
	Value	Ratio	YoY	Value	Ratio
Revenue	811	100.0%	+1.5%	799	100.0%
Gross profit	521	64.3%	+14.8%	454	56.8%
SG&A expenses	359	44.2%	+1.0%	355	44.5%
Non-GAAP operating profit	163	20.1%	+64.7%	99	12.4%
[Reference] Net sales	811	100.0%	+1.5%	799	100.0%

26 Data & Solutions Segment Quarterly Earnings Trend

To improve productivity, optimized headcount primarily at overseas bases, significantly improving Non-GAAP operating profit margin.



Launched ADPILOT, an automated display advertising operation system, leveraging FLINTERS' extensive expertise and technological capabilities in advertising automation.

Customer Challenges

- Ad operation tasks are person-dependent.
- Human resources are insufficient to cover off-hour operations (e.g., weekends, late nights).
- Comprehensive understanding and management across multiple ad platforms is challenging.

ADPILOT

1. High-frequency automated operations every 30 minutes, 24/7
2. Systematization of advanced operational logic and decision-making criteria from experienced in-house advertising operators
3. Unified management of multiple ad platforms and flexible rule configuration

Supports maximizing advertising performance and streamlining operational tasks, ultimately contributing to clients' marketing DX initiatives and sustainable business growth.



06

Progress Toward Earnings Forecast

29 Full-Year Earnings Forecast for FY12/2025

(Consolidated, Re-presented)



Aiming for a V-shaped recovery by achieving increased revenue and a return to profit growth through improved profitability and productivity.

(unit: ¥mn)	FY2024 results	FY2025 estimates	Projected growth rate (YoY)
Revenue	28,284	30,300	+7.1%
Non-GAAP operating profit	3,197	4,000	+25.1%
Profit attributable to owners of parent	5,526	3,800	-31.2%
Continuing operations only	3,303	3,800	+15.0%
Earnings per share (EPS) (¥)	26.65	18.32	-8.33
Continuing operations only	15.93	18.32	+2.39
Net sales	145,996	153,000	+4.8%
Revenue to net sales ratio	19.4%	19.8%	+0.4pt

[Reference]

30 Full-Year Earnings Forecast for FY12/2025

(By business segment, Re-presented)



Aiming to achieve increased revenue and profit through growth centered on the Marketing Communication Segment, momentum recovery in the Direct Business Segment, and steady growth in the Data & Solutions Segment.

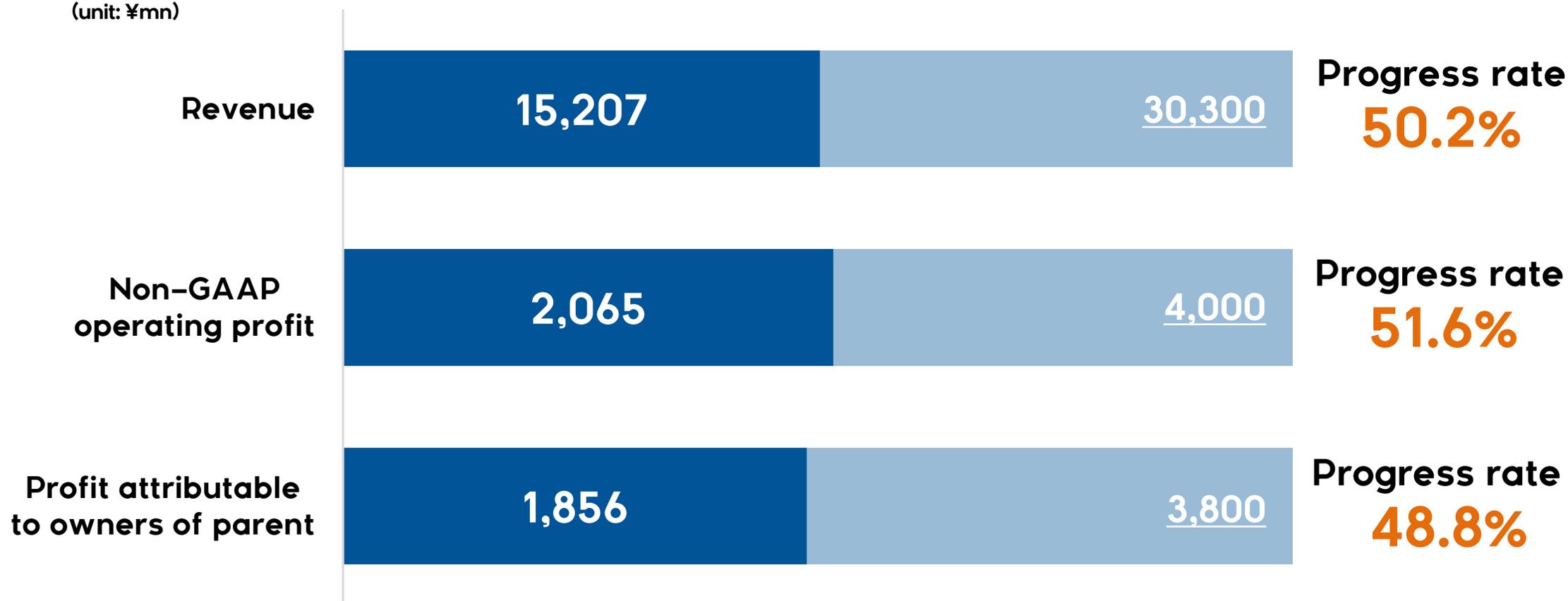
(unit: ¥mn)	Revenue			Non-GAAP operating profit			
	FY2024 results	FY2025 estimates	YoY	FY2024 results	FY2025 estimates	Operating profit margin (to revenue)	YoY
Marketing Communication	20,271	21,600	+6.6%	4,817	5,300	24.5%	+10.0%
Direct Business	5,175	5,800	+12.1%	1,054	1,200	20.7%	+13.8%
Data & Solutions	3,195	3,400	+6.4%	494	500	14.7%	+1.3%
Other Business	832	500	-39.9%	-59	0	-	(+59)
Elimination, Corporate	-1,188	-1,000	-	-3,109	-3,000	-	-
Consolidated	28,284	30,300	+7.1%	3,197	4,000	13.2%	+25.1%

*FY2024 results for each business are for reference only.

31 Progress Toward Earnings Forecast (Consolidated)

Progress rate at the end of H1 is approximately 50%, indicating steady advancement.
To achieve the earnings forecast, efforts will continue to accumulate profit through top-line growth, improved profitability, and enhanced productivity.

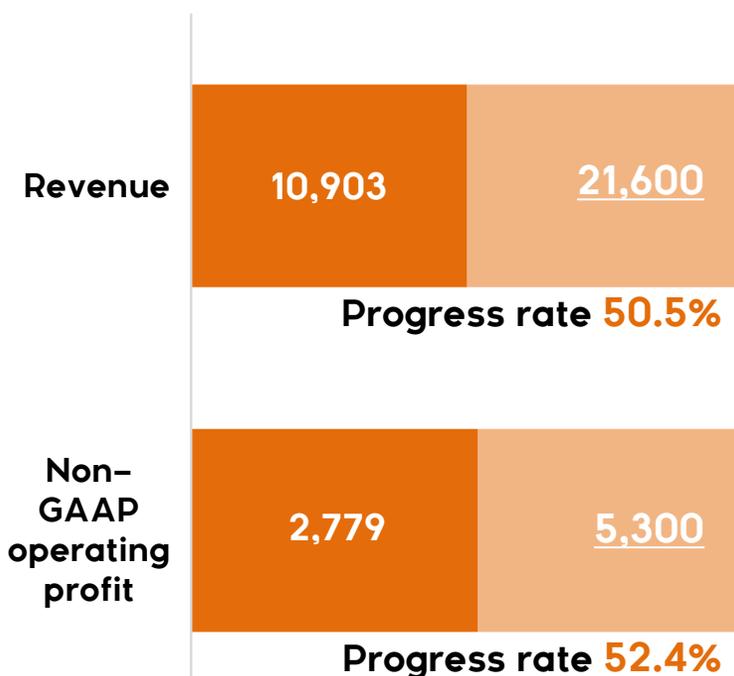
(unit: ¥mn)



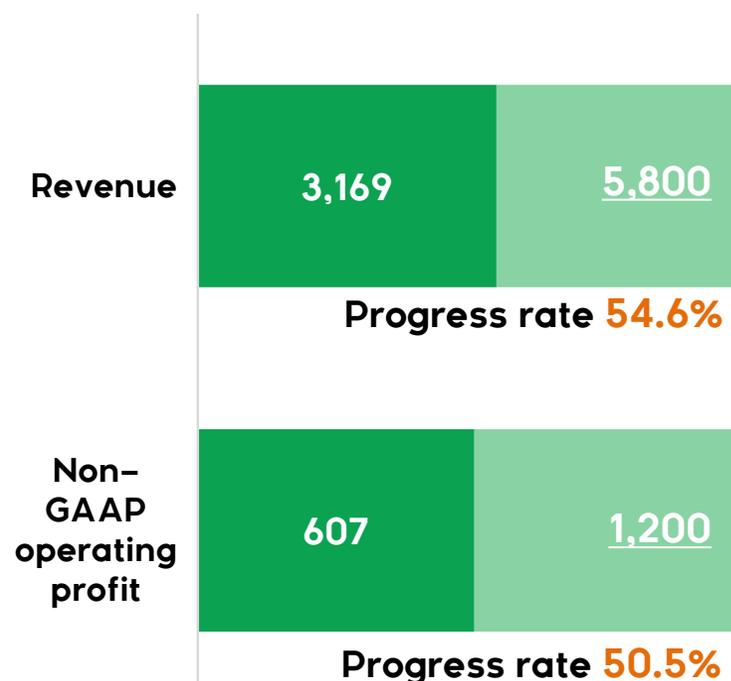
32 Progress Toward Earnings Forecast (By business segment)

Each segment is progressing smoothly in line with its plan.

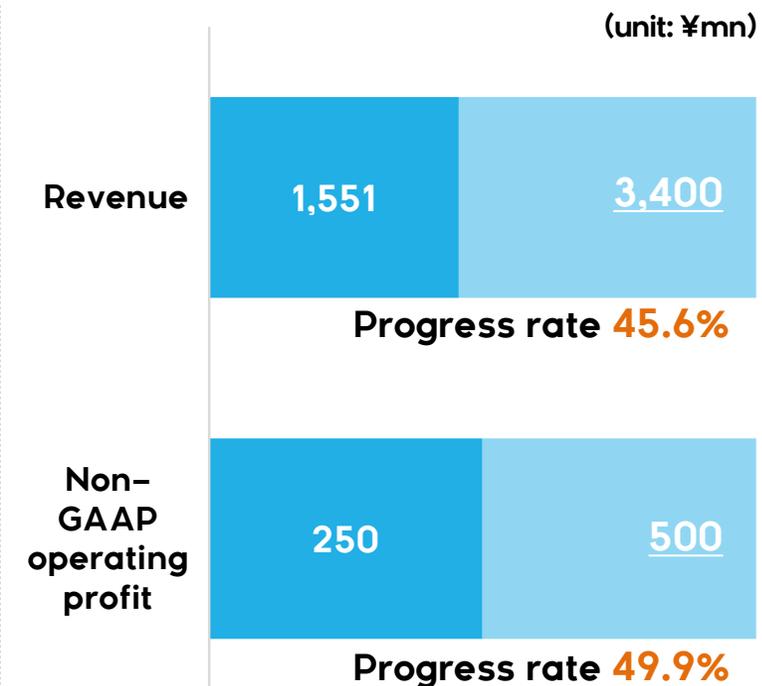
Marketing Communication Segment



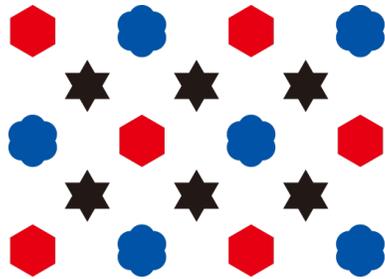
Direct Business Segment



Data & Solutions Segment



Thank you for your interest!



SEPTENI

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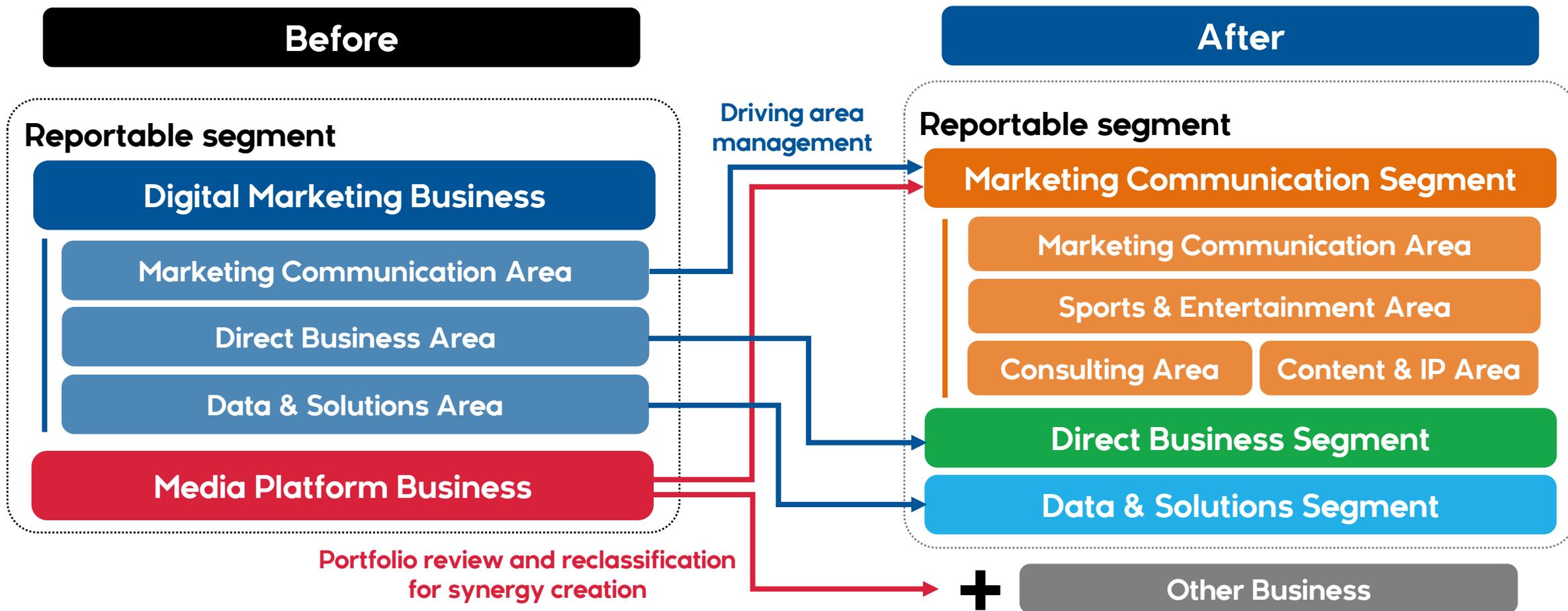
All estimates, opinions and plans provided in this document are based on the best information available at the time of the creation of this document on August 7, 2025 and we do not guarantee their accuracy. Therefore, our actual results may differ due to various unforeseen risk factors and changes in global economies.

07

Appendix

35 Changes to Reportable Segments (Re-presented)

Changed the reportable segments to align with the organizational structure and segment classifications used for information disclosure, aiming to further promote area management.



*For details, please refer to the timely disclosure published on December 24, 2024.

36 Constitution of Consolidated Expenses

(IFRS, After reclassification of discontinued operations)

(unit: ¥mn)	FY2024				FY2025		QonQ	YoY
	1 Q	2 Q	3 Q	4 Q	1 Q	2 Q		
Total of cost of sales	1,310	1,392	1,668	1,712	1,842	1,816	-1.4%	+30.5%
Labor costs	422	443	430	472	447	454	+1.7%	+2.5%
Subcontract costs	592	606	932	960	1,115	1,045	-6.3%	+72.5%
Others	296	343	305	280	280	317	+13.2%	-7.5%
Total of SG&A expenses	4,725	4,851	4,759	4,760	4,810	4,712	-2.0%	-2.9%
Labor costs *1	3,227	3,334	3,236	3,171	3,194	3,195	+0.0%	-4.2%
Employee bonuses *2	177	130	156	174	195	182	-6.8%	+39.7%
Rent expenses etc.	266	266	267	271	280	276	-1.4%	+3.6%
Advertising expenses	180	198	193	140	126	139	+10.3%	-29.6%
System usage fees	266	289	296	321	312	294	-5.8%	+2.0%
Taxes and dues	104	102	102	92	95	93	-2.6%	-9.2%
Others	506	532	508	590	607	533	-12.1%	+0.2%

*1 Performance-linked share compensation (BIP trust), which is a reconciliation to Non-GAAP operating profit, is recognized as labor costs. *2 Including estimation amount for additional performance-linked bonus.

37 Quarterly Consolidated Income Statement (By business segment) SEPTENI

(unit: ¥mn)

		FY2024								FY2025			
		1 Q		2 Q		3 Q		4 Q		1 Q		2 Q	
		Value	Ratio	Value	Ratio	Value	Ratio	Value	Ratio	Value	Ratio	Value	Ratio

Marketing Communication Segment

Revenue	5,426	100.0%	4,730	100.0%	4,844	100.0%	5,271	100.0%	6,107	100.0%	4,796	100.0%
Gross profit	4,623	85.2%	3,928	83.0%	3,918	80.9%	4,385	83.2%	5,134	84.1%	3,833	79.9%
SG&A expenses	3,020	55.7%	3,050	64.5%	3,015	62.2%	2,969	56.3%	3,092	50.6%	3,104	64.7%
Non-GAAP operating profit	1,607	29.6%	883	18.7%	904	18.7%	1,422	27.0%	2,044	33.5%	735	15.3%
[Reference] Net sales	33,069	—	29,426	—	29,608	—	31,139	—	36,452	—	27,649	—

Direct Business Segment

Revenue	1,181	100.0%	1,160	100.0%	1,311	100.0%	1,523	100.0%	1,555	100.0%	1,614	100.0%
Gross profit	863	73.1%	826	71.2%	804	61.3%	885	58.1%	887	57.0%	923	57.2%
SG&A expenses	589	49.9%	585	50.5%	586	44.7%	609	40.0%	627	40.3%	603	37.4%
Non-GAAP operating profit	288	24.4%	251	21.7%	228	17.4%	286	18.8%	274	17.6%	333	20.6%
[Reference] Net sales	5,145	—	4,619	—	5,021	—	5,609	—	5,190	—	5,651	—

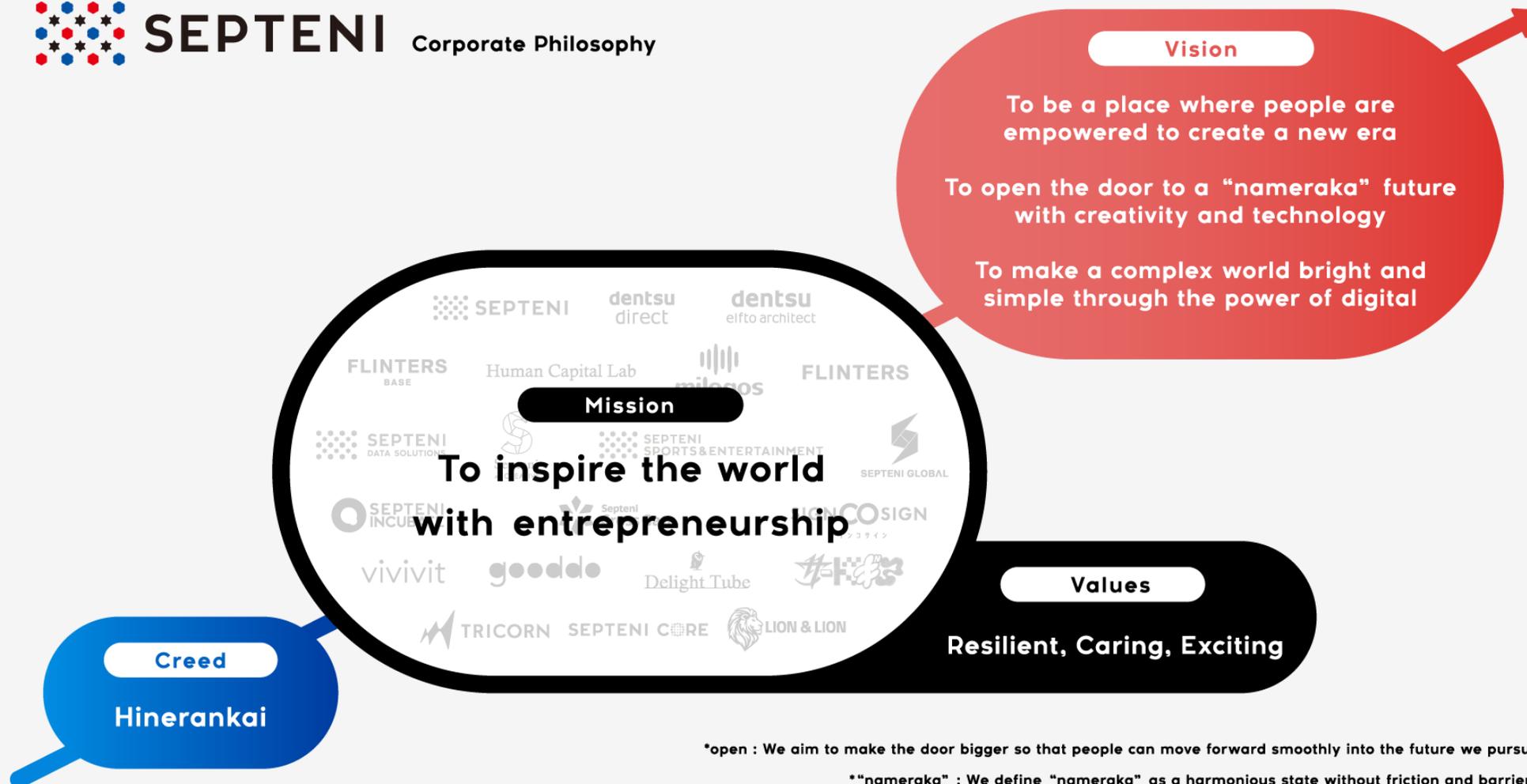
Data & Solutions Segment

Revenue	777	100.0%	799	100.0%	832	100.0%	787	100.0%	741	100.0%	811	100.0%
Gross profit	452	58.2%	454	56.8%	476	57.3%	451	57.3%	449	60.6%	521	64.3%
SG&A expenses	316	40.7%	355	44.5%	341	40.9%	329	41.8%	362	48.9%	359	44.2%
Non-GAAP operating profit	136	17.5%	99	12.4%	136	16.3%	123	15.6%	87	11.7%	163	20.1%

38 Consolidated Statement of Financial Position



(unit: ¥mn)	End of 2Q/FY2025	End of FY2024	Change
Current Assets	39,069	45,978	-6,908
Non-Current Assets	50,916	51,660	-744
Total Assets	89,985	97,637	-7,652
Current Liabilities	24,078	26,211	-2,133
Non-Current Liabilities	901	1,472	-570
Total Liabilities	24,979	27,683	-2,703
Total Capital	65,006	69,955	-4,949
Total Liabilities and Capital	89,985	97,637	-7,652



*open : We aim to make the door bigger so that people can move forward smoothly into the future we pursue.

**"nameraka" : We define "nameraka" as a harmonious state without friction and barriers.

Adopted Mission and Vision from the Group Philosophy as Sustainability Policy and reviewed its materiality.

Sustainability Policy

- **To inspire the world with entrepreneurship**
To be a place where people are empowered to create a new era
- **To open the door to a “nameraka” future with creativity and technology**
To make a complex world bright and simple through the power of digital

Promotion of sustainability activities

Response to
Climate Change

Enhancement of Corporate
Value by Empowering People
Who Create a New Era

Realization of a “Nameraka”
Society Through Creativity
and Technology

Building an Advanced
Governance System to
Support Discontinuous Growth

Newly added to the FTSE Blossom Japan Index and selected for the FTSE Blossom Japan Sector Relative Index for the second consecutive year.

About Both Indices

- Created by global index provider FTSE Russell, designed to reflect the performance of Japanese companies meeting global environmental, social, and governance (ESG) standards.
- Adopted as an ESG index by the Government Pension Investment Fund (GPIF), the world's largest pension fund that promotes ESG-conscious investing.



FTSE Blossom Japan Index



FTSE Blossom Japan Sector Relative Index

*About the FTSE Blossom Japan Index and FTSE Blossom Japan Sector Relative Index
<https://www.lseg.com/en/ftse-russell/indices/blossom-japan>

42 Sustainability Initiatives

Carrying out activities in line with the four material issues identified to contribute to a sustainable society and achieve its mission and vision.

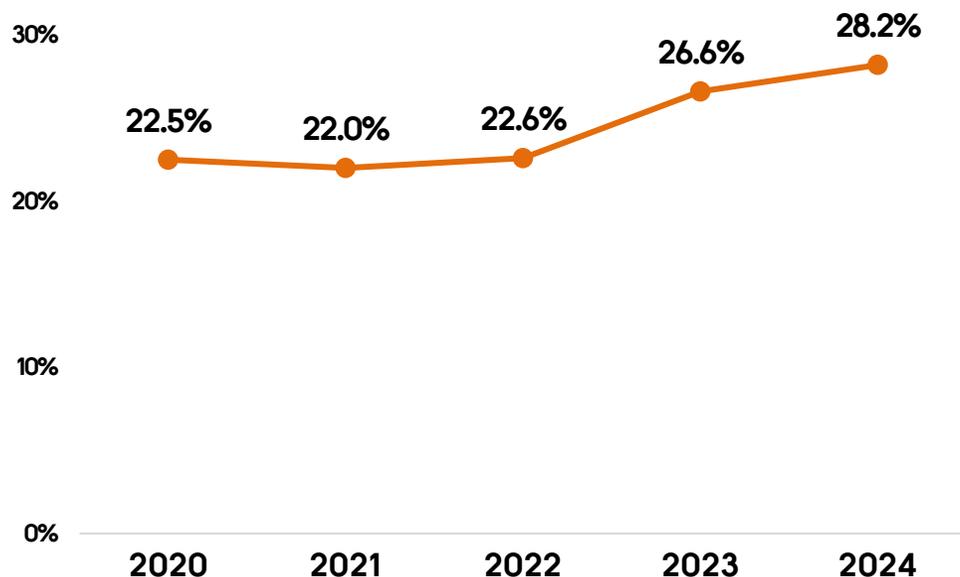
Materiality	Subcategory of Materiality	Key KPIs
<ul style="list-style-type: none">• Enhancement of Corporate Value by Empowering People Who Create a New Era• Realization of a “Nameraka” Society Through Creativity and Technology	<ul style="list-style-type: none">• Human resource development with reproducibility through digital HR• Diversity, Equity & Inclusion (DEI)• Democratization of entrepreneurship• Respect for human rights• Value creation leading to a “nameraka” society	<ul style="list-style-type: none">• Increase of the female managers ratio to 30% by 2030• Establishing a human rights due diligence system
<ul style="list-style-type: none">• Response to Climate Change	<ul style="list-style-type: none">• Reduction of GHG emissions and disclosure of information in accordance with TCFD recommendations	<ul style="list-style-type: none">• 70% Reduction of scope 1 and 2 emissions by 2030
<ul style="list-style-type: none">• Building an Advanced Governance System to Support Discontinuous Growth	<ul style="list-style-type: none">• Efforts for discontinuous growth• Efforts for risk reduction	<ul style="list-style-type: none">• Improving management indicators through business portfolio management• Continuous implementation of executive sessions• Continuous implementation of effectiveness evaluations

43 Initiatives and Progress in Human Capital Management

Setting human capital-related KPIs within Social, which is a particularly high-priority materiality, and promoting various measures.

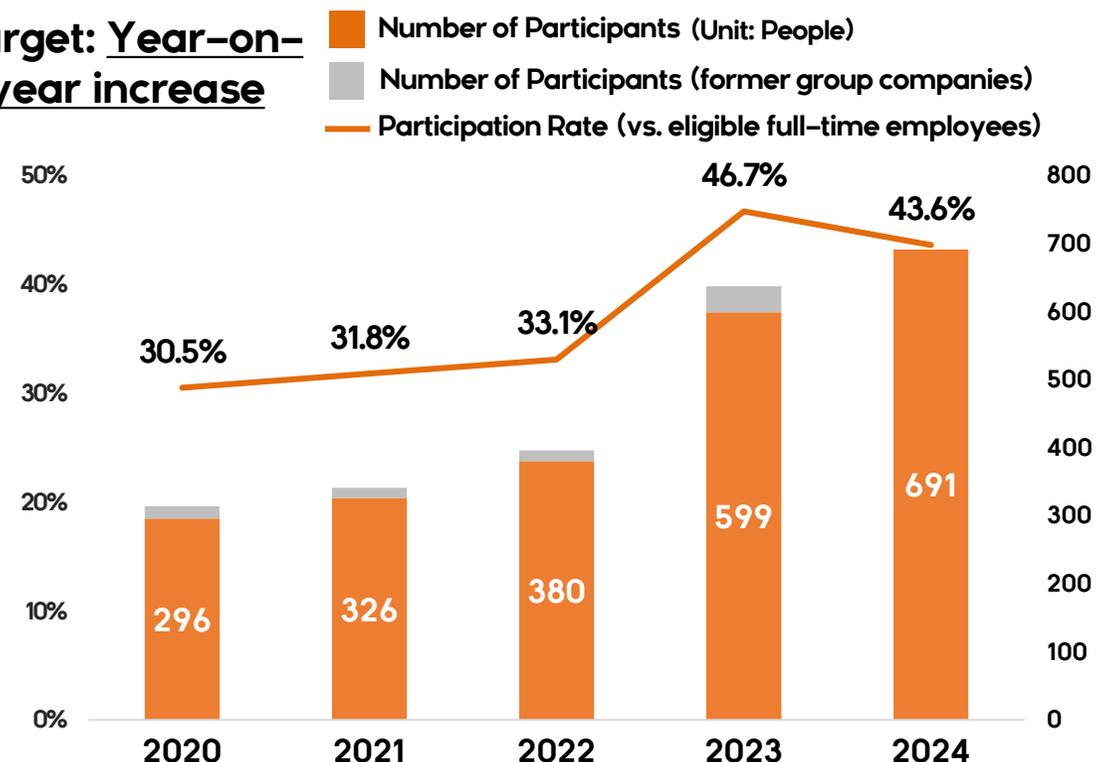
Ratio of female managers*1

Target: 30% by 2030 (domestic group companies)



Employee Stock Ownership Plan Participation Trends

Target: Year-on-year increase



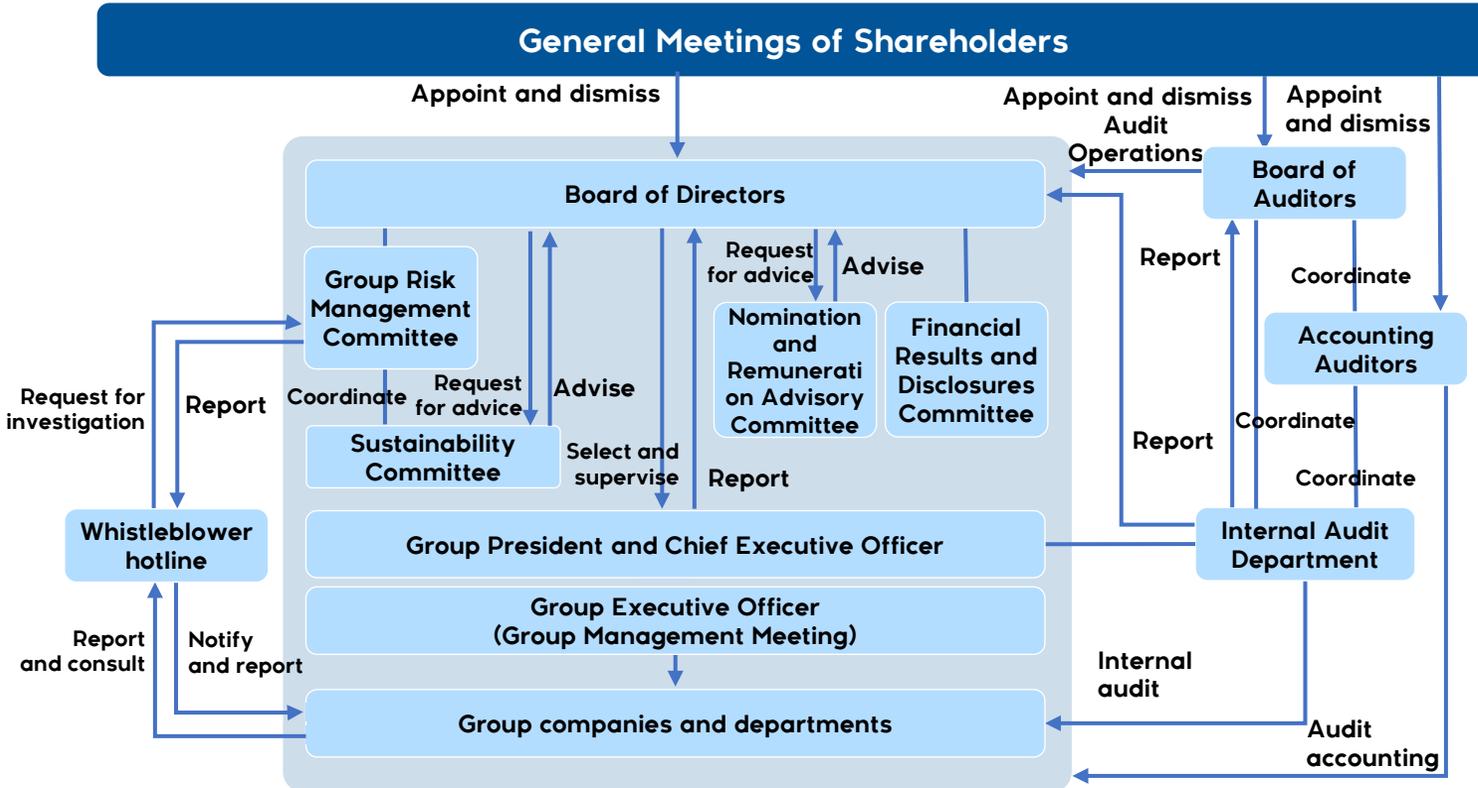
*For sustainability information, please check the link: <https://www.septeni-holdings.co.jp/en/csr/data.html>

Through 2023: Major domestic companies as of October each year. 2024: Domestic group companies as of the end of December.

44 Enhancing Corporate Governance

In addition to conducting business in accordance with the Corporate Philosophy and making fair and efficient decisions, focusing on establishing and operating a system to ensure compliance with laws and regulations and appropriate supervision of corporate performance.

Corporate Management Structure



Transition of Governance Reform

FY2015 – Appointed outside directors

– Introduced an evaluation of the effectiveness of the Board of Directors

FY2016 – Strengthen checking functions by establishing various committees
– Withdrawal of anti-takeover defense measures

FY2017 – Introduction of a performance-linked stock compensation system
– Introduction of a delegated executive officer system
➔ Separation of executive and supervisory functions

FY2022 – Establishment of the Sustainability Committee and enhancement of awareness of ESG
– Further strengthen independence and diversity of directors
Outside director ratio: 4 out of 7, Female directors: 1 out of 7 (As of the earnings announcement date)

FY2023 – Establishment of Nomination and Remuneration Advisory Committee

45 Main Group Companies by Business Segment as of August 7, 2025



Marketing Communication Segment



SEPTENI



SEPTENI GLOBAL



Delight Tube



milogos



Septeni
Ad CREATIVE

SEPTENI CORE



LION & LION



SIGNCOSIGN

サインコサイン



SEPTENI
SPORTS & ENTERTAINMENT

Direct Business Segment

dentsu
direct

dentsu
elfto architect

Data & Solutions Segment

FLINTERS



TRICORN



Septeni
Cross Gate

Other Business

vivivit

Human Capital Lab



SEPTENI
INCUBATE

Equity-method Affiliates

DENTSU
DIGITAL

PRIMECROSS

Sports IT Solution

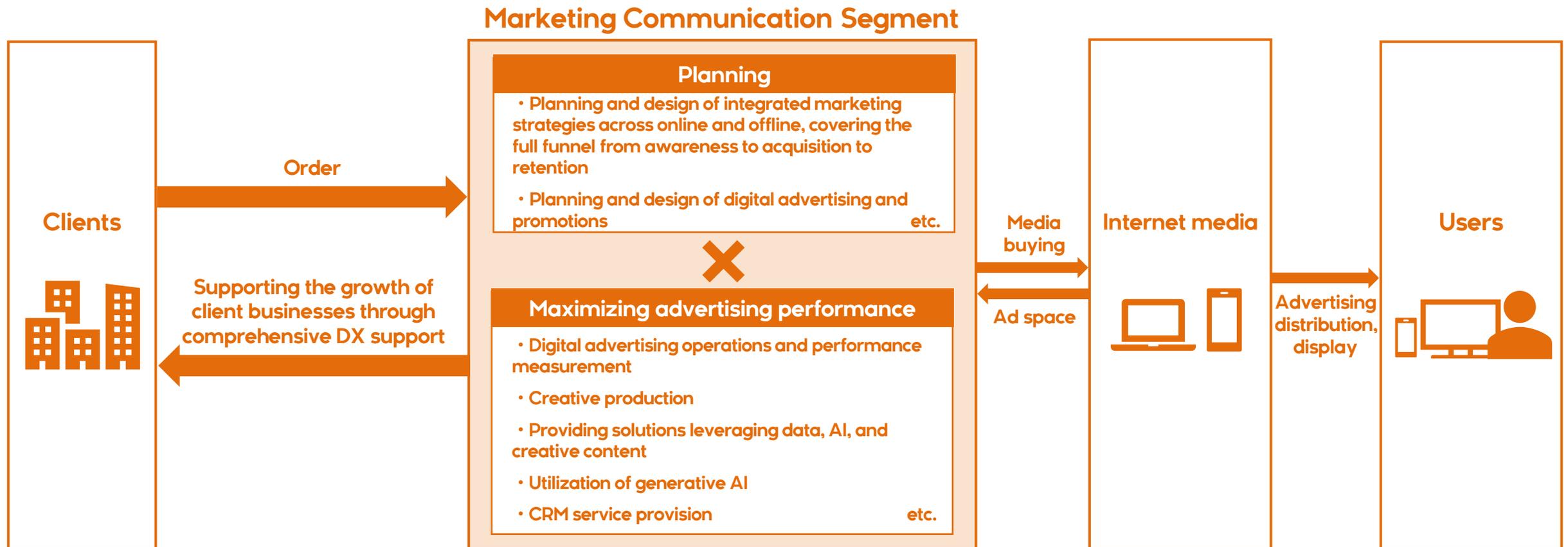
& and factory

COMISMA

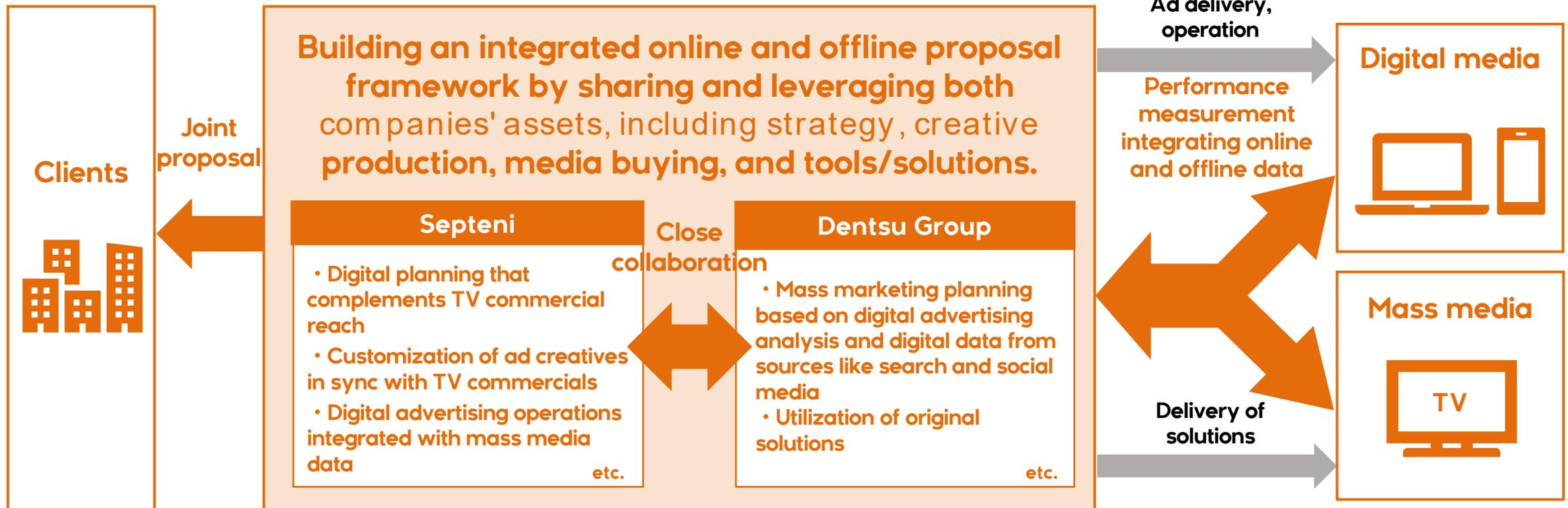
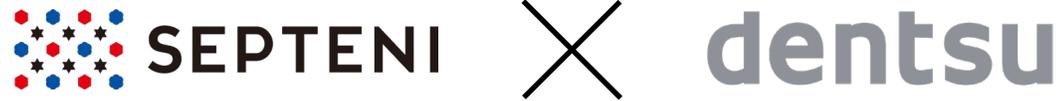
SEPTENI HOLDINGS CO., LTD. (Holding company)

46 Business Model for the Marketing Communication Segment

The Marketing Communication Segment provides comprehensive DX support through integrated marketing services centered on digital advertising sales and operations.

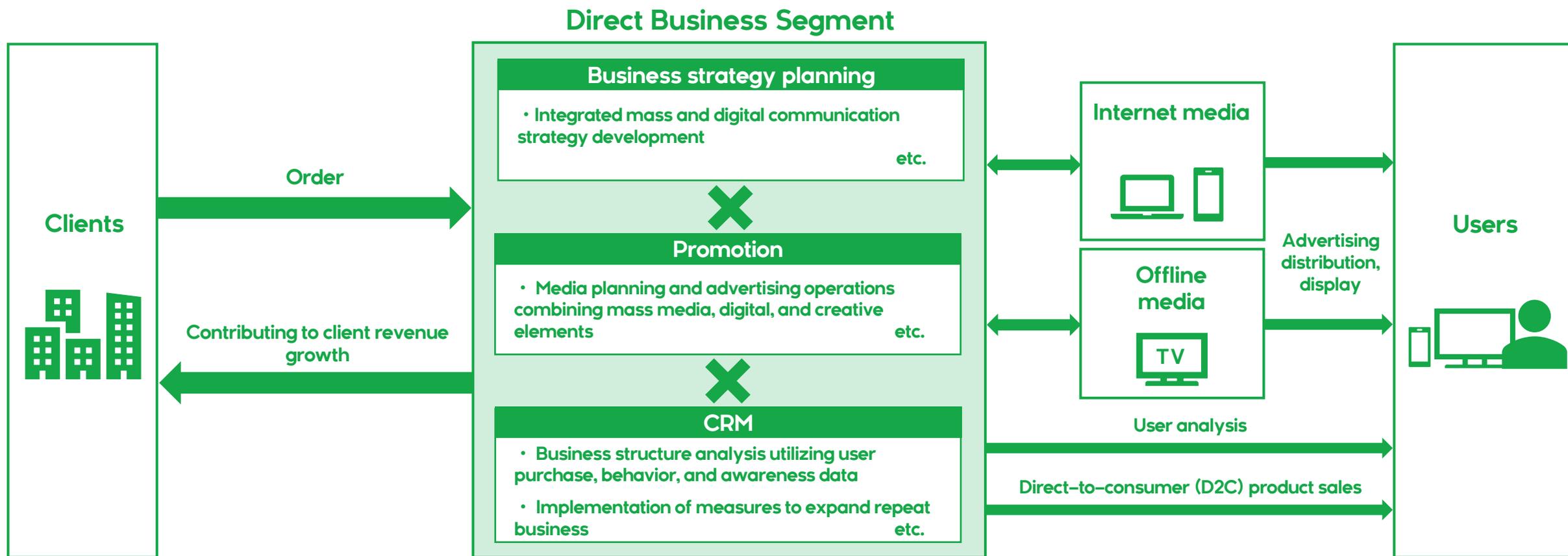


Integrated online and offline marketing proposals leveraging both companies' client bases (conceptual image)



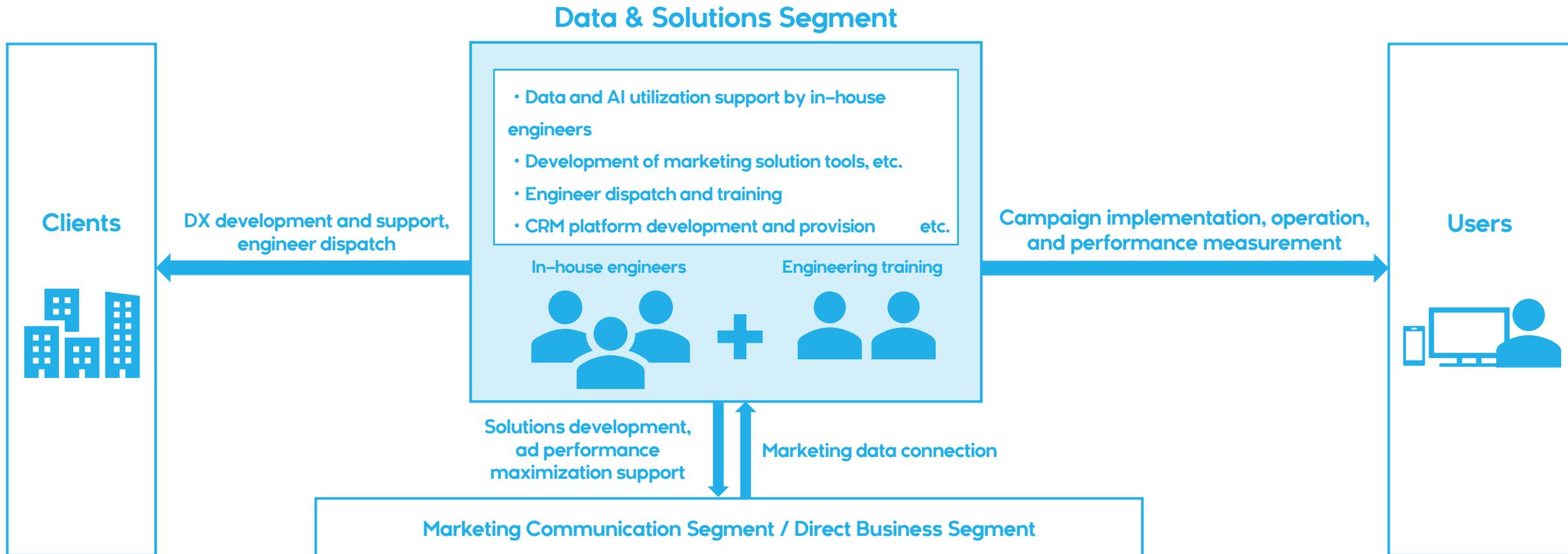
48 Business Model for the Direct Business Segment

The Direct Business Segment provides integrated client support by seamlessly executing everything from business strategy planning to direct response promotions and CRM in both B2C and B2B areas, thereby unifying offline media and digital strategies.



49 Business Model for the Data & Solutions Segment

The Data & Solutions Segment leverages long-standing expertise in digital marketing to provide data collection, integration, and utilization services, develop and deliver data- and AI-driven solutions, support client development, and dispatch engineering personnel.





Integrated Report 2024

Integrated Report 2024 is published and available on our website. We present management messages and employee voices, outlining how we will realize our mid-to-long-term vision through our core theme, “Focus & Synergy.”

For further details, please check the link or the code.

(https://www.septeni-holdings.co.jp/en/ir/library/integrated-report/integratedreport2024_en.pdf)



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We share information with our shareholders and investors through various channels, including our official “IR Magazine” on Note, which features initiatives related to our people and culture. We encourage you to also follow our other official social media accounts:

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Septeni Sports X : https://x.com/SEPTENI_SPORTS

Facebook : <https://www.facebook.com/septenigroup>