



Q3 and 9M FY2025 Business Results

November 12, 2025

SEPTENI HOLDINGS CO., LTD.

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Download the fact sheet [here](#) (in xlsx format)

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.

9M FY2025 Results

- Q1 started strong. From Q2 onwards, revenue contributions from the Direct Business Segment, coupled with an improved revenue to net sales ratio, optimized staffing, and continuous cost control, drove the development of a more efficient business structure, leading to cumulative **revenue growth and a substantial increase in profit**.
- **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.

Full-Year FY2025 Outlook

- As of the end of Q3, progress toward the full-year forecast has exceeded 70% for both revenue and Non-GAAP operating profit, demonstrating steady progress.
- Aiming to achieve the full-year earnings forecast by continuing to expand top line through the growth of existing projects and new client acquisition, while also pursuing initiatives to improve profitability and productivity.

01

Consolidated Cumulative Third Quarter Earnings Overview

05 9M FY2025 (Jan–Sep) Highlights

- **Revenue and Non-GAAP operating profit increased** YoY, making steady progress toward the full-year earnings forecast.
- Revenue grew at a higher rate than net sales due to an improved revenue to net sales ratio.
- Operating profit rose significantly by **27%** YoY, marking a major step toward the full-year goal of returning to profit growth.

(¥millions, unless otherwise stated)		Value	YoY	Progress toward earnings forecast
	Revenue	22,289	+6.7%	73.6%
	Non-GAAP operating profit	2,862	+27.0%	71.5%
	Profit attributable to owners of parent	2,490	-41.7%	65.5%
	Earnings per share (EPS)	¥12.00	¥-8.60	-
[Reference]	Net sales	109,625	+0.7%	-
	Revenue to net sales ratio	20.3%	+1.1Pt	-

06 9M FY2025 (Jan–Sep) Highlights (By business segment)



- **Marketing Communication:** Revenue grew through existing project expansion and new client acquisition, offsetting an impact from certain clients. Controlled SG&A expenses drove profit growth.
- **Direct Business:** Strong growth in both revenue and profit, led by the expansion of offline advertising projects.
- **Data & Solutions:** Revenue and profit decreased, primarily due to the drop-off of certain projects from the previous fiscal year.

(¥millions, unless otherwise stated)		9M FY2024 (Jan–Sep)	9M FY2025 (Jan–Sep)	YoY	Progress toward earnings forecast
Marketing Communication	Revenue	15,000	15,820	+5.5%	73.2%
	Non-GAAP operating profit	3,394	3,786	+11.5%	71.4%
	[Reference] Net sales	92,102	92,810	+0.8%	–
Direct Business	Revenue	3,652	4,735	+29.7%	81.6%
	Non-GAAP operating profit	768	964	+25.6%	80.4%
	[Reference] Net sales	14,785	16,242	+9.9%	–
Data & Solutions	Revenue	2,408	2,296	–4.6%	67.5%
	Non-GAAP operating profit	371	363	–2.0%	72.7%

07 9M FY2025 (Jan-Sep) Consolidated Income Statement



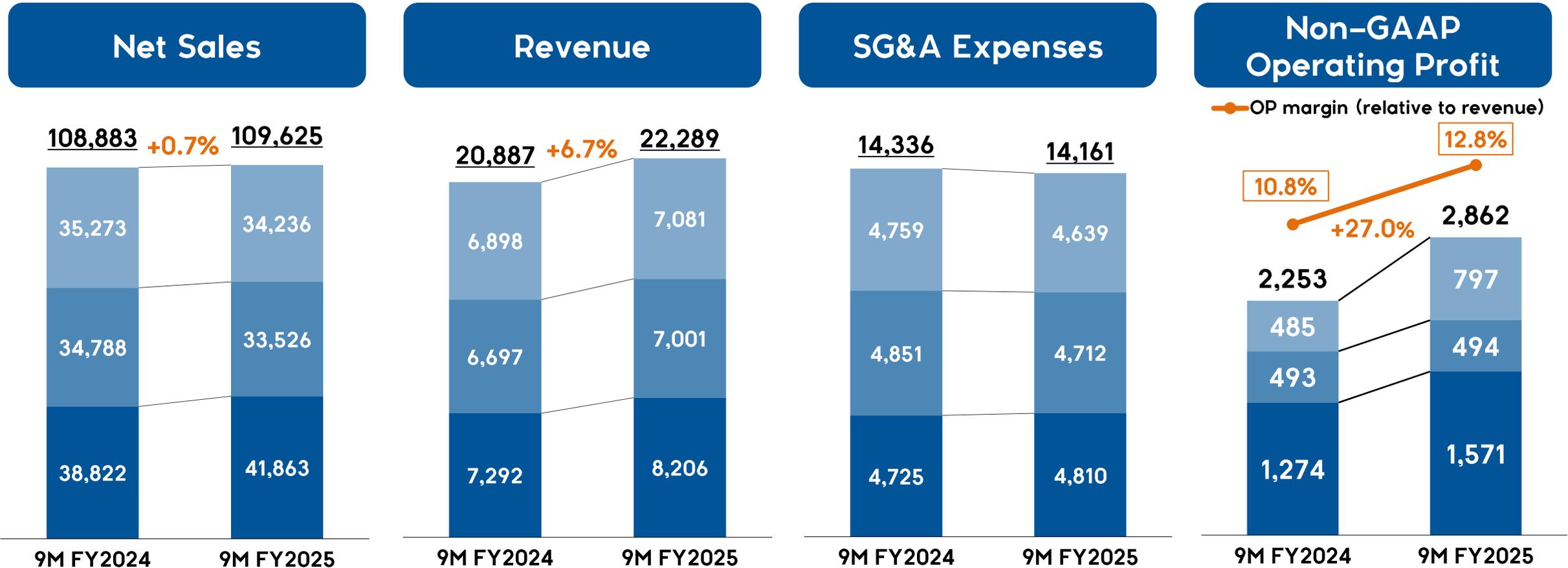
Profit from continuing operations increased **21.4%**, excluding the one-time gain from the sale of a portion of a subsidiary's shares recorded in the previous fiscal year.

(¥millions, unless otherwise stated)	9M FY2025 (Jan-Sep)				9M FY2024 (Jan-Sep)		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	22,289	20.3%	100.0%	+6.7%	20,887	19.2%	100.0%
Gross profit	16,970	15.5%	76.1%	+2.7%	16,518	15.2%	79.1%
SG&A expenses	14,161	12.9%	63.5%	-1.2%	14,336	13.2%	68.6%
Non-GAAP operating profit	2,862	2.6%	12.8%	+27.0%	2,253	2.1%	10.8%
Operating profit	2,810	2.6%	12.6%	+28.2%	2,192	2.0%	10.5%
Equity in earnings of affiliates, etc.	931	0.8%	4.2%	+1.8%	915	0.8%	4.4%
Profit from continuing operations	2,489	2.3%	11.2%	+21.4%	2,051	1.9%	9.8%
Profit from discontinued operations	—	—	—	—	2,210	—	—
Profit attributable to owners of parent	2,490	2.3%	11.2%	-41.7%	4,271	3.9%	20.4%
[Reference] Net sales	109,625	100%	—	+0.7%	108,883	100%	—

08 9M FY2025 (Jan-Sep) Consolidated Earnings Trends

By controlling the increase in SG&A expenses through business portfolio optimization and cost control, Non-GAAP operating profit increased significantly by **27%** YoY, and the OP margin also improved by **2Pt** YoY.

■ Q1 ■ Q2 ■ Q3 (¥mn)



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

02

Quarterly Consolidated Earnings Overview

10 Q3 FY2025 (Jul-Sep) Consolidated Income Statement



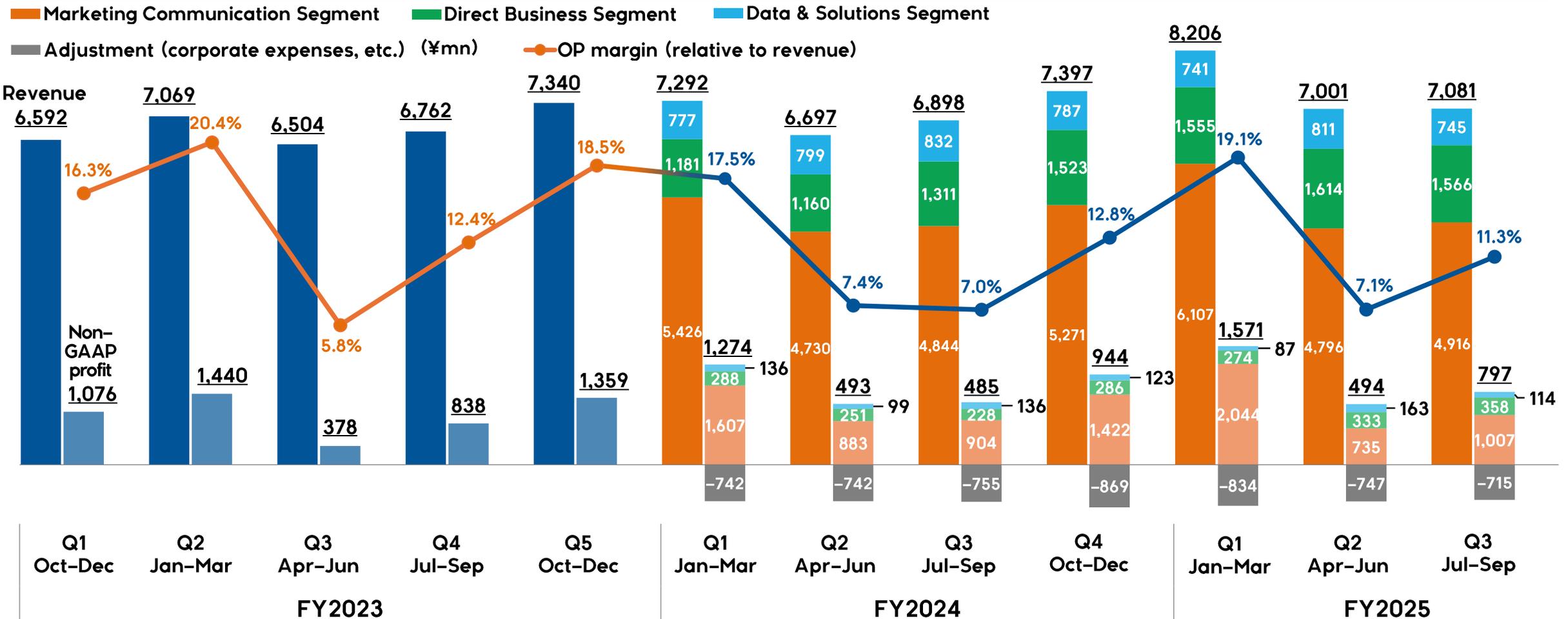
- While improved profitability drove a **1.1Pt** improvement in the revenue to net sales ratio and contributed to revenue growth, reinforced organizational focus on cost efficiency led to a substantial **64.3%** YoY increase in Non-GAAP operating profit.
- Profit attributable to owners of parent surged by **138.4%** YoY, supported by both the increase in operating profit and steady growth in equity in earnings of affiliates, etc.

(¥millions, unless otherwise stated)	Q3 FY2025				Q3 FY2024		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	7,081	20.7%	100.0%	+2.7%	6,898	19.6%	100.0%
Gross profit	5,421	15.8%	76.5%	+3.6%	5,231	14.8%	75.8%
SG&A expenses	4,639	13.6%	65.5%	-2.5%	4,759	13.5%	69.0%
Non-GAAP operating profit	797	2.3%	11.3%	+64.3%	485	1.4%	7.0%
Operating profit	785	2.3%	11.1%	+74.5%	450	1.3%	6.5%
Equity in earnings of affiliates, etc.	235	0.7%	3.3%	+63.2%	144	0.4%	2.1%
Profit attributable to owners of parent	634	1.9%	9.0%	+138.4%	266	0.8%	3.9%
[Reference] Net sales	34,236	100%	—	-2.9%	35,273	100%	—

11 Quarterly Trend of Consolidated Earnings

(After reclassification of discontinued operations)

Contributions from the Marketing Communication and Direct Business segments drove **YoY growth in both revenue and profit**, while also improving the operating profit margin.



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

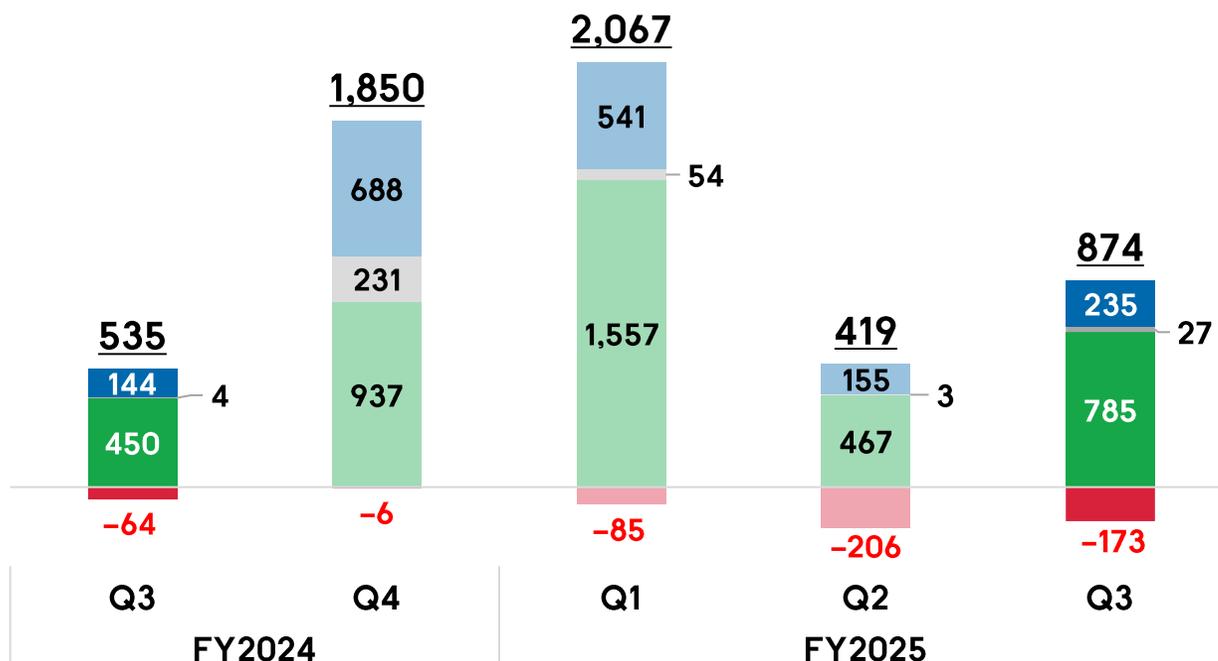
12 Quarterly Trend of Consolidated Profit Before Tax

(After reclassification of discontinued operations)

Equity in earnings of affiliates from Dentsu Digital increased steadily.

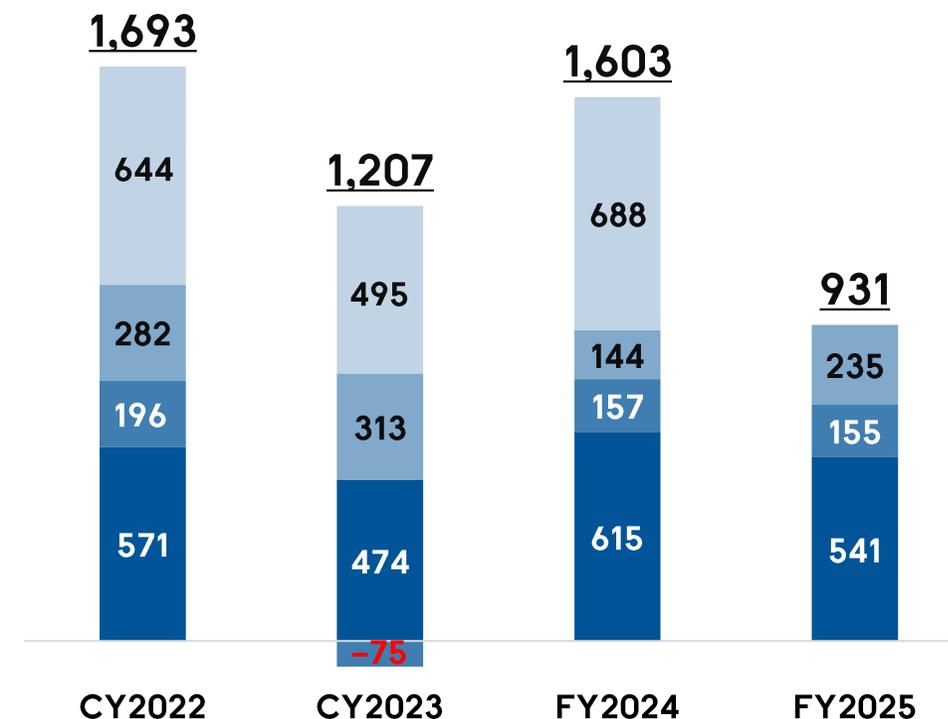
Quarterly Trend

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



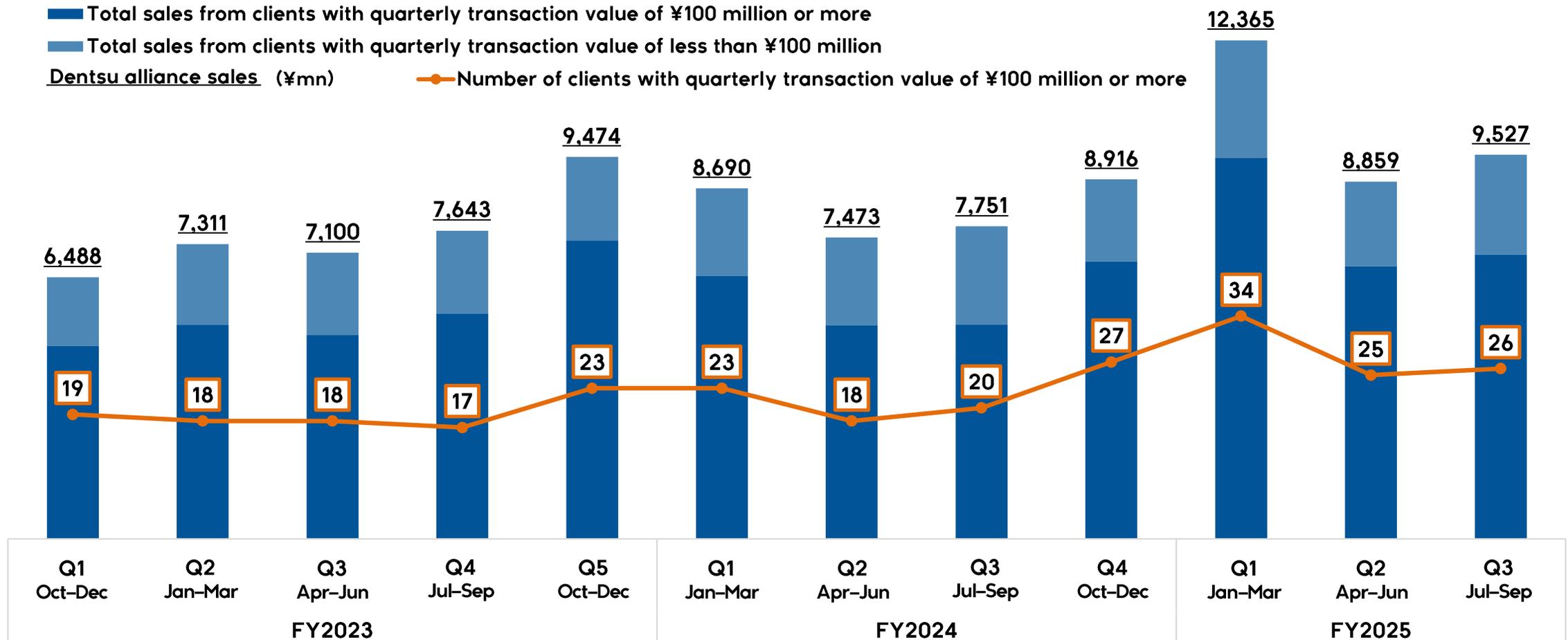
Full-Year Trend of Equity in Earnings of Affiliates

■ Q1
 ■ Q2
 ■ Q3
 ■ Q4
 Total (¥mn)



13 Progress on Business Alliance with Dentsu Group

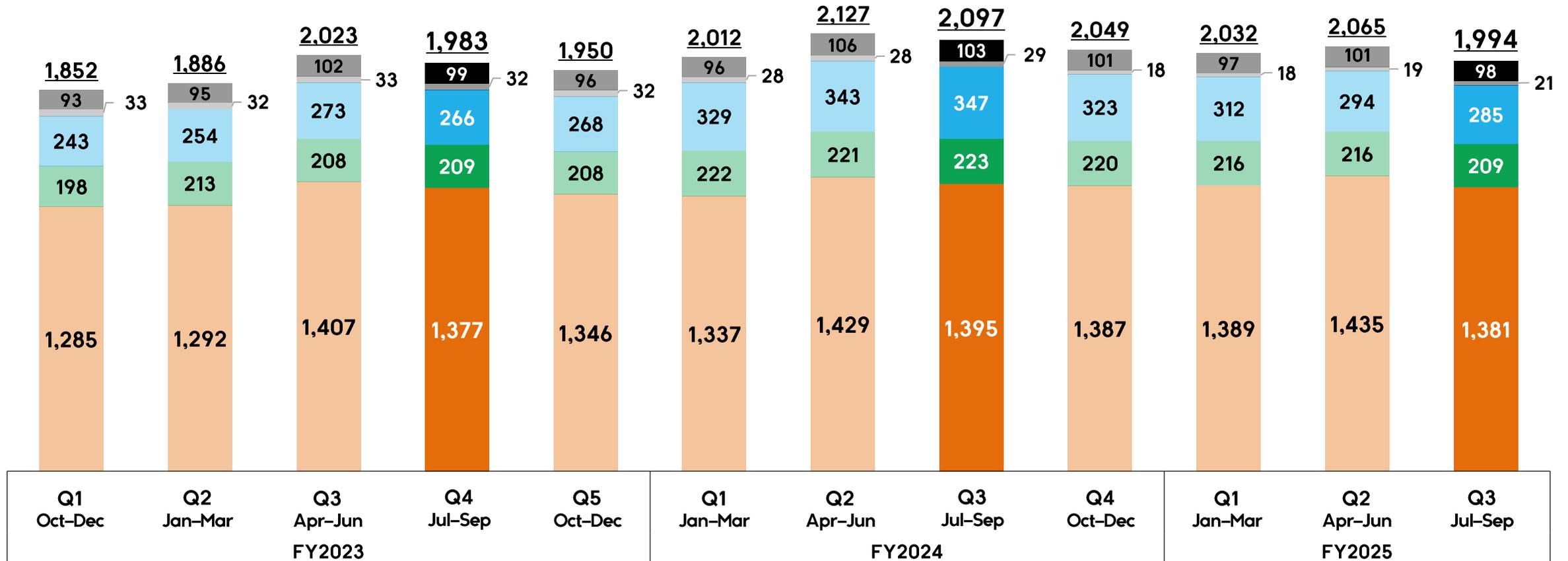
Alliance sales grew steadily by **22.9%** YoY, driven by the successful acquisition of new large clients.



14 Workforce Size Trend

Despite a reduction in headcount, primarily in international operations, the balance between workload and workforce remained optimal due to enhanced productivity.

■ 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 Marketing Communication Segment employee headcount from Q1 FY2023 onwards.

03

Marketing Communication Segment

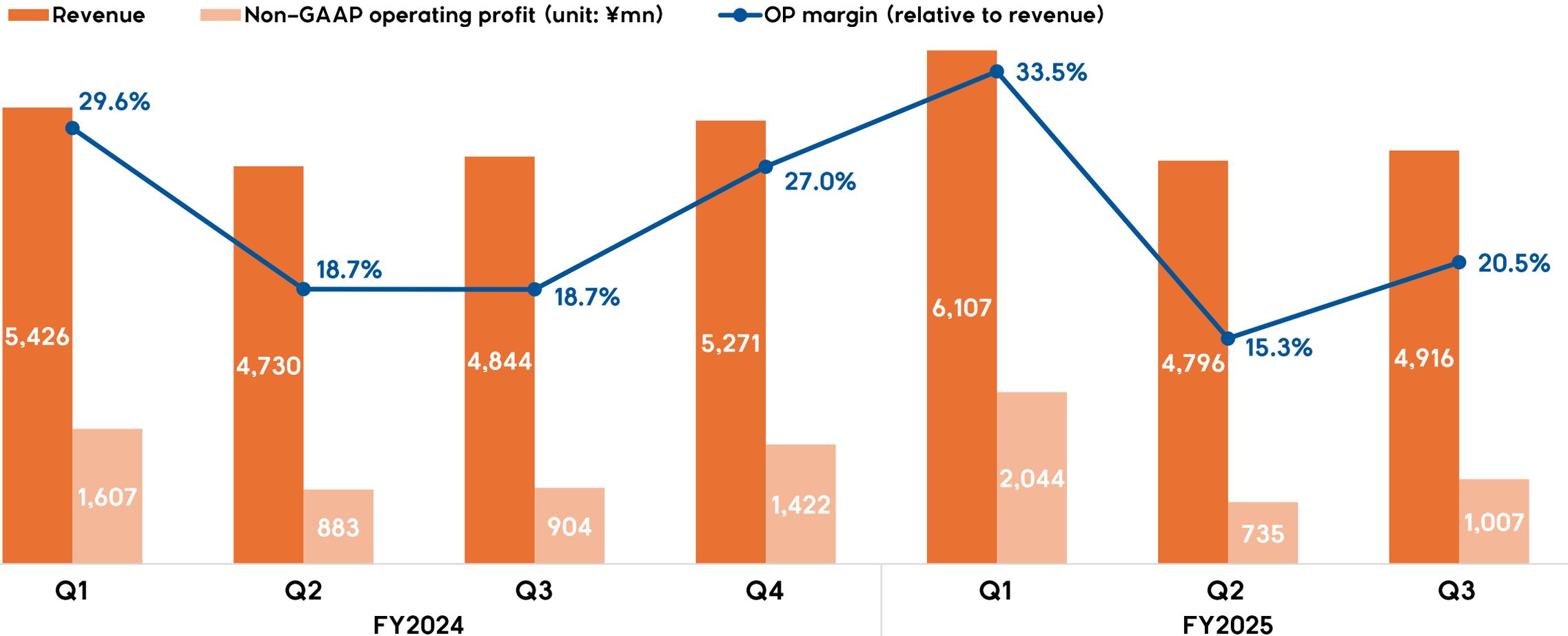
16 Marketing Communication Segment Earnings Overview

Despite an impact from certain clients, revenue grew through the expansion of existing projects and the acquisition of new projects, with Non-GAAP operating profit rising by **11.4% YoY**.

(¥millions, unless otherwise stated)	Q3 FY2025				Q3 FY2024			
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue	
Revenue	4,916	17.1%	100.0%	+1.5%	4,844	16.4%	100.0%	
Gross profit	4,067	14.2%	82.7%	+3.8%	3,918	13.2%	80.9%	
SG&A expenses	3,064	10.7%	62.3%	+1.6%	3,015	10.2%	62.2%	
Non-GAAP operating profit	1,007	3.5%	20.5%	+11.4%	904	3.1%	18.7%	
[Reference]	Net sales	28,709	100.0%	—	-3.0%	29,608	100.0%	—

17 Marketing Communication Segment Quarterly Earnings Trend

Operating profit margin improved by **1.8Pt** YoY, driven by successful initiatives to enhance profitability and disciplined control over hiring.

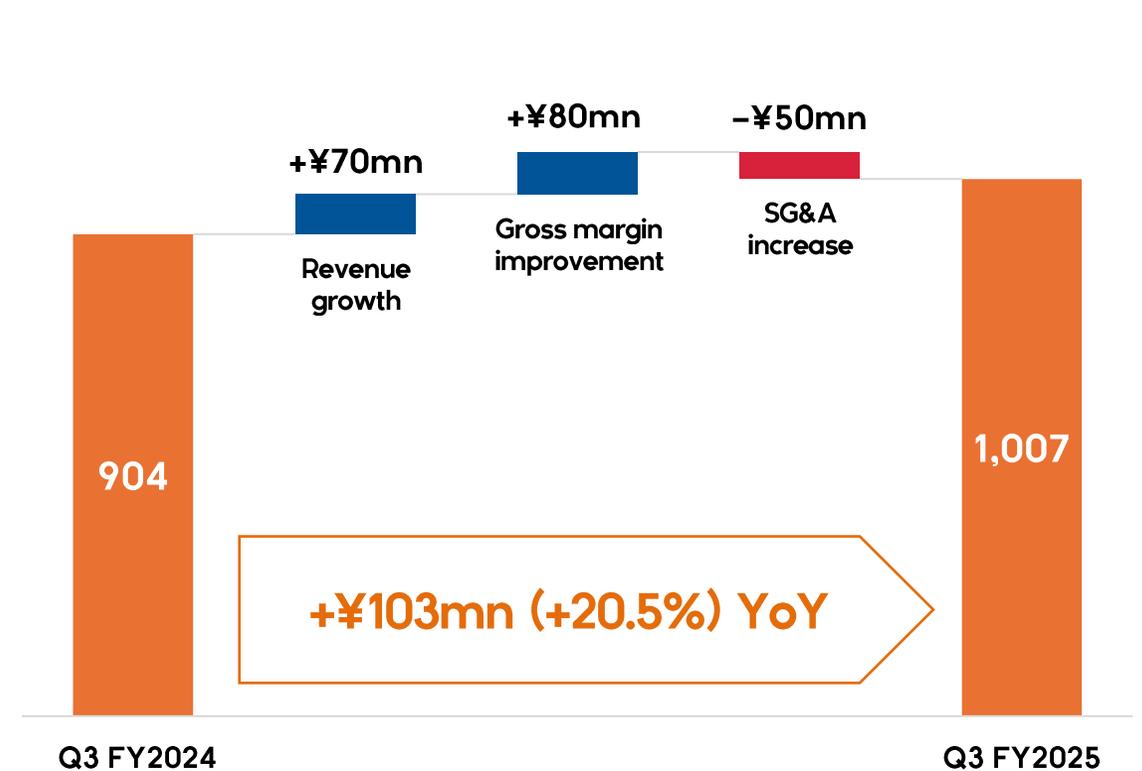
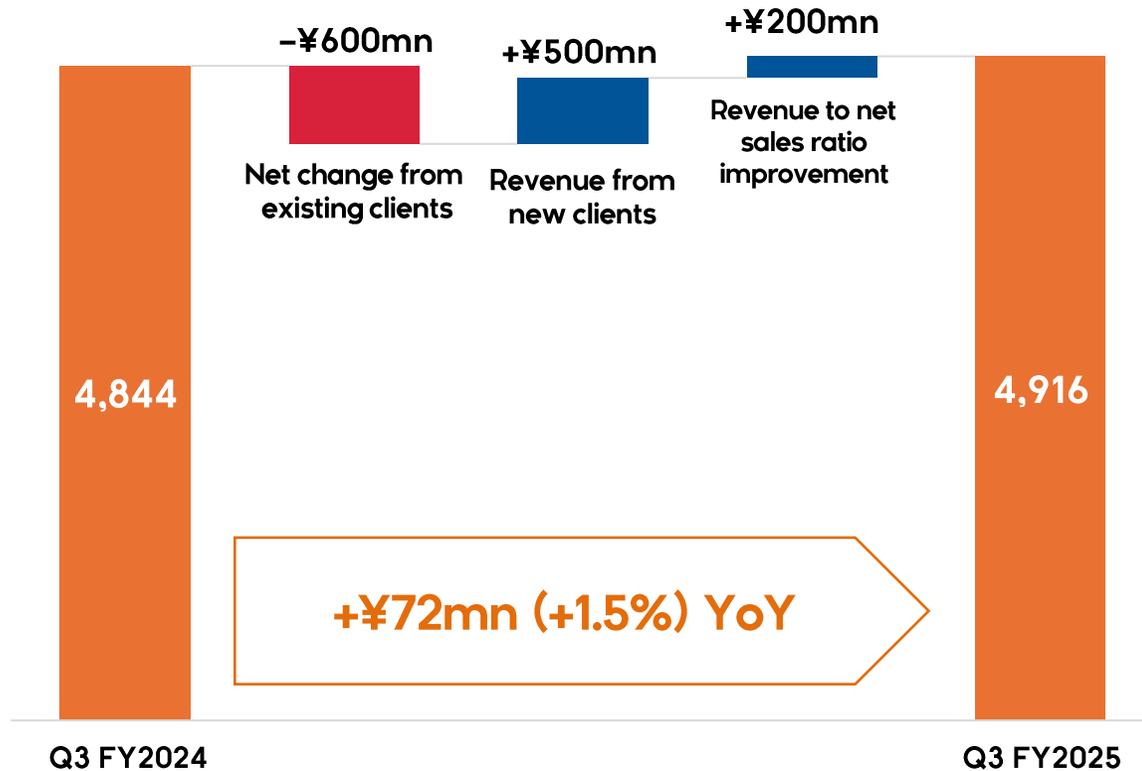


18 Marketing Communication Segment YoY Change Breakdown

Despite an impact from certain clients, revenue increased, driven by various initiatives. Non-GAAP operating profit grew as the positive effect of this revenue growth, combined with an improved gross profit margin, more than offset the increase in SG&A expenses.

Revenue Change Breakdown*1

Non-GAAP Operating Profit Change Breakdown*2 (¥mn)

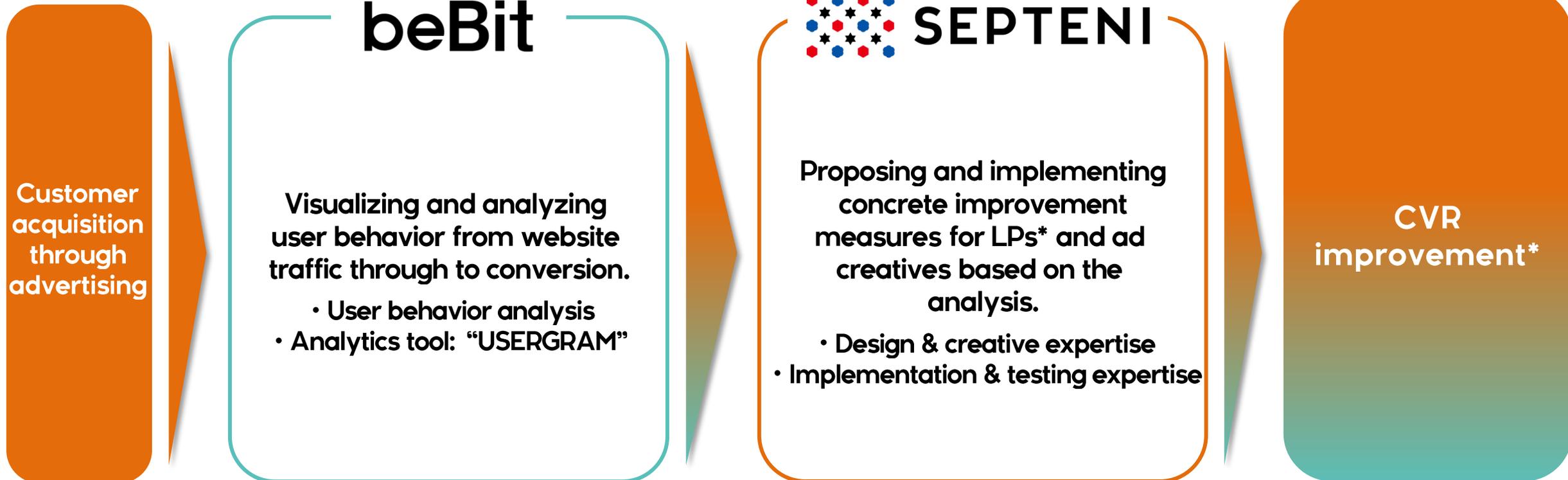


*1 Figures are rounded to the nearest hundred million. *2 Figures are rounded to the nearest ten million.

19 Marketing Communication Segment Topic

Launched “CRO Package” with beBit, Inc. for end-to-end optimization of customer experience from acquisition to conversion.

CRO* Package Flowchart



04

Direct Business Segment

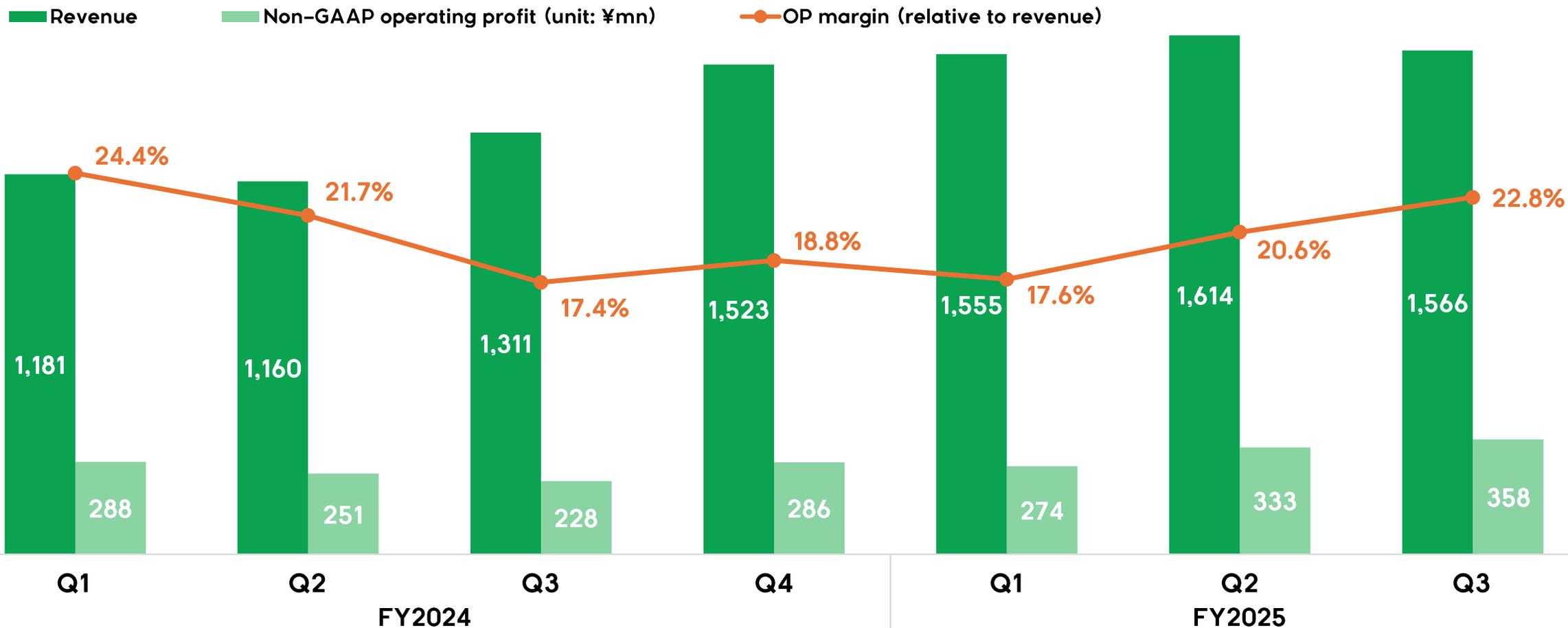
21 Direct Business Segment Earnings Overview

Non-GAAP operating profit increased significantly by **56.7%** YoY, driven by the positive impact of revenue growth from the expansion of offline advertising projects and effective control of SG&A expenses.

(¥millions, unless otherwise stated)	Q3 FY2025				Q3 FY2024		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	1,566	29.0%	100.0%	+19.5%	1,311	26.1%	100.0%
Gross profit	936	17.3%	59.8%	+16.5%	804	16.0%	61.3%
SG&A expenses	589	10.9%	37.6%	+0.4%	586	11.7%	44.7%
Non-GAAP operating profit	358	6.6%	22.8%	+56.7%	228	4.5%	17.4%
[Reference] Net sales	5,401	100.0%	—	+7.6%	5,021	100.0%	—

22 Direct Business Segment Quarterly Earnings Trend

Revenue and profit increased YoY, with the Non-GAAP operating margin improving due to effective management of controllable SG&A expenses.



23 Direct Business Segment Topic

Established REGIRISE, Inc., a joint venture with CYBER RECORDS, to support the corporate Furusato Nozei (hometown tax donation) program, thereby assisting corporate contributions to local regions and promoting the creation of sustainable communities.

Background

- Growing interest among our clients, particularly those based in local areas, in contributing to local communities through their business activities.
- Rapid expansion of the market for the corporate Furusato Nozei program, driven by its benefits, such as enhancing brand value through social contribution and building stronger relationships with local communities.

dentsu direct

Septeni Group's extensive client base

CYBER RECORDS

Strong network with municipal governments and expertise in e-commerce operations

REGIRISE, Inc.

(Ownership:
majority-owned by Dentsu Direct)

Providing comprehensive partnership and support throughout the entire project to foster sustainable collaboration between corporations and local governments.

- Identifying local challenges and developing projects to address them.
- Facilitating high-quality matching between corporations and local governments.
- Supporting implementation, public relations, and more.

05

Data & Solutions Segment

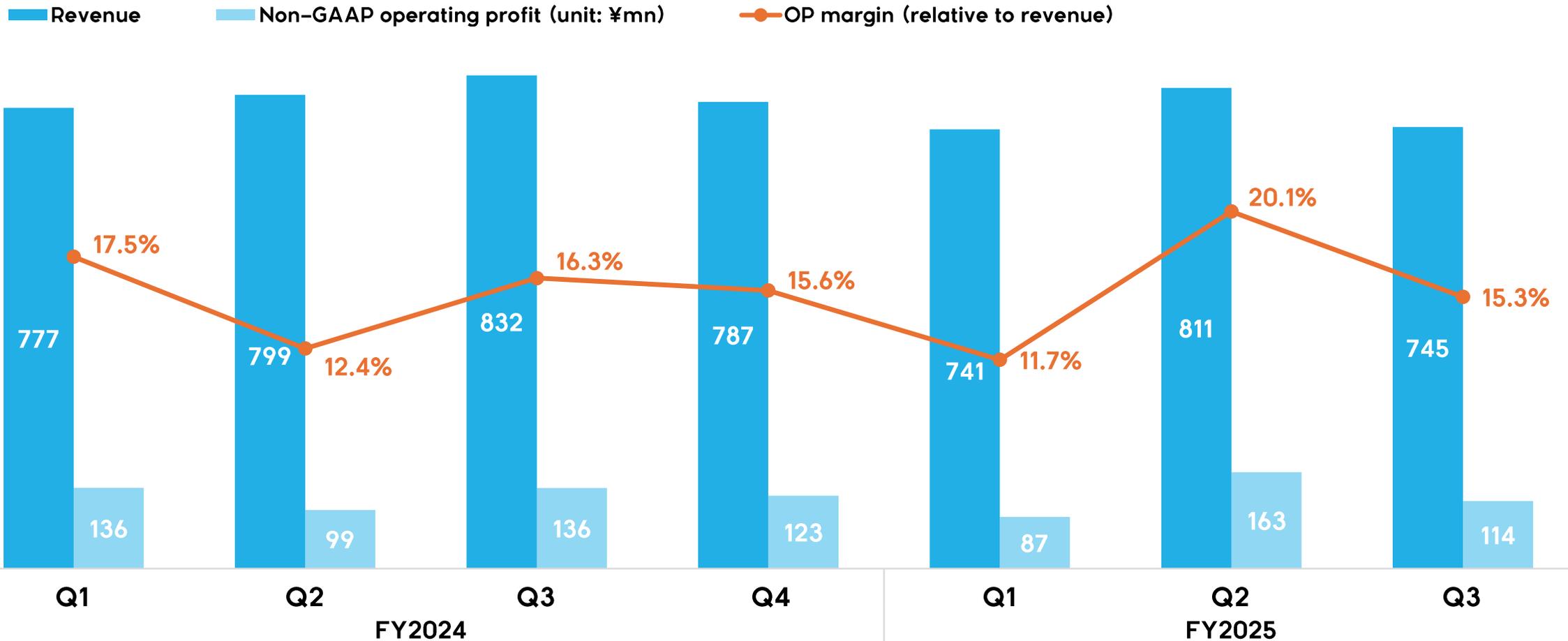
25 Data & Solutions Segment Earnings Overview

Revenue and profit decreased due to a decline in certain projects that were delivered in the previous fiscal year.

(¥millions, unless otherwise stated)	Q3 FY2025			Q3 FY2024	
	Value	Ratio	YoY	Value	Ratio
Revenue	745	100.0%	-10.5%	832	100.0%
Gross profit	468	62.9%	-1.7%	476	57.3%
SG&A expenses	355	47.6%	+4.1%	341	40.9%
Non-GAAP operating profit	114	15.3%	-16.3%	136	16.3%
[Reference] Net sales	745	100.0%	-10.5%	832	100.0%

26 Data & Solutions Segment Quarterly Earnings Trend

Aiming for growth in both revenue and profit by balancing the optimization of headcount, primarily at overseas locations, with the strategic acquisition of engineers who are key to competitiveness.



27 Data & Solutions Segment Topic

Launched Generative AI training and workflow development support services that utilize the Dify platform, through an alliance with MYUUU INC.

Generative AI Training: POLA ORBIS HOLDINGS INC.



Training Objectives

- Seeking ways to leverage unstructured data (e.g., interview memos) scattered across departments.
- Building internal knowledge and understanding to promote the Dify pilot project.

FLINTERS

- Extensive training methodologies
- In-depth expertise accumulated through in-house use of Dify



- A vast library of use cases acquired from operating “Dify-bu,” Japan’s largest generative AI community

Delivered customized hands-on training, earning high acclaim and leading to rollouts at group companies.

06

Progress Toward Earnings Forecast

29 Full-Year Earnings Forecast for FY2025 (Consolidated)



Aiming for a V-shaped recovery by achieving increased revenue and a return to profit growth through improved profitability and productivity. Year-end dividends per share to be maintained at ¥18, consistent with dividend policy.

(¥millions, unless otherwise stated)	FY2024 results	FY2025 forecasts	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		+15.0%
Earnings per share (EPS)	¥26.65	¥18.32	-¥8.33
Continuing operations only	¥15.93		+¥2.39
[Reference] Net sales	145,996	153,000	+4.8%
Revenue to net sales ratio	19.4%	19.8%	+0.4pt
Dividends per share	¥31.35	¥18.00	-¥13.35

30 Full-Year Earnings Forecast for FY2025

(By business segment, Re-presented)



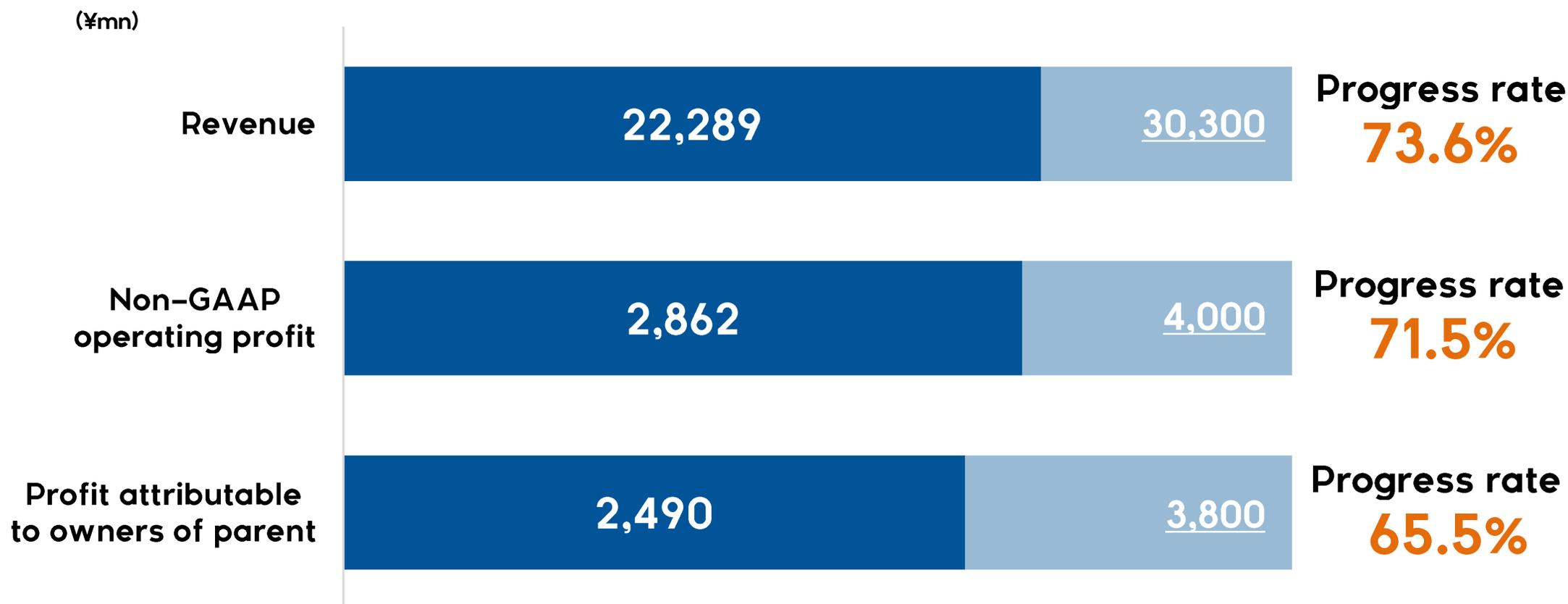
Aiming to achieve increased revenue and profit through growth centered on the Marketing Communication Segment, momentum recovery in the Direct Business Segment, and steady growth in the Data & Solutions Segment.

(¥millions, unless otherwise stated)	Revenue			Non-GAAP operating profit			
	FY2024 results	FY2025 forecasts	YoY	FY2024 results	FY2025 forecasts	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)

With full-year earnings forecast well within reach, focusing on building top line by acquiring new projects and expanding existing ones, and expanding profit through improved profitability and productivity.



32 Progress Toward Earnings Forecast (By business segment)

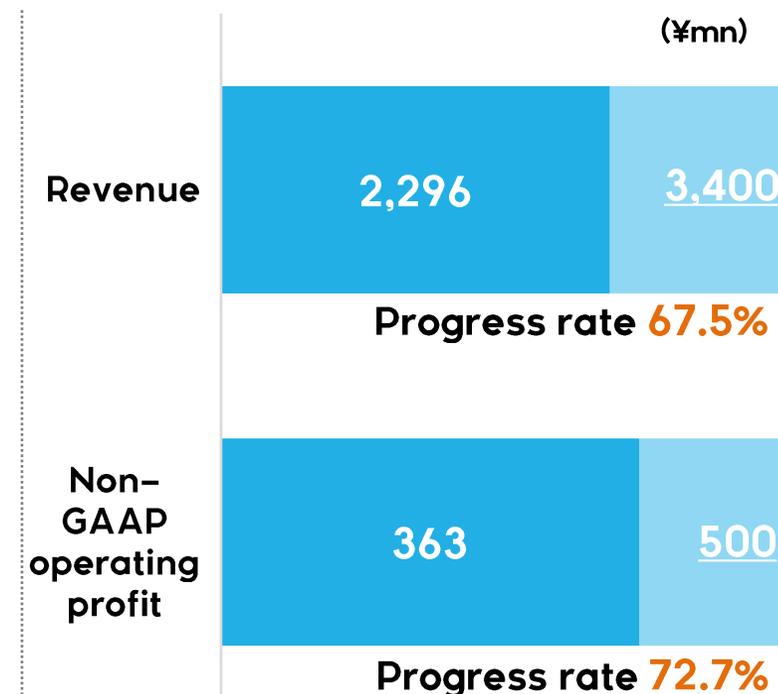
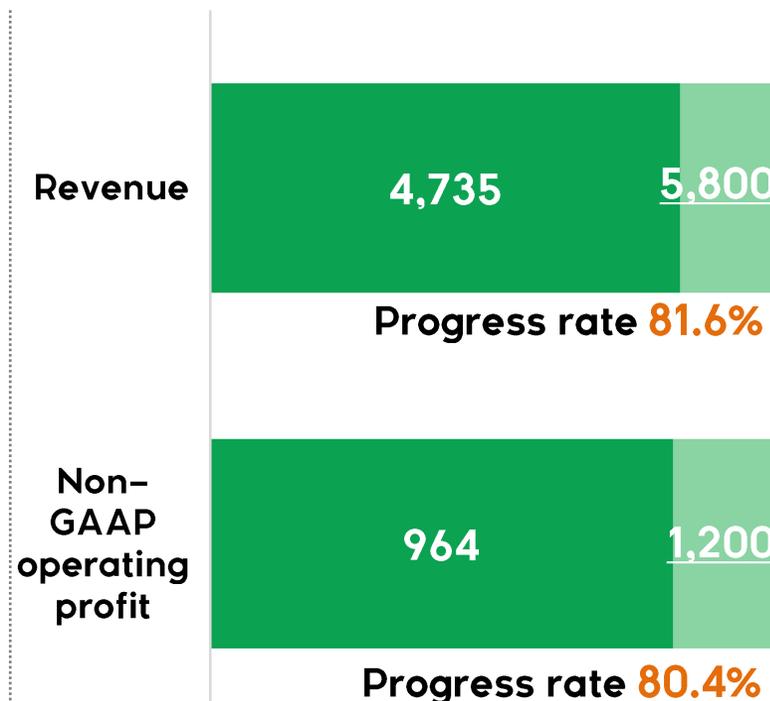
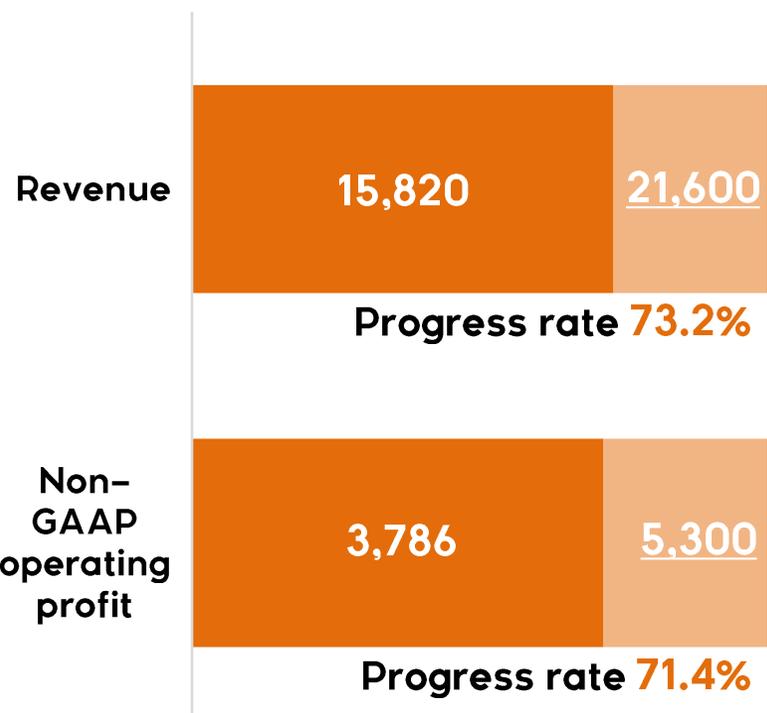
Each segment is on track to achieve its respective earnings forecast.

Marketing Communication Segment

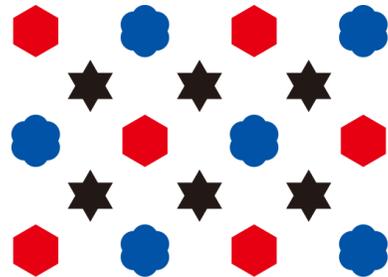
Direct Business Segment

Data & Solutions Segment

(¥mn)



Thank you for your interest!



SEPTENI

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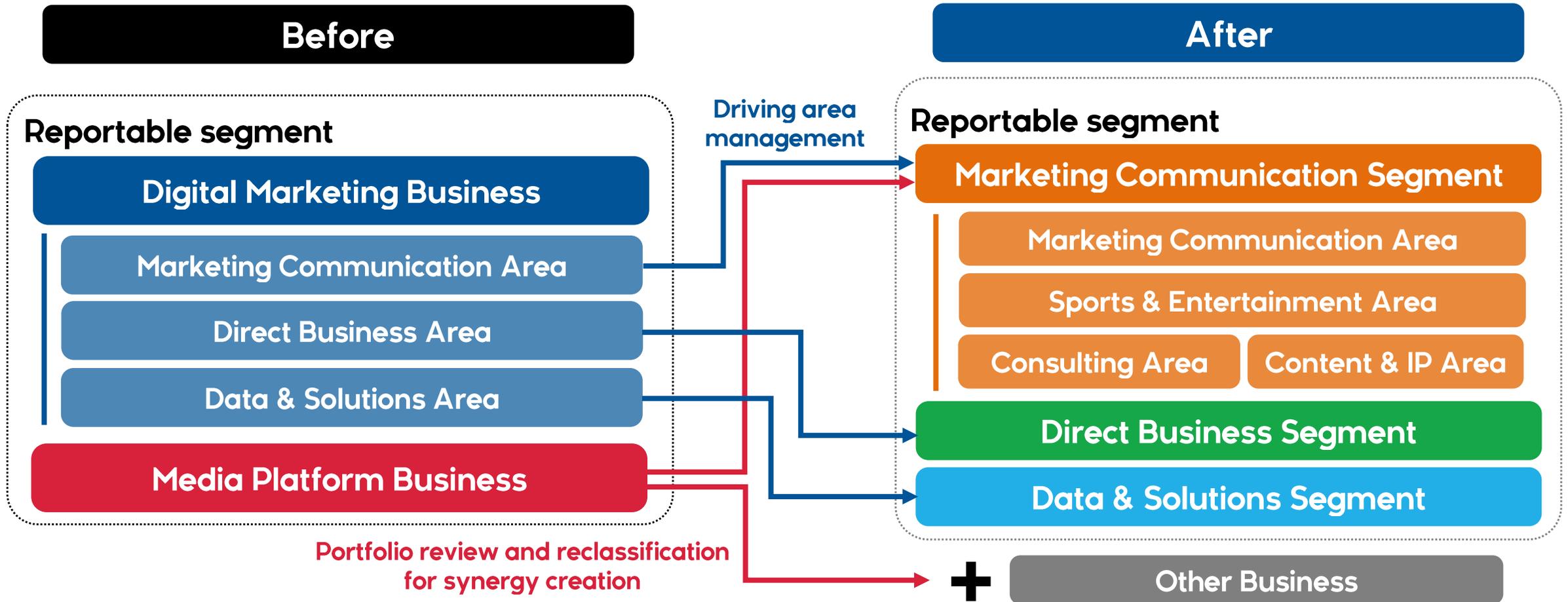
All estimates, opinions and plans provided in this document are based on the best information available at the time of the creation of this document on November 12, 2025 and we do not guarantee their accuracy. Therefore, our actual results may differ due to various unforeseen risk factors and changes 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.



36 Constitution of Consolidated Expenses

(IFRS, After reclassification of discontinued operations)

¥mn)	FY2024				FY2025			QonQ	YonY
	1Q	2Q	3Q	4Q	1Q	2Q	3Q		
Total of cost of sales	1,310	1,392	1,668	1,712	1,842	1,816	1,661	-8.5%	-0.4%
Labor costs	422	443	430	472	447	454	450	-0.9%	+4.6%
Subcontract costs	592	606	932	960	1,115	1,045	959	-8.2%	+2.9%
Others	296	343	305	280	280	317	252	-20.5%	-17.3%
Total of SG&A expenses	4,725	4,851	4,759	4,760	4,810	4,712	4,639	-1.5%	-2.5%
Labor costs *1	3,227	3,334	3,236	3,171	3,194	3,195	3,144	-1.6%	-2.8%
Employee bonuses *2	177	130	156	174	195	182	168	-7.6%	+7.5%
Rent expenses etc.	266	266	267	271	280	276	281	+1.7%	+5.0%
Advertising expenses	180	198	193	140	126	139	165	+18.5%	-14.6%
System usage fees	266	289	296	321	312	294	293	-0.4%	-1.0%
Taxes and dues	104	102	102	92	95	93	95	+2.4%	-6.6%
Others	506	532	508	590	607	533	493	-7.5%	-3.0%

*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.

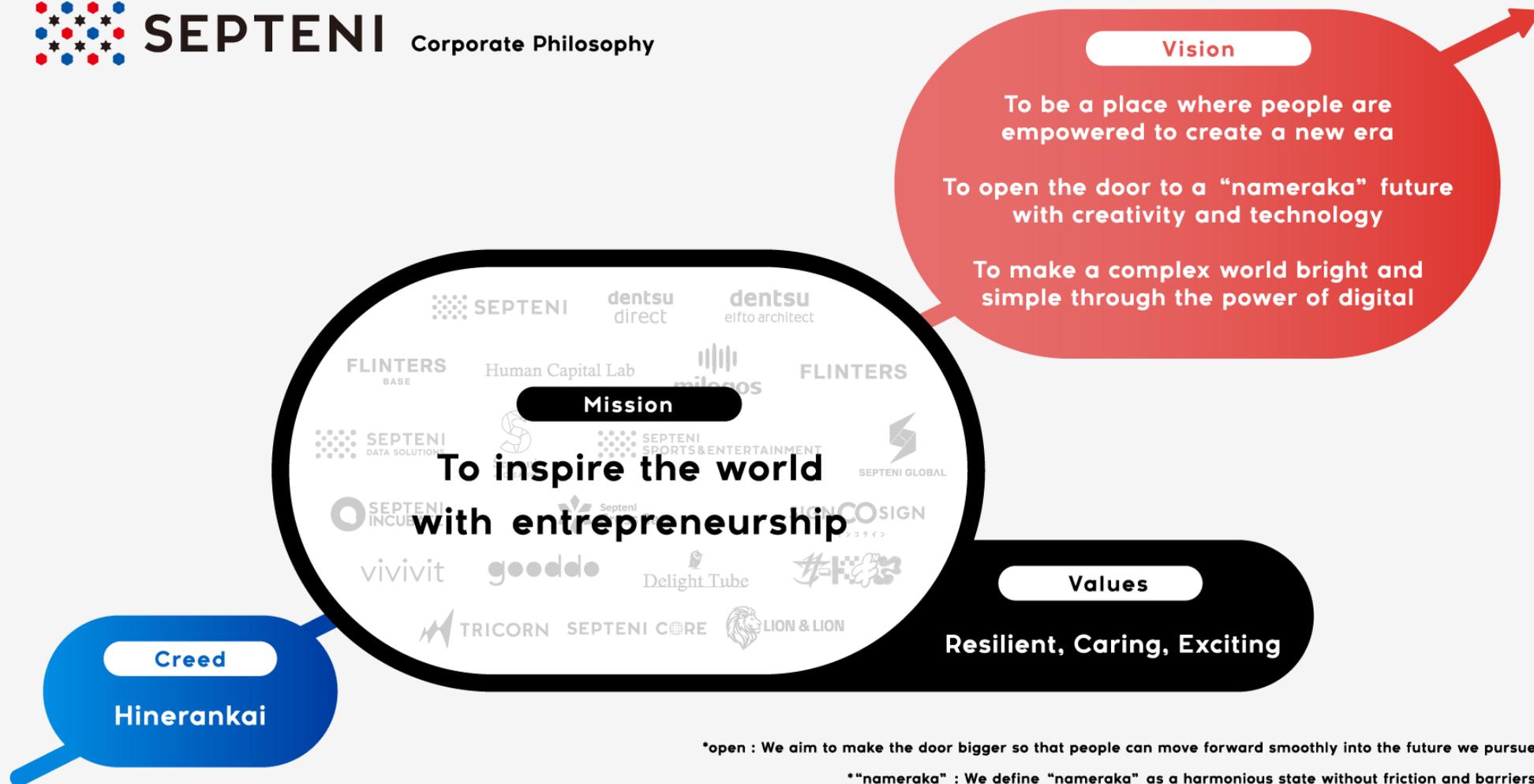
37 Quarterly Consolidated Income Statement (By business segment)

(¥mn)	FY2024								FY2025					
	Q1		Q2		Q3		Q4		Q1		Q2		Q3	
	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%	4,916	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%	4,067	82.7%
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%	3,064	62.3%
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%	1,007	20.5%
[Reference] Net sales	33,069	—	29,426	—	29,608	—	31,139	—	36,452	—	27,649	—	28,709	—
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%	1,566	100.0%
Gross profit	863	73.1%	826	71.2%	804	61.3%	885	58.1%	887	57.0%	923	57.2%	936	59.8%
SG&A expenses	589	49.9%	585	50.5%	586	44.7%	609	40.0%	627	40.3%	603	37.4%	589	37.6%
Non-GAAP operating profit	288	24.4%	251	21.7%	228	17.4%	286	18.8%	274	17.6%	333	20.6%	358	22.8%
[Reference] Net sales	5,145	—	4,619	—	5,021	—	5,609	—	5,190	—	5,651	—	5,401	—
Data & Solutions Segment														
Revenue	777	100.0%	799	100.0%	832	100.0%	787	100.0%	741	100.0%	811	100.0%	745	100.0%
Gross profit	452	58.2%	454	56.8%	476	57.3%	451	57.3%	449	60.6%	521	64.3%	468	62.9%
SG&A expenses	316	40.7%	355	44.5%	341	40.9%	329	41.8%	362	48.9%	359	44.2%	355	47.6%
Non-GAAP operating profit	136	17.5%	99	12.4%	136	16.3%	123	15.6%	87	11.7%	163	20.1%	114	15.3%

38 Consolidated Statement of Financial Position



(¥mn)	End of Q3 FY2025	End of FY2024	Change
Current Assets	39,231	45,978	-6,747
Non-Current Assets	51,317	51,660	-343
Total Assets	90,548	97,637	-7,090
Current Liabilities	24,150	26,211	-2,061
Non-Current Liabilities	772	1,472	-699
Total Liabilities	24,922	27,683	-2,761
Total Capital	65,626	69,955	-4,329
Total Liabilities and Capital	90,548	97,637	-7,090



*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

41 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.

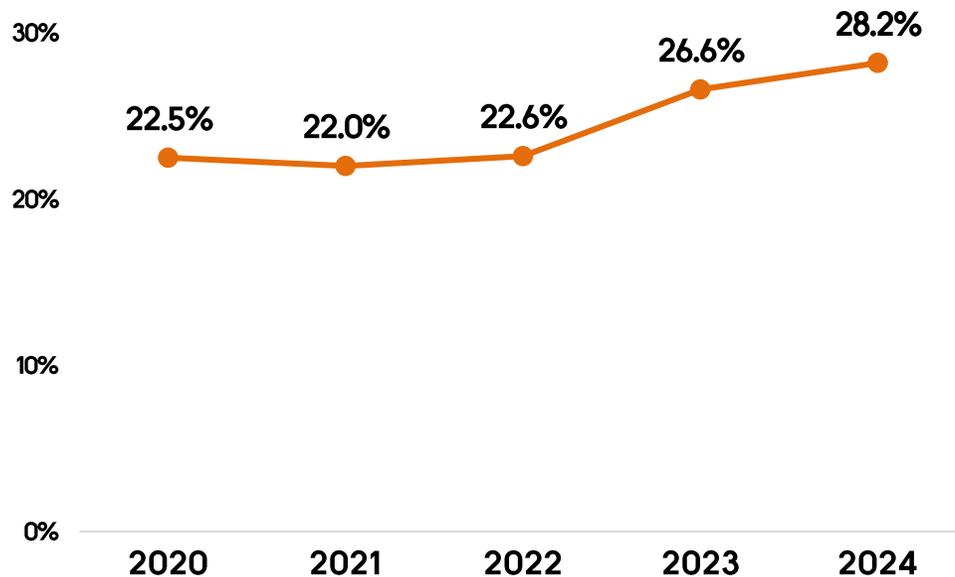
Materiality	Subcategory of Materiality	Key KPIs
<ul style="list-style-type: none"> • Enhancement of Corporate Value by Empowering People Who Create a New Era • Realization of a “Nameraka” Society Through Creativity and Technology 	<ul style="list-style-type: none"> • Human resource development with reproducibility 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

42 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.

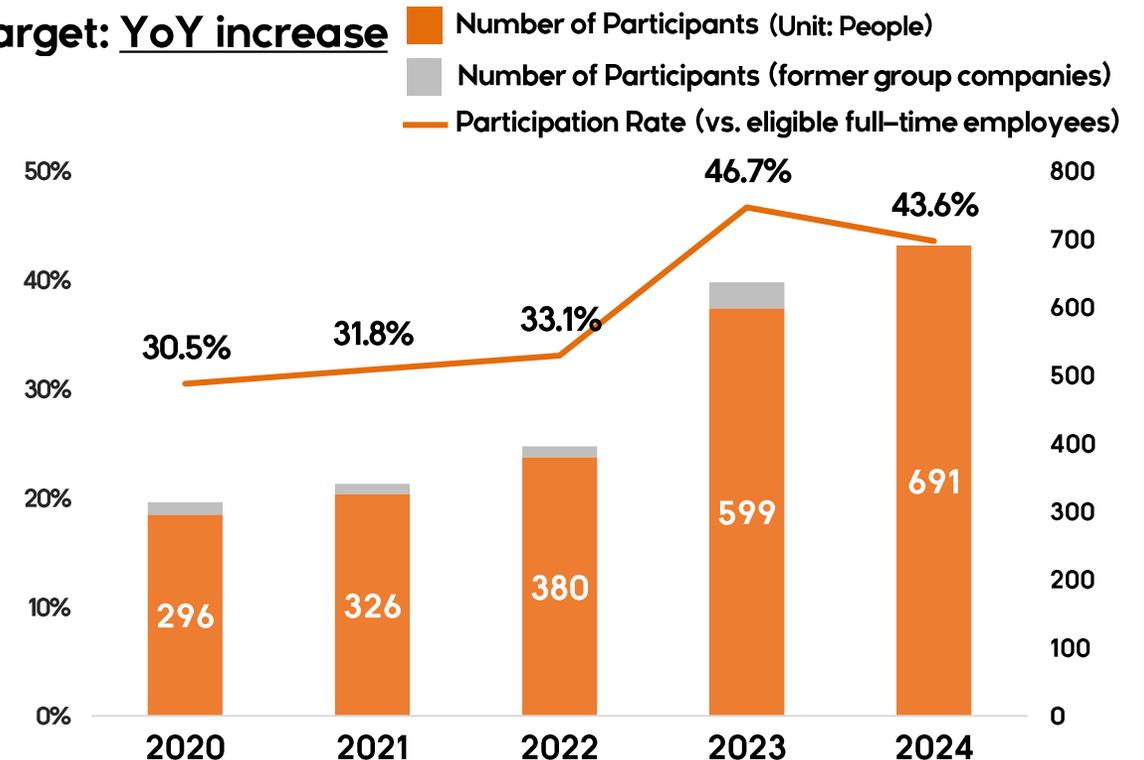
Ratio of female managers*1

Target: 30% by 2030 (domestic group companies)



Employee Stock Ownership Plan Participation Trends

Target: YoY increase



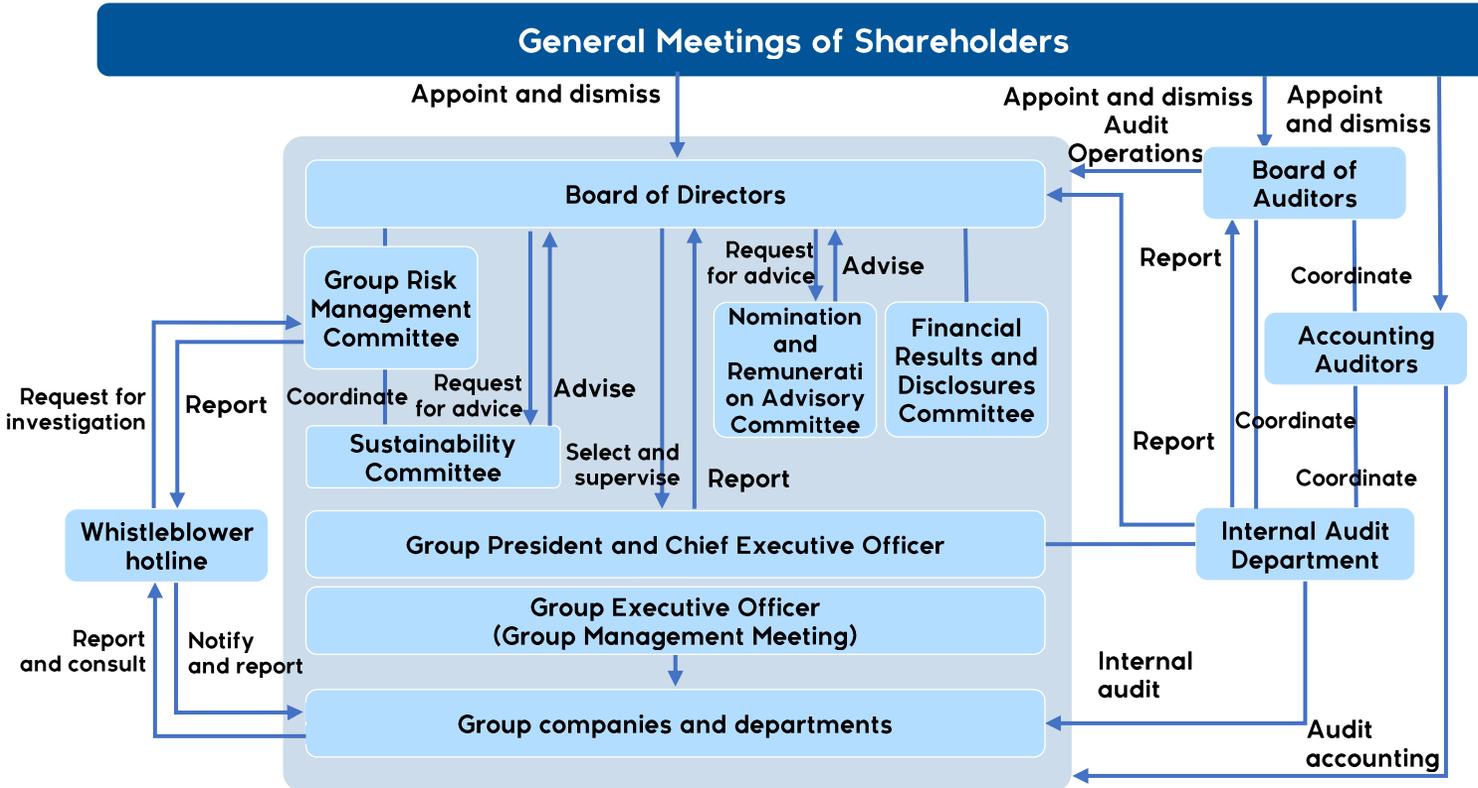
*For sustainability information, please check the link: <https://www.septeni-holdings.co.jp/en/csr/data.html>

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

43 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

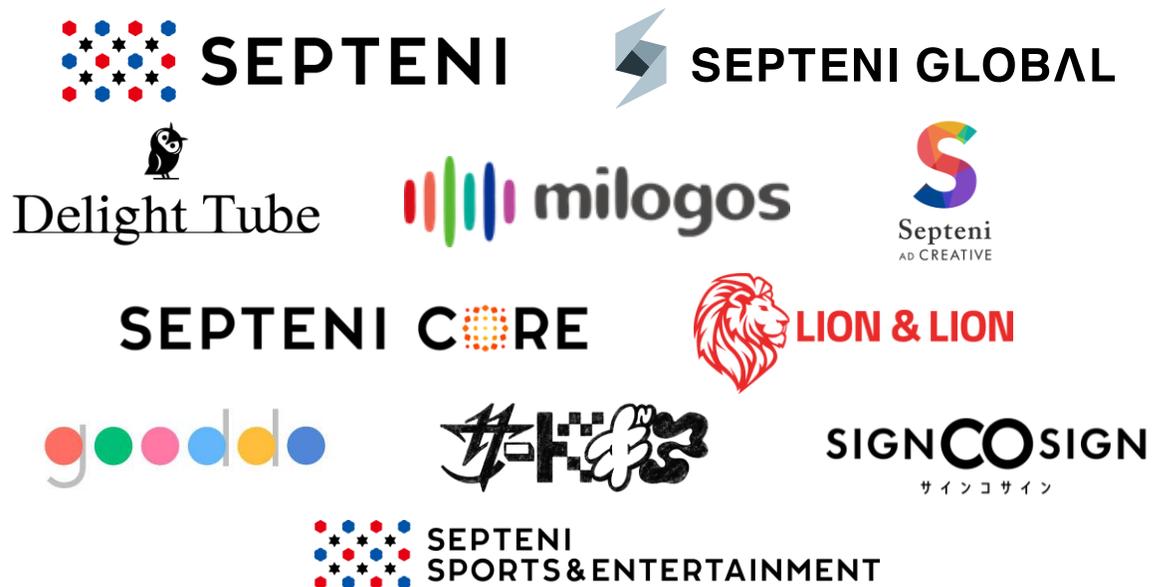
FY2017 – Introduction of a performance-linked stock compensation system for officers
– Introduction of a delegated executive officer system
➔ Separation of executive and supervisory functions

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

44 Main Group Companies by Business Segment as of November 12, 2025 SEPTENI

Marketing Communication Segment



Direct Business Segment

dentsu
direct

dentsu
elfto architect

Data & Solutions Segment

FLINTERS

 **TRICORN**

 **Septeni Cross Gate**

Other Business

vivivit Human Capital Lab  **SEPTENI INCUBATE**

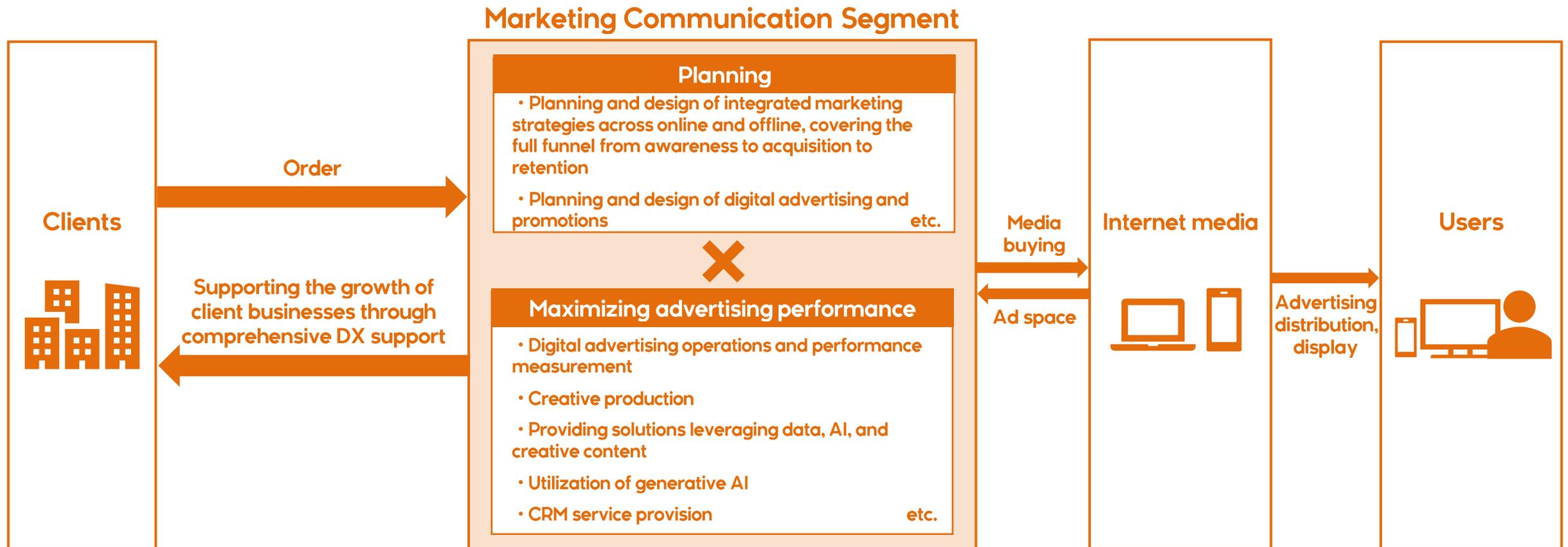
Equity-method Affiliates

DENTSU DIGITAL **PRIMECROSS** Sports IT Solution
& and factory  **COMISMA**

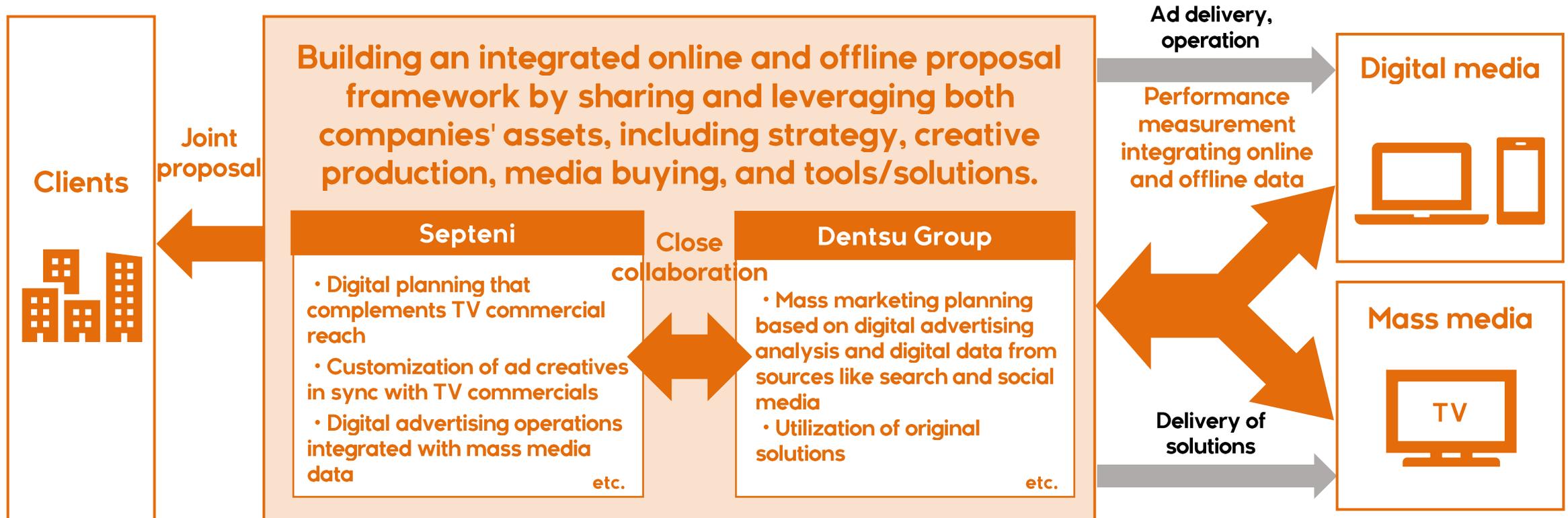
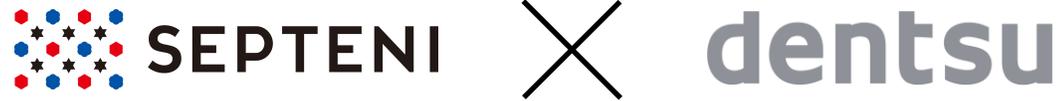
SEPTENI HOLDINGS CO., LTD. (Holding company)

45 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.

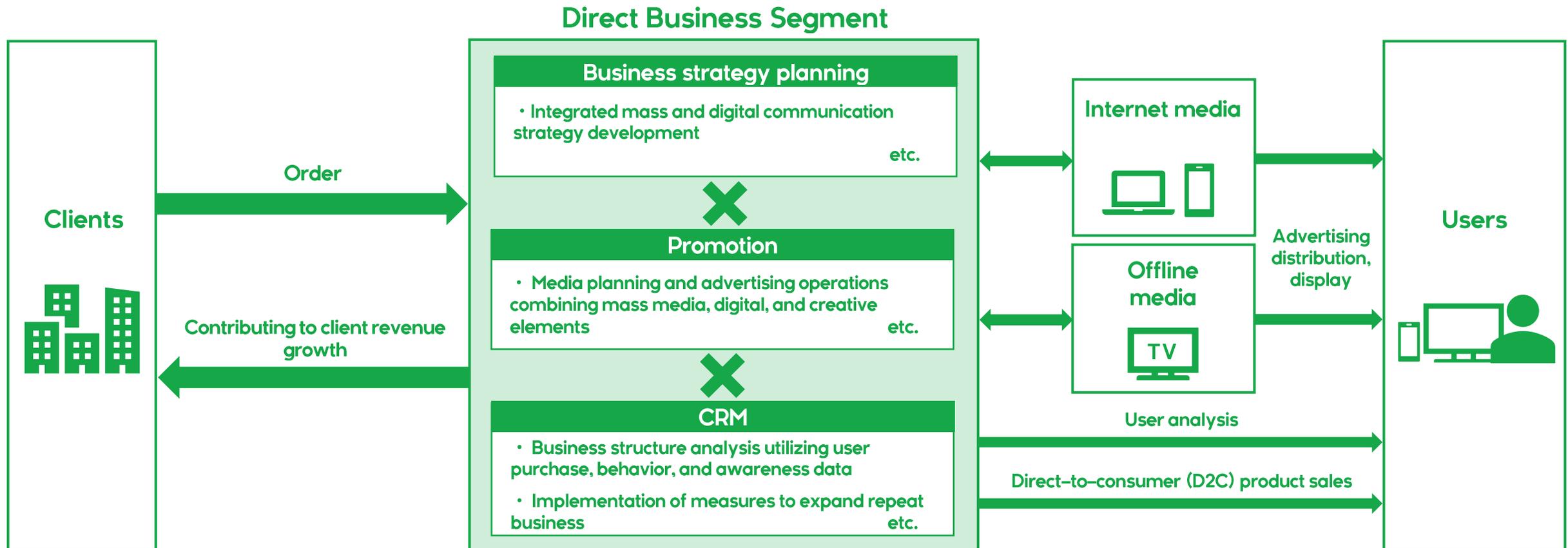


Integrated online and offline marketing proposals leveraging both companies' client bases (conceptual diagram)



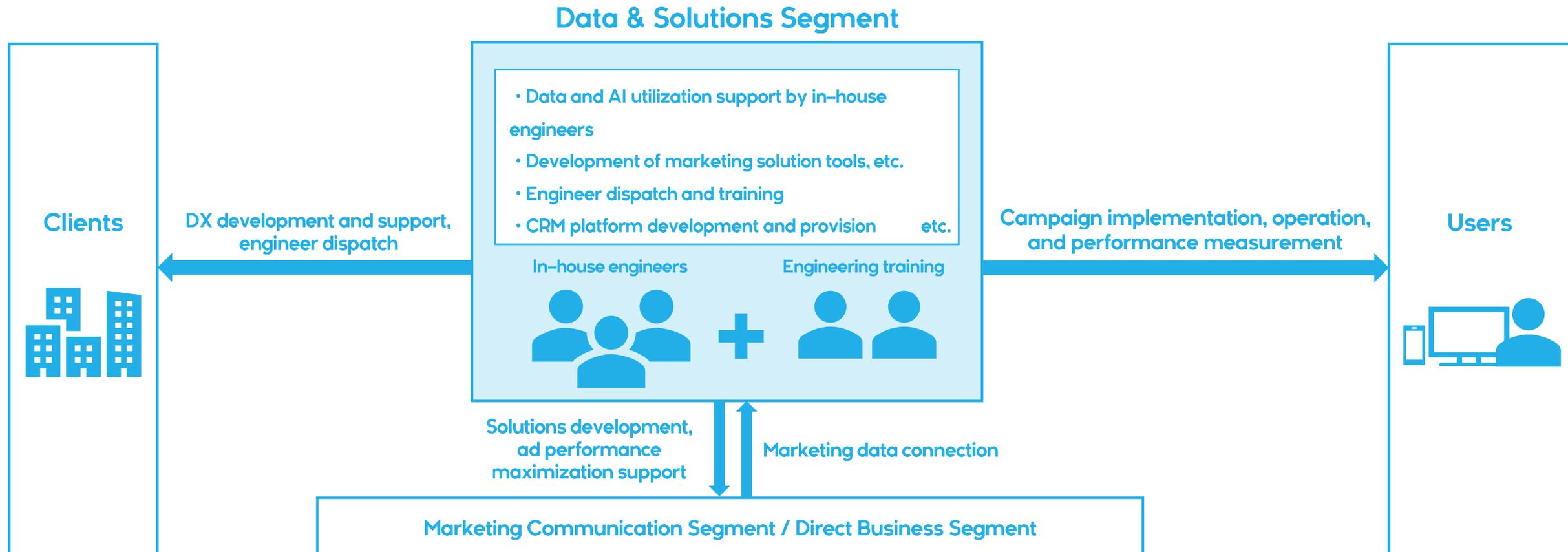
47 Business Model for the Direct Business Segment

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.



48 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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