

Q4 FY2025

Full-Year

Business Results



SEPTENI

February 12, 2026

Stock Code 4293

SEPTENI HOLDINGS CO., LTD.

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

Executive Summary for FY2025 Full-Year Financial Results

FY2025 Full-Year Results

Revenue

Despite the impact from certain clients, **revenue increased by 7.2%** YoY, driven by existing project expansion, new client acquisition, and improved revenue to net sales ratio.

Non-GAAP operating profit

Non-GAAP operating profit grew significantly by 38.1% YoY and beat the forecast by 10.4Pt, achieving a **V-shaped recovery** by establishing a lean business foundation.

Profit attributable to owners of parent

While profit fell below the forecast due to an impairment loss on equity-method affiliate COMISMA INC., adjusted profit* (excl. the impairment impact) landed in positive growth.

Year-end dividend

The full-year dividend forecast remains unchanged at **¥18.00** per share, in accordance with the shareholder return policy.

Full-Year FY2026 Outlook

- Expecting the impact of a major client in FY2025 to continue through FY2026/1Q, with the effects normalizing from 2Q onward.
- Forecasting **+7.0%** revenue and **+8.7%** Non-GAAP operating profit growth, aiming to achieve record-high revenue through expanding existing projects, acquiring new clients, and continuous profitability improvements, while enhancing productivity through AI utilization.

*Excludes the impact of impairment losses (after tax) related to COMISMA INC. and its subsidiaries from profit from continuing operations.

01

Consolidated Earnings Overview for FY2025

FY2025 Full-Year Earnings Highlights

■ **Reaching record-high^{*1}** net sales and revenue despite the impact of a major client, driven by mid-year recovery and the improved revenue to net sales ratio.

Achieving both revenue and Non-GAAP operating profit forecasts, with revenue growing **+7.2%** and Non-GAAP operating profit increasing significantly by **+38.1%** YoY.

(¥millions, unless otherwise stated)		Value	YoY	Progress toward earnings forecast
Revenue		30,309	+7.2%	100.0%
Non-GAAP operating profit		4,414	+38.1%	110.4%
Profit attributable to owners of parent		3,491	-36.8%	91.9%
[Reference] Adjusted profit ^{*2}		4,155	+25.5%	-
Earnings per share (EPS)		¥16.83	¥-9.82	-
[Reference]	Net sales	148,783	+1.9%	-
	Revenue to net sales ratio	20.4%	+1.0Pt	-

^{*1} Comparison for periods prior to FY2023 is based on the simple aggregate (Jan-Dec) before reclassification of discontinued operations.

^{*2} Excludes the impact of impairment losses (after tax) related to COMISMA INC. and its subsidiaries from profit from continuing operations.

FY2025 Full-Year Earnings Highlights (By business segment)

Marketing Communication

Delivering **higher revenue and profit** on a cumulative basis as recovery from a specific client impact progressed—**on track with both revenue and Non-GAAP operating profit forecasts**.

Direct Business

Achieving significant growth in both revenue and profit, **reaching record-highs*** for both revenue and Non-GAAP operating profit.

Data & Solutions

Recording lower revenue due to a decrease in certain projects, while Non-GAAP operating profit remained almost flat.

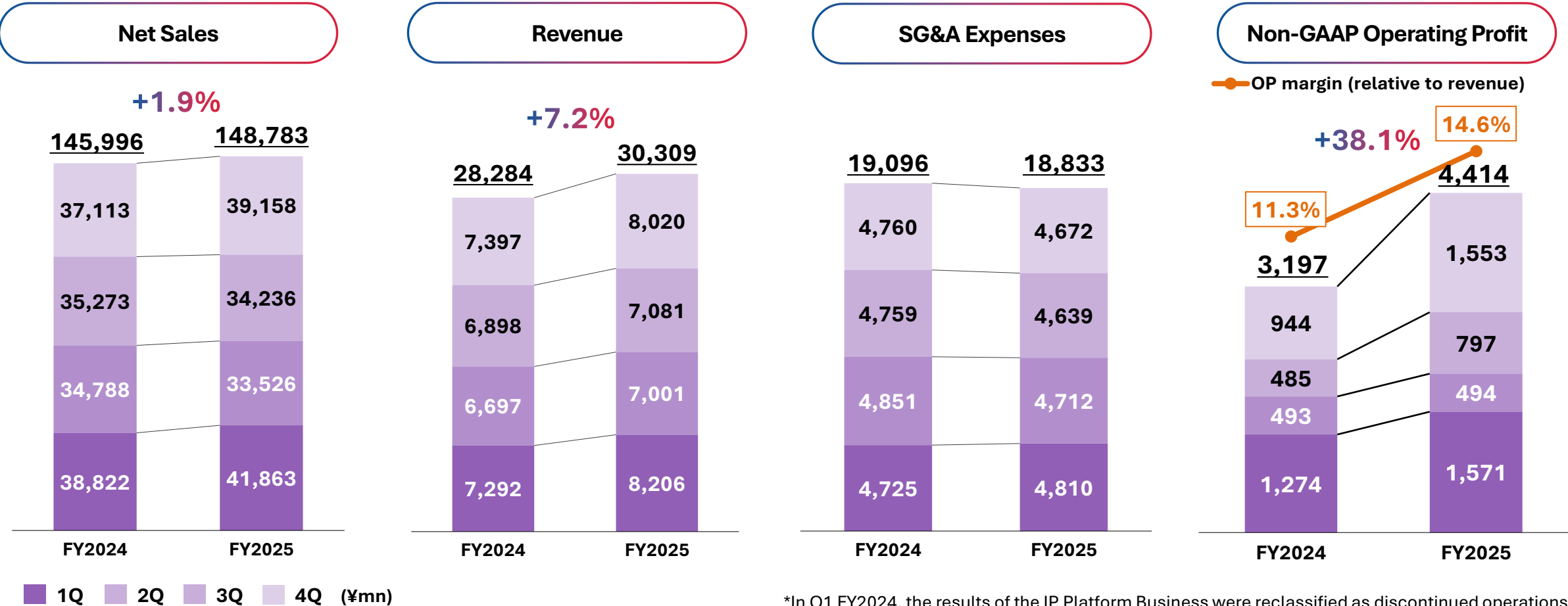
(¥millions, unless otherwise stated)

	(¥millions, unless otherwise stated)	FY2024	FY2025	YoY	Progress toward earnings forecast
Marketing Communication	Revenue	20,271	21,550	+6.3%	99.8%
	Non-GAAP operating profit	4,817	5,497	+14.1%	103.7%
	[Reference] Net sales	123,241	126,008	+2.2%	-
Direct Business	Revenue	5,175	6,439	+24.4%	111.0%
	Non-GAAP operating profit	1,054	1,374	+30.3%	114.5%
	[Reference] Net sales	20,394	22,252	+9.1%	-
Data & Solutions	Revenue	3,195	3,069	-3.9%	90.3%
	Non-GAAP operating profit	494	492	-0.4%	98.3%

*Compared against the simple aggregate (Jan-Dec) from January 2022 onward, following the consolidation of DENTSU DIRECT INC. and DENTSU ELFTO ARCHITECT INC.

FY2025 Full-Year Consolidated Earnings Trends

■ Growing revenue through existing project expansion and new client acquisition, while controlling SG&A expenses—achieving a significant +38.1% increase in Non-GAAP operating profit and a +3.3pt improvement in Non-GAAP operating margin.



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

FY2025 Review: Focus & Synergy

- Working to create synergies within businesses, between businesses, and across the Group under the medium-term theme “**Focus & Synergy**,” while preparing to strengthen alliances with external partners.

Medium-Term Theme



FY2025 Focus Point

Strengthening focus through group reorganization and intra-business synergies

Creating inter-business synergies by strengthening sales functions

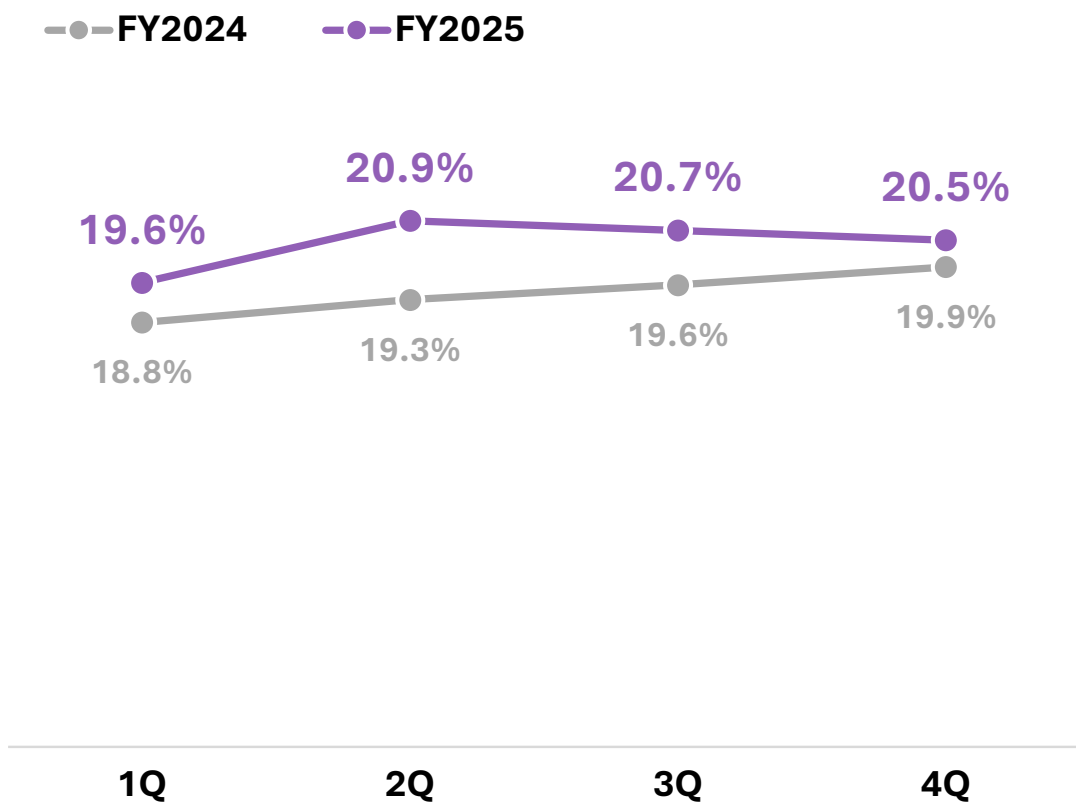
Further development of collaboration with Dentsu Group

Preparation and promotion of alliances with external partners

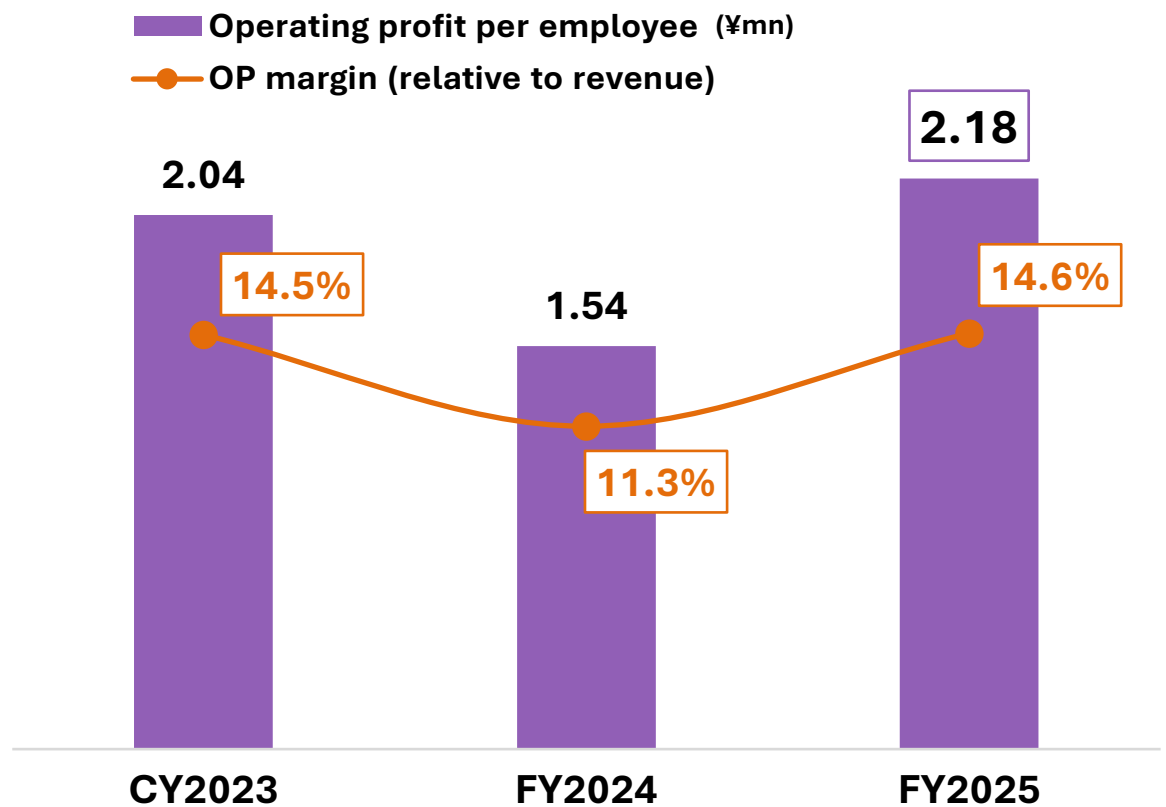
FY2025 Review of “Focus”—Improving Profitability and Productivity

Achieving both top-line growth and strategic headcount control through initiatives to enhance advertising effectiveness—including the use of Generative AI—in addition to **improving the revenue to net sales ratio**, resulting in **higher productivity per employee**.

Revenue to Net Sales Ratio Trends



Operating Profit per Employee Trends



FY2025 Review of “Focus”—Leveraging Generative AI

■ Advancing the broad integration of Generative AI across the Group since its 2024 launch—from embedding AI into ad operations and delivering client solutions to driving overall operational efficiency.

AI Integration in Advertising Operations Driving AI across all processes to enhance advertising effectiveness and profitability.



Solution Delivery

FUKUROAI

AI Avatars / Scalable Creative Production Agents



AI Shopping Caster™



TAR

Data analysis AI agents

Operational Efficiency Improvement

Empowering all employees with secure access to various Generative AI tools, centered on Gemini, to drive operational efficiency.

Conducting in-house Generative AI support and training—the same services offered to external clients—to accelerate adoption and accumulate internal expertise.

FY2025 Review: “Synergy”—Generating Synergies Across the Group and Beyond

Driving synergy creation within and outside the Group to strengthen our capabilities in each business area.

Internal Synergies (Within the Group)

Ad Operations Area

SEPTENI  CORE

Established through the merger of two Group companies.

Sports & Entertainment Area

Sports IT Solution

Established SEPTENI SPORTS & ENTERTAINMENT, Inc.; acquired shares of Sports IT Solution, Inc.

Corporate Version of Hometown Tax Donation Support

 CYBER RECORDS

Established joint venture REGIRISE, Inc. with CYBER RECORDS CO., Ltd

External Synergies (Outside the Group)

Entering into capital and business alliances to co-develop businesses and solutions by leveraging the strengths and expertise of both the Group and external partners.

Consulting Area

beBit

EC Support Area

unbot inc.

D2C Area

AuB Inc.

Generative AI



FY2025 Business Topics by Segment

■ Driving synergy creation within and outside the Group to strengthen our capabilities in each business area.

Marketing Communication

TikTok Shop

Launched store opening support services for TikTok Shop, **acquiring over 30 new client accounts.**

Vertical Video & Short Form Drama

Expanding marketing support through short-form dramas; total views for corporate PR dramas co-produced with GOKKO Inc. **surpassed 100 million.**

Direct Business

New Solution Development

- AI Shopping Caster™: Utilizing **AI avatars.**
- Maneki App: Converting existing websites into mobile apps at no cost.

Data & Solutions

Generative AI & Dify

Launched **Generative AI training** and workflow construction services powered by Dify.

Operational Automation System Development

Released "ADPILOT," an automation system for display advertising operations.

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Quarterly Consolidated Earnings Overview

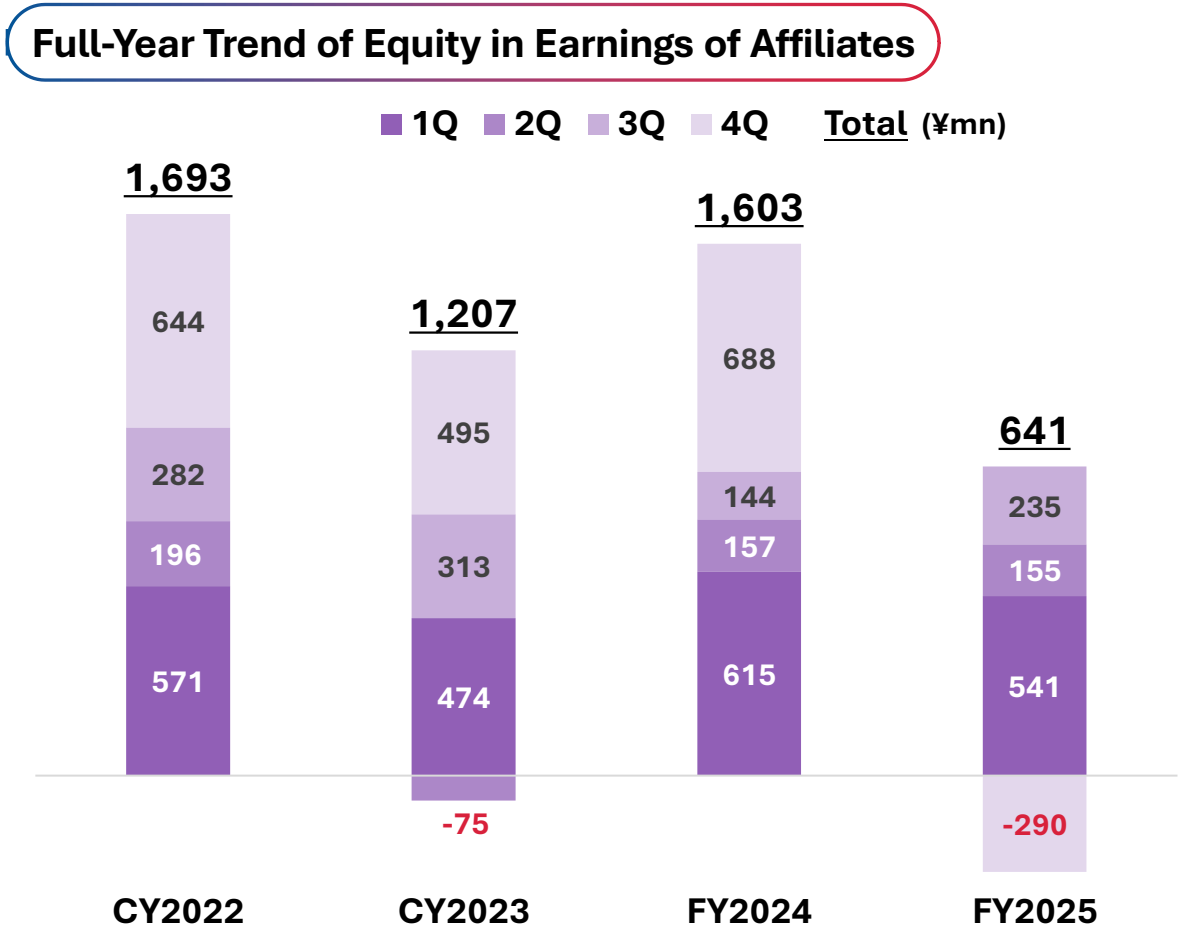
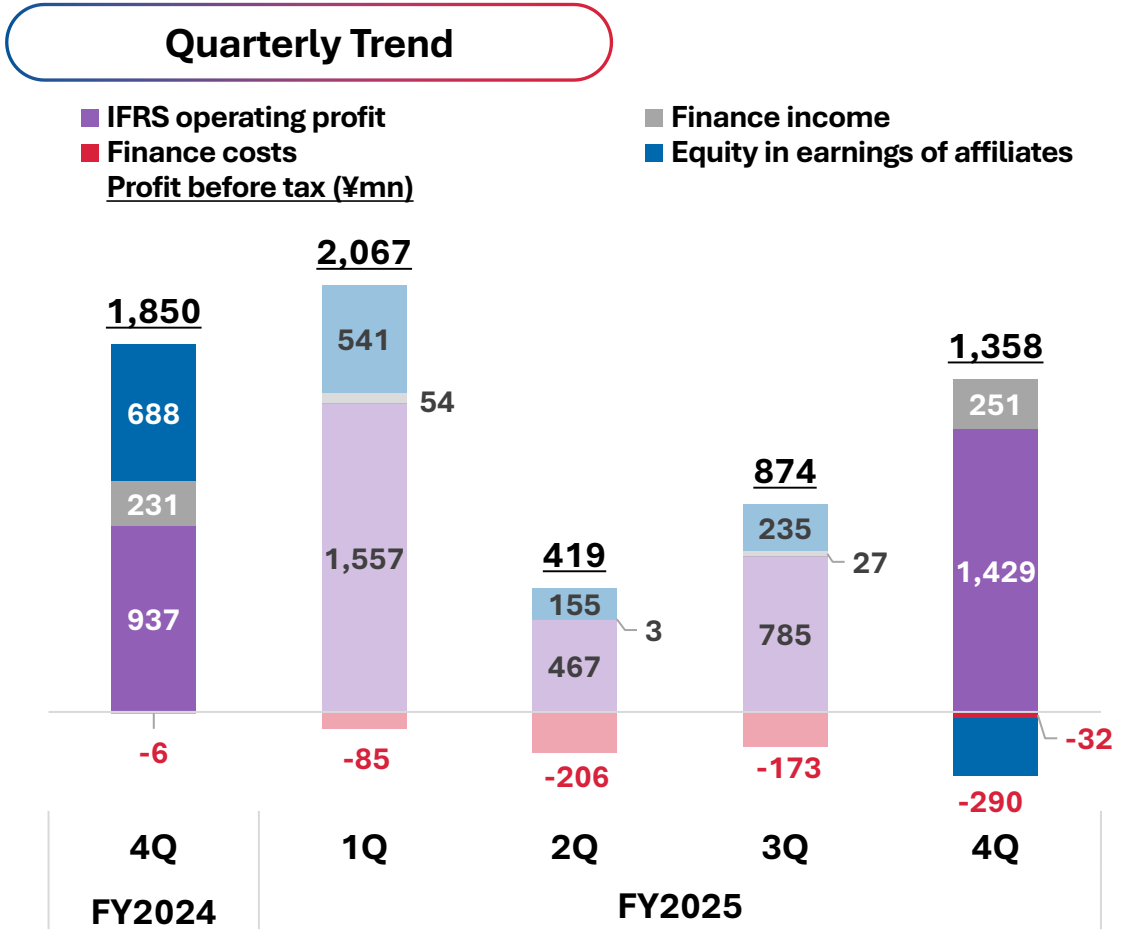
Q4 FY2025 (Oct-Dec) Consolidated Income Statement

- Achieving growth in net sales and revenue of +5.5% and +8.4% YoY, respectively, as the expansion of existing accounts and new client acquisitions outpaced the impact of a major client.
- Delivering a significant +64.4% YoY increase in Non-GAAP operating profit through continued thorough cost-efficiency measures.
- Recording a YoY decrease in profit attributable to owners of parent, due to an impairment loss on an equity-method affiliate.

(¥millions, unless otherwise stated)	Q4 FY2025				Q4 FY2024		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	8,020	20.5%	100.0%	+8.4%	7,397	19.9%	100.0%
Gross profit	6,194	15.8%	77.2%	+9.0%	5,685	15.3%	76.9%
SG&A expenses	4,672	11.9%	58.3%	-1.9%	4,760	12.8%	64.4%
Non-GAAP operating profit	1,553	4.0%	19.4%	+64.4%	944	2.5%	12.8%
Operating profit	1,429	3.6%	17.8%	+52.4%	937	2.5%	12.7%
Equity in earnings of affiliates, etc.	-290	—	—	—	688	1.9%	9.3%
Profit attributable to owners of parent	1,001	2.6%	12.5%	-20.2%	1,254	3.4%	17.0%
[Reference] Net sales	39,158	100%	—	+5.5%	37,113	100%	—

Quarterly Trend of Consolidated Profit Before Tax (After reclassification of discontinued operations)

Recording an impairment loss of approximately ¥0.96 billion related to COMISMA INC., an equity-method affiliate, while investment gains from other equity-method affiliates, primarily Dentsu Digital, remained solid.

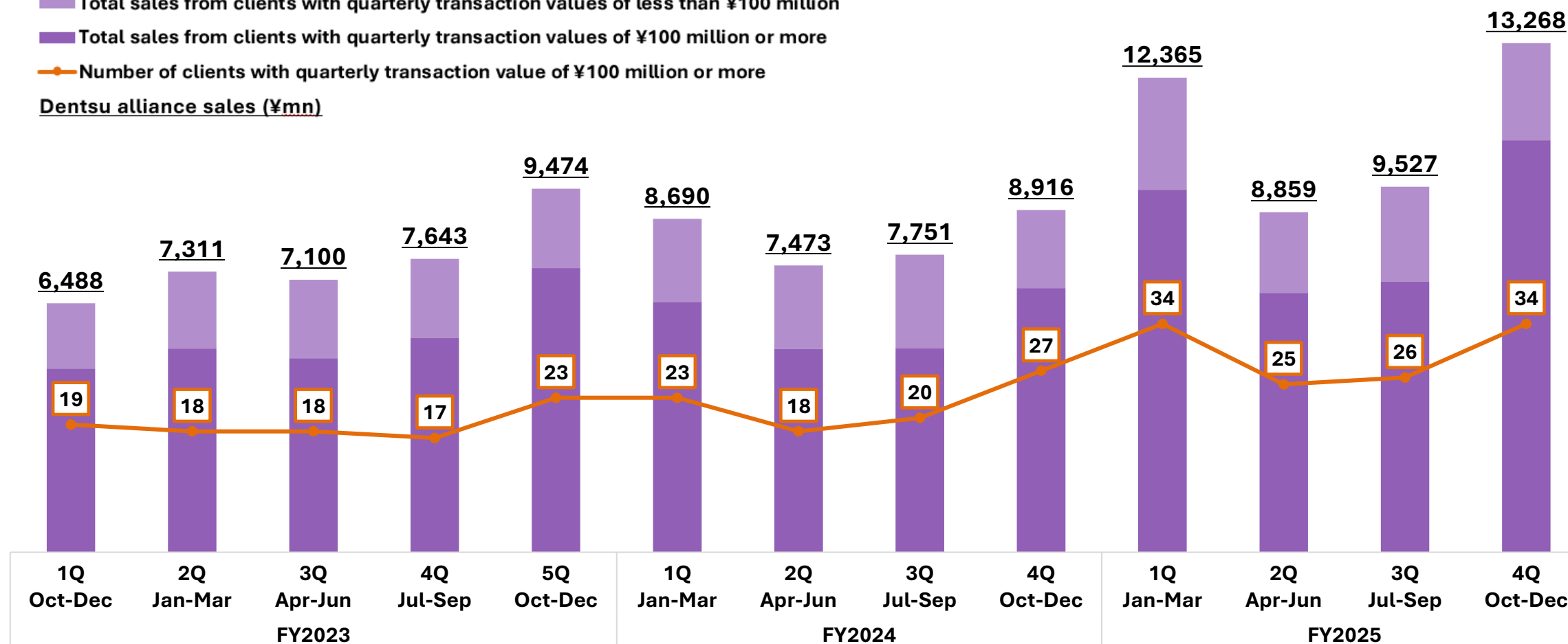


Progress on Business Alliance with Dentsu Group

■ The number of major clients tied for a record high, with total revenue from these clients increasing approximately 1.6x YoY—driving a significant **+48.8% growth** in alliance sales.

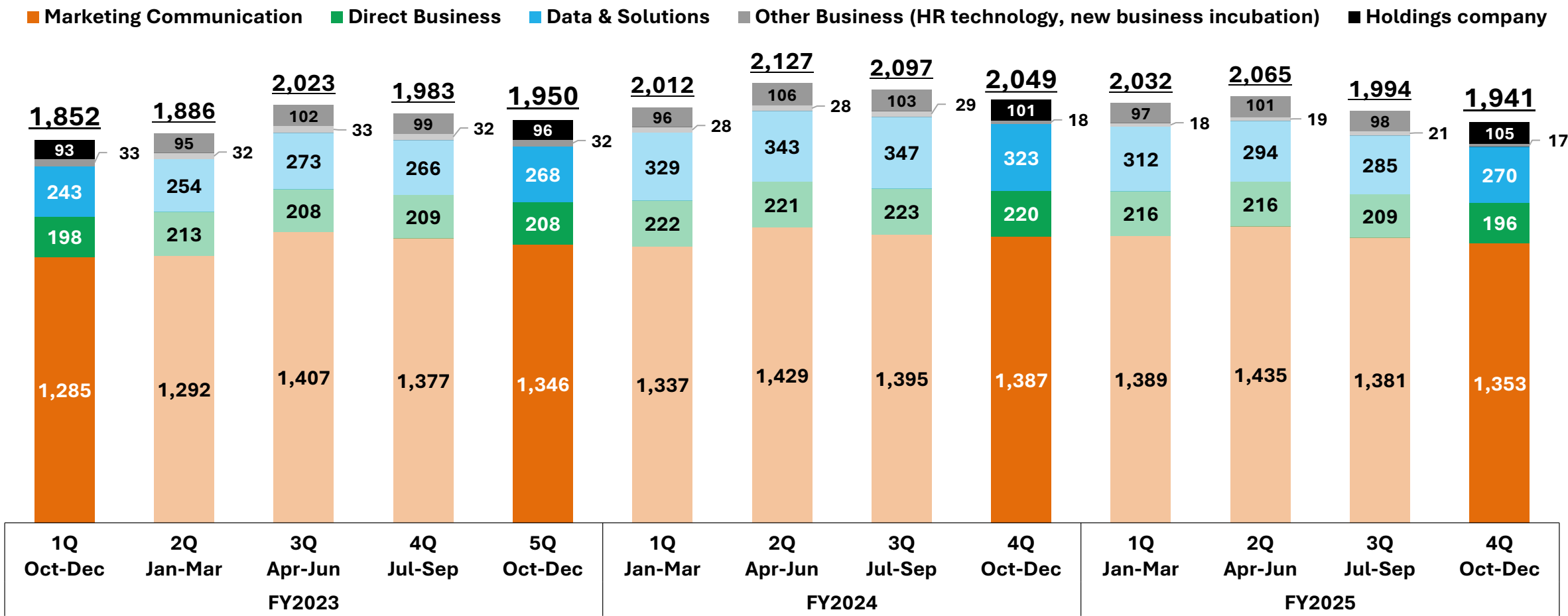
- Total sales from clients with quarterly transaction values of less than ¥100 million
- Total sales from clients with quarterly transaction values of ¥100 million or more
- Number of clients with quarterly transaction value of ¥100 million or more

Dentsu alliance sales (¥mn)



Workforce Size Trend

Headcount decreased through natural attrition due to hiring controls; in FY2026, mid-career recruitment will gradually resume while balancing productivity levels.



*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.

03 Marketing Communication Segment

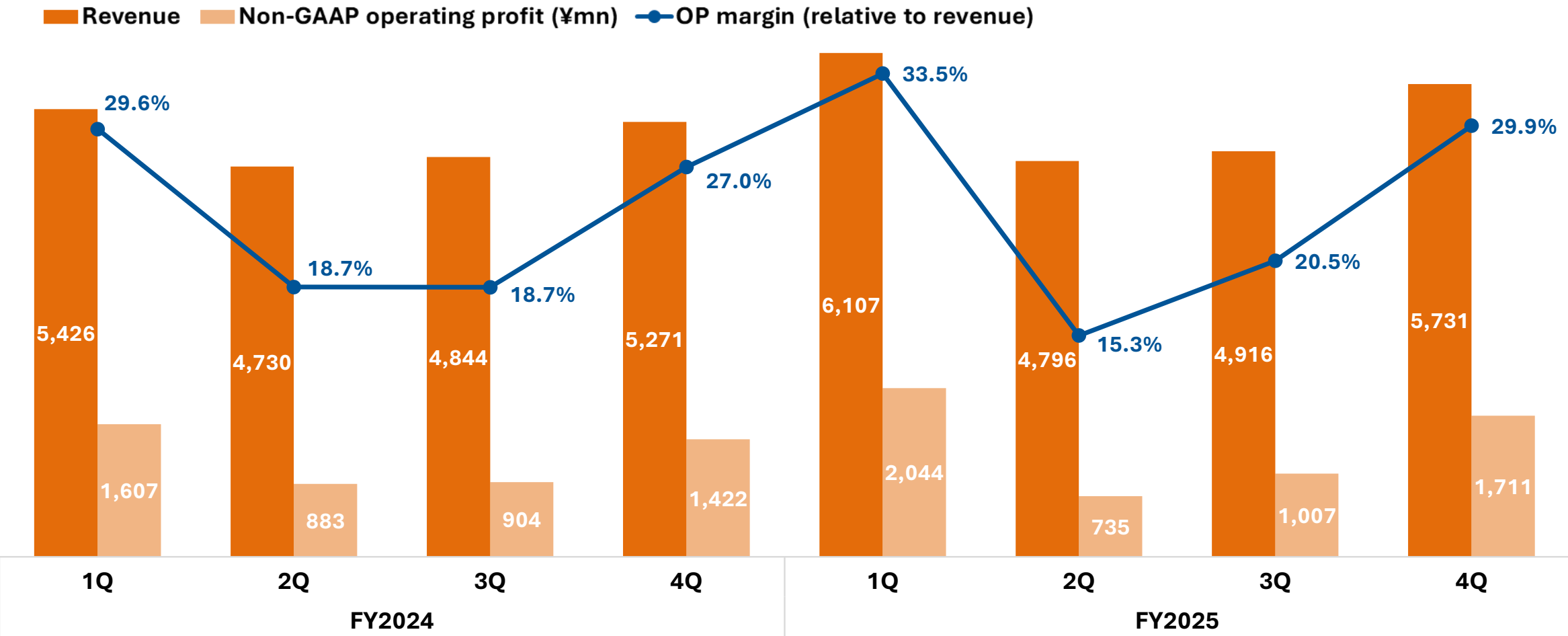
Marketing Communication Segment Earnings Overview

— Growth momentum accelerated as the expansion of existing projects and new client acquisitions outpaced the impact of a major client—delivering **higher revenue growth in both absolute and percentage terms than in Q2 and Q3, with a +20.0% YoY increase in profit.**

(¥millions, unless otherwise stated)	Q4 FY2025				Q4 FY2024		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	5,731	17.3%	100.0%	+8.7%	5,271	16.9%	100.0%
Gross profit	4,787	14.4%	83.5%	+9.2%	4,385	14.1%	83.2%
SG&A expenses	3,095	9.3%	54.0%	+4.3%	2,969	9.5%	56.3%
Non-GAAP operating profit	1,711	5.2%	29.9%	+20.3%	1,422	4.6%	27.0%
[Reference] Net sales	33,198	100.0%	—	+6.6%	31,139	100.0%	—

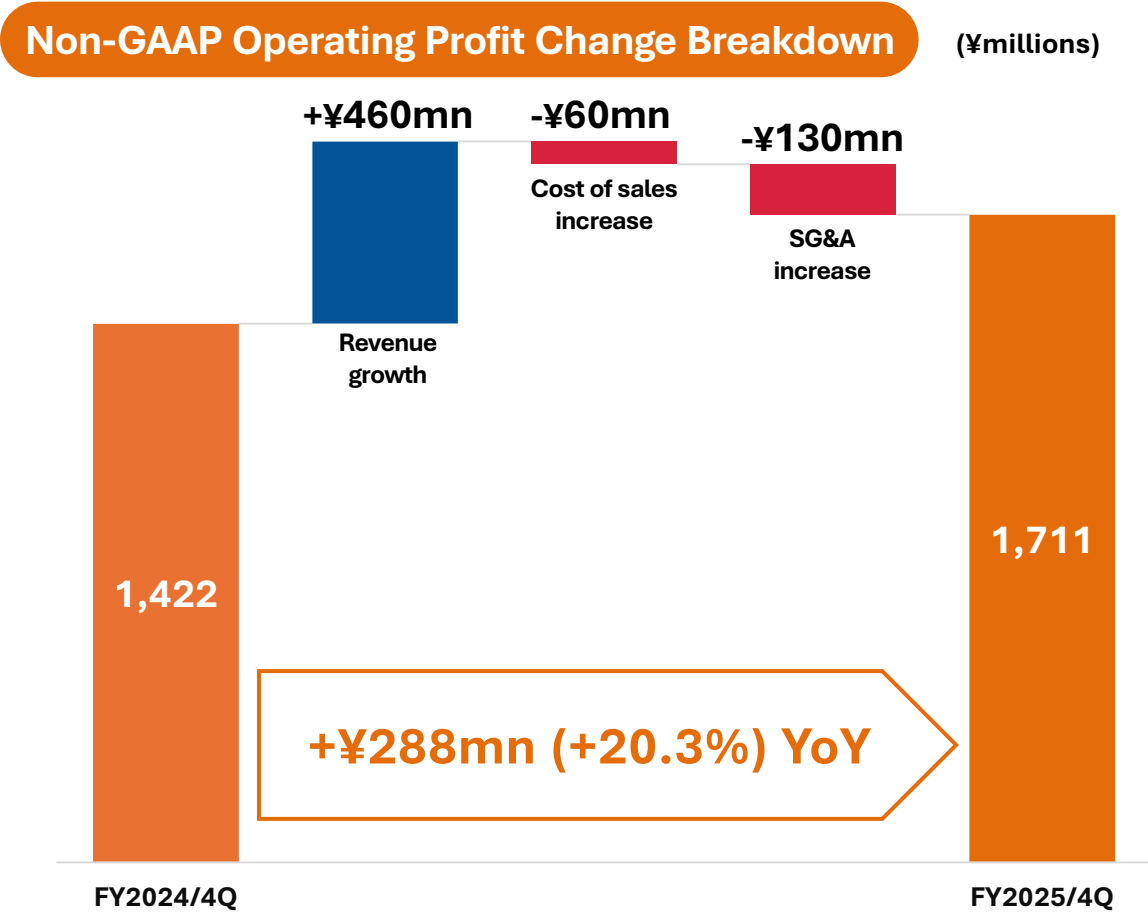
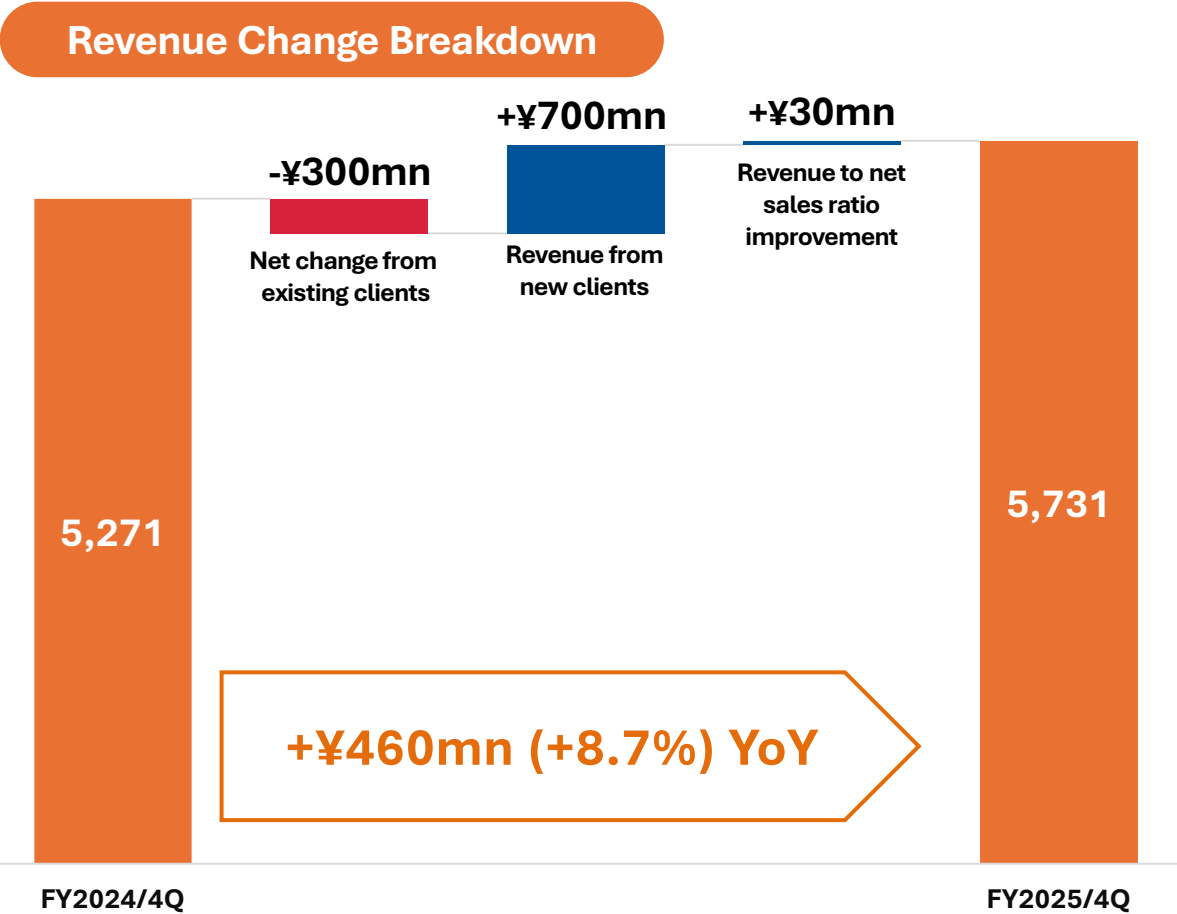
Marketing Communication Segment Quarterly Earnings Trend

Continuing initiatives to improve the revenue to net sales ratio and control headcount, resulting in a 2.9pt YoY improvement in operating margin.



Marketing Communication Segment YoY Change Breakdown

Achieving higher revenue as the expansion of existing accounts and new client acquisitions outpaced the impact of a major client—with higher revenue absorbing increased expenses and leading to growth in profit.



*Only major variables are listed.

04 Direct Business Segment

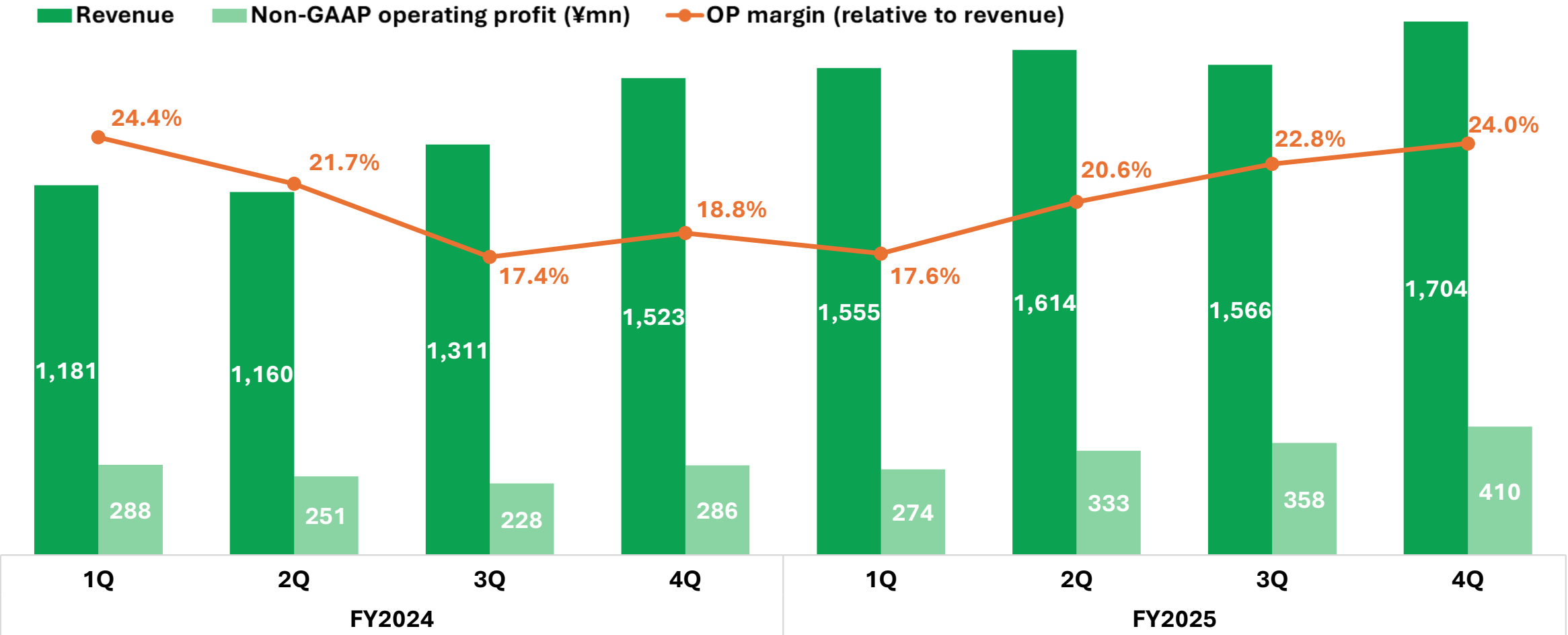
Direct Business Segment Earnings Overview

— Achieving +11.0% YoY growth in both revenue and gross profit, while delivering a significant +43.1% increase in Non-GAAP operating profit through disciplined SG&A expense control.

(¥millions, unless otherwise stated)		Q4 FY2025				Q4 FY2024		
		Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
	Revenue	1,704	28.4%	100.0%	+11.9%	1,523	27.1%	100.0%
	Gross profit	986	16.4%	57.9%	+11.4%	885	15.8%	58.1%
	SG&A expenses	587	9.8%	34.5%	-3.5%	609	10.8%	40.0%
	Non-GAAP operating profit	410	6.8%	24.0%	+43.1%	286	5.1%	18.8%
[Reference]	Net sales	6,010	100.0%	—	+7.1%	5,609	100.0%	—

Direct Business Segment Quarterly Earnings Trend

Delivering steady revenue expansion while continuing to improve the Non-GAAP operating margin through productivity gains.



05 Data & Solutions Segment

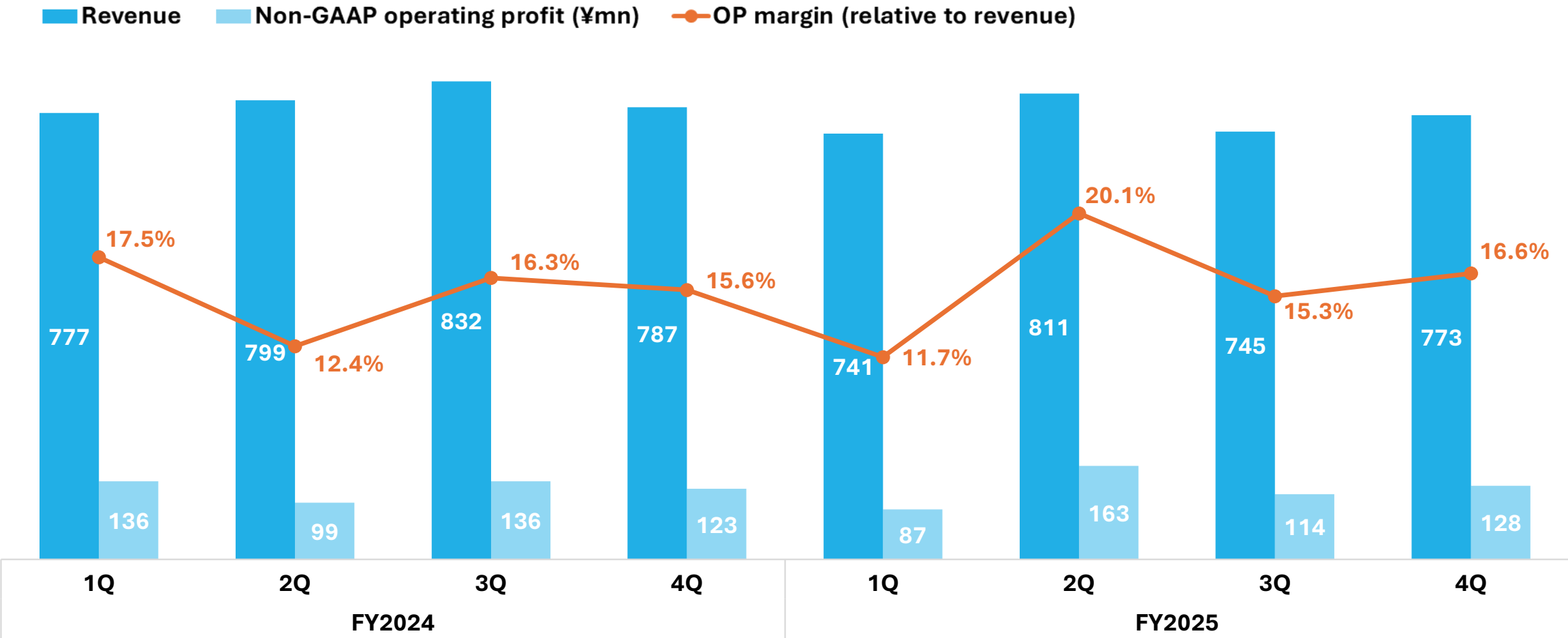
Data & Solutions Segment Earnings Overview

— Despite a revenue decrease due to the completion of certain projects in the previous year, **profit increased by +4.2%** as optimizing headcount successfully improved engineer utilization rates.

(¥millions, unless otherwise stated)	Q4 FY2025			Q4 FY2024	
	Value	Ratio	YoY	Value	Ratio
Revenue	773	100.0%	-1.8%	787	100.0%
Gross profit	476	61.5%	+5.4%	451	57.3%
SG&A expenses	348	45.0%	+5.7%	329	41.8%
Non-GAAP operating profit	128	16.6%	+4.2%	123	15.6%
[Reference] Net sales	773	100.0%	-1.8%	787	100.0%

Data & Solutions Segment Quarterly Earnings Trend

Operating margin **rose by +1.0pt YoY**, driven by headcount optimization primarily at overseas locations and improved utilization rates.



06

Full-Year Earnings Forecast for FY2026

Full-Year Earnings Forecast for FY2025 (Consolidated)

■ We forecast **growth in both revenue and Non-GAAP operating profit**, aiming to achieve **record-high revenue** through expanding existing projects, acquiring new clients, and continuous profitability improvements, while enhancing productivity through AI utilization.

(¥millions, unless otherwise stated)	FY2025 results	FY2026 forecasts	Projected growth rate (YoY)
Revenue	30,309	32,420	+7.0%
Non-GAAP operating profit	4,414	4,800	+8.7%
Profit attributable to owners of parent	3,491	4,350	+24.6%
Earnings per share (EPS)	16.83	20.97	+4.14
[Reference]	Net sales	148,783	+6.6%
	Revenue to net sales ratio	20.4%	± 0.0Pt
	Dividends per share	18.00	± 0

Full-Year Earnings Forecast for FY2025 (By business segment)

■ Aiming for overall revenue and profit growth by driving growth centered on Marketing Communication and expanding the Data & Solutions, which will more than offset the forecasted profit decrease in Direct Business due to prior investment.

(¥millions)	Revenue			Non-GAAP operating profit			
	FY2025 results	FY2026 forecasts	YoY	FY2025 results	FY2026 forecasts	Operating profit margin (to revenue)	YoY
Marketing Communication	21,550	23,200	+7.7%	5,497	6,400	27.6%	+16.4%
Direct Business	6,439	6,600	+2.5%	1,374	1,300	19.7%	-5.4%
Data & Solutions	3,069	3,600	+17.3%	492	640	17.8%	+30.2%
Eliminations & Corporate (incl. Other Business)	-750	-980	—	-2,948	-3,540	—	—
Consolidated	30,309	32,420	+7.0%	4,414	4,800	14.8%	+8.7%

FY2026 Dividend Forecast

In line with the shareholder return policy, the year-end dividend forecast for FY2026 is **¥18.00** per share, consistent with FY2025.

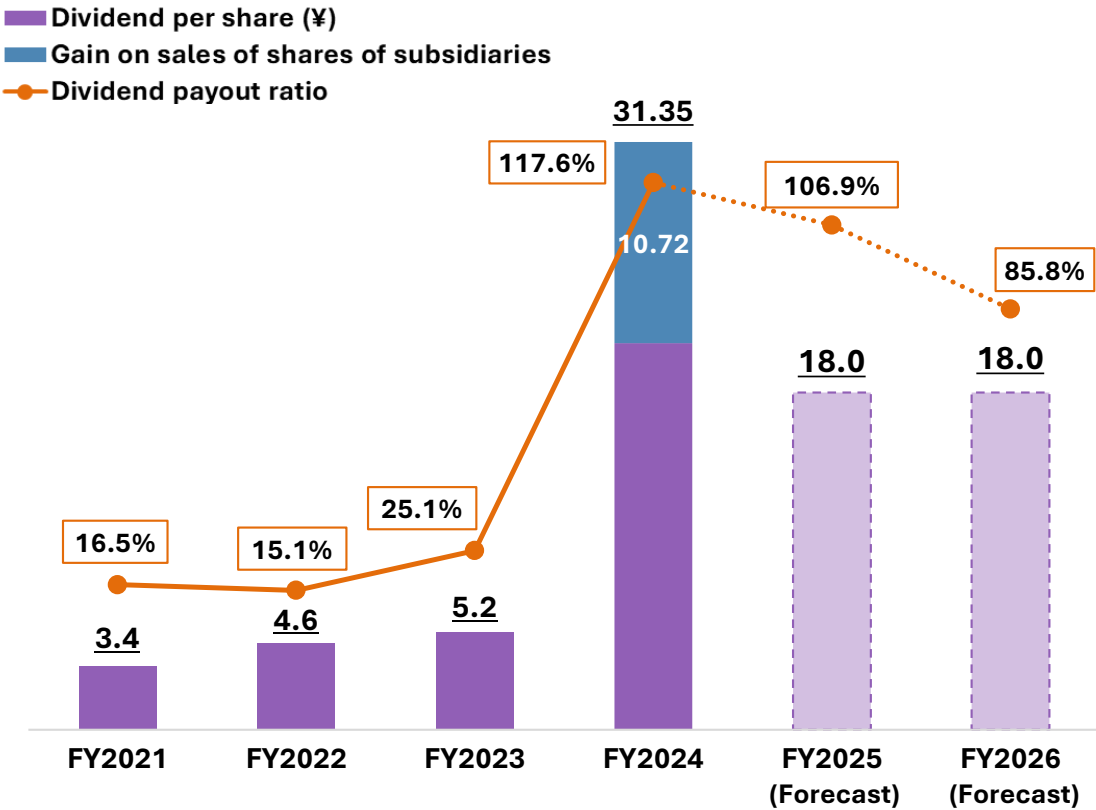
FY2026 Year-End Dividend Forecast

	Forecast	FY2025 result
Dividend per share	¥18.00	¥18.00

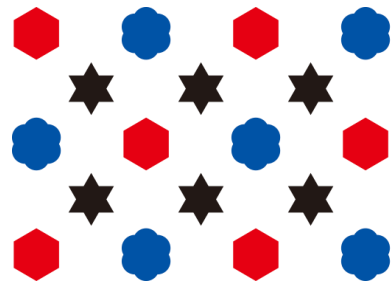
FY2026 EPS Forecast

	Earnings forecast
Earnings per share (EPS)	¥20.97

Trend of Dividend Per Share



Thank you for your interest!



SEPTENI

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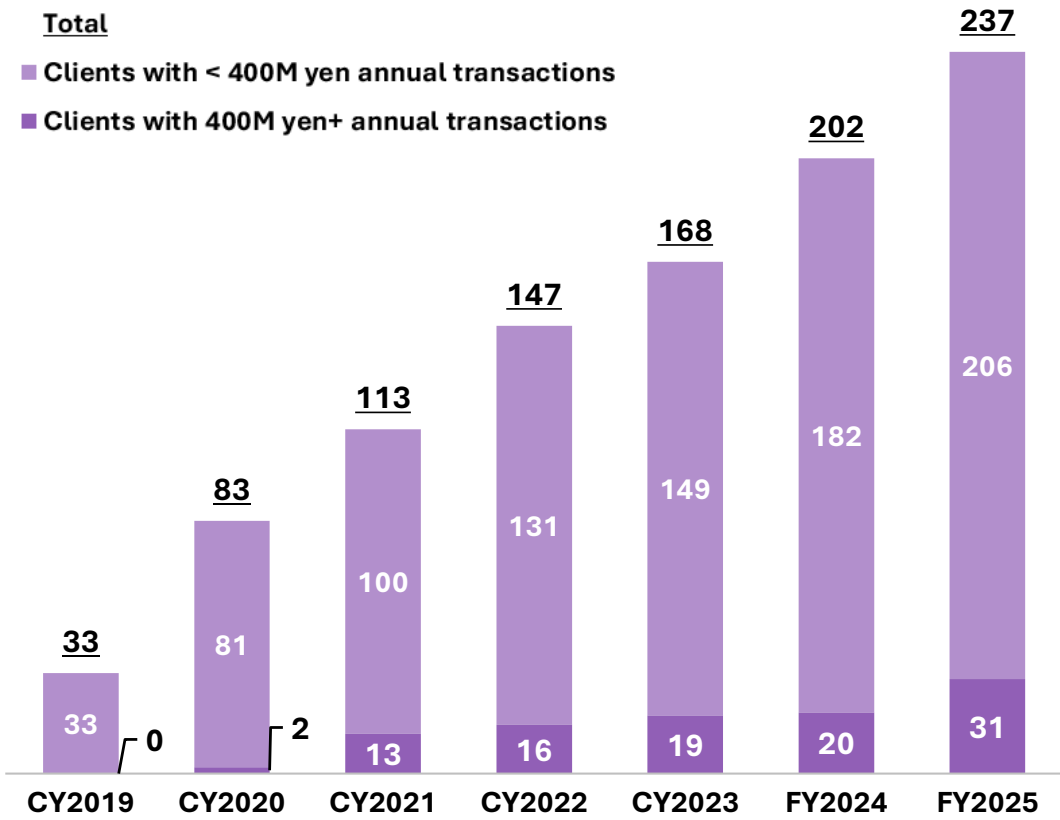
All estimates, opinions and plans provided in this document are based on the best information available at the time of the creation of this document on February 12, 2026 and we do not guarantee their accuracy. Therefore, our actual results may differ due to various unforeseen risk factors and changes in global economies.

07 Appendix

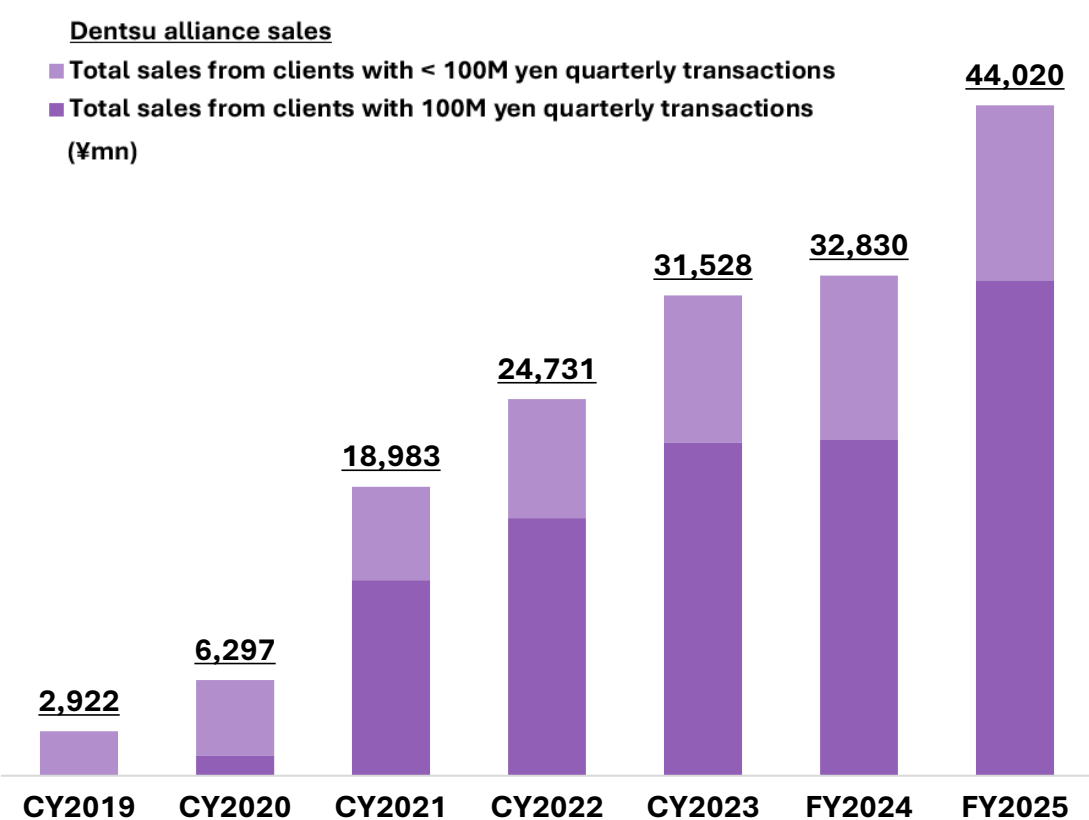
Progress on Business Alliance with Dentsu Group Full-Year Trend (Cumulative)

Both the number of clients and sales expanded significantly, centered on large-scale clients. Collaboration sales increased by +34.1% YoY to approximately 44 billion yen, reaching a record high.

Volume of clients in collaboration with Dentsu Group

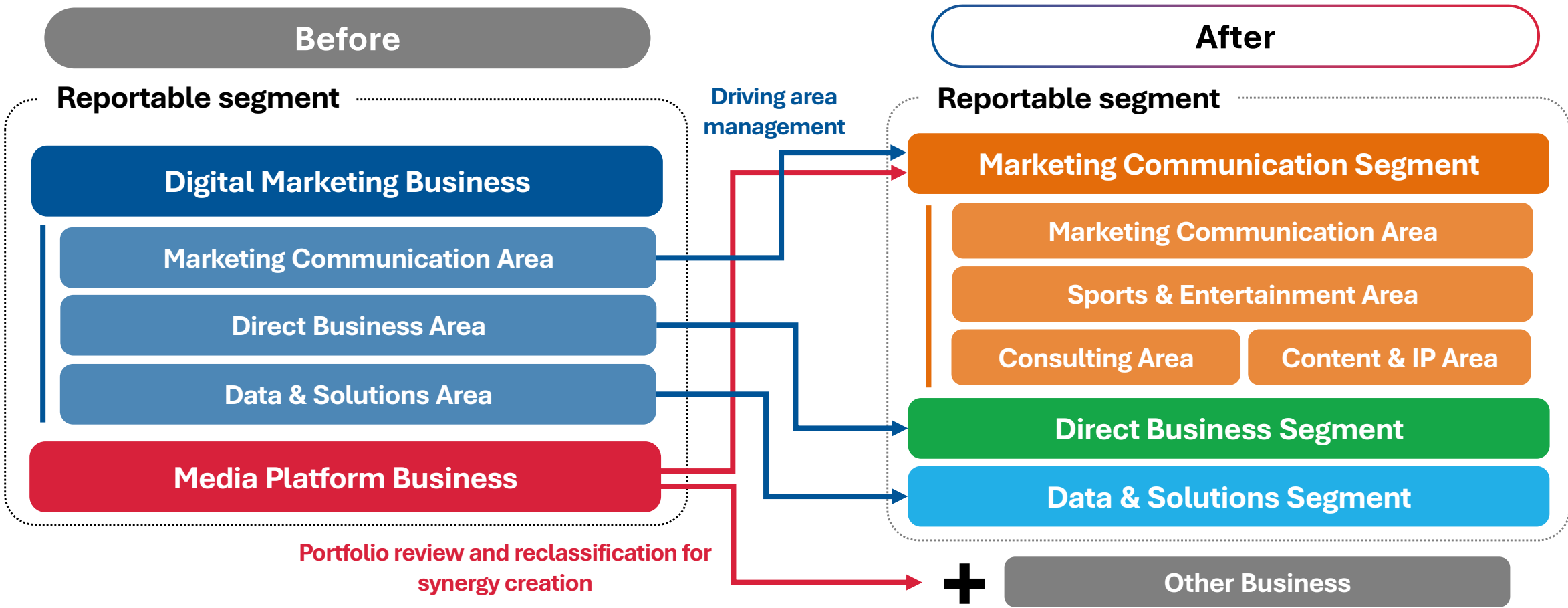


Sales from the collaboration with Dentsu Group



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.

Constitution of Consolidated Expenses (IFRS, After reclassification of discontinued operations)

(¥millions)	FY2024				FY2025				QonQ	YonY
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4		
Total of cost of sales	1,310	1,392	1,668	1,712	1,842	1,816	1,661	1,826	+10.0%	+6.7%
Labor costs	422	443	430	472	447	454	450	461	+2.4%	-2.5%
Subcontract costs	592	606	932	960	1,115	1,045	959	1,050	+9.5%	+9.4%
Others	296	343	305	280	280	317	252	315	+25.1%	+12.7%
Total of SG&A expenses	4,725	4,851	4,759	4,760	4,810	4,712	4,639	4,672	+0.7%	-1.9%
Labor costs ^{*1}	3,227	3,334	3,236	3,171	3,194	3,195	3,144	3,124	-0.7%	-1.5%
Employee bonuses ^{*2}	177	130	156	174	195	182	168	206	+22.7%	+18.4%
Rent expenses etc.	266	266	267	271	280	276	281	281	+0.2%	+3.6%
Advertising expenses	180	198	193	140	126	139	165	161	-2.3%	+15.2%
System usage fees	266	289	296	321	312	294	293	314	+7.0%	-2.3%
Taxes and dues	104	102	102	92	95	93	95	76	-19.7%	-17.3%
Others	506	532	508	590	607	533	493	510	+3.4%	-13.6%

*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.

Quarterly Consolidated Income Statement (By business segment)

(¥millions)	24/1Q		24/2Q		24/3Q		24/4Q		25/1Q		25/2Q		25/3Q		25/4Q	
	Value	Ratio	Value	Ratio	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%	4,916	100.0%	5,731	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%	4,787	83.5%
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%	3,095	54.0%
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%	1,711	29.9%
[Reference] Net sales	33,069	—	29,426	—	29,608	—	31,139	—	36,452	—	27,649	—	28,709	—	33,198	—
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%	1,704	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%	986	57.9%
SG&A expenses	589	49.9%	585	50.5%	586	44.7%	609	40.0%	627	40.3%	603	37.4%	589	37.6%	587	34.5%
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%	410	24.0%
[Reference] Net sales	5,145	—	4,619	—	5,021	—	5,609	—	5,190	—	5,651	—	5,401	—	6,010	—
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%	773	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%	476	61.5%
SG&A expenses	316	40.7%	355	44.5%	341	40.9%	329	41.8%	362	48.9%	359	44.2%	355	47.6%	348	5.0%
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%	128	16.6%

Consolidated Statement of Financial Position

(¥millions)	End of FY2024	End of FY2025	Change
Current Assets	45,978	45,547	-431
Non-Current Assets	51,660	50,798	-862
Total Assets	97,637	96,345	-1,293
Current Liabilities	26,211	29,270	+3,059
Non-Current Liabilities	1,472	491	-981
Total Liabilities	27,683	29,761	+2,078
Total Capital	69,955	66,584	-3,371
Total Liabilities and Capital	97,637	96,345	-1,298

Group Corporate Philosophy



Sustainability Policy and Materiality

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

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
- Enhancement of Corporate Value by Empowering People Who Create a New Era - Realization of a “Nameraka” Society Through Creativity and Technology	- 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	- Increase of the female managers ratio to 30% by 2030 - Establishing a human rights due diligence system
Response to Climate Change	Reduction of GHG emissions and disclosure of information in accordance with TCFD recommendations	70% reduction of scope 1 and 2 emissions by 2030
Building an Advanced Governance System to Support Discontinuous Growth	- Efforts for discontinuous growth - Efforts for risk reduction	- Improving management indicators through business portfolio management - Continuous implementation of executive sessions - Continuous implementation of effectiveness evaluations

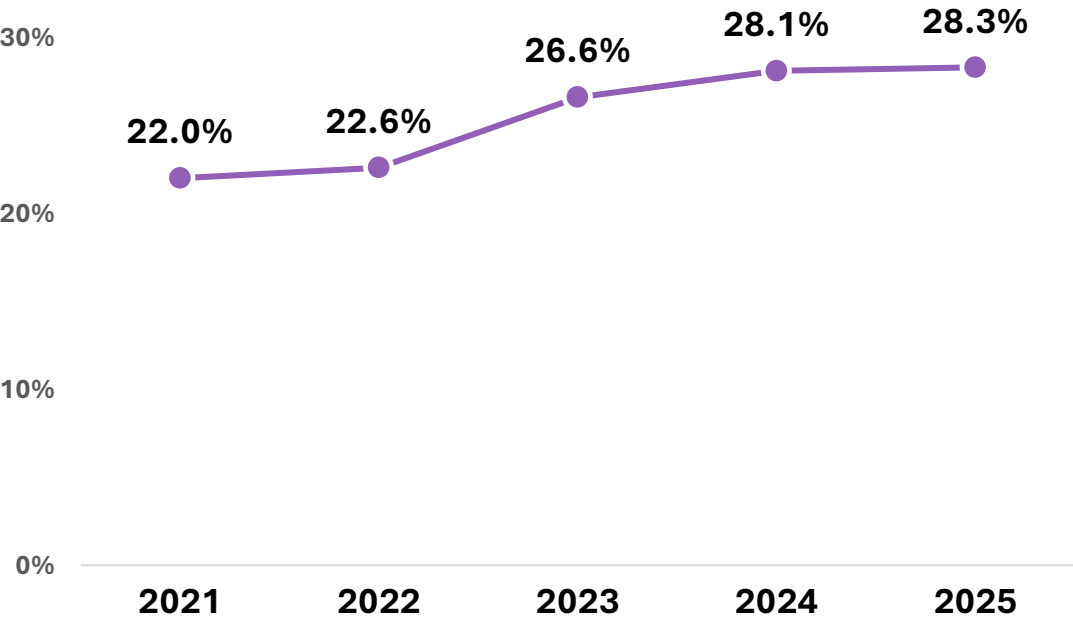
*For Sustainability Policy and materiality details, please check the link: <https://www.septeni-holdings.co.jp/en/csr/policy.html>

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.

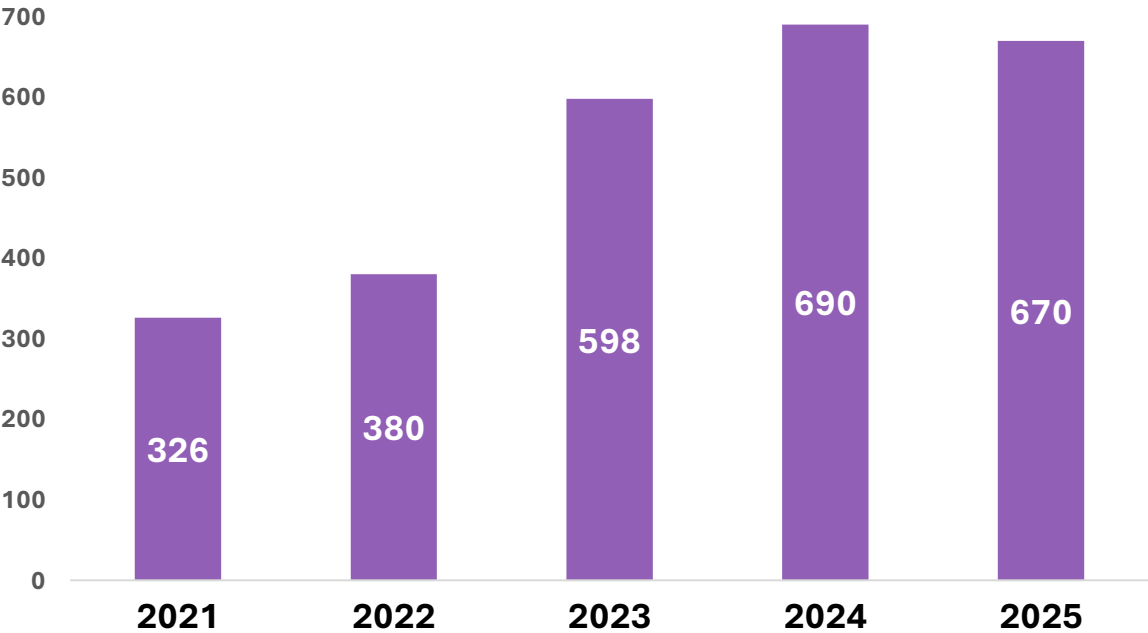
Ratio of female managers*1

Target: 30% by 2030 (domestic group companies)



Employee Stock Ownership Plan Participation Trends

Target: YoY increase Number of Participants (Unit: people)



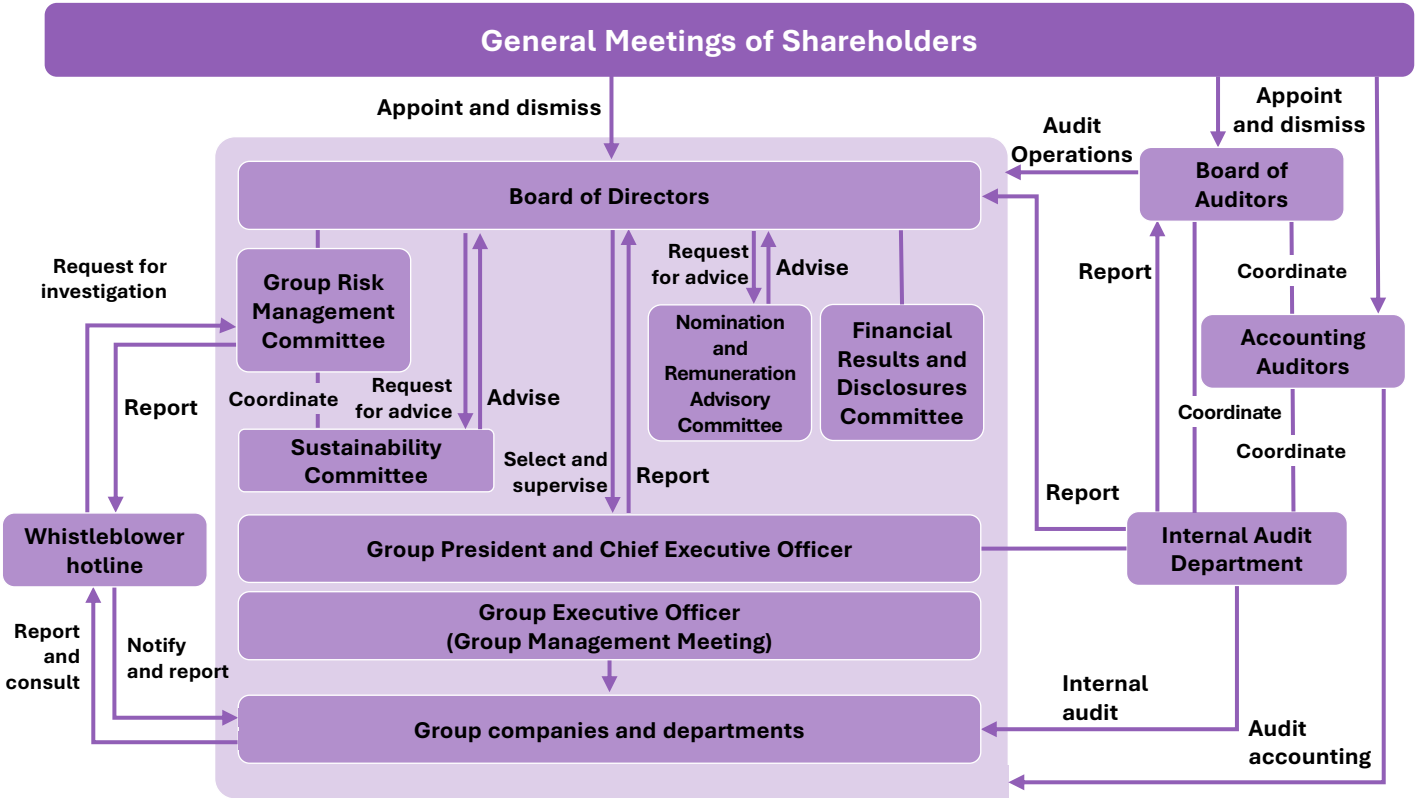
*For sustainability information, please check the link: <https://www.septeni-holdings.co.jp/en/csr/data.html>

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

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
FY2016	- Introduced an evaluation of the effectiveness of the Board of Directors - 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

Main Group Companies by Business Segment

as of February 12, 2026

Marketing Communication Segment

**SEPTENI**

 **SEPTENI GLOBAL**

 Delight Tube

 **milogos**

 **Septeni**
AD CREATIVE

SEPTENI CORE

 **LION & LION**

 goo

 **H&S**

SIGNCOSIGN
サインコサイン

 **SEPTENI**
SPORTS&ENTERTAINMENT

Direct Business Segment

dentsu
direct

dentsu
elfto architect

Data & Solutions Segegment

FLINTERS

 **TRICORN**

 **Septeni**
Cross Gate

Other Business

vivivit Human Capital Lab  **SEPTENI**
INCUBATE

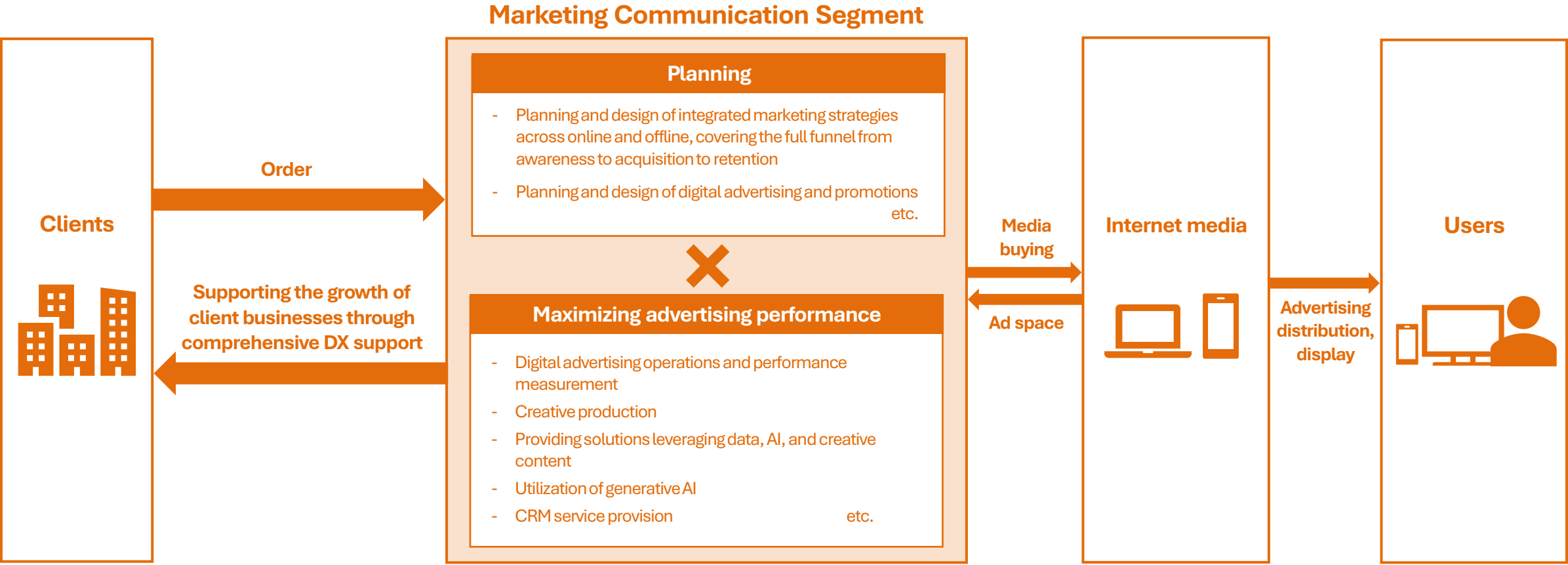
Equity-method Affiliates

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

SEPTENI HOLDINGS CO., LTD. (Holding company)

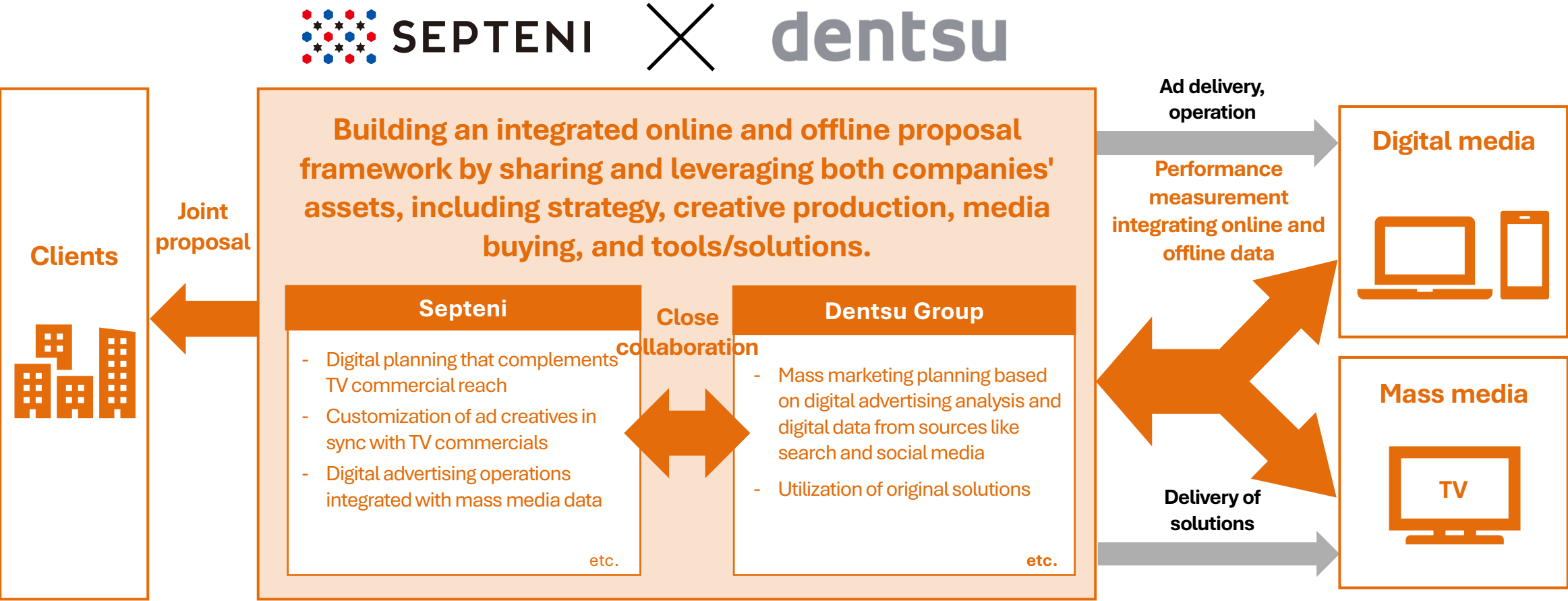
Business Model for the Marketing Communication Segment

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



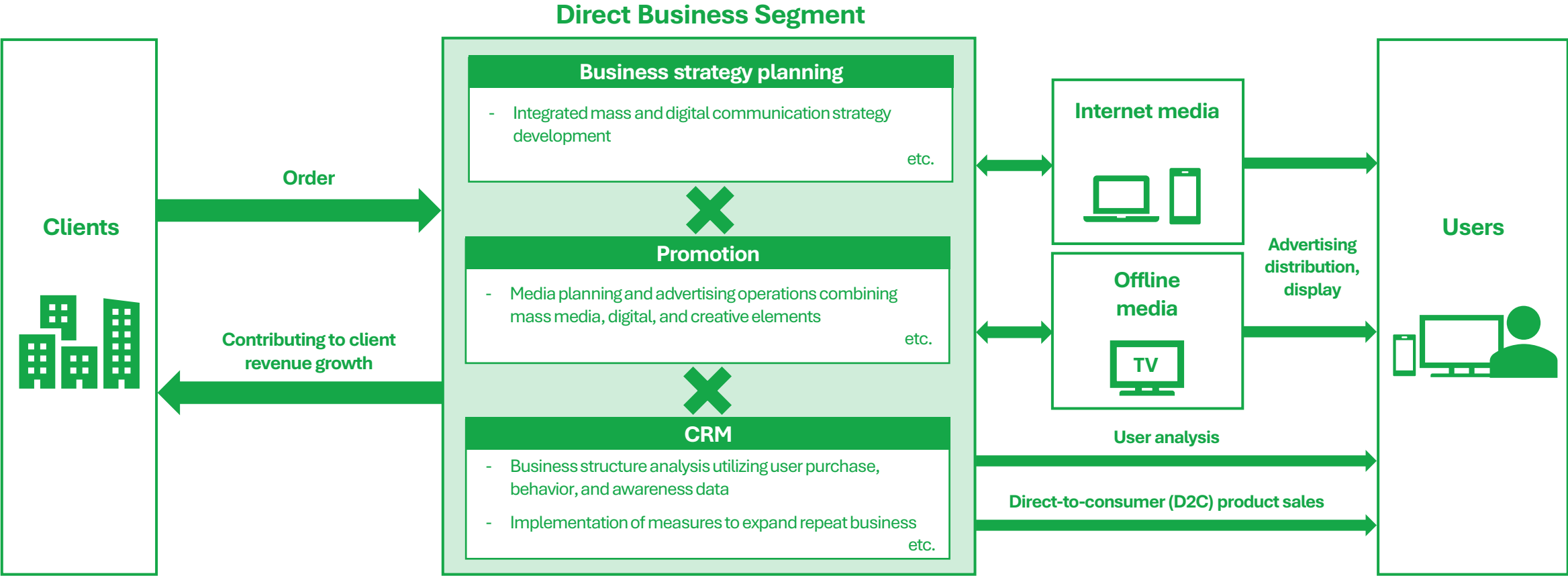
Marketing Communication Segment Business Alliance with Dentsu Group

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



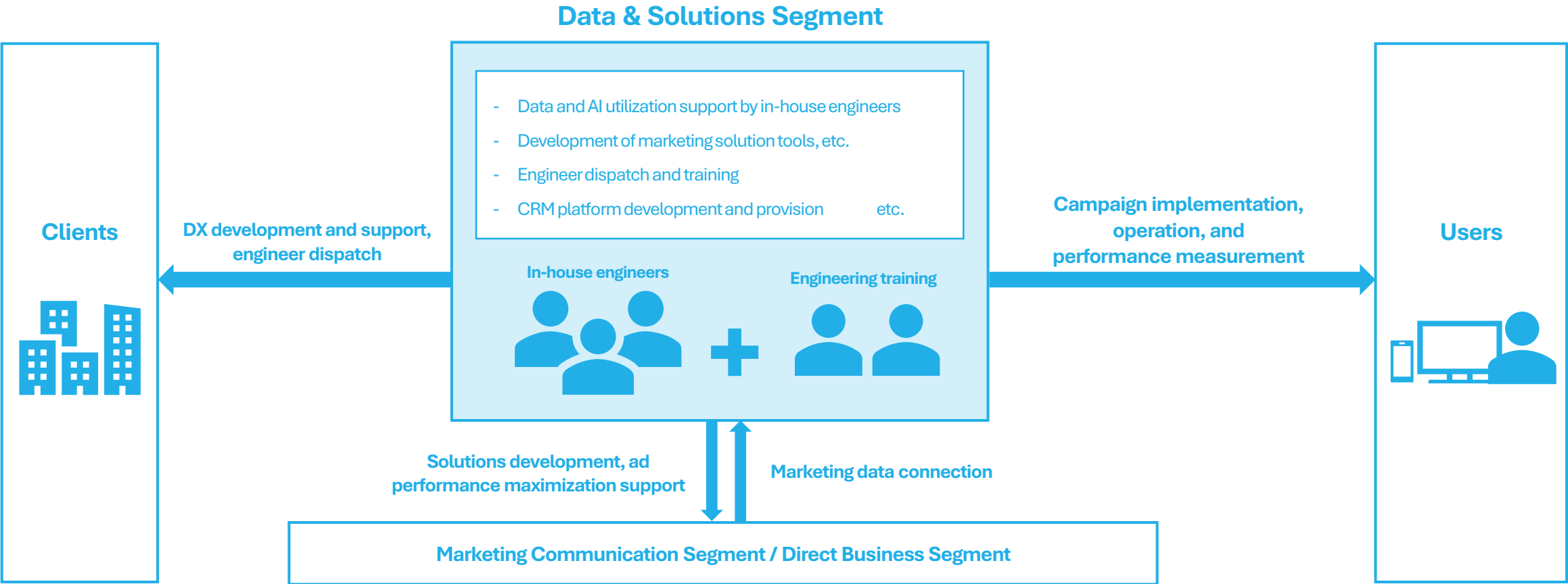
Business Model for the Direct Business Segment

- 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.



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.



Story of Septeni Group

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)



Official Septeni Group Communications

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:

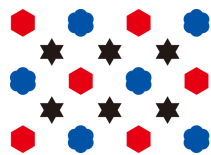
note: https://note.com/septeni_group

X: https://x.com/Septeni_PR

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

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





SEPTENI

SEPTENI HOLDINGS CO., LTD.

IR & SR Section, Corporate Communications Dept., CEO Office

WEB: www.septeni-holdings.co.jp/en/ E-mail: ir@septeni-holdings.co.jp

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 the impairment loss and gain or loss on the sales of fixed assets.

Figures in this material are rounded to the nearest unit.

The opinions, forecasts, and plans regarding our future contained in this presentation are based on our judgment as of February 12, 2026, and we do not guarantee their accuracy.

Actual results may differ significantly from these forecasts due to risks related to fluctuations in global conditions and various other uncertainties.

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