



FY 12/2025 Q1

Business Results

May 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.

FY2025/1Q results

- Both net sales and revenue reached **record highs**, with net sales increasing **7.8% YoY** driven by growth in the Marketing Communication Segment, and revenue achieving **double-digit growth of 12.5%** due to an improved revenue to net sales ratio.
- Dentsu collaboration sales surged by 40%, significantly contributing to consolidated performance.
- In addition to top-line growth, Non-GAAP operating profit **increased by 23.3% YoY**, and operating margin improved, thanks to cost control measures aimed at enhancing productivity.

Changes to Shareholder Return Policy and Dividend Forecast*

- Revised the shareholder return policy for FY2025 and beyond on March 18, 2025.
 - **The minimum annual dividend per share will be ¥18.** If 50% of the profit attributable to owners of parent per share exceeds this ¥18 minimum, a dividend will be paid based on 50% of the profit attributable to owners of parent per share.
- Accordingly, the year-end dividend forecast, previously undecided at the time of the last financial results announcement, has been revised to **¥18 per share**.

01

Quarterly Consolidated Earnings Overview

05 FY2025/1Q (Jan–Mar) Highlights

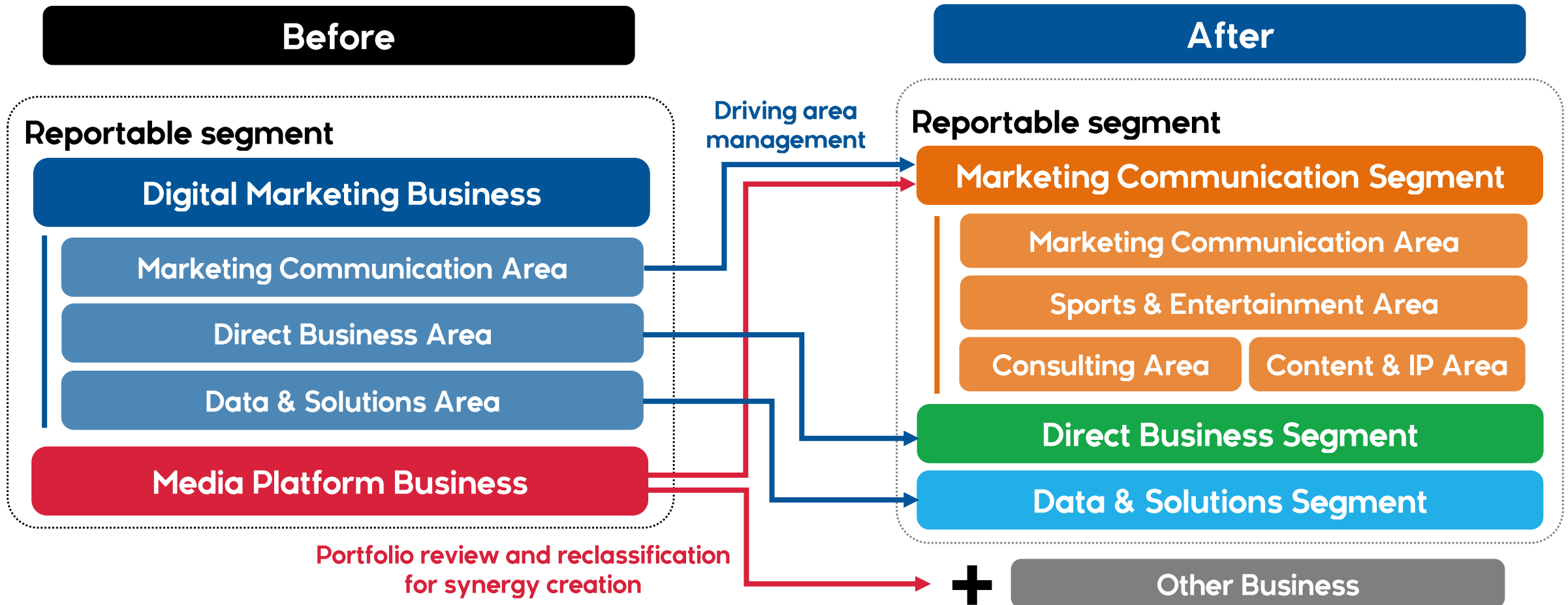
- Net sales reached a record high,* **exceeding ¥40 billion for the first time** in a single quarter.
- Revenue achieved double-digit growth and a record high for a single quarter, driven by an improved revenue to net sales ratio.
- Returned to profitability thanks to top-line growth and cost control measures.

	Value	YoY	Progress against earnings forecast
Revenue	¥8,206mn	+12.5%	27.1%
Non-GAAP operating profit	¥1,571mn	+23.3%	39.3%
Profit attributable to owners of parent	¥1,524mn	–56.3%	40.1%
Earnings per share (EPS)	¥7.35	¥–9.50	–
[Reference]	Net sales	¥41,863mn	+7.8%
	Revenue to net sales ratio	19.6%	+0.8Pt

*Including figures prior to the reclassification of discontinued operations.

06 Changes to Reportable Segments (reintroduced)

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



07 FY2025/1Q (Jan–Mar) Highlights (By business segment)

- Marketing Communication : Revenue and profit increased, driven by accelerated Dentsu collaboration, particularly on large-scale projects.
- Direct Business : Revenue grew due to an increase in TV projects, but profit declined due to higher expenses.
- Data & Solutions : Revenue and profit decreased due to the completion of certain projects; sales efforts are being reinforced to secure new projects.

	(unit: ¥mn)	1Q/FY2024	1Q/FY2025	YoY	Progress against earnings forecast
Marketing Communication	Revenue	5,426	6,107	+12.6%	28.3%
	Non-GAAP operating profit	1,607	2,044	+27.2%	38.6%
	[Reference] Net sales	33,069	36,452	+10.2%	–
Direct Business	Revenue	1,181	1,555	+31.7%	26.8%
	Non-GAAP operating profit	288	274	–5.0%	22.8%
	[Reference] Net sales	5,145	5,190	+0.9%	–
Data & Solutions	Revenue	777	741	–4.6%	21.8%
	Non-GAAP operating profit	136	87	–36.1%	17.4%

08 FY2025/1Q (Jan–Mar) Consolidated Income Statement

- Profit increased due to top–line growth and controlled SG&A expenses.
- Excluding the one–off gain from the partial share transfer of a subsidiary in the previous fiscal year, **profit from continuing operations increased by 21% YoY.**

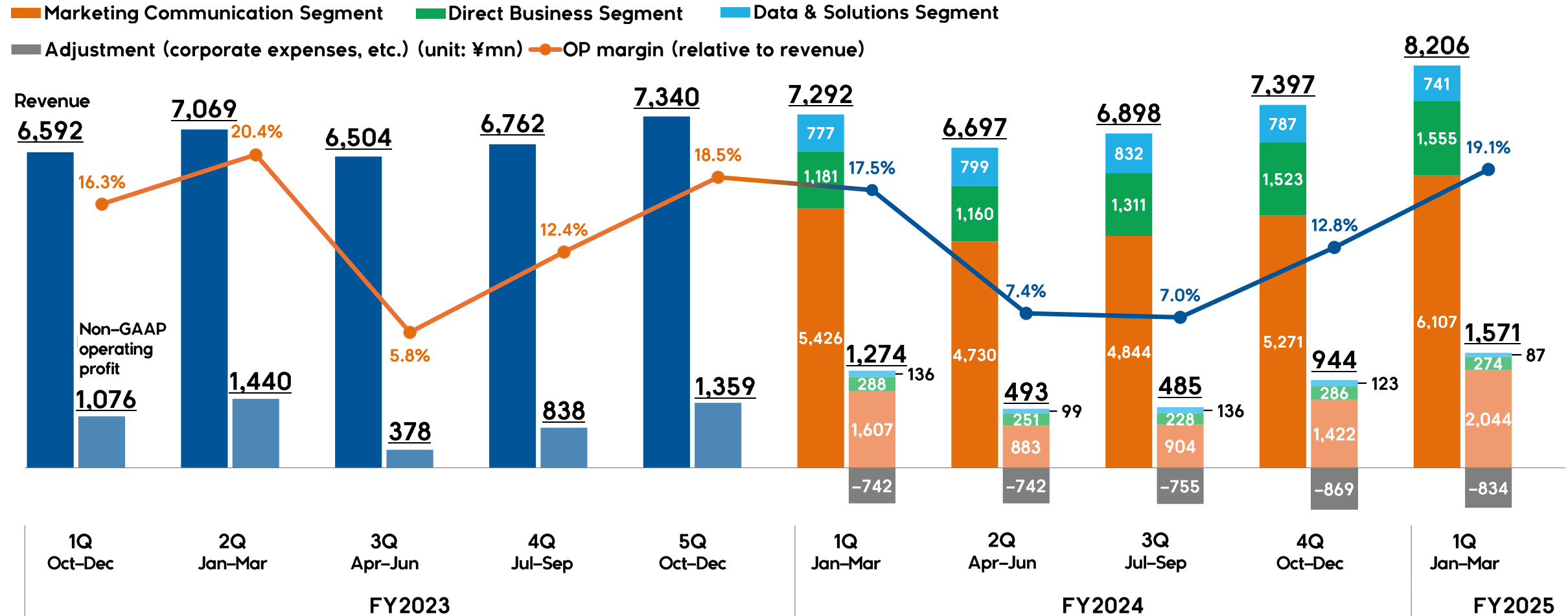
(unit: ¥mn)	1Q/FY2025				1Q/FY2024		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	8,206	19.6%	100.0%	+12.5%	7,292	18.8%	100.0%
Gross profit	6,364	15.2%	77.6%	+6.4%	5,982	15.4%	82.0%
SG&A expenses	4,810	11.5%	58.6%	+1.8%	4,725	12.2%	64.8%
Non–GAAP operating profit	1,571	3.8%	19.1%	+23.3%	1,274	3.3%	17.5%
Operating profit	1,557	3.7%	19.0%	+23.7%	1,259	3.2%	17.3%
Equity in earnings of affiliates, etc.	541	1.3%	6.6%	-11.9%	615	1.6%	8.4%
Profit from continuing operations	1,522	3.6%	18.5%	+20.7%	1,260	3.2%	17.3%
Profit from discontinued operations	—	—	—	—	2,210	—	—
Profit attributable to owners of parent	1,524	3.6%	18.6%	-56.3%	3,489	9.0%	47.9%
[Reference] Net sales	41,863	100%	—	+7.8%	38,822	100%	—

*In 1Q/2024, the results of the IP Platform Business were reclassified as discontinued operations.

09 Quarterly Trend of Earnings

(After reclassification of discontinued operations)

Driven by the Marketing Communication Segment, revenue reached a record high. Non-GAAP operating profit also increased by 23%, with the operating margin improving to the 19% range.



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

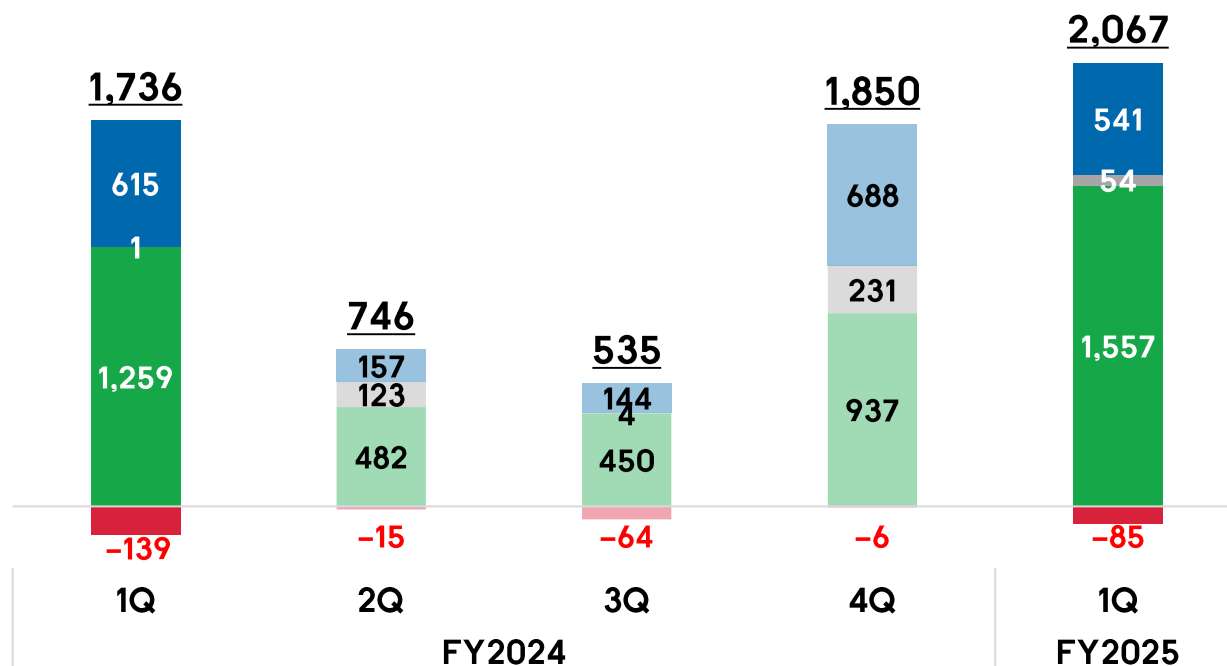
Quarterly Trend of Consolidated Profit Before Tax

(After reclassification of discontinued operations)

Equity in earnings of affiliates from Dentsu Digital remained steady.

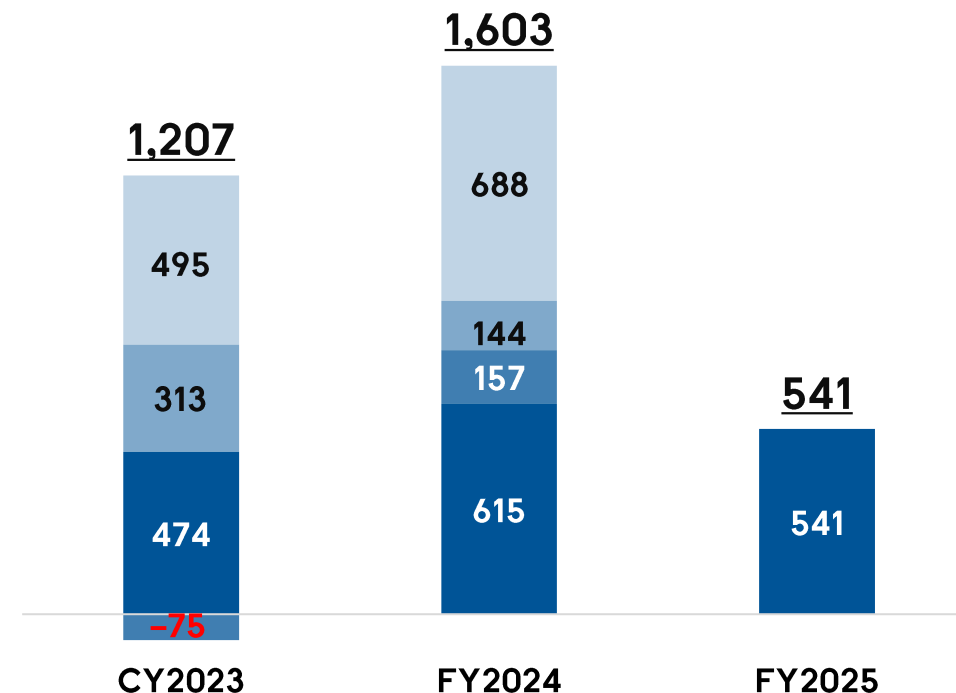
Quarterly Trend

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



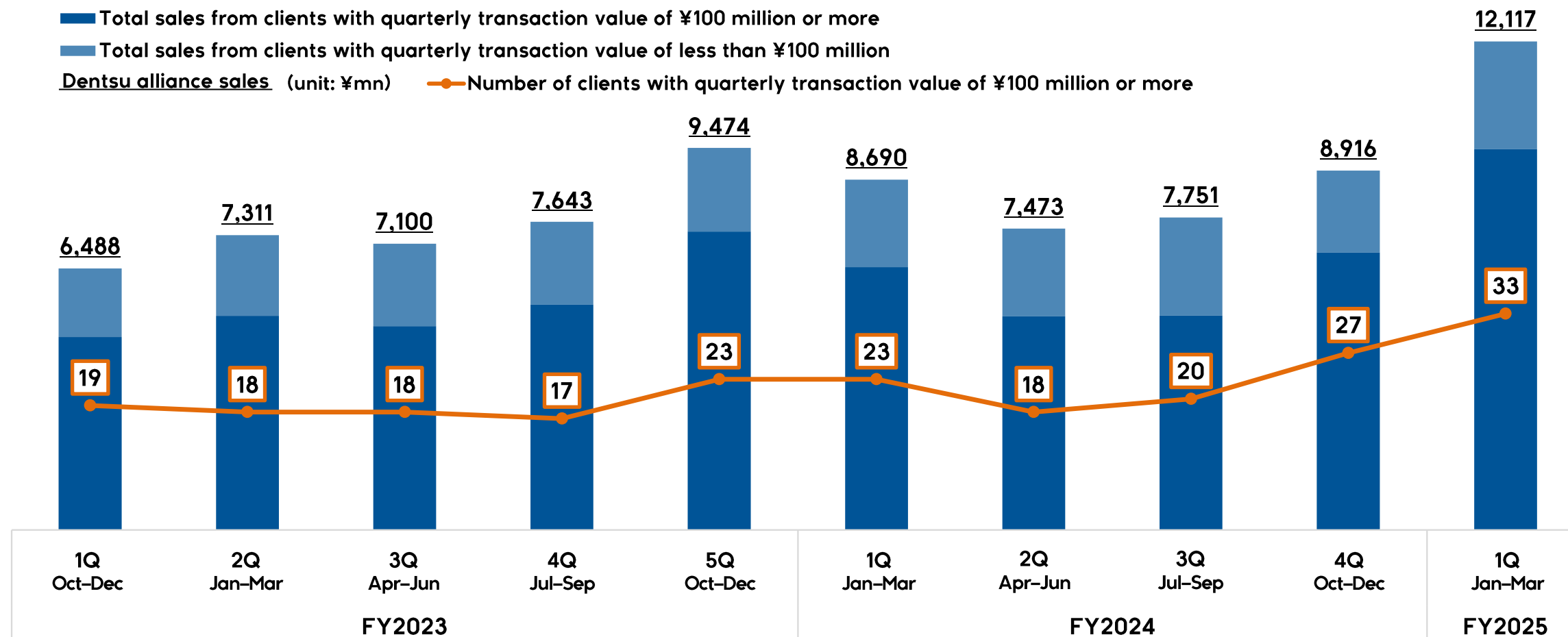
Full-year Trend of Equity in Earnings of Affiliates

■ 1Q ■ 2Q ■ 3Q ■ 4Q Total (unit: ¥mn)



11 Progress on Business Alliance with Dentsu Group

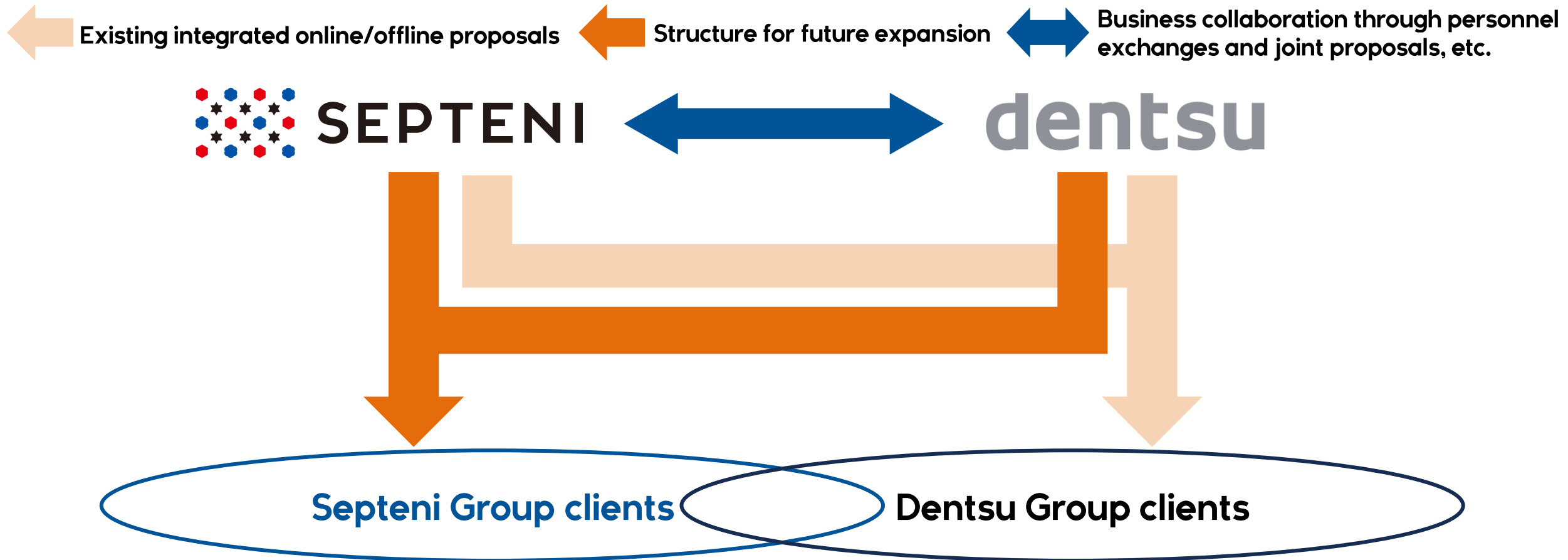
The number of large clients (those with quarterly transaction value exceeding ¥100 million) and related sales increased both YoY and QoQ. For the first time since the partnership began, quarterly alliance sales **surpassed the ¥10 billion milestone**.



*Alliance sales for FY2024 have been retroactively adjusted.

12 Generating New Synergies Through the Dentsu Group Alliance SEPTENI

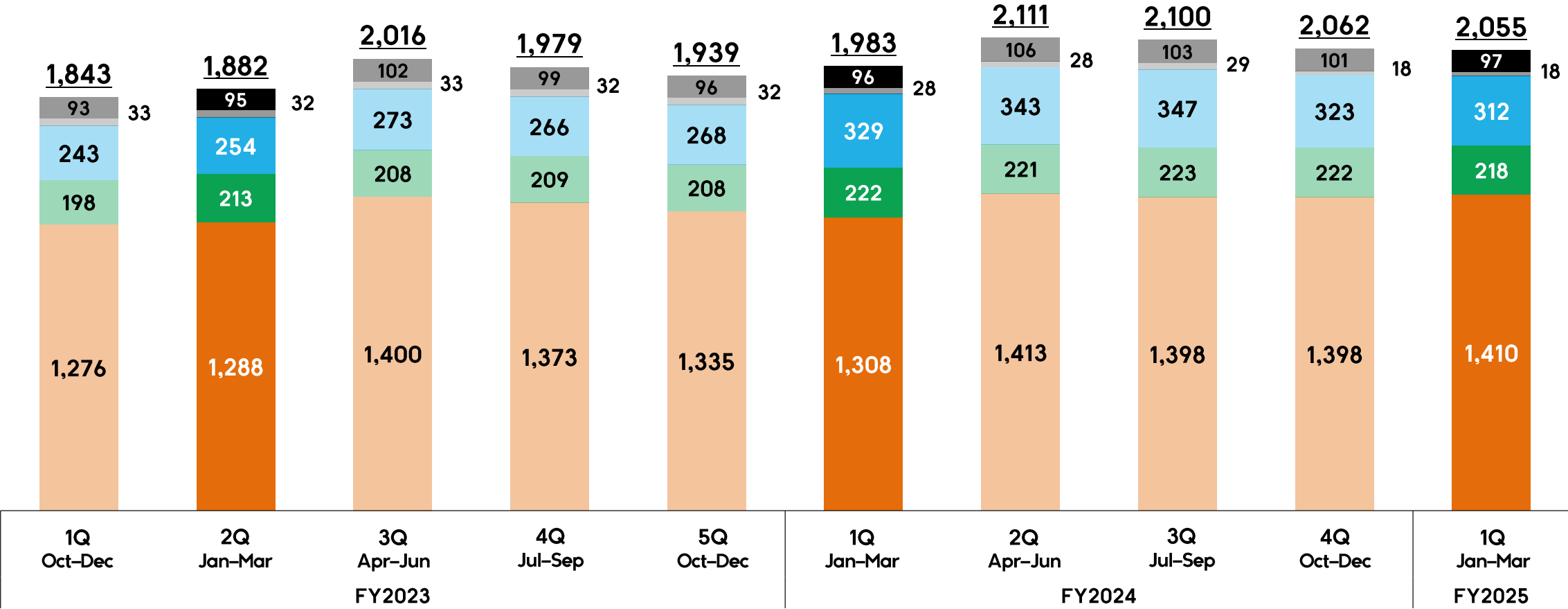
Strengthened Dentsu Group capabilities offering to clients, generating successful TV advertising delivery cases. Will expand this initiative alongside existing integrated online and offline proposals.



13 Workforce Size Trend

Implemented group-wide controlled hiring to prioritize productivity improvements.

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



*Employee figures are aligned with FY2025+ reportable segments.
*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.

02

Marketing Communication Segment

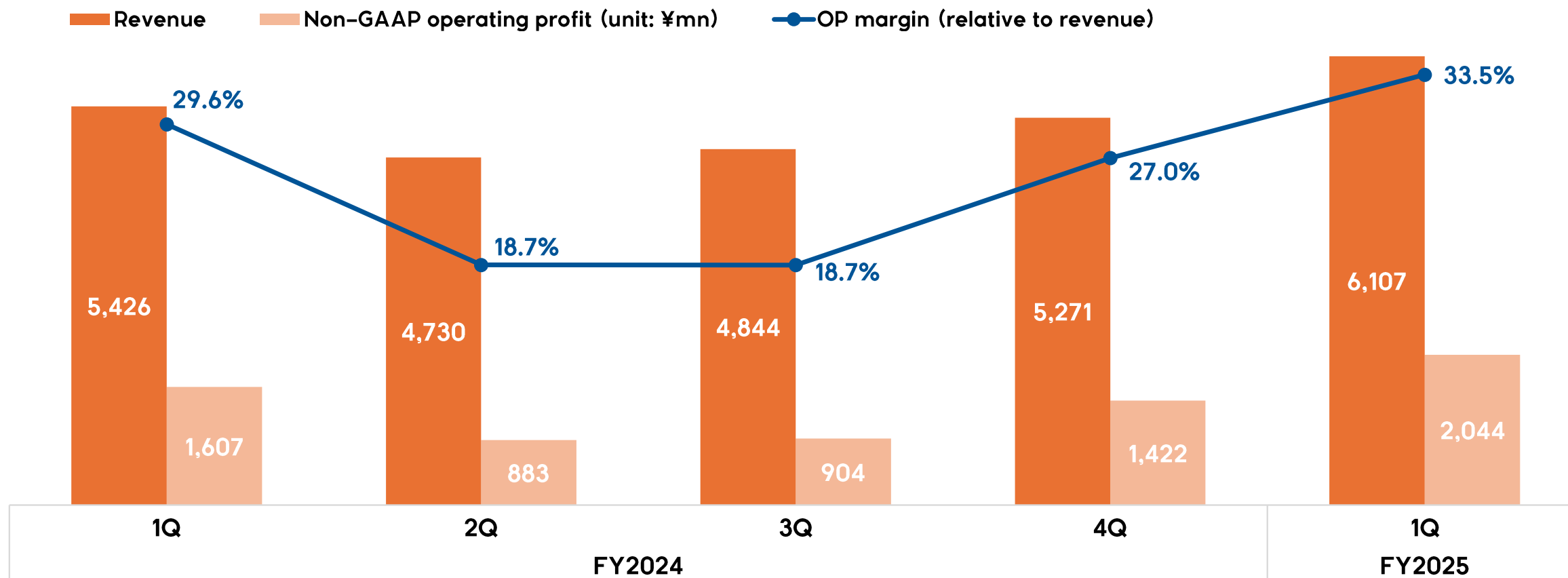
15 Marketing Communication Segment Earnings Overview

Revenue to net sales ratio improved by 0.4Pt YoY, and both net sales and revenue achieved double-digit growth. Expenses were managed effectively, resulting in a 27.2% YoY increase in Non-GAAP operating profit.

(unit: ¥mn)	1Q/FY2025				1Q/FY2024		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	6,107	16.8%	100.0%	+12.6%	5,426	16.4%	100.0%
Gross profit	5,134	14.1%	84.1%	+11.0%	4,623	14.0%	85.2%
SG&A expenses	3,092	8.5%	50.6%	+2.4%	3,020	9.1%	55.7%
Non-GAAP operating profit	2,044	5.6%	33.5%	+27.2%	1,607	4.9%	29.6%
[Reference] Net sales	36,452	100.0%	—	+10.2%	33,069	100.0%	—

16 Marketing Communication Segment Quarterly Earnings Trend

Revenue and profit increased, with Non-GAAP operating margin also exceeding the previous fiscal year's level.



17 Marketing Communication Segment Topic

Established SEPTENI CORE, Inc. through the merger of MANGO Inc. and HighScore, Inc. to strengthen and expand ad operations, further enhancing digital marketing execution capabilities.

MANGO

- Based in Miyazaki, leveraging advanced operational structure and specialized knowledge
- ➔ Supporting corporate digital marketing with a focus on digital advertising operations and related functions.

HIGHSCORE,inc

- Based in Fukuoka, providing comprehensive digital marketing support services, ranging from digital advertising operations to the production of advertising creatives such as videos, banners, and articles.

SEPTENI CORE

- With the aim of enhancing the entire Group's digital marketing execution capabilities, will integrate the expertise cultivated by both companies to **strengthen and expand the advertising operations domain**, which forms the foundation of the Marketing Communication Segment.
- Will actively recruit in Fukuoka, Miyazaki, and Okinawa and provide high-quality digital marketing support to contribute to the growth of client businesses.

03

Direct Business Segment

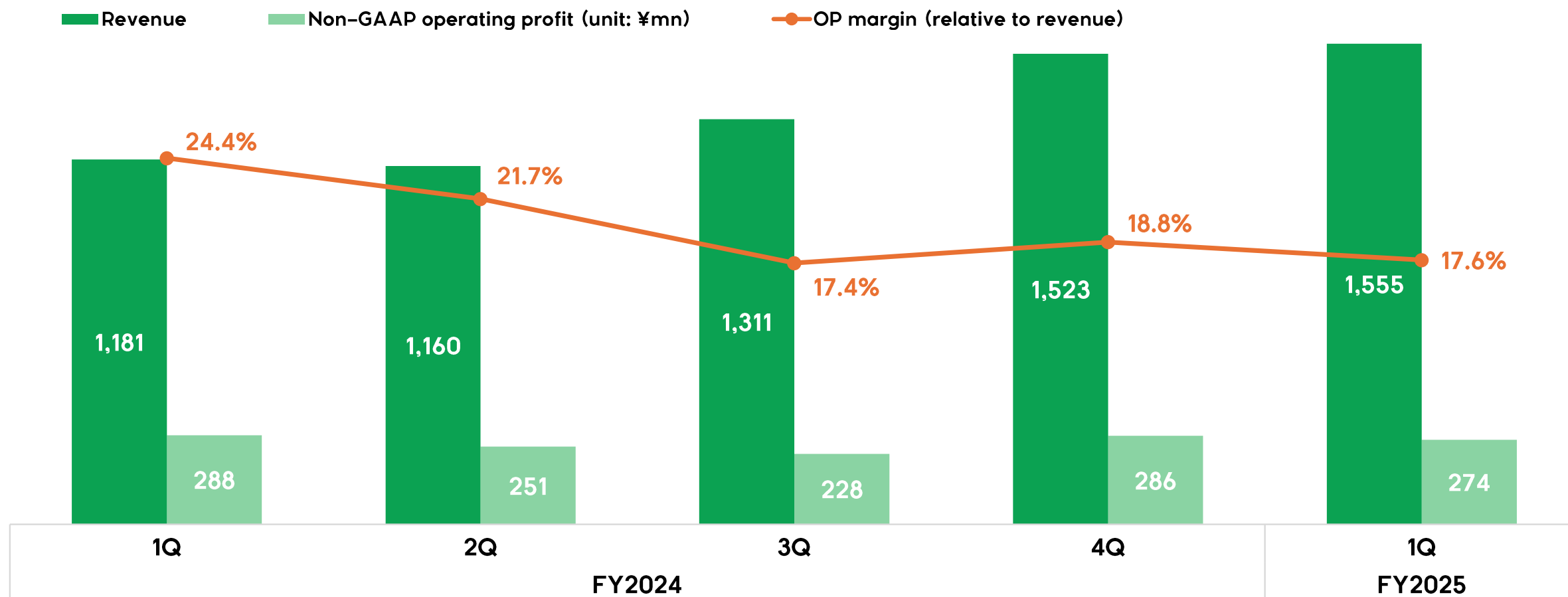
19 Direct Business Segment Earnings Overview

Revenue increased by **31.7%** YoY due to growth in TV advertising projects, with a significant rise in the revenue to net sales ratio.

(unit: ¥mn)	1Q/FY2025				1Q/FY2024		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	1,555	30.0%	100.0%	+31.7%	1,181	23.0%	100.0%
Gross profit	887	17.1%	57.0%	+2.8%	863	16.8%	73.1%
SG&A expenses	627	12.1%	40.3%	+6.5%	589	11.4%	49.9%
Non-GAAP operating profit	274	5.3%	17.6%	-5.0%	288	5.6%	24.4%
[Reference] Net sales	5,190	100.0%	—	+0.9%	5,145	100.0%	—

20 Direct Business Segment Quarterly Earnings Trend

Revenue increased YoY, but Non-GAAP operating margin declined due to higher expenses.



Launched “AI Shopping Caster™,” a service that uses generative AI technology to create original casts for shopping programs and other content.

Example Image of AI Shopping Caster™



Usable across various online and offline media.

Features and Benefits of AI Shopping Caster™

<Features>

Combines Dentsu Direct’s direct marketing expertise with Delight Tube’s generative AI technology to create original casts for shopping programs.

<Benefits>

1. Design of original casts tailored to brand and product image
2. Reduced production workload
3. Diverse expressiveness
4. Deployment across advertising initiatives

04

Data & Solutions Segment

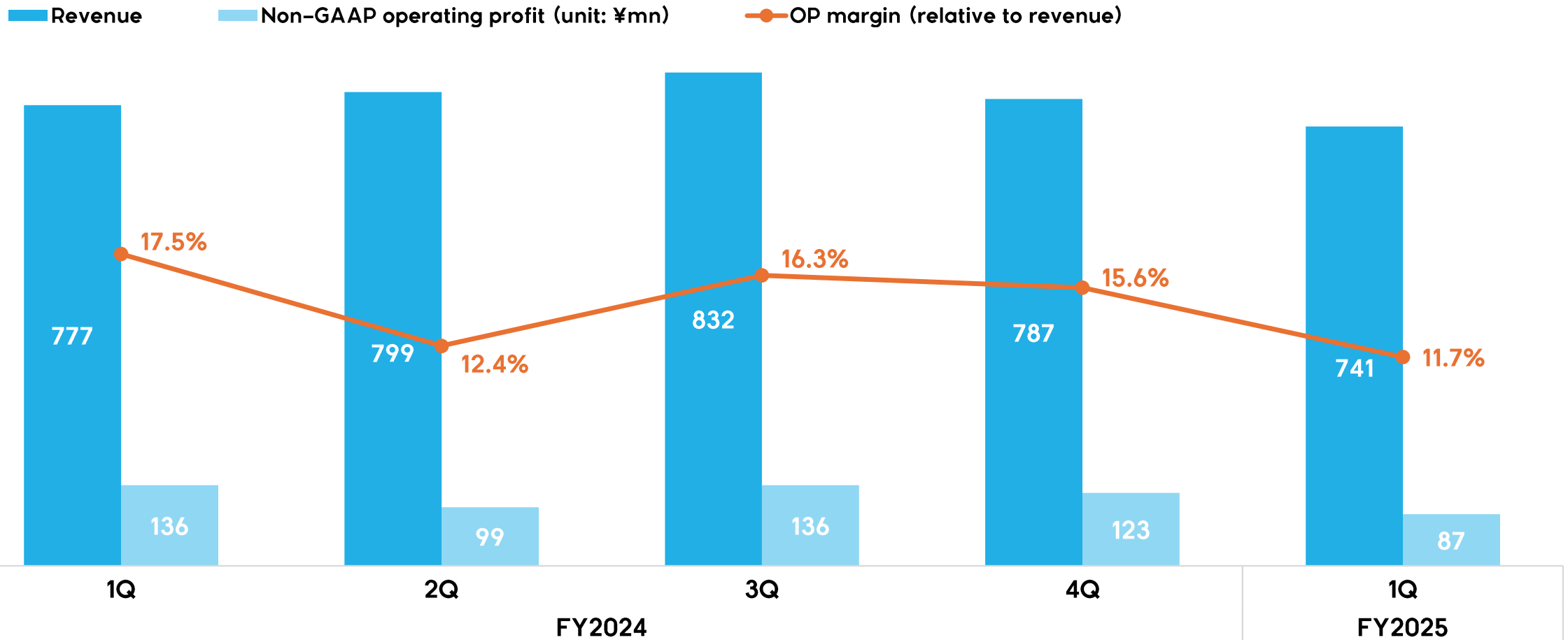
23 Data & Solutions Segment Earnings Overview

Q1 began slowly, as anticipated, due to the completion of some projects.

(unit: ¥mn)	1Q/FY2025			1Q/FY2024	
	Value	Ratio	YoY	Value	Ratio
Revenue	741	100.0%	-4.6%	777	100.0%
Gross profit	449	60.6%	-0.7%	452	58.2%
SG&A expenses	362	48.9%	+14.6%	316	40.7%
Non-GAAP operating profit	87	11.7%	-36.1%	136	17.5%
[Reference] Net sales	741	100.0%	-4.6%	777	100.0%

24 Data & Solutions Segment Quarterly Earnings Trend

Expect increased business in Q2 onward by the expansion into Marketing DX area and securing new projects, building on the strengthened sales structure implemented last fiscal year.



25 Data & Solutions Segment Topic

To strengthen the system for developing and providing services in the generative AI area, entered into a capital and business alliance with MYUUU INC., which develops generative AI-powered DX support solutions for companies.

Alliance Goal

Combining FLINTERS' data engineering expertise with MYUUU's generative AI capabilities to build a comprehensive support system for companies' DX initiatives.

FLINTERS

- Data engineering knowledge
- Data engineer training expertise

Combining
the expertise
and strengths
of both
companies

MYUUU

- Ownership and operation of one of Japan's largest generative AI communities
- Expertise in AI agent development

Alliance Collaboration Examples

- Workshop-focused generative AI training services
- Consulting and workflow development support for business improvement using generative AI
- Development of industry/profession-specific AI agents

05

**Changes to Shareholder Return Policy,
Dividend Forecast, and Earnings Progress**

27 Update on Shareholder Return Policy

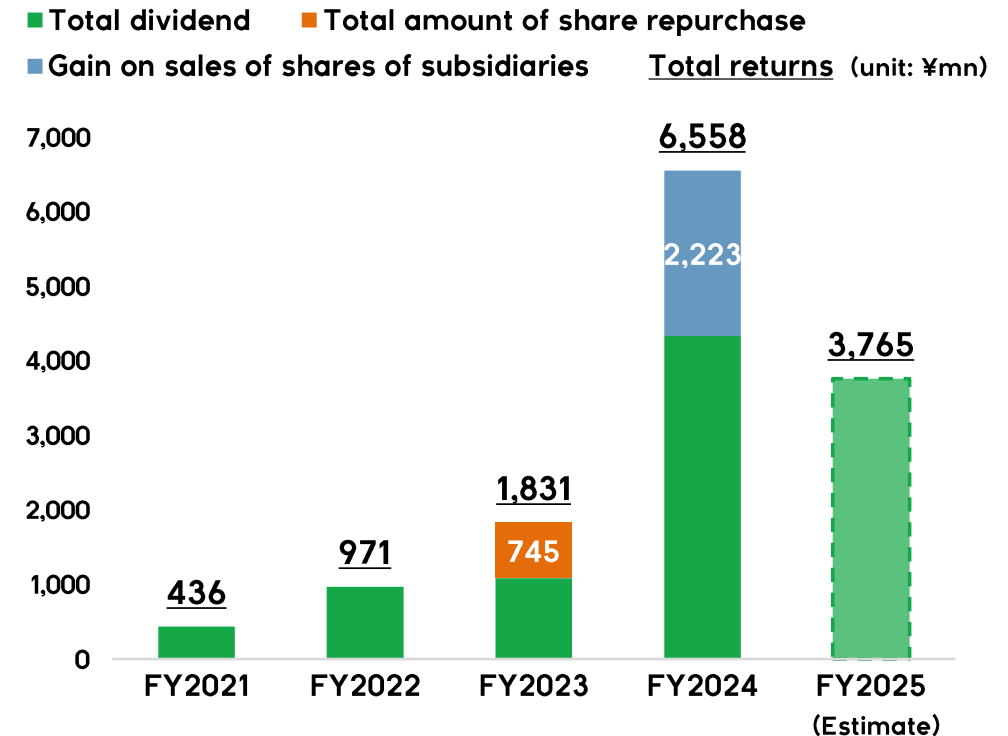
Updated the shareholder return policy on March 18, 2025, with the aim of expanding investor and shareholder base and increasing shareholder and corporate value while maintaining an appropriate balance between stability in shareholder returns and growth investments.

Shareholder Return Policy for FY2025 Onward

Minimum annual dividend per share: ¥18

If 50% of the profit attributable to owners of parent per share (EPS) exceeds the minimum dividend of ¥18, a dividend will be paid based on 50% of EPS.

Trend of Total Shareholder Returns



28 Year-End Dividend Forecast for FY2025

Revised the previously undetermined year-end dividend forecast to **¥18.00** per share.

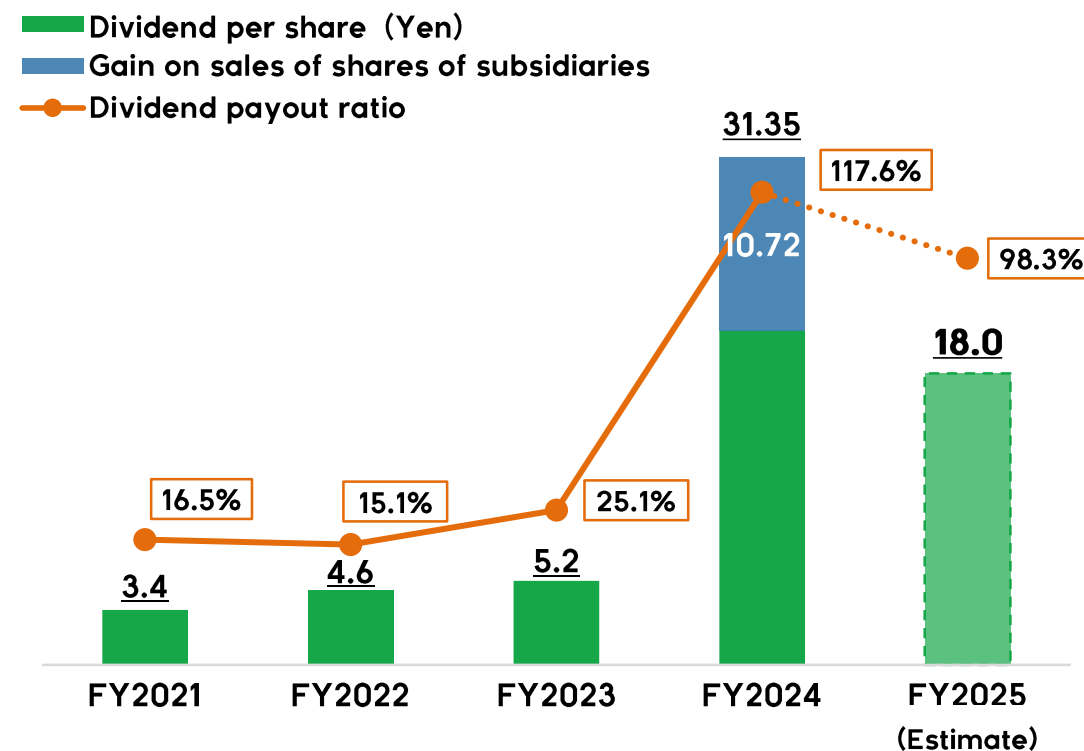
FY2025 Year-End Dividend Forecast

	Revised forecast	FY2024 result
Dividend per share	¥18.00	¥31.35

FY2025 EPS Forecast

	Earnings forecast
Earnings per share (EPS)	¥18.32

Trend of Dividend Per Share



29 Full Year Earnings Estimates for FY12/2025

(Consolidated, reintroduced)



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		+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

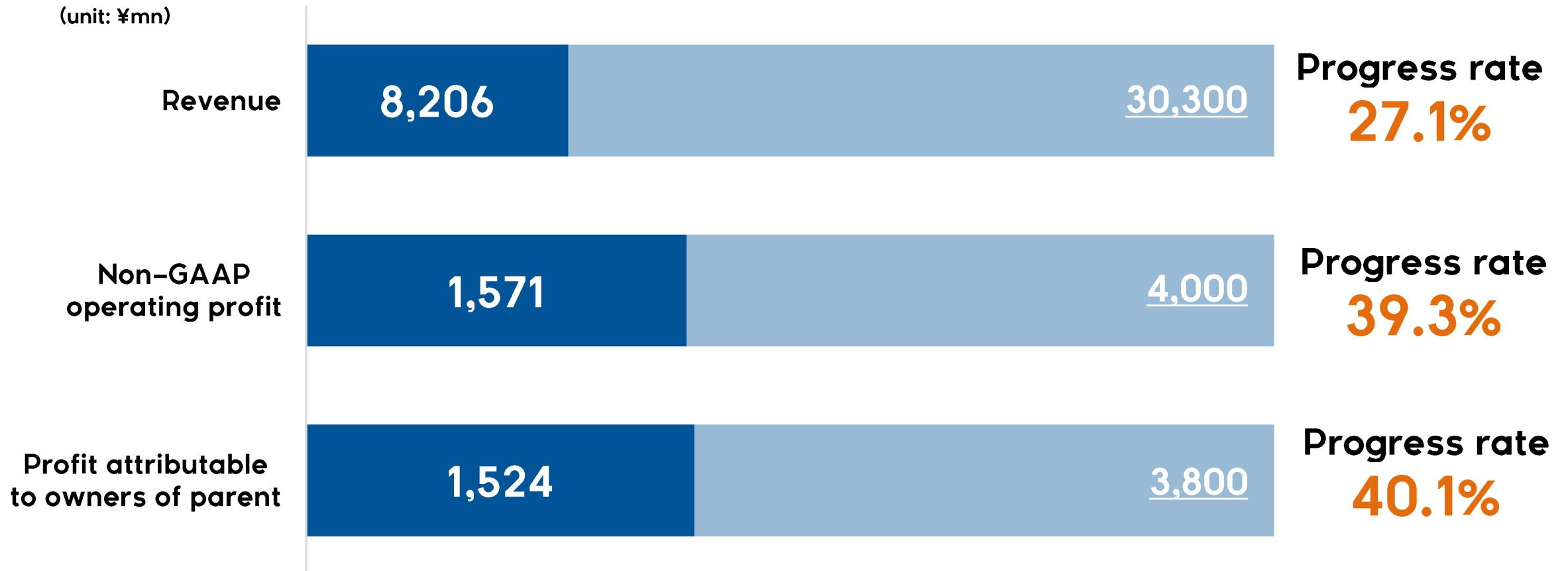
Aiming to achieve increased revenue and profit through growth centered on the Marketing Communication Segment, momentum recovery in the Direct Business Segment, and steady growth in the Data & Solutions Segment.

(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%

31 Progress Against Earnings Estimates (Consolidated)

Off to a strong start toward achieving this fiscal year's target of a V-shaped recovery through continued revenue growth and a return to profitability. Will continue driving revenue growth through improved profitability and accumulating profit through higher productivity.

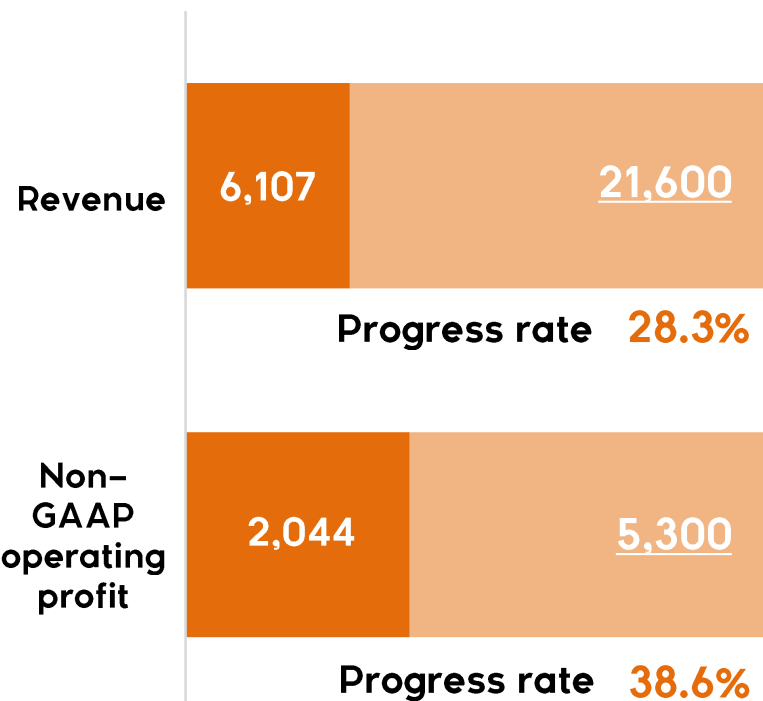
(unit: ¥mn)



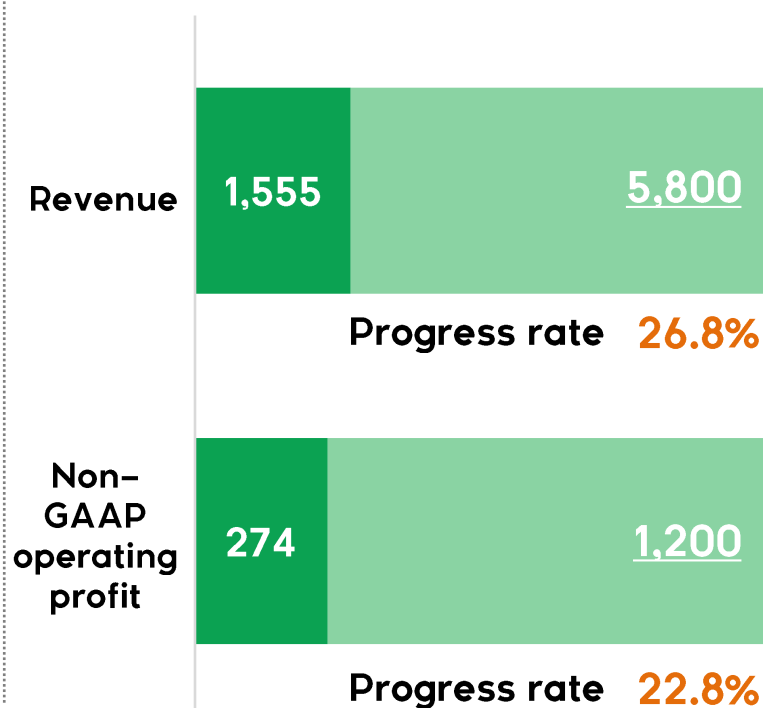
32 Progress Against Earnings Estimates (By business segment)

- Marketing Communication : **Steady progress**
- Direct Business : **Progressing as planned**
- Data & Solutions : **Q1 progress is in line with expectations; planning to achieve targets by accumulating projects from Q2 onward.**

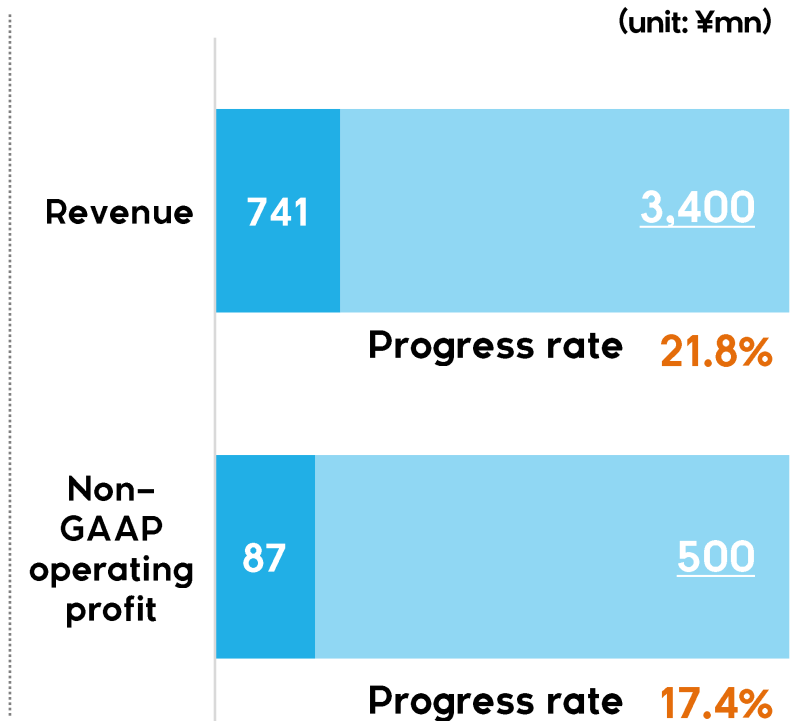
Marketing Communication Segment



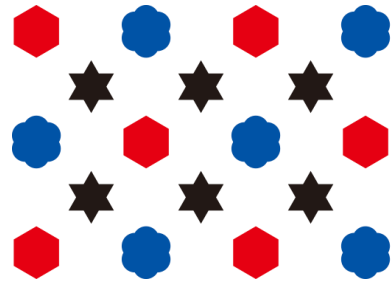
Direct Business Segment



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 May 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.

06

Appendix

35 Constitution of Consolidated Expenses

(IFRS, After reclassification of discontinued operations)

(unit: ¥mn)	FY2024				FY2025	QonQ	YonY
	1 Q	2 Q	3 Q	4 Q	1 Q		
Total of cost of sales	1,310	1,392	1,668	1,712	1,842	+7.6%	+40.7%
Labor costs	422	443	430	472	447	-5.4%	+5.9%
Subcontract costs	592	606	932	960	1,115	+16.2%	+88.4%
Others	296	343	305	280	280	+0.1%	-5.3%
Total of SG&A expenses	4,725	4,851	4,759	4,760	4,810	+1.0%	+1.8%
Labor costs *1	3,227	3,334	3,236	3,171	3,194	+0.7%	-1.0%
Employee bonuses *2	177	130	156	174	195	+12.1%	+10.6%
Rent expenses etc.	266	266	267	271	280	+3.1%	+5.2%
Advertising expenses	180	198	193	140	126	-9.7%	-29.9%
System usage fees	266	289	296	321	312	-2.8%	+17.5%
Taxes and dues	104	102	102	92	95	+3.3%	-8.6%
Others	506	532	508	590	607	+2.8%	+20.0%

*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.

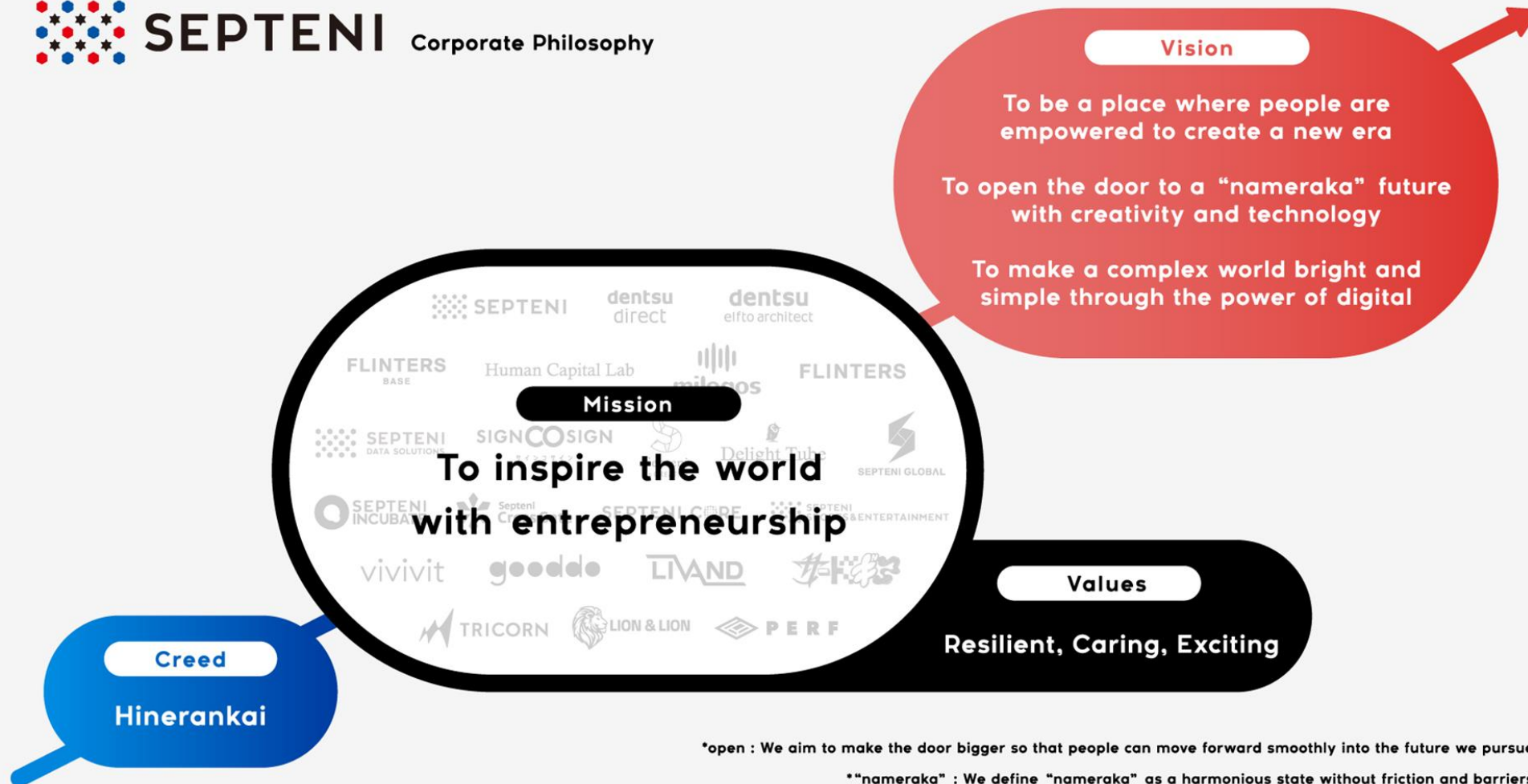
36 Quarterly Consolidated Income Statement (By business segment) SEPTEN

(unit: ¥mn)	FY2024								FY2025	
	1 Q		2 Q		3 Q		4 Q		1 Q	
	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%
Gross profit	4,623	85.2%	3,928	83.0%	3,918	80.9%	4,385	83.2%	5,134	84.1%
SG&A expenses	3,020	55.7%	3,050	64.5%	3,015	62.2%	2,969	56.3%	3,092	50.6%
Non-GAAP operating profit	1,607	29.6%	883	18.7%	904	18.7%	1,422	27.0%	2,044	33.5%
[Reference] Net sales	33,069	—	29,426	—	29,608	—	31,139	—	36,452	—
Direct Business Segment										
Revenue	1,181	100.0%	1,160	100.0%	1,311	100.0%	1,523	100.0%	1,555	100.0%
Gross profit	863	73.1%	826	71.2%	804	61.3%	885	58.1%	887	57.0%
SG&A expenses	589	49.9%	585	50.5%	586	44.7%	609	40.0%	627	40.3%
Non-GAAP operating profit	288	24.4%	251	21.7%	228	17.4%	286	18.8%	274	17.6%
[Reference] Net sales	5,145	—	4,619	—	5,021	—	5,609	—	5,190	—
Data & Solutions Segment										
Revenue	777	100.0%	799	100.0%	832	100.0%	787	100.0%	741	100.0%
Gross profit	452	58.2%	454	56.8%	476	57.3%	451	57.3%	449	60.6%
SG&A expenses	316	40.7%	355	44.5%	341	40.9%	329	41.8%	362	48.9%
Non-GAAP operating profit	136	17.5%	99	12.4%	136	16.3%	123	15.6%	87	11.7%

37 Consolidated Statement of Financial Position

(unit: ¥mn)	End of 1Q/FY2025	End of FY2024	Change
Current Assets	50,481	45,978	+4,504
Non-Current Assets	51,330	51,660	-330
Total Assets	101,811	97,637	+4,174
Current Liabilities	35,830	26,211	+9,619
Non-Current Liabilities	1,074	1,472	-397
Total Liabilities	36,905	27,683	+9,222
Total Capital	64,906	69,955	-5,048
Total Liabilities and Capital	101,811	97,637	+4,174

38 Group Corporate Philosophy



*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**

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

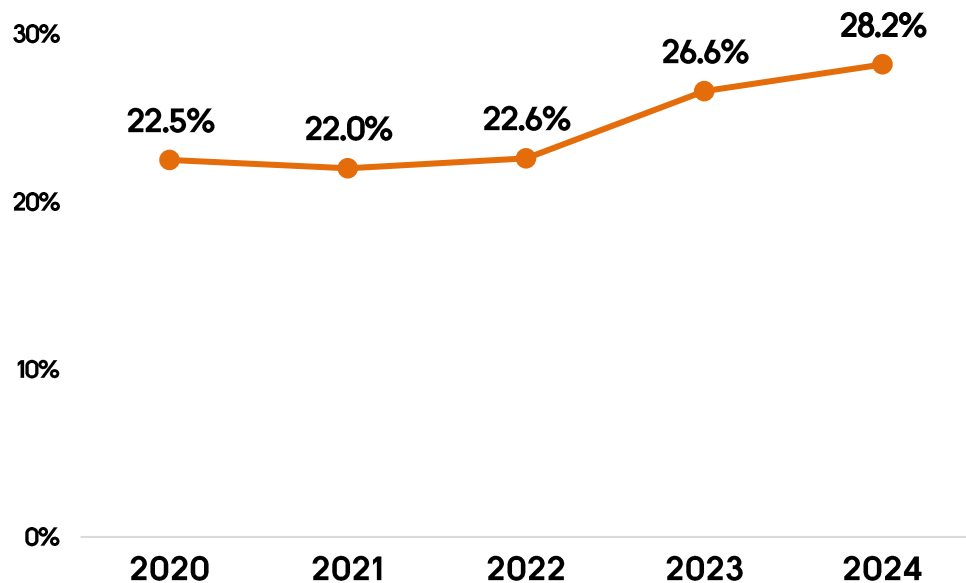
Materiality	Subcategory of Materiality	Key KPIs
<ul style="list-style-type: none"> Enhancement of Corporate Value by Empowering People Who Create a New Era Realization of a “Nameraka” Society Through Creativity and Technology 	<ul style="list-style-type: none"> Human resource development with reproducibility through digital HR DEI (Diversity, Equity & Inclusion) 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

41 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.

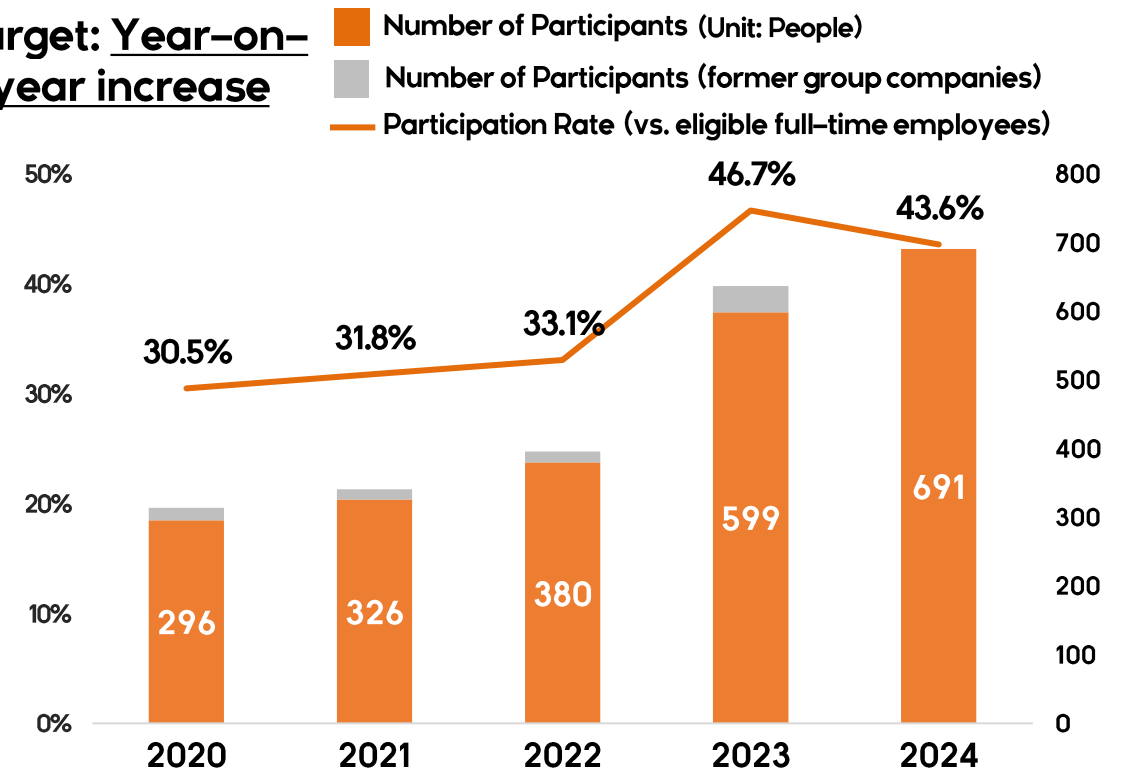
Ratio of female managers*1

Target: 30% by 2030 (domestic group companies)



Employee Stock Ownership Plan Participation Trends

Target: Year-on-year increase



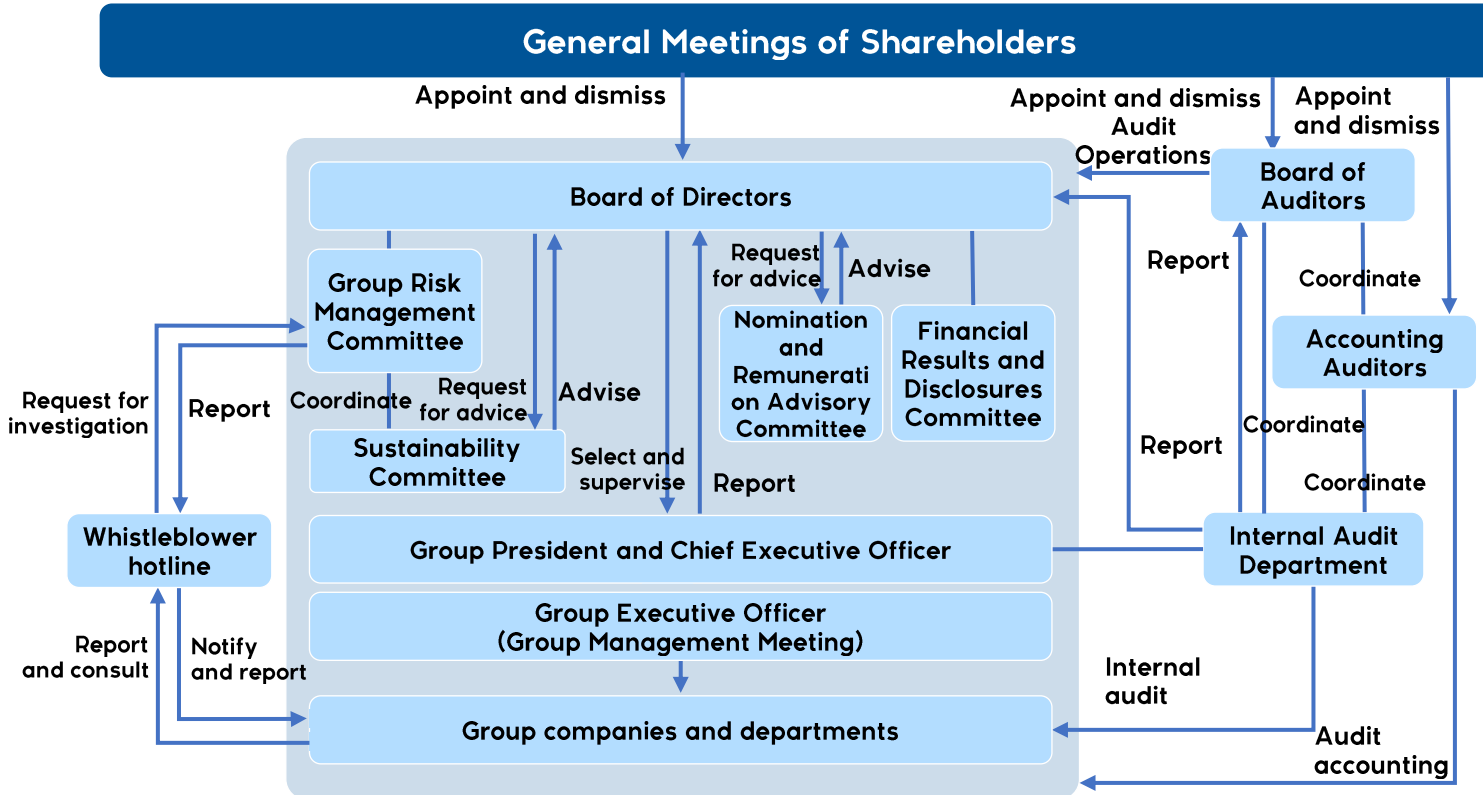
*For sustainability information, please check the link: <https://www.septeni-holdings.co.jp/en/csr/data.html>

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

42 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

43 Main Group Companies by Business Segment as of May 12, 2025



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

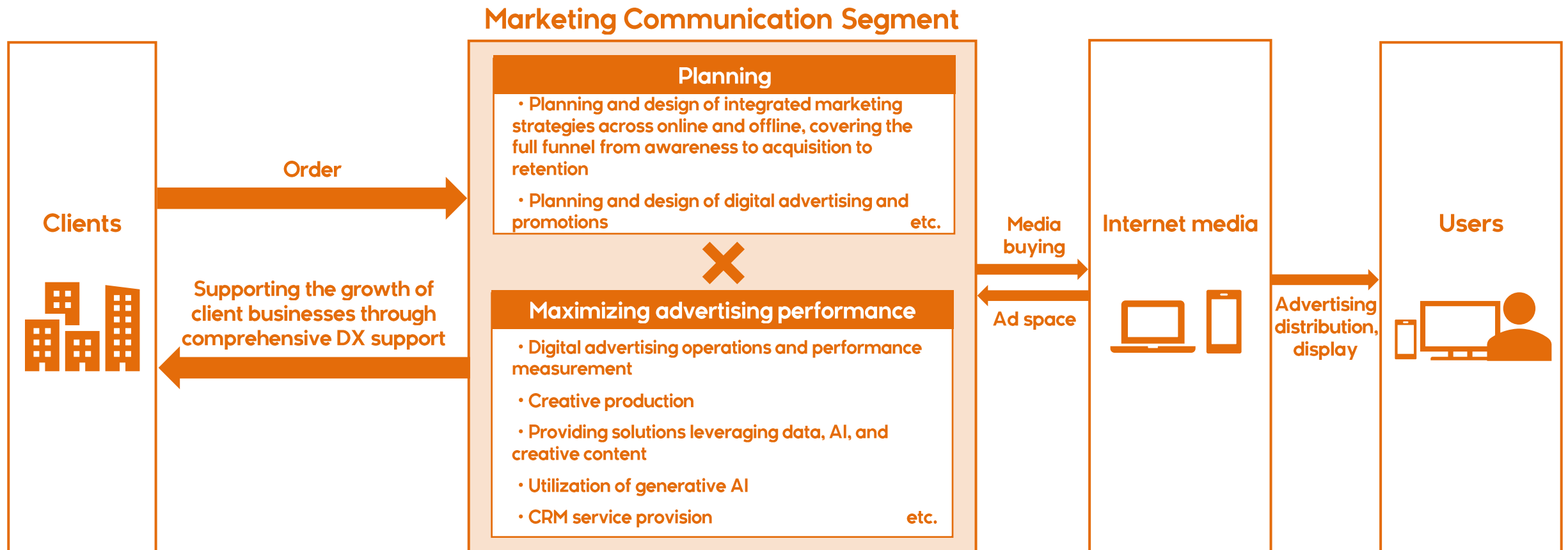
Equity-method affiliates

DENTSU
DIGITAL PRIMECROSS
& and factory COMISMA Dilla

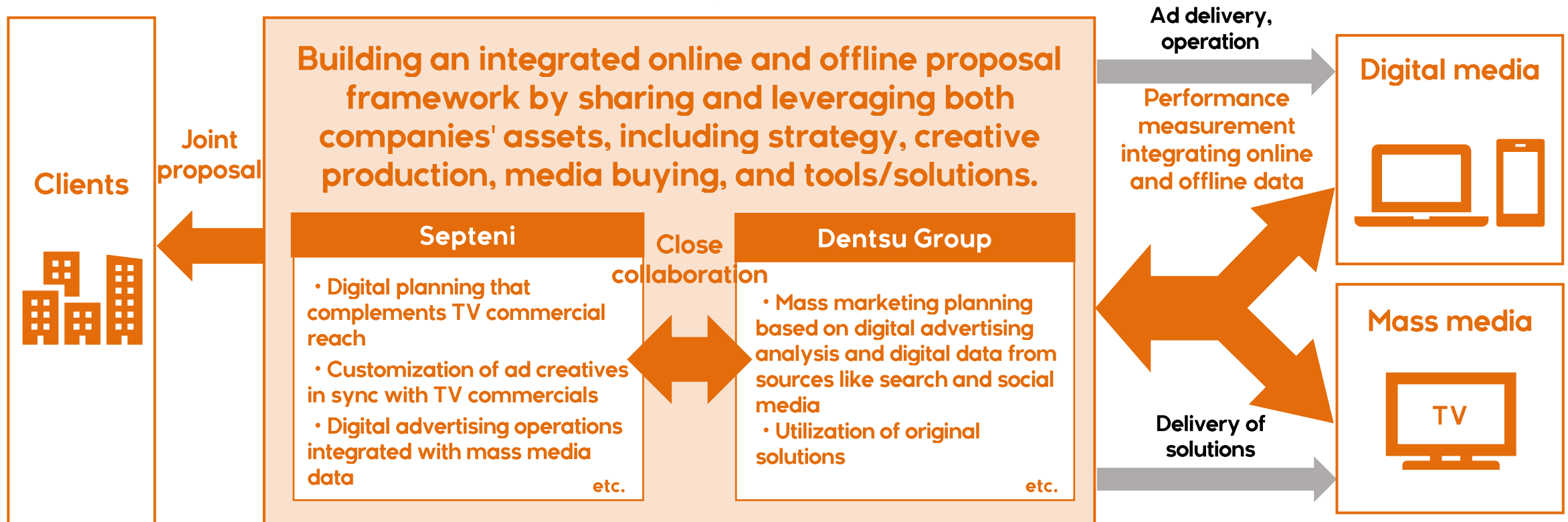
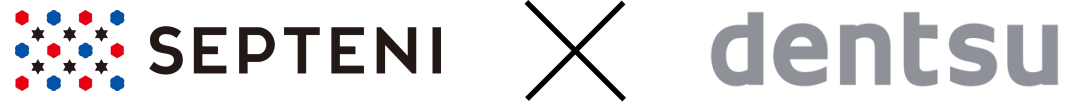
SEPTENI HOLDINGS CO., LTD. (Holding company)

44 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.

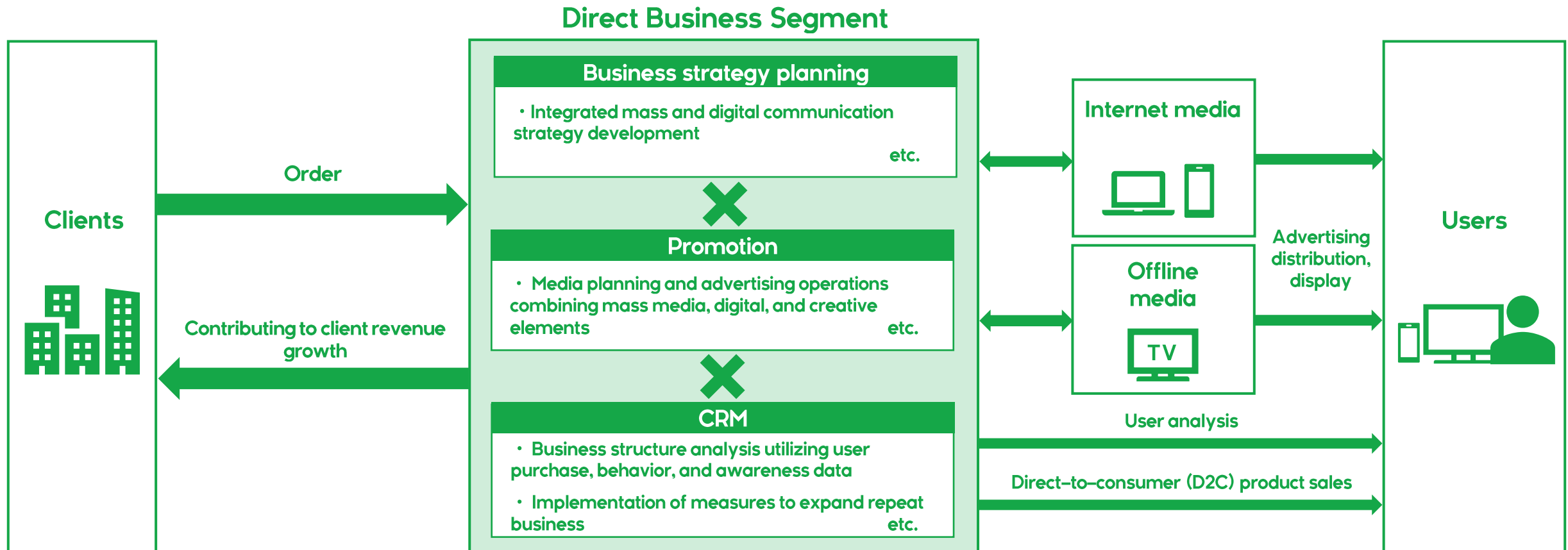


Integrated online and offline marketing proposals leveraging both companies' client bases (conceptual image)



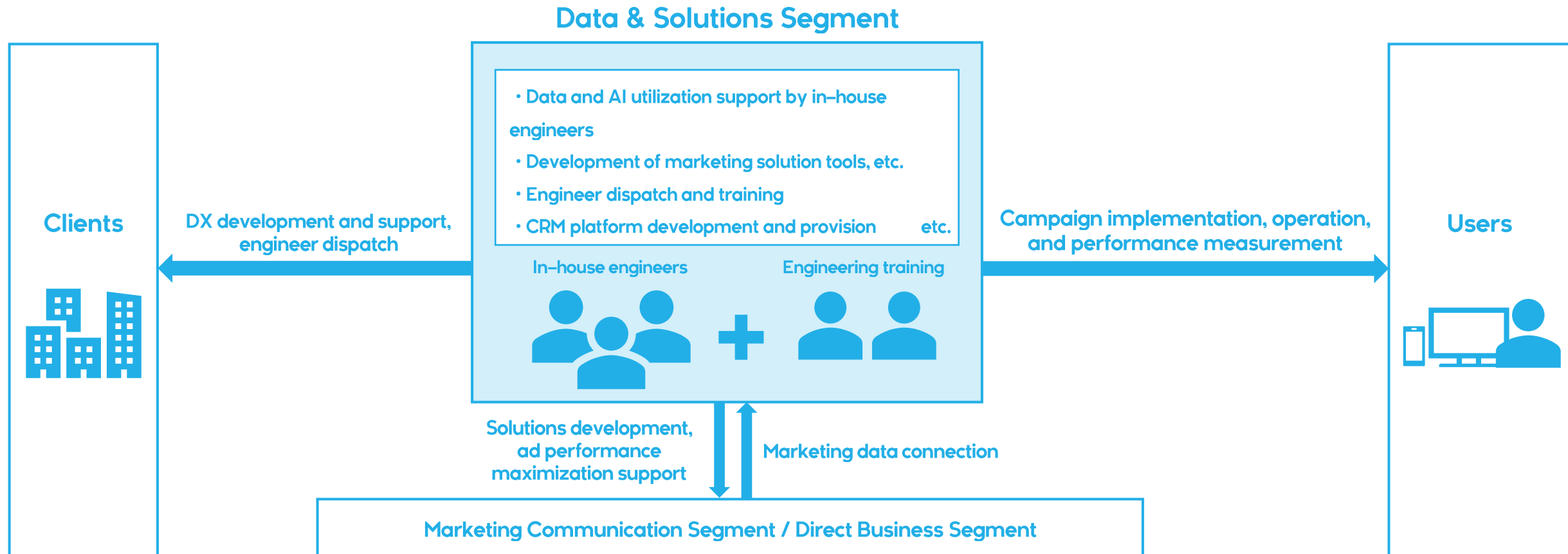
46 Business Model for the Direct Business Segment

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.



47 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/ir/library/integrated-report/integratedreport2024_ja.pdf)



*2024 English version is scheduled for release in June 2025.



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>