Q2 and H1 FY2026

Business Results

SEPTENI

August 6, 2026 Stock Code 4293

SEPTENI HOLDINGS CO., LTD.

INDEX

Download the fact sheet here (in xlsx format)

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Executive Summary of Q2 FY2026 Financial Results

H1 FY2026 Results

Revenue	Acquiring new clients, along with further expanding transactions with existing clients in the Marketing Communication Segment and Direct Business Segment, leading to revenue growth of +9.5% YoY.
Non-GAAP operating profit	Promoting the construction of a lean business foundation, resulting in significant profit growth of +46.5% YoY.
Profit attributable to owners of parent	Achieving revenue and profit growth, complemented by strong performance in equity in earnings of affiliates, resulting in significant profit growth of +120.2% YoY.

Revision of Full-Year Earnings Forecast

- Revising upward the full-year forecast for profit attributable to owners of parent from ¥5,250 million to ¥6,000 million, reflecting the effect of reduced corporate tax burden due to the decision to liquidate a subsidiary following the review of business operations in Southeast Asia.

Progress on Medium-term Management Plan

- Acquiring one company and divesting two companies through the promotion of business portfolio management.
- Expecting to achieve quantitative targets through FY2028 ahead of schedule, while considering reviewing quantitative targets for FY2027 onward.

Capital Allocation (FY2026-2028) (Re-presented)

For growth investment, we plan to actively invest in: expanding our capabilities that contribute to enhancing clients' corporate value for "Exploring Businesses"; strengthening existing businesses competitiveness for "Deepening Businesses"; as well as in internal investment such as AI, human capital, and corporate environment improvements, etc.

Cash In

Cash and deposits held, asset sales, interest-bearing debt, etc.
20 billion yen

FY2026-2028 Operating cash flow
16 billion yen

Cash Out

FY2026-2028 Investment Allocation
Approx.
25 billion yen

Shareholder Return
Min.
11.2 billion yen

Key Investment Areas

Exploring Businesses

HR Technology Area
- Recruitment agencies
- Applicant Tracking Systems (ATS)
- HR solutions

Data & Solutions Segment
- DX consultation
- AI solutions, etc.

Deepening Businesses

Marketing Communication Segment
- Marketing Communication Business roll-up, etc.

Direct Business Segment
- Solution expansion
- D2C area, etc.

Internal Investment

- Budgets for AI, DX training, tools, and business development
- Investment in human capital
- Office environment improvement
- Strengthening recruitment, etc.

M&A and Organic Growth

Planning a minimum of 11.2 billion yen in shareholder returns as dividends over three years.
Share buybacks will be implemented flexibly, comprehensively considering market and business conditions.

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Promotion of Business Portfolio Management

Continuing monitoring based on business continuity criteria, while concurrently seeding new growth drivers.

AI CRE8ION LAB	Establishing a new company to promote the integration of AI and creativity.
Ishitachi To Tsukuru*1	Consolidating a company with hit pet-related products to strengthen the D2C business.
Vivivit	Transferring shares to the best owner who is expected to generate greater synergies.
LION DIGITAL GLOBAL	Reviewing the overall overseas business strategy and transferring shares to the best owner for business operations in Southeast Asia.

Portfolio Actions	FY2024	FY2025	H1 FY2026
Establishment / Integration	Hinayaka (Establishment)	SEPTENI SPORTS & ENTERTAINMENT (Establishment) SEPTENI CORE (HIGH SCORE, MANGO) (Integration) REGIRISE (JV)	AI CRE8ION LAB (Establishment) Ishitachi To Tsukuru (M&A)
Divestiture / Liquidation	COMISMA (Deconsolidation) ALPHABLE (Divestiture) TowaStela (Divestiture)	PERF (Divestiture) LIVAND (Liquidation)	Vivivit (Divestiture) LION DIGITAL GLOBAL*2 (Divestiture)
Total: Number of Subsidiaries	36	35	28

*1 Tentative English company name *2 Including group companies of LION DIGITAL GLOBAL

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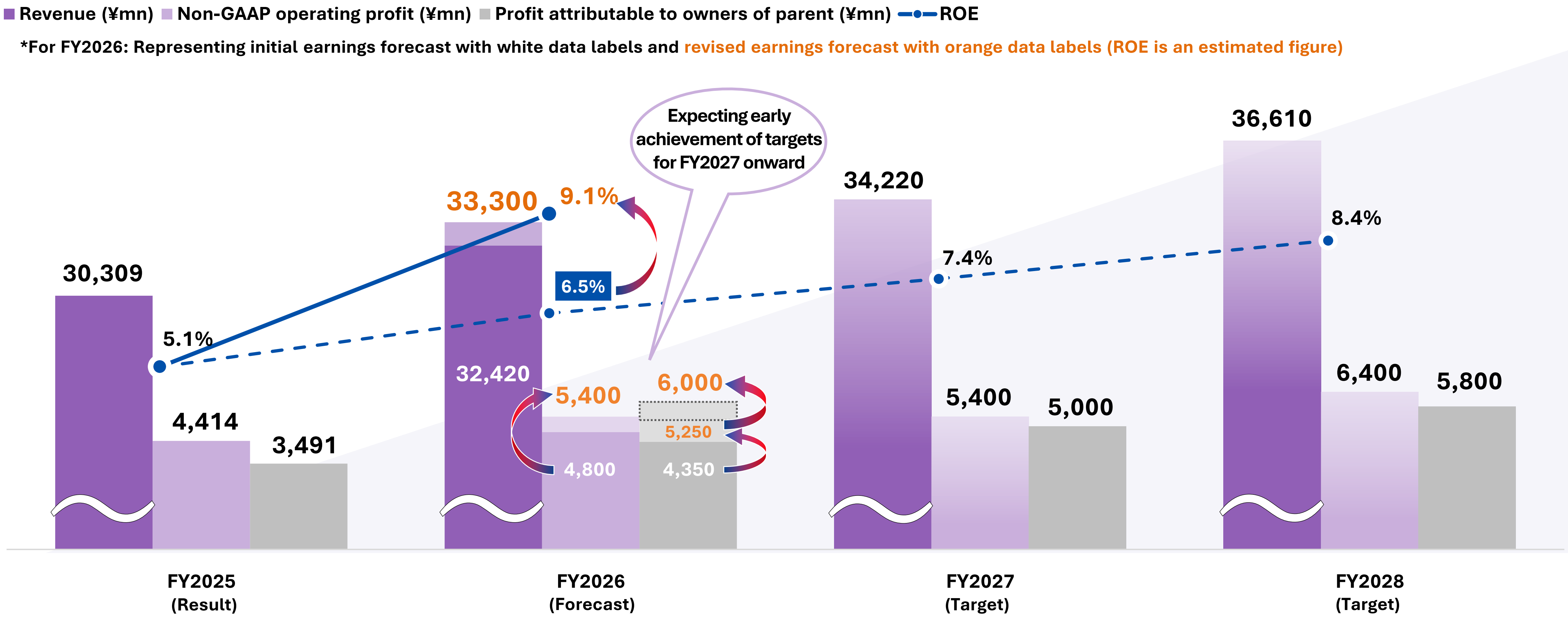
Progress Toward FY2028 Quantitative Targets

Making progress at a pace exceeding the three-year quantitative targets disclosed in February 2026, driven by top-line expansion, productivity improvements, and the promotion of business portfolio management.

Aiming to continuously achieve new record-high results, while considering revising targets upward for FY2027 onward.



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01 Consolidated Earnings Overview for H1 FY2026

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H1 FY2026 (Jan-Jun) Highlights

Achieving record-high first-half results across all major financial line items.[*1]
Delivering double-digit net sales growth that outpaced the estimated market growth rate[*2], along with significant growth in Non-GAAP operating profit of +46.5% YoY.

Making steady progress against the revised full-year forecasts.

(¥millions, unless otherwise stated)		Value	YoY	Progress toward earnings forecast
Revenue		16,653	+9.5%	50.0%
Non-GAAP operating profit		3,026	+46.5%	56.0%
Profit attributable to owners of parent		4,087	+120.2%	68.1%
Earnings per share (EPS)		¥19.76	+¥10.81	-
[Reference]	Net sales	87,873	+16.6%	-
	Revenue to net sales ratio	19.0%	-1.2Pt	-

*1 Comparing figures prior to FY2023 with simple combined totals for January–June. *2 Assuming high single-digit growth

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H1 FY2026 (Jan-Jun) Highlights (By business segment)

Marketing Communication — Achieving revenue growth and significant profit growth, strongly driven by the expansion of existing clients in addition to the acquisition of new clients.

Direct Business — Achieving revenue growth and significant profit growth, driven by the expansion of existing clients.

Data & Solutions — Achieving growth in both revenue and profit by expanding the service lineup and optimizing headcount.

	(¥millions, unless otherwise stated)	H1 FY2025	H1 FY2026	YoY	Progress toward revised forecast
Marketing Communication	Revenue	10,903	12,078	+10.8%	50.3%
	Non-GAAP operating profit	2,779	3,656	+31.6%	52.2%
	[Reference] Net sales	64,101	75,992	+18.5%	-
Direct Business	Revenue	3,169	3,523	+11.2%	51.8%
	Non-GAAP operating profit	607	833	+37.4%	59.5%
	[Reference] Net sales	10,841	11,890	+9.7%	-
Data & Solutions	Revenue	1,551	1,659	+6.9%	46.1%
	Non-GAAP operating profit	250	298	+19.2%	46.5%

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H1 FY2026 (Jan-Jun) Consolidated Income Statement

Achieving double-digit growth in net sales, alongside significant Non-GAAP operating profit growth of +46.5% YoY driven by building a lean business structure.

Delivering significant growth in profit attributable to owners of parent of +120.2% YoY, supported by contributions such as equity in earnings of affiliates.

(¥millions, unless otherwise stated)	H1 2026				H1 2025		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	16,653	19.0%	100.0%	+9.5%	15,207	20.2%	100.0%
Gross profit	12,716	14.5%	76.4%	+10.1%	11,549	15.3%	75.9%
SG&A expenses	9,735	11.1%	58.5%	+2.2%	9,522	12.6%	62.6%
Non-GAAP operating profit	3,026	3.4%	18.2%	+46.5%	2,065	2.7%	13.6%
Operating profit	3,167	3.6%	19.0%	+56.4%	2,024	2.7%	13.3%
Equity in earnings of affiliates, etc.	1,160	1.3%	7.0%	+66.4%	697	0.9%	4.6%
Profit attributable to owners of parent	4,087	4.7%	24.5%	+120.2%	1,856	2.5%	12.2%
[Reference] Net sales	87,873	100.0%	—	+16.6%	75,389	100.0%	—

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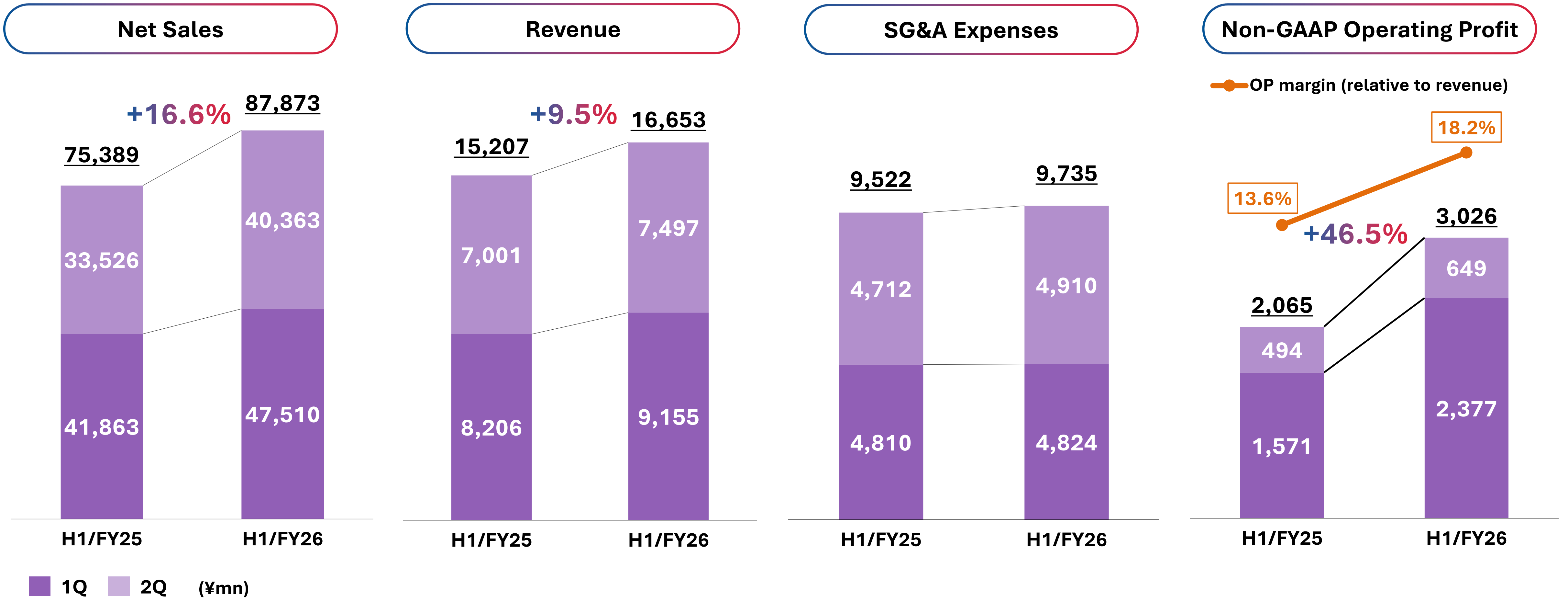
H1 FY2026 Consolidated Earnings Trend

Expanding the topline by growing existing projects and acquiring new projects, while controlling SG&A expenses, resulting in an improvement of +4.6Pt YoY in Non-GAAP operating profit margin.



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02 Quarterly Consolidated Earnings Overview

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Q2 FY2026 (Apr-Jun) Consolidated Income Statement

Achieving net sales growth of +20.4% YoY and double-digit Non-GAAP operating profit growth of +31.5% YoY by absorbing increases in cost of sales and SG&A expenses.

Delivering significant growth in profit attributable to owners of parent of +332.3% YoY, reflecting the effect of reduced corporate tax burden due to the decision to liquidate a subsidiary.

(¥millions, unless otherwise stated)	Q2 2026				Q2 2025		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	7,497	18.6%	100.0%	+7.1%	7,001	20.9%	100.0%
Gross profit	5,532	13.7%	73.8%	+6.7%	5,186	15.5%	74.1%
SG&A expenses	4,910	12.2%	65.5%	+4.2%	4,712	14.1%	67.3%
Non-GAAP operating profit	649	1.6%	8.7%	+31.5%	494	1.5%	7.1%
Operating profit	588	1.5%	7.8%	+25.8%	467	1.4%	6.7%
Equity in earnings of affiliates, etc.	234	0.6%	3.1%	+50.4%	155	0.5%	2.2%
Profit attributable to owners of parent	1,433	3.6%	19.1%	+332.3%	332	1.0%	4.7%
[Reference] Net sales	40,363	100.0%	—	+20.4%	33,526	100.0%	—

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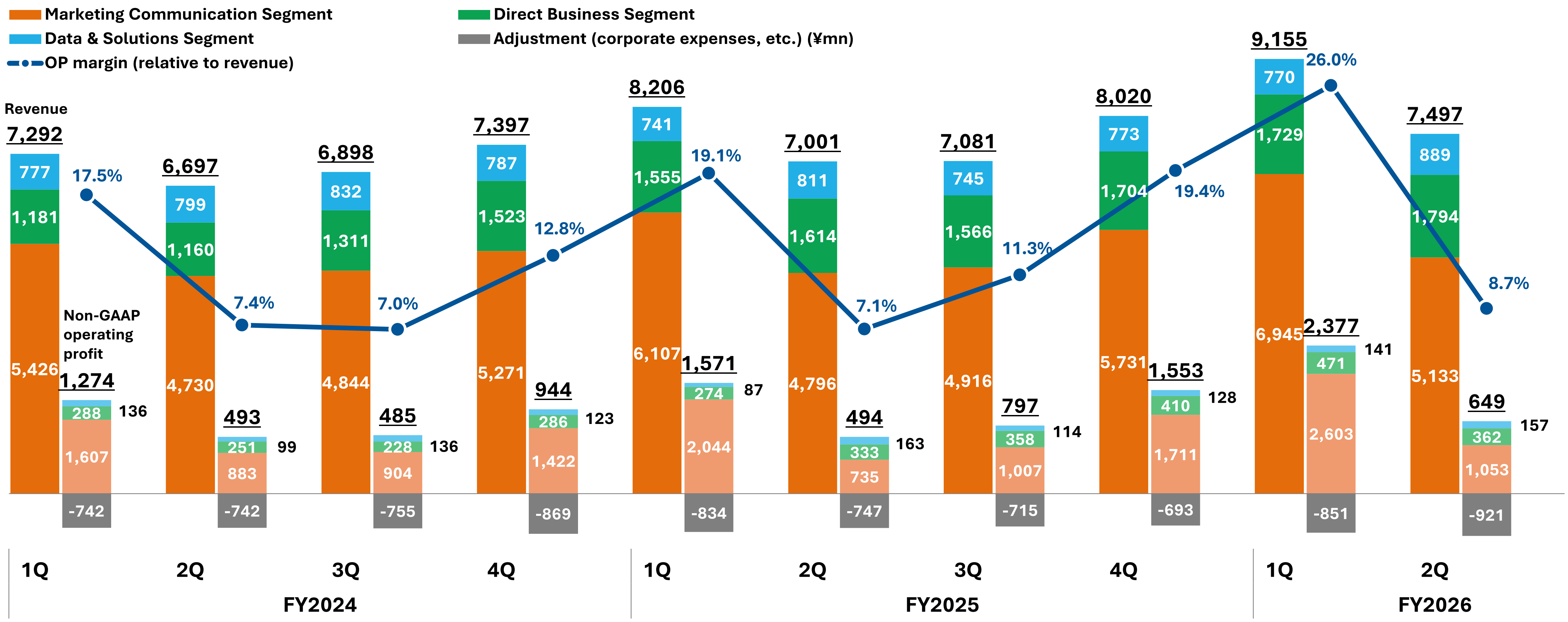
Quarterly Trend of Consolidated Earnings

Improving Non-GAAP operating profit margin by +1.6Pt YoY, even amidst 2Q seasonality where topline growth tends to slow and personnel expenses tend to increase.



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

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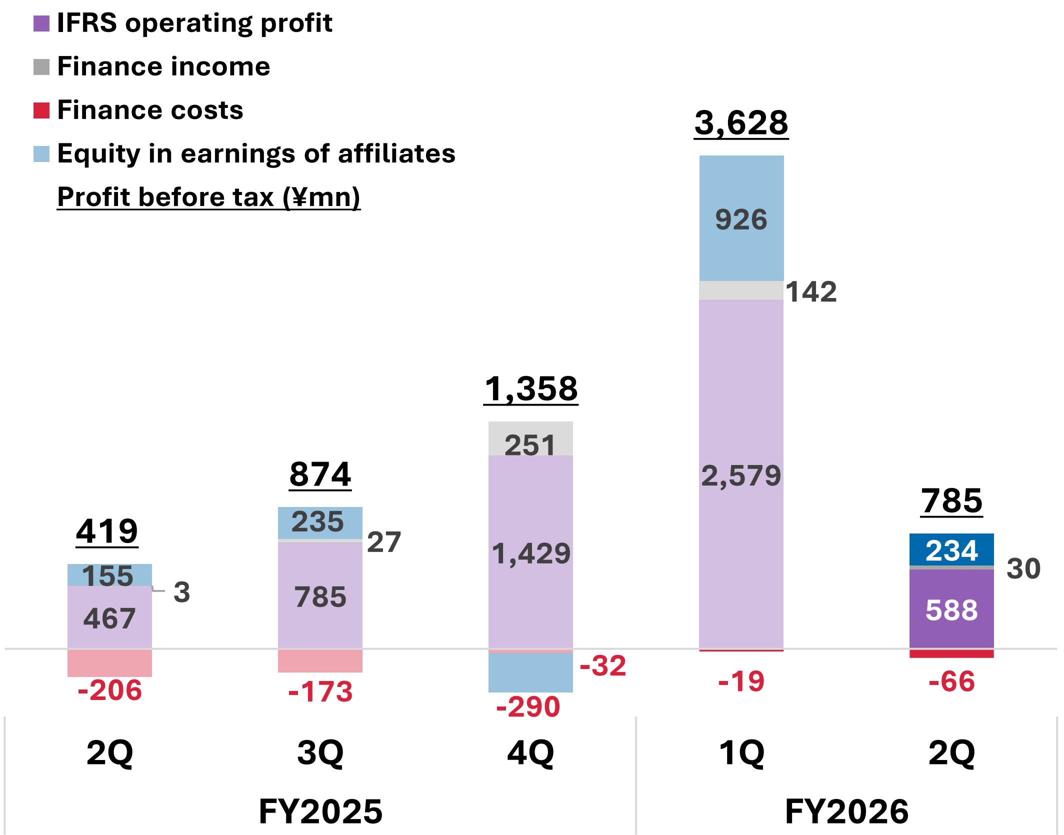
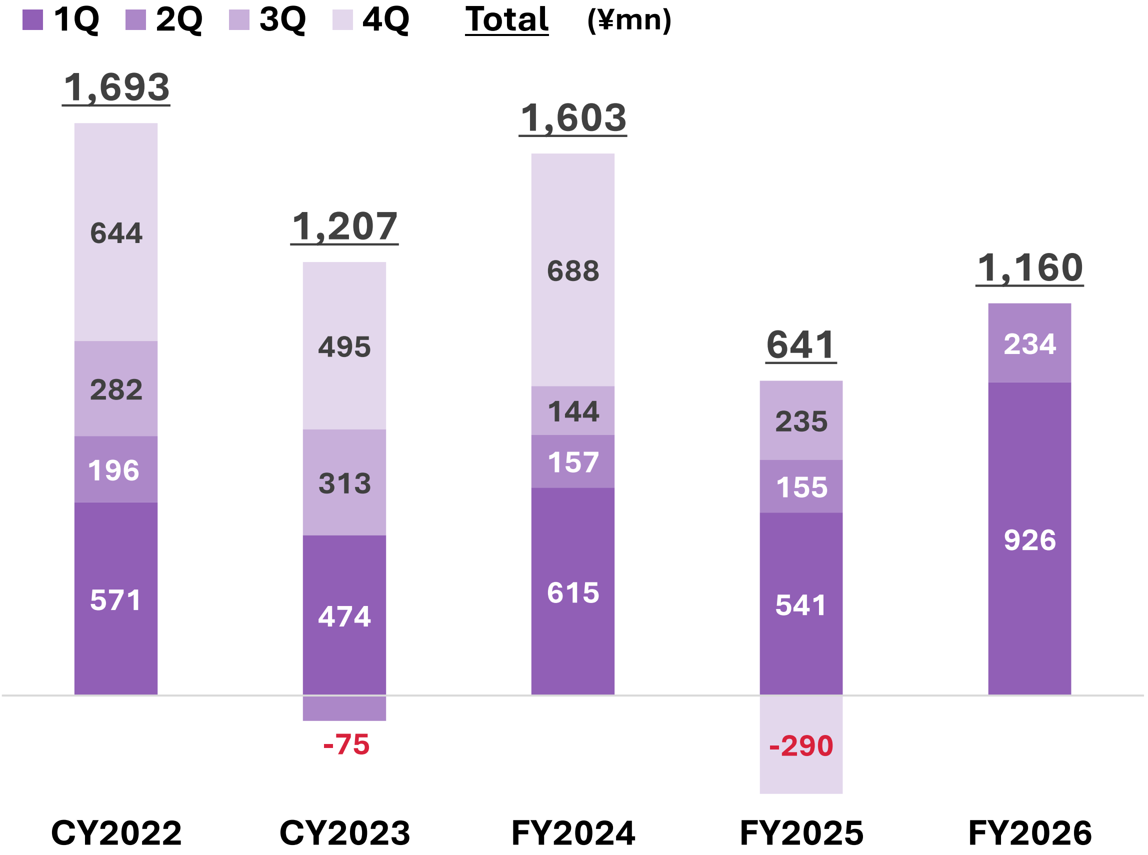
Quarterly Trend of Consolidated Profit Before Tax (After reclassification of discontinued operations)

Achieving strong performance in equity in earnings of affiliates, primarily driven by Dentsu Digital, with progress as of H1 surpassing the full-year results of the previous fiscal year.

Quarterly Trend



Full-Year Trend of Equity in Earnings of Affiliates



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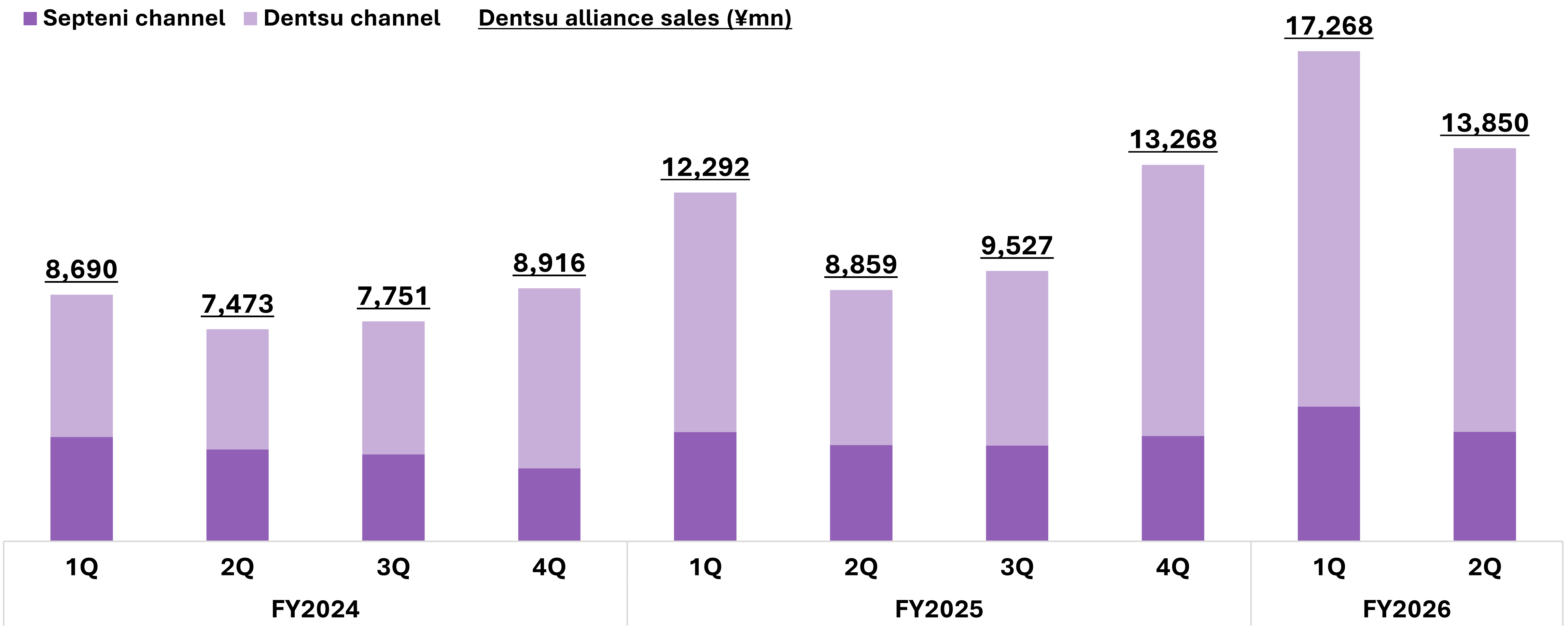
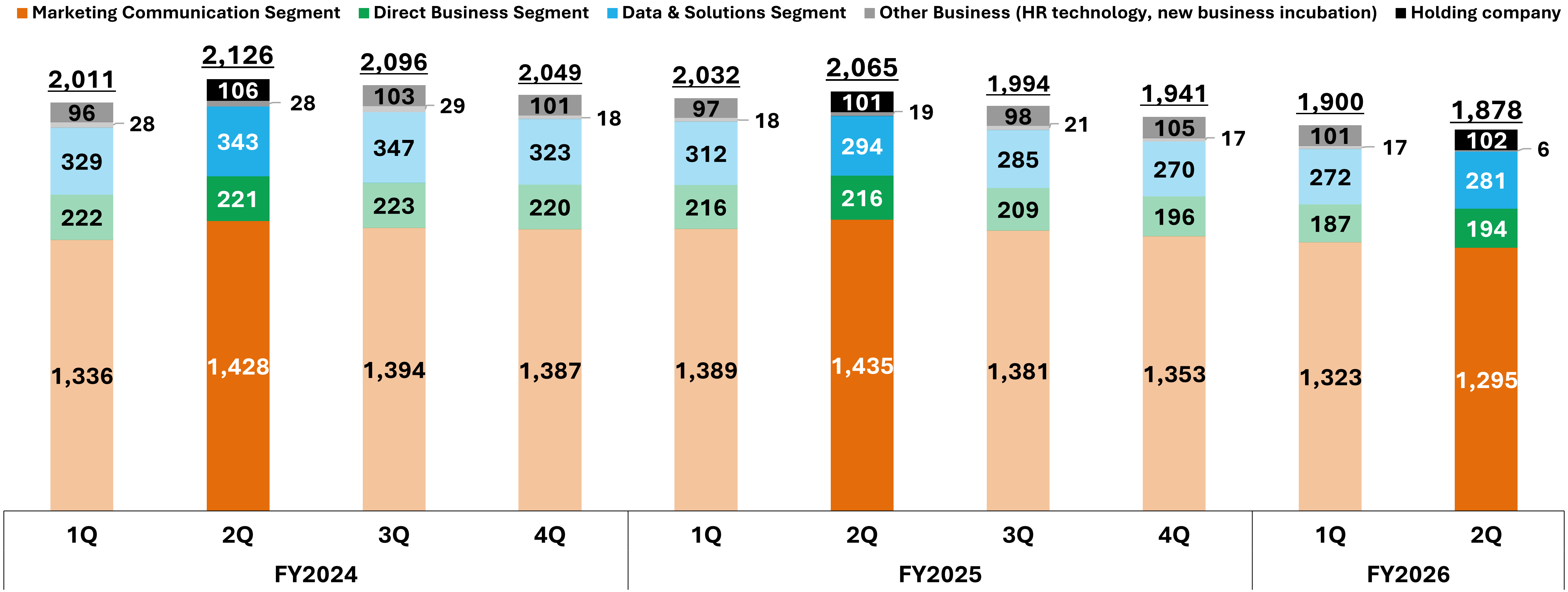
Progress on Business Alliance with Dentsu Group

Growing overall alliance sales by +56.3% YoY, driven by the acquisition of global brands as well as major domestic clients.



Workforce Size Trend

Welcoming 26 new graduates in April, alongside a net decrease of 25 headcount due to deconsolidation resulting from the promotion of business portfolio management. Controlling headcount at an appropriate level, promoting optimization and efficiency in group-wide personnel allocation.



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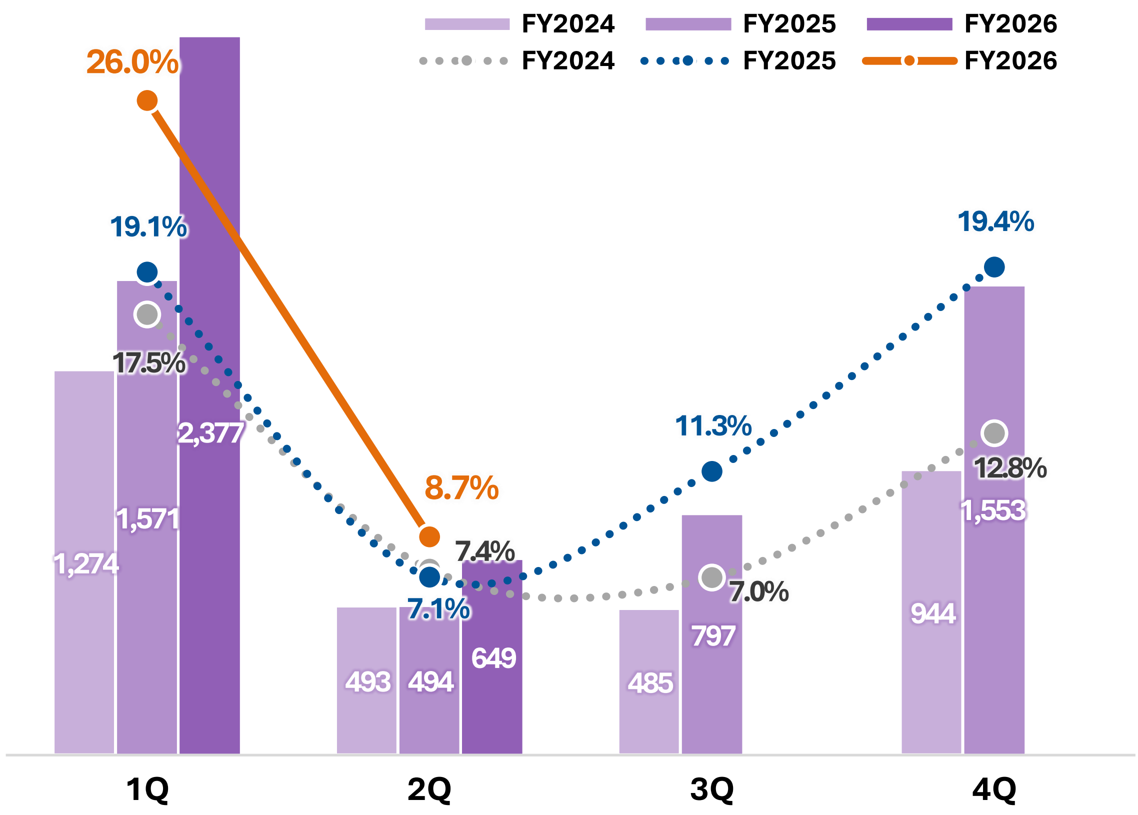
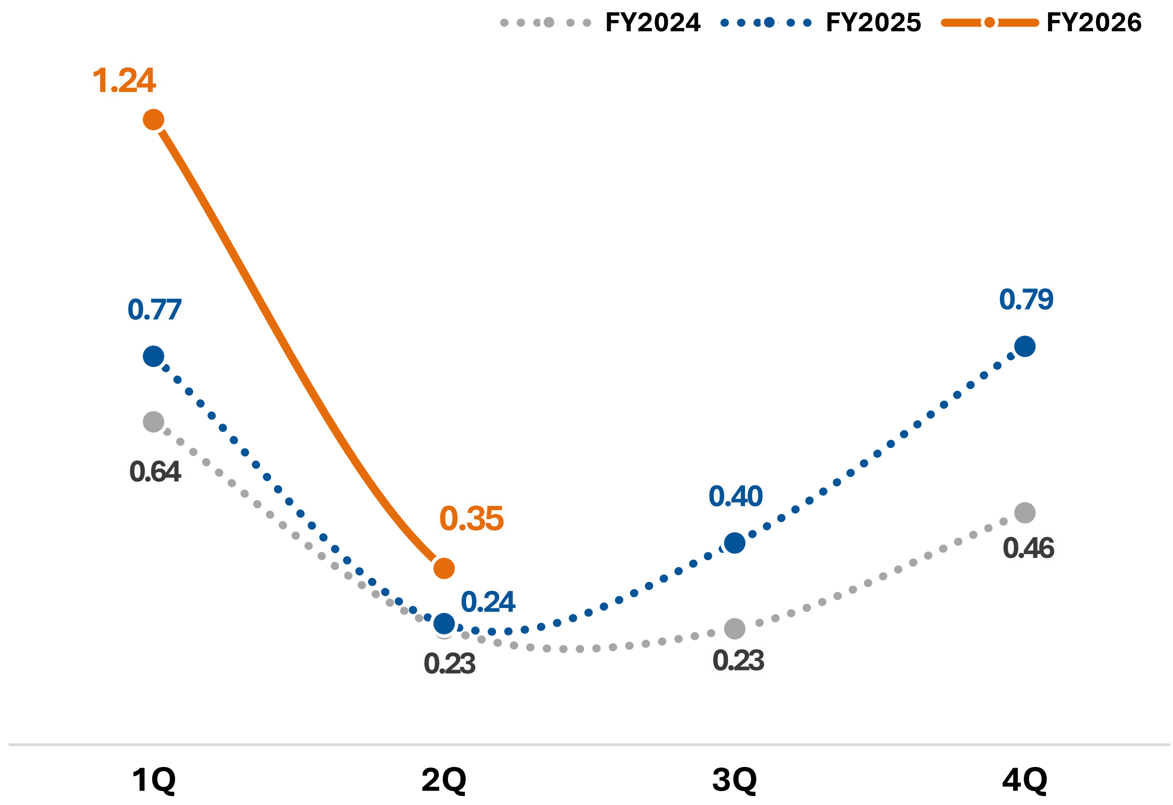
Non-GAAP Operating Profit and Productivity Trends

Expanding and improving both the amount and margin of Non-GAAP operating profit, while steadily improving operating profit per employee as a productivity metric over the past two years.

Non-GAAP Operating Profit (¥mn) & Operating Margin



Operating Profit Per Employee (¥mn)



03 Marketing Communication Segment

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Marketing Communication Segment Earnings Overview

- Achieving **strong net sales growth of +24.7% YoY** driven by the expansion of existing clients, along with **Non-GAAP operating profit growth of +43.3% YoY** through management focusing on cost efficiency without significantly increasing cost of sales or SG&A expenses.

(¥millions, unless otherwise stated)	Q2 2026				Q2 2025		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	5,133	14.9%	100.0%	+7.0%	4,796	17.3%	100.0%
Gross profit	4,176	12.1%	81.3%	+8.9%	3,833	13.9%	79.9%
SG&A expenses	3,128	9.1%	60.9%	+0.8%	3,104	11.2%	64.7%
Non-GAAP operating profit	1,053	3.1%	20.5%	+43.3%	735	2.7%	15.3%
[Reference] Net sales	34,476	100.0%	—	+24.7%	27,649	100.0%	—

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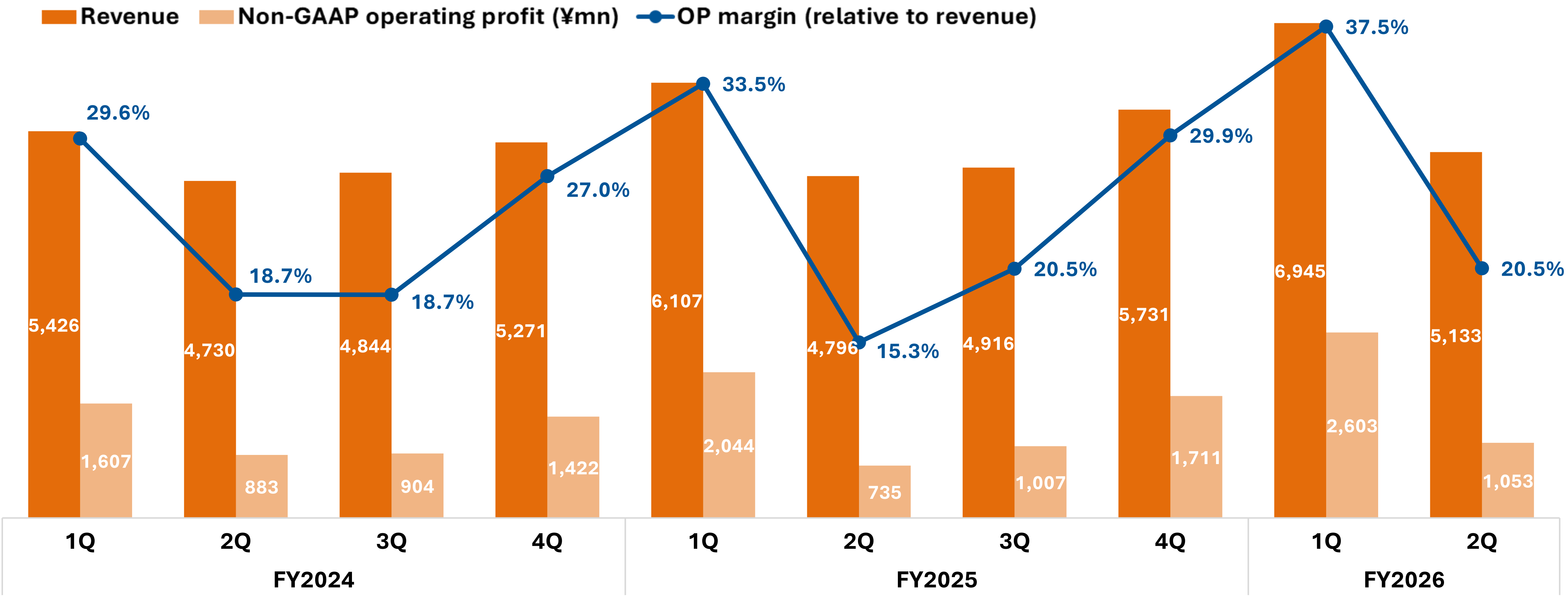
Marketing Communication Segment Quarterly Earnings Trend

- Improving productivity per employee and increasing Non-GAAP operating profit margin by **+5.2Pt YoY**, while aiming to achieve an operating profit margin exceeding the past two years by enhancing profitability and productivity through the expansion of individual projects and the strengthening of solution sales.



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Marketing Communication Segment Topic

Winning double awards for the "Top Sales Award" and the "Best Growth Award" in the Platinum category for the second half of FY2025 under Indeed's Certified Partner Program.*

Indeed's Certified Partner Program

Being certified as a Platinum Partner, the highest category in Indeed's Certified Partner Program, starting in FY2025

〈Top Sales Award〉

Awarded to the certified partner that generated the highest sales volume within the category

〈Best Growth Award〉

Awarded to the certified partners that achieved a significant half-on-half increase in total sales volume compared to the first half of the fiscal year

Utilizing in HR Solutions

Developing integrated HR solution services by combining our proprietary, scientific AI matching technology "HaKaSe" with our job site advertising management capabilities, which served as the foundation for this award

Attracting candidates (AX):
Maximizing candidate pool formation through ad operations

✖

Recruiting talent (CX):
Improving hiring rates by utilizing HaKaSe

✖

Fostering talent (EX):
Preventing employee turnover by optimizing onboarding and other processes

*From October 2025 to March 2026

04 Direct Business Segment

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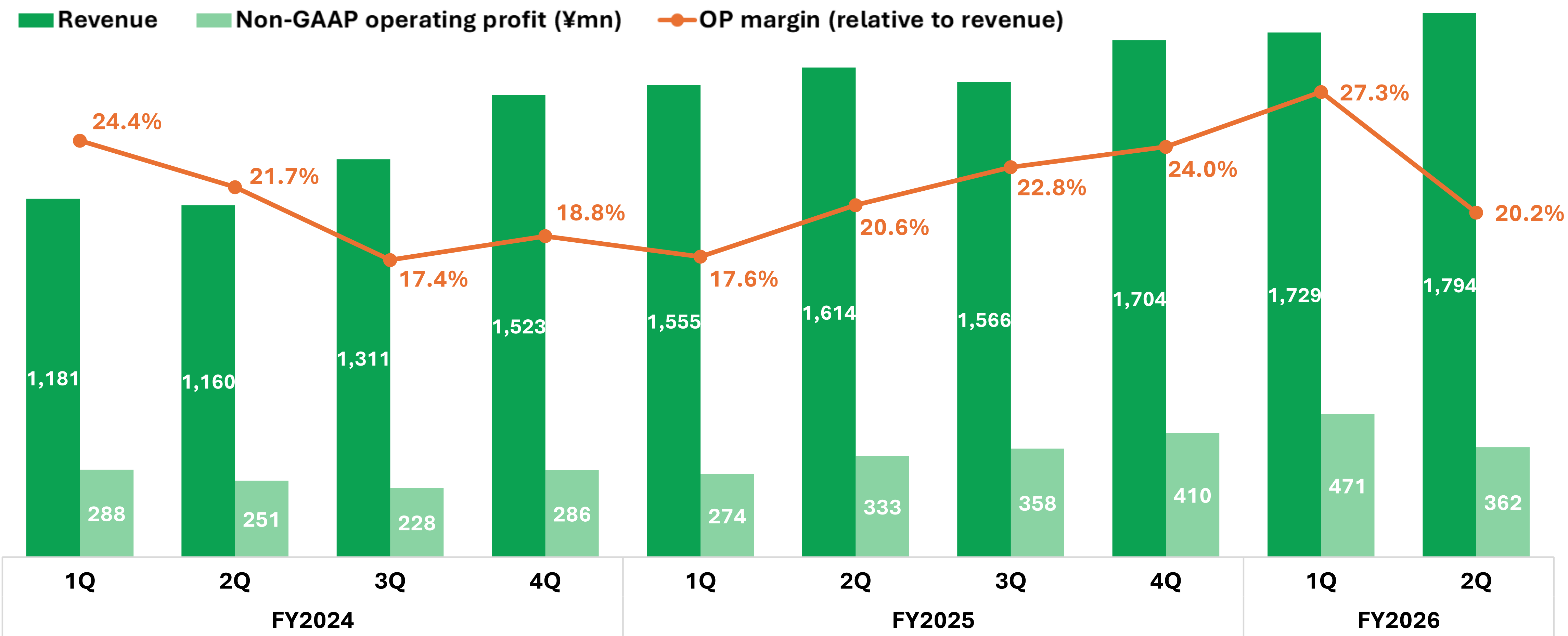
Direct Business Segment Earnings Overview

Achieving revenue growth of **+11.2% YoY** driven by the further expansion of existing clients, along with Non-GAAP operating profit growth of **+8.9% YoY** despite increasing expenses aimed at building new revenue models.

(¥millions, unless otherwise stated)	Q2 2026				Q2 2025		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	1,794	31.0%	100.0%	+11.2%	1,614	28.6%	100.0%
Gross profit	962	16.6%	53.6%	+4.2%	923	16.3%	57.2%
SG&A expenses	610	10.5%	34.0%	+1.1%	603	10.7%	37.4%
Non-GAAP operating profit	362	6.3%	20.2%	+8.9%	333	5.9%	20.6%
[Reference] Net sales	5,793	100.0%	—	+2.5%	5,651	100.0%	—

Direct Business Segment Quarterly Earnings Trend

Experiencing a decline in Non-GAAP operating profit margin due to upfront investments in subsidiaries established and acquired to strengthen the D2C business, as anticipated at the beginning of the fiscal year.



05 Data & Solutions Segment

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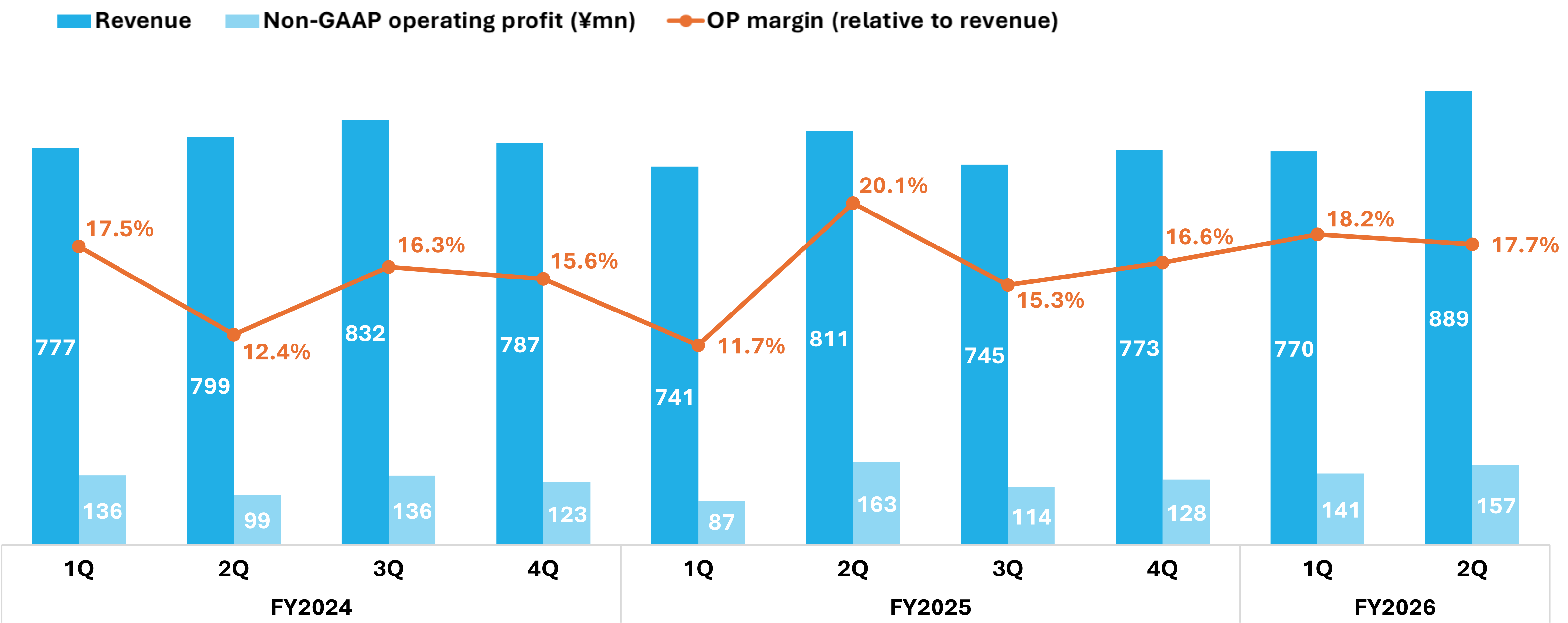
Data & Solutions Segment Earnings Overview

Achieving a +9.6% YoY increase in revenue, driven by improved engineer utilization rates in development projects, as well as the effects of expanding the service lineup including training businesses and solutions.

(¥millions, unless otherwise stated)	Q2 2026			Q2 2025	
	Value	Ratio	YoY	Value	Ratio
Revenue	889	100.0%	+9.6%	811	100.0%
Gross profit	555	62.4%	+6.5%	521	64.3%
SG&A expenses	398	44.8%	+11.0%	359	44.2%
Non-GAAP operating profit	157	17.7%	-3.5%	163	20.1%
[Reference] Net sales	889	100.0%	+9.6%	811	100.0%

Data & Solutions Segment Quarterly Earnings Trend

Achieving record-high quarterly revenue for this business segment, while aiming to increase top-line performance and improve profit margin by continuing headcount optimization and utilization rate improvements.



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Data & Solutions Segment Topic

Launching the Claude Code Corporate Training, which covers all four products* of "Claude" provided by Anthropic, supporting everything from initial setup and training to security measures and practical workplace implementation.

Background

- Facing growing needs from companies seeking to systematically implement and operate Claude, which possesses high autonomous processing capabilities in practical operations, to improve productivity
- Sensing a sense of crisis that failing to adopt it will result in losing competitiveness

⇔ Facing the risk of implementing into practical operations without sufficient professional expertise or management systems (governance)

Value Proposition

- Offering all-in-one learning for four products alongside end-to-end support from environment setup to practical workplace implementation
- Ensuring governance quality aligned with listed company standards
- Providing implementation programs supervised by officially certified professionals and backed by an extensive track record in training

→ Supporting a wide range of companies in AI utilization based on the Septeni Group's track record of service implementation and training expertise, contributing to sustainable growth and organizational transformation of client companies

*Claude, Claude Cowork, Claude Code, Claude Design

*This service is provided independently by FLINTERS. There is no partnership, official endorsement, sponsorship, or promotional affiliation between FLINTERS and Anthropic.

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06 Revision of Earnings Forecast and Progress Status

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Revision of Full-Year Earnings Forecast for FY2026 (Consolidated)

- **Deciding to liquidate consolidated subsidiaries in Southeast Asia in connection with the share transfer of LION DIGITAL GLOBAL announced on May 26, 2026, and reflecting the effect of reduced corporate tax burden.**
  Revising upward the full-year forecast for profit attributable to owners of parent through the selection and concentration of the business portfolio.

(¥millions, unless otherwise stated)		FY2025 results	Previous forecast for FY2026	Revised forecast for FY2026		Change	Projected growth rate (YoY)
Revenue		30,309	33,300		33,300	―	+9.9%
Non-GAAP operating profit		4,414	5,400		5,400	―	+22.3%
Profit attributable to owners of parent		3,491	5,250		6,000	+14.3%	+71.9%
Earnings per share (EPS)		¥16.83	¥25.31		¥29.21	+¥3.90	+¥12.38
[Reference]	Net sales	148,783	163,000		163,000	―	+9.6%
	Revenue to net sales ratio	20.4%	20.4%		20.4%	―	―
Dividends per share		¥18.00	¥18.00	Interim	¥9.00	―	±0
				Year-end	¥9.00		

*For details, please refer to the timely disclosure announced on August 6, 2026.

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Full-Year Earnings Forecast for FY2026 (By business segment)

- **Expecting growth in both revenue and profit across all segments, led by the Marketing Communication Segment.**

(¥millions)	Revenue			Non-GAAP operating profit		
	FY2025 results	FY2026 forecasts	YoY	FY2025 results	FY2026 forecasts	YoY
Marketing Communication	21,550	24,000	+11.4%	5,497	7,000	+27.3%
Direct Business	6,439	6,800	+5.6%	1,374	1,400	+1.9%
Data & Solutions	3,069	3,600	+17.3%	492	640	+30.2%
Eliminations & Corporate (incl. Other Business)	-750	-1,100	—	-2,948	-3,640	—
Consolidated	30,309	33,300	+9.9%	4,414	5,400	+22.3%

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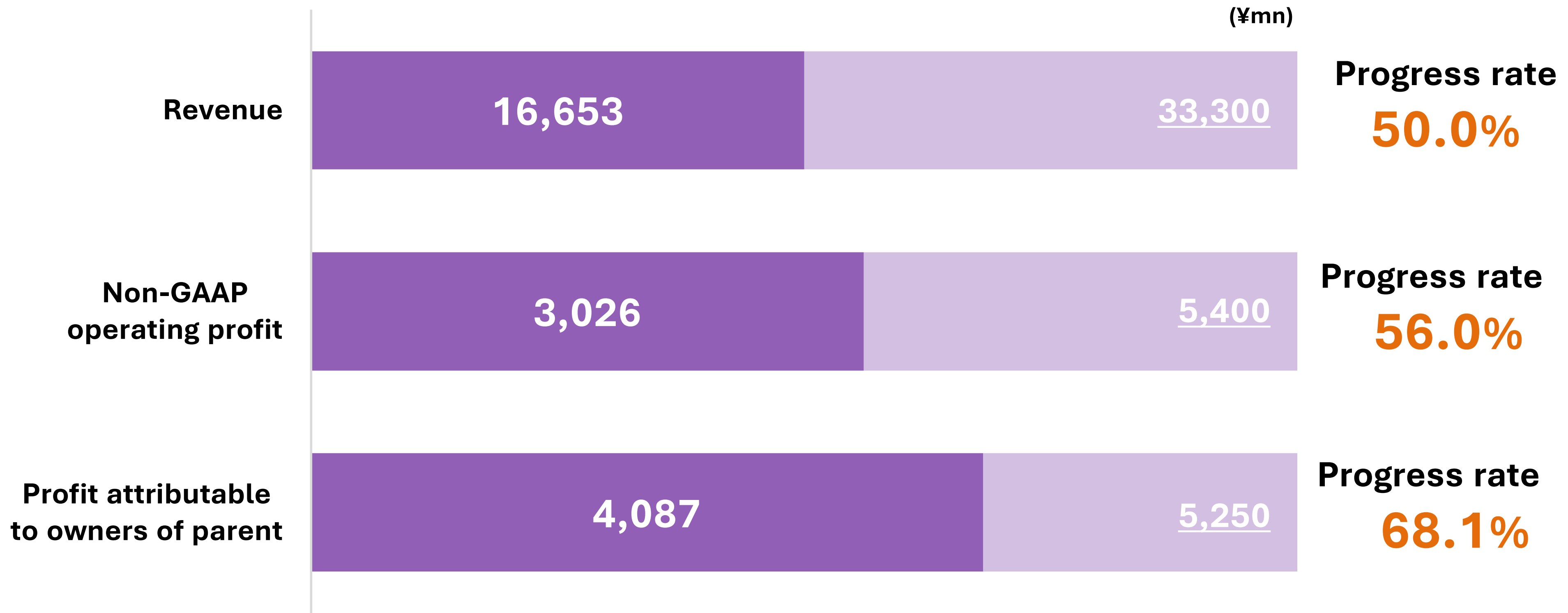
Progress Against Revised Earnings Forecast (Consolidated)

Maintaining a conservative assumption for the second half, considering the potential indirect impact on the overall advertising market, while continuing to expect no direct impact on our business performance arising from macroeconomic uncertainties, including global geopolitical conditions. Aiming to achieve the full-year earnings forecast by improving profitability and productivity through the construction of a lean business foundation, in addition to business growth.



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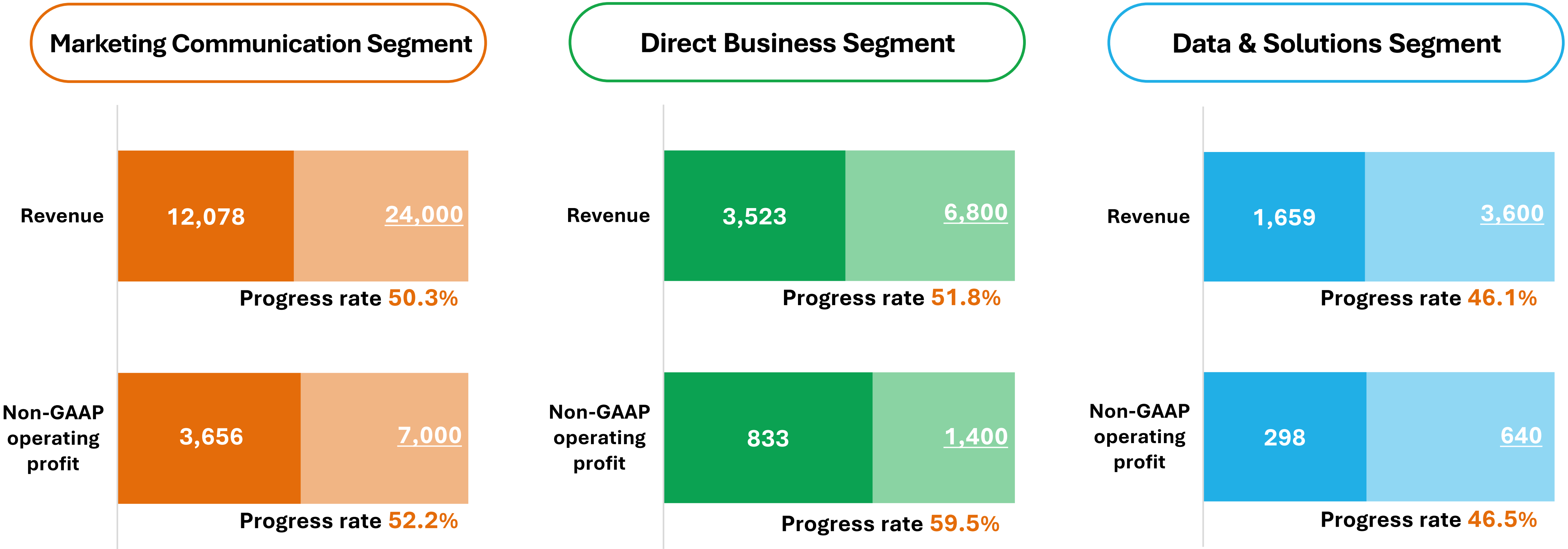
Progress Against Revised Earnings Forecast (By business segment)

Making steady progress across all businesses relative to the earnings forecast as of August 2026.

(¥mn)



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Implementation of Shareholder Returns

Paying an interim dividend of ¥9.00 per share with a record date of June 30, 2026, and continuing shareholder returns in accordance with our capital allocation and shareholder return policy.

FY2026 Annual Dividends Per Share

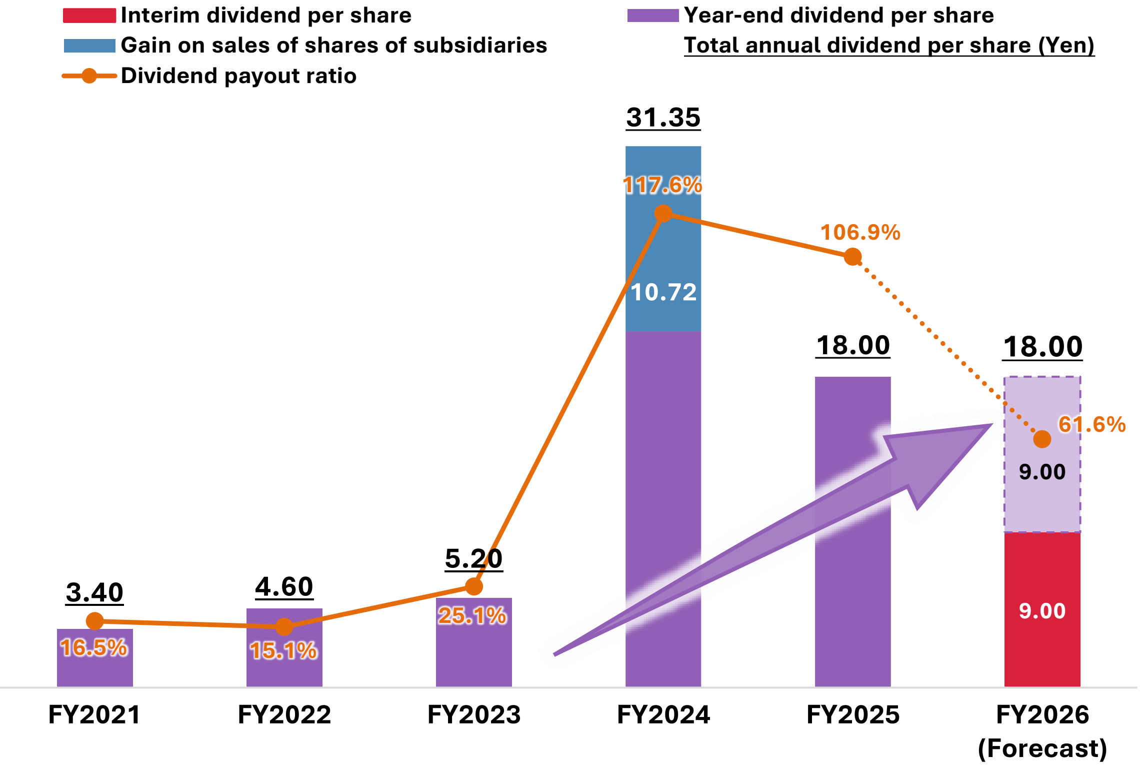
Dividend Per Share	
Interim (result)	9.00円
Year-end (forecast)	9.00円
Total	18.00円

*Record date for year-end dividends: December 31, 2026

FY2026 EPS Forecast

	Forecast
Earnings per share (EPS)	29.21円
Dividend payout ratio	61.6%

Trend of Dividend Per Share



*For details, please refer to the timely disclosure announced on July 21, 2026.

Story of Septeni Group

SEPTENI STORY

We launched “SEPTENI STORY,” an archive site tracing our 35-year history and our journey of ongoing challenges. (Japanese only)

Please click the image below or scan the QR code.

Integrated Report

In Integrated Report 2025, we updated the future we aim for and the specific roadmap toward its realization, focusing on VISION 2030 and the Medium-term Management Plan (FY2026-2028).

Please click the image below or scan the QR code to view the full report.

Shared Research Report

We have published an analyst report prepared by Shared Research Inc. to foster a deeper understanding of our Group’s business overview and future growth strategies.

This report was compiled with an emphasis on neutrality, based on SR's research and analysis from a third-party perspective. Moving forward, the content is scheduled to be updated quarterly in conjunction with the Company’s earnings announcements.

Please click the image below or scan the QR code to view the full report.

Thank you for your interest!

SEPTENI

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All estimates, opinions and plans provided in this document are based on the best information available at the time of the creation of this document on August 6, 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

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Constitution of Consolidated Expenses (IFRS)

(¥millions)	FY2024				FY2025				FY2026		QonQ	YonY
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q		
Total of cost of sales	1,310	1,392	1,668	1,712	1,842	1,816	1,661	1,826	1,971	1,966	-0.3%	+8.3%
Labor costs	422	443	430	472	447	454	450	461	460	523	+13.8%	+15.2%
Subcontract costs	592	606	932	960	1,115	1,045	959	1,050	1,212	1,169	-3.6%	+11.9%
Others	296	343	305	280	280	317	252	315	299	274	-8.4%	-13.6%
Total of SG&A expenses	4,725	4,851	4,759	4,760	4,810	4,712	4,639	4,672	4,824	4,910	+1.8%	+4.2%
Labor costs *1	3,227	3,334	3,236	3,171	3,194	3,195	3,144	3,124	3,147	3,165	+0.6%	-0.9%
Employee bonuses *2	177	130	156	174	195	182	168	206	306	290	-5.4%	+59.2%
Rent expenses etc.	266	266	267	271	280	276	281	281	280	282	+0.7%	+2.2%
Advertising expenses	180	198	193	140	126	139	165	161	134	148	+10.6%	+6.4%
System usage fees	266	289	296	321	312	294	293	314	305	308	+1.1%	+4.7%
Taxes and dues	104	102	102	92	95	93	95	76	93	99	+5.5%	+6.1%
Others	506	532	508	590	607	533	493	510	559	619	+10.7%	+16.1%

*1 Recording estimated performance-linked share-based remuneration (BIP trust), an adjustment item to Non-GAAP operating profit, as personnel expenses. *2 Including estimated performance-linked bonuses.

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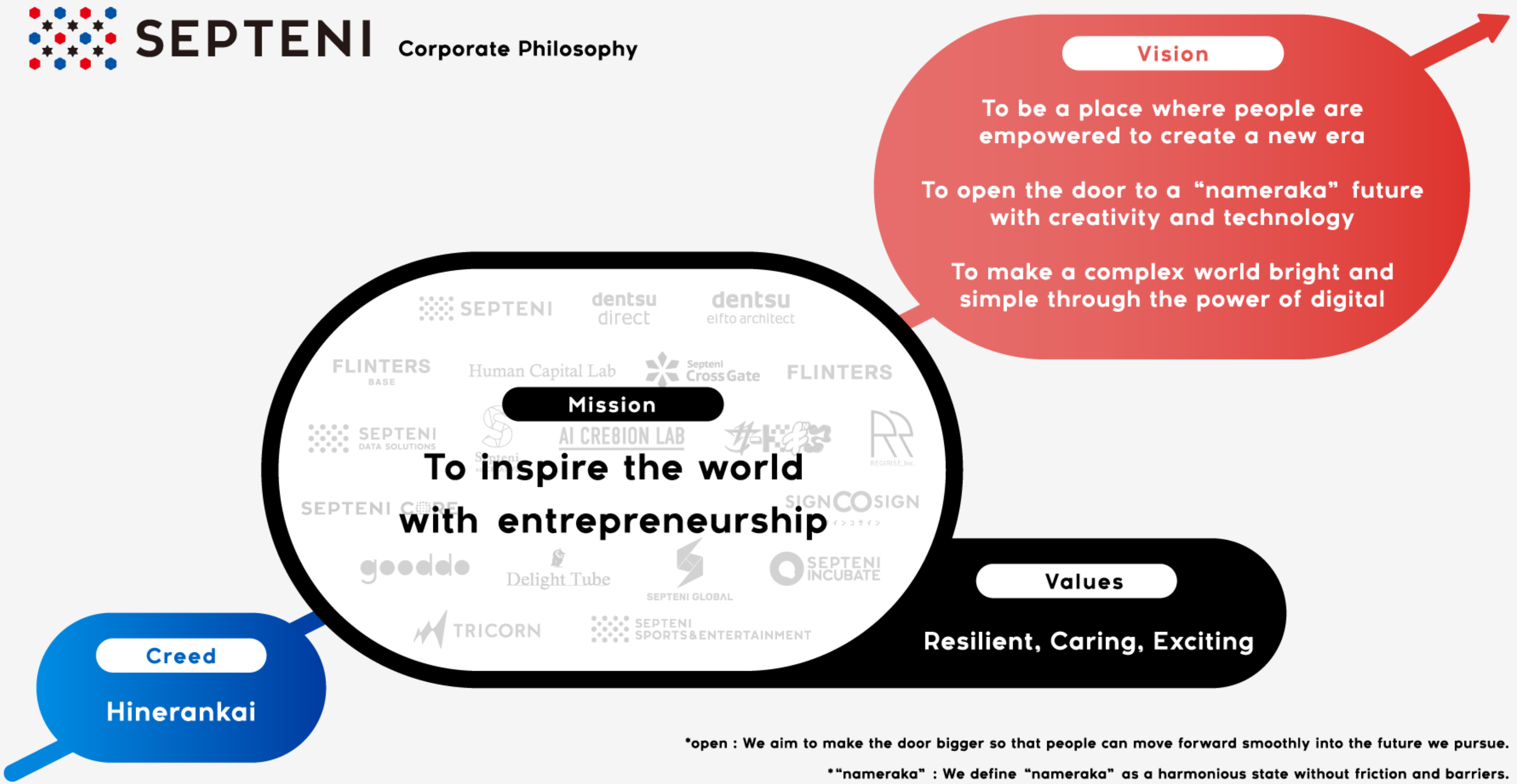
Consolidated Statement of Financial Position

(¥millions)	End of FY2025	End of Q2 FY2026	Change
Current Assets	45,547	45,326	-221
Non-Current Assets	50,798	49,864	-934
Total Assets	**96,345**	**95,190**	**-1,155**
Current Liabilities	29,270	29,730	+460
Non-Current Liabilities	491	211	-279
Total Liabilities	**29,761**	**29,941**	**+180**
Total Capital	**66,584**	**65,249**	**-1,335**
Total Liabilities and Capital	**96,345**	**95,190**	**-1,155**

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.

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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

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

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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 ➡Achieved ahead of schedule in 2025 • Net-zero Scope 1 and 2 emissions by 2030 NEW
• 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

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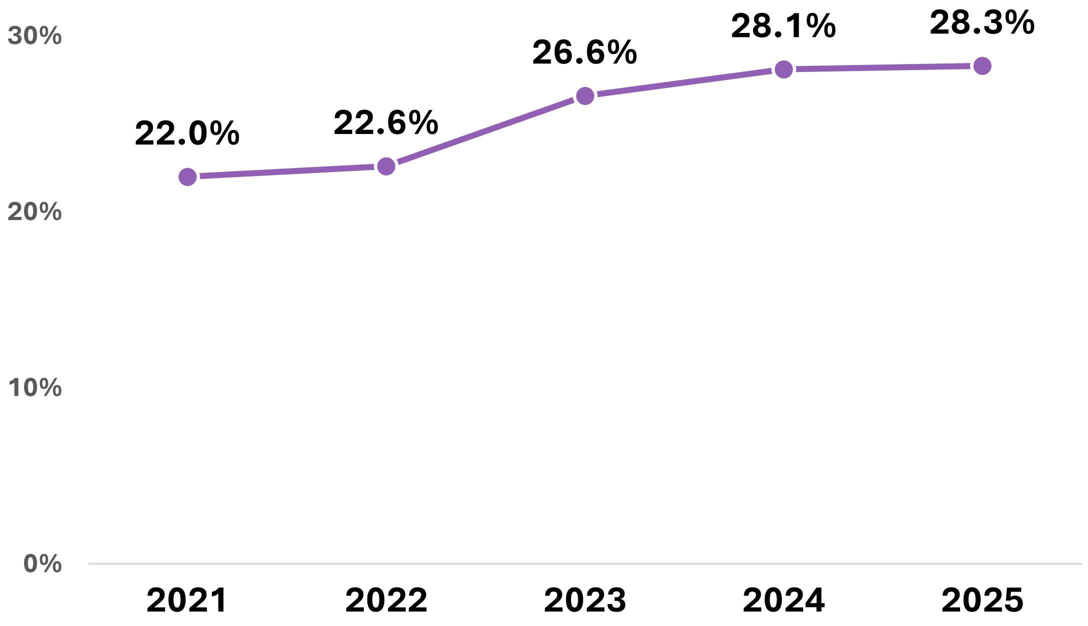
Initiatives and Progress in Human Capital Management

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

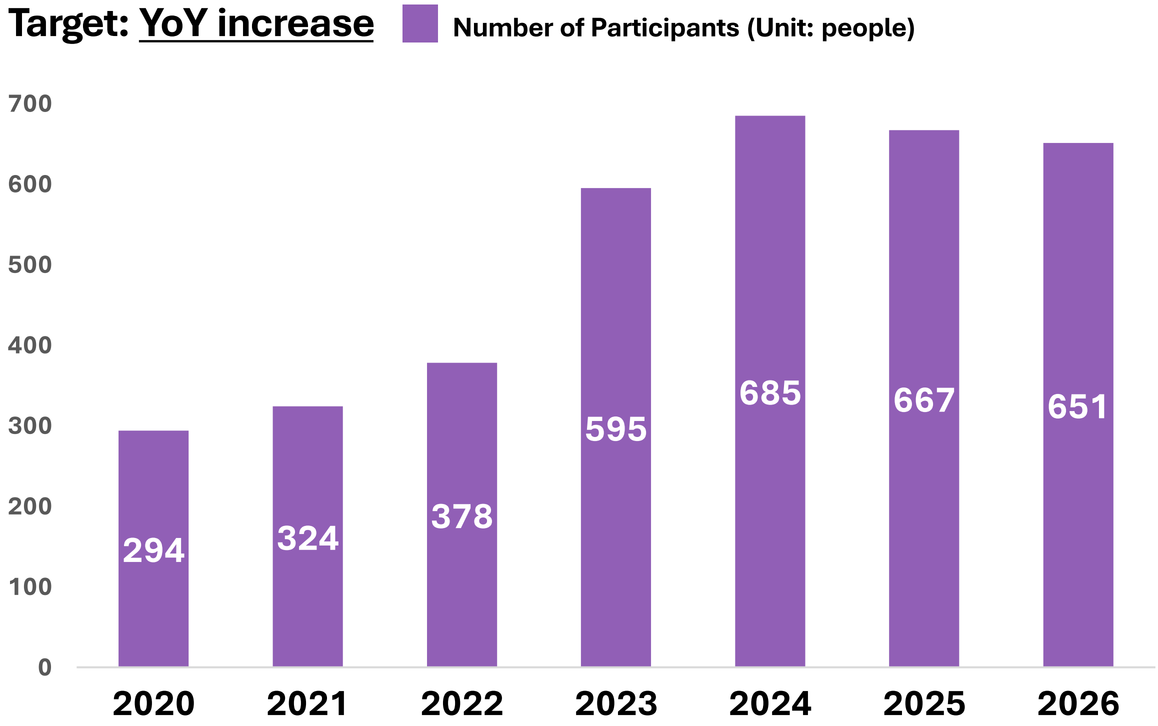
Ratio of Female Managers*1

Target: 30% by 2030 (Group companies in Japan)



Employee Stock Ownership Plan Participation Trends*2

Target: YoY increase



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

*1 Covering major domestic companies as of October of each year through 2023, and domestic Group companies as of the end of December from 2024 onward.

*2 Aggregating data for employees currently belonging to Group companies.

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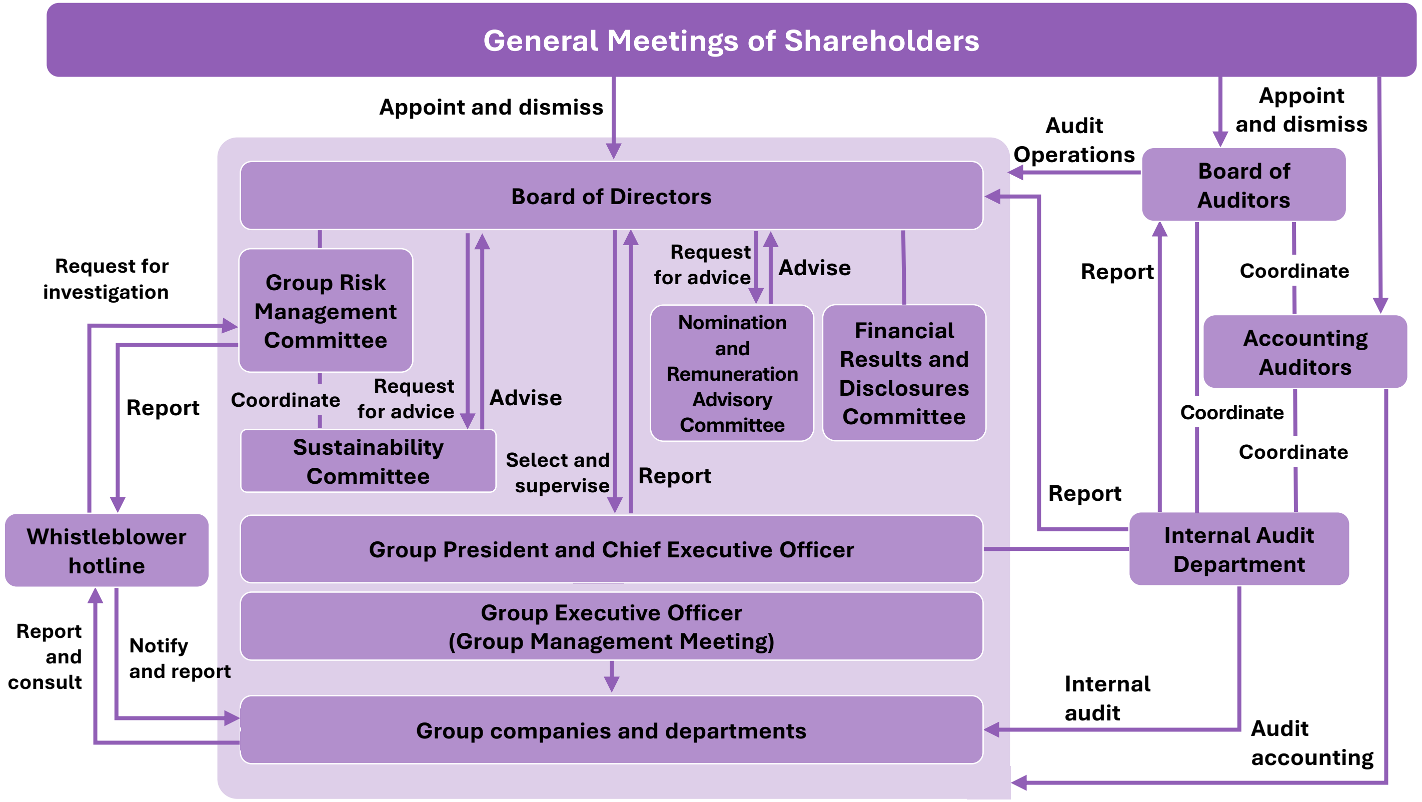
Enhancing Corporate Governance

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	- Appointment of outside directors
FY2016	- Introduction of board of directors effectiveness evaluations - Strengthening of oversight functions through the establishment of various committees - Abolition of anti-takeover defense measures
FY2017	- Introduction of a performance-linked share-based remuneration 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 strengthening of the independence and diversity of the board 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
FY2026	- Inclusion of outside directors in the performance-linked share-based remuneration scheme (fixed portion only)

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Main Group Companies by Business Segment

as of August 6, 2026

Marketing Communication Segment

SEPTENI

SEPTENI GLOBAL

Delight Tube

Septeni AD CREATIVE

SEPTENI CORE

goodo

SIGNCOSIGN サインコサイン

SEPTENI SPORTS&ENTERTAINMENT

AI CRE8ION LAB

Direct Business Segment

dentsu direct

dentsu elfto architect

Data & Solutions Segment

FLINTERS

TRICORN

Septeni Cross Gate

Other Business

Human Capital Lab

Equity-method Affiliates

DENTSU DIGITAL

PRIMECROSS

Sports IT Solution

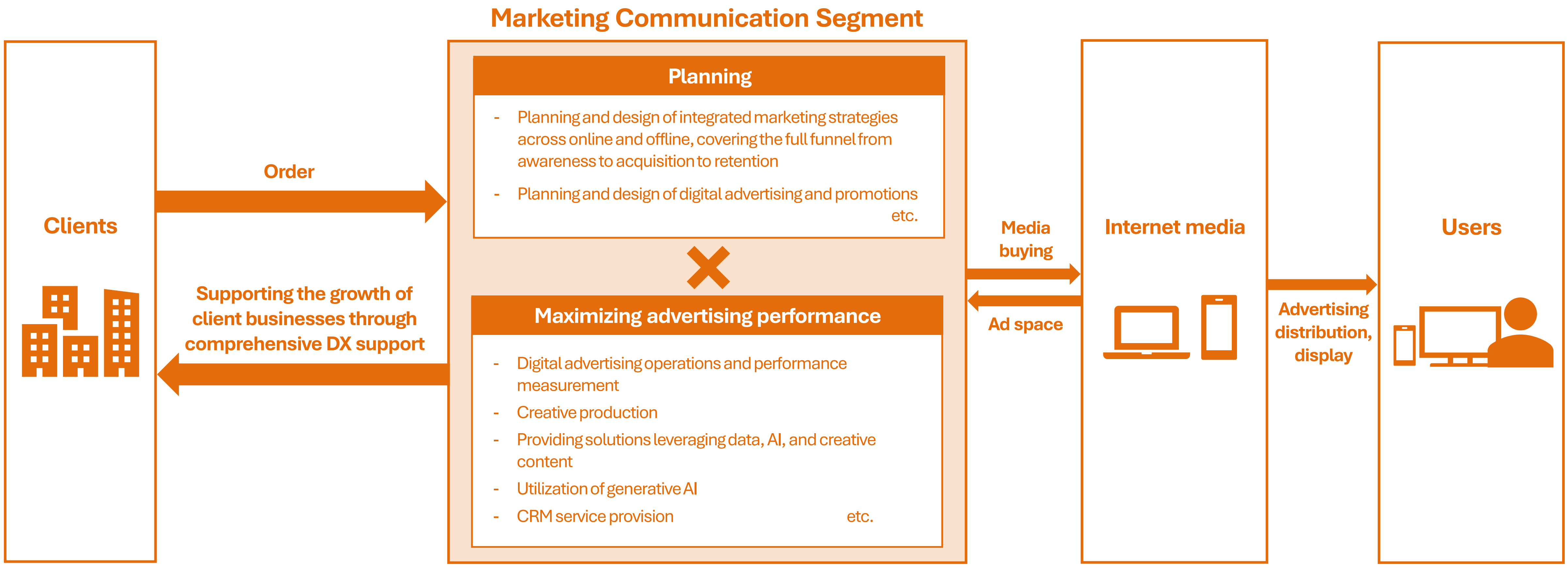
& and factory

COMISMA

SEPTENI HOLDINGS CO., LTD. (Holding company)

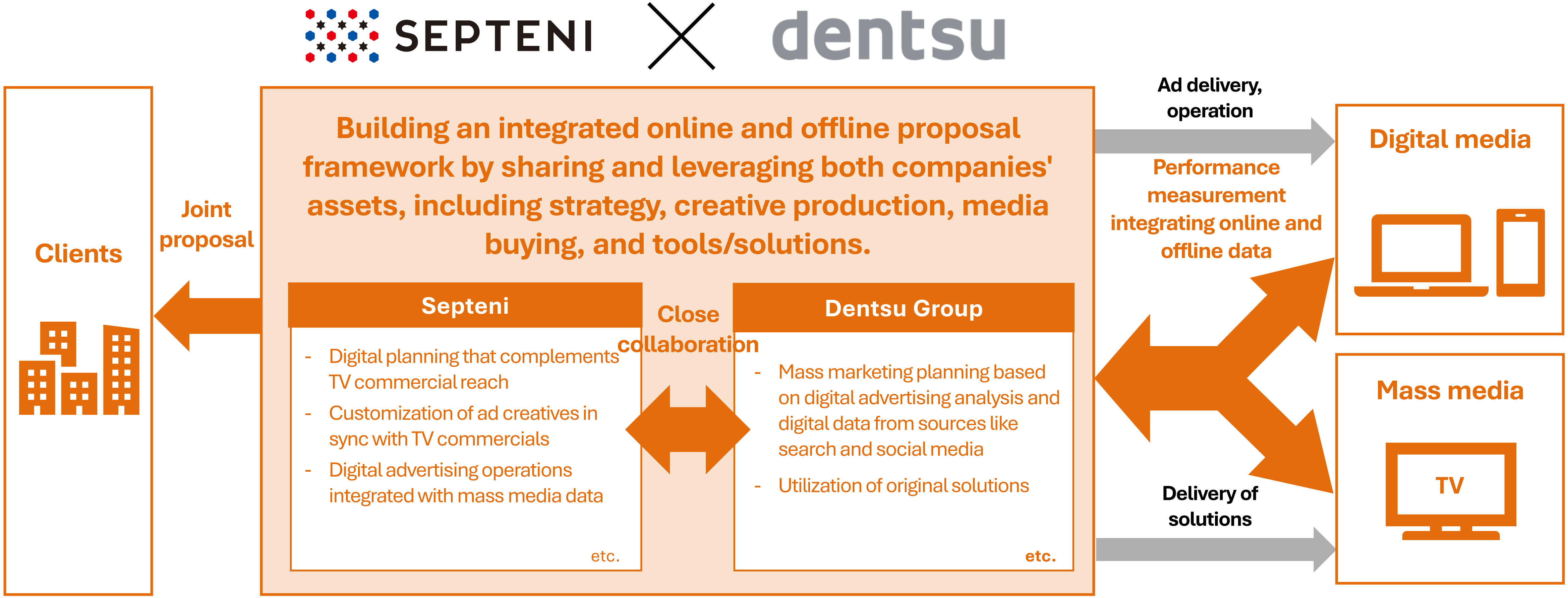
Business Model for the Marketing Communication Segment

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)



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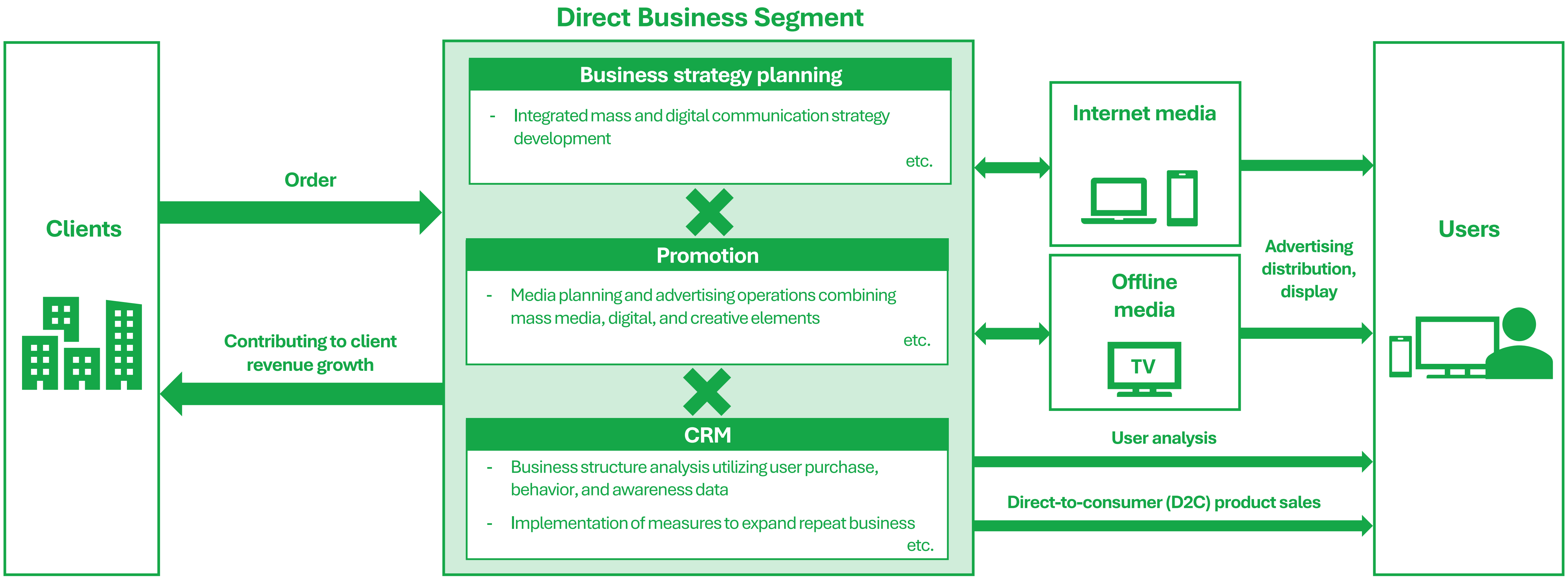
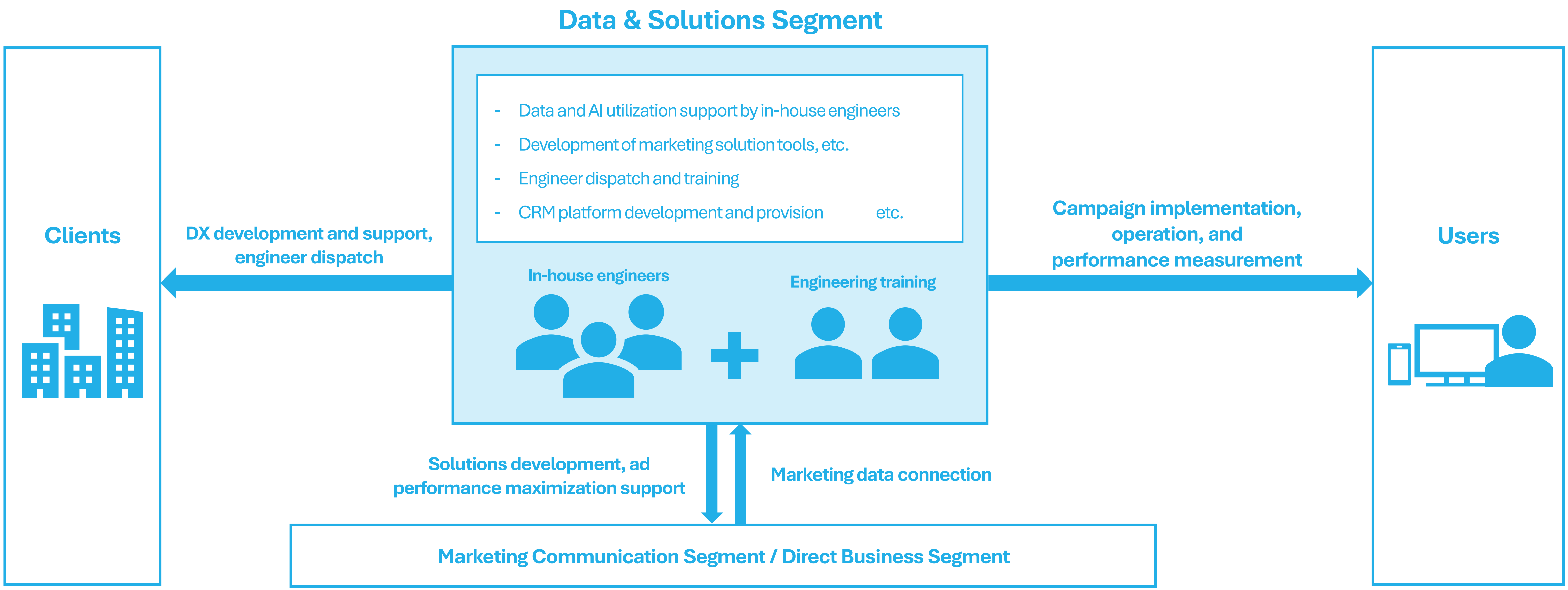
Business Model for the Direct Business Segment

- **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.



IR Content & Official Communications

Financial Results Briefing Transcript

We post transcripts of our financial results briefings (including Q&A) on logmi Finance.

*English transcripts are posted on our corporate website.

Please click the image below or scan the QR code.

Financial Results Briefing Video

The video recording of the financial results briefing is available on our corporate website. (Japanese only)

Please click the image below or scan the QR code.

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 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 August 6, 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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