

**VISION  
2030**



# **VALUE MAXIMIZER**



**SEPTENI**

**Medium-Term Management Plan:  
FY2026-2028**

**SEPTENI HOLDINGS CO., LTD.** **Stock Code 4293**

GROUP MISSION

To inspire the world with entrepreneurship



# A Commitment to New Growth: Linking Client Value Enhancement with Our Own

The Septeni Group is driven by our mission: “To inspire the world with entrepreneurship.”

This “Entrepreneurship”—the courage to embrace change and create new value—is deeply rooted in each of our employees and defines our organizational identity.

In formulating this Medium-Term Management Plan, I have deeply reflected on our mission and held extensive discussions with the management team to define the principles that will ensure our Group remains indispensable 10 years from now and beyond. Through this process, I have reached a clear conclusion: the “world” we serve consists of our stakeholders including our clients, partners, and shareholders, and “to inspire the world” means maximizing our own corporate value by first enhancing the corporate value of our clients through our business activities. This vision is now crystallized in VISION 2030.

Over the past two years, we have successfully built the management and operational foundations necessary to reach our visions. Moving forward, we will work together as one group to contribute to our clients’ growth and accelerate the sustainable enhancement of our corporate value as we strive to achieve VISION 2030.

As we enter our “third entrepreneurial phase,” we invite you to look forward to the new landscapes we will create and the significant social impact we will deliver. Please keep a close eye on the further evolution of the Septeni Group.



Representative Director,  
Group President and Chief Executive Officer

**Yuichi Kouno**

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FY2024-2025

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FY2026-2028

# 01

## Our Vision for VISION 2030

# Mid-to Long-Term Vision and the Positioning of Each Phase

## Mid- to Long-Term Vision

Aiming to become a high-growth, high-return company by 2030, achieving profit of ¥10 billion

Medium-Term Management Plan:  
FY2026-2028

A three-year period focused on strengthening existing businesses (Deepening Businesses) and exploring new value propositions (Exploring Businesses) to reach the ¥10 billion profit target.

Bolstering the path to VISION 2030 goals through record-high performance and productivity in existing segments.

By 2030

¥10 billion  
in both Non-GAAP  
Operating Profit and Profit

GROUP MISSION

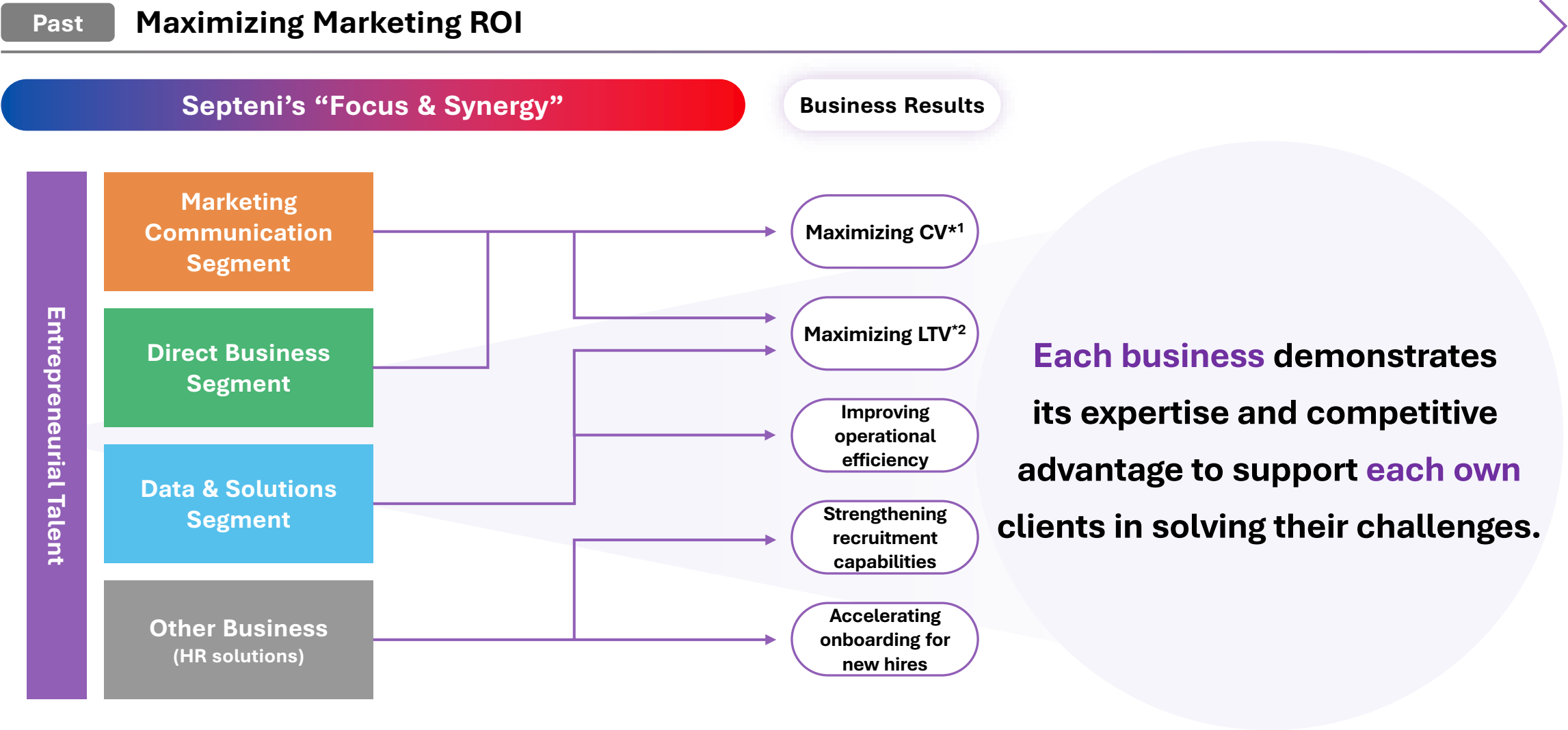
To inspire the world  
with entrepreneurship

GROUP VISION

- 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



# Past Business Operations



\*1 Final conversions on the website, such as product purchases or user registrations. \*2 The total profit a client generates for a company over their entire relationship.

# Market Environment

		Customer & Consumer Needs / Market Trends	Workforce	Technology
Market Environment	Threats	<p><b>Increasing Sophistication and Complexity of Needs</b></p> <p>Client challenges are no longer confined to a single domain; they involve a complex interplay of multiple areas that are deeply intertwined.</p>	<p><b>Intensifying Labor Shortages</b></p> <p>The workforce is shrinking due to a low birthrate and aging society, leading to fiercer competition for top talent across all industries.</p>	<p><b>Rapid Expansion of IoE*</b></p> <p>The ability to collect and analyze diverse datasets is driving an increased demand for high-precision targeting and sophisticated effectiveness measurement.</p>
	Opportunities	<p><b>Ongoing Digital Shift in Advertising Budgets</b></p> <p>While the market growth rate is relatively moderating alongside increased time spent in digital spaces, the overall upward trend continues.</p>	<p><b>Empowering a Diverse Workforce</b></p> <p>Flexible organizations, built on diverse work styles and recruitment, address the challenges of labor shortages.</p>	<p><b>Advancement and Proliferation of AI</b></p> <p>The rapid evolution of AI and machine learning is boosting operational productivity through the realization of "Human-AI Coexistence."</p>

## The Way Forward for the Septeni Group

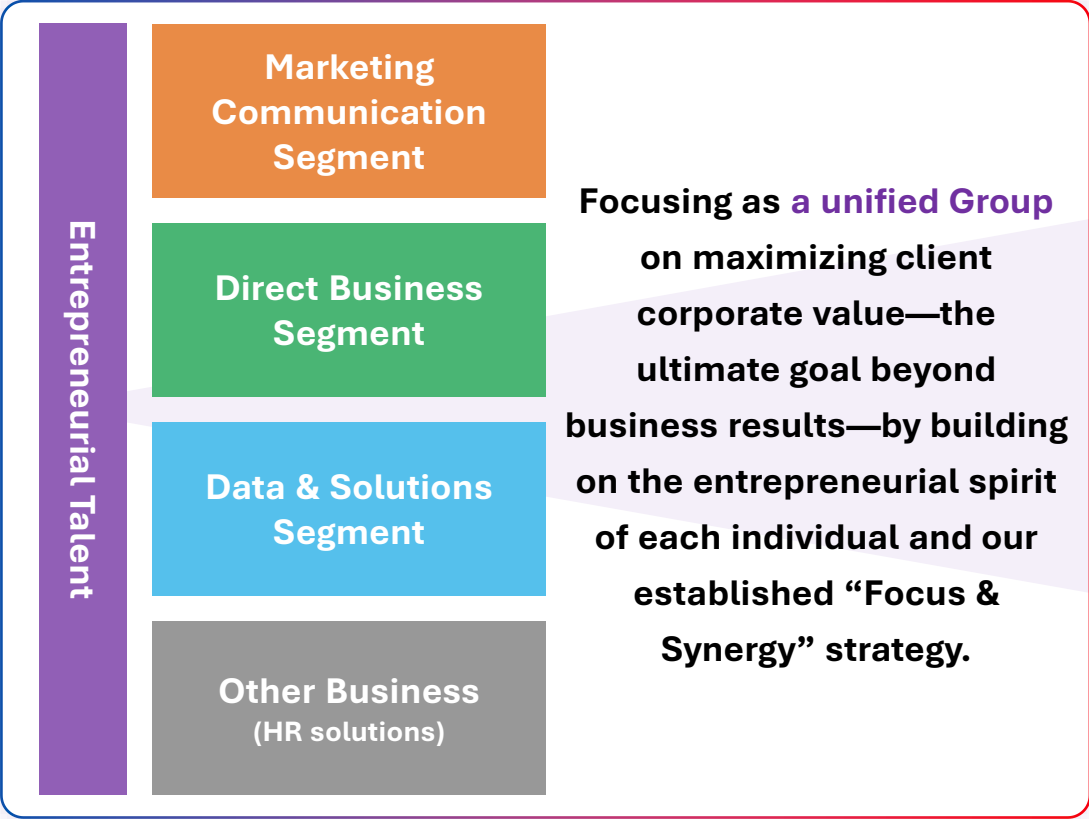
Expanding capabilities in adjacent domains centered on digital marketing to support the maximization of corporate value by providing a broad range of services and value that address increasingly diverse client needs.

\* An abbreviation for "Internet of Everything," referring to a state where everything is connected to the Internet.

# Future Business Operations

**Future**    **Aiming to be a partner that maximizes our clients' corporate value**

**Septeni's "Synergy & Collaboration"**



**Business Results**

- Maximizing CV\*<sup>1</sup>
- Maximizing LTV\*<sup>2</sup>
- Improving operational efficiency
- Strengthening recruitment capabilities
- Accelerating onboarding for new hires

**Value Provided to Clients**



**Social Impact**



\*1 Final conversions on the website, such as product purchases or user registrations. \*2 The total profit a client generates for a company over their entire relationship.

VISION 2030

SEPTENI GROUP VISION 2030



We will **maximize client corporate value** and inspire the world more by transforming social and generational shifts into an engine for growth.

# Establishment of “VALUE MAXIMIZER” and the Positioning of Each Phase

VISION 2030

# VALUE MAXIMIZER

Aiming to become a high-growth, high-return company by 2030, achieving net profit of ¥10 billion

Medium-Term Management Plan:  
FY2026-2028

By 2030

A three-year period focused on strengthening existing businesses (Deepening Businesses) and exploring new value propositions (Exploring Businesses) to reach the ¥10 billion profit target.

Bolstering the path to VISION 2030 goals through record-high performance and productivity in existing segments.

¥10 billion  
in both Non-GAAP  
Operating Profit and Profit

GROUP MISSION

To inspire the world  
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GROUP VISION

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

Other Business

Data & Solutions Segment

Direct Business Segment

Marketing Communication Segment

# 02

## Business Review

FY2024-2025

# Business Review

Despite the impact of a major client, we focused on improving profitability and productivity, resulting in year-on-year growth in revenue and a significant increase in Non-GAAP operating profit, achieving a V-shaped recovery.

		FY2024	FY2025	YoY
Revenue	(¥mn)	28,284	30,309	+7.2%
Non-GAAP operating profit	(¥mn)	3,197	4,414	+38.1%
Non-GAAP operating profit margin	(%)	11.3	14.6	+3.3Pt
Profit attributable to owners of parent	(¥mn)	5,526	3,491	-36.8%
Adjusted Profit*1	Reference (¥mn)	3,309	4,155	+25.5%
Earnings per share (EPS)	(¥)	26.65	16.83	-¥9.82
ROE	(%)	8.2	5.1	-3.1Pt
Net sales	Reference (¥mn)	145,996	148,783	+1.9%
Revenue to net sales ratio	Reference (%)	19.4	20.4	+1.0Pt

\*1 Excludes the impact of impairment losses (after tax) related to COMISMA INC. and its subsidiaries from profit from continuing operations.

# Review of Key Strategic Initiatives

Vision

Becoming a high-growth, high-return company

High-growth

Focus

Promoting Business Portfolio Management

Strictly applying business continuity criteria and pursuing the establishment of new companies as well as divestitures and liquidations to further refine the Group’s core strengths.

Synergy

Creating synergies within and across segments

Strengthening cross-selling within segments and synergies across segments, resulting in new business opportunities with clients and improved performance.

High-return

Enhancing Shareholder Returns

Increasing shareholder returns in response to a strengthened financial base, driven by sustainable organic growth and the further deepening of the alliance with Dentsu.

Improving Profitability and Productivity

- Reaching record-high revenue in FY2025 and achieving Non-GAAP operating profit significantly above the previous year.
- Realizing improved business performance as continuous efforts to enhance profitability and productivity steadily materialize.

Revenue per employee

FY2024 ¥13.6mn ▶ FY2025 ¥15.0mn (+9.9%)

Non-GAAP operating profit per employee

FY2024 ¥1.5mn ▶ FY2025 ¥2.2mn (+41.5%)

Dividend Policy for FY2025 and Beyond

Whichever is higher ¥18 min. or 50% payout ratio

Annual Dividend Per Share

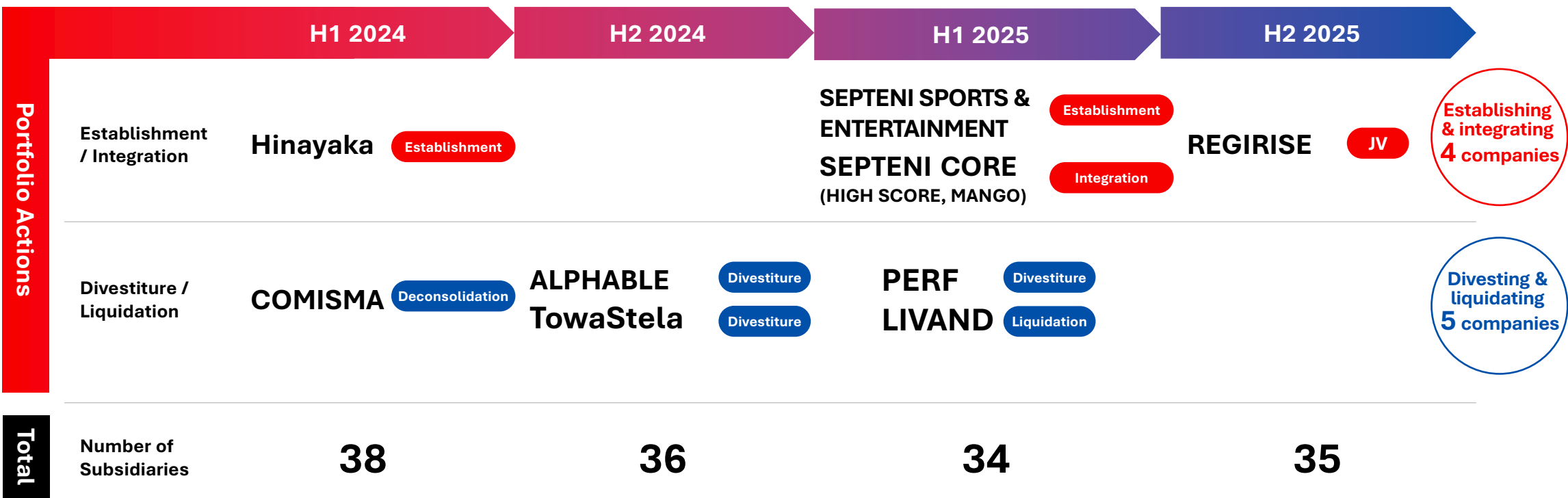
2024 ¥31.35 ▶ 2025 ¥18.00 (Forecast)

# Review of Key Strategic Initiatives

High-growth

## Strictly Implementing Business Portfolio Management

- Establishing and enforcing business continuity criteria across all Group businesses since 2024 to ensure disciplined stay-or-exit decisions.
- Proactively managing the portfolio over the past two years by establishing or integrating four new companies while divesting or liquidating five others.



03

# Medium-Term Management Plan

**FY2026-2028**

# Basic Policies and Key Measures

## Basic Policies

## Key Measures

### 1 Deepening Businesses



#### Synergy & Collaboration

- Generate synergies within and across businesses, through Dentsu collaborations, and with external partnerships.
- Promote organizational restructuring and portfolio management.
- Improve productivity through the utilization of AI.

### 2 Exploring Businesses



#### Accelerating Investment in Future Revenue Pillars

- Explore opportunities to expand value in areas such as HR Technology, Sports, Entertainment, Consulting, and IP (Intellectual Property).
- Actively invest in areas capable of creating synergies with the “HaKaSe” brand.

### 3 Strengthening Management Foundation



#### Strengthening Human Capital

- Launch HR Development Committee for the next generation of talent.

#### Strengthening Governance

- Introduce a CxO system to clarify roles and enhance synergies.

#### Promoting AI Strategy

- Build an AI promotion structure and strategy.

### 4 Capital Allocation



#### Balancing Growth Investment and High Shareholder Returns

- Set an investment budget of approximately ¥25 billion over three years, covering existing businesses and the HR technology domain.
- Set a minimum annual dividend floor of 18 yen per share.

## Quantitative Targets up to FY2028

■ We aim to accelerate organic growth through continuous improvements in profitability and productivity, consecutively breaking records in revenue, Non-GAAP operating profit, and profit, while aiming for an early achievement of double-digit ROE.

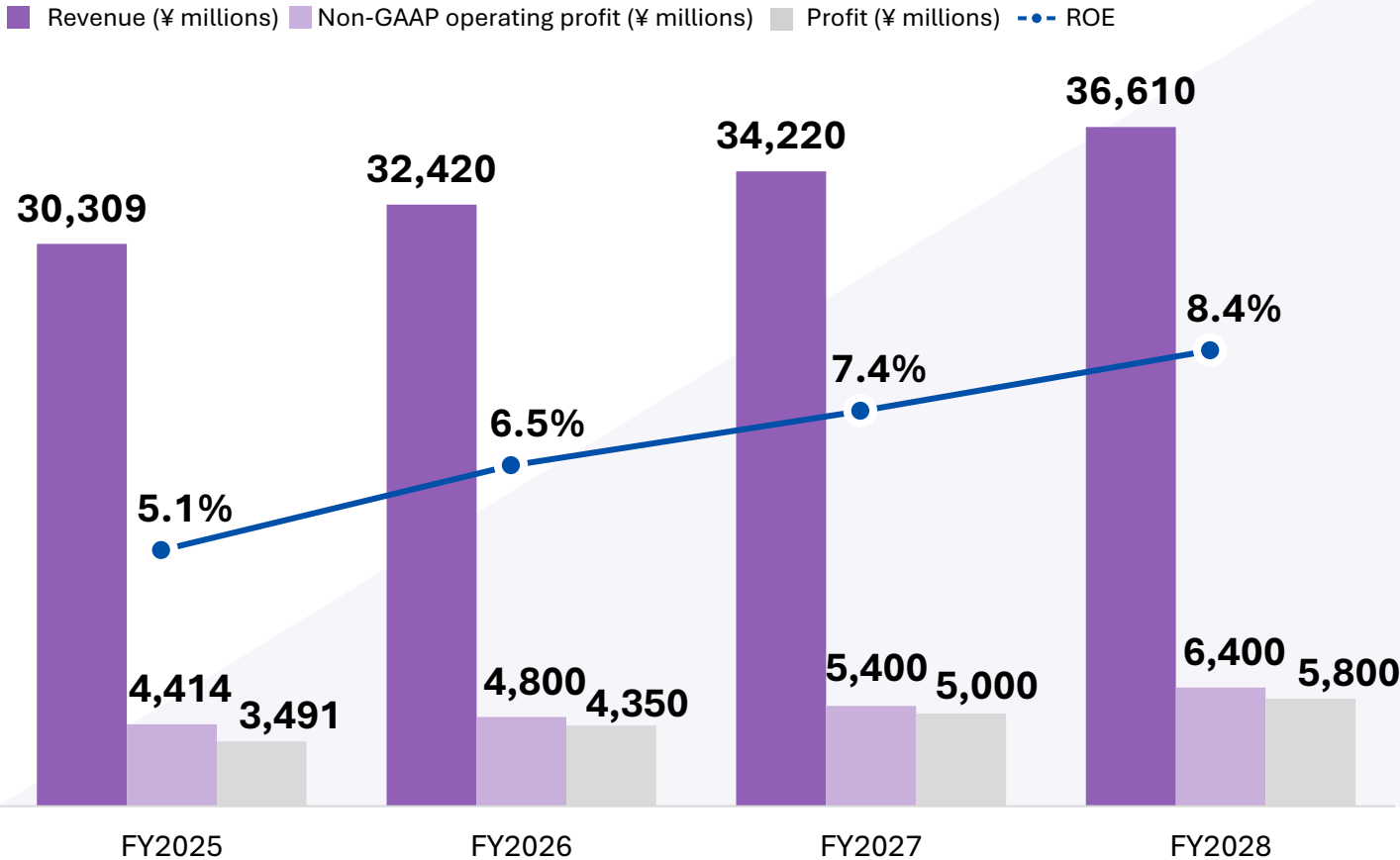
### FY2025-2028 CAGR

● Revenue **+6.5%**

● Non-GAAP operating profit **+13.2%**

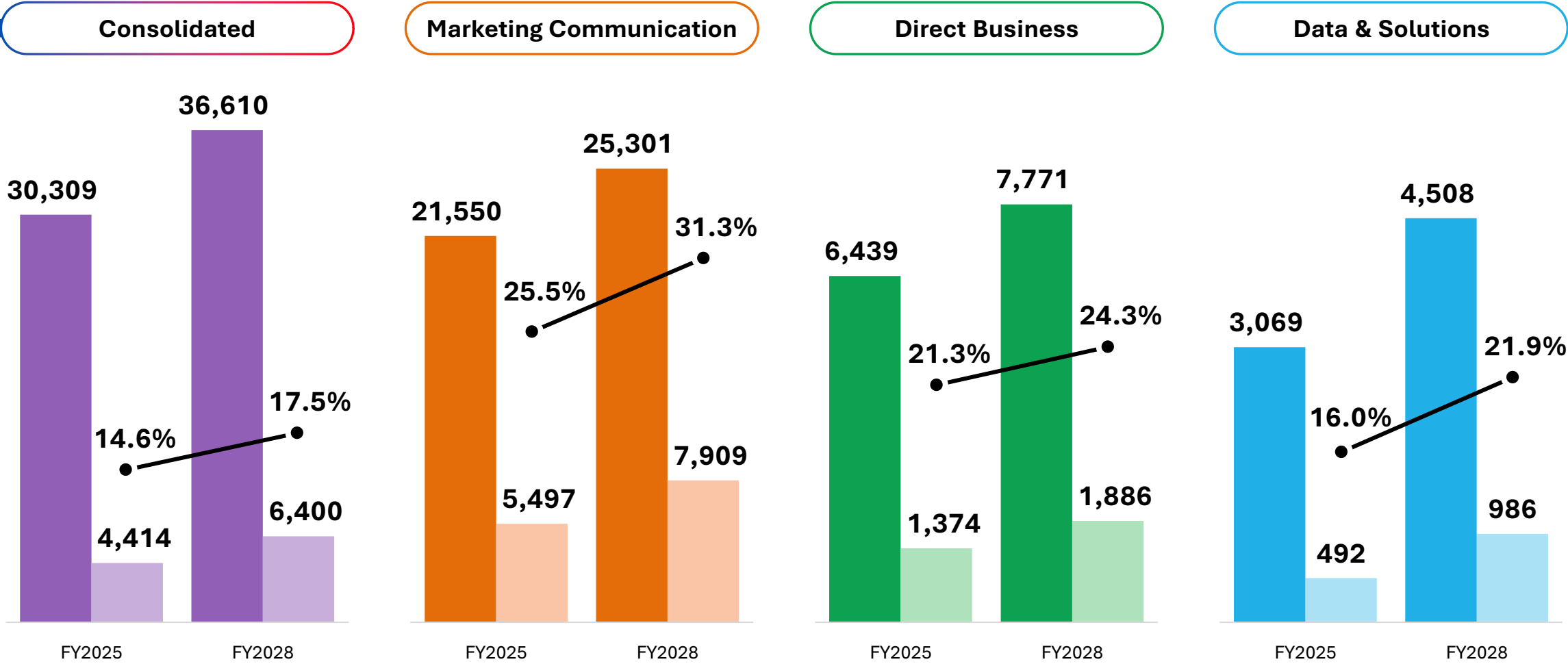
● Profit **+18.4%**

● ROE **+3.3Pt**



# Consolidated and Segment Growth Forecast for FY2028

■ Revenue (¥ millions)   ■ Non-GAAP operating profit (¥ millions)   -●- Non-GAAP operating profit margin



\*No rolling updates for the consolidated performance plan. However, segment performance plans will be adjusted annually based on the business environment, including portfolio changes.

# Marketing Communication Segment

Theme

We drive client profitability and growth by achieving “Integrated Marketing,” which combines overwhelming digital ad execution with strategic partner synergies to eliminate organizational and data silos.

Business Strategies

- 01

Provide “MXONE,” our proprietary integrated marketing concept.
- 02

Strengthen talent capable of providing and implementing integrated marketing.
- 03

Strengthen high-margin solution areas.
- 04

Expand capabilities in adjacent areas to provide a broader range of solutions for client challenges.
- 05

Curb operational costs through the utilization of AI solutions.



For VALUE MAXIMIZER

Synergies with other segments

- Maximizing client assets and connecting them to other businesses.
- Collaborating within the Group to optimize AI usage.
- Strengthening solutions that support Customer Experience (CX) transformation.

Results for Clients

Maximizing CV\*1

Maximizing LTV\*2

Value Provided to Clients

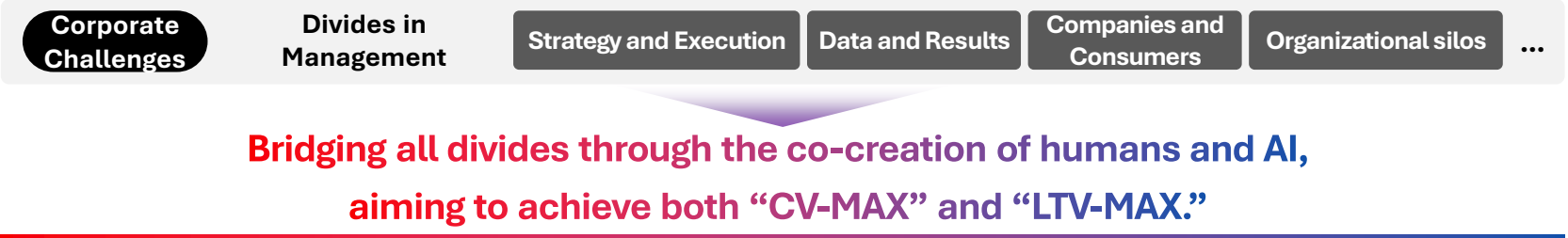
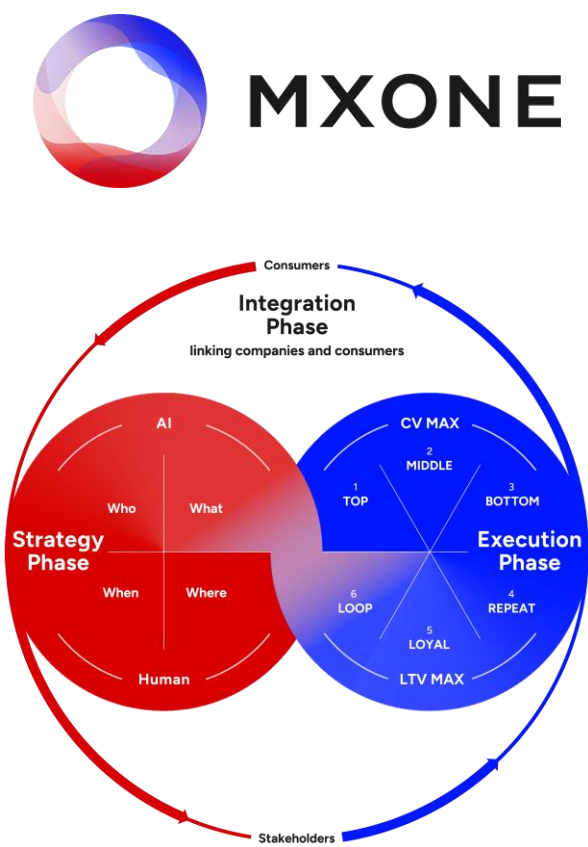
Improving profitability

Enhancing growth potential

\*1 Final conversions on the website, such as product purchases or user registrations. \*2 The total profit a client generates for a company over their entire relationship.

# Marketing Communication Segment: Business Strategy

— We have launched MXONE—an integrated marketing concept aimed at maximizing business growth by bridging various divides in corporate marketing activities—and will continue to drive solution development with a series of upcoming launches.



\*1 Final conversions on the website, such as product purchases or user registrations. \*2 The total profit a client generates for a company over their entire relationship.

# Direct Business Segment

Theme

We directly drive client revenue expansion and business growth by fusing integrated offline and digital expertise with internal and external co-creation synergies to build and execute “new revenue models” beyond existing advertising frameworks.

Business Strategies

- 01 Strengthen sales and digital areas through collaboration with the Marketing Communication Segment and the Dentsu Group.
- 02 Make new approaches to growth industries focused on senior market sectors.
- 03 Enhance creative in the middle and bottom funnel areas using AI.
- 04 Strengthen non-advertising regional revenue sources by entering the corporate version of the Furusato Nozei business.
- 05 Strengthen the D2C area, including through M&A.

For VALUE MAXIMIZER

Synergies with other segments

- Strengthening solutions in the digital area.
- Building new revenue models beyond existing advertising models.

Results for Clients

Maximizing CV\*1

Maximizing LTV\*2

Value Provided to Clients

Improving profitability

Enhancing growth potential

# Data & Solutions Segment

Theme

We strengthen collaboration across our distributed engineering organizations to consolidate technical expertise and know-how. By developing proprietary DX solutions and promoting collaboration with external partners, we optimize marketing operational efficiency and contribute to improving clients’ business productivity.

Business Strategies

- 01 Build a new development process premised on AI utilization.
- 02 Strengthen AI-centric product development and restructuring the organization.
- 03 Cultivate large-scale development projects in collaboration and expand System Integration (SI) projects with the Dentsu Group.
- 04 Expand sales of operation automation and marketing BI\*1 agents for clients with in-house operations.

For VALUE MAXIMIZER

Synergies with other segments

- Strengthening company-wide AI utilization.
- Supporting clients with needs for bringing marketing in-house.

Results for Clients

Improving operational efficiency

Maximizing LTV\*2

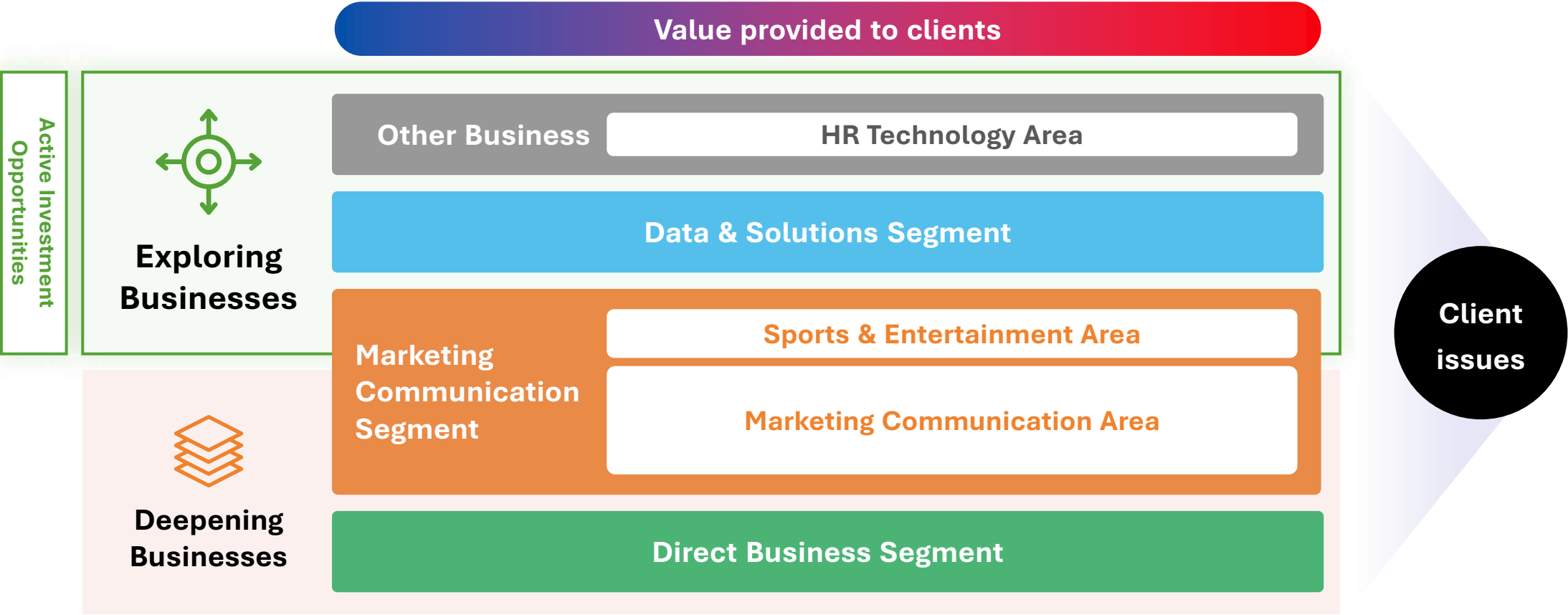
Value Provided to Clients

Increasing efficiency

Improving profitability

“Exploring Businesses” Area

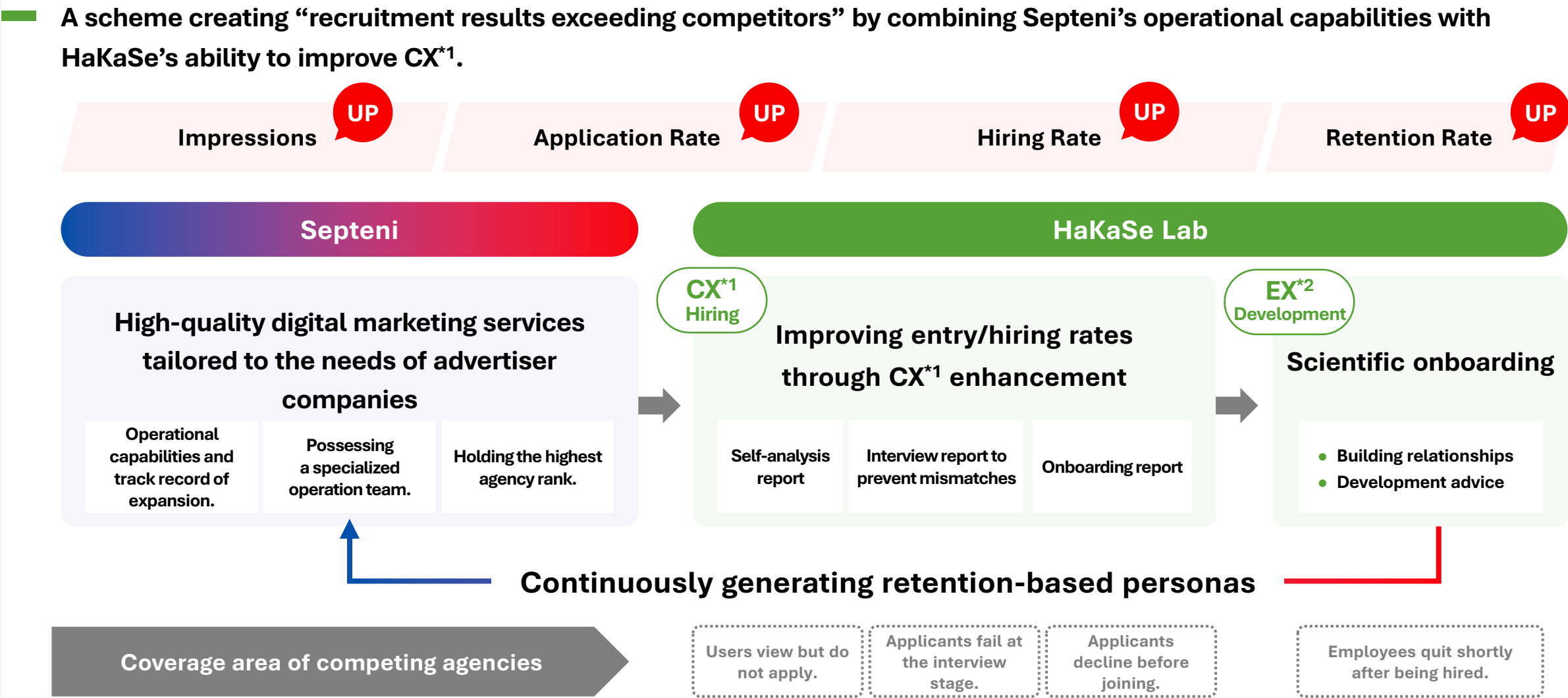
- Looking ahead to VISION 2030, we aim to expand revenue pillars beyond existing segments; currently, we are actively seeking investment opportunities in areas within the “Exploring Businesses” phase.



# Vision for the HR Technology Area



Scheme in the HR Technology Area



# Strengthening Human Capital: Overall Policy

Based on three core initiatives in human capital management—“democratization of entrepreneurship,” “human resource development with reproducibility through digital HR,” and “DEI”—we will combine these with measures adapted to changes in the external environment.

People filled with a strong sense of ownership and entrepreneurial spirit

**As is** Current situation and challenges

- Productivity improvement trends.
- Enhancing internal communication and networks in line with increased office attendance.
- Flexible recruitment system not solely reliant on new graduate hiring.
- Increasing transfers and seconded members between group companies.

**To be** Our ideal profile for human resources

Short term

- Maximizing each employee’s abilities.
- Improving profitability exceeding increases in headcount and personnel costs.

Medium term

- Creating team synergies and collaboration by revitalizing communication.
- Empowering diverse talent with varied experiences and skills, from young to mid-career and senior levels.
- Building a talent pool to lead future Group management.

Democratization of  
Entrepreneurship

Human Resource Development  
with Reproducibility Through  
Digital HR

DEI

Mid- to  
Long-Term  
Vision

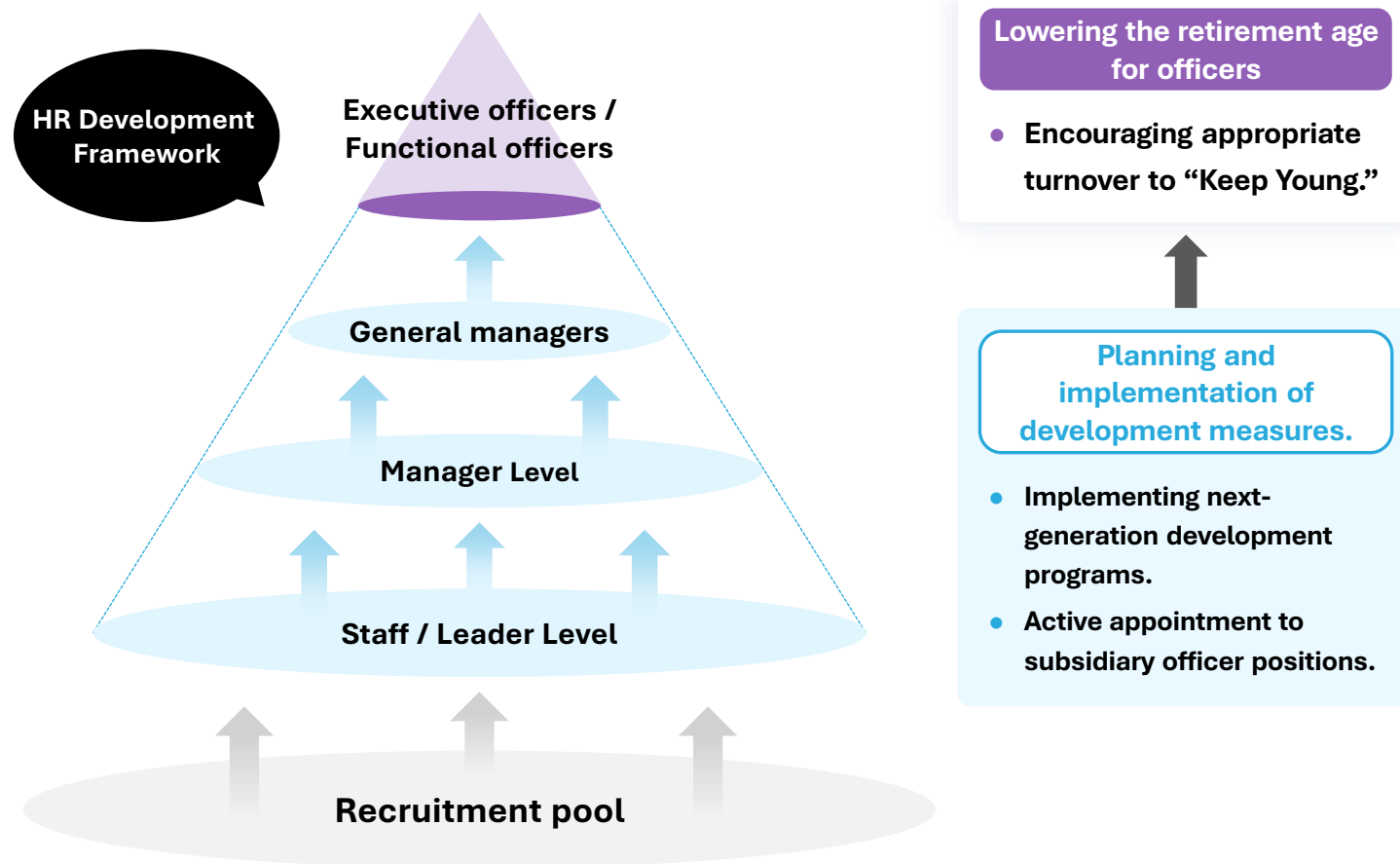
GROUP  
MISSION

## Human Resource Development Committee

— We have launched the Human Resource Development Committee to promote recruitment, development, and appointment, aiming to increase opportunities for taking on Group management roles.

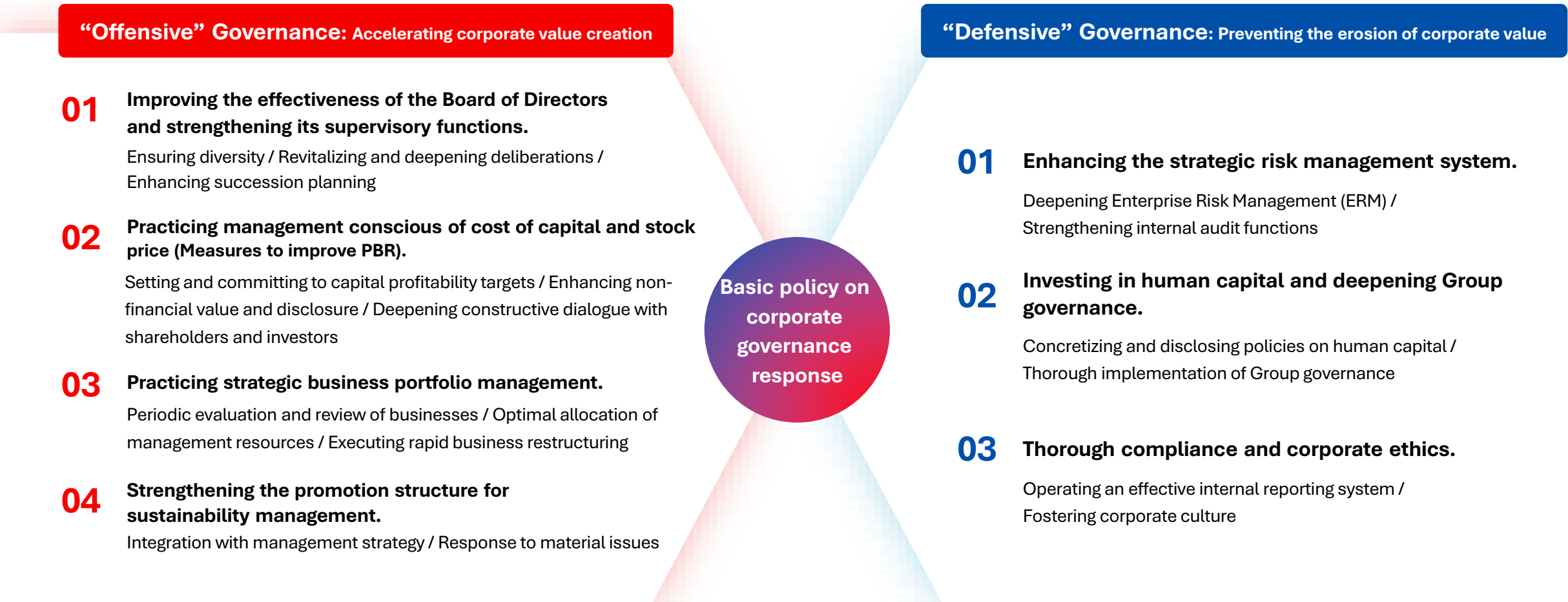
### Our Ideal State

- Continuing to grow in a rapidly changing industry.
  - “Keep Young”
  - Maximizing the demonstration of entrepreneurship.
- 
- Facilitating generational change in management through appropriate turnover.
  - Increasing the number of personnel with management experience through opportunities provided by the company.



# Governance Enhancement: Overall Policy

■ To earn the trust of stakeholders, and to aim for sustainable corporate value improvement while ensuring management transparency and fairness, we promote governance enhancement from both “offensive” and “defensive” perspectives.



# Supervisory Function: Board of Directors and Board of Auditors

Aiming for a higher level of governance, we ensure independence, objectivity, and accountability by having Independent Outside Directors comprise the majority of the Board of Directors\*.

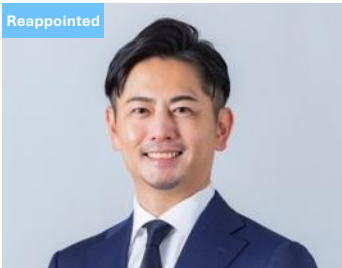
\*Subject to approval at the General Meeting of Shareholders in March 2026.

Directors

Ratio of Outside Directors: 57%



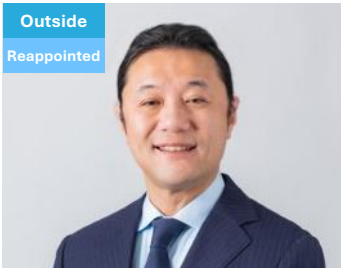
Representative Director  
**Yuichi Kouno**



Director  
**Yusuke Shimizu**



Outside Director  
**Yoshiki Ishikawa**



Outside Director  
**Akie Iriyama**



Outside Director  
**Mio Takaoka**



Outside Director  
**Makoto Shiono**



Director  
**Mitsuyuki Nakamura**

Auditors

Ratio of Outside Auditors: 75%



Outside Director (Full-time)  
**Tadahiro Mouri**



Outside Director  
**Mamoru Furushima**



Outside Director  
**Takeshi Okuyama**




Outside Director  
**Hideo Hatano**

# Executive Function: Executive Officer Structure (Introduction of CxO System)

— We introduced the “CxO system” to clarify the roles of each Group Executive Officer and strengthen synergy creation.

\*Effective April 1, 2026

Group President and Group Senior Executive Officers		Group Executive Officers	Group Principal Executive Officers
Group-wide Matrix Oversight		Business Oversight	Functional Oversight
 <b>CEO /</b> <b>Chief Executive Officer</b> <b>Yuichi Kouno</b>	 <b>CPO /</b> <b>Chief Product Officer</b> <b>Yusuke Shimizu</b>	 <b>Ryo Okubo</b> MarCom Segment	 <b>CLO /</b> <b>Chief Legal Officer</b> <b>Teruyuki Noguchi</b>
 <b>CCO /</b> <b>Chief Corporate Officer</b> <b>Masayuki Muto</b>	 <b>CSO /</b> <b>Chief Strategy Officer</b> <b>Tei Go</b>	 <b>Takahiro Yamasaki</b> MarCom Segment	 <b>CHRO /</b> <b>Chief Human Resources Officer</b> <b>Shuhei Ezaki</b>
 <b>CFO /</b> <b>Chief Financial Officer</b> <b>Kei Hatano</b>	 <b>CGO /</b> <b>Chief Growth Officer</b> <b>Daisuke Suefuji</b>	 <b>Norihisa Ashida</b> MarCom Segment	 <b>CDO /</b> <b>Chief Diversity Officer</b> <b>Yoko Miyazaki</b>
 <b>CAO /</b> <b>Chief Alliance Officer</b> <b>Kazunari Kondo</b>	 <b>CAIO /</b> <b>Chief AI Officer</b> <b>Masayuki Takano</b>		 <b>CTO /</b> <b>Chief Technology Officer</b> <b>Takashi Kawachi</b>

# Promoting AI Strategy: Overall Policy

■ We aim to build a structure where humans and AI collaborate to co-create value towards VISION 2030, and promote AI utilization based on three pillars: value creation for clients, transformation of internal operations, and development of AI utilization infrastructure.

## VISION 2030 | VALUE MAXIMIZER

### Value Co-creation between Humans and AI

#### Value Creation for Clients

##### Strengthening Existing Businesses

- Implementation and integration of AI functions into proprietary products and services.

##### Development of New Businesses and AI Solutions

- Developing AI solutions leveraging our client base and expertise.
- Expansion into new domains centered on AI.

#### Transformation of Internal Operations

##### Promoting AI Adoption

- Establishing a Group-wide AI usage environment.
- Sharing best practices and accelerating organizational learning.

##### Maximizing Productivity

- Redesign and automation of business processes.
- Enhancing individual work performance.

### Development of AI Utilization Infrastructure

#### Talent Development

Developing AI specialists and supporting their deployment to each company.

#### Building Organizational Structure

Establishing a Group-wide AI Promotion Committee.

#### AI Governance

Identifying and evaluating risks based on tools and use cases to establish a safe AI usage environment.

# AI Promotion Committee

By raising Group-wide AI literacy to the industry’s highest level, we will realize corporate-wide AI transformation, leading to enhanced business and corporate value.

## Action Steps

STEP1

**Establishing Governance and AI Guardrails**

- Unified Guidelines:** Defining common "allowable limits" and "prohibited items" to clarify decision-making criteria.
- Clarified Data Definitions:** Formulating confidentiality classifications for input data and standards for rights and usage of output data.
- Thorough AI Literacy Education:** Enhancing AI literacy through enlightenment on risks and ethics.

STEP2

**Accelerating Implementation and Verification Processes**

- Optimized Review Flow:** Standardizing and consolidating legal and cybersecurity reviews to significantly reduce approval lead times.
- Sandbox Environment:** Establishing "testing grounds" where the latest technologies can be tried immediately in a secure environment.
- AI Integration into Infrastructure:** Providing highly accessible environments centered on commonly used groupware.

STEP3

**Creating Domain-Specific Use Cases**

- Standardizing Corporate Operations:** Driving reform toward AI-native business processes starting with tasks common to all divisions.
- Field-Led Value Creation:** Developing best practices deeply rooted in business areas through advanced AI education for domain experts.

STEP4

**Group-wide Deployment and Systematization of Success Models**

- Horizontal Deployment of Best Practices:** Instantly spreading best practices from specific departments across the Group to raise the overall organizational level.
- Turning AI Agents into Assets:** Going beyond sharing knowledge by systemizing "AI Agents" that can be used company-wide.

## Talent Development

LEVEL1

**Master conversational AI for daily tasks to streamline individual work like documentation and summarization.**

Monitoring KPI: Generative AI Chatbot Usage Rate

LEVEL2

**Utilize simple agents (e.g., Gems) and proprietary data to promote semi-automation of specific tasks spanning multiple steps.**

Monitoring KPI: Utilization Rate of Proprietary Agents / Custom Tools

LEVEL3

**Build AI workflows independently to realize automation of complex tasks and optimization of entire processes.**

Monitoring KPI: Number of Autonomous AI Workflows Implemented / Operating Hours

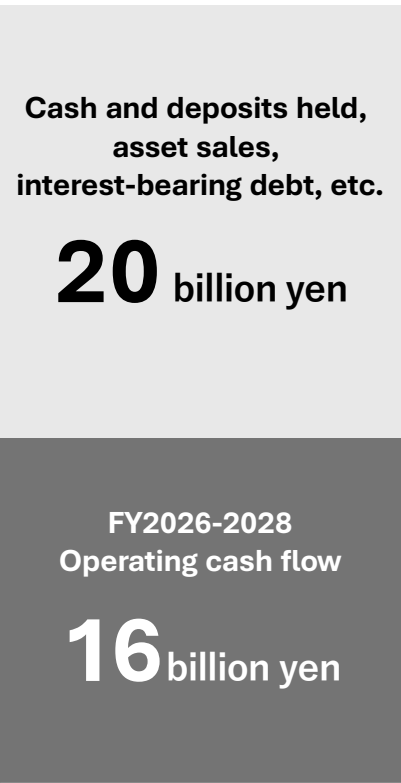
LEVEL4

**Drive AI-native business transformation beyond existing frameworks by highly integrating business data with AI.**

Monitoring KPI: Number of Business Transformations / Productivity Metrics

# Capital Allocation (FY2026-2028)

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 Out

## Key Investment Areas



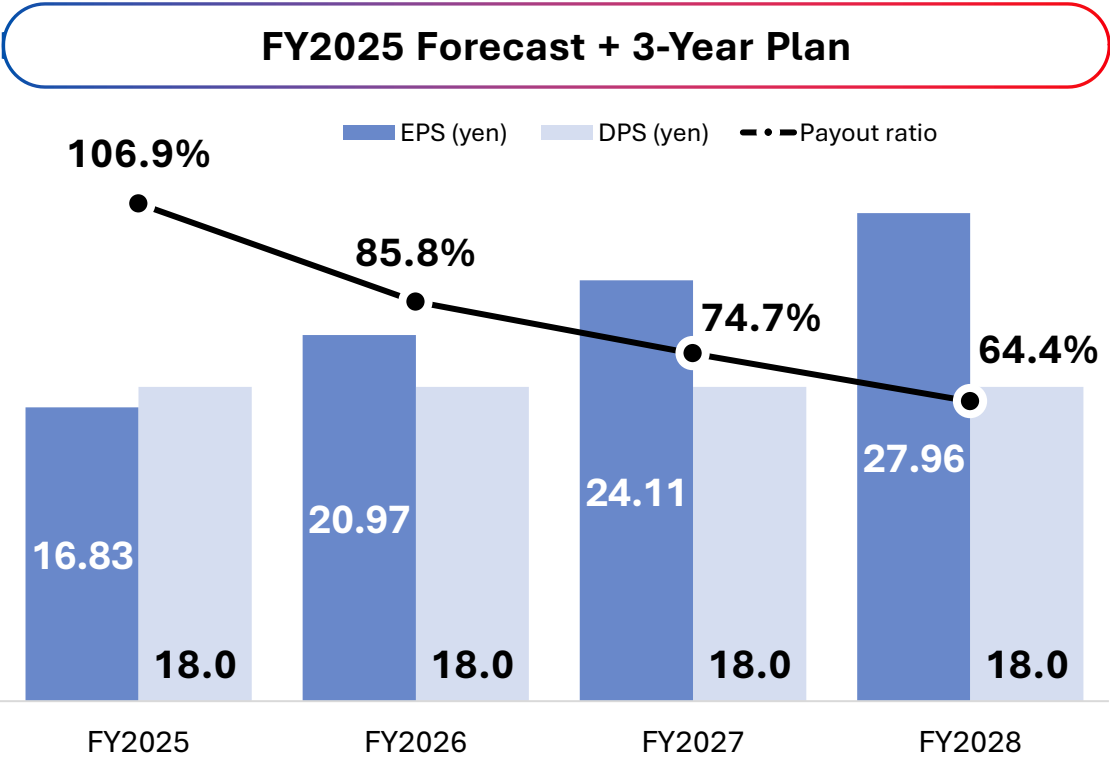
M & A and Organic Growth

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.

# Shareholder Return

■ We will continue the current policy regarding our dividend policy;

“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. This approach prioritizes dividend consistency and stability while ensuring profit distribution remains within our distributable earnings.”



Total Return Amount

Expecting to pay a minimum of 11.2 billion yen in dividends over the three years of the Medium-Term Management Plan (FY2026-2028).

a. DPS	18 yen
b. Total issued shares	211,389,654 shares
c. Treasury shares	2,200,043 shares
d. Shares eligible for dividend (b-c)	209,189,611 shares
e. Total dividend amount (a × d)	3,765,413 thousand yen

\* As of FY2025

# Commitment for 2030

## GROUP MISSION

To inspire the world with entrepreneurship

### VISION 2030

Non-GAAP  
Operating Profit  
**¥10 billion**



Profit  
**¥10 billion**

We will maximize client corporate value and inspire the world more by transforming social and generational shifts into an engine for growth.

## Medium-Term Management Plan (FY2026-2028)

**Target**   FY2028 Non-GAAP Operating Profit **¥6.4 B** / Profit **¥5.8 B** / ROE **8.4%**

**Investment Allocation**   Approx. **¥25 B**   **Shareholder Return**   Minimum **¥11.2 B**

### Basic Policies

Deepening  
Businesses

Exploring  
Businesses

Strengthening Management  
Foundation

Capital Allocation

### Key Measures

Synergy &  
Collaboration

Accelerating  
Investment  
in Future Pillars

Strengthening Human Capital,  
Strengthening Governance,  
Promoting AI Strategy

Balancing Growth Investment  
and High Shareholder Returns



# SEPTENI

**SEPTENI HOLDINGS CO., LTD.**

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

**WEB: [www.septeni-holdings.co.jp/en/](http://www.septeni-holdings.co.jp/en/) E-mail: [ir@septeni-holdings.co.jp](mailto:ir@septeni-holdings.co.jp)**

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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