#### A 30-Year Track Record of Challenge and Creativity

The Septeni Group celebrated its 30th anniversary in 2020. From day one, we have grown while evolving our core business from recruitment consulting to the Direct Marketing Business to the Internet Advertising Business. The Septeni Group will continue to identify new growth opportunities arising from social change, and will consistently provide services that meet the needs of the times and exceed client expectations. We are committed to becoming a group of companies that society, industry and our stakeholders rely on.

### 2000-2011

#### Founded in 1990

#### Establishment of SUB & LIMINAL CO., LTD.

In 1990, our founder Mamoru Nanamura established SUB & LIMINAL CO., LTD., a forerunner of SEPTENI HOLDINGS CO., LTD., to embark on the recruitment consulting business. In 1993, we launched the Direct Marketing Business (an agency service for sending direct mail). Business grew steadily, laying the foundation of the Septeni Group.



Mamoru Nanamura, Founder of the Company



The Septeni Group is not affiliated with any conglomerate. We commenced business with hardly any capital, human resources or operations. Our staff's wisdom and ideas alone were our initial assets. We have adopted this phrase as our corporate creed and constantly bear this inaugural spirit in mind as we continue to grow.

## Achieved Strong Growth through the Internet Advertising Business

In 2000, current Representative Director Koki Sato started the Internet Advertising Business as a new business. The Septeni Group grew rapidly as it continued to steadily scale up its business operations for a speedy response to the expansion of the Internet advertising market and constantly changing advertising needs. In addition to opening regional bases, we also expanded our business domains through M&A and other methods.

2000 Apr.	Started the Internet Advertising Business		
2001 Aug.	Listed on JASDAQ		
2003 Jul.	Established Osaka sales office (currently Kansai Branch office of SEPTENI CO., LTD.)		
2004 Jun.	Acquired Tricorn Corporation as a subsidiary		
2005 Jan.	Established SEPTENI CROSSGATE CO., LTD.		
2006 Apr.	Established SEPTENI DIRECTMARKETING CO., LTD.		
Oct.	Became a holding company under the trade name SEPTENI HOLDINGS CO., LTD.		
	The Internet Advertising Business was taken over by SEPTENI CO., LTD. through an incorporation-type company split, and the Direct Marketing Business was taken over by SEPTENI DIRECTMARKETING CO., LTD. through an absorption-type company split		
2009 Oct.	Established MANGO Inc.		
2010 Nov.	Established High Score, Inc.		
2011 Oct.	Established SEPTENI VENTURES Co., Ltd.		

#### 2012 onward

2020 30th Anniversary

Entered Our Next Growth Phase through a Capital and Business Alliance with the Dentsu Group, in Addition to Organic Growth through a Focus on Growth Areas

While focusing on smartphone advertising and social media-related services such as Facebook, which were high-growth fields at the time, and expanding overseas, mainly in North America and Asia, we were also aggressively developing a new business, the manga content business, to become a second pillar of our operations alongside the advertising business. We launched this business in 2013.

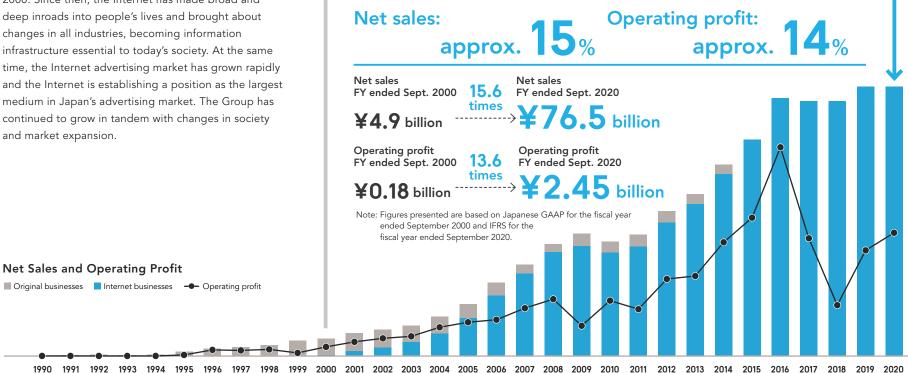
As the digital shift accelerates and the digital advertising market expands, our new priority domains are brand advertising and e-commerce advertising, where needs are increasing, and where we intend to grow our business. We have also been in a business alliance with the Dentsu Group since January 2019, and through this alliance as well as organic business growth we will accelerate the growth of the Group with the aim of taking our business development one step further.

2012	Mar.	Began conducting the Internet Advertising Business outside Japan		
2013	Feb.	Established COMICSMART, Inc. and started the Manga Content Business		
*************	Mar.	Established SEPTENI TECHNOLOGY CO., LTD. (currently FLINTERS VIETNAM CO., LTD.)		
	Oct.	Established Vivivit, Inc.		
2014	Jan.	Established Septeni Original, Inc. (currently FLINTERS, Inc.)		
	Oct.	Sold all shares of SEPTENI DIRECTMARKETING CO., LTD.		
		Established gooddo Inc.		
2016 Oct.		Established TowaStela, Inc.		
		Acquired the shares of Lion Digital Global LTD. through Septeni Asia Pacific Pte. Ltd. and made it a subsidiary		
2017	Apr.	Established Septeni Ad Creative, Inc.		
	Sep.	Established Delight Tube, Inc.		
2018	Jan.	Established Milogos, Inc.		
	Apr.	Established SIGNCOSIGN, INC.		
	Oct.	SEPTENI HOLDINGS CO., LTD. entered a capital and business alliance with Dentsu Inc. (currently Dentsu Group Inc.)		
2019	Jan.	Established Septeni Incubate, Inc.		
2020	Mar.	Established PERF, Inc.		
	Oct.	Established LIVAND, Inc.		
	Nov.	Established Alphable, Inc.		
2021	Jan.	Established Septeni Data Solutions, Inc.		
		Established Human Capital Lab, Inc.		



#### The Power to Grow by Addressing Change

The Septeni Group started its Internet businesses in 2000. Since then, the Internet has made broad and deep inroads into people's lives and brought about changes in all industries, becoming information infrastructure essential to today's society. At the same time, the Internet advertising market has grown rapidly and the Internet is establishing a position as the largest medium in Japan's advertising market. The Group has continued to grow in tandem with changes in society and market expansion.



year ended September 2000

**Original Businesses** 

**Internet Businesses** 

Average annual growth rates of net sales and operating profit since the fiscal

(Direct marketing, etc.)

(Internet Marketing Business, Media Content Business)

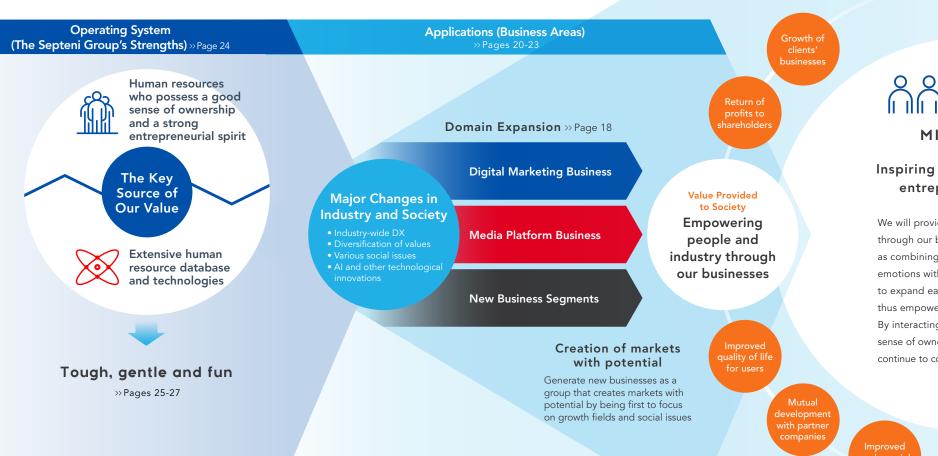
1001 1000				
1994–1998	1999–2003	2004–2007	2008–2013	2014-
Internet usage becomes widespread among the general public	The Internet becomes available anytime and anywhere	Dawn of social media Attempts at cross-advertising with existing media 2004 onward	Evolution of ad technology  Conceptual shift from "buying ad space" to "buying a number of people to reach	Double-digit growth in Internet advertising expenditures continues, with mobile advertising
Era of banner ads	Diversification of advertising methods			driving market expansion
1994 Dial-up connection through telephone	(affiliate marketing, listings)		with information"	The COVID-19 pandemic accelerates the digital shift
lines begins	1999 Advent of i-mode, which enables		2008 iPhone 3G is launched	and DX
1995 Windows 95 is launched	sending and receiving of email and web browsing using mobile phones	media platforms, including Facebook, mixi, YouTube and Twitter	Influx of financial engineering professionals into the Internet market triggered by the	2017 Internet advertising in Japan approaches the level of television advertising in terms of advertising expenditures 2019 Intenet advertising accounts for a greater proportion of Japan's total advertising expenditures than TV media
	2001 Spread of ADSL increases communication speed and lowers prices for home		global financial crisis  2011 LINE services begin	



Integrated Report 2020 INDEX **OUR MISSION** 

#### **Our Value Creation Model**

The Septeni Group's most important asset is its human resources. We hire human resources who possess a good sense of ownership and a strong entrepreneurial spirit, then utilize our extensive human resource database and technologies to optimally deploy and train employees so that each of them can demonstrate peak performance naturally. Moreover, through our unique corporate culture of "tough, gentle and fun," we create new businesses (applications) that are just slightly ahead of the times to empower various stakeholders and industries. In doing so, we aim to carry out our Mission of "Inspiring the world with entrepreneurship."





#### MISSION

# Inspiring the world with entrepreneurship

We will provide new value to industry through our businesses in ways such as combining people's energy and emotions with our unique technologies to expand each individual's abilities, thus empowering people and industry. By interacting with society with a good sense of ownership, our employees will continue to contribute to a better future.

Improved employee job satisfaction

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**OUR MISSION**