

Conviction in "10X"

Conviction

**The achievements of
the alliance with the Dentsu
Group pave the path to "10X"**

Three years have passed since we began our capital and business alliance with the Dentsu Group. Since then we have steadily produced results, from dramatic improvements in earnings and productivity to continuously expanding our share of Japan's digital advertising market and more. Now we stand poised to embark on a new path toward "10X" - our next stage of dramatic growth.

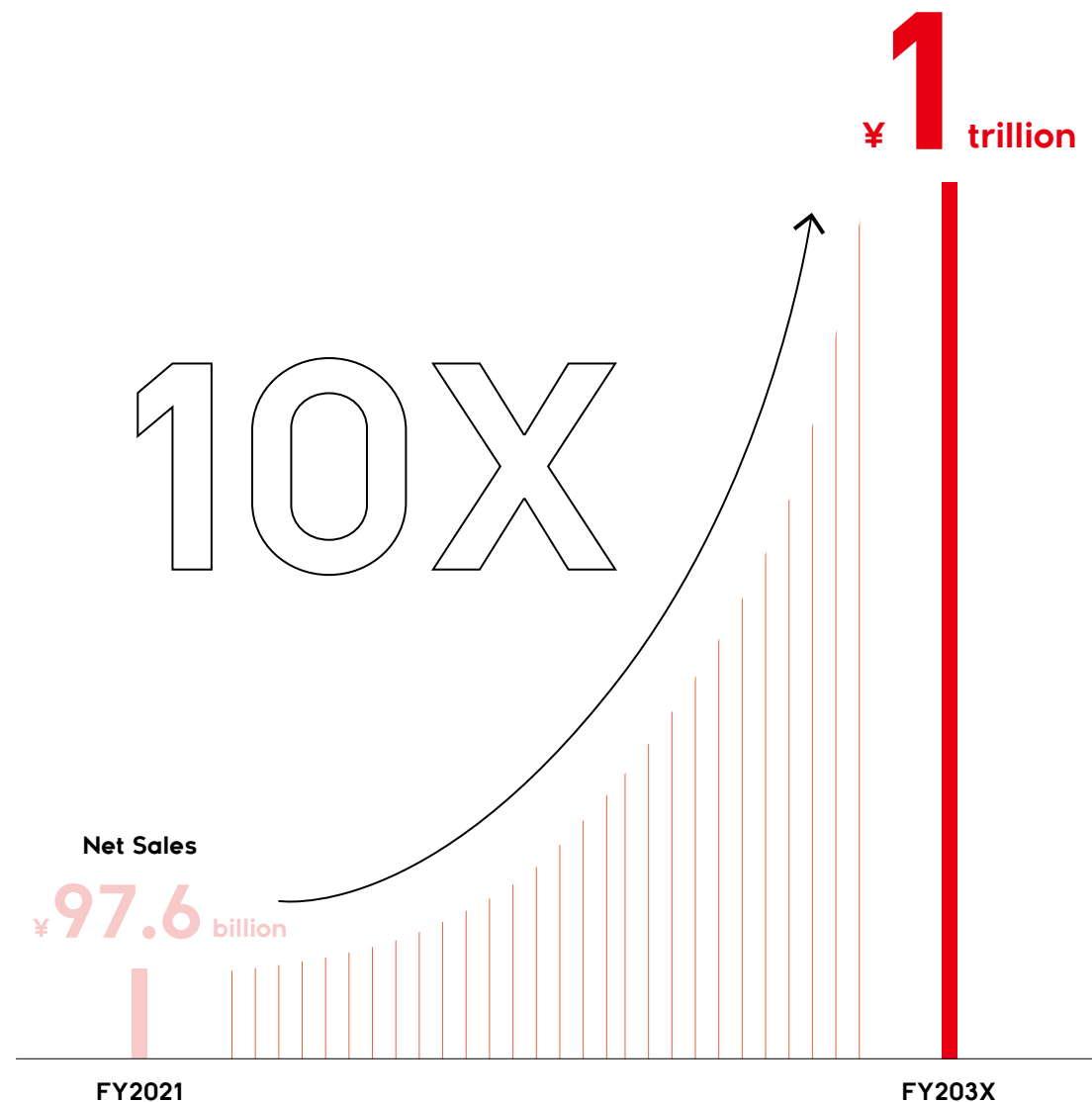
Conviction in "10X"

Achieving "10X" expeditiously, as a group of companies with a startup mentality

From 2000 when we launched our internet advertising business through 2021, our CAGR on net sales in online business has grown at a high rate of 34%.

With digital marketing primed to take on a new level of importance in future society, we are targeting net sales of one trillion yen as our next stage of growth. The keys to achieving that will be to grow the scale of our business and increase the value we can provide. As our talented people brimming with entrepreneurial spirit generate one new business after another through their advance insight on changes in society, the pace of our growth will further accelerate.

► See "Message from the President" from page 9 for our ideology behind "10X."



Conviction in "10X"

Innovation

**Providing services with
the most value,
to the most clients**

Through the combined strengths of the Septeni Group and Dentsu Group, our marketing proposals integrate digital (online) and mass (offline) advertising. We aim to be the largest digital marketing partner in Japan, capable of providing services with the most value to the largest number of clients.



Conviction in "10X"

Expansion into new areas of DX made possible through Japan's best in the business

By maximizing synergies in both size and function by deepening our alliance, our core fields of advertising, content, solutions, and commerce have been evolving.

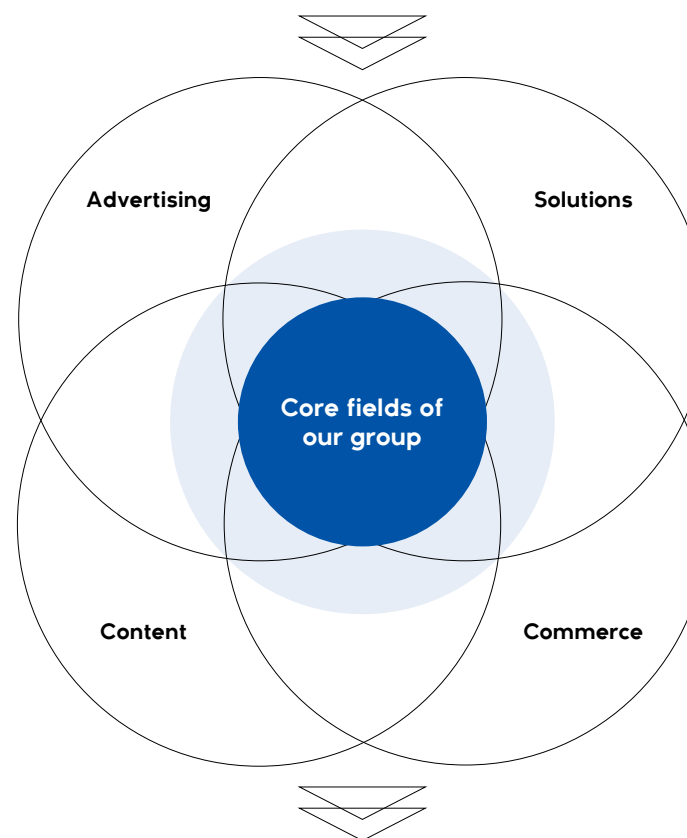
Based on this evolved business structure, we assist the DX of all types of clients in any industry, business field and community as we support their business growth. We aim to be an indispensable presence in digital society.

► See "Strategy and Performance" from page 26 for more about our expansion into new fields of DX.

SEPTENI



dentsu



Expansion into new DX fields

Conviction in "10X"

Foundation

**Our founding spirit, to empower
people and industry**

We are in constant pursuit of our mission, "Inspiring the world with entrepreneurship." Our primary goal always has been and always will be to seize on the changes in the times and impact society positively through business.



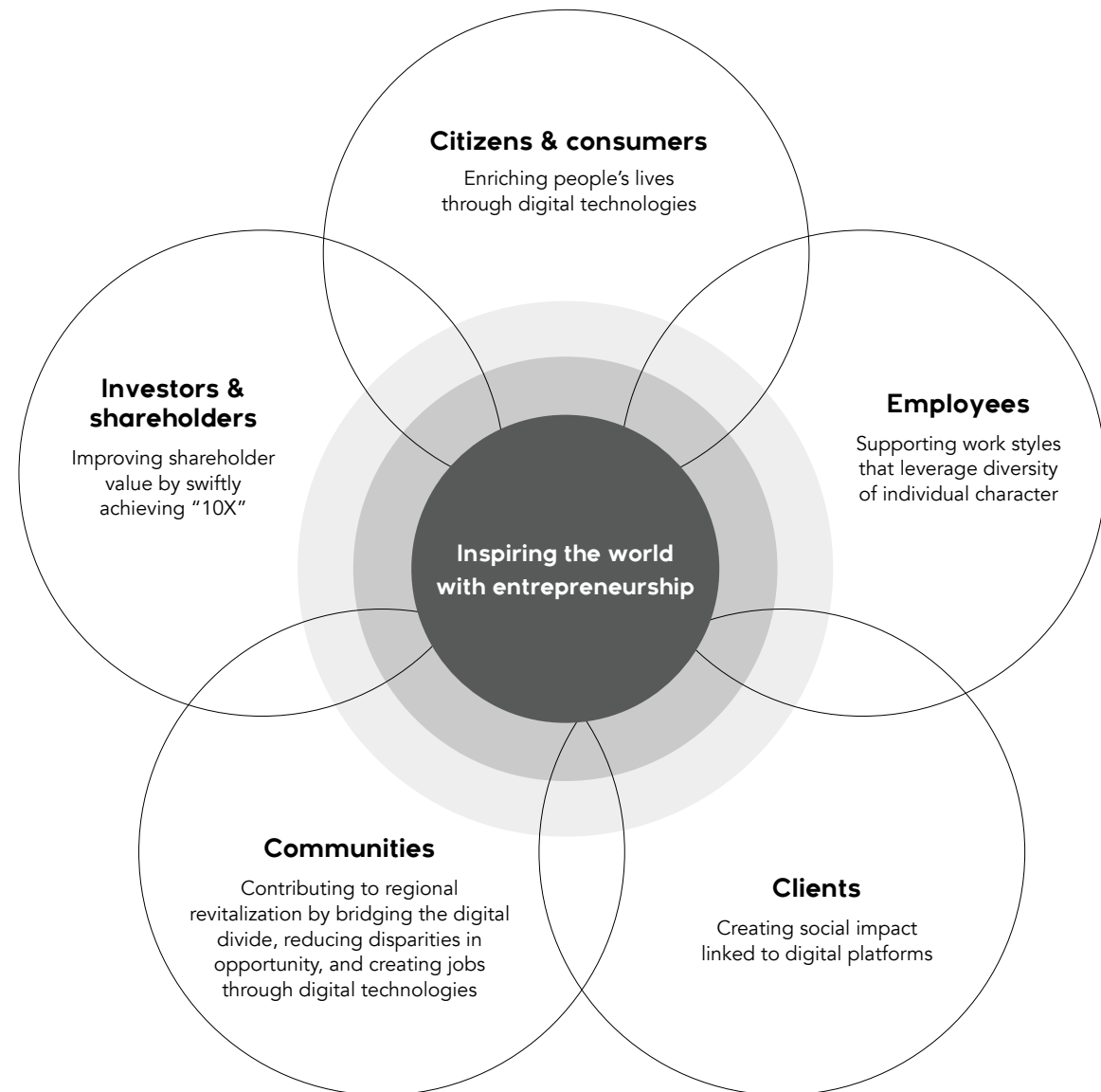
Conviction in "10X"

Our corporate philosophy, a driving force for social innovation

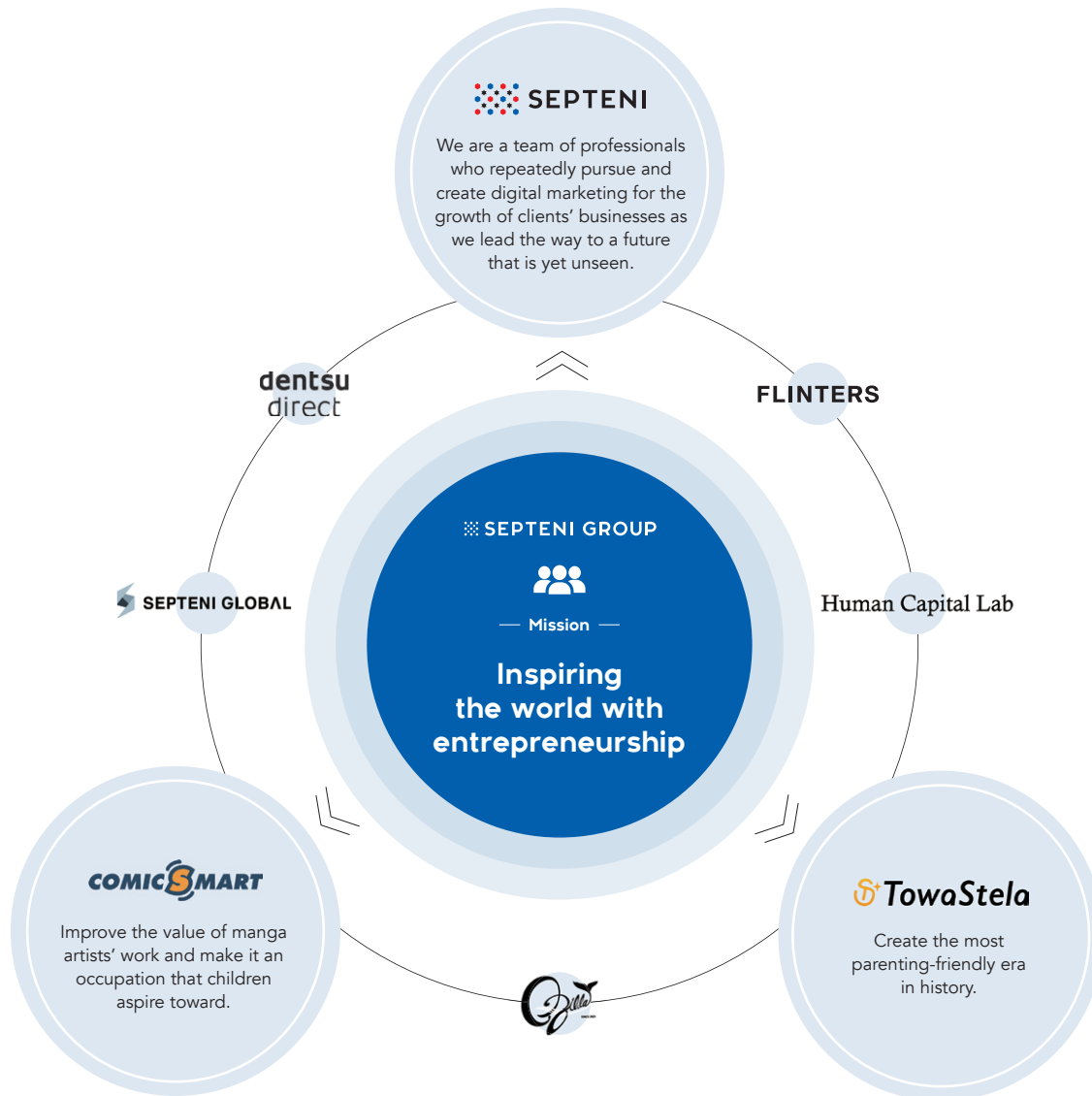
We empower people and industry through business by accepting each other's individuality, harnessing synergistic effects from their everyone's individual character and expertise, and enjoying the process of continuously pursuing even greater opportunities while doing so.

In addition to boosting shareholder value, expanding the size of our business also creates sizable multi-stakeholder value and involves playing a significant role in society. We will transform business and society to be more sustainable. That is our purpose as a company.

► See "Sustainability" from page 38 for more about the value we provide to stakeholders.



Septeni Group Mission



Mission

Inspiring the world with entrepreneurship

What do we exist for?

What is our purpose in society?

These are expressed by our mission, to

"Inspiring the world with entrepreneurship."

The Septeni Group empowers people and industry through business by accepting each other's individuality, harnessing synergistic effects from their everyone's individual character and expertise, and enjoying the process of continuously pursuing even greater opportunities while doing so.

This is our distinctive brand of entrepreneurship which becomes transformed into the philosophies of our group companies in their respective businesses, while at the same time developing as the driving force behind the Septeni Group as a whole.