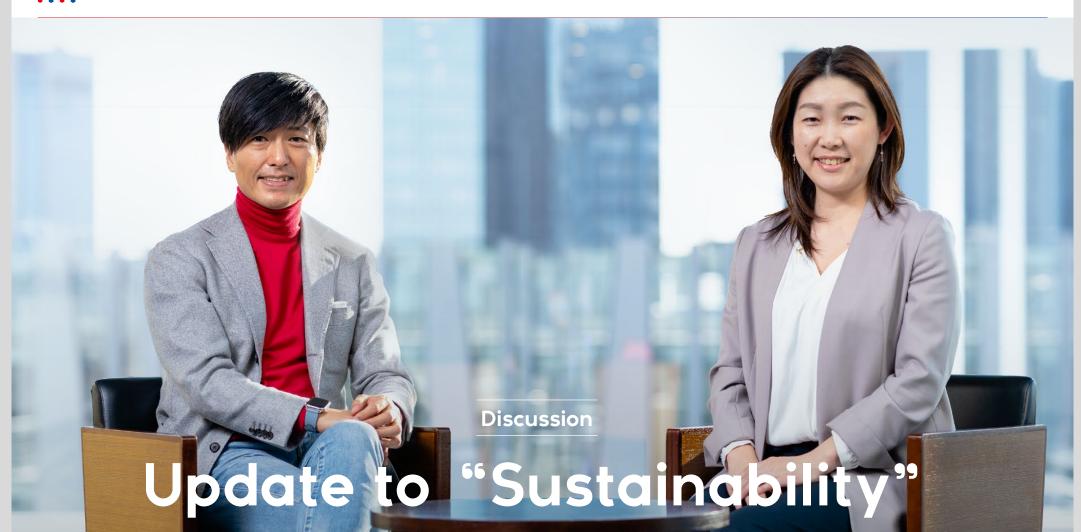




# Sustainability

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SEPTENI

Representative Director and President, SEPTENI HOLDINGS CO., LTD. Group President and Chief Executive Officer



General Manager Public Relations Department

In January 2022, the Septeni Group newly declared its ambitions toward sustainability and established the Sustainability Committee. Representative Director and President Koki Sato and Sustainability Committee member Yoko Miyazaki from the Public Relations Department discussed the background behind this and the structure, as well as the Group's outlook and related initiatives going forward.

Discussion: Update to "Sustainability"

The Sustainability Committee is an implementation team tasked with making business activities themselves sustainable.

Sato: In the past, we had been working on activities to tangibly visualize the positive impacts of the Septeni Group's business on society. We are particularly firm in believing that environments that generate entrepreneurship and investments in human capital will inevitably be reflected in the form of long-term financial



returns. However, we thought more deeply about how to communicate these initiatives to stakeholders in a way they can better understand, which led to us establishing the Sustainability Committee.

First, we needed to bolster and organize systems and teams for communicating with the outside world, so we established the Sustainability Committee as an update of our CSR Committee and gave it a significantly higher position in our hierarchy. The CSR Committee had been under the direct control of the president, but the Sustainability Committee is an advisory body for our Board of Directors. It receives requests from the Board of Directors while engaging in activities that contribute to long-term business growth, then provides feedback on these activities back to the Board of Directors.

As opposed to a general advisory board, the role of the committee is to make our business and corporate activities themselves more sustainable and to become an implementation team for business transformation. For that reason we added Outside Director Yoshiki Ishikawa, who has extensive knowledge in the field of sustainability, as an advisor to the committee. We also structured the personnel of the committee with employees playing the central roles, in a way that enables the generation who represent the Septeni Group's future to actively participate. Miyazaki: I believe that having engaged in so many CSR activities is precisely what made this update to our operational infrastructure possible. Assigning someone in charge of ESG for each business domain is also a big change from the way our organization worked before. This is likely to become an extremely important infrastructure that will make our business sustainable.



# "Serious" team lineup with maximum diversity to generate social impact

**Sato:** For the personnel makeup of the committee, we emphasized promoting diversity and inclusion, particularly the elimination of gender gaps. There are three female members on the committee. There are also two younger members of the committee representing the future generation, one of whom is in their second year with the company. It is a meeting that is conducive to participation

# Discussion: Update to "Sustainability"

and speaking up regardless of position, age range, or gender, and has the most diverse membership of any meeting body in the Septeni Group. That shows just how serious we are about this initiative.

Miyazaki: The Septeni Group has always had a culture of providing all types of opportunities to those who act on their own initiative, regardless of gender, age, or nationality. I still also thought that this diverse lineup of committee members sent a powerful message in the pursuit of diversity and inclusion.

# Working on setting KPIs and establishing data infrastructure as top priorities

Sato: There will probably be many projects from a long-term perspective among our sustainability efforts, but I also consider it important to comprehensively explain our short-term initiatives and progress to stakeholders. And as we implement the single fiscal year or medium-term business plans for each individual business activity, we also need KPIs indicative of both short and medium-term effects and long-term effects to show that our sustainability activities actually are making the Septeni Group more sustainable. I think what we need to work on right now is to set these KPIs and establish the data infrastructure for managing them.

For human resources, we have been establishing HR technology platforms over the past 10 years or more. From these, we have obtained our own original algorithms by teaching them to AI, which we are fully utilizing in the form of predictions for organizational operations and business activities. This has enabled us to visualize our human capital. I think that visualized value of human capital through scores for each individual is a unique metric to disclose, which might even be unprecedented in the world. Miyazaki: I would like to work on establishing data infrastructure that makes it possible to visualize business activities that positively impact society. CSR and business have often been seen as somewhat separate until now, both inside and outside the Septeni Group. Therefore, I also consider it an important role of the Sustainability Committee to visualize how the company and society are connected and to create contact points from a variety of perspectives to make more employees aware of how their work is connected to the advancement of society. Can you offer any advice on visualizing this overlap and instilling it into our employees' minds?

Sato: In my opinion, the difficult thing about instilling this mentality in-house is getting the business departments to understand it. It is probably not very easy to bridge the gap between the perspectives of sustainability activities that look 30 or 50 years into the future, and the business side that is focused on today, and this week. Ultimately, we will need to improve literacy by remaining diligent in our efforts and actions. Continuously engaging in these activities will exponentially increase the number of those who cooperate and understand. That itself is another sustainable activity.

# Exploring and engaging in activities that only the Septeni Group can engineer in the social field

Sato: Breaking down ESG into its three components, initiatives in the Septeni Group for governance (G) are making good progress, so our current key topics aim to leverage the strengths of the Group in areas related to social (S).

More specifically, first is to promote diversity & Inclusion. To make the most of our human capital, we are establishing environments where anyone who works in the Septeni Group is able to exercise entrepreneurship and thrive.

Next is to improve transparency and soundness. In the digital marketing industry, there have been increasing calls for transparency and soundness from the perspectives of data management and privacy protection in recent years. We will take leadership in working on initiatives that make the industry more sound as a whole.

Last is leveraging AI. We have a knowledge base gained from leveraging AI in our human resources infrastructure. I want us to give this knowledge from our past initiatives back to society to help make relationships between people and organizations smoother, while at the same time maintaining our connections throughout the world. If we can do that, in addition to growing our own business we will also be helping to make society happier and more prosperous.

# Discussion: Update to "Sustainability"

**₩** SEPTENI

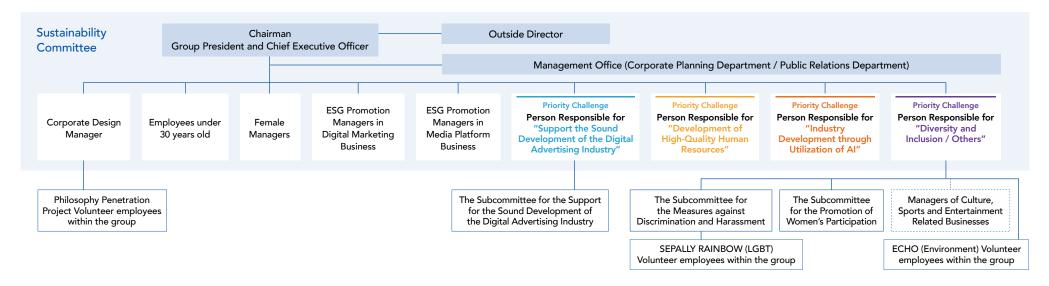
**Miyazaki:** That is what we have been doing to this point, but I think we should also adjust these priority challenges when our sustainability efforts bring to light any new topics to address.

**Sato:** Indeed. In addition to that, I also want to develop the Sustainability Committee itself even more going forward. I want to turn it into a unit with a direct multi-stakeholder interface. For example, the committee can interact with all kinds of individuals who are related to the Group, from investors and clients to business partners as well as employees and their families, and get them involved in our activities. That is the final form that I have in mind for the Sustainability Committee.

Miyazaki: It will be quite intriguing if we can accomplish that.



# **Sustainability Committee Organizational Chart**



#### **Messages from Outside Directors**

SEPTENI

## I look forward to seeing the path for non-financial capital to contribute to business value

The Septeni Group has established its new Sustainability Committee as an advisory body for our Board of Directors. Our Group is discussing materiality from long-term (through 2050) and multi-stakeholder perspectives and provides reports and opinions to the Board of Directors, including up-to-the-minute progress, with the aim of continuously increasing our business value.

The committee is scheduled to meet once per quarter in its first fiscal year in FY2022. Diverse committee members have been selected from throughout the Group, and they are engaging in lively discussions. When doing so, rather than general or all-encompassing discussions, they aim to establish strategic metrics for our materiality purely from the perspective

of continuously improving our business value. At the same time, they also plan to coordinate how to deal with changes in the environment (= sustainability policies) surrounding our materiality (risks, opportunities.)

I also participate in this committee as an advisor. I am interested to see how the sustainability activities and non-financial capital that the Group has worked on in the past—particularly the use of AI to make the most of our human assets—will contribute to increased business value, and I am looking forward to seeing it actually happen. I also hope to contribute.

As always, I look forward to the continued support and encouragement of our shareholders.

**Yoshiki Ishikawa**Outside Director
SEPTENI HOLDINGS

CO., LTD.



# **Priority Challenges and Identification Process**

The Septeni Group established the Sustainability Committee in January 2022.

By updating our CSR activities that we have been working on since 2016, we are more actively promoting activities in accordance with our priority challenges.

# Identification and verification of priority challenges

In 2016, the Septeni Group established the CSR Committee and has been working to help resolve social issues through its businesses. The numerous challenges that have emerged in modern society and their effects cannot be separated from both corporate and business activities. In order to achieve sustainable development together with our stakeholders, we believe it is necessary to proactively address these issues and continue to contribute to solving them. For this reason, we have made it our policy to "contribute to the resolution of social issues through our business" in our existing CSR activities.

In promoting activities, we identified five priority challenges from among a number of social issues, based on a comprehensive assessment of "stakeholders' expectations of the Septeni Group" and "importance to the Septeni Group's business." In the identification process, priority challenges are first discussed mainly by the CSR Committee, and their appropriateness is confirmed by the Board of Directors. In addition, the specified challenges are reviewed on a regular basis, and priority themes may be replaced or redefined in light of the situation of society and the Septeni Group. We also examine risks and opportunities through the above process.

In January 2022, we shifted to a Sustainability Committee structure and once again reviewed our priority challenges. Currently, we are working on five priority challenges: "Industry Development through Utilization of Al," "Development of High-Quality Human Resources,"
"Diversity and Inclusion," "Support the Sound and
Development of the Digital Advertising Industry," and
"Support for Culture, Sports and the Entertainment
Industry." We will continue to update the issues to better
suit society and the circumstances surrounding the
Company, as we aim to conduct sustainability activities to

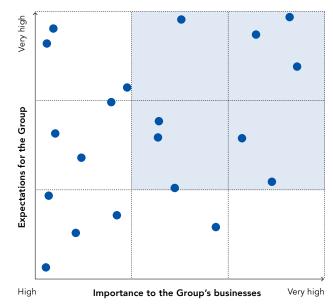
enhance our corporate value.

Currently, we are discussing the establishment of KPIs and data disclosure for each issue, and are working on quantitative disclosure of our activities so that they can be evaluated by our stakeholders.

#### **Identification Process**



# Image map of sustainability priority challenges



# Priority Challenges in the Septeni Group

	Priority Challenge	Value Provided to Society	Initiatives in FY2021
1	Industry Development through Utilization of Al	We aim to generate innovations in various industries through the use of AI. We are also working to help drive labor productivity improvements through the use of AI in HR.	<ul> <li>Leveraging Al in HR technology Human Capital Lab, Inc. now offers the "HaKaSe Onboard" DX service that supports employee onboarding. We are actively working to help improve labor productivity through support that enables employees to quickly become contributors.</li> <li>Leveraging Al in digital marketing We built display advertising creative production method Odd-Al Creation, which utilizes the advertising creative solution tool Odd-Al that predicts advertising effects with Al among other functions. We have now launched it as a service, as we aim to maximize advertising effects through synergies between humans and Al.</li> </ul>
2	Development of High–Quality Human Resources	We aim to create open innovation by illuminating the "structure of human resources development" from a scientific perspective and sharing it broadly throughout society.	Within the Group, we are building a comprehensively streamlined data-utilizing HR value chain that spans from hiring and onboarding to learning and development. We provide information that goes beyond the boundaries of the company itself, including our Digital HR Project human resources development research website where we provide the outside world with quantitative verification reports on the changes in HR management under remote work, compiled from our accumulated databases. These activities have also garnered outside recognition, including six consecutive years of receiving HR Technology Awards.
3	Diversity & Inclusion  5 the property of the p	We aim to create a society where everyone can be themselves and thrive by eliminating gender gaps and establishing work environments where discrimination and harassment do not occur. At the same time, we also aim to help improve labor productivity.	In May 2021 we held our first ever Group-wide Diversity Month. For one month, we organized an intensive series of diversity and inclusion-related events and strived to raise awareness among all members of the Group. In addition to efforts such as promoting women's participation and LGBT-related initiatives, we also spread awareness about diversity of experience by presenting the annual Diversity Awards, which were launched in 2020. We are pushing forward with activities to generate innovation through diversity of experience and perspectives while ensuring the psychological safety for anyone to be able to participate and thrive in the workplace with peace of mind.
4	Support the Sound Development of the Digital Advertising Industry	We are engaged in activities aimed at achieving a safe, secure digital society by helping to develop the digital advertising market to be more sound, robust, and exciting.	We work on brand safety, ad verification, and other initiatives to improve the quality of advertising. These efforts have been recognized with JICDAQ certification as a quality verified business in both the "exclusion of invalid distribution, including ad fraud" and "ensuring brand safety according to the quality of advertising destinations" categories. We are also dedicatedly tackling other issues in the industry, including initiatives related to influencer marketing and cookieless capabilities.
5	Support for Culture, Sports and the Entertainment Industry	We aim to create a world filled with inspiration while contributing to the advancement of industry by supporting athletes along with sports and players in new genres and advancing DX in the realms of manga and anime.	Top foil fencer Toshiya Saito has been hired by the Septeni Group as a new graduate employee. We support the ambitions of our employees who participate in sports. We have also formed the Septeni Raptures professional dance team to participate in the D.League professional dance league originated in Japan. In culture and entertainment, we aim to advance DX utilizing technology in the anime industry. We established the anime studio Qzil.la and are releasing various types of productions.





2 Development of High–Quality Human Resources

Read more about our efforts "Industry Development through Utilization of AI" here



Read more about our efforts in "Development of High-Quality Human Resources" here.



As our society shifts to digital, the Septeni Group is actively working on many efforts utilizing technology to solve society's problems while adding an extra flourish of prosperity.

# Leveraging data in digital marketing

In the Septeni Group, we develop and provide our own original AI data solutions. In 2022 we began working on capabilities for the video format of display advertising creative production method Odd-AI Creation, which utilizes AI. We are pushing forward with activities that aim to provide high-quality digital marketing solutions for the needs of our clients, with a focus on synergies between humans and technologies.

# Using data according to digital HR guidelines

Data-using HR initiatives in the Septeni Group (Digital HR) seek to maximize the growth of the individual. With the belief that "increases in corporate value are achieved through the growth of individuals," we thoroughly adhere to the three principles of mutual benefit, building trust, and controlling risk, so that these initiatives can remain beneficial to both individuals and the company. Based on this concept, we work to improve the literacy of Group employees involved with digital HR and promote understanding on the individual level by formulating digital HR guidelines and publishing them internally and

SEPTENI

デジタルHR

ガイドライン

externally, as we continue our

efforts to produce all-around benefits for individuals,

companies, and society.

# Addressing Social Issues with Al Human Resources

#### **Human Capital Lab and the HR Development Equation**

Human Capital Lab was established within Septeni Holdings in the Septeni Group as an institution dedicated to research on HR data in order to maximize the performance of each individual employee. It is utilized for making business decisions and human resources development.

Research activities at Human Capital Lab are ongoing, analyzing vast amounts of personnel data accumulated over more than 20 years with the aim of illuminating the "structure of human resources development" from a scientific perspective. Human Capital Lab will continue working to create even more innovation through

activities such as externally publishing and communicating case studies and research findings from within the Septeni Group, and joint research with other companies and universities.

In the Septeni Group, we define the concept of human resources development not as "developing" but as "development through accumulation of good experience in the workplace." The idea is that mutual interaction between the individual characteristics people are born with and the environments surrounding them influences their growth. We define the environment (E) in the workplace as the team (T) plus the work (W), and we believe that the higher the affinity between these two factors and the individual characteristics of the person (P), the higher the likelihood that it will lead to significant growth (G).

# The HR Development Equation

Growth Personality Environment Team Work

G = P × E ( T + W )

# Priority Challenges I Industry Development through Utilization of Al Development of High-Quality Human Resources

#### Building an HR value chain in the Septeni Group

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We leveraged the human resources databases we had accumulated over the years to build an HR value chain that designs comprehensively streamlined services from hiring to onboarding through learning and development. In hiring, Al is used to calculate the likelihood of the hired candidates succeeding after they join the company, and we use it as a reference and as supporting materials when conducting HR evaluations. By providing "career feedback" materials for prospective employees to envision their own career paths after joining the company, we have also eliminated gaps between before and after joining the company which has improved the ratio of candidates who accept our job offers. In onboarding, we utilize compatibility models derived from our own original "HR development equation" for job assignments by compatibility, based on quantitative calculations of work environments that individuals can adapt to more easily. For new employees, we are also actively

deploying initiatives to help them quickly become contributors, such as providing "adaptation plans" based on their own strengths and stumbling points.

# Leveraging research to help solve social problems through business

Based on research in addition to technology and experience accumulated in the Septeni Group, we established digital HR cloud services and consulting company Human Capital Lab, Inc. in 2021. Maximizing human assets is a key topic in Japan, where the working-age population is projected to decrease by 40% over 40 years starting in 2020\*. Human Capital Lab aims to maximize human assets and develop its business by leveraging the latest technologies to help deliver solutions to HR issues that companies and industries face.

- For details, see "Expanding into New Business Segments" on page 37.
- \* Reference: Cabinet Office, SNA (National Accounts of Japan) Annual Report on National Accounts (GDP by industry, etc.)

# **VOICE**

#### Shu Murakami

Recruitment Planning Section, Recruitment Planning Department Septeni Holdings Co., Ltd.



We are also building systems to properly manage the handling of personal information during hiring considerations according to our Digital HR Guidelines. Through individualized feedback, we also want those who are interested in our company to feel reassured and be able to make a career choice they feel confident about.

# Quantification technologies and databases

## When considering assignments



## "Job assignments by compatibility"

Decided by calculating compatibility with staff and job description at the assignment destination

## When joining the company



## "Adaptation plans"

Explain how to relate to the staff and the job at the assignment destination

#### Every three months after joining the company



## "Adaptation assessments"

Visualize level of adaptation to the assignment destination, promote swift adaptation

Priority Challenges I Industry Development through Utilization of Al Development of High-Quality Human Resources

# **Evaluations from Outside the Company**



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10th annual Japan HR Challenge Awards 2021 Innovation Award Septeni Holdings Co., Ltd.

Our efforts carefully utilizing HR data while learning the health and safety status of employees even in remote work arrangements, and building mechanisms for managing in a way that suits each individual person, were recognized as revolutionary.



Sixth annual HR Technology Awards in 2021 **Excellence Award, Recruitment Category** Septeni Holdings Co., Ltd.

Cogress media services for individualized career support, and Data Feedback Screening which gives students feedback on their hiring results and provides career development opportunities, were recognized as beneficial initiatives for both students and companies.



Sixth annual HR Technology Awards in 2021 Regional Revitalization Award Mango, Inc.

Initiatives using digital HR that have achieved results such as increasing the number of entries from students in other prefectures five-fold in three years and sharing this expertise to make Miyazaki Prefecture as a whole more competitive at attracting talent were recognized as contributing to regional revitalization.



Sixth annual HR Technology Awards in 2021 **Encouragement Award** Human Capital Lab, Inc.

DX service HaKaSe Onboard which leads to success in both the onboarding of new employees and in DX was recognized as a service that can contribute to rates of return on investment in human resources by increasing repeatability from hiring through development to the point of swiftly becoming workplace contributors.



2022 Edition of Best Workplaces in Japan rankings Large company category: 10th place

Rankings are determined through two types of surveys, one for employees and the other for companies. The Septeni Group has been selected as a "best company" for 11 consecutive years.

#### **Messages from Outside Directors**

# Our mechanisms offering individuals opportunities for accelerated growth are an important weapon for investing in human capital

Through discussions in the Nomination Advisory Committee and Board of Directors, we have come to strongly feel that our people are the true source of added value creation. We see human resources development as investing in human capital rather than HR management. The idea is that maximizing the performance of each individual contributes to continuously increasing business value.

Based on the philosophy of human resources development not being "developing" but rather "development through accumulation of good experience in the workplace," we employ our own original "HR development equation" focused on establishing work environments suitable for the growth of each individual.

HR technology has recently been garnering attention, but the Septeni Group has been accumulating vast amounts of HR data

over the course of over 20 years and using it with various technologies including AI to produce major results in HR measures. Since we have quantified work environments and compatibility, we are able to make swift, timely decisions as a mechanism for providing rank-skipping and job assignments to individuals as opportunities for accelerated growth. This is a particularly important weapon for our investments in human capital. As a result, we are able to develop managers and leaders of the highest caliber.

One issue is that although we have accelerated development among employees in their 20s and made them contributors sooner, it feels like the spark of entrepreneurship is taking longer to ignite in our younger employees as our company increases in size. I would like to utilize AI human resources even more to help accelerate the pace

of growth opportunities provided to our young digital natives. We will continue striving to "inspire the world with entrepreneurship."

## **Etsuko Okajima Outside Director** Septeni Holdings

Co., Ltd.



Read more about our efforts in "Diversity & Inclusion" here



The Septeni Group promotes diversity and inclusion based on the idea that employees of all backgrounds regardless of gender, age, or nationality, achieving maximum performance in their own respective ways, will lead to sustainable growth for the Group.

# **Promoting Diversity & Inclusion**

In the Septeni Group, we respect all types of human rights and accept each other's diversity. We implement work styles that leverage the strengths of each individual as we promote diversity and inclusion with the aim of channeling diversity into competitive strength.

We established our Group-wide Diversity Awards in 2020 to instill awareness internally of the significance and benefits of these activities and signal the Septeni Group's proactive intentions both internally and externally. We accept ideas for "initiatives to create environments where each individual can thrive and generate both innovations and achievements" and award prizes at the Group Kickoff to entries received which are judged to have particularly high value.

Since 2021, we have also been celebrating Diversity Month. For one month, we organize an intensive series of events with the goal of having everyone take ownership of promoting diversity and inclusion.



## **LGBT-related Initiatives**

We have established the Group-wide LGBT and allies network Sepally Rainbow, which is actively engaged in "creating workplaces that increase job satisfaction for all employees regardless of whether they are LGBT through better understanding of LGBTs and having more allies.

Our awareness activities during Diversity Month in 2021 were conducted from many different touchpoints, including an online screening of the Japanese film *Kalanchoe no Hana* on the topic of group paranoia toward LGBTs.

work with Pride

These ongoing initiatives have been recognized for the fourth consecutive year with a Gold ranking in the PRIDE Index, an initiative that supports sexual minorities in the workplace.

# Measures Against Discrimination & Harassment

The strengths of each individual can be leveraged by establishing work environments where no one is discriminated against according to their gender, age, nationality, race, ethnicity, religion, principles, beliefs, social status, disabilities, sexual orientation, or gender identity. The Septeni Group is establishing such environments by conducting harassment training sessions for newly appointed managers, as well as initiatives such as e-learning on the topic of "advertising expressions"

that are considerate of human rights" to prevent and eliminate harassment.

# **Promoting Women's Participation**

We have been actively promoting women's participation since 2010. Striving to stay ahead of changes in our employees' life stages, expectations of society, and other social changes, we explore and implement measures accordingly to enable employees from various backgrounds to work and thrive with a sense of security.

The ratio of female managers at our major Group companies in Japan was 22% in 2021, representing good progress from the 16.7% ratio in 2018. Going forward, we intend to achieve a 25% female manager ratio in 2023 through in-house awareness-raising activities as well as supporting both male and female employees in smoothly taking childcare leave and other support such as for working parents to balance their work and home lives.

Goal for promoting women's participation: Female manager ratio (major Group companies in Japan)



# Priority Challenge 3 Diversity & Inclusion

# **TOPICS**

# **Diversity Awards**

The Diversity Awards 2021 was held in October 2021. At this second annual edition of the event, the grand prize was awarded to "Mentor Talk," which broadens employees' career potential by letting them speak casually with a more senior employee who intrigues them, implemented by Septeni Japan, Inc.



Aibi Nishida Recruitment & Training Department **HR Business Partner Division** Septeni Japan, Inc.

## Comments from prize winners

#### Developing diverse careers through Mentor Talk

Since there are few people at our company who we can casually consult about our own careers aside from our direct supervisors, some of us had been lamenting the lack of opportunities to learn about positions and careers outside of the department we belong to. As a solution, we started Mentor Talk as an initiative to connect those who want to consult someone about their careers with those who want to

utilize what they have experienced in their own careers to help others. This award is recognition for utilizing the diversity of experiences and careers within the company, and I am tremendously happy about it. We will continue providing Mentor Talk while making improvements whenever possible so that anyone who needs assistance can casually use it going forward.



Mami Ishii Recruitment & Training Department **HR Business Partner** Division Expert Septeni Japan, Inc.

## **Messages from Outside Directors**

# Recognizing a company culture where diversity-rich initiatives spontaneously occur

Over a year has passed since I was appointed as an outside director for Septeni Holdings. Among all of the various ESG initiatives here during that time, I have been highly impressed by those aimed at facilitating diverse human resources. It goes without saying that diversity management for accepting diverse human resources, and investing in human resources by giving a broad range of opportunities to a broad range of people and promoting their future growth, are very important in terms of social value which is the 'S' in ESG.

One example is the Diversity Awards system to annually recognize employees who worked on measures that contributed to promoting diversity, for which I am also one of the judges. This

fiscal year there was also the pandemic, and we received various reports about supporting employees who are apt to feel lonely when they do not come to the office. Among those efforts, I gave high marks to painstaking measures to support international employees stationed in Japan who are particularly likely to suffer from loneliness. Needless to say, it is minorities such as internationals in Japan who particularly struggle during crisis situations such as these, and I think the company culture in which such measures spontaneously occur is truly wonderful. I would like our stakeholders to all know about our society-friendly initiatives such as these.



Akie Iriyama

Co., Ltd.





# Priority Challenge 4 Support the Sound Development of the Digital Advertising Industry

Read more about our efforts to "Support the Sound Development of the Digital Advertising Industry" here.



The Septeni Group implements initiatives with a focus on the Three Promises by the Septeni Group.

Policy for the sound development of the digital advertising industry

# Three Promises by the Septeni Group

# 1. Sincere response

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We consider integrity to be the basis of everything we do and we will act with the resolve of right and wrong rather than profit and loss. We will remain conscious about the communication of useful information to society through appropriate means that will lead to continual trust in Digital advertising and will act to make all of the people involved smile with the cooperation from the stakeholders.

# 2. Improvement of quality

We will observe the relevant laws and regulations and the rules agreed upon with the parties involved and aim to establish internal operations which preemptively avoids accidents or wrongdoings while moving toward the enhancement of quality service through repeated education and improvement.

# 3. Challenging the possibilities

We will continue the challenge of using new technologies and techniques to enhance the value of Digital advertisements and improve the satisfaction of the stakeholders.

# Addressing challenges in the industry

#### Improve advertising quality initiatives

We provide a variety of solutions and promote ad verification initiatives. We aim to protect advertisers' brands by ensuring that advertisements are not served on inappropriate serving surfaces, and to detect and reduce all types of fraudulent (invalid) traffic, such as impression padding by machines and clicks by bots. In recognition of these activities, JICDAQ certified us as a "Quality Certified Business Operator" for both "exclusion of invalid delivery including ad-fraud" and "assurance of brand safety associated with the quality of ad placements."





# Influencer Marketing Initiatives

In order to prevent various problems related to stealth marketing and to allow all influencers to conduct creative activities and disseminate information with peace of mind, the "3-minute manual for preventing stealth marketing supported by WOMJ" supervised by the WOM Marketing Council is now available on GANMA! This manga is supervised by the WOM Marketing Council, an organization specializing in consumer-to-consumer

communication marketing activities, and conforms to the WOM Marketing Guidelines, reflecting the latest findings at this point in time.



#### Cookie-less Initiatives

Due to the growing importance of data privacy worldwide, platforms such as Apple, Facebook, and Google are increasingly regulating cookies that have been used for digital marketing targeting distribution and effectiveness measurement. In response to this trend, the Septeni Group is providing customized solutions to customers through FLINTERS, a development company with many experienced data engineers, and services utilizing Septeni Japan's proprietary solution "Precog Base." Septeni Japan is also providing services using Septeni Japan's proprietary solution, Precog Base. We are working on educational activities and the development and provision of solutions to realize digital marketing that is more threefold than ever before, with even greater respect for data privacy and appropriate acquisition and management of personal information.

# Priority Challenge 5 Support for Culture, Sports and the Entertainment Industry

Read more about our efforts in "Support for Culture, Sports and the Entertainment Industry" here



Read more about our efforts in "Supporting the Culture, Sports, and Entertainment Industries" here.

We actively support the success of athletes, artists, and others active in a broad range of sports and cultural genres and engage in activities aimed at contributing to the development of industry through the use of technology.

# **Supporting Sports**

SEPTENI

#### Supporting top athletes

We hired two top-level fencers as new graduate employees.



Fencing (Sabre)

#### Shihomi Fukushima

#### **Major Achievements**

- 2015 All Japan Student Fencing Championships Individual: Champion
- 2016 U23 Asian Fencing Championships Team Champion All Japan Student Fencing Championships Individual Champion
- 2020 All Japan Student Fencing Championships Individual Championship
- 2021 Tokyo 2020 Olympic Games Team 5th Place
- 2022 Fencing World Cup Greece Team 2nd Place



Fencing (Foil)

## Toshiya Saito

#### **Major Achievements**

- 2015 All Japan Student Fencing Championships 2nd Place
- 2017 World Fencing Championships Individual 2nd Place All Japan Student Fencing Championships Individual Champion
- 2018 Fencing World Cup Germany Team 3rd Place
- 2019 Asian Fencing Championships Individual 3rd Place
- 2021 Tokyo 2020 Olympic Games Individual 13th Place Team 4th Place

#### **Professional Dance Team Launched**

In August 2020 we formed the Septeni Raptures professional dance team to participate in the D.League professional dance league originated in Japan. With an eclectic group of professional dancers from every genre, the Septeni Raptures create a diverse range of unique vibes at each performance and never fail to captivate audiences with fresh new surprises.



#### **Major Achievements**

- Dai-Ichi Life D.League 2020-2021 season: Overall 5th Place
- Nomination for most valuable dancer (MiYU)
- Won the most rounds during the season which tied the league record

# **Supporting Culture**

Vivivit, Inc. provides the Vivivit portfolio matching service to connect design and art to work by enabling people to find work through postings of productions. Over 2,700 companies across Japan are using Vivivit, which stands alone as Japan's largest platform with over 1.1 million posted productions by designers throughout the country. This service is creating a broad range of connections between designers and companies by facilitating information exchange in the job-hunting activities of designers and the recruitment activities of companies while also eliminating regional disparities.



# Supporting the Entertainment Industry

Aiming to advance DX utilizing technology in the anime industry, we established anime studio Ozil.la in 2021 and are releasing various types of productions.

 For details, see Strategy & Performance > Media Platform Business on page 32.



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The Septeni Group aims to achieve a sustainable society. We strive to reduce our GHG emissions and use resources effectively in order to reduce the environmental impact of our business activities.

# **Environmental Policy and GHG Emissions**

Our Environmental Policy advocates reducing usage of printing paper, actively buying green, and implementing measures to save resources and energy while also recycling. Group-wide volunteer project Echo by Septeni Group was formed under the Sustainability Committee and plays a central role in our environmental initiatives.

The Septeni Group has been making efforts to go paperless with internal documents and invoices while striving for both operational efficiency and lower environmental impact. Our transition to paperless has made great progress since shifting to mostly remote work styles due to the COVID-19 pandemic.

Additionally, since 2019 our business cards have been made with LIMEX, which uses limestone as the primary raw material. Using materials made without water or tree resin reduces our environmental impact.

In this report we are also disclosing our GHG emissions. We are gaining an overall understanding of GHG emissions throughout the Group and also utilizing the information for future environmental initiatives in order to help achieve a decarbonized society. The shift to remote work in 2020 and 2021 has significantly reduced GHG emissions from employee commuting and business travel. The Septeni Group will continue working to balance business activities with lowering our impact on the environment.

## GHG Emissions by Year

			FY ended Sep. 2019		FY ended Sep. 2020			FY ended Sep. 2021		
			Emissions t-CO <sub>2</sub>	Ratio	Emissions t-CO <sub>2</sub>	Ratio	Year-on-year change	Emissions t-CO <sub>2</sub>	Ratio	Year-on-year change
Scope1			4.5	0.1%	5.5	0.1%	1.0	6.9	0.1%	1.4
Scope2		866.4	17.4%	768.5	15.9%	-97.9	719.6	14.8%	-49.0	
			4,117.6	82.5%	4,071.1	84.0%	-46.5	4,138.1	85.1%	67.0
	Category 1	Purchased goods & services	2,572.7	62.5%	2,880.1	70.7%	307.4	3,259.1	78.8%	379.0
	Category 2	Capital goods	102.6	2.5%	111.7	2.7%	9.1	196.1	4.7%	84.4
Scope3	Category 3	Fuel & energy-related activities	129.0	3.1%	119.1	2.9%	-9.9	107.9	2.6%	-11.2
	Category 6	Business travel	692.7	16.8%	368.6	9.1%	-324.1	106.2	2.6%	-262.4
	Category 7	Employee commuting	166.5	4.0%	181.3	4.5%	14.8	35.2	0.8%	-146.2
	Category 8	Leased assets (upstream)	454.2	11.0%	410.2	10.1%	-44.0	433.6	10.5%	23.4
Total		4,988.5		4,845.1		-143.4	4,864.6		19.5	

# **TOPICS**

# Environmental Project Echo by Septeni Group

Group-wide volunteer project *Echo* was launched in 2020. Formed under the Sustainability Committee, this project spreads environmental awareness throughout the Group through activities including the in-Group social media event Sep-Eco Challenge and distributing Loss Flower virtual backgrounds for use in online meetings.

In 2021, we also switched from plastic bottles to aluminum can materials for drinking water distributed to visitors. The aim is to help reduce our environmental impact by using aluminum cans which have a high recycling rate and are highly energy efficient when recycled. Echo is finding ways to spread awareness in the Group about environmental issues by making information available to everyone about the background behind this change of materials and also about environmental problems with plastics.

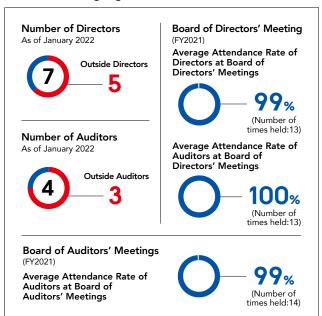


# **Corporate Governance**

# **Basic Approach to Corporate Governance**

The Group considers that its corporate governance is based on the development and operation to ensure that actions are based on the Code of Conduct "Septeni Way" and decisions are made in a transparent, fair and efficient manner, so that compliance with laws and regulations and appropriate supervision (monitoring) of corporate performance are carried out, under the mission of "Inspiring the world with entrepreneurship," which is the Group's corporate philosophy.

#### **Governance Highlights**



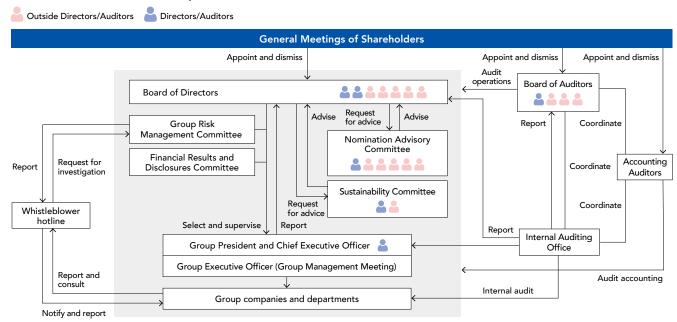
# The Outline of Corporate Governance

The Group is managed under a holding company structure in which the Company is a holding company and its group companies are operating companies. By separating the function of administering its overall business from executing its individual businesses, the Group has been working to facilitate the delegation of authority and strengthen the Company's function of monitoring the Group's businesses.

The Board of Directors shall consist of a majority, at the minimum, of highly independent Outside Directors. The Board currently consists of seven Directors, five of whom are Outside Directors. It determines matters prescribed by

laws and regulations and the Articles of Incorporation and matters concerning the execution of important business and oversees the execution of business. Furthermore, as part of strengthening of its corporate governance system, the Company introduced an executive officer system in January 2017. Under this system, the authority for making decisions and executing business operation is delegated to Executive Officers to the extent permitted by relevant laws and regulations, in order for the Board of Directors to mainly focus on the oversight (monitoring) of the Group Executive Officers who are responsible for the execution of business (monitoring model-oriented).

#### Governance Chart on January 4th, 2022



# **Corporate Governance**

#### Board of Directors

The Group Executive Officers are responsible for the execution of business of the Company, that of the business companies in its group or that across several business companies. The Board of Directors appoints Group Executive Officers in charge of respective areas of business operation, and the Group President and Chief Executive Officer who concurrently serves as Representative Director oversees the execution of business operations by the Group Executive Officers.

Moreover, matters to be resolved at the Board of Directors meetings, those regarding which authority is to be delegated to the Group Executive Officers and those to be reported by the Group Executive Officers to the Company's Board of Directors are clearly stipulated in the regulations of the Board of Directors.

## Group Management Meeting

Group Management Meeting has been established, as a system regarding decision-making on the execution of business, with the functions of supporting decision-making by the Group President and Chief Executive Officer and of considering important managerial matters of the group.

#### ■ Board of Auditors

The Company has adopted a company auditor system. Under the system, there are currently four Company Auditors including three highly independent Outside Auditors. Each Company Auditor audits the execution of business by the Directors, in accordance with the auditing policy, audit plans and so forth determined by the Board of Company Auditors.

#### Various Committees

The Company has established a Group Risk Management Committee that supervises risk management of the group, a Sustainability Committee that promotes sustainability activities to enhance the corporate value and a Financial Results and Disclosures Committee that reviews and evaluates financial results information, information for timely disclosure, etc. In doing so, the Company has put in place a system that clarifies authority and responsibilities and enables prompt and appropriate decision-making. On the other hand, Nomination Advisory Committee, the majority of which consists of Outside Directors, has been established as an optional committee of the Board of Directors to handle personnel matters regarding the group's management team (appointment, dismissal etc. of Directors of the Company, Group Executive Officers and others), in order to ensure the independence, objectivity and accountability of the deliberation process.

#### ■ Executive Session

Meetings attended only by the Outside Directors (Executive Session) are held once a month in principle, thereby securing a place for information exchange and shared awareness from objective standpoints. Outside Auditors, external accounting auditors and other independent outside people may attend such meetings,

## Composition of various committees

	Sustainability Committee	Nomination Advisory Committee	Executive Session
Koki Sato	0	$\circ$	
Etsuko Okajima		$\bigcirc$	$\bigcirc$
Yusuke Asakura		$\circ$	$\bigcirc$
Yoshiki Ishikawa	0	$\bigcirc$	$\circ$
Akie Iriyama		$\circ$	$\bigcirc$
Mio Takaoka		$\bigcirc$	$\bigcirc$
Shuji Yamaguchi			

thereby providing a place for promoting cooperation among independent outside persons.

# Major Agenda Items at the Board of Directors meetings

Major agenda items discussed by the Board of Directors in FY2021 (from October 2020 to September 2021) (excluding regularly scheduled agenda items)

Establishment of Intermediate Holding Company

Update about the Medium-Term Management Policy

Revision of Regular Agenda Items and Schedules of the Board of Directors, etc.

Compliance with the Work Style Reform Law

Proposal for Executive Training Camp

Digital Marketing Business Strategy

Overseas Business Strategy

Media Platform Business Strategy

Transfer of Shares of Subsidiaries

Efforts to ESG

Application for Selection in New Market Segments in Accordance with the Restructuring of the Tokyo Stock Exchange

Standards (Term of office) for the Reelection of Outside Directors

Response to Adoption of Revised Corporate Governance Code

Deepening Capital and Business Alliance with the Dentsu Group



# Evaluation of the Effectiveness of the Board of Directors

With the aim of enhancing the function of the Board of Directors, the Company conducts analysis, evaluation and follow-up examinations of issues on the effectiveness of the Board of Directors once a year in principle. The Company also conducts large-scale and detailed surveys by external third-party institutions once every three years.

In FY2021, the Company reviewed the agendas and schedules of meetings through the discussion at the meetings and a training camp of the Board of Directors, especially to follow up the survey and hearing previously conducted based on advice from external third-party institutions, regarding the operation status of the Board of Directors.

As a result, the Board of Directors is managed appropriately and the specific initiatives to improve its effectiveness are promoted voluntarily under the clear sense of purpose. In addition, ensuring effectiveness of the Board of Directors was confirmed.

Also, as the Company recognizes that there is each room for improvement on balanced discussion, decision-making and reporting etc. to further enhance the quality of the discussion, the Board of Directors of the Company should advance efforts to heighten its effectiveness even more, by proactively implementing measures that lead to resolve these issues.

# Governance since the Capital and Business Alliance with the Dentsu Group

The Company's parent company is Dentsu Group Inc. One of the Company's directors concurrently serves as an executive officer of Dentsu Japan Network of the Dentsu Group Inc. and an executive officer of Dentsu Inc., a subsidiary of Dentsu Group Inc. However, this director is in a position to supervise the execution of business in order to enhance its corporate value as a non-executive director of the Company. In addition, with respect to transactions with the parent company, management guidance fees are determined by agreements between the parties taking into account the content of operations, and interest rates on fund transactions are determined in the same manner as in general transactions with reference to market interest rates. Through these various measures, the Company believes that its business operations are sufficiently independent from the parent company, etc. As a publicly traded company with a parent company, the Company has agreed to maintain its autonomy and independence in the relationship with the parent company under an agreement between the parties. In addition, the majority of the Company's Board of Directors is independent outside directors, and decisions concerning its management are made through discussions based on the viewpoint of protecting minority shareholders. As a result, the Company does not anticipate any harm to the interests of itself or its minority shareholders.

#### Appointment and composition of directors

- One director and one auditor (part-time auditor) will be appointed by Dentsu Group Inc.
- Even after the capital and business alliance, the majority of our directors will be independent outside directors, and our representative directors will be the directors who are not outside directors and who are not appointed by Dentsu Group Inc.

# Cooperation in management autonomy and maintaining listing

 Even after the execution of this alliance, the Dentsu Group respects our autonomy, acts in such a manner as not to conflict with the delisting standards to maintain our listing, and cooperates with us to the reasonable extent.

#### **Handling of Shares**

 Dentsu Group Inc. will not acquire any additional shares of our stock without obtaining our prior written approval.



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# Officer Compensation Plan

In FY2017, the Company introduced a new compensation plan (BIP trust) to more clearly define the relationship between the remuneration of the Company's directors (excluding outside directors and non-residents of Japan) and Executive Officers (excluding non-residents of Japan; collectively, "Directors, etc.") and the Group's business results in the medium to long term as well as the Company's shareholder value, while creating a sound incentive to enhance business results and corporate value in the medium to long term. As a result, remuneration for directors of the Company consists of monthly

compensation and stock compensation, and remuneration for outside directors who are independent from business execution consists of monthly compensation only.

#### **■ BIP Trust**

This is a performance-linked stock compensation plan that aims to establish a clearer relationship between remuneration for Directors, etc. and the value of the Group's stock. The Company's shares are purchased from the market as officer compensation, kept in a trust account and delivered in accordance with the recipient's position and degree of achievement of the performance targets in the Midterm Business Policies.

#### **Director and Auditor Remuneration**

			Total amount of remunerations, etc. by type			
Category	Number of payees	Total amount of officers' remunerations, etc.		Performance-linked remuneration, etc.		
			Basic remuneration	Non-monetary remuneration, etc.		
Directors (of whom Outside Directors)	8 (5)	319,703 thousand yen (54,000 thousand yen)	223,110 thousand yen (54,000 thousand yen)	96,593 thousand yen (–)		
Company Auditors (of whom Outside Auditors)	5 (3)	37,500 thousand yen (21,000 thousand yen)	37,500 thousand yen (21,000 thousand yen)	_ ( <del>-</del> )		

# (Note) Please refer to the following for supplementary information on remuneration of Directors and Auditors.

https://www.septeni-holdings.co.jp/en/company/governance.html#directors-compensation

# **Risk Management**

In order to recognize significant events that may affect the Group's business management, to identify, analyze and assess risks that may harm the growth and development of the business and to make responses to the risks such as aversion, mitigation, transfer and others, the Group shall establish the "Group Risk Management Regulations." In addition, it set up the "Group Risk Management Committee" as a body to oversee and manage such risks in an integrated and effective manner under the common policy as the Group. It constructs the PDCA cycle of risk management operations and promotes risk management in the Group as a whole to achieve sustainable development.

In FY2021, the Company selected priority risks for the Group in view of the effects of COVID-19 infection, and implemented these measures.

Risks in remote work environments
Information leakage risks
Security risks
Risk of insufficient management for employees
Improvement of labor management and work environment



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# **Messages from Outside Directors**



The Company has an environment where everyone openly expresses opinions to each other

Yusuke Asakura
Outside Director

The deeper capital and business alliance with the Dentsu Group was the biggest discussion point in the Board of Directors over the course of the year. Based on the progress of business since the capital and business alliance began in 2018, we reached a shared understanding that this would be a necessary and effective move for business growth. However, all the way up until just before the deeper alliance was entered into, all of us outside directors debated the points of whether minority shareholders would not lose profits, and whether the intention that this partnership is for further growth would be understood. Based on these discussions we decided to begin making disclosures, also including EPS.

The Nomination Advisory Committee that operates to establish enduring management organizations not dependent on anyone's individual ability can be considered another characteristic of the Septeni Group. I think the formulation of succession plans not just for HR involving directors but with sights set also on the next generation of management teams and even subsequent generations after that could be considered ahead of its time.

Beyond that, I think the biggest characteristic of our Board of Directors is the open, uninhibited discussions we have each month. As the ratio of outside directors has increased, these discussions have gotten more intense each year. Some of these discussions have ended up disorderly and resulted in resolutions being rejected due to opposition by outside directors. However, that can only even happen because we have established an environment where everyone expresses opinions openly to each other. As an outside director, I see that as extremely positive.



We thoroughly deliberated the significance of the deeper alliance from every angle and timeline

Mio Takaoka
Outside Director

For a while, we had been discussing the significance of a deeper alliance with the Dentsu Group as one option for the business strategy of the Septeni Group. Because we had also been able to verify the cultural fit between the companies since the capital and business alliance that started three years ago, it was easier to envision the success of the deeper alliance.

Still, based on the idea that there could be opposition on a practical level even though we had all reached a consensus, we considered every possible angle and timeline and thoroughly deliberated between the executive side and the Board of Directors as well as within the Board of Directors and amongst just the outside directors all the way until just before the resolution. We anticipate being able to provide even higher value services to our clients and become a dependable presence for even more clients through this deeper alliance.

In the Board of Directors we leverage the expertise of each director while exchanging opinions openly and candidly on a broad range of matters, from long-term strategies such as organizational HR strategy, promoting innovation, and ESG, to individual matters such as M&A transactions. Doing so, we make decisions from a broad perspective.

Additionally, starting in 2022 we are holding what we call an Executive Session each month involving only outside directors and auditors, where we reflect and discuss our concerns with each other. With the goal of filling in the knowledge gap for outside directors who are not involved in the day-to-day operations, the outside directors also take the initiative to coordinate and provide feedback to the chair of the session. As a result, I think the executive side, directors, and outside directors are able to communicate very smoothly with each other.

# **Corporate Governance**

# Structuring a Management Team Using FFS Theory

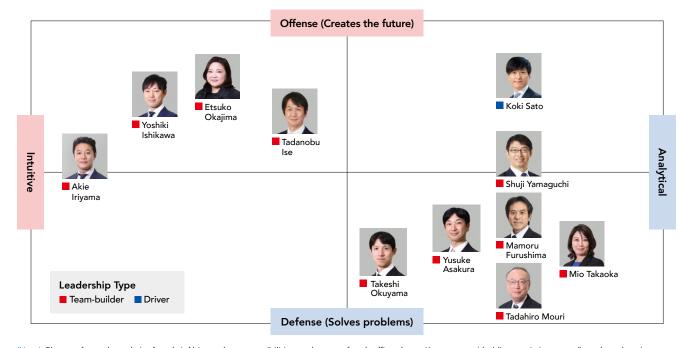
## Board of Directors and Audit & Supervisory Board Team

The Company has incorporated the Five Factors & Stress (FFS) theory into its Al-based personnel system and other aspects of human resource management. Developed by Human Logic Laboratory, Inc., this theory can be used to scientifically build teams of people. It quantifies five factors as well as stress levels for individuals to understand their thought processes and behavior.

By examining the characteristics of Board members based on the FFS theory, the Company has structured a Board of Directors with leaders who drive a team that can readily adapt to emerging situations and relationships. This enables operational flexibility in a rapidly changing business environment. In addition, arrangements of offense type and defense type are well balanced, and the team is well-organized for both future creation and risk management.

Following here are a personality matrix of the Company's Board of Directors and the results of an individual member personality analyses.

#### **Board of Directors' Personality Matrix**



(Note) Please refer to the website for a brief biography, responsibilities, and status of each officer. https://www.septeni-holdings.co.jp/company/boardmembers/

Name	Position	Personality Profile
Koki Sato	Representative Director	A leader who embraces change. Has excellent judgment and determination. Good at missions that require pushing the boundaries.
Etsuko Okajima	Outside Director	A team-builder who embraces change. Persuades others to get on board and cooperate. Good at reconnaissance missions for innovation.
Yusuke Asakura	Outside Director	A rationalist and team-builder. Persuades others to get on board and cooperate. Good at missions that require planning.
Yoshiki Ishikawa	Outside Director	A team-builder who embraces change. Persuades others to get on board and cooperate. Good at reconnaissance missions for innovation.
Akie Iriyama	Outside Director	Multi-skilled with excellent flexibility. Balances offense and defense well. Good at missions that require resourcefulness.
Mio Takaoka	Outside Director	A rationalist and team-builder. Persuades others to get on board and cooperate. Good at missions that require planning.

Name	Position	Personality Profile
Shuji Yamaguchi	Director	Multi-skilled with excellent flexibility. Balances offense and defense well.  Good at missions that require resourcefulness.
Tadahiro Mouri	Outside Auditor (Full-time)	A rationalist and team-builder. Persuades others to get on board and cooperate. Good at missions that require planning.
Mamoru Furushima	Outside Auditor	A rationalist and team-builder. Persuades others to get on board and cooperate. Good at missions that require planning.
Takeshi Okuyama	Outside Auditor	A rationalist and team-builder. Persuades others to get on board and cooperate. Good at missions that require planning.
Tadanobu Ise	Auditor	A team-builder who embraces change. Persuades others to get on board and cooperate. Good at reconnaissance missions for innovation.

(Note) We have obtained the consent of each Director and Auditor regarding the publication of personalities of each person.

# **Corporate Governance**

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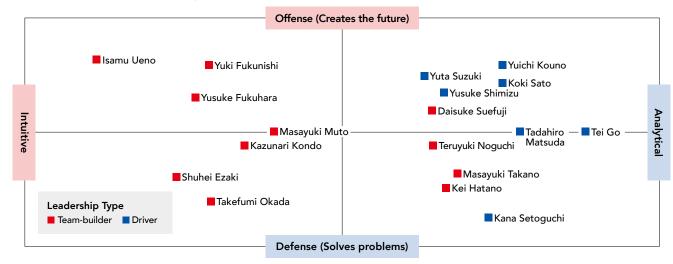
#### Executive Officer Team

As a result of investigating the characteristics of the Company's Executive Officers based on the FFS theory, a high percentage of members take the offense type or the driver type of leadership and excel at business promotion with a sense of speed.

On the other hand, officers with the defensive type are also allocated in a well-balanced manner, and risk management in business execution can also be easy to function in this individualized arrangement.

Following here are a personality matrix of the Company's Executive Officers and the results of an individual member personality analyses.

#### **Executive Officers' Personality Matrix**



Name	Personality Profile
Koki Sato	A leader who embraces change. Has excellent judgment and determination. Good at missions that require pushing the boundaries.
Isamu Ueno	A team-builder who embraces change. Persuades others to get on board and cooperate.  Good at reconnaissance missions for innovation.
Tadahiro Matsuda	Multi-skilled with excellent flexibility. Balances offense and defense well. Good at missions that require resourcefulness.
Yusuke Shimizu	A leader who embraces change. Has excellent judgment and determination. Good at missions that require pushing the boundaries.
Yuichi Kouno	A leader who embraces change. Has excellent judgment and determination. Good at missions that require pushing the boundaries.
Kei Hatano	A rationalist and team-builder. Persuades others to get on board and cooperate. Good at missions that require planning.
Teruyuki Noguchi	Multi-skilled with excellent flexibility. Balances offense and defense well. Good at missions that require resourcefulness.
Kana Setoguchi	A rationalist who continues improvement. Good at missions that require risk management.
Masayuki Muto	Multi-skilled with excellent flexibility. Balances offense and defense well. Good at missions that require resourcefulness.

Name	Personality Profile
Daisuke Suefuji	A rationalist who embraces change. Good at reconnaissance missions for innovation.
Masayuki Takano	A rationalist and team-builder. Persuades others to get on board and cooperate. Good at missions that require planning.
Yusuke Fukuhara	A team-builder who embraces change. Persuades others to get on board and cooperate. Good at reconnaissance missions for innovation.
Takefumi Okada	A problem solver. Coordinates the interests of others. Good at missions requiring personal relations.
Yuki Fukunishi	A team-builder who embraces change. Persuades others to get on board and cooperate. Good at reconnaissance missions for innovation.
Tei Go	Multi-skilled with excellent flexibility. Balances offense and defense well. Good at missions that require resourcefulness.
Shuhei Ezaki	A problem solver. Coordinates the interests of others. Good at missions requiring personal relations.
Yuta Suzuki	A leader who embraces change. Has excellent judgment and determination. Good at missions that require pushing the boundaries.
Kazunari Kondo	Multi-skilled with excellent flexibility. Balances offense and defense well. Good at missions that require resourcefulness.

(Note) We have obtained the consent of each Executive Officer regarding the publication of personalities of each person.