

Introduction: About the Septeni Group

01

The Septeni Group is a group of companies that creates a *nameraka* future through business activities that adapt to the changing times and society.

► Strategy & Performance (P.23)

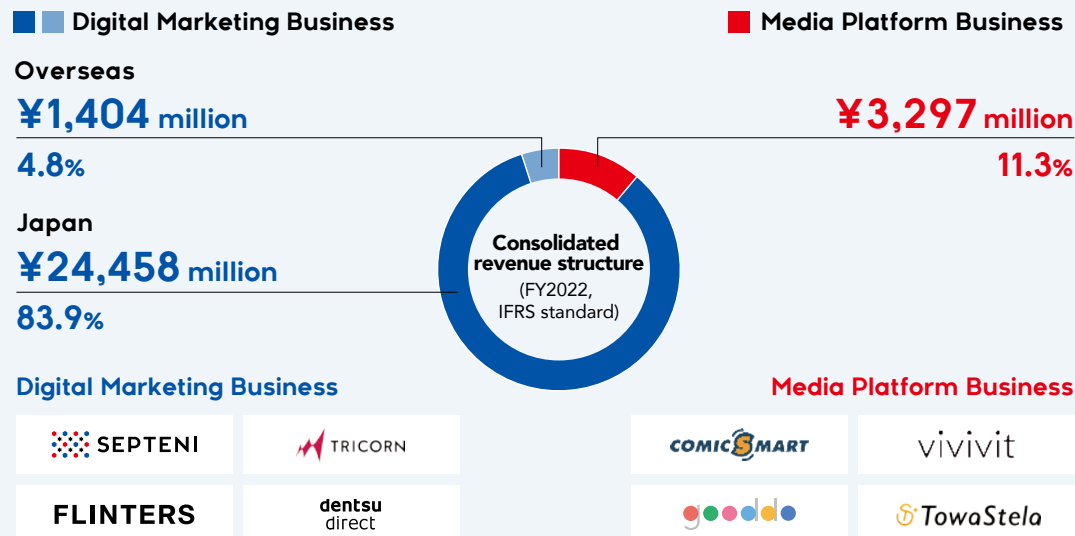
*The Japanese word *nameraka* means a harmonious state without friction and barriers.

02

The Septeni Group is a group of companies that empowers people and creates a place where individuals can demonstrate their abilities according to their personalities.

► The Competitive Advantage of the Septeni Group (P.19)

► Human Resource Strategies in Human Capital Management (P.21)



Over 20 years of accumulated human resource data
Over 10 years of researching human resource development



HR initiatives that apply an extensive human resource database and technologies

03

The Septeni Group is
a group of companies that continuously
develops new businesses.

► Strategy & Performance (P.23)



COMICSMART INC.


Qzil.la, Inc.


Vivivit, Inc.


gooddo Inc.


TowaStela, Inc.


Delight Tube, Inc.

ALPHABLE
ALPHABLE, Inc.

Human Capital Lab
Human Capital Lab, Inc.


Septeni Incubate, Inc.

Our Group has a culture where companies change as employees brimming with entrepreneurial spirit voluntarily develop new businesses. We focus on providing an environment for people who want to try creating businesses, and as a result we have successfully created a variety of new businesses.

At the root of this is
a culture that always thinks
about creativity.



The creed of the Group is "*Hinerankai*
(Think outside the box)."
"*Hinerankai*" in Japan's Kansai dialect
means to use wisdom and display ingenuity.
The Group has grown together with
this creed.

► See the next page for our
journey of change

A Journey of Continuous Growth and Adapting to Change

Since our establishment, we have continued to grow by transforming our mainstay businesses from the recruitment consulting business to the Direct Marketing Business to the Internet Advertising Business. While maintaining the spirit inherited from our founding, we will continue to aim for growth through change.

Founded in 1990

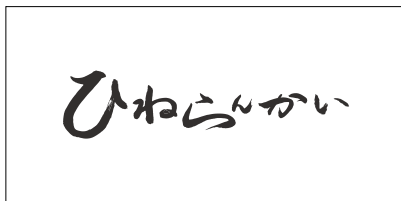
Establishment of SUB & LIMINAL CO., LTD.

In 1990, our founder Mamoru Nanamura established SUB & LIMINAL CO., LTD., the 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 Group.

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



Mamoru Nanamura,
Founder of
the Company



Creed
In Kansai dialect, this means “Think outside the box.”

2000 – 2011

Achieved strong growth through the Internet Advertising Business

In 2000, the current Representative Director, Koki Sato, launched the Internet Advertising Business. The 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
- **2006 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

2012 – 2022

Toward further growth through organic growth and alliances with the Dentsu Group

We have continued to grow while adapting to changes in industry and society, including focusing on smartphone advertising and social media advertising, and launching the Manga Content Business. In addition, we aim to achieve further growth through the Capital and Business Alliance with Dentsu Group Inc. and its deepening. Going forward, to enhance the digital transformation (DX) supporting area, we will focus on integrated online and offline proposals and strengthen capabilities in the solutions domain utilizing data and AI, which will lead to earnings growth.

- **2012 Mar.**
Began conducting the Internet Advertising Business outside Japan
- **2013 Feb.**
Established COMICSMART INC. and started the Manga Content Business
- **2014 Oct.**
Sold all shares of SEPTENI DIRECTMARKETING CO., LTD.
- **2018 Oct.**
Entered a capital and business alliance with Dentsu Inc. (currently Dentsu Group Inc.)
- **2022 Jan.**
Became a subsidiary of Dentsu Group Inc.

A Journey of Continuous Growth and Adapting to Change

Digital advertising is establishing its position as the largest advertising media in the Japanese advertising market. Since the launch of the Internet Advertising Business in 2000, we have achieved sustainable growth and established our current core value by flexibly responding to the shift from mass advertising to digital advertising and to changes in the format and objectives of internet advertising.

Average annual growth rates of net sales and operating profit since the fiscal year ended September 2000

Net sales approx. **16%**

Operating profit approx. **17%**

*Combined net sales and operating profit of Original Businesses and Internet Businesses.

Net sales
FY2000/9

¥ **4.9** billion

Operating profit
FY2000/9

¥ **0.18** billion

approx.
27 times

FY2022/9

¥ **131.4** billion

approx.
33 times

FY2022/9

¥ **5.9** billion

*Figures presented are based on J-GAAP for FY2000 and IFRS for FY2021.

Net sales and operating profit

■ Net sales -●- Operating profit

1990 1995 2000 2005 2010 2015 2020 2022

Original Businesses (Direct marketing, etc.)

1994–1998

Internet usage becomes widespread among the general public.
Era of banner ads.

1999–2003

The internet becomes available anytime and anywhere.
Diversification of advertising methods (affiliate marketing, keyword search.)

Internet Businesses (Digital Marketing Business, Media Platform Business)

2004–2007

Dawn of social media.
Attempts at cross-advertising with existing media.

2008–2013

Evolution of ad technology.
Conceptual shift from "buying ad space" to "buying a number of people to reach with information."

2014–

Double-digit growth in internet advertising expenditures continues, with mobile advertising driving market expansion. The COVID-19 pandemic accelerates the digital shift and DX.

10X

Net sales
¥ **131.4** billion

With entrepreneurship as our core value, we aim to achieve discontinuous growth and "10X" by exploring and deepening businesses.