



Integrated Report 2023

**To inspire the world with
entrepreneurship**



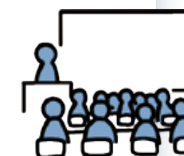
Septeni Group Mission

To inspire the world with entrepreneurship

In October 2022, we revised our Group philosophy. While leaving the mission unchanged as what the Group will continue to strive for and the spirit that has been passed down since its foundation, we have formulated a new vision to realize our mission, outlining what we aim to become in the medium to long term and the contribution to society that we want to make.



Human Capital Lab



Septeni Group Vision

To be a place where people are empowered to create a **new** era

It expresses our desire to position the Group as a place where people filled with a strong sense of ownership and entrepreneurial spirit grow through business and create a new era.

To open the door to a “*nameraka*” **future** with creativity and technology

With creativity and technology, the source of the Group’s business value, we aim to create a better future, broaden the “door to the future,” pass through the door together with stakeholders, and coexist and prosper together.

To make a complex world **bright** and simple through the power of digital

It represents our stance to take on challenges in response to social issues while valuing the distinctive qualities of “Septeni.”



A New Start for the Septeni Group

Transitioning to a new management structure to achieve our vision, achieve sustainable growth, and increase corporate value

Since its founding in 1990, the Septeni Group has continued to grow by shifting its mainstay business from the recruitment consulting business to the Direct Marketing Business, and to the Digital Marketing Business.

In 2022, in response to changes in society and the business environment, as well as changes in the Group's business structure and scale, the Group's philosophy was revised. We also established a new vision for the first time in around 20 years.

This renewal of the management structure is aimed at achieving the vision and the sustainable growth of the Group through the handover of management to "a new generation, people who will create a new era," as stated in the new vision. By establishing and implementing a new collective leadership structure led by Representative Director Kouno, the entire Septeni Group will work as one to further enhance the Group's corporate value.



Value creation through the medium-term theme "Focus & Synergy"

The Septeni Group's core value lies in people filled with a strong sense of ownership and entrepreneurial spirit. To harness this core value, we are currently operating two business segments, the Digital Marketing Business and the Media Platform Business, while building on our longstanding commitment to human capital management, and creating value for our multiple stakeholders through our businesses and activities.

Going forward, while evolving the Group's unique strengths through "focus" on existing business areas, we aim to create "synergies" between and within business segments and business areas, thereby becoming a group with multiple strong businesses and sustainable, discrete growth.

► For more information on our value creation process, see p. 16.

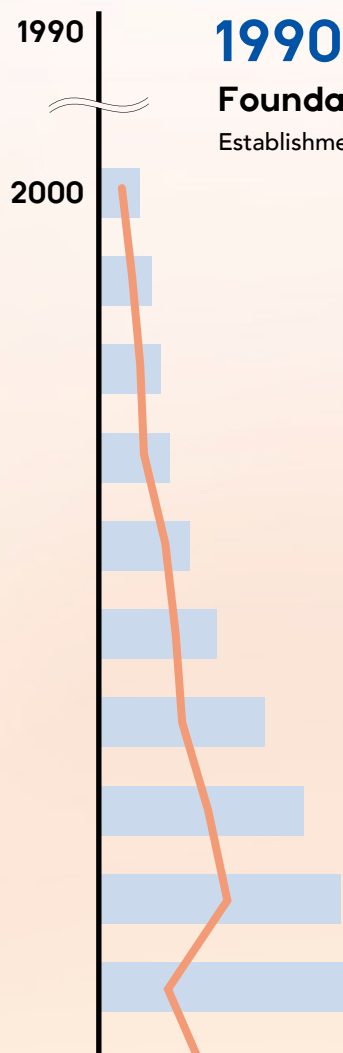
History of the Septeni Group

04

Since our establishment, we have continued to grow by shifting our mainstay business from the recruitment consulting business to the Direct Marketing Business and to the Internet Advertising Business. While maintaining the "Hinerankai" (Think outside the box) spirit carried forward since our founding, we will continue to aim for growth through change.

Net sales and operating profit

■ Net sales ■ Operating profit



1990

Foundation

Establishment of SUB & LIMINAL CO., LTD.

2000–2011

Achieved strong growth through the launch of the Internet Advertising Business

2000 Apr.

Launched the Internet Advertising Business

2001 Aug.

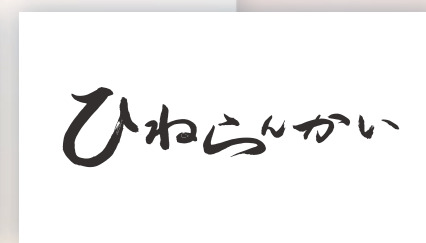
Listed on JASDAQ

2006 Oct.

Became a holding company under the trade name SEPTENI HOLDINGS CO., LTD.



Mamoru Nanamura,
Founder of the Company



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



2010

2012–2017

Dramatic progress through focus on growth areas

2012 Mar.

Began conducting the Internet Advertising Business outside Japan

2013 Feb.

Established COMICSMART INC. and started the IP Platform Business



2018–2023

Toward a new growth phase through organic growth and a capital and business alliance with the Dentsu Group

2018 Oct.

Entered a capital and business alliance with Dentsu Inc. (currently Dentsu Group Inc.)

2022 Jan.

Became a subsidiary of Dentsu Group Inc.

2024–

Aiming for further growth under a new management structure

2024 Mar.

Change of representative director and renewal of management structure
Transfer of shares of COMICSMART INC., which is engaged in the IP Platform business

2020

2023

Net sales in FY2023*

169.7 billion yen

*For 15 months due to irregular accounting period

Toward the realization of 10X

Under the leadership of a newly appointed Representative Director, Yuichi Kouno, we aim to achieve sustainable and discontinuous growth by transitioning to a collective leadership structure and focusing on the Digital Marketing Business.

The Septeni Group Today

06

Operating the Digital Marketing Business and the Media Platform Business

Digital Marketing Business

Marketing Communication Area



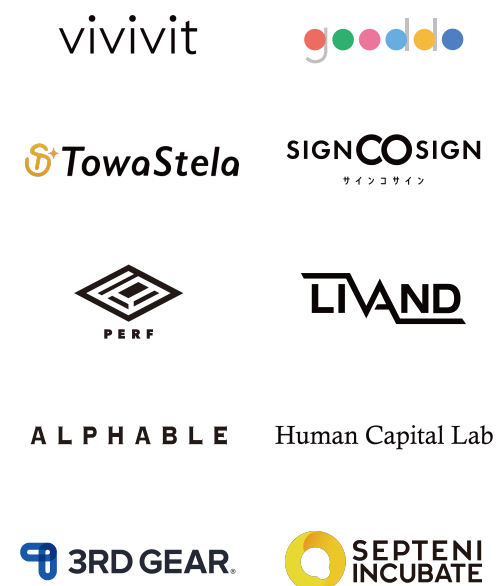
Data & Solutions Area



Direct Business Area



Media Platform Business



Septeni Holdings Co., Ltd. (Holding Company)



Promoting human capital management to be a place where people are empowered to create a new era

Our Group has been accumulating human resource data for over 20 years and has conducted research on human resource development for over 10 years. Through various human resource policies and initiatives, including the use of our extensive human resource database and technology, we aim to increase corporate value by providing opportunities for individuals to demonstrate their abilities according to their personalities.

Topics for the fiscal year ended December 2023

Commendations received for human capital and diversity



Launch of partnership activities with scholarship students from Kamiyama Marugoto College of Design, Technology, and Entrepreneurship



Collaboration across the digital marketing x sports and entertainment (culture) areas

