



Entrepreneurship Shapes the Future

Integrated Report 2025



Who we are

Septeni Group Mission

To inspire the world with entrepreneurship

We recognize each other's personality, leverage synergies of individuality and expertise, continue enjoying and pursuing greater opportunities, and will empower people and industries through our business.

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 with a high sense of ownership and a strong entrepreneurial spirit grow through business and create a new era.

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

Through 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.

*"nameraka":
We define "nameraka" as a harmonious state without friction and barriers.

We have established a mission that defines our purpose and calling, as well as a vision that articulates our medium- to long-term goals and desired social contributions. As our ideal vision for 2030, we have formulated VALUE MAXIMIZER, which aims to maximize corporate value for our clients. Using our evolution toward VISION 2030 as a powerful stepping stone, we will move forward to achieve the vision and realize our mission that lie beyond.

History of Septeni Group

The 35-year journey of the Septeni Group is a history of "change" and "challenge."

Under the spirit of our corporate creed, "Hinerankai" (Think outside the box), we will continue to create new value for society.

2026 -

Announcement of VISION 2030

Under our ideal vision, VALUE MAXIMIZER, we are focusing on strengthening existing businesses and exploring new value propositions to maximize corporate value for our clients. We aim to become a corporate entity that achieves both high growth and high shareholder returns, creating 10 billion yen in profit by 2030.

1990 -

Foundation

Founded by seven members, including founder Mamoru Nanamura, the company launched a recruitment consulting service business. However, the economic bubble burst shortly thereafter. Companies cut back on recruitment costs, causing a sharp decline in demand.

1993 -

Business pivot

Launched the DM (direct mail) delivery agency business to establish a solid business foundation.

2000 -

Launched the Internet Advertising Business

Sought out a new core business to serve as a pillar of revenue, aiming for further business expansion.

2019 -

Entered a capital and business alliance with the Dentsu Group

In January 2019, the Group entered a capital and business alliance with the Dentsu Group. This milestone prompted a strategic focus on integrated online-and-offline marketing.

2012 -

Focusing on growth sectors

Focused on high-growth sectors, such as smartphone advertising and social media-related services like Facebook. Global expansion also began in 2012. This strategic focus on growth areas proved highly successful, driving rapid growth for the Group. From 2012 to 2017, revenue hit record highs for six consecutive fiscal periods.

2010 -

Expansion of the Internet Advertising Business

Net sales from the internet advertising business grew approximately 110-fold over a 10-year period, positioning the company as one of Japan's leading internet marketing enterprises.

2022 -

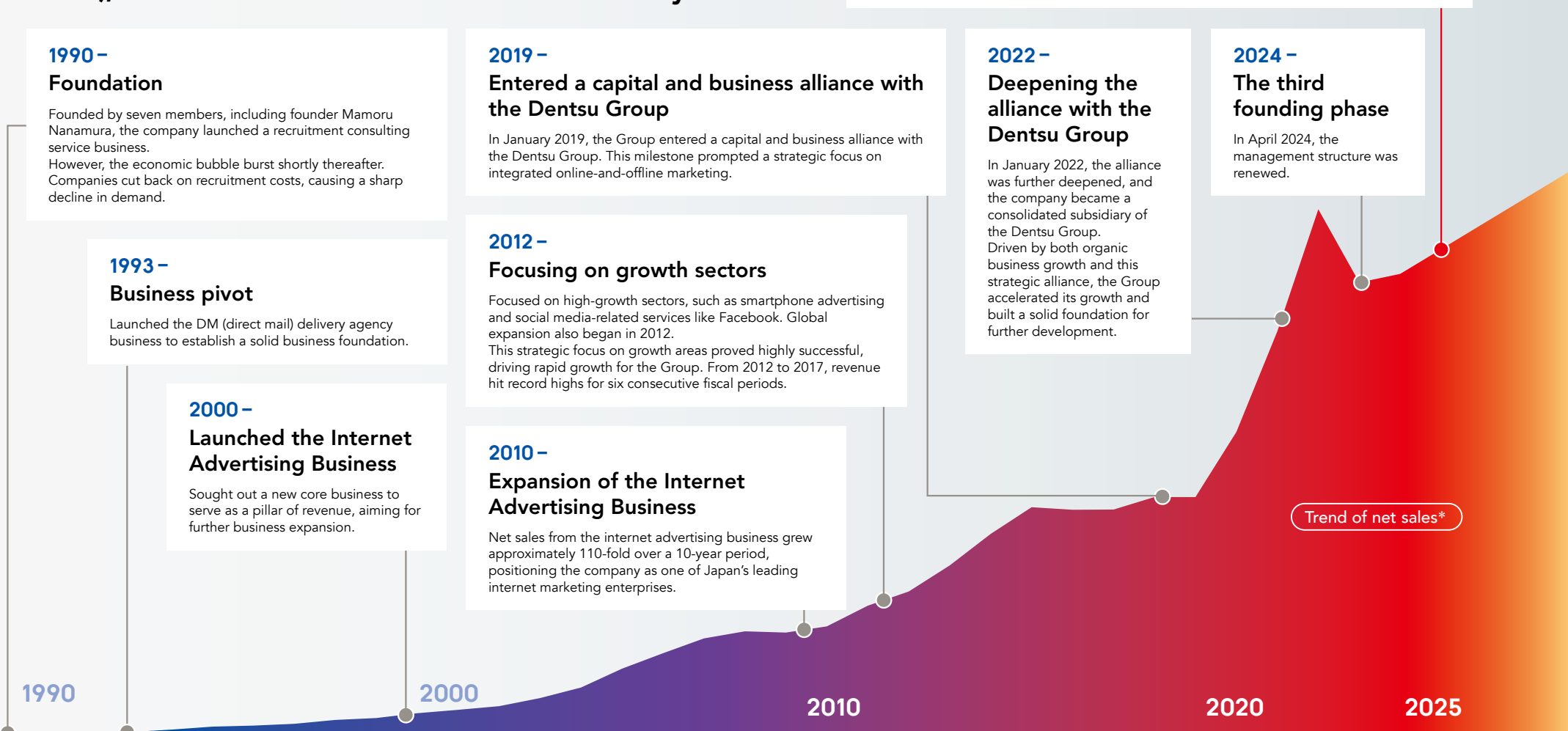
Deepening the alliance with the Dentsu Group

In January 2022, the alliance was further deepened, and the company became a consolidated subsidiary of the Dentsu Group. Driven by both organic business growth and this strategic alliance, the Group accelerated its growth and built a solid foundation for further development.

2024 -

The third founding phase

In April 2024, the management structure was renewed.



Trend of net sales*

*FY2023 is 15 months from October 1, 2022 to December 31, 2023 due to a change in the fiscal year-end.

At a Glance

Founded in

1990

Consolidated subsidiaries

35

Consolidated workforce

1,941

Average age

31.9

FY2025 consolidated earnings

Revenue

¥30,309 million

Non-GAAP operating profit

¥4,414 million

Profit attributable to owners of parent

¥3,491 million

Net sales (reference)

¥148,783 million

Basic earnings per share (EPS)

¥16.83

Annual dividend per share

¥18.00

Dividend payout ratio

106.9%

Improvement of profitability and productivity in FY2025

Ratio of revenue to net sales

20.4%

YoY **+1.0 Pt**

Ratio of non-GAAP operating profit to revenue

14.6%

YoY **+3.3 Pt**

Revenue per employee

¥15.0 million

YoY **+9.9%**

Non-GAAP operating profit per employee

¥2.2 million

YoY **+41.5%**

Business overview

Marketing Communication Segment

It provides comprehensive DX support through integrated marketing services centered on digital advertising sales and operations.

SEPTENI

71.1%

SEPTENI GLOBAL

¥21,550 million

Data & Solutions Segment

It develops and provides solutions that leverage data and AI, while also providing client development support and engineering talent dispatch services.

10.1%

¥3,069 million

FLINTERS **TRICORN**

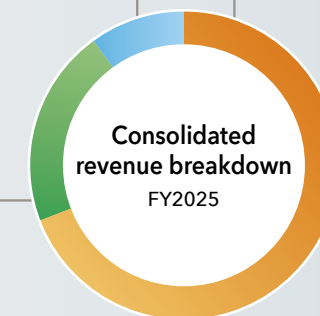
Direct Business Segment

It provides client support that integrates offline media and digital in both BtoC and BtoB areas.

21.2%

¥6,439 million

dentsu direct



Notes: 1. IFRS
2. Figures for Other Business and elimination/corporate are not shown.

Highlights from 2025

Consolidated earnings results

In our consolidated financial results for fiscal year 2025, revenue increased by 7.2% year-on-year to approximately 30.3 billion yen, hitting a record high. Non-GAAP operating profit rose by 38.1% to approximately 4.41 billion yen, achieving a sharp V-shaped recovery.

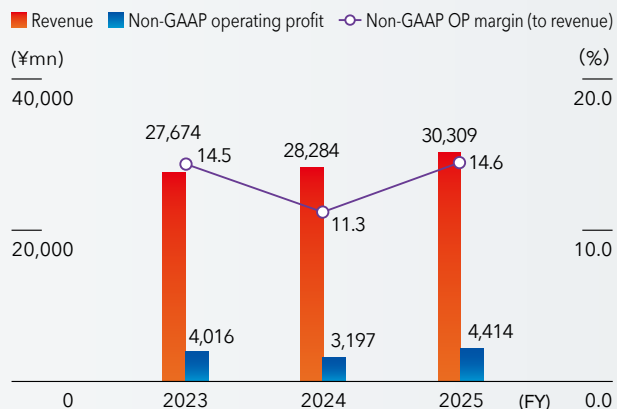
Despite the impact of certain client-related factors that arose in the second quarter, this performance was driven by the acquisition of new clients and the expansion of transactions with existing ones. Furthermore, our ongoing initiatives to improve profitability and productivity proved successful, advancing the construction of a lean and resilient management foundation.

In addition, under the medium-term theme of Focus & Synergy, we have worked on business concentration and synergy creation through reorganization. Through the promotion of business portfolio management, we newly established/integrated three companies and sold/liquidated two companies. Along with generating intra- and inter-business synergies, we also made progress in forging alliances with external partners outside the Group.

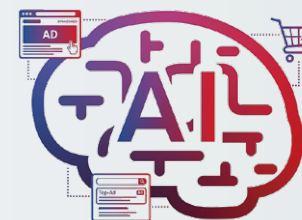
Looking ahead to fiscal year 2026, we will continue to drive top-line growth and improve profitability by expanding existing projects and acquiring new clients, aiming to renew our record-high revenue. Furthermore, by managing SG&A expenses and improving productivity, including through the utilization of AI, we project an increase in both revenue and profit on a consolidated basis.



Consolidated Financial Trends



Progress in utilizing generative AI



Since implementing generative AI group-wide, the Group has been broadly advancing its utilization across various areas, including embedding it into ad operations processes, providing new solutions to clients, and improving overall operational efficiency.

The utilization of generative AI has driven improvements in advertising effectiveness and enhanced profitability. At the same time, we have implemented generative AI utilization support and training—services we provide to external clients—internally within the Group, leading to improved productivity.

Please refer to P. 36 for our future AI strategy promotion.

Building delivery systems for emerging media and services

The Group is quickly responding to client needs by building delivery systems for new media and services. In the vertical video domain, we have established specialized organizations to produce short-form dramas and began providing store-opening support for TikTok Shop. Having also won various industry awards, we have established a support framework and market advantage in next-generation media.



There is a future that can only be reached because we are a team.
 To maximize our clients' corporate value and inspire the world, we will lead the transformation with this team.



Group President and Group Senior Executive Officers

- 1** Yuichi Kouno
CEO / Chief Executive Officer
- 2** Yusuke Shimizu
CPO / Chief Product Officer
- 3** Masayuki Muto
CCO / Chief Corporate Officer
- 4** Tei Go
CSO / Chief Strategy Officer
- 5** Kei Hatano
CFO / Chief Financial Officer
- 6** Daisuke Suefuji
CGO / Chief Growth Officer

Group Executive Officers

- 7** Kazunari Kondo
CAO / Chief Alliance Officer
- 8** Masayuki Takano
CAIO / Chief AI Officer
- 9** Ryo Okubo
MC Segment
- 10** Takahiro Yamasaki
MC Segment
- 11** Norihisa Ashida
MC Segment

Group Principal Executive Officers

- 12** Teruyuki Noguchi
CLO / Chief Legal Officer
- 13** Shuhei Ezaki
CHRO / Chief Human Resources Officer
- 14** Yoko Miyazaki
CDO / Chief Diversity Officer
- 15** Takashi Kawachi
CTO / Chief Technology Officer



The key to prevailing in this rapidly changing era lies in the ability to embrace change without fear and convert it into an engine for growth. As a VALUE MAXIMIZER, we are committed to maximizing corporate value for our clients. By also maximizing our own corporate value through these cumulative challenges, we aim to inspire "the world" that comprises all of our stakeholders. To shape the future we envision, we will bring together the entrepreneurship of each individual alongside this management team, continuing our transformation toward the sustainable growth of the Group.