

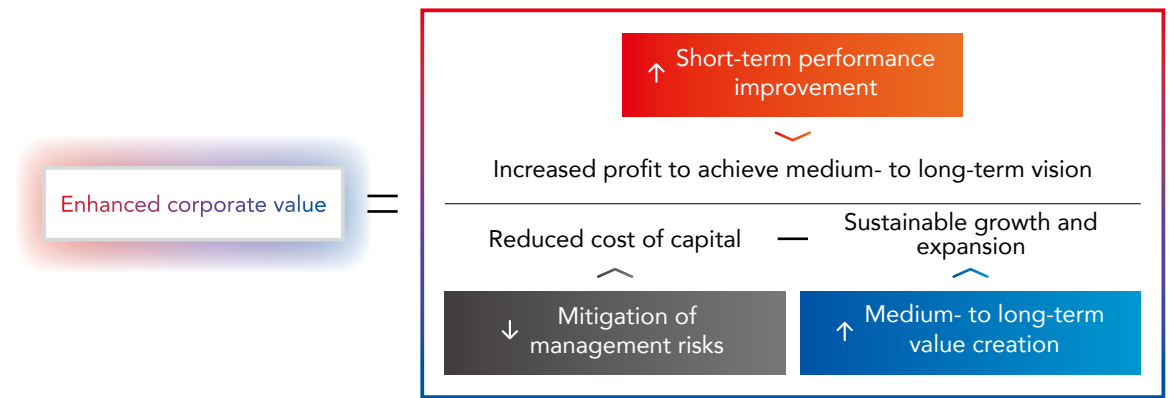
Value Creation by the Septeni Group

In an era of rapid change, what kind of future do we envision, and how will we inspire the world more? This section unpacks our value creation process, which is rooted in our unique strengths, while outlining our medium- to long-term journey toward fulfilling our mission and achieving sustainable growth.



Envisioning our value

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Value Creation by the Septeni Group

The source of our value creation lies in our people filled with a strong sense of ownership and entrepreneurial spirit. While continuously optimizing our materiality and Medium-Term Management Plan in response to changes in the external environment, our human capital—which forms our core value—expands and maximizes the value delivered to clients through our business activities. In doing so, we continue to make steady progress toward achieving VISION 2030, our vision, and fulfilling our mission.

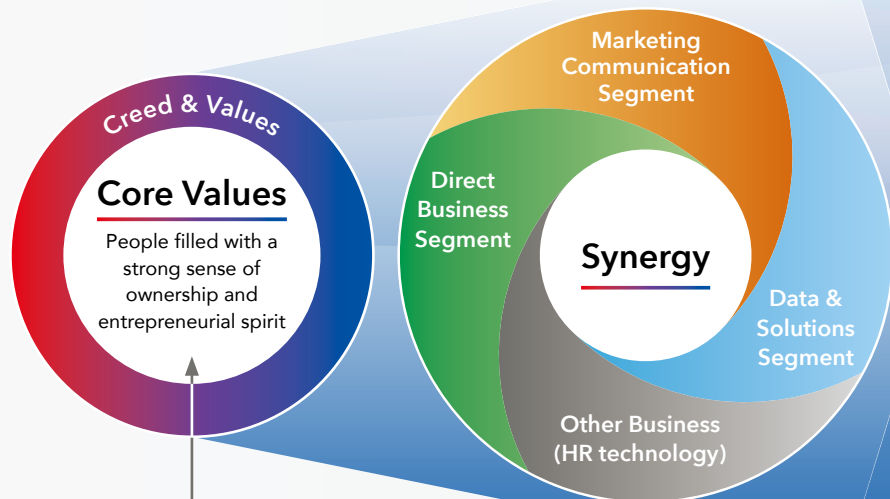
Changes in the External Environment & Market Needs

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- Enhancement of Corporate Value by Empowering People Who Create a New Era
- Realization of a “Nameraka” Society Through Creativity and Technology
- Response to Climate Change
- Building an Advanced Governance System to Support Discontinuous Growth

Medium-Term Management Plan (FY2026-2028) P. 19

1. Deepening Businesses
2. Exploring Businesses
3. Strengthening Management Foundation
4. Capital Allocation



Strengthening core values

Value Delivered to Clients

Economic value

Enhancing profitability

Accelerating growth

Driving efficiency

Social value

Strengthening human capital

Cultivating social capital

Fulfilling the Group Mission

To inspire the world with entrepreneurship

Achieving the Group Vision

VISION 2030



Maximizing Clients' Corporate Value

Non-GAAP operating profit **¥10 billion**

Profit **¥10 billion**

VISION 2030

The Septeni Group has established VISION 2030 as a steppingstone toward fulfilling our mission. Looking ahead to 2030, even as society and the times continue to change, the entire Group is committed to delivering comprehensive business results that maximize our clients' corporate value. To become a corporate entity that "inspires the world" more, we declare our identity as a VALUE MAXIMIZER.

Market Environment and Current Recognition

Amid a shrinking workforce and the rapid evolution of technologies, most notably AI, the digital marketing domain—the core business area of our Group—is experiencing a continuous shift toward digital shift as companies seek growth and sustainable revenue generation. Concurrently, diversification in consumer behavior is expected to drive client needs to become even more sophisticated and complex than ever before.

 Labor Population	<p>Opportunities Empowerment of a diverse workforce</p> <p>Threats Aggravating labor shortages</p>
 Technology	<p>Opportunities Evolution & proliferation of AI</p> <p>Threats Rapid proliferation of IoT*</p>
 Customer & Consumer Needs / Market Trends	<p>Opportunities Digital shift in advertising budgets</p> <p>Threats Increasing sophistication & complexity of needs</p>

*Short for "Internet of Everything," referring to a state where all people, data, processes, and things are connected to the internet.

Under this business environment, our respective business segments have leveraged their specialized expertise and competitive advantages to help clients resolve their challenges. Furthermore, we have reinforced the foundations of the Group's management by executing organizational restructurings and segment realignments to refine existing businesses, enforcing rigorous portfolio management, and enhancing synergy creation.

VISION 2030



We will maximize client corporate value and inspire the world more by transforming social and generational shifts into an engine for growth.

Aiming to become a **high-growth, high-return** company by 2030, achieving profit of **¥10 billion**.

Amid the ongoing changes in the external environment, we have further conceptualized and articulated the direction our Group should take and the corporate entity we aspire to become to realize the medium- to long-term vision announced in February 2025, and established this as VISION 2030. Looking ahead to 2030, we aim to become a corporate entity capable of delivering comprehensive value—offering a broader range of services and value to our clients, while working as a unified Group to drive business results that maximize our clients' corporate value. This desired state of our organization is embodied in the phrase VALUE MAXIMIZER. We strive to be a partner that realizes the maximization of our clients' corporate value, while aiming to generate 10 billion yen in both non-GAAP operating profit and profit by 2030, thereby becoming a corporate entity that achieves both high growth and high returns.

High Growth

By 2030

- Non-GAAP operating profit ¥10 billion
- Profit ¥10 billion

High Returns

- Policy on total annual dividends per share
Whichever is higher ¥18 min. or 50% payout ratio
- Dividend record dates
Interim dividend: June 30
Year-end dividend: December 31
- Introduction of a shareholder benefit program
Initial record date: December 31, 2026

Our Strength

Entrepreneurship—the source of our strength

Entrepreneurship is generally translated as entrepreneurial spirit, but our Group is unique in that it encourages each individual to interpret the term in their own way. One interpretation widely accepted within the Company is “the pursuit of opportunity beyond resources currently controlled” as defined by Harvard Business School. Based on the value that it is not the company that shapes people, but people shape the company, each individual discovers and practices their own form of entrepreneurship daily; this brought about positive behavioral changes, such as offering solutions rather than criticizing, choosing the option of greater change, and viewing adversity as an opportunity.

It precisely constitutes the source of our Group’s strength that each individual’s entrepreneurial spirit is aligned with the organization’s vision, transforming societal and generational changes into an engine of growth.

The SEPTENI STORY, published on website in April 2026, is a chronicle of 35 years. It is an accumulation of individual challenges that have restructured our organization. Discover how the source of our strength has been fostered. We invite you to experience the story behind it through this content.

 Please visit the SEPTENI STORY archive site (Japanese only).
<https://story.septeni-holdings.co.jp/>



Capabilities we have developed

Keep Young

Placing our trust in people will shape a new era for the next generation

“Keep Young” is a mindset characterized by a passion for constant challenge and a sense of ownership in which one drives things forward. Guided by the founder’s pledge not to run a family business, we have navigated the changing times by placing our trust in the potential of each next generation, regardless of their position or experience. Those who place their trust in youth believe in the future and provide opportunities, while those entrusted live up to their trust by creating new value. This virtuous cycle of trust helps our people and the organization grow together, and has become a motive in shaping our Group’s future.

Viewing adversity as an opportunity

Choose the option of greater change

The spirit of our creed, “Hinerankai” (think outside the box), has built a corporate culture that views change as an opportunity as opposed to a risk. For us, adversity is an opportunity, and it is precisely under rapidly changing market conditions that we have an excellent opportunity to set ourselves apart in the market. Our guiding principle in these situations is to choose the option leading to greater change when in doubt. We have never rested on our laurels, and have consciously chosen to keep changing, making us able to harness social and epochal changes as an engine of growth that drives our Group’s discontinuous evolution.

What you do is not as important as who you do it with

Trust among colleagues maximizes performance

Our Group places more value on the colleagues we work with than what we work on. This is because we believe that we can overcome any situation, no matter how difficult, with teammates that we trust, helping each other grow. “With this team, I’m sure we can achieve something exciting.” Sharing this belief, people with diverse personalities respect each other’s uniqueness and count on one another to weather hard times. This bond of trust is truly an asset that maximizes our Group’s performance in this era of uncertainty.

Promotion of Sustainability Management

Sustainability policy

We believe that contributing to the resolution of social issues through our corporate activities is what is required of us by our stakeholders in order to realize our mission “to inspire the world with entrepreneurship” and our Group vision, and we are promoting sustainability activities. In our sustainability activities, we have set our Group’s mission and vision as our basic policy, and we are actively promoting activities with the aim of achieving sustainable growth of the Group, improving corporate value, and realizing a sustainable society.

Sustainability promotion structure

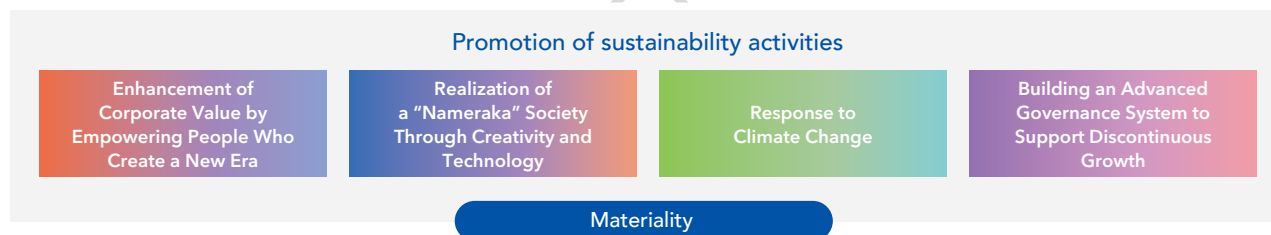
At the heart of our Group’s sustainability initiatives is the Sustainability Committee, an advisory body to the board of directors. With the CEO serving as the chairperson and the CCO as the vice chairperson, we are strengthening the alignment between our management strategy and sustainability promotion.

Furthermore, to advance initiatives and disclosures related to human capital—our greatest asset—the Committee’s membership includes the CSO, CHRO, CDO, the corporate branding manager, and external advisors.

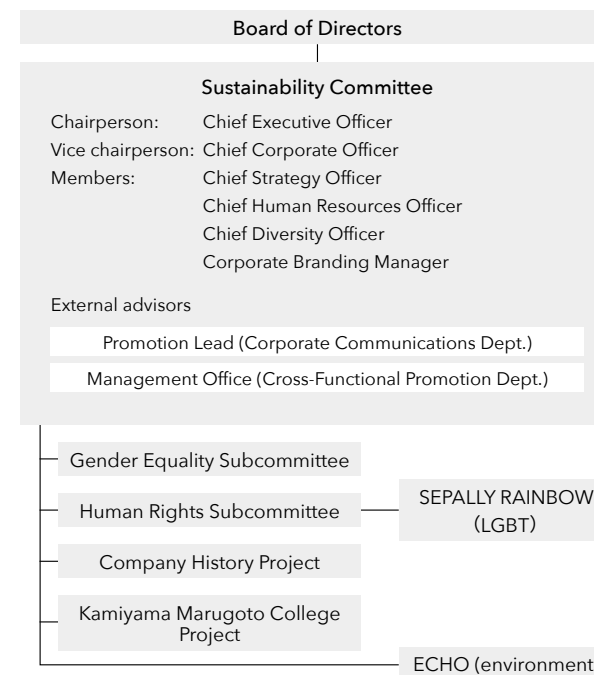
Under the Sustainability Committee, we have established the Gender Equality Subcommittee to address the gender gap, the Human Rights Subcommittee to tackle human rights issues, the Company History Project to uncover our Group’s DNA by tracing our past as we mark our 35th anniversary and pass it on to the future, and the Kamiyama Marugoto College Project to lead initiatives with the college where we participate as a scholarship partner.

Through these organizational changes, we aim to enhance the effectiveness of the Committee while further promoting sustainability activities both within and outside the Group.

Overview of Sustainability Activities



Sustainability Committee Organizational Chart



Materiality of the Septeni Group

Progress on materiality

Since redefining our materiality in tandem with the revision of our group philosophy in October 2022, our Group has been advancing initiatives centered around four material issues.

In fiscal year 2025, we implemented updates to survey items aimed at the democratization of entrepreneurship, and conducted a group-wide human rights due diligence as a foundation for respecting human rights.

Going forward, the Sustainability Committee will continue to monitor the progress of each KPI tied to the four material issues on a quarterly basis, confirming and reviewing target settings in line with changes in the business environment, while driving the formulation and execution of initiatives to achieve these KPIs.

Sustainability Committee Performance in FY2025

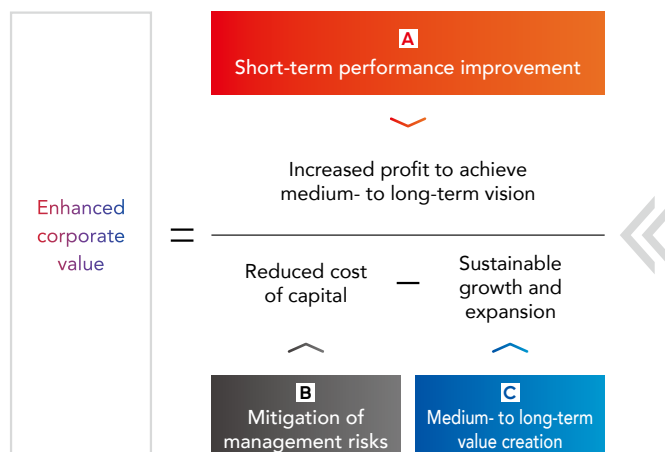
Months Held	Key Agenda Items
Held quarterly (January, April, August, and October)	<ul style="list-style-type: none"> Report on changes to the committee structure Revision of materiality-related KPIs and report on additional items Deliberations on the production of the SEPTENI STORY (corporate history) and the holding of workshops Internal communication and deliberations on engagement measures for sustainability activities Report on ESG evaluation results and deliberations on corresponding actions Progress report on materiality-related initiatives and relevant KPIs

For key agenda items and discussions from past Sustainability Committee meetings, please refer to the corporate website. <https://www.septeni-holdings.co.jp/en/csr/policy.html>

Link between materiality and corporate value

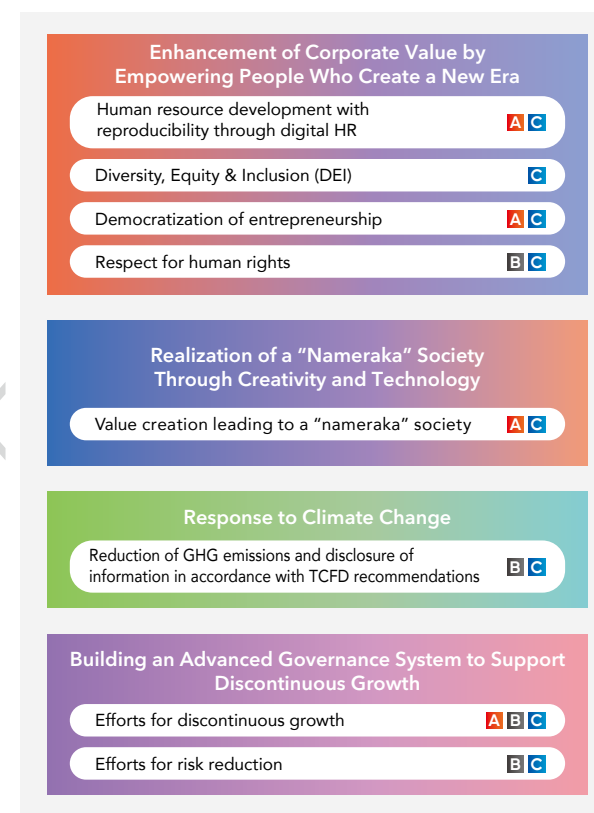
The following diagram illustrates how each materiality and its subcategories relate to our Group's corporate value. We believe that the enhancement of our Group's corporate value can be expressed by a formula: with "increased profit to achieve medium- to long-term

Link Between Materiality and Corporate Value



vision" as the numerator, and "reduced cost of capital" minus "sustainable growth and expansion" as the denominator. The four material issues serve as drivers to maximize corporate value by actively influencing each component of this equation.

By continuing to address these four materialities, we aim to achieve our Group's vision and realize our mission "to inspire the world with entrepreneurship."



Materiality of the Septeni Group

Materiality and KPIs

Materiality	Subcategory of Materiality	KPI	Target	Target Achievement Timing	Progress	
<p>Enhancement of Corporate Value by Empowering People Who Create a New Era</p> <p>As stated in the first clause of our vision, "To be a place where people are empowered to create a new era," we at the Septeni Group believe that our most valuable asset is our people. In our commitment to nurturing those who will shape the future, we are actively pursuing four themes. The first is enhancing the value of each individual through reproducible talent acquisition, placement, and development using HR technology. The second is creating an environment where each individual can play an active role in their own way by promoting Diversity, Equity, and Inclusion (DEI). The third is democratizing entrepreneurship by nurturing and establishing the entrepreneurship of each individual. The fourth is promoting respect for human rights, which is essential as a foundation for fostering people and rooted in social responsibility. Through these efforts, we aim to enhance human capital value, empower people who create a new era, and improve corporate value. In addition, within DEI efforts, we focus on initiatives related to women, who represent a majority among minorities, as we believe that addressing gender equity and inclusion leads to the realization of equity and inclusion for other attributes. Therefore, we aim to close the gender gap and have set the ratio of female managers as a KPI.</p>	Human resource development with reproducibility through digital HR	Operation and accuracy improvement of HR value chain	Continuous implementation	Annually	Expanding disclosures	
	Diversity, Equity & Inclusion (DEI)	Ratio of female managers	30%	2030	28.3% (as of December 31, 2025)	
	Democratization of entrepreneurship	Cultivating an environment where employees can readily demonstrate entrepreneurship	Creating opportunities for employees to demonstrate entrepreneurship		2025	Introduced "entrepreneurship" as a survey item
		Number of employee stock ownership plan participants	Year-on-year increase		Annually	662 (as of December 31, 2025)
Respect for human rights	Appropriate response to human rights risks	Establishing a human rights due diligence system		2025	Conducted the identification, analysis, and assessment of adverse impacts (risks) within our Group	
<p>Realization of a "Nameraka" Society Through Creativity and Technology</p> <p>In the second part of our vision, we express our commitment "To open the door to a 'nameraka' future with creativity and technology." Our goal is to realize a "nameraka" future by harnessing each employee's creativity, utilizing technology to create new value in the form of new businesses, services, and IP, and expanding opportunities for both industries and individuals.</p>	Value creation leading to a "nameraka" society	Providing value and opportunities to society through business and services	Increase in recipients of value	2030	Produced and released DEI awareness content for internal and external audiences	
<p>Response to Climate Change</p> <p>Climate change is threatening the future of our planet. Given that a sustainable and sound Earth and society are prerequisites for business operations, addressing climate change is of high importance and is also widely demanded by society and stakeholders. By continuously taking action against climate change, we aim to achieve a decarbonized society.</p>	Reduction of GHG emissions and disclosure of information in accordance with TCFD recommendations	Scope 1 & 2 emissions	70% reduction	2030	Reduced by 82%	
<p>Building an Advanced Governance System to Support Discontinuous Growth</p> <p>By promoting both offensive corporate governance to pursue discontinuous growth and defensive corporate governance to pursue risk reduction, we aim to build advanced corporate governance system to create a new era and become a place to realize a "nameraka" future.</p>	Efforts for discontinuous growth	Fostering a healthy cycle of business creation and exit through the consistent application of business continuity standards	Improving management indicators through business portfolio management	Annually	<ul style="list-style-type: none"> Established two new companies Merged two companies to maximize Group synergies and consolidate management resources Liquidated and divested two companies based on business continuity criteria 	
	Efforts for risk reduction	Implementation of appropriate risk management and thorough compliance	100% training participation rate	Annually	Achieved 100%	
		Ensuring and improving the effectiveness of the board of directors	<ul style="list-style-type: none"> Continuous implementation of executive sessions Continuous implementation of effectiveness evaluations 	Annually	Implemented	
Discussion of succession planning	Continuous implementation	Annually	Established a new executive management structure by actively appointing next-generation leaders			