

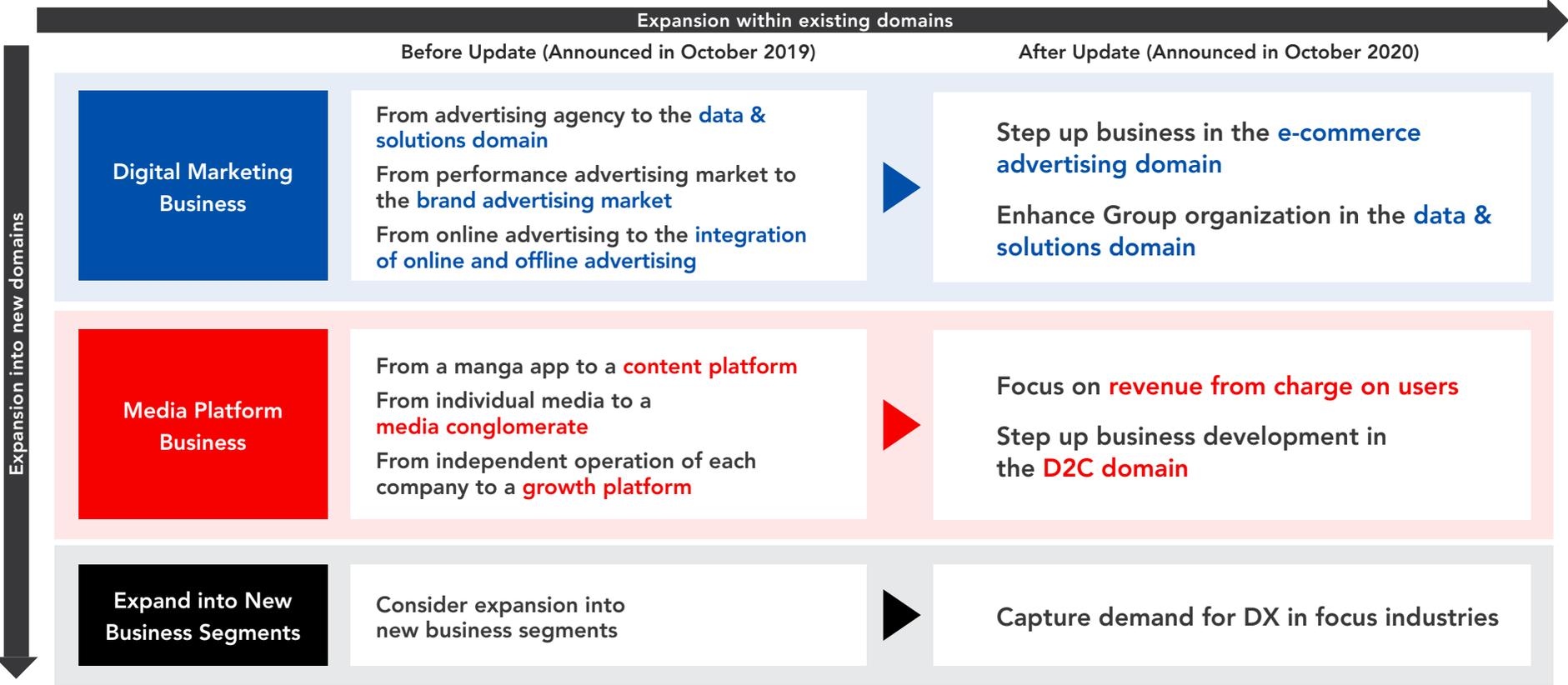
Overview and Progress of Midterm Business Policies

— Theme of the Midterm Business Policies —
Domain Expansion

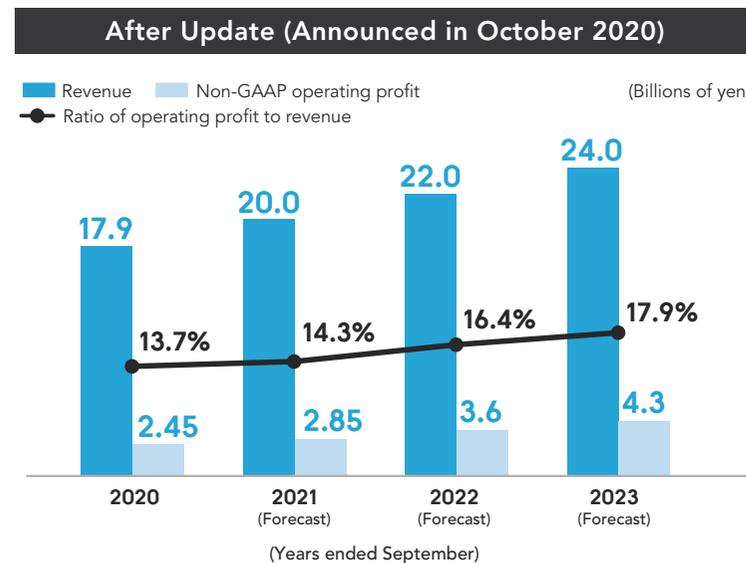
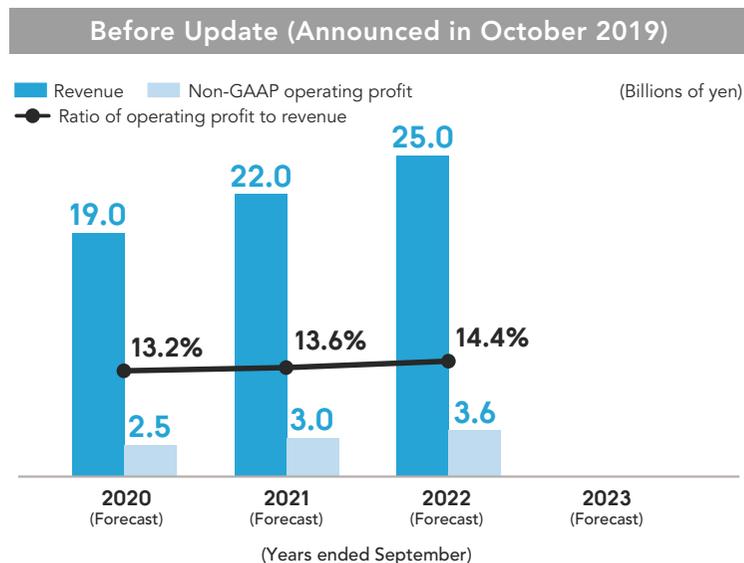
The Septeni Group’s operating environment changes quickly and is difficult to predict. Therefore, we utilize a rolling method to review our Midterm Business Policies every year so that management can adapt quickly.

Our Midterm Business Policies, which were announced in October 2019, adopt the theme of domain expansion and delineate the direction in which each segment should expand. The year since then has seen major societal change due to the COVID-19 pandemic. Consequently, using our rolling method for the fiscal year ending September 2021, we have updated our policies to reflect the “new normal” while also focusing on the significant changes we are seeing now as opportunities for growth.

Overview of the Midterm Business Policies



Performance Guidance (Consolidated)



Outlook by Business Segment

Digital Marketing Business

Expect to generate sustainable growth by adapting to the operating environment to increase sales and earnings

- Develop the e-commerce advertising and data & solutions domains as growth drivers
- Collaborate with the Dentsu Group to increase market share

Media Platform Business

Aim for profitability in three years by growing revenue in each business and reducing losses

- Expect stable revenue growth by focusing on charges from users
- Step up new business development in the D2C domain to increase earnings

Expand into New Business Segments

To capture DX demand, deploy internal capital with a focus on industries including sports, asset-sharing and entertainment