Q3 and 9M FY2026

Business Results

SEPTENI

November 13, 2026 Stock Code 4293

SEPTENI HOLDINGS CO., LTD.

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Executive Summary of Q3 FY2026 Financial Results

9M FY2026 Results

- Net sales increased 18.7% year on year and revenue increased 9.8%, driven by expanded transactions with existing clients and the acquisition of new clients.
- Although expenses were recorded for investment in human capital and corporate actions, SG&A expenses were kept within an appropriate range at +4.0% year on year, and Non-GAAP operating profit increased 27.2%.

Q3 FY2026 Results

Revenue	Revenue increased 10.4% year on year owing to further expanded transactions with existing clients.
Non-GAAP operating profit	Non-GAAP operating profit decreased 22.9% year on year, due to increased provisions for earnings-based bonuses and share-based remuneration for officers and employees following the upward revision of the full-year earnings forecast.

Progress of Business Portfolio Management and Full-Year Outlook

- Through the promotion of business portfolio management, acquired one company and sold two.*
- Although gains on the sale of subsidiaries, etc. are expected to be recorded, currently reviewing business progress and various expenses to assess the impact on the full-year forecast for profit attributable to owners of parent, and will disclose it promptly once it can be announced.
- For revenue and Non-GAAP operating profit, achievement of the full-year earnings forecasts is within reach.

*For details, please refer to the timely disclosures announced on September 24, 2026, November 5, 2026, and November 13, 2026.

01 Consolidated Earnings Overview for 9M FY2026

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9M FY2026 (Jan-Sep) Highlights

Steady progress, with new record highs for a 3Q cumulative period* set across all line items.

Net sales growth accelerated further, up a double-digit 18.7% year on year, and progress against the revised earnings forecast is also on track.

(¥millions, unless otherwise stated)		Value	YoY	Progress toward earnings forecast
Revenue		24,470	+9.8%	73.5%
Non-GAAP operating profit		3,640	+27.2%	67.4%
Profit attributable to owners of parent		4,404	+76.9%	73.4%
Earnings per share (EPS)		¥21.38	+¥9.38	-
[Reference]	Net sales	130,160	+18.7%	-
	Revenue to net sales ratio	18.8%	-1.5Pt	-

* Comparing figures prior to FY2023 with simple combined totals for January–Sep.

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9M FY2026 (Jan-Sep) Highlights (By business segment)

Marketing Communication — **Revenue increased and profit grew substantially,** with new client acquisition and expansion with existing clients making a major contribution.

Direct Business — **Revenue increased and profit grew substantially,** driven by further expansion with existing clients.

Data & Solutions — **Revenue increased and profit grew substantially,** owing to an expanded service lineup and optimization of headcount.

	(¥millions, unless otherwise stated)	9M FY2025	9M FY2026	YoY	Progress toward revised forecast
Marketing Communication	Revenue	15,820	17,220	+8.9%	71.8%
	Non-GAAP operating profit	3,786	4,629	+22.3%	66.1%
	[Reference] Net sales	92,810	112,056	+20.7%	-
Direct Business	Revenue	4,735	5,689	+20.2%	83.7%
	Non-GAAP operating profit	964	1,271	+31.8%	90.8%
	[Reference] Net sales	16,242	18,224	+12.2%	-
Data & Solutions	Revenue	2,296	2,555	+11.3%	71.0%
	Non-GAAP operating profit	363	469	+29.1%	73.3%

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9M FY2026 (Jan-Sep) Consolidated Income Statement

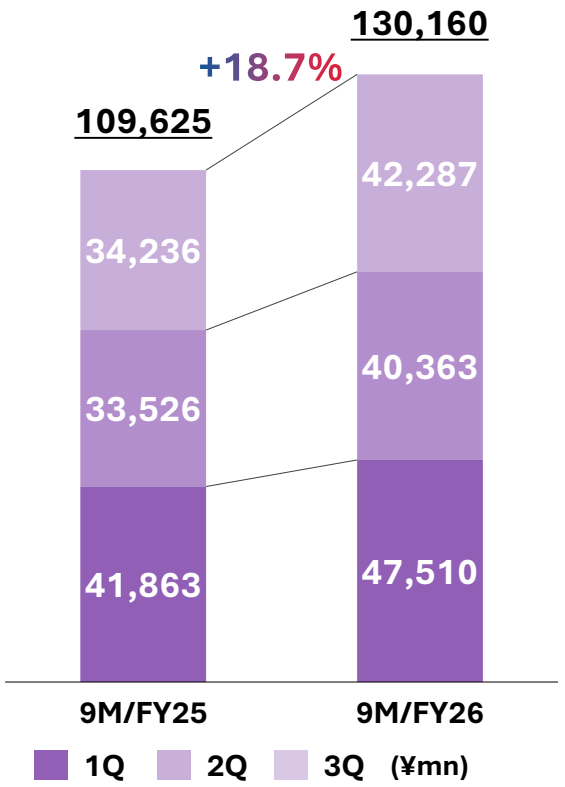
In addition to growth in operating profit, equity in earnings of associates, etc. also contributed, and profit attributable to owners of parent increased substantially by 76.9% year on year; further upside is expected in 4Q.

(¥millions, unless otherwise stated)	9M 2026				9M 2025		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	**24,470**	**18.8%**	**100.0%**	**+9.8%**	**22,289**	**20.3%**	**100.0%**
Gross profit	18,316	14.1%	74.9%	+7.9%	16,970	15.5%	76.1%
SG&A expenses	14,732	11.3%	60.2%	+4.0%	14,161	12.9%	63.5%
Non-GAAP operating profit	**3,640**	**2.8%**	**14.9%**	**+27.2%**	**2,862**	**2.6%**	**12.8%**
Operating profit	3,733	2.9%	15.3%	+32.9%	2,810	2.6%	12.6%
Equity in earnings of associates, etc.	1,232	0.9%	5.0%	+32.3%	931	0.8%	4.2%
Profit attributable to owners of parent	**4,404**	**3.4%**	**18.0%**	**+76.9%**	**2,490**	**2.3%**	**11.2%**
[Reference] Net sales	130,160	100.0%	—	+18.7%	109,625	100.0%	—

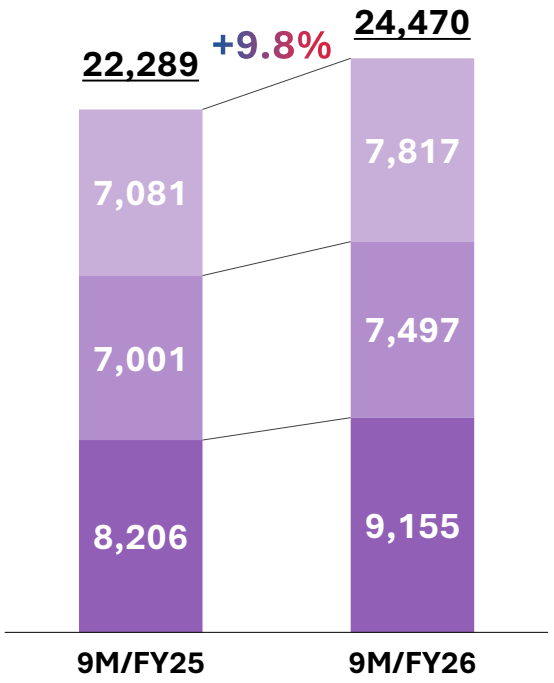
9M FY2026 Consolidated Earnings Trend

Top-line growth from expanded existing projects and acquired new projects absorbed the increase in SG&A expenses, and the Non-GAAP operating profit margin improved by 2.1 pts year on year.

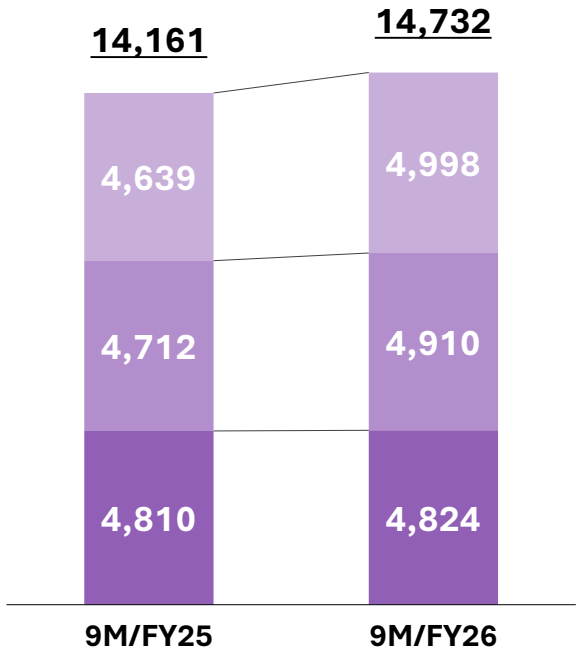
Net Sales



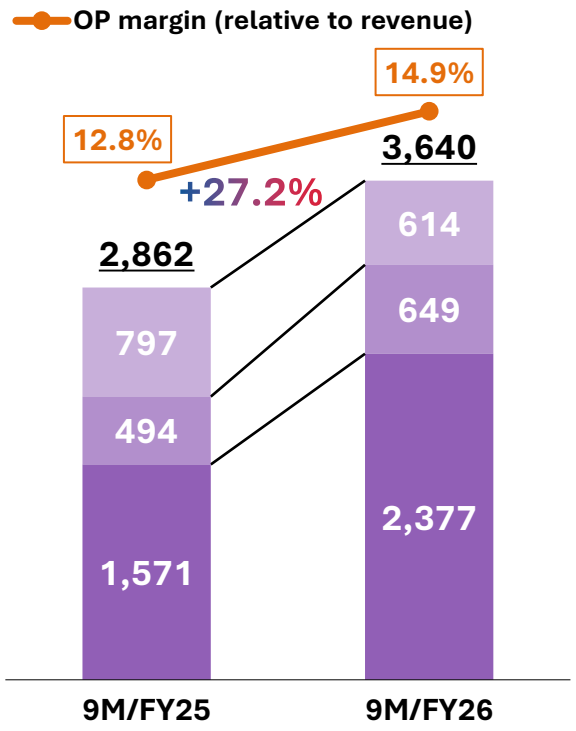
Revenue



SG&A Expenses



Non-GAAP Operating Profit



02

Quarterly Consolidated Earnings Overview

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Q3 FY2026 (Jul-Sep) Consolidated Income Statement

Net sales grew strongly, up 23.5% year on year, and revenue rose 10.4% year on year, both double-digit increases.

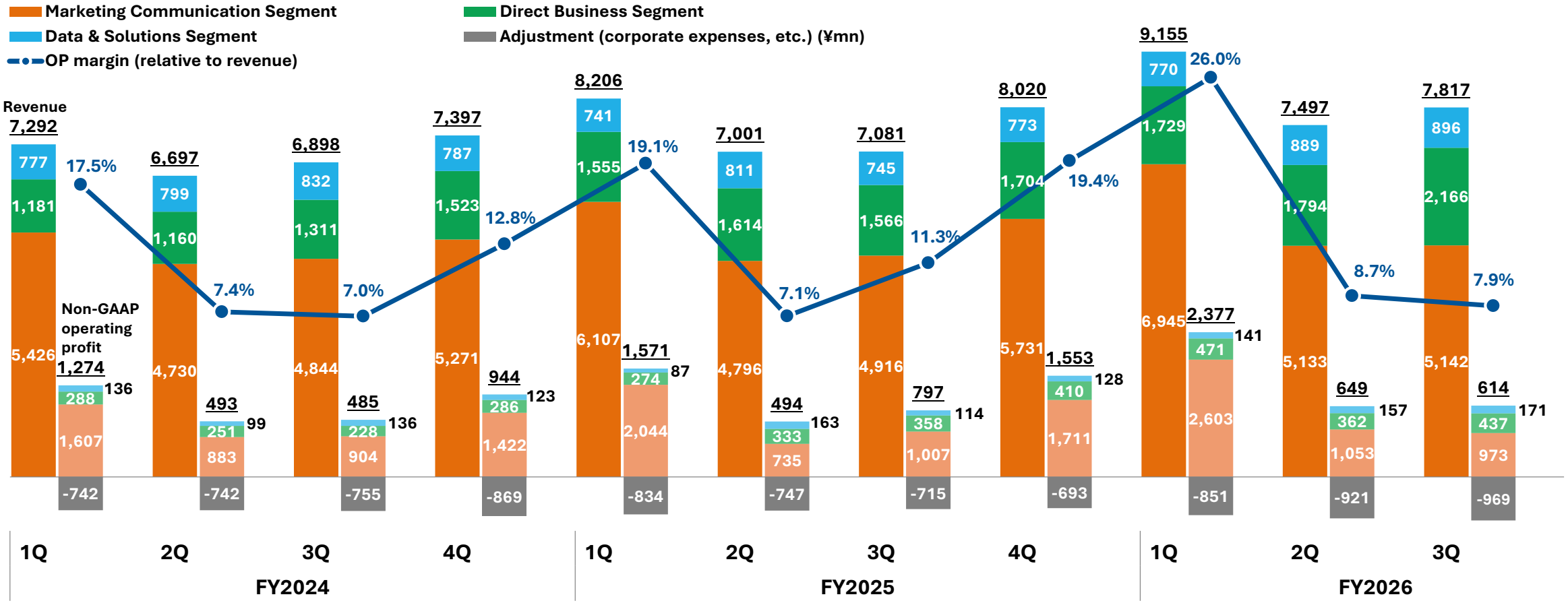
Non-GAAP operating profit decreased 22.9% year on year, due to increases in production costs and in SG&A expenses, mainly for investment in human capital.

(¥millions, unless otherwise stated)	Q3 2026				Q3 2025		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	**7,817**	**18.5%**	**100.0%**	**+10.4%**	**7,081**	**20.7%**	**100.0%**
Gross profit	5,600	13.2%	71.6%	+3.3%	5,421	15.8%	76.5%
SG&A expenses	4,998	11.8%	63.9%	+7.7%	4,639	13.6%	65.5%
Non-GAAP operating profit	**614**	**1.5%**	**7.9%**	**-22.9%**	**797**	**2.3%**	**11.3%**
Operating profit	567	1.3%	7.3%	-27.8%	785	2.3%	11.1%
Equity in earnings of associates, etc.	72	0.2%	0.9%	-69.2%	235	0.7%	3.3%
Profit attributable to owners of parent	**317**	**0.7%**	**4.1%**	**-50.0%**	**634**	**1.9%**	**9.0%**
[Reference] Net sales	42,287	100.0%	—	+23.5%	34,236	100.0%	—

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Quarterly Trend of Consolidated Earnings

Following the upward revision of the full-year earnings forecast, estimated bonus expenses, etc. for officers and employees increased in each segment, and hiring was strengthened. In addition, company-wide expenses rose due to corporate action costs and the provision for officers' share-based remuneration.*



As the result of Other Business and the elimination of intersegment revenue are omitted, the total of each business revenue and consolidated revenue (underlined figures) do not coincide.

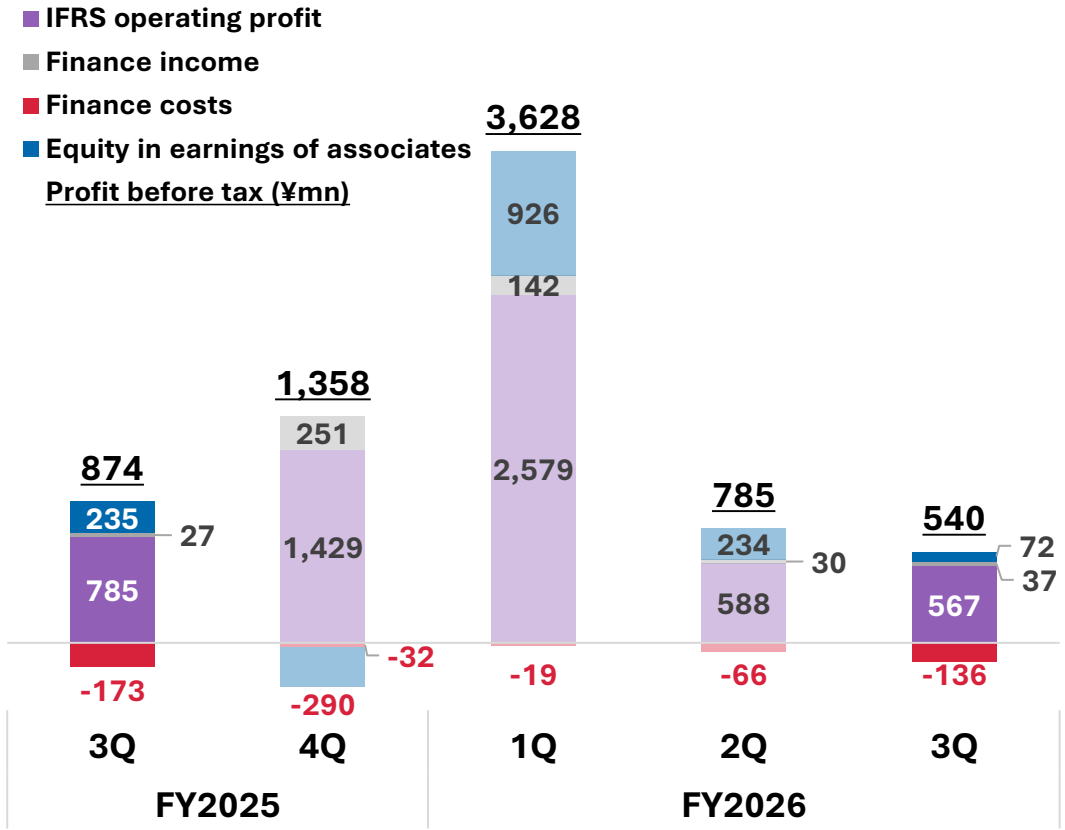
*Targets for the "performance-linked points," the basis for payment of medium- to long-term performance-linked share-based remuneration, are set at a high level exceeding the Medium-Term Management Plan.

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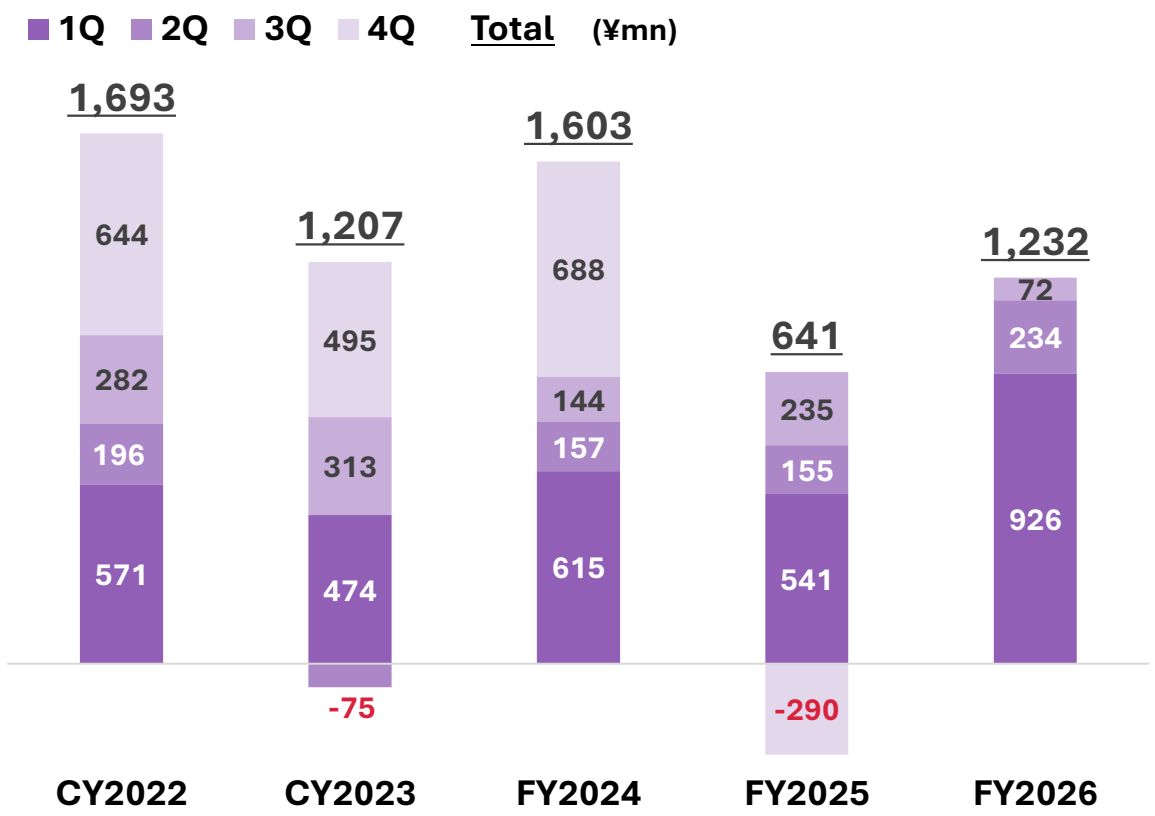
Quarterly Trend of Consolidated Profit Before Tax (After reclassification of discontinued operations)

Although equity in earnings of associates for 3Q alone declined YoY, centered on Dentsu Digital, progress on a 3Q cumulative basis is strong. Following the share sale, equity in earnings (losses) from COMISMA will no longer be recognized from the next fiscal year onward, and overall equity in earnings of associates is expected to improve.

Quarterly Trend

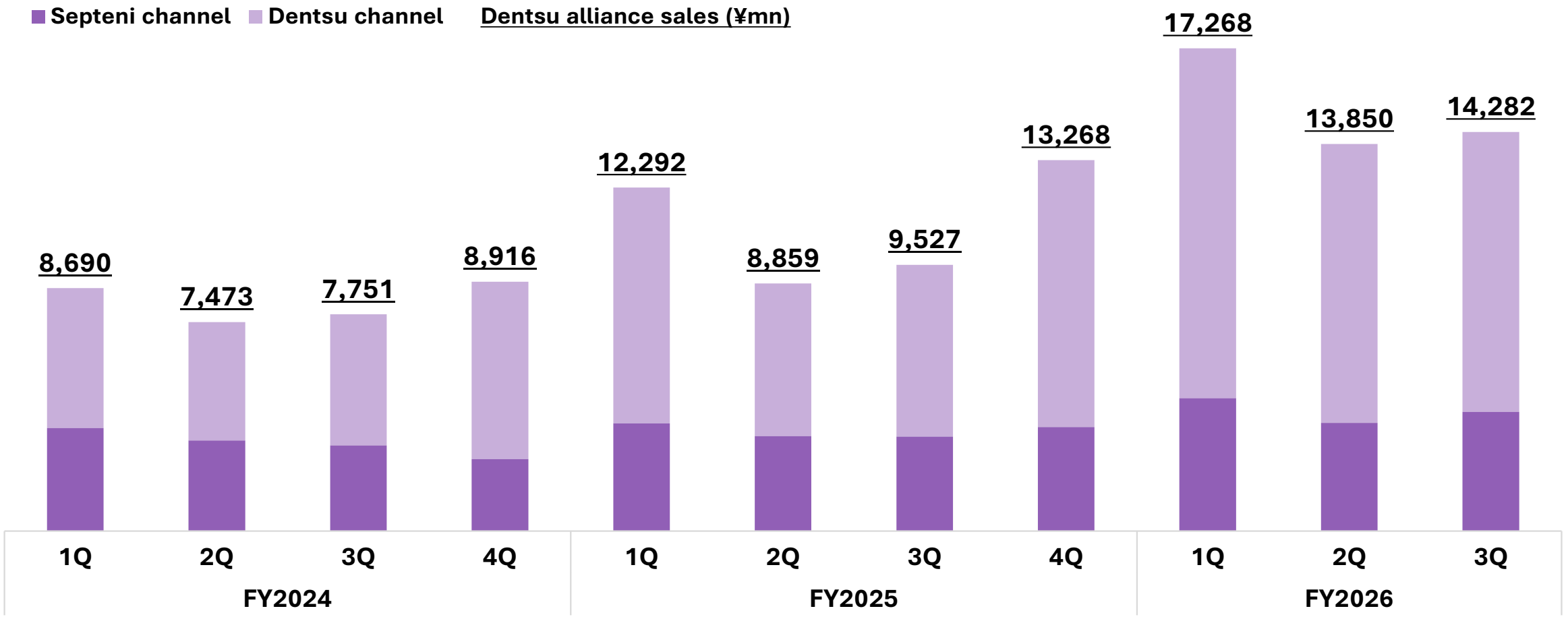


Full-Year Trend of Equity in Earnings of Associates



Progress on Business Alliance with Dentsu Group

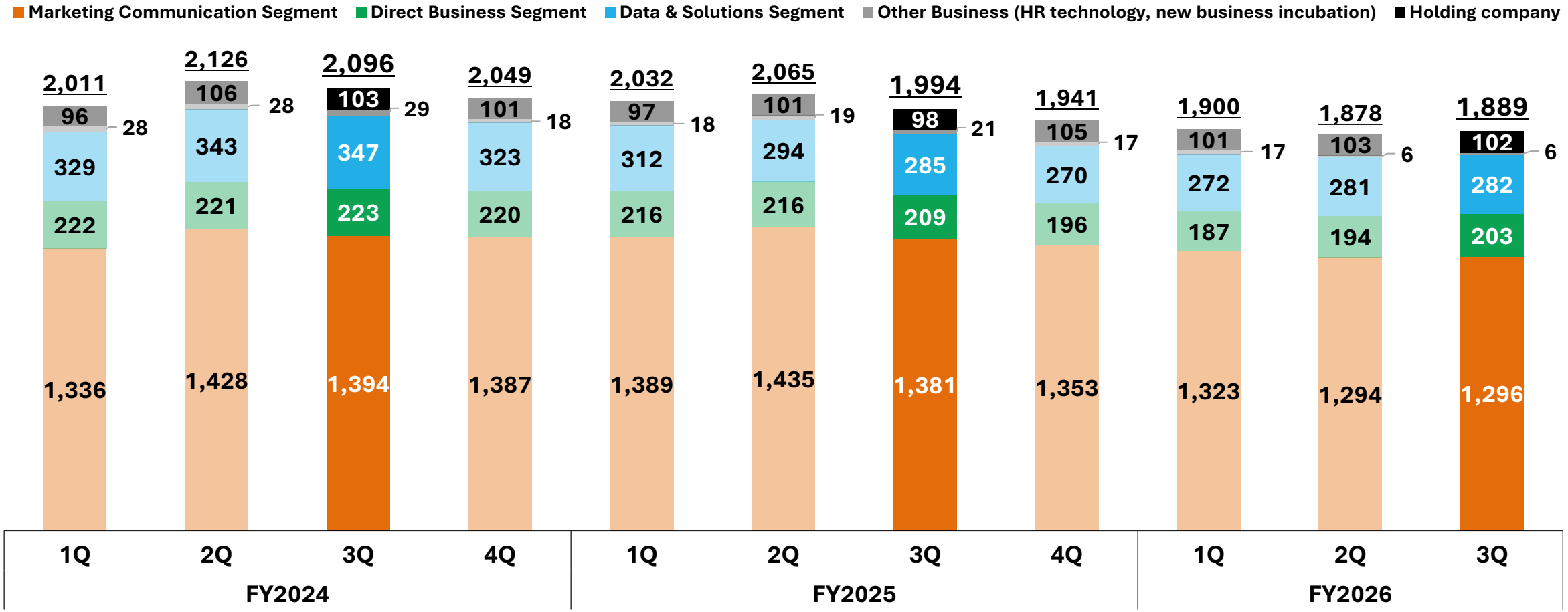
Both sales channels expanded steadily, and Dentsu alliance sales as a whole grew 49.9% year on year.



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Workforce Size Trend

As a result of optimizing headcount and promoting optimal placement through greater mobility of internal talent, productivity improved in each business segment, and the building of a lean business foundation for medium- to long-term growth is steadily progressing.



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03 Marketing Communication Segment

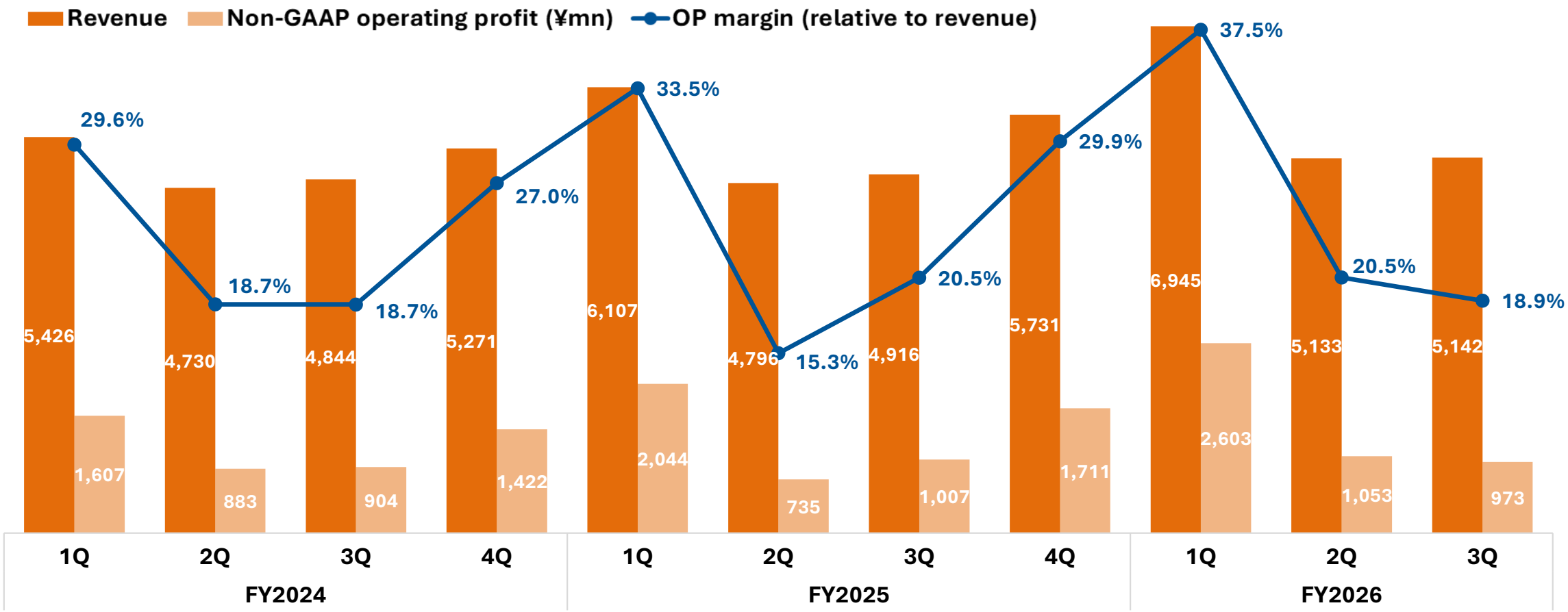
Marketing Communication Segment Earnings Overview

Net sales rose sharply, up 25.6% year on year, driven by expanded sales of job aggregators and clients acquired this fiscal year; however, the increases in costs and SG&A expenses could not be fully absorbed, and Non-GAAP operating profit was flat year on year.

(¥millions, unless otherwise stated)	Q3 2026				Q3 2025		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	5,142	14.3%	100.0%	+4.6%	4,916	17.1%	100.0%
Gross profit	4,162	11.5%	80.9%	+2.4%	4,067	14.2%	82.7%
SG&A expenses	3,190	8.8%	62.0%	+4.1%	3,064	10.7%	62.3%
Non-GAAP operating profit	973	2.7%	18.9%	-3.4%	1,007	3.5%	20.5%
[Reference] Net sales	36,064	100.0%	—	+25.6%	28,709	100.0%	—

Marketing Communication Segment Quarterly Earnings Trend

- **The revenue increase could not fully absorb the increase in expenses such as earnings-based bonuses, and Non-GAAP operating profit was flat YoY. Efforts to improve profitability and productivity continue to progress, and recent performance is tracking well against the full-year forecast.**



04 Direct Business Segment

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Direct Business Segment Earnings Overview

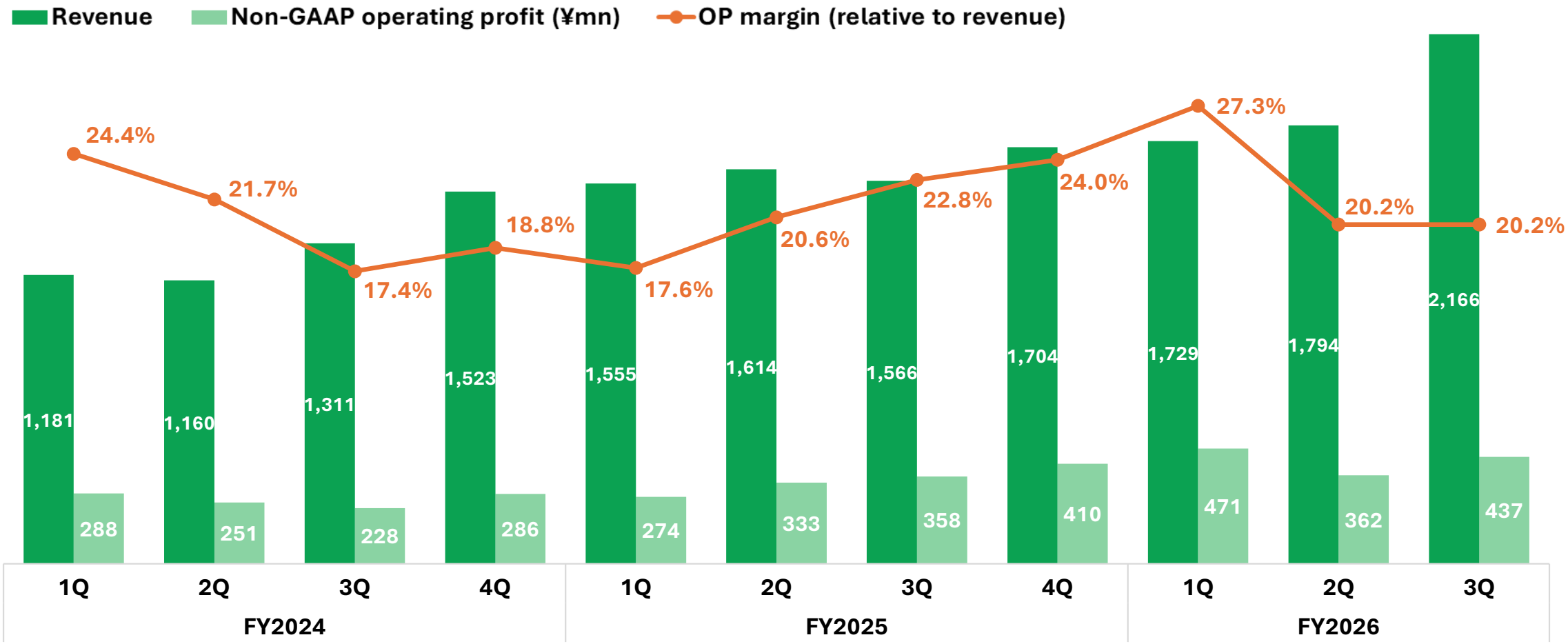
- Further expansion with existing clients, centered on offline projects, led to a substantial 38.3% increase in revenue year on year. Non-GAAP operating profit increased 22.2% year on year, absorbing higher production costs and costs of mid-career hiring.

(¥millions, unless otherwise stated)	Q3 2026				Q3 2025		
	Value	Ratio to net sales	Ratio to revenue	YoY	Value	Ratio to net sales	Ratio to revenue
Revenue	2,166	34.2%	100.0%	+38.3%	1,566	29.0%	100.0%
Gross profit	1,083	17.1%	50.0%	+15.7%	936	17.3%	59.8%
SG&A expenses	656	10.4%	30.3%	+11.4%	589	10.9%	37.6%
Non-GAAP operating profit	437	6.9%	20.2%	+22.2%	358	6.6%	22.8%
[Reference] Net sales	6,334	100.0%	—	+17.3%	5,401	100.0%	—

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Direct Business Segment Quarterly Earnings Trend

Revenue increased significantly owing to the growth in offline projects involving production, and as a result, Non-GAAP operating profit margin has stopped declining and remained flat from the previous quarter.



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05 Data & Solutions Segment

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Data & Solutions Segment Earnings Overview

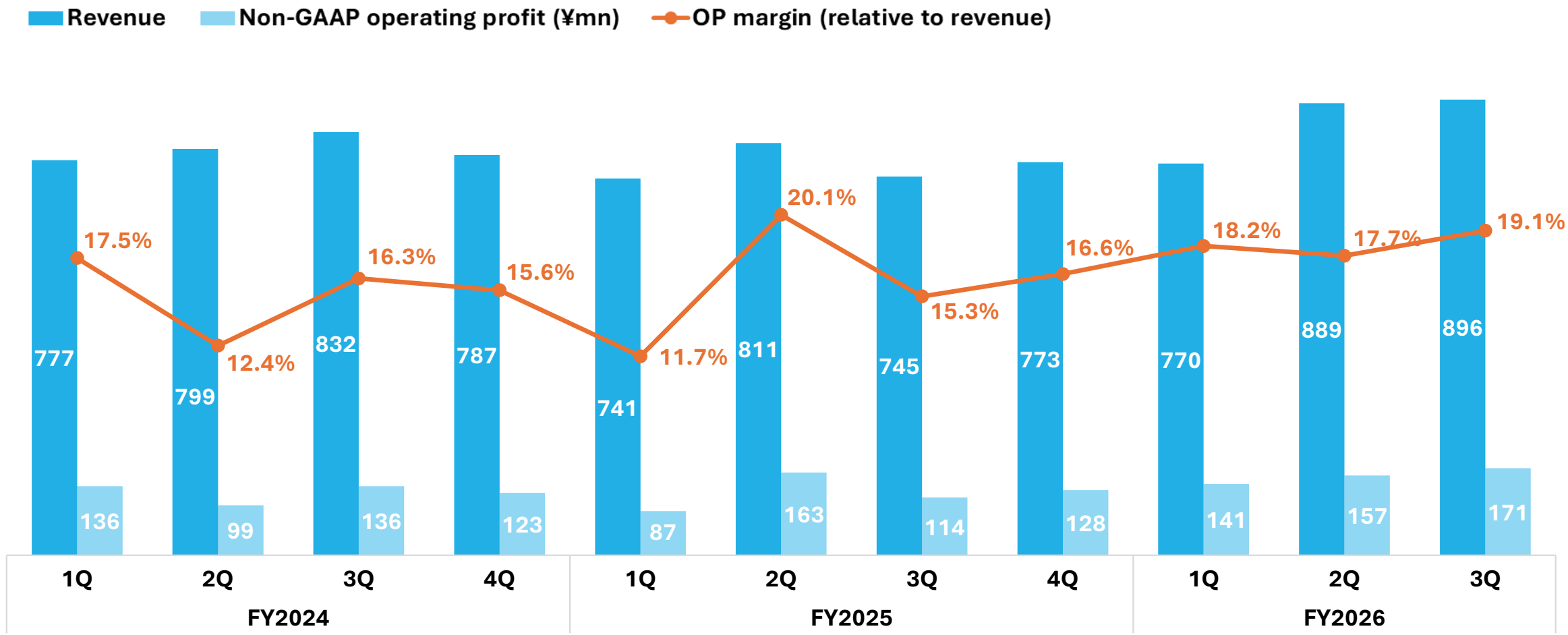
The expanded service lineup, including the training business and solutions, contributed significantly, with revenue up 20.3% year on year and Non-GAAP operating profit up a substantial 50.8%.

(¥millions, unless otherwise stated)	Q3 2026			Q3 2025	
	Value	Ratio	YoY	Value	Ratio
Revenue	896	100.0%	+20.3%	745	100.0%
Gross profit	572	63.8%	+22.2%	468	62.9%
SG&A expenses	401	44.7%	+13.0%	355	47.6%
Non-GAAP operating profit	171	19.1%	+50.8%	114	15.3%
[Reference] Net sales	896	100.0%	+20.3%	745	100.0%

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Data & Solutions Segment Quarterly Earnings Trend

The segment set new quarterly record highs for both revenue and Non-GAAP operating profit, and Non-GAAP operating profit margin improved by 3.8 pts.



06

Promotion of Business Portfolio Management

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Promotion of Business Portfolio Management

As a result of monitoring in line with the business continuity criteria, we decided to transfer the shares of one subsidiary and one equity-method associate, and acquired shares of Mediahouse Holdings to maximize corporate value over the medium to long term.

Tricorn Transferring shares to the best owner who is expected to generate greater synergies.

COMISMA Deciding on share transfers based on the current business portfolio policy and capital allocation.

Portfolio Actions	FY2024	FY2025	H1 FY2026	H2 FY2026
Establishment / Integration	Establishment of one company	Establishment of one company Merger of two companies into one Establishment of one joint venture	AI CRE8ION LAB (Establishment) WithDrs. (M&A)	Mediahouse Holdings (M&A)
Divestiture / Liquidation	Deconsolidation of one company Divestiture of two companies	Divestiture of one company Liquidation of one company	Vivivit (Divestiture) LION DIGITAL GLOBAL* (Divestiture)	Tricorn (Divestiture) COMISMA (Divestiture)
Total Number of Subsidiaries	36	35	28	—

* Including group companies of LION DIGITAL GLOBAL

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Basic Policies and Key Measures

Basic Policies	Key Measures
1 Deepening Businesses	**Synergy & Collaboration** • Generate synergies within and across businesses, through Dentsu collaborations, and with external partnerships. • Promote organizational restructuring and portfolio management. • Improve productivity through the utilization of AI.
2 Exploring Businesses	**Accelerating Investment in Future Revenue Pillars** • Explore opportunities to expand value in areas such as HR Technology, Sports, Entertainment, Consulting, and IP (Intellectual Property). • Actively invest in areas capable of creating synergies with the “HaKaSe” brand.
3 Strengthening Management Foundation	**Strengthening Human Capital** • Launch HR Development Committee for the next generation of talent. **Strengthening Governance** • Introduce a CxO system to clarify roles and enhance synergies. **Promoting AI Strategy** • Build an AI promotion structure and strategy.
4 Capital Allocation	**Balancing Growth Investment and High Shareholder Returns** • Set an investment budget of approximately ¥25 billion over three years, covering existing businesses and the HR technology domain. • Set a minimum annual dividend floor of 18 yen per share.

Purpose of the Share Acquisition

Because strong synergies are expected that will contribute to deepening our existing businesses and expanding the HR marketing* area, we acquired all shares of Mediahouse Holdings Co., Ltd. on November 4, 2026, making it a consolidated subsidiary of the Company.

Purpose of the Share Acquisition

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- Comprehensive support for corporate DX, centered on major advertisers
- HR marketing services combining digital marketing services and HR DX

media house TOTAL SOLUTION COMPANY

- Provision of comprehensive solutions to a client base centered on small and medium-sized businesses (SMBs)
- High external recognition for job aggregation media, etc.

Further expand the Group's share and solidify its base in the performance-based job advertising market and build a solid business foundation that complements our existing client base centered on large enterprises and our capabilities

➡Aim to further increase our presence in the HR market, including performance-based job advertising, and in the digital marketing market

* Targeting job seekers, using marketing methods to convey the reasons to choose a client company's job openings and employer brand, and thereby producing results that lead directly to hiring.

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Overview of Mediahouse Holdings Co., Ltd.

With the mission "To vitalize SMB across the nation," Mediahouse Holdings provides solutions that deliver client satisfaction, backed by extensive expertise and a support structure built on more than 40 years of experience supporting SMBs.

Basic Information

Company Name	Mediahouse Holdings Co., Ltd.
Representative	Representative Director, President and CEO Keisuke Hatouchi
Address	Chuo Building 5F, 2-17 Kagurazaka, Shinjuku-ku, Tokyo
Offices	Headquarters (Tokyo), Sapporo, Nagoya, Osaka, Fukuoka
Foundation	August 6, 1983
Capital	¥50 million
No. of Employees	366 (as of October 1, 2026)

Business Overview

HR Tech SBU	Recruitment support and personnel placement
Mar Tech SBU	Web marketing
C Tech SBU	Advertising creative and branding

Representative Profile



Representative Director, President and CEO

Keisuke Hatouchi

- Joined Recruit in 1989 and worked across a wide range of HR service businesses, from new-graduate and mid-career recruitment to education.
- Held positions including Head of Recruit's Kansai Branch and Representative Director and President of Recruit Executive Agent.
- Has been with Mediahouse Holdings since 2021.

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Collaboration Philosophy and Expected Synergies

Collaboration Philosophy

By combining the potential of talent and solutions of both companies, and by jointly taking on the challenge of creating further business value, we will lead a period of transformation in the HR market and the digital marketing market, thereby inspiring Japan.

Expected Synergies

HR Marketing Area

- Maximize proposal capabilities and purchasing power by establishing a share of the performance-based job advertising market, centered on Indeed
- Expand the solution lineup in the HR marketing area



Marketing Communication Segment

- Expand into the SMB* area through the acquisition of an SMB client base, an extensive sales network, and sales personnel with different strengths
- Optimize and improve the efficiency of production and operating costs by leveraging an ad operations data platform and an AI-enabled creative production structure, etc.

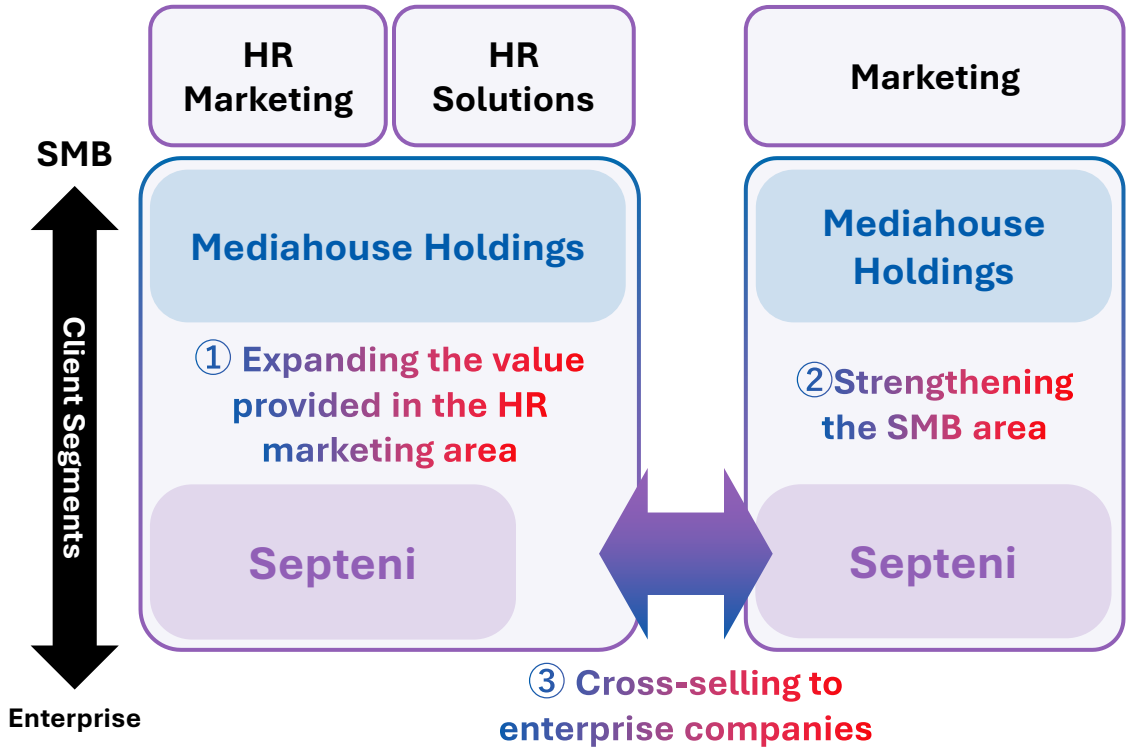
* SMB stands for Small and Medium-sized Business.

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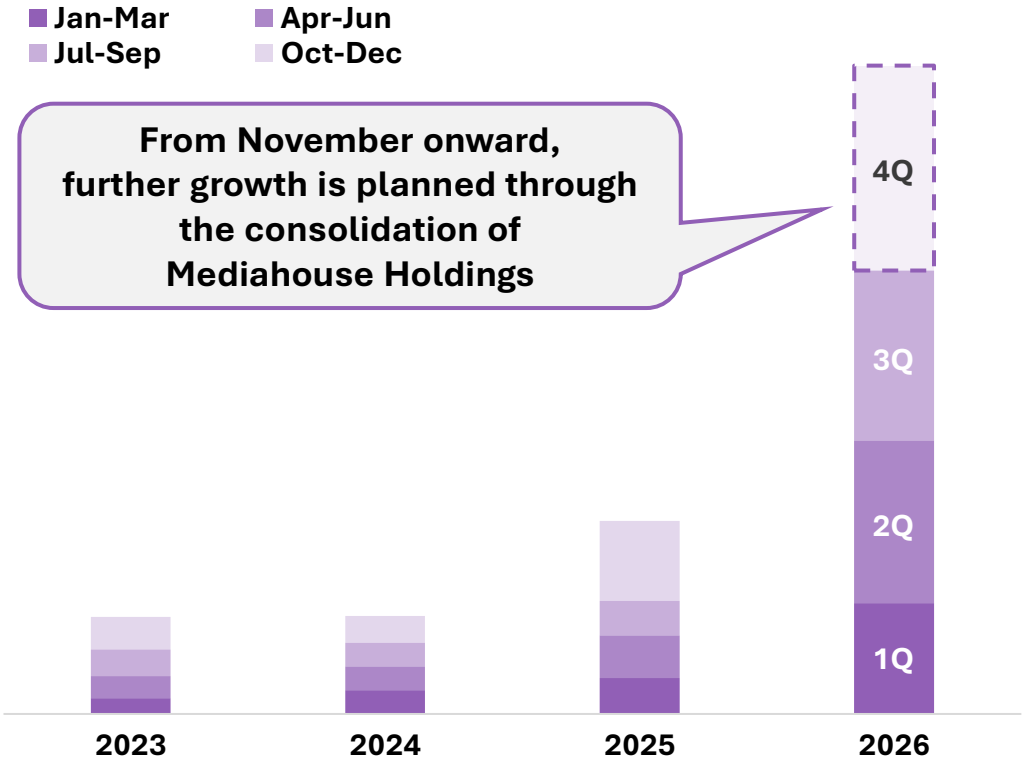
Expanding the Value to Provide through Collaboration

As the overall market for recruitment-related services expands amid a structural labor shortage in Japan, the Group's sales of performance-based job advertising have grown rapidly.
Synergies are expected to be created, centered on expanding the value provided in the HR marketing area.

Areas to Strengthen through Collaboration



Indeed Sales Performance Trend



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VISION 2030

SEPTENI GROUP VISION 2030

VALUE MAXIMIZER

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

07

Progress Toward Earnings Forecast

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Full-Year Earnings Forecast for FY2026 (Consolidated)

In 4Q of the current fiscal year, a gain on sale of approximately ¥890 million from the transfer of shares of COMISMA and a gain on sale of approximately ¥760 million from the transfer of shares of Tricorn are expected to be recorded. However, as the progress of existing businesses, the impact of consolidating Mediahouse Holdings, expenses associated with each corporate action, and year-end expenses are still under review, the full-year forecast for profit attributable to owners of parent is left unchanged for the time being.

(¥millions, unless otherwise stated)		FY2025 results	Revised forecast for FY2026		Projected growth rate (YoY)
Revenue		30,309	33,300		+9.9%
Non-GAAP operating profit		4,414	5,400		+22.3%
Profit attributable to owners of parent		3,491	6,000		+71.9%
Earnings per share (EPS)		¥16.83	¥29.21		+¥12.38
[Reference]	Net sales	148,783	163,000		+9.6%
	Revenue to net sales ratio	20.4%	20.4%		—
Dividends per share		¥18.00	Interim (result)	¥9.00	±0
			Year-end	¥9.00	

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Full-Year Earnings Forecast for FY2026 (By business segment, Re-presented)

Expecting growth in both revenue and profit across all segments, led by the Marketing Communication Segment.

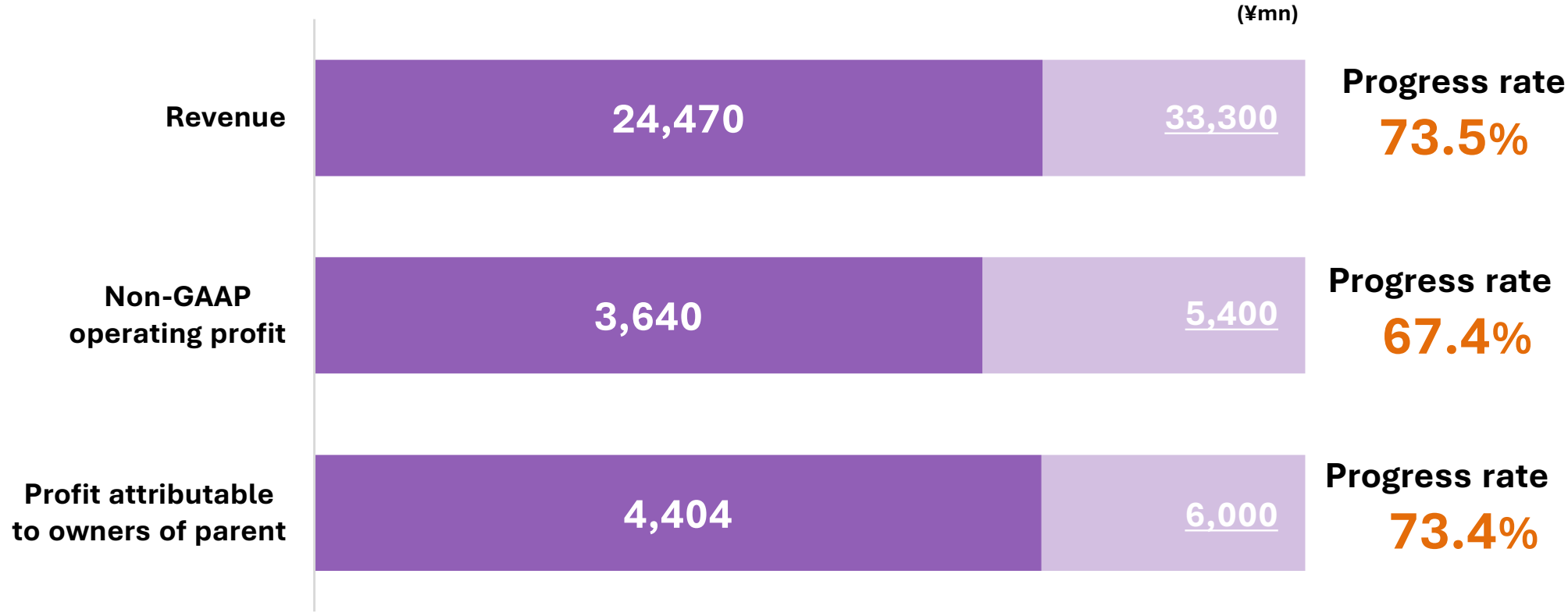
(¥millions)	Revenue			Non-GAAP operating profit		
	FY2025 results	FY2026 forecasts	YoY	FY2025 results	FY2026 forecasts	YoY
Marketing Communication	21,550	24,000	+11.4%	5,497	7,000	+27.3%
Direct Business	6,439	6,800	+5.6%	1,374	1,400	+1.9%
Data & Solutions	3,069	3,600	+17.3%	492	640	+30.2%
Eliminations & Corporate (incl. Other Business)	-750	-1,100	—	-2,948	-3,640	—
Consolidated	30,309	33,300	+9.9%	4,414	5,400	+22.3%

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Progress Against Revised Earnings Forecast (Consolidated)

Achievement of the full-year earnings forecasts for both revenue and Non-GAAP operating profit is within reach.

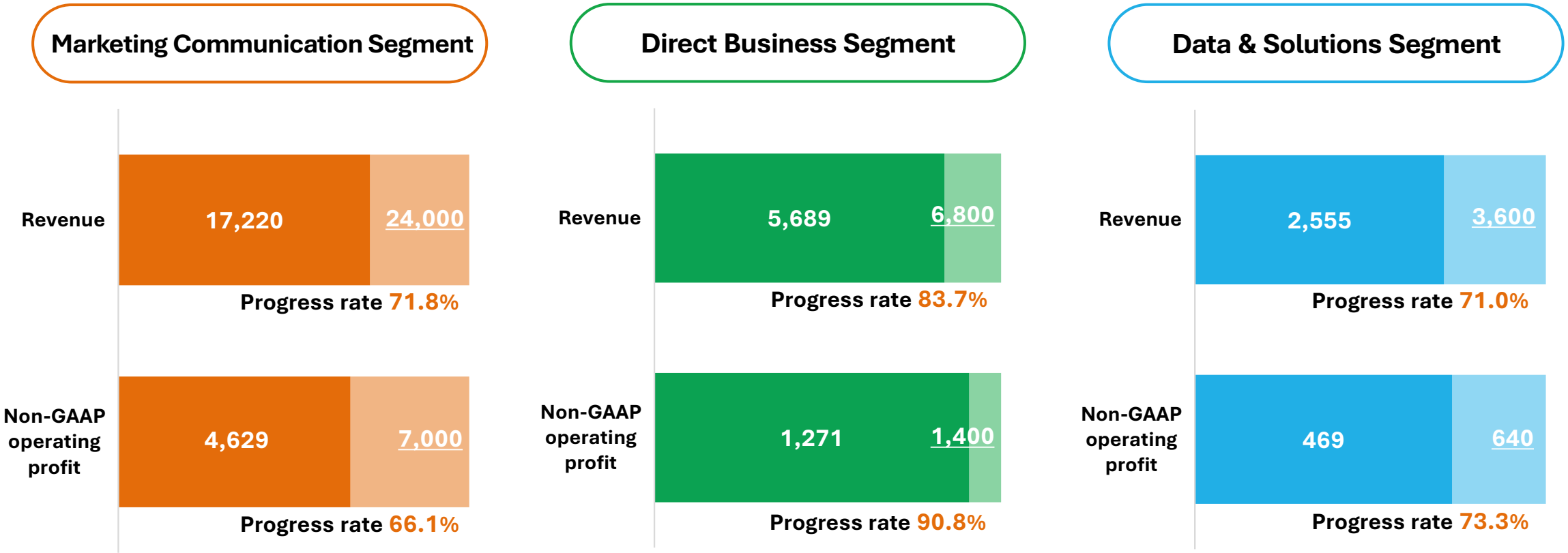
In pursuit of further growth in profit attributable to owners of parent, including the recording of gains on the sale of subsidiaries, etc., current business progress and various expenses are currently under review.



Progress Against Revised Earnings Forecast (By business segment)

The Direct Business Segment is progressing strongly, at a pace exceeding its full-year earnings forecast, and the other two segments are also progressing steadily toward achieving their full-year earnings forecasts.

(¥mn)



Thank you for your interest!

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Contact Information

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All estimates, opinions and plans provided in this document are based on the best information available at the time of the creation of this document on November 13, 2026 and we do not guarantee their accuracy. Therefore, our actual results may differ due to various unforeseen risk factors and changes in global economies.

08 Appendix

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Constitution of Consolidated Expenses (IFRS)

(¥millions)	FY2024				FY2025				FY2026			QonQ	YonY
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q		
Total of cost of sales	1,310	1,392	1,668	1,712	1,842	1,816	1,661	1,826	1,971	1,966	2,217	+12.8%	+33.5%
Labor costs	422	443	430	472	447	454	450	461	460	523	492	-6.0%	+9.3%
Subcontract costs	592	606	932	960	1,115	1,045	959	1,050	1,212	1,169	1,481	+26.7%	+54.4%
Others	296	343	305	280	280	317	252	315	299	274	245	-10.7%	-3.0%
Total of SG&A expenses	4,725	4,851	4,759	4,760	4,810	4,712	4,639	4,672	4,824	4,910	4,998	+1.8%	+7.7%
Labor costs *1	3,227	3,334	3,236	3,171	3,194	3,195	3,144	3,124	3,147	3,165	3,183	+0.6%	+1.2%
Employee bonuses *2	177	130	156	174	195	182	168	206	306	290	366	+26.4%	+117.9%
Rent expenses etc.	266	266	267	271	280	276	281	281	280	282	291	+3.4%	+3.9%
Advertising expenses	180	198	193	140	126	139	165	161	134	148	122	-17.6%	-26.0%
System usage fees	266	289	296	321	312	294	293	314	305	308	304	-1.4%	+3.6%
Taxes and dues	104	102	102	92	95	93	95	76	93	99	106	+7.4%	+11.3%
Others	506	532	508	590	607	533	493	510	559	619	625	+0.9%	+26.7%

*1 Recording estimated performance-linked share-based remuneration (BIP trust), an adjustment item to Non-GAAP operating profit, as personnel expenses. *2 Including estimated performance-linked bonuses.

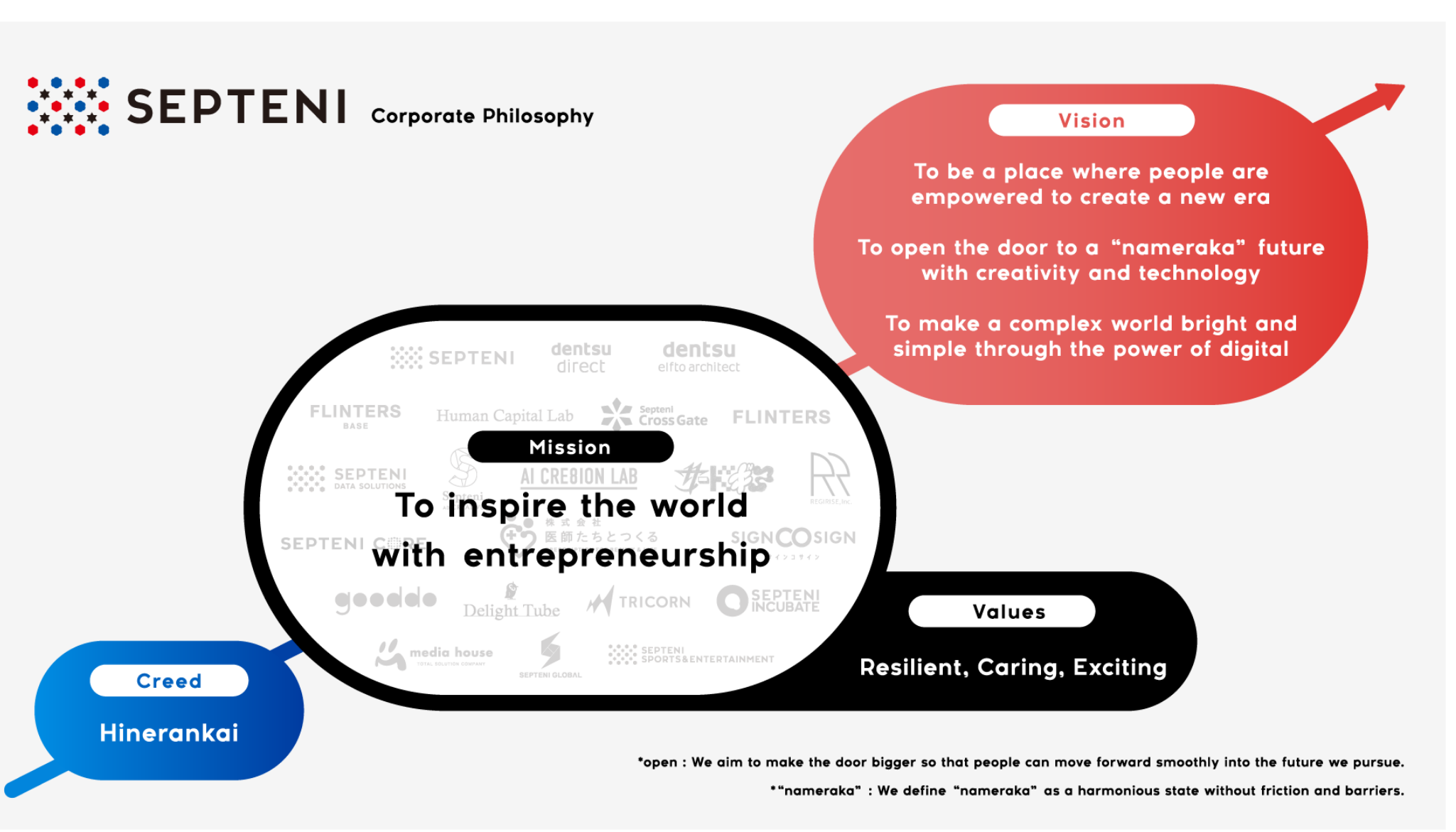
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Consolidated Statement of Financial Position

(¥millions)	End of FY2025	End of Q3 FY2026	Change
Current Assets	45,547	44,496	-1,051
Non-Current Assets	50,798	50,201	-597
Total Assets	**96,345**	**94,697**	**-1,648**
Current Liabilities	29,270	30,442	+1,172
Non-Current Liabilities	491	306	-185
Total Liabilities	**29,761**	**30,748**	**+987**
Total Capital	**66,584**	**63,949**	**-2,635**
Total Liabilities and Capital	**96,345**	**94,697**	**-1,648**

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Group Corporate Philosophy



Sustainability Policy and Materiality

Adopted Mission and Vision from the Group Philosophy as Sustainability Policy.

Sustainability Policy

- **To inspire the world with entrepreneurship**

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

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

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

Promotion of sustainability activities

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

*For Sustainability Policy and materiality details, please check the link: https://www.septeni-holdings.co.jp/en/csr/policy.html

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Sustainability Initiatives

Carrying out activities in line with the four material issues identified to contribute to a sustainable society and achieve its mission and vision, while partially revising some subcategories of materiality in line with activity progress and the Medium-Term Management Plan.

Materiality	Subcategory of Materiality	Key Targets
• Enhancement of Corporate Value by Empowering People Who Create a New Era	• Improving business performance and corporate value through demonstrating entrepreneurship Revised • Continuously cultivating the environment to support the demonstration of entrepreneurship Revised	• Appointment and development of new officers • Increase of the female managers ratio to 30% by 2030 • Implementation of human rights due diligence
• Realization of a “Nameraka” Society Through Creativity and Technology	• Increasing value provided to clients through the realization of "VALUE MAXIMIZER" Revised	• Increase in recipients of value through the Company’s business and services
• Response to Climate Change	• Reduction of GHG emissions and disclosure of information in accordance with TCFD recommendations	• Net-zero Scope 1 and 2 emissions by 2030
• Building an Advanced Governance System to Support Discontinuous Growth	• Efforts for discontinuous growth • Efforts for risk reduction	• Improving management indicators through business portfolio management • Continuous implementation of executive sessions • Continuous implementation of effectiveness evaluations

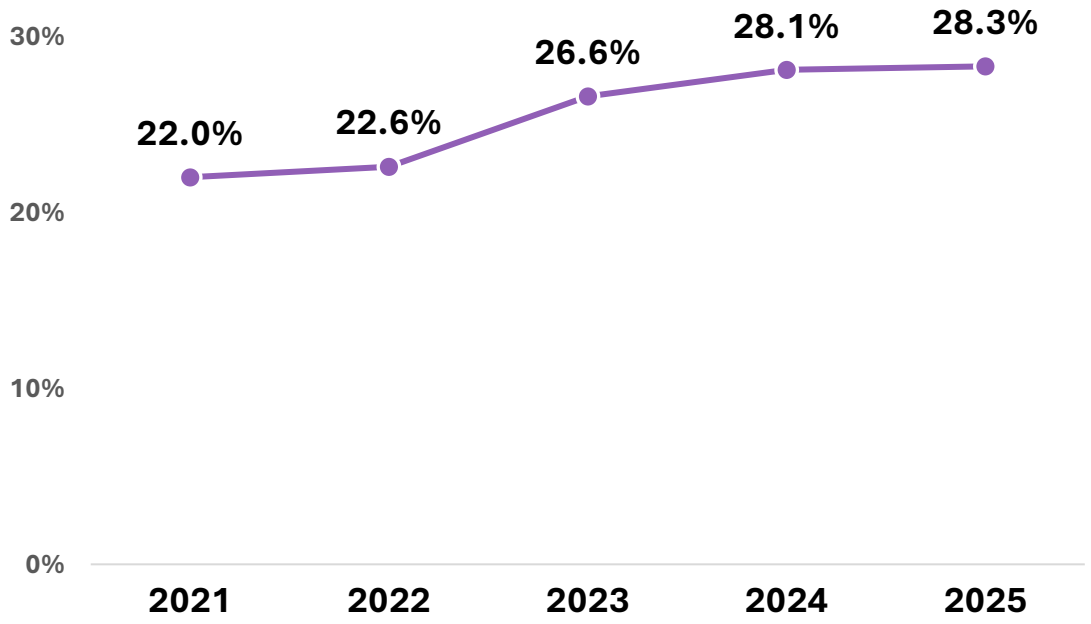
*For Sustainability Policy and materiality details, please check the link: https://www.septeni-holdings.co.jp/en/csr/policy.html

Initiatives and Progress in Human Capital Management

Setting human capital-related KPIs within Social, which is a particularly high-priority materiality, and promoting various measures.

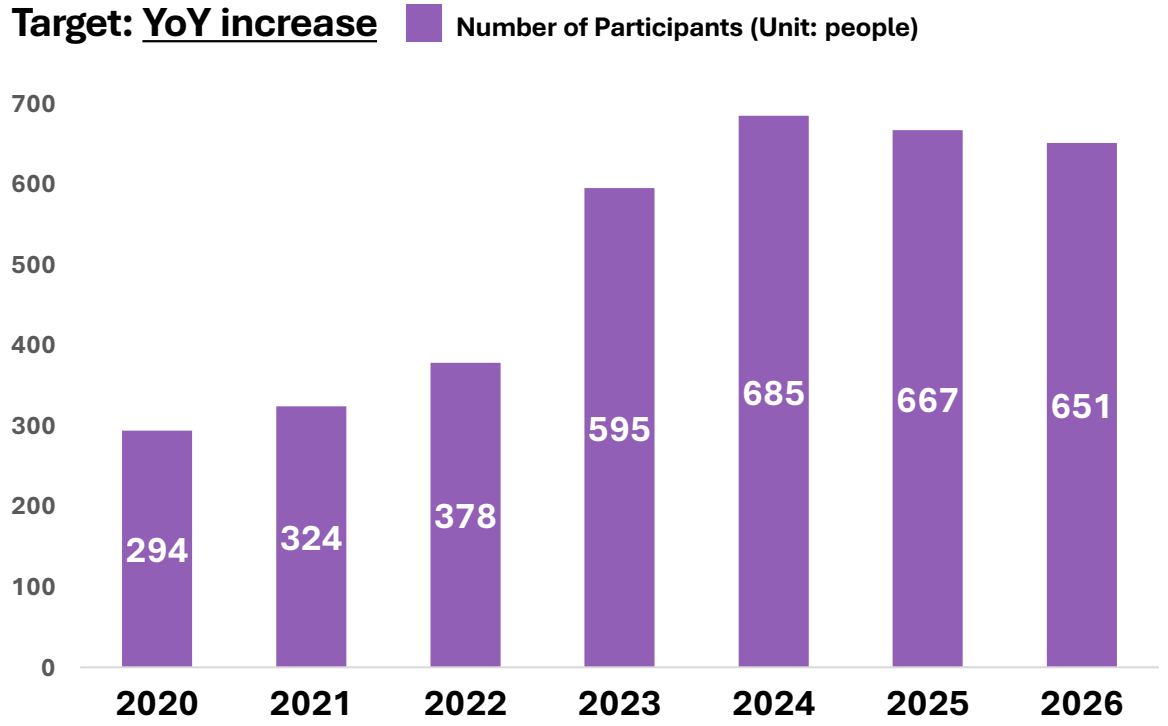
Ratio of Female Managers*1

Target: 30% by 2030 (Group companies in Japan)



Employee Stock Ownership Plan Participation Trends*2

Target: YoY increase



*For sustainability information, please check the link: https://www.septeni-holdings.co.jp/en/csr/data.html

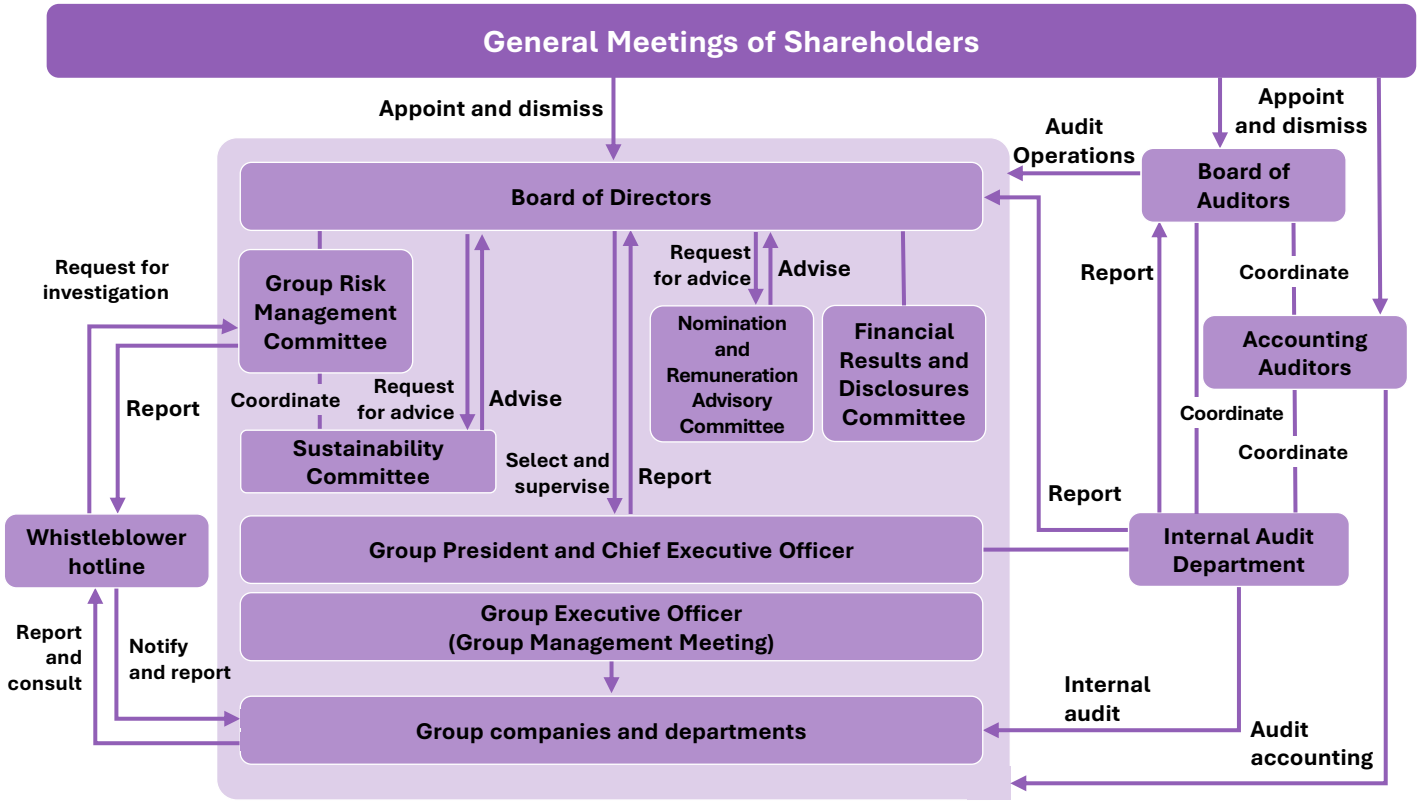
*1 Covering major domestic companies as of October of each year through 2023, and domestic Group companies as of the end of December from 2024 onward.

*2 Aggregating data for employees currently belonging to Group companies.

Enhancing Corporate Governance

In addition to conducting business in accordance with the corporate philosophy and making fair and efficient decisions, focusing on establishing and operating a system to ensure compliance with laws and regulations and appropriate supervision of corporate performance.

Corporate Management Structure



Transition of Governance Reform

FY2015	- Appointment of outside directors
FY2016	- Introduction of board of directors effectiveness evaluations - Strengthening of oversight functions through the establishment of various committees - Abolition of anti-takeover defense measures
FY2017	- Introduction of a performance-linked share-based remuneration system for officers - Introduction of a delegated executive officer system ➡Separation of executive and supervisory functions
FY2022	- Establishment of the Sustainability Committee and enhancement of awareness of ESG - Further strengthening of the independence and diversity of the board of directors Outside director ratio: 4 out of 7, Female directors: 1 out of 7 (As of the earnings announcement date)
FY2023	- Establishment of Nomination and Remuneration Advisory Committee
FY2026	- Inclusion of outside directors in the performance-linked share-based remuneration scheme (fixed portion only)

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Main Group Companies by Business Segment

as of December 14, 2026 (scheduled)

Marketing Communication Segment

SEPTENI
SEPTENI GLOBAL
Delight Tube
Septeni AD CREATIVE
SEPTENI CORE
gooddo
SIGNCOSIGN サインコサイン
SEPTENI SPORTS&ENTERTAINMENT
AI CRE8ION LAB

Direct Business Segment

dentsu direct
dentsu elfto architect

Data & Solutions Segment

FLINTERS
Septeni Cross Gate

Other Business (HR Marketing Area)

media house TOTAL SOLUTION COMPANY
Human Capital Lab

Equity-method Associates

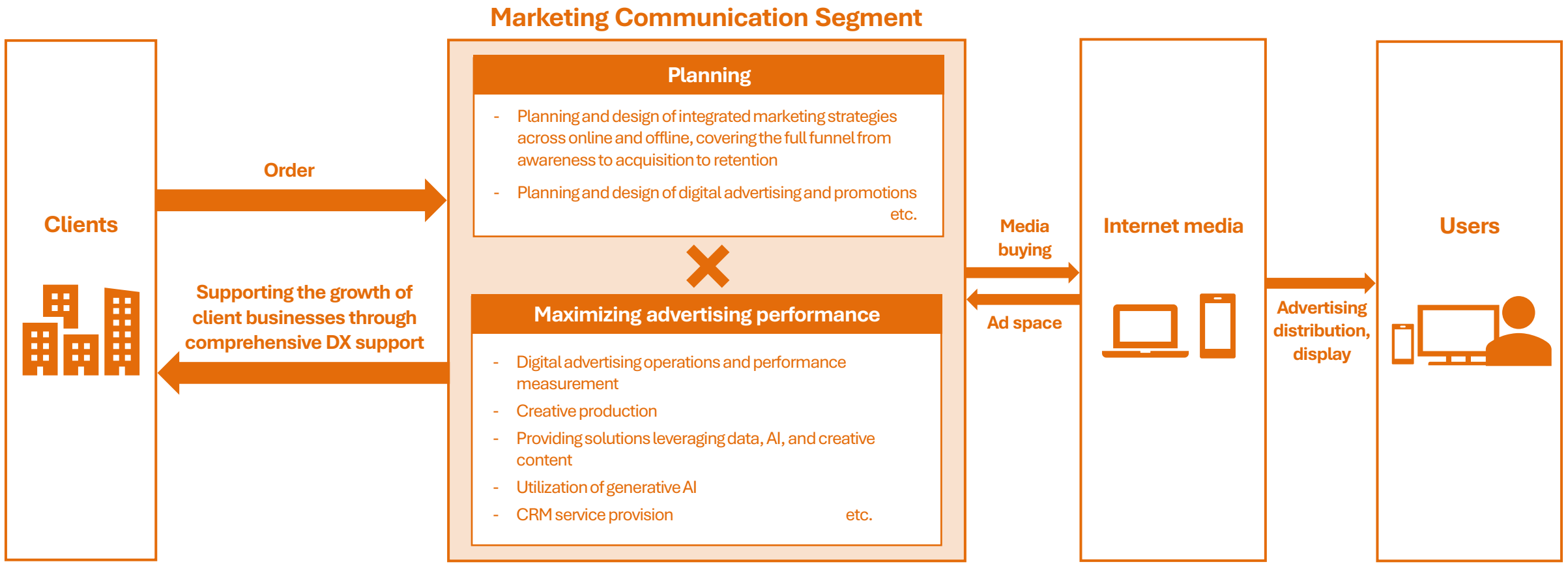
DENTSU DIGITAL
PRIMECROSS
Sports IT Solution
& and factory

SEPTENI HOLDINGS CO., LTD. (Holding company)

* Listing major Group companies after the completion of the currently planned business portfolio restructuring

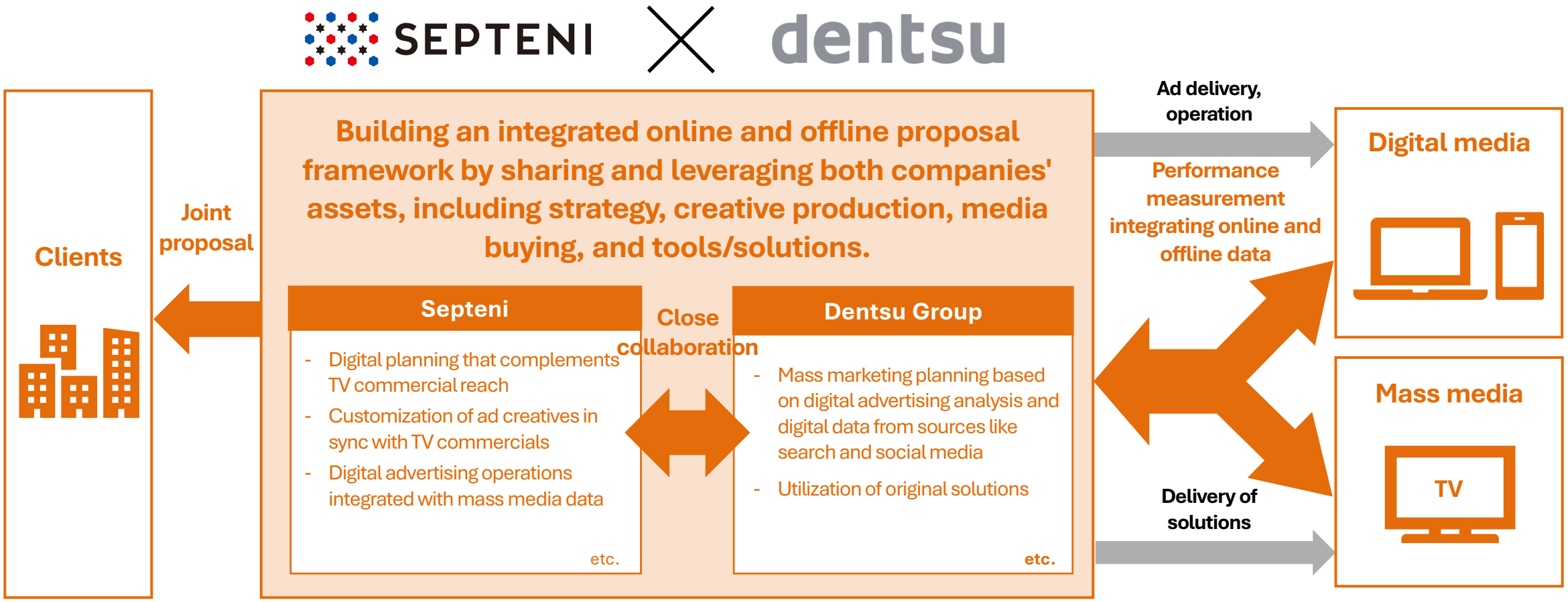
Business Model for the Marketing Communication Segment

The Marketing Communication Segment provides comprehensive DX support through integrated marketing services centered on digital advertising sales and operations.



Marketing Communication Segment Business Alliance with Dentsu Group

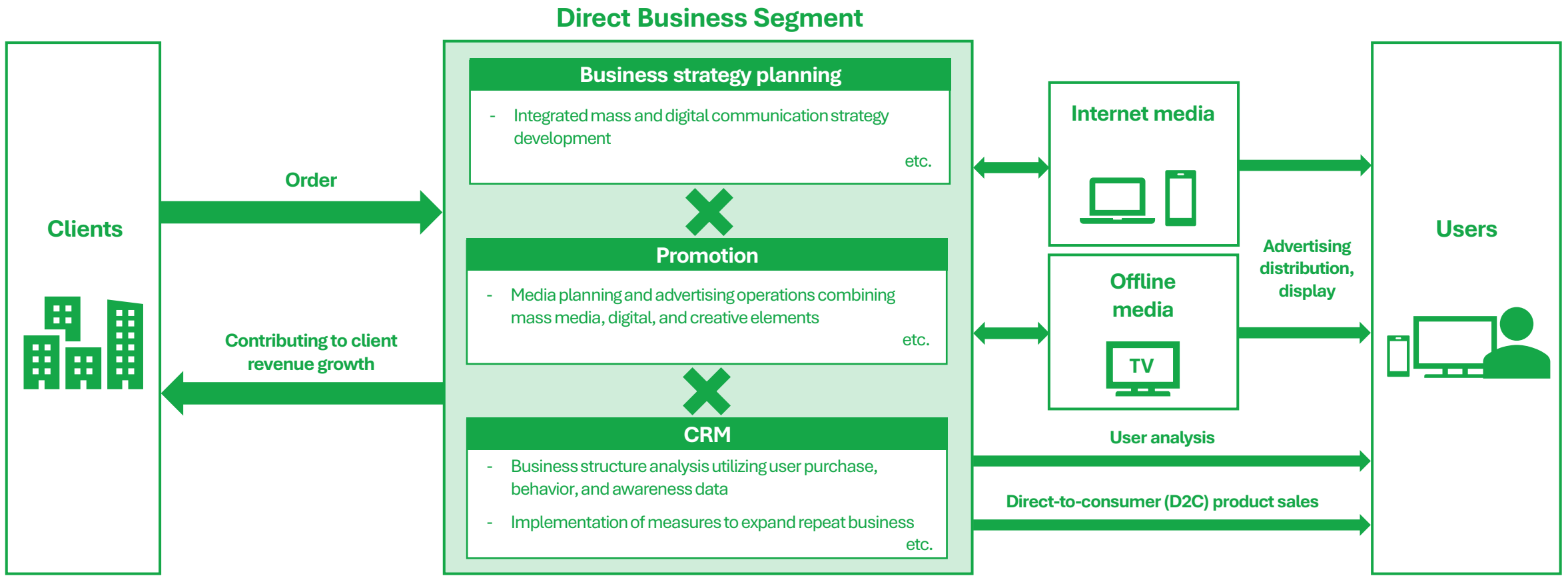
Integrated online and offline marketing proposals leveraging both companies' client bases (conceptual diagram)



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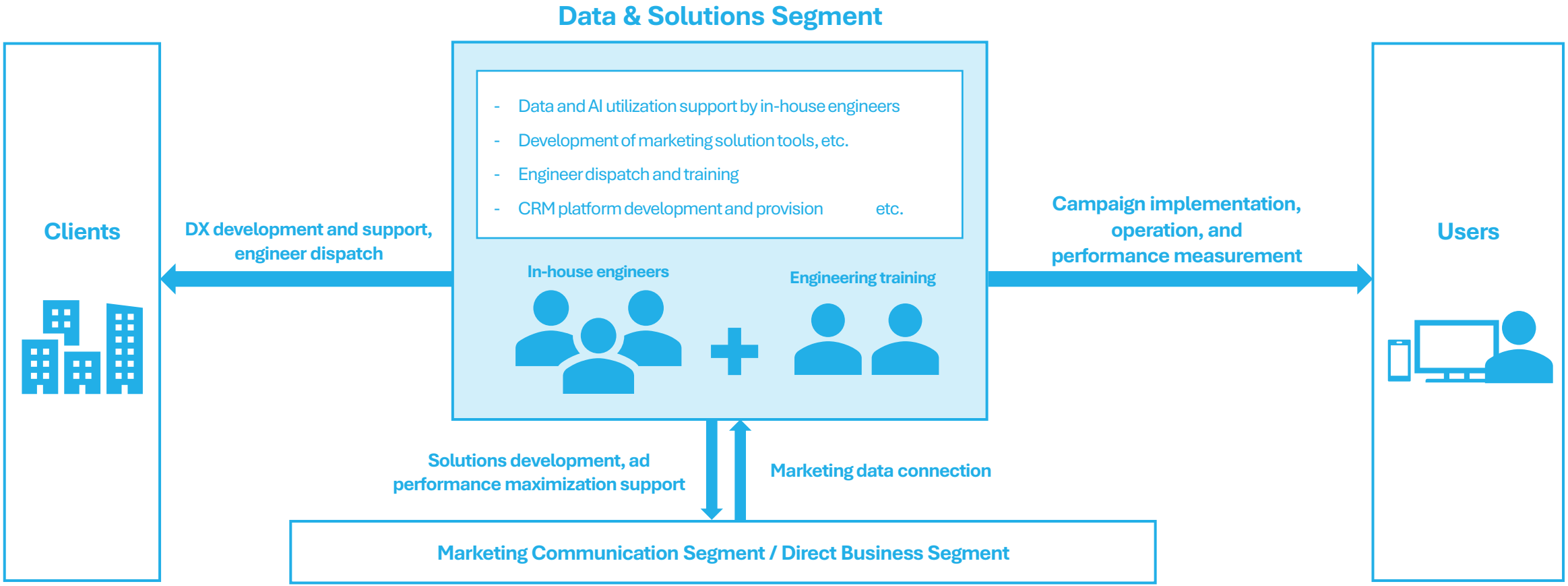
Business Model for the Direct Business Segment

The Direct Business Segment provides integrated client support by seamlessly executing everything from business strategy planning to direct response promotions and CRM in both B2C and B2B areas, thereby unifying offline media and digital strategies.



Business Model for the Data & Solutions Segment

The Data & Solutions Segment leverages long-standing expertise in digital marketing to provide data collection, integration, and utilization services, develop and deliver data- and AI-driven solutions, support client development, and dispatch engineering personnel.



Story of Septeni Group

SEPTENI STORY

We launched “SEPTENI STORY,” an archive site tracing our 35-year history and our journey of ongoing challenges. (Japanese only)

Please click the image below or scan the QR code.



Integrated Report

In Integrated Report 2025, we updated the future we aim for and the specific roadmap toward its realization, focusing on VISION 2030 and the Medium-term Management Plan (FY2026-2028).

Please click the image below or scan the QR code to view the full report.

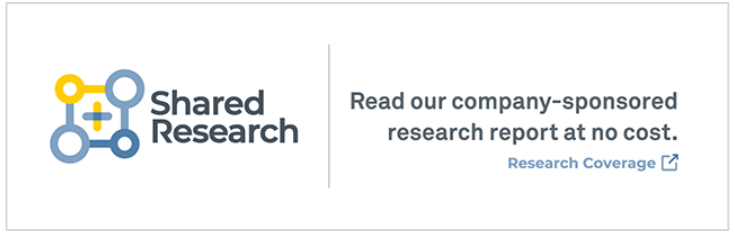


Shared Research Report

We have published an analyst report prepared by Shared Research Inc. to foster a deeper understanding of our Group’s business overview and future growth strategies.

This report was compiled with an emphasis on neutrality, based on SR's research and analysis from a third-party perspective. Moving forward, the content is scheduled to be updated quarterly in conjunction with the Company’s earnings announcements.

Please click the image below or scan the QR code to view the full report.



IR Content & Official Communications

Financial Results Briefing Transcript

We post transcripts of our financial results briefings (including Q&A) on logmi Finance.

*English transcripts are posted on our corporate website.

Please click the image below or scan the QR code.

Financial Results Briefing Video

The video recording of the financial results briefing is available on our corporate website. (Japanese only)

Please click the image below or scan the QR code.



Official Septeni Group Communications

We share information with our shareholders and investors through various channels, including our official “IR Magazine” on Note, which features initiatives related to our people and culture. We encourage you to also follow our other official social media accounts:

note：https://note.com/septeni_group
X：https://x.com/Septeni_PR
Septeni Sports X：https://x.com/SEPTENI_SPORTS
Facebook：https://www.facebook.com/septenigroup



SEPTENI HOLDINGS CO., LTD.
IR & SR Section, Corporate Communications Dept., CEO Office
WEB: www.septeni-holdings.co.jp/en/ E-mail: ir@septeni-holdings.co.jp

From FY2023, IP Platform Business has been reclassified as discontinued operations.
As a result, revenue, operating profit, and Non-GAAP operating profit for continuing operations are presented excluding discontinued operations.

Since the start of FY9/16, IFRS has been applied instead of the previous J-GAAP.

Conventional “net sales” are voluntarily disclosed as reference information, while “revenue” is disclosed as an indicator based on IFRS. Revenue from advertising agency sales, which account for the majority of the Marketing Communication Segment and Direct Business Segment, are recorded on a net basis only for the margin portion.

“Non-GAAP operating profit” is voluntarily disclosed in order to appropriately express the actual state of the business. It refers to the profit indicator to assess ordinary business conditions after adjustments are made to IFRS-based operating profit pertaining to gain and loss related to acquisition actions such as amortization of acquisition-related intangible assets and M&A expenses, and temporary factors such as the impairment loss and gain or loss on the sales of fixed assets.

Figures in this material are rounded to the nearest unit.

The opinions, forecasts, and plans regarding our future contained in this presentation are based on our judgment as of November 13, 2026, and we do not guarantee their accuracy.
Actual results may differ significantly from these forecasts due to risks related to fluctuations in global conditions and various other uncertainties.

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