

Results of Operations for the Fiscal Year Ended December 31, 2025

Orchestra Holdings Inc.

February 13, 2026



ORCHESTRA HOLDINGS

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Vision

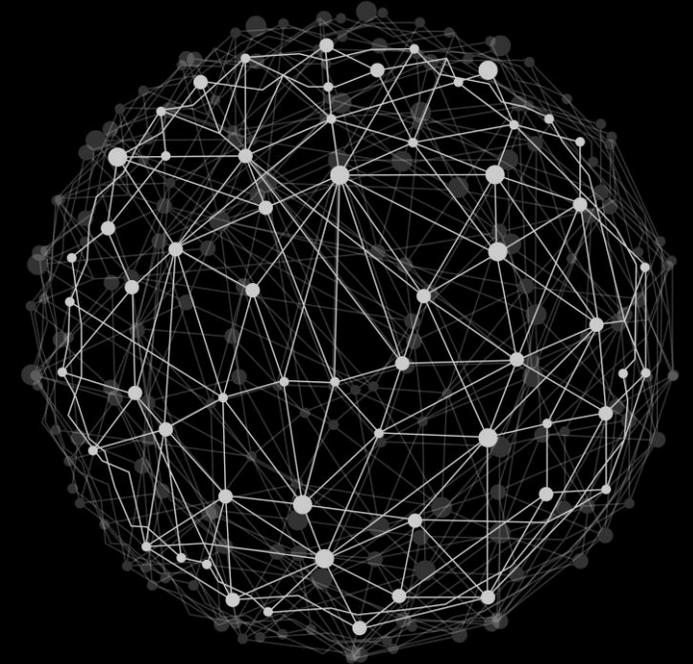
The Chain of Creation

As the global economy continues to grow, Japan faces structural challenges such as a declining population, low productivity due to delayed digitalization, and insufficient investment, leading to a relative decline in its economic position.

To regain growth, Japan must pursue new value creation through digital and AI-driven transformation, flexible use of human resources free from outdated conventions, and investment in new technologies and businesses.

At Orchestra Holdings, under the concept of “the chain of creation,” we foster co-creation among diverse people and businesses, generating continuous cycles of value and innovation.

True to our name, each member performs with professionalism and harmony, combining diverse strengths to contribute to Japan’s economic growth and innovation.



Markets Addressed and Market Opportunities

Internet Advertising Market

JPY 3.6 trillion ※1

Market Opportunities

Companies are reallocating advertising budgets from mass media to digital channels amid the digitalization of consumer purchasing behavior and the rise in online engagement. Technological advancements, including AI, are driving stronger demand for performance-based digital advertising that enables measurable results.

Domestic Software Industry Revenue

JPY 16.7 trillion ※2

Market Opportunities

Despite the expanding demand and growing opportunities driven by the advancement of digital transformation (DX) and the emergence of AI, the supply of IT professionals is projected to fall short by more than 800,000 in the medium to long term.

More than 30% of the software development process is accounted for by the testing phase.

※ The software testing market ※3 is estimated to be approximately **JPY 6 trillion**.

Content Industry

JPY 14.2 trillion ※4

Market Opportunities

Amid the digitalization of traditional content, the growing number of individual creators, the expansion of distribution platforms, and the widespread adoption of the “Oshi” fan culture, demand is increasing for experiential content and for content that leverages cutting-edge technologies such as AI and XR.

※1: Dentsu Inc., “Advertising Expenditures in Japan 2024” (February 2025)

※2: Ministry of Economy, Trade and Industry, based on sales figures for the software industry in the “Basic Survey on the Information and Communications Industry”

※3: Information-technology Promotion Agency (IPA), referring to the proportion of the integration test and system test phases among the five development stages in new software development, as presented in the “Software Development Data White Paper”

※4: Digital Content Association of Japan, “Digital Content White Paper 2025” (September 2025)



Business Domains of Orchestra Holdings

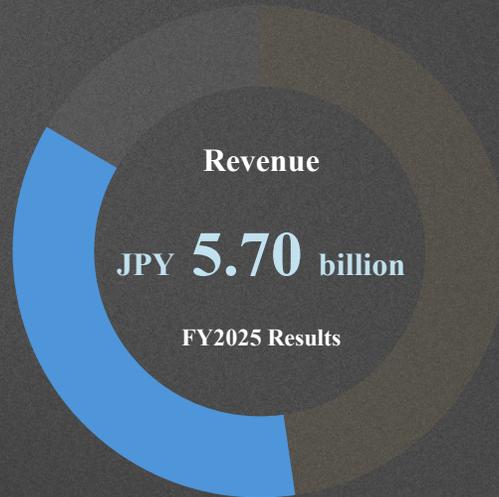
Digital Transformation (DX Business)



Providing a wide range of services, including cloud integration and system solutions. The software testing service, launched in 2023, is experiencing rapid growth.

- Web-based
- Mobile services
- Core System
- Cloud Integration
- System Solutions
- Software Testing

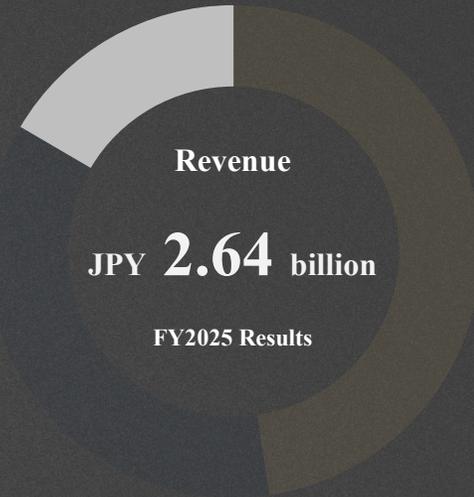
Digital Marketing (DM Business)



Provides comprehensive, end-to-end digital marketing services encompassing strategic planning, campaign development, and operational execution. Characterized by a “full-funnel” and high value-added service offering.

- Strategic Planning
- Data Analysis
- Creative Production
- Awareness Advertising
- Performance Advertising
- SEO

IP, Entertainment, Other



Developing and nurturing new core businesses and businesses that will become pillars for securing stable revenue. Another key feature is that it comprises business units contributing to maximizing HD synergy.

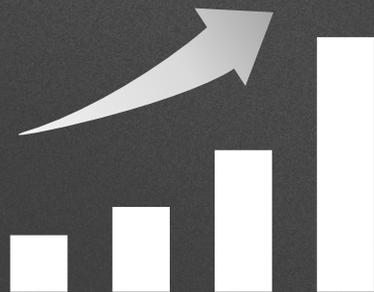
- Game Development
- In-house Applications
- IP
- IT Talent Placement
- IT Staffing Services
- HR SaaS

Orchestra Holdings' Growth Strategy

Our Core Strategy Since Founding

“Competing in Growth Markets”

Positioned as our most important strategic initiative. We will identify and develop new markets and growth opportunities by leveraging macro trends and our proprietary assets.



Opportunities for Non-Linear Growth

“Proactive Use of M&A”

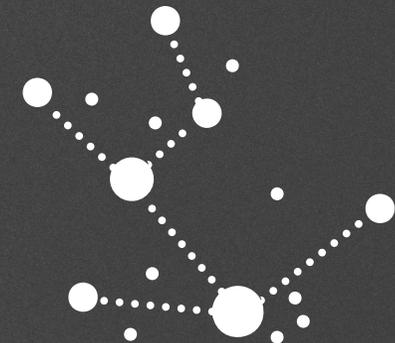
Since our founding, we have executed approximately 30 M&A transactions. We create non-linear growth opportunities, ranging from entering new markets to strengthening our existing businesses.



HD Synergies through Group Collaboration

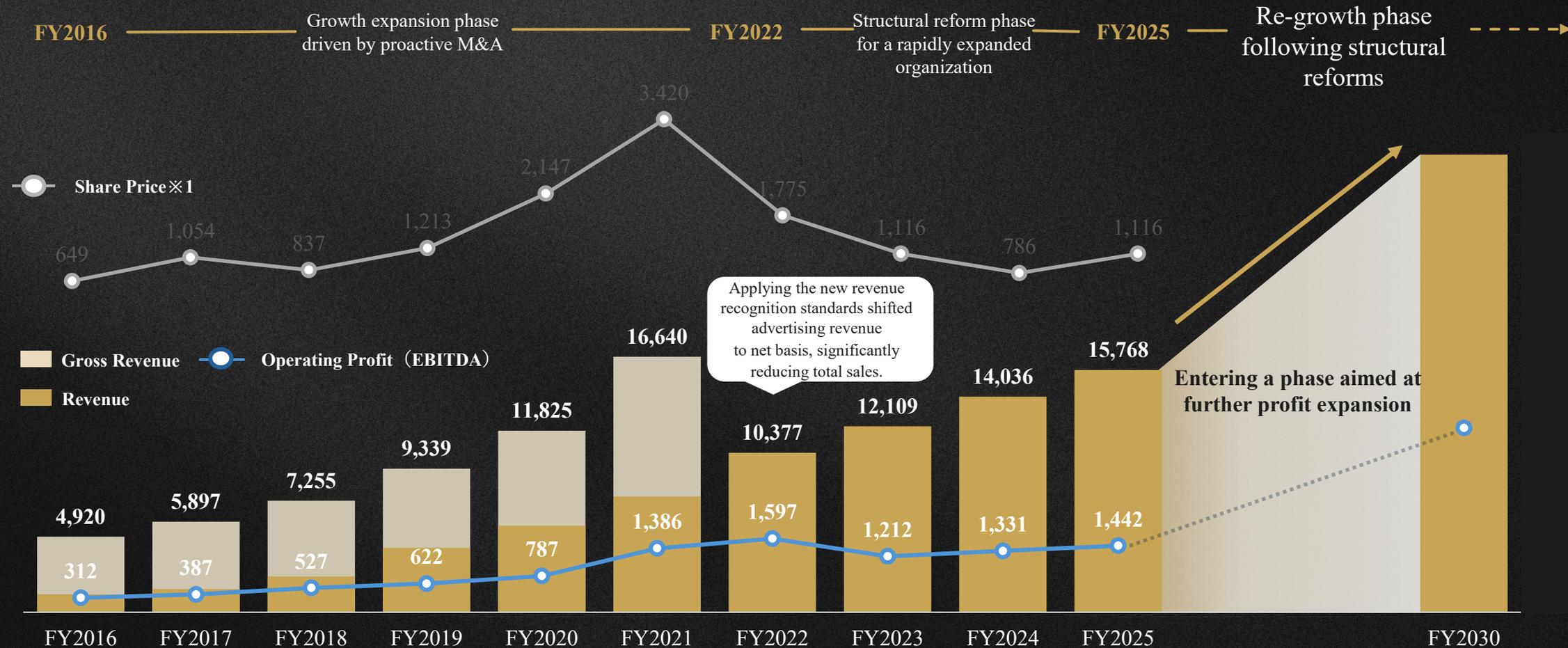
“The Chain of Creation”

In new technology and high-growth domains, we will create new services and new businesses through collaboration across the Group, thereby embodying our vision of “a chain of creation.”



Mid-term business outlook

- After undergoing a structural reform phase starting in FY2022, the Company will enter a growth phase from FY2026, accelerating profit expansion.



※1 : The share price used is the adjusted closing price as of the last trading day of each fiscal year.

※2 : Up to FY2024, EBITDA is calculated by adding back depreciation and amortization, including amortization of goodwill, to consolidated operating profit under Japanese GAAP.

Shareholder Return Policy

- We position the enhancement of shareholder return initiatives as a key management priority and will actively pursue their implementation.
- Under the share repurchase program launched on August 15, 2025, 230,700 shares were acquired, and the program concluded on November 26.
- On February 13, 2026, a new share repurchase program was approved.

Dividends from Retained Earnings

An increased dividend is planned for the fiscal year ending December 2025.

| Dividend per Share | |
|-------------------------------|-------------------------------|
| FY2024 (Actual) | FY2025 (Forecast) |
| Ordinary dividend 11.0 yen | Ordinary dividend 12.0 yen |

New Share Repurchase

The program was also implemented for potential use in M&A transactions.

On February 13, 2026, we resolved to implement a new share repurchase program.

| Overview of the New Share Repurchase Program ※1 | |
|---|------------------------------------|
| Implementation Period | February 16, 2026 – April 30, 2026 |
| Class of Shares to Be Acquired | Our common stock |
| Method of Repurchase | Open Market Purchases |
| Total Repurchase Amount | ¥100 million |
| Maximum Shares to Be Repurchased | 150,000 shares |

Shareholder Benefits Program

Established in the fiscal year ending November 2025.

| Overview of Shareholder Benefits | |
|----------------------------------|--|
| Eligible Shareholders | 200 or more shares |
| Holding period | One year or longer of continuous holding※1 |
| Shareholder Benefits | Digital gift worth 15,000 yen |
| Reference Yield | 6.4%※2 |

※ The new shareholder benefit program launched in November 2025 attracted around 2,000 new shareholders, with costs expected to remain within the projected level (up to approximately ¥60 million).

※1 : Notice Regarding the Resolution of Matters Related to the Acquisition of Treasury Shares (February 13, 2026)

※2 : Continuous shareholding for at least one year' means that a shareholder holding 200 or more shares is recorded under the same shareholder number on the shareholder registry for three consecutive dates: the end of June and the end of December. The first shareholder benefit will be granted to those who hold 200 or more shares continuously and are recorded on December 31, 2025; June 30, 2026; and December 31, 2026.

※3 : The reference yield is calculated using the stock price as of the end of October 2025 (1,173 yen).

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FY2025 Financial Results Summary

Revenue

Driven primarily by growth in the DX Business and IP · Entertainment (our game development subsidiaries), consolidated **net sales reached ¥15.7 billion (up 12.3% YoY)**. Progress against our earnings forecast was **largely in line with plan**.

Operating profit

Driven primarily **by a significant increase in revenue in the DX Business for the second consecutive fiscal year and a return to profitability in IP · Entertainment · Other**, consolidated operating profit reached ¥1.44 billion (up 8.4% YoY). Progress against our earnings forecast was **largely in line with plan**.

Business Highlights

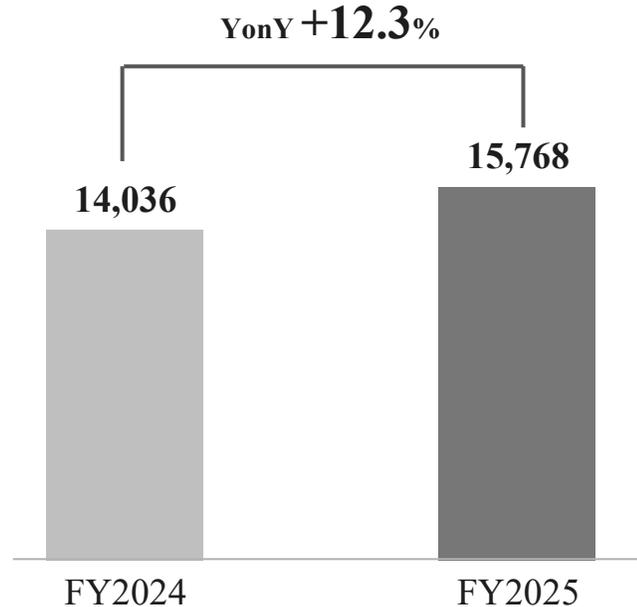
In response **to the inflection point in the digital marketing industry brought about by the emergence of generative AI, Digital Identity** (a core subsidiary of our Digital Marketing Business) **newly developed AI-driven services**.

FY2025 Results: Revenue (Cumulative Period)

- Driven primarily by the earnings contribution of three companies acquired through M&A over the past year, revenue totaled ¥15,768 million (up 12.3% YoY).
- Driven primarily by VES's rapid growth and non-linear growth through M&A, revenue in the DX Business totaled ¥7,615 million (up 11.9% YoY).
- In the DM Business, although we lost a large-scale project in Q2, performance recovered from Q3 through Q4 due to strengthened sales capabilities.
- In IP, Entertainment and Other Businesses, driven by the consolidation of Land Ho Co., Ltd, revenue totaled ¥2,643 million (up 55.9% YoY).

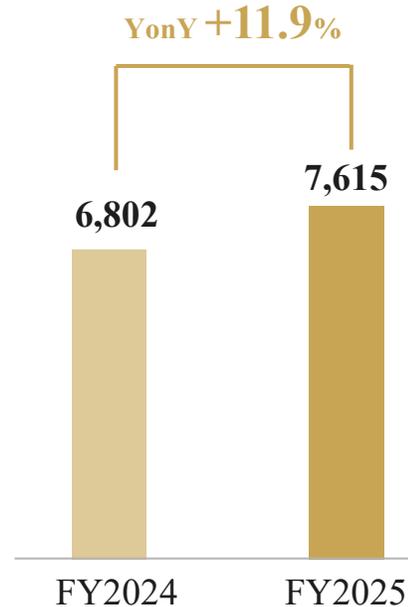
Revenue (Consolidated)

(Millions of yen)



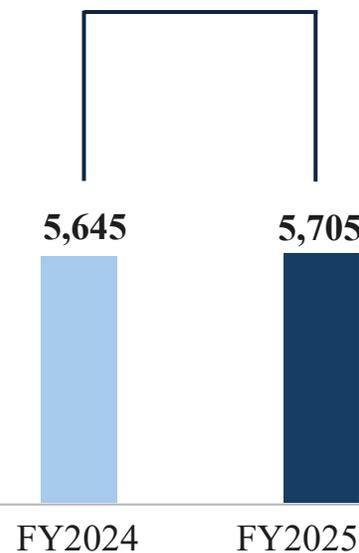
DX Business

(Millions of yen)



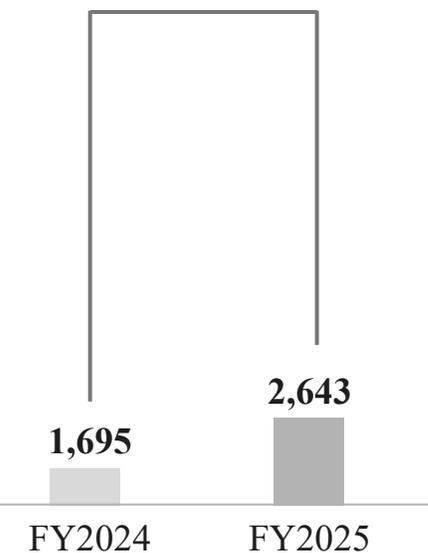
DM Business

YoY +1.1%



IP, Entertainment, and Other Businesses

YoY +55.9%

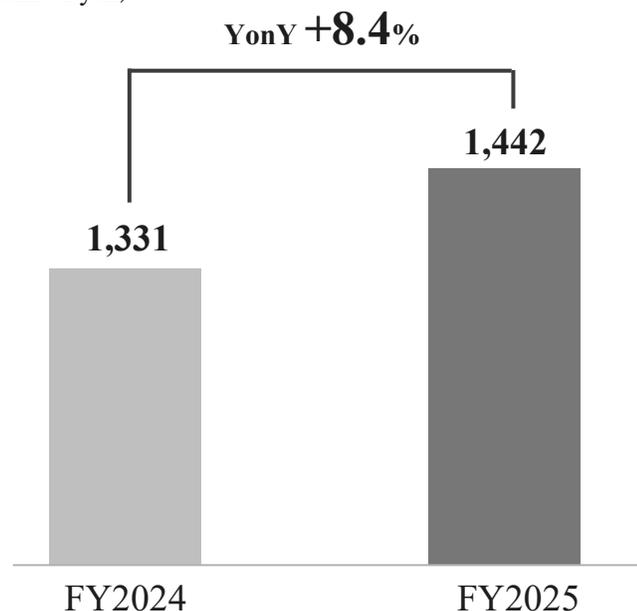


FY2025 Results: Operating Profit and Segment Profit (Cumulative Period)

- Driven by higher revenue, operating profit totaled ¥1,442 million (up 8.4% YoY).
- In the DX Business, driven primarily by VES’s rapid growth and non-linear growth through M&A, segment profit totaled ¥672 million (up 42.5% YoY).
- In the DM Business, profit declined year-on-year due to higher costs associated with strengthening our organizational structure.
- In IP, Entertainment and Other Businesses, driven by improved profitability, Segment profit totaled ¥14 million (an increase of ¥57 million YoY).

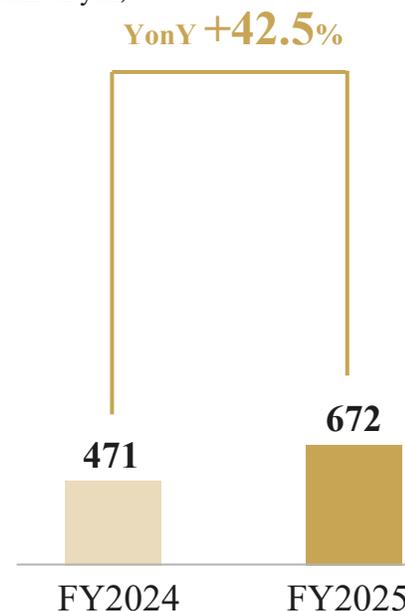
Operating Profit (Consolidated)

(Millions of yen)



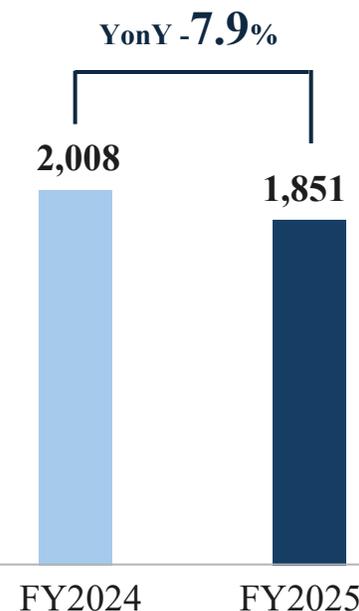
DX Business

(Millions of yen)



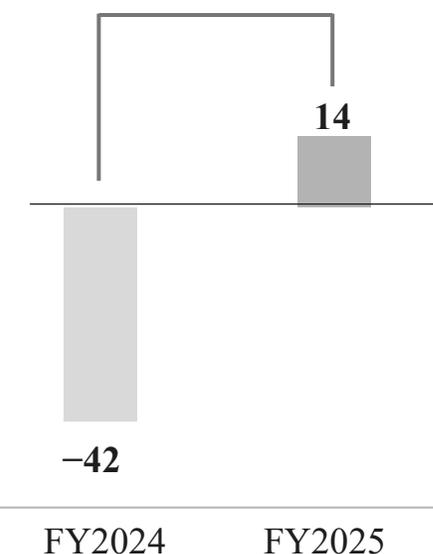
DM Business

(Millions of yen)



IP, Entertainment, and Other Businesses

YoY +57million yen



Quarterly Performance Trends by Segment

- The DX business grew primarily due to the rapid expansion of VES (the software testing business) and non-linear growth driven by M&A.
- Although the DM business lost a large-scale project in Q2, it recovered from Q3 to Q4 due to strengthened sales operations and has begun to return to a growth trajectory.
- The IP, Entertainment, and Other segment slowed due to underperformance in the IT talent placement business, while profits improved as a result of improved earnings at Land Ho Co., Ltd.

| | | FY2024.Q1 | FY2024.Q2 | FY2024.Q3 | FY2024.Q4 | FY2025.Q1 | FY2025.Q2 | FY2025.Q3 | FY2025.Q4 |
|----------------------------|-----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| DX Business | Segment Revenue | 1,521 | 1,745 | 1,735 | 1,800 | 1,909 | 1,897 | 1,902 | 1,905 |
| | Segment Profit | 106 | 62 | 146 | 157 | 160 | 133 | 187 | 191 |
| | | FY2024.Q1 | FY2024.Q2 | FY2024.Q3 | FY2024.Q4 | FY2025.Q1 | FY2025.Q2 | FY2025.Q3 | FY2025.Q4 |
| DM Business | Segment Revenue | 1,576 | 1,287 | 1,352 | 1,428 | 1,525 | 1,230 | 1,436 | 1,512 |
| | Segment Profit | 671 | 407 | 420 | 509 | 619 | 302 | 445 | 483 |
| | | FY2024.Q1 | FY2024.Q2 | FY2024.Q3 | FY2024.Q4 | FY2025.Q1 | FY2025.Q2 | FY2025.Q3 | FY2025.Q4 |
| IP · Entertainment · Other | Segment Revenue | 316 | 327 | 360 | 691 | 694 | 639 | 658 | 651 |
| | Segment Profit | △2 | △26 | 1 | △15 | 6 | △13 | 28 | △6 |

Business Highlights for Q4 FY2025: Digital Identity

- Won the “Best SMB Partner” Award at the Meta Agency First Awards Japan 2025
- Recognizing a turning point in the digital marketing industry, we developed Forté.AI, an AI-powered marketing platform.

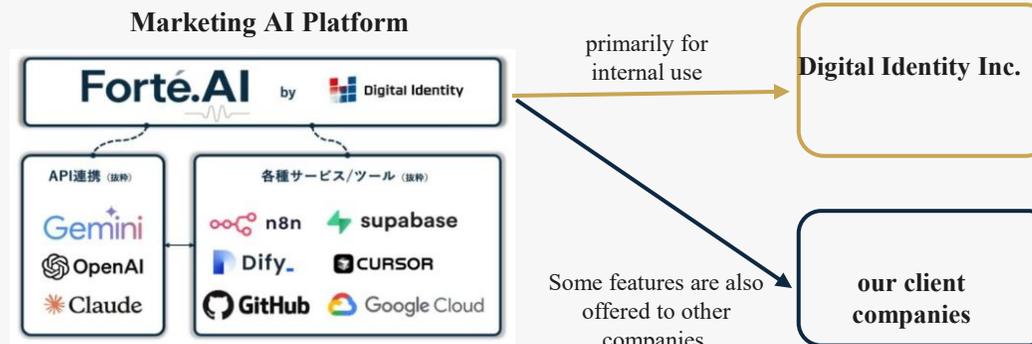
Won the “Best SMB Partner” Award※1



(Meta Agency First Awards Japan 2025)
 An award program hosted by Meta Japan (Facebook Japan) recognizing its sales partners
 The “Best SMB Partner” Award is presented to sales partners that have contributed to acquiring new small and medium-sized business clients and to driving their growth.

- Awarded in recognition as a “partner that delivers results from strategy through execution.”
- Only three companies in Japan received this award, enhancing Digital Identity Inc.’s brand value within the digital marketing industry.
- The knowledge gained from establishing and structuring the specialized team that led to this award will be applied to organizational reform initiatives, a key focus for FY2026.

Forté.AI ※2



- With the emergence of generative AI, user search behavior is shifting from keyword-based searches to AI-driven conversational interactions, marking a major turning point in the digital marketing industry.
- Forté.AI was developed as an in-house tool to improve the value and efficiency of solution delivery in the generative AI era, with certain functions, including LLM mention rate analysis, also offered to third parties.

※ 1 : 【One of Only Three Companies in Japan】 Digital Identity Wins “Best SMB Partner” at Meta Agency First Awards Japan 2025 Hosted by Meta Japan (November 12, 2025)

※ 2 : Digital Identity Develops In-House AI Platform “Forté.AI” to Improve Operational Efficiency and Service Quality (December 8, 2025)



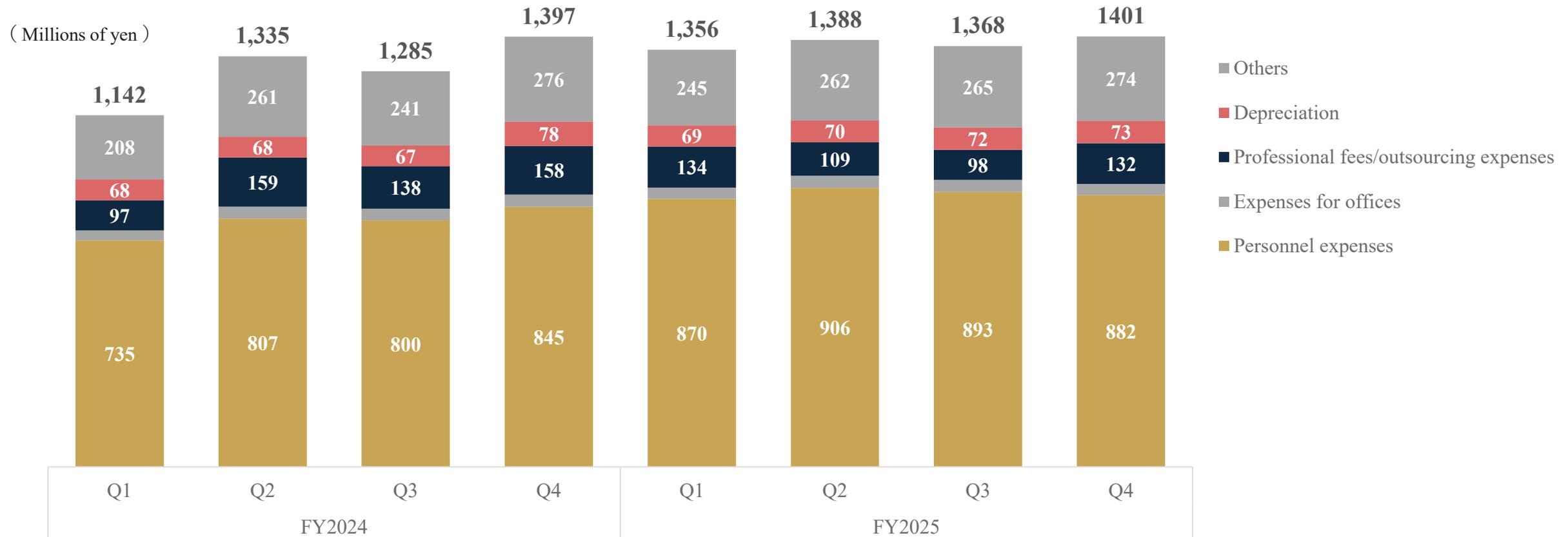
Consolidated Income Statement

While each business grew, achieving year-over-year growth in revenue, gross profit, and operating profit.

| (Millions of yen) | FY2025 Q3 Accounting Period | FY2025 Q3 Accounting Period | % Change | FY2024 Cumulative Period | FY2025 Cumulative Period | % Change |
|----------------------------|-----------------------------|-----------------------------|--------------|--------------------------|--------------------------|---------------|
| Revenue | 3,954 | 4,019 | +1.6% | 14,036 | 15,768 | +12.3% |
| DX business | 1,902 | 1,905 | +0.2% | 6,802 | 7,615 | +11.9% |
| DX business | 1,436 | 1,512 | +5.3% | 5,645 | 5,705 | +1.1% |
| IP • Entertainment • Other | 658 | 651 | △1.1% | 1,695 | 2,643 | +55.9% |
| Consolidation adjustments | △42 | △50 | - | △106 | △195 | - |
| Gross Profit | 1,743 | 1,765 | +1.3% | 6,495 | 6,901 | +6.3% |
| Gross Profit Margin | 44.1% | 43.9% | △0.2pt | 46.3% | 43.8% | △2.5pt |
| Business Profit | 375 | 364 | △2.8% | 1,334 | 1,387 | +4.0% |
| Operating Profit | 385 | 368 | △4.5% | 1,331 | 1,442 | +8.4% |
| Operating Profit Margin | 9.7% | 9.2% | △0.5pt | 9.5% | 9.2% | △0.3pt |

Changes in Selling, General and Administrative Expenses

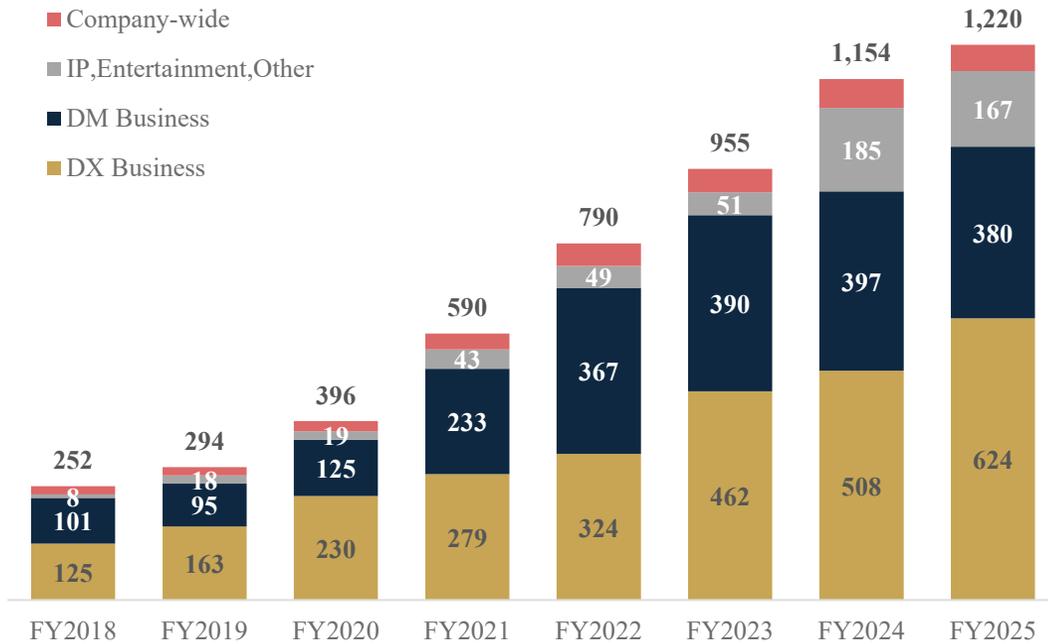
As a result of higher personnel expenses associated with M&A activities, costs increased by 6.8% year on year (YoY).



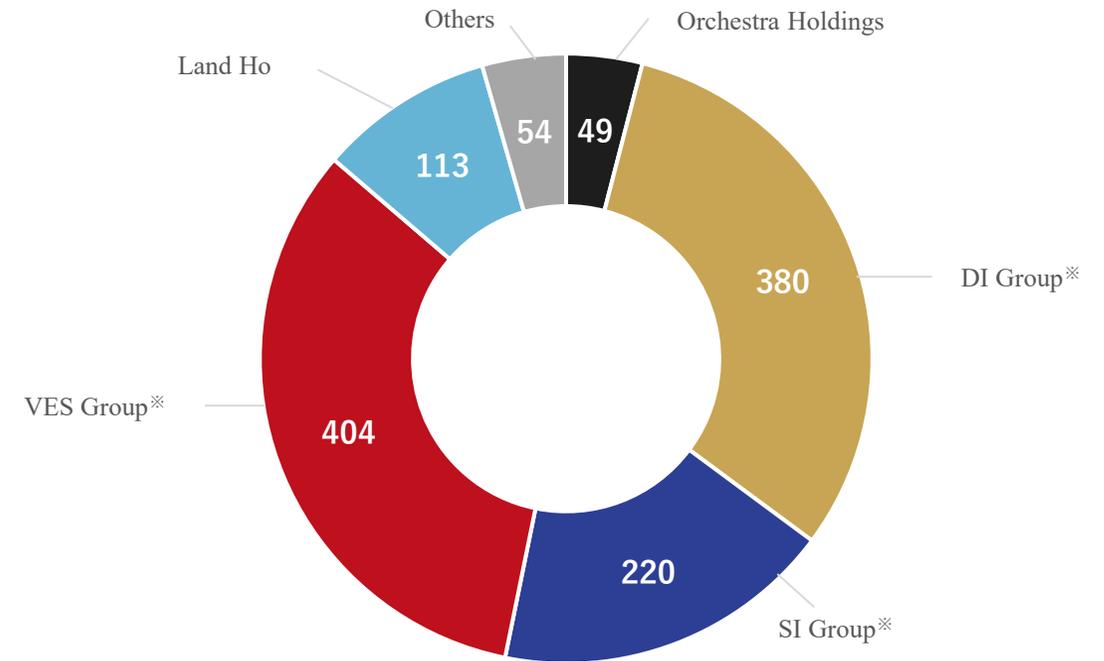
Number of executives and employees

- The number of executives and employees is 1,220 at the end of December 2025.
- The number of employees in the DX business increased by approximately 120 from the end of the previous fiscal year. Organizational structure strengthened through M&A and PM recruitment.

Changes in the Number of Officers and Employees by Segment



Officers and Employees by Group Company (End of December 2025)



DI Group : Digital Identity Inc., PEACE Inc., Mint'zPlanning Co., Ltd., Pam Inc.
 SI Group : Sharing Innovations, Sharing Innovations Vietnam
 VES Group : VES, Inc., JTPRO Corporation, KHWAYzCo.,Ltd.

Consolidated Balance Sheet

Parent company owners' equity ratio: 40.2%. Goodwill-to-capital ratio: approximately 0.77 times. Maintaining financial soundness while continuing growth investments.

| (Millions of yen) | FY2024 Q4 | FY2025 Q4 | % Change |
|--------------------------------|---------------|---------------|---------------|
| Current Assets | 7,285 | 7,532 | +3.4% |
| Non-current Assets | 7,095 | 8,627 | +21.6% |
| Total Assets | 14,380 | 16,159 | +12.4% |
| Current Liabilities | 5,109 | 5,417 | +6.0% |
| Non-current Liabilities | 2,773 | 3,728 | +34.4% |
| Total Liabilities | 7,882 | 9,145 | +16.0% |
| Equity | 6,497 | 7,014 | +7.9% |
| Liabilities and Equity | 14,380 | 16,159 | +12.4% |

Status of Compliance with Listing Maintenance Standards

The company continues to fall short of the Prime Market listing maintenance standard for “market capitalization of freely tradable shares.”

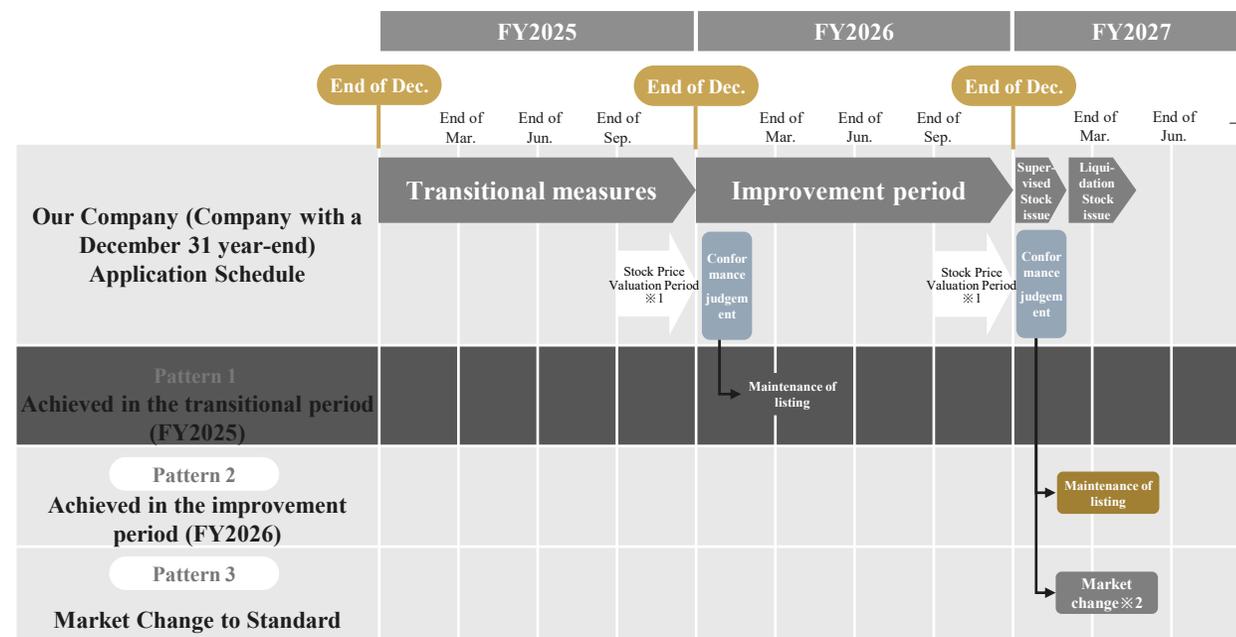
During the transitional period or improvement period, the company aims to achieve the Prime Market listing maintenance standard by focusing on improving performance and enhancing shareholder returns to boost its stock price.

Compliance Status with Prime Market Listing Maintenance Standards

| | Prime Market criteria | As of December 31, 2024 | As of December 31, 2025 | Compatibility status |
|---|-----------------------|-------------------------|-------------------------|----------------------|
| Number of shareholders | 800 people | 3,018 People | 5,008 People | ○ |
| Number of shares in circulation | 20,000 units | 39,233 Units | 36,609 units | ○ |
| Total market value of shares in circulation | 10 billion yen | 3.28 billion Yen | 3.60 billion Yen | × |
| Ratio of shares in circulation | 35.0% | 39.0% | 36.4% | ○ |

※The total market value of shares in circulation is calculated by multiplying the average of the daily closing stock price during the stock price evaluation period (three months prior to the end of the fiscal year) by the number of shares in circulation at the end of the fiscal year.

Response Schedule



※1: The market capitalization of tradable shares is calculated by multiplying the average of the daily final share price during the stock price evaluation period (three months prior to the end of the fiscal year) by the number of shares in circulation at the end of the fiscal year.

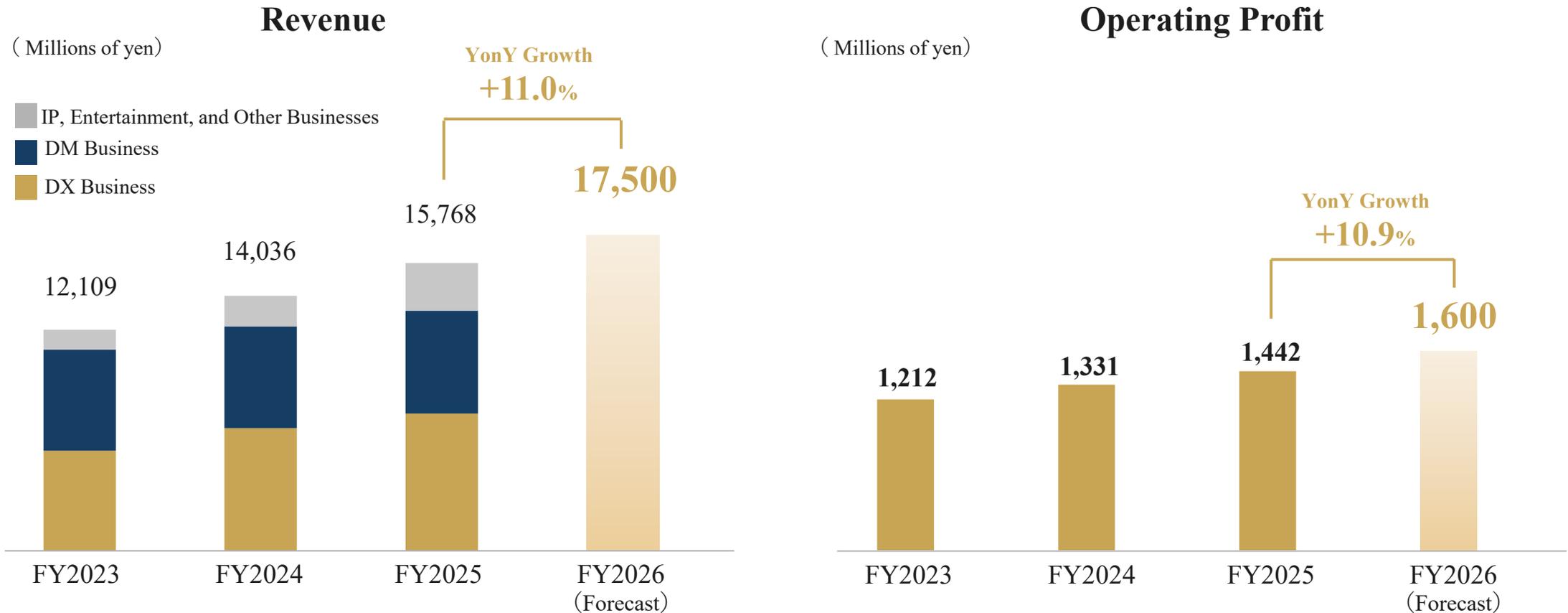
※2: Application for change of market classification must be made by the end of December of FY2026.

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FY2026 Earnings Forecast

- In the DX Business, we will strengthen our organization by expanding our human capital through hiring and M&A.
- In the DM Business, we will accelerate growth by enhancing our sales and proposal capabilities, building on the momentum from 2H 2025.
- In IP, Entertainment and Other Businesses, our current focus areas are expected to continue growing steadily.



Key Priority Themes and Major Initiatives by Business

DX Business

Key Priority Themes

- 01 Expand our human capital through recruitment and M&A, while strengthening customer responsiveness and development and operational capabilities.
- 02 Strengthen talent development and retention to enhance human capital value.

Major Initiatives

- Pursue M&A opportunities in growth areas while considering synergies with existing DX group companies.
- Continue proactive initiatives to address the increasingly competitive engineer recruitment market.
- Enhance employee engagement and foster a work environment that enables talent to thrive.

DM Business

Key Priority Themes

- 01 Strengthen large-scale project acquisition by building a customer-preferred organization.
- 02 Continuously enhance value and quality in AI-era digital marketing.

Major Initiatives

- Leverage strengthened organizational, sales, and proposal capabilities to increase large-scale project wins and improve conversion rates.
- Develop AI products for digital marketing to enhance quality and productivity, while accelerating new customer acquisition through selective external sales.

IP, Entertainment, Other

Key Priority Themes

- 01 Pursue growth in the IP and entertainment domain through idol production and game development.
- 02 Pursue growth in other domains through IT talent placement and SaaS-based talent management businesses.

Major Initiatives

- Grow the idol production business, centered on Honey devil—who performed at TIF, Japan’s largest idol festival—while aiming to expand the number of groups.
- Pursue the establishment of new businesses in emerging fields, By leveraging expertise gained through game development, including Roblox-based marketing and Unity-powered digital twin technologies,

Additional Notes on Our Growth Strategy

M&A Strategy

Strengths and Characteristics in M&A

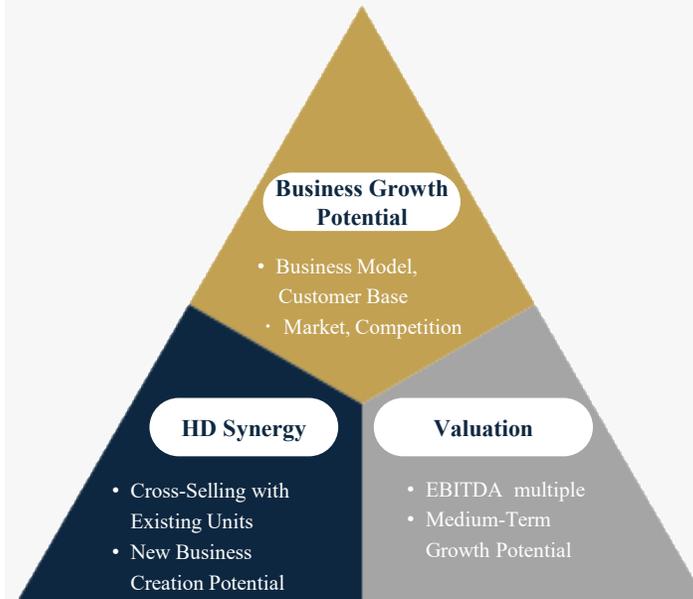
The company's strengths lie in its investment and PMI expertise, as well as its execution capabilities, accumulated through approximately 30 investment transactions.

A total of **29** investments



Investment Criteria

Investment targets are carefully selected based on three criteria: growth potential, holding company synergies, and valuation.



Investment Targets

Currently focusing on sourcing small and medium-sized enterprises in the following sectors.

01

DX Business

The early expansion of headcount is important as it is directly linked to development capability. Investment targets include companies engaged in upstream development such as IT consulting and ERP implementation, as well as those in the security and software testing domains.

02

DM Business

The purpose is to strengthen the service lineup. Given the expected increase in demand and market expansion over the short to medium term, investment targets include online advertising agencies and social media advertising agencies.

03

IP and Entertainment Market

To accelerate investment activities, companies that already possess intellectual property (IP) are considered investment targets. In the area of game development, companies with strengths in Unreal Engine are considered investment targets. In addition, due to the strong demand for recruitment both from clients and within the company's own operations, human resource agencies are also included as investment targets.

Additional Notes on Our Growth Strategy

M&A Investment Case Studies

| Domain | Track record | Purpose of M&A | Market size |
|---|---|--|--|
| <p>AD/SEO Creative / SNS Marketing</p> <p>Starting in June 2009</p> |     <p>LIFULL Marketing Partners</p> | <p>Expansion of business scale through roll-up strategy Through multiple acquisitions of competitors, we have expanded our service lineup, customer base, and human resources.</p> | <p>Approximately 3 trillion yen ※1</p> |
| <p>Game Development</p> <p>Starting in September 2024</p> |  | <ul style="list-style-type: none"> • Expand TAM ※4 (New Entrants to the Game Development Market) • Creating Synergy with DM Business and DX Business | <p>Approximately 2 trillion yen ※5</p> |
| <p>System Solutions</p> <p>Starting in June 2017</p> |   <p>※Acquired and integrated 11 companies in the DX domain</p> | <ul style="list-style-type: none"> • Expand TAM ※4 by entering adjacent markets Leveraging expertise in digital marketing, we are entering the field of marketing DX centered around Salesforce. • Expansion of business scale through roll-up strategy Through multiple acquisitions of competitors, we have expanded our service lineup, customer base, and human resources. | <p>Approximately 16 trillion yen ※2</p> |
| <p>Cloud Integration</p> <p>Starting in January 2019</p> |   <p>JT PRO Corporation</p> | <p>Expand TAM ※4 by entering adjacent markets Anticipating synergies with existing DX businesses, we are entering the software testing business.</p> | |
| <p>Software Testing</p> <p>Starting in May 2023</p> |  | <p>Expand TAM ※4 by entering adjacent markets Anticipating synergies with existing DX businesses, we are entering the software testing business.</p> | <p>Approximately 6 trillion yen ※3</p> |

※1 Source: Dentsu, “Advertising Expenditures in Japan” ※2 Source: Ministry of Economy, Trade and Industry, “Information and Communication Industry Basic Survey” (calculated from software industry sales)
 ※3 Source: Information-technology Promotion Agency (IPA), “Software Development Analysis Data Collection” ※4 TAM=Total Addressable Market (maximum addressable market) TAM=Total Addressable Market (maximum addressable market size) ※ 5 Source: XENO BRAIN, “Market Size Forecast for Game Software Makers.”

Additional Notes on Our Growth Strategy

The Chain of Creation - Creating New Value through Group Synergies after M&A

Development of New Services

Case Example : Marketing DX Support



By building a marketing data accumulation system through Sharing Innovations and combining it with the marketing services of Digital Identity Inc., the company aims to maximize customer experience and performance outcomes.

Case

- Marketing automation domain within Salesforce

Case Example : Metaverse Marketing



Developing a service that combines game development and marketing technologies to create community spaces and virtual experiences that generate new purchasing channels and enhance brand value.

Case

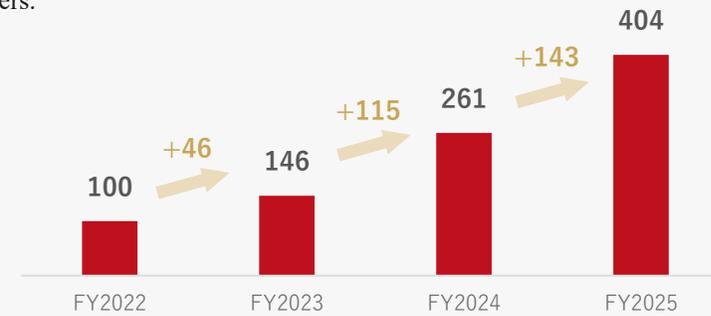
- Marketing to generation Z using Roblox
- Digital twin domain utilizing Unity

Discontinuous Organizational Expansion

Enhancement of Recruitment and Development Capabilities



- The company's recruitment capability improved as a result of gaining brand recognition as part of a listed corporate group.
- Leveraging the Holdings' strength in M&A capabilities, the company enhanced its development capabilities through the acquisition of industry peers.



Changes in the Number of Employees in the VES Group

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- Executive Summary
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- FY2026 Earnings Forecast and Growth Strategy
- **Supplementary Materials**



Our Group Companies

Under a centralized management model designed for growth, we have established an organization that allows each group company to concentrate on its core operations, while ensuring that listed and pre-IPO subsidiaries maintain proper governance frameworks individually.



DX Business



Sharing Innovations Inc.

- Cloud Integration Business
- System Solutions Business



VES, Inc.

- Software Testing Business



JTPRO Corporation

- Software Development Business



KHWAYZ Co.,Ltd.

- Automatic Identification Solutions Business

DM Business



Digital Identity

Digital Identity Inc.

- Digital Marketing Business



Mint'zPlanning Co., Ltd.

- Social Media Marketing Business



PEACE Inc.

- Brand Consulting Business

IP, Entertainment, and Other Businesses



Viivo Inc.

- IP Business



R-Stone Co.,Ltd.

- Recruitment Business



101 Inc.

- Talent Management Business



Land Ho Co.,Ltd.

- Game Development Business

Overview of the DX Business

Our main clients are enterprises with annual revenues of over 100 billion yen, and we provide three principal services: cloud integration, system development, and software testing.

Subsidiaries engaged in the DX business

Our group operates through four companies. VES Inc. are growing rapidly in recent years.



Sharing Innovations Inc.

Cloud Integration

Data Analytics Consulting



VES, Inc.

Software Testing

IT Engineer Staffing



KHWAYzCo.,Ltd.

AIDC System Development

IoT System Development



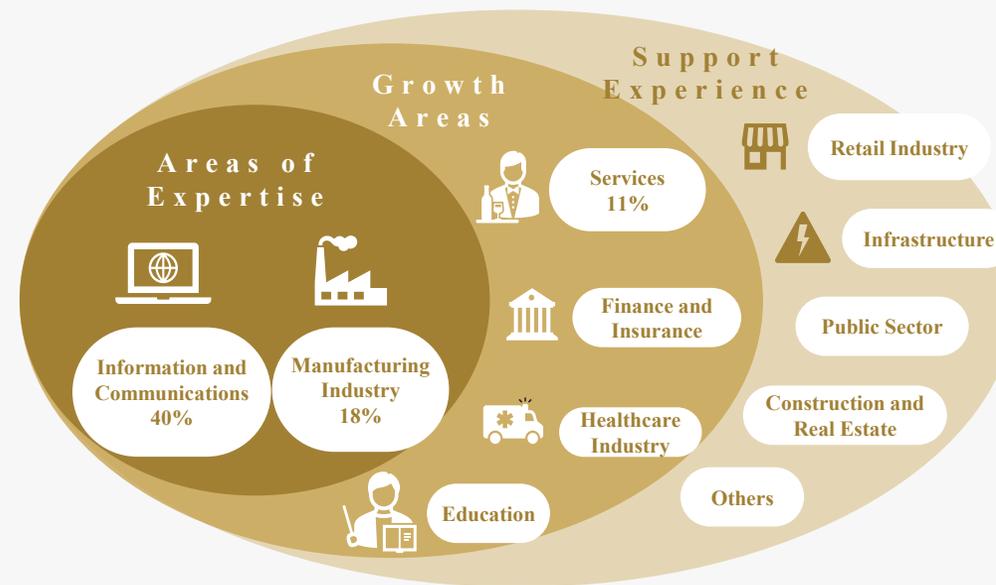
JTPRO Corporation

Website and Web System Development

Core Business System Development

Target Company

The company mainly targets mid-sized and large enterprises with annual sales of over 200 billion yen.





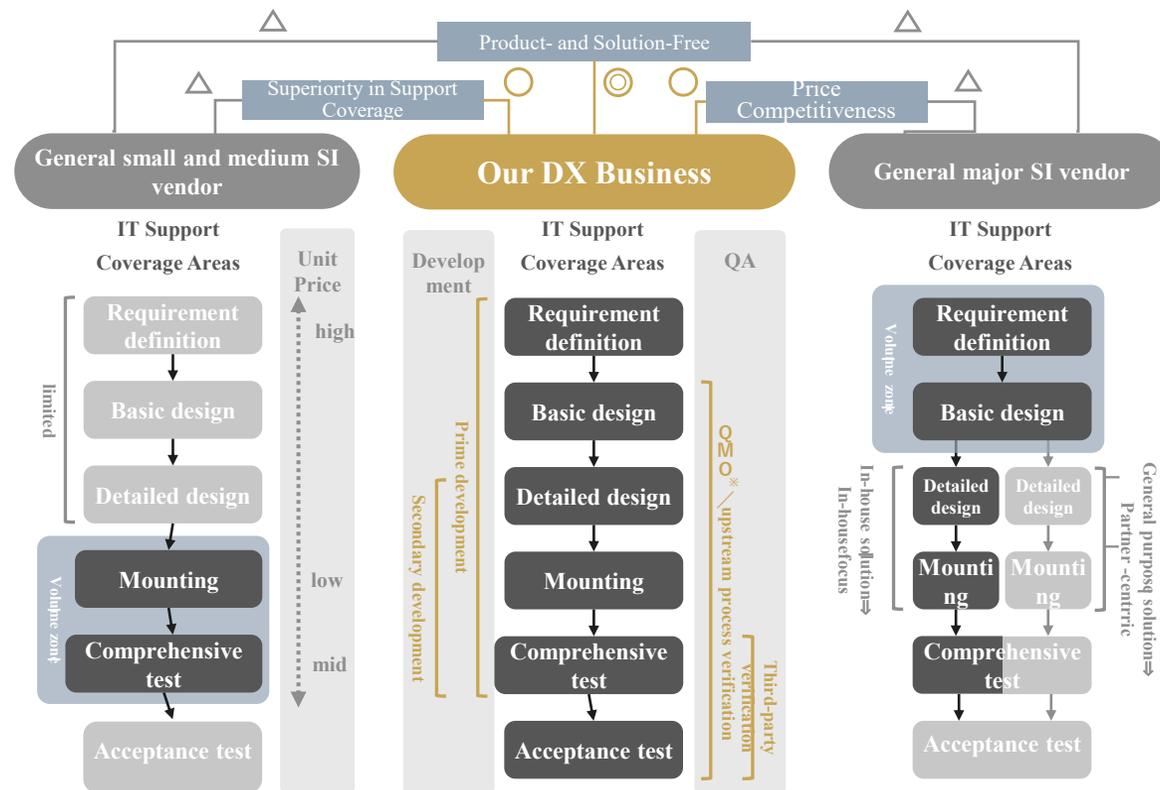
Strengths and Growth Strategy of the DX Business

Strengthen recruitment, training, and development infrastructure to expand orders.

Establish a sustainable growth cycle through the acquisition of large-scale projects.

Strengths flexibility · price advantage · coverage areas

Growth Strategy



Customer Base

- We hire top talent from about 1,000 applicants each year and strengthen training based on solid certification achievements.
- Going forward, we will expand recruitment and development, increasing projects and creating opportunities for young talent.
- With stronger development capabilities, we aim to win larger projects and accelerate revenue growth.
- Through this growth cycle, we will enhance client value and build a competitive edge through both technology and talent.

Overview of the DM Business

We offer a full-funnel consulting service that optimizes every stage of marketing—from strategy and execution to data analysis—to drive customer acquisition and branding success.

Subsidiaries engaged in the DM business

The group operates businesses through three companies. Digital Identity Inc. represents our original (founding) business.



Digital Identity Inc.

Digital Marketing

Strategic Planning



Mint'zPlanning Co., Ltd.

Social Media Marketing

Branding



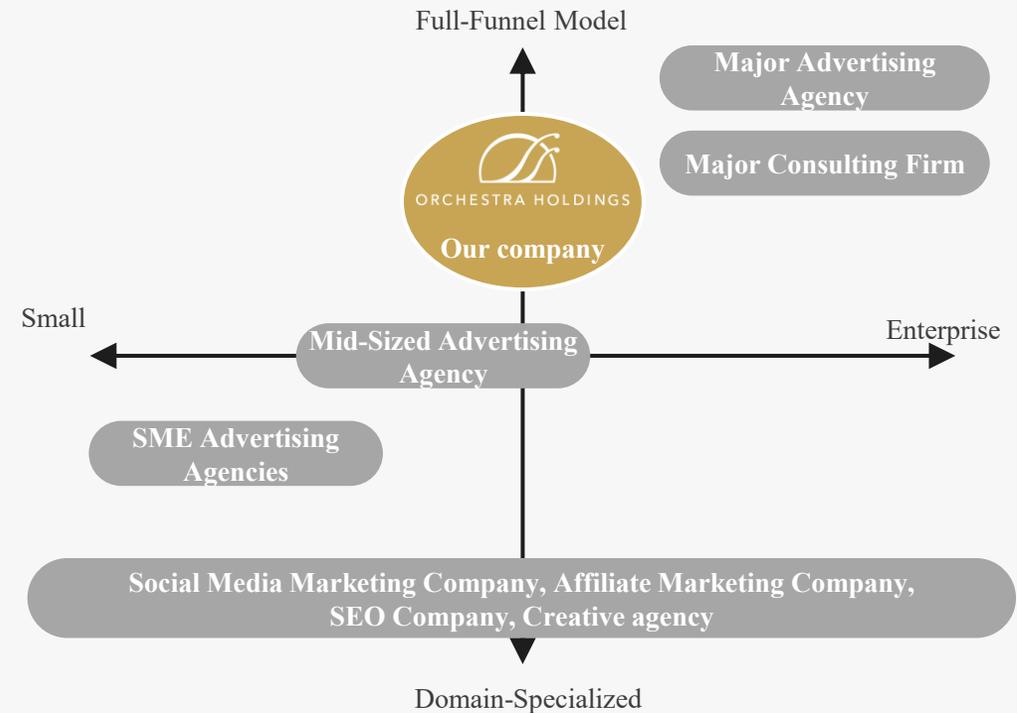
PEACE Inc.

Brand Consulting

Web Production

Positioning

Aim to achieve the No.1 market share in the mid-market segment.





Strengths and Growth Strategy of the DM Business

We offer a comprehensive, full-funnel consulting service that optimizes every aspect of digital marketing—from strategic planning, proposal, and execution to data analysis—helping clients enhance customer acquisition, branding, and overall marketing effectiveness.

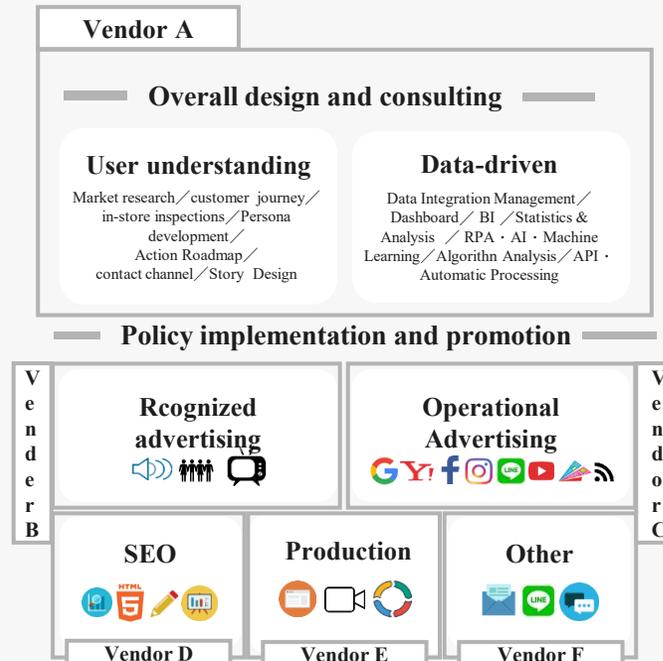
Strengths

We provide a diverse range of services that adapt to evolving digital marketing technologies and increasingly complex customer needs.

Full funnel



Domain-specific



Growth Strategy

1 Proposals Leveraging Full-Funnel Strengths

We have established a structure that enables comprehensive, full-funnel support—from strategic planning to execution—by centrally managing brand awareness ads, performance ads, SEO, and content production. This integrated approach serves as a major source of our competitive advantage.

2 Industry-Wide Track Record and Growth Strategy

We have an extensive track record across a wide range of industries, including finance, real estate, pharmaceuticals, life insurance, commercial facilities, and web services. Leveraging these strengths, we aim to actively pursue large-scale projects to further expand our business scale and enhance profitability.

3 Empowering Proposals Through Generative AI

In response to the advancement of generative AI, we are enhancing both the quality of our proposals and solutions to drive initiatives that enable clients to solve challenges while achieving sustainable growth.

Overview of the IP and Entertainment Market

In addition to two services in the “IP and Entertainment” domain, which are expected to become the third pillar following the DX and DM businesses, the company is also developing forward-looking businesses that are expected to serve as future growth drivers.



IP

- Talent Management
- Idol Group Production



Game Development

- Engages in the planning, development, and operation of games across multiple platforms.
- Also focusing on development within the Roblox platform.



Platform for Fortune-Telling Advisors

- A fortune-telling service that allows users to consult with over 1,000 professional advisors via chat.



Skill Management SaaS

- SaaS-Based Skill Management System
- Supports skill management and human resource development through the use of advanced technologies.



IT Staffing Agency

- A recruitment agency specializing in IT professionals and creators.



Job Listing Website

- Job and Project Listing Website for Freelance Engineers

ESG Initiatives

We identified material issues under the fundamental policy of “Contributing to the resolution of social issues through business activities.”

Materiality Basic Policy

Our Group believes that contributing to solving social issues through our business activities helps build a sustainable society, which ultimately leads to our Group's sustainable growth and enhanced corporate value.

We will set materiality (key issues) by considering various factors surrounding our Group, such as the business environment, management situation, and business stage, and promote sustainability through our business activities.

ESG Goals Our Group Aims to Achieve



Sustainability Initiatives

1 Achieving Eco-Friendly Offices Through Corporate DX Support

Through Salesforce implementation support and consulting, we assist companies in their digital transformation, promoting workstyle reforms such as digitizing and streamlining internal procedures and enabling remote work. This achieves paperless operations, reduced power consumption, and CO2 reduction.

2 IT talent development, promoting diversity and flexible work arrangements, and respecting human rights

We will actively engage in the digitalization of society, which is expected to advance further, contributing to the realization of an efficient and prosperous society while promoting the development of IT talent.

Furthermore, by providing equal opportunities to all and maximally respecting individual human rights, we will strive to create an environment where human rights are protected in all situations, contributing to the development of a sustainable society.

3 Strengthening the governance framework

Strengthening corporate governance through measures such as establishing various committees, further appointing outside directors, and implementing board effectiveness evaluations.

Vision

The Chain of Creation

– Through our business, we continue to produce pioneers of innovation –



ORCHESTRA HOLDINGS



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