ORCHESTRA HOLDINGS

September 7, 2026
Orchestra Holdings Inc.
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(Tokyo Stock Exchange: 6533)

Notice Regarding Publication of Financial Results Briefing Q&A Transcript

Date and Time	: August 31, 2026 (Monday), 3:30 p.m. – 4:30 p.m.
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Notes Regarding This Transcript

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【FY2026.Q2 CONSOLIDATED FINANCIAL RESULTS SUMMARY】

Unit: JPY million

	FY2026.Q2 Results	YoY	Full-Year Forecast	Progress
Revenue	7,798	＋0.1%	17,500	44.6%
Gross Profit	3,663	＋8.0%	—	—
Selling, General and Administrative Expenses	2,799	＋2.0%	—	—
Operating Profit	873	＋26.7%	1,600	54.6%
Profit Attributable to Owners of Parent	515	＋36.5%	960	53.7%

【Q&A TRANSCRIPT】

Q1. Growth Strategy

Please provide a detailed explanation of your growth strategy.

As a general policy, we intend to pursue steady organic growth in our existing businesses while actively leveraging M&A opportunities, as explained earlier.

With respect to initiatives to strengthen our existing businesses, in the DM business, as the business environment itself becomes increasingly complex, we recognize that the ability to develop proposals and provide consulting services tailored to each client is becoming increasingly important. We have naturally continued to strengthen these capabilities year by year, and as a result, segment profit in the DM business for FY2026.Q2 on a quarterly basis grew by more than 30% year on year. Going forward, we will continue to further strengthen our proposal and consulting capabilities.

In the DX business, segment profit for FY2026.Q2 on a quarterly basis also grew by 25% year on year. We will continue to further strengthen our proposal and consulting capabilities. In addition, by taking Sharing Innovations private, we intend to optimize the allocation of resources, accelerate decision-making and communication, and improve operational efficiency. We also recognize that human capital is particularly important in the DX domain. Accordingly, we will allocate resources strategically to this area and actively work to enhance the technical capabilities of our existing team members.

Q2. Current ROE and the Company's Target

Please tell us your current ROE and the level the Company is targeting.

At the end of the previous fiscal year, our ROE was approximately 13%.
At present, we have not disclosed a specific ROE target. However, we recognize the importance of consistently achieving returns on capital that exceed our cost of capital, thereby enhancing corporate value over the medium to long term.

While we believe that our current ROE reflects a certain level of capital efficiency, we will not be complacent and will continue to pursue further improvements in capital efficiency through both profit growth and appropriate capital allocation.

Q3. Management Structure of the DX Business Following the Delisting of Sharing Innovations

Following the delisting of Sharing Innovations, which is currently a listed subsidiary, please explain how the DX business will be managed.

The purpose of making Sharing Innovations a wholly owned subsidiary is to accelerate decision-making in the DX business and promote the sharing of resources within the Group. Our Group's DX business has approximately 800 employees in total. In the DX business, the size of the organization has a significant impact on the scale and number of projects that can be undertaken, and we believe that this talent base represents a major strength of our Group.

Following the delisting of Sharing Innovations, we will seek to fully leverage this strength by bringing together the technologies, customer bases, and expertise of each Group company and establishing an organizational structure that enables the Group to achieve further growth as one integrated organization.

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