

ORCHESTRA HOLDINGS

Orchestra Holdings Inc.

October 13, 2026

Supplementary Materials Regarding the Announcement of Group Reorganization

Overview of the Reorganization

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Promoting growth and profitability in the DX Business and improving management efficiency by consolidating the IP & Entertainment Business.

Strengthening the Growth Foundation of the DX Business

Consolidating talent, customer bases, and technical expertise in the DX domain.

Consolidating DX talent, customers, and technology.
Strengthening sales and development capabilities.
Expanding large-scale projects and cross-selling.

Improving the Profitability of the DX Business

Expected to achieve annual cost improvements of JPY 300 million or more in FY2027.

Centralizing sales, project, and personnel information.
Eliminating redundancies in administrative operations and systems.
Improving profit margins through better personnel allocation and utilization rates.

Consolidation of the IP & Entertainment Business

Transferring the chat-based fortune-telling service “Urala” to Land Ho.

Consolidating management of the IP & Entertainment Business.
Clarifying business roles within the Group.
Improving operational efficiency and sharing expertise across the Group.

Aiming to enhance corporate value by promoting growth and profitability in the DX Business and improving management efficiency through the consolidation of the IP & Entertainment Business.

Supplementary Information

Implementation Schedule

Scheduled for implementation on December 1, 2026.

To be implemented following the wholly owned subsidiarization of Sharing Innovations.

Reorganization Method

Three absorption-type mergers and two absorption-type company splits.

Integrating SALTO, JTPRO Corporation, and VES’s SES Business into Sharing Innovations.

New Corporate Name of Sharing Innovations (Planned)

Concerto Technologies Inc.

Bringing our strengths together, moving forward under a new name.

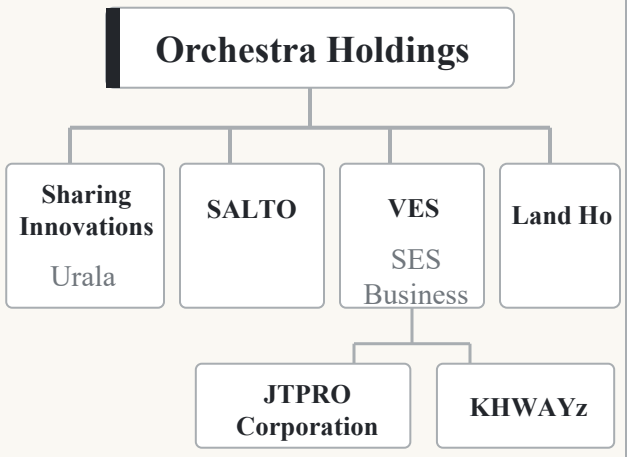
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Business Operating Structure After the Reorganization

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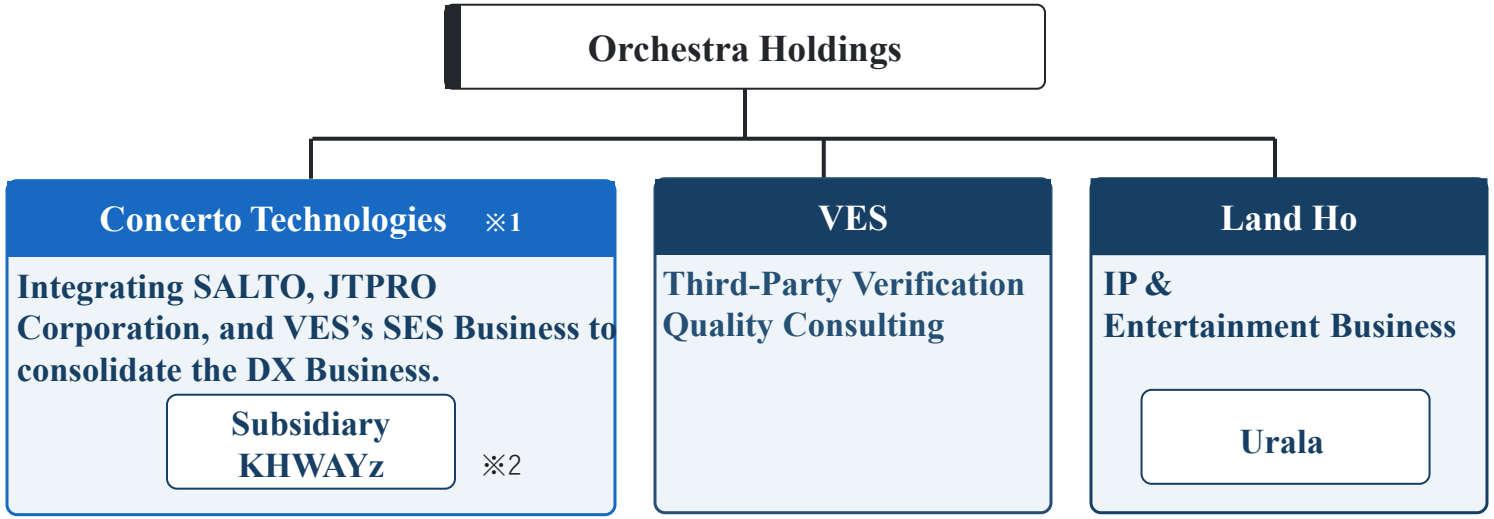
Aiming to enhance corporate value by promoting growth and profitability in the DX Business and improving management efficiency through the consolidation of the IP & Entertainment Business.
Following the integration of the DX Business, Sharing Innovations will change its corporate name to "Concerto Technologies."

Before the Reorganization
As of November 30, 2026 (Scheduled)



"Urala" is operated by Sharing Innovations.

After the Reorganization
December 1, 2026 (Scheduled)



Consolidating the DX Business and IP & Entertainment Business respectively to streamline the business operating structure.

Enhancing Corporate Value through the Reorganization

01 Accelerating Growth of the DX Business
Consolidating talent, customers, and technology to expand business opportunities.

02 Improving Profitability of the DX Business
Eliminating overlapping functions and optimizing personnel allocation.

03 Improving Group Management Efficiency
Utilizing management resources more efficiently through business consolidation.

*1：The corporate name change is planned to take place following the completion of this group reorganization.

*2：K-WAYS plans to change its parent company from VES to Concerto Technologies. As this change involves only a change in the parent company and does not constitute a merger or company split covered by the Group Reorganization, it is not subject to timely disclosure requirements and is therefore not included in the "Notice Regarding Group Reorganization" announced today..

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Purpose of the Reorganization

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Strengthening the Group's growth potential by consolidating business functions and reducing redundant costs.

01	**Expanding Revenue in the DX Business** Consolidating talent, customer bases, and technical expertise in the DX domain.	p.5
02	**Reforming the Cost Structure of the DX Business** Reducing listing-related costs and redundancies in administrative operations and shared systems.	p.6
03	**Driving Sustainable Growth of the DX Business** Strengthening sales and talent capabilities to expand cross-selling, large-scale projects, and upstream services.	p.7
04	**Consolidating the IP & Entertainment Business** Transferring the chat-based fortune-telling service "Urala" to Land Ho for integrated operation with its game development business.	p.8

Following the wholly owned subsidiarization, utilizing management resources across the Group in an integrated manner to accelerate decision-making in each business.

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Expanding Revenue in the DX Business

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Leveraging a DX business platform of approximately 1,000 people*1 to increase project scale, utilization rates, and profit margins.

Initiatives	Changes through Integration	Expected Benefits
Centralizing project and personnel information.	Matching projects and personnel across Group companies.	Higher utilization rates and reduced outsourcing costs.
Joint proposals for large-scale projects.	Building development teams with personnel from multiple Group companies.	Higher order values and project fees.
Leveraging customer bases across Group companies.	Offering additional services to existing customers across Group companies.	Increased cross-selling revenue.
Sharing technology and expertise.	Sharing development methods and expertise across Group companies.	Higher gross profit margins and development productivity.

Driving profit growth through increased workforce scale, higher project fees, and improved productivity.

*1：The total workforce of the DX Business to be consolidated through the Reorganization, comprising approximately 600 employees and 400 business partners. VES's quality verification division is excluded.

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Reforming the Cost Structure of the DX Business

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Consolidating overlapping functions to achieve both business growth and greater cost efficiency.

Reducing Listing-Related Costs

Reducing direct costs and the burden of disclosure and administrative operations following the delisting.

- Audit and disclosure-related costs.
- Shareholders' meeting and IR-related costs.
- Shareholder services and stock exchange-related costs.

Improving Organizational and Office Efficiency

Promoting more efficient administrative operations and office management through organizational integration.

- Streamlining administrative operations and structures.
- Consolidating and optimizing office locations.
- Improving fixed-cost efficiency, including rent.

Optimizing Sales and Personnel Allocation

Enhancing project opportunities and utilization rates through sales collaboration and flexible personnel deployment.

- Strengthening coordination of sales functions and customer bases.
- Centralizing project and personnel information.
- Optimizing personnel deployment and improving utilization rates.

Expected to achieve annual cost improvements of JPY 300 million or more in FY2027.

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Growth Strategy for the DX Business

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Following the integration of the DX Business, the company will change its name to “Concerto Technologies” and pursue synergies and higher value-added services.

Integrating the Management Platform

01 Standardizing sales, project, and personnel management.

02 Centralizing project and personnel information to optimize personnel allocation.

03 Streamlining overlapping administrative functions to improve cost efficiency.

Expanding Revenue Synergies

01 Leveraging customer bases across the Group to expand cross-selling.

02 Combining development capabilities to win more large-scale and prime contractor projects.

03 Integrating recruitment and training functions to secure talent for business growth.

Promoting Higher Value-Added Services

01 Leveraging AI to improve development productivity and project profitability.

02 Increasing the share of revenue from IT consulting and upstream services.

03 Leveraging M&A to strengthen talent, technology, and the customer base.

Positioning “Concerto Technologies” as the growth platform for the DX Business to achieve sustainable profit growth.

*：The corporate name change is planned to take place following the completion of this group reorganization.

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Consolidating the IP & Entertainment Business

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Transferring the chat-based fortune-telling service “Urala,” operated by Sharing Innovations, to Land Ho for integrated operation with its game development business.

Land Ho Co.,Ltd.

Game Development Business

From game planning and development to operation.

Development and content planning capabilities.

Chat-Based Fortune-Telling Service “Urala”

A digital service operated by Sharing Innovations.

Transferred through an absorption-type company split.

01

Streamlining Business Areas

Consolidating IP & entertainment-related businesses under Land Ho to clarify business roles and operating responsibilities within the Group.

02

Improving Operational Efficiency

Improving operational efficiency by sharing management and operational functions and business infrastructure.

03

Sharing Expertise and Know-How

Sharing expertise and know-how gained from game development and digital services to create new business ideas and revenue opportunities.

Streamlining the IP & Entertainment business structure to improve operational efficiency and promote the sharing of expertise and know-how.

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Vision

The Chain of Creation

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

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