

## Consolidated Financial Results for the Fiscal Year Ended December 31, 2023

[Japanese GAAP]

February 14, 2024

Company name: Orchestra Holdings Inc.

Listing: Tokyo Stock Exchange
URL: https://orchestra-hd.co.jp/

Representative: Yoshiro Nakamura, President and Representative Director

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Scheduled date of Annual General Meeting of Shareholders: March 28, 2024
Scheduled date of payment of dividend: March 29, 2024
Scheduled date of filing of Annual Securities Report: March 29, 2024

Preparation of supplementary materials for financial results:

Yes

Holding of financial results meeting: Yes (for analysts and institutional investors)

(All amounts are rounded down to the nearest million yen)

### 1. Consolidated Financial Results for 2023 (January 1 to December 31, 2023)

(1) Consolidated results of operations

(Percentages represent year-on-year changes)

|      | Net sales   |      | Operating profit |        | Ordinary pr | ofit   | Profit attributate owners of par |        |
|------|-------------|------|------------------|--------|-------------|--------|----------------------------------|--------|
|      | Million yen | %    | Million yen      | %      | Million yen | %      | Million yen                      | %      |
| 2023 | 12,109      | 16.7 | 765              | (43.3) | 776         | (44.5) | 474                              | (44.5) |
| 2022 | 10,377      | -    | 1,350            | 7.0    | 1,400       | 8.8    | 853                              | 12.7   |

Note: Comprehensive income (millions of yen)

2023: 383 (down 64.3%) 2022: 1,073 (up 15.0%)

|      | Basic earnings per share | Diluted earnings per share | Return on equity | Ordinary profit on total assets | Operating profit to net sales |
|------|--------------------------|----------------------------|------------------|---------------------------------|-------------------------------|
|      | Yen                      | Yen                        | %                | %                               | %                             |
| 2023 | 48.31                    | 47.81                      | 8.9              | 6.4                             | 6.3                           |
| 2022 | 87.12                    | 85.40                      | 18.0             | 12.7                            | 13.0                          |

Reference: Equity in earnings of affiliates (millions of yen)

2023: - 2022: -

Note: The Company has adopted "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020), etc. from the beginning of the fiscal year ended December 31, 2022, and the figures for the 2022 are based on the application of the standard. The application of this standard has a significant impact on net sales, and it is not appropriate to compare it with the figures for the 2021. Accordingly, the year-on-year changes are not indicated.

(2) Consolidated financial position

|                     | Total assets | Net assets  | Equity ratio | Net assets per share |
|---------------------|--------------|-------------|--------------|----------------------|
|                     | Million yen  | Million yen | %            | Yen                  |
| As of Dec. 31, 2023 | 12,712       | 6,036       | 43.1         | 558.68               |
| As of Dec. 31, 2022 | 11,410       | 5,735       | 45.4         | 528.39               |

Reference: Shareholders' equity (millions of yen) As of Dec. 31, 2023: 5,484 As of Dec. 31, 2022: 5,180

(3) Consolidated cash flows

| (3) Combondated cush i | LIOWB                |                      |                      |                           |
|------------------------|----------------------|----------------------|----------------------|---------------------------|
|                        | Cash flows from      | Cash flows from      | Cash flows from      | Cash and cash equivalents |
|                        | operating activities | investing activities | financing activities | at end of period          |
|                        | Million yen          | Million yen          | Million yen          | Million yen               |
| 2023                   | 1,003                | (2,000)              | 1,205                | 3,277                     |
| 2022                   | (484)                | (993)                | (413)                | 3,067                     |

### 2. Dividends

|                 |        | Divi   | idends per s | share    |       | Total       | Payout ratio   | Dividend on              |
|-----------------|--------|--------|--------------|----------|-------|-------------|----------------|--------------------------|
|                 | 1Q-end | 2Q-end | 3Q-end       | Year-end | Total | dividends   | (consolidated) | equity<br>(consolidated) |
|                 | Yen    | Yen    | Yen          | Yen      | Yen   | Million yen | %              | %                        |
| 2022            | -      | 0.00   | -            | 9.00     | 9.00  | 88          | 10.4           | 1.9                      |
| 2023            | -      | 0.00   | -            | 10.00    | 10.00 | 98          | 20.7           | 1.8                      |
| 2024 (forecast) | -      | 0.00   | •            | 11.00    | 11.00 |             | 19.6           |                          |

### 3. Consolidated Forecast for 2024 (January 1 to December 31, 2024)

(Percentages represent year-on-year changes)

|           | Net sale    | es   | EBITD       | A    | Operating 1 | profit | Ordinary p  | profit | Profit attributo owners of |      | Basic<br>earnings<br>per share |
|-----------|-------------|------|-------------|------|-------------|--------|-------------|--------|----------------------------|------|--------------------------------|
|           | Million yen | %    | Million yen | %    | Million yen | %      | Million yen | %      | Million yen                | %    | Yen                            |
| Full year | 14,000      | 15.6 | 1,500       | 23.7 | 1,000       | 30.6   | 1,000       | 28.8   | 550                        | 16.0 | 56.02                          |

Note: Consolidated forecast for the first half of 2024 has not been disclosed.

#### \* Notes

- (1) Changes in significant subsidiaries during the period (change in scope of consolidation): None Newly added: Excluded: -
- (2) Changes in accounting policies and accounting-based estimates, and restatements
  - 1) Changes in accounting policies due to revisions in accounting standards, others: None
  - 2) Changes in accounting policies other than 1) above: None
  - 3) Changes in accounting-based estimates: None
  - 4) Restatements: None
- (3) Number of shares issued (common stock)
  - 1) Number of shares issued at the end of the period (including treasury shares)

As of Dec. 31, 2023:

9,817,800 shares

As of Dec. 31, 2022:

9,811,400 shares

2) Number of treasury shares at the end of the period

As of Dec. 31, 2023:

97 shares

As of Dec. 31, 2022:

97 shares

3) Average number of shares during the period

2023:

9,816,380 shares

2022:

9,799,693 shares

### (Reference) Summary of Non-consolidated Financial Results

### 1. Non-consolidated Financial Results for 2023 (January 1 to December 31, 2023)

(1) Non-consolidated results of operations

(Percentages represent year-on-year changes)

As of Dec. 31, 2022: 2,058

|      | Net sale    | S      | Operating profit |        | Ordinary profit |        | Profit      | t |
|------|-------------|--------|------------------|--------|-----------------|--------|-------------|---|
|      | Million yen | %      | Million yen      | %      | Million yen     | %      | Million yen | % |
| 2023 | 1,066       | 33.9   | 104              | 45.8   | 97              | 35.1   | 40          | - |
| 2022 | 796         | (39.4) | 71               | (84.8) | 72              | (84.6) | (390)       | - |

|      | Basic earnings per share | Diluted earnings per share |
|------|--------------------------|----------------------------|
|      | Yen                      | Yen                        |
| 2023 | 4.10                     | 4.06                       |
| 2022 | (39.89)                  | 1                          |

(2) Non-consolidated financial position

|                     | Total assets | Net assets  | Equity ratio | Net assets per share |
|---------------------|--------------|-------------|--------------|----------------------|
|                     | Million yen  | Million yen | %            | Yen                  |
| As of Dec. 31, 2023 | 5,011        | 2,163       | 40.3         | 220.34               |
| As of Dec. 31, 2022 | 3,655        | 2,205       | 56.3         | 224.81               |

Reference: Shareholders' equity (millions of yen)

As of Dec. 31, 2023: 2,019

## Reason for difference from previous year's non-consolidated financial results

Orchestra Holdings is a pure holding company, and its main business is to provide administrative services to its subsidiaries. In the fiscal year ended December 31, 2023, the Company's net sales, operating income and ordinary income exceeded those of the previous fiscal year due to increased management fee income compared to the previous fiscal year. Net income also exceeded the results in the previous fiscal year due to the recording of the valuation loss of part of shares of a consolidated subsidiary in the previous fiscal year.

- \* The current financial report is not subject to audit by certified public accountants or auditing firms.
- \* Cautionary statement with respect to forward-looking statements, and other special items

  Forecasts of future performance in this document are based on assumption judged to be valid and information currently available to the Company's management, but are not promises by the Company regarding future performance. Actual results may differ materially from the forecasts for a number of reasons.

## **Consolidated Financial Statements and Notes**

# (1) Consolidated Balance Sheet

|  |                       | (Thousands of yen)    |
|--|-----------------------|-----------------------|
|  | 2022                  | 2023                  |
|  | (As of Dec. 31, 2022) | (As of Dec. 31, 2023) |
| Assets   |                       |                       |
| Current assets   |                       |                       |
| Cash and deposits  | 3,016,381             | 3,239,909             |
| Notes and accounts receivable-trade, and contract assets | 3,317,823             | 3,181,225             |
| Work in process  | 19,744                | 13,117                |
| Deposits paid  | 319,653               | 347,201               |
| Other  | 602,387               | 385,198               |
| Allowance for doubtful accounts                          | -                     | (21,157)              |
| Total current assets                                     | 7,275,989             | 7,145,495             |
| Non-current assets                                       |                       |                       |
| Property, plant and equipment                            |                       |                       |
| Buildings, net   | 216,252               | 158,904               |
| Land   | 387,971               | 332,434               |
| Other, net   | 42,497                | 37,302                |
| Total property, plant and equipment                      | 646,721               | 528,641               |
| Intangible assets  |                       |                       |
| Goodwill   | 1,964,386             | 3,566,706             |
| Other  | 78,265                | 87,050                |
| Total intangible assets                                  | 2,042,652             | 3,653,756             |
| Investments and other assets                             |                       |                       |
| Investment securities                                    | 958,905               | 943,495               |
| Deferred tax assets                                      | 86,685                | 45,840                |
| Other  | 399,118               | 404,163               |
| Allowance for doubtful accounts                          | -                     | (8,411)               |
| Total investments and other assets                       | 1,444,710             | 1,385,087             |
| Total non-current assets                                 | 4,134,083             | 5,567,486             |
| Total assets   | 11,410,073            | 12,712,981            |

|   |                       | (Thousands of yen)    |
|---|-----------------------|-----------------------|
|   | 2022                  | 2023                  |
|   | (As of Dec. 31, 2022) | (As of Dec. 31, 2023) |
| Liabilities   |                       |                       |
| Current liabilities                                   |                       |                       |
| Accounts payable-trade                                | 2,397,879             | 2,081,407             |
| Short-term borrowings                                 | 388,000               | 388,010               |
| Current portion of long-term borrowings               | 297,516               | 480,533               |
| Income taxes payable                                  | 321,688               | 240,380               |
| Accrued consumption taxes                             | 166,772               | 155,094               |
| Provision for bonuses                                 | 25,907                | -                     |
| Other   | 787,679               | 1,020,390             |
| Total current liabilities                             | 4,385,443             | 4,365,815             |
| Non-current liabilities                               |                       |                       |
| Long-term borrowings                                  | 1,023,090             | 2,140,218             |
| Other   | 266,362               | 170,215               |
| Total non-current liabilities                         | 1,289,452             | 2,310,433             |
| Total liabilities                                     | 5,674,895             | 6,676,248             |
| Net assets  |                       |                       |
| Shareholders' equity                                  |                       |                       |
| Share capital   | 202,843               | 207,431               |
| Capital surplus                                       | 1,687,375             | 1,691,443             |
| Retained earnings                                     | 2,890,970             | 3,276,890             |
| Treasury shares                                       | (102)                 | (102)                 |
| Total shareholders' equity                            | 4,781,087             | 5,175,662             |
| Accumulated other comprehensive income                |                       |                       |
| Valuation difference on available-for-sale securities | 404,322               | 310,853               |
| Foreign currency translation adjustment               | (1,173)               | (1,576)               |
| Total accumulated other comprehensive income          | 403,148               | 309,276               |
| Share acquisition rights                              | 148,210               | 144,577               |
| Non-controlling interests                             | 402,731               | 407,216               |
| Total net assets                                      | 5,735,178             | 6,036,733             |
| Total liabilities and net assets                      | 11,410,073            | 12,712,981            |
|   | , -,                  | , ,                   |

# (2) Consolidated Statements of Income and Comprehensive Income Consolidated Statement of Income

|   |                             | (Thousands of yen)       |
|---|-----------------------------|--------------------------|
|   | 2022<br>(I-n 1 D-1 21 2022) | 2023                     |
| Net sales   | (Jan. 1 – Dec. 31, 2022)    | (Jan. 1 – Dec. 31, 2023) |
| Cost of sales   | 10,377,898                  | 12,109,488               |
| -   | 5,273,103                   | 6,239,430                |
| Gross profit  | 5,104,794                   | 5,870,057                |
| Selling, general and administrative expenses                            | 222 220                     | 440 100                  |
| Remuneration for directors (and other officers) Salaries and allowances | 333,338<br>1,380,092        | 440,180                  |
| Other   |                             | 1,974,417                |
| -   | 2,040,453                   | 2,689,930                |
| Total selling, general and administrative expenses                      | 3,753,884                   | 5,104,528                |
| Operating profit  | 1,350,909                   | 765,529                  |
| Non-operating income  |                             | 222                      |
| Interest and dividend income  | 554                         | 223                      |
| Subsidy income  | 30,948                      | 2,729                    |
| Rental income from real estate  | 35,816                      | 31,762                   |
| Cashback income   | 935                         | 12,840                   |
| Other   | 3,501                       | 5,425                    |
| Total non-operating income  | 71,756                      | 52,980                   |
| Non-operating expenses  |                             |                          |
| Interest expenses   | 3,963                       | 18,691                   |
| Commission expenses   | 7,715                       | 11,560                   |
| Office relocation expenses  | 3,499                       | -                        |
| Depreciation  | 7,020                       | 6,043                    |
| Other -   | 332                         | 5,695                    |
| Total non-operating expenses  | 22,531                      | 41,990                   |
| Ordinary profit   | 1,400,134                   | 776,520                  |
| Extraordinary income  |                             |                          |
| Gain on sale of investment securities                                   | 84,521                      | 310,297                  |
| Gain on sale of non-current assets                                      | -                           | 10,713                   |
| Total extraordinary income  | 84,521                      | 321,011                  |
| Extraordinary losses  |                             |                          |
| Impairment losses   | 16,493                      | 125,287                  |
| Provision of allowance for doubtful accounts                            | -                           | 29,524                   |
| Other   | 4,071                       | 18,772                   |
| Total extraordinary losses  | 20,564                      | 173,584                  |
| Profit before income taxes  | 1,464,091                   | 923,946                  |
| Income taxes-current  | 521,232                     | 407,976                  |
| Income taxes-deferred   | 57,705                      | 38,770                   |
| Total income taxes  | 578,937                     | 446,747                  |
| Profit  | 885,153                     | 477,199                  |
| Profit attributable to non-controlling interests                        | 31,443                      | 2,978                    |
| Profit attributable to owners of parent                                 | 853,709                     | 474,221                  |

# **Consolidated Statement of Comprehensive Income**

|  |                          | (Thousands of yen)       |
|--|--------------------------|--------------------------|
|  | 2022                     | 2023                     |
|  | (Jan. 1 – Dec. 31, 2022) | (Jan. 1 – Dec. 31, 2023) |
| Profit   | 885,153                  | 477,199                  |
| Other comprehensive income                                     |                          |                          |
| Valuation difference on available-for-sale securities          | 189,429                  | (93,469)                 |
| Foreign currency translation adjustment                        | (1,168)                  | (566)                    |
| Total other comprehensive income                               | 188,260                  | (94,035)                 |
| Comprehensive income   | 1,073,414                | 383,164                  |
| Comprehensive income attributable to                           |                          |                          |
| Comprehensive income attributable to owners of parent          | 1,042,310                | 380,346                  |
| Comprehensive income attributable to non-controlling interests | 31,103                   | 2,817                    |

# (3) Consolidated Statement of Changes in Equity

 $2022\;(Jan.\;1-Dec.\;31,\,2022)$ 

(Thousands of yen)

| CL 1.11.2   |                      |                 |                   |                 |                            |  |  |
|---|----------------------|-----------------|-------------------|-----------------|----------------------------|--|--|
|   | Shareholders' equity |                 |                   |                 |                            |  |  |
|   | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |  |  |
| Balance at beginning of period  | 194,637              | 1,790,404       | 2,115,627         | (102)           | 4,100,567                  |  |  |
| Changes during period   |                      |                 |                   |                 | _                          |  |  |
| Issuance of new shares-exercise of share acquisition rights                               | 8,206                | 8,206           |                   |                 | 16,412                     |  |  |
| Dividends of surplus  |                      |                 | (78,367)          |                 | (78,367)                   |  |  |
| Profit attributable to owners of parent   |                      |                 | 853,709           |                 | 853,709                    |  |  |
| Change in ownership interest of parent due to transactions with non-controlling interests |                      | (111,235)       |                   |                 | (111,235)                  |  |  |
| Net changes in items other than shareholders' equity                                      |                      |                 |                   |                 | -                          |  |  |
| Total changes during period   | 8,206                | (103,028)       | 775,342           | -               | 680,520                    |  |  |
| Balance at end of period  | 202,843              | 1,687,375       | 2,890,970         | (102)           | 4,781,087                  |  |  |

|   | Accumulated other comprehensive income                          |  |  |                                |                                  |                     |
|---|---|--|--|--------------------------------|----------------------------------|---------------------|
|   | Valuation<br>difference on<br>available-for-<br>sale securities | Foreign<br>currency<br>translation<br>adjustment | Total<br>accumulated<br>other<br>comprehensive<br>income | Share<br>acquisition<br>rights | Non-<br>controlling<br>interests | Total net<br>assets |
| Balance at beginning of period  | 214,892   | (332)  | 214,560  | 154,486                        | 476,240                          | 4,945,855           |
| Changes during period   |   |  |  |                                |                                  |                     |
| Issuance of new shares-exercise of share acquisition rights                               |   |  | -  |                                |                                  | 16,412              |
| Dividends of surplus  |   |  | -  |                                |                                  | (78,367)            |
| Profit attributable to owners of parent   |   |  | -  |                                |                                  | 853,709             |
| Change in ownership interest of parent due to transactions with non-controlling interests |   |  | -  |                                |                                  | (111,235)           |
| Net changes in items other than shareholders' equity                                      | 189,429   | (841)  | 188,588  | (6,276)                        | (73,509)                         | 108,803             |
| Total changes during period   | 189,429   | (841)  | 188,588  | (6,276)                        | (73,509)                         | 789,323             |
| Balance at end of period  | 404,322   | (1,173)  | 403,148  | 148,210                        | 402,731                          | 5,735,178           |

2023 (Jan. 1 – Dec. 31, 2023)

(Thousands of yen)

|   |                      |                 |                   |                 | (Thousands of yen)         |  |
|---|----------------------|-----------------|-------------------|-----------------|----------------------------|--|
|   | Shareholders' equity |                 |                   |                 |                            |  |
|   | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |  |
| Balance at beginning of period  | 202,843              | 1,687,375       | 2,890,970         | (102)           | 4,781,087                  |  |
| Changes during period   |                      |                 |                   |                 |                            |  |
| Issuance of new shares-exercise of share acquisition rights                               | 4,587                | 4,587           |                   |                 | 9,175                      |  |
| Dividends of surplus  |                      |                 | (88,301)          |                 | (88,301)                   |  |
| Profit attributable to owners of parent   |                      |                 | 474,221           |                 | 474,221                    |  |
| Change in ownership interest of parent due to transactions with non-controlling interests |                      | (520)           |                   |                 | (520)                      |  |
| Net changes in items other than shareholders' equity                                      |                      |                 |                   |                 | -                          |  |
| Total changes during period   | 4,587                | 4,067           | 385,919           | -               | 394,575                    |  |
| Balance at end of period  | 207,431              | 1,691,443       | 3,276,890         | (102)           | 5,175,662                  |  |

|   | Accumulated other comprehensive income                          |  |  | 1                              |                                  |                     |
|---|---|--|--|--------------------------------|----------------------------------|---------------------|
|   | Valuation<br>difference on<br>available-for-<br>sale securities | Foreign<br>currency<br>translation<br>adjustment | Total<br>accumulated<br>other<br>comprehensive<br>income | Share<br>acquisition<br>rights | Non-<br>controlling<br>interests | Total net<br>assets |
| Balance at beginning of period  | 404,322   | (1,173)  | 403,148  | 148,210                        | 402,731                          | 5,735,178           |
| Changes during period   |   |  |  |                                |                                  |                     |
| Issuance of new shares-exercise of share acquisition rights                               |   |  | -  |                                |                                  | 9,175               |
| Dividends of surplus  |   |  | -  |                                |                                  | (88,301)            |
| Profit attributable to owners of parent   |   |  | -  |                                |                                  | 474,221             |
| Change in ownership interest of parent due to transactions with non-controlling interests |   |  | -  |                                |                                  | (520)               |
| Net changes in items other than shareholders' equity                                      | (93,469)  | (402)  | (93,872)   | (3,633)                        | 4,485                            | (93,020)            |
| Total changes during period   | (93,469)  | (402)  | (93,872)   | (3,633)                        | 4,485                            | 301,555             |
| Balance at end of period  | 310,853   | (1,576)  | 309,276  | 144,577                        | 407,216                          | 6,036,733           |

# (4) Consolidated Statement of Cash Flows

|  |                                  | (Thousands of yen)               |
|--|----------------------------------|----------------------------------|
|  | 2022<br>(Jan. 1 – Dec. 31, 2022) | 2023<br>(Jan. 1 – Dec. 31, 2023) |
| Cash flows from operating activities   | (Jan. 1 – Dec. 31, 2022)         | (Jan. 1 – Dec. 31, 2023)         |
| Profit before income taxes   | 1,464,091                        | 923,946                          |
| Depreciation   |                                  | 64,303                           |
| -  | 41,353<br>212,741                |                                  |
| Amortization of goodwill  Gain on sale of non-current assets                                   | 212,741                          | 388,534                          |
|  | (94.521)                         | (10,713)                         |
| Loss (gain) on sale of investment securities   | (84,521)                         | (310,297)                        |
| Impairment losses  | 16,493                           | 125,287                          |
| Increase (decrease) in provision for bonuses   | (35,879)                         | (50,642)                         |
| Increase (decrease) in allowance for doubtful accounts   | 4,431                            | 25,082                           |
| Interest and dividend income   | (554)                            | (223)                            |
| Interest expenses  | 3,963                            | 18,691                           |
| Decrease (increase) in trade receivables, and contract assets                                  |                                  | 374,353                          |
| Decrease (increase) in inventories   | 6,546                            | 6,553                            |
| Decrease (increase) in deposits paid   | (83,166)                         | (41,500)                         |
| Decrease (increase) in other current assets  | (20,877)                         | 174,081                          |
| Increase (decrease) in trade payables  | 10,805                           | (376,987)                        |
| Increase (decrease) in accrued consumption taxes   | (137,923)                        | (51,582)                         |
| Increase (decrease) in other current liabilities   | 52,017                           | (25,842)                         |
| Other, net   | 5,395                            | (2,496)                          |
| Subtotal   | 1,255,110                        | 1,230,548                        |
| Interest and dividends received  | 554                              | 223                              |
| Interest paid  | (4,077)                          | (19,263)                         |
| Income taxes refund  | 142                              | 405,621                          |
| Income taxes paid  | (1,736,275)                      | (613,525)                        |
| Net cash provided by (used in) operating activities  | (484,544)                        | 1,003,604                        |
| Cash flows from investing activities   |                                  |                                  |
| Purchase of investment securities  | (100,375)                        | (158,560)                        |
| Proceeds from sale of investment securities  | 99,261                           | 331,324                          |
| Purchase of property, plant and equipment  | (49,172)                         | (31,203)                         |
| Proceeds from sale of property, plant and equipment  | -                                | 132,618                          |
| Payments of leasehold and guarantee deposits   | (91,960)                         | (28,414)                         |
| Proceeds from refund of leasehold and guarantee deposits                                       | 20,571                           | 39,892                           |
| Purchase of shares of subsidiaries resulting in change in scope of consolidation               | (610,463)                        | (2,261,464)                      |
| Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation | 12,070                           | -                                |
| Payments for acquisition of businesses   | (85,000)                         | -                                |
| Other, net   | (188,796)                        | (24,313)                         |
| Net cash provided by (used in) investing activities  |                                  |                                  |

|  |                          | (Thousands of yen)       |
|--|--------------------------|--------------------------|
|  | 2022                     | 2023                     |
|  | (Jan. 1 – Dec. 31, 2022) | (Jan. 1 – Dec. 31, 2023) |
| Cash flows from financing activities   |                          |                          |
| Net increase (decrease) in short-term borrowings                                     | 188,000                  | 10                       |
| Proceeds from long-term borrowings   | -                        | 2,450,000                |
| Repayments of long-term borrowings   | (315,199)                | (1,162,839)              |
| Proceeds from issuance of shares resulting from exercise of share acquisition rights | 9,940                    | 5,542                    |
| Proceeds from share issuance to non-controlling shareholders                         | 25,102                   | 1,150                    |
| Repayments to non-controlling shareholders   | (204,276)                | -                        |
| Dividends paid   | (78,354)                 | (88,249)                 |
| Proceeds from issuance of share acquisition rights                                   | 195                      | -                        |
| Purchase of shares of subsidiaries not resulting in change in scope of consolidation | (38,959)                 | -                        |
| Net cash provided by (used in) financing activities                                  | (413,551)                | 1,205,613                |
| Effect of exchange rate change on cash and cash equivalents                          | 1,468                    | 465                      |
| Net increase (decrease) in cash and cash equivalents                                 | (1,890,493)              | 209,564                  |
| Cash and cash equivalents at beginning of period                                     | 4,958,002                | 3,067,509                |
| Cash and cash equivalents at end of period   | 3,067,509                | 3,277,073                |

This financial report is solely a translation of "Kessan Tanshin" (in Japanese, including attachments), which has been prepared in accordance with accounting principles and practices generally accepted in Japan, for the convenience of readers who prefer an English translation.