

Performance Trends

(Millions of Yen)		FY2018				FY2019				FY2020				FY2021				FY2022				FY2023				FY2024				FY2025				FY2026			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Accounting Service Segment	Net Sales	618	1,265	2,103	3,033	656	1,342	2,242	3,216	684	1,406	2,322	3,322	674	1,432	2,402	3,446	746	1,519	2,544	3,663	790	1,614	2,723	3,956	863	1,793	3,017	4,392	965	1,986	3,347	4,921	1,080			
	Operating Profit	112	272	578	826	170	389	718	963	190	425	767	1,121	225	487	839	1,232	192	417	773	1,113	227	446	808	1,275	176	432	848	1,286	247	541	984	1,610	296			
Consulting Segment	Net Sales	581	1,182	1,886	2,534	634	1,310	2,044	2,898	655	1,354	2,137	2,964	683	1,391	2,143	2,972	988	2,242	3,412	4,823	1,411	2,746	4,256	5,419	1,723	3,207	4,445	5,934	1,675	3,049	4,947	6,618	1,814			
	Operating Profit	196	426	749	920	198	447	737	998	190	409	701	981	277	532	754	1,054	401	995	1,448	2,058	573	1,076	1,609	1,928	653	1,037	1,072	1,270	518	741	1,298	1,663	493			
Business Solutions Segment	Net Sales	111	238	360	483	146	315	521	684	174	385	671	955	230	508	1,067	1,451	288	649	1,499	2,032	468	1,015	2,171	2,939	758	1,563	3,069	4,131	883	1,865	3,700	5,071	1,204			
	Operating Profit	20	27	23	21	25	47	103	90	▲ 20	▲ 319	▲ 402	▲ 477	▲ 99	▲ 219	▲ 139	▲ 338	▲ 155	▲ 270	9	▲ 12	▲ 92	▲ 170	224	323	▲ 16	▲ 71	428	548	▲ 90	▲ 118	485	671	▲ 43			
Real Estate Leasing Segment	Net Sales	27	55	83	112	28	56	85	114	27	58	83	112	27	54	82	110	27	54	82	110	27	55	83	110	26	53	80	106	26	53	81	108	26			
	Operating Profit	11	25	38	50	8	17	26	34	8	16	25	33	7	15	24	33	9	17	26	34	7	15	22	29	6	14	22	30	7	14	21	29	6			
System Development Segment	Net Sales																									48	107	158	235	72	148	206	287	84			
	Operating Profit																									▲ 1	10	34	77	9	▲ 18	▲ 48	39	▲ 42			
Other Businesses	Net Sales	58	111	168	230	51	99	148	206	45	92	144	206	29	70	121	184	47	90	154	245	54	112	181	272	15	31	46	60	14	29	43	58	15			
	Operating Profit	▲ 9	0	15	22	▲ 3	32	45	51	4	18	40	74	3	14	36	109	18	2	3	22	▲ 3	▲ 42	▲ 57	71	1	3	4	5	1	2	3	4	1			
Total	Net Sales	1,397	2,854	4,602	6,394	1,517	3,125	5,043	7,119	1,587	3,297	5,359	7,563	1,645	3,458	5,818	8,164	2,098	4,556	7,694	10,875	2,753	5,544	9,417	12,699	3,435	6,755	10,818	14,861	3,637	7,133	12,326	17,066	4,224			
	Operating Profit	160	409	880	1,148	227	587	1,099	1,404	194	196	566	951	225	446	897	1,219	263	745	1,555	2,243	484	899	1,898	2,602	578	938	1,642	2,128	408	625	1,863	2,716	437			

Members

		FY2018				FY2019				FY2020				FY2021				FY2022				FY2023				FY2024				FY2025				FY2026			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Accounting Service Segment	ACCOUNTING SERVICE	62,700	64,163	66,075	63,266	64,128	66,568	69,139	66,359	67,032	70,362	71,779	68,936	67,743	72,552	75,012	73,284	75,265	77,871	79,518	77,509	80,550	84,250	87,254	84,055	87,347	91,873	94,026	92,045	95,948	100,794	103,580	102,276	106,194			
Consulting Segment	F&M CLUB	5,674	5,760	5,840	5,876	5,894	6,037	6,158	6,208	6,237	6,318	6,324	6,379	6,291	6,264	6,401	6,746	7,139	7,311	7,466	7,598	7,881	8,259	8,613	9,047	9,491	9,829	10,445	11,192	11,912	12,553	13,050	13,705	14,071			
Business Solutions Segment	OFFICE STATION (Corporations)	1,892	1,436	1,496	1,780	1,901	2,088	2,647	2,798	3,000	3,255	4,310	4,786	6,328	8,694	12,144	13,300	14,448	15,669	18,547	19,381	20,031	21,042	22,919	26,013	27,504	30,623	35,381	36,731	38,200	40,128	42,586	43,862	45,552			
	OFFICE STATION (Professionals)	754	806	966	1,131	723	826	944	1,048	1,112	1,213	1,312	1,394	1,446	1,597	1,681	1,794	1,887	2,024	2,101	2,168	2,250	2,330	2,396	2,467	2,658	2,809	2,919	3,013	3,051	3,132	3,221	3,327	3,399			
	Promotion Council * AI Research Group **	388	402	418	451	490	529	583	629	679	746	800	856	907	944	968	1,189	1,367	1,454	1,520	1,548	1,586	1,636	1,682	1,678	1,700	1,711	1,715	1,708	1,712	1,727	1,732	1,714	1,725	90		

* Promotion Council: Council for Promoting Management Innovation Support Organizations

** If also a member of the Promotion Council, it is counted under the Promotion Council