

For the Fiscal Year Ended March 31, 2024

Annual Select[®] 2024

TANABE CONSULTING GROUP CO., LTD.

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We love companies
Walk together with companies
And work for company prosperity.

Based on first-class trust
We contribute broadly to society.

Guided by an international perspective
We embrace unlimited changes.

As a ceaseless pioneer
We clear a path to the world.

Corporate Profile

Since its founding in 1957, TANABE CONSULTING GROUP CO., LTD. (TCG; the “Company”) has supported many companies in Japan and around the world as a business doctor, with the aspiration that “Japan needs work to save companies.” This is why we are called the pioneers of Japanese management consulting. In addition to the management philosophy of “We love companies, walk together with companies and work for company prosperity,” which we are pursuing, we set “Supporting the decisions with love and changing the world” as our Purpose (Contribution Value). The Company assists top management in decision through its “unique management consulting model” that is able to offer integrated support from the formulation of management strategies to the implementation and execution of management operations.

By mutually collaborating with group companies and providing more optimal team consulting services to address increasingly sophisticated management issues, the Company will create “first call companies that will still be one’s first choice 100 years from now” and contribute to a sustainable society and the prosperity of a social economy.

I. Summary of Selected Financial Data (Consolidated)

		58 th term	59 th term	60 th term	61 st term	62 nd term
		Fiscal year ended March 31, 2020	Fiscal year ended March 31, 2021	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024
Net sales	(Thousands of yen)	9,394,430	9,213,533	10,572,179	11,759,518	12,739,254
Ordinary profit	(Thousands of yen)	1,015,965	771,820	931,607	1,163,255	1,012,996
Profit attributable to owners of parent	(Thousands of yen)	696,439	498,469	604,311	724,466	641,026
Comprehensive income	(Thousands of yen)	550,665	672,315	617,242	711,985	835,721
Net assets	(Thousands of yen)	10,951,366	11,430,591	11,517,472	11,710,874	11,304,318
Total assets	(Thousands of yen)	12,969,913	13,405,911	13,824,896	14,410,994	14,139,231
Net assets per share	(Yen)	631.71	646.99	652.85	665.66	653.29
Basic earnings per share	(Yen)	40.43	28.94	35.06	42.25	38.14
Diluted earnings per share	(Yen)	—	—	35.06	—	38.09
Equity ratio	(%)	83.9	83.1	81.0	78.8	77.1
Rate of return on equity	(%)	6.4	4.5	5.4	6.4	5.8
Price-earnings ratio	(Times)	15.34	24.80	19.77	21.35	27.06
Net cash provided by (used in) operating activities	(Thousands of yen)	715,880	223,570	619,785	954,124	632,233
Net cash provided by (used in) investing activities	(Thousands of yen)	537,091	1,426,787	619,946	(1,096,845)	(439,123)
Net cash provided by (used in) financing activities	(Thousands of yen)	(373,163)	(408,204)	(619,032)	(582,812)	(1,228,085)
Cash and cash equivalents at end of period	(Thousands of yen)	5,536,563	6,778,716	7,399,416	6,673,882	5,638,906
Number of employees						
[Separately, average number of temporary employees]	(Persons)	389 [—]	457 [—]	495 [—]	566 [—]	600 [—]

- Notes:
- Share of profit of entities accounted for using equity method is not presented since the Company does not have any associates.
 - The Company implemented a two-for-one common share split, effective October 1, 2021. Net assets per share, basic earnings per share and diluted earnings per share have been calculated assuming that the share split was conducted at the beginning of the 58th term.
 - Diluted earnings per share for the 58th term, the 59th term and the 61st term are not presented because there were no potentially dilutive shares.
 - The Company has applied the “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020) and relevant ASBJ regulations from the beginning of the 60th term, and the selected financial data for the 60th term onward are those after applying the accounting standard and relevant ASBJ regulations.
 - Because the 58th term is the first year the Company has prepared consolidated financial statements, the rate of return on equity for the term is calculated based on the equity at the end of the period.
 - Because the average number of temporary employees is less than 10% of total employees, the disclosure is omitted.

II. Top message



Takahiko Wakamatsu
President and Chief Executive Officer

The fiscal year under review was the third year (mid-way point) of the “TCG Future Vision 2030” medium-term management plan for 2021-2025. Although the Company reported new record-high net sales for the third consecutive year, profits decreased year on year due to proactive strategic investments (human capital investment, new business development investment, digital investment, and so forth) for realizing continued sustainable growth. Net sales were ¥12,739 million (up 8.3% year on year), operating profit was ¥1,009 million (down 12.3% year on year), and profit attributable to owners of parent was ¥641 million (down 11.5% year on year).

Regarding shareholder returns, we paid an interim dividend of ¥18 on September 30, 2023, and a year-end dividend of ¥26, for a total annual dividend of ¥44 (up ¥2 year on year). In addition, the Company conducted a flexible treasury share purchase of approximately ¥400 million from May to October 2023.

Moreover, thanks to the tremendous support of our shareholders, as of the end of December 2023, we confirmed that the Company met all of the criteria for maintaining listing on the Tokyo Stock Exchange Prime Market.

Going forward, as the pioneer of management consulting listed on the Prime Market, the Company’s policy is to achieve sustainable growth and improved corporate value in the medium to long term while also realizing stable and proactive shareholder returns to meet the expectations of its shareholders.

For this fiscal year, ending March 31, 2025, the fourth year of the medium-term management plan, we will aim for net sales of ¥13,500 million, operating profit of ¥1,485 million, and profit attributable to owners of parent of ¥785 million, which would be record highs in both net sales and profit for the Group.

To solve issues for top management (management and leadership) of the Company’s main clients, which are companies ranging from large to mid-sized companies (net sales ranging from ¥300 billion to ¥3 billion) and government and public organizations, the Company will strengthen its five existing

management consulting fields: strategy & domain, which involves proposal and promotion of growth strategies; digital/DX, which involves proposing and implementing DX strategies; HR, which involves implementing human capital management; finance and M&A, which involves realizing increase in corporate value; and brand & PR, which involves increasing the essential value of the brand. In addition to these, the Company will also strengthen the global and government agencies/public sector services fields. The Company aims to achieve its performance targets for the fiscal year ending March 31, 2025, by resolving a large number of client issues and social issues.

Our Philosophy expresses the unchanging aspiration of our founder, Shoichi Tanabe, which has been passed down, and in the fiscal year under review, the Company has also newly formulated its Purpose (Contribution Value) and Value (Our Values). With these as our driving force, each of us will act with integrity and even be strict, but always support with love the “business decisions of managers and leaders, which have the power to change company, society, and even the world.” Furthermore, we remain committed to creating a bright future by leading all our clients to success and continuing to contribute to society going forward.

III. Business Description

Business Description

The Company has set up firms (offices) operating in 10 major cities throughout Japan, forming a "General Clinic for Management" where 679 professionals provide "highly advanced treatment (team consulting)" in a community-based manner. We will support and create more "companies that will still be one's first choice 100 years from now."

We are Business Doctors!

Solve top issues with high levels of expertise and synthesis (team consulting)

Business performance of each management consulting field

Strategy & domain	Digital/DX	HR
<p>Net sales</p> <p>Year-on-year ↑</p> <p>¥2,281 million ¥2,195_{million} up 3.9%</p> <p>Sales of “formulation and promotion of long-term vision and medium-term management plans (business models),” “formulation and promotion of global strategy,” “regional revitalization strategy,” “ESG and sustainability response,” and management consulting for government agencies/public sector were strong.</p>	<p>Net sales</p> <p>Year-on-year ↑</p> <p>¥2,741 million ¥2,610_{million} up 5.0%</p> <p>Sales of “DX vision,” “digital marketing,” “branding DX (websites, social media platforms, and so on),” management DX (ERP implementation, conception of shift to IT, operational improvement, and so on), and DX personnel training for government agencies/public sector were strong.</p>	<p>Net sales</p> <p>Year-on-year ↑</p> <p>¥2,418 million ¥2,261_{million} up 7.0%</p> <p>Sales were strong for “formulation of organization and human resource strategies (HR post-merger integration PMI),” “establishment of human resource systems,” “establishment of academies (in-house corporate universities),” “talent management (including HR tech),” and “development of management professionals,” among others.</p>
Finance/M&A	Brand & PR	Others (promotion products, and so on)
<p>Net sales</p> <p>Year-on-year ↑</p> <p>¥1,932 million ¥1,922_{million} up 0.5%</p> <p>Sales of “corporate value vision,” “transition to holdings / group management,” “growth M&A and business succession M&A (from strategy formulation to financial advisory FA, due diligence, and post-merger integration PMI),” “corporate governance code compliance,” and so on were strong.</p>	<p>Net sales</p> <p>Year-on-year ↑</p> <p>¥2,649 million ¥2,105_{million} up 25.8%</p> <p>Sales of “brand creation,” “media PR (Global PR Wire, TV planning, etc.),” “overseas PR,” “content marketing,” “creative,” “hybrid (real × digital) promotions,” and promotions for government agencies/public sector were strong.</p>	<p>Net sales</p> <p>Year-on-year ↑</p> <p>¥715 million ¥663_{million} up 7.9%</p> <p>Orders for promotional products increased due to the resumption of various events and other activities in the era of living with COVID-19.</p>

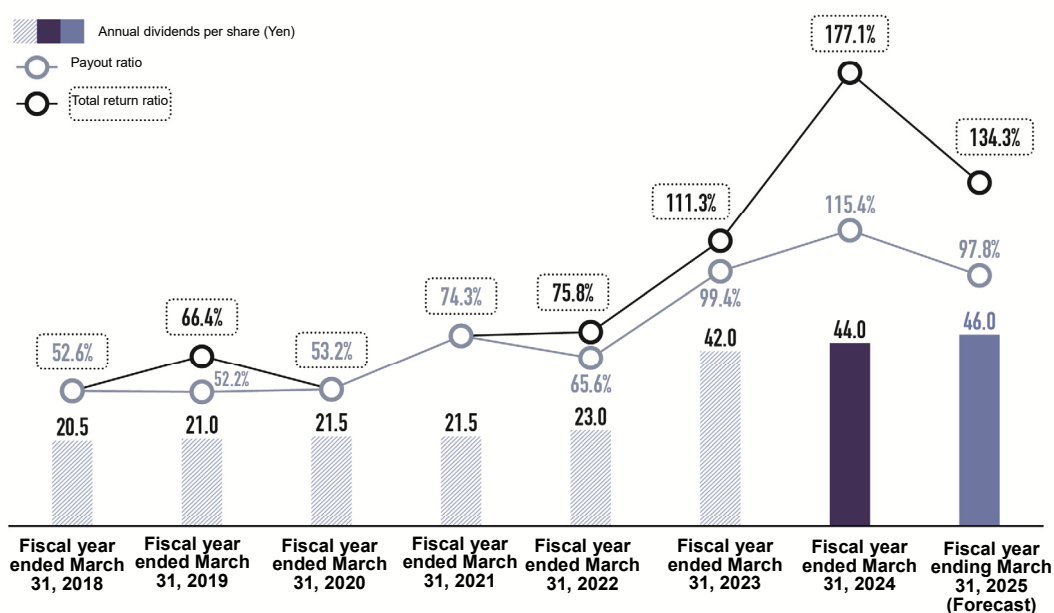
- Notes: 1. In conjunction with Kartz Media Works, Inc. becoming a consolidated subsidiary, “Branding & Marketing” was renamed “Brand & PR” in the current fiscal year to reflect the business field’s expansion to include PR.
2. Due to organizational changes in the current fiscal year, the nationwide offices of TANABE CONSULTING CO., LTD. (Chubu Head Office, Kyushu Head Office, Hokkaido Branch Office, Tohoku Branch Office, Niigata Branch Office, Hokuriku Branch Office, Chushikoku Branch Office, and Okinawa Branch Office) were subdivided into organizations by management consulting domain. Accordingly, net sales classifications for each business office are aggregated by the organizational unit for the current fiscal year. Net sales for the previous fiscal year have been reallocated by the number of consultants in the management consulting domain at each office to ensure comparability with net sales for the current fiscal year.

Results and direction of shareholder returns

Based on our shareholder return policy, we will proactively return profits to shareholders with an interim dividend of ¥19 and a year-end dividend of ¥27 for an annual dividend of ¥46 (up ¥2 year on year), which is the dividend forecast for the current fiscal year (fiscal year ending March 31, 2025). In addition, our primary management objective is to generate stable profits while maintaining a solid financial foundation to prepare for strategic investments and sudden changes in the operating environment, and to achieve our March 2026 target of “10% return on equity (ROE)” as soon as possible.

Shareholder return policy (until fiscal year ending March 31, 2026)

Consolidated total return ratio 100% rough figure	Dividend on equity (DOE) 6% or more	Acquire treasury shares in a flexible manner
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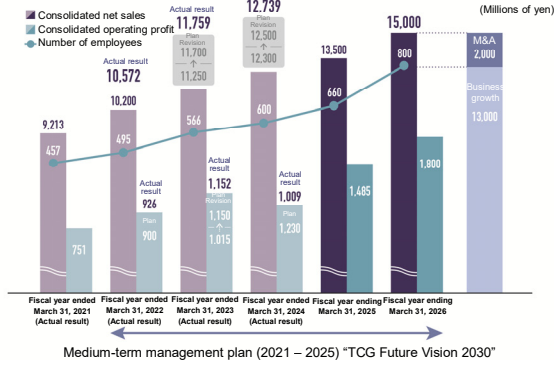


Note: The Company conducted a two-for-one share split on October 1, 2021. Annual dividends per share have been retroactively adjusted for share splits.

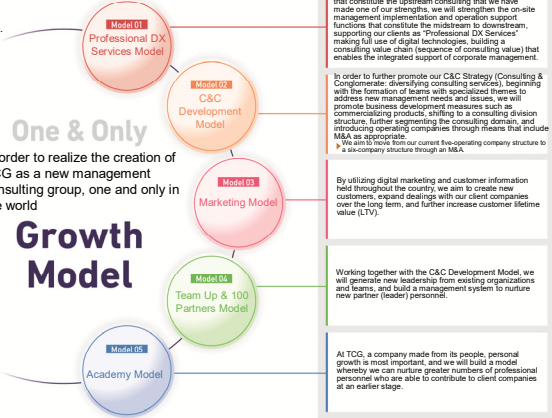
IV. Medium-term Business Strategy

Numerical target

- The consolidated net sales plan for ¥15.0 billion, based on the actual results for the fiscal year ended March 31, 2021, is ¥13.0 billion to be achieved through growth in existing businesses and ¥2.0 billion through the promotion of M&A strategy.
- The Company has revised its hiring plan for the fiscal year ending March 31, 2025, to focus on increasing the productivity of its current employees and improving compensation and working conditions (from the initial plan of 720 employees, the changed plan is now 660 employees: + 60 employees vs. the fiscal year ended March 31, 2024).
- The Company will retain its target of 800 employees in the fiscal year ending March 31, 2026, since it expects to strengthen hiring across the entire Group and also to increase its headcount through M&As.



TCG five growth models





WHAT'S

TCG in Numbers



TANABE CONSULTING GROUP

Japanese pioneer
in management consulting

Now in our
67th year

Total number of
companies receiving
consulting services

17,000 or more

Total employees of TCG
(As of April 1, 2024)

679

Number of companies
receiving management
consulting services

10,000 or more

Number of financial
institutions and other
such companies in the network

360 or more

Number of companies
receiving marketing support

3,600 or more

Major cities of operations
in Japan
(including the Group companies)

10 areas

Number of companies receiving
PR/publicity support

2,000 or more

Number of
Management Letter members

140 thousand
or more

Number of M&A success cases
(including cross-border)

700 or more

Number of people attending
Tanabe seminars
for one year

9,900 or more

Number of companies
receiving creative support

550 or more

Number of companies receiving
B-to-B digital marketing support

300 or more

Location information

Locations in Japan

TANABE CONSULTING CO., LTD

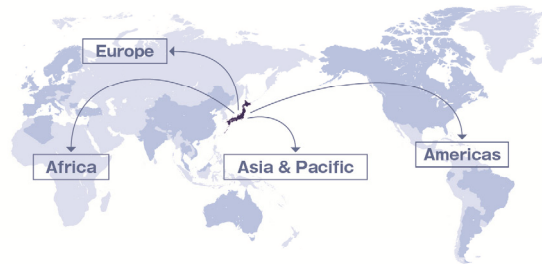
- | | | |
|--------------------------------|-------------------------------------|--|
| ● Osaka Headquarters | ● Hokkaido Branch Office (Sapporo) | ● Chushikoku Branch Office (Hiroshima) |
| ● Tokyo Headquarters | ● Tohoku Branch Office (Sendai) | ● Okinawa Branch Office (Naha) |
| ● Chubu Head Office (Nagoya) | ● Niigata Branch Office (Niigata) | |
| ● Kyushu Head Office (Fukuoka) | ● Hokuriku Branch Office (Kanazawa) | |

Group companies

- Leading Solutions Co., Ltd. (Tokyo)
- Growin' Partners Inc. (Tokyo)
- JAYTHREE, Inc. (Tokyo)
- Kartz Media Works, Inc. (Tokyo)



Main overseas location network



Europe

- Belgium
- Bulgaria
- Croatia
- Denmark
- Finland
- France
- Germany
- Hungary
- Ireland
- Israel
- Italy
- Lithuania
- Netherlands
- Norway
- Poland
- Portugal
- Spain
- Sweden
- Türkiye
- UK

Asia & Pacific

- Australia
- China
- Hong Kong
- India
- Indonesia
- Japan
- Malaysia
- Singapore
- Thailand
- Vietnam

Americas

- Argentina
- Brazil
- Canada
- Ecuador
- USA

Africa

- Algeria
- Tunisia

The information regarding offices is current as of April 1, 2024

VI. Financial Statements

(1) Consolidated Balance Sheet

(Thousands of yen)

	As of March 31, 2023	As of March 31, 2024
Assets		
Current assets		
Cash and deposits	6,673,882	5,538,954
Notes and accounts receivable - trade, and contract assets	865,027	1,024,633
Securities	1,699,950	2,299,531
Merchandise	36,002	33,337
Work in process	22,407	21,768
Raw materials	3,117	2,250
Other	376,302	428,747
Allowance for doubtful accounts	(2,467)	(1,544)
Total current assets	9,674,221	9,347,679
Non-current assets		
Property, plant and equipment		
Buildings and structures	1,141,203	1,214,013
Accumulated depreciation	(587,164)	(617,642)
Buildings and structures, net	554,038	596,370
Land	1,527,477	1,527,477
Construction in progress	18,392	-
Other	377,132	408,293
Accumulated depreciation	(269,060)	(311,796)
Other, net	108,072	96,496
Total property, plant and equipment	2,207,980	2,220,344
Intangible assets		
Goodwill	735,537	666,167
Other	84,138	121,881
Total intangible assets	819,675	788,049
Investments and other assets		
Investment securities	226,178	28,526
Retirement benefit asset	766,616	1,058,513
Deferred tax assets	55,803	47,852
Long-term time deposits	211,603	212,803
Other	477,011	433,834
Allowance for doubtful accounts	(30,262)	-
Total investments and other assets	1,706,952	1,781,529
Total non-current assets	4,734,608	4,789,923
Deferred assets	2,164	1,628
Total assets	14,410,994	14,139,231

(Thousands of yen)

	As of March 31, 2023	As of March 31, 2024
Liabilities		
Current liabilities		
Accounts payable - trade	360,853	321,299
Income taxes payable	298,814	191,749
Advances received	666,833	709,753
Provision for bonuses	108,901	96,135
Other	718,775	890,262
Total current liabilities	2,154,178	2,209,199
Non-current liabilities		
Long-term borrowings	190,568	210,564
Deferred tax liabilities	172,718	262,094
Provision for retirement benefits for directors (and other officers)	124,737	124,737
Provision for loss on guarantees	12,028	–
Other	45,889	28,317
Total non-current liabilities	545,941	625,713
Total liabilities	2,700,119	2,834,913
Net assets		
Shareholders' equity		
Share capital	1,772,000	1,772,000
Capital surplus	2,409,621	2,410,871
Retained earnings	7,455,466	7,232,485
Treasury shares	(277,334)	(654,005)
Total shareholders' equity	11,359,753	10,761,351
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	748	3,249
Remeasurements of defined benefit plans	(8,003)	139,239
Total accumulated other comprehensive income	(7,255)	142,488
Share acquisition rights	13,898	11,049
Non-controlling interests	344,478	389,428
Total net assets	11,710,874	11,304,318
Total liabilities and net assets	14,410,994	14,139,231

(2) Consolidated Statement of Income

(Thousands of yen)

	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024
Net sales	11,759,518	12,739,254
Cost of sales	6,556,938	7,274,034
Gross profit	5,202,580	5,465,219
Selling, general and administrative expenses	4,050,484	4,455,315
Operating profit	1,152,095	1,009,904
Non-operating income		
Interest income	2,989	3,531
Dividend income	–	123
Dividend income of life insurance	1,900	1,733
Subsidy income	2,594	–
Gain on reversal of asset retirement obligations	4,382	–
Other	880	3,377
Total non-operating income	12,746	8,766
Non-operating expenses		
Interest expenses	921	2,513
Amortization of organization expenses	519	536
Loss on investments in investment partnerships	–	2,438
Other	145	184
Total non-operating expenses	1,586	5,673
Ordinary profit	1,163,255	1,012,996
Extraordinary income		
Gain on sale of investment securities	1,393	2,964
Reversal of allowance for doubtful accounts	–	19,000
Reversal of provision for loss on guarantees	7,992	12,028
Other	318	259
Total extraordinary income	9,703	34,252
Extraordinary losses		
Loss on sale and retirement of non-current assets	2,503	6,608
Total extraordinary losses	2,503	6,608
Profit before income taxes	1,170,455	1,040,639
Income taxes - current	367,255	321,999
Income taxes - deferred	33,096	31,552
Total income taxes	400,352	353,551
Profit	770,102	687,088
Profit attributable to non-controlling interests	45,635	46,061
Profit attributable to owners of parent	724,466	641,026

(3) Consolidated Statement of Comprehensive Income

(Thousands of yen)

	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024
Profit	770,102	687,088
Other comprehensive income		
Valuation difference on available-for-sale securities	(12,826)	1,389
Remeasurements of defined benefit plans, net of tax	(45,290)	147,243
Total other comprehensive income	(58,116)	148,633
Comprehensive income	711,985	835,721
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	672,317	790,771
Comprehensive income attributable to non-controlling interests	39,668	44,950

(4) Consolidated Statement of Changes in Equity

Fiscal year ended March 31, 2023

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,772,000	2,409,619	7,159,864	(187,045)	11,154,437
Changes during period					
Dividends of surplus			(428,864)		(428,864)
Profit attributable to owners of parent			724,466		724,466
Purchase of treasury shares				(90,300)	(90,300)
Disposal of treasury shares		2		10	13
Net changes in items other than shareholders' equity					
Total changes during period	-	2	295,602	(90,289)	205,315
Balance at end of period	1,772,000	2,409,621	7,455,466	(277,334)	11,359,753

	Accumulated other comprehensive income			Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	7,607	37,286	44,893	14,217	303,923	11,517,472
Changes during period						
Dividends of surplus						(428,864)
Profit attributable to owners of parent						724,466
Purchase of treasury shares						(90,300)
Disposal of treasury shares						13
Net changes in items other than shareholders' equity	(6,859)	(45,290)	(52,149)	(318)	40,554	(11,913)
Total changes during period	(6,859)	(45,290)	(52,149)	(318)	40,554	193,402
Balance at end of period	748	(8,003)	(7,255)	13,898	344,478	11,710,874

Fiscal year ended March 31, 2024

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,772,000	2,409,621	7,455,466	(277,334)	11,359,753
Changes during period					
Dividends of surplus			(864,007)		(864,007)
Profit attributable to owners of parent			641,026		641,026
Purchase of treasury shares				(400,100)	(400,100)
Disposal of treasury shares (exercise of share acquisition rights)		1,249		23,429	24,679
Net changes in items other than shareholders' equity					
Total changes during period	–	1,249	(222,981)	(376,670)	(598,402)
Balance at end of period	1,772,000	2,410,871	7,232,485	(654,005)	10,761,351

	Accumulated other comprehensive income			Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	748	(8,003)	(7,255)	13,898	344,478	11,710,874
Changes during period						
Dividends of surplus						(864,007)
Profit attributable to owners of parent						641,026
Purchase of treasury shares						(400,100)
Disposal of treasury shares (exercise of share acquisition rights)						24,679
Net changes in items other than shareholders' equity	2,501	147,243	149,744	(2,849)	44,950	191,845
Total changes during period	2,501	147,243	149,744	(2,849)	44,950	(406,556)
Balance at end of period	3,249	139,239	142,488	11,049	389,428	11,304,318

(5) Consolidated Statement of Cash Flows

(Thousands of yen)

	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024
Cash flows from operating activities		
Profit before income taxes	1,170,455	1,040,639
Depreciation	91,431	110,710
Amortization of goodwill	58,477	69,369
Loss (gain) on sale and retirement of non-current assets	2,503	6,608
Loss (gain) on sale of investment securities	(1,393)	(2,964)
Increase (decrease) in provision for bonuses	46,969	(12,765)
Increase (decrease) in allowance for doubtful accounts	43	(19,923)
Decrease (increase) in retirement benefit asset	(92,431)	(79,791)
Increase (decrease) in provision for loss on guarantees	(7,992)	(12,028)
Interest and dividend income	(2,989)	(3,654)
Interest expenses	921	2,513
Loss (gain) on investments in investment partnerships	–	2,438
Decrease (increase) in trade receivables	102,060	(159,606)
Decrease (increase) in inventories	6,983	4,170
Increase (decrease) in trade payables	(105,266)	(39,553)
Increase (decrease) in advances received	23,580	42,919
Decrease (increase) in other assets	10,219	(1,171)
Increase (decrease) in other liabilities	128,460	14,172
Other, net	(182,172)	90,755
Subtotal	1,249,861	1,052,839
Interest and dividends received	2,881	3,818
Interest paid	(950)	(2,299)
Income taxes refund (paid)	(297,667)	(422,126)
Net cash provided by (used in) operating activities	954,124	632,233
Cash flows from investing activities		
Payments into time deposits	(2,400)	(2,400)
Proceeds from withdrawal of time deposits	1,200	1,200
Purchase of securities	(3,500,000)	(7,700,000)
Proceeds from sale and redemption of securities	2,700,000	7,400,000
Proceeds from sale and redemption of investment securities	1,791	3,289
Payments for investments in capital	(35,000)	(15,000)
Purchase of property, plant and equipment and intangible assets	(155,845)	(160,802)
Payments of guarantee deposits	(99,935)	(5,760)
Proceeds from refund of guarantee deposits	8,965	30,304
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(4,196)	–
Other, net	(11,424)	10,044
Net cash provided by (used in) investing activities	(1,096,845)	(439,123)
Cash flows from financing activities		
Proceeds from sale of treasury shares resulting from exercise of share acquisition rights	–	22,089
Purchase of treasury shares	(90,300)	(400,100)
Dividends paid	(428,089)	(862,101)
Other, net	(64,422)	12,027
Net cash provided by (used in) financing activities	(582,812)	(1,228,085)
Net increase (decrease) in cash and cash equivalents	(725,533)	(1,034,975)
Cash and cash equivalents at beginning of period	7,399,416	6,673,882
Cash and cash equivalents at end of period	6,673,882	5,638,906

VII. Corporate Data

Basic Information (as of April 1, 2024)

Trade name:	TANABE CONSULTING GROUP CO., LTD.
Founded:	October 16, 1957
Established:	April 1, 1963
Listed market:	The Prime Market of Tokyo Stock Exchange (Securities Code: 9644)
Listed:	September 28, 2016
Business year:	From April 1 to March 31
Share capital:	1,772 million yen
Number of employees:	679 persons (consolidated)
Group companies:	TANABE CONSULTING CO., LTD. Leading Solutions Co., Ltd. Growin' Partners Inc. JAYTHREE, Inc. Kartz Media Works, Inc.
Osaka Headquarters:	3-3-41 Miyahara, Yodogawa-ku, Osaka
Tokyo Headquarters:	Tekko Building 9th Floor, 1-8-2 Marunouchi, Chiyoda-ku, Tokyo
Telephone:	+81-6-7177-4000

Directors (as of June 25, 2024)

President and Chief Executive Officer	Takahiko Wakamatsu
Executive Vice President	Yoshikuni Nagao
Senior Managing Director	Norihito Minamikawa
Senior Managing Director	Masaru Warata
Senior Managing Director	Itaru Okumura
Managing Director	Masahiro Matsunaga
Director* (Audit and Supervisory Committee Member)	Ryo Ichida
Director* (Audit and Supervisory Committee Member)	Hiroshi Kanbara
Director* (Audit and Supervisory Committee Member)	Maki Imura

* Outside Director

Stock Status (as of March 31, 2024)

Total number of shares authorized:	70,000,000 shares
Total number of shares issued:	17,508,400 shares
Number of shareholders:	7,582

Major shareholders (Top 12) (as of March 31, 2024)

Shareholder name	Number of shares held (Thousands of shares)	Share-holding ratio (%)
Jiro Tanabe	1,895	11.4
Yoichiro Tanabe	1,650	9.9
Toki Narazaki	1,587	9.5
HIKARI TSUSHIN, INC.	893	5.4
The Master Trust Bank of Japan, Ltd. (Trust Account)	731	4.4
Shinichi Ueda	503	3.0
Tanabe Consulting Group Employee Share Ownership Scheme	481	2.9
SMBC Trust Bank Ltd. Designated Securities Trust	404	2.4
Hitoshi Kimoto	320	1.9
Emi Tanabe	235	1.4
Soichiro Tanabe	235	1.4
Noriko Tanabe	235	1.4

- Notes: 1. Treasury shares (817,848 shares) are excluded from the above major shareholders (Top 12).
2. The above share-holding ratio is calculated after reduction of the number of treasury shares (817,848 shares).

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* While every best effort has been made to provide a translation meeting the quality standards required of professionals, the Company does not guarantee it is 100% accurate. Therefore, please verify the original Japanese text for any final judgments made based on this information.