

## Medium-Term Management Plan (2026-2030)

# TCG Future Vision 2030

---

# INDEX



**01 Introduction**

---

**02 Review of Medium-Term Management Plan (2021-2025)**

---

**03 TCG Future Vision 2030**

---

**04 Business Strategy**  
**Medium-Term Management Plan (2026-2030)**

---

**05 Organizational Strategy**  
**Medium-Term Management Plan (2026-2030)**

---

**06 Capital Allocation and Shareholder Returns**  
**Medium-Term Management Plan (2026-2030)**

---

01

# Introduction

# Management Philosophy・Purpose & Value

## Management Philosophy

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.

その決断を  
愛でささえる、  
世界を変える。

リーダーの決断には、企業を変え、社会や世界を変える力があります。私たちは「企業を愛し、企業とともに歩み、企業繁栄に奉仕する」という、創業の志を胸に、真摯に、時に厳しく、愛をもって向き合い、チームの力を発揮して、その決断をささえます。そして、世界中の企業を成功で満たし、100年先の未来をともに創り出すことが、この先も変わらない、私たちの貢献価値です。

## Teamwork is Power

すべてはクライアントの成功と、明るい未来のために

### 高い専門性と高い総合性の発揮

一人ひとりが専門性を高め、チームワークと経営力によって、想像を超える力を発揮する。

### プロフェッショナルへ

自らの能力を、クライアントや社会、仲間のために役立てる。有言実行で変化に挑み、成果によって超一流の信用を築く。

### “個性”をつなぎ、全員の幸せを

一人ひとりの強みや魅力を、互いに見つけ、のび、つなぐ。あらゆる人が活躍する長所連結主義で、多様性を包み込む。

### 清新に、真摯に

クライアントへ、その先の社会まで、広く貢献する想いを胸に。何事にも、いきいきと、さわやかに、本気で向き合う。

### クリエイティブなリーダーシップを

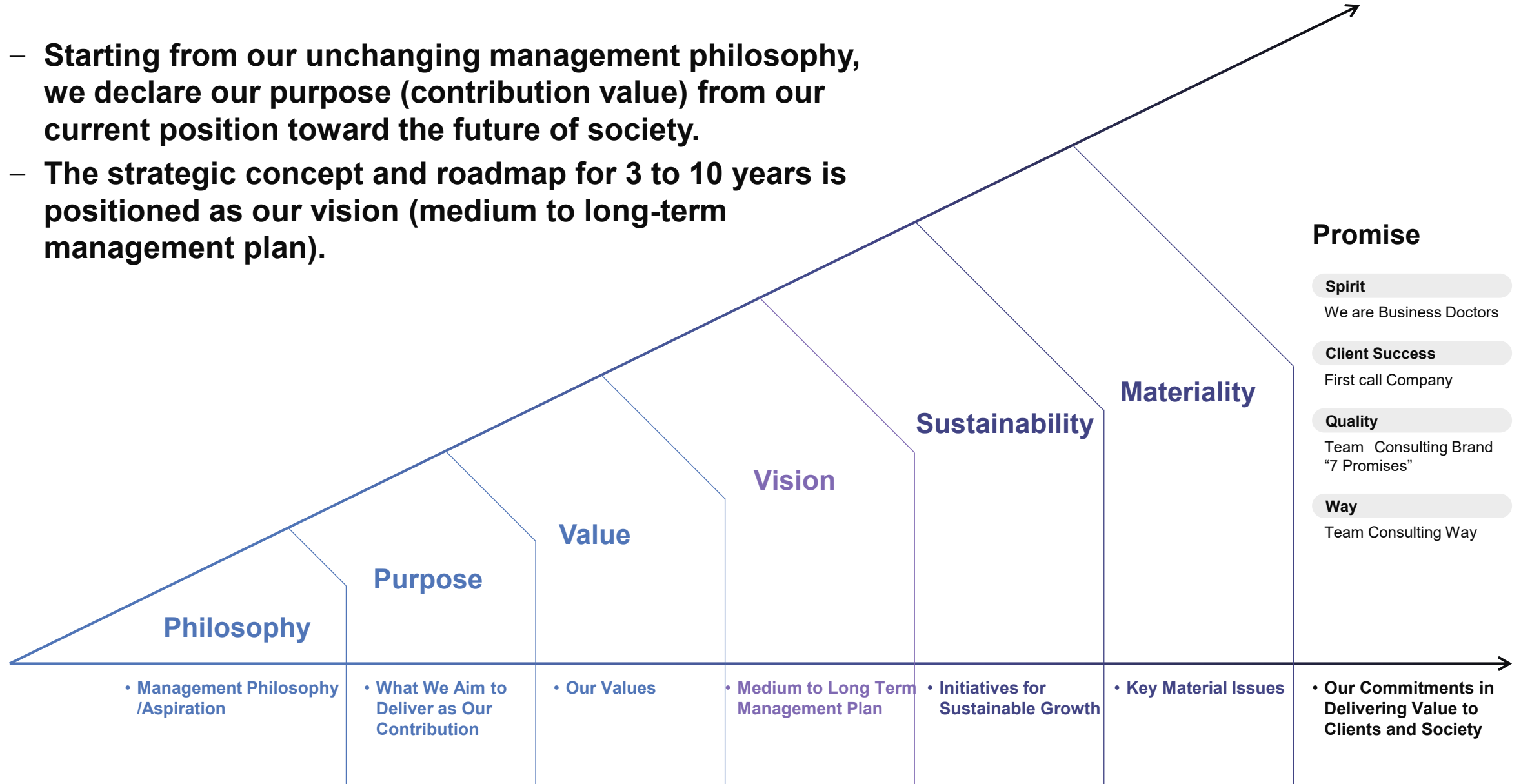
未見を探求する好奇心と、新たな道を切り拓くリーダーシップで、今までにない新しい価値をつくる。

### 未来をつくる、こころざしを一つに

誰もがワクワクできる、明るい未来へ。過去へ感謝し、仲間を信じ、今を変える情熱でビジョンを描く。

# TCG WAY

- Starting from our unchanging management philosophy, we declare our purpose (contribution value) from our current position toward the future of society.
- The strategic concept and roadmap for 3 to 10 years is positioned as our vision (medium to long-term management plan).



# Sustainability

## Sustainability Definition

# Together for the Next 100 Years

## Sustainability Policy

---

### **Mission as Business Doctors (Economic)**

Society and companies are literally two sides of the same coin. As Business Doctors, our Group will transform regional, Japanese, and global economies for the better through our commitment to "love companies, walk with companies, and serve corporate prosperity," as well as by supporting the decisions of executives and leaders. We will continue to be an organization that can co-create positive impact and value both internally and externally to achieve this.

### **Fostering Innovation for Society (Social)**

Recognizing that "Professional DE&I is the source of innovation," we will leverage the knowledge and methods our Group has cultivated through our long-standing, community-rooted business activities as Business Doctors to achieve innovation that resonates with society together with our client companies. We will create better value for the future and contribute broadly to society.

### **Enhancement of Professional Human Capital Value (Social)**

To continue being "the One & Only management consulting group in the world," professional DE&I promotion is essential. We will enhance engagement of all personnel, expand opportunities for capability development that enables teams to demonstrate expertise and comprehensive capabilities, and create a healthy and comfortable working environment both physically and mentally. Furthermore, we will actively recruit diverse professional talent from around the world to build a sustainable organization.

### **Strengthening the Governance System (Governance)**

Through our "management consulting" activities, we aim to achieve sustainable growth and enhance mid-to-long-term corporate value by solving client and social issues, thereby becoming a company trusted by all stakeholders. To achieve this, we will ensure soundness and transparency in management decision-making while also enhancing speed and efficiency.

### **Compliance and Risk Management (Governance)**

To maintain first-class credibility and high ethical standards for conducting fair and honest business, we will strengthen and regularly review our systems to appropriately comply with all domestic and international regulations and comprehensively assess management risks. Additionally, by strengthening compliance education, we will eliminate factors that could damage corporate value.

### **Environmental Consideration and Response (Environment)**

Through our Group's activities as well as innovation and co-creation realized together with client companies, we will build new business models that consider the global environment while accurately understanding our environmental impact and considering and implementing appropriate measures. Through coexistence and mutual prosperity with society, we will achieve corporate prosperity and a sustainable future.

02

# Review of Medium-Term Management Plan (2021-2025)

# Track Record

2021年3月期

Consolidated  
Net Sales

**9.2** billion yen



Consolidated  
Operating Income

**751** million yen



ROE  
(Return on Equity)

**4.5** %



ROA  
(Return on Assets)

**5.9** %



Market Capitalization

**12.5** billion yen



2026年3月期

Consolidated  
Net Sales

**16.2** billion yen

vs. Plan +8.6%  
Change +76.7%

Consolidated  
Operating Income

**1,813** million yen

vs. Plan +0.8%  
Change +141.3%

ROE  
(Return on Equity)

**10.5** %

vs. Plan +0.5pt  
Change +6.0pt

ROA  
(Return on Assets)

**12.5** %

vs. Plan -2.5pt  
Change +6.6pt

Market Capitalization

**25.0** billion yen

vs. Plan +0.0%  
Change +100.0%

# Summary of Previous Medium-Term Management Plan

Adapting to various changes in the business environment including the COVID-19 pandemic, we promoted diversification of management consulting domains that can comprehensively solve increasingly specialized and sophisticated management issues of top management, as well as growth and expansion of the TCG organization.

Medium-Term Management Plan (2021-2025)	Main Progress in FY3/26	Results
<p><b>Professional DX Service Development</b></p>	<ul style="list-style-type: none"> <li>● Industry-specific DXCloud (ERP System)</li> <li>● ACADEMY CLOUD+® (Learning Management System)</li> <li>● Executive KARTE® (Executive Aptitude Assessment) / HR KARTE® (Human Resource Assessment)</li> <li>● Global PR Wire (Overseas Press Release Distribution Service) ...etc</li> </ul>	○
<p><b>C&amp;C (Consulting &amp; Conglomerate) Development (Diversification of Management Consulting Domains)</b></p>	<ul style="list-style-type: none"> <li>● From 2 segments to 5 management consulting domains</li> <li>● Number of Group companies from 3 to 8</li> <li>● Over 30 new management consulting menus</li> </ul>	○
<p><b>Marketing</b></p>	<ul style="list-style-type: none"> <li>● Launch of specialized websites by management consulting domain and lead acquisition</li> <li>● Advanced integration of inside sales and field sales</li> <li>● Strengthening branding and public relations</li> </ul>	○
<p><b>Team Up &amp; Expansion of Leader Personnel (100 people)</b></p>	<ul style="list-style-type: none"> <li>● From 30 units to over 50 profit units</li> <li>● Over 100 directors, executive officers, and partners (leader personnel)</li> <li>● Group Male/Female Ratio 50:50</li> </ul>	○
<p><b>Academy (Talent Development)</b></p>	<ul style="list-style-type: none"> <li>● 12 faculties and 900 and more original courses at TCG Academy (corporate university)</li> <li>● Years to reach professional status from 5 years to 2-3 years</li> </ul>	○

# Implementation Measures

## 1 / Business Strategy

Through the promotion of “C&C (Consulting & Conglomerate) Strategy,” we achieved diversification of management consulting domains and expansion of service menus.

### Acceleration of C&C (Consulting & Conglomerate) Strategy

- Expansion of Domain (Industry/Sector) × Function (Management Function) Themes
- Commercialization of DX Consulting
- Commercialization of M&A Consulting
- Strengthening Expertise in Marketing Consulting
- Implemented the FCC Strategy to Double Regional Business
- Promotion of "FCC Academy" Concept
- Expansion of Financial Institution Alliance Network

### Acceleration of C&C (Consulting & Conglomerate) Strategy

- Development of Comprehensive Consulting Services from Strategy to Implementation through Group Collaboration
- Expansion of "Global," "Government/Public," "Talent Development," and "PR" Consulting Domains
- Creation of Professional DX Services
- Expansion of Business Company Alliances
- Launch of Strategic Websites by Management Consulting Domain

## 2 / Organizational Strategy

Implemented a dual-headquarters system in Osaka and Tokyo and transitioned to a Company with an Audit and Supervisory Committee to strengthen corporate governance.

- Transition to Osaka/Tokyo dual-headquarters system
- Transition to Company with Audit and Supervisory Committee and Introduction of Executive Officer System
- Establishment of Management Committee
- Development of Management Consulting Division, Marketing Consulting Division, Strategic Research Institute, and Corporate Division
- Web Promotion & Strengthening CRM Functions
- Establishment of Theme-based Committees



- Transition to Pure Holding Company System
- Change of company name to Tanabe Consulting Group and establishment of TANABE CONSULTING CO., LTD.
- Integrated Management Consulting Division and Marketing Consulting Division, establishing new business divisions: "Strategy & Domain," "Digital," "HR," "Corporate Finance," "M&A," and "Branding & PR"

## 3 / Corporate Strategy

Achieved designation to the TSE First Section, which is now the TSE Prime Market, and integrated Leading Solutions, Growin' Partners, JAYTHREE, Kartz Media Works, Surpass, and PEACEMIND into the group.

- Designated as a TSE First Section stock from JASDAQ listing
- Leading Solutions Co., Ltd. and Growin' Partners Inc. joined the group
- Establishment of Tanabe FCC Academy and strengthening of recruitment functions
- Promotion of D&I
- Promotion of SmartDX
- Corporate communication functions Strengthening



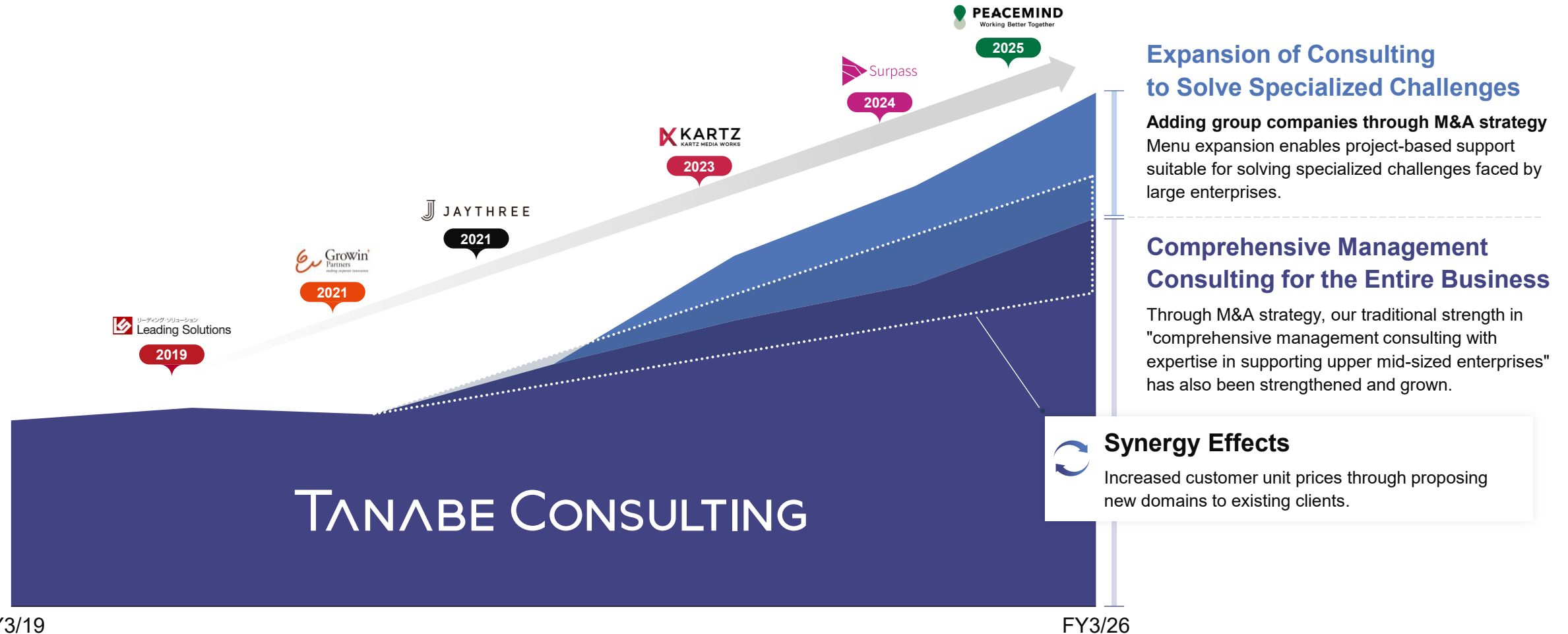
- Transition to TSE Prime Market (achievement of listing maintenance standards)
- JAYTHREE, Inc., Kartz Media Works, Inc., Surpass Inc., and PEACEMIND Inc. joined the group
- Formulation of TCG Purpose & Value
- Promotion of DE&I
- Promotion of SmartDX/AX
- Promotion of 65th anniversary projects
- Strengthening corporate communication functions
- Promotion of sustainability-oriented management

Tanabe Vision  
2020

TCG  
Future Vision  
2030  
(As of FY3/26)

# Evolution through M&A Strategy

Through M&A promotion, management consulting domains are diversified, leading to TCG's growth.

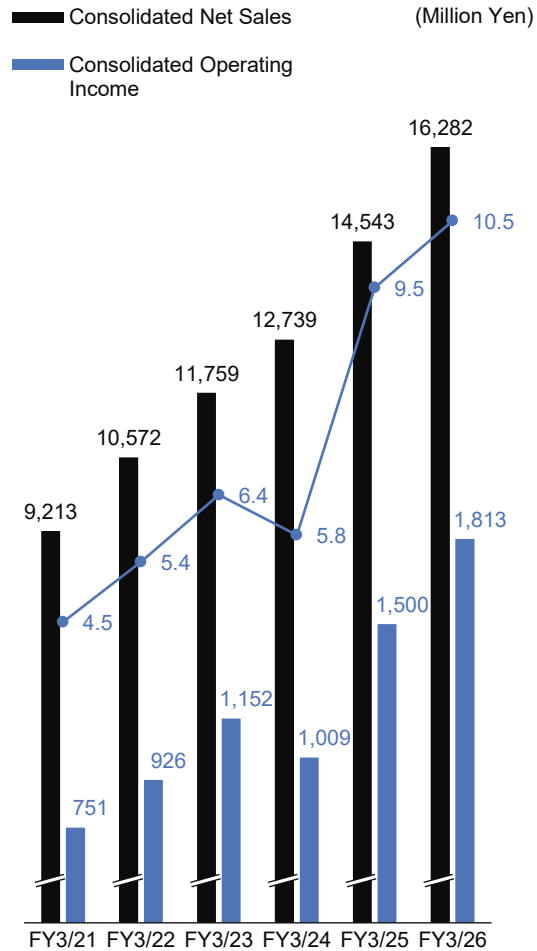


FY3/19

FY3/26

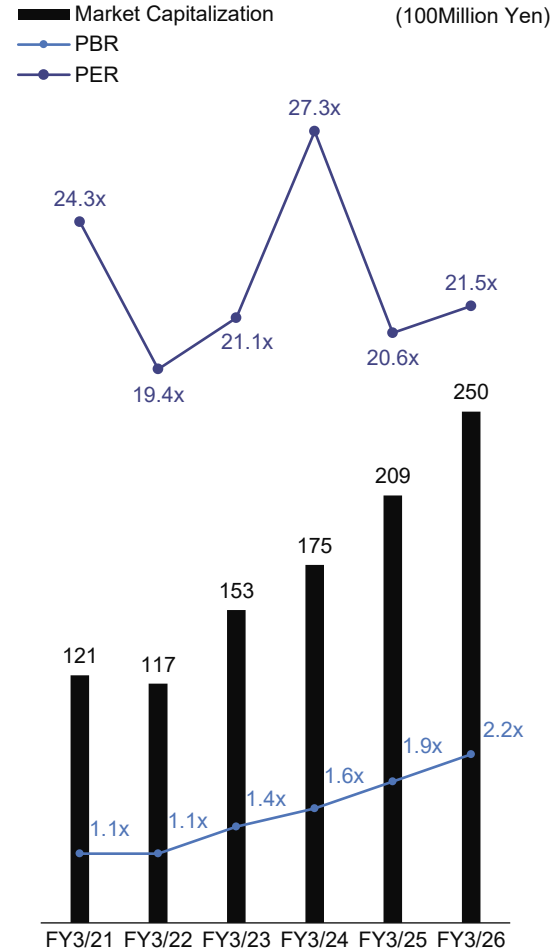
# Trend in Key Management Indicators

## Consolidated Net Sales/ Consolidated Operating Income/ROE



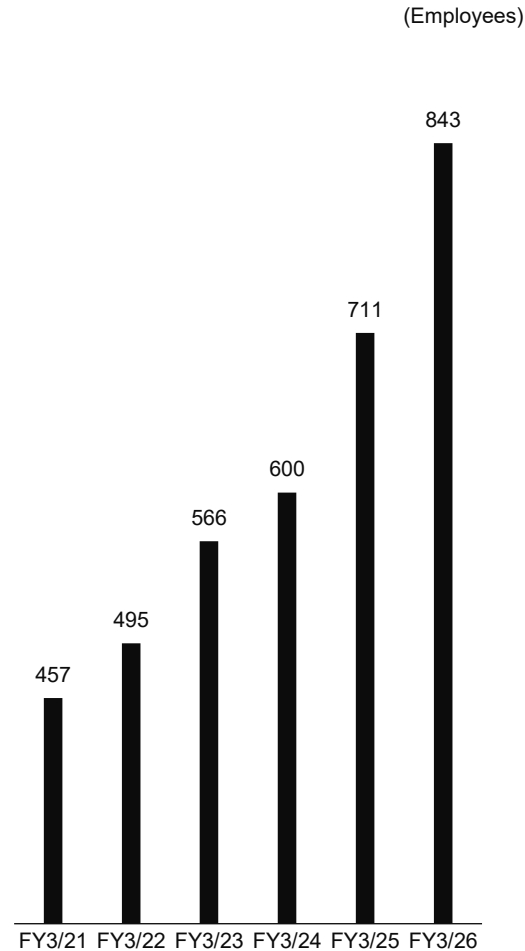
Medium-Term Management Plan (2021-2025)  
「TCG Future Vision 2030」

## Corporate Value



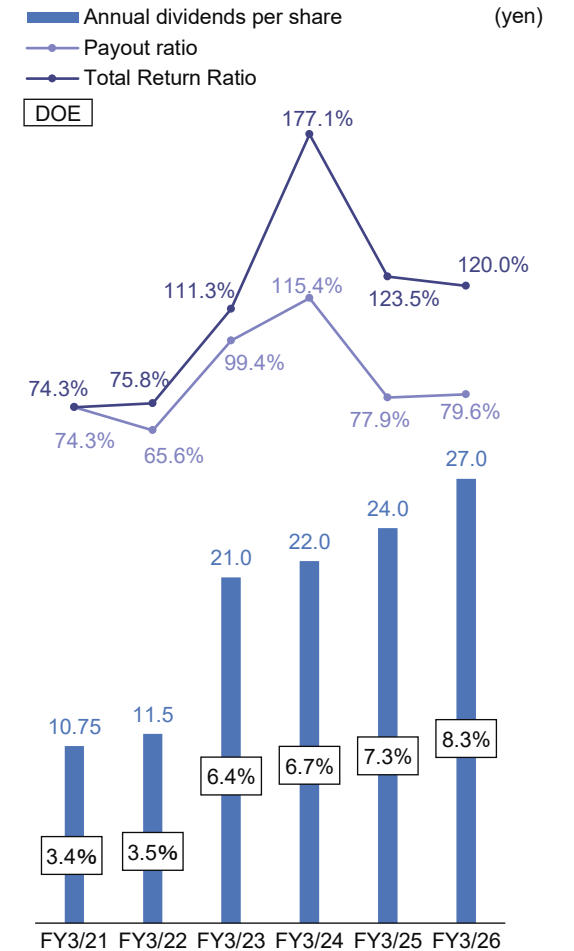
Medium-Term Management Plan (2021-2025)  
「TCG Future Vision 2030」

## Number of Employees



Medium-Term Management Plan (2021-2025)  
「TCG Future Vision 2030」

## Shareholder Returns



Medium-Term Management Plan (2021-2025)  
「TCG Future Vision 2030」

03

# TCG Future Vision 2030

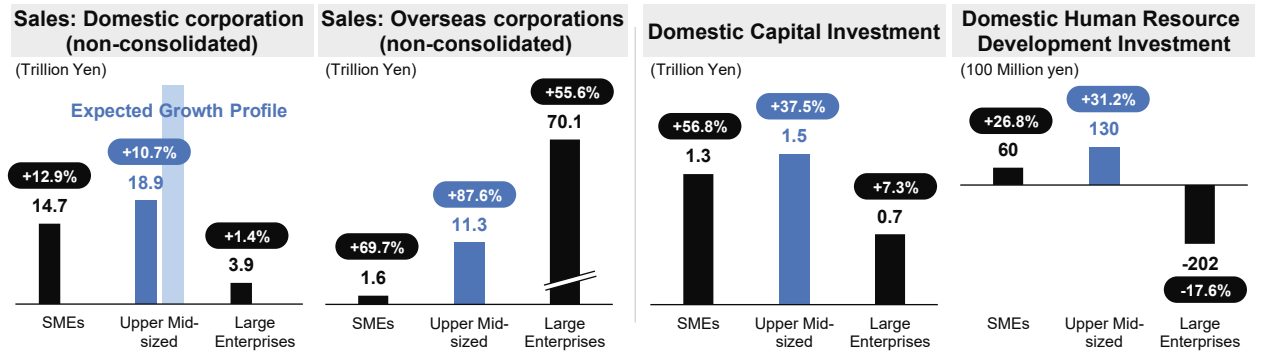
# Recognition of Business Conditions

Upper mid-sized enterprises will drive the Japanese economy and regional economies going forward, and supporting this segment is TCG's role.

## Corporate Business Environment

- **Chronic labor shortages** (declining labor population, wage increase pressure, lack of middle management)
- **Polarization of digitalization (widening productivity gap between DX-promoting companies vs. companies yet to start)**
- **Strengthening capital market and governance pressure** (ROIC management and capital efficiency focus)
- **Accelerating industrial restructuring** (normalization of M&A and business divestitures)
- **Geopolitical and supply chain restructuring** (domestic return and diversification)

## Growth in sales and domestic investment over the past 10 years



\*SMEs: Small and Medium-sized Enterprises  
 Source: Compiled by the Company based on Ministry of Economy, Trade and Industry "On R&D of Medium-sized Enterprises" (May 2025)

**TCG's Priority Target** Source: Compiled by the Company based on information acquired from PLANSonar (provided by uSonar Co.,Ltd.) as of March 17, 2026

Supporting the Japanese economy and regional economies  
 Upper mid-sized enterprises will be the main players going forward

### Three Potentials

#### 1 Growth Capacity

Leveraging current business strengths the power to lead to different growth

#### 2 Adaptability Capacity

With strong ownership ability to respond flexibly

#### 3 Social Contribution Capacity

To clients, partners, and others providing social value

#### KPI (until 2030)

- Approximately 10% of upper mid-sized enterprises achieve 10%/year or more productivity improvement
- Approximately double the number of M&As by upper mid-sized enterprises (1,000 deals/year)
- Approximately 20% increase in number of upper mid-sized enterprises (+approximately 2,000 companies)

#### KGI (2030-)

Growth of upper mid-sized enterprises **4 times or more the government target** (Real growth rate of 4%/year or more)

### Major Corporations / Global Enterprises

Sales of 1 trillion yen or more

Listed approx. 60 companies/  
 Non-listed approx. 110 companies  
**▶ 170 companies**

### Large Enterprises :

Number of Employees: 2,000 or more

Listed approx. 300 companies  
 Non-listed approx. 1,000 companies  
**▶ approx. 1,300 companies**

### Upper Mid-sized

Number of Employees: 2,000 or fewer

Listed approx. 1,900 companies  
 Non-listed approx. 8,100 companies  
**▶ approx. 10,000 companies**

### Medium-sized Companies

Sales of 3.0 billion yen or more  
 Excluding upper mid-sized and above

Listed approx. 1,600 companies  
 Non-listed approx. 37,000 companies  
**▶ approx. 38,600 companies**

**Upper Mid-sized Enterprise Segment**  
 approx. 50,000 companies

Source: Compiled by the Company based on Ministry of Economy, Trade and Industry "Mid-sized Enterprise Growth Vision" (February 2025)

# Vision Direction

Solving social and economic challenges together with top management from large to medium-sized enterprises

Growth Vision/ Business Portfolio	Global Business	DX/AX	Management Talent Development	Corporate Well-being	DE&I (Advancement of Women)
Human Capital	Group Management	M&A/PMI	Corporate Value Enhancement	Corporate Governance	Business Succession

Over 70 years since founding, an overwhelming No. 1 position has been established in the top management market

Strategy & Domain Consulting	Digital/DX Consulting	HR Consulting	Finance/M&A Consulting	Branding & PR Consulting
---------------------------------	--------------------------	------------------	---------------------------	-----------------------------

**TANABE CONSULTING GROUP**  
TANABE CONSULTING GROUP CO., LTD.

---



リーディング・ソリューション  
Leading Solutions  
Leading Solutions



Growin'  
Partners  
making corporate innovation  
Growin' Partners



J JAYTHREE  
JAYTHREE



K KARTZ  
KARTZ MEDIA WORKS  
Kartz Media Works



Surpass  
Surpass



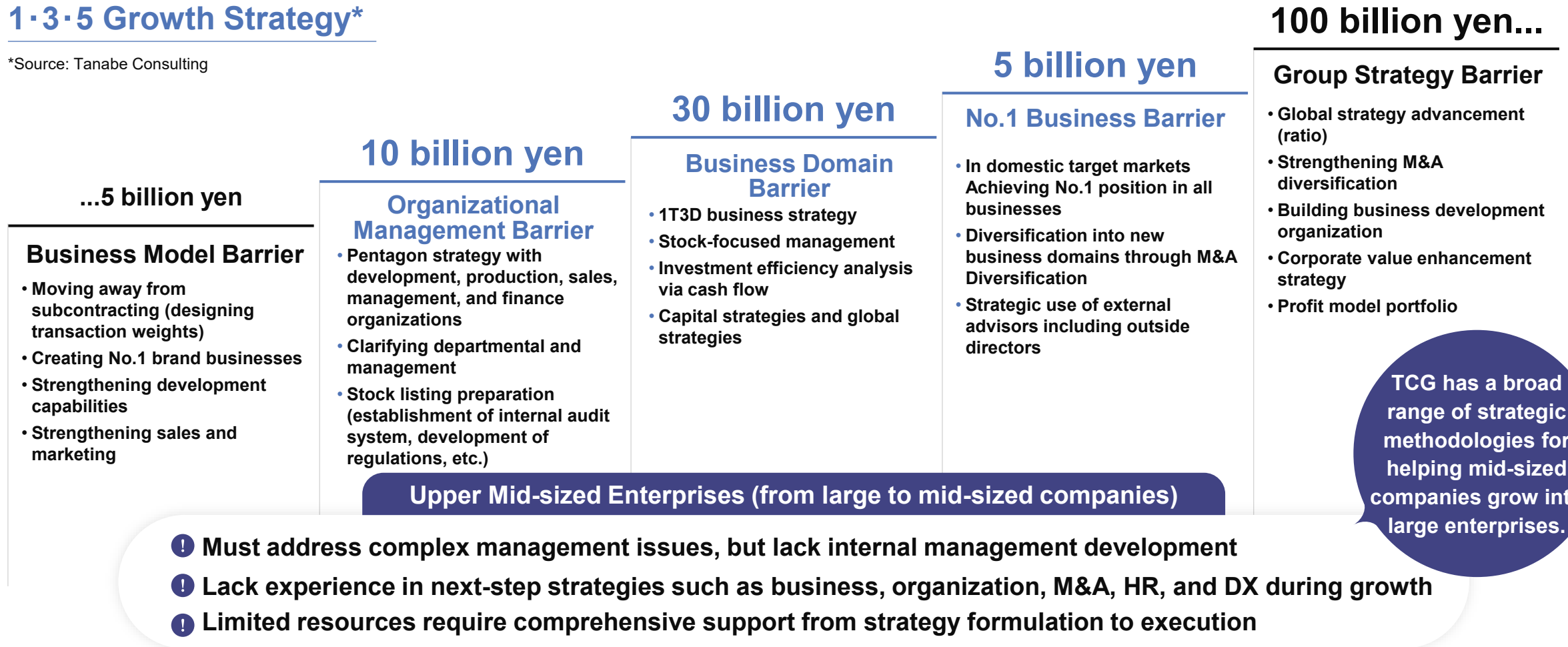
PEACEMIND  
PEACEMIND

# 1·3·5 Growth Strategy

- Upper mid-sized enterprises face complex management issues in their growth process, requiring high-level consulting.
- TCG provides multifaceted and specialized support through its “1·3·5 Growth Strategy” method.

## 1·3·5 Growth Strategy\*

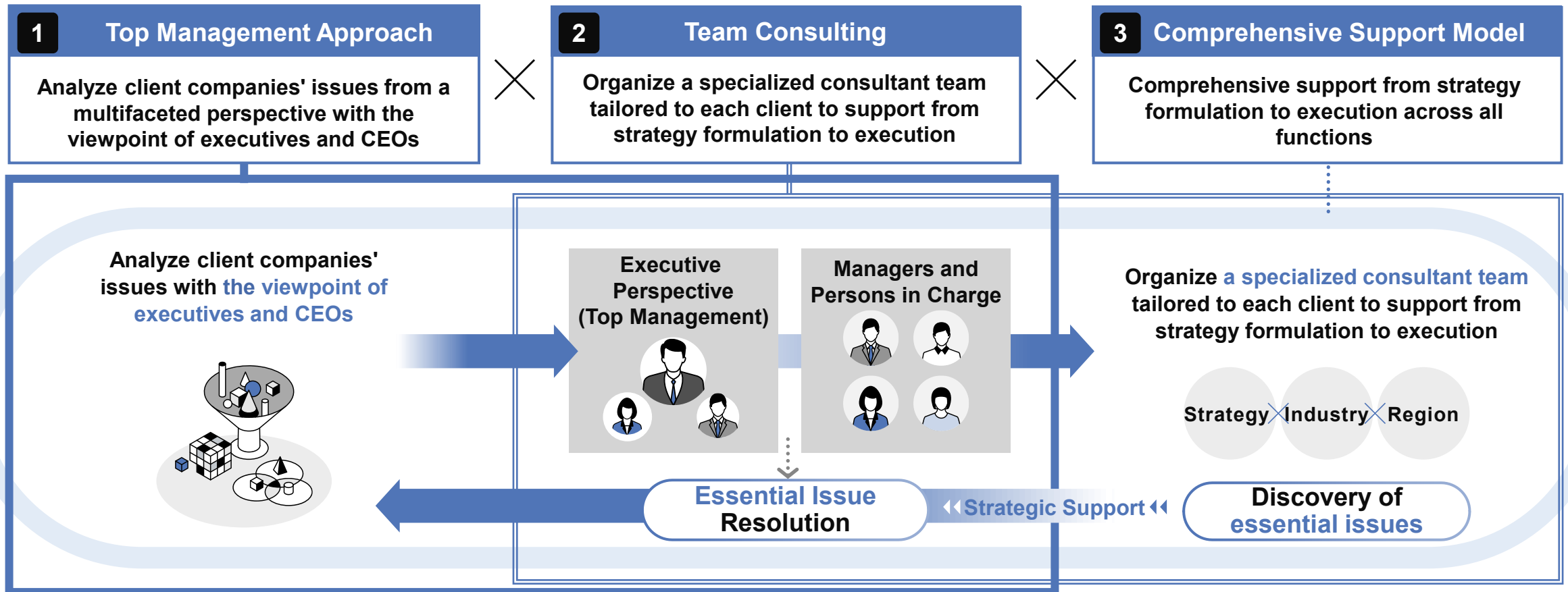
\*Source: Tanabe Consulting



\*For management challenges at each revenue stage of 10, 30, 50, 100... billion yen, A breakthrough strategic approach

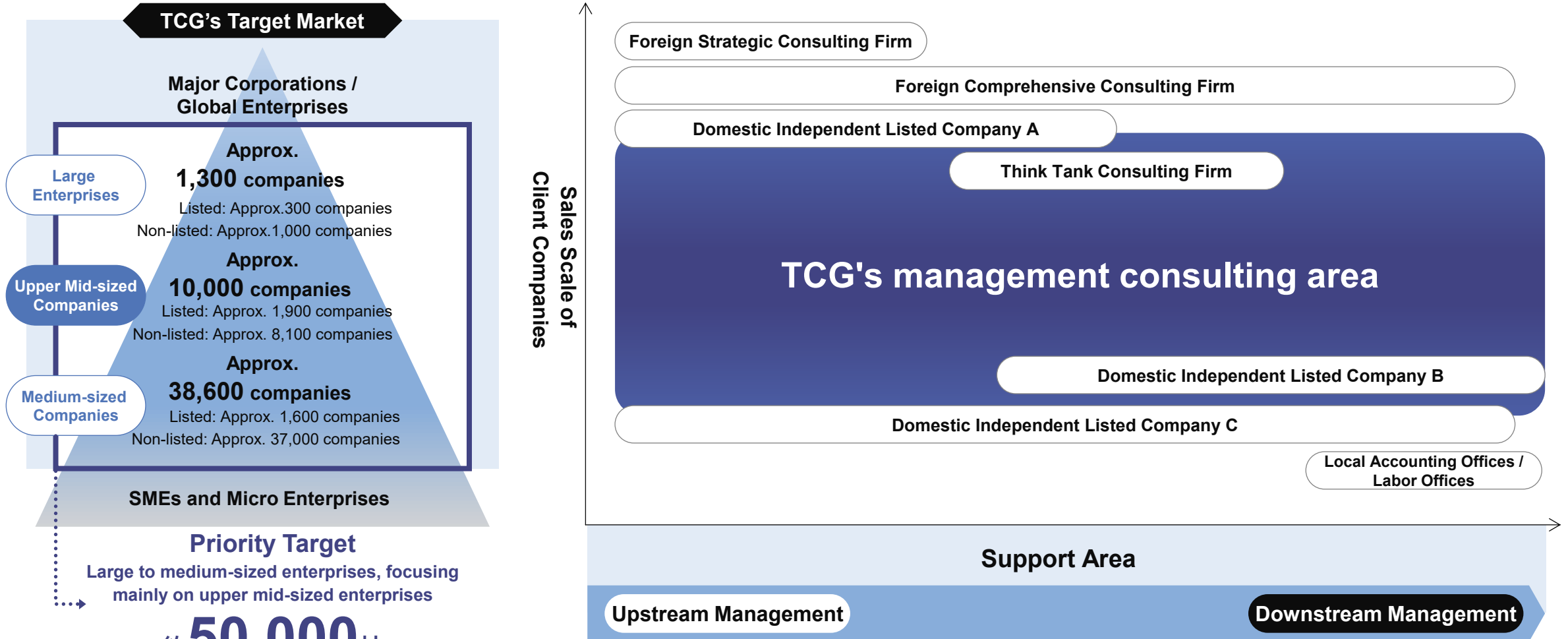
# Competitive Advantage (The One & Only Management Consulting Model)

- Expert consultants knowledgeable in strategic issues, industries, and regional characteristics form teams tailored to each client's specific management challenges.
- Providing comprehensive support to solve the broad range of management issues faced by top management (executives) at client companies.



# Target Segment

Building a distinctive market position with limited direct competition by providing comprehensive, end-to-end support - from strategy formulation through the on-site implementation and execution of management operations- to clients ranging from large enterprises to mid-sized companies, focusing mainly on upper mid-sized enterprises.



Source: Compiled by the Company based on information acquired from PLANSonar (provided by uSonar Co.,Ltd.) as of March 17, 2026

# Vision Concept

TCG Future Vision 2030

**Empowering 50,000 Mid-Sized Companies**

**“to Become First Call Companies Worldwide”**

**The One & Only Global Management Consulting Firm**

# Vision Summary (Numerical Targets)

## TCG Future Vision 2030

### Growth

Net Sales **25.0**  
billion yen

CAGR 9.0%

### Profitability

Operating Income **3**  
billion yen

Operating Income Margin: 12.0%

### Capital Efficiency

ROE **15.0%**

vs. FY3/26 +4.5pt

### Corporate Value

Market Capitalization **50.0**  
billion yen

vs. March 31, 2026 +110.4%

### Shareholder Returns

Target consolidated total payout ratio **100.0%**

DOE (dividend on equity) 7.0% above

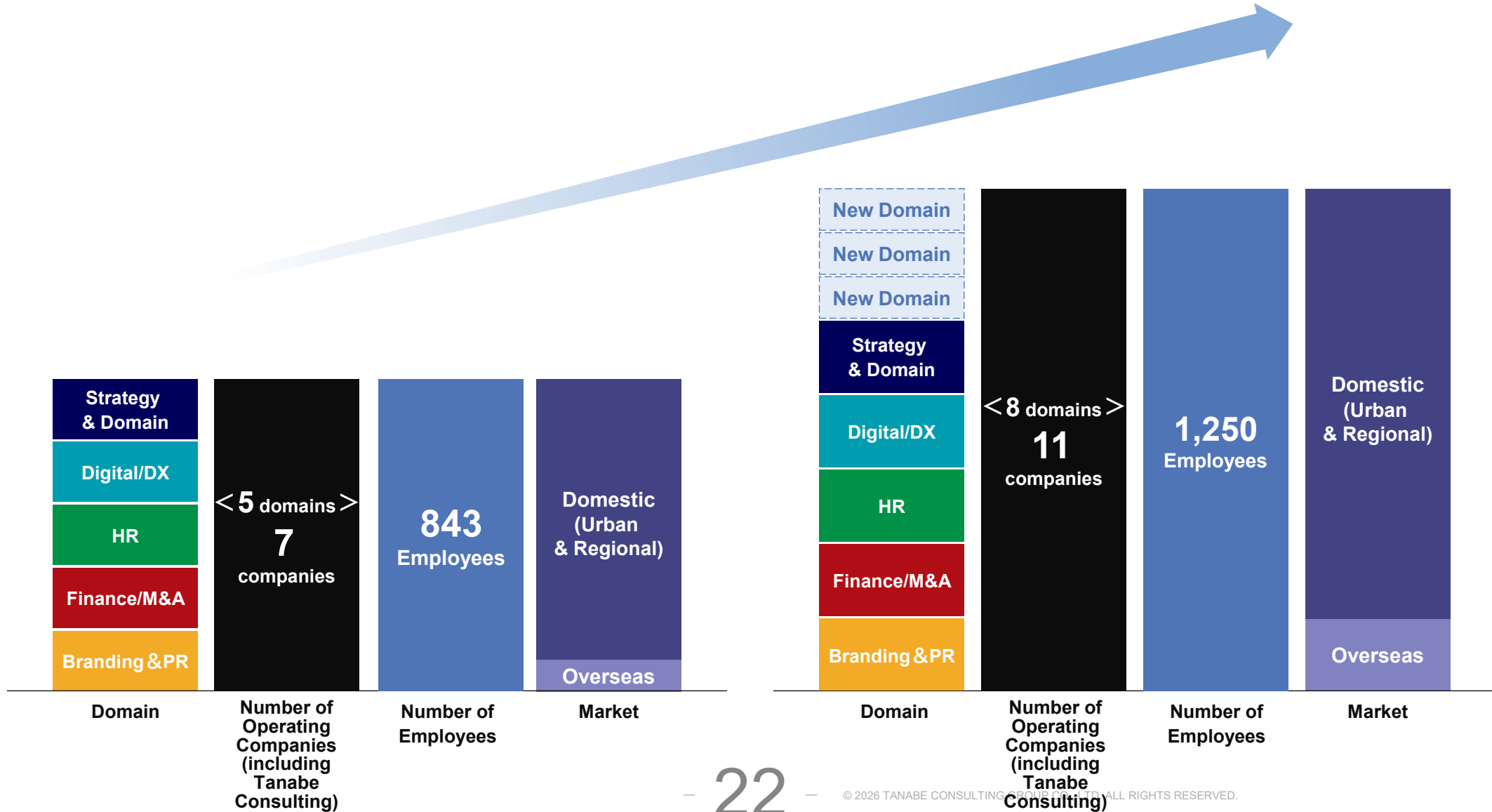
# Vision Summary (Strategic Overview)

	Strategic Initiatives	KPI
Business Strategy	<p><b>1</b> Serving approximately 50,000 companies, primarily mid-sized enterprises, we create First Call Companies worldwide through our distinctive team consulting model built on the intersection of “social issues, industries, and strategic themes.”</p>	<ul style="list-style-type: none"> <li>- Leading share in a ¥500 billion market (50,000 companies × 10 million yen)</li> <li>- CAGR <u>9.0%</u></li> </ul>
	<p><b>2</b> Building on an established position in the top management (Executives) market, the development and provision of new consulting domains will support the sustainable growth of client companies.</p>	<ul style="list-style-type: none"> <li>- new domain to generate <u>¥1.0 billion or more</u> in revenue</li> <li>- Develop <u>3 new domains</u></li> </ul>
	<p><b>3</b> Accelerate the M&amp;A strategy to add ¥2.0–3.0 billion in revenue (with cumulative investment of ¥2.0–3.0 billion over five years and four or more transactions).</p>	<ul style="list-style-type: none"> <li>- <u>4 or more M&amp;A transactions</u></li> <li>- Added revenue scale of <u>2.0-3.0 billion yen</u></li> </ul>
	<p><b>4</b> Create a new Consulting &amp; BPaaS model to address the shortage of professional talent at client companies and implement Professional DX/AX.</p>	<ul style="list-style-type: none"> <li>- Develop Professional DX/AX</li> <li>- Advance AI-native management</li> </ul>
	<p><b>5</b> By implementing our proprietary cross-marketing model covering 50,000 priority target companies, we will further enhance the TCG LTV model (average contract value × contract renewal rate).</p>	<ul style="list-style-type: none"> <li>- Create new customers</li> <li>- LTV (retention rate): <u>70% or higher</u></li> </ul>
Organizational Strategy	<p><b>6</b> Recruitment of new graduates and experienced professionals from various industries nationwide to expand our diverse professional talent base to 1,250.</p>	<ul style="list-style-type: none"> <li>- Total employee: <u>1,250</u></li> <li>- Inclusion of diverse professional talent</li> </ul>
	<p><b>7</b> Promote team building and departmental expansion as the foundation for organizational growth, while setting clear goals for leadership talent and developing and promoting such personnel.</p>	<ul style="list-style-type: none"> <li>- <u>50 consulting teams</u></li> <li>- <u>50 executives</u> (Executive Officers and above)</li> <li>- <u>200 partner-level professionals</u></li> </ul>
	<p><b>8</b> Strengthening well-being investment and advancing proprietary human capital KPIs, including a 50:50 gender balance, to attract professional talent from around the world.</p>	<ul style="list-style-type: none"> <li>- DE&amp;I gender ratio: <u>50:50</u></li> <li>- Retention rate: <u>90% or higher</u></li> </ul>

# Vision Summary (Vision for Sales Growth)

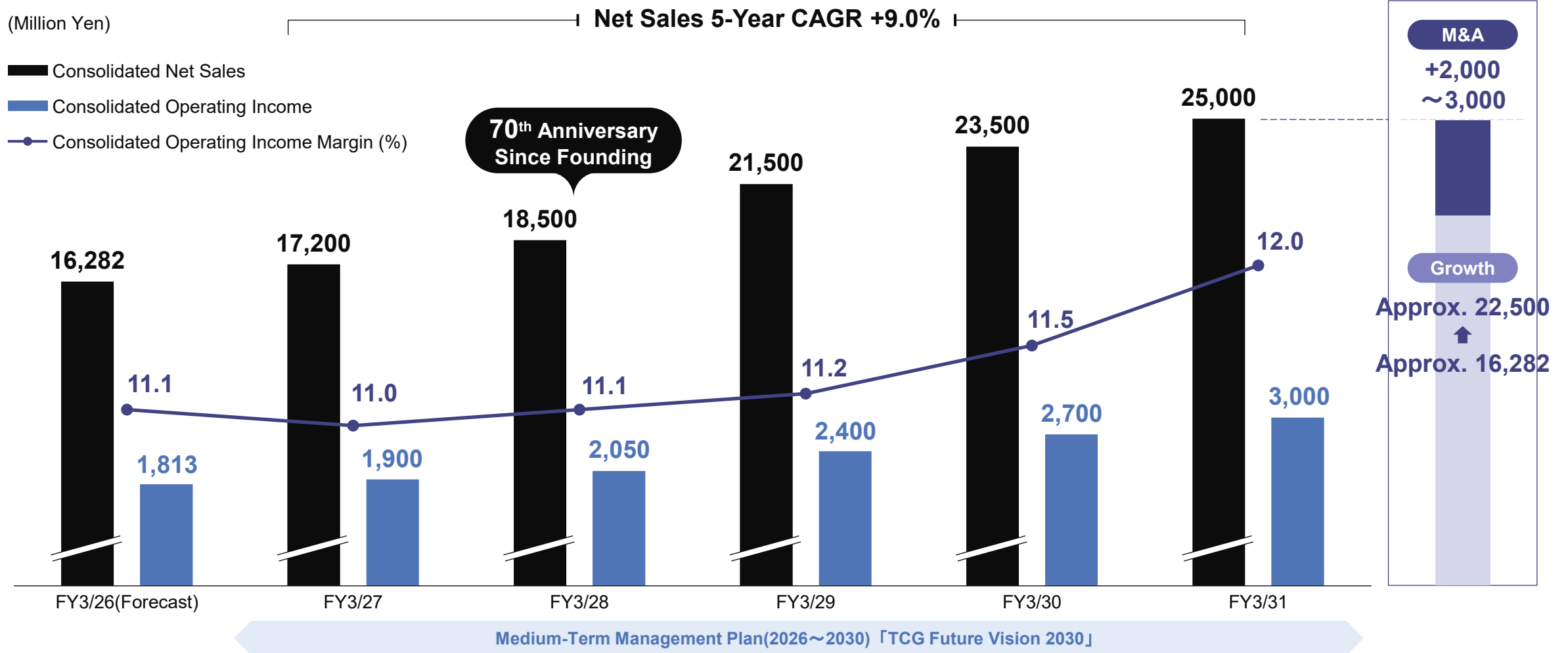
March 31, 2026

March 31, 2031



# Sales and Profit Plan (Overall)

Based on FY3/26 revenue of 16.282 billion yen as the launch platform, aiming to achieve organic growth revenue of 22.5 billion yen and add 2 to 3 billion yen through M&A strategy advancement to reach a final revenue target of 25 billion yen.



# Sales Plan (By Management Consulting Domain)

	FY3/26 Results	FY3/31 Plan	Rate of Change
<b>Net sales</b>	<b>16,282</b>	<b>25,000</b>	<b>+53.5%</b>
<b>Strategy &amp; Domain</b>	<b>3,151</b>	<b>4,700</b>	<b>+49.2%</b>
<b>Digital/DX</b>	<b>2,651</b>	<b>3,800</b>	<b>+43.3%</b>
<b>HR</b>	<b>3,384</b>	<b>4,900</b>	<b>+44.8%</b>
<b>Finance/M&amp;A</b>	<b>3,054</b>	<b>4,500</b>	<b>+47.4%</b>
<b>Branding &amp; PR</b>	<b>3,345</b>	<b>4,000</b>	<b>+19.6%</b>
<b>Others</b>	<b>698</b>	<b>700</b>	<b>+0.2%</b>
<b>New Group Companies (M&amp;A Strategy)</b>	<b>—</b>	<b>(2,000~3,000)</b>	<b>—</b>

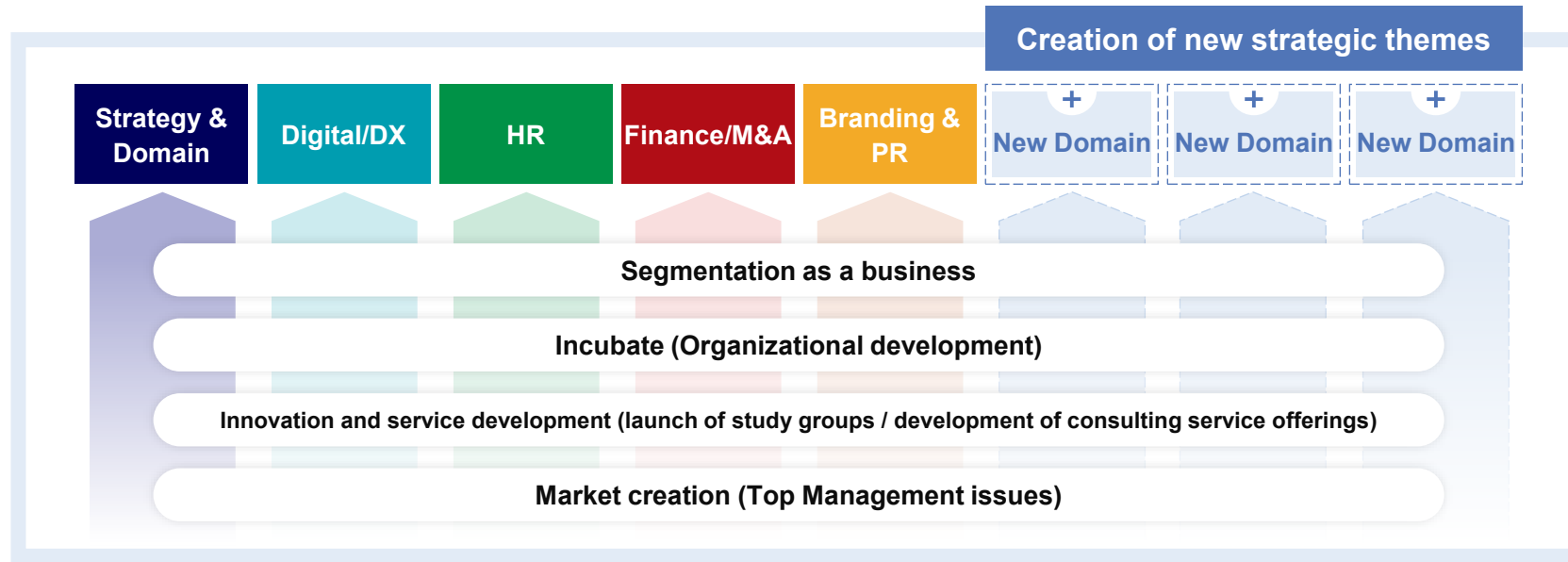
(Note) The "creative and design services, including brand consulting and website production," provided by JAYTHREE, Inc. currently have high compatibility with Branding & PR consulting. To further strengthen these support functions and create synergies, the classification has been changed from "Digital · DX" to "Branding & PR" starting from FY3/27 (organizational structure also changed). In addition, the "FP&A business," which was separated from Growin' Partners Inc.'s DX promotion and ERP implementation support business, has high compatibility with Finance · M&A consulting. To further strengthen these support functions and create synergies, the classification has been changed from "Digital · DX" to "Finance · M&A" starting from FY3/27 (organizational structure also changed). Accordingly, the net sales results for FY3/26 for "Digital · DX," "Branding & PR," and "Finance · M&A" have also been restated for display.

04

# Medium-Term Management Plan (2026-2030) Business Strategy

# Core Strategy: Diversification of Management Consulting Domains

Building on an established position in the top management (Executives) market, the development and provision of new consulting domains will support the sustainable growth of client companies.



**5 > 8 domains**

Creation of 3 or more domains (3 domains with net sales of 1.0 billion yen or more)

Separation from existing domains  
And Completely new domains

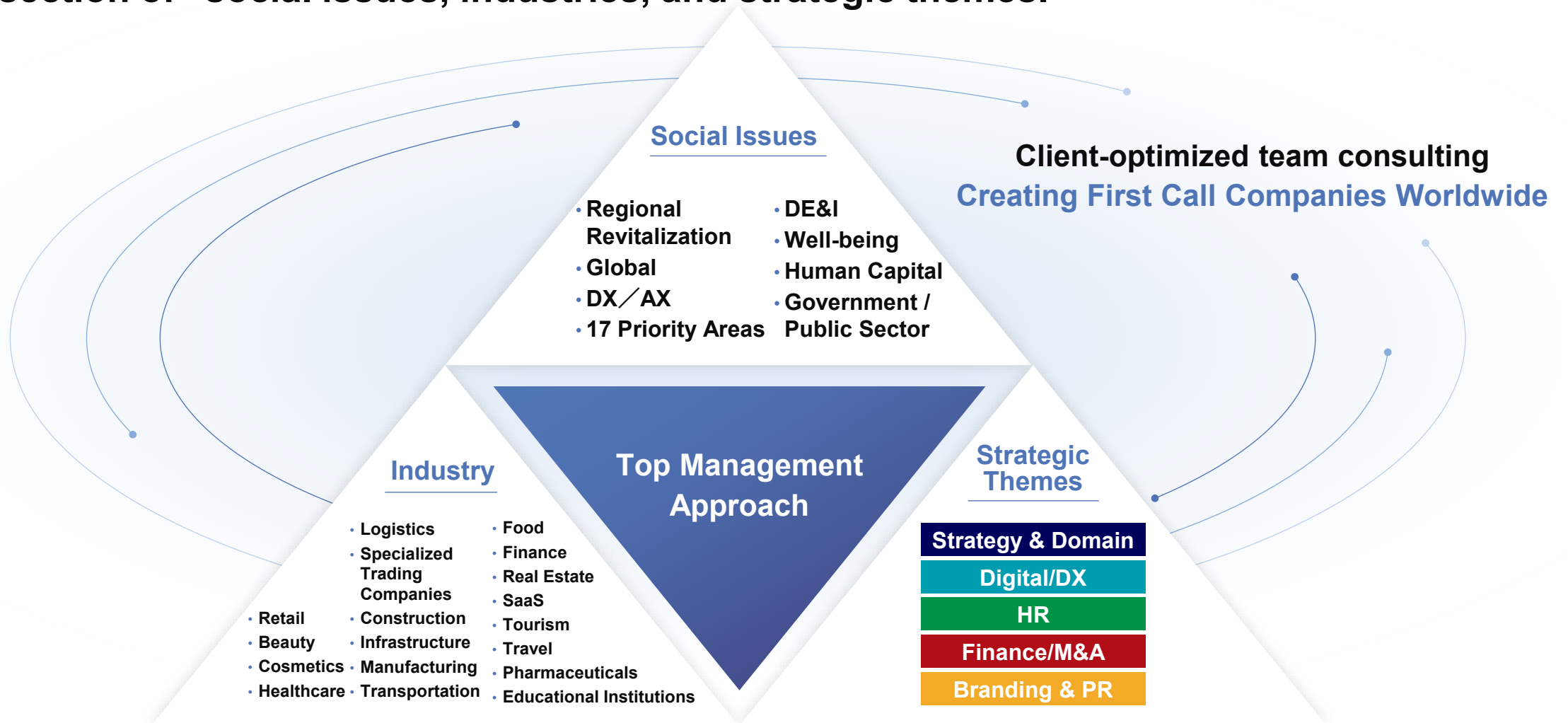


**6 > 10 companies**

Addition of 4 or more companies to the group (excluding TANABE CONSULTING CO., LTD.)




# The One & Only Team Consulting Model

Serving approximately 50,000 companies, primarily mid-sized enterprises, we create First Call Companies worldwide through our distinctive team consulting model built on the intersection of “social issues, industries, and strategic themes.”



# Consulting & BPaaS Model

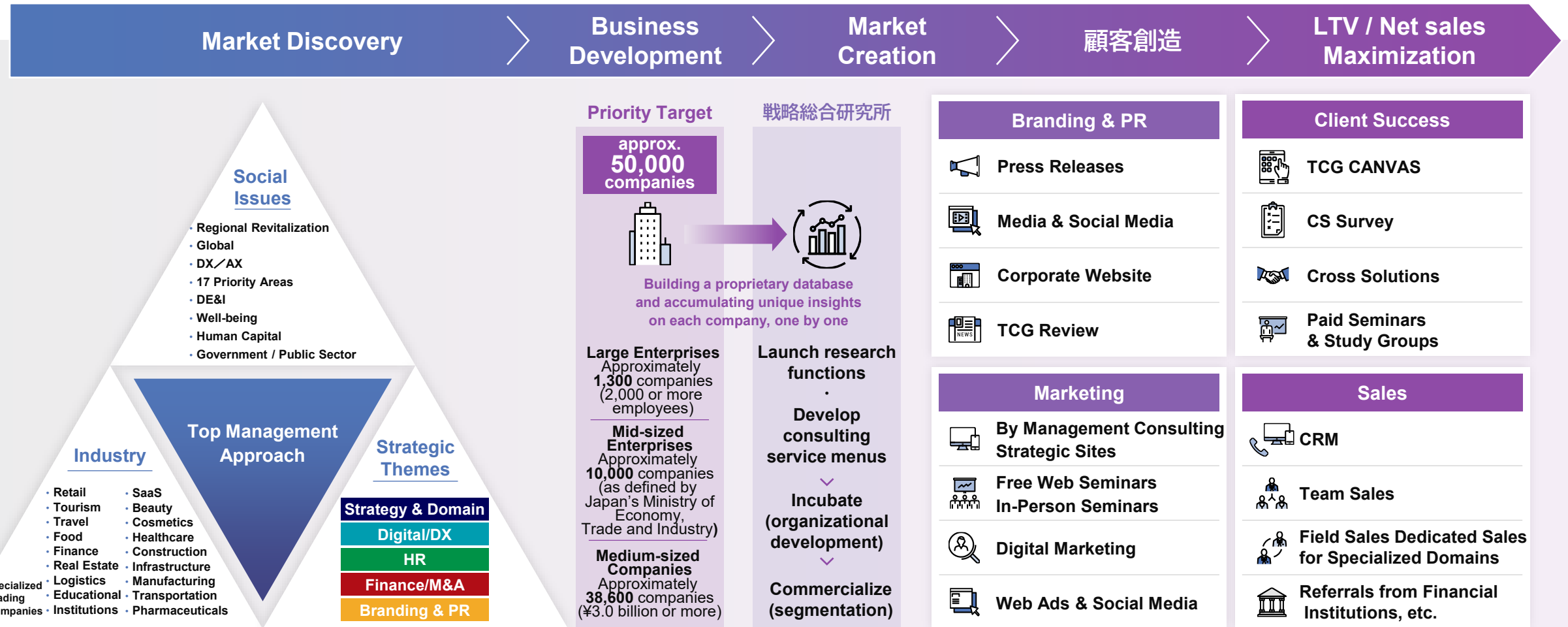
Create a new Consulting & BPaaS model to address the shortage of professional talent at client companies and implement Professional DX/AX.

	 <b>management consulting</b> ×	 <b>DX/AX (System)</b>	 <b>Consulting &amp; BPaaS (Consulting Implementation/Semi-Hands-on)</b>
<b>Strategy &amp; Domain</b>	Vision/management strategy formulation, New business planning, Domain strategy formulation/business model development	Market research AI, Competitive analysis tools, Business simulation, AI predictive portfolio management, E-commerce sites, Subscription	<ul style="list-style-type: none"> <li>• Support for execution of corporate planning operations</li> <li>• SPO (Sales Process Outsourcing)</li> <li>• Business launch (BizDev) team formation</li> </ul>
<b>Digital/DX</b>	DX vision, IT planning concept, System requirements definition, Digital marketing support	Cloud ERP, No-code/low-code development tools, RPA, Generative AI platforms, MA tools, SEO, Web analytics tools, Security management tools	<ul style="list-style-type: none"> <li>• KPO (Knowledge Process Outsourcing)</li> <li>• Strategic site construction/implementation support</li> <li>• ERP introduction/implementation support</li> <li>• CRM implementation model (TECH WOMAN®)</li> </ul>
<b>HR</b>	Human capital management, Recruitment strategy, HR evaluation system development, Job design/talent development	HR Tech (talent management), Recruitment management system, Direct recruiting AI	<ul style="list-style-type: none"> <li>• Support for designing/executing recruitment processes</li> <li>• HRBP</li> <li>• Corporate universities (academy) implementation support</li> <li>• Corporate well-being (EAP) implementation support</li> </ul>
<b>Finance/M&amp;A</b>	Capital policy/PMI support/Enhancement of Corporate Value/Management accounting implementation/IPO support/Governance	Dashboard systems, Financial modeling tools, Budget vs actual management/business management cloud, Expense settlement and invoice receipt systems, Risk management systems	<ul style="list-style-type: none"> <li>• Practical support for accounting/finance BPR</li> <li>• IPO preparation operational support</li> <li>• M&amp;A (FA)/PMI Execution Support</li> <li>• FP&amp;A</li> </ul>
<b>Branding &amp; PR</b>	Brand strategy, Website development, PR (public relations) strategy, Creative Design	Content generation AI, SNS analysis, Post automation tools, CMS/website construction /management tools	<ul style="list-style-type: none"> <li>• Branding partner (CI, VI, and design)</li> <li>• Establishment and operational support of public relations/PR functions</li> <li>• IR and integrated report production support</li> </ul>

(note) BPaaS (Business Process as a Service): A service that outsources business processes through the use of cloud-based tools.

# Strengthening Marketing & Sales

By implementing our proprietary cross-marketing model covering 50,000 priority target companies, we will further enhance the TCG LTV model (average contract value × contract renewal rate).



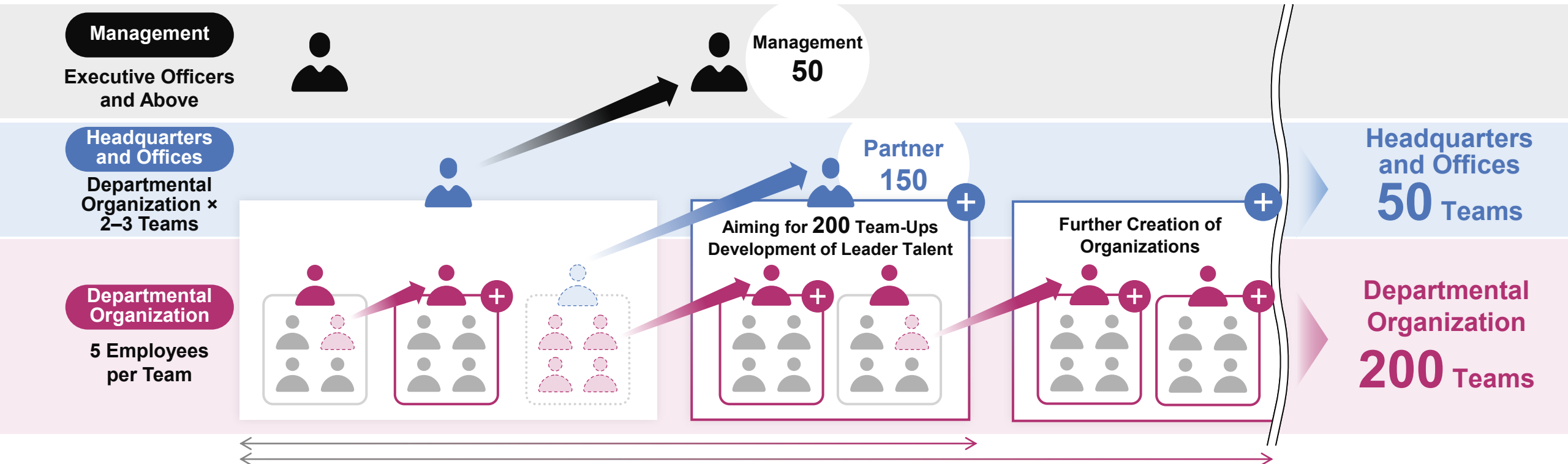
05

# Medium-Term Management Plan (2026-2030) Organizational Strategy

# Team Development & Expansion of Leader Talent

Promote team building and departmental expansion as the foundation for organizational growth, while setting clear goals for leadership talent and developing and promoting such personnel.

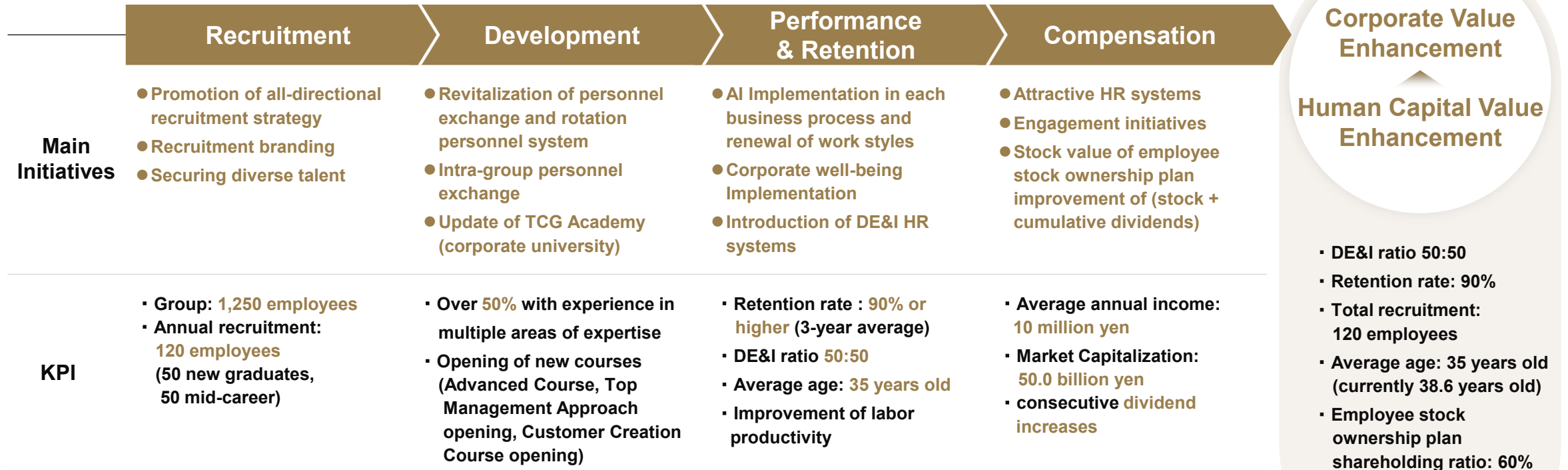
Expand the number of teams in departmental organizations through a design of **sales targets per person × 5 members per team**, aiming to achieve **net sales of 25 billion yen** in the final year of the Medium-Term Management Plan



**Increase the number of teams in departmental organizations and expand the organization horizontally**

# Promotion of human resource management

Strengthening well-being investment and advancing proprietary human capital KPIs, including a 50:50 gender balance, to attract professional talent from around the world.



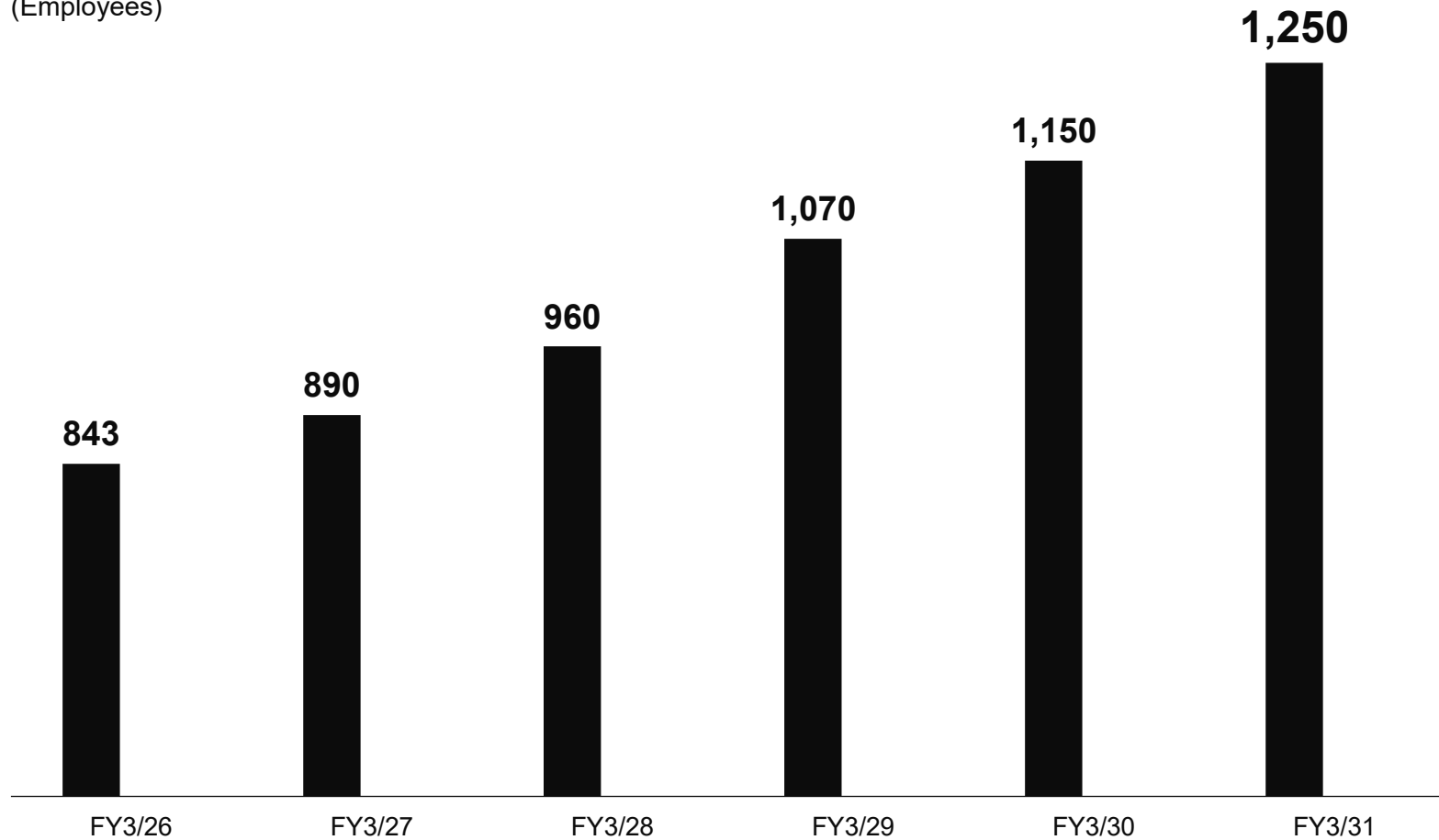
## Support activities by each committee



# Number of Employees Target

Recruitment of new graduates and experienced professionals from various industries nationwide to expand our diverse professional talent base to 1,250.

(Employees)



## Diverse Consultants

- Strategic Consultants
- DX/Digital Consultants
- M&A Consultants
- Corporate Finance Consultants
- HR Consultants
- Corporate Well-being Consultants
- Marketing/Sales Consultants
- Branding & PR Consultants
- CRM Consultants

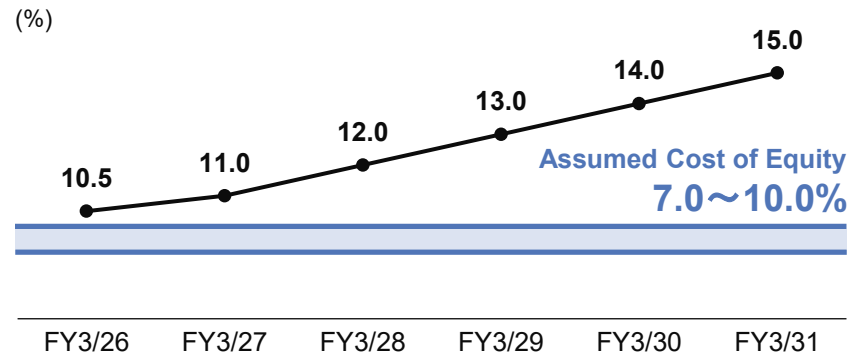
Strengthening the recruitment of consultants across all domains

06

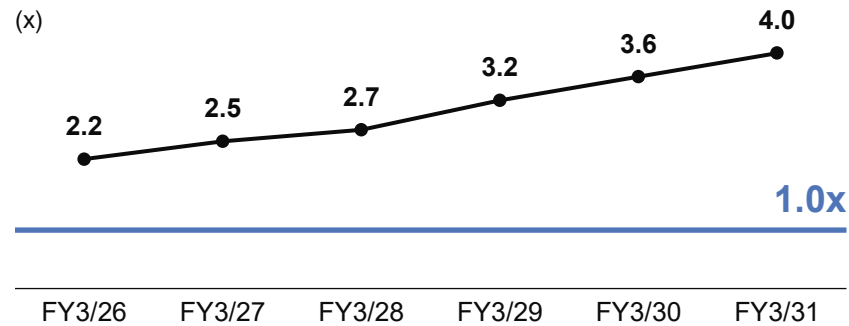
# Medium-Term Management Plan (2026-2030) Capital Allocation and Shareholder Returns

# Action to Implement Management that is Conscious of Cost of Capital and Stock Price

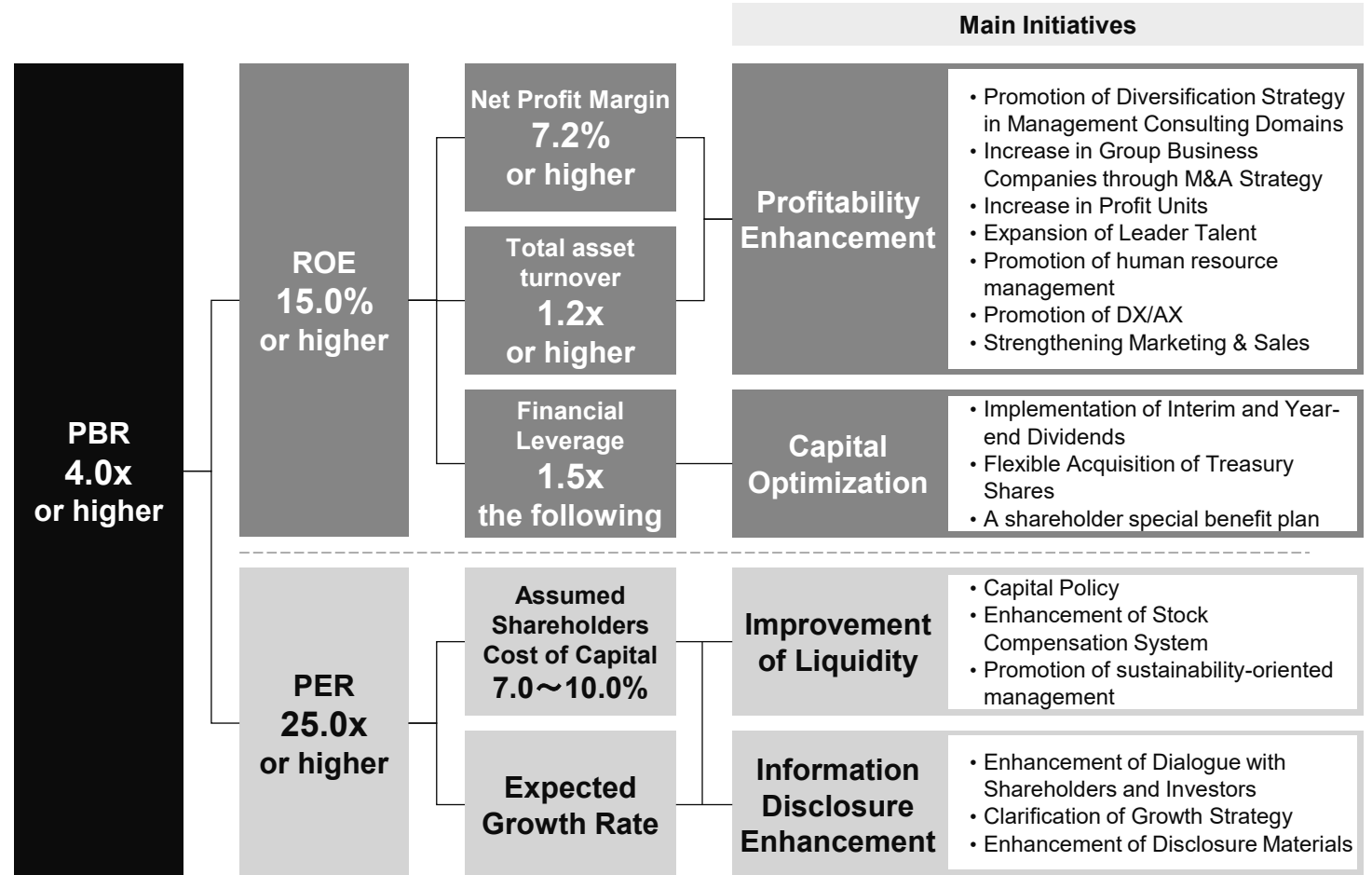
## ROE Target



## PBR Target



## Story for Achieving PBR Target (FY3/31)



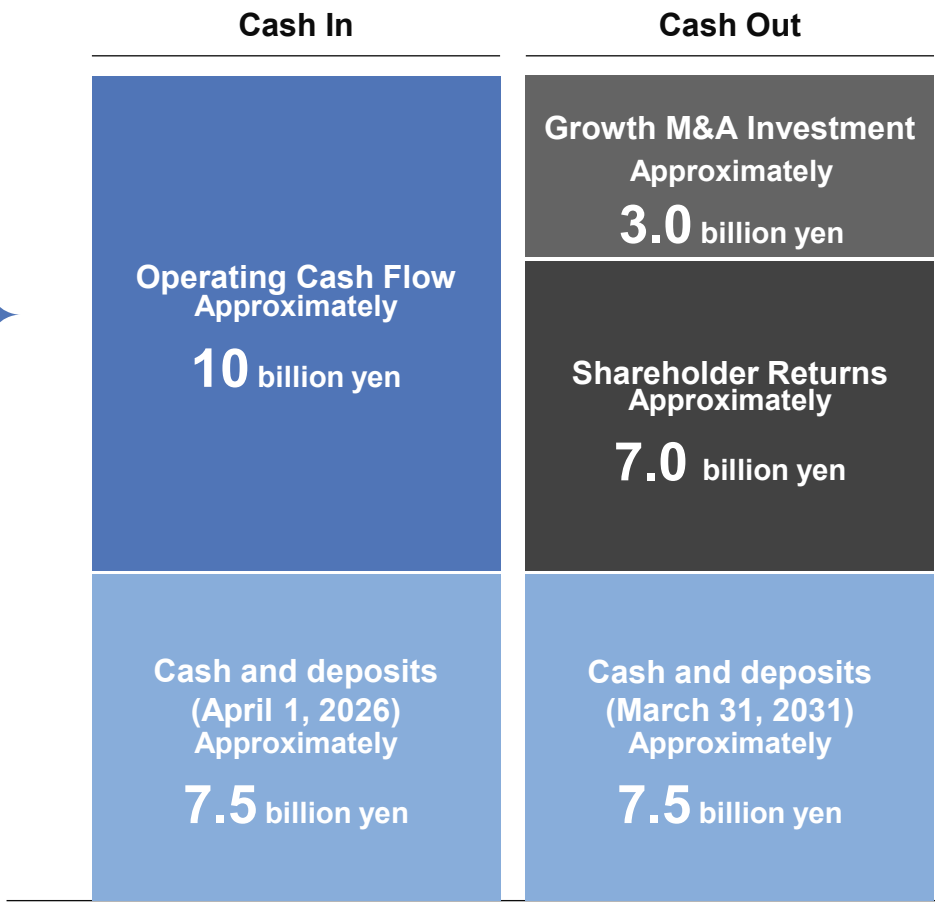
# Cash Allocation

Achieve the medium-term targets of net sales of 25 billion yen, operating income of 3 billion yen, and ROE of 15% or higher by distributing cash generated to growth-oriented investments and shareholder returns in a balanced manner

TCG Future Vision 2030 (2026-2030)

**Maximization of Operating Cash Flow**

- Growth of Existing Management Consulting Domains
- Creation of New Management Consulting Domains
- Improvement of Customer Unit Price through Synergy (Cross Solutions)



**Growth M&A Investment**

- Target of 4 or more companies (adding 2.0–3.0 billion yen to the net sales target of 25.0 billion yen)

**Shareholder Returns**

- Interim and Year-end Dividends
- Flexible Acquisition of Treasury Shares
- Shareholder benefits

# Shareholder Returns

- Continue the management trend of dividend increases accompanying revenue and profit growth, and implement stable dividends (interim and year-end dividends).
- Continue to implement flexible acquisition of treasury shares for the purpose of improving capital efficiency.

## Shareholder Return Policy

(FY3/27–FY3/31)

<p>Dividend payout ratio</p> <p>Guideline</p> <p><b>70~80%</b></p>	<p>DOE (Dividends on Equity)</p> <p><b>7% or higher</b></p>	<p>In a flexible manner acquisition of treasury shares</p>	<p>Consolidated total payout ratio</p> <p>Guideline</p> <p><b>100%</b></p>	<p>Shareholder benefit (Digital Gift®)</p>
--	---	--	--	--

\*1 DOE (Dividends on Equity): Annual Dividends/Average Shareholders' Equity x 100

\*2 "Digital Gift®" is a registered trademark of Digital Plus Inc.



Note : This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.