

**For the Fiscal Year Ended March 31, 2019**

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**Annual Select<sup>®</sup> 2019**

# TANABE CONSULTING CO., LTD.

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**3-3-41 Miyahara, Yodogawa-ku, Osaka**

**(Securities Code: 9644)**

**+81-6-7177-4000**

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“At Tanabe Consulting, we love our corporate clients,  
advance together with them, and contribute to their prosperity.

We aim to benefit the broad society  
as a first-rate pillar of trust.

With international perspective, we overcome the infinite challenges of change,  
and always the pioneer, we open up paths to the world.”

## **Corporate Profile**

Tanabe Consulting Co., Ltd. was established in Kyoto in 1957 as the Tanabe Management Consulting Office. The Company’s headquarters are presently located in Osaka and Tokyo. Following the management philosophy of “love our corporate clients, advance together with them, and contribute to their prosperity,” its operating units—the Management Consulting Business and the SP (Sales Promotion) Consulting Business—mutually coordinate together. The Company boasts an office network covering 10 cities throughout Japan, from the northernmost island of Hokkaido to Okinawa in the south. Based on company-wide team consulting underpinned by a customer-oriented approach, the Company will continually assist in the creation of “first call companies that will be the first choice even 100 years in the future.”

## I. Summary of Selected Financial Data

		53 <sup>rd</sup> term	54 <sup>th</sup> term	55 <sup>th</sup> term	56 <sup>th</sup> term	57 <sup>th</sup> term
		Fiscal year ended March 31, 2015	Fiscal year ended March 31, 2016	Fiscal year ended March 31, 2017	Fiscal year ended March 31, 2018	Fiscal year ended March 31, 2019
Net sales	(Thousands of yen)	7,865,452	8,297,846	8,389,754	8,797,973	9,046,587
Ordinary profit	(Thousands of yen)	808,522	886,030	915,187	965,156	1,003,877
Profit	(Thousands of yen)	315,629	582,403	638,173	675,259	694,736
Equity in earnings of affiliates	(Thousands of yen)	–	–	–	–	–
Capital stock	(Thousands of yen)	1,772,000	1,772,000	1,772,000	1,772,000	1,772,000
Total number of shares issued	(Shares)	8,754,200	8,754,200	8,754,200	8,754,200	8,754,200
Net assets	(Thousands of yen)	9,552,238	9,833,677	10,122,239	10,434,394	10,715,516
Total assets	(Thousands of yen)	11,792,255	12,086,696	12,531,473	12,804,062	12,769,774
Net assets per share	(Yen)	1,102.60	1,135.09	1,168.42	1,203.73	1,242.47
Dividend per share (of the above, interim dividend per share)	(Yen)	33.00 (–)	38.00 (–)	40.00 (–)	41.00 (–)	42.00 (–)
Basic earnings per share	(Yen)	36.43	67.23	73.66	77.95	80.48
Diluted earnings per share	(Yen)	–	–	–	77.91	80.40
Equity ratio	(%)	81.0	81.4	80.8	81.4	83.8
Rate of return on equity	(%)	3.3	6.0	6.4	6.6	6.6
Price-earnings ratio	(Times)	26.24	16.85	18.49	24.44	15.16
Payout ratio	(%)	90.6	56.5	54.3	52.6	52.2
Net cash provided by (used in) operating activities	(Thousands of yen)	1,130,807	670,247	859,835	735,050	403,791
Net cash provided by (used in) investing activities	(Thousands of yen)	(760,654)	300,943	(1,049,112)	225,605	(280,826)
Net cash provided by (used in) financing activities	(Thousands of yen)	(259,234)	(284,800)	(329,734)	(350,210)	(460,422)
Cash and cash equivalents at end of period	(Thousands of yen)	4,216,389	4,902,779	4,383,768	4,994,213	4,656,754
Number of employees [Separately, average number of temporary employees]	(Persons)	295 [38]	293 [29]	309 [7]	327 [5]	356 [7]
Total shareholder return (Comparative indicator: TOPIX Total Return Index)	(%)	137.4 (130.7)	167.2 (116.5)	204.6 (133.7)	285.7 (154.9)	196.4 (147.1)
Highest share price	(Yen)	1,029	1,265	1,520	1,943	2,219
Lowest share price	(Yen)	716	926	981	1,281	1,161

- Notes: 1. The Company does not prepare consolidated financial statements.  
2. Net sales do not include consumption taxes.  
3. Equity in earnings of affiliates is not presented because there are no significant affiliates.

4. Diluted earnings per share for the 53<sup>rd</sup> term, 54<sup>th</sup> term and 55<sup>th</sup> term are not presented because there were no potentially dilutive shares.
5. The highest and lowest share prices as stated constitute the prices of the shares traded on the Tokyo Stock Exchange JASDAQ (Standard) on and prior to March 14, 2016, the Second Section of the Tokyo Stock Exchange on and after March 15, 2016, and the First Section of the Tokyo Stock Exchange on and after September 28, 2016.

## II. To Our Shareholders

### TO OUR SHAREHOLDERS |

First off, I would like to extend a warm greeting to our shareholders and other investors, and thank you all for your continued support of our Company.

The Company transitioned to a Company with Audit & Supervisory Committee as of the conclusion of its 57th Ordinary General Meeting of Shareholders held on June 26, 2019.

Going forward, we will continue to further strengthen our corporate governance with the aim of improving corporate value.

Takahiko Wakamatsu  
President and Chief Executive Officer

Takahiko Wakamatsu



## III. Interview with CEO

**Q. How were the Company's results in the fiscal year under review (from April 1, 2018 to March 31, 2019)?**

A. With the fiscal year under review marking the initial year of our medium-term management plan Tanabe Vision 2020 (2018-2020), we have continued efforts to expand and strengthen our team consulting menu by promoting both our “C&C (Consulting & Conglomerate) Strategy” (diversifying fields of consulting) which acts as the Company’s Medium-term Business Strategy, and our consulting platform strategy (see pages 7 for more details) in order to help our client companies resolve increasingly diversifying and specialized managerial challenges.

In the Management Consulting Business, we achieved favorable results with respect to consulting under the themes of “personnel recruitment, training and utilization,” “formulating and promoting medium-term business plans (visions),” “business models and growth strategies,” “branding strategies,” “FCC Academy (in-house corporate university),” and “junior boards (next-generation management team development) and business succession.” We also expanded and updated

workshop themes relating to business domains and industries, as well as themes relating to organizations and managerial functions.

In the SP (Sales Promotion) Consulting Business, we achieved favorable results particularly with respect to consulting on SP design and Web promotion, drawing on our external partner companies and functions of the “Design Lab” in our Strategic Laboratory. We also proposed solutions that offer high added-value on a nationwide basis by coordinating with the Management Consulting Business to provide company-wide team consulting.

As a result of the above initiatives, we managed to realize year-on-year increases in both revenue and profit. Net sales was ¥9,046 million (up 2.8% year on year), operating profit was ¥970 million (up 3.6% year on year), ordinary profit was ¥1,003 million (up 4.0% year on year), and profit was ¥694 million (up 2.9% year on year).

**Q. What are your forecast for this fiscal year (from April 1, 2019 to March 31, 2020) and the medium-term vision?**

- A. With the aim of achieving sustainable growth from 2020 onward, we will accelerate our efforts to create “first call companies (FCC) that will be the first choice even 100 years in the future.” To such ends, we will strengthen the functions of our current organizational framework while also continuing to expand and enhance our client acquisition capabilities and our team consulting menu by promoting the C&C strategy and consulting platform strategy, from a “domain (business domains and industries) × function (organizations and managerial functions) × region” perspective.

In our Management Consulting Business, we will also strengthen our support for startup companies and successor ventures (second-stage companies) nationwide, in addition to engaging in various forms of consulting. This includes: domain and function consulting; human resources and development consulting lending total, one-stop support for human resources training and utilization needs of client companies drawing on the “FCC Academy (in-house corporate university)” concept; consulting for financial institutions that involves training successors of regional firms and financial institution personnel through our alliances with financial institutions and other such entities throughout Japan; and, growth M&A consulting coordinated with our alliance partners.

In the SP (Sales Promotion) Consulting Business, we will build a framework capable of lending total, one-stop support to promotions and branding of our client companies by overhauling work processes while enhancing our expertise from an “industry × promotion function” perspective. In providing support for planning and execution of promotion and branding strategies, we will heighten client value by making optimal use of web promotions, and with respect to promotional merchandise, the Company’s direction and design divisions will expand their fields of specialty in coordination with our external partner companies. We will also enhance the brand strengths of our Blue Diary which marks its 60th anniversary this year.

Meanwhile, from this fiscal year forward we will define the twelve categories of focal consulting methods we have developed over many years as “Team Consulting Brand (TBC).” We will then work to strengthen such services using an open innovation approach and accordingly provide them to our client companies. In addition, with the aim of creating workplaces where employees are able to work more effectively and professional environments that give rise to innovation, we will achieve a workforce of 400 employees while persisting with investment in the human resources, digital and office environment realms premised on our “Tanabe Diversity & Inclusion (TD&I) Declaration.”

Through the above initiatives, we aim to achieve net sales of ¥9,300 million (up 2.8% year on year), operating profit of ¥1,000 million (up 3.1% year on year), ordinary profit of ¥1,020 million (up 1.6% year on year) and profit of ¥700 million (up 0.8% year on year) for the fiscal year ending March 31, 2020.

**Q. What is your message to shareholders?**

- A. The fiscal year in which we are presently operating is the second year of our new medium-term management plan Tanabe Vision 2020 (2018-2020). Again this year, it is our policy to soundly achieve our earnings targets outlined in the plan with the management goal of achieving “increased revenue, increased profit and increased dividends” and provide even more enhanced shareholder returns so as to meet the expectations of our shareholders.

In addition, we continue to guide our client companies toward becoming FCC (first call companies) while contributing to social and regional development. At the same time, we aim to make our own company a FCC (first call company) and work to achieve sustainable growth and realize improvement in corporate value in the medium and long term.

I would like to thank you in advance for your continued support and encouragement of our efforts.

# IV. Business Description

**We Are Business Doctors!**  
We assist in the creation of "first call companies that will be the first choice even 100 years in the future."

FCC

**First Call Company**  
The companies that will be the first choice even 100 years in the future.

We are "General Clinic for Management" with close regional links through firms (offices) operating in 10 major cities throughout Japan. We provide comprehensive support for management overall with advanced cutting-edge types of therapeutic categories (consulting menus), from formulation of a management philosophy and vision, which are the basis of corporate management, to promotion and personnel training on the front lines. We help to create "first call companies that will be the first choice even 100 years in the future."

**5 Branding and expansion of customer (fan) base**

- Branding
- Marketing
- Web promotions
- Corporate design
- Industry-specific promotions
- Development of products

**4 Strengthen management**

- Strengthen sales capabilities
- Production management and streamlining
- Strengthen development capabilities
- Financial strategy
- Improve logistics
- Improve business operations & adopt RPA

**3 Formulate and execute management and business strategies**

- New business development
- Business succession (developing the next-generation management team)
- M & A
- Industry-specific strategies
- Business rehabilitation

**2 Formulate management philosophy and vision with a dream**

- Formulate the management philosophy & mission
- Conducting an IPO
- Formulate a medium-term plan

**1 Improve the vitality of people and organization**

- Personnel training and utilization
- Work Style Reform
- Organizational design
- Establishment of the FCC Academy (In-house corporate university)
- Diversity & inclusion
- Role-specific seminars

Creation of corporate logos, websites, and characters, etc.

Logo of Blue Diary business handbooks, which are our products.

Anniversary Logo of Tokyo Stock Exchange, Inc.

Original character "Nidichan" of Nishi Tokyo Bus Company, Limited.

**Healthcare**

**Business models**

**Retail/Services**

**Manufacturing**

**Tourism**

**Strategic logistics**

**Food production and restaurant business**

**Construction**

**House & Living**

**Agribusiness**

**Financial institutions**

**Education and learning**

**Apparel**

**FCC Academy Cloud**

Revolutionized learning with company's original digital educational videos.

Maximized various personnel performance.

# V. Medium-term Business Strategy

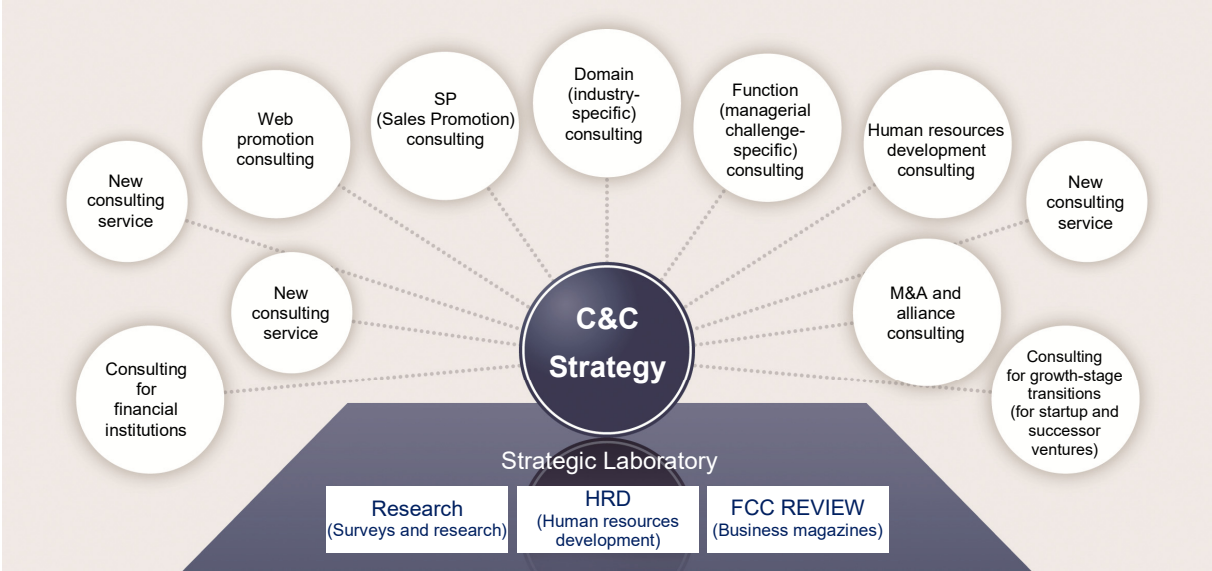
## C&C (Consulting & Conglomerate) Strategy

We promote “C&C (Consulting & Conglomerate) Strategy” (diversifying fields of consulting) and consulting platform strategy as a medium-term business strategy. As a “General Clinic for Management,” we will establish a nationwide system capable of selecting and dispatching doctors (consultants) who can cure clients’ illnesses (business issues) by offering various advanced and cutting-edge types of therapeutic categories (consulting menus) to respond to the diverse and specialized needs of clients.

Business doctor (consultant) who is an expert in the specific industry, managerial challenges, or local region



A range of clinical departments (development of platforms for consulting)





# VI. Topics on Business Strategy

Consulting × Tech



TANABE CONSULTING CO., LTD. × Q&A WORKS Co.,Ltd.

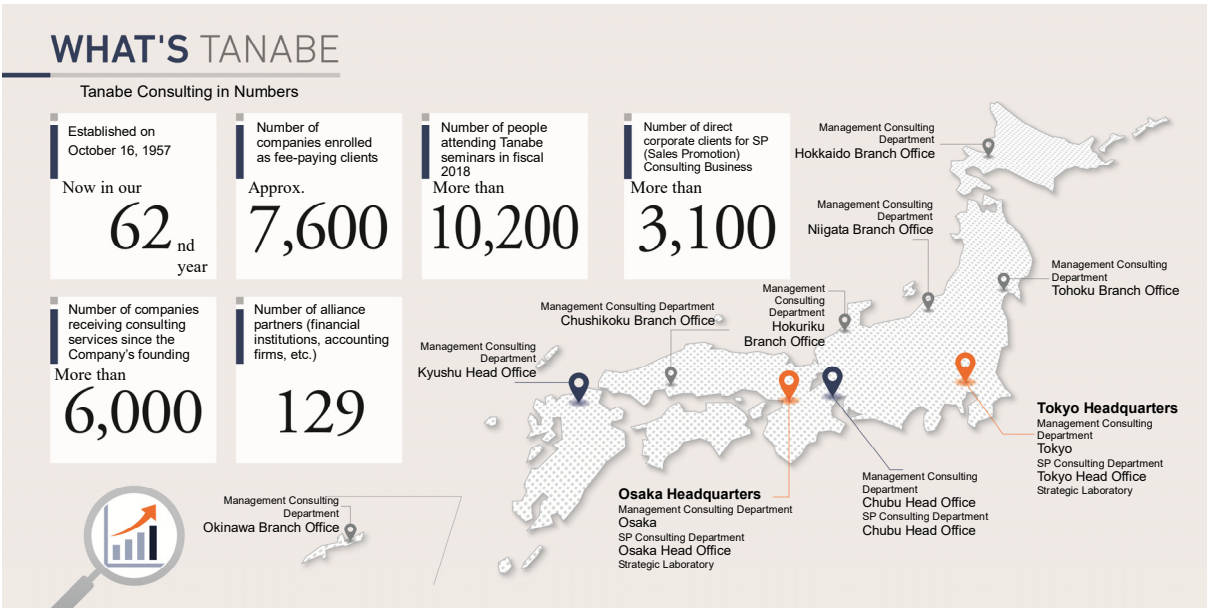
Having formed a business alliance with Q&A WORKS Co.,Ltd. which provides the “RoboRoid” service supporting the adoption of robotic process automation (RPA), the Company has been developing and has started providing its “Robo Working” consulting services for improving business operations through use of RPA.

We will strive to expand the client bases of both companies by enlisting the services mainly with the aim of automating administrative work of our client companies, thereby enabling them to achieve results that include overcoming labor shortages, attaining workstyle reforms, and realizing productivity and quality gains.

TANABE CONSULTING CO., LTD. × PLUGANDPLAY JAPAN

The Company has concluded an ecosystem partnership agreement in the Brand & Retail domain with Plug and Play Japan Co., Ltd., the world-class global venture capital firm and accelerator. Through the Brand & Retail program in conjunction with Plug and Play Japan, we will implement co-creation initiatives between the Company, including its client companies, and outstanding Japanese and overseas startup ventures that are poised to help bring about societal transformation.

# VII. Tanabe Consulting in Numbers



## VIII. Financial Statements

### (1) Balance Sheets

(Thousands of yen)

	As of March 31, 2018	As of March 31, 2019
<b>Assets</b>		
Current assets		
Cash and deposits	4,994,213	4,656,754
Notes receivable - trade	56,042	82,370
Accounts receivable - trade	493,266	594,317
Securities	1,299,950	1,481,789
Merchandise	40,703	47,662
Raw materials	10,512	11,072
Advance payments - trade	15,111	8,713
Prepaid expenses	70,210	120,135
Accrued income	4,184	4,040
Advances paid	12,086	11,440
Other	10,412	9,137
Allowance for doubtful accounts	(322)	(432)
<b>Total current assets</b>	<b>7,006,371</b>	<b>7,027,004</b>
Non-current assets		
Property, plant and equipment		
Buildings	1,036,502	1,060,978
Accumulated depreciation	(385,401)	(420,657)
Buildings, net	651,100	640,320
Structures	13,193	13,193
Accumulated depreciation	(10,223)	(10,653)
Structures, net	2,969	2,540
Tools, furniture and fixtures	260,847	266,213
Accumulated depreciation	(190,009)	(208,128)
Tools, furniture and fixtures, net	70,838	58,084
Land	1,527,477	1,527,477
Leased assets	21,508	32,956
Accumulated depreciation	(3,584)	(10,870)
Leased assets, net	17,924	22,086
<b>Total property, plant and equipment</b>	<b>2,270,309</b>	<b>2,250,509</b>
Intangible assets		
Software	35,191	52,349
Telephone subscription right	2,906	2,906
<b>Total intangible assets</b>	<b>38,098</b>	<b>55,256</b>
Investments and other assets		
Investment securities	996,960	953,871
Long-term loans receivable from employees	720	480
Long-term prepaid expenses	905	1,122
Deferred tax assets	198,949	117,673
Prepaid pension cost	267,365	236,892
Long-term time deposits	1,400,000	1,500,000
Leasehold and guarantee deposits	213,739	205,009
Insurance funds for directors (and other officers)	410,642	421,954
Allowance for doubtful accounts	(0)	(0)
<b>Total investments and other assets</b>	<b>3,489,283</b>	<b>3,437,003</b>
<b>Total non-current assets</b>	<b>5,797,691</b>	<b>5,742,770</b>
<b>Total assets</b>	<b>12,804,062</b>	<b>12,769,774</b>

(Thousands of yen)

	As of March 31, 2018	As of March 31, 2019
<b>Liabilities</b>		
Current liabilities		
Accounts payable - trade	293,265	343,230
Lease obligations	5,807	8,898
Accounts payable - other	282,806	182,603
Accrued expenses	72,724	66,774
Income taxes payable	159,762	141,519
Accrued consumption taxes	64,192	72,894
Advances received	629,389	579,084
Deposits received	22,622	23,811
Provision for bonuses	233,200	244,900
Other	14,747	15,551
Total current liabilities	1,778,517	1,679,268
Non-current liabilities		
Lease obligations	13,550	14,955
Provision for retirement benefits	217,003	–
Provision for retirement benefits for directors (and other officers)	360,596	360,034
Total non-current liabilities	591,150	374,989
Total liabilities	2,369,668	2,054,257
Net assets		
Shareholders' equity		
Capital stock	1,772,000	1,772,000
Capital surplus		
Legal capital surplus	2,402,800	2,402,800
Other capital surplus	47	47
Total capital surpluses	2,402,847	2,402,847
Retained earnings		
Legal retained earnings	189,000	189,000
Other retained earnings		
General reserve	4,008,000	4,008,000
Retained earnings brought forward	2,047,347	2,386,894
Total retained earnings	6,244,347	6,583,894
Treasury shares	(39,519)	(137,182)
Total shareholders' equity	10,379,675	10,621,559
Valuation and translation adjustments		
Valuation difference on available-for-sale securities	48,443	79,986
Total valuation and translation adjustments	48,443	79,986
Share acquisition rights	6,275	13,969
Total net assets	10,434,394	10,715,516
Total liabilities and net assets	12,804,062	12,769,774

## (2) Statements of Income

(Thousands of yen)

	Fiscal year ended March 31, 2018	Fiscal year ended March 31, 2019
Net sales		
Net sales of goods	3,589,524	3,664,792
Service revenue	5,208,449	5,381,795
Total net sales	8,797,973	9,046,587
Cost of sales		
Cost of goods sold	2,587,592	2,647,064
Cost of service revenue	2,052,423	2,348,689
Total cost of sales	4,640,016	4,995,754
Gross profit	4,157,957	4,050,833
Selling, general and administrative expenses		
Advertising expenses	230,113	248,362
Freightage and packing expenses	74,636	83,287
Remuneration for directors (and other officers)	313,130	318,030
Salaries and allowances	995,843	909,613
Retirement benefit expenses	33,080	32,299
Supplies expenses	90,731	87,794
Traveling and communication expenses	226,886	217,565
Books and education expenses	132,149	141,581
Utilities expenses	18,971	17,629
Conference expenses	7,114	8,004
Repair and maintenance	67,198	61,179
Welfare expenses	327,889	242,267
Commission expenses	40,939	53,221
Taxes and dues	73,608	82,934
Rents	273,310	274,992
Depreciation	83,721	88,589
Provision for retirement benefits for directors (and other officers)	10,426	–
Provision for bonuses	105,700	96,600
Provision of allowance for doubtful accounts	113	109
Other	115,937	116,548
Total selling, general and administrative expenses	3,221,503	3,080,610
Operating profit	936,454	970,222

(Thousands of yen)

	Fiscal year ended March 31, 2018	Fiscal year ended March 31, 2019
Non-operating income		
Interest income	2,497	2,589
Interest on securities	4,903	2,945
Dividend income	17,789	16,028
Insurance income	–	6,000
Other	3,513	6,612
Total non-operating income	28,704	34,175
Non-operating expenses		
Loss on insurance cancellation	–	132
Other	1	389
Total non-operating expenses	1	521
Ordinary profit	965,156	1,003,877
Extraordinary income		
Gain on sales of non-current assets	–	0
Gain on reversal of share acquisition rights	–	332
Total extraordinary income	–	332
Extraordinary losses		
Loss on sales and retirement of non-current assets	1,244	134
Total extraordinary losses	1,244	134
Profit before income taxes	963,912	1,004,075
Income taxes - current	262,000	241,958
Income taxes - deferred	26,653	67,381
Total income taxes	288,653	309,339
Profit	675,259	694,736

### (3) Statements of Changes in Equity

Fiscal year ended March 31, 2018

(Thousands of yen)

	Shareholders' equity							
	Capital stock	Capital surplus			Retained earnings			
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings		Total retained earnings
					General reserve	Retained earnings brought forward		
Balance at beginning of current period	1,772,000	2,402,800	47	2,402,847	189,000	4,008,000	1,718,614	5,915,614
Changes of items during period								
Dividends of surplus							(346,526)	(346,526)
Profit							675,259	675,259
Purchase of treasury shares								
Net changes of items other than shareholders' equity								
Total changes of items during period	-	-	-	-	-	-	328,732	328,732
Balance at end of current period	1,772,000	2,402,800	47	2,402,847	189,000	4,008,000	2,047,347	6,244,347

	Shareholders' equity		Valuation and translation adjustments		Share acquisition rights	Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments		
Balance at beginning of current period	(39,519)	10,050,943	71,296	71,296	-	10,122,239
Changes of items during period						
Dividends of surplus		(346,526)				(346,526)
Profit		675,259				675,259
Purchase of treasury shares		-				-
Net changes of items other than shareholders' equity			(22,853)	(22,853)	6,275	(16,577)
Total changes of items during period	-	328,732	(22,853)	(22,853)	6,275	312,154
Balance at end of current period	(39,519)	10,379,675	48,443	48,443	6,275	10,434,394

Fiscal year ended March 31, 2019

(Thousands of yen)

	Shareholders' equity							
	Capital stock	Capital surplus			Retained earnings			
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings		Total retained earnings
					General reserve	Retained earnings brought forward		
Balance at beginning of current period	1,772,000	2,402,800	47	2,402,847	189,000	4,008,000	2,047,347	6,244,347
Changes of items during period								
Dividends of surplus							(355,189)	(355,189)
Profit							694,736	694,736
Purchase of treasury shares								
Net changes of items other than shareholders' equity								
Total changes of items during period	-	-	-	-	-	-	339,546	339,546
Balance at end of current period	1,772,000	2,402,800	47	2,402,847	189,000	4,008,000	2,386,894	6,583,894

	Shareholders' equity		Valuation and translation adjustments		Share acquisition rights	Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments		
Balance at beginning of current period	(39,519)	10,379,675	48,443	48,443	6,275	10,434,394
Changes of items during period						
Dividends of surplus		(355,189)				(355,189)
Profit		694,736				694,736
Purchase of treasury shares	(97,662)	(97,662)				(97,662)
Net changes of items other than shareholders' equity			31,543	31,543	7,694	39,237
Total changes of items during period	(97,662)	241,884	31,543	31,543	7,694	281,121
Balance at end of current period	(137,182)	10,621,559	79,986	79,986	13,969	10,715,516

#### (4) Statements of Cash Flows

(Thousands of yen)

	Fiscal year ended March 31, 2018	Fiscal year ended March 31, 2019
<b>Cash flows from operating activities</b>		
Profit before income taxes	963,912	1,004,075
Depreciation	80,040	81,145
Interest and dividend income	(20,287)	(18,617)
Interest income on securities	(4,906)	(2,945)
Loss (gain) on sales and retirement of property, plant and equipment	858	(0)
Increase (decrease) in allowance for doubtful accounts	(101)	109
Increase (decrease) in provision for bonuses	11,900	11,700
Increase (decrease) in provision for retirement benefits	2,240	(217,003)
Decrease (increase) in prepaid pension costs	(58,560)	30,473
Increase (decrease) in provision for retirement benefits for directors (and other officers)	10,426	(562)
Decrease (increase) in notes and accounts receivable - trade	58,578	(127,378)
Decrease (increase) in inventories	3,712	(7,519)
Decrease (increase) in advance payments	3,756	6,397
Increase (decrease) in notes and accounts payable - trade	(48,214)	49,964
Increase (decrease) in accounts payable - other	5,410	(90,374)
Increase (decrease) in accrued consumption taxes	(2,880)	9,617
Increase (decrease) in advances received	21,165	(50,304)
Other, net	680	(26,434)
Subtotal	1,027,732	652,342
Interest and dividend income received	25,580	21,526
Income taxes (paid) refund	(318,262)	(270,077)
Net cash provided by (used in) operating activities	735,050	403,791
<b>Cash flows from investing activities</b>		
Payments into time deposits	-	(100,000)
Proceeds from withdrawal of time deposits	100,000	-
Purchase of securities	(4,999,585)	(5,099,738)
Proceeds from sales and redemption of securities	4,999,767	4,999,926
Proceeds from sales and redemption of investment securities	200,000	100,000
Purchase of investment securities	-	(100,000)
Purchase of property, plant and equipment and intangible assets	(43,685)	(76,210)
Payments for guarantee deposits	(2,614)	(1,660)
Proceeds from collection of guarantee deposits	2,201	1,223
Other, net	(30,477)	(4,367)
Net cash provided by (used in) investing activities	225,605	(280,826)
<b>Cash flows from financing activities</b>		
Purchase of treasury shares	-	(97,662)
Cash dividends paid	(346,339)	(354,891)
Other, net	(3,871)	(7,868)
Net cash provided by (used in) financing activities	(350,210)	(460,422)
Net increase (decrease) in cash and cash equivalents	610,445	(337,458)
Cash and cash equivalents at beginning of period	4,383,768	4,994,213
Cash and cash equivalents at end of period	4,994,213	4,656,754



## IX. Corporate Data

### Basic Information (as of June 26, 2019)

Trade name:	TANABE CONSULTING CO., LTD.
Founded:	October 16, 1957
Established:	April 1, 1963
Listed market:	The first Section of Tokyo Stock Exchange (Securities Code: 9644)
Listed:	September 28, 2016
Business year:	From April 1 to March 31
Capital stock:	1,772 million yen
Number of employees:	375 persons (as of April 1, 2019)
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 26, 2019)

Director and Chairman	Jiro Tanabe
President and Chief Executive Officer	Takahiko Wakamatsu
Executive Vice President	Yoshikuni Nagao
Managing Director	Masahiro Okawa
Managing Director	Toshiyuki Nakamura
Managing Director	Norihito Minamikawa
Director	Kazuo Nakahigashi
Director	Masanori Nakasone
Director	Masaru Warata
Director	Masahiro Matsunaga
Director	Kazuyoshi Shimada
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, 2019)

Total number of shares authorized:	35,000,000 shares
Total number of shares issued:	8,754,200 shares
Number of shareholders:	8,119

## Major shareholders (Top 10)

Shareholder name	Number of shares held (Thousands of shares)	Share-holding ratio (%)
Jiro Tanabe	1,210	14.0
Yoichiro Tanabe	1,030	11.9
Toki Narazaki	845	9.8
The Master Trust Bank of Japan, Ltd.	463	5.3
Shinichi Ueda	258	2.9
Tanabe Consulting Client Share Ownership Scheme	248	2.8
Tanabe Consulting Employee Share Ownership Scheme	231	2.6
SMBC Trust Bank Ltd. Designated Securities Trust	202	2.3
Hitoshi Kimoto	159	1.8
Mitsubishi UFJ Trust and Banking Corporation	129	1.5

\* In addition to shares described above, the Company holds 141,074 shares as treasury 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.