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November 10, 2025

Consolidated Financial Results for the Six Months Ended September 30, 2025 (Under Japanese GAAP)

Company name: Tanabe Consulting Group Co., Ltd.
 Listing: Tokyo Stock Exchange
 Securities code: 9644
 URL: <https://www.tanabeconsulting-group.com/> (in Japanese)
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 Scheduled date to file semi-annual securities report: November 11, 2025
 Scheduled date to commence dividend payments: December 2, 2025
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes (for institutional investors and analysts)

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the six months ended September 30, 2025 (from April 1, 2025 to September 30, 2025)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Six months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 30, 2025	7,656	14.9	954	19.8	952	10.1	560	10.6
September 30, 2024	6,664	11.1	796	36.5	864	47.7	507	44.9

Note: Comprehensive income For the six months ended September 30, 2025: ¥630 million [16.2%]
 For the six months ended September 30, 2024: ¥542 million [33.3%]

	Basic earnings per share	Diluted earnings per share
Six months ended	Yen	Yen
September 30, 2025	17.23	17.20
September 30, 2024	15.30	15.28

Note: The Company conducted a stock split with a ratio of two-for-one on April 1, 2025. “Basic earnings per share” and “diluted earnings per share” have been calculated on the assumption that the stock split had taken place at the beginning of the previous fiscal year.

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
September 30, 2025	15,197	11,234	69.4
March 31, 2025	14,328	11,141	74.3

Reference: Equity
 As of September 30, 2025: ¥10,551 million
 As of March 31, 2025: ¥10,650 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2025	—	20.00	—	28.00	48.00
Fiscal year ending March 31, 2026	—	12.00			
Fiscal year ending March 31, 2026 (Forecast)			—	14.00	26.00

Notes: 1. Revisions to the forecasts of cash dividends most recently announced: None

2. The Company conducted a stock split with a ratio of two-for-one on April 1, 2025. The amounts for the fiscal year ended March 31, 2025 are the actual dividend amounts prior to the stock split, and the amounts for the fiscal year ending March 31, 2026 (forecast) are the figures after the stock split. The forecast for the annual dividend per share for the fiscal year ending March 31, 2026, without taking into account the stock split, would have been ¥52.00.

3. Consolidated earnings forecasts for the fiscal year ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Fiscal year ending March 31, 2026	16,000	10.0	1,800	20.0	1,800	13.3	1,070	5.2	32.76

Notes: 1. Revisions to the earnings forecasts most recently announced: None

2. The Company conducted a stock split with a ratio of two-for-one on April 1, 2025. Consolidated basic earnings per share for the fiscal year ending March 31, 2026 take into consideration the impact of the stock split.

*** Notes**

- (1) Significant changes in the scope of consolidation during the period: None

Newly included: – companies

Excluded: – companies

Note: Although not a significant change in the scope of consolidation, PEACEMIND Inc. is included in the scope of consolidation from the six months ended September 30, 2025 due to the acquisition of its shares.

- (2) Adoption of accounting treatment specific to the preparation of semi-annual consolidated financial statements: Yes

Note: For details, please refer to “2. Semi-annual consolidated financial statements and significant notes thereto (4) Notes to semi-annual consolidated financial statements (Notes to accounting treatment specific to the preparation of semi-annual consolidated financial statements)” on page 14 of the Attachments.

- (3) Changes in accounting policies, changes in accounting estimates, and restatement

- (i) Changes in accounting policies due to revisions to accounting standards and other regulations: None

- (ii) Changes in accounting policies due to other reasons: None

- (iii) Changes in accounting estimates: None

- (iv) Restatement: None

- (4) Number of issued shares (common stock)

- (i) Total number of issued shares at the end of the period (including treasury shares)

As of September 30, 2025	34,000,000 shares
As of March 31, 2025	34,000,000 shares

- (ii) Number of treasury shares at the end of the period

As of September 30, 2025	1,590,896 shares
As of March 31, 2025	1,335,816 shares

- (iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Six months ended September 30, 2025	32,544,827 shares
Six months ended September 30, 2024	33,152,361 shares

Note: The Company conducted a stock split with a ratio of two-for-one on April 1, 2025. “Total number of issued shares at the end of the period (including treasury shares),” “number of treasury shares at the end of the period” and “average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)” are calculated on the assumption that the stock split was conducted at the beginning of the previous fiscal year.

- * Semi-annual financial results reports are exempt from review conducted by certified public accountants or an audit firm.

- * Proper use of earnings forecasts, and other special matters

Cautions on forward-looking statements, etc.

The forward-looking statements, including earnings forecasts, contained in these materials are based on information currently available to the Company and on certain assumptions deemed to be reasonable by the Company. Consequently, any statements herein do not constitute assurances regarding actual results by the Company. Actual business and other results may differ substantially due to various factors. Please refer to “1. Overview of operating results and others (3) Explanation of consolidated earnings forecasts and other forward-looking statements” on page 8 of the Attachments for the assumptions used in providing earnings forecasts and precautions regarding the use of earnings forecasts.

Concerning financial results briefing

The Company plans to hold a briefing for institutional investors and analysts on the following date:

December 5: Online format

A replay of the briefing and the content of the presentation (audio) will be posted on the Company's website promptly after the meeting, together with the financial results presentation materials used at the meeting.

Table of Contents of Attachments**Index**

1. Overview of operating results and others	2
(1) Overview of operating results for the period under review	2
(2) Overview of financial position for the period under review	7
(3) Explanation of consolidated earnings forecasts and other forward-looking statements	8
2. Semi-annual consolidated financial statements and significant notes thereto	9
(1) Semi-annual consolidated balance sheet	9
(2) Semi-annual consolidated statement of income and semi-annual consolidated statement of comprehensive income	11
Semi-annual consolidated statement of income	11
Semi-annual consolidated statement of comprehensive income	12
(3) Semi-annual consolidated statement of cash flows	13
(4) Notes to semi-annual consolidated financial statements	14
Notes to accounting treatment specific to the preparation of semi-annual consolidated financial statements	14
Business combinations	14
Segment information, etc.	16
Notes when there are significant changes in amounts of equity	16
Notes on premise of going concern	16

1. Overview of operating results and others

(1) Overview of operating results for the period under review

During the six months ended September 30, 2025, the Company achieved its highest net sales for the period since its incorporation in 1957, amounting to ¥7,656 million (up 14.9% year on year), operating profit of ¥954 million (up 19.8% year on year), ordinary profit of ¥952 million (up 10.1% year on year) and profit attributable to owners of parent of ¥560 million (up 10.6% year on year). The Company realized increased sales and profits, absorbing both the incidental expenses related to the acquisition of shares through a capital and business alliance recorded during the six months ended September 30, 2025, and its continued proactive investment in human capital.

Tanabe Consulting Group (TCG) provides team consulting that supports the top management (executives) of companies ranging from large enterprises (sales of typically ¥100-300 billion) to small and medium-sized companies (sales of typically ¥3-5 billion), focusing mainly on upper mid-sized enterprises (sales of typically ¥10-30 billion), with comprehensive support from upstream to downstream of corporate management, from the formulation of management strategies to the implementation and execution of management operations through professional DX services. The Group will continue to strengthen and expand the specialized areas of team consulting (strategic challenges, industry, regional characteristics in Japan and overseas), aiming to realize its mid-term vision, “One & Only, Globally Unrivaled New Management Consulting Group.”

During the six months ended September 30, 2025, although the domestic economy continued to show signs of gradual recovery such as recovery in inbound demand and improvement in the employment and income environment, persistent high commodity prices, the risk of global geopolitical conflicts, the impact of U.S. trade policies on the market and other factors contributed to the continued uncertainty in the business environment for TCG’s customer enterprises. In this environment, the Group has contributed to solving issues facing companies and society by providing management consulting services that solve from all perspectives the management issues that the top management always faces, which are Strategy & Domain, Digital/DX, HR, Finance/M&A and Brand & PR.

In addition, we welcomed PEACEMIND Inc. as a new Group company on June 30, 2025. This company is a pioneer in the Employee Assistance Program (EAP) services industry in Japan and Asia, providing consulting services for “working people and organizations.” The company employs approximately 100 professionals, including qualified personnel such as clinical psychologists, industrial counselors, international EAP consultants, and certified psychologists. Additionally, it has numerous bilingual counselors (including partner counselors) on staff. Its activities extend beyond Japan to more than 200 countries and regions, including its partnership networks, providing value to approximately 1,400 companies, primarily large enterprises. With the addition of this company to the Group, TCG has now become an organization promoting DE&I with eight Group companies (the Company and seven consolidated subsidiaries), with approximately 900 employees (a 50:50 gender ratio). In addition, the scope of our HR (corporate well-being) consulting services has been expanded and strengthened. In preparing the semi-annual consolidated financial statements for the six months ended September 30, 2025, that company’s financial results for July 2025 through September 2025 (three months) are consolidated.

(Thousands of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025	Increase/ decrease year on year	Percent change year on year
Net sales	6,664,191	7,656,861	+992,670	+14.9%
Gross profit	3,183,199	3,775,383	+592,183	+18.6%
<i>Gross profit ratio</i>	<i>47.8%</i>	<i>49.3%</i>	<i>+1.5 pt</i>	—
Selling, general and administrative expenses	2,386,767	2,820,937	+434,170	+18.2%
Operating profit	796,432	954,446	+158,013	+19.8%
<i>Operating profit ratio</i>	<i>12.0%</i>	<i>12.5%</i>	<i>+0.5 pt</i>	—
Ordinary profit	864,621	952,104	+87,482	+10.1%
Profit before income taxes	862,147	952,104	+89,956	+10.4%
Profit	546,713	633,530	+86,816	+15.9%
Profit attributable to owners of parent	507,133	560,761	+53,628	+10.6%

Net sales analysis by management consulting field

The following is a summary of net sales by management consulting field.

The marketing and sales support business provided by Surpass Co., Ltd., which offers comprehensive support from the formulation of sales strategies to customer creation in the field, has a high affinity with strategy and domain consulting. To further strengthen this support function and create synergy, we have reclassified it from HR to Strategy & Domain starting from the six months ended September 30, 2025. Consequently, the net sales performance for HR and Strategy & Domain in the six months ended September 30, 2025 has also been rearranged and displayed accordingly.

(Thousands of yen)

Management consulting field	Description of business	Six months ended September 30, 2024	Six months ended September 30, 2025	Increase/decrease year on year	Percent change year on year
Strategy & Domain	• Business Growth Strategy (by industry) • Mid- to Long-Term Vision • Purpose & Value • Marketing & Sales • Global Strategy • Government/Public Sector Support	1,254,030	1,443,560	+189,530	+15.1%
Digital/DX	• Business Model DX • Digital Marketing • Management DX • ERP System Design	1,519,473	1,738,166	+218,693	+14.4%
HR	• HR Strategy • Human Resources System • Recruitment & Career Design • Talent Development & Academy • DE&I Organizational Development • Corporate well-being	1,324,152	1,677,728	+353,576	+26.7%
Finance/M&A	• Corporate Value Vision • Holdings & Group Management • Business Succession & M&A Strategy • IPO Support • Business Management Systems	1,101,024	1,236,465	+135,440	+12.3%
Brand & PR	• Brand Strategy • Creative Design • Strategic PR & Communications • Overseas PR & Global PR Wire • Domestic & Overseas Digital Marketing	1,296,938	1,391,716	+94,778	+7.3%
Others	• The Blue Diary (notebook) • Promotion Products	168,572	169,223	+651	+0.4%
Total	—	6,664,191	7,656,861	+992,670	+14.9%

Strategy & Domain

Consolidated net sales in this field for the six months ended September 30, 2025 amounted to ¥1,443 million (up ¥189 million or 15.1% year on year). The overview of the business performance is as follows:

Overview

- (i) Key customers include large to upper mid-sized enterprises (such as manufacturing, education, construction, logistics, systems integration, retail and tourism industries), including listed companies, industry leaders and prominent companies in local communities, as well as the government/public sector.
- (ii) Consulting services for growth were in high demand, and services under such themes as “formulation and promotion of long-term vision and medium-term management plans,” “business model reform,” “new business development,” “formulation of global strategies/overseas expansion” and “alliance strategies” performed well. Government/public sector projects also increased.
- (iii) For listed companies, themes such as “formulation and promotion of long-term vision and medium-term management plans” and “production of integrated report (actions for ESG)” increased.
- (iv) Services in the field of marketing and sales provided by Surpass Co., Ltd., which joined the Group in the previous fiscal year, also contributed to revenue growth.
- (v) Information on sales leads through our proprietary websites dedicated to “formulation of long-term vision and medium-term management plans,” “management support for construction

business,” “global business,” “entry to the Japanese market” and “government, public and service” also contributed to the generation of consulting projects.

Digital/DX

Consolidated net sales in this field for the six months ended September 30, 2025 amounted to ¥1,738 million (up ¥218 million or 14.4% year on year). The overview of the business performance is as follows:

Overview

- (i) Key customers include large to upper mid-sized enterprises (such as manufacturing, infrastructure, transportation, real estate, system development, financial services and hotels), including listed companies, industry leaders and prominent companies in local communities, as well as the government/public sector.
- (ii) Consulting services for creating new value through productivity improvement and data utilization were in high demand, and those under such themes as “conception of shift to IT and formulation of DX vision,” “implementation of ERP systems,” “DX strategy advisory,” “implementation of AI,” “marketing DX (digital marketing, sales process transformation and so on),” “branding DX (websites and social media platforms),” and “obtaining DX certification” also performed well.
- (iii) For listed companies, themes such as “digital marketing,” “system replacement/PMO support,” “cybersecurity measures” and “sales process transformation” increased.
- (iv) With the expansion of alliances with various IT technology companies, there was an increase in the development of professional DX services and joint proposals. In addition, we promoted the “TECH WOMAN®” program in partnership with local governments and financial institutions, which helps women living in local communities to become part of the digitally literate workforce, helping them to obtain qualifications and create job opportunities.
- (v) Information on sales leads through our proprietary “digital/DX strategy and implementation” website also contributed to the generation of consulting projects.

HR

Consolidated net sales in this field for the six months ended September 30, 2025 amounted to ¥1,677 million (up ¥353 million or 26.7% year on year). The overview of the business performance is as follows:

Overview

- (i) Key customers include large to upper mid-sized enterprises (such as manufacturing, construction, logistics, wholesale, lifestyle-related services, system development and restaurants), including listed companies, industry leaders and prominent companies in local communities, as well as the government/public sector.
- (ii) Consulting services for expanding the base of human resources and the restructuring of human resource portfolios in response to the review of management strategies and business portfolios, as well as human capital management, were in high demand, and those under such themes as “restructuring of human resource treatment systems,” “establishment of in-house corporate universities (academies),” “human resource development (including reskilling),” “junior board (nurturing next-generation management team),” “promoting women’s empowerment and DE&I” and “Employee Assistance Program (EAP)” also performed well.
- (iii) For listed companies, themes such as “development of management professionals,” “succession planning,” “establishment of officer remuneration plan,” “HRBP” and “corporate well-being” increased.
- (iv) Services in the field of promoting women’s empowerment and DE&I provided by Surpass Co., Ltd., which joined the Group in the previous fiscal year, as well as services in the field of corporate well-being provided by PEACEMIND Inc., which joined the Group in the six months ended September 30, 2025, also contributed to revenue growth.

- (v) Information on sales leads through our proprietary websites dedicated to “HR for executives and HR departments” and “human resource development and training to enhance corporate value” also contributed to the generation of consulting projects.

Finance/M&A

Consolidated net sales in this field for the six months ended September 30, 2025 amounted to ¥1,236 million (up ¥135 million or 12.3% year on year). The overview of the business performance is as follows:

Overview

- (i) Key customers include large to upper mid-sized enterprises (such as manufacturing, information and communications, logistics, energy, trading, construction and restaurants), including listed companies, industry leaders and prominent companies in local communities.
- (ii) Consulting services for enhancing corporate value and business succession including potential succession to third parties were in high demand, and those under such themes as “corporate value vision,” “capital policy,” “transition to holdings / group management,” “overseas and other M&A total consulting (comprehensive support from strategy formulation to financial advisory, due diligence and post-merger integration),” “business succession” and “IPO support” performed well.
- (iii) For listed companies, themes such as “strengthening of corporate governance,” “establishment of internal control system,” “realizing management with an awareness of cost of capital and share price” and “IR support” increased.
- (iv) Information on sales leads through our proprietary websites dedicated to “finance/M&A” and “growth M&A/succession M&A” and spontaneous referrals to potential customers provided by financial institutions and other alliance partners also contributed to the generation of consulting projects.

Brand & PR

Consolidated net sales in this field for the six months ended September 30, 2025 amounted to ¥1,391 million (up ¥94 million or 7.3% year on year). The overview of the business performance is as follows:

Overview

- (i) Key customers include large to upper mid-sized enterprises (such as manufacturing, retail, beauty/cosmetics products, trading, apparel, healthcare and education), including listed companies, industry leaders and prominent companies in local communities, as well as the government/public sector.
- (ii) Consulting services for establishing their purpose or brand as well as group branding were in high demand, and those under such themes as “formulation of brand vision,” “establishment of public relations function (including training),” “media PR (Global PR Wire (international press release distribution service), press conference and others),” “content marketing” and “related to the Expo 2025 Osaka, Kansai” performed well.
- (iii) For listed companies, themes such as “brand strategy,” “strategic PR,” “creative and design” and “UI/UX design” increased.
- (iv) Information on sales leads through our proprietary “branding and strategic PR” website also contributed to the generation of consulting projects.

Others

Consolidated net sales in this field for the six months ended September 30, 2025 amounted to ¥169 million (up ¥0 million or 0.4% year on year).

Other management activities

Strengthening of listing support consulting services

TANABE CONSULTING CO., LTD., one of our major operating companies, has leveraged its extensive track record and expertise in supporting numerous listed companies to obtain the TOKYO PRO Market J-Adviser and Fukuoka PRO Market F-Adviser qualifications, thereby strengthening its listing support capabilities.

Research and development

The Strategic Laboratory of TANABE CONSULTING CO., LTD., one of our major operating companies, is taking the lead in strengthening the development and sales promotion of professional DX services by industry in the implementation and execution of management operations for each management consulting field (including HR KARTE (human resource assessment), ACADEMY CLOUD+ (LMS system), financial value analysis, Global PR Wire (international press release distribution service) and Working Better Cloud (mental health platform)), while also promoting knowledge management and AI research and development in our Group.

Corporate

(i) Capital policy

In order to ensure the achievement of a 10% return on equity (ROE) by the fiscal year ending March 31, 2026, the final year of our medium-term management plan (2021 - 2025) “TCG Future Vision 2030,” we are actively carrying out shareholder returns. We have introduced a shareholder benefit program in addition to the interim and year-end dividends and also conducted the purchase of treasury shares through market purchases on the Tokyo Stock Exchange in a swift and flexible manner.

(ii) M&A investment for growth

We are actively investing in M&A for growth under the strategy of diversification in the management consulting field under our medium-term business strategy. With our medium-term management plan launched in the fiscal year ended March 31, 2021, we aim to achieve net sales of ¥2.5 billion out of our net sales target of ¥16 billion for the fiscal year ending March 31, 2026 through M&A investments for growth utilizing more than ¥1 billion in cash on hand and deposits.

(iii) Investment in human capital

In addition to strengthening the recruitment of new graduates as well as the mid-career recruitment of talents with work experience in various industries, we are also strengthening the development of professional talents through the TCG Academy (in-house university), a digital educational content for all employees within our Group, consisting of the Leadership Faculty, Strategy & Domain Faculty, Digital Faculty, HR Faculty, Financial Faculty, M&A Faculty, Marketing Faculty and more. We, as a company certified under the 2025 Certified KENKO Investment for Health Outstanding Organizations Recognition Program (large enterprise category), are also promoting efforts to realize DE&I.

(iv) Corporate communications

We are disseminating our purposes and values both internally and externally through such measures as the production of movies featuring our purposes, as well as promoting corporate branding activities and strategic PR activities for products, services, consultants and more, in order to realize “One & Only, Globally Unrivaled New Management Consulting Group.”

(2) Overview of financial position for the period under review

Assets

Total assets as of September 30, 2025 were ¥15,197 million, up ¥868 million from March 31, 2025.

Current assets totaled ¥9,078 million, down ¥13 million from March 31, 2025. The main factor was a decrease in cash and deposits despite an increase in notes and accounts receivable - trade, and contract assets and an increase in prepaid expenses.

Non-current assets totaled ¥6,118 million, up ¥882 million from March 31, 2025. The main factor was an increase in goodwill.

Liabilities

Total liabilities as of September 30, 2025 were ¥3,963 million, up ¥775 million from March 31, 2025.

Current liabilities totaled ¥2,996 million, up ¥459 million from March 31, 2025. The main factor was an increase in advances received.

Non-current liabilities totaled ¥967 million, up ¥316 million from March 31, 2025. The main factor was an increase in long-term borrowings.

Net assets

Total net assets as of September 30, 2025 were ¥11,234 million, up ¥93 million from March 31, 2025. The main factors were the recording of profit attributable to owners of parent and an increase in non-controlling interests, while there were the payment of dividends of surplus and the purchase of treasury shares.

(3) Explanation of consolidated earnings forecasts and other forward-looking statements

There are no changes to the consolidated earnings forecast announced in the “Notice Concerning Revisions to Full-Year Consolidated Earnings Forecast” dated May 26, 2025.

Note:

The above forecasts are based on information currently available, and actual business results may differ from these forecasts due to various future contingencies.

2. Semi-annual consolidated financial statements and significant notes thereto

(1) Semi-annual consolidated balance sheet

(Thousands of yen)

	As of March 31, 2025	As of September 30, 2025
Assets		
Current assets		
Cash and deposits	7,665,407	7,039,277
Notes and accounts receivable - trade, and contract assets	1,083,245	1,447,710
Merchandise	38,859	61,929
Raw materials	1,901	4,800
Other	302,931	525,045
Allowance for doubtful accounts	(590)	(458)
Total current assets	9,091,754	9,078,304
Non-current assets		
Property, plant and equipment		
Land	1,527,477	1,527,477
Other, net	662,630	665,193
Total property, plant and equipment	2,190,107	2,192,670
Intangible assets		
Goodwill	1,010,259	1,653,072
Other	164,778	335,474
Total intangible assets	1,175,038	1,988,547
Investments and other assets		
Long-term time deposits	214,003	214,607
Other	1,656,676	1,722,416
Total investments and other assets	1,870,680	1,937,023
Total non-current assets	5,235,825	6,118,241
Deferred assets	1,091	822
Total assets	14,328,671	15,197,369
Liabilities		
Current liabilities		
Accounts payable - trade	405,794	544,954
Income taxes payable	404,548	366,709
Provision for bonuses	161,199	146,032
Other	1,565,437	1,938,304
Total current liabilities	2,536,979	2,996,001
Non-current liabilities		
Long-term borrowings	256,965	580,395
Provision for retirement benefits for directors (and other officers)	124,737	119,717
Other	268,985	267,138
Total non-current liabilities	650,688	967,251
Total liabilities	3,187,668	3,963,252

(Thousands of yen)

	As of March 31, 2025	As of September 30, 2025
Net assets		
Shareholders' equity		
Share capital	1,772,000	1,772,000
Capital surplus	2,402,800	2,403,302
Retained earnings	7,012,784	7,116,247
Treasury shares	(632,585)	(830,493)
Total shareholders' equity	10,554,998	10,461,056
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	3,165	4,640
Remeasurements of defined benefit plans	91,978	85,509
Total accumulated other comprehensive income	95,143	90,150
Share acquisition rights	9,048	8,711
Non-controlling interests	481,812	674,197
Total net assets	11,141,003	11,234,116
Total liabilities and net assets	14,328,671	15,197,369

(2) Semi-annual consolidated statement of income and semi-annual consolidated statement of comprehensive income**Semi-annual consolidated statement of income**

(Thousands of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025
Net sales	6,664,191	7,656,861
Cost of sales	3,480,991	3,881,477
Gross profit	3,183,199	3,775,383
Selling, general and administrative expenses	2,386,767	2,820,937
Operating profit	796,432	954,446
Non-operating income		
Interest income	2,849	3,106
Dividend income	0	0
Gain on sale of investment securities	61,068	–
Dividend income of life insurance	356	2,033
Other	8,842	2,086
Total non-operating income	73,116	7,226
Non-operating expenses		
Interest expenses	2,366	4,366
Amortization of organization expenses	268	268
Loss on investments in investment partnerships	2,225	3,470
Other	67	1,462
Total non-operating expenses	4,927	9,568
Ordinary profit	864,621	952,104
Extraordinary income		
Gain on reversal of share acquisition rights	187	–
Total extraordinary income	187	–
Extraordinary losses		
Loss on sale and retirement of non-current assets	2,661	0
Total extraordinary losses	2,661	0
Profit before income taxes	862,147	952,104
Income taxes	315,434	318,574
Profit	546,713	633,530
Profit attributable to non-controlling interests	39,579	72,768
Profit attributable to owners of parent	507,133	560,761

Semi-annual consolidated statement of comprehensive income

(Thousands of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025
Profit	546,713	633,530
Other comprehensive income		
Valuation difference on available-for-sale securities	(1)	2,945
Remeasurements of defined benefit plans, net of tax	(4,490)	(6,468)
Total other comprehensive income	(4,492)	(3,522)
Comprehensive income	542,220	630,007
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	502,613	555,769
Comprehensive income attributable to non-controlling interests	39,606	74,238

(3) Semi-annual consolidated statement of cash flows

(Thousands of yen)

	Six months ended September 30, 2024	Six months ended September 30, 2025
Cash flows from operating activities		
Profit before income taxes	862,147	952,104
Depreciation	58,082	77,320
Amortization of goodwill	38,343	74,573
Loss (gain) on sale and retirement of non-current assets	2,661	0
Loss (gain) on sale of investment securities	(61,068)	–
Increase (decrease) in provision for bonuses	(415)	(29,602)
Increase (decrease) in allowance for doubtful accounts	(485)	(131)
Decrease (increase) in retirement benefit asset	(50,280)	(43,680)
Increase (decrease) in provision for retirement benefits for directors (and other officers)	–	(5,020)
Interest and dividend income	(2,849)	(3,106)
Interest expenses	2,366	4,366
Loss (gain) on investments in investment partnerships	2,225	3,470
Decrease (increase) in trade receivables	(120,608)	(287,199)
Decrease (increase) in inventories	(86,207)	(86,732)
Increase (decrease) in trade payables	159,204	130,614
Increase (decrease) in advances received	244,933	260,261
Other, net	(245,220)	(282,799)
Subtotal	802,829	764,437
Interest and dividends received	3,009	3,102
Interest paid	(2,292)	(4,274)
Income taxes refund (paid)	(121,489)	(344,302)
Net cash provided by (used in) operating activities	682,056	418,962
Cash flows from investing activities		
Payments into time deposits	(1,800)	(1,800)
Proceeds from withdrawal of time deposits	1,200	1,200
Purchase of securities	(800,000)	–
Proceeds from sale and redemption of securities	2,800,000	–
Proceeds from sale and redemption of investment securities	61,088	–
Payments for investments in capital	(15,000)	–
Purchase of property, plant and equipment and intangible assets	(65,156)	(77,717)
Payments of guarantee deposits	(3,636)	(8,487)
Proceeds from refund of guarantee deposits	3,529	20
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(277,952)	(224,756)
Other, net	(1,780)	(1,780)
Net cash provided by (used in) investing activities	1,700,491	(313,321)
Cash flows from financing activities		
Proceeds from sale of treasury shares resulting from exercise of share acquisition rights	4,823	2,242
Purchase of treasury shares	(300,012)	(199,984)
Dividends paid	(430,861)	(457,449)
Other, net	(56,189)	(76,579)
Net cash provided by (used in) financing activities	(782,239)	(731,771)
Net increase (decrease) in cash and cash equivalents	1,600,307	(626,129)
Cash and cash equivalents at beginning of period	5,638,906	7,665,407
Cash and cash equivalents at end of period	7,239,214	7,039,277

(4) Notes to semi-annual consolidated financial statements**Notes to accounting treatment specific to the preparation of semi-annual consolidated financial statements***Calculation of tax expense*

The Company calculates tax expense by reasonably estimating the effective tax rate after applying tax effect accounting to profit before income taxes for the fiscal year including the six months ended September 30, 2025, and multiplying profit before income taxes by this estimated effective tax rate.

However, in cases where the calculation of tax expenses using the estimated effective tax rate yields a result that is considered not to be reasonable to a significant extent, the statutory effective tax rate is used.

Business combinations*Business combination through acquisition***1. Outline of the business combination****(1) Name and business description of the acquired company**

Name of the acquired company: PEACEMIND Inc.

Business description:

- (i) Employee Assistance Program (EAP): Specialists such as clinical psychologists and certified psychologists provide counseling and consulting services to support problem-solving for individual employees and organizations.
- (ii) Stress Check-up Service: Comprehensive support from stress check implementation through organizational analysis to organizational improvement consulting.
- (iii) Learning and Development Programs: Providing training programs designed for human resource development and creating vibrant teams and workplaces.
- (iv) Harassment Prevention Support: Comprehensive support from current situation assessment through harassment case resolution, prevention and recurrence prevention.
- (v) Medical Leave and Return-to-Work Support: Specialists collaborate with HR personnel, managers, and occupational health staff to support smooth workplace reintegration for employees on mental health leave and stable employment and performance after return to work.
- (vi) Crisis Support: Support for early recovery of employees and organizational performance when unexpected crises such as disasters or workplace accidents occur.
- (vii) Occupational Health Support Services: Strengthening mental health measures and improving efficiency of occupational health operations through collaboration between occupational physicians and EAP.
- (viii) Wellness Programs: Leveraging global networks to utilize cutting-edge wellness program knowledge from around the world, supporting employee physical and mental health improvement and creating vibrant workplaces.
- (ix) “Hataraku wo Yoku Suru®” e-Learning Series: Mental health prevention solutions for “working people” and “organizations” developed under supervision of mental health specialists, based on numerous consultation cases and latest workplace issues.

(2) Main reason for conducting the business combination

The Group has entered the “Corporate Well-being Market.” Corporate well-being refers to initiatives that focus on employees’ physical and mental health, aiming to improve happiness at work and workplace environments, and solving organizational and individual employee issues through various measures. The market size in Japan is expected to reach approximately ¥117 billion by 2033*, and the Company anticipates continued growth as corporate interest and needs

further increase. The capital and business alliance between TCG, a pioneer in management consulting in Japan, and PEACEMIND, a pioneer in the Employee Assistance Program (EAP) services in Japan, will enable the Company to provide world-class professional services and proprietary management consulting services to large and upper mid-sized enterprises. This will enable multifaceted and comprehensive approaches to address issues in human resources/human capital—a challenge for both society and management—including talent strategy, human resource development, HR systems, DE&I organizational development, health management, workplace environment and individual employee problem-solving, thereby delivering value that enhances organizational performance.

* Reference: IMARC Group “Japan Corporate Wellness Market 2025-2033”

(3) Date of business combination

June 30, 2025

(4) Legal form of business combination

Acquisition of shares for cash payment and subscription to a third-party allotment capital increase with consideration

(5) Name of company after combination

There will be no change to the company names.

(6) Percentage of voting rights acquired

58.5%

(7) Main grounds for determining the acquired company

The Company acquired the shares in exchange for cash consideration.

2. The period of financial results of the acquired company included in the Company's semi-annual consolidated statement of income

From July 1, 2025, to September 30, 2025

3. Acquisition cost of the acquired company and breakdown by type of consideration

Consideration for acquisition	Cash	¥883,930 thousand
Acquisition cost		¥883,930 thousand

4. Details and amount of main costs related to the acquisition

Advisory fees, etc. ¥51,364 thousand

5. Amount of goodwill incurred, cause of goodwill, amortization method and amortization period

(1) Amount of goodwill incurred

¥717,390 thousand

The amount of goodwill is an amount provisionally calculated because the allocation of the acquisition cost had not been completed as of September 30, 2025.

(2) Cause of goodwill

This amount is derived from the future excess earning capacity expected from future business development and the future excess earning capacity expected from investment in human capital.

(3) Amortization method and amortization period

It will be amortized evenly over the period during which the effects are expected to be realized. The amortization period is currently being assessed.

Segment information, etc.

Segment information

This information is omitted because the Group operates in a single segment of management consulting business.

Notes when there are significant changes in amounts of equity

Not applicable.

Notes on premise of going concern

Not applicable.