

TANABE CONSULTING GROUP CO., LTD.

Supplementary Materials for the Second Quarter of the Fiscal Year Ending March 2026 (1H)

November 10, 2025 Stock Code: 9644



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01

Summary of Financial Results for the Second Quarter (1H) of the Fiscal Year Ending March 2026

2Q FY3/26 Financial Summary (YoY)



Sales and profit at all levels exceeded initial plans, achieving record-high performance.

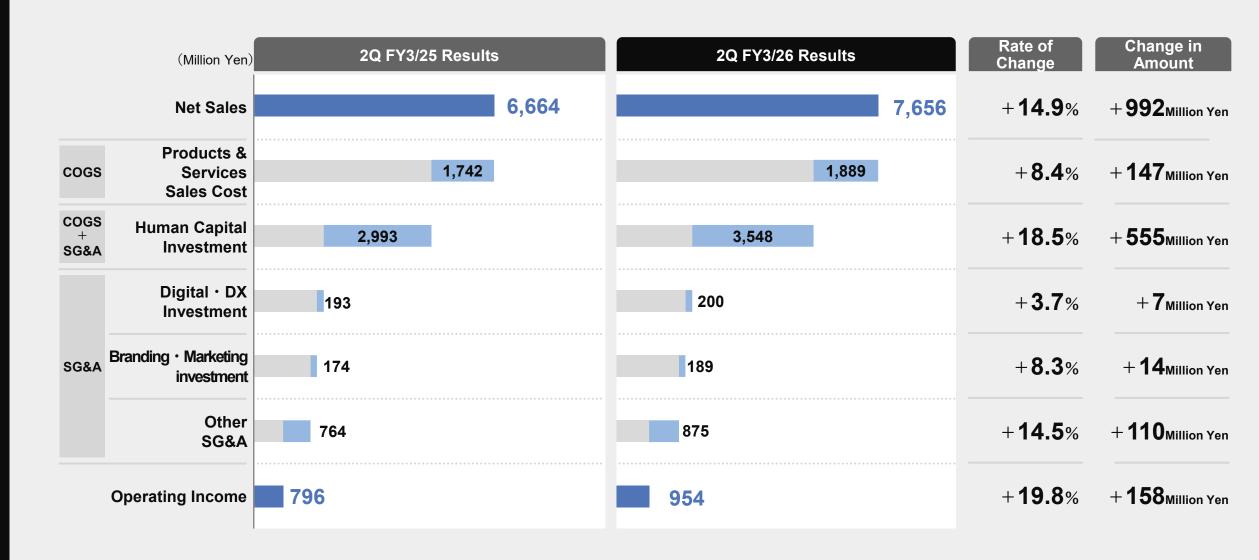
(Million Yen)

	2Q FY3/25 Results	2Q FY3/26 Results	YoY Comparison
Net sales	6,664	7,656	+14.9%
Gross Profit	3,183	3,775	+18.6%
Operating Profit	796	954	+19.8%
Ordinary Profit	864	952	+10.1%
Quarterly Net Income attributable to owners of parent	507	560	+10.6%
EPS (Earnings Per Share)	yen sen 15.30	17.23	-

Analysis of Factors for Increase/Decrease in Operating Profit (YoY)



Gross profit increased by 592 million yen, driven by 14.9% revenue growth year on year. Despite proactive investment in human capital, operating profit grew 19.8% year on year.



Sales Analysis by Management Consulting Domain



Increased revenue in all management consulting areas.

(Million Yen)

	2Q FY3/25 Results	2Q FY3/26 Results	YoY Comparison	Sales Composition (2Q FY3/26)
Net Sales	6,664	7,656	+14.9%	_
Strategy & Domain	1,254	1,443	+15.1%	18.9%
Digital · DX	1,519	1,738	+14.4%	22.7%
HR	1,324	1,677	+26.7%	21.9%
Finance · M&A	1,101	1,236	+12.3%	16.1%
Brand & PR	1,296	1,391	+7.3%	18.2%
Other	168	169	+0.4%	2.2%

Business Overview by Management Consulting Domain (1)



Strategy & Domain

- 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.
- 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.
- 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.

Digital · DX

- 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.
- For listed companies, themes such as "digital marketing," "system replacement/PMO support," "cybersecurity measures" and "sales process transformation" increased.
- 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.

Business Overview by Management Consulting Domain (2)



HR

- 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.
- For listed companies, themes such as "development of management professionals," "succession planning," "establishment of officer remuneration plan," "HRBP" and "corporate well-being" increased.
- 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.

Business Overview by Management Consulting Domain (3)



Finance · M&A

- 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.
- 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.

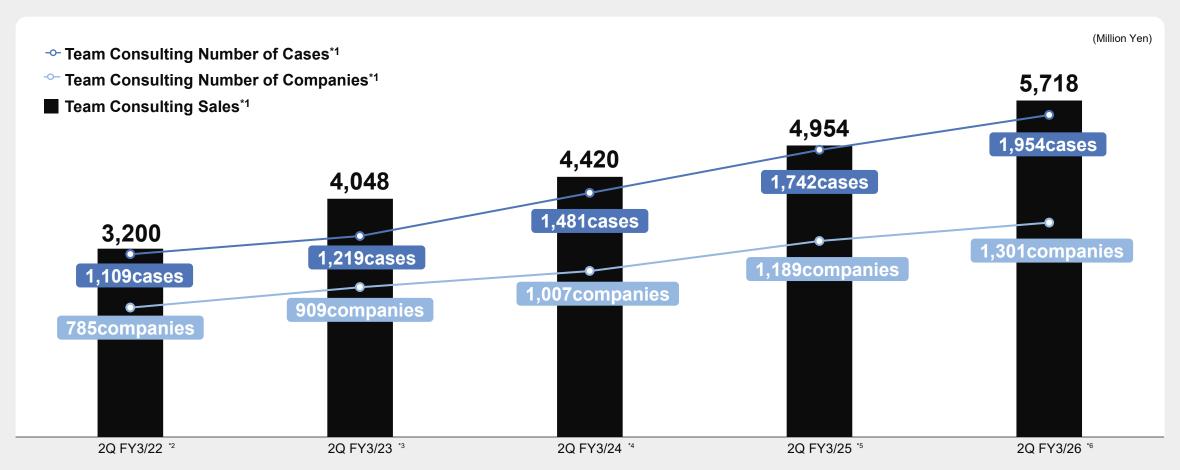
Brand & PR

- B-to-B companies and companies approaching anniversaries and business succession tend to consider establishing purpose and brand building, group branding, etc., and themes such as "formulation of brand vision," "creative and design," "establishment of PR functions (including training)," and "branding and PR" performed well.
- Needs for real events, exhibitions, and in-store initiatives remained steady, and themes such as "media PR (Global PR Wire (overseas press release distribution service) and press conferences, etc.)," "content marketing," "hybrid promotion of real × digital (including SNS)," and "Osaka-Kansai Expo related" also increased.

Key KPI -Team Consulting Indicators



All KPIs exceeded the same period of the previous year, resulting in record-high results.



^{*1} Team Consulting includes monthly subscription consulting (Strategy & Domain, Digital · DX, HR, Finance · M&A, Brand & PR), excluding one-off or spot consulting

^{*2 2}Q FY3/22: the sum of the results of TANABE CONSULTING CO., LTD., Leading Solutions Co., Ltd. and Growin' Partners Inc.

^{*3 2}Q FY3/23 : Acquisition of shares in JAYTHREE, Inc.

^{*4 2}Q FY3/24: Acquisition of shares in KartzMediaWorks Co., Ltd.

^{*5 2}Q FY3/26: Acquisition of shares in Surpass Co.,Ltd.

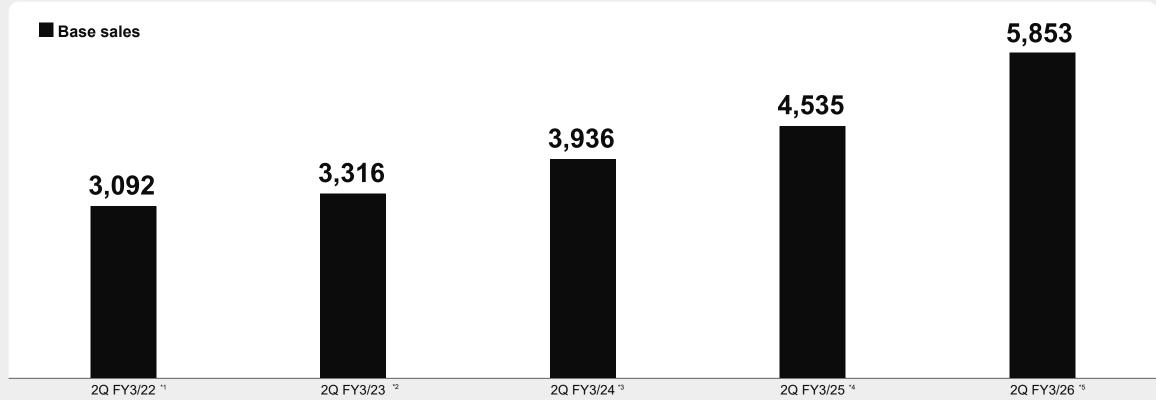
^{*6 2}Q FY3/26 : Acquisition of shares in PEACEMIND Inc.

Key KPI - Base Sales



- Base sales consist of long-term contract services with a basic duration of 6 months or more, such as team consulting, forming a stable foundation for growth.
- Surpassed the same period of the previous year, achieving a record-high result.

(Million Yen)



^{*1 1}Q FY3/22: the sum of the results of TANABE CONSULTING CO., LTD., Leading Solutions Co., Ltd. and Growin' Partners Inc.

^{*2 1}Q FY3/23: Acquisition of shares in JAYTHREE, Inc.

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^{*5 2}Q FY3/26 : Acquisition of shares in PEACEMIND Inc.

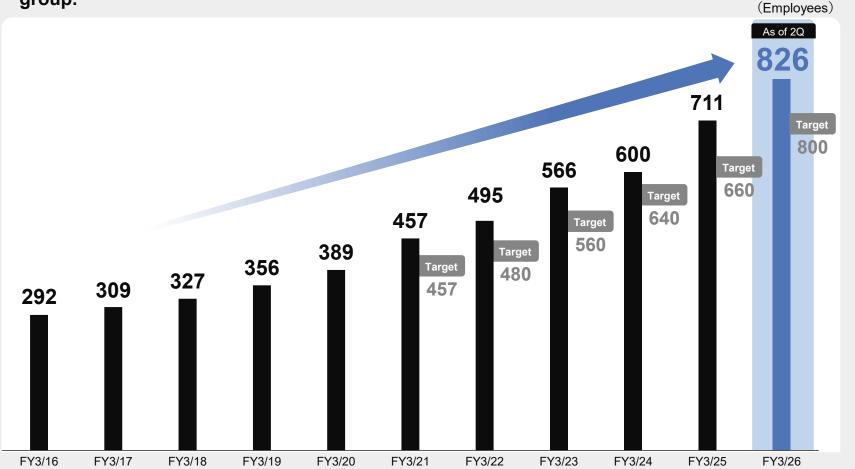
Number of Employees



- Recruitment of new graduates and employees with practical experience in various industries and job types nationwide.
- Active recruitment of specialists who promote IPO support and administrative/public consulting, and assistant personnel who improve consultant productivity.

• For FY3/26, full-year targets have been achieved at the end of 1Q FY3/26, also supported by PEACEMIND Inc.'s inclusion in the group.

> Mid-Term Management Plan (2021–2025) "TCG Future Vision 2030"



Corporate Well-being

Marketing / Sales Consultants

Brand & PR Consultants

Achieved the 800-employee target from the medium-term management plan. **Continue to strengthen** recruitment efforts

Diverse Consultants

- Strategic Consultants
- DX & Digital Consultants
- M&A Consultants
- Corporate Finance Consultants
- HR Consultants
- CRM Consultants

Balance Sheet for 2Q FY3/26



Equity-to-asset ratio remains high at 69.4%.

(Million Yen)	FY3/25	2Q FY3/26	YoY
Assets			
Cash and Deposits	7,665	7,039	▲626
Securities	_	_	_
Total Current Assets	9,091	9,078	▲ 13
Property, Plant and Equipment	2,190	2,192	+2
Intangible Fixed Assets	1,175	1,988	+813
Investment and Other Assets	1,870	1,937	+66
Total Non- Current Assets	5,235	6,118	+882
Total Assets	14,328	15,197	+868

(Million Yen)	FY3/25	2Q FY3/26	YoY
Liabilities			
Accounts Payable - trade	405	544	+139
Total Current Liabilities	2,536	2,996	+459
Total non- current Liabilities	650	967	+316
Total Liabilities	3,187	3,963	+775
Net Assets			
Total Shareholder's Equity	10,554	10,461	▲ 93
Total Net Assets	11,141	11,234	93
Total Liabilities and Net Assets	14,328	15,197	+868

02

Financial Forecast for the Fiscal Year Ending March 2026

Financial Forecast for FY3/26



- Achieving revenue and operating profit targets outlined in the final year of the Mid-Term Management Plan, setting a new record for the highest performance.
- The revenue has been revised upward from the original plan of 15 billion yen to 16 billion yen.

(Million Yen)	FY3/24 Results	FY3/25 Results	FY3/26 Plan	YoY	
Net Sales	12,739	14,543	16,000	+10.0%	
Gross Profit	5,465	6,612	7,300	+10.4%	
(Gross Profit Margin)	(42.9%)	(45.5%)	(45.6%)	-	
Operating profit	1,009	1,500	1,800	+20.0%	
(Operating Profit Margin)	(7.9%)	(10.3%)	(11.6%)	-	
Ordinary Profit	1,012	1,589	1,800	+13.3%	
Profit Attributable to Owners of Parent	641	1,016	1,070	+5.2%	
EPS (Earnings per Share)	yen sen 19.07	yen sen 30.80	yen sen 32.89	_	

FY3/26 Sales Plan by Management Consulting Domain



- "Strategy & Domain" focuses on "formulation and promotion of long-term vision and medium-term management plans" to strengthen "new business development," "global strategy formulation," and government/public consulting, targeting double-digit revenue growth.
- "HR" targets double-digit revenue growth through increased human capital management needs, combined with full-year contribution from Surpass (consolidated mid-term) and 9-month contribution from the newly consolidated PEACEMIND Inc.

(Million Yen)	FY3/24 Results	FY3/25 as Previously Reported	FY3/25 Restated	FY3/26 Plan	YoY (Restated basis)
Net Sales	12,739	14,543	14,543	16,000	+10.0%
Strategy & Domain	2,281	2,476	2,856	3,300	+15.6%
Digital · DX	2,741	3,255	3,255	3,400	+4.5%
HR	2,418	2,979	2,600	3,300	+26.9%
Finance · M&A	1,932	2,172	2,172	2,300	+5.9%
Brand & PR	2,649	2,939	2,939	3,000	+2.1%
Other	715	721	721	700	▲2.9%

(Note) The marketing and sales support services provided by Surpass Co., Ltd., which offer "comprehensive support from business strategy formulation to customer creation in the field," have high compatibility with Strategy & Domain consulting. To further strengthen these support functions and create synergies, the classification has been changed from "HR" to "Strategy & Domain" starting from FY2026 (organizational structure also changed). Accordingly, the revenue results for "HR" and "Strategy & Domain" from the previous FY3/25 have been restated for display.

03

Shareholder Returns

Shareholder Return Policy



- While maintaining a stable financial foundation, actively invest in growth M&A by utilizing cash and deposits of 1 billion yen or more on hand to realize improved growth and profitability.
- Furthermore, to ensure the achievement of the FY2026 March ROE target of 10% that exceeds the cost of equity, will actively return profits to shareholders to realize an optimal capital structure.

Shareholder Return Policy (Until FY3/26)

Consolidated Total Return Ratio
Target: 100%

DOE (Dividends on Equity)

6% or higher

Acquire treasury shares in a flexible manner

Acquisition of Treasury Stock



Acquisition of treasury stock resolution decided on June 11, 2025 (Completed July 30, 2025).

Rationale for Acquisition of Treasury Stock

• Through flexible capital policy execution and capital efficiency improvement, we aim to achieve the "ROE 10%" target set in our medium-term management plan (2021-2025) "TCG Future Vision 2030" and realize further enhancement of corporate value.

Total Number of Shares to be Acquired

Up to 350,000 shares 1.07% of the total number of issued shares excluding treasury stock

Total Cost of Acquisition

Up to 350,000 shares

Period of Acquisition

From June 12, 2025 to October 31, 2025

Accumulated Total of Treasury Stock

Total number of shares acquired: 259,400 shares

Total cost of acquisition: 199,984,400 yen

[Reference] Treasury stock holdings as of March 31, 2025

- Total issued shares (excluding treasury stock): 32,664,184 shares
- Treasury stock: 1,335,816 shares

(Note) A 2-for-1 stock split was conducted effective April 1, 2025. The above "Treasury stock holdings as of March 31, 2025" are recorded on a post-split basis.

Introduction of Shareholder Benefit Program (Disclosed on April 23, 2025) TCG TANABE CONSULTING

- Resolved to introduce a shareholder benefit program in response to many requests received in the shareholder survey.
- Designed the program to enable a broader range of individual investors across different generations to hold our shares.

Overview of shareholder benefit program

•Shareholders who are listed or recorded in the Company's shareholder registry as of the record date (September 30 of each year) and who hold 100 shares (1 unit) or more will be eligible.

*Starting from September 30, 2025.

Number of shares held	Benefit details
100 shares (1 unit) or more	QUO card 500 yen
300 shares (3 units) or more	QUO card 3,000 yen
500 shares (5 units) or more	QUO card 5,000 yen
1000 shares (10 units) or more	QUO card 10,000 yen

(Reference) FY2026 March Forecast
Combined Yield (Dividend + Benefit)

100 shares	4.5%
300 shares	5.2%
500 shares	5.2%
1,000 shares	5.2%

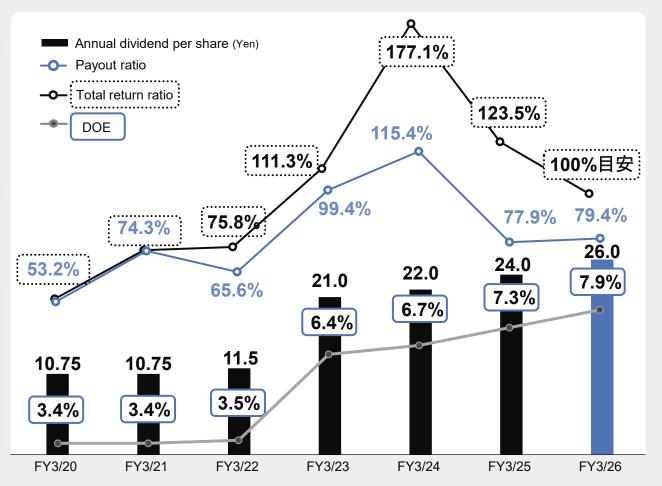
*Note: Calculated based on a share price of 693 yen as of September 30, 2025.

Shareholder Returns (Dividends)



- Positioning increased revenue, profit growth and higher dividends as core management pillars to enhance capital efficiency while maintaining stable dividend payments.
- For the FY3/26, the annual dividend is planned to be 26 yen per share (YoY +2 yen, payout ratio of 79.4%). (Treasury shares will also be acquired in a flexible manner, targeting a Total Return Ratio of 100%.)

FY3/25 Annual Dividend: 24 ven Interim: 10 yen · year-end: 14 yen FY 3/26 Forecast Annual Dividend: 26 yen (Forecast) Interim: 12 yen · year-end: 14 yen (Forecast)



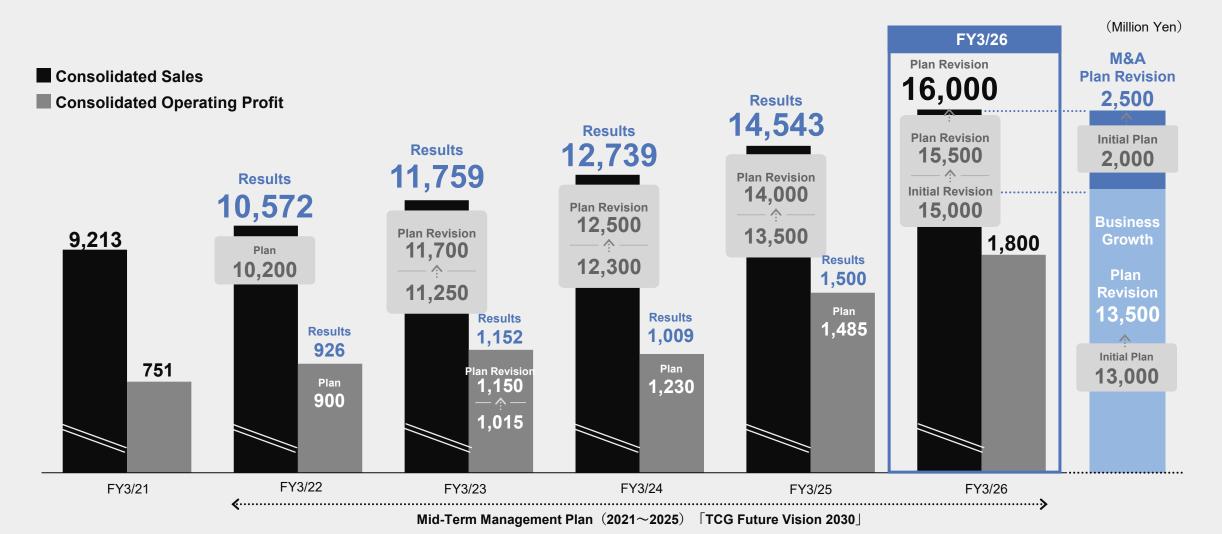
04

Mid-Term Management Plan (2021-2025)

Mid-Term Management Plan (2021-2025) Numerical Targets



- Based on FY3/21 revenue of 9.213 billion yen as the launch platform for the medium-term management plan, aiming to achieve organic growth revenue of 13.5 billion yen and add 2.5 billion yen through M&A strategy advancement to reach a final revenue target of 16 billion yen.
- With PEACEMIND Inc.'s M&A, revenue uplift has been revised upward from 2 billion yen → 2.5 billion yen.

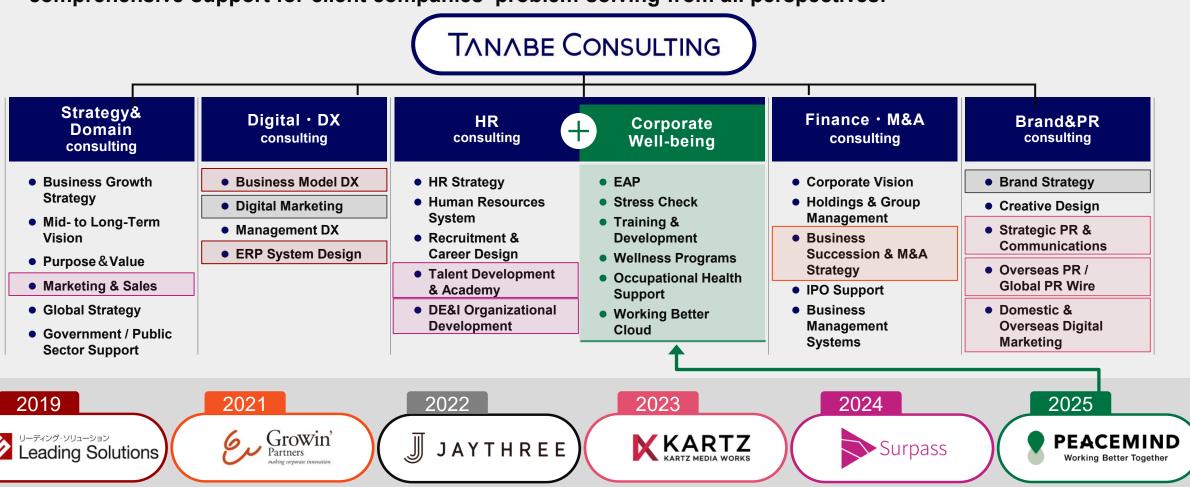


Medium-Term Business Strategy





- Through M&A strategy, expanding management consulting domains that can be provided by entering new markets with high growth potential, achieving business growth.
- Further enhancing the expertise and comprehensiveness of management consulting domains to provide comprehensive support for client companies' problem-solving from all perspectives.



Measures to Achieve Management That Is Conscious of Capital Costs and **Stock Prices (1)**



- Setting a numerical target of "ROE 10%" and "Market Capitalization 25 billion yen" under the Mid-Term Management Plan.
- Profit growth = Achievement of targets in mid-term management plan and realization of optimal capital structure = Change of shareholder return policy, aiming to Achieve the Medium-Term Management Plan.

Mid-Term Management Plan Numerical Targets (FY3/22-FY3/26)

(Return on Equity)

ROE

10%

FY3/25

ROE: 9.5%

Expansion of Net Income through Achievement of Mid-Term Management Plan

498 Million Yen (FY3/21)

1,070 Million Yen (FY3/26)

Change in Shareholder Return Policy

(Announced on February 13, 2023, during the current Mid-Term Management Plan period).

Targeting a consolidated total 2 Setting a DOE (Dividend on Equity) return ratio of 100%

target of 6% or higher

Implementing flexible share buybacks

Market Capitalization

OVER 25 billion yen April 1, 2021 (Year-to-Date)

September 30, 2025

Closing Price: 346 yen

Market Capitalization:

11.7 billion yen

Closing Price: 693 yen*1

Market Capitalization:

23.5 billion yen*2

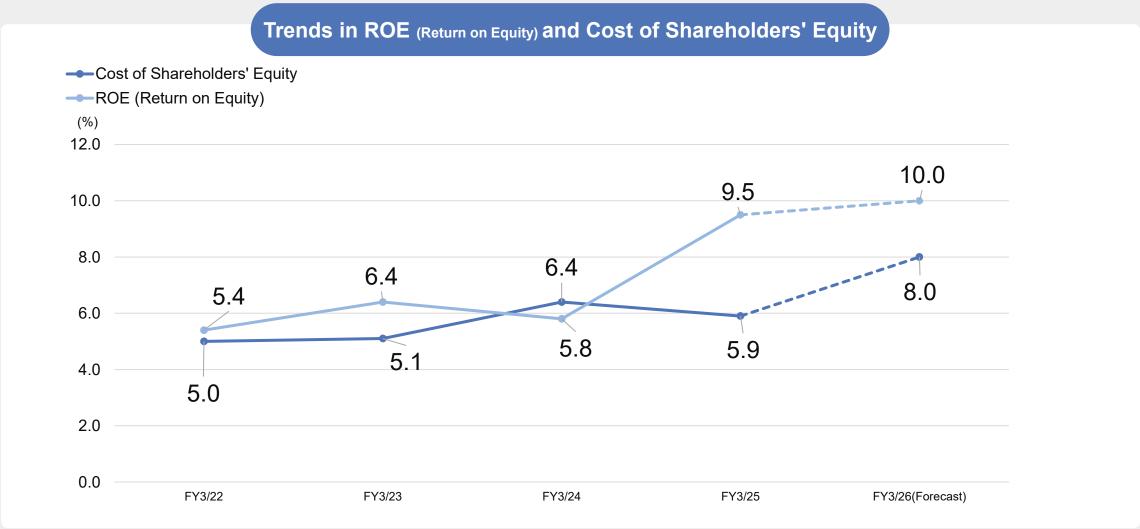
^{*1} Calculated based on the total number of shares issued and outstanding after the share split

^{*2} Common stock splits at a ratio of 2-for-1 were conducted on October 1, 2021 and April 1, 2025; stock prices are recorded on a post-split basis

Measures to Achieve Management That Is Conscious of Capital Costs and Stock Prices (2)



Aiming to expand equity spread through improvement in ROE by achieving profit growth and optimal capital structure, as well as reduction in cost of shareholders' equity through timely, appropriate, and proactive information disclosure.



Measures to Achieve Management That Is Conscious of Capital Costs and Stock Prices (3)



Achieve the medium-term targets of net sales of 16 billion yen, operating income of 1.8 billion yen, and ROE10% by distributing cash generated to growth-oriented investments and shareholder returns in a balanced manner.



Sustainability Strategy (ESG)



• Created a definition and policy for sustainability based on the concept of aiming for sustainable conditions in the environment, society, and the economy as a prerequisite for realizing the management philosophy and purpose.

Sustainability Definition

"Together for the Next 100 Years"

Sustainability Policy

Economic Mission as Business Doctors

- S Fostering Innovation for Society
- **S** Enhancement of Professional Human Capital Value

G Strengthening the governance system

G Compliance and Risk Management

E Environmental Consideration and Response

Professional DE&I Advancement

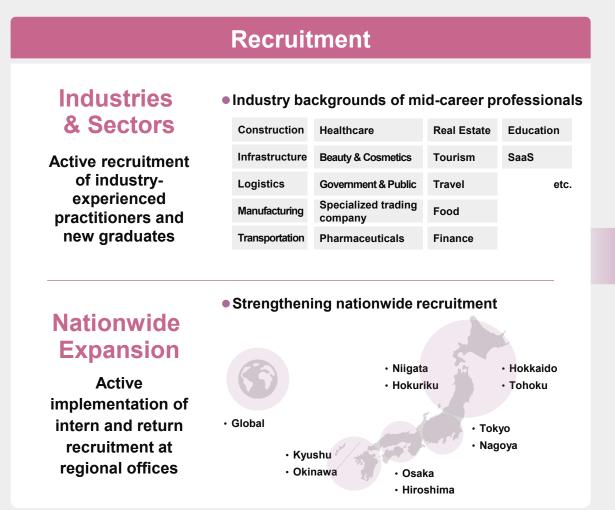
Aiming to become "the One & Only management consulting group in the world"

Sustainability Strategy (ESG)





- Actively recruit industry-experienced "practitioners" to develop consultants with higher expertise.
- Introduction of TCG Academy (corporate university) has shortened the development period for chief consultants from 5 years to 2-3 years.



Development

TCG Academy

(Corporate University)



12 Departments
Approximately 900 optional
courses for talent
development

- · Leadership Dept.
- Strategy & Domain Dept.
- Corporate Finance Dept.
- HR Dept.
- Marketing Dept.



Practical Experience in Consulting

2-3 years accelerated development

Growth to Professional Consultants with Specialized Expertise

Standards for Professional Consultants

- Responsible for 5+ companies as chief consultant
- Lead teams as project leaders in specialized fields

Sustainability Strategy (ESG)

S Human Capital Management (Engagement & Retention)



- Promoting professional diversity, equity & inclusion (DE&I) with the belief that it is the source of organizational originality and innovation.
- Create a system that allows employees to choose their work style and an environment that enables them to work more productively, and realize an improvement in the activities and retention rate of each individual.

Engagement & Retention (promotion of professional DE&I)

Core Philosophy: DE&I

All for the Client, All for **Our Employees**

Health Management System

Proactive health management through comprehensive health management systems

Smart DX

Promoting DX for

productivity

improvement

Work Style-Specific **Career Plans**

Various consultant courses including: Withconsultant, consultant assistant and so on

the organization

Junior Board System

knowledge and expertise within

Knowledge

Management

Systematic framework for collecting, sharing, and utilizing

> Projects executed by next-generation leaders with vision and execution capabilities

Teamwork Support

collaboration and

support team-specific

networking expenses

Diverse

Professional Talent Support Systems

Short-day working hours system

Flexible assignment system corresponding to life stages: Short-term

Extension of shortened working hours for childcare

Can be extended until the beginning of the 4th grade of elementary school

Hvbrid Work

Flexible work arrangements enabling diverse working styles: Office work, Work from home, Shift work

assignments, Variable working days, and so on **Retention rate**

Group employees

Male/Female Ratio

50:50

(3-year average)





05

Business Overview & Strengths

Tanabe Consulting Group Overview



Promoting the diversification of the management consulting Domain - Holding company structure with 8 group companies.

Pure Holding Company

TANABE CONSULTING GROUP

TANABE CONSULTING GROUP CO., LTD.



Operating Company

G TANABE CONSULTING

TANABE CONSULTING CO., LTD.

Strategy & Domain Consulting

- Business Growth Strategy
- Mid- to Long-Term Vision
- Purpose & Value
- Marketing & Sales
- Global Strategy
- Government / Public **Sector Support**

Digital · DX

Consulting

- Business Model DX
- Digital Marketing
- Management DX
- ERP System Design

HR

Consulting

- HR Strategy
- Human Resources System
- Recruitment & Career Design
- Talent Development & **Academy**
- DE&I Organizational **Development**
- Corporate well-being

Finance · M&A

Consulting

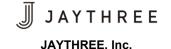
- Corporate Vision
- Holdings & Group Management
- Business Succession & M&A Strategy
- IPO Support
- Business Management **Systems**

Brand & PR

- **Brand Strategy**
- **Creative Design**
- Strategic PR & Communications
- Overseas PR / Global PR Wire
- **Domestic & Overseas Digital** Marketing













Surpass Co., Ltd.

PEACEMIND Inc.

3 Essentials for an Ideal Management Consulting Firm as Defined by TCGTCG TANABE CONSULTING

TCG believes that the ideal form of a management consulting firm should enable "Executive Perspective," "High-Level Specialization and Integration," and "Comprehensive Support."

Executive Perspective

Consistently approaching strategy and organization from a management and CEO perspective (top management approach) with multifaceted insights, developing management consulting capabilities that can resolve essential challenges faced by top management.



Comprehensive Support

Through team consulting, we provide comprehensive support from strategy formulation (upstream) to on-site implementation and execution (downstream) across all functions including HR, finance, and digital transformation, to realize our clients' vision.

High-Level Specialization and Integration

Through team consulting, our highly specialized consultants work together to provide optimal solutions for clients' specific management issues.

About the Consulting Industry (1) / TCG's Practice Areas



TCG's applicable areas are indicated by the blue frames.

General / Upstream Support Model

Covers a wide range of industries and functions. Primarily supports the upstream aspect of management from a strategic perspective (strategic advice).

General / Comprehensive Support Model

Covers a wide range of industries and functions. Provides comprehensive support for the entire management process from upstream to downstream through a comprehensive approach to diagnosing the entire business.

Specialized / Comprehensive Support Model

Specializes in specific industries or functions. Provides Comprehensive support from upstream to downstream in specialized areas.

Specialized / Downstream Support Model

Specializes in specific industries or functions. Focuses on downstream support in specialized areas (Emphasizes management operations support, subscription model also falls under this style).

Sales Scale of Client Companies

From large global enterprises to Upper Mid-sized, Small to Mediumsized Companies, micro, and startup companies.

Support Areas

From the formulation of visions and strategies (upstream of management) to support for on-site management implementation, such as digitization (downstream of management).

Industry / Function

Manufacturing,
Construction, Healthcare, etc.
/
HR, Finance, Digital, etc.

Management issues differ according to the scale of sales

Provides optimal consulting in response to management issues associated with the scale of client companies.

Large Enterprises

Upper Mid-sized Enterprises

Small to Medium-sized Companies

Strategy / Management

Compatible with a wide range of industries and functions. Provide optimal strategy and management consulting for customer issues through an approach of industry-specific strategies x functions.

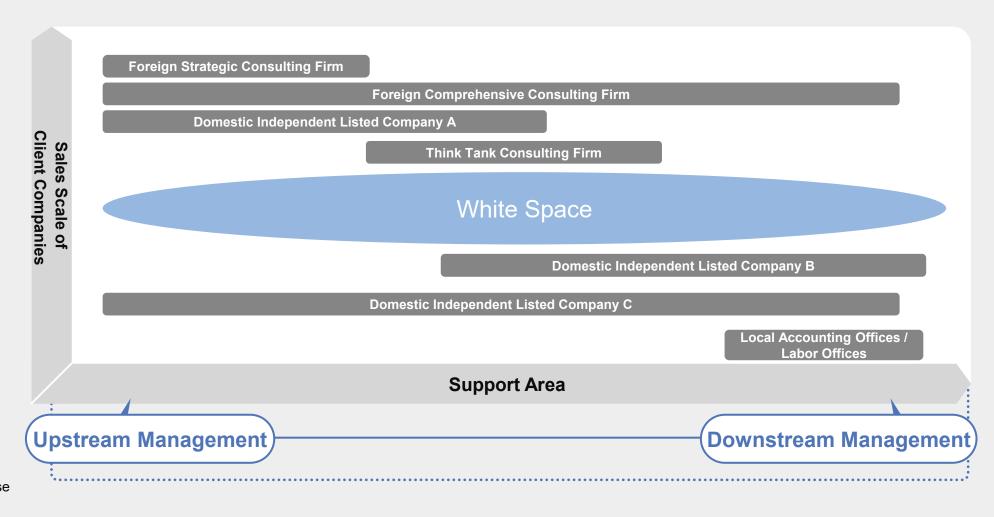
Specialized Model

Focuses on specific industries or functions, providing consulting services tailored to resolve strategic issues unique to those sectors or enhancing specific functions.

About the Consulting Industry (2)



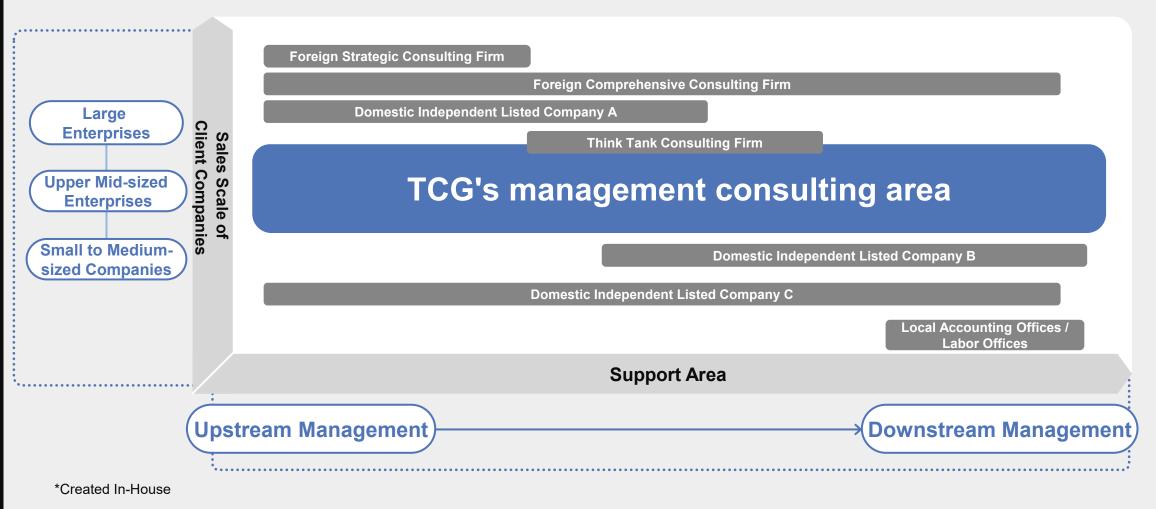
Generally, most consulting firms can be classified by the "Sales Scale of Client Companies," "Support Area," and "Function" (as there are relatively few consulting firms specialized in specific industries).



Trget Segment (1)



TCG provide comprehensive support from strategy formulation to on-site operational implementation for large enterprises to small and medium-sized companies (with annual sales ranging from 3 billion to 300 billion yen), focusing primarily on upper mid-sized enterprises.

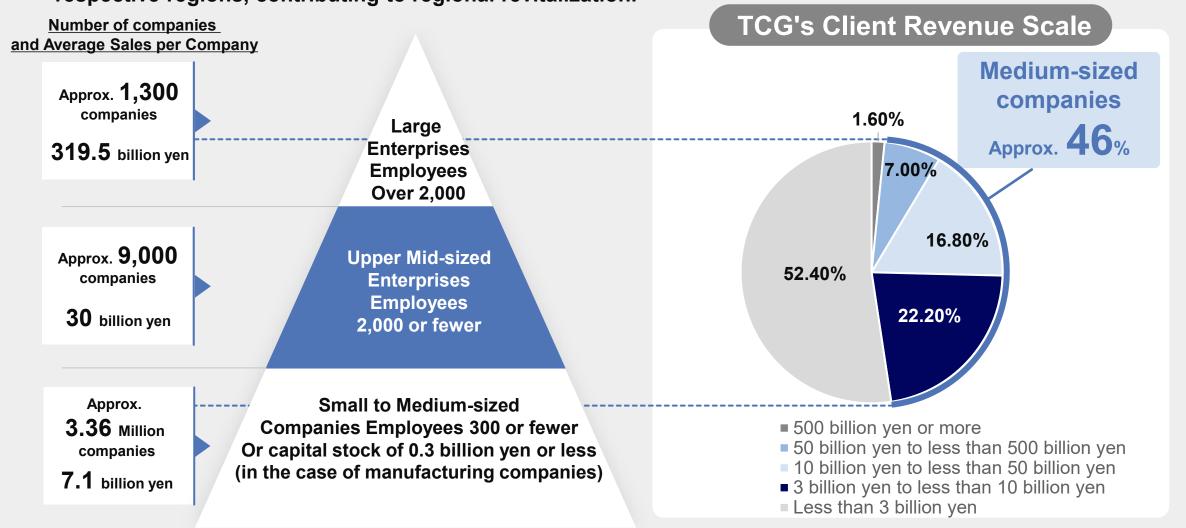


Target Segment (2)



• Approximately 46% of our clients are Upper Mid-sized Enterprises. We have provided management consulting services with a strong local presence throughout Japan since our founding.

• We serve numerous industry-leading quality Upper Mid-sized Enterprises that hold top positions in their respective regions, contributing to regional revitalization.

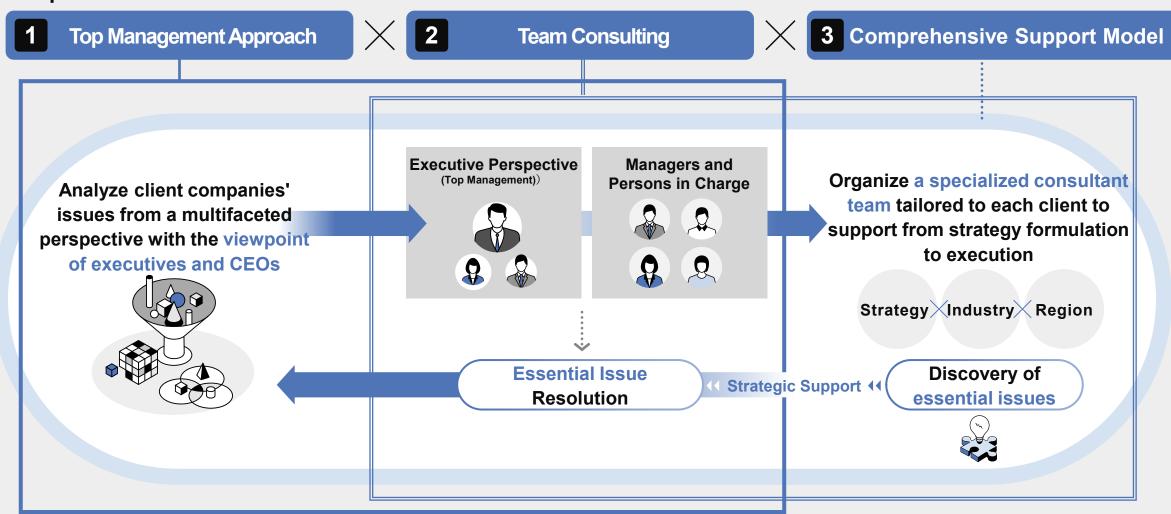


37 Source: Prepared by Tanabe Consulting Group based on "Addition of 'Mid-sized' Classification for Companies" by Nikkei Inc. (February 14, 2024)

Competitive Advantage ► TCG's 3 Management Consulting Styles



A team of expert consultants, knowledgeable in strategic issues, industries, and regional characteristics, provides comprehensive support to solve the unique management issues faced by top management at client companies.



1 Top Management Approach



Expanding into the management consulting domain to address the constant management issues faced by modern top management (executives).

Solving the management challenges that top management constantly faces from all angles

Brand & PR

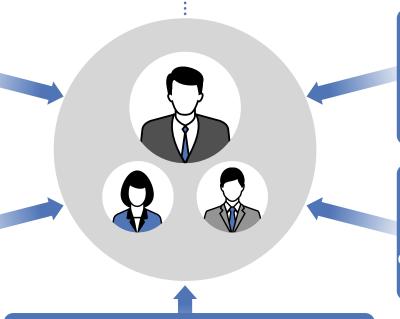
Consulting

Comprehensive support from brand strategy formulation to marketing implementation.

Finance · M&A

Consulting

Support from corporate finance and M&A strategy formulation to execution.



Strategy & Domain

Consulting

Support for vision formulation to realize business model innovation.

Digital · DX

Consulting

Comprehensive support from DX vision formulation to DX implementation.

HR Consulting

Support from personnel system development to HR systems, talent development, and work style reform.

2 Team Consulting (1)

Kyushu (Fukuoka), Okinawa (Naha)



To solve strategic issues tailored to industry and regional characteristics, we utilize M&A and pursue both high-level "specialization" and "comprehensiveness" simultaneously.

comprehensiveness Strategy & Brand & PR Digital · DX HR Finance · M&A Domain Business Growth Strategy Business Model DX HR Strategy Corporate Vision Brand Strategy Medium- to Long-Term Vision Creative Design Digital Marketing Human Resources System Holdings & Group Management Purpose & Value Management DX Recruitment & Career Design Business Succession & M&A Strategic PR & Communications **Strategic** Strategy Marketing & Sales ERP System Design Talent Development & Overseas PR / Global PR Wire Academy IPO Support Global Domestic & Overseas Digital Issues ...etc. Business Management Systems DE&I Organizational Marketing Government / Public Sector Development ...etc. ...etc. ...etc. Corporate Well-being ...etc. Construction, Infrastructure, Logistics, Manufacturing, Food, Healthcare, **Government/Public** Industry Beauty & Cosmetics, SaaS, Specialized Trading Companies, Finance, Real Estate, Services Tourism, Travel, Transportation, Pharmaceuticals, Educational Institutions, etc. (\mathbf{x}) Hokkaido (Sapporo) ,Tohoku (Sendai) ,Niigata ,Tokyo ,Chubu (Nagoya) , Region Hokuriku (Kanazawa), Osaka, Chugoku and Shikoku (Hiroshima), Global

Specialization

2 Team Consulting (2) (Nationwide Expansion, Regional Focus & Overseas Network)



- Management consultants are permanently stationed in 10 major regions across Japan, providing consulting services closely aligned with each region's needs (in collaboration with government and public sector).
- Comprehensive support for overseas expansion tailored to client companies through our overseas network.

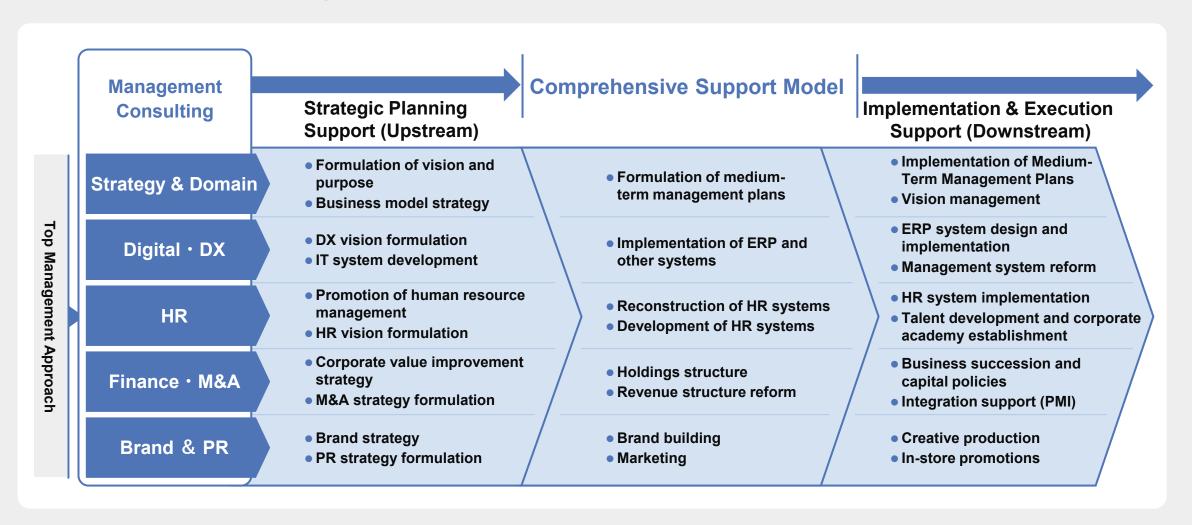




3 Comprehensive Support



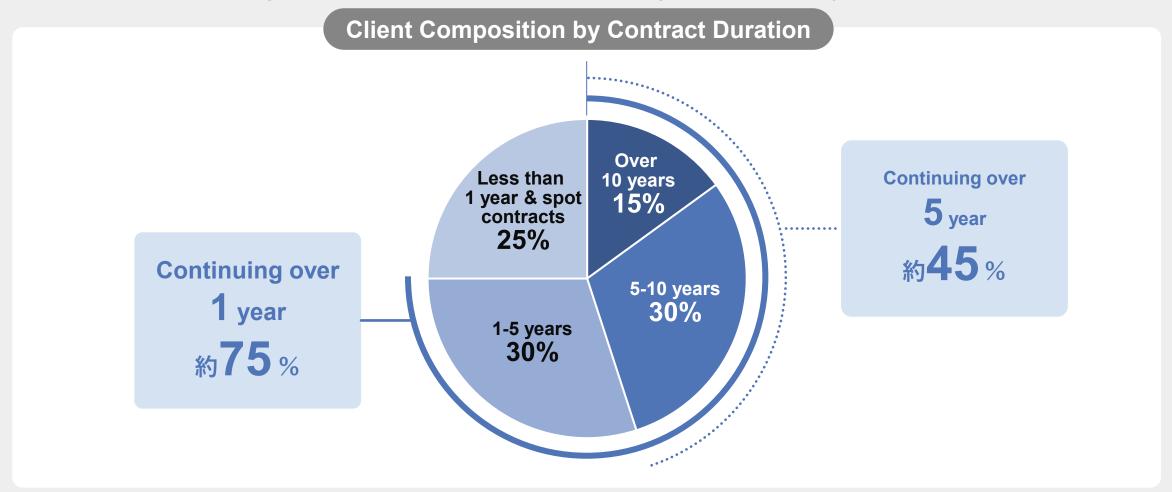
We provide comprehensive support, from the formulation of management strategies (upstream) to the implementation and execution of operations in the field (downstream), through team consulting in the management consulting domain—one reason for our high contract renewal rate.



Strong Contract Retention Rates (LTV*)



- By "understanding client companies better than they understand themselves," we achieve high contract retention rates of over 70%.
- We have numerous long-term contract achievements spanning 20, 30, and 40+ years.



^{**}LTV (Life Time Value): Customer Lifetime Value → Defined by our company as building long-term relationships with customers.

Case Study of Long-Term Contracts with Industry No.1 Manufacturer A



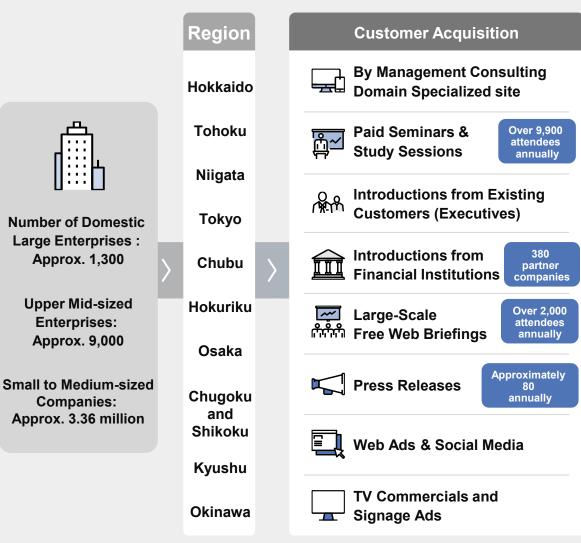
- Starting from the formulation of medium- to long-term visions, we have provided comprehensive support for their realization in the field of management consulting, resulting in continuous contracts for over 40 years.
- We offer a menu of services tailored to the client's growth stages and management challenges, with a proven track record of long-term contracts.

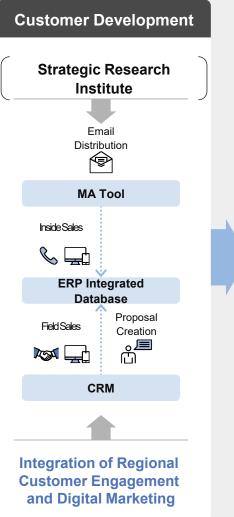
1st	Year 10tl	n Year	20 th	Year	30ti	n Year	40 th Year
Strategy & Domain	Formulation and of the 1st Mediu	m- to Long-	Formulation and Proof the 2nd Medium-1 Term Vision		Formulation and Prom of the 3rd Medium- to I Term Vision		Formulation and Promotion of the 4th Medium- to Long-Term Vision
Digital • DX							rengthening Group ement and ERP System Introduction
HR			mplementation of a sonnel System		shment of Corporate versity (Academy)		
Finance · M&A		Growth Su	y Formulation and pport Leading to del Transformation		n to a Holding Company m for Future Growth		
Brand & PR							Group Brand
	Participation in Em	ployee Develor	oment Seminars by Ra	ank			
	Participation in Ind	ustry- or Mana	gement-Specific Rese	arch Semi	nars for Employee Devel	opment	

Overview of Marketing



Establishing a Unique Marketing Model from Customer Acquisition to Realizing Customer Lifetime Value (LTV*).







*LTV (Life Time Value): Customer Lifetime Value → Defined by our company as building long-term relationships with customers.



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.