



TANABE CONSULTING GROUP CO., LTD.

Supplementary Materials for the Third Quarter of the Fiscal Year Ending March 2025

February 13, 2025

Stock Code : 9644

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01

Summary of Financial Results for the Third Quarter of the Fiscal Year Ending March 2025

3Q FY3/25 Financial Summary (YoY)

Achieved record-high sales and profits, with increases in both sales and profit at each level

(Million Yen)

	3Q FY3/24 Results	3Q FY3/25 Results	YoY Comparison
Net sales	9,812	11,140	+13.5%
Gross Profit	4,310	5,092	+18.1%
Operating Profit	956	1,372	+43.4%
Ordinary Profit	958	1,460	+52.3%
Quarterly Net Income attributable to owners of parent	611	889	+45.5%
EPS (Quarterly earnings per share)	yen sen 36.27	yen sen 53.76	-

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

Gross profit increased by ¥781 million due to an 13.5% increase in sales YoY. Despite aggressive investments in human capital, DX, and branding, operating income increased 43.4%

(Million Yen)		3Q FY3/24 Results	3Q FY3/25 Results	Rate of Change	Change in Amount
	Net Sales	9,812	11,140	+ 13.5%	+ 1,327 Million Yen
COGS	Products & Services Sales Cost	2,979	3,384	+ 13.6%	+ 405 Million Yen
COGS + SG&A	Human Capital Investment	4,338	4,620	+ 6.5%	+ 282 Million Yen
	Digital · DX Investment	245	304	+ 24.4%	+ 60 Million Yen
SG&A	Branding · Marketing investment	223	278	+ 24.7%	+ 55 Million Yen
	Other SG&A	1,069	1,179	+ 10.3%	+ 110 Million Yen
	Operating Income	956	1,372	+ 43.4%	+ 415 Million Yen

Sales Analysis by Management Consulting Domain

Increased revenue in all management consulting areas

(Million Yen)

	3Q FY3/24 Results	3Q FY3/25 Results	YoY Comparison	Sales Composition (3Q FY3/25)
Net Sales	9,812	11,140	+13.5%	—
Strategy & Domain	1,734	1,896	+9.4%	17.0%
Digital · DX	2,057	2,394	+16.4%	21.5%
HR	1,867	2,232	+19.6%	20.0%
Finance · M&A	1,512	1,647	+8.9%	14.8%
Brand & PR	1,977	2,277	+15.2%	20.4%
Other	662	691	+4.3%	6.2%

Strategy & Domain

- Consulting needs for growth are high in the business environment where price increases have become the norm, consulting themes such as "Formulation and Promotion of Long-Term Vision and Mid-Term Management Plan" and "Review of Business Portfolio Strategy" are highlighted
- Due to limitations on growth solely through domestic demand and mid-tier markets, themes such as "New Business Development," "Formulation and Promotion of Global Strategy," "Business Model Transformation," and "Business Due Diligence (M&A Consulting)" are also increasing. Additionally, cases in the public and governmental sectors are rising

Digital · DX

- Investments in DX to create added value by improving productivity and using data were strong. Consulting themes such as "Formulation of IT Strategy/DX Vision," "Introduction and Implementation of ERP Systems," "Marketing DX (Digital Marketing/Sales Process Transformation)," and "Branding DX (Website/SNS)" are expanding
- An increasing number of companies are promoting DX throughout the organization and promoting the use of generated AI, and there is also an increase in themes such as "DX Training (Human Resource Development/Risk Management)," "Acquisition of DX certification," and "Data Management" becoming more prominent
- Performance of Surpass Co., Ltd., which was newly added to the Group (4 months from September to December 24), also contributed
- The expansion of alliances with various IT technology companies has led to an increase in the development of professional DX services, joint seminars/events, and collective proposals

Business Overview by Management Consulting Domain (2)

HR

- Due to changes in the business environment in which price increases have become the norm and the expansion of human capital management, consulting themes such as "Restructuring of HR Treatment Systems," "Establishment of the Academy (In-house University)," "Junior Board (Next-generation Management Team Development)," "Succession Plans" and "Promoting Women's Advancement and DE&I through Organizational Design" are expanding
- There is also a strong need for personnel management reforms in line with labor shortages, wage increases, and diversification of work consciousness. "Organization/HR Strategy Formulation and Promotion," "Human Resource Development," "Talent Management," "HR KARTE (human resource Assessment/HR Tech)," and "Work Style Reform" gaining more importance
- Performance of Surpass Co., Ltd., which was newly added to the Group (4 months from September to December 24), also contributed

Finance · M&A

- Against the backdrop of a shortage of successors business succession needs, including third-party succession, remain high. Consulting themes such as "Transition to Holding Company Structure / Group Management," "Cross-border M&A (from Strategy Formulation to FA, Due Diligence, PMI)," and "Succession Planning" are performing well
- As measures to achieve management that is conscious of capital costs and stock prices at listed companies, as well as to address PBR ratios of less than 1.0, there is an increase in themes such as "Corporate Value Vision (including IR)," "Corporate Governance Code Compliance," and "Capital Policy"

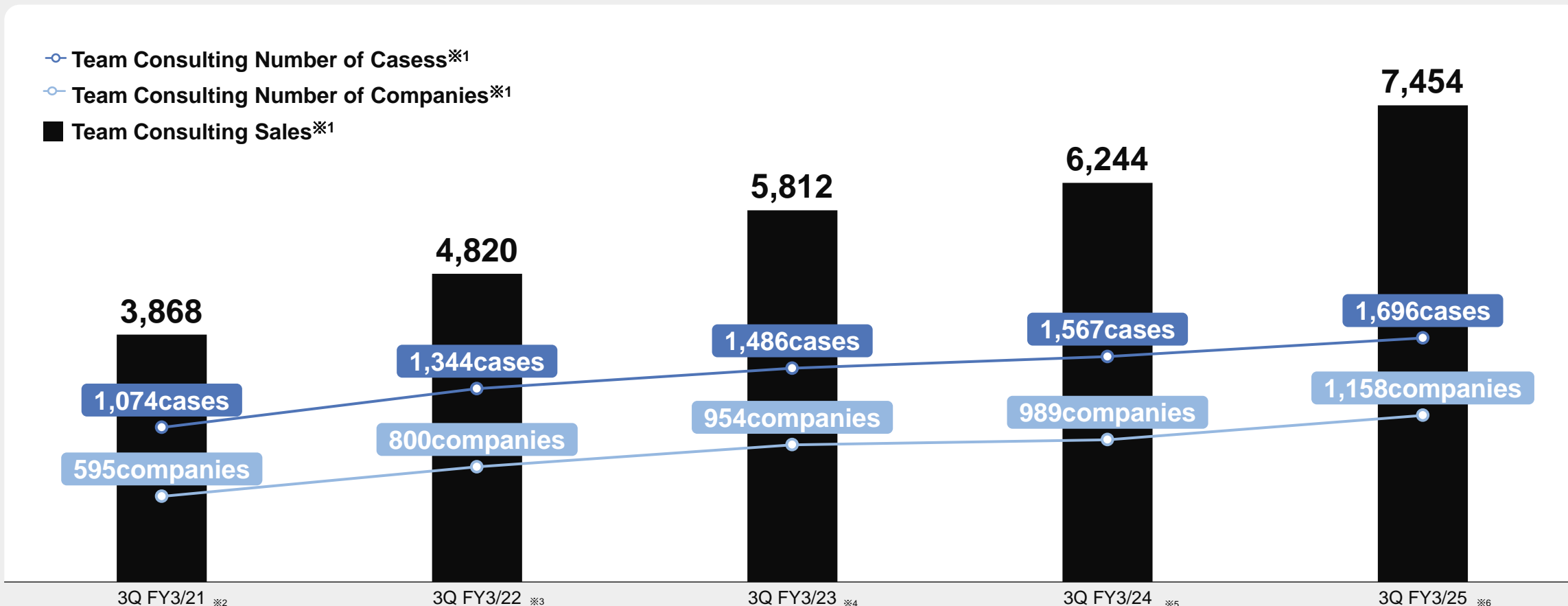
Brand & PR

- B-to-B companies and companies facing an anniversary or business succession tend to consider building a brand, purpose, and group branding. Consulting themes such "Brand Vision Development," "Creative Design," and "Strategic Branding/PR" also show an increasing trend
- There is continued solid demand for real events, exhibitions, and in-store promotional activities, with an increase in themes such as "Media PR (including Global PR Wire, an overseas press release distribution service)," "Content Marketing," and "Hybrid Promotion combining Real and Digital approaches"

Key KPI -Team Consulting Indicators

All KPIs for Team Consulting Sales, the number of deals, and the number of companies exceeded the previous year, resulting in the best performance ever

(Million Yen)



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

※2 3Q FY3/21: the sum of the results of TANABE CONSULTING CO., LTD. and Leading Solutions Co., Ltd.

※3 3Q FY3/22: Acquisition of shares in Growin' Partners Inc.

※4 3Q FY3/23 : Acquisition of shares in JAYTHREE, Inc.

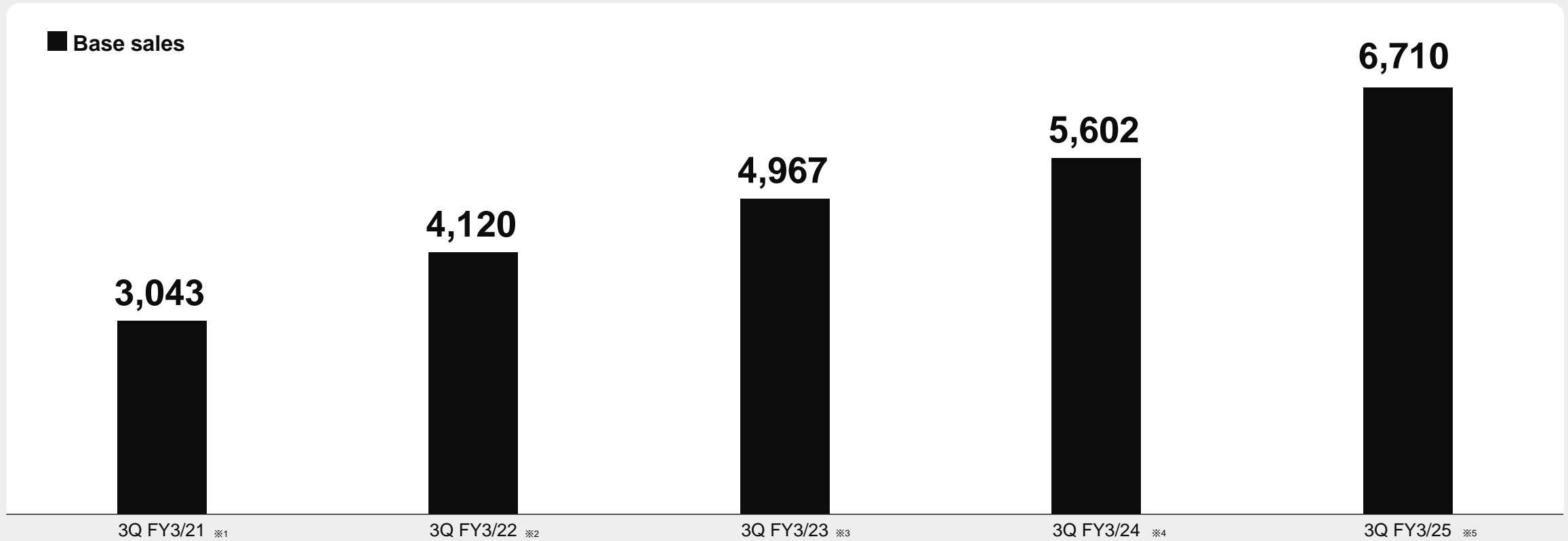
※5 3Q FY3/24 : Acquisition of shares in KartzMediaWorks Co., Ltd.

※6 3Q FY3/25 : Acquisition of shares in Surpass Co.,Ltd.

Key KPI - Base Sales

- Base sales is comprised of team consulting and other long-term contract services with a basic term of 6 months or more, forming a stable foundation for growth
- All KPIs exceeded the previous year's results, reaching a record high

(Million Yen)



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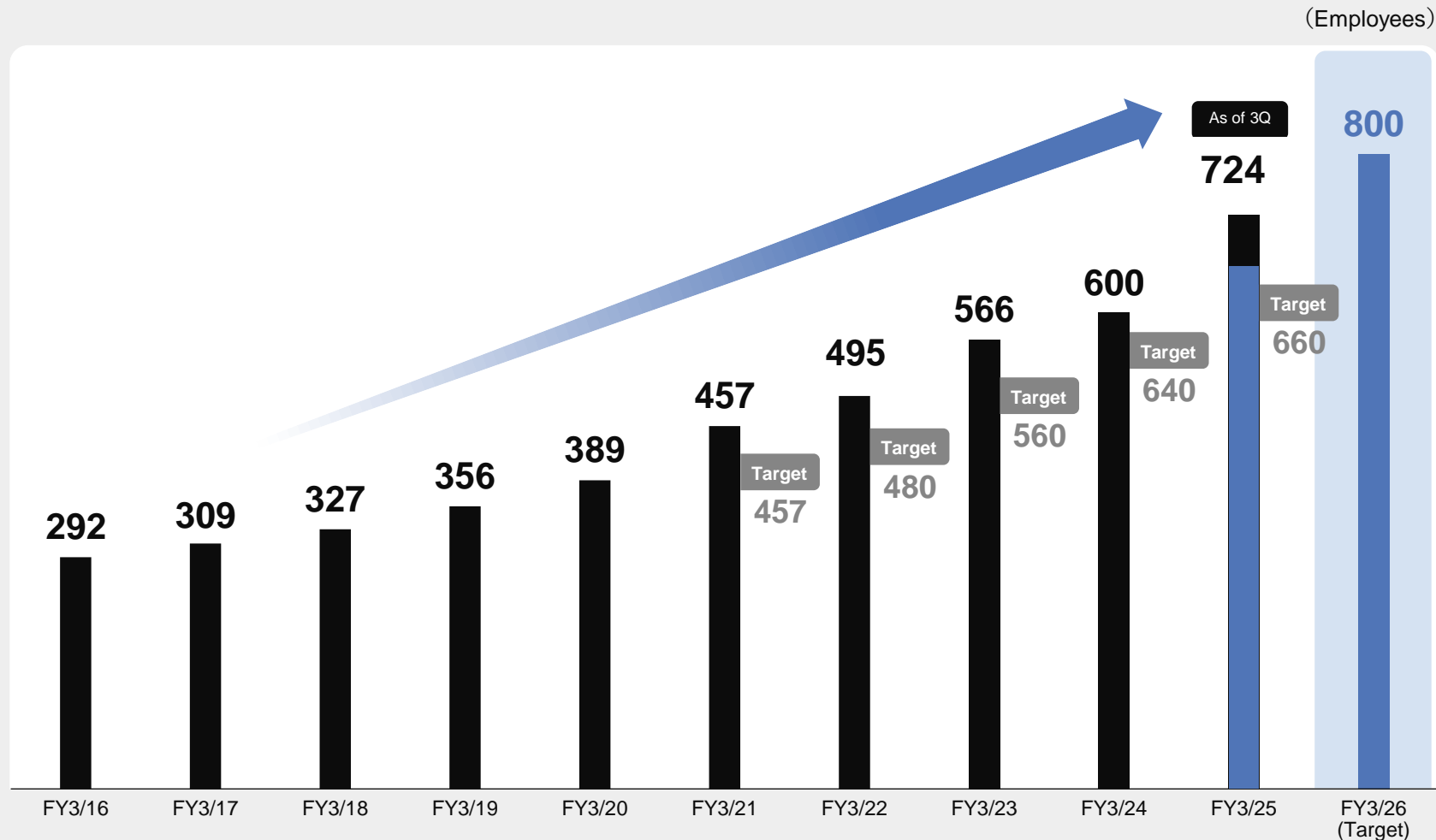
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Number of Employees

- Recruitment of employees with practical experience in various industries and job types nationwide
- Active recruitment of specialists who promote global, administrative, and public consulting, and assistants who improve the productivity of consultants



Strengthening recruitment towards the mid-term management plan's target of **800** employees.

Diverse Consultants

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

←.....→
Mid-Term Management Plan (2021–2025) "TCG Future Vision 2030"

Balance Sheet for 3Q FY3/25

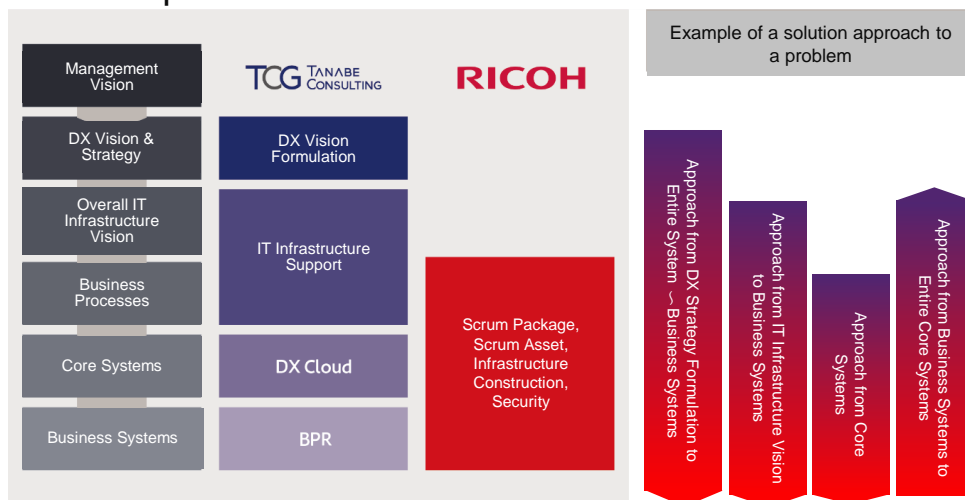
Equity ratio remains high at 74.8%.

(Million Yen)	FY3/24	3Q FY3/25	YoY
Assets Section			
Cash and Deposits	5,538	7,280	+1,741
Securities	2,299	—	▲2,299
Total Current Assets	9,347	9,073	▲273
Property, Plant and Equipment	2,220	2,175	▲44
Intangible Fixed Assets	788	1,211	+423
Investment and Other Assets	1,781	1,873	+92
Total Non-Current Assets	4,789	5,260	+470
Total Assets	14,139	14,335	+196

(Million Yen)	FY3/24	3Q FY3/25	YoY
Liabilities Section			
Accounts Payable - trade	321	418	+97
Total Current Liabilities	2,209	2,461	+252
Total non-current Liabilities	625	687	+62
Total Liabilities	2,834	3,149	+314
Net Assets Section			
Total Shareholder Equity	10,761	10,577	▲183
Total Net Assets	11,304	11,185	▲118
Total Liabilities and Net Assets	14,139	14,335	+196

Collaboration with RICOH JAPAN Corporation Supporting DX for Mid-Sized Enterprises Nationwide

- We will collaborate with our management consulting and RICOH JAPAN's digital services to provide comprehensive support for DX to medium-sized clients companies across the country
- In the 3 years through FY2026, we aim to introduce 1000 cases of our management consulting services (including HR KARTE for Human Resource Assessment Services) and Ricoh Japan solutions



Joined Oracle NetSuite Solution Provider Program

- Through joining this program, we are now able to support customers in achieving further efficiency and optimization of operations and management systems by utilizing NetSuite's advanced cloud ERP system
- As a consulting partner offering cloud solutions provided by both major consulting firms and NetSuite, we provide appropriate solutions for rapid management decision-making, matching optimal solutions to customers' management challenges based on their business scale and industry

ORACLE
NetSuite
Solution Provider Partner

02

Financial Forecast for the Fiscal Year Ending March 2025

FY3/25 Full-Year Performance Outlook

Achieving the Sales and Operating profit outlined in the Mid-Term Management Plan (2021–2025), setting a new record for the highest performance

(Million Yen)

	FY3/23 Results	FY3/24 Results	FY3/25 Initial Plan	FY3/25 Revised Plan	YoY
Net Sales	11,759	12,739	13,500	14,000	+9.9%
Gross Profit	5,202	5,465	6,010	6,200	+13.4%
(Gross Profit Margin)	(44.2%)	(42.9%)	(44.5%)	(44.3%)	—
Operating profit	1,152	1,009	1,485	1,485	+47.0%
(Operating Profit Margin)	(9.8%)	(7.9%)	(11.0%)	(10.6%)	—
Ordinary Profit	1,163	1,012	1,485	1,500	+48.1%
Profit Attributable to Owners of Parent	724	641	785	900	+40.4%
EPS (Earnings per Share)	yen sen 42.25	yen sen 38.14	yen sen 47.03	yen sen 54.41	—

FY3/25 Sales Plan

Strategy & Domain

Net sales: 2.4 billion yen
Composition ratio: 17.0%
3Q progress rate: 79.0%

- Needs remain high for management plans to be revised or restructured in response to changes in the business environment, and we will continue to strengthen and promote "Formulation and Promotion of Long-Term Vision and Mid-Term Management Plan" and "Review of Business Portfolio Strategy"
- Further promotion of global strategy consulting
- Strengthen initiatives for government and public projects by leveraging strengths of community-based relationships

Digital · DX

Sales: 3 billion yen
Composition ratio: 21.5%
3Q progress rate: 79.8%

- Continue to strengthen and promote the management DX ("Formulation of IT Strategy/DX Vision," "Introduction and Implementation of ERP Systems, etc.) to support swift management decisions through streamlining of routine work and utilization of information-based assets
- Accelerate development/joint proposals of professional DX services in line with expansion of alliances with RICOH JAPAN Corporation and ORACLE CORPORATION JAPAN

HR

Sales: 2.95 billion yen
Composition ratio: 20.0%
3Q progress rate: 75.7%

- Continuing to strengthen initiatives addressing human capital management expansion: "Restructuring of the Personnel Treatment System," which has a high level of needs, the "Restructuring of HR Treatment Systems," "Establishment of the Academy (In-house University)," "Junior Board (Next-generation Management Team Development)," and "Succession Plans"
- Actively promoting "DE&I," "Women's Advancement and Human Resource Development," "Career Design," and "Organizational Development and Consulting Services" through Surpass group integration

Finance · M&A

Sales: 2.25 billion yen
Composition ratio: 14.8%
3Q progress rate: 73.2%

- With increasing business succession needs driven by successor shortages, we continue to strengthen our comprehensive support from FA to due diligence and PMI in areas such as "Transition to Holding Company Structure / Group Management," "Cross-border M&A (from Strategy Formulation to FA, Due Diligence, PMI)," and "Succession Planning"

Brand & PR

Sales: 2.7 billion yen
Composition ratio: 20.4%
3Q progress rate: 84.4%

- With increasing momentum for purpose and group branding among B2B companies, particularly those approaching milestones and business succession, we continue to strengthen our support in 'Brand Vision Development,' 'Creative Design,' and 'Strategic Branding/PR'

03

Shareholder Returns

- Our fundamental management objective is to achieve stable profit generation while maintaining a robust financial foundation for strategic investments and resilience against rapid environmental changes, all aimed at enhancing corporate value over the medium to long term.
- Continue to invest aggressively in growth M&A by utilizing cash and deposits of 1 billion yen or more on hand to improve growth and profitability
- Improving ROE above the cost-of-capital is 1 of the key management issues.
 - ➔ actively returning profits to shareholders in order to ensure the achievement of the “ROE of 10%” target for the fiscal year ending March 26

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**

Shareholder Returns (Dividends)

- For FY3/25, the annual dividend is planned to be 48 yen (YoY +4 yen, payout ratio of 87.7%), with a total return ratio of 143.3%
(Announced revisions to dividend forecasts on September 11, 2024 and February 13, 2025 ※Initial forecast interim forecast of 19 yen, annual dividend of 46 yen)
- The treasury stock repurchase conducted from December 12, 2024 (maximum: 250,000 shares at 200 million yen; term: until March 31, 2025)

FY3/24

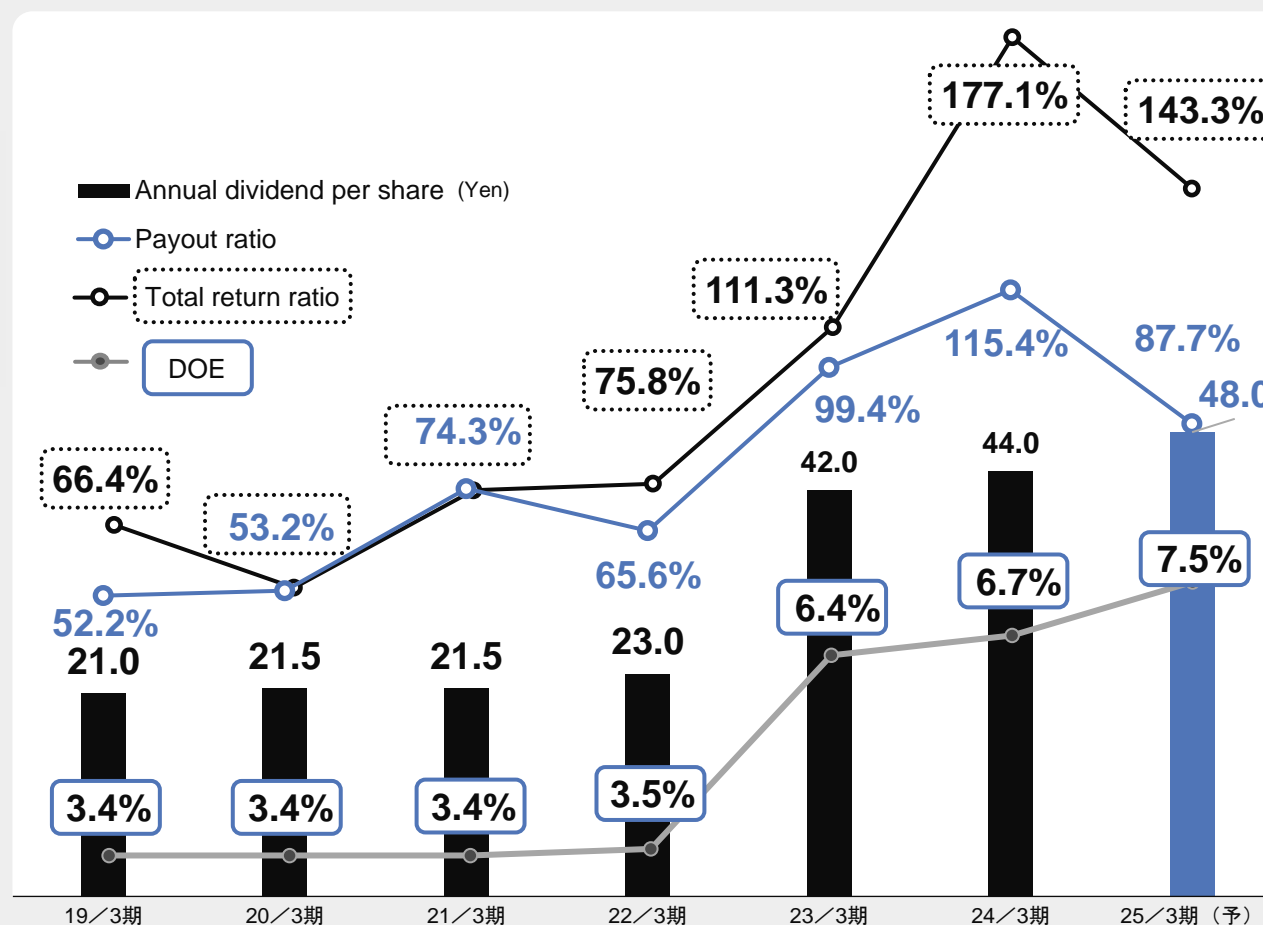
Annual Dividend: **44** yen

Interim: **18** yen · year-end: **26** yen

FY 3/25 Forecast

Annual Dividend: **48** yen (Forecast)

Interim: **20** yen · year-end: **28** yen (Forecast)



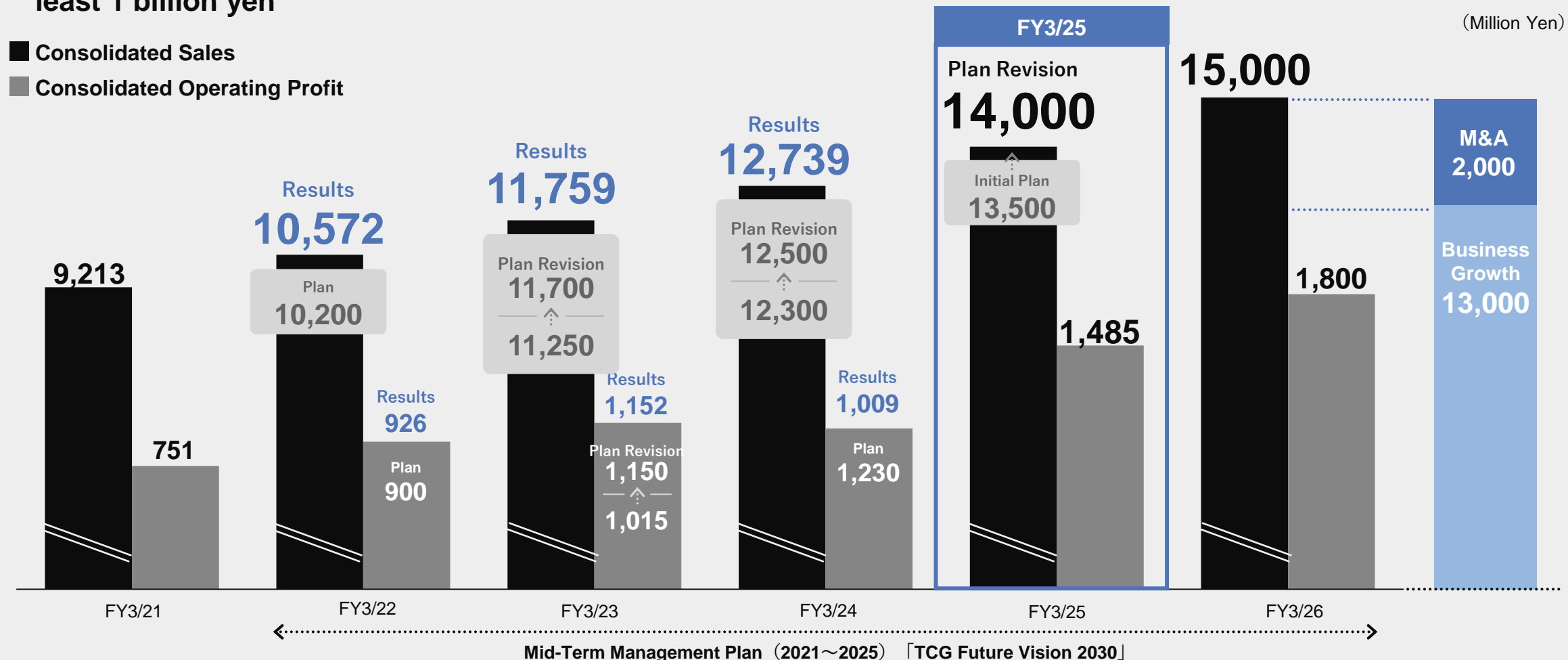
Note: As of the effective date of October 1, 2021, each share of common stock was split into two shares; figures are presented on a post-split basis.

04

Growth Strategy

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

- Aiming to achieve sales of 15 billion yen and operating profit of 1.8 billion yen in the FY3/26, the final year, we intend to increase our profitability
- Sales of 9,213 million yen in FY3/2021 were set as the launch vehicle under the mid-term management plan, and sales of 13 billion yen were achieved in organic growth. Achieve 15 billion yen in net sales by adding 2 billion yen in net sales through the promotion of an M&A strategy that utilizes cash and deposits on hand of at least 1 billion yen



Strengthening the Professional DX Service Model

Expanding "Professional DX Services (Implementation and Execution Functions)" through M&A to complete a comprehensive management consulting model

Creating a One & Only Management Consulting Model



Mid-Term Management Plan (2021~2025) Sales Plan by Management Consulting Domain

Plans to resolve management issues faced by top management from all perspectives and achieve high growth in all management consulting domain

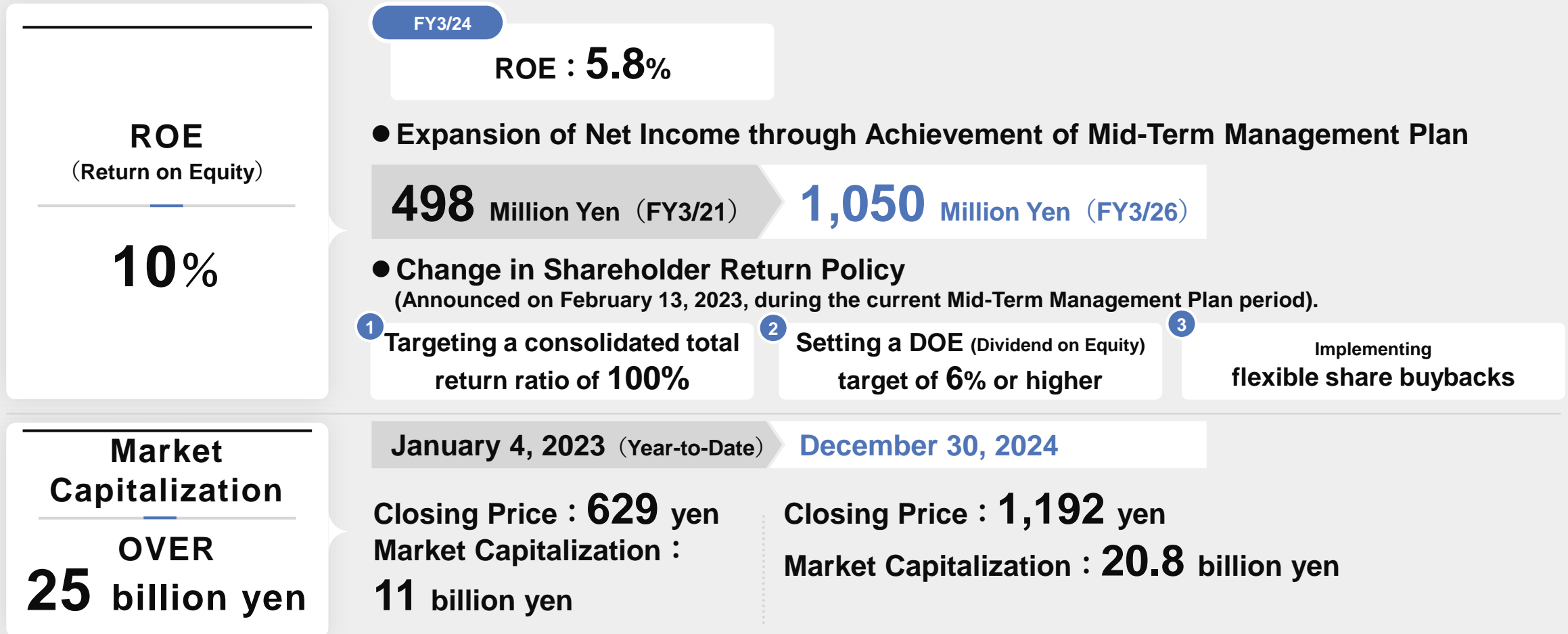
(Million Yen)

	FY3/21 Results	FY3/26 Plan	Focus Areas
Sales	9,213	15,000	<ul style="list-style-type: none"> • Achieve 13 billion yen through the growth of existing businesses and 2 billion yen through M&A strategy. • Aim to achieve the plan by expanding the management consulting area, (particularly in Digital and DX consulting).
Strategy & Domain	1,841	2,600	Building visions, launching new businesses, transforming business models, global expansion, integrating strategic themes such as SDGs, Combining with region-specific strategies, etc.
Digital · DX	1,661	4,000	Hybrid Marketing, ERP System Implementation and Operation, DX Productivity Reform, UX/CX Design, Branding DX, Recruitment Marketing, Supply Chain Management, etc.
HR	1,643	2,800	Strategic HR systems directly linked to management strategy, employee engagement systems, implementation and operation of HRDX systems, human capital management, promotion of DE&I, establishment of an academy (internal university), academic clouds, etc.
Finance · M&A	1,140	2,100	Building a holding management model or group management model for business succession, Conducting business restructuring M&A or cross-border M&A, etc.
Brand & PR	1,567	2,800	Strengthening purpose branding and corporate branding (PR and IR), transforming customer communication models to enhance CX (customer experience value), Providing creative support such as SNS marketing, etc.
Other	1,360	700	<ul style="list-style-type: none"> • Blue Diary (planner) and promotional products • The plan aims to enhance added value (profit margin)

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

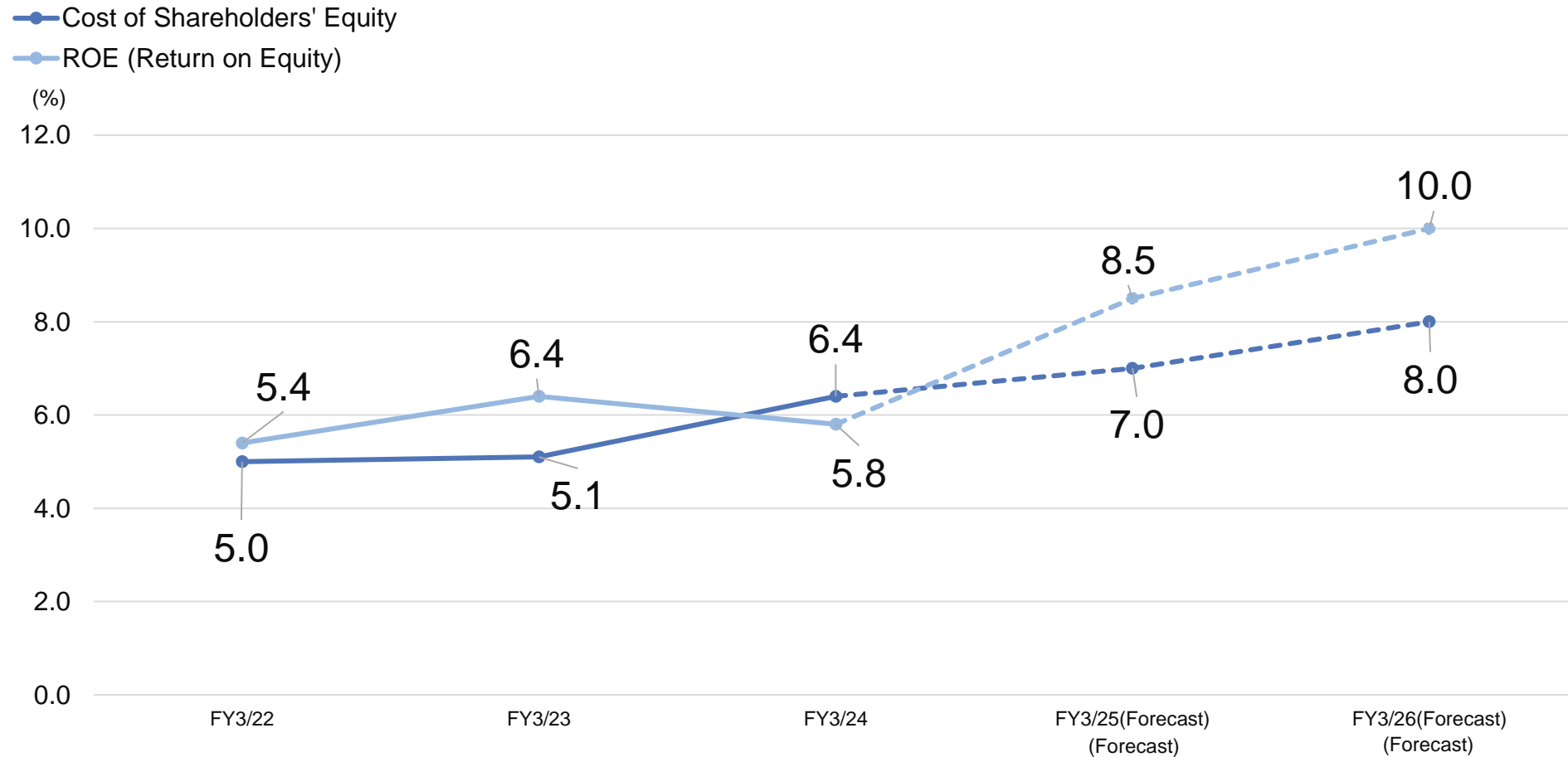
Mid-Term Management Plan Numerical Targets (FY3/22-FY3/26)



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

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

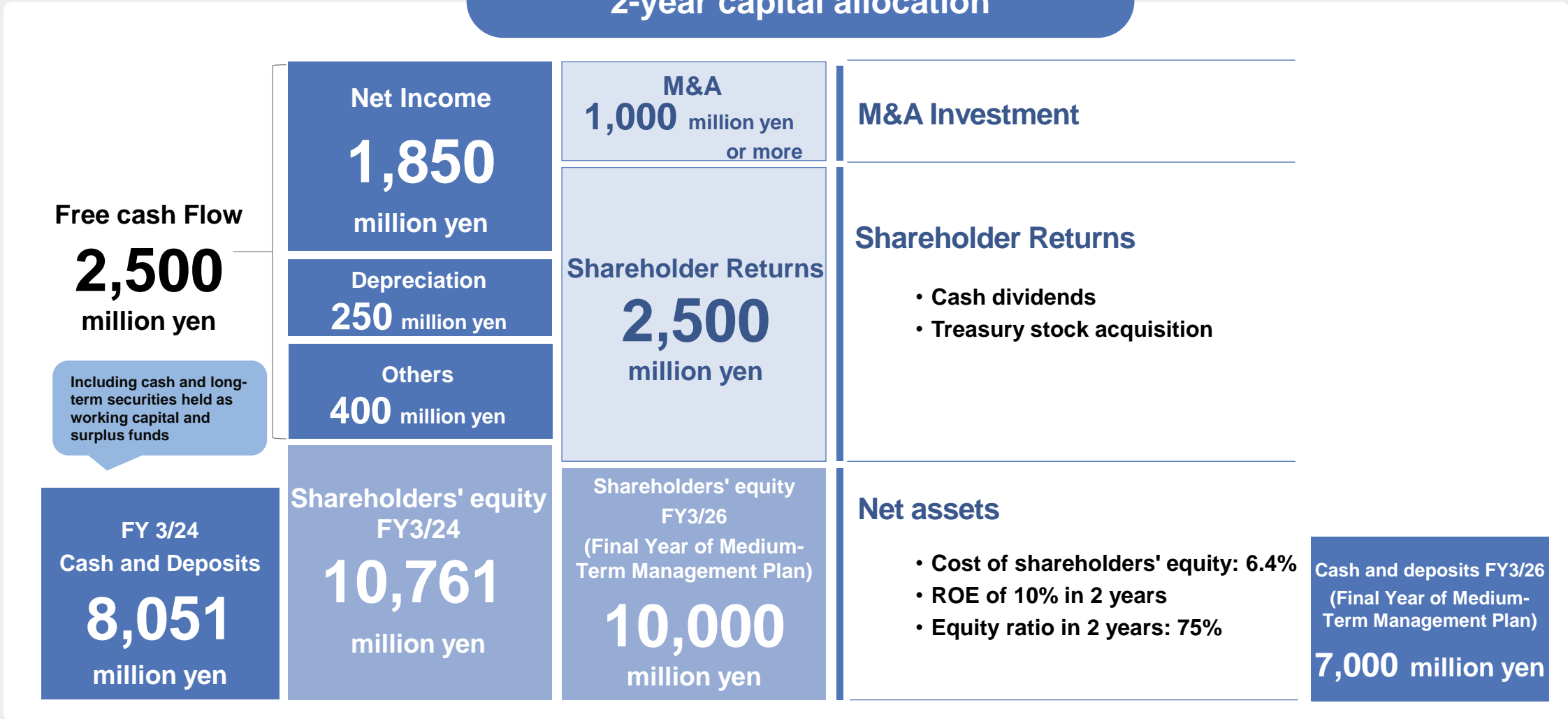
Trends in ROE (Return on Equity) and Cost of Shareholders' Equity



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

Achieve the medium-term targets of net sales of 15 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

2-year capital allocation



Aiming to enhance corporate value at TCG and contribute to a sustainable socio-economic environment from the perspectives of Environment, Society, and Governance

Establishment of the Sustainability Committee

Purpose

- Appropriate management of key sustainability issues

Implementation Details

- Determining Target Indicators
- Improvement of promotion system
- Developing activity plans and monitoring progress, etc.

Identification of Materiality (Key Issues)

- Development of a sustainable consulting method to solve social issues through business
- Achieving client success by expanding partnerships
- Establishing mechanisms for effective human capital management, fostering the growth of TCG talent
- Enhancing corporate value by creating new points of engagement with society

E Climate Change Response (Disclosure in Accordance with TCFD's Recommendations)

- Analysis of risks and opportunities under 1.5°C and 4°C scenarios
- Examination of GHG emissions reduction measures aimed at carbon neutrality



G Strengthening Corporate Governance

- Conduct training for directors

Themes

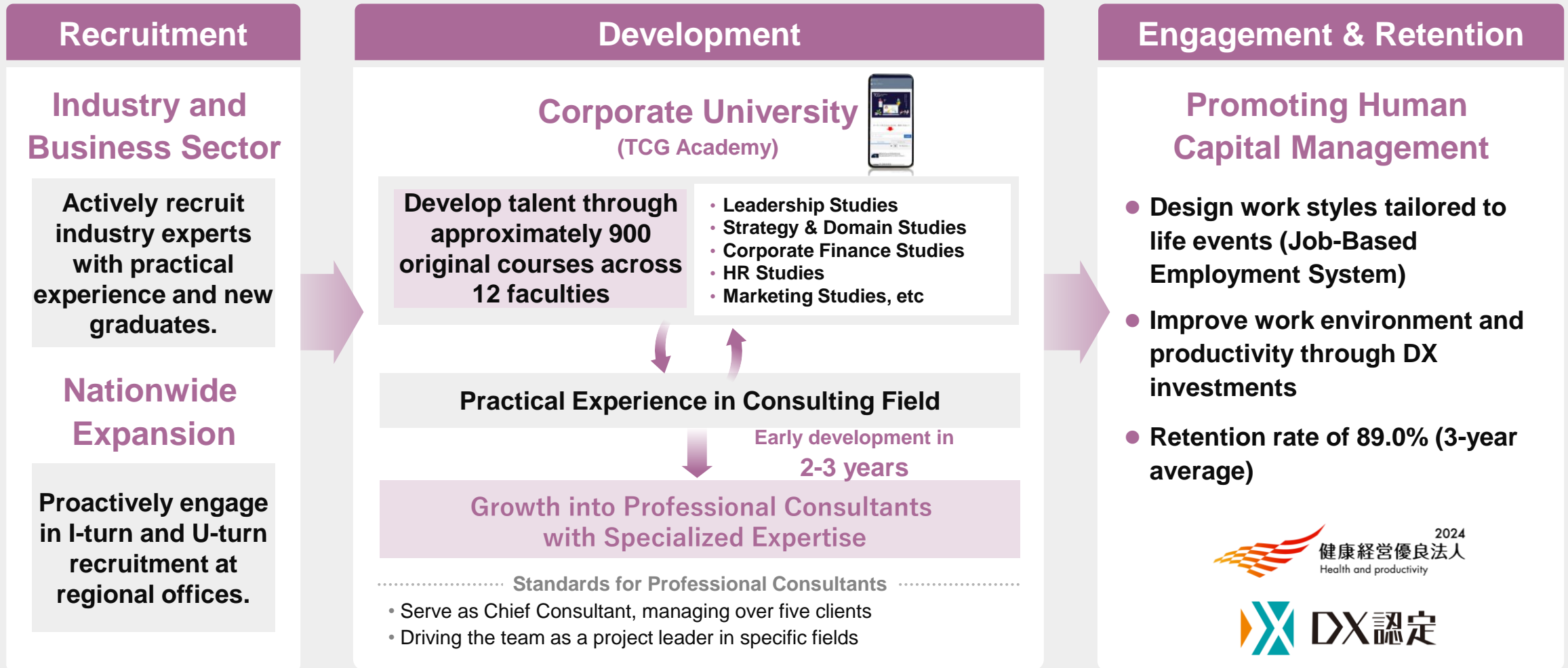
“Corporate Governance”
“Equity and Capital Policies”
“Mental Health” etc.

- Implement evaluation of the board's effectiveness

Sustainability Strategy (ESG)

S Human Capital Management (Recruitment, Development, Utilization, Retention)

- Actively recruit "practitioners" with industry expertise to foster highly specialized consultants
- Introduce an internal university (TCG Academy) to reduce the time required to develop Chief Consultants from 5 years to 2-3 years



05

Business Overview & Strengths

Tanabe Consulting Group Overview

Promoting the diversification of the management consulting Domain - Holding company structure with 7 group companies

Pure Holding Company

TANABE CONSULTING GROUP

TANABE CONSULTING GROUP CO., LTD.

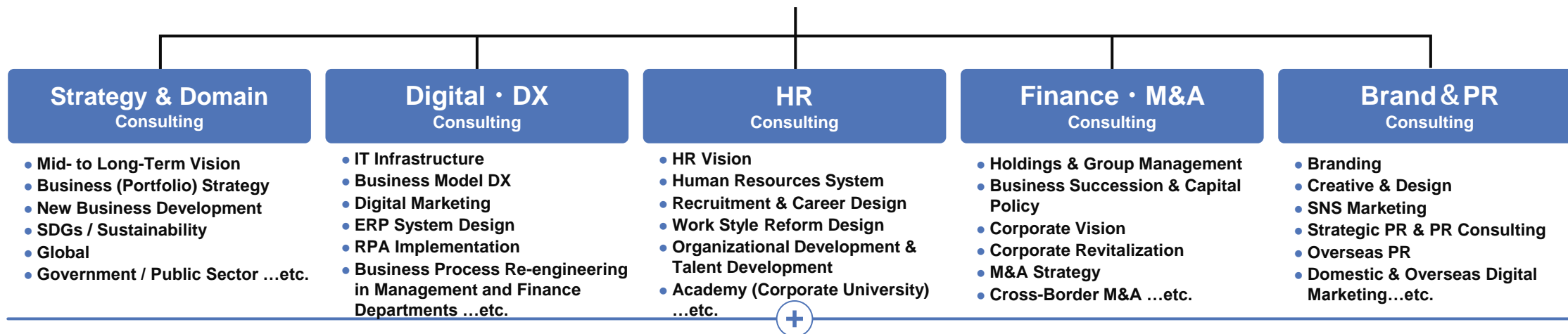


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Operating Company

TCG TANABE CONSULTING

TANABE CONSULTING CO., LTD.



- Acquired 62.4% of shares of Surpass Co.,Ltd.
- Under the mission of “Becoming a bridge between women and society, continually creating a future for all people,” the company aims to promote women’s empowerment with a vision of a day when the term “women’s empowerment” is no longer needed in Japanese society



Reasons for Business and Capital Alliance

1.Organizational consulting by women's team

Strengthening “Organizational Development Consulting Domain,” including “DE&I,” “Promotion of Women’s Empowerment and Talent Development,” and “Career Design” within the TCG’s HR Consulting domain.

2.New Businesses/Customer Creation Projects for Existing Businesses

Surpass possesses a high repeat rate of approximately 90% in providing “B-to-B Sales/Marketing Implementation Support” for large enterprises . By entering these areas as a TCG, we will strongly support the sustainable organizational strategies of client companies

3.Advancement Research Institute for Women/Human Resource Development Consulting

Accelerate TCG's DE&I and sustainability management. Currently, the ratio of TCG employees to men and women is 50:50, and DE&I will create an organizational structure that will be the source of innovation and make proposals to the public.



The Ideal Form of a Management Consulting Firm as Envisioned by TCG

Based on our belief that management consulting firms should deliver 'Executive Perspective, "High-Level Specialization and Integration," and "Comprehensive Support," TCG supports large enterprises to small and medium-sized companies (with annual sales ranging from 30 billion to 300 billion yen), focusing primarily on upper mid-sized enterprises

Executive Perspective

Consistently viewing challenges from a management and CEO perspective (top management approach), providing multifaceted strategic and organizational insights to solve essential issues (developing consulting expertise that can resolve top management challenges)



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

*LTV (Life Time Value) : Customer Lifetime Value – defined in our company as building a long-term relationship with the customer

Primarily classified into the following three perspectives

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 Medium-sized Companies, micro, and startup companies.

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

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.

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

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Industry / Function

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Strategy / Management

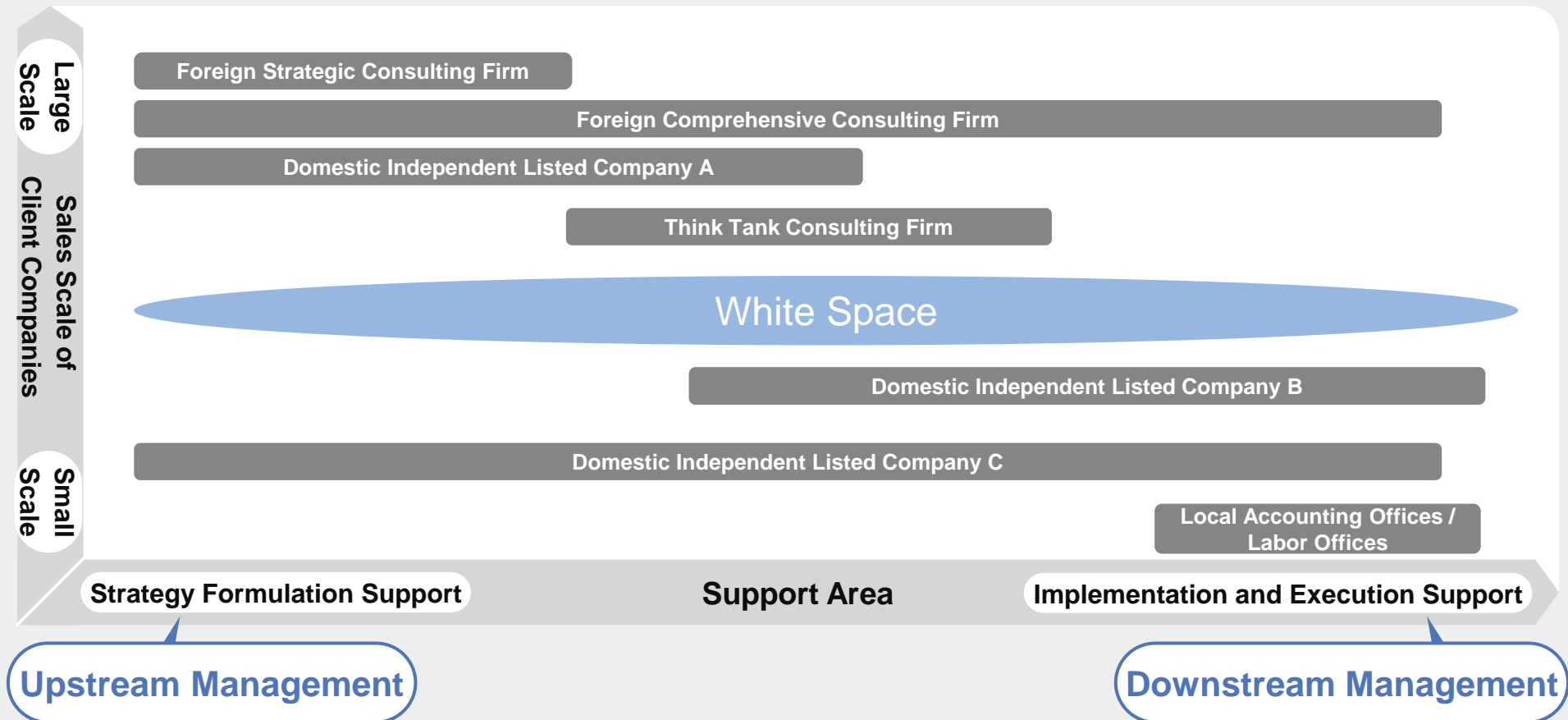
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About the Consulting Industry (2)

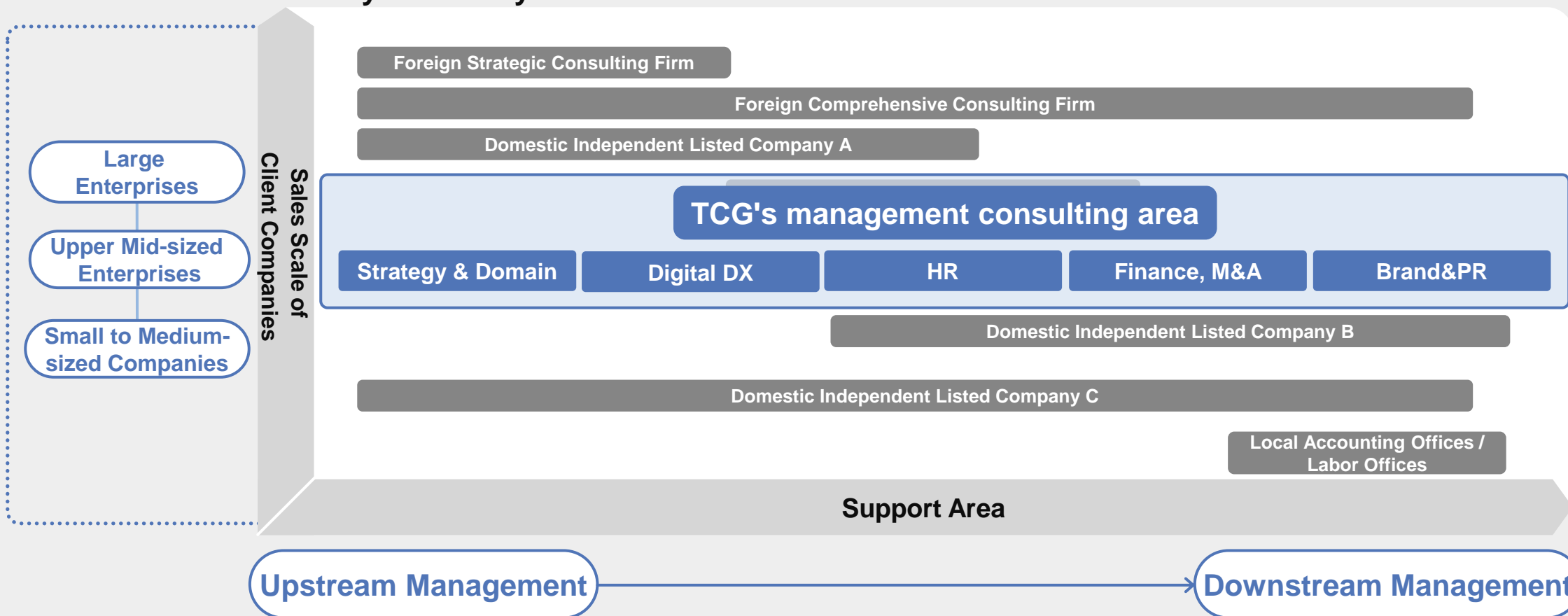
Generally, most consulting firms can be classified by the "Sales Scale of Client Companies," "Support Area," and "Function" (as there are relatively few consulting firms specialized in specific industries)



※Created In-House

Target 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 30 billion to 300 billion yen), focusing primarily on upper mid-sized enterprises
- As a pioneer in management consulting for upper mid-sized enterprises in Japan, we have built a solid track record over our 68-year history

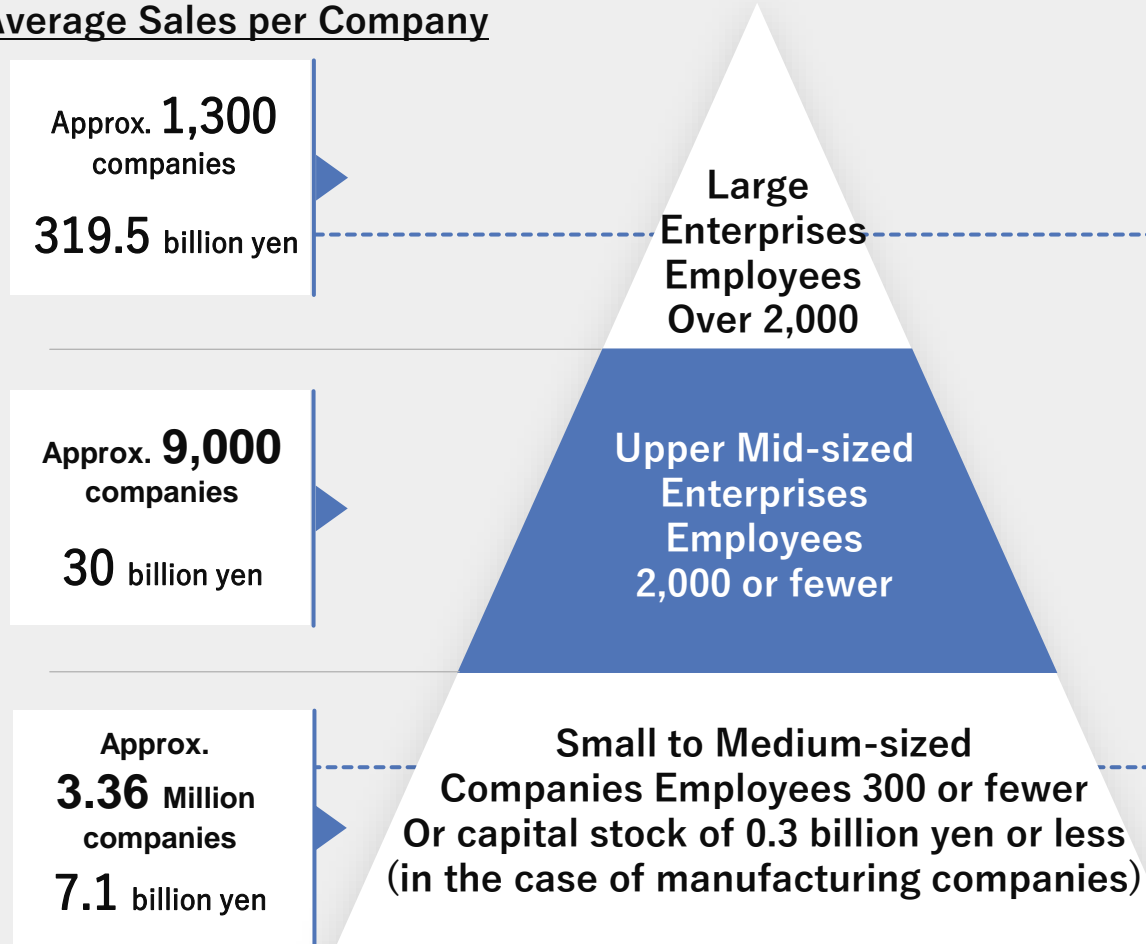


※Created In-House

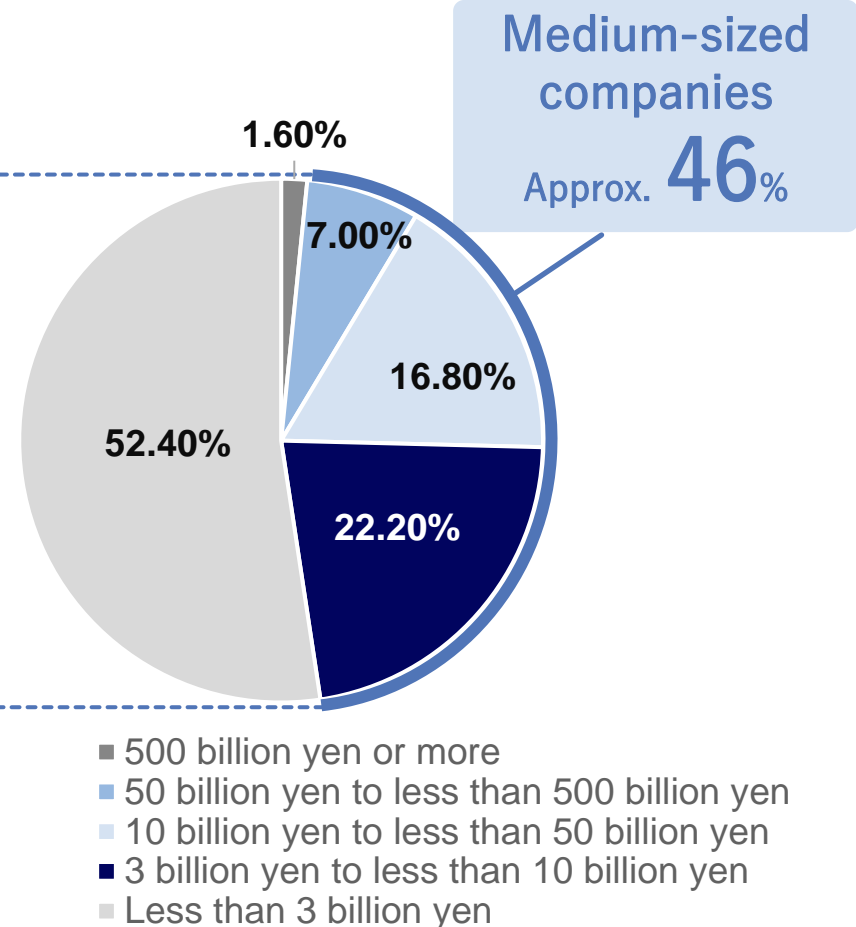
Target Segment (2)

Approximately 46% of our clients are Upper Mid-sized Enterprises. Maintaining a strong local presence throughout Japan since our founding, we have built deep relationships with numerous industry-leading Upper Mid-sized Enterprises that hold top positions in their respective regions, contributing to regional revitalization

Number of companies and Average Sales per Company



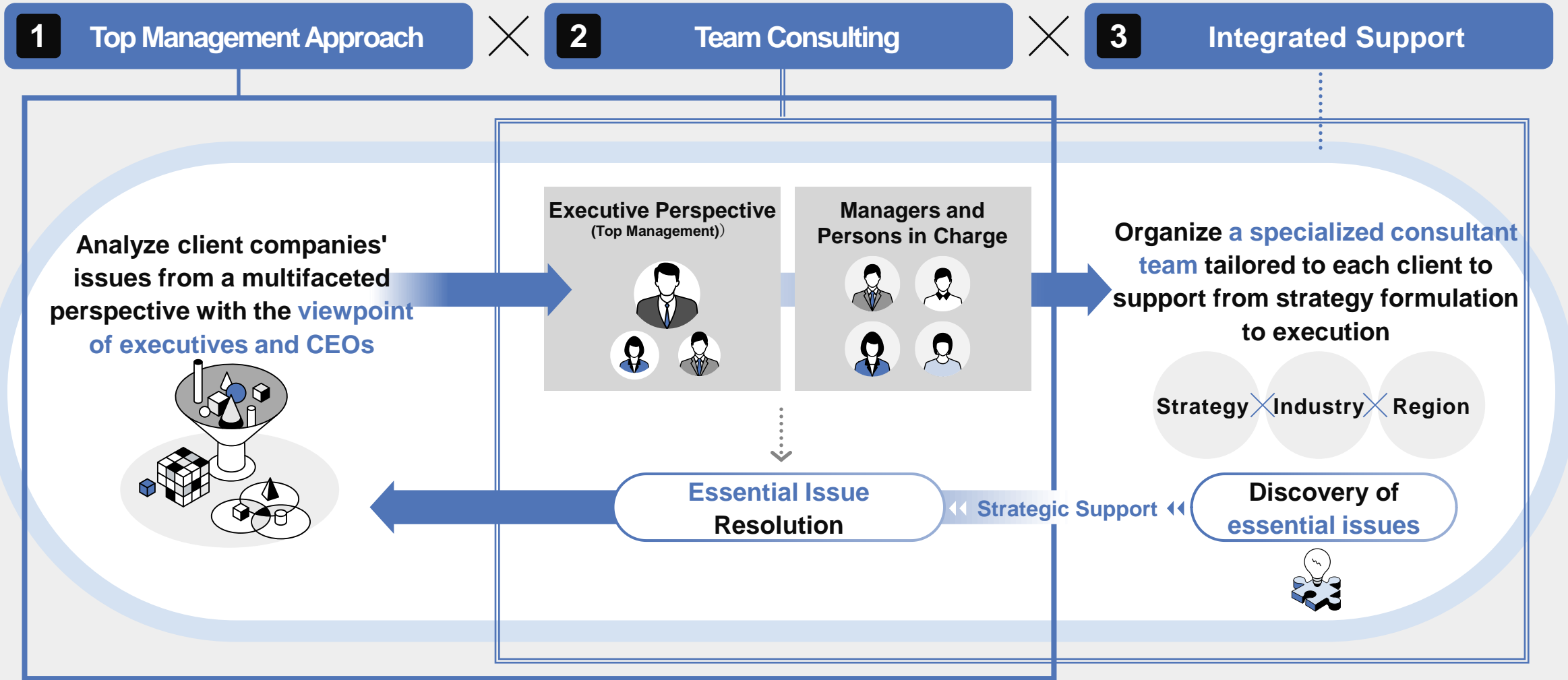
TCG's Client Revenue Scale



Source: Established "Mid-tier" in the classification of Nikkei Inc. companies.

Competitive Advantage ▶ TCG's Management Consulting Style

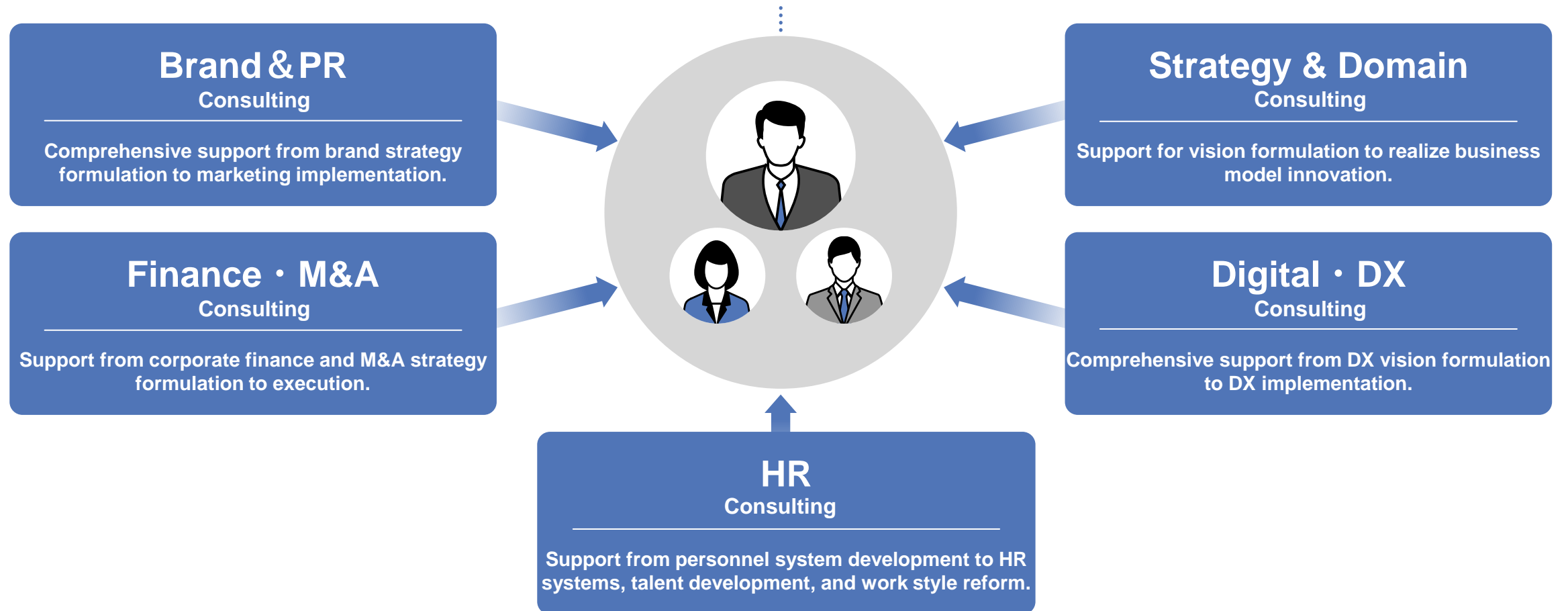
A team of expert consultants, knowledgeable in strategic issues, industries, and regional characteristics, provides comprehensive support to solve the unique management issues faced by top management at client companies



1 Top Management Approach

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

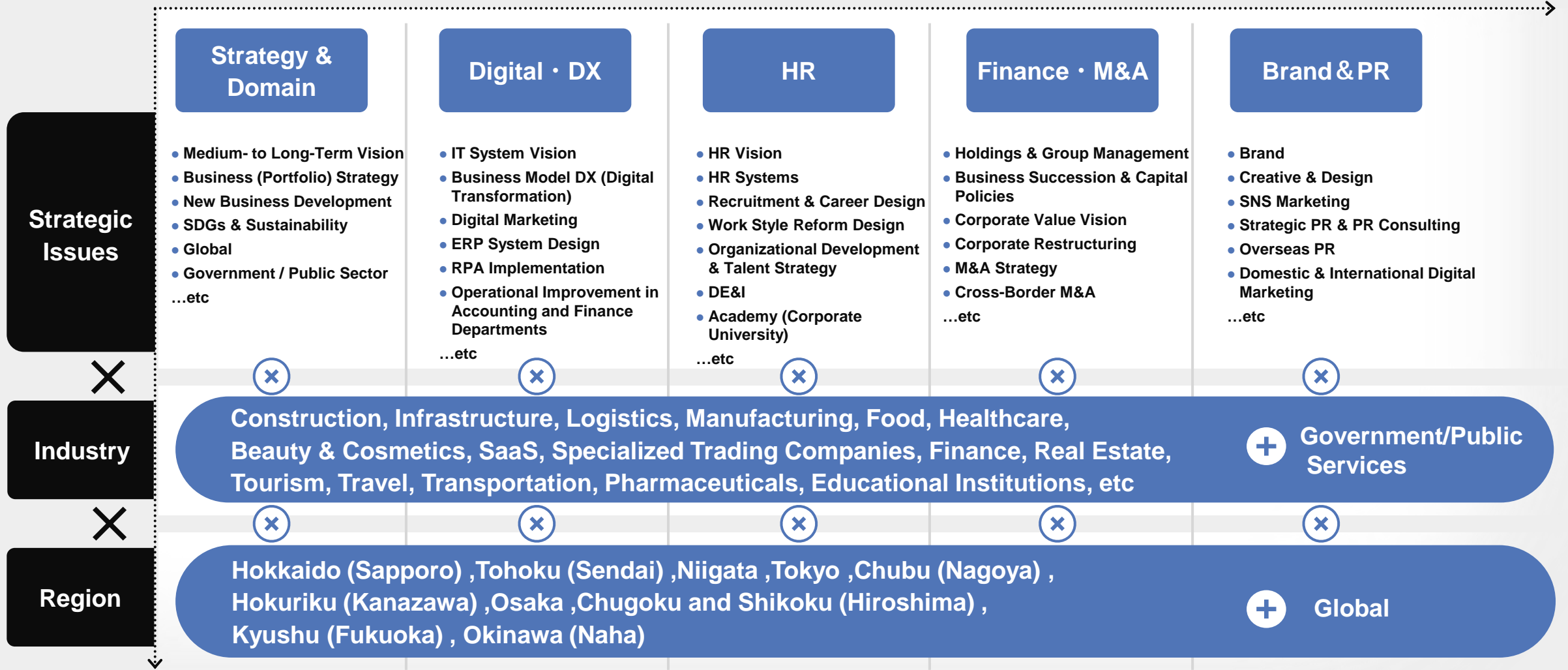
Solving the management challenges that top management constantly faces from all angles



2 Team Consulting (1)

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

comprehensiveness →



Specialization ↓

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

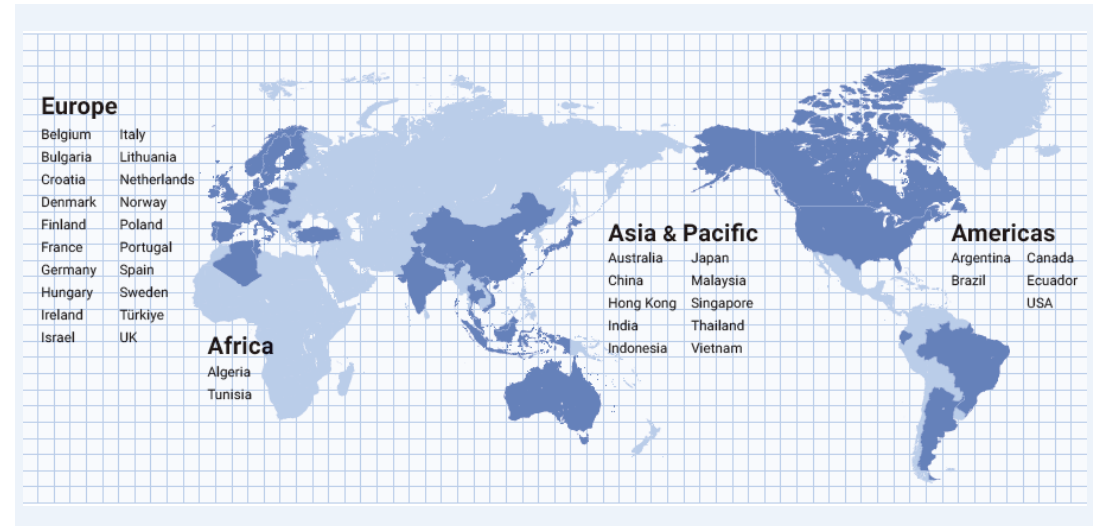
- Management consultants are permanently stationed in 10 major regions across Japan, providing consulting services closely aligned with each region's needs (in collaboration with government and public sector)
- Comprehensive support for overseas expansion tailored to client companies through our overseas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

Nationwide Expansion & Regional Focus



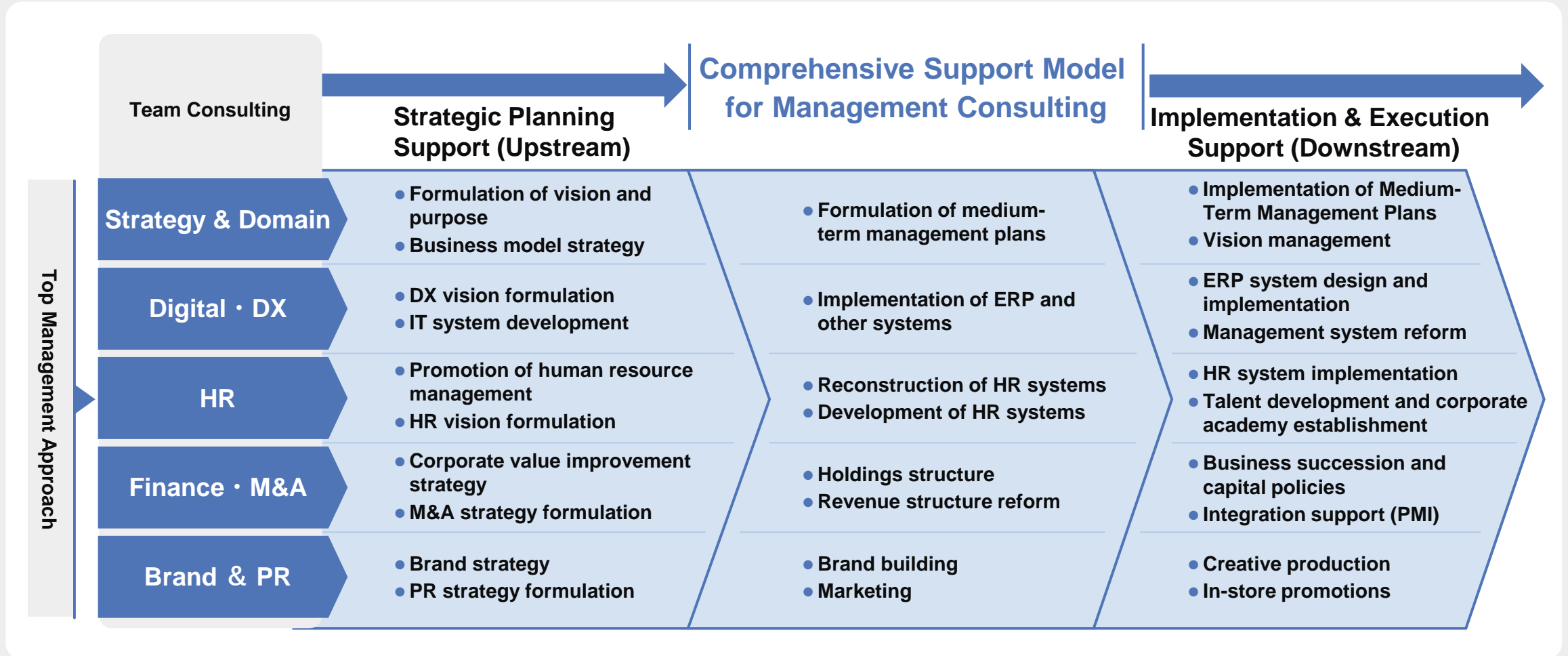
- **Hokkaido (Sapporo)**
Established 58 years ago
- **Tohoku (Sendai)**
Established 50 years ago
- **Niigata**
Established 48 years ago
- **Tokyo**
Established 63 years ago
- **Hokuriku (Kanazawa)**
Established 47 years ago
- **Chubu (Nagoya)**
Established 54 years ago
- **Osaka**
Established 64 years ago
- **Chugoku and Shikoku (Hiroshima)**
Established 54 years ago
- **Kyushu (Fukuoka)**
Established 56 years ago
- **Okinawa (Naha)**
Established 39 years ago

Major Overseas Network



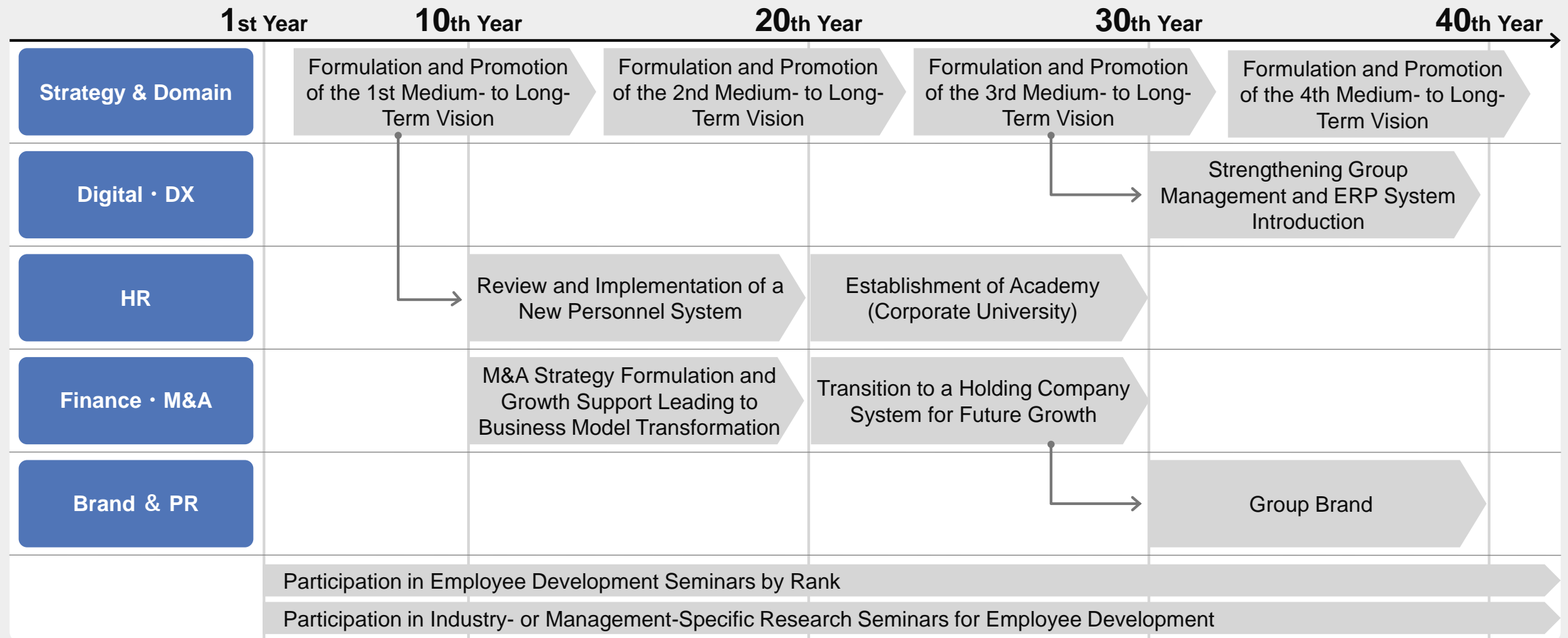
3 Comprehensive Support

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**



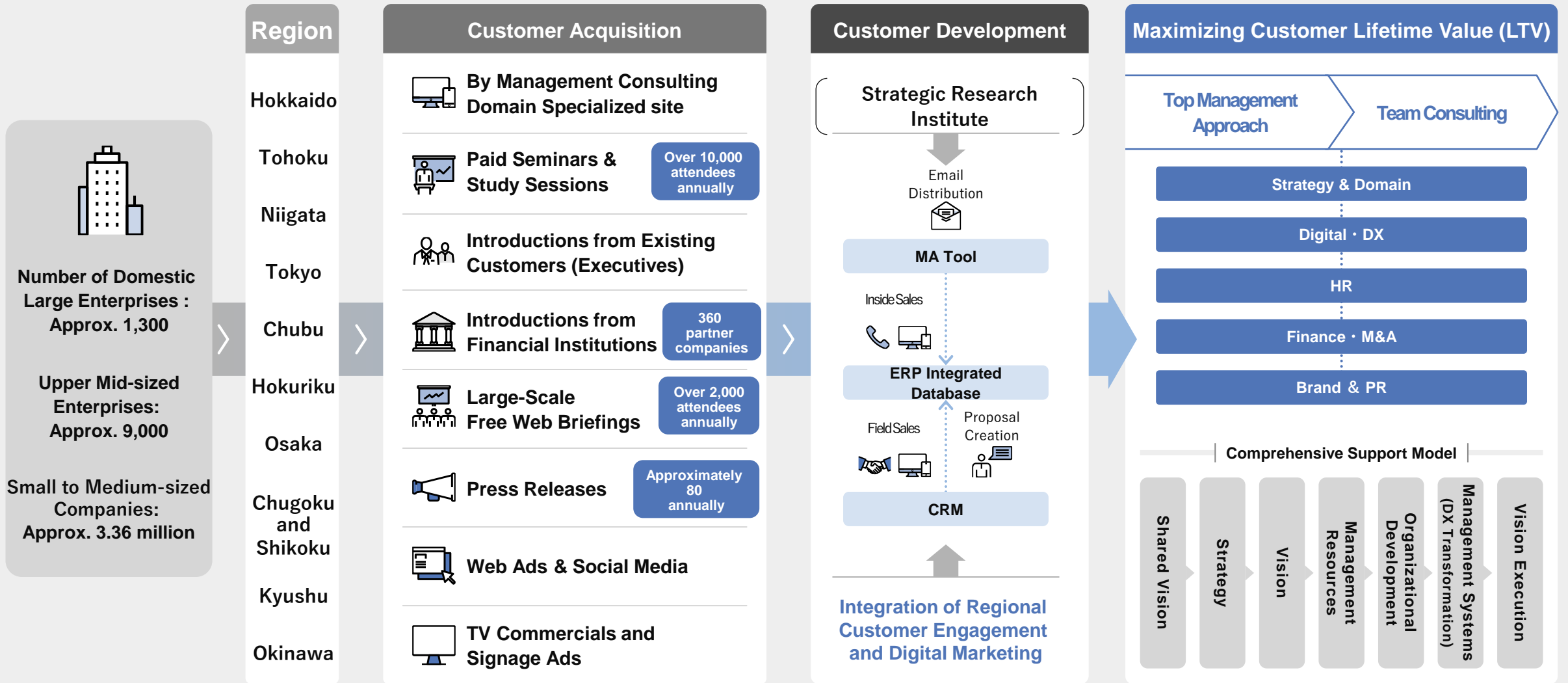
Implementation of Long-Term Contracts (Case of Industry No.1 Manufacturer A)

- 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



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.