For the Fiscal Year Ended March 31, 2026

Annual Select® 2026

TANABE CONSULTING GROUP CO.,LTD.

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We love companies
Walk together with companies
And work for company prosperity.

Based on first-class trust
We contribute broadly to society.

Guided by an international perspective
We embrace unlimited changes.

As a ceaseless pioneer
We clear a path to the world.

Corporate Profile

TANABE CONSULTING GROUP CO.,LTD. (TCG; the "Company") is a management consulting firm that was founded in 1957 and has a total of approximately 900 employees. While upholding the Management Philosophy (Aspiration) of "We love companies, walk together with companies and work for company prosperity" set forth by our founder, we formulated our Purpose (Contribution Value) of "Supporting the decisions with love and changing the world," with the aim of contributing to the success of our client companies. As a pioneer in management consulting in Japan, we assist the top management (executives) of companies ranging from large enterprises to mid-sized companies, with a primary focus on upper mid-sized enterprises, in resolving the management issues they are facing. By always analyzing the management issues of each company from various perspectives using the viewpoint of CEO, organizing teams of highly specialized consultants according to the particular management issues, and offering comprehensive support from strategy formulation to on-site implementation and operation of management systems, the Company will create "first call companies that will still be one's first choice 100 years from now" and contribute to a sustainable society and the prosperity of a social economy.

I. Summary of Selected Financial Data (Consolidated)

	60th term Fiscal year ended March 31, 2022	61st term Fiscal year ended March 31, 2023	62nd term Fiscal year ended March 31, 2024	63rd term Fiscal year ended March 31, 2025	64th term Fiscal year ended March 31, 2026
Net sales (Thousands of yen)	10,572,179	11,759,518	12,739,254	14,543,581	16,282,565
Ordinary profit (Thousands of yen)	931,607	1,163,255	1,012,996	1,589,047	1,843,264
Profit attributable to owners of parent (Thousands of yen)	604,311	724,466	641,026	1,016,728	1,100,261
Comprehensive income (Thousands of yen)	617,242	711,985	835,721	1,052,671	1,389,709
Net assets (Thousands of yen)	11,517,472	11,710,874	11,304,318	11,141,003	11,372,017
Total assets (Thousands of yen)	13,824,896	14,410,994	14,139,231	14,328,671	15,169,036
Net assets per share (Yen)	326.42	332.83	326.65	326.05	328.77
Basic earnings per share (Yen)	17.53	21.13	19.07	30.80	33.92
Diluted earnings per share (Yen)	17.53	–	19.05	30.76	33.86
Equity ratio (%)	81.0	78.8	77.1	74.3	69.6
Rate of return on equity (%)	5.4	6.4	5.8	9.4	10.4
Price-earnings ratio (Times)	19.77	21.35	27.06	19.97	20.78
Net cash provided by (used in) operating activities (Thousands of yen)	619,785	954,124	632,233	1,454,676	1,408,805
Net cash provided by (used in) investing activities (Thousands of yen)	619,946	(1,096,845)	(439,123)	1,896,829	(1,088,192)
Net cash provided by (used in) financing activities (Thousands of yen)	(619,032)	(582,812)	(1,228,085)	(1,325,005)	(1,495,586)
Cash and cash equivalents at end of period (Thousands of yen)	7,399,416	6,673,882	5,638,906	7,665,407	6,490,433
Number of employees [Separately, average number of temporary employees] (Persons)	495 [–]	566 [–]	600 [–]	711 [–]	843 [–]

Notes:
1. The Company implemented a two-for-one common stock split effective October 1, 2021 and a two-for-one common stock split effective April 1, 2025. Net assets per share, basic earnings per share and diluted earnings per share have been calculated assuming that the stock split was conducted at the beginning of the 60th term.
2. Diluted earnings per share for the 61st term are not presented because there were no potentially dilutive shares.
3. Because the average number of temporary employees is less than 10% of total employees, the disclosure is omitted.
4. The Company has applied the "Accounting Standard for Current Income Taxes" (Accounting Standards Board of Japan (ASBJ) Statement No. 27, October 28, 2022; the "Revised Accounting Standard of 2022") and relevant ASBJ regulations from the beginning of the 63rd term, and the selected financial data for the 62nd term are those after applying the accounting standard and relevant ASBJ regulations. The Company has applied the transitional treatment in the proviso of paragraph 20-3 of the Revised Accounting Standard of 2022 and the transitional treatment in the proviso of paragraph 65-2 (2) of the "Guidance on Accounting Standard for Tax Effect Accounting" (ASBJ Guidance No. 28, October 28, 2022). As a result, the selected financial data for the 63rd term onward are those after applying the accounting standard and relevant ASBJ regulations.

II. Top Message

Takahiko Wakamatsu
President and Chief Executive Officer

For the operating results for the fiscal year ended March 31, 2026, which was the final year of the "TCG Future Vision 2030" medium-term management plan for 2021-2025, the Company reported its record-high results since its founding in 1957 amounting to ¥16,282 million (up 12.0% YoY), operating profit of ¥1,813 million (up 20.9% YoY), ordinary profit of ¥1,843 million (up 16.0% YoY) and profit attributable to owners of parent of ¥1,100 million (up 8.2% YoY), thereby achieving increases in both sales and profits. In addition, as a result of achieving a 10.5% return on equity (ROE), the Company achieved all of the targets set forth in the medium-term management plan for net sales, profits and ROE.

Throughout the five years of the medium-term management plan for 2021-2025, we have steadily promoted the diversification of the management consulting domains and the strengthening of the Group's management foundation. With regard to the former initiative, through the advancement of M&A strategies, the number of Group companies has increased to eight. By bringing together the expertise of each of these Group companies, we have made it possible to provide more specialized and advanced support. With regard to the latter initiative, we have successfully advanced the establishment of a foundation to support medium- to long-term growth by transitioning to a pure holding company structure, enhancing corporate governance, and investing in human capital. As a result of these initiatives, we believe we have further strengthened and expanded our team consulting, which provides comprehensive support for the top management (executives) of companies ranging from large enterprises to medium-sized companies, focusing mainly on upper mid-sized enterprises, covering everything from the formulation of management strategies to the implementation and execution of management operations through Professional DX Services. As a result, consolidated net sales, which were ¥9,200 million in the fiscal year ended March 31, 2021, grew to ¥16,200 million (up 76.7%), consolidated operating profit grew significantly from ¥751 million to ¥1,813 million (up 141.3%), and ROE significantly improved from 4.5% to 10.5%.

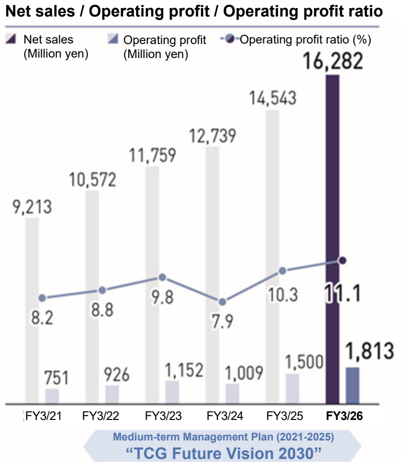
Regarding shareholder returns, for the fiscal year under review, after careful consideration of the previously mentioned profit levels, financial position, and other such factors, we have set the interim dividend at ¥12 per share (up ¥2 from the previous fiscal year) and the year-end dividend at ¥15 per share (up ¥1 from the previous fiscal year) on a post-stock-split basis following the two-for-one stock split as of April 1, 2025, resulting in an annual dividend of ¥27 per share (up ¥3 from the previous fiscal year). In addition, we have introduced a shareholder benefit program for shareholders who hold 1 trading unit (100 shares) or more as of September 30, 2025, and to further improve convenience for shareholders, we have changed the shareholder benefits with a record date of September 30, 2026 to a Digital Gift® exchangeable for various forms of e-money and points. Going forward, we will continue management focused on increased revenue, increased profit, and increased dividends and strive to provide proactive shareholder returns.

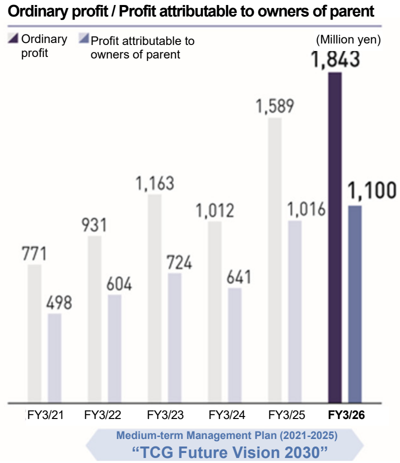
Moreover, the new five-year Medium-term Management Plan (2026-2030), “TCG Future Vision 2030,” was launched in April 2026. We aim to create “First Call Companies worldwide” by reinforcing support for the approximately 50,000 target companies—ranging from large enterprises to mid-sized companies, with a primary focus on upper mid-sized enterprises—that are expected to drive the Japanese and regional economies going forward.

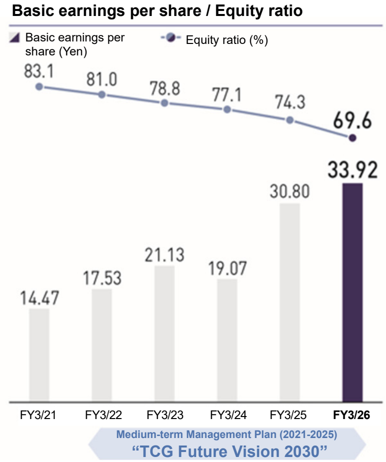
Going forward, we will further enhance the expertise of each management consulting field to comprehensively solve increasingly specialized and advanced management issues of top management (executives). In addition, we will enhance the collective strength of our team consulting by developing new consulting domains, promoting M&A strategies, actively using AI, and making active investments in human capital. As a result, we will aim to achieve consolidated net sales of ¥25 billion, consolidated operating profit of ¥3 billion, an ROE of 15.0%, and market capitalization of ¥50 billion for the fiscal year ending March 31, 2031. In addition, we will continue to provide proactive shareholder returns (interim and year-end dividends, flexible purchases of treasury shares, and shareholder benefits) until the fiscal year ending March 31, 2031.

Trends in Key Management Indicators under the Medium-term Management Plan (2021-2025) "TCG Future Vision 2030"

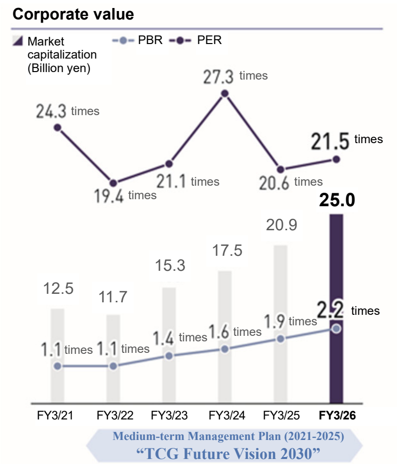
Note: The amounts stated have been rounded down to the nearest whole unit.

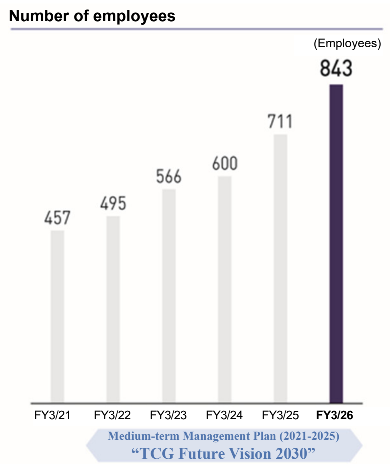


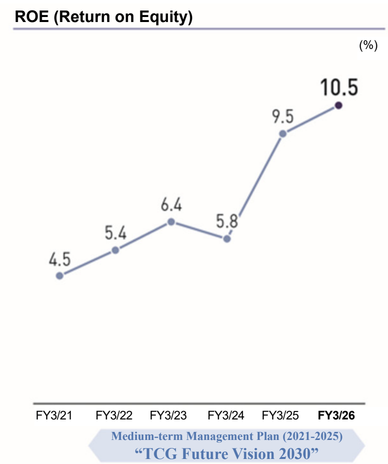




Note: The Company implemented a two-for-one common stock split effective October 1, 2021 and a two-for-one common stock split effective April 1, 2025. Basic earnings per share have been calculated assuming that the stock split was conducted at the beginning of the fiscal year ended March 31, 2021.







III. Results and Direction of Shareholder Returns

Shareholder return policy

We consider shareholder returns to be one of our highest management priorities. Under the new medium-term management plan (2026-2030) "TCG Future Vision 2030," we aim to achieve our targets of an ROE (return on equity) of 15.0% and a market capitalization of 50 billion yen, while further enhancing corporate value. To this end, in addition to proactive M&A investments, we will continue proactive shareholder returns through the fiscal year ending March 31, 2031, as we strive to enhance growth, profitability, and efficiency.

Shareholder Return Policy (Until FY3/31)

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

Shareholder returns (Dividends)

- For the FY3/26, the year-end dividend increased by 1 yen, resulting in an annual dividend of 27 yen per share (YoY +3 yen, payout ratio of 79.6%).
- For the FY3/27, the annual dividend is planned to be 29 yen per share (YoY +2 yen, payout ratio of 80.3%), with an interim dividend of 13 yen and a year-end dividend of 16 yen.
- With a management policy focused on "increased revenue, increased profit, and increased dividends," we aim to improve capital efficiency and continue providing stable dividends.

FY3/26

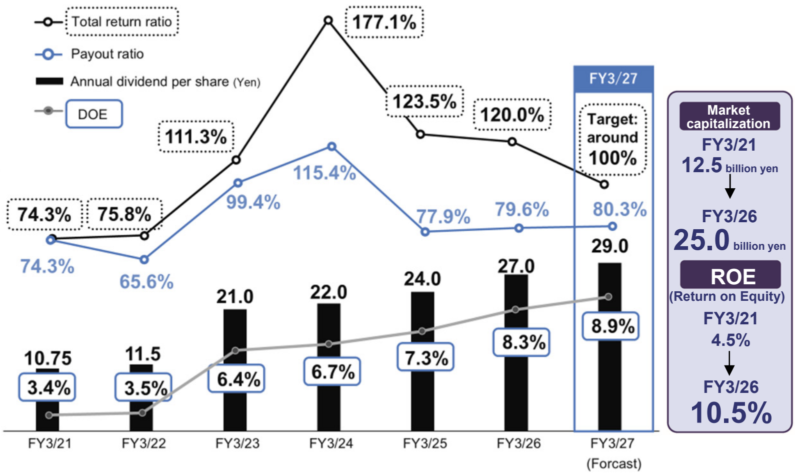
Annual Dividend: **27** yen

Interim: **12** yen · year-end: **15** yen

FY 3/27 Forecast

Annual Dividend: **29** yen (Forecast)

Interim: **13** yen · year-end: **16** yen (Forecast)



Note: The Company implemented a two-for-one common stock split effective October 1, 2021 and a two-for-one common stock split effective April 1, 2025. Annual dividends per share have been calculated assuming that the stock split was conducted at the beginning of the fiscal year ended March 31, 2021.

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 trading unit) or more will be eligible. The Company will dispatch the shareholder benefits within three months from each record date.
To further enhance the convenience for our shareholders, the Company has decided to change the shareholder benefits to Digital Gift® which can be exchanged for various forms of e-money and points.

Number of shares held	Benefit details
100 shares (1 unit) or more	Digital Gift® worth 500 yen
300 shares (3 units) or more	Digital Gift® worth 3,000 yen
500 shares (5 units) or more	Digital Gift® worth 5,000 yen
1000 shares (10 units) or more	Digital Gift® worth 10,000 yen

(Reference) FY3/27 Forecast Combined Yield (Dividend + Benefit)

100 shares	4.8%
300 shares	5.5%
500 shares	5.5%
1,000 shares	5.5%

*Note: Calculated based on a share price of 705 yen as of March 31, 2026.

IV. Medium-term Management Plan

Medium-term management plan (2026-2030) "TCG Future Vision 2030"

Vision Concept

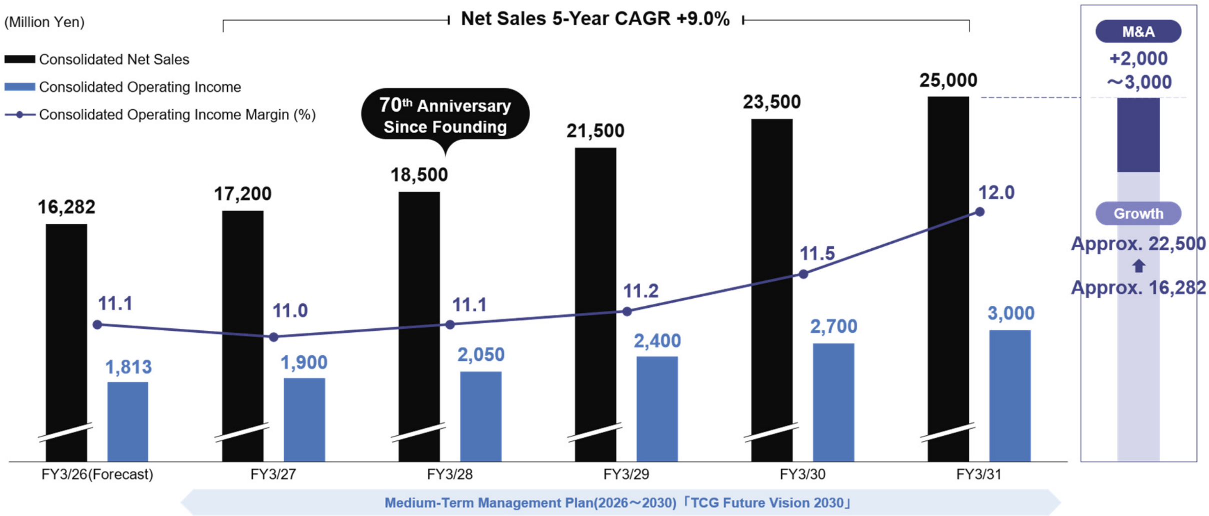
Empowering 50,000 Mid-Sized Companies

to Become First Call Companies Worldwide

The One & Only Global Management Consulting Firm

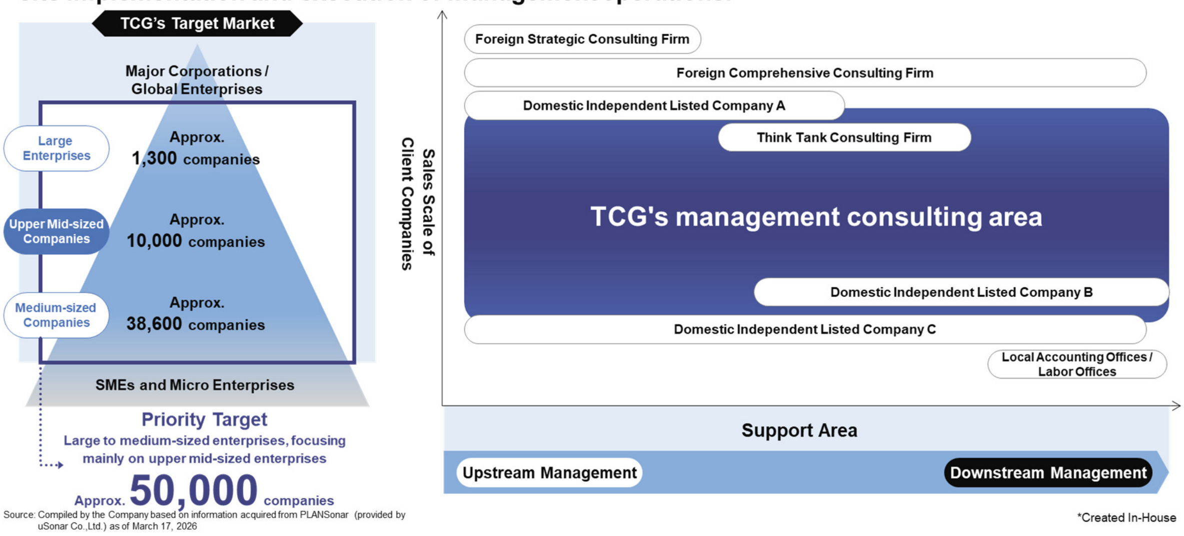
Sales and Profit Plan

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



Target Segment

We set approximately 50,000 companies, ranging from large enterprises to mid-sized companies, with a focus on upper mid-sized enterprises, as our priority target for investigation and research. At the same time, we provide comprehensive, end-to-end support from strategy formulation through the on-site implementation and execution of management operations.



Business strategy

Diversification in management consulting domain

- Develop and provide new consulting domains that can solve the issues of top management (executives)
- Increase the number of operating companies from **7 to 11**, and expand the consulting domains from **5 to 8** through promoting M&A

Team consulting model

- Create First Call Companies worldwide through our distinctive team consulting model built on the intersection of "**social issues, industries, and strategic themes**," by targeting **approximately 50,000 companies**, primarily upper mid-sized enterprises

Consulting & BPaaS model

- Strengthen support for the implementation and execution of client companies through "**management consulting methods × DX/AX**"
- Further strengthen the development of professional DX/AX services to achieve this

Marketing & sales model

- Promote branding & PR to the top management (executives) of approximately 50,000 priority target companies, and build a database for each individual company
- Strengthen cross-marketing to enhance the average contract value and contract renewal rate

Organizational strategy

Team development & expansion of leader talent

- Promote team building and departmental expansion as the foundation for growth, while also develop and promote leadership talent to take on such roles
- Expand the number of teams in departmental organizations through a design of **sales targets per person × 5 members per team**, aiming to achieve net sales of 25 billion yen in the final year of the medium-term management plan

Promotion of human capital management

- Strengthen **well-being investment** and advance proprietary human capital KPIs, such as DE&I, exemplified by a 50:50 gender balance, to attract professional talent from around the world
- Establish and strengthen in-house corporate universities and HR systems by defining professional DE&I as a corporate value

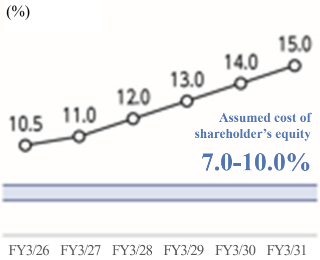
Recruitment & career design

- Recruit new graduates and experienced professionals from various industries nationwide to expand our diverse professional talent **base to 1,250**
- Continue to strengthen and implement an all-directional recruitment strategy for the Group companies as a whole

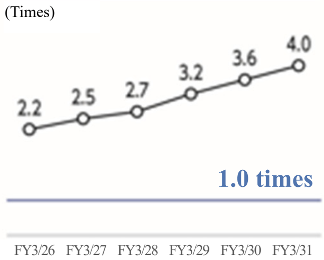
Capital allocation and Shareholder return

ROE and PBR targets

ROE targets



PBR targets



Cash allocation

- Achieve the medium-term targets of net sales of 25 billion yen, operating profit of 3 billion yen, and ROE of 15.0% or higher by distributing cash generated to growth-oriented investments and shareholder returns in a balanced manner

▶ Please access here for details on the medium-term management plan (2026-2030)

V. Financial Statements

(1) Consolidated Balance Sheet

(Thousands of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	7,665,407	6,490,433
Notes and accounts receivable - trade, and contract assets	1,083,245	1,205,512
Securities	–	500,000
Merchandise	38,859	37,244
Work in process	30,492	38,143
Raw materials	1,901	1,654
Other	272,438	373,912
Allowance for doubtful accounts	(590)	(490)
Total current assets	9,091,754	8,646,410
Non-current assets		
Property, plant and equipment		
Buildings and structures	1,225,065	1,262,544
Accumulated depreciation	(656,057)	(706,703)
Buildings and structures, net	569,007	555,841
Land	1,527,477	1,527,477
Other	406,760	466,387
Accumulated depreciation	(313,137)	(297,591)
Other, net	93,622	168,796
Total property, plant and equipment	2,190,107	2,252,114
Intangible assets		
Goodwill	1,010,259	1,524,462
Other	164,778	401,830
Total intangible assets	1,175,038	1,926,293
Investments and other assets		
Investment securities	17,746	228,081
Retirement benefit asset	1,085,071	1,309,631
Deferred tax assets	88,785	143,240
Long-term time deposits	214,003	215,207
Other	465,073	447,502
Total investments and other assets	1,870,680	2,343,663
Total non-current assets	5,235,825	6,522,071
Deferred assets	1,091	554
Total assets	14,328,671	15,169,036

(Thousands of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Accounts payable - trade	405,794	386,207
Current portion of long-term borrowings	116,375	215,142
Income taxes payable	404,548	353,295
Advances received	679,040	768,653
Provision for bonuses	161,199	259,385
Other	770,021	835,393
Total current liabilities	2,536,979	2,818,076
Non-current liabilities		
Long-term borrowings	256,965	474,569
Deferred tax liabilities	257,068	309,345
Provision for retirement benefits for directors (and other officers)	124,737	119,717
Other	11,916	75,311
Total non-current liabilities	650,688	978,943
Total liabilities	3,187,668	3,797,019
Net assets		
Shareholders' equity		
Share capital	1,772,000	1,772,000
Capital surplus	2,402,800	2,402,800
Retained earnings	7,012,784	7,264,526
Treasury shares	(632,585)	(1,058,332)
Total shareholders' equity	10,554,998	10,380,993
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	3,165	(10,452)
Remeasurements of defined benefit plans	91,978	186,019
Total accumulated other comprehensive income	95,143	175,567
Share acquisition rights	9,048	6,468
Non-controlling interests	481,812	808,987
Total net assets	11,141,003	11,372,017
Total liabilities and net assets	14,328,671	15,169,036

(2) Consolidated Statement of Income

(Thousands of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	14,543,581	16,282,565
Cost of sales	7,931,500	8,320,373
Gross profit	6,612,080	7,962,192
Selling, general and administrative expenses	5,111,771	6,148,284
Operating profit	1,500,308	1,813,908
Non-operating income		
Interest income	4,625	8,634
Dividend income	0	217
Gain on sale of investment securities	81,038	24,430
Dividend income of life insurance	1,883	2,033
Subsidy income	–	5,259
Other	9,696	4,789
Total non-operating income	97,244	45,364
Non-operating expenses		
Interest expenses	5,562	9,509
Amortization of organization expenses	536	536
Loss on investments in investment partnerships	2,225	3,470
Other	180	2,491
Total non-operating expenses	8,505	16,008
Ordinary profit	1,589,047	1,843,264
Extraordinary income		
Gain on reversal of share acquisition rights	355	–
Total extraordinary income	355	–
Extraordinary losses		
Loss on sale and retirement of non-current assets	2,562	2,471
Total extraordinary losses	2,562	2,471
Profit before income taxes	1,586,840	1,840,792
Income taxes - current	508,128	556,786
Income taxes - deferred	(21,678)	(24,793)
Total income taxes	486,450	531,992
Profit	1,100,390	1,308,799
Profit attributable to non-controlling interests	83,662	208,538
Profit attributable to owners of parent	1,016,728	1,100,261

(3) Consolidated Statement of Comprehensive Income

(Thousands of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	1,100,390	1,308,799
Other comprehensive income		
Valuation difference on available-for-sale securities	(458)	(13,131)
Remeasurements of defined benefit plans, net of tax	(47,261)	94,041
Total other comprehensive income	(47,719)	80,909
Comprehensive income	1,052,671	1,389,709
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	969,382	1,180,685
Comprehensive income attributable to non-controlling interests	83,288	209,023

(4) Consolidated Statement of Changes in Equity

Fiscal year ended March 31, 2025

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,772,000	2,410,871	7,232,485	(654,005)	10,761,351
Changes during period					
Dividends of surplus			(763,158)		(763,158)
Profit attributable to owners of parent			1,016,728		1,016,728
Purchase of treasury shares				(474,158)	(474,158)
Disposal of treasury shares (exercise of share acquisition rights)		170		14,065	14,235
Cancellation of treasury shares		(481,513)		481,513	–
Transfer from retained earnings to capital surplus		473,271	(473,271)		–
Net changes in items other than shareholders' equity					
Total changes during period	–	(8,071)	(219,701)	21,419	(206,353)
Balance at end of period	1,772,000	2,402,800	7,012,784	(632,585)	10,554,998

	Accumulated other comprehensive income			Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	3,249	139,239	142,488	11,049	389,428	11,304,318
Changes during period						
Dividends of surplus						(763,158)
Profit attributable to owners of parent						1,016,728
Purchase of treasury shares						(474,158)
Disposal of treasury shares (exercise of share acquisition rights)						14,235
Cancellation of treasury shares						–
Transfer from retained earnings to capital surplus						–
Net changes in items other than shareholders' equity	(84)	(47,261)	(47,345)	(2,000)	92,384	43,038
Total changes during period	(84)	(47,261)	(47,345)	(2,000)	92,384	(163,314)
Balance at end of period	3,165	91,978	95,143	9,048	481,812	11,141,003

Fiscal year ended March 31, 2026

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,772,000	2,402,800	7,012,784	(632,585)	10,554,998
Changes during period					
Dividends of surplus			(846,207)		(846,207)
Profit attributable to owners of parent			1,100,261		1,100,261
Purchase of treasury shares				(449,921)	(449,921)
Disposal of treasury shares (exercise of share acquisition rights)		(2,311)		24,174	21,862
Cancellation of treasury shares					–
Transfer from retained earnings to capital surplus		2,311	(2,311)		–
Net changes in items other than shareholders' equity					
Total changes during period	–	–	251,742	(425,746)	(174,004)
Balance at end of period	1,772,000	2,402,800	7,264,526	(1,058,332)	10,380,993

	Accumulated other comprehensive income			Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	3,165	91,978	95,143	9,048	481,812	11,141,003
Changes during period						
Dividends of surplus						(846,207)
Profit attributable to owners of parent						1,100,261
Purchase of treasury shares						(449,921)
Disposal of treasury shares (exercise of share acquisition rights)						21,862
Cancellation of treasury shares						–
Transfer from retained earnings to capital surplus						–
Net changes in items other than shareholders' equity	(13,617)	94,041	80,423	(2,580)	327,175	405,018
Total changes during period	(13,617)	94,041	80,423	(2,580)	327,175	231,013
Balance at end of period	(10,452)	186,019	175,567	6,468	808,987	11,372,017

(5) Consolidated Statement of Cash Flows

(Thousands of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	1,586,840	1,840,792
Depreciation	126,954	177,651
Amortization of goodwill	94,982	164,153
Loss (gain) on sale and retirement of non-current assets	2,562	2,471
Loss (gain) on sale of investment securities	(81,038)	(24,430)
Increase (decrease) in provision for bonuses	45,029	83,750
Increase (decrease) in allowance for doubtful accounts	(953)	(99)
Decrease (increase) in retirement benefit asset	(92,917)	(87,333)
Increase (decrease) in provision for retirement benefits for directors (and other officers)	–	(5,020)
Interest and dividend income	(4,625)	(8,852)
Interest expenses	5,562	9,509
Loss (gain) on investments in investment partnerships	2,225	3,470
Decrease (increase) in trade receivables	26,560	(45,001)
Decrease (increase) in inventories	(13,897)	(5,789)
Increase (decrease) in trade payables	74,872	(28,132)
Increase (decrease) in advances received	(30,794)	(41,502)
Decrease (increase) in other assets	(2,599)	(11,551)
Increase (decrease) in other liabilities	(19,485)	11,234
Other, net	13,095	(23,360)
Subtotal	1,732,371	2,011,959
Interest and dividends received	5,419	8,041
Interest paid	(5,420)	(9,289)
Income taxes refund (paid)	(277,694)	(601,907)
Net cash provided by (used in) operating activities	1,454,676	1,408,805
Cash flows from investing activities		
Payments into time deposits	(2,400)	(2,400)
Proceeds from withdrawal of time deposits	1,200	1,200
Purchase of securities	(800,000)	(1,000,000)
Proceeds from sale and redemption of securities	3,000,000	500,000
Purchase of investment securities	–	(229,919)
Proceeds from sale and redemption of investment securities	90,973	24,644
Payments for investments in capital	(25,000)	–
Purchase of property, plant and equipment and intangible assets	(95,961)	(155,168)
Payments of guarantee deposits	(3,636)	(9,792)
Proceeds from refund of guarantee deposits	4,062	454
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(277,952)	(224,756)
Other, net	5,544	7,544
Net cash provided by (used in) investing activities	1,896,829	(1,088,192)
Cash flows from financing activities		
Proceeds from sale of treasury shares resulting from exercise of share acquisition rights	11,591	19,282
Purchase of treasury shares	(474,158)	(449,921)
Dividends paid	(761,919)	(845,716)
Other, net	(100,518)	(219,230)
Net cash provided by (used in) financing activities	(1,325,005)	(1,495,586)
Net increase (decrease) in cash and cash equivalents	2,026,501	(1,174,974)
Cash and cash equivalents at beginning of period	5,638,906	7,665,407
Cash and cash equivalents at end of period	7,665,407	6,490,433

VI. Corporate Data

Basic Information (as of April 1, 2026)

Trade name:	TANABE CONSULTING GROUP CO.,LTD.
Founded:	October 16, 1957
Established:	April 1, 1963
Listed market:	The Prime Market of Tokyo Stock Exchange (Securities Code: 9644)
Listed:	September 28, 2016
Business year:	From April 1 to March 31
Share capital:	1,772 million yen
Number of employees:	859 persons (consolidated)
Group companies:	TANABE CONSULTING CO.,LTD. Leading Solutions Co.,Ltd. Growin' Partners Inc. JAYTHREE, Inc. Kartz Media Works,Inc. Surpass Co.,Ltd. PEACEMIND Inc.
Osaka Headquarters:	3-3-41 Miyahara, Yodogawa-ku, Osaka
Tokyo Headquarters:	Tekko Building 9th Floor, 1-8-2 Marunouchi, Chiyoda-ku, Tokyo
Telephone:	+81-6-7177-4000

Directors (as of June 25, 2026)

President and Chief Executive Officer	Takahiko Wakamatsu
Executive Vice President	Yoshikuni Nagao
Senior Managing Director	Norihito Minamikawa
Senior Managing Director	Masaru Warata
Senior Managing Director	Itaru Okumura
Senior Managing Director	Tsuyoshi Yamamoto
Director	Yoshihiro Kawamoto
Director* (Audit and Supervisory Committee Member)	Hiroshi Kanbara
Director* (Audit and Supervisory Committee Member)	Maki Imura
Director* (Audit and Supervisory Committee Member)	Kaname Matsumoto
Director* (Audit and Supervisory Committee Member)	Yoshie Shinoki

* Outside Director

Stock Status (as of March 31, 2026)

Total number of shares authorized:	136,000,000 shares
Total number of shares issued:	34,000,000 shares
Number of shareholders:	11,812

Major shareholders (Top 10) (as of March 31, 2026)

Shareholder name	Number of shares held (Thousands of shares)	Share-holding ratio (%)
Jiro Tanabe	3,790	11.80
Yoichiro Tanabe	3,022	9.41
Toki Narazaki	3,014	9.38
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,524	4.74
Shinichi Ueda	959	2.98
Tanabe Consulting Group Employee Share Ownership Scheme	900	2.80
SMBC Trust Bank Ltd. Designated Securities Trust	808	2.51
Hitoshi Kimoto	640	1.99
Naoko Ito	520	1.61
Yoko Takahashi	520	1.61

Note: Share-holding ratio is calculated after reduction of the number of treasury shares (1,890,256 shares).