TANABE CONSULTING GROUP CO., LTD.

Supplementary Materials for the Second Quarter of the Fiscal Year Ending March 2027 (1H)

November 10, 2026 | Stock Code:9644 |

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01

Summary of Financial Results for the Second Quarter (1H) of the Fiscal Year Ending March 2027

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2Q FY3/27 Financial Summary

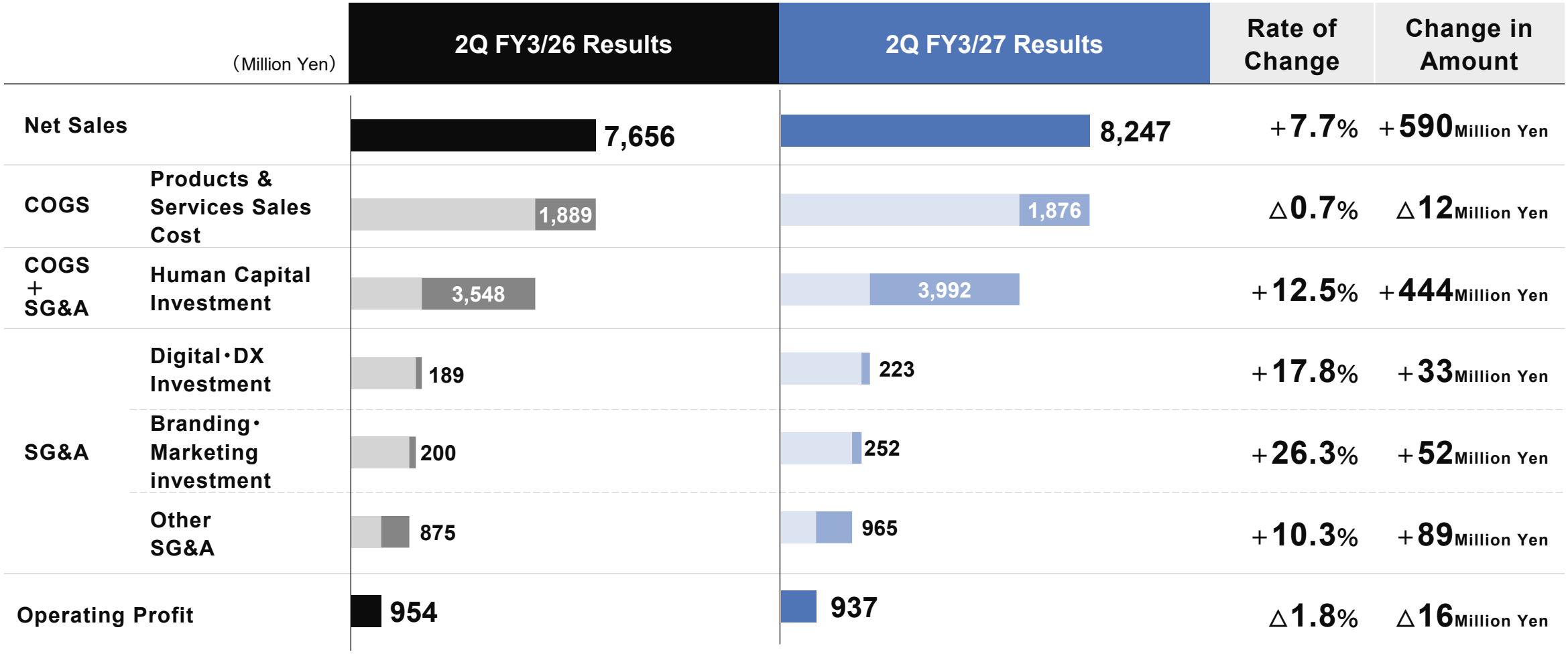
The company achieved record-high net sales for the interim period and exceeded its plan through ordinary income. However, interim net income was below both the prior-year level and plan due to ancillary expenses associated with the share acquisition made in connection with the capital and business alliance.

(Million yen)	2Q FY3/26 Results	2Q FY3/27 Plan	2Q FY3/27 Results	YoY Comparison	vs. Plan
Net Sales	7,656	8,100	8,247	+7.7%	+1.8%
Gross Profit	3,775	4,010	4,126	+9.3%	+2.9%
(Gross Profit Ratio)	(49.3%)	(49.5%)	(50.0%)	—	—
Operating Profit	954	910	937	△1.8%	+3.0%
(Operating Profit Ratio)	(12.5%)	(11.2%)	(11.4%)	—	—
Ordinary Profit	952	910	950	△0.2%	+4.4%
Quarterly Net Income attributable to owners of parent	561	575	528	△5.9%	△8.1%
EPS (Basic Earnings per Share)	17.25 yen	17.91 yen	16.48 yen	—	—

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

- Gross profit increased by 350 million yen, driven by a 7.7% year-on-year increase in revenue.
- Operating profit declined 1.8% as a result of proactive investment in human capital and other areas.



(Million Yen)		2Q FY3/26 Results	2Q FY3/27 Results	Rate of Change	Change in Amount
Net Sales		7,656	8,247	+7.7%	+590 Million Yen
COGS	Products & Services Sales Cost	1,889	1,876	△0.7%	△12 Million Yen
COGS + SG&A	Human Capital Investment	3,548	3,992	+12.5%	+444 Million Yen
SG&A	Digital・DX Investment	189	223	+17.8%	+33 Million Yen
	Branding・Marketing investment	200	252	+26.3%	+52 Million Yen
	Other SG&A	875	965	+10.3%	+89 Million Yen
Operating Profit		954	937	△1.8%	△16 Million Yen

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Analysis of Factors for Increase/Decrease in Operating Profit (vs. Plan)

- Gross profit increased by 116 million yen, driven by a 1.8% increase in revenue versus plan.
- Despite proactive investment in human capital and other areas, operating profit increased by 3.0%.

(Million Yen)		2Q FY3/27 Plan	2Q FY3/27 Results	Rate of Change	Change in Amount
Net Sales		8,100	8,247	+1.8%	+147 Million Yen
COGS	Products & Services Sales Cost	1,925	1,876	△2.5%	△48 Million Yen
COGS + SG&A	Human Capital Investment	3,860	3,992	+3.4%	+132 Million Yen
SG&A	Digital・DX Investment	220	223	+1.4%	+3 Million Yen
	Branding・Marketing investment	245	252	+3.1%	+7 Million Yen
	Other SG&A	940	965	+2.7%	+25 Million Yen
Operating Profit		910	937	+3.0%	+27 Million Yen

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Sales Analysis by Management Consulting Domain

Increased revenue in all management consulting areas.

(Million Yen)	2Q FY3/26 Results	2Q FY3/27 Results	YoY Comparison	Sales Composition (2Q FY3/27)
Net Sales	**7,656**	**8,247**	**+7.7%**	**—**
Strategy & Domain	1,443	1,625	+12.6%	19.7%
Digital・DX	1,232	1,277	+3.6%	15.5%
HR	1,677	1,882	+12.2%	22.8%
Finance・M&A	1,530	1,666	+8.9%	20.2%
Branding＆PR	1,603	1,611	+0.5%	19.6%
Other	169	183	+8.7%	2.2%

(Note) Part of the net sales figures for Digital/DX, Finance/M&A and Branding & PR in the six months ended September 30, 2025 have been reclassified and presented accordingly. The breakdown is as follows. The "brand consulting, web production and other creative design" services provided by JAYTHREE, Inc. currently have a high affinity with branding & PR consulting. To further strengthen this support function and create synergy, we have reclassified them from Digital/DX to Branding & PR. Additionally, the "FP&A business," which has branched out from the DX promotion and ERP implementation support business of Growin' Partners Inc., has a high affinity with finance and M&A consulting. To further strengthen this support function and create synergy, we have reclassified it from Digital/DX to Finance/M&A.

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Business Overview by Management Consulting Domain

Strategy & Domain

- There has been an increase in growth strategy support for construction, manufacturing, wholesale, information and communication, infrastructure, and other sectors by the newly established industry-specific/profession-specific organization, “Industry & 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,” “global strategies,” “marketing & sales,” and “alliance partner strategies” performed well. Government/public sector projects such as “strengthening management capabilities for the creation of mid-sized enterprises,” “support for utilizing regional resources and regional collaboration,” and “support for the introduction of human capital and reskilling” also increased.
- For listed companies, themes such as “formulation and promotion of long-term vision and medium-term management plans” and “production of integrated reports (ESG-related initiatives)” increased.

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Business Overview by Management Consulting Domain

Digital・DX

- Consulting services for DX/AX were in high demand, and those under such themes as “conception of shift to IT and formulation of DX/AX strategies,” “implementation of ERP systems,” “implementation of AI,” “system implementation PMO,” “BPO and business improvement,” “branding DX (websites and social media platforms)” and “obtaining DX certification” also performed well.
- For listed companies, themes such as “marketing DX (digital marketing, sales process transformation and so on),” “system implementation PMO” and “cybersecurity measures” increased.
- 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.

HR

- Consulting services for human capital management were in high demand, and those under such themes as “restructuring of human resource treatment systems,” “establishment of in-house university (academy),” “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 business leaders,” “succession planning,” “corporate well-being,” “establishment of executive compensation plan” and “HRBP” increased.

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Business Overview by Management Consulting Domain

Finance・M&A

- Consulting services for enhancing corporate value and realizing business succession 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 “listing 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.

Branding＆PR

- Consulting services for branding and PR of their purpose, products and services were in high demand, and those under such themes as “formulation of brand vision,” “establishment of public relations function (including training),” “media PR (Global PR Wire (international press release distribution service), press conference and others)” and “internal branding” performed well.
- For listed companies, themes such as “brand strategy,” “strategic PR,” “creative design” and “UI/UX design” increased.

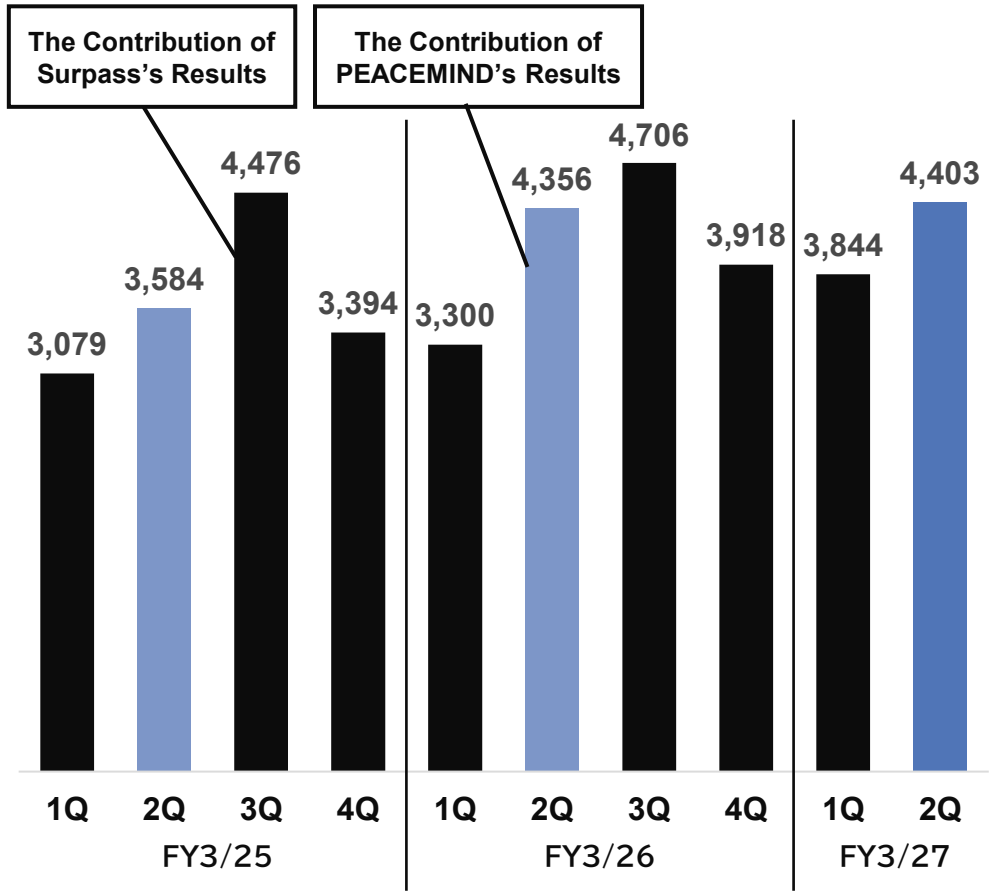
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Quarterly Trends in Net Sales and Operating Profit

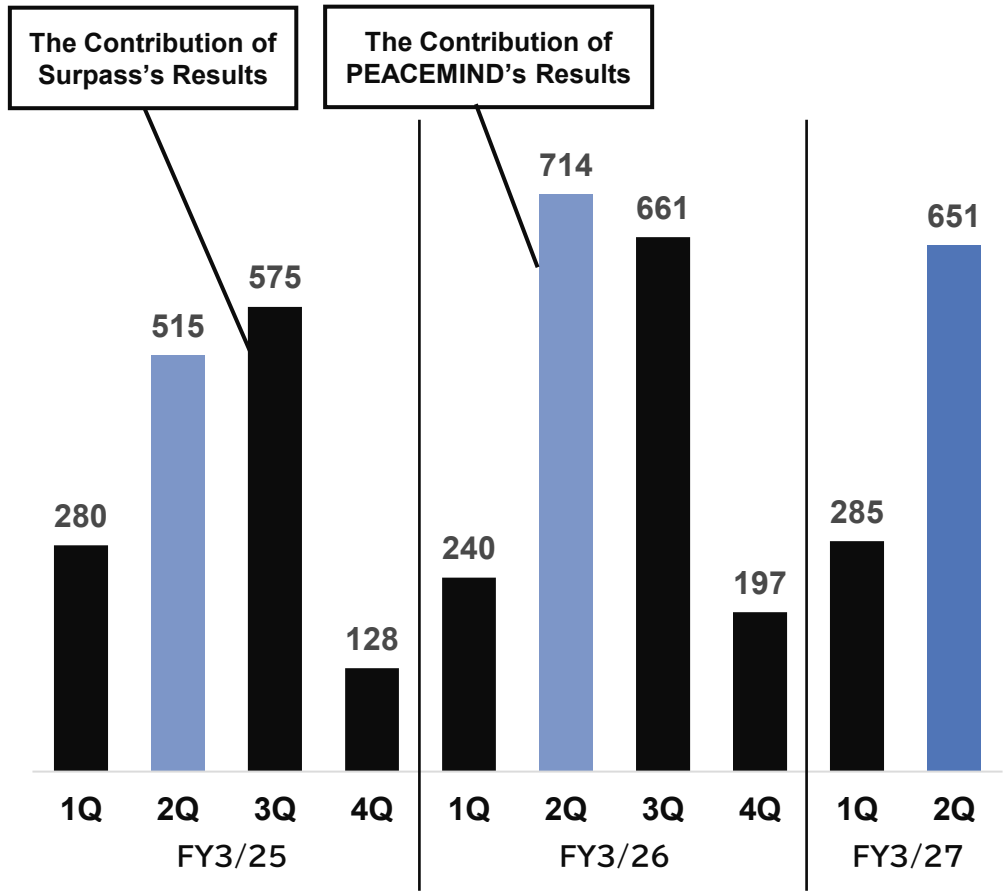
- Achieved net sales growth by promoting organic growth and M&A strategies.
  (Sales from services such as stress checks provided by PEACEMIND tends to be concentrated in the third quarter of the fiscal year.)
- We also actively invested in human capital and other areas that drive growth.

(Million Yen)

Net Sales



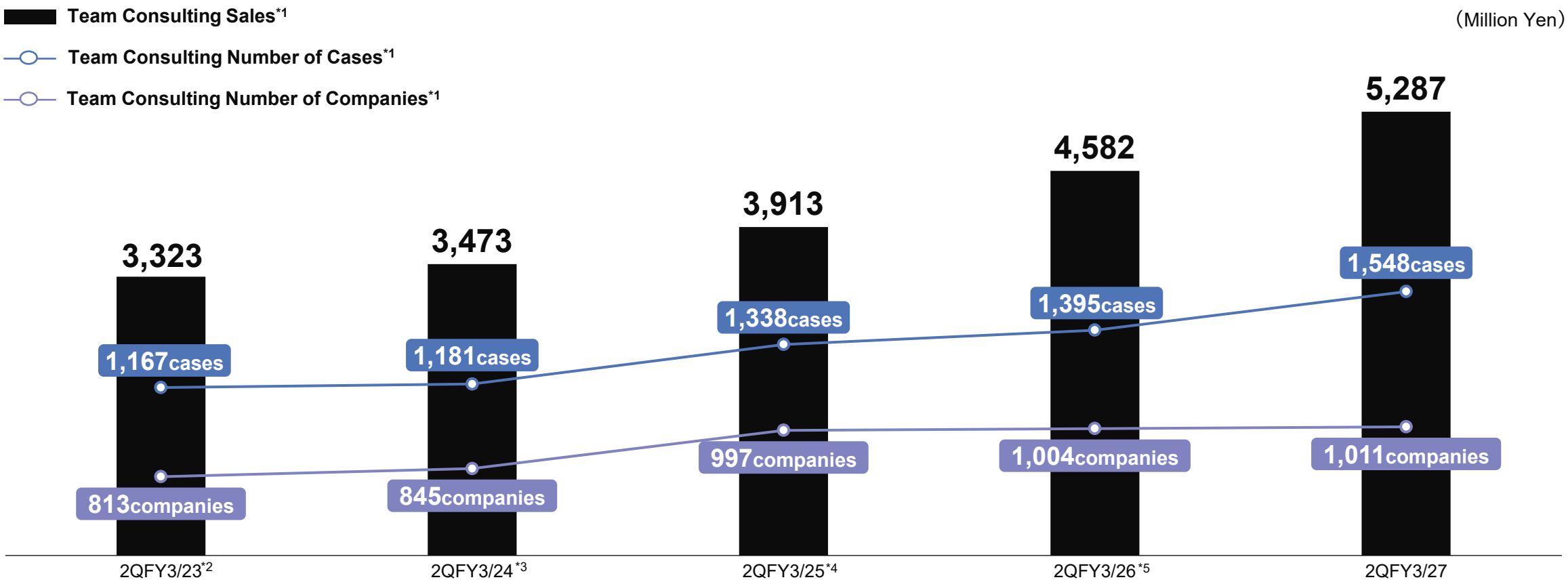
Operating Profit



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Key KPI (Team Consulting Indicators)

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

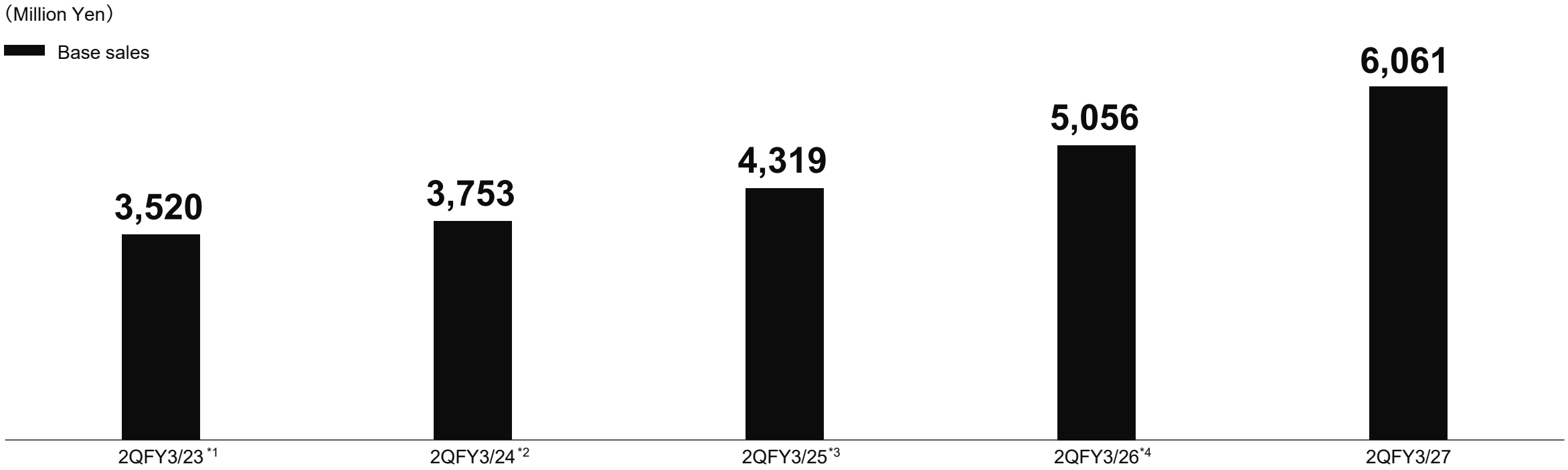


*1 Team Consulting includes monthly subscription consulting (Strategy & Domain, Digital・DX, HR, Finance・M&A, Branding & PR)
(From FY3/27, only high-value-added consulting results are included, excluding system operations, design, EAP support, and similar services.)
*2 2QFY3/23 : the sum of the results of TANABE CONSULTING CO., LTD., Leading Solutions Co., Ltd., Growin' Partners Inc. and JAYTHREE, Inc.
*3 2QFY3/24 : Kartz Media Works,Inc. included in consolidation
*4 2QFY3/25 : Surpass Co.,Ltd. included in consolidation
*5 2QFY3/26 : PEACEMIND Inc. included in consolidation

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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 last year, reaching a record high.**

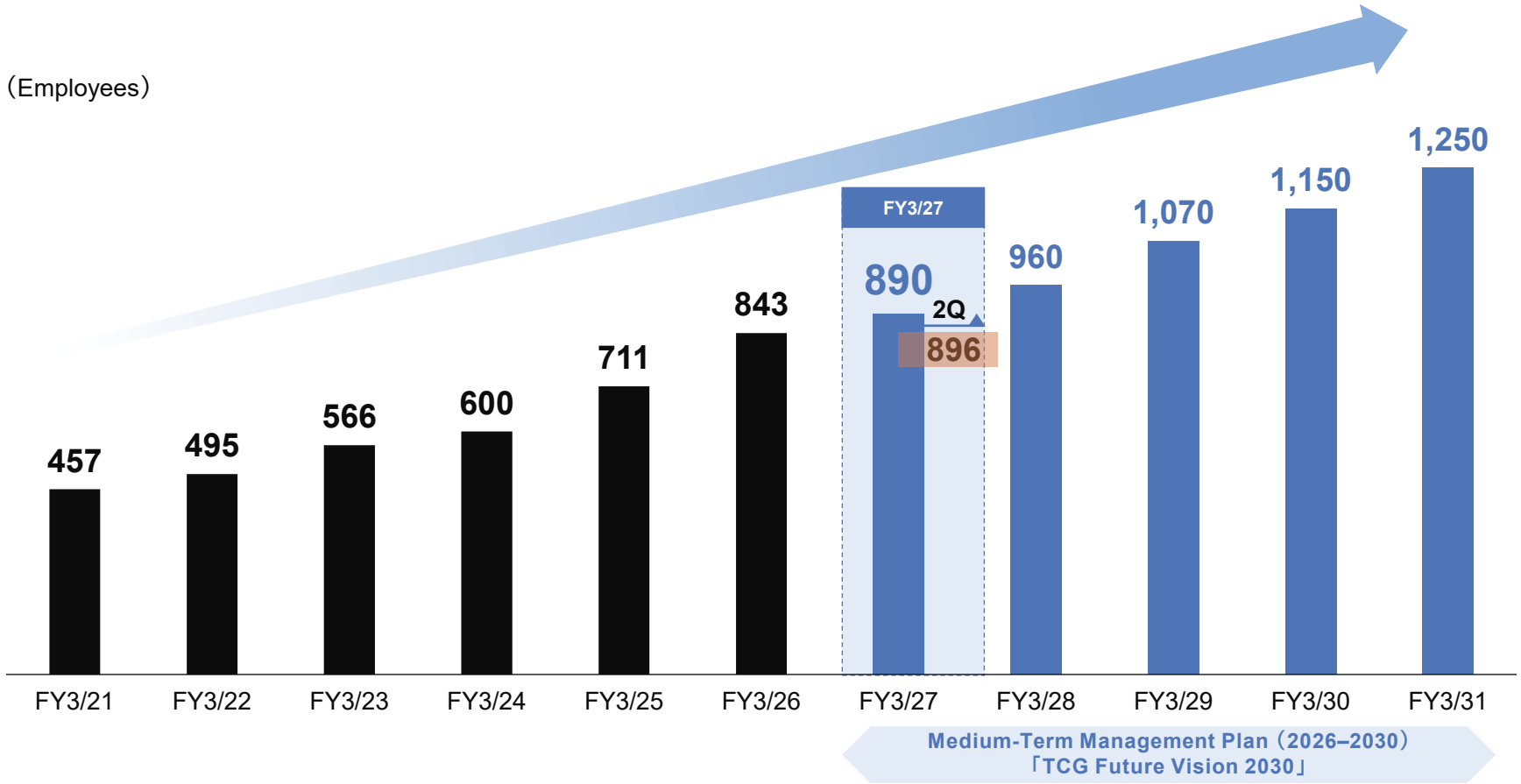


*1 2QFY3/23 : the sum of the results of TANABE CONSULTING CO., LTD., Leading Solutions Co., Ltd., Growin' Partners Inc. and JAYTHREE, Inc.
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*4 2QFY3/26 : PEACEMIND Inc. included in consolidation

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Number of Employees

- In addition to strengthening mid-career recruitment of professionals with work experience in various industries, we will also strengthen the recruitment of new graduates.
- Actively recruit specialized professionals who will drive each management consulting domain.



Diverse Consultants

- Strategic Consultants
- DX & Digital Consultants
- M&A Consultants
- Corporate Finance Consultants
- HR Consultants
- Corporate Well-being Consultants
- Marketing / Sales Consultants
- Branding & PR Consultants
- CRM Consultants

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Balance Sheet

Equity-to-asset ratio remains high at 68.1%.

(Million Yen)	FY3/26	2Q FY3/27	Change in Amount
Assets			
Cash and Deposits	6,490	5,541	△949
Securities	500	1,000	+500
Total Current Assets	**8,646**	**8,734**	**+88**
Property, Plant and Equipment	2,252	2,329	+77
Intangible Assets	1,926	1,834	△91
Investments and Other Assets	2,343	2,399	+55
Total Non-Current Assets	**6,522**	**6,563**	**+41**
Total Assets	**15,169**	**15,298**	**+129**

(Million Yen)	FY3/26	2Q FY3/27	Change in Amount
Liabilities			
Accounts Payable - Trade	386	533	+147
Total Current Liabilities	2,818	3,028	+210
Total Non-Current Liabilities	978	1,013	+34
Total Liabilities	**3,797**	**4,041**	**+244**
Net Assets			
Total Shareholders' Equity	10,380	10,257	△123
Total Net Assets	**11,372**	**11,257**	**△114**
Total Liabilities and Net Assets	**15,169**	**15,298**	**+129**

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Cash Flow

Cash flows from operating activities were approximately 440 million yen, reflecting profit recognition and other factors. Meanwhile, free cash flow is expected to be approximately 140 million yen negative, partly because of securities purchases for the management of surplus funds.

(Million Yen)	2Q FY3/26	2Q FY3/27	Change in Amount
Cash Flows from Operating Activities	**418**	**445**	**+26**
Profit before Income Taxes	952	950	△2
Trade Receivables (△ indicates an increase)	△287	△360	△72
Trade Payables (△ indicates a decrease)	130	147	+16
Advances Received (△ indicates a decrease)	260	285	+25
Income Taxes Refund (△ indicates a payment)	△344	△308	+35
Cash Flows from Investing Activities	**△313**	**△593**	**△279**
Purchase of Securities	—	△1,500	△1,500
Free Cash Flow	**105**	**△147**	**△252**
Cash Flows from Financing Activities	**△731**	**△801**	**△70**
Cash and Cash Equivalents at End of Period	**7,039**	**5,541**	**△1,498**

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02

Financial Forecast for the Fiscal Year Ending March 2027

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Financial Forecast

Planning record highs in both net sales and operating profit while continuing proactive strategic investments.

(Million Yen)	FY3/25 Results	FY3/26 Results	FY3/27 Plan	YoY
Net Sales	14,543	16,282	17,200	+5.6%
Gross Profit	6,612	7,962	8,480	+6.5%
(Gross Profit Ratio)	(45.5%)	(48.9%)	(49.3%)	–
Operating Profit	1,500	1,813	1,900	+4.7%
(Operating Profit Ratio)	(10.3%)	(11.1%)	(11.0%)	–
Ordinary Profit	1,589	1,843	1,900	+3.1%
Profit Attributable to Owners of Parent	1,016	1,100	1,155	+5.0%
EPS (Basic Earnings per Share)	30.80 yen	33.92 yen	35.97 yen	–

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Sales Plan by Management Consulting Domain

- "Strategy & Domain" will continue to place primary focus on "formulation and promotion of long-term vision and medium-term management plan," while strengthening "industry-specific strategies," "global business," and government/public consulting, and expects revenue growth.
- "Finance·M&A" expects revenue growth mainly by capturing strong demand from mid-sized enterprises for growth-strategy M&A, business succession M&A, and group management.

(Million Yen)	FY3/25 as Previously Reported	FY3/25 Reclassified	FY3/26 as Previously Reported	FY3/26 Reclassified	FY3/27 Plan	YoY (Reclassified basis)
Net Sales	14,543	14,543	16,282	16,282	17,200	+5.6%
Strategy & Domain	2,846	2,846	3,151	3,151	3,450	+9.5%
Digital･DX	3,255	2,455	3,582	2,651	2,750	+3.7%
HR	2,609	2,609	3,384	3,384	3,600	+6.4%
Finance･M&A	2,172	2,675	2,447	3,054	3,300	+8.1%
Branding&PR	2,939	3,236	3,019	3,345	3,400	+1.6%
Other	721	721	698	698	700	+0.2%

※ (Note) The "creative and design services, including brand consulting and website production," provided by JAYTHREE, Inc. currently have high compatibility with Branding & PR consulting. To further strengthen these support functions and create synergies, the classification has been changed from "Digital · DX" to "Branding & PR" starting from FY3/27 (organizational structure also changed). In addition, the "FP&A business," which was separated from Growin' Partners Inc.'s DX promotion and ERP implementation support business, has high compatibility with Finance · M&A consulting. To further strengthen these support functions and create synergies, the classification has been changed from "Digital · DX" to "Finance · M&A" starting from FY3/27 (organizational structure also changed). Accordingly, the net sales results for FY3/26 and FY3/25 for "Digital · DX," "Branding & PR," and "Finance · M&A" have also been reclassified for display.

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03

Shareholder Returns

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Shareholder Returns

- Continue the management trend of dividend increases accompanying revenue and profit growth, and implement stable dividends (interim and year-end dividends).
- Continue to implement flexible acquisition of treasury shares for the purpose of improving capital efficiency.

Shareholder Return Policy

(FY3/27–FY3/31)

Payout ratio	DOE (Dividend 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%	

*1 DOE (Dividend on Equity): Annual Dividends/Average Shareholders' Equity x 100
*2 "Digital Gift®" is a registered trademark of Digital Plus Inc.

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Shareholder Returns (Dividends)

- For FY3/27, we plan to raise both the interim and year-end dividends by ¥1, bringing the annual dividends per share to ¥29(up ¥2 YoY; payout ratio: 80.3%).
- Positioning increased revenue, profit growth and higher dividends as core management pillars to enhance capital efficiency while maintaining stable dividend payments.

FY3/26

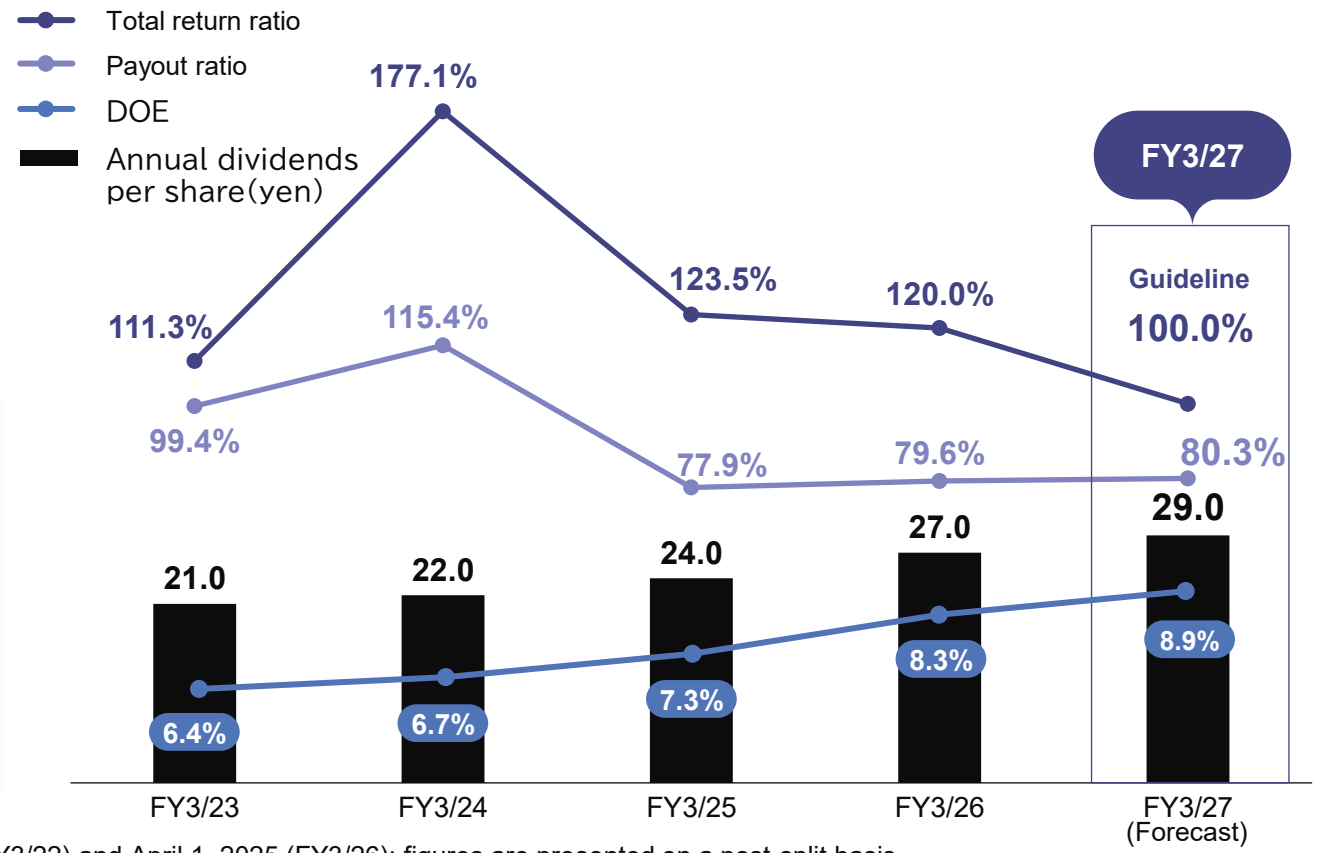
Annual Dividends per Share: **27** yen

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

FY 3/27 Forecast

Annual Dividends per Share: **29** yen (Forecast)

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



(Note) Common stock splits at a ratio of 2-for-1 were conducted on October 1, 2021 (FY3/22) and April 1, 2025 (FY3/26); figures are presented on a post-split basis.

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Shareholder Returns (Shareholder Benefit)

- Introduce a shareholder benefit program in response to many requests received in the shareholder survey.
- Designed the program to enable more individual investors from a wide range of generations to hold our shares.
- Changed from QUO Card to Digital Gift® to improve convenience.

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. Digital Gift® can be exchanged for a wide range of e-money and reward 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 Combined Yield (Dividend + Benefit)
100 shares	5.1%
300 shares	5.8%
500 shares	5.8%
1,000 shares	5.8%

*Note: Calculated based on the share price of 667 yen as of the end of October 2026.

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04

Medium-Term Management Plan (2026–2030)

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Vision Summary (Numerical Targets)

TCG Future Vision 2030

Growth

Consolidated Net Sales **25.0 billion yen**

CAGR 9.0%

Profitability

Consolidated Operating Profit **3 billion yen**

Operating Profit Ratio: 12.0%

Capital Efficiency

ROE **15.0%**

vs. FY3/26 ＋4.5pt

Corporate Value

Market Capitalization **50.0 billion yen**

vs. March 31, 2026 ＋110.4%

Shareholder Returns

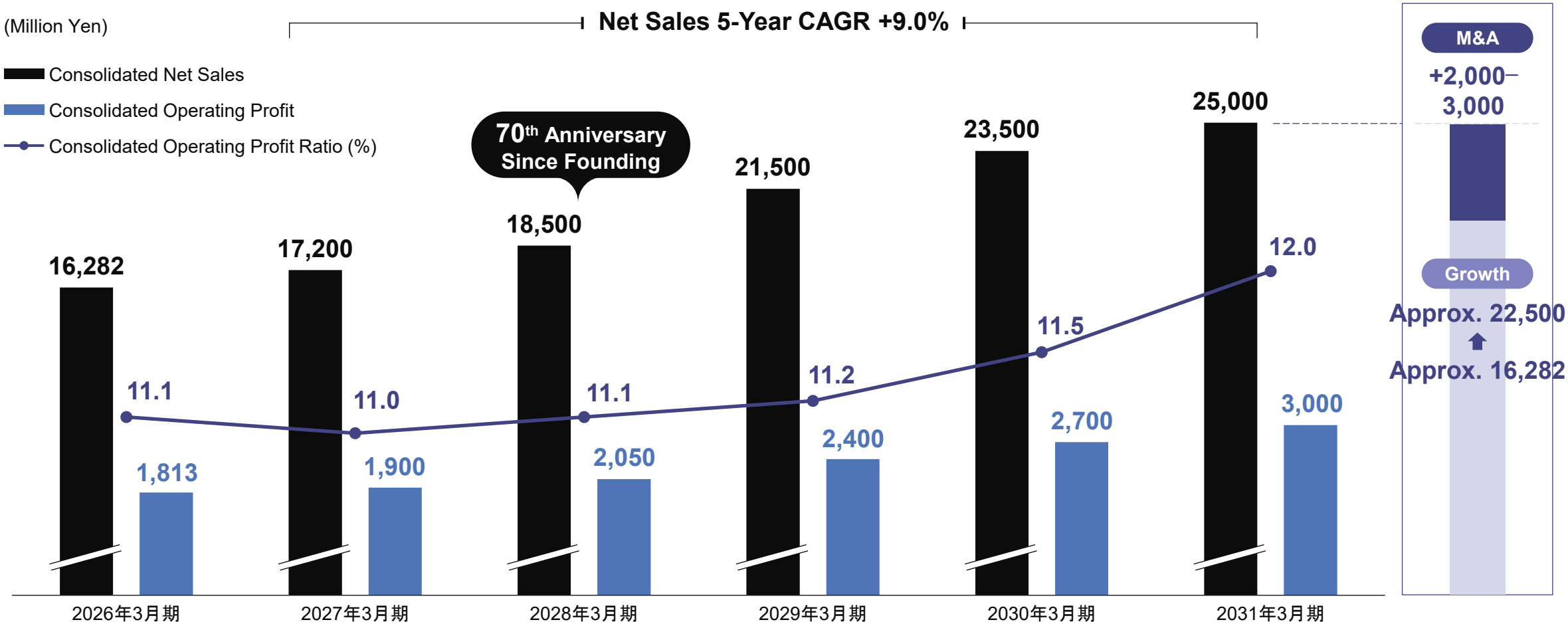
Target consolidated total payout ratio **100.0% guideline**

DOE (dividend on equity) 7.0% or higher

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Sales and Profit Plan (Overall)

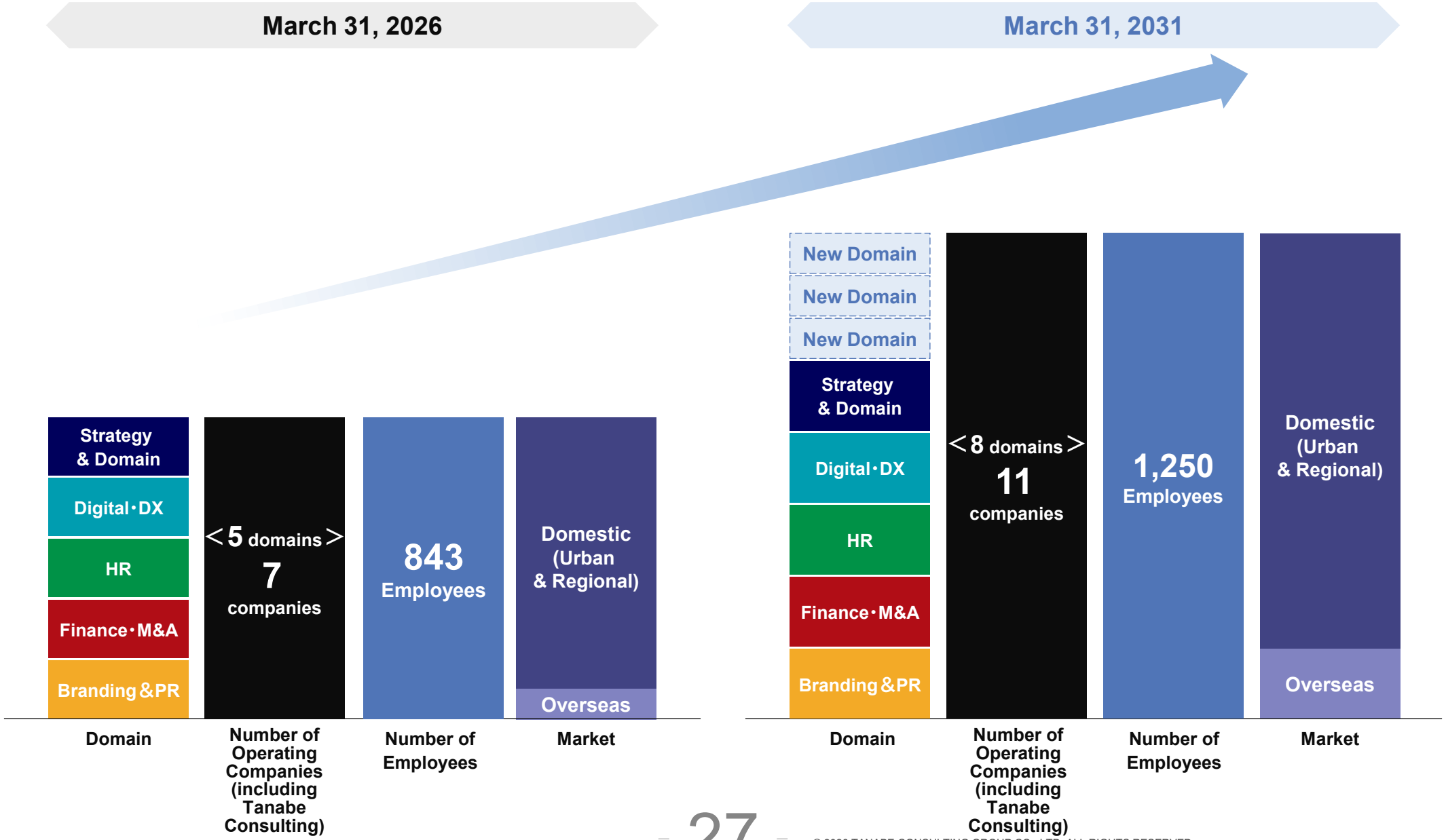
Based on FY3/26 net sales of 16.282 billion yen as the launch platform, aiming to achieve organic growth net sales of 22.5 billion yen and add 2 to 3 billion yen through M&A strategy advancement to reach a final net sales target of 25 billion yen.



Medium-Term Management Plan(2026–2030)「TCG Future Vision 2030」

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Vision Summary（Vision for Sales Growth）



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Sales Plan (By Management Consulting Domain)

(Million Yen)	FY3/26 Results	FY3/31 Plan	Rate of Change
Net sales	**16,282**	**25,000**	**+53.5%**
Strategy & Domain	3,151	4,700	+49.2%
Digital･DX	2,651	3,800	+43.3%
HR	3,384	4,900	+44.8%
Finance･M&A	3,054	4,500	+47.4%
Branding&PR	3,345	4,000	+19.6%
Others	698	700	+0.2%
New Group Companies (M&A Strategy)	—	(2,000–3,000)	—

(Note) The "creative and design services, including brand consulting and website production," provided by JAYTHREE, Inc. currently have high compatibility with Branding & PR consulting. To further strengthen these support functions and create synergies, the classification has been changed from "Digital · DX" to "Branding & PR" starting from FY3/27 (organizational structure also changed). In addition, the "FP&A business," which was separated from Growin' Partners Inc.'s DX promotion and ERP implementation support business, has high compatibility with Finance · M&A consulting. To further strengthen these support functions and create synergies, the classification has been changed from "Digital · DX" to "Finance · M&A" starting from FY3/27 (organizational structure also changed). Accordingly, the net sales results for FY3/26 for "Digital · DX," "Branding & PR," and "Finance · M&A" have also been reclassified for display.

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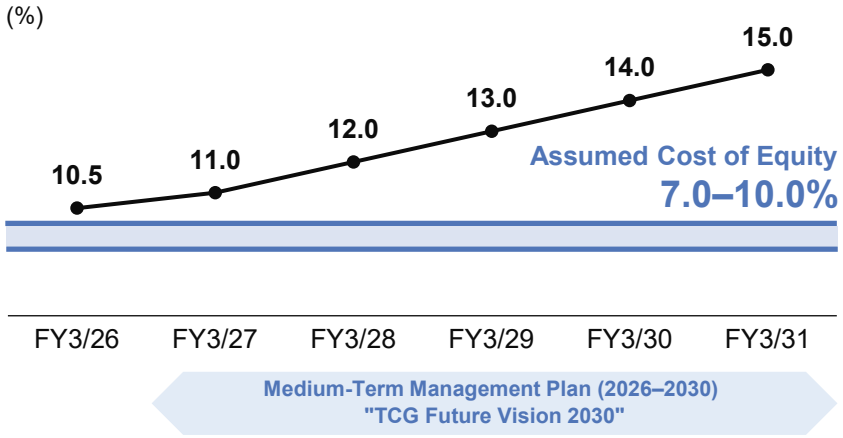
Vision Summary (Strategic Overview)

		Strategic Initiatives	KPI
Business Strategy	1	Serving approximately 50,000 companies, primarily mid-sized enterprises, we create First Call Companies worldwide through our distinctive team consulting model built on the intersection of “social issues, industries, and strategic themes.”	- Leading share in a ¥500 billion market (50,000 companies ×10 million yen) - CAGR 9.0%
	2	Building on an established position in the top management (Executives) market, the development and provision of new consulting domains will support the sustainable growth of client companies.	- new domain to generate ¥1.0 billion or more in revenue - Develop 3 new domains
	3	Accelerate the M&A strategy to add ¥2.0–3.0 billion in revenue (with cumulative investment of ¥2.0–3.0 billion over 5 years and 4 or more transactions).	- 4 or more M&A transactions - Added revenue scale of 2.0–3.0 billion yen
	4	Create a new Consulting & BPaaS model to address the shortage of professional talent at client companies and implement Professional DX/AX.	- Develop Professional DX/AX - Advance AI-native management
	5	By implementing our proprietary cross-marketing model covering 50,000 priority target companies, we will further enhance the TCG LTV model (average contract value × contract retention rate).	- Create new customers - LTV (contract retention rate): 70% or higher
Organizational Strategy	6	Recruitment of new graduates and experienced professionals from various industries nationwide to expand our diverse professional talent base to 1,250.	- Number of employees: 1,250 - Inclusion of diverse professional talent
	7	Promote team building and departmental expansion as the foundation for organizational growth, while setting clear goals for leadership talent and developing and promoting such personnel.	- 50 consulting teams - 50 executives (Executive Officers and above) - 150 partner-level professionals
	8	Strengthening well-being investment and advancing proprietary human capital KPIs, including a 50:50 gender balance, to attract professional talent from around the world.	- DE&I gender ratio: 50:50 - Retention rate: 90% or higher

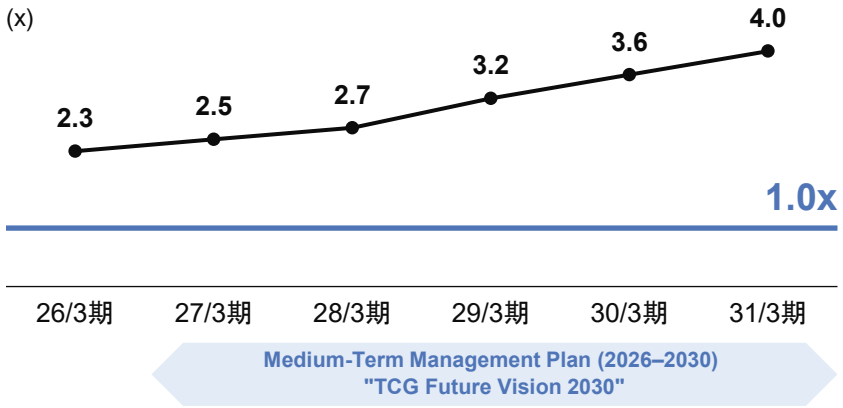
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Action to Implement Management that is Conscious of Cost of Capital and Stock Price

ROE Target



PBR Target



Story for Achieving PBR Target (FY3/31)

			Main Initiatives	
PBR 4.0x or higher	ROE 15.0% or higher	Net Profit Margin 7.2% or higher	Profitability Enhancement	• Promotion of Diversification Strategy in Management Consulting Domains • Increase in Group Business Companies through M&A Strategy • Increase in Profit Units • Expansion of Leader Talent • Promotion of human resource management • Promotion of DX/AX • Strengthening Marketing & Sales
		Total asset turnover 1.2x or higher		
		Financial Leverage 1.5x the following	Capital Optimization	• Implementation of Interim and Year-end Dividends • In a flexible manner acquisition of treasury shares • Offering shareholder benefit
	PER 25.0x or higher	Assumed Shareholders Cost of Capital 7.0–10.0%	Improvement of Liquidity	• Capital Policy • Enhancement of Stock Compensation System • Promotion of sustainability-oriented management
		Expected Growth Rate	Information Disclosure Enhancement	• Enhancement of Dialogue with Shareholders and Investors • Clarification of Growth Strategy • Enhancement of Disclosure Materials

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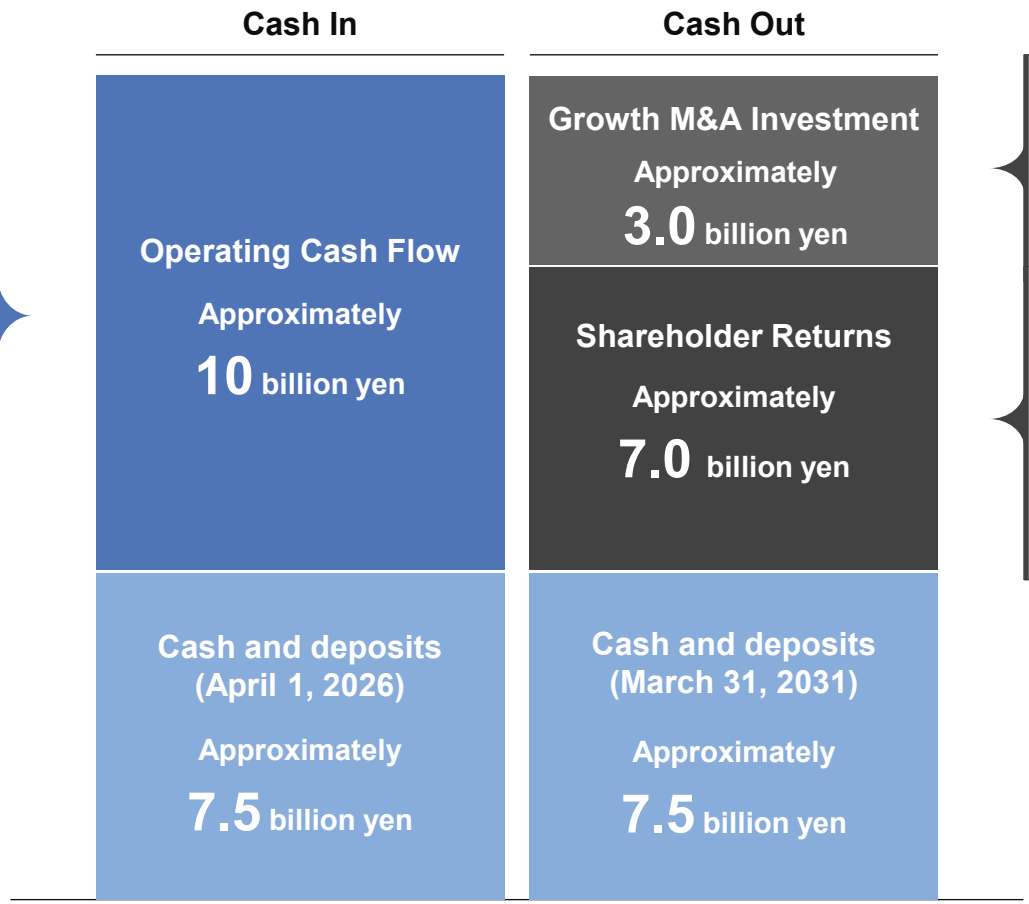
Cash Allocation

Achieve the medium-term targets of net sales of 25 billion yen, operating profit of 3 billion yen, and ROE of 15% or higher by distributing cash generated to growth-oriented investments and shareholder returns in a balanced manner.

Maximization of Operating Cash Flow

- Growth of Existing Management Consulting Domains
- Creation of New Management Consulting Domains
- Improvement of Customer Unit Price through Synergy (Cross Solutions)

TCG Future Vision 2030 (2026–2030)



Growth M&A Investment

- Target of 4 or more companies (adding 2.0–3.0 billion yen to the net sales target of 25.0 billion yen)

Shareholder Returns

- Interim and Year-end Dividends
- In a flexible manner acquisition of treasury shares
- Shareholder benefits

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05

Appendix

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Tanabe Consulting Group Overview

Promoting the diversification of the management consulting Domain - Holding company structure with 9 group companies.

Pure Holding Company

TANABE CONSULTING GROUP

TANABE CONSULTING GROUP CO., LTD.

JPX PRIME

Operating Company

TCG TANABE CONSULTING

TANABE CONSULTING CO., LTD.

Strategy & Domain Consulting	Digital・DX Consulting	HR Consulting	Finance・M&A Consulting	Brand&PR Consulting
• Business Growth Strategy • Mid- to Long-Term Vision • Purpose&Value • Marketing & Sales • Global • Government / Public Sector Support	• DX Strategy • Marketing DX • Management DX • ERP Consulting	• HR Strategy • Human Resources System • Talent Acquisition • Talent Development & Academy • DE&I Organizational Development • Corporate well-being	• Corporate Value Vision • Holdings & Group Management • Business Growth / Business Succession & M&A Strategy • IPO Support • Business Management Systems	• Brand Strategy • Creative & Design • Strategic PR & Communications • Overseas PR / Global PR Wire • Domestic & Overseas Digital Marketing

+

リーディング・ソリューション Leading Solutions — Leading Solutions Co., Ltd.

Growin' Partners — Growin' Partners Inc.

JAYTHREE — JAYTHREE, Inc.

KARTZ KARTZ MEDIA WORKS — Kartz Media Works, Inc.

Surpass — Surpass Co.,Ltd.

PEACEMIND — PEACEMIND Inc.

Actus Actus Consulting Group, Inc. — Actus Consulting Group

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Actus Consulting Group, Inc. Joins the group (Disclosure dated August 19, 2026)

- Actus Inc. is a HR and organizational consulting firm that has supported more than 1,000 Japanese companies expanding into the U.S. for nearly 25 years and has offices in 5 U.S. cities.
- With Actus Inc. joining the group, our global business consulting capabilities to support Japanese companies' expansion into overseas markets and business growth have been strengthened.

TCG's Global Business Consulting Services

Actus
Actus Consulting Group, Inc.

Actus Inc. has offices in 5 cities:
New York (headquarter), Los Angeles, Detroit, Chicago, and Dallas



1. HR Support for Entering the U.S. Market
- Professional Talent
- Market Entry Support, Including BPO Services

2. HR Support in the U.S.
- Organization and HR Consulting
- Talent Acquisition Consulting

3. U.S. Market Entry and Business Expansion Support
- Marketing & Sales Consulting

Global Business Consulting
Supporting Strategy Development and Execution with 30 Overseas Partners

Cross-Border M&A
M&A Support for International Companies

Digital Marketing for International Markets
Social Media Management, Content Marketing, and Advertising Management

Employee Assistance Program (EAP)
Strategic Implementation and Utilization of EAP in International Markets

International PR Support
Developing PR and Communications Strategies for International Markets

Global PR Wire
International Press Release Distribution Service

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About the Consulting Industry / TCG's Practice Areas

TCG's applicable areas are indicated by the blue.

Upstream Support Model / General

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

Comprehensive Support Model / General

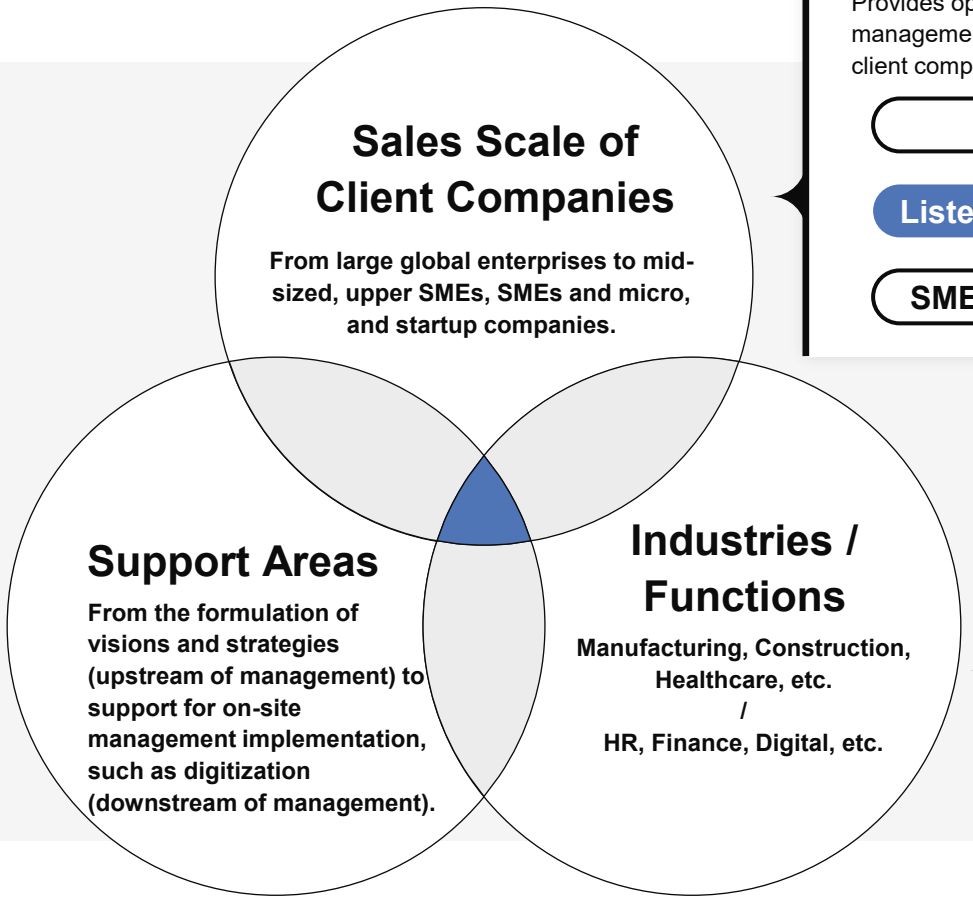
Specializes in specific industries and functions. Provides comprehensive support from upstream to downstream in specialized areas.

Comprehensive Support Model / Specialized

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

Downstream Support Model / Specialized

Specializes in specific industries or functions.
Provides downstream support in specialized areas.



Management issues differ according to the scale of sales

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

Mega Corporations

Listed / Mid-sized Enterprises

SMEs and Micro Enterprises

Strategy / Management (General Model)

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.

Industry / Function (Specialized Model)

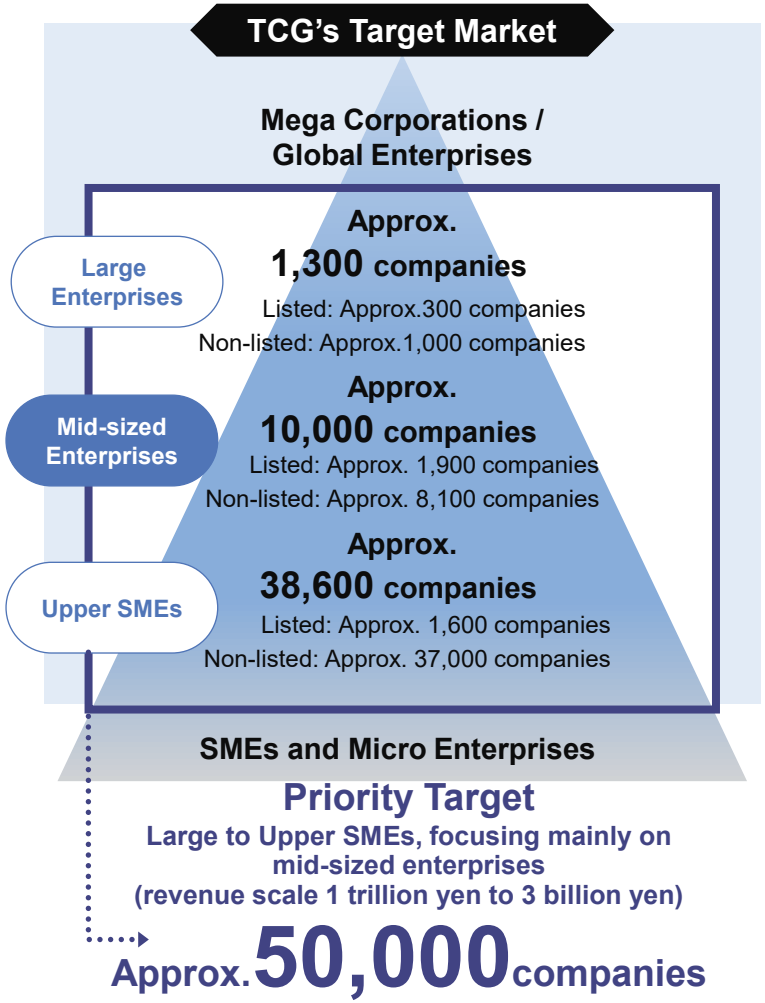
Focuses on specific industries or functions, providing consulting services tailored to resolve strategic issues unique to those sectors or enhancing specific functions.

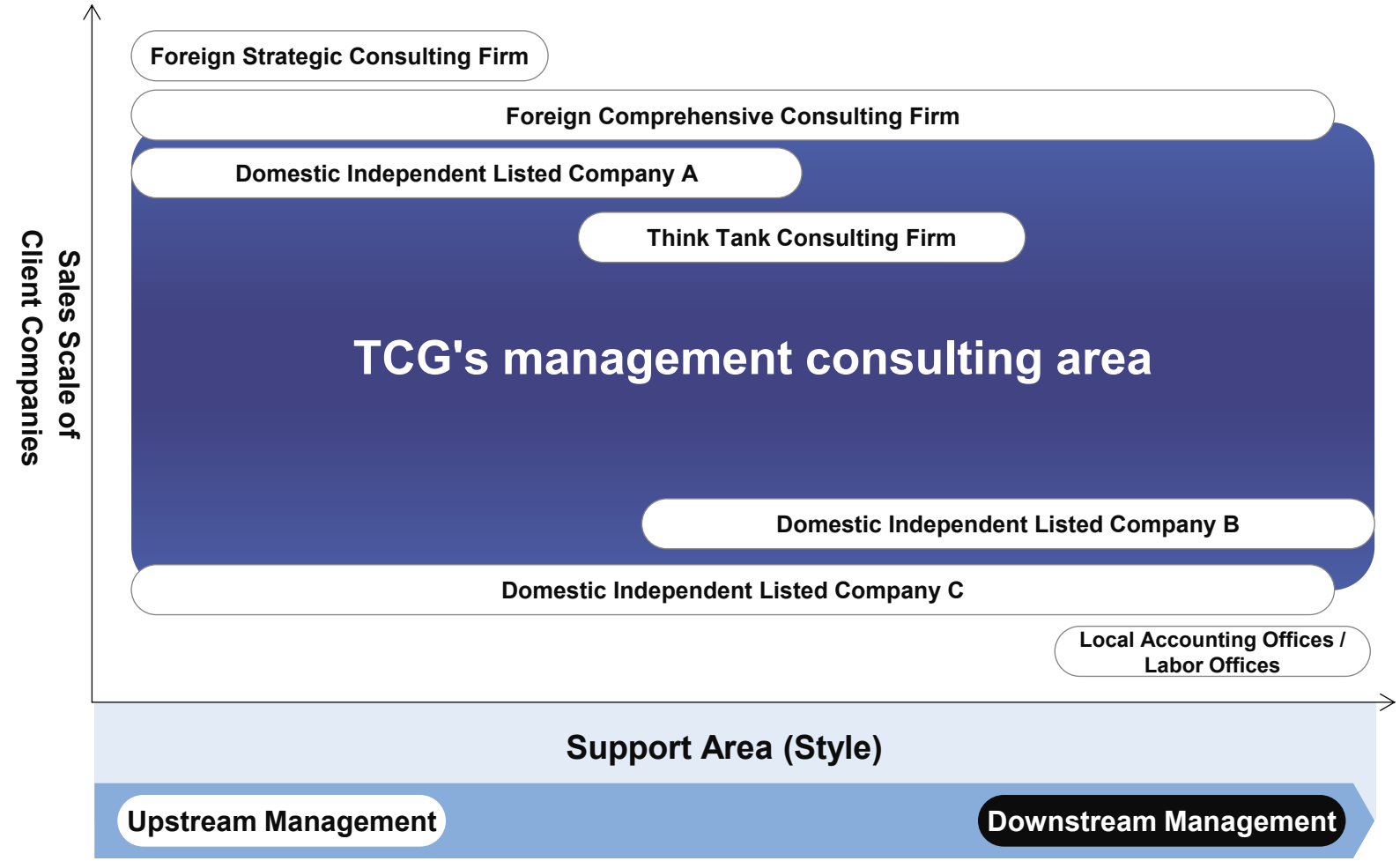
*Created In-House

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Target Segment (1)

Pursuing a distinctive market position with few competitors by providing comprehensive support to approximately 50,000 companies—from large enterprises to upper SEMs, with a focus on mid-sized enterprises—spanning strategy formulation through the on-site implementation and execution of management operations.





Source: Compiled by the Company based on information acquired from PLANSonar (provided by uSonar Co.,Ltd.) as of March 17, 2026

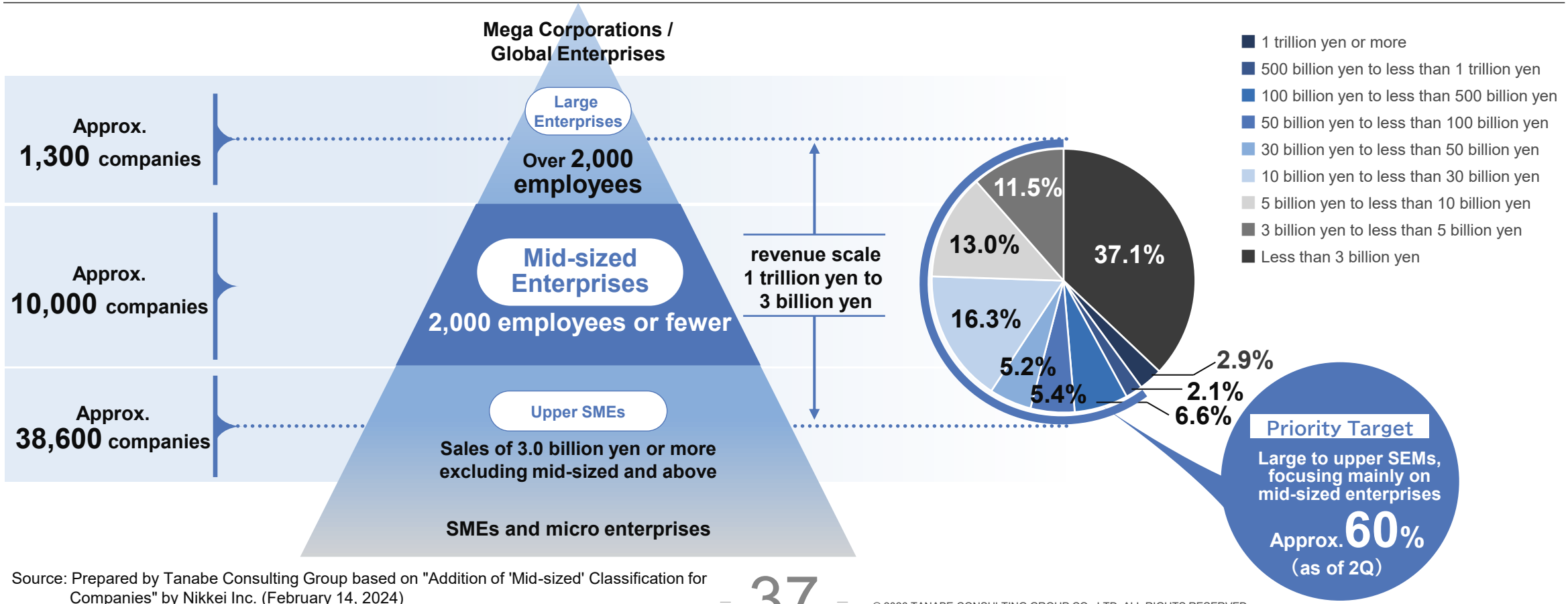
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Target Segment (2)

- Approximately 60% of TCG's client companies are mid-sized enterprises, which are our key target segment.
- Supporting more than 1,350 listed companies across the group.
- We serve numerous industry-leading quality Upper Mid-sized Enterprises that hold top positions in their respective regions, contributing to regional revitalization.

Percentage of TCG's client companies by company size



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

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1・3・5 Growth Strategy

- Mid-sized enterprises face complex management issues in their growth process, requiring high-level consulting.
- TCG provides multifaceted and specialized support through its “1・3・5 Growth Strategy” method.

1・3・5 Growth Strategy*

*Source: Tanabe Consulting

...5 billion yen

Business Model Barrier

- Moving away from subcontracting (designing transaction weights)
- Creating No.1 brand businesses
- Strengthening development capabilities
- Strengthening sales and marketing

10 billion yen

Organizational Management Barrier

- Pentagon strategy with development, production, sales, management, and finance organizations
- Clarifying departmental and management
- Stock listing preparation (establishment of internal audit system, development of regulations, etc.)

30 billion yen

Business Domain Barrier

- 1T3D business strategy
- Stock-focused management
- Investment efficiency analysis via cash flow
- Capital strategies and global strategies

5 billion yen

No.1 Business Barrier

- In domestic target markets Achieving No.1 position in all businesses
- Diversification into new business domains through M&A Diversification
- Strategic use of external advisors including outside directors

100 billion yen...

Group Strategy Barrier

- Global strategy advancement (ratio)
- Strengthening M&A diversification
- Building business development organization
- Corporate value enhancement strategy
- Profit model portfolio

Mid-sized Enterprises (from large enterprises to upper SMEs)

- ! Must address complex management issues, but lack internal management development
- ! Lack experience in next-step strategies such as business, organization, M&A, HR, and DX during growth
- ! Limited resources require comprehensive support from strategy formulation to execution

TCG has a broad range of strategic methodologies for helping mid-sized enterprises grow into large enterprises.



Publish the White Paper on Mid-Sized Enterprises

*For management challenges at each revenue stage of 10, 30, 50, 100... billion yen, A breakthrough strategic approach

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Competitive Advantage (The One & Only Management Consulting Model)

- Expert consultants knowledgeable in strategic issues, industries, and regional characteristics form teams tailored to each client's specific management challenges.
- Providing comprehensive support to solve the broad range of management issues faced by top management (executives) at client companies.

1 Top Management Approach

Analyze client companies' issues from a multifaceted perspective with the viewpoint of executives and CEOs

×

2 Team Consulting

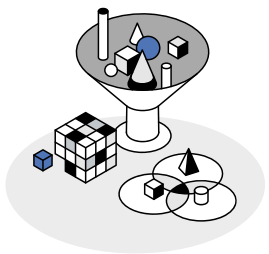
Organize a specialized consultant team tailored to each client to support from strategy formulation to execution

×

3 Comprehensive Support Model

Comprehensive support from strategy formulation to execution across all functions

Analyze client companies' issues with the viewpoint of executives and CEOs



Executive Perspective (Top Management)



Managers and Persons in Charge



Organize a specialized consultant team tailored to each client to support from strategy formulation to execution

Strategy × Industry × Region

Discovery of essential issues

Strategic Support

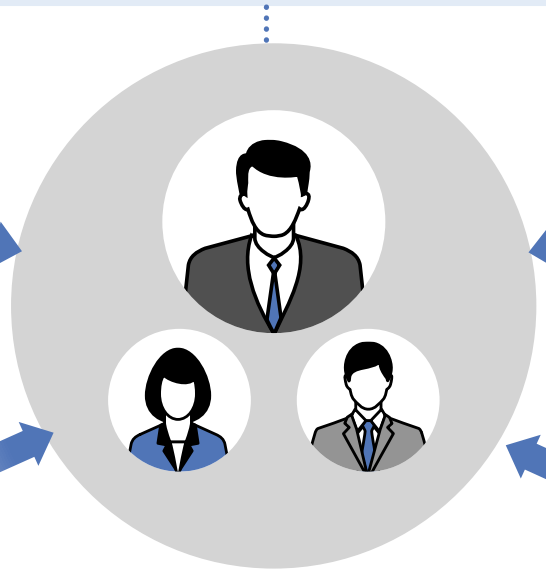
Essential Issue Resolution

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1 Top Management Approach

Developing management consulting domains that address essential management techniques and technologies for top management (executives).

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



Branding＆PR Consulting

Comprehensive support from brand strategy formulation to marketing implementation.

Strategy & Domain Consulting

Support for vision formulation to realize business model innovation.

Finance・M&A Consulting

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

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.

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2 Team Consulting (1) (Support Tailored to Strategic Issues and the Characteristics of each Industry and Region)

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

High-Level Specialization

Industry Characteristics

- Construction
- Infrastructure
- Logistics
- Manufacturing
- Food
- Healthcare
- Beauty
- Cosmetics
- SaaS
- Educational Institutions
- Specialized Trading Companies
- Finance
- Real Estate
- Tourism
- Travel
- Transportation
- Pharmaceuticals

etc.

Strategic Issues

Strategy & Domain
×
Digital・DX
×
HR
×
Finance・M&A
×
Branding&PR

Regional Characteristics

- Hokkaido
- Tohoku
- Niigata
- Tokyo
- Chubu
- Hokuriku
- Osaka
- Chugoku and Shikoku
- Kyushu
- Okinawa
- Global

High-Level Comprehensiveness:
Providing optimal team consulting tailored to each client company

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2 Team Consulting (2) (Nationwide Expansion and Regional Contribution)

- 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).
- Providing comprehensive support to solve management challenges not only for companies in the Tokyo metropolitan area, but also for the many upper mid-sized enterprises located in regional areas.



Providing Team Consulting Nationwide for Decades

Hokkaido(Sapporo)
- Established 60 years ago

Tohoku (Sendai)
- Established 52 years ago

Niigata
- Established 50 years ago

Tokyo
- Established 65 years ago

Hokuriku(Kanazawa)
- Established 49 years ago

Chubu(Nagoya)
- Established 56 years ago

Osaka
- Established 66 years ago

Chugoku and Shikoku (Hiroshima)
- Established 56 years ago

Kyushu(Fukuoka)
- Established 58 years ago

Okinawa(Naha)
- Established 41 years ago

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2 Team Consulting (3) (Building and Utilizing Overseas Network)

- Partnering with companies worldwide to build a support system for Japanese client companies' overseas expansion.
- Leveraging the specialized domains of each group company to further expand our overseas network as a whole group.

Europe

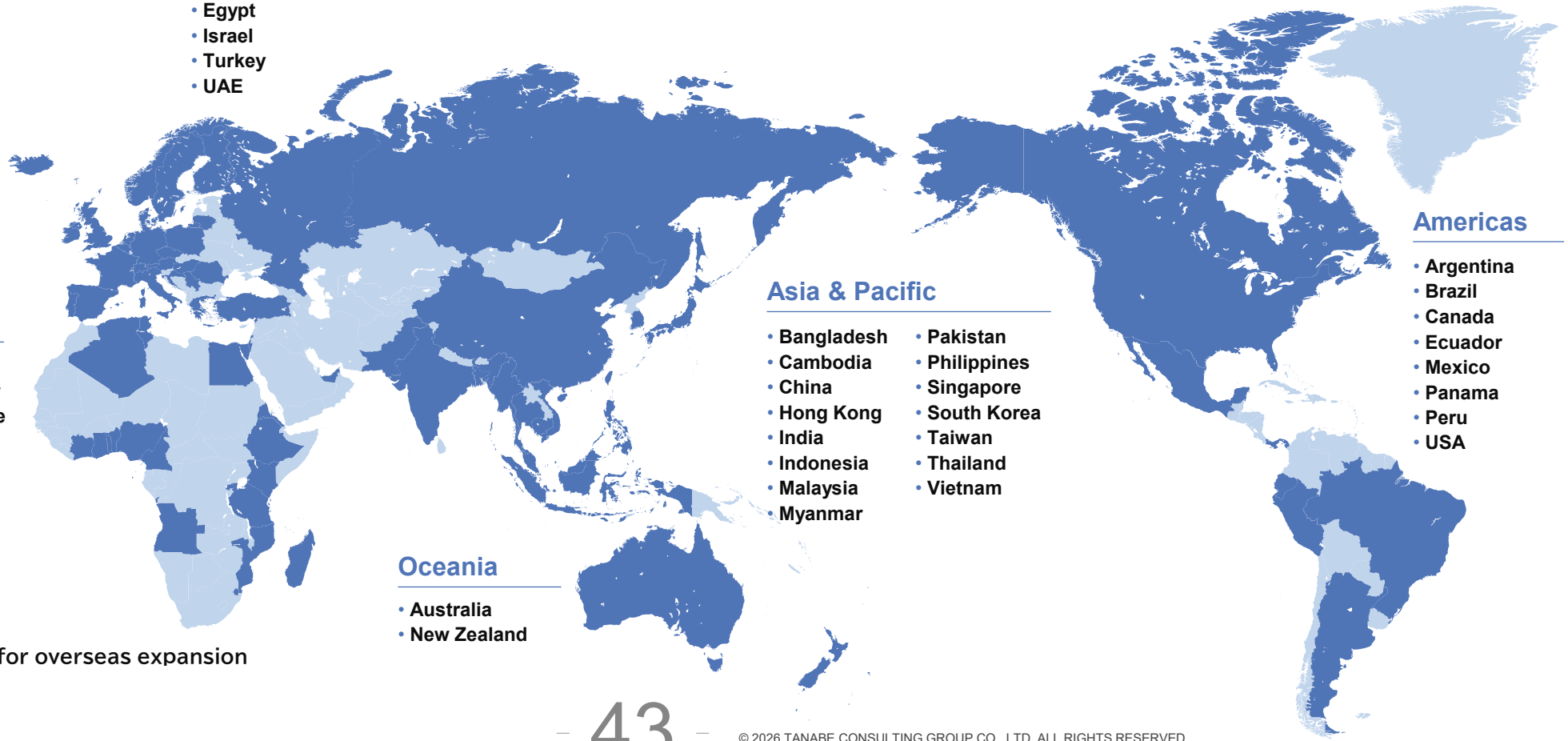
- Belgium
- Czech Republic
- Denmark
- Finland
- France
- Germany
- Greece
- Hungary
- Iceland
- Ireland
- Italy
- Lithuania
- Netherlands
- Norway
- Poland
- Portugal
- Romania
- Russia
- Serbia
- Spain
- Sweden
- UK

Middle East

- Egypt
- Israel
- Turkey
- UAE

Africa

- Algeria
- Angola
- Benin
- Cameroon
- Côte d'Ivoire
- Eritrea
- Eswatini
- Ethiopia
- Ghana
- Kenya
- Madagascar
- Mozambique
- Nigeria
- Rwanda
- Tanzania
- Togo
- Tunisia



Asia & Pacific

- Bangladesh
- Cambodia
- China
- Hong Kong
- India
- Indonesia
- Malaysia
- Myanmar
- Pakistan
- Philippines
- Singapore
- South Korea
- Taiwan
- Thailand
- Vietnam

Oceania

- Australia
- New Zealand

Americas

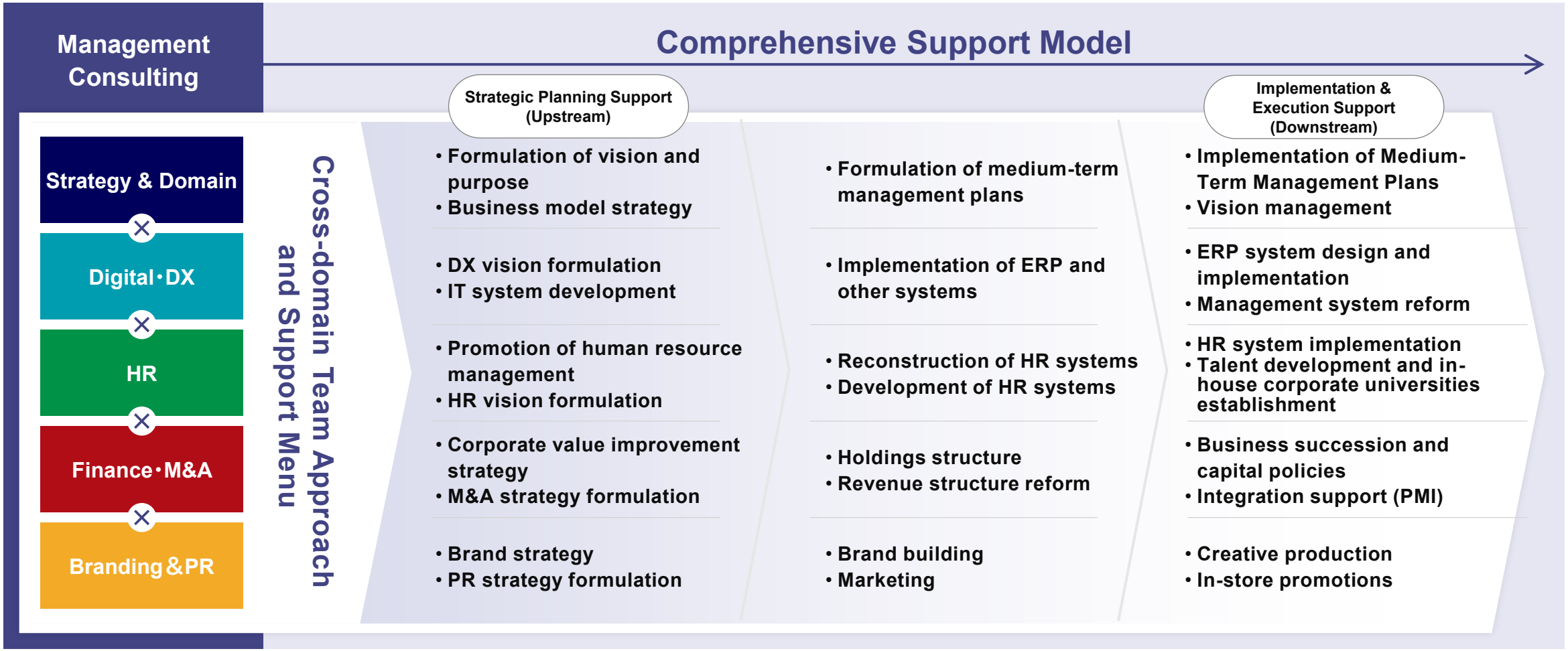
- Argentina
- Brazil
- Canada
- Ecuador
- Mexico
- Panama
- Peru
- USA

Countries supported for overseas expansion

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3 Comprehensive Support Model

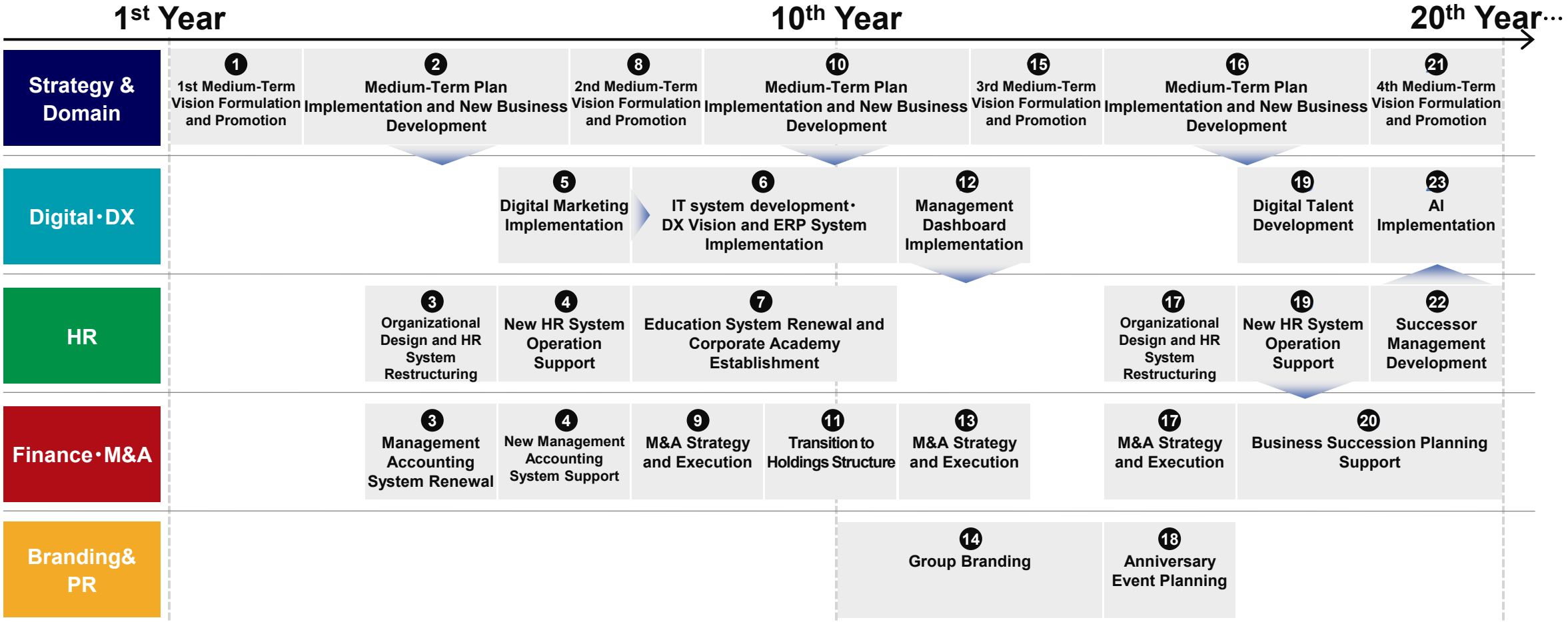
Achieving high contract retention rates through comprehensive support from strategy formulation to execution, and cross-domain solutions across all management consulting areas.



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

- Providing comprehensive support throughout the process from formulating medium-term visions to implementing AI (No.1–No.23), resulting in continuous contracts for over 20 years.
- Over the course of this long-standing engagement, Manufacturer A's revenue grew from 9 billion yen to 86 billion yen.



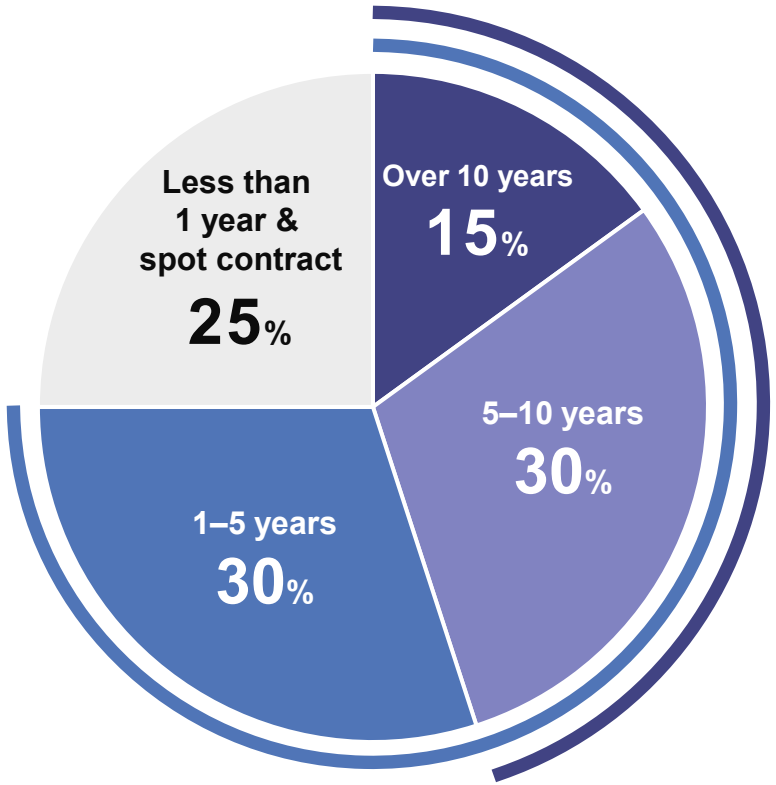
*Consulting services are numbered No.1–23 in order

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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.

Client Composition by Contract Duration



Continuing over 1 year
Approx. 75%

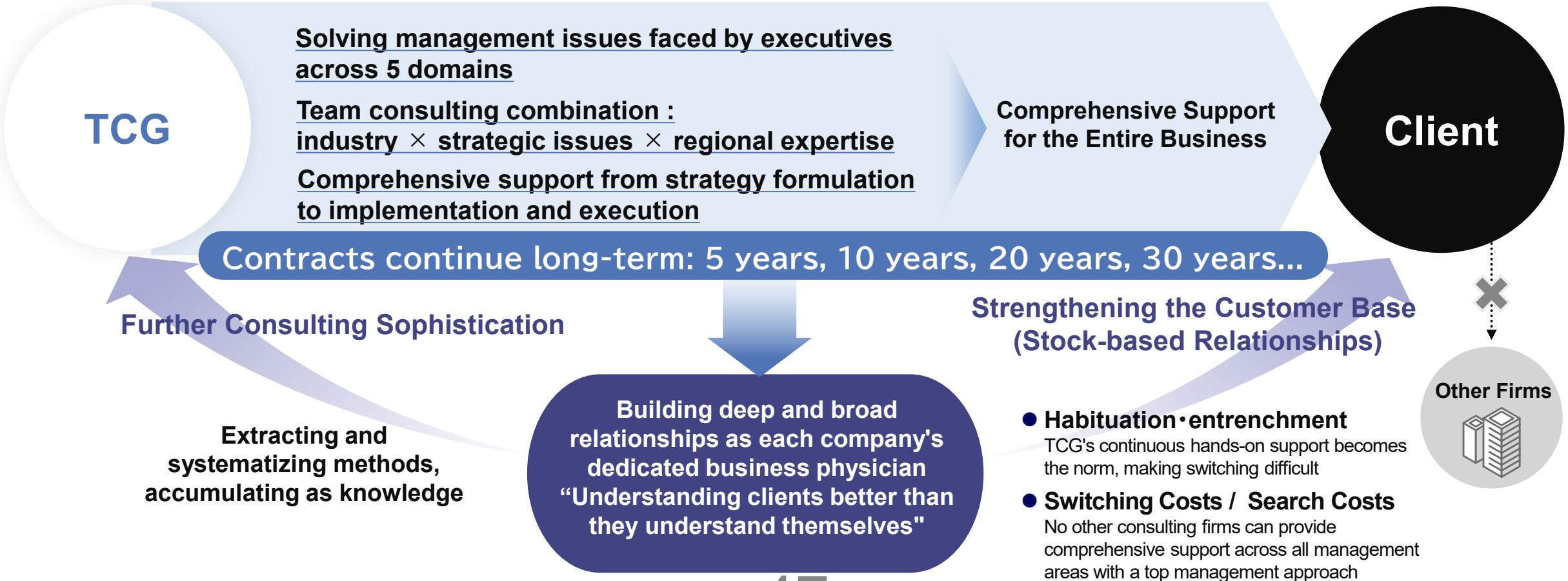
Continuing over 5 years
Approx. 45%

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

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Barriers Created by Competitive Advantages

- By providing continuous comprehensive support, we "understand client companies better than they understand themselves," leading to further consulting sophistication and client retention (Stock-based relationships).
- These efforts have sustained long-standing contracts for decades and created a barrier to entry.



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Overview of Marketing

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

Customer Acquisition > **Customer Development** > **Maximizing Lifetime Value (LTV) and Net Sales**

Customer Acquisition

- By Management Consulting Domain Specialized site
- Paid Seminars & Study Sessions — Over 9,900 attendees annually
- Introductions from Existing Customers (Executives)
- Introductions from Financial Institutions — 390 partner companies
- Large-Scale Free Web Briefings — Over 2,000 attendees annually
- Press Releases — Approx. 100 annually
- Web Ads & Social Media
- TV Commercials and Signage Ads

Customer Development

Strategic Research Institute

Email Distribution

MA Tool

Inside Sales

ERP Integrated Database

Field Sales / Proposal Creation

CRM

Integration of Regional Customer Engagement and Digital Marketing

Maximizing Lifetime Value (LTV) and Net Sales

Hands-On Support

Solving management issues faced by executives across 5 domains × **Assembling an Optimized Team of Specialized Consultants in Each Field for Every Client** × **Comprehensive support from strategy formulation to implementation and execution**

Through comprehensive support for the entire business, contracts continue long-term: 5 years, 10 years, 20 years...

Long-Term Engagements and Maximization of LTV

Comprehensive business support enables us to understand clients better than they understand themselves.

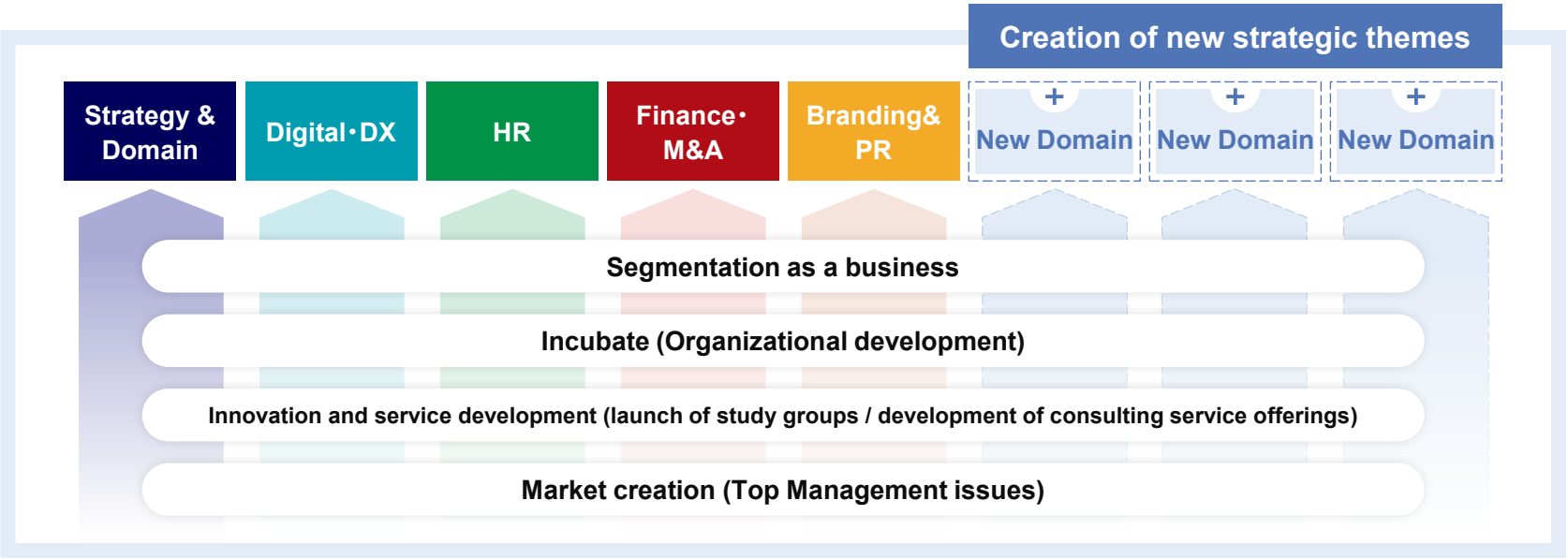
Long-term client retention is achieved through broad and deep relationships as a business doctor to each company and cross-solution support for evolving management issues.

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

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Core Strategy: Diversification of Management Consulting Domains

Building on an established position in the top management (Executives) market, the development and provision of new consulting domains will support the sustainable growth of client companies.



5 ▶ 8 domains

Creation of 3 or more domains
(3 domains with net sales of 1.0 billion yen or more)

Separation from existing domains
And Completely new domains



6 ▶ 10 companies

Addition of 4 or more companies to the group
(excluding TANABE CONSULTING CO., LTD.)

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Consulting & BPaaS Model

Create a new Consulting & BPaaS model to address the shortage of professional talent at client companies and implement Professional DX/AX.

	management consulting ×	DX/AX (System) =	Consulting & BPaaS (Consulting Implementation/Semi-Hands-on)
Strategy & Domain	Vision/management strategy formulation, New business planning,Domain strategy formulation/business model development	Market research AI, Competitive analysis tools, Business simulation, AI predictive portfolio management, E-commerce sites,Subscription	・Support for execution of corporate planning operations ・SPO (Sales Process Outsoursing) ・Business launch (BizDev) team formation
Digital・DX	DX vision, IT planning concept, System requirements definition, Digital marketing support	Cloud ERP, No-code/low-code development tools, RPA, Generative AI platforms, MA tools, SEO, Web analytics tools, Security management tools	・KPO (Knowledge Process Outsoursing) ・Strategic site construction/implementation support ・ERP introduction/implementation support ・CRM implementation model (TECH WOMAN®)
HR	Human capital management, Recruitment strategy, HR evaluation system development, Job design/talent development	HR Tech (talent management), Recruitment management system, Direct recruiting AI	・Support for designing/executing recruitment processes ・HRBP ・Corporate universities (academy) implementation support ・Corporate well-being (EAP) implementation support
Finance・M&A	Capital policy/PMI support/Enhancement of Corporate Value/Management accounting implementation/IPO support/Governance	Dashboard systems, Financial modeling tools, Budget vs actual management/business management cloud, Expense settlement and invoice receipt systems, Risk management systems	・Practical support for accounting/finance BPR ・IPO preparation operational support ・M&A (FA)/PMI Execution Support ・FP&A
Branding&PR	Brand strategy, Website development, PR (public relations) strategy, Creative Design	Content generation AI, SNS analysis, Post automation tools, CMS/website construction /management tools	・Branding partner (CI, VI, and design) ・Establishment and operational support of public relations/PR functions ・IR and integrated report production support

(note) BPaaS (Business Process as a Service): A service that outsources business processes through the use of cloud-based tools.

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Strengthening Marketing & Sales

By implementing our proprietary cross-marketing model covering approximately 50,000 priority target companies, we will further enhance the TCG LTV model (average contract value × contract retention rate).

Market Discovery › **Business Development** › **Market Creation** › **Customer Acquisition** › **LTV / Net sales Maximization**

Social Issues

- Regional Revitalization
- Global
- DX／AX
- 17 Priority Areas
- DE&I
- Well-being
- Human Capital
- Government / Public Sector

Top Management Approach

Industry

- Retail
- Tourism
- Travel
- Food
- Finance
- Real Estate
- Logistics
- Educational Institutions
- SaaS
- Beauty
- Cosmetics
- Healthcare
- Construction
- Infrastructure
- Manufacturing
- Transportation
- Pharmaceuticals
- Specialized Trading Companies

Strategic Themes

- Strategy & Domain
- Digital・DX
- HR
- Finance・M&A
- Branding&PR

Priority Target

approx. 50,000 companies

Large Enterprises
Approx. **1,300** companies (2,000 or more employees)

Mid-sized Enterprises
Approx. **10,000** companies (as defined by Japan's Ministry of Economy, Trade and Industry)

Upper SMEs
Approx. **38,600** companies (¥3.0 billion or more)

Strategic Research Institute

Building a proprietary database and accumulating unique insights on each company, one by one

Launch research functions

・

Develop consulting service menus

⌄

Incubate (organizational development)

⌄

Commercialize (segmentation)

Branding & PR

- Press Releases
- Media & Social Media
- Corporate Website
- TCG REVIEW (Management Research Journal)

Client Success

- TCG Canvas
- CS Survey
- Cross Solutions
- Paid Seminars & Study Groups

Marketing

- By Management Consulting Strategic Sites
- Free Web Seminars In-Person Seminars
- Digital Marketing
- Web Ads & Social Media

Sales

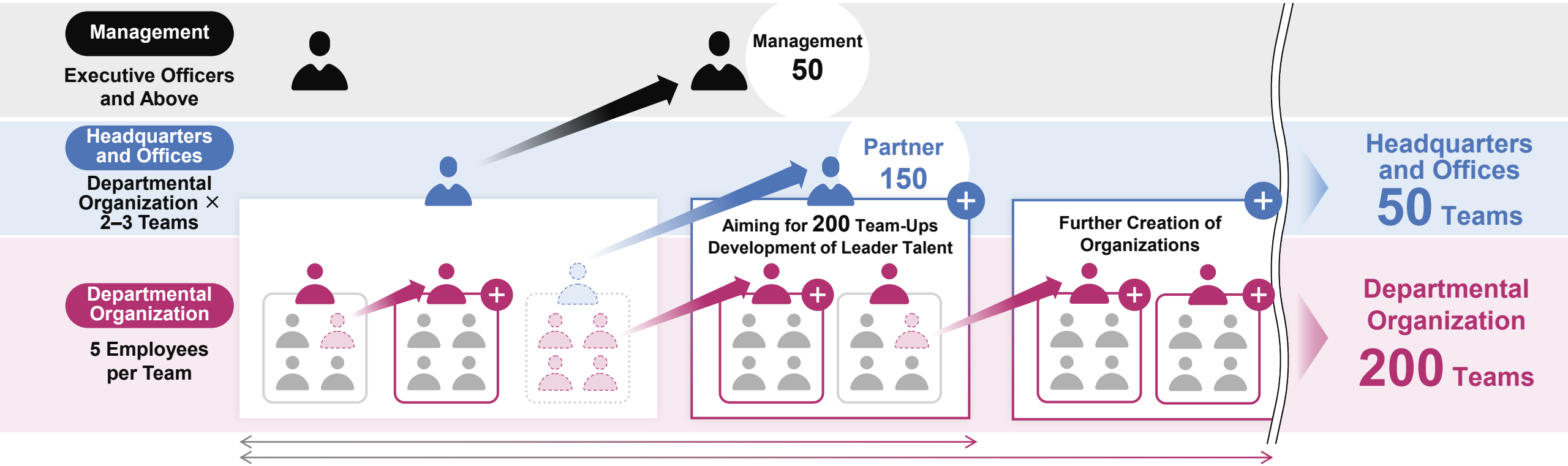
- CRM
- Team Sales
- Field Sales Dedicated Sales for Specialized Domains
- Referrals from Financial Institutions, etc.

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Team Development & Expansion of Leader Talent

Promote team building and departmental expansion as the foundation for organizational growth, while setting clear goals for leadership talent and developing and promoting such personnel.

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



Increase the number of teams in departmental organizations and expand the organization horizontally

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Promotion of human resource management

Strengthening well-being investment and advancing proprietary human capital KPIs, including a 50:50 gender balance, to attract professional talent from around the world.

	Recruitment	Development	Performance & Retention	Compensation
Main Initiatives	● Promotion of all-directional recruitment strategy ● Recruitment branding ● Securing diverse talent	● Revitalization of personnel exchange and rotation personnel system ● Intra-group personnel exchange ● Update of TCG Academy (corporate university)	● AI Implementation in each business process and renewal of work styles ● Corporate well-being Implementation ● Introduction of DE&I HR systems	● Attractive HR systems ● Engagement initiatives ● Stock value of employee stock ownership plan improvement of (stock + cumulative dividends)
KPI	・Group: 1,250 employees ・Annual recruitment: 120 employees (50 new graduates, 70 mid-career)	・Over 50% with experience in multiple areas of expertise ・Opening of new courses (Advanced Course, Top Management Approach opening, Customer Creation Course opening)	・Retention rate : 90% or higher (3-year average) ・DE&I gender ratio 50:50 ・Average age: 35 years old ・Improvement of labor productivity	・Average annual income: 10 million yen ・Market Capitalization: 50.0 billion yen ・consecutive dividend increases

Corporate Value Enhancement

Human Capital Value Enhancement

- DE&I gender ratio 50:50
- Retention rate: 90% or higher
- Annual recruitment: 120 employees
- Average age: 35 years old (currently 38.6 years old)
- Employee stock ownership plan shareholding ratio: 60%

Support activities by each committee

- Human Resources System Committee
- Academy Committee
- DE&I / Well-being Committee
- Junior Board Committee

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