



TANABE CONSULTING GROUP CO., LTD.

Supplementary Materials for the Fiscal Year Ended March 2025

May 14, 2025

Stock Code : 9644

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01

Summary of Financial Results for the Fiscal Year Ended March 2025

FY3/25 Financial Summary (YoY)

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

(Million Yen)

	FY3/24 Results	FY3/25 Results	YoY Comparison
Net sales	12,739	14,543	+14.2%
Gross Profit	5,465	6,612	+21.0%
Operating Profit	1,009	1,500	+48.6%
Ordinary Profit	1,012	1,589	+56.9%
Profit attributable to owners of parent	641	1,016	+58.6%
EPS (Earnings Per Share)	yen sen 19.07	yen sen 30.80	-

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

Gross profit increased by ¥1,146 million due to an 14.2% increase in sales YoY. Despite aggressive investments in human capital, DX, and branding, operating income increased 48.6%

(Million Yen)		FY3/24 Results	FY3/25 Results	Rate of Change	Change in Amount
	Net Sales	12,739	14,543	+ 14.2%	+ 1,804 Million Yen
COGS	Products & Services Sales Cost	3,875	4,367	+ 12.7%	+ 492 Million Yen
COGS + SG&A	Human Capital Investment	5,823	6,326	+ 8.6%	+ 502 Million Yen
	Digital · DX Investment	252	334	+ 32.1%	+ 81 Million Yen
SG&A	Branding · Marketing investment	307	348	+ 13.3%	+ 40 Million Yen
	Other SG&A	1,469	1,666	+ 13.4%	+ 197 Million Yen
	Operating Income	1,009	1,500	+ 48.6%	+ 490 Million Yen

Sales Analysis by Management Consulting Domain

Increased revenue in all management consulting areas

(Million Yen)

	FY3/24 Results	FY3/25 Results	YoY Comparison	Sales Composition (FY3/25)
Net Sales	12,739	14,543	+14.2%	—
Strategy & Domain	2,281	2,476	+8.5%	17.0%
Digital · DX	2,741	3,255	+18.7%	22.4%
HR	2,418	2,979	+23.2%	20.5%
Finance · M&A	1,932	2,172	+12.4%	14.9%
Brand & PR	2,649	2,939	+11.0%	20.2%
Other	715	721	+0.8%	5.0%

Strategy & Domain

- In a business environment where price hikes have become the norm, 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**” and “**proposal of business portfolio strategies**” performed well
- Due to the ongoing depreciation of the yen and the limited potential for growth in existing businesses alone because of shrinking domestic demand, themes such as “**new business development,**” “**formulation and promotion of global strategies,**” “**business model reform**” and “**business due diligence (M&A consulting)**” also increased. Government/public sector projects also increased

Digital · DX

- Investment in DX for the purpose of creating added value through productivity improvement and data utilization was strong, and consulting services under the themes such as “**conception of shift to IT and formulation of DX vision,**” “**implementation of ERP systems,**” “**marketing DX (digital marketing, sales process transformation and so on)**” and “**branding DX (websites and social media platforms)**” also performed well
- More companies are promoting DX and the use of generative AI throughout their organizations, and themes such as “**DX training (human resource development and reskilling),**” “**obtaining DX certification**” and “**data management**” increased
- Services in the field of Digital/DX provided by Surpass Co., Ltd., which joined the Group, also contributed to revenue growth (for 7 months from September 2024 to March 2025)
- With the expansion of alliances with various IT technology companies, there was an increase in the development of professional DX services and joint proposals. In addition, we promoted the “**TECH WOMAN®**” program in partnership with local governments, which helps women living in local communities to become part of the digitally literate workforce, helping them to acquire skills and create job opportunities

Business Overview by Management Consulting Domain (2)

HR

- In response to changes in the business environment where price increases have become the norm and human capital management has become more prevalent, consulting services under the themes such as “restructuring of human resource treatment systems,” “establishment of academies (in-house corporate universities),” “junior board (nurturing next-generation management team),” “succession plan” and “organizational design for promoting women’s empowerment and DE&I” also performed well
- Caused by the shortage of workers, the trend toward higher wages and the diversification of attitudes toward work, there was a high need for human resource management reform that leads to higher human resource productivity, and themes such as “formulation and promotion of organization and HR strategies,” “HRBP,” “human resource development,” “talent management” and “HR KARTE (human resource assessment/HR tech)” also increased
- Services in the field of HR provided by Surpass Co., Ltd., which joined the Group, also contributed to revenue growth (for 7 months from September 2024 to March 2025)

Finance · M&A

- Against the backdrop of a shortage of successors, there were constant needs related to business succession including potential succession to third parties, and consulting services under the themes such as “transition to holdings / group management,” “cross-border and other M&A total consulting (comprehensive support from strategy formulation to financial advisory, due diligence and post-merger integration)” and “business succession” performed well
- Themes such as “corporate value vision (including IR),” “adapting to the Corporate Governance Code” and “capital policy” also increased, as listed companies sought to realize management with an awareness of cost of capital and share price and to address the situation where P/B ratio is below 1.0

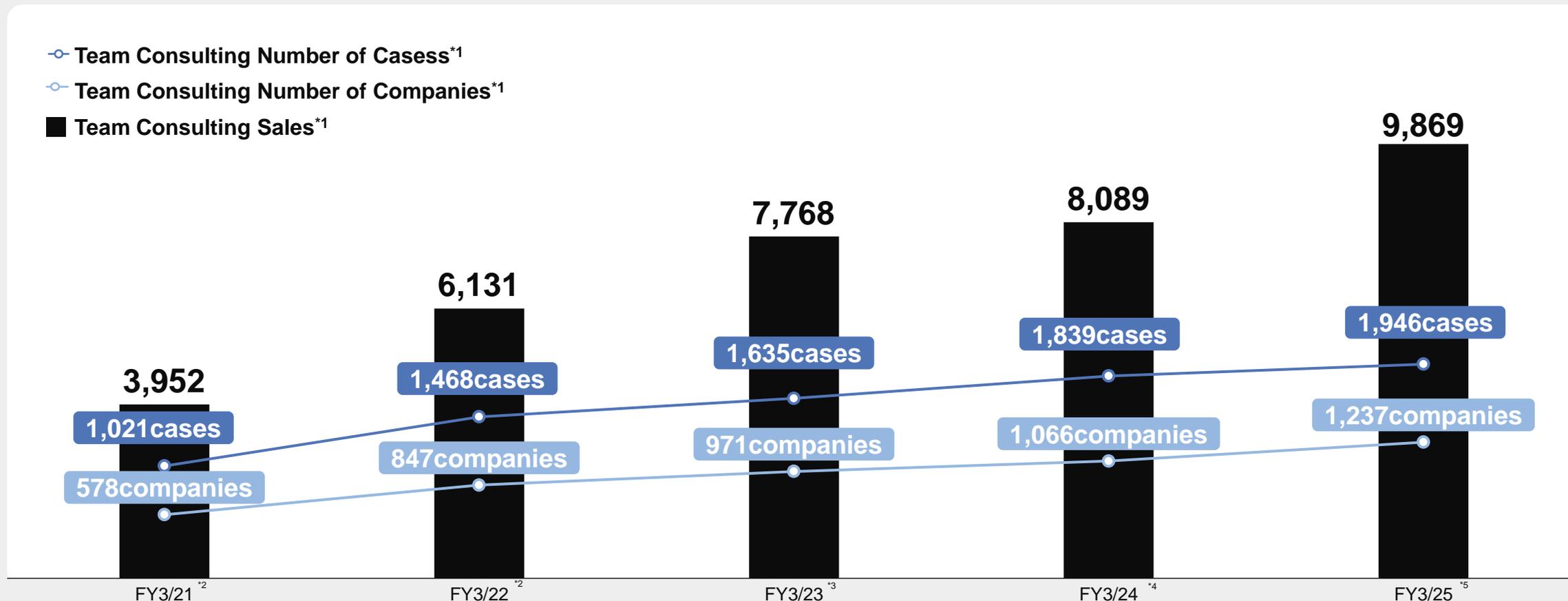
Brand & PR

- B-to-B companies and companies nearing their anniversaries and business succession tend to consider establishing their purpose or brand and group branding, and consulting services under the themes such as “formulation of brand vision,” “creative and design” and “strategic branding and PR” performed well
- Needs for real-world events, exhibitions, and in-store attractions were also strong, and themes such as “media PR (Global PR Wire (international press release distribution service)),” “content marketing” and “hybrid promotion of real × digital” also increased

Key KPI -Team Consulting Indicators

All key KPIs exceeded the previous year's figures, including the number of team consulting cases, which is the most important indicator, resulting in record-high performance

(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 FY3/21, FY3/22: the sum of the results of TANABE CONSULTING CO., LTD., Leading Solutions Co., Ltd. and Growin' Partners Inc.

*3 FY3/23 : Acquisition of shares in JAYTHREE, Inc.

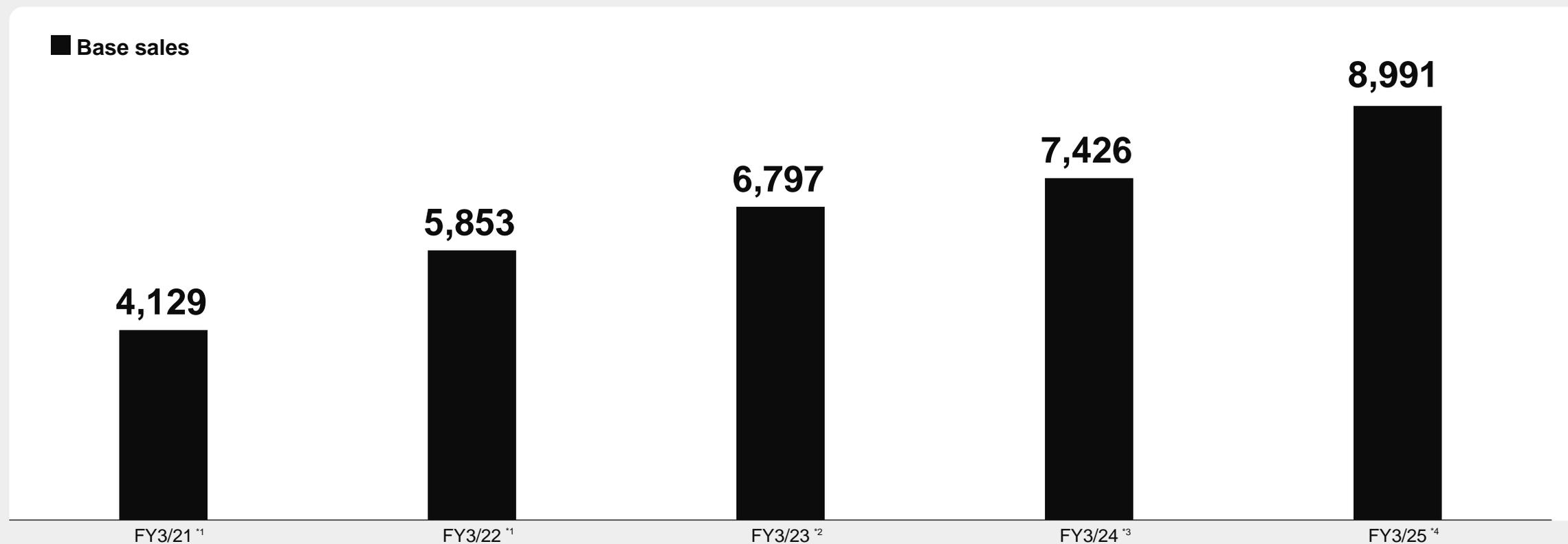
*4 FY3/24 : Acquisition of shares in KartzMediaWorks Co., Ltd.

*5 FY3/25 : Acquisition of shares in Surpass Co.,Ltd.

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 previous fiscal year, achieving a record-high result

(Million Yen)



*1 FY3/21, FY3/22 : the sum of the results of TANABE CONSULTING CO., LTD., Leading Solutions Co., Ltd. and Growin' Partners Inc.

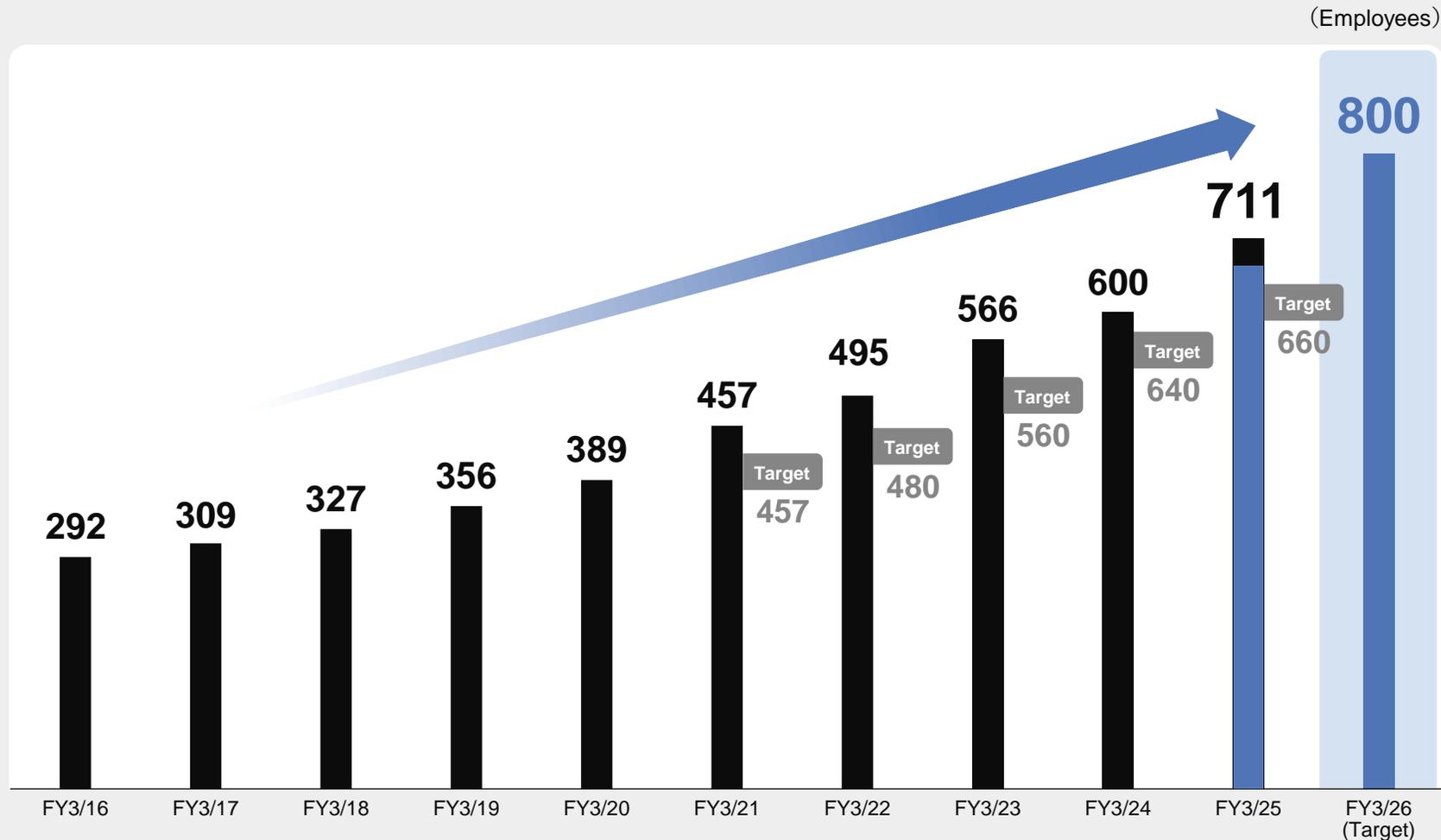
*2 FY3/23 : Acquisition of shares in JAYTHREE, Inc.

*3 FY3/24 : Acquisition of shares in KartzMediaWorks Co., Ltd.

*4 FY3/25 : Acquisition of shares in Surpass Co.,Ltd.

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 FY3/25

Equity-to-asset ratio remains high at 74.3%.

(Million Yen)	FY3/24	FY3/25	YoY
Assets			
Cash and Deposits	5,538	7,665	+2,126
Securities	2,299	—	▲2,299
Total Current Assets	9,347	9,091	▲255
Property, Plant and Equipment	2,220	2,190	▲30
Intangible Fixed Assets	788	1,175	+386
Investment and Other Assets	1,781	1,870	+89
Total Non-Current Assets	4,789	5,235	+445
Total Assets	14,139	14,328	+189

(Million Yen)	FY3/24	FY3/25	YoY
Liabilities			
Accounts Payable - trade	321	405	+84
Total Current Liabilities	2,209	2,536	+327
Total non-current Liabilities	625	650	+24
Total Liabilities	2,834	3,187	+352
Net Assets			
Total Shareholder's Equity	10,761	10,554	▲206
Total Net Assets	11,304	11,141	▲163
Total Liabilities and Net Assets	14,139	14,328	+189

Cash Flow for FY3/25

- Operating cash flow improved to approximately 1.400 billion yen due to an increase in profit

	(Million Yen)	FY3/24	FY3/25	YoY Comparison
Operating CF		632	1,454	+822
Profit before Income Taxes		1,040	1,586	+546
Decrease (increase) in Trade Receivables (▲ indicates decrease)		▲159	26	+186
Increase (decrease) in Trade Payables (▲ indicates decrease)		▲39	74	+114
Increase (decrease) in Advances Received (▲ indicates decrease)		42	▲30	▲73
Income Taxes Refund (paid) (▲ indicates payment, ▼ indicates refund)		▲422	▲277	▲144
Investing CF		▲439	1,896	+2,335
Purchase of securities		▲7,700	▲800	+6,900
FCF		193	3,351	+3,158
Financing CF		▲1,228	▲1,325	▲96
Cash and Cash Equivalents at End of Period		5,638	7,665	+2,026

02

Financial Forecast for the Fiscal Year Ending March 2026

FY3/26 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)	FY3/24 Results	FY3/25 Results	FY3/26 Plan	YoY
Net Sales	12,739	14,543	15,500	+6.6%
Gross Profit	5,465	6,612	7,150	+8.1%
(Gross Profit Margin)	(42.9%)	(45.5%)	(46.1%)	—
Operating profit	1,009	1,500	1,800	+20.0%
(Operating Profit Margin)	(7.9%)	(10.3%)	(11.6%)	—
Ordinary Profit	1,012	1,589	1,800	+13.3%
Profit Attributable to Owners of Parent	641	1,016	1,070	+5.2%
EPS (Earnings per Share)	yen sen 19.07	yen sen 30.80	yen sen 32.76	—

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**

*DOE (Dividends on Equity): Annual Dividends/Average Shareholders' Equity x 100

Cancellation of Treasury Shares, Stock Split, and Upward Revision of Year-End Dividend Forecast (Disclosed on February 13, 2025)

Enhancing stock liquidity and expanding investor base while further strengthening returns to shareholders

Cancellation of Treasury Shares

- **Cancelled share: 508,400 shares of common stock**
*Ratio to total issued shares before cancellation: 2.9%
- **Cancellation date: March 31, 2025**
*Total number of issued shares after cancellation: 17,000,000 shares

Stock Split

- **2-for-1 stock split of common shares with March 31, 2025 as the record date**
 - Total number of issued shares: 17,000,000 shares → 34,000,000 shares
 - Total number of authorized shares: 70,000,000 shares → 136,000,000 shares
- *The year-end dividend for the fiscal year ending March 2025 with March 31, 2025 as the record date will be calculated based on the number of shares before the stock split

Upward Revision of Year-End Dividend Forecast

- **Increased by 1 yen from the previous forecast of 27 yen per share to 28 yen per share**
- **Annual dividend will be 48 yen per share in total, combined with the interim dividend of 20 yen (an increase of 4 yen compared to the previous fiscal year)**
*This marks the second upward revision this fiscal year following September 11, 2024
(Initial forecast: interim dividend of 19 yen, annual dividend of 46 yen)

Resolved to introduce a shareholder benefit program in response to many requests received in the shareholder survey, with the aim of encouraging more individual investors to hold our shares

Overview of shareholder benefit program

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

*Starting from September 30, 2025

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

Shareholder Returns (Dividends)

- For the FY3/26, the annual dividend is planned to be 26 yen per share on a post-stock split basis (YoY +2 yen, payout ratio of 79.4%)
- For the FY3/26, flexible treasury stock acquisition is also planned

FY3/25

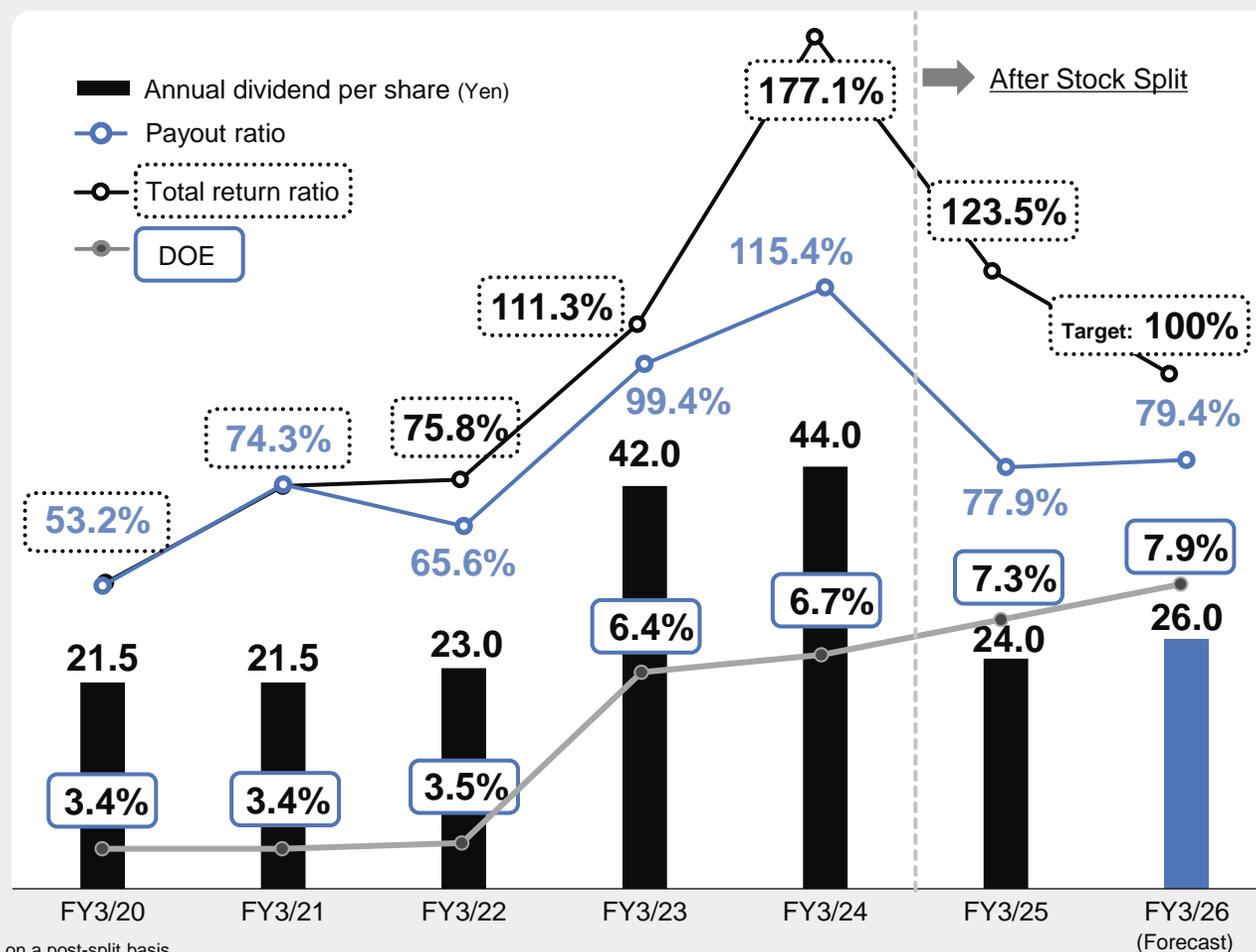
Annual Dividend: **24** yen

Interim: **10** yen · year-end: **14** yen

FY 3/26 Forecast

Annual Dividend: **26** yen (Forecast)

Interim: **12** yen · year-end: **14** yen (Forecast)



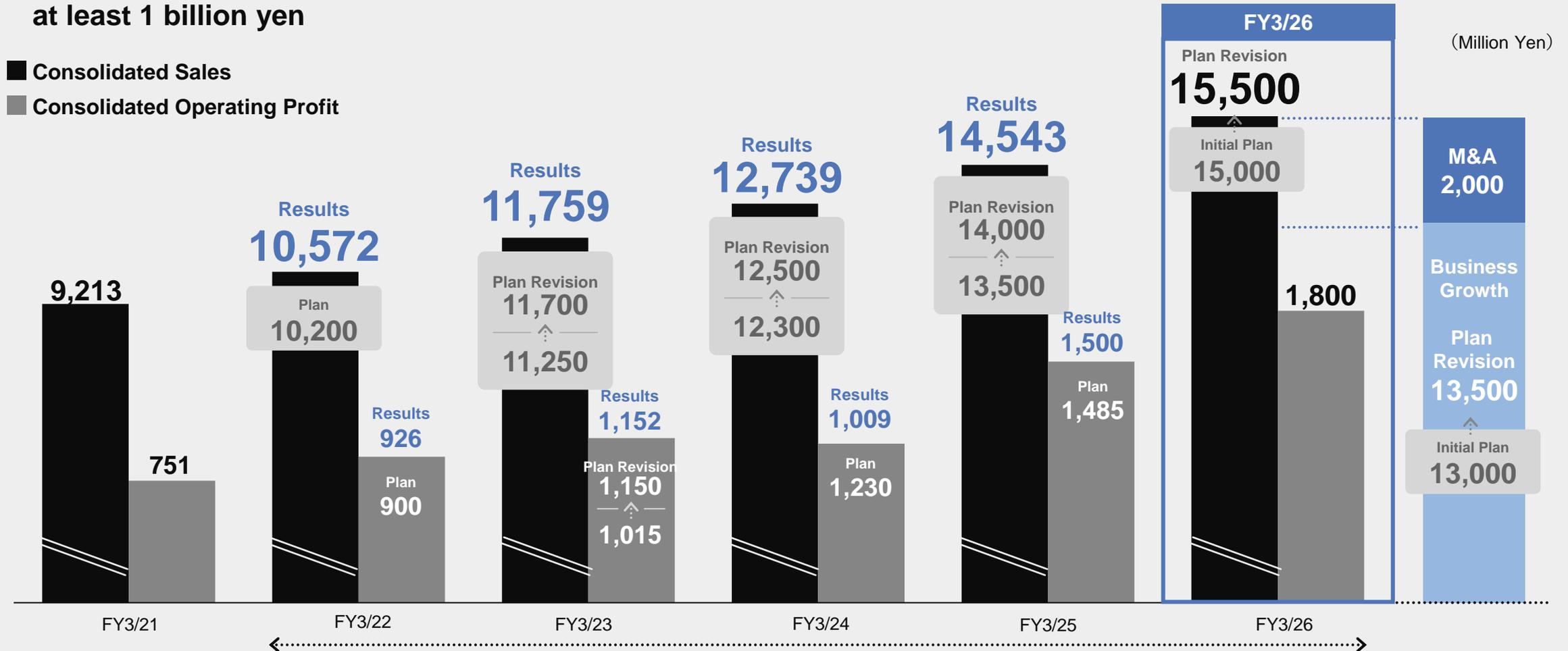
Note: As of the effective date of April 1, 2025, each share of common stock was split into two shares; figures are presented on a post-split basis.

04

Growth Strategy

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

- Aiming to achieve sales of 15.5 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 13.5 billion yen were achieved in organic growth. Achieve 15.5 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

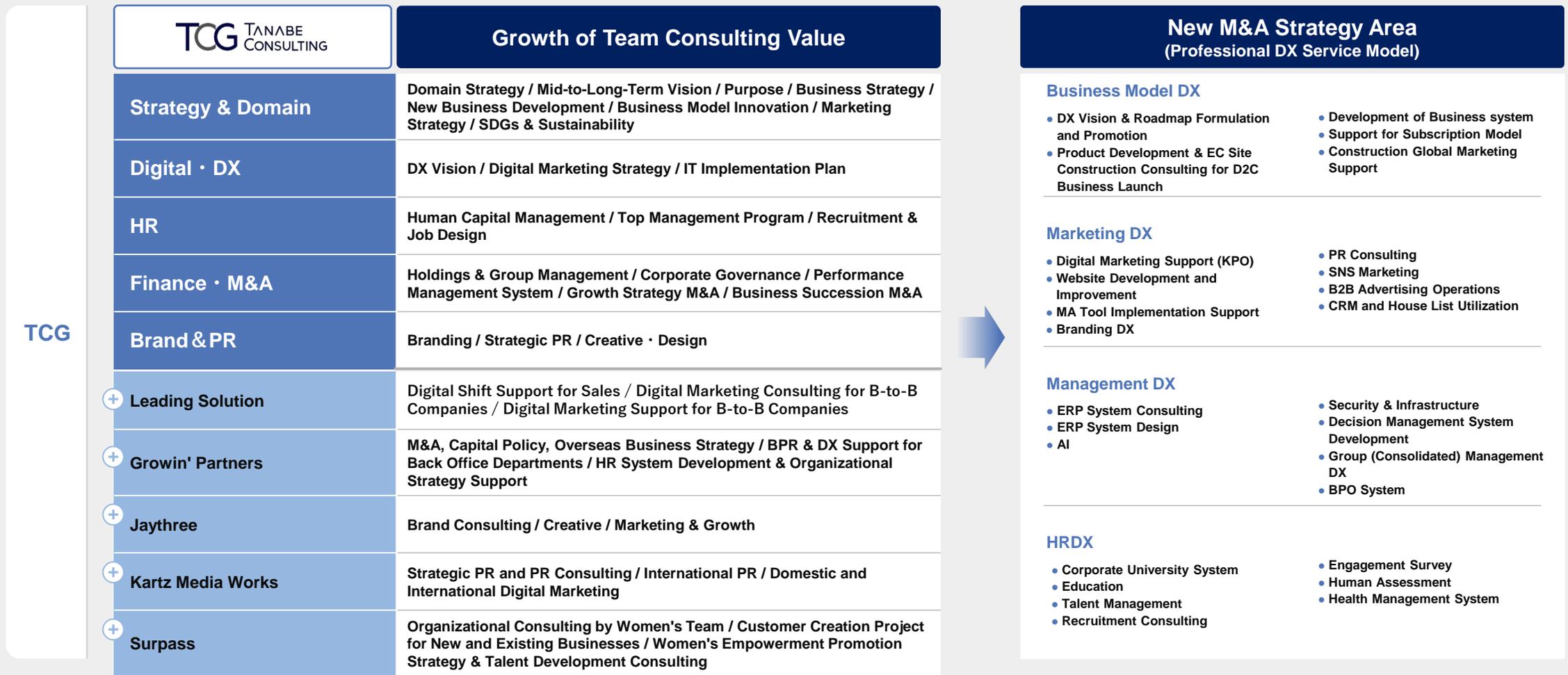


Mid-Term Management Plan (2021~2025) [TCG Future Vision 2030]

Strengthening the Professional DX Service Model

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

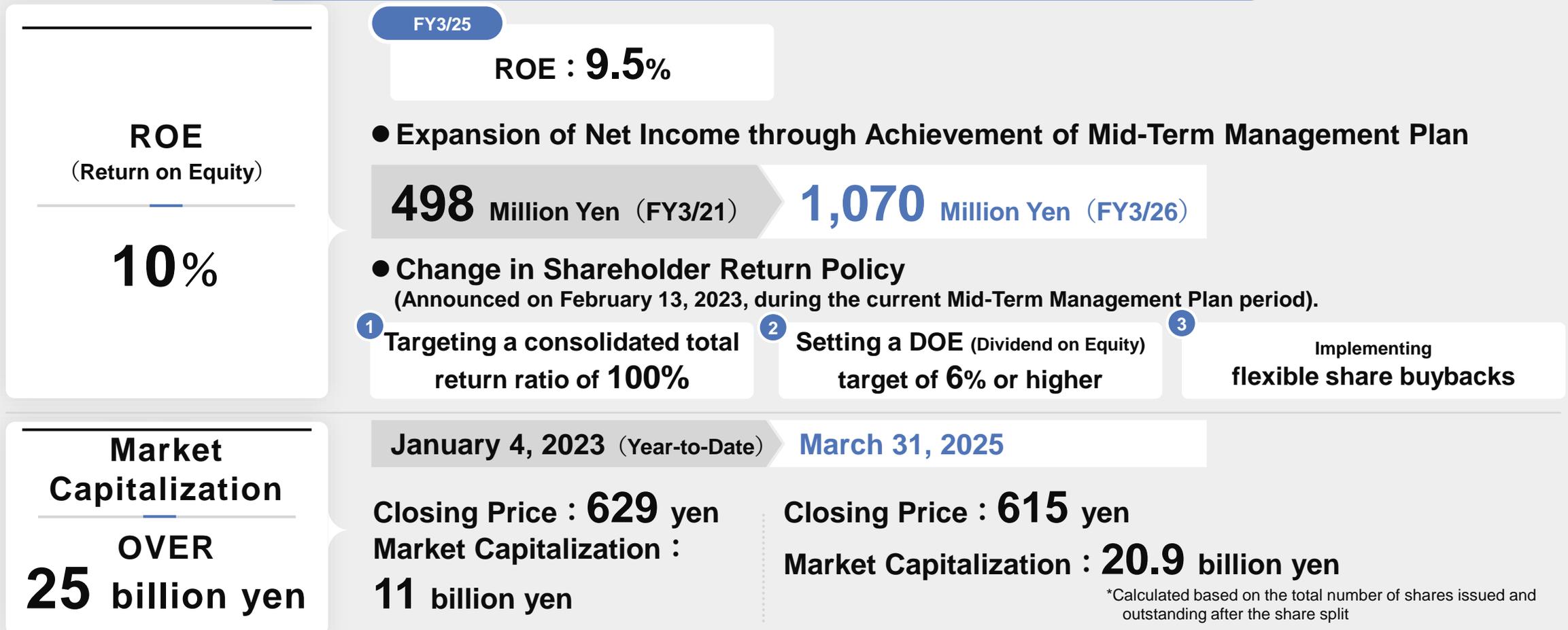
Creating a One & Only Management Consulting Model



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

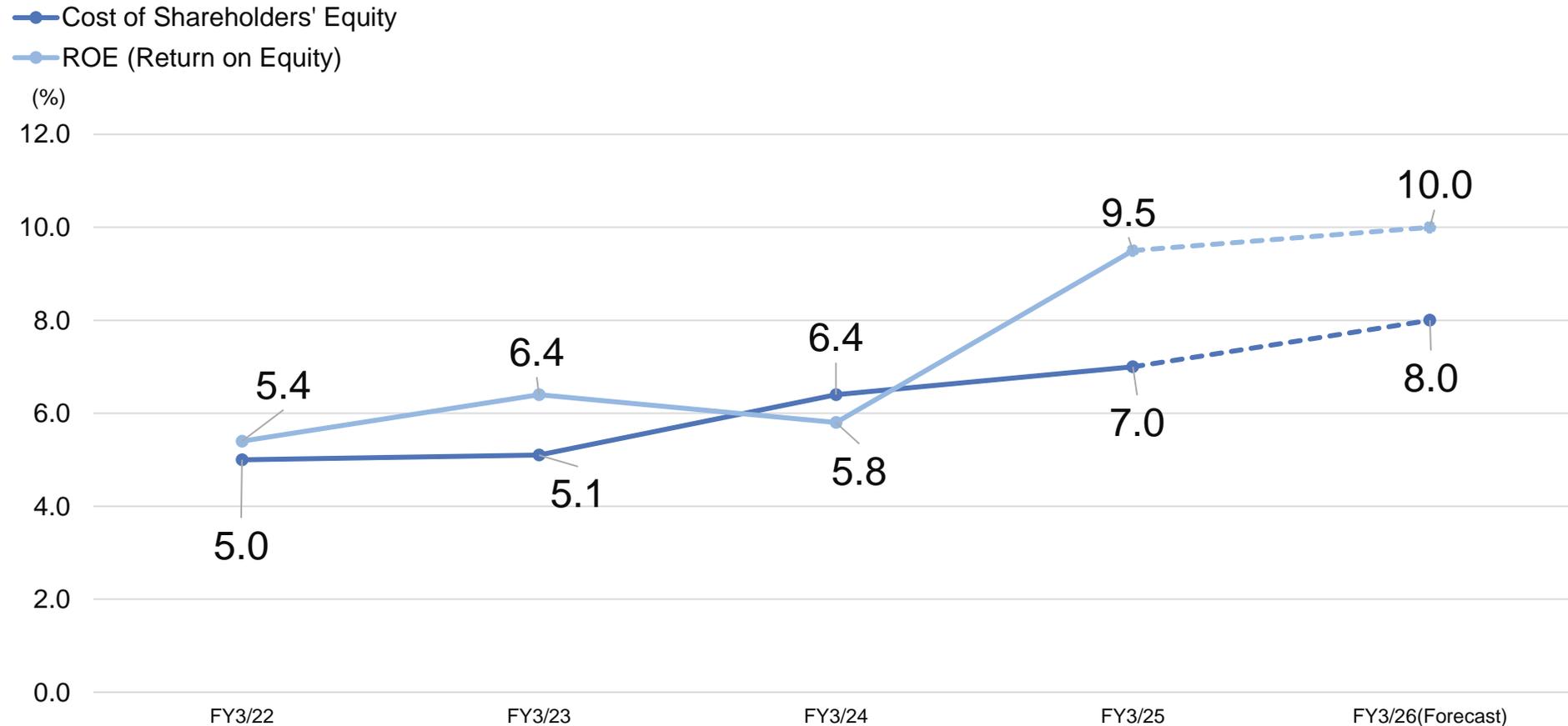
Mid-Term Management Plan Numerical Targets (FY3/22-FY3/26)



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

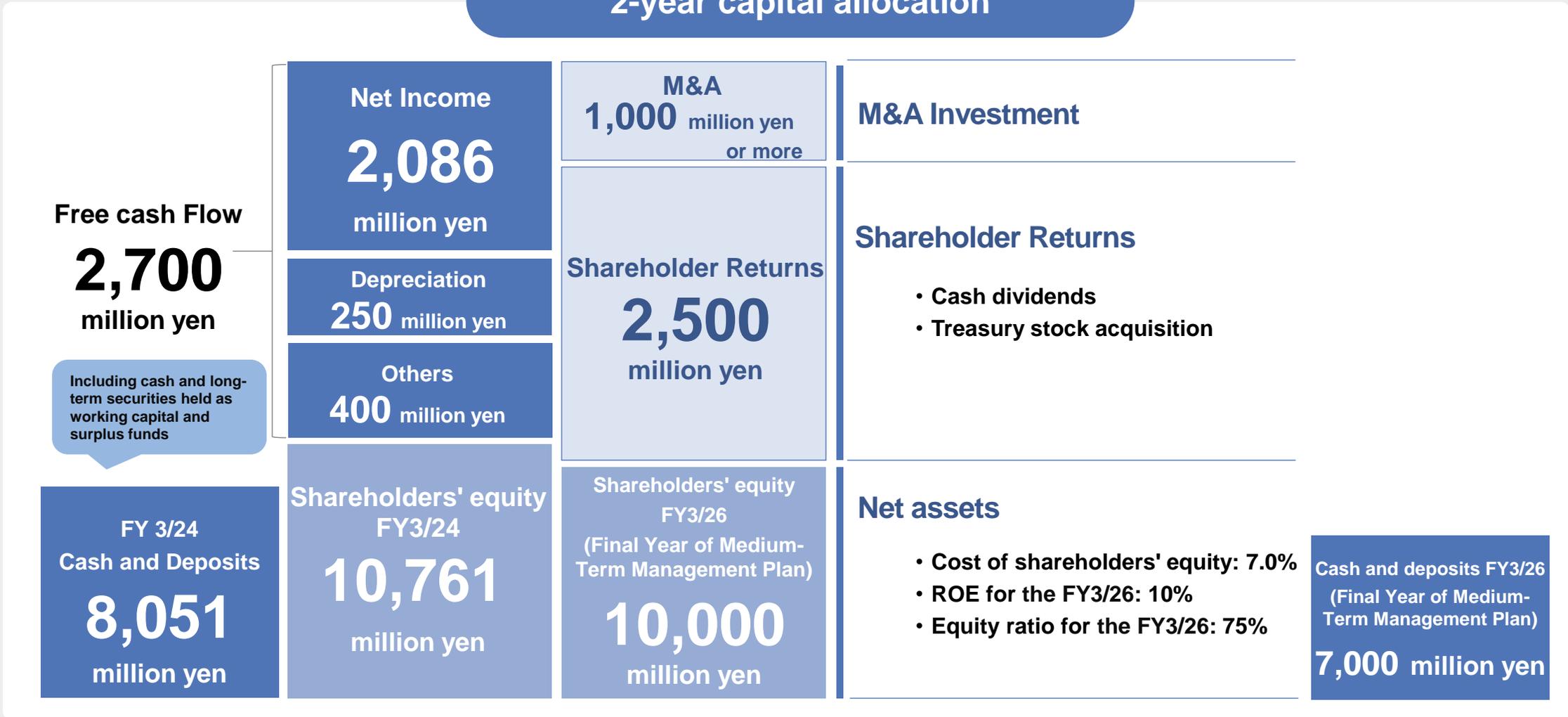
Trends in ROE (Return on Equity) and Cost of Shareholders' Equity



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

Achieve the medium-term targets of net sales of 15.5 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

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.

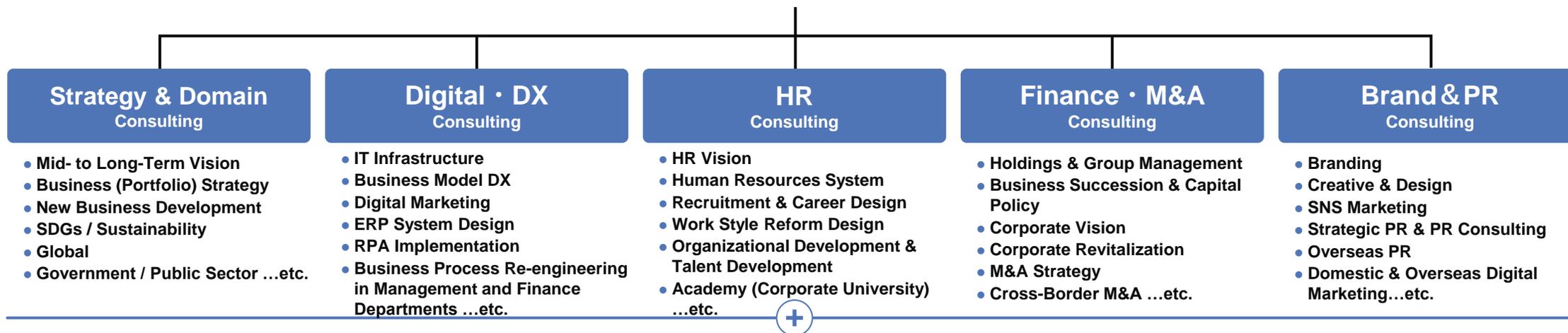


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Operating Company

TCG TANABE CONSULTING

TANABE CONSULTING CO., LTD.



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

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

Executive Perspective

Consistently 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

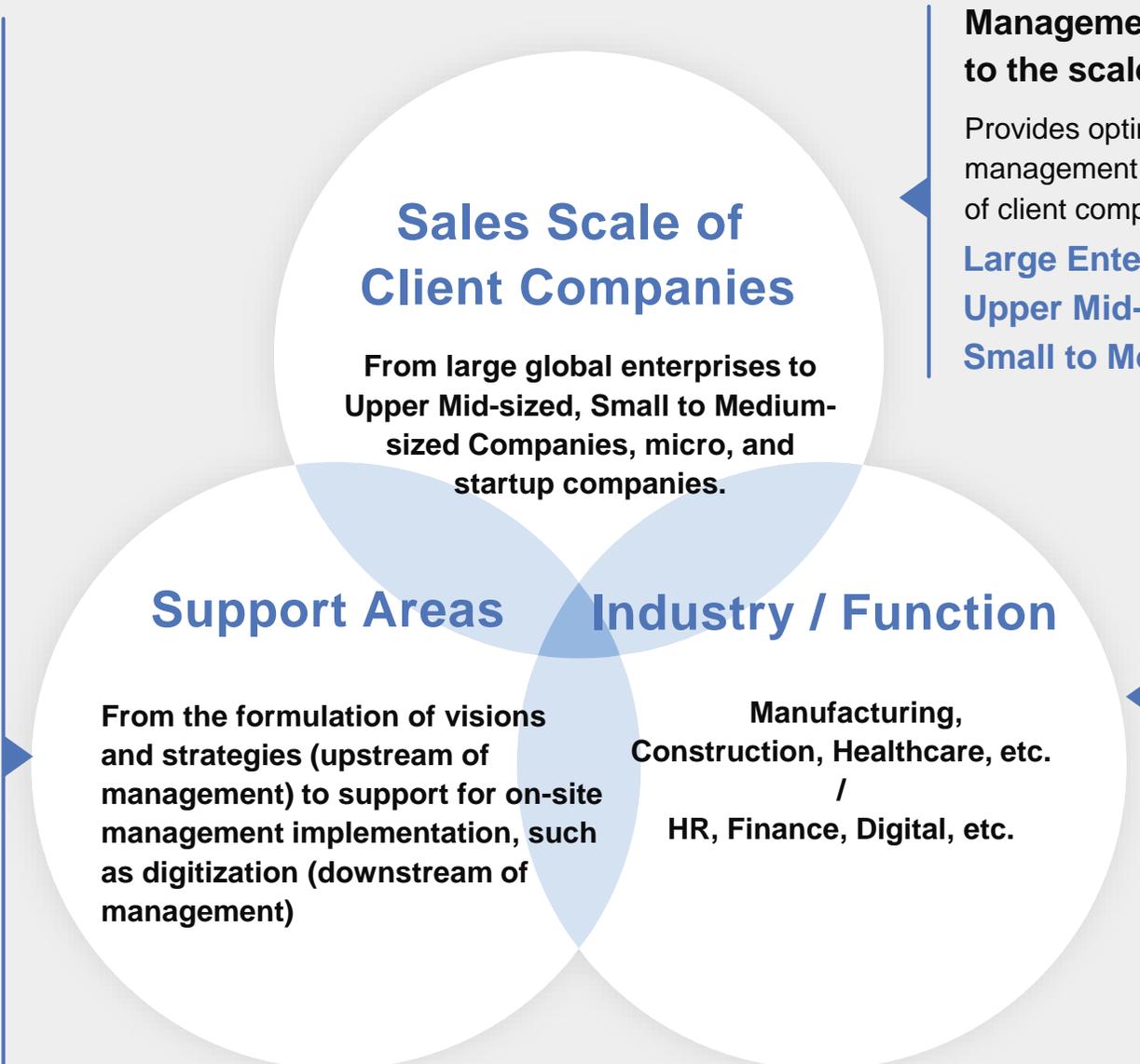
Covers a wide range of industries and functions. Provides comprehensive support for the entire management process from upstream to downstream through a comprehensive approach to diagnosing the entire business

Specialized / 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)

Specialized / Comprehensive Support Model

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

- Large Enterprises
- Upper Mid-sized Enterprises
- Small to Medium-sized Companies

Strategy / Management

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

Specialized Model

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

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

TCG's applicable areas are indicated by the blue frames

General / Upstream Support Model

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

General / Comprehensive Support Model

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

Specialized / Downstream Support Model

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Specialized / Comprehensive Support Model

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

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

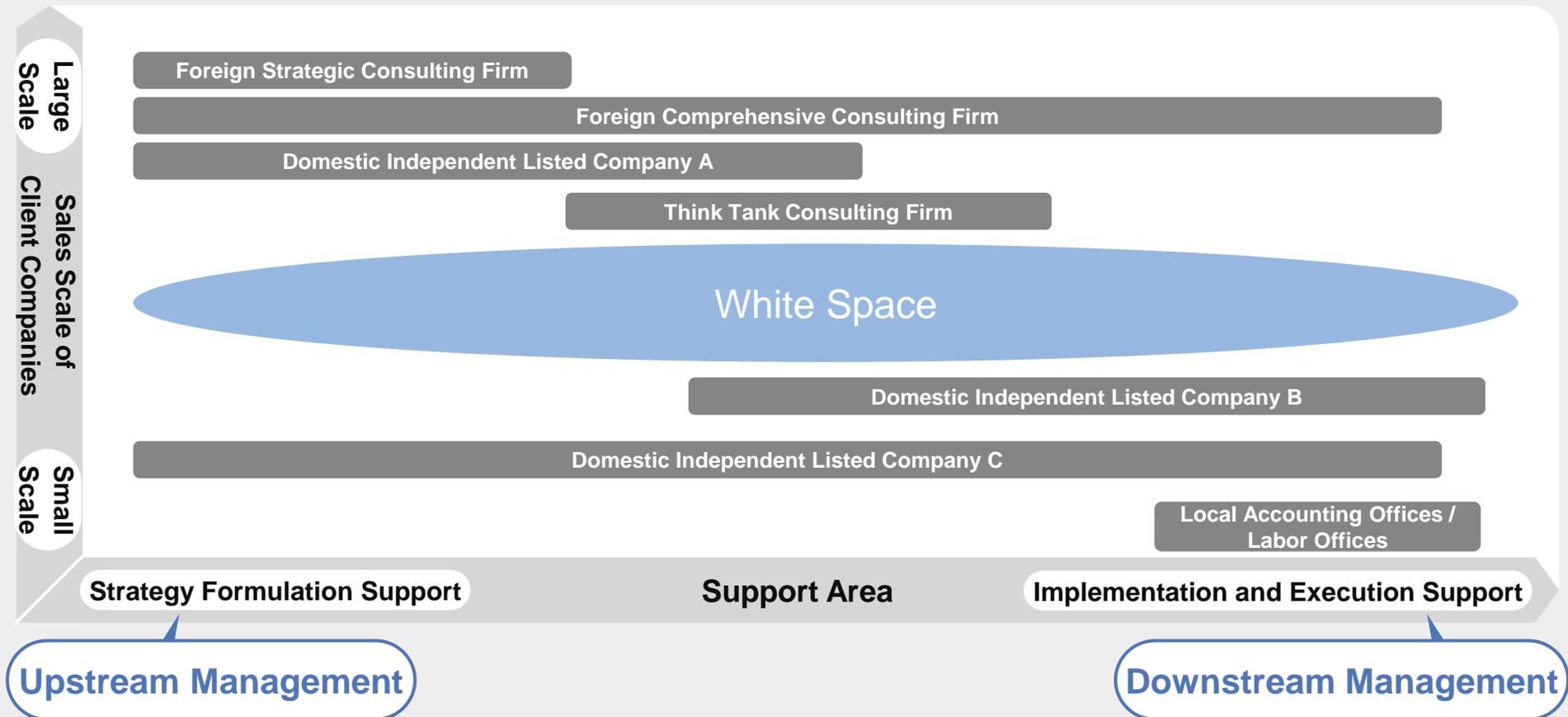
Compatible with a wide range of industries and functions. Provide optimal strategy and management consulting for customer issues through an approach of industry-specific strategies x functions

Specialized Model

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

About the Consulting Industry (2)

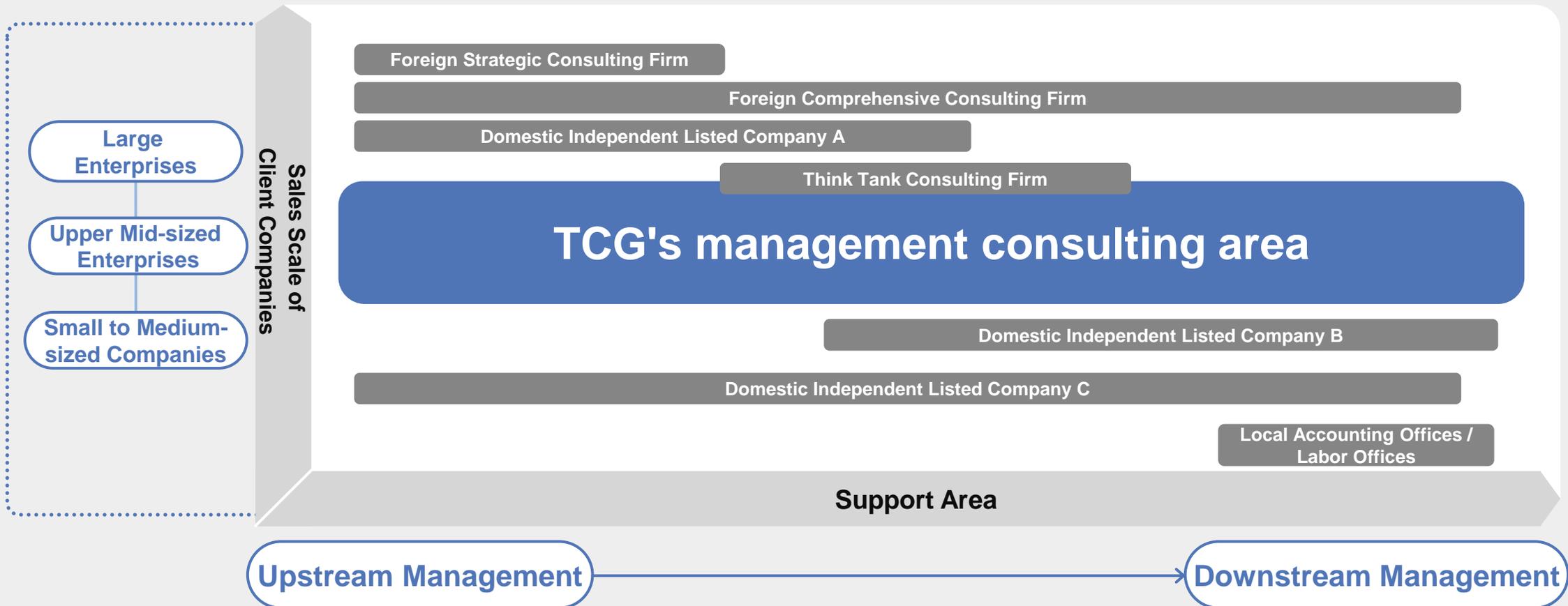
Generally, most consulting firms can be classified by the "Sales Scale of Client Companies," "Support Area," and "Function" (as there are relatively few consulting firms specialized in specific industries)



*Created In-House

Trget Segment (1)

TCG provide comprehensive support from strategy formulation to on-site operational implementation for large enterprises to small and medium-sized companies (with annual sales ranging from 30 billion to 300 billion yen), focusing primarily on upper mid-sized enterprises

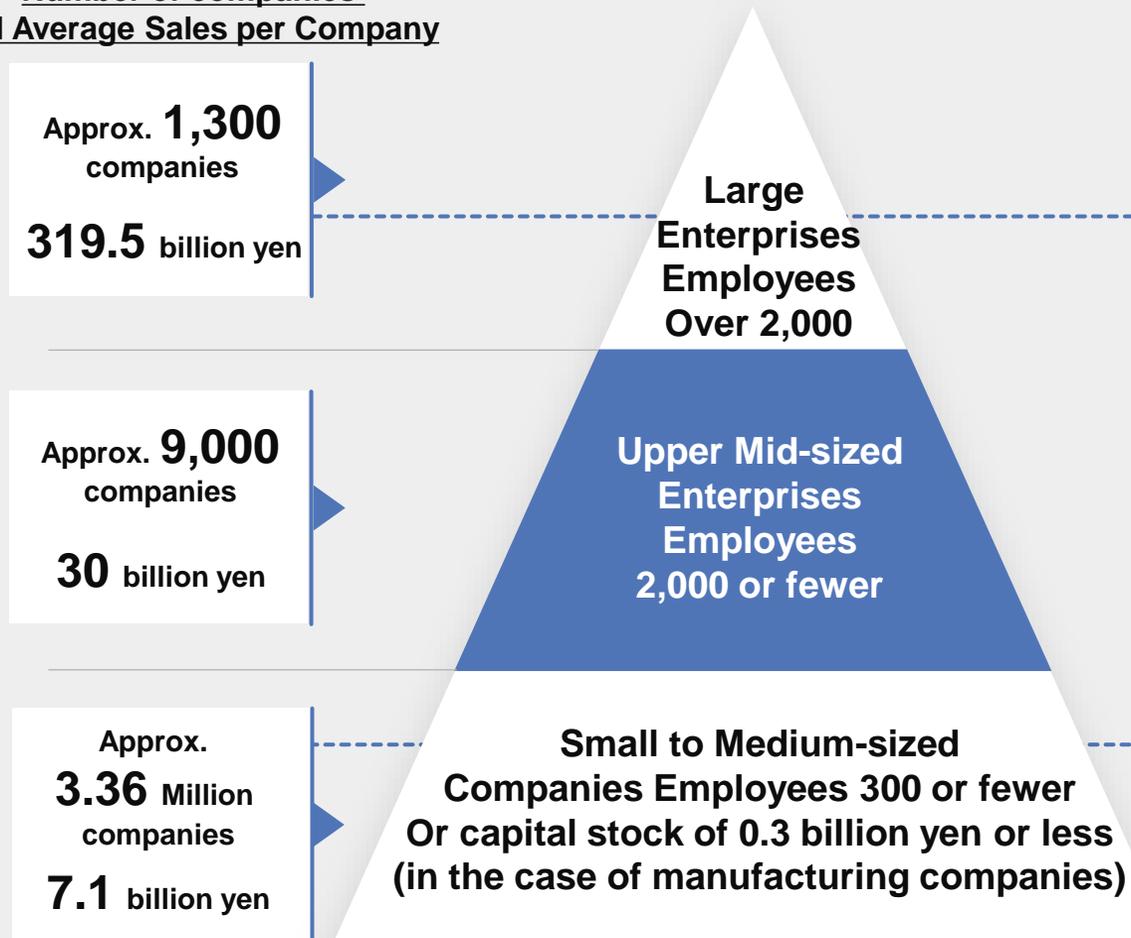


*Created In-House

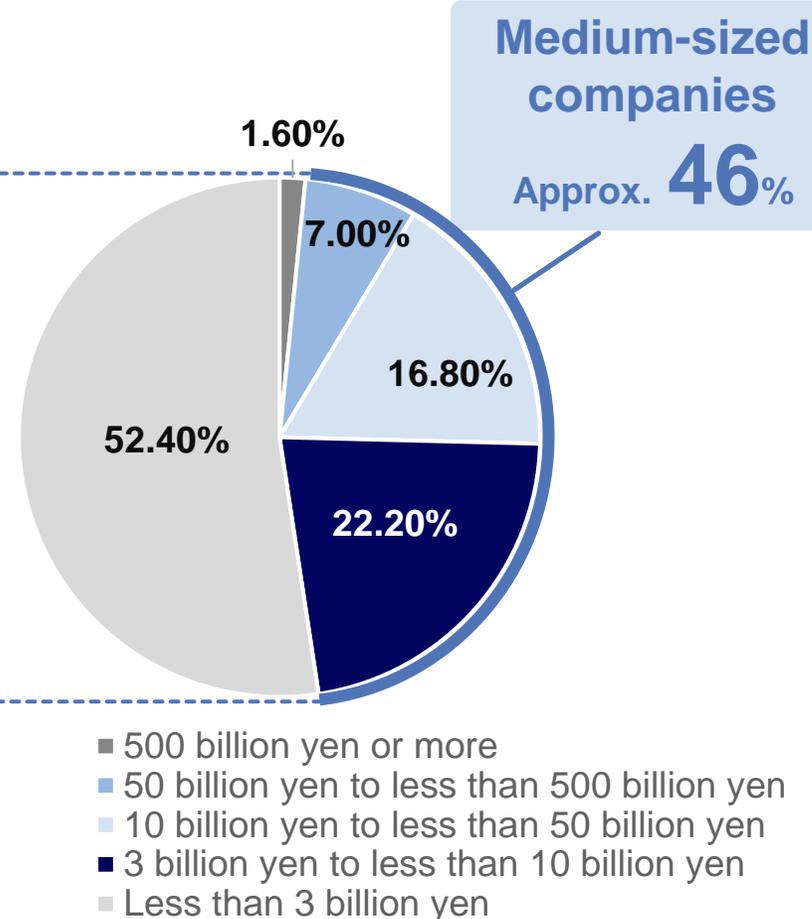
Target Segment (2)

- Approximately 46% of our clients are Upper Mid-sized Enterprises. We have provided management consulting services with a strong local presence throughout Japan since our founding
- We serve numerous industry-leading quality Upper Mid-sized Enterprises that hold top positions in their respective regions, contributing to regional revitalization

Number of companies and Average Sales per Company



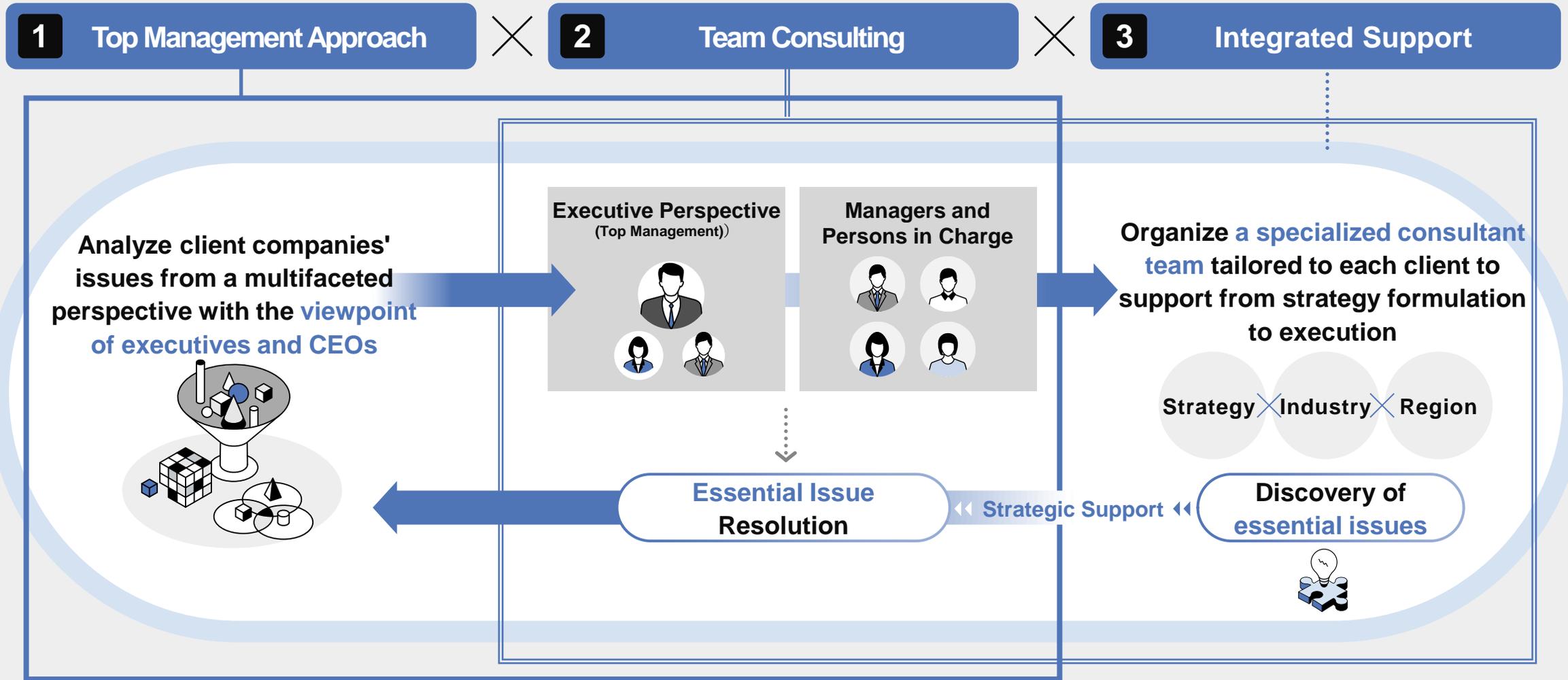
TCG's Client Revenue Scale



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

Competitive Advantage ▶ TCG's 3 Management Consulting Styles

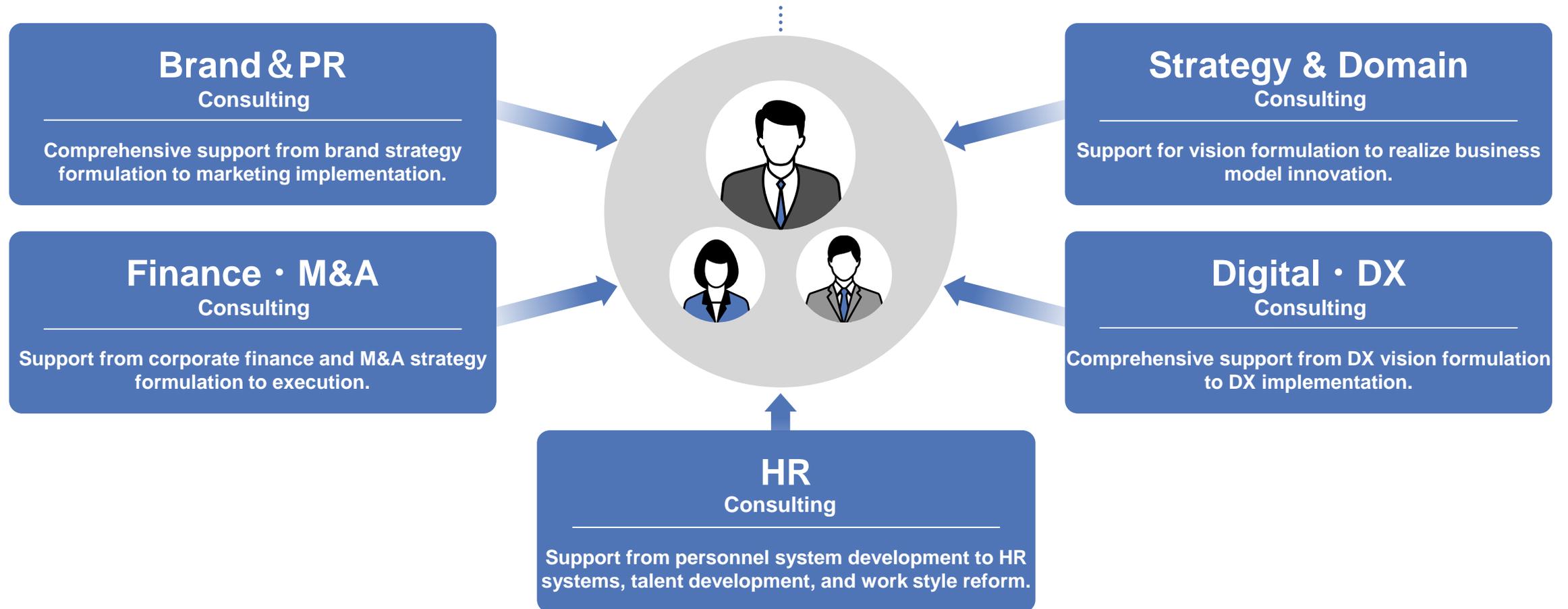
A team of expert consultants, knowledgeable in strategic issues, industries, and regional characteristics, provides comprehensive support to solve the unique management issues faced by top management at client companies



1 Top Management Approach

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

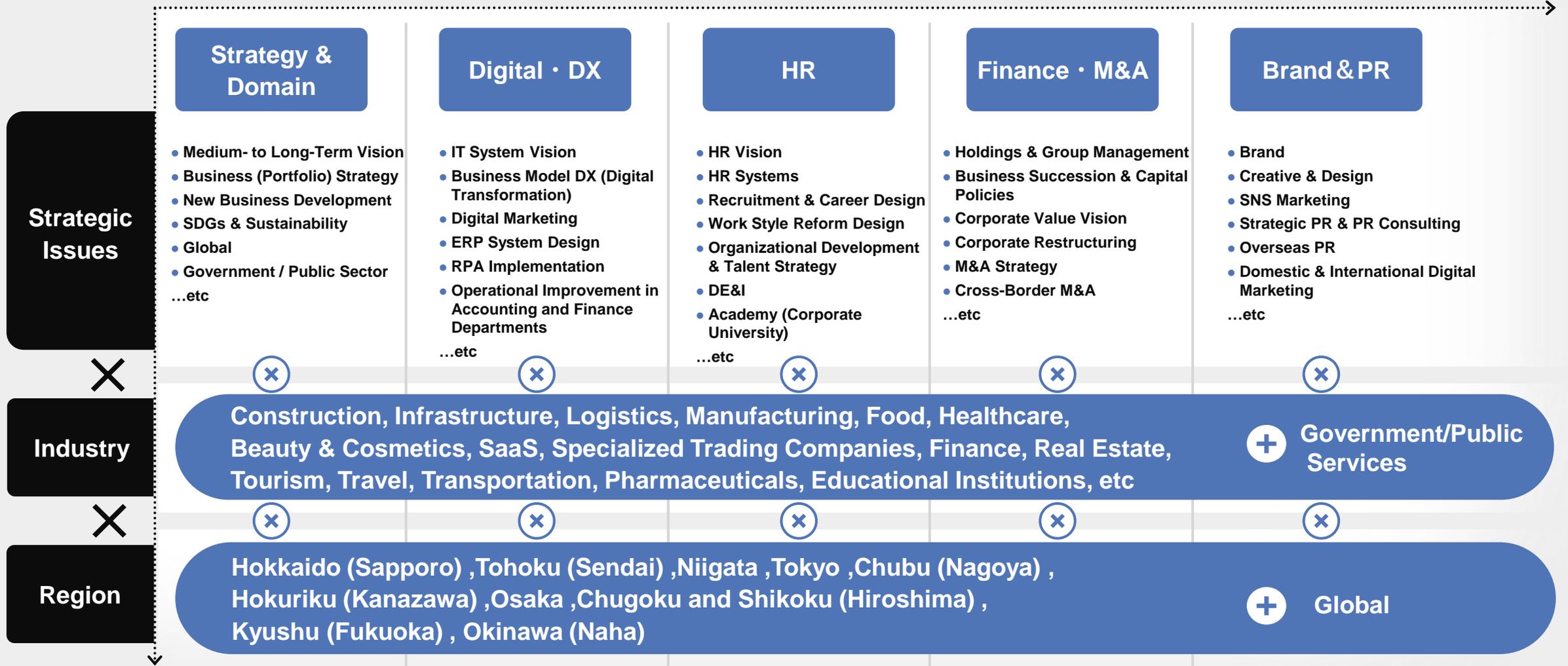
Solving the management challenges that top management constantly faces from all angles



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)

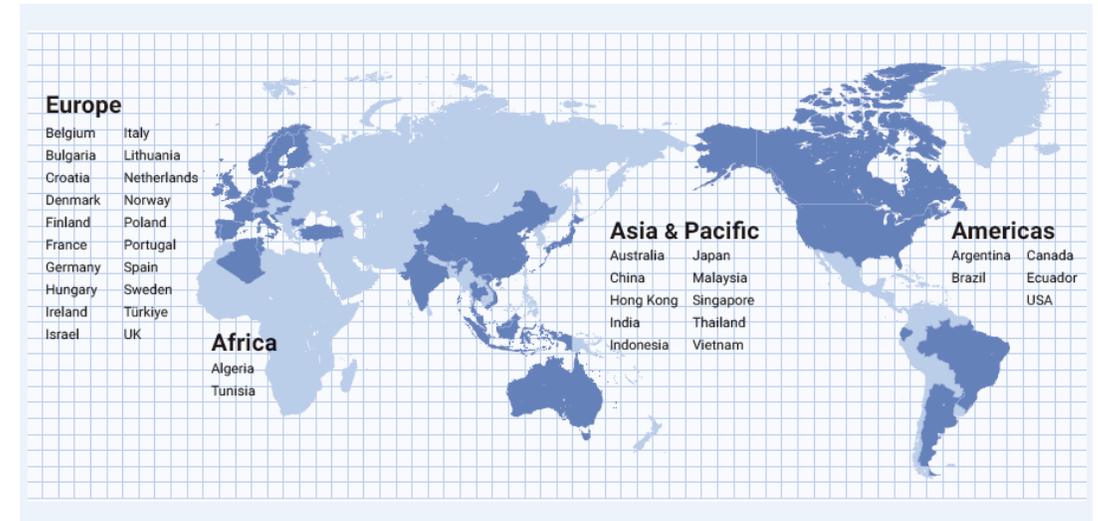
- Management consultants are permanently stationed in 10 major regions across Japan, providing consulting services closely aligned with each region's needs (in collaboration with government and public sector)
- Comprehensive support for overseas expansion tailored to client companies through our overseas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

Nationwide Expansion & Regional Focus



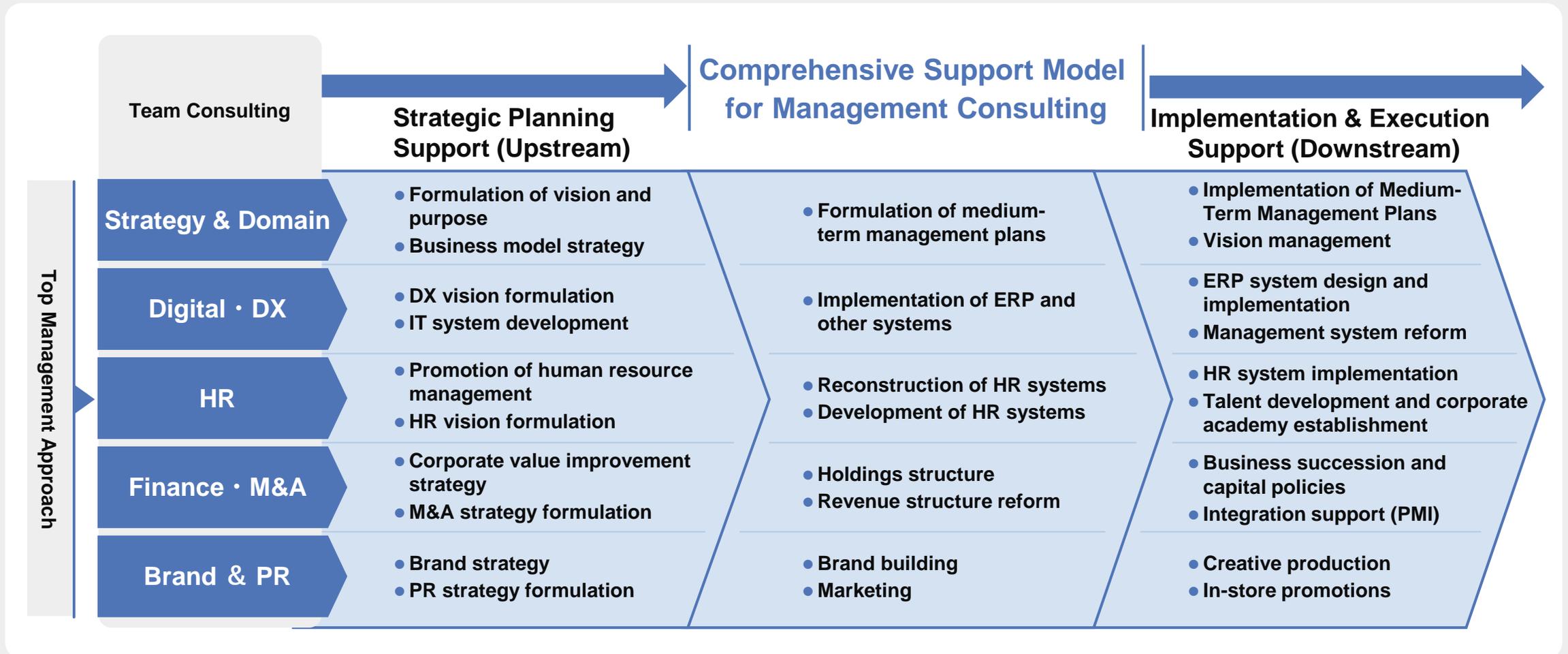
- **Hokkaido (Sapporo)**
Established 59 years ago
- **Tohoku (Sendai)**
Established 51 years ago
- **Niigata**
Established 49 years ago
- **Tokyo**
Established 64 years ago
- **Hokuriku (Kanazawa)**
Established 48 years ago
- **Chubu (Nagoya)**
Established 55 years ago
- **Osaka**
Established 65 years ago
- **Chugoku and Shikoku (Hiroshima)**
Established 55 years ago
- **Kyushu (Fukuoka)**
Established 57 years ago
- **Okinawa (Naha)**
Established 40 years ago

Major Overseas Network



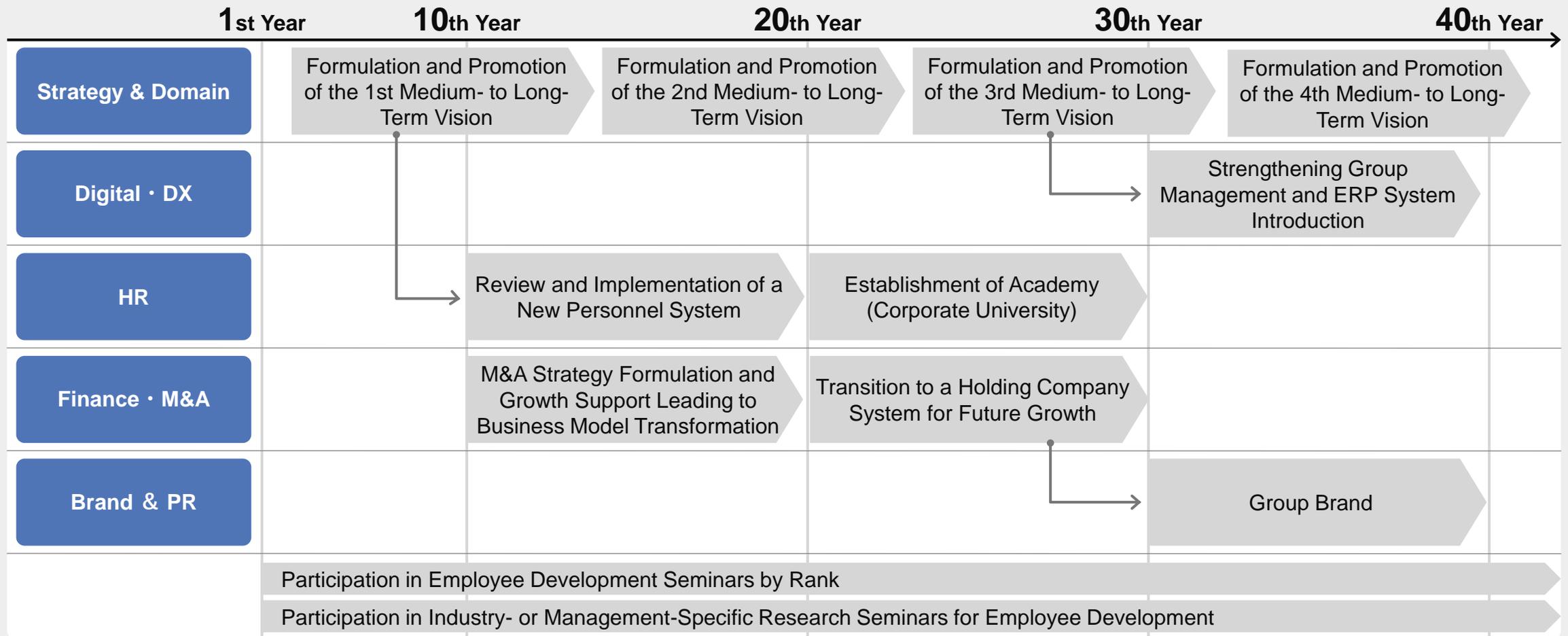
3 Comprehensive Support

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**



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

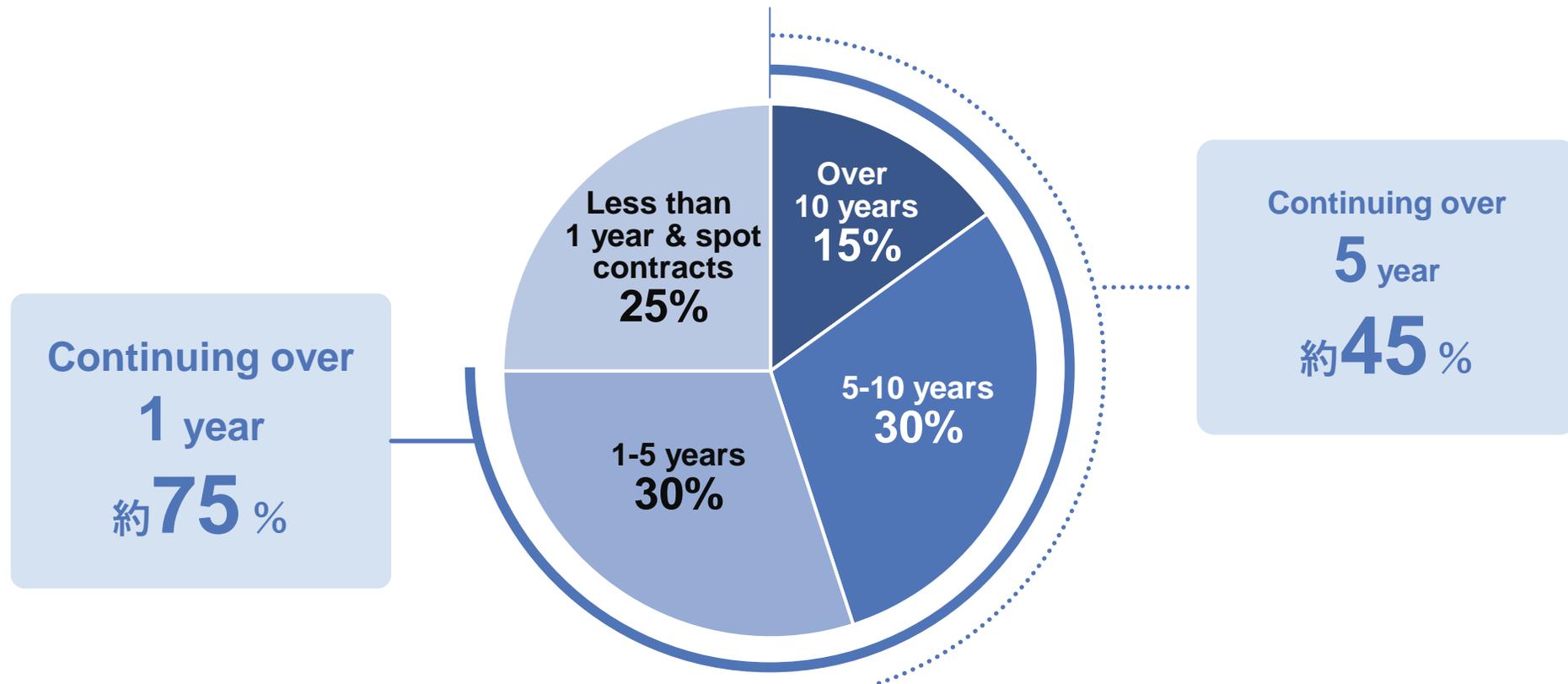
- Starting from the formulation of medium- to long-term visions, we have provided comprehensive support for their realization in the field of management consulting, resulting in continuous contracts for over 40 years
- We offer a menu of services tailored to the client's growth stages and management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



Strong Contract Retention Rates (LTV*) Through 3 Styles

- 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

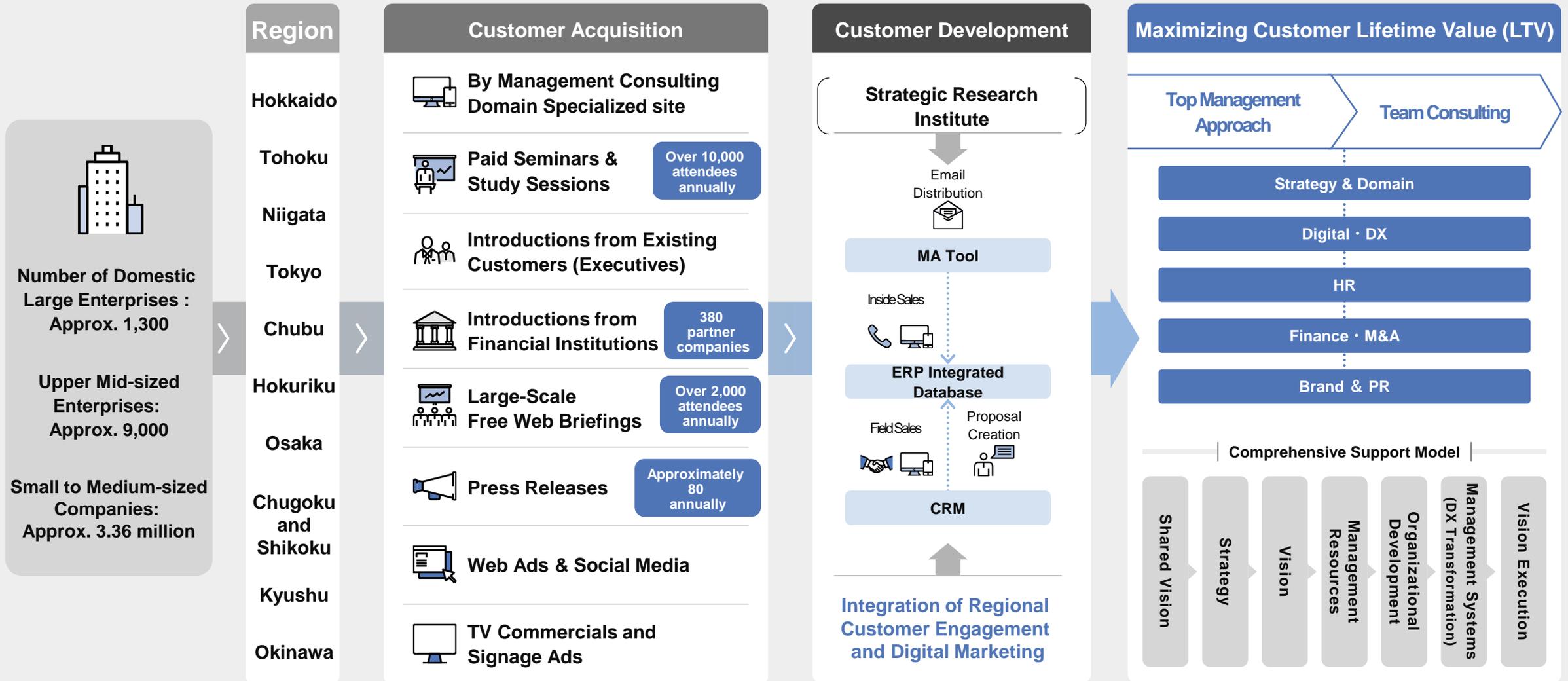
Client Composition by Contract Duration



*LTV: Life Time Value → At our company, this is defined as building long-term relationships with clients

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.