



**TANABE MANAGEMENT
CONSULTING CO., LTD.**

**The 48th Term
Interim Business Report**

April 1, 2009 to September 30, 2009

www.tanabekeiei.co.jp

Securities code: 9644

Management Philosophy of
Tanabe Management Consulting Co., Ltd.

Tanabe Management Consulting respects enterprises, advances together with enterprises, brings prosperity to enterprises, and contributes broadly to society.

On the strength of its excellent credibility and with an international perspective, Tanabe adapts to ceaseless change and pioneers new approaches to the world

Note: Figures are quoted in the present report after omitting those less than the indicated units.

To Our Shareholders

On the occasion of reporting business operations in the first six-month period of the 48th business year of Tanabe Management Consulting Co., Ltd. (April 1, 2009 to September 30, 2009), we would like to extend to you our warm greetings and sincere gratitude for your continued support.

In the first six-month period of the current business year, under the basic policy “New Tanabe: Challenge to accomplish the medium-term visions,” each department implemented the following measures to achieve our business objectives.

In order to endure the current harsh business environment together with our clients, the Consulting Department focused on consulting services that directly relate to our clients’ business performance and meet our clients’ needs precisely and promptly, with confidence, under our team consulting program.

The Department also concentrated on product branding, to let many companies know about our consulting service, which specializes in consulting for small- and medium-sized enterprises.

The Department steadily strove to establish Tanabe as the leading brand in consulting for small- and medium-sized enterprises through development of new products.

The Network Department tried to improve its client base through cooperation with regional financial institutions, upgrading its sales force in the Tokyo metropolitan area and strengthening the “Eagle Club” service that the Company renewed in April 2009.

The Sales Promotion Department made an effort to strengthen its sales force by opening a sales office in Hakata-ku, Fukuoka in April 2009, while the Department improved its Sales Promotion Business in terms of volume and quality by establishing the Tokyo Sales Division No.5 to increase sales of a wide range of

sales promotion products.

With the completion of destocking, together with effects from economic stimulation measures and improvement of the overseas economic environment, there have been expectations that the Japanese economy will start picking up. However, small- and medium-sized enterprises, our client base, are expected to remain in a severe business environment. In addition, there remains the economy’s downside risk such as influence of the global financial crisis and concern about a downturn in the global economy. We are still in a difficult business situation.

Under our management philosophy, we are determined to contribute to society by continuing to prioritize “assistance towards our clients’ corporate prosperity.” We appreciate your continued support and cooperation.

December 2009



President and Chief Executive Officer
Hitoshi Kimoto

TOPICS

Reports on IR Activities

◆ Hosting the First Investors' Relation Meeting for Individual Investors

We held an investors' relation meeting for individual investors at Asahi Seimei Hall in the Osaka Asahi Seimeikan Building on September 5, 2009, with the attendance of more than 350 people. Hitoshi Kimoto, President and CEO, explained the Company's business to participants.

We will continue to hold an investors' relation meeting for individual investors as well as that for institutional investors and securities analysts so that as many individual investors as possible can deepen their understanding of the Company's business model and medium-term business prospects.



◆ Renewal of the Company's IR Website (<http://www.tanabekeiei.co.jp/o6ir/>)

We have set up an IR menu on the right-hand side of the website and introduced an eye-friendly and easy-to-use format.

We will add contents (Notice of Convocation, Corporate Governance Report, The Articles of Incorporation, Frequently Asked Questions and so on) to our IR website so as to provide you with management information in a more precise, sincere, fair and timely manner. In addition, we will upgrade the website as an effective tool to improve the transparency of management.



News from the Consulting Department

◆ Management Strategy Seminar

— It is a tribute to all concerned that we can hold this seminar for the 50th consecutive year.

Fortunately, this year marks the 50th year anniversary of our annual Management Strategy Seminar (held in 10 cities across Japan from November to December). In our seminar, we provide participants with solid guidelines and innovative know-how together with successful examples to establish strategies for the further growth and development of enterprises. Our management seminar is designed to offer basic direction of a strategy and concrete measures that our clients should take by predicting business environments in the next fiscal year based on trends in the global economy and in the Japanese economy.



◆ Consulting Service

Introduction of “Multi-aspect Evaluation System”

—To find out different aspects of yourself

Multi-aspect evaluation is a system under which members in various layers and positions including supervisors, colleagues and subordinates, evaluate the skills and daily behaviors of individual subjects. This can allow a more objective and reasonable evaluation than one made by a single supervisor.

This tool can be applied to evaluations such as “Employee’s self-improvement,” “Effect measurement of training and development,” and Reference data for promotion.”



News from the Sales Promotion Department

◆ Notice of Opening of a New Sales Office

The Sales Promotion Department opened a new sales office in Hakata-ku, Fukuoka in April 2009 to strengthen its client base in the Kyushu area and to expand its range of services showing meticulous attention to detail. In addition, the Department established the Tokyo Sales Division No.5 to broaden its product line and upgrade sales forces in the Tokyo area to meet various clients’ sales promotion needs.



Fukuoka Sales Office
(No.5 Hakata Kaisei Building)

◆ New Original Products for Novelty Use

Two new A7-size products are added to the A7-size “A7 memo pads” series. The A7 memo pad series are products that can be used as original novelty goods by printing an advertisement or a product PR message on backing paper in full color. We will actively propose new ideas so that many enterprises can utilize our A7 memo pad series in addition to other novelties.



★ A7 sticky notes

Set of sticky notes that are often used in businesses and schools.

★ A7 card file

Card file that holds 10 cards, such as name cards or loyalty point cards.

Financial Statements

● Comparative Balance Sheet

Item	47th term 2nd quarter end	48th term 2nd quarter end	47th term end	Item	47th term 2nd quarter end	48th term 2nd quarter end	47th term end
	As of September 30, 2008	As of September 30, 2009	As of March 31, 2009		As of September 30, 2008	As of September 30, 2009	As of March 31, 2009
	Unit: 1,000 yen	Unit: 1,000 yen	Unit: 1,000 yen		Unit: 1,000 yen	Unit: 1,000 yen	Unit: 1,000 yen
[Assets]				[Liabilities]			
Current assets				Current liabilities			
Cash and bank deposits	1,717,291	1,458,211	1,933,755	Accounts payable-trade	206,562	142,183	231,335
Notes and bills receivable, accounts receivable	498,048	373,221	596,244	Accrued income taxes	96,498	22,632	59,586
Marketable securities	1,703,918	1,102,350	1,498,642	Allowance for bonuses	177,800	170,500	189,800
Merchandise	89,562	74,953	22,435	Others	631,429	488,027	458,386
Raw materials	52,513	47,713	13,198	Total current liabilities	1,112,290	823,343	939,108
Others	569,067	456,847	224,917	Liabilities			
Allowance for bad debts	-2,075	-2,776	-3,139	Allowance for employee retirement benefits	218,576	216,931	211,542
Total current assets	4,628,326	3,510,521	4,286,054	Allowance for executives' retirement bonuses	347,367	383,887	365,247
Fixed assets				Others	41,760	28,561	35,160
Property, plant and equipment				Total fixed liabilities	607,704	629,380	611,950
Buildings (net amount)	1,544,446	1,446,496	1,492,393	Total liabilities	1,719,995	1,452,723	1,551,059
Land	2,459,978	2,459,978	2,459,978	[Net assets]			
Others (net amount)	107,130	117,898	96,115	Shareholders' equity			
Total tangible fixed assets	4,111,556	4,024,374	4,048,487	Capital stock	1,772,000	1,772,000	1,772,000
Intangible fixed assets	22,528	27,532	20,375	Capital surplus	2,402,831	2,402,847	2,402,847
Investments and other assets				Earned surplus	5,259,591	5,277,879	5,524,615
Others	1,555,217	2,499,157	2,044,161	Treasury stock	-38,554	-38,799	-38,687
Allowance for bad debts	-0	-5	-0	Total shareholders' equity	9,395,868	9,413,927	9,660,775
Total investments and other assets	1,555,217	2,499,152	2,044,161	Valuation and translation adjustments			
Total fixed assets	5,689,302	6,551,058	6,113,023	Unrealized gain on marketable securities	-20,825	-27,661	-35,348
Total assets	10,317,628	10,061,580	10,399,077	Land revaluation excess	-777,409	-777,409	-777,409
				Total valuation and translation adjustments	-798,235	-805,071	-812,758
				Total net assets	8,597,633	8,608,856	8,848,017
				Total liabilities and net assets	10,317,628	10,061,580	10,399,077

● Comparative Income Statement

Item	47th term 1st/2nd quarter (cumulative)	48th term 1st/2nd quarter (cumulative)	47th term
	From April 1, 2008	From April 1, 2009	From April 1, 2008
	Unit: 1,000 yen	Unit: 1,000 yen	Unit: 1,000 yen
Sales	2,966,037	2,449,453	6,950,281
Cost of sales	1,490,028	1,235,423	3,698,215
Gross profit	1,476,008	1,214,030	3,252,065
Selling, general and administrative expenses	1,332,317	1,244,819	2,681,604
Operating income or Operating loss (-)	143,690	-30,789	570,461
Non-operating income	46,629	56,614	89,704
Non-operating expenses	10	3,186	3,575
Ordinary income	190,309	22,637	656,590
Extraordinary income	404	358	-
Extraordinary expense	45,782	75	45,827
Before tax net income for quarter under review	144,932	22,920	610,763
Corporate tax, etc.	69,354	9,723	270,162
Net income for quarter under review	75,577	13,197	340,601

Business Overview

In the first six-month period of the business year ending March 2010, corporate performance remained weak and poor in Japan, although there were signs of a partial recovery in exports and production by large-size enterprises. With capital expenditure shrinking and employment conditions deteriorating due to poor corporate performance, the outlook for the Japanese economy was still unclear.

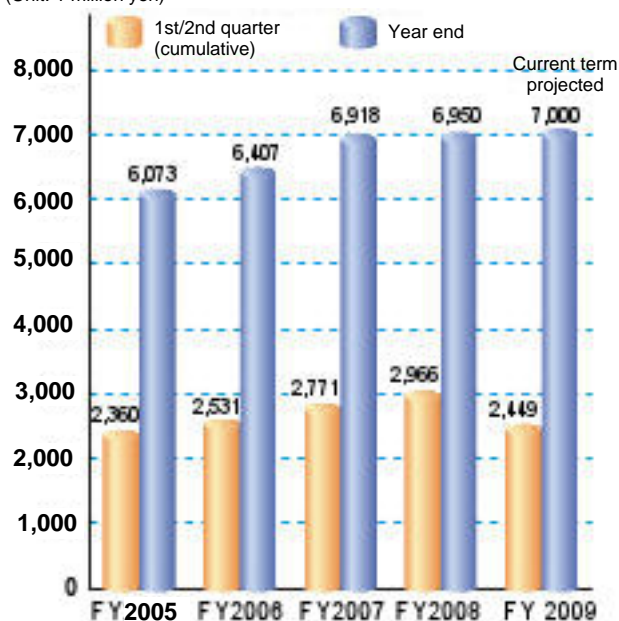
Under such a harsh business environment, the Company focused on development of new products and cultivation of new clients and also worked on fostering of human resources including consultants to bring prosperity to enterprises.

Regarding business administration, the Company made efforts to reduce expenses through streamlining and rationalizing operations and also to raise the transparency of corporate management.

As a result of these efforts, the Company posted net sales of 2,449 million yen (down 17.4% compared with the same period last year), operating loss of 30 million yen (operating income of 143 million yen in the same period last year), ordinary income of 22 million yen (down 88.1%) and net income of 13 million yen (down 82.5%) in the first six-month period of the business year ending March 2010.

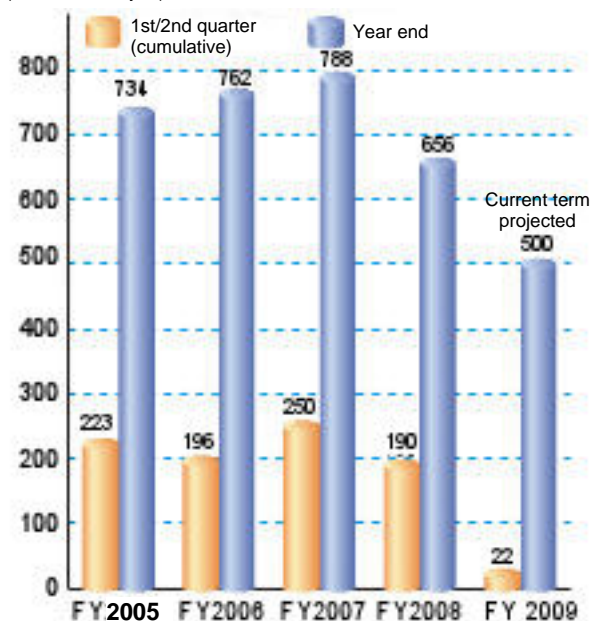
Changes in Sales

(Unit: 1 million yen)



Changes in Operating Income

(Unit: 1 million yen)



Business Report by Segment (As of September 30, 2009)

● Sales by Segment

Segment		47th term 2 Qtrs 〔 From 4/1/2008 to 9/30/2008 〕		48th term 2 Qtrs 〔 From 4/1/2009 to 9/30/2009 〕		47th term 〔 From 4/1/2008 to 3/31/2009 〕	
		Amount	Percentage	Amount	Percentage	Amount	Percentage
Consulting Department	Consulting revenue	1,408,022	47.5	1,247,772	50.9	2,756,466	39.7
	Seminar revenue	265,363	8.9	214,936	8.8	487,160	7.0
	Training center revenue	103,190	3.5	74,947	3.1	178,544	2.6
	Others	7,870	0.3	4,280	0.2	22,893	0.3
	Subtotal	1,784,447	60.2	1,541,937	63.0	3,445,065	49.6
Network Department		202,459	6.8	181,989	7.4	402,899	5.8
Sales Promotion Dept		979,130	33.0	725,526	29.6	3,102,317	44.6
Total		2,966,037	100.0	2,449,453	100.0	6,950,281	100.0

Note: Figures less than 1,000 yen are omitted.

Segment		Services offered
Consulting Department	Management consulting	Management assistance (instruction)
		Management diagnosis, surveys and studies, planning
		Education
		Lectures
Consulting Department	Seminars	Industry type-, position-, job- or region-specific seminars
Consulting Department	Training Centers	Rent of training and human resource development activity venues
Consulting Department	Others	Sale of books (Tanabe Solution Books, etc.) and audio books (CD)
Network Department	Membership services	Eagle Club
		New Leaders Club
		Tanabe Network System
		Tanabe Management Audio books (CD)
		Tanabe Fax Reports
		Tanabe's Management Magazines
S P Dept Promotion	Sales promotion services	Network Club
		Sale of business diaries (Blue Diary)
		Sales promotion support, planning, production and sale of sales promotional tools
		Planning and production of corporate advertisements

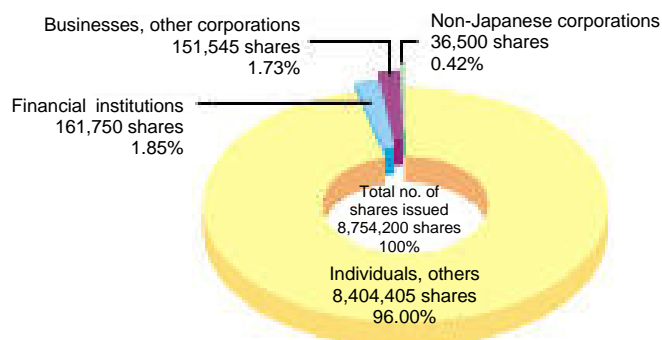
Stock Information (As of September 30, 2009)

Major shareholder

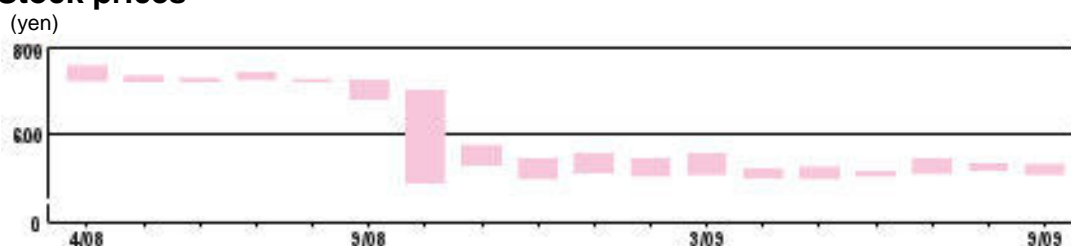
Name	Shares held In 1,000	Investment ratio (%)
Shoichi TANABE	1,474	17.0

Note: Treasury stocks (89,952 shares) are excluded from investment ratio calculation.

Shareholder distribution (no. of shares held)



Stock prices



Company Directors and Auditors (As of September 30, 2009)

Status in Company	Name	Responsibilities in the Company
Representative Director, Chairman	Jiro TANABE	
Vice Chairman	Shizuo NAKA	
President and Chief Executive Officer	Hitoshi KIMOTO	In charge of compliance
Senior Managing Director	Takahiko WAKAMATSU	Head of Consulting Dept.
Managing Director	Kazunori NANATSUYA	Deputy Head of Consulting Dept.
Managing Director	Hiroaki MIYAKE	Manager of SP Dept., and in charge of China business
Managing Director	Yoshikuni NAGAO	Deputy Head of Consulting Dept.
Director	Masahiro OKAWA	In charge of Network Dept., Planning & Development Div., Hokuriku Branch Office and Chushikoku Branch Office
Director	Kazuo NAKAHIGASHI	Head of Network Dept.
Director	Toshiyuki NAKAMURA	Manager of Osaka Head Office
Director	Hiroki TSUTSUI	Manager of Admin Head Office and Head of its General Affairs Division
Standing Auditor	Takashi IWASAKI	
Outside Auditor	Yoshinori TANI	
Outside Auditor	Jun SUMITA	

Notes: 1. Concurrent posts held by executives for this fiscal year

- Representative Director, Chairman Jiro Tanabe concurrently serves as Chairman of Tanabe Management Consulting (Shanghai) Co., Ltd. Vice Chairman Shizuo Naka, President and Chief Executive Officer Hitoshi Kimoto and Managing Director Hiroaki Miyake concurrently serve as Directors of Tanabe Management Consulting (Shanghai) Co., Ltd. Director Hiroki Tsutsui concurrently serves as Auditor of Tanabe Management Consulting (Shanghai) Co., Ltd.

- Tanabe Management Consulting (Shanghai) Co., Ltd. Personnel changes as of January 1, 2010

Chairman (promotion): Hitoshi Kimoto (President and Chief Executive Officer), Director (new appointment): Takahiko Wakamatsu (Senior Managing Director)

Director: Hiroaki Miyake (Managing Director), Director (new appointment): Yoshikuni Nagao (Managing Director), Auditor: Hiroki Tsutsui (Director)

Retirement: Jiro Tanabe (Representative Director, Chairman), Retirement: Shizuo Naka (Vice Chairman)

Standing Auditor Yoshinori Tani is an attorney of Yoshinori Tani Law Firm.

2. Standing Auditor Takashi Iwasaki worked in the Company's Accounting Division from December 1996 to September 2004 and has considerable knowledge of finance and accounting.

Company Profile (As of September 30, 2009)

Trade name	: Tanabe Management Consulting Co., Ltd.
Headquarters	: 3-3-41 Miyahara, Yodogawa-ku, Osaka
Website	: http://www.tanabekeiei.co.jp/
Founded	: October 16, 1957
Incorporated	: April 1, 1963
Capital	: 1,772 million yen
Total number of shares issued	: 8,754,200 shares

Offices (As of September 30, 2009)

Headquarters		〒532-0003	3-3-41 Miyahara, Yodogawa-ku, Osaka
Consulting Department	Tokyo Head Office	〒150-6034	Yebisu Garden Place Tower 34F, 4-20-3 Ebisu, Shibuya-ku, Tokyo
	Chubu Head Office	〒450-0002	Dainagoya Building 6F, 3-28-12 Meieki, Nakamura-ku, Nagoya City
	Osaka Head Office	〒532-0003	3-3-41 Miyahara, Yodogawa-ku, Osaka
	Seibu Head Office	〒810-0001	ACROS Fukuoka 12F, 1-1-1 Tenjin, Chuo-ku, Fukuoka City
	Hokkaido Branch Office	〒060-0005	JR Tower Office Plaza Sapporo 11F, 2-5 Kitagojo-nishi, Chuo-ku, Sapporo City
	Tohoku Branch Office	〒980-6022	Sumitomo Seimei Sendai Chuo Building 22F, 4-6-1 Chuo, Aoba-ku, Sendai City
	Niigata Branch Office	〒950-0087	Hokuriku Bldg. 5F, 1-2-23 Higashiodori, Chuo-ku, Niigata City
	Hokuriku Branch Office	〒920-0856	Visage 5F, 16-1 Showamachi, Kanazawa City
	Chushikoku Branch Office	〒730-0016	Hiroshima Mazda Building 10F, 13-4 Nobori-cho, Naka-ku, Hiroshima City
	Okinawa Branch Office	〒900-0033	Naha Chamber of Commerce & Industry Building B1F, 2-2-10 Kume, Naha City
	Shonan Training Center	〒238-0101	1333 Aza-Nemoto, Kamimiyada, Minamishitauramachi, Miura City, Kanagawa
	Nagoya Training Center	〒481-0041	73-1 Kunotsuboyama, Kitanagoya City, Aichi
Planning and Development Division	〒532-0003	3-3-41 Miyahara, Yodogawa-ku, Osaka	
Network Department		〒532-0003	3-3-41 Miyahara, Yodogawa-ku, Osaka
Sales Promotion Department	Sales Div		
	Tokyo 1, 2, 5	〒104-0032	Hatchobori SF Bldg. 5F, 3-12-8 Hatchobori, Chuo-ku, Tokyo
	Tokyo 3	〒330-0845	Omiya Nakamachi AK Building 4F, 1-104 Nakamachi, Omiya-ku, Saitama City
	Tokyo 4	〒222-0033	Fuji-kasai Yokohama Building 4F, 2-4-19 Shinyokohama, Kohoku-ku, Yokohama City
	Osaka 1	〒532-0003	3-3-41 Miyahara, Yodogawa-ku, Osaka
	Nagoya Sales Office	〒460-0008	Showa Building 6F, 4-3-26 Sakae, Naka-ku, Nagoya City
	Fukuoka Sales Office	〒812-0013	No.5 Hakata Kaisei Bldg. 10F, 1-8-25 Hakataeki-higashi, Hakata-ku Fukuoka City
	SP Planning	〒104-0032	Hatchobori SF Bldg. 5F, 3-12-8 Hatchobori, Chuo-ku, Tokyo
BD Division	〒532-0003	3-3-41 Miyahara, Yodogawa-ku, Osaka	
Tanabe Management Consulting (Shanghai) Co., Ltd.	〒200041	Room 1202 Mei Long Zhen Square, 1038 Nanjing West Road, Jing'an District, Shanghai	

Notes for Shareholders

Fiscal year:	From April 1 to March 31 the following year
Dividend Record Date (year-end dividend)	March 31
Dividend Record Date (interim dividend)	September 30
Annual General Shareholders' Meeting:	June every year
Administrator for shareholders register	Mitsubishi UFJ Trust and Banking Corporation
Special account managing institution	Osaka Securities Agent Department, Mitsubishi UFJ Trust and Banking Corporation
Address and phone number:	3-6-3 Fushimi-cho, Chuo-ku, Osaka 541-8502 Tel: 0120-094-777 (toll free)
Listing Stock Exchange	JASDAQ Securities Exchange
Method of public notice:	Electronic notice Public notice URL: http://www.tanabekeiei.co.jp/koukoku/index.htm (If electronic notice cannot be given due to an accident or some other unavoidable event, public notice shall be given in Nihon Keizai Shimbun.)

Notes:

1. With the introduction of the Dematerialized Book-Entry Transfer System for Stock, etc., an account managing institution (stockbroker etc.) where you hold an account, shall handle change of shareholder's address, requests for purchase of odd shares and other procedures. For details, please contact your stockbroker. Please note that the Administrator for shareholders' register (Mitsubishi UFJ Trust and Banking Corporation) can't handle these procedures.
2. Regarding procedures related to stocks registered in your special account, please contact the above-mentioned special account managing institution (Mitsubishi UFJ Trust and Banking Corporation). You can carry out these procedures at the head office and branch offices of Mitsubishi UFJ Trust and Banking Corporation.
3. You can receive unpaid dividends at the head office and branch offices of Mitsubishi UFJ Trust and Banking Corporation.

