



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

**The 50th Term  
Interim Business Report**

April 1, 2011 to September 30, 2011

[www.tanabekeiei.co.jp](http://www.tanabekeiei.co.jp)

Securities code: 9644

## Management Philosophy

### **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.

On the occasion of reporting business operations in the first six-month period of the 50th business year of Tanabe Management Consulting Co., Ltd. (April 1, 2011 to September 30, 2011), 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, our order-taking activities delayed in the first half of the first quarter of the current term due to the effects of the Great East Japan Earthquake. In such a situation, each department implemented the measures mentioned below to practice the Company's basic policy for the current term, "A Challenge to Achieve Permanent Prosperity by Enhancing Growth Potential and Earning Power."

The Consulting Department strengthened planning and development functions, strived to develop new consulting options while improving the quality of existing options, established a stable earnings structure by raising the client satisfaction level and the contract renewal rate, and also upgraded our efforts to meet the needs of small and medium-size enterprises, the Company's client base.

The Network Department focused its efforts on improving existing services, developing new services and strengthening its client base, while continuing to actively promote partnerships with financial institutions and accounting offices.

The Sales Promotion Department tried to improve the quality of high-value added solution sales, while seeking goods in new fields and promoting new goods development on its own. In addition, the Department implemented "One Proposal per Person per Quarter" campaign to improve operations.

Business environment continues to be very difficult due to the yen's appreciation and economic slowdown in Europe and the U.S., in addition to the effects of the March 11, 2011 earthquake. In such conditions, with the belief that "Changes will offer us business opportunities," we are determined to listen to our clients' real needs, use our inventiveness to develop new goods and services, and play a leading role in supporting the permanent prosperity of enterprises.

We appreciate your continued support and cooperation.

December 2011



President and Chief Executive Officer  
***Hitoshi Kimoto***

### Consulting Department

The Consulting Department strengthened development of consulting options by business area for small and medium-size enterprises and management needs and also strived to improve the quality of its services. In addition, the Department tried to increase growth potential and earnings power by establishing a client creation system through product branding.

In the Consulting section, order-taking activities were affected by the Great East Japan Earthquake in the first half of the first quarter of the current term, but the section saw sales headed toward recovery because reconstruction assistance seminars held in the Tohoku region and free-of-charge business consultations, etc. held in various locations served as stepping stones for new orders.

The average number of management cooperation contracts decreased to 328 (compared to 347 contracts in the same period last year) in the first six-month period of the current business year due to effects of the decline from the end of the previous term. However, at the end of the second quarter the number recovered to the pre-earthquake level. The unit price and contract period increased for sales from training. However, the Consulting section's sales decreased by 1.1% year-on-year to 1,233 million yen because of a decline in the unit price of diagnosis and investigation contracts.

In the Seminar section, the number of applicants for the President Classroom, which targets top management and executives, reached the fixed number. The number of participants in the Manager Candidate School exceeded that in the same period last year, though regional differences existed. However, the Seminar section's sales declined by 1.1% year-on-year to 241 million yen, due to a fall in the number of participants in the New Employee Training Seminar and effects of the postponement of seminars caused by the earthquake.

The Training Seminar section's sales plunged by 12.9% year-on-year to 61 million yen, because enterprises selected facilities having good transportation access and continued to refrain from using outside facilities.

As a result, the Consulting Department posted segment income of 257 million yen (down 11.1% year-on-year) on net sales of 1,539 million yen (down 1.7% year-on-year).



### Network Department

The Network Department strengthened cooperation with the Consulting section and focused on improving the quality of and increasing the number of information contents to support

financial institutions and accounting offices with which the Department has tie-ups, in order to create clients. In addition, the Department tackled new goods development to raise the added value of membership services.

As a result, sales from study sessions held at financial institution and accounting office tie-ups and from management information magazines increased steadily. However, the Network Department posted segment income of 27 million yen (down 35.5% year-on-year) on sales of 177 million yen (down 4.0% year-on-year), because the number of fee-paying members of membership organizations including Eagle Club decreased by 14.3% year-on-year to 10,696, with many enterprises withdrawing their membership after reviewing expenses.

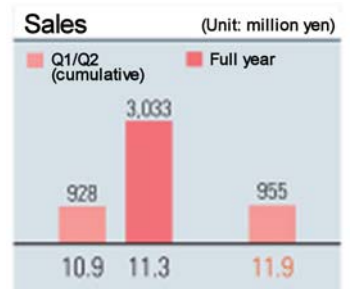


### Sales Promotion Department

The Sales Promotion Department continued its aim to raise the added value of its services. The Department thus promoted consulting sales by strengthening staff abilities in marketing,

competitiveness of its goods and its organization's power, and also focused on strengthening the comprehensive ability to make proposals in the sales promotion field, such as events and POPs.

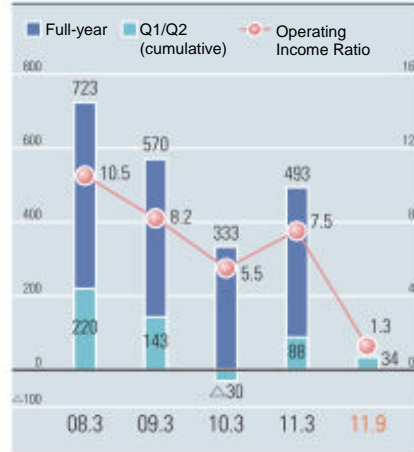
In addition, the Department tried to develop new goods and expand sales channels for merchandise it handles. As a result, the Sales Promotion Department posted segment loss of 195 million yen (compared with segment loss of 202 million yen in the same period last year) on sales of 955 million yen (up 2.9% year-on-year), because order-taking activities, which were delayed by the effects of the earthquake, gradually returned to normal.



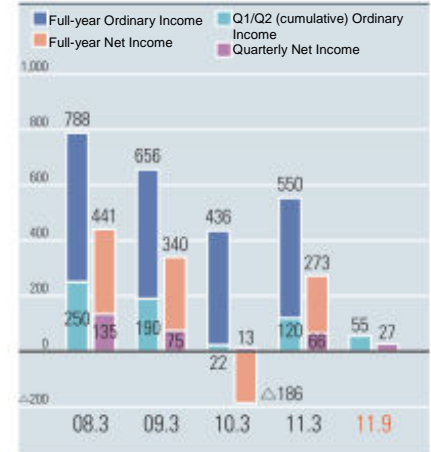
### Sales (million yen)



### Operating Income & Operating Income Ratio (million yen)



### Ordinary Income & Quarterly (Full-year) Net Income (million yen)



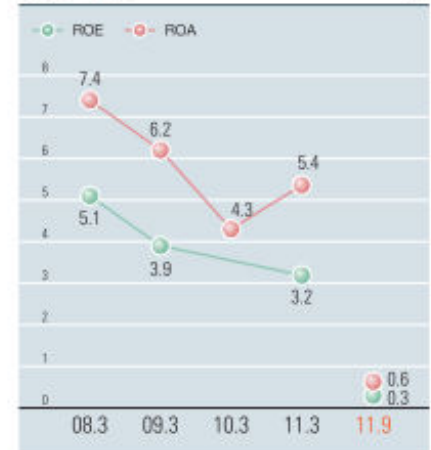
### Total Assets, Net Assets, Shareholders' Equity Ratio (million yen)



### Quarterly (Full-year) Net Income per Share (yen)



### ROE · ROA (%)



ROE: Return on Equity, ROA: Return on Assets

\*1. Business performance varies according to the season, because sales of business diaries (calendar year edition) tend to concentrate in the third quarter. Consequently, indices fluctuate between the 1st/2nd quarter (cumulative) and full year.  
 \*2. No ROE figure is available for March 2010 because the Company posted a net loss.

# TOPICS

## Seminars – Introduction

### ■ Management Strategy Seminar

At our annual Management Strategy Seminar in 2011, which we have held for 52 straight years, our top management consultants gave lectures on the main theme of “Relocation Strategy in an Economy with Intricately Changing Demand Structure.” Many top managers and executives participated in the seminar held in 10 cities across Japan from November to December.



### ■ Manager Candidate School

Since the opening of the School in 1972, we have fostered more than 20,000 professional managers. We plan to hold the Manager Candidate School in 10 cities across Japan from May 2012 (from February in Kanazawa). The School is designed to encourage participants to apply what they learn through a 15-day manager education program over seven months toward reform within the company.

## New Books – Introduction

### ■ Shifting Business Strategy for Small and Medium-Size Enterprises Written by Masanao Ito, Head of Chubu Head Office; published by Diamond Inc.

In this book, top managers and the next-generation executives explain in plain terms how to shift a company's business in response to rapidly changing business environments by dividing the process into four parts. The book has been used as a guidebook to use changes in a firm's business environment as a business opportunity.



### ■ Tanabe-Style Procurement Reform

Written by Yasunori Makimoto, General Manager of the Management Consulting Department, Chubu Head Office; published by Tanabe Management Consulting

This book is a practical guidebook in which the author explains in plain terms hands-on know-how of “cross-sectional reform activities to strengthen procurement capabilities to realize stable procurement and higher profitability” at enterprises by using various reform examples. The book has been widely used to further enhance business competitiveness.



# TOPICS

## Sales Promotion Department topics

### Original promotion options

The Department has tried to strengthen services in the field of event promotion.

#### Example 1 Promotion at outdoor events

At outdoor events, held in metropolitan areas, targeted at owners of camping cars and families who enjoy the outdoors, attracting tens of thousands of visitors, the Department offered promotional support by holding an outdoor cooking stage show using goods from participating companies as well as sampling.



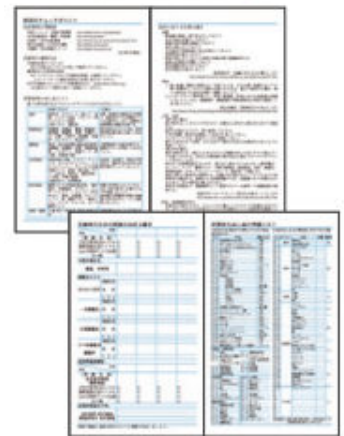
#### Example 2 Experience-type event promotion for kindergarten and prekindergarten children

The Department offered combination type “trial lesson” promotional support to persons seeking a toddler school or English school. Because the event enabled participants to experience and compare various schools in one day, it also received a very favorable reception from participants.



### Disaster data collections for diaries

The Department has enhanced the content of disaster data collections as an option for custom-design corporate diaries.



## Network Department topics

### Accounting Office Newsletter

One year has passed since we started “Accounting Office Newsletter,” a relationship support service for accounting offices. Each month we organize carefully selected management information onto two A4-size sheets and send them in PDF format to accounting offices. The service is widely used as a tool for transmitting information to clients, because accounting offices can freely change the title (name of the accounting office) and add specific information they would like to transmit in the comments column. This product is designed to offer our consulting know-how fostered over the last 50 years to accounting offices so that they can use it to cultivate new clients.



### COLUMN

#### Experience Science



Director, Head of  
Network Department

Kazuo Nakahigashi

### Tanabe Management Consulting aims to contribute to the prosperity of enterprises through the operations of membership organizations and support to financial institutions and accounting offices.

The Network Department currently conducts the following two main operations: membership organizations for top managers and successors, operated by the Company, and client creation support to financial institutions and accounting offices.

We operate directly in six membership organizations including “Eagle Club” and “New Leaders Club (NLC).” We focus on creating and transmitting information that contributes to the permanent prosperity of enterprises.

The Network Department offers client creation support to 111 financial institutions and 57 accounting offices. At each location, the Department holds a study session for top managers and offers management information. The number of accounting offices with tie-ups, whom we began servicing on a full scale from last year, has increased steadily thanks to referrals from existing clients.

While the economic outlook has become increasingly uncertain, the Network Department is determined to work harder to contribute to the prosperity of enterprises through the operations of membership organizations and support to financial institutions and accounting offices across Japan.

Note: The number of financial institutions and accounting offices the Company offers its client creation support service is as of September 30, 2011.



Feature: "Consulting options" 1

## Efforts to improve the quality of services for product branding

Tanabe Management Consulting has been striving to improve the quality of its services not only by providing consulting services systematically, simply and precisely based on clients' needs, but also by organizing a tried-and-true method generated from more than 50 years of *Sangen Shugi* (actual facts, actual site, actual product consulting) as a general management consultant specializing in small and medium-size enterprises. These efforts paid off. Applicants to several seminars reached the fixed number, with some clients on the waiting list.



- Main seminars and gatherings

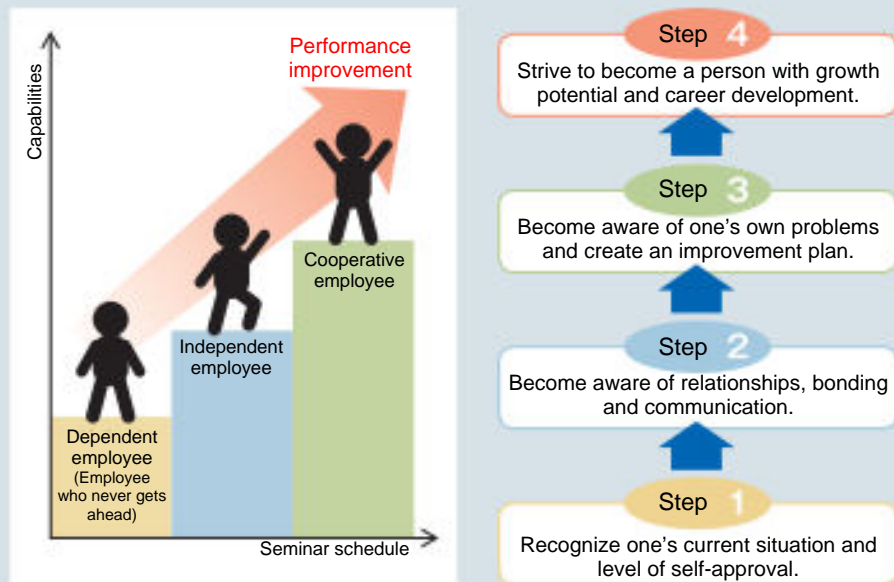
	Education level	Creation of strategies and visions
Top managers Executives	President Classroom Successors School Professional Executive Seminar	Tanabe Top Meeting Workshop by theme and domain Management Strategy Seminar
Managers Mid-level employees	Manager Candidate School	Tanabe-Style Junior Board Professional Strategy Manager School
Regular employees	New Employee Training Seminar	

## Young Employee Revitalization Program: Phoenix Program

(A bottom-up educational program for nurturing self-dependent human resources with a challenging spirit)

Targets: Young and mid-level employees who have worked for 3 to 10 years (mid-20s to early 30s)

The reality is that amid the lingering economic recession, there is a growing number of employees who have never enjoyed the taste of success, who have become satisfied with current conditions and without any challenging spirit—unambitious, inactive and overly dependent. The Phoenix Program is a training program to revitalize such employees who never seem to get ahead to become more independent, and thereby bring changes to the workplace. The program is designed to foster a spirit of challenge to face difficulties and nurture independent human resources with a challenging spirit through the accumulation of small success experiences.



## Balance Sheet (Summary)

(Unit: 1,000 yen)

	49th term Q2 end As of September 30, 2010	50th term Q2 end As of September 30, 2011	49th term end As of March 31, 2011
<b>(Assets)</b>			
Current assets	3,799,367	4,171,451	4,378,382
Fixed assets	6,086,491	5,746,180	5,982,334
Tangible fixed assets	3,495,437	3,368,568	3,412,571
Intangible fixed assets	19,732	25,500	28,340
Investments and other assets	2,571,320	2,352,112	2,541,422
Total assets	9,885,858	9,917,632	10,360,716
<b>(Liabilities)</b>			
Current liabilities	907,855	890,223	1,174,771
Fixed liabilities	651,859	676,162	658,015
Total liabilities	1,559,714	1,566,386	1,832,787
<b>(Net assets)</b>			
Shareholders' equity	8,414,397	8,457,847	8,620,519
Valuation and translation adjustments	-88,253	-106,601	-92,591
Total net assets	8,326,144	8,351,246	8,527,928
Total liabilities and net assets	9,885,858	9,917,632	10,360,716

**Point 1**

Current assets decreased by 206 million yen from the end of the 49th term. This is mainly because of a decline in cash and deposits.

**Point 2**

Fixed assets decreased by 236 million yen from the end of the 49th term. This is primarily due to a decrease in depreciation and long-term deposits.

**Point 3**

Current liabilities decreased by 284 million yen from the end of the 49th term. This is mainly because of a decline in income taxes payable and accounts payable.

**Point 4**

Fixed liabilities increased by 18 million yen from the end of the 49th term. This is mainly due to provision for directors' retirement benefits.

(Note) Figures less than 1,000 yen are omitted.

## Income Statement (Summary)

(Unit: 1,000 yen)

	49th term Q1/Q2 (cumulative) Apr 1, 2010 to Sep 30, 2010	50th term 1st/2nd quarter (cumulative) Apr 1, 2011 to Sep 30, 2011	49th term Apr 1, 2010 to Mar 31, 2011
Sales	2,678,169	2,671,887	6,568,637
Cost of sales	1,409,323	1,403,843	3,623,135
Gross profit	1,268,845	1,268,043	2,945,501
Selling, general and administrative expenses	1,180,349	1,233,208	2,451,893
Operating income	88,496	34,834	493,607
Ordinary income	120,133	55,961	550,455
Quarterly (Full-year) Net Income	66,875	27,947	273,014

(Note) Figures less than 1,000 yen are omitted.

## Point ⑤

Operating income decreased by 53 million yen from the same term last year. This is because personal expenses rose due to the increase of employees despite efforts to reduce various expenses.

## Cash Flow Statement (Summary)

(Unit: 1,000 yen)

	49th term Q1/Q2 (cumulative) Apr 1, 2010 to Sep 30, 2010	50th term 1st/2nd quarter (cumulative) Apr 1, 2011 to Sep 30, 2011	49th term Apr 1, 2010 to Mar 31, 2011
Net cash provided by (used in) operating activities	-20,795	-427,376	775,170
Net cash provided by (used in) investment activities	9,673	154,413	428,650
Net cash provided by (used in) financing activities	-154,974	-188,572	-155,743
Net increase (decrease) in cash and cash equivalents	-166,096	-461,535	1,048,077
Opening cash and cash equivalents	2,538,781	3,586,859	2,538,781
Ending cash and cash equivalents at Q2 end (term)	2,372,684	3,125,324	3,586,859

(Note) Figures less than 1,000 yen are omitted.

## Point ⑥

- Net cash used in operating activities totaled 427 million yen due to a decrease in quarterly income before income taxes and payment of income taxes.
- Net cash provided by investment activities totaled 154 million yen due to a payout of time deposits.
- Net cash used in financing activities totaled 188 million yen due to payment of cash dividends of 22.0 yen per share.
- Consequently, cash and cash equivalents at the end of the 2nd quarter of the 50th term totaled 3,125 million yen.

(As of September 30, 2011)

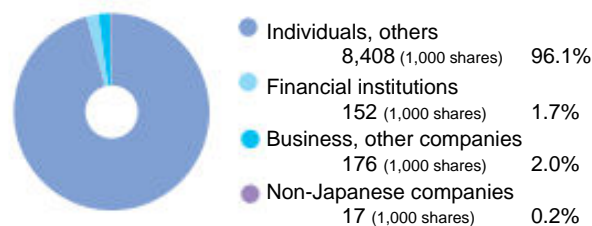
Total number of shares authorized: .....35,000,000 shares  
 Total number of shares issued: .....8,754,200 shares  
 Share unit number: .....100 shares  
 Number of shareholders: .....7,447 persons

## Principal shareholders (top ten shareholders)

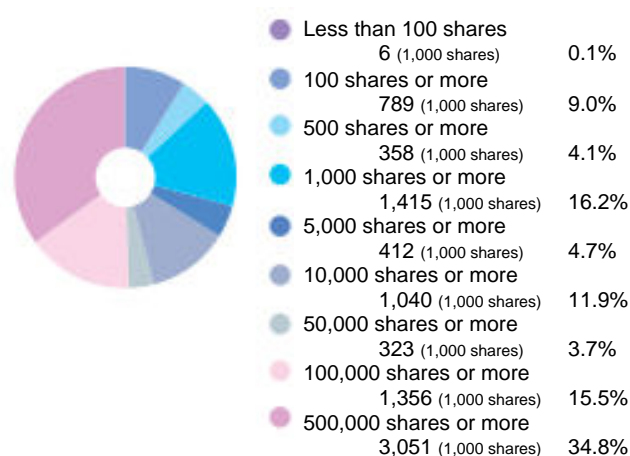
Name of shareholder	Number of shares held	Investment ratio
Shoichi Tanabe	1,474 (1,000 shares)	17.0 (%)
Jiro Tanabe	562	6.4
Eiko Tanabe	507	5.8
Yoichiro Tanabe	507	5.8
Toki Narasaki	487	5.6
Tanabe Management Consulting Client Share Ownership Scheme	293	3.3
Tanabe Management Consulting Employee Share Ownership Scheme	192	2.2
Toshio Denbara	144	1.6
Mitsubishi UFJ Trust and Banking Corporation (Standing proxy: The Master Trust Bank of Japan, Ltd.)	129	1.4
Hitoshi Kimoto	108	1.2

(Note) Treasury stock (90,330 shares) is excluded from the investment ratio calculation.

## Shareholder distribution by nature of business



## Shareholder distribution by number of shares held



## Share price chart



## Shareholder distribution by region

Hokkaido region	1.3 (%)
Tohoku region	1.3
Kanto region	24.7
Chubu region	9.0
Kinki region	57.7
Chugoku region	2.4
Shikoku region	0.6
Kyushu region	2.8
Overseas	0.2

**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

**Number of employees** : 285 persons

#### **Company Directors and Auditors**

Representative Director and Chairman: Jiro Tanabe

Vice Chairman:

Shizuo Naka

President and Chief Executive Officer:

Hitoshi Kimoto, In charge of compliance, Chairman of Tanabe Management Consulting (Shanghai) Co., Ltd.

Senior Managing Director:

Takahiko Wakamatsu, Head of Consulting Dept., in charge of Network Dept., and Director of Tanabe Management Consulting (Shanghai) Co., Ltd.

Managing Director:

Kazunori Nanatsuya, Deputy Head of Consulting Dept.

Hiroaki Miyake, Manager of SP Dept., and in charge of China business, Director of Tanabe Management Consulting (Shanghai) Co., Ltd.

Yoshikuni Nagao, Deputy Head of Consulting Dept., Director of Tanabe Management Consulting (Shanghai) Co., Ltd.

Masahiro Okawa, In charge of Planning & Development Div., Chubu Head Office, and Hokuriku Branch Office

Director:

Kazuo Nakahigashi, Head of Network Dept.

Toshiyuki Nakamura, Manager of Osaka Head Office and Chushikoku Branch Office

Hiroki Tsutsui, Manager of Administrative Head Office and Auditor of Tanabe Management Consulting (Shanghai) Co., Ltd.

Standing Auditor:

Takashi Iwasaki

Outside Auditor:

Yoshinori Tani, Attorney (Yoshinori Tani Law Firm)

Haruhisa Yazaki, Representative Director and CEO, M.U. Trust Apple Planning Co., Ltd.

<b>Headquarters</b>		〒532-0003	3-3-41 Miyahara, Yodogawa-ku, Osaka
<b>Consulting Department</b>	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	〒900-0015	Nissei Naha Center Building 10F, 1-12-12 Kumoji, 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
Product Planning Division	〒532-0003	3-3-41 Miyahara, Yodogawa-ku, Osaka	
<b>Network Department</b>		〒532-0003	3-3-41 Miyahara, Yodogawa-ku, Osaka
<b>Sales Promotion Department</b>	Sales Div		
	Tokyo Sales Division (Tokyo No. 1, No. 2, and No. 5 Division)	〒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
	Special Sales Division	〒532-0003	3-3-41 Miyahara, Yodogawa-ku, Osaka
	Administrative Division	〒104-0032	Hatchobori SF Bldg. 5F, 3-12-8 Hatchobori, Chuo-ku, Tokyo
	〒532-0003	3-3-41 Miyahara, Yodogawa-ku, Osaka	
	〒104-0032	Hatchobori SF Bldg. 5F, 3-12-8 Hatchobori, Chuo-ku, Tokyo	
<b>Tanabe Management Consulting (Shanghai) Co., Ltd.</b>		〒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-machi, Chuo-ku, Osaka 541-8502
	Tel: 0120-094-777 (toll free)
Listing Stock Exchange:	JASDAQ market of the Osaka Securities Exchange
Method of public notice:	The public notices of the Company shall be given electronically.
	Public notice URL: <a href="http://www.tanabekeiei.co.jp/koukoku/index.htm">http://www.tanabekeiei.co.jp/koukoku/index.htm</a>
	Provided that, when electronic public notices cannot be used due to unavoidable reasons, the public notices of the Company shall be given in the Nihon Keizai Shimbun.

Questionnaire for Shareholders

We look forward to receiving your opinions.

We are pleased to conduct a questionnaire survey to find out what our shareholders think about the Company. We would appreciate it if you could take some time to reply to our questionnaire.

Will you please access the URL below and reply to questions at our questionnaire site that is displayed after inputting the access code? It will take only about 5 minutes to complete the questionnaire.

<http://www.e-kabunushi.com>  
Access code 9644

いいかぶ

検索

You can enter "i-i-ka-bu" in Japanese hiragana in the search box of Yahoo!, MSN, or Excite to find the above website.



Send an empty email for the URL.

Please send an empty email (with no title and message) to [kabu@wjm.jp](mailto:kabu@wjm.jp). You will receive the URL for the questionnaire by return email.



Access through your mobile phone.

A mobile phone with a QR code reader allows you to access the above website. Please scan and read the QR code printed on the right.



- The survey period will be around two months after you receive this business report.

Those who respond to the questionnaire survey can enter a lottery for a prize (book card worth 500 yen).



This questionnaire survey is being conducted by e-Shareholder Research, provided by a2media Corporation. (For more about a2media Corporation, please visit <http://www.a2media.co.jp> [in Japanese].) \*Your reply will be used for statistical purposes only and will never be used for any other purposes without your prior consent.

- If you have any inquiries regarding the questionnaire, please contact the Administration Office of e-Shareholder Research.

TEL: 03-5777-3900 (Weekdays 10:00 – 17:00)  
MAIL: [info@e-kabunushi.com](mailto:info@e-kabunushi.com)



### Notes:

- Procedures such as change of shareholder's address, requests for purchase of odd shares and the like shall be in principle handled by an account managing institution (stockbroker etc.) where you hold an account. For details, please contact your stockbroker. Please note that the Administrator for the shareholders' register (Mitsubishi UFJ Trust and Banking Corporation) cannot handle these procedures.
- 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.
- You can receive unpaid dividends at the head office and branch offices of Mitsubishi UFJ Trust and Banking Corporation.
- We present our special business diary to every shareholder who holds 100 or more shares of the Company's stock as of September 30 every year. We hope that you find our diary useful.



TANABE MANAGEMENT CONSULTING CO., LTD.

