

# Translation

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## Summary of Consolidated Financial Results for the Year Ended March 31, 2021 (Based on Japanese GAAP)

May 7, 2021

Company name: YAMADA Consulting Group Co.,Ltd.  
 Stock exchange listing: Tokyo  
 Stock code: 4792 URL <https://www.yamada-cg.co.jp>  
 Representative: President Keisaku Masuda  
 Director and General Manager of Administration Department  
 Inquiries: Hideji Shuto TEL 03-6212-2500  
 Scheduled date of ordinary general meeting of shareholders: June 24, 2021  
 Scheduled date to file Securities Report: June 25, 2021  
 Scheduled date to commence dividend payments: June 10, 2021  
 Preparation of supplementary material on financial results: Yes  
 Holding of financial results meeting: Yes (for institutional investors and analysts)

(Amounts less than one million yen are rounded down)

### 1. Consolidated financial results for the year ended March 31, 2021 (from April 1, 2020 to March 31, 2021)

#### (1) Consolidated operating results

Percentages indicate year-on-year changes

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Year ended March 31, 2021	15,315	12.8	2,252	1.9	2,322	5.8	1,394	13.0
Year ended March 31, 2020	13,576	1.3	2,208	(4.3)	2,193	(6.8)	1,233	(22.8)

	Earnings per share	Diluted earnings per share	Profit attributable to owners of parent/equity	Ordinary profit/total assets	Operating profit/net sales
	Yen	Yen	%	%	%
Year ended March 31, 2021	73.38	73.38	11.4	14.5	14.7
Year ended March 31, 2020	64.90	64.84	10.5	15.5	16.2

#### (2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2021	16,892	12,733	74.4	661.95
As of March 31, 2020	15,010	12,000	78.9	624.18

#### (3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Year ended March 31, 2021	3,315	23	767	10,195
Year ended March 31, 2020	(1,162)	(313)	(365)	6,055

### 2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Dividend payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Year ended March 31, 2020	—	23.00	—	23.00	46.00	873	70.8	7.4
Year ended March 31, 2021	—	15.00	—	22.00	37.00	703	50.4	5.7
Year ending March 31, 2022 (Forecast)	—	18.00	—	19.00	37.00		50.2	

3. Forecast of consolidated financial results for the year ending March 31, 2022 (from April 1, 2021 to March 31, 2022)

Percentages indicate year-on-year changes

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	14,100	(7.9)	2,100	(6.7)	2,100	(9.5)	1,400	0.4	73.68

4. Notes

- (1) Changes in significant subsidiaries during the year ended March 31, 2021

(changes in specified subsidiaries resulting in the change in scope of consolidation):

No

- (2) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements

Changes in accounting policies due to revisions to accounting standards and other regulations:

No

Changes in accounting policies due to other reasons:

No

Changes in accounting estimates:

No

Restatement of prior period financial statements:

No

- (3) Number of issued shares (common shares)

Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2021	19,896,000 shares	As of March 31, 2020	19,896,000 shares
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Number of treasury shares at the end of the period

As of March 31, 2021	895,090 shares	As of March 31, 2020	897,848 shares
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Average number of shares during the period

Year ended March 31, 2021	19,000,489 shares	Year ended March 31, 2020	18,997,525 shares
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**Consolidated financial statements**  
**Consolidated balance sheets**

(Thousands of yen)

	As of March 31, 2020	As of March 31, 2021
Assets		
Current assets		
Cash and deposits	6,251,994	10,391,915
Notes and accounts receivable - trade	1,509,582	1,164,854
Operational investment securities	3,921,382	2,194,889
Merchandise and finished goods	99,826	100,935
Raw materials and supplies	116	116
Other	361,773	432,609
Allowance for doubtful accounts	–	(44,923)
Total current assets	12,144,675	14,240,397
Non-current assets		
Property, plant and equipment		
Buildings and structures	388,454	375,806
Accumulated depreciation	(140,789)	(136,111)
Buildings and structures, net	247,665	239,694
Land	74,653	57,774
Other	513,908	478,885
Accumulated depreciation	(332,507)	(325,876)
Other, net	181,400	153,009
Total property, plant and equipment	503,719	450,478
Intangible assets		
Goodwill	628	514
Other	172,072	157,458
Total intangible assets	172,700	157,972
Investments and other assets		
Investment securities	840,964	687,960
Leasehold and guarantee deposits	585,702	643,902
Deferred tax assets	243,346	225,213
Other	519,778	486,766
Total investments and other assets	2,189,792	2,043,843
Total non-current assets	2,866,212	2,652,294
Total assets	15,010,887	16,892,691

(Thousands of yen)

	As of March 31, 2020	As of March 31, 2021
Liabilities		
Current liabilities		
Notes and accounts payable - trade	253,387	269,725
Short-term borrowings	500,000	2,000,000
Income taxes payable	732,320	503,980
Provision for bonuses	135,938	130,540
Other	1,304,704	1,175,377
Total current liabilities	2,926,351	4,079,624
Non-current liabilities		
Deferred tax liabilities	10,767	12,082
Other	73,182	67,931
Total non-current liabilities	83,949	80,014
Total liabilities	3,010,301	4,159,638
Net assets		
Shareholders' equity		
Share capital	1,599,538	1,599,538
Capital surplus	1,523,982	1,526,001
Retained earnings	9,272,156	9,944,451
Treasury shares	(525,355)	(523,772)
Total shareholders' equity	11,870,321	12,546,218
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	8,182	19,211
Foreign currency translation adjustment	(20,227)	12,330
Total accumulated other comprehensive income	(12,045)	31,542
Share acquisition rights	27,304	30,919
Non-controlling interests	115,005	124,372
Total net assets	12,000,585	12,733,052
Total liabilities and net assets	15,010,887	16,892,691

**Consolidated statements of income and consolidated statements of comprehensive income**  
**Consolidated statements of income**

(Thousands of yen)

	Fiscal year ended March 31, 2020	Fiscal year ended March 31, 2021
Net sales	13,576,016	15,315,397
Cost of sales	1,696,535	3,455,597
Gross profit	11,879,481	11,859,799
Selling, general and administrative expenses	9,670,534	9,607,655
Operating profit	2,208,946	2,252,144
Non-operating income		
Interest income	19,688	18,141
Gain on investments in investment partnerships	—	30,316
Foreign exchange gains	—	1,325
Subsidy income	—	44,287
Other	3,752	24,369
Total non-operating income	23,440	118,440
Non-operating expenses		
Interest expenses	—	5,891
Loss on investments in investment partnerships	8,978	—
Foreign exchange losses	22,813	—
Commission expenses	1,972	23,863
Other	5,493	18,618
Total non-operating expenses	39,257	48,373
Ordinary profit	2,193,128	2,322,211
Extraordinary income		
Insurance claim income	60,329	—
Gain on sale of non-current assets	—	27,351
Total extraordinary income	60,329	27,351
Extraordinary losses		
Loss on valuation of investment securities	18,212	69,266
Loss on retirement of non-current assets	36,518	5,212
Impairment losses	231,018	—
Special executive bonuses	—	300,000
Total extraordinary losses	285,749	374,478
Profit before income taxes	1,967,708	1,975,084
Income taxes - current	891,724	544,463
Income taxes - deferred	(159,793)	21,179
Total income taxes	731,930	565,642
Profit	1,235,777	1,409,442
Profit attributable to non-controlling interests	2,737	15,176
Profit attributable to owners of parent	1,233,040	1,394,265

## Consolidated statements of comprehensive income

(Thousands of yen)

	Fiscal year ended March 31, 2020	Fiscal year ended March 31, 2021
Profit	1,235,777	1,409,442
Other comprehensive income		
Valuation difference on available-for-sale securities	15,330	11,029
Foreign currency translation adjustment	(11,449)	37,088
Total other comprehensive income	3,881	48,117
Comprehensive income	1,239,658	1,457,560
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,242,476	1,437,853
Comprehensive income attributable to non-controlling interests	(2,817)	19,706

## Consolidated statements of changes in equity

Fiscal year ended March 31, 2020

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,599,538	1,523,982	8,911,536	(526,094)	11,508,962
Changes during period					
Dividends of surplus			(873,883)		(873,883)
Profit attributable to owners of parent			1,233,040		1,233,040
Purchase of treasury shares				(197)	(197)
Disposal of treasury shares			1,463	935	2,399
Net changes in items other than shareholders' equity					
Total changes during period	–	–	360,620	738	361,358
Balance at end of period	1,599,538	1,523,982	9,272,156	(525,355)	11,870,321

	Accumulated other comprehensive income			Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income			
Balance at beginning of period	(7,148)	(14,333)	(21,482)	17,519	96,795	11,601,794
Changes during period						
Dividends of surplus						(873,883)
Profit attributable to owners of parent						1,233,040
Purchase of treasury shares						(197)
Disposal of treasury shares						2,399
Net changes in items other than shareholders' equity	15,330	(5,893)	9,436	9,785	18,209	37,432
Total changes during period	15,330	(5,893)	9,436	9,785	18,209	398,791
Balance at end of period	8,182	(20,227)	(12,045)	27,304	115,005	12,000,585

Fiscal year ended March 31, 2021

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,599,538	1,523,982	9,272,156	(525,355)	11,870,321
Changes during period					
Dividends of surplus			(721,971)		(721,971)
Profit attributable to owners of parent			1,394,265		1,394,265
Purchase of treasury shares				(55)	(55)
Disposal of treasury shares		2,019		1,638	3,657
Net changes in items other than shareholders' equity					
Total changes during period	–	2,019	672,294	1,582	675,896
Balance at end of period	1,599,538	1,526,001	9,944,451	(523,772)	12,546,218

	Accumulated other comprehensive income			Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income			
Balance at beginning of period	8,182	(20,227)	(12,045)	27,304	115,005	12,000,585
Changes during period						
Dividends of surplus						(721,971)
Profit attributable to owners of parent						1,394,265
Purchase of treasury shares						(55)
Disposal of treasury shares						3,657
Net changes in items other than shareholders' equity	11,029	32,558	43,588	3,614	9,367	56,569
Total changes during period	11,029	32,558	43,588	3,614	9,367	732,466
Balance at end of period	19,211	12,330	31,542	30,919	124,372	12,733,052



## Consolidated statements of cash flows

(Thousands of yen)

	Fiscal year ended March 31, 2020	Fiscal year ended March 31, 2021
Cash flows from operating activities		
Profit before income taxes	1,967,708	1,975,084
Depreciation	119,946	147,603
Amortization of goodwill	69,774	114
Increase (decrease) in provision for bonuses	(3,076)	(5,398)
Interest and dividend income	(19,688)	(18,141)
Subsidy income	–	(44,287)
Interest expenses	–	5,891
Insurance claim income	(60,329)	–
Foreign exchange losses (gains)	22,813	(1,325)
Special executive bonuses	–	300,000
Loss (gain) on investments in investment partnerships	8,978	(30,316)
Loss (gain) on valuation of investment securities	18,212	69,266
Loss (gain) on sale of property, plant and equipment	–	(27,351)
Loss on retirement of non-current assets	36,518	5,212
Impairment losses	231,018	–
Decrease (increase) in investment securities for sale	(3,545,229)	1,726,492
Decrease (increase) in trade receivables	(186,565)	344,727
Increase (decrease) in allowance for doubtful accounts	–	44,923
Decrease (increase) in inventories	(57,256)	(1,108)
Increase (decrease) in trade payables	(20,082)	16,338
Decrease (increase) in other assets	(114,040)	6,794
Increase (decrease) in other liabilities	437,032	(163,319)
Subtotal	(1,094,264)	4,351,199
Interest and dividends received	22,943	18,108
Subsidies received	–	44,287
Interest paid	–	(4,094)
income from receipt of insurance money	250,000	–
Payments for special executive bonuses	–	(300,000)
Income taxes paid	(341,647)	(794,141)
Net cash provided by (used in) operating activities	(1,162,969)	3,315,360
Cash flows from investing activities		
Proceeds from withdrawal of time deposits	54,680	–
Purchase of property, plant and equipment	(115,736)	(87,169)
Proceeds from sale of property, plant and equipment	–	74,871
Purchase of intangible assets	(86,711)	(21,466)
Purchase of investment securities	(103,635)	(52,875)
Cash dividends income to Investment securities	1,827	175,382
Payments of leasehold and guarantee deposits	(52,322)	(66,668)
Proceeds from refund of leasehold and guarantee deposits	4,812	4,956
Other, net	(16,159)	(3,103)
Net cash provided by (used in) investing activities	(313,245)	23,926

	(Thousands of yen)	
	Fiscal year ended March 31, 2020	Fiscal year ended March 31, 2021
Cash flows from financing activities		
Increase (decrease) in short-term borrowings	500,000	1,500,000
Proceeds from received an investment to non-controlling shareholders	32,278	2,533
Proceeds from disposal of treasury shares	2,024	2,881
Purchase of treasury shares	(197)	(55)
Dividends paid	(873,883)	(721,971)
the amount of payment of the dividend to non-controlling shareholders	(11,250)	(12,873)
Other, net	(14,916)	(3,138)
Net cash provided by (used in) financing activities	(365,945)	767,377
Effect of exchange rate change on cash and cash equivalents	(31,511)	32,455
Net increase (decrease) in cash and cash equivalents	(1,873,672)	4,139,119
Cash and cash equivalents at beginning of period	7,929,587	6,055,915
Cash and cash equivalents at end of period	6,055,915	10,195,034