(Translation)
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September 16, 2026

For Immediate Release

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Notice Regarding the Introduction of a Stock Grant ESOP Trust for Employees

TANABE CONSULTING GROUP CO.,LTD. (the "Company") hereby announces that, at the meeting of the Board of Directors held on September 16, 2026, it resolved to introduce an employee incentive plan in the form of a "Stock Grant ESOP Trust" (hereinafter, the "Plan") for the employees of the Company and its subsidiaries (hereinafter, the "Employees"), as described below.

1. Introduction of the Plan

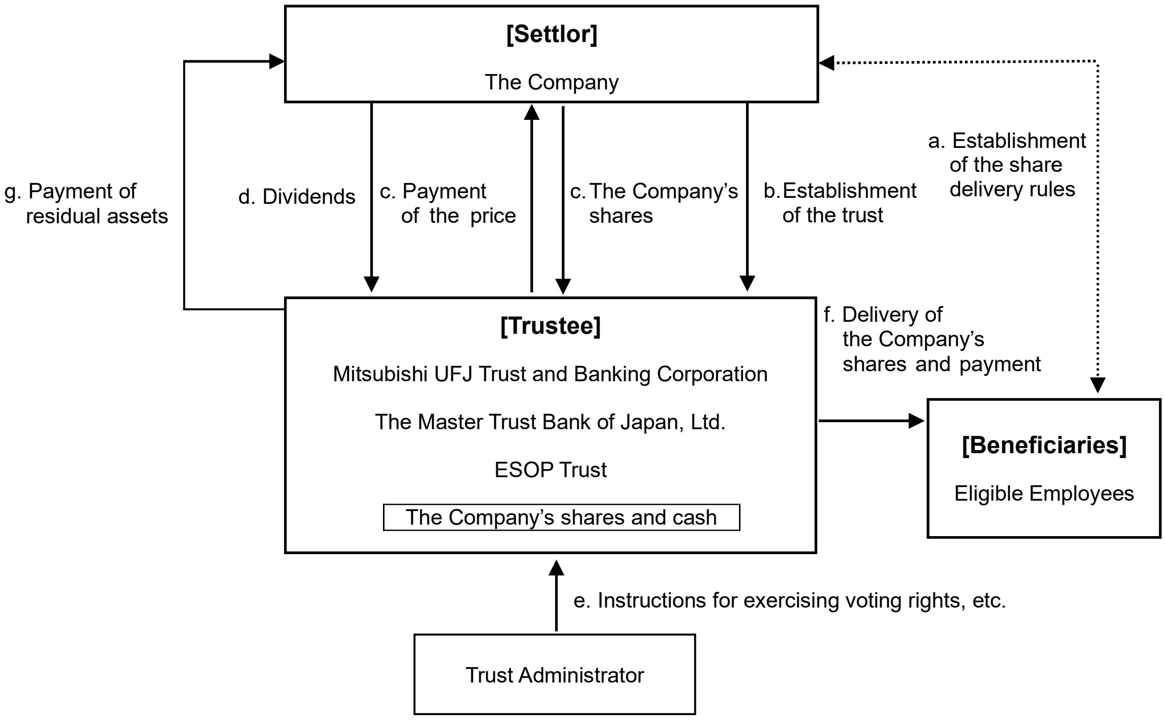
a. In order to achieve the sustainable enhancement of the Group's corporate value, the Company will introduce the Plan as part of its human capital management, with the aim of raising the Employees' awareness of participation in management and further enhancing their motivation to work.

b. Under the Plan, the Company will adopt a scheme referred to as a Stock Grant ESOP (Employee Stock Ownership Plan) Trust (hereinafter, the "ESOP Trust"). As an employee incentive plan, the Company's shares acquired by the ESOP Trust will be delivered to Employees who satisfy certain requirements, in accordance with predetermined share delivery rules.

c. Through the introduction of the ESOP Trust, the Employees will be able to receive economic benefits from increases in the Company's stock price, which is expected to encourage them to take the stock price into consideration when performing their duties, as well as to enhance their motivation. Furthermore, voting rights pertaining to the Company's shares belonging to the trust assets of the ESOP Trust are exercised through a mechanism that reflects the intentions of the Employees, who are the potential beneficiaries, and the Plan is therefore also effective as a corporate value enhancement plan that encourages the participation of the Employees in the management of the Company.

* In connection with the introduction of the Plan, the Company concurrently resolved to dispose of 235,000 shares (751 yen per share) out of the 1,953,456 shares of treasury stock held by the Company as of June 30, 2026, to the ESOP Trust. For details, please refer to the "Notice Regarding Disposal of Treasury Stock through Third-Party Allotment in Connection with the Introduction of a Stock Grant ESOP Trust for Employees" disclosed separately today.

2. Scheme of the Plan



a. Upon the introduction of the Plan, the Company and its subsidiaries will establish the "Share Delivery Rules Concerning the Stock Grant ESOP Trust".

b. The Company will contribute cash and establish the ESOP Trust, with Employees who satisfy the beneficiary requirements as its beneficiaries.

c. In accordance with the instructions of the trust administrator, the ESOP Trust will acquire from the Company (by means of the disposal of treasury stock) the number of the Company's shares expected to be delivered to the beneficiaries during the trust period, using the cash contributed in b. above as the source of funds.

d. Dividends will be paid on the Company's shares held in the ESOP Trust in the same manner as on other shares of the Company.

e. With respect to the Company's shares held in the ESOP Trust, throughout the trust period, the trust administrator will give instructions on the exercise of shareholder rights, including voting rights, and the ESOP Trust will exercise its shareholder rights in accordance with such instructions.

f. In accordance with the share delivery rules set forth in a. above, the Company's shares will be delivered, and cash equivalent to the conversion value of the Company's shares will be paid, to Employees who satisfy certain requirements.

g. Residual assets remaining after distribution to the beneficiaries upon the termination of the ESOP Trust are expected to revert to the Company, to the extent of the trust expense reserve, which is the amount of cash entrusted less the funds for the acquisition of shares.

(Note) During the trust period, if there is a possibility that the number of shares held in the ESOP Trust may become insufficient, or that the cash in the trust assets may become insufficient to pay trust fees and trust expenses, additional cash may be entrusted to the ESOP Trust.

[Reference]

● Details of the Trust Agreement

a.	Type of trust:	Trust of money other than a specified individually operated money trust (third-party beneficiary trust)
b.	Purpose of trust:	To grant incentives to the Employees
c.	Settlor:	The Company
d.	Trustee:	Mitsubishi UFJ Trust and Banking Corporation (Co-trustee: The Master Trust Bank of Japan, Ltd.)
e.	Beneficiaries:	Employees who satisfy the beneficiary requirements
f.	Trust administrator:	A third party with no interest in the Company (a certified public accountant)
g.	Trust agreement date:	October 1, 2026 (scheduled)
h.	Trust period:	From October 1, 2026 to August 31, 2031 (scheduled)
i.	Plan commencement date:	October 1, 2026 (scheduled)
j.	Exercise of voting rights:	Voting rights over the Company's shares will be exercised in accordance with the instructions of the trust administrator, which reflect the status of the exercise of voting rights by the potential beneficiaries
k.	Class of shares to be acquired:	Common stock of the Company
l.	Total amount of shares to be acquired:	176,485,000 yen
m.	Method of acquisition of shares:	Acquisition from the Company (disposal of treasury stock)