



[Translation]

April 17, 2026

To Whom It May Concern

Company Name: Marubeni Corporation
(URL <https://www.marubeni.com/en/>)
TSE Code: 8002
Listed: Tokyo Prime
Representative: Masayuki Omoto
President and CEO, Member of the Board
Contact: Sachiko Matsushita
General Manager, Media Relations Sec.
(TEL +81-3-3282-4658)

Notice Regarding Partial Amendment to the Articles of Incorporation

Marubeni Corporation (hereinafter, the “Company”) hereby announces that, at a meeting of its Board of Directors held today, it has resolved to refer the following partial amendments to the Articles of Incorporation to the 102nd Ordinary General Meeting of Shareholders to be held in late June 2026.

DETAILS

1. Reasons for Amendments

(1) Amendments resulting from a transition to a Company with Three Statutory Committees

Aiming to achieve sustainable growth in corporate value, the Company is pursuing the goal of becoming a value-creating corporate group that transcends the boundaries of a *sogo shosha* (diversified trading conglomerate) through transformative initiatives. As part of its efforts to accelerate these transformations and further strengthen its corporate governance, the Company will transition to a “Company with Three Statutory Committees” governance model (also known as the “Company with Nominating Committee, etc.” model). In connection with the foregoing, the necessary amendments will be implemented, including the establishment of new provisions governing the Nominating Committee, the Audit Committee and the Remuneration Committee, as well as Executive Officers, and the deletion of provisions relating to the Corporate Auditors and the Board of Corporate Auditors.

(2) Amending the business purpose of the Company

The business purpose of the Company will be amended to respond to the diversification of the business of the Company.

(3) Other general amendments

The numbers of articles will be revised in accordance with the establishment of new articles and deletion of existing articles. Any other amendments that may be required in connection with the above amendments.

2. Details of the Amendments

Details of the amendments are as follows.

3. Schedule

The scheduled date of the Ordinary General Meeting of Shareholders for the amendment to the Articles of Incorporation: Late June, 2026

The scheduled effective date of the amendment to the Articles of Incorporation: Late June, 2026

End

(Attachment) Amendment comparison table

(Amended parts are underlined.)

Current Articles of Incorporation	Proposed Amendment
CHAPTER I GENERAL PROVISIONS	CHAPTER I GENERAL PROVISIONS
Article 1. (Omitted)	Article 1. (Unchanged)
<p>Article 2. Purposes</p> <p>The purposes of the Corporation shall be to engage in the following businesses:</p> <p>1. to 20. (Omitted)</p> <p>21. Temporary personnel business;</p> <p>22. to 30. (Omitted)</p>	<p>Article 2. Purposes</p> <p>The purposes of the Corporation shall be to engage in the following businesses:</p> <p>1. to 20. (Unchanged)</p> <p>21. Temporary personnel business <u>and employment placement business</u>;</p> <p>22. to 30. (Unchanged)</p>
Article 3. (Omitted)	Article 3. (Unchanged)
<p>Article 4. Institutions</p> <p>In addition to the General Meeting of Shareholders and the Directors, the Corporation establishes the following institutions.</p> <p>1. The Board of Directors</p> <p>2. <u>The Corporate Auditors</u></p> <p>3. <u>The Board of Corporate Auditors</u></p> <p>4. The Accounting Auditor</p>	<p>Article 4. Institutions</p> <p>In addition to the General Meeting of Shareholders and the Directors, the Corporation, <u>as a Company with a Nominating Committee, etc.</u>, establishes the following institutions.</p> <p>1. The Board of Directors</p> <p>2. <u>Nominating Committee, Audit Committee and Compensation Committee</u></p> <p>3. <u>Executive Officers</u></p> <p>4. The Accounting Auditor</p>
Article 5. (Omitted)	Article. 5 (Unchanged)
CHAPTER II SHARES	CHAPTER II SHARES
Articles 6. to 8. (Omitted)	Articles 6. to 8. (Unchanged)
<p>Article 9. Administrator of Shareholders' Register</p> <p>1. The Corporation shall have an administrator of the shareholders' register.</p> <p>2. The administrator of the shareholders' register and its place of business shall be determined by a resolution of the Board of Directors and public notices</p>	<p>Article 9. Administrator of Shareholders' Register</p> <p>1. The Corporation shall have an administrator of the shareholders' register.</p> <p>2. The administrator of the shareholders' register and its place of business shall be determined by a resolution of the Board of Directors <u>or by Executive</u></p>

<p>thereof shall be given.</p> <p>3. The administrator of the shareholders' register shall be entrusted with the preparation of the Register of Shareholders and the Register of Stock Acquisition Rights, as well as keeping and any other matters pertaining to the Register of Shareholders and the Register of Stock Acquisition Rights, and the Corporation shall not handle any of these matters itself.</p>	<p><u>Officers authorized by a resolution of the Board of Directors</u> and public notices thereof shall be given.</p> <p>3. The administrator of the shareholders' register shall be entrusted with the preparation of the Register of Shareholders and the Register of Stock Acquisition Rights, as well as keeping and any other matters pertaining to the Register of Shareholders and the Register of Stock Acquisition Rights, and the Corporation shall not handle any of these matters itself.</p>
<p>Article 10. Rules for handling shares Registration of changes in ownership of shares, purchase of shares less than a Tangen Unit by the Corporation, purchase of additional shares less than a Tangen Unit by Shareholders and other matters relating to the shares as well as matters relating to the exercise of shareholders' rights shall be governed by the Rules for Handling Shares to be established by the Board of Directors.</p>	<p>Article 10. Rules for handling shares Registration of changes in ownership of shares, purchase of shares less than a Tangen Unit by the Corporation, purchase of additional shares less than a Tangen Unit by Shareholders and other matters relating to the shares as well as matters relating to the exercise of shareholders' rights shall be governed <u>by applicable laws and regulations and these Articles of Incorporation, as well as</u> by the Rules for Handling Shares to be established by the Board of Directors <u>or by Executive Officers authorized by a resolution of the Board of Directors.</u></p>
<p>CHAPTER III GENERAL MEETING OF SHAREHOLDERS</p>	<p>CHAPTER III GENERAL MEETING OF SHAREHOLDERS</p>
<p>Articles 11. to 12. (Omitted)</p>	<p>Articles 11. to 12. (Unchanged)</p>
<p>Article 13. Chairman</p> <p>1. The President and CEO of the Corporation shall act as Chairman at all General Meetings of Shareholders.</p> <p>2. Should the President and CEO be</p>	<p>Article 13. Chairman</p> <p>1. The <u>Executive Officer</u>, President and CEO of the Corporation shall act as Chairman at all General Meetings of Shareholders.</p> <p>2. Should the <u>Executive Officer.</u></p>

<p>unable to act, one of <u>the Representative Directors</u> present at such meeting shall act in his/her place.</p> <p>3. Should no <u>Representative Director</u> be able to act, one of the Directors present at such meeting shall act as Chairman.</p>	<p>President and CEO be unable to act, one of <u>the Representative Executive Officers</u> present at such meeting shall act in his/her place.</p> <p>3. Should no <u>Representative Executive Officers</u> be able to act, one of the <u>Directors or the Executive Officers</u> present at such meeting shall act as Chairman.</p>
Articles 14. to 16. (Omitted)	Articles 14. to 16. (Unchanged)
CHAPTER IV DIRECTORS, <u>BOARD OF DIRECTORS AND EXECUTIVE OFFICER</u>	CHAPTER IV DIRECTORS <u>AND</u> BOARD OF DIRECTORS
Articles 17. to 18. (Omitted)	Articles 17. to 18. (Unchanged)
<p>Article 19. <u>Representative Directors and Executive Directors</u></p> <p>1. <u>The Board of Directors shall select by resolution the Directors who shall represent the Corporation.</u></p> <p>2. The Board of Directors may elect by resolution a Chairman, Member of the Board, and a Vice Chairman, Member of the Board.</p>	<p>Article 19. Executive Directors</p> <p>(Clause 1 deleted)</p> <p>The Board of Directors may elect by resolution a Chairman, Member of the Board, and a Vice Chairman, Member of the Board.</p>
<p>Article 20. Notices of meetings of the Board of Directors</p> <p>Notices of meetings of the Board of Directors shall be given to each Director <u>and each Corporate Auditor</u> at least three (3) days prior to the day set for each such meeting; provided, however, that in case of emergency, the period of notice may be shortened.</p>	<p>Article 20. Notices of meetings of the Board of Directors</p> <p>Notices of meetings of the Board of Directors shall be given to each Director at least three (3) days prior to the day set for each such meeting; provided, however, that in case of emergency, the period of notice may be shortened.</p>
<p>Article 21. Dispensing with resolution of Board of Directors</p> <p>When a director has made a proposal of matters to be resolved by the Board of Directors, and when all directors (limited to those who can participate in the</p>	<p>Article 21. Dispensing with resolution of Board of Directors</p> <p>When a director has made a proposal of matters to be resolved by the Board of Directors, and when all directors (limited to those who can participate in the</p>

<p>resolution on such proposal) have indicated their intent to agree with such proposal in writing or electronically, <u>and when the Corporate Auditors express no objection to such proposal</u>, the Corporation will deem such proposal to have been approved by resolution of the Board of Directors.</p>	<p>resolution on such proposal) have indicated their intent to agree with such proposal in writing or electronically, the Corporation will deem such proposal to have been approved by resolution of the Board of Directors.</p>
<p>Article 22. (Omitted)</p>	<p>Article 22. (Unchanged)</p>
<p><u>Article 23. Executive Officers</u></p> <p>1. <u>The Board of Directors may elect by resolution Executive Officers and have them execute a part of business of the Corporation.</u></p> <p>2. <u>The Board of Directors may elect by resolution a President and CEO from among the Executive Officers, as well as Senior Executive Vice Presidents, Senior Managing Executive Officers and Managing Executive Officers.</u></p>	<p>(Deleted)</p>
<p><u>CHAPTER V CORPORATE AUDITORS AND BOARD OF CORPORATE AUDITORS</u></p>	<p><u>CHAPTER V NOMINATING COMMITTEE, AUDIT COMMITTEE AND COMPENSATION COMMITTEE</u></p>
<p><u>Article 24. Election of Corporate Auditors</u></p> <p>1. <u>Corporate Auditors shall be elected at a General Meeting of Shareholders.</u></p> <p>2. <u>All resolutions for the election of Corporate Auditors shall be adopted by a majority vote of the shareholders present or represented who hold more than one-third of the total voting rights held by the shareholders who are able to exercise voting rights.</u></p>	<p>(Deleted)</p>
<p><u>Article 25. Terms of office of Corporate Auditors</u></p> <p>1. <u>The terms of office of Corporate Auditors shall expire upon conclusion of the Ordinary General Meeting of</u></p>	<p>(Deleted)</p>

<p><u>Shareholders for the last business year among those ending within four (4) years after their election to office.</u></p> <p>2. <u>The term of office of a Corporate Auditor elected to replace a Corporate Auditor who has resigned before the conclusion of his term of office shall be until the time of conclusion of the term of office of the resigning Corporate Auditor.</u></p>	
<p><u>Article 26. Full-time Corporate Auditors</u> <u>The Board of Corporate Auditors shall by resolution select from among themselves one (1) or more full-time Corporate Auditors.</u></p>	(Deleted)
<p><u>Article 27. Notices of meetings of the Board of Corporate Auditors</u> <u>Notices of meetings of the Board of Corporate Auditors shall be given to each Corporate Auditor at least three (3) days prior to the day set for each such meeting; provided, however, that in case of emergency, the period of notice may be shortened.</u></p>	(Deleted)
<p><u>Article 28. Exemption of Corporate Auditors from Liability</u></p> <p>1. <u>Pursuant to the provisions of Article 426, Section 1 of the Corporate Law, the Corporation may, by a resolution of the Board of Directors, exempt Corporate Auditor(s) (including former Corporate Auditors) from liability for damages for dereliction of duty to the extent allowed by applicable laws and regulations.</u></p> <p>2. <u>The Corporation may, pursuant to the provisions of Article 427, Section 1 of the Corporate Law, enter into an</u></p>	(Deleted)

<p><u>agreement with its Corporate Auditor(s) which limits their liability for damages for dereliction of duty; provided, however, that the limitation of liability under such agreement shall be the amount provided by applicable law and regulations.</u></p>	
<p><u>Article 29. Effectiveness of resolutions for the election of alternate Corporate Auditors</u> <u>The effective term of a resolution for the election of alternate Corporate Auditors shall expire upon commencement of the Ordinary General Meeting of Shareholders for the last business year among those ending within four (4) years after their election.</u></p>	<p>(Deleted)</p>
<p>(Newly established)</p>	<p><u>Article 23. Number of members of the Nominating Committee, Audit Committee and Compensation Committee</u> <u>The Nominating Committee, Audit Committee and Compensation Committee shall be composed of three or more Directors, and the majority of them shall be Outside Directors.</u></p>
<p>(Newly established)</p>	<p><u>Article 24. Election of Nominating Committee, Audit Committee and Compensation Committee member</u> <u>1. Members of the Nominating Committee, Audit Committee and Compensation Committee shall be elected from among the Directors by the resolution of the Board of Directors.</u> <u>2. The Chairman of each committee shall be elected by the resolution of the Board of Directors.</u></p>
<p>(Newly established)</p>	<p><u>CHAPTER VI EXECUTIVE OFFICERS AND EXECUTIVE OFFICERS AS</u></p>

	<u>DEFINED IN OUR INTERNAL POLICY (hereinafter referred to as the “Executive Officer (<i>Shikkoyakuin</i>)”)</u>
(Newly established)	<u>Article 25. Election of Executive Officers</u> Executive Officers shall be elected by a resolution of the Board of Directors.
(Newly established)	<u>Article 26. Terms of office of Executive Officers</u> 1. <u>The terms of office of Executive Officers shall expire upon conclusion of the first meeting of the Board of Directors convened after the conclusion of the Ordinary General Meeting of Shareholders for the last business year among those ending within one (1) year after their election to office.</u> 2. <u>The term of office of an Executive Director elected due to an increase in the number of Executive Officers or due to a vacancy shall be until the time of conclusion of the terms of office of the other Executive Officers.</u>
(Newly established)	<u>Article 27. Representative Executive Officer and executive positions of Executive Officers</u> 1. <u>Representative Executive Officers shall be elected by a resolution of the Board of Directors.</u> 2. <u>The Board of Directors may elect by resolution Executive Officer, President and CEO and other executive positions of Executive Officers among the Executive Officers.</u>
(Newly established)	<u>Article 28. Exemption of Executive Officers from Liability</u> <u>Pursuant to the provisions of Article 426, Section 1 of the Corporate Law, the Corporation may, by a resolution of the Board of Directors, exempt Executive</u>

	<u>Officer(s) (including former Executive Officers) from liability for damages for dereliction of duty to the extent allowed by applicable law and regulations.</u>
(Newly established)	<p><u>Article 29. Executive Officers (<i>Shikkoyakuin</i>)</u></p> <p><u>1. The Board of Directors may elect by resolution Executive Officers (<i>Shikkoyakuin</i>) and have them execute a part of business of the Corporation.</u></p> <p><u>2. The Board of Directors may elect by resolution executive positions of Executive Officers (<i>Shikkoyakuin</i>) from among the Executive Officers (<i>Shikkoyakuin</i>).</u></p>
CHAPTER <u>VI</u> ACCOUNTS	CHAPTER <u>VII</u> ACCOUNTS
Articles 30. to 35. (Omitted)	Articles 30. to 35. (Unchanged)
(Newly established)	<u>Supplementary Provisions</u>
(Newly established)	<p><u>1. With respect to the exemption from liability under Article 423, Paragraph 1 of the Corporate Law, by a resolution of the Board of Directors regarding the acts of Corporate Auditors (including those who were Corporate Auditors) prior to the conclusion of the 102nd ordinary general meeting of shareholders to be held in June 2026, Article 28 of the Articles of Incorporation before the amendment by a resolution of the said ordinary general meeting of shareholders shall apply.</u></p> <p><u>2. With respect to the agreement to limit the liability under Article 423, Paragraph 1 of the Corporate Law regarding the acts of Corporate Auditors (including those who were Corporate Auditors) prior to the</u></p>

	<p><u>conclusion of the 102nd ordinary general meeting of shareholders to be held in June 2026, Article 28 of the Articles of Incorporation before the amendment by a resolution of the said ordinary general meeting of shareholders shall apply.</u></p>
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