Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Translation

October 30, 2025

For Immediate Release

Company name: Mitsubishi Research Institute, Inc.
Representative: Kenji Yabuta, President and Representative Director
(Securities code: 3636, Prime Market of the Tokyo Stock Exchange)
Inquiries: Yasushi Ishii, General Manager, Corporate Planning Division
(Email: ir-info@mri.co.jp)

Notice of Amendments to the Articles of Association

Tokyo, Japan (October 30, 2025)—Mitsubishi Research Institute, Inc. (MRI) announces that at a meeting of its Board of Directors held on October 30, 2025, it resolved to propose amendments to its Articles of Association at the 56th Annual General Meeting of Shareholders scheduled for December 17, 2025. Details are as follows.

Details

1. Purpose of amending the Articles of Association

MRI believes that corporate governance is a crucial management issue. In 2005, MRI implemented an executive officer system that distinguishes between the execution of business and the decision-making and supervisory functions of management. MRI aims to clearly define responsibilities for the efficient and appropriate making of decisions and execution of business.

MRI has made the necessary changes to its Articles of Association to establish an optimal and flexible management structure and to clearly state that the president, who is the chief executive responsible for the execution of business, is an executive officer.

2. Amendments to the Articles of Association

The amendments can be found in the attached document.

3. Schedule (tentative)

Date of the general meeting of shareholders to amend the Articles of Association
December 17, 2025

Effective date of the amended Articles of Association
December 17, 2025

<Attachment>

(The changes are underlined.)

Current Articles of Association	Proposed changes
(Convocator and Chairperson) Article 15 1. The general meeting of shareholders shall be convened by the president, who shall act as chairperson. 2. In the event of an accident to the president, one of the other directors shall act as chairperson in the order determined in advance by the Board of Directors.	(Convocator and Chairperson) Article 15 1. The general meeting of shareholders shall be convened by the director determined in advance by the Board of Directors, who shall act as chairperson. 2. In the event of an accident to the director set forth in the foregoing paragraph, one of the other directors shall convene the general meeting of shareholders and act as chairperson in the order determined in advance by the Board of Directors.
Article 16 to Article 21 (Omitted)	Article 16 to Article 21 (Unchanged)
(Representative Director and Directors in Title) Article 22 1. The Board of Directors shall elect a representative director by means of a resolution thereof. 2. The Board of Directors, by means of a resolution, in addition to electing one president, may elect one chairman of the Board and certain numbers each of executive vice president, senior managing director, and managing director.	(Representative Director and Chairman of the Board) Article 22 1. The Board of Directors shall elect a representative director by means of a resolution thereof. 2. The Board of Directors, by means of a resolution, may elect one chairman of the Board.
Article 23 to Article 30 (Omitted)	Article 23 to Article 30 (Unchanged)
(Executive Officers and Research Fellows) Article 31 The Company may, by means of a resolution adopted by the Board of Directors, elect executive officers and research fellows.	(Executive Officers and Research Fellows) Article 31 1. The Company may, by means of a resolution adopted by the Board of Directors, in addition to electing executive officers, elect research fellows.
<New>	2. The Board of Directors may, by means of a resolution, in addition to electing one president from among the executive officers, elect a certain number of executive officers in title.
<New>	3. The Board of Directors may, by means of a resolution, elect a certain number of research fellows in title from among the research fellows.