

May 14, 2026

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Partial Amendments to the Articles of Incorporation

Kajima Corporation (the “Company”) hereby announces that it resolved, at the Board of Directors’ Meeting held today, to propose “Partial Amendments to the Articles of Incorporation” at the 129th Ordinary Stockholders’ Meeting, which is scheduled to be held on June 26, 2026. The details are as follows.

1. Purpose of amendments

- (1) With the basic policy of realizing fair and transparent corporate activities, the Company has continued to strengthen its corporate governance. In line with this policy, the Company decided to transition to a company with an Audit & Supervisory Committee in order to further enhance corporate governance and increase corporate value by speeding up decision making and business execution through delegation of authority, improving discussions on management policy and strategies at the meetings of the Board of Directors, strengthening the supervisory function of the Board of Directors, and so forth. Accordingly, the Company proposes amendments to the Articles of Incorporation necessary for this transition, including the establishment of new provisions concerning Directors who are Audit & Supervisory Committee Members and the Audit & Supervisory Committee, and the deletion of provisions regarding Audit & Supervisory Board Members and the Audit & Supervisory Board.
- (2) Pursuant to Article 459, Paragraph 1 of the Companies Act, the Company proposes to newly establish the proposed Article 34 of the Articles of Incorporation. This proposed Article 34 stipulates that dividends of surplus and other related matters may be determined by a resolution of the Board of Directors in lieu of a resolution of the Stockholders’ Meeting. In conjunction with this amendment, the Company also proposes to delete the relevant provisions (Articles 7 and 38 of the current Articles of Incorporation) and make corresponding amendments (proposed Article 35).
- (3) To enable the flexible establishment of an optimal management structure, the Company proposes to newly establish the proposed Article 21, Paragraph 2 to allow the President to be appointed not only from among Representative Directors but also from among Executive Officers. In conjunction with this amendment, the Company proposes to newly establish the proposed Article 27 to clarify the method of selection and the roles of Executive Officers.
- (4) In addition, the Company proposes to make other necessary changes, such as the revision of wording in line with the above amendments.

2. Contents of amendments

Proposed amendments are as described in the Annex.

3. Schedule

Scheduled date of the Stockholders' Meeting to amend the Articles of Incorporation: Friday, June 26, 2026

Scheduled effective date of the amendments to the Articles of Incorporation: Friday, June 26, 2026

Disclaimer: This document is an English translation of the announcement titled "Partial Amendments to the Articles of Incorporation" which is filed with Stock Exchanges in Japan on May 14, 2026. The Company provides this translation for your reference and convenience only without any warranty as to its accuracy. In case of any discrepancy between the translation and the Japanese original, the latter shall prevail.

(Underlined parts are amended.)

Current Articles of Incorporation	Proposed Amendments
<p style="text-align: center;">CHAPTER I GENERAL PROVISIONS</p> <p>Article 1. - Article 3. (Omitted)</p> <p>Article 4. Organizational Bodies In addition to the stockholders' meetings and Directors, the Company shall have the following organizational bodies:</p> <ol style="list-style-type: none"> 1. Board of Directors 2. <u>Audit & Supervisory Board Members</u> 3. <u>Audit & Supervisory Board</u> 4. <u>Independent Auditor</u> <p>Article 5. (Omitted)</p> <p style="text-align: center;">CHAPTER II SHARES</p> <p>Article 6. (Omitted)</p> <p><u>Article 7. Acquisition of Own Shares</u> <u>Pursuant to the provisions of Article 165, Paragraph 2 of the Companies Act, the Company may acquire its own shares by a resolution of the Board of Directors.</u></p> <p>Article 8. - Article 11. (Omitted)</p>	<p style="text-align: center;">CHAPTER I GENERAL PROVISIONS</p> <p>Article 1. - Article 3. (Unchanged)</p> <p>Article 4. Organizational Bodies In addition to the stockholders' meetings and Directors, the Company shall have the following organizational bodies:</p> <ol style="list-style-type: none"> 1. Board of Directors 2. <u>Audit & Supervisory Committee</u> (Deleted) 3. <u>Independent Auditor</u> <p>Article 5. (Unchanged)</p> <p style="text-align: center;">CHAPTER II SHARES</p> <p>Article 6. (Unchanged)</p> <p>(Deleted)</p> <p>Article 7. - Article 10. (Unchanged)</p>
<p style="text-align: center;">CHAPTER III STOCKHOLDERS' MEETINGS</p> <p>Article 12. Convocation The ordinary stockholders' meeting shall be convened in June of each year, and an extraordinary stockholders' meeting shall be convened whenever necessary, by the Director serving as President. In the event that the Director serving as President is unable to convene due to an emergency or other circumstances, another Director selected in accordance with the order of priority determined in advance by the Board of</p>	<p style="text-align: center;">CHAPTER III STOCKHOLDERS' MEETINGS</p> <p>Article 11. Convocation The ordinary stockholders' meeting shall be convened in June of each year, and an extraordinary stockholders' meeting shall be convened whenever necessary, by the Director serving as President. In the event that the Director serving as President is unable to convene due to <u>absence of a Director serving as President</u>, an emergency, or other circumstances, another Director selected in accordance with the order</p>

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Directors shall act in his/her place.	of priority determined in advance by the Board of Directors shall act in his/her place.
Article <u>13</u> . - Article <u>14</u> . (Omitted)	Article <u>12</u> . - Article <u>13</u> . (Unchanged)
Article <u>15</u> . Chairperson	Article <u>14</u> . Chairperson
<p>The Director serving as President shall act as the chairperson of the stockholders' meeting.</p> <p>In the event that the Director serving as President is unable to act as the chairperson due to an emergency or other circumstances, another Director selected in accordance with the order of priority determined in advance by the Board of Directors shall act in his/her place.</p>	<p>The Director serving as President shall act as the chairperson of the stockholders' meeting.</p> <p>In the event that the Director serving as President is unable to act as the chairperson due to <u>absence of a Director serving as Director</u>, an emergency, or other circumstances, another Director selected in accordance with the order of priority determined in advance by the Board of Directors shall act in his/her place.</p>
Article <u>16</u> . - Article <u>18</u> . (Omitted)	Article <u>15</u> . - Article <u>17</u> . (Unchanged)
<p style="text-align: center;">CHAPTER IV DIRECTORS AND BOARD OF DIRECTORS</p>	<p style="text-align: center;">CHAPTER IV DIRECTORS AND BOARD OF DIRECTORS</p>
Article <u>19</u> . Number of Directors	Article <u>18</u> . Number of Directors
<p>The Company shall have no more than <u>thirteen (13)</u> Directors.</p> <p style="text-align: center;">(Newly established)</p>	<p>The Company shall have no more than <u>fourteen (14)</u> Directors.</p> <p><u>Of the Directors in the preceding paragraph, the number of Directors who are Audit & Supervisory Committee Members shall be no more than five (5).</u></p>
Article <u>20</u> . Election of Directors	Article <u>19</u> . Election of Directors
<p>Directors shall be elected at the stockholders' meetings.</p>	<p>Directors <u>who are Audit & Supervisory Committee Members and other Directors</u> shall be elected <u>separately</u> at the stockholders' meetings.</p>
<p>The resolution for the election provided for in the preceding paragraph shall be adopted by a majority of the voting rights of the stockholders present, provided that, the attendance of stockholders owing not less than one-third (1/3) of total voting rights of qualified stockholders shall be required. Resolutions for the election of Directors shall not be made by cumulative</p>	<p>The resolution for the election provided for in the preceding paragraph shall be adopted by a majority of the voting rights of the stockholders present, provided that, the attendance of stockholders owing not less than one-third (1/3) of total voting rights of qualified stockholders shall be required.</p> <p>Resolutions for the election of Directors shall</p>

Current Articles of Incorporation	Proposed Amendments
<p>voting.</p> <p>Article <u>21</u>. Term of Office of Directors The term of office of Directors shall expire at the conclusion of the ordinary stockholders' meeting for the last business year ending within one (1) year following their election.</p> <p>(Newly established)</p> <p>(Newly established)</p> <p>(Newly established)</p>	<p>not be made by cumulative voting.</p> <p>Article <u>20</u>. Term of Office of Directors The term of office of Directors (<u>excluding Directors who are Audit & Supervisory Committee Members</u>) shall expire at the conclusion of the ordinary stockholders' meeting for the last business year ending within one (1) year following their election. <u>The term of office of Directors who are Audit & Supervisory Committee Members shall expire at the conclusion of the ordinary stockholders' meeting for the last business year ending within two (2) years following their election.</u> <u>The term of office of substitute Directors who are Audit & Supervisory Committee Members elected to fill a vacancy caused by retirement of a predecessor before the expiration of his/her term shall expire at the same time as the predecessor's term would have expired.</u> <u>A resolution for the election of substitute Directors who are Audit & Supervisory Committee Members, elected pursuant to Article 329, Paragraph 3 of the Companies Act, shall remain effective until the commencement of the ordinary stockholders' meeting for the last business year ending within two (2) years following their election.</u></p>
<p>Article <u>22</u>. Representative Directors and <u>Directors</u> with Special Titles The Board of Directors shall, by its resolution, elect Representative Directors.</p> <p>(Newly established)</p> <p>The Board of Directors may, by its resolution, elect one (1) Director serving as Chairman, <u>one</u></p>	<p>Article <u>21</u>. Representative Director and <u>Officers</u> with Special Titles, Etc. The Board of Directors shall, by its resolution, elect Representative Directors <u>from among the Directors (excluding Directors who are Audit & Supervisory Committee Members).</u> <u>The Board of Directors shall, by its resolution, elect one (1) President from among Representative Directors or Executive Officers.</u> The Board of Directors may, by its resolution, elect one (1) Director serving as Chairman and several Directors serving as Vice Chairmen</p>

Current Articles of Incorporation	Proposed Amendments
<p>(1) <u>Director serving as President</u>, and several Directors serving as Vice Chairmen.</p> <p>The <u>Director serving as</u> President shall execute the resolutions of the Board of Directors and manage the overall business of the Company.</p> <p>Article <u>23</u>. Board of Directors</p> <p>The Director serving as President shall convene a meeting of the Board of Directors, and notice thereof shall be sent to each Director <u>and Audit & Supervisory Board Member</u> at least three (3) days prior to the meeting. However, in case of urgency, such period may be shortened.</p> <p>In the event that the Director serving as President is unable to convene due to an emergency or other circumstances, another Director selected in accordance with the order of priority determined in advance by the Board of Directors shall act in his/her place.</p> <p>(Newly established)</p> <p>Article 24. - Article 26. (Omitted)</p> <p>(Newly established)</p>	<p><u>from among Directors (excluding Directors who are Audit & Supervisory Committee Members)</u>.</p> <p>The President shall execute the resolutions of the Board of Directors and manage the overall business of the Company.</p> <p>Article <u>22</u>. <u>Convocation and Notice of Meetings of the</u> Board of Directors</p> <p>The Director serving as President shall convene a meeting of the Board of Directors, and notice thereof shall be sent to each Director at least three (3) days prior to the meeting. However, in case of urgency, such period may be shortened.</p> <p>In the event that the Director serving as President is unable to convene due to <u>absence of a Director serving as President</u>, an emergency, or other circumstances, another Director selected in accordance with the order of priority determined in advance by the Board of Directors shall act in his/her place.</p> <p>Article 23. <u>Delegation of Decision-making on Important Business Execution</u></p> <p><u>Pursuant to the provisions of Article 399-13, Paragraph 6 of the Companies Act, the Company may, by a resolution of the Board of Directors, delegate all or part of decision-making on important business execution (excluding matters set forth in each item of Paragraph 5 of the same Article) to Directors.</u></p> <p>Article 24. - Article 26. (Unchanged)</p> <p>Article <u>27</u>. Executive Officers</p> <p><u>The Board of Directors may elect Executive Officers by its resolution, and have them execute the assigned business operations of the Company.</u></p>

Current Articles of Incorporation	Proposed Amendments
<p style="text-align: center;"><u>CHAPTER V</u></p> <p style="text-align: center;"><u>AUDIT & SUPERVISORY BOARD MEMBERS</u> <u>AND AUDIT & SUPERVISORY BOARD</u></p> <p><u>Article 27. Number of Audit & Supervisory Board Members</u> <u>The Company shall have no more than five (5) Audit & Supervisory Board Members.</u></p> <p><u>Article 28. Election of Audit & Supervisory Board Members</u> <u>Audit & Supervisory Board Members shall be elected at the stockholders' meeting.</u> <u>The resolution for the election provided for in the preceding paragraph shall be adopted by a majority of the voting rights of the stockholders present, provided that, the attendance of stockholders owing not less than one-third (1/3) of total voting rights of qualified stockholders shall be required.</u></p> <p><u>Article 29. Term of Office of Audit & Supervisory Board Members</u> <u>The term of office of Audit & Supervisory Board Members shall expire at the conclusion of the ordinary stockholders' meeting for the last business year ending within four (4) years following their election.</u></p> <p><u>Article 30. Standing Audit & Supervisory Board Members</u> <u>The Audit & Supervisory Board shall, by its resolution, elect standing Audit & Supervisory Board Members.</u></p> <p><u>Article 31. Audit & Supervisory Board</u> <u>Notice of convocation of a meeting of the Audit & Supervisory Board shall be sent to each Audit & Supervisory Board Member at least three (3) days prior to the meeting. However, in case of urgency, such period may be shortened.</u></p> <p><u>Article 32. Audit & Supervisory Board</u></p>	<p style="text-align: center;">(Deleted)</p> <p style="text-align: center;">(Deleted)</p> <p style="text-align: center;">(Deleted)</p> <p style="text-align: center;">(Deleted)</p> <p style="text-align: center;">(Deleted)</p> <p style="text-align: center;">(Deleted)</p> <p style="text-align: center;">(Deleted)</p>

Current Articles of Incorporation	Proposed Amendments
<p><u>Regulations</u></p> <p><u>In addition to laws, regulations, and these Articles of Incorporation, matters concerning the Audit & Supervisory Board shall be governed by the Audit & Supervisory Board Regulations determined by the Audit & Supervisory Board.</u></p> <p><u>Article 33. Limited Liability Agreement with Audit & Supervisory Board Members</u></p> <p><u>Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company may enter into agreements with Audit & Supervisory Board Members to limit their liability to the Company for damages under Article 423, Paragraph 1 of the Companies Act to the extent permitted by laws and regulations, provided that, they act in good faith and without gross negligence.</u></p> <p>(Newly established)</p> <p>(Newly established)</p> <p>(Newly established)</p> <p>(Newly established)</p>	<p>(Deleted)</p> <p><u>CHAPTER V</u></p> <p><u>AUDIT & SUPERVISORY COMMITTEE</u></p> <p><u>Article 28. Standing Audit & Supervisory Committee Members</u></p> <p><u>The Audit & Supervisory Committee may, by its resolution, elect standing Audit & Supervisory Committee Members.</u></p> <p><u>Article 29. Notice of Convocation of Meetings of the Audit & Supervisory Committee</u></p> <p><u>Notice of convocation of a meeting of the Audit & Supervisory Committee shall be sent to each Audit & Supervisory Committee Member at least three (3) days prior to the meeting. However, in case of urgency, such period may be shortened.</u></p> <p><u>Article 30. Audit & Supervisory Committee Regulations</u></p> <p><u>In addition to laws, regulations, and these Articles of Incorporation, matters concerning</u></p>

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<p style="text-align: center;">CHAPTER VI INDEPENDENT AUDITOR</p> <p>Article <u>34</u>. - Article <u>35</u>. (Omitted)</p> <p style="text-align: center;">CHAPTER VII ACCOUNTS</p> <p>Article <u>36</u>. (Omitted)</p> <p style="text-align: center;">(Newly established)</p> <p>Article <u>37</u>. Record Date for Dividends of Surplus The record date for the year-end dividend of the Company shall be March 31 of each year. (Newly established)</p> <p style="text-align: center;">(Newly established)</p> <p><u>Article 38. Interim Dividend</u> <u>The Company may, by a resolution of the Board of Directors, pay an interim dividend with September 30 of each year as the record date.</u></p> <p>Article <u>39</u>. (Omitted)</p>	<p><u>the Audit & Supervisory Committee shall be governed by the Audit & Supervisory Committee Regulations determined by the Audit & Supervisory Committee.</u></p> <p style="text-align: center;">CHAPTER VI INDEPENDENT AUDITOR</p> <p>Article <u>31</u>. - Article <u>32</u>. (Unchanged)</p> <p style="text-align: center;">CHAPTER VII ACCOUNTS</p> <p>Article <u>33</u>. (Unchanged)</p> <p><u>Article 34. Decision-making Organization for Dividends of Surplus, Etc.</u> <u>Unless otherwise provided for by laws and regulations, the Company may, by a resolution of the Board of Directors, determine the matters set forth in each item of Article 459, Paragraph 1 of the Companies Act, including the dividends of surplus.</u></p> <p>Article <u>35</u>. Record Date for Dividends of Surplus The record date for the year-end dividend of the Company shall be March 31 of each year. <u>The record date for the interim dividend of the Company shall be September 30 of each year.</u> <u>In addition to the preceding two paragraphs, the Company may pay dividends of surplus by specifying a record date.</u></p> <p style="text-align: center;">(Deleted)</p> <p>Article <u>36</u>. (Unchanged)</p>