



Organizational and Personnel Changes

Today, Marubeni Corporation has resolved the personnel changes of Members of the Board,

Exe	ecutiv	ve Officers and others, as well as organizational changes.			
l.	Cha	anges of Directors and Officers · · · · · · · · · · · · · · · · · · ·			
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		1) Promotion and Changes in Assignment of Executive Officers			
		2) Newly Appointed Executive Officers			
		3) Retiring of Executive Officers			
	2.	Changes of Board Members and Candidates of Board Members			
		1) Changes in Assignment of Board Members (As of April 1, 2022)			
		2) Retiring Board Members (As of The 98th Ordinary General Meeting of			
		Shareholders, June, 2022)			
		3) Newly Appointed Board Member (As of The 98th Ordinary General Meeting of			
		Shareholders, June, 2022)			
	3.	Board Member Candidates			
		Appointed 10 Board Members			
	< F	Reference >			
	٠ ١	Members of the Board, Audit & Supervisory Board Members, and Executive Officers			
	(As of April 1, 2022)				
	٠ ١	· Members of the Board, Audit & Supervisory Board Members, and Executive Officers			
	(As of The 98th Ordinary General Meeting of Shareholders & Board Meeting,			
	J	une, 2022)			
II.	Org	ganizational Changes (As of April 1, 2022) · · · · · · · · · · · · · · · · · ·			
III.	Per	sonnel Changes (As of April 1, 2022) • • • • • • • • • • • • • • • • • •			

I. Changes of Directors and Officers

1. Changes of Executive Officers (As of April 1, 2022)

1) Promotion and Changes in Assignment of Executive Officers

*Promoted

		*Promoted
Name	Effective as of April 1, 2022	Current
Jun Horie	Managing Executive Officer Chief Executive Officer, Materials Group	Managing Executive Officer Regional CEO for the Americas; Regional COO for North & Central America; President and CEO, Marubeni America Corporation; President and CEO, Marubeni Canada Ltd.
Yoshiaki Yokota	Managing Executive Officer Chief Executive Officer, Energy & Infrastructure Solution Group	Managing Executive Officer Chief Executive Officer, Power Business & Infrastructure Group
Jiro Itai	* Managing Executive Officer Chief Operating Officer, Construction, Industrial Machinery & Mobility Div.	Executive Officer Chief Operating Officer, Construction, Industrial Machinery & Mobility Div.
Kosuke Takechi	* Managing Executive Officer Regional CEO for the Americas; Regional COO for North & Central America; President and CEO, Marubeni America Corporation; President and CEO, Marubeni Canada Ltd.	Executive Officer Chief Operating Officer, Aerospace & Ship Div.
Takao Ando	* Managing Executive Officer General Manager, Risk Management Dept.	Executive Officer General Manager, Risk Management Dept.
Seiichi Kuwata	* Managing Executive Officer Regional CEO for Europe & CIS; Regional COO for Europe; Managing Director and CEO, Marubeni Europe plc	Executive Officer Chief Operating Officer, Metals & Mineral Resources Div.
Tatsuya Abe	Executive Officer Chief Operating Officer, ICT Business & Logistics Div.	Executive Officer Chief Operating Officer, ICT & Real Estate Business Div.
Takashi Yao	Executive Officer Regional CEO for Oceania; Managing Director, Marubeni Australia Ltd.	Executive Officer Chief Operating Officer Infrastructure Project Div.
Taro Kawabe	Executive Officer Chief Operating Officer, Finance, Leasing & Real Estate Business Div.	Executive Officer Chief Operating Officer, Finance & Leasing Business Div.
Masayuki Omoto	Executive Officer CDIO; Chief Operating Officer, Next Generation Business Development Div.	Executive Officer Chief Operating Officer, Next Generation Business Development Div.

2) Newly Appointed Executive Officers

Name	Effective as of April 1, 2022	Current
Yasuhiko Ogura	Executive Officer General Manager, Executive Secretariat	General Manager, Executive Secretariat
Kei Tomomi	Executive Officer Chief Operating Officer, Infrastructure Project Div.	Senior Operating Officer, Infrastructure Project Div.
Toshio Shinoda	Executive Officer Regional CEO for China; President, Marubeni (China) Co., Ltd. Chairman & CEO, Marubeni (Shanghai) Co., Ltd.	Senior Operating Officer for China; Chairman & CEO, Marubeni (Shanghai) Co., Ltd. Vice President, Marubeni (China) Co., Ltd.
Tomonobu Miki	Executive Officer Chief Operating Officer, Food Division - I	Chief Operating Officer, Food Division - I
Daisuke Tsuchiya	Executive Officer Chief Operating Officer, Metals & Mineral Resources Div.	Senior Operating Officer, Metals & Mineral Resources Div.
Toru Okazaki	Executive Officer Chief Operating Officer, Aerospace & Ship Div.	Senior Operating Officer, Aerospace & Ship Div. General Manager, Aviation, Space & Defense Dept.
Hidefumi Oya	Executive Officer Chief Operating Officer, Food Division - II	Chief Operating Officer, Food Division - II
Toshihiro Fukumura	Executive Officer Chief Operating Officer, Next Generation Corporate Development Div.	Senior Operating Officer, Next Generation Business Development Div. General Manager, New Business Development Dept.

3) Retiring Executive Officers

Name	Effective as of April 1, 2022	Current
Nobuhiro Yabe	Corporate Advisor	Senior Managing Executive Officer
		Regional CEO for Europe & CIS;
		Regional COO for Europe;
		Managing Director and CEO, Marubeni Europe plc
Akihiko Sagara	Corporate Advisor	Managing Executive Officer
		Chief Executive Officer,
		Energy & Metals Group
Shinichi Kobayashi	Corporate Advisor	Managing Executive Officer
		Regional CEO for Oceania;
		Managing Director, Marubeni Australia Ltd.
Jun Hirasawa	Corporate Advisor	Managing Executive Officer
		Chief Executive Officer,
		Consumer Products Group
Soji Sakai	Corporate Advisor	Executive Officer
		General Manager, Chubu Branch
Yoshinori Ogawa	Corporate Advisor	Executive Officer
		Regional CEO for China;
		President, Marubeni (China) Co., Ltd.

2. Changes of Board Members and Candidates of Board Members

1) Changes in Assignment of Board Members (As of April 1, 2022)

Name	Effective as of April 1, 2022	Current
Akira Terakawa	Senior Executive Vice President, Member of the Board Chief Executive Officer, Consumer Products Group; Vice Chairman of Investment and Credit Committee	Senior Executive Vice President, Member of the Board Chief Executive Officer, Food, Agriculture & Chemicals Group; Vice Chairman of Investment and Credit Committee
Kenichiro Oikawa	Managing Executive Officer, Member of the Board CSO; Regional CEO for East Asia; Regional CEO for Japan Business; Vice Chairman of Investment and Credit Committee	Managing Executive Officer, Member of the Board CDIO; CSO; Regional CEO for East Asia; Regional CEO for Japan Business; Vice Chairman of Investment and Credit Committee

2) Retiring Board Members (As of The 98th Ordinary General Meeting of Shareholders, June, 2022)

Name	Effective as of The 98th Ordinary General Meeting of Shareholders, June, 2022	Effective as of April 1, 2022
Ichiro Takahara	Vice Chairman	Vice Chairman, Member of the Board
Mutsumi Ishizuki	Senior Managing Executive Officer	Senior Managing Executive Officer, Member of the Board
	CAO; Senior Operating Officer, Audit Dept.; Senior Operating Officer, Executive Secretariat; Vice Chairman of Investment and Credit Committee; Chief Compliance Officer; Chairman of Internal Control Committee; Chief Information Officer	CAO; Senior Operating Officer, Audit Dept.; Senior Operating Officer, Executive Secretariat; Vice Chairman of Investment and Credit Committee; Chief Compliance Officer; Chairman of Internal Control Committee; Chief Information Officer
Kenichiro Oikawa	Managing Executive Officer CSO; Regional CEO for East Asia; Regional CEO for Japan Business; Vice Chairman of Investment and Credit Committee	Managing Executive Officer, Member of the Board CSO; Regional CEO for East Asia; Regional CEO for Japan Business; Vice Chairman of Investment and Credit Committee
Takao Kitabata	Retirement	Member of the Board <external></external>

3) Newly Appointed Board Member

(As of The 98th Ordinary General Meeting of Shareholders, June, 2022)

Candidate

Hisayoshi Ando <External>

3. Board Member Candidates

- Appointed 10 Board Members
- Candidates

Fumiya Kokubu

Masumi Kakinoki

Akira Terakawa

Takayuki Furuya

Kyohei Takahashi

Yuri Okina

Takashi Hatchoji

Masato Kitera

Shigeki Ishizuka

Hisayoshi Ando

<Reference> Members of the Board, Audit & Supervisory Board Members, and Executive Officers (As of April 1, 2022)

Chairman of the Board	Fumiya Kokubu	
Vice Chairman, Member of the Board	Ichiro Takahara	
President and CEO, Member of the Board	Masumi Kakinoki	
Senior Executive Vice President, Member of the Board	Akira Terakawa	Chief Executive Officer, Consumer Products Group; Vice Chairman of Investment and Credit Committee
Senior Managing Executive Officer, Member of the Board	Mutsumi Ishizuki	CAO; Senior Operating Officer, Audit Dept.; Senior Operating Officer, Executive Secretariat; Vice Chairman of Investment and Credit Committee; Chief Compliance Officer; Chairman of Internal Control Committee; Chief Information Officer
Managing Executive Officer,	Kenichiro Oikawa	CSO; Regional CEO for East Asia; Regional CEO for Japan Business; Vice Chairman of Investment and Credit Committee
Member of the Board	Takayuki Furuya	CFO; Chief Operating Officer, Investor Relations and Credit Ratings; Chairman of Investment and Credit Committee; Chief Sustainable Development Officer; Chairman of Disclosure Committee
	Takao Kitabata	<external></external>
	Kyohei Takahashi	<external></external>
Member of the Board	Yuri Okina	<external></external>
	Takashi Hatchoji Masato Kitera	<external></external>
	Shigeki Ishizuka	<pre><external></external></pre>
	Hikaru Minami	CAGIIIai
	Toshiaki Kida	
Audit & Supervisory Board Member	Tsuyoshi Yoneda	<external></external>
	Yoichi Kikuchi	<external></external>
	Shigeru Nishiyama	<external></external>
Senior Managing Executive Officer	Hajime Kawamura	Chief Executive Officer, Transportation & Industrial Machinery,
gg	Jun Horie	Financial Business Group Chief Executive Officer, Materials Group
	Yoshiaki Yokota	Chief Executive Officer, Energy & Infrastructure Solution Group
	Hidekazu Futai	Chief Operating Officer, Agri Business Div.
	Jiro Itai	Chief Operating Officer, Construction, Industrial Machinery & Mobility
Managing Executive Officer	Kosuke Takechi	Regional CEO for the Americas; Regional COO for North & Central America; President and CEO, Marubeni America Corporation; President and CEO, Marubeni Canada Ltd.
	Takao Ando	General Manager, Risk Management Dept.
	Seiichi Kuwata	Regional CEO for Europe & CIS; Regional COO for Europe;
		Managing Director and CEO, Marubeni Europe plc
	Minoru Tomita Tsuyoshi Teragaki	General Manager, Osaka Branch Chief Operating Officer, Forest Products Div.
		Chief Operating Officer, Chemicals Div.
	Takashi Imamura	General Manager, Research Institute
	Tatsuya Abe Takashi Yao	Chief Operating Officer, ICT Business & Logistics Div. Regional CEO for Oceania; Managing Director, Marubeni Australia
	Koichi Ariizumi	General Manager, Legal Dept.
	Koji Kashima	General Manager, Human Resources Dept.
	Taro Kawabe	Chief Operating Officer, Finance, Leasing & Real Estate Business
	Koichi Uchida Satoru Harada	Chief Operating Officer, Energy Div. Chief Operating Officer, Power Div.
	Masayuki Omoto	CDIO; Chief Operating Officer, Next Generation Business
Executive Officer	Takeshi Mamiya	Regional CEO for ASEAN & Southwest Asia; Regional COO for ASEAN; Managing Director, Marubeni ASEAN Pte. Ltd.
Executive Officer	Satoru Yokoshiki	General Manager, Business Accounting Dept.
	Hideyoshi Iwane Chijo Tajima	General Manager, Corporate Accounting Dept. General Manager, Finance Dept.
	Hiromitsu Morishima	Chief Operating Officer, Lifestyle Div.
	Hiromichi Mizuno	General Manager, Corporate Planning & Strategy Dept.
	Yasuhiko Ogura	General Manager, Executive Secretariat
	Kei Tomomi	Chief Operating Officer, Infrastructure Project Div.
	Toshio Shinoda	Regional CEO for China; President, Marubeni (China) Co., Ltd.; Chairman & CEO, Marubeni (Shanghai) Co., Ltd.
	Tomonobu Miki	Chief Operating Officer, Food Division - I
	Daisuke Tsuchiya	Chief Operating Officer, Metals & Mineral Resources Div.
	Toru Okazaki	Chief Operating Officer, Aerospace & Ship Div.
	Hidefumi Oya Toshihiro Fukumura	Chief Operating Officer, Food Division - II Chief Operating Officer, Next Generation Corporate Development
	i osniniro Fukumura	Unier Operating Officer, Next Generation Corporate Development

<Reference>

Members of the Board, Audit & Supervisory Board Members, and Executive Officers (As of The 98th Ordinary General Meeting of Shareholders & Board Meeting, June, 2022)

Chairman of the Board	Fumiya Kokubu	
President and CEO, Member of the Board	Masumi Kakinoki	
Senior Executive Vice President, Member of the Board	Akira Terakawa	Chief Executive Officer, Consumer Products Group; Vice Chairman of Investment and Credit Committee
Managing Executive Officer Member of the Board	Takayuki Furuya	CFO; Chief Operating Officer, Investor Relations and Credit Ratings; Chairman of Investment and Credit Committee; Chief Sustainable Development Officer; Chairman of Disclosure Committee
	Kyohei Takahashi	<external></external>
	Yuri Okina	<external></external>
Member of the Board	Takashi Hatchoji	<external></external>
Member of the Board	Masato Kitera	<external></external>
	Shigeki Ishizuka	<external></external>
	Hisayoshi Ando	<external></external>
	Hikaru Minami	
	Toshiaki Kida	
Audit & Supervisory Board Member	Tsuyoshi Yoneda	<external></external>
	Yoichi Kikuchi	<external></external>
	Shigeru Nishiyama	<external></external>
	Hajime Kawamura	Chief Executive Officer, Transportation & Industrial Machinery,
	riajiille Nawaillula	Financial Business Group
Senior Managing Executive Officer	Mutsumi Ishizuki	CAO; Senior Operating Officer, Audit Dept.; Senior Operating Officer, Executive Secretariat; Vice Chairman of Investment and Credit Committee; Chief Compliance Officer; Chairman of Internal Control Committee; Chief Information Officer
	Jun Horie	Chief Executive Officer, Materials Group
		CSO; Regional CEO for East Asia; Regional CEO for Japan
	Kenichiro Oikawa	Business; Vice Chairman of Investment and Credit Committee
	Yoshiaki Yokota	Chief Executive Officer,
		Energy & Infrastructure Solution Group
Managing Evacutive Officer	Hidekazu Futai Jiro Itai	Chief Operating Officer, Agri Business Div. Chief Operating Officer, Construction, Industrial Machinery & Mobility
Managing Executive Officer	Kosuke Takechi	Regional CEO for the Americas; Regional COO for North & Central America; President and CEO, Marubeni America Corporation; President and CEO, Marubeni Canada Ltd.
	Takao Ando	General Manager, Risk Management Dept.
	Seiichi Kuwata	Regional CEO for Europe & CIS; Regional COO for Europe; Managing Director and CEO, Marubeni Europe plc
	Minoru Tomita	General Manager, Osaka Branch
	Tsuyoshi Teragaki	Chief Operating Officer, Forest Products Div.
	Satoru Ichinokawa	Chief Operating Officer, Chemicals Div.
	Takashi Imamura Tatsuya Abe	General Manager, Research Institute Chief Operating Officer, ICT Business & Logistics Div.
	Takashi Yao	Regional CEO for Oceania; Managing Director, Marubeni Australia
	Koichi Ariizumi	General Manager, Legal Dept.
	Koji Kashima	General Manager, Human Resources Dept.
	Taro Kawabe	Chief Operating Officer, Finance, Leasing & Real Estate Business
	Koichi Uchida	Chief Operating Officer, Energy Div.
	Satoru Harada Masayuki Omoto	Chief Operating Officer, Power Div. CDIO; Chief Operating Officer, Next Generation Business
	wiasayuki Ulliulu	Regional CEO for ASEAN & Southwest Asia; Regional COO for
Executive Officer	Takeshi Mamiya	ASEAN; Managing Director, Marubeni ASEAN Pte. Ltd.
	Satoru Yokoshiki Hideyoshi Iwane	General Manager, Business Accounting Dept.
	Chijo Tajima	General Manager, Corporate Accounting Dept. General Manager, Finance Dept.
		Chief Operating Officer, Lifestyle Div.
	Hiromichi Mizuno	General Manager, Corporate Planning & Strategy Dept.
	Yasuhiko Ogura	General Manager, Executive Secretariat
	Kei Tomomi	Chief Operating Officer, Infrastructure Project Div.
	Toshio Shinoda	Regional CEO for China; President, Marubeni (China) Co., Ltd.; Chairman & CEO, Marubeni (Shanghai) Co., Ltd.
	Tomonobu Miki	Chief Operating Officer, Food Division - I
	Daisuke Tsuchiya Toru Okazaki	Chief Operating Officer, Metals & Mineral Resources Div.
	Hidefumi Oya	Chief Operating Officer, Aerospace & Ship Div. Chief Operating Officer, Food Division - II
		Chief Operating Officer, Next Generation Corporate Development

II. Organizational Changes (As of April 1, 2022)

[Objective of Changes]

In order to develop and establish a stable earnings base by strengthening current business domains and exploring new business models the organization will implement the following changes.

- The business groups will be reorganized from 5 groups into 4 groups, and the business divisions will be reorganized from 15 divisions into 16 divisions.
- A new business division (the Next Generation Corporate Development Div.) will be formed under the CDIO (Chief Digital Innovation Officer).

[Corporate Staff Group]

1. The Regional Coordination & Administration Dept. will be renamed the Regional Planning & Coordination Dept.

Au	dit Dept.	
Executiv	ve Secretariat	
	Corporate Planning & Strategy Dept.	
CSO (Chief Strategy Officer)	Regional Planning & Coordination Dept.	[Renamed]
	Research Institute	
	Corporate Communications Dept.	
	Corporate Accounting Dept.	
CFO (Chief Financial Officer)	Business Accounting Dept.	
	Finance Dept.	
	Sustainability Management Dept.	
	Human Resources Dept.	
	General Affairs Dept.	
CAO	Information Strategy Dept.	
(Chief Administrative Officer)	Risk Management Dept.	
	Legal Dept.	
	Compliance Control Dept.	
CDIO (Chief Digital Innovation Officer)	Digital Innovation Dept.	

[Business Groups]

- 1. The Consumer Products Group will be reorganized under the same name, while the Food, Agriculture & Chemicals Group, Energy & Metals Group and Power Business & Infrastructure Group will be reorganized into the Materials Group and Energy & Infrastructure Solution Group.
- 2. The Business Administration Dept., Consumer Products Group, will be reorganized under the same name while the Business Administration Dept., Food, Agriculture & Chemicals Group, Business Administration Dept., Energy & Metals Group and Business Administration Dept., Power Business & Infrastructure Group will be reorganized into the Business Administration Dept., Materials Group and Business Administration Dept., Energy & Infrastructure Solution Group.
- 3. The ICT & Real Estate Business Div. and Finance & Leasing Business Div. will be reorganized into the ICT Business & Logistics Div. and Finance, Leasing & Real Estate Business Div.
- 4. The Planning & Strategy Dept., ICT & Real Estate Business Div. and Planning & Strategy Dept., Finance & Leasing Business Div. will be reorganized into the Planning & Strategy Dept., ICT Business & Logistics Div. and Planning & Strategy Dept., Finance, Leasing & Real Estate Business Div.
- The Next Generation Corporate Development Div. will be formed under the CDIO.
- 6. The Planning & Administration Dept., Next Generation Corporate Development Div. will be formed under the Next Generation Corporate Development Div.

	Lifestyle Div.	
	ICT Business & Logistics Div.	[Reorganized]
Consumer Products Group	Food Div I	
	Food Div II	
	Agri Business Div.	
	Forest Products Div.	
Materials Group	Chemicals Div.	
	Metals & Mineral Resources Div.	
	Energy Div.	
Energy & Infrastructure Solution Group	Power Div.	[Renamed]
	Infrastructure Project Div.	
	Aerospace & Ship Div.	
Transportation & Industrial Machinery, Financial Business Group	Finance, Leasing & Real Estate Business Div.	[Reorganized]
	Construction, Industrial Machinery & Mobility Div.	
onio.	Next Generation Business Development Div.	
CDIO	Next Generation Corporate Development Div.	[Formed]

(Consumer Products Group)

Lifestyle Div.

1. The Tires & Rubber Materials Dept. will be transferred from the Construction, Industrial Machinery & Mobility Div. to the Lifestyle Div.

ICT Business & Logistics Div.

- 2. The Business Development Dept. will be abolished.
- 3. The Network Business Dept. will be formed.
- 4. The Logistics Business Dept. will be renamed the Logistics Solution Business Dept.

Agri Business Div.

5. The Fertilizer Business Dept. will be formed.

Business Administration Dept.	, Consumer Products Group	
	Planning & Strategy Dept., Lifestyle Div.	
	Lifestyle Dept I	
Lifestyle Div.	Lifestyle Dept II	
	Lifestyle DeptIII	
	Tires & Rubber Materials Dept.	[Transferred]
	Planning & Strategy Dept., ICT Business & Logistics Div.	
	ICT Business Dept I	
ICT Business & Logistics Div.	ICT Business Dept II	
	Network Business Dept.	[Formed]
	Logistics Solution Business Dept.	[Renamed]
	Planning & Strategy Dept., Food Div I	
	Food Merchandising Dept.	
Food Div I	Food Products Materials Dept.	
	Beverage Dept.	
	Fresh Food Dept.	
	Planning & Strategy Dept., Food Div II	
Food Div II	Meat Dept.	
	Grain and Oilseeds Dept.	
	Planning & Strategy Dept., Agri Business Div.	
Agri Business Div.	Agri-Input Business Dept.	
Agri busilless Div.	Fertilizer Business Dept.	[Formed]
	North American Grain Business Dept.	

(Energy & Infrastructure Solution Group)

Energy Div.

1. Energy Business Dept.- I , Energy Business Dept.- II and Energy Business Dept.- III. will be reorganized into Energy Business Dept.- I and Energy Business Dept.- II.

Power Div.

2. The New Business & Solutions Dept., Power Business Dept.- I , Power Business Dept.- II , Power Business Dept.- II , Power Business Dept. Will be reorganized into Overseas Power Dept.- I , Overseas Power Dept.- II , the Off-Shore Wind & Domestic Renewable Energy Dept., Power Service Dept. and New Business Development Dept.

Business Administration Dep	ot., Energy & Infrastructure Solution Group	
	Planning & Strategy Dept., Energy Div.	
	Energy Business Dept I	
	Energy Business Dept II	-[Reorganized]
Energy Div.	Energy Trading Dept.	
	New Energy Business Development Dept.	
	Energy Business Administration Dept.	
	Nuclear Fuel Dept.	
	Planning & Strategy Dept., Power Div.	
	Power Asset Management Dept.	
	Overseas Power Dept I	
Power Div.	Overseas Power Dept II	
	Off-Shore Wind & Domestic Renewable Energy Dept.	[Reorganized]
	Power Service Dept.	
	New Business Development Dept.	
	Planning & Strategy Dept.,Infrastructure Project Div.	
	Energy Infrastructure Dept.	
	Marine Projects Dept.	
Infrastructure Project Div.	Transport & Infrastructure Project Dept.	
	Transport Project Management Dept.	
	Infrastructure Fund Management Dept.	
	Environmental Infrastructure Dept.	

(Transportation & Industrial Machinery, Financial Business Group)

Finance, Leasing & Real Estate Business Div.

- 1. The Real Estate Development Dept., Real Estate Investment Business Dept. and Insurance & Risk Solution Dept. will be transferred from the ICT & Real Estate Business Div. (as of FY2021) to the Finance, Leasing & Real Estate Business Div.
- 2. The Overseas Real Estate Business Dept. will be formed.

Business Administration Dept. Financial Business Group	, Transportation & Industrial Machinery,	
Aerospace & Ship Div.	Planning & Strategy Dept., Aerospace & Ship Div.	
	Aviation, Space & Defense Dept.	
	Ship Dept.	
	Ship Project Dept.	
Finance, Leasing & Real Estate Business Div.	Planning & Strategy Dept., Finance, Leasing & Real Estate Business Div.	
	Finance & Leasing Business Dept I	
	Finance & Leasing Business Dept II	
	Aircraft Leasing Business Dept.	
	Real Estate Development Dept.	Transferred
	Real Estate Investment Business Dept.	- [Transferred]
	Overseas Real Estate Business Dept.	[Formed]
	Insurance & Risk Solution Dept.	[Transferred]
Construction, Industrial Machinery & Mobility Div.	Planning & Strategy Dept., Construction, Industrial Machinery & Mobility Div.	
	Construction & Mining Equipment Dept I	
	Construction & Mining Equipment Dept II	
	Industrial System & Mobility Business Dept.	
	Production System Dept.	

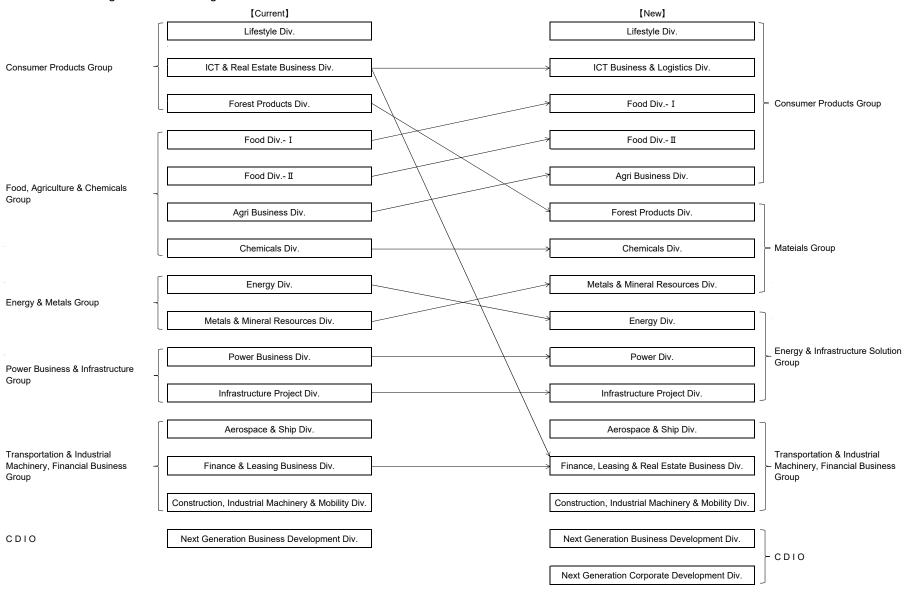
(CDIO)

Next Generation Business Development Div. and Next Generation Corporate Development Div.

- 1. The Asia Consumer Business Dept. will be renamed the Wellness Business Dept.
- 2. The New Business Development Dept. will be transferred from the Next Generation Business Development Div. to the Next Generation Corporate Development Div. and renamed the Investment Management Dept.

Next Generation Business Development Div.	Planning & Administration Dept., Next Generation Business Development Div.	
	Next Generation Social Infrastructure Dept.	
	Healthcare & Medical Business Dept.	
	Wellness Business Dept.	[Renamed]
Next Generation Corporate Development Div.	Planning & Administration Dept., Next Generation Corporate Development Div.	
	Investment Management Dept.	[Transferred · Renamed]

Reference: Change of Business Organization



III. Personnel Changes

Name	Effective as of April 1, 2022	Current
Kazunari Ito	General Manager, Audit & Supervisory Board Member's Office	Duputy General Manager, Audit & Supervisory Board Member's Office
Yoshiki Miyazaki	General Manager, Regional Planning & Coordination Dept.	General Manager, Regional Coordination & Administration Dept.
Koji Inoue	General Manager, Business Administration Dept., Consumer Products Group	General Manager, Planning & Strategy Dept., Food Div I; General Manager, Planning & Strategy Dept., Food Div II
Takayuki Suga	Senior Operating Officer, ICT Business & Logistics Div.; General Manager, Planning & Strategy Dept., ICT Business & Logistics Div.	Senior Operating Officer, ICT & Real Estate Business Div.; General Manager, Planning & Strategy Dept., ICT & Real Estate Business Div.
Takaharu Oda	Senior Operating Officer, Agri Business Div.; General Manager, Planning & Strategy Dept., Agri Business Div.	HELENA AGRI-ENTERPRISES, LLC
Hiroyuki Mizuno	General Manager, Business Administration Dept., Materials Group	General Manager, Steel Raw Material Dept.
Naoto Tago	General Manager, Business Administration Dept., Energy & Infrastructure Solution Group	General Manager, Business Administration Dept., Power Business & Infrastructure Group
Yuji Sato	Senior Operating Officer, Power Div.	General Manager, Power Business DeptIV
Satoru Nakagawa	Senior Operating Officer, Aerospace & Ship Div.	Chairman & President, Marubeni Taiwan Co.,Ltd.
Takashi Fujinaga	Senior Operating Officer, Finance, Leasing & Real Estate Business Div.	Senior Operating Officer, Finance & Leasing Business Div.
Tetsuji Yamamoto	Senior Operating Officer, Finance, Leasing & Real Estate Business Div.	MARUBENI REAL ESTATE DEVELOPMENT CO., LTD.
Atsushi Suzuki	General Manager, Chubu Branch	Senior Operating Officer for ASEAN & Southwest Asia; Regional COO for Southwest Asia; Chairman & Managing Director, Marubeni India Private Ltd.
Terumasa Watanabe	Senior Operating Officer for Europe & CIS; President, Marubeni International (Europe) GmbH	Senior Operating Officer, Chemicals Div.; General Manager, Chemicals Dept II
Susumu Wakamori	Senior Operating Officer for ASEAN & Southwest Asia; Regional COO for Southwest Asia; Chairman & Managing Director, Marubeni India Private Ltd.	Senior Operating Officer, Construction, Industrial Machinery & Mobility Div.
Koji Iwama	Senior Operating Officer for Oceania	General Manager, Business Administration Dept., Energy & Metals Group