



[Translation]

January 23, 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)

Changes in Directors and Audit & Supervisory Board Members

At the Board of Directors meeting held today, Marubeni Corporation has resolved to transition from its current “Company with Audit & Supervisory Board” governance model to a “Company with Three Statutory Committees” (CTSC) governance model (also known as the “Company with Nominating Committee, etc.” model), subject to approval at The 102nd Ordinary General Meeting of Shareholders scheduled to be held in June 2026.

Considering the above, Marubeni Corporation has resolved the following changes of Directors today (January 23, 2026).

1. 15 Board Members to be Appointed

(As of The 102nd Ordinary General Meeting of Shareholders, June 2026)

Name

Masumi Kakinoki	(Reappointment) ■
Masayuki Omoto	(Reappointment) ★
Kenichiro Oikawa	(Reappointment) ★
Takayuki Furuya	(Reappointment) ★
Shigeki Ishizuka	(Reappointment) [Outside Director] ○
Hisayoshi Ando	(Reappointment) [Outside Director]
Soichiro Minami	(Reappointment) [Outside Director]
Keiji Kojima	(Reappointment) [Outside Director]
Yumiko Kajiwarra	(Reappointment) [Outside Director]
Miki Iwamura	(Reappointment) [Outside Director]
Takao Ando	(New Appointment)
Kana Odawara	(New Appointment) [Outside Director]
Hiroko Miyazaki	(New Appointment) [Outside Director]
Yasuo Fukami	(New Appointment) [Outside Director]
Ulrike Schaede	(New Appointment) [Outside Director]

■ Chairman of the Board to be Newly Appointed

(As of the Board Meeting after The 102nd Ordinary General Meeting of Shareholders, June 2026)

★ Representative Executive Officer to be Newly Appointed

(As of the Board Meeting after The 102nd Ordinary General Meeting of Shareholders, June 2026)

○ Chief Independent Outside Director after The 102nd Ordinary General Meeting of Shareholders, June 2026

Note: Please see the attachment for career histories of the New Appointments.

2. Committee Members to be Appointed (Chairman Underlined)

(As of the Board Meeting after The 102nd Ordinary General Meeting of Shareholders, June 2026)

Nominating Committee	<u>Shigeki Ishizuka</u> , Keiji Kojima, Ulrike Schaeде, Masayuki Omoto
Audit Committee	<u>Kana Odawara</u> , Hiroko Miyazaki, Miki Iwamura, Takao Ando
Compensation Committee	<u>Hisayoshi Ando</u> , Yumiko Kajiwara, Yasuo Fukami, Masayuki Omoto, Kenichiro Oikawa

3. Retiring Director, Member of the Board

(As of The 102nd Ordinary General Meeting of Shareholders, June 2026)

Name	Title
Yuri Okina	Director, Member of the Board (Outside Director)

4. Resignation of Audit & Supervisory Board Member (As of March 31, 2026)

Name	Effective as of April 1, 2026	Current
Satoru Yokoshiki	Executive Officer	Audit & Supervisory Board Member

Board Member to be Newly Appointed

Career History

Takao Ando

Date of Birth: January 1, 1963

Education: Bachelor's Degree (Law), Waseda University, 1985

Career

June	2023	Audit & Supervisory Board Member, Marubeni Corporation (Current)
April	2023	Managing Executive Officer, Marubeni Corporation
April	2022	Managing Executive Officer, General Manager, Risk Management Dept., Marubeni Corporation
April	2019	Executive Officer, General Manager, Risk Management Dept., Marubeni Corporation
April	2017	Corporate Officer, General Manager, Risk Management Dept., Marubeni Corporation
April	2015	General Manager, Risk Management Dept., Marubeni Corporation
April	2013	Deputy General Manager, Corporate Planning & Strategy Dept., Marubeni Corporation
April	1985	Joined Marubeni Corporation

Board Member to be Newly Appointed

Career History

Kana Odawara

Date of Birth: May 28, 1965

Education: Master's Degree (Sport Management), University of Florida, 2024
Master's Degree (Business Administration), Hosei University, 1996
Bachelor's Degree (Economics), Doshisha University, 1988

Career

June	2024	Audit & Supervisory Board Member, Marubeni Corporation (Current)
August	2023	Partner, mc21 Audit (Current)
June	2022	Non Executive Director, MOS Food Services, Inc. (Current)
March	2022	Representative, Odawara Coaching & Consulting (Current)
July	2020	SVP Head of Strategy and Transformation, The Adecco Group APAC
April	2015	Chief Financial Officer, The Adecco Group Japan
July	2013	Audit & Supervisory Board Member, Coca-Cola East Japan Co., Ltd. (Currently, Coca-Cola Bottlers Japan Inc.)
January	2013	SVP Finance Controller, Coca-Cola Japan
February	2009	Chief Financial Officer, Stryker Japan
March	2002	Joined General Electric
May	1998	Joined Coopers & Lybrand (Currently, PwC), U.S.
June	1992	Joined CSK Venture Capital, Co.
April	1988	Joined Tohmatsu Aoki & Sanwa (Currently, Deloitte Touche Tohmatsu LLC)

(Qualification) Certified Public Accountant, U.S. Certified Public Accountant

Board Member to be Newly Appointed

Career History

Hiroko Miyazaki

Date of Birth: December 17, 1969

Education: University of Washington, IP LLM, Seattle, WA, 2004
Bachelor's Degree (Law), Keio University, 1992

Career

June	2025	Director, Dream Incubator Inc. (Current)
June	2024	Director, NH Foods Ltd. (Current)
June	2024	Audit & Supervisory Board Member, Marubeni Corporation (Current)
January	2024	Counsel, Attorney at Law, GIT Law Office, LC (Current)
June	2021	VP and Managing Director (Representative Director), 3M Japan Ltd.
July	2017	General Counsel, Director, Legal Affairs, 3M Japan Ltd.
April	2014	Part-time lecturer, Department of Law, Keio University Faculty of Law
April	2013	General Counsel, Division Head of Legal and Compliance Division, Alcon Japan Ltd. (Novartis Group Company at that time)
May	2007	Japan Lead counsel, Dell Japan, Inc.
April	2006	Rejoined to Asahi Koma
January	2005	Admitted in New York State as attorney
September	2004	Joined Davis Wright Tremaine LLP, Seattle, Washington
December	2001	Joined Asahi Koma Law Office (Currently, Nishimura & Asahi), Tokyo Japan
April	1996	Completion of legal training, at The Legal Training and Research Institute of Japan Registered as Attorney-at-Law Joined Showa Law Office (Currently, Jones Day)

Board Member to be Newly Appointed

Career History

Yasuo Fukami

Date of Birth: August 12, 1960

Education: Bachelor's Degree (Economics), Hitotsubashi University, 1983

Career

June	2025	Audit & Supervisory Board Member, Marubeni Corporation (Current)
April	2021	Vice Chairman, Member of the Board, Chairperson of the Board of Directors, Nomura Research Institute, Ltd.
June	2019	Senior Executive Managing Director, Member of the Board, Representative Director, Supervising of Corporate Headquarters, Nomura Research Institute, Ltd.
April	2019	Senior Executive Managing Director, Supervising of Corporate Headquarters, Nomura Research Institute, Ltd.
April	2017	Senior Corporate Managing Director, Head of Corporate Administration, Head of Corporate Planning, Integrated Risk Management, Human Resources, Human Resources Development, Legal & Intellectual Property, and Information System Planning & Control, Nomura Research Institute, Ltd.
April	2016	Senior Corporate Managing Director, Head of Distribution, Communication & Industrial Solutions, Division Manager of Distribution & Communication Solution Div., Nomura Research Institute, Ltd.
April	2014	Senior Managing Director, Division Manager of Distribution & Communication Solution Div., Nomura Research Institute, Ltd.
April	2011	Senior Managing Director, Deputy Division Manager of Distribution & Communication Solution Div., Nomura Research Institute, Ltd.
April	1983	Joined Nomura Computer Systems Co., Ltd. (Currently, Nomura Research Institute, Ltd.)

Board Member to be Newly Appointed

Career History

Ulrike Schaede

Date of Birth: June 19, 1962

Education: Ph.D. (Japan Studies / Economics), Philipps-Universität Marburg, Germany, 1989.

Master's Degree (Japan Studies / Economics), Friedrich-Wilhelms Universität Bonn, Germany, 1987.

Career

July	2008	Full Professor, University of California San Diego, School of Global Policy and Strategy; 1999 Associate Professor; 1994 Assistant Professor (Current)
May	2015	Founding Director, The Japan Forum for Innovation and Technology, School of Global Policy and Strategy (Current)
October	2016	University of California San Diego Foundation Board of Trustees, Faculty Representative
July	2011	Executive Director, Center on Global Transformation, School of Global Policy and Strategy
July	1999	Visiting Associate Professor, Harvard Business School
August	1992	Visiting Assistant Professor, Haas School of Business, University of California, Berkeley
April	1991	Visiting Assistant Professor, Institute of Economic Research, Hitotsubashi University, Tokyo