

[Translation]

January 23, 2026

To Whom It May Concern:

Company	Marubeni Corporation
Name:	(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)

Organizational and Personnel Changes

Today, Marubeni Corporation has resolved the following organizational changes and personnel changes of Representatives and Executive Officers.

I. Organizational Changes (As of April 1, 2026)

Corporate Staff Group

1. The Value Creation Office will be formed under the CEO.
2. The Digital Innovation Dept. will be abolished.
3. The Sustainability Management Dept., IR & SR Dept., and Corporate Communications Dept. will be merged into and named the Stakeholder Engagement Dept., which will be under the CFO.
4. The Human Resources Dept. and General Affairs Dept. will be merged into and named the Human Resources & General Affairs Dept.
5. The Legal Dept. and Compliance Control Dept. will be merged into and named the Legal & Compliance Dept.

Audit Dept.		Newly Formed
Executive Secretariat		
Value Creation Office		
CHRO (Chief Human Resources Officer)		
CSO (Chief Strategy Officer)	Corporate Planning & Strategy Dept.	Merged
	Global Planning & Coordination Dept.	
CFO (Chief Financial Officer)	Corporate Accounting Dept.	
	Business Accounting Dept.	
	Finance Dept.	
	Stakeholder Engagement Dept.	
CAO (Chief Administrative Officer)	Human Resources & General Affairs Dept.	
	Risk Management Dept.	
	Legal & Compliance Dept.	
CDIO (Chief Digital Innovation Officer)	Information Strategy Dept.	

Business Organizations

Lifestyle Div.

1. The Wellness Business Dept. will be transferred from the Next Generation Business Development Div. to the Lifestyle Div. and be merged with the Lifestyle Business Dept.; the merged department be named the Brand & Retail Business Dept.
2. The Rubber & Industrial Materials Dept. will be renamed the Industrial Materials Dept.

Lifestyle Div.	Planning & Strategy Dept., Lifestyle Div.	Transferred Merged Renamed
	Growth Investment Management Dept., Lifestyle Div.	
	Brand & Retail Business Dept.	
	Industrial Materials Dept.	
	Tire Business Dept.	
	Forest Resources Business Dept.	
	Packaging Solutions Dept.	
	Forest Products Business Dept.	
	Mobile Solutions Business Dept.	

Energy & Chemicals Div.

1. The Energy Trading Dept. and Chemicals Dept.-I will be reorganized into the Energy Trading Dept. and the Petrochemical Products & Feedstock Dept.
2. Chemicals Dept.-II and Chemicals Dept.-III will be merged into and named the Functional Materials Business Dept.
3. The New Energy Business Development Dept. will be transferred from the Power & Infrastructure Service Div. to the Energy & Chemicals Div.

Energy & Chemicals Div.	Planning & Strategy Dept., Energy & Chemicals Div.	Reorganized Reorganized Merged Transferred
	Growth Investment Management Dept., Energy & Chemicals Div.	
	LNG Business Dept.	
	Oil and Gas E&P Dept.	
	Energy Trading Dept.	
	Energy Business Development Dept.	
	Nuclear Fuel Dept.	
	Petrochemical Products & Feedstock Dept.	
	Functional Materials Business Dept.	
	New Energy Business Development Dept.	

Power & Infrastructure Services Div.

- Power & Infrastructure Dept.-I, Power & Infrastructure Dept.-II, Power & Infrastructure Dept.-III, Power & Infrastructure Dept.-IV, the Power & Infrastructure Overseas Services Dept., Power & Infrastructure Domestic Services Dept., Power & Infrastructure Strategic Investment Dept., and some of the businesses from the New Energy Business Development Dept. will be reorganized into Power & Infrastructure Dept.-I, Power & Infrastructure Dept.-II, the Power & Infrastructure Services (APAC) Dept., Power & Infrastructure Services (EMEA) Dept., Power & Infrastructure Services (North America) Dept., Power & Infrastructure Services (Central & South America) Dept., Power & Infrastructure Services (Japan) Dept., and EPC Dept.

Power & Infrastructure Services Div.	Planning & Strategy Dept., Power & Infrastructure Services Div.	
	Growth Investment Management Dept., Power & Infrastructure Services Div.	
	Power & Infrastructure Asset Management Dept.	
	Power & Infrastructure Dept.-I	Reorganized
	Power & Infrastructure Dept.-II	Reorganized
	Power & Infrastructure Services (APAC) Dept.	Reorganized
	Power & Infrastructure Services (EMEA) Dept.	Reorganized
	Power & Infrastructure Services (North America) Dept.	Reorganized
	Power & Infrastructure Services (Central & South America) Dept.	Reorganized
	Power & Infrastructure Services (Japan) Dept.	Reorganized
	EPC Dept.	Reorganized

Aerospace & Mobility Div.

- The Next Mobility Development Dept. will be merged into the Mobility Business Dept.

Aerospace & Mobility Div.	Planning & Strategy Dept., Aerospace & Mobility Div.	
	Growth Investment Management Dept., Aerospace & Mobility Div.	
	Aerospace Dept.	
	Ship Dept.	
	Construction & Mining Equipment Dept.-I	
	Construction & Mining Equipment Dept.-II	
	Mobility Business Dept.	Merged

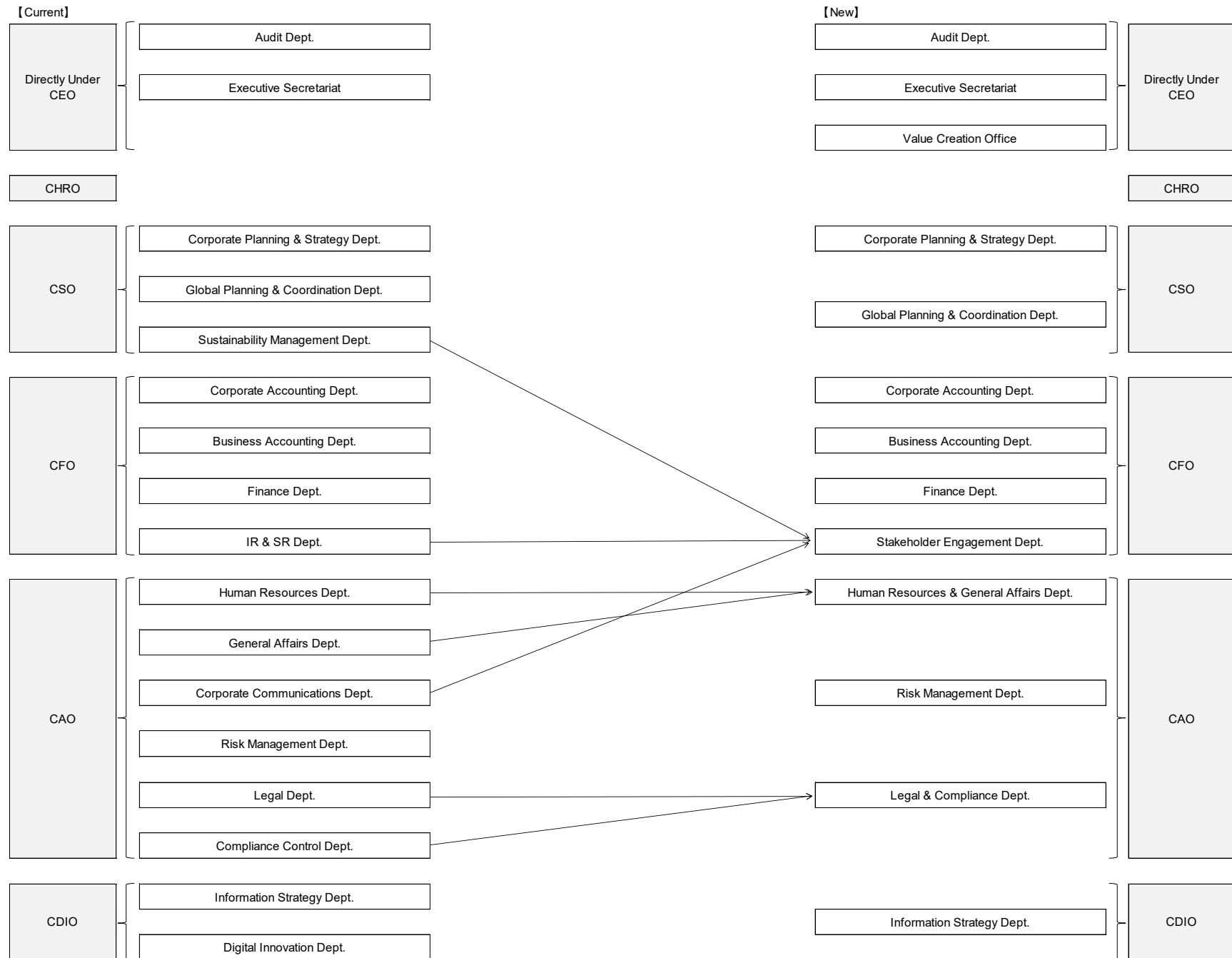
Domestic Branches

- The Chugoku Branch will be renamed the Chugoku-Shikoku Branch.

Overseas

- The Luanda Representative Office will be closed.

Reference: Change of Corporate Staff Group Organization



II. Changes in Representatives and Executive Officers

1.Changes of Representatives (To be appointed at the Board of Directors meeting to be held after The 102nd Ordinary General Meeting of Shareholders, June 2026)

Name	Effective as of The 102nd Ordinary General Meeting of Shareholders, June 2026	Effective as of April 1, 2026
Masayuki Omoto *1	Director, Member of the Board, Representative Executive Officer, President and CEO	Representative Director, Member of the Board, President and CEO
Kenichiro Oikawa *1 *2	Director, Member of the Board, Representative Executive Officer, Senior Executive Vice President CDIO; Member of Corporate Management Committee, Supervisor of IT Solutions Div., Next Generation Business Development Div. and Next Generation Corporate Development Div.; Senior Operating Officer, Value Creation Office	Representative Director, Member of the Board, Senior Executive Vice President CDIO; Member of Corporate Management Committee, Supervisor of IT Solutions Div., Next Generation Business Development Div. and Next Generation Corporate Development Div.; Senior Operating Officer, Value Creation Office
Takayuki Furuya *1	Director, Member of the Board, Representative Senior Managing Executive Officer CFO	Representative Director, Member of the Board, Senior Managing Executive Officer CFO

*1 To be appointed as “Representative Executive Officer” following the Board of Directors meeting to be held after The 102nd Ordinary General Meeting of Shareholders, June 2026.

*2 Refer to “2. Changes in Executive Officers (As of April 1, 2026)” for assignment(s) as of April 1, 2026

2.Changes in Executive Officers (As of April 1, 2026)

1) Promotion and Changes in Assignment of Executive Officers

*Promoted

Name	Effective as of April 1, 2026	Current
Kenichiro Oikawa	Representative Director, Member of the Board, Senior Executive Vice President CDIO; Member of Corporate Management Committee, Supervisor of IT Solutions Div., Next Generation Business Development Div. and Next Generation Corporate Development Div.; Senior Operating Officer, Value Creation Office	Representative Director, Member of the Board, Senior Executive Vice President CDIO; Member of Corporate Management Committee, Supervisor of IT Solutions Div., Next Generation Business Development Div. and Next Generation Corporate Development Div.
Yoshiaki Yokota	Senior Managing Executive Officer Regional CEO for Europe; Managing Director and CEO, Marubeni Europe plc	Senior Managing Executive Officer Member of Corporate Management Committee, Supervisor of Energy & Chemicals Div. and Power & Infrastructure Services Div.
Kosuke Takechi*	Senior Managing Executive Officer Member of Corporate Management Committee, Supervisor of Lifestyle Div. and Food & Agri Business Div.	Managing Executive Officer Member of Corporate Management Committee, Supervisor of Lifestyle Div. and Food & Agri Business Div.
Naoshi Hirose*	Senior Managing Executive Officer Regional CEO for the Americas; President and CEO, Marubeni America Corporation	Managing Executive Officer Regional CEO for the Americas; President and CEO, Marubeni America Corporation
Satoru Ichinokawa	Managing Executive Officer Member of Corporate Management Committee, Supervisor of Energy & Chemicals Div. and Power & Infrastructure Services Div.	Managing Executive Officer Regional CEO for Europe; Managing Director and CEO, Marubeni Europe plc
Takeshi Mamiya	Managing Executive Officer CHRO; CAO; Senior Operating Officer, Audit Dept.; Senior Operating Officer, Executive Secretariat	Managing Executive Officer Regional CEO for ASEAN; Managing Director, Marubeni ASEAN Pte. Ltd.
Satoru Harada	Managing Executive Officer Regional CEO for ASEAN; Managing Director, Marubeni ASEAN Pte. Ltd.	Managing Executive Officer Deputy Supervisor of Energy & Chemicals Div. and Power & Infrastructure Services Div.
Hiromichi Mizuno	Managing Executive Officer CSO	Managing Executive Officer CSO; Regional CEO for Japan Business
Taro Kawabe	Managing Executive Officer Deputy Supervisor of Finance, Leasing & Real Estate Business Div.; Regional CEO for Japan Business	Managing Executive Officer Chief Operating Officer, Finance, Leasing & Real Estate Business Div.
Hideyoshi Iwane*	Managing Executive Officer General Manager, Corporate Accounting Dept.	Executive Officer General Manager, Corporate Accounting Dept.
Hidefumi Oya*	Managing Executive Officer Chief Operating Officer, Food & Agri Business Div.	Executive Officer Chief Operating Officer, Food & Agri Business Div.
Kentaro Sawada	Executive Officer General Manager, Human Resources & General Affairs Dept.	Executive Officer General Manager, Human Resources Dept.

2) Newly Appointed Executive Officers

Name	Effective as of April 1, 2026	Current
Satoru Yokoshiki	Executive Officer	Audit & Supervisory Board Member
	General Manager, Audit Dept.	
Susumu Wakamori	Executive Officer	Regional CEO for Southwest Asia; Chairman & Managing Director, Marubeni India Pvt. Ltd.
	Regional CEO for Southwest Asia; Chairman & Managing Director, Marubeni India Pvt. Ltd.	
Shinji Kasai	Executive Officer	Deputy Regional CEO for ASEAN; President Director of P.T. Marubeni Indonesia
	General Manager, Chubu Branch	
Tetsuya Ishida	Executive Officer	General Manager, IR & SR Dept.
	General Manager, Stakeholder Engagement Dept.	
Takashi Tsunoda	Executive Officer	General Manager, Asset Finance Dept.
	Chief Operating Officer, Finance, Leasing & Real Estate Business Div.	
Ryoichi Fukada	Executive Officer	Deputy General Manager, Legal Dept.
	General Manager, Legal & Compliance Dept.	

3) Retiring Executive Officers

Name	Effective as of April 1, 2026	Current
Jun Horie	Honorary Advisor	Senior Managing Executive Officer
		CAO; Senior Operating Officer, Audit Dept.; Senior Operating Officer, Executive Secretariat
Koichi Ariizumi	Senior Corporate Advisor	Managing Executive Officer
		General Manager, Legal Dept.
Koji Kashima	Honorary Advisor	Managing Executive Officer
		CHRO
Yasuhiko Ogura	Honorary Advisor	Executive Officer
		General Manager, Audit Dept.
Atsushi Suzuki	Honorary Advisor	Executive Officer
		General Manager, Chubu Branch
Takashi Fujinaga	Honorary Advisor	Executive Officer
		Chief Operating Officer, IT Solutions Div.
Kanju Horikawa	Honorary Advisor	Executive Officer
		Deputy Chief Operating Officer, Energy & Chemicals Div.

Reference

Members of the Board, Audit & Supervisory Board Members, and Executive Officers (As of April 1, 2026)

Title	Name	Assignment
Chairman of the Board	Masumi Kakinoki	
Representative Director, Member of the Board, President and CEO	Masayuki Omoto	
Representative Director, Member of the Board, Senior Executive Vice President	Kenichiro Oikawa	CDIO; Member of Corporate Management Committee, Supervisor of IT Solutions Div., Next Generation Business Development Div. and Next Generation Corporate Development Div.; Senior Operating Officer, Value Creation Office
Representative Director, Member of the Board, Senior Managing Executive Officer	Takayuki Furuya	CFO
Director, Member of the Board	Yuri Okina	[Outside Director]
	Shigeki Ishizuka	[Outside Director]
	Hisayoshi Ando	[Outside Director]
	Soichiro Minami	[Outside Director]
	Keiji Kojima	[Outside Director]
	Yumiko Kajiware	[Outside Director]
	Miki Iwamura	[Outside Director]
Audit & Supervisory Board Member	Takao Ando	
	Kana Odawara	[Outside Director]
	Hiroko Miyazaki	[Outside Director]
	Yasuo Fukami	[Outside Director]
Senior Managing Executive Officer	Yoshiaki Yokota	Regional CEO for Europe; Managing Director and CEO, Marubeni Europe plc
	Jiro Itai	Member of Corporate Management Committee, Supervisor of Finance, Leasing & Real Estate Business Div. and Aerospace & Mobility Div.
	Kosuke Takechi	Member of Corporate Management Committee, Supervisor of Lifestyle Div. and Food & Agri Business Div.
	Naoshi Hirose	Regional CEO for the Americas; President and CEO, Marubeni America Corporation
Managing Executive Officer	Seiichi Kuwata	Member of Corporate Management Committee, Supervisor of Metals & Mineral Resources Div.
	Satoru Ichinokawa	Member of Corporate Management Committee, Supervisor of Energy & Chemicals Div. and Power & Infrastructure Services Div.
	Takeshi Mamiya	CHRO; CAO; Senior Operating Officer, Audit Dept.; Senior Operating Officer, Executive Secretariat
	Satoru Harada	Regional CEO for ASEAN; Managing Director, Marubeni ASEAN Pte. Ltd.
	Hiromichi Mizuno	CSO
	Taro Kawabe	Deputy Supervisor of Finance, Leasing & Real Estate Business Div.; Regional CEO for Japan
	Hideyoshi Iwane	General Manager, Corporate Accounting Dept.
	Hidefumi Oya	Chief Operating Officer, Food & Agri Business Div.

Title	Name	Assignment
Executive Officer	Takashi Imamura	Senior Operating Officer for CSO; President, Marubeni Institute
	Chijo Tajima	General Manager, Executive Secretariat
	Hiromitsu Morishima	General Manager, Osaka Branch
	Toru Okazaki	Chief Operating Officer, Aerospace & Mobility Div.
	Toshihiro Fukumura	Chief Operating Officer, Next Generation Corporate Development Div.
	Kazuhiro Kondo	Deputy Chief Operating Officer, Aerospace & Mobility Div.
	Koji Iwama	Regional CEO for Oceania; Chairman & Managing Director, Marubeni Australia Ltd.
	Masahiro Yamazaki	Chief Operating Officer, Energy & Chemicals Div.
	Takaharu Oda	Deputy Chief Operating Officer, Food & Agri Business Div.
	Kentaro Sawada	General Manager, Human Resources & General Affairs Dept.
	Koichi Geshi	Regional CEO for China; President, Marubeni (China) Co., Ltd.
	Motoaki Saku	General Manager, Risk Management Dept.
	Seiji Taguchi	Chief Operating Officer, Metals & Mineral Resources Div.
	Naoki Ito	Chief Operating Officer, Power & Infrastructure Services Div.
	Dai Sakakura	Chief Operating Officer, Next Generation Business Development Div.
	Shinichiro Taki	General Manager, Finance Dept.
	Kazumichi Watanabe	Chief Operating Officer, Lifestyle Div.
	Jun Shiihara	Senior Operating Officer, Food & Agri Business Div.
	Minako Wakayama	General Manager, Corporate Planning & Strategy Dept.
	Satoru Yokoshiki	General Manager, Audit Dept.
	Susumu Wakamori	Regional CEO for Southwest Asia; Chairman & Managing Director, Marubeni India Pvt. Ltd.
	Shinji Kasai	General Manager, Chubu Branch
	Tetsuya Ishida	General Manager, Stakeholder Engagement Dept.
	Takashi Tsunoda	Chief Operating Officer, Finance, Leasing & Real Estate Business Div.
	Ryoichi Fukada	General Manager, Legal & Compliance Dept.

Reference

Members of the Board and Executive Officers
(As of The 102nd Ordinary General Meeting of Shareholders & Board Meeting, June, 2026)

Title	Name	Assignment
Chairman of the Board	<input type="checkbox"/> Masumi Kakinoki <input checked="" type="checkbox"/>	
Director, Member of the Board, Representative Executive Officer, President and CEO	<input type="checkbox"/> Masayuki Omoto ★	
Director, Member of the Board, Representative Executive Officer, Senior Executive Vice President	<input type="checkbox"/> Kenichiro Oikawa ★	CDIO; Member of Corporate Management Committee, Supervisor of IT Solutions Div., Next Generation Business Development Div. and Next Generation Corporate Development Div.; Senior Operating Officer, Value Creation Office
Director, Member of the Board, Representative Senior Managing Executive Officer	<input type="checkbox"/> Takayuki Furuya ★	CFO
Director, Member of the Board	<input type="checkbox"/> Shigeki Ishizuka	[Outside Director]
	<input type="checkbox"/> Hisayoshi Ando	[Outside Director]
	<input type="checkbox"/> Soichiro Minami	[Outside Director]
	<input type="checkbox"/> Keiji Kojima	[Outside Director]
	<input type="checkbox"/> Yumiko Kajiware	[Outside Director]
	<input type="checkbox"/> Miki Iwamura	[Outside Director]
	◎ Takao Ando	
	◎ Kana Odawara	[Outside Director]
	◎ Hiroko Miyazaki	[Outside Director]
	◎ Yasuo Fukami	[Outside Director]
	◎ Ulrike Schaede	[Outside Director]
Senior Managing Executive Officer	Yoshiaki Yokota	Regional CEO for Europe; Managing Director and CEO, Marubeni Europe plc
	Jiro Itai	Member of Corporate Management Committee, Supervisor of Finance, Leasing & Real Estate Business Div. and Aerospace & Mobility Div.
	Kosuke Takechi	Member of Corporate Management Committee, Supervisor of Lifestyle Div. and Food & Agri Business Div.
	Naoshi Hirose	Regional CEO for the Americas; President and CEO, Marubeni America Corporation
Managing Executive Officer	Seiichi Kuwata	Member of Corporate Management Committee, Supervisor of Metals & Mineral Resources Div.
	Satoru Ichinokawa	Member of Corporate Management Committee, Supervisor of Energy & Chemicals Div. and Power & Infrastructure Services Div.
	Takeshi Mamiya	CHRO; CAO; Senior Operating Officer, Audit Dept.; Senior Operating Officer, Executive Secretariat
	Satoru Harada	Regional CEO for ASEAN; Managing Director, Marubeni ASEAN Pte. Ltd.
	Hiromichi Mizuno	CSO
	Taro Kawabe	Deputy Supervisor of Finance, Leasing & Real Estate Business Div.; Regional CEO for Japan
	Hideyoshi Iwane	General Manager, Corporate Accounting Dept.
	Hidefumi Oya	Chief Operating Officer, Food & Agri Business Div.

☐: Director, Member of the Board to be Reappointed (As of The 102nd Ordinary General Meeting of Shareholders, June 2026)

☒: Chairman of the Board to be Reappointed (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)

◎: Director, Member of the Board to be Newly Appointed (As of The 102nd Ordinary General Meeting of Shareholders, June 2026)

Title	Name	Assignment
Executive Officer	Takashi Imamura	Senior Operating Officer for CSO; President, Marubeni Institute
	Chijo Tajima	General Manager, Executive Secretariat.
	Hiromitsu Morishima	General Manager, Osaka Branch
	Toru Okazaki	Chief Operating Officer, Aerospace & Mobility Div.
	Toshihiro Fukumura	Chief Operating Officer, Next Generation Corporate Development Div.
	Kazuhiro Kondo	Deputy Chief Operating Officer, Aerospace & Mobility Div.
	Koji Iwama	Regional CEO for Oceania; Chairman & Managing Director, Marubeni Australia Ltd.
	Masahiro Yamazaki	Chief Operating Officer, Energy & Chemicals Div.
	Takaharu Oda	Deputy Chief Operating Officer, Food & Agri Business Div.
	Kentaro Sawada	General Manager, Human Resources & General Affairs Dept.
	Koichi Geshi	Regional CEO for China; President, Marubeni (China) Co., Ltd.
	Motoaki Saku	General Manager, Risk Management Dept.
	Seiji Taguchi	Chief Operating Officer, Metals & Mineral Resources Div.
	Naoki Ito	Chief Operating Officer, Power & Infrastructure Services Div.
	Dai Sakakura	Chief Operating Officer, Next Generation Business Development Div.
	Shinichiro Taki	General Manager, Finance Dept.
	Kazumichi Watanabe	Chief Operating Officer, Lifestyle Div.
	Jun Shiihara	Senior Operating Officer, Food & Agri Business Div.
	Minako Wakayama	General Manager, Corporate Planning & Strategy Dept.
	Satoru Yokoshiki	General Manager, Audit Dept.
	Susumu Wakamori	Regional CEO for Southwest Asia; Chairman & Managing Director, Marubeni India Pvt. Ltd.
	Shinji Kasai	General Manager, Chubu Branch
	Tetsuya Ishida	General Manager, Stakeholder Engagement Dept.
	Takashi Tsunoda	Chief Operating Officer, Finance, Leasing & Real Estate Business Div.
	Ryoichi Fukada	General Manager, Legal & Compliance Dept.

Reference**Other Assignments of Executive Officers** (Effective as of April 1, 2026)

○ Corporate Management Committee

<u>Name</u>	<u>Title</u>
Masayuki Omoto	President and CEO
Kenichiro Oikawa	Senior Executive Vice President
Takayuki Furuya	Senior Managing Executive Officer
Jiro Itai	Senior Managing Executive Officer
Kosuke Takechi	Senior Managing Executive Officer
Seiichi Kuwata	Managing Executive Officer
Satoru Ichinokawa	Managing Executive Officer
Takeshi Mamiya	Managing Executive Officer
Hiromichi Mizuno	Managing Executive Officer

○ Investment and Credit Committee

<u>Assignment</u>	<u>Name</u>	<u>Title</u>
Chairman	Takayuki Furuya	Senior Managing Executive Officer
Vice Chairman	Kenichiro Oikawa	Senior Executive Vice President
Vice Chairman	Kosuke Takechi	Senior Managing Executive Officer
Vice Chairman	Hiromichi Mizuno	Managing Executive Officer

○ Other Committees

<u>Assignment</u>	<u>Name</u>	<u>Chairman</u>
Chairman of Global Trade and Sanction Compliance Committee	Takeshi Mamiya	Managing Executive Officer
Chairman of Customs Compliance Management Committee	Takeshi Mamiya	Managing Executive Officer
Chief Compliance Officer	Takeshi Mamiya	Managing Executive Officer
Chief Sustainable Development Officer	Takayuki Furuya	Senior Managing Executive Officer
Chairman of Internal Control Committee	Takeshi Mamiya	Managing Executive Officer
Chairman of Disclosure Committee	Takayuki Furuya	Senior Managing Executive Officer
Chief Information Officer	Kenichiro Oikawa	Senior Executive Vice President