



[Translation]

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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
Sachiko Matsushita
Contact: General Manager, Media Relations Sec.
(TEL +81-3-3282-4658)

Notice Regarding Transition to a Company with Three Statutory Committees

Marubeni Corporation (hereinafter, the “Company”) hereby announces that, at a meeting of its Board of Directors held today, it has resolved its transition from a “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 of the relevant matter(s) for resolution at the Ordinary General Meeting of Shareholders to be held in June 2026, as outlined below.

1. Transition to a CTSC governance model

(1) Purpose of the transition

Aiming to achieve sustainable growth in corporate value, the Company is pursuing the goal of becoming a value-creating corporate group that transcends the boundaries of a *sogo shosha* (diversified trading conglomerate) through transformative initiatives. As part of its efforts to accelerate these transformations and further strengthen its corporate governance, the Company will propose transitioning to a CTSC governance model at the Ordinary General Meeting of Shareholders to be held in June 2026. For details of the Company’s views on strengthening corporate governance, please refer to “Strengthening Our Governance and Management Structure to Drive Transformation: Becoming a Value-Creating Corporate Group that Transcends the Boundaries of a *Sogo Shosha*” released today.

(2) Scheduled timing of the transition

The Company plans its transition to a CTSC governance model subject to approval of the relevant matters for resolution, including amendments to the Articles of Incorporation, at the Ordinary General Meeting of Shareholders to be held in June 2026. The specific proposal for amendments to the Articles of Incorporation will be announced once it has been determined.

2. Overview of the corporate governance structure following the transition to a CTSC governance model

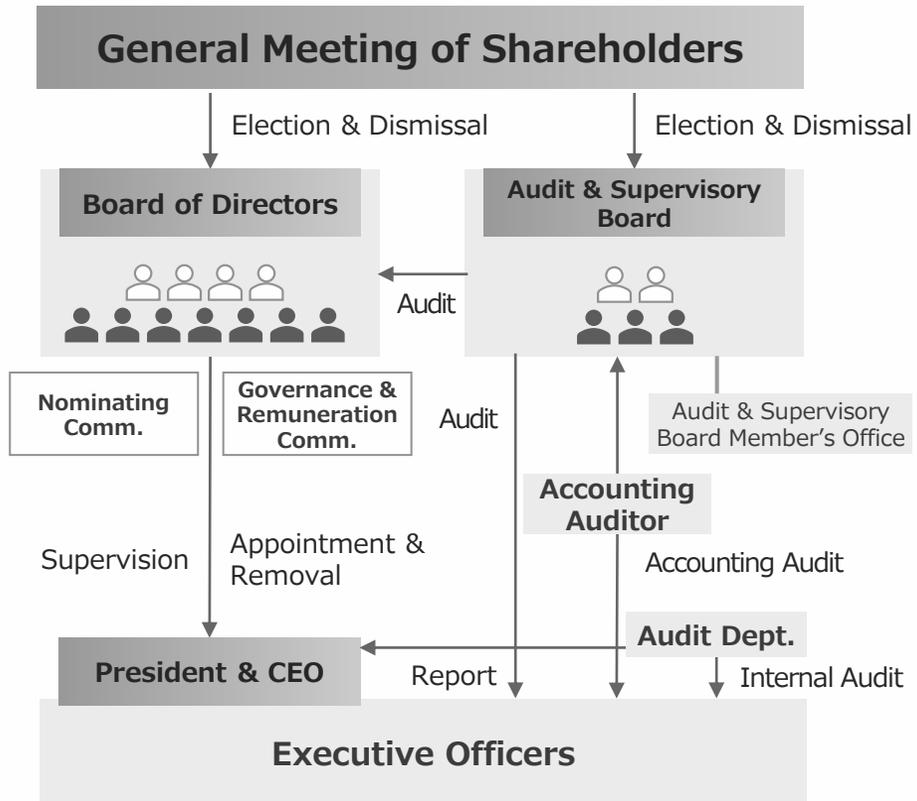
The corporate governance structure of the Company after its transition to a CTSC governance model will be as described below and in the attached document. For further details, including candidates for Directors (Members of the Board) and Executive Officers, please refer to “Changes in Directors and Audit & Supervisory Board Members” released today.

- While maintaining a composition in which Outside Directors account for a majority, the Board of Directors will consist of 15 Directors in total (5 Inside Directors and 10 Outside Directors).
- The chairs of Three Statutory Committees (Nominating Committee, Audit Committee, Compensation Committee) will be selected from among the Outside Directors.

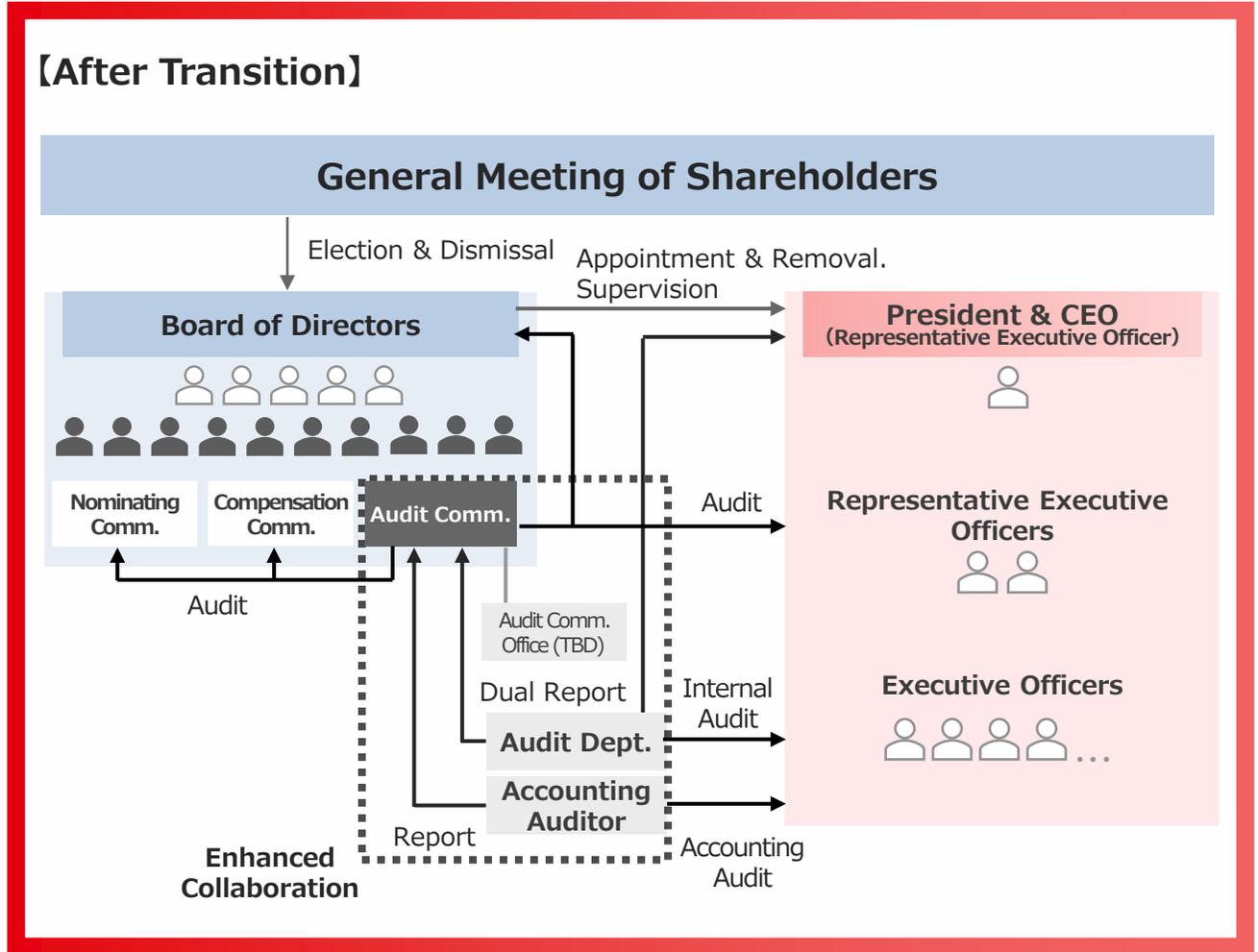
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Attachment : Governance Structure After Transition

【Current Governance Structure】



【After Transition】



: Internal
 : Outside