

[Translation]

January 23, 2026

To Whom It May Concern:

|                 |                                                                                      |
|-----------------|--------------------------------------------------------------------------------------|
| Company         | Marubeni Corporation                                                                 |
| Name:           | (URL <a href="https://www.marubeni.com/en/">https://www.marubeni.com/en/</a> )       |
| TSE Code:       | 8002                                                                                 |
| Listed:         | Tokyo Prime                                                                          |
| Representative: | Masayuki Omoto<br>President and CEO, Member of the Board                             |
| Contact:        | Sachiko Matsushita<br>General Manager, Media Relations Sec.<br>(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<br>(Chief Human Resources Officer)    |                                         |              |
| CSO<br>(Chief Strategy Officer)            | Corporate Planning & Strategy Dept.     | Merged       |
|                                            | Global Planning & Coordination Dept.    |              |
| CFO<br>(Chief Financial Officer)           | Corporate Accounting Dept.              |              |
|                                            | Business Accounting Dept.               |              |
|                                            | Finance Dept.                           |              |
|                                            | Stakeholder Engagement Dept.            |              |
| CAO<br>(Chief Administrative Officer)      | Human Resources & General Affairs Dept. |              |
|                                            | Risk Management Dept.                   |              |
|                                            | Legal & Compliance Dept.                |              |
| CDIO<br>(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<br>Merged<br>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<br><br>Reorganized<br>Merged<br>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.

1. 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.

1. 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 |

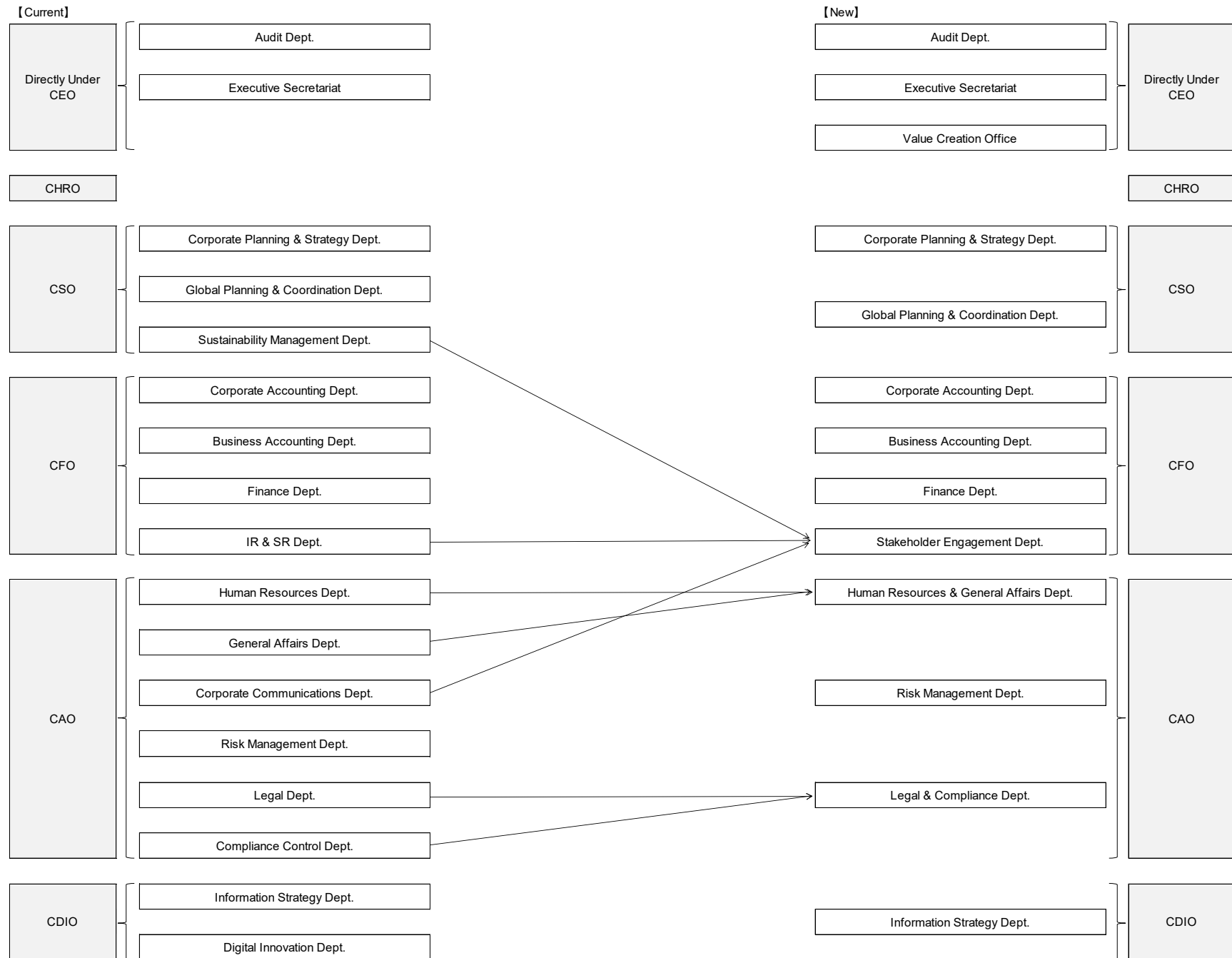
### Domestic Branches

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

### Overseas

1. 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,<br>Representative Executive Officer, President and CEO                                                                                                                                                                                                                                                      | Representative Director, Member of the Board,<br>President and CEO                                                                                                                                                                                                                                                      |
| Kenichiro Oikawa *1<br>*2 | Director, Member of the Board,<br>Representative Executive Officer, Senior Executive Vice President<br>CDIO; Member of Corporate Management Committee, Supervisor of IT Solutions Div.,<br>Next Generation Business Development Div. and<br>Next Generation Corporate Development Div.;<br>Senior Operating Officer, Value Creation Office | Representative Director, Member of the Board,<br>Senior Executive Vice President<br>CDIO; Member of Corporate Management Committee, Supervisor of IT Solutions Div.,<br>Next Generation Business Development Div. and<br>Next Generation Corporate Development Div.;<br>Senior Operating Officer, Value Creation Office |
| Takayuki Furuya *1        | Director, Member of the Board,<br>Representative Senior Managing Executive Officer<br>CFO                                                                                                                                                                                                                                                  | Representative Director, Member of the Board,<br>Senior Managing Executive Officer<br>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,<br>Senior Executive Vice President<br>CDIO; Member of Corporate Management Committee, Supervisor of IT Solutions Div.,<br>Next Generation Business Development Div. and<br>Next Generation Corporate Development Div.;<br>Senior Operating Officer, Value Creation Office | Representative Director, Member of the Board,<br>Senior Executive Vice President<br>CDIO; Member of Corporate Management Committee, Supervisor of IT Solutions Div.,<br>Next Generation Business Development Div. and<br>Next Generation Corporate Development Div. |
| Yoshiaki Yokota   | Senior Managing Executive Officer<br>Regional CEO for Europe; Managing Director and CEO,<br>Marubeni Europe plc                                                                                                                                                                                                         | Senior Managing Executive Officer<br>Member of Corporate Management Committee, Supervisor of<br>Energy & Chemicals Div. and Power & Infrastructure Services Div.                                                                                                    |
| Kosuke Takechi*   | Senior Managing Executive Officer<br>Member of Corporate Management Committee, Supervisor of<br>Lifestyle Div. and Food & Agri Business Div.                                                                                                                                                                            | Managing Executive Officer<br>Member of Corporate Management Committee, Supervisor of<br>Lifestyle Div. and Food & Agri Business Div.                                                                                                                               |
| Naoshi Hirose*    | Senior Managing Executive Officer<br>Regional CEO for the Americas; President and CEO,<br>Marubeni America Corporation                                                                                                                                                                                                  | Managing Executive Officer<br>Regional CEO for the Americas; President and CEO, Marubeni<br>America Corporation                                                                                                                                                     |
| Satoru Ichinokawa | Managing Executive Officer<br>Member of Corporate Management Committee, Supervisor of<br>Energy & Chemicals Div. and Power & Infrastructure Services Div.                                                                                                                                                               | Managing Executive Officer<br>Regional CEO for Europe; Managing Director and CEO,<br>Marubeni Europe plc                                                                                                                                                            |
| Takeshi Mamiya    | Managing Executive Officer<br>CHRO; CAO; Senior Operating Officer, Audit Dept.; Senior<br>Operating Officer, Executive Secretariat                                                                                                                                                                                      | Managing Executive Officer<br>Regional CEO for ASEAN; Managing Director, Marubeni<br>ASEAN Pte. Ltd.                                                                                                                                                                |
| Satoru Harada     | Managing Executive Officer<br>Regional CEO for ASEAN; Managing Director, Marubeni<br>ASEAN Pte. Ltd.                                                                                                                                                                                                                    | Managing Executive Officer<br>Deputy Supervisor of Energy & Chemicals Div. and Power &<br>Infrastructure Services Div.                                                                                                                                              |
| Hiromichi Mizuno  | Managing Executive Officer<br>CSO                                                                                                                                                                                                                                                                                       | Managing Executive Officer<br>CSO; Regional CEO for Japan Business                                                                                                                                                                                                  |
| Taro Kawabe       | Managing Executive Officer<br>Deputy Supervisor of Finance, Leasing & Real Estate<br>Business Div.; Regional CEO for Japan Business                                                                                                                                                                                     | Managing Executive Officer<br>Chief Operating Officer, Finance, Leasing & Real Estate<br>Business Div.                                                                                                                                                              |
| Hideyoshi Iwane*  | Managing Executive Officer<br>General Manager, Corporate Accounting Dept.                                                                                                                                                                                                                                               | Executive Officer<br>General Manager, Corporate Accounting Dept.                                                                                                                                                                                                    |
| Hidefumi Oya*     | Managing Executive Officer<br>Chief Operating Officer, Food & Agri Business Div.                                                                                                                                                                                                                                        | Executive Officer<br>Chief Operating Officer, Food & Agri Business Div.                                                                                                                                                                                             |
| Kentaro Sawada    | Executive Officer<br>General Manager, Human Resources & General Affairs<br>Dept.                                                                                                                                                                                                                                        | Executive Officer<br>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                                                                 | <b>Masumi Kakinoki</b>   |                                                                                                                                                                                                                            |
| Representative Director,<br>Member of the Board,<br>President and CEO                 | <b>Masayuki Omoto</b>    |                                                                                                                                                                                                                            |
| Representative Director,<br>Member of the Board,<br>Senior Executive Vice President   | <b>Kenichiro Oikawa</b>  | 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,<br>Member of the Board,<br>Senior Managing Executive Officer | <b>Takayuki Furuya</b>   | CFO                                                                                                                                                                                                                        |
| Director, Member of the Board                                                         | <b>Yuri Okina</b>        | [Outside Director]                                                                                                                                                                                                         |
|                                                                                       | <b>Shigeki Ishizuka</b>  | [Outside Director]                                                                                                                                                                                                         |
|                                                                                       | <b>Hisayoshi Ando</b>    | [Outside Director]                                                                                                                                                                                                         |
|                                                                                       | <b>Soichiro Minami</b>   | [Outside Director]                                                                                                                                                                                                         |
|                                                                                       | <b>Keiji Kojima</b>      | [Outside Director]                                                                                                                                                                                                         |
|                                                                                       | <b>Yumiko Kajiwara</b>   | [Outside Director]                                                                                                                                                                                                         |
|                                                                                       | <b>Miki Iwamura</b>      | [Outside Director]                                                                                                                                                                                                         |
| Audit & Supervisory Board Member                                                      | <b>Takao Ando</b>        |                                                                                                                                                                                                                            |
|                                                                                       | <b>Kana Odawara</b>      | [Outside Director]                                                                                                                                                                                                         |
|                                                                                       | <b>Hiroko Miyazaki</b>   | [Outside Director]                                                                                                                                                                                                         |
|                                                                                       | <b>Yasuo Fukami</b>      | [Outside Director]                                                                                                                                                                                                         |
| Senior Managing Executive Officer                                                     | <b>Yoshiaki Yokota</b>   | Regional CEO for Europe; Managing Director and CEO, Marubeni Europe plc                                                                                                                                                    |
|                                                                                       | <b>Jiro Itai</b>         | Member of Corporate Management Committee, Supervisor of Finance, Leasing & Real Estate Business Div. and Aerospace & Mobility Div.                                                                                         |
|                                                                                       | <b>Kosuke Takechi</b>    | Member of Corporate Management Committee, Supervisor of Lifestyle Div. and Food & Agri Business Div.                                                                                                                       |
|                                                                                       | <b>Naoshi Hirose</b>     | Regional CEO for the Americas; President and CEO, Marubeni America Corporation                                                                                                                                             |
| Managing Executive Officer                                                            | <b>Seiichi Kuwata</b>    | Member of Corporate Management Committee, Supervisor of Metals & Mineral Resources Div.                                                                                                                                    |
|                                                                                       | <b>Satoru Ichinokawa</b> | Member of Corporate Management Committee, Supervisor of Energy & Chemicals Div. and Power & Infrastructure Services Div.                                                                                                   |
|                                                                                       | <b>Takeshi Mamiya</b>    | CHRO; CAO; Senior Operating Officer, Audit Dept.; Senior Operating Officer, Executive Secretariat                                                                                                                          |
|                                                                                       | <b>Satoru Harada</b>     | Regional CEO for ASEAN; Managing Director, Marubeni ASEAN Pte. Ltd.                                                                                                                                                        |
|                                                                                       | <b>Hiromichi Mizuno</b>  | CSO                                                                                                                                                                                                                        |
|                                                                                       | <b>Taro Kawabe</b>       | Deputy Supervisor of Finance, Leasing & Real Estate Business Div.; Regional CEO for Japan                                                                                                                                  |
|                                                                                       | <b>Hideyoshi Iwane</b>   | General Manager, Corporate Accounting Dept.                                                                                                                                                                                |
|                                                                                       | <b>Hidefumi Oya</b>      | Chief Operating Officer, Food & Agri Business Div.                                                                                                                                                                         |

| Title             | Name                       | Assignment                                                                              |
|-------------------|----------------------------|-----------------------------------------------------------------------------------------|
| Executive Officer | <b>Takashi Imamura</b>     | Senior Operating Officer for CSO; President, Marubeni Institute                         |
|                   | <b>Chijo Tajima</b>        | General Manager, Executive Secretariat                                                  |
|                   | <b>Hiromitsu Morishima</b> | General Manager, Osaka Branch                                                           |
|                   | <b>Toru Okazaki</b>        | Chief Operating Officer, Aerospace & Mobility Div.                                      |
|                   | <b>Toshihiro Fukumura</b>  | Chief Operating Officer, Next Generation Corporate Development Div.                     |
|                   | <b>Kazuhiro Kondo</b>      | Deputy Chief Operating Officer, Aerospace & Mobility Div.                               |
|                   | <b>Koji Iwama</b>          | Regional CEO for Oceania; Chairman & Managing Director, Marubeni Australia Ltd.         |
|                   | <b>Masahiro Yamazaki</b>   | Chief Operating Officer, Energy & Chemicals Div.                                        |
|                   | <b>Takaharu Oda</b>        | Deputy Chief Operating Officer, Food & Agri Business Div.                               |
|                   | <b>Kentaro Sawada</b>      | General Manager, Human Resources & General Affairs Dept.                                |
|                   | <b>Koichi Geshi</b>        | Regional CEO for China; President, Marubeni (China) Co., Ltd.                           |
|                   | <b>Motoaki Saku</b>        | General Manager, Risk Management Dept.                                                  |
|                   | <b>Seiji Taguchi</b>       | Chief Operating Officer, Metals & Mineral Resources Div.                                |
|                   | <b>Naoki Ito</b>           | Chief Operating Officer, Power & Infrastructure Services Div.                           |
|                   | <b>Dai Sakakura</b>        | Chief Operating Officer, Next Generation Business Development Div.                      |
|                   | <b>Shinichiro Taki</b>     | General Manager, Finance Dept.                                                          |
|                   | <b>Kazumichi Watanabe</b>  | Chief Operating Officer, Lifestyle Div.                                                 |
|                   | <b>Jun Shiihara</b>        | Senior Operating Officer, Food & Agri Business Div.                                     |
|                   | <b>Minako Wakayama</b>     | General Manager, Corporate Planning & Strategy Dept.                                    |
|                   | <b>Satoru Yokoshiki</b>    | General Manager, Audit Dept.                                                            |
|                   | <b>Susumu Wakamori</b>     | Regional CEO for Southwest Asia; Chairman & Managing Director, Marubeni India Pvt. Ltd. |
|                   | <b>Shinji Kasai</b>        | General Manager, Chubu Branch                                                           |
|                   | <b>Tetsuya Ishida</b>      | General Manager, Stakeholder Engagement Dept.                                           |
|                   | <b>Takashi Tsunoda</b>     | Chief Operating Officer, Finance, Leasing & Real Estate Business Div.                   |
|                   | <b>Ryoichi Fukada</b>      | 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"/> <b>Masumi Kakinoki</b><br><input checked="" type="checkbox"/> |                                                                                                                                                                                                                            |
| Director, Member of the Board,<br>Representative Executive Officer,<br>President and CEO               | <input type="checkbox"/> <b>Masayuki Omoto</b><br>★                                    |                                                                                                                                                                                                                            |
| Director, Member of the Board,<br>Representative Executive Officer,<br>Senior Executive Vice President | <input type="checkbox"/> <b>Kenichiro Oikawa</b><br>★                                  | 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,<br>Representative Senior Managing Executive Officer                     | <input type="checkbox"/> <b>Takayuki Furuya</b><br>★                                   | CFO                                                                                                                                                                                                                        |
| Director, Member of the Board                                                                          | <input type="checkbox"/> <b>Shigeki Ishizuka</b>                                       | [Outside Director]                                                                                                                                                                                                         |
|                                                                                                        | <input type="checkbox"/> <b>Hisayoshi Ando</b>                                         | [Outside Director]                                                                                                                                                                                                         |
|                                                                                                        | <input type="checkbox"/> <b>Soichiro Minami</b>                                        | [Outside Director]                                                                                                                                                                                                         |
|                                                                                                        | <input type="checkbox"/> <b>Keiji Kojima</b>                                           | [Outside Director]                                                                                                                                                                                                         |
|                                                                                                        | <input type="checkbox"/> <b>Yumiko Kajiware</b>                                        | [Outside Director]                                                                                                                                                                                                         |
|                                                                                                        | <input type="checkbox"/> <b>Miki Iwamura</b>                                           | [Outside Director]                                                                                                                                                                                                         |
|                                                                                                        | ◎ <b>Takao Ando</b>                                                                    |                                                                                                                                                                                                                            |
|                                                                                                        | ◎ <b>Kana Odawara</b>                                                                  | [Outside Director]                                                                                                                                                                                                         |
|                                                                                                        | ◎ <b>Hiroko Miyazaki</b>                                                               | [Outside Director]                                                                                                                                                                                                         |
|                                                                                                        | ◎ <b>Yasuo Fukami</b>                                                                  | [Outside Director]                                                                                                                                                                                                         |
|                                                                                                        | ◎ <b>Ulrike Schaede</b>                                                                | [Outside Director]                                                                                                                                                                                                         |
| Senior Managing Executive Officer                                                                      | <b>Yoshiaki Yokota</b>                                                                 | Regional CEO for Europe; Managing Director and CEO, Marubeni Europe plc                                                                                                                                                    |
|                                                                                                        | <b>Jiro Itai</b>                                                                       | Member of Corporate Management Committee, Supervisor of Finance, Leasing & Real Estate Business Div. and Aerospace & Mobility Div.                                                                                         |
|                                                                                                        | <b>Kosuke Takechi</b>                                                                  | Member of Corporate Management Committee, Supervisor of Lifestyle Div. and Food & Agri Business Div.                                                                                                                       |
|                                                                                                        | <b>Naoshi Hirose</b>                                                                   | Regional CEO for the Americas; President and CEO, Marubeni America Corporation                                                                                                                                             |
| Managing Executive Officer                                                                             | <b>Seiichi Kuwata</b>                                                                  | Member of Corporate Management Committee, Supervisor of Metals & Mineral Resources Div.                                                                                                                                    |
|                                                                                                        | <b>Satoru Ichinokawa</b>                                                               | Member of Corporate Management Committee, Supervisor of Energy & Chemicals Div. and Power & Infrastructure Services Div.                                                                                                   |
|                                                                                                        | <b>Takeshi Mamiya</b>                                                                  | CHRO; CAO; Senior Operating Officer, Audit Dept.; Senior Operating Officer, Executive Secretariat                                                                                                                          |
|                                                                                                        | <b>Satoru Harada</b>                                                                   | Regional CEO for ASEAN; Managing Director, Marubeni ASEAN Pte. Ltd.                                                                                                                                                        |
|                                                                                                        | <b>Hiromichi Mizuno</b>                                                                | CSO                                                                                                                                                                                                                        |
|                                                                                                        | <b>Taro Kawabe</b>                                                                     | Deputy Supervisor of Finance, Leasing & Real Estate Business Div.; Regional CEO for Japan                                                                                                                                  |
|                                                                                                        | <b>Hideyoshi Iwane</b>                                                                 | General Manager, Corporate Accounting Dept.                                                                                                                                                                                |
|                                                                                                        | <b>Hidefumi Oya</b>                                                                    | 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 | <b>Takashi Imamura</b>     | Senior Operating Officer for CSO; President, Marubeni Institute                         |
|                   | <b>Chijo Tajima</b>        | General Manager, Executive Secretariat.                                                 |
|                   | <b>Hiromitsu Morishima</b> | General Manager, Osaka Branch                                                           |
|                   | <b>Toru Okazaki</b>        | Chief Operating Officer, Aerospace & Mobility Div.                                      |
|                   | <b>Toshihiro Fukumura</b>  | Chief Operating Officer, Next Generation Corporate Development Div.                     |
|                   | <b>Kazuhiro Kondo</b>      | Deputy Chief Operating Officer, Aerospace & Mobility Div.                               |
|                   | <b>Koji Iwama</b>          | Regional CEO for Oceania; Chairman & Managing Director, Marubeni Australia Ltd.         |
|                   | <b>Masahiro Yamazaki</b>   | Chief Operating Officer, Energy & Chemicals Div.                                        |
|                   | <b>Takaharu Oda</b>        | Deputy Chief Operating Officer, Food & Agri Business Div.                               |
|                   | <b>Kentaro Sawada</b>      | General Manager, Human Resources & General Affairs Dept.                                |
|                   | <b>Koichi Geshi</b>        | Regional CEO for China; President, Marubeni (China) Co., Ltd.                           |
|                   | <b>Motoaki Saku</b>        | General Manager, Risk Management Dept.                                                  |
|                   | <b>Seiji Taguchi</b>       | Chief Operating Officer, Metals & Mineral Resources Div.                                |
|                   | <b>Naoki Ito</b>           | Chief Operating Officer, Power & Infrastructure Services Div.                           |
|                   | <b>Dai Sakakura</b>        | Chief Operating Officer, Next Generation Business Development Div.                      |
|                   | <b>Shinichiro Taki</b>     | General Manager, Finance Dept.                                                          |
|                   | <b>Kazumichi Watanabe</b>  | Chief Operating Officer, Lifestyle Div.                                                 |
|                   | <b>Jun Shiihara</b>        | Senior Operating Officer, Food & Agri Business Div.                                     |
|                   | <b>Minako Wakayama</b>     | General Manager, Corporate Planning & Strategy Dept.                                    |
|                   | <b>Satoru Yokoshiki</b>    | General Manager, Audit Dept.                                                            |
|                   | <b>Susumu Wakamori</b>     | Regional CEO for Southwest Asia; Chairman & Managing Director, Marubeni India Pvt. Ltd. |
|                   | <b>Shinji Kasai</b>        | General Manager, Chubu Branch                                                           |
|                   | <b>Tetsuya Ishida</b>      | General Manager, Stakeholder Engagement Dept.                                           |
|                   | <b>Takashi Tsunoda</b>     | Chief Operating Officer, Finance, Leasing & Real Estate Business Div.                   |
|                   | <b>Ryoichi Fukada</b>      | 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   |