August 4, 2026

For Immediate Release
To whom it may concern

Mitsui & Co., Ltd.

Continuation of Share-based Compensation Plan for Employees

Mitsui & Co., Ltd. (“Mitsui”, Head Office: Tokyo, President and CEO: Kenichi Hori) hereby announces that its Board of Directors today resolved to continue the Share-based Compensation Plan for its Employees (“the Plan”) introduced on September 1, 2020, and to contribute additional funds to the trust established for the Plan (“the Trust”) to enable the trustee of the Trust to acquire additional Mitsui shares, as detailed below.

1. Objective of the Continuation of the Plan

Mitsui decided to introduce the Plan in 2020 based on the belief that, in order for Mitsui to sustain its growth and development under a drastically changing business environment, it is essential that its diverse employees continue to work for “Transformation and Growth” together with its management and further strengthen their commitment to enhancing Mitsui’s corporate value over the medium-to-long term under the Medium-term Management Plan 2023, which was announced in 2020.

Mitsui has decided to extend the duration of the Plan because of the continuing need to enhance employees’ focus on the improvement of medium- to long-term corporate value, to encourage further behavioral changes, and to heighten engagement, in order to ensure the realization of the Medium-term Management Plan 2029, with its theme of “Pathway to 2030 and beyond: Shaping Futures through Trust and Innovation”, which was announced in May 2026.

For an overview of the Plan, please refer to the “Notice Regarding Introduction of Share-Based Compensation Plan for Employees” dated July 31, 2020.

2. Outline of the Trust

(1)	Name	Stock grant trust for employees
(2)	Trustor	Mitsui & Co., Ltd.
(3)	Trustees	Sumitomo Mitsui Trust Bank, Ltd. (Co-Trustee: Custody Bank of Japan, Ltd.)
(4)	Beneficiaries	Employees who qualify as beneficiaries
(5)	Trust administrator	A third party that is independent of Mitsui and its officers
(6)	Exercise of voting rights	The Trust Administrator advises the exercise of voting rights
(7)	Type of trust	Money trust other than a specified cash trust for separate investment
(8)	Date of trust contract	August 11, 2020
(9)	Date of additional cash entrustment	August 20, 2026 (planned)
(10)	End of trust period (after continuation)	August 31, 2029 (planned)

3. Items Relating to the Acquisition of Mitsui Shares by the Trustees

(1) Type of shares to be acquired	Common stock of Mitsui
(2) Total value of shares to be acquired	JPY 45,505,126,200
(3) Total number of shares to be acquired	9,336,300 shares
(4) Share acquisition method	Through Mitsui's disposal of treasury stock*

(5) Timing of share acquisition	August 20, 2026 (Planned)

* The disposal of treasury shares is subject to the Securities Registration Statement becoming effective under the Financial Instruments and Exchange Act.

For further information, please contact,
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