

July 29, 2025

For Immediate Release
To whom it may concern

Mitsui & Co., Ltd.

Completion of Pay-in for Disposal of Treasury Stock for
Transfer-Restricted Stock-Based Remuneration

Mitsui & Co., Ltd. ("Mitsui", head office: Tokyo, President and CEO: Kenichi Hori) has today completed pay-in procedures for the disposal of treasury stock for tenure-linked restricted stock-based remuneration and performance-linked restricted stock-based remuneration in accordance with a resolution of the Board of Directors on July 3, 2025. For details about this matter, please refer to "Disposal of Treasury Stock for Transfer-Restricted Stock-Based Remuneration," released on July 3, 2025.

Details

Summary of the disposal of treasury stock

(1)	Disposal date	July 29, 2025
(2)	Type and number of shares disposed	Common stock of Mitsui, 259,000 shares
(3)	Disposal price	2,850 yen per share
(4)	Total value of disposal	738,150,000 yen
(5)	Persons eligible for disposals	Tenure-linked restricted stock-based remuneration system Directors (excluding External Directors) 6 persons, 177,000 shares Performance-linked restricted stock-based remuneration system Directors (excluding External Directors) 5 persons, 82,000 shares

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Notice:

This announcement contains forward-looking statements. These forward-looking statements are based on Mitsui's current assumptions, expectations and beliefs in light of the information currently possessed by it and involve known and unknown risks, uncertainties and other factors. Such risks, uncertainties and other factors may cause Mitsui's actual results, financial position or cash flows to be materially different from any future results, financial position or cash flows expressed or implied by these forward-looking statements. These risks, uncertainties and other factors referred to above include, but are not limited to, those contained in Mitsui's latest Annual Securities Report and Semi-annual Securities Report, and Mitsui undertakes no obligation to publicly update or revise any forward-looking statements. This announcement is published in order to publicly announce specific facts stated above, and does not constitute a solicitation of investments or any similar act inside or outside of Japan, regarding the shares, bonds or other securities issued by us.