

March 23, 2026

For Immediate Release
To whom it may concern

Mitsui & Co., Ltd.

Progress and Completion of Share Repurchase and Number of Treasury Stock to be Cancelled

Mitsui & Co., Ltd. (“Mitsui”) resolved to repurchase its shares pursuant to Article 156 of the Companies Act of Japan, as applied pursuant to Paragraph 3, Article 165 of the Act, at the meeting of the Board of Directors held on November 5, 2025 and today announces that it has reached the upper limit of the amount set for repurchase and that it has completed the share repurchase pursuant to the resolutions above.

Regarding the cancellation of treasury stock resolved by the Board of Directors in accordance with Article 178 of the said Act, the number of treasury stock to be cancelled have been finalized. Details of the above are as follows.

1. Progress of share repurchase in March 2026

- | | |
|----------------------------------|--|
| (1) Class of shares repurchased | : Common stock of Mitsui |
| (2) Number of shares repurchased | : 5,707,700 shares |
| (3) Cost of acquisition | : 34,069,451,039 yen |
| (4) Repurchase period | : From March 1, 2026 to March 19, 2026 |

2. Cumulative total of shares repurchased by March 19, 2026 pursuant to the above-mentioned Board of Directors resolutions

- | | |
|----------------------------------|---|
| (1) Class of shares repurchased | : Common stock of Mitsui |
| (2) Number of shares repurchased | : 41,075,000 shares |
| (3) Cost of acquisition | : 199,999,903,991 yen |
| (4) Repurchase period | : From November 6, 2025 to March 19, 2026 |

3. Details of cancellation scheduled on March 30, 2026 pursuant to the above-mentioned resolutions

- | | |
|--|--------------------------|
| (1) Class of treasury stock to be cancelled | : Common stock of Mitsui |
| (2) Total number of treasury stock to be cancelled
(1.41% of the total number of issued shares prior to the cancellation) | : 41,075,000 shares |
| (3) Number of issued shares after the cancellation | : 2,864,666,576 shares |
| (4) Scheduled date of cancellation | : March 30, 2026 |

For reference: Details of the November 5, 2025 Board of Directors resolution.

1. Details of resolution regarding share repurchase

- | | |
|---------------------------------------|---|
| (1) Class of shares to be repurchased | : Common stock of Mitsui |
| (2) Total number of common stock | : Up to 80 million shares |
| (3) Cost of acquisition | : Up to 200 billion yen |
| (4) Repurchase period | : From November 6, 2025 to March 19, 2026 |
| (5) Repurchase method | : Auction market on Tokyo Stock Exchange |

2. Details of resolution regarding cancellation of treasury stock

- | | |
|--|---|
| (1) Class of treasury stock to be cancelled | : Common stock of Mitsui |
| (2) Total number of treasury stock to be cancelled | : All shares repurchased pursuant to “1. Details of resolution regarding share repurchase” (up to 2.77% of the total number of issued shares prior to the cancellation) |
| (3) Scheduled date of cancellation | : March 30, 2026 |

For further information, please contact:

Investor Relations Division	Mitsui & Co., Ltd. Tel: +81-3-3285-7657
-----------------------------	--

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.