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MITSUI E&S

July 24, 2026

Company name:	MITSUI E&S Co., Ltd.
Name of representative:	Takeyuki Takahashi, President, Representative Director, and CEO (Securities code: 7003; TSE, Prime Market)
Inquiries:	Shintaro Hasegawa, Public Relations Sect. (TEL: +81-3-3544-3147)

Notice regarding Completion of Disposal of Treasury Shares as a Restricted Stock Incentive for the Employee Shareholding Association and Partial Forfeiture of Rights

MITSUI E&S Co., Ltd. (the "Company") hereby announces that the payment procedures for the disposal of treasury shares under the Restricted Stock Incentive Plan for Employee Shareholding Association (the "Plan"), which the Board of Directors of the Company resolved to establish on February 10, 2026, have been completed today. Details are as follows.

The number of shares to be disposed of and the total amount of disposal, which were originally planned, have been changed due to the partial forfeiture of rights.

For details, please refer to the "Notice regarding Disposal of Treasury Shares as a Restricted Stock Incentive for the Employee Shareholding Association" dated February 10, 2026.

1. Outline of the Disposal of Treasury Shares (Changes are underlined.)

		After	Before
(1)	Date of disposal	July 24, 2026	July 24, 2026
(2)	Type and number of the shares to be disposed of	Common stock of the Company 15,134 shares	Common stock of the Company 34,720 shares
(3)	Disposal value	7,111 yen per share	7,111 yen per share
(4)	Total amount of disposal	107,617,874 yen	246,893,920 yen
(5)	Method of disposal (Planned Allottee)	By way of third-party allotment (MITSUI E&S Employee Shareholding Association 15,134 shares)	By way of third-party allotment (MITSUI E&S Employee Shareholding Association 34,720 shares)

2. Reason for the Changes

The changes in the number of shares to be disposed of and the total amount of disposal resulted from the fact that the number of members who agreed to the Plan was determined.