November 5, 2025

For Immediate Release
To whom it may concern

Mitsui & Co., Ltd.

Share Repurchase and Cancellation of Treasury Stock

(Share repurchase in accordance with paragraph 2 of Article 165 of the Companies Act of Japan and cancellation of treasury stock in accordance with the Article 178 of the said Act)

At the meeting of the Board of Directors held on November 5, 2025, Mitsui & Co., Ltd. (“Mitsui,” head office: Tokyo, President & CEO: Kenichi Hori) 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 and to cancel treasury stock in accordance with Article 178 of the said Act. Details of the above are as follows.

1. Reason for the share repurchase
   To enhance shareholder returns and to improve capital efficiency.

2. Details of repurchase

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

3. Details of cancellation

(1) Class of share	: Common stock of Mitsui
(2) Total number of treasury stock to be cancelled	: All shares repurchased pursuant to “2.” above. (In total, up to 2.77% of the total number of shares outstanding prior to the cancellation)
(3) Scheduled date of cancellation	: March 30, 2026

For reference: Status of treasury stock as of September 30, 2025

Number of outstanding shares excluding treasury stock	: 2,888,675,343
Number of treasury stock	: 17,066,233

Note: The number of treasury stock above does not include 13,661,532 shares held by the employee stock ownership plan trust.

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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.