

May 2, 2023

For Immediate Release
To whom it may concern

Mitsui & Co., Ltd.

Notice Regarding Announcement of
Medium-term Management Plan 2026 “Creating Sustainable Futures”

Mitsui & Co., Ltd. (“Mitsui”, Head Office: Tokyo, President and CEO: Kenichi Hori) announced that it has formulated a medium-term management plan covering the period from the fiscal year ending March 2024 to the fiscal year ending March 2026.

1. Quantitative targets for the fiscal year ending March 2026

Profit (Profit for the Year Attributable to Owners of the Parent): 920 billion yen

Core Operating Cash Flow*¹: 1 trillion yen

ROE: Over 12% (3-year average from the fiscal year ending March 2024 to the fiscal year ending March 2026)

2. Shareholder returns

A progressive dividend will be introduced for the fiscal years ending March 31, 2024 through March 31, 2026, with a minimum dividend of 150 yen per share (sum of the interim- and year-end dividends), which will be maintained or increased.

In the same period, the policy is to return approximately 37% of the three-year cumulative Core Operating Cash Flow*¹ to shareholders through dividends and share repurchases.

3. Key Strategic Initiatives

The company has set the following three Key Strategic Initiatives, deepening the Strategic Focus*² that was set during the previous medium-term management plan period.

(1) Industrial Business Solutions

Provide solutions for stable supply of resources, materials, food, etc., essential for development of society, and develop mobility, basic and digital infrastructure supporting industries.

(2) Global Energy Transition

Provide optimal solutions through business, eyeing both stable energy supply and climate change action.

(3) Wellness Ecosystem Creation

In addition to healthcare, provide value that improves the quality of life, such as healthy food and nutrition.

For details, please refer to the presentation material “Medium-term Management Plan 2026 - Creating Sustainable Futures,” which is available on our website today. For the business plan for the fiscal year

ending March 31, 2024, please refer to the “Consolidated Financial Results for the Fiscal Year Ended March 31, 2023 [IFRS]” and the presentation material “Overview of Medium-term Management Plan 2023 and FY March 2024 Business Plan,” also released today.

(Website)

<https://www.mitsui.com/jp/en/ir/library/meeting/2023/index.html>

*1 Core Operating Cash Flow is calculated by deducting the total of the “Changes in Operating Assets and Liabilities” from the “Cash Flows from Operating Activities”, and further deducting the “Repayments of lease liabilities” in the “Cash Flows from Financing Activities”, in the Consolidated Statements of Cash Flows.

*2 Strategic Focus: Energy Solutions, Healthcare & Nutrition, and Market Asia

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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 Quarterly 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.