

May 1, 2026

For Immediate Release
To whom it may concern

Mitsui & Co., Ltd.

Announcement of Medium-term Management Plan 2029
“Pathway to 2030 and Beyond, Shaping Futures through Trust and Innovation”

Mitsui & Co., Ltd. (“Mitsui,” head office: Tokyo, President and CEO: Kenichi Hori) has formulated a medium-term management plan covering the period from the fiscal year ending March 31, 2027 to the fiscal year ending March 31, 2029.

1. Quantitative targets for the fiscal year ending March 31, 2029
Core Operating Cash Flow*: 1.2 trillion yen
Profit (profit for the year attributable to owners of the parent): 1.1 trillion yen
ROE: 12%
2. Shareholder returns
The progressive dividend policy, in which the dividend will be maintained or increased, will be continued from the previous medium-term management plan. For the fiscal years ending March 31, 2027 through March 31, 2029, the minimum dividend will be 140 yen per share (sum of the interim and year-end dividends).
For the same period, the policy is to execute shareholder returns, through dividends and share repurchases, to a level of around 50% of the three-year cumulative total of Core Operating Cash Flow.

For details, please refer to the presentation material “Medium-term Management Plan 2029, pathway to 2030 and beyond, shaping futures through trust and innovation,” which is available on our website today. For the business plan for the fiscal year ending March 31, 2027, please refer to the “Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 [IFRS]” and the presentation material “Creating Sustainable Futures FY March 2026 (April 2025-March 2026) Financial Results,” also released today.

(Website)

<https://www.mitsui.com/jp/en/ir/library/meeting/2026/index.html>

* 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.

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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.

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