三井松島

November 13, 2026

To Whom It May Concern:

Company name: Mitsui Matsushima Holdings Co., Ltd.
Representative: Taishi Yoshioka,
Representative Director and President
(Stock Code: 1518, Prime Market of the Tokyo Stock Exchange and Fukuoka Stock Exchange)
Contact: Takeshi Nagano,
Senior Executive Officer in charge of General Affairs Dept.
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Notice Concerning Increasing Incentives for Group Employee Stock Ownership Associations

Mitsui Matsushima Holdings Co., Ltd. (the "Company") hereby announces that it resolved, at its Board of Directors meeting held today, to increase the incentive payment rate for its Group Employee Stock Ownership Associations from 10% to 30%, as detailed below:

1. Purpose of the revision

The Company promotes management that is conscious of the cost of capital and stock price while also positioning investment in human capital as one of its important management priorities. In addition to increasing incentives for its Group Employee Stock Ownership Associations, the Company will strengthen its investor relations efforts within the Group to achieve the following, primarily for group employees:

(1) Promoting and strengthening awareness of corporate value enhancement and stock price increases (promoting value sharing with shareholders);

(2) Improving employee engagement and fostering a sense of group unity; and

(3) Medium- to long-term wealth building

The Company aims for further sustainable growth and stock price increases while sharing the results of improved financial results and, consequently, increased corporate value with group employees.

2. Specifics of the revision

Increasing the incentive payment rate (effective from salary contributions in March 2027)

	Before revision	After revision
Incentive payment rate	10%	30%
Incentive amount	100 yen per unit (1,000 yen)	300 yen per unit (1,000 yen)