

CSR at Mitsui & Co.



Contribution to Society

While modern society is becoming increasingly diverse and dynamic, undergoing ever faster change and growth as globalization and the integration of information and communications technologies accelerate, it is also facing a long and varied list of economic, environmental, and social challenges: climate change, food, energy, water, and other environmental and resource-related issues, problems with human rights, poverty, child labor, and educational inequality.

Our sustainable growth as a private corporation cannot be achieved without improvement in the sustainability of society as a whole. We believe that our duty as a member of society is to assist the local communities, nations, and international communities in which we operate as they take steps to overcome these challenges toward a better future.

Mitsui believes its corporate social responsibility is to continually contribute to society through its core business. As we launch businesses, create new value, and build interpersonal relationships, we hope to contribute directly and indirectly to the healthy growth of local communities—domestic and abroad—and the global economy, for better standards of living for everyone.

Core Values: Originating in the former Mitsui's Founding Philosophy



The former Mitsui & Co.,* which was established in 1876, was disbanded as part of the dissolution of Japan's zaibatsu (industrial conglomerates) shortly after the end of World War II. The current Mitsui was founded by employees of the former Mitsui & Co. that shared the values of the original company: "Challenge and Innovation", "Open-Mindedness", and "Focus on Human Resources". The Mitsui of today continues to contribute to the creation of new value for society.

The way we work and the way we think are still very much based on the values espoused by Takashi Masuda, the first president of the former Mitsui & Co., and are reflected in our stance toward our work. The principles of Mitsui's CSR have always reflected its founder's values, a way of thinking unchanged to this day.

* The current Mitsui & Co., Ltd. was established through mergers of the various new companies that had been established after the disbandment of the former Mitsui by the order of GHQ, so legally speaking, there has been no continuation between the former Mitsui & Co. and the current Mitsui & Co.

"Avoid infatuation with immediate advantage. To achieve enduring prosperity, harbor grand aspirations."

"I started Mitsui & Co. with the goal of realizing trade on a large scale, not in pursuit of money, but from the desire to work."

"Mitsui has a pool of very talented individuals. This is Mitsui's most important asset."



Takashi Masuda

Mitsui's Management Philosophy

For many years, Mitsui's way of thinking and the values it holds in business and work were never articulated on paper. So in 2004 we systematically and clearly set forth in written form the implicit values we shared, and issued our "Mission, Vision and Values (MVV)." We believe that sharing this management philosophy is even more important than ever as we work to create true value around the world through our global activities.

Mission, Vision and Values (MVV)

Mission Strive to contribute to the creation of a future where the aspirations of the people can be fulfilled.

Vision Aim to become a global business enabler that can meet the needs of our customers throughout the world.

Values

- Build trust with fairness and humility.
- Aspire to set high standards and to contribute to society.
- Embrace the challenge of continuous innovation.
- Foster a culture of open-mindedness.
- Strive to develop others and oneself to achieve full potential.

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Contributing to Society through Our Core Business and Mitsui's CSR

If a society is not sustainable, the companies in that society will not be sustainable. Similarly, if a company is not sustainable, it cannot fulfill its social responsibilities. Through Mitsui's many years of development as a company, we have constantly sought to anticipate how society will evolve and to consider how the Company should wield its potential as well as further advance its functions and capabilities. By staying highly attuned to our environment and society, and by striving to make progress for Japan and for the world, Mitsui is constantly searching for ways to contribute towards a better future. Our aim is to build a sustainable society and provide value through our core business. That is why we pursue *Yoi-Shigoto* (good quality work) in everything we do—day after day, year after year. *Yoi-shigoto* means work that is: (1) beneficial to society; (2) useful and value-creating for our customers and partners; and (3) a worthwhile challenge for each employee.

Mitsui CSR Policy and Philosophy

Mitsui's "Basic CSR Policy (formulated in 2003, amended in 2013)" is built upon the foundation of our business activities: our management philosophy of "Mission", "Vision" and "Values."

We strive to continue building a congenial relationship with our stakeholders through dialogue, and create value for society by actively contributing to the creation of a future where *the aspirations of the people can be fulfilled*.

In addition, our "Long-Term Management Vision" for the Mitsui of 2020 upholds our goal of providing industrial solutions to meet the changing needs of the times. To make this vision a reality, we will continue to practice our Basic CSR policy, which is essential for realizing Mitsui's New Medium-Term Management Plan, "Challenge & Innovation for 2020 – Demonstrating Mitsui Premium."

Basic CSR Policy

1. We will conduct our business activities with honesty and integrity, make prudent efforts to understand the culture, traditions and customs of countries and regions around the world, and reinforce the importance of CSR with each of our employees. Based on our conscientious management, we will strive to enhance corporate value to stakeholders and to produce value to society.
2. We will make every effort to actively contribute to the achievement of a sustainable society through the promotion of sustainable development as well as maintaining a strong awareness of the importance of preserving the global environment. We will also emphasize the importance of interactive communication with stakeholders to understand their concerns and fulfill our accountability for our CSR activities.
3. We recognize the significance and importance of the human rights contained in the general principles of international standards such as the Universal Declaration of Human Rights. Throughout all occasions of our entire business activities, we will give due consideration to basic labor rights.
4. As a global company with operations throughout the world, we will support Mitsui & Co.'s group companies in the practice and implementation of our CSR policies, and will sincerely seek our business counterparties' understanding and cooperation to support this initiative.

Developing the CSR Promotion Framework

In 2004, Mitsui formed the CSR Promotion Committee as an advisory body to the Corporate Management Committee to develop Mitsui's internal framework with respect to CSR and work to raise CSR awareness among employees. Mitsui also promotes CSR-related activities based on cross-organizational collaboration to meet the needs and expectations of society in relation to the company's social values and initiatives.

As a measure to facilitate planning and promotion of the CSR activities, such as practicing CSR management and raising CSR awareness in the organization, together with the staffs in the workplaces of each unit, we appoint CSR Promotion Officers in each of the corporate staff divisions, business units, overseas regional business units, and domestic offices and are building our internal CSR network. We also hold a CSR Promotion Officers Meeting every quarter as a place for officers to share information.

In the fiscal year ended March 31, 2014, CSR Promotion Officers organized programs tailored to employees at each workplace, such as CSR seminars, workshops and lectures by outside experts and business partners.

CSR Promotion Framework



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CSR Promotion Committee

The CSR Promotion Committee submits proposals to the Corporate Management Committee on CSR-related management policies and business activities, inculcates the importance of CSR management throughout the Company, makes recommendations with respect to "Specially Designated Businesses", and conducts other related activities.

The committee's chairman is the executive officer in charge of corporate staff divisions (oversees the Corporate Planning & Strategy Division), and its deputy-chairman is the executive officer in charge of corporate staff divisions, including the Human Resources & General Affairs Division and the Legal Division. The general managers of each corporate staff division—the Corporate Planning & Strategy Division (secretariat), the Investor Relations Division, the Corporate Communications Division, the Human Resources & General Affairs Division, the Legal Division, the Investment Administrative Division, and the Environmental/Social Contribution Division—serve as its members. The committee has the following duties:

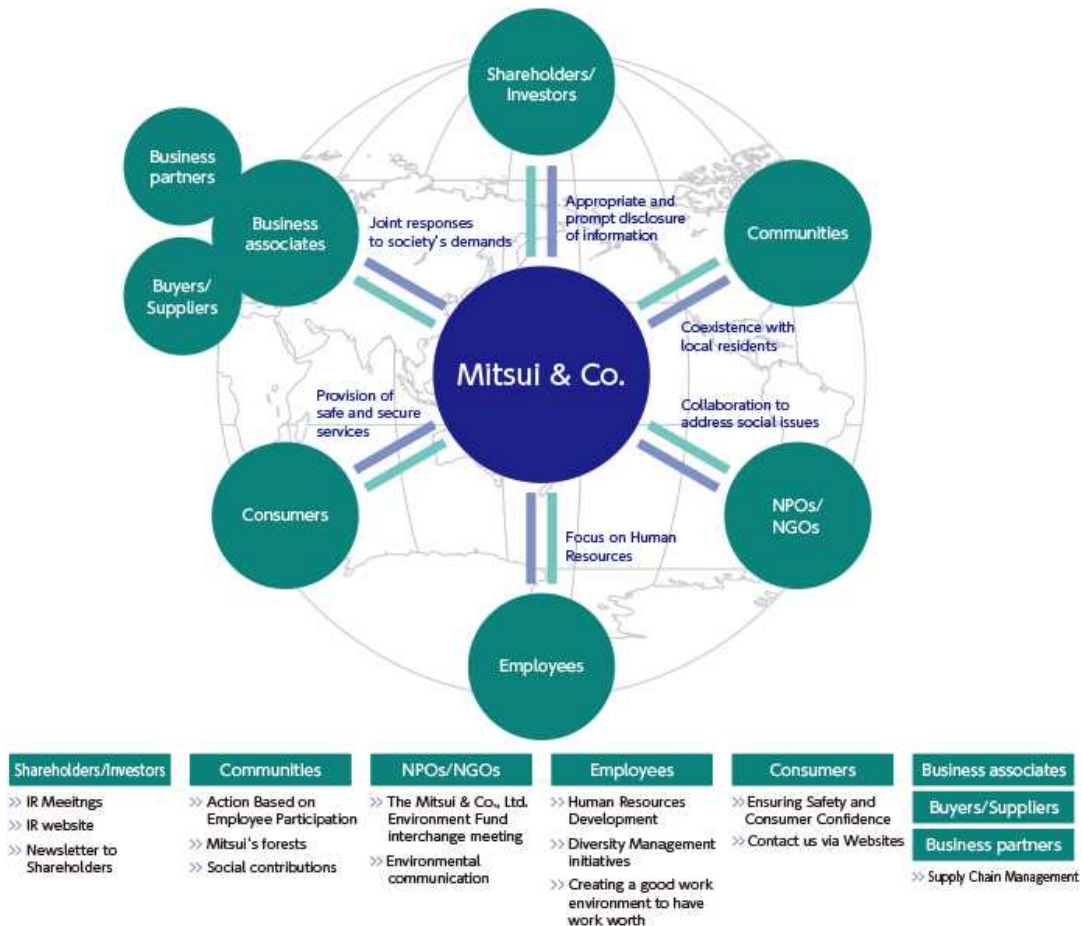
1. Develop fundamental policies on the management of the Company's CSR and fundamental plans for activities promoting CSR
2. Configure and establish an internal corporate structure for the management of the Company's CSR
3. Determine the key issues to focus on each year for activities to promote the CSR measures of the Company and ensure progress on these
4. Respond to issues related to CSR, both within and external to the Company
5. Decide whether to support individual proposals qualified as Specially Designated Businesses, and determine necessary precautions for projects that will be supported

Furthermore, the Environmental Advisory Committee has been established under the CSR Promotion Committee, with the objective of responding to various CSR related issues.

Mitsui's Stakeholders

Mitsui closely monitors the effects of its diverse and global business activities on society and works to identify its stakeholders who are especially interested.

Through interactive communication with our stakeholders, each of Mitsui's employees and officers is endeavoring to acquire a firm understanding of what society expects from and requires of them. Based on this understanding they will strive to respond to changes in market environments, constantly develop themselves, and through Mitsui's core business, create new value that is useful to society and befitting of the Mitsui name.



Stakeholder Engagement

"We hope to continue to create value through our business activities, vitalize Japan and enrich the world." In order to achieve this goal, it is absolutely necessary to consider the needs of and what we can do for everyone around Mitsui, including our staff, business partners, shareholders, partner companies, and the end users of our products. Mitsui endeavors to listen to the opinions of stakeholders, and to understand social trends.

Activities in FY Ended March 31, 2014

- December 2013: Workshop on CSR at Mitsui & Co. and "Yoi-Shigoto"
- October 2013: Seminar on "Revitalization of Regional Economy"
- September 2013: The United Nations Global Compact Leaders Summit
- September 2013: Japan Forum of Business and Society (JFBS) Joint Conference
- September 2013: Conference on CSR and Risk Management
- May 2013: Exhibition "design the future: business with social innovation in 2030"

December 2013: Workshop on CSR at Mitsui & Co. and “Yoi-Shigoto”

We conducted a workshop with Associate Professor Yukiko Suzuki and 22 seminar students at the Kinuta Campus of the Nihon University College of Commerce on December 13, 2013. To begin, Mitsui gave a brief lecture on “CSR at Mitsui” and “Yoi-Shigoto,” followed by small group discussions on student’s thoughts about CSR, the roles of business, and Mitsui’s initiatives. The various questions and frank opinions from students provided new insights from a variety of perspectives and made the workshop a meaningful event.



October 2013: Seminar on “Revitalization of Regional Economy”

Mitsui organized a “Revitalization of Regional Economy Seminar” on October 15 and 16, 2013 at the Toshi Center Hotel with the aim of contributing to Japanese local governments for their efforts to revitalize the regional economies and to develop their human resources. This was the 2nd seminar event following the first one held in 2012. Mitsui took up as the main theme of the seminar “revitalization of local economy through developing agriculture, forestry and fishery industries”, and presented its own business cases in these business fields, followed by group work on the theme. Approximately 30 personnel participated in the seminar from local governments who had active discussions that were joined by staff of Mitsui’s domestic branch offices, leading to an very productive seminar.



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September 2013: Participated in the United Nations Global Compact Leaders Summit

Mitsui participated in the United Nations Global Compact Leaders Summit held in New York on September 19 and 20, 2013. The Leaders Summit, held once every three years since 2004, serves as the general assembly for the United Nations Global Compact. The fourth summit was attended by 145 countries and a total of 1,200 participants, from 145 countries including officers from various international organizations and agencies affiliated with the United Nations, governments, top executives from private companies, and NGOs/NPOs. This is the second time that Mitsui has participated since the 2010 Summit. The two-day program was comprised of a general meeting among all participants and individual sessions, and wide-ranging discussion was conducted on various initiatives and action targets for achieving “Architects of a Better World” based on a post-Millennium Development Goals perspective. The summit reaffirmed the understanding that, rather than actions by individual companies, responses under a large-scale framework such as corporate alliances that include companies in the same industries will be essential.

September 2013: Participated in Japan Forum of Business and Society Joint Conference

Mitsui participated in a joint conference held by the Japan Forum of Business and Society (JFBS) and Humboldt University of Germany on “CSR & Corporate Governance” at Waseda University on September 19 and 20, 2013. The JFBS is an academic body that conducts academic research and discussion on various issues confronting companies and society from theoretical and practical perspectives. The conference was attended by a total of about 200 professors and students from universities around the world and personnel from corporate members. At the conference, Senior Executive Managing Officer (at the time) and chairman of the CSR Promotion Committee Masayuki Kinoshita gave a presentation on “Mitsui’s CSR and corporate governance.” He explained about our wide-ranging business activities that solve social issues through our core business based on a solid management foundation, social contribution activities, and forest initiatives, followed by an active exchange of opinions with other participants.



September 2013: Participated in Conference on CSR and Risk Management

Mitsui participated in the “Conference on CSR and Risk Management” organized by the Caux Round Table–Japan and the United Nations Working Group on the issue of human rights and transnational corporations and other business enterprises held in the Tokyo International Forum on September 5, 2013. In the group work session, information sharing of best practices for corporate human rights due diligence from the perspective of risk management and intensive discussions on CSR risks that should form the basis of human rights due diligence were conducted with various stakeholders, including the United Nations and NGOs.

May 2013: Exhibition “design the future: business with social innovation in 2030”

Mitsui exhibited at the “design the future: business with social innovation in 2030” held at Tokyo Midtown from May 16 to June 11, 2013. The event was organized by the Nippon Foundation and supported by the Ministry of Foreign Affairs of Japan, the Embassy of the United States, JICA, and other organizations. Nineteen companies exhibited design elements of their measures for solving social issues. Mitsui presented its measures supporting national development and the development of future generations through a major LNG project in Mozambique, Africa. One month prior to the exhibit, the Nippon Foundation, university students, and Mitsui employees from the Mozambique Business Division held a workshop on their “dreams” apart from their day-to-day work for the future of Mozambique. “Light Up Mozambique” was Mitsui’s design conveying the concept of a bright Mozambique in the future and our desire to contribute to Mozambique’s national development. The exhibit was an important event for increasing understanding of the CSR through core business that Mitsui aims to achieve.



January 2013: *Yoi-Shigoto* Roundtable

Masayuki Kinoshita—Senior Executive Managing Officer (at the time) and chairman of the CSR Promotion Committee—and Koichi Tanaka—Executive Managing Officer (at the time) and vice-chairman of the committee—joined our six young employees to discuss *Yoi-Shigoto*. Various opinions were expressed regarding the meaning of *Yoi-Shigoto*, including that it is “something with no right answer to *Yoi-Shigoto* but that is a constant learning process”, that it means employees should “regularly stop and take the time to think about *Yoi-Shigoto* because they all work so frantically”, or that it means “contributing by playing a supportive role.” The dialogue served as a chance to again realize the importance of thinking in the moment for each and every employee.



December 2012: “CSR from our origins into our future”

Participants:

- Iwao Taka Professor in the School of Economics and Business Administration, C. Hiroike School of Graduate Studies
- Kazutaka Okubo CSR Promotion Officer at Ernst and Young ShinNihon LLC, Certified Public Accountant, and Certified Fraud Examiner
- Toru Suzuki Managing Officer, and Chief Operating Officer of the Performance Chemicals Business Unit (at the time)

Facilitator:

- Tatsuo Yasunaga General Manager of the Corporate Planning and Strategy Division (at the time)



Experts reflected on Mitsui’s CSR initiatives and offered their opinions on issues that employees should be aware of currently, as well as what will be required of the company in the future. The dialogue touched a wide variety of topics, including dialogue with stakeholders, innovation, the supply chain, abilities at workplace, and the types of leaders the company needs. Furthermore, the sharing of information was promoted by publishing the details of the dialogue in the company magazine “*MBK LIFE*” as well as on the company intranet, with employees gaining hints that they can utilize in their daily work.



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November 2011: “Initiatives in the real estate business field for consumers”

Participants:

- Takako Ide Professor in the Faculty of Economics at Seikei University
- Atsuko Tsuchida Chief Researcher at the Nippon Association of Consumer Specialists
- Members of the Mitsui Urban Planning & Development Division, Consumer Service Business Unit

Professor Ide offered her opinions based on current trends in the government and academic circles, and Chief Researcher Tsuchida provided a variety of suggestions from the perspective of consumers. Mitsui will utilize the opinions and suggestions offered in this dialogue in future business activities.