As a Socially Responsible Company
Society today, because of the progress toward globalization and advances in information technology, is filled with diversity and is undergoing major changes because of its dynamic and fluid nature. Meanwhile, there are many problems to be addressed, including global warming; environmental and resource issues related to food, energy, and water supply; human rights; poverty; child labor; and differences in educational levels.

The sustainable development of such private corporations as Mitsui will be impossible unless we can secure the sustainability of the Earth’s societies. Mitsui will continue to work step by step to create a better future by addressing the various issues related to communities, nations, and international society, to which Mitsui belongs as a member, and is aware that making contributions through these activities is its responsibility as a member of the Earth’s society.

Mitsui provides value to society through its core businesses as a general trading company. By continuing to upgrade its compliance and internal control systems, which form the basis for its activities, and make contributions to society that supplement its core business activities, Mitsui will work to develop new businesses and new value as it builds human relationships. Thereby, it will contribute directly and indirectly to the development of the world economy, contribute to the development of a sound community, and increase the living standards of all.

Maintaining Our Founding Values
At Mitsui, the way we develop our operations and carry out our work is still very much based on the core values expressed by Takashi Masuda, the founder of the former Mitsui, and his business philosophy. These values clearly reflect the principles of CSR (corporate social responsibility). Along with the concepts of challenge and innovation, open-mindedness, and nurturing human resources that have been handed down to us today and put into practice, these values and concepts remain completely unchanged. Moreover, the ideas expressed by our founder also ring true today:

"Avoid infatuation with immediate advantage. For 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."

Sharing Our Management Philosophy and Addressing the Issues We Confront
In 2002, serious problems arose with the Kunashiri incident, and, in 2004, with the DPF incident. There were many causes for these incidents, but the most deep-seated and the real cause was an overemphasis on winning the game and turning a profit at the front line under a tough business environment. As a result, we believe the underlying cause was the insufficient examination of our business policies and procedures and that this led to less emphasis on the values long held by Mitsui.

Therefore, to enable all management and staff to share again the business philosophy that we believed had been instilled implicitly into “Mitsui’s DNA,” we set forth our management philosophy systematically and clearly in written form and then issued our corporate philosophy, “Mission, Vision and Values (MVV).”

In 2006, which marked the 130th year since the founding of the original Mitsui, we implemented a global, company-wide program called YOI-SHIGOTO! Our Origins, Your Future. Under this program, in workshops and seminars for all management and staff, we re-examined the ideals and aspirations that have remained and continued to develop within Mitsui since its founding. We also looked to the future and used this as an opportunity to think and ask questions, such as “What is the Yoi-Shigoto that we should be doing?” and “Is the work I am doing now Yoi-Shigoto?” This program of activities aimed at looking again at Yoi-Shigoto and raising our awareness is continuing in various forms in our business units, including overseas offices.

To take initiatives in providing a systemic framework, in 2006 we introduced the new personnel appraisal standard based on Mitsui & Co., Ltd. Competency Development Standards for the assessment of individual employees. Standards related to the awareness and embodiment of Mitsui’s MVV have been included. We also introduced an organizational performance evaluation system that shifts the weight of evaluations more toward qualitative objectives and less toward quantitative objectives. We have, therefore, created an environment that will encourage each and every employee to be aware of our corporate philosophy at all times and compile a record of Yoi-Shigoto.

Despite these steps forward, in 2008, Mitsui discovered that a business division of its Kyushu Branch had been involved in circular transactions in certain agricultural materials, which included some fictitious transactions with business partners in the local market. In addition, in April 2009, Mitsui found that a large part of trading transactions bound for Indonesia and other Southeast Asian countries that were conducted by a business division of the Performance Chemicals Business Unit were disguised as purchase and sales transactions while, in fact, they did not involve any physical distribution of the merchandise. Mitsui fully recognizes the shortfall in its internal control systems and compliance enhancing activities. Accordingly, the President has directed that measures be taken to thoroughly re-emphasize compliance awareness to all members of the Group, and, to prevent the recurrence of similar events, immediately take further initiatives to ensure thorough on-site management, enhance control of business processes, and promote personnel rotation.

*1 Kunashiri incident: A bid-rigging incident relating to a diesel power plant on Kunashiri Island.
*2 DPF incident: Fabrication of certification data submitted to government authorities for diesel particulate filters.
To put Yoi-Shigoto into actual practice, it is necessary for us to understand how our work is viewed by those outside Mitsui and the meaning our work has for society. However, there are concerns that we pay too much attention to our own sensitivities and feelings toward our work than to how our work is viewed by those outside Mitsui. We should think how we can fulfill our responsibilities to society by making all our work Yoi-Shigoto that contributes value to customers and to society.

CSR at Mitsui & Co.

Yoi-Shigoto—The Core of Mitsui's CSR

The core of Mitsui’s CSR is for each and every member of management and staff to be aware of what Yoi-Shigoto means at all times and to put it into practice. Mitsui’s CSR is not confined to its environment-related activities or those businesses that have high public-interest components. We should not think in terms of what businesses and projects are somehow representative of CSR. We should think how we can fulfill our responsibilities to society by making all our work Yoi-Shigoto that contributes value to customers and to society.

CSR as the Starting Point for All Work

Mitsui’s approach to CSR might be easier to understand if there were a single set of quantitative CSR appraisal standards. However, just as there is not single set of standards for assessing our complicated and diverse society, the operations within Mitsui cannot be evaluated with a single standard. Therefore, it is necessary to go beyond such minimum corporate duties as the observance of laws and social ethics and ask what meaning the work of companies has for society and whether the work is benefiting society. Going through this process is the only way to make Yoi-Shigoto a reality, and it represents the essence of Mitsui’s CSR. Even when we conduct our annual review of business domains, to continue to improve the quality of our business activities, we look closely at the social significance of each business and the significance of Mitsui's participation in that business.

Any work we do will be evaluated differently, depending on whether it is viewed from an economic, social, or environmental perspective, and the assessment will vary depending on the stakeholder making the evaluation. We, therefore, believe that conducting our work from a CSR perspective should be a practical process of finding an optimal balance of these perspectives.

Mitsui CSR and Corporate Sustainability

A company can only be sustainable if the society where it operates is sustainable. If a company is not sustainable, it cannot fulfill its social responsibilities. We believe that Yoi-Shigoto, the core of our CSR approach, creates value in society, and profits will follow as a result of fulfilling our responsibilities to society. Our view is that it is important to think of these issues in this order and that continuing to build on our record of accomplishments in Yoi-Shigoto will lead to sustainability of Mitsui’s activities.

Reexamining Our Work from an External Perspective

As employees of Mitsui, we will endeavor to be professional in our work each day. However, there are concerns that we pay more attention to our own sensitivities and feelings toward our work than to how our work is viewed by those outside Mitsui and the meaning our work has for society.

To put Yoi-Shigoto into actual practice, it is necessary for us to look at our work from the many perspectives previously mentioned. In particular, we must look at how our work is perceived by our customers and by society. We must also ask the question of what value our work offers to society and each staff member must refine his or her sensitivities and feelings. To this end, we need to undertake active dialogue with a wide range of stakeholders so that we can better understand their opinions and wishes. In addition, we have also adopted a Specially Designated Business Management System to enhance the awareness of the perspective of society and take external viewpoints into consideration more systematically to compensate for lapses in sensitivity toward the concerns of society and to work toward raising the level of awareness of our employees.

There has been no change in Mitsui’s traditional concept that the business builds the business, and the business cultivates the individual. What is important is creating the environment for Mitsui’s CSR is the maintenance of Mitsui values and further developing the creativity of employees. We must deal appropriately with various viewpoints expressed by outside stakeholders as well as tackle long-term issues related to natural resources and the environment. In doing this, we have to consider how best to incorporate these factors into our work by expanding our horizons, aiming high, and advancing our creativity. After doing this, it is important for us to make judgments regarding what activities are appropriate for Mitsui’s CSR and act accordingly.

We see a need to improve communication among all employees, widen our horizons, and continue to work toward increasing our sensitivities toward society. In addition, on a global Group basis, we want to share the implementation of these initiatives with Mitsui’s subsidiaries in countries throughout the world and with employees of subsidiaries. Although our business activities are conducted in different countries, in different cultures, and with the participation of a wide range of individuals belonging to Mitsui group companies, our aim is to ensure that the people of Mitsui around the world are aware of and engaged in implementing Yoi-Shigoto and Mitsui’s CSR.

Sustainability at Mitsui: Meeting the Demands of the Times and Addressing Social Issues

Through Mitsui’s many years of development as a company, we have constantly tried to anticipate what the next era will bring, analyzing how Japan and the world are likely to evolve. Amid these trends, we have also sought answers to how Mitsui should build on its potential, how it should employ its resources, and how we should further advance its functions and capabilities.

To help create a better world, we now need to consider how Japan and the world should develop into the future and what contributions Mitsui can make to identifying related issues and formulating a sound vision and to plan the steps to take in our day-to-day work to best contribute to this future.

As we work toward making this vision a reality, our capabilities as a sogo shosha enable us to contribute to the sustainability of society through Yoi-Shigoto and, in doing so, support the sustainability of Mitsui as a company and put Mitsui’s CSR into practice.
Progress toward Yoi-Shigoto

To steadily build our track record of performing Yoi-Shigoto, which is the core of Mitsui’s CSR, we are striving to reform the consciousness of all personnel and continue to move toward creating the management base to encourage Yoi-Shigoto. Looking ahead, we want each and every employee to maintain the values and management philosophy that we have inherited from our predecessors, have everyone think about what Yoi-Shigoto is, share this concept at the working level, and aim to put Yoi-Shigoto into practice in our work on a daily basis. We will continue to implement activities to reform the consciousness of personnel on a Global Group Basis and persist in our efforts to strengthen our management base.

Workshops Held on the Theme: “What Should We Do to Recover Trust Lost in the DPF Incident?”

The DPF incident originated when problems were discovered in an internal audit in November 2004. We have held workshops where employees from many organizational units exchanged opinions on such questions as “How can we recover the trust that Mitsui lost as a result of this incident?”, “Why did the DPF incident occur?”, and “How can we prevent such incidents from occurring again?”

One of the first issues identified was that, because of a lack of communication, employees did not have a shared awareness of and were not pursuing their work in accordance with the company’s management philosophy. Employees also said that one cause of the incident was the performance appraisal system placed too much emphasis on profitability and quantitative targets, and that, in order to prevent recurrence, appraisal methods used until that time would have to be changed to remove such bias. On the question of what employees should do now, the consensus was reached that reforming awareness was the necessary move to take.

These workshops provided a forum for employees to share Mitsui’s values and its management directions, and they have been the starting point for developing our CSR framework.

Implementation of Compliance Week

We introduced and held our first Compliance Week in 2005, one year after the DPF incident, to be sure we did not forget the lessons of this incident. The Compliance Week program provides opportunities for all employees to reflect on why problems such as the DPF incident occurred and what each and every employee should do to ensure compliance in their work.

The Compliance Week program begins with a message from the president emphasizing that improving the awareness of every single employee is the most important issue of all. The president’s message is followed by lectures on compliance by external experts, employee panel discussions, and Active Talk Wednesday, a venue for executives and employees to freely discuss compliance and their awareness of daily work problems.

We have continued to hold Compliance Week activities on an annual basis since 2005 to keep us from forgetting about these issues and raise the shared awareness among employees of compliance.

Workshops on the Theme: “What Constitutes Yoi-Shigoto?”

We marked the 130th anniversary of the founding of the former Mitsui & Co. in 2006. Since then, under the banner of “YOI-SHIGOTO! Our Origins, Your Future,” we have carried out a whole host of activities each year on a company-wide basis with the aim of promoting ongoing awareness reform. One of the
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<td>• Held stakeholder dialogue: “Reflecting on what a company owes to society”</td>
<td>• Implemented activities to mark the 130th anniversary of the founding of the former Mitsui under the slogan “YOI-SHIGOTO! Our Origins, Your Future” (1) Activities to reexamine our origins: Published a pamphlet entitled “The Heart of Mitsui &amp; Co.” (2) Activities to revisit and review in depth the question “What is Yoi-Shigoto?” Held Yoi-Shigoto Workshops with participation of all employees; Held stakeholder dialogues with the participation of experts (3) Activities to reaffirm each employee’s link with society, above and beyond our core businesses: Introduced volunteer activities to employees, reviewed social contribution activities, reviewed significance of company forestands • Held Compliance Week, held employee panel discussion on the theme “What Should We Do to Recover Trust?”</td>
<td>• Held stakeholder dialogues at headquarter business units and overseas regional business units, with business partners taking a central role • Continued awareness-raising activities in pursuit of Yoi-Shigoto and expanded it to subsidiaries and associated companies • Held Compliance Week • Full-scale launch of environment education using company-owned forests</td>
<td>• Continued to carry out awareness-raising activities for employees in pursuit of Yoi-Shigoto, and extended their scope to include overseas offices • Held 100th President’s Roundtable discussions between the President and CEO and employees • Implemented Mitsui Environment Month • Held Compliance Week • Began to hold “CSR Movie Evenings” for showing CSR-related movies to employees • Commenced lectures and dialogues with NGOs for employees (1) Lecture by Toshiya Nishigori, Public Affairs and Civil Society Liaison Officer of UNDP Tokyo office (2) Lecture by Jeremy Hobbs, Executive Director of Oxfam International (3) Lecture by Yasushi Akashi, former Under-Secretary General for Humanitarian Affairs and Emergency Relief Coordinator of the United Nations</td>
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most important of these activities has been the holding of company-wide, cross-divisional workshops that transcend individual organizational units and give employees the opportunity to think about what constitutes Yoi-Shigoto. Many employees have discussed and debated this issue. Some of the views expressed at these workshops have been “Sogo shosha have such a diversity of stakeholders in their work that achieving a balance is difficult” and “Making judgments about what is Yoi-Shigoto is difficult, but one criterion is whether we can talk proudly to our families at home about the work we do.” Another view expressed was, “To prevent the views of our unit from becoming too insular, communication among units and divisions is necessary.”

A conclusion of one of the workshops was that the pinnacle of Yoi-Shigoto and what we should aim for is “work that brings happiness to everyone and also makes a profit.”

We want to emphasize that one of the most important things is to continue awareness-raising activities. Therefore, since 2006, we have continued these activities, evolving them bit by bit, to the present.

**Stakeholder Dialogue: “What Is Yoi-Shigoto?”**

To provide opportunities for employees to think once more about what society expects of Mitsui, we hold stakeholder dialogues that are open to all employees to attend and invite prominent experts to take part in the discussions.

As a result of these dialogues, we have received input in the form of stakeholder opinions that Yoi-Shigoto should be work that strikes a balance among the interests of all shareholders and gives due regard to such social issues as disparities in working conditions, environmental issues in supply chains, and human rights. Input from these dialogues has had a major role in making us aware once more that Mitsui, as a company that handles virtually all types of materials and products, has a major role to play in the survival of humanity.

**Extending Awareness-Raising Activities to Subsidiaries and Associated Companies**

Beginning with the fiscal year ended March 31, 2008, the activities to raise awareness regarding Yoi-Shigoto, which had been conducted uniformly on a company-wide basis, have been held at the initiative of the business units, with due regard for the features and status of their business activities. These activities are conducted on a Global Group Basis, including the regional business units and major subsidiaries.

Activities include holding workshops to consider Yoi-Shigoto at the working level and dialogues on Yoi-Shigoto with the participation of prominent outside experts. Also, when the creation of new businesses is considered and existing businesses come up for review, consideration from a Yoi-Shigoto perspective is an integral part of the consideration and review processes.