Our ultimate guiding principles for the CSR-oriented management we aim to achieve are contained in the Mitsui & Co. Management Philosophy (Mission, Vision and Values). “Does our work really create new value and benefit society? Can we always be proud of its processes and quality?” Our CSR activities are always conducted with these questions in mind, and grounded in our quest for performing Yoi-Shigoto (good quality work).

**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.

**Basic CSR Policy**

1. We will fulfill our role in the economy and continually strive to improve our corporate value by engaging in conscientious activities giving full consideration to the social significance of Mitsui & Co.’s presence and a strong awareness of our ties with the environment.

2. We will raise the awareness of each employee with regard to CSR and solidify our management base for practicing CSR through strengthening corporate governance and fully reinforcing internal control. We will also make efforts towards actively contributing to society.

3. We will place importance on interactive communication with our stakeholders. We will fulfill our accountability with respect to CSR and continually work to improve our CSR activities based on the responses of our stakeholders.
United Nations Global Compact

In October 2004, Mitsui pledged its support for the United Nations Global Compact, which is a set of autonomous principles for action championed by the United Nations, and is complying with these principles as part of its own corporate ideals. At present, Mitsui conducts a survey once each year regarding compliance with the Global Compact principles and is taking initiatives to comply with and put these principles into practice on a Global Group Basis.

<table>
<thead>
<tr>
<th>Human Rights</th>
<th>1. Businesses should support and respect the protection of internationally proclaimed human rights; and 2. make sure that they are not complicit in human rights abuses.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour Standards</td>
<td>3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; 4. the elimination of all forms of forced and compulsory labour; 5. the effective abolition of child labour; and 6. the elimination of discrimination in respect of employment and occupation.</td>
</tr>
<tr>
<td>Environment</td>
<td>7. Businesses should support a precautionary approach to environmental challenges; 8. undertake initiatives to promote greater environmental responsibility; and 9. encourage the development and diffusion of environmentally friendly technologies.</td>
</tr>
<tr>
<td>Anti-Corruption</td>
<td>10. Businesses should work against corruption in all its forms, including extortion and bribery.</td>
</tr>
</tbody>
</table>

Supply Chain CSR Policy

1. We will strive to contribute to the creation of a sustainable society by understanding and solving issues associated with the supply chains of our businesses, consistent with the wishes of our stakeholders.

2. We will strive to support improvements in our supply chains by seeking understanding and implementation of the following principles by our business associates.
   1. We will engage in fair trade, prevent corruption and comply with all applicable laws and regulations.
   2. We will not be complicit in human rights abuse and violation.
   3. We will not participate in forced labor, child labor or unlawfully cheap labor.
   4. We will help reduce and mitigate business impact on the global environment.
   5. We will ensure a safe and sanitary work environment.
   6. We will ensure the safety and reliability of our products and services.
   7. We will disclose adequate and timely information relevant to the above.
Environmental Policy

Guiding Principles

1. Mitsui & Co. believes that one of its most important management themes involves providing a positive response to environmental issues in order to contribute to the creation of a future where the dreams of the inhabitants of our irreplaceable Earth can be fulfilled.

2. Mitsui & Co. will make every possible effort towards realizing a “sustainable development” which is aimed at creating a harmony between the economy and the environment.

In view of the above principles, and in accordance with the Action Guidelines shown below, Mitsui & Co. will design, periodically evaluate, and continually improve an adequate risk management system, including response to matters such as global warming, nature conservation and the prevention of pollution, which will cover the wide range of activities that it undertakes on a global scale. At the same time, we will strive to ensure the development and dissemination of earth-friendly technologies and further reinforce our responsibility with respect to the environment.

Action Guidelines

1. Compliance with related regulations
   - We will comply with the various regulations relating to environmental protection, as well as all agreements signed by the company for promoting business activities.

2. Efficient utilization of resources and energy
   - We will strive to reduce the burden on the environment within each of our workplaces and in our business activities through the efficient utilization of resources and energy, as well as the prevention, reuse, and recycling of waste and its proper disposal.

3. Environmental care for products and services offered, as well as existing and new businesses
   - We will give the utmost consideration to the environment to the extent technologically and economically feasible by exercising an appropriate degree of influence in enlisting the understanding and support of involved business partners, as well as evaluating the impact that we have on the environment.

4. Contribution to providing industrial solutions to environmental issues
   - We will engage in business activities with the goal of providing rational and permanent industrial solutions and contribute to the realization of “sustainable development” by exploiting our individual abilities and the collective strengths of our organization in cooperation with our global partners.

Social Contributions Policy

Guiding Principles

We will build a congenial relationship with our stakeholders by striving to create a harmony with the global community and local communities in accordance with the Mitsui & Co. Management Philosophy (Mission, Vision and Values), and we will actively contribute to the creation of a future where the dreams of the inhabitants of our irreplaceable Earth can be fulfilled.

Action Guidelines

1. In order to respond in an appropriate manner to the needs of the global environment, and international and regional society, Mitsui will actively promote social contributions that go beyond its normal business activities in addition to contributing to society through the implementation of Yoi-Shigoto in its normal sphere of business.

2. Mitsui will establish the three important areas of ‘International exchange’, ‘Education’ and ‘Environment’ for its social contributions, and will implement social contribution activities befitting of Mitsui & Co.

3. In addition to the making of economic contributions, such as donations etc., Mitsui also aims to carry out proactive social contributions that involve the participation of its executives and employees.

4. Mitsui promotes social contributions with an emphasis on transparency and accountability in respect of its stakeholders. It also aims for the continued improvement of activities through communication and cooperation with its stakeholders.
Developing the CSR Promotion Framework

**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. In April 2006, we established the CSR Promotion Division, the central body for the promotion of CSR-oriented management on a companywide level, to respond to the expectations and demands of society vis-à-vis the Company's approach to CSR and activities related to CSR. After reorganizing, integrating, and gaining a complete picture of our various major CSR-related operations, which had in the past been dispersed in various different divisions, we have been formulating new CSR policies.

Furthermore, with the objective of inculcating the importance of CSR-oriented management and Yoi-Shigoto (good quality work) throughout the Company and planning and promoting activities in an integrated manner with our business locations in the field, we have appointed CSR Promotion Officers in each business unit, overseas regional business unit, and domestic office, and are building our internal CSR network.

**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-oriented management throughout the Company, makes recommendations with respect to “Specially Designated Businesses” (Please refer to page 22.), and conducts other related activities.

The committee's chairman is the executive officer in charge of corporate staff divisions, including the CSR Promotion 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, the Investor Relations Division, the Corporate Communications Division, the Human Resources & General Affairs Division, the Legal Division, the Investment Administration Division, and the CSR Promotion Division (manager of the secretariat)—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 (Please refer to page 26.) and the Medical, Healthcare, and Bioethics Committee have been established under the CSR Promotion Committee, with the objective of responding to various CSR-related issues.
Promoting CSR-Oriented Management

Based on our management philosophy comprising Mitsui’s Mission, Vision and Values (MVV), we are working to maintain the trust and respond to the expectations of our various stakeholders, and actively pursuing a management approach that emphasizes CSR. Furthermore, we see raising overall corporate value from various aspects—economic, environmental, and social—as our management objective, and we aim to ensure the sustainable development of both the Company and society, while earning social trust through our business operations and through activities that transcend our business and make broad social contributions.

The following table shows Mitsui’s principal accomplishments for the fiscal year ended March 31, 2009, the degree of achievement of these goals, and our tasks and objectives for the fiscal year ending March 31, 2010.

**CSR Management Accomplishments and Goals**

Degree of achievement of goal by self-evaluation: 〇: Implemented and results attained; △: Implemented and further result attainment necessary; △: Not implemented

<table>
<thead>
<tr>
<th>Item</th>
<th>Tasks and Objectives for FY ended Mar. 31, 2009</th>
<th>Page No.</th>
<th>Degree of Achievement of Goal</th>
<th>Tasks and Objectives for FY ending Mar. 31, 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Corporate Governance</td>
<td>Raise awareness of Mitsui &amp; Co., Ltd. Corporate Governance and Internal Control Principles on a consolidated basis</td>
<td>17–18</td>
<td>□</td>
<td>Raise awareness of these principles on a consolidated basis</td>
</tr>
<tr>
<td></td>
<td>Ensure management transparency and continue to improve effectiveness of corporate governance</td>
<td>17–18</td>
<td>□</td>
<td>Ensure management transparency and continue to improve effectiveness of corporate governance</td>
</tr>
<tr>
<td>Internal Controls</td>
<td>Increasing the effectiveness and efficiency of internal control systems on a global Group basis</td>
<td>17–18</td>
<td>□</td>
<td>Further improve effectiveness and efficiency of internal control on a global Group basis</td>
</tr>
<tr>
<td>Compliance</td>
<td>Taking compliance activities to a deeper level on a global Group basis</td>
<td>19–21</td>
<td>□</td>
<td>Further enhance compliance activities on a global Group basis</td>
</tr>
<tr>
<td></td>
<td>Maintaining and improving awareness of compliance and continuing to conduct training and education to secure practical knowledge about compliance</td>
<td>19–21</td>
<td>□</td>
<td>Continue with training for maintaining and improving compliance awareness and facilitating the acquisition of practical knowledge on compliance</td>
</tr>
<tr>
<td></td>
<td>Enhance internal reporting systems at group subsidiaries and associated companies</td>
<td>19–21</td>
<td>□</td>
<td>Enhance internal reporting systems at group subsidiaries and associated companies</td>
</tr>
<tr>
<td>Risk Management Structure</td>
<td>Commencing and stabilizing backup functions for acceptance operation at domestic branches</td>
<td>—</td>
<td>□</td>
<td>Enhancing flexibility of crisis management</td>
</tr>
<tr>
<td></td>
<td>Planning and implementing “simulation training” by members of the Emergency Measures Headquarters</td>
<td>—</td>
<td>□</td>
<td></td>
</tr>
<tr>
<td>Strengthening Environmental Management Systems</td>
<td>Develop awareness-raising activities, such as Mitsui Environment Month program</td>
<td>25–26</td>
<td>□</td>
<td>Continuation of Mitsui Environment Month program and training and inclusion of more in-depth contents</td>
</tr>
<tr>
<td></td>
<td>Strengthening systems for environmental management systems on a global Group basis (Creating and strengthening such management systems at overseas regional headquarters and overseas subsidiaries)</td>
<td>25–27</td>
<td>□</td>
<td>Developing more in-depth environmental management systems on a global Group basis (Promoting ISO 14001 certification at overseas subsidiaries where environment risk is high)</td>
</tr>
<tr>
<td></td>
<td>Implement environmental law surveys and physical inspections at subsidiaries and associated companies</td>
<td>26</td>
<td>□</td>
<td>Conducting surveys of environmental laws and environmental testing at domestic subsidiaries (15 companies) and elsewhere</td>
</tr>
<tr>
<td></td>
<td>Improve environmental impact assessment, taking into account occurrence probabilities</td>
<td>26</td>
<td>□</td>
<td>Implementing surveys of soil pollution and conducting asbestos questionnaire surveys of the parent company and domestic subsidiaries with the objective of indentifying environmental risk in the parent company, domestic subsidiaries, and elsewhere</td>
</tr>
<tr>
<td>Environment</td>
<td>Conducting diagnoses of energy conservation and considering the setting of goals for reduction in greenhouse gas emissions on a Group basis</td>
<td>26</td>
<td>□</td>
<td>Setting goals for reducing emissions of greenhouse gases on a domestic Group basis and measuring greenhouse gas emissions at overseas subsidiaries</td>
</tr>
<tr>
<td>Initiatives to Combat Global Warming</td>
<td>Making responses to the recycling society (3Rs) (Considering measurement and management of the volume of industrial waste emissions)</td>
<td>28</td>
<td>□</td>
<td>Commencing full-scale initiatives to deal with industrial waste emissions (considering reductions in the volume of emissions and other issues)</td>
</tr>
<tr>
<td>Pursuing Environmental Businesses</td>
<td>Promote environmental and energy businesses throughout the Company</td>
<td>29–30</td>
<td>□</td>
<td>Promote environmental and energy businesses throughout the Company</td>
</tr>
<tr>
<td>Utilizing Company-Owned Forests</td>
<td>Expanding the stakeholder group for the forest environment program and deepening the content of the program</td>
<td>31–32</td>
<td>□</td>
<td>Conducting forest environment programs that take advantage of the features of company forestland, have deeper ties with local communities, are for a broader range of stakeholders, and enhance the awareness of these programs</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Item</th>
<th>Tasks and Objectives for FY ended Mar. 31, 2009</th>
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<th>Degree of Achievement of Goal</th>
<th>Tasks and Objectives for FY ending Mar. 31, 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment</td>
<td>Conducting a “resource survey” on Mitsui’s forestlands and considering related policy initiatives as part of activities to preserve biodiversity on these forestlands</td>
<td>31–32</td>
<td>☐</td>
<td>With biodiversity as the focus, conducting activities based on acquisition of FSC Forest Certification and Forest Certification during the current year, and commence verification and other activities for carbon offsetting, including the J-VER systems of Japan’s Ministry of the Environment</td>
</tr>
<tr>
<td>Utilizing Company-Owned Forests</td>
<td>Promoting joint research with other companies and organizations (including wood fiber biomass and the revitalization of forests and wooded areas)</td>
<td>31–32</td>
<td>☐</td>
<td>Building on Mitsui’s active programs for research on forest revitalization conducted with Toyota Motor, verify and implement joint activities and sales with other companies</td>
</tr>
<tr>
<td>Relations with Society</td>
<td>Promoting comprehensive social contribution and donation activities on a global Group basis</td>
<td>37–42</td>
<td>☐</td>
<td>Promoting social contribution activities on a global Group basis</td>
</tr>
<tr>
<td></td>
<td>Supporting volunteer activities of Mitsui employees</td>
<td>40</td>
<td>☐</td>
<td>Supporting social contribution activities through employee participation on a global basis</td>
</tr>
<tr>
<td></td>
<td>Stabilizing the scale of assistance at the current level (stabilizing the scale of assistance, increasing efficiency of secretariat office work, reviewing the methods for budget allocation and evaluations, and assessing/providing feedback on the three-year assistance plan)</td>
<td>41–42</td>
<td>☑</td>
<td>Assessment and feedback following the end of support activities</td>
</tr>
<tr>
<td></td>
<td>Promoting the understanding and support of employees for fund activities</td>
<td>—</td>
<td>☐</td>
<td>Providing information internally on fund activities and promoting employee participation</td>
</tr>
<tr>
<td></td>
<td>Deepening communication with stakeholders through the activities of the fund</td>
<td>—</td>
<td>☐</td>
<td>Increasing efficiency of secretariat office work</td>
</tr>
<tr>
<td></td>
<td>Promoting and improving the quality of the core social contribution activities</td>
<td>38–40</td>
<td>☐</td>
<td>Promoting and improving core social contribution activities</td>
</tr>
<tr>
<td></td>
<td>Conducting more in-depth joint efforts with NPOs and NGOs and conducting survey of MDG projects</td>
<td>41–42</td>
<td>☑</td>
<td>Promoting and maintaining communication with NPOs, NGOs, knowledgeable persons outside Mitsui, and others. Considering activities aimed at contributing to the attainment of MDGs</td>
</tr>
<tr>
<td>Relations with Business Partners</td>
<td>Heightening awareness of the Supply Chain CSR Policy inside and outside Mitsui</td>
<td>23–24</td>
<td>☑</td>
<td>Continuing activities to improve the awareness of the Supply Chain CSR Policy internally and externally</td>
</tr>
<tr>
<td>Employee Relations</td>
<td>Implementing personnel strategy on a global Group basis</td>
<td>33–35</td>
<td>☐</td>
<td>Strengthening functions for personnel and general affairs within initiatives for nurturing personnel who can work globally and promotion of consolidated management</td>
</tr>
<tr>
<td></td>
<td>Making improvements related to issues selected from the employee satisfaction survey and conducting continuing initiatives</td>
<td>33–36</td>
<td>☐</td>
<td>Continuing to review personnel systems and implementing measures for greater internal movement of personnel</td>
</tr>
<tr>
<td></td>
<td>Deepening awareness of Mitsui’s corporate philosophy and taking initiatives to reform the awareness and behavior of employees (Conducting Yoi-Shigoto based on Mitsui’s corporate philosophy and taking steps to nurture human resources who can contribute to society on a sustainable basis)</td>
<td>7–8 15–16</td>
<td>☑</td>
<td>Work to further inculcate management philosophy and to reform employees’ awareness and behavior (initiatives to foster human resources that can generate Yoi-Shigoto and contribute to society on an ongoing basis, based on Mitsui’s management philosophy)</td>
</tr>
<tr>
<td>CSR Promotion Framework</td>
<td>Globalizing and optimizing the CSR promotion system</td>
<td>12</td>
<td>☑</td>
<td>Globalize and optimize CSR promotion framework</td>
</tr>
<tr>
<td>Awareness Raising</td>
<td>Promoting autonomous CSR management at the working level</td>
<td>7–8 15–16</td>
<td>☑</td>
<td>Promoting autonomous CSR management at the working level and providing company support at the working level</td>
</tr>
<tr>
<td></td>
<td>Step-by-step implementation of Yoi-Shigoto on a global Group basis</td>
<td>7–8 15–16</td>
<td>☑</td>
<td>Improving the awareness of Yoi-Shigoto on a global Group basis</td>
</tr>
<tr>
<td>Risk Management</td>
<td>Research our compliance with the Global Compact and implement continuous improvements</td>
<td>10</td>
<td>☑</td>
<td>Research our compliance with the Global Compact and implement continuous improvements</td>
</tr>
<tr>
<td>CSR-Oriented Management</td>
<td>Increasing effectiveness and efficiency of CSR risk management in the Global Group</td>
<td>22</td>
<td>☑</td>
<td>Improve effectiveness and efficiency of global Group CSR risk management</td>
</tr>
<tr>
<td>Stakeholder Communication</td>
<td>Continue to promote communication with all stakeholders from corporate level through to our various operating entities</td>
<td>1</td>
<td>☑</td>
<td>Considering and implementing steps to develop a new editorial policy for the CSR Report that will appeal to stakeholders other than professionals and a separate databook that will contain non-financial information for specialists conducting CSR research and making CSR assessments</td>
</tr>
<tr>
<td></td>
<td>Maintain and improve transparency and accountability of Mitsui’s management through strategic information disclosure. Conduct management that takes the capital markets into account and provide feedback to locations in the field</td>
<td>—</td>
<td>☑</td>
<td>Maintain and improve transparency and accountability of Mitsui’s management through strategic information disclosure. Conduct management that takes the capital markets into account and provide feedback to locations in the field</td>
</tr>
</tbody>
</table>
To put Mitsui’s goal of Yoi-Shigoto, which is the core of its CSR, into practice in its day-to-day activities, all of Mitsui’s business units, domestic offices, and overseas regional headquarters are pursuing their own activities related to CSR suited to conditions at the working level. The following table introduces those activities.

### 1. Activities by Business Unit

#### Iron & Steel Products
- Conducted training for young line and staff employees on the theme “Reflecting on the DPF Issue” and held a group discussion taking account of the situation faced by those involved at the time of the incident.
- Held joint training with the First Chemicals Business Unit on themes related to Global Group Basis management (for a total of four seminars).

#### Mineral & Metal Resources Business Unit
- Held a CSR seminar jointly with the First Consumer Service Business Unit that was conducted by Ernst & Young ShinNihon LLP under the title, “Sorting Out Basic CSR Concepts and Moving Ahead with CSR Management”.
- Sponsored a seminar open to participants from Mitsui and a stakeholder dialogue regarding the nursing care field, which has a high public service component (presented by Mitsuhiro Umezu, a Keio University associate professor).

#### Energy Business Unit I and Unit II
- Conducted training with the title “Reflecting on the DPF Issue” at an informal meeting of domestic Group companies and held a workshop on Yoi-Shigoto.
- Conducted training for young line and staff employees on the theme “Reflecting on the DPF Issue” and held a group discussion taking account of the situation faced by those involved at the time of the incident.

#### Infrastructure Projects Business Unit
- Held seminars related to the environment that included food-related topics and outings entitled “In Touch with the Earth”.
- Held a CSR seminar jointly with the First Chemicals Business Unit, with the objective of raising awareness of CSR in the headquarters and among subsidiaries and associated companies.

#### Motor Vehicles Business Unit
- Held joint off-site, overnight sessions on CSR themes to create a deeper understanding of CSR.
- Conducted training for young line and staff employees on the theme “Reflecting on the DPF Issue” and held a group discussion taking account of the situation faced by those involved at the time of the incident.

#### Marine & Aerospace Business Unit
- Held seminars related to the environment that included food-related topics and outings entitled “In Touch with the Earth”.
- Conducted training for young line and staff employees on the theme “Reflecting on the DPF Issue” and held a group discussion taking account of the situation faced by those involved at the time of the incident.

#### First Chemicals Business Unit
- Held seminars related to the environment that included food-related topics and outings entitled “In Touch with the Earth”.
- Conducted training for young line and staff employees on the theme “Reflecting on the DPF Issue” and held a group discussion taking account of the situation faced by those involved at the time of the incident.

#### Second Chemicals Business Unit
- Held seminars related to the environment that included food-related topics and outings entitled “In Touch with the Earth”.
- Conducted training for young line and staff employees on the theme “Reflecting on the DPF Issue” and held a group discussion taking account of the situation faced by those involved at the time of the incident.

#### First Consumer Service Business Unit
- Held seminars related to the environment that included food-related topics and outings entitled “In Touch with the Earth”.
- Conducted training for young line and staff employees on the theme “Reflecting on the DPF Issue” and held a group discussion taking account of the situation faced by those involved at the time of the incident.

#### Second Consumer Service Business Unit
- Held seminars related to the environment that included food-related topics and outings entitled “In Touch with the Earth”.
- Conducted training for young line and staff employees on the theme “Reflecting on the DPF Issue” and held a group discussion taking account of the situation faced by those involved at the time of the incident.

#### Foods & Retail Business Unit
- Held seminars related to the environment that included food-related topics and outings entitled “In Touch with the Earth”.
- Conducted training for young line and staff employees on the theme “Reflecting on the DPF Issue” and held a group discussion taking account of the situation faced by those involved at the time of the incident.

#### CSR Report 2009
3. Overseas Regional Business Units

**Americas Business Unit**
- To promote sharing the values inherent in Yoi-Shigoto on a consolidated basis, in addition to the management message on the blog from the Chief Operating Officer of the Americas Business Unit, the presidents of subsidiaries in the Americas, including the president of Mitsui & Co. (U.S.A.) (Chief Operating Officer of Americas Business Unit), have sponsored informal get-togethers, and the “Yoi-Shigoto Acknowledgment Program” is being continued.
- As a tool for promoting the better understanding and permeation of the values inherent in Yoi-Shigoto, prepared video clips of messages related to Yoi-Shigoto from the Chief Operating Officer and the assistant Chief Operating Officer for the Americas Business Unit as well as the product general managers of the Americas, and these clips were introduced on the intranet and on DVDs to employees, including those of subsidiaries and associated companies.
- To share the experiences related to raising awareness of Yoi-Shigoto at the Americas Business Unit with other headquarters units, dispatched personnel to Europe, the Middle East, and Africa headquarters to provide training regarding Yoi-Shigoto to personnel hired locally and provided other support for this training.

**Europe, Middle East, and Africa (EMEA) Business Unit**
- Implemented training regarding Yoi-Shigoto in the Regional Training Program and Leadership Training Program in the regional headquarters.
- To promote the transmission of messages from management and internal communication, held informal get-togethers, staff lunches, and other events.
- Systematized the environmental risk scoring procedures using the Environmental Risk Assessment Tool.

**Asia Pacific Business Unit**
- To enhance the awareness of Yoi-Shigoto and MVV, positioned these as important themes for the Internal Control Committee of the Asia-Pacific headquarters and implemented training in each office and product business unit as well as workshops for group training in the regional headquarters.