In 2010, it seemed as though Japan’s presence was rapidly fading against a backdrop of advances being made by emerging nations, particularly other Asian nations including China. Japan had already been losing national vigor when the Great East Japan Earthquake inflicted an even greater blow. The devastation of the earthquake and tsunami, and the impact of the subsequent Fukushima Dai-ichi Nuclear Power Plant accident, constituted the greatest crisis Japan has faced since World War II.

At the same time, this crisis has taught us the importance of nations and regions cooperating and helping each other in order to overcome difficulties at a time when the world economy is becoming increasingly globalized and borderless. With all this in mind, Mitsui fully appreciates its responsibility to contribute to the advancement of both Japan, which is taking steps toward recovery, and the world, which is coming to Japan’s assistance in so many ways.

During the post-war restoration and subsequent high-growth period, Japan was built up through the indefatigable fighting spirit, diligence, and unceasing efforts of many of its people. Under the current unprecedented national crisis, it may be time for us to once again reflect upon our forbears’ spirit and conviction, which brought about such a miraculous recovery in post-war Japan. As the trend toward globalization spreads further, what can Japan do to progress and regain a sense of importance, and what role should Mitsui, a globally operating company, play in that effort? These are the questions we must seriously contemplate with a sound sense of crisis and a view to taking appropriate actions.

Overcoming Unprecedented National Hardship to Restore Japan

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**Challenge and Innovation, Nurturing Human Resources, and Open-Mindedness**

The principles of “Challenge and Innovation,” “Nurturing Human Resources,” and “Open-Mindedness” have been passed down through the history of Mitsui since its founding. As the trend toward globalization and a borderless world economy spreads further, ushering in a period of great transition, it is important for us to reflect daily upon these three core principles in order to build “a stronger Mitsui” and “a more distinctive and respected Mitsui” through continuous advances. To that end, we are committed to ambitiously carrying on in the same spirit as our forbears, pouring our hearts and souls into restoring Japan and helping the world advance.

**Mitsui’s CSR Is Putting Yoi-Shigoto into Practice**

_Yoi-Shigoto_ (good quality work) expresses the values that all Mitsui personnel should share as they conduct Mitsui’s diverse range of activities around the globe. _Yoi-Shigoto_ is work that is beneficial to society, that is useful to and creates added value for our customers and partners, and that provides motivation and a sense of satisfaction to all employees. I think fulfilling Mitsui’s corporate social responsibility (CSR) means that each and every one of our personnel should share the values inherent in _Yoi-Shigoto_ in their day-to-day work, fully comprehend the expectations and requirements of society through communication with all of our stakeholders, and then draw on our comprehensive capabilities as a _sogo shosha_, to make contributions to society.

**Initiatives to Nurture Global Human Resources**

All employees of the Mitsui global group are actively putting _Yoi-Shigoto_ into practice in accordance with our company’s corporate principles. Because we consider our human resources to be our company’s treasures, we do not hesitate to invest in human resource development.

To advance the human resource globalization policy and put it into practice, we will globalize Japanese employees and nurture human resources hired overseas.

By globally expanding the concept of “Mitsui is people,” which values and nurtures human resources that can contribute to society, we commit ourselves to improving the quality of our work so we can continue providing higher value to society.

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**Working toward a Sustainable Society**

In October 2004, Mitsui pledged its support for the Global Compact, which is championed by the United Nations and is a set of principles that private companies agree to accept as guidelines for action, focused especially on human rights, labor standards, the natural environment, and anti-corruption. Since then, Mitsui has been continuing activities to comply with and put these guidelines into practice. Also, in December 2007, we formulated our Supply Chain CSR Policy, and subsequently sent a letter to all the suppliers of Mitsui and its subsidiaries asking for their understanding and cooperation with this policy. Following the November 2010 issuance of ISO 26000, guidance on social responsibility, we are continuing initiatives in this area based on the core subjects and issues of this guidance, and, with the aim of making organizational improvements in supply chains that are linked to Mitsui’s business activities, we are providing individual support for participants in these supply chains. In addition, in response to a call from then Prime Minister Gordon Brown of the United Kingdom in May 2008, Mitsui became a signatory to the proclamation of the United Nations Millennium Development Goals, which establishes objectives to be met by 2015, and we are implementing measures to attain these goals.

Globally speaking, the current world population of 6.9 billion is projected to increase to 9.3 billion by 2050 and increasing demand for resources such as food, energy, and minerals will likely cause various problems across the world. However, I believe that it is crucial for us to maintain the attitude that “we are all together on this earth” and to continue to identify forthrightly the many social issues that are becoming increasingly complex every day and take initiatives to address them boldly based on our traditional spirit of “Challenge and Innovation.” As we at Mitsui fulfill our social responsibilities through the pursuit of _Yoi-Shigoto_, we will aim to contribute to the sustainable development of society.

October 2011

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Masami Iijima
President and Chief Executive Officer
Mitsui & Co., Ltd.