## Top Message



Masami lijima Representative Director, Chairman of the Board of Directors

"Let not short-term gains tempt your mind, seek only enduring prosperity by embracing grand aspirations." These words from the first president of the former Mitsui & Co.\*, Takashi Masuda, represents our foundation. His words urge us to avoid becoming overly focused on near-term profit. Rather, we must realize growth by creating businesses that contribute to society's long-term development.

In May 2020, Mitsui released a revised version of its Mission, Vision, Values, our corporate management philosophy to coincide with the announcement of the Medium-term Management Plan 2023– Transform and Grow. Revised for the first time in 16 years, the new philosophy puts Takashi Masuda's message front and center and includes a vision whereby "As challengers and innovators, we create and grow business while addressing material issues for sustainable development."

When preparing the new plan, we set goals for respective frontline operations by keeping firmly in mind the Materiality that we had previously revised in 2019 and which is the base of our business activities. More specifically, we discussed the aspects of our Materiality on which each type of day-to-day work and activity should focus.

In 2015, the United Nations identified priority tasks and set out a concrete plan of action for humanity, the earth, and global prosperity with the adoption of 17 Sustainable Development Goals (SDGs) and 169 related targets. The SDGs are embedded in Mitsui's Materiality. I believe that by placing Materiality at the core of a broad range of businesses and activities we can help address the issues listed in the SDGs.

Efforts to realize a sustainable society are becoming ever more important due to the unprecedented speed of social change being driven by the emergence of COVID-19. In adapting to this dramatic change, Mitsui will leverage the wide-ranging network that it has developed over a long history as a general trading company. Moreover, we will reform the mindset of each employee and achieve growth by drawing on its "Challenge and Innovation" DNA to create businesses that help address social issues.

\* Legally speaking, there has been no continuation between the former Mitsui & Co. and the current Mitsui & Co.



Tatsuo Yasunaga Representative Director, President & Chief Executive Officer

In May 2020, Mitsui & Co. announced the Medium-term Management Plan 2023 with the main theme "Transform and Grow." We identified sustainability management and evolution of ESG as the foundations to support sustainable growth under our "Transform and Grow" strategies. We also revised our sustainability-related policy structure in order to provide further clarity on our basic philosophy and policies, and ensure the effective implementation. In addition, we identified "climate change," "business and human rights," and "circular economy" as our priority issues.

In relation to the climate change, Mitsui has become the first *sogo shosha* (general trading company) to adopt the goal of achieving netzero emissions, as its vision for 2050. As a part of the roadmap toward achieving that goal, we aim to halve our GHG impact compared with the 2020 level under our vision for the year 2030. We have also introduced an internal carbon pricing system to enhance the mediumto long-term resilience of business that has high GHG emissions.

We have always identified the respect for human rights as our fundamental value in the Mitsui & Co. Group Conduct Guidelines. Furthermore, to provide greater clarification, we formulated a Human Rights Policy, which we announced in August 2020, together with other reforms.

With regard to the circular economy, we are considering and implementing a variety of initiatives on top of the traditional 3Rs (reduce, reuse, recycle) approach. The initiatives include the introduction of designs and raw materials that reduce resource inputs, the promotion of sharing as a way to improve utilization rates for products and services, the extension of product life spans through maintenance, repurposing, and other methods, and the creation of mechanisms that enable uses of items previously classified as waste.

In the uncertain times generated by the COVID-19 pandemic, it is especially important to renew our awareness towards our mission, values, and visions, and to go back to our roots as we start to move forward toward transformation and growth.

As in the past, we will continue to use the Sustainability Report and various other media and opportunities to provide reliable and highly transparent information about our thoughts and future direction to our stakeholders including our customers, business partners, and shareholders, as the basis for further dialogue.