

Mitsui & Co. Takes Root in China and Forges ahead Together with Chinese Enterprises

扎根中国，和中国企业携手共进

—— Interview with Mr. Motoo Ono, Senior Executive Managing Officer of MITSUI & CO., LTD., Chief Representative in China, Chairman of MITSUI & CO. (CHINA) LTD.

—— 访三井物产株式会社专务执行役員、中国总代表、三井物产（中国）有限公司董事长小野元生先生

2018年，是中日和平友好条约缔结40周年，也是中国改革开放40周年、改革开放的总设计师邓小平访日40周年。40年来，中日关系在政治、经济、人文交流等各领域都取得了长足发展。中国改革开放政策一直是日本企业对华贸易战略的主要推动力，其中，日本著名的综合商社——三井物产株式会社，为推动中日经贸关系的发展做出了重要贡献。

20年前，作为日本在华企业的典范，本刊记者采访了三井物产时任中国总代表大高浩先生。20年后，为进一步了解三井物产在中国的发展成就，记者回访了三井物产株式会社中国总代表、三井物产（中国）有限公司董事长小野元生先生。2018年4月1日就任中国总代表的小野元生先生，风度儒雅、思维缜密，1984年在台湾研修，在北京、台湾、上海共有15年的学习和管理工作经历。面



三井物产株式会社专务执行役員、中国总代表、三井物产（中国）有限公司董事长小野元生先生
Mr. Motoo Ono, Senior Executive Managing Officer of MITSUI & CO., LTD., Chief Representative in China, Chairman of MITSUI & CO. (CHINA) LTD.



上海宝井外景 Exterior of Shanghai Bao-Mit

□记者 陈海燕

对记者的采访，小野元生先生就中日经贸发展和三井物产在中国取得的骄人成绩娓娓道来。

三井物产创立于1947年，是日本最大的综合商社之一，为全球的国家和地区的客户及合作伙伴提供符合其需求的服务和解决方案，敏锐的捕捉各种商机，不断开拓新型市场。充分利用全球网络及综合能力，通过项目开发和管理，开拓新的事业及商务模式，覆盖领域广泛，在各类事业活动中培育新的市场，不断创造新价值。经过70多年的发展，截至到2018年3月1日三井物产在全球66个国家和地区拥有138个分支机构，员工人数42,304万，2017年位居世界500强企业排名第249位。1980年，中国改革开放之初，三井物产就凭借高瞻的战略眼光进驻中国，现在的三井物产中国由北京、上海、广州、香港四个UNIT组成，除了开展日本与中国之间的商务活动外，与三井物产在世界各地的分支机构积极合作，创造源自于中国的全球性商务。

随着中国经济的发展和经济全球化进程的加快，中日两国的进出口贸易业务快速增长，因此加强中日贸易合作，对于推动两国经济的快速发展、扩大共同利益具有重要意义。在新形势下，中日两国未来存在诸多利益交融点，在众多领域拥有巨大合作潜力。推进“一带一路”建设，为两国实现双边、多边合作开创新的契机，成为双方合作新的增长点。

对此，小野元生总代表强调说：“有来自于日本财务省、中国海关、日本观光局和中国国家旅游局的统计数据显示：中国是日本的第一贸易伙伴，2017年的贸易总额是2,969



三井物产（中国）有限公司董事长小野元生先生（中）、董事总经理德谷昌也先生（左）、原战略企划部总监城户崇裕先生（右）
Mr. Motoo Ono (middle), Chairman of MITSUI & CO. (CHINA) LTD.; Mr. Masaya Tokutani (left), Managing Director; and Mr. Takahiro Kido (right), former Director of Corporate Planning & Strategy Division

亿美元；日本是中国的第二大贸易伙伴，2017年的数据是3,029亿美元；日本对中国的直接投资在各国投资中据第四位，2017年投资额是1,096.7亿美元。中国对日本的投资，从长期来看会增加的倾向，2017年虽然是9.6亿美元，但今后会逐步增多。两国之间的民间往来也日渐递增，2017年从中国到日本访问人数为735.6万人，相比2007年的94.2万人大约是8倍左右。两国之间交流的扩大，促进互相理解，为将来双方的合作共赢创造了一个良好的条件。”

小野元生总代表认为，日本比中国更早一步进入老龄化社会。对于日本企业来说，在老龄化社会方面，面向老年人的一些服务、医疗健康产品都可以引进到中国开展业务。另一方面像现在中国非常流行的创新项目，比如共享单车、人工智能AI，可以把这种中国特有的商业模式介绍到日本，双方优势互补，把独特的商业模式互换，扩大双方的经济发展。相信这样对解决全社会的一些问题会有帮助。小野元生总代表说：“除此以外，中日双方不应该仅限于两国之间的业务，更多的是要扩大到第三国家和地区。比如，中国现在提倡的‘一带一路’政策，以共同利益为目标，实现‘一带一路’沿线国家的可持续性发展，其中也包括中日两国的共同利益来加以重视。中日双方在节能减排、环境合作、产业高度化方面的协作力度也非常大，而且日本政府同样提倡在第三国家的合作发展。中日两国民间企业的经济合作也得以具体

推进。这和中国的‘一带一路’政策是非常符合的。”

董事总经理德谷昌也先生补充到：“中日关系正朝着一个非常好的方向发展，相比6年前我在中国工作时，人的素质越来越高，国家和个人的各方面实力都非常强，每个人都带着自信，呈现出一种游刃有余的放松状态。能充分认识到自身的优势及弱点，且冷静接受并认可对方的长处。在这种良好的大环境下，无论是中日的政治方面、经济方面，还是企业或个人之间的合作，都是非常好的契机。正如小野总代表所述，在中国具有发展潜力的各个领域，我们希望与中国企业共同挑战，共同携手前进，抓住机遇促进合作。”

为地球以及人类创造充满梦想的未来而贡献力量是三井物产的企业使命。成为能够满足全球客户需求的具有整体实力的国际化企业是三井物产的企业愿景。三井物产在每一个发展阶段都能切实捕捉到时代变化所带来的发展机会，不断完善商务模式，持续创造新的附加价值，不断挑战新的领域，大胆开创走在时代前列的事业。对于三井物产而言，人才是最重要的宝贵资产，是支持公司发展的动力。三井物产自创业以来就十分注重培养人才。“三井物产很重视强化个体，让每个个体在成长过程中与客户共同开拓业务、创建事业。将所有员工的个体能力充分发挥出来，促使我们三井物产更加强大。”小野元生总代表强调说。

如果社会无法持续发展，公司也将无法持续存在。三井物产认为公司为了在持续发展的社会中存在，在发展的同时还需要承担社会责任。公司通过不断在全球舞台上全方位开展各项事业，不断创造新的价值，应对现代社会所面临的各类课题，为构筑可持续发展的社



中国茶叶有限公司成立 China Tea Co., Ltd. established

会而贡献力量。2016年4月—2017年3月，三井物产的社会贡献费用总额约1亿人民币，共计547个项目。在中国，三井物产从2006年开始，与北京大学合作开设“三井创造革新论坛”，致力于促进中日两国之间的经济、文化及商业活动的交流，每年举办6-8次；从2007年开始持续赞助“走进日企，感受日本”活动，以民间活动的方式促进中日两国友好往来；从2013年开始持续赞助“中日共同成人式”活动，以加深中日两国学生的交流，增进理解；从

2016年开始赞助“荷风”慈善舞会，通过参会筹到的款项来资助9所农村学校；响应中国日本商会的号召，参加河北涿州市植树活动，为促进京津冀协同发展以及生态建设做出了贡献；运用三井物产环境基金为四川省熊猫保护区的生物多样性及保护生态的低碳、能源自给自足产业提供资金援助等活动。三井物产坚持开展富有存在感的业务互动，肩负着“开拓充满梦想的未来”这一企业使命。这就是三井物产时刻履行的企业社会责任。

改革开放40年来，中国已取得了举世瞩目的成就。当今世界正在经历新一轮大发展、大变革、大调整，中日关系也处在承前启后的历史节点，面临重大发展机遇。面向未来，小野元生总代表充满信心，他表示：“现在中国是世界第二大经济体，期待2030年中国成为世界第一大经济体。今后在全球的经济大国中，中国也会成为经济大国中的产业强国，它的成长领域和我们公司的重点领域是完全吻合的。三井物产一直将中国作为重点市场，倾注了集团大量的人力资源和财力资源。中国有约14亿人口的背景下，食品与农业、医疗健康、老龄化事业和消费者相关产业都是中国政府重点支持的领域，这三井物产提供了发展机会。钢铁、化工、机械领域虽然是三井物产的强项，在继续支持这些事业和物流贸易的同时，今后更需要把重点转移到直接与消费者相关联的领域。同时在中国寻找更好的战略合作伙伴，共同推进相关事业。另外，我们也希望在譬如EV、AI、无人驾驶、车联网、能源、数据搜集分析、解决方案的提供等这些中国最热门，也是领先于其它国家的领域里找到合作的方向，并且可以共同携手进军海外市场。和中国共同发展，这是我们最大的挑战。三井物产诞生于日本，成长于世界。所以三井物产同样希望扎根在中国，和中国的企业一同携手共进，共同进行挑战与创新。这也是我们三井物产一直以来不变的宗旨。”



2015年安永社长在北大三井冠名讲座演讲
Mr. Tatsuo Yasunaga the President & Chief Executive Officer of Mitsui & CO., LTD. at Mitsui Innovation Forum in 2015.



北大三井冠名讲座
Mitsui Innovation Forum at Peking University

August 12, 2018 marks the 40th anniversary of the conclusion of the Sino-Japanese Treaty of Peace and Friendship, the 40th anniversary of China's reform and opening up, and the 40th anniversary of Deng Xiaoping's visit to Japan. He was the chief architect of said reform and opening up. Over the past 40 years, Sino-Japanese relations have made great strides in various fields, including politics, economics, and humanities exchange. China's reform and opening up policy has always been the main driving force for Japanese enterprises' trade strategy with China. Among them, MITSUI & CO., LTD., a well-known Japanese general trading company, has made important contributions to promoting the development of Sino-Japanese economic and trade relations.

Twenty years ago, as a model of Japanese companies in China, Mr. Hiroshi Otaka, Chief Representative of MITSUI & CO., (CHINA) LTD., was interviewed by one of our journalists. Twenty years later, in order to further understand the developments and achievements of MITSUI & CO., (CHINA) LTD. in China, once again our journalist interviewed Mr. Motoo Ono, the current Chief Representative in China, and the Chairman of MITSUI & CO. (CHINA). Mr. Ono, who took over as Chief Representative in China on April 1st, 2018, is gentle and thoughtful. He studied in Taiwan in 1984 and has 15 years of study and management experience in Beijing, Taiwan, and Shanghai. In the interview, Mr. Ono elaborated on the remarkable achievements of Sino-Japanese economic and trade development and MITSUI & CO., LTD. in China.

Founded in 1947, MITSUI & CO., LTD. is one of the largest general trading companies in Japan. It provides services and solutions to customers and partners around the world that meet their needs. It is keen to capture business opportunities and open up new markets. It makes full use of its global network and comprehensive capabilities to develop new business and business models through project development and management, covering a wide range of fields. It also cultivates new markets via various business activities, and constantly creates new value. After more than 70 years of development, as of March 1, 2018, MITSUI & CO., LTD. had 138 branches in 66 countries and regions, with 42,304



赞助支持走近日企感受日本活动
Sponsored the activities of "Visit Japanese Enterprises and Feel Japan"

employees. In 2017, it ranked 249th among the Fortune Global 500. In 1980, at the beginning of China's reform and opening up, MITSUI & CO., LTD. entered the China market with a broad and long-term strategic vision. Today, MITSUI China Block consists of four units, which are located in Beijing, Shanghai, Guangzhou, and Hong Kong, respectively. In addition to conducting business activities between Japan and China, it actively cooperates with MITSUI & CO., LTD.'s branches around the world to create global business originating in China.

With the development of China's economy and the acceleration of economic globalization, the import and export trading business between China and Japan has grown rapidly. Therefore, strengthening Sino-Japanese trade cooperation is of great significance for promoting the rapid growth of the two economies and expanding common interests. In this current environment, China and Japan share many interests in the future and have great potential for cooperation in numerous fields. Promoting the construction of the 'Belt and Road'



中国物流 Logistics facilities in China

initiative will open up new opportunities for bilateral and multilateral cooperation for the two countries and become a new growth point for bilateral cooperation.

In response, Mr. Ono emphasized, "According to statistics from the Japanese Ministry of Finance, China Customs, Japan Tourism Administration, and the China National Tourism Administration, China is Japan's largest trading partner and the total trade volume in 2017 was US\$296.9 billion; Japan is China's second largest trading partner, with a total trade volume of US\$302.9 billion in 2017; Japan's direct

investment in China ranks fourth among investments among various countries, with total investments of US\$109.67 billion in 2017. China's investment in Japan will increase in



重庆711便利店 Chongqing 711 Convenience Store

the long run. Although it was US\$960 million in 2017, this will gradually increase in the future. The number of non-governmental exchanges between the two countries has also increased. The number of visitors from China to Japan in 2017 was about 7.4 million, about 8 times that of 2007, which was about 0.9 million. The increasing communication between the two nations has promoted mutual understanding and created a favorable condition for future win-win cooperation."

Mr. Ono believes that Japan has entered a stage of having an aging society earlier than China. For Japanese companies, in terms of aging society, some services and medical health products for the elderly can be introduced to China. Meanwhile, innovative projects such as those for shared bicycles and artificial intelligence (AI), which are now

popular in China, can be introduced to Japan. The two sides will complement each other and exchange unique business models to improve their economic development. "I believe it will help solve problems for society as a whole." He also said, "In addition, China and Japan should not be limited to the business between the two countries, but also focus on other countries and regions. For example, the 'Belt and Road' policy advocated by China now aims at common interests and achieving the sustainable development of countries along the 'Belt and Road', including the common interests of China and Japan. The cooperation between China and Japan in energy conservation and emission reduction, environmental cooperation, and industrialization is also very strong, and the Japanese government also advocates cooperation and development in third countries. Economic cooperation between private enterprises in China and Japan has also been



欧冶云商 Ouyeel Co., Ltd.

concretely promoted. This is in line with China's 'Belt and Road' policy."

Mr. Masaya Tokutani, the Managing Director, added: "China-Japan relations are moving in a very good direction. Compared with six years ago when I worked in China, the capabilities of people are getting even higher, and the strength of the country and its individuals is also excellent. Everyone is confident and relaxed. People fully recognize their own strengths and weaknesses, and accept & recognize each other's strengths. In such a good environment, very good opportunities exist, whether they be within political and economic aspects of China and Japan, or in the cooperation between enterprises or individuals. As Mr. Ono said, in all areas with potential for growth in China, we hope to work together with Chinese companies to collaboratively take on challenges and seize opportunities to improve cooperation."



欧冶云商 Ouyeel Co., Ltd.

MITSUI's corporate mission is "Strive to contribute to the creation of a future where the aspirations of the people can be fulfilled." Its corporate vision is "Aim to become a global business enabler that can meet the needs of our customers throughout the world." At every stage of development, MITSUI & CO., LTD. effectively captures growth opportunities brought by the changing times, constantly improves its business model, continues to create new added value, constantly tackles challenges in new areas, and boldly creates business that is at the forefront of the times. For MITSUI & CO., LTD., talent is the most important and valuable asset, and the driving force supporting the company's growth. Since its establishment, MITSUI & CO., LTD. has paid great attention to cultivating talent. "MITSUI & CO., LTD. attaches tremendous importance to strengthening individuals, so that each individual is empowered to develop business and create business together with customers during the growth process. We should fully draw out the individual abilities of all employees to ensure an even stronger MITSUI & CO., LTD.", Chief Representative Ono emphasized.

If society does not continue to develop, the company will not be able to exist. MITSUI & CO., LTD. believes that in order to continue existing in a sustainable, developing society, the company also needs to undertake social responsibility, while continually growing. Through continuous development of various business activities on the global stage, the company continues to create new value, respond to various issues facing modern society, and contribute to building a sustainable, growing society. From April 2016 to March 2017, MITSUI & CO., LTD.'s total social contribution amount of was approximately RMB 100 million, and this was for a total of 547 projects. In China, MITSUI & CO., LTD. has been working with Peking University since 2006 to launch the

Mitsui Innovation Forum, which is dedicated to promoting economic, cultural and commercial exchanges between China and Japan. It is held 6 to 8 times a year. Since 2007, MITSUI & CO., LTD. has continued to sponsor the "Visit Japanese Enterprises and Feel Japan" program to promote friendly exchanges between China and Japan in the form of non-governmental activities. Since 2013, MITSUI & CO., LTD. has continued to sponsor the "China-Japan Coming-of-Age Ceremony" program to deepen exchanges between Chinese and Japanese students and enhance understanding; since 2016, MITSUI & CO., LTD. has sponsored the "Hefeng" charity ball and funded 9 rural schools with the funds raised by the participants. In response to the call of the Japan Chamber of Commerce in China, MITSUI & CO., LTD. participated in the tree planting activities in Zhuozhou City, Hebei Province, and contributed to the promotion of the coordinated development and the ecological construction of Beijing, Tianjin, and Hebei. MITSUI & CO., LTD. also used the Mitsui & Co. Environment Fund to provide financial assistance for the biodiversity of the Sichuan Giant Panda Sanctuaries and the low-carbon and energy self-sufficient industries that protect the ecology. MITSUI & CO., LTD. adheres to the business interaction with a sense of presence and shoulders the corporate mission of contributing to a future full of dreams. This is the corporate social responsibility being fulfilled by MITSUI & CO., LTD. all the time.

In the past 40 years of reform and opening up, China has made remarkable achievements. The world today is



鄂尔多斯电力冶金 Inner Mongolia Erdos Electric Power & Metallurgical Group Ltd.

undergoing a new round of major development, major changes, and major adjustments. Sino-Japanese relations are also at the historical node of the past and the future, and are presented with excellent growth opportunities. Looking toward the future, Mr. Ono is full of confidence. He said, "Now China is the second largest economy in the world. It is expected that China will become the world's largest



宝井母材仓库 Base material warehouse in Bao-Mit

economy by 2030. In the future, among the global economic powers, China will become an industrial giant among the economic giants, and its growth areas are fully consistent with the priority areas of our company. MITSUI & CO., LTD. has always regarded China as a key market and has devoted a large amount of human and financial resources to it. Against the background of China's population

of approximately 1.4 billion, food and agriculture, medical health, aging, and consumer-related industries are all areas supported by the Chinese government, which provides growth opportunities for MITSUI & CO., LTD. Steel, chemical, and mechanical fields are the strengths of MITSUI & CO., LTD. While continuing to support these business activities and trading business, it is necessary to continually shift the focus to areas directly related to consumers. At the same time, we are looking for more, excellent strategic partners in China to jointly promote customer-focused business. In addition, we also hope to find cooperation in areas such as EV, AI,

autonomous vehicle networking, energy, data collection, analysis and solutions, areas in which our respective nations are also ahead of other countries, and "join hands" in overseas markets. We intend to rise to the challenge of growing together with China. MITSUI & CO., LTD. was born in Japan and "grew up" in the world. Therefore, MITSUI & CO., LTD. also hopes to take root in China and work together with Chinese enterprises to jointly tackle challenges and innovate. This is also the continuous goal of MITSUI & CO., LTD. "