

**To retain our position as a company trusted by all members of society, we will advance CSR management based on a sustained awareness of unity with all our stakeholders.**



### **Restructuring Our Approach to CSR Activities**

The Mitsubishi Rayon Group has adopted “Best Quality for a Better Life” as its management philosophy. This creed primarily means that the Mitsubishi Rayon Group strives to offer superior products and services that genuinely satisfy customers. Public views on corporate actions have been changing, however. In view of this recent trend, the Group is aiming to achieve the “best quality” from a CSR perspective as well, including corporate governance, compliance, corporate ethics, and relationships with other members of local communities and society and its own employees. The Mitsubishi Rayon Group has engaged in a wide variety of CSR activities to date. Under the Group’s CSR Charter established in June 2007, the previously independent operations of the Corporate Ethics Committee, Risk Management Committee, Information Security Committee, and Safety, Environment & Quality Assurance Committee have been consolidated into the CRS Committee chaired by myself, thereby realizing an organization that facilitates comprehensive initiatives based on the same principle. In a related move, the “Environmental and Safety Activities Report”, first published in fiscal 1998, was renamed as the “CSR Report” in fiscal 2008, after being called it the “Environmental and Social Report” from fiscal 2004 to fiscal 2007.

### **People Are Our Key Resource in Japan and Abroad.**

Employees form the basis of CSR management. We attach a great deal of importance to this aspect, and listed “full human resource development” as one of our focuses in “Global US → 2010,”\*1 the medium-term management plan we launched in fiscal 2008. Through the Movable President’s Office program launched upon my inauguration as president two years ago, I have continued visiting manufacturing and research worksites and exchanging views with our employees directly. This dialogue has been an extremely effective way for me to find out our employees’ opinions and deepen their understanding of our management philosophy. I have no doubt that this activity will lead the Group to management that makes the most of human resources. In personnel systems, the Group is using diverse approaches for seeking talent, including the Welcome Back Scheme for reemploying people who have left, year-round recruitment and the employment of foreign nationals. At the same time, we are working to increase support for employees balancing work and family life, and we are focused on developing a energetic working environment.

## Facing the Latest Issues and Looking toward the Future

Following the conclusion of the fifth medium-term management plan “US → 2007,” the Mitsubishi Rayon Group formulated its sixth medium-term management plan “Global US → 2010” for the period from fiscal 2008 to fiscal 2010. We have now entered a difficult phase due to the slowdown of the U.S. economy, the yen’s appreciation and the sharp rises in the prices of fuel and raw materials since the second half of 2007. In response to these issues, the Group needs to stabilize its base as a matter of priority. In addition, the Group will adopt “A New Design for Growth” as its basic concept, with the aim of increasing its net sales to 1 trillion yen by around 2015.

To ensure its lasting survival and sustained growth, the Mitsubishi Rayon Group will continuously address both short-term and medium- to long-term themes, while considering what the planet will be like for our children and grandchildren.



## Time to Set Ambitious Targets and Work on Environmental Matters

One of the items that featured high on the agenda of this year’s Hokkaido Toyako Summit was halving carbon dioxide emissions by 2050. This is also an important issue for us at the Mitsubishi Rayon Group.

The Mitsubishi Rayon Group has been working proactively on in-house programs, including those for saving energy, reducing carbon dioxide emissions and promoting 3R activities\*2. But this is not enough. I feel that we have entered an era in which products are seen from the perspective of lifecycle assessment.

We must always set ambitious goals, manufacture our products, take them to the market and enable our customers to use them. I believe we must accelerate our research and development to achieve new products that contribute positively to the global environment by considering a variety of aspects, including the amount of energy that can be saved and the type of recycling that is feasible in the final disposal process.

Fortunately, the Group has many products and technologies that can help the global environment, including carbon fibers that contribute to weight reduction and hollow fiber membrane filters that are useful for wastewater treatment and recycling, and salt water desalination.

I believe public recognition that the Mitsubishi Rayon Group is manufacturing high-quality products and building strong inter-personal relationships in good faith leads to the Group fulfilling its CSRs. We are resolved to build the Mitsubishi Rayon Group into a trusted corporate group through our efforts to achieve manufacturing that contributes to people’s future prosperity, including preserving the global environment.

We hope all our stakeholders find this report meaningful, and that it helps people understand the initiatives taken by the Mitsubishi Rayon Group in advancing CSR management. We would be grateful if readers would provide us with their honest feedback and suggestions for future activities.

### \*1 US

US stands for Uniqueness Specialties, which are projects combining originality and advantages at the same time.

### \*2 3R

3R is a term coined from the initials for the waste processing and recycling processes, arranged in the order of priority:

- ① Reduce
- ② Reuse
- ③ Recycle

September 2008  
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