

My View of Mitsubishi Rayon's CSR Report 2008



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Central CSR Themes

As stated in the message from the president, Mitsubishi Rayon's CSR activities are characterized by people-oriented management and environmental measures with ambitious targets. With its focus around these two themes, this report also reflects the Company's resolve and actions for fulfilling its CSRs.

CSR Activities with an Emphasis on People

The report introduces numerous initiatives taken by Mitsubishi Rayon with respect to corporate management that makes the most of individuals. These include the Movable President's Office program which facilitates interaction with workers at plants, training programs, the COM-PAS personnel performance evaluation system, and the Welcome Back scheme. I am also very impressed by the simultaneous patrols carried out by managers as described in the special feature section, which, along with the Movable President's Office program, serve as a meaningful method of promoting communication with employees. I believe that from now on, systems for enabling employees' voices to be heard outside the Company based on management-labor dialog will also prove effective.

Full Environmental Report

With regard to the environment, the report provides total volume reduction targets for CO₂, in addition to benchmarks per unit. This type of information reflecting the actual situation is highly regarded, making the transition to a low carbon society inevitable. In future, I would like to see Mitsubishi Rayon set out an ultra long-term vision. The Company has also advanced a chemical recycling program that allows acrylic waste generated in-house to be restored to high-purity materials. In fiscal 2007, it introduced a large facility and commenced verification tests for recycling acrylic products manufactured by other companies in the market. This activity deserves recognition as an ambitious initiative. In the report, Mitsubishi Rayon clearly discloses the types and results of environmental, safety and quality assurance audits. The report also provides complete environmental accounts, including negative information. As a report by a chemical manufacturer, it deserves a high rating.

Linking CSR Activities to Core Businesses

As I have outlined, Mitsubishi Rayon is advancing distinct initiatives through its CSR activities based on strong resolve on the part of its senior management. In my view, an important issue for the Company going forward will be how to structure these initiatives and link them to core businesses. As far as environmental actions are concerned, the question will be how to bring environmental response targets closer to business targets, including targets for increasing profits through waste reduction and boosting sales of eco-friendly products. I believe that the next important step for the Company will be setting action targets for social activities, including responses to employees (however qualitative), and establishing the PDCA management cycle.

Need to Reflect Stakeholders' Opinions

CSRs are social responsibilities. I believe that going forward, companies need to work aggressively to reflect their stakeholders' opinions on CSR activities. Previously overlooked areas of activity should come into focus when a company engages in dialog with stakeholders via the medium of its CSR report. CSR reports are corporate windows that are open to society. I would expect Mitsubishi Rayon to further expand and upgrade its CSR Report and transform it into a source of two-way communication.

[Brief summary of the author's background]

With a doctorate in business administration, Kunibe completed the business administration research program at Osaka City University's Graduate School of Business. Occupying his current position since 2001, in 2003 Kunibe established the Institute for Environmental Management Accounting, a company that puts research findings to practical application. Kunibe has served as the chairman of the Ministry of Economy, Trade and Industry's Committee on the Development and Popularization of Material Flow Cost Accounting and as the member of the Ministry of Environment's Committee on the Examination of Environmental Reporting Guidelines, among other positions. Books written by Kunibe include "Environmental Management and Accounting" (Yuhikaku).

On Third-Party's Opinion



Noriyuki Tajiri

Director of the Board
and Senior Executive Officer
in charge of the CSR Committee

The Mitsubishi Rayon Group has published the Environmental and Safety Report since fiscal 1998 to disclose its environmental and safety initiatives to all stakeholders. Later, the Report expanded its scope and changed its name to the Environmental and Social Report to introduce the Group's initiatives from the perspective of social involvement as well. Renamed once again, this year the Mitsubishi Rayon Group is publishing its first CSR Report to stakeholders.

Mitsubishi Rayon has developed its ability to promote CSR activities by establishing the CSR Committee and the CSR Charter in fiscal 2007. As Professor Kokubu pointed out, the Mitsubishi Rayon Group considers it essential to link current activities with its core businesses, set specific targets, and think about how to promote and structure the activities as it moves forward.

The Mitsubishi Rayon Group intends to raise awareness of CSR activities, and to structure its current CSR activities into Group-wide undertakings that transcend departments and production centers.

Professor Kokubu rated the Mitsubishi Rayon Group highly for carrying out people-oriented CSR activities as well. The Group will continue activities that emphasize dialog with employees, and bring the management cycle into view from a social perspective, including the establishment of new targets. The Mitsubishi Rayon Group is committed to making concerted efforts to advance its CSR activities as one solid force by establishing opportunities for dialog with a variety of stakeholders, as well as with employees, and by attempting two-way communication.

Editor's Postscript

The Mitsubishi Rayon Group CSR Report 2008 was prepared for publication with the cooperation of numerous departments and companies within the Group, with the CSR Committee Secretariat at the core.

The main products manufactured by the Mitsubishi Rayon Group are base materials. For this reason, the Group often receives feedback from outside parties to the effect that it is difficult for them to visualize the activities of the Group companies. We have attempted to make this report easy to read and user-friendly by introducing Group products in

everyday settings with illustrations, and by using photographs throughout the publication. We have also devoted more pages to environmental reports than we have previously. In addition, we have arranged chapters in accordance with the items of the CSR Charter established in fiscal 2007.

We intend to keep listening to stakeholders' opinions and produce reports that provide the information sought by society in a format that is easy to understand. We would greatly appreciate your comments.

CSR Committee Secretariat