

We value each individual employee.

We recognize that our employees are an invaluable asset, and we therefore respect the rights and individuality of everyone who works in the Mitsubishi Rayon Group. We will do our utmost to ensure that our working environments are safe, and will offer opportunities for our employees to develop their capabilities.

Human Resource Development

Based on its view that the capabilities of people and organizations are the key source of corporate growth and competitive ability, the Mitsubishi Rayon Group views human resource recruitment, training and application as important management challenges, and focuses its efforts on these areas.

Training programs

The Mitsubishi Rayon Group supports employees' efforts to develop their capabilities and skills by combining daily on-the-job (OJT) training through training programs and activities to assist in personal development. The Mitsubishi Rayon Group has adopted human rights education, legal compliance, thorough enforcement of corporate ethics, and the promotion of safety and environmental management as common themes of the training programs it has designed for new employees and managers. In addition, in view of the Group's increasing global operations, it is increasing its efforts to train individuals who can serve as managers, based on their understanding of cultures and systems of the regions where they are assigned.

Personal development training

The Mitsubishi Rayon Group provides career development training mainly to young employees who are on the managerial track. This training is aimed at giving the employees concerned a vision for

their own growth with the Mitsubishi Rayon Group, as well as developing their capabilities from a medium- to long-term perspective.

Training for newly appointed managers

To facilitate effective organizational management, the Mitsubishi Rayon Group provides training in areas such as communication skills and leadership to help develop the management capabilities of employees who have been recently appointed to management positions. In addition, the Group offers dedicated safety and production management training to newly appointed technical managers who are expected to operate as effective leaders on manufacturing sites.

Life planning training

In the current environment of increased options for continuing work after the age of retirement, the Mitsubishi Rayon Group supports activities aimed at raising awareness of career development and economic planning for life beyond the age of 60, including reemployment schemes. Intended for all managers who have reached the age of 50, the Group's "life planning training" focuses on career development. The training is aimed at deepening self-understanding and clarifying action targets for the future. The "second career support seminar" is a seminar on economic planning in general. It is designed for all Group managers who have reached the age of 57.

Measures for human resource development within the Mitsubishi Rayon Group

Positions	Role changes	Training				
		Reinforcement of management and organizational capabilities	Training by level	Training by objective or function	Technical training	Response to globalization and personal development
Directors of the board	High-level experts Specialist Line managers Appropriate personnel assignment based on human resource utilization plans	Unity of energetic individuals is the source of sustained corporate competitive ability				
Division general managers		Training for Group companies' representatives		Seminar to support second careers		
Laboratories general managers			Executive Training		Training on life planning	
Plant directors		Training for COM-PAS evaluators		Training for newly appointed managers	Training for newly appointed technical managers	
Department directors	Operational promotion High-level experts Specialist Line managers Appropriate personnel assignment based on human resource utilization plans		Training for newly appointed managers at production centers			
Group leaders				Marketing study workshop	Training to increase business planning capabilities	
Managers					Training on intellectual property	
Assistant managers				Personal development training		
Senior employees				Training for employees who have switched to the managerial track		
New employees		Focused on personnel rotation within respective departments to expand and upgrade specialized skills and capabilities and strengthen application capabilities (for Group members in Japan and abroad)	New Employee Training		Technical lectures (e-learning on the web)	
						Overseas training (studying abroad and job training) MLanguage lessons (English and Chinese) TOEIC implementation every year Group-wide Correspondence education and systems for supporting the acquisition of licenses and certificates



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COM-PAS target-based personnel evaluation system

The Mitsubishi Rayon Group takes the view that strong unity of direction across all Group members is critical for its sustained development as a group of US*1 companies. Based on this view, the Group has introduced a personnel performance evaluation system that stimulates communication within its organization, provides employees with common organizational targets, and accurately rates individuals who work hard and succeed in achieving the targets. This system is nicknamed COM-PAS (Communication, Plan, Action & Success). To make the system more effective, the Group offers manager-focused training to evaluators on an annual basis in order to increase the fairness, persuasiveness and transparency of the evaluations. The Mitsubishi Rayon Group believes that this target-based personnel management process, from target establishment to performance evaluation, maximizes the capabilities of individual employees and, by extension, allows the entire Group to display its organizational strength.

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



Training for COM-PAS evaluators
A total of 530 Group employees had undergone this training by the end of fiscal 2008.



Briefing on the COM-PAS system at Mitsubishi Rayon America Inc. in New York

Voice

Serving as a Bridge between Japan and China



Dr. Lin Hai (left) and Mr. Azegami, then president of Mitsubishi Rayon Polymer Nantong

Lin Hai, Ph.D

Assistant Director, Acrylic Sheet Plant
Mitsubishi Rayon Polymer Nantong Co., Ltd.

After graduating from university, I went to Japan in 1996 for postgraduate studies. I joined Mitsubishi Rayon in 2003 and worked at a resin plant in the Toyama Production Center for two years before being assigned to Nantong city, China, to launch a plant for Mitsubishi Rayon Polymer Nantong Co., Ltd. As an assistant plant director, I am now in charge of plant management for manufacturing acrylic sheets. The Company has given me a great deal of responsibility since I joined. Through practical experience I have been trained as a technologist and as a manager. I have been able to provide my local coworkers with useful information about Japanese culture and about our own corporate culture, which I learned during my long stay in Japan. This bridges the gap between my Japanese and Chinese colleagues from different cultural backgrounds. By increasing their mutual understanding, I quickly brought the plant to full operation, and I maintain a system for stable production and safety in manufacturing. We are introducing different types of Japanese-style activities to improve production. My hope is to bolster the capabilities of our employees and create a model plant for the Group companies in China.

1 We will comply with all laws and regulations, and act in line with our Corporate Ethics Policy.

2 We will take positive steps to ensure safe business operations and to contribute to the prevention of the environment.

3 We will offer products and services of the best quality.

4 We will work constantly to maintain a harmonious relationship with society.

5 We value each individual employee.

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● Work-life Balance ●

Measures for supporting efforts to balance work and family life

Since fiscal 2005, the Mitsubishi Rayon Group has established and implemented its Action Plan for General Business Operators in accordance with the Act for Measures to Support the Development of the Next Generation to boost corporate vitality and contribute to society through development of better working conditions for Group employees, including those in support of their efforts to balance work and family life. In fiscal 2008, the Group was certified as a General Business Operator Conforming to Standards from the Tokyo Labour Bureau, and obtained the Kurumin Certification Mark from the Bureau in recognition of its achievements against the Action Plan described above.

Mitsubishi Rayon's work-life balance support program as of March 2009 includes the following features.

Childcare

- Parental leave is available until the end of the first April of the child's third year.
- The limit on the number of times an employee can take parental leave for the same child has been lifted (to allow a married couple to alternately take leave).
- A life assistance grant (for childcare)*¹ is paid.
- The system of shortened working hours for childcare is available until the end of the child's third year of elementary school.
- The scope of eligibility for compassionate leave*² has been expanded (to care for the children until the end of the child's third year of elementary school).

Nursing

- The maximum combined period of nursing leave and shortened working hours is 365 days per family member to be nursed.
- The limit on the number of times an employee can take nursing leave for a family member under the same conditions that require nursing has been lifted (to allow a married couple to alternately take nursing leave).
- A life assistance grant (for nursing)*¹ is paid.

Next Generation Kurumin
Certification Mark



*1 Life assistance grants (for childcare, nursing)

Mitsubishi Rayon offers a program that provides life assistance grants to give income support to employees for periods when they are unable to obtain wages due to parental or nursing leave.

- (1) Period subject to basic allowance from employment insurance for parental leave
[Number of days of leave] × [daily standard remuneration] × 10/100
- (2) Period not subject to basic allowance for parental or nursing leave
[Number of days of leave] × [daily standard remuneration] × 40/100

A combination of the allowance from employment insurance and the life assistance grant covers nearly 40% of the pre-leave salary for the entire period of leave.

The Mitsubishi Rayon Group also has an agreement with the operator of a website that supports employees on parental leave and runs several programs including one in which discount coupons are offered to offset the cost of babysitting, the childcare home helper fee financing system (Fukushikai) and the Welcome Back Scheme. In addition to improving programs, the Group strives to foster corporate culture in which diverse lifestyles and values are mutually respected and understood as we continually seek to achieve a balance between work and life.



Booklets distributed to promote efforts for improving work-life balance

Number of employees benefiting from systems relating to childcare and nursing



* The figures presented above are totals for Mitsubishi Rayon and Mitsubishi Rayon Engineering.

Welcome Back Scheme

Mitsubishi Rayon launched the back-to-work registration scheme for former employees in January 2008 to give former Mitsubishi Rayon employees who had left voluntarily the opportunity to return to work with the Company. Registration is open to all former employees regardless of their reason for leaving, including childbirth and nursing. It is a new back-to-work scheme which meets various changes in life stages. As of April 2009, 11 individuals were registered for the system; three were male.

*2 Compassionate leave

Compassionate leave is a Mitsubishi Rayon system for accumulating expired annual paid holidays for later use. It applies to leave from the fiscal year before last, with leave able to be accumulated up to a maximum of five days per year and 40 days in total. Mitsubishi Rayon employees can use the accumulated holidays to care for family members and engage in community and social contribution activities, in addition to taking care of their own ailments and injuries.



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● For a More Enjoyable Working Environment ●●

Human rights protection

In Item 4 of its Corporate Ethics Policy, the Mitsubishi Rayon Group states, "In all of our business activities, we will respect human rights, dignity and individuality. We will respect the dignity and individuality of our employees and strive to provide a safe and worker-friendly environment for them." In this spirit, the Mitsubishi Rayon Group is working to develop a fair working environment where human rights are respected. In addition, the Group is seeking to raise awareness of the need to respect human rights through giving a human rights education lecture in various Group employee training programs.

With regard to sexual harassment, the Mitsubishi Rayon Group has spelled out its position of zero tolerance in its employment regulations. The Group is raising awareness of sexual harassment through in-house magazines and employee training programs. In addition, the Group has set up sexual harassment counseling desks in head offices, branch offices and production centers, and has established a committee for countermeasures in a bid to develop a system that offers a rapid response in the case of any sexual harassment.

Employment of people with disabilities

As of March 2009, the employment rate for people with disabilities was 1.9% across the Mitsubishi Rayon. As part of its CSR activities, Group-wide efforts will be made to hire more people with disabilities and develop facilities to accommodate them in an attempt to achieve and exceed the statutory requirement of 1.8%.

Reemployment policy

The Mitsubishi Rayon Group launched a reemployment policy in fiscal 2001. The Group is reemploying workers in accordance with the intention of the Law Concerning Stabilization of Employment of Older Persons (revised in 2006). In principle, all employees, including managers, are eligible for reemployment after the age of retirement, on the conditions specified by the company. The Mitsubishi Rayon Group ensures that working styles are complemented, so reemployed individuals continue to feel as motivated as ever.

Support for resuming work after forced absences due to illness and injury

It is important to prevent physical and mental illness and injury through lifestyle improvements and everyday care. If employees do become ill or injured, it is essential to provide them with an environment that allows them to concentrate on their treatment for the required length of time and return to work without any problems. In view of this need, in April 2008 the Mitsubishi Rayon Group established programs and systems that support the trouble-free resumption of work after leave taken due to physical and mental ailments. Mitsubishi Rayon offers follow-up to sick employees in cooperation with contracted occupational physicians

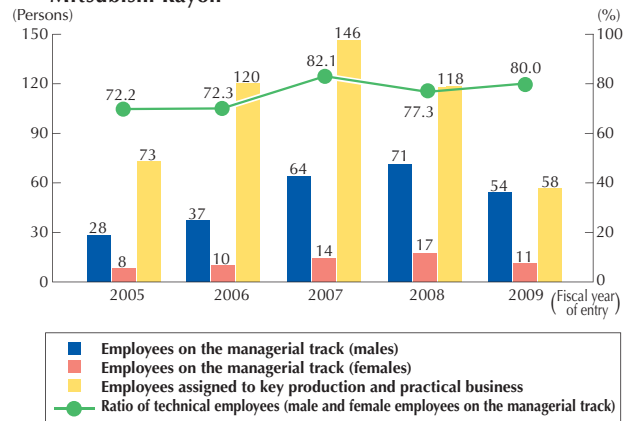
while they are undergoing treatment, and produces a work resumption program for each employee following his or her application to resume work. Based on the program, Mitsubishi Rayon workers can return to work in two stages, consisting of the "trial commute to work" and "preliminary work with shortened hours." These new support initiatives allow employees to gradually build up to a return to full time work after a required preparatory period.

● Employment ●●

Basic policy for employing recent graduates and mid-career workers

The conditions in which companies operate are changing on a daily basis, along with social frameworks. The Mitsubishi Rayon Group continues to hire diverse individuals with potential in order to survive under these conditions and to achieve the Group's goals. The Group's employment strategy is to concentrate on career workers on an as-needed basis, in addition to the periodic recruitment of recent graduates.

Changes in the number of people employed by Mitsubishi Rayon



- The figures presented above include employees hired on an as-needed basis.
- The figures are correct as of April 2009.

Internship

Mitsubishi Rayon offers an internship program which is available mainly to students from universities, graduate schools and technical colleges. Each Mitsubishi Rayon production center receives 10 to 20 students every year through the two-week program, which gives the students the opportunity to experience manufacturing and research on-site and firsthand, and to consider their career options. The Company makes the internship program available to foreign students in Japan as well.

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