

Fulfilling the responsibility of a chemicals company and serving sustainable development of the society

Seeking greater significance for CSR activities:

Noriyuki Tajiri, a Representative Director on the Mitsubishi Rayon board, spoke with Katsuhiko Kokubu, professor at the Graduate School of Business Administration at Kobe University, to review developments and issues of the Mitsubishi Rayon Group's CSR efforts and explore a positive direction for future efforts.

Fulfilling our corporate responsibility through our core business

Tajiri: We are happy to again welcome your comments, as we did last year. What are your thoughts about this year's CSR Report?



Kokubu: I was impressed to find that this report, in "Third Party's Opinions on CSR Report 2008" (p. 4), thoroughly addresses the comments I made last year. The report clearly portrays the way in which you are proactively engaging in environmental and other CSR activities.

In recent CSR reports, I am generally seeing that more and more companies in Japan are stressing social contribution through their core businesses. In these cases the difference between social contribution and core business needs to be clarified.

Tajiri: The term CSR can, in a narrow sense, denote the responsibilities that the company has to fulfill and, in a broad sense, indicate its contributions to society. CSR contains both these aspects. The Mitsubishi Rayon Group is a chemicals manufacturer. We must never cause accidents. Our main imperative is to ensure that we meet our responsibility to prevent accidents. Then, we undertake additional activities designed to contribute to the community.

Kokubu: From a corporate responsibility standpoint, I see honesty in the report's in-depth disclosure of what is behind accidents and occupational injuries. What other CSR issues are you working on?

Tajiri: We pay careful attention to compliance, which is an

especially prominent issue in society. Compliance ultimately relies on the discretion of individual employees, but we continually convey our president's messages, organize training programs and distribute booklets to make employees understand the importance of this topic.

Motivating employees to think about CSR on their own

Kokubu: Educating personnel is essential. What outcomes have been produced by the workshops for "Reading the CSR Report?"

Tajiri: In the previous fiscal year, we held workshops for employees at four production centers and held discussions with supporting staff who were editing the report. For the most part, the workshops helped increase awareness of CSR. The discussions led to active exchange of opinions about production centers' different activities and about the gaps between the shop and the head office. This was helpful for gathering information. In addition to these activities, we will be running a training program for new employees and incorporating CSR education into training for managers. These are ways in which we are stepping up our awareness-building activities.

Kokubu: It is vital to encourage employees to think independently about what they can do. It is important not only to speak to them, but also to listen. In participatory CSR activities, it is not just employees who have responsibility; the company must also play its part. It is also important to encourage staff to have social perspectives as well as business ones. In this regard, I expect the workshops enable CSR to be discussed from a range of perspectives.

Moving on to environmental activities, in this coming December,



Katsuhiko Kokubu

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[Brief summary of the author's background]

With a doctorate in business administration, Kokubu completed the business administration research program at Osaka City University's Graduate School of Business. Occupying his current position since 2001, in 2003 Kokubu established the Institute for Environmental Management Accounting, a company that puts research findings to practical application. Kokubu 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 Kokubu include "Environmental Management and Accounting" (Yuhikaku).



Noriyuki Tajiri

Representative Director
of the Board and Senior
Executive Officer in
charge of the CSR
committee

COP15 will be held to discuss a new post-Kyoto framework for climate change. What actions are you considering for reducing CO₂ emissions?



Tajiri: Over the past ten years, we have steadily sought to reduce CO₂ emissions in ways that include introducing high-efficiency production equipment and shifting energy to natural gas. We will continue to use low-carbon energy and take steps to eliminate energy loss.

Within our business operations, carbon fiber production consumes an enormous amount of energy, but carbon fiber helps reduce the weight of cars and is used in blades for wind power generators. From an end-product standpoint, we find that it reduces CO₂ emissions and makes an overall contribution to the environment.

A strategic approach for the future

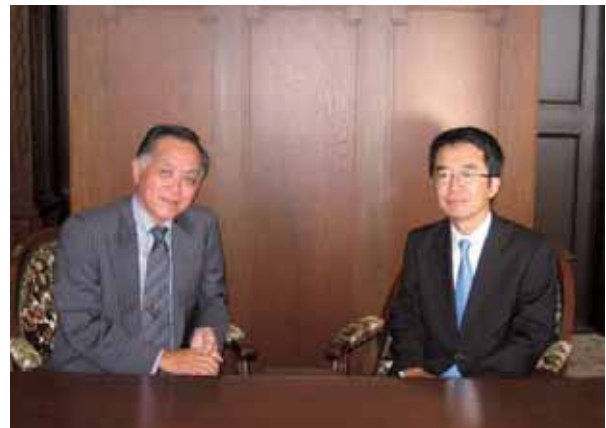
Kokubu: Material manufacturers producing carbon fiber could more strongly emphasize that product manufacturers actually benefit from reducing their CO₂ emissions.

Another point I want to make is that the G-8 Summit this July reached an agreement for developed countries to cut CO₂ emissions by 80% by 2050. This is a statement that the future will not be a continuation of the present and this goal cannot be met without changing the structure of industry. It is very important to think about business and to act strategically in this grand framework.

Tajiri: That's absolutely right. We will be working to supply materials for nuclear, solar and other power generation systems that emit no carbon dioxide and on the development of new technologies and materials for collecting, processing and storing CO₂.

Kokubu: A business fulfilling its social responsibility through CSR activities must have a policy that clarifies its objectives, and then it must translate that policy into action. It also needs accurate information about potential issues, which it must then address. I am very much looking forward to the future initiatives of the Mitsubishi Rayon Group.

Tajiri: CSR is part of the foundation of our existence. CSR activities will continue on a Group-wide scale. Thank you very much for your valuable input.



Editor's Postscript

The Mitsubishi Rayon Group CSR Report 2009 was prepared for publication with the cooperation of numerous departments and companies within the Group, with the CSR Committee Secretariat at the core. This year's edition uses both booklet and website formats to effectively report our CSR activities. We would greatly appreciate your comments.

(CSR Committee Secretariat)