

巻頭言

“PREFACE”

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What I Have in Mind



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昨年、我が国は東日本大震災という未曾有の大災害に見舞われました。マグニチュード9.0の大地震は太平洋沿岸の広域に渡る大津波を引き起こし、多数の死傷者を発生させ、家屋を流失させた他、福島原発の放射能漏れの大問題を発生するに至り、今後の復興には長期に渡る年月を要しましょう。今回の大震災は、多数の火山を有する島国日本には、地震や津波の自然災害の大きなリスクがあることを改めて認識させるものです。

東北地方第一の工業地帯であるいわき市も被災し、当社においてもCIP生産を特徴とする湯本工場が煙突倒壊などの大被害を受け、顧客の皆様にご多大なご心配とご迷惑をお掛けしました。懸命に取り組み、早期に完全復旧することができましたが、今回の被災を契機として、全製造拠点に対して、改めて災害リスク対応の検

Last year, Japan was hit by the unheard-of “East Japan Earthquake” disaster. The enormous 9.0 magnitude earthquake caused a Tsunami in the north-east part of Japan. The Tsunami killed and injured many people, destroyed houses and buildings, and, furthermore, caused the huge problem of radioactive mass leakage at Fukushima Nuclear Power Plant. It will take a long time to reconstruct the country. We are reminded by this earthquake that people in Japan are always facing certain risks of natural disasters such as earthquakes and Tsunamis because Japan is an island country with many volcanoes.

Iwaki city, one of the biggest industrial areas in the north-east of Japan, was one of the damaged areas. The Yumoto works in Iwaki City, where we are producing CIP products, had severe damages such as the collapse of a chimney, which obliged us to cause great concern and inconvenience to our customers. As a result of strenuous efforts, the production resumed quickly and the capacity of production came back to the normal level pretty fast. However, as one lesson from this event, we

討を図ります。

当社は1875年に創業を始めました。以来、“技術の品川”として耐火物業界の発展に努め、他社が追随できないオンリーワン製品を数多く開発してきました。断熱性に優れた省エネ型製品、低臭気的环境対応型製品、超速硬性の作業性改善型製品、段差型浸漬ノズルの鋼品質向上型製品、超高速鑄造用モールドパウダーなどが最近市場に提供した例で、お客様にご愛顧頂いています。技術開発追求の究極としてのオンリーワン製品は単独納入となるので、一般的な製品以上に、安定供給において重い責任を負っています。

自然災害の対策に限ることではありませんが、安定した生産を図るには、現有設備の保守、更なる設備の耐用性強化が第一に為すべき課題です。災害は地域によってその内容が異なり、また程度も異なります。地域の特徴に合わせて、効果的な方策の検討が求められます。水道、電気、輸送ルートなどのインフラも災害時のリスク対象ですが、これらについては企業単独での対応は不可能であり、地域社会の課題として解決策の検討が必要です。

長期に渡って復旧が困難な場合を想定すると、別の拠点で生産をバックアップする体制が望ましいことになります。幸い、当社は国内東西に複数の生産拠点を保有しています。また海外にもいくつかの工場を有しており、災害等の非常時にこれらを相互活用することが有効的なバックアップ方策となります。しかし、更なるバックアップ体制の強化には多額の設備投資が必要で、また複数工場による分散操業は生産性低下に繋がるものであり、全ての生産に適用することは困難です。リスクの対象と内容に合わ

are going to establish a new risk management system for all the manufacturing bases.

Since the establishment in 1875, Shinagawa has been striving to contribute to the progress of the refractory industry as a technology leading company, and we have developed many leading-edge, only one products. Examples of recent only one products, which are used by many customers with favorable reviews, are as follows; energy saving refractories such as high thermal insulating and low thermal conductivity bricks and castables, low odor and fume free environmental friendly bricks, refractories for improving work efficiency such as quick hardening hot casting repair mixes, refractories for improving the steel quality such as annular step SEN, mold powders for super high speed casting, and so on. The responsibility for supplying such unique products is higher than that for supplying other general products because there is a limited number of suppliers.

Relating not only to the natural disasters but as a general rule, in order to maintain stable production, the first requirement is to maintain and reinforce the present production facilities. The nature and the magnitude of natural disasters vary depending on the locality, and suitable countermeasures are required in order to achieve meaningful effects. Infrastructures such as water and power supplies, and transporting routes must be considered as a matter of the community and government because they are too big issues for one private company.

In cases where reconstruction takes a long time, it is desirable to have back-up manufacturing bases in other areas. Fortunately, we have several manufacturing bases not only in the east but also in the west part of Japan. In addition, we have several manufacturing bases in overseas. The utilization of these facilities should be an effective back-up countermeasure for the emergent situation. However, it is difficult to have a perfect back-up system for all product items because it would require a huge investment for constructing new equipment, and having plural plants for manufacturing the same products typically results in a decrease in productivity. We will make the best plan to suit the nature and influences of the

せた、最適な改善策の検討を図ります。

資源に乏しい我が国は原材料の調達についても多大なリスクを有し、このリスク対応は耐火物業界共通の課題でもあります。耐火物産業は国内の天然原料から出発し、低コスト及び多様化のニーズにより、輸入原料へ変化しました。高級化のニーズに対しては合成原料へシフトされてきました。一時期、天然原料については輸入品、合成原料は国産品という図式でしたが、合成原料についても品質改善がなされ、大幅に輸入品が増加するに至りました。現在の輸入比率は天然品と合成品を合わせて重量ベース50%程度で、中国からの輸入品が圧倒的な主体を占めています。輸入品の比率はこの10年間はほぼ一定です。しかし、安価な中国原料も人件費、エネルギーコストなどで価格が上昇する方向にあり、また、同国では資源保護の名目で原料輸出の制限が厳しくなることも懸念材料として、この先安定的に調達ができるかどうかは不透明です。比重が極めて高い中国からの調達に問題が発生する可能性を考慮し、調達先のリスク分散は急務の検討事項として取り組んでいます。

当社の主体のお客様は国内です。災害や原料調達についてのリスク問題はありますが、これらについて種々の対応を図り、今後も国内生産を基盤とする方針を継続します。しかし、円高基調の為替状況及び市場変化に伴ってグローバルな世界に変貌しつつある現在、当社においても海外展開は推し進めるべき重要事項として位置付けられます。

当社は“技術の品川”です。海外展開は単にコスト面で海外に生産シフトするものではなく、これまで培ってきた高い技術力を持ってグローバル化を図ることが、当社に求められる市

potential risks surrounding us.

We have a big potential risk in procuring raw materials because we do not have many natural resources in Japan. Risk management for this issue is a common matter in the Japanese refractory industry. When the refractory industry in Japan was born, domestic natural materials were used. The source of natural raw materials shifted from domestic to imported ones with the growth in demands for cost reduction and diversification. As a reply to the demands for high quality products, raw materials shifted from natural to synthetic ones. There was a time when most of natural raw materials were imported and most of the synthetic materials were domestic. However, as a result of quality improvement, the import of synthetic raw materials has increased drastically. Currently, the ratio of natural and synthetic imported raw materials has become approximately 50% in weight, and most of them are from China. The ratio of imported raw materials has not changed much for these 10 years. However, there is a sign of Chinese raw materials becoming more expensive due to the rise in labor costs, energy costs and other factors. In addition, there is another concern that the Chinese Government may restrict the export of these raw materials in order to protect natural resources. Over all, it is not certain that we can procure raw materials in a stable manner from China. Therefore, we are working on having diversified raw material sources on the assumption that the procurement from China may become difficult at any time.

Most of our customers are domestic. Therefore, we will maintain domestic production as the backbone of our company, while we have to manage the potential risks of natural disasters and/or raw material shortages. However, business extension to overseas is one of our most important tasks under these globalized circumstances and the strong Yen based economical situation.

Shinagawa is a company with leading-edge technology. I believe that demands from the market to Shinagawa is not only the transition of production bases from domestic to overseas just for cost saving, but also the globalization of the company business along with the leading-edge

場のニーズです。また新たな市場で新たな技術を開発することが、“技術の品川”の責務です。品川技報は品川技術の集大成です。海外展開に合わせて、本技報を通して、世界に新しい耐火物技術を提供し続けることを強く願います。

technology we have grown so far. It is our duty to develop new technologies in the new market. Shinagawa Technical Report is a corpus of Shinagawa's technology. In addition to business extension to overseas, it is my strong wish that we can keep providing the new refractory technologies to worldwide readers through the Shinagawa Technical Report.