

II. Human resources: current situation and future outlook

(Your business conditions)

Q7: Circle a number for your business conditions, now (FY2004) and over the next three years (FY2005-07).

Current conditions (FY2004)		Conditions over next three years (FY2005-07)	
Good	1	Will be better	1
Neither good nor bad	2	Will be unchanged	2
Bad	3	Will be worse	3
		Not predictable	4

(Line of business)

Q8: Choose your lines of business from those listed below and enter principal lines in order of importance (up to three).

No. 1		No. 2		No. 3	
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(List of answers for Q8)

1. Fisheries, agriculture	12. Iron & steel	23. Miscellaneous financial institutions
2. Mining	13. Nonferrous metals	24. Securities and futures commodity dealing activities
3. Construction	14. Metal products	25. Insurance
4. Manufacture of food	15. General machinery	26. Real estate
5. Manufacture of textile	16. Electrical machinery	27. Road freight transport
6. Pulp, paper and paper products	17. Transportation equipment	28. Water transport
7. Chemical	18. Precision instruments and machinery	29. Air transport
8. Drug and medicines	19. Miscellaneous manufacturing	30. Warehousing and service incidental to transport
9. Petroleum and coal products	20. Wholesale trade	31. Information and communications
10. Rubber products	21. Retail trade	32. Electricity and gas
11. Ceramic, stone and clay products	22. Banking	33. Services

Note: Industry definitions shall be based on the definitions used by securities exchanges (33 industry definitions as shown above).

(Excessiveness or deficiency on employment)

Q9 (1): Indicate the section where is the most excessive employment (for No. 1-3, see Q8 above) (choose and circle only one number that applies from among 1 to 15 listed below).

Line of business	Sales & marketing	R & D	Production	Personnel, accounting & finances	Information systems*
No. 1	1	4	7	10	13
No. 2	2	5	8	11	14
No. 3	3	6	9	12	15

* Hereinafter, Information Systems* shall mean information systems when used for internal operations.

(2) Indicate the area where is the most excessive age bracket, years of service, and type of employment, respectively (choose and circle only one number to each item).

Age bracket		Years of service		Type of employment	
Up to 29	1	Up to 5	1	Regular employees/staffers	1
30-39	2	6-10	2	Contract employees	2
40-49	3	11-20	3	Part-timers/Temporary workers	3
50 and older	4	21 and more	4		

(3) Indicate the section where is the most deficient employment (for No. 1-3, see Q8 above) (choose and circle only one number that applies from among 1 to 15 listed below).

Line of business	Sales & marketing	R & D	Production	Personnel, accounting & finances	Information systems*
No.1	1	4	7	10	13
No. 2	2	5	8	11	14
No. 3	3	6	9	12	15

(4) Indicate the area where is the most deficient age bracket, years of service and type of employment, respectively (choose and circle only one number that applies to each item).

Age bracket		Years of service		Type of employment	
Up to 29	1	Up to 5	1	Regular employees/staffers	1
30-39	2	6-10	2	Contract employees	2
40-49	3	11-20	3	Part-timers/Temporary workers	3
50 and older	4	21 and more	4		

(5) By when do you expect employment will be adjusted to an appropriate level as a whole? (Circle only one number that applies.)

Within a half year	1
Within a year	2
Within two years	3
After two years	4

(Creation or reduction of employment)

Q10 (1): In which sections and attributes have you increased employees most over the past three years (FY2002-04)? What attributes does such area have?

a. Indicate the section where you increased employees most (for No. 1-3, see Q8 above) (choose and circle only one number that applies from among 1 to 15 listed below).

Line of business	Sales & marketing	R & D	Production	Personnel, accounting, finances	Information systems*
No. 1	1	4	7	10	13
No. 2	2	5	8	11	14
No. 3	3	6	9	12	15

b. Attributes of the area of the most increased employees (choose and circle only one number that applies to the age bracket, type of employment and employee-transferring area).

Age bracket	Type of employment		Transferring area				
Up to 29	1	Regular employees/staffers	1	In-house (same industry)	1	Outside (same industry)	4
30-39	2	Contract employees	2	In-house (same job)	2	Outside (same job)	5
40-49	3	Part-timers/Temporary workers	3	In-house (others)	3	Outside (others)	6
Over 50	4						

Note: Hereinafter, in-house (same industry) shall mean internal transfer to a different type of job of the same industry, and in-house (same job) shall mean internal transfer to the same type of job of a different industry.

(2) In which sections and attributes will you increase employees most over the next three years (FY2005-07)? What attributes does such area have?

a. Indicate the section where you will increase employees most (for No. 1-3, see Q8 above) (choose and circle only one number that applies from among 1 to 15 listed below).

Line of business	Sales & marketing	R & D	Production	Personnel, accounting & finances	Information systems*
No. 1	1	4	7	10	13
No. 2	2	5	8	11	14
No. 3	3	6	9	12	15

b. Attributes of the area where employees would be increased most (choose and circle only one number for the age bracket, type of employment and employee-transferring area).

Age bracket	Type of employment		Transferring area				
Up to 29	1	Regular employees/staffers	1	In-house (same industry)	1	Outside (same industry)	4
30-39	2	Contract employees	2	In-house (same job)	2	Outside (same job)	5
40-49	3	Part-timers/Temporary workers	3	In-house (others)	3	Outside (others)	6
50 and older	4						

(3) In which sections and attributes have you reduced employees most over the past three years (FY2002-04)? What attributes does such area have?

a. Indicate the section where you reduced employees most (for No. 1-3, see Q8 above) (choose and circle only one number that applies from among 1 to 15 listed below).

Line of business	Sales & marketing	R & D	Production	Personnel, accounting & finances	Information systems*
No. 1	1	4	7	10	13
No. 2	2	5	8	11	14
No. 3	3	6	9	12	15

b. Attributes of the area of the most reduced employees (choose and circle only one number that applies to the age bracket, type of employment and transferee-recipient area).

Age bracket	Type of employment		Recipient area		
Up to 29	1	Regular employees/staffers	1	In-house (same industry)	1
30-39	2	Contract employees	2	In-house (same job)	2
40-49	3	Part-timers/Temporary workers	3	In-house (others)	3
50 and older	4			Dismissed	4

(4) In which sections and attributes will you reduce employees most over the next three years (FY2005-07)? What attributes does such area have?

a. Indicate the section where you will reduce employees most (for No. 1-3, see Q8 above) (choose to circle only one number that applies from among 1 to 15 listed below).

Line of business	Sales & marketing	R & D	Production	Personnel, accounting & finances	Information systems*
No. 1	1	4	7	10	13
No. 2	2	5	8	11	14
No. 3	3	6	9	12	15

b. Attributes of the area where employees would be reduced most (choose to circle only one number that applies to the age bracket, type of employment and transferee-recipient areas).

Age bracket	Type of employment		Recipient area		
Up to 29	1	Regular employees/staffers	1	In-house (same industry)	1
30-39	2	Contract employees	2	In-house (same job)	2
40-49	3	Part-timers/Temporary workers	3	In-house (others)	3
50 and older	4			Dismissed	4