

### III. Future corporate strategy

#### (Sources of companies' competitiveness)

Q11: What are the sources of your competitiveness? Choose and circle up to three, of the sources given below, that contributed/will contribute most to enhancing your competitiveness for the current year (FY2005) and the next three years (FY2006-2008), respectively. Of the three, choose and mark with a double circle the most important.

Source	Years	Current year (FY2005)	Next three years (FY2006-2008)
Quality and technological capabilities		1	1
Low cost		2	2
Prompt delivery of product and provision of service		3	3
Ability to plan and propose		4	4
Attentive and meticulous response to customer needs		5	5
Sales capabilities		6	6
After-sales service		7	7
Healthy financial position		8	8
Stable customer base		9	9
Others		10	10

#### (Means of financing)

Q12(1): What means did/will you use for financing? Choose and circle up to three, of the means given below, that provided/will provide you with greater funds during the current year (FY2005) and over the next three years (FY2006-2008), respectively. Of the three, choose and mark with a double circle the most important.

Means	Years	Current year (FY2005)	Next three years (FY2006-2008)
Borrowing from private financial institutions		1	1
Borrowing from public financial institutions		2	2
Share issuance		3	3
Bond issuance		4	4
Financial lease		5	5
Business-to-business credit		6	6
Sale of assets		7	7
Liquidization/securitization of assets		8	8
Use of internal funds		9	9
Others		10	10

(Use of profits earned and funds raised through business activities)

(2) How did/will you use profits earned and funds raised through business activities? Choose and circle up to three, of the uses given below, that provided/will provide you with greater funds during the current year (FY2005) and the next three years (FY2006-2008). Of the three uses, choose and mark with a double circle the most important.

Use	Years	Current year (FY2005)	Next three years (FY2006-2008)
Capital investment		1	1
R&D		2	2
Securities investment		3	3
Reduction of interest-bearing debts		4	4
Share buyback		5	5
Dividend payment to shareholders		6	6
Improvement of employee treatment		7	7
Others		8	8

#### (Future risks)

Q13: What risks do you expect over the next three years? Reply as to risks related to the economic environment and your management. Consider a risk as the possibility of an event occurring adversely affecting the income that a company expects to generate in the future.

a. Choose and circle the most important of the risks given below related to the economic environment.

Risk related to domestic market (fluctuations in the Japanese economy, etc.)	1
Risk related to overseas markets (fluctuations in overseas demand, etc.)	2
Risk related to financial or asset market (fluctuations in foreign exchange rates, interest rates, etc.)	3
Others	4

b. Choose and circle up to three important risks of those related to the management of your company given below. Of the three, choose and mark with a double circle the most important.

Risks related to branching out into new business areas (success or failure in new businesses, etc.)	1
Risks related to product development strategy (success or failure in new product development (appropriate/inappropriate response to customer needs, timing of introduction, etc.), etc.)	2
Risks related to financing strategy (success or failure in capital increase, bond issuance, borrowing, financing costs, etc.)	3
Risks related to capital investment (investment amount appropriate or inappropriate, etc.)	4
Risks related to product prices (fluctuations in purchase prices of oil and other raw materials and products, supply shortage, etc.)	5
Compliance-related risks (breach of laws or regulations, leakage of customer information, etc.)	6
Risks related to product quality (occurrence of defective products or their distribution) (compliance-related risks are excluded)	7
Risks related to information system (troubles with network security, etc.) (excluding compliance-related risks)	8
Hazard risks related to the environment, etc. (inappropriate wastes disposal, natural disasters, etc.)	9
Risks related to change in legal system (revision of existing systems, new legislation, etc.)	10
Others	11

(Importance of foreign regions or countries)

**Q14: To be answered only by manufacturing companies.**

Q14: What makes a foreign region or country important to your company?

Choose and circle up to three, of the regions/countries given below, that you consider of importance for the current year (FY2005) and for the next three years (FY2006-2008), respectively. Of the three, choose and mark with a double circle the most important.

Note: ASEAN4 means Malaysia, Thailand, Indonesia and the Philippines.  
NIES3 means Singapore, Taiwan and South Korea.

a. For the current year (FY2005)

Important as a/an: Region/country	Export market	Overseas production bases	Destination of shipment from overseas production bases	Imports intended for reverse	Site of overseas production bases intended for reverse imports (not including reverse imports)	Supplier of imports (not including reverse imports)	Competitor in domestic or foreign markets
North America	1	1	1	1	1	1	1
EU	2	2	2	2	2	2	2
China	3	3	3	3	3	3	3
ASEAN4	4	4	4	4	4	4	4
NIES3	5	5	5	5	5	5	5
Other Asian regions/countries	6	6	6	6	6	6	6
Other regions/countries	7	7	7	7	7	7	7
No idea in particular	8	8	8	8	8	8	8

b. Over the next three years (FY2006-2008)

Important as a/an: Region/country	Export market	Overseas production bases	Destination of shipment from overseas production bases	Imports intended for reverse	Site of overseas production bases intended for reverse imports (not including reverse imports)	Supplier of imports (not including reverse imports)	Competitor in domestic or foreign markets
North America	1	1	1	1	1	1	1
EU	2	2	2	2	2	2	2
China	3	3	3	3	3	3	3
ASEAN4	4	4	4	4	4	4	4
NIES3	5	5	5	5	5	5	5
Other Asian regions/countries	6	6	6	6	6	6	6
Other regions/countries	7	7	7	7	7	7	7
No idea in particular	8	8	8	8	8	8	8

★ Thank you for sparing your precious time for answering the questionnaire.

Please return to us the questionnaire filled out by  
**January 24, 2006 (Tue).**