



KEIZAI DOYUKAI

Criteria for Corporate Assessment (Worksheet)

**Practical tool for status evaluation and goal-setting
for the comprehensive corporate value enhancement**

1st Edition

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KEIZAI DOYUKAI

<Japan Association of Corporate Executives>

Introduction—Points to note when conducting the evaluation

(1) This is an entirely voluntary exercise

The submission of these evaluation sheets to the Keizai Doyukai is not obligatory. However, by securing active participation in this exercise and the conduct of evaluations voluntarily, we aim to develop it into a tool that will help to stimulate the activities of companies, to build their trustworthiness, and to enhance their competitiveness.

(2) Please conduct your evaluation of current status subjectively

Please do your utmost to conduct your evaluation subjectively. Rather than giving formal, model replies, we would prefer you to state clearly any points you particularly wish to draw attention to.

(3) It is not vital for the evaluation to reply to every item

These evaluation sheets encompass a very wide range of fields, and it is not vital for the evaluation to reply to every item. There are items that do not apply to companies in certain industries and of a certain scale, and the way of tackling them varies according to different corporate philosophies.

(4) We request that the content of replies be finally confirmed by corporate executives themselves

These evaluation sheets contain portions for the insertion of detailed figures that only the persons immediately responsible can grasp. However, please ensure that the corporate executives review the content of the finalized responses, and confirm that they themselves are prepared to commit themselves to them.

(5) No data provided in responses will be made public without permission

Give the essential aim of these evaluation sheets, ideally the content of the responses (evaluations of current status and targets) should be disclosed voluntarily as companies' commitments to society. However, given that the evaluation methodology has not been established sufficiently, at this stage the principal objective is the collation and analysis of data, and no details of individual responses will be revealed publicly without permission. What we are considering releasing will be limited to the results of aggregation and analysis, and examples (subject to receiving permission) of what we consider to be best practice.

(6) Painstaking management of individual data

The study of individual data within the Secretariat will be limited to the staff responsible, and its storage will be conducted strictly. When aggregation is assigned to outside entities, measures will be taken to ensure that respondents cannot be identified, and care will be taken to prevent outflows of data.

(7) Please understand that active disclosure is now the trend

Nevertheless, please understand that at the very least active disclosure is now the trend. With respect to many of the questions requiring the insertion of specific numerical values, it is desirable for disclosure to be made, as this is to the benefit of companies under the GRI Guidelines (sustainability reporting guidelines), Environmental Reporting Guidelines (Ministry of the Environment), etc.

Please read the explanations on the following pages, keeping the above points in mind as you do so.

Characteristics of These Evaluation Criteria

In its "21st Century Declaration" (issued in December 2000), the Keizai Doyukai advocated the concept of "market evolution," calling for the building of a market capable of valuing comprehensive corporate value that encompasses not only "economic aspects" but also "social aspects" and "human aspects," and for companies to take active initiatives towards that goal.

These "corporate evaluation criteria" represent an attempt to advocate new criteria for translating the concept of market evolution into reality from the standpoint of corporate executives. They have the following characteristics.

(1) A checklist for self-assessment by corporate executives

They constitute a checklist for corporate executives themselves to evaluate the state of their own companies' efforts, while taking note of the diversity of social values (standpoints for evaluating companies) and the changes that occur in them.

(2) A tool for showing targets as commitments

This is a tool to be used not only for evaluation of current status, but also to stimulate efforts to achieve concrete results through the voluntary establishment of targets and the commitment to their achievement.

(3) A tool for identifying and evaluating best practices

As in the case of many third-party evaluations, it is not a tool for evaluation in a one-sided and uniform manner based on specific value judgments. It is not something to impose fixed frameworks onto corporate activity in individual fields, but a tool for the identification and better evaluation of best practice amid the diverse efforts being made by individual companies. Accordingly, there is no weighting of the items in each question and no ranking in terms of point totals.

(4) Items in questions devised from the standpoint of contributing to risk management and business case

The items within questions have been devised from two perspectives. First, risk management. They identify in advance the problems that may give rise to future risk, endeavor to improve them rapidly, and examine whether any substantial gaps are emerging between social values and the company's values.

Second, business case. They identify changes in social values and needs, and by quickly linking these to value creation and the creation of new markets, they lead to the strengthening of the company's competitiveness and its sustained development.

(5) Question items inquire whether there are *functions* rather than whether there is *form*.

It is appropriate that the *form* of an effective mechanism for achieving an objective varies according to each company's philosophy and characteristics. In view of this, the method used is as follows: the questions concerning Process do not ask whether there is a specific *form* (e.g. whether there are outside directors), but whether it has particular *functions* (e.g. the introduction of outside viewpoints), and if this is effective it asks respondents to be specific about the form it takes.

(6) A tool for ongoing "evolution"

As for the future, we intend to continue with the collation and analysis of concrete response data, the extraction and evaluation of best practice, and the analysis of hypothetical averages by industry and by corporate scale, and to revise evaluation categories and refine our methodology, reflecting opinions from various quarters and changes in social needs.

How to Fill in the Evaluation Sheets

(1) Evaluation targets

The purpose of these evaluation sheets is to have corporate executives evaluate the current state of their own companies and commit themselves to targets. However, since they contain numerous portions for the insertion of detailed figures that only the persons immediately responsible can grasp, the task of completing these may be assigned to those persons responsible, though we request that corporate executives themselves review the content of the finalized responses and confirm that they are prepared to commit themselves to them. With respect to the section "II. Corporate Governance (CG)," we recommend that as far as possible this is completed by corporate executives themselves.

(2) Structure of evaluation criteria

The evaluation criteria comprise 110 items divided into five broad fields (markets, environment, personnel, society, corporate governance). The classifications are as follows.

I. Corporate Social Responsibility (CSR) (83)		
1. Markets	1-a. Process (Status evaluation)	15
	1-b. Performance (Status evaluation and goal-setting)	9
2. Environment	2-a. Process (Status evaluation)	11
	2-b. Performance (Status evaluation and goal-setting)	10
3. People	3-a. Process (Status evaluation)	11
	3-b. Performance (Status evaluation and goal-setting)	11
4. Society	4-a. Process (Status evaluation)	10
	4-b. Performance (Status evaluation and goal-setting)	6
II. Corporate Governance (CG) (27)		
1. Principles and leadership (Status evaluation)		6
2. Management systems (Status evaluation)		9
3. Compliance (Status evaluation)		8
4. Disclosure and communication (Status evaluation)		4

(3) Evaluation of current status

In both "I. Corporate Social Responsibility (CSR)" and "II. Corporate Governance (CG)" there is an assessment of the current status. Generally an assessment consisting of three levels (excluding "Not applicable" or similar statements) is provided as shown below, so please select the one that describes your situation most suitably.

When "2" is selected, please also add some brief specific details (unless these relate to company secrets). The purpose of this is to enable us to evaluate the better approaches that are being adopted. It is envisaged that in the course of collating and analyzing the response data, unique steps that are regarded as being particularly outstanding (e.g. through the establishment of an evaluation committee) will be picked out and be given a higher grading.

Example: Process

N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that satisfactory results are being achieved	2
(If 2, please briefly describe the specific steps taken)	
[]	

(4) Status evaluation and goal-setting

With respect to "Performance" in "I. Corporate Social Responsibility (CSR)," there is an evaluation of current status, and goal-setting. The most recent fiscal year-end at which specific numerical values have been released or identified is the "most recent term." As a rule the trend over approximately the next three years is evaluated according to the three levels shown below, and you are requested to select the one that describes your situation most suitably, and to specify the most recent figure.

In addition, as regards goal-setting, in principle please insert the target value for approximately the next three years from the "most recent term." This shows the commitment of the management, and thus please insert the values you judge are targets that are attainable (management effort) in three years' time.

For both current status and goal-setting, you may leave these blank if it is difficult to insert specific values.

Example: Performance

(Trend over the past 3 years)	N: Not applicable -1: Downward trend 0: Flat 1: Upward trend	N -1 0 1
(Specific figures: Current status and target)		
End of previous fiscal year: ____% → Target in 3 years' time: ____%		

(5) Method of filling in sections for voluntary comments

At the end of each field there is a section for free comments. For each field, irrespective of whether you have filled in specific evaluation items, please fill this in if you wish your individual "Process", "Performance," etc., to be evaluated. Here too it is envisaged that in the course of collating and analyzing the response data, unique steps that are regarded as being particularly outstanding (e.g. through the establishment of an evaluation committee) will be picked out and be given a higher grading.

In addition, although these will not be evaluated, there are also sections in which you may write in comments such on individual "targets" and "aimed-for ideals" that you consider are worth mentioning.

Profile

Please first fill in the essential items set out below.

Filled in by:

(Corporate Executive)

Name	
Company name	
Position	

(Person responsible)

Name			
Position			
Contact details	TEL:	FAX:	E-mail:

Date completed: _____, 2003.

Profile of Your Company

(Please draw a circle around the applicable number)

Question 1. Principal industry				
1. Agriculture, forestry, fisheries	2. Mining	3. Construction	4. Foodstuffs	
5. Textiles, apparel	6. Pulp, paper	7. Chemicals	8. Pharmaceuticals	
9. Oil, coal	10. Rubber, leather	11. Glass, ceramics	12. Steel	
13. Nonferrous metals	14. Metal products	15. Machinery	16. Electrical equipment	
17. Transportation equipment	18. Precision equipment	19. Other manufacturing	20. Wholesaling	
21. Retailing	22. Banking	23. Miscellaneous financial	24. Securities, commodities futures	
25. Insurance	26. Real estate	27. Transportation	28. Warehousing	
29. Communications	30. Electric power, gas	31. Mass media	32. Information services	
33. Other services	34. Other	()		
Question 2. Year established (Note: If newly established through a merger, please indicate the year of establishment of the older of the former companies.)				
1. Before 1945 2. 1945-69 3. 1970-79 4. 1980-89 5. 1990 or later				
Question 3. Capital stock				
1. Less than ¥100 million		2. ¥100 million to less than ¥500 million		
3. ¥500 million or more				
Question 4. Stock market				
1. Listed (In Japan and overseas)		2. Listed (In Japan only)		
3. Listed (Overseas only)		4. Not listed		
Question 5. Employees (Note: Incl. regular employees, contract employees, part-time staff, casual staff, etc.)				
1. Fewer than 300		2. 300 to 999		
3. 1,000 to 4,999		4. 5,000 or more		
Question 6. Most recent sales (Nonconsolidated)				
1. Less than ¥5 billion		2. ¥5 billion to less than ¥10 billion		
3. ¥10 billion to less than ¥50 billion		4. ¥50 billion or more		
Question 7. Ratio of foreign shareholding				
1. Less than 10%		2. 10% to less than 20%		
3. 20% to less than 30%		4. 30% to less than 40%		
5. 40% to less than 50%		6. 50% or more		
Question 8. Ratio of overseas sales (Consolidated)				
1. Less than 10%		2. 10% to less than 30%		
3. 30% to less than 50%		4. 50% or more		

I. Corporate Social Responsibility (CSR)

1-a. Market (Process)

Initiatives for sustained value-creation and creation of new markets

1) Core competence management: Do you implement a strategy to take advantage of core competencies (unique capabilities and strengths not found in other companies), and endeavor to create new markets in which your company is dominant?

N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that satisfactory results are being achieved	2
(If 2, please briefly describe the specific steps taken and methods)	
[]	

2) Marketing: For the planning and development of new products and services and the startup of new businesses, do you identify customer and market needs?

N: Not applicable	N
0: No	0
1: Identify needs of existing customers and markets	1
2: In addition to the above, identify needs of potential customers and markets	2
(If 2, please briefly describe the specific methods)	
[]	

3) Concerted use of knowledge: For the planning and development of new products and services and the startup of new businesses, do you amass a wide range of in-house and outside knowledge, and use it in an organic, concerted manner?

N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that satisfactory results are being achieved	2
(If 2, please briefly describe the specific methods)	
[]	

4) Intellectual-property strategy: Have you formulated basic policies and strategies for the creation, protection, and use of intellectual property?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that creation, management, and use are being put into practice strategically	2
(If 2, please briefly describe the specific steps taken)	
[]
5) Brand management: Have you formulated basic policies and strategies for brand management for your company and its products and services?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that this is having a significant impact on raising brand value	2
(If 2, please briefly describe the specific steps taken)	
[]

Providing value to customers

6) Customer satisfaction: Do you survey the degree of customer satisfaction, and endeavor to increase it?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe it has led to an increase in customer satisfaction	2
(If 2, please briefly describe the specific methods)	
[]
7) Treatment of customers: Do you have a mechanism for notifying your president (or officer responsible) of wishes, complaints, and opinions expressed by customers?	
N: Not applicable	N
0: No mechanism for listening to customers' wishes, complaints, and opinions	0
1: Have a mechanism for listening to these, but do not notify them to the president (or director responsible)	1
2: Have a mechanism for listening to these, and they are reported to the president (or director responsible)	2
(If 2, please briefly describe the specific methods)	
[]

8) Handling of accidents, problems: Have you prepared basic policies or manuals to enable rapid and appropriate handling if accidents or problems arise as a result of product or service defects, etc.?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe the structure to be satisfactory	2
(If 2, please briefly describe the specific steps taken)	
[]
9) Protection of customer information: Have you prepared basic policies or manuals for the protection of personal customer information?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe the structure to be satisfactory	2
(If 2, please briefly describe the specific steps taken)	
[]

Providing value to shareholders

10) IR (dedicated department, etc.): Do you take steps to be understood and evaluated correctly by shareholders and investors, e.g. through the establishment of a dedicated IR department (or person responsible)?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that we are understood and evaluated correctly by shareholders and investors	2
(If 2, please briefly describe the specific steps taken)	
[]
11) IR (feedback): Do you report to your board of directors wishes and opinions of shareholders and investors identified through IR activities, and is feedback made?	
N: Not applicable	N
0: Do not report	0
1: We report	1
2: Yes, and we believe that satisfactory feedback is made	2
(If 2, please briefly describe the specific methods)	
[]

12) General meetings of shareholders: When general meetings of shareholders are held, do you make efforts to give importance to shareholders (e.g. avoiding dates that clash with dates of other companies' meetings, allowing time in addition to the proceedings to listen to shareholders' views)?		
N: Not applicable		N
0: No particular efforts		0
1: Yes		1
2: Yes, and we believe that satisfactory results are being achieved		2
(If 2, please briefly describe the specific steps taken)		
[]		

Free, fair, and transparent trading and competition

13) Purchasing and trading policy: Have you laid down, and made public, a purchasing and trading policy in respect of fair dealings with entities with which you conduct business (suppliers, vendors, consignees, etc.)?		
N: Not applicable		N
0: No		0
1: Laid down a policy, but have not made it public		1
2: Laid down a policy and made it public		2
(If 2, please briefly describe any noteworthy aspects)		
[]		

14) CSR procurement standards: Have you laid down and made public procurement standards that take into consideration Corporate Social Responsibility (CSR) in addition to price and product quality?		
N: Not applicable		N
0: No		0
1: Laid down procurement standards, but have not made them public		1
2: Laid down procurement standards and made them public		2
(If 2, please briefly describe any noteworthy aspects)		
[]		

15) Thorough adherence to fair trading and competition: Do you prescribe manuals for the observance of regulations provided by the Antimonopoly Law, the Unfair Competition Prevention Law, etc., and ensure that employees adhere thoroughly to them?

N: Not applicable	N
0: No	0
1: We prescribe manuals	1
2: We prescribe manuals, and ensure that employees adhere to them sufficiently thoroughly	2
(If 2, please briefly describe methods by which the manuals are observed thoroughly)	
[]

Other points (Free comment)

Note: If there are any other "Process" worthy of note, please include them below.

Process

1-b. Market (Performance)

Sustained value-creation

1) Profitability: What is the trend of your profitability?	
[Return on equity (ROE): %] (If you use another indicator, please insert it.)	N -1 0 1
Trend over the past 3 years N: Do not measure -1: Downward trend 0: Flat 1: Upward trend	
Specific figures: Current status and target	
Most recent term: _____% → Target in 3 years' time: _____%	
2) Productivity: What is the trend of your productivity?	
[Value added per person: ¥] = Company's total value added (operating profit + personnel expenses + depreciation) ÷ No. of employees (If you use another indicator, please insert it.)	N -1 0 1
Trend over the past 3 years N: Do not measure -1: Downward trend 0: Flat 1: Upward trend	
Specific figures: Current status and target	
Most recent term: ¥ _____ → Target in 3 years' time: ¥ _____	
3) No. of patents: What is the trend of the number of patents you have obtained?	
[No. of patents (annual)]	N -1 0 1
Trend over the past 3 years N: Not applicable/Do not count them -1: Downward trend 0: Flat 1: Upward trend	
Specific figures: Current status and target	
Most recent term: _____ patents → Target in 3 years' time: _____ patents	

Providing value to customers

4) Customer satisfaction: What is the trend of the degree of customer satisfaction?	
[Indicator used by your company]	N -1 0 1
Trend over the past 3 years N: Not applicable/Do not measure -1: Downward trend 0: Flat 1: Upward trend	

Providing value to shareholders

5) Dividend per share: What is the trend of your dividend per share?	
[Dividend per share (share of ¥50 equivalent; annual): ¥]	N
Trend over the past 3 years N: Not applicable -1: Downward trend 0: Flat 1: Upward trend	-1 0 1
Specific figures: Current status and target	
Most recent term: ¥ _____ → Target in 3 years' time: ¥ _____	
6) Gross market capitalization: What is the trend of your gross market capitalization?	
[Gross market capitalization: ¥]	N
Trend over the past 3 years N: Not applicable -1: Downward trend 0: Flat 1: Upward trend	-1 0 1
Specific figures: Current status and target	
Most recent term: ¥ _____ → Target in 3 years' time: ¥ _____	
7) Percentage deviation between results forecast and actual results: What is the trend of the degree to which results forecasts (current profit) deviate from actual results (upward and downward adjustments)?	
[Percentage deviation between results (current profit) forecast (at end of term before previous term) and actual results (previous term): %] = Amount of deviation (absolute difference between forecast and actual results) ÷ Actual results x 100 (The smaller the deviation, the higher the regard for reliability)	N -1 0 1
Trend over the past 3 years N: Not applicable -1: Upward trend 0: Flat 1: Downward trend	
Specific figures: Current status and target	
Most recent term: _____% → Target in 3 years' time: _____%	

Building trust

8) No. of cases of infringement of consumer laws: During the past three years have you had cases of infringements of consumer-related laws or cases in which the interest of consumers have been harmed?	
[No. of cases of infringement in past 3 years: Cases]	N
Trend over the past 3 years N: Not applicable 1: Yes 0: No	-1 0
Specific figures: Current status	
Past three years: _____ Case(s)	

9) No. of cases of infringement of fair-trading or unfair-competition laws: During the past three years have you infringed fair-trading or competition-related laws?

[No. of cases of infringement in past 3 years: Cases]

N

Trend over the past 3 years N: Not applicable

-1

1: Yes 0: No

0

Specific figures: Current status

Past three years: _____ Cases

Other points (Free comment)

Note: If there are any other "results," "targets," or "aimed-for ideals" worthy of note, please include them below.

Results

Targets & aimed-for ideals

2-a. Environment (Process)

Establishment of environmental management system

1) Management policy for environmental protection: Have you laid down a management policy for environmental protection, and made it public?	
N: Not applicable	N
0: No	0
1: Laid down a policy, but have not made it public	1
2: Laid down a policy and made it public	2
(If 2, please briefly describe any noteworthy aspects)	
[]
2) Employee education relating to environmental conservation: Do you take steps to increase employee awareness concerning environmental conservation?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that satisfactory results are being achieved	2
(If 2, please briefly describe the specific steps taken)	
[]
3) Acquisition of external certification: Do you encourage the acquisition of external certification such as ISO 14001?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that satisfactory results are being achieved	2
4) Environmental accounting: Have you introduced a system of environmental accounting?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that it is being taken advantage of for management decision-making	2

Initiatives for reducing environmental burden

5) Resource-saving, recycling: Do you take steps to save resources and recycle in your offices and business establishments?	
N: Not applicable 0: No 1: Yes 2: Yes, and we believe that satisfactory results are being achieved (If 2, please briefly describe the specific steps taken) []	N 0 1 2
6) Energy-saving: Do you take steps to save energy in your offices and business establishments?	
N: Not applicable 0: No particular steps taken 1: Yes 2: Yes, and we believe that satisfactory results are being achieved (If 2, please briefly describe the specific steps taken) []	N 0 1 2
7) Environmental assessment of products and services: In the planning and development of new products and services, do you conduct assessments of their impact on the environment?	
N: Not applicable 0: No 1: Yes, but not for the entire life cycles of products and services 2: Yes, for the entire life cycles of products and services (If 2, please briefly describe the specific steps taken) []	N 0 1 2
8) Green purchasing and procurement: Do you conduct green purchasing and procurement based on in-house or external criteria?	
N: Not applicable 0: No 1: Yes 2: Yes, and we believe that satisfactory results are being achieved (If 2, please briefly outline the specific criteria) []	N 0 1 2

Disclosure and communication

9) Environment reports: Do you prepare environment reports and make them public?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe they are very useful for communication with the community and for fostering our environmental-conservation efforts	2
10) Third-party reviews of environment reports: Do you subject the content of your environment reports to third-party review (audit, verification, statement of opinion)?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that they are very useful for enhancing the content and reliability of the reports	2
(If 2, please briefly describe the specific methods)	
[]	
11) Environment-related contributions to society: With respect to environmental conservation, do you engage in or assist activities in fields not directly related to your company's business?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that they are satisfactory	2
(If 2, please briefly describe the specific steps taken)	
[]	

Other points (Free comment)

Note: If there are any other "Process" worthy of note, please include them below.

Process

2-b. Environment (Performance)

Establishment of environmental management system

1) Acquisition of external certification: To date, have any of your places of business acquired external certification such as ISO 14001?

[Ratio of places of business that have acquired certification to total no.: %]	N
Trend over the past 3 years	-1
N: Not applicable	0
-1: Downward trend 0: Flat 1: Upward trend	1
Specific figures: Current status and target	
Most recent term: _____% → Target in 3 years' time: _____%	

Initiatives for reducing environmental burden

(Note: For definitions of indicators and methods of computation, please refer to the Environmental Reporting Guidelines issued by the Ministry of the Environment.)

2) Total input of materials: What is the trend of the total input of materials (aggregate quantity) in your business activities?

[Total input of materials (annual): Tons; Rate of increase or decrease: %]	N
Trend over the past 3 years	-1
N: Do not measure	0
-1: Upward trend 0: Flat 1: Downward trend	1
Specific figures: Current status and target	
Most recent term: _____ tons → Target in 3 years' time: ____% increase/decrease	

3) Total energy consumption: What is the trend of the total energy consumption (aggregate quantity) in your business activities?

[Total energy consumption (annual): Joules; Rate of increase or decrease: %]	N
Trend over the past 3 years	-1
N: Do not measure	0
-1: Upward trend 0: Flat 1: Downward trend	1
Specific figures: Current status and target	
Most recent term: _____ joules → Target in 3 years' time: ____% increase/decrease	

4) Amount of water used: What is the trend of the amount of water used (aggregate quantity) in your business activities?	
[Amount of water used (annual): Tons; Rate of increase or decrease: %] Trend over the past 3 years N: Do not measure -1: Upward trend 0: Flat 1: Downward trend Specific figures: Current status and target Most recent term: _____ tons → Target in 3 years' time: ____% increase/decrease	N -1 0 1
5) Amount of greenhouse gases and ozone-depleting substances released: What is the trend of the amount of greenhouse gases and ozone-depleting substances (carbon dioxide, methane, dinitrogen monoxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride) released in your business activities?	
[Amount of greenhouse gases, etc., released (annual): Tons = CO2 equivalents; Rate of increase/decrease: %] Trend over the past 3 years N: Do not measure -1: Upward trend 0: Flat 1: Downward trend Specific figures: Current status and target Most recent term: _____ tons → Target in 3 years' time: ____% increase/decrease	N -1 0 1
6) Total emissions of wastes: What is the trend of the total emissions of wastes (aggregate quantity) in your business activities?	
[Total emissions of wastes (annual): Tons; Rate of increase or decrease: %] Trend over the past 3 years N: Do not measure -1: Upward trend 0: Flat 1: Downward trend Specific figures: Current status and target Most recent term: _____ tons → Target in 3 years' time: ____% increase/decrease	N -1 0 1
7) Ratio of recycled resources: What is the trend of the ratio of recycled recyclable resources to total emissions of wastes in your business activities?	
[Ratio of recycled recyclable resources: %] = Volume of recycled recyclable resources among total emissions of wastes ÷ total emissions of wastes x 100 Trend over the past 3 years N: Do not measure -1: Downward trend 0: Flat 1: Upward trend Specific figures: Current status and target Most recent term: _____% → Target in 3 years' time: _____%	N -1 0 1

8) Ratio of green purchasing and procurement: What is the trend of the ratio of your green purchasing and procurement based on in-house or external criteria?	
[Ratio of green purchasing and procurement: %]	N
Trend over the past 3 years N: Do not implement -1: Downward trend 0: Flat 1: Upward trend	-1 0 1
Specific figures: Current status and target	
Most recent term: _____% → Target in 3 years' time: _____%	
9) Ratio of production and sale of environmental products: What is the trend of the ratio of your production and sale of products/services that could contribute to the mitigation of environmental burdens ("environmental products, etc." defined in Article 2, Paragraph 1, of the Law on Promoting Green Purchasing) ?	
[Ratio of production and sale of environmental products: %]	N
Trend over the past 3 years N: Not applicable -1: Downward trend 0: Flat 1: Upward trend	-1 0 1
Specific figures: Current status and target	
Most recent term: _____% → Target in 3 years' time: _____%	

Building trust

10) No. of cases of infringement of environment-related laws: During the past three years have you had cases of infringements of environment-related laws?	
[No. of cases of infringement in past 3 years]	N
Trend over the past 3 years N: Not applicable -1: Yes 0: No	-1 0
Specific figures: Current status	
Past three years: _____ Case(s)	

Other points (Free comment)

Note: If there are any other "results," "targets," or "aimed-for ideals" worthy of note, please include them below.

Results
Targets & aimed-for ideals

3-a. People (Process)

Employing and utilizing highly skilled human resources

1) Equal opportunity: For employee recruitment, promotion, placement, etc., do you take steps to ensure that highly capable human resources are placed in the positions most appropriate for them, irrespective of gender, age, educational background, nationality, and form of employment?

N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe our measures to be satisfactory	2
(If 2, please briefly describe the specific steps taken)	
[]	

2) In-house recruitment, free-agent system, etc.: Do you take steps (e.g. in-house recruitment, free-agent system) to permit employees to choose their own careers and to take advantage of their capabilities and motivation?

N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe our measures to be satisfactory	2
(If 2, please briefly describe the specific steps taken)	
[]	

3) Capability and performance assessment: Do you take steps to assess fairly the abilities and performance of employees, and to reflect these in their treatment and compensation?

N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe our measures to be satisfactory	2
(If 2, please briefly describe the specific steps taken)	
[]	

Improvement of employee capabilities (employability)

4) Employee education and training: Do you take measures for enriching education and training programs to improve employee capabilities (employability)?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe our measures to be satisfactory	2
(If 2, please briefly describe the specific steps taken)	
[]
5) Nurturing of senior management: Do you take steps to nurture the next generation of senior management and enhance their qualities?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe our measures to be satisfactory	2
(If 2, please briefly describe the specific steps taken)	
[]

Creation of family-friendly workplaces

6) Consideration for employees as family members: Do you take steps (in the area of systems and operations) to take employees' family circumstances into consideration with respect to employee commuting time and personnel movements?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe our measures to be satisfactory	2
(If 2, please briefly describe the specific steps taken)	
[]
7) Assistance with childcare, nursing: Do you take your own steps, in addition to those prescribed by law, to assist employees with childcare and nursing?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe our measures to be satisfactory	2
(If 2, please briefly describe the specific steps taken)	
[]

Creating an employee-friendly working environment

8) Employee satisfaction: Do you make surveys of employee satisfaction, and do these help to create an environment in which employees can give full play to their capabilities and motivation?	
N: Not applicable 0: No 1: Yes 2: Yes, and we believe our measures to be very helpful for creating such an environment (If 2, please briefly describe the specific steps taken) []	N 0 1 2
9) Varied working hours and forms: To increase employee productivity, have you introduced systems (flextime, etc.) that make possible varied working hours and forms.	
N: Not applicable 0: No 1: Yes 2: Yes, and we believe that satisfactory results are being achieved (If 2, please briefly describe the specific steps taken) []	N 0 1 2
10) Safety and hygiene: Do you take your own steps, in addition to those prescribed by law, in relation to employee safety, hygiene, health, mental health, etc.?	
N: Not applicable 0: No 1: Yes 2: Yes, and we believe our measures to be satisfactory (If 2, please briefly describe the specific steps taken) []	N 0 1 2
11) Consideration for human rights: Do you take steps (e.g. prohibition of discrimination, prevention of sexual harassment) to take employees' human rights into consideration?	
N: Not applicable 0: No 1: Yes 2: Yes, and we believe our measures to be satisfactory (If 2, please briefly describe the specific steps taken) []	N 0 1 2

Other points (Free comment)

Note: If there are any other "Process" worthy of note, please include them below.

Process

3-b. Personnel (Performance)

Employment and utilization of highly capable human resources

1) Ratio of women directors: What is the trend of the ratio of women directors?	
[Ratio of women directors: %] = No. of women directors (directors, executive officers) ÷ the total no. of all directors (directors, executive officers) x 100	N -1 0 1
Trend over the past 3 years N: Do not count them -1: Downward trend 0: Flat 1: Upward trend	
Specific figures: Current status and target	
Current: _____% → Target in 3 years' time: _____%	
2) Ratio of women in managerial positions: What is the trend of the ratio of women in managerial positions?	
[Ratio of women in managerial positions: %] = No. of women in managerial positions (kacho rank and above, incl. directors) ÷ the total no. of all personnel in managerial positions (kacho rank and above, incl. directors) x 100	N -1 0 1
Trend over the past 3 years N: Do not count them -1: Downward trend 0: Flat 1: Upward trend	
Specific figures: Current status and target	
Current: _____% → Target in 3 years' time: _____%	
3) Ratio of foreigners in managerial positions (in Japan): What is the trend of the ratio of foreigners in managerial positions at your places of business in Japan?	
[Ratio of foreigners in managerial positions (in Japan): %] = No. of foreigners in managerial positions (kacho rank and above, incl. directors) ÷ the total no. of all personnel in managerial positions (kacho rank and above, incl. directors) x 100	N -1 0 1
Trend over the past 3 years N: Do not count them -1: Downward trend 0: Flat 1: Upward trend	
Specific figures: Current status and target	
Current: _____% → Target in 3 years' time: _____%	

4) Ratio of foreign directors (overseas): What is the trend of the ratio of foreigners in managerial positions at your overseas subsidiaries?

[Ratio of foreign directors (overseas): %]	N
= No. of foreign directors (directors, executive officers) at overseas subsidiaries ÷ the total no. of all directors (directors, executive officers) at overseas subsidiaries x 100	-1
	0
	1
Trend over the past 3 years N: Not applicable/Do not count them -1: Downward trend 0: Flat 1: Upward trend	
Specific figures: Current status and target	
Current: _____% → Target in 3 years' time: _____%	

5) Ratio of disabled employees: What is the trend of the ratio of disabled employees?

[Ratio of disabled employees: %]	N
	-1
Trend over the past 3 years N: Do not count them -1: Downward trend 0: Flat 1: Upward trend	0
	1
Specific figures: Current status and target	
Current: _____% → Target in 3 years' time: _____%	

Improvement of employee capabilities (employability)

6) Cost of employee education and training: What is the trend of the average cost (annual) per employee for education and training?

[Cost per employee of education and training (annual): ¥]	N
	-1
Trend over the past 3 years N: Do not measure -1: Downward trend 0: Flat 1: Upward trend	0
	1
Specific figures: Current status and target	
Previous term: ¥_____ → Target in 3 years' time: ¥_____	

Creation of family-friendly workplaces

7) Ratio of annual paid holiday: What is the trend of the ratio of employees' annual paid holiday?	
[Ratio of annual paid holiday (ave. per person): %]	N
Trend over the past 3 years N: Do not count them	-1
-1: Downward trend 0: Flat 1: Upward trend	0
Specific figures: Current status and target	1
Most recent term: _____% → Target in 3 years' time: _____%	
8) Monthly overtime hours: What is the trend of employees' monthly overtime hours?	
[Ratio of monthly overtime hours worked (ave. per person): Hours]	N
Trend over the past 3 years N: Do not count them	-1
-1: Upward trend 0: Flat 1: Downward trend	0
Specific figures: Current status and target	1
Most recent term: _____ hrs → Target in 3 years' time: _____ hrs	
9) No. of employees taking childcare leave: What is the trend of the number of employees taking childcare leave (annual)?	
[No. of employees taking childcare leave (annual): Persons]	N
Trend over the past 3 years N: Do not count them	-1
-1: Downward trend 0: Flat 1: Upward trend	0
Specific figures: Current status: males/females	1
Previous term (Males): _____ (Females): _____	
10) No. of employees taking nursing leave: What is the trend of the number of employees taking nursing leave (annual)?	
[No. of employees taking nursing leave (annual): Persons]	N
Trend over the past 3 years N: Do not count them	-1
-1: Downward trend 0: Flat 1: Upward trend	0
Specific figures: Current status	1
Previous term: _____	

Creating an employee-friendly working environment

11) Employee satisfaction: What is the trend of the degree of employee satisfaction?				
[Indicator used by your company]				N
Trend over the past 3 years	N: Do not measure			-1
	-1: Downward trend 0: Flat 1: Upward trend			0
				1

Other points (Free comment)

Note: If there are any other "results," "targets," or "aimed-for ideals" worthy of note, please include them below.

Results
Targets & aimed-for ideals

4-a. Society (Process)

Fostering of activities to contribute to society

1) Basic policy on activities to contribute to society: Have you laid down, and made public, a basic policy on activities to contribute to society?	
N: Not applicable	N
0: No	0
1: Laid down a policy, but have not made it public	1
2: Laid down a policy and made it public	2
(If 2, please briefly describe any noteworthy aspects)	
[]
2) Use of special management resources and fields of particular strength: In putting activities to contribute to society into practice, do you take advantage of special management resources and fields in which you are particularly strong?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that satisfactory results are being achieved	2
(If 2, please briefly describe specific examples)	
[]
3) Support for employees' volunteer activities: Do you take steps to support participation by employees in volunteer activities?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that satisfactory results are being achieved	2
(If 2, please briefly describe specific examples)	
[]

Disclosure and partnership

4) Social reports: Do you prepare reports relating to your corporate social activity (Note: fields that fall into the "Personnel" and "Society" categories of these Evaluation Criteria), and make them public?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe they are useful for communication with the community and for fostering our corporate social activity	2

5) Dialogue and joint activity with NGOs (NPOs): Do you engage in dialogue and joint activity with NGOs (NPOs)?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe it is sufficient	2
(If 2, please briefly describe specific examples)	
[]

Establishing appropriate relations with the political world and government administration

1) Relations with the political world: Have you laid down, and made public, a basic policy on relations with the political world (relationships with politicians, political contributions, etc.)? (Note: This can include norms of corporate behavior, etc.)	
N: Not applicable	N
0: Do not lay down a policy	0
1: Laid down a policy, but have not made it public	1
2: Laid down a policy and made it public	2
(If 2, please briefly describe any noteworthy aspects)	
[]

7) Relations with public servants: Have you laid down a basic policy on relations with public servants (prevention of bribery, etc.), and ensured that employees are thoroughly conversant with it? (Note: This can include norms of corporate behavior, etc.)	
N: Not applicable	N
0: Do not lay down a policy	0
1: Laid down a policy, but have not made it public	1
2: Laid down a policy, and we believe that employees are sufficiently conversant with it (no problems are arising)	2

Cooperation with the international community

8) Respecting international norms: In the conduct of business overseas, do you respect and take into consideration matters stated in the U.N. Global Compact, ILO declarations, etc. (e.g. the prohibition of child labor and compulsory labor)?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, not only in-house, but also in our supply chain	2
(If 2, please briefly describe the specific steps taken)	
[]

<p>9) Respecting local laws, culture, customs, etc.: In the conduct of business overseas, have you laid down a basic policy on the observance of local laws and respect for local culture and customs, and ensured that employees are thoroughly conversant with it? (Note: This can include norms of corporate behavior, etc.)</p>	
<p>N: Not applicable 0: No 1: Yes 2: Laid down a policy, and we believe that employees are sufficiently conversant with it (no problems are arising)</p>	<p>N 0 1 2</p>
<p>10) Contributions to the resolution of global problems: Do you also look overseas and make efforts towards the resolution of global problems (e.g. emergency aid for overseas refugees and disaster victims, assistance for developing countries) from a corporate perspective?</p>	
<p>N: Not applicable 0: No 1: Yes 2: Yes, and we consider our efforts to be sufficient.</p> <p>(If 2, please briefly describe specific examples)</p> <p>[]</p>	<p>N 0 1 2</p>

Other points (Free comment)

Note: If there are any other "Process" worthy of note, please include them below.

<p>Process</p>

4-b. Society (Performance)

Fostering of activities to contribute to society

1) Amount expended on activities to contribute to society: What is the trend of the amount of your expenditure on activities to contribute to society?	
[Amount expended on activities to contribute to society (annually): ¥]	N
Trend over the past 3 years N: Not applicable/Not measured	-1
-1: Downward trend 0: Flat 1: Upward trend	0
	1
Specific figures: Current status and target	
Most recent term: ¥ _____ → Target in 3 years' time: ¥ _____	
2) No. of student interns accepted: If you have introduced a scheme of student internships, what is the trend of the number of such persons?	
[No. of student interns accepted (annually): Persons]	N
Trend over the past 3 years N: None accepted	-1
-1: Downward trend 0: Flat 1: Upward trend	0
	1
Specific figures: Current status and target	
Most recent term: _____ → Target in 3 years' time: _____	
3) No. of employees using schemes for leave for volunteer activities and suspension of business: If you have introduced schemes for leave for volunteer activities and suspension of business, what is the trend of the number of persons using them?	
[No. of employees using schemes for leave for volunteer activities and suspension of business (annual): Persons]	N
Trend over the past 3 years N: Not introduced	-1
-1: Downward trend 0: Flat 1: Upward trend	0
	1
Specific figures: Current status and target	
Most recent term: _____ → Target in 3 years' time: _____	
4) No. of cases of joint activity with NGOs (NPOs): What is the trend of the number of cases of joint activity (excluding simple donations) with NGOs (NPOs)?	
[No. of cases of joint activity with NGOs (NPOs) (annually): Cases]	N
Trend over the past 3 years N: Not applicable/Do not count	-1
-1: Downward trend 0: Flat 1: Upward trend	0
	1
Specific figures: Current status and target	
Most recent term: _____ Case(s) → Target in 3 years' time: _____ Case(s)	

Building trust

5) No. of cases of domestic infringement of laws relating to politicians and public servants: During the past three years have you infringed laws relating to relations with politicians and public servants in Japan?

[No. of cases of domestic infringement in past 3 years: Cases]			N
Trend over the past 3 years			-1
N: Do not count			0
1: Yes 0: No			
Specific figures: Current status			
Past three years: ____ Cases			

6) No. of cases of overseas infringement of laws relating to politicians and public servants: During the past three years have you infringed laws relating to relations with politicians and public servants in foreign countries?

[No. of cases of overseas infringement in past 3 years: Cases]	N
Trend over the past 3 years N: Not applicable/Do not count	-1
1: Yes 0: No	0
Specific figures: Current status	
Past three years: ____ Cases	

Other points (Free comment)

Note: If there are any other "results," "targets," or "aimed-for ideals" worthy of note, please include them below.

Results

Targets & aimed-for ideals

II. Corporate Governance (CG)

1. Philosophy and leadership

Setting out management philosophy clearly, and disseminating it throughout the company

1) Setting out management philosophy clearly, and disseminating it throughout the company: Do you endeavor to set out your management philosophy clearly in written form, and to ensure that it is known throughout the company?

N: Not applicable	N
0: Do not set out in written form	0
1: Set out in written form	1
2: Set out in written form, and we believe that satisfactory efforts are made to ensure it is widely known	2
(If 2, please briefly describe the specific methods)	
[]	

2) Explicit inclusion of stakeholders: Does your management philosophy explicitly specify your company's stakeholders?

N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and they are fully taken into consideration in actual management	2

3) Degree of dissemination of management philosophy: Are the values set out in your management philosophy disseminated through your company?

N: Not applicable	N
0: Do not measure degree of dissemination	0
1: Measure degree of dissemination, but we believe that general awareness of the values is insufficient	1
2: Measure degree of dissemination, and we believe that general awareness of the values is satisfactory	2
(If 2, please briefly describe how you measure this)	
[]	

Displaying leadership

4) Direct involvement of president: Is the president directly involved in the process of formulating and ensuring company-wide knowledge of management philosophy and norms of corporate behavior? (The president is not only receiving reports but also participating in the process himself or herself.)	
N: Not applicable 0: No 1: Yes 2: Yes, and we believe that satisfactory results are being achieved (If 2, please briefly describe the specific efforts made) []	N 0 1 2
5) Communication with employees: Does the president take steps to communicate his/her own beliefs directly to employees?	
N: Not applicable 0: No 1: Yes 2: Yes, and we believe that the beliefs are conveyed satisfactorily (If 2, please briefly describe the specific methods) []	N 0 1 2
6) Communication from employees: Does the president take steps to listen directly to comments by employees and actual circumstances within the company?	
N: Not applicable 0: No 1: Yes 2: Yes, and we believe that comments and circumstances are being grasped satisfactorily (If 2, please briefly describe the specific methods) []	N 0 1 2

Other points (Free comment)

Note: If there are any other "efforts," "targets," or "aimed-for ideals" worthy of note, please include them below.

Efforts

Targets & aimed-for ideals

2. Management structure

Effectiveness of board of directors/auditors (audit committee)

1) Substantive discussion: Does the board of directors make efforts to increase substantive discussions on matters other than explanations and approvals of agenda items?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that satisfactory results are being achieved	2
(If 2, please briefly describe the specific efforts)	
[]
2) Introduction of outside viewpoints: To help ensure that more appropriate management decisions are made, do you take steps to introduce outside viewpoints (e.g. appointment of outside directors, establishment of management advisory committee)?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that satisfactory results are being achieved	2
(If 2, please briefly describe the specific steps taken)	
[]
3) Opinions of auditors (audit committee)/board of corporate auditors: Are efforts made to respect the opinions of auditors (audit committee)/board of corporate auditors?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that satisfactory results are being achieved	2
(If 2, please briefly describe the specific efforts)	
[]
4) Support for auditors: Do you give support (e.g. assignment of dedicated staff) to enable on-site conditions to be conveyed directly to auditors?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that satisfactory results are being achieved	2
(If 2, please briefly describe the specific efforts)	
[]

Appointment and assessment of president

5) Appointment of president: Is there a mechanism through which persons other than the current president (and past presidents) are involved in the selection of candidates to be the next president?		
N: Not applicable		N
0: No		0
1: Yes		1
2: Yes, and we believe that it functions satisfactorily		2
(If 2, please briefly describe the specific efforts)		
[]		
6) Assessment, dismissal of president: Is there a mechanism through which persons other than past presidents assess the performance of the current president, and may dismiss him/her?		
N: Not applicable		N
0: No		0
1: Yes		1
2: Yes, and we believe that it functions satisfactorily		2
(If 2, please briefly describe the specific efforts)		
[]		
7) Determination of president's remuneration: For the determination of the president's remuneration, is there a mechanism for reflecting the opinions of persons other than the current president and past presidents?		
N: Not applicable		N
0: No		0
1: Yes		1
2: Yes, and we believe that it functions satisfactorily		2
(If 2, please briefly describe the specific efforts)		
[]		

Establishment of management structure for CSR

8) Department responsible for CSR: Have you established a department (or person) to take responsibility for Corporate Social Responsibility (CSR), and are persons appointed to assume this responsibility of director rank or higher?		
N: Not applicable		N
0: No		0
1: Established, but persons responsible not of director rank or higher		1
2: Established, and persons responsible are of director rank or higher		2

9) SRI criteria for pension management: In your pension management do you take Socially Responsible Investing (SRI) criteria into consideration?

N: Not applicable	N
0: No	0
1: Yes	1

Other points (Free comment)

Note: If there are any other "efforts," "targets," or "aimed-for ideals" worthy of note, please include them below.

Efforts
Targets & aimed-for ideals

3. Compliance

Formulating norms of corporate behavior, and making them universally known

1) Formulation and announcement of norms of corporate behavior: Do you formulate norms of corporate behavior (or ethical guidelines, etc.) and make them public?	
N: Not applicable	N
0: No	0
1: Formulate, but do not make them public	1
2: Formulate and make them public	2
(If 2, please briefly describe any noteworthy aspects)	
[]
2) Ensuring company-wide knowledge of norms of corporate behavior: Do you take steps to ensure company-wide knowledge of the norms of corporate behavior?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that satisfactory results are being achieved	2
(If 2, please briefly describe the specific efforts)	
[]
3) Application to, and encouragement of, group companies: Do you apply your norms of corporate behavior to group companies? Do you encourage them to formulate their own norms of behavior?	
N: Not applicable	N
0: Do not apply (Do not encourage)	0
1: Apply (Encourage)	1
2: Apply (Encourage), and we believe that they are being disseminated satisfactorily	2

Establishment of compliance structure

4) Dedicated departments: Have you established dedicated departments for compliance (observance of laws, ethics, etc.), and are the persons appointed to assume responsibility of director rank or higher?	
N: Not applicable	N
0: No	0
1: Established, but persons responsible not of director rank or higher	1
2: Established, and persons responsible are of director rank or higher	2

5) Advisory unit: With respect to compliance, to prevent problems from arising have you established an advisory desk for employees?	
N: Not applicable 0: No 1: Yes 2: Established, and we believe that as a mechanism it is able to function satisfactorily (If 2, please briefly describe the specific mechanism) []	N 0 1 2
6) Internal reporting unit: With respect to compliance, to detect problems at an early stage, have you established an internal reporting unit?	
N: Not applicable 0: No 1: Yes 2: Established, and we believe that as a mechanism it is able to function satisfactorily (If 2, please briefly describe the specific mechanism) []	N 0 1 2
7) Checking of state of fulfillment: Do you have a mechanism for regular checking of the state of fulfillment of compliance requirements, and reporting to the board of directors or auditors (audit committee)?	
N: Not applicable 0: No 1: Check, but do not report to the board of directors or auditors (audit committee) 2: Check, and report to the board of directors or auditors (audit committee)	N 0 1 2
8) Consideration during performance evaluation: When evaluating the performance of individual divisions, is there a mechanism for determining whether it is appropriate from a compliance standpoint?	
N: Not applicable 0: No 1: Yes 2: Yes, and we believe it is functioning satisfactorily (If 2, please briefly describe the specific mechanism) []	N 0 1 2

Other points (Free comment)

Note: If there are any other "efforts," "targets," or "aimed-for ideals" worthy of note, please include them below.

Efforts
Targets & aimed-for ideals

4. Disclosure and communication

Establishment of management structure for fostering disclosure and communication

1) Basic policy: Have laid down a basic policy on disclosure, and made it public?	
N: Not applicable	N
0: No	0
1: Laid down a policy, but have not made it public	1
2: Laid down a policy and made it public	2
(If 2, please briefly describe any noteworthy aspects)	
[]	
2) Disclosure scope, content: With respect to the scope and content of disclosure, is there a mechanism through which you listen to the opinions not only of shareholders (investors) but also to other stakeholders?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that their opinions are reflected satisfactorily	2
(If 2, please briefly describe the specific mechanism)	
[]	
3) Feedback: Is there a mechanism for reporting the opinions put forward by diverse stakeholders to the company president and board of directors?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that there is feedback of those opinions into the improvement of management	2
(If 2, please briefly describe the specific mechanism)	
[]	
4) Dialogue with stakeholders: Is there a mechanism through which the company president engages in direct dialogue with diverse stakeholders?	
N: Not applicable	N
0: No	0
1: Yes	1
2: Yes, and we believe that satisfactory results are being achieved	2
(If 2, please briefly describe the specific steps taken)	
[]	

Other points (Free comment)

Note: If there are any other "efforts," "targets," or "aimed-for ideals" worthy of note, please include them below.

Efforts
Targets & aimed-for ideals

--- END OF QUESTIONS --

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