

Main Survey Results (Key Findings):
100 Companies' Responses to the Economic Security Survey
(Provisional Translation)

December 24, 2021

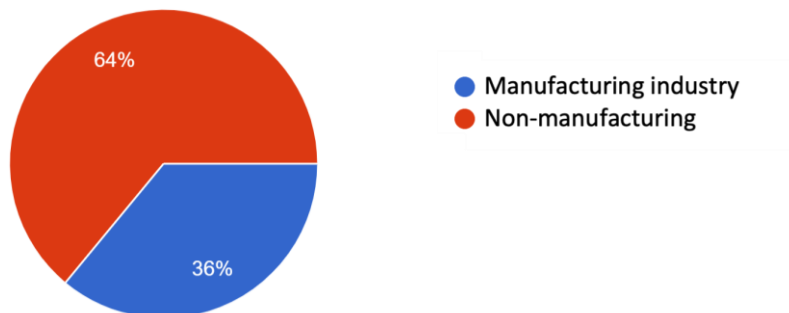
Asia Pacific Initiative

Total respondents: 100 companies (including research institutions) */

Survey period: Mid-November to mid-December 2021

***/ Categories of Companies & Institutions Surveyed**

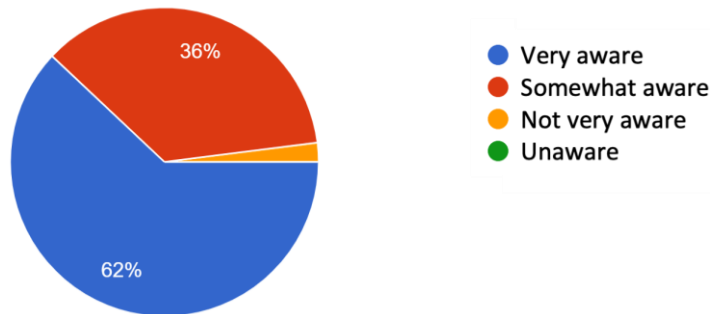
■ **Broad Categories (100 Respondents)**



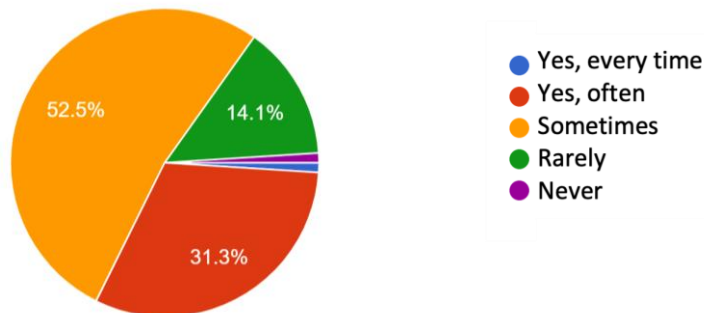
■ **Company sub-categories (100 responses)**

Finance (12 companies), precision machining (11), Petrol & Petrochemical (11), semiconductor (9), steel/non-ferrous metals (8), communication & telecom (7), chemical & pharmaceuticals (6), industrial machinery manufacturing (6), trading companies (5), transportation equipment (5), IT (4), transport & warehouse (4), heavy industry (3), construction & real estate (2), other service industry (2), gas & electric (2), textiles, paper, & building materials (1), public utility, education, & agriculture (1), other manufacturing (1)

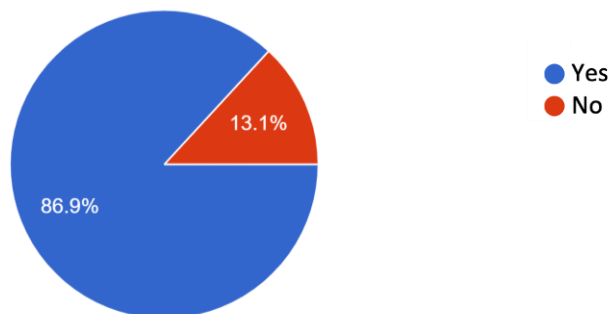
1. To what extent are you aware or conscious of economic security? (100 responses)



2. Is economic security an agenda item when discussing management policy with the company board of directors? (99 responses)



3. Are you currently making some effort to address the issue of economic security? (99 responses)



4. If you answered "Yes" in (3), please indicate what specific actions you are taking. Select all that apply. (87 responses)

Strengthening management of information	64.4%
Change in / diversification of suppliers	50.6%
Establishing a specialized office for economic security	23.0%
Change in investment plans	20.7%
Change in / diversification of buyers	19.5%
Appointing a designated officer for economic security	14.9%

Transfer of production site	13.8%
Change in product mix	4.6%

(Other responses below)

- Sharing of information on legislation discussions from economic organizations (Keidanren) and government agencies (NSS) at management meetings for a project that may likely be designated as core infrastructure
- Business activities that are conscious of a stable energy supply to Japan
- Conducting investment awareness activities through videos and other media from the perspective of personal economic security
- As a law firm, we do not have many issues related to economic security that we need to deal with directly, but we are always trying to update information to respond to our clients' requests
- Establishing a system for related departments to work together to handle issues as they occur
- Gather information on economic sanctions imposed by other countries
- Establishing relevant rules and regulations for evaluation & pre-screening of new business partners
- Gathering information via Keidanren and other organizations
- Information collection & industry cooperation
- Creating task forces among relevant departments to establish information collection and reporting channels; confirmation of equipment procurement status
- Review and revision of new collaborative projects' content
- Regulatory and legal compliance
- Strengthening comprehensive compliance management with domestic and foreign authorities, including export controls and sanctions; strengthening reporting to management; upgrading common risks to company-wide management; strengthening cooperation with the Japanese government, industry, and economic organizations
- Gathering and analyzing information on economic security policies centered around the U.S. and China; understanding supply chains, R&D, human resources management, data management of the entire corporate group, and creating a risk reduction framework



- Lobbying relevant countries and organizations
- Regularly holding review meetings by corporate management team
- Clarifying overseas business risks and overseas outsourcing risks
- Holding study sessions for executives
- Establishing an economic security committee (chaired by the President) and holding meetings as needed
- Information gathering, analysis of impact on business, design and deployment of control measures
- Taking a comprehensive approach to securing energy and resources
- Strengthening data collection
- Building a technology development system that can function 24 hours a day globally
- Collecting relevant information to share between business & corporate divisions
- Incorporation of technology into products such as transfer detection devices, strict control of visitors and information architecture
- Resources diplomacy, private company support, national stockpile for Japan's natural resources and energy
- Strengthening existing export control system, confirming inventory of in-house sensitive technologies
- Diversification of development base
- Strengthening systems for data collection and processes for analyzing and responding to business impacts
- Correspondence with relevant departments depending on the situation
- Establishing CFTs (Cross Functional Teams) across the company
- No specialized economic security department established in the company as of yet, but have started reevaluating suppliers, buyers, and overall information management
- Examining response options to information security vulnerabilities and risks under the company risk management committee
- Export control
- Hiring new trade specialists at U.S. headquarters as a means to strengthen existing capacity
- In recent years, we have been working to increase production capacity in Japan, increase our number of suppliers, and strengthen security export control systems

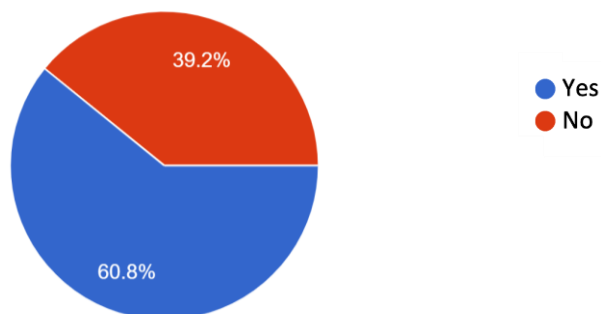
5. What are the biggest challenges in your attempted efforts to address economic security issues? (100 responses)

Uncertainty in U.S.-China relations	75.0%
Obtaining relevant information	65.0%
Risk Assessment	62.0%
Gathering information on international affairs	57.0%
Uncertainty of Japanese government policy	44.0%
Lack of expertise	34.0%
Personnel	22.0%
Commitment of board members & senior management	13.0%
Budget	7.0%

(Other responses below)

- Difficulty in predicting the timing of risk events and its subsequent effects on our business
- Ambiguity of Chinese laws and regulations
- Difficulty securing raw materials or other necessary resources from alternative sources, especially for materials concentrated in one area/country
- Establishing a process to address the issue, including risk assessment procedures or determining scope size
- Deciding how far back in your supply chain you should go to secure it

6. Are U.S.-China tensions currently affecting your company in some way? (97 responses)



If you responded “Yes” above, in what specific way have the tensions affected your company? If you responded “No” above, do you expect to feel any effects in the future for the reasons below? Select all that apply. (74 responses)

Increased costs due to tighter U.S. regulations (including tariffs)	59.5%
Change in suppliers	36.5%
Increased costs due to tighter Chinese regulations (including tariffs)	33.8%
Decline in sales	29.7%
Delays and cancellations in transactions due to decreased willingness to invest	8.1%
Changes in consumer preference	4.1%

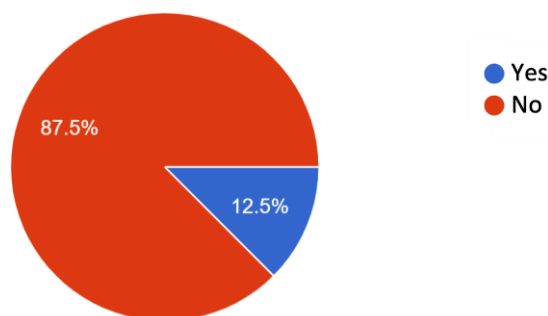
(Other responses below)

- The current situation is obscured by the COVID-19 pandemic, but the indirect impact is that global economic stagnation caused by U.S.-China tensions has led to reduced demand for air transportation. In the trading company business, the U.S.-China conflict has led to a decline in demand for smartphones made in China, which has had some impact on demand for semiconductors used in smartphones, but at a relatively minor level.
- Consideration of business partners
- Impact on investment decisions and performance when investment companies (or candidate companies) are affected
- Although Japanese companies' willingness to invest in China seems to be decreasing, their interest in export control and security regulations seems to be increasing. Also, changes in suppliers and consumer preferences seem to indicate an increase in the number of Chinese companies looking to invest in Japan or form partnerships with Japanese companies
- Decided to reduce business investment in China
- No specific assumptions or expectations for now
- Reinforcement of information management systems and prior screening of

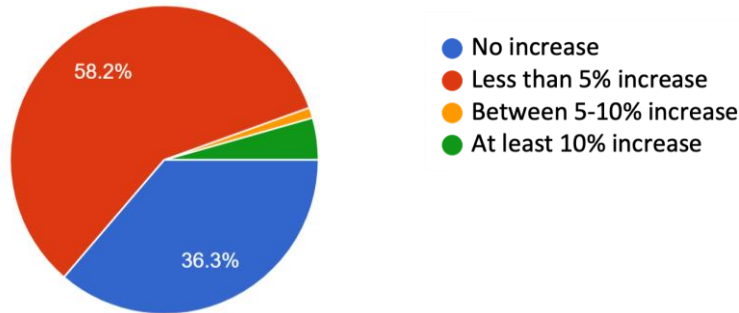
outsourcing companies

- Transfer of production sites from the U.S. to Japan
- Increased investment risks due to tighter regulations by CFIUS (Committee on Foreign Investment in the United States), etc.
- Investment decisions for Chinese companies
- “Technological Contamination” (lack of separation in technological information and technology ownership) between the U.S. and China
- Impact on sales and increase in costs due to stagnation in logistics
- Increased costs due to tighter regulations in Japan
- Temporarily affected in the past, but the current impact is being minimized by the transfer of production sites, etc.
- Review of business development
- Cooperation between Japan and the United States
- Increasing trend in semiconductor-related capital investment in both the U.S. and China
- Responding to the Entity List
- Obstacles in investment and other new business development
- Cancellation of deliveries to business partners in China
- Impact of China’s information management
- Difficulty in obtaining parts and materials, abandonment of export transactions
- Responding to tighter U.S. regulations

7. Has your business ever experienced being caught in the midst of the U.S.-China row, where you had to choose between either the U.S. or China in some way? (96 responses)



8. To what extent are overall costs currently increasing due to the tightening of economic security-related regulations (e.g. tighter export controls, information control regulations)? (91 responses)



9. If Japan's economic security regulations are tightened in the future, what are the biggest concerns for your business? (98 responses)

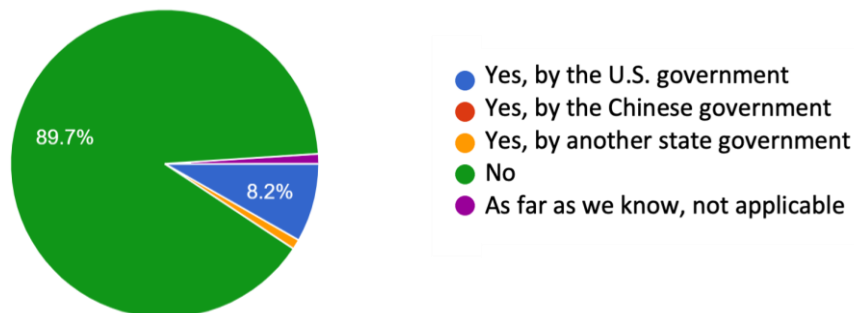
Medium to long term business plan	72.4%
Profits	12.2%
Expenses	10.2%
Net sales	8.2%
Opinions of shareholders	5.1%

(Other responses below)

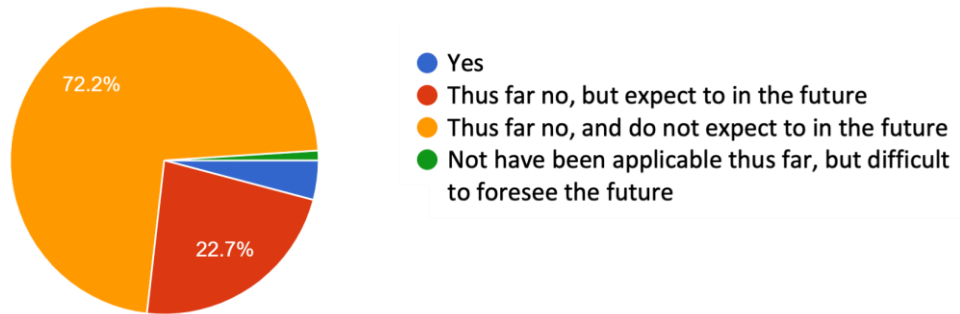
- Depends on the content of the regulations (2 respondents)
- Not concerned
- In the long run, domestic companies (i.e. our clients) will be stunted, resulting in further stagnation of the Japanese economy. If economic activity slows down, all Japanese citizens will be affected.
- We are a government organization, so we have no particular concerns.
- Strengthen management of big data obtained from monitoring and control systems in buildings and shopping centers
- Interpretation of U.S., Chinese, and Japanese laws on data governance and specific methods for the utilization of global personnel
- Regulatory risk, sanctions risk, impact on customers, human resource constraints
- Difficulty in predicting direct and indirect impacts on the company and the timing of risk events

- Decreased willingness to invest in Chinese companies, restrictions on obtaining consolidated financial statements, etc.
- With regards to conducting due diligence on human rights and its links to supply chains, there are concerns about the risk of retaliation from China for proceeding with the investigation itself
- Review of supply chains
- Difficulty in setting policies due to the number of uncertainties
- Responding to the increased burden from regulations and providing support for companies facing new risks
- Shrinking business in the Chinese market
- For global companies that have important relationships with both the U.S. and China, new regulations will increase uncertainty and instability in the overall business environment.
- Already managing most concerns
- Impact on smooth implementation of government projects due to enhanced information management, etc., and constraints on new business development
- Possible changes in supply chain, possible tightening of sanctions
- Adverse effects on research exchange overall
- Assigning personnel with expertise
- Impact on long-term relationships with customers and partners
- Disincentives to the global coverage business model

14. Have you ever been identified by the U.S., Chinese, or other governments for importing, exporting, or dealing with sanctioned companies in the past? (97 respondents)

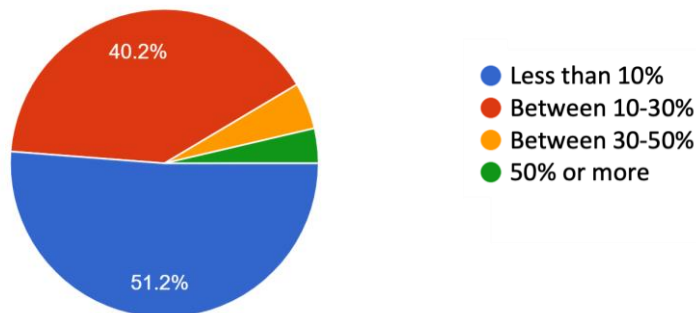


15. Has your company ever been subject to a surcharge, suspension of transactions, or suspension of imports/exports in your business? (97 responses)

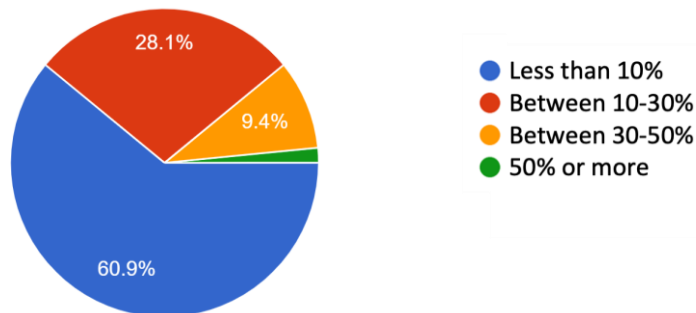


◆If you have business operations in China, please answer (16)-(22).

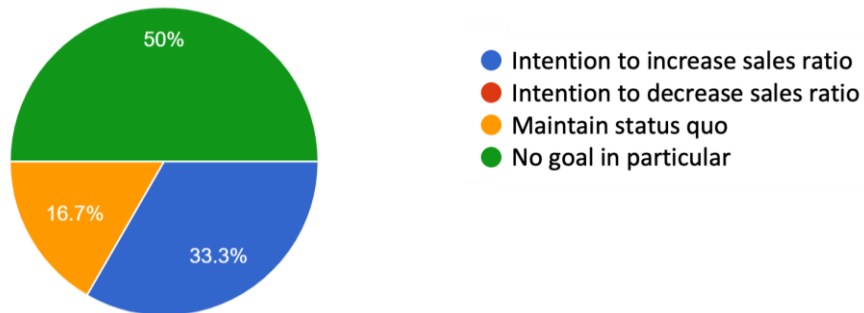
16. What percentage of your sales are in China? (82 responses)



What is the ratio of production in China to total output, if any? (64 responses)



17. Do you have any medium to long-term goals for changing your ratio of sales in China in the future? (84 responses)



18. What are the concerns you have in expanding your business in China? Select all that apply. (88 responses)

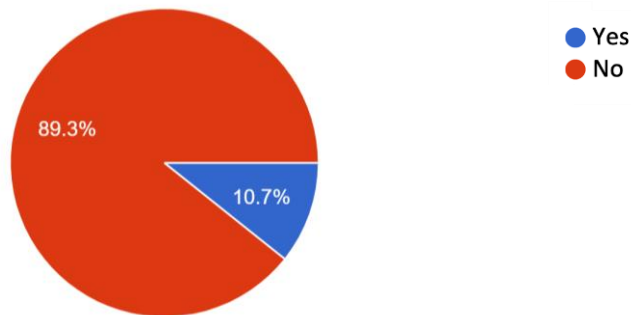
Business survival risk due to changes in Chinese government policy	76.1%
Data breaches and information leaks, including technological information	65.9%
Geopolitical risk	63.6%
Growth of competitors in China	62.5%
Chinese government's tighter restrictions for foreign investment and its impact on business performance	52.3%
Cyber attacks	52.3%
Supply chain disruptions	52.3%
Improvement of China's technological capabilities	47.1%
Outflow of human resources	39.8%
Suspension/delay of visa issuance in China	28.4%

(Other responses below)

- Hiring talented Chinese staff
- Manufacturing delays due to power usage restrictions
- Risk of damage to reputation due to counterfeit or imitation products

- The impact on customers; the standoff between China and the West due to human rights issues, etc.
- Concerns that stricter regulations will impact companies' ability to acquire data to meet disclosure requirements
- China's enclosure of intellectual property rights to advanced technologies, including handling of information (data) transfers
- Goods used in military/defense applications
- Boycotts due to worsening sentiment toward Japan
- Intellectual property rights (such as utility model rights and patent rights that Chinese companies have filed for infringement) will be an obstacle
- Investigation of Chinese government's anti-dumping activities and reduction of import duties

19. Have you ever been required by the Chinese government to transfer technology in any way (e.g., discretionary administrative approval process, joint venture requirements, foreign equity restrictions, government procurement, etc.)? (84 responses)



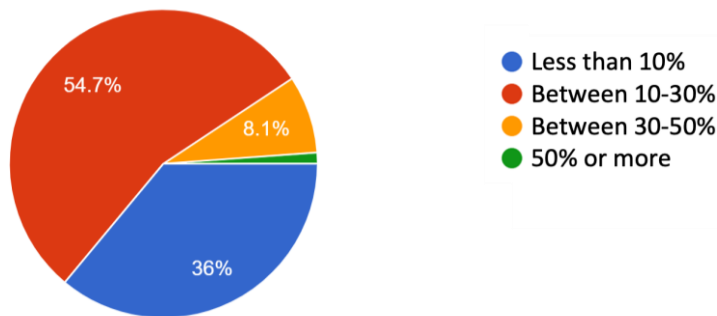
If yes, how did your company respond to such requests? (9 responses)

Transferred as requested	33.3%
Changed the nature/content of our business	22.2%
Negotiated with relevant government agencies	11.1%
Tried to invest on our own as much as possible, and in the case of joint ventures tried not to provide/release advanced	11.1%

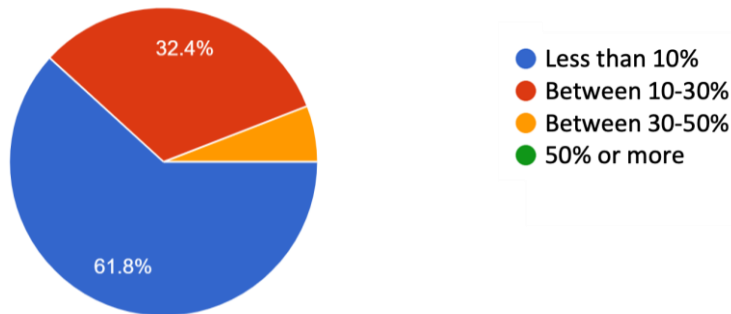
technology	
Worked through joint venture partner	11.1%
Various requests are seen from time to time, but we try not to transfer technology beyond the minimum scope	11.1%
Cancelled the project	0.0%

◆If you have business operations in the U.S., please answer (23)-(25).

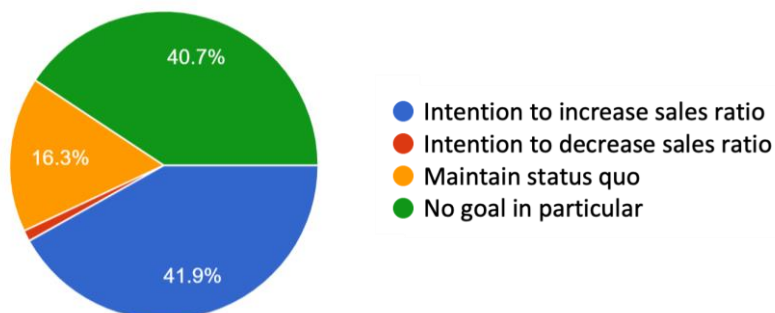
23. What percentage of your sales are in the U.S.? (86 responses)



What is the ratio of production in the U.S. to total output, if any? (68 responses)



24. Do you have any medium to long-term goals to change the sales ratio in the United States in the future? (86 answers)



25. What are your concerns in expanding your business in the U.S.? Please select all that apply. (88 responses)

Supply chain disruptions	47.7%
Intensification of U.S. exclusion of Chinese companies	46.6%
Difficulty in forecasting U.S. medium to long-term policy toward China	45.5%
Geopolitical risk	38.6%
Increased costs due to supply chain reorganization, production transfer, etc.	28.4%
Reorganization of production/manufacturing system	9.1%

(Other responses below)

- Political turmoil in the U.S.
- Oscillation and inconsistencies of U.S. government policies due to changes in administration, etc.
- Compliance with laws and regulations
- Medium to long-term growth potential of the U.S. itself (including the country's fiscal situation)
- Foreign exchange and interest rate fluctuation risk
- U.S. government drug pricing policy
- The impact on customers, the standoff between China and the West due to human rights issues, etc.
- Expansion of secondary sanctions and extraterritorial application
- Change of policy on environmental response, etc. due to change of administration
- Rising labor costs, staffing, inflation
- The Buy American Act
- Regulatory and institutional change risk
- The advocacy of the Trump administration's "America First" policy may worsen relations with China, India, and other countries, which may affect our business (e.g. impact on exports from U.S. production bases to India)

- No particular concerns; promote strengthening of local production, etc. to increase sales in the U.S.
- Pressure on drug prices
- Compliance with U.S. government procurement (International Traffic in Arms Regulations, etc.)
- U.S. government's environmental policies, U.S. financial institutions' restrictions on financing in the resource sector, and product market conditions (including outside of the U.S.)
- Changes in industrial or trade policy
- U.S. political situation

28. What do you expect from the Japanese government in regards to future economic security policy? Please select the item with the highest priority among the following. (97 responses)

Clarification of policy direction	47.4%
Policy making decisions to be made with corporate profits in mind	18.6%
Support for return to domestic production through subsidies	9.3%
Disclosure of information	6.2%
Establishment of public-private joint meetings and organizations to discuss economic security	6.2%
Supporting the establishment of new supply chains in countries other than China (Southeast Asia, etc.) through subsidies	5.2%
Introducing experts	1.0%

(Other responses below)

- Policy support for strengthening core R&D
- Assistance in responding to concerns raised by companies from other countries

- Create a framework for managing sensitive technologies (determine and categorize sensitive technologies and information; introduction of a security clearance system equivalent to the National Institute of Standards and Technologies or Five Eyes);
- Introduce trade restrictions that address human rights issues and a realistic due diligence system that matches the laws of other countries
- Extended support for the currently strong semiconductor-related business
- Establish new scheme for export control regulations by like-minded countries, etc.
- Protection of intellectual property
- Strengthen trade diplomacy to eliminate disadvantages to Japanese companies

29. What do you expect most from the new Economic Security Minister? Please feel free to write anything that comes to mind. (83 responses)

- At a time when other countries tend to be guided by their own national interests, we would like to see him take a firm stance in confronting other countries with policies that are based on scientific and objective evidence.
- Policy support and clarification of policy direction to strengthen core R&D
- Policy management that minimizes the risk of decoupling by avoiding situations where Japanese companies are forced to choose between the U.S. and China in their business operations. Stable procurement of goods and preventing the outflow of advanced semiconductor technology overseas.
- There is some concern that the roles and division of responsibilities between the Economic Security Minister and the other relevant ministers are unclear, which may complicate efforts to address economic security issues. The Ministry of Economy, Trade and Industry and the Ministry of Foreign Affairs should take the lead.
- It is necessary to obtain a wide range of opinions and make policy decisions so that rational decisions that are truly in the interests of Japan can be made
- Expecting policy making to focus on securing the competitiveness of the domestic industrial base
- In order to promote the economic security perspective in corporate management, we hope that the government will clearly communicate the direction of its economic security policy.
- We are a government agency so we refrain from answering this question.
- Dissemination of information; active and constructive discussions

- From the perspective of national security, the recent pandemic has made it clear that we need to see the development of supply chains for products that are directly related to the safety and security of people. In particular, we would like to see changes in the system where only products approved overseas can be used due to the lack of flexibility in terms of licensing (emergency use permits) in Japan. This is an urgent issue, including the legal framework (exemption clauses, etc.) involved. In addition, we believe that fostering new industries and fiscal consolidation, including achieving the primary balance, are essential for the next phase.
- Clarify Japan's position in the economy and in diplomacy and communicating this globally.
- Similar to expectations for the Japanese government (28), expect policy decisions to be made with securing corporate profits in mind.
- From the perspective of balancing security and economic activities, we would like to see more clarification in the scope of sensitive technologies and information.
- Japan should take the lead in presenting a framework where Japan, the United States, and China can prosper together.
- Proactive policy making to ensure Japan's strategic autonomy and playing a lead role in shaping the international order
- Strengthening channels and fostering mutual understanding at various levels of government between the U.S. and Japan to ensure that U.S. security laws and regulations, such as FIRRMA and ECRA, are not unreasonably applied to Japanese companies, and that the Japanese government can provide appropriate advice to Japanese companies on balancing economic security and business.
- Materialize strategies for the three pillars of economic security, national security, and industrial competitiveness
- If Japan's national interest is the top priority, we should strike a balance between cooperating with the U.S. in terms of foreign and security policy, and avoiding worsening economic relations with China as much as possible.
- While the Japanese government is expected to develop and implement policies to secure the national interest, they should also provide advice to companies operating globally. In order to respond to the various requirements of each country at least somewhat consistently, we would like to see the government present its policy direction to Japanese companies.

- Clarification of Japan's policy and consideration of specific policy responses
- We think the economic security minister is already demonstrating political leadership in the implementation of comprehensive policies, and we look forward to his continued efforts to take the lead for the national interest.
- Government leadership to develop and implement clear and predictable economic security policies, and to ensure that companies are not caught between the U.S. and China.
- Foresight is very important in corporate management, so we would like to see relevant information, etc. shared with this point in mind.
- Implementation of our expectations answered in (28)
- Although there are differences in the technologies and supply chains that need to be protected, Japanese companies that operate globally should have many things in common in terms of economic security. But the reality is each company is tackling from scratch one by one. We would like to ask the government to strengthen cooperation between public and private sectors. We would also like for the government to understand the private sector's perspective, and collect the appropriate insights to understand the current situation we are facing so that not only our company but also the Japanese economy as a whole can improve.
- Improve predictability of impacts on individual companies by ensuring transparency in policymaking, and increase the density of information exchange between public and private sectors
- Japanese companies often find cross-border transactions to be an advantage when doing business in China; therefore, we hope for policy guidance that does not hinder cross-border business opportunities and information sharing between headquarters and overseas subsidiaries.
- Carefully select areas to limit and provide detailed information about those areas as early as possible.
- Promote effective initiatives in cooperation with economic organizations and the business community
- Ensure the implementation of Japan's economic security policy of "securing strategic independence" and "maintaining and strengthening strategic indispensability."
- While strengthening ties with our allies, we would like to see a policy response that is not swayed by U.S. policy toward China.

- Develop policies that take into account geopolitical perspectives while strengthening relations with western countries
- Explore existing choke points (bottlenecks) in the companies' supply chain and appropriate budgets to address such issues
- Develop measures to stop the outflow of next-generation technology IP overseas
- Support for investment in alternative domestic production as a response to the supply crisis of core components procured overseas
- As a nation, we must have diplomatic capabilities that are not influenced by the U.S. and China, and intelligence capabilities that enable us to make policy decisions.
- Create a system of cooperation among government, academia, and industry, and implement effective policies that do not interfere with economic activities.
- When creating restrictions on normal commercial transactions and markets due to national security issues, we would like to see the relevant private companies' intentions considered and information provided in advance.
- We expect the coordination of inter-agency projects and clarification on the sense of direction.
- Coordination between countries to ensure that Japanese companies are not disadvantaged by the standoff between the US and China.
- Public-private partnership on economic security, taking into account the actual situation of companies as well as the perspective of promoting growth and innovation of Japanese companies
- We would like to see the implementation of policies that lead to improved competitiveness of Japanese companies internationally and a clear indication of the direction of these policies.
- Establishing a leveled playing field with overseas competitors and a fair market environment
- We would like the economic security minister to consult with the U.S. government ahead of time in regards to new regulations and rules of the U.S. government. We also hope that the minister will firmly say what he needs to say to the U.S. government.
- Same as question (28)
- Do not be biased toward either the U.S. or China.
- Both the U.S. and China are important markets, so we hope that the minister will

provide balanced support for policy relating to the economy and national security while keeping a close eye on the situation.

- Japan must come up with a clear policy on how it should respond to US and Chinese regulations.
- Clarification of roles and dialogue with companies
- Communicating with companies that operate globally
- Policy management that balances economic activity and national security
- In export control and in accordance with Article 1 of the Foreign Exchange and Foreign Trade Control Act, we expect the minimum necessary control and coordination based on the principle of free trade.
- Strengthen information collection on the economic security policies of each country (especially the U.S., China, and India), which only the government can do, and share this information with the private sector. Provide economic support for Japanese companies with supply chains overseas from the stance of promoting friendly relations between Japan and the respective countries.
- Provide opportunities for dialogue to understand global companies' perspective who have essential relationships with both the U.S. and China, and make policy decisions based on this understanding.
- Clarify the scope of policy decisions and regulations that are compatible with US-China business
- Clear government-led policy decisions and support systems to encourage them
- With raw materials being unevenly distributed in China and production and evaluation equipment being unevenly located in the U.S., we would like the minister to understand that the semiconductor-related industries will not be able to do business if the U.S.-China conflict intensifies.
- Strengthening the supply chain for energy resources that are highly dependent on foreign countries
- Act as a playmaker and take the lead on Japan's economic security policy
- Provide a clear vision for the medium and long term, particularly through international cooperation that establishes economic security without over-relying on domestic resources
- To see the supply chains of Japan/US/China/Germany/France/UK from a bird's eye view

- To present the ideal state of the world in 2030 and 2050
- To implement economic security measures consistent with the country's national energy policy, and to increase influence over U.S. and Russian governments
- In order to ensure Japan's international competitiveness, we believe that it is important to ensure fair international competitive conditions (in other words, equal footing). In addition to IP rights, advanced technology development, etc., there is a strong possibility that Japanese companies will lose their international competitiveness and their domestic industrial base if they do not create an international order for carbon neutrality. In order to maintain the domestic industrial base critical for national security, we expect the Japanese government to urge other countries to create fair international rules and take proactive measures to support the industry, including via subsidies.
- Promoting a balanced policy between the U.S. and China
- Clarification of the Japanese government's policy (including its human rights response policy)
- We hope that the economic security minister takes the lead in enhancing the international competitiveness of Japanese companies from a long-term perspective, and that he will support the development of infrastructure as well as research and development.
- We look forward to the development and implementation of policies that take into account the balance between national security and economic security.
- We would like to see Japan maintain a free and open trade system through policy coordination with other countries, as well as appropriate domestic production support so that companies can freely develop their technologies and ensure a stable supply of products through a strong global supply chain.
- Maintain and enhance a fair and transparent business environment
- We hope that he will promote a consistent response to domestic and international stakeholders in regards to the issues we raised in question (28)
- As stated in response to the previous question, we expect policies that do not leave us caught in the middle
- We hope that you will work closely with other ministries and agencies to come up with the best measures for the growth of Japanese companies and industrial development.

- Implementation of policies based on the actual status of corporate activities
- Strengthening of the supply chain for critical goods, especially resources. Preventing the outflow of technical personnel overseas and strengthening the prevention of leakage of advanced technical information in case of outflow.
- Clarify policy direction on economic security
- A free and open economy is a major prerequisite for Japan's national strength, and we greatly look forward to the formulation and implementation of policies to promote a free economy in order to ensure the future growth of Japanese companies and society. In addition, from a geopolitical perspective, Japan is in a unique position, so it is necessary to create an economic environment and maintain friendly relations between countries without being biased toward the United States and China.
- The pandemic has made it clear that ensuring the security of medical care is essential for maintaining the country's economic security. Since we did not fully appreciate all of the lessons learned from the previous 2009 H1N1 pandemic and the 2011 Tohoku Earthquake, we ask that a stable supply of pharmaceuticals, medical equipment, and other materials be ensured and prioritized as part of the social infrastructure, even when the COVID-19 pandemic is resolved.
- Building a system that ensures predictability for companies
- In order to secure the profits of Japanese companies and maintain their competitiveness, we would like the government to keep abreast of the latest situation in the U.S., China, and other countries, share this information with industry, and implement policies that prioritize industry views and contribute to the stable acquisition of materials and the prevention of excessive (re)export restrictions.
- Protection of intellectual property
- We would like to see clearer direction of the government's response and its requests to companies.
- Integrity and leadership in defending Japan's national interests against all threats from foreign powers
- Promptly establish a framework for economic security policies required for Japan, including the development of legal systems, while communicating with the business community.
- Consideration of corporate profitability (promotion of innovation) and operation in

accordance with the law.

- Support for the maintenance and development of Japan's manufacturing capabilities, and support for the automobile industry, one of the key industries in Japan.
- Supply chain construction based on economic security and support for domestic manufacturing industry

30. When advancing Japan's economic security strategy, what do you think should be done to make the most of Japan's strengths? Please select the item that you believe has the highest priority among the following. (97 responses)

Maintain competitive advantage in manufacturing	35.1%
Maintaining domestic political stability and a peaceful international environment	28.9%
Japan's leadership and trust in the Asia Pacific	18.6%
Maintaining and strengthening the U.S.-Japan alliance	7.2%
Rebuilding the international competitiveness of the auto industry for an era of decarbonization	3.1%
Deepen and expand the CPTPP (including U.S. and China membership)	3.1%
Management and utilization of financial assets	2.1%

(Other responses below)

- Human resources development, investment in human capital, excellent overseas staff talent
- Form a framework that does not disadvantage Japanese companies by actively participating in the rule-making process in the U.S. and Europe (e.g., Task Force on Climate-related Financial Disclosures, etc.).
