



KEIZAI DOYUKAI

〈Japan Association of Corporate Executives〉

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KEIZAI DOYUKAI

— Who We Are —

KEIZAI DOYUKAI (Japan Association of Corporate Executives) is a private, nonprofit, nonpartisan organization that was formed in 1946 by 83 far-sighted business leaders, united by a common desire to contribute to reconstructing Japan's economy. In the more than 65 years since then, KEIZAI DOYUKAI has solidified its leadership role in improving the Japanese economic community and in seeking solutions for numerous domestic problems and ensuring the overall well-being of Japanese society.

KEIZAI DOYUKAI membership comprises approximately 1,280 top executives of some 900 corporations, all sharing the common belief that corporate managers should be key players in a broad range of political, economic, and social issues. Within KEIZAI DOYUKAI, each member sheds his/her corporate identity and participates as an individual, free to express opinions and ideas distinct from any specific company or industry. This feature distinguishes KEIZAI DOYUKAI from other economic organizations, giving it a broad, long-term perspective and ensuring objectivity and clarity in the discussions of issues.

In-depth studies, research and discussions provide KEIZAI DOYUKAI with an excellent understanding of the Japanese economy and its future potential. The results of these activities influence not only government policy and industry, but society as a whole.

KEIZAI DOYUKAI maintains an independent stance, supported by its own studies and research, as it pursues active and constructive dialogues with political parties, government officials, labor organizations, and individuals in many other organizations as well.

KEIZAI DOYUKAI is deeply concerned with the problems the world confronts today and is committed to facilitating Japan's contributions to their solution. This is reflected in a variety of multifaceted activities aimed at promoting mutual understanding between Japan and the rest of the world.

Through the active participation of business leaders who possess a clear vision of the future and wish to sincerely take on challenges to realize it, KEIZAI DOYUKAI strives tirelessly to achieve ever-greater national well-being in harmony with the world economy.



Innovative Initiatives for Growth

The Japanese economy is now at a turning point in its battle to emerge from the deflation that has beset it for years. As the government enters a “new dimension” with its bold policy package designed to achieve a strong economy, the business community—the driving force of economic activity—must now take the initiative unhampered by the old conventional wisdom and evolve into strong companies ready to win globally and provide the momentum to put economic growth back on track.

The time has come for business leaders to leave behind the cautious mindset that has tended to prevail under protracted deflation and dare to reach for a new dimension of management that can win in a global economy. For only when Japanese companies innovate, grow new businesses, generate added value, and create jobs will we see a true economic revival.

To be specific, as global competition is taking on a new dimension in which conventional wisdom no longer applies, we need to take stock of global cutting-edge practices and implement decisive management, organizational, and personnel reforms. Also, at this critical juncture, when we are seeing the first signs that the economy is escaping from deflation, companies should put their accumulated internal reserves to work in capital investment, wage increases, and related spending, thereby creating a virtuous circle. In order to encourage women and highly skilled overseas workers to play active roles, corporations must ensure a workplace environment that gives full scope to the abilities of human resources who will become new corporate assets. Many other initiatives will be needed for us in order to respond to globalization, take on the challenge of innovation, and promote diversity.

At the same time, we call on the government to support this change in the corporate mindset by speedily putting into effect an entirely new dimension of unprecedented policies, including bold regulatory and institutional reforms. We strongly urge the government to put in place, without delay, an environment that fulfills its stated goal of making Japan “the most business friendly country in the world,” thereby creating a market that will attract companies, people, and funds from within and beyond Japan and that will offer both corporations and individuals ample scope to realize their full potential.

To help bring about these reforms, KEIZAI DOYUKAI has launched the Platform to Promote National Reform and the Center for Policy Study and Analysis, which have the dual purpose of supporting the work of our members who serve on the government’s major advisory councils, such as the Council on Economic and Fiscal Policy, the Industrial Competitiveness Council, the Regulatory Reform Council, the Administrative Reform Promotion Council, and the Advisory Council on Decentralization Reform, and strengthening KEIZAI DOYUKAI’s own ability to make policy proposals with a firm theoretical foundation.

In fiscal 2013, the missions that lie ahead for KEIZAI DOYUKAI, as an “action-oriented policy group that is itself willing to change,” are likely to grow increasingly important. I would like to pledge my continuing resolve to strive, toward accelerated reforms and the realization of the dynamic economy and society that we envision Japan becoming.



Yasuchika Hasegawa
Chairman, KEIZAI DOYUKAI

Board of Directors

(Titles : as of July 1, 2013)

Chairman [Representative Director]



Yasuchika Hasegawa
President & CEO,
Takeda Pharmaceutical Co., Ltd.

Vice Chairman & President [Representative Director]



Kaneichi Maehara
Vice Chairman & President,
KEIZAI DOYUKAI

Vice Chairperson [Executive Director]



Teisuke Kitayama
Chairman of the Board,
Sumitomo Mitsui Banking Corp.



Toru Nagashima
Senior Advisor,
TEIJIN Ltd.



Takeshi Niinami
CEO,
LAWSON, Inc.



Hitoshi Kashiwaki
Board Director,
Recruit Holdings Co., Ltd.



Yoshimitsu Kobayashi
President & CEO,
Mitsubishi Chemical Holdings Corp.



Sakie T. Fukushima
President & Representative Director,
G&S Global Advisors Inc.



Yoshiaki Fujimori
President & CEO,
LIXIL Group Corp.



Kunie Okamoto
Chairman,
Nippon Life Insurance Company



Keiji Kimura
Chairman,
Mitsubishi Estate Co., Ltd.



Eizo Kobayashi
Chairman,
ITOCHU Corp.



Shinichiro Ito
President & CEO,
ANA Holdings Inc.



Shiro Sugata
President & CEO,
USHIO Inc.



Kazuhiko Toyama
CEO,
Industrial Growth Platform, Inc.



Takashi Mitachi
Co-Chairman Japan,
The Boston Consulting Group

Managing Director [Executive Director]



Kiyohiko Ito
Managing Director,
KEIZAI DOYUKAI



Sadahiko Okano
Managing Director,
KEIZAI DOYUKAI

Auditors



Takeo Yamaoka
Supreme Advisor,
JUKI Corp.



Toshitaka Hagiwara
Senior Advisor,
Komatsu Ltd.



Katsuhiko Honda
Corporate Advisor,
Japan Tobacco Inc.



Keiji Aritomi
Advisor,
Yamato Holdings Co., Ltd.



Kouichi Ikeda
Advisor, to the Board,
Asahi Group Holdings, Ltd.

KEIZAI DOYUKAI in Action

Press Conferences

KEIZAI DOYUKAI Chairman Yasuchika Hasegawa briefs the Japanese media at a semimonthly press conference. At these conferences, KEIZAI DOYUKAI introduces new policy proposals and responds to questions on various economic and political matters.



Committees and Project Teams

KEIZAI DOYUKAI adopted its activity plan for FY 2013 with the three basic principles of its action as; commitment to Japan's growth; reorganizing the national foundation from the global perspective; and challenge and transformation by corporations aiming for competitiveness.

Under these principles, KEIZAI DOYUKAI organizes policy committees and project teams on key issues regarding the state of the Japanese economy. Each committee sets its goal of activity as vigorously influencing the political debate, promoting awareness about policy issues, nurturing understanding on the Japanese economy, and making policy recommendations become reality.



Symposia

KEIZAI DOYUKAI from time to time holds symposia open to the public and the media, to send out its message and ideas broadly and produce momentum for reforms, as well as to provoke open discussion on issues of importance to the future of Japan.



Conversations with Leaders in various sectors

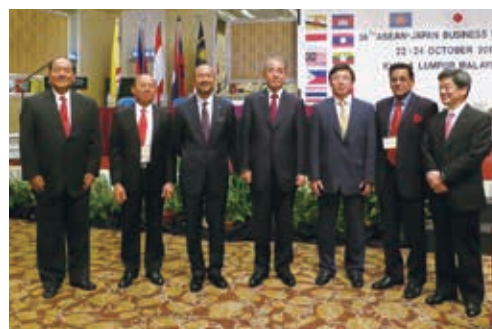
KEIZAI DOYUKAI seeks the opportunity for productive, face-to-face discussion with leaders in various sectors including politics, government, academia, civil society and so forth. Through such dialogues, KEIZAI DOYUKAI promotes deeper and broader understanding of its policy proposals and recommendations.



Overseas activities

KEIZAI DOYUKAI commits itself to strengthening ties and mutual understanding with friends all over the world. KEIZAI DOYUKAI offers its members a variety of opportunities to exchange opinions and insights with leading figures of many other countries through informal roundtable discussions, seminars, international conferences and study tours.

KEIZAI DOYUKAI works closely with business organizations and economic institutions around the world to share ideas and information through joint projects and symposia.



Committees & Chairpersons For FY 2013

Initiatives under the Chairman [Projects for Public Interests]

Platform to Promote National Reform

Chairman, Yasuchika Hasegawa
(President & CEO, Takeda Pharmaceutical Co., Ltd.)

Deputy Chairman, Yoshimitsu Kobayashi
(President & CEO, Mitsubishi Chemical Holdings Corp.)

President & Director, Kazuhiko Toyama
(CEO, Industrial Growth Platform, Inc.)

Advisory Committee to the Chairman

Nobuo Inaba
(Director & CIO, Ricoh Company, Ltd.)

Outreach Group on Public Policy

Yasufumi Kanemaru
(CEO, Future Architect, Inc.)

Center for Policy Study and Analysis

Director, Tatsuo Hatta
(Professor Emeritus, Osaka University)

Keizai Doyukai Institute for Economic Research

Director, Kaneichi Maehara
(Vice Chairman & President, KEIZAI DOYUKAI)

Policy Committees and Committees for Implementation and Promotion of the Proposals [Projects for Public Interests]

I . Economic Growth Strategy

Committee on Science, Technology, and Innovation

Kunio Noji
(Chairman, Komatsu Ltd.)

Committee on the Promotion of EPAs/FTAs

Yoshiaki Fujimori
(President & CEO, LIXIL Group Corp.)

Committee on Environment and Energy

Toru Nagashima
(Senior Advisor, TEIJIN Ltd.)

Committee on the Promotion of Health and Welfare System Reforms

Takashi Mitachi
(Co-Chairman Japan, The Boston Consulting Group)

Committee on Agricultural Reform

Takeshi Niinami
(CEO, LAWSON, Inc.)

Committee on Employment and the Labor Market

Hajime Bada
(President & CEO, JFE Holdings, Inc.)

Committee for Reconstruction from the Great East Japan Earthquake

Keiji Kimura
(Chairman, Mitsubishi Estate Co., Ltd.)

Committee on Improving Productivity in the Service Sector

Kazuhiko Toyama
(CEO, Industrial Growth Platform, Inc.)

Project Team for Promotion of a Tourism-Driven Nation

Yoshiharu Hoshino
(President, Hoshino Resort Corp.)

Project Team for Global Promotion of the Service Industry

Toshikazu Saito
(Chairman, RENAISSANCE Inc.)

Project Team for the Support and Follow-up of TICAD V

Mamoru Sekiyama
(Vice Chairman, Marubeni Corp.)

II . Economic and Fiscal Management

Committee on Fiscal and Taxation Reforms

Kunie Okamoto
(Chairman, Nippon Life Insurance Company)

*Subcommittee on Social Welfare Reforms

Yoshitaka Matsuoka
(Chairman, State Street Trust & Banking Co., Ltd.)

Committee on Economic and Financial Issues

Nobuyuki Koga
(Chairman, Nomura Securities Co., Ltd.)

III . National Governance and Management

Committee on Political Reforms

Osamu Nagayama
(Chairman & CEO, Chugai Pharmaceutical Co., Ltd.)

Committee on Administrative and Structural Reforms

Eizo Kobayashi
(Chairman, ITOCHU Corp.)

Committee on Decentralization and Devolution to Local Governments

Hitoshi Kashiwaki
(Board Director, Recruit Holdings Co., Ltd.)

Committee on Educational Reforms

Teisuke Kitayama
(Chairman of the Board, Sumitomo Mitsui Banking Corp.)

IV . Improving Competitiveness of Corporations

Committee on Corporate Management

Shiro Sugata
(President & CEO, USHIO Inc.)

Committee on Development and Utilization of Human Resources

Sakie T. Fukushima
(President & Representative Director, G&S Global Advisors Inc.)

Committees for International Dialogues and Exchanges [Projects for Public Interests]

Committee on Asia-Japan Relations

Toshiyuki Shiga
(COO, Nissan Motor Co., Ltd.)

Committee on China-Japan Relations
Shinichiro Ito
(President & CEO, ANA Holdings Inc.)

Committee on Americas-Japan Relations
Yukio Tada
(President, Sojitz Research Institute, Ltd.)

Committee on Relations with Europe, Russia and Africa
Teruo Asada
(Chairman, Marubeni Corp.)

Committee to Promote Action by Business Leaders [Projects for Public Interests]

Committee for the Promotion of Exchange between Schools and Corporate Executives
Kazuo Sugie
(Chairman, DIC Corp.)

Committee to Support Tokyo 2020 Olympic and Paralympic Bid
Takeshi Niinami
(CEO, LAWSON, Inc.)

Committee for Collaboration with the Initiative of Reconstruction and Development of Tohoku Region
Tomoyoshi Noda
(President, Institute for Strategic Leadership)

Committee for Nurturing Venture Businesses
Yoshito Hori
(CEO, GLOBIS Corp.)

Joint Study Group on Employment Issues with the Japanese Trade Union Confederation
Mitsudo Urano
(Advisor, NICHIREI Corp.)

Public Relations and Promotion of Policy Proposals [Projects for Public Interests]

Committee on Public Relations Strategy
Kaneichi Maehara
(Vice Chairman & President, KEIZAI DOYUKAI)

*Subcommittee for Preparing the 70 years' History Book of KEIZAI DOYUKAI
Kaneichi Maehara
(Vice Chairman & President, KEIZAI DOYUKAI)

Discussion Groups and Seminars [Projects for Members' Interest]

Seminar on Current Topics
Masayuki Matsushima
(Senior Advisor, The Boston Consulting Group)
Kimie Iwata
(Advisor, Shiseido Co., Ltd.)

Discussion Groups for Industrial Issues
Mamoru Takahashi
(President, Hautpont Institute)

Discussion Groups for Senior Corporate Executives
Haruyuki Urata
(Director Representative Executive Officer, Deputy President & CFO, ORIX Corp.)
Kenji Iino
(Managing Director, Executive Managing Officer, Mitsui Fudosan Co., Ltd.)

Discussion Group for New Executives
Fumio Tateisi
(Chairman of the Board of Directors, OMRON Corp.)

Leadership Program for New Executives
Yasuchika Hasegawa
(President & CEO, Takeda Pharmaceutical Co., Ltd.)

Leadership Program for Upcoming Executives
Kakutaro Kitashiro
(Executive Advisor, IBM Japan, Ltd.)

Organizational Affairs [Projects for Members' Interest]

Organization and Membership Committee
Hitoshi Kashiwaki
(Board Director, Recruit Holdings Co., Ltd.)

Administrative Affairs [Projects for Administration and Management]

Treasury Committee
Kenji Matsuo
(President, Meiji Yasuda Life Insurance Company)

(Tentative Translation : as of July 1, 2013)
(*Subcommittees)

Symbol : The sequence of five squares



Squares:

The clearly defined squares give a straightforward representation of the high and strong aspirations of the executives who form KEIZAI DOYUKAI.

The sequence of five squares:

This sequence of five squares forms a vector representing a consistent sense of direction, and the process of unfolding and evolving KEIZAI DOYUKAI's activities from the aspirations of its executives into creation, communication, action and development.

Choice of Color:

The contrast of the black squares on a white background represents the clear and well-defined resolution.

INTERNATIONAL NETWORKS

PARTNERSHIP

World Economic Forum
91-93 route de la Capite,
CH-1223 Cologny/Geneva, Switzerland
Phone:41-22-869-1212 Fax:41-22-786-2744
<http://www.weforum.org>

INTERACTING ORGANIZATIONS

ASEAN National Committees for the Coordination of the AJBM
(ASEAN-Japan Business Meeting) in all ASEAN countries
<http://www.doyukai.or.jp/ajbm/>

CHINA National Development and Reform Commission
(NDRC)
Phone:86-10-6850-2975 Fax:86-10-6850-2728
<http://www.ndrc.gov.cn>

The Chinese Academy of Social Sciences
Phone:86-10-8519-6080
<http://www.cssn.cn>

All-China Federation of Industry and Commerce
Phone:86-10-6513-6677 Fax:86-10-6513-1769
<http://www.acfic.org.cn>

USA U.S.-Japan Council
Phone:1-202-223-6840 Fax:1-202-280-1235
<http://www.usjapancouncil.org>

RUSSIA Russian Union of Industrialists and Entrepreneurs
Phone:7-495-663-0404 Fax:7-495-606-1129
<http://www.rspp.ru>

COUNTERPART ORGANIZATIONS

CE El Circulo de Empresarios
Phone:34-9157-8-14-72 Fax:34-9157-7-48-71
<http://www.circulodeempresarios.org>

CED Committee for Economic Development
Washington, DC:
Phone:1-800-676-7353 Fax:1-202-223-0776
<http://www.ced.org>

CEDA Committee for Economic Development of
Australia
National Office (Melbourne):
Phone:61-3-9662-3544 Fax:61-3-9640-0849
Sydney:
Phone:61-2-9299-7022 Fax:61-2-9232-7559
<http://www.ceda.com.au>

FAE Forum de Administradores de Empresas
Phone:351-21-361-8250 Fax:351-21-361-8224
<http://www.faeonline.pt>

EVA Finnish Business and Policy Forum
Phone:358-9-68-69-200 Fax:358-9-608-713
<http://www.eva.fi>

IDEP Institut de l'entreprise
Phone:33-1-53-23-05-40 Fax:33-1-47-23-79-01
<http://www.institut-entreprise.fr>

SMO De Stichting Maatschappij en Onderneming
Phone:31-70-352-8528 Fax:31-70-352-8529
<http://smo.nl>

(ASSOCIATE MEMBERS)

CEAL Consejo Empresario de América Latina
Phone:55-11-2137-6170
Fax:55-11-2137-6037
<http://www.ceal-int.org>

CIRD China Institute for Reform and Development
Phone:86-898-6618-0000
Fax:86-898-6625-8777

NBI The National Business Initiative
Phone:27-011-544-6000
Fax:27-011-484-2765
<http://www.nbi.org.za>

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