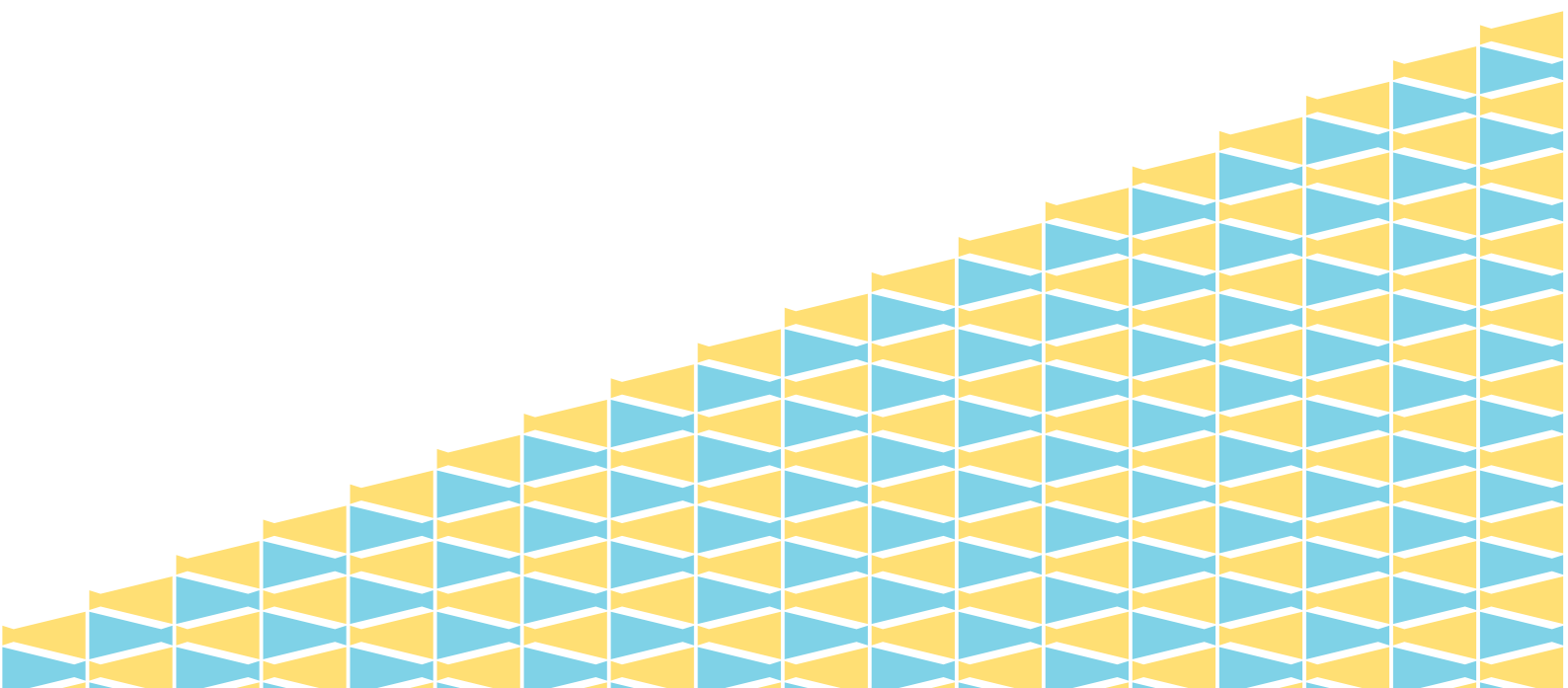


KEIZAI DOYUKAI

DOYUKAI Overview 2018

公益社団法人 **経済同友会**
Japan Association of Corporate Executives



DOYUKAI —Who We Are—

DOYUKAI* is a private, nonprofit, nonpartisan organization that was founded in 1946 by 83 far-sighted business leaders, united by a common desire to contribute to reconstructing Japan's economy. 72 years since then, DOYUKAI has solidified its leadership role in improving the Japanese economic community and in seeking solutions for numerous domestic issues and ensuring the overall well-being of Japanese society.

DOYUKAI membership comprises approximately 1,400 top executives of some 1,000 corporations, all sharing the common belief that corporate managers should be key players in a broad range of political, economic, and social issues. Within DOYUKAI, each member sheds her/his corporate identity and participates as an individual, free to express opinions and ideas unconstrained by the interest of any specific company or industry. This feature distinguishes DOYUKAI from other business 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 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.

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.

DOYUKAI is deeply concerned with the challenges the world confronts today and is committed to making Japan part of the solution. This commitment is embodied in a range of activities designed to engage Japan with 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, DOYUKAI strives tirelessly to achieve ever-greater national well-being in harmony with the world economy.

* DOYUKAI is the abbreviation of KEIZAI DOYUKAI or Japan Association of Corporate Executives.



Name	DOYUKAI <Japan Association of Corporate Executives>
Established	April 30, 1946
Membership	1,438 (As of July 1, 2018)
Representative	Yoshimitsu Kobayashi
Directors	Keisuke Yokoo
Address	1-4-6, Marunouchi, Chiyoda-ku, Tokyo 100-0005, Japan TEL: +81-3-3211-1271
URL	http://www.doyukai.or.jp/en

DOYUKAI in Action

Committees and Project Teams



DOYUKAI organizes policy committees and project teams on key issues related to the state of Japanese society. Each committee / project team sets

its goal as vigorously influencing policy debate, promoting awareness about policy issues, nurturing understanding on the Japanese economy, and making policy recommendations a reality.

Dialogues with Leaders in Various Sectors



DOYUKAI seeks opportunities for productive, face-to-face discussion with leaders in various sectors including politics, government, academia, and

civil society. Through such dialogues, we promote deeper and broader understanding of its policy proposals and recommendations.

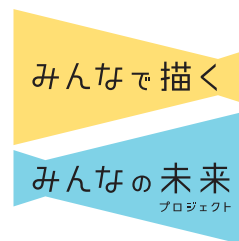
Overseas Activities



DOYUKAI commits itself to strengthening ties and mutual understanding with friends all over the world. We offer our 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. We work closely with business organizations and economic institutions around the world to share ideas and information through joint projects and symposia.

Forging Our Future Together Project

DOYUKAI is challenging itself to go beyond the confines of its own membership and discuss, plan, and implement policy with a wide variety of stakeholders in society at large. In addition to engaging in robust debate among far-sighted executives, we are working on the “Forging Our Future Together Project” aimed at providing forums for its members to collaborate with a wide range of stakeholders in the society, particularly the younger generation. By such means, we aim to shape public opinion from a wider perspective and take Japan forward to a new stage of development.



Target Groups



Symposia



DOYUKAI from time to time holds symposium open to the public and the media, to send out its messages and ideas broadly

and produce momentum for reforms, as well as to provoke open discussion on issues of importance to the future of Japan.

Press Conferences



DOYUKAI Chairman Yoshimitsu Kobayashi briefs the media at semimonthly press conferences. At these occasions, DOYUKAI introduces new policy

proposals and responds to questions on various economic and political matters.

Maximizing the Value of Our Nation



Yoshimitsu Kobayashi
Chairman, DOYUKAI

In 2016, at the 70th anniversary its establishment, Keizai Doyukai (Japan Association of Corporate Executives; hereafter, Doyukai) compiled the policy proposal, *Japan 2.0: Toward an Optimized Society*, and at the same time set out a new vision for Doyukai itself entitled *Doyukai 2.0: A Group of Distinctive Individuals with a Sense of Ownership and Initiative*. In line with these proposals, in 2017 we have embarked on reforms of our organization, announcing a new initiative entitled *Organizational and Administrative Reforms to Realize Doyukai 2.0*. These reforms are aimed at attracting corporate executives who demonstrate the ambition and strong leadership necessary to effect social changes, and at bringing Doyukai closer to its ideal as a corps of distinctive individuals who share the same ambition.

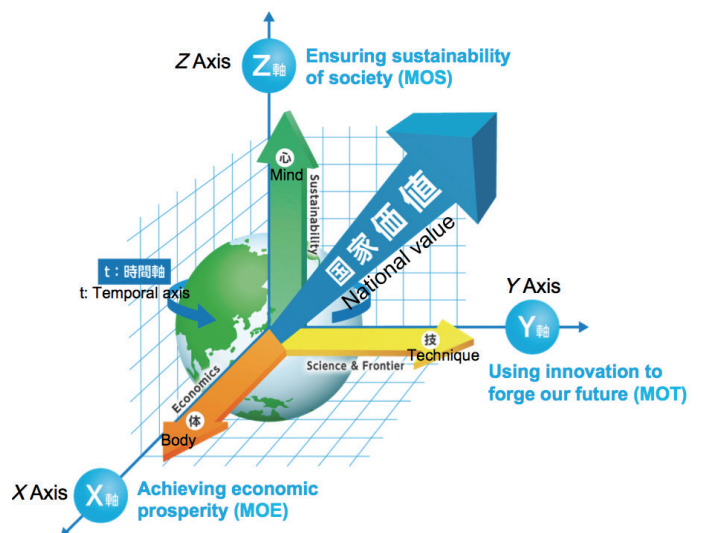
During 2018 we are working to define the Japan 2.0 concept more concretely and in greater depth. At the same time, we are examining and discussing what the country and companies should do henceforth to bring about the “optimized society” of 2045, with a view to drafting a corporate executives’ declaration on Japan 2.0.

Some people are predicting that in 20 to 30 years or so the progress of the Fourth Industrial Revolution will lead to the advent of an era of digital dictatorship in which “Dataism,” or possession of data, will be a source of power, and an elite minority that possesses data will employ AI to rule society. This is only one point of view, of course, but it is nevertheless a fact that economic disparities between those who monopolize data and those who do not are growing.

As digital dictatorship threatens democracy throughout the world and the nationalist behavior of major powers upsets the global order, Japan must not lapse into a mental block, but instead must come up with solutions. In Japan, fundamental reform of the governance of corporations, governments and universities is required. We must tackle these challenges to ensure the sustainability of the nation. During the three years left until the start of Japan 2.0 in 2021, I want all of us to work together to find the optimal solution.

In order to realize an “optimized society,” it is essential to consider national value in terms of three axes: achieving economic prosperity, using innovation to forge our future, and ensuring the sustainability of society, and to maximize the value of corporations, the nation, and academia.

As an action-oriented policy group spearheading reform, Doyukai intends to continue its efforts to cultivate understanding among citizens of fiscal consolidation, democracy, digital literacy and other issues which would deeply affect the above three axes of national values.



Board of Directors

(Titles: as of July 1, 2018)

Chairman [Representative Director]



Yoshimitsu Kobayashi

Chairman,
Mitsubishi Chemical Holdings Corp.

Vice Chairman & President [Representative Director]



Keisuke Yokoo

Vice Chairman & President,
DOYUKAI

Vice Chairman [Executive Director]



Kazuhiko Toyama

Managing Partner,
Industrial Growth Platform, Inc.



Yasufumi Kanemaru

CEO, Future Corp.



Teruo Asada

Chairman of the Board,
Marubeni Corp.



Izumi Kobayashi

Member of the Board,
ANA Holdings Inc. /
Mitsui & Co., Ltd. /
Mizuho Financial Group, Inc.



Hajime Bada

Honorary Adviser,
JFE Holdings, Inc.



Shigeo Ohyagi

Senior Advisor,
TEIJIN LIMITED



Makoto Kigawa

Chairperson of the Board
of Directors,
Yamato Holdings Co., Ltd.



Yoshio Sato

Chairman of the Board,
Sumitomo Life Insurance
Company



Koichi Miyata

Chairman of the Board,
Sumitomo Mitsui Banking Corp.



Akira Ichikawa

President,
Sumitomo Forestry Co., Ltd.



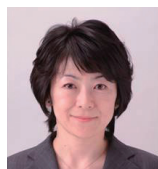
Kengo Sakurada

President & CEO,
Sompo Holdings, Inc.



Chikatomo Hodo

Senior Corporate Advisor,
Accenture Japan Ltd



Reiko Akiike

Senior Partner & Managing
Director,
The Boston Consulting Group



Kazuhiko Ishimura

Chairman, AGC Inc.

Managing Director [Executive Director]



Sadahiko Okano

Managing Director, DOYUKAI

Auditors



Toshiyuki Hamaguchi

President,
Higeta Shoyu Co., Ltd.



Toshikazu Saito

Chairman, Renaissance Inc.



Naotaka Obata

Executive Advisor to the Board,
Mitsubishi UFJ Lease &
Finance Co., Ltd.



Takashi Kobayashi

Chairman of the Board,
Palace Hotel Co., Ltd.



Koji Suzuki

Chairman,
Takashimaya Co., Ltd.



Committees & Chairpersons for Fiscal 2018

[1] Chairman's Initiatives

- Japan 2.0 Embodiment Project Team
Chikatomo Hodo
Senior Corporate Advisor, Accenture Japan Ltd
- Doyukai 2.0 Implementation Project Team
Reiko Akiike
Senior Partner & Managing Director, The Boston Consulting Group
- Advisory Committee to the Chairman
Takeshi Niinami
CEO, Suntory Holdings, Ltd.
- Public Policy Council
Kengo Sakurada
President & CEO, Sampo Holdings, Inc.
- Discussion Group with Politicians and Bureaucrats
Yasufumi Kanemaru
CEO, Future Corp.
- Business Conditions Research Committee
Nobuo Inaba
Chairman of the Board, Ricoh Co., Ltd.
- Earthquake Reconstruction Project Team
Keiji Kimura
Senior Corporate Adviser, Mitsubishi Estate Co., Ltd.
Keiji Tokuu
Senior Adviser, Taiheiyō Cement Corp.
- Sustainable Development Goals (SDGs) Study Group
Nobuhiro Endo
Chairman of the Board, NEC Corp.
- Digital Government and Administrative Reform Project Team
Genichi Tamatsuka
President & CEO, DIGITAL HEARTS HOLDINGS Co., Ltd.
- Study Group of Entrepreneurs
Yasufumi Kanemaru
CEO, Future Corp.
- Young Business Leaders Engagement Committee
Nobuaki Kurumatani
Director, Chairman & CEO, Toshiba Corp.
- DOYUKAI Institute for Economic Research
Keisuke Yokoo
Vice Chairman & President, DOYUKAI

[2] Policy, Research and Action Committees

(1) Achieving Economic Prosperity [X Axis]

- Corporate Management Committee
Kazuhiko Toyama
Managing Partner, Industrial Growth Platform, Inc.
- Business Risk Management Committee
Takashi Toyama
Managing Executive Officer, Panasonic Corp.
- Growth Strategy Through Logistics Revolution Committee
Kenji Watanabe
Chairman, Nippon Express Co., Ltd.
- Commercialization of Sports and Arts Committee
Masumi Minegishi
Board Director President & CEO, Recruit Holdings Co., Ltd.

(2) Using Innovation to Forge Our Future [Y Axis]

- New Business Creation Through Advanced Technologies Committee
Chikatomo Hodo
Senior Corporate Advisor, Accenture Japan Ltd
Mitsunobu Koshiba
President & CEO, JSR Corp.
- New Industrial Revolution and Regulatory and Legislative Reform Committee
Naoaki Mashita
CEO & Founder, V-cube, Inc
- Education Reform Committee
Izumi Kobayashi
Member of the Board, ANA Holdings Inc. / Mitsui & Co., Ltd. / Mizuho Financial Group, Inc.

(3) Ensuring Sustainability of Society [Z Axis]

- Labor Market Reform Committee
Makoto Kigawa
Chairperson of the Board of Directors, Yamato Holdings Co., Ltd., Yamato Holdings Co., Ltd.
- Medical and Nursing Care System Reform Committee
Tatsuo Wakabayashi
Chairman, Mitsubishi UFJ Trust & Banking Corp.
- Fiscal Consolidation Committee
Yoshio Sato
Chairman of the Board, Sumitomo Life Insurance Company
- Environment, Natural Resources and Energy Committee
Kazuhiko Ishimura
Chairman, AGC Inc.
- National Security Committee
Koichi Muto
Chairman, Mitsui O.S.K. Lines, Ltd.
- Democracy and Capitalism Committee
Koichi Miyata
Chairman of the Board, Sumitomo Mitsui Banking Corp.

(4) Administrative Restructuring Toward Japan 2.0

- Political Reform Committee
Kimikazu Nakamura
Chairman & CEO, Sankyu Inc.
- Constitutional Affairs Committee
Shigeo Ohyagi
Senior Advisor, TEIJIN LIMITED

(5) Regional Revitalization and Robust Local Network

- Regional Revitalization Committee
Yoshinori Yamashita
Director, President & CEO, Ricoh Co., Ltd.
Seiji Jige
Director & Managing Executive Officer, Development Bank of Japan Inc.
- Regional Autonomy Committee
Akira Ichikawa
President, Sumitomo Forestry Co., Ltd.
- Regional Industrial Innovation Committee
Masaki Akita
President, MATSUYA Co., Ltd.

[6] Globalization and Robust Overseas Network

International Relations Committee

Teruo Asada
Chairman of the Board, Marubeni Corp.

EPAs and FTAs Committee

Masatoshi Matsuzaki
Chairman of the Board, Konica Minolta, Inc.

Americas-Japan Relations Committee

Shigeru Yamazoe
Vice Chairman, Marubeni Corp.

Europe / Russia-Japan Relations Committee

Yuji Hirako
President & CEO, All Nippon Airways Co., Ltd.

China-Japan Relations Committee

Toshio Iwamoto
Principal Executive Advisor, NTT Data Corp.

Asia-Japan Relations Committee

Shinya Katanozaka
President & CEO, ANA HOLDINGS INC.

Middle East-Japan Relations Committee

Koichi Kawana
Vice Chairman, JGC Corp.

Africa-Japan Relations Committee

Yasuhiko Yokoi
Executive Advisor, Toyota Tsusho Corp.

[7] Supporting the Next Generation

Corporate Executives' Visiting School Program

Toshiyuki Shiga
*Member of the Board of Directors,
Nissan Motor Co., Ltd.*

Internship Promotion Committee

Minoru Amoh
Director & Chairman, TGA Co., Ltd.

Tokyo 2020 Olympic and Paralympic Games Committee

Takeshi Niinami
CEO, Suntory Holdings, Ltd.

Masaru Onishi
*Senior Representative External Affairs,
Japan Airlines Co., Ltd.*

Kohey Takashima
CEO & Founder, Oisix ra daichi Inc.

[3] Public Relations and Policy Proposal Promotion

Public Relations Strategy Committee

Keisuke Yokoo
Vice Chairman & President, DOYUKAI

Izumi Kobayashi
*Member of the Board,
ANA Holdings Inc. / Mitsui & Co., Ltd. /
Mizuho Financial Group, Inc.*

[4] Discussion Groups and Seminars

Seminar on Current Affairs

Hajime Bada
Honorary Adviser, JFE Holdings, Inc.
Tetsuo Narukawa
Director, Nippon Soda Co., Ltd.

Industrial Issues Discussion Group

Kazutoshi Inano
Senior Advisor, Nomura Holdings, Inc.
Shinji Ebata
Director, Advantage Risk Management Co., Ltd.

Senior Corporate Executives Discussion Group

Shozaburo Nakano
Director Executive Corporate Officer, Kikkoman Corp.
Makoto Okada
Senior Managing Director, Tokio Marine Holdings, Inc.

New Members Discussion Group

Keiichiro Hashimoto
*Member of the Board, Representative Director,
Vice Chairman, Shioya Tochi Co., Ltd.*

Leadership Program for CEO Candidates

Yoshimitsu Kobayashi
Chairman, Mitsubishi Chemical Holdings Corp.

Leadership Program for Middle Management

Fumio Tateishi
Chairman, OMRON Corp.

[5] Organizational Affairs

Membership Committee

Kazutoshi Inano
Senior Advisor, Nomura Holdings, Inc.

[6] Administrative Affairs

Treasury Committee

Kenji Matsuo
Senior Advisor, Meiji Yasuda Life Insurance Company



International Networks

Interacting Organizations

ASEAN	National Committees for the Coordination of the AJBM (ASEAN-Japan Business Meeting) in ASEAN countries http://www.doyukai.or.jp/ajbm
USA	U.S.-Japan Council (USJC) http://www.usjapancouncil.org
CANADA	Business Council of Canada http://thebusinesscouncil.ca
RUSSIA	Russian Union of Industrialists and Entrepreneurs (RSPP) http://www.rspp.ru
CHINA	China-Japan Friendship Association (CJFA) http://www.zryx.org.cn All-China Federation of Industry and Commerce (ACFIC) http://www.acfic.org.cn The National Development and Reform Commission (NDRC) http://www.ndrc.gov.cn The Chinese Academy of Social Sciences (CASS) http://casseng.cssn.cn World Economic Forum http://www.weforum.org

Counterpart Organizations

China Institute for Reform and Development (CIRD) http://www.chinareform.org
Circulo de Empresarios (CE) http://www.circulodeempresarios.org
Committee for Economic Development (CED) http://www.ced.org
Committee for Economic Development of Australia (CEDA) http://www.ceda.com.au
Consejo Empresario de América Latina (CEAL) http://ceal.co
De Stichting Maatschappij en Onderneming (SMO) http://smo.nl
Finnish Business and Policy Forum (EVA) http://www.eva.fi
Forum de Administradores e Gestores de Empresas (FAE) http://www.faeonline.pt
Institut Arabe des Chefs d' Entreprises (IACE) http://www.iace.tn
Institut de l'entreprise (IDEP) http://www.institut-entreprise.fr
Information and Forschung Center for International Economics (IFO) http://www.cesifo-group.de
The National Business Initiative (NBI) http://www.nbi.org.za



公益社団法人 経済同友会

〈Japan Association of Corporate Executives〉

<http://www.doyukai.or.jp/en>