

Committees and Programs for F.Y. 2011

as of October 31, 2011

Policy Committees [Projects for Public Interest]

1. Evolution toward Globally Competitive Corporations

Committee on Corporate Management Reform

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

Committee on CSR Management

Iwata, Shoichiro
(*President & CEO, ASKUL Corp.*)

2. Restructuring of National Foundation Conducive to Economic Growth

Committee on Political and Administrative Reforms

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

Committee on Decentralized Regional Systems

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

Committee on Government-Affiliated Corporations Reform

Kadowaki, Hideharu
(*Special Advisor & Senior Fellow, The Japan Research Institute, Ltd.*)

Committee on Fiscal and Taxation Reforms

Okamoto, Kunie
(*Chairman, Nippon Life Insurance Company*)

Committee on Social Security System Reforms

Takasu, Takeo
(*Director, Senior Adviser, NAMCO BANDAI Holdings Inc.*)

Committee on Educational Issues

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

Committee on Development and Utilization of Human Resources

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

*Sub-committee on Development and Utilization of Human Resources in the Globalized World

Nabeshima, Hideyuki
(*Senior Executive Vice President, Mitsubishi Corp.*)

(Committee for Implementation and Promotion of Policy Proposals)

Committee for the Promotion of Exchange among Schools and Corporate Executives

Sugie, Kazuo
(*President & CEO, DIC Corp.*)

3. Strengthening Industrial Competitiveness and Achieving Economic Growth

(1) Strengthening Industrial Competitiveness

Committee on Industrial Structure Reform

Kashiwaki, Hitoshi
(*President & CEO, Recruit Co., Ltd.*)

***Sub-committee on Economic and Corporate Legislation**

Nakamura, Kimikazu
(*President & CEO, SANKYU Inc.*)

Committee on Agricultural Reforms

Niinami, Takeshi
(*President & CEO, LAWSON, Inc.*)

Committee on Manufacturing and Product-driven Innovation

Nagashima, Toru
(*Chairman, Teijin Ltd.*)

Committee on the Invigoration of Service Industry

Saito, Toshikazu
(*Chairman, Renaissance Inc.*)

(2) Exploring of New Growth Frontier

Committee on Promotion of EPAs/FTAs

Fujimori, Yoshiaki
(*Director, Representative Executive Officer & President, JS Group Corp.*)

Committee on Medical and Welfare Business

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

Committee on Realization of Low Carbon Society

Urano, Mitsudo
(*Chairman, Nichirei Corp.*)

Committee on Promotion of Tourism-Driven Nation

Hoshino, Yoshiharu
(*President, Hoshino Resort Corp.*)

(3) Strengthening Soft Infrastructure for Growth

Committee on Economic Policies

Inaba, Nobuo
(*Director, Ricoh Institute of Sustainability and Business*)

Committee on Financial and Capital Markets

Inano, Kazutoshi
(*Chairman of the Board of Directors, Nomura Asset Management Co., Ltd.*)

Committee on National Information Infrastructure Reform

Kanemaru, Yasufumi
(*CEO, Future Architect, Inc.*)

4. Contribution for the Peace and Development of International Society

Committee on National Security

Kase, Yutaka
(*President & CEO, Sojitz Corp.*)

Committee on Asia-Japan Relations

Kobayashi, Eizo
(*Chairman, ITOCHU Corp.*)

Committee on China-Japan Relations

Ishihara, Kunio
(*Chairman, Tokio Marine & Nichido Fire Insurance Co., Ltd.*)

Committee on India-Japan Relations

Noji, Kunio
(*President & CEO, Komatsu Ltd.*)

Committee on Americas-Japan Relations

Uchinaga, Yukako
(*Chairman, CEO & President, Berlitz Corp.*)

Committee on Europe-Japan Relations

Kawaguchi, Hitoshi
(*Senior Vice President, Nissan Motor Co., Ltd.*)

Committee on Russia/NIS-Japan Relations

Tada, Yukio
(*President, Sojitz Research Institute, Ltd.*)

Committee on Africa-Japan Relations

Sekiyama, Mamoru
(*Senior Executive Vice President, Marubeni Corp.*)

Committees for / under the Board of Chair and Vice Chairs **【Projects for Public Interests】**

Advisory Committee for the Chairman

Hosoya, Eiji
(*Director, Chairman & Representative Executive Officer, Resona Holdings, Inc.*)

***Study Group on Reform of Electric Power Systems**

Kanemaru, Yasufumi
(*CEO, Future Architect, Inc.*)

Project Team for the Promotion of NPOs and Social Entrepreneurs

Noda, Tomoyoshi
(*President, Institute for Strategic Leadership*)

Project Team for the Establishment of Policy Think Tanks

Otoshi, Takuma
(*Chairman, IBM Japan, Ltd.*)

Project Team for Recruitment Issues of New Graduates

Maehara, Kaneichi
(*Vice Chairman & President, Keizai Doyukai*)

Project Team for the Promotion of Science and Technology

Sugata, Shiro

(President & CEO, Ushio Inc.)

Project Team for the Reconstruction from the Great East Japan Earthquake

Kimura, Keiji

(Chairman, Mitsubishi Estate Co., Ltd.)

Project Team for the Promotion of Economic Development in Okinawa

Ito, Shinichiro

(President & CEO, All Nippon Airways Co., Ltd.)

Study Group on Risk Management

Tabata, Naoki

(Executive Senior Advisor, RHJ International Japan, Inc.)

Project Team on Energy Policies

Urano, Mitsudo

(Chairman, Nichirei Corp.)

Keizai Doyukai Research Institute

Maehara, Kaneichi

(Vice Chairman & President, Keizai Doyukai)

Public Relations and Promotion of Policy Proposals 【Projects for Public Interests】**Committee on Public Relations Strategy**

Maehara, Kaneichi

(Vice Chairman & President, Keizai Doyukai)

Discussion Groups and Seminars 【Projects for Members' Interests】**Seminar on Current Topics**

Saito, Hiroaki

(President & CEO, TAC Co., Ltd.)

Matsushima, Masayuki

(Senior Advisor, The Boston Consulting Group)

Industrial Discussion Groups

Ikeda, Morio

(Senior Advisor, Shiseido Co., Ltd.)

Takahashi, Mamoru

(President, Hautpont Institute)

Senior Executives' Discussion Group

Tonomoto, Kiyoshi

(Member of the Board of Directors, Executive Vice President, All Nippon Airways Co., Ltd.)

Hibiya, Takeshi

(Senior Vice President, Fuji Xerox Co., Ltd.)

Discussion Group for New Members

Tateishi, Fumio

(Director & Executive Vice Chairman, OMRON Corp.)

Leadership Program

Sakurai, Masamitsu

(Chairman, Ricoh Company, Ltd.)

Administration 【Corporate Projects / Corporate Management】

Committee on Treasury

Ono, Toshihiko

(Senior Adviser, Nisshin Steel Co., Ltd.)

Committee on Organization and Membership

Aritomi, Keiji

(Advisor, Yamato Holdings Co., Ltd.)