



**KEIZAI DOYUKAI**

〈Japan Association of Corporate Executives〉



# 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 the reconstruction of the Japanese economy. In the more than 60 years since then, KEIZAI DOYUKAI has solidified its leadership role in improving the Japanese economic community and in seeking solutions to numerous domestic problems and ensuring the overall well-being of Japanese society.

KEIZAI DOYUKAI membership comprises approximately 1,300 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 make an earnest challenge to realize it, KEIZAI DOYUKAI strives tirelessly to achieve ever-greater national well-being in harmony with the world economy.



# Working Toward a “Vision of Japan”

In the face of the spectacle of ever-deepening confusion in Japan’s political and economic arena, we have come to the realization that all individuals and organizations must rise to the challenge and accept responsibility reforming their own individual spheres. It was with this thought in mind that I announced the resolution in our 2010 New Year Message to make this a “new starting point for both corporations and individuals in redoubling their efforts for the realization of a sustainable and vigorous economy and society, while working in the spirit of independence, self-reliance, and self-responsibility.”



**Masamitsu Sakurai**  
Chairman, Keizai Doyukai

KEIZAI DOYUKAI’s annual program of activities for fiscal 2010 is constructed around one central pillar, which is to formulate our own “Vision of Japan (kuni no katachi) Ten Years from Now,” and use it to initiate a national debate. I have two basic concepts in mind for our “Vision of Japan.” The first is to create a country where young people can find motivation and hope. The second is to ensure that Japan develops as a country trusted by global society.

Last year, KEIZAI DOYUKAI published its 16th Corporate White Paper, in which we advocated creating a new style of Japanese corporate management. As we move forward in building a new nation, let us be reminded that the driving force for economic growth comes from the corporate sector, of which we are a part. In this connection, I would like to point out that we ourselves are experiencing dramatic changes in our business environment, and that we also must bolster our own growth strategies and engage in reform and transformation.

Now is the time for KEIZAI DOYUKAI to take the lead in pointing the country in a better direction. There are a number of specific steps that we must take to do so. First of all, we must return to the spirit KEIZAI DOYUKAI had at its founding and make a concerted effort to put this spirit to optimal use in this age of confusion and turmoil. Secondly, our advocacy activities must be characterized by more concrete and essential proposals. In order to resonate with the public and provide the impetus for changing government policies, our proposals should identify the essence of the problem and show the path to fundamental reform. Thirdly, once our vision has been finalized, we will turn our attention to initiating national debate and discussion. In pursuit of this last objective, we intend to organize a series of timely exchanges and discussions with politicians, policy makers, and opinion leaders who have an important influence on the design, adoption, and application of government policies.

In closing, I would like to comment on the new beginning that KEIZAI DOYUKAI has marked as of April 1, 2010, with its registration as a “public interest incorporated association.” As is implied in the term “public interest,” our activities must now, more than ever before, be directed toward the whole of society. With this in mind, let us reaffirm our missions to create a “country where young people can find motivation and hope” and a “country trusted by global society,” and work diligently toward their realization.

# Board of Directors

(Title : as of June 30, 2010)



Chairman [Representative Director]

**Sakurai, Masamitsu**

Chairman,  
Ricoh Co., Ltd.



Vice Chairman & President  
[Representative Director]

**Maehara, Kaneichi**

Vice Chairman & President,  
KEIZAI DOYUKAI



Vice Chairman [Executive Director]

**Hasegawa, Yasuchika**

President & CEO,  
Takeda Pharmaceutical Co., Ltd.



Vice Chairman [Executive Director]

**Ashida, Akimitsu**

Chairman,  
Mitsui O.S.K Lines, Ltd.



Vice Chairman [Executive Director]

**Koeda, Itaru**

Honorary Chairman & Executive Advisor,  
Nissan Motor Co., Ltd.



Vice Chairman [Executive Director]

**Sudo, Fumio**

Honorary Adviser,  
JFE Holdings, Inc.



Vice Chairman [Executive Director]

**Hagiwara, Toshitaka**

Councilor & Senior Adviser,  
Komatsu Ltd.



Vice Chairman [Executive Director]

**Ikeda, Kouichi**

Advisor to the Board,  
Asahi Breweries, Ltd.



Vice Chairman [Executive Director]

**Iwata, Shoichiro**

President & CEO,  
ASKUL Corp.



Vice Chairman [Executive Director]

**Katsumata, Nobuo**

Chairman,  
Marubeni Corp.



Vice Chairman [Executive Director]

**Kitayama, Teisuke**

President,  
Sumitomo Mitsui Financial Group, Inc.



Vice Chairman [Executive Director]

**Inano, Kazutoshi**

Chairman of the Board of Directors,  
Nomura Asset Management Co., Ltd.



Vice Chairman [Executive Director]

**Takasu, Takeo**

Chairman & Director,  
NAMCO BANDAI Holdings Inc.



Vice Chairman [Executive Director]

**Ishihara, Kunio**

Chairman,  
Tokio Marine & Nichido Fire Insurance Co., Ltd.



Vice Chairman [Executive Director]

**Nagashima, Toru**

Chairman,  
Teijin Ltd.



Vice Chairman [Executive Director]

**Niinami, Takeshi**

President & CEO,  
LAWSON, INC.



Managing Director  
[Executive Director]

**Ito, Kiyohiko**

Managing Director,  
KEIZAI DOYUKAI

# KEIZAI DOYUKAI in Action

## Press Conference

KEIZAI DOYUKAI chairman Masamitsu Sakurai 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.



## Committee

KEIZAI DOYUKAI sets up various committees; in charge of most of our policy studies. This year, these committees are concentrated on the following four pillars:

- I . Restructuring National Operations and Processes to Promote Fiscal Health**
- II . Revitalizing the Economy and Strengthening the Basis for Growth**
- III . Implementing and Promoting a New Style of Japanese Corporate Management**
- IV . Japan's Role and Responsibility for the Stability and Prosperity of International Society**



Under these inclusive themes, many committees express their proposals or opinions, mainly regarding fundamental political areas.



## Symposium

KEIZAI DOYUKAI occasionally holds symposia to make its proposals and opinions known, influence national policy or corporate management, and follow up on those activities.



## Conversations with Leaders in Other Fields

KEIZAI DOYUKAI often holds meetings with political leaders, bureaucrats, men of learning and experience and leaders of many other fields. Through these conversations, we promote better understanding and improve the efficacy of KEIZAI DOYUKAI's proposals.

## Mission

A large part of KEIZAI DOYUKAI's mission is helping coordinate Japanese economic policy and market guidelines with the practices of nations concerned. For that purpose, as well as to organize seminars on current international topics for its members, KEIZAI DOYUKAI works closely with important organizations and institutions around the world to share ideas and information through joint projects and symposia.



# Committees & Chairpersons For F.Y. 2010

## Policy Committees (Projects for Public Interests)

### I . Restructuring National Operations and Processes to Promote Fiscal Health

Committee on Political and Administrative Reforms  
Hasegawa, Yasuchika  
(*President & CEO, Takeda Pharmaceutical Co., Ltd.*)

Subcommittee on the Promotion of e-Government  
Yasunobe, Shin  
(*COO, Future Architect, Inc.*)

Committee on Fiscal and Taxation Reforms  
Koeda, Itaru  
(*Honorary Chairman & Executive Advisor, Nissan Motor Co., Ltd.*)

Committee on Decentralized Regional Systems  
Ikeda, Kouichi  
(*Advisor to the Board, Asahi Breweries, Ltd.*)

Committee on Fiscal and Taxation Reforms of Local Governments  
Masubuchi, Minoru  
(*President, Japan Securities Finance Co., Ltd.*)

Committee on Social Security System Reforms  
Takasu, Takeo  
(*Chairman & Director, NAMCO BANDAI Holdings Inc.*)

Committee on the Reform of Government-Affiliated Corporations  
Kajikawa, Toru  
(*Managing Partner, Grant Thornton Taiyo ASG*)

### II . Revitalizing the Economy and Strengthening the Basis for Growth

Committee on Economic Growth Strategy  
Inano, Kazutoshi  
(*Chairman of the Board of Directors, Nomura Asset Management Co., Ltd.*)

Committee on Manufacturing with Holistic Product Innovation  
Nagashima, Toru  
(*Chairman, Teijin Ltd.*)

Committee on the Invigoration of the Service Industry  
Saito, Toshikazu  
(*Chairman, Renaissance Inc.*)

Committee on Agricultural Reforms  
Kiyota, Akira  
(*Chairman, Daiwa Securities Group Inc.*)

Committee on Low Carbon Society  
Urano, Mitsudo  
(*Chairman, Nichirei Corp.*)

Committee on Financial and Capital Markets  
Kobayashi, Eizo  
(*Chairman, ITOCHU Corp.*)

Committee on Tourism and Culture  
Iwata, Shoichiro  
(*President & CEO, ASKUL Corp.*)

Committee on Medical and Welfare Business  
Tateishi, Fumio  
(*Director & Executive Vice Chairman, OMRON Corp.*)

Committee on Employment and the Labor Market  
Kobayashi, Yoshimitsu  
(*President & CEO, Mitsubishi Chemical Corp.*)

Committee on Educational Issues  
Kitayama, Teisuke  
(*President, Sumitomo Mitsui Financial Group, Inc.*)

### III . Implementing and Promoting a New Style of Japanese Corporate Management

Committee on Corporate Management  
Sudo, Fumio  
(*Honorary Adviser, JFE Holdings, Inc.*)

Committee on CSR Management  
Mizukoshi, Sakue  
(*President, SEVEN & i Publishing Co., Ltd.*)

Study Group on the Promotion of NPOs and Social Entrepreneurs  
Shibusawa, Ken  
(*CEO, Shibusawa and Company, Inc.*)

Committee on Economic and Corporate Law  
Nakamura, Kimikazu  
(*President & CEO, SANKYU Inc.*)

(Committee for the Implementation and Promotion of Policy Proposals)  
Committee for the Promotion of Exchange Among Schools and Corporate Executives  
Sugie, Kazuo  
(*President & CEO, DIC Corp.*)

### IV . Japan's Role and Responsibility for the Stability and Prosperity of International Society

Committee on Comprehensive Diplomatic Strategies  
Otohi, Takuma  
(*Chairman, IBM Japan, Ltd.*)

Committee on Asia-Japan Relations  
Hagiwara, Toshitaka  
(*Councilor & Senior Adviser, Komatsu Ltd.*)

Acting Chairman of the Committee on Asia-Japan Relations  
Katsumata, Nobuo  
(*Chairman, Marubeni Corp.*)

Committee on China-Japan Relations  
Ishihara, Kunio  
(*Chairman, Tokio Marine & Nichido Fire Insurance Co., Ltd.*)

Committee on Americas-Japan Relations  
Niinami, Takeshi  
(*President & CEO, LAWSON, INC.*)

Committee on Europe-Japan Relations  
Nagayama, Osamu  
(*President & CEO, Chugai Pharmaceutical 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.)

### **Committee of Board of Chairperson and Vice Chairpersons** (Projects for Public Interests)

National Vision Project Team  
Sakurai, Masamitsu  
(Chairman, Ricoh Co., Ltd.)

Committee on Economic Affairs and Policies  
Ashida, Akimitsu  
(Chairman, Mitsui O.S.K Lines, Ltd.)

Keizai Doyukai Research Institute  
Maehara, Kaneichi  
(Vice Chairman & President, KEIZAI DOYUKAI)

### **Public Relations and Policy Proposals** (Projects for Public Interests)

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

Policies Discussion Groups  
Kanemaru, Yasufumi  
(CEO, Future Architect, Inc.)

### **Discussion Groups and Seminars** (Projects for Members' Interests)

Seminar on Current Topics  
Saito, Hiroaki  
(President & CEO, TAC Co., Ltd.)  
Matsushima, Masayuki  
(Chairman, Credit Suisse Securities (Japan) Ltd.)

Industrial Discussion Groups  
Ikeda, Morio  
(Senior Advisor, Shiseido Co., Ltd.)  
Takahashi, Mamoru  
(Consultant, Deutsche Securities Inc.)

Senior Executives' Discussion Group  
Nabeshima, Hideyuki  
(Senior Executive Vice President, Mitsubishi Corp.)  
Kuramoto, Seizo  
(Executive Managing Director Executive Managing Officer, Mitsui Fudosan Co., Ltd.)

Discussion Group for New Members  
Fujimori, Yoshiaki  
(President & CEO, GE Japan Corp.)

Discussion Group on Making Japan as an Attractive Country to Foreigners  
Momii, Katsuto  
(President & CEO, Nihon Unisys, Ltd.)

Leadership Program  
Sakurai, Masamitsu  
(Chairman, Ricoh Co., Ltd.)

### **Administration** (Corporate Projects/Corporate Management)

Committee on Treasury  
Ohto, Takemoto  
(Adviser, Nichirei Corp.)

Committee on Organization and Membership  
Aritomi, Keiji  
(Director & Advisor, Yamato Holdings Co., Ltd.)

(Tentative Translation : as of June 30, 2010)

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## **Symbol : The sequence of five squares**



#### **Squares:**

The clearly defined square shapes 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:86-10-6513-7744 Fax:86-10-6858-2679  
<http://www.cass.net.cn>

All-China Federation of Industry and Commerce  
Phone:86-10-65136677 Fax:86-10-65131769  
<http://www.acfic.org.cn>

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>

## KEIZAI DOYUKAI

(Japan Association of Corporate Executives)

1-4-6 Marunouchi, Chiyoda-ku, Tokyo 100-0005 JAPAN

Policy Studies TEL: 81-3-3284-0220 FAX: 81-3-3212-3774

Planning & Co-ordination, General Admin. TEL: 81-3-3211-1271 FAX: 81-3-3213-2946/3214-6802

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

