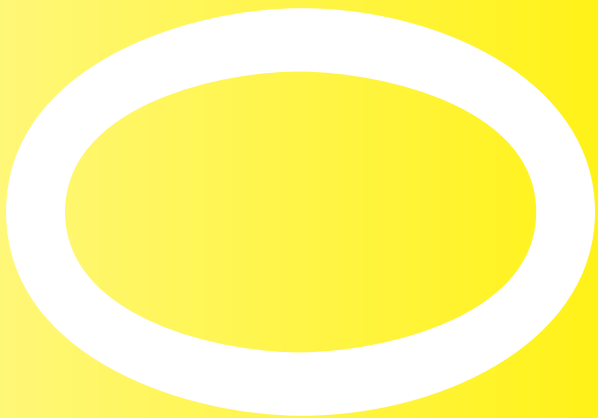




KEIZAI DOYUKAI

〈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 65 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.



Commitment to Growth

Recovery from the Great East Japan Earthquake: An Opportunity for Reforming Japan



Yasuchika Hasegawa

Chairman, Keizai Doyukai

The attention of Japan as a nation is not only focused on the ongoing saga caused by the Great East Japan Earthquake, but also on Japan's confrontation with many issues that have been neglected over the years. It is no exaggeration to say that Japan today faces its greatest crisis since the devastation at the end of World War II.

It is my belief that economic growth holds the key to building a prosperous Japan and it will therefore be my top priority during my tenure.

We have two broad objectives. The first is to create a country brimming with hope, energy and vitality. This of course requires an assurance of human security, which provides the ability for all members of society to enjoy stability in their lives. The second objective is for Japan to be recognized as a key contributor to global peace and prosperity. This entails mobilizing all the wealth, knowledge, technologies, human resources, and values that we have and applying them in a concerted way to contribute to the betterment of the world.

To survive in today's fast-changing world, businesses and countries alike must learn to succeed through globalization and diversification in pursuit of innovation. To respond effectively to globalization, Japan must rid itself of its inward orientation. We must make a conscious effort to capitalize on the vitality of other countries, thereby fostering creativity in an increasingly diverse environment.

To realize meaningful change, we must recognize that many of the difficulties that Japan faces today have been ignored as "inconvenient truths"—including a declining birthrate combined with an aging society, an enormous cumulative debt, and an unsustainable social security system. I feel that we have for too long turned our eyes away from these "inconvenient truths", and we must now directly face these challenges through reform.

KEIZAI DOYUKAI has determined three courses of action on which to make bold proposals that promote growth and prosperity for all.

Our first focus of reform must be to bolster our ability to translate our proposals into reality. I would like to prioritize the various proposals of KEIZAI DOYUKAI and to develop initiatives to realize our highest-priority proposals.

The second focus for our reforms is to strengthen our ability to act. We must commit ourselves to standing at the forefront of change—putting our words into action, both as individuals and as companies.

Third, KEIZAI DOYUKAI must endeavor to gain a stronger voice and to become a more powerful thought leader in the international arena by actively participating in international conferences. We need to promote dialogue with leaders from around the world, and in doing so we can identify new trends and global issues as well as participate in building an international consensus.

The Preamble of the Constitution of Japan represents the feeling of the Japanese people directly following the end of World War II: "We desire to occupy an honored place in an international society." Today, we find ourselves confronted by equally challenging times. It is now that all of Japan's knowledge and resources must be once again focused to overcome a crisis in order to rebuild Japan as a vibrant nation brimming with vitality that is valued for its meaningful contributions to global society.

Board of Directors

(Title : as of August 1, 2011)



Chairman [Representative Director]
Hasegawa, Yasuchika
President & CEO,
Takeda Pharmaceutical Co., Ltd.



Vice Chairman & President
[Representative Director]
Maehara, Kaneichi
Vice Chairman & President,
KEIZAI DOYUKAI



Vice Chairman [Executive Director]
Ikeda, Kouichi
Advisor to the Board,
Asahi Group Holdings, Ltd.



Vice Chairman [Executive Director]
Iwata, Shoichiro
President & CEO,
ASKUL Corp.



Vice Chairman [Executive Director]
Kitayama, Teisuke
Chairman of the Board,
Sumitomo Mitsui Banking Corp.



Vice Chairman [Executive Director]
Inano, Kazutoshi
Chairman of the Board of Directors,
Nomura Asset Management Co., Ltd.



Vice Chairman [Executive Director]
Takasu, Takeo
Director, Senior Adviser,
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.



Vice Chairman [Executive Director]
Kashiwaki, Hitoshi
President & CEO,
Recruit Co., Ltd.



Vice Chairman [Executive Director]
Kobayashi, Yoshimitsu
President & CEO,
Mitsubishi Chemical Holdings Corp.



Vice Chairman [Executive Director]
Fukushima T., Sakie
President & Representative Director,
G&S Global Advisors Inc.



Vice Chairman [Executive Director]
Fujimori, Yoshiaki
Director, Representative Executive Officer
& President
JS Group Corp.



Managing Director [Executive Director]
Ito, Kiyohiko
Managing Director,
KEIZAI DOYUKAI



Managing Director [Executive Director]
Okano, Sadahiko
Managing Director,
KEIZAI DOYUKAI

KEIZAI DOYUKAI in Action

Press Conference

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.



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 . Evolution toward Globally Competitive Corporations**
- II . Restructuring of National Foundation Conducive to Economic Growth**
- III . Strengthening Industrial Competitiveness and Achieving Economic Growth**
- IV . Contribution for the Peace and Development 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. 2011

Policy Committees [Projects for Public Interests]

I . 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.)

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

III . 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 the 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 the Realization of Low Carbon Society
Urano, Mitsudo
(Chairman, Nichirei Corp.)

Committee on the Promotion of a 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.)

IV . Contribution for the Peace and the 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.)

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.)

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]

KEIZAI DOYUKAI Membership Seminar

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 Co., 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.)

(Tentative Translation : as of August 1, 2011)

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:86-10-8519-6080
<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>

RUSSIA Russian Union of Industrialists and Entrepreneurs
Phone:7-495-663-0404 Fax:7-495-606-1129
<http://www.rssp.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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URL: <http://www.doyukai.or.jp>

