



2016

DOYUKAI

〈Japan Association of Corporate Executives〉

DOYUKAI (Japan Association of Corporate Executives)*

— 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. In the 70 years since then, 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.

DOYUKAI membership comprises approximately 1,400 top executives of some 980 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 his/her 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 problems 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 short name of KEIZAI DOYUKAI or Japan Association of Corporate Executives.

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 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 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.

Envisioning a *SAITEKI* (Optimal) Society for Japan 2.0

DOYUKAI founded by a group of 83 far-sighted young business leaders marked its seventieth anniversary on April 30, 2016. At the time of the foundation, our association set two main aims: the reconstruction of Japan's ruined economy and the economy's subsequent democratization. Over the course of the past seventy years, DOYUKAI has played a major role in Japan's economic and social development and has made important contributions to reforming corporate management.

Today, however, we face an era of change every bit as dramatic as the immediate postwar period when our association began. Three waves of change are sweeping the world in the form of globalization, the IT revolution, and socialization. Together, these three elements will bring about dramatic changes in social infrastructure, social structure, and social norms. Can we seize this opportunity and ride these waves into the future? Or will we be caught up in the swell and swept aside? We stand at the crossroads.

In my inaugural speech last year, I described the seventy years since the end of World War II as “Japan 1.0,” and said that the year 2020 would mark the shift to “Japan 2.0.”

The first thing we need as we approach Japan 2.0 is to draw up a long-term perspective for a new model of a sustainable society. This means thinking of a long-term national vision—setting economic, social, national, and global targets to be achieved by 2045, 30 years from now, and working back from there to find a way to make those targets a reality. We have a little under 5 years toward “Japan 2.0.” Within that period, to greet a *SAITEKI* society for Japan 2.0 starting from 2021, we need to accurately grasp the changes under way in three important types of relationship—between the real and the virtual, between the added value and the utility, and between the individual and the group—and to chart a course toward the kind of society we are aiming to achieve.

Since assuming the chairmanship a year ago, I have continued to think about how to build a sustainable society founded on an economic society driven by the private sector. I am more convinced than ever that the cornerstone of a *SAITEKI* society must be economics, technology, and sustainability. I am resolved that I will use these three dimensions to evaluate all policies, doing what I can to take the lead in bringing about a *SAITEKI* society that will maximize our national value.

The challenges we face arise from a complex interaction of various elements. But from the perspective of both the natural and social sciences, there must be an optimal answer to each problem. At the same time, the optimal answer will naturally change depending on factors including limiting conditions, environmental changes, and the passage of time. We will not arrive at the optimal answer without exerting all our logic and thoughts. Nothing but the process of unbending arguments and well-balanced collaborations enable us to arrive there.

We have numerous activities planned for fiscal 2016 that will require the full application of the efforts and strengths of DOYUKAI. We put together the main points and optimal answers on the key issues and compile its policy proposal toward a *SAITEKI* society for Japan 2.0 from 2021.



Yoshimitsu Kobayashi
Chairman, DOYUKAI

Board of Directors

(Titles: as of July 1, 2016)

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]



Shinichiro Ito

Chairman,
ANA Holdings Inc.



Shiro Sugata

Corporate Advisor,
Ushio Inc.



Kazuhiko Toyama

CEO,
Industrial Growth Platform, Inc.



Takashi Mitachi

Senior Partner & Managing Director,
The Boston Consulting Group



Yasufumi Kanemaru

CEO,
Future Corp.



Toshiyuki Shiga

Vice Chairman,
Nissan Motor Co., Ltd.



Kunio Noji

Chairman,
Komatsu Ltd.



Teruo Asada

Chairman,
Marubeni Corp.



Izumi Kobayashi

Director, Member of the Board,
ANA Holdings Inc./
Suntory Holdings Ltd./
Mitsui & Co., Ltd.



Shuzo Sumi

Chairman,
Tokio Marine Holdings, Inc.



Hajime Bada

Honorary Adviser,
JFE Holdings, Inc.



Shigeo Ohyagi

Chairman,
TEIJIN LIMITED



Makoto Kigawa

Chairman,
Yamato Holdings Co., Ltd.



Yoshio Sato

Chairman,
Sumitomo Life Insurance Company



Koichi Miyata

President,
Sumitomo Mitsui Financial Group, Inc.

Managing Director [Executive Director]



Kiyohiko Ito

Managing Director,
DOYUKAI



Sadahiko Okano

Managing Director,
DOYUKAI

Auditors



Toshihiko Ono

Former Corporate Executive,
Nisshin Steel Co., Ltd.



Koichi Furukawa

Senior Corporate Advisor,
Morinaga Milk Industry Co., Ltd.



Toshiyuki Hamaguchi

President,
Higeta Shoyu Co., Ltd.



Toshikazu Saito

Chairman,
Renaissance Inc.

DOYUKAI in Action

Press Conferences

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



Committees and Project Teams

DOYUKAI adopted its activity plan for FY 2016 with three basic principles: pursuing corporate management to realize productivity revolution; creating affluent regions with vitality and diversity; establishing a society which helps materialize the dreams of the next generation.

Under these principles, 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.



Symposia

DOYUKAI from time to time holds symposium 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

DOYUKAI seeks opportunities for productive, face-to-face discussion with leaders in various sectors including politics, government, academia, and civil society. Through such dialogues, DOYUKAI promotes 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. 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.

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 2016

Chairman's Initiatives [Projects for the Public Interest]

Structural Reform Promotion Platform
Chairman, Yoshimitsu Kobayashi
(Chairman, Mitsubishi Chemical Holdings Corp.)

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

Acting Director, Reiko Akiike
(Senior Partner & Managing Director,
The Boston Consulting Group)

Advisory Committee to the Chairman
Hajime Bada
(Honorary Adviser, JFE Holdings, Inc.)

Child Poverty and Opportunity Gap Study Group
Hajime Bada
(Honorary Adviser, JFE Holdings, Inc.)

Business Conditions Research Committee
Nobuo Inaba
(Director, Ricoh Co., Ltd.)

Future Vision of Society, Economy and Markets Project Team
Shigeo Ohyagi
(Chairman, TEIJIN LIMITED)

DOYUKAI Future Vision Project Team
Yasufumi Kanemaru
(CEO, Future Corp.)

Study Group of Entrepreneurs
Yasufumi Kanemaru
(CEO, Future Corp.)

Discussion Group with Politicians and Bureaucrats
Yasufumi Kanemaru
(CEO, Future Corp.)

Policy Study and Analysis Center
Director, Tatsuo Hatta
(Professor Emeritus, Osaka University)

Beyond GDP Study Group
Nobuo Inaba
(Director, Ricoh Co., Ltd.)

DOYUKAI Institute for Economic Research
President & Director, Keisuke Yokoo
(Vice Chairman & President, DOYUKAI)

Negative Interest Rates Study Group
Keisuke Yokoo
(Vice Chairman & President, DOYUKAI)

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

I : Management for Productivity Revolution

Capital Efficiency Optimization Committee
Toshiyuki Shiga
(Vice Chairman, Nissan Motor Co., Ltd.)

Human Resource Management Committee
Kengo Sakurada
(President & CEO, Sompo Japan Nipponkoa Holdings, Inc.)

Business Innovation through Advanced Technologies
Committee
Mitsunobu Koshihara
(President & CEO, JSR Corp.)
Chikatomo Hodo
(Chairman, Accenture Japan Ltd)

Innovation Ecosystem Committee
Kunio Noji
(Chairman, Komatsu Ltd.)

Business Legislation / International Standards Strategy
Committee
Takashi Toyama
(Managing Director, Panasonic Corp.)

II : Japan as a Front Runner of Solutions

(1) Business Creation and Innovation

International Financial Markets Committee
Koichi Miyata
(President, Sumitomo Mitsui Financial Group, Inc.)

Employment and Labor Markets Committee
Sakie T. Fukushima
(President & Representative Director, G&S Global Advisors Inc.)

Service Sector Vitalization Committee
Genichi Tamatsuka
(Chairman and CEO, Lawson, Inc.)

(2) Sustainable Society (Regional)

Agricultural Reform Committee
Naoki Izumiya
(Chairman & CEO, Asahi Group Holdings, Ltd.)

Tourism-Oriented Nation Committee
Takashi Mitachi
(Senior Partner & Managing Director,
The Boston Consulting Group)

Great East Japan Earthquake Reconstruction Committee
Keiji Kimura
(Chairman, Mitsubishi Estate Co., Ltd.)
Keiji Tokuu
(Executive Adviser, Taiheiyo Cement Corp.)

Regional Revitalization Committee
Shuzo Sumi
(Chairman, Tokio Marine Holdings, Inc.)

Regional Autonomy Committee
Akira Ichikawa
(President, Sumitomo Forestry Co., Ltd.)

(3) Sustainable Society (Next Generation)

Environment, Natural Resources and Energy Committee
Kazuhiko Ishimura
(Chairman, Asahi Glass Co., Ltd.)

New Industrial Revolution's Social Impact Committee
Takayuki Hashimoto
(Vice Chairman, IBM Japan, Ltd.)

Educational Reform Committee
Minoru Amoh
(Chairman, TGA Co., Ltd.)
Izumi Kobayashi
(Director, Member of the Board,
ANA Holdings Inc. /Suntory Holdings Ltd. /Mitsui & Co., Ltd.)

Fiscal and Tax Reform Committee
Yoshio Sato
(Chairman, Sumitomo Life Insurance Company)

Social Security Reform Committee
Teruo Asada
(Chairman, Marubeni Corp.)

(4) Political and Administrative Reforms

Political Reform Committee
Makoto Kigawa
(Chairman, Yamato Holdings Co., Ltd.)

Administrative and Regulatory System Reform Committee
Yoshiaki Fujimori
(Senior Advisor, LIXIL Group Corp.)

(5) Accelerating the Globalization

National Security Committee
Koichi Muto
(Chairman of the Board, Mitsui O.S.K. Lines, Ltd.)

EPAs and FTAs Committee
Masatoshi Matsuzaki
(Chairman of the Board, Konica Minolta, Inc.)

Americas-Japan Relations Committee
Kazuo Ohmori
(Chairman, Sumitomo Corp.)
Yukio Tada
(Senior Advisor, Sojitz Research Institute, Ltd.)

Europe / Russia-Japan Relations Committee
Yutaro Shintaku
(President & CEO, Terumo Corp.)

China-Japan Relations Committee
Shinichiro Ito
(Chairman, ANA Holdings Inc.)

Asia / Middle East-Japan Relations Committee
Koichi Kawana
(President, JGC Corp.)
Shinya Katanozaka
(President & CEO, ANA Holdings Inc.)

Africa-Japan Relations Committee
Mamoru Sekiyama
(Chairman, Marubeni Power Systems Corp.)

World Affairs Research Committee
Eizo Kobayashi
(Chairman, ITOCHU Corp.)

Action Committee / Project Team [Projects for the Public Interest]

Corporate Executives' Visiting School Program
Takeshi Hibiya
(Senior Executive Adviser, Fuji Xerox Co., Ltd.)

Tokyo 2020 Olympic and Paralympic Games Committee
Takeshi Niinami
(President & CEO, Suntory Holdings Ltd.)
Masaru Onishi
(Chairman, Japan Airlines Co., Ltd.)
Masumi Minegishi
(President & CEO, Recruit Holdings Co., Ltd.)

Tohoku Future Creation Initiatives Project Team
Tomoyoshi Noda
(President, Institute for Strategic Leadership)

Public Relations and Policy Proposals Promotion [Projects for the Public Interest]

Public Relations Strategy Committee
Chairman, Keisuke Yokoo
(Vice Chairman & President, DOYUKAI)
Acting Chairman, Izumi Kobayashi
(Director, Member of the Board,
ANA Holdings Inc. /Suntory Holdings Ltd. /Mitsui & Co., Ltd.)

Discussion Groups and Seminars [Projects for Members' Interest]

Seminar on Current Affairs
Fumio Tateishi
(Chairman, OMRON Corp.)
Tetsuo Narukawa
(Executive Adviser, Nippon Steel Kowa Real Estate Co., Ltd.)

Industrial Issues Discussion Groups
Kazutoshi Inano
(Adviser, Nomura Asset Management Co., Ltd.)
Shinji Ebata
(Director, Advantage Risk Management Co., Ltd.)

Senior Corporate Executives Discussion Group
Koji Takayanagi
(Director, Executive Vice President, ITOCHU Corp.)
Shinichi Okada
(Executive Vice President & CFO, JFE Holdings, Inc.)

New Members Discussion Group
Hiroshi Hayakawa
(Chairman, Hoei Co., Ltd.)

Leadership Program for CEO Candidates
Yasuchika Hasegawa
(Chairman, Takeda Pharmaceutical Co., Ltd.)

Leadership Program for Middle Management
Kaneichi Maehara

Organizational Affairs [Projects for Members' Interest]

Membership Committee
Shiro Sugata
(Corporate Advisor, Ushio Inc.)

Administrative Affairs [Projects for Administration and Management]

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)
Phone: 1-202-223-6840 Fax: 1-202-280-1235
<http://www.usjapancouncil.org>
- CANADA Canadian Council of Chief Executives (CCCE)
Phone: 1-613-238-3727 Fax: 1-613-238-3247
<http://www.ceocouncil.ca>
- RUSSIA Russian Union of Industrialists and Entrepreneurs (RSPP)
Phone: 7-495-663-04-04 Fax: 7-495-606-04-32
<http://www.rspp.ru>
- CHINA China-Japan Friendship Association (CJFA)
Phone: 86-10-6528-3959 Fax: 86-10-6512-1436
<http://www.zryx.org.cn>
- All-China Federation of Industry and Commerce (ACFIC)
Phone: 86-10-5805-0738
<http://www.acfic.org.cn>
- The National Development and Reform Commission (NDRC)
<http://www.sdpc.gov.cn>
- The Chinese Academy of Social Sciences (CASS)
Phone: 86-10-8519-5999
<http://www.cass.cn>
- World Economic Forum
Phone: 41-022-869-1212 Fax: 41-022-786-2744
<http://www.weforum.org>

Counterpart Organizations

- China Institute for Reform and Development (CIRD)
Phone: 86-898-6618-0000 Fax: 86-898-6625-8777
- Circulo de Empresarios (CE)
Phone: 34-91-578-14-72 Fax: 34-91-577-48-71
<http://www.circulodeempresarios.org>
- Committee for Economic Development (CED)
Washington, DC:
Phone: 1-800-676-7353 Fax: 1-202-223-0776
<http://www.ced.org>
- Committee for Economic Development of Australia (CEDA)
National Office (Melbourne):
Phone: 61-3-9662-3544 Fax: 61-3-9640-0849
<http://www.ceda.com.au>
- Consejo Empresario de América Latina (CEAL)
Phone: 507-201-6200
<http://www.ceal-int.org>
- De Stichting Maatschappij en Onderneming (SMO)
Phone: 31-70-35-28-528 Fax: 31-70-352-8529
<http://smo.nl>
- Finnish Business and Policy Forum (EVA)
Phone: 358-9-68-69-200 Fax: 358-9-608-713
<http://www.eva.fi>
- Forum de Administradores e Gestores de Empresas (FAE)
Phone: 351-21-3618250 Fax: 351-21-3618224
<http://www.faeonline.pt>
- Institut Arabe des Chefs d'Entreprises (IACE)
Phone: 216-70-018-100 Fax: 216-70-018-101
<http://www.iace.tn/>
- Institut de l'entreprise (IDEP)
Phone: 33-1-53-23-05-40 Fax: 33-1-47-23-79-01
<http://www.institut-entreprise.fr>
- Information and Forschung Center for International Economics (IFO)
Phone: 49-89-9224-0 Fax: 49-89-985369
<https://www.cesifo-group.de/ifoHome.html>
- The National Business Initiative (NBI)
Phone: 27-861-123-624 Fax: 27-11-544-6000
<http://www.nbi.org.za>

DOYUKAI

〈Japan Association of Corporate Executives〉

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

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

Planning & Coordination, General Admin. Phone: 81-3-3211-1271 FAX: 81-3-3213-2946 / 81-3-3214-6802

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