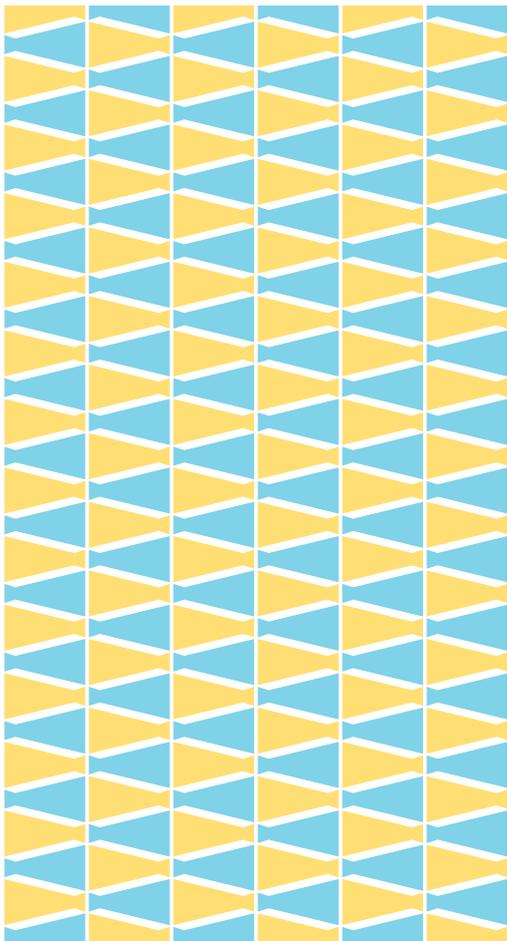


DOYUKAI Overview 2017



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. 71 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 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 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 abbreviation of KEIZAI DOYUKAI or Japan Association of Corporate Executives.



Name	DOYUKAI <Japan Association of Corporate Executives>
Established	April 30, 1946
Our Members	1,423(As of September 1, 2017)
Representative	Yoshimitsu Kobayashi
Address	1-4-6, Marunouchi, Chiyoda-ku, Tokyo 100-0005, Japan TEL: +81-3-3211-1271
URL	http://www.doyukai.or.jp/en

Board of Directors

(Titles: as of September 1, 2017)

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.



Toshiyuki Shiga

Member of the Board of Directors,
Nissan Motor Co., Ltd.



Kunio Noji

Chairman of the Board,
Komatsu Ltd.



Teruo Asada

Chairman of the Board,
Marubeni Corp.



Izumi Kobayashi

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



Shuzo Sumi

Chairman of the Board,
Tokio Marine Holdings, Inc.



Hajime Bada

Honorary Adviser,
JFE Holdings, Inc.



Shigeo Ohyagi

Chairman, Member of the Board,
TEIJIN LIMITED



Makoto Kigawa

Representative Director & Chairman,
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

Managing Director [Executive Director]



Sadahiko Okano

Managing Director, DOYUKAI

Auditors



Toshihiko Ono

Special Advisor to the President,
Ochanomizu University



Koichi Furukawa

Morinaga Milk Industry Co., Ltd.



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.

Achieving Optimization and Providing a Venue for Dialogue



Yoshimitsu Kobayashi
Chairman, DOYUKAI

On 21 November, 2016, when it was celebrating the 70th anniversary of its founding, DOYUKAI (Japan Association of Corporate Executives) published two epoch-making visions. One was the policy proposal *Japan 2.0: Toward an Optimized Society*, our vision for a sustainable, bold new Japan that will not be bound by convention; another was a vision for the future of Doyukai itself, *Doyukai 2.0: A Group of Distinctive Individuals with a Sense of Ownership and Initiative*. In this vision, we set out our determination to establish a kind of public space, or “terrace*,” where we can engage in debates, dialogues, and collaborations with our various stakeholders throughout the society, young people in particular. As chairman, I am determined to make these visions a reality in fiscal 2017.

Over the course of fiscal 2016 alone, a dynamically changing world has faced unpredictable risks, not least the decision of the United Kingdom to withdraw from the EU, the inauguration of Donald Trump as the president of the United States and the rise in tensions with regard to national security. Change-averse Japan implicitly faces risks of its own, including repeated postponements of an additional consumption tax rate raise, ongoing population decline and delay in reform to make its social security systems sustainable.

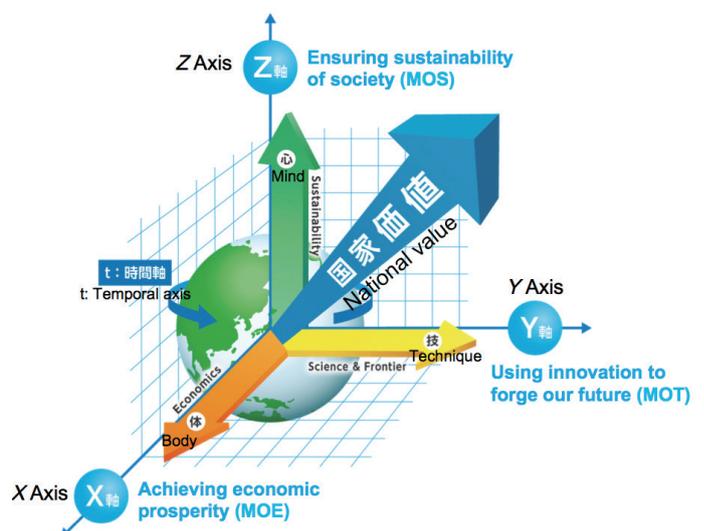
It is likely that the Japanese economy will continue to be stable until the Olympics and Paralympics in Tokyo. From 2021 onward, however, there is a serious risk of a very difficult economic situation indeed. We need to start careful and serious consideration and preparation to meet this situation now.

For too long in Japan, our political, administrative, and corporate systems have avoided confronting inconvenient facts. Preferring to place our faith in present prosperity, we have indulged in “I’m all right, Jack” thinking, and have put off any serious attempts to deal with problems into the future. As a result, Japanese society has become stifled and inward-looking. This has led to stagnation and the delays in carrying out vital reforms have brought us closer and closer to a critical point.

I am therefore thinking of ways to maximize the value of our nation by optimizing conditions on three axes, X (economic prosperity), Y (innovation to forge our future), and Z (ensuring the sustainability of society), to which I have also added the factor of time. Faced with trade-offs and conflicting facts, we have to seek optimal solutions, especially in the six policy areas related to the Z axis. These are: demographics and the workforce, education, social security, fiscal consolidation, the environment and energy, and diplomacy and security.

As an action-oriented policy group spearheading reform, DOYUKAI started taking action to implement our Japan 2.0 and Doyukai 2.0 visions this year. In pursuing our goals, we are opening up our discussions and debates to various non-member stakeholders. We will aim to ensure a sustainable society through engagement in such discussions and debates by fully utilizing the venue for dialogue—our “terrace”—aware at all times of the need to optimize our companies, our society, and our planet.

* “Terrace” in this case is a metaphor; it likens DOYUKAI’s membership (comprising business executives) to a building with a public space or “terrace” that is located outside the main building, but freely accessible, where members can mix with non-members.



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.

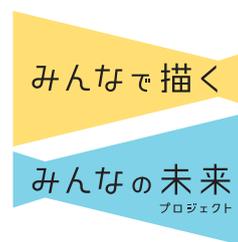


Overseas Activities

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.



Committees & Chairpersons for FY 2017

[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
Hajime Bada
Honorary Adviser, JFE Holdings, Inc.
- Structural Reform Promotion Platform
Kazuhiko Toyama
*Managing Partner,
Industrial Growth Platform, Inc.*
- Business Conditions Research Committee
Nobuo Inaba
Chairman of the Board, Ricoh Co., Ltd.
- Study Group of Entrepreneurs
Yasufumi Kanemaru
CEO, Future Corp.
- Discussion Group with Politicians and Bureaucrats
Yasufumi Kanemaru
CEO, Future Corp.
- Earthquake Reconstruction Project Team
Keiji Kimura
Senior Corporate Adviser, Mitsubishi Estate Co., Ltd.
Keiji Tokuue
Executive Adviser, Taiheiyō Cement Corp.
- Policy Study and Analysis Center
Tatsuo Hatta
Professor Emeritus, Osaka University
- 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 Reform Committee
Toshiyuki Shiga
*Member of the Board of Directors,
Nissan Motor Co., Ltd.*
- HR Strategy and Productivity Revolution Committee
Kengo Sakurada
President & CEO, Sampo Holdings, 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
*President CEO and Representative Director,
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
*Representative Director President & CEO (Founder),
V-cube, Inc.*
- Pioneering Growth Frontier Committee
Takayuki Hashimoto
Honorary Executive Advisor, IBM Japan, Ltd.

(3) Ensuring Sustainability of Society [Z Axis]

- Demographic Challenges and Labor Issues Committee
Makoto Kigawa
*Representative Director & Chairman,
Yamato Holdings Co., Ltd.*
- Educational Reform Committee
Izumi Kobayashi
*Member of the Board of Directors,
ANA Holdings Inc. / Mitsui & Co., Ltd. /
Mizuho Financial Group, Inc.*
Nobuaki Kurumatani
President, CVC Asia Pacific (Japan) K.K.
- Medical and Nursing Care System Reform Committee
Tatsuo Wakabayashi
Chairman, Mitsubishi UFJ Trust & Banking Corp.
- Ideal Benefits and Burdens Committee
Yoshio Sato
*Chairman of the Board,
Sumitomo Life Insurance Company*
- Environment, Natural Resources and Energy Committee
Kazuhiko Ishimura
Chairman & Representative Director, Asahi Glass Co., Ltd.
- 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 and Administrative Reform Committee
Kimikazu Nakamura
Chairman & CEO, Sankyu Inc.
- Constitutional Affairs Committee
Shigeo Ohyagi
Chairman, Member of the Board, TEIJIN LIMITED

(5) Regional Revitalization and Robust Local Network

- Regional Revitalization Committee
Shuzo Sumi
Chairman of the Board, Tokio Marine Holdings, Inc.
- Regional Autonomy Committee
Akira Ichikawa
President, Sumitomo Forestry Co., Ltd.
- Regional Industrial Innovation Committee
Masaki Akita
Representative Director, President, Matsuya Co., Ltd.
- Local Business Creation Project Team
Kunio Noji
Chairman of the Board, Komatsu Ltd.

(6) Globalization and Robust Overseas Network

- International Relations Committee
Teruo Asada
Chairman of the Board, Marubeni Corp.
Masatoshi Matsuzaki
Chairman of the Board, Konica Minolta, Inc.
- Americas-Japan Relations Committee
Shigeru Yamazoe
Senior Executive Vice President, Member of the Board, Marubeni Corp.
Yukio Tada
Senior Advisor, Sojitz Research Institute, Ltd.
- Europe / Russia-Japan Relations Committee
Yutaro Shintaku
Corporate Advisor, Terumo Corp.
- China-Japan Relations Committee
Shinichiro Ito
Chairman of the Board, ANA HOLDINGS INC.
- Asia-Japan Relations Committee
Shinya Katanozaka
President & CEO, ANA HOLDINGS INC.
- Middle East-Japan Relations Committee
Koichi Kawana
Director, Vice Chairman, JGC Corp.
- Africa-Japan Relations Committee
Yasuhiko Yokoi
Executive Vice President, Member of the Board, Toyota Tsusho Corp.

(7) Supporting the Next Generation

- Corporate Executives' Visiting School Program
Takeshi Hibiya
Senior Executive Adviser, Fuji Xerox Co., Ltd.
- Internship Promotion Committee
Minoru Amoh
Director & Chairman, TGA Co., Ltd.
- Tokyo 2020 Olympic and Paralympic Games Committee
Takeshi Niinami
President & CEO, Member of the Board Representative Director, Suntory Holdings Ltd.
Masaru Onishi
Director, Chairman, Japan Airlines Co., Ltd.
Kohey Takashima
CEO & Founder, Oisix.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 of Directors, ANA Holdings Inc. / Mitsui & Co., Ltd. / Mizuho Financial Group, Inc.

[4] Discussion Groups and Seminars

- Seminar on Current Affairs
Fumio Tateishi
Chairman of the Board of Directors, OMRON Corp.
Tetsuo Narukawa
Director, Nippon Soda Co., Ltd.
- Industrial Issues Discussion Group
Kazutoshi Inano
Senior Advisor, Nomura Asset Management Co., Ltd.
Shinji Ebata
Member of the Board of Directors, Advantage Risk Management Co., Ltd.
- Senior Corporate Executives Discussion Group
Shinichi Okada
Executive Vice President & CFO, JFE Holdings, Inc.
Shozaburo Nakano
Director Executive Corporate Officer, Kikkoman Corp.
- 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
Kaneichi Maehara

[5] Organizational Affairs

- Membership Committee
Kazutoshi Inano
Senior Advisor, Nomura Asset Management Co., Ltd.

[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://www.cass.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://www.ceal-int.org>
- 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>

