



公益社団法人 経済同友会
Japan Association of Corporate Executives

DOYUKAI
Overview
2019

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. 73 years since then, DOYUKAI has solidified its leadership role in improving the Japanese economic community and in seeking solutions for numerous domestic issues 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 formulating solutions of 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 challenges 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
Membership	1,477 (As of July 1, 2019)
Representative Directors	Kengo Sakurada Keiichiro Hashimoto
Address	1-4-6, Marunouchi, Chiyoda-ku, Tokyo 100-0005, Japan TEL: +81-3-3211-1271
URL	http://www.doyukai.or.jp/en

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.

みんなで描く

みんなの未来
プロジェクト

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 Sakurada and President Hashimoto brief the media at semimonthly press conferences. At these occasions, DOYUKAI introduces

new policy proposals and responds to questions on various economic and political matters.



Making Japan Not Only Valuable, but Indispensable, to the Common Good of the World



Kengo Sakurada
Chairman, DOYUKAI

In December 2018 Doyukai compiled a policy proposal entitled *Japan 2.0: Designing an Optimized Society From the Real to the Virtual, and to Human Well-being*, aimed at realizing a vision of the ideal society we should aspire to.

Such ideal society is the one benefiting from a virtuous cycle where maximizing the value of our nation is combined with enhancing the sustainability of society. To put this into my own words, Japan will develop such a society that is not only valuable, but indispensable, to the common good of the world.

It is, first and foremost, a country that has genuinely earned the trust of the international community and contributes to its peace and prosperity.

Secondly it is a country that attracts a wide variety of human resources from all over the world and produces innovation that can contribute to solving problems at home and overseas.

In realizing such society, the following three changes are priorities:

- 1) Corporations' efforts to improve their own productivity.
- 2) Breaking away from our existing monoculture and inclination toward conformity.
- 3) A shift in mind-set that includes developing a new set of values whereby individuals do not fear the failure that may result from taking on a challenge but are instead able to use failure to fuel further endeavor.

Further reinforcing Doyukai's role as an open, action-oriented policy group, I intend to develop Doyukai by redefining it as not merely a "think tank" that *thinks* about policy proposals, but as a "do tank" that *takes action* to put policy into practice.

We must first of all achieve the reforms required of corporations and industrial circles. For that purpose, corporate executives must put words into action by implementing Doyukai's proposals in respective organization using their influential position.

Where policy issues are concerned, we will formulate specific strategies for putting Doyukai's proposals into practice by developing the existing framework for dialogue and collaboration with a diverse range of societal stakeholders into an ecosystem more conducive to the pooling of wisdom.

If reforms are to be implemented, it is crucial that the public identify with them. We will bolster our ability to communicate externally and explain to the public repeatedly and in easy-to-understand terms why reforms are necessary.

In order to transform our society into one in which each person thinks individually about issues affecting Japan and the world and acts tenaciously to reform existing systems and structures, I believe that we corporate executives must first spearhead reform through our own actions, so that we will develop Doyukai into a "do tank."

Board of Directors

(Titles: as of July 1, 2019)

Chairman [Representative Director]



Kengo Sakurada

Group CEO, Director,
President & Representative Executive Officer,
Sampo Holdings, Inc.

Vice Chairman & President [Representative Director]



Keiichiro Hashimoto

Vice Chairman & President,
DOYUKAI

Vice Chairmen [Executive Directors]



Yasufumi Kanemaru

CEO, Future Corp.



Shigeo Ohyagi

Senior Advisor,
TEIJIN LIMITED



Makoto Kigawa

Special Advisor,
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.



Chikatomu Hodo

Senior Corporate Advisor,
Accenture Japan Ltd



Reiko Akiike

Senior Partner & Managing
Director,
The Boston Consulting Group



Kazuhiko Ishimura

Chairman, AGC Inc.



Masaki Akita

President,
MATSUYA Co., Ltd.



Nobuhiro Endo

Chairman of the Board,
NEC Corp.



Mitsunobu Koshiba

Chairman of the Board,
JSR Corp.



Masumi Minegishi

Board Director President & CEO,
Recruit Holdings Co., Ltd.

Managing Directors [Executive Directors]



Sadahiko Okano

Managing Director, DOYUKAI



Akiko Sugahara

Managing Director, DOYUKAI

Auditors



Toshikazu Saito

Chairman, Renaissance Inc.



Naotaka Obata

Executive Advisor to the Board,
Mitsubishi UFJ Lease &
Finance Co., Ltd.



Takashi Kobayashi

Chairman of the Board,
Palace Hotel Co., Ltd.



Koji Suzuki

Chairman,
Takashimaya Co., Ltd.



Teruo Asada

Executive Advisor,
Former Chairman,
Marubeni Corp.

Committees & Chairpersons for Fiscal 2019

[1] Chairman's Initiatives

Task Force for Dialogues with Global Business Leaders

Kengo Sakurada
Group CEO, Director,
President & Representative Executive Officer,
Sompo Holdings, Inc.

Mitsunobu Koshiba
Chairman of the Board, JSR Corp.

Public Policy Council

Kazuhiko Toyama
Managing Partner, Industrial Growth Platform, Inc.

Discussion Group with Politicians and Bureaucrats

Yasufumi Kanemaru
CEO, Future Corp.

Business Conditions Research Committee

Mitsumaru Kumagai
Executive Managing Director,
Daiwa Institute of Research Ltd.

Study Group of Entrepreneurs

Yasufumi Kanemaru
CEO, Future Corp.

Project Team to Lift the Productivity of Service Industries

Genichi Tamatsuka
President & CEO,
DIGITAL HEARTS HOLDINGS Co., Ltd.

Young Business Leaders Engagement Committee

Nobuaki Kurumatani
Director, Chairman & CEO, Toshiba Corp.

Doyukai 2.0 Implementation Project Team

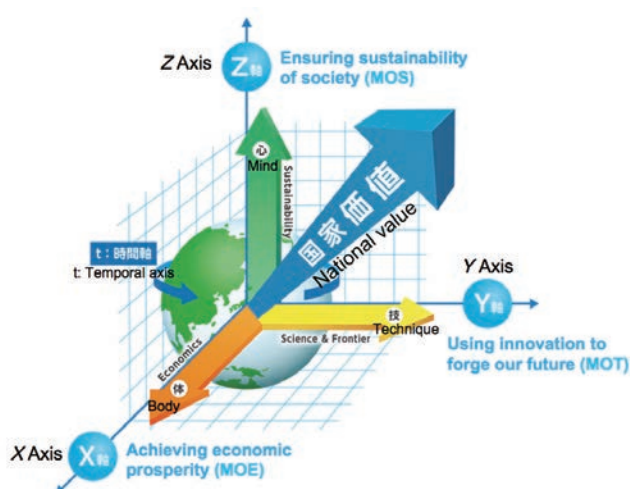
Reiko Akiike
Senior Partner & Managing Director,
The Boston Consulting Group

Project Team for Talent Matching Program

Keiichiro Hashimoto
Vice Chairman & President, DOYUKAI

DOYUKAI Institute for Economic Research

Keiichiro Hashimoto
Vice Chairman & President, DOYUKAI



Three-dimensional analysis of the society
to maximize the value of our nation
— Policy proposal entitled *Japan 2.0*

[2] Policy, Research and Action Committees

(1) Achieving Economic Prosperity [X Axis]

Corporate Management Committee

Nobuhiro Endo
Chairman of the Board, NEC Corp.

Commercialization of Sports and Arts Committee

Masaki Akita
President, MATSUYA Co., Ltd.

Project Team for Growth Strategy Through Logistics Revolution

Masaki Yamauchi
Chairperson of the Board of Directors,
Yamato Holdings Co., Ltd.

(2) Using Innovation to Forge Our Future [Y Axis]

Digital Economy Committee

Chikatomo Hodo
Senior Corporate Advisor, Accenture Japan Ltd

Kohei Terada
President CEO, Warehouse TERRADA

Regulatory and System Reform Committee

Naoaki Mashita
President & CEO (Founder), V-cube, Inc.

Educational Issues Committee

Masumi Minegishi
Board Director President & CEO,
Recruit Holdings Co., Ltd.

Education Reform Project Team

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

(3) Ensuring Sustainability of Society [Z Axis]

Fiscal Consolidation Committee

Yoshio Sato
Chairman of the Board,
Sumitomo Life Insurance Company

Medical and Nursing Care System Reform Committee

Tatsuo Wakabayashi
Chairman, Mitsubishi UFJ Trust & Banking Corp.

Committee on Social Security Reform

Designed by Younger Generation
Kohey Takashima
CEO & Founder, Oisix ra daichi Inc.

Labor Market Reform Committee

Makoto Kigawa
Special Advisor, Yamato Holdings Co., Ltd.

Environment, Natural Resources and Energy Committee

Kazuhiko Ishimura
Chairman, AGC Inc.

Committee on Disaster Management and Earthquake Reconstruction

Keiji Kimura
Senior Corporate Adviser, Mitsubishi Estate Co., Ltd.
Keiji Tokuue
Senior Adviser, Taiheiyo Cement Corp.

(4) Administrative Restructuring Toward Japan 2.0

Political Reform Committee

Hiroiyuki Shinshiba
President, Okasan Securities Group Inc.

Administrative Reform Committee

Yumiko Noda
President & Representative Director, Veolia Japan K.K.

Constitutional Affairs Committee

Shigeo Ohyagi
Senior Advisor, TEIJIN LIMITED

(5) Regional Revitalization and Robust Local Network

Regional Revitalization Committee

Yoshinori Yamashita
Representative Director, Presidnet & CEO, Ricoh Co., Ltd.
Seiji Jige
*Member of the Board of Directors,
Managing Executive Officer,
Development Bank of Japan Inc.*

Committee on Autonomous Regional Management

Akira Ichikawa
President, Sumitomo Forestry Co., Ltd.

(6) Globalization and Robust Overseas Network

International Affairs Committee

Koichi Miyata
Chairman of the Board, Sumitomo Mitsui Banking Corp.
Tetsuo Narukawa
Director, Nippon Soda Co., Ltd.

Americas-Japan Relations Committee

Takeshi Niinami
*Representative Director, President & CEO,
Suntory Holdings, Ltd.*
Masayoshi Fujimoto
President & CEO, Sojitz Corp.

Europe / Russia-Japan Relations Committee

Yuji Hirako
President & CEO, All Nippon Airways Co., Ltd.

China-Japan Relations Committee

Toshio Iwamoto
Principal Executive Advisor, NTT Data Corp.

Asia-Japan Relations Committee

Nobuhide Hayashi
Senior Advisor, Mizuho Bank, Ltd.

Africa-Japan Relations Committee

Yasuhiko Yokoi
Senior Executive Advisor, Toyota Tsusho Corp.

(7) Supporting the Next Generation

Corporate Executives' Visit to School Program

Mitsue Kurihara
*Audit & Supervisory Board Member,
Development Bank of Japan Inc.*

Tokyo 2020 Olympic and Paralympic Games Committee

Takeshi Niinami
*Representative Director, President & CEO,
Suntory Holdings, Ltd.*
Masaru Onishi
*Senior Representative, External Affairs,
Japan Airlines Co., Ltd.*
Kohey Takashima
CEO & Founder, Oisix ra daichi Inc.

[3] Public Relations and Policy Proposal Promotion

Public Relations Strategy Committee

Keiichiro Hashimoto
Vice Chairman & President, DOYUKAI

[4] Discussion Groups and Seminars

Seminar on Current Affairs

Hajime Bada
Honorary Advisor, JFE Holdings, Inc.
Reiko Hayashi
*Director & Deputy President,
Merrill Lynch Japan Securities Co., Ltd.*

Industrial Issues Discussion Group

Kazutoshi Inano
Senior Advisor, Nomura Holdings, Inc.
Shinji Ebata
Director, Advantage Risk Management Co., Ltd.

Senior Corporate Executives Discussion Group

Makoto Okada
Executive Vice President, Tokio Marine Holdings, Inc.
Shinichiro Hizuka
*Director, Senior Managing Executive Officer,
Suntory Holdings, Ltd.*

New Members Discussion Group

Hiroko Kawamoto
*Executive Vice President & COO,
ANA Strategic Research Institute Co., Ltd.*
Hiroshi Motoyama
President & CEO, IBJ Leasing Co., Ltd.

Leadership Program for CEO Candidates

Yoshimitsu Kobayashi
Chairman, Mitsubishi Chemical Holdings Corp.

Leadership Program for Middle Management

Fumio Tateishi
Chairman, OMRON Corp.

[5] Organizational Affairs

Membership Committee

Kazutoshi Inano
Senior Advisor, Nomura Holdings, Inc.

[6] Administrative Affairs

Treasury Committee

Toru Kajikawa
Chairman, Grant Thornton Taiyo LLC

International Networks

Interacting Organizations

National Coordination Committees for the AJBM
(ASEAN-Japan Business Meeting)
ASEAN
<http://www.doyukai.or.jp/ajbm>

U.S.-Japan Council (USJC)
USA
<http://www.usjapancouncil.org>

Business Council of Canada
Canada
<http://thebusinesscouncil.ca>

China-Japan Friendship Association (CJFA)
China
<http://www.zryx.org.cn>

The Chinese Academy of Social Sciences (CASS)
China
<http://casseng.cssn.cn>

World Economic Forum (WEF)
<http://www.weforum.org>

Counterpart Organizations

China Institute for Reform and Development (CIRD)
China
<http://www.chinareform.org>

Circulo de Empresarios (CE)
Spain
<http://circulodeempresarios.org/en/>

Committee for Economic Development
of The Conference Board (CED)
USA
<http://www.ced.org>

Committee for Economic Development of Australia (CEDA)
Australia
<http://www.ceda.com.au>

Consejo Empresario de América Latina (CEAL)
Latin American Countries
<http://ceal.co>

The Croatian Employers' Association (CEA)
Croatia
<http://www.hup.hr/en/>

De Stichting Maatschappij en Onderneming (SMO)
The Netherlands
<http://smo.nl>

Finnish Business and Policy Forum (EVA)
Finland
<http://www.eva.fi>

Forum de Administradores e Gestores de Empresas (FAE)
Portugal
<http://www.faeonline.pt>

German Economic Institute (IW)
Germany
<http://www.iwkoeln.de>

Institut Arabe des Chefs d'Entreprises (IACE)
Tunisia
<http://www.iace.tn>

Institut de l'Entreprise (IDEP)
France
<http://www.institut-entreprise.fr>

The National Business Initiative (NBI)
South Africa
<http://www.nbi.org.za>