



公益社団法人 経 済 同 友 会
Japan Association of Corporate Executives

DOYUKAI
Overview
2020

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. 74 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	1,476 (As of July 13, 2020)
Representative Directors	SAKURADA Kengo HASHIMOTO Keiichiro
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



(Photographed in July 2020)

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



(Photographed in July 2019)

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



(Photographed in January 2020)

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 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.

With/After Coronavirus Initiative

DOYUKAI established a new committee “With/After Coronavirus Initiative” in response to the pandemic of Covid-19. It intends to create a new policy making forum participated by not only corporate executives but labor leaders, academia, mass media, politicians, national and local government officials and NPOs/NGOs. That forum will delineate the discussion points and choices for Japan’s future so that policymaking process would be multi-tracked and tides will be produced for transformation of Japan.



Symposia



(Photographed in May 2019)

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.



A New Policymaking Apparatus to Delineate the Discussion Points for Japan's Revival



SAKURADA Kengo
Chairman, DOYUKAI

The coronavirus crisis has brought the worldwide challenges to the fore all at once, which human society was already facing. Those challenges include economic disparity, faltering international order, and the sustainability of human society.

We are required to confront those challenges, turn this crisis to our opportunity, and present to the world a unique Japan model which brings sustainable society even amidst uncertainty.

On the other hand, I am afraid that I have a grave concern over the current Japan. Since the 1990s, this country has remained incapable of demonstrating resilience and flexibility and advancing reform in responding to the changes in domestic and international environment. Japan appears to have been coerced into the present situation little by little, like a frog in slowly boiling water.

Japan's possible basis for survival is, by using its citizens' intelligence and industrial prowess, to generate high levels of value, providing solutions to global issues, and contributing to the international community. That would make Japan, not only valuable, but indispensable, to the common good of the world.

There are massive platform providers of the United States. China deploys a grand strategy under powerful state leadership. European Union exerts their presence as rivals to the US and China based on unions of diverse nations. Japan appears to have weak strategy for overcoming its handicap in terms of overwhelming disparity in size. I believe that it is urgent task for Japan to determine a long-term national strategy.

In Japan, it has always been the case that policies have been formed through a process of reconciling interests of parties involved. That complex process takes a long time, so the resulting conclusion tends to avoid bold decisions.

The worldwide tides of transformation accelerate at an ever-increasing rate. In order for Japan to catch up with that, all stakeholders who share an aspiration should gather together, discuss unrestrictedly, delineate the necessary discussion points for reviving Japan with long-term perspective, and present to the public. For that purpose, a new policymaking apparatus has to be created which could make policy formulating process double-tracked.

I intend to develop Doyukai into a facilitating body that will assume responsibility for creating a new policymaking forum. Further action and commitment of us is required in terms of two parallel approaches. One is the dialogue and cooperation with "all stakeholders," and another is "do tank" function of corporate executives' action to put policies into practice.

Doyukai will commence discussions with the aim of reimagining economy and society. We will implement our plan for a politically neutral, open forum for dialogue that will allow us to invite participation by other stakeholders.

With the sense of urgency and the will to engage in continuous reform, as well as the commitment of corporate executives with regard to their own actual practice, I want us to fulfill the role required of a business association.

Board of Directors

(Titles: as of July 13, 2020)

Chairman [Representative Director]



SAKURADA Kengo

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

Vice Chairman & President [Representative Director]



HASHIMOTO Keiichiro

Vice Chairman & President,
DOYUKAI

Vice Chairmen [Executive Directors]



ICHIKAWA Akira

Chairman of the Board,
Sumitomo Forestry Co., Ltd.



HODO Chikatomo

Senior Corporate Advisor,
Accenture Japan Ltd



AKIIKE Reiko

Managing Director & Senior
Partner,
The Boston Consulting Group



ISHIMURA Kazuhiko

Director, AGC Inc.



AKITA Masaki

President,
MATSUYA Co., Ltd.



ENDO Nobuhiro

Chairman of the Board,
NEC Corp.



KOSHIBA Mitsunobu

Director, Chairman of the Board,
JSR Corp.



MINEGISHI Masumi

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



KURIHARA Mitsue

Chairman,
Value Management
Institute, Inc.



KURUMATANI Nobuaki

Director, President & CEO,
Toshiba Corp.



NIINAMI Takeshi

Representative Director,
President & CEO,
Suntory Holdings Ltd.



MASHITA Naoaki

CEO & Founder,
V-cube, Inc.

Managing Directors [Executive Directors]



OKANO Sadahiko

Managing Director, DOYUKAI



SUGAHARA Akiko

Managing Director, DOYUKAI

Auditors



OBATA Naotaka

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



KOBAYASHI Takashi

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



SUZUKI Koji

Chairman,
Takashimaya Co., Ltd.



ASADA Teruo

Former Chairman,
Executive Advisor,
Marubeni Corp.



MATSUO Kenji

Senior Advisor,
MEIJI YASUDA LIFE INSURANCE COMPANY

Committees & Chairpersons for Fiscal 2020

[1] Chairman's Initiatives

With/After Coronavirus Initiative

ISHIMURA Kazuhiko
Director, AGC Inc.

MASHITA Naoaki
CEO & Founder, V-cube, Inc.

Public Policy Council

TOYAMA Kazuhiko
Managing Partner, Industrial Growth Platform, Inc.

KURUMATANI Nobuaki
Director, President & CEO, Toshiba Corp.

Discussion Group with Politicians and Bureaucrats

KANEMARU Yasufumi
CEO, Future Corp.

Business Conditions Research Committee

KUMAGAI Mitsumaru
*Senior Executive Managing Director,
Daiwa Institute of Research Ltd.*

Study Group of Entrepreneurs

MASHITA Naoaki
CEO & Founder, V-cube, Inc.

Regulatory and Institutional Reform Project Team

HASHIMOTO Keiichiro
Vice Chairman & President, DOYUKAI

Private Finance Initiative Project Team

HASHIMOTO Keiichiro
Vice Chairman & President, DOYUKAI

JIGE Seiji
*Deputy President,
Development Bank of Japan Inc.*

Young Business Leaders Engagement Committee

KURUMATANI Nobuaki
Director, President & CEO, Toshiba Corp.

DOYUKAI Institute for Economic Research

HASHIMOTO Keiichiro
Vice Chairman & President, DOYUKAI

[2] Policy, Research and Action Committees

(1) Pursuit of Sustainable Value Creation

Corporate Management Committee

ENDO Nobuhiro
Chairman of the Board, NEC Corp.

TERADA Kohei
President & CEO, Warehouse TERRADA

Science, Technology and Innovation Committee

ISHIMURA Kazuhiko
Director, AGC Inc.

KURISHIMA Satoshi
President, NTT COMWARE Corp.

Environment, Natural Resources and Energy Committee

HODO Chikatomo
Senior Corporate Advisor, Accenture Japan Ltd

KURIHARA Mitsue
Chairman, Value Management Institute, Inc.

Education Reform Committee

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

Committee on HR Strategy and Labor Market Reform

HORIKIRI Noriaki
President & CEO, Kikkoman Corp.

TASHIRO Keiko
Deputy President, Daiwa Securities Group Inc.

Commercialization of Sports and Arts Committee

AKITA Masaki
President, MATSUYA Co., Ltd.

YAMAGUCHI Eiichi
*Representative Director,
ART POWERS JAPAN ASSOCIATION*

Project Team for Growth Strategy Through Logistics Revolution

YAMAUCHI Masaki
*Chairperson of the Board of Directors,
YAMATO HOLDINGS Co., Ltd.*

(2) Pursuit of Sustainable Society

① Benefits and Contributions of Future Generation

Committee on Lifetime Benefits and Contributions

NEGISHI Akio
*Director, President, Representative Executive Officer,
Group CEO,
MEIJI YASUDA LIFE INSURANCE COMPANY*

MOTOYAMA Hiroshi
Executive Adviser, Mizuho Leasing Co., Ltd.

Economic and Fiscal Prospects Project Team

KOZU Takashi
President, Ricoh Institute of Sustainability & Business

Committee on Social Security Reform Designed by Younger Generation

TAKASHIMA Kohey
CEO & Founder, Oisix ra daichi Inc.

② Regional Sustainability

Regional Revitalization Committee

YAMASHITA Yoshinori
Representative Director, President & CEO, Ricoh Co., Ltd.

HIGASHI Kazuhiro
Chairman & Director, Resona Holdings, Inc.

Tourism Revitalization Committee

DATE Miwako
President & CEO, MORI TRUST Co., Ltd.

Sustainable Regional Management Committee

ICHIKAWA Akira
Chairman of the Board, Sumitomo Forestry Co., Ltd.

YASUDA Yuko
Senior Partner, Board Advisors Japan, Inc.

Committee on Disaster Management and Earthquake Reconstruction

KIMURA Keiji
Senior Corporate Adviser, Mitsubishi Estate Co., Ltd.

TOKUUE Keiji
Senior Adviser, TAIHEIYO CEMENT Corp.

(3) National Governance Reform for Future Generation

National Governance Project Team

AKIIE Reiko
*Managing Director & Senior Partner,
The Boston Consulting Group*

Political Reform Committee

SHINSHIBA Hiroyuki
President, OKASAN SECURITIES GROUP Inc.

TAMATSUKA Genichi
*President & CEO,
DIGITAL HEARTS HOLDINGS Co., Ltd.*

Administrative Reform Committee

NODA Yumiko
*Chairman & Representative Director,
Veolia Japan K.K.*

(4) Addressing Global Challenges

International Affairs Committee

KOSHIBA Mitsunobu
Director, Chairman of the Board, JSR Corp.

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

Project Team for Dialogue with Global Leaders

NIINAMI Takeshi
*Representative Director, President & CEO,
Suntory Holdings Ltd.*

NARUKAWA Tetsuo
Director, OKASAN SECURITIES Co., Ltd.

Asia-Japan Relations Project Team

HAYASHI Nobuhide
Former Chairman, Mizuho Bank, Ltd.

China-Japan Relations Project Team

IWAMOTO Toshio
Principal Executive Advisor, NTT Data Corp.

Project Team for African Development

IWAI Mutsuo
*Deputy Chairman of the Board,
Japan Tobacco Inc.*

(5) Supporting Future Generation

Corporate Executives' Visit to School Program

HAYASHI Reiko
*Director & Deputy President,
Merrill Lynch Japan Securities Co., Ltd.*

Tokyo 2020 Olympic and Paralympic Games Committee

NIINAMI Takeshi
*Representative Director, President & CEO,
Suntory Holdings Ltd.*

ONISHI Masaru
Director, Mitsui O.S.K.Lines, Ltd.

TAKASHIMA Kohey
CEO & Founder, Oisix ra daichi Inc.

[3] Public Relations and Policy Proposal Promotion

Public Relations Strategy Committee

HASHIMOTO Keiichiro
Vice Chairman & President, DOYUKAI

[4] Discussion Groups and Seminars

Seminar on Current Affairs

OHYAGI Shigeo
Senior Advisor, TEIJIN Ltd.
KIGAWA Makoto
Special Advisor, YAMATO HOLDINGS Co., Ltd.

Industrial Issues Discussion Groups

INANO Kazutoshi
Senior Advisor, Nomura Holdings, Inc.
EBATA Shinji
Director, Advantage Risk Management Co., Ltd.

Senior Corporate Executives Discussion Group

SHIMIZU Shinichiro
Executive Vice President, Japan Airlines Co., Ltd.
SONOBE Yoshihisa
*Senior Executive Officer,
Representative Director of the Board, TEIJIN Ltd.*

New Members Discussion Group

KAWAMOTO Hiroko
*Chairman of the Board,
ANA Strategic Research Institute Co., Ltd.*
YOSHIMATSU Tetsuro
President & CEO, istyle Inc.

Leadership Program for CEO Candidates

KOBAYASHI Yoshimitsu
Chairperson, Mitsubishi Chemical Holdings Corp.

Leadership Program for Middle Management

TATEISHI Fumio
Chairman, OMRON Corp.

[5] Organizational Affairs

Membership Committee

INANO Kazutoshi
Senior Advisor, Nomura Holdings, Inc.

[6] Administrative Affairs

Treasury Committee

KAJIKAWA Toru
Chairman, Grant Thornton Taiyo LLC

International Networks

Interacting Organizations

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

U.S.-Japan Council (USJC)
USA
www.usjapancouncil.org

Business Council of Canada
Canada
www.thebusinesscouncil.ca

China-Japan Friendship Association (CJFA)
China
www.zryx.org.cn

The Chinese Academy of Social Sciences (CASS)
China
casseng.cssn.cn

World Economic Forum (WEF)
www.weforum.org

Counterpart Organizations

Center for Business and Policy Studies (SNS)
Sweden
www.sns.se/en/

China Institute for Reform and Development (CIRD)
China
www.chinareform.org

Circulo de Empresarios (CE)
Spain
circulodeempresarios.org/en/

Committee for Economic Development
of The Conference Board (CED)
USA
www.ced.org

Committee for Economic Development of Australia (CEDA)
Australia
www.ceda.com.au

Consejo Empresario de América Latina (CEAL)
Latin American Countries
ceal.co

The Croatian Employers' Association (CEA)
Croatia
www.hup.hr/en/

Finnish Business and Policy Forum (EVA)
Finland
www.eva.fi/en/

Forum de Administradores e Gestores de Empresas (FAE)
Portugal
gestores.pt/

German Economic Institute (IW)
Germany
www.iwkoeln.de/en

Institut Arabe des Chefs d' Entreprises (IACE)
Tunisia
www.iace.tn

Institut de l'Entreprise (IDEP)
France
www.institut-entreprise.fr

The National Business Initiative (NBI)
South Africa
www.nbi.org.za