

**Kansai Economic Federation**  
[ 2014 - 2015 ]

## Kansai Leading Japan's Growth

Kansai Economic Federation (Kankeiren) was established in October 1946 as a comprehensive economic organization, then comprising of 163 economic organizations, businesses and other entities, with the mission of representing the Kansai business community's views for economic revitalization, and thereby helping reconstruct Japan's economy which had been ravaged by the Second World War.

Since then, for nearly seven decades, Kankeiren has contributed greatly to the economic development not only of the Kansai region, but all of Japan, by engaging in a wide range of activities; for instance, forging ahead with major projects, such as establishing Kansai International Airport and Kansai Science City; promoting international exchange and interaction between entities based primarily in the Asia-Pacific region; and formulating policy proposals to strengthen economic infrastructure in Kansai and Japan at large.

Currently, Japan is facing difficult hurdles, such as reconstruction after the Great East Japan Earthquake, and survival amidst increasingly fierce global competition. In addition, the declining birthrate and aging population as well as the chronic budget deficit are serious structural problems for which the country must urgently find solutions. It is not too much to say that the very fundamentals of the country now require change.

However, such difficulties obviously cannot be overcome with the conventional unipolar model, in which numerous important functions are concentrated in Tokyo. The key to Japan's revitalization exists in regional vitality. Now is the time for Kansai to fully display its inherent power to lead the way toward the revival of Japan.

In view of this necessity, and with the aim of achieving "What we wish Kansai to be, and what Kansai should be in 2020," as specified in our policy statement, Kankeiren is now pursuing two primary goals: "ensuring that Kansai will lead Japan as one of the country's twin engines, together with the Tokyo metropolitan area" and "ensuring that Kansai will become a major Asian hub facilitating global interaction between people and between businesses."

Specifically, we engage in a range of activities to bring out and further develop the strengths of the Kansai region. In these activities, we help create innovation and new industries by taking advantage of the framework of the National Strategic Special Zone and the Kansai Innovation Comprehensive Global Strategic Special Zone, and also aim to strengthen and popularize the brand image of the KANSAI region, setting our sights on the 2020 Tokyo Olympic and Paralympic Games and the Kansai World Masters Games 2021. We will contribute to building a new Japan as an important post-earthquake effort through the following approaches: forming a "multi-hub national land structure" by establishing a backup base outside the capital, for core functions of the nation's capital; establishing and reinforcing trans-prefectural, wide-area infrastructure that is conducive to building "national resilience"; and promoting decentralization.

We recognize that for these activities to be viable, it is critical that Kankeiren itself takes the initiative in conducting these activities, without stint of effort, and achieve optimization for the entire Kansai by maintaining a broad perspective transcending prefectural borders. To these ends, we wish to unite the strength of all our members and further deepen cooperation with related organizations.

We would appreciate your continued interest and cooperation regarding our activities.

May 2014

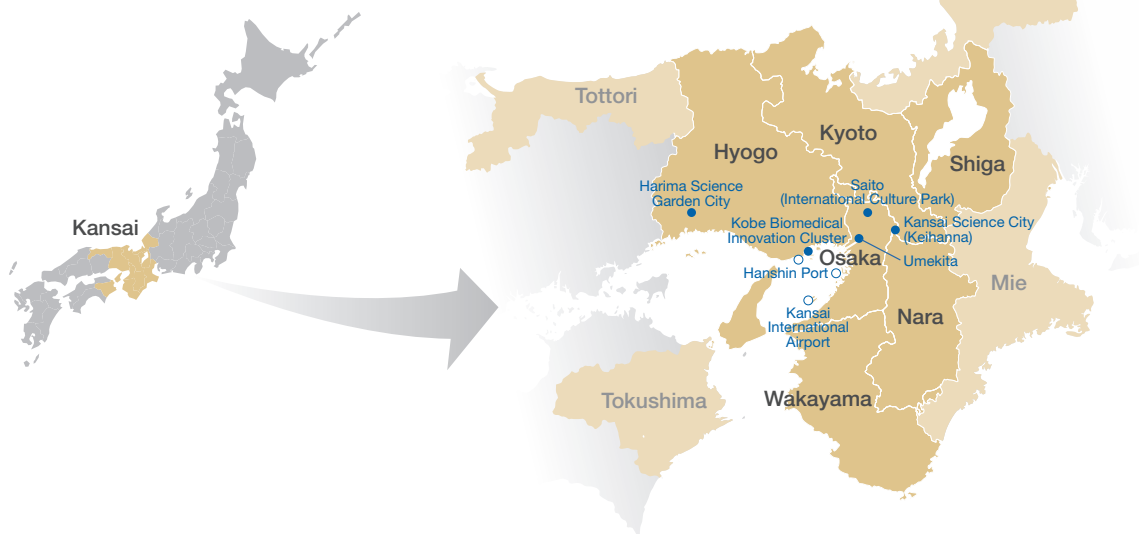
**Shosuke Mori**  
Chairman  
Kansai Economic Federation



## About Kankeiren

- Name:** Kansai Economic Federation (public interest incorporated association)
- Members:** Approximately 1,300 businesses, organizations, educational corporations and other entities that pursue economic activities mainly in the Kansai region.
- Established:** October 1946
- Objectives:** Research studies in the fields of finance, economy, industry, society and labor; representing and realizing the collective views of the Kansai business community, thereby contributing to the sound development of Japan's economy.

### Geographical area of activities



### Roles, functions and major fields of activities

#### Roles

Presenting a future vision for Kansai and preparing a roadmap for realization of that vision

Making bold and “characteristically Kansai” policy proposals, based on the views of Kankeiren members

Taking practical actions at the supraprefectural level, in anticipation of future trends

Guiding consensus development in Kansai and leading region-wide initiatives

#### Functions

Research studies and policy proposal

Project promotion

Network reinforcement; publicity and information dissemination

#### Main fields of activities

Economic policies, corporate management and energy policies

Decentralization

International exchange and cooperation

Scientific technologies and industrial development

Regional infrastructure, urban creation and tourism

Labor policies and human resource development

# Executive Members

## Chairman



**Shosuke MORI**  
Chairman of the Board of Directors,  
The Kansai Electric Power Co., Inc.

## Vice Chairmen



**Noriyuki INOUE**  
Chairman of the Board and  
Chief Global Group Officer,  
Daikin Industries, Ltd.



**Chiyono TERADA**  
President and CEO,  
Art Corporation



**Masanori YAMAGUCHI**  
Chairman of the Board,  
Kintetsu Corporation



**Masayuki MATSUSHITA**  
Vice Chairman of the Board,  
Panasonic Corporation



**Akiji MAKINO**  
Chairman and CEO,  
Iwatani Corporation



**Kiyoshi OTSUBO**  
Chairman, President & CEO,  
Rengo Co., Ltd.



**Yasuo KASHIHARA**  
Chairman,  
The Bank of Kyoto, Ltd.



**Kunie OKAMOTO**  
Chairman,  
Nippon Life Insurance Company



**Masayoshi MATSUMOTO**  
President & CEO,  
Sumitomo Electric Industries, Ltd.



**Kazuo SUMI**  
Chairman,  
Hankyu Corporation



**Takamune OKIHARA**  
Senior Advisor,  
The Bank of  
Tokyo-Mitsubishi UFJ, Ltd.



**Hiroshi SATO**  
Chairman,  
Kobe Steel, Ltd.



**Ryuzo SAKAMOTO**  
Chairman,  
Board of Directors,  
TOYOBO CO., LTD.



**Shinichi OTAKE**  
Chief Executive Counselor,  
NIPPON TELEGRAPH AND  
TELEPHONE WEST CORPORATION

## Executive Advisors

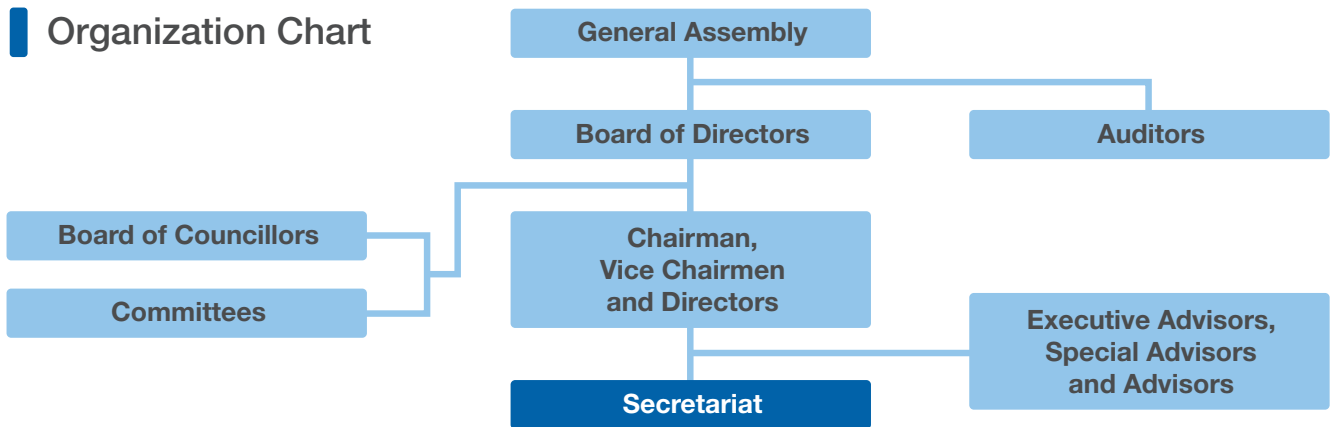
**Shoichiro Kobayashi**  
Advisor, The Kansai Electric Power Co., Inc.  
**Tetsuro Kawakami**  
Honorary Advisor, Sumitomo Electric Industries, Ltd.  
**Yasuo Shingu**  
Honorary Advisor, Nippon Steel & Sumitomo Metal Corporation

**Yoshihisa Akiyama**  
Advisor, The Kansai Electric Power Co., Inc.  
**Akio Tsujii**  
Senior Advisor, Kintetsu Corporation  
**Hiroshi Shimozuma**  
Senior Advisor, Nippon Steel & Sumitomo Metal Corporation

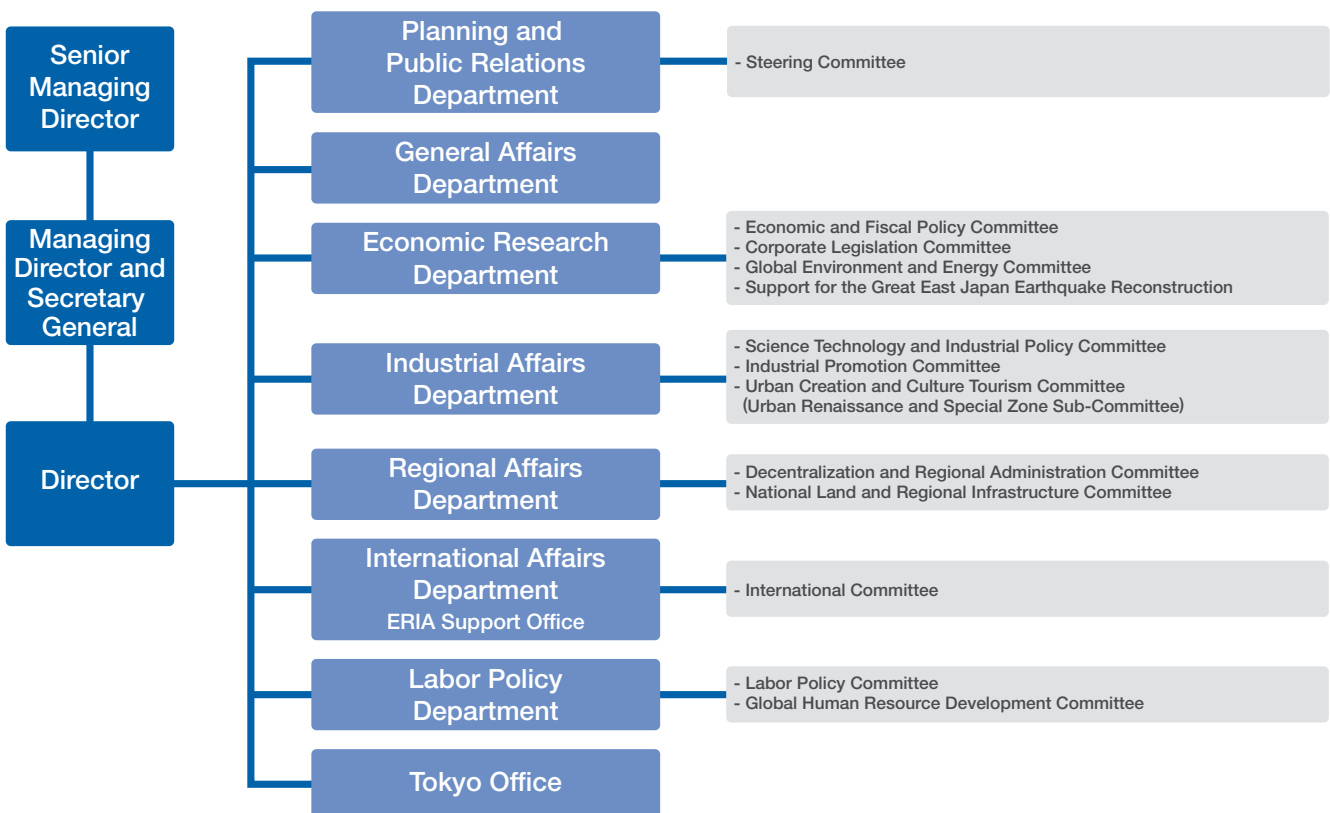
## Chairman of the Board of Councillors

**Junji Tsumura**  
Senior Advisor, TOYOBO Co., Ltd.

## Organization Chart



## Secretariat





# Toward Achieving “What We Wish Kansai To Be, and What Kansai Should Be”

## Dynamic Kansai!

“What we wish Kansai to be, and what Kansai should be in 2020”:

- Kansai as one of the most **diverse and dynamic** regions in Asia
- Kansai leading the world with **cutting-edge technologies and creativity**
- Kansai **acting on its own initiative**, building up its regional strength to take the lead in changing Japan

Source: Kansai Vision 2020, formulated in 2008 by Kankeiren

### Specific approaches to achieving

“What we wish Kansai to be, and what Kansai should be”

— How we wish to position Kansai, in Japan and in the world

**Lead Japan as one of the country’s “twin engines”!**

- 1 Exercise leadership in economic, cultural, international exchange and other activities, together with the Tokyo metropolitan area

Current national crisis

#### 1 Post-Earthquake Recovery

Display Kansai’s leadership and contribute to recovery from and reconstruction after the Great East Japan Earthquake

Resuscitation of Japan

#### 2 Building a New Japan

Ensure that Kansai will lead efforts in new nation building and boost Japan’s growth by helping construct a robust nation and developing local regions that act on their own initiative

**Become one of the major hubs in Asia!**

- 2 Become an essential region serving as a hub of global exchange between people and between businesses

Leading growth

#### 3 Increasing Competitiveness

Establish mechanisms for generating innovation; equip Kansai with greater capabilities to compete internationally

Tapping into vitality

#### 4 Attracting People and Businesses

Strengthen networks connecting people and businesses that lead to the establishment of “win-win” relationships between Kansai and the Asia-Pacific region

## Major Activities

### 1 Post-Earthquake Recovery

Kansai Region takes the lead in supporting reconstruction and recovery from the Great East Japan Earthquake

#### ● Business Support

Kankeiren provides “Kansai Entrepreneurship Program” workshops to help the development of human resources or individuals, who will lead the future Tohoku economy. We also hold exhibitions, seminars and other events to support the embedded system industry, with the aim of promoting interaction and collaboration between businesses based in Tohoku and other regions in Japan. Through these activities, as an organization based in Kansai, Kankeiren provides business support in line with the specific needs of the earthquake-stricken areas.



“Kansai Entrepreneurship Program” held at Tohoku University

#### ● Preventing Memories of the Earthquake from Fading; Counteracting Rumors Stemming from the Earthquake and Ensuing Disaster

Kankeiren is making efforts to prevent memories of the earthquake from fading, and prevent the damage caused by rumors in connection with the earthquake and ensuing disaster. To these ends, we collect information regarding specific needs in the disaster-hit areas by sending “volunteer buses” and fact-finding teams to Tohoku on a regular basis; organize symposiums and seminars to communicate the status of post-earthquake reconstruction and the specific needs of the disaster-stricken areas; and promote foodstuffs produced in Tohoku at various events and meetings, such as the “International Food Expo UTAGE 2013 in Osaka.”



Introduction of Tohoku local cuisine at Food Expo

### 2 Building a New Japan

Building a new Japan under the leadership of Kansai, with the aim of constructing a strong nation and developing regional self-reliance

#### ● Efforts to improve security

Kansai will contribute to enhance the security of all Japan by forming a multi-capital structure with Tokyo in peacetime and establishing a solid disaster prevention and mitigation system as well as serving to backup Japan’s capital functions.



Submitting a policy proposal to the Minister in charge of Building National Resilience

#### ● Enhancement of Transportation/Logistics Network

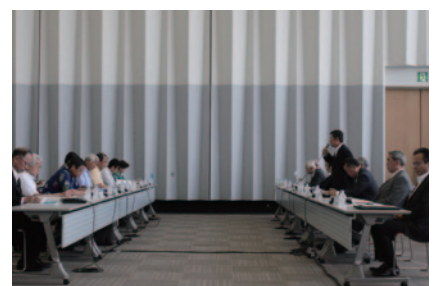
To develop and improve the wide-area transportation/logistics network that is conducive to building national resilience, Kankeiren has discussed how to increase momentum and how to develop schemes for the concurrent opening of the “Chuo-Shinkansen” maglev line operation in the Nagoya–Osaka section with that in the Tokyo–Nagoya section, the early opening of the Hokuriku –Shinkansen section connecting to Osaka, and the provision of “missing links” between expressways.



Rally in Osaka for the concurrent opening of the Chuo-Shinkansen maglev line

#### ● Increasing the Momentum of Decentralization

With the aim of accelerating decentralization of power and realization of the “Doshu-sei” regional government system, we have conducted research and investigations, and have advanced proposals. We have also held lecture meetings and other events to increase the momentum of decentralization in cooperation with the Union of Kansai Governments and economic organizations and local governments outside the region.



Exchanging views with the Union of Kansai Governments

# Major Activities

## ● Promoting Energy and Environment Policies

In view of the situation both in and outside Japan, Kankeiren issues proposals regarding energy policy, such as the stable supply of energy, which forms the basis of economic growth in Kansai and the whole of Japan; and regarding measures to prevent global warming. We also take action to support the implementation of such policies and measures.



Introduction of green technologies developed by member companies at COP19 (Poland)

## ● Policy proposals regarding economic policies and tax administration/public finance reforms

With the goals of realizing tax reform to stimulate company growth and establishing a sustainable social security system, Kankeiren conducts research studies and policy proposals, and advances proposals to indicate the desirable direction.



Conference inviting the Governor of the Bank of Japan

## ● Supporting Liberalization and Facilitation of International Trade and Investment

Following our member companies' request for improvement of the international business environment, Kankeiren has conducted investigations and research, and has made proposals concerning the promotion of economic partnership, calling for the early conclusion of the TPP (Trans-Pacific Partnership negotiations).



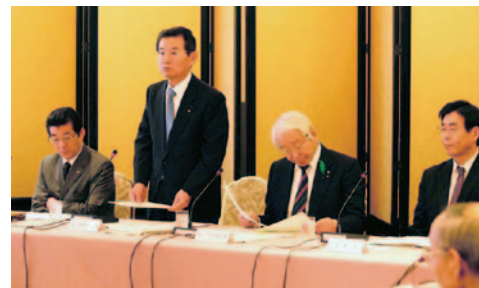
Lecture from a member of the government's TPP task force

# 3 Increasing Competitiveness

Various efforts to strengthen Kansai's capabilities to compete and win internationally

## ● Promoting the "Kansai Innovation Comprehensive Global Strategic Special Zone"

In December 2011, the six cities and prefectures of the Kyoto, Osaka and Kobe area were jointly designated as a Global Strategic Special Zone. Having established an executive office based on public-private partnership in April 2013, Kankeiren is engaged in advancing the comprehensive special zone scheme, approaching to the government for easing of regulations, and the promotion of industry-academia exchange and dissemination of information for wider participation in the Special Zone by companies and other entities. We will promote activities regarding the Comprehensive Special Zone, making the most of the competitive edge of Kansai, which has great potential in the field of life sciences and green business. In parallel, we aim to achieve synergy with the abovementioned efforts for an increased competitiveness of Kansai, by using the framework of the National Strategic Special Zone, for which Kyoto, Osaka and Hyogo Prefectures were collectively designated in March 2014.



Kansai Comprehensive Global Strategic Special Zone Regional Conference

## ● Promoting the utilization and development of the "Umekita"

In April 2013, the earlier (Phase 1) development area in "Umekita" Osaka Station north district opened and "Knowledge Capital (an intellectual creation base for generating new value from the exchange of knowledge)" was inaugurated as a core facility of Umekita. Using the functions of Knowledge Capital, Kankeiren encourages industry-academia-government exchanges so as to foster innovation. Kankeiren also participates in discussions for planning the Phase 2 development area, so as to reflect the views of the business community.



Panoramic view of Umekita district

## ● Creation of health science business

Kankeiren strives to promote the health science industry by establishing the Organization of Health Science Business Innovation, with the aim of providing a basic framework for collaboration between industry, academia and government, to help establish evidence bases (scientific grounds) and assessment support systems for products, services, researches etc., in the health science field.



Public symposium commemorating the establishment of the Kansai Branch of the Pharmaceuticals and Medical Devices Agency (PMDA)



● **Creation of environmental energy business in Kansai Science City (Keihanna)**

Regarding Keihanna, Kankeiren conducts planning to help clearly define the City's future visions, facilitate cooperation with research and development institutions, and help reinforce its operation system. Kankeiren also promotes the Keihanna Eco-City Next-Generation Energy and Social Systems Demonstration Project.



Keihanna e2 Future Square, where visitors can see the results of the demonstration project

● **Promoting innovation and maintaining fundamental technologies**

Kankeiren conducts policy proposals requesting establishment of an innovation promotion system integrating science/technology policies and industrial policies. Kankeiren also provides a human resource development program in collaboration with industry, academia and government, to maintain fundamental technologies that underpin industries in Japan.



Human resources development program for metal and material engineering fields

**4 Attracting People and Businesses**  
Approaches toward strengthening the networks between Kansai and other Asian economies

● **Programs for Human Resource Development**

Kankeiren provides the ASEAN Management Seminar for management executives from enterprises in ASEAN countries. We also provide a "program to send young top-management candidates to the U.S.," in which young prospective managers in Japanese companies are sent to the West Coast of the U.S. to experience and develop entrepreneurship in the U.S.



ASEAN Management Seminar held with 18 participants from 11 countries

● **Use of Global Human Resources**

By establishing the Global Human Resources Use and Management Council to support international students' job hunting in Japan, Kankeiren provides opportunities for international students and Japanese SMEs to meet through seminars and industry-academia exchange events and supports their matching through internship programs.



General meeting for establishment of the conference

● **Strengthening cooperation with Asian economies**

In FY 2013, Kankeiren sent business and economic delegations to Vietnam, the U.S. and India. The delegates met with the leaders and other important figures of each country. We also promoted business interaction, for instance by establishing the Kansai Business Desk aimed at supporting Japanese businesses entering the Vietnamese market.



Meeting with Vietnamese President Sang

● **Enhancement of Inbound Business**

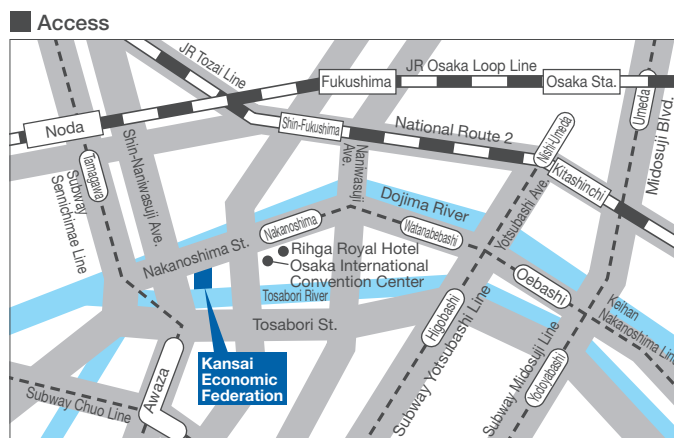
To promote the brand image of the KANSAI region under public and private cooperation, Kankeiren holds symposiums on "the food culture of Kansai", as well as the "All Kansai Festival in Bangkok, Thailand." Through these activities, we strive to promote inbound business, utilizing the "KANSAI" brand in an effective manner.



All Kansai Festival in Bangkok

## History

1946 Oct	Kansai Economic Federation (Kankeiren) founded; Keizo Seki inaugurated as first Chairman; Office established in the Osaka Chamber of Commerce and Industry Building
1955 Apr	“Proposal regarding reform of local administrative structure” submitted (“Doshu-sei” administration system proposed)
1964 Sep	Kansai Economic Research Center (present Asia Pacific Institute of Research) founded
1965 Jun	West Japan Economic Council established
1968 Aug	Research report “Economic effects of wide-region administration” submitted
1971 Sep	Joint Delegation of Kansai Business Circle visited China (before normalization of diplomatic relations)
1972 May	Kankeiren reorganized into incorporated association
1979 Mar	Promotion Council for Construction of New International Airport in Kansai established
1980 Jan	Kankeiren ASEAN Delegation dispatched (Commenced to conduct the Kankeiren ASEAN Management Seminar)
1983 Mar	Kansai Science City Construction Promotion Conference established
1984 Oct	Kansai International Airport Co., Ltd. founded
1986 Jun	Kansai Research Institute founded
1990 Apr	Pacific Resource Exchange Center founded
1991 Apr	Rekishu Kaido Promotional Council established
Dec	Osaka Bay Area Development Organization established
1999 Jun	Kansai Council established
2003 Feb	41st Kansai Economic and Management Summit held (Kankeiren joined its organizer group)
2006 Oct	Ceremony celebrating Kankeiren’s 60th anniversary held
2007 Jul	Organization of Kansai Unity established
2008 Oct	“Kansai Vision 2020” Dynamic Kansai! — Contributing to the Global Community with Kansai’s “Breakthrough Capabilities” — submitted
2009 May	Kankeiren merged with Kansai Employers’ Association
2010 Dec	Union of Kansai Governments established
2011 Apr	Kankeiren transformed into a public interest incorporated association
May	Shosuke Mori inaugurated as 14th Chairman
Dec	Kansai Innovation Comprehensive Global Strategic Special Zone designated
Dec	Asia Pacific Institute of Research founded
2012 Jul	Joint Delegation of Kansai Business Circle visited China
2013 Apr	Opening of earlier (Phase 1) development area of Umekita district
2014 Mar	Kyoto, Osaka and Hyogo Prefectures collectively designated as a National Strategic Special Zone



30F Nakanoshima Center Bldg., 6-2-27, Nakanoshima, Kita-ku,  
Osaka 530-6691, Japan  
TEL: +81-6-6441-0104 FAX: +81-6-6441-0443



This public relations logo will primarily be used for area-wide inbound tourism promotion of the Kansai region\*.

\*Kansai region includes the prefectures of Shiga, Kyoto, Osaka, Hyogo, Nara, Wakayama, Tottori, Tokushima, Fukui, and Mie.

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#### **Kankeiren's Symbol**

- Designed in 1988 based on initial letters of Kankeiren's English name, "Kansai Economic Federation"
- Representing dynamism and sense of speed through the design based on the form of a bird so as to impart the image of the rapid development toward the future



#### **Symbol Color [Kokihanada Indigo Blue]**

Indigo blue has the special property of resistance to color change or fading.

Kankeiren adopted indigo blue as its symbol color to convey the impression that Kankeiren is an organization that holds to firm principles and timeless values, while remaining responsive to changing times.



#### **"Hanayaka Kansai : The Flower of Japan-Kansai" Logo**

This public relations logo will primarily be used for area-wide inbound tourism promotion of the Kansai region\*.

( \*Kansai region includes the prefectures of Shiga, Kyoto, Osaka, Hyogo, Nara, Wakayama, Tottori, Tokushima, Fukui, and Mie. )