



 *Kansai Economic Federation*  
<KANKEIREN>  
2018-2019

## Greetings

# Toward a Vibrant Kansai, Full of Hope and Dreams



**Masayoshi Matsumoto**

Chairman, Kansai Economic Federation

The Kansai Economic Federation (Kankeiren) was established in October 1946 as a comprehensive economic organization made up of individual economic organizations, businesses, and other entities. Its original mission was to represent the Kansai business community's views on economic revitalization, thereby helping to rebuild Japan's economy, which had been ravaged by the Second World War.

Since then, the 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, promoting such major Kansai-based projects as establishing Kansai International Airport and Kansai Science City; promoting international exchange and interaction primarily in the Asia-Pacific region; and formulating policy proposals to strengthen industrial infrastructures, and encourage the self-reliance and development of local communities. We celebrated our 70th anniversary in 2016, with the number of our members growing to approximately 1,300.

The Kansai region is in the midst of a rapidly changing domestic and foreign environment—politically, economically, and technologically, such as through IoT and AI innovations. Under these circumstances, it is essential to pursue sustainable growth by drawing upon Kansai's unique assets, features, and strengths to enhance the appeal of the region.

The Kankeiren's new medium-term plan, which began in fiscal 2018, is based on two fundamental points—"Look West" and "Kansai as a stage with a global perspective." Our activities span various key themes—globalism/Asia, culture/tourism, industrial innovation, sports, and regional revitalization—with infrastructure and business foundations as the basis. Through the work of the Kankeiren, we will contribute to achieving the SDGs (Sustainable Development Goals: 17 goals and 169 targets adopted at the United Nations Sustainable Development Summit in 2015) that are trending globally.

In addition, with the approach of major events such as the 2019 Rugby World Cup, 2020 Tokyo Olympic and Paralympic Games, and World Masters Games 2021 Kansai, we will be doing our utmost to promote sports, G20 success, and win the bid to host the 2025 World Expo, as cornerstones of future development.

At the same time, we will focus on promoting growth fields to support the development of Kansai in the next era, creating bases and ecosystems for the emergence of new ventures and innovation.

To see these activities through to fruition, we must hold firmly to the unique perspective that the Kansai region offers, collaborate closely with various stakeholders and organizations to gather expertise, and take the initiative through promotion and action. With a forward-looking view that envisions the future five and ten years down the road, we will work toward the creation of a vibrant Kansai that is full of hope and dreams.

Your ongoing understanding and cooperation with our activities is much appreciated.

June 2018

## About Kankeiren

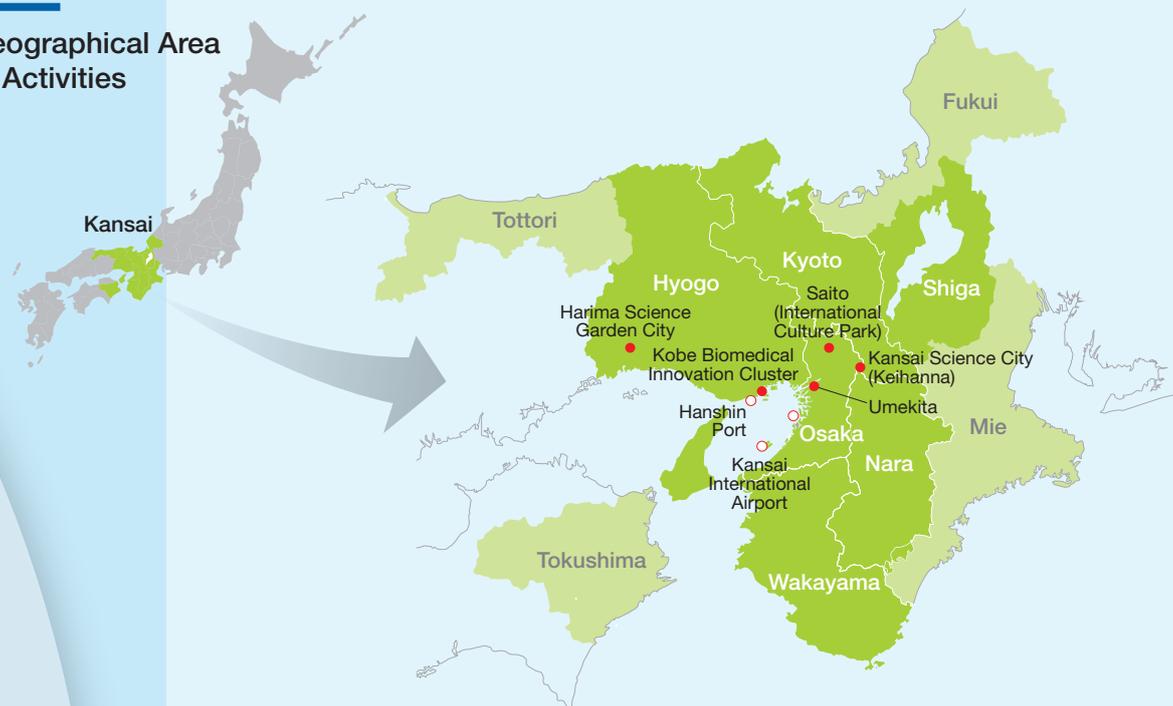
### Overview

- 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

### Mission

To enhance Kansai's ability to contribute to the sound development of the Japanese economy, we carry out unique research studies that anticipate future trends, make policy proposals, and take practical actions based on the study results. We constantly maintain focus on the whole Kansai region, motivated by the active exchange of views among businesspeople at committee meetings and other gatherings.

### Geographical Area of Activities



### Establishment of the Kansai Economic Federation

October 2016 marked 70 years since the organization was established back in 1946. It was formed with the aim of solving the pressing obstacles to recovery following the devastation of the war, and with the strong desire to have the independent voice of the Kansai economic region heard.

#### Founding Goals

- To promote workers' freedom of creativity and dynamic activity.
- To stimulate a healthy spirit of enterprise, based on workers' own subjective judgements, and to assist in bringing about the fruits of those collective ideas.
- To facilitate close cooperation between all workers, where opinions can be exchanged without reservation.
- To promote rational ways of thinking and improve members' ability to implement measures successfully.
- To propel free discussion and act as a neutral arbitrator.

(Excerpt)

# Executive Members

(As of July 1, 2018)

## Chairman



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

## Former Chairmen

First Chairman/October 1946–  
**Keizo SEKI** (Toyobo)

Second Chairman/February 1947–  
**Manji IJIMA**  
(The Asahi Shimbun Company)

Third Chairman/September 1947–  
**Buichi NAKAHASHI**  
(Osaka Tatemono Co., Ltd.)

Fourth Chairman/October 1951–  
**Keizo SEKI** (Toyobo)

Fifth Chairman/November 1956–  
**Shiro OTAGAKI**  
(The Kansai Electric Power Co., Inc.)

Sixth Chairman/October 1961–  
**Kojiro ABE** (Toyobo)

Seventh Chairman/November 1966–  
**Yoshishige ASHIHARA**  
(The Kansai Electric Power Co., Inc.)

Eighth Chairman/May 1977–  
**Hosai HYUGA**  
(Sumitomo Metal Industries, Ltd.)

Ninth Chairman/May 1987–  
**Osamu UNO** (Toyobo)

Tenth Chairman/May 1994–  
**Tetsuro KAWAKAMI**  
(Sumitomo Electric Industries, Ltd.)

11th Chairman/May 1997–  
**Yasuo SHINGU**  
(Sumitomo Metal Industries, Ltd.)

12th Chairman/May 1999–  
**Yoshihisa AKIYAMA**  
(The Kansai Electric Power Co., Inc.)

13th Chairman/May 2007–  
**Hiroshi SHIMOZUMA**  
(Sumitomo Metal Industries, Ltd.)

14th Chairman/May 2011–  
**Shosuke MORI**  
(The Kansai Electric Power Co., Inc.)

15th Chairman/May 2017–  
**Masayoshi MATSUMOTO**  
(Sumitomo Electric Industries, Ltd.)

(Company names are as of the time of inauguration)

## Vice Chairmen



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



**Chiyono TERADA**  
President and CEO,  
Art 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**  
Director and Executive Adviser,  
THE BANK OF KYOTO, LTD.



**Kazuo SUMI**  
Chairman,  
Hankyu Corporation



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



**Makoto YAGI**  
Chairman and Director,  
The Kansai Electric Power Co., Inc.



**Masatoshi KIMATA**  
President and  
Representative Director,  
Kubota Corporation



**Kiyoshi SONO**  
Chairman,  
Mitsubishi UFJ  
Financial Group, Inc.



**Seiji MANABE**  
Chairman of the Board of Directors,  
WEST JAPAN RAILWAY COMPANY



**Tetsuya KOBAYASHI**  
Chairman of the Board,  
Kintetsu Group Holdings, Co., Ltd.



**Kazutoshi MURAO**  
Counselor to the president,  
NIPPON TELEGRAPH AND  
TELEPHONE WEST CORPORATION

## Executive Advisors

**Shoichiro Kobayashi**

**Tetsuro Kawakami**

Honorary Advisor,  
Sumitomo Electric Industries, Ltd.

**Yasuo Shingu**

Honorary Advisor,  
Nippon Steel & Sumitomo Metal Corporation

**Yoshihisa Akiyama**  
Chairman,  
The Council of the Union of  
Kansai Governments

**Akio Tsujii**  
Senior Advisor,  
Kintetsu Group Holdings Co., Ltd.

**Shosuke Mori**  
Senior Advisor,  
The Kansai Electric Power Co., Inc.

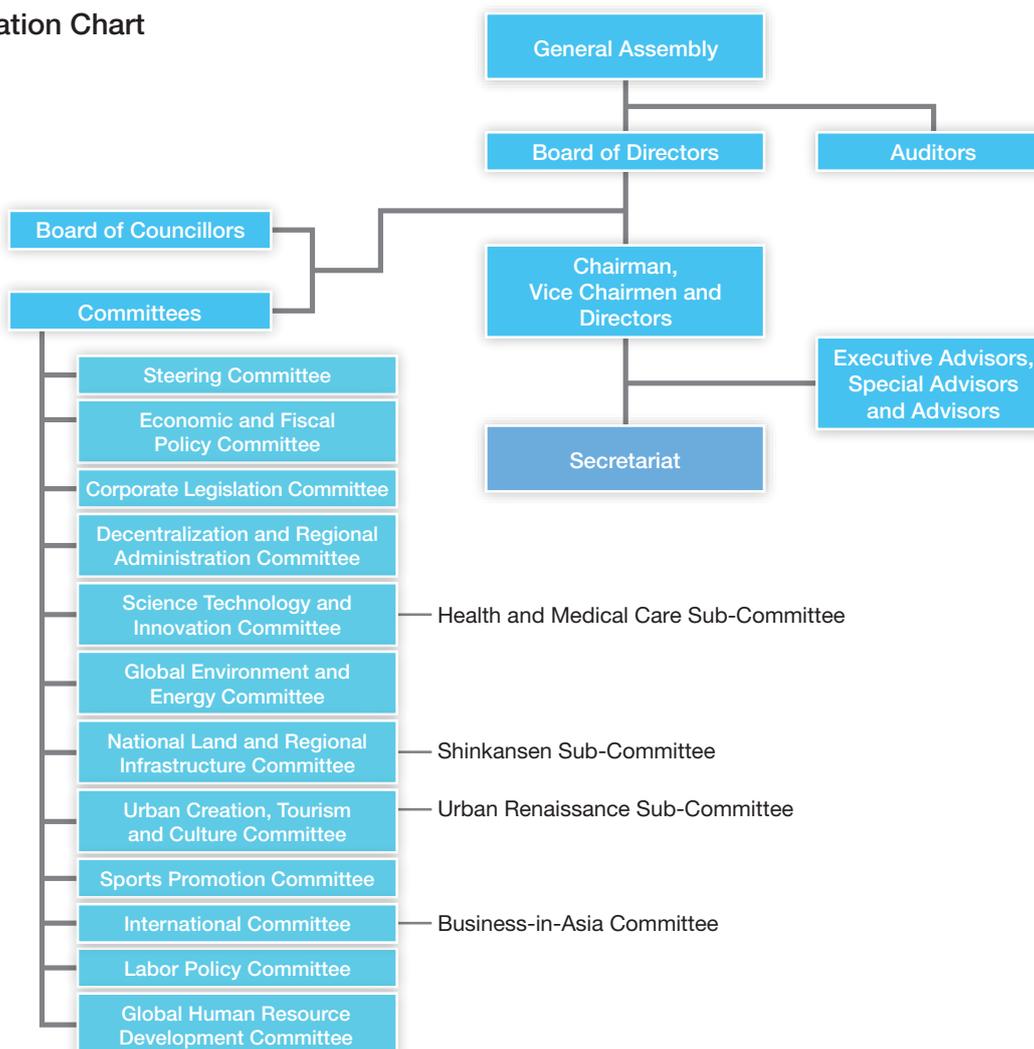
## Chairman of the Board of Councillors

**Ryuzo Sakamoto**  
Chairman, Board of Directors,  
Toyobo Co., Ltd.

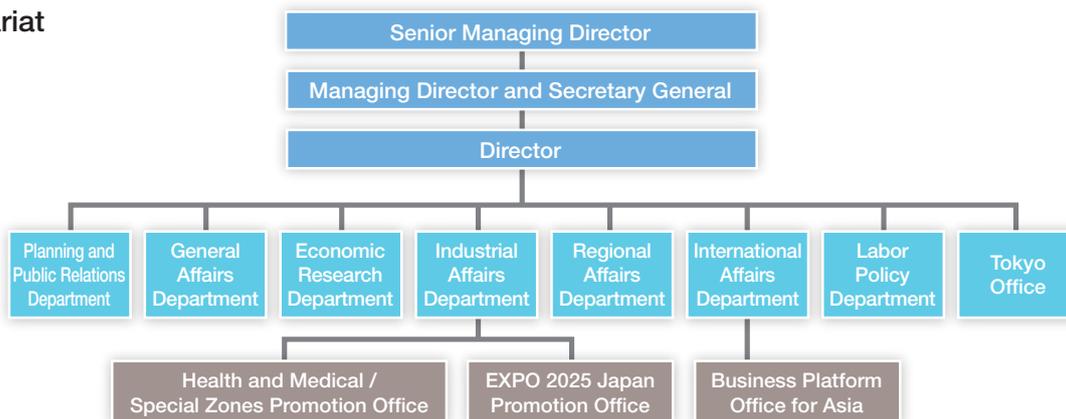
## Member Categories



## Organization Chart



## Secretariat



## Our Role

### 1 To delineate a future vision for Kansai and prepare a roadmap for its realization

In addition to our comprehensive vision for the region—“Kansai Vision 2020—we are utilizing our characteristic strengths as a regional economic organization in a range of fields including in Kansai’s fortes of tourism, sports, and health and medical care. **To bring about the Kansai we envision, we are working together as a region to set the policies needed to achieve those aims.**

### 2 To take practical action at the supraprefectural level in anticipation of future trends

**We take practical action based on the understanding that synergies emerge from adopting a broader perspective**—in this case, that Kansai can act as a single entity. Examples of such action include promoting specific industries such as health and medical care and aerospace, and developing platforms for two-way business matching between Asian countries and Kansai companies, not to mention various efforts to promote tourism and sports. We carry out these promotional projects in collaboration with industry, government and academia, notably working with the Union of Kansai Governments, whose establishment was proposed by the Kankeiren.

### 3 To guide consensus development in Kansai and lead region-wide initiatives

**We take the initiative in building a consensus of opinion from local authorities and leaders in the business world, both inside and outside the Kansai region.** For example, we requested the government to promote the hosting of international events and events such as the World Expo and G20 summit, and recommended the development of infrastructure such as the early opening of the Linear Chuo Shinkansen and Hokuriku Shinkansen lines. In the past we were centrally involved in large-scale projects as Kansai International Airport and Kansai Science City. We are also engaged in efforts to promote women’s advancement throughout the region.

### 4 To make bold and “characteristically Kansai” policy proposals based on the views of our members

**We conduct research to gain insights into the future based on the perspective of a membership rooted in the area, and make policy recommendations for Kansai that heighten awareness of the issues we face in the region.** For example, we make proposals and recommendations to the government and other agencies regarding tax and public finances, energy policy, legislation that affects corporations, and work-style reforms. Through such efforts we are helping to build an environment in which companies can operate easily and thus contribute to the revitalization of the Japanese economy.

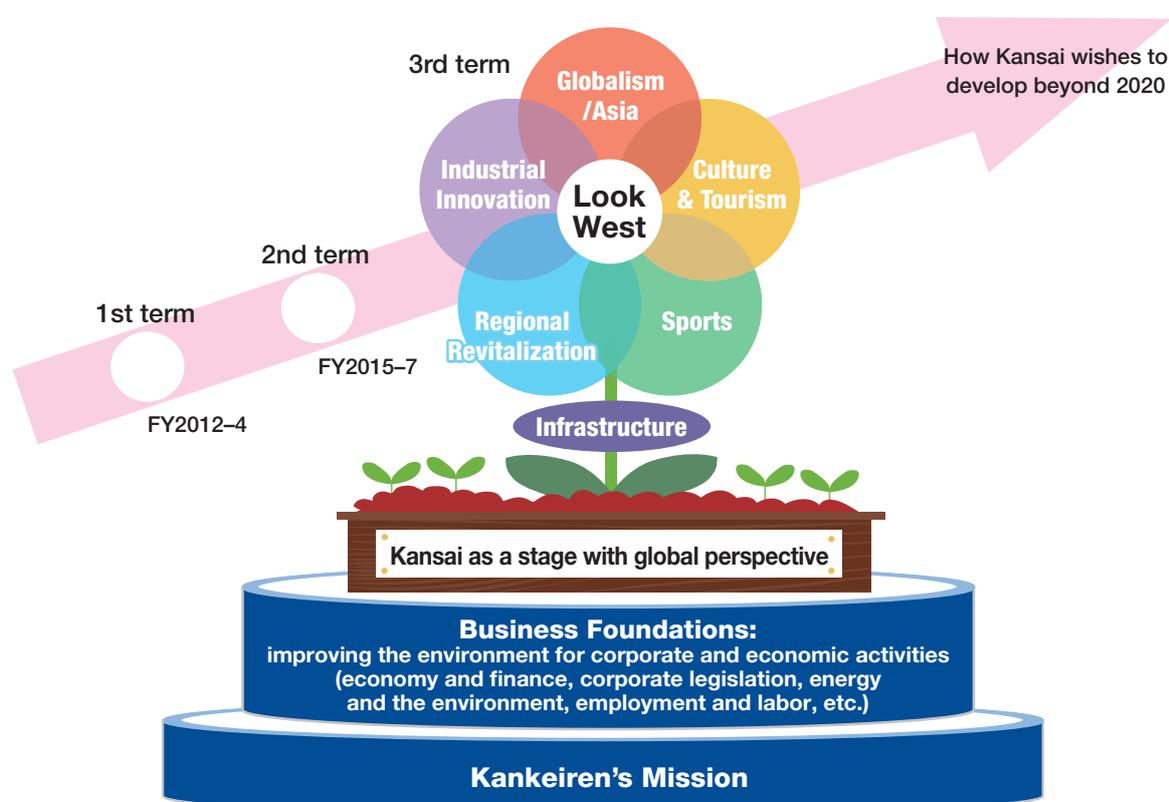
## Third Medium-Term Plan

### What is Our Medium-Term Plan?

- It is a **three-year plan that sets a direction for the organization's activities**. The third medium-term plan (FY2018–FY2020) was formulated in January 2018.
- The plan takes into account two fundamental viewpoints—**“Look West”** and **“Kansai as a stage with global perspective.”** It covers activities in **five key areas—globalism and Asia; culture and tourism; industrial innovation; sports; and regional revitalization**. It relies on a **basis of infrastructure and business foundations**. (See p. 7 for more details.)

### Diagram of the Medium-Term Plan

Kansai Vision 2020 What we wish Kansai to be, and what Kansai should be



### Two Perspectives

## 1 Look West

- Rather than looking east from Kansai to Tokyo, **we will face west toward the rest of Asia**.
- We insist that the overconcentration of resources and infrastructure in Tokyo needs to be corrected, and **we are conceiving of ways for Kansai to implement and develop on its own**.

## 2 Kansai as a stage with global perspective

We are encouraging companies and people in business in Kansai to become more active, and **inviting those from outside the Kansai area to establish activities in Kansai**. We want businesses and people from other parts of Japan, from Asia, and from other parts of the world to choose the Kansai region as their home base, so **we are working to arrange favorable conditions to facilitate this**.

# Major Activities

## Globalism/Asia International Committee, Global Human Resource Development Committee

We aim to act as a **bridge, creating business opportunities between companies in Asian countries and those in Kansai**, by working to introduce businesses from both sides to each other. We do this by providing opportunities for exchange with government agencies and businesspeople in such countries as China and Vietnam. We also host the Kankeiren ASEAN Management Seminar and provide other support for the development of global human resources, as well as send business delegations to foreign countries, receive important foreign dignitaries, and hold seminars on subjects such as the overseas investment environment. In addition, **to support international students**, we provide examples of employment, host forums for matching graduates with companies, and host networking events with workers who were formerly international students.



Meeting with a foreign government to exchange ideas

Exchange for workers who were international students

## Industrial Innovation Science Technology and Innovation Committee

In collaboration with industry and academia, we are developing a broad vision for the Kansai region, establishing systems, and taking concrete measures to promote innovation in next-generation growth industries where Kansai has strengths—**health and medical care; aircraft; technology such as AI, the IoT and robotics; and energy and the environment.**

In addition to establishing business ventures and ecosystems, we are strengthening the functions of Kansai Science City, proposing science and technology, and industrial policies, and working to develop human resources in basic technology fields to support innovation.



Case Examples: Applications of ICT, IoT and AI for Improving Productivity and Creating Added Value  
(Feature: Case search narrowing by needs: introduction of support systems for organizations to adopt and utilize)

## Culture/Tourism Urban Creation, Tourism and Culture Committee

In collaboration with the Kansai Tourism Bureau, we have formulated a **“grand design” for promoting inbound tourism in the Kansai area, which includes bringing the 2025 World Expo to Osaka and the Kansai region.** We are also participating in specific projects to facilitate transportation and communications for foreign visitors such as free Wi-Fi and KANSAI ONE PASS. We carry forward and promote the unique history and culture of Kansai localities, announcing their charms to the world through our *“Hanayaka Kansai: The Flower of Japan”* branding. We are also building systems to attract IR (Integrated Resort) and MICE (Meetings, Incentive, Convention and Exhibition/Event) clientele, and pursuing **urban development—as with Umekita and Yumeshima—to boost urban appeal.**



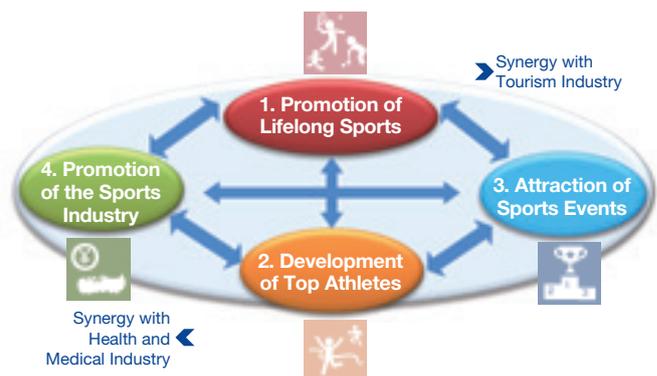
Umekita Urban Development

(Source: Urban Renaissance Agency)

## Sports Sports Promotion Committee

Taking the opportunity provided by the “golden years of sport,” with Japan hosting major international sporting events between 2019 and 2021, to revitalize the Kansai region through sports, in fiscal 2018 we created the **Kansai Sports Promotion Vision.**

Based on this vision, we will work with various stakeholders such as municipalities, economic organizations, sports associations, and universities in a range of areas to promote the playing, watching, and support of sports—**by developing top athletes, promoting lifelong sports, attracting sporting events, and promoting the sports industry.**



The four pillars of our Kansai Sports Promotion Vision



## Regional Revitalization

Decentralization and  
Regional Administration  
Committee

In order to further regional autonomy and promote the development of each region's own strengths and individuality, we consider it necessary **to achieve decentralization and implement the so-called "Doshu-sei" regional government system**. Toward this end, we formulate recommendations and push them to the government and ruling party, and work to encourage public debate and discussion.

The committee proposed and brought into being the **Union of Kansai Governments**, the only regional administrative body in Japan that spans prefectures. The union debates such topics as regional government administration while promoting industry, tourism, sports, and women's advancement, **encouraging wide-area cooperation in the Kansai region**.



Meeting to exchange opinions with the Union of Kansai Governments



## Infrastructure

National Land and Regional  
Infrastructure Committee

We are working **to establish a multi-hub structure for the country that contributes to national resilience**, by consolidating ideas and necessary recommendations and pushing them to the government.

Regarding transportation and logistical infrastructure, we are addressing four main areas: (1) **Early full opening of the Linear Chuo Shinkansen and Hokuriku Shinkansen lines**, and prompt improvement of the regional railways in Kansai; (2) **Rapid completion of the missing links to the ring road network**, which is lagging behind the Tokyo and Chubu areas; (3) **Optimum utilization of three of the airports in Kansai working together—Kansai, Itami, and Kobe**; and (4) **Revitalization of harbors and other international logistics**.



Meeting to promote the prompt rollout of new infrastructure



## Business Foundation

Economic and Fiscal Policy Committee, Corporate Legislation Committee,  
Global Environment and Energy Committee, Labor Policy Committee

In the following four areas, we will promote policy recommendations and make requests based on a viewpoint unique to Kansai, after a full exploration of potential future problems, with the aim of improving the environment for corporate and economic activities, along with providing support for corporate efforts.

### ■ Economic and Fiscal Policy

With a view toward **restoring fiscal soundness and promoting economic growth**, and based on changes in the economic climate and social trends, we put together proposals regarding both taxation and finance, including reforms to the steadily rising consumption tax rate and corporate tax system aimed at encouraging economic vitality, as well as social security system reform—recommendations that we push to the government and ruling party.

### ■ Corporate Legislation System

We work **to improve business legal systems so that they lead to higher corporate value over the medium to long term**. We do so by reviewing how information is disclosed with regard to corporate governance and corporate results, and by putting together recommendations and presenting them to the government and ruling party, hoping to encourage a competition policy that will revitalize business activities.

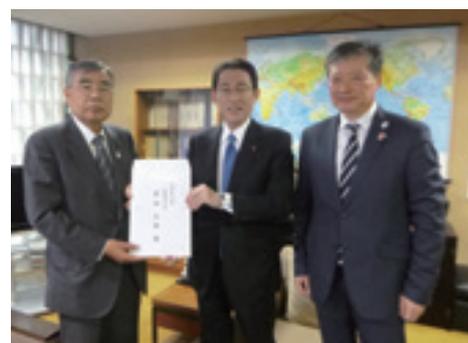
### ■ Environment and Energy

In order to achieve the **balance of the "Three Es with Safety" (S + 3E\*) and effect energy and environmental policies that are compatible with economic growth**, we compile recommendations on the government's Basic Energy Plan and long-term strategy formulation and promote them to the government and ruling party. We also offer opportunities to study the country's energy mix.

\*S + 3E: Safety (S) + Economic efficiency, Energy security, Environmental protection (3E)

### ■ Employment and Labor

In aiming for Kansai to become a progressive region in terms of work style, we make **policy recommendations** on measures such as work-style reform implementation plans, **lend support to member companies regarding work-style reform**, and **encourage trade unions, the government and employers in the region to work together to implement changes**. In particular, we support women's empowerment.



Making a request to the government/ruling party

### Making Kansai a progressive region for work styles



# Major Activities

## World Expo 2025

As a member of the 2025 Japan World Expo Committee, the Kankeiren is working with the national and local governments and the business world to promote the bid to host the expo through overseas promotion and domestic efforts to develop momentum.

Three countries are candidates to host the World Expo 2025—Japan (Osaka), the Russian Federation (Ekaterinburg), and Azerbaijan (Baku). The host nation will be decided by a vote of member states of the Bureau International des Expositions (BIE) in November 2018.



### Event Overview

**Theme:** Designing Future Society for Our Lives  
**Sub-themes:** How to Lead a Healthy Life in a Diverse Manner  
 Sustainable Socioeconomic Systems  
**Dates:** May 3, 2025 to November 3, 2025  
**Estimated number of visitors:** 28 million  
**Venue:** Yumeshima (Osaka City); approx. 155 ha



Kickoff party to host the World Expo



Artist's impression of the venue (Yumeshima, Osaka)

(Source: Ministry of Economy, Trade and Industry)

## Kansai Economic and Management Summit

A longstanding annual summit at which Kansai-based corporate managers meet to discuss national and regional issues and corporate management. The summit has been held every February since 1963, and since the 41st seminar in 2003 it has been co-sponsored by the Kansai Association of Corporate Executives and Kansai Economic Federation. The 56th summit was held in fiscal 2017, attended by 665 people, the largest number to date.



## West Japan Economic Council (Nishikeikyo)

The council consists of the six economic federations of western Japan (Kansai, Hokuriku, Chubu, Chugoku, Shikoku and Kyushu). It establishes positions for western Japan as a bloc and makes requests of the government and ruling party. Established in 1965. A resolution is adopted at the general assembly held every autumn.



## “Hanayaka Kansai: The Flower of Japan—Kansai” Logo

Kankeiren, with the cooperation of the Union of Kansai Governments and the Foundation for Kansai Region Promotion, has created a logo to promote the attractiveness of the entire Kansai region\* as a unified body in order to raise the level of recognition of Kansai among tourists both inside and outside of Japan.

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



THE FLOWER OF JAPAN  
**KANSAI**

# History

## Major Events

# HISTORY

- 1946** Kansai Economic Federation (Kankeiren) founded



Congratulatory address by Prime Minister Shigeru Yoshida
- 1955** "Doshu-sei" administration system proposed



"Proposal regarding reform of local administrative structure" submitted
- 1965** West Japan Economic Council established



Six economic organizations of western Japan
- 1971** Joint Delegation of Kansai Business Circle visited China



The visit took place before the normalization of diplomatic relations
- 1972** Kankeiren reorganized into an incorporated association
- 1979** Promotion Council for Construction of New International Airport in Kansai established



Kansai International Airport (present) (Opened in 1994)
- 1980** Kankeiren ASEAN Delegation dispatched



(Began Kankeiren ASEAN Management Seminars)
- 1983** Kansai Science City Construction Promotion Conference established



Kansai Science City (present) (Opened in 1994)
- 1990** Pacific Resource Exchange Center (PREX) founded
- 1999** Kansai Council established
- 2009** Kankeiren merged with Kansai Employers' Association



Joint press conference
- 2010** Union of Kansai Governments established
- 2011** Kankeiren transformed into a public interest incorporated association  
Asia Pacific Institute of Research founded
- 2013** Opening of earlier (Phase 1) development area of Umekita district



Earlier (Phase 1) development area of Umekita district
- 2015** Kansai Health and Medical Care Innovation Council established
- 2016** Kansai International Tourism Organization established



<http://www.kankeiren.or.jp/English/>



#### Kankeiren's Logo

- Designed in 1988 based on the 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

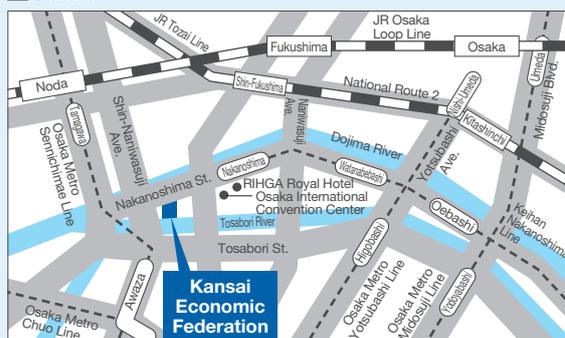


#### Logo Color [Kokihanada Indigo Blue]

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

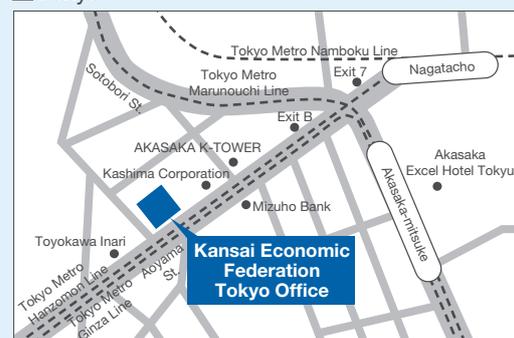
Kankeiren adopted indigo blue as its symbol color to convey the impression that Kankeiren is an organization that holds to firm principles and timeless values, while remaining responsive to changing times.

#### Osaka



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TEL: +81-6-6441-0104 FAX: +81-6-6441-0443

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TEL: +81-3-3403-3850 FAX: +81-3-3403-3851