



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



Kankeiren's Logo

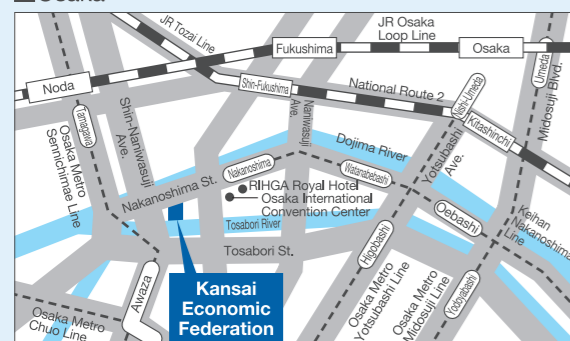
- Designed in 1988 based on the initial letters of Kankeiren's English name, "Kansai Economic Federation"
- Representing dynamism and sense of speed through the design based on the form of a bird so as to impart the image of the rapid development toward the future



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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2021 - 2022

Greetings

Overcome hardships and make an epoch of Kansai



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.

Since 2020 the Covid-19 pandemic has severely impacted the entire world, taking a heavy toll on economies and societies in Japan and elsewhere. With turbulent political and economic conditions both here and abroad, the ongoing advance of digital transformation, and a range of other developments, companies currently face a dizzying array of changes.

The pandemic has exposed various issues Japan needs to address as a country, the slow pace of digitalization and vulnerabilities from overconcentration in the Tokyo area among them. The situation, however, can be seen as an opportunity to finally tackle a host of long-standing challenges, to move forward with decentralization, to promote work style reforms, to raise productivity. The pandemic then should be viewed as an opportunity to take firm steps toward putting the Kansai economy back on the track of robust growth with a view to its strategic development over the medium to long term.

The Kankeiren created a long-term vision in December 2020, our first in twelve years, Kansai Vision 2030. The vision, whose basic concept is “Kansai; a pioneer region, with the spirit of the first penguin,” defines what we want Kansai to be, what Kansai should be in 2030: “An economy that is open and creates original values,” “A stage that attracts people,” and “Front line of new social models.” It also sets out the direction of Kankeiren’s activities for achieving this vision in the form of “7 Arrows.”

The next ten years to 2030 will undoubtedly be a key transition period for transforming and renewing Japan’s socioeconomic systems, and it is also poised to be a period of opportunity for Kansai, which will be in the global spotlight with World Expo 2025 in Osaka, Kansai. It is time for Kansai to be a pioneer, to boldly take on challenges in “the spirit of the first penguin” in order to transform difficulty into opportunity while also carefully considering the accelerating changes being caused by the pandemic.

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

July 2021

About Kankeiren

Overview

Name: Kansai Economic Federation
(public interest incorporated association)

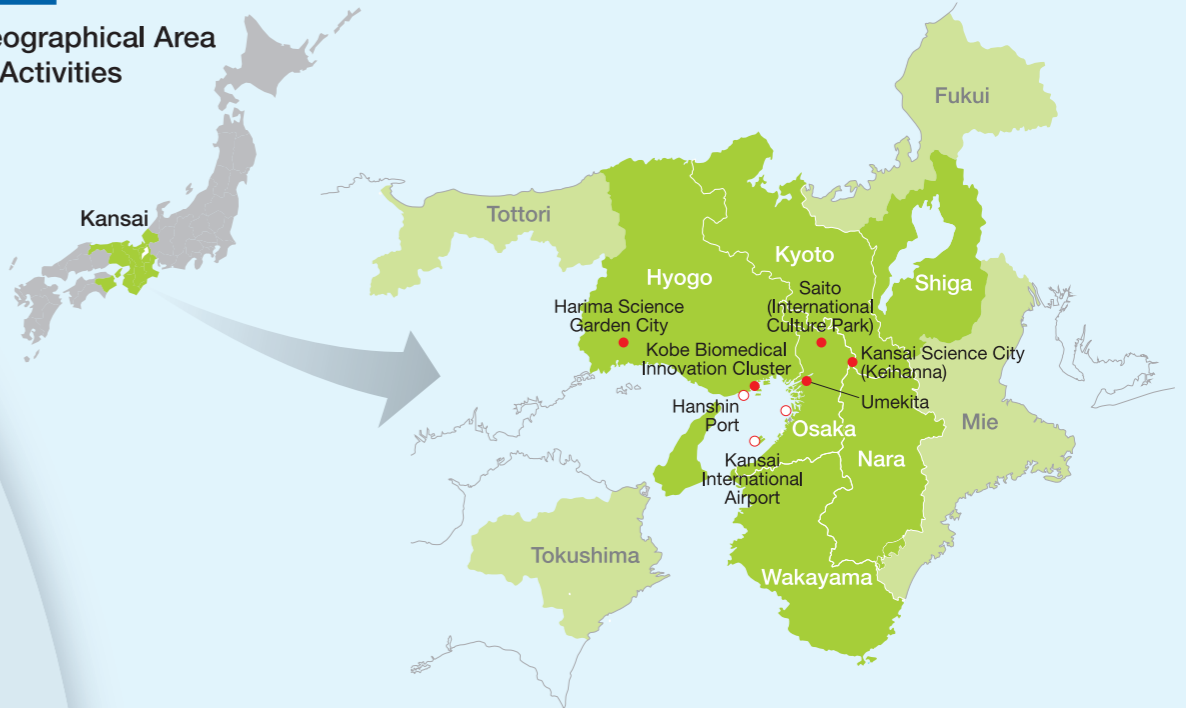
Members: Approximately 1,300 businesses, organizations, educational corporations and other entities that pursue economic activities mainly in the Kansai region.

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

Chairman



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

Former Chairmen

As of August 1, 2021

First Chairman/October 1946– Keizo SEKI (Toyobo)	Seventh Chairman/November 1966– Yoshishige ASHIHARA (The Kansai Electric Power Co., Inc.)	12th Chairman/May 1999– Yoshihisa AKIYAMA (The Kansai Electric Power Co., Inc.)
Second Chairman/February 1947– Manji IJIMA (The Asahi Shimbun Company)	Eighth Chairman/May 1977– Hosai HYUGA (Sumitomo Metal Industries, Ltd.)	13th Chairman/May 2007– Hiroshi SHIMOZUMA (Sumitomo Metal Industries, Ltd.)
Third Chairman/September 1947– Buichi NAKAHASHI (Osaka Tatemono Co., Ltd.)	Ninth Chairman/May 1987– Osamu UNO (Toyobo)	14th Chairman/May 2011– Shosuke MORI (The Kansai Electric Power Co., Inc.)
Fourth Chairman/October 1951– Keizo SEKI (Toyobo)	Tenth Chairman/May 1994– Tetsuro KAWAKAMI (Sumitomo Electric Industries, Ltd.)	15th Chairman/May 2017– Masayoshi MATSUMOTO (Sumitomo Electric Industries, Ltd.)
Fifth Chairman/November 1956– Shiro OTAGAKI (The Kansai Electric Power Co., Inc.)	11th Chairman/May 1997– Yasuo SHINGU (Sumitomo Metal Industries, Ltd.)	
Sixth Chairman/October 1961– Kojiro ABE (Toyobo)		

(Company names are as of the time of inauguration)

Vice Chairmen



Akiji MAKINO
Chairman and CEO,
Iwatani Corporation



Kiyoshi OTSUBO
Representative Director,
Chairman & CEO
Rengo Co., Ltd.



Kazuo SUMI
Chairman and Representative Director,
Hankyu Corporation



Masatoshi KIMATA
Chairman and
Representative Director,
Kubota Corporation



Kiyoshi SONO
Senior Advisor,
MUFG Bank, Ltd.



Seiji MANABE
Senior Adviser
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



Atsushi HORIBA
Chairman & Group CEO.,
HORIBA, Ltd.



Masanori TOGAWA
President and CEO,
Daikin Industries, Ltd.



Yoshinori KANEHANA
Chairman of the Board,
Kawasaki Heavy Industries, Ltd.



Hitoshi TSUNEKAGE
Senior Corporate Advisor
SUMITOMO MITSUI TRUST BANK, Ltd.

Chairman of the Board of Councillors

Ryuzo Sakamoto
Senior Advisor,
Toyobo Co., Ltd.

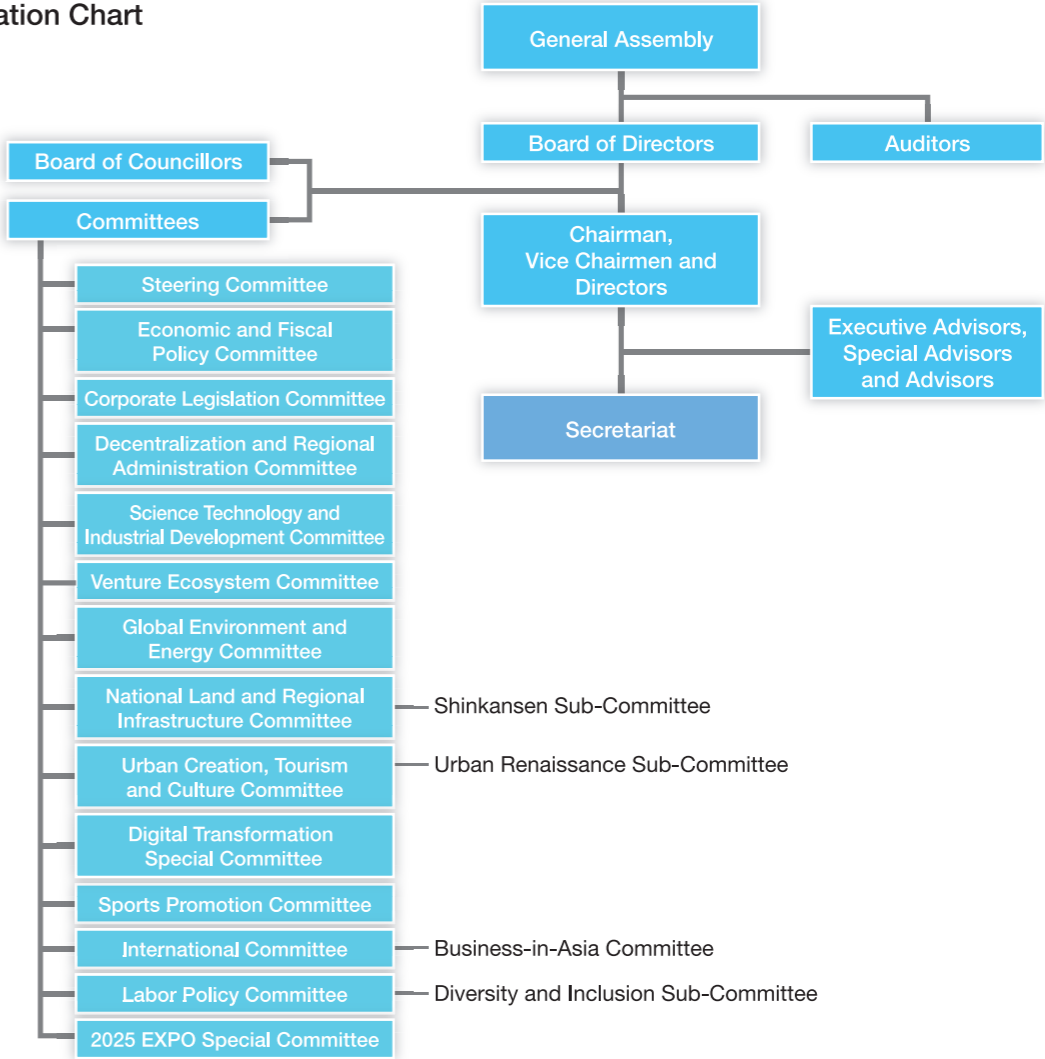


Mototsugu SATO
Executive Vice President,
Panasonic Corporation

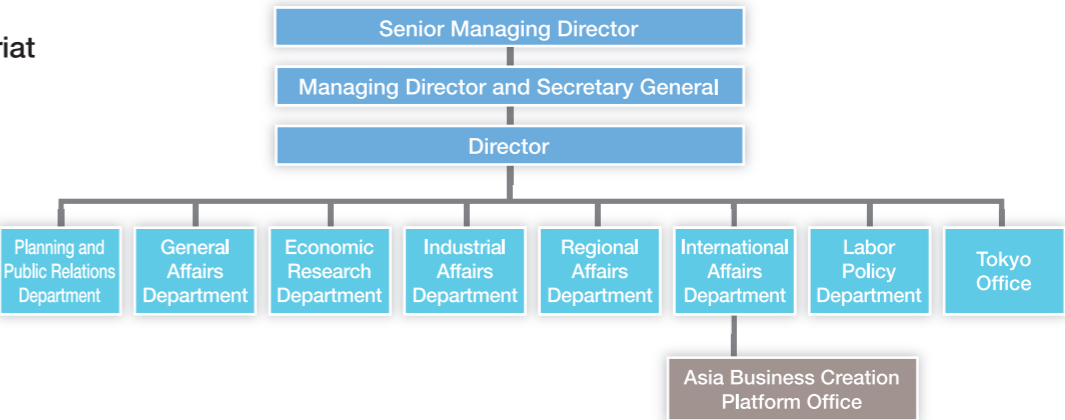
Member Categories



Organization Chart



Secretariat



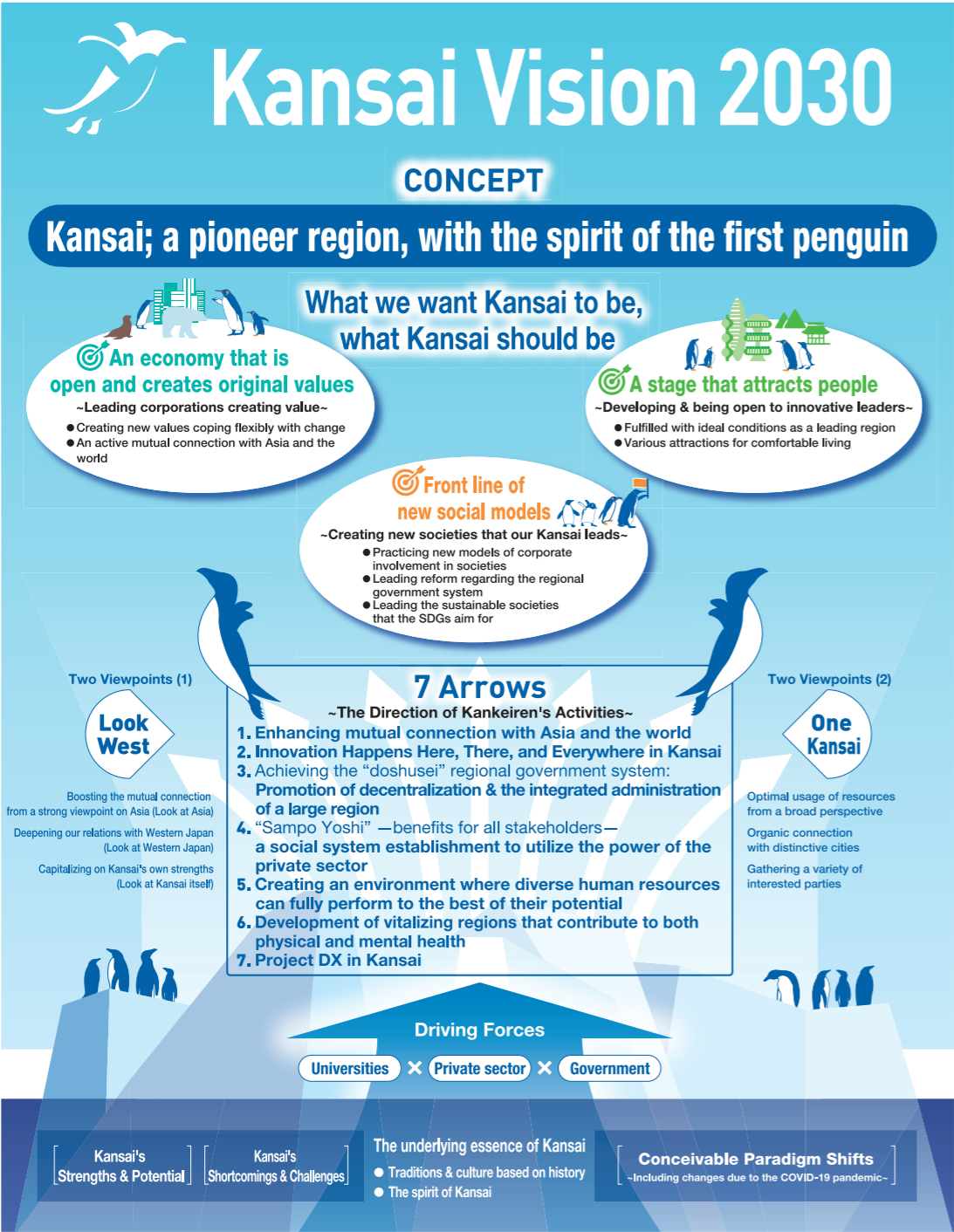
-The long-term vision of Kankeiren ~ “Kansai Vision 2030”

What is “Kansai Vision 2030”?

-The long-term vision defines what we want Kansai to be, what Kansai should be, moving toward 2030, and sets out the direction of Kankeiren’s activities to achieve it.

-The vision’s basic concept, which runs through the entirety, is “Kansai; a pioneer region, with the spirit of the first penguin.” What we want Kansai to be, what Kansai should be in 2030 is “An economy that is open and creates original values,” “A stage that attracts people,” and “Front line of new social models.” To this end, the Kankeiren will let fly “7 Arrows” from two standpoints, “Look West” and “One Kansai.”

The First Penguin
The first penguin is the one that breaks away to plunge headfirst into uncharted water, where predators might be lurking, in search of food. In turn, we call those who take the lead in pioneering into new territory are known as first penguins.



7 Arrows: ~The Direction of Kankeiren’s Activities~ 7 ARROWS

- 1 Enhancing mutual connection with Asia and the world**
 - ◆Advancing the Asia Business Creation (ABC) Platform
 - ◆Enhancement of Kansai's role as an international exchange center
 - Improving & communicating Kansai's charms in the eyes of foreigners as well as proposing pioneering initiatives for inbound revitalization & expansion
- 2 Innovation Happens Here, There, and Everywhere in Kansai**
 - ◆Construction of an innovation ecosystem leading to collaboration with corporations & universities and the reinvigoration of R&D
 - ◆Development of a structure that promotes the intermixing of diverse entities & cooperative industry for innovation & solutions to societal challenges across the Kansai region
- 3 Achieving the “doshusei” regional government system: Promotion of decentralization & the integrated administration of a large region**
 - ◆Initiatives for the enhancement of the Union of Kansai Governments' role
 - Proposals for bold transfers of the authority & financial resources necessary to implement measures deemed essential from a broad perspective
 - ◆Promotion of decentralization including the regional government system & a decentralized society
- 4 “Sampo Yoshi” —benefits for all stakeholders— a social system establishment to utilize the power of the private sector**
 - ◆Advocacy of a structure for instilling the role corporations ought to play in a new age conscious of multi-stakeholders
 - ◆Initiatives for enhancing corporate collaborations with government
 - Thematic examples: local reinvigoration & various societal challenges such as responses to natural disasters & infectious diseases as well as energy & environmental issues
- 5 Creating an environment where diverse human resources can fully perform to the best of their potential**
 - ◆Actualization of Kansai as the top region for attracting and fostering people who seek opportunities
 - People who want to play an active role on the corporate stage (especially women & foreign exchange students); people who lead the world in various fields (entrepreneurs, top athletes, academics, etc.); people who choose a work style unrestrained by a single organization or independent of employment
 - ◆Initiatives for improving employment diversity & mobility
 - Introduction of pioneering issues regarding the state of the corporate employment system & university education as well as various legislative systems
- 6 Development of vitalizing regions that contribute to both physical and mental health**
 - ◆Advancement of data usage in health & medical fields
 - ◆Initiatives for a developed region in sports
 - Development of a structure that reinvigorates sports as something to be played, spectated & supported as well as creates & succeeds the legacy of the World Masters Games 2021 Kansai
 - ◆Initiatives for succeeding & developing culture as well as creating educational opportunities leading to a full life
- 7 Project DX in Kansai**
 - ◆Formulation of a blueprint that collects assorted measures for the advancement of digital transformation (DX) as a region
 - ~Kansai DX Strategy 2025 (Tentative Name)~



Kansai Economic Federation: 5 Roles 5 ROLES

- To delineate a future vision and prepare a road map for its realization**

VISION
- To make bold policy proposals**

Proposal
- To take practical action**

KANSAI
- To guide consensus development in Kansai and lead region-wide initiatives**
- To boost international exchanges with Asia and the world**

Major Activities

Major Activities Globalism/Asia and Exchanges

International Committee,Urban Creation,Tourism and Culture 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. For example, we provide the Asia Business Creation Platform (ABC Platform) for increasing business exchange between Kansai and seven Asian countries*, as well as opportunities for exchanges with government agencies and business people in China and other countries. We also build a network through human resources development programs, including the Kankeiren ASEAN Management Seminar, send business delegations to foreign countries, receive important foreign dignitaries, and hold seminars on international affairs, the investment environment, and other topics.

*Indonesia, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam

Moreover, looking ahead to World Expo 2025 in Osaka, Kansai and subsequently attracting an integrated resort to the region, we provide support for initiatives to revive and increase inbound travel to Japan and Kansai through the Kansai Tourism Bureau, a regional destination management/marketing organization established jointly by government and business in Kansai. Further, we are involved in urban development projects like Yumeshima, Umekita Phase 2, and Shin-Osaka to enhance the appeal of urban areas after the expo and also in preserving and transmitting the historical and cultural resources situated throughout Kansai.




Yumeshima Development Concept
(by the Committee for Yumeshima Development Concept)

Decentralization/Regional Administration

Decentralization and Regional Administration Committee

In order to further regional autonomy and promote the development of each region by making full use of their 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 promote 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 and the Kankeiren collaborate in requests to the central government while promoting industry, tourism, sports, disaster prevention, and women’s advancement, encouraging wide-area cooperation in the Kansai region.



Meeting to exchange opinions with the Union of Kansai Governments

Advancement of Diverse Human Resources

Labor Policy Committee, Diversity and Inclusion Sub-Committee

For Kansai to become “a stage that attracts people,” we are helping companies develop employment and working environments that enable diverse human resources to fully demonstrate their abilities. This includes making recommendations to companies and government bodies on attracting top-level talent, a source of competitiveness, in order to raise corporate productivity and promote the sustained development of local communities.

In addition, to make Kansai a leader in diversity and inclusion, we encourage companies to adopt the D&I Guidelines we have created and fully integrate them into their workplace practices. Along with these initiatives, we provide timely, appropriate information on amendments to employment and labor law and other related topics.



Full text of the guidelines: <https://www.kankeiren.or.jp/>
Examples of programs and initiatives: <https://www.kankeiren.or.jp/diversity-inclusion/>

DX

Digital Transformation Special Committee

In order for digital transformation (DX) to make tangible, broad-based progress in Kansai amid the rapid development of the digital environment in both public and private spheres, we have created the Kansai DX Strategy 2025 (provisional title), which defines future ideals, identifies challenges to be addressed to realize them, and presents measures being taken in the region, and are carrying out initiatives by which DX is utilized to promote industry and regional development.

Creation of new value and business models
Social solutions through diverse involvement


Blueprint: Kansai DX Strategy 2025 (provisional title)

Initiatives for industry and regional development

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 promoting them to the government. Regarding transportation and logistical infrastructure, we are addressing four main areas: (1) Early full opening of the Hokuriku Shinkansen and Linear Chuo 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.



Presenting requests to the Association to Promote the Kansai International Airport Overall Plan

Industrial Innovation

Science Technology and Industrial Development Committee, Venture Ecosystem Committee

With a view to creating a cluster of next-generation growth industries in Kansai, promoting innovation, and utilizing it at the World Expo 2025 in Osaka, Kansai, we are working to promote and make good use of areas where Kansai has strength, including health and medical care, the aircraft sector, energy and the environment, and IoT/AI and robotics.

We are also involved in various efforts to build a startup ecosystem and solve social issues through collaboration between business, government, and academia in Kansai’s urban areas and to make Keihanna Science City a major center for open innovation.




IoT examples

Corporate Systems and the Power of Private Sector

Corporate Legislation Committee

We conduct research on mechanisms for effectively harnessing the power of the private sector, based on the principle of shared benefit and with a focus on the social aspects of corporations, in order to facilitate the full integration of the multistakeholder model into corporate management. Based also on the changes taking place in the socioeconomic environment, we consider and propose corporate systems like quarterly reporting that help raise medium- to long-term corporate value. In addition, we provide information through various seminars on trends in corporate systems and other related topics (the Antimonopoly Act, corporate accounting standards, the Companies Act, etc.).



Chairman Matsumoto speaking at a corporate governance symposium in Tokyo

Physical and Mental Health

Sports Promotion Committee

We have created the Kansai Sports Promotion Vision in FY2018 to make Kansai people healthier and the region livelier through sports. We have also established Kansai Sports Promotion Councils as a platform for industry, academia, government and athletes in Kansai to discuss ways of promoting sports in the region. Based on this vision, we are working with various stakeholders, including municipalities, economic organizations, sports associations, and universities, in a range of areas to promote the playing, watching, and support of sports—by supporting top athletes, promoting lifelong sports, attracting sporting events, and promoting the sports industry.




The four pillars of our Kansai Sports Promotion Vision

Environment and Energy

Global Environment and Energy Committee

We make recommendations for the stable supply of inexpensive electricity, the backbone of economic growth, and for the promotion of energy policy premised on safety, energy security, economic efficiency, and the environment (“3E+S”) and environmental policy fully compatible with the economy. We are also involved in activities to increase understanding of environment and energy policy among young people.




Presenting our recommendations on review of Japan’s Strategic Energy Plan

Economic and Fiscal Policy

Economic and Fiscal Policy Committee

We compile recommendations on the tax code and fiscal policy and promote them to the government and ruling party with the aim of supporting economic growth while restoring fiscal health. This involves, for example, suggesting revisions to the corporate tax code in support of corporate activities and performing research on the social security system in light of the changes taking place in Japan’s society and economy. In addition, to make Osaka, Kansai a characteristic hub for international finance, we participate in the Global Financial City Osaka Promotion Committee (administered by the Osaka prefectural and municipal governments) and help the committee formulate strategy.



Presenting our recommendations on tax and fiscal policy for a new economy and society

Major Activities

World Expo 2025 in Osaka, Kansai

As a member of the Japan Association for the 2025 World Exposition, the organizing committee for World Expo 2025 in Osaka, Kansai, we are helping to execute plans for holding the event and working with the association and the Osaka prefectural and municipal governments to make policy requests and recommendations to the central government on the facilities and systems needed for the expo. In addition, to facilitate participation in the expo by our member companies, we are providing them with useful information through briefings, newsletters, and other media.

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



The meeting with Shinji Inoue, Minister for the World Expo 2025



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. In fiscal 2020, the summit was held online for the first time because of the Covid-19 pandemic and related factors.



The Online Discussion in the 59th Kansai Economic and Management Summit

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.



The 62nd General meeting

“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
- 2017** KANSAI Tourism Bureau established