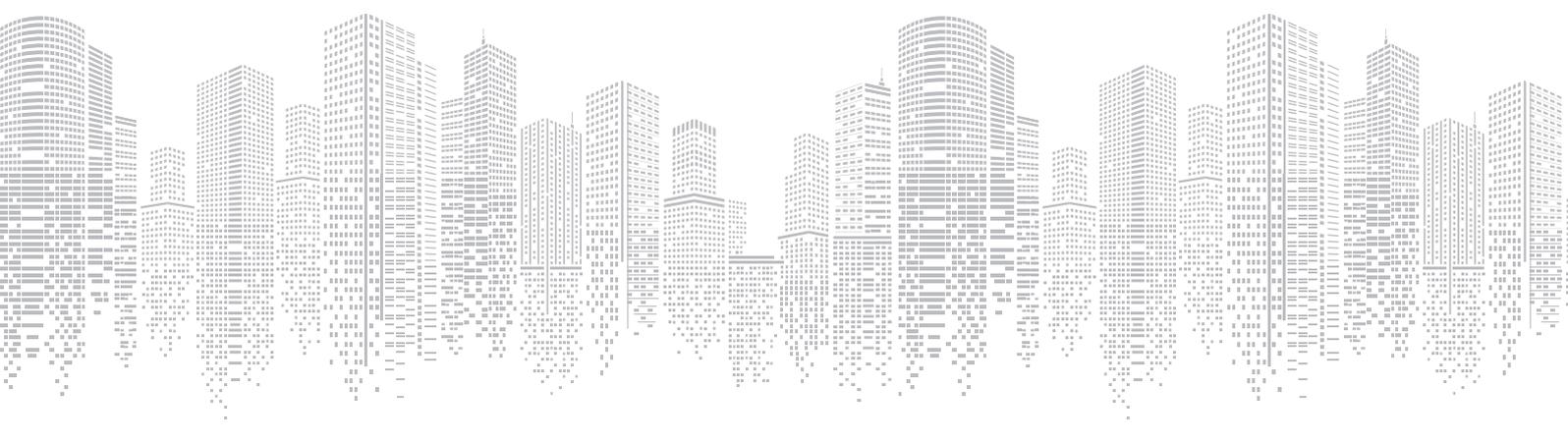


Activity Guide

JAPAN MANAGEMENT ASSOCIATION



Pioneering the future of management innovation by connecting people and organizations

For the last 80 years, since its founding in 1942, the JAPAN MANAGEMENT ASSOCIATION (JMA)
has been active as an organization dedicated to promoting management innovation.

"Efficiency," a term contained in the association's Japanese name,
is the cornerstone of management and continues to be a major theme in corporate management today.

By pursuing a spirit of efficiency and implementing it in business,

JMA has focused on promoting management innovation centered on "people."

Every day, we strive to be half a step ahead of our times.

We listen to the voices of member companies participating in our Board of Directors,

Management Council and Boards of Councilors

to identify the future direction of business.

The world is now entering an era when

predicting the future is going to be increasingly difficult.

Innovation is what companies need in order to adapt to these uncertain times.

To achieve this, JMA can contribute its ability to "connect."

We connect people to people, people to organizations, organizations to organizations
and build bridges across the world.

We create opportunities for people to gather and have a frank dialogue,
regardless of country, region, company or position.

We believe that JMA's responsibility to Japanese industry is to "develop human resources,
organizations and systems" in order to foster passion for innovation.

JMA will continue to fulfill its responsibility to Japanese industry

as an organization dedicated to promoting management innovation,

aiming to bring about a world and a society brimming with vitality and harmony.

Masami Nakamura

Chairman

Japan Management Association



C o n t e n t s

Introducing our business activities 04

Human resources training/
Organizational development 06

Manufacturing support 07

Exhibitions 08

ISO audits, Greenhouse Gas Validation and
Verification, and Third-party certification 09

Business support system 10

Directors /Auditors 11

Management Councilors 12

Councilors 13

Interviews 23

History 34

Introducing our business activities

We provide support for the resolution of all types of management problems, including “Human resources training/“Exhibitions,” “ISO audits, Greenhouse Gas Validation and Verification and Third-party certification.”

Organizational development,” “Manufacturing support,”



Human resources training/ Organizational development

- Training of managers and executives
- Seminars featuring confrontation of opposing opinions and cross-industry exchanges
- Department-specific and level-specific training, presentations of advanced case studies
- Customized training with dispatched instructors



Exhibitions

- Specialized exhibitions
- Sightseeing / accommodation / dining out
- Food and beverages
- Food processing and packaging
- Agribusiness
- Manufacturing and production equipment
- Infrastructure and risk management
- Elemental technology / industrial equipment
- Logistics
- Environment / energy
- Residential, office, stores, construction
- Human resources and general affairs



Manufacturing support

- Training of human resources for the manufacturing sector
- Development / technical training, symposiums, and forums
- Awards & presentation of excellent cases



ISO audits Greenhouse Gas Validation and Verification Third-party certification

- ISO audits
- ISO training
- Greenhouse Gas Validation and Verification

Human resources training / Organizational development

Maximizing the power of "people," the cornerstone of corporate management, leads to the creation of new management resources and organizations.

1 Training of managers and executives

We hold programs for training presidents, officers, next-generation managers and executives. Through lectures by instructors with abundant front-line experience and discussions with participants from other companies, participants will be invited to reflect on, and refine, big-picture perspectives, personally held beliefs and attitudes.



2 Department-specific and level-specific training, presentations of advanced case studies

Every year we hold more than 1,000 public training sessions, including training to improve skills required in departments like Personnel, Education and Marketing and presentations of advanced cases, as well as training to develop the capabilities required for every position.



- Department-specific training
- Level-specific business skill training
- Presentations of advanced cases

3 Customized training with dispatched instructors for companies, schools and local governments

Together with our customers, we identify problems in management and organizational development and formulate concrete measures to solve them.



- Main topics
 - Building educational programs and holding training sessions based on them
 - Measurement, diagnosis, surveys
 - Institutional design
 - Management training
 - Training of mid-career and young employees
 - Work style reform support
 - Educational system building
 - Administrative evaluation and more

Manufacturing support

We offer our contribution to strengthening manufacturing capabilities and creating innovation through training programs and the dissemination and exchange of information related to the manufacturing industry.

1 Training of human resources for the manufacturing sector

We offer seminars and training programs to enhance the practical skills of everyone involved in manufacturing from production and manufacturing to procurement and purchasing and from research and development to design and engineering.

Production	Procurement/SCM	Planning and development	Quality
Production Technologies Production Control Production Strategies Production Planning	Purchasing Procurement Strategic Purchasing SCM Purchasing Strategies	Research Development Design R&D Product Planning	Quality Assurance Quality Control R&D Product Planning

● Manufacturing qualifications system

CPE : Certification of Production Engineer skills



CPP : Certification of Procurement Professional skills



CPF : Certification of Production Foreman skills



2 Development/technical training, symposiums and forums

We provide support in training human resources and in disseminating and exchanging the latest technical information for the purpose of strengthening product development, technology development and design capabilities by leveraging the strengths of Japanese companies.



Research and development (R&D) training



Technical symposiums



Japan CTO Forum

3 Awards & presentation of excellent cases

We give awards to outstanding companies, both Japanese and foreign, that can serve as models for other companies in solving manufacturing issues. We also hold case presentations by award-winning companies and organizations.

● Gathering of front-line supervisors (Nagoya, Fukuoka, Sendai) JMA GENBA Management Conference & Awards (Bangkok/Shanghai)

Front-line on-site supervisors' roles and actions in various initiatives as well as on-site management are discussed and commended.

● GOOD FACTORY Award

Awards are given to plants and offices of manufacturing companies present in Japan and Asia which have been successful in improving productivity and quality as well as in implementing corrective initiatives.



Exhibitions

We offer our contribution to the revitalization of the industrial world through the exchange and circulation of people, goods, and information.

1 Specialized exhibitions: meeting people and creating connections

Each year we hold about 30 specialized exhibitions in a wide range of fields from manufacturing and infrastructure to the food and service industries. We give our contribution to the development of the industrial sector by offering opportunities and spaces for the exchange of information, technology and human resources in Japan and abroad.

Themes of exhibitions

- Sightseeing / Accommodation / Dining Out
- Food and Beverages
- Food Processing and Packaging
- Agribusiness
- Logistics
- Human Resources and General Affairs
- Manufacturing and Production Equipment
- Infrastructure and Risk Management
- Elemental Technology / Industrial Equipment
- Environment / Energy
- Residential, Office, Stores, Construction



FOODEX JAPAN
国際食品・飲料展

国際ホテルレストラン
フード・ケータリングショー
厨房設備機器展
HCJ

ホテルレストラン &
FOODEX JAPAN 関西

国際物流総合展
Logis-Tech Tokyo

観光・ホテル・外食産業展
- HOKKAIDO 2022

九州・沖縄
観光・宿泊外食産業展 2022

テクノフロンティア
TECHNO-FRONTIER

インダストリーフロンティア
INDUSTRY-FRONTIER

メンテナンス・レジリエンス

INCHEM TOKYO

プラントショー OSAKA

HRX

Japan Home &
Building Show

九州ホーム &
ビルディングショー

ビルメンヒューマンフェア
クリーンEXPO

アグロ・イノベーション

鳥獣対策・ジビエ活用展

草刈り・除草ワールド

フローラル・イノベーション

猛暑対策展

労働安全衛生展

騒音・振動対策展

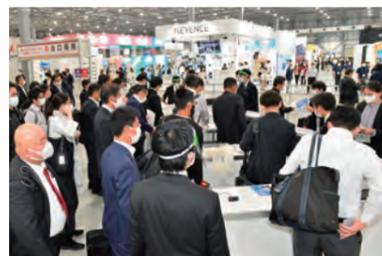
土木・建設業 / 製造業向け
環境改善・資源循環展

都市開発・建設総合展2022

災害リスク
対策推進展

インフラ技術産業EXPO

エネルギー技術革新EXPO



ISO audits, Greenhouse Gas Validation and Verification, and Third-party certification

As auditing professionals, we offer our contribution to the improvement of corporate value by enhancing the reliability of our client companies' products and services.

1 ISO Certification, audits to improve management capabilities



Using the management system standards as a "management tool," we conduct audits with the purpose of encouraging ongoing improvements and achieving management goals. As auditing professionals, we help organizations achieve their mission and vision as well as create new value.



Quality Management System
ISO 9001



Medical Device - Quality Management System
ISO 13485



Environmental Management System
ISO 14001



Information Security Management System
ISO/IEC 27001



Food Safety Management System
ISO 22000



Occupational Health and Safety Management System
ISO 45001



Food Safety System Certification
FSSC 22000



Good Agricultural Practice
JGAP / ASIA GAP



JFSM Certification Scheme
JFS-C standard



Cosmetics - Good Manufacturing Practices (GMP)
ISO 22716

(As of August 2022)



2 ISO training: a treasure trove of know-how for making the best of management system

Based on management knowledge and methods acquired over the course of a long time, we provide ISO training deals with many different standards, including quality, environment, food safety standards and more

The optimal program structure for problem solving

- Open training
- Training by dispatched instructors
- Food safety symposiums



3 GHG emissions / absorption validation and verification services: Towards to the sustainable management



We, as a third-party certification body, provide professional services for validating / verifying GHG emission in a impartial and neutral position

Verification of disclosed GHG emissions

We issue verification reports by verifying GHG emissions (Scope 1,2,3) across the supply chain

Validating/Verifying GHG emissions and absorption based on the corresponding to a wide range of regulations

- Validation/Verification of the J-Credit Scheme
- Verification of systems of emission reducing activities (SHIFT) in a company
- Validation/Verification of the Joint Crediting Mechanism (JCM)



Business support system

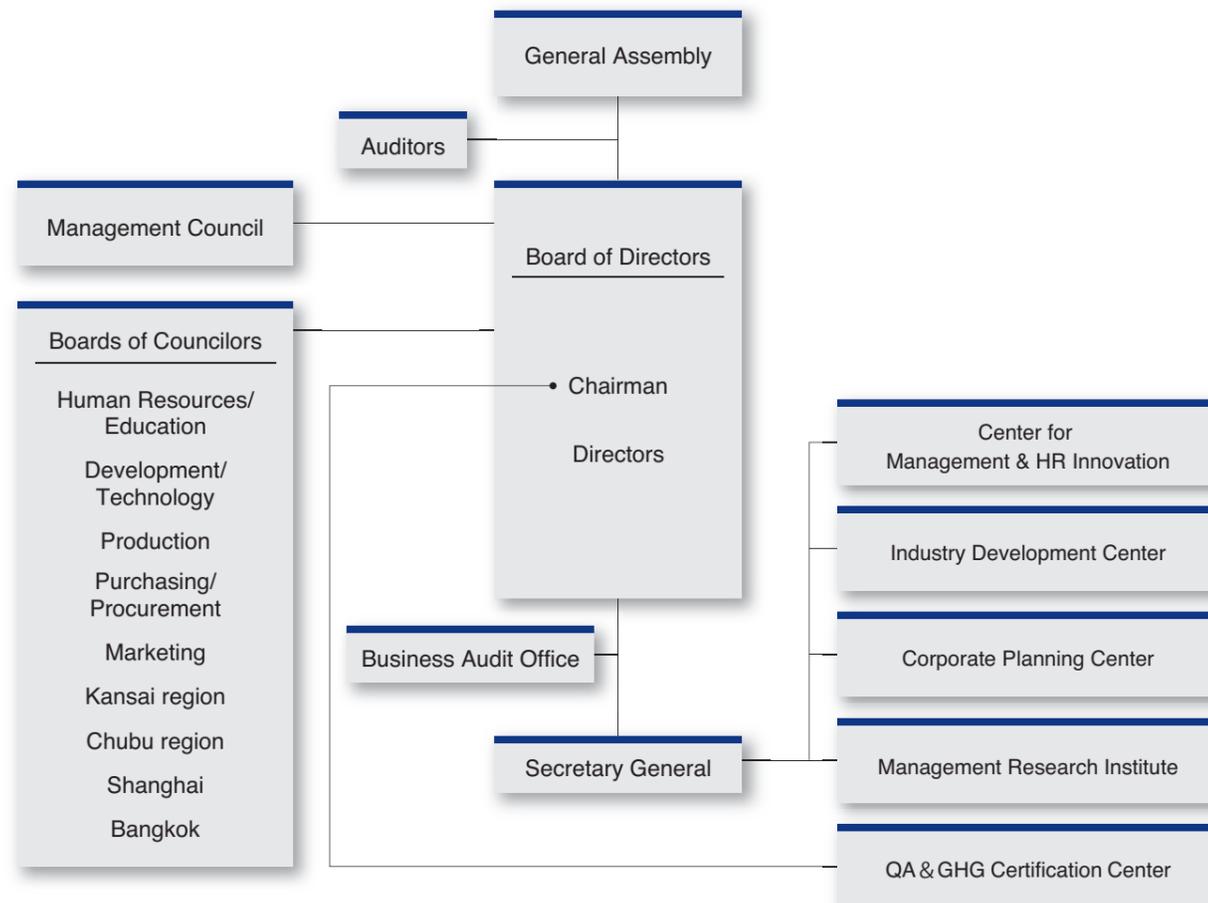
The JAPAN MANAGEMENT ASSOCIATION (JMA) promotes business by operating the following bodies.

The Management Council is an organization that receives advice from a management perspective on overall JMA business activities in order to conduct activities that meet the demands and expectations of the industry.

The Board of Councilors is an organization that receives role-specific and region-specific management advice in order to accurately incorporate the requests of members in business activities.



2022 Organizational Chart



Roster of the JAPAN MANAGEMENT ASSOCIATION's Directors and Auditors

As of June 13, 2022
Term of office: from June 13, 2022 to the conclusion of the 2024 General Assembly
* ... Representative Director

会長(常勤) Chairman of the Board	中村 正己* Masami Nakamura	一般社団法人 日本能率協会 Japan Management Association	会長 Chairman of the Board
理事(常勤) Directors	小宮 太郎* Taro Komiya	一般社団法人 日本能率協会 Japan Management Association	専務理事 Senior Managing Director
理事(常勤) Directors	井上 直* Tadashi Inoue	一般社団法人 日本能率協会 Japan Management Association	常務理事 Managing Director
理事 Directors	石黒 成直 Shigenao Ishiguro	TDK株式会社 TDK Corporation	代表取締役会長 Chairman & Director
理事 Directors	伊藤 雅俊 Masatoshi Ito	味の素株式会社 AJINOMOTO Co., Inc.	執行役 Executive Officers
理事 Directors	井上 礼之 Noriyuki Inoue	ダイキン工業株式会社 DAIKIN INDUSTRIES, LTD	取締役会長 兼 グローバルグループ代表執行役員 Chairman of the Board and Chief Global Group Officer
理事 Directors	大橋 徹二 Tetsuji Ohashi	コマツ Komatsu Ltd.	取締役会長 Chairman of the Board
理事 Directors	加藤 文昭 Fumiaki Kato	株式会社 JMAホールディングス JMA Holdings Inc.	代表取締役社長 Chief Executive Officer
理事 Directors	金子 真吾 Shingo Kaneko	凸版印刷株式会社 Toppan Printing CO., LTD.	代表取締役会長 Chairman & Representative Director
理事 Directors	熊谷 俊範 Toshinori Kumagai	株式会社 フジマック FUJIMAK CORPORATION	代表取締役会長 Chairman
理事 Directors	下代 博 Hiroshi Geshiro	株式会社 ダイフク Daifuku Co., Ltd.	代表取締役社長 社長執行役員 President and CEO
理事 Directors	小路 明善 Akiyoshi Koji	アサヒグループホールディングス株式会社 Asahi Group Holdings, Ltd.	取締役会長 兼 取締役会議長 Chairman of the Board
理事 Directors	柵山 正樹 Masaki Sakuyama	三菱電機株式会社 MITSUBISHI ELECTRIC CORPORATION	シニアアドバイザー Senior Corporate Adviser
理事 Directors	佐々木 正人 Masato Sasaki	株式会社 竹中工務店 TAKENAKA CORPORATION	取締役社長 President
理事 Directors	定保 英弥 Hideya Sadayasu	株式会社 帝国ホテル Imperial Hotel, Ltd.	代表取締役社長 President
理事 Directors	猿丸 雅之 Masayuki Sarumaru	YKK株式会社 YKK Corporation	代表取締役会長 Chairman
理事 Directors	鈴木 純 Jun Suzuki	帝人株式会社 TEIJIN LIMITED	取締役会長 Chairperson
理事 Directors	鈴木 亨 Toru Suzuki	株式会社 日本能率協会コンサルティング JMA Consultants Inc.	取締役会長 Chairperson
理事 Directors	仙田 貞雄 Senda Sadao	三井金属鉱業株式会社 MITSUI MINING & SMELTING CO., LTD.	名誉相談役 Executive Adviser
理事 Directors	高橋 広行 Hiroyuki Takahashi	株式会社 JTB JTB Corp.	取締役会長 Chairperson of the Board
理事 Directors	津賀 一宏 Kazuhiro Tsuga	パナソニックホールディングス株式会社 Panasonic Holdings Corporation	取締役会長 Chairperson of the Board
理事 Directors	富田 哲郎 Tetsuro Tomita	東日本旅客鉄道株式会社 East Japan Railway Company	取締役会長 Chairman and Director
理事 Directors	松崎 正年 Masatoshi Matsuzaki	コニカミノルタ株式会社 KONICA MINOLTA, INC.	取締役会議長 Chairman of the Board
理事 Directors	宮内 謙 Ken Miyauchi	ソフトバンク株式会社 SoftBank Corp.	代表取締役会長 Representative Director & Chairman
理事 Directors	渡邊 健二 Kenji Watanabe	NIPPON EXPRESSホールディングス株式会社 NIPPON EXPRESS HOLDINGS, INC	代表取締役会長 Chairman
監事(常勤) Auditors	水野 義雄 Yoshio Mizuno	水野公認会計士事務所 Mizuno C.P.A. Office	所長 Certified Public Accountant
監事 Auditors	網谷 駿介 Shunsuke Amiya	戸田建設株式会社 TODA CORPORATION	取締役 Director

● Roster of the JAPAN MANAGEMENT ASSOCIATION's Management Councilors

As of June 13, 2022

Term of office: from June 13, 2022 to the conclusion of the 2024 General Assembly

(Names of companies in Japanese alphabetical order, honorific titles omitted)

横山 清 Kiyoshi Yokoyama	株式会社 アークス ARCS Co., Ltd.	代表取締役社長 President
宮内 義彦 Yoshihiko Miyauchi	オリックス株式会社 ORIX Corporation	シニア・チェアマン Senior Chairman
伊藤 秀二 Shuji Ito	カルビー株式会社 Calbee, Inc.	代表取締役社長 兼 CEO President & CEO
池辺 和弘 Kazuhiro Ikebe	九州電力株式会社 Kyushu Electric Power Company Inc.	代表取締役 社長執行役員 President & Chief Executive Officer
池田 潤一郎 Junichiro Ikeda	株式会社 商船三井 Mitsui O.S.K. Lines, Ltd	代表取締役 取締役会長 Representative Director, Chairman of the Board
松本 正義 Masayoshi Matsumoto	住友電気工業株式会社 Sumitomo Electric Industries, Ltd.	取締役会長 Chairman & CEO
碓井 稔 Minoru Usui	セイコーエプソン株式会社 Seiko Epson Corporation	取締役会長 Chairman and Director
高下 貞二 Teiji Koge	積水化学工業株式会社 SEKISUI CHEMICAL CO., LTD.	代表取締役会長 Chairman of the Board & Director
星加 宏昌 Hiromasa Hoshika	ダイハツ工業株式会社 DAIHATSU MOTOR Co., LTD.	代表取締役副社長 Executive Vice President
伊藤 健一郎 Kenichiro Ito	株式会社 デンソー DENSO CORPORATION	取締役・経営役員 Senior Executive Officer
高橋 和夫 Kazuo Takahashi	東急株式会社 TOKYU CORPORATION	代表取締役社長 President
望月 晴文 Harufumi Mochizuki	東京中小企業投資育成株式会社 Tokyo Small and Medium Business Investment & Consultation CO., LTD.	代表取締役社長 President & CEO
喜多村 円 Madoka Kitamura	TOTO株式会社 TOTO LTD.	代表取締役会長 Representative Director Chairman of the Board
日覺 昭廣 Akihiro Nikkaku	東レ株式会社 Toray Industries, Inc.	代表取締役社長 President
新野 隆 Takashi Niino	日本電気株式会社 NEC Corporation	取締役会長 Chairman of the Board
尾堂 真一 Shinichi Odo	日本特殊陶業株式会社 NGK SPARK PLUG CO., LTD.	代表取締役会長 Representative Director Chairman of the Board
福地 敏行 Toshiyuki Fukuchi	日本アイ・ピー・エム株式会社 IBM Japan, Ltd.	取締役副社長 Vice President
腹巻 知 Satoshi Haramaki	株式会社 ノーリツ Noritz Corporation	代表取締役社長 President and CEO
東原 敏昭 Toshiaki Higashihara	株式会社 日立製作所 Hitachi, Ltd.	取締役会長 代表執行役 Executive Chairman, Representative Executive Officer and Director
小木 曾 聡 Satoshi Ogiso	日野自動車株式会社 Hino Motors, Ltd.	代表取締役社長 President, Member of the Board of Directors
後藤 禎一 Teiichi Goto	富士フイルム株式会社 FUJIFILM Corporation	代表取締役社長・CEO President and CEO, Representative Director
浜 直樹 Naoki Hama	富士フイルムビジネスイノベーション株式会社 FUJIFILM Business Innovation Corp.	代表取締役社長・CEO President and CEO, Representative Director
堀場 厚 Atsushi Horiba	株式会社 堀場製作所 HORIBA, Ltd.	代表取締役会長 Chairman & Group CEO
菖蒲田 清孝 Kiyotaka Shobuda	マツダ株式会社 Mazda Motor Corporation	代表取締役会長 Representative Director and Chairman of the Board
加藤 勝彦 Masahiko Kato	株式会社 みずほ銀行 Mizuho Bank, Ltd.	取締役頭取 President & CEO
高島 誠 Makoto Takashima	株式会社 三井住友銀行 Sumitomo Mitsui Banking Corporation	頭取CEO President & CEO
山内 雅喜 Masaki Yamauchi	ヤマトホールディングス株式会社 YAMATO HOLDINGS CO., LTD.	取締役会長 Chairman of the Board
安原 弘展 Hironobu Yasuhara	株式会社 ワコールホールディングス Wacoal Holdings Corp.	代表取締役社長執行役員 Representative Director, President and CEO (Group CEO)

● Roster of the JAPAN MANAGEMENT ASSOCIATION's Councilors

As of June 13, 2022

Term of office: from June 13, 2022 to the conclusion of the 2024 General Assembly

(Names of companies in Japanese alphabetical order, honorific titles omitted)

Councilors Department / Region

Human Resources and Education Department Board of Councilors 31 members

Development and Technology Department Board of Councilors 29 members

Production Department Board of Councilors 28 members

Purchasing and Procurement Department Board of Councilors 21 members

Marketing Department Board of Councilors 18 members

Kansai Region Board of Councilors 29 members

Chubu Region Board of Councilors 29 members

Shanghai (China) Region Board of Councilors 19 members

Bangkok (Thailand) Region Board of Councilors 14 members

218 members

The councilors listed on this roster are to be confirmed at the June 13, 2022 meeting of the reduced Board of Directors.

Human Resources and Education Department Board of Councilors

As of June 13, 2022

議長 Chairman	安部 和志 Kazushi Ambe	ソニーグループ株式会社 Sony Group Corporation	執行役 専務 Senior EVP, Corporate Executive Officer
副議長 Vice Chairman	本多 孝一 Koichi Honda	コマツ Komatsu Ltd.	常務執行役員 人事,教育,安全・健康管理管掌 Supervising Human Resources, Education and Safety & Health Care Senior Executive Officer
副議長 Vice Chairman	瀬戸 まゆ子 Mayuko Seto	株式会社 リコー Ricoh Company, Ltd	コーポレート上席執行役員 CHRO General Manager Senior Corporate officer, Chief Human Resources Officer
	西川 知 Satoshi Nishikawa	旭化成株式会社 ASAHI KASEI CORPORATION	上席執行役員 General Manager, Human Resources Lead Executive officer
	河向 恵 Megumi Kawamukai	アサヒビール株式会社 ASAHI BREWERIES, LTD.	経営創造本部 人事総務部 部長 Department for Human Resources and General Affairs General Manager
	箕村 雅史 Masafumi Minomura	味の素株式会社 Ajinomoto Co., Inc.	執行理事 コーポレートサービス本部人事部長 Human Resources Department Corporate Executive, Human Resources Department, Corporate Service Division
	間宮 秀樹 Hideki Mamiya	花王株式会社 Kao Corporation	執行役員 人財開発部門統括 Human Capital Development, Global Executive Officer, Senior Vice President
	狩野 尚徳 Hisanori Kano	キヤノン株式会社 Canon Inc.	人事本部 人材・組織開発センター 所長 Human Resources & Organization Development Center Senior General Manager
	杉原 章郎 Akio Sugihara	株式会社ぐるなび Gurunavi, Inc.	代表取締役社長 President and Representative Director
	長政 友美 Tomomi Nagamasa	サントリーホールディングス株式会社 Suntory Holdings Limited	ピープル&カルチャー本部 部長 People & Culture Division Senior General Manager
	柿原 大輔 Daisuke Kakiyama	住友商事株式会社 Sumitomo Corporation	理事 人事部長 Human Resources Department Director, General Manager
	村上 和也 Kazuya Murakami	積水化学工業株式会社 SEKISUI CHEMICAL CO., LTD.	取締役 執行役員 人事部長 Executive Officer, Head of Human Resources Department
	直木 敬陽 Yoshiharu Naoki	全日本空輸株式会社 ALL NIPPON AIRWAYS CO., LTD.	取締役 執行役員 Executive Vice President
	唐澤 利武 Toshitake Karasawa	帝人株式会社 TEIJIN LIMITED	帝人グループ理事 人事・総務管掌補佐 日本地域人事・総務統括 Deputy Chief Human Resources Officer Teijin Group Corporate Officer
	芦沢 俊丈 Toshitake Ashizawa	東急株式会社 TOKYU CORPORATION	執行役員 人材戦略室長 Human Resources Headquarters Executive Officer & Executive General Manager
	五嶋 希 Nozomu Goshima	東京ガス株式会社 TOKYO GAS CO., LTD	人事部長 Personnel Dept. General Manager
	古屋 俊秀 Toshihide Furuya	東京地下鉄株式会社 Tokyo Metro Co., Ltd	専務取締役 Senior Managing Director
	山下 豊 Yutaka Yamashita	日揮ホールディングス株式会社 JGC HOLDINGS CORPORATION	グループ人材・組織開発部長 Group Talent & Organization Development Department General Manager
	十河 英史 Eiji Sogoh	日本製鉄株式会社 NIPPON STEEL CORPORATION	常務執行役員 人事労政部長 Managing Executive Officer Head of Div., Human Resources Div. Group Companies Planning
	赤間 立也 Tatsuya Akama	日本通運株式会社 Nippon Express Co., Ltd.	執行役員 Human Resources Strategy Division Executive Officer
	松倉 肇 Hajime Matsukura	日本電気株式会社 NEC Corporation	取締役 執行役員常務 兼 CHRO 兼 CLCO Executive VP CHRO CLCO and Member of the Board
	藤本 亜子 Ako Fujimoto	日本アイ・ビー・エム株式会社 IBM Japan., Ltd	人事ラーニング 部長 Japan Learning Leader
	高木 寛和 Hirokazu Takagi	日本生命保険相互会社 Nippon Life Insurance Company	人材開発部 部長 Human Resource Development Department General Manager
	雨宮 慎吾 Shingo Amemiya	東日本旅客鉄道株式会社 East Japan Railway Company	執行役員常務 人材戦略部長 Work & Welfare Strategies Department Executive Officer, General Manager
	田中 憲一 Kenichi Tanaka	株式会社 日立製作所 Hitachi, Ltd.	執行役常務 Deputy CHRO 兼 人財統括本部 人事勤労本部長 Deputy CHRO and GM of Human Capital Division
	相原 修 Osamu Aihara	ファイザー株式会社 Pfizer Japan Inc.	取締役 執行役員 ピープルエクスペリエンス部門長 People Experience Sr. Director, Operating Officer, People Experience Lead Japan
	平松 浩樹 Hiroki Hiramatsu	富士通株式会社 Fujitsu Limited	執行役員 EVP CHRO Corporate Executive Officer EVP, CHRO
	江上 茂樹 Shigeki Egami	株式会社 ブリヂストン Bridgestone Corporation	HRX推進・基盤人事・労務・総務統括部門 統括部門長 HR Transformation (HRX) & Fundamentals, Labor Rela Executive Director
	斎藤 裕 Yutaka Saito	三井不動産株式会社 MITSUI FUDOSAN CO., LTD.	執行役員 人事部長 Personnel Department Managing Officer / General Manager
	藤森 健至 Takeshi Fujimori	株式会社 三越伊勢丹ホールディングス Isetan Mitsukoshi Holdings Ltd.	執行役員 人事統括部長 Human Resources Management Department Operating Officer and General Manager of Human Resources Management Department
	渡邊 一樹 Kazuki Watanabe	ヤマト運輸株式会社 YAMATO TRANSPORT CO., LTD	執行役員(人事・総務統括) Executive Officers(Overseeing Human Resources and General Affairs)

Development and Technology Department Board of Councilors

As of June 13, 2022

議長 Chairman	宮部 義幸 Yoshiyuki Miyabe	パナソニック ホールディングス株式会社 Panasonic Holdings Corporation	取締役 副社長執行役員 Executive Vice President
副議長 Vice Chairman	佐見 学 Manabu Sami	アサヒグループホールディングス株式会社 Asahi Quality and Innovations, Ltd.	執行役員 兼 アサヒオリティエアンドイノベーションズ株式会社 代表取締役社長 President
	柏原 正樹 Masaki Kashihara	味の素株式会社 Ajinomoto Co., Inc.	執行役 ビジネスモデル変革担当 グローバルコーポレート本部 R&B企画部 R&B企画部長 Research & Business Planning Department Executive Officer, In charge of Business Model Transformation, General Manager, R&B Dept.
	長谷川 晃 Akira Hasegawa	オリンパス株式会社 Olympus Corporation	執行役員 R&D センターオブエクセレンス 技術開発機能CoE担当役員 R&D Center of Excellence, Global Senior Vice President
	久保 英明 Hideaki Kubo	花王株式会社 Kao Corporation	常務執行役員 研究開発部門統括 R&D Managing Executive Officer, Senior Vice President
	新庄 克彦 Katsuhiko Shinjo	キヤノン株式会社 Canon Inc.	執行役員 R&D本部 副本部長 R&D Headquarters Executive Officer
	瀧田 誠一 Seiichi Fuchita	株式会社 小松製作所 Komatsu Ltd.	専務執行役員 CTO(兼)開発本部長 Senior Executive Officer CTO, President of Development Division
	岡部 義昭 Yoshiaki Okabe	株式会社 資生堂 Shiseido Company, Limited	常務、チーフブランドイノベーションオフィサー、チーフテクノロジーオフィサー Senior Executive Officer, CBIO, CTO
	掛川 秀史 Shuji Kakegawa	清水建設株式会社 Shimizu Corporation	執行役員 技術研究所 技術研究所長 Institute of technology Executive Officer, Director
	大曾根 竜也 Tatsuya Osone	ジャトコ株式会社 JATCO Ltd	常務執行役員 CTO 開発部門担当 R&D Division Corporate Vice President Chief Technology Officer
	山口 登造 Takanari Yamaguchi	住友化学株式会社 Sumitomo Chemical Co., Ltd.	常務執行役員 技術・研究企画部、デジタル革新部、知的財産部、工業化技術研究所、先端材料開発研究所 Research Planning and Coordination Dept., Digital and Data Science Innovation Dept. Managing Executive Officer
	野本 和正 Kazumasa Nomoto	ソニーグループ株式会社 Sony Group Corporation	Technology Fellow R&Dセンター Technology Fellow R&D Center
	河原 克己 Katsumi Kawahara	ダイキン工業株式会社 DAIKIN INDUSTRIES, LTD.	執行役員 テクノロジー・イノベーションセンター 副センター長 Executive Officer
	村上 陸太 Rikuta Murakami	株式会社 竹中工務店 TAKENAKA CORPORATION	常務執行役員 Executive Managing Officer
	佐藤 茂樹 Shigeki Sato	TDK株式会社 TDK Corporation	取締役 常務執行役員 技術・知財本部 技術・知財本部長 Technology & Intellectual Property HQ Director & Senior Vice President
	粕川 博明 Hiroaki Kasukawa	テルモ株式会社 Terumo Corporation	理事 Senior Executive Advisor
	斉藤 史郎 Shiro Saito	株式会社 東芝 Toshiba Corporation	特別嘱託 Executive Fellow
	井口 雄一郎 Yuichiro Iguchi	東レ株式会社 Toray Industries, Inc.	上席執行役員 研究本部長 Corporate Vice President, Research and Development Division
	菊地 保貴 Yasutaka Kikuchi	凸版印刷株式会社 TOPPAN INC.	執行役員 知的財産本部長 兼 事業開発本部 総合研究所長 兼 技術戦略室部長 Intellectual Property Division, Toppan Technical Research Institute and R&D Strategy Office Executive Officer
	井上 博文 Hirofumi Inoue	トヨタ自動車株式会社 TOYOTA MOTOR CORPORATION	先進技術開発カンパニー President Advanced R&D and Engineering Company President
	土井 三浩 Kazuhiro Doi	日産自動車株式会社 NISSAN MOTOR CORPORATION	常務執行役員 アライアンスグローバルVP、総合研究所 所長 Corporate Vice President
	藤田 展弘 Nobuhiro Fujita	日本製鉄株式会社 NIPPON STEEL CORPORATION	常務執行役員 技術開発本部 鉄鋼研究所 鉄鋼研究所長 Research & Development Managing Executive Officer Head of Laboratories Steel Research Laboratories
	菅原 弘人 Hiroto Sugahara	日本電気株式会社 NEC Corporation	グローバルイノベーション戦略部門 マネージングディレクター Managing Director
	鮫嶋 茂稔 Shigetoshi Sameshima	株式会社 日立製作所 Hitachi, Ltd.	理事、研究開発グループ 技術戦略室 技術戦略室長 R&D Group, Technology Strategy Office Corporate Officer, General Manager
	柳原 直人 Naoto Yanagihara	富士フイルム株式会社 FUJIFILM Corporation	取締役 常務執行役員 バイオサイエンス&エンジニアリング研究所 Bio Science & Engineering Laboratory Director Senior Vice President
	佐藤 智典 Tomonori Sato	三菱電機株式会社 MITSUBISHI ELECTRIC CORPORATION	常務執行役 開発本部長 Vice President, Corporate Research and Development Executive Officer
	原田 裕司 Yuuji Harada	株式会社 明治 Meiji Co., Ltd.	取締役常務執行役員 生産物流プロセス戦略本部 本部長 Production & Logistics Strategy Div. Managing Executive Officer
	筒井 幸雄 Yukio Tsutsui	株式会社 安川電機 YASKAWA Electric Corporation	執行役員 技術開発本部 外部連携・技術開発担当 Corporate Technology Div. Executive Officer, Technology Cooperation & Development
	藤井 茂樹 Shigeki Fujii	ヤマハ株式会社 Yamaha Corporation	執行役 IMC事業本部 IMC事業本部長 兼 技術本部 技術本部長 IMC Business Unit and Technology Unit Executive Officer Executive General Manager

Production Department Board of Councilors

As of June 13, 2022

議長 Chairman	菑蒲田 清孝 Kiyotaka Shobuda	マツダ株式会社 Mazda Motor Corporation	代表取締役会長 Representative Director and Chairman of the Board
副議長 Vice Chairman	二之夕 裕美 Hiroyoshi Ninoyu	株式会社 東海理化 TOKAI RIKI CO., LTD.	代表取締役社長 President
	岡田 慎一 Shinichi Okada	旭化成株式会社 ASAHIKASEI CORPORATION	生産技術本部 本部長 Corporate Production Technology, Executive Officer
	辺見 裕 Yutaka Hemmi	アサヒグループホールディングス株式会社 ASAHI GROUP HOLDINGS, LTD.	常務執行役員 兼 CSCO Managing Executive Officer and CSCO
	東森 郁彦 Kunihiko Tomori	味の素株式会社 AJINOMOTO CO., INC.	理事 マニュファクチャリング戦略部 マニュファクチャリング戦略部長 General Manager Manufacturing Strategy Dept.
	西山 正人 Masato Nishiyama	オムロン株式会社 OMRON Corporation	執行役員 生産SCM本部 本部長 Senior General Manager, Manufacturing and SCM Division, HQ Executive Officer
	田端 修 Osamu Tabata	花王株式会社 Kao Corporation	常務執行役員 SCM部門 SCM部門統括 Managing Executive Officer, Senior Vice President, Supply Chain Management
	堀内 勇二 Yuji Horiuchi	川崎重工株式会社 Kawasaki Heavy Industries, Ltd.	技術開発本部 執行役員 Corporate Technology Division, Executive Officer
	横山 晃彦 Akihiko Yokoyama	キヤノン株式会社 Canon Inc.	理事 生産技術本部 副本部長 Production Engineering Headquarters Advisory Director, Deputy Group Executive
	谷川 正人 Masato Tanikawa	コーセル株式会社 COSEL CO., LTD.	代表取締役社長 President
	信原 正樹 Masaki Nobuhara	株式会社 小松製作所 Komatsu Ltd.	専務執行役員 生産本部 生産本部長 Senior Executive Officer, President, Production Division
	長谷川 功 Isao Hasegawa	ダイキン工業株式会社 DAIKIN INDUSTRIES, LTD.	役員待遇 空調生産本部 副本部長(兼)生産技術部長 Air Conditioning Manufacturing Division, Honorary Officer, Deputy General Manager
	仲 美雄 Yoshio Naka	株式会社 デンソー DENSO Corporation	生産技術開発センター 執行幹部 Production Eng, R&D Center, Senior Director
	村松 謙一 Kenichi Muramatsu	株式会社 東芝 Toshiba Corporation	生産推進部 バイスプレジデント Corporate Production Planning Division, Vice President
	安達 一行 Kazuyuki Adachi	東レ株式会社 Toray Industries, Inc.	取締役 専務執行役員 生産本部長 Board Member, Senior Vice President (Member of the Board), Manufacturing Division
	中村 好男 Yoshio Nakamura	トヨタ自動車株式会社 TOYOTA MOTOR CORPORATION	生産本部 副本部長 Deputy Chief Officer, Production Group
	真野 仁志 Hitoshi Mano	日産自動車株式会社 Nissan Motor Co., Ltd.	常務執行役員 生産企画統括本部・サプライチェーンマネジメント本部 Manufacturing Strategy Planning Division / Supply Chain Management Division Corporate, Vice President
	斉藤 篤 Atsushi Saito	日本電気株式会社 NEC Corporation	サプライチェーン改革推進部 シニアディレクター Head of Supply Chain Management & Strategy Dept.
	柳本 努 Tsutomu Yanagimoto	パナソニックホールディングス株式会社 Panasonic Holdings Corporation	マニュファクチャリングイノベーション本部 副本部長 Manufacturing innovation Division, Associate Director
	桑本 英樹 Hideki Kuwamoto	株式会社 日立製作所 HITACHI, LTD.	モノづくり戦略本部 担当本部長 MONOZUKURI Strategy Division, General Manager
	野村 賢司 Kenji Nomura	日野自動車株式会社 Hino Motors, Ltd.	需給領域 生産・企画領域 領域長 Production Planning & Management Operating Officer
	乾 信彦 Nobuhiko Inui	富士フイルムマニュファクチャリング株式会社 FUJIFILM Manufacturing Corp.	代表取締役社長 Representative Director and President
	福岡 正博 Masahiro Fukuoka	富士フイルム株式会社 FUJIFILM Corporation	取締役 専務執行役員 Director, Executive Vice President
	平光 昌弥 Masaya Hiramitsu	株式会社 ブリヂストン Bridgestone Corporation	タイヤモノづくり改革推進部門長 Tire Manufacturing Innovation Division, Director
	大江 健介 Kensuke Oe	本田技研工業株式会社 Honda Motor Co., Ltd.	常務執行役員 四輪事業本部 生産統括部長 Production Supervisory Unit, Automobile Operations, Managing Officer
	竹野 祥瑞 Shozui Takeno	三菱電機株式会社 Mitsubishi Electric Corporation	常務執行役員 生産システム本部長 Corporate Total Productivity Management & Environmental Programs, Executive Officer, Vice President
	清水 康継 Yasutsugu Shimizu	ライオン株式会社 LION CORPORATION	執行役員 生産物流本部長 Production and Logistics Headquarters, Executive Officer
	浪指 智 Satoshi Namisashi	YKK株式会社 YKK CORPORATION	執行役員 生産技術部長 Production Engineering Division, Manufacturing & Engineering Division, Vice President

Purchasing and Procurement Department Board of Councilors

As of June 13, 2022

議長 Chairman	古川 雅晴 Masaharu Furukawa	富士フイルムビジネスイノベーション株式会社 FUJIFILM Business Innovation Corp.	取締役 執行役員 生産全般、調達 管掌 兼 調達本部長 兼 モノ作り本部長 Corporate Vice President and Director, overseeing overall manufacturing and corporate wide procurement, as well as Executive General Manager of Procurement Group, as well as Executive General Manager of Manufacturing Technology Group
	崎田 薫 Kaoru Sakita	アサヒグループホールディングス株式会社 Asahi Group Holdings, Ltd.	取締役 兼 執行役員 CFO Director & Executive Officer Chief Financial Officer
	岩倉 清悟 Seigo Iwakura	AGC株式会社 AGC Inc.	執行役員 資材・物流部 資材・物流部長 Purchase & Logistics Division Executive Officer General Manager
	根来 昌一 Masakazu Negoro	花王株式会社 Kao Corporation	常務執行役員 購買部門統括 Managing Executive Officer Senior Vice President, Procurement, Global
	飯田 真幸 Masaki Iida	京セラ株式会社 KYOCERA Corporation	執行役員上席 資材本部 資材本部長 Corporate Purchasing Group Senior Executive Officer, General Manager
	福本 圭吾 Keigo Fukumoto	株式会社 クボタ KUBOTA Corporation	コーポレートスタッフ 調達本部 副本部長 Procurement Headquarters Deputy General manager
	千田 悟郎 Gorou Senda	株式会社 小松製作所 Komatsu Ltd.	執行役員 生産本部調達本部 生産本部調達本部長 Executive Officer, President, Procurement Division, Production Division
	安田 篤史 Atsushi Yasuda	株式会社 資生堂 Shiseido Company, Limited	本社SN本部 部長 HQ Supply Network Div. Vice President
	海藤 克明 Katsuaki Kaito	株式会社 島津製作所 SHIMADZU CORPORATION	常務執行役員 Managing Executive Officer
	井上 尚之 Naoyuki Inoue	住友化学株式会社 SUMITOMO CHEMICAL COMPANY, LIMITED	常務執行役員 Managing Executive Officer
	三宅 徹 Toru Miyake	大日本印刷株式会社 Dai Nippon Printing Co., Ltd.	常務執行役員 購買本部担当 Purchasing Division Senior Corporate Officer
	川原 能行 Yoshiyuki Kawahara	TOTO株式会社 TOTO LTD.	執行役員 サプライチェーン推進本部 本部長 Supply Chain Promotion Division Executive Officer General Manager
	熊倉 和生 Kazunari Kumakura	トヨタ自動車株式会社 TOYOTA MOTOR CORPORATION	調達本部 本部長 Purchasing Group Chief Officer
	長谷川 博基 Hiroki Hasegawa	日産自動車株式会社 Nissan Motor Co., Ltd.	専務執行役員 Senior Vice President
	清水 茂樹 Shigeki Shimizu	日本電気株式会社 NEC Corporation	執行役員 CSCO(Chief Supply Chain Officer) Chief Supply Chain Officer
	和田 充紀 Mitsuki Wada	パナソニックオペレーショナルエクセレンス株式会社 Panasonic Operational Excellence Co., Ltd	グローバル調達本部 エグゼクティブアドバイザー Global Procurement Division Executive Advisor
	根岸 潤一 Junichi Negishi	株式会社 ブリヂストン Bridgestone Corporation	調達統括部門 部長 General Manger G Strategic Procurement Department
	林 賢一郎 Kenichiro Hayashi	本田技研工業株式会社 Honda Motor Co., Ltd.	四輪事業本部 サプライチェーン購買統括部 統括部長 Automotive Operations Supply Chain & Purchasing Supervisory Unit Operating Executive
	鷲見 和彦 Kazuhiko Sumi	マツダ株式会社 Mazda Motor Corporation	執行役員 購買・コスト革新担当 Executive Officer In charge of Purchasing and Cost Innovation
	増田 辰哉 Tatsuya Masuda	ヤマハ発動機株式会社 Yamaha Motor Co., Ltd.	執行役員 調達本部 調達本部長 Procurement Center Executive Officer / Chief General Manager Procurement Center
	千葉 弘之 Hiroyuki Chiba	ライオン株式会社 Lion Corporation	購買本部 シニアフェロー Purchasing Division Senior Fellow

Marketing Department Board of Councilors

As of June 13, 2022

議長 Chairman	桜井 伝治 Denji Sakurai	日本情報通信株式会社 Nippon Information and Communication Corporation	代表取締役社長執行役員 President & CEO
副議長 Vice Chairman	阿部 剛士 Tsuyoshi Abe	横河電機株式会社 Yokogawa Electric Corporation	常務執行役員 マーケティング本部 本部長 CMO Marketing Headquarters Senior Vice President, General Manager of Marketing Headquarters, Chief Marketing Officer
	桑葉 幸文 Yukifumi Kuwaba	旭化成株式会社 ASAHI KASEI CORPORATION	上席執行役員 モビリティ&インダストリアル事業本部長 Mobility & Industrial SBU Lead Executive Officer
	白川 貴久子 Kikuko Shirakawa	株式会社 NTTドコモ NTT DOCOMO, INC	執行役員 中国支社長 Senior Vice President Executive General Manager Chugoku Regional Office
	吉海 直樹 Naoki Yoshigai	花王株式会社 Kao Corporation	マーケティング創発センター センター長 Marketing Emergence, Global Vice President
	稲垣 慶一 Keiichi Inagaki	カゴメ株式会社 KAGOME CO., LTD.	執行役員マーケティング本部長 兼 通販企画部長 CMO
	武岡 慶樹 Yoshiki Takeoka	株式会社 カネカ KANEKA CORPORATION	常務執行役員 Global Open Innovation 企画部 Global Open Innovation 企画部長 Global Open Innovation Planning Department Managing Executive Officer, General Manger
	吉村 裕介 Yusuke Yoshimura	コニカミノルタ株式会社 KONICA MINOLTA, INC.	上席執行役員 経営管理部 経営管理部長 兼 Business Innovation Center担当 Corporate Business Management Division Corporate Senior Vice President
	青海 友 Tomo Aomi	株式会社 JTB JTB Corp.	常務執行役員 CSO
	江森 朋晃 Tomoaki Emori	株式会社 SUBARU SUBARU CORPORATION	常務執行役員 経営企画本部 Corporate Planning Division Senior Vice President
	藤長 国浩 Kunihiro Fujinaga	ソフトバンク株式会社 SoftBank Corp.	常務執行役員 法人事業統括 副統括 Enterprise Business Unit Senior Vice President, Deputy Head
	横尾 英博 Hidehiro Yokoo	株式会社 デンソー Denso Corporation	経営役員 Senior Executive Officer
	神田 昌明 Masaaki Kanda	日産自動車株式会社 Nissan Motor, Co., Ltd.	常務執行役員 Corporate Vice President
	東海林 直子 Naoko Shoji	日本電気株式会社 NEC Corporation	IMC統括部 シニアディレクター Marketing Senior Director
	廣末 秀一 Shuichi Hirose	日本たばこ産業株式会社 Japan Tobacco Inc.	執行役員 国内たばこ事業 マーケティング担当 Marketing, Tobacco Business, Japan Senior Vice President
	ハロルド・ジョージ・メイ Meij Harold	パナソニック株式会社 Panasonic Corporation	社外取締役 Member of the Board
	河野 通治 Michiharu Kono	富士フイルム株式会社 FUJIFILM Corporation	執行役員 イメージングソリューション事業部 副事業部長 Corporate Vice President Senior Deputy General Manager Imaging Solutions Div.
	松村 有晃 Kuniaki Matsumura	楽天グループ株式会社 Rakuten Group, Inc.	上級執行役員 プラットフォーム戦略統括部 Platform Strategy Supervisory Department Senior Executive Officer

Kansai Region Board of Councilors

As of June 13, 2022

議長 Chairman	松本 正義 Masayoshi Matsumoto	住友電気工業株式会社 Sumitomo Electric Industries, Ltd.	取締役会長 Chairman & CEO
副議長 Vice Chairman	木村 一尋 Kazuhiro Kimura	株式会社 クボタ KUBOTA Corporation	人事・総務本部 専務執行役員/本部長 Human Resources & General Affairs Headquarters Senior Managing Executive Officer/General Manager
	北山 登 Noboru Kitayama	江崎グリコ株式会社 Ezaki Glico Company, Limited	グループ労政部 部長 Group Labor Administration Division General Manager
	川端 恭弘 Yasuhiro Kawabata	NTN株式会社 NTN Corporation	執行役 人事本部長 Executive Officer, Corporate General Manager Human Resource HQ.
	狭間 一郎 Ichiro Hazama	大阪ガス株式会社 OSAKAGAS CO., LTD	人事部 執行役員人事部長 Human Resources Dept. Executive Officer Senior General Manager
	谷村 仁志 Hitoshi Tanimura	オムロン株式会社 Omron Corporation	人財総務本部 人事部 人事部長 Human Resources Department General Manager
	鈴木 聡 Satoshi Suzuki	株式会社 カネカ KANEKA CORPORATION	人事部 執行役員 人事部長 Human Resources Department Executive Officer General manager
	宮本 信之 Nobuyuki Miyamoto	関西電力株式会社 The Kansai Electric Power Company, Incorporated	執行役常務 Executive Vice President
	原 史郎 Shiro Hara	近鉄グループホールディングス株式会社 Kintetsu Group Holdings Co., Ltd.	取締役常務執行役員 Director, Managing Executive Officer
	八津谷 吉博 Yoshihiro Yatsutani	グローリー株式会社 GLORY LTD.	総務本部 人事統括部 執行役員 統括部長 Human Resources Div. General Affairs Headquarters Executive Officer Senior General Manager
	小倉 誠 Makoto Ogura	グンゼ株式会社 GUNZE LIMITED	人事総務部 部長 Human Resources & General Affairs Dept. General Manager
	福岡 和宏 Kazuhiro Fukuoka	株式会社 ジーエス・ユアサコーポレーション GS Yuasa Corporation	取締役 Director
	梶谷 良野 Yoshino Kajitani	株式会社 島津製作所 SHIMADZU CORPORATION	常務執行役員 Managing Executive Officer
	戸川 契 Hisashi Togawa	住友電気工業株式会社 Sumitomo Electric Industries, Ltd.	生産技術本部 常務執行役員 Manufacturing Management & Engineering Unit Managing Executive Officer
	竹中 直文 Naofumi Takenaka	ダイキン工業株式会社 DAIKIN INDUSTRIES, LTD.	専務執行役員 Senior Executive Officer
	田畑 登美雄 Tomio Tabata	ダイハツ工業株式会社 DAIHATSU MOTOR CO., LTD	生産調達本部 EPE Production Control & Purchasing Group Executive Production Expert
	坪井 昌行 Masayuki Tsuboi	株式会社 竹中工務店 TAKENAKA CORPORATION	人事室 執行役員人事室長 Human Resources Division Personnel General Manager
	青柳 晃夫 Teruo Aoyagi	帝人株式会社 TEIJIN LIMITED	帝人グループ執行役員 エンジニアリング管掌 Teijin Group Corporate Officer Chief Officer (Engineering)
	白井 正勝 Masakatsu Shirai	東洋紡株式会社 TOYOBO CO., LTD	人事・総務・法務部門統括 取締役執行役員 HR, Administration and Legal Division Director & Executive Officer
	三輪 正稔 Masatoshi Miwa	西日本旅客鉄道株式会社 West Japan Railway Company	執行役員 人事部長 Executive Officer, General Manager of Personnel Department
	竹中 昌之 Masayuki Takenaka	株式会社 ノーリツ Noritz Corporation	企画管理本部 取締役 兼 専務執行役員 企画管理本部長 Planning & Administration Headquarters Director Managing Executive Officer Head
	三島 茂樹 Shigeki Mishima	パナソニック ホールディングス株式会社 Panasonic Holdings Corporation	執行役員 Executive Officer
	野村 欣史 Yoshifumi Nomura	阪急電鉄株式会社 Hankyu Corporation	経営企画部(IT担当)・人事部・総務部担当 専務取締役 Senior Managing Director
	巻幡 俊文 Toshifumi Makihata	日立造船株式会社 Hitachi Zosen Corporation	業務管理本部長 執行役員 General Manager of General Administration Headquarters Executive Officer
	宝谷 太郎 Taro Hotani	不二製油グループ本社株式会社 FUJI OIL HOLDING INC.	グローバル人事総括 Division Head, Global HR
	中山 忠久 Tadahisa Nakayama	フジテック株式会社 FUJITEC CO., LTD.	人材開発本部 常務執行役員本部長 Human Resources Development HQ Executive Operating Officer
	高橋 哲也 Tetsuya Takahashi	株式会社 マンダム mandom corporation	人事部 執行役員 人事部・総務部・法務室担当 兼 人事部長 Human Resources Division Executive Officer
	竹内 浩一 Koichi Takeuchi	三菱電機株式会社 MITSUBISHI ELECTRIC CORPORATION	人事部 人材開発センター 執行役員 人材開発センター長 Human Resources Development Center Corporate Executive General Manager
	長谷川 貴彦 Takahiko Hasegawa	株式会社 ワコール WACOAL CORP.	人事総務本部 取締役執行役員 人事総務本部長 Corporate Officer Director General Manager

Chubu Region Board of Councilors

As of June 13, 2022

議長 Chairman	松井 靖 Yasushi Matsui	株式会社 デンソー DENSO CORPORATION	取締役 経営役員 Member of the Board of Directors and Senior Executive Officer
副議長 Vice Chairman	山田 忠明 Tadaaki Yamada	日本ガイシ株式会社 NGK INSULATORS, LTD.	取締役専務執行役員 人材統括部長 Director & Senior Vice President General Manager, Human Resources Dept.
副議長 Vice Chairman	古田 真二 Shinji Furuta	中部電力株式会社 Chubu Electric Power Company, Incorporated	専務執行役員 Senior Managing Executive Officer
	中村 裕司 Yuji Nakamura	株式会社 アイシン AISIN CORPORATION	グループ人事本部 副本部長 Deputy Executive General Manager
	國島 賢治 Kenji Kunishima	愛知時計電機株式会社 Aichi tokei denki co., ltd.	代表取締役社長 社長執行役員 President and Representative Director, President Executive Officer
	浅野 康博 Yasuhiro Asano	イビデン株式会社 IBIDEN Co., Ltd	経営企画本部人事部 部長 Human Resources Division Division Manager
	高木 克之 Katsuyuki Takagi	株式会社 NTTドコモ NTT DOCOMO, INC.	執行役員 東海支社長 Senior Vice President Executive General Manager of Tokai Regional Office
	尾本 忠謙 Tadanori Omoto	ケーテック株式会社 KTEC Co., Ltd.	代表取締役社長 President & CEO
	筏津 謙二 Kenji Ikadatsu	小島プレス工業株式会社 KOJIMA INDUSTRIES CORPORATION	専務執行役員 Senior Managing Executive Officer
	八島 崇 Takashi Yashima	住友電装株式会社 Sumitomo Wiring Systems, Ltd.	執行役員 人事部長 Executive Officer
	矢橋 英明 Hideaki Yabashi	株式会社 関ヶ原製作所 SEKIGAHARA SEISAKUSHO LTD.	代表取締役社長 President
	竹鶴 隆昭 Takaaki Taketuru	大同特殊鋼株式会社 DAIDO STEEL	常務執行役員 Managing Executive Officer
	森 雅彦 Masahiko Mori	DMG森精機株式会社 DMG MORI Co., Ltd.	取締役社長 President
	近藤 太郎 Taro Kondo	株式会社 東海理化 TOKAI RIKA CO., LTD.	人事部 部長 Human Resources General Manager
	萩原 健二 Kenji Hagihara	東海旅客鉄道株式会社 Central Japan Railway Company	執行役員 人事部長 Corporate Officer and General Manager Personnel Department
	拝郷 丈夫 Takeo Haigo	東邦ガス株式会社 Toho Gas Co., Ltd	執行役員 人事部長 General Manager of Personnel Dept.
	斎藤 万里 Mari Saito	トヨタ自動車株式会社 Toyota Motor Corporation	人事部 職場リーダー支援室 室長 Middle Manager & Assistant Manager Dept. General Manager
	安井 伸友 Nubutomo Yasui	株式会社 豊田自動織機 Toyota Industries Corporation	経営役員 Executive Officer
	本多 篤 Atsushi Honda	トヨタ車体株式会社 TOYOTA AUTO BODY CO., LTD.	コーポレート本部 領域長 Corporate Headquarters Field General Manager
	加藤 悟司 Satoshi Kato	名古屋鉄道株式会社 Nagoya Railroad Co., Ltd.	常務執行役員 Managing Executive Officer
	加藤 三紀彦 Mikihiko Kato	日本特殊陶業株式会社 NGK SPARK PLUG CO., LTD.	取締役 Member of the Board
	村上 泰三 Taizo Murakami	ブラザー工業株式会社 Brother Industries, Ltd.	常務執行役員 Managing Executive Officer
	濱島 将仁 Masahito Hamajima	ホーユー株式会社 Hoyu Co., Ltd	人事部 部長 Human Resources Section General Manager
	藤田 将也 Masaya Fujita	ポッカサッポロフード&ビバレッジ株式会社 POKKA SAPPORO FOOD & BEVERAGE LTD.	取締役執行役員 Managing Director
	大津 行弘 Yukihiko Otsu	株式会社 マキタ Makita Corporation	取締役執行役員 管理本部 本部長 General Manager of Administration Headquarters Director, Corporate Officer
	木下 圭二郎 Keijiro Kinoshita	株式会社 Mizkan Holdings Mizkan Holdings Co., Ltd.	執行役員 人事本部長 Human Resources Management Division Corporate Officer Division General Manager Human Resources Management Division
	山田 雅裕 Masahiro Yamada	未来工業株式会社 MIRAI INDUSTRY CO., LTD.	代表取締役社長 President
	川瀬 忍 Shinobu Kawase	ヤマハ株式会社 YAMAHA CORPORATION	常務執行役員 楽器・音響生産本部長 Managing Executive Officer, Executive General Manager
	橋本 満 Mitsuru Hashimoto	ヤマハ発動機株式会社 YAMAHA MOTOR CO., LTD.	執行役員 人事総務本部長 Human Resources & General Affairs Center Executive Officer Chief General Manager

Shanghai (China) Region Board of Councilors

As of June 13, 2022

議長 Chairman	田坂 誠基 Seiki Tasaka	パナソニックチャイナ有限公司 松下電器(中国)有限公司 Panasonic Coporation of China China & Northeast Asia Company Manufacturing Division	中国・北東アジア社 モノづくりセンター 所長 製造技術学院 副学長 CNA社 生産強化中心 所長・高級総監 Director
	大富 昌則 Masanori Otomi	株式会社 IHI 石川島(上海)管理有限公司 IHI Corporation	中国統括 董事長 Chief Representative in China
	堺 孝明 Takaaki Sakai	味の素株式会社 味の素(中国)有限公司 Ajinomoto (China)	グループエグゼクティブマネージャー 董事長 Chairman
	水野 伸二 Shinji Mizuno	オムロン株式会社 欧姆龙(上海)有限公司 OMRON (Shanghai) Co., Ltd.	IABカンパニー人材戦略室 董事・総経理 Director, President
	顧 韜 Jin Ko	花王株式会社 上海花王有限公司 / 花王(合肥)有限公司 Kao Corporation Shanghai / Kao (Hefei) Corporation	副董事長 副総経理 SCM総経理 工場長 President, SCM, Kao (China)
	谷 和典 Kazunori Tani	株式会社 クボタ 久保田農業機械(蘇州)有限公司 Kubota Agricultur Machinery (Suzhou) Co., Ltd	エグゼクティブオフィサー 総経理 President
	梅村 剛 Tsuyoshi Umemura	コニカミノルタ株式会社 柯尼卡美能達商用科技(無錫)有限公司 KONICA MINOLTA BUSINESS TECHNOLOGIES (XUXI) CO., LTD.	生産調達本部 副本部長 董事長総経理 Chairman Managing Director
	今吉 琢也 Takuya Imayoshi	コマツ(株式会社 小松製作所) 小松(中国)投資有限公司 Komatsu (China) Ltd.	常務執行役員 中国総代表 董事長 Chairman
	丸山 秀三 Shuzo Maruyama	株式会社 島津製作所 島津企業管理(中国)有限公司 / 島津(香港)有限公司 Shimadzu (China) / Shimadzu (Hong Kong)	専務執行役員 総経理 / 董事長、社長 GM / Chairman, President
	福田 浩士 Hiroshi Fukuda	住友電気工業株式会社 住友電工管理(上海)有限公司 Sumitomo Electric Management (Shanghai) Co., Ltd	董事・総経理 Managing Director
	泉 茂伸 Shigenobu Izumi	ダイキン工業株式会社 大金(中国)投資有限公司 DAIKIN (CHINA) INVESTMENT CO., LTD.	常務専任役員 董事総経理 Senior Associate Officer
	阿部 剛士 Takeshi Abe	TOTO株式会社 東陶(上海)有限公司 TOTO (SHANGHAI) CO., LTD.	董事・総経理 Board Member, General Manager
	友利 康正 Yasumasa Tomotoshi	日本電気株式会社 日電(中国)有限公司 NEC (China) Co., Ltd	調達統括部 国際購買本部・総経理 General Manager
	城 勝義 Katsuyoshi Jo	日東電工株式会社 日東電工(中国)投資有限公司 Nitto Denko (China) Investment Co., Ltd.	執行役員 董事長 総経理 Chairman
	金 磊 Ray Kin	株式会社 日立製作所 日立(中国)有限公司 上海分公司 Hitachi (China) Ltd,	モノづくり統括部総経理 General Manager
	樫森 雅史 Masashi Kashimori	三井化学株式会社 三井化学(中国)管理有限公司 Mitsui Chemicals (China) Co., Ltd.	理事 董事長 兼 総経理 Chairman & President
	原文 実 Fumi Hara	三菱重工業株式会社 三菱重工業(上海)有限公司 Mitsubishi Heavy Industries, Ltd. Mitsubishi Heavy Industries (Shanghai) Co., Ltd.	顧問 董事長 総経理 Adviser Chairman, President
	久野 智 Satoshi Kuno	三菱電機株式会社 三菱電機(中国)有限公司 上海分公司 Mitsubishi Electric (China) CO., LTD. Shanghai Branch	董事 副総経理(人事・総務担当) Director & Vice President
	岡久 学 Manabu Okahisa	株式会社 安川電機 安川電機(中国)有限公司 YASKAWA ELECTRIC (CHINA) CO., LTD	執行役員 董事長総経理 Chief Executive Officer

Bangkok (Thailand) Region Board of Councilors

As of June 13, 2022

議長 Chairman	神戸 健史 Takeshi Kanbe	本田技研工業株式会社 HONDA AUTOMOBILE (THAILAND) CO., LTD.	Vice President
	鏑本 巧 Takumi Kazarimoto	味の素株式会社 Ajinomoto Co., (Thailand) Ltd.	Vice President
	小塚 淳 Jun Kozuka	花王株式会社 Kao Industrial (Thailand) Co., Ltd.	Vice President Supply Chain & Factory Manager
	高橋 宏明 Hiroaki Takahashi	株式会社 小松製作所 Bangkok Komatsu Co., Ltd.	Vice President
	関田 直人 Naoto Sekida	ダイキン工業株式会社 DAIKIN INDUSTRIES (THAILAND) LTD.	Vice President
	石黒 伯和 Norikazu Ishiguro	株式会社 デンソー DENSO International Asia Co., Ltd.	Regional Production Innovation Division General Manager
	奥村 由治 Yoshiharu Okumura	東レ株式会社 Thai Toray Synthetics Co., Ltd.	Managing Director
	田淵 敦美 Atsumi Tabuchi	トヨタ自動車株式会社 Toyota Motor Thailand Co., Ltd.	Project Vice President
	杉崎 哲也 Tetsuya Sugisaki	トヨタ紡織株式会社 TOYOTA BOSHOKU ASIA CO., LTD.	Executive Vice President
	五月女 峰行 Mineyuki Saotome	日産自動車株式会社 Nissan Motor Thailand Co., Ltd.	Senior Vice President
	松田 浩典 Hironori Matsuda	パナソニック株式会社 Panasonic Management (Thailand) Co., Ltd.	Director
	小川 英児 Eiji Ogawa	三菱自動車工業株式会社 Mitsubishi Motors (Thailand) Co., Ltd.	Representative of Laem Chabang Factory Executive Vice President
	千代延 守 Mamoru Tiyonobu	三菱電機株式会社 SIAM COMPRESSOR INDUSTRY CO., LTD.	Managing Director
	高島 啓成 Keisei Takashima	YKK株式会社 YKK (THAILAND) CO., LTD.	Managing Director

Interviews with Board Members and Councilors

Sharing specific guidelines and values strengthens the organization and accelerates the speed of business

What are the things you value most as an executive?

It is essential for executives to indicate goals to employees and to motivate them to move forward in the same direction. If you compare it to mountain climbing, the role of the executive is not simply to say, "Let's climb that mountain," but to choose a specific route and make all the necessary preparations. Videos are very effective in making employees understand and share a common direction. By visualizing things in a video, the future takes on a precise shape, and employees get excited and become passionate about the work ahead.

For employees to move in the same direction, it is critical that they share the same fundamental values. Our company has summarized our values in the "KOMATSU Way" standards. We also refer to the "SLQDC" formula to indicate the order of priorities when thinking about projects and making decisions. The most important letter here is "S" (safety and health). Then we have "L" (legal compliance and environment), "Q" (quality and reliability), "D" (timing), and finally, "C" (costs). This order makes it clear that we prioritize our responsibilities to employees, society, and customers.

Corporate management boils down to employees. When employees share the same values and strive towards the same goals, which are in line with the management's guidelines, the organization will become more robust, and the speed of business will become much faster.

What do you expect from the JAPAN MANAGEMENT ASSOCIATION (JMA)?

I am particularly interested in three areas, "education/training," "specialized exhibitions," and "audits/certification," each of which is important. Today companies face a mountain of things to do, from DX to GX to work style reform and so on, and there are no correct answers. Creating opportunities to share the initiatives taken by other companies is exceptionally valuable. As we are in a period of epochal changes. I would like to ask the JMA to incorporate a wide range of topics into its education and training projects. I also believe that specialized exhibitions are an opportunity to showcase Japan's "national strengths." The JMA holds the largest exhibition in Asia. I want people from all over Asia to visit Japanese exhibitions. I hope the number of foreign visitors to Japan will increase, MICE will become more popular, and tourism and student exchanges will pick up momentum.



● Director

Tetsuji Ohashi

Chairman of the Board

Komatsu Ltd.

Our contribution to society is the creation of a "stage" on which our employees can play an active role in serving customers

What are the things you value most as an executive?

Our "2036 Medium- to Long-Term Management Plan" purports to create an ideal cycle in which, if we can improve service levels while increasing employee satisfaction, customer satisfaction will then increase, which will lead to higher earnings which in turn can be invested in hardware and human resources, thus further increasing employee satisfaction and service levels. Our mission is therefore to meet the expectations of all stakeholders by activating this cycle and keeping it going. In FY2026 we will open a new hotel in Kyoto, and we will also start planning the rebuilding of the Imperial Hotel Tokyo, scheduled to be completed in FY2036, so as to prepare a "stage" on which the next generation of hotel workers can greet and welcome guests enthusiastically. In the future, the most important point will be strengthening human resource training while promoting these large-scale projects.

Eiichi Shibusawa, the first president of Imperial Hotel, left us these meaningful words: "serving and ensuring the satisfaction of guests from all over the world is an important job that benefits the nation too," indicating the goal of combining ethics with economics. This spirit is reflected in our corporate philosophy which states: "by providing the best services and products, we contribute to the development of the international community the enrichment of people's lives and the improvement of culture." We will continue to work with the belief that our role in society is not to provide superficial hospitality, but to fundamentally improve service for the sake of our customers; this is the Imperial Hotel's spirit of hospitality.

What are your expectations with regard to the JAPAN MANAGEMENT ASSOCIATION (JMA)?

Japan was ranked first in the 2021 Travel and Tourism Development Index Report made public at the World Economic Forum (Davos Meeting). This is proof that people around the world are strongly attracted to Japan as a travel destination, and if the public and private sectors can work together to improve tourism-related initiatives, the number of foreign tourists visiting Japan will surely increase. I hope that, as part of its activities, the JMA will actively disseminate information about the tourism industry, that its efforts will reach a wide range of people and that the number of people who take interest in this industry will increase.



● Director

Hideya Sadayasu

President

Imperial Hotel, Ltd.

Our goal is to become a company that provides unique value now and in the future by innovatively approaching social issues with cognitive skills and business agility

Please tell us about your current position and role, as well as the work you have been in charge of in the past.

The Teijin Group has several business domains. I was involved in two of our core businesses, the materials and healthcare businesses. Currently, as Chairperson, Member of the Board who is not directly involved in execution, I am responsible for monitoring, supervising and offering advice to corporate executives, as well as acting as an interface between external directors and internal executives.

Please tell us about your initiatives and ideas for the sustainable development of the company.

Listed companies like us are required to provide the value that society demands and to optimize happiness and satisfaction of various stakeholders. It can be said that the sustainable development of a company depends on how it manages to offer solutions to the social issues, using its creative resources. To that end, it is essential to predict how the society will dramatically change in the future, and to envision how companies will be able to provide unique value to solve social issues. Also, to realize that vision, I believe it is important to make effective use of human resources as an organizational opportunity for innovation and D&I.

What are the things that you value as an executive?

In order to continue to provide unique value for the future, I believe that it is important to envision the society of the future and firmly decide the direction of the company, and then steer all employees in the same direction over the medium to long term. To achieve that, what is required are "cognitive skills and business agility" to accurately perceive the situation in this rapidly changing society and respond in a timely fashion. Talking to people who have different viewpoints and listening to a variety of opinions, and then after correctly assessing the situation, quickly take an action even if you are only proceeding by trial and error. I believe that such attempts will lead to creating and providing innovative value for the society. Proceeding by trial and error may require certain risk taking, however I believe that a corporate culture that will not view a risk-taking attempt as a failure is what is required now.



● Director

Jun Suzuki

Chairperson

TEIJIN LIMITED

The collective strength of each individual leads to corporate development and an enriched, sustainable society.

Please tell us about your current position and role, as well as the work you have been in charge of in the past.

In January this year, Nippon Express shifted to a holding company structure and established NIPPON EXPRESS Holdings. In this capacity, I hold the position of its Chairman. We have introduced a new group brand, "NX", to form the "NX Group", and we are driving the group's collective strength to become a "logistics company with a presence in the global market", as announced in our long-term vision.

What are the things that you value as a executive?

Since joining the company in 1972, I have realized in numerous occasions that the "power of people" in the field is what supports logistics. When you put together all that has been created by repeated trial and error and through ingenuity by each and every person in the field, that represents the "strength of the workplace," a true asset of our company. Logistics is not only about moving goods around, it also serves to increase the value of goods by transporting them to different places and by connecting businesses with other businesses and people with other people and it sustains the development of the economy and society. It's an important job because if nobody did it, economical and social activities would come to a stop. I am convinced that everything starts with creating a strong workplace by nurturing professionals who can keep the logistics cycle moving.

Please tell us about your initiatives and ideas for the sustainable development of the company.

The NX Group's corporate philosophy is to contribute to society through logistics and to create a prosperous future. This is the philosophy we inherited from our predecessors, and it also happens to be in line with the principles of sustainability and ESG. If the distribution system stops, the economy and daily social activities will come to a standstill, and our mission is to never let the flow of things stop. We believe that focusing the strengths of each individual to find the best way to do things and achieving a sustainable logistics system will lead to the development of our company and to the creation of a prosperous and sustainable society.



● Director

Kenji Watanabe

Chairman

NIPPON EXPRESS
HOLDINGS, INC

Nurturing companies and people and maximizing value creation by openly learning from each other beyond the boundaries of industries and companies

What are some of the activities that the Human Resources and Education Department Board of Councilors is involved in?

The Human Resources and Education Department Board of Councilors is where executives in charge of human resources at different companies gather to discuss on a continuous base how to link the growth of individuals to the growth of the company. In Japan, where management resources are limited, an important topic of discussion is how to balance maximizing the creation of corporate value from human capital, which has a great deal of potential, with, at the same time, ensuring that the individuals who work there continue to grow. At meetings of the Board of Councilors we exchange information on each company's policies and challenges in dealing with this issue and hold multifaceted discussions.

I think it is extremely valuable to discuss and share information about the challenges faced, and the corrective measures taken, by human resources managers of companies that support the Japanese economy. What I realize at each discussion is that there are many "common points" that transcend the boundaries between industries and companies. I think that mutually sharing our best practices with each other will help the Japanese business community as a whole further evolve and lead to general improvement.

Do you think that human capital management should be considered a social issue?

Also, what are your expectations with regard to the JAPAN MANAGEMENT ASSOCIATION (JMA)?

In order to achieve corporate growth and individual growth at the same time, each company can obviously work independently, but there are limits to this approach. I believe it is necessary for society as a whole to discuss people's attitude towards their jobs, the ideal form of employment as well as the kind of school education that precedes employment. In order to steer society in such a direction, we need cross-sectoral discussions that transcend companies' boundaries, and I have very high expectations for the Board of Councilors, and for the JMA, as bodies where to raise issues and make proposals that lead to reforms.

I would like for the Human Resources and Education Department Board of Councilors to continue to create opportunities for coming into contact with different information and initiatives, and to serve as a "place of learning" where participating companies can share common issues, exchange opinions openly and learn from different views.



● Chairman of the Human Resources and Education Department Board of Councilors

Kazushi Ambe

Senior EVP, Corporate Executive Officer

Sony Group Corporation

We need to transcend individual roles and business fields in order to develop business through our collective power.

Please tell us about your current position and role, as well as the work you have been in charge of in the past.

I served as executive officer in charge of technology and as CTO since 2011, for a total of 8 years, but at the moment I am in charge of government and external relations and I serve as the representative in Tokyo for our entire group. "Government and External" in "government and external relations" refers to the three entities of political world, public offices and business communities and my role is to communicate with government agencies and interface with business communities. I think my assigned role consists in reflecting on how we should act so as to improve not only the Group but also Japan as a whole, and take the required actions, bringing to bear my experience as someone who has an overall view of our entire group, which encompasses a wide range of business fields.

As someone in charge of government and external relations what are your thoughts on public-private partnerships?

In Japan, both the public and private sectors have long shared the idea that industry would grow better if it was left to the private sector. However, in sectors that require large-scale investment, like EVs and carbon neutrality, it is difficult for the private sector alone to win out against international competition. In order for Japan to gain an edge in areas like these, where global competition is only going to intensify, I believe that the time has come for Japan to steer both the public and the private sector in the same direction.

What do you think about the current role-specific format of the Board of Councilors?

While it doesn't necessarily apply to all industrial sectors, it is generally difficult to overcome the current period of dramatic changes through a division of roles; I would actually argue that it is necessary to review the division of roles format itself. I find it very significant that the JAPAN MANAGEMENT ASSOCIATION (JMA) has held discussions that transcend sectoral boundaries, and I for one has learned a lot from them and I think that they have been beneficial for our company's management. On the other hand, when trying to strengthen human resources, discussing within individual roles will not get us very far. I think that, while making the most of the strengths of the current Board of Councilors, it is necessary to consider creating opportunities for information sharing and discussions among members of the Board of Councilors. I think it would be even better if we could, while taking advantage of the merits of the current role-specific Board of Councilors meetings of the JMA, foster horizontal cooperation (by creating forums for appropriate information sharing and discussion between the Board of Councilors meetings).



● Chairman of the Development and Technology Department Board of Councilors

Yoshiyuki Miyabe

Executive Vice President

Panasonic Holdings Corporation

Cross-sectoral collaboration offers solutions for carbon neutrality and production challenges

What kind of activities does the Production Department Board of Councilors engage in?

Over the past few years, there have been major, rapid changes in the environment around us, and we have had to not only deal with various natural disasters and the Covid pandemic but also respond to challenges such as the digital revolution and carbon neutrality. In a world that is becoming increasingly unpredictable and uncertain, it is imperative that manufacturing responds to changes in the environment. In particular, taking measures to achieve carbon neutrality and resolving production crises are vital issues that affect all sectors. The Production Department Board of Councilors has been visiting different companies to learn about their approaches to these two issues first hand at work sites and has been promoting activities to solve problems through collaboration rather than competition.

How important do you think it is for companies in different industries to discuss issues common to management (sectors/regions)?

Carbon neutrality, which is currently being addressed by the Board of Councilors, is an issue that affects all industrial sectors as well as local communities. It involves a wide range of issues that need to be addressed but, as a first step, we believe that it's important to promote mutual understanding through joint discussions with relevant companies including those in different industries, regardless of whether they are "producers" or "users" of electricity, as well as the government. Through such efforts, I believe that we can promote investment in carbon neutrality and create a framework for circulating the beneficial effects throughout a region.

Please tell us about the topics you would like the Board of Councilors to address in the future.

What we, the Production Department Board of Councilors, need to work on at the moment are initiatives for strengthening Japan's manufacturing system. While businesses around the world are no longer willing to pay money for convenience, the added value of meaningful products is universally recognized, and the meaning of "high quality-low cost" is changing. To deal with these issues, I believe that we must start discussing topics that will bring about a change in the way we think. This includes, for example, the modalities of manufacturing that will be required in the future. The Japan Management Association has Boards of Councilors involved in a wide range of fields, and I look forward to the chance to interact with other councils and attend lectures.



● Chairman, Production Department Board of Councilors

Kiyotaka Shobuda

Representative Director and Chairman of the Board

Mazda Motor Corporation

The ability to read key information from data and discussing issues with people from various sectors are crucial in marketing

What do you think is important in order to optimize marketing and the use of digital technology?

The use of digital technology is necessary for implementing digitalization, and thanks to technological advancements it has now become possible to collect information at a fairly high speed. However, in marketing, it is equally important to be able to read and analyze the information and discern how to use it. Statistical knowledge is also necessary, and it is important to constantly keep on learning.

What are some of the activities that the Marketing Department Board of Councilors is involved in?

The Marketing Department Board of Councilors set up two subcommittees last year. We resorted to scenario planning to analyze the impact of the covid pandemic and the conflict between the United States and China, and also to examine the issue of "food and regional revitalization." Food and regional revitalization is a theme that originated from discussions on how the power of marketing, as well as marketing concepts and methods, can be used to solve social issues. The various opinions offered by councilors in the course of the discussion were presented at a stage seminar during FOOD EX JAPAN 2022.

What do you think of discussing issues common to management functions (divisions/regions) with companies active in different sectors?

For example, if discussions on food and regional revitalization were conducted only by people in the food industry we could go into a lot of detail, but the discussions would probably remain within the boundaries of our what's considered common sense in our sector. I believe that it was precisely thanks to the participation of members from different sectors, like the IT industry and parts manufacturers, that we were able to take a multifaceted look at food and come up with various ideas that transcend sectoral boundaries. Opinions from people in different industries and with different specializations are very important, and by mutually sharing experiences and knowledge we can solve marketing problems. I believe that such cross-sectoral sharing of knowledge is extremely useful wherever executive-level people gather, for example in the Boards of Councilors.



● Chairman of the Marketing Department Board of Councilors

Denji Sakurai

President & CEO

Nippon Information and Communication Corporation

The active participation of diverse human resources is a common theme that transcends industries. I have high expectations for a free and frank exchange of opinions at the Board of Councilors.

Please tell us about your current position and role, as well as the work you have been in charge of in the past.

I joined Sumitomo Electric Industries (headquartered in Osaka) in 1967. After being stationed in the United States and the United Kingdom, I became president in 2004 and in 2017 I became chairman of the board and chairman of the Kansai Economic Federation, positions that I hold to this day. I currently serve as Vice President of the Japan Association for the 2025 World Exposition and President of the Osaka Athletics.

What do you think of discussing issues common to management functions (divisions/regions) with companies active in different sectors?

The Kansai Region Board of Councilors is mainly composed of members from the Kansai region who are active in the fields of human resources development and manufacturing technology, including human resources and production technology. We exchange opinions on the association's activities and subcommittee activities in the Kansai region, we listen to each company's thoughts on management issues, and then select certain themes for further discussion in the subcommittees. Corporate management issues tend to share many similarities in spite of originating in different industries, and a free exchange of opinions between companies may help solve them. Going forward, the Board of Councilors is planning to discuss "human resource development" to ensure the active participation of diverse human resources, and I look forward to seeing what kind of output can be obtained from exchanges that transcend sectoral boundaries. Also, with the Japan Association for the 2025 World Exposition coming up, I would like to discuss ways to motivate the Kansai region to work together towards this event.

Tell us about the topics you would like the Board of Councilors to address in the future.

In May of this year, Sumitomo Electric, where I serve as chairman, formulated its long-term vision, the "Sumitomo Electric Group 2030 Vision," which identified maximizing the individual characteristics and abilities of our diverse human resources within the Group as a management issue. I believe that the active participation of diverse human resources is also an important management issue for many of the companies participating in the Board of Councilors, and I would like for participating companies to introduce their initiatives in these areas and to exchange opinions with them.



● Chairman
of the Kansai Region
Board of Councilors

Masayoshi Matsumoto

Chairman & CEO

**Sumitomo Electric
Industries, Ltd.**

I would like to discuss timely topics with younger employees in order to better respond to the ever-changing business conditions,

What are some of the activities that the Chubu Region Board of Councilors is involved in?

Chubu Region Board of Councilors, of which I'm the chairman, is attended by companies in the Chubu region active in the food, energy, and processing sectors as well as the automobile sector, to which our company belongs. At the Board of Councilors meetings, selected young employees from each company form teams across sectoral boundaries to discuss common themes like "manufacturing" and "human resource development" and exchange opinions.

What do you think of discussing issues common to management functions (divisions/regions) with companies active in different sectors?

I understand that each company is desperately trying to respond to various changes in the environment surrounding management, including the spread of COVID-19, geopolitical risks, the emergence of BCP risks and the dramatic changes in "industrial structure" and "awareness of work styles" following the introduction of DX and IoT. In order to address these "common challenges and difficulties," I want to tap the wisdom of all the councilors beyond the boundaries of industry sectors, hoping that it will help us accelerate economic growth in the Chubu region and, by extension, the whole of Japan.

Tell us about the topics you would like the Board of Councilors to address in the future.

In order to be keenly alert to, and respond to, changes in the business environment, I would like to discuss with our younger members important issues like "Management during COVID-19," "Changes in working styles and human resource development," "What should stay the same and what needs to change in manufacturing," "responding to geopolitical risks," and so on. In addition, through activities like these, I believe that we can contribute not only to exchanges between managers and young people within companies, but also to the creation of personal connections between young people in different companies. We will continue to do our best to make the meetings a place where opinions can be exchanged freely and meaningfully.



● Chairman
of the Chubu Region
Board of Councilors

Yasushi Matsui

Member of the Board of
Directors and Senior
Executive Officer

**DENSO
CORPORATION**

History



1942

Inaugurated Japan Management Association (JMA)



1947

Held the first Production Technology Course



1960

Entered trade-fair business with the Maintenance Show



1976

Held the first World Food Exhibition (later became FOOD EX JAPAN)



1982

Held the Top Management Seminar



1990

Launched JMA Management Institute (JMI) to provide a long-term training course for executive candidates



1994

Established JMA Quality Assurance Registration Center (JMAQA) and started ISO accreditation



2004

Launched the Japan CTO (Chief Technological Officer) Forum



2006

Established the GHG Certification Center (JMACC)



2011

Established the GOOD FACTORY AWARDS



2016

Held the JMA GENBA Management Conference & Award in Thailand



2017

Held the Silicon Valley New Japan Summit

JMA JAPAN MANAGEMENT ASSOCIATION

3-1-22 Shibakoen, Minato-ku, Tokyo 105-8522, Japan

<https://www.jma.or.jp/>

- Tokyo 3-1-22 Shibakoen, Minato-ku, Tokyo 105-8522, Japan
Phone: +81-3-3434-1601
- Osaka Osaka Daiichiseimei Building, 6F
1-8-17 Umeda, Kita-ku, Osaka City, Osaka 530-0001, Japan
Phone: +81-6-4797-2050
- Nagoya Nagoya International Center Building, 20F
1-47-1 Nagono, Nakamura-ku, Nagoya City, Aichi 450-0001, Japan
Phone: +81-52-581-3271

JAPAN MANAGEMENT ASSOCIATION

<https://www.jma.or.jp/>

