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2023

Keidanren
Policy & Action

About KEIDANREN

KEIDANREN (Japan Business Federation) is a comprehensive economic organization with a membership comprised of 1,512 representative companies of Japan, 107 nationwide industrial associations and the regional economic organizations for all 47 prefectures (as of April 1, 2023).

Its mission as a comprehensive economic organization is to draw upon the vitality of corporations, individuals and local communities to support corporate activities which contribute to the sustainable development of the Japanese economy and improvement in the quality of life for the Japanese people.

For this purpose, KEIDANREN establishes consensus in the business community on a variety of important domestic and international issues for their steady and prompt resolution. At the same time, it communicates with a wide range of stakeholders including political leaders, administrators, labor unions and citizens. It encourages its members to adhere to the Charter of Corporate Behavior in an effort to establish and maintain public confidence in the business community. It also strives for the resolution of international issues and the development of closer economic relations with various countries through policy dialogue with the governments and economic associations of each country as well as international organizations.

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Message from the Chairman

The world is entering a new, post-pandemic era. Japan and the rest of the world now face the urgent challenge of overcoming the collapse of ecosystems and the expansion, entrenchment, and reproduction of inequalities, all brought about by excessive shareholder capitalism. Keidanren is determined to tackle these issues head-on and rebuild a sustainable and resilient economy and society.

Science, technology, and innovation will be essential to solving global-scale societal problems. Through public-private collaboration, Keidanren will strongly promote ambitious investment in green transformation (GX), digital transformation (DX), startups, and other priority areas, including research and development, to further strengthen industrial competitiveness, accelerate the renewal of the industrial structure, and raise productivity.

There is also a need for a virtuous cycle of growth and distribution, in which the fruits of growth achieved through GX and DX are distributed appropriately and contribute to further growth. Keidanren will work to achieve structural wage increases and create an ample middle class by linking together several of its key priorities in different fields: dynamic economic and fiscal management through public-private collaboration that aims to achieve sustainable economic growth and fiscal equilibrium in the medium to long term; the building of a social security system for all generations; and smooth labor mobility and other employment policies. These efforts are vital to restoring dynamism to the nation's economy as they will not only directly contribute to the resolution of the problem of inequalities, but also help address the declining birthrate. Keidanren will also be proactive about publicizing its thinking on the government's debate about policies for children's issues and childcare.

Meanwhile, in a challenging international climate, the global economy is on the verge of fragmentation, which calls for the rebuilding of a free and open international economic order. As the representative business organization of the host nation for the G7 Summit this year, Keidanren will take the initiative to achieve solidarity in the international community and to construct a rules-based international economic order. Also, in a context in which the economy and national security are becoming inseparably linked, Keidanren will work to put in place an environment in which companies can conduct their business activities both in Japan and around the world as freely as possible, and with predictability. We will also be proactive in pursuing private-sector economic diplomacy, and will work to strengthen connections among advanced economies and dialogue with the Global South.

Even in this era of dramatic change, Keidanren will continue to advocate from a social point of view, practice sustainable capitalism, and campaign both within Japan and around the world for policies that maximize the energy and drive of the private sector. As we pursue these endeavors, I would be grateful for your continued cooperation and support.



Chairman
Keidanren

十倉 雅和

TOKURA Masakazu



Main Activities in Fiscal 2022 (Proposals, Reports, etc.)

April 2022

April 12

- Opening the doors to Society 5.0: A policy proposal to the Digital Extraordinary Administrative Advisory Committee
- Proposal: Tapping the Potential of Japanese Strengths through Soft Power—Promoting the entertainment content industry
- Proposal for the National Defense Program Guidelines
- Proposal: Using Teleworking to Help Improve Worker Engagement and Productivity

April 18

- Fiscal 2021 Report of the Keidanren–Academia Council for Future of Higher Education and Recruitment: Encouraging self-directed career development through industry–academia collaboration

April 19

- Fiscal 2021 Activity Report of the Japan Partnership for Circular Economy (J4CE)

May

May 17

- Proposal: Towards Green Transformation (GX)
- Proposal: Contributing to Inclusive and Sustainable Development in Africa—Moving beyond TICAD to become a true partner for Africa

June

June 1

- Practice Sustainable Capitalism: Keidanren Policy for Fiscal 2022

June 10

- Joint Statement on Japan’s Entry Restrictions

June 14

- Proposal: Using Impact Metrics to Promote Dialogue with Purpose as Starting Point—Action for sustainable capitalism by companies and investors

June 17

- Fourth Amendment of Guidelines for Preventing the Spread of Novel Coronavirus Disease (COVID-19)

June 20

- B7 Summit 2022 Joint Statement

July

July 19

- Proposal for Implementation of Basic Plan on Space Policy: Priorities that should be funded in the space-related budget for fiscal 2023
- Workation Guide for Companies: Fully utilizing work styles that are not restricted by place
- Proposal: Life Services Transformation—New forms of life services that support a diversity of happiness and everyday lives

July 22

- Declaration on Action by Keidanren Summer Forum 2022: Practice sustainable capitalism

September

September 13

- Proposal: Toward the Reconstruction of the Free and Open International Economic Order—Japan’s Role and Strategy in Trade and Investment
- Proposal for Fiscal 2023 Tax Reform
- Proposal: A list of regulatory reforms required in fiscal 2022 toward a better labor framework, local revitalization and green transformation
- Proposal: Ocean Policy in the Society 5.0 Era—Scoping on the next Basic Plan

September 14

- Joint Statement on the Promotion of Japan–Brazil Economic Relations
Brazil–Japan Business Council Plenary Meeting

September 16

- Report: Noteworthy Cases 2022 Edition
Japan Partnership for Circular Economy (J4CE)

October

October 11

- Proposal: Taking on the Challenge to Make Japan an Industry– and Technology–Oriented Nation Again—Industries and key technologies for 2030–40
- Proposal on the Formulation of the Next Basic Plan for the Promotion of Education: Creating a proactive learning environment to nurture diverse human resources capable of building the future
- Views on Promoting Partnership between Business and Politics
- Evaluation of Major Political Parties’ Policies (2022)
- Declaration of Keidanren Cyber Security Management 2.0

October

October 18

- Joint Declaration by the Tohoku Economic Federation and Keidanren: Envisaging social transformations through strengthening industrial competitiveness based on science and technology

October 21

- Opinion on the Review of the Next-Generation Medical Infrastructure Act

November

November 7

- Keidanren Carbon Neutrality Action Plan: Visions for carbon neutrality by 2050 and fiscal 2022 follow-up results (performance in fiscal 2021) [preliminary version]

November 15

- Proposal: web 3 Promotion Strategy—Realizing Society 5.0 for SDGs
- Proposal: Strengthening Central Control Functions to Prepare for New Infectious Diseases

November 28

- Joint Statement of the Eighth Japan–China CEO and Former Senior Officials Dialogue

December

December 1

- Opinion of Five Organizations on Employee’s health Insurance with a View to Reform of the Health Insurance System

December 13

- Proposal for Strengthening Strategic Relations with the Gulf Countries in the Middle East: Urgent need to resume Japan–GCC FTA negotiations
- Opinion on Revision of the Development Cooperation Charter
- Implementation Guidance on Charter of Corporate Behavior (version 9)

January 2023

January 1

- Practicing Sustainable Capitalism to Resolve Social Issues and Achieve Economic Growth: New year message from the chairman of Keidanren

January 17

- 2023 Report of the Special Committee on Management and Labor Policy: Achieving innovation and improved productivity through greater investment in people

February

February 14

- Proposal for the Realization of a Circular Economy
- Proposal: Healthcare in the Society 5.0 Era, Part IV—Maximizing the value of healthcare data

March

March 14

- Proposal: Developing Strategic Infrastructure Systems Overseas—Fiscal 2022 edition
- Proposal: Biotechnological Transformation (BX) Strategy—BX for a sustainable future
- Opinion on Enhancing Policies for Childcare Support
- Proposal for Basic Plan on Space Policy
- Voluntary Action Plan for Establishing a Sound Material–Cycle Society: Results of fiscal 2022 follow-up

March 16

- Declaration for the Future Partnership between Japan and Korea

March 31

- Keidanren Carbon Neutrality Action Plan: Visions for carbon neutrality by 2050 and fiscal 2022 follow-up results (performance in fiscal 2021) [final version]



Keidanren Policy for Fiscal 2023

Achieve a Virtuous Cycle of Growth and Distribution

Countermeasures against the COVID-19 pandemic are coming to an end after more than three years, and the curtain has risen on a new, post-pandemic era. This new milestone marks the ideal moment to tackle head-on the problems that face the whole world, including the increasingly serious problem of climate change and the urgent need to correct inequalities, and to achieve a virtuous cycle of growth and distribution. By doing so, Keidanren is determined to restore dynamism to the Japanese economy and boost Japan's presence on the world stage.

To achieve growth, Keidanren aims to create new value and demand through unceasing innovation. To that end, it will encourage investment in Japan through public-private collaboration, in priority areas including green transformation (GX), digital transformation (DX), and startups, will work to enhance the ability of Japanese companies to create added value, and will endeavor to further strengthen Japan's industrial competitiveness. Keidanren will also take bold measures to tackle labor market reforms to encourage smooth labor mobility, with the aim of boosting the renewal and productivity of Japanese industries.

Additionally, Keidanren will work on investment in people, including structural wage increases, and by ensuring that the fruits of growth are appropriately distributed, contribute to the creation of an ample middle class. What is aimed for is to create a society where many people feel a genuine sense of economic prosperity, where diverse well-being is a reality, and where people can pursue their wishes and dreams and turn them into a reality.

Turning our gaze beyond Japan, the world economy is on the verge of fragmentation in an increasingly challenging international climate, symbolized most strikingly in Russia's prolonged aggression against Ukraine. To ensure that companies can continue to engage proactively in their global business activities in this difficult climate, as the business organization of the host nation for the G7 Summit this year, Keidanren will continue to advocate the maintenance and strengthening of a free and open international economic order.

Keidanren has set the measures listed below as its priority initiatives for fiscal 2023, and will continue to strive for the achievement of a Society 5.0 for SDGs¹ through the practice of sustainable capitalism positioned from the social point of view.

1. Achieve Growth through Science, Technology, and Innovation

(1) Green transformation (GX)

- To achieve carbon neutrality by 2050, consistently promote GX in ways that will increase public and private investment to the maximum possible extent and will lead to maintaining and strengthening industrial competitiveness and to sustainable economic growth.
- Promote the development and social implementation of innovative technology as the government carries out its commitment to medium and long term fiscal spending and enhances transition finance. At the same time, with regard to the government's growth-oriented carbon pricing concept,² participate proactively in debates and other activities related to the further development of the GX League³ to ensure appropriate institutional design. In addition, advance transition in Asia through collaboration and cooperation with countries in the region, and promote measures to address climate change on a global scale. Work also to stimulate green demand and strengthen supply chains overseas.

- While working to strengthen energy security, use GX to construct a system that will support an affordable and stable energy supply. In particular, urge progress on a national strategy that will aim at making renewable energy the "major power source", at maximizing the use of nuclear power plants whose safety has been confirmed, at taking measures to deal with the back-end issues of nuclear fuel cycle, at materializing the plan to develop and construct advanced reactors and creating the business and investment environment necessary for them, and at moving toward the practical use of nuclear fusion technology.
- Advance a circular economy and nature-positive policies (conservation of nature and biodiversity) in an integrated manner with GX to realize a sustainable economy and society, and use this to strengthen industrial competitiveness and achieve economic growth.

1. By combining the digital revolution with human ingenuity, Society 5.0 aims to achieve not only economic growth but also the solution of social issues and coexistence with nature. Since it can also contribute to the achievement of the Sustainable Development Goals (SDGs) laid out by the United Nations, the Keidanren proposal "Society 5.0: Co-creating the future" (November 2018) positioned "Society 5.0 for SDGs" as a concrete vision for the future society it should aim for.

2. Support for ambitious upfront investment using GX economic transition bonds, GX upfront investment incentives through carbon pricing (full-fledged introduction of an emissions trading system, and introduction of carbon levies), etc.

3. A government framework in which companies with ambitious carbon reduction targets voluntarily trade emissions to meet their targets while investing in emissions reductions.

(2) Digital transformation (DX)

- Push for digital and regulatory reforms through the Digital Extraordinary Administrative Advisory Committee, to achieve a truly complete and comprehensive switch to digital in line with the government's five digital principles.⁴
- Encourage the wider use and improved convenience of the My Number card, and push to ensure that people can complete administrative procedures in a one-stop, once-only fashion.
- Identify and work to solve issues with inter-company data linkage, from the perspective of realizing Society 5.0 for SDGs.
- Help to compile and disseminate case studies for web 3⁵ and related fields.
- Encourage the government to put in place legal and other frameworks for DX, primarily in the fields of healthcare and education, while having the business community actively use data to co-create value for consumers.
- Work to strengthen the sharing of information on disasters and disaster preparedness, and to enhance cybersecurity, throughout supply chains including those of small and medium enterprises (SMEs) on the basis of close public-private collaboration.

(3) Promoting startups

- Encourage changes of behavior by major companies and work to solve issues, in order to achieve the goal laid out in the Keidanren proposal "Vision for Startup Breakthrough"⁶ of a tenfold increase within five years in numbers of startups and successful startup companies, and thereby to enhance the startup ecosystem.
- Encourage open innovation between startups and large companies, including in the regions and overseas.

2. Create an Ample Middle Class

(1) Putting an environment in place for structural wage increases

- Work to maintain and strengthen momentum for wage increases by distributing, as investment in people, the fruits of growth achieved through co-creation of value with workers, and link this to the achievement of structural wage increases.

(4) Strengthening competitiveness in new growth areas

- To demonstrate soft power, work to stimulate entertainment content and other creative industries. Urge the early implementation of concrete policies for human resources development, overseas penetration, construction of production centers, and so forth with a view to the sustainable expansion of the presence of Japanese creative content around the world.
- To realize the world's most advanced bioeconomy society, join hands with the government, universities, related industries, experts, and other stakeholders to implement the five strategies outlined in the Keidanren proposal "Biotechnological Transformation (BX) Strategy."⁷ Also proactively publicize in Japan and overseas the work being done in biotechnology fields in Japan.
- Engage in cross-industry debates on the challenges faced by mobility and the vision for the future of the industry, and lobby for policies to strengthen the international competitiveness of the mobility industry.
- Further enhance industry-academia-government collaboration to build an ecosystem for innovation, while strengthening the intellectual property strategy including moves toward international standardization with an eye to global rollouts.
- Promote research, development, and implementation of semiconductor, artificial intelligence, quantum, biotechnology, and other technologies that are highly important from the perspective of Japan's international competitiveness. With regard to deep tech⁸ whose development requires substantial investments of time, in particular, urge maintained momentum for ongoing fiscal support.
- Build an environment that will attract impact investing,⁹ supportive consumption,¹⁰ and other types of funding to businesses that contribute to solving social issues.

- In order to bring about smooth labor mobility to growth industries and fields essential to the improved productivity of Japan as a whole, push the government to strengthen employment matching functions, to shift to a safety net that facilitates labor mobility, and to enact legislation on working hours that is conducive to side-jobs and concurrent employment. At the same time, urge the introduction and reinforcement of measures to assist workers with self-directed career formation, capacity building, and skill development.

4. (1) Full digital/automation principle, (2) agile governance principle, (3) public-private partnership principle, (4) ensuring interoperability principle, and (5) common infrastructure usage principle.

5. A version of the internet that incorporates blockchain technology, referred sometimes to as "Web 3.0," etc.

6. Published March 15, 2022, <https://www.keidanren.or.jp/en/policy/2022/024.html>.

7. Published March 14, 2023, <https://www.keidanren.or.jp/en/policy/2023/015.html>.

8. Technologies developed at high cost over many years at universities or research institutions based on scientific discoveries or cutting-edge technology, with the potential to dramatically transform lifestyles or contribute to the solution of social issues around the world (e.g., artificial intelligence technology, quantum technology, and biotechnology).

9. Investment that aims not only to gain economic benefits but also to resolve social issues.

10. Consumption that supports producers and companies engaged in activities that have a positive impact on society, including support for disaster-affected areas.

- Urge individual corporations to establish employment systems that match companies' situations, especially by diversifying hiring processes including adopting year-round hiring and by considering the introduction and utilization of job-based employment.
- In order to create momentum for wage increases throughout the country including in medium-sized companies and SMEs, work to increase the number of companies participating in, and improve the effectiveness of, the Declaration of Partnership Building,¹¹ and achieve appropriate sharing of price rises throughout the supply chain.

(2) Promoting DE&I, diverse work styles, and educational reforms

- In order to allow every worker to utilize their individuality and strengths to the greatest possible extent, accelerate measures aimed at ensuring diversity, equity, and inclusion (DE&I) from the perspective of respecting not only human rights but also equality and fairness, and promote active participation of diverse human resources—including women, foreign nationals, young people, the elderly, people with disabilities, and fixed-term contract workers—to drive further innovation.
- As well as encouraging flexible work styles that help improve worker engagement and productivity, advocate further revision of working hour systems. To improve compensation packages for fixed-term and other contract workers, campaign for appropriate measures to ensure equal pay for equal work, and urge companies to have fixed-term and other contract workers with motivation and skills transition to regular employees.
- Aiming to establish a virtuous cycle of work and study, redouble efforts to advance reforms of the educational system, which include the enhancement of recurrent education and reskilling, support for career formation from people's student years, and reforms that encourage

greater contributions from human resources with doctoral degrees and women from a science and engineering background, in collaboration with universities and other educational institutions. As part of these efforts, call on the government and other entities for educational reforms at primary and secondary level, to achieve a model of education that fosters diversity.

(3) Building a social security system for all generations and addressing policies for children's issues and childcare

- With the aim of building a social security system oriented to all generations that underpins the creation of an ample middle class, take steps to achieve reform of systems to increase safety, peace of mind, and sustainability for all citizens, in particular by curbing any increases in insurance premiums imposed on the working-age population, and raising the efficiency of healthcare and caregiving systems. Also, deepen the debate on structural issues, including the state of social security premiums and the taxation systems.
- In response to the government debate on strengthening policies for children and childcare, publicize Keidanren's basic thinking, in particular to share a sense of urgency about the declining population and emphasize priority policies. In parallel, accelerate companies' efforts to encourage more male workers to contribute to housework and childcare, including messages from senior management and measures that help employees balance work and home life. With regard to the financial resources that will be necessary to enhance benefits for childcare, work to ensure that society as a whole bears the burden by combining various sources of funding in ways that do not impede momentum for the creation of an ample middle class and wage increases.

3. Build Attractive Regional Communities and Economies

(1) Establishing sustainable regional economies

- Utilize Keidanren's Regional Co-creation Action Program¹² to join forces with the national government, local governments, universities, sports bodies, cultural organizations, and other stakeholders, and work to build attractive regional communities based on diverse co-creation in collaboration with the government's Vision for a Digital Garden City Nation.
- While keeping a close eye on the progress of the government's Basic Guidelines for Reconstruction in Response to the Great East Japan Earthquake from the Second Reconstruction and Revitalization Period,¹³ continue to work on activities aimed toward recovery and regeneration of disaster-affected areas in the Tohoku region.

- Consider and implement policies for sustainable growth of the tourism industry, including securing of human resources for the industry and in tourist areas to meet a strong recovery in travel demand with a view to the reopening of inbound tourism, as well as policies to turn agriculture into an export-oriented growth industry that contributes to food security. Cohost networking events and hold thematic discussions with regional business associations to revitalize local economies, while ascertaining the actual conditions and needs of regional communities to reflect them in Keidanren activities.

(2) Considering a vision for the future of regional economies and administration in view of the nation's falling population, declining birthrate, and aging society

- Conduct discussions on the vision for the future of the nation and regions, on the assumption of a declining birthrate and aging society.

- Consider how to distribute administrative systems and society functions between the national government and the regions, from the perspective of boosting the sustainability and resilience of the nation as a whole.

4. Reform the Fiscal and Taxation Systems to Support Strong Economic Growth

- Work toward the restoration of fiscal health, in line with the direction of dynamic economic and fiscal management through public-private collaboration that aims to achieve sustainable economic growth and fiscal equilibrium in the medium to long term.
- Urge realization of the domestic taxation reforms that will help revitalize corporate activities, while paying attention

to development of a new corporate surtax as a source of funding to reinforce the country's defense capabilities. Respond also to revisions of international taxation rules based on agreement between countries in line with the digitalization of the economic activities, and to domestic implementation of these rules.

5. Rebuild a Free and Open International Economic Order

(1) Advocate to maintain and strengthen a rules-based international economic order

- Prevent division of the global economy by launching the "Free and Fair Trade and Investment Club" proposed by the B7 in the lead-up to the G7 Hiroshima Summit, by deepening and expanding economic partnership agreements and similar arrangements, by enhancing official development assistance, and by reforming the World Trade Organization on rule formulation, supervision, and implementation, consequently rebuilding a free and open international order. At the same time, when posing regulation on trade and investment for national security reasons, call on governments to limit its scope to the minimum.
- Urge the Japanese government to fully reflect the opinions of companies, actual business activities, and other factors in Cabinet and ministerial orders to be issued to implement the Economic Security Promotion Act, and to conduct continuous review of the regulations to reduce the burden placed on the companies subject to the regulations.
- Aim to strengthen cybersecurity and to encourage joint research with other countries, participate proactively in the discussion to develop legislation for security clearance system on economic security and thereby help establish

an effective information security system in Japan that is trustworthy by other countries.

- Promote business managements that respect human rights, starting with conducting human rights due diligence. Also, seek actions by the government to ensure that companies are not placed at a disadvantage even if they suspend particular business transactions as a result of such due diligence.

(2) Engaging private-sector economic diplomacy actively

- Follow the discussion at the G20 Summit in India through participating the B20 summit and other efforts, to encourage understanding of the joint recommendation proposed at the B7 Tokyo Summit.¹⁴
- Through conducting private-sector economic diplomacy including dispatch of missions and holding joint economic conferences, strengthen relations not only with the Western countries but also with other countries around the world, thereby contributing to the solution of global-scale issues, and help other nations to solve social problems and advance growth strategies.

6. Contribute to the Success of Expo 2025 Osaka, Kansai, Japan, etc.

- Based on the recognition that Expo 2025 Osaka, Kansai, Japan, will contribute to the achievement of Society 5.0 for SDGs and the sustainable growth of the Japanese economy and society, cooperate with all aspects of preparations for the success of the Expo while deepening collaboration with the Japan Association for the 2025 World Exposition, the national government, local governments and business community, and other stakeholders.
- Cooperate with preparations for GREEN×EXPO 2027 (World Horticultural Exposition) that will be held in Yokohama, Kanagawa Prefecture, in 2027, while deepening ties with the national and local governments, the business community, and other entities.

11. An undertaking by companies, both large and small, to declare their trading policies from the perspective of contractees. Companies declare in the name of a representative that they will work for coexistence, coprosperity, fairer trade practices, and other improvements throughout the supply chain. As of March 31, 2023, approximately 550 Keidanren member companies have declared their policies.

12. Published November 16, 2021, <https://www.keidanren.or.jp/policy/2021/105.html> (in Japanese).

13. Approved by the Cabinet on March 9, 2021.

14. Held at Keidanren Kaikan in Tokyo on April 19–20, 2023.

1 Challenging for Sustainable Growth through Innovation

(1) Green transformation (GX)

Achieving carbon neutrality by 2050, which is Japan's pledge to the international community, will require the public and private sectors to join forces and to devote national resources to promoting GX, which will involve a transformation of the entire economic and social system.

In May 2022, Keidanren published the proposal "Towards Green Transformation (GX)," which called on the government to increase public and private sector investment to the maximum possible extent, and to draw up a GX policy package that would provide a grand design for GX, from the perspective of maintaining and strengthening industrial competitiveness. Thereafter, Keidanren Chairman TOKURA Masakazu joined the government's new GX Implementation Council. After approximately half a year of discussions and debate, the council adopted a document entitled "Basic Policy for the Realization of GX," which was largely in line with Keidanren's proposal.

Alongside policy proposals of this kind, Keidanren continues to engage in its own independent undertakings in various fields relating to the environment, including the Keidanren



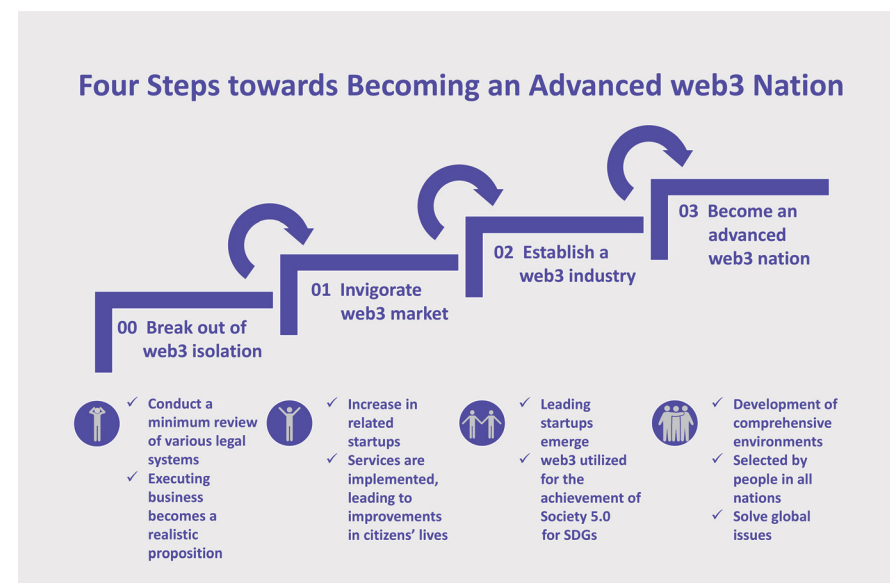
Presenting the proposal "Towards Green Transformation (GX)" to HAGIUDA Koichi, then Minister of Economy, Trade and Industry (May 18, 2022)

Carbon Neutrality Action Plan, Challenge Zero, the Voluntary Action Plan for Establishing a Sound Material-Cycle Society, the Japan Partnership for Circular Economy (J4CE), and the Keidanren Initiative for Biodiversity Conservation. It also publishes opinions on the development of international standards toward disclosure of sustainability-related information, including climate change.

(2) Digital transformation (DX)

The COVID-19 pandemic exposed anew the extent to which Japan has fallen behind the international community in the digital transformation of economy and society. To address this problem, Keidanren has been launching projects and other initiatives in collaboration with diverse stakeholders to bring about a Japan-original DX centered on value co-creation. In

November 2022, Keidanren released "web 3 Promotion Strategy: Realizing Society 5.0 for SDGs." This laid out specific constructive measures and a timeline based on the philosophy that there is no time to waste. The aim is for Japan to become a global leader in making use of web 3 as a new growth field, and to use this to help design a better society.



(3) Promoting startups

In order to achieve the goals set in the proposal "Vision for Startup Breakthrough" published in March 2022, Keidanren rolled out a wide range of activities, including information and awareness campaigns and seminars. One outcome of these efforts was the compilation of the government's "Startup Development Five-year Plan," which is largely based on Keidanren's proposal.

Keidanren continues to regularly hold the networking event KIX, Keidanren Innovation Crossing, that facilitates interaction between startups and large companies. More than 200 startups are creating opportunities for collaboration through this project.



Presenting the proposal "Vision for Startup Breakthrough" to KOIKE Yuriko, Governor of Tokyo (August 26, 2022)

(4) Investment in new growth areas (creative economy, bioeconomy, and mobility)

In 2022, Keidanren launched committees on three areas that promise to become leaders of sustainable growth for Japan in the years to come.

The committees consider issues and challenges within their respective fields. In the field of creative economy, the focus is on policies and actions to sustainably increase the presence of Japanese entertainment content in the world. In the bioeconomy field, the committee works to find ways to use biotechnology for solving social issues and achieving sustainable economic growth. In the field of mobility, efforts are being made to address challenges involved with strengthening Japan's international competitiveness and bringing about a carbon neutrality.



(5) Digital and regulatory reforms

Every year Keidanren compiles requests from member companies for regulatory reforms, and urges the government to implement these changes. In recent years, progress has been seen on around 60 percent of these requests, including the incorporation into government policy of a regulatory reform to realize Advanced Air Mobilities. Moreover, the government's Digital Extraordinary Administrative Advisory Committee adopted a timetable for the comprehensive review of analogue regulations, and a package of bill to promote reforms of digital regulations was submitted to the 2023 regular Diet session (eventually passed in June).



Presenting the proposal "A list of regulatory reforms required in fiscal 2022 toward a better labor framework, local revitalization and green transformation" to OKADA Naoki, Minister of State for Regulatory Reform (September 29, 2022)

(6) Contribution to achieving the SDGs

In 2022, Keidanren revised its Implementation Guidance on Charter of Corporate Behavior for the first time in five years. The latest version calls for the practice of corporate behavior from the social point of view, with the aim of achieving a shift toward sustainable capitalism. In collaboration with the Council for Better Corporate Citizenship, Keidanren will continue to work to encourage corporate behavior that will help to achieve the SDGs through the realization of Society 5.0, while engaging in dialogue and collaboration with global stakeholders including United Nations agencies and private sector organizations which promote the SDGs.

Keidanren will also encourage companies to adopt practices in line with the UN Guiding Principles on Business and Human Rights throughout their supply chains in Japan and overseas, making the best use of Keidanren's Handbook for Management that Respects Human Rights.



Implementation Guidance on Charter of Corporate Behavior (front cover)

2 Creating an Ample Middle Class

(1) Promoting investment in people, work style reforms, and diversity, equity, and inclusion

To achieve sustainable growth, it is necessary to work toward improved productivity through creation of innovation, with investment in people as a starting point, and to distribute the fruits of improved productivity appropriately in the form of wage increases, improvements to overall compensation packages, and better human resources development.

The improved productivity that is crucial for growth requires continued implementation of “Phase I” work style reforms, which increase the efficiency of labor input, as well as progression to “Phase II” reforms, which seek to maximize added value. Enhancing employee engagement is key to successfully implementing these reforms. Keidanren is actively engaged in efforts to create working environments conducive to more independent, self-directed work styles, by allowing for teleworking, flextime, and other work styles that are not restricted by time and place, encouraging side-jobs and concurrent employment, and enhancing working hour systems that are suited to jobs in which output does not necessarily correspond to the number of hours worked.

Keidanren also promotes further improvements in diversity, equity, and inclusion (DE&I), the wellspring of innovation that emerges from a diverse set of values. While working to lay the groundwork for achieving its target of 30% of executives to be women by 2030, Keidanren is encouraging changes in the awareness and behavior of individuals, including working to eradicate unconscious bias and urging male employees to take parental leave, by distributing informational videos and introducing best practice case studies.



HereWeGo203030

(2) Education and human resources development

In order to develop the human resources who will have the skills to push forward Society 5.0, Keidanren has published proposals on primary, secondary, tertiary, and recurrent education, and also supports study abroad programs for young people in collaboration with the Keidanren Ishizaka Memorial Foundation and the United World College (UWC) Japan National Committee. Meanwhile, the Keidanren-Academia



Presenting the Proposal on the Formulation of the Next Basic Plan for the Promotion of Education to NAGAOKA Keiko, Minister of Education, Culture, Sports, Science and Technology (November 14, 2022)



Leaflet “Let’s Change the Future of Internships through Industry–Academia Collaboration” (front cover)

(3) Economic and fiscal management; and building a social security system for all generations

Improvements to the macroeconomic environment will be indispensable to achieve a society in which many people feel a genuine sense of economic prosperity as members of an ample middle class and have a realistic chance of fulfilling their dreams. These improvements include ensuring a virtuous circle of growth and distribution, and bring the country’s economy out of prolonged economic slump. To achieve this, Keidanren proposes “the dynamic economic and fiscal management”. This requires the government to improve the investment environment for the private sector through long-term planned investment and regulatory reforms, along with wise spending. On the other hand, companies must also be proactive about domestic investment and ongoing wage increases. Keidanren continues to call on the government and other bodies based on this understanding and many of its views have been reflected in government policy. In the Basic Policy on Economic and Fiscal Management and Reform 2022 and the budget for fiscal 2023, ambitious government investment in DX, GX, science, technology and innovation were included.

Japanese society continues to age and the working-age population is declining rapidly. In the face of these challenges, Keidanren has called on both the government and ruling parties to build a fair and equitable social security system that will allow all generations to live and work with peace of mind, in order to facilitate the growth of income and consumption for an ample middle class. Specifically, Keidanren has been pressing strongly for the wider implementation of the My Number system, the greater use of DX in social security, appropriate and efficient social security benefits, and a reform of social security system based on the principle of ability to pay including the elderly. As a result, reforms of healthcare and other systems are underway to limit the increases in insurance premiums imposed on the working-age population to a certain extent.

3 Building a Resilient Society

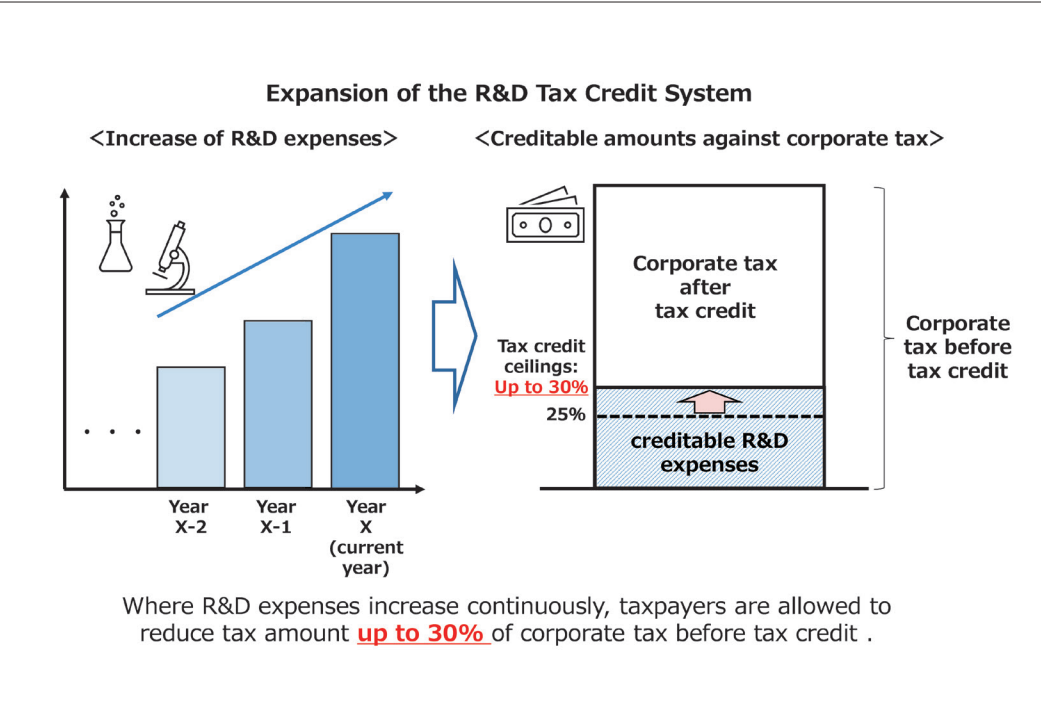
(4) A taxation system that contributes to revitalization of business activities and a sustainable society

Japan needs to implement tax measures that support corporate reforms and drive revitalization of business activities, including increased investment, in the post-COVID era. Keidanren has been working with both the ruling parties and administration based on this understanding. As a result, the measures described below were adopted in the fiscal 2023 tax reform.

On the corporate tax system, steps were taken to expand and maintain the tax credit for research and development. In particular, the system was amended boldly to encourage

taxpayers to increase R&D expenditure. Also, for the development of the startups that are expected to play an important role as engines of growth, measures were taken including steps to expand the tax measures to promote open-innovation activities.

The Nippon Individual Savings Account (NISA) program was drastically expanded and made permanent as part of “Doubling Asset-based Income Plan.” Furthermore, various automobile-related taxes were revised, including an extension of tax incentives for eco cars.



(1) Moving away from COVID-19 restrictions and revitalizing social and economic activities

To help avoid a collapse of the healthcare system during the COVID-19 pandemic, Keidanren adopted a range of prevention countermeasures, including thoroughgoing disinfection measures and promotion of vaccination programs. Since then, the virus has continued to mutate into new variants and steps have been taken to strengthen the healthcare system. In response to these changes, and the development of therapeutic treatments, Keidanren urged for a return to normal social and economic activities and has promoted steps to restore these activities to their previous vitality. As a result, COVID-19 was downgraded to a Class Five disease like seasonal influenza under the Infectious Diseases Control Law, and the restrictions on movement and border controls were relaxed or abolished, among other changes.

In November 2022, Keidanren released a proposal for establishing a Cabinet infectious disease crisis management agency and a Japanese equivalent of the US Centers for Disease Control (namely, a national institute for health crisis control). The proposal calls on the government to



Presenting the proposal “Strengthening Central Control Functions to Prepare for New Infectious Diseases” to GOTO Shigeyuki, Minister in Charge of Measures for Novel Coronavirus Disease and Health Crisis Management (November 21, 2022)

strengthen its central control functions against infectious diseases by learning from COVID-19 experience and breaking down silos between ministries.

(2) Natural disasters and recovery

With a view to aiding in the recovery and new creation in areas affected by the 2011 Great East Japan Earthquake and other natural disasters, Keidanren is working to help the recovery of industries in the affected areas and is engaged in efforts to dispel the persistent reputational damage resulting from the nuclear and tsunami disaster, through collaborations with the national government and relevant local authorities.

Specifically, to promote increased consumption of produce from the Tohoku region and to help drive demand and support for tourism in the region, Keidanren held a Festival in Support of Tohoku Reconstruction, which provided an opportunity to publicize in one setting a variety of events related to Tohoku by its member companies and organizations. In May, Keidanren representatives visited Fukushima Prefecture to ascertain the current situation on the ground, get a better understanding of issues in the stricken areas, and consider effective recovery support. In addition to meeting Fukushima Governor UCHIBORI Masao, they also visited the Fukushima Daiichi Nuclear Power Station and other locations.

In addition, Keidanren participates in government projects, including the Fukushima Institute for Research, Education and Innovation, as well as the “Find the Charm! Sanriku Joban Mono Network” initiative, which is aimed at connecting the sellers and buyers of marine products from the Sanriku and Joban regions that were among the areas hardest hit by the Great East Japan Earthquake.



The Festival in Support of Tohoku Reconstruction website

(3) Cybersecurity, space, and defense

In October 2022, we published Declaration of Keidanren Cyber Security Management 2.0. This aimed to raise awareness of the importance of measures that look at the entirety of the supply chain, and the importance of strengthening public-private partnership. Keidanren is also deepening exchange of opinions on collaboration with governments around the world, in particular with the United States and the United Kingdom.

In July 2022, Keidanren published its Proposal for Implementation of Basic Plan on Space Policy. This was followed in March 2023 by a Proposal for Basic Plan on Space Policy. Keidanren is engaged in policy making to ensure space security, bolster disaster mitigation measures, find solutions to global-scale issues, create new knowledge through space science and exploration, drive innovation, and strengthen the foundations for space industries.

Ahead of the Cabinet decision in December 2022 to adopt the National Security Strategy of Japan, National Defense Strategy, and Defense Buildup Program, in April 2022



Presenting the Proposal for Implementation of Basic Plan on Space Policy to KOBAYASHI Takayuki, then Minister of State for Space Policy (August 3, 2022)

Keidanren published a Proposal for the National Defense Program Guidelines. It continues to ask for the maintenance and strengthening of the production and technological infrastructure that underpins Japan's national defense.



A networking event held as part of the Regional Co-creation Action Program (November 22, 2022)

4 Revitalizing Local Society and Economy

Keidanren is working to promote the policies laid out in the Regional Co-creation Action Program (released in November 2021), which supports the activities of diverse entities, including companies, universities, local governments, and organizations, in regions throughout the country. Specifically, Keidanren looks to provide a forum for exchanges and matching opportunities between its member companies and diverse entities in the regions, with the aim of accelerating and expanding the co-creation that will contribute to solving the issues and challenges that regions are facing.

Keidanren is also examining measures to ensure the sustainability of tourism, agriculture, and other key industries in regions. With regard to tourism, as well as communicating with the government to realize the proposals regarding Japan's new Tourism Nation Promotion Basic Plan, Keidanren is also working to nurture the related population of workers who will support the industry and to promote workations and other schemes that help revitalize local communities. In agriculture, as strengthening food security becomes an increasingly urgent issue, Keidanren promotes measures aimed at turning



Presenting the proposal "Opinion on Revision of Tourism Nation Promotion Basic Plan: Innovation for sustainable and resilient tourism" to SAITO Tetsuo, Minister of Land, Infrastructure, Transport and Tourism (April 21, 2022)

agriculture into a growth industry, while urging the government to ensure that the opinions of the business community are reflected, especially in revisions to the Basic Act on Food, Agriculture and Rural Areas.

5 Rebuilding a Free and Open International Economic Order

(1) Maintaining and strengthening a rules-based international economic order

The international climate is increasingly becoming more complex and unstable, due to such factors as the continuing tension between the United States and China, the global COVID-19 pandemic, and the Russia's aggression against Ukraine. In this context, Keidanren advocates the importance of a free, open and rules-based international order, and collaborates and cooperates with governments, business associations, and other stakeholders in both domestic and foreign, to prevent the divisions in the global economy.

In September 2022, Keidanren published a proposal titled "Toward the Reconstruction of the Free and Open International Economic Order." While espousing the realization of free and open trade and investment that also encompasses the Global South, Keidanren lobbied domestically and internationally for a reform of the World Trade Organization (WTO) and for the conclusion of economic partnership agreements, free trade agreements, investment agreements, joint credit mechanisms, and similar instruments.



Meeting with Ngozi Okonjo-Iweala, WTO Director-General (October 19, 2022)

Keidanren also pressed the governments to keep the scope of economic security regulations as narrow as possible to protect the necessary areas, while ensuring freedom of economic activities without adversely affecting national security.

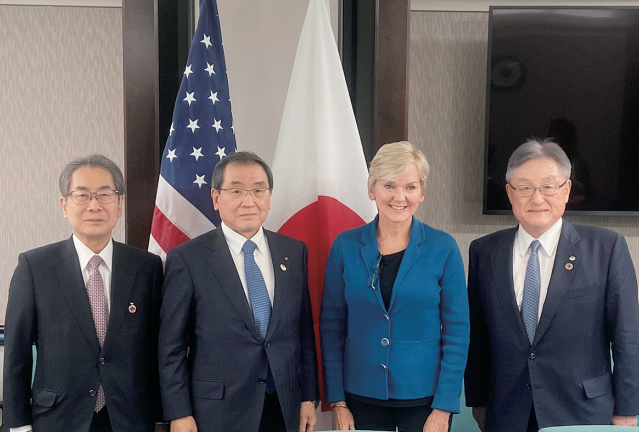
(2) Engaging actively in private-sector economic diplomacy

As social and economic activities are recovering from the restrictions put in place during the COVID-19 pandemic, Keidanren continues to actively pursue private-sector economic diplomacy, primarily through exchanges with business associations and government representatives in other countries and regions around the world.

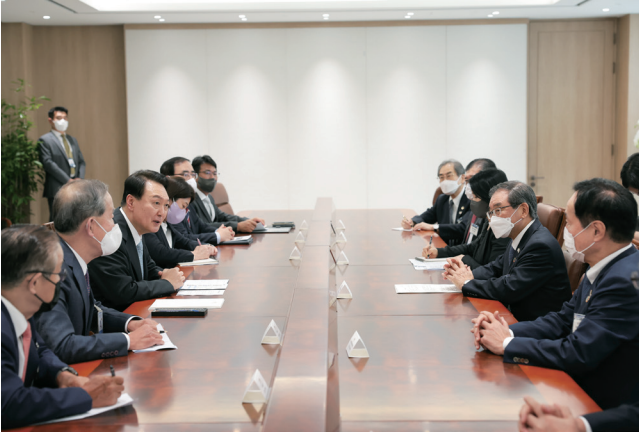
During fiscal 2022, Keidanren carried out exchanges with leading figures from the governments of many countries and international organizations: holding joint meetings with business representatives from China, Republic of Korea, Hong Kong, Taiwan, Thailand, Vietnam, India, Brazil, Mexico, Tunisia, Sweden, Norway, Finland, Belgium, Switzerland,

Türkiye, and other countries, and dispatching missions to the United States, the Czech Republic, Greece, and Singapore. Keidanren also participated in a number of multinational, multiregional frameworks, including the B7 Summit in Berlin, the B20 Summit in Bali, and the Eighth Tokyo International Conference on African Development (TICAD 8).

As the international environment continues to be very fluid and rapidly changing, Keidanren will continue to strengthen collaborations and cooperations with various countries and regions, in order to promote the global business activities of Japanese companies and to contribute to solving the social challenges that the world faces.



Meeting with Jennifer Granholm, US Secretary of Energy (February 22, 2023)



Meeting with Yoon Suk Yeol, President of the Republic of Korea (July 4, 2022; photo courtesy of the Office of the President of the Republic of Korea)

6 Partnership between Business and Politics

The national security environment surrounding Japan is increasingly tense and challenging. As well as the need to respond to the challenges of energy and food security, Japan's economy and society are facing a crucial phase as the country seeks to break out of its deflationary spiral—which has been an issue for many years—and to overcome the aftermath of the COVID-19 pandemic.

In order for Japan to practice sustainable capitalism, spearhead the achievement of solidarity in the international community, and otherwise address a mountain of issues the nation faces, it is vital for the business community to join forces with politics and engage with domestic and international policy implementation. Accordingly, Keidanren continues to (1) propose policies, (2) communicate with political parties and politicians, and (3) engage in collaborative public-private economic diplomacy efforts, by strengthening its partnership with politics.



Prime Minister
KISHIDA Fumio
The 11th Meeting of Councillors
(December 26, 2022)



Secretary-General of Liberal
Democratic Party (LDP)
MOTEGI Toshimitsu
Keidanren Political Forum
(August 3, 2022)



Chairperson of LDP Policy Research
Council
HAGIUDA Koichi
Keidanren Political Forum
(February 9, 2023)

7 Supporting Major National Events

In 2025, the World Expo 2025 will be held in Osaka, Kansai, followed by the World Horticultural Exhibition (GREEN× EXPO 2027) held in Yokohama in 2027. The theme of Expo 2025 Osaka, Kansai, will be “Designing Future Society for Our Lives.” As well as contributing toward the achievement of the Society 5.0 for SDGs, the Expo will aim to make a brighter future and better societies a reality through the co-creation between diverse companies and individuals and the use of cutting-edge technology. Meanwhile, under the theme of “Scenery of the Future for Happiness,” GREEN× EXPO 2027 will aim to make people aware anew of the value of the flowers, greenery, and other natural capital around them in the heart of their urban lives, and to convey a message to encourage and support the creation of sustainable societies that coexist with nature.

Keidanren is actively involved in measures to ensure the success of these events, believing that the ripple effects they bring will have an impact not only in the regions that host them but across the whole country. In collaboration with the government as well as local authorities, business communities, and other entities, Keidanren is working energetically to encourage momentum toward these events throughout the entire country.



MYAKU-MYAKU, official character of Expo 2025
Osaka, Kansai, Japan © Expo2025

8 Combining the Expertise of the Business Community and Academia

Around the world, people point to evidence that capitalism and democracy are unraveling. In response, the 21st Century Public Policy Institute launched a research project on capitalism and democracy, which will work to deepen thinking about the values that will be needed for the future of capitalism and democracy.

The Institute carries out analyses of the latest trends and key policies in major countries and regions of the world, including the United States, China, and Europe, and conducts research on economic and industrial policies

important to Japan. The research projects are headed by expert project leaders who are among the leading figures in their academic fields.

The outcomes of these research activities have been publicized in a wide range of media, including the Institute's ad hoc reports and seasonal and special newsletters, as well as in the Monthly Keidanren journal (in Japanese; April 2023 edition) and in books such as Xi Jinping's Government: Domestic Control and Global Strategy (in Japanese; Keiso Shobo, 2022).

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Chairman of the Board
SUMITOMO CHEMICAL Co., Ltd.

Vice Chairs

SATO Yasuhiro
Senior Advisor
Mizuho Financial Group, Inc.

KOMODA Masanobu
Chairman of the Board
Mitsui Fudosan Co., Ltd.

YASUNAGA Tatsuo
Representative Director,
Chair of the Board of Directors
Mitsui & Co., Ltd.

HIGASHIHARA Toshiaki
Director, Executive Chairman,
Representative Executive Officer
Hitachi, Ltd.

HASHIMOTO Eiji
Representative Director and President
NIPPON STEEL CORPORATION

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Panasonic Holdings Corporation

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Asahi Group Holdings, Ltd.

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Tokio Marine Holdings, Inc.

ENDO Nobuhiro
Executive Advisor
NEC Corporation

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Asahi Kasei Corp.

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NODA Yumiko
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Veolia Japan GK

KAMEZAWA Hironori
Member of the Board of Directors,
President & Group CEO
Mitsubishi UFJ Financial Group, Inc.

KUBOTA Masakazu
President
Keidanren

KUBOTA Masakazu

Chairman of the Board of Councillors



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East Japan Railway Company

Vice Chairs of the Board of Councillors

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TOKITA Takahito
Representative Director, CEO
FUJITSU LIMITED

KOSAKA Tatsuhiro
Senior Advisor
Chugai Pharmaceutical Co., Ltd.

UOTANI Masahiko
Representative Director,
Chairman and CEO
Shiseido Company, Limited

MITSUOKA Tsugio
Chairman of the Board
IHI Corporation

NISHIZAWA Keiji
Director - Chairman
Sampo Japan Insurance Inc.

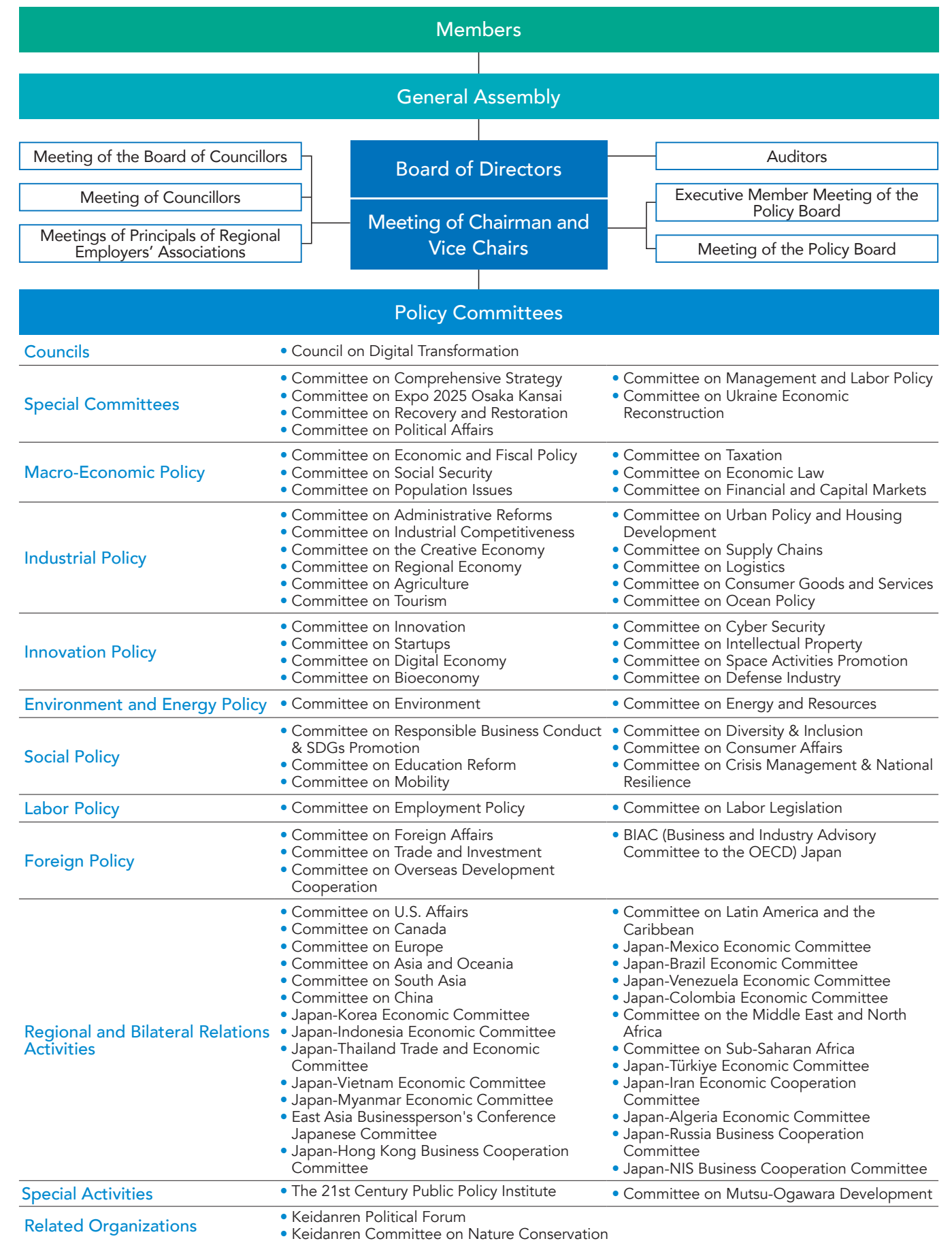
YASUKAWA Kenji
Representative Director,
Chairman of the Board
Astellas Pharma Inc.

HARA Noriyuki
Chairman
Mitsui Sumitomo Insurance Co., Ltd

KAKINOKI Masumi
President and CEO,
Member of the Board
Marubeni Corporation

HYODO Masayuki
President and CEO
SUMITOMO CORPORATION

INAGAKI Seiji
Director, Chair of the Board
Dai-ichi Life Holdings, Inc.



President



Financial Report and KEIDANREN’s History

Condensed Balance Sheet

(As of March 31, 2023)
(Millions of yen)

Items	Amount
I Assets	
1 Current assets	
Total of current assets	4,087
2 Non-current assets	
(1) Specific assets	
Accumulated assets for replacement of office facilities	13,480
Accumulated assets for replacement of conference room facilities	6,346
Total of specific assets	19,826
(2) Other non-current assets	
Buildings	4,843
Land	3,493
Other	8,082
Total of other non-current assets	16,418
Total of non-current assets	36,244
Total of assets	40,331
II Liabilities	
1 Current liabilities	
Total of current liabilities	834
2 Non-current liabilities	
Total of non-current liabilities	806
Total of liabilities	1,640
III Net assets	
General net assets	38,691
(of which the amount appropriated to specific assets)	(19,826)
Total of net assets	38,691
Total of liabilities and net assets	40,331

Statement of Changes in Net Assets

(From April 1, 2022 to March 31, 2023)

In FY 2022, Keidanren’s ordinary income was 6,911 million yen. Ordinary expenses were 5,877 million yen, the breakdown of which was 3,920 million yen for project expenses and 1,957 million yen for administration expenses. The amount of the ordinary accounts balance calculated by taking into account the gain/loss on valuation of assets and others was 979 million yen. The ordinary accounts balance is appropriated to the accumulation of specific assets for the maintenance/ replacement of facilities, etc.

History of KEIDANREN

Japan Federation of Economic Organizations (Keidanren) was established in August 1946, immediately after the end of World War II, with the aim of reconstruction and recovery of the Japanese economy. Keidanren’s first Chairman was Ichiro Ishikawa (1946-56). In April 1948, Japan Federation of Employers’ Associations (Nikkeiren) was launched with the objective of establishing appropriate relations between labor and management, with the motto “Employers, be righteous and strong”. Nikkeiren’s first Representative Executive Director was Kanichi Moroi (1948-68).

Since then, the two organizations have contributed to the development of the Japanese and global economies through maintaining and stimulating a free and open economic model and taking on internal and external challenges that the business community faced, such as liberalization of trade, promotion of free competition, promoting measures for addressing energy and environmental issues, promotion of private sector economic diplomacy, wage negotiations, and establishment of stable labor-management relations. Keidanren’s Chairman Taizo Ishizaka (1956-68) emphasized that the business community must take the high road of liberalization, and helped achieve liberalization of capital.

In 1966, the original Keidanren Kaikan building was completed, and the organization continued its further development. Keidanren Chairman Toshio Doko (1974-80) used his experience gained through work on the streamlining of factory production to streamline government (administrative reform). Since the tenures of Keidanren Chairman Doko, Nikkeiren Chairman Bunpei Otsuki (1979-87), and Nikkeiren Chairman Eiji Suzuki (1987-91), the major roles of Keidanren and Nikkeiren in contributing to administrative and fiscal reforms have become common knowledge amongst the Japanese public.

Although Japan achieved economic growth, an era of trade friction arrived. Keidanren introduced concepts such as the “Philosophy of Endurance” of Keidanren Chairman Yoshihiro Inayama (1980-86), the “Need for Co-existence” of Keidanren Chairman Gaishi Hiraiwa (1990-94), and “Attractive Japan,” as advocated by Keidanren Chairman Shoichiro Toyoda (1994-98), so that Japanese companies would be accepted as good corporate citizens within international society.

Amid a declining birthrate and an aging population, as well as diversification in Japanese people’s mind sets and values, structural reforms of the social security system, labor market, and educational system have become indispensable for enhancing business competitiveness. Therefore, in 2002, Keidanren and Nikkeiren merged to form the Japan Business Federation, as a new comprehensive economic organization to address crosscutting issues. The first Chairman of the new Keidanren was Hiroshi Okuda (2002-06).

In 2009, the new Keidanren Kaikan building was completed. On March 30, 2012, following changes in the legal framework around non-profit organizations, Keidanren transitioned from an incorporated association to a general incorporated association.

Keidanren has not only worked on the Japanese government to implement its policy proposals on various key issues, but has also released comprehensive and long-term development strategies for Japan at home and abroad, as well as the chairman vision statements, which broadly present the future image of the Japanese economy and society. These include “Envisioning a Vibrant and Attractive Japan” (Chairman Okuda, 2003), “Land of Hope, Japan” (Chairman Mitarai, 2007), and “Toward the Creation of a More Affluent and Vibrant Japan” (Chairman Sakakibara, 2015). The “Sunrise Report” (Chairman Yonekura, 2010) declared the setting-up and promotion of business-led projects to enhance industrial strength.

Ever since Chairman Okuda became a private-sector member of the Council on Economic and Fiscal Policy, Keidanren’s Chairmen have been private-sector members at important government meetings to participate in government policy discussions in a wide range of fields, including the economy, government finance, industry, and science and technology. Contributions made by Chairman Sadayuki Sakakibara (2014-2018) at meetings such as the Council on Economic and Fiscal Policy, the Council on Investments for the Future, and the Council for Designing 100-Year Life Society, as well as other recommendations made by Keidanren, have been reflected in the Japan Revitalization Strategy and other initiatives of the government. Under Chairman Hiroaki Nakanishi (2018-2021) too, Keidanren has engaged in lively policy discussions with the government, aiming to establish sustainable capitalism by expediting measures to bring about “Society 5.0 for SDGs.” To that end, Keidanren has been dynamic in expressing its opinions and taking action on key issues such as DX (digital transformation) and environmental and energy policy.

As Japanese companies’ activities become increasingly globalized and Japanese society faces issues such as climate change that affect the entire world, Keidanren is extending its activities from the domestic to the global stage.

Overview of KEIDANREN

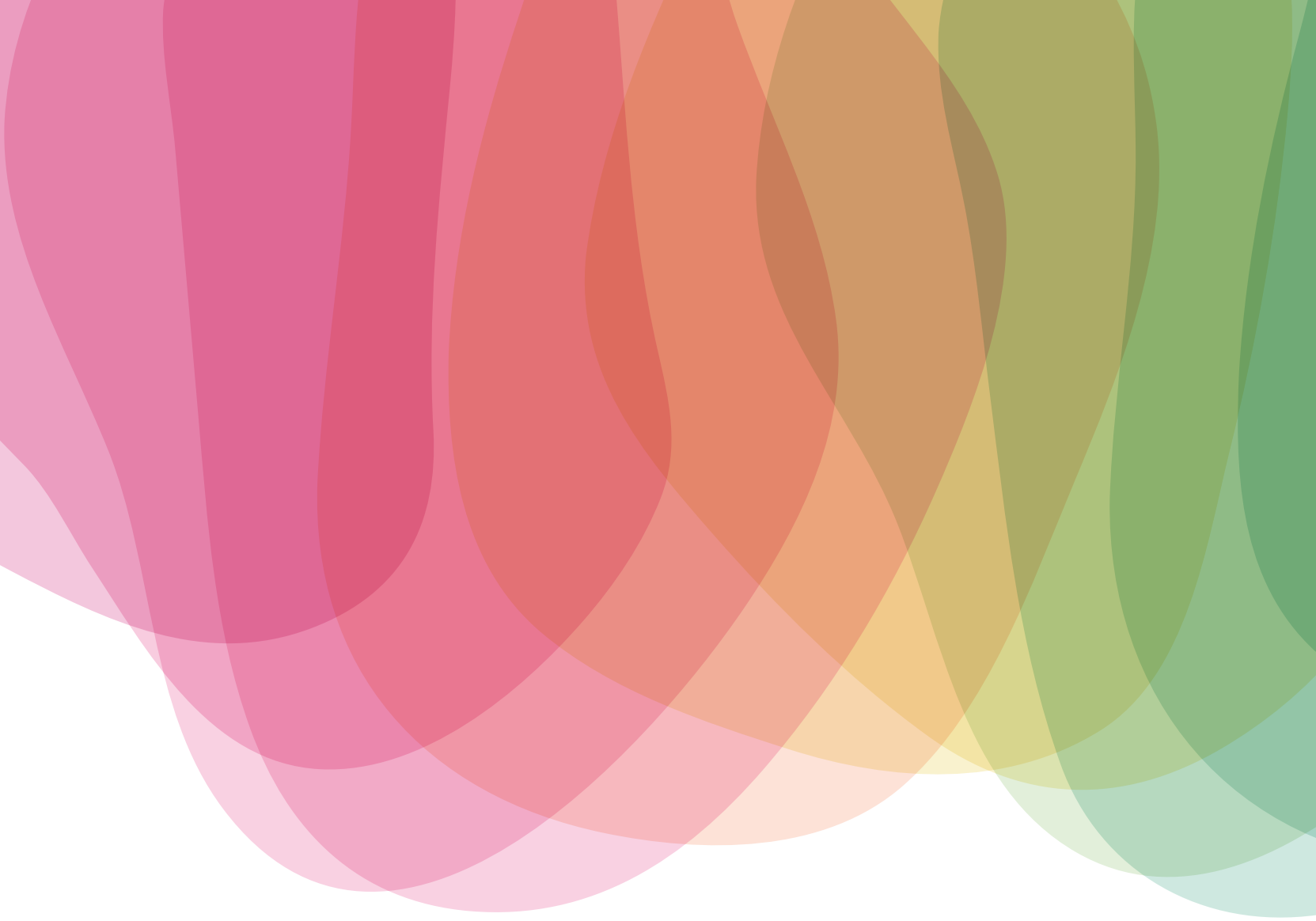
- Name:**
Ippan Shadan Hojin Nippon Keizai Dantai Rengokai
KEIDANREN (Japan Business Federation)
- Objectives (Article 3 of the Articles of Incorporation):**
The objectives of Keidanren as a comprehensive economic organization are to contribute to the self-sustained development of the Japanese economy and the improvement of the lives of citizens, by drawing out the dynamism of corporations as well as that of the individuals and communities that support them.
- Established:**
August 16, 1946
- Authorized as an incorporated association:**
June 29, 1961
- Transition to a general incorporated association:**
March 30, 2012
- Representative Directors:**
TOKURA Masakazu, Chairman
KUBOTA Masakazu, Vice Chair & President
- Directors: 27**
- Auditors: 2**
- KEIDANREN is a corporation with an Accounting Auditor**
- Membership:**
Corporate members: 1,512, Group members: 154, Special members: 33,
Total: 1,699 members (as of April 1, 2023)
- Secretariat:**
Staff members: 228 (including temporary staff, as of April 1, 2023)



**Ippan Shadan Hojin Nippon Keizai Dantai Rengokai
KEIDANREN (Japan Business Federation)**
Keidanren Kaikan, 1-3-2, Otemachi, Chiyoda-ku,
Tokyo 100-8188
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20036 U.S.A.
<https://keidanren.us/>



Keidanren
Policy & Action