

NEWS Letter

<http://www.jafe.jp/>

The 14th JAFE Seminar

On May 16, 2019, the 14th JAFE Seminar was held with Mr. Naoki Izumiya, Representative Director and CEO of Asahi Group Holdings, Ltd. While looking back on his past successes and failures, Mr. Izumiya, who has a long career as a manager, talked about his beliefs as a manager, how to build a strong mentality to overcome management difficulties, the importance of mentors/what you learn from mentors, the identification and placing of human resource in a team/company and his discipline as a manager.



Outline of the speech by Mr. Naoki Izumiya, Asahi Group Holdings, Inc., Representative Director and CEO



I have three beliefs in management. The first is “mission”: to accomplish goals and take responsibility. The second is “passion”: to work with enthusiasm more than anyone and not giving up. The third is “fashion”: to combine the strength of my management style with the management environment at those times.

However, since managers are always facing the crisis of the company, mental strength is required first. Before I became president, I reminded myself of the “deliverance” in Buddhist thought. Based on this thought, I started to put in mind that I would give up what I can't do and I would do my best in what I could do, and, therefore, my mental strength became stronger.

Mentors are also encouraging and I received advice at every milestone in my career. I was once told, “Grab your mind and move your mind” so that I can respond instantly in any situation.

When I became a managing director, I was told that even if I became great, I should value the workplace and have compassion and generosity for others. After that, I had more advice, but my current goal is “ibushi gin medal”(Gin means silver in Japanese. However, ibushi gin is a restrained grayish silver meaning “not glamorous but attractive and sophisticated”). By always polishing myself and creating shine, I get excited. I hope my subordinates look at the excited me and would aim to become like me to raise their motivation.

We are promoting governance reforms and are aiming to make a management system like “Momotaro gundan”(“Momotaro gundan” is a team that appears in a famous Japanese fairy tale. There are several kinds of animals in the team and each has different skills). In other words, even if the leader is not a professional in each work, they should be able to execute the organization's goals with



having intensive and be able to place the right people in the right position. Some employees have creativity but are not good at communicating, while some young employees have high reproducibility but are not good at trying new things. By placing them in their position so that they can fully demonstrate their abilities, the power of the entire organization will increase.

I introduced my beliefs at the beginning, but when I became president, I added three more disciplines: faith, grittiness, and dignity. Faith is the attitude to build my pride: modestly listening to other people's opinions while being confident in your thoughts. Grittiness is a mindset and feeling to think of how to contribute to society. Dignity is improving your ability and having pride. Management is not a technique or way, but an expression of thought and philosophy, and a battle that applies my entire personality.

Also, good luck is important for managers, but if you keep that luck only to yourself, people would leave you. It is important to share that luck to employees and nurture the next excellent managers, or share that luck to customers and improve society.

There is a quote by Gandhi, “Live as if you were to die tomorrow. Learn as if you were to live forever”. I still have this quote in my mind and work on management.



Report 1

WS

On May 28, 2019, Honorary Member Workshop was held by Kathy Matsui, Vice Chairman of Goldman Sachs Securities Co. Ltd., Honorary Member. Ms. Matsui, who advocated womenomics in 1999 saying



that women's advancement in society would lead to economic development, talked about women's advancement in Japanese society. Currently, as a result of the duty of companies to disclose information, it has been revealed that the more

women leaders there are, the better the company's performance. However, it is pointed out that the number of women leaders is still small, and she suggested that it is needed to change the mindset of private companies and Japanese society to improve this situation. She also indicated the trend of social change by mentioning that ESG investment has attracted attention from an investment perspective and that millennials have a high interest in work-life balance regardless of gender. After Ms. Matsui's talk, meaningful discussions were held about the deduction of full-time housewives, issues with the childcare leave system, the values of millennials, changes in women's consciousness, work-life balance, relationships with partners, and so on.

Report 2

2-way Seminar



On April 18, 2019, Chikako Morimoto, who joined Recruit Human Resources Center (currently Recruit Career) as a sales employee after graduating from university and founded morichi Co., Ltd. in 2017 while working at Recruit (she left recruitment afterward) talked about how executives are working to create an ideal career. She talked about the importance of increasing the value as an individual rather than being a person in an organization, having multiple specialties such as sales and human resources, engaging in management while having a specialty, branding yourself, expanding personal connections, and so on. You talked about the importance. After the lecture, JAFE members actively asked questions and the 2-way Seminar became lively.

After the lecture, JAFE members actively asked questions and the 2-way Seminar became lively.

Report 3

West Japan Special

It wasn't easy for JAFE members living or working in the Kansai area, for reasons such as relocation for work, to participate in JAFE Seminars since they are often held in Tokyo. Therefore, we set up a special Western Japan Session as an opportunity for everyone in the Kansai region to meet Kabuki actor Mr. Ganjiro Nakamura. On the day, we had a good time with everyone while having a delicious meal at Mr. Nakamura's favorite restaurant.



Introduction of Members



Ms. Kuniko Takasaki

JTB Executive Officer,
in charge of Work Style Reform and Diversity Promotion

Joined Japan Transport Service Co., Ltd in 1986. In 2005, she became General Manager of Public Relations Office, JTB West Japan Sales Headquarters. In 2006, General Manager of Public Relations Office, JTB West Japan Co. Ltd. In 2013, General Manager of CSR Promotion Division, JTB West Japan Co. Ltd. In 2016, General Manager of Educational Travel in Kobe Branch, JTB West Japan Co. Ltd. Incumbent from 2018.

Report 4

WAW! / W20

On March 23 and 24, 2019, the 5th International Women's Conference WAW!, hosted by the Government of Japan, and W20 (Women 20) meeting, which is to make recommendations to the G20 for the purpose for women's economic success, were held at the same time. Haruno Yoshida, who is a JAFE Honorary Member, spoke as the co-representative of the W20 and handed over to Prime Minister Abe the recommendations of the W20 for the G20 Osaka Summit, which is held in June of the same

year. This proposal was made by several discussions by W20 members around the world. A reception was held on the evening of the 23rd, and JAFE members and W20 members from various countries deepened friendship.

