

# Tokio Marine Group's Corporate Strategy: The Future Direction of Japan's Leading Insurance Company

**Thursday, March 23, 2017**

12:30 to 2:00 PM

Room 303, Uris Hall, Columbia Business School

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**Satoru Komiya**  
Managing Executive Officer  
R & D Department  
Tokio Marine Holdings, Inc.

*Moderated by*

**Hugh Patrick**  
Director, Center on Japanese Economy and Business  
Columbia Business School

*Synopsis:*

With Japan's economy challenged by an aging society, Japanese companies must reinvent themselves and implement new corporate strategies to expand into the global market. Mr. Komiya will discuss Tokio Marine Group's strategies as an example on how the company has transformed to compete in the global economy. In the last 10 years, Tokio Marine has expanded their global footprint by making multiple acquisitions in the U.S. and Europe, including their largest acquisition in the company's history, HCC. The company's profit structure has also shifted drastically in the last decade, with overseas business contributions expanding from 15% to 43%. Mr. Komiya was directly involved in Tokio Marine's recent major strategy changes. His topics will include the company's history, strategies, policies, and management philosophy.

*Speaker:*

**Satoru Komiya** is currently the Managing Executive Officer and in charge of the R&D Department at Tokio Marine Holdings, Inc. Mr. Komiya received his Bachelor of Engineering from Tokyo University and has held various positions including the Executive Officer and General Manager of the Corporate Planning Department at Tokio Marine Holdings Inc., Member of the Board and Managing Director at Nisshin Fire & Marine Insurance Co., Ltd., Deputy General Manager at NHK and at Tokio Marine & Nichido Fire Insurance Co., Ltd.

*Moderated by:*

**Hugh Patrick** is founder and director of the Center on Japanese Economy and Business, codirector of Columbia's APEC Study Center, and R. D. Calkins Professor of International Business Emeritus at Columbia Business School. He has been a member of the Council on Foreign Relations since 1974. He completed his BA at Yale University in 1951, earned MA degrees in Japanese studies (1955) and economics (1957), and a PhD in economics at the University of Michigan (1960).

### **Center on Japanese Economy and Business (CJEB), Columbia Business School**

Established at Columbia Business School in 1986 under the direction of Professor Hugh Patrick, CJEB promotes knowledge and understanding of Japanese business and economics in an international context. The Center is a research organization widely recognized for its international programs, which provide prominent speakers from the public and private sectors a forum for collaboration and reflection on Japan, the United States, and the global economy. For more information visit [www.gsb.columbia.edu/cjeb](http://www.gsb.columbia.edu/cjeb).

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Tsunao Nakamura

Hugh Patrick  
Takayuki Tamura  
Sadao Taura

# Household Asset Diversification for Japan's Economic Growth

**Thursday, April 6, 2017**

12:30 to 2:00 PM (Lunch will be provided.)

Room 207, Warren Hall, Columbia University

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## **Tetsuya Kubo**

Chairman of the Board  
SMBC Nikko Securities Inc.

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Considering Japan's current economic challenges, it is necessary to properly distribute household financial assets and encourage individual household efforts of asset formation. The Abe Administration also promotes asset formation from deposits as one effort to overcome economic deflation. In turn, securities companies have a mission to stimulate households' asset formation and develop the capital market by introducing risk money for growing businesses to the market. Under these circumstances, SMBC Nikko Securities has been expanding its business steadily as a core securities company of SMFG, one of Japan's three megabank groups.

**Advance Registration is required** at [www.gsb.columbia.edu/cjeb](http://www.gsb.columbia.edu/cjeb).

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# Social Innovation with Innovative Cybernic Systems: Challenges to Shape the Future "Society 5.0"

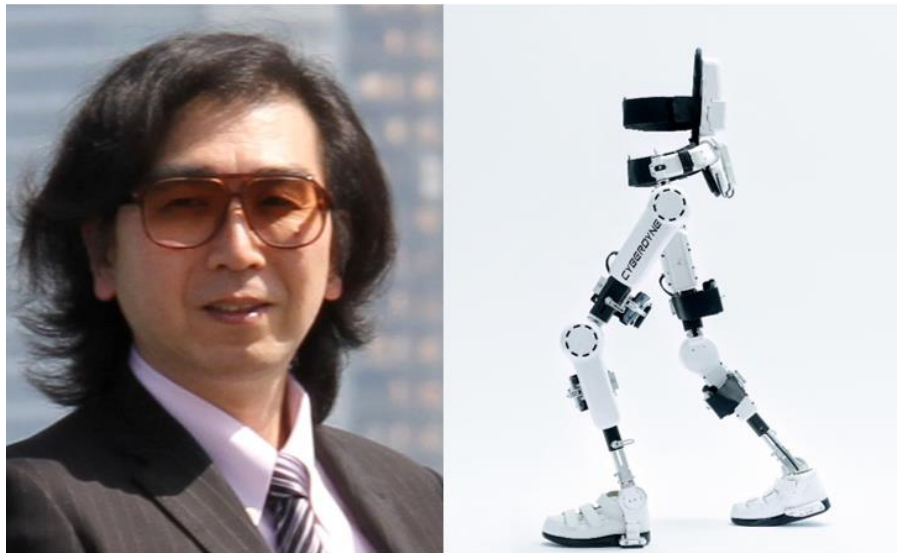
*The 18th Annual Mitsui USA Symposium*

**Tuesday, April 11, 2017**

6:30 – 8:00 p.m. (Reception to follow)

Room 142, Uris Hall, Columbia Business School

Co-sponsor: The Mitsui U.S.A. Foundation



Prof. Sankai, University of Tsukuba, CYBERDYNE Inc

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**Yoshiyuki Sankai, Ph.D.**

CEO and President, Cyberdyne Inc;

Professor and Director, Center for Cybernics Research (CCR),  
University of Tsukuba;

Program Manager, ImPACT,

promoted by the Cabinet Office, Government of Japan

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**Advance Registration is required at [www.gsb.columbia.edu/cjeb](http://www.gsb.columbia.edu/cjeb).**



**Household Asset Diversification for Japan's Economic Growth**

Thursday, April 6, 2017, 12:30-2:00 PM

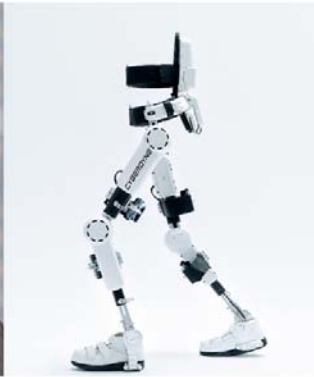
Room 207, Warren Hall, Columbia Business School

Featuring: **Tetsuya Kubo**, Chairman of the Board, SMBC Nikko Securities Inc.  
Moderated by **Alicia Ogawa**, Director, Project on Japanese Corporate  
Governance and Stewardship, CJEB

Registration is required from [gsb.columbia.edu/cjeb](http://gsb.columbia.edu/cjeb).



Prof. Sankai, University of Tsukuba, CYBERDYNE Inc



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Office, Government of Japan

Co-sponsored by the Mitsui U.S.A. Foundation

Registration is required at [gsb.columbia.edu/cjeb](http://gsb.columbia.edu/cjeb).

**Conference on Public Pension and Sovereign Funds**

Wednesday, April 12, 2017, 1:15 - 5:30 PM (reception to follow)

The Italian Academy, Columbia University

*Sessions:*

- Investment Challenges in an Environment of Secular Stagnation
- Best Practices: The Case of GPIF
- Seeking Alpha - The Role of Alternatives in Asset Allocation

*Participants:*

**Kevin Bong**, Senior Vice President, Economics and Investment Strategy, GIC; **Joyce Chang**, Global Head of Research, JP Morgan Chase & Co.; **Richard Clarida**, C. Lowell Harriss Professor of Economics and International Affairs, School of International and Public Affairs, Columbia University; **Scott Evans**, Deputy Comptroller for Asset Management and Chief Investment Officer, NY City Retirement Systems; **Sadayuki Horie**, Nomura Research Institute; former GPIF Investment Advisory Committee; **Takatoshi Ito**, Columbia University; Director, Program on Public Pension and Sovereign Funds, CJEB; **William Kinlaw**, Senior Managing Director and Global Head, State Street Associates; **Hilda Ochoa-Brillembourg**, Founder and Chairman, Strategic Investment Group; **Hugh Patrick**, Director, CJEB, Columbia Business School; **Andrew Rozanov**, Chatham House; **Geoffrey Rubin**, Managing Director and Head of Portfolio Construction and Research, Canadian Pension Plan Investment Board; **Chris Schindler**, Managing Director Portfolio Management and Asset Allocation, Ontario Teachers' Pension Plan; **Fiona Stewart**, World Bank; **Lawrence Summers**, Harvard University; **Norihiro Takahashi**, President, Government Pension Investment Fund



**Special Lecture with Minister Aso**

Wednesday, April 19, 2017, 6:30 to 8:00 PM (reception to follow)  
Room 1501, International Affairs Building, Columbia University

Featuring: **Taro Aso**, Deputy Prime Minister, Minister of Finance, Minister of State for Financial Services, Cabinet Office, Government of Japan

Moderator: **Takatoshi Ito**, Professor, School of International and Public Affairs, Columbia University; Director, Program on Public Pension and Sovereign Funds, CJEB

SAVE THE DATE

**Luncheon “Zadankai” Seminar with Hiroshi Watanabe, Institute for International Monetary Affairs**

Tuesday, April 25, 2017, 12:30-2:00 PM (Lunch will be served.)

Uris 303, Columbia Business School

Featuring: **Hiroshi Watanabe**, President, Institute for International Monetary Affairs

Moderator: **Hugh Patrick**, Director, CJEB

Registration will be required from [gsb.columbia.edu/cjeb](http://gsb.columbia.edu/cjeb).

SAVE THE DATE

**Japan’s Global and Domestic Futures: The U.S. Relationship and FinTech**

CJEB's Annual Tokyo Conference

Thursday, May 25, 2017, 1:15-6:20 PM (reception to follow)

Otemachi Financial City Conference Center, Tokyo, Japan

Keynotes:

**Nobuchika Mori**, Commissioner, Financial Services Agency

**Alan Wm. Wolff**, Chairman, National Foreign Trade Council, former U.S. Deputy Trade Representative, Senior Counsel, Dentons US LLP

Other Participants:

**David Asher**, Senior Vice President for Strategy and Financial Services, SparkCognition; **Gerald Curtis**, Burgess Professor Emeritus of Political Science, Columbia University; **Takatoshi Ito**, Professor, School of International and Public Affairs, Columbia University; Associate Director of Research, CJEB; **Naoyuki Iwashita**, Head of FinTech Center, Payment and Settlement Systems Department, Bank of Japan; **Merit E. Janow**, Dean, School of International and Public Affairs, Columbia University; **Yutaka Matsuo**, Co-Director, Chair for Global Consumer Intelligence; Project Associate Professor, The University of Tokyo; **Hugh Patrick**, Director, CJEB; R.D. Calkins Professor of International Business Emeritus, Columbia Business School; **Akihiko Tanaka**, Professor, Institute for Advanced Studies on Asia, The University of Tokyo; **Masaaki Tanaka**, Senior Global Advisor, PwC International; **David E. Weinstein**, Director of Research, CJEB; Carl S. Shoup Professor of the Japanese Economy, Columbia University  
Co-sponsored by the Development Bank of Japan, Inc.

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(As of March 21, 2017)