

## Top Message



### Message on the Occasion of GENKEN's 60th Anniversary

On July 1st of this year, The GENKEN Institute of Management (GENKEN) celebrates its 60th anniversary. We wish to express our deepest gratitude to the many partner companies and all related parties who have walked alongside us over the years. On this milestone occasion, we extend our heartfelt appreciation for your continued trust, support, and invaluable cooperation.

#### A Steadily Built Foundation for Japan's Development Over the Past 30 Years

The latter half of GENKEN's 60-year journey spans from 1995 to 2025. While this period is often referred to as Japan's "Lost Three Decades," we believe this label does not adequately capture Japan's true experience, as seen through our own insights. Together with our client companies, we have continuously adapted to changing environments and have persistently fought to secure a better future. From our perspective, these 30 years have not been lost at all; rather, they represent a time during which a solid foundation for future growth was steadily laid.

#### **Global Management:**

Over the past thirty years, Japanese global management has advanced to the next stage, reaching a point where companies have developed perspectives rooted in their overseas bases. This enables them to make management decisions with a perspective gained from their overseas bases, allowing them to view both Japan and the world from this vantage point.

#### **Business Models:**

Japanese companies have reconstructed their business models to generate profit by adapting to a mature and contracting domestic market. In doing so, they have positioned themselves to take on the challenge of their next phase of growth.

#### **Soft Power:**

Japan's soft power has significantly strengthened on the global stage and continues to rise to new heights. In this context, we have been rediscovering the hidden values within Japan's traditions and regional cultures and sharing

them with the world. At the same time, the power of Japanese entertainment—created and refined every day—is captivating audiences worldwide.

### **Philosophy-Based Management:**

Companies are redefining each core philosophy to strengthen their unifying force, establishing visions and formulating strategies grounded in this philosophy. Such management practices have taken root, ensuring that value-creation activities are sustainable and aligned with each company's mission.

Through such efforts, despite facing numerous challenges and difficulties, Japanese industries and companies have steadily laid a solid foundation over the past thirty years to enable future growth and advancement.

Building upon this foundation, we are determined to join forces with our partner companies and embark on the next fifteen years together as we look toward 2040.

### **Towards a Management Model that Embraces and Embodies the Dreams and Hopes of Society and Its People.**

A company, through its products and services as well as its management model—which encompasses ways of working and shared values—should embrace and embody the dreams and hopes of society and its people.

This is the fundamental principle that guides us at GENKEN, and it is a belief we share with all the companies that have worked alongside us, building their own distinctive management philosophies and practices.

**Freedom and Inclusion:** If Japanese companies are to sincerely advance this concept, they must engage with the dreams and hopes of their employees and foster a creative relationship between management and the workforce. In doing so, employees will be able to enjoy the following freedoms.

- The freedom to take on challenges
- The freedom to choose one's own way of life
- The freedom to support and help one another

Together with all of you, through open and passionate discussions, we are committed to integrating freedom and inclusion into our management vision, business development, HR systems, and talent development. Our aim is to build a model of Japanese management where everyone can share in the joy of unleashing their energy and creativity at work, thereby adding richness and vibrancy to Japanese society and the world at large.

We would like to express our deepest gratitude for your unwavering support and continued cooperation.

HIROSHI OHTSUKI

Representative Director, President

GENKEN Institute of Management Co., Ltd.