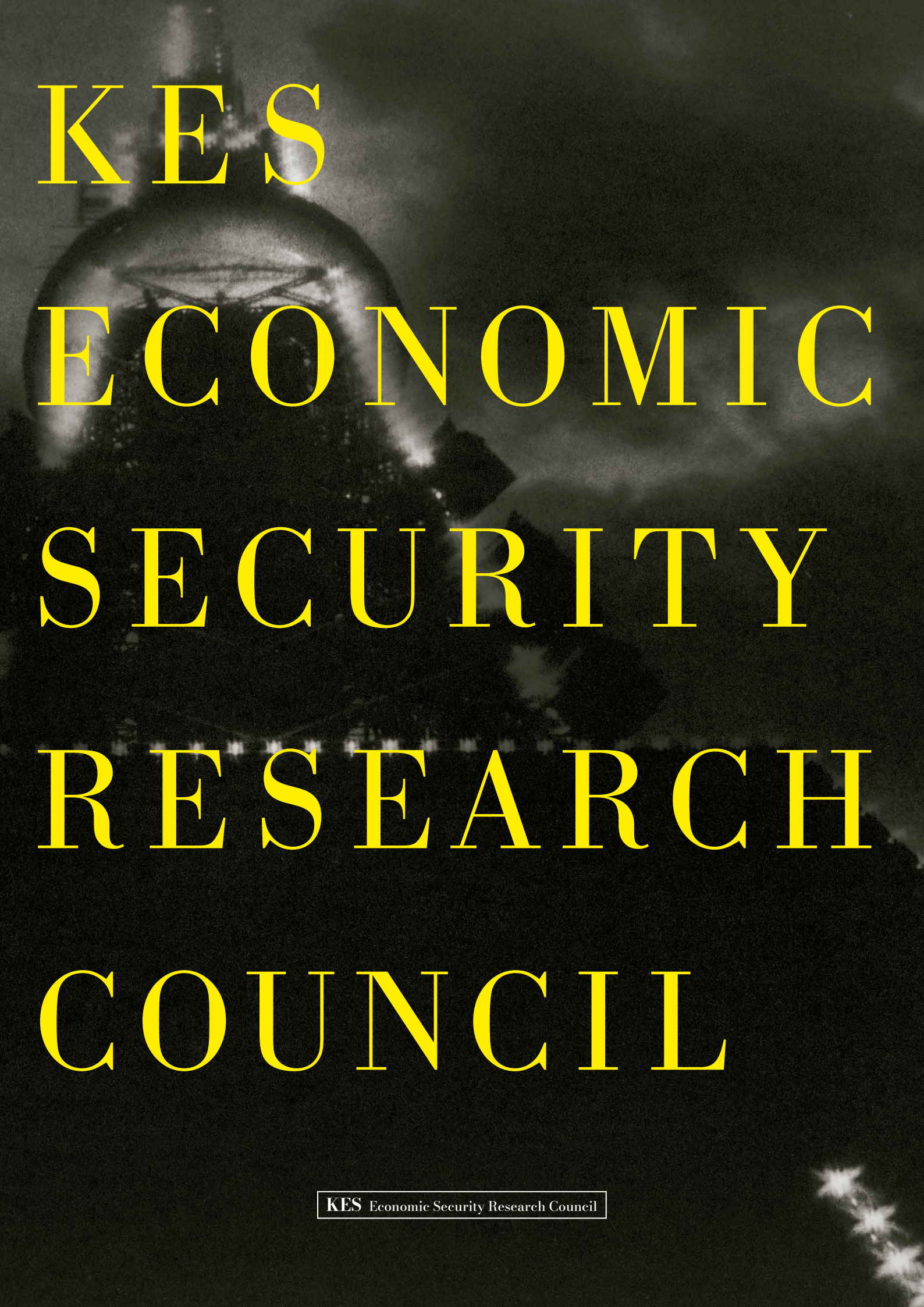




KES ECONOMIC SECURITY RESEARCH COUNCIL

KES Economic Security Research Council



KES Economic Security Research Council

Bringing the Intelligence That Served the Nation to Corporate Management



SINCE THE END OF THE COLD WAR, corporate systems and practices have been built on the premise that economics and security could be treated separately. Shifts in the geopolitical environment are now eroding that premise.

Great-power competition over advanced technology has intensified, and everything from export controls and supply chains to cyberspace has become an instrument of rivalry between states. The idea of “de-risking”—keeping the benefits of interdependence with particular countries while identifying and managing the excessive dependence and vulnerability it brings—now reaches into corporate management itself.

Japan, too, has introduced a series of new rules where business and security intersect. What they share is the view that the public and private sectors must understand, while still in peacetime, which technologies, information, infrastructure and supply chains underpin the nation's economy and where the vulnerabilities lie—and prepare accordingly.

The purpose of a company is not shifting from its shareholders to the state. But what “corporate value” means is being substantially rewritten. Once a vulnerability surfaces, it directly affects future cash flows and the cost of capital. Economic security is no longer a matter of principle or policy debate alone; it is a core issue of management judgment and accountability.

Yet the government will not supply each company with every piece of information it needs to make business decisions. Companies must be able to gather information themselves, analyze it in the context of their own business, and turn it into decisions. In other words, they need an intelligence function of their own.

The KES Economic Security Research Council, organized by Kitamura Economic Security, is a membership-based forum for research, professional development and exchange for corporate and individual members who share this concern. We warmly welcome all who seek to build their own intelligence capabilities while still in peacetime.

Our Team

At the core of the Council is a faculty who have shaped policy, designed legal frameworks, commanded operational units and practiced law as senior government officials and legal professionals. Drawing on experience in both the public and private sectors—and on the perspective of those who run the system, as well as the thinking behind its policies and laws—they offer members practical solutions and insight into the business challenges they face.



CEO, Kitamura Economic Security

Shigeru KITAMURA

Former Secretary General of the National Security Secretariat / Former National Security Advisor to the Cabinet / Former Director of Cabinet Intelligence

University of Tokyo, Faculty of Law. Joined the National Police Agency in 1980 and studied at France's École nationale d'administration (ENA) from June 1983. Served as First Secretary at the Embassy of Japan in France, Chief of the Foreign Affairs Division (Foreign Affairs and Intelligence Department, Security Bureau), Executive Secretary to the Prime Minister, and Director of Cabinet Intelligence. Appointed Secretary General of the National Security Secretariat (NSS) and National Security Advisor to the Cabinet in September 2019 (Fourth Abe Cabinet), he established the NSS's economic section and promoted economic security policy. Since retiring in July 2021, he has served on an expert panel on economic security legislation. Honors include the U.S. Department of Defense Medal for Distinguished Public Service (December 2020), the Australian Intelligence Medal (January 2022), Officier de l'Ordre de la Légion d'Honneur (France, June 2022) and the Order of Brilliant Star with Grand Cordon (Taiwan, December 2023). His books include *Intelligence and the State*, *Economic Security and National Security and Intelligence* (Chuokoron-Shinsha), and *Secret Records of the Foreign Affairs Police and Invisible War* (Bungeishunju).



Satoshi MAEDA

Military & Defense

University of Tokyo, Faculty of Law. Joined the Defense Agency (now the Ministry of Defense) in 1983 and worked on national security policy at MOD, the Cabinet Secretariat, MOFA, METI and the NPA. Posts include First Secretary at the Japanese Embassy in the U.S.; Counselor at the NPA Security Bureau; Executive Secretary to the Prime Minister; and Director-General of the Defense Policy Bureau. From 2018, Assistant Chief Cabinet Secretary, Deputy Secretary General of the NSS and Head of the National Center of Incident Readiness and Strategy for Cybersecurity. Appointed Ambassador Extraordinary and Plenipotentiary to Qatar in 2021.



Toshihiko FUJII

Economic Security

University of Tokyo, Faculty of Economics; MBA, University of Washington. Joined MITI in 1987. Posts include Director of the Trade Policy Division; Director General for the Natural Resources and Fuel Department (ANRE); Director General of the Kanto Bureau of Economy, Trade and Industry; and Deputy Commissioner, Acquisition, Technology and Logistics Agency (MOD). Appointed Councilor for the NSS in 2019, he served as the inaugural head of its economic section and played a key role in formulating the Economic Security Promotion Act. As Secretary General of the Japan Business Council in Europe, he was part of the first Japanese lobbying effort directed at the EU.



Tsutomu SUNADA

Cybersecurity

Graduate School of Yokohama National University, Chairman of the Board, Cyber Defense Institute, Inc. Joined the NPA in 1987. Since the early era of the internet, he led the development of digital forensic capabilities, supported drafting of the Act on Prohibition of Unauthorized Computer Access, and established attribution functions against state-sponsored cyber-attacks. Posts include First Secretary at the Embassy of Japan in Serbia and Montenegro, and Head of Development for the Cabinet Satellite Intelligence Center. Director General of the NPA Information Communications Bureau from 2021.



Shuji ONISHI

Research & Analysis

Joined the Tokyo Metropolitan Police Department in 1980. In the counterintelligence unit of the Public Security Bureau's First Foreign Affairs Division, he investigated espionage cases and worked on counterterrorism against far-right, far-left, cult and Islamist extremist groups. He collected intelligence on victims of abduction by North Korea at the Cabinet Secretariat's Headquarters for the Abduction Issue and, as Senior Intelligence Specialist at the Cabinet Intelligence and Research Office, researched developments in China, North Korea and Russia—supporting national decision-making from an intelligence perspective.



Hiroshi KAKIZOE

Compliance

Joined the Hyogo Prefectural Police in 1982; now Advisor at Kokushikan Educational Corporation. Beginning with his assignment to the Criminal Investigation Department's Second Division for Organized Crime Countermeasures (now the Organized Crime Countermeasures Division), he led investigations at every rank into gang conflicts, corporate extortion and organized fraud, including cases involving the Yamaguchi Gumi, Japan's largest designated organized crime group. Served as Director of the Organized Crime Countermeasures Division and Counselor of the Criminal Investigation Department.



Hayato KITAMURA

Corporate Advisory

Attorney at Law. University of Tokyo, Faculty of Economics; J.D., University of Tokyo Graduate Schools for Law and Politics; LL.M., Columbia Law School. Partner at Miura & Partners since 2025; Visiting Fellow, Hudson Institute (2023–2026). Specializes in corporate law, corporate governance, M&A, commercial litigation, and international transaction and investment law, with wide-ranging cross-border M&A experience. Also provides strategic advisory services that draw on his expertise in national security.

For companies committed to stronger economic security management: a membership forum for research, learning and exchange

We share with members—under strict confidentiality and other appropriate safeguards—the knowledge, analytical methods and practical know-how we have built up through our work.

Network

Network of Government Agencies and Think Tanks in Japan and Abroad

Our CEO, Shigeru Kitamura, has held direct consultations with senior intelligence and security officials of many countries, including the United States (CIA Director, Secretary of State and others) and the United Kingdom (Chief of MI6). In October 2021, KES formed a strategic partnership with American Global Strategies (AGS), led by former U.S. National Security Advisor Robert O'Brien. Members also gain insights from our exchanges with overseas think tanks such as the Hudson Institute and SCSP.



How To

Know-How Grounded in Practice

Our faculty are practitioners who currently advise corporate clients. From responding to China's Counter-Espionage Law and related information laws, to preventing leaks of advanced technology and building export control systems, preparing for a Taiwan contingency, handling M&A proposals from companies in countries of concern, and responding to real-world cyberattacks—every topic bears directly on practice. Our sessions never stop at theory.



Analysis

A Shared Method Built on First Principles

The Council goes beyond commentary on current affairs. It aims to share the two first principles that run through our analytical method: (1) structural analysis rooted in how the relevant institutions actually work, and (2) examining events from multiple, dynamic perspectives to reach a holistic answer. Circumstances change; the lens for reading them does not.





- Regular Seminars

Each seminar takes up issues that bear directly on management—from identifying crown jewels and protecting technology, managing people-related risk and supply chain due diligence, to economic security governance and decision-making and crisis response in a contingency. Each lecture is followed by networking time for members.

Topics and Annual Program (Provisional)

No.	Topic	Lead
Session 1	Overview: Management in the de-risking era; global affairs and key legal regimes	Shigeru Kitamura
Session 2	Identifying crown jewels; technology protection and export control systems	Toshihiko Fujii
Session 3	The changing cyber threat and building a resilient business foundation	Tsutomu Sunada
Session 4	Economic security risk assessment; insider threats and corporate infiltration	Shuji Onishi Hiroshi Kakizoe
Session 5	Japan's evolving security policy: economic security and public-private cooperation	Satoshi Maeda
Session 6	Economic security governance, board reporting and crisis decision-making	Hayato Kitamura

Seminars by leading political and business figures from Japan and abroad will also be held from time to time.



Monthly Report

Delivered monthly. Ongoing analysis of international developments and major countries' legislation related to the seminar topics, showing the policy dynamics behind individual events and giving members material to anticipate what comes next.



Members' Roundtable

Held once a year. A forum for candid exchange between faculty and members. Dialogue with practitioners at other companies facing the same issues helps members see where they stand.



Individual Consultation

Available at any time. Experts in our six fields advise on issues specific to each company, at member rates, going deeper into concrete issues that lectures cannot cover.



Members-Only Materials

Seminar materials are provided after each session, including to members who could not attend. They may be shared internally as needed for business, and build into a foundation for developing internal systems and briefing the board.

Membership Guide

Now Enrolling Members for 2027

For companies and individuals committed to enhancing corporate value in an era of economic security

Name	KES Economic Security Research Council
Services	Regular Seminars (incl. networking): 6 per year Monthly Report : monthly Members' Roundtable : once a year Individual Consultation : as needed (fee applies; member rates)
Eligibility	(1) Corporate Members Companies seriously committed to strengthening their economic security management, and equivalent organizations (2) Individual Members Individuals engaged in practice or research related to economic security Mainly intended for those handling related work in corporate planning, legal and compliance, procurement, intellectual property, R&D, IT, HR, risk management and similar functions, and for the executives in charge.
Term	January 1 – December 31, 2027 (renews automatically each year thereafter)
Venue	Sessions are held in person, online, or in a hybrid format. In-person sessions will be held at conference facilities in Minato-ku, Tokyo, near our office. The venue will be announced with each session notice.
How to Apply	Complete the Membership Application Form and submit it with an identity document, by email or post. * The application form can be requested through our official website.
Submit To	 Email council@kitamura-economic-security.com Post ARK Hills South Tower 6F, 1-4-5 Roppongi, Minato-ku, Tokyo 106-0032, Japan Attn: KES Economic Security Research Council Secretariat, Kitamura Economic Security Inc.
Deadline	Must arrive by Monday, November 30, 2026 * To apply on or after December 1, 2026, please contact the Secretariat. Applications will then be accepted on a rolling basis only while places remain.
Annual Fee	Corporate ¥3,000,000 (approx. US\$19,000*; ¥3,300,000 incl. tax) / up to 3 registrants Individual ¥1,000,000 (approx. US\$6,300*; ¥1,100,000 incl. tax) / 1 registrant
Organizer	Kitamura Economic Security Inc. ARK Hills South Tower 6F, 1-4-5 Roppongi, Minato-ku, Tokyo Shigeru Kitamura, CEO

For applications and inquiries, please contact:

KES Economic Security Research Council Secretariat, Kitamura Economic Security Inc.

Tel: +81-3-6459-1518 / Email: council@kitamura-economic-security.com

Hours: Weekdays 9:30–17:30 JST (closed weekends, public holidays and the New Year period)



Scan for membership guidelines and how to apply

* A private, membership-based study group for research, learning and exchange; not a government agency or other public body.

* USD figures are approximate, at ¥159 = US\$1 (September 2026), for reference only. Fees are payable in Japanese yen.