

The Tokyo-Cambridge Gazette

In Search of Japan's Global Strategies

2010 年秋から筆者の活動の中心を東京に移した。ケンブリッジの研究者との関係を維持しつつも、米中両国、東南アジア、そして欧州の研究者との関係を強化し、グローバルな視点から読者諸兄姉と共に日本の将来を考えてみたい。従ってタイトルも *Tokyo-Cambridge Gazette* に変更する。

『東京=ケンブリッジ・ガゼット：グローバル戦略編』 第 197 号 (2025 年 9 月)

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彼れを知りて己れを知れば、百戦して 殆 (あや)うからず。

Know the enemy and know yourself; In a hundred battles you will never be in peril.

彼れを知らずして己れを知れば、一勝一負す。

When you are ignorant of the enemy but know yourself; Your chances of winning or losing are equal.

彼れを知らず己れを知らざれば、戦う毎に必ず殆うし。(孫子)

If ignorant both of your enemy and of yourself; You are certain in every battle to be in peril. (Sunzi/Sun Tzu)

小誌は大量の資料を網羅的かつ詳細に報告するものではない—筆者が接した情報や文献を①マクロ経済、②資源・エネルギー、環境、③外交・安全保障の分野に関し整理したものである。紙面や時間の制約に加えて筆者の限られた能力という問題は有るが、小誌が少しでも役立つことを心から願っている。

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1. *Tokyo-Cambridge Gazette*: グローバル戦略編第 197 号

世界政治経済に関する最新情報に関し、酷暑の日本を訪れた海外の友人達と意見交換を楽しんだ。

酷暑の日本を訪れた海外の友人達と政治経済そして技術に関し情報交換を行う機会に恵まれた。この夏、筆者は出来るだけ外出を控え、殆ど online の会合に絞っていた。だが、実際に face-to-face の意見交換をしてみて、質量両面で情報交換の価値の差を感じている。

7 月 30 日に米 *Fortune* 誌が発表した“Fortune Global 500”を巡って議論した。上位 500 社の企業数に関して、①2 年連続して米国が首位を維持し、中国が数を減らした事や②日本は 38 社が Global 500 になった事が議論の中心であった(PDF 版の表 1 参照)。シンガポールの友人が「コロナ危機後、中国の“圧倒的破壊力(economic juggernaut)”が陰りを若干見せている。だが未だ健在だ。21 世紀に入ってから、中国が日本を圧倒しており、それがアジアにとって不安材料の一つだ」と語った。彼の“日本寄り”の言葉を嬉しく思ったものの、日本の相対的低迷は否定しがたい事実だ。日本企業の中で検討するトヨタ自動車も 2021 年を最後に“Best 10”から脱落してしまった(PDF 版の表 2 参照)。

筆者は茂木友三郎キッコーマン名誉会長や岩田卓也岩田商会社長を同誌が取り上げた点を友人に伝えた。茂木氏が自らの経験に基づき、若き日本のビジネスパーソンに対して著した英語の“指南書(*Tips for Being a Lifetime Challenger*)”に触れ、そして表題(“Business beyond Borders”)の下で、長い歴史を持つ岩田商会の国際展開に触れている。友人が指南書を Amazon で購入したいが、「未だ購入不可能だ」と訴えてきた。筆者が調べたところ(恐らく原本である)『挑み続けるヒント』が 4 月に発売されており、筆者も間もなく入手出来ると思っている。

グローバル時代の新たな“国際標準の主導権争い”について議論している。

8 月後半に日本規格協会(JSA)の朝日弘理事長のオフィスを訪れて、今後の国際標準化に関する日本の戦略について議論させて頂いた。6 月 3 日に政府が「新たな国際標準戦略」を公表したが、環境・エネルギーや防災、デジタル・AI や情報通信、更には介護・福祉や宇宙といった広範囲にわたる国際標準戦略がその中で記されている。周知の通り、現在、米中欧の間で、国際標準の主導権を巡る静かな争いが展開中である。こうした中、米国 think tank (Center for Strategic and International Studies (CSIS))が、7 月 16 日に小論(“The United States Needs a National Standards Strategy”)を公表し、また別の think tank (American Enterprise Institute (AEI)と Foundation for American Innovation)の 2 人の研究者が 8 月 12 日付米 *Wall Street Journal* 紙に小論(“If the U.S. Doesn't Set Global Tech Standards, China Will”)を掲載した(PDF 版の 2 参照)。

弊所主催の 6 月 2 日のセミナー「AI・ロボットを実装した日本社会: ワークプレイス・ウェルビーイングと生産性向上に向けた標準化戦略」では、朝日理事長に「日本の標準化戦略—世界標準を目指して—」と題してご講演をして頂いた(小誌 6 月号参照)。朝日理事長は 7 月 16 日に大阪の万博会場で開催された安全・健康・ウェルビーイングに関する会合(“International Standardization Forum for Safety, Health and Well-being”)で司会役を務められた。この会合で、国際標準化機構(ISO)のチョ・ソンファン(조성환)会長や国際電気標準会議(IEC)のジョー・コップス会長が約 260 名の聴衆に向かって「人と機械との間の協調安全(collaborative safety)」の国際標準化の重要性を語りかけた。

国際会議は 7 月 16~19 日にわたり数多くの会合が同時開催された会議であった。産業技術総合研究所の谷川民生ウェルビーイング実装研究センター長をはじめ日本の優秀な研究者や海外からの専門家達が登壇した。弊研究所は、大阪での会合の総括を 10 月 10 日、東京でセミナーとして開催する予定だ。国際標準化にご関心のある方に参加して頂きたいと考えている。尚、6 月の会合に関しては次の website を参照されたい(https://cigs.canon/event/report/20250612_8963.html)。

8 月は敗戦 80 周年。悲惨な戦争の記録に関して数多くの文献を読み、またそれらについて議論した。

8 月 6 日、石破首相は平和記念式典で歌人の正田篠枝さんの歌「太き骨は先生ならむ / そのそばに / ちいさきあたまの骨 / あつまれり」に触れた。この歌をイェール大学のトリート名誉教授が英訳している(The large bones / Might be the teacher's / Nearby are gathered / The smaller skulls)。

8 月 9 日、筆者はルーズヴェルト大統領夫人であるエレノアさんが 80 年前の 8 月 10 日に公表した小論(“The Atomic Bombing of Nagasaki”)を読んでいた。彼女は原爆の恐ろしさを知っていたのだ。彼女は日米開戦直後の日系移民の強制収容に反対したが賛成を得られなかった。また 1943 年 4 月、強制収容所を訪問し、その 3 日後には *Los Angeles Times* 紙に、収容所の劣悪な生活環境と強制収容自体を批判する意見をインタビューの中で述べている。日米双方に彼女のような気高い道徳心と冷静な情勢判断力を具えた人が多ければ、日米開戦の悲劇は避けられたのでは?、などと空想に耽っていた。

80 年前の 8 月 7 日、物理学者の仁科芳雄先生は若き日の玉木英彦東大名誉教授に向け「米英の研究者は日本の研究者…に対して大勝利を得た」と記した手紙を送った。また帝国海軍の三井再男大佐は 8 月 7 日からの現地調査を基に 8 日には「八月九日広島空襲被害状況報告概要」を作成し、「日本に於ては東大(理研)仁科、(陸軍)、京大荒勝研究室(海軍)にて行ひあるも純学理の範囲を出でず。米国にては…研究陣も強力なる故研究促進せられしやと想像す」と記した。即ち日米戦争は、米国の“科学技術力・工業力”と日本の“大和魂”との戦いだったのだ!!!

緊迫する西太平洋。台湾情勢を巡る議論を日米韓の友人達と議論している。

7 月に日本政府が公表した『防衛白書』を巡り友人達と議論した(PDF 版の図参照)。8 月に酷暑の日本を訪れたフラヴェル MIT 教授とは、彼が 7 月 18 日に *Foreign Affairs* 誌 website で発表した小論(“Is China's Military Ready for War?”)や南シナ海での PLA の基地について議論した。また松田康博東京大学教授による 7 月発売の本(『中国と台湾: 危機と均衡の政治学』)は、「習主席は台湾攻略をいつ考えるか?」という問題に触れている。筆者は特に“Not Today(今日はやめておこう)Theory”に興味を惹かれた。即ち台湾の在米外交官である俞大濤氏が昨年 6 月、Bloomberg TV のインタビューの中で“‘When Xi Jinping wakes up and looks at the mirror before he shaves, he goes, ‘Not today.’”と、習主席に常に思いとどませる事が重要と語ったのだ。我々は中国の指導者や軍関係者の冷静な対応を祈るしか方法はないかもしれない。こうした中、MIT *Technology Review* 誌の 8 月 15 日付記事(“Taiwan's 'Silicon Shield' Could Be Weakening”)についても語り合った。

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予期せぬ状況と絶えず格闘する戦争の渦中で生き延びるには 2 つの資質が不可欠だ。「第一に(正確な戦況の)理解。それは深みを増す暗闇の中で戦況の正確な把握へと導く、片時も側を離れずにいる内なる光。第二にそのかすかなる光に従う勇気」である。
(クラウゼヴィッツ)

If the mind is to emerge unscathed from this relentless struggle with the unforeseen, two qualities are indispensable: first, an intellect that, even in the darkest hour, retains some glimmerings of the inner light which leads to truth; and second, the courage to follow this faint light wherever it may lead.
[Soll er nun diesen beständigen Streit mit dem Unerwarteten glücklich bestehen, so sind ihm zwei Eigenschaften unentbehrlich: einmal ein Verstand, der auch in dieser gesteigerten Dunkelheit nicht ohne einige Spuren des inneren Lichts ist, die ihn zur Wahrheit führen, und dann Mut, diesem schwachen Lichte zu folgen.]
(Carl von Clausewitz)

2. 情報概観 紙面の制約上、原則、参考になると筆者が判断した最新情報のみを掲載し解説や関連資料は一切省略。

マクロ経済: Macroeconomics—Books, Papers, and Articles

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マクロ経済: Macroeconomics—Conferences, Workshops and Seminars

July 29: (an online event, Washinton, D.C.) Peterson Institute for International Economics (PIIE): “Unpacking the Consequences of the New US Tax and Budget Legislation.”

資源・エネルギー、環境: Resources, Energy, and Environment—Books, Papers, and Articles

Die Welt (Daniel Wetzel), 2025, „Jetzt erreicht die Angst vor Chinas Einfluss die Windparks in der deutschen Nordsee“, August 26.

Economic Times (Menaka Doshi *et al.*), 2025, “Tibet Dam Construction Begins: How China’s Mega Project Could Irreversibly Change a Fragile Area,” July 30.

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人々の行為を善悪に分ける確実な指標が一つある。 There is one indisputable sign that divides people's actions into good and evil: if an action increases love and unity among people, or the behavior of love and the bond of unity among people, it is good; if it produces enmity and disunity, it is bad.
或る行為が愛と人々の絆を強めるなら、それは善い行為である。反対に或る行為が敵意と分裂を生み出すならば、それは悪い行為である。 [Есть один несомненный признак, разделяющий поступки людей на добрые и злые: увеличивает поступок любовь и единение людей - он хороший; производит он вражду и разъединение - он дурной.] (Lev N. Tolstoy/Лев Николаевич Толстой)

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退廃的な人民は解放されたとしても、自由の権利を守りける事は A corrupt people that becomes free can with greatest difficulty maintain its liberty.
極めて困難である。(マキヤベリ) [Uno popolo corrotto, venuto in libertà, si può con difficoltà grandissima mantenere libero.] (Niccolò Machiavelli)

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3. 編集後記

歴史は正しく学ぶ必要がある。だが、史料が全て正しい訳ではない事を忘れてはならない。

マルク・ブロック先生は「証人というものは必ずしも言葉通りに信用してはならないという事を、最も純朴な警察官と言えどもよく心得ている (Que les témoins ne doivent pas être forcément crus sur parole, les plus naïfs des policiers le savent bien)」, また「マリ・アントワネットの署名入りの書簡は、全て彼女の手で書かれた訳でもなく、中には 19 世紀に捏造されたものもある (Toutes les lettres publiées sous la signature de Marie-Antoinette n'ont pas été écrites par elle: il s'en trouve qui ont été fabriquées au XIX^e siècle)」と語った(Marc Bloch, *Apologie pour l'histoire ou métier d'historien*)。

独ソ戦やノモンハンでの名将ジューコフ元帥が回想録を 1969 年出版した際、厳しい検閲の中で本当の事を記せなかった。Wikipedia に依れば、回想録は 2013 年までにゴルバチョフ時代の「情報公開(гласность)」等の影響で 15 回も改訂され、頁数も 383 から 1,152 まで変動している。

ブーチン大統領が戦意高揚のため、2023 年 8 月 23 日にクルスクで演説した独ソ戦の「1943 年 7 月 12 日、プロホロフカでの大戦車戦勝利」も、赤軍参謀本部戦史部が 1945 年 4 月に作成した捏造資料(「クルスクの戦い(Битва под Курском)」)に基づいている(小誌第 173 号(2023 年 9 月)を参照)。

我々は史料を慎重かつ多角的に分析する優れた歴史家の意見に耳を傾ける必要があるのだ。以上

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過去の <i>Cambridge Gazette</i> はネット上で見ることが出来、ダウンロードも出来ます。ネット上でキャノングローバル戦略研究所のウェブサイトに行き、そこで栗原のコラム・論文の欄をクリックして頂ければ、バックナンバー全てを見ることが出来ます。	

Appendix 1/付属資料 1

Table 1 Number of the Fortune Global 500 Companies by Country

表 1 フォーチュングローバル 500 の国別会社数

	1995	2005	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
1	US 151	US 175	US 141	US 135	US 134	US 132	US 131	US 128	US 134	US 132	US 126	US 121	CN 124	CN 135	CN 136	CN 142	US 139	US 138
2	JP 149	JP 81	JP 71	JP 68	CN 74	CN 89	CN 95	CN 98	CN 103	CN 109	CN 120	CN 119	US 121	US 122	US 124	US 136	CN 133	CN 130
3	DE 44	FR 40	CN 47	CN 62	JP 68	JP 62	JP 57	JP 54	JP 52	JP 51	JP 52	JP 52	JP 53	JP 53	JP 47	JP 41	JP 40	JP 38
4	FR 40	DE 34	FR 40	FR 36	FR 33	FR 31	FR 32	FR 31	FR 29	FR, DE 29	DE 32	FR 31	FR 31	FR 28	DE 28	DE 30	DE 29	DE 30
5	UK 33	UK 33	DE 36	DE 33	DE 31	DE 29	DE, UK 27	UK 29	DE 28	6 th UK 23	FR 28	DE 29	DE 27	DE 27	FR 25	FR 23	FR 24	FR 24

Note 1: The figures for China in 1995 and 2005 were 3, 18 respectively.

Note 2: JP: Japan, CN: China, DE: Germany, FR: France.

Source: Fortune Magazine

Table 2 Top 10 Companies in the List of Fortune Global 500

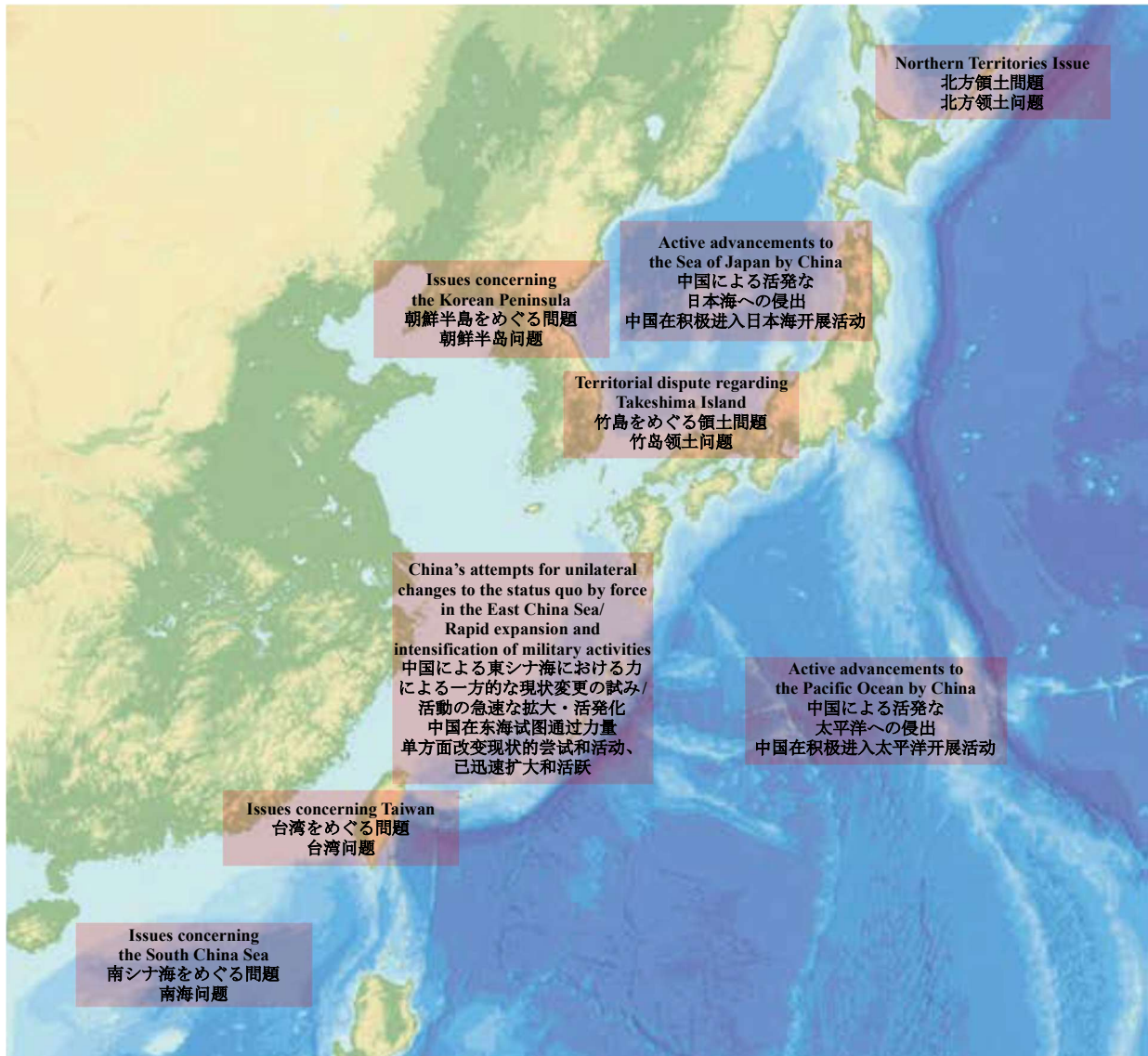
表 2 「フォーチュン・グローバル 500」の中のベスト 10 企業

	1995	2000	2005	2010	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
1	Mitsubishi Corp.	General Motors	Wal-Mart	Wal-Mart	Wal-Mart	Wal-Mart	Wal-Mart	Wal-Mart	Walmart	Walmart	Walmart	Walmart	Walmart	Walmart	Walmart
2	Mitsui & Co.	Wal-Mart	B.P.	Royal Dutch Shell	Sinopec	State Grid Corp. of China	State Grid Corp. of China	Stat Grid	Sinopec	Sinopec	State Grid	Amazon	Saudi Aramco	Amazon	Amazon
3	Itochu Corp.	Exxon Mobil	Exxon Mobil	Exxon Mobil	Royal Dutch Schell	China Nat'l Petroleum	Sinopec	Sinopec	Royal Dutch Shell	State Grid	Amazon	State Grid	State Grid	State Grid	State Grid
4	Sumitomo Corp.	Ford Motor	Royal Dutch Shell	B.P.	China Nat'l Petroleum	Sinopec	China Nat'l Petroleum	China Nat'l Petroleum	China Nat'l Petroleum	China Nat'l Petroleum	China Nat'l Petroleum	China Nat'l Petroleum	Amazon	Saudi Aramco	Saudi Aramco
5	General Motors	Daimler-Chrysler	General Motors	Toyota Motor	Exxon Mobil	Royal Dutch Schell	Toyota Motor	Royal Dutch Sell	State Grid	Royal Dutch Schell	Sinopec	Sinopec	China Nat'l Petroleum	Sinopec	China Nat'l Petroleum
6	Marubeni Corp.	Mitsui & Co.	Daimler-Chrysler	Japan Post	B.P.	Exxon Mobil	Volkswagen	Toyota Motor	Saudi Aramco	Saudi Aramco	Apple	Saudi Aramco	Sinopec	China Nat'l Petroleum	Sinopec
7	Ford Motor	Mitsubishi Corp.	Toyota Motor	China Petro-chemical	State Grid Corp. of China	Volkswagen	Royal Dutch Schell	Volkswagen	BP	Volkswagen	CVS	Apple	Exxon Mobil	Apple	United Health
8	Exxon	Toyota Motor	Ford Motor	State Grid Corp. of China	Volkswagen	Toyota Motor	Berkshire Hathaway	BP	Exxon Mobil	BP	United Health	Volkswagen	Apple	United Health	Apple
9	Nissho Iwai Corp.	General Electric	General Electric	AXA	Toyota Motor	Apple	Apple	Exxon Mobil	Volkswagen	Amazon	Toyota Motor	China State Construction	Shell	Berkshire Hathaway	CVS
10	Royal Dutch Shell	Itochu Corp.	Total	China Nat'l Petroleum	Glencore	B.P.	Exxon Mobil	Berkshire Hathaway	Toyota Motor	Toyota Motor	Volkswagen	CVS	United Health	CVS	Berkshire Hathaway

Source: Fortune Magazine.

Appendix 2/付属資料 2

Figure Security Environment Surrounding Jaan
図 わが国周辺の安全保障環境



Source: Japan's Ministry of Defense, "2025 Defense of Japan (Pamphlet)," Tokyo, July 15, 2025.