

(I)

My Personal History

by

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(President of the Tokyo Express Railway Co.)

*file*

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Just as I am strangely nicknamed "Gōto Keita" (This is not Gotō but Gōto which means burglar), I have lived for business, and business has made me alive. Accordingly my personal history up to the present when I am 74 years old may not have any humanly tender smell in it, but from now I will tell the outline of my life at your request.

In April 18, 1882, I was born in a small farming village named Aoki-

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mura in Ogata District of Nagano Prefecture as the second son of a poor peasant named KOBAYASHI Kikuamon. My elder brother was a very quiet man and succeeded to my father's farming occupation. Later he became a village headman and a member of the Nagano Prefectural Assembly, and closed his mediocre life in a backwood village. However, as is usually the case with the worldly second sons, I was also a rough boy and used to put scribbles on the wall of a precious village shrine or gave a vital wound to one of my friends of the same age.

It was in 1889 when I entered an elementary school of the village, and when I finished the course of the fourth year class, I moved to the Urasato Elementary School of a neighboring village, and graduating from the higher elementary course of the school, I entered the ~~Ueda~~ Ueda Middle School. While I was attending the Urasato Elementary School, the Japan-China War took place, and even the children of such a backwood village were also excited at the confused news of the war.

Although my father was a poor peasant as I already mentioned, his household was the richest among about only one thousand households in a small village. However, the actual cash income was about four or five hundred yen in a month. Accordingly, there remained only forty to fifty yen after deducting tax and living expenses. What is more, my father meddled with the silk-reeling industry and failed. Accordingly there was very little room in the living expense of my house, and I was to work after graduating from an elementary school, but I was so eager for study in upper schools that my father let me enter the Ueda Middle School specially.

I had to go a distance of about seven miles from my house to school in mountain paths, but I attended the school every day rain or snow. However, my unyielding spirit and the circumstances that I could enter a middle school in spite of difficult living, never made me absent from school. *(condition of my home)*

At that time, there was only one prefectural school in Nagano Prefecture, and it was the Matsumoto Middle School, but there were four branch schools in Nagano, Ueda, Suwa, and Iida. Students could attend these branch schools until the third year class. Accordingly, finished the course of the third year class of the Ueda Middle School at the age of 16 in 1903, I attended the Matsumoto Middle School from an acquaintance's residence in Matsumoto and finished the course of the fourth and fifth year classes.

Graduating from a middle school, I wanted to advance into a high school, but considering the economic condition of my ~~house~~, I could not ask my father to let me go <sup>to</sup> a high school. Then, through the introduction of my respected teacher, Mr. KOBAYASHI Majojiro, I became an assistant teacher of the Aoki Elementary School of my native place. To become a teacher of a school was a great and sole purpose for the sons of poor ~~peasants~~ <sup>peasants</sup> at that time. However, my experience of a middle school life enlarged my social view and also made me eager for studying in a higher school. Accordingly, working as an assistant teacher, I tried to save money in preparation for a chance to enter a high school.

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My father's name was Kikuemon and mother's name was Sue. They had

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no special educational background, and especially my mother could neither read nor write, but she had the most excellent power of memory in the village. Her child-training was also very strict. Accordingly my parents' influence is quite unforgettable for me as long as I live, and it is not an exaggeration to say that I owe to my parents for what I am today.

My father was <sup>an</sup> earnest devotee of the Nichiren sect and was bigoted in chanting prayer of Nammyohorengekyo. Before breakfast in the morning and before going to bed at night, he used to repeat the prayer about five hundred to one thousand times at least. I remember that there was a wooden statue of Kato Kiyomasa in front of a picture of Nichiren <sup>in my house</sup> at that time, and my father chanted prayer before the statue. Unless his prayer was finished, we could neither eat breakfast nor go to bed. As I was grown up in such circumstances, I was given my parents' deep religious influence and was naturally given the confidence that I would be able to overcome any pains and difficulties.

The prayer of "Nammyohorengekyo" (Glory to the Sutra of the Lotus of the Supreme Law!) is a phrase of the Sutra of the Lotus. The Sutra of the Lotus has 28 volumes and is the last lecture of Buddha. The last lecture of the Mahayama Sutras is the Sutra of the Lotus. The 25th volume of the Sutra of the Lotus is the Sutra of Avalokitesvara which begins with prose. Sutras usually have ordinary sutras in their beginnings and have refrains in verse at the end. Although my father did not read the foregoing sutra, but I remember that he was repeatedly reading the last part of the Sutra of Avalokitesvara very often.

Later I went to Tokyo to study and used to write to my parents once in every month. However, being so religious, my parents did not open my letter immediately but after praying for my luck at a village shrine, they opened my letter with thanks to God. Even when I returned to my home, they did not immediately talk to me, but after praying for me and chanting Nammyohorengekyo, they opened their mouth. There was a distance of about seven miles between my house and Ueda Station. Whenever I leave my house, my parents used to stand at the gate and gaze after me until I was out of their sight.

As I was under the influence of such religious and sincere parents in my boyhood, I got confidence that I would be able to win every difficulty by chanting the prayer of Nammyohorengekyo and gained a religious confidence, "All is vanity", that is to say, to sacrifice one's own self for others. With this confidence, I have lived for seventy years. Today, I have a deep sense of gratitude to my parents.

3.

Graduated from the Matsumoto Middle School, I was at a loss where to go. At that time, a sum of twenty yen was quite enough for a school-life for a month in Tokyo. However, the economic condition of my house could not afford even twenty yen for me to study in Tokyo at that time. Accordingly, as mentioned already, I became an assistant teacher of an elementary school of my village for a while, but during the summer vacation of the same year, -- I remember it was 21 July 1901 --, I went to Tokyo for purpose of study and settled myself at a lodging at Yushima-

Tenjin-cho, Hongo, through the good offices of Mr. Koda, former president of the Matsue High School. On the very day of my arrival at the lodging, I heard a man shout "Extra, extra!" Being a country boy, I could not understand what it was. Reading the extra, I knew that HOSHI Toru was assassinated by IBA Sotaro at the Tokyo City Assembly Hall. I was deeply impressed by the news, as it was the first day of my life in Tokyo.

After a week since then, I took an entrance examination of the Hitotsubashi Higher Commercial School, the predecessor of the present Hitotsubashi University, but I failed in the examination on account of my poor knowledge of English. Sitting on a bench at a pond near Kudan, I considered what to do all day, but got no idea. Then, I returned to Aokimura and became an assistant teacher again. In the following year the Tokyo Higher Normal School opened registration before all others. As the students of the school could study at government expense, I immediately applied for an entrance examination and fortunately I was admitted. Therefore, I resigned as assistant teacher, and entered the course of English literature of the higher normal school. At that time, the president of the school was Mr. KANO Harugoro and he lectured for us once in a week. Showing his muscular arms, Mr. KANO used to say, "You must have unyielding spirit. Whenever you may be confronted with difficulties, you must think that there is nothing you can not accomplish." His assertion is still strongly remaining in my mind.

Graduating from the higher normal school, I became an teacher of English at a municipal commercial school of Yokkaichi. Although, ori-

ginally, I had much interest in educational undertakings, the actual school-bueinsss disappointed me, and it seemed that the teachers of the school, including the school principal, lacked enthusiasm. Accordingly, I felt I had to graduate from a university and to tackle with the world. With such a resolution, I quit the commercial school at Yokkaichi in April or May of the following year and entered the special course of the political course of the Tokyo Imperial University in September of the same year and took a graduation-examination of the First High School in October. The graduation-examination was a difficult one, and I still remember that I got great pains on account of heavy gymnastics. However I festunately passed the examination and immediately entered the main course of the Law Department of the Tokyo Imperial University. However, soon I had troubles of school expenses. So, I went to see Mr. Kano's opinion, and he madadms a tutor of Baron TOMII Masaaki's son, but at the same time with the son's entry into the Second High School, I could neither teach him nor stay at his house. As the result, Baron TOMII made me a tutor of Mr. KATO Takaaki's son, Atsutaro. Thus, I lodged with the KATO family and won my daily bread and school expenses.

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On account of good offices of Mr. TOMII Masaaki and Mr. KATO Takaaki, I could graduate from the Law Department of the Tokyo Imperial University in 1911. As I had wasted several years as<sup>a</sup> teacher before, I was four years older than my classmates and I was 29 years old at that time. Among my classmates, there were SHIGEMITSU Mamoru, ASHIDA Hitoshi, ISHI-

ZAKA Taizo, SHORIKI Matsutaro, OGASAWARA Sankuro, MATSUNOTO Manabu, KIMURA Tokutaro, MIYAKE Masataro, KAWAKAMI Koichi, MAKINO Ryozo, TANABE-Katamaru, TSUKAMOTO Toraji, and SHINOHARA Michio, etc.

In the same year of my graduation from the university, I succeeded in the higher civil service examination and entered the Agriculture-Commerce Ministry owing to Mr. KATO Takaaki's good offices. I was to become a factory-superintendent after the enforcement of the Factory Law. However, as soon as the YAMAMOTO Gonbei Cabinet appeared, the tight-financing policy was adopted in every field and the enforcement of the Factory Law was postponed for the coming three years on account of the administrative adjustment. I had to be a minor official for the coming three years. However, I was advised to enter the National Railway Authority. It was in 1913. As Mr. KATO telephoned to Mr. YUKAJI Takejiro, first Railway Minister, I met Mr. NAKAGAWA Shoza, then Personnel Affairs Section head, and I entered the National Railway Authority. Since then, I worked at the National Railway Authority for nine years. Accordingly, including the period of one year in the Agriculture-Commerce Ministry, I served for a total of ten years as a government official.

In 24 Feb. 1912, the previous year I entered the National Railway Authority, I married GOTO Machiyo, the first daughter of Mr. KUME Taminosuke who was a doctor of engineering through the good offices of Mr. FURUICHI Kimitake, doctor of engineering, and I changed my name GOTO. I was thirty years old at that time. GOTO was the name of Mr. KUME Taminosuke's mother's former name, and marrying me, Machiyo revived the once discontinued GOTO family. It was a kind of conditional marriage.



While I was in the service of the National Railway Authority, Mr. NAKANISHI Seichi was the head of the documents and archives section and I was under him for a month, but as he became the director of the Superintendent Bureau, I also moved to the Superintendent Bureau and I became a higher official as the vice-counselor of the general affairs section. In the Superintendent Bureau, SATAKE Sango was the head of the general affairs section, MURAI Jirokichi was the head of the business section, and under him there was KIYASU Kenjiro. Later the HARA Cabinet came into being and Mr. NOBA Daikai became the Minister of Communications. At that time I thought that these persons' remaining in their posts for a long time would be obstructive for the promotion of young officials, and I conferred with Mr. KIYASU. As the result, through the efforts of Mr. OKANO Keijiro and Mr. FURUICHI Kimitake, finally Mr. NAKANISHI became the vice-minister of the Ministry of Communications, Mr. SATAKE became the director of the Superintendent Bureau, KIYASU the head of the business section and I became the Head of the business section. However, as I was a higher official of the seventh grade, I was an acting-chief of the section. However, I was dissatisfied with the title of "acting". Accordingly, I used to cross out the letter of "acting" of my title of "Acting Chief" written on circular bills every time, and turned the bills to the senior officials. I expected that they would notice my dissatisfaction about "acting". Actually, Vice-Minister ISHIMARU Shigeyoshi noticed it and formally cancelled the title of "acting chief" and I became a chief of a section.

Thus, I was in government service for nine years and during the

times I served as a section head for a year and half, and in order to take office as an executive director of the Musashi Electric Railway Company, I quit the National Railway Authority on 11 May, 1920. Usually government officials have to assiduously work in offices during their most active period but have to leave their offices when they are thoroughly acquainted with their tasks. In comparison with the business circles in which people can thoroughly devote themselves with their whole lives, the life in government service is really monotonous. This is the conclusion of my experience in government service for nearly ten years.

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Just at that time, Baron GOU Seinosuke was being busily engaged in the management of the Musashi Electric Railway Co., the predecessor of the later Toyoko Electric Railway Co. Although the company was established in 1910 and had a franchise right of a railway between Hibiya, Tokyo, to Hiranumabashi in Yokohama, the company had no sufficient funds for its establishment and was worrying. In 1920, Mr. GOU undertook the company and became the president of the company. He wanted to have an expert executive director for the construction of the company and he conferred with Vice-Minister ISHIMARU of the Railway Authority. Then, Vice Minister ISHIMARU told him, "Now we have a ~~man named~~ GOTO Keita as the chief of the general affairs section of the Superintendent Bureau. He is a funny man, and being dissatisfied with the title of an "acting chief" he used to cross out the letter of "acting" on circular bills." Mr. GOU had an interest in me and wanted me as the executive director of the com-

pany. As I was about tired of government service at that time, I immediately took office as the executive director of the Musashi Electric Railway Co.

Casually old Mr. SHIBUSAWA Eiichi came back from his inspection tour in Europe and America and he wanted to form healthy rural cities and residences. Buying wide lands in Denenchofu and Senzoku, he obtained the licence for the establishment of a railway between Meguro and Tamagawa. Thus, the Ebara Electric Railway Company was originated but as the staffs were all amateurs, they were feeling difficulties in managing the company.

Then, old Mr. SHIBUSAWA consulted Mr. YANO Tsuneta of the Daiichi Life Insurance Co. who was a large shareholder, but Mr. YANO was also an amateur in railway management. Then, Mr. WADA Toyoji of the same Daiichi Seimei (life insurance co.) said that Mr. KOBAYASHI Ichizo would be suitable for railway management. Therefore, Mr. YANO went to Osaka and met Mr. KOBAYASHI. However, as Mr. KOBAYASHI was so busy at that time that he recommended me to Mr. YANO. After one or two days I was introduced to Mr. YANO by Mr. KOBAYASHI at the Nihonbashi Club for the first time and took office as the managing director of the Ebara Electric Railway Company. At the juncture, Mr. KOBAYASHI told me, "Now you are trying to construct the Musashi Electric Railway Co. together with Mr. GOU, but it is not an easy task. You had better construct the Ebara Electric Railway Company fast, because if the rural city plan is enforced, the vast lands in Denenchofu and Senzoku will be all sold. If the Ebara Electric Railway is successful, you had better construct the Musashi Railway with the money obtained from the lands." I agreed with Mr. KOBAYASHI's opinion.

and made up my mind. Changing the name of the Ebara Electric Railway Co. into the Meguro-Kamata Electric Railway Co., immediately I set myself to the construction of the company. This Meguro-Kamata Electric Railway/merged the Toyoko <sup>later</sup> Electric Railway Co. in 1939 and became the mother-body of the present Tokyo Express Railway Co.

In November 1922, the Meguro-Kamata Railway Co. opened the whole railway between Meguro and Kamata. As it was immediately after the great Kanto earthquake, the people whose houses were burnt by the calamity moved to the areas along the Me-Kama Railway, and the achievement of the company became extremely successful. Accordingly, with the money obtained by the Me-Kama Railway Co., I bought up the majority of the stocks of the Musashi Electric Railway Co. and held the company under our influence, and changing the name into the Tokyo-Yokohama Electric Railway Co., we constructed the company. Thus, in March 1932, the railway between Shibuya and Sakuragicho was opened.

However, being confronted with the extreme depression of financial circles early in the Showa era, I experienced great pains so often that I sometimes thought of suicide. Sometimes we could not pay for the company workers, and though we tried to borrow one hundred thousand yen, all insurance companies refused to lend money and I discouragely walked the Hibiya Park together with Mr. SHIBUSAWA Hideo in the rain. Every branch of trees made me feel like hanging myself. However, now I think that the difficulties were the problem of confidence and patience. At that time I constructed a principle of immediate estimate and settlement, and inspired all workers of the company with this principle. I still keep

this principle as philosophy of business management. Being unyielding and patient, the Toyoko Electric Railway Company could win the present prosperity.

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As mentioned above, I could graduate from a university through the assistances of Mr. TOMII Masaaki and Mr. KATO Takaaki. However, their influences were really great both materialistically and mentally.

Mr. TOMII was grown up in France and was a scholar of the civil law. He was a man of noble character. Although he had many titles such as baronage, doctor of law, and Privy Councillor, he had no property, and this was because of his lofty and pure character. He was also very prudent and kind, and I was greatly influenced these points by him. Baron TOMII died in September of 1935, and while he was in his bed for more than forty days I visited him in hospital every day. When the bereaved family received an aid of Y 30,000 from the government, I urged the family to invest the money to the stocks of the Meguro-Kamata Electric Railway Company which was paying a dividend of 10 per cent at that time, because I thought it would be effectless to keep the money as bank deposits. I also promised the family that I would pay for the difference when the dividend dropped below the level of 10 per cent.

On the other hand, I was given an influence of indominability by Mr. KATO Takaaki. Once Mr. KATO went to London as a Japanese ambassador in England, but was called back by the government and became the Foreign Minister of the SAIONJI Cabinet. However, he strongly objected to the nationalization of railway and resigned his post. Accordingly, he was

a really indomitable one-man and did not listen to others' opinion at all. Even Agriculture-Commerce Minister OURA Kanetake and Superintendent-General ISAWA Takio of Metropolitan Police used to make deep obeisance to him. He never made any concession to others. Accordingly I was greatly influenced by his character.

As Mr. KATO had the background of education in foreign nations, he was extremely individualistic and had no human sentiment at all. If he had had Christian religious mind, he would have been warm-hearted and kind. Accordingly, as the president of a political party, he failed in taking political power. For ten years he was the president of the Ken-seikai Party but he never bowed to his elder statesmen. Although Marquis OKUMA supported him, he could not take political right as his elder statesmen did not support him. The number of his party members decreased and even WAKATSUKI Reijiro and SHOMOOKA Chuji seceded from the party. Only HAMAGUCHI Yukio followed KATO to the last. However, KATO kept his composure, and insisted his principle. From a point of view, I think that he was a great man.

In January of 1926, Mr. KATO died. Just at that time, a part of a tunnel at Takashima-san, which was the most difficult place for the construction of the Toyoko line, sank and we had great troubles. Then, I was informed Mr. KATO's critical condition and immediately ran to his residence at Kojimachi but he died before my arrival and I saw only his dead face.

I think that only Mr. TOMII was the only person who taught me the way of a man. Other persons such as KANO Harugoro, KATO Takaaki, and

TOYOKAWA Ryohei, all had strong characters, and even the teaching of the Nichiren Sect which gave me great influence also had a strong character. As I was under such persons' influence for a long time, people often say that GOTO is really haughty and doesnot listen to others' opinions.

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By the way, in October of 1934, when I was 52 years old, a mayoral election was enforced in Tokyo and USHIZUKA Torataro was elected Mayor of Tokyo. However, in the autumn of the same year, the Tokyo Metropolitan Asembly was cleaned up and ASAKURA Torajiro, OKANDA Gunji, NAKAJIMA Moritoshi and others were put into Ichigaya Prison and a case of great scandal was exposed and became an issue for three years. As somebody wrote a letter to the Metropolitan Police Board and informed that the Me-Kama Electric Railway Company hadtcontributed election funds to USHIZUKA Torajiro, our company was inspected and all documents were confiscated by the Metropolitan Police Board. Casually, when we bought up the Ikegami Electric Railway Co., we issued a check of Y 100,000 to KAWASAKI Hajime, representative of the Kawasaki Financial Clique. Under the suspicion that the money was used for the mayoral election, I and MATSUURA Tōshitaro, manager of the Meguro-Kamata Railway Co., were put into prison. Although we were convicted of our crime, we were given a verdict of innocence. The procecuors brought the case again before the Supreme Court, but their appeal was quashed, and we became quite innocent.

However, no one, except those who experienced, can not imagine the

pain of a life in prison for six months. It was the worst period in my life time.

However, in such a case, the ordinary and daily culture and training become effective. If a man has no courage, he will die in agony. In this point, I had religious confidence. On account of this religious confidence, I was rather healthy in prison.

Through the life in prison, I knew that not only intelligence and exercise, but also strong confidence was necessary for a man to live on. In order to have a strong confidence, a man has to always train his own will by religion. Confidence is also necessary for a man to succeed in his business.

Anyway as there was nothing to do in prison except taking meals three times in a day, I read books and spent times. While I was devoting myself in reading in prison, I could gradually understand such<sup>a</sup> complicated book as "Saikontan". Accordingly, later I published "A Pocket Saikontan" with notes from the Jitsugyo-no-Nippon Co.

My lawyers were Mr. IMAMURA Rikisaburo and Mr. MAKINO Ryoza. As soon as I was released, my seniors, friends, and the members of my company held a great vindication party at Seiyoken Restaurant, Ueno, for me. When I arrived the place of party, there were almost three hundred persons and especially NEZU Kaichiro welcomed me first of all. I was also greeted by TOSHIMITSU Tsurumatsu, IMAMURA Rikisaburo, and OKOCHI Masatoshi, etc. I took my two sons to the party. Being quite moved by my friends' kindness, my voice trembled and my glasses were wet with tears.



About that time, the Toyoko Electric Railway Company presented me fifty thousand yen as a token of gratitude in accordance with the resolution of the stock-holders' general meeting. However, as I could not use the money for my private purpose, I planned to use the money for an educational undertaking. Therefore, adding my private money of 120,000 yen to the presented money, I established the Toyoko Women's Commercial School. Originally I had enthusiasm for educational undertaking. Later, the Toyoko Women's Commercial School became the Foundation Toyoko School and developed into a synthetic educational organ with a preschool to a college with the system of the GOTO scholarship society. The development of the school makes my heart full of deep emotion.

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With a purpose of offering "good things with cheap price" to the people living along the railway, I established the Toyoko Department Store in 1934. Recently, I won the old "Shirokiya Department Store" under my influence. However, in the spring of 1936, I tried to take over "Mitsukoshi" and I became a target of people's censure. The process was as follows.

There was a man named MAEYAMA Hisakichi in the Mitsui Bank. He was the person who transferred the stocks of the Tamagawa Electric Railway Co. <sup>to me</sup> for the first time. Before his death, he transferred all of his stocks of railway companies to me. Consequently, I could win the Tamagawa Electric Railway Co. and the Keihin Electric Railway Co. under my influence. Accordingly, I had no intention of expanding my business.

in other fields except railway business. However, after MAEYAMA's death, a man named SUZUKI Takeshi came to me and asked if I did not want the stocks of "Mitsukoshi" that MAEYAMA had possessed. MAEYAMA was a director of Mitsukoshi. Although I had no special interest in the stocks of Mitsukoshi, I bought 100,000 stocks of Mitsukoshi. Because I was managing the Toyoko Department Store just at that time and I thought that it would be a good idea to merge Mitsukoshi with Toyoko and to make the Toyoko Department Store as the Shibuya Branch Store of Mitsukoshi.

However, Mitsukoshi is the stronghold of the academical clique of ~~Keio~~ <sup>University</sup> Keio. Accordingly my senior businessmen of the Keio clique implored Mr. IMAI Rikisaburo of the Mitsui Bank. Consequently the Mitsui Bank stopped to furnish funds to me. As they also implored Mr. KATO Takeo who was the boss of the Keio academical clique (I received great assistance from Mr. KATO in regard to the recent problem of Shirokiya), the Mitsubishi Bank also stopped to furnish funds to me. If they had furnished funds to me, I would have taken over Mitsukoshi. They frankly said, "If you take over Mitsukoshi which is the sole stronghold of Keio, we shall be blamed by the Keio men. Accordingly, we can not lend you money."

Moreover, I was summoned by then Finance and Commerce Minister IKEDA Shigeaki and he told me, "You had better give up to merge Mitsukoshi. Sell the half of your possessing stocks of Mitsukoshi to the mutual aid association of the employees of Mitsukoshi?" Mr. KOBAYASHI Ichizo also urged me, "You had better give up the idea. It is almost

impossible for such a rural department store as Toyoko to merge such a great department store as Mitsukoshi." I felt that it would be disadvantageous for me to quarrel with such seniors, and saying, "As far as railway concerned, I will not give way to you. However, as for movie theatres and department stores, I will give way to you", I sold my stocks finally. Although I had bought each stock at Y 90 and sold it at Y 150, it was really regretful for me.

By the way, at the time when I was in the midst of trouble, Mr. KITADA who later became the president of Mitsukoshi was the director of Mitsukoshi. Although I often asked him for an interview, he did never meet me. Whenever I attended the conference of department stores and expressed my opinions, the conference used to be deadlocked. Then, mediators used to close the conference.

In the meantime, the problem was settled. After that, I telephoned to Mr. KITADA on one Saturday and asked him, "I would like to see you once. Even if you can not act in concert with us, I would like to talk to you." He replied, "I accept your request. But as my parent is ill now, I must go to Katsuyama in Chiba Prefecture. I will meet you after that." On Sunday, Mr. KITADA went to his native place and came back to Tokyo on the same day. However, it seemed that he casually entered a telephone booth when he arrived in Tokyo. Perhaps he wanted to call his family. Then, he suddenly died of apoplexy or heart failure. In the following morning, he was found dead. Then, IKEDA and the persons of the Keio academical clique clamored, "GOTO drove KITADA to death", and I fell in a disadvantage. Even KOBAYASHI said, "GOTO drove KITADA

to death, because he used to nonplused KITADA for many hours at the conferences so often." After Mr. KITADA's death, Mr. ASABUKI Tsunekichi was in the post of the president of Mitsukoshi for a while. Later, Mr. IWASE Eiichiro succeeded the post.

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For the development of the Toyoko Railway Co. -- (soon this company became the Tokyo Express Railway Co.) -- I bought up the Ikegami Railway Co., the Tamagawa Railway Co., the Keihin Railway Co., the Keio Railway Co. and many other railway companies, and won them under my influence. I also established new companies some times. Thus, I used to hold more than 120 companies ~~some times~~ under my influence. Sometimes I had to take a drastic measure such as to corner the stocks of a company. However, these deeds of mine were not because of my mere business ambition but because I loved the workers of the Toyoko Electric Railway Company and I also wanted to reduce costs.

What promoted my bad reputation of "gōto Keita" in such a situation were the attempt of taking over Mitsukoshi and scrambling for the railway company. Really I had lots of troubles at that time.

In March of 1934, the Tokyo Rapid Transit Railway Co. was established. Once the Musashi Electric Railway Co. gained the licence for the establishment of an underground railway between Shibuya and Yurakucho but could not materialize the establishment and lost the effect of the licence. Later the Tokyo City Authority gained the licence but it could not establish the underground railway on account of financial difficulty.

However, the Omura & Co. which had undertook the underground railway construction of the Tokyo Underground Railway Co. (Asakusa--Shinbashi) and had an experience of underground railway construction, the Toyoko Electric Railway Co., and the Tokyo Underground Railway Co. established the Tokyo Rapid Transit Railway Co, in order to establish the subway between Shibuya and Shinbashi. Mr. KADONO Shigekuro was the president, Mr. WAKI-MICHI Homare was an <sup>managing</sup> ~~executive~~ director, and I was an executive director. It was a difficult task to establish this company, but we established the company by some means or other and set ourselves to design and survey the railway. Thus, we presented an application to the Railway Ministry for a permission for the construction of a railway between Shibuya and Shinbashi. However, HAYAKAWA Tokuji, originator and president of the Tokyo Underground Railway Co. asserted, "The railway between Shinbashi and Toranomom should be established by my Tokyo Underground Railway Co. The Tokyo Rapid Transit Railway Co. should establish a railway from Toranomom to Tokyo Station through Hibiya Park," and began to strongly object to our undertaking. Accordingly I and KUROKOCHI Shiro, chief engineer, were summoned by than Director MAEDA Minoru of the Railway Control Bureau and were urged to change our establishment plan.

However, I thought that the establishment of a railway wouldbbe valueless unless the establishment of a railway between Shibuya and Toranomom was impossible, and I believed that the establishment of a railway between Shibuya and Toranomom. Accordingly, I tried to persuade HAYAKAWA and the members of the Tokyo Rapid Transit Railway Co. often negotiated with the Tokyo Undergound Railway Co.. However, HAYAKAWA never withdrew

his assertion but rather intensified his objection.

Therefore, I thought that there was no means but to hold the right of management of the Tokyo Underground Railway Co. and to expel HAYAKAWA from the company. Then, I paid frequent visits to Mr. ANAMIZU Kumao who was the enterpriser of the Dainippon Electric Power Co. and of the Hoku-den Industry Co. and finally I could buy up 450,000 stocks of the Tokyo Underground Railway Company that Mr. ANAMIZU had possessed. Thus, in the summer of 1939, I expelled HAYAKAWA and established the present underground railway. At that time, those who furnished funds for me were Mr. KATO Takeo and Mr. TOZAWA Yoshiki of the Yasuda Trust Co. As HAYAKAWA was a graduate of Waseda University, the banks of the Keio academical clique did not furnish funds for him.

Anyway, I expelled HAYAKAWA who was the first originator of an underground railway in Japan, and I deprived him of his undertaking. Consequently, people sympathized with HAYAKAWA and I was severely blamed by the world.

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In November of 1943, I was appointed advisor of the Cabinet and being appointed administrative inspector of wooden vessels, I inspected the shipbuilding factoried all over the country. As wooden vessels were all requisitioned for the use of the south Asian nations at that time, even the coastal navigation in Japan was difficult. Accordingly, the government planned to build wooden vessels about 500,000 ton every year, and was looking for a man to carry out the plan. Although I had no experi-

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ence in the field of shipbuilding, TOJO Hideki set his eyes on me and FUJIWARA Ginjiro recommended me.

After making an inspection tour all over the country, I came back to Hakone. When I was making a report at Gora Hotel, I was informed of my second son's death in a battle field. I was attacked by sorrow feeling. On 19 Feb. 1944, I was suddenly summoned then Prime Minister TOJO and went to the Prime Minister's Official Residence immediately. TOJO asked me to take office as the Transportation-Communication Minister, and he said that the inauguration ceremony would take place at 9 p.m. of the day. As it was a sudden, I asked him for time to make a reply and calling SHINOHARA Michio, managing director of the Tokyo Rapid Transit Railway Co. and KARASAWA Toshiki, one of my friends, I conferred with them about the problem. I told them that I would be unable to fulfill the responsible roles of a Cabinet minister.

However, as my friends earnestly urged me to take office as the Transportation-Communication Minister, I finally made up my mind and accepted TOJO's proposal. When I visited the Imperial Palace on that night, ISHIWATA Sotaro and UCHIDA Nobuya were also there. Thus, the inauguration ceremony of three ministers was performed. However, although I became a minister, I could not smoothly accomplish my roles as the Transportation-Communication Minister on account of the lack of material and personnel under the emergency situation during the wartime. I experienced great difficulties at that time. However, I believe that it was very good that I relieved traffic in the vicinity of Nagoya Station and improved the treatment of seamen.

However, as I became the Transportation-Communication Minister at that time, I was purged from public service for five years after the war, but during these periods I devoted myself in my favorite tea-ceremony and reading old copies of sutras. While I was a purgee, I was accused a crime of violating the purge order under the reason that I made a interference in the affair of the company I had concerned. But at the same time with my depurge, the crime became extinct automatically, and I came back to the Tokyo Rapid Transit Railway Company again.

Recently I am often asked by people if I had love affairs in the past or not. However, I have no experience of such romantic affair. If I had experienced such affair, I would have been unable to succeed in business. My business ambition completely suppressed my sentiment.