



ICGN Session Summary

Artificial Intelligence (AI) – From DeepMind to DeepSeek

At ICGN's 30th Anniversary Conference - Asia, held in Tokyo in March 2025, this panel discussion explored the evolution and future of AI, examining its implications for businesses and governance. Experts discussed the development of AI, its applications in corporate governance, and the challenges and opportunities it presents.

Panellists:

- **Daisuke Adachi**, General Manager of DX Strategy Office, IT Strategy & Digital Integration Division - Hitachi, Ltd., Japan
- **Fay Feeney**, CEO - Risk for Good, USA
- **Ryoji Uchida**, Director of the IT Innovation Division, Ministry of Economy, Trade and Industry of Japan (METI), Japan

Moderator: **Christine Chow**, Chair of the Board - ICGN, UK.

Introduction to AI Development:

The evolution of AI was highlighted, starting from IBM's Deep Blue in 1997 to Google's DeepMind AlphaGo in 2016, and the recent advancements with ChatGPT and DeepSeek.

The rapid development of AI technologies was emphasized, showcasing the increasing sophistication and capabilities of AI systems.

A variety of use cases:

AI has been used in many ways in different organisations, there are clear use

cases for risk management and digital governance.

For example, Hitachi has integrated AI into corporate IT strategy, emphasizing its importance in business processes.

AI is also seen as a tool that can be harnessed to enhance efficiency, strengthen processes and to promote industrial competitiveness and growth for Japanese companies.

Corporate Value Creation:

The panellists discussed specific use cases of AI that have proven to generate corporate value.

Examples included the use of AI for predictive maintenance in industrial settings, optimizing business processes, and enhancing customer experiences. The importance of filing intellectual property (IP) for AI innovations was highlighted, with companies encouraged to protect their unique AI applications and technologies.

Challenges and Risks:

Data privacy, cybersecurity, and the environmental impact of data centres are significant challenges.



Understanding the origins and usage of data in AI applications is essential.

Need for human oversight:

AI has the potential to transform industries, and continuous learning and adaptation are necessary. Due to this massive potential impact, and the related risks, human oversight in AI applications is important to ensure ethical and responsible use.

Human Capital and AI:

The panellists emphasized the importance of investing in human capital to support AI initiatives. Training and upskilling employees to work with AI technologies were seen as crucial for maximizing the benefits of AI and ensuring its successful integration into business operations.

AI in Corporate Governance:

A multidisciplinary approach to AI governance is crucial, involving various departments such as HR, legal, and IT.

Board members need to stay informed about AI developments and integrate AI into corporate strategies.

The panellists addressed the complexities of AI governance, emphasizing the need for robust risk management frameworks and the involvement of experts from various fields.

There is no one-size-fits-all way to do governance of AI. Clear roles and responsibilities are key, whether that is at the whole board level, or by using dedicated AI committees.

The key thing is to focus on ensuring comprehensive oversight and management of AI-related risks in a way

that suits the AI use case of the organisation and its governance structure.

Key Takeaways:

The rapid development of AI technologies showcases the increasing sophistication and capabilities of AI systems.

AI is seen as a tool with the potential to enhance efficiency, strengthen processes, and promote industrial competitiveness and growth.

AI governance is complex and needs to be tailored to the specific circumstances of the company, its AI use cases and governance structures.

Robust risk management frameworks and the involvement of experts from various fields is critical.