

KEIZAI DOYUKAI  
Japan Association of Corporate Executives

# Overview 2025



DOYUKAI\* is a private, nonprofit, nonpartisan organization that was founded in 1946 by 83 far-sighted business leaders, united by a common desire to contribute to reconstructing Japan's economy. 79 years since then, DOYUKAI has solidified its leadership role in improving the Japanese economic community and in seeking solutions for numerous domestic issues and ensuring the overall well-being of Japanese society.

DOYUKAI membership comprises approximately 1,700 top executives of some 1,200 corporations, all sharing the common belief that corporate managers should be key players in formulating solutions of a broad range of political, economic, and social issues. Within DOYUKAI, each member sheds her/his corporate identity and participates as an individual, free to express opinions and ideas unconstrained by the interest of any specific company or industry. This feature distinguishes DOYUKAI from other business organizations, giving it a broad, long-term perspective and ensuring objectivity and clarity in the discussions of issues.

In-depth studies, research, and discussions provide DOYUKAI with an excellent understanding of the Japanese economy and its future potential. The results of these activities influence not only government policy and industry, but society as a whole.

DOYUKAI maintains an independent stance, supported by its own studies and research, as it pursues active and constructive dialogues with political parties, government officials, labor organizations, and individuals in many other organizations as well.

DOYUKAI is deeply concerned with the challenges the world confronts today and is committed to making Japan part of the solution. This commitment is embodied in a range of activities designed to engage Japan with the rest of the world.

Through the active participation of business leaders who possess a clear vision of the future and wish to sincerely take on challenges to realize it, DOYUKAI strives tirelessly to achieve ever-greater national well-being in harmony with the world economy.

\* DOYUKAI is the abbreviation of KEIZAI DOYUKAI or Japan Association of Corporate Executives.



Name	KEIZAI DOYUKAI <Japan Association of Corporate Executives>
Established	April 30, 1946
Membership	1,727 (As of July 29, 2025)
Representative Directors	NIINAMI Takeshi IWAI Mutsuo SAITO Hironori
Address	1-4-6, Marunouchi, Chiyoda-ku, Tokyo 100-0005, Japan
URL	<a href="https://www.doyukai.or.jp/en">https://www.doyukai.or.jp/en</a>

# Board of Directors

(Titles: as of July 1, 2025)

## Chairperson [Representative Director]



**NIINAMI Takeshi**  
Chairman & Chief Executive Officer,  
Suntory Holdings Ltd.

## Senior Vice Chairperson [Representative Director]



**IWAI Mutsuo**  
Chairperson of the Board,  
Japan Tobacco Inc.

## Vice Chairpersons [Executive Directors]



**TASHIRO Keiko**  
Member of the Board, Deputy President,  
Daiwa Securities Group Inc.



**DATE Miwako**  
President & CEO,  
MORI TRUST Co., Ltd.



**TAMATSUKA Genichi**  
President & CEO,  
Lotte Holdings Co., Ltd.



**YAMAGUCHI Akio**  
General Manager & President,  
IBM Japan, Ltd.



**SUZUKI Jun**  
Senior Advisor,  
TEIJIN Ltd.



**TERADA Kohei**  
President,  
Warehouse TERRADA



**HIIRO Tamotsu**  
Senior Vice President & Managing Director,  
The Walt Disney Company (Japan) Ltd.



**MIKE Kanetsugu**  
Chairman,  
Mitsubishi UFJ Financial Group, Inc.



**INOUE Yukari**  
Managing Director,  
KELLOGG (JAPAN) G.K.



**ONISHI Kensuke**  
Chairperson / CEO,  
Peace Winds Japan



**TSUJI Yosuke**  
Representative Director, President & Group CEO,  
Money Forward, Inc.



**KIKUCHI Tadao**  
Chairman,  
ROYAL HOLDINGS Co., Ltd.



**YOSHIMATSU Tetsuro**  
Representative Director, Chairperson & CEO,  
istyle Inc.



**IKEDA Junichiro**  
Director, Chairman of the Board,  
Mitsui O.S.K. Lines, Ltd.



**HIROTA Yasuhito**  
Chairman & CEO, Representative Director,  
ASICS Corp.



**NAMBU Toshikazu**  
Director, Vice Chairman,  
Sumitomo Corp.

## Secretary General [Representative Director]



**SAITO Hironori**  
Representative Director, Secretary General,  
DOYUKAI

## Managing Directors [Executive Directors]



**SUGAHARA Akiko**  
Managing Director,  
DOYUKAI



**SHINOTSUKA Hajime**  
Managing Director,  
DOYUKAI



**TABATA Masashi**  
Managing Director,  
DOYUKAI

# Auditors



**ITO Shinichiro**  
Senior Advisor,  
ANA HOLDINGS INC.



**HASHIMOTO Takayuki**  
Honorary Executive Advisor,  
IBM Japan, Ltd.



**IWAMOTO Toshio**  
Director,  
East Japan Railway Company





# Transforming Japan's Socioeconomic Framework Toward the “Reiwa Model” of Collaborative Capitalism



**NIINAMI Takeshi**  
Chairperson, DOYUKAI

## 1. Collaborative Capitalism

Exactly two years ago, upon assuming the role of Chairperson, I advocated the concept of Collaborative Capitalism and called for its realization.

In the United States, we observe exploitative societies where Big Tech and the financial sector monopolize the fruits of economic growth, and extreme individualism prevails. I am convinced that now is the time to shift toward inclusive societies—communities where people support one another. Collaborative Capitalism is the framework that enables this transformation.

Professor Daron Acemoglu, recipient of the 2024 Nobel Prize in Economics, and others have emphasized the importance of restoring inclusiveness through governmental policy and institutional design. Since becoming Chairperson, I have strived to advance Collaborative Capitalism by fostering cooperation between Keizai Doyukai, the Japan Association of New Public, and the Impact Startup Association.

Importantly, Collaborative Capitalism does not reject growth. In an inclusive socioeconomic system, bold challenges embraced without fear of failure—driven by animal spirit—generate innovation and corporate growth. At the same time, companies gain society's trust and enhance corporate value over the medium to long term. This dynamism fuels further collaboration and strengthens the foundation of mutual support.

## 2. Restoring Economic Growth Through Renewal

Corporate growth is essential to sustaining collaboration. To enhance growth potential, we must embrace dynamism generated through renewal. While strategic mergers and forming alliances are necessary, companies that have fulfilled their roles would have to withdraw from the market when appropriate.

Raising real wages is another critical priority. Competitive companies that offer attractive opportunities and compensation can attract top talent, enabling further growth. Enhanced labor mobility will become a vital source of energy that stimulates renewal across the economy.

## 3. The Reiwa Model of Collaborative Capitalism in Seven Key Areas

As Japan begins to move beyond its deflationary mindset, it is imperative that we eliminate outdated customs and systems that no longer reflect reality. These must be replaced with a forward-looking “Reiwa Model” that aligns with the need of our time. Specifically, we must take action in the following seven key areas:

- *Enhance the effectiveness and efficiency of public assistance*
- *Use institutional design and technology to address population decline and labor shortages*
- *Break down vested interests through regulatory reform and deregulation*
- *Clarify fiscal discipline policies while implementing wise spending guided by strategic principles*
- *Promote regional revitalization by moving away from centralized, uniform policies*
- *Develop and execute a credible energy strategy that supports carbon neutrality and rising demand*
- *Establish diplomatic and national security policies to navigate geopolitical risks*

#### 4. Strengthening Activities to Increase Member Engagement

In my second term as Chairperson, we will further strengthen Member Engagement by expanding opportunities for learning, networking, and persistent promotion of policy implementation. As we approach the 80th anniversary of Keizai Doyukai in 2026, we will also enhance our think tank functions and public relations strategies to generate broader social resonance and increase the impact of our policy proposals.

## What is Collaborative Capitalism?

Collaborative Capitalism is what Keizai Doyukai stands for as a new socio-economic model originating from Japan, built on the initiative of the private sector.

### Model of “Collaborative Capitalism”



The Collaborative Capitalism model pursued by Keizai Doyukai enables our society to simultaneously address social problems and create new business opportunities. Companies play a crucial role in this model by partnering with the social sector, which has frontline knowledge of various social issues, to develop businesses that offer solutions and generate a virtuous cycle of growth and reinvestment.

Once this cycle is operational, the private sector—including both business and social sectors—will expand its role in achieving the public good, even in areas traditionally managed by the government and public sector. When diverse entities, including businesses, tackle social problems such as children's issues, access to education, healthcare, and environmental concerns, these challenges will be reevaluated as untapped business opportunities. This private sector collaboration in solving social issues will lead to a society where people can enjoy the benefits of economic growth and improved well-being.

Simultaneously, companies will be able to explore new business opportunities and enhance their corporate value and brand by addressing social issues. Companies that strive for both economic and social value will be highly esteemed in society, attract outstanding talent, and evolve into innovative and competitive enterprises. The foundation for creating such a virtuous cycle is an entrepreneurial spirit that rejects maintaining the status quo and aims to disrupt it.

## Toward the Realization of Collaborative Capitalism

Advocating the concept of “Collaborative Capitalism,” Doyukai promotes initiatives to address various social challenges through collaboration between corporations and the social sector, leveraging their respective resources.

In 2023, Doyukai signed a tripartite partnership agreement with associations of impact startups, leading NPOs, and social entrepreneurs. Based on this agreement, Doyukai leads a series of multisectoral dialogues among members of the three associations and a wide range of stakeholders.

In addition, Doyukai is engaged in supporting the reconstruction of the Noto Peninsula region, as well as providing assistance to children and young people.



The 4th multi-sectoral dialogue for Collaborative Capitalism in May 2025



The 2nd Noto multi-sectoral dialogue in June 2025



Inaugural General Meeting and Press Conference for the University Alliance Toward the Realization of Collaborative Capitalism in February 2025



Policy Proposal Submission from NPO SANKAKUSHA to the Children and Families Agency in January 2025

## Policy and Action

Sustainable private-sector-led growth and improving the wellbeing of society are key agenda for Japan's future. Doyukai members act on their own initiative with the belief that the first step in bringing about the changes necessary to realize this goal is for companies and managers to transform themselves first. For instance, many of Doyukai directors and members participated in the Tokyo Pride 2025.



## Committees



Doyukai launches committees to focus on important issues related to the future of society and business. The committees work to provide cutting-edge knowledge and insights to the members, encourage discussion among business executives, and formulate proposals from the business point of view on specific policy issues.



## Cross-sectoral Dialogues



Doyukai maintains channels with a wide-ranging stakeholders involved in policy making, including politicians, bureaucrats, labor organizations. Through face-to-face dialogues between leaders from various sectors, Doyukai actively engages in policy advocacy.

## Cross-border exchanges, dialogues, and learnings

Doyukai organizes business executives' missions to key countries and facilitates participation in international conferences to enhance global business intelligence and expand networks with international organizations, business associations, and opinion leaders worldwide. Doyukai engages in private-sector diplomacy to explore opportunities for international cooperation and to convey powerful messages from the Japanese business community.

Doyukai actively hosts visiting opinion leaders and creates numerous opportunities for exchange and dialogue within Japan. Leveraging its partnerships with business organizations and think tanks, Doyukai provides corporate executives with opportunities to learn about global trends, address international issues from diverse perspectives, and share wisdom, insights, and experiences with leaders across borders.



## Outreach to Public Opinion



Doyukai Chairperson briefs the media at bi-weekly press conferences to present business leaders' views on current issues in the world and important policy issues. In addition to traditional media such as newspapers and TV, Doyukai is developing new channels of outreach to the society, such as SNS and video media services.



# Committees & Chairpersons for FY 2025

## [1] Chairman Initiatives

### Policy Coordination Committee

Vice Chairperson in charge

IWAI Mutsuo

*Chairperson of the Board, Japan Tobacco Inc.*

Chairpersons of Committee

HODO Chikamoto

*Representative Director, Bayhills Co., Ltd.*

KAMO Masaharu

*Senior Advisor, McKinsey & Company, Inc., Japan*

MATSUE Hideo

*Managing Partner, Deloitte Tohmatsu LCC*

TAKASHIMA Kohey

*Representative Director, CEO, Oisix ra daichi Inc.*

YOSHIMATSU Tetsuro

*Representative Director, Chairperson & CEO, istyle Inc.*

### Future of Capitalism Project Team

Chairperson of Committee

NODA Tomoyoshi

*Chairperson & President, Graduate School of Leadership & Innovation, Shizenkan University*

### Dialogue with Philosophers Project Team

Chairpersons of Committee

IWAI Mutsuo

*Chairperson of the Board, Japan Tobacco Inc.*

HAYASHI Reiko

*Director and Deputy President, BofA Securities Japan Co., Ltd.*

### Think Tank Function Development Project Team

Chairperson of Committee

MATSUE Hideo

*Managing Partner, Deloitte Tohmatsu LCC*

### Agricultural Sector Reform Project Team

Chairperson of Committee

TAKASHIMA Kohey

*Representative Director, CEO, Oisix ra daichi Inc.*

### Collaborative Capitalism Committee

Chairpersons of Committee

TAKASHIMA Kohey

*Representative Director, CEO, Oisix ra daichi Inc.*

INOUE Yukari

*Managing Director, KELLOGG (JAPAN) G.K.*

ONISHI Kensuke

*Chairperson / CEO, Peace Winds Japan*

HODO Chikamoto

*Representative Director, Bayhills Co., Ltd.*

### Talent Activation Committee

Chairperson of Committee

MINEGISHI Masumi

*Representative Director & Chairperson, Recruit Holdings Co., Ltd.*

## Economic, Fiscal, Financial, & Social Security Committee

Chairpersons of Committee

YAMAGUCHI Akio

*General Manager & President, IBM Japan, Ltd.*

IWASAKI Masato

*Senior Executive Fellow, IGPI Group, Inc.*

FUKASAWA Yuji

*Chairman (Director), East Japan Railway Company*

FUKUTOME, Akihiro

*President & CEO, Sumitomo Mitsui Banking Corp.*

MATSUE Hideo

*Managing Partner, Deloitte Tohmatsu LCC*

MUTO Shinsuke

*President, Tetsuyu Institute Medical Corp.*

## Startup Promotion General Committee

Chairpersons of Committee

TSUJI Yosuke

*Representative Director, President & Group CEO, Money Forward, Inc.*

IZUMO Mitsuru

*Founder and President, Euglena Co., Ltd.*

KIHARA Masahiro

*President & Group CEO, Member of the Board of Directors, Mizuho Financial Group, Inc.*

## NextGen Co-Creation Committee

Chairpersons of Committee

MINAMI Soichiro

*CEO, Visonal, Inc.*

TANAKA Yoshikazu

*Chairman and Chief Executive Officer, GREE Holdings, Inc.*

HOMMA Masahiko

*General Partner & Co-Founder, Incubate Fund Co., Ltd.*

## Committee for Promotion of Diversity, Equity & Inclusion

Chairpersons of Committee

TASHIRO Keiko

*Member of the Board, Deputy President, Daiwa Securities Group Inc.*

YASUBUCHI Seiji

*President & CEO, AXA Life Insurance Co., Ltd.*

## [2] Policy Research Committees

### Corporate Transformation Committee

Chairpersons of Committee

YAMAGUCHI Akio

*General Manager & President, IBM Japan, Ltd.*

KAWASAKI Tatsuo

*Chairman, Co-Founder & Partner, Unison Capital, Inc.*

HIRANO Hirofumi

*CEO – Japan, KKR Japan Ltd.*

YOSHIDA Kenichiro

*Director & Executive Chairman, Representative Corporate Executive Officer, Sony Group Corp.*

### Leading SME Revitalization Committee

Chairperson of Committee

TERADA Kohei

*President, Warehouse TERRADA*



### Service Industry Revitalization Committee

Chairperson of Committee

KIKUCHI Tadao  
*Chairman, ROYAL HOLDINGS Co., Ltd.*

### Regulatory Reform Committee

Chairpersons of Committee

MASHITA Naoaki  
*Group CEO & Founder, V-cube, Inc.*

HIROTA Yasuhito  
*Chairman & CEO, Representative Director, ASICS Corp.*

TAKEKAWA Setsuo  
*CEO, Medical Corporate Body KEN IKU KAI*

TODOROKI Maiko  
*President & CEO, Poppins Corp.*

### Political & Administrative Reform Committee

Chairpersons of Committee

SHINSHIBA Hiroyuki  
*Group CEO, OKASAN SECURITIES GROUP INC.*

OYAMA Akira  
*Representative Director, President & CEO, Ricoh Company, Ltd.*

KOZU Takashi  
*President & CEO, The Securities Analysts Association of Japan*

HIROSE Shinichi  
*Chairman of the Board, Tokio Marine & Nichido Fire Insurance Co., Ltd.*

### Sustainable Energy Committee

Chairpersons of Committee

KITANO Yoshihisa  
*President & C.E.O., JFE Holdings, Inc.*

KENAKU Shin-ichiro  
*Chairman & Member of the Board, NTT Anode Energy Corp.*

HYODO Masayuki  
*Chairman of the Board of Directors, Sumitomo Corp.*

HIRAI Yoshinori  
*Representative Director, President & CEO, AGC Inc.*

## [3] Policy, Research & Study Committees

### Business Conditions Research Committee

Chairperson of Committee

SUMINO Toshiaki  
*Representative Director, President, The Dai-ichi Life Insurance Co., Ltd.*

### Corporate DX Promotion Committee

Chairpersons of Committee

ITO Joichi  
*Director, Senior Managing Executive Officer & Chief Architect, Digital Garage, Inc.*

UENOYAMA Katsuya  
*Representative Director, PKSHA Technology Inc.*

SUZUKI Kunimasa  
*Senior Advisor, Apollo Global Management, Inc.*

MIYAZAWA Gen  
*Executive Corporate Officer, LY Corp.*

### Advanced Science & Technology Strategy Committee

Chairpersons of Committee

NAMBU Toshikazu  
*Director, Vice Chairman, Sumitomo Corp.*

KAWAZOE Katsuhiko  
*Chief Executive Fellow, NTT, Inc.*

KITANO Hiroaki  
*Chief Technology Fellow, Sony Group Corp.*

YUKAWA Hideaki  
*CEO/CSO, Utilization of Carbon Dioxide Insutitute Co., Ltd.*

### Geoeconomics Committee

Chairpersons of Committee

SHIBATA Hidetoshi  
*President & CEO, Renesas Electronics Corp.*

SUZUKI Jun  
*Senior Advisor, TEIJIN Ltd.*

IKEDA Junichiro  
*Director, Chairman of the Board, Mitsui O.S.K. Lines, Ltd.*

OSHIMA Masahiko  
*Chairman & Representative Director, Ares Management Asia Japan KK*

TANAKA Takashi  
*Senior Corporate Advisor, KDDI Corp.*

KOSHIBA Mitsunobu  
*Co-Founder, Cdots, LLC*

## [4] Action Committees

### Corporate Executives' Visit to School Program

Chairperson of Committee

HIRO Tamotsu  
*Senior Vice President & Managing Director, The Walt Disney Company (Japan) Ltd.*

### Collaboration with Higher Educational Institutions Project Team

Chairperson of Committee

HIRO Tamotsu  
*Senior Vice President & Managing Director, The Walt Disney Company (Japan) Ltd.*

### Entertainment Industry Enhancement Committee

Chairpersons of Committee

KITAHARA Yoshikazu  
*Representative Director, Chairman & CEO, TOKYO DOME Corp.*

HAGA Bin  
*Chairman of the Board, Representative Director, JCOM Co., Ltd.*

### Social Revitalization Through Sports and Culture Project Team

Chairpersons of Committee

YAMAGUCHI Eiichi  
*Representative Director, ART POWERS JAPAN ASSOCIATION*

KIMURA Koki  
*President, Representative Director, Senior Corporate Officer, CEO, MIXI, Inc.*

## [5] Management Talent Development Academy

### Seminar on Current Affairs

Chairpersons of Committee

NIINAMI Takeshi  
*Chairman & Chief Executive Officer, Suntory Holdings Ltd.*

SUZUKI Jun  
*Senior Advisor, TEIJIN Ltd.*

EDA Makiko  
*Managing Executive Officer, Sumitomo Corp.*

### Liberal Arts Program

Chairpersons of Committee

IWAI Mutsuo  
*Chairperson of the Board, Japan Tobacco Inc.*

HORIUCHI Tsutomu  
*Director, Tama University*

### Leadership Program for CEO Candidates

Chairpersons of Committee

IWAI Mutsuo  
*Chairperson of the Board, Japan Tobacco Inc.*

YASUDA Yuko  
*Executive Vice President, Board Advisors Japan, Inc.*

### Leadership Program for Middle Management

Chairpersons of Committee

YAMAUCHI Masaki  
*Adviser, YAMATO HOLDINGS Co., Ltd.*

YASUBUCHI Seiji  
*President & CEO, AXA Life Insurance Co., Ltd.*

## [6] Regional Exchange & Dialogue Promotion Business

### Regional Co-Creation Committee

Chairpersons of Committee

DATE Miwako  
*President & CEO, MORI TRUST Co., Ltd.*

JIGE Seiji  
*President & Chief Executive Officer, Development Bank of Japan Inc.*

NODA Yumiko  
*Chairman & Director, Veolia Japan GK*

## [7] Promoting Dialogues with Foreign Leaders

### Vice Chairperson in charge

MIKE Kanetsugu  
*Chairman, Mitsubishi UFJ Financial Group, Inc.*

### Japan-Americas Relations Committee

Chairperson of Committee

MOGI Osamu  
*Director, Senior Executive Corporate Officer, Kikkoman Corp.*

### Japan-Europe Relations Committee

Chairpersons of Committee

HIROTA Yasuhito  
*Chairman & CEO, Representative Director, ASICS Corp.*

MOGI Osamu  
*Director, Senior Executive Corporate Officer, Kikkoman Corp.*

### Japan-Asia Relations Committee

Chairpersons of Committee

IMAI Seiji  
*Member of the Board of Directors, Chairman, Mizuho Financial Group, Inc.*

WATANABE Kazufumi  
*Director, Lotte Holdings Co., Ltd.*

### Japan-China Relations Committee

Chairpersons of Committee

IKEDA Junichiro  
*Director, Chairman of the Board, Mitsui O.S.K. Lines, Ltd.*

INOUE Shinichi  
*President & CEO, All Nippon Airways Co., Ltd.*

### Japan-South Korea Relations Committee

Chairpersons of Committee

TAMATSUKA Genichi  
*President & CEO, Lotte Holdings Co., Ltd.*

MIYAZAWA Gen  
*Executive Corporate Officer, LY Corp.*

### Japan-India Relations Committee

Chairpersons of Committee

MAEDA Tadashi  
*Chairman of the Board of Directors, Japan Bank for International Cooperation*

TANAKA Shigehiro  
*Corporate Senior Executive Vice President & Chief Government Affairs Officer, NEC Corp.*

### Japan-Middle East/Africa Relations Committee

Chairpersons of Committee

SHIBUSAWA Ken  
*CEO, Shibusawa & Company, Inc.*

IDE Tatsuya  
*Senior Vice President & Representative Director, Fujita Corp.*

## [8] Discussion Groups

### Industrial Research & Study Group

Vice Chairperson in charge

SUZUKI Jun  
*Senior Advisor, TEIJIN Ltd.*

Chairpersons of Committee

YUKAWA Tomoko  
*Vice President, Utilization of Carbon Dioxide Institute Co., Ltd.*

UCHIDA Shiro  
*CEO, Community Mesh Corp.*

### New Members Discussion Group

Chairpersons of Committee

YOSHIMATSU Tetsuro  
*Representative Director, Chairperson & CEO, istyle Inc.*

SAKURAI Denji  
*President & CEO, Nippon Information & Communication Corp.*

### Management Terakoya

Chairperson of Committee

YOSHIMATSU Tetsuro  
*Representative Director, Chairperson & CEO,  
istyle Inc.*

### Management Discussion Group

Chairpersons of Committee

KATOH Hiroshi  
*Managing Partner, IBM Japan, Ltd.*

KIMURA Josuke  
*Director, Senior Managing Executive  
Officer, Suntory Holdings Ltd.*

### Trustee Forum

Chairperson of Committee

MIKE Kanetsugu  
*Chairman, Mitsubishi UFJ Financial Group, Inc.*

## [9] Membership Groups

### Structural Reform Committee

Chairperson of Committee

TAMATSUKA Genichi  
*President & CEO, Lotte Holdings Co., Ltd.*

### Membership Review Committee

Chairpersons of Committee

HAYASHI Nobuhide  
*Chairman, Japan Economic Research Institute*

TACHIBANA Masaki  
*Chairman of the Board, Sumitomo Mitsui Banking  
Corp.*

YASUDA Yuko  
*Executive Vice President, Board Advisors Japan, Inc.*

### Member Engagement Committee

Chairpersons of Committee

TAMATSUKA Genichi  
*President & CEO, Lotte Holdings Co., Ltd.*

YUKAWA Tomoko  
*Vice President, Utilization of Carbon Dioxide  
Institute Co., Ltd.*

YOSHIMATSU Tetsuro  
*Representative Director, Chairperson & CEO,  
istyle Inc.*

### Treasury Committee

Chairpersons of Committee

KIKUCHI Tadao  
*Chairman, ROYAL HOLDINGS Co., Ltd.*

HAYASHI Nobuhide  
*Chairman, Japan Economic Research Institute*

## International Networks

### Interacting Organizations

U.S.-Japan Council (USJC)  
USA  
[www.usjapancouncil.org](http://www.usjapancouncil.org)

The Institute of Directors (IoD)  
UK  
[www.iod.com/](http://www.iod.com/)

Deutsch-Japanischer Wirtschaftskreis (DJW)  
Germany  
[www.djw.de/de/](http://www.djw.de/de/)

Indonesian Business Council (IBC)  
Indonesia  
<https://business-council.id/>

China-Japan Friendship Association (CJFA)  
China

Shanghai Jiao Tong University  
China  
[en.sjtu.edu.cn](http://en.sjtu.edu.cn)

United Nations Development Programme (UNDP)  
International Organization  
[www.undp.org](http://www.undp.org)

African Development Bank Group (AfDB)  
International Organization  
[www.afdb.org/en](http://www.afdb.org/en)

### Counterpart Organizations

Committee for Economic Development  
of The Conference Board (CED)  
USA  
[www.ced.org](http://www.ced.org)

Consejo Empresario de América Latina (CEAL)  
Latin American Countries  
[ceal.co](http://ceal.co)

The Croatian Employers' Association (CEA)  
Croatia  
[www.hup.hr/en/](http://www.hup.hr/en/)

Center for Business and Policy Studies (SNS)  
Sweden  
[www.sns.se/en/](http://www.sns.se/en/)

Circulo de Empresarios (CE)  
Spain  
[circulodeempresarios.org/en/](http://circulodeempresarios.org/en/)

German Economic Institute (IWI)  
Germany  
[www.iwkoeln.de/en](http://www.iwkoeln.de/en)

Finnish Business and Policy Forum (EVA)  
Finland  
[www.eva.fi/en/](http://www.eva.fi/en/)

Institut de l'Entreprise (IE)  
France  
[www.institut-entreprise.fr](http://www.institut-entreprise.fr)

Forum de Administradores e Gestores  
de Empresas (FAE)  
Portugal  
[gestores.pt/](http://gestores.pt/)

Committee for Economic Development  
of Australia (CEDA)  
Australia  
[www.ceda.com.au](http://www.ceda.com.au)

China Institute for Reform and Development (CIRD)  
China  
[www.cird.org.cn](http://www.cird.org.cn)

Institut Arabe des Chefs d'Entreprises (IACE)  
Tunisia  
[www.iace.tn](http://www.iace.tn)

The National Business Initiative (NBI)  
South Africa  
[www.nbi.org.za](http://www.nbi.org.za)



公益社団法人 **経済同友会**  
Japan Association of Corporate Executives  
<https://www.doyukai.or.jp/en>

