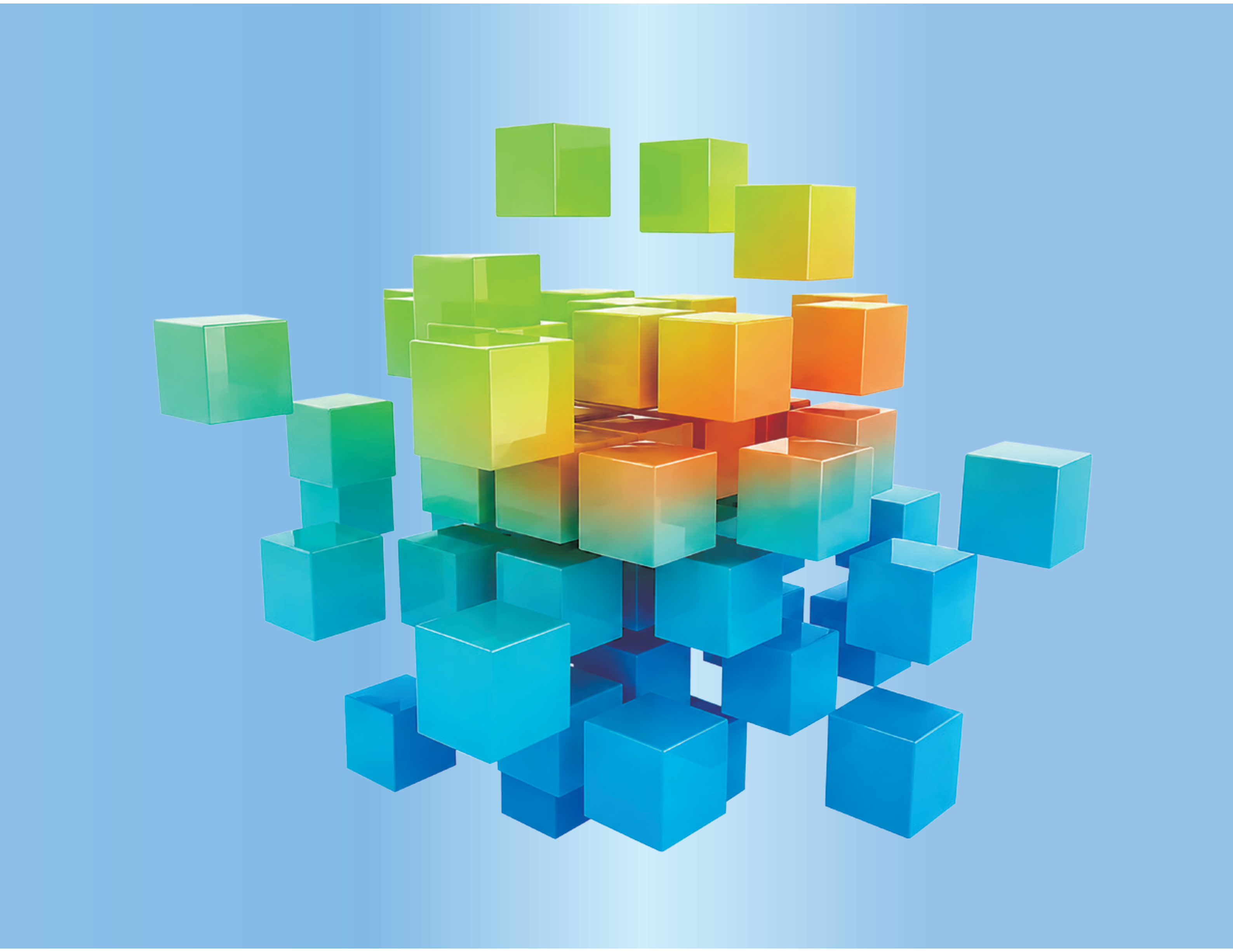
KEIZAI DOYUKAI

Japan Association of Corporate Executives

Overview 2026



KEIZAI DOYUKAI

DOYUKAI —Who We Are—

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. 80 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 1,800 top executives of some 1,300 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	1,815 (As of July 21, 2026)
Representative Directors	YAMAGUCHI Akio IWAI Mutsuo SAITO Hironori
Address	1-4-6, Marunouchi, Chiyoda-ku, Tokyo 100-0005, Japan
URL	https://www.doyukai.or.jp/en

Board of Directors

(Titles: as of August 1, 2026)

Chairperson 【Representative Director】

YAMAGUCHI Akio
Chairman,
IBM Japan, Ltd.

Senior Vice Chairperson 【Representative Director】

IWAI Mutsuo
Honorary Company Fellow,
Japan Tobacco Inc.

Vice Chairpersons 【Executive Directors】

TASHIRO Keiko
Advisor,
Daiwa Securities Group Inc.

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
Senior Advisor,
MUFG Bank, Ltd.

INOUE Yukari
President & Representative Director,
Emergea.inc

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
Corporate Adviser,
Mitsui O.S.K. Lines, Ltd.

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

NAMBU Toshikazu
Director,Vice Chairman,
Sumitomo Corp.

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

WATANABE Haruko
Director,Vice Chairman,
AIG Japan Holdings KK

MATSUE Hideo
Executive Member,
Deloitte Tohmatsu Group Japan LLC

MUTO Shinsuke
President,
Tetsuyu Institute Medical Corp.

KITANO Yoshihisa
Representative Director President & CEO,
JFE Holdings, Inc.

Secretary General 【Representative Director】

SAITO Hironori
Representative Director, Secretary General,
DOYUKAI

Managing Directors 【Executive Directors】

SHINOTSUKA Hajime
Managing Director,
DOYUKAI

External Director

KATSU Eijiro
Special Adviser,
Internet Initiative Japan Inc.

Auditors

ITO Shinichiro
Senior Advisor,
ANA HOLDINGS INC.

HASHIMOTO Takayuki
CEO & PRESIDENT,
Yamashiro Management R & D Institute LTD.

IWAMOTO Toshio
Director,
East Japan Railway Company

ICHIKAWA Akira
Chairman of the Board & Representative Director,
Sumitomo Forestry Co., Ltd.

Toward the Realization of a “Collaborative Growth Society”

— Transforming Cutting-Edge Technology into the Strength to Live —

Akio Yamaguchi
Chairperson, DOYUKAI

Turning Cutting-Edge Technology into the Power to Live

Japan faces many challenges: the rapid evolution of AI and other technologies, growing geopolitical risks, population decline, and labor shortages. At the same time, however, there are certainly signs of change, including an emerging movement toward business restructuring and new initiatives by startups and NPOs throughout the country. Now is the time to draw on Japan’s strengths—diligence, sincerity, teamwork, and social stability and reliability—and transform cutting-edge technology into the strength to live. Technology can enrich people’s lives, but what matters is how it takes root in society, for whom it is used, and the will behind its use.

Moving Japan with Collaboration and Growth

The Japan we seek to realize is an economy and society that maintains a high level of autonomy even amid drastic changes in the international situation; one where everyone has a place to be and a stage to perform on; and one where people support one another and grow together.

Economic growth is essential to achieving this vision, but growth by itself is not sufficient. We also need the spirit of collaboration—where we grasp other people’s hardships as challenges for society as a whole and diverse actors proceed toward solutions together.

As socioeconomic issues become more complex and we approach the limits to solutions from public assistance alone, it is increasingly important for NPOs, impact startups, companies, and other actors to collaborate across boundaries and combine their respective knowledge and resources. Strong, sustained economic growth and the spirit of collaboration with consideration for others must work in tandem to move Japan forward.

The “Seven Bridges” to a Collaborative Growth Society

Society is not moved by slogans; specific targets are essential. To realize the collaborative growth society, we set the goal of raising nominal per capita GDP to roughly twice its current level by the early 2040s. This target is well within our reach if we share the goal, work earnestly toward it, rigorously manage its implementation, and have the will to do what must be done.

Working toward this by FY2035, we will advance the “seven bridges”—“livelihood protection and safety net construction,” “corporate metabolism and revitalization,” “establishment of a foundation for safety and security,” “evolution of industrial structure and creation of new industries,” “realization of affluence and happiness,” and “business expansion in the global market”—addressing each from short-, medium-, and long-term perspectives. Supporting all of these activities is another bridge: the further development of Keizai Doyukai itself. We will work to evolve into a “next-generation type economic organization” where members make practical use of AI in management, while strengthening our powers of proposal and execution and reinforcing member engagement.

Three Commitments: Execution, Open, and Growth

To achieve a collaborative growth society, I make the following three commitments.

The first is Execution: implement and focus on results. Making proposals is just the beginning. We will persistently advocate our policy positions to the government, political parties, and relevant organizations, monitor progress, and sustain our efforts until results are achieved.

The second is Open: open and connect. We will further promote open dialogue not only among members but also with diverse stakeholders. We will also deepen relations with the 44 regional Keizai Doyukai associations throughout Japan.

The third is Growth: individuals, organizations, and society all grow. Our goal is not economic growth alone. Our members should grow as corporate executives and change the organizations they manage—a process that will also enable society as a whole to grow. We will promote this three-layered growth.

This year, Keizai Doyukai will celebrate the 80th anniversary of its founding. We will present anew the image of the economy and society that we aim to achieve and our role as an essential business organization for society. I would like to make this milestone a starting point for Keizai Doyukai to make new history and achieve further growth.

Together with our members, I will devote my utmost efforts to making the collaborative growth society a reality and opening a new chapter for Japan's future growth.

Social Elements	Short-Term Measures: FY2026-end of FY2027	Mid-Term Measures: FY2026-end of FY2030	Long-Term Measures: FY2026-FY2035	2040 Image
	Regain economic enthusiasm	Fundamentally reinforce supply capacity	Become a high value-added nation	
Society where all citizens feel safe and secure	**1. Livelihood protection and safety net construction** ● Take measures to counter difficulties in daily life with immediate effect ● Review and reform the tax system (including refundable tax credits) ● Reconstruct the social security system (rebalance of benefits and burdens)	**2. Establishment of a foundation for safety and security** ● Rebuild medicine/nursing care (burden bearers) ● Enhance security and food/energy ● Establish a sustainable economy and society ● Bolster disaster prevention and national resilience	**3. Realization of affluence and happiness** ● Expand DEI and collaboration ● Innovate education ● Ensure sustainable real wage hikes ● Boost trust in government and administration	**Household Finances** Increase real income and livelihood protection abilities, and secure psychological and material leeway enabling challenges and collaboration
Society where vitality is felt through sustainable economic growth	**4. Corporate metabolism and revitalization** ● Engage in structural reform, including corporate productivity ● Revitalize regional enterprises and SMEs ● Accelerate the growth of startups ● Promote strategies for use of AI and quantum	**5. Evolution of industrial structure and creation of new industries** ● Reform the industrial structure and regulations (construction, logistics, Focus on IT, manufacturing, wholesale, medicine, nursing care, agriculture, new technologies) ● Implement technology in society and create new markets ● Reform the labor market	**6. Business expansion in the global market** ● Diversify supply chains and export markets ● Secure inward direct investment	**Companies** Advance a virtuous cycle of wage hikes and investment, add higher value, and build up a resilient industry that can attract global talent and capital
(Keizai Doyukai)	**7. Further development of Keizai Doyukai** ● Strengthen appeal as a venue where members can improve themselves via learning, exchange, and experience ● Accelerate fostering and nurturing the next generation of corporate executives ● Boost the social presence and influence of the secretariat			**Nation & Society** Establish sustainability of government finances and social security, build national autonomy, and increase international trust by making use of regional diversity

DOYUKAI in Action

Initiatives Toward Realizing a Collaborative Society

As socioeconomic challenges become increasingly complex, collaboration among NPOs, impact startups, and corporations has become essential to addressing social challenges.
In 2023, Doyukai signed a tripartite partnership agreement with the Impact Startup Association and the Japan Association of New Public, a network organization for NPOs and social entrepreneurs. Based on this agreement, Doyukai leads multisectoral dialogues among members of the three associations and a wide range of stakeholders. These dialogues have led to concrete initiatives to address social challenges.

The 6th multi-sectoral dialogue for Collaborative Capitalism (July 2026)

Field Visit to “flat toto” a Community Hub Operated by Choifuru (January 2026)

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 2026.

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.

Meeting with the U.S. Chamber of Commerce during the Mission to the United States (February 2026)


AJ-NEXT (ASEAN-Japan Network for Engagement and Transformation) (December 2025)

The 4th Japan–Korea Economic Roundtable during the Mission to Korea (October 2025)


Meeting with the South African Parliament Portfolio Committee Delegation (June 2026)

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 2026

[1] Livelihood Protection and Safety Net Construction

Fiscal, Financial and Social Security Committee

Chairpersons of Committee

KIKUCHI Tadao
Chairman, ROYAL HOLDINGS Co., Ltd.

FUKASAWA Yuji
Chairman (Director), East Japan Railway Company

FUKUTOME Akihiro
President & CEO (Representative Director), Sumitomo Mitsui Banking Corp.

Medical and Nursing Care Reform Committee

Chairpersons of Committee

MUTO Shinsuke
President, Tetsuyu Institute Medical Corp.

FUJISAWA Kumi
Chairperson, Institute for International Socio-Economic Studies

[2] Establishment of a Foundation for Safety and Security

Geoeconomics Committee

Chairpersons of Committee

SUZUKI Jun
Senior Advisor, TEIJIN Ltd.

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

Energy Policy Committee

Chairpersons of Committee

KITANO Yoshihisa
Representative Director President & CEO, JFE Holdings, Inc.

KENGAKU Shinichiro
Chairman & Member of the Board, NTT Anode Energy Corp.

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

Sustainability Committee

Chairpersons of Committee

NODA Yumiko
Chairman & Director, Veolia Japan GK

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

[3] Realization of Affluence and Happiness

Social Inclusion Committee

Chairpersons of Committee

TASHIRO Keiko
Advisor, Daiwa Securities Group Inc.

NAGAO Yutaka
Representative Director Chairman, YAMATO HOLDINGS CO., LTD.

Education Innovation Committee

Chairpersons of Committee

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

SAKURAI Denji
CEO, ALTERUS PARTNERS LLC

Collaborative Capitalism Committee

Chairpersons of Committee

INOUE Yukari
President & Representative Director, Emergea.inc

ONISHI Kensuke
Chairperson & CEO, Peace Winds Japan

TAKASHIMA Kohey
Representative Director, CEO, Oisix Inc.

HODO Chikatomo
Representative Director, Bayhills Co., Ltd.

Goverment DX Committee

Chairpersons of Committee

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

JIGE Seiji
Advisor, Development Bank of Japan Inc.

Governance Structure Reform Committee

Chairpersons of Committee

SHINSHIBA Hiroyuki
Group CEO, OKASAN SECURITIES GROUP INC.

HIROSE Shinichi
Senior Executive Advisor, Tokio Marine & Nichido Fire Insurance Co., Ltd.

Regional Infrastructure Design Committee

Chairpersons of Committee

AKASAKA Yuji
Director, Chairperson, Japan Airlines Co., Ltd.

NAKAJIMA Atsushi
President & CEO, Mitsubishi Estate Co., Ltd.

[4] Corporate Metabolism and Revitalization

Corporate Management and Transformation Committee

Chairpersons of Committee

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

SHIBATA Hidetoshi
Director, Representative Executive Officer, President & CEO, Renesas Electronics Corp.

HIRANO Hirofumi
CEO - Japan, KKR Japan Limited

YOSHIDA Kenichiro
Executive Chairman, Sony Group Corp.

SME Transformation Committee

Chairpersons of Committee

TERADA Kohei
President, Warehouse TERRADA

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

Startup Promotion Committee

Chairpersons of Committee

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

IZUMO Mitsuru
Founder & President, Euglena Co., Ltd.

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

[5] Evolution of Industrial Structure and Creation of New Industries

New Industry Creation Committee

Chairpersons of Committee

TAMATSUKA Genichi
President & Representative Director, CEO, Lotte Holdings Co., Ltd.

NAMBU Toshikazu
Director, Vice Chairman, Sumitomo Corp.

Service Industry Committee

Chairpersons of Committee

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

YAMANO Tomohisa
CEO, Founder, ASOVIEW, Inc.

YOSHIDA Naoki
Director, Pan Pacific International Holdings Corp.

Entertainment and Content Industry Committee

Chairpersons of Committee

KITAHARA Yoshikazu
Chairman, TOKYO DOME Corp.

SATOMI Haruki
President & Group CEO, SEGA SAMMY HOLDINGS INC.

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

Regional Future Creation Committee

Chairpersons of Committee

SUGITA Hiroaki
Senior Advisor, Boston Consulting Group

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

AI Strategy Committee

Chairpersons of Committee

UENOYAMA Katsuya
Representative Director & CEO, PKSHA Technology Inc.

SASAKI Yutaka
Representative Member of the Board, Senior Executive Vice President & CFO , NTT, Inc.

MIYAZAWA Gen
Senior Vice President, Group ASI Strategy Division Head, Softbank Corp.

Regulatory Design and Standardization Committee

Chairpersons of Committee

SHIONO Makoto
CEO, Industrial Growth Platform, Inc.

TAMATSUKA Genichi
President & Representative Director, CEO, Lotte Holdings Co., Ltd.

Labor Market and Human Capital Management Committee

Chairpersons of Committee

WATANABE Haruko
Director, Vice Chairman, AIG Japan Holdings KK

MINEGISHI Masumi
Representative Director & Chairperson, Recruit Holdings Co., Ltd.

[6] Business Expansion in the Global Market

Vice Chairperson in Charge

MIKE Kanetsugu
Senior Advisor, MUFG Bank, Ltd.

Americas Committee

Chairpersons of Committee

HONDA Keiko
CEO, Eureka, Inc.

MOGI Osamu
Representative Director & Senior Executive Corporate Officer, Kikkoman Corp.

Europe Committee

Chairpersons of Committee

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

Asia Committee

Chairpersons of Committee

IMAI Seiji
Senior Advisor, Mizuho Financial Group, Inc.

WATANABE Kazufumi
Director, Lotte Holdings Co., Ltd.

China Committee

Chairpersons of Committee

IKEDA Junichiro
Corporate Adviser, Mitsui O.S.K. Lines, Ltd.

INOUE Shinichi
Senior Advisor, ANA HOLDINGS INC.

South Korea Committee

Chairpersons of Committee

HOMMA Masahiko
General Partner & Co-Founder, Incubate Fund Co., Ltd.

MUTA Masaaki
Representative Director, Co-president, transcosmos inc.

India 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.

Middle East and Africa Committee

Chairpersons of Committee

SHIBUSAWA Ken
CEO, Shibusawa & Company, Inc.

TERABATAKE Masamichi
Deputy Chairman of the Board, Japan Tobacco Inc.

Office of Planning and Coordination

Vice Chairperson in Charge

IWAI Mutsuo
Honorary Company Fellow, Japan Tobacco Inc.

Planning and Coordination Committee

Chairpersons of Committee

KAMO Masaharu
Senior Advisor, McKinsey & Company, Inc., Japan

Public Relations Committee

Chairpersons of Committee

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

Keizai Doyukai Institute

Chairpersons of Committee

MATSUE Hideo
Executive Member, Deloitte Tohmatsu Group Japan LLC

SUMINO Toshiaki
President & Representative Director, Daiichi Life Insurance Co., Ltd.

Future of Capitalism Project Team

Chairpersons of Committee

NODA Tomoyoshi
Chairperson & President, Shizenkan University

Philosopher Dialogue Project Team

Chairpersons of Committee

HAYASHI Reiko
President, Japan National Committee for UN Women

Growth Strategy Task Force

Chairpersons of Committee

NAMBU Toshikazu
Director, Vice Chairman, Sumitomo Corp.

80th Anniversary Project Planning Committee

Chairpersons of Committee

MIKE Kanetsugu
Senior Advisor, MUFG Bank, Ltd.

HAYASHI Reiko
President, Japan National Committee for UN Women

Management Talent Development Academy

Vice Chairperson in Charge

IWAI Mutsuo
Honorary Company Fellow, Japan Tobacco Inc.

Member Seminar

Chairpersons of Committee

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

EDA Makiko
Managing Executive Officer, Sumitomo Corp.

Leadership Program

Chairpersons of Committee

IWAI Mutsuo
Honorary Company Fellow, Japan Tobacco Inc.

TASHIRO Keiko
Advisor, Daiwa Securities Group Inc.

Junior Leadership Program

Chairpersons of Committee

KIMURA Miyoko
Representative Director, President & CEO, KING JIM CO., LTD.

YASUBUCHI Seiji
Chairman, AXA Life Insurance Co., Ltd.

Liberal Arts Program for Leaders

Chairpersons of Committee

IWAI Mutsuo
Honorary Company Fellow, Japan Tobacco Inc.

HORIUCHI Tsutomu
Director, Tama University

Discussion Group

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 Insutitute Co., Ltd.

UCHIDA Shiro
Director & Chairman, TechnoPro Holdings, Inc.

New Members Discussion Group

Chairpersons of Committee

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

SAKURAI Denji
CEO, ALTERUS PARTNERS LLC

Management Terakoya

Chairpersons of Committee

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

Management Discussion Group

Chairpersons of Committee

KIMURA Josuke
Representative Director, President & CEO, Suntory Beverage & Food Limited

NAKANO Kei
Representative Director & Executive Vice President, Japan Tobacco Inc.

Executives Roundtable

Chairpersons of Committee

MIKE Kanetsugu
Senior Advisor, MUFG Bank, Ltd.

Next-Generation Co-creation Committee

Chairpersons of Committee

SAITO Yuma
President, Deloitte Tohmatsu Venture Support Co., Ltd.

TANAKA Yoshikazu
Founder, Chairman & CEO, GREE Holdings, Inc.

MINAMI Soichiro
Representative Director & CEO, Visional, Inc.

Association Affairs

Membership Review Committee

Chairpersons of Committee

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

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

Treasury Committee

Chairpersons of Committee

KIKUCHI Tadao
Chairman, ROYAL HOLDINGS Co., Ltd.

International Networks

- The American Chamber of Commerce in Japan (ACCJ)
  USA
- U.S.-Japan Council (USJC)
  USA
- Japan Society
  USA
- Business Council of Canada (BCC)
  Canada
- The Institute of Directors (IoD)
  UK
- Deutsch-Japanischer Wirtschaftskreis (DJW)
  Germany
- Paris Île-de-France Regional Chamber of Commerce and Industry
  France
- Indonesian Business Council (IBC)
  Indonesia
- The Thai Chamber of Commerce (TCC)
  Thai
- The Philippines-Japan Economic Cooperation Committee (PHILJEC)
  The Philippines
- The Malaysia-Japan Economic Association (MAJECA)
  Malaysia
- China-Japan Friendship Association (CJFA)
  China
- Shanghai Jiao Tong University
  China
- Korea International Trade Association (KITA)
  Korea
- Observer Research Foundationv (ORF)
  India
- United Nations Development Programme (UNDP)
  International Organization
- African Development Bank Group (AfDB)
  International Organization
- International Chamber of Commerce (ICC)
  International Organization

公益社団法人 経済同友会

Japan Association of Corporate Executives

https://www.doyukai.or.jp/en