



ANNUAL REPORT - 2025

Building a bridge between the EU and Japan

April 2025 - March 2026



Table of Contents

<i><u>Foreword</u></i>	3
<i><u>JBCE's Structure</u></i>	4
<i><u>Our Members</u></i>	7
<i><u>EU-Japan Trade Relations (2024)</u></i>	9
<i><u>Our 'Made with Common Values' Approach</u></i>	12
<i><u>27th EU-Japan Business Round Table</u></i>	15
<i><u>Objectives of JBCE's Committees</u></i>	19
<i><u>What our Chairs, Vice-Chairs and Leaders Have to Say</u></i>	24
<i><u>To Conclude... A Few Words From our Secretary General</u></i>	27
<i><u>Information for Prospective Members</u></i>	28
<i><u>How to Join?</u></i>	28
<i><u>Contact Details</u></i>	28

Foreword



I wish to express my sincere gratitude to all Japan Business Council in Europe (JBCE) member companies and stakeholders for their sustained and valuable support over the past fiscal year.

Throughout the 2025 financial year, we have witnessed not only heightened geopolitical tensions around the globe, but also the spread of protectionism among several major economies, for instance in the form of high tariffs and export restrictions. As a result, uncertainty in the global trade environment has increased dramatically.

Avoiding dependency on certain countries, creating resilient supply chains, and strengthening industrial competitiveness are becoming key priorities for both the EU and Japan. Furthermore, as demonstrated by their Economic Partnership Agreement and Strategic Partnership Agreement, Japan and the EU are like-minded partners that share important values such as the rule of law, a free and open rules-based trade, decarbonisation and human rights.

In this vein, through the publication of position papers, as well as the organisation of roundtables and dialogues with stakeholders, JBCE has consistently highlighted the importance of ‘Made with Common Values’, an approach we have been promoting since spring 2025. This approach is characterised by supply chain cooperation in strategic sectors among trusted partners that embrace common values such as free trade, with Japan and the EU at its core, to enhance economic security and industrial competitiveness. As JBCE President, I also had the honour of presenting and underscoring the significant potential of EU-Japan cooperation, challenges from the viewpoint of businesses and the significance of ‘Made with Common Values’, on occasions such as the 34th Annual General Meeting of the Club Franco-Japonais and the 27th EU-Japan Business Roundtable (BRT). I believe that the fact that the BRT Joint Recommendations repeatedly emphasise the importance of our approach is vivid proof of JBCE’s position garnering wide support from both Japanese and EU stakeholders.

Equally, I am pleased to mention that JBCE’s membership, relevance and influence continue to grow steadily. From our modest beginnings in 1999 with 26 founding companies, JBCE has expanded to 116 member companies as of April 2026. As highlighted by the establishment of a Health Working Group, the activities and coverage of the organisation are also expanding. Furthermore, the Joint Statement that followed the EU-Japan Summit 2025 called on JBCE to play a leading role in consolidating and conveying practical perspectives from industry with a view to fostering EU-Japan cooperation; this is a welcome development that demonstrate the high expectations both authorities have for JBCE. We stand ready to meet these expectations by further enhancing our activities in collaboration with our member companies.

Following the successful outcomes of the EU-Japan Summit, including the establishment of the Competitiveness Alliance, as well as the agreement on Japan’s association to Horizon Europe, the momentum for concretising and deepening Japan-EU cooperation is greater than ever. I sincerely hope that fiscal year 2026 will be one of great success for all our members and for our partners across the EU.

Mikihito Saito
JBCE President

JBCE's Structure

BOARD OF DIRECTORS*

PRESIDENT

Mikihito Saito

Corporate Executive Officer, SEVP, Head of Global Solutions Business Group, in charge of International Business, CEO, Europe Region, Fujitsu

VICE-CHAIRMAN

Lars Brückner

Director, NEC Europe Ltd

SECRETARY GENERAL

Michiyoshi Toya

DEPUTY SECRETARY GENERAL

Mikaela Nilsson

Koji Takagi

Bridgestone

Takeo Okuyama

Mitsui Chemicals

Yasuo Hirano

Hitachi

Josep Betorz

Panasonic

TREASURER

Masayuki Kashihara

Senior Manager, Canon Europe Ltd

Marcus Rieker

Horiba

Keiko Nagase-Reimer

Shimadzu

Kaoru Umehara

Mitsui & Co

Jun Sato

Toshiba

JBCE's Structure

COMMITTEES*



Planning Committee
Chair
Marco Canton, Fujitsu



Environment & Energy Committee
Chair
Shu-Hsien Li, Kuraray

Vice-Chairs
Lars Brückner, NEC
Satoshi Sano, Fujifilm
Keiko Nagese-Reimer, Shimadzu



Digital Innovation Committee
Chair
Marco Canton, Fujitsu

Vice-Chairs
Lars Brückner, NEC
Martin Bell, Panasonic



Corporate Sustainability Committee
Chair
Axel Leuchter, Teijin

Vice-Chair
Yukako Kinoshita, Panasonic



Standards & Conformity Committee
Chair
Inna Peda, Sony

Vice-Chairs
Tomoko Ohara, Canon
Kunihiko Tajiri, Mitsubishi
Electric



Trade Policy Committee
Chair
Yasuo Hirano, Hitachi

Vice-Chairs
Ilaria Capitanio, Sumitomo
Hiroyuki Watanabe, Mitsubishi
Corporation

*Data as of 31 March 2026

SECRETARIAT*



Michiyoshi Toya
Secretary General



Mikaela Nilsson
Deputy Secretary General



Manon Leprince
Policy Manager



Naomi Ota
Assistant



Takehito Yamamoto
Policy Manager



Eiko Miyamori
Policy Manager



Kaori Tamamushi
Policy Manager (Trade Policy)



Asuka Yui
Policy Manager (Corporate
Sustainability / Environment &
Energy)



Hiroki Shigemitsu
Policy Manager (Digital
Innovation)



Maya Sakai
Policy Manager (Digital
Innovation)



Hiroshi Odani
Policy Manager (Environment &
Energy)



Tatiana Falca
Policy Manager (Environment &
Energy)



Taiki Hayashibara
Policy Manager (Environment &
Energy)



Hidetaka Ozawa
Policy Manager (Standards &
Conformity)



Yusuke Chiba
Policy Manager (Standards &
Conformity)

*Data as of 1 April 2026

Our Members





*115 member companies as of 31 March 2026.

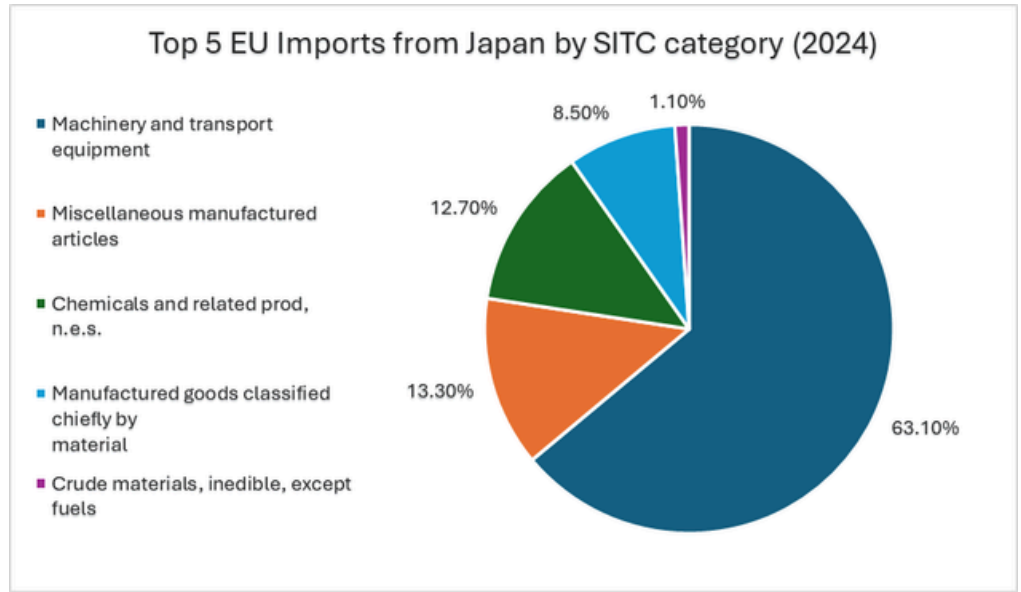


EU-Japan Trade Relations (2024)

EU27 IMPORTS FROM JAPAN (2025)

EUR 63.3 billion

Source: [Eurostat](#)

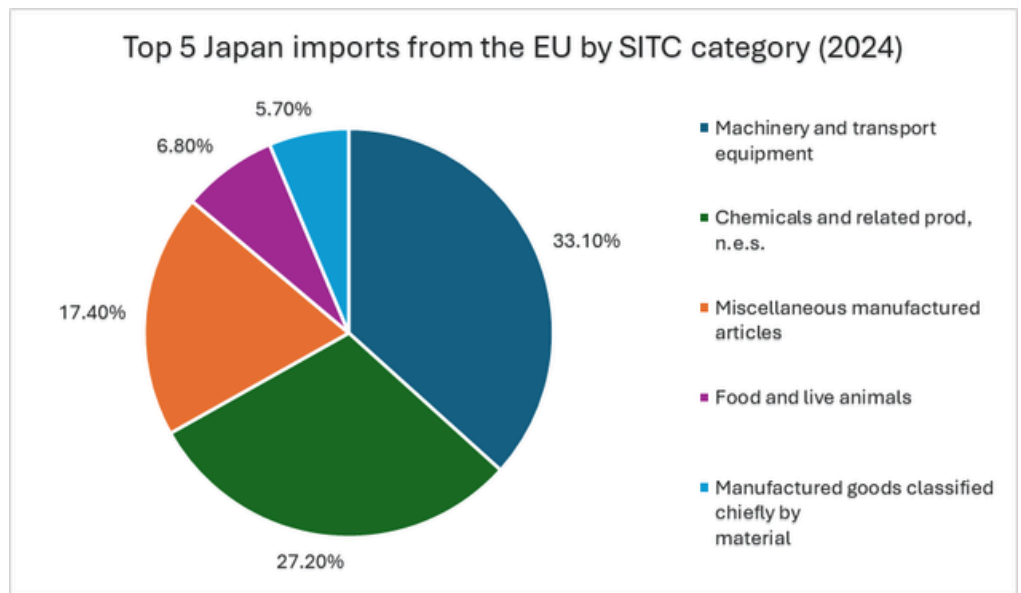


Source: [European Commission](#)

EU27 EXPORTS TO JAPAN (2025)

EUR 65.7 billion

Source: [Eurostat](#)



Source: [European Commission](#)

IN 2024

EU = JAPAN'S 3rd TRADE PARTNER

JAPAN = EU'S 7th TRADE PARTNER

Source: [Council](#)

EU INWARD FDI STOCK WITH JAPAN (2024)

EUR 199.2 billion (cumulative value)

Source: [Eurostat](#)

EMPLOYEES OF JAPANESE OVERSEAS AFFILIATES IN THE EU

590,000

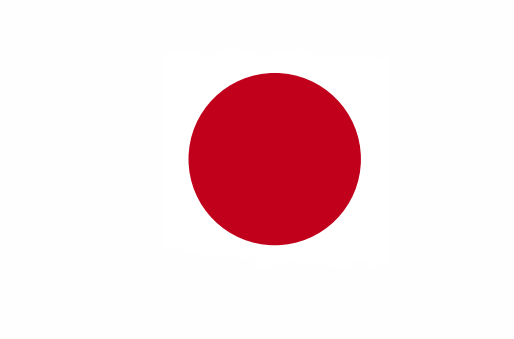
Source: [METI](#)





6 New Members

115 Total Members



50 Position papers



46 Events



57 External Meetings

*Committee & WG meetings, study sessions, roundtables etc.

SOCIAL MEDIA ENGAGEMENT

**1,809
followers**



**784 new followers
between April
2025 and
March 2026**



**Webpage
created in
2019**

**24
posts***

**Position papers, joint
statements, organisation and
participation to events, etc.**

17 reposts*



**1,757
reactions***



Impressions

80,751*

The count of how
many times JBCE's
content showed up in
someone's feed



**2,127
visitors***

***Data as of 2 April 2026 for the period 1 April 2025 to 31 March 2026**

Our 'Made with Common Values' Approach

JBCE op-ed in the Parliament Magazine

In spring 2025, JBCE published an editorial signed by then Secretary General Shozo Maeda in the special issue of Parliament Magazine dedicated to the EU-Japan Partnership. This was not only an excellent opportunity to present JBCE's mission and highlight the importance of Japanese industry's presence in Europe, but also a chance for us to present our **'Made with Common Values'** approach, which incorporates shared commitments to sustainability, trust and resilience, and calls for EU policies to remain aligned with the interests of the **EU-Japan partnership**, while ensuring the EU's competitiveness and economic security. JBCE pledged to **deepen collaboration** between the EU and Japan in three priority areas:

- Non-price criteria
- Joint innovation investment
- The EU-Japan Green and Digital Partnerships



A BRIDGE FOR DEEPENING JAPAN-EU COOPERATION AND A VISION FOR THE FUTURE

The Japan-EU relationship matters more than ever, and the JBCE will continue to serve as a trusted platform linking government and business to ensure a sustainable and secure future.

What can a third-country business association do in Brussels? This is a question I ask myself every day as the Secretary General of the Japan Business Council in Europe (JBCE). From the perspective of EU policymakers, it is only natural to prioritize listening to business associations from within the EU or its Member States over those from third countries. It is important to stress, though, that JBCE is a business association that exists only in Europe – and not in Japan. Our purpose has always been to be the voice of Japanese companies active in Europe.

More specifically, if JBCE were merely an organization complaining about the complexity of EU regulations, policymakers would never lend us an ear. It is our contributory approach that enables us to have our voice heard in EU policymaking. In fact, our 100+ cross-sectoral member companies have made significant investments across the EU, generating employment and contributing substantially to the economic and social fabric of the region. Many of our members have been European corporate citizens for several decades. JBCE's activities are supported by our European colleagues working in Japanese companies. In this sense, while we are half made in Japan, we are also half made in Europe. It is from this unique position that we offer constructive input based on our experience as members of European society. This has been JBCE's approach for the past 25 years, and I believe it has led to the trust and relationships we have built with EU policymakers today. At the same time, JBCE also serves as a window for Japanese companies, providing

real-time insights into what is actually happening in Europe. We help ensure that business leaders in Japan are well-informed about the latest developments in policy-making and the business environment in the 470-million-strong EU market, enabling them to make strategic decisions based on a sound understanding of the region.

Bridging the gap between EU policymakers and the on-the-ground realities of Japanese companies, participating in lawmaking through constructive proposals rather than criticism, and delivering timely, actionable information from Europe to support the strategic decision-making processes of Japanese companies – these are the core values of JBCE.

The entry into force of the landmark EU-Japan Economic Partnership Agreement (EPA) in 2009 highlighted the depth of the ties between the EU and Japan. As recently as February 2022, JBCE played a leading role in the 5th EU-Japan Business Round Table (BRT), heading Working Party 1, which covered trade, investment, financial services and regulatory cooperation. In recent years, JBCE has also been actively engaged in the Japan-EU Digital Partnership, launched in 2022, to promote collaboration in data, AI, cybersecurity and digital standards.

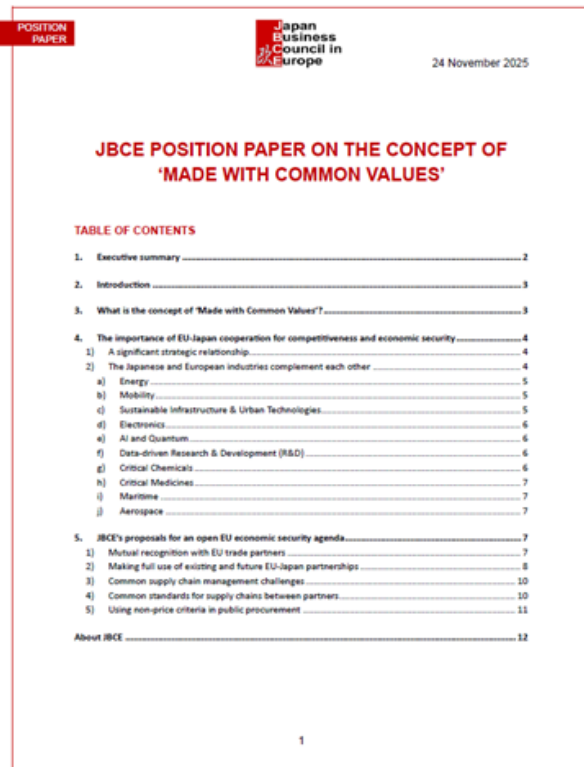
A New Political Cycle and a Shifting Global Landscape
With the 2014 European Parliament elections and a new European Commission taking office in December last year, the EU entered a new political phase. Concurrently, the international arena has become increasingly uncertain, marked by geopolitical tensions, war in Ukraine, energy instability, and fragile supply chains. Japan and the EU, both committed to shared values like the rule of law and human rights, share a common goal: strengthening competitiveness

and guaranteeing economic security. In doing so, we must ensure that policies are aligned with, and not contradictory to, the strong partnership we have built over the years.

As the concept of "Made in Europe" gains traction, we propose to move towards the concept of "Made with Common Values," which integrates shared commitments to sustainability, trust and resilience. Furthermore, maintaining competitiveness requires a balance between ambitious regulation and innovation. JBCE has emphasized that sustainability goals and business competitiveness must be mutually reinforcing. The EU must become a predictable, attractive market for long-term investments. Joint Japan-EU efforts in areas such as carbon neutrality, circularity, data governance, AI and quantum technologies are essential to ensure both regions remain competitive and play a leading role in setting global rules. →

"As the concept of "Made in Europe" gains traction, we propose to move towards the concept of "Made with Common Values," which integrates shared commitments to sustainability, trust and resilience."

JBCE's position paper calling for 'Made with Common Values'



The image shows the cover of a position paper titled "JBCE POSITION PAPER ON THE CONCEPT OF 'MADE WITH COMMON VALUES'". The cover includes the JBCE logo (Japan Business Council in Europe) and the date "24 November 2025". A "TABLE OF CONTENTS" is listed below the title.

TABLE OF CONTENTS	
1. Executive summary	2
2. Introduction	3
3. What is the concept of 'Made with Common Values'?	3
4. The importance of EU-Japan cooperation for competitiveness and economic security	4
1) A significant strategic relationship	4
2) The Japanese and European industries complement each other	4
a) Energy	5
b) Mobility	5
c) Sustainable Infrastructure & Urban Technologies	5
d) Electronics	6
e) AI and Quantum	6
f) Data-driven Research & Development (R&D)	6
g) Critical Chemicals	6
h) Critical Medicines	7
i) Maritime	7
j) Aerospace	7
5. JBCE's proposals for an open EU economic security agenda	7
1) Mutual recognition with EU trade partners	7
2) Making full use of existing and future EU-Japan partnerships	8
3) Common supply chain management challenges	10
4) Common standards for supply chains between partners	10
5) Using non-price criteria in public procurement	11
About JBCE	12

In a global geopolitical context marked by increasing geoeconomic fragmentation, major economies are prioritising economic security and strategic autonomy. Within the EU, this has translated into discussions on concepts such as 'Made in EU' or 'European preference'. In November 2025, recognising the risk facing Japanese companies, JBCE published a position paper proposing an alternative concept: '**Made with Common Values**'.

The position paper emphasises that the EU and Japan are **strategic partners** that cooperate in various key areas of **mutual interest**. At the same time, their economies complement each other in several key sectors crucial to the EU and Japan's polit-

ical objectives. If JBCE acknowledges the strategic imperative of the EU to secure its own competitiveness, it also believes that, for the EU to achieve economic resilience and competitiveness the European way, a focus on sustaining effective trade flows with partners, such as Japan, is crucial. Therefore, JBCE recommends ensuring that EU commitments to its trade partners are respected, while achieving EU competitiveness through the application of a 'Made with Common Values' mindset by:

- Developing additional **mutual recognition** frameworks with Free Trade Agreements (FTAs)/Economic Partnership Agreements (EPAs) partners to ensure compatible technical requirements in key strategic sectors.
- Cooperating in supply-chain management and diversification with Japan and other FTA/EPA partners.
- Strengthening and implementing concrete initiatives through existing EU-Japan platforms (Alliances, Memorandums of Understanding, Dialogues) and enabling new channels for cooperation, such as including Japan's access to the Horizon Europe research programme to enable the EU-Japan relation's potential fully.
- Implementing **alternative non-price criteria** and, in the case of Japan, strengthening the EPA's public procurement chapter provisions to maintain fair access to public procurement.

Closed-door roundtables on economic security

With a view to better understanding economic security concepts and policies and gaining a more comprehensive overview of the European Commission's and other EU institutions' agenda in this regard, JBCE launched a **series of closed-door roundtables** on economic security held under **Chatham House Rule** in late 2025.

November 2025 - Economic security and 'Made with Common Values'

The first closed-door roundtable was held on 24 November 2025, covering current **trends in economic security policy at EU level**. 12 selected JBCE member companies participated in this roundtable, alongside the European Commission's DG GROW and DG TRADE, and the Mission of Japan to the EU. The European Policy Centre moderated the roundtable.

The exchange proved fruitful, covering JBCE's position paper calling for 'Made with Common Values', the meaning of 'Made in Europe', EU-Japan relations and public procurement and non-price criteria. Industry called for more dialogue and stressed the need to conclude more concrete investment agreements.

March 2026 - The Industrial Accelerator Act and the Public Procurement Directives

On 17 March 2026, JBCE's second closed-door roundtable gathered 14 JBCE member companies, the European Commission's DG GROW, representatives from three Member States' Permanent Representations to the EU, the Mission of Japan to the EU and Bruegel to exchange views on the proposal for an **Industrial Accelerator Act** (IAA) and the revision of the **Public Procurement Directives**. The roundtable was moderated by the European Policy Centre.

Participants discussed the need for clarity and legal coherence across multiple policies, and reflected on how to ensure an effective balance between boosting European industrial competitiveness and maintaining trade openness towards trusted partners.



27th EU-Japan Business Round Table

In 2026, JBCE was honoured to co-chair **Working Party 1** (covering Trade Relations; Investment and Regulatory Cooperation; Financial Services; Accounting and Taxation) of the **27th EU-Japan Business Round Table** (BRT), alongside the **European Business Council in Japan**, for the second consecutive time.

The BRT was established in its current form in 1999 to foster communication between Japanese and European industries by merging the EU-Japan Industrialists' Round Table and the EU-Japan Business Forum. It meets annually, alternating between Europe and Japan. The BRT's main objectives are to:

- Discuss issues of common interest.
- Review factors affecting trade, investment, and other forms of cooperation.
- Provide an EU-Japan business perspective to topical and long-term issues of public policy.
- Identify practical recommendations to the Authorities (and support EU-Japan official dialogues) to help develop trade and investment between the EU and Japan, or together in third markets.

On 16 April 2026, the BRT took place in Brussels. It addressed **global trade, economic security, and industrial competitiveness**.



27th EU-Japan BRT meeting in full swing
Image courtesy of the [EU-Japan Centre for Industrial Cooperation](#)



JBCE President Mikihito Saito gives a speech at the 27th EU-Japan BRT
Image courtesy of the [EU-Japan Centre for Industrial Cooperation](#)

Our President, **Mikihito Saito**, made a presentation during the high-level panel on Economic Security, alongside Roberto Viola (Director General, DG CNECT), Takehiko Matsuo (Vice-Minister for International Affairs, METI), Shigehiro Tanaka (Corporate Senior Executive Vice President and CGAO (Executive Officer), NEC Corporation), Masako Imamura (Head of Communications, Siemens K.K.) and Lasse Hamilton Heidemann (Senior Director for Outreach, DIGITALEUROPE).

This year's **Working Party 1 Recommendations** focused on strengthening **competitiveness** and **economic security** through deeper EU-Japan collaboration. Members of the Working Party recommended that the EU and Japanese authorities should:

- Inaugurate the **EU-Japan Competitiveness Alliance** with a joint understanding on competitiveness and economic security.
- Promote fair markets through **common non-price criteria**.
- Jointly demonstrate a strong determination **against protectionism**, while ensuring regulatory predictability and avoiding excessive burdens associated with compliance requirements.
- Advance Japan's participation as an Associated Country to **Horizon Europe**.
- Enhance EU-Japan collaboration on competitiveness and economic security by leveraging frameworks like the **EPA**, the **High-Level Economic Dialogue**, and the **Industrial Policy Dialogue**.

Furthermore, a strong message emerged from Working Party 1: **expanding cooperation with like-minded partners is essential**. A **'Made with Common Values'** approach, grounded in trust, openness, and shared principles, will be key to boosting competitiveness while safeguarding economic security.



JBCE President Mikihito Saito and Secretary General Michiyoshi Toya with EBC President Nikolaus Boltze and Chief Operating Officer Valerie Moschetti
Image courtesy of the [European Business Council in Japan](#)





JBCE President Mikihito Saito gives a speech at the 27th EU-Japan BRT



Family picture of the 27th EU-Japan BRT

Concluding the 2026 edition, BRT members adopted the **2026 Working Party Reports** and **2026 Joint Recommendations** to the EU and Japanese authorities. The Joint Recommendations notably call on the EU and Japan to:

Global trade

- Continue to advocate for robust **multilateralism, international cooperation** and **openness** to trade with like-minded partners, and set this as a priority and the standard for global discussion.
- Remain committed to the **EPA** and continue ensuring that bilateral trade and investment relations are based on non-discrimination.

Economic security

- Strengthen cooperation between EU and Japanese competition authorities and industrial policy authorities with a view to fostering a **common understanding** of economic security and competition policy at the international level.
- Rapidly execute and prioritise **supply chain complementarities** through sectorial pilots and supply chain task forces.
- Strengthen their **sovereignty** over essential supplies, as well as strategic reserves, to further increase the resilience of supply chains, such as for minerals, rare earth metals, biomanufactured products, and semiconductor materials.
- As foreseen in the **Digital Partnership**, invest in **sovereign digital technologies** to reduce unhealthy dependencies and to promote safety and security in connectivity, digital identities, cloud and semiconductor technologies.
- Assess, expand and leverage their technology leadership to prevent export barriers from being imposed on technologies or raw materials from other countries, by listing for example, critical technologies which can be used to exert counterpressure against the weaponisation of goods, services and technology.



Industrial competitiveness

- Accelerate efforts to advance concrete cooperation through **Horizon Europe** to harness complementarity among their respective innovation ecosystems.
- Advance industrial cooperation through the **Competitiveness Alliance**, through which they can demonstrate the importance of supply chain cooperation among trusted partners that have common values and support open, fair and reciprocal access to markets.
- Develop secure and reliable **lead markets**, including through common criteria for non-price factors for strategic products in public procurement, and ensure **fair market access** based on trusted partnership and reciprocity, without compromising private enterprises' international competitiveness and freedom to operate. In this regard, the **IAA** will, for instance, be a significant opportunity to strengthen competitiveness and economic security while creating **synergies** between EU and Japanese industries. At the same time, the BRT believes it is important that policies aimed at strengthening industrial competitiveness and economic security show consideration for **trusted partner countries** across all sectors involved.



Family pictures of the 27th EU-Japan BRT
Images courtesy of the [EU-Japan Centre for Industrial Cooperation](#)

Objectives of JBCE's Committees



Environment &
Energy
Committee

Promote the Green Transition

2025 Highlight

In March 2026, the Committee had the opportunity to hear from a guest speaker from the European Commission's DG ENV, who delivered a presentation ahead of the publication of the Packaging and Packaging Waste Regulation guidelines.

2026 Mission

The Environment & Energy Committee aims to appropriately articulate the challenges faced by industry and to contribute to the sustainable development of the EU through constructive input and engagement. The Committee will continue to work on key policy areas, including the Chemicals Package, the Circular Economy Act, and initiatives relating to the IAA and new policy files on energy.



Trade Policy
Committee

Boost EU-Japan Trade

2025 Highlight

The Trade Policy Committee supported exchanges between the European Commission and industry on the Carbon Border Adjustment Mechanism (CBAM), one of the most relevant regulations for Japanese businesses. In collaboration with the EU-Japan Centre for Industrial Cooperation, JBCE welcomed over 460 participants to a joint hybrid event held in November 2025, during which DG TAXUD Policy Officer Xavier Vanden Bosch outlined CBAM implementation and discussed the future prospects of this mechanism.



2026 Mission

In 2026, the Trade Policy Committee will focus on EU trade and economic security developments that are of most interest to JBCE member companies, with a particular emphasis on two key policy areas. Firstly, it will address EU legislation that directly affects supply chain design and management, including CBAM, the Forced Labour Regulation, and the EU Deforestation Regulation. Secondly, it will monitor EU economic security policies, particularly protection-oriented measures likely to influence market access, sourcing, and investment decisions, such as the Foreign Subsidies Regulation.

Drawing on the practical business realities faced by Japanese companies operating in Europe, the Committee will translate its members' contributions into JBCE positions, placing strong emphasis on promoting the feasible and effective implementation of legislation. These positions will be conveyed through targeted engagement with EU institutions, Japanese authorities and partner associations.



Digital
Innovation
Committee

Facilitate Digital Transformation

2025 Highlight

In FY25, the Digital Innovation Committee engaged in several EU-Japan events relating to digital, including the EU-Japan Digital Partnership Seminar organised by the Japan Electronics and Information Technology Industries Association and the EU-Japan Centre for Industrial Cooperation in October 2025, thus establishing a robust foundation for ongoing cooperation with the Japanese and EU authorities.



2026 Mission

In 2026, the Digital Innovation Committee will focus on moving the Japan-EU Digital Partnership into a practical implementation phase, catalysed by Japan's access to the Horizon Europe programme as an Associate Country. Through continuous dialogue with Japanese and EU authorities, the Committee aims to identify areas of strategic reciprocity, centred on Artificial Intelligence, Data, and Cybersecurity, to contribute to the sustainable growth of both regions. In addition, the Committee will prioritise the analysis of new digital legislation, including the Tech Sovereignty Package, to provide essential insights to Japanese companies and ensure that their perspectives are reflected in an ever-changing regulatory landscape.



Corporate
Sustainability
Committee

Advance Responsible Business Conduct

2025 Highlight

In February 2026, JBCE, the European Business Council in Japan and the OECD co-hosted a joint event in Tokyo on responsible business conduct and stakeholder engagement in global supply chains. The event brought together representatives from the Ministry of Foreign Affairs of Japan and the Delegation of the European Union to Japan and was facilitated by Vanessa Zimmerman (CEO, Pillar Two). Discussions focused on practical challenges in stakeholder engagement and the importance of Japan-EU cooperation to support effective human rights due diligence in global supply chains.



2026 Mission

The Committee will continue to monitor and share insights on policy developments related to corporate sustainability, including the Corporate Sustainability Reporting Directive, the European Sustainability Reporting Standards and the Forced Labour Regulation guidelines. Building on these insights, the Committee will work to establish clear and common positions within JBCE and promote them through public consultations and outreach activities with policymakers.

The Committee will also aim to facilitate dialogue among businesses, policymakers, and other stakeholders, and support the exchange of practical experiences to help companies address emerging sustainability and due diligence expectations.



Standards &
Conformity
Committee

Adhere to Standards

2025 Highlight

In 2025, the Standards & Conformity Committee supported EU-Japan cooperation on ICT standardisation, in collaboration with INSTAR. The first meeting of the EU-Japan Cybersecurity Working Group was held in November 2025, providing a platform to foster a joint understanding of cybersecurity and e-ID standardisation. In January 2026, JBCE and INSTAR co-hosted the second Working Group meeting, which brought together EU and Japanese officials and cybersecurity standards experts to compare the JC-STAR and Cyber Resilience Act frameworks, explore alignment between the two frameworks and prospects for further cooperation in standardisation under the INSTAR Project.

2026 Mission

The Committee will continue to support members on standardisation policy matters, such as the New Legislative Framework Conformity Assessment Delegated and Implementing Acts, and contribute to deepening EU-Japan cooperation in this area through the EU-Japan Cybersecurity Working Group and other relevant fora.



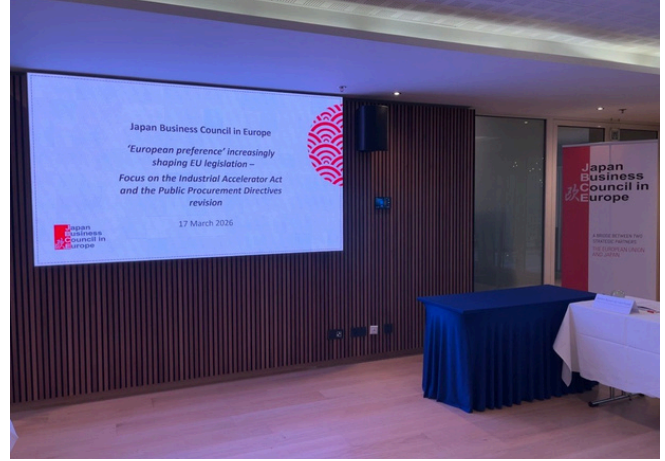


Planning
Committee

Broaden Information Sharing

2025 Highlight

In November 2025, the Cross-Committee Working Group (CCWG) organised JBCE's first closed-door roundtable on economic security, thereby launching a series of similar events on the topic and related developments.



2026 Mission

The Planning Committee, through the CCWG, will aim to continue monitoring the general political direction taken by the EU and prepare positions on horizontal files of strategic interest to JBCE members, with a particular focus on economic security and 'Made in Europe' developments. It will also seek to enhance outreach activities to the EU institutions to promote alternatives to 'Made in Europe', in particular in the IAA.



What our Chairs, Vice-Chairs and Leaders Have to Say

Disclaimer: The following quotes are from interviews carried out during the fiscal year 2025 as part of JBCE's Leaders' Insights newsletter.

The benefits of being a JBCE member



Yasuo Hirano, then Chair of the Trade Policy Committee

“By organising seminars and lecture sessions with think tanks and EU officials, JBCE helps Japanese business executives who are unfamiliar with EU policies to understand their background, the reasons behind the introduction of legislation, and also European history and culture. JBCE really **fills gaps.**”



Shu-Hsien Li, Chair of the Environment & Energy Committee, Leader of the Resource Efficiency WG

“JBCE’s key added value lies in its role as a **cultural and strategic bridge** between Japanese companies and the European regulatory environment. JBCE has a deep understanding of the Japanese business mindset and overseas supply chain dynamics and effectively communicates these to EU policymakers ... JBCE not only brings together a diverse range of Japanese companies from manufacturers to importers but also across multiple sectors. This **cross-sectoral integration** allows JBCE to identify and address common issues ... JBCE’s ability to consolidate these perspectives into **clear, balanced policy positions** is especially valuable in areas like chemicals legislation, where both upstream and downstream stakeholders face distinct but interconnected challenges.”



Marco Canton, Chair of the Planning Committee, Chair of the Digital Innovation Committee

“What is fantastic about JBCE ... is the way it conducts its lobbying activities by **combining public and private approaches**, which is truly unique compared to other organisations that also engage in lobbying ... it allows us to lobby in a **different, more modern way.**”

How to improve interaction with stakeholders



Shu-Hsien Li, Chair of the Environment & Energy Committee, Leader of the Resource Efficiency WG

“It is essential that we stay ahead of regulatory developments and **engage early** in the legislative process to **shape outcomes rather than react to them.** At the same time, driving active participation from members will be key to ensuring our positions are well-informed and inclusive.”



Yasuo Hirano, then Chair of the Trade Policy Committee

“It is important for JBCE to highlight the presence and contributions of Japanese companies to the Single Market throughout its communication material ... **Communication** and **dialogue** are important to reach a **consensus**.”

The need to adopt EU rules to remain relevant



Shu-Hsien Li, Chair of the Environment & Energy Committee, Leader of the Resource Efficiency WG

“The postponement of the due diligence obligations gives Japanese companies more time to prepare, but it also brings **specific challenges**. Many Japanese firms supply batteries or components to EU markets and rely on complex global supply chains. The regulation’s requirements, such as traceability of raw materials and third-party verification, will require **significant adjustments** in procurement, supplier engagement and data management. The delay allows companies to build internal systems, assess supplier risks, and explore recognised certification schemes. However, uncertainty around implementation guidelines and verification bodies may complicate planning.”



Marco Canton, Chair of the Planning Committee, Chair of the Digital Innovation Committee

“I am very interested to see the outcomes of the simplification of the Artificial Intelligence Act. Maintaining the EU’s ability to regulate—while introducing clearer, more practical rules and ensuring effective implementation and enforcement—will be **highly beneficial for Japanese companies**. In Japan, the emerging AI framework follows a broadly similar philosophy, albeit through a different approach. While it is not formal regulation, there is a strong recognition of the need to address risks, particularly those associated with high-risk applications. This shared focus is likely to **align** well with the EU’s approach.”

The value of stability and predictability



Shu-Hsien Li, Chair of the Environment & Energy Committee, Leader of the Resource Efficiency WG

“The abrupt announcement of the withdrawal [of the Green Claims proposal ... created **uncertainty** and **eroded trust** in the legislative process ... Several MEPs and stakeholders have expressed concern that such reversals undermine transparency and predictability, which are crucial for effective policy implementation. The situation also highlights a broader issue: the need to have a **balance** between proportionate compliance efforts and maintaining competitiveness, particularly for SMEs ... While robust environmental claims regulation is essential to combat greenwashing, overly **burdensome requirements** can risk excluding smaller players and stifling innovation. Moreover, this kind of regulatory unpredictability can have a chilling effect on future **investment** decisions. Companies may hesitate to commit resources to compliance systems, product innovation, or sustainability initiatives if the legislative landscape appears **unstable**.”



Marco Canton, Chair of the Planning Committee, Chair of the Digital Innovation Committee

“The Digital Omnibus is a very important initiative for the European Commission. However, it seems to mark a certain **step back** from the Commission's previous mandate, which was very regulation focused. It will be essential to remain **consistent** with what has been done over the last five years, otherwise the initiatives taken under the Omnibus will be perceived as **unclear** by businesses and organisations.”

Looking ahead



Yasuo Hirano, then Chair of the Trade Policy Committee

“Economic security is becoming an increasingly important issue for the EU and Japan. In this context, they should seek to **deepen** and **strengthen** their relationship and help each other on common issues, such as access to critical raw materials, insufficient access to energy and an ageing society. One concern is the rise of protectionism. The EU should take the **lead** in international discussions to protect the free trade system together with Japan.”



Shu-Hsien Li, Chair of the Environment & Energy Committee, Leader of the Resource Efficiency WG

“Looking ahead, my personal expectation is that the [Environment & Energy] Committee will continue to grow as a **trusted partner** in policy dialogue, supporting both environmental goals and industrial competitiveness.”



Marco Canton, Chair of the Planning Committee, Chair of the Digital Innovation Committee

“Starting in 2026, the goal will be to think about how we can deliver the **‘Made with Common Values’** message in a highly **customisable way**. It is very important to work with experts from JBCE members and ask them to provide additional insights and content to feed into the approach that JBCE wishes to promote.”

“Building on seven years of **deep digital cooperation** (starting from 2019 when the EU-Japan mutual adequacy decision was approved), the EU and Japan can jointly define a **coherent vision** of digital sovereignty. Through a reinforced digital partnership, they can foster genuine collaboration that delivers excellence without sacrificing security or global competitiveness. European and Japanese companies should be allowed to cooperate and compete in both markets. In doing so, and with the political support of both authorities, Japan and the EU can **lead globally** with technologies that uphold human rights and drive inclusive, sustainable growth.”

To Conclude... A Few Words From our Secretary General



I wish to extend my deep appreciation to all JBCE members, partners and stakeholders for their continued support and cooperation throughout fiscal year 2025.

Building on efforts from previous years, JBCE has enhanced its organisational functions and internal capabilities, for instance, through the establishment of the Deputy Secretary General position, the increase in Secretariat members and the launch of the Health Working Group. Thanks to these developments, I believe we have been able to further advance our advocacy activities and our constructive dialogues with EU stakeholders. Our call for ‘Made with Common Values’ is one fine example. Through sustained activities, including the publication of position papers, the organisation of roundtables and dialogues, and our active participation in fora such as the EU-Japan Business Roundtable, I am pleased to note that our vision of creating resilient supply chains among trusted partner countries that embrace common values is gaining traction among EU and Japanese stakeholders. On a similar note, there are high expectations for JBCE to contribute to policymaking and to deepen Japan-EU cooperation, as demonstrated by a direct reference to the organisation in the EU-Japan Summit Joint Statement. The increased media coverage of JBCE, both in European and in Japan, is further proof of our growing relevance and influence.

These achievements would not have been possible without the understanding and active involvement of our member companies. I would like to express my sincere gratitude to our Board members, Committee Chairs and Vice-Chairs, Working Group Leaders, and each member of the Secretariat for their leadership, expertise and tireless contributions.

Fiscal year 2025 laid solid foundations for Japan-EU cooperation, including the establishment of the Competitiveness Alliance and the agreement on Japan’s association to Horizon Europe. In this regard, fiscal year 2026 will be an important opportunity to deliver concrete outcomes, and I am convinced that JBCE has a crucial role to play. I look forward to cooperating with you to further develop JBCE and accelerate cooperation between Japan and the EU under the spirit of ‘Made with Common Values’.

Best regards,

Michiyoshi Toya
JBCE Secretary General

Information for Prospective Members

JBCE provides up-to-date information on the latest developments in European policies for Japanese companies based in the EU, or supplying a product or service to the EU. JBCE advocates for Japanese businesses in the EU, connects Japanese companies operating in the EU and provides high-quality intelligence and monitoring services.

How to Join?

1. Contact JBCE's Secretariat by using the inquiry form available under "Contact" on our webpage. Once we receive a request, we will send you the relevant documents required for registration by email.
2. Fill out the registration documents and have them signed by a company representative.
3. Once JBCE's Board of Directors approves your application, you will be formally notified. You can then participate in events/committee meetings organised by JBCE and receive relevant information and reports.

Contact Details



Rue de la Loi 82
1040 Brussels, Belgium
+32 2 286 53 30



www.jbce.org



[LinkedIn](#)



info@jbce.org

EU Transparency Register: 68368571120-55