



**JAPAN**  
TRANSFORMATION

 **新経済連盟**  
Japan Association of New Economy

**Japan  
Association  
of  
New  
Economy**

- Japan Association of New Economy (abbreviation : Shinkeiren / JANE)
- Established: June 1, 2012
- Members: 506 companies

※as of February 28, 2026



Japan's newest business association dedicated to creating an environment in which individuals and private companies can maximize their potential for economic and social reform centered on digital transformation. With the basic principle of **"Give more authority to the private sector"**, JANE publishes numerous policy proposals and statements of both regulatory reform and market creation type every year. It has a diverse membership that transcends the boundaries of size and industry, ranging from start-ups to large corporations, and from IT companies to construction and manufacturing companies. In addition, more than half of the approximately 50 board members and executives are founders of the company, which distinguishes JANE as an "economic organization where entrepreneurs gather". After the 10th anniversary in 2022, JANE is further revitalizing its activities under the new slogan **"Japan Transformation (JX)"** as a guiding principle that encompasses the origin of its activities: the promotion of "innovation, entrepreneurship, and globalization".

## Benefits of Membership

Access to the latest developments in business/politics

Participate in policy advocacies

Networking / information exchange among members



**Hiroshi MIKITANI**

**Representative Director**  
Chairman & CEO  
Rakuten Group, Inc.



**Susumu FUJITA**

**Vice Representative Director**  
Chairman  
CyberAgent, Inc



**Takashi INOUE**

**Director(Public Relations)**  
Chairperson  
LIFULL Co.,Ltd.



**Noriyuki MATSUDA**

**Director**  
Founder & CEO  
SOURCENEXT Corporation



**Koichiro YOSHIDA**

**Director**  
President & CEO  
CrowdWorks Inc.



**Yasuhisa TAKATANI**

**Auditor**  
President  
E-guardian Inc.

# Executive Officers



**Tomio IKOMA**  
President  
With us Corporation



**Toshiya OYAMA**  
Representative Director,  
President & Group CEO  
ADK Holdings Inc.



**Kenichi SANO**  
Chairman and CEO  
Vision Inc.



**Yoshiyuki HAMADA**  
President  
Cisco Systems G.K.



**Gen ISAYAMA**  
General Partner & CEO  
WiL, LLC



**Nagaharu OKAMOTO**  
CEO  
Mirai Works Inc.



**Yuichiro SHIMIZU**  
President & CEO  
for Startups, Inc.



**Yoshiaki FUJIMORI**  
Outside Director, Chairperson  
Oracle Corporation Japan



**Sorato IJICHI**  
Founder & CEO  
Creww Inc.



**Yasuhiko OKAMOTO**  
Founder, President and Group CEO  
LIKE Co., Ltd.



**Richard SYUKU**  
Representative & CEO  
DIGITAL VORN Co., Ltd



**Koji FUNATSU**  
Director, Corporate Advisor  
Transcosmos Inc



**Kazuma ITO**  
Founder & CEO  
PoliPoli Inc.



**Mikiwa KANAI**  
Director,  
Deputy President and Executive Officer  
PERSONAL COMMUNICATION SERVICES LTD.



**Yoshikazu TANAKA**  
Founder, Chairman & CEO  
Gree Inc.



**Chikatomo HODO**  
Representative Director.  
Bayhills Co., Ltd



**Takayuki INOUE**  
Representative Director & President  
CARSEVEN DIGIFIELD.CO.,LTD.



**Hisashi KITAMI**  
Representative Director and President  
List Co., Ltd.



**Genichi TAMATSUKA**  
President and CEO  
LOTTE Holdings Co., Ltd



**Muneaki MASUDA**  
Chairman and CEO  
Culture Convenience Club Co., Ltd



**Tomoharu INOUE**  
President  
Inoue Business Consultants Co., Ltd



**Masakatsu SAITO**  
President  
TRADE WORKS Co., Ltd



**Yosuke TSUJI**  
Representative Director, President and CEO  
Money Forward, Inc



**Tomoya MARUOKA**  
CEO  
ENECHANGE Ltd.



**Susumu IWATA**  
CEO  
YRGLM Inc.



**Daisuke SASAKI**  
Co-Founder and CEO  
freee K.K.



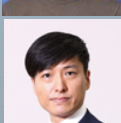
**Yuki NAITO**  
President & CEO  
Drecom Co., Ltd.



**Taichiro MOTOE**  
Representative Director, President & CEO  
Bengo4.com, Inc.



**Tomohide IWATSUKI**  
CEO  
Leverages Co., Ltd.



**Koki SATO**  
Representative Director  
COMISMA INC.



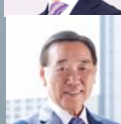
**Keiji NISHIE**  
Chairman and Representative Director  
VECTOR INC.



**Hirotake YAJIMA**  
Representative Director, President & CEO & CCO  
Hakuhodo DY Media Partners Inc.



**Katsuya UENOYAMA**  
CEO  
PKSHA Technology Inc.



**Hajime SATOMI**  
Chairman, Representative Director,  
Sega Sammy Holdings



**Kentaro NISHIO**  
Representative Director and President,  
Gunosy Inc.



**Taro YAMANE**  
President  
miratap inc.



**Tetsuya EBATA**  
President & Group CEO  
All About, Inc



**Tetsuya SANADA**  
Director & Chairman  
KLab Inc.



**Hirofumi NOMOTO**  
Chairman Of The Board & Representative  
Director, TOKYU CORPORATION



# Major Member Companies



“**JANE and Local Cities**” is a project designed to strengthen connections with major cities and regions outside the Tokyo metropolitan area and drive new value creation through mutual exchange.

新経連  
and

全国!!

- ❑ Launched online in 2021
- ❑ From 2023, Sapporo, Sendai, Niigata, Nagoya, Keihanshin and Fukuoka/Kitakyushu has been designated as base regions to promote in-person interaction.
- ❑ Seminars, town hall meetings, and evening meet-up events under the name of ‘JANE and [Region Name]!’ have been held across various locations.
- ❑ Membership from various regions continues to grow.
- ❑ JANE has established a presence in local startup and innovation facilities in Niigata and Nagoya.

Sapporo

Niigata

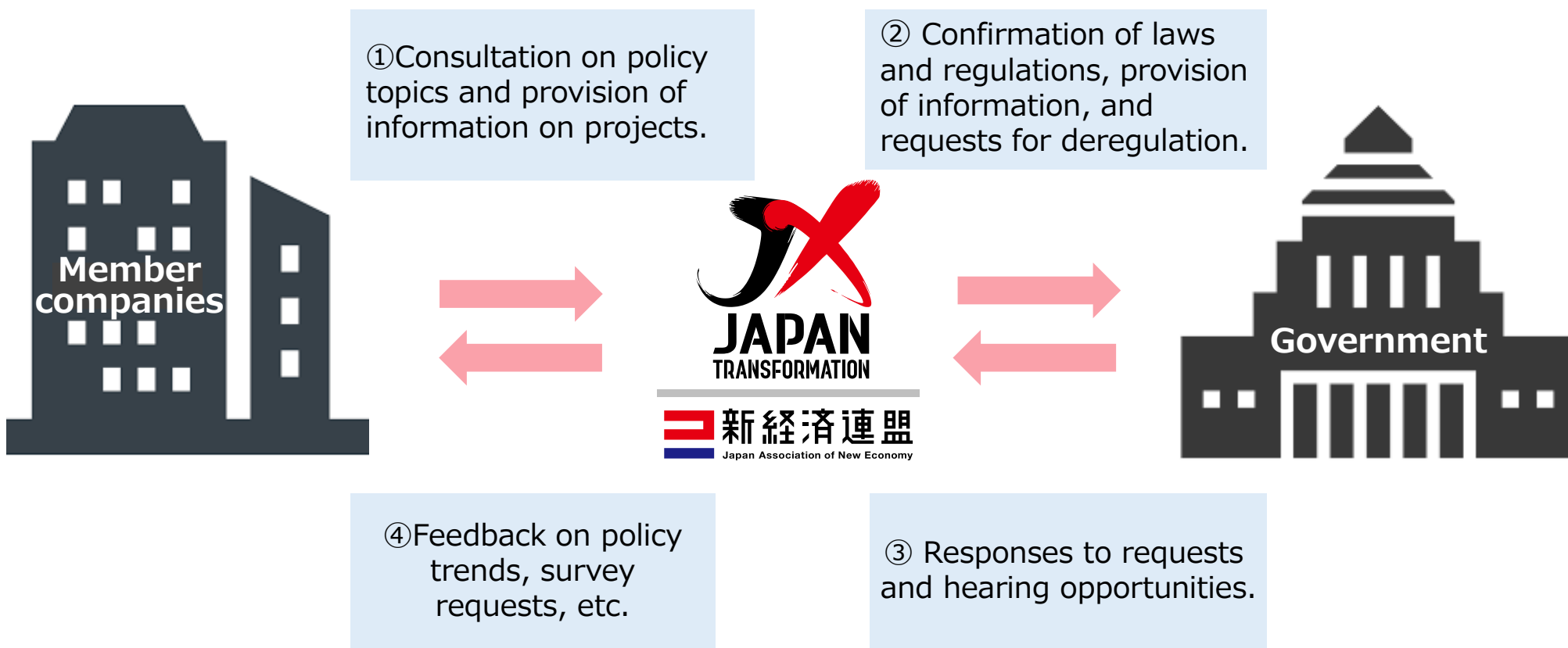
Sendai

Fukuoka/  
Kitakyushu

Keihanshin  
(Kyoto, Osaka, Kobe)

Nagoya

Based on the principles of promoting innovation, entrepreneurship, and globalization, JANE promotes policy advocacy to the government for deregulation and other measures to ensure that government policies encourage the revitalization of the digital economy.



## Basic policy philosophy of JANE

(excerpts from the 10th Anniversary Policy Proposal)

Depopulation Low Growth Inward-looking society and economy Globally high tax rates Delay in digital readiness Lacking diversity in society Inflexible government



### JAPAN TRANSFORMATION Change Japan Fundamentally

**Make Japan a country where "people, knowledge, and money" gather from all over the world.**

**There is no future for this country unless we change Japan toward a new era with the power of entrepreneurs.**

### ✓ Important Measures for realization of JAPAN TRANSFORMATION(JX)

1

**Give more authority to the private sector**

- The role of the government should be shaped according to this core principle.
- Foster a **philanthropic ecosystem** centered on private sector.

2

**Reduce globally high tax rates**

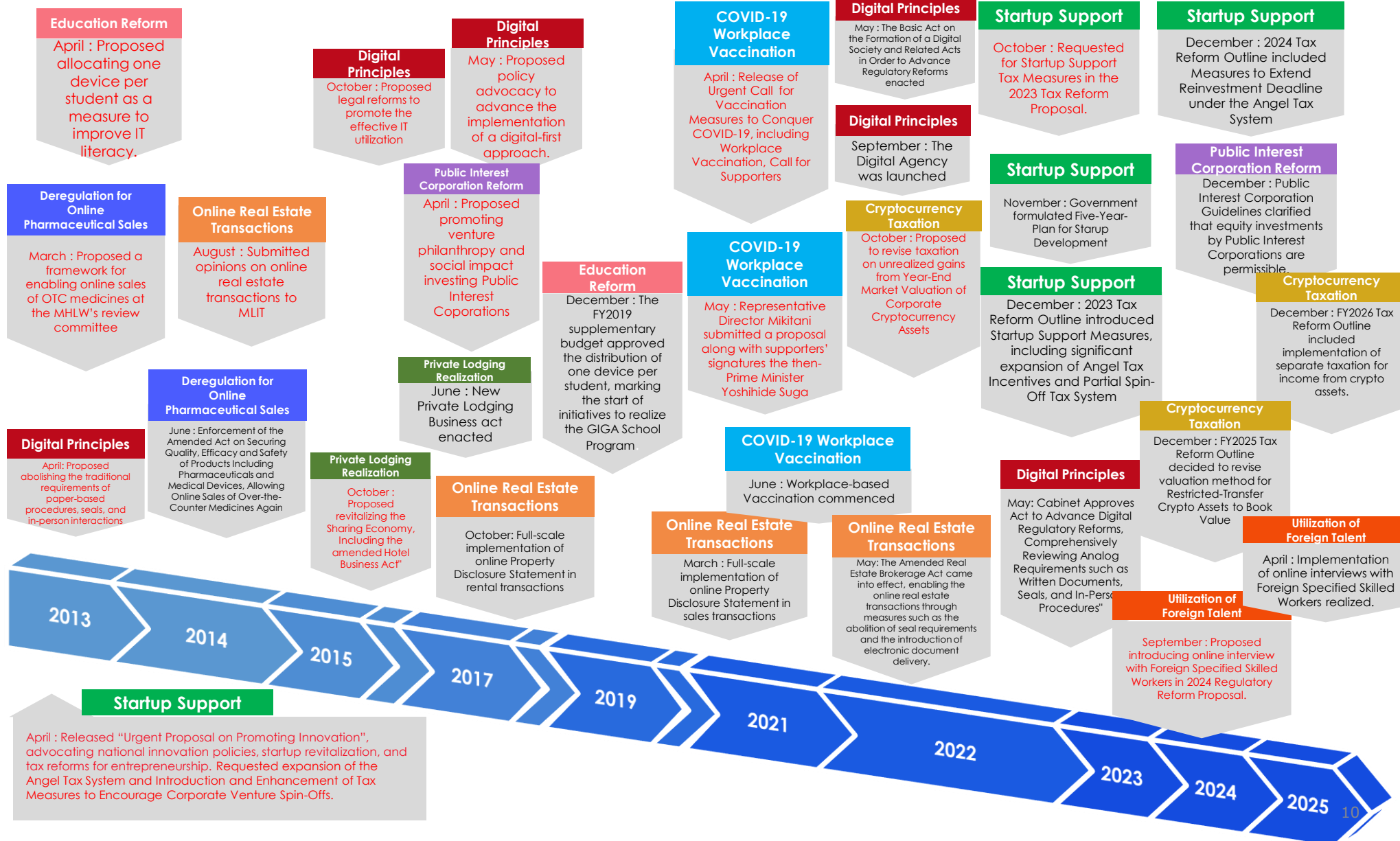
- Countries with high taxes will inevitably decline.
- **Prerequisite for any reform** necessary for JX.

3

**Promote and use of "New Combination"**

- "New combination" of all the connections that are fluidized by digitalization.
- **Create new value and improve productivity** through "new combination".

# Key Achievements in Policy Proposal



### ■ Economic Policy

Feb. 9, 2026	Announced a statement from the Representative Director Mikitani on the Results of House of Representatives Election
Jan. 27, 2026	Announced a statement from the Representative Director Mikitani on the notice of House of Representatives Election
Dec. 8, 2025	Submitted Comments to the Digital Agency's 11th Digital Society Initiative Conference
Nov. 5, 2025	Released the "JX (Japan Transformation) Proposal 2025: Policies to Reverse the 'Lost 35 Years'"
Oct. 21, 2025	Announced a statement from the Representative Director Mikitani on Prime Minister Takaichi's Newly Formed Cabinet
Sep. 10, 2025	Released "Regulatory Reform Proposal 2025"
Jul. 22, 2025	Announced a statement from the Representative Director Mikitani on the Results of the 27th House of Councilors Election
Jul. 3, 2025	Announced a statement from the Representative Director Mikitani on the 27th House of Councilors Election

### ■ Tax System Policy

Dec. 10, 2025	Announced a statement from the Representative Director Mikitani on Government Consideration of Upper Limit for Furusato Nozei Tax Deductions
Dec. 1, 2025	Presented about the Tax Reform Proposal at a hearing of the DPF's Taxation Research Council
Nov. 12, 2025	Announced a statement from the Representative Director Mikitani on the Government's Consideration of Strengthening Financial Income Taxation
Sep. 10, 2025	Released "Proposal for FY2026 Tax Reform"

### ■ Startup Support Policy

Jan. 27, 2026	Released "Policy Proposal for Startups"
Dec. 2, 2025	Presented at a Roundtable on Supplying Growth Capital to Startups, Financial Services Agency
Jun. 25, 2025	Hosted a Startup Policy Exchange Meeting with JANE and the Ministry of Economy, Trade and Industry.

### ■ Digital/IT related Policy

Jul. 22, 2025	Submitted comments on "Interim Summary (Draft) of the Study Group on Addressing Issues Related to Information Flow in Digital Spaces", the Ministry of Internal Affairs and Communications
Jun. 5, 2025	Presented at the 26th Working Group on User Information, Ministry of Internal Affairs and Communications
Apr. 16, 2025	Submitted Opinions on the "Draft Approach to Institutional Issues under the Act on the Protection of Personal Information" to the Personal Information Protection Commission

### ■ AI Policy

Jan. 29, 2026	Submitted Comments on the "Draft Guidelines on Technical Measures for Ensuring AI Security", Ministry of Internal Affairs and Communications
Jan. 26, 2026	Submitted comments on the Cabinet Office's "Draft Principles and Code on the Protection of Intellectual Property and Transparency for the Appropriate Use of Generative AI (provisional title)"
Dec. 11, 2025	Submitted Comments on the Cabinet Office's "Draft Guidelines for Ensuring the Appropriateness of Research & Development and Utilization of AI-Related Technologies"
Nov. 27, 2025	Submitted Comments on the Cabinet Office's "Draft Outline of the AI Basic Plan and the Draft Outline of Guidelines for Ensuring the Appropriateness of Research, Development and Utilization of AI-Related Technologies"
Jun. 30, 2025	[Seminar] Councilor of Cabinet Secretariat Presents Overview of Policy Trends "The New AI Act and the Future of AI Policy"

### ■ Regional Revitalization/Local Transportation Policy

Jun. 4, 2025	Released the "Proposals for Strengthening Regional and National Disaster Prevention Systems and Resilience: Effective Utilization of Vacant Houses"
Apr. 11, 2025	Announced a statement from the Representative Director Mikitani on the Transportation Shortage Urging the Prompt Full Legalization of Ride-Sharing, in response to the Japan Innovation Party's submission of "Bill on the Introduction of a System Related to Ridesharing Businesses".

### ■ Competition Policy

Jan. 27, 2026	[Seminar] Full Implementation of the Mobile Software Competition Act and An Explanation of the Latest System by a Senior Advisor to the Secretariat of the Japan Fair Trade Commission
Sep. 3, 2025	[Seminar] the Mobile Software Competition Act and An Explanation of the Latest System by a Senior Advisor to the Secretariat of the Japan Fair Trade Commission
Jun. 13, 2025	Submitted comments on the “Mobile Software Competition Act Guidelines (Draft)”

### ■ Pharmaceutical related Policy

Dec. 12, 2025	Submitted comments on the “Notice Designating Medicines Subject to Abuse Prevention Measures” and the “Notice on Quantities of Medicines Subject to Abuse Prevention Measures”
Nov. 1, 2025	Submitted comments on the “Draft Ministerial Ordinance for the Development of Related Ministerial Ordinances in conjunction with the Enforcement of Part of the Act for Partial Revision of the Act on Securing Quality, Efficacy and Safety of Products Including Pharmaceuticals and Medical Devices.”

### ■ Education related Policy

Aug. 12, 2025	Presented “Policy Proposals for Realizing Next-Generation Education” Ver. 2 to Mr. Mochizuki, Director-General, Elementary and Secondary Education Bureau, Ministry of Education, Culture, Sports, Science and Technology.
Jul. 29, 2025	[Seminar] “Future Education Live : “The Current State and Future Prospects of Education in Japan”
Jul. 29, 2025	Released “Policy Proposals for Realizing Next-Generation Education” Ver. 2
Jul. 28, 2025	Presented at the 5th Working Group on New Approaches to Evaluation for Improving the Quality of Education and Learning, Ministry of Education, Culture, Sports, Science and Technology

### ■ Labor Policy

Jul. 1, 2025	Released Employment and Labor Market Policy Proposal: “A Shift from Work-style Reform to Work Motivation Reform”
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### Proposals from JANE

#### 【Promoting Domestic Investment】

- Creation of a tax incentive to encourage bold domestic capital investment, whether tangible or intangible



- Establishment of a **tax incentive for bold capital investment**

#### 【R&D Tax Incentives】

- Formulation and promotion of strategic technology areas
- Revival of Carryover Tax Credit



- Establishment of a R&D tax incentive for strategic technology areas
- Revival of Carryover Tax Credit (3 years)

#### 【Special Provision for Small-sum Depreciable Assets】

- Increase the amount eligible for immediate depreciation



- The amount eligible for immediate depreciation has been raised from less than 300,000 yen per case to less than 400,000 yen per case

#### 【Tax System Adjustments for Inflation】

- Raising the threshold for non-taxable economic benefits, such as meal allowances for employees
- In an inflationary economy, the thresholds and scope of various tax systems have remained unchanged for many years, practically resulting in tax increases



- Raising the monthly income tax exemption threshold for meal allowances from 3,500 yen to 7,500 yen
- Introduction of a system to adjust the basic income tax deduction based on the Consumer Price Index

#### 【Measures to Address Cross-Border Economy】

- Review the tax-exempt status of small-value imported goods and the taxable value for import transactions to ensure a level playing field with domestic businesses, considering the impact on consumers and domestic and international platforms
- Review consumption tax exemption measures for inbound tourists and the International Tourism Tax etc.



- Introduction of a system that imposes a consumption tax payment obligation on sellers of transactions eligible for tax exemption on small-value imported goods, and shifts the tax payment obligation to platform operators
- Raising the International Tourism Tax from 1,000 yen to 3,000 yen per departure



### Reflected Content



**FY 2026  
Tax Reform  
Policy Proposal  
(Sep. 10, 2025)**

**Outline of FY2026  
Tax Reform  
(Dec. 26, 2025)**



### Proposals from JANE



### Reflected Content

#### [Improvement of the Tax Environment to Strengthen the Management Capabilities of SMEs]

- To strengthen the management capabilities of SMEs and small-scale businesses, it is necessary to promote (1) the use of digital tools for bookkeeping and ledger preparation, and (2) electronic tax filing.
- Establish a "Smart Blue Return" system with tax incentives for corporations and sole proprietors.

- To further encourage the use of digital tools for bookkeeping, ledger maintenance, and electronic filing, the deduction limit will be raised (from 650,000 yen to 750,000 yen) for businesses that maintain electronic ledgers meeting certain conditions, such as automatic integration with invoice data.

#### [Open Innovation Promotion Tax System]

- Raise the income tax deduction rate under Open Innovation Promotion Tax System from 25% to 50% and make it permanent
- Expand the scope of eligible transactions to include those not currently covered under existing M&A-type measures, such as absorption mergers and acquisitions of 50% or less of outstanding shares.

- Open Innovation Promotion Tax System will be extended for two years, and its scope will be expanded to include cases of absorption mergers and minority investments.

#### [Crypto Asset Tax System]

- Profits from crypto asset transactions should be subject to separate taxation (20%), with losses eligible for carryforward deductions against crypto asset-related income.
- For inheritance tax valuation, the lowest value should apply, considering both the final price on the inheritance commencement date and the monthly average market value over the preceding three months.
- Inherited crypto assets, upon transfer, should qualify for the "special provision for acquisition costs" applicable to capital gains from the transfer of inherited shares.

- Separate taxation (15% national tax and 5% local tax) will be introduced, and loss carryforward deductions will be allowed for up to three years.
- The classification of crypto transfers will be changed from "means of settlement" to "securities" (\*As a result, they will be treated the same as securities for inheritance tax purposes as well).



**FY 2026  
Tax Reform  
Policy Proposal  
(Sep. 10, 2025)**

**Outline of FY2026  
Tax Reform  
(Dec. 26, 2025)**

### Proposals from JANE



#### Statement on the Cabinet Decision on “the Partially Amended Payment Services Act” (Mar. 10, 2025)

#### 【Regulation for Cross-Border Payment Collection Services】

To ensure regulations remain proportionate to the risks involved, we respectfully request that, in formulating the exemption provisions under future cabinet office ordinances, relevant ministries, agencies, and stakeholders including businesses be sufficiently consulted to ensure an accurate understanding of actual practices, and that careful consideration be given to whether the scope of regulated entities and the nature of obligations are appropriately limited.



### Reflected Content

The scope of exemptions is expected to expand significantly beyond initial projections.

#### ● Exempted Cases (Outside Scope of Regulation)

- Outsourcing to banks or fund transfer service providers
- Payment collection services via escrow services or e-commerce platforms
- Cases with economic unity with the payee (e.g., between group companies)
- Settlement operations of international brands (credit cards, debit cards, etc.)
- Payments with properly managed merchants under the Installment Sales Act or the Payment Services Act
- Cases where services are outsourced by escrow or e-commerce operators

#### ● Exceptions to Exemptions (Subject to Regulation)

- Cases where the payer's obligation is not extinguished (at the time of payment to the agent), or where the payee bears all credit risk of the trustee
- Online casinos, investments, or activities contrary to public order and morals

#### Proposed Partial Amendment to the Cabinet Office Ordinance on Fund Transfer Service Providers (Dec. 16, 2025)



### Proposals from JANE



**Cabinet Office,  
Council for  
Promotion of  
Regulatory  
Reform: Working  
Group on  
Startups and  
Innovation  
Promotion  
(Apr. 21, 2025)**

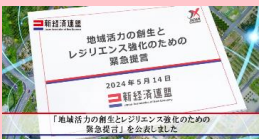
- The upper limit for "Small-amount Public Offerings" and the lower limit for the obligation to file a Securities Registration Statement should be expanded from 100 million yen to 2 billion yen in stages for the time being.
- In conjunction with this, a simplified disclosure obligation should be introduced for offerings below the aforementioned amount by optimizing disclosure compliance costs.



### Reflected Content

- The exemption threshold for filing a Securities Registration Statement was raised from 100 million yen to 500 million yen.
- For fundraising of 500 million yen or more but less than 1 billion yen, it became possible to use a "Small-amount Offering" by filing a Securities Registration Statement in a simpler format.

**Financial System  
Council, Disclosure  
Working Group  
Report  
(Dec. 26, 2025)**



**Urgent Proposals  
for Regional  
Vitalization and  
Resilience  
Enhancement  
(May. 14, 2024)**

To build sustainable regional communities, a registration system for "dual-residence" practitioners (tentatively named "Specified Resident Registration System") should be established to visualize local government partners and promote engagement.



In the government-led "Hometown Resident Registration System," a mechanism to visualize regional involvement and engagement through dual-residence etc. was created, and registration is now being promoted.

**Proposal from the  
National Public-  
Private Partnership  
Platform for  
Promoting Dual-  
Residence  
(Nov. 20, 2025)**



### Proposals from JANE

Establishment of rules for Q&A and motions at virtual-only shareholders' meetings.

Regulatory reform regarding digital salary payments.

Clarification of rules regarding the opening of online-only clinics.

Introduction of online options for periodic interviews with Specified Skilled Workers, which are fundamentally required to be in-person.

Clarification of the relationship between AI utilization in the legal field and Article 72 of the Attorney Act (prohibition of non-lawyer legal practice) to establish clear rules.

Promotion of nationwide standardization of procurement processes (such as qualification screening for bidding) for local governments.

Staffing standards at outpatient care facilities should be flexibly designed based on outcomes, such as improvements in daily activities and accident rates.



「規制改革提言2024」を公表しました

**FY2024  
Regulatory  
Reform  
Proposal  
(Sep. 13, 2024)**



「規制改革提言2025」を公表しました

**FY2025  
Regulatory  
Reform  
Proposal  
(Sep. 10, 2025)**



### Reflected Content

▶ Preparation of the environment to facilitate the utilization of virtual-only shareholders' meetings.

▶ Expansion of cashless payments by promoting social implementation of digital salary payments.

▶ Further dissemination and facilitation of online medical care in regional areas.

▶ Use of online methods for periodic interviews became possible.

▶ Establishment of a study group to discuss the interpretation of Article 72 of the Attorney Act, with a commitment to implement prompt measures as soon as a conclusion is reached.

▶ Commitment to reach a conclusion regarding the standardization and digitalization of application procedures for bidding qualification screening for local governments.

▶ Commitment to establishing special nursing care services with relaxed staffing standards in specific regions and promoting flexible staffing based on the use of technology.

**Regulatory Reform  
Implementation  
Plan  
(Jun. 13, 2025)**

**Operational  
Guidelines for the  
Acceptance of  
Specified Skilled  
Workers  
(Apr. 1, 2025)**

**Interim Report on  
the Promotion of  
Regulatory Reform  
(Feb. 26, 2026)**

## GX WG

- Launched in April 2022 as a platform for information sharing and discussion among JANE members. This is in response to the global trend of promoting carbon neutrality and the increasing number of companies in Japan that are working on management and business development that respond to a decarbonized society, and the increasing level of climate change response required of companies regardless of their size.
- In its 4th year (FY2025), the existing committees and subcommittees were reorganized, and activities began under five newly established committees: the EV Promotion Committee, the Sustainability Promotion Committee, the Institutional Innovation Committee, the GX Human Resources Development Committee, and the Consumer Behavior Change Committee.
- 34 member companies participated in the WG. (\* As of March 2026)
- This group was renamed the “GX Working Group” in April 2026.

### <Recent Activities>

**Apr. 27, 2023** Released JANE Carbon Neutral Vision, as an outcome of the year-long discussions in the WG.

**Jul. 3, 2023** The chair and vice chair spoke at the roundtable “Revitalizing Japan through Green Transformation (GX): GX as Japan’s New Growth Strategy” at the JANE’s anniversary event JX Live !.

**Jul. 11, 2023** Submitted “JX (Japan Transformation) Policy Proposal – JANE’s Vision for Japan’s Future” to Prime Minister Fumio KISHIDA. \* The proposal also mentions the GX.

**Sep. 27, 2023** Submitted opinions on “Draft Guideline for the Promotion of Charging Infrastructure Development ” prepared by METI.

**Oct. 9, 2024** WG member companies participated in roundtable 4 "Discussing Japan's Decarbonization Growth Strategy with GX Startups - Towards Creating GX Unicorns from Japan" at "JX Live! 2024."

**Dec. 20, 2024** Vice chair and committee members spoke at Kanagawa Prefecture's "Key Points for Innovation in the Environment and Energy Sectors from a Policy Perspective [BAK Connecting Day #21]."

**Apr. 24, 2025** Released the policy proposal "JANE Carbon Neutral Vision 2025"

**Dec. 14, 2025** The chair spoke at the talk session titled “Opening New Markets in the Carbon-Neutral Era Through Co-Creation” at the “Yukemuri Forum 2025” hosted by Gunma Prefecture.



カーボンニュートラルワーキンググループを発足



▲ GX WG Members

## Next Generation Education WG

- With growing interest in entrepreneurship education, STEAM education, and Digital Transformation(DX) in education to nurture the next generation of human resources, a new "Next Generation Education WG" has been established under the existing Education Reform PT (June 2023).
- Discussions are currently focused on promoting entrepreneurship education and industrial human resource development, strategies for the utilization of educational data, advancing the AI Utilization, and promoting school affairs DX.
- Published policy proposals titled 'Policy Proposals for Realizing Next Generation Education' in April 2024. A revised version with further in-depth discussion was subsequently published in July 2025 as "Policy Proposals for Realizing Next Generation Education Ver.2"
- 26 member companies participate in the WG (As of March 2026).



### <Recent Activities>

- Hold a WG meeting once every three months. Member companies make presentations on next-generation education and exchange opinions with related ministries and educational organizations.
- To discuss specific measures for implementing these proposals, the "Entrepreneurship Education Subcommittee" and the "Education DX Subcommittee" have been established under the WG. These subcommittees are held generally once a month.
- Compile measures for implementing entrepreneurship education and accelerating Education DX—including work style reform for teachers—with the aim of incorporating these into the revised curriculum guidelines and education-related budgets.



▲Koji FUNATSU, JANE Executive Officer (Chair of this WG)



▲Discussions in the WG (December 2023)

## AI Community

- With the rapid spread of AI in society, triggered by the emergence of AI technology, the purpose of this forum is to share and accumulate AI-related application cases and the latest policy trends through the sharing of AI development and utilization cases as well as to building relationships among member companies to create various synergy effects.
- Generally held monthly since its establishment in November 2023. As of February 2026, 46 companies are members.
- The members present examples of AI utilization and development (business efficiency improvement, new business study, LLM development, etc.), and findings and challenges obtained through AI utilization in practice. Seminars on policy trends by experts and government officials are also scheduled.



### <Action Plan>

- Hold Bi-monthly Meeting.
- Presentations by member companies.
- Exchange opinions with relevant Ministries and Agencies.
- Submit public comments on AI-related regulations.



▲ Kazuo TANAKA, CMO of Stockmark Corporation (left) and Takeshi SUZUKI, Director and Managing Executive Officer of Techmatrix Corporation (center) presenting at the first meeting



▲ Discussions in the Community (November 2023)

## DE&I Community

- Established a DE&I (diversity, equity, and inclusion) community to lead discussions on promoting social diversity and economic development. The goal is to implement measures necessary to innovate society and promote the active participation of diverse talent, including women and foreign nationals.
- Established in January 2025. As of March 2026, 29 companies have participated.
- Discussions will focus on themes such as "female empowerment in the business world," "fostering female digital talent and CTO/CISO," "hiring foreign nationals and cross culture inclusion within companies," and "empowerment of persons with disabilities."
- Host seminars on the latest policy trends, featuring insights from relevant government ministries and industry experts.

### <Recent Activities>

Jan. 2025 [**Policy Briefing with Relevant Ministries**] Cabinet Office, Gender Equality Bureau: "Basic Policy on Gender Equality and Female Empowerment 2024"

Feb. 2025 [**Member Company Case Studies**] Rakuten Group: Office Visit and Introduction of Initiatives

Mar. 2025 [**External Seminar Partnership**] Support for International Women's Day Related Events

Apr. 2025 [**Member Company Case Studies**] freee: Office Visit and Introduction of Initiatives

May. 2025 [**Policy Briefing with Relevant Ministries**] METI, Economic and Social Policy Office: "Diversity Report"

Jul. 2025 [**Member Company Case Studies**] CyberAgent: Office Visit and Introduction of Initiatives

Aug. 2025 [**Member Company Case Studies**] Introduction of Initiatives on the Gender Wage Gap and Paternity Leave

Dec. 2025 [**Member Company Case Studies**] Mercari: Office Visit and Introduction of Initiatives

Feb. 2026 [**Member Company Case Studies**] Transcosmos: Office Visit and Introduction of Initiatives

Mar. 2026 [**Open Seminar**] International Women's Day Special Program (JANE × Yamada Shintaro D&I Foundation)  
[**External Seminar Partnership**] Support for International Women's Day Related Events



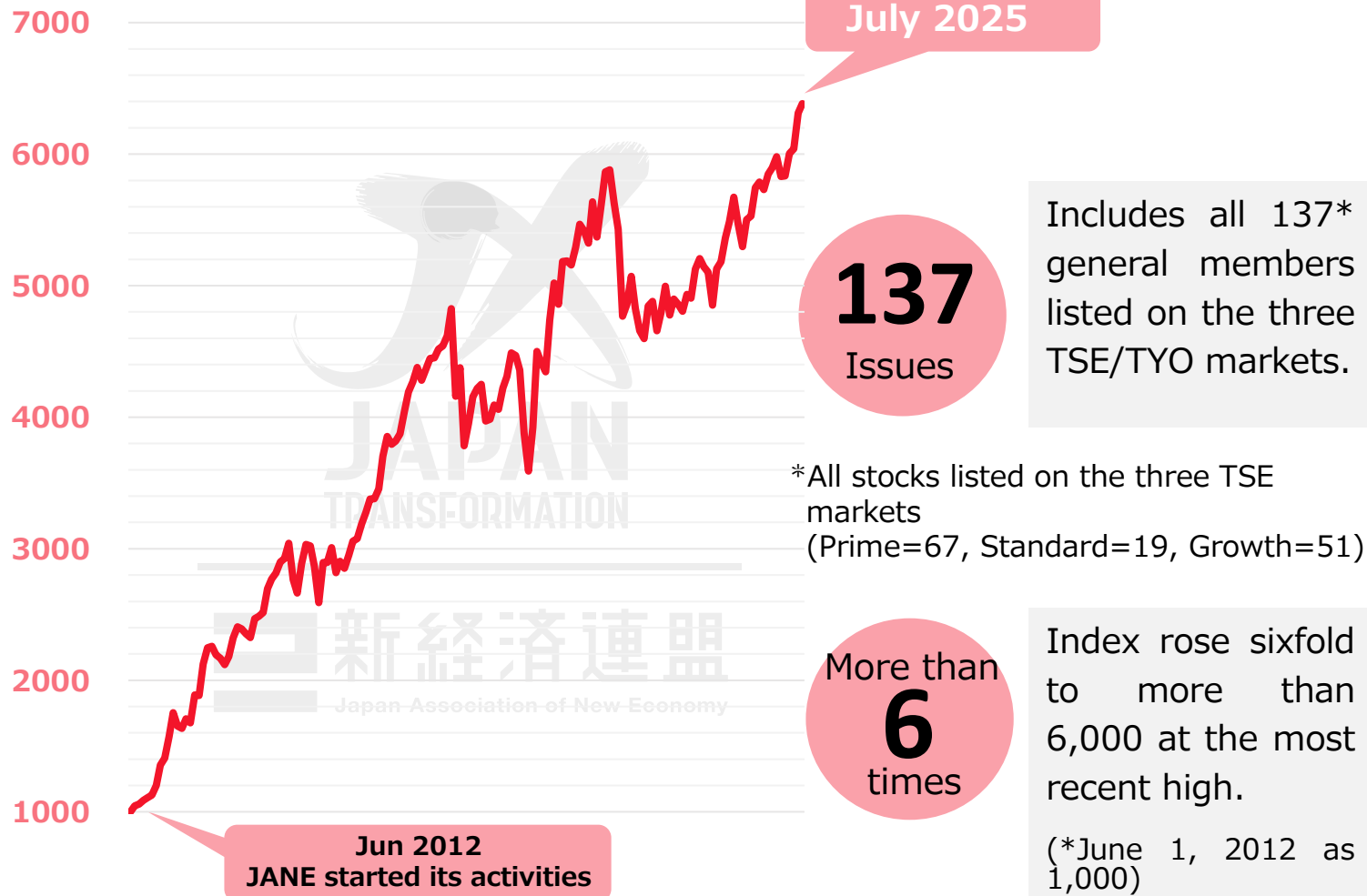
▲ Community members  
(from the 1<sup>st</sup> session in Jan. 2025)

# Japan New Economy Index <JANE Index>

The world's first\* index created by a business association with its member companies as constituent stocks.

Returns since the start of JANE (Monthly basis)

\*Based on JANE's research (as of June 2019)

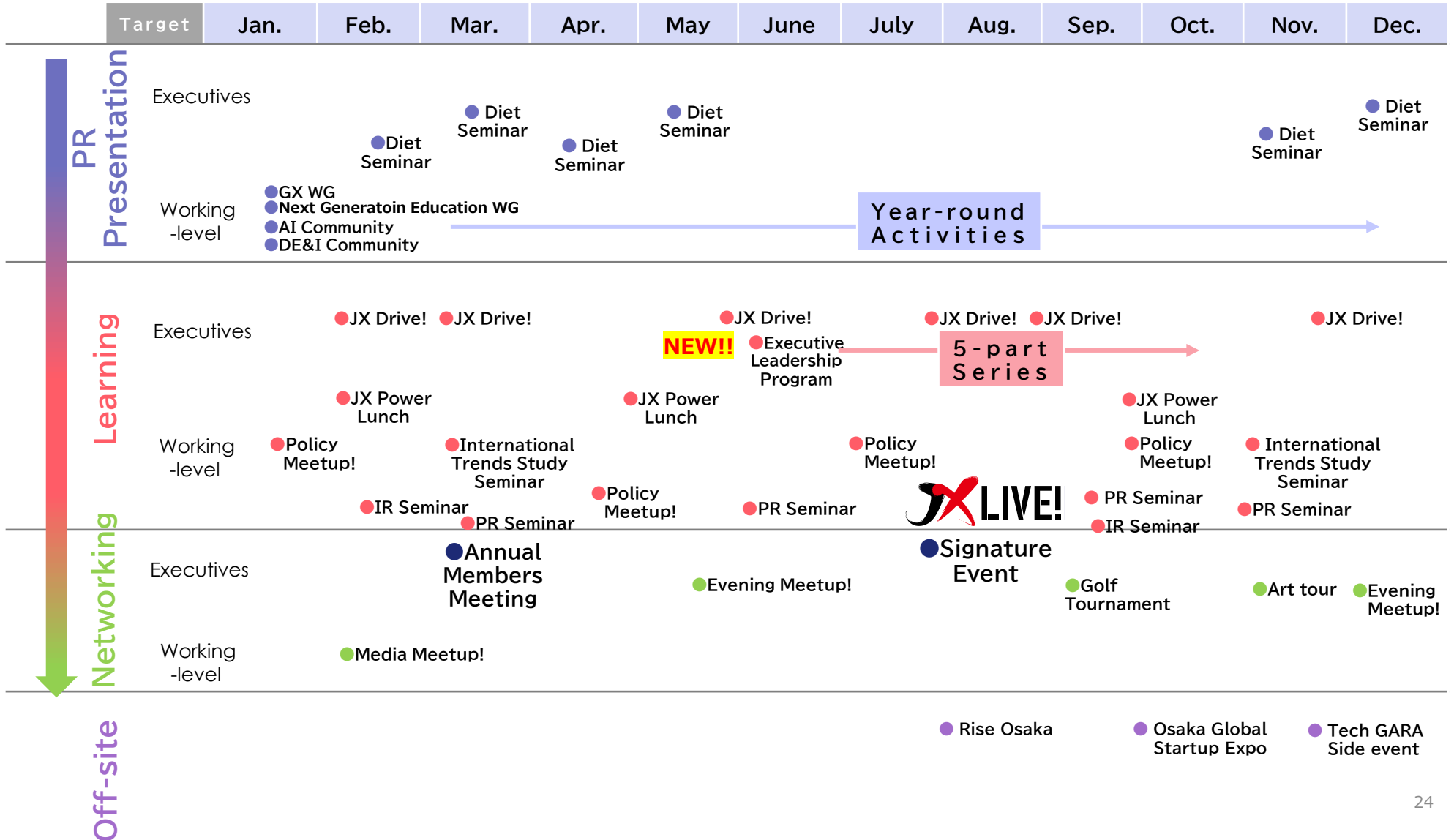


## Major Top Component Issues

- Japan Post Holdings
- Nitori holdings
- Tokyu Corporation
- Rakuten Group
- Oracle Corporation Japan
- CyberAgent
- Tokyu land holdings
- Ito En
- Kakaku.com
- Sega Sammy holdings
- Mercari
- Nippon Gas
- Seino holdings
- Nextage
- Money Forward
- Hazama Ando Corporation
- Toei
- Freee
- Matsui Securities
- Funai Soken Holdings
- CREEK&RIVER
- PKSHA Technology

# Main Activity Schedule

Note: Activities are based on the annual schedule for 2025 and beyond.



## SIGNATURE EVENT

To promote JX (Japan Transformation), we host an annual event called "JX Live! –Envisioning Japan's Future with Business and Political Leaders." The event brings together top executives, politicians, and experts to engage in cutting-edge policy discussions in a dynamic roundtable format.

In addition, the program features the "JX Awards" ceremony, which recognizes next-generation entrepreneurs, as well as the "JX Challenge" live pitch competition, launched in 2024, which has been receiving excellent feedback.

### «ROUND TABLE»



Past Discussions are available on YouTube via JANE Channel

### «SPECIAL DINNER»



### «JX CHALLENGE2024»

=Winner= Tomoki AKUTSU (TOUCH TO GO)



### «JX Awards2024»

=Winner=

Hiroki KOGA (Oishii Farm)



= Selection Committee Members' Special Awards =  
Ryo OGAWA (Timee)  
Naomi KURAHARA (Infostellar)  
Taka NAGAO (KYOTO FUSIONEERING)

### «JX Awards2025»

=Grand Prize=  
Ryo IWASA (AETERLINK)

=Selection Committee Members' Special Awards=  
Shinpei KATO (TIER IV)  
Yuka IWASAKI (YOUTRUST)



=Winner= Shuichi TSURUTA (Co-Crea)

### «JX CHALLENGE2025»

## ROUND TABLE



異次元の  
スタートアップ政策

志水雄一郎 幹事 ほか

いま「働き方改革」から  
「働きがい改革」へ

吉田浩一郎 理事 ほか



「失われた35年」  
逆転へのシナリオ

三木谷浩史 代表理事 ほか



## ■ Executive Leadership Program **NEW!!**



Five-session training program for newly appointed CxOs and executive officers. Using original curriculum prepared by JANE, the program helps broaden the perspectives of the executives—a challenge that individual companies often find difficult to address on their own. It is a practical executive development program led by our unique instructors, including business leaders, policy practitioners, startup founders, and experts. The program also provides opportunities to build networks among instructors and participants.

## ■ JX POWER LUNCH



Luncheon lecture and networking event exclusively for CxOs and executives from member companies. We invite distinguished speakers from business and political world to share their experiences—including successes and failures—as well as their visions for the future, during the lunch break.

## ■ JX DRIVE !



“JX (Japan Transformation),” launched by JANE on occasion of its 10th anniversary, serves as a platform for engaging experts from diverse fields in discussions on key themes essential to promoting and accelerating JX.

## ■ PR Lecture



【セミナー】会場開催+懇親会

**広報講座**  
～経営戦略としての広報と企業価値向上～

講師 金子 好久 氏  
株式会社 grow 代表  
元大和証券グループ専務取締役

2.26 日 15:00-16:30 (懇親会 16:30-)  
会場：虎ノ門琴平タワー 3階 大会議室

A highly popular practical course for those in the PR and IR departments. Held multiple times a year, it covers everything from the basics to advanced PR techniques, including press release writing and media relations. Instructors include Mr. Yuichi Hara (Editor-in-Chief at Mynavi Corporation) and other media professionals from NewsPicks, Nikkei Business, and TV stations etc.

## ■ IR Lecture



IR 講座 ⑤ クロスオーバー投資編

2025年 12月3日 日  
16:00~17:00

会場開催+Zoomセミナー

今村 敏之 氏  
野村アセットマネジメント  
スタートアップ投資部長

As the landscape surrounding startup IPOs undergoes significant changes, the importance of investor relations (IR) is growing. This session covers the necessary information to communicate, including what companies should focus on prior to going public and how to handle disclosure after listing.

## ■ Media Meetup !



トップメディアとの懇親会  
Media Meetup!

2/14 水 16:00-17:30  
@虎ノ門琴平タワー 26F

A networking event with the media for PR professionals from member companies. It is an opportunity to speak directly with leading media representatives about recent topics of interest and behind-the-scenes stories.

## ■ Policy MeetUp !



新経済連盟  
Japan Association of New Economy

【会場開催+交流会 / オンライン】  
新経連 Policy Meetup vol.11  
～最新政策動向解説～

テーマ:税制改正と規制改革の提言づくり  
-2026年度の提言作成に向けて-

3/19(木) 16:00-18:00

Based on requests from member companies, this seminar series provides information on the latest policy trends from the JANE secretariats. Participants can learn about the latest policy trends, policies that they can benefit from, and industry trends to watch. The seminars are conducted in a hybrid style (online and in-person seminars), with a social networking session following the seminar at the venue.

## ■ International Trends Study Session



新経済連盟  
Japan Association of New Economy

【会場開催+オンライン】第13回国際動向勉強会  
第3回 EU デジタル規制  
～ EU AI Act 入門:リスク分類と企業が取るべき対応～

講師  
三部 裕幸 弁護士  
税務法務事務所・外国法顧問  
パートナー

12/19 (金)  
16:00-17:00

In 2025, we held study sessions on international trends, where outside experts provide commentary on hot topics in overseas legal and regulatory trends relevant to our policy recommendations, including corporate governance and human rights (10<sup>th</sup> session), the overall framework and the impact of the EU's DSA and DMA(11<sup>th</sup> session), the EU's data regulatory framework and future outlook(12<sup>th</sup> session) and the Introduction to the EU's AI Act (13<sup>th</sup> session).

## ■ Cutting-Edge Business Seminar in Diet



【最先端ビジネスセミナー in 国会】 新経済連盟  
Japan Association of New Economy

-税金が高い国は減びる-

1. 日本の未来を考える (日本復活の秘策)
2. 地方創生2.0とふるさと納税の活性化

講師:三木谷 浩史 代表理事  
東栄グループ株式会社  
代表取締役会長兼社長

2/5 (水) 12:00-13:00  
会場:衆議院第一議員会館1階 多目的ホール

The "Cutting-Edge Business Seminar in the Diet," where member companies share their advanced technology-driven businesses and policy proposals with invited members of the Diet, started in 2018 and has been held 23 times so far. We also provide opportunities for business card exchanges between member companies and members of the Diet, which can be beneficial for future activities.

## ■ Evening Meetup! by JANE



This series of events is targeted for entrepreneurs & executives, providing easy interaction between young and seasoned business leaders. JANE board members also participate in each event, which is held generally in Tokyo. We plan to organize events that foster dialogue sparked by special sessions and build connections across industries and fields. (Light refreshments and drinks will be provided.)

## ■ Member gathering event



Golf tournaments and mahjong tournaments for the purpose of developing relationships among member companies. The tournament is held at a prestigious golf course in the near Tokyo area, and the mahjong tournament, led by M-League Chairman and Vice Representative Director Fujita, is held under competitive mahjong rules.

## ■ Art Action Forum



A flexible membership forum dedicated to exploring collaborations between art and business. We host exclusive previews of art events for executives, as well as seminars on the intersection of art and business. This year, we are once again organizing a tour to attend an art fair in Kyoto.

## ■ Overseas Business Delegation



A business tour for executives. In 2024, we sent a delegation to the Kingdom of Saudi Arabia and the Emirates of Dubai and Abu Dhabi in the United Arab Emirates. We plan to continue sending delegations in the future to encounter innovative and top-notch business and policy models.

## ■ Orientation for New Members



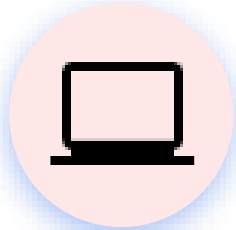
This orientation session, named “New Members Meetup!” is designed to show new members maximize their engagement with JANE by highlighting our activities and success stories. It is also a good opportunity for those who have recently been appointed as the new contact person of member company or want to stay up to date with JANE’s latest initiatives. Please feel free to join us!

## ■ Annual General Meeting and Reception



2025年3月13日、第15期定時社員総会を執り行いました

The annual general meeting of members is held every March. Following the meeting, a reception will be held, attended by Representative Director Mickey Mikitani, Deputy Representative Director Susumu Fujita, and many other executives from JANE. We look forward to seeing you at the venue.



## Apply

Fill out the enrollment form on the web. Application process can be completed online.

\*Please add your company's team mailing list as the second contact.

1



## Meeting

A 30-minute meeting with JANE secretariat team will be arranged.

2



## Approval

Membership will be granted after review and approval by the Board of Directors.

\*Board meetings are held annually in Feb, Mar, Jun, Sep, and Dec.

3



## Membership Fee

- Annual Membership Fee : ¥ 200,000
- Admission Fee : No charge

\*Member services, including seminar entry are provided at no additional cost (some actual costs may apply).

