EU-Japan Centre for Industrial Cooperation

一般財団法人 日欧産業協力センター



ANNUAL REPORT
2025FY
April 2025 > March 2026
Key activities and results

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Introduction

Foreword

A Year of Accelerated Change

The Japanese 2025–2026 fiscal year marked a pivotal period for European businesses in Japan, shaped **by geopolitical shifts, economic security policies, and Japan's push for a green and digital transformation**. Despite these challenges, Japan's strategic value for European companies endured thanks to its **political stability**, high **R&D spending, and alignment with EU priorities** (supply chains, AI, sustainability).
Against this backdrop, success in Japan demanded more than ever agility, local insight, and strategic partnerships.

The EU-Japan Centre: Navigating Change, Delivering Results

Over the period under review, the EU-Japan Centre **scaled up its initiatives** to help European businesses not just enter Japan but thrive in it. Underlining a few achievements:

- We facilitated nearly **2,600 meetings between European and Japanese companies** and we were instrumental in securing **10 partnerships agreements**;
- We welcomed **80 European SMEs to exhibit in key trade fairs in Japan**;
- We setup the **first ever EU Investment Forum** in Tokyo in March 2026;
- **We trained over 300 professionals** on Japan's business environment;
- **39 European and Japanese science and technology students** took part as **interns in Japanese and European companies** via the Vulcanus programme;
- We added **13 new sectoral market studies and 9 industrial policy reports**;
- We organised **10 policy events attracting over 3,500 participants**.

Our Commitment: Partnering for Long-Term Success

The EU-Japan Centre remains your **trusted ally** in this dynamic environment. Whether you are: a **corporate leader** seeking to **future-proof your Japan strategy**, an **SME entrepreneur** taking your **first steps in the market**, or a **policy maker** shaping **EU-Japan trade and innovation policies**, we provide the **expertise, networks, and practical tools** to help you **succeed in Japan, today and tomorrow**.
I invite you to **explore this report, join our upcoming business missions, training programmes and policy seminars**, by contacting our advisors via our website, LinkedIn account or e-mail to discuss how we can support your goals in Japan. **Follow us** for real-time updates on **market trends, funding opportunities and policy changes**.

With best regards,

MANUEL HUBERT
Managing Director, EU-side



Market Access Workshop

11
WORKSHOPS ORGANISED

Market Access Workshops are co-organised with local EU support organisations and they are designed to **help EU SMEs enter the Japanese market**. With a mixed on-site and online format, the core objectives of these workshops is to address topics related to sectorial opportunities, requirements, regulations and strategies, or cultural aspects.



The workshops address industrial and cultural topics covering sectors such as ICT/IoT, digitalisation, cleantech, robotics, biotechnology, medical devices and to provide insights about Japanese business culture and key business practices.

During the 2025 fiscal year, **11 workshops** were organised by the Centre in cooperation with local EU support organisations. Overall, **254 participants from 11 different partners from 9 countries** attended the workshops.

254 PARTICIPANTS IN TOTAL

11 PARTNERS FROM 9 DIFFERENT COUNTRIES

Invest in EU Hub

Launched in 2024, the Invest in EU Hub's **goal is to provide information to Japanese investors and companies about key EU-level investment opportunities** available to non-EU investors.

Activities

- Handling stakeholders enquiries
- Hosting webinars
- Organising events with the support of major EU-level institutions.

5

EVENTS ORGANISED
during 2025FY

565

ATTENDEES

NOTABLE EVENT:

EU Investment Forum in Tokyo, organised with the involvement of 22 Investment Promotion Agencies and the Delegation of the European Union to Japan. The event was attended by 145 participants

Topics

- sustainability
- digital policy
- cybersecurity
- investment screening
- foreign subsidies
- decarbonisation
- critical raw materials
- transport and automotive
- chemicals



Market Opportunities in Japan

Launched in 2013, the **EU Business in Japan (EUBIJ)** portal provides practical information for EU businesses in need of clear guidelines for trading with or investing in Japan or cooperating with Japanese partners. Over 500 reports and webinars have been released, spanning from cultural aspects to industrial sectors and regulations.

969
PARTICIPANTS

23
WEBINARS ORGANISED

13
MARKET INTEL REPORTS

MINERVA Policy Reports

Under the label "Minerva", the EU–Japan Centre for Industrial Cooperation publishes **annual reports** dealing with **policy intelligence issues** and the objective of helping EU industry and authorities to understand recent trends and developments in **Japan in different priority market segments.**

Authors and speakers were selected through competitive calls for proposals to ensure expertise tailored to specific topics, covering a broad range of sectors including AI, PFAS regulation, public-sector digitalisation, hydrogen, startups, solar supply chains, green steel, defence and robotics, with a strong focus on EU–Japan complementarities, regulatory developments, supply-chain resilience, innovation and potential areas for collaboration.

9
NEW REPORTS

3
EVENTS ORGANISED

EU-Japan Business Round Table

The **EU-Japan Business Round Table (BRT)** was established in 1999 to **foster communication between Japanese and EU industries and submit practical recommendations to the EU and Japanese Authorities**. It meets annually, alternately in Japan and in Europe. The 27th Annual Meeting took place on 16 April 2026 (in 2026FY) but with extensive preparations being made during the 2025FY.

For the first time, a joint **'Brainstorming Session'** was held to facilitate member input into the annual meeting's design. Hosted by Merck Biopharma Japan on 01 September 2025, it identified **themes and sectors the BRT could prioritise, ways to increase the impact of the working party recommendations and other potential changes**. Representatives of more than 50 companies and organisations submitted their ideas. The event concluded with a networking reception co-hosted by Merck and NEC.

Having taken on board the feedback received during the brainstorming session, a 'Kick-Off' Zoom call took place on 04 November 2025 to outline the 2026 annual meeting's themes and target sectors and a revised format for BRT recommendations and to hear the Authorities' expectations for the BRT and the latest developments in G-to-G and B-to-G discussions.





Policy Seminars

During the 2025FY, the EU-Japan Centre organised and co-organised a total of **10 webinars and seminars** (online and hybrid). The participants of these policy events were representatives from industry, think tanks, academia and government entities.

More than **3,500 participants** attended the various events.

The events addressed priority **topics** identified by the EU-Japan Centre as green transformation and clean transition were a key focus of the events, themes related to environment and energy, innovation and economic security were covered during events.

The seminars were organised mainly by the Centre's headquarters in Tokyo, in collaboration and co-hosted with external organisations. This contributed to a broader outreach and more efficient operations. During the 2025FY specific events were for instance implemented collaboratively with the US-Japan Council and the Japan Business Council in Europe (JBCE).



10

SEMINARS



3.5k

PARTICIPANTS

EU2JP

EU2JP Food, Green and Digital are **three online platforms promoting EU SMEs and their activities entirely in Japanese language**.
EU2JP Green and EU2JP Digital were launched in 2024 following the success of EU2JP Food.



23

EXPRESSIONS OF INTEREST



50+

BUYERS IN ACTIVE COMMUNICATION



70k+

PAGE VIEWS



27

NEW REGISTERED COMPANIES

Get Ready for Japan

This two-part programme equips participants with an in-depth understanding of Japanese business practices, helping them prepare successful market entry in Japan. It combines online learning with immersive on-site experiences, including tailored Individual Company Meetings with Japanese companies.

23
PARTICIPANTS

61
B2B MEETINGS ORGANISED

In the 2025FY, **two editions** of the "Get Ready for Japan" (GRFJ) programme were organised allowing managers from **23 EU SMEs** to delve deeply into Japan's business and cultural landscape, enriching their professional perspectives and opening doors to new international possibilities.



Online lectures covered a wide range of topics, including Japanese culture, society and economy, intercultural communication and business practices and trends. The on-site programme in Tokyo provided first-hand exposure to Japan's business environment through workshops, seminars, corporate visits and tailored Individual Company Meetings. In particular, the one-to-one meetings helped participants exploring potential partnerships, supporting their business development efforts in Japan, and strengthening their understanding of the Japanese market.

World Class Manufacturing

The **World Class Manufacturing (WCM)** training programme provides European manufacturing leaders with an in-depth understanding of Japanese manufacturing methods and production philosophies. Central to these approaches is the concept of *kaizen*—continuous improvement—which drives process optimisation, operational excellence, and enhanced product quality across all levels of manufacturing.

In February 2026, the **55th edition** of the programme was held in Japan's Chubu region, one of Japan's most important manufacturing hubs. During the five-day course, **24 participants** attended expert-led lectures, practical workshops, group exercises, reflection sessions and visits to leading Japanese companies such as Honda Motor Co., AVEX Inc., Aktio Inc. and Mifune Corporation.

The success of the programme is highlighted by the enthusiastic feedback received from participants, which underscores the **effectiveness of this intensive programme in tackling operational challenges and inspiring concrete plans** to enhance performance within their own organisations.





Alumni Get-Together

On 19 March 2026 an **Alumni Get-Together** event was held at Europa House in Tokyo. The event took place immediately **after the graduation ceremony of the Vulcanus in Japan 2025-2026 cycle**. A small reception was also held for 75 people, including current students, alumni, guests from host companies, language school teachers and market research coaches.



PARTICIPANTS IN TOTAL

Former **alumni and current students exchanged** opinions with each other, sharing their work **experiences in Japanese companies and discussing how they improved their practical skills** through specific work experiences. Students received valuable advice for their future studies and career paths.



TOTAL EVENTS ORGANISED

On 26 March 2026, **alumni** of the **Get Ready for Japan (GRFJ) and World Class Manufacturing (WCM) training programmes** came together for a lively first-edition Get-Together event entitled "Alumni Success Stories from our Training Programmes".

The initiative showcased how **knowledge and experience gained in Japan were successfully translated into practical insights and organisational value**, demonstrating the lasting impact of the of the Centre's programmes for professionals.

A total of 28 alumni participated, including 11 former participants from GRFJ and 17 from WCM, creating a platform for knowledge exchange and celebration of programme achievements.



ALUMNI PARTICIPANTS

Following opening remarks from the Centre's EU-Side Managing Director, representatives from organisations whose alumni had joined earlier programme shared first-hand perspectives.

Lastly, a closing keynote speech explored alumni experiences through the lens of Japanese long-term thinking, innovation and AI.

Business Infodesk

The infodesk answers queries from EU companies and **provides support in navigating the Economic Partnership Agreement (EPA)**. In case the answer is not available in-house, the EU-Japan Centre will direct the inquirer to relevant existing online information.



INQUIRIES INCLUDING 14 ON EPA

Innovation & Technology Cooperation Helpdesk



PARTICIPANTS IN 5 EVENTS

The EU-Japan Innovation and Technology Helpdesk collected and managed **49 inquiries from EU and Japanese entities.**

Through the Innovation & Technology Cooperation Helpdesk (EJITCH) project the Centre organised **6 events** - 2 of which were online - that were **attended by around 200 people**.

The EJITCH also provides matchmaking and Business Missions support.

Logistical Support

Free logistical support and business assistance in the Centre's office in Tokyo, for up to 1 month.

As part of the "Step in Japan" initiative, **A desk is offered so that SMEs can rapidly kick-start their activities in Japan** without needing a full office.



SMEs WELCOMED

JTPP Helpdesk

The **Japanese Public Procurement Helpdesk (JTPP)** offers a comprehensive suite of **free support services** to help EU SMEs successfully engage with Japan's public procurement market and navigate the fiscal complexities of doing business in and with Japan.

In the 2025FY, the Helpdesk's Ask-the-Expert service responded to **19 inquiries** on public procurement and tax-related matters, **reflecting strong demand for tailored guidance**.

The **Weekly Tender Digest Newsletter**, which highlights current business opportunities in Japan's procurement landscape, saw its subscriber base increase steadily and reached a total of **175 subscribers**.

A series of webinars and training sessions were organised by the Centre, focusing on key topics such as consumption tax, procurement practices, and how to identify business opportunities.

Additionally the JTPP supported the organisation of the Centre's Defence Business Mission.



19

INQUIRIES



5

WEBINARS



175

SUBSCRIBERS

Business Missions

To support EU SMEs internationalisation towards Japan, the EU-Japan Centre organises **yearly sponsored Business Missions to Japan** in six sectors: Biotech, Digital, Defence, Space, Nanotech, Smart Factory & Robotics, and Green Tech.

The Centre organises business missions from Europe to Japan for the **purpose of supporting the internationalisation towards Japan of EU SMEs, clusters and other companies**.

The missions last four days and allow participating companies and clusters to exhibit on a trade fair in the EU-Japan Centre booth.

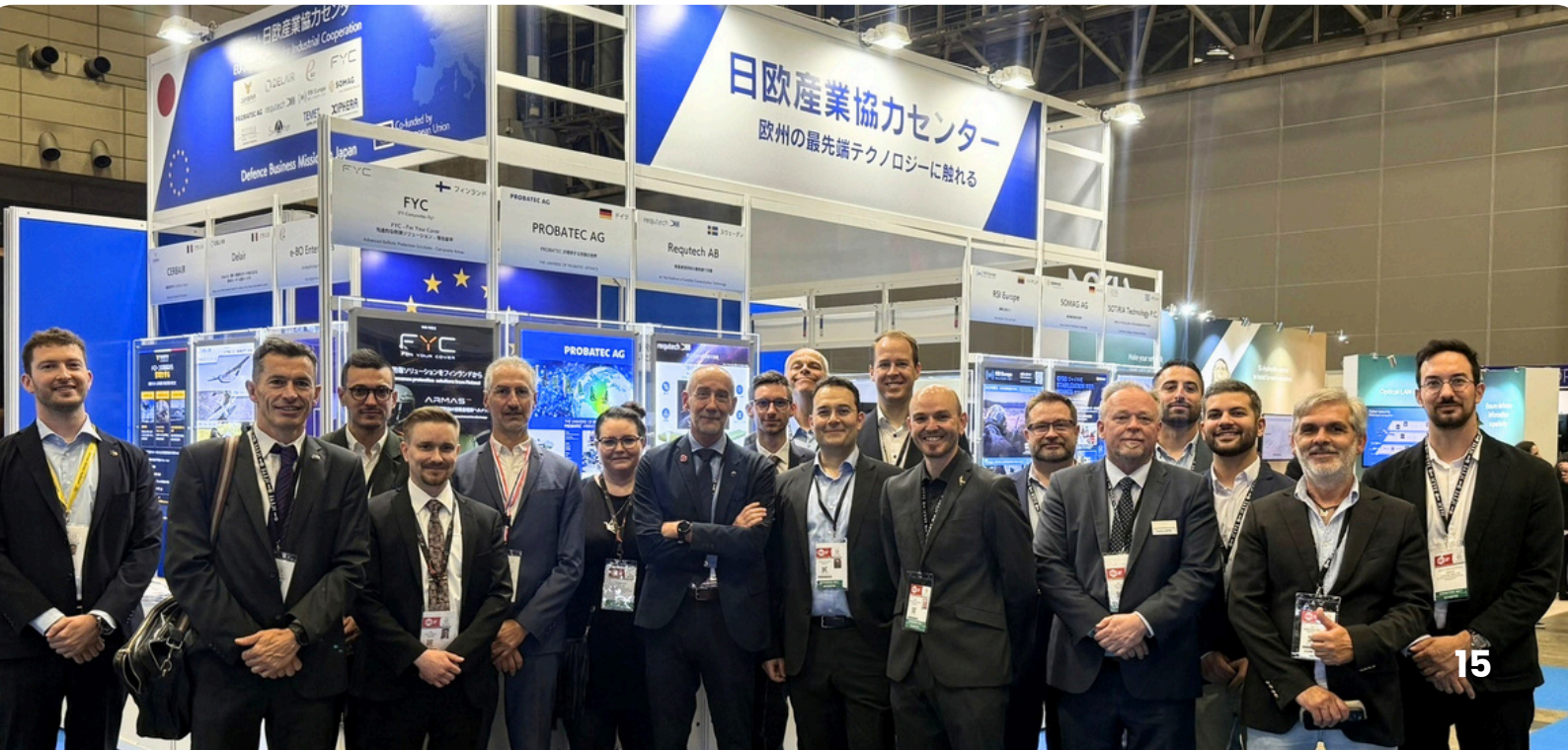
These missions can include B2B matchmaking and/or pitching events **tailored to their needs** - both online and on-site - depending on what the trade fair offers.

Missions are implemented with support from Enterprise Europe Network (EEN) Japan.



6
MISSIONS IN 6 DIFFERENT SECTORS

80
COMPANIES AND CLUSTERS WELCOMED



International Joint Projects

638
PARTICIPANTS

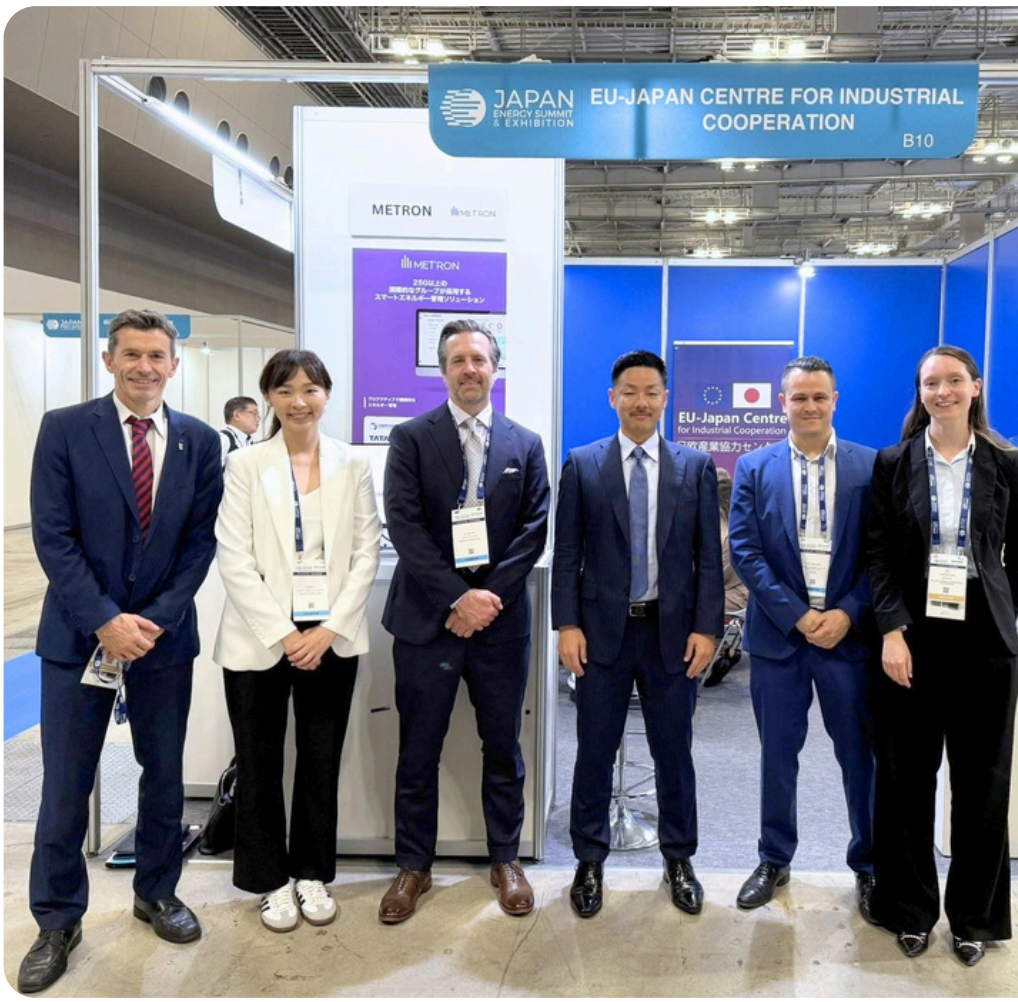
37
MEETINGS ORGANISED

3
EVENTS ORGANISED

12
INQUIRIES RECEIVED

This service aims at **facilitating EU-Japan business cooperation in foreign markets** such as Southeast Asia, Africa or Ukraine. The objective is to provide more opportunities for EU-Japan business partnerships.

The type of projects covered can take various forms such as joint ventures, consortia, merger & acquisition or contractor/supplier agreements. Such projects are often conducted in partnership with local companies and public entities and can also be referred to as trilateral business cooperation.



Enterprise Europe Network in Japan

The EEN helps EU businesses innovate and grow on an international scale. It is **the world's largest support network for small and medium-sized enterprises** (SMEs) with international ambitions. Since 2011, the EU-Japan Centre has been the EEN representative in Japan.

10
PARTNERSHIP AGREEMENTS

31
ADVISORY AGREEMENTS

9
WORKSHOPS

24
B2B EVENTS ORGANISED

431 JAPANESE COMPANIES ATTENDED EVENTS

12 INFORMATION EVENTS

2,573 MEETINGS FACILITATED

33 JAPANESE COMPANIES PROMOTED IN THE EU
+ **39** EU COMPANIES PROMOTED IN JAPAN

Implementation of activities for awareness building in Japan, such as **sending monthly e-alerts to 3,000 recipients in Japan** and co-organising 11 information events with local partners.

Similar approach in Europe with the co-organisation of 9 sectoral and cross-cultural **online or onsite workshops.**

This multi-front approach resulted in 10 partnerships agreements signed, with a further 31 advisory achievements registered (measurable outcomes achieved by SMEs following in-depth advisory services provided by EEN).

Regional & Cluster Cooperation Helpdesk

The **Regional & Cluster Cooperation Helpdesk (EJRC)** is a platform promoting regional cooperation, fully exploiting the EU-Japan Economic Partnership Agreement (EPA) and the EU-Japan Partnership on Sustainable Connectivity.

Such **cooperation** in industry, trade, investment, innovation, tourism, and people-to-people mobility is **bilateral between EU and Japanese stakeholders**, but it may also include countries in Africa, South-East Asia, Latin America, as well as EU's neighbouring countries.

The EJRC Helpdesk provides relevant information and supports regions, prefectures and clusters looking for European and Japanese partners to establish new cooperation and reinforcing existing cooperation.

13
INQUIRIES

4
WEBINARS

17
NEW CLIENTS

Team Europe

14
EVENTS/JOINT ACTIVITIES ORGANISED UNDER TEAM EUROPE SUPPORT

Coordination with Member States Trade Promotion Organisations (TPOs) to facilitate discussion and promote collaboration. Activities include **collaboration on planned Business Missions and Matchmaking Events**, presentations on the EU-Japan Centre's services to visiting TPO delegations (3 presentations made), and information sharing. The EU-Japan Centre **shared its booth with one TPO** and its companies during a mission.

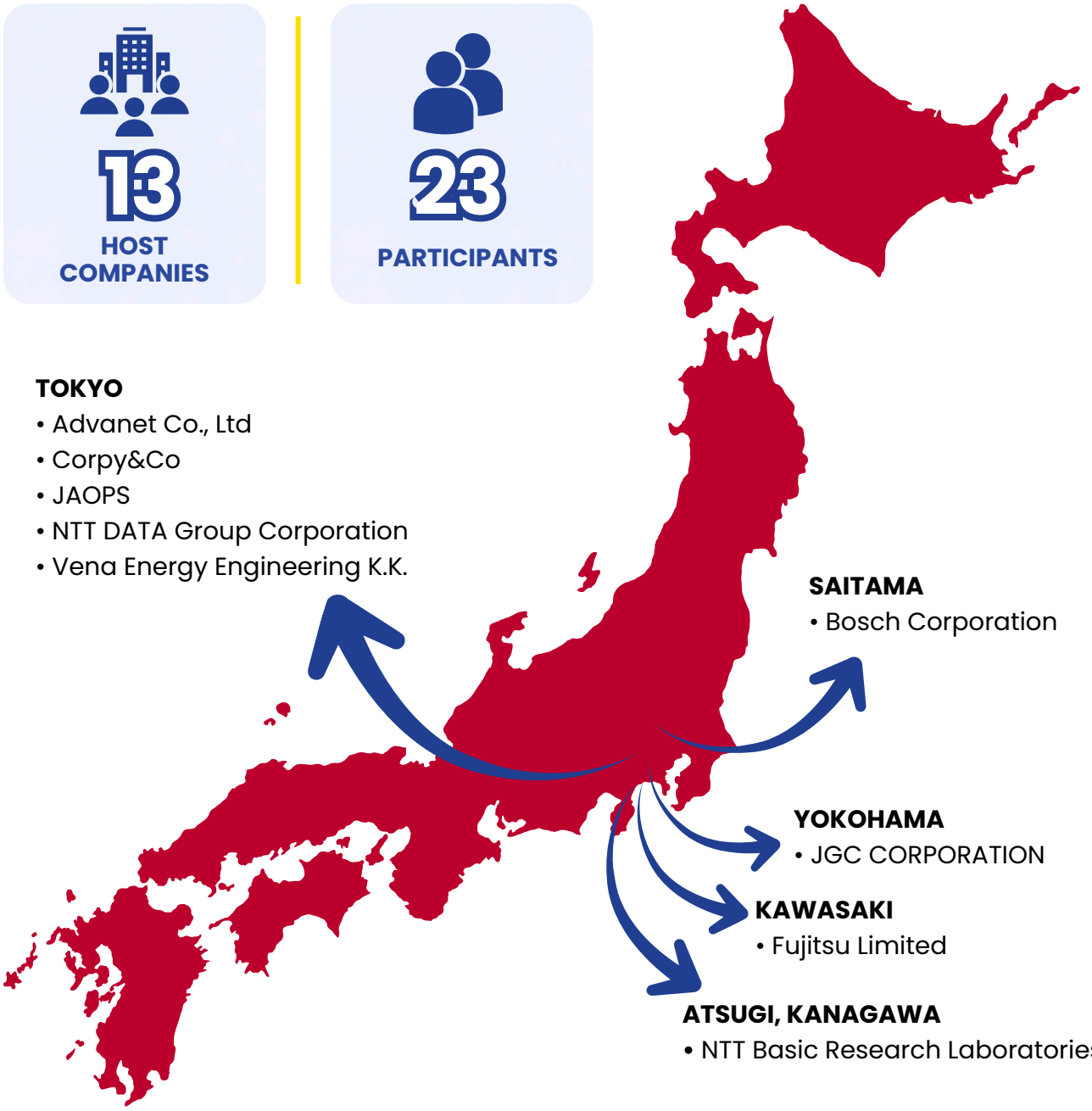
Vulcanus in Japan

Vulcanus in Japan is a programme offering an 8-month stay in Japan to university students of STEM faculties. It is open to EU nationals and to citizens of countries associated with the Single Market Programme, SME Pillar.

The programme runs from August to March and consists of a two-month intensive Japanese language course, followed by a six-month traineeship in a company.

13
HOST COMPANIES

23
PARTICIPANTS



TOKYO
- Advanet Co., Ltd
- Corpy&Co
- JAOPS
- NTT DATA Group Corporation
- Vena Energy Engineering K.K.

SAITAMA
- Bosch Corporation

YOKOHAMA
- JGC CORPORATION

KAWASAKI
- Fujitsu Limited

ATSUGI, KANAGAWA
- NTT Basic Research Laboratories

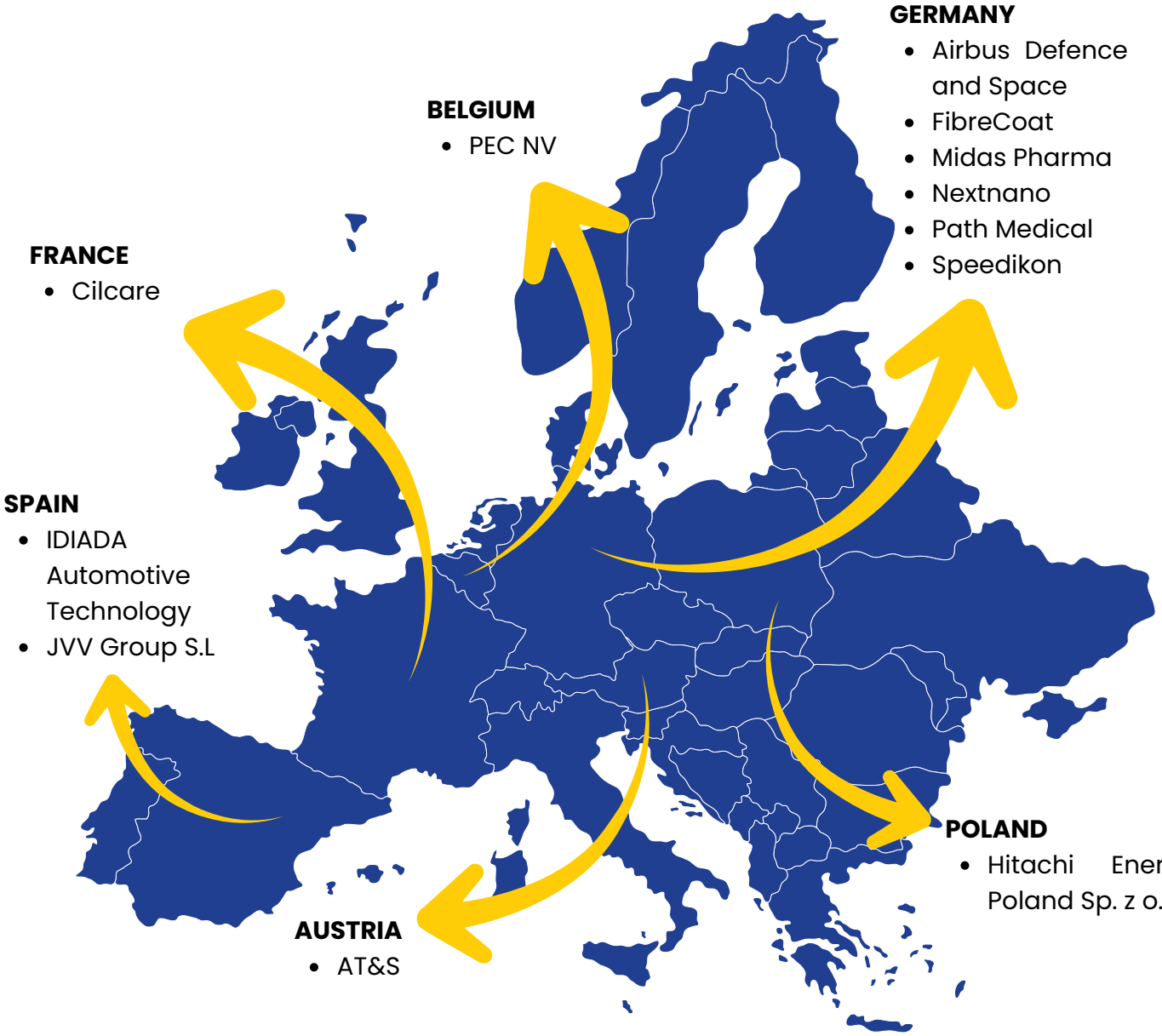
Vulcanus in Europe

The **Vulcanus in Europe interns bring a Japanese perspective to their EU-based host company,** while contributing to its R&D projects, and assisting in the development of its business with Japan.

The programme - solely financed by METI - has two phases: a three-month language course to learn the language spoken at the host company, followed by a six-month internship from mid-September to mid-March.

12
HOST COMPANIES

16
PARTICIPANTS



GERMANY
- Airbus Defence and Space
- FibreCoat
- Midas Pharma
- Nextnano
- Path Medical
- Speedikon

BELGIUM
- PEC NV

FRANCE
- Cilcare

SPAIN
- IDIADA Automotive Technology
- JVV Group S.L

POLAND
- Hitachi Energy Poland Sp. z o.o.

AUSTRIA
- AT&S

Newsletters

EU-JAPAN NEWS

Flagship newsletter of the EU-Japan Centre launched in 2003 and containing information about our support and activities, as well as EU-Japan-related news and features on topics of interest to EU and Japan businesses and public bodies.

JAPANESE POLICY AND REGULATORY DEVELOPMENTS NEWSLETTER

Monthly review of key developments in Japanese industry and government policy.

ABOUT JAPAN E-NEWS

Monthly newsletter on business-related information about Japan for the benefit of EU companies.

JAPAN TAX AND PUBLIC PROCUREMENT WEEKLY TENDER DIGEST

Weekly summary aimed at EU SMEs, of selected Japanese public tender notices.

JAPANESE TECHONOLOGY & INNOVATION MONITORING WATCH

Quarterly overview of key developments taking place in Japan in the last three to four months surrounding various technological sectors, including digital technology, robotics, green technologies, and aerospace.

JAPANESE ECONOMIC AND BUSINESS WEEKLY NEWSLETTER

Weekly review of economic and business news from Japan based on various Japanese newspapers, public authorities and businesses' websites. This newsletter aims to provide information in the context of EU-Japan industrial cooperation.

Overall distribution of 6 newsletter topics and social media content **reached a total of 26,992 followers** among different platforms as X (2,859 followers), LinkedIn (22,853 followers), Instagram (836 followers) and YouTube (444 subscribers)



Join over 14,000 subscribers and stay updated on the Centre's latest activities!





EU-Japan Centre
for Industrial Cooperation
一般財団法人
日欧産業協力センター



Co-funded by
the European Union

Editor: Enrico Marino
e.marino@eu-japan.eu