



MASAKAZU TOYODA

Mr. Masakazu Toyoda currently serves as the Chairman and CEO of the Japan Economic Foundation (JEF), as well as Special Advisor to the Institute of Energy Economics of Japan and Director of the Pacific International Center for High Technology Research.

He is the former Chairman and CEO of the Institute of Energy Economics (2010-2021); served also for nearly a decade on both the Board of Governors of the Oxford Institute of Energy Studies (2012-2021); and the International Advisory Board Council of the King Abdullah Petroleum Studies and Research Center (KAPSARC) in Saudi Arabia (2011-2019).

During his distinguished government career, he served in numerous key positions within the Ministry of Economy, Trade, and Industry of Japan culminating in his service as Vice Minister for International Affairs (2007-2008). He also subsequently served as Secretary General of the Secretariat for Space Policy in Japan's Cabinet Secretariat.

Mr. Toyoda holds a Master of Public Affairs degree from the Woodrow Wilson School of Public and International Affairs at Princeton University (1979), and an undergraduate Bachelor of Law degree from the University of Tokyo (1973).



NAOYUKI HARAOKA

Mr. Naoyuki Haraoka has been Executive Managing Director of the Japan Economic Foundation (JEF) since 2007. After graduating the University of Tokyo in 1978 (Bachelor of Economics), he joined MITI (Ministry of International Trade and Industry) of Japanese government. Having been posted in the industrial policy section and the international trade

policy section for a few years, he was enrolled in a two year MPA (Master of Public Administration) programme at Woodrow Wilson School of Princeton University in the US on a Japanese government sponsorship. After having acquired MPA at Princeton, he rejoined MITI in 1984 as an economist. Since then he had been posted as Deputy Director and Director of a number of MITI divisions including Research Division of International Trade Policy Bureau. He was also posted in Paris twice, firstly, Principal Economist of Trade Bureau of OECD (Organization of Economic Cooperation and Development) from 1988 to 92 and secondly Counselor to Japanese Delegation of OECD from 1996 to 99. After coming back to MITI from his second stay in Paris, at the occasion of the government structural reform in 2001 when MITI was remodeled as METI (Ministry of Economy Trade and Industry) he joined the efforts to found METI research institute, Research Institute of Economy Trade and Industry as its Director of Administration. He became Chief Executive Director of JETRO San Francisco in 2003 and stayed in San Francisco until 2006. He was Director-General of METI Training Institute from 2006 until July, 2007 when he left METI permanently.

YUKARI NIWA YAMASHITA

Yukari Niwa Yamashita is a Managing Director for the Institute of Energy Economics, Japan (IEEJ), in Charge of the Energy Data and Modelling Center which is responsible for quantitative and qualitative analyses on energy policy issues. Her team's analyses and recommendations contribute greatly to debates and policy making for Japan and international communities such as ERIA, APEC and IEA. The annual IEEJ's Outlook is globally recognized for its timely analyses and pragmatic approach towards climate change.



She has been serving as a member of various government councils and committees in the fields of energy and science & technologies. Recent examples include a committee on nuclear policies and WG on global warming countermeasures. She also led miscellaneous international and regional programs in the area of energy cooperation through IEA, APEC, ERIA and IPEEC. She is a visiting professor at Kyushu University.

She served as the 2020 President of the International Association for Energy Economics (IAEE) and continues to support IAEE activities.

She is married with two daughters and four adorable grand children.

Her favorite way to spend weekend is gardening, especially with her moss garden (“koke-niwa”) and roses.



KATSUJI SUGIMORI

Katsuji Sugimori is an executive officer, Chubu Electric Power Company and is currently on secondment to Eneco, a Dutch utility company, where he serves as a director. He also serves as a director at Chubu Electric Power Company

Netherlands which is the investment arm of Chubu Electric Power Company. While serving as Deputy Division CEO of Global Business at Chubu Electric Power Company, he was responsible for the international project development, M&A and asset management in relation to the renewable energy including offshore wind, hydropower, geothermal power, transmission and distribution and retail businesses.

He has over 30 years' experience in the energy sector. He also covers thermal power and LNG.

His specific experience is as follows;

- ✓ Development, construction and operation of a Mexican IPP as a technical vice president
- ✓ Freeport LNG (US) development
- ✓ Construction of a combined cycle power plant with an LNG terminal in Japan as construction manager

He holds a bachelor's degree in mechanical engineering from Kyoto University.



HIROAKI MIYAMOTO

Hiroaki Miyamoto is Professor at Hitotsubashi University's Institute of Economic Research (currently on leave) and Chief Economist at the Policy Research Institute of the Ministry of Finance in Japan and. He previously served as an economist in the Fiscal Affairs Department of the International Monetary Fund. His research spans macroeconomics, labor economics, and the Japanese economy, and his work appears in leading journals including the *Journal of Monetary Economics* and the *Review of Economic Dynamics*. Dr Miyamoto's insights on Japan's economic landscape have been featured by The Wall Street Journal, Bloomberg, East Asia Forum, and Nikkei. He earned his Ph.D. in Economics from the University of Wisconsin–Madison.



Akihiko TAMURA, S.J.D.

Dr Akihiko (“Aki”) TAMURA was appointed Director General of JETRO in France in August 2023, seconded from the Ministry of Economy, Trade & Industry (METI). He has a strong expertise in international political economy, global governance, international economic law, regional integration (EU and Asia in particular), and China.

Prior to joining JETRO he was Councilor in charge of the TPP (Trans-Pacific Partnership) at the Cabinet Secretariat of the Japanese government. He spent more than 30 years at METI serving, among others, as Director-General for Trade Policy and Chief Negotiator for the Regional Comprehensive Economic Partnership (RCEP).

Dr Tamura was also a Legal Affairs Officer at WTO and First Secretary at the Japanese Embassy in the United States of America. He also worked in Beijing as General Manager at the Japan- China Economic Association.

Dr Tamura was born in Tokyo in 1966. He holds a bachelor's in law from the University of Tokyo, a Master of Laws (LL.M) from Harvard Law School and a Doctor of Juridical Science (SJD) from George Washington University Law School.

14th Europe-Japan Forum

French Speakers



Anne-Gabrielle Heilbronner

Anne-Gabrielle Heilbronner is President of the Aspen Institute France and Secretary General of Publicis Groupe, where she has been a member of the Directoire since 2012. In this capacity, she oversees legal affairs, compliance, human resources, internal audit, risk management, corporate governance, CSR, and major international M&A activity.

A graduate of ENA, Sciences Po, ESCP Business School, and holder of a postgraduate degree in law, she began her career at the French Treasury before joining the Inspection Générale des Finances. She later served in ministerial cabinets for the Minister of the Economy and the Minister of Foreign Affairs. She held executive roles at Euris/Rallye, SNCF, and Société Générale CIB, and served as Chair of the Women's Forum from 2017 to 2024. She currently sits on the boards of Orange and SANEF. She is a Knight of both the Legion of Honour and the National Order of Merit.



Philippe Manière

Philippe Manière is President and co-founder of Vae Solis Communications, a strategic advisory firm specializing in high-level communication, public affairs, and media training for business and institutional leaders. Prior, he spent two decades in journalism, including as economic editor at Le Point and editor-in-chief of L'Expansion, two of France's most influential publications.

From 2004 to 2008, he served as Managing Director of the Institut Montaigne, where he significantly expanded the think tank's reach, resources, and policy influence. A longstanding advocate for informed public debate and liberal democratic values, he is also a member of the executive board of Aspen France and sits on the board of the French-American Foundation. A graduate of ESSEC Business School and Paris II-Assas, Philippe Manière was named a Knight of the Legion of Honour in 2009.



Sophie Boissard

Sophie Boissard is Chief Executive Officer of the Clariane Group, a major European provider of healthcare and long-term care services. She has held this role since 2016 and was reappointed for a further term in 2024. She also chairs the Clariane Foundation, which focuses on aging and intergenerational inclusion, and serves on the Supervisory Board of Allianz SE.

A graduate of the École Normale Supérieure (Ulm) and the École nationale d'administration (ENA), Boissard began her career at the Conseil d'État before holding senior positions in the French Ministries of Labour, Employment, and Economy. In 2008, she joined SNCF, where she created and led the Gares & Connexions division, and later served as Director of Strategy and Real Estate for the group.

French Speakers



Dennis Ferrand

Denis Ferrand is Executive General Manager of Rexecode, an independent French institute for economic research, where he has served in various roles since 2000 and as Director General since 2008. His work focuses on macroeconomic forecasting, competitiveness, and economic policy analysis, and he is a regular columnist for Les Échos. He holds a doctorate in international economics from Université Pierre Mendès-France in Grenoble, with research conducted in Thailand and South Korea.

Ferrand has taught economic forecasting at the Institut de Gestion de Patrimoine at Paris-Dauphine and contributes to numerous institutional bodies. He is a member of the Conseil National de l'Industrie and the Conseil d'Orientation pour l'Emploi, and serves on the Economy, Competitiveness, and Finance Commission of MEDEF. From 2016 to 2020, he was President of the Société d'Économie Politique, where he now continues to serve as Vice President.



Laurent Saint Martin

Laurent Saint-Martin is currently Minister Delegate for Foreign Trade and French Nationals Abroad in the French government, appointed in December 2024. He previously served as Minister Delegate for the Budget and Public Accounts. A graduate of EDHEC Business School, his professional trajectory has included both public service and private sector roles, with a focus on economic development, innovation, and international competitiveness.

He began his career at Oséo, later joining Bpifrance and Euronext, where he was Director of IPOs and corporate relations. Elected to the French National Assembly in 2017, he represented the 3rd constituency of Val-de-Marne and served on the Finance Committee, where he was General Rapporteur from 2020 to 2022. In 2023, he was appointed Director General of Business France, a position he held until his entry into government.

He has also served as an elected regional councillor in Île-de-France since 2021, contributing to regional economic and innovation strategies.



Maxime Sbaihi

Maxime Sbaihi is Strategic Director of ClubLandoy, a publication initiative of Groupe Bayard dedicated to demographic and intergenerational issues. Concurrently, he serves as Associate Expert in Economics & Demography at Institut Montaigne, where he also held the role of Head of French Research. His work focuses on the economic and social implications of population aging and long-term policy planning.

Earlier, he was Managing Director at Brunswick Group and Euro-Area Economist at Bloomberg's London office (2014–2018), following his start at OddoBHF. Sbaihi is a regular columnist for L'Opinion and author of *Le Grand Vieillissement* (2022), a significant contribution to public discourse on aging. He holds degrees from ESCP Business School and Université Paris-Dauphine, and is an alumnus of the Aspen Institute France's Young Leaders Engagés program.

French Speakers



Louis Schweitzer

Louis Schweitzer is a distinguished French senior civil servant and business leader whose career bridges high-level public service and international industry. He is a graduate of Sciences Po and the École nationale d'administration. He began his career at the French Treasury and served as Chief of Staff to Prime Minister Laurent Fabius (1981–1986).

Schweitzer joined Renault in 1986, rising to CEO and Chairman from 1992 to 2005, and played a pivotal role in establishing the Renault–Nissan Alliance. He subsequently chaired AstraZeneca France (2005–2012), AB Volvo (2001–2012), and France's anti-discrimination authority HALDE (2005–2010). From 2011 to 2020, he was President of Initiative France. Currently, he holds multiple board-level and advisory roles, including Vice-Chairman of Ifri's Board of Directors, President of the Fondation Droit Animal, Éthique et Sciences, and Special Representative for the French Foreign Minister for Japan.