Operating Structure



Advisory Board (Advisory body)

- Daisuke Tsuchiya (Brunswick Group)
- Tsukiko Tsukahara (Kaleidist)
- Renge Jibu (Tokyo University of Technology)

Secretary Office

Shiseido

Steering Committee (Decision-making body)

- Chair Masahiko Uotani (Shiseido)
- Vice Chair Haruko Nagayama (Deloitte Tohmatsu Group)

- Takashi Hibino (Daiwa Securities Group)
- Akiyoshi Koji (Asahi Group Holdings)
- · Yukari Suzuki (Shiseido)
- · Yoshio Hishida (Sumitomo Mitsui Trust Asset Management)
- Teruo Fujii (The University of Tokyo)

Reporting

Reporting

Feedback · Discussion

Operating Team Meeting

Steering Committee members, Working Group leads, Government officials, PR Office, Secretary Office etc.

PR Office

Shiseido Brunswick Group

Working Groups (Executive body)

TOPIX President's Committee

Chair: Masahiko Uotani (Shiseido)

Investor Group

Chair: Yoshio Hishida (Sumitomo Mitsui Trust Asset Management)

University Group

Chair: Teruo Fujii (The University of Tokyo)