

## **Declaration issued by the 57th Kansai Economic and Management Summit**

At the 57th Kansai Economic and Management Summit, we conducted discussions under the theme of “Challenges for Kansai: Conditions for Moving Forward” and confirmed our basic stance of creating the future ourselves. Moreover, we gained a common understanding that Kansai must communicate the vision for the “future society filled with hope” to the world, in anticipation of the World Expo 2025 that will be held in Osaka, Kansai. We thus declare the following:

1. As technological innovations and borderless economies advance and transform the definition of globalization, we will respond to the changes appropriately and survive the intensifying global competition without clinging to the past successful models. We will recognize the new risks arising from the “my country first” politics and take measures to advance the global management. In addition, we will learn from the recent scandals of Japanese companies to improve compliance awareness and establish an effective governance structure.
2. We acknowledge that we are lagging in digitalization and recognize that we cannot survive without understanding the essence of “digital society.” Instead of making digitalization the goal, we will use it as a corporate growth strategy and a means of improving the convenience of society, and aim beyond the existing framework. We will promote industrial–academic–governmental collaboration to develop an effective system to train and utilize human resources that lead the digital society. We will also address the diversification of personal values and aim for the realization of a “prosperous, trustworthy digital society” through open innovation.
3. We will neither stop at associating SDGs with our business activities nor fear the reform of the existing framework. We will instead consider them as an opportunity and create businesses that are inspired from social issues. In anticipation of the Expo 2025 Osaka, Kansai, Japan, we will cooperate with the state and local governments, polish our game-changing ideas, and promote open cooperation that goes beyond each company's technology and resources, in order to solve social issues and help companies grow.
4. To respond to the population decline and social security problems, we will improve the productivity and aim for an age-free society where people of all ages can make use of their motivation and abilities according to their wish. Therefore, we will pursue flexible employment, such as diversification of recruitment processes, employment of seniors, and promotion of health and productivity management. On the other hand, independent career formation is required of workers, and cooperation between companies and universities is necessary to develop such environment. We will also go beyond the age and expand such initiatives to diversity management, allowing diverse human resources to work actively, regardless of gender or nationality. We will, thus, acquire competitive advantages to survive the changes in the business environment.
5. In anticipation of the opening of the Linear Chuo Shinkansen and the formation of a super-mega-region, we will strengthen Kansai's appeal and uniqueness from the viewpoint of “Look West” and increase the presence as a global city. We will also work on promoting the opening of the entire Hokuriku Shinkansen line earlier and developing the Shin-Osaka Station, which will become a hub for growth and development in cooperation with western Japan, and aim for the creation of exchange infrastructure on land, on sea, and in air. For the present, we will optimize the use of existing infrastructure, such as the three airports and urban trains, and improve the local

disaster prevention capacities in preparation for the Expo 2025 Osaka, Kansai, Japan, and other international events.

6. Considering the current inbound tourism expansion and new community development in the area as an opportunity, we will create long-term public-private visions and promote tourism and community development comprehensively, in order to improve Kansai's appeal and create new values. We will further pursue innovative, sustainable development of Kansai as a metropolitan area by balancing economic development and regional symbiosis through promoting high-quality tourism/culture and creating new industries, while disseminating our development worldwide. We will immediately begin demonstrative experiments, in order to make the Expo 2025 Osaka, Kansai, Japan, a “test site of future society,” not bound by convention or rules and pass down its legacy to further develop Kansai.

In addition to the above points, we request the government to quickly implement the area development plan approval process, so that MICE/IR facilities, which Osaka is attracting to Yumeshima, can open before the World Expo, from the viewpoint of promoting tourism-oriented Kansai. We also request the quick reopening of nuclear power plants whose safety has been confirmed, the promotion of regional revitalization and decentralization reform, and the quick realization of primary balance surplus. Furthermore, as part of the business world, we will promote lifelong sports in anticipation of the golden sports years.