

https://www.kankeiren.or.jp/English/

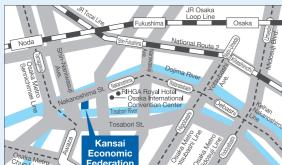






•Representing dynamism and sense of speed through the design based on the form of a bird so as to impart the image of the rapid development toward the future

Logo Color [Kokihanada Indigo Blue] Indigo blue has the special property of resistance to color change or fading. Kankeiren adopted indigo blue as its symbol color to convey the impression that Kankeiren is an organization that holds to firm principles and timeless values, while remaining responsive to changing times.



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September2023



Forging a New Era as "One Kansai"



Masayoshi Matsumoto Chairman, Kansai Economic Federation

The Kansai Economic Federation (Kankeiren) was established in October 1946 as a comprehensive economic organization made up of individual economic organizations, businesses, and other entities, its original mission was to represent the Kansai business community's views on economic revitalization, thereby helping to rebuild Japan's economy, which had been ravaged by the Second World War.

Since then, the Kankeiren has contributed greatly to the economic development not only of the Kansai region but all of Japan by engaging in a wide range of activities: for instance, promoting such major Kansai-based projects as establishing Kansai International Airport and Kansai Science City; promoting international exchange and interaction primarily with the Asia-Pacific region; and formulating policy proposals to strengthen industrial infrastructures and encourage the self-reliance and development of local communities.

We celebrated our 70th anniversary in 2016, with the number of our members growing to approximately 1,300.

The environment surrounding Japan is undergoing significant changes. This includes shifts in the financial policies of various countries, significant fluctuations in exchange rates, and the rising costs of energy, food, and other commodities caused by the Russian invasion of Ukraine. There is now also a keen awareness of the need to address economic security issues in response to geopolitical risks in various regions. At the same time, however, positive signs are also beginning to emerge, such as society moving into an era of coexistence with COVID-19 and economic activities beginning to normalize.

Amid such conditions, for the Kansai economy to get back on a robust growth trajectory, resolute initiatives need to be implemented while anticipating the development strategy over the medium to long term.

The Kankeiren created a long-term vision in December 2020, our first in twelve years, titled Kansai Vision 2030. The vision, whose basic concept is "Kansai: a pioneer region, with the spirit of the first penguin," defines what we want Kansai to be, what Kansai should be in 2030: "An economy that is open and creates original values," "a stage that attracts people," and "front lines of new social models." It also sets out the direction of the Kankeiren's activities for achieving this vision in the form of the "7 Arrows."

During the last fiscal year, we launched Medium-Term Plan Phase 1 (FY2022-2024), a new medium-term plan based on our vision, and the current fiscal year, which is the second year of the plan, is an important year for us. We will continue achieving concrete results while maintaining a keen understanding of changes occurring in the world. We will also continue to take actions for future growth, including initiatives based on the Kansai DX Strategy 2025, efforts to realize economic growth through GX, and the creation of innovation during Umekita Phase 2, while also supporting corporate initiatives to realize the Kansai D&I Vision. We will also actively communicate our unique Kansai views on problematic issues that the Kankeiren is aware of, such as quarterly disclosure systems and other corporate systems, as well as the state of the national and local governments. In addition, we will work to further strengthen our interactive connection with the world, with a focus on the efforts on the Asia Business Creation Platform (ABC Platform).

Going forward. Kansai will be in the spotlight nationally and globally thanks to the early opening of the Umekita Phase 2 Development Area in 2024; the World Expo 2025 in Osaka, Kansai: the World Masters Games 2027 Kansai; the opening of the Integrated Resort (IR), the zone development plan for which we recently received approval; and a number of other large events that the region will host. The Kankeiren, too, is committed to demonstrating the "spirit of the first penguin," and while prepared for speedbumps along the way, we are convinced that a bright new future can be forged by uniting as "One Kansai" to play a pioneering role.

Your ongoing understanding and cooperation regarding our activities are very much appreciated.

August 2023

About Kankeiren

Kansai Economic Federation

Overview

Name: Kansai Economic Federation

(public interest incorporated association)

Members: Approximately 1,300 businesses,

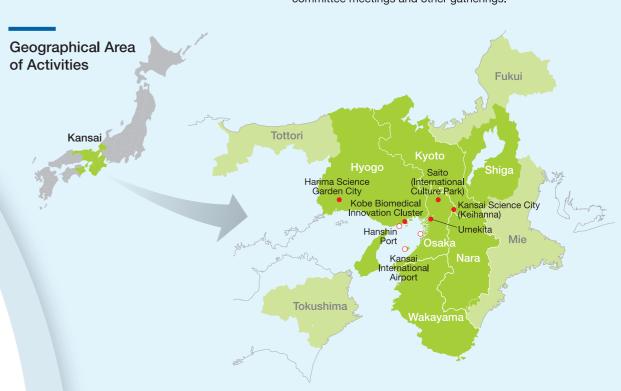
> organizations, educational corporations and other entities that pursue economic activities

mainly in the Kansai region.

Established: October 1946

Mission

To enhance Kansai's ability to contribute to the sound development of the Japanese economy, we carry out unique research studies that anticipate future trends, make policy proposals, and take practical actions based on the study results. We constantly maintain focus on the whole Kansai region, motivated by the active exchange of views among businesspeople at committee meetings and other gatherings.



Establishment of the Kansai Economic Federation

October 2016 marked 70 years since the organization was established back in 1946. It was formed with the aim of solving the pressing obstacles to recovery following the devastation of the war, and with the strong desire to have the independent voice of the Kansai economic region heard.

Founding Goals

- To promote workers' freedom of creativity and dynamic activity.
- To stimulate a healthy spirit of enterprise, based on workers' own subjective judgements, and to assist in bringing about the fruits of those collective ideas.
- To facilitate close cooperation between all workers, where opinions can be exchanged without reservation.
- To promote rational ways of thinking and improve members' ability to implement measures successfully.
- To propel free discussion and act as a neutral arbitrator.

(Excerpt)

04

Executive Members

Chairman



Masayoshi MATSUMOTO Chairman & CEO. Sumitomo Electric Industries, Ltd.

Former Chairmen

First Chairman/October 1946-Keizo SEKI (Toyobo) Second Chairman/February 1947-Manji IIJIMA (The Ásahi Shimbun Company) Third Chairman/September 1947-Buichi NAKAHASHI (Osaka Tatemono Co., Ltd.) Fourth Chairman/October 1951-Keizo SEKI (Toyobo) Fifth Chairman/November 1956-Shiro OTAGAKI (The Kansai Electric Power Co., Inc.) Yasuo SHINGU

Sixth Chairman/October 1961-Kojiro ABE (Toyobo)

Seventh Chairman/November 1966- 12th Chairman/May 1999-Yoshishige ASHIHARA (The Kansai Electric Power Co., Inc.) Eighth Chairman/May 1977-Hosai HYUGA (Sumitomo Metal Industries, Ltd.)

Ninth Chairman/May 1987-Osamu UNO (Toyobo) Tenth Chairman/May 1994-Tetsuro KAWAKAMI (Sumitomo Electric Industries, Ltd.) 11th Chairman/May 1997-

(Sumitomo Metal Industries, Ltd.)

Yoshihisa AKIYAMA (The Kansai Electric Power Co., Inc.) 13th Chairman/May 2007-Hiroshi SHIMOZUMA (Sumitomo Metal Industries, Ltd.)

As of September 2023

14th Chairman/May 2011-Shosuke MORI (The Kansai Flectric Power Co., Inc.) 15th Chairman/May 2017-Masayoshi MATSUMOTO (Sumitomo Electric Industries, Ltd.)

(Company names are as of the time of inauguration)

Vice Chairmen



Akiji MAKINO Chairman and CEO, Iwatani Corporation



Kiyoshi OTSUBO Representative Director, Chairman & CEO. Rengo Co., Ltd.



Kazuo SUMI Chairman Hankyu Corporation



Masatoshi KIMATA Senior Advisor Kubota Corporation



Kiyoshi SONO Senior Advisor. MUFG Bank, Ltd.



Seiji MANABE Senior Adviser WEST JAPAN RAILWAY COMPANY



Tetsuya KOBAYASHI Chairman of the Board Kintetsu Group Holdings, Co., Ltd.



NIPPON TELEGRAPH AND TELEPHONE WEST CORPORATION



Kazutoshi MURAO Counselor to the President, Atsushi HORIBA Chairman & Group CEO, HORIBA, Ltd.



Masanori TOGAWA Yoshinori KANEHANA President and CEO, Daikin Industries, Ltd.



Chairman of the Board.



Hitoshi TSUNEKAGE Senior Corporate Advisor. Kawasaki Heavy Industries, Ltd. Sumitomo Mitsui Trust Bank,



Mototsugu SATO Executive Vice President. Panasonic Holdings



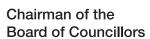
Member of the Board of Directors, Representative Executive Officer President and Chief Executive Officer,



Makoto INOUE Takuko SAWADA Seiji NARAHARA Director and Vice Chairperson of the Board, Shionogi & Co., Ltd.



Chairman & Director,

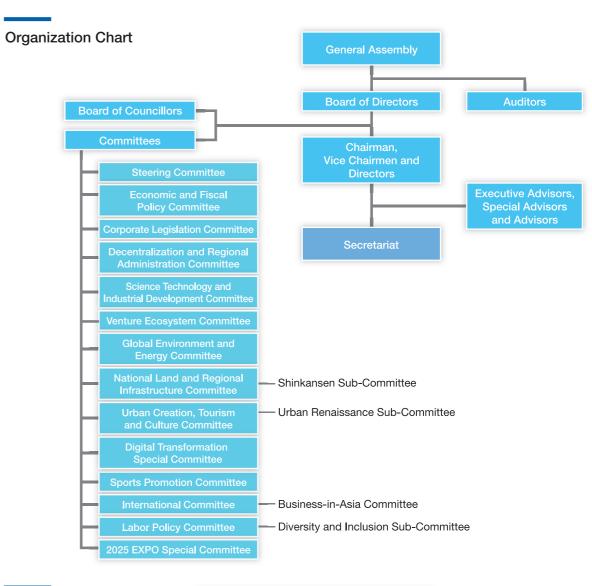


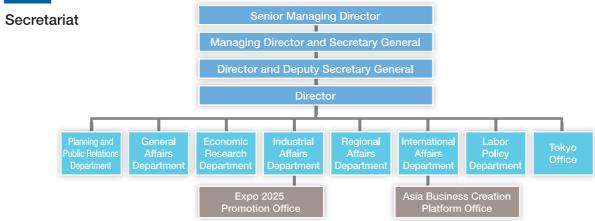
Ryuzo Sakamoto Senior Advisor, Toyobo Co., Ltd.



Member Categories







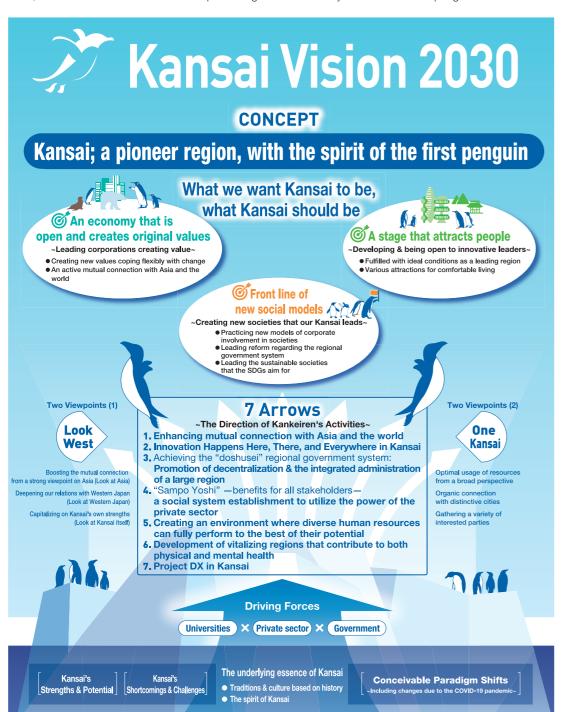
· 7 ARROWS

-The long-term vision of Kankeiren ~ "Kansai Vision 2030"

What is "Kansai Vision 2030"?

- -The long-term vision defines what we want Kansai to be, what Kansai should be, moving toward 2030, and sets out the direction of Kankeiren's activities to achieve it.
- -The vision's basic concept, which runs through the entirety, is "Kansai; a pioneer region, with the spirit of the first penguin." What we want Kansai to be, what Kansai should be in 2030 is "An economy that is open and creates original values." "A stage that attracts people," and "Front line of new social models." To this end, the Kankeiren will let fly "7 Arrows" from two standpoints, "Look West" and "One Kansai."

The first penguin is the one that breaks away to plunge headfirst into uncharted water, where predators might be lurking, in search of food. In turn, we call those who take the lead in pioneering into new territory are known as first penguins.



7 Arrows: ~The Direction of Kankeiren's Activities~

Innovation Happens Here, There, and

- **Enhancing mutual connection with Asia** and the world
- ◆Advancing the Asia Business Creation (ABC) Platform ◆Enhancement of Kansai's role as an international exchange center
- Improving & communicating Kansai's charms in the eyes of foreigners as well as proposing pioneering initiatives for inbound revitalization & expansion
- Achieving the "doshusei" regional government system: Promotion of decentralization & the integrated administration of a large region
- ◆Initiatives for the enhancement of the Union of Kansai Governments' role
- Proposals for bold transfers of the authority & financial resources necessary to implement measures deemed essential from a broad perspective
- ◆Promotion of decentralization including the regional government system & a decentralized society
- Creating an environment where diverse human resources can fully perform to the best of their potential
- ◆Actualization of Kansai as the top region for attracting and fostering people who seek opportunities
- People who want to play an active role on the corporate stage (especially women & foreign exchange students); people who lead the world in various fields (entrepreneurs, top athletes, academics, etc.); people who choose a work style ınrestrained by a single organization or independent of employmer
- ◆Initiatives for improving employment diversity & mobility Introduction of pioneering issues regarding the state of the corporate employment system & university education as well as various legislative systems

Project DX in Kansai

◆Formulation of a blueprint that collects assorted measures for the advancement of digital transformation (DX) as a region ~Kansai DX Strategy 2025 (Tentative Name)

Everywhere in Kansai

- ◆Construction of an innovation ecosystem leading to collaboration with corporations & universities and the reinvigoration of R&D
- ◆Development of a structure that promotes the intermixing of diverse entities & cooperative industry for innovation & solutions to societal challenges across the Kansai region
- "Sampo Yoshi" -benefits for all stakeholdersa social system establishment to utilize the power of the private sector
- ◆Advocacy of a structure for instilling the role corporations ought to play in a new age conscious of multi-stakeholders
- ♦Initiatives for enhancing corporate collaborations with government
- Thematic examples: local reinvigoration & various societal challenges such as responses to natural disasters & infectious diseases as well as energy & environmental issues

Development of vitalizing regions that contribute to both physical and mental health

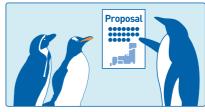
- ◆Advancement of data usage in health & medical fields
- ◆Initiatives for a developed region in sports Development of a structure that reinvigorates sports as something to be played spectated & supported as well as creates & succeeds the legacy of the World Masters
- ♦Initiatives for succeeding & developing culture as well as creating educational opportunities leading to a full life

Kansai Economic Federation: 5 Roles





To delineate a future vision and prepare a road map for its realization Promotion of their implementation



To make bold policy proposals



To take practical action



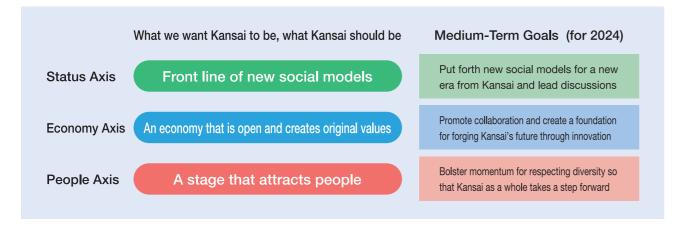
To guide consensus development in Kansai and lead region-wide initiatives with Asia and the world



To boost international exchanges

About the Medium-Term Plan

This plan states the direction of our activities for the next three years. In order to realize what we want Kansai to be in 2030, as set forth in Kansai Vision 2030, priority projects have been given for the first phase of the plan, the three years from fiscal 2022 to fiscal 2024. The following medium-term goals have been set with a view to our achievement around 2024.



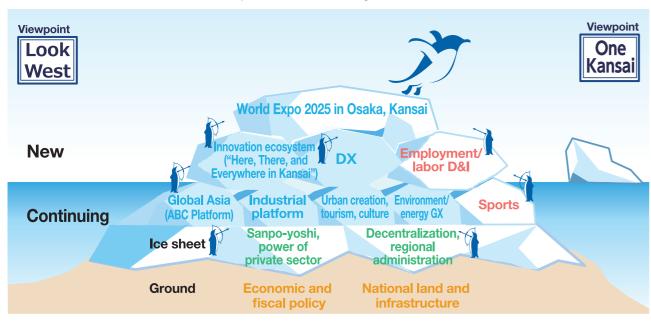
Overview/Concept

07

Decentralization, regional administration, and a business philosophy based on "Sanpo-yoshi," benefits for all stakeholders, are at the root of all activities developed by the Kankeiren over many years, and they are likened to the thick ice sheet on top of Antarctica, which serves as the ground. Priority projects positioned on the upper part are expressed as ice that is renewed with changes in the economic and social structure.

During the Phase 1 period of the Medium-Term Plan, we will steadily generate results project by project while harnessing Kansai's strengths such as its traditions rooted in history, accumulation of culture, rich and diverse natural environment, and the Kansai spirit—the region's ethos famous for its enterprising spirit, independence, and sense of humor.

With the opportunity presented by the World Expo 2025 in Osaka, Kansai, these strengths will be communicated and tied to new development for the Kansai region further into the future.



The projects with a penguin symbol next to the diagram or name starting on page 7 are initiatives related to the 7 Arrows (see page 5) stated in Kansai Vision 2030.

Connection between Medium-Term Plan Phase 1 and FY2022 Project Plan

Mediu	m-Term Plan Pha			
Medium-Term Goals	Priority Projects	Overarching Goals	FY2022 Project Plan	
Put forth new social models for a new era from Kansai and lead discussions	Decentralization, regional administration	Create an appealing region from a broad Kansai standpoint	(1) Promote decentralization and integrated regional administration to achieve a regional government syste	
	Sanpo-yoshi, power of private sector	Promote corporate management based on a multistakeholder approach	(2) Initiatives to promote corporate management based on a multistakeholder approach	
Promote collaboration and create a foundation for forging Kansai's future through innovation	Global Asia	Enhance mutual connection with Asia and the world	(3) Enhance mutual connection with Asia and the world	
	Innovation ecosystem	Build an ecosystem for generating innovation	(4) Build an ecosystem for generat- ing innovation and accelerate industrial promotion	
	Industrial platform	Accelerate innovation creation and industrial promotion		
	DX 🏂	Pursue DX with Kansai working collectively	(5) Pursue DX with Kansai working collectively	
	Environ- ment/energy, GX	Establish both sustainable economic growth and a sustainable environment	(6) Establish both sustainable economic growth and a sustain able environment	
	Urban creation, tourism, culture	Refine urban appeal and generate value through active coordination and cooperation	(7) Strengthen functions as an exchange center	
Bolster momentum for respecting diversity so that Kansai as a whole takes a step forward	Employ- ment/labor, D&l	Create an environment where diverse human resources can fully perform to the best of their potential	(8) Create an environment where diverse human resources can fully perform to the best of their potent	
	Sports	Develop vitalizing regions that contribute to both physical and mental health	(9) Make Kansai a haven for sports throug coordination among industry, govern- ment, academia, and the sports world	
	Economic and fiscal policy	Maintain both fiscal soundness and economic growth	(10) Realize economic and fiscal management for maintaining fisc soundness and economic growt	
	National land and infra- structure	Put forth an ideal for national land use and indicate a direction for infrastruc- ture development and utilization	(11) Form a multi-hub structure and develop and utilize regional transportation and logistics networ	
World Expo 2025 in Osaka, Kansai		Make the World Expo a success and put the Kansai economy on a new development trajectory	Steadily promote the World Expo Master Plan and conduct initiatives for building momentum nationwide	

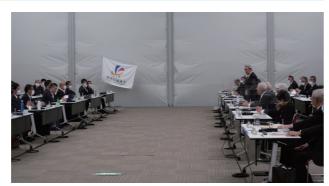
FY2023 Project Plan Items

Decentralization and Regional Administration

In order to further regional autonomy and promote the development of each region by making full use of their own strengths and individually, we consider it necessary to achieve decentralization and implement the so-called "Doshu-sei" regional government system. Toward this end, we formulate written opinion, promote them to the government and ruling party, and work to encourage public debate and discussion.

The committee proposed and brought into being the Union of Kansai Governments, the only regional administrative body in Japan that spans prefectures. The union and the Kankeiren collaborate to make requests to the central government while promoting industry, tourism, sports, disaster prevention, and women's advancement, encouraging wide-area cooperation in the Kansai region.

Decentralization and Regional Administration Committee



Meeting to exchange opinions with the Union of Kansai Governments

Sanpo-Yoshi, Power of Private Sector

We conduct research on mechanisms for effectively harnessing the power of the private sector, based on the principle of shared benefit and with a focus on the social aspects of corporations, in order to facilitate the full integration of the multistakeholder model into corporate management. Based also on the changes taking place in the socioeconomic environment, we consider and propose corporate systems that help raise corporate value in the medium to long term, such as corporate governance measures, quarterly disclosure systems, M&A-related guidelines, and various other company-related systems. We also express our opinions at government council meetings. In addition, we make efforts from various standpoints for the Council of New Form of Capitalism Realization. We also provide information through various seminars on trends in corporate systems and other related topics (corporate accounting, competition policy, etc.)

Corporate Legislation Committee



Lecture by Professor Emeritus Kagono of Kobe University

Global Asia

We promote the activities of the Asia Business Creation (ABC) Platform, a mechanism for promoting mutual business creation with seven Asian countries*, form networks overseas through human resources development programs like the Kankeiren ASEAN Management Seminar, and strengthen relationships with foreign governments and business groups through dialogue and exchange with the countries.

 $^*\mbox{Indonesia},$ Malaysia, Myanmar, the Philippines, Singapore, Thailand, Vietnam

International Committee



The second general meeting of Asia Business Creation Platform (ABC Platform)

Innovation

Science Technology and Industrial Development Committee, Venture Ecosystem Committee

We work to promote usage and enhance the functions of mechanisms that accelerate innovation, including Keihanna Science City; KANSAI Industry Co-creation Platform, which provides integrated support from research to commercialization; and clusters of next-generation industries, such as aircraft, environment and energy, bioeconomy and IoT, AI, and robotics, which are the Kansai region's strengths.

In addition, under the Entrepreneur Crossroad Kansai Project, we are also developing projects aimed at building an ecosystem, including corporate events to match startups with major companies as well as Umekita Kyogo-no-ba ('Innovation Resonance Umekita') to aid in realizing the innovation creating functions of the Umekita Phase 2 (with the development area to be opened early in 2024).



Umekita Kyogo-no-ba ('Innovation Resonance Umekita')

DX

We formulated the Kansai DX Strategy 2025 as a compass to ensure that Kansai stands at the forefront of DX and remains a highly competitive region, and we are making efforts to promote DX throughout Kansai. Specifically, we are establishing Kansai Digital Month (October) to build momentum for DX promotion in the region, holding DX-Dojo meetings to raise awareness among management, offering a Digital Career Course in cooperation with universities to develop human resources, and promoting the use of data in coordination with the Union of Kansai Governments,



Kansai DX Strategy 2025 Symposium

Environment, Energy, GX

We collect information on the policies necessary for the inexpensive and stable supply of energy, which is the foundation of consumer lifestyles and corporate activities, and economic growth through GX and energy policies that are based on safety, energy security, economic efficiency, and the environment ("S+3E"). We also make recommendations to the government. In addition, we collect information on the latest technological developments, such as those relating to hydrogen and innovative next-generation reactors, which are considered indispensable for realizing a decarbonized society. We also provide our member companies with information and work to promote mutual understanding between regions that generate power and those that consume it.

Global Environment and Energy Committee

Digital Transformation Committee



Discussion with the Fukui Prefecture Council of Municipalities with Nuclear Power Plants - Remarks by Vice President Kanehana

Urban Creation, Tourism, and Culture

Looking ahead to the World Expo 2025 in Osaka, Kansai, we will promote domestic tourism and lay the foundation for the development of inbound tourism by building momentum to ensure that the Expo has national appeal that attracts tourism. We will also promote efforts to create a positive cycle of culture and economy in cooperation with the Agency for Cultural Affairs, which has relocated to Kyoto. Moreover, in the Yumeshima and Umekita areas, designated by the government under its Super City Initiative, we are involved in initiatives aimed at linking data and creating cutting-edge services for realizing cities of the future.

Urban Creation, Tourism and Culture Committee



Symposium to create momentum for the relocation of the Agency for Cultural Affairs to Kyoto

Employment, Labor, and D&I

For Kansai to become a "stage that attracts people," we are helping companies develop environments that enable diverse human resources to fully demonstrate their abilities. This includes conducting research and making recommendations on investments in corporate personnel and disclosure of related information, as well as providing opinions and information based on trends in government policy. In addition, to support the continuing efforts of companies based on the Kansai D&I Vision, which contains basic principles and actions for promoting diversity and inclusion (D&I), we hold D&I forums and conduct activities for corporate networking.

Labor Policy Committee, Diversity and Inclusion Sub-Committee

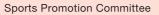


Osaka Labor-Management Meeting

FY2023 Project Plan Items

Sports

We created the Kansai Sports Promotion Vision in fiscal 2018 to make people in Kansai healthier and the region livelier through sports. We have also established Kansai Sports Promotion Councils as a platform for industry, academia, government, and athletes in Kansai to discuss ways of promoting sports in the region. Based on this vision, we are cooperating with various stakeholders on improving participation in, interest toward, and support for sports in order to promote lifelong sports, support top athletes, attract sporting events, and promote the sports industry.



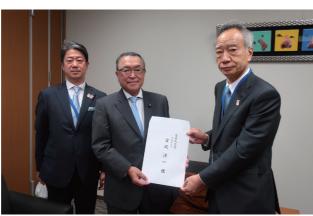


Athlete Dispatch Program

Economic and Fiscal Policy

With the aim of supporting economic growth while helping to restore fiscal health, we suggest revisions to the corporate tax code in support of corporate activities and perform research on the social security system based on changes taking place in Japan's economic and social structure We also work to stimulate discussion by raising awareness of problems in order to strengthen national fiscal policy, including the establishment of independent fiscal institutions. Based on these and from a medium- to long-term perspective, we compile recommendations on the tax code and fiscal policy and promote them to the government and ruling party. In addition, to make Osaka and the Kansai region a distinctive hub for international finance, we conduct initiatives to help promote the strategies complied by the Global Financial City Osaka Promotion Committee.

Economic and Fiscal Policy Committee



Delivering our Requests Relating to the FY2023Tax Reforms

National Land and Infrastructure

We are working to establish a multi-hub structure for Japan that contributes to national resilience by consolidating ideas and necessary recommendations and promoting them to the government.

Regarding the development and use of broad-range transportation and logistics networks, we are engaged primarily in the following areas: (1) early completion of the Hokuriku Shinkansen and Linear Chuo Shinkansen lines, (2) strengthening and enhancement of Kansai's expressway network, (3) optimum utilization of three of the airports in Kansai, (4) revitalization of harbors and other international logistics, and (5) facilitation of transportation and logistics during World Expo 2025 in Osaka, Kansai. We also engage in activities aimed at strengthening corporate and regional disaster response capabilities.

National Land and Regional Infrastructure Committee



Press announcement on Proposals for the Next National Spatial Strategy (Committee Chair Narahara)

World Expo 2025 in Osaka, Kansai

As a member of the Japan Association of the 2025 World Exposition, the organizing committee for the World Expo 2025 in Osaka, Kansai, we are helping to execute plans for holding the event and working with the association and the Osaka prefectural and municipal governments to make policy requests and recommendations to the central government on deregulation and other specific measures needed for the realization of the "People' s Living Lab," the official concept of the event. We also promote joint public and private sector activities aimed at building momentum in order to increase interest and participation in the Expo and promote ticket sales.

Event Overview

Theme: Designing Future Society for Our Lives

Concept: People's Living Lab - A laboratory for a future society

Dates: April 13 to October 13, 2025 Venue: Yumeshima (Osaka City

waterfront) 155 ha

Estimated number of visitors: 28.2 million



2025

©Fxpo 2025

大阪・関西万博) 起工式

Ground-breaking ceremony at the Expo venue (Source: Japan Association of the 2025 World Exposition)



Rendering of the venue, Yumeshima, Osaka (Source: Japan Association for the 2025 World Exposition)

Kansai Economic and Management Summit

A longstanding annual summit at which Kansai-based corporate managers meet to discuss national and regional issues and corporate management. The summit has been held every February since 1963, and since the 41st seminar in 2003, it has been co-sponsored by the Kansai Association of Corporate Executives and Kansai Economic Federation.



Subcommittee Meeting

West Japan Economic Council (Nishikeikyo)

The council was established in 1965 and consists of the six economic federations of western Japan (Kansai, Hokuriku, Chubu, Chugoku, Shikoku, and Kyushu). It establishes positions for western Japan as a bloc and makes requests to the government and ruling party. A resolution is adopted at the general assembly held every autumn.



The 64th General Meeting of the council

Connection Between FY2022 Project Plan and the SDGs

	Related SDGs	
Decentralization, regional administration	(1) Promote decentralization and integrated regional administration to achieve a regional government system	8 88304 9 8818200 11 8280148 A B B B B B B B B B B B B B B B B B B
Sanpo-yoshi, power of private sector	(2) Initiatives to promote corporate management based on a multistakeholder approach	8 ****** 12 ****** 13 *******************
Global Asia	(3) Enhance mutual connection with Asia and the world	8 BEACH 9 BEACH
Innovation	(4) Build an ecosystem for generating innovation and accelerate industrial promotion	9 ####### 12 ###########################
D X	(5) Pursue DX with Kansai working collectively	8 82504 9 8218205 11 8281182 A
Environment/energy, GX	(6) Establish both sustainable economic growth and a sustainable environment	9 decades 13 description 2 decades 2 decades 2 decades 3 decades 3 decades 4
Urban creation, tourism, culture	(7) Strengthen functions as an exchange center	8 ***** 9 ******* 12 ******
Employment/labor, D&I	(8) Create an environment where diverse human resources can fully perform to the best of their potential	4 seals and 5 seals at 8 sides with the seals at 1 seal
Sports	(9) Make Kansai a haven for sports through coordination among industry, government, academia, and the sports world	3 to 500 to 17 source 17
Economic and fiscal policy	(10) Realize economic and fiscal management for maintaining fiscal soundness and economic growth	8 ::::: 9 ::::::: 12 :::::
National land and infrastructure	(11) Form a multi-hub structure and develop and utilize regional transportation and logistics networks	9 :::::::::::::::::::::::::::::::::::::
World Expo 2025 in Osaka, Kansai	(12) Success of the World Expo 2025 in Osaka, Kansai	

History

Major Events

HISTOR

