

February 9, 2022

**Declaration issued by the Organizers of  
the 60th Kansai Economic and Management Summit**

Japan has been facing various structural issues since before the COVID-19 pandemic, such as low growth rate, prolonged deflation, and delayed digitalization, in addition to the pressing issue of balancing infectious disease control and economic activities.

If we continue to put off resolving these issues, Japan's decline will be inevitable. Now is the time for reform, and now is the perfect opportunity to go on the offensive.

The world is also facing numerous problems such as climate change, environmental destruction, poverty, human rights issues, and social divisions. We must tackle these issues head-on and open the way to a bright future society.

As the host of the World Expo 2025 Osaka, Kansai, Japan must lead the way in solving global issues toward the realization of a "Designing Future Society for Our Lives" and the Expo must not be a one-time event but a springboard for Japan's sustainable development.

With the main theme of this summit, "Starting a Reverse Offensive from Kansai—Our Determination to Stand on the Frontier" the Kansai business leaders will declare the following

- At the World Expo 2025 Osaka, Kansai, Japan with the participation of a diverse range of players, we realize a "laboratory for a future society" that accelerates the creation of innovation and social implementation. In order to ensure that the Expo will lead to the sustainable development of Kansai and, by extension, of Japan, we make sure that discussions and deliberations on the legacy of the Expo will begin in earnest at an early date.
- In order to respond flexibly to various global risks, we will strengthen our resilience, including preparations for normal times, and boldly take on business activities that turn risks into opportunities, such as the development of new technologies and services. In particular, with regard to climate change, we will work proactively to achieve carbon neutrality by 2050 through organic collaboration that transcends corporate boundaries.

- **We will grasp the changes that are occurring, return to the recognition that the source of corporate development is people, and aim to realize a Kansai where each individual's satisfaction and job satisfaction are in harmony with corporate growth, and where diverse human resources can play an active and vibrant role.**
- **We build a new development model for the Japanese economy by working to contribute to multiple stakeholder principle in line with the “Sanpo-Yoshi (three-parties satisfaction)” philosophy, and by shifting to high-value-added management to achieve a virtuous cycle of growth and distribution.**