

**Statement by Akio Yamaguchi, Chairperson of Keizai Doyukai  
on Passing of Mr. Yasuchika Hasegawa, Former Chairperson of Keizai Doyukai**

I offer my deepest condolences on the passing of Mr. Yasuchika Hasegawa, former chairperson of Keizai Doyukai.

Mr. Hasegawa took office as chairperson in April 2011, immediately following the unprecedented national disaster of the Great East Japan Earthquake. In his inaugural address, he presented a core vision: “Commitment to Growth—Recovery from the Great East Japan Earthquake: An Opportunity for Reforming Japan.” As an immediate priority, he emphasized the essential need to remain deeply mindful of the suffering of those affected, while mounting united and all-out efforts to support the recovery and reconstruction of the disaster-stricken areas. Looking ahead, he aimed for economic growth to revitalize Japan as a nation brimming with energy and hope. Mr. Hasegawa set this solid commitment at the center of his activities.

I particularly recall his actions in support of the affected areas, not just his words. He visited the disaster-stricken regions in person and soon launched “IPPO IPPO NIPPON Project” together with local Keizai Doyukai across Japan. Just four months after the earthquake, he initiated a Keizai Doyukai summer seminar in disaster-stricken Sendai instead of Karuizawa—the ordinary venue of this annual event. This subsequently led to a substantial increase in business leaders visiting the Tohoku region including the affected areas. Mr. Hasegawa’s character and convictions were reflected in his approach to making progress step by step alongside the frontline from recovery to reconstruction.

Mr. Hasegawa also possessed an unwavering commitment to placing Japan’s economy back on a growth trajectory. Since the implementation of Abenomics, he became involved in the deliberations on the growth strategy as a private-sector member of the government’s Industrial Competition Conference, where he strongly advocated reforms to release the potential of the private sector, such as accelerating the TPP, dismantling bedrock regulations, and promoting National Strategic Special Zones. Meanwhile, as Keizai Doyukai initiatives, he established the “Reform Promotion Platform” and the “Policy Analysis Center,” creating a unified framework to develop, implement, and disseminate policy recommendations. He believed that crafting policy recommendations was just the beginning, establishing a stance to be accountable for their direct impact on society. This stance has deeply taken root in Keizai Doyukai today.

Japan is once again in the midst of an era of dynamic transformation. Our actions will determine whether we can turn this crisis into an opportunity for transformation. As Mr. Hasegawa suggested,

business leaders must lead transformation, foster growth, and channel that power to improve society. We remain committed to carrying forward his vision and legacy.

Mr. Hasegawa devoted himself to the reconstruction of the Tohoku region, revitalization of Japan's economy, and Keizai Doyukai's development. His legacy will never fade from our memory.

May the soul of Mr. Hasegawa rest in peace.

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