

# CROSSROADS OF POLITICS, LAW AND BUSINESS IN THE UNITED STATES: STRATEGIES FOR GROWTH IN TIMES OF UNCERTAINTY

On November 10, 2025, Brunswick Group and Akin co-hosted a panel event in New York City exploring strategies for growth amid political and economic uncertainty. The event featured expert panels examining policy risk for Japanese companies and the evolving landscape of U.S. mergers and acquisitions. The event brought together senior executives, legal advisors, and financial leaders from major Japanese corporations and government organizations to discuss the intersection of politics, law, and business in the United States. Below are key takeaways from the two panels.

## Panel 1: Navigating Policy Uncertainty in the United States – Considerations for Japanese Companies

### 1. Significant Opportunities Amid Political Change:

Despite heightened uncertainty, U.S.–Japan relations are at a strong moment, with the Trump administration open to foreign investment—especially projects that create blue-collar American jobs.

### 2. Labor and Policy Fragmentation Remain Key

**Risks:** Japanese investors face persistent challenges, including shortages of skilled labor and inconsistencies between federal and state-level regulations that complicate long-term U.S. strategies.

**3. Transactional Politics and Protectionism Shape the Landscape:** The Trump administration’s “zero-sum” trade approach prioritizes short-term wins and tariffs as revenue tools; companies must adapt messaging and investment plans accordingly without abandoning long-term strategy.

**4. Engagement Is Crucial to Success:** Lessons learned from the recent M&A cases underscored that sustained, proactive engagement with U.S. policymakers, local communities, and industry stakeholders can turn political resistance into support.

**5. Strategic Agility Will Define the Next Few Years:** As trade and regulatory policies remain fluid, Japanese firms should closely monitor court rulings and evolving tariff structures while exploring “home-run” partnership opportunities in areas like infrastructure, energy, and advanced technology.

## Panel 2: Unlocking M&A in the United States – Risks, Rewards, and What’s Next

**1. Control the Narrative Early:** U.S. boards expect acquirers to take charge of deal communications from Day 1 — telling their own story through coordinated, multistakeholder, multichannel engagement to prevent political, regulatory, or media voices from defining the transaction.

### 2. Important to Both Leverage Advantages and Proactively Neutralize Disadvantages:

Japanese companies hold strong reputations as patient, high-quality investors, but must overcome differences in speed, decision-making authority, and communication style versus competing U.S. and multinational bidders to stay competitive in fast-moving U.S. deal environments. To compete effectively, Japanese firms should empower small senior teams to make quick decisions and ensure messages resonate culturally.

### 3. CFIUS and Political Risk Are No Longer

**Predictable:** Recent M&A cases have illustrated that CFIUS reviews could now be driven by politics as much as national security, with scrutiny extending beyond traditional defense sectors to areas like semiconductors, AI, and data infrastructure — especially where China links exist.

### 4. Compliance and Due Diligence Must Be Deep

**and Early:** Regulators expect acquiring firms to conduct robust pre-closing diligence on sanctions, export controls, and trade compliance. Companies should prepare early, communicate clearly and transparently, and move decisively.

**5. Future-Proofing Is the New Imperative:** Japanese investors should plan for volatility, especially around supply chain dependencies on China and shifting enforcement trends, while ensuring today’s tactics can withstand tomorrow’s political and regulatory scrutiny.