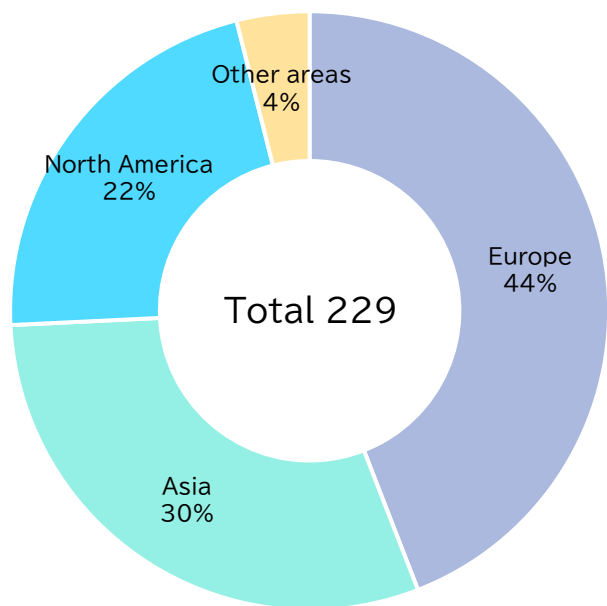


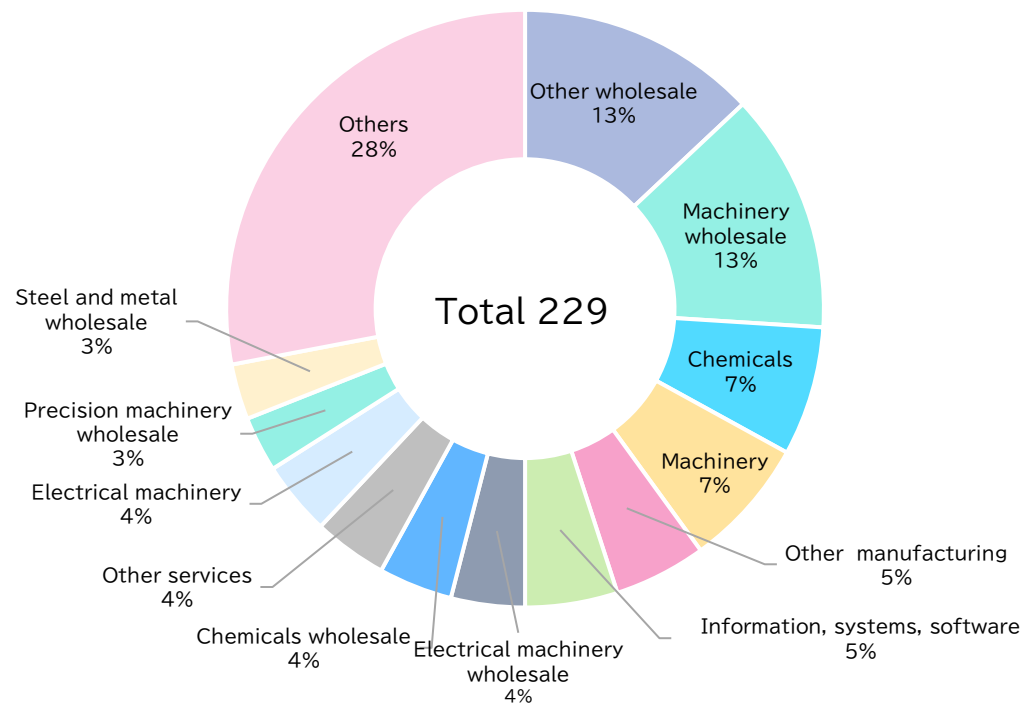
## 8-1 Foreign-Affiliated Companies in Kansai

- U.S. and European companies comprise the largest portion of foreign-affiliated companies in Kansai. Asian companies also comprise 30% which is larger than the national average of 20.3%.
- By type of industry, foreign-affiliated companies in the manufacturing sector (machinery, chemicals, pharmaceuticals, precision machinery, etc.) comprise approximately 33% of the industry, a significantly larger percentage compared to the national average of 20.5%.

Companies by region (2022)



Companies by industry (2022)



(Source)\*Foreign Companies Database 2022\*.Toyo Keizai Inc.  
\*Foreign-affiliated: Foreign capital of 20% or more (including branch offices, etc.)

## 8-2 Examples of Foreign-Affiliated Companies in Kansai

Life science			Accelerators and Innovation Consulting		
Bayer Yakuhin, Ltd	Shiga, <u>Osaka</u>	Germany	Rainmaking Innovation Japan LLC.	<u>Osaka</u>	UK
AstraZeneca K.K.	Shiga, <u>Osaka</u>	UK	Plug and Play Japan	Kyoto, Osaka	USA
Abbott Japan LLC	Kyoto, Osaka, Hyogo	USA	Rising Startups	<u>Osaka</u>	USA
ELI LILLY JAPAN K.K.	<u>Hyogo</u>	USA	Distribution and services		
Osteon Digital Japan	<u>Osaka</u>	Australia	CRUST JAPAN K.K.	<u>Osaka</u>	Singapore
ICON plc	Osaka	Ireland	TÜV Rheinland Japan Ltd.	Osaka	Germany
Procurement bases			IKEA Japan K.K.	Osaka, Hyogo	Netherlands
B&M Japan Co., Ltd	<u>Osaka</u>	Hong Kong	Gripple Japan K.K.	<u>Hyogo</u>	UK
SHOBIDO CO.,LTD	<u>Osaka</u>	Macao	Haier Japan Sales Co., Ltd.	<u>Osaka</u>	China
Chitose Trading Co., Ltd.	<u>Osaka</u>	China	Tata Consultancy Services Japan	Osaka	India
DAIKO TRADING CO. , LTD	<u>Osaka</u>	China	SIA Engineering Japan Corporation (SIAEJ)	<u>Osaka</u>	Singapore
Ruten, Inc.	Osaka	Taiwan	AIG Japan Holdings Kabushiki Kaisha	Osaka	USA
R&D and production bases			Salesforce Japan Co.,Ltd.	Osaka, Wakayama	USA
BASF Japan Ltd.	Osaka, Hyogo	Germany	<p>(Source)"Foreign Companies Database 2022"            Toyo Keizai Inc. and the company data obtained from JETRO and O-BIC            *The companies listed here have their HQ, a sales base or a research institute in Kansai.</p> <p>Prefecture names in the table indicate the location of bases in the Kansai area.            (Underlined: the prefecture where the head office in Japan is located)            Country/region names in the table indicate the location of the parent company.</p> <p>○The website of the Kansai Bureau of Economy, Trade and Industry features interviews with foreign-affiliated companies operating in Kansai.</p> <p>Examples of foreign-affiliated companies in Kansai  <a href="https://www.kansai.meti.go.jp/3-1toukou/invest_kansai/en/e_companies.html">https://www.kansai.meti.go.jp/3-1toukou/invest_kansai/en/e_companies.html</a></p> 		
RECARO Japan Co., Ltd.	<u>Shiga</u>	Germany			
Evergrande Group	<u>Osaka</u>	China			
Nestlé Japan Ltd.	Osaka, <u>Hyogo</u>	Switzerland			
Caterpillar Japan LLC	Fukui, Shiga, Kyoto, Osaka, Hyogo, Nara, Wakayama	USA			
P&G Japan Limited	Shiga, Osaka, <u>Hyogo</u>	USA			

## 8-3 Interviews with Foreign-Affiliated Companies (CRUST JAPAN K.K.)

## Rescuing food loss and waste and upcycling them into delicious products



## Background of expansion into Kansai

While Singapore, where the company was founded, is a leading country in the fields of finance and technology, the country itself is not so large. In order to reduce food loss and waste, it is necessary to conduct business in countries where food waste is more prevalent, so we considered overseas locations. Japanese people are sensitive to *mottainai*, and a high percentage of them engage in recycling, so we thought that our business of adding value to items to be discarded would match the spirit of the Japanese people. Another major reason was that the founding executives originally lived in Osaka and had a good understanding of the city's characteristics.

## Attractiveness of Kansai

Kansai is home to many small and medium-sized companies that make decisions quickly, and there is a culture of openness and acceptance of new cultures. These factors support us in planning and launching new projects. In addition, with the World Expo scheduled to be held in 2025, this is an attractive area where many inbound tourists will gather, and is an ideal area to start something new. The energy in Kansai is rising toward the Expo and we hope to link it to our own growth.

## Effect of expansion

We were introduced to many companies through support organizations in Osaka. As a startup running an environmental impact-conscious business, we sometimes attract preconceived notions. However, we were happy that we were able to meet with various companies smoothly through referrals from the local government. Winning an award for our business plan at Hack Osaka, a global business plan competition, was also an opportunity to expand our network. We are planning a new project to produce non-alcoholic beverages from fruits and vegetables in addition to bread and rice, and would like to work with more people in the future.

### Business overview

- Production and sales of alcoholic/non-alcoholic beverages using surplus ingredients
- A food tech company established in Singapore in 2019
- In order to reduce the annual 1.3 billion tons of wasted food worldwide, we rescue food loss and waste (\*surplus \*food that can be eaten but will be discarded)
- and add value to it by transforming it into other products, aiming to realize a circular economy and a more sustainable society.



Brewing beer from bread that would otherwise be discarded to reduce food loss and waste

### Outline of company

Company name	CRUST JAPAN K.K.
Type of presence	Secondary investment
Address	Hankyu Five Annex Building GVH#5, 1-12 Kakuda-cho, Kita-ku, Osaka City, Osaka
Website	<a href="https://www.crust-group.com/">https://www.crust-group.com/</a>

\* Pictures provided by the company

## Providing added value through appropriate and prompt after-sales service



### Background of expansion into Kansai

Before investing in Japan, we had an opportunity to meet with Japanese customers at an overseas exhibition, and that was when we saw the potential for needs in Japan. Therefore, we concluded that the best way to offer our products and customer-oriented services was to have a base in Japan, and we decided to expand our business there.

In the process of setting up operations in Kobe, we were supported by Kobe City and JETRO Kobe, which provided us with a variety of information and a subsidy for office rent. The generous support provided by Kobe City and JETRO Kobe in establishing our office was the catalyst for our decision to locate in Kobe.

### Attractiveness of Kansai

Kansai is not as urban as Tokyo, but has a large population and convenient transportation. In addition, Kobe has the sea and mountains, which are similar to Italy. This is another attractive point. When we searched for JETRO Kobe on the Internet and consulted with them about setting up an office, they responded promptly. After we first established in Tokyo, we decided to look at Kansai as our second base because of the prompt assistance from support organizations for foreign-affiliated companies. Kansai's attractiveness also lies in the fact that it has a solid system for accepting foreign companies.

### Effect of expansion

With being well established in the territory, we could obtain many advantages such as the increase of transactions with the construction industry in Japan. In addition, our expansion into Japan has enabled us to provide our own product manuals and after-sales service all in Japanese. Although the products we handle are the same worldwide, we are now able to strategically market our products in Japan by focusing on after-sales service in Japanese.

Looking to the future, we plan not only to consolidate our market leading position and expand the addressable market in the mobile crushing space, but also to look at expanding with our other product categories.

### Business overview

- The parent company, MB S.p.A., was established in Italy in 2001.
- The company established its Japanese corporation in 2010 and opened its Kobe office in 2018.
- MB Japan is engaged in the import and sale in Japan of attachments and parts for construction machinery that enable the use and reuse of materials generated on site, such as rocks and concrete, by crushing, grinding, sorting and separating them.



Padding Bucket  
that meets the three requirements of  
compactness, work efficiency, and versatility

### Outline of company

Company name	MB Japan Co., Ltd. (Kobe Office)
Type of presence	Secondary investment
Address	Shosen Mitsui Building 617, 5 Kaigan-dori, Chuo-ku, Kobe City, Hyogo
Website	<a href="https://mbcrusher.jp/">https://mbcrusher.jp/</a> * Pictures provided by the company

## 8-3 Interviews with Foreign-Affiliated Companies (Svanehøj Japan LLC)



### Business overview

- The parent company, the Svanehøj Group, was established in Denmark in 1928, and is a global manufacturer of pumps and other products for marine and offshore applications.
- We are a company with nearly 100 years in business and a global brand, and 90% of the LPG (liquefied petroleum gas) vessels are equipped with our products.
- In 2019, we expanded our business to Kobe, and are engaged in the sales and after-sales service of cargo pumps and gas fuel pumps for marine and offshore applications.
- We manufacture eco-friendly, low energy-consuming electric motor-driven pumps, which are excellent products in terms of life-cycle costs.

## Global manufacturer of pumps and other products for marine and offshore applications

SVANEHOJ

### Background of expansion into Kansai

We originally had customers in Japan and established a Japanese corporation in Kobe to further enhance sales of our products for the Japanese market. One of the reasons we chose Kobe is that shipbuilding-related companies are concentrated in western Japan, and we hoped to do business in a place close to our customers. In addition, when setting up operations in a new country for the first time, it is sometimes difficult to find an office if the company is not well known in Japan. However, when expanding to Kobe, we received various information and support from Kobe City and JETRO Kobe for the office rent subsidy program, which helped us to smoothly establish an office.

### Attractiveness of Kansai

Kobe has a good business environment, including convenient access to a Shinkansen station and airports, which makes it easy to travel to all parts of Japan. It is a good place to start a business. Being a compact city where people can live within walking distance, it is also an easy place to live. Another attractive point is that governmental agencies are ready to provide support and incentives for companies expanding into the area.

### Effect of expansion

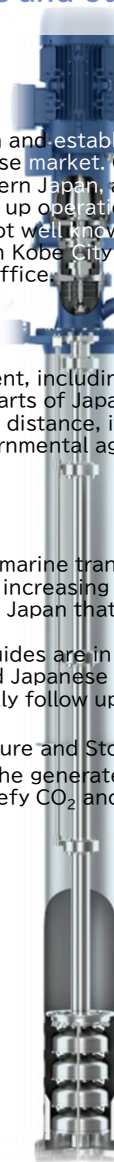
Carbon neutrality is also required in marine transportation, and there is a movement to convert fuel from heavy oil to gas. We are receiving an increasing number of inquiries due to our strength in gas-fueled vessels. We will continue to offer products in Japan that meet the growing demand for new marine equipment, such as CCS.\*

While our manuals and instruction guides are in English, we provide after-sales service in Japanese to our customers in Japan. We have created Japanese versions of product pamphlets and other materials. With a base in Japan, we are able to carefully follow up with our customers regarding our products.

\* CCS: Abbreviation for Carbon Capture and Storage.

It refers to capturing and storing the generated CO<sub>2</sub> before it is released into the atmosphere. Our company's pumps are used to liquefy CO<sub>2</sub> and transport it by sea.

Energy-efficient gas fuel pumps that can be used not only with LNG but also with all types of gas fuels



### Outline of company

Company name	Svanehøj Japan LLC
Type of presence	Primary investment
Address	Sanko Building 2F, 5-1-24 Isogami-dori, Chuo-ku, Kobe City, Hyogo
Website	<a href="https://www.svanehoj.com/">https://www.svanehoj.com/</a>

\* Pictures provided by the company