

HOKKAIDO Business Location Guidebook

| As of April 2022 |



Hokkaido, the Perfect Place for Diversification of Risk



As Japan and the rest of the world continues to see severe socioeconomic impacts from situations such as the ongoing COVID-19 pandemic and unstable international affairs, initiatives for society-wide reform, including digital transformation and carbon neutrality initiatives, are being accelerated.

Under these circumstances, companies need to consider various angles relating to risk diversification in order to achieve business continuity, not only from the perspective of natural disasters and staffing, but also from new perspectives such as measures against infectious disease, decarbonization through the introduction of renewable energy and energy conservation, and global supply chain optimization such as reshoring production bases within Japan.

Hokkaido has become a domestic production base for medical equipment production bases that previously needed to be imported, as well as a location for next-generation data centers that utilize the cool outside air and abundant supply of renewable energy. Hokkaido's comfortable living environment is also attracting attention, prompting many companies to relocate their head offices here or establish satellite offices to accommodate new ways of working.

The development of the Hokkaido Spaceport, the only private rocket launch site in Japan that can be used by a wide variety of entities, has also led to initiatives to create space businesses, such as the development and manufacture of space equipment and the launch of services using satellite data.

Hokkaido is an excellent business field for companies working on initiatives to recover from the disruptions caused by COVID-19, such as building domestic production bases to strengthen supply chains, adopting new work styles in response to the pandemic and digitalization, and working to realize a zero-carbon Hokkaido in keeping with the Japanese Government's Basic Policy. Hokkaido's vast expanses of land and cold, snowy climate also make it useful for proof-of-concept testing of future technologies.

We sincerely hope that you will pick Hokkaido as a stage for your business developments and that, in return, this northern land will bring major business opportunities for you.

President of the Committee for the Promotion of Investment in Hokkaido
Naomichi Suzuki, Governor of Hokkaido

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The Perfect Place for Diversification of Risk

1. Low Risk of a Disaster Occurring in both Hokkaido and Regions such as the Tokyo Metropolitan Area at the Same Time
2. Energy Supplies
3. Diversified Transport Infrastructure

3 Key Points
in Finding the
“Perfect Place for
Diversification of Risk”

Key
Point

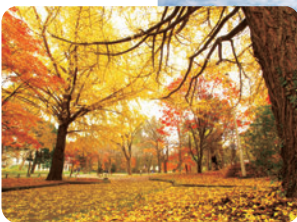
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Low Risk of a Disaster Occurring in both Hokkaido and Regions Such as the Tokyo Metropolitan Area at the Same Time

Hokkaido, the Perfect Place for Diversification of Risk

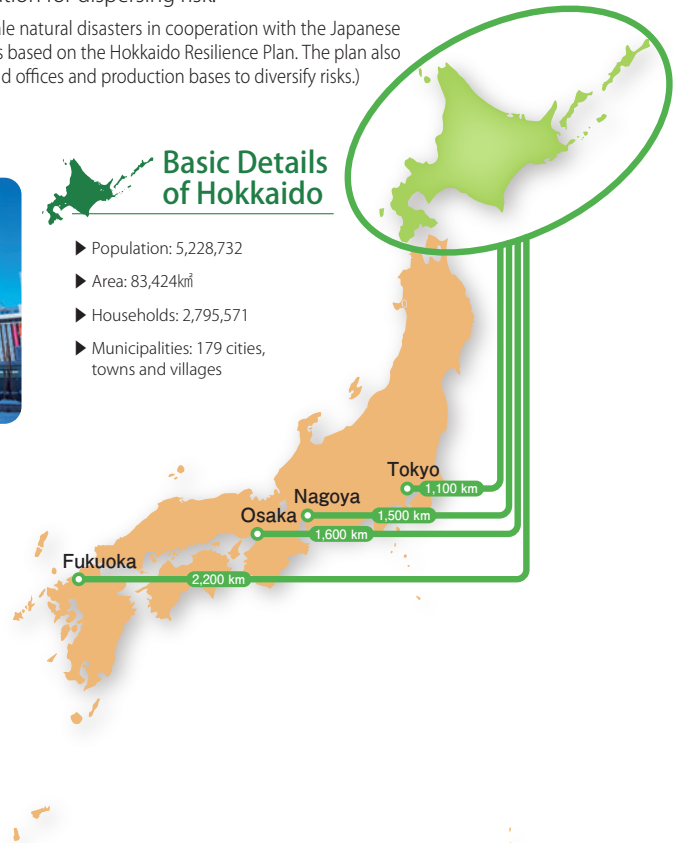
Hokkaido is less likely than other areas to be affected by typhoons and lightning, and its distance from regions such as the Tokyo metropolitan area means that if a natural disaster such as an earthquake occurs in a region such as the Tokyo metropolitan area, the risk of it affecting Hokkaido too is low, making Hokkaido the ideal location for dispersing risk.

(Hokkaido is promoting disaster prevention and mitigation measures for large-scale natural disasters in cooperation with the Japanese government, municipal governments, private businesses, and related organizations based on the Hokkaido Resilience Plan. The plan also includes initiatives to perform backup functions by promoting the relocation of head offices and production bases to diversify risks.)



Basic Details of Hokkaido

- ▶ Population: 5,228,732
- ▶ Area: 83,424km²
- ▶ Households: 2,795,571
- ▶ Municipalities: 179 cities, towns and villages



Hokkaido Resilience Plan

Building a safe and secure Hokkaido and performing backup functions to contribute to the resilience of Japan as a whole

Driving backup function initiatives that capitalize on Hokkaido's strengths!

Hokkaido's role in the resilience of Japan as a whole

An additional location
for iversification of risk

Steady supplies of
food and energy

Emergency support for
disaster stricken areas

Examples of backup function initiatives

- ▶ Promoting the relocation and establishment of head offices and production bases in Hokkaido
- ▶ Promoting Hokkaido as a location for data centers
- ▶ Creating a foundation for food production
- ▶ Introducing and expanding renewable energies

Hokkaido Resilience Plan
website

<http://www.pref.hokkaido.lg.jp/ss/sks/sss/kyoujinkakeikaku.htm>

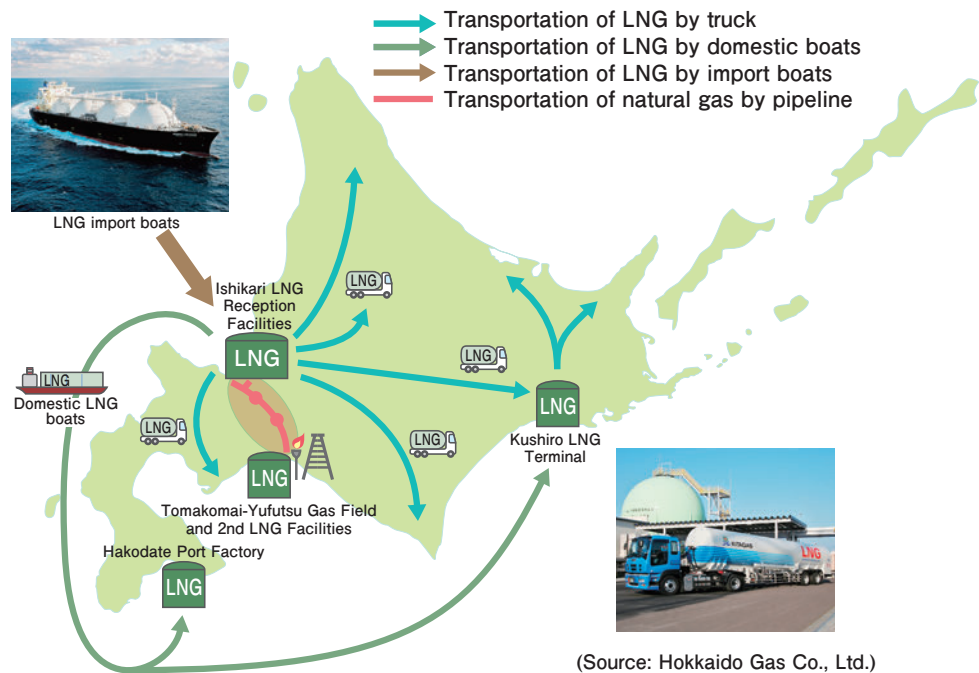


2 Energy Supplies

Japan's Largest LNG Terminal

In 2012, the Ishikari Bay New Port LNG Terminal began operations in Ishikari. The liquefied natural gas (LNG) terminal stores 180,000 kiloliters of gas. In addition to supplying LNG to Sapporo by pipeline, it is used to supply LNG to companies throughout Hokkaido. A second LNG tank holding 200,000 kiloliters was put into operation at the LNG terminal in 2016, a third holding 230,000 kiloliters commenced operations in 2018 and a fourth (also 230,000 kiloliters) was completed in October 2020, making it the largest LNG terminal in Japan.

Hokkaido's LNG Supply Framework



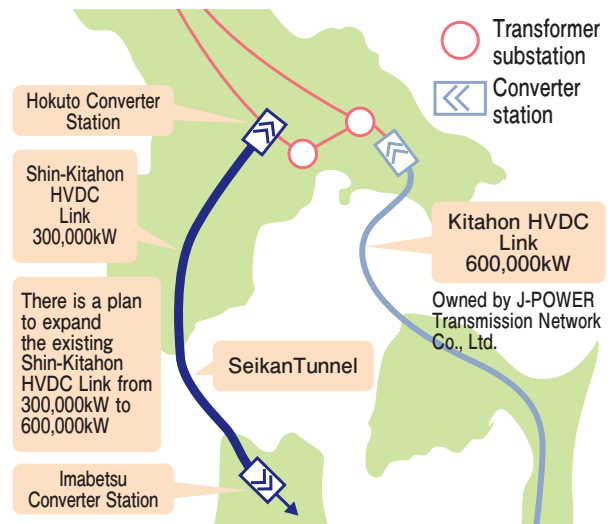
Power supply

Electric power facilities are currently being built in the Hokkaido area to ensure a steady supply of electricity in future.

In 2019, operation commenced at Unit 1 at the new thermal electric power station in Ishikari Bay New Port (569,400kW) and the Shin-Kitahon HVDC Link (300,000kW), which is a self-excited transducer that can run without a power source and connects Hokkaido and Honshu's power grids. To ensure and improve the reliability of electricity supplies in the future, units 2 and 3 are scheduled to be built at the Ishikari Bay New Port, and the Shin-Kitahon HVDC Link is scheduled to be expanded (operation to commence in March 2028).



Ishikari Bay New Port Power Station (LNG thermal power station)
(source: Hokkaido Electric Power Co., Inc.)



Route of Kitahon HVDC Link
(Source: Hokkaido Electric Power Network, Inc. 2021, as of March 2021)

Diversified Transport Infrastructure

Hokkaido - a Gateway to Asia

Looking at a map of the northern hemisphere, you can see that most advanced industrialized nations are concentrated in the same latitudinal "belt". You can see that Hokkaido is actually the closest region of Japan to the rest of the world. With less sea ice in the Arctic Ocean during summer in recent years, the Northern Sea Route through the Arctic has been attracting international attention as a new sea route. Hokkaido is in a geographically advantageous position as it is close to the Bering Strait, which is the entry and exit point of the Northern Sea Route, and has the northernmost international port in East Asia.



Network of 13 Airports throughout Hokkaido

There are 13 airports throughout Hokkaido. These airports are connected by various services in addition to providing services to destinations outside Hokkaido. The large number of air routes makes it easy to travel to, from and around Hokkaido, making it a valuable place for both your business and your daily life. There are around 500 flights departing and arriving in Hokkaido each day. There are services to major cities outside Hokkaido from 9 airports, including services to Tokyo from all 9 airports. Regular international flights also operate from New Chitose, Hakodate and Asahikawa, but they are currently out of service due to COVID-19 (as of March 1, 2022).

Flight Times and Number of Flights from Major Hokkaido Airports to Airports Outside Hokkaido

	Haneda	Sendai	Chubu	Kansai/Itami	Total number of departing and arriving flights (Domestic)
New Chitose	1:40 54	1:15 14	1:50 13	2:20 22	103
Asahikawa	1:45 7	—	—	—	7
Kushiro	1:45 6	—	—	2:30 1	7
Obihiro	1:45 7	—	—	—	7
Hakodate	1:30 8	—	1:35 1	1:40 2	11
Memambetsu	1:55 5	—	—	2:30 1	6

Top: Flight time
Bottom: Number of return flights departing and arriving each day
As of April 2022

Up to 54 Return Flights per Day between Sapporo (New Chitose) and Tokyo (Haneda) - the Busiest Domestic Route in Japan

The route between New Chitose Airport and Haneda Airport is the busiest of all of Japan's domestic routes, with 54 return flights per day. Operating from 6 AM to 12 AM, there is an average of 3 return flights per hour. With 6.44 million passengers on domestic flights, New Chitose is Japan's fourth busiest domestic airport (as of FY 2020). A new international terminal building was opened in March 2010.

Convenient Morning-to-Night Schedule

There are flights between Hokkaido and Honshu from early in the morning to late at night, making it possible to take business trips without needing to stay the night. The first flight from Haneda to New Chitose departs at 6:15am and the last flight from New Chitose to Haneda departs at 9:45pm.

LCC Services Make Hokkaido Even More Accessible

In 2012, a low-cost carrier (LCC) began providing services between Honshu (the mainland) and Hokkaido. There are now 3 LCCs providing services, with lower fares than major airlines.

LCC Services

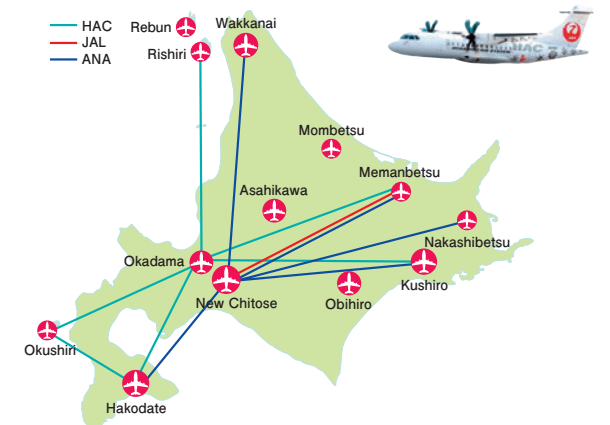
As of April 2022

LCC	Route	Frequency
Peach Aviation	New Chitose - Kansai	6 round trip flights per day
	New Chitose - Narita	10 round trip flights per day
	New Chitose - Sendai	3 round trip flights per day
	New Chitose - Chubu	3 round trip flights per day
	New Chitose - Fukuoka	1 round trip flight per day
Jetstar Japan	New Chitose - Narita	5-7 round trip flights per day
	New Chitose - Kansai	1 round trip flight per day
Spring Airlines Japan	New Chitose - Narita	2 round trip flights per week

Air Services Make It Easy to Get Around Hokkaido

JAL, ANA and Hokkaido Air System (HAC) provide air services within Hokkaido. With 11 routes and around 30 return flights per day, this is a quick and easy way to get around Hokkaido.

Map of Air Route Network within Hokkaido



New Chitose Airport

Departure Times of First and Last Flights between Major Hokkaido Airports and Major Airports Outside Hokkaido

	New Chitose		Asahikawa		Kushiro		Obihiro		Hakodate		Memambetsu	
	First flight	Last flight	First flight	Last flight	First flight	Last flight	First flight	Last flight	First flight	Last flight	First flight	Last flight
Haneda Airport	7:30	21:45	9:15	20:10	9:55	20:10	8:55	20:15	9:10	19:40	9:30	20:10
	6:15	21:30	7:00	17:45	7:40	17:50	6:55	17:55	7:15	17:30	7:00	17:45
Chubu Centrair Airport	8:40	20:45	—	—	—	—	—	—	13:05	same as on the left	—	—
	8:20	17:40	—	—	—	—	—	—	11:00	same as on the left	—	—
Kansai/Itami Airport	7:30	19:30	—	—	14:00	same as on the left	—	—	13:05	same as on the left	12:05	same as on the left
	8:00	19:20	—	—	11:15	same as on the left	—	—	11:55	same as on the left	9:20	same as on the left

Top: Hokkaido airport → airport outside Hokkaido
Bottom: Airport outside Hokkaido → Hokkaido airport
As of April 2022

Smooth Road Transportation with Little Traffic Congestion

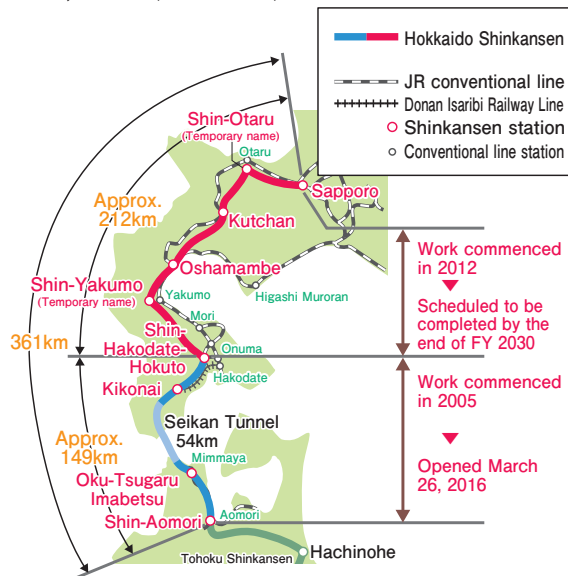
Motorways, such as high standard highways, are constantly being developed in Hokkaido to ensure smooth road transportation. The total planned national motorway length is 1,825km connecting major cities across southern, central, northern, and eastern Hokkaido, of which 1,199km is already open for use as of the end of March 2022.



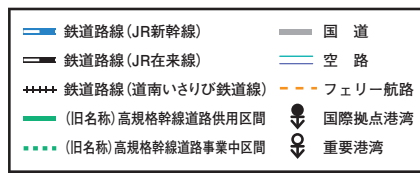
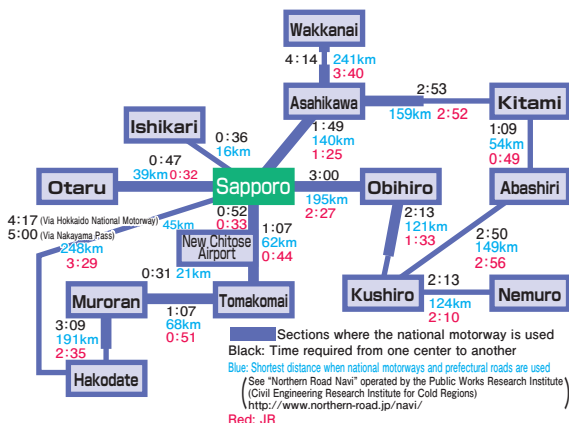
Tomakomai Central Interchange

Hokkaido Shinkansen will Further Increase Business Opportunities

With the stretch of the Hokkaido Shinkansen between Shin-Aomori and Shin-Hakodate-Hokuto opened in March 2016, it is now possible to reach Shin-Hakodate-Hokuto from Tokyo in as short a time as 3 hours and 58 minutes. The stretch between Shin-Hakodate-Hokuto and Sapporo was approved in 2012 and construction began in the same year. It is expected to be opened at the end of FY 2030.



Traveling Times between Major Cities by JR and Road (Unit: Hours: Minutes)



As of March 2022

※付きのみは季節運航
 ▲付きのみは運休



JR Freight Covers All Areas of Hokkaido

Rail freight transportation is the most environmentally friendly cargo transportation method, with around 1/11 of the CO2 emissions per transportation unit of trucks. There are 13 stations and off-rail stations in Hokkaido handling shipping containers, which are connected to around 150 stations throughout Japan. The stations are serviced by around 20 trains per day bound for outside Hokkaido. Most are 12 ft container trains, but some of the freight trains can hold 31 ft containers with the same loading capacity as a large truck.

Regular Sea Routes Allowing Mass Transport

The mass transport ferry provides a coordinated link between land and air routes. There are 35 ports in Hokkaido, including the international ports of Muroran and Tomakomai, that are serviced by 11 ferry routes between Hokkaido and Honshu. There are 18 regular intra-regional cargo routes, and 12 regular overseas cargo routes from ports such as Ishikari Bay New Port and Tomakomai Port.

■ Regular Shipping Routes for Main Ports (As of October 2020)

● Ferry

Category	Route	Number of services	Category	Navigation time (Hours)
Honshu Route	Muroran→Hachinohe	1 daily departure	Muroran - Hachinohe	7h
	Hachinohe→Muroran			7h15
	Tomakomai - Hachinohe	4 daily departures	Tomakomai - Hachinohe	7h15-8h30m
	Tomakomai - Sendai	1 scheduled departure every 2 days	Tomakomai - Sendai	15h-15h15m
	Tomakomai - Sendai - Nagoya	1 scheduled departure every other day	Tomakomai - Nagoya	39h30m-40h
	Tomakomai - Oarai	12 scheduled departures per week	Tomakomai - Oarai	From 17h45m 19h15m
	Tomakomai - Akita - Niigata	5 scheduled departures per week	Tomakomai - Akita Tomakomai - Niigata	10h30m-12h05m 18h15m-20h
	Tomakomai - Akita - Niigata - Tsuruga	1 scheduled departure per week	Tomakomai - Tsuruga	31h15m-34h
	Tomakomai - Tsuruga	1 daily departure		20h35m-21h
	Otaru - Niigata	6 scheduled departures per week	Otaru - Niigata	16h15m-16h30m
Tsugaru Strait	Otaru - Maizuru	1 daily departure	Otaru - Maizuru	20h55m-21h45m
	Hakodate - Aomori	8 daily departures	Hakodate - Aomori	3h40m
	Hakodate - Oma	8 daily departures		3h50m-4h
	Hakodate - Oma	2 daily departures	Hakodate - Oma	1h30

● Regular Domestic Cargo

Route name	Number of services
[Tomakomai] - Ibaraki (Hitachinaka)	12 scheduled departures per week
[Tomakomai] - Tokyo	9 scheduled departures per week
[Tomakomai] - [Kushiro] - Tokyo	2 scheduled departures per week
[Tomakomai] - Yokohama	1 scheduled departure per week
[Tomakomai] - Yokohama - Hachinohe	2 scheduled departures per week
[Tomakomai] - [Muroran]* - Hachinohe - Miyako - Sendai-Shiogama - Ibaraki (Hitachinaka) - Yokohama (service does not always stop in Muroran)	1 scheduled departure per week
[Tomakomai] - Hachinohe - Kawasaki - Oppama - Kawasaki - Sendai-Shiogama	3 scheduled departures per week
[Tomakomai] - Tsuruga	6 scheduled departures per week
[Tomakomai] - Sendai-Shiogama - Nagoya - Sendai-Shiogama	7 scheduled departures per week
[Tomakomai] - Hachinohe - Nagoya - Sendai-Shiogama	
[Tomakomai] - [Kushiro] - Sendai-Shiogama - Tokyo - Nagoya - Tokyo - Sendai-Shiogama	1 scheduled departure per week
[Tomakomai] - [Kushiro] - Sendai-Shiogama - Tokyo - Osaka - Tokyo - Sendai-Shiogama	2 scheduled departures per week
[Tomakomai] - [Kushiro] - Sendai-Shiogama - Tokyo - Osaka - Nagoya - Sendai-Shiogama	1 scheduled departure per week
[Tomakomai] - Tokyo - Shimizu - Osaka - Shimizu - Tokyo - Sendai-Shiogama	1 scheduled departure per week
[Hakodate] - Chiba	1 scheduled departure per month
[Hakodate] - Tokyo	1 scheduled departure per week
[Kushiro] - Ibaraki (Hitachi)	1 daily departure
[Kushiro] - Tokyo - Chiba - Tokyo	1 scheduled departure per week

● Regular Overseas Cargo

Route name	Port of call	Number of services
North American West Coast Route	Vancouver - [Tomakomai] - Busan - Hakata - Osaka - Nagoya - Shimizu - Tokyo - Everett - Seattle - Vancouver	1 scheduled departure every 2 weeks
	Busan - [Tomakomai] - Busan	1 scheduled departure per week
South Korea Route	● Loop 1 Busan - Sendai - Hachinohe - [Tomakomai] - Busan	1 scheduled departure per week
	● Loop 2 Busan - Busan New Port - Naetsu - Akita - [Tomakomai] - Hachinohe - Busan New Port - Busan	1 scheduled departure per week
South Korea Route	Busan - Busan New Port - [Tomakomai] - [Ishikari Bay New Port] - Busan - Busan New Port - Tokushima - Shimizu - Kashima - Ibaraki - Sendai-Shiogama - Toyohashi - Busan	1 scheduled departure per week
	Dalian - Qingdao - Shanghai - Niigata - Fushikitoiyama - [Otaru] - Maizuru - Dalian	1 scheduled departure per week
China / South Korea Routes	Shanghai - Ningbo - Busan - Ibaraki - Onahama - Sendai-Shiogama - Hachinohe - [Kushiro] - [Tomakomai] - Sakata - Busan - Ulsan - Gwangyang - Shanghai	1 scheduled departure per week
	Dalian - Qingdao - Busan - Kanazawa - Niigata - [Muroran] - [Tomakomai] - [Kushiro] - Sendai-Shiogama - Ibaraki - Busan - Ulsan - Gwangyang - Dalian	1 scheduled departure per week
	Busan - Sakai - Sakata - [Ishikari Bay New Port] - [Hakodate] - [Tomakomai] - Kamaishi - Sendai-Shiogama - Busan New Port - Ulsan - Gwangyang - Lianyung - Qingdao - Busan	1 scheduled departure per week
	Ningbo - Shanghai - Busan - Shimizu - Sendai-Shiogama - [Tomakomai] - [Ishikari Bay New Port] - Sakata - Kanazawa - Sakai - Busan - Ulsan - Gwangyang - Ningbo	1 scheduled departure per week
	Dalian - Tianjin New Port - Busan - Ibaraki - Sendai-Shiogama - Hachinohe - [Kushiro] - [Tomakomai] - Akita - Ulsan - Busan - Gwangyang - Dalian	1 scheduled departure per week
Vladivostok Route	Vladivostok - [Otaru] - Fushikitoiyama - Vladivostok	2 scheduled departures per month



■ Travel Times between Major JR Freight Terminals in Hokkaido (Revised March 2022)

Destination	Sapporo	Tomakomai	Asahikawa	Hakodate	Obihiro	Kushiro
Sendai	16 hours 00 minutes	14 hours 35 minutes	19 hours 19 minutes	13 hours 30 minutes	33 hours 30 minutes	38 hours 00 minutes
Tokyo (Sumidagawa)	18 hours 10 minutes	20 hours 45 minutes	26 hours 50 minutes	18 hours 40 minutes	24 hours 56 minutes	27 hours 36 minutes
Nagoya	32 hours 25 minutes	29 hours 45 minutes	38 hours 50 minutes	26 hours 45 minutes	41 hours 30 minutes	49 hours 00 minutes
Osaka	28 hours 50 minutes	27 hours 27 minutes	52 hours 47 minutes	24 hours 37 minutes	50 hours 47 minutes	55 hours 17 minutes
Fukuoka	38 hours 09 minutes	42 hours 24 minutes	67 hours 09 minutes	38 hours 09 minutes	45 hours 49 minutes	69 hours 39 minutes

*Indicated times are the shortest time between departure from the handling track and the start of delivery



Utilization of Renewable Energy and Cool Weather

Richer in Renewable Energies than Anywhere Else in Japan

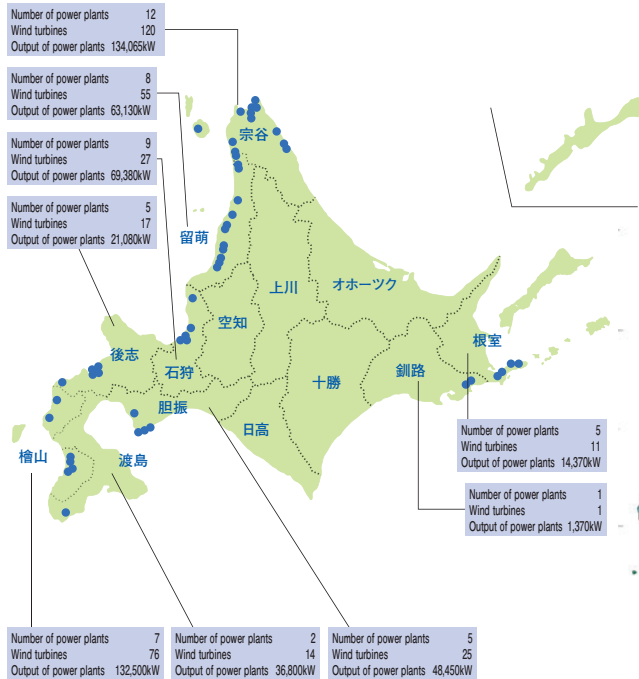
Hokkaido's Renewable Energy Potential

Hokkaido has an abundance of diverse energy sources, including solar power, wind power, biomass, geothermal power and coal, and has greater potential for use of new energy sources than any other prefecture in Japan.

Wind Power Generation

Wind turbines are mainly being introduced on the Sea of Japan coast of Hokkaido due to the excellent wind conditions. As of the end of March 2019, 346 wind power generators have been installed, with an overall capacity of approximately 521,145kW, making this area one of the most advanced regions in Japan for wind power generation.

■ Status of General Subprefectural Bureau and Subprefectural Bureau Installations



(出典:経済産業省北海道産業保安監督部)



Uehira Green Hill Wind Farm (Tomamae)

■ Abundance of New Energy Sources in Hokkaido

Wind Power Generation	No.1 nationwide
Medium/small-scale hydro-electric power generation (less than 30,000 kW)	No.1 nationwide
Solar power generation	No.1 nationwide
Geothermal power	No.3 nationwide

(Source: Initiatives for Increased Implementation of new Forms of Energy in Hokkaido, Hokkaido Government (August 2021))

Solar Power Generation

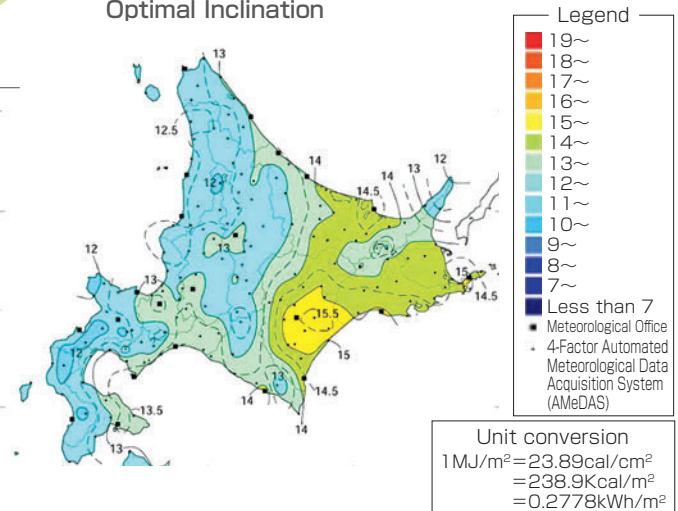
Solar power generation converts sunlight directly into electricity. It is a clean source of energy that does not produce CO2 emissions, and is expected to be key in the accomplishment of a low-carbon society.

In addition to using these sources in public facilities and homes, Mega Solar sites are being developed throughout Hokkaido, making use of the prefecture's abundant solar radiation and vast land.

● Solar Power Generation Efficiency ・1°C Cooler = Up to 0.4% Greater Output!

(At 0°C or above) (Source: Japan Photovoltaic Energy Association)

■ Annual Average Amounts of Solar Radiation at Optimal Inclination



■ Annual Amounts of Solar Radiation at Optimal Inclination in Major Cities

Obihiro	4.51	Nagoya	4.56	Kitami	4.12	Sapporo	3.91	Hakodate	3.79
Kushiro	4.35	Fukuoka	4.01	Osaka	4.39	Tomakomai	3.91	Tokyo	4.41

(Source: NEDO Solar Radiation Database, Unit: kWh/m² per day) (New Energy and Industrial Technology Development Organization)



Wakkanai Mega Solar Power Station (Wakkanai)

Utilization of Clean Energy and Cool Weather

An Eco-Friendly New Energy

Snow and ice energy is a novel way of storing snow and ice collected during the winter for use in air conditioners and refrigerators in the summertime. This system is attracting attention as an eco-friendly source of energy, and has already been introduced to some parts of Hokkaido.

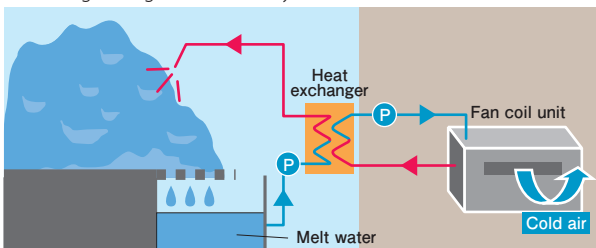
Another technology is "Free Cooling," which generates cold water through the direct use of cold outdoor air from cool and cold seasons (i.e., seasons other than summer) in heat exchange instead of using cooling machines. This technology saves a great deal of energy, especially in facilities that use refrigeration throughout the winter.

Such utilization of the cool weather not only reduces the cost of cooling products, equipment and air-conditioning within buildings, but also contributes to low energy consumption, and allows increased control of CO2 emissions. It is expected that this technology will be seen increasingly more in industrial facilities such as factories.

● Snow and Ice Energy Supply Methods for Rooms and Warehouses

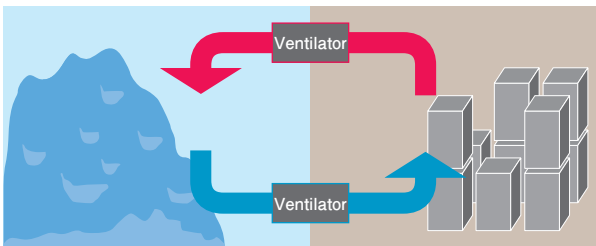
1) Cold Water Heat Exchange Cycle Method

Melt water or antifreeze cooled with snow is circulated into the primary side of a heat exchanger with a pump, cooling the liquid circulating through the secondary side (Antifreeze, etc.).



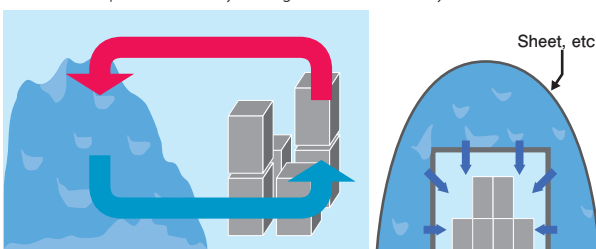
2) Cold Air Circulation Method by Direct Heat Exchange

Air is circulated between a snow and ice storage device for cooling the warehouse or room being cooled using a ventilator.



3) Natural Convection Method (Snow Chamber/Ice Chamber)

Cold energy from a snow and ice storage device or the snow covering the warehouse is passed naturally through the warehouse by convection.



■ Main Companies Using Snow and Ice Thermal Energy in Hokkaido

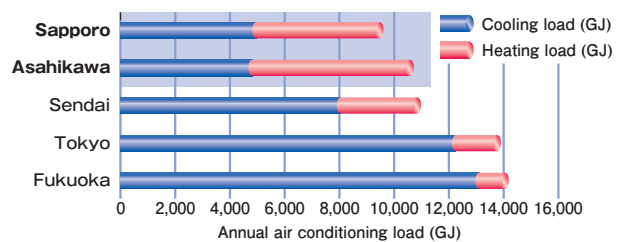
Established by	Facility Name	Warehouse Capacity (t)	Cooling source
Tsuchiya Dairy Equipment MFG. Co.	Curlplex Obihiro Ice Shelter	295	Snow/Ice
Nishioka Kokusho Construction Co., Ltd.	Asahikawa Toyooka Center Building	330	Snow
Honda Motor Co., Ltd.	Administrative building	250	Ice
SHIMIZU CORPORATION Hokkaido Branch Office	Single occupancy housing Amitie Miyanomori	40	Snow
Seiko Epson Corp. Sapporo SoftCenter	Snow-cooled air-conditioning systems	70	Snow
Daika	Low temperature ice chamber storage facilities	302	Ice
Denso Hokkaido Corporation	Cold water exchange style snow cooled air-conditioning	327	Snow
Tokyo Regional Civil Aviation Bureau, New Chitose Airport Office-CENTRAL LEASING SYSTEM Co., LTD.	Snow mountain cooling supply systems	74,400	Snow
Amino Up Chemical Co., Ltd.	Eco-House snow cooled air-conditioning systems	200	Snow
TOYOTA MOTOR HOKKAIDO, INC.	Snow and ice air conditioning systems	500	Snow
Hokkaido Maeta Co., Ltd.	Snow cooled air-conditioning experimentation and research facilities	90	Snow
Honma Shozo Shoten Co., Ltd.	Honma Shozo Shoten Rokugou Souko	150	Snow
MAKINO KOGYO Co., Ltd.	Pipe arch type snow and ice warehouse	256	Snow/Ice

* 1 ton of snow can save 10 liters of petroleum and prevent 30 kg of CO2 emissions. (Source: Hokkaido Bureau of Economy, Trade and Industry)

Controlling Air-Conditioning Energy

Hokkaido has a cool summer with low humidity, and less energy is needed for cooling systems compared to Honshu. Building insulation has also been improved considerably, reducing energy requirements for heating in the winter. This has led to a dramatic decrease in the energy used for cooling, particularly in manufacturing industries and data centers where a large amount of heat is generated by devices year-round.

■ Comparison of the Annual Air Conditioning Load



(Note) • These figures are for a 10,000m² factory where 70% of the area is cooled. *Results calculated as of January 2013.

• Air conditioning load for thermal insulation performance in Honshu is calculated at the same 50 mm level as in Hokkaido, and the thermal insulation performance value for mainland cities becomes smaller. Therefore, if the same low-thermal insulation specifications that are commonly used in Honshu are factored in for Hokkaido calculations, it can be seen that the heating load value in Honshu is larger than that of Hokkaido.

• In industries where a lot of heat is generated, such as industries with heat-emitting equipment, the heating load becomes lower than that shown in the figure, but the cooling load increases.

*This is an example calculation shown for reference purposes only. (Source: Hokkaido Electric Power Co.)

A Hotspot for Excellent Human Resources and Research Institutions

A Hotspot for Excellent Human Resources and Research Institutions: 2 Key Points

1. Abundance of High-quality Human Resources
2. Experimental Institutions Provide Strong Support for Emerging Businesses

Key Point

1 Abundance of High-quality Human Resources

Ample Access to the Outstanding Human Resources that Hold the Key to the Development of Your Business

Hokkaido has an abundance of higher education institutions, with 29 graduate schools, 39 universities, 15 junior colleges, and 4 technical colleges. There are about 84,000 young graduates annually, including those from vocational and high schools. This young and energetic workforce is keen to make its mark in the world.

Actively attracting professional human resources etc. to Hokkaido

The Hokkaido Professional Human Resources Center, established by the Hokkaido government helps companies to secure the human resources they need to become more competitive by acting as a bridge between professionals inside and outside of Hokkaido. Among these professionals are people seeking side or dual jobs, who can lead the creation of new businesses and the improvement of productivity. Additional initiatives to attract human resources from inside and outside of Hokkaido and to provide employment support include offering financial support of up to 1 million yen, within budgetary limits, to cover relocation costs of people who meet certain criteria, such as working for a company that posts job ads on a job search website established by the Hokkaido Government and relocating from the Tokyo metropolitan area. The center also connects career advisors from universities in areas such as the Tokyo metropolitan region with companies in Hokkaido.



- **Website for special financial support for relocating to Hokkaido**
<http://www.pref.hokkaido.lg.jp/kz/jzi/ui-turn/H31wakuwaku.htm>

- **Inquiries**
 Human Resources Support System, Industrial Human Resources Division, Bureau of Labor Affairs Policy, Department of Economic Affairs, Hokkaido Government
 Phone: 011-251-3896 (direct line)

Helping Companies Find Personnel

Job Cafe Hokkaido, Hokkaido Government's support service for young job seekers and Sapporo Wakamono Hellowork (Young Hellowork Sapporo), a branch of a national service, are offered jointly at the Hokkaido Young Persons' Employment Support Center (nicknamed Miraippo) to provide an all-in-one employment support system.

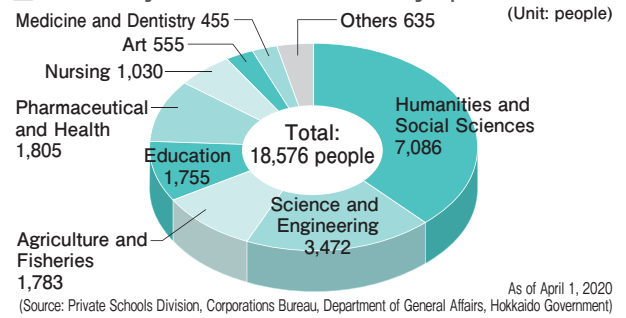
In addition to providing job seekers with career counseling, Job Cafe Hokkaido helps companies to find and retain personnel by holding industry seminars, workplace tours and job fairs with multiple companies to deepen job seekers' understanding of industries and workplaces.

In addition to Sapporo, Job Cafe Hokkaido has bases in Hakodate, Asahikawa, Kushiro, Obihiro and Kitami. A total of 22,489 people have used the service as of FY 2020, with 5,311 people finding work.

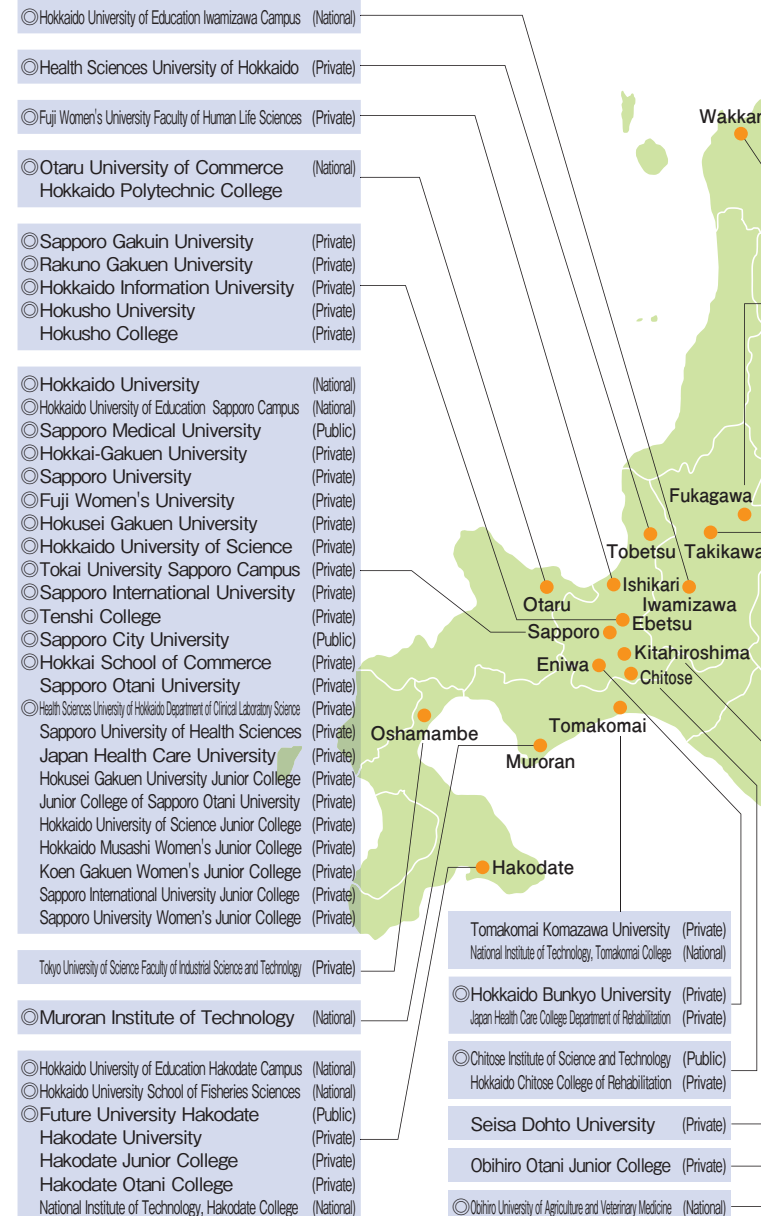
- **Inquiries**
 Job Cafe Hokkaido
 Phone: 011-209-4510



■ University student enrollment by specialization (Unit: people)



■ Higher Education Institutions throughout Hokkaido (As of April 2020)



Strong Tendency Toward Working Locally

The job market is very locally oriented, with 80% of young graduates finding work in Hokkaido.

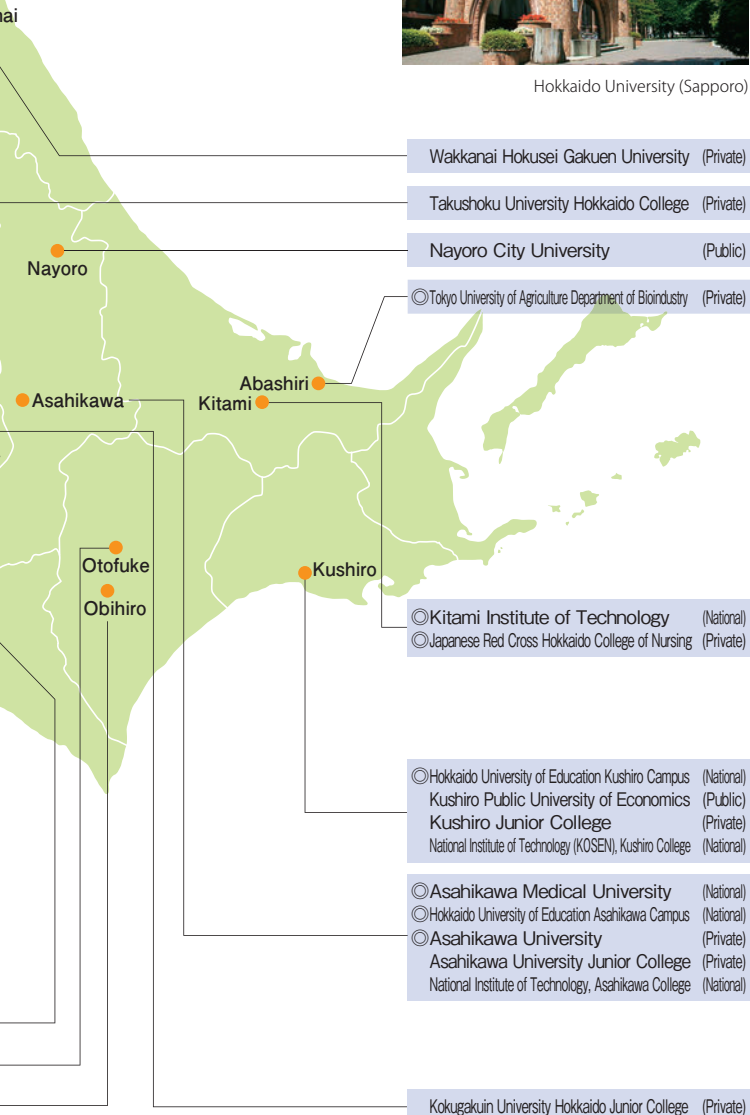
■ Employment Situation (Unit: people, () indicates the percentage)

Category	Graduates	Job seekers	Newly employed	Employment	
				Within Hokkaido	Outside Hokkaido
High schools	47,474	6,159	6,050	5,669 (93.7)	381 (6.3)
Vocational schools	8,382	7,320	6,955	5,951 (85.6)	1,004 (14.4)
Technical colleges	694	395	393	121 (30.8)	272 (69.2)
Junior colleges	2,113	1,625	1,552	1,474 (95.0)	78 (5.0)
Universities	19,811	15,445	14,340	8,757 (61.1)	5,583 (38.9)
Total	78,474	30,944	29,290	21,972 (75.0)	7,318 (25.0)

Total at the end of March 2021 (Source: Hokkaido Labor Bureau)
 *The figure for high school graduates is the number of graduates expected as of May 15, 2020.



Hokkaido University (Sapporo)

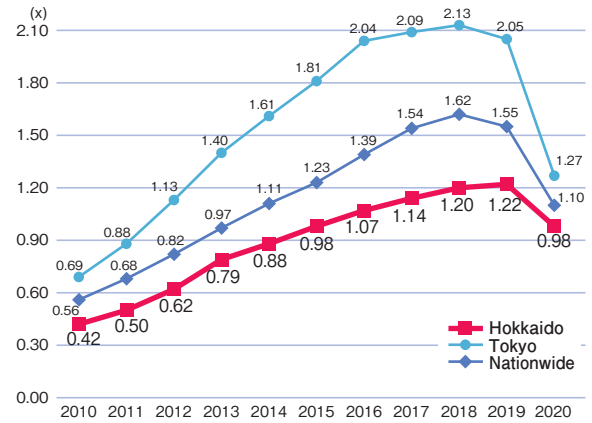


Source: Private Schools Division, Corporations Bureau, Department of General Affairs, Hokkaido Government

Implementation of Business Matching Schemes

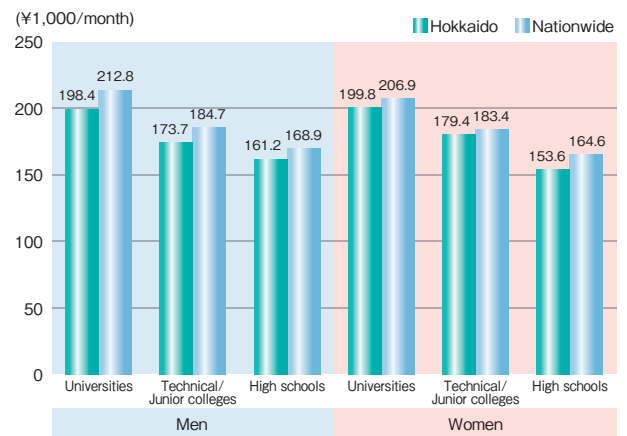
Joint company briefings and interview meetings are now held in numerous venues throughout Hokkaido with the aim of increasing the opportunities for job seekers to meet with potential employers. For details, please visit the website shown below.
<http://www.pref.hokkaido.lg.jp/kz/rkr/index.htm>

■ Active Opening Rate (All Industries/Raw Data)



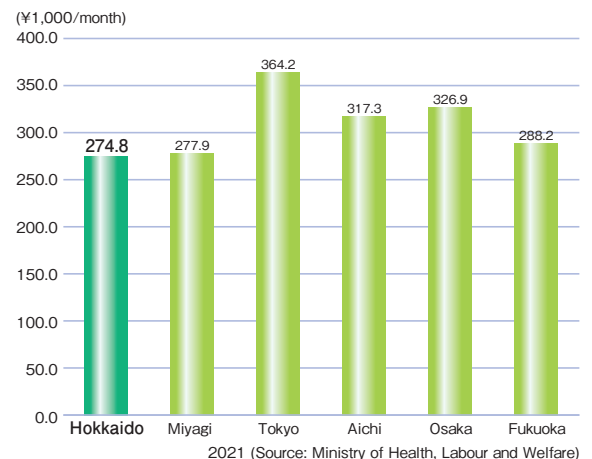
(Source: Ministry of Health, Labour and Welfare)

■ Average Graduate Starting Salary (2019)



2019 (Source: Ministry of Health, Labour and Welfare)

■ General Workers' Basic Salary

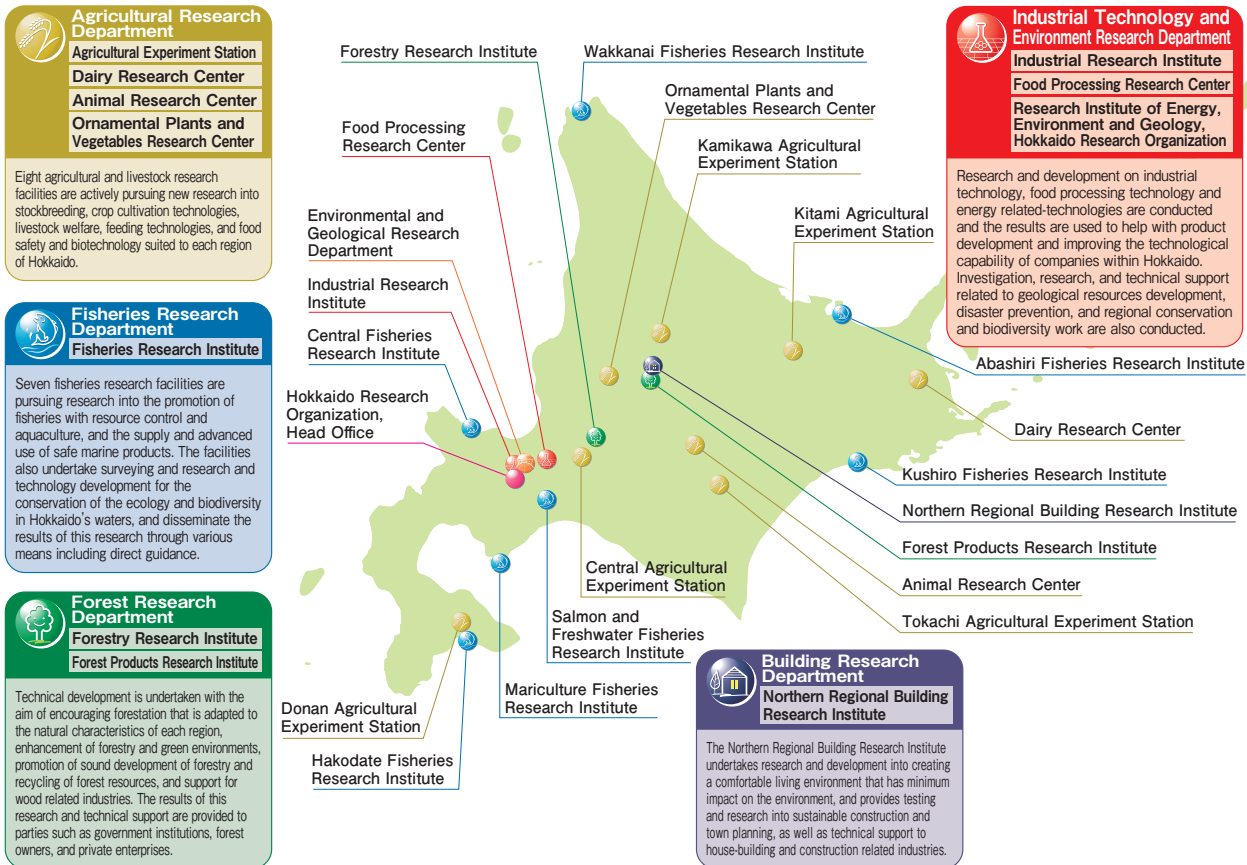


2021 (Source: Ministry of Health, Labour and Welfare)

Experimental Institutions Provide Strong Support for Emerging Businesses

The Hokkaido Research Organization Supports Many Companies through Research and Technical Guidance

The Hokkaido Research Organization is an integrated research institute formed in 2010 by merging 22 Hokkaido testing and research institutes. Involved in a wide range of industrial fields, the institute uses its collective strength to carry out multidisciplinary research and technical support in order to meet your various needs.



Number of Patents, etc.

(as of December 31, 2021)

	Number of rights*1	Number of licensing agreements	Main items
Patent Rights	106	80	Lactobacillus plantarum HOKKAIDO (new lactobacillus) <sole ownership> Reafru (vacuum packaging of fruit) <sole ownership> Scallop shell chalk <private joint ownership> Yogurt paste <private joint ownership>
Utility model rights	0	0	
Design rights	4	2	Shovel <private joint ownership>
Trademark rights	4	10	Lactobacillus plantarum HOKKAIDO Reafru processed fruit products
Breeders' rights	120	313	Rice: Yumepirika Wheat: Kitahonami Maitake Mushroom: Taisetsu Hananomai No.1

*1 The number of rights includes those pending.

Main Recent Research and Development Project

Forest Research Field (Forest Products Research Institute)



Production and performance evaluation of wooden surface materials utilizing artificial Sakhalin spruce

Research on technical issues related to manufacturing various materials such as plywood using Sakhalin spruce and verification of whether artificial Sakhalin spruce can be used.

Research field for industrial technology and the environment (Industrial Research Institute)



Development of high quality sheet metal working systems using IoT molds and technology for estimating and correcting the machining condition

High quality sheet metal processing systems that use IoT molding to create and correct appropriate working conditions are being developed in order to make Hokkaido's sheet metal working businesses more competitive in the market by reducing costs and improving quality.

Building Research Field (Northern Regional Building Research Institute)



Development of fireproof wooden walls by the Northern Regional Building Research Institute

Fireproof outer walls have been developed and implemented using wood that follows Hokkaido's specifications for highly effective insulation and can be used as cladding, in order to promote an increase in demand for Hokkaido wood.

Public Testing and Research Institutes and Industrial Support Institutes Provide Strong Support for Businesses

A system to support collaboration between businesses and Hokkaido's main universities has resulted in an increase in joint research projects in recent years. In addition, public testing and research institutions are continuing research and development in a broad range of areas. Hokkaido is well-equipped for industry-academia cooperation, with a proven track record. Collaborations between companies and national and public universities here have produced Japan's third-highest number of rights such as patents resulting from industry-academia cooperation. Hokkaido also has the seventh highest number of joint studies and the sixth highest number of consigned studies.

Main National and Public Universities, Public Testing and Research Institutes and Industrial Support Institutes *Excluding Hokkaido Research Organizations

Category	Name	Location	Main Support for Private Companies
National and Public Universities	Institute for the Promotion of Business-Regional Collaboration, Hokkaido University	Sapporo	Joint research with companies and promotion of use of intellectual property in academia (Research fields: Life sciences, information and communications, environment, nanotechnology, materials, etc.)
	Center for Cooperative Research and Development, Muroran Institute of Technology	Muroran	Joint research with companies (Research fields: Materials, environment, energy, construction, social infrastructure, information, sensitivity, production systems, device engineering, measurement, control, aeronautics, electricity, electronics, communication, biotechnology, etc.)
	Center for Regional Community, Kitami Institute of Technology	Kitami	Joint research with companies (Research fields: Measurement, agricultural machinery, biotechnology, civil engineering, information and communications, electricity, electronics, materials, etc.)
	Center for Industry-University Collaboration, Obihiro University of Agriculture and Veterinary Medicine	Obihiro	Joint research with companies (Research fields: Livestock farming, crop farming, food, veterinary fields, biotechnology, agricultural machinery, agricultural civil engineering, agricultural economics, environment, etc.)
	Center for Global Strategy, Otaru University of Commerce	Otaru	Joint research base for industry-academic-government cooperation (construction of "knowledge cycle structure" through industrial promotion projects, active business support, open research seminars, etc.)
	Center for Advanced Research and Education, Asahikawa Medical University	Asahikawa	Provision of information on academic intellectual property to companies, support for industry-academic-government cooperation, etc.
	Collaborative Center for Community and Industry, Sapporo Medical University	Sapporo	Joint research between industry, academia and government (joint research using academic resources, transfer of intellectual property, etc.)
	Collaborative Research Center, Sapporo City University	Sapporo	Cooperation and joint research with companies and the local community
	Northern Hokkaido Regional Research Institute, Nayoro City University	Nayoro	Joint research between industry, academia and government (joint research using academic resources, transfer of intellectual property, etc.)
	Center for University-Society Relations and Collaboration, Future University Hakodate	Hakodate	Joint research, technology transfer and promotion of intellectual property activities between industry, academia, government and communities
National Research and Development Agency	Research Center for Regional Economics, Kushiro Public University	Kushiro	Center for joint research between industry, academia and government (enlivement plans, etc. to resolve local issues and promote future improvements to communities)
	Civil Engineering Research Institute for Cold Regions	Sapporo	Research and technical consultation on civil engineering technologies for cold regions
	National Institute of Advanced Industrial Science and Technology (AIST) Hokkaido Center	Sapporo	Joint research between industry, academia and government (Research fields: Biotechnology, energy, etc.)
	National Agriculture and Food Research Organization (NARO) Hokkaido Agricultural Research Center	Sapporo	On-site instruction for joint research and dissemination of technology with farmers, companies, etc.
	Hokkaido Research Center, Forestry and Forest Products Research Institute, Forest Research and Management Organization	Sapporo	Joint research and social contributions through research results with foresters, companies, etc.
Hokkaido prefectural	Hokkaido National Fisheries Research Institute, Japan Fisheries Research and Education Agency	Sapporo	Joint research and commercialization of institutes' intellectual property with fisheries, companies, etc.
	Hokkaido Industrial Technology Center	Hakodate	Testing, research, and technological training into seafood processing, biotechnology, industrial materials, and mechatronics
	Hokkaido Okhotsk Area Regional Food Processing Technology Center	Kitami	Testing, research and technical training for food processing that corresponds to local needs
	Hokkaido Tokachi Area Regional Food Processing Technology Center	Obihiro	Testing, research and technical training for food processing that corresponds to local needs
Municipal	Hokkaido Institute of Public Health	Sapporo	Safety evaluation of drinking water, food, etc., measurement of radioactive substances, analysis of bacteria, viruses, etc., collection and analysis of information on infections for anti-infection measures
	Asahikawa Industrial Technology Center	Asahikawa	Research, development, and technical training for machinery and metals
	Kitami Industrial Technology Center	Kitami	Technical training and product development training for machinery and metals, furniture, joinery, and woodcrafts
	Tomakomai Industrial Technology Center	Tomakomai	Technical training and Research and Development support for materials, processing and mechatronics
Others	Kushiro Industrial Technology Center	Kushiro	Technical support for machinery, metals, woodcrafts, environmental energy, chemicals, electronics, information and communications, etc.
	Muroran Advancement Center of Industrial Technology and Management	Muroran	Technical development and training for machinery and metals, electronic control, and software
	TOKACHI REGIONAL INDUSTRIAL DEVELOPMENT CENTER	Obihiro	Technical support for machinery, metals and woodcrafts
	Hokkaido Branch, Organization for Small & Medium Enterprises and Regional Innovation, Japan	Sapporo	Support for expansion of sales routes of small and medium enterprises, overseas expansion, business continuity, human resource development, business expansion, development of new products, business revitalization, strengthening of management foundations, etc.
	Hokkaido Small and Medium Enterprise Promotion Fund Support Center	Sapporo	Support for expansion of sales routes of small and medium enterprises, overseas expansion, business continuity, human resource development, business expansion, development of new products, business revitalization, strengthening of management foundations, etc.
	Northern Advanced Center for Science and Technology	Sapporo	Support through coordination of commercialization activities by companies
	Asahikawa Industry Research Center	Asahikawa	Various forms of support for companies involved in development of new products or technologies or expansion into new fields in northern Hokkaido (Kamikawa, Rumoi and Soya areas)
	Asahikawa Food Industry Support Center	Asahikawa	Support for development of new products, testing and analysis for companies in Asahikawa and surrounding area
	Hokkaido Intelligent Network Terminal	Sapporo	Consultation for product development, technology development and research and development by companies

Industry-academia Cooperations, etc. with National and Public Universities (by Prefecture) (FY2019)

	Number of patents (number)	Joint studies (number)	Consigned studies (number)
No. 1 Tokyo	4,642	Tokyo 3,791	Tokyo 3,149
No. 2 Kyoto	1,928	Osaka 1,886	Osaka 1,545
No. 3 Hokkaido	1,069	Kyoto 1,477	Kyoto 1,302
No. 4 Aichi	848	Aichi 1,347	Fukuoka 1,119
No. 5 Osaka	806	Miyagi 1,289	Aichi 993
No. 6 Fukuoka	641	Fukuoka 1,068	Hokkaido 941
No. 7 Nagano	388	Hokkaido 1,012	Miyagi 756
National average	304	National average 471	National average 390

*Number of patents, etc.: Number of licensed or transferred patents
Source: Industry-academic Cooperations, etc. by Universities, etc. in FY2019, Ministry of Education, Culture, Sports, Science and Technology (MEXT)


Northern Manufacturing Network: One-Stop Support for Technical Concerns Faced by Manufacturers

The Hokkaido Government established the Northern Manufacturing Network to provide a one-stop support service with effective solutions for technical issues and consultations on new product development from manufacturers. The service is provided through cooperations with industrial support institutes and manufacturing-related industrial organizations throughout Hokkaido.

<<Feel free to contact the organizations below for the following concerns and issues>>


- Consultations to solve technical issues ⇒ Contact your nearest industrial support institute
- Consultations about joint development through inter-industry cooperations ⇒ Contact an industrial organization in this network

*See the website below for details such as the contact details of the industrial support institutes.



Northern Manufacturing Network

<https://www.pref.hokkaido.lg.jp/kz/ssg/network.html>



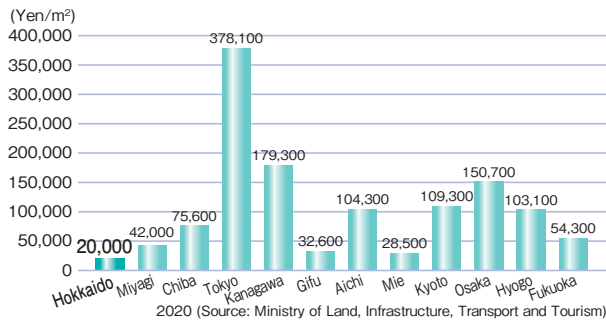
Key Point

1 Open, Individual Local Communities

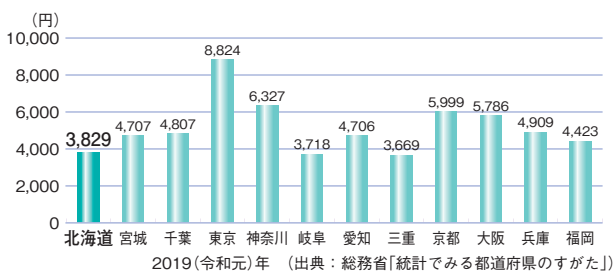
Enjoy a relaxed, comfortable new life

Land is relatively cheap in Hokkaido, and many people take the opportunity to buy a comfortably large family home close to Hokkaido's abundant nature. Commute times to workplaces and schools are much shorter, and you can enjoy a more relaxed pace of daily life. There are also large parks and convenience stores nearby and an abundance of hospitals to make your life comfortable.

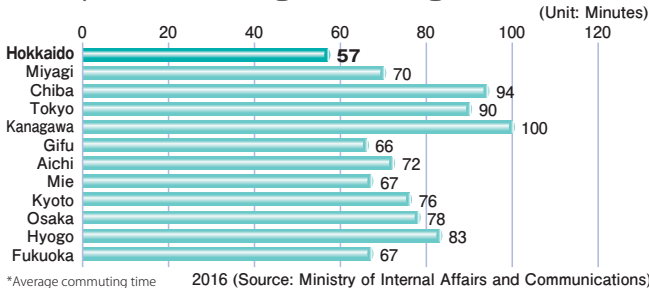
■ Average price of residential land



■ Rent for private rental homes (per 3.3m² per month)



■ Comparison of average commuting times

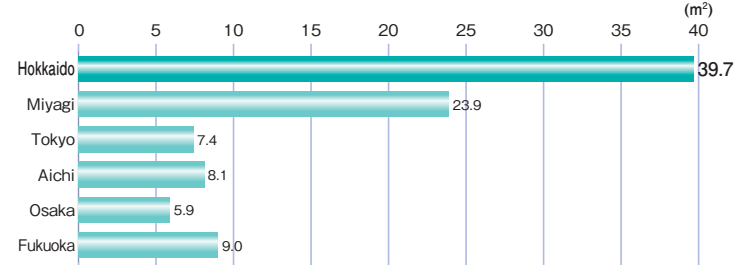


■ Leisure and sports facilities and accommodation facilities

Camp sites	233	No.1 nationwide	Aquariums	10	No.1 nationwide
Golf courses	150	No.3 nationwide	Museums	242	No.3 nationwide
Ski grounds	29	No.2 nationwide	Zoos and botanical gardens	47	No.1 nationwide
Swimming beaches	47	No.8 nationwide	Parks	372	No.1 nationwide
Skating rinks	33	No.1 nationwide	Hot springs	246	No.1 nationwide
Cycling courses	32	No.1 nationwide	Japanese-style inns and hotels	2,868	No.2 nationwide
Theme parks and recreation centers	21	No.3 nationwide			

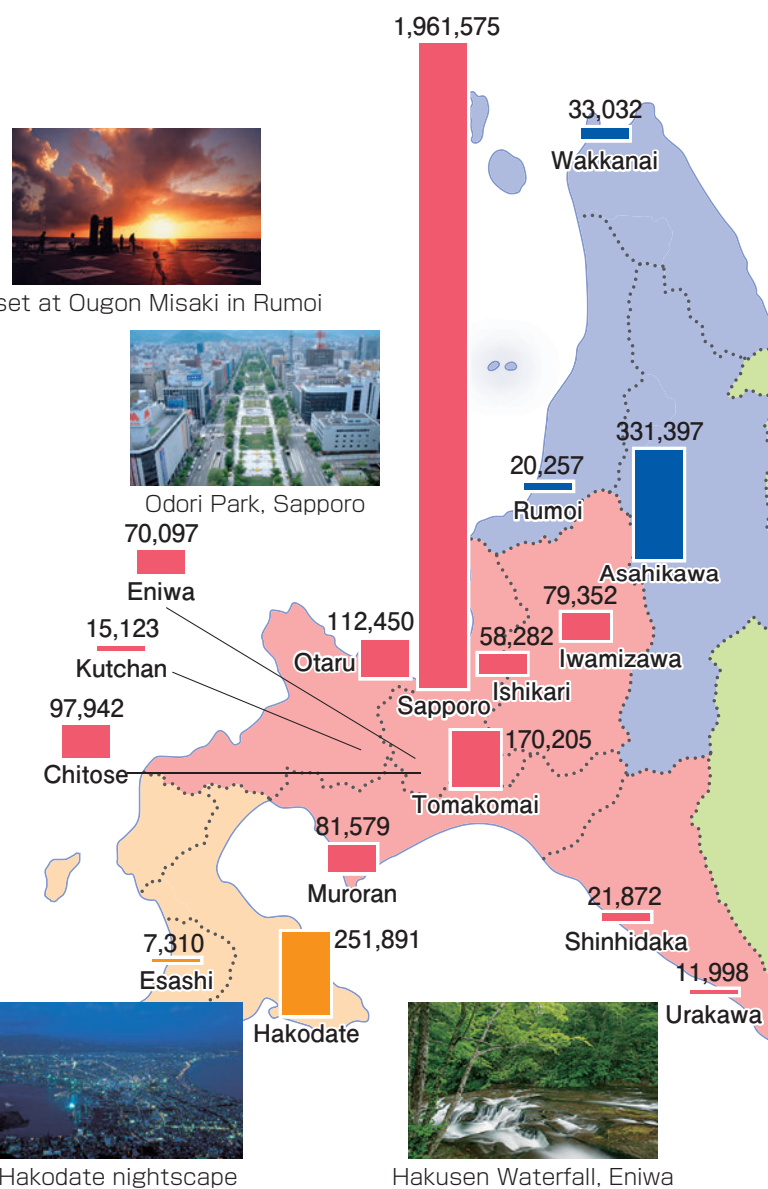
(Source: Suuji de Miru Kanko (Tourism in Numbers) 2020 Edition, Japan Travel And Tourism Association)

■ Total Area of City Parks (Per capita)



End of FY2018 (Source: Current State of City Parks, etc., Ministry of Land, Infrastructure, Transport and Tourism)

■ Population according to Basic Resident Register



Sunset at Ougon Misaki in Rumoi



Odori Park, Sapporo

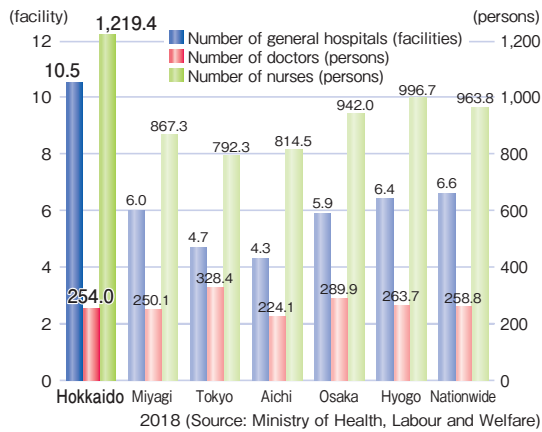


Hakodate nightscape



Hakusen Waterfall, Eniwa

■ Number of general hospitals and numbers of doctors and nurses (per 100,000 residents)



Comments about business life in Hokkaido from companies that have expanded here from outside Hokkaido

Here are some thoughts on life in Hokkaido from companies that have expanded here from outside Hokkaido.

“Continual support that exceeds expectations and many joys outside work.”

(Takashi Nojima, CEO and President of AXA Life Insurance co., Ltd., Sapporo Headquarters)

After considering various perspectives such as the effects of geographical dispersion of risk, hiring of local employees, and the extensive public and private support, AXA Life Insurance decided to establish another base in Sapporo, Hokkaido, under a dual head office system, with the goal of ensuring business continuity for our customers. In the five years since the establishment of our Hokkaido base, we have completed roughly 50% of our critical business continuity work and over 70% of the base’s employees are local hires because of the incredible talent here.

We are grateful for the support we have received from government bodies and related companies to help our employees who moved from Tokyo to Hokkaido at the time the base was established and the partnerships that have helped us in our business continuity work. It has truly exceeded expectations. Although I’ve seen only a little of the area since taking up my post, I’ve found many new joys outside work, including various sight-seeing opportunities, learning materials, and my new lifestyle, food and home.



I now understand the story of the company employee who cried when he was transferred to Hokkaido and then cried when he had to leave.

(Masakazu Sugimoto, former President, Denso Hokkaido Corporation, now Hokkaido Manufacturing Industry Advisor)

As expected, we managed to find highly motivated and skilled employees. The employees we hired here are earnest and determined, and our female employees in particular are very strong-willed. I remember the story of the company employee who cried when he was transferred to Hokkaido because he didn’t want to go, then cried when he was transferred back home a few years later because he didn’t want to leave. I now understand why.



If you love the outdoors, there’s no better place than Hokkaido.

(Keiji Inagawa, former President, Muroran Togo Corporation)

Muroran is very easy to get to and from. It’s even possible to fly to our head office in Togo, Aichi, work there for 5-6 hours and then fly back without having to stay the night. As someone who likes the outdoors, it’s great being able to enjoy activities like golfing, kayaking and mountaineering in my free time. A game at a reasonably priced golf course here is a third of the price of a game in Aichi.



Row of cherry blossom trees, Shizunai Nijucken Road, Shinhidaka



Kushiro Marsh, Kushiro

(As of January 1 2021)

The Perfect Environment for Living and Working

Attractiveness Ranking of Prefectures and Cities in Japan

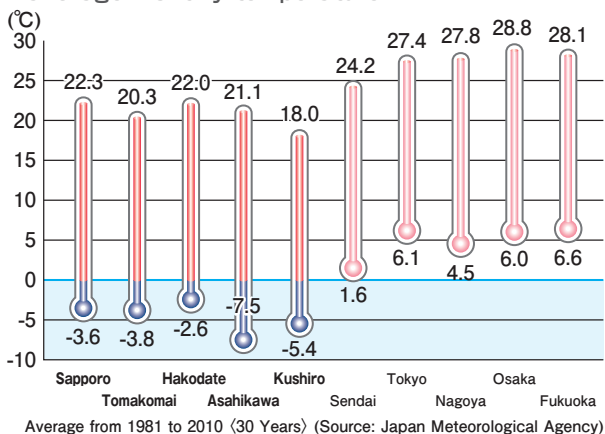
Rank	Prefecture	Municipal Government(s)
1	Hokkaido	Sapporo
2	Kyoto	Hakodate
3	Okinawa	Kyoto
4	Tokyo	Otaru
5	Osaka	Kamakura
6	Kanagawa	Yokohama
7	Fukuoka	Kobe
8	Nagasaki	Karuzawa
9	Nara	Kanazawa
10	Nagano / Ishikawa	Furano

(Source: "Research of Regional Brands 2021" Brand Research Institute, Inc.)

Nature With Four Distinct Seasons

Spring in Hokkaido begins with beautiful cherry blossoms and gets fully underway with profusions of a variety of other flowers. The other seasons are just as distinct, with clear skies in summer, colorful leaves in autumn and silvery white landscapes in winter.

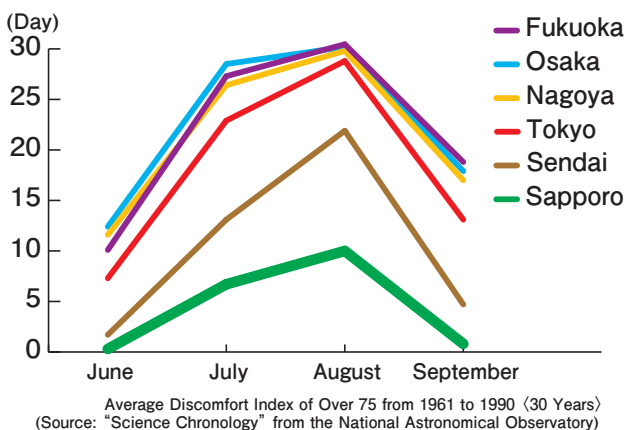
Temperature: minimum and maximum of the average monthly temperature



Low Humidity, Clean Refreshing Air

Hokkaido has an extremely pleasant climate, with no rainy season and low humidity - the perfect location for biotechnology- or IT-related companies.

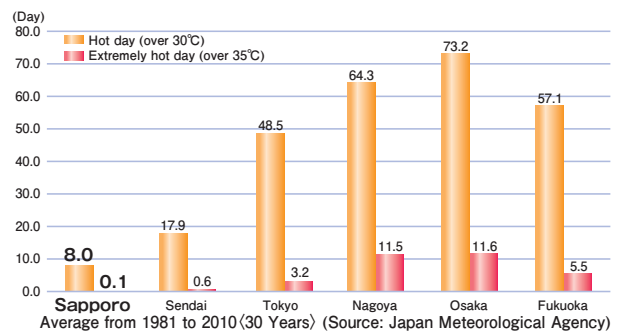
Average Discomfort Days



Comfortable Summer Climate

Hokkaido has very pleasant summer weather, with very few hot days (Over 30°C) or extremely hot days (Over 35°C).

Number of Hot Days/Extremely Hot Days

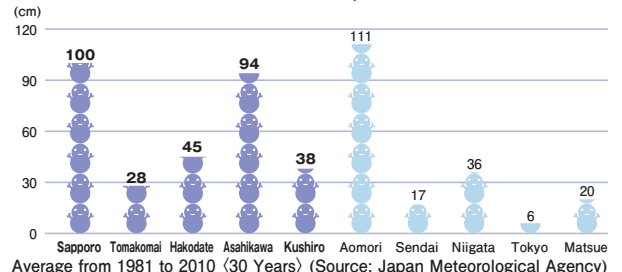


A Substantial Snow Clearing System and Cold Resistant Houses

Because Hokkaido has a thorough snow clearing system for roads, airports and railways, snow is no obstacle to distribution in winter. Comfortable living is ensured in homes built to withstand snow accumulation and cold weather.



Snow Accumulation: Greatest Depth of Accumulated Snow



99.6% Snow Clearance Rate of the Roads in Hokkaido

Hokkaido is a large place, and cars are an essential means of transport. Hokkaido has 6,813km of national highways that need to be cleared of snow in winter, and has a snow clearance rate of 99.6%, with only one 24 km road that cannot be cleared.

Length with snow removal 6,813km 99.6% Total length: 6,837km



Roads are efficiently cleared of snow during the snowfall season

Winter Roads are Safe to Walk on with Winter Shoes

To walk safely and comfortably in the snow, it is very important to wear shoes with the right kind of sole. In Hokkaido, we have excellent winter shoes that are made for walking on the snow and ice.

Length not cleared of snow 1 road 24km 0.4%

As of 2020 (Source: Hokkaido Regional Development Bureau)



Summer shoes



Winter shoes

Increasing Cluster of Health Care-related Businesses as a Result of Hokkaido's Favorable Conditions

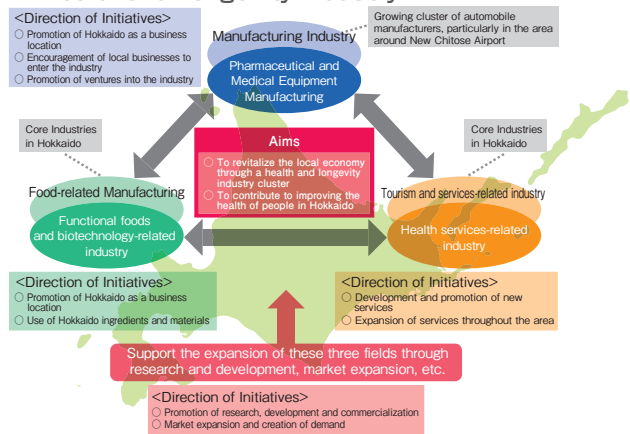
Pharmaceutical, Medical Equipment and Bio-Related Companies Expanding into Hokkaido

An increasing number of companies from other prefectures in health care-related fields such as pharmaceutical products, medical equipment and biotechnology have chosen Hokkaido as a business location in recent years for reasons such as the increasing concentration of medical universities, the low risk of a disaster occurring in both Hokkaido and regions such as the Tokyo metropolitan area at the same time, and the abundance of agricultural, forestry and marine products that are expected to be used as functional ingredients. Hokkaido is aiming to create an industry cluster from core industries such as food-related industries and the tourism industry, along with the health care field, a growing manufacturing industry in Hokkaido. To encourage Hokkaido companies to enter these industries and encourage relevant companies outside Hokkaido to set up business facilities here, we are providing information on promising research by Hokkaido medical universities and promoting the technical capabilities of Hokkaido manufacturers that have entered health care industries.

Health Care Companies that Have Expanded into Hokkaido in Recent Years

Years in operation	Company	Field	Head office	Location (municipality)
2008	Shionogi & Co., Ltd	Pharmaceutical	Osaka	Sapporo
2010	TSUMURA & CO.	Pharmaceutical	Tokyo	Yubari
2013	Hamari Chemicals, Ltd.	Pharmaceutical	Osaka	Chitose
2013	Nihon Seiyaku Kogyo Co. Ltd	Functional Foods	Aichi	Kitami
2014	Cokey Co., Ltd.	Functional Foods	Tokyo	Hakodate
2015	Unisis Corporation	Medical equipment	Tokyo	Kitahiroshima
2016	Nakakita Yakuin Co., Ltd.	Pharmaceutical	Aichi	Kitahiroshima
2016	Nipro Corporation	Pharmaceutical	Osaka	Sapporo
2017	Natural Science Co., Ltd.	Cosmetics	Tokyo	Shiraoi
2018	JOKOH CO.,LTD.	Medical equipment	Tokyo	Sapporo

Basic Principles for Promoting Hokkaido's Health and Longevity Industry



Example of a Health Care-related Company Located in Hokkaido (Nakakita Yakuin Co., Ltd.)

Nakakita Yakuin Co., Ltd. (head office: Aichi) is a general pharmaceutical company with a history spanning 290 years. They carry out a wide range of operations related to pharmaceutical and quasi-pharmaceutical products, from production to wholesale, distribution and customer support. They built a new factory in Kitahiroshima, a city located between downtown Sapporo and New Chitose Airport, due to a need for risk diversification and the abundant, high-quality groundwater in the area. The factory mainly produces oral liquid medicine. Their corporate activities are closely linked to the community, including recruitment at Hokkaido's universities and technical colleges and production of medicinal wine with Hokkaido wine as the main ingredient.



Wide range of functional materials and research opportunities

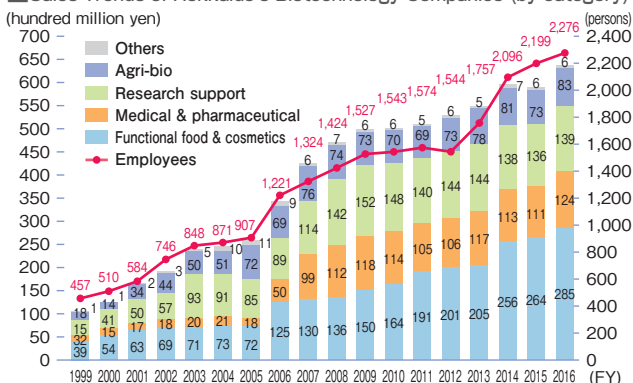
- Functional materials dictionary (pictured left)
This resource details the characteristics of Hokkaido's abundant food materials and medicinal plants.
- Collection of Health and Medical Research Opportunities (pictured right)
This resource describes research opportunities in fields related to health and medicine, from pharmaceuticals and medical devices to functional materials, at institutes such as Hokkaido's medical universities.



Backing Steady Growth of Bio Industries Using Hokkaido Ingredients and Materials

According to the Hokkaido Bio Report 2017 from the Hokkaido Bureau of Economy, Trade and Industry (METI Hokkaido), Hokkaido's bio industry achieved sales of 63.8 billion yen in the 2016 fiscal year - an increase of 8.1% on the previous year and over six times greater than sales 17 years ago. Its employment numbers have also more than quadrupled in that time, with 2,276 employees at the time the report was written (an increase of 3.5% on the previous year). The industry has thus become a major source of employment and support for the local economy. It offers particularly great possibilities for the functional food industry thanks to Hokkaido's abundant agricultural and marine resources and food research cluster. Much high-profile research and development is being carried out by Hokkaido's companies and other relevant organizations for purposes such as utilization of Hokkaido's original food function display system. Created in 2013 and known affectionately as "Healthy Do," the system has attracted a lot of attention as the only food function certification system created by a local government body in Japan.

Sales Trends of Hokkaido's Biotechnology Companies (by category)



(Source: Hokkaido Bureau of Economy, Trade and Industry)

The Clinical Study of Food: Ebetsu Model (Hokkaido Information University)

The Clinical Study of Food: Ebetsu Model operated by Hokkaido Information University is a system unmatched by almost any other system in the world. Human clinical trials related to food safety and functionality is conducted in cooperation with the community, enabling efficient, low-cost testing. Ebetsu has a prolific crop and livestock farming industry and is designated as a food zone due to its agglomeration of testing and research institutes and universities, providing the ideal conditions for research and development of functional foods. An ongoing testing framework has been put in place and is maintained by volunteers, including members of the community. The system is also designed so that it can be used by small and medium companies.



Food-related Industry

Accumulation of food-related industries that utilize the abundance of safe and trustworthy marine and agricultural resources

Largest Food Supplying Region in Japan

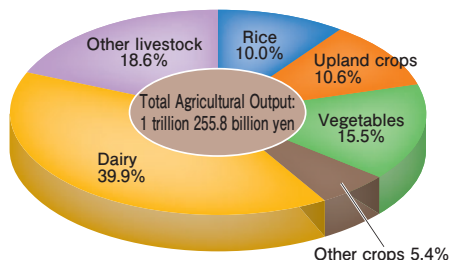
Hokkaido has a cold climate and is covered in snow for a long period throughout the winter, but through the introduction of many western agricultural technologies since the Meiji period (1868 onwards) along with the creation of a firm foundation for production, we have been able to overcome the problems of the adverse climate. Hokkaido is now home to a large scale full-time agricultural industry focused on rice crops, dry field farming, dairy farming and livestock farming.

As of 2020, Hokkaido has 1.143 million hectares of arable land, a quarter of the national total. Furthermore, the average land size per farm is 30.2ha, 13.7 times the national average.

There are 32,000 farms (commercial farmers) in Hokkaido, which is just 3.1% of the national total. However, 71.7% of Hokkaido farmers are full-time, compared to the national average of 20.8%.

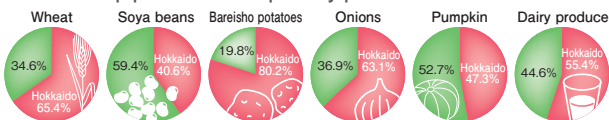
The agricultural yield of Hokkaido is in 2019 was 1 trillion 255.8 billion yen, or 14.0% of the national total. In addition, Hokkaido is the top producer of dry field crops such as wheat, soya beans, potatoes and sugar beets, vegetables such as onions, pumpkins and sweet corn, and dairy produce, and plays an essential part in the food supply chain for the entire country.

■ Composition of agricultural output (2019)



(Source: Ministry of Agriculture, Forestry and Fisheries "Statistics of Agricultural Production and Revenue")

■ Main agricultural and livestock products for which Hokkaido is the top producer in Japan (by production volume)(2019)



(Source: Crop Statistics and Milk and Dairy Product Statistics, Ministry of Agriculture, Forestry and Fisheries)

No.1 in Japan for amount of food shipped

Hokkaido boasts a large concentration of food manufacturing industries, and is top in Japan for both shipping value, and for the number of food-related businesses.

■ Shipping value by prefecture

Food manufacturing industry (Unit: 100 million)		
Ranking	Prefecture	Shipping value of products
1	Hokkaido	22,107
2	Saitama	20,285
3	Aichi	17,251
4	Hyogo	17,128
5	Kanagawa	16,296

(Source: Ministry of Economy, Trade and Industry - "2019 Industry Statistics")

■ Number of businesses by prefecture

Food manufacturing industry (Unit: Businesses)		
Ranking	Prefecture	Number of businesses
1	Hokkaido	1,747
2	Aichi	1,132
3	Shizuoka	1,095
4	Hyogo	1,071
5	Fukuoka	871

(Source: Ministry of Economy, Trade and Industry - "2019 Industry Statistics")

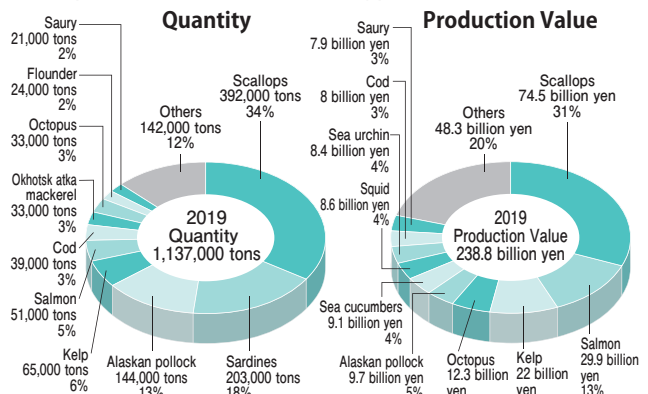
Fishing Industry of Hokkaido - the Island Surrounded by Oceans

Hokkaido is bordered by the Pacific Ocean, Sea of Okhotsk and Sea of Japan, and has a total coastline of 4,446km, which is 12.6% of national total. The huge continental shelf to the north of Hokkaido, and offshore regions such as Kitami Yamato-tai bank and Musashi-tai bank boast rich fishing grounds.

In 2019, the total amount produced by the sea fisheries and aquaculture industries in the Hokkaido territory* was 1,137,000 tons. This amount represents 238.8 billion yen, or almost a fifth of the national total, and Hokkaido holds the number one spot for seafood production on either scale. Looking at a breakdown of the different species produced, scallops are produced in the highest volume, followed by sardines and Alaskan pollock. As for production value, scallop brings in the highest revenue, followed by salmon and kelp.

*This figure indicates the quantity landed in Hokkaido.

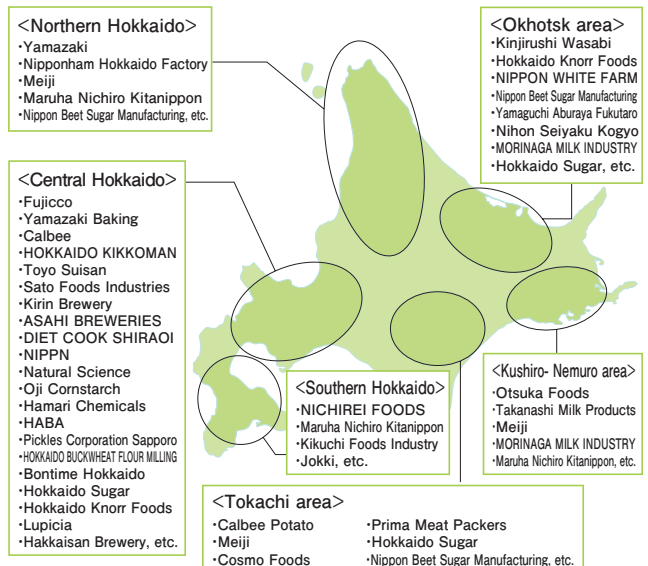
■ Composition ratio by species (2019: Hokkaido territory)



(Source: Current States of Hokkaido Fisheries (Weight) (Department of Fisheries and Forestry, Hokkaido Government))

Location of Main Food Companies

Hokkaido is the leading center for the food manufacturing industry in Japan.



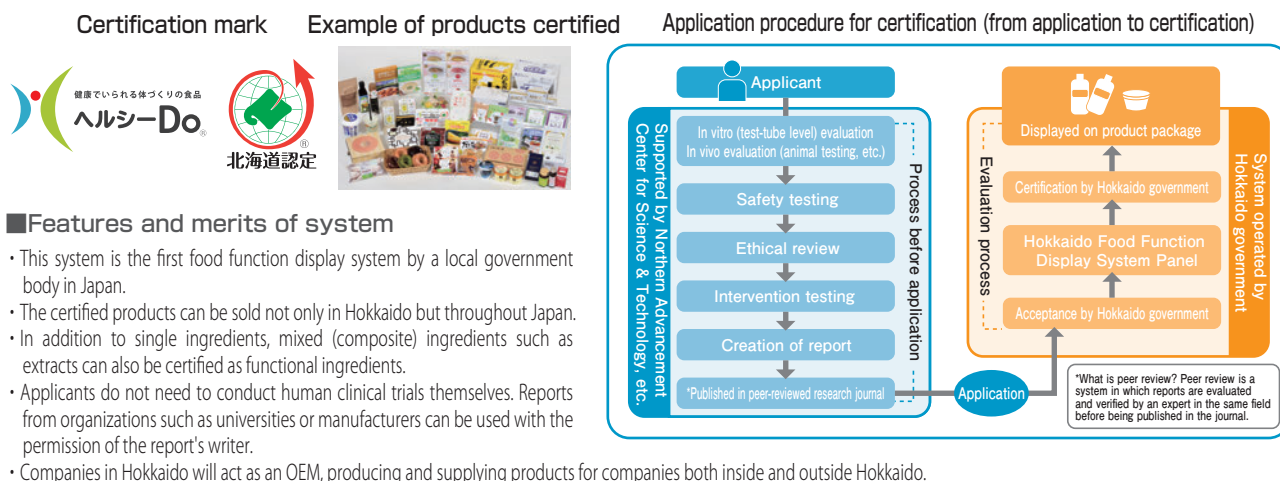
Hokkaido's original food function display system ("Healthy Do") - the first in Japan!

With health-consciousness increasing in recent years, there has been a call to provide detailed information on products such as health foods so that consumers can select products that suit their preferences. In April 2013, Hokkaido began a food function display system (Healthy Do), in which the Hokkaido government grants certification for functional ingredients of products such as health food if scientific research relating to health management is conducted.

A certification mark from the Hokkaido government is placed on qualifying products. Hokkaido's foods already have a reputation for being safe, trustworthy and delicious. This system adds new value in the form of health benefits.

Products certified (1st certification - 18th certification): Total 69 companies/121 projects/131 products

Sales of Products Certified from 2013 to 2020: 24.7 billion yen



Features and merits of system

- This system is the first food function display system by a local government body in Japan.
- The certified products can be sold not only in Hokkaido but throughout Japan.
- In addition to single ingredients, mixed (composite) ingredients such as extracts can also be certified as functional ingredients.
- Applicants do not need to conduct human clinical trials themselves. Reports from organizations such as universities or manufacturers can be used with the permission of the report's writer.
- Companies in Hokkaido will act as an OEM, producing and supplying products for companies both inside and outside Hokkaido.

Hokkaido-wide Food Cluster activities

In April 2010, the Food Clusters Cooperation and Coordination Body (FC/NW) was established by industry, academia and government throughout Hokkaido. The organization serves as a Hokkaido-wide promotional body for food cluster activities to create a full food industry unique to Hokkaido. •2,223 organizations (as of the end of February 2022) are involved in FC/NW, and thus far many projects have been proposed and put into action as a result of cooperation and collaborations by the organizations involved.

Examples of Main Projects

- Branding of Pepo pumpkin (edible seeds)
- Branding of products such as Gagome kelp
- Promotion of Hokkaido's wine industry



Hokkaido's Burgeoning Plant Factories

More and more plant factories are being opened in Hokkaido due to the cool climate, many hours of sunlight and vast expanses of land. The Hokkaido Prefectural Government provides various forms of support for anybody wanting to start a plant factory here.

Examples

- J Farm Corporation Tomakomai Factory
 - Investors: Add One Farm Co., Ltd., JFE Engineering Corporation
 - Crops: Mesclun (1ha), tomatoes (1.5ha)
 - Notable characteristics: Japan's first large-scale tri-generation system (powered by heat, CO2 and electricity from a gas engine)
- Oriental Land Co., Ltd. Teshikaga Farm
 - Crops: Strawberries (0.8ha)
 - Notable characteristics: Implemented a heating system using the heat from hot springs in the greenhouses



Support for Plant Factory Initiatives

- Assistance in finding a site
- Technical consultations for plant factories ("Concierge" service for horticultural development in facilities)
- Subsidies are available for certain plant factories in areas such as industrial areas (4-10% of investment in facilities)

Automobile-related Industry

Accumulation of Automotive Industries in Hokkaido

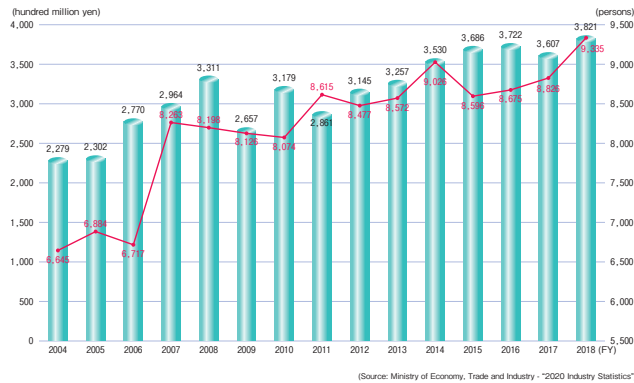
Major automotive companies are expanding to Hokkaido

The shipping value of transportation machinery and number of employees has been increasing since 2005. Essential members of the Toyota Group, such as AISIN CORPORATION and Denso Corporation, have expanded operations into Hokkaido, and companies such as O-OKA Corporation, Meitoku Hokkaido Co., Ltd., CVTEC Hokkaido Co., Ltd., and Fuji Electronics Industries Co., Ltd. have expanded in Hokkaido to disperse risk after the Great East Japan earthquake and tsunami. Hokkaido is also attracting a great deal of attention as a manufacturing area for the automobile industry, with new large-scale investments by Denso Corporation and DYNAX Corporation.



TOYOTA MOTOR HOKKAIDO, INC. (Tomakomai)

Shipping value of transportation machinery from Hokkaido and number of employees involved



Automotive companies that have recently expanded into Hokkaido

Years in operation	Company	Head office	Location (municipality)
2006	Hokkaido Sumiden Steel Wire Co., Ltd.	Hyogo	Muroran
2006	DAYSYS Corporation	Shizuoka	Sapporo
2007	TOKUE sisuner	Aichi	Ishikari
2007	AISIN HOKKAIDO CO., Ltd.	Aichi	Tomakomai
2007	SATOSHOJI CORPORATION	Tokyo	Tomakomai
2007	SANWAYUKA INDUSTRY CORPORATION	Aichi	Tomakomai
2007	SANGO Hokkaido Co., Ltd.	Aichi	Tomakomai
2007	Okaya Iwai Hokkaido Inc.	Aichi	Tomakomai
2007	UMETOKU Inc	Osaka	Tomakomai
2008	Kosei Aluminum Hokkaido Co., Ltd.	Aichi	Tomakomai
2008	Toyotsu Smelting Technology Corporation	Aichi	Tomakomai
2009	Denso Hokkaido Corporation	Aichi	Chitose
2012	Muroran Togo Inc.	Aichi	Muroran
2012	Meitoku Hokkaido Co., Ltd.	Aichi	Abira
2013	O-OKA Corporation	Aichi	Muroran
2014	Sintokogio, Ltd.	Aichi	Tomakomai
2014	CVTEC Hokkaido Co., Ltd.	Aichi	Tomakomai
2015	FJ Composite Co., Ltd.	Shizuoka	Chitose (relocation of head office)
2016	Fuji Electronics Industries Co., Ltd.	Shizuoka	Chitose
2017	Ogikudo Tools and Dies Manufacturing Co., Ltd.	Nagano	Tomakomai

Accumulation of Forges and Foundries

An increasing number of forges and foundries are being established in Hokkaido (Nippon Steel in particular), providing services such as metalworking of special steel manufactured within Hokkaido and aluminum castings.

As production capacity of the Toyota Group's third largest completed car production base in the Tohoku region expands, Hokkaido is able to use this accumulation of related industries to provide material procurement and processing services to Tohoku, contributing to the multi-tracking and shortening of the supply chain.

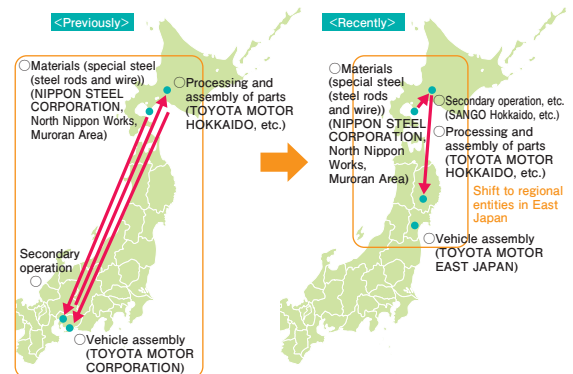
Efforts in various domains to promote agglomeration in the automobile industry

Additionally, the "Hokkaido Auto Industrial Agglomerations Promotion Council (HAIA)" was established on August 3rd 2006. HAIA comprises companies, business and industrial groups, educational institutions and government bodies related to the automobile industry, and was established to promote incentives for the accumulation of automobile-related industries in Hokkaido.

Main initiatives of the Hokkaido Auto Industrial Agglomerations Promotion Council (HAIA)

Promotion of ideal locations for the automotive industry	<ul style="list-style-type: none"> ○ Seminars on business locations in Hokkaido and a booth on Hokkaido at Messe Nagoya ○ Visits to automobile-related companies (visits by governor to top-selling companies, and visits by advisors to companies, visits to companies by employees of offices inside and outside Hokkaido)
Encouragement of local businesses to enter the automotive industry	<ul style="list-style-type: none"> ○ Seminars, etc. on production control and quality control ○ Trade fairs on techniques relating to Hokkaido's automotive industry (held by TOYOTA MOTOR CORPORATION, etc.) ○ Expert lectures for companies interested in the next generation of automobile parts etc. ○ Factory tours and presentations about parts through collaborations with the Tohoku area ○ Visits from experts who provide individual instruction and advice on solving company issues (former employees of automobile manufacturers, etc.)
Securing and fostering technical staff	<ul style="list-style-type: none"> ○ Training workshops on digital engineering etc. ○ Manufacturing site tours for high school students and visits to high schools by company representatives

The shift to regional entities in East Japanese automotive supplier chains through the establishment of new locations for automotive companies



Trade fair on new technology and innovative techniques in Tohoku and Hokkaido



Company visits to Sapporo Technical High School

Contact

Total Support Office for Auto Industry, Industrial Location Development Division, Bureau of Industrial Location Promotion, Department of Economic Affairs, Hokkaido Government
Phone: (011) 204-5323, Fax: (011) 232-2139, Email: keizai.sangyousinkou1@pref.hokkaido.lg.jp

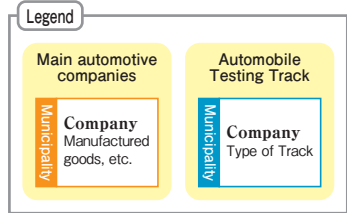
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Hokkaido Auto Industrial Agglomerations Promotion Council (HAIA)
<https://www.pref.hokkaido.lg.jp/kz/ssg/sgs/jidousha1.html>
 Information on manufacturing companies in Hokkaido
<https://www.pref.hokkaido.lg.jp/kz/ssg/monodukuri/R3-monodukuri-book.html>

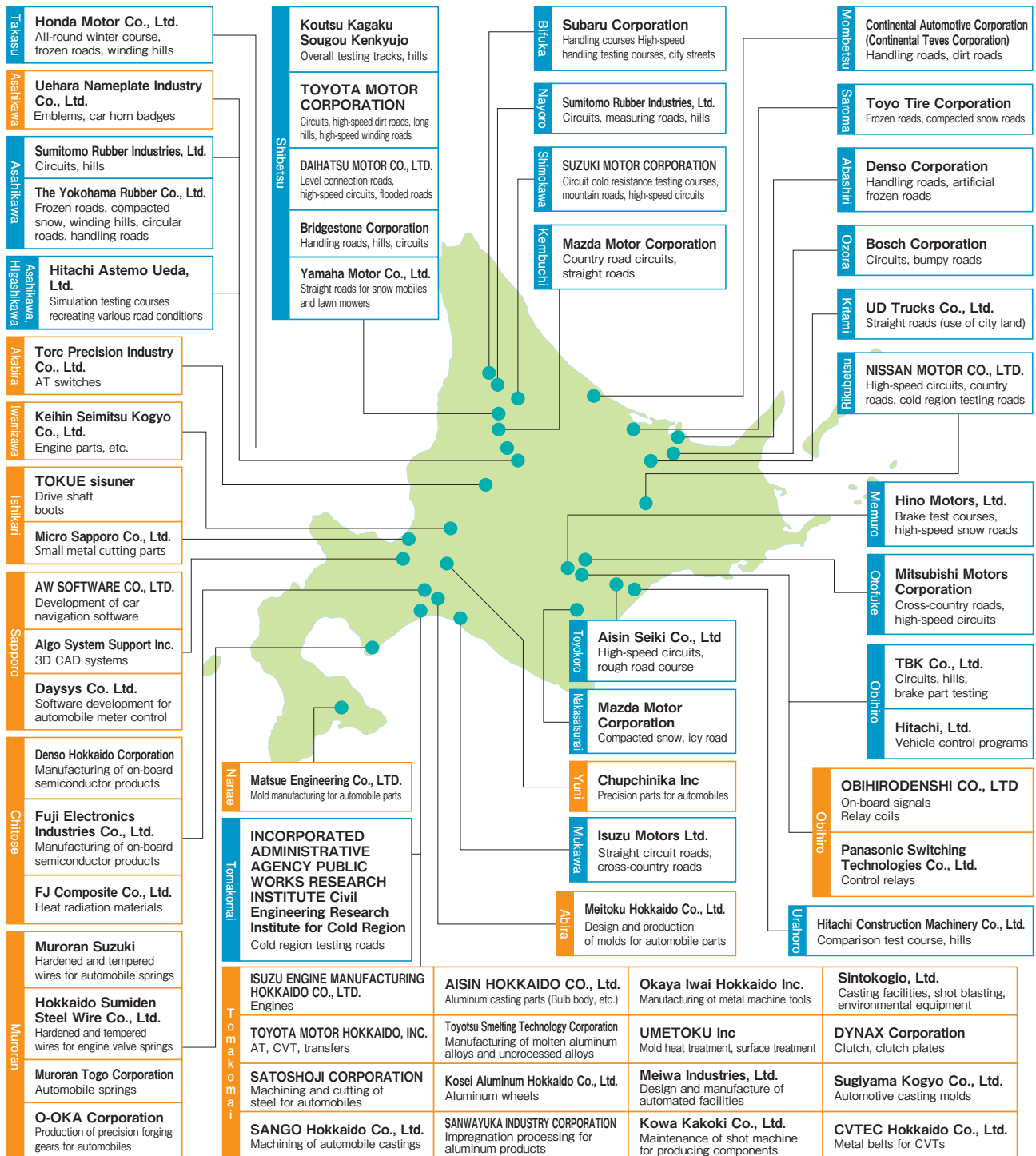
Accumulation of Automotive Industries in Hokkaido

28 Test Tracks—the Largest Number in Japan

Central Hokkaido is rapidly becoming an important location for many automobile-related companies such as prominent parts manufacturers and software companies. Additionally, the cold weather conditions and large open spaces provide the perfect conditions for many outstanding test tracks to be built. There are 28 such facilities, the highest number in Japan. Hokkaido holds an essential role in the testing of new cars for automobile manufacturers, and will remain an important location for all manner of research, development and testing for the automobile industry.



Main automobile-related companies outside Hokkaido and test tracks



Initiatives to Become a Development Base for Automated Driving

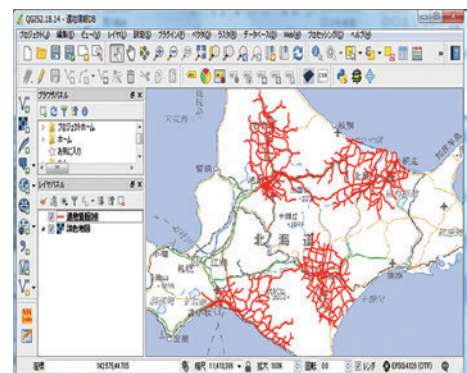
In June 2016, Japan's first framework for collaboration between industry, academia, and government on automated driving, the Conference on Hokkaido Vehicle Safety Technology, was established. A one-stop consultation service is available for various inquiries related to automated driving.

■Organizations Attending the Conference (as of March 2022)

Police	Hokkaido Prefectural Police Headquarters
Industrial Support	Hokkaido Bureau of Telecommunications, Ministry of Internal Affairs and Communications; Hokkaido Bureau of Economy, Trade and Industry, Ministry of Economy, Trade and Industry; Department of Economic Affairs, Hokkaido Prefectural Government
Safety Standards	Hokkaido District Transport Bureau, Ministry of Land, Infrastructure, Transport and Tourism
Roads Administrator	Hokkaido Regional Development Bureau, Ministry of Land, Infrastructure, Transport and Tourism; NEXCO Eastern Japan; Department of Construction, Hokkaido Prefectural Government
Research and Development	Hokkaido University, Kitami Institute of Technology, Future University Hakodate, Hokkaido University of Science, National Institute of Technology, Asahikawa College, Public Works Research Institute, Civil Engineering Research Institute for Cold Regions (National Research)
Municipal Governments, Affiliated Organizations etc.	Yubari, Ashibetsu, Utashinai, Chitose, Kitahiroshima, Ishikari, Tomakomai, Okushiri, Asahikawa, Shibetsu, Nayoro, Furano, Takasu, Higashikagura, Shimukappu, Kembuchi, Shimokawa, Bifuka, Nakatombetsu, Kitami, Abashiri, Ozora, Obihiro, Otofuke, Memuro, Nakasatsunai, Toyokoro, Rikubetsu, Hokkaido Economic Federation, Tomatoh Inc., etc.

■Main Initiatives of the One-stop Consultation Service

Creation of an environment conducive to research and development	<ul style="list-style-type: none"> ○Prior communication and coordination with related organizations for testing on public roads ○Provision of a public road database for researching test specific details such as the state of national roads, high-standard highways, and prefectural roads (limited area) ○Provision of a database of suitable sites (facilities) available to companies, such as public test tracks, driving schools, and industrial parks
Promoting commercialization of solutions to local issues	<ul style="list-style-type: none"> ○Support for initiatives to resolve local issues by pairing automated driving technologies owned by automobile manufacturers and IT-related companies with the governments of depopulated municipalities that are facing various issues related to transportation and driver shortages ○Support for initiatives that visualize various aspects such as local issues faced by municipal governments and new travel routes, in order to create new mobility service models.



Example of the public roads database search screen

A verification test was conducted based on anticipated business uses by utilizing the one-stop consultation service

- Implemented by: UD Trucks Corp., Nippon Express Company, Limited, Hokuren (in collaboration with the Hokkaido Government Department of Economics and Department of Agriculture)
- Period of implementation: About one month during August 2019
- Overview: With the aim of securing sufficient transportation for agricultural products and resolving truck driver shortages, Japan's first Level 4 (highly automated driving) verification test was carried out at the Hokuren Nakashari Sugar Factory in Shari. A vehicle modeled on large trucks manufactured by UD Trucks Corp. was used on a hypothetical route for the collection and transportation of sugar beets. The One-stop Consultation Service (Department of Economics) worked with the Department of Agriculture to link the three parties who worked on the project, and also provided support for sending reports to the police and road management.



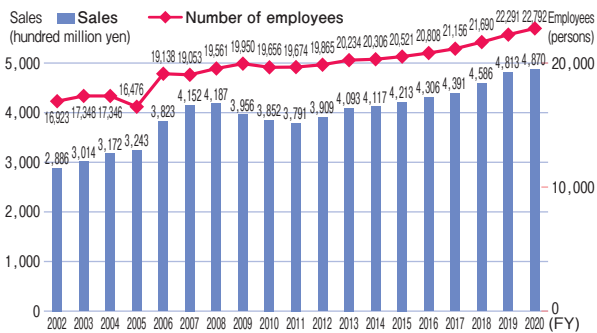
Photo courtesy of UD Trucks Corp.

IT-related Industries Concentrated in "Sapporo Valley" Becoming Major Industry in Hokkaido

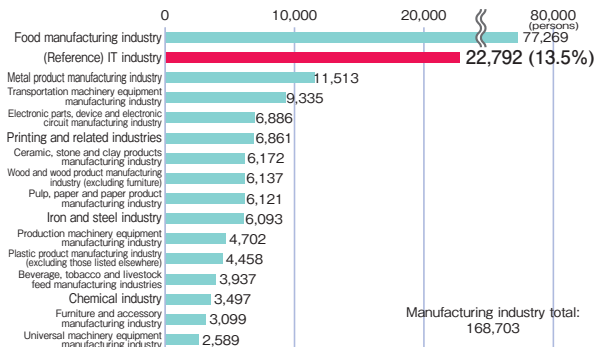
IT Becoming a Major Industry

According to "Hokkaido IT Report 2021," published by the Hokkaido Information and Communication Technology Association, Hokkaido's IT-related industries' sales for that year totaled 487.0 billion yen, marking 8 consecutive years of sales exceeding 400 billion yen. It is Hokkaido's second largest source of manufacturing employment after the food production industry, accounting for 13.5% of all manufacturing jobs in Hokkaido.

IT Becoming a Major Industry



Comparison of number of employees in Hokkaido's IT industry and its manufacturing industries

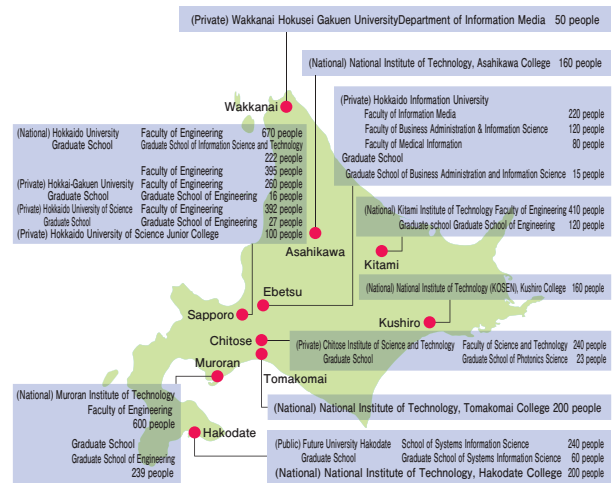


Source: 2020 Report on Confirmed Industrial Statistics (Hokkaido Report) (Hokkaido Government)

Engineering and Information Universities Supporting IT-Related Industry

Hokkaido has 9 universities, 1 junior college, and 4 technical colleges with engineering or informatics departments in 10 cities. The enrollment capacity is 5,219 people, with many highly skilled personnel graduating from these courses each year.

Universities, etc. in Hokkaido with an engineering or informatics department (FY2020)



*The number of people shown is the enrollment capacity (Source: Private Schools Division, Corporations Bureau, Department of General Affairs, Hokkaido Government)

An Account of Business and Life in Hokkaido from a Company that Relocated for HR and Risk Diversification Reasons

The INTAGE group is Japan's leading market research company. It has the world's 10th greatest sales in the market research field, and has offices in the USA, China, Hong Kong, South Korea, Thailand, Vietnam, India, Singapore and Indonesia. INTAGE, the backbone of the group, opened an Internet-based market research office in central Sapporo, Hokkaido in July 2015 for the following reasons:

1. The pool of information-industry personnel in Sapporo
2. To diversify risk in case of natural disasters

The office was relocated in July 2018 to expand INTAGE's business in Sapporo. The floor space has been increased and more workers are being hired.

Local staff are accompanied by transfers from Tokyo and people who are making a "U-turn" (return to their hometown from major cities), "I-turn" (move to Hokkaido from elsewhere in Japan) or "J-turn" (return to Hokkaido from elsewhere), providing new perspectives and synergistic effects. Despite the cold winters, workers have experienced no discomfort, reporting that the offices are warmer than those they left behind in Tokyo thanks to excellent heating and insulation, and that road heating has made many of Sapporo's sidewalks easy to walk on.

INTAGE Inc. (Sapporo Branch)

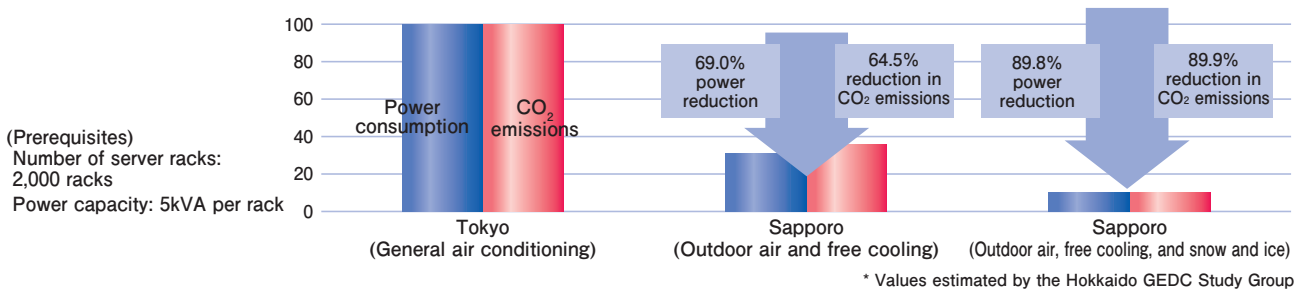


Data Centers – Taking Full Advantage of the Cool Climate

Dramatically Reduced Air Conditioning Costs Through the Use of Snow and Ice Energy and Cool Air

As the demand for data centers continues to expand rapidly, there are increasing concerns for the amount of power consumed. It is said that 40% of the power used by data centers is for air conditioning, and this consumption needs to be drastically reduced. Hokkaido is gaining a great deal of attention as an ideal location for companies that need to reduce air conditioning power consumption because of its naturally cool temperatures, and it is being actively promoted to companies looking to relocate their facilities.

■ Reductions in air conditioning power consumption and CO₂ levels through the use of outdoor air, free cooling, and snow and ice (estimation)



A Prime Location for Risk Dispersion and as a Backup Center

Many companies, such as SAKURA Internet Inc., NEC Corporation and NTT COMWARE Corporation, have relocated their data centers to Hokkaido.

Hokkaido provides such benefits as controlled power consumption through the use of the cool climate, excellent access to the mainland of Japan, and low risk of a disaster occurring in both Hokkaido and regions such as the Tokyo metropolitan area at the same time, all of which are gathering a great deal of attention as the ideal location for data centers.

Stable Communications Infrastructure

There is a substantial communication infrastructure already in place between the Tokyo metropolitan area and Hokkaido, operated by multiple carriers through multiple routes. There are also plans to further reinforce backbone redundancy and diversify communications infrastructure between Hokkaido and the mainland, Honshu. All of the main business areas in Hokkaido including Sapporo, Ishikari, Chitose, Tomakomai, Sorachi and Asahikawa are fully equipped with the necessary backbone lines.

Realization of a data center with low energy consumption through the use of Hokkaido's cool climate: Opening of a large-scale suburban data center that takes advantage of scale merits of the land size

SAKURA Internet Inc. (Head office: Osaka City, Osaka Prefecture)

SAKURA Internet Inc., which has one of the largest backbone networks in Japan and operates internet data centers, opened a new suburban large-scale data center called the "Ishikari Data Center" in the Ishikari Bay New Port Area in November 2011.

The Ishikari Data Center features improved energy efficiency by adopting outdoor air conditioning and harnessing the advantages of its considerable size. With the total adoption of outdoor air conditioning that utilizes the cool climate of Hokkaido, the cost for air conditioning to cool the data center servers has been reduced by around 90%. PUE*, an energy efficiency indicator for data centers, has been decreased to 1.11 simply through using outdoor air conditioning throughout the year. The company aims to make the data center even more energy efficient by using heat generated by the servers in heating offices and some of the roads near the center during the winter.

A third building was built in December 2016 with a new, efficient style of air conditioning, and the final plan is for the data center to consist of five buildings with up to 6,800 racks. The company will make the most of the abundance of land in Hokkaido to build a data center around 1.1 times the size of the Tokyo Dome, with a high level of expandability and cost performance.

Talking of future prospects, President and CEO Kunihiro Tanaka says, "It is said that the cost of data centers in Japan is around double that of advanced data centers overseas. We built the Ishikari Data Center to reduce the costs of Japanese data centers by around half, and to provide customers with a service that delivers a high level of cost performance."

*PUE (Power Usage Effectiveness) indicates the energy efficiency of a data center. The closer the value is to 1.0, the more efficient the data center is. Generally, values lower than 2.0 show a good level of efficiency.



Ishikari Data Center Building 3, built by SAKURA Internet Inc. in Ishikari City in December 2016



Kunihiro Tanaka,
President and CEO
of SAKURA Internet Inc.

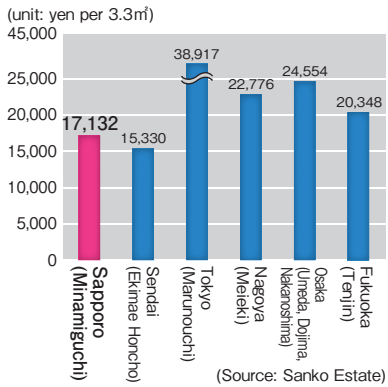
Industrial Support Services Industry

A Growing Industrial Support Services Industry

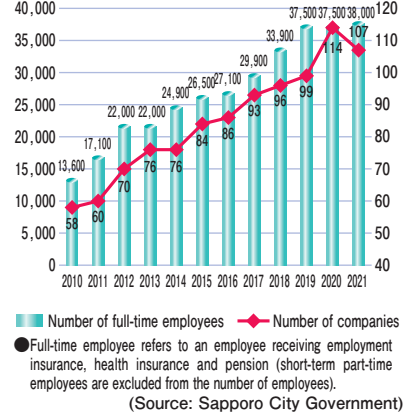
Ideal Conditions Such as Lower Office Rent and Easier Recruitment than Major Japanese Cities

An increasing number of companies have been establishing call centers or offices for some head office functions in Hokkaido in recent years, particularly in Sapporo. Wages and office rent are lower than in major Japanese cities and there is a low risk of a disaster occurring in both Hokkaido and regions such as the Tokyo metropolitan area at the same time, making it an ideal location. Hokkaido is also ideal for companies considering a location for a call center, as the Japanese spoken in Hokkaido is similar to standard Japanese, with no strong dialect. There are now 114 call centers and backup offices in Sapporo, with 37,500 employees.

■ Comparison of Office Rent (Over 660m², as of end of March 2021)



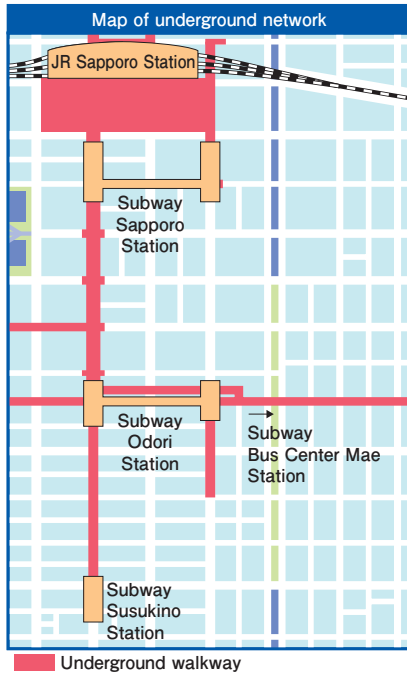
■ Employment in Call Centers and Backup Offices



■ Number of Call Centers (as of August 2019)

Rank	City	Number of Call Centers
1	Hokkaido	119
2	Okinawa	103
3	Fukuoka	79
4	Miyazaki	56
5	Aomori	47
6	Miyagi	45
7	Nagasaki	29
8	Kumamoto	20
9	Niigata	17
10	Saga	15

*Excludes Tokyo, Kyoto, Osaka, Saitama and Aichi (RIC TELECOM: Call Centers White Paper 2019)

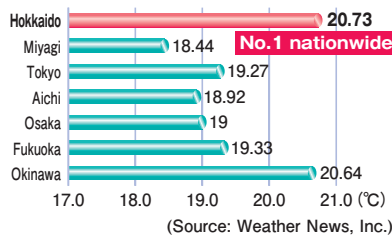


An Easy Commute and a Comfortable Office Environment in Sapporo

There are various forms of convenient public transport to Sapporo Station from the outlying suburbs. There is also a 1,700m underground passage running north to south from the office district around Sapporo Station to Susukino, allowing door-to-door commuting that will not be affected by weather. The winter room temperature is the warmest in Japan and summer temperatures are cool. Your employees will be able to work in a warm and comfortable workplace even in winter.

	Number of Subway Services (per day on weekdays)	Other public transport
Sapporo	994 services	Trains (JR), buses, streetcars
Sendai	634 services	Trains (JR), buses
Fukuoka	825 services	Trains (JR), buses

■ Winter Room Temperatures



Underground walkway opened in March 2011



Hokkaido Attracting Attention as a Backup Base for Head Office Functions

Aflac (Sapporo)

After the Great East Japan Earthquake, Aflac reviewed their business continuity plan and decided to diversify risk by dispersing their operations, setting up a new office in Sapporo for part of their system development department (contract management, sales support, corporate functions, contact center, etc.). They decided to set up a Sapporo System Development Office after various location promotion efforts by the Hokkaido Prefectural Government and Sapporo City Government, who worked with agencies such as Hello Work to provide information on life in Hokkaido and the personnel that the company could hope to employ. The Sapporo System Development Office was opened on April 1, 2016. It is staffed with a combination of existing employees transferred from Tokyo and new employees hired locally, and is designed so that Aflac can continue to carry out the system development operations necessary for continuity of the business in the event that the system development department in the Tokyo area cannot function due to situations such as natural disasters.

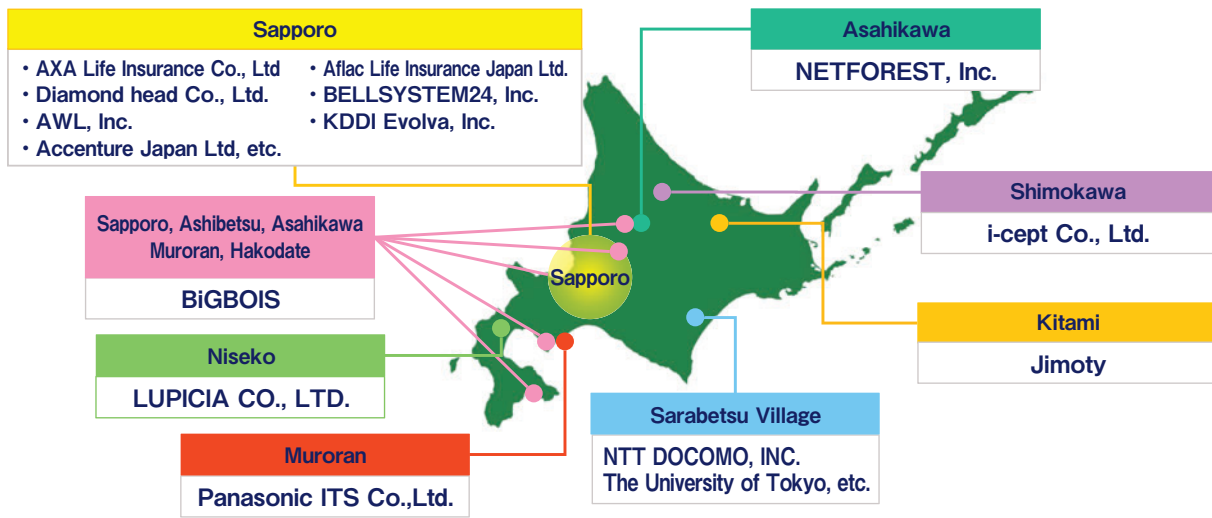
Satellite Offices and Head Office Functions

Establishment of satellite offices and relocation of head office functions with a focus on Hokkaido's regional characteristics

Offices of Hokkaido-Based Companies

In addition to companies relocating their head offices, many IT development offices and call centers are located in the greater Sapporo area. IT companies, mainly in the Tokyo metropolitan area, have also recently been creating satellite offices outside of urban areas with a focus on staffing in regional areas and collaborating with local businesses. These companies often utilize public satellite offices and teleworking spaces at first, before later setting up their own site.

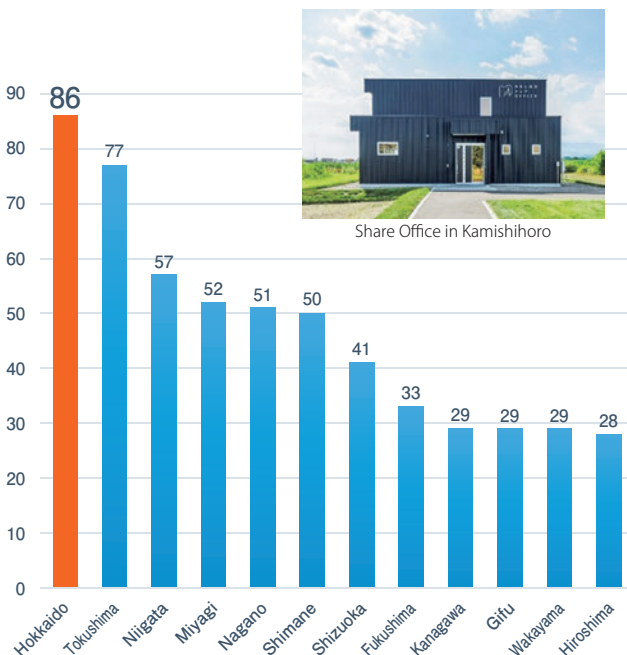
In addition, COVID-19 has seen teleworking become commonplace nationwide, and there is a rapidly growing interest in decentralizing metropolitan companies to regional locations and creating new ways of working where employees are not tied to a physical workplace.



Number of Companies with Established Satellite Offices

Like last year, Hokkaido had the highest number of satellite offices in Japan (86 companies) according to the Survey of Established Satellite Offices published by the Ministry of Internal Affairs and Communications in October 2021.

Many companies, such as those from metropolitan areas, are establishing bases in Hokkaido because of its abundant nature, good living environment and excellent workers.



Increase in Relocation of Head Office Functions

An increasing number of companies are selecting Hokkaido as a place to diversify head office functions in recent years. Until now, most relocations of head office functions have focused on the urban functions of Sapporo, but in the years since the pandemic began, some companies have relocated to regional areas.

Relocation of Head Office Functions to Urban Areas

The aim of this kind of relocation is to respond to business continuity risks such as natural disasters, along with staffing issues.

- **Sapporo**
AXA Life Insurance Co., Ltd.
Aflac Life Insurance Japan Ltd.
Diamond head Co., Ltd.
Nissho Inc.
BELLSYSTEM24, Inc.
AWL, Inc.
- **Asahikawa**
AXA Direct Life Insurance Co., Ltd.



Relocation of Head Office Functions to Rural Areas

The aim of this kind of relocation is to utilize Hokkaido's business environment and brand.

- **Niseko**
LUPICIA Group (LUPICIA CO., LTD., LUPICIA Gourmand, LUPICIA Holdings, LUPICIA Trading CO., LTD)
- **Eniwa**
MSK Farm Machinery Corporation



Initiatives for collaboration with the local community and new work styles by Hokkaido-based companies.

Companies that have established satellite offices in Hokkaido are expanding their businesses in collaboration with local universities, companies and local government bodies, and as a result of COVID-19 are starting initiatives towards new work styles where employees are not tied to a physical workplace.

Jimoty (Kitami)

- Joint AI research with Kitami Institute of Technology.
- Collaboration between Kitami and Rausu Town to start a reuse business.

AWL (Sapporo)

- Collaboration with Hokkaido University to develop software to handle COVID-19.
- Now used in various locations including drugstores in Hokkaido.

Work Lab. HAKODATE (Hakodate)

- Establishment of a base for industry-academia-government collaborations together with Future University Hakodate and regional and metropolitan IT companies.
- Collaborative research on systems for reform of work styles.

AXA Life Insurance Co., Ltd (Sapporo)

- During the state of emergency period in 2020, 100% of call center work was conducted remotely.
- Workations in Hokkaido were also trialed.

SAKURA Internet Inc. (Ishikari)

- Changed to a work style that allows employees to work from anywhere in Japan by fully utilizing telework.
- Tokyo branch offices scaled down to 1/3 of their original size.

The Perfect Place for Diversification of New Risks after the Lifting of COVID-19 Restrictions

Recently, COVID-19 has prompted companies to decentralize their risks and diversify their perspectives on work styles. Hokkaido has been attracting attention in these areas in addition to its existing advantages such as ease of securing personnel and low risk of being hit by natural disasters at the same time as elsewhere in Japan. Hokkaido is a vast area with a relatively small population compared with Japan's metropolitan areas, creating comfortable working environments where social distancing and other measures to prevent the spread of infectious diseases can be maintained.



Outdoor Business Camps



Snowshoeing

Comfortable work style

Diversification of risk of infectious diseases
(widely decentralized society)

Myriad activities

New work style
• Workations
• Side businesses



Teleworking



Canoeing

Website for Satellite Offices and Workations in Hokkaido

As of the end of February 2021, there are 112 public satellite offices and teleworking bases in 36 municipalities of Hokkaido, according to a survey of Hokkaido. These bases benefit from comparatively low costs and the ability to enjoy a flexible work style. Additionally, as workations continue to attract nationwide attention, a portal site for Hokkaido-style workations has been established as a one-stop point of contact for people who are interested in a workation in Hokkaido.

■ Guide Map of Satellite Offices and Teleworking Spaces in Hokkaido

The guide map features information about facilities provided by Hokkaido's local government bodies, such as satellite offices and accommodation. Hokkaido's rich natural environment, low costs and low risk of COVID-19 make it an attractive place for businesses to set up sites and for workers to work remotely or enjoy a workation.



Niseko



Kitami



Shimokawa

Guide Map of Satellite Offices and Teleworking Spaces in Hokkaido

<http://www.pref.hokkaido.lg.jp/kz/ssg/sgr/hokkaido-teleworkmap.htm>



■ Portal Site for Hokkaido-style Workations

The Hokkaido government is collaborating with local government bodies to promote Hokkaido-style workations, which can be tailored according to participating companies' needs. Employees and their families are encouraged to engage with local communities in a variety of ways, so they can enjoy the side of Hokkaido that tourists don't see. Employees can access unique work opportunities such as inspecting the latest technology used by smart farms or sharing ideas with local businesses, while enjoying Hokkaido's magnificent nature and unique culture and activities.



▶ Visit the **Hokkaido-style workation portal site** for inquiries about taking or offering workations!
<https://hokkaido-work-vacation.com>



Aerospace Industry Gaining Attention as Spaceport Development Efforts Accelerate

Hokkaido Spaceport (HOSPO), one of the World's Leading Spaceports: The Perfect Place for Aerospace Industry and Experiments

Taiki is attracting attention both in Japan and abroad as an ideal site for aerospace business and experiments, and is working on developing a spaceport open to the world, particularly the private sector. Making the most of its coastal location with the Pacific Ocean to the east and south, along with a track record of more than 30 years, Taiki boasts easy access, favorable surroundings and comparatively fine weather.

The development of growth industries that will drive Hokkaido's economy is expected with the continued efforts of companies eager to create businesses in fields such as the development and manufacture of space equipment, services that utilize satellite data and involvement in aviation-related fields. These efforts are aided by a synergy between high-quality human resources (from page 10) and strong support from testing and research institutions (from page 12). With its vast land, one of Japan's leading primary industries, and abundant renewable energy potential, Hokkaido is also delivering for various companies and research institutions as a proof-of-concept testing site and business field that provides solutions to the issues these organizations are tackling.



Interstellar Technologies, Inc. successfully launched a sounding rocket, known as the Rocket of NEJ1 (MOMO7), on July 3rd, 2021.



Hokkaido Spaceport (HOSPO) in Taiki where various experiments in the space field is conducted and facilities are to be built in the future.



Diagram of future development plans for Hokkaido Spaceport (HOSPO)

Council for Space-related Business Creation and Collaboration in Hokkaido: A Driving Force for Industry-Academic-Government Collaboration Aimed at Making Space-related Industries a Growth Industry

Structure

- Chairman** Vice Governor of Hokkaido
- Vice President** Senior Managing Director of Hokkaido Economic Federation
- Board**

Secretariat Members

Hokkaido Prefectural Government (Economic Affairs Department), Hokkaido Research Organization, Hokkaido Open Data Association, NoMaps Committee, Digital Hokkaido, Hokkaido Industry, Academia and Government Research Forum, Hokkaido Information and Communication Technology Association (HICTA), HOKKAIDO MACHINERY MANUFACTURERS ASSOCIATION, Hokkaido Economic Federation, Hokkaido Small Business Support Center, Hokkaido Aerospace Science and Technology Incubation Center (HASTIC), Northern Advancement Center for Science & Technology, North Pacific Bank, The Hokkaido Bank, Ltd., DEVELOPMENT BANK OF JAPAN INC., Taiki, SPACE COTAN Co., Ltd

Advisors

- Hokkaido University**
Professor Noboru Noguchi, Professor Yukihiro Takahashi, Professor Harunori Nagata, Professor Tsuyoshi Totani, Professor of Research Promotion and Support Sei-Ichi Saitoh, Professor Hidenori Kawamura, Visiting Professor Kazuto Suzuki (The University of Tokyo)
- Rakuno Gakuen University** Professor Masami Kaneko
- Muroran Institute of Technology**
Professor Masaharu Uchiumi (Visiting Professor at Hokkaido University)
- Future University Hakodate** Professor Masaaki Wada

Observer

Hokkaido Bureau of Economy, Trade and Industry, Hokkaido Bureau of Telecommunications, Hokkaido Regional Development Bureau, The Hokkaido Center of Advanced Industrial Science and Technology (AIST Hokkaido), Organization for Small & Medium Enterprises and Regional Innovation Hokkaido Headquarters, Geospatial Information Authority of Japan Hokkaido Regional Survey Department, Japan Aerospace Exploration Agency (JAXA), Japan Science and Technology Agency (JST)

General members

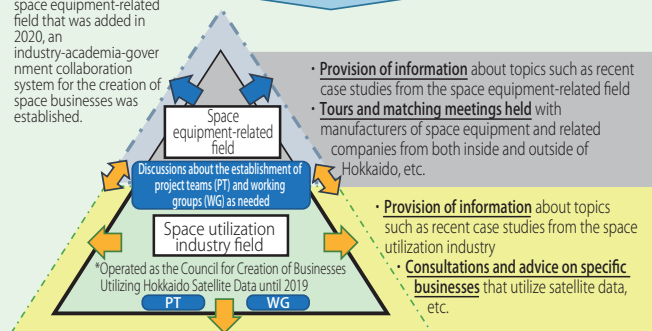
Most members are parties such as companies, researchers, organizations and local government bodies with business in Hokkaido.

Role

- **Support for commercialization** by setting up matching opportunities, providing advisors to offer guidance, etc.
- Inviting experts to **provide various information such as trends in the space industry in Japan and abroad**
- **Promoting Hokkaido's business environment and companies** through appearances at trade shows, etc.
- **Offering opportunities for member companies**, etc. to interact and share various information including feedback

Members of this council can participate in initiatives related to **space utilization (satellite data utilization)** and **space equipment (development of rockets and satellites)** that interest them.

*Along with the new space equipment-related field that was added in 2020, an industry-academia-government collaboration system for the creation of space businesses was established.



Collaboration

S-NET, local government bodies that are helping to create space businesses

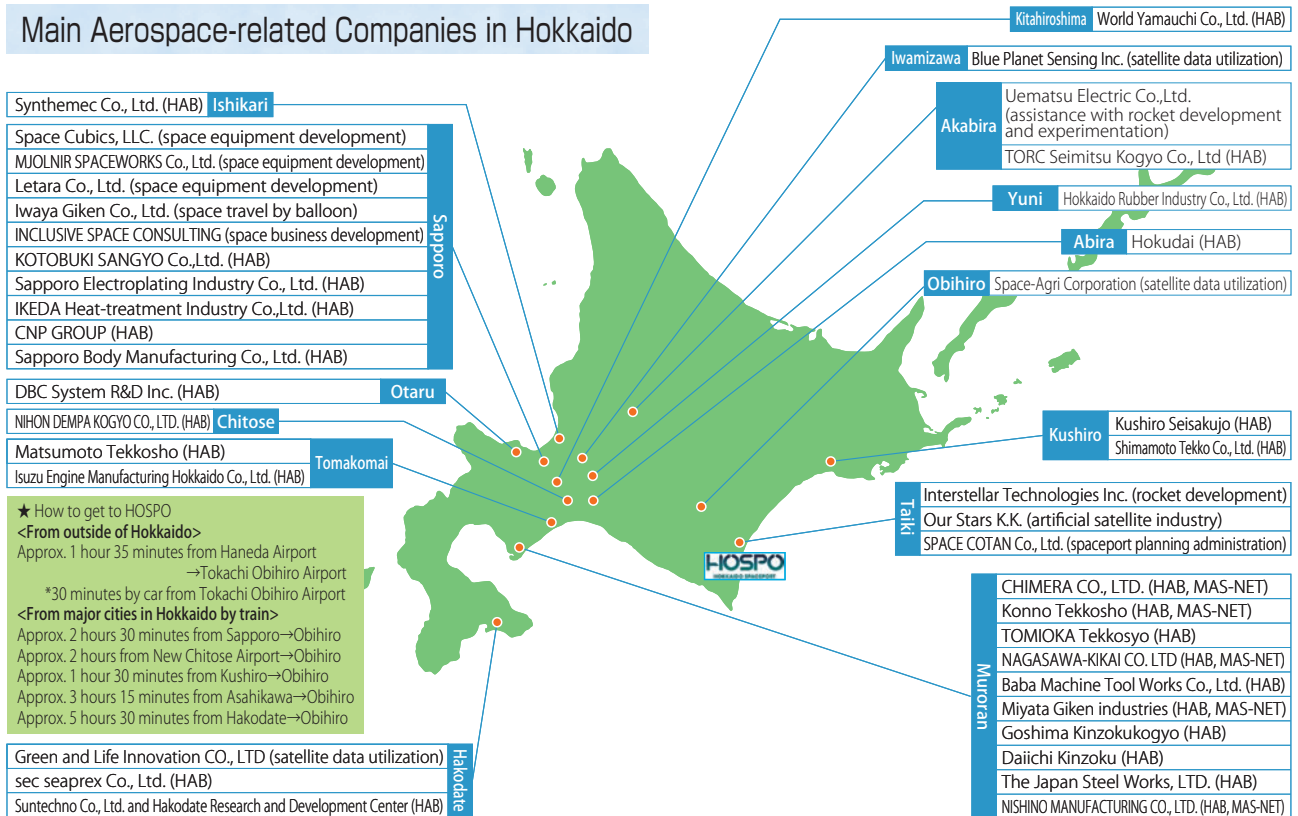
Cabinet office, Ministry of Economy, Trade and Industry, Ministry of Education, Culture, Sports, Science and Technology

JSS, RESTEC, etc.

Website of the Council for Space-related Business Creation and Collaboration in Hokkaido
<https://www.pref.hokkaido.lg.jp/kz/ssg/aerospace/renkeikaigi.html>



Main Aerospace-related Companies in Hokkaido



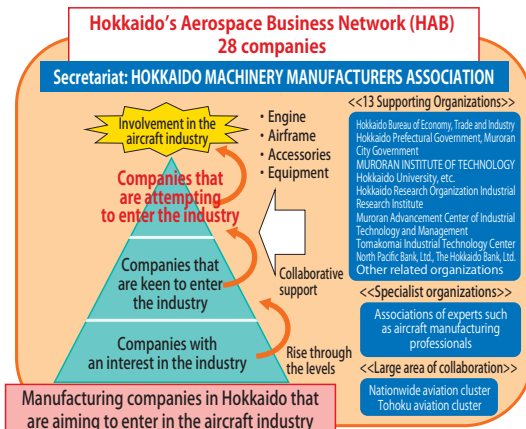
Industry Cluster Formation in Hokkaido

Hokkaido Aerospace Business Network (HAB)

Hokkaido Aerospace Business Network (HAB) was established as the Hokkaido Aviation Business Network in July 2018 for the purpose of encouraging Hokkaido's manufacturing companies to enter the aviation industry. The network was given its current name in FY2021, with the aim of expanding into a wider range of businesses targeting both conventional aviation and space travel.



(HAB website)



Muroran AeroSpace Industrial Network (MAS-NET)

Established in March 2020 by small and medium-sized enterprises in Muroran, Hokkaido that are trying to enter the aerospace industry, Muroran AeroSpace Industrial Network (MAS-NET) aims to strengthen collaboration by sharing know-how and information and developing human resources. They hope to receive joint orders for aircraft parts and related components in the future.



(MAS-NET website)

Participating Companies



CHIMERA CO., LTD.



Konno Tekkojo



NAGASAWA-KIKAI CO. LTD



Miyata Giken Industries



NISHINO MANUFACTURING CO., LTD.

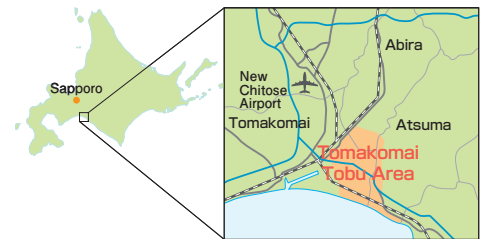


Expansive Areas and Low Costs: The Best Site for Large-Scale Industry

One of the Largest Industrial Bases in Japan

The Tomakomai Tobu Area (Tomatoh Area), is a vast industrial base with a total area of 10,700ha, located in the industrial hub of central Hokkaido.

The area has excellent land, sea and air access, including New Chitose Airport, the Port of Tomakomai and major highways and railways. It also has an abundant natural environment with a favorable climate. The total area of land for sale is 5,500ha, including large-scale lots of over 100ha.



“Double Ports” Provide Great Domestic and International Access

Located near the double ports of the Port of Tomakomai and New Chitose Airport, the Tomatoh Area is Japan’s largest industrial base, with great domestic and overseas access. It is also an optimal backup base for large plant factories and data centers.

■ Airports

Tomatoh is located 17km from New Chitose Airport, Japan’s first 24-hour international airport. The airport has two 3,000m runways, offers flights to and from 31 major cities in Japan and is served by 24 international routes, with regular passenger flights to and from Shanghai, Taipei and Seoul.

■ Harbor

Tomakomai Port is an international hub handling over half of Hokkaido’s harbor freight and the largest volume of domestic freight in Japan from 2001, a consecutive 20 years.

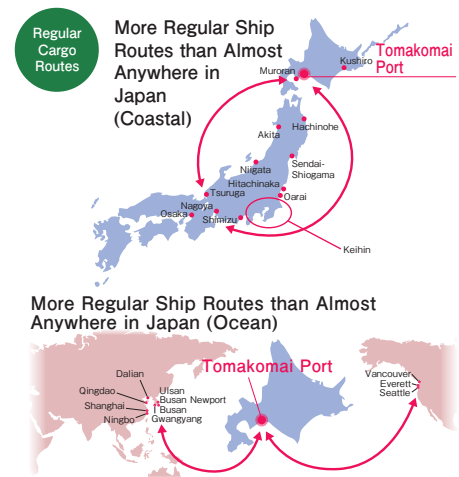
It is serviced by seven regular ferry routes across bodies of water such as the Pacific Ocean and Sea of Japan (60 services per week). It is also serviced by 12 coastal roll-on/roll-off container ship routes (44 services per week), 3 international feeder ship routes and 8 ocean container ship routes (7.5 services per week).

■ Expressways

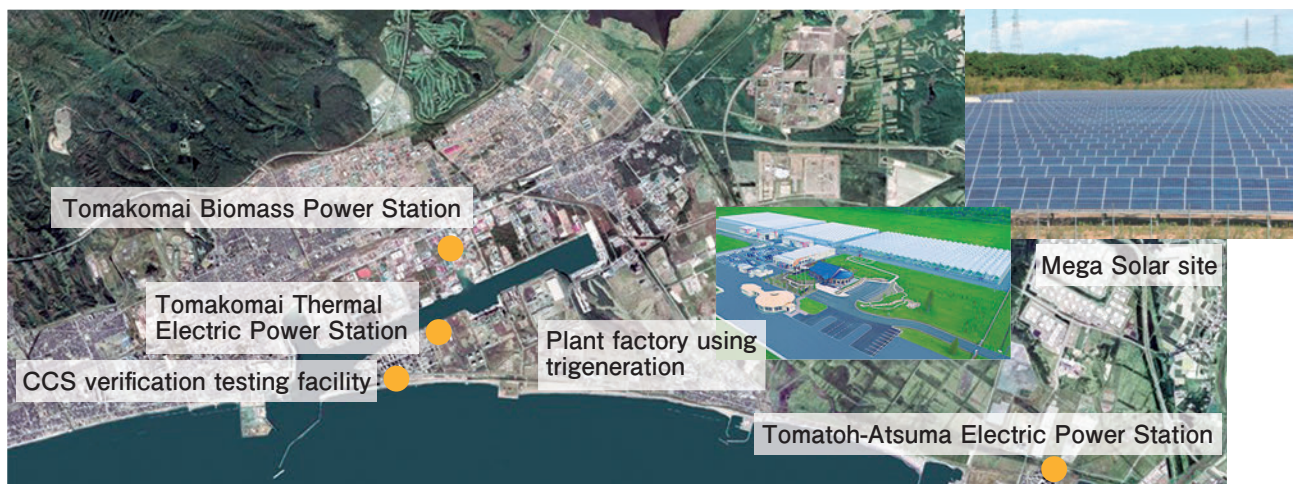
There are three national motorway interchanges in Tomatoh. It takes about 60 minutes to reach Sapporo.

■ Railway

Tomakomai Station is serviced by three passenger railway lines. It is about 26 hours by train from the Tomakomai Cargo Terminal to Tokyo.



Accumulation of a Diverse Range of Energy-Related Facilities



An Industrial Complex that Co-exists with Nature...Cool, Stable Climate Means Less Air-Conditioning

■ Approximately 30% of the Tomatoh area (3,200ha) has been set aside as green spaces, complementing the rivers, mountain forests and living areas for wild birds to create an abundant natural environment around the industrial complex.

■ Tomakomai City has a comfortable climate: it has lighter snowfall than other places in Hokkaido and rarely sees temperatures above 25° C or below -10° C. This keeps air conditioning costs low throughout the year, making the city an ideal site for facilities such as large-scale factories or data centers.

(1) Snow Accumulation: Around 1/4 of that in Sapporo

(2) Average Temperature: Around the same as that in Karuizawa



A winning entry from the photo contest sponsored by Tomatoh Inc.

Over 700 Emerging Businesses

Excellent Location: Just 15km or a 30-minute Drive from Central Sapporo

The largest industrial complex in the Sapporo area, the “Ishikari Bay New Port Area” is just 15km or a 30-minute drive from central Sapporo. It boasts a total area of approximately 3,000ha and centers on Ishikari Bay New Port, an international trading port that serves as the sea gateway to Sapporo.

Powered by Sapporo’s Metropolitan Area

The Sapporo area has a population of around 2.5 million. Around 1.15 million of these people are of working age, and there is an abundance of highly skilled young full-time and part-time workers. The port area is also fully equipped with a prefecturally-managed wastewater treatment plant and private industrial waste disposal facility, and lies on the New Hokkaido Expressway (Route 337), which is currently under construction. When the expressway is completed, it will provide a direct link to New Chitose Airport and major cities in Hokkaido.



View of Ishikari Bay New Port area from central Sapporo

Sapporo Area Access Map



Ishikari Bay New Port Area
 ⇒60 minutes from New Chitose Airport
 ⇒30 minutes from JR Sapporo station



Ishikari Bay New Port: a huge industrial area around the “Port of Sapporo”

High Potential as an Industrial Area

Thus far, over 700 companies have decided to expand into the Ishikari Bay New Port Area. It serves as a base for a wide range of Sapporo business activities including production such as food products, machinery and metals, along with Hokkaido’s largest concentration of frozen and refrigerated warehouses and logistics fields such as wholesale, storage and transportation. Recent developments include the current construction of Japan’s Largest LNG Terminal along with an environmentally-friendly data center that makes use of the region’s cold climate. These highlight the Sapporo area’s steady expansion as an industrial area.

Number of Locations and Operating Companies

(Area unit: ha)

	Established Companies		Operating Companies	
	Number of companies	Area	Number of companies	Area
Industrial Area	500	596.3	452	508.7
Distribution Area	213	234.0	202	209.7
Management Support Area	16	37.9	16	37.9
Harbor Area	20	86.9	18	84.4
Total	749	955.1	688	840.7

(As of the end of December 2021)

Note 1) Including public offices such as the Hokkaido Government and Otaru and Ishikari City Governments
 Note 2) Numbers of companies and areas including sites for cooperatives (6 cooperatives with a total of 146 companies)



TOYO SUISAN KAISHA, LTD. (Industrial District)

An Energy Supply Base for a Wide Range of Energy Sources

LNG (Liquefied Natural Gas) terminals have been built in the Ishikari Bay New Port area to receive LNG from overseas and supply it throughout Hokkaido. The area also receives and supplies oil products such as kerosene, light oil and gasoline. The Ishikari Bay New Port area is also becoming a Hokkaido energy supply hub. LNG thermal power stations and wind power stations have been built in the area, and energy-related industries are expected to be concentrated there in future.



LNG ship (Chuo-futo)

A Gateway to the World

Ishikari Bay New Port is serviced by regular direct ocean container routes to and from South Korea and China, and is part of a global network that connects it with regions such as China, Southeast Asia, North America and Europe. The foreign trade container services mainly import wood products, furniture, fixtures and other everyday products, and export recycled materials, fishery products and products such as paper and pulp.

A Network Linking Japan to the Global Community



Industrial Complexes for New Business Activities

Draw cards include low costs and diverse industrial complexes

Hokkaido's industrial land prices are extremely low, among the lowest in Japan. Land is for sale in 99 industrial complexes in Hokkaido. There are industrial complexes in various locations throughout Hokkaido. A total of 14,909ha of land is used for purposes such as factories, with 5,605ha for sale. (As of September 2020)

■ Average Price of Industrial Land (in 2020, yen per m²)



(Source: Ministry of Land, Infrastructure, Transport and Tourism)

■ Industrial Complexes to Meet a Variety of Needs



See "Industrial Parks in HOKKAIDO" for more details. Search for Industrial Parks in HOKKAIDO.

■ Main Industrial Complexes in Hokkaido (complexes with over 20ha of land for sale)

Industrial Complex	Location	Size of Potential Industrial Sites (ha)		Sale Price (yen/m ²)	
		For Sale	Lowest	Highest	
Tomakomai Tobu Area	Tomakomai, Abira, Atsuma	5,500.0	4384.5	9,000	15,500
Ishikari Bay New Port Area	Ishikari, Otaru	1369.3	127.3	12,000	15,000
Sorachi Industrial Complex	Bibai, Naie	247.3	87.4	420	1,070
Chitose Bibi World	Chitose	111.6	67.4	9,000	
Akenokita Industrial Complex	Tomakomai	133.2	49.6	10,300	
Utonai Housing/Commercial Complex	Tomakomai	65.7	53.8	15,500-20,200	
Tomakomai Western Industrial Zone	Tomakomai	1,236.4	42.2	9,300-26,300	
Chitose Airport Industrial Complex	Chitose	214.3	39.8	9,000	
New Chitose Airport Logistics Center	Chitose	33.6	27.0	15,750-21,000	
Central Hokkaido Sunagawa Industrial Complex	Sunagawa	78.4	26.9	2,000	
Minami Sorachi Distribution Complex	Iwamizawa	35.1	20.9	5,000*1	
Hirosato Industrial Complex	Fukagawa	49.2	21.2	Consultation available	

*1 • The sale price may change. If you are considering making a purchase, contact Hokkaido Prefectural Land Development Corporation.
• Available for lease at a yearly rate of 460 yen per m². Fixed term land leases for business purposes may qualify for a discount.

We Provide a Support System for Companies that Establish Operations in Hokkaido

Subsidy Programs to Promote Establishment of Businesses Based on the Hokkaido Industry Promotion Ordinance

Subsidies based on the Ordinance for the Promotion of Business Establishment and Strengthening of Competitive Power of Small and Medium Enterprises for Upturn of Hokkaido's Economic Structure (common name Hokkaido Industry Promotion Ordinance) are as follows. (Established April 1, 2008)

(As of April 1 2022)

Type	Field	Target Industry (Business)	Target Areas	Conditions •Investment Amount •Additional Employment ¹	New Expansion	Subsidy ¹⁰		
						Amount ²	Maximum Amount	Total Maximum Amount
Type I	Growth Industries	Automobile-related Manufacturing Space and Aircraft-related Manufacturing ³ Highly Functional and Compound Materials-related Manufacturing ⁵	Throughout Hokkaido (Excluding Sapporo) (For plant factories, this includes industrial complexes and suitable sites for factories (excluding Sapporo)).	500 million yen or more 20 or more persons	New	10% of total investment	1.5 billion yen ¹¹	2 billion yen For same company
		Expansion			5% of total investment	500 million yen		
		Manufacturing of Electric and Electronic Equipment Pharmaceutical Manufacturing Food-related Industry Plant Factory Manufacturing Relating to New Energy Sources			New	10% of total investment	1 billion yen ¹¹	1.3 billion yen For same company
					Expansion	5% of total investment	300 million yen	
		New Energy Supply ⁴ Must be eligible for support from municipal government.			New	5% of total investment	100 million yen	150 million yen For same company
					Expansion	2.5% of total investment	50 million yen	
		Data Center			New	10% of total investment	General type 300 million yen Environmentally-friendly type 500 million yen	General type 450 million yen Environmentally-friendly type 750 million yen
					Expansion	5% of total investment	General type 150 million yen Environmentally-friendly type 250 million yen	
		Key Technologies			New	10% of total investment	25 million yen or more 5 or more persons	1.3 billion yen For same company
					Expansion	5% of total investment		
Businesses relocating head office functions	(Investment in Plants and Equipment)	Throughout Hokkaido (Excluding Sapporo)	100 million yen or more 20 or more persons	New	10% of total investment	100 million yen	—	
	(Leasing)	Throughout Hokkaido	(No investment amount conditions) 20 or more persons (30 or more persons in Sapporo)	New	1/2 of rent for 1 year x 3 years (1 year in Sapporo)	10 million yen per year	—	
Development/Basic Facilities		Throughout Hokkaido	1 billion yen or more Researchers: 5 or more persons	New	10% of total investment	1 billion yen	1.3 billion yen For same company	
			500 million yen or more Researchers: 5 or more persons	Expansion	5% of total investment	300 million yen		
			2 billion yen or more 20 or more persons	New	10% of total investment	500 million yen	650 million yen For same company	
Expansion	5% of total investment	150 million yen						
Type II	Promotion of Collaboration with Municipal Governments	Specially designated areas ⁶ - Manufacturing - Natural Science Institute - Advanced Logistics Center ¹² - Data Center - IT Industry (Software Industries, Information Processing and Information Service Providers, Internet-based Services) - Call Center - Plant Factory ⁷ Industries eligible for municipal subsidies for the establishment of new business facilities.	Regions that are both specially designated areas covered by the Act for the Promotion of Investment in the Future of Regional Areas ^{8,9} Area covered by the Act for the Promotion of Investment in the Future of Regional Areas ^{8,9} Industrial Complexes (Excluding Sapporo) (Manufacturing or Plant Factories only) (For plant factories, this includes industrial complexes and suitable sites for factories (excluding Sapporo)).	25 million yen or more 5 or more persons	New Expansion	4% of total investment 500,000 yen per new employee (when there are 6 or more new employees, the subsidy applies to all but the first 6 employees)	100 million yen 50 million yen	Investment subsidy 300 million yen For same company
				25 million yen or more 5 or more persons	New	8% of total investment 500,000 yen per new employee (when there are 6 or more new employees, the subsidy applies to all but the first 6 employees)	100 million yen 50 million yen	
				25 million yen or more 5 or more persons	New	4% of total investment 500,000 yen per new employee (when there are 6 or more new employees, the subsidy applies to all but the first 6 employees)	100 million yen 50 million yen	
				50 million yen or more 5 or more persons	New	8% of total investment	100 million yen	
				50 million yen or more 5 or more persons	Expansion	4% of total investment	100 million yen	
				50 million yen or more 5 or more persons	New	8% of total investment	100 million yen	
				50 million yen or more 5 or more persons	Expansion	4% of total investment	100 million yen	

¹ One seconded worker approved by the governor can be added to the number of new employees hired for new or expanded facilities such as factories. An increase of 5 or more employees in Type II can include an increase in employment at facilities that conduct business together with subsidized facilities (up to 2 persons).
² Facilities such as factories recognized by the governor as those that are expected to reduce their overall energy consumption by 10% or more through the installation of advanced equipment or the use of new energy for the purpose of energy conservation (hereinafter referred to as environmentally friendly factories, etc.) will have 1% added to their subsidy in the "Amount" column (excluding Type I data centers and businesses relocating head office functions (leasing)). The Maximum Amount does not change in these cases (this additional subsidy is not added to the maximum amount). This additional subsidy is not included in the Total Maximum Amount.
³ For details on environmentally friendly factories, etc., refer to the Incentives for Established Companies Guidebook.
⁴ If a subsidy exceeds the investment amount, the subsidy amount shall be made equivalent to the investment amount.
⁵ Subsidy amounts will also be adjusted if a business is receiving other subsidies that exceed the Type II municipal subsidies for the establishment of new business facilities.
⁶ Subsidies may not be given in cases where it is judged that it will be difficult for the company to stay in business for reasons such as insolvency.
⁷ Approved businesses may receive one type of subsidy from either Type I or Type II of the target industry (business) section for each establishment plan.
⁸ Only for businesses that are approved under Article 13-4 of the Act for the Promotion of Investment in the Future of Regional Areas and deemed particularly necessary by the governor (cases such as businesses deemed to have a high economic wave and effect after discussion by a panel of experts).
⁹ Specially designated areas refers to areas covered by regional development laws such as the Act on Promotion of Introduction of Industry into Agricultural Regions.
¹⁰ Environmentally-friendly data centers refers to data centers with facilities recognized by the governor to consume at least 20% less electricity for air conditioning facilities than a standard data center through the use of natural energy such as snow and ice or solar power.
¹¹ In the case of Sapporo City, this is limited to cases in which specially-appointed business operators establish new business facilities.
¹² Specially-appointed business operators refers to new businesses that have received approval from the governor under the stipulations in Article 13-4 of the Act for the Promotion of Investment in the Future of Regional Areas and are judged by the governor to be of particularly great economic benefit.
¹³ Subsidies can be paid in installments over a period of up to 10 years.
¹⁴ A sliding scale is applied for the upper limit according to increases in employee numbers. This sliding scale is used to set the maximum amount according to the number of new employees.

Automobile-related Manufacturing, Space and Aircraft-related Manufacturing, Highly Functional and Compound Materials-related Manufacturing		Manufacturing of Electric and Electronic Equipment, Pharmaceutical Manufacturing	
Additional Employment	Maximum Amount	Additional Employment	Maximum Amount
Between 20 and 50 persons	500 million yen	Between 20 and 50 persons	500 million yen
Between 50 and 100 persons	1 billion yen	50 or more persons	1 billion yen
100 or more persons	1.5 billion yen		

¹² Advanced Logistics Centers may be eligible for a subsidy even if the party that established the institution differs from the logistics operator.



For details refer to the Incentives for Established Companies Guidebook.

Taxation Systems to Strengthen Regional Businesses

The Hokkaido Government created a Regional Revitalization Plan according to the amendment of the Regional Revitalization Act in June 2015, and received approval from the national government on October 2, 2015.

Businesses relocating or expanding their head office functions can submit a Facilities Plan for Special Regional Businesses to Improve Regional Vitalization to the Hokkaido government and receive approval for benefits such as tax benefits.

(As of April 1 2022)

Category		<Expanding businesses>	<Relocating businesses>	
Main requirements for approval of facility establishment plan *Approval must be received before commencement of work such as construction and conclusion of rental contracts (until March 31, 2022).		<p>○ Businesses establishing facilities in areas other than high-concentration areas, where the number of employees will increase or decrease as a result of the facility establishment plan (specific business facilities to be established and the facilities where the department to be transferred to the specific business facilities is located at the time of application). The number of staff (including staff employed for specific business activities other than those of the departments from which employees will be transferred) employed for specific business activities (offices used for departments such as investigation or planning departments, research institutes, training institutes that will play a major role) must be expected to increase by 5 persons (1 person in the case of small or medium enterprises).</p> <p>○ There must be at least 5 full-time staff (1 in the case of small or medium enterprises) employed to perform the specific business activities at the specific business facilities.</p> <p>○ The staff employed to perform the specific business activities at the specific business facilities must increase by 5 persons (1 persons in the case of small or medium enterprises.) (For relocating businesses, more than half of the employees must relocate from the 23 wards of Tokyo.) This number can be 1/4 or more during the plan period if more than half of staff will transfer in the first year.</p> <p>○ <Relocating businesses> Businesses establishing facilities in areas other than high-concentration areas, whose offices will be closed or decreased in size as a result of a departmental transfer according to the submitted plan. In the event of a closure or decrease in size, staff employed for specific business purposes must not be reduced and staff transfers must not exceed the scope of standard employee transfers, except in cases where this will not be detrimental to the community where the original facilities are located.</p>		
Incentives	Special tax reductions for offices *Must be acquired within 3 years of approval of the facility establishment plan	Acquisition cost: 25 million yen or more (10 million yen or more in the case of small or medium enterprises)	Special depreciation of 25% of the acquisition cost of buildings and accompanying facilities and structures or 7% in tax credits (corporate taxes or income tax)	
	Special taxation measures to stimulate employment	<p>The number of employees in specific business facilities (excluding new fixed term or part-time employees) must increase by 2 or more people in the applicable fiscal year, or the above conditions must be met in any fiscal year prior to the applicable fiscal year, and the number of employees for the company as a whole and the number of employees in specific business facilities for all fiscal years prior to the applicable fiscal year must have either remained the same or increased.</p> <p>No staff members' employment may have been terminated for reasons caused by the company during the applicable or previous fiscal year</p> <p><Transfer type></p> <ul style="list-style-type: none"> Indefinite full-time employment of new employees in specific business facilities in the applicable fiscal year → Tax credit of 500,000 yen per employee The number of additional employees minus the number of new employees in specific business facilities in the applicable fiscal year → Tax credit of 400,000 yen per employee <p><Transfer Type (Loans Provided)></p> <ul style="list-style-type: none"> Additional employees in specific business facilities including those relocating from the 23 wards of Tokyo → Tax credit of 400,000 yen per additional employee (does not apply if the number of employees in specific business facilities or the company's total number of employees has decreased in the applicable fiscal year or later.) <p>*The number of additional employees in specific business facilities indicates the total of the new indefinite-term full-time employees in specific business facilities (maximum increase in employees in the specific business facilities) and the number of additional employees in specific business facilities minus the number of new employees (if this number is below zero, it shall be treated as zero) in the applicable fiscal year</p> <p>*The applicable fiscal years are the three years following the approval of the facility establishment plan, starting from the approval date</p> <p><Expansion Type></p> <ul style="list-style-type: none"> Indefinite full-time employment of new employee in specific business facilities for the applicable fiscal year → Tax credit of 300,000 yen per employee The number of additional employees minus the number of new employees in specific business facilities for the applicable fiscal year → Tax credit of 200,000 yen per employee 	Special depreciation of 15% of the acquisition cost of buildings, accompanying facilities and structures or 4% in tax credits (corporate taxes or income tax)	
	Loan guarantees from SME Support	Maximum guarantee amount: 1.5 billion yen	Guarantee rate: 30% of loan and corporate bond capital	Guarantee period: 10 years or less
	Tax exemptions or differential taxation for prefectural taxes *Facilities must be established or expanded within 2 years of approval of the facility establishment plan	Business tax	Differential taxation (ratio of tax rate) Year 1 1/2 Year 2 3/4 Year 3 7/8	
		Real estate acquisition tax	Differential taxation (ratio of tax rate) 1/10	Tax exemption
Fixed asset tax		Differential taxation (ratio of tax rate) Year 1 1/10 Year 2 1/3 Year 3 2/3	Year 1 Tax exemption Year 2 Differential taxation (ratio of tax rate) 1/4 Year 3 Differential taxation (ratio of tax rate) 2/4	
Target Areas	Bibai, Ashibetsu, Takikawa, Sunagawa, Fukagawa, Naje, Sapporo, Otaru, Iwamizawa, Tomakomai, Ebetsu, Chitose, Eniwa, Kitahiroshima, Ishikari, Nanporo, Tobetsu, Muroran, Shiraoi, Hakodate, Hokuto, Nanae, Asahikawa, Takasu, Higashikagura, Higashikawa, Shimokawa, Kitami, Some areas in Abashiri, Obihiro, Otofuke, Memuro, Makubetsu, Kushiro, Shiranuka.		Some areas of all municipalities	

○ Head office functions (facilities for company-wide operations or operations performed by specific branches or similar for multiple offices to provide support in a particular region): General affairs, legal affairs, HR auditing and facility management divisions, investigation and planning divisions, information processing divisions, research and development divisions, international business divisions, etc.

○ Research institutes: Facilities playing a major role in the company's research and development activities (including research and development facilities in factories)

○ Training institutes: Facilities playing a major role in the company's employee training activities

Regional Future Investment Promotion Act (Act for Fortifying the Foundation for Development and Growth of Regional Areas by Promoting Leading Projects for Regional Economy)

The Regional Future Investment Promotion Act aims to promote businesses that drive the local community through the creation of a high level of added value by making use of regional characteristics and generating substantial economic benefits for local businesses.

In regions that have created basic plans according to this law, businesses can create a Business Plan to Drive the Local Economy, submit it to the governor and receive various benefits if the plan is approved.

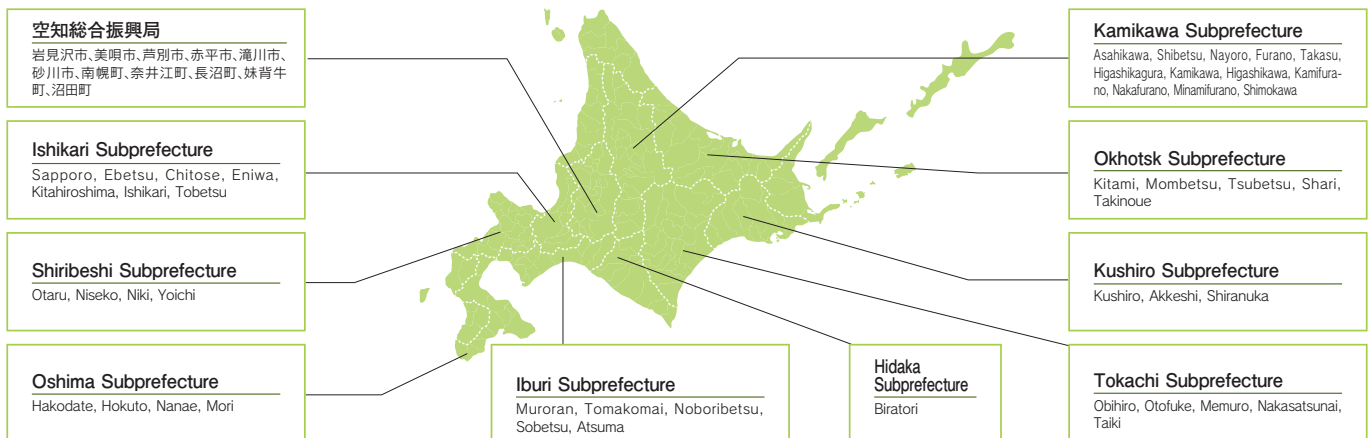
Overview of Main Support Measures

Special provisions for corporate tax <National tax>	Companies can receive special tax provisions for necessary facility investments for advanced businesses.	
Target facilities	Special depreciation	Tax credit
Machinery and appliance equipment	40%	4%
When additional conditions are met	50%	5%
Buildings, Accompanying Facilities and Construction	20%	2%
○ Reductions in local tax <Prefectural and municipal tax>	Companies can receive benefits such as tax exemptions on local tax for necessary acquisitions for advanced businesses, such as land and buildings.	
Tax items	Support Measures	
Real estate acquisition tax	Prefectural tax	Exemption
Fixed asset tax	Municipal tax	•Tax exemption or reduction (availability and amounts vary by municipality)
Low-interest loan program by Japan Finance Corporation	Small and medium enterprises and small business operators can receive low interest loans from Japan Finance Corporation for equipment funds and operating funds if their business plan is approved.	

Conditions for approval

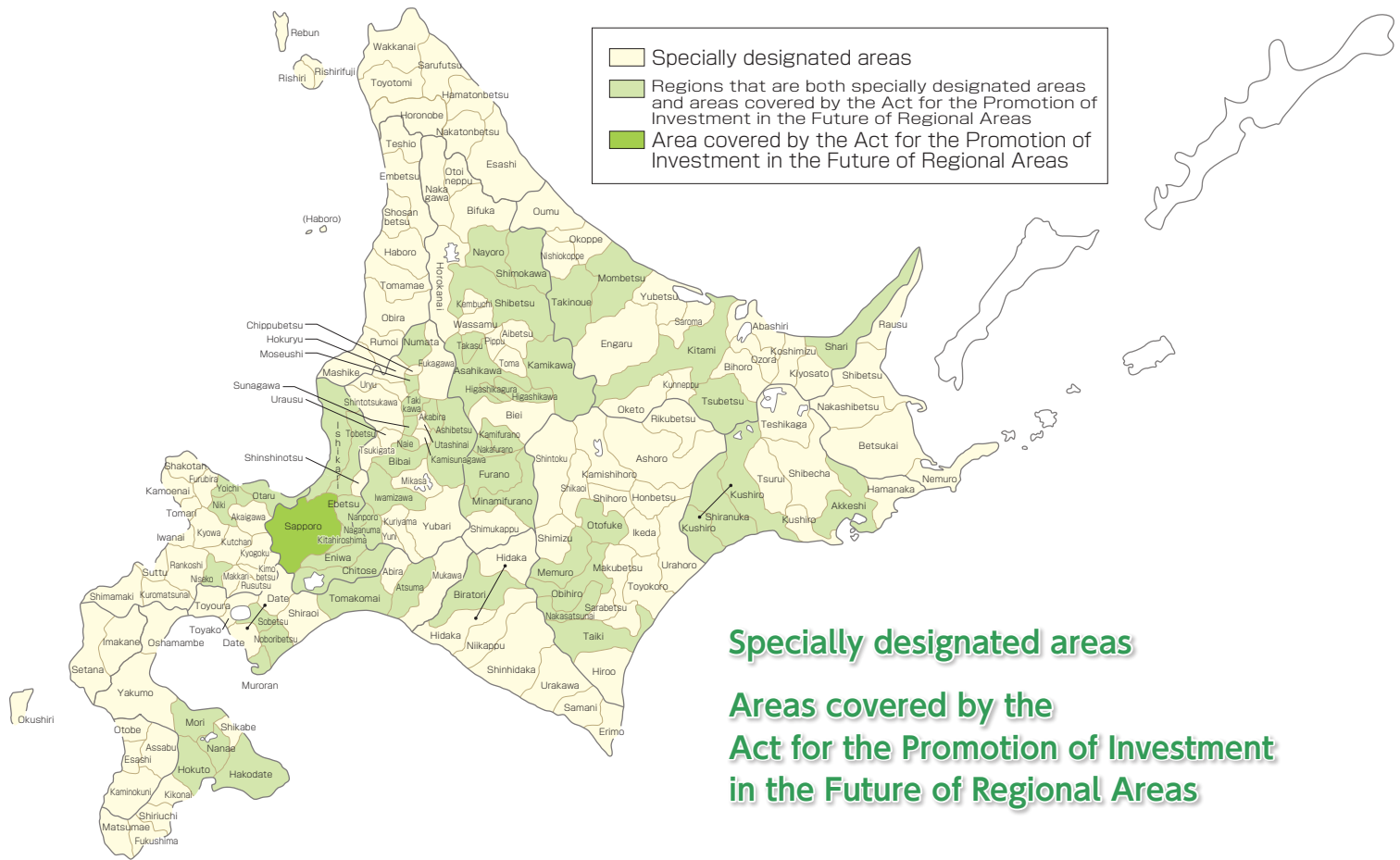
Condition 1	The plan must be aligned with the local characteristics and strategic uses outlined in each region's basic plan.
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Regions with Basic Plans under the Act for the Promotion of Investment in the Future of Regional Areas (as of the end of April 2022)



Condition 2	The amount of value added ^{*1} by the business during the term of the business plan must exceed the average amount of value added per business site in Hokkaido (39.2 million yen or 44.58 million yen ^{*2}). *1 Added value is sales minus total expenses (cost of sales plus distribution cost and general administrative expenses), payroll, taxes and public charges *2 The amount for businesses in Shibetsu, Shari and Nanporo is 44.58 million yen. The amount for other regions is 39.2 million yen (as of March 2020).
Condition 3	Significant economic benefits to local businesses must be expected. Each region has its own standards for sales, number of employees, etc. Refer to the basic plan for each region.
Condition 4	Separate conditions may need to be met depending on the support system.
Special provisions for corporate tax	<ul style="list-style-type: none"> • Must be advanced^{*3} • There must be investment of 20 million yen or more into facilities • The investment value must be over 10% the value of the previous fiscal year's depreciation • The growth rate of the business's sales must exceed zero, and the growth rate of the market over the past five years must be at least 5% • (Additional conditions) There must be an increase in added value of at least 8% in the most recent fiscal year
Real estate acquisition tax exemption	<ul style="list-style-type: none"> • Must be advanced^{*3} • Total acquisition cost of land and buildings must exceed 100 million yen (50 million yen for agriculture, forestry, and fisheries related industries)
Fixed asset tax reduction or exemption	<ul style="list-style-type: none"> • This differs depending on the municipality. Inquire for details.

*3 The business must be recognized as advanced by the Japanese government in any of the areas indicated by items 1 through 4, including products or services utilizing advanced technology, or production, sales, or provision of services that differ from the general method.
1. Development and manufacturing of products, 2. Development and provision of services, 3. Product manufacturing and sales methods, 4. Service provision methods



Small and Medium Enterprise Promotion Fund Loan System

(As of April 1 2022)

Name	Recipient	Use of funds	Conditions
Funding specific to various life stages (step loans (business location))	A party that newly establishes or expands a business in any of the following industries <ul style="list-style-type: none"> Manufacturing Natural Science Institute (High-growth industries only) Advanced Logistics Center (High-growth industries only) Data Centers IT Industry (Software Industries, Information Processing and Information Service Provider, Internet-based Services) Call Center Plant Factory New Energy Industry (Supply and Manufacture) 	(Equipment funds)	<ol style="list-style-type: none"> Loan amount 800 million yen or less Loan interest Fixed rate 3 years or less 1.1% 5 years or less 1.3% 7 years or less 1.5% 15 years or less 1.7% Floating rate 1.1% (limited to more than 3 years) Period of financing Up to 15 years (including up to 2 years of deferment)
	A party relocating head office functions (limited to those making plant and equipment investments)		

*1 Cases that are solely land acquisition are not eligible for financing.

*2 In the case of Sapporo, new or expanded businesses involved in manufacturing in the industries listed in the table above are eligible only if they are in industrial complexes or suitable industrial sites.

*3 In the case of Sapporo, industries related to the supply of new energies are not eligible.

*4 In the case of Sapporo, relocations of head office functions (including plant and equipment investments) are not eligible.

*5 Parties who wish to receive a loan should fill out the required Application for Loan Arrangement form and submit the application with the required documents to the local Chamber of Commerce and Industry.

■ Exemptions, etc. from prefectural tax

(As of April 1 2022)

Target areas etc.	Target industry (facility)	Acquisition cost of target facilities (*1)	Details on tax exemption etc., (*2)	
			Business tax (*3)	Real estate acquisition tax
Depopulated areas where industry is being promoted (Special Measures Law for Support of Sustainable Development in Depopulated Areas)	Manufacturing, Japanese-style inns, information services, cable broadcast, internet-based service, industries that use information and communications technology, sales of agricultural, forest and fishery products, etc.	5 million yen or more (*4)(*5)	Tax exemption (3 years)	Tax exemption
Regions where remote island development measures are to be implemented Remote Islands Development Act	Manufacturing, Japanese-style inns, information services, cable broadcast, internet-based service, industries that use information and communications technology, sales of agricultural, forest and fishery products etc.	5 million yen or more (*4)(*5)	Tax exemption (3 years)	Tax exemption
Regions covered by the Industry Development Promotion Plan Peninsula Development Act	Manufacturing, Japanese-style inns, cable broadcast, software, information processing and information service providers, internet-based service, industries that use information and communications technology, sales of agricultural, forest and fishery products, etc.	5 million yen or more (*4)(*6)	Differential taxation (3 years)	Differential taxation
Promotion area (Act on Strengthening a Framework for Regional Growth and Development by Promoting Regional Economy Advancement Projects (Act for the Promotion of Investment in the Future of Regional Areas))	Manufacturing and wholesale industries related to agriculture, forestry and fisheries	Over 50 million yen	-	Tax exemption
	All industries excluding those listed above	Over 100 million yen		
Areas where nuclear power facilities etc. are located (Special Measures Law for the Development of Areas Where Nuclear Power Facilities, Etc., Are Located)	Manufacturing, land transportation, warehousing, packing, wholesale	Over 27 million yen + Increase of over 15 employees (excluding manufacturing industries)	Differential taxation (3 years)	Differential taxation
Areas for regional revitalization (Regional Revitalization Act)	Businesses (investigations and planning departments, information processing departments, research and development departments, international business departments, other administrative departments), research institutes, training institutes	38 million yen or more (19 million yen for small and medium enterprises)	<Relocating businesses> Differential taxation (3 years)	<Relocating businesses> Tax exemption
			<Expanding businesses> -	<Expanding businesses> Differential taxation

*1 Acquisition cost does not include the cost of acquiring land. (Promotion areas excluded)

*2 Large depreciable assets may be eligible for tax exemptions, etc., even from prefectural fixed asset tax.

*3 Businesses subject to standard corporate tax are only eligible for exemptions, etc. from income tax.

*4 The facility must be eligible to receive special depreciation as stipulated in articles 12 and 45 of the Act on Special Measures Concerning Taxation.

*5 In the case of manufacturing businesses and Japanese-style inns, the acquisition cost subsidy is 10 million yen for businesses that have a capital value of over 50 million yen and below or equal to 100 million yen, and 20 million yen for businesses that have a capital value of over 100 million yen.

*6 In the case of manufacturing businesses and Japanese-style inns, the acquisition cost subsidy is 10 million yen for businesses that have a capital value of over 10 million yen and below or equal to 50 million yen, and 20 million yen for businesses that have a capital value of over 50 million yen.

For details including the scope of eligible areas and conditions, contact your nearest subprefecture office, department in charge of development and tax, or the Hokkaido Tax Office.

Other Support Systems

Incentives Offered by Municipal Governments

Subsidies

Investment subsidies
Additional employment subsidies
Subsidies equivalent to the amount of fixed asset tax (Or a certain percentage), etc.

Tax Benefits

Exemptions or reductions of fixed asset taxes, city planning taxes, special land holding taxes, etc.

Loans



* The above support system is an example only. Support systems vary for each municipal government. Please contact the relevant municipal government for details on target areas and conditions.

Incentives Offered by the National Government

Subsidies

Regional employment development subsidies, etc.

Tax Benefits

Tax benefits system to strengthen business for small and medium enterprises (special reductions or tax credits)

Electricity Subsidies

Subsidies for Enterprises Established in Areas Surrounding the Nuclear Power Plant (F Subsidy)
Target areas: Tomari, Kamoenai, Iwanai, Kyowa

Incentives Offered by Government Financial Institutions

• Development Bank of Japan Inc. (Equipment funds, etc.)



Funds for building, machinery, equipment, land acquisition, operating funds, etc.

• Japan Finance Corporation (JFC) (Equipment funds, long-term operating funds)



*Contact the relevant municipal government offices or other organizations for more details on target areas and industries that are eligible for incentives.

One-stop Service for Locating Your Business

About One-stop Service for Locating Your Business

1. To make processes such as and notification easier, the Hokkaido Government has established the “Business Location Support Center.” The center provides help with all procedures required by relevant laws and regulations when setting up facilities such as factories, all at one location.

2. Assistance with Procedures

(1) Consultation about Procedures

The Business Location Support Center provides advice on all related application procedures. The center has divisions specializing in all related areas, so that companies can contact one place and get specific information about all the necessary applications.

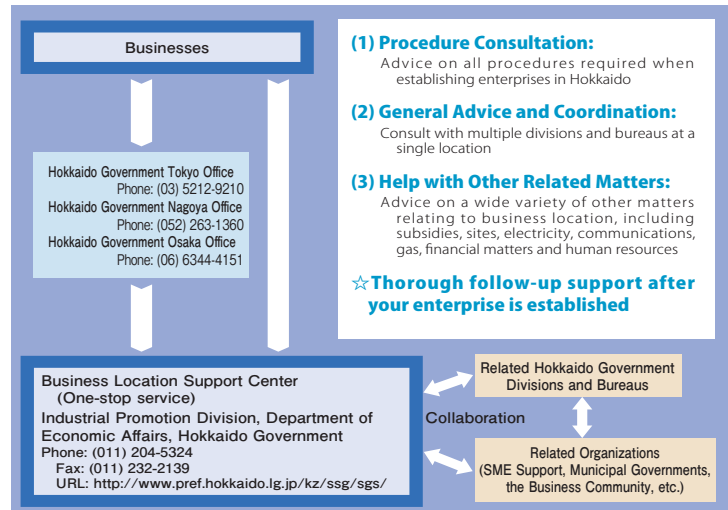
(2) Assistance with Specific Applications and Notifications

Consultations on specific applications and notifications are handled directly by the relevant divisions. We will, however, do our best to accommodate requests to meet with a representative at a certain date or time, and if you need to meet with multiple representatives we will schedule your appointments together so that you only have to make one trip.

(3) Help with Other Related Matters

The center provides advice on a wide range of other matters relating to business location, including subsidies, sites and leases.

The Hokkaido Government provides a variety of consultation services relating to business locations, including advice on procedures and correspondence with relevant parties, all in one centralized location.

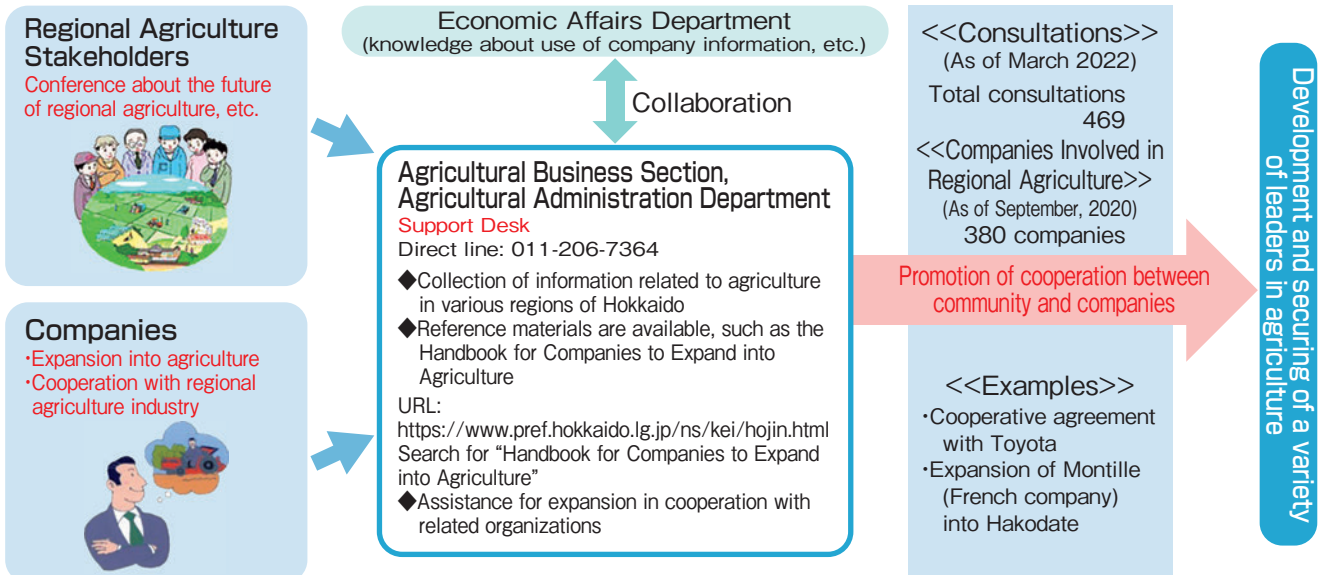


Support Desk for Corporate Cooperations and Incorporation of Farms

About the Support Desk for Corporate Cooperations and Incorporation of Farms

A support desk has been set up to handle incorporation of farms, companies' entry into the agriculture industry and cooperations between companies and the community.

- The revision of the Agricultural Cropland Act (April 1, 2016) has made it easier for companies and the agriculture industry to work cooperatively together.
- In Hokkaido, companies are lending their capabilities to the agriculture industry, enabling the industry to become stronger, develop and secure various leaders and revitalize the industry and farming villages.



Carbon Offset Project Starting with Hokkaido's Forests: Tree Thinning in "Kikita Forest"

Tree Thinning Project "Kikita Forest"

Hokkaido maintains and manages 610,000 hectares of prefectural forests, which belong to all of Hokkaido's residents and serve as a sink for CO₂.

The CO₂ absorbed as a result of tree thinning is converted into credits under the nationally run J-Credit Scheme. These credits can be used by companies for carbon offset activities.



Mt. Yotei

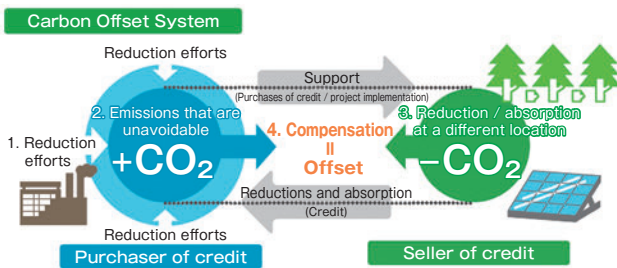


Mt. Asahi-dake
(Daisetsuzan mountain range)





Approximately 245 hectares of human-made forests, including Sakhalin fir in prefectural forests around Mt. Yotei and Mt. Asahi-dake, have been thinned, creating credit for 4,362 tons of newly absorbed CO₂.

About Carbon Offsetting

Carbon offsetting is an initiative to combat global warming by learning about our own CO₂ emissions and making efforts to reduce those emissions. CO₂ emissions that cannot be reduced by any means are then made up for by reducing or absorbing CO₂ in a different location.



Examples of Offset and Credit Use

Category	Contents	Examples
Carbon offset for use of products and services	Offset for CO ₂ emissions during manufacture, use and disposal of products	 Soft-serve ice cream is sold as a carbon neutral product (the CO ₂ emitted during the production process is offset)
Offset for everyday lifestyles	Offset for CO ₂ emitted during our everyday lifestyles	 CO ₂ emitted while using company cars is offset as part of a company CSR activity.
Offset for the support of everyday lifestyles	Offset for CO ₂ emitted by purchasers (consumers) through products and services	 Offset for CO ₂ emitted as a result of people ordering an item from a chain restaurant in their everyday lives
		 Selling products such as beer that offset the CO ₂ emitted in people's daily lives

Sale of Offset Credits

Selling price: 11,000 yen per ton of CO₂ (price including tax)

Parties who purchase two tons or more receive a set of credits held by the following municipal governments that are involved in the same initiatives as Hokkaido.

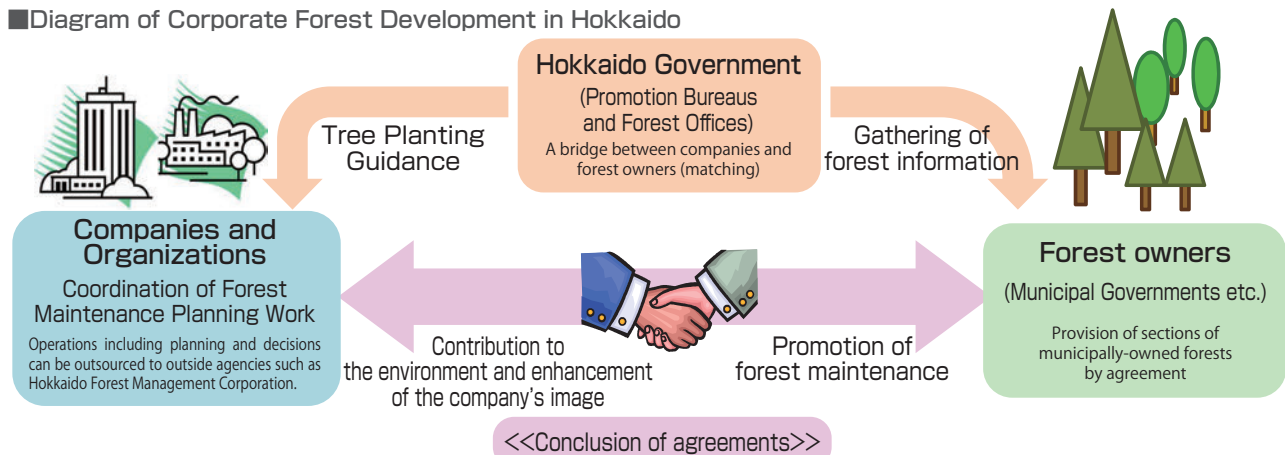
Municipal Governments Holding Credits for Emissions Absorbed by Forests
Forest Resources for Energy in Sustainable Towns (Ashoro, Shimokawa, Takinoue, Bihoro), Mombetsu, Shibetsu, Hiroo, Shihoro, Tsubetsu, Kamishihoro, Minamifurano, Ishikari, Urakawa, Nakashibetsu

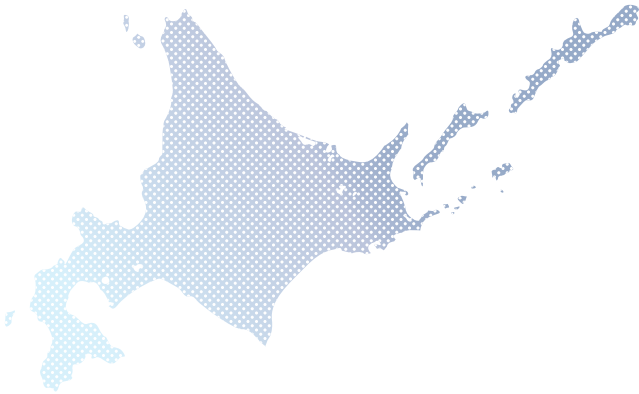
Corporate Forest Development in Hokkaido

In light of growing environmental awareness by businesses and other entities, it is important to promote the development of forests in collaboration with Hokkaido citizens and businesses and to enhance the diverse roles of forests in Hokkaido.

To achieve this, the Hokkaido Government launched the Corporate Forest Development in Hokkaido initiative in 2007, which acts as a bridge between companies, other entities and forest owners. This initiative brings together companies and organizations that wish to maintain forests under private ownership in Hokkaido, as well as owners of areas such as municipal governments who are looking for companies or other entities to carry out forest development. It also coordinates the settlement of forest maintenance agreements.

Diagram of Corporate Forest Development in Hokkaido





August 2022 – COMMITTEE FOR THE PROMOTION OF INVESTMENT IN HOKKAIDO

Member Organizations

Hokkaido Economic Federation

The Federation of Hokkaido Chamber of Commerce and Industry

Hokkaido Prefectural Federation of Societies of Commerce and Industry

Hokkaido Electric Power Co., Inc.

AIR WATER INC.

Hokkaido Gas Co., Ltd.

North Pacific Bank, Ltd.

The Hokkaido Bank, Ltd.

Tomatoh Inc.

Ishikari Development Co., Ltd.

Hokkaido Prefectural Land Development Public Corporation

Sapporo Verdy Co., Ltd.

Miki Shoji Co., Ltd.

Big Co., Ltd.

Sanko Estate Co., Ltd.

Hokkaido Trade Information Center of Japan External Trade Organization (JETRO)

Hokkaido Regional Development Bureau

Hokkaido Bureau of Economy, Trade and Industry

Hokkaido Association of City Mayors

Hokkaido Association of Towns and Villages

Hokkaido University

Hokkaido

Business Location Inquiries

Industrial Promotion Division, Bureau of Industrial Promotion, Department of Economic Affairs, Hokkaido Government

Kita 3-jo, Nishi 6-chome, Chuo-ku, Sapporo, Hokkaido, Japan 060-8588

Phone (011) 204-5324, Fax (011) 232-2139

E-mail keizai.sangyousinkou1@pref.hokkaido.lg.jp

Hokkaido website: <http://www.pref.hokkaido.lg.jp>

Tourism & Investment Promotion Section, Hokkaido Government Tokyo Office

15F Todofuken Kaikan,

2-6-3 Hirakawa-cho, Chiyoda-ku, Tokyo, Japan 102-0093

Phone (03) 5212-9210, Fax (03) 5212-9004

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4-16-36 Sakae, Naka-ku, Nagoya, Aichi, Japan 460-0008

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