



INVEST IN KOBE



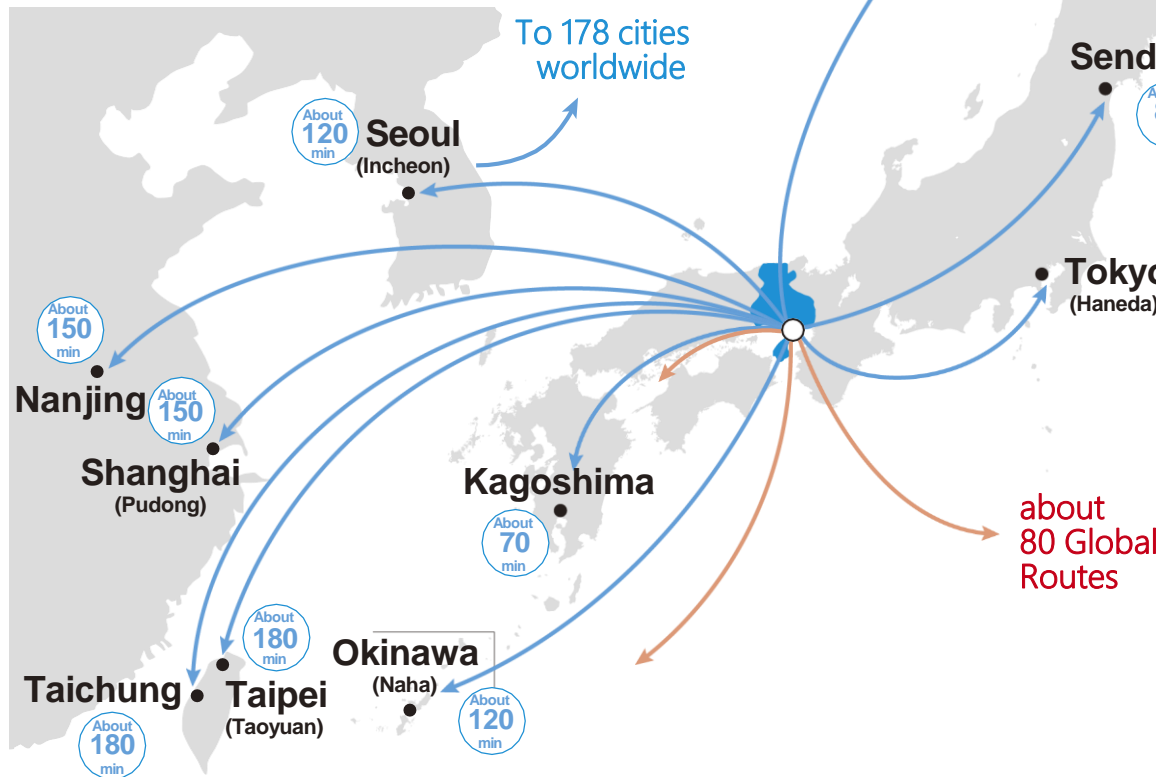
Discover opportunity in Kobe

“1 About Kobe

KOBE

Total population	GMP (Gross city product)	Area
1,490,000	6,935.6 billion yen	557 km ²
Students approx.	Number of foreign nationals	Universities/Colleges
70,000	59,162	22

outline



Easy Access to Major Japanese Cities

By land

Rapid bullet train (Shinkansen)

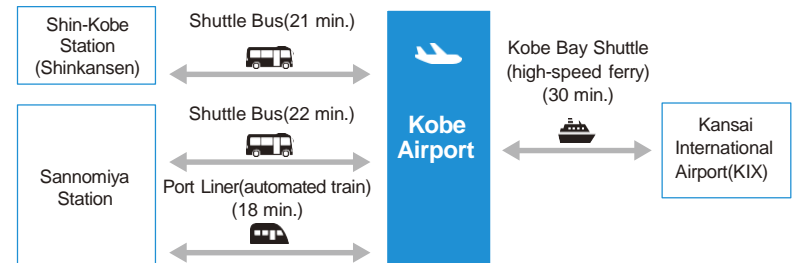
- Hiroshima: 70 min.
- Fukuoka: 135 min.
- Kobe
- Tokyo: 170 min.
- Nagoya: 65 min.

Local lines

- Kobe
- Kyoto: 50 min.
- Osaka: 20 min.

about 80 Global Routes

Airport Access Time

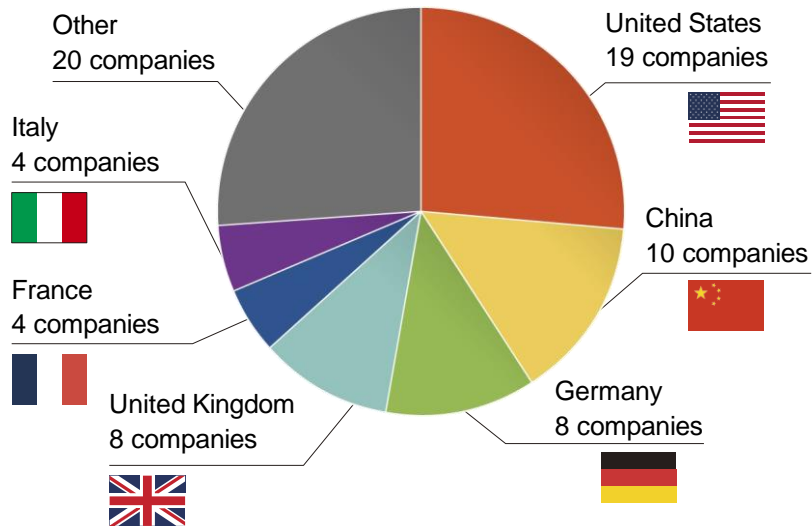


“2 Home for Global Businesses

Foreign-affiliated companies with head offices in Kobe

73 companies (4th in Japan)

Source: Toyo Keizai Inc. “2025 the List of Foreign Affiliated Companies”



Foreign-affiliated companies, with branch offices and factories

About 410 companies

Source: Kobe City



“3

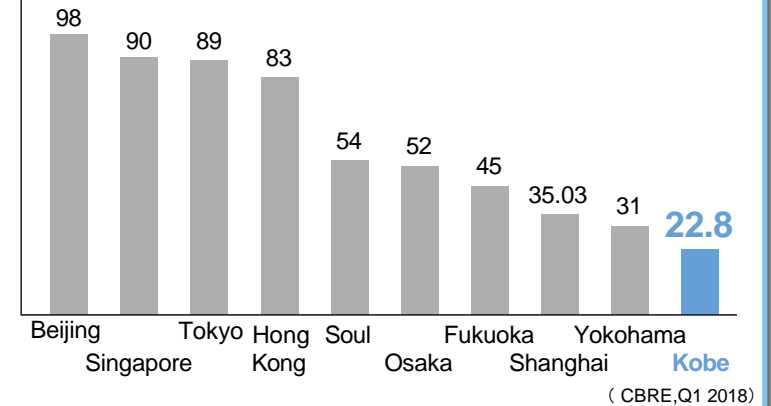
Strategic Business Location in Asia

Kansai Region

KOBE

HIGH COST PERFORMANCE

comparison of office property rent



KANSAI

Economic scale comparable to Turkey and Switzerland

GDP: \$823.6 billion



Population size comparable to New York and São paulo

Population: 21,170,000

Easy access to major international cities

- **Kansai International Airport (KIX)**
(1,334 international scheduled flights per week) (30 minutes from KIX to Kobe)
- **Kobe-Osaka International Port**
(approx. 80+ shipping lanes)

“4 Industries in Kobe City, Kansai Area

1

Environmental industry, including lithium-ion batteries and hydrogen

- Kawasaki Heavy Industries
- Kobe Steel •Iwatani •Panasonic
- Kyocera •Sumitomo Electric



2

Pharmaceutical industry

- Eli Lilly •Bayer •Sumitomo Pharma
- Sysmex •Takeda Pharmaceutical
- Boehringer Ingelheim •Eisai



3

Electronic devices

- Panasonic •Mitsubishi Electric
- Murata Manufacturing •Shimadzu
- Horiba •Sysmex



4

Railway cars

- Kawasaki Heavy Industries
- Kinki Sharyo
- Alna Sharyo



5

Steel-Shipbuilding

- Kobe Steel •Nippon Steel •IHI Corporation
- Kawasaki Heavy Industries
- Mitsubishi Heavy Industries



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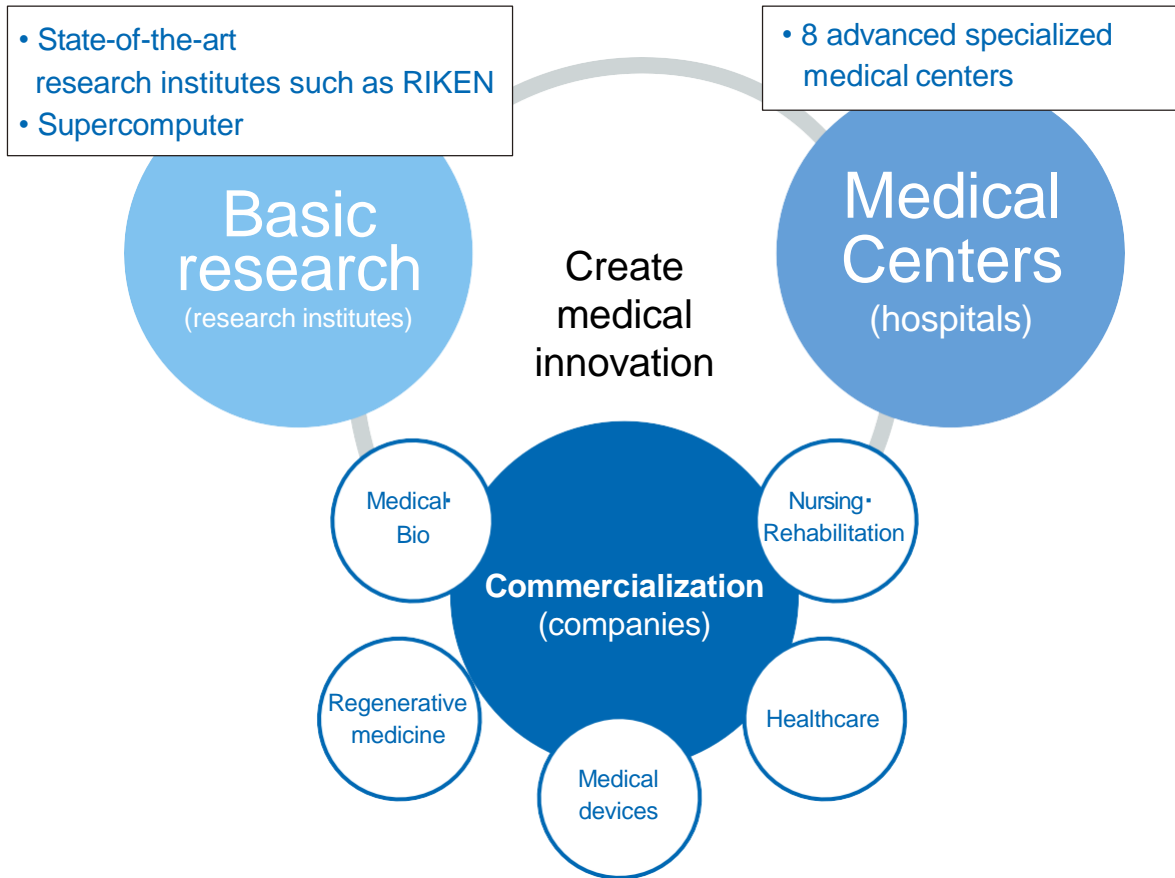
Aviation-Aerospace

- Kawasaki Heavy Industries •Kobe Steel
- Mitsubishi Heavy Industries •ShinMaywa
- Sumitomo Precision Products
- Airbus Helicopters Japan



“5 Kobe Biomedical Innovation Cluster

Asia's Top Biomedical Cluster



Number of companies and organizations at KBIC

about **340**

Number of employees

about **12,700**

(As of March, 2023)

List of foreign-affiliated companies



United States

- Nihon Medi-Physics • Johnson & Johnson • Progenicyte Japan
- Simco Japan • IQVIA Services Japan • Integra Japan
- NEI Japan • Vector Builder Japan • Edwards Lifesciences Limited
- TWIST BIOSCIENCE



Germany

- Nippon Boehringer Ingelheim
- provitro AG • Dürr Dental Japan K.K. • Siemens Japan K.K.



France

- Texcell Japan



Switzerland

- SKAN JAPAN
- Electrosuisse Japan
- Sucampo Pharmaceuticals



United Kingdom

- Spectris
- IMICritical Engineering Japan



Belgium

- IBP Technologies



Spain

- Igenomix Japan



China

- BGI JAPAN • INTERNATIONAL COOPERATION FOR MEDICAL INNOVATION CO.,LTD • HONDO INNOVATION CENTER CO.,LTD.
- O and R



Hong Kong

- AILSI



Taiwan

- Alley Pin



Korea

- Dexcowin Japan
- Celltrion



Singapore

- Access-2-Healthcare Japan

“6 Kobe Biomedical Innovation Cluster

Full Business Support

Foundation for Biomedical Research and Innovation (FBRI)
Supported by 10+ coordinators

- Commercialization support
- Business matching support
- Medical institution collaboration support



Regulatory Affairs & PMDA Consultations

- The only biomedical innovation cluster in Japan to have PMDA (Pharmaceuticals and Medical Devices Agency) consultation services
- Dedicated coordinators provide assistance and advice on procedures and questions



Revolutionary Achievements of Kobe Biomedical Innovation Cluster

World's first iPS cell-based transplant surgery

The world's first-ever transplant of retinal cells derived from iPS cells to a patient with "age-related macular degeneration," was performed in Kobe in 2014.



(Image: Dr. Masayo Takahashi, President of Vision Care Inc.)

Surgical Support Robot

A surgical support robot "hinotori™ surgical robot system" was released in 2020.



(Image: Mediaroid Corporation)

World's First Pulp Regenerative Treatment

Dental nerve regeneration by using tooth cells derived from orthodontically unnecessary teeth such as wisdom teeth



(Image: Aeras Bio Inc. of Air Water Group)

“7” Kobe Biomedical Innovation Cluster



Kobe Biomedical Innovation Cluster (KBIC) is Japan's largest biomedical cluster, developed by the City of Kobe since 1998 through close collaboration among industry, academia, and medical institutions. Located on Port Island, KBIC brings together cutting-edge research institutes, advanced hospitals, and biomedical and healthcare companies within a compact area, enabling rapid collaboration and innovation.

TOTAL 19 facilities as of April, 2026



Creative Lab for Innovation in Kobe (CLIK)



Kobe Medical Device Development Center (MEDDEC)

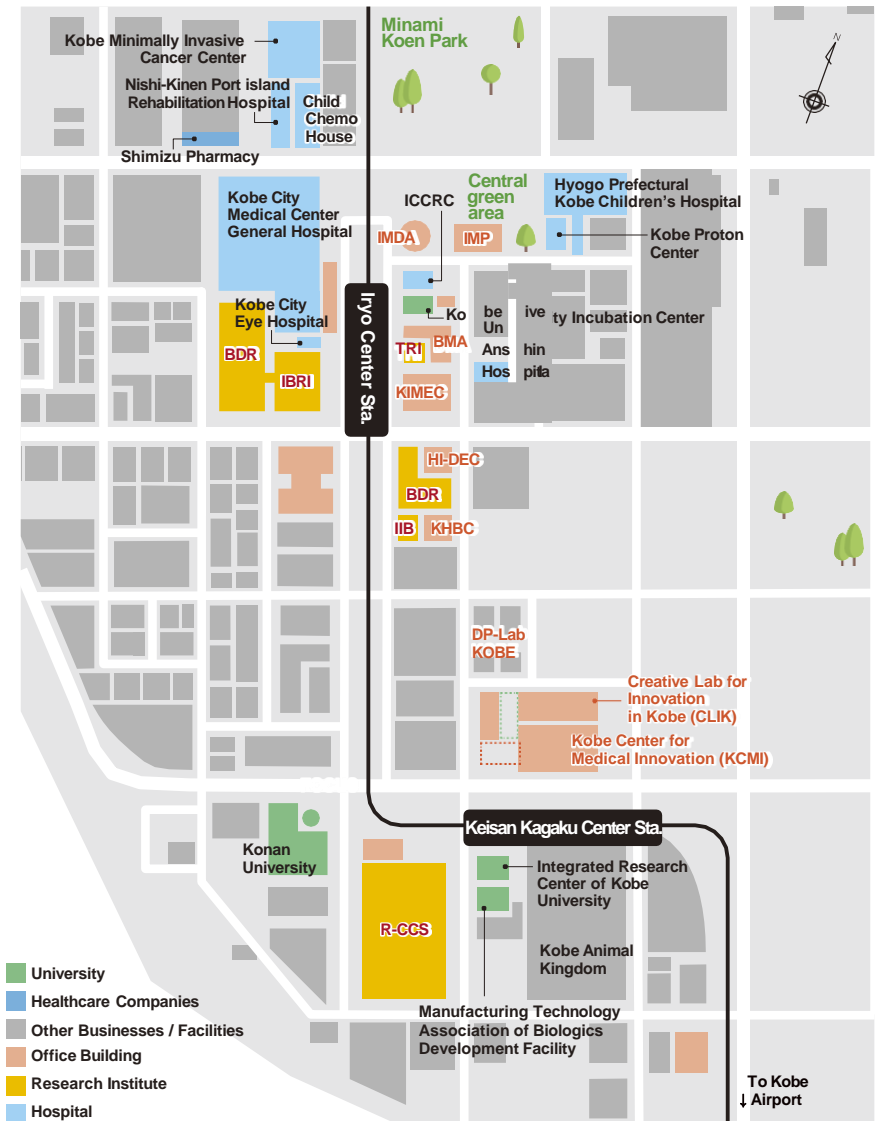
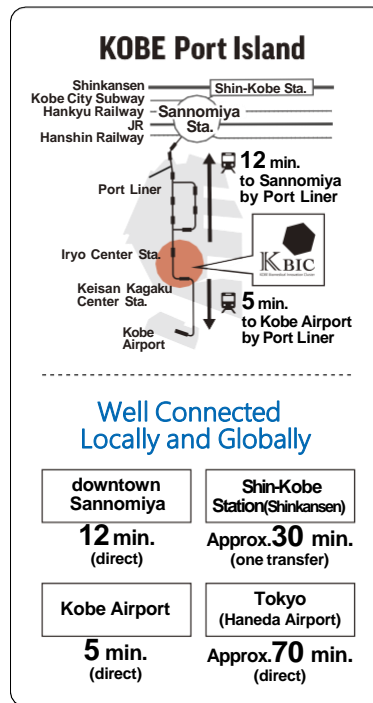


Integrated Research Center of Kobe University (Bio-Manufacturing Building)



MedTech Innovation Center Kobe (MIC), Kobe University Graduate Research School of Medicine

Easy Access



“8

Hydrogen Smart City Kobe Initiative

I Hydrogen Smart City Initiative

Aims to achieve a decarbonized society through a hydrogen cluster, in collaboration with individuals and businesses.

Main Initiatives

- Promotion of hydrogen mobility
- Support for the development of hydrogen stations
- Development of new hydrogen energy utilization technologies
- Entry of local SMEs into the hydrogen industry
- Carbon neutrality in various industries

Achievements

- 2014 Launch of Hydrogen Project Initiatives
- 2015 The world's first demonstration projects (Hydrogen CGS, World's first Liquid Hydrogen Supply Chain establishment)
- 2022 Establishment of the world's first Liquefied Hydrogen Supply Chain

Demonstration Project for the Development of a Hydrogen Energy Utilization System (CGS)

- Gas turbine power generation using hydrogen fuel to supply electricity and heat
- The electricity and heat generated will be supplied to Kobe City-related facilities

Provided by Kawasaki Heavy Industries, Ltd., NEDO subsidy project
Conducted by Kawasaki Heavy Industries, Ltd., Obayashi Corporation



Establishment Demonstration Project for Hydrogen Supply Chain

An ongoing demonstration project to transport liquefied hydrogen by sea between Australia and Kobe, and unload it at the port

Provided by HySTRA, NEDO subsidy project
*NEDO: New Energy and Industrial Technology Development Organization



“9 Hydrogen Smart City Kobe Initiative

Hydrogen Stations

- Three Hydrogen Stations established in the city
- Hydrogen stations are in operation; one urban-style station and the other station is accessible to commercial vehicles as well



Provided by Air Liquid Japan

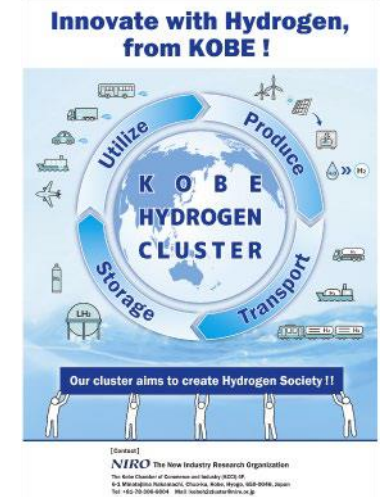
New Training Center to be a Hydrogen Energy Dissemination Base (Iwatani Corporation)

- A center for the realization of a decarbonized society through the use of hydrogen
- Aims to develop diverse human resources to promote the hydrogen energy business



Kobe Hydrogen Cluster

30+ SMEs that are aiming to enter the hydrogen industry, are engaged in research and product development in collaboration with each other and with universities and other academic institutions.



Activities

Workshops

Hold seminars 4 to 5 times annually by inviting hydrogen experts

Site Tours

Offer tours of state-of-the-art hydrogen demonstration facilities and research institutes

Consortium Activities

Develop new products by combining the areas of expertise of participating companies

PR Activities

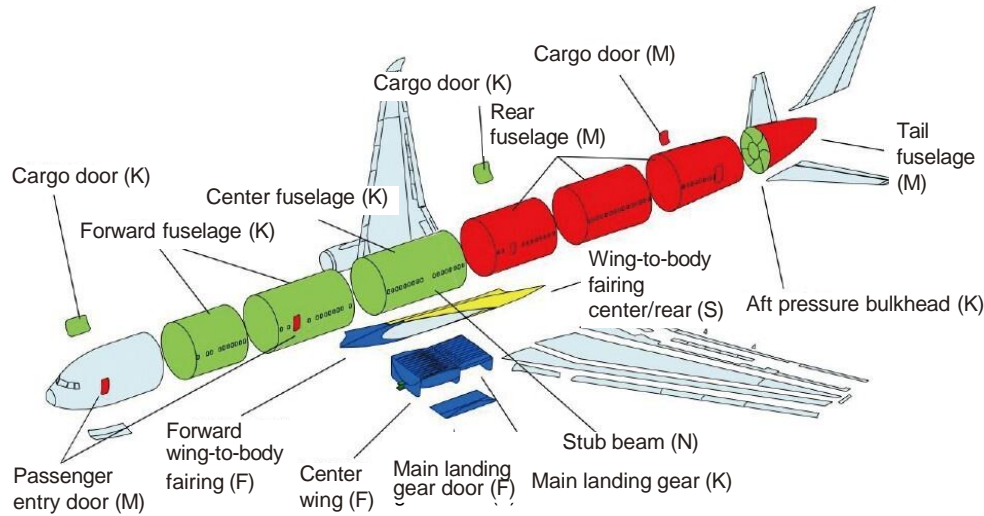
Participate in exhibitions and publicize activities in professional journals

“10

Aerospace Industry

Kobe, home to aircraft manufacturers and top aero engine suppliers, plays a significant role in the aerospace industry. With one aircraft comprising up to three million components, ensuring high safety and technical standards is crucial. Companies in the city meet these stringent requirements.

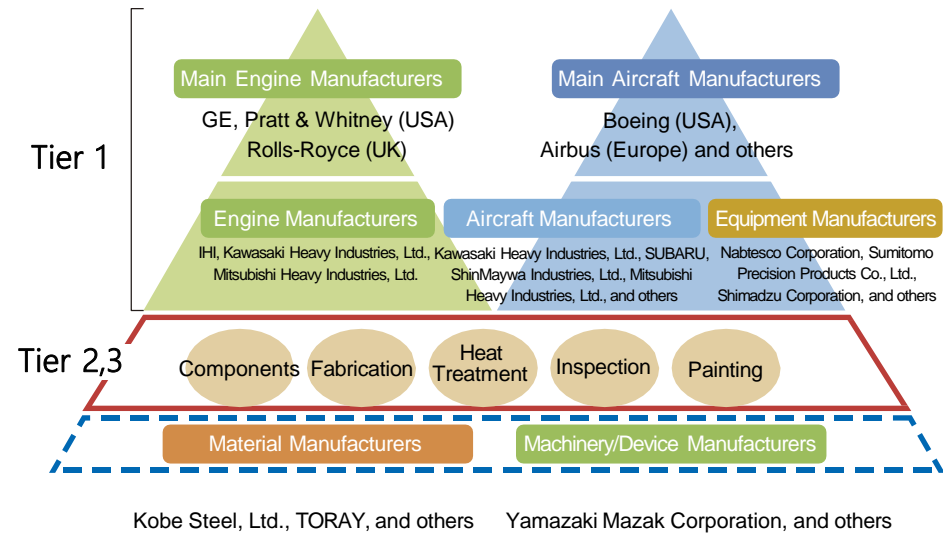
Aircraft Parts



- :Mitsubishi Heavy Industries, Ltd. (M) (Rear fuselage, Tail fuselage, Passenger entry door)
- :Kawasaki Heavy Industries, Ltd. (K) (Forward fuselage, Center fuselage, Cargo door, Aft pressure bulkhead)
- :SUBARU (F) (Center wing, Main landing gear door, Wing-to-body fairing (forward))
- :ShinMaywa Industries, Ltd. (S) (Wing-to-body fairing (center/rear))
- :Nippon Corp. (N) (Center fuselage components)

Source: Japan Aircraft Development Corporation

Aircraft Supply Chain Structure



Source: The New Industry Research Organization

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Aerospace Industry

Leveraging the concentration of aircraft-related manufacturers to support the entry of SMEs

KOBE AREA

About 20 Kobe-based companies participate in the Aircraft clusters



Aircraft non-destructive testing training center (the only one in Japan)

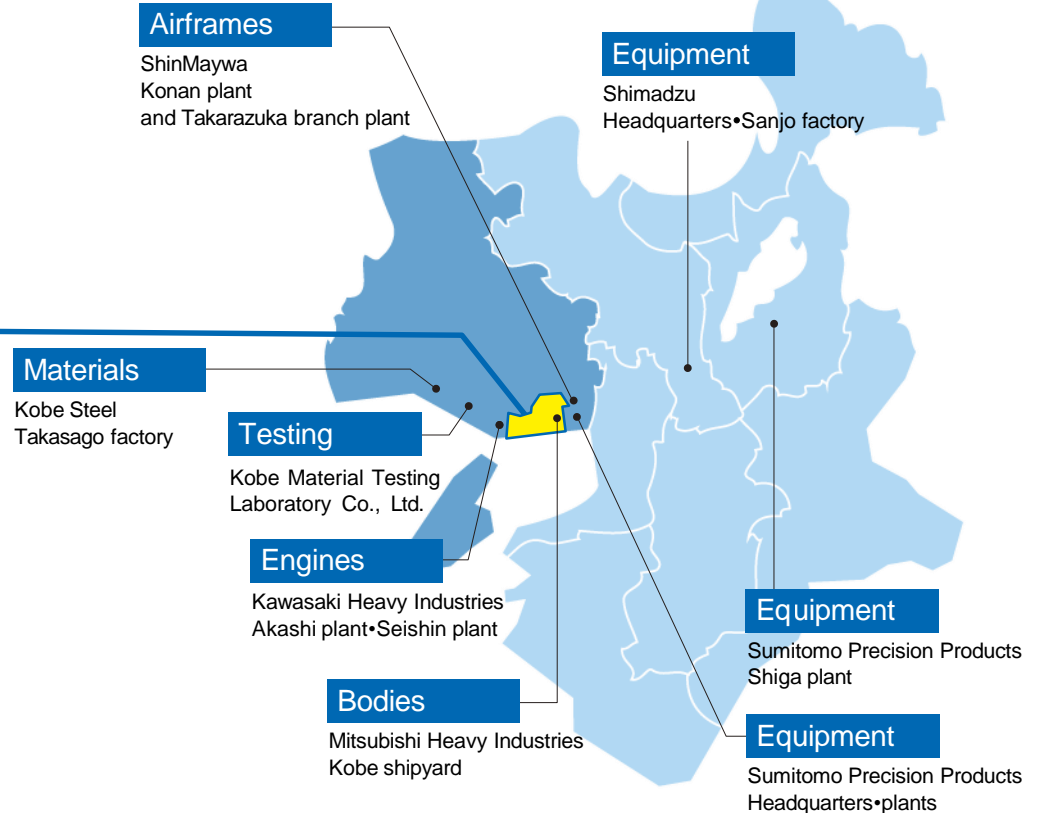
Biennial Engine Forum Kobe, an international exhibition and meetings

Sponsored by: advanced business events



KANSAI AREA

Major companies supporting the aircraft industry in the Kansai area



“12

IT/Tech Industry

Accelerate the emergence of innovation by supporting start-ups

Empowering Students with Skills for Next-Gen Industries! Advanced Digital Talent Development Program

To foster talent that will drive Kobe's future economy, the City of Kobe is building a comprehensive talent development framework through collaboration with universities, educational institutions, companies, and external experts—leveraging the city's unique strengths.



Positioning AI and digital technologies as core infrastructure for next-generation industries, Kobe provides an end-to-end program covering everything from awareness and interest-building to hands-on practical experience. The program includes regular AI-related events, overseas study tours to Silicon Valley that broaden students' perspectives through interaction with local students and engineers, and collaborative development projects where students and companies work together to solve real business challenges.

Through these initiatives—supported by the Microsoft AI Co-Innovation Lab—students from diverse academic backgrounds, both in the sciences and humanities, gain practical skills and experience, enabling them to grow into highly capable digital professionals.

Microsoft AI Co-Innovation Lab in Kobe

Japan's first and Asia's only location where Microsoft engineers provide free support for the development of innovative AI solutions and applications.



Kobe Smart City Initiative

This initiative leverages digital technology and data to solve urban and community challenges while improving quality of life. Through collaboration among industry, government, and



academia, Kobe provides real-world testbeds and end-to-end support—from identifying challenges to demonstration and implementation. Successful solutions developed in Kobe are increasingly scaled and adopted by other cities across Japan, positioning Kobe as a leading smart city platform.

“13

Kobe Startup Ecosystem



Support Agencies



Financial Institutes/Developers



Universities



Corporates



Economic Organizations



(As of January, 2025)

“14

What We Offer For Startups

STEP1

▶ **STARTUP
VISA**

MAX

2 years

Preparation
to setup
your startup

STEP2

▶ **Subsidy**

MAX

JPY **8** mil
(USD 52K)
For 3 years

Renovation Fee

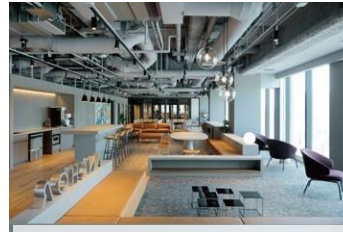
Office Supply

Renting Fee

Labor Cost

STEP3

▶ **Community
Space**



ANCHOR
K O B E



K I I D
H Y O G O

STEP4

▶ **Program**

Kobe Global
Startup Support

STEP5

▶ **Funding**

HKSF
HYOGO KOBE STARTUP FUND

*Startup Visa holders
are free to use

“15

From Global to Kobe “Kobe Global Startup Support (KGSS)”

Hands-on support for global startups
entering Japan and establishing business in Kobe.



Business Matching

- Our dedicated team with an extensive local network **connect startups to the right business partners**
- Support smooth communication between them



Matching Events & Networking

Organize Corporate–Startup
Matching Events



Feel free to apply from the QR code
if you are wishing to receive support!

Support is subject to certain conditions.



“16

Living Environment

I Comfortable Living Environment

Abundant nature with a climate that offers cool summers and warm winters. Seasonal leisure activities such as Arima hot springs and sake breweries in Nada.

Education

Many international schools are located in the city with a multicultural educational environment

8 International schools

- ▶ Canadian Academy ▶ Deutsche Schule Kobe International ▶ Kobe Chinese School
- ▶ Kobe Korean Junior High School ▶ Kobe Korean Elementary School
- ▶ Marist Brothers International School ▶ St. Michael's International School
- ▶ Kobe Korean Senior High School



Canadian Academy

A prestigious K-12 educational institute with approximately 700 students



Deutsche Schule Kobe International

German government-accredited infant and primary education institutions located only in Kobe and Yokohama nationwide



KENTO Center

A learning support and care center for bilingual children

Medical

- English-speaking hospitals are available, including seven hospitals that provide interpreters to accompany patients during their hospital visits
- Rated #1 for nine consecutive years for emergency medical center care in Japan

Kobe City Medical Center General Hospital



Convenience

- Less commuting crowds compared to Tokyo
- Kobe International Community Center offers various information and daily life counseling in many languages

Kobe International Community Center



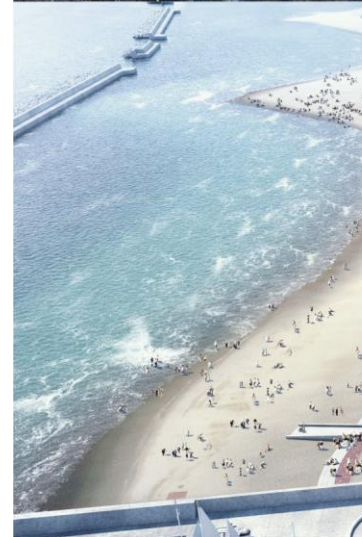
“17

Living Environment



Community

Various international communities such as Western, Chinese, Korean, and Vietnamese



Nature

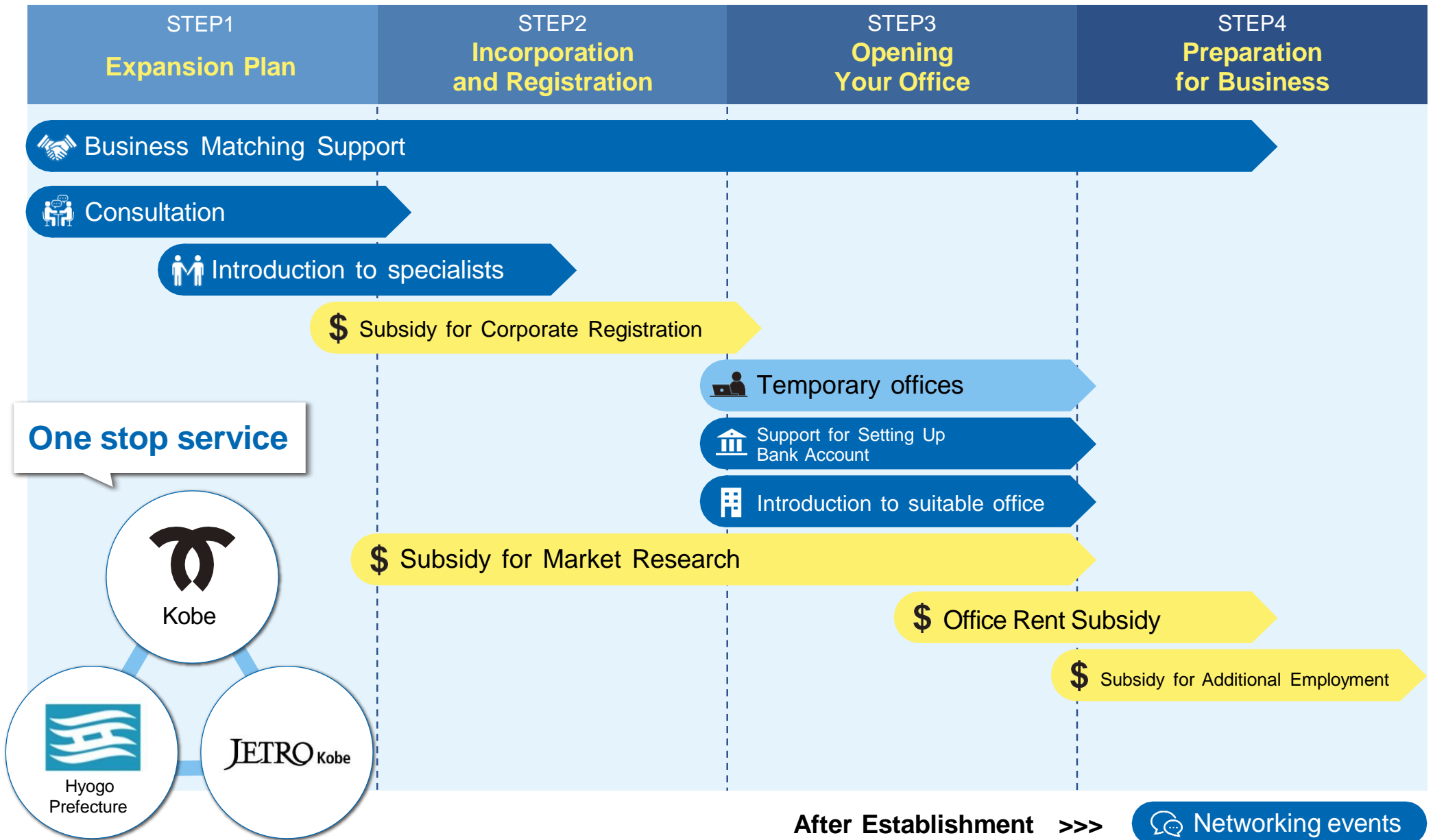
Surrounded by mountains and ocean, rich in nature



“18

Support System

Warm support for an expansion into Kobe



“19

Support System

Support system for foreign and foreign-affiliated companies that operate globally

Each support system has eligibility requirements imposed by Hyogo Prefectural Government, Kobe City Government and the JETRO.

Office Rent Subsidy System

[Kobe City]

- ▶ Area: All areas of Kobe City
- ▶ Subsidy amount: Up to 25 % of rent (utilities and taxes excl.)
- ▶ Maximum amount: JPY 1,500/m² per month; JPY 10,000,000 per year
- ▶ Max. Subsidy period: 3 years
(5 years when a space of 1,500m² and more is rented)

[Hyogo Prefecture]

- ▶ Subsidy amount: Up to 25 % of rent (utilities and taxes excl.)
- ▶ Maximum amount: JPY750/m² per month; JPY1,000,000 per year
(JPY 1,500/m² per month; JPY 10,000,000 per year if 10+ new full-time employees are hired)
- ▶ Maximum subsidy period: 3 years

Prefectural Corporate Enterprise Tax Reduction [Hyogo Prefecture]

- ▶ Area: All areas of Kobe City
- ▶ Reduction rates: A 1/2 of prefectural corporate enterprise tax
- ▶ Period: 5 years
- ▶ Requirements : Large Enterprises: 10+ new full-time employees
SMEs: 5+ new full-time employees

Additional Subsidy for Employment [Kobe City]

- ▶ Requirement: Five or more permanent employees (Kobe citizens)
- ▶ Maximum amount: JPY 100 mil.

Kobe City	Site for accumulating business functions *2
Requirement: Newly moving into Kobe City *1 Indefinite-term full time employee: JPY 1,200,000/ person Other: JPY 200,000/ person	Requirement: Newly employed Kobe citizens *1 Indefinite-term full time employee: JPY 1,000,000/ person Other: JPY 150,000/ person

*1 Unemployment insurance and other requirements apply.

*2 City area around Sannomiya station, Shin-Kobe, Motomachi. Kobe, Port Island, etc.

Employment Subsidy [Hyogo Prefecture]

- ▶ Requirement: 10+ new full-time employees (if SMEs 5 new full-time employees)
- ▶ Maximum subsidy: JPY 600,000 per person (JPY 300,000 per person only if SMEs hire part-time employees residing in Hyogo)
- ▶ Maximum amount: JPY 300 million

Company Start-up Support [Hyogo Prefecture]

Subsidy for Corporation Registration Fee

- ▶ Maximum subsidy: 50% of qualifying expenses
- ▶ Maximum amount: JPY 200,000

Subsidy for Market Research Fee

- ▶ Maximum subsidy: 50% of qualifying expenses
- ▶ Maximum amount: JPY 1,000,000

Free Temporary Offices [JETRO Kobe]

- ▶ Maximum Use Period: approx. 3 months

“20

In Companies' Own Words



Oerlikon Japan Co., Ltd.



President and Representative Director
TSUYUKUBO, Haruhiko

Q1. Why did you choose Kobe for your location?

A. Our branch in Osaka relocated to Kobe for more convenient access to our customers in the Kansai areas as well as for convenience for visitors from overseas.

Q2. What are the reasons for your decision?

A. The reason is the various means of transportation connecting Kobe with other parts of Japan, including railroads, airlines, and buses, as well as convenient access to the Kansai International Airport for overseas travel.

Q3. How do you see your decision in retrospect?

A. Surrounded by the sea and mountains, the business district and residential areas are closely integrated and employees and visitors from abroad can enjoy the exotic atmosphere of the city. I think this kind of environment is also important for our work.



Grippl Japan K.K.



Managing Director
MAKINO, Takahiro

Q1. Why did you choose Kobe for your location?

A. To penetrate the market, our head office decided that we needed to interface with our customers and be grounded in our activities. We do not choose the capital city for our business in other countries; instead, we tend to look for a location where we can engage in steady business and steady growth. For that reason, we chose the vibrant Kansai region.

Q2. What are the reasons for your decision?

A. We chose Kansai as a candidate because of its convenience for importing. We took into consideration the vitality of the city for creating a loyal customer base to put down roots in the region, and we were impressed by the warmth of the people in Kobe, and therefore we chose Kobe.

Q3. How do you see your decision in retrospect?

A. The Kobe Airport and the shinkansen from Shin-Kobe Station are extremely convenient even for business trips to distant places. The food is delicious, and the people from the UK headquarters who come to Japan 4-5 times a year are always happy to come back.



KNORR-BREMSE

Knorr-Bremse
Rail Systems Japan Ltd.



Managing Director
KIM Peter

Q1. Why did you choose Kobe for your location?

A. Locally rooted sales activities and after-sales follow-up are indispensable to earn the trust of customers in the Kansai area. For that reason, we expanded to Kobe City.

Q2. What are the reasons for your decision?

A. In order to support our business partners in the Kansai area, we thought we could maximize the location's merits by setting up the office in Kobe City.

Q3. How do you see your decision in retrospect?

A. Such factors as the convenience of the office and the surrounding environment have exceeded the expectations of not only the employees working in Kobe but also those coming from Tokyo on business trips.

“21

Transforming Downtown Kobe: A New Urban Heart

SANNOMIYA STATION AREA (DOWNTOWN)

Toward the realization of Sannomiya as the gateway to the beautiful port city of Kobe, large-scale redevelopment is underway, centered on the station area. Guided by the concept of “a people-centered, comfortable city,” Kobe aims to create a downtown that people want to visit, work in, and live in—and one that continues to grow and evolve.

Kobe Sannomiya Twin Gate Building (Phase II)
Planned following the completion of the phase I

Kobe Sannomiya Twin Gate Building (Phase I)
Completion scheduled for December 2027

Sankita Street and Plaza
Immediately north of the station, a newly developed street and plaza integrate with surrounding buildings, creating a pedestrian-friendly environment.

(Tentative name) JR Sannomiya New Station Building
Scheduled to open in fiscal year 2029

Kobe Sannomiya Hankyu Building
Opened in April 2021, this building serves as a hub where companies, research institutions, universities, and startups gather and interact, fostering cross-industry innovation.
※Business Square “ANCHOR KOBE” is located here.

Sannomiya Deck (Pedestrian decks) developed in phases from fiscal year 2027 onward
A spacious, pedestrian-priority plaza will be created to generate vibrancy. New pedestrian decks will also be developed, enhancing connectivity between the station and city.

Plaza Space on the South Side of the New JR Sannomiya Station Building
Scheduled for completion in fiscal year 2029

2 City Hall No.2 Building Redevelopment Project
Scheduled for completion in fiscal year 2029

1 Building a Major Bus Terminal in Western Japan

A multifunctional complex integrating a bus terminal with a hall, library, hotel, and office spaces.



2 Renewing Kobe City Hall

A symbolic mixed-use complex is being developed, integrating civic functions with public spaces, offices, hotels, and commercial facilities to energize downtown Kobe.

WATER FRONT AREA

Enhancing the Appeal of Kobe's Waterfront ~An Area Offering Diverse Attractions, Worthy of Port-City~

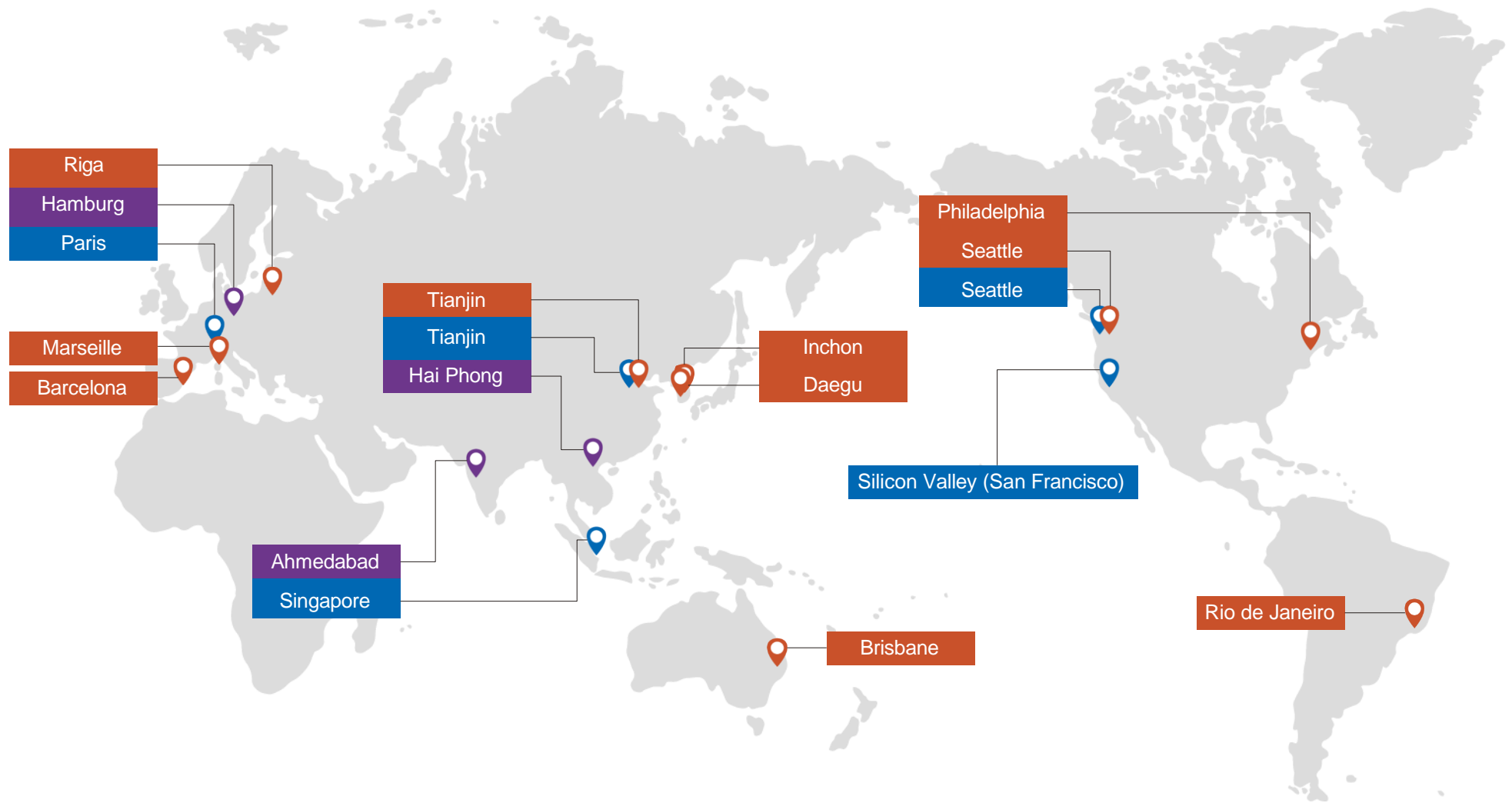
At Shinko Pier No.2 (TOTTEI), GLION Arena Kobe opened in April 2025, bringing new waterfront vibrancy, with an adjacent marina and diverse activities expected to animate the area in coming years.




Key Waterfront Facilities

Kobe Port Tower	GLION Arena Kobe	TOTTEI PARK	Marina (Concept Image)
Reopened in April 2024 after renovation	Opened in April 2025		

KOBE Global Network



-  Kobe Trade Information Office
-  MOU Partner City
-  Sister City & Friendship City

BE KOBE

Kobe City Economic and Tourism Bureau

E-mail : invest@city.kobe.lg.jp

<https://investkobe.com/>

Invest in Kobe

