

JAPAN

*A Guide
for Canadian Exporters*

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(Publié également en français)

JAPAN

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A Guide

for Canadian Exporters

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1988

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I. BACKGROUND INFORMATION

Geography

Occupying a land area of 377 682 km², roughly 40 per cent of the size of British Columbia and 30 per cent of the size of Ontario, Japan is composed of four main mountainous islands: Hokkaido, Honshu, Shikoku and Kyushu. Some 69 per cent of the land is forested, 16 per cent cultivated, and the balance urban, grassland, or waste.

The climate is temperate with hot, humid summers and generally sunny, cold, dry winters. Average temperatures in Tokyo are 25.2°C (80°F) in the summer and 4.1°C (40°F) in the winter.

The best time to visit Japan is during April and May or mid-September to mid-November.

Population

With 122.3 million people, Japan is the world's seventh most populated country. Of this highly homogeneous society (99.4 per cent ethnic Japanese), 72 per cent live in urban areas. Tokyo, the capital, has a population exceeding 8 million. Other cities with populations of more than 2 million are Yokohama, Osaka and Nagoya. Cities with populations of more than a million include Kyoto, Kobe, Sapporo and Kawasaki.

Although some English is used commercially, the number of Japanese able to speak fluent English is limited.

Government

Since 1947 Japan has been a constitutional monarchy. The head of state is Emperor Hirohito. The head of government is Prime Minister Noburu Takeshita. The Diet, or national Parliament, is divided into the House of Representatives and the House of Councillors, elected by universal suffrage. The executive is chosen from the Diet according to the parliamentary cabinet system. The ruling party is the Liberal Democratic Party, with the Japan Socialist Party as the leading opposition party.

National Holidays

New Year's Day — *January 1*

Adults Day — *January 15*

National Foundation Day — *February 11*

Vernal Equinox — *March 20 or 21 (lunar calendar)*

Emperor's Birthday — *April 29*

Constitution Memorial Day — *May 3*

Children's Day — *May 5*

Respect for the Aged Day — *September 15*

Autumnal Equinox — *September 23 or 24 (lunar calendar)*

Sports Day — *October 10*

Cultural Day — *November 3*

Labour Thanksgiving Day — *November 23*

Government and business offices are usually closed January 2 and 3. In practice, little work is done during the last few days of December and the first week of January. Business people are advised to avoid visiting during this period. Visits should also be avoided during Golden Week, the week of the April 29, May 3 and May 5 national holidays, as many Japanese business people take extended vacations at this time.

Business Hours

Business hours are usually 9:00 a.m. to 5:00 p.m., with lunch between 12:00 and 1:00 p.m. Business breakfasts and luncheons are not generally part of Japanese tradition.

Banks: 9:00 a.m. to 3:00 p.m. Monday to Friday
9:00 a.m. to 12:00 noon Saturday (every other Saturday)

Commercial Offices: Generally 9:00 a.m. to 5:00 p.m. Monday to Friday, although it is unusual for companies to accept appointments before 10:00 a.m. While many offices open Saturday mornings, the offices of major companies are closed.

Department Stores: 10:00 a.m. to 6:00 p.m. (there is no fixed day for the weekly holiday; department stores usually close on Wednesday or Thursday)

Government Departments: 10:00 a.m. to 5:00 p.m.
Monday to Friday
(Saturday to 12:00 noon)

Religion

Buddhism, which came to Japan via China in the sixth century and of which there are many sects, and Shintoism (the Way of the Gods), which is the traditional cult of the land, are the principal religions in Japan. Neither religion is exclusive and strict adherents are few. There are many ancient Buddhist temples and Shinto shrines throughout Japan. There are also various Christian denominations and in Tokyo, Kobe and most other large cities, visitors can usually find a church of their choice.

Weights and Measures

Japan uses the metric system. Containers for wholesale and retail sales must be labelled in metric units, but non-metric container sizes are permitted. Many imported food products enter in normal packaging to which Japanese language labels are added. As volume builds, however, consideration must be given to labelling and packaging for Japan at the point of production.

Electricity

Electricity for domestic use is supplied at 100, 60 cycles AC in west Japan (Osaka) and at 100, 50 cycles AC in east Japan (Tokyo).

Local Time

Add 14 hours to Eastern Standard Time and 13 hours to Eastern Daylight Savings Time.

Currency

The Japanese currency is the yen.

Economic Statistics

GNP: 330.75 trillion (Y), \$2.87 trillion (Cdn)

GNP/capita: 2.7 million (Y), \$23 419 (Cdn)

Real GNP growth rate: 2.5 per cent in 1986; 2.75 per cent forecast for 1987-88

Inflation rate: 0.8 per cent

Economic structure: Services 57.8 per cent, Manufacturing 29.8 per cent, Construction 7.3 per cent, Agricultural/mining 3.5 per cent (of GNP at 1985 prices)

Foreign Trade with Canada

Foreign trade between Canada and Japan totalled \$13.5 (Cdn) billion in 1986 with exports from Canada of \$5.9 billion and imports from Japan of \$7.6 billion. Japan is Canada's second largest trading partner. Canada is Japan's eighth largest trading partner.

II. CANADIAN GOVERNMENT CONTACTS IN JAPAN

The Canadian Embassy in Tokyo

The Canadian Embassy has a large staff of commercial, economic and investment officers. Specialists in products ranging from agriculture and fisheries to automotive, aerospace and defence products are familiar with the Japanese market and ready to assist in the export of Canadian products to Japan.

When first requesting assistance from the Embassy, it would be helpful to provide a brief history of your company, the list of products sold, a description of domestic marketing organization and mix of clientele, and price quotations (preferably C.I.F.).

The Canadian Trade Permanent Exhibition Centre

The Centre, located in Tokyo, was established in 1986 as a result of the increasing number of invitations received by Canada to participate in Japan's growing number of international trade shows. The Centre hosts a permanent display area for Canadian manufactured products where Japanese agents of Canadian manufacturers can display their products on a more permanent basis. New products from Canada are displayed for an initial period of three months or until an agent or importer is appointed in Japan. Further information can be obtained from the Embassy.

The Canadian Consulate General in Osaka

The territory covered by the Consulate General is the Kansai area of central Japan. With a population of 22 million, the Kansai area is the second largest industrial centre in Japan, accounting for about 20 per cent of the Japanese economy and about 2 per cent of the world economy. The region is made up of over 90 per cent small- and medium-sized companies. However, at the same time, Osaka is the headquarters of 30 of the

world's largest 500 companies outside of the United States, ranking fourth behind Tokyo, London and Paris.

The region is known for its strengths in the basic materials industries and semi-finished products, but the greatest opportunity for Canadian business lies in the sale of manufactured goods including end products and components.

The Kansai region is distinct from the Kanto (Tokyo) region and for many products it represents a separate market with different players.

The commercial officers at the Consulate in Osaka can give Canadian business people more information and advice on marketing of products in the Kansai area. The Consulate is located in the heart of Osaka's business district and its large multi-purpose room is available free-of-charge to Canadian organizations for their product demonstration seminars, and other promotional activities but must be booked in advance to ensure its availability.

III. ECONOMY AND FOREIGN TRADE

General

Japan's post-war economy grew at unprecedented rates with the GNP from 1961 to 1970 increasing at an average of more than 10 per cent per year in real terms. This unparalleled performance, surpassing all other major industrial countries, ended abruptly in late 1973 as inflationary pressures and heavy deficits in the balance of payments caused Japan's most severe recession since World War II. The tripling of oil prices created particular difficulties for a country that depends on imports for 99.7 per cent of its oil requirements.

Growth since the first oil crisis has been more moderate, but still strong compared with other Organization for Economic Co-operation and Development (OECD) countries. Growth in the 1970s averaged 5 per cent. In the 1980s, growth rates have been lower (2.5 per cent in 1986) with the forecast for 1987-88 being around 2.75 per cent. Unemployment is moderate by world standards. With the world recession affecting Japan, there has been a slight increase in unemployment, moving from 2 per cent in 1980 to 2.9 per cent in 1986.

Trade and Economic Policy

Japanese industry is among the world's leaders in such industries as automotive, steel, electronics and chemicals. To earn the foreign exchange necessary to pay for raw materials and foodstuffs, Japanese industry must export and remain competitive.

However, the Japanese surge in exports has resulted in a large and growing balance-of-trade surplus (the 1986 merchandise trade surplus was \$128.3 (Cdn) billion). The concentration of Japan's exports to the U.S. and the European Economic Community (EEC) in sensitive sectors (steel, automotive products, electronic goods) has caused serious dislocations and provoked strong criticisms and threats of protectionism.

In early 1982, the Japanese government introduced measures to stimulate imports, such as tariff and non-tariff barrier liberalization, advance purchases of mate-

rials for stockpiling and expansion of import financing facilities. However, the most effective method of increasing imports and reducing exports would be to expand the domestic demand for all goods — foreign and domestic. This approach has been attempted with limited success to date. Recent appreciation of the yen, though, has curbed to some extent Japan's export performance.

The high rate of personal savings, combined with the large trade surpluses, made Japan the top capital exporter in the world in 1985. Japan now serves as the principal creditor nation of the world.

Canada-Japan Trade

Canada-Japan trade is based on the General Agreement on Tariffs and Trade (GATT) and the Canada-Japan Agreement on Commerce of 1954.

IV. YOUR BUSINESS TRIP TO JAPAN

When planning your first business visit to Japan, advise the Commercial Section of the Canadian Embassy in Tokyo well in advance of your departure. If time is short, use Telex (Telex number DOMCAN J22218, FAX (03) 479-5320) to communicate the objectives of your visit. It is also helpful if you:

- work out the C.I.F. in Canadian dollars on at least part of your product range;
- indicate the types of companies that normally best handle your products;
- give a description of your domestic marketing organization and mix of clientele; and
- mail copies of your annual report and product brochures (6 copies) to identify you to the Japanese customer.

With this information, the Commercial Section will be pleased to arrange a tentative itinerary. The Embassy in Tokyo and the Consulate General in Osaka may be able to recommend conveniently located hotels or you may prefer to book hotels through your travel agent.

Travel Tips

As it usually takes a day or two to get over the heavy "jet lag," it is recommended that you either arrive on a Friday or Saturday, or at least not schedule business meetings until the third day. Both Canadian Airlines International Ltd. (CAIL) and Japan Air Lines (JAL) have direct flights between Vancouver and Tokyo.

In accordance with the Japanese Alien Registration Law, short-term visitors to Japan must have passports in their possession at all times. Business people who hold valid Canadian passports do not require visas to visit Japan unless they wish to remain for more than three months or take up employment. However, the period of stay granted to those not holding visas will be decided by the Japanese immigration authorities at the time and point of entry. Applications for extension of the initial period of stay will be considered by the Japanese authorities. Business people holding other

than Canadian passports may need visas and should consult the nearest Japanese consulate for details.

Visitors arriving from Canada do not require a vaccination against smallpox. Smallpox, typhoid and cholera certificates may be required if visitors arrive from infected countries, including most Asian countries. Airline and shipping companies should be consulted when making travel arrangements.

Health conditions are not a problem in Japan. Most medical facilities are available in the large cities and the services of English-speaking doctors and dentists can be obtained at most international hotels. The water is safe to drink and one need take no more precautions over food than in Canada.

Arriving at Tokyo Airport (Narita)

Most overseas flights into the Tokyo area land at Narita Airport, approximately 65 km (40 miles) from the centre of Tokyo itself. Unless you are being met by someone, you will need to find your way into the city by bus or taxi. The simplest way is to take the limousine bus from the airport to the central Tokyo City Air Terminal (TCAT) or major hotels serviced by the limousine bus. The ticket office is outside the customs inspection area on the arrival level and buses wait outside at Position One. The fare is currently 2 700 (Y) and it takes between 70 and 120 minutes, depending on traffic. Your luggage goes with you and on arrival you pick it up again on a lower level at the terminal. From here you can take a taxi to your hotel for about 2 000-3 000 (Y). The total cost of getting from the airport to the hotel would be about \$50 (Cdn). Taking a taxi direct from Narita to central Tokyo would cost about 17 000 (Y).

There are no direct flights from Canada to Osaka (but United Airlines has direct flights to and from San Francisco). Passengers from Canada must change planes at Narita for one of several flights to Osaka every day (customs are then cleared in Osaka). Transportation from Tokyo station (bullet train) or from Tokyo's Haneda (domestic) airport to Osaka is both rapid and convenient. Osaka's international airport (Itami) is located close to the city centre and bus service (\$3.60) and taxis (\$40) take about 40 minutes. This airport has daily flights to most major cities elsewhere in Asia so Cana-

dian visitors can arrange itineraries requiring such travel without having to route through Tokyo again.

Business Cards (Meishi)

It is a customary and important ritual to exchange business cards with new acquaintances in Japan. It is also a particularly useful ritual to the foreigner who is likely to have difficulty in remembering more than a few Japanese names at a time. Take a substantial quantity of business cards with you. They should be printed with a Japanese translation on one side and be $5\frac{1}{2} \times 9$ cm for filing into special name card holders. As CAIL offers this service at modest cost, it is best to have them printed in Canada prior to departure, although it can be arranged within 48 hours after your arrival in Japan.

Present your card with the Japanese side upwards. You will receive cards in return which you can keep for reference. Do not write on them or mutilate them as this is a sign of disrespect. However, you can arrange them in front of you during a meeting as a kind of seating plan.

Currency Regulations

The Japanese monetary unit is the yen (Y). Bank of Japan notes in circulation are in denominations of 500, 1 000, 5 000 and 10 000 yen and occasionally 100-yen notes. Coins in general use are the 1, 5, 10, 50, 100 and 500 yen pieces.

On leaving Japan, yen may be reconverted into the original currency up to the amount recorded on the document issued by banks and authorized money exchanges at the time of the conversion or up to approximately \$3 000 (US) and its equivalent without such documentation.

Traveller's cheques can be cashed at the principal foreign exchange banks and hotels. All payments, however, must be made in yen.

Major credit cards can be used at the larger restaurants and hotels in the main cities but it is wise to take along a sufficient amount of traveller's cheques to cover all anticipated expenses. U.S. traveller's cheques can be converted into yen at the current rate of exchange more easily than Canadian traveller's cheques.

Terms and Methods of Payment

Imports into Japan can be settled by irrevocable letters of credit, documents-against-payment, documents-against-acceptance, or normal trade terms (up to one year). Where capital equipment is involved the importer could ask for extended terms. Exporters should investigate the credit standing of their customers before transacting business.

Price Quotations

Prices should be quoted C.I.F. in U.S. or Canadian dollars but F.O.B. is sometimes acceptable.

Banking Services

Banks are open from 9:00 a.m. to 3:00 p.m. on weekdays, and every other Saturday from 9:00 a.m. to 12:00 noon.

In Japan, commercial banks play an important role in financing the growth of the economy through direct investment in industry. The Bank of Tokyo for historical reasons has a special position in matters of foreign exchange. To serve domestic needs, there are about 15 large "city" banks (each with 100 to 200 branches throughout Japan) and 63 "local" banks (each with about 60 branches).

The Japanese government's Export-Import Bank is the principal institution for financing long-term export credits, raw material imports and investments in overseas enterprises (including joint ventures with foreign firms). Repayment terms are in principal up to five years for export and import and up to 10 years for overseas investment.

There are also several other banks with official status including the Japan Development Bank, the Agricultural Finance Corporation and the Small Business Finance Corporation.

Six Canadian banks have branches in Tokyo: Bank of Montreal, Bank of Nova Scotia, Canadian Imperial Bank of Commerce, National Bank of Canada, Royal Bank of Canada and the Toronto Dominion Bank.

Seven Canadian investment and trust companies also have offices or representatives in Tokyo: Richardson

Greenshields of Canada Ltd., Dominion Securities Inc.; Wood Gundy Inc.; McLeod Young Weir Ltd.; Royal Trust Corporation of Canada; CIBC Limited (Merchant Bank); and Orion Royal Bank Ltd.

Documentation

Requirements in Japan change. It is recommended that you obtain a current copy of Exporter's Encyclopedia, published by Dun & Bradstreet Ltd. To obtain information or standardized export documents, contact:

Canadian Export Association (CEA)

99 Bank Street, Suite 250

Ottawa, Ontario K1P 6B9

Tel: (613) 238-8888

Documentation normally required includes:

- a certificate of origin verified by the Canadian Chamber of Commerce or a Japanese consulate;
- two copies of your invoice (including full description, weight, value, importer's name and address, tariff number); and
- a shipping invoice with details of insurance, packing and commission costs.

An authorized foreign exchange bank in Japan requires you to submit a report of your venture before shipping your product to Japan.

Tariffs and Product Standards

Canada enjoys a "most-favoured nation" status with Japan. Customs duties for manufactured goods are generally lower in Japan than in Canada. Duties are calculated on C.I.F. value.

Product standards are under constant review in Japan and you must therefore ensure that your information is current and fully understood before attempting to export. There are both "voluntary" and "compulsory" standards. The Japan External Trade Organization (JETRO) publishes several useful guides.

Carnet

A carnet is a convenient customs document designed to simplify and streamline customs procedures. It lists the goods you wish to have covered for the country or countries you intend to visit. This "merchandise passport" is ideal for commercial samples, professional

equipment, exhibition goods, etc. A carnet is valid for one year from the date of issue, and cannot be extended. All items covered by a carnet must be returned to Canada by the expiry date. A security deposit of 40 per cent of the total value of goods and a fee is required for each carnet issued. For more information contact:

Canadian Chamber of Commerce

Carnet Division
120 Adelaide Street
Suite 2109
Toronto, Ontario M5H 1T1
Tel: (416) 868-6415

You may also contact carnet divisions of the Canadian Chamber of Commerce at:

1080 Beaver Hall Hill
Suite 1730
Montreal, Quebec H2Z 1T2
Tel: (514) 866-4334

55 Metcalfe Street
Suite 1160
Ottawa, Ontario K1P 6N4
Tel: (613) 238-4000

World Trade Centre, Suite 400
999 Canada Place
Vancouver, British Columbia V6C 3C1
Tel: (604) 641-1256

Trademarks and Patents

It is recommended that you consult specialist Japanese legal firms in Canada or Japan to ensure that your company's product will be protected. Trademarks are generally valid for ten years and renewable for like periods. Patents are generally valid for 15 years with a possible five year extension.

Shipping and Steamship Services

For air cargo, both CAIL and JAL have several flights each week between Vancouver and Tokyo. In addition, Air Canada and Concord Freight System Ltd. offer air/sea services from Japan worldwide.

Freight-forwarding agents will have suggestions on shipping to Japan. While shipping from the West Coast

usually saves time, handling costs increase. Shipment via the East Coast is often done by direct loading, thereby reducing handling costs.

All major Canadian ports on east and west coasts, as well as on the Great Lakes, are serviced by numerous Japanese and other foreign steamship lines. Detailed information on schedules and ports of discharge can be obtained from the Department of Regional Industrial Expansion (DRIE), Service Industries Branch, Tel: (613) 995-8107.

V. JAPANESE BUSINESS AND SOCIAL CUSTOMS

It is recognized that Japan is not an easy market to enter and you need all the assistance you can get.

With the help of the Canadian Embassy in Tokyo and the Canadian Consulate General in Osaka, you will be able to avoid calling on business prospects without a proper introduction. Japanese companies like to know ahead of time who you are and what organizations you represent. You will not necessarily meet with top management at first as middle management in Japan can recommend and initiate high-level decisions. Key decision makers come in at a later stage but may monitor all proceedings.

Decisions may be slow in Japan but their implementation is fast. You may decide to hire a Japanese representative to promote your company's interests after the preliminary meetings. Another option is to send a company representative to work out the details at a later date.

Language is likely to be the single largest problem you will encounter on your trip to Japan. You may experience difficulties locating someone who speaks fluent English or French. Knowledge of other foreign languages is also limited.

Be sure to have explicit instructions written in Japanese before you embark on any trip, either inside or outside the cities. Do not expect to get by with a few words of Japanese if the going gets tough. Japanese is a difficult language to use even in its elementary form. Because of its complexity and the consequent risk of being misunderstood, it is recommended that you do not speak Japanese in a business meeting unless you have a high degree of fluency. It is further suggested that you avoid the use of slang or jokes as a means of making a point during a serious business conversation.

Major Japanese firms with international dealings will invariably have English-speaking staff. It is advisable, however, to hire your own interpreter. This ensures that

your entire message is understood and emphasizes your seriousness. A good interpreter can also counsel you on approaches or how a meeting might have gone.

Remember that when using an interpreter, it is important to brief him or her on the vocabulary you may use. Speak slowly and clearly, and do not ramble. Keep your sentences short but complete your thought.

Innumerable services, such as those of an interpreter, typing, etc., can be arranged through your hotel. The Commercial Section of the Embassy can also assist, particularly where an interpreter requires specialized vocabulary. Expect to pay about \$300 to \$600 per day plus travel expenses (depending on the technical specialization of your talks, and on the seniority and experience of your interpreter).

First meetings will probably begin with greetings and some overall talk about your country. The purpose of your visit at this time will only be brought in at a later instance. Time is taken to get to know each other and to judge your character and background. You will probably find someone with whom you can strike up a more personal relationship afterwards on a less formal level. This should be attempted and taken up with sincere goodwill, as it may prove to be just as important as the more ceremonial meeting.

Address the Japanese by their surnames, with "san" added on. It is a common practice and applies to both men and women (for example, "Shimomura-san"). Bow stiffly from the waist in greeting the Japanese. Do not address the Japanese by their first names unless specifically asked to do so. If this serious gesture feels uncomfortable, it is better that you extend your hand instead after the Japanese have bowed.

Japanese, like their language, are traditionally evasive in a polite way and do not prefer the direct approach. Strong sales pitches should not be given out nor should provocative questions be asked in such a direct manner that they require unequivocal answers. They could easily be resented. Smoothness is all important, without strong opinions being expressed. Remember that the Japanese word for "understood" is "hai" while the Japanese equivalent of "yes" is "ee."

As Japanese are apt to do business on both logical and emotional levels and are affected as much by the way

of doing business as by the content, it pays to be patient and to remain flexible.

From time to time, there may be quiet periods when nobody speaks. This does not indicate indifference and this silence should not be broken by off the cuff remarks or jokes among yourselves. Take your time and adjust to the situation. Decisions in Japan are reached by consensus and by precedent and once a decision is made, this bond is binding. Therefore, you should be well prepared in every way. Have all your company facts and figures ready. Be sure you have clearance for any samples you are bringing. Be alert to follow up on any interest shown.

As matters progress, you will be sure to enjoy typical hospitality and to be well looked after by your Japanese business associates. But do not expect to be invited into a Japanese home as this is rarely done.

While the Japanese do not expect foreigners to understand the finer points of their etiquette, they appreciate it if you make an effort. For example, it is not correct to walk on the straw matting (tatami) in a Japanese restaurant or home in shoes or slippers, so you should remove them when entering.

Most Japanese meals are composed of a series of small dishes. Naturally, it is polite to eat what is offered but hosts are understanding if their foreign guests decline a particular dish.

Japanese do not generally believe in discussing business over lunch or dinner. Business matters should not be raised during a meal unless the Japanese businessmen first encourage you to do so. Business breakfasts are definitely out as many Japanese live some distance from the business core of the city.

It is not always necessary that you reciprocate hospitality at the time but it is important that you extend warm thanks then and later when you meet or correspond. If your Japanese contact visits Canada, you will then have a chance to reciprocate. One meaningful way to say thank you is with good quality Canadian souvenirs or products taken with you to Japan. As you are allowed to take three bottles of liquor into Japan, you could include some top-quality Canadian whisky in your luggage.

Most Japanese business people are enthusiastic golfers and may offer to arrange a game (and the loan of clubs) for their foreign business contacts. A game of golf is an excellent way to cement a personal friendship in Japan. Green fees are high. Courses are out of town so allow plenty of time for travel. There is no such thing as a "quick" game of golf in Japan with a typical golf day beginning from your hotel at 7:00 a.m. and ending upon your return in the late afternoon. Canadian business people could also entertain visiting Japanese with a game of golf here in Canada.

VI. MARKETING

Merchandising and Distribution

Product distribution in Japan can be highly complicated, as in the case of consumer goods, or relatively simple, as in the case of industrial products with a limited number of end users. In approaching this system, the exporter must assess his own market by determining:

- where and in what quantities his product or similar products are being sold;
- the usual channels of distribution;
- the wholesalers with access to the largest share of the retail sector; and
- the suitability of the product to the Japanese taste.

Again, the Commercial Section of the Embassy can help. Whichever approach is selected, the exporter should maintain close personal contact with his agent, trading company or wholesaler through frequent visits to Japan. The social aspects of marketing in Japan are unique and require careful handling to avoid misunderstandings that will reduce the impact of the exporter's promotional activities.

In selecting an agent or distributor, close attention should be paid to the Japanese distribution channel for the product involved. In many cases, it is advantageous to forego the wider connection of one of the giant trading firms in favour of a smaller, specialized firm which is often prepared to give more personalized attention and put greater effort into the promotion of products where the potential turnover is small. The Canadian exporter of manufactured products is sometimes best advised to deal with this kind of company. The Commercial Section of the Canadian Embassy in Japan will be pleased to assist you in locating a suitable representative. The representative should also be able to describe local market characteristics (which are helpful in designing packaging) and labelling requirements.

Although trading firms account for about 70 per cent of the country's import trade, their expertise is concentrated in imports of raw materials and commodities for industrial clients. As exporters of manufactured products, the leading firms play key roles in the Japanese

economy. They gather and disseminate vast amounts of commercial intelligence; they act as intermediaries within Japan's complex system of industrial financing; they are heavily involved in domestic, foreign and third-country trade; and they are increasingly active in the planning and management of major overseas industrial projects. These companies handle a large number of different products, taking care of all phases of importing, including insurance, storage, transportation, comprehensive distribution and servicing. The top nine maintain a network of overseas offices and Canadian exporters can approach these firms through their branches in Canada. The Federation of Canadian Manufacturers in Japan (*see below*) can also be of assistance.

Correspondence and Trade Literature

While corresponding in English is acceptable, it sometimes results in delays or misunderstandings. Correspondence is not a very good substitute for frequent visits. Trade literature should be translated into Japanese once business is to be done. This can usually be done through, or with the co-operation of, the Japanese partner.

Advertising and Promotion

Advertising in Japan, to be effective, must be in Japanese. Japanese firms make extensive use of television, press, radio, cinema, neon signs and posters to advertise consumer goods. The cost of advertising can be prohibitively expensive for a company entering the market. Before any commitments are made, it is best to discuss this subject with the Commercial Section of the Canadian Embassy which can provide detailed information on the use of various media.

Federation of Canadian Manufacturers in Japan (FCMJ)

It is important for Canadian exporters to have a visible and ongoing presence in the Japanese market. However, because most companies cannot afford the minimum \$500 000 per year that it costs to operate a small office in Tokyo, the FCMJ provides a cost-shared office for less than 10 per cent of what it would normally cost.

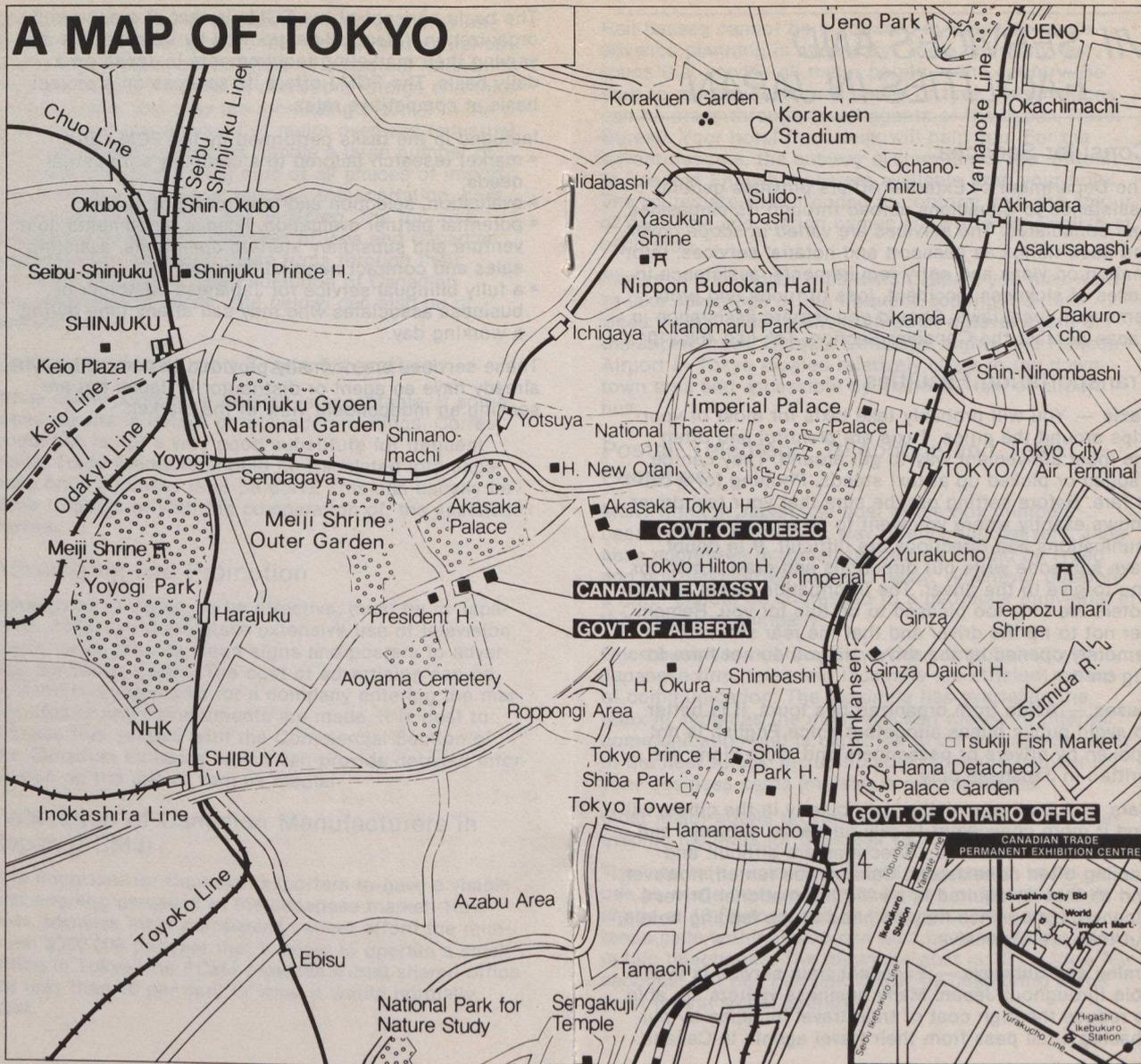
The basic concept of the FCMJ is that of a non-profit organization, financially supported by its members and serving their marketing requirements in Japan on a daily basis. The FCMJ offers its services on a project basis at competitive rates.

Included in the tasks performed by the FCMJ are:

- market research tailored to a company's industrial needs;
- evaluation, selection and monitoring of agents;
- potential partner evaluation, license agreements, joint venture and subsidiary start-up operations, assisting sales and contract negotiations; and
- a fully bilingual service for Japanese customer or business associates who may call at any time during a working day.

These services are normally provided to companies who already have an agent or distributor in Japan but are seeking an independent view of the market.

A MAP OF TOKYO



VII. SERVICES AND FACILITIES IN JAPAN

Consular Services

The Department of External Affairs provides general assistance to Canadians abroad through its embassies and consulates. The services are varied in scope covering such things as passport and notarial services, information on visas and entry requirements, assistance in cases of sickness, accident, loss of funds and problems with local laws. Should you require assistance in Japan contact the Consular Section, Tel: (03) 408-2101.

Transportation Facilities

Taxis — You will probably take taxis for most of your trips around the cities. Taxis are plentiful and often the most convenient way to get around. They can be flagged or picked up at taxi stands. Phoning for a cab is rare. Before setting out, be sure that your taxi driver knows exactly where you want to go since both communications and directions are difficult. If in doubt, have someone write out directions and draw a map for you to give to the driver. The information desks at most hotels are only too pleased to do this for you. Remember not to tip the driver and that the rear side door is remotely opened by the driver, so you do not have to tug on it.

Buses — Aside from organized bus tours, it is better to avoid public buses altogether since English is not spoken by drivers or passengers and route signs are written in Japanese only.

Cars — A business visitor, particularly in the cities, will find it more convenient to rely on trains, subways and taxis than to drive — as directions are difficult and parking often nonexistent. Cars can be rented, however, and all that is required is a valid International Driver's Licence. Limousines may be hired at the leading hotels, but they are expensive.

Trains and Subways — Excellent train service is available throughout Japan. Many business visitors are able to reduce the high cost of train travel in Japan by purchasing a rail pass from their travel agents in Canada.

Rail passes cannot be purchased in Japan so some advance planning is necessary. There are many fast trains that service all major points in the country. Be sure to reserve seats well ahead of time. Reservations can be made through travel agents or the Japan Travel Bureau. Your hotel front desk will help you. For the adventuresome, the subway system is not too difficult to use and English maps are available from your hotel. The routes are colour coded to conform with the colour of each line and station names are written in English at each stop.

Planes — For longer trips within Japan, you may want to take advantage of the frequent, top-flight air services. Again, reserve ahead through a travel agent or the Japan Travel Bureau. Domestic flights use Haneda Airport in Tokyo located relatively close to the downtown area and accessible by monorail, taxi or airport bus.

Postal, Telegraph, Telephone and Telex Facilities

Many firms in Japan use post office box numbers because this is the best way of ensuring delivery. Japanese addresses in romanized letters should be typed and not handwritten to avoid delay. Whenever possible a letter should be addressed to a particular individual in the Japanese company.

Once business relations have been established with a Japanese firm, telex and facsimile are efficient means of communication. The facsimile has overtaken the telex in Japan as the most efficient means of internal communication and is expected to do so internationally in the near future. Including your facsimile number on your business cards (meishi) is recommended.

Most major hotels provide telex and international telegraphic facilities for business visitors.

The internal telephone system is automatic. Local calls can be made from red public booths or telephones in shops at 10 (Y) for a call of three minutes. Long distance calls within Japan can also be made from yellow public telephones. The minimum cost is 10 (Y) for a few seconds, but one can talk longer by depositing coins each time a signal sounds.

Restaurants and Entertainment

All kinds of Western and Japanese entertainment and food are available. Western-style clubs and food, popular with the Japanese, tend to be expensive. A steak dinner for two with a drink beforehand, but with no wine or liquor, can cost \$100 (Cdn) or more. Clubs can be even more expensive and many cater to men only.

Sightseeing

There are many interesting places to visit in Tokyo and its environs, and a number of convenient one-day tours out of the city. Ask in your hotel for information about trips to Nikko and Hakone. You will need more time to visit Kyoto and Nara. Special-interest and industrial tours can also be conveniently arranged at your hotel.

VIII. SERVICES FOR EXPORTERS

Export Development Corporation

Of great importance to Canadian business people is the Export Development Corporation (EDC), a crown corporation that reports to Parliament through the Minister of State for International Trade. Its purpose is to encourage, facilitate and develop Canadian export trade by providing export credit insurance, guarantees, loans and other financial services to enable exporters to meet international competition.

For further information, please consult the nearest regional office of EDC.

Export Promotion Programs

The Department of External Affairs has consolidated two of its international trade promotion and export activity programs. On April 1, 1987, the Promotional Projects Program was merged with the Program for Export Market Development (PEMD) under the PEMD name.

The objective of the revised PEMD is to improve Canada's international trade performance and at the same time, stimulate the Canadian economy through increased production and employment. In keeping with the government's industrial and international marketing strategies, PEMD offers an opportunity for Canadian business to undertake new, and often risky, export activities that they could not, or would not, normally undertake on their own.

Financial assistance is available to eligible participants and applicants for export marketing activities which are initiated by government or industry.

Government-initiated export marketing activities involve trade missions outside of Canada and foreign missions to Canada where Canadian business participation is substantial. Also included are trade fairs abroad in specific industrial sectors or for specific types of products. Participants in government-initiated trade fairs pay a participation fee.

Industry-initiated export marketing activities include:

- participation in recognized trade fairs outside Canada;
- visits outside Canada to identify markets, and visits of foreign buyers to Canada or to another approved location;
- project bidding, or proposal preparation, at the pre-contractual stage, for specific projects outside Canada involving international competition and formal bidding procedures;
- the establishment of export consortia;
- the establishment of permanent sales offices abroad (excluding the U.S.) in order to undertake sustained marketing efforts outside Canada.

The program also extends to businesses the possibility of entering into long-term PEMD marketing agreements to undertake a combination of the above activities. The assistance provided for PEMD industry-initiated activities is repayable if export sales result.

Publicity

The Department of External Affairs publishes a bi-weekly newsletter *CanadExport* which is available free of charge in Canada to interested manufacturers and business people. Its articles focus on regular updates of trade opportunities, trade fairs and missions. The newsletter is available in both official languages. A subscription can be obtained by calling the toll-free Information Export publications hotline 1-800-267-8488 or writing:

CanadExport (BTC)

Department of External Affairs
Lester B. Pearson Building
125 Sussex Drive
Ottawa, Ontario K1A 0G2

It is also recommended that you read the Department of External Affairs publication, *So You Want to Export?* This is a resource book for Canadian exporters with helpful hints on market assessment, prospecting, and the export trade professionals who can assist you. There are also useful appendices containing a glossary of export jargon and checklists for overseas sales visits and exhibiting overseas. To obtain a copy, contact:

Info Export (BTCE)

Department of External Affairs
125 Sussex Drive
Ottawa, Ontario K1A 0G2
Toll-free hotline: 1-800-267-8376
Ottawa: 993-6435

Also of assistance is the Department of External Affairs trade publication, *Canadian Trade Representatives Abroad*. This directory lists all Canadian missions abroad with foreign trade and tourism responsibilities. The names of heads of missions have also been included, together with those of officers with immediate responsibility in the commercial, economic and tourism fields. You should feel free to communicate directly with the commercial section of any mission.

International Bureaus

The international trade bureaus in the Department of External Affairs play an important role in the development of Canada's trade relations and export marketing strategies. They should be contacted for information on Canadian trade and economic relations with other countries and areas and can provide market and distribution information; market access information such as tariffs, health regulations, import licensing, product standards, etc.; as well as departmental and media publications. For information on specific aspects of exporting to Japan, contact:

Japan Trade Development Division (PNJ)

Asia Pacific North Bureau
Department of External Affairs
Ottawa, Ontario
Canada K1A 0G2

Tel: (613) 995-8985

Telex: 053-3745

Fax: Dex 4100 (613) 996-9288/9103

Dex 3500 (613) 996-9510

Rapicom 1500 (613) 996-6906

The Business Centre

The Business Centre at the Department of Regional Industrial Expansion (DRIE) will provide information on government of Canada programs affecting your business.

Collect Call: (613) 995-5771

The Business Centre is located at:

Level 01 (Central area)
235 Queen Street
Ottawa, Ontario
K1A 0H5

IX. JAPANESE WORDS AND PHRASES

Numbers (Suji)

1	Ichi
2	Ni
3	San
4	Shi
5	Go
6	Roku
7	Shichi
8	Hachi
9	Kyu
10	Ju
11	Ju-ichi
20	Niju
100	Hyaku

Days of the Week (Yobi)

Sunday	Nichi-yobi
Monday	Getsu-yobi
Tuesday	Ka-yobi
Wednesday	Sui-yobi
Thursday	Moku-yobi
Friday	Kin-yobi
Saturday	Do-yobi

Months (Tsuki)

January	Ichi-gatsu
February	Ni-gatsu
March	San-gatsu
April	Shi-gatsu
May	Go-gatsu
June	Roku-gatsu
July	Shichi-gatsu
August	Hachi-gatsu
September	Ku-gatsu
October	Ju-gatsu
November	Juichi-gatsu
December	Juni-gatsu

Phrases (Hyogen)

Good morning	Ohayo gozaimasu
Good day	Kon-nichiwa
Good evening	Konbanwa
Good night	Oyasuminasai

Goodbye	Sayonara
Do you speak English?	Eigo ga wakarimasuka?
I do not understand	Wakarimasen
Yes	ee
Understood	hai
No	ie
Thank you	Domo arigato
Stock exchange	Shoken Torihiki Jo
Tourist information office	Kanko Annai Sho
Trade, Industry, Craft	Boeki, Sangyo, Kogei
Service included	Saabisu komi
To pay	Harau
Pub	Pabu
Tip	Chippu
Emergency exit	Hijo-guchi
Bill/check	Kanjo/Chekku
Department store	Depaato
Laundry	Sentakuya
Yesterday	Kino
Today	Kyo
Tomorrow	Ashita
Help	Tasukete kudasai
What does it cost?	Ikura desuka?
Where is the lavatory?	Toire wa doko desuka?
Where is the post office?	Yubin-kyoku wa doko desuka?
Where is there a doctor?	Oisha-san wa doko desuka?
Customs	Zeikan
Airport	Kuko
Baggage	Tenimotsu
Information	Annai-sho
Porter	Pota
Ticket	Kippu
Flight	Furaito
Arrival	Tochaku
Departure	Shuppatsu

X. APPENDIX

Useful Addresses in Japan

The Canadian Embassy

7-3-38 Akasaka, Minato-ku

Tokyo 107, Japan

Cable: CANADIAN TOKYO

Tel: (011-81-3) 408-2101/8

Telex: (Destination code 72) 22218

(DOMCAN J22218)

Fax: (G3 System) 03-479-5320

Canadian Consulate General

28 Hachiman-Cho

Minami-ku, Osaka 542, Japan

Mailing Address: P.O. Box 150

Osaka, Minami 542-91

Tel: (011-81-6) 212-4910

Telex: Send through Embassy in Tokyo

(Destination code 72) 22218

(DOMCAN J22218) but indicate

for CONGEN OSAKA

Fax: (G3 System) 06-212-4914

Government of Alberta

Shin Aoyama Building (West)

1-1, Minami Aoyama 1-chome

Minato-ku, Tokyo 107

Tel: 011-81-03-475-1171

Telex: 7228543

Fax: 011-81-03-470-3939

Government of British Columbia

3-F 8 Yoshida Building

27-26 Minami Aoyama 2-chome

Minato-ku, Tokyo 107

Tel: 011-81-03-408-6171

Fax: 011-81-03-408-6340

Government of Ontario

World Trade Centre Building, Room 1219

4-1, Hamamatsucho 2-chome

Minato-ku, Tokyo 105

Tel: 011-81-03-436-4355

Telex: 7227145 ONTTOK

Fax: 011-81-03-436-2735

Délégation du Québec

Kojimachi Hiraoka Building, 5th Floor

1-3 Kojimachi Chiyoda-ku

Tokyo 102, Japan

Tel: 011-81-03-239-5137

Telex: J23842 (TOKEBEC)

Fax: 011-81-03-239-5140

Canadian Banks

Bank of Montreal	Tel: 03-211-8884
Bank of Nova Scotia	Tel: 03-213-2766
Canadian Imperial Bank of Commerce	Tel: 03-595-1531
National Bank of Canada	Tel: 03-292-6361
Royal Bank of Canada	Tel: 03-595-1251
Toronto Dominion Bank	Tel: 03-214-4485

Major Airlines in Tokyo

CAIL	Tel: 03-281-7426
Air Canada	Tel: 03-586-3891
Air France	Tel: 03-475-1511
Air India	Tel: 03-214-1981
Alitalia	Tel: 03-580-2181
British Airways	Tel: 03-214-4161
CAAC	Tel: 03-234-5363
Cathay Pacific	Tel: 03-504-1531
China Airlines	Tel: 03-436-1661
Garuda	Tel: 03-593-1181
Japan Airlines	Tel: 03-747-1111
KLM	Tel: 03-216-0771
Korean Airlines	Tel: 03-211-3311
Lufthansa	Tel: 03-580-2111
MAS	Tel: 03-503-5961
Northwest	Tel: 03-433-8151
Pan American	Tel: 03-240-8888
Philippine Airlines	Tel: 03-593-2421
Quantas	Tel: 03-212-1351
Singapore Airlines	Tel: 03-213-3431
Swiss Air	Tel: 03-212-1016
United Airlines	Tel: 03-213-4511

Major Airlines in Osaka

CAIL	Tel: 06-346-5591
Japan Airlines	Tel: 06-201-1231
United Airlines	Tel: 06-271-5951
Cathay Pacific	Tel: 06-245-6731

Canadian Railways

CN Railways Tel: 03-581-9126
CP Rail Tel: 03-213-6926

Major Hotels in Tokyo

Akasaka Prince Hotel Tel: 03-234-1111
Akasaka Tokyu Hotel Tel: 03-580-2311
Hilton Tokyo Hotel Tel: 03-581-4511
Century Hyatt Hotel Tel: 03-349-0111
Imperial Hotel Tel: 03-504-1111
Keio Plaza Tel: 03-344-0111
Hotel New Otani Tel: 03-265-1111
Hotel Okura Tel: 03-582-0111
Palace Hotel Tel: 03-211-5211
President Hotel Tel: 03-497-0111
Tokyo Prince Hotel Tel: 03-432-1111

Major Hotels in Osaka

Hotel Nikko Osaka Tel: 06-244-1111
Hotel New Otani Osaka Tel: 06-941-1111
Osaka Hilton International Tel: 06-941-2661
Miyako Hotel Tel: 06-773-1111
Royal Hotel Tel: 06-448-1121

Useful Addresses in Canada

Japanese Government Offices in Canada

Commercial Counsellor
Embassy of Japan
255 Sussex Drive
Ottawa, Ontario K1N 9E6
Tel: (613) 236-8541

Consul General
Consulate General of Japan
Suite 900, 117 West Hastings Street
Vancouver, British Columbia V6E 2K9
Tel: (604) 684-5868

Consul General
Consulate General of Japan
Suite 1785, 600 de la Gauchetière Ouest
Montreal, Quebec H3B 4L8
Tel: (514) 866-3429

Consul General
Consulate General of Japan
Toronto-Dominion Centre
Suite 1803
P.O. Box 10
Toronto, Ontario M5K 1A1
Tel: (416) 363-7038

Consul General
Consulate General of Japan
730-215 Garry Street
Credit Union Central Plaza
Winnipeg, Manitoba R3C 3P3
Tel: (204) 943-5554

Consul General
Consulate of Japan
Suite 2480, ManuLife Place
10180-101st Street
Edmonton, Alberta T5J 3S4
Tel: (403) 422-3752

JETRO Toronto Office
Suite 700, Britannica House
151 Bloor Street West
Toronto, Ontario M5S 1T7
Tel: (416) 962-5050

JETRO Vancouver Office
Suite 660, World Trade Centre
999 Canada Place
Vancouver, British Columbia V6C 3E1
Tel: (604) 684-4174

JETRO Montreal Office
16 Fundy, Floor F
Place Bonaventure
P.O. Box 589
Montreal, Quebec H5A 1C5
Tel: (514) 861-4554

JETRO Edmonton Office
1626 Principal Plaza
10303 Jasper Avenue
Edmonton, Alberta T5J 3N6
Tel: (403) 428-0866

Japanese Trading Companies in Canada

C. Itoh & Company (Canada) Limited
3688 Nashua Drive
Mississauga, Ontario L4V 1M5
Tel: (416) 673-0111

Kanematsu-Gosho (Canada) Inc.
6430 Vipond Drive
Mississauga, Ontario L5T 1W8
Tel: (416) 672-1977

Marubeni Canada Limited
Suite 1710, Exchange Tower
P.O. Box 422
2 First Canadian Place
Toronto, Ontario M5X 1E3
Tel: (416) 368-1171

Mitsubishi Canada Limited
2800-200 Granville Street
Vancouver, British Columbia V6C 1G6
Tel: (604) 682-0666

Mitsui & Company (Canada) Limited
Suite 1500, 20 Adelaide Street East
Toronto, Ontario M5C 2T6
Tel: (416) 865-0330

Nichimen Company Inc.
555 Chabanel Street West
Room M38
Montreal, Quebec H2N 2H7
Tel: (514) 384-8783

Nissho-Iwai Canada Limited
Suite 1506, 150 King Street West
P.O. Box 106
Toronto, Ontario M5H 1J9
Tel: (416) 977-8182

Sumitomo (Canada) Limited
Suite 1710, 1 First Canadian Place
P.O. Box 258
Toronto, Ontario M5X 1C8
Tel: (416) 860-3800

Regional Industrial Expansion Offices

If you have not previously marketed abroad, contact any regional trade officer of the Department of Regional Industrial Expansion (DRIE) at the addresses listed below:

Newfoundland/Labrador

Parsons Building
P.O. Box 8950
90 O'Leary Avenue
St. John's, Newfoundland
A1B 3R9
Tel: (709) 772-4053
Telex: 016-4749

Nova Scotia

1496 Lower Water Street
P.O. Box 940, Station M
Halifax, Nova Scotia
B3J 2V9
Tel: (902) 426-2018
Telex: 019-22525

New Brunswick

P.O. Box 1210
Assumption Place
770 Main Street
Moncton, New Brunswick
E1C 8P9
Tel: (506) 857-6400
Telex: 014-2200

Prince Edward Island

P.O. Box 1115
Confederation Court Mall
134 Kent Street
Suite 400
Charlottetown,
Prince Edward Island
C1A 7M8
Tel: (902) 566-7400
Telex: 014-44129

Quebec

Stock Exchange Tower
800 Victoria Square
12th Floor
P.O. Box 247
Montreal, Quebec
H4Z 1E8
Tel: (514) 283-8185
1-800-361-5367
Telex: 055-60768

Ontario

Dominion Public Building
1 Front Street West
Toronto, Ontario
M5J 1A4
Tel: (416) 973-5000
Telex: 065-24378

Manitoba

Room 608, 330 Portage
Avenue
P.O. Box 981
Winnipeg, Manitoba
R3C 2V2
Tel: (204) 983-4090
Telex: 075-7624

Saskatchewan

105-21st Street
6th Floor
Saskatoon, Saskatchewan
S7K 0B3
Tel: (306) 975-4400
Telex: 074-2742

Alberta

The Cornerpoint Building
10179-105th Street
Suite 505
Edmonton, Alberta
T5J 3S3
Tel: (403) 420-2944
Telex: 034-2762

British Columbia

P.O. Box 49178
Bentall Postal Station
Bentall Tower IV
1101-1055 Dunsmuir Street
Vancouver,
British Columbia
V7X 1K8
Tel: (604) 666-0434
Telex: 04-51191
Toll-free: 1-800-663-0433

Northwest Territories

P.O. Bag 6100
Precambrian Building
Yellowknife,
Northwest Territories
Y1A 1C0
Tel: (403) 920-8568

Yukon

108 Lambert Street
Suite 301
Whitehorse, Yukon
Y1A 1Z2
Tel: (403) 668-4655

Export Development Corporation**Head Office**

151 O'Connor Street
Ottawa, Ontario
Mailing Address:
Export Development
Corporation
P.O. Box 655
Ottawa, Ontario K1P 5T9
Tel: (613) 598-2500
Cable: EXCREDCORP
Telex: 053-4136
Fax: (613) 237-2690

Atlantic Region

Export Development
Corporation
Toronto-Dominion Bank
Bldg.
Suite 1003, 1791 Barrington
Street
Halifax, Nova Scotia
B3J 3L1
Tel: (902) 429-0426
Telex: 019-21502

Quebec Region

Export Development
Corporation
Suite 2724, 800 Victoria
Square
P.O. Box 124
Tour de la Bourse Postal
Station
Montreal, Quebec H4Z 1C3
Tel: (514) 878-1881
Fax: (514) 878-9891

Ontario Region

Export Development
Corporation
Suite 810, National Bank
Building
P.O. Box 810
150 York Street
Toronto, Ontario M5H 3S5
Tel: (416) 364-0135
Telex: 06-22166
Fax: (416) 862-1267

London District Office

Export Development
Corporation
451 Talbot Street, Suite 303
London, Ontario N6A 5C9
Tel: (519) 679-6523
Fax: (519) 679-4483

Manitoba/Saskatchewan District Office

Export Development
Corporation
330 Portage Avenue,
Suite 707
Winnipeg, Manitoba
R3C 0C4
Tel: (204) 943-3938
Fax: (204) 983-2187

Prairie and Northern Region

Export Development
Corporation
Bow Valley Square III,
Suite 2140
255-5th Avenue S.W.
Calgary, Alberta
T2P 3G6
Tel: (403) 294-0928
Fax: (403) 294-1133

British Columbia and Yukon Region

Export Development
Corporation
Suite 1030, One Bentall
Centre
505 Burrard Street
Vancouver, British Columbia
V7X 1M5
Tel: (604) 688-8658
Fax: (604) 688-3710

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JETRO Marketing Series; Business Information Series; Access to Japan's Import Market Series; Your Market in Japan Series — Available from the JETRO Toronto Office, Suite 700, Britannica House, 151 Bloor Street West, Toronto, Ontario M5S 1T7, Tel: (416) 962-5050.

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1987

1987 - *Canada-Japan Free Export/Import Pact*, Ottawa
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1987 - *Asia Pacific Annual*, Published by the Far East
Economic Review, Hong Kong

1987 - *Japan's Economic Foundation*
1987

1987 - *Business Week*

1987 - *Canadian Business*

1987 - *Asahi*

1987 - *A Nation in Search of itself*, Time, August 3,
1987

1987 - *Canada's Business*, The Globe and Mail, September 18,
1987

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1987

Notes

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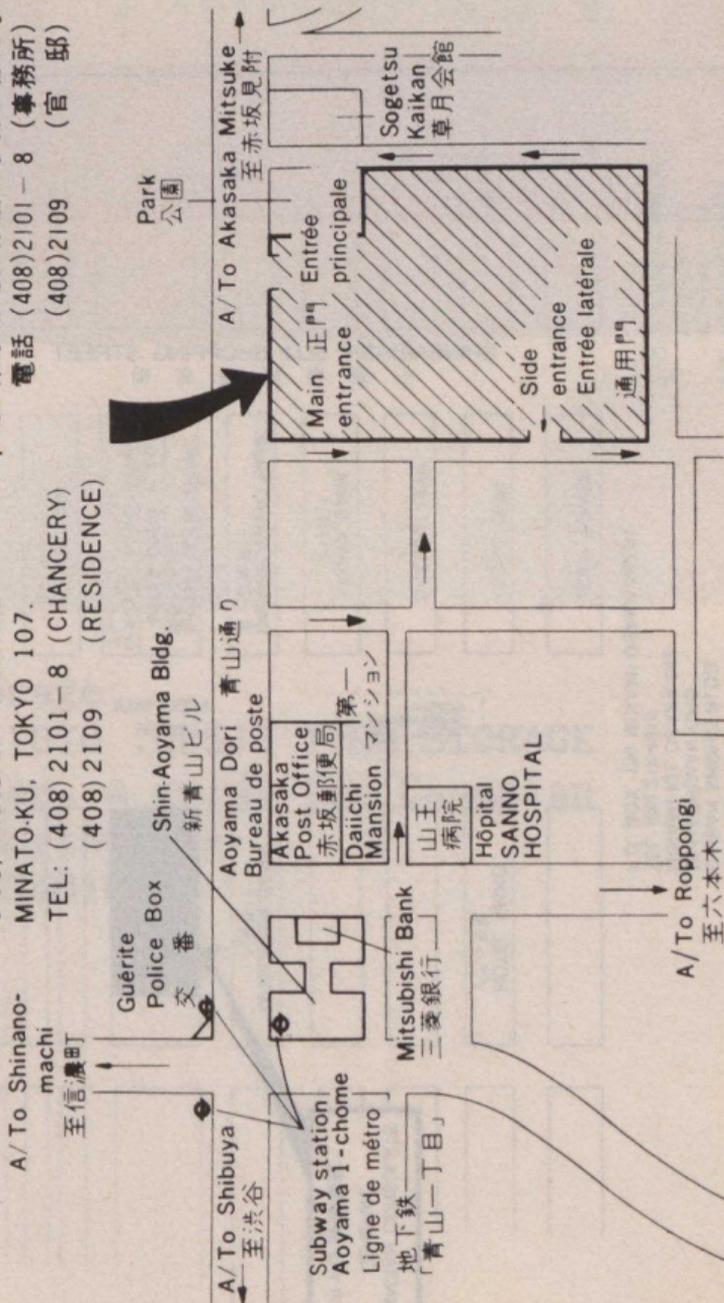
FOR TAXI DRIVER — TOKYO

カナダ大使館

EMBASSY OF CANADA Ambassade du Canada

〒107 東京都港区赤坂7丁目3番38号
電話 (408)2101-8 (事務所)
(408)2109 (官邸)

3-38, AKASAKA 7-CHOME
MINATO-KU, TOKYO 107.
TEL: (408) 2101-8 (CHANCERY)
(408) 2109 (RESIDENCE)



FOR TAXI DRIVER — TOKYO

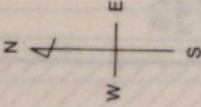
FOR TAXI DRIVER — OSAKA



3 5036 20084957 1

カナダ総領事館

〒542 大阪市南区八幡町28
第三松葉ビル12F
TEL.(06)212-4910
〒542-91 大阪南島私書箱150



SHINSAIBASHI SUJI SHOPPING STREET

心齋橋筋商店街

CANADIAN CONSULATE GENERAL

12TH FLOOR
DAISAN SHOHO BLDG.
28 HACHIMAN CHO
MINAMI KU, OSAKA 542
TEL: (06) 212-4910
P.O. BOX. 150 MINAMI OSAKA 542-91

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SUBWAY
SHINSAIBASHI
地下鉄心齋橋駅

MIDO SUJI
御堂筋

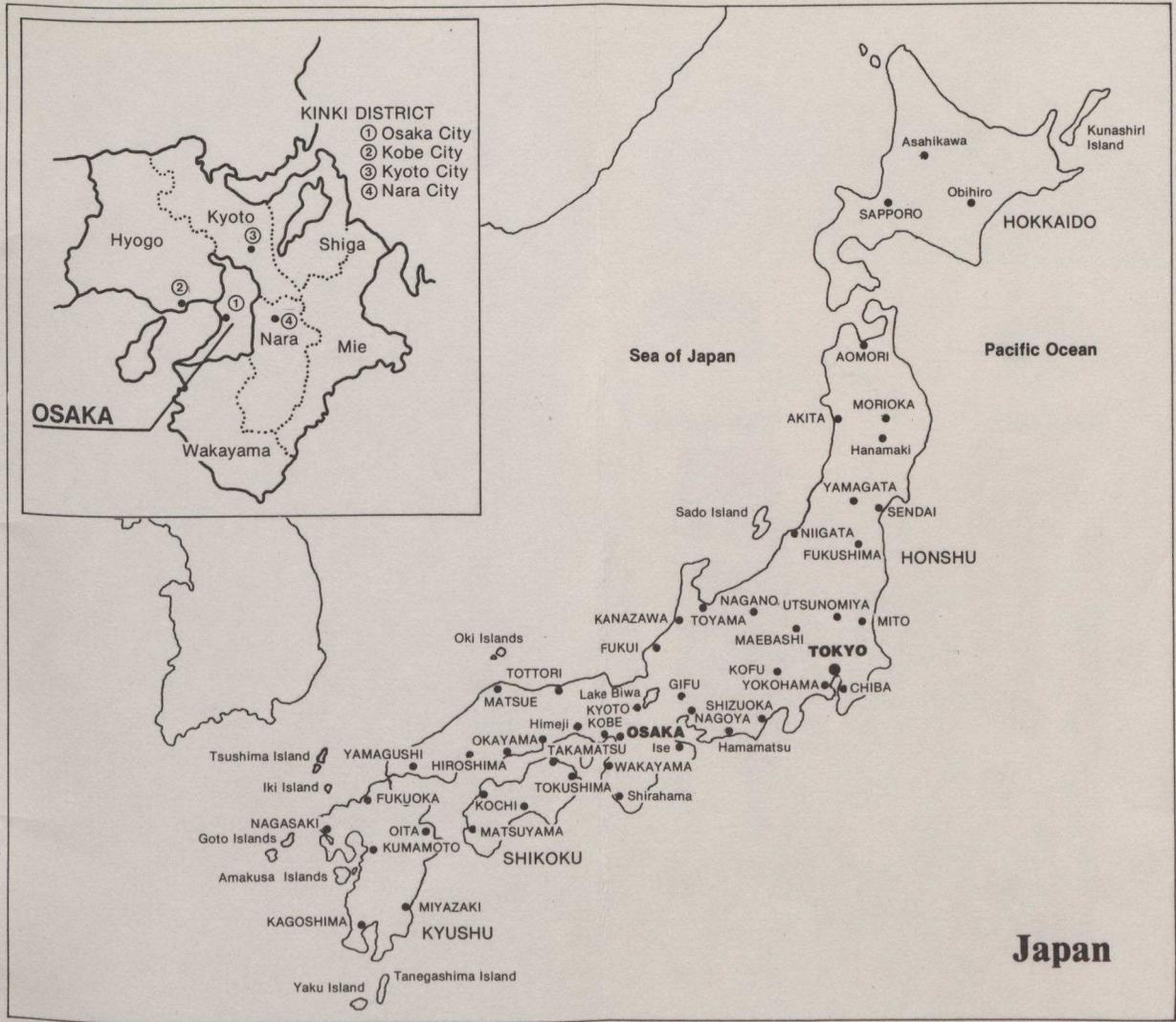
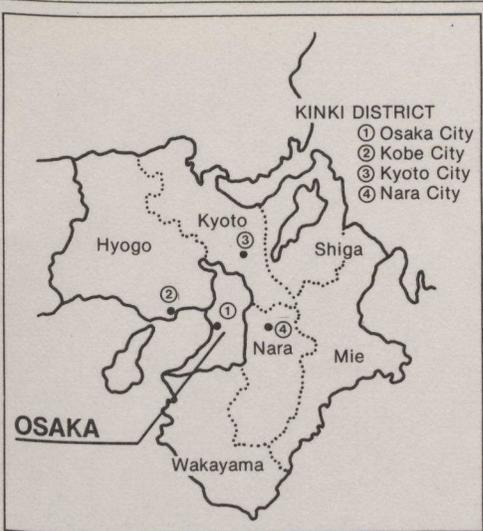
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難波

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