

Scope of Work

J-StarX Logistics and Mobility Program in Toronto a

1. Purpose

The “J-StarX Program (Toronto: Logistics and Mobility)” (hereinafter “Program”) aims to connect technologies wielding Japanese startups (hereinafter “Startup” or “Startups”) with relevant corporates and municipalities in Ontario (hereinafter “Partner” or “Partners”) to contribute them exploring the potential solutions toward the challenges that they are trying to tackle.

The Program will focus on the logistics, supply chain, and mobility sectors. The Program will take a partner-driven recruitment model in Ontario where trade corridor optimization, airport logistics, last-mile delivery innovation, and supply chain resilience are advancing. A contractor (hereinafter “Accelerator”) is responsible for identifying key industry challenges from the Partners and outline them in the proposal. Partners’ engagement shall be confirmed prior to the Program launch. Accelerator and JETRO will recruit Japanese startups best positioned to address those specific needs.

JETRO is seeking to partner with an Accelerators to enable Japanese startups to concretely advance their overseas expansion by conducting market validation and user interviews in Canada at the PoC and MVP stages, while acquiring actual customers and investors. Through relationship-building with customers and investors, as well as the use of methods including pitching, the program supports the realization of startup businesses in Canada. The Accelerator is expected to accurately identify the challenges and needs faced by Canadian companies and to provide practical advice that ensures effective matching between those needs and the technologies and services of Japanese startups. In addition, overall guidance to understand the Canadian market of these industries shall be a part of the Program.

2. Target Participants

The Program will select a cohort of 5–10 high-potential Japanese startups operating in the logistics, supply chain, and mobility sectors. The program targets startups with demonstrated traction, validated technologies, and strong readiness to engage in international market expansion and partnership development.

3. Program Outline

JETRO will provide the following Program to Japanese startups in cooperation with the Accelerator. The Program structure and schedule may be flexibly adjusted based on the wishes of the Accelerator and JETRO. The program structure is as follows:

a. Phase 0: Program Promotion and Startup Selection

i. Program Promotion

Jointly with Accelerator and JETRO, this phase focuses on building awareness of the J-StarX Toronto Program among high-potential Japanese startups and securing a well-qualified applicant pool.

ii. Startup Selection

Accelerator screens the applicants through the application form and online interviews to identify startups for participation in the Program. Interviews shall be conducted online together with JETRO.

b. Phase 1: Bootcamp

i. Pre-Bootcamp

The online sessions shall be designed to give mentors a thorough understanding of each Startup's technology, traction, and market hypothesis before the in-person Tokyo bootcamp begins.

ii. Bootcamp in Tokyo

2~3-day program with the combination of group sessions to learn about the Canadian market, and 1-on-1 sessions to each Startup.

Mentors evaluate the coachability and suitability of each startup for the Program and through discussion with JETRO, decide whether the startup should proceed to Phase 2 or not.

c. Phase 2: Online Program

This phase focuses on translating the strategic foundation built during the Bootcamp into concrete commercial readiness. Each selected Startup works

Application Guidelines (Attachment 1)

closely with their assigned mentor to sharpen their go-to-market approach and prepare for active engagement with Partners in Toronto.

d. Phase 3: Program in Canada / Follow-up

i. Canada Immersion

This phase brings participating Startups to Canada for intensive in-market engagement. Startups will meet directly with Partners, visit key facilities, and present their solutions at a dedicated Demo Day.

ii. Follow-up

This phase ensures that the momentum built during the Canada Immersion translates into sustained commercial progress. Accelerator continues to provide structured support to help Startups advance toward pilot deployment and long-term market presence in Canada.

4. Program Contents

a. Phase 0: Program promotion and Startup Selection

i. Program Promotion

To build awareness of the J-StarX Toronto Program among high-potential Japanese startups, the Accelerator shall propose feasible methods such as conducting promotional seminars to introduce the Program, Canada's innovation ecosystem, and key challenges identified from confirmed Partners. Direct outreach to high-potential startups is desirable but not mandatory.

ii. Startup Selection

Accelerator and JETRO conduct structured screening and selection through application review and online interviews. Selection of 5–10 startups with strong alignment to identify partner needs and pilot readiness. JETRO provides the evaluation criteria, which Accelerator reviews and modifies if necessary.

b. Phase 1: Bootcamp

Application Guidelines (Attachment 1)

This phase serves as the strategic launch of each Startup's Canada market entry journey. It is structured in two parts: an online preparation stage followed by an in-person bootcamp in Tokyo.

- i. Pre-Bootcamp

Assigned mentors and project coordinator(s) from the Accelerator conduct virtual individual sessions per Startup to analyze each company's solution, current traction, and Canada market readiness.

The Accelerator debriefs internally to finalize Startup assignments and design a customized agenda for the Tokyo bootcamp.
- ii. Bootcamp in Tokyo

A focused 2~3-day program shall be designed which is the combination of group sessions, the Partners and market briefings, and dedicated 1-on-1 time with assigned mentors to align on Canada market strategy and next steps.

By the end of the bootcamp, each Startup gains firsthand insight into Partners' challenges and pilot criteria and confirms goals and next steps to enter Phase 2 with a defined agenda. Accelerator and JETRO will jointly discuss and agree on which Startups should advance to Phase 2.
- c. Phase 2: Online Program

Assigned mentor and Startup will have at least 3 individual mentoring sessions. During these sessions, it is expected to achieve the following:

 - Refinement of ICP, UVP, and Canada-ready pitch and partnership materials
 - PoC proposal development tailored to specific Canadian partner needs
 - Sales strategy and outreach preparation
 - Initial introductions to Partners arranged where appropriate
- d. Phase 3: Program in Canada / Follow-up
 - i. Canada Immersion

During the stay in Toronto for 5 days, Accelerator arranges the following occasions and opportunities for Startups:

Application Guidelines (Attachment 1)

- Key Industry Partner Visits: Site visits to key Partners and potential pilot locations, including on-site pitch opportunities and direct discussions with Partner leadership on pilot deployment potential
- Demo Day: A dedicated showcase event where Startups present their solutions to Partners, corporations, ecosystem leaders, and Accelerator's alumni startups.
- Individually arranged 1-on-1 sales and partnership meetings with Partners and stakeholders
- Participation in relevant industry events where aligned with program timing, if any.

ii. Follow-up

To facilitate continued progress toward pilot deployment and commercial agreements, the following support will be provided to Startups on an as-needed basis.

- Ongoing mentorship from assigned mentor and Accelerator's industry experts
- Facilitation of follow-up meetings and introductions with Canadian partners
- Access to Accelerator's ecosystem including office space and networking opportunities in Toronto

5. Program Schedule

The Accelerator shall propose a tentative schedule for the above services. Upon contract execution, the Accelerator will work with JETRO to finalize the schedule leading up to the start of the program. Ideally the Canada Immersion is conducted by the end of October, 2026.

6. Language

All services shall be conducted in English.

7. Budget

Application Guidelines (Attachment 1)

The quotation shall be included in the proposal, which total amount in the case of 10 startups participation to the Program cannot exceed 248,226.16CAD after taxes. The quotation shall consist of the following items;

Items		Fee (CAD)	Fee w/tax (CAD)
Phase 0	Program Promotion & Startup Selection		
Phase 1	Pre-Bootcamp (Online)		
	Bootcamp in Tokyo		
Phase 2	Online Program	Basic fee	
		Additional fee per 1 startup	
Phase 3	Program in Canada & Follow-up	Basic fee	
		Additional fee per 1 startup	

Notes:

- The Program will accept maximum 10 (ten) startups in total and be operated with the participation of minimum 5 (five) startups.
- In case fewer startups than 5 are qualified to be selected at Phase 0, the Program (Phase 1-3) will be cancelled. In that event, JETRO will compensate the Accelerator for Phase 0.
- The basic fees mean the fixed amount that will be required to design, implement, and manage Phase 2 and 3 regardless of the number of startups to participate.
- The Accelerator does not need to cover the travel and accommodation expenses of Startups.

8. Conditions for the Accelerator(s) engaged in the Program
 - a. Has an established organizational structure and capabilities to manage and complete the project properly. Has a strong local network in the Canadian infrastructure players, and knowledge necessary for the implementation of the project.
 - b. Has extensive network and connections with Canadian key players the infrastructure industries and has an ability to arrange occasions for startups to pitch to them.

Application Guidelines (Attachment 1)

- c. Can promptly share any changes or updates that might impact the arrangement process.
- d. Will conduct regular internal meetings with JETRO to report on the business progress of each Startup.
- e. Has broad and effective experience of implementation of programs in Canada.
- f. Can adhere to JETRO's requests, as well as report to, communicate with, and consult with JETRO in an adequate manner. Can present efficient data for the program evaluation.
- g. Has knowledge and system/tools for handling confidential and/or personal information accordingly.
- h. Can comply with applicable laws and regulations.

9. Term of Contract

The term of contract is from the contract start date through March 19, 2027.

10. Payment

In compensation for the services to be provided by the Accelerator to JETRO, JETRO shall pay the fee to the Accelerator in 3(three) payments. The total amount varies depending on the number of startups to participate in the Program.

When the number of participating startups in Phase 1 is identified and mutually confirmed, the fee for Phase 0 and the 50% fee of Phase 1 shall be paid by JETRO to the Accelerator.

At the completion of Phase 1, Startups will be re-evaluated and there is a chance for some of them to be disqualified to move on to the next phase. Once the number of participating startups in Phase 2 and 3 is identified and mutually confirmed with JETRO, the payment of the remaining fee for Phase 1 and 50% of the combined fee for Phase 2 and 3 shall be made by JETRO to the Accelerator.

The remaining payment shall be made upon the completion of the final report and its approval by JETRO.

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Payment will be made by wire transfer to the Accelerator's bank account designated by the Accelerator in writing.

About JETRO

JETRO is a government organization that works to promote mutual trade and investment between Japanese and the rest of the world. Originally established in 1958 to promote Japanese exports abroad, JETRO's core focus in the 21st century has shifted towards promoting foreign direct investment into Japan and helping Japanese startups and scaleups to maximize their global potential.