Scope of Work
North America CleanTech Gateway Program via Canada

1. Purpose

The "North America CleanTech Gateway Program via Canada" (hereinafter "Program") a high-impact commercialization and market entry program for advanced Japanese startups (hereinafter "Startup" or "Startups") expanding into North America. The Program aims to convert validated clean technologies, including marine technologies into commercial pilots, partnerships, and revenue pathways into North America. Canada has a very active cleantech cluster in British Columbia with provincial procurement pathways and Ocean Supercluster formed by the federal government. With a strong support system of such public sectors, Canada is a preferred entry point to North America for the cleantech and marine-tech startups.

JETRO is seeking to partner with a contractor (hereinafter "Accelerator") to enable Japanese startups to concretely advance their overseas expansion by designing a Program that provides structured, milestone-driven commercial support needed to close pilots, form partnerships and generate revenue.

2. Target Participants

The Program will select a cohort of up to 5 Japanese startups operating in the cleantech sector as its primary focus area, with marine and ocean technologies as a strategic secondary focus. Cleantech includes but not limited to energy systems & storage, industrial decarbonization, advanced materials, and AI-enabled optimization. Marine/Ocean tech covers autonomous vessels & robotics, ocean sensing, low-emission port operations, coastal data platforms and so forth. The program targets startups with demonstrated traction, validated technologies, and a strong readiness for international market expansion and partnership development.

3. Program Outline & Contents

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: Startup Selection

JETRO focuses on raising awareness of the Program among high-potential Japanese startups and securing a strong pool of qualified applicants. From this pool, the Accelerator and JETRO will jointly evaluate applications and as needed, conduct online interviews to identify and select the startups for participation in the Program.

JETRO will provide the evaluation criteria, which the Accelerator may review and refine as necessary. Based on their alignment with identified partner needs and pilot readiness, up to five (5) startups will be selected for participation in the Program.

b. Phase 1: Kick-off Program in Japan

This phase will run over two to three days and serves as the strategic launch of each Startup's North American market entry journey through Canada.

Mentors meet with Startups in person in Japan to deliver the kick-off program, which includes founder workshops, one-on-one mentoring sessions, and market entry seminars designed to help startups refine their business strategies and prepare for international expansion.

The location of this phase will be determined by JETRO based on the locations of the selected startups.

c. Phase 2: Online Program

During a six-to-eight-week period, mentors will provide a minimum of five (5) individualized mentoring sessions for each Startup. This phase shall focus on market discovery with Canadian corporates, pilot project and partnership development, and investor readiness.

Through these sessions, the Program aims to:

- Advance Startups from general market awareness to active partnership discussions;
- Identify potential pilot hosts and commercialization opportunities;
- Refine value propositions for North American buyers and stakeholders; and

- Prepare founders for business meetings and engagement activities during Phase 3.

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

   i. Canada Immersion

      This phase brings Startups to Canada for intensive in-market engagement. Participants meet directly with potential customers, partners, and investors, visit relevant industry facilities, and showcase their solutions at a dedicated networking and demo event. During a five-day visit to Canada, Accelerator will tailor the following activities and opportunities for each participating Startups. The activities shall be individually designed to match the practical needs for each Startup, while the activities that are agnostic to all the Startups can be conducted jointly:

      <u>Corporate and Investor Meetings</u>

      - Individually curated meetings with prospective corporate partners, customers, and investors to support business development and partnership opportunities.

      <u>Site Visits</u>

      - Visits to relevant industry facilities identified and arranged by the Accelerator based on each Startup's focus area.
      - Access to ports, marine infrastructure, cleantech facilities, and other relevant sites is desirable where applicable.

      <u>Government and Procurement Briefings</u>

      - Briefings with relevant government agencies, procurement bodies, and ecosystem stakeholders to provide insights into market opportunities and public-sector engagement.

      <u>Demo Day</u>

- A showcase event where participating Startups present their solutions to partners, corporations, investors, ecosystem leaders, and, where appropriate, the Accelerator's alumni network.
- If the number of participating Startups is limited, the Demo Day may be modified or cancelled following consultation with JETRO.

Optional Conference Participation

- Participation in relevant industry conferences, subject to alignment with the Program schedule and Startup interests.

ii. Follow-up

This phase ensures that the momentum generated during the Canada Immersion translates into sustained commercial progress. The Accelerator continues to provide structured support and strategic guidance to help Startups advance toward pilot projects, strengthen partnerships, secure customer opportunities, and establish a long-term presence in Canada.

To facilitate continued progress toward pilot deployment, commercial partnerships, and market entry objectives, the Accelerator will provide the following support on an as-needed basis:

- Ongoing mentorship from assigned mentors and the Accelerator's industry experts;
- Facilitation of follow-up meetings and introductions with Canadian partners and stakeholders; and
- Access to the Accelerator's ecosystem, including workspace and networking opportunities in Toronto.

4. 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. The Canada Immersion component shall be conducted no later than the mid of February. However, if circumstances arise that make it difficult to meet this timeline, the schedule shall be discussed with and mutually agreed upon by JETRO.

5. **Language**

All services shall be conducted in English. Japanese language capability for the administrative communication is preferred.

6. **Budget**

The quotation shall be included in the proposal, which total amount in the case of 5 startups participation to the Program cannot exceed 220,957.49CAD before taxes. The quotation shall consist of the following items;

Phase		Fee (C$)	Fee (C$)+Taxes
Phase 1: Program in Japan			
Phase 2: Online Program	i) Basic fee		
	ii) Additional fee per 1 startup		
Phase3: Program in Canada and Follow-up	i) Basic fee		
	ii) Additional fee per 1 startup		
	iii) Demo Day		
	vi) Conference participation 【Optional】		

Notes:

- The Accelerator does not need to cover the travel and accommodation expenses of Startups.
- Conference participation is optional. Only if Program in Canada is planned to be conducted during the relevant conference in the city where the Program is held and the participation is highly meaningful and effective for Startups, please indicate which conference it is and include the associated fee in the quote.

7. **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 cleantech space including marine tech, and knowledge necessary for the implementation of the project.
   b. Has extensive network and connections with North American key players and VCs in the cleantech and marine-tech space and has an ability to arrange occasions for startups to pitch to them.

c. Can promptly share any changes or updates that might impact on 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.

8. Term of Contract

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

9. Payment Schedule

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

Upon mutual confirmation of the final number of participating Startups, JETRO shall pay the Accelerator 50% of the fee for Phase 1.

Upon completion of Phase 2, JETRO shall pay the remaining fifty percent (50%) of the Phase 1 fee, together with the fee for Phase 2.

The fee for Phase 3 shall be paid upon submission of the final report by the Accelerator and its approval by JETRO.

All payments shall be made by wire transfer to the 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.