

Specifications

X-HUB Tokyo Global Startup Accelerator Outbound Program 2026

1. Overview

X-HUB TOKYO is a platform that connects Tokyo with the global innovation ecosystem and accelerates startups that will pave a new era. This project will provide Tokyo-based startups with information for capturing overseas markets, as well as opportunities for networking, mentoring, and pitching to major companies and venture capitalists around the world.

The X-HUB TOKYO OUTBOUND PROGRAM (hereinafter “Program”) supports Tokyo-based startup companies in their global expansion journey with an aim to maintain the city’s global competitiveness. Running for the seventh time this year, the program consists of six courses – Austin, Boston/New York, UK, Berlin, Singapore and Seoul – partnering with global accelerators across the world to leverage their expertise in local ecosystems of the regions mentioned. (Website: <https://www.x-hub-tokyo.metro.tokyo.lg.jp/en/>)

The Singapore course will aid the startups in the overseas expansion into Southeast Asian countries through Singapore, the business hub of Asia.

2. Program Overview

Japan External Trade Organization (hereinafter “JETRO”) will work with an Accelerator to provide an acceleration program of estimated 5 months for an estimated of approximately 10 startups. The program shall support startups on their market access into Singapore and other Southeast Asian countries.

Note: Actual engagement with the Accelerator may be longer than 5 months including application period.

a) Schedule

* The final schedule will be determined through coordination with JETRO.

Mid July 2026	Sign contract with the Accelerator
Mid July – Early August	Open application for Tokyo startups
Mid August – Late August	Participants screening and selection
Mid September – January 2027	Program delivery
- Mid September-Early October	Preparation program (Tokyo on-

	site/Online)
- Late October	Singapore on-site Program Wrap up session at the end of the on-site Program
- November – End January	Follow up mentoring (Online)
End of February 2027	Final report submission Completion of contract

b) Location and Language

Program: Hybrid (Physical and Virtual)

Language: English

c) Startups to be Supported

- I. Japanese startups with a legal base in Tokyo
 - ❖ In business for less than 10 years;
 - ❖ Specifically considering expanding into the Southeast Asian market;
 - ❖ Represented by an individual in the Program with decision-making authority and business-level proficiency in English
 - ❖ Represented in the Program by a founder or a C-level.
- II. The program is designed for startups operating in advanced industrial and energy-related technology sectors.
Relevant domains include, but are not limited to:
 - ❖ Robotics
 - ❖ Advanced manufacturing
 - ❖ New material
 - ❖ Physical AI
 - ❖ Industrial automation
 - ❖ Energy
 - ❖ Battery
 - ❖ Semiconductor
- III. Target stages: Seed-Later (TBC after discussion with the Accelerator)
- IV. Target Technology Readiness Level (TRL) approximately 5 or higher
- V. Number of startups: Approximately 10 startups
 - ❖ 1-2 people per company are allowed to participate in the Program.

- ❖ The proposed price shall, in principle, include all costs necessary for the planning, management, and implementation of the Program.

This includes, but is not limited to:

- ❖ Program design and overall management
- ❖ Mentoring and advisory services
- ❖ Business matching and outreach activities
- ❖ Coordination and scheduling of meetings and visits
- ❖ Organization and operation of events, including the Demoday
- ❖ Local transportation intra-city transportation and operational expenses related to program delivery
- ❖ Personnel costs and administrative overhead

The following costs shall be excluded from the Accelerator's scope and will not be covered under this contract:

- ❖ International travel expenses of JETRO staff and participants
- ❖ Accommodation costs for JETRO staff and participants

The Accelerator shall clearly specify in the proposal any additional costs not included above, if applicable.

3. Program Outline

The Program shall include the following contents:

- a) Recruitment & Selection of Japanese Startups:
 - I. JETRO will recruit startups, and the Accelerator shall support program promotion through PR and marketing activities.
 - II. In coordination with JETRO, the Accelerator will facilitate interviews with startups and final selection for program participation (Approximately 10 startups).
 - III. JETRO will make the final decision on selected startups.
 - ❖ The Accelerator's role may include:
 - Screening and evaluation of applications
 - Participation in interviews (if required)
 - Recommendation of shortlisted candidates
 - ❖ Selection criteria shall include:
 - Traction
 - Business Model and Scalability

- Technology readiness (TRL)
- Market potential in Southeast Asia
- Team capability
- Strategic fit with the program objectives
- English language proficiency

b) Market Insights on Technology Needs and Challenges:

The Accelerator will provide market insights on key technology needs in the Southeast Asian market. This includes identifying relevant challenge owners and their specific challenge statements. The objective is to develop an understanding of current technology needs within the target market to support the startup selection process and identify potential business partners for matching opportunities within the Program.

c) Program Content (both on-site and online format)

I. Public Relations and Marketing: Building a brand strategy for the participating startups

Developing communications that resonate with investors, potential customers, business partners, etc. (e.g. perfecting pitch decks, marketing materials for global audiences, advertising materials).

II. Workshop/Learning Session

Workshops and presentations will be held on topics of common interest to the participating companies, based on their needs for support in developing their operations in Singapore and in other Southeast Asian countries, based on each startup's interests and strategic priorities.

III. Business Introductions:

Providing access to potential investors and business partners. Arrange business meetings with potential investors—including angel investors, venture capital firms, and corporate venture capital—as well as potential business partners. In addition to Singapore-based stakeholders, the Accelerator shall also arrange meetings with key players across Southeast Asia, based on each startup's interests and strategic priorities.

IV. Pitch Opportunities

V. Provide information and introduction to various pitching opportunities for startups at relevant events in Singapore. Events may be physical or virtual.

d) Tokyo On-site Program (in-person):

The Accelerator will deliver a 2-3 day(s) face to face program in Tokyo, where startups in this cohort to get to know one another. The date and content of the program will be determined after consultation with JETRO based on the status, maturity and needs of the participants.

Note: All travel expenses of the Accelerator's relating to the business trip to Japan, such as flight tickets and accommodation fees, must be included in the contract amount and shall be covered by the Accelerator. However, the cost of the venue for the workshop in Japan shall be excluded from the contract amount as JETRO HQ office is likely to be used as a venue.

e) One-on-One Mentoring (Online)

- I. The Accelerator will arrange mentors fit for each startup according to the sector, maturity, and business strategy. The Accelerator will arrange an initial introductory meeting with the mentor, followed by at least bi-weekly mentoring sessions during the preparation program term.
- II. The Accelerator shall deliver tailored pitch coaching to participating startups, including guidance on pitch content, storytelling, and presentation skills, to strengthen their ability to engage effectively with investors and business partners in preparation for SWITCH side events.
- III. The provider shall also provide information on, and facilitate access to, relevant pitching opportunities at relevant events either in person or online.
- IV. The Accelerator will submit a report about the mentoring with feedback from each mentor after finishing 2nd mentoring.
- V. In the event that a startup requests a change of mentor, the Accelerator shall assess the request and reassign a suitable mentor accordingly after consultation with JETRO.

f) On-site Program in Singapore (in-person)

The on-site Program will be conducted in Singapore for approximately one week and will consist of the components outlined below. In addition, the accelerator is expected to propose additional measures to enhance the effectiveness of support for the startups.

The one-week on-site Program should be designed to allow participants sufficient time for independent work, one-on-one business meetings, and participation in external events.

I. One-on-One Mentoring

The Accelerator will arrange mentoring during the on-site program as

required by the participating startups in preparation for, but not limited to, SWITCH side events. Face-to-face mentoring is preferred.

II. Pitch Coaching

The Accelerator will provide pitch coaching to startups with experienced coaches in preparation for SWITCH side events.

III. Business Meeting Arrangements

The Accelerator shall arrange at least five high-quality business meetings for each startup with potential clients, strategic partners (including academic institutions), and investors. While online meetings are acceptable, in-person meetings are strongly preferred. Introductions facilitated by mentors, in addition to those arranged directly by the Accelerator, are encouraged. Where scheduling constraints make it difficult to arrange meetings during the on-site program, such meetings may be scheduled before or after the on-site program. For startups that are unable to participate in the on-site program due to unforeseen circumstances, online business meetings may be provided as an alternative.

IV. Networking at Side Events during Singapore Week of Innovation and Technology (SWITCH), 27–29 October 2026

It is highly desirable to leverage networking opportunities during the conference period. While neither JETRO nor the participating startups currently plan to exhibit at SWITCH, the Accelerator shall identify and facilitate participation in relevant side events held in conjunction with the conference.

The Accelerator shall arrange and organize tailored networking opportunities for participating startups as a side event(s) along with warm introductions, considering each startup's interests and strategic fit.

V. Demoday

The Accelerator shall run a demoday during the on-site program with more than 50 participants invited. Expected participants are listed below:

- ❖ Potential investors
- ❖ Potential strategic partners
- ❖ Potential customers
- ❖ Key ecosystem players such as those from the government, public institutions, and universities
- ❖ Media and publishing companies (where appropriate)

VI. Wrap-up session (final day of the on-site program)

The Accelerator will run a wrap-up session as the final content of the on-site program where startups will be given feedback and confirm their next steps.

g) Follow up mentoring

The Accelerator shall conduct three (3) online follow-up mentoring sessions by assigned mentors: one delivered 1 or 2 weeks after the completion of the on-site program and others approximately 1 and 2 months thereafter. These sessions shall aim to review participants' progress and outcomes following the program, as well as to provide guidance and propose a roadmap for the subsequent three (3) months.

Note: For (f) , any expenses mentioned below should be included in the contract amount:

- I. Venue for all activities.
- II. Travel expenses of the Accelerator during the on-site program

4. Terms and Conditions for the Project

Accelerator must:

- a) Have an established organizational structure and capacity to manage and complete the project appropriately. Have the global networks and knowledge necessary to implement the project.
- b) Have extensive and effective experience in implementing acceleration programs worldwide. Has experience in fostering the scale-up of non-SEA-originated startups over the past five years.
- c) Have extensive expertise and network in the Southeast Asian market, not limited to Singapore.
- d) Have close relationships with some of the top VCs in SEA.
- e) Be able to comply with JETRO requirements and to report, communicate and consult with JETRO appropriately. Able to present efficient data for program evaluation.
- f) Have the knowledge, systems, and tools to handle confidential and personal information in an appropriate manner.
- g) Can comply with applicable laws and regulations.

5. Term of contract

The term of the contract is from the contract start date to March 31, 2027.

6. Deliverables

- a) The Accelerator shall provide:
- b) Program implementation plan
- c) Individual startup support plans
- d) Mentoring and activity records
- e) Business connection logs (meetings, participants, outcomes)
- f) PoC progress tracking
- g) Final report including:
 - I. Program overview
 - II. KPI results
 - III. Outcomes and case examples
 - IV. Feedback from participants
 - V. Comments and suggestions from the Accelerator for future programs

7. Key Performance Indicators (Reference)

The Accelerator shall aim to achieve the following indicative key performance indicators (KPIs), while ensuring the quality, relevance, and strategic value of each engagement:

- a) Number of meetings with potential partners per startup: approximately 8 or more
- b) PoC discussions or pilot initiatives: 2 - 3 cases or more
- c) Investor meetings: at least 3 per startup if the startup seeks investment
- d) Total Participant satisfaction: 80% or higher

All meetings and engagements should be carefully curated to align with each startup's business objectives, technological domain, and growth stage. Priority shall be placed on the relevance and potential impact of engagements rather than solely on achieving numerical targets.

8. Payment Terms

After the start of the contract, 50% of the total contract amount, including VAT and other taxes, shall be paid within 40 days of receipt of the invoice. The remaining amount shall be paid within 40 days of receipt of the invoice after confirming the completion of the work.

9. Selection Method of the Accelerator and Submission of Materials

The Accelerator will be selected based on a comprehensive evaluation method that considers both the proposal and the estimated cost.

- a) Submission guidelines
 - I. Submission documents: Proposal and estimate

II. Submission deadline: 12:00PM (SGT) on July 6th, 2026

III. Submit to: Mr. Naoki Inoue, Ms. Tomoka Yamagishi (IVD@jetro.go.jp)

b) Contents of the proposal

I. Specify the tools for conducting the online sessions, where to publicize it, etc., and describe the overall schedule.

c) Notes on submission of quotation

I. All amounts should be stated in Singapore dollars.

II. The amount stated should include GST.

III. All expenses, including travel costs, shall be included in the commission fee

10. Other

a) If any matter not stipulated in this specification arises during the program, it shall be discussed with the person in charge, and an appropriate course of action shall be determined on a case-by-case basis.

b) The proposal shall include a list of mentors available for program participants, as well as the industry (sector) areas that the proposer is capable of supporting.

c) Personal information collected shall be used solely for the purposes specified in advance within the scope of the program and may be shared internally within JETRO as necessary.