

# Global Innovation Strategy 2.0

**STARTUP**  
&  
**SCALEUP**



# Global Innovation Strategy 2.0 STARTUP & SCALEUP

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## Strategy 2.0: Accelerating innovation with diverse challengers to realize a better life

Toward a Tokyo where challengers are born, grow, and meet their potential

Since the formulation of the startup strategy "Global Innovation with STARTUPS" (2022.11), we have been making progress under the slogan "Creating together" with many stakeholders, discussing and experimenting while aiming for the ambitious goal of "10x10x10 Innovation Vision" which is for achieving 10 times growth in 5 years.

Collaboration with startups in various fields of Tokyo's city administration has advanced dramatically, and a broader base of entrepreneurship has emerged. Startups that challenge the global market have begun to emerge. A platform connecting Tokyo, Japan, and the world has been created. Cross-sector collaboration has deepened, and relationships with players around the world have been built.

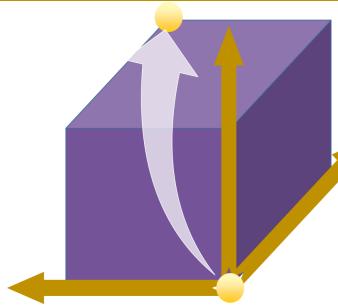
As the world changes more drastically and becomes more competitive and AI advances rapidly, accelerating social transformation, we will initiate the second stage of our measures and solidify the trends that our strategy has led to, accelerating our efforts.

We will boldly support the "scale-up" of excellent "startups".

Under the participation of all players, including startups, large corporations, medium-sized and small businesses, universities, and research institutions, we will promote the creation of "global" innovation that leverages Japan's strengths, such as technology, culture, and values that bring happiness to people, and can spread through the world.

We will fully support diverse challengers, including young people and children who will shape the future, to realize a sustainable society and connect it to a better life for all citizens.

## Journey of Global Innovation with STARTUPS



### 10x10x10 Innovation Vision

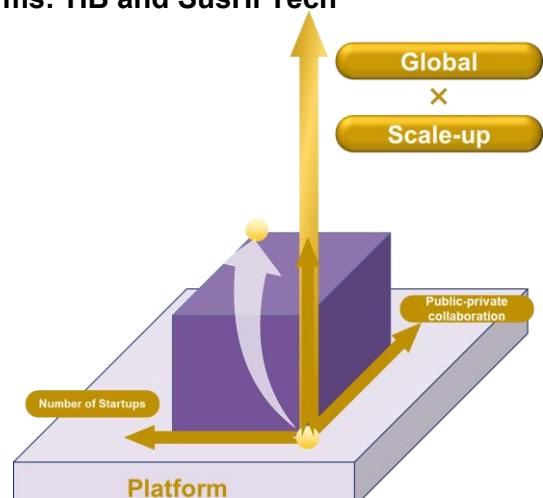
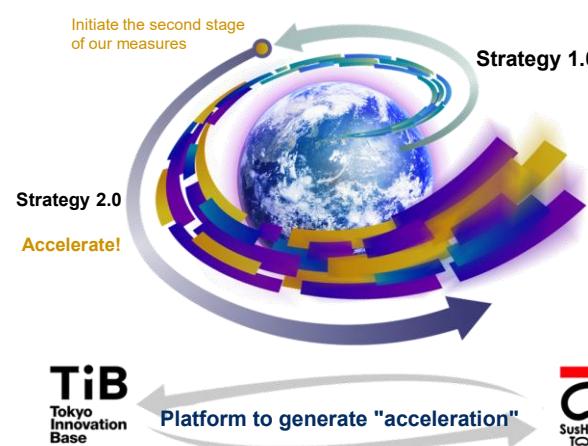
	(FY22)	(FY24)
Public-Private Collaboration:	Collaboration between Tokyo Gov and SU	9 → 252 × 28
Number of Startups:	TSG participants	1,100 → 4,000 × 3.6
Global:	Number of SU created	600 → 770 × 1.3
	University-launched ventures	240 → 340 × 1.4
	Unicorn	1.5 → 4 × 2.7

- Practicing "creating together" and growing TIB into a "node" of innovation
- SusHi Tech Tokyo → Asia's largest conference envisioning the city of the future
- Progress in supporting students' and young people's challenges, and first-customer initiatives of administrative entities, etc.

## Upgrading strategy

- The situation is changing rapidly, with global political and economic movements, rapid advancements in AI, etc.
- The competition and co-creation of ecosystems in cities around the world are intensifying

⇒ Accelerate strategies based on two platforms: TIB and SusHi Tech



## New initiatives in Strategy 2.0

### Global x Scale-up

Together, let's grow "scale-up" companies bigger



- Making a global impact: SusHi Tech Global
- Creating a deep-tech innovation hub
- SusHi Tech Global Funds
- Strengthening connections with global ecosystems and promoting overseas expansion

Significantly develop open innovation at large enterprises and mid-sized enterprises/SMEs

Linking university and research institution-based innovations to businesses

### Number of Startups

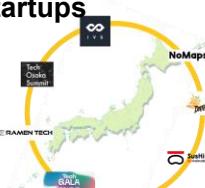
Thoroughly supporting challenges in all fields

- Starting practice of entrepreneurship by junior high and high school students
- Expanding TIB KIDS where children can challenge themselves
- ITAMAЕ activities growing further
- SusHi Tech Tokyo Public Day becomes a place to experience the excitement of innovation



### Public-private collaboration

Expand public procurement and first-customer activities nationwide  
Quickly solve social issues by leveraging advanced technologies from startups



### Platform

TIB will become a "NODE" that supports all challengers (TIB2.0).  
Collaborating across Japan, exhibiting at each other's events, and jointly promoting globally.

Turning all of Tokyo into a field for SusHi Tech. Exporting the philosophy of SusHi Tech to the world.

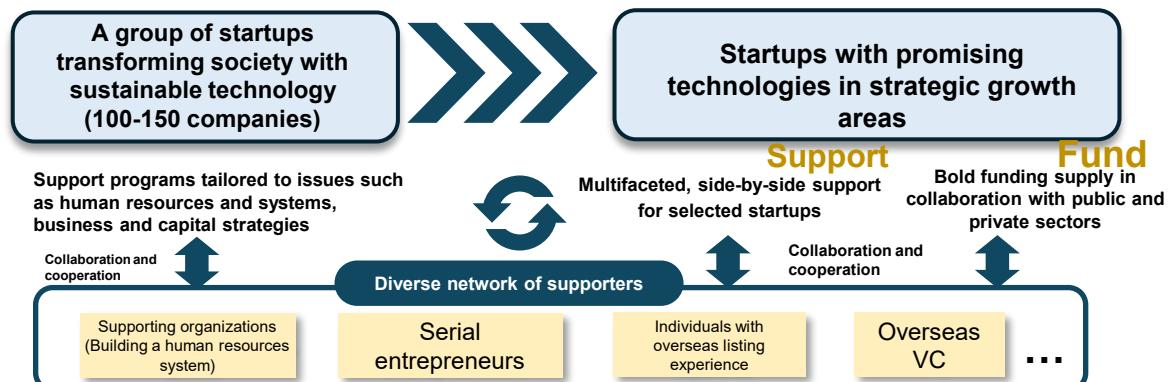
Discussing investment strategies for creating innovation and new frameworks for ecosystems.

⇒ Creating and moving forward together, while discussing with stakeholders.

# "New initiatives" in Strategy 2.0

## SusHi Tech Global, making a global impact

- Focused support for large-scale projects overseas and bold funding
- Building a "growth-stage ecosystem" under the philosophy of "creating together"



⇒ For details, see P26

## A "NODE" that supports all challengers: TIB 2.0

- A place where diverse challengers gather and cross-domain innovation emerges
- Turning all of Tokyo into a field for innovation



⇒ For details, see P35

## Creating a deep-tech innovation hub

Accelerate the development of research and development environments in line with the needs of deep-tech startups, which are expected to see significant growth worldwide

**TiB**  
Tokyo  
Innovation  
Base

Becoming a "NODE"  
for innovation around the world



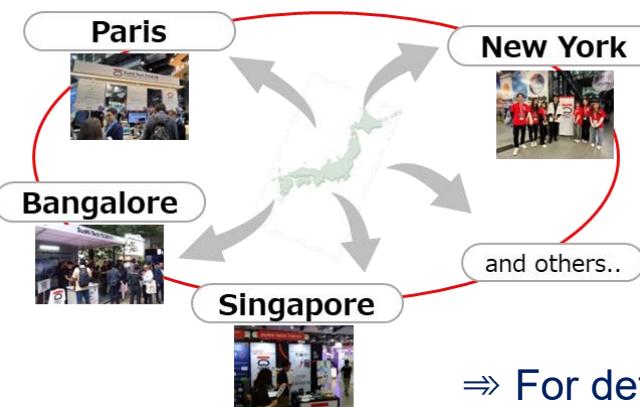
Innovation hub

TIB network, etc. will also be utilized

⇒ For details, see P27

## To SusHi Tech Tokyo, a one-of-a-kind destination that everyone wants to visit

- Turning all of Tokyo into a field for Sushi Tech, expanding beyond the Big Sight venue.
- Export the philosophy of "SusHi Tech" to the world



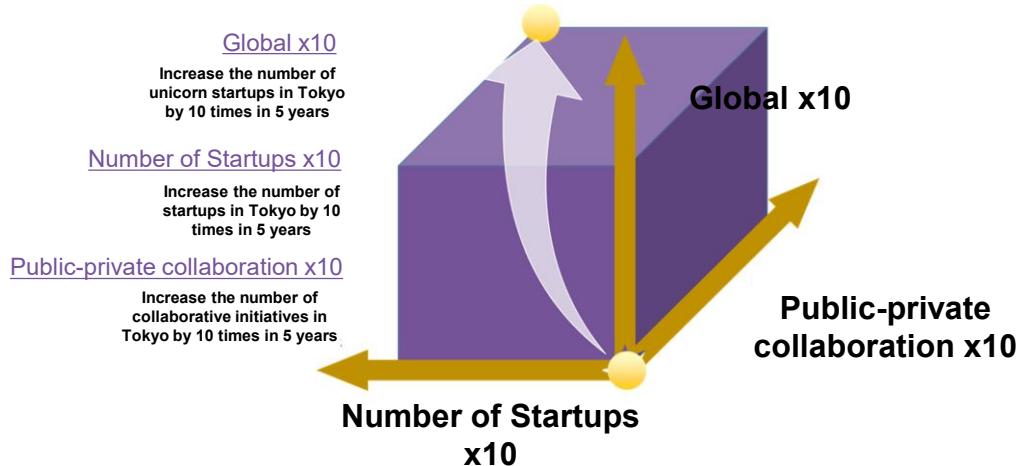
⇒ For details, see P39

# **The Journey of “Global Innovation with STARTUPS“ (since November 2022)**

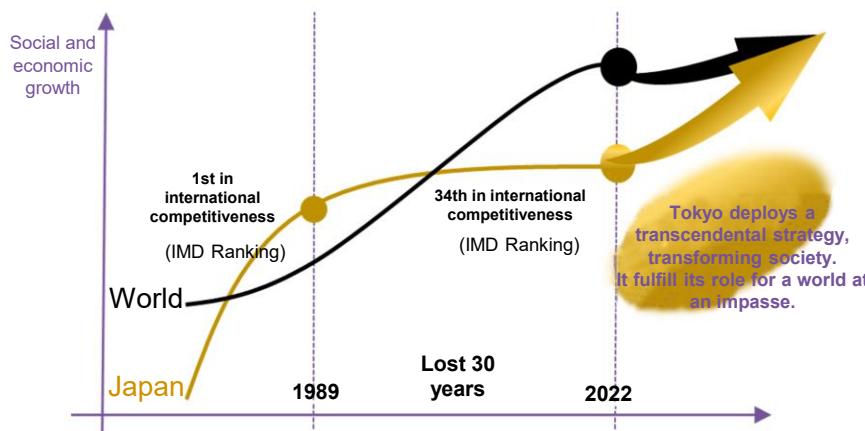
# "Global Innovation with STARTUPS" formulated in November 2022

Innovative products and services created by startups generate economic growth and employment, while also enriching people's lives and society. The Tokyo Metropolitan Government has formulated a startup strategy to create and nurture startups that have new technologies and business models and aim for rapid growth.

## 10×10×10 Innovation Vision for Pioneering the Future



Develop a next-level startup strategy to shine on the world stage once more



Toward a Tokyo where challengers are born, grow, and meet their potential.

## <Initiatives>

### I Making Tokyo the world's most startup-friendly city

- Creating a "place" to spark innovation
- Bold investments that drive "challenge" and "leap"
- The government becomes the "first customer"
- "Re-designing" regulations and rules

### II Creating a foundation for everyone to soar towards their dreams

- Creating a society that fosters challengers and supports them
- Fostering a global mindset that thinks and challenges with a worldwide perspective

### III All stakeholders strongly support as a "one team"

### IV Strategically disseminate with a global perspective



# Tokyo's ecosystem is growing

As of November, 2025, it has been 2 and a half years since April 2023 where the Strategy 1.0 started to be provided with a budget. There will be another 2 and a half years until March, 2028, a target period of the "10 times in 5 years" goal.

Public-private collaboration: Achieve far beyond the goal. We will further collaborate to make startup products closely tied to the lives of Tokyo residents.

**Global Number of Startups** : Steadily expanding, but **we still are halfway to our goal**. In order to achieve the goal, **we will strengthen our efforts**.

## (10×10×10 Innovation Vision)

### Number of Startups

#### Number of TOKYO STARTUP GATEWAY participants

About 1,100 people → **4,000** [x3.6]

Startup opening rate in Tokyo (based on establishment registration)

6.3% → **6.8%** [x1.08]

#### Number of startups created in Tokyo

About 600 companies (average from 2013 to 2022) → **About 770 companies** [x1.3]

\*Number of new startups in Tokyo per year (according to "Speeda")

#### Increase in the number of university-launched ventures

About 240 companies → **About 340 companies** [x1.4]

### Global

#### Number of unicorns from Tokyo

**1.5 companies** (average over the past 10 years) → **4 companies** [x2.7]

\*Number of unlisted companies that newly reached a valuation of 100 billion yen in one year (according to "Speeda")

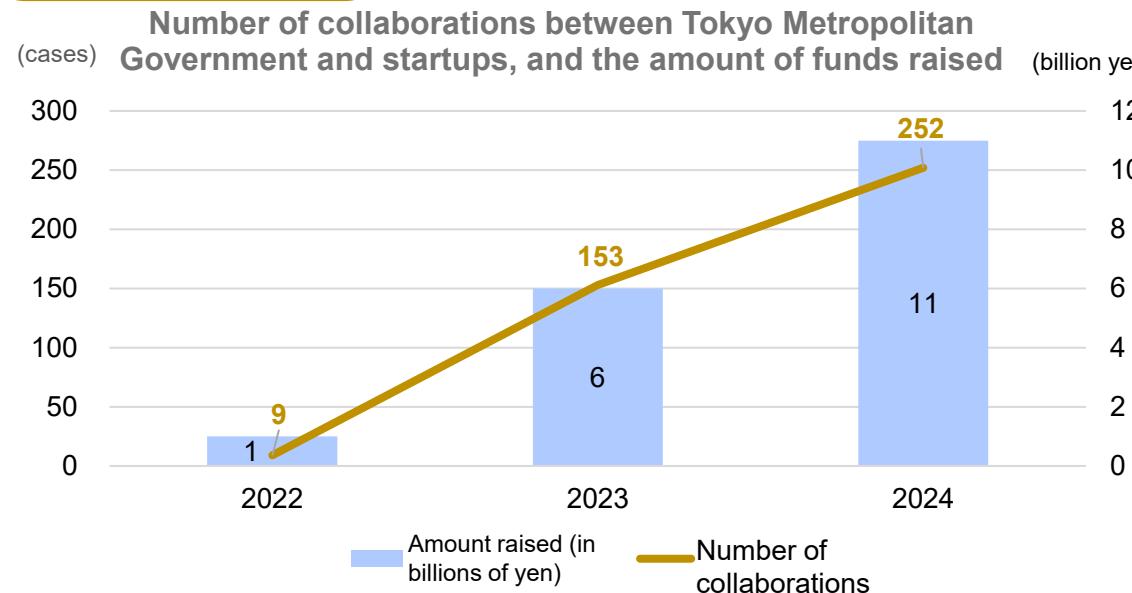
### Public-private collaboration

#### Number of collaborative practices with startups in Tokyo

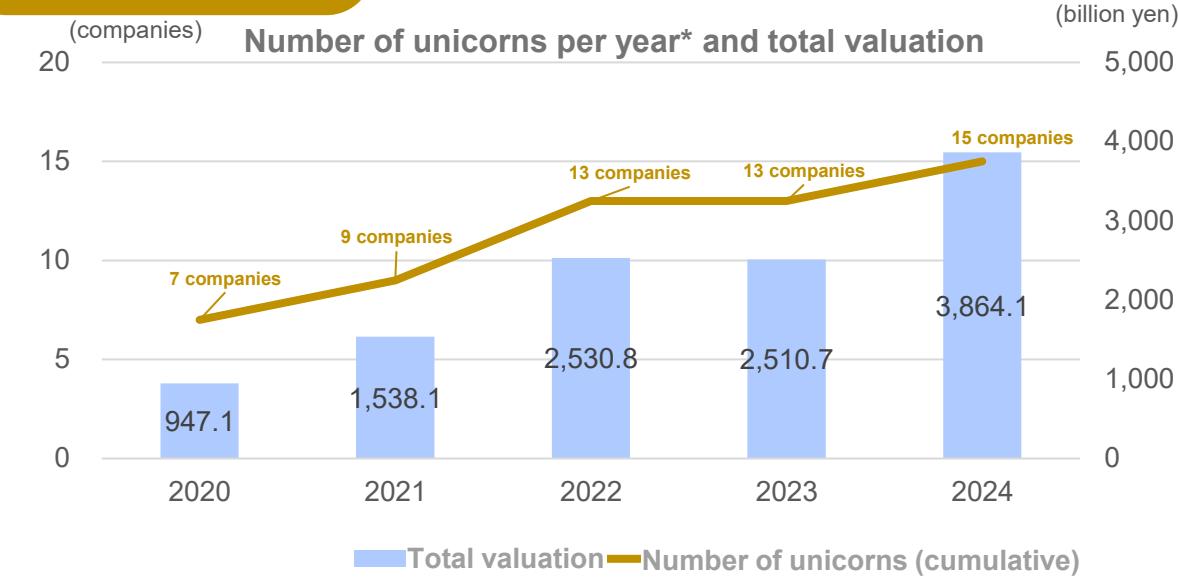
**9 cases** → **252 cases** [x28]

Fiscal year 2022 → Fiscal year 2024

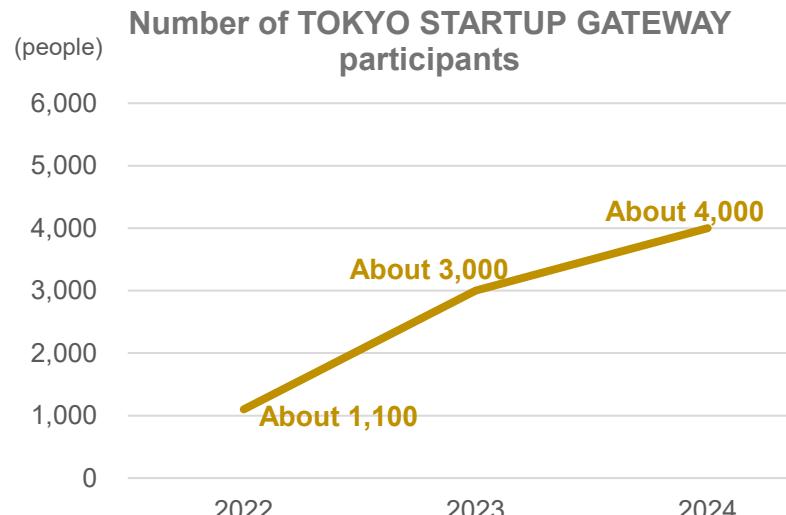
## Public-private collaboration



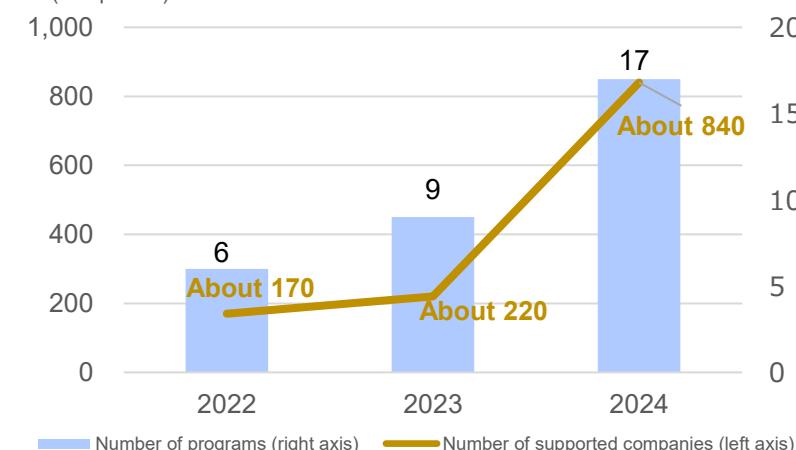
## Global



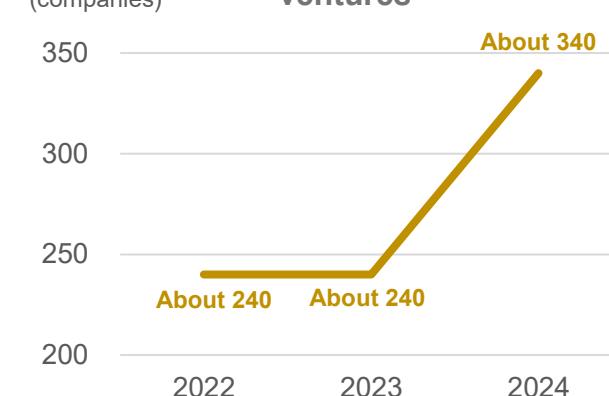
## Number of Startups



## Number of Tokyo Metropolitan Government support programs and supported companies



## Increase in university-launched ventures



Source: FY 2022-2024 Technology Development Survey Promotion Project  
Survey on the reality of university ventures (Ministry of Economy, Trade and Industry)

We have been supporting students and young people who are taking on challenges, mainly through TIB and SusHi Tech Tokyo.

## ● TOKYO STARTUP GATEWAY (TSG)

The largest business plan competition in Japan for aspiring young entrepreneurs, where people can enter with a letter of 400 characters.

The number of participants has increased by 5 times in just 3 years, from about 1,100 in 2022 to about 5,500.



**Number of participants in 2025: 5,518** (as of September)

(5 times more than in 2022 (about 1,100 people))

## ● TIB JAM

Form a student community that leads to entrepreneurship and making challenges through creative events and daily interactions, and support the proactive activities of students and young people.

**Participants: 3,359 people in total\***



Students gather every Wednesday



Idea verification in Tama and islands



Visiting the world's top ecosystem

## ● TIB STUDENTS

Registering entrepreneurs and others as supporters to encourage young people's challenges, and dispatching them as instructors to schools and other places (number of registered supporters: 323)

**Middle and high schools where instructors were dispatched: 52 schools with approximately 6,000 students\***

## ● ITAMAE

(Innovative Technology Academic **MAE**stro)

Students are the main organizers of sessions, workshops, pitches, and more in the innovation conference. Student volunteers at SusHi Tech Tokyo participate in event management, such as reception and guidance.

**Total number of student volunteers: 523\***



## ● Support for university-launched startup creation

Leverage the strengths of Tokyo, where universities, which are hubs of knowledge, are concentrated, to support the commercialization of research seeds and ideas, etc.

**Supported universities: 19 universities**

**Created startups: 29 companies\***

(Keio University, Juntendo University, Teikyo University, University of Electro-Communications, University of Tokyo, Institute of Science Tokyo, Tokyo University of Science, Musashino University, Musashino Art University)

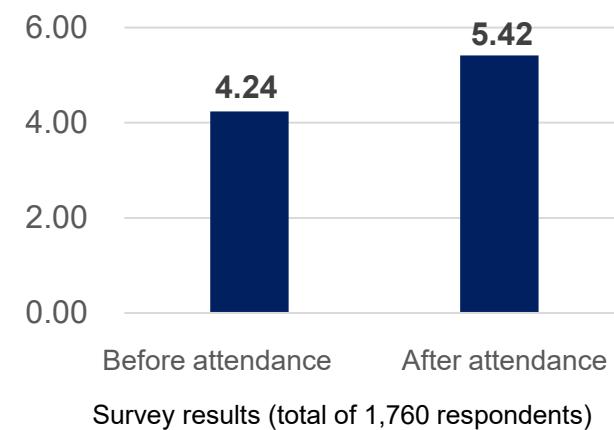


# Number of Startups

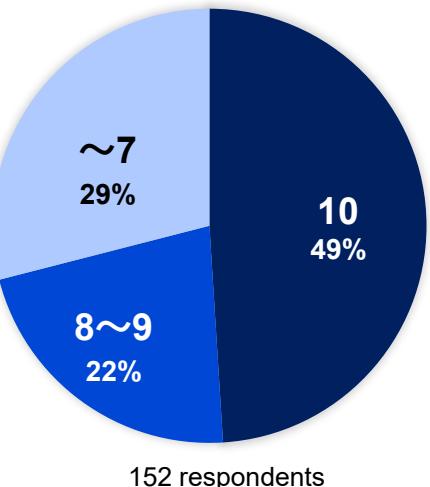
**Young people's desire for social change has increased significantly, and various challenges towards the world are being born**

**"Let's try something new"  
"Let's put what we're thinking  
about into action"**

(FY2024 TIB STUDENTS before and after attendance)



## The appeal of "global" and "companies that are active overseas" (10-point scale)



## **TSG top prize winners are advancing globally**

2023 winner: "**SASENAI**", a crime prevention app using AI technology was selected for X-HUB and APT Women's overseas program



2024 winner: Media literacy product "Ray's Blog" has been introduced to schools in 5 countries worldwide



## **TIB activities have led to starting businesses in the United States**

He participated in TIB's student community "TIB JAM", **participated in hypothesis verification camp and Silicon Valley dispatch program**, and leveraged the connections made there to **start a business in the United States**



Awareness Survey of 18-Year-Olds "Do you think you can change the country or society through your actions?"

Country	Significantly Increased (%)	Somewhat Increased (%)
Japan	26.9	45.8
United States	58.5	65.6
United Kingdom	50.6	56.1
China	70.9	83.7
South Korea	61.5	60.8
India	78.9	80.6

**Significantly Increased**

45.8

## ITAMAE graduates joined Swiss startup

Inspired by the Swiss Pavilion during ITAMAE's activities, **he got a job at a Swiss cleantech startup that generates electricity from ammonia**, and is now thriving.



## A university-launched startup born with the support of the Tokyo Metropolitan Government secured funding

OptQC Inc., a startup from the University of Tokyo aiming for developing commercial **quantum light computer**, was established in September, 2024 and procured 650 million yen on January, 2025

Collaboration with startups is becoming widespread in various bureaus of the Tokyo Metropolitan Government

## ● On-site interactive startup collaborative project

Matching startups with various challenges faced by the Tokyo Metropolitan Government and forming collaborative projects to solve them through dialogue

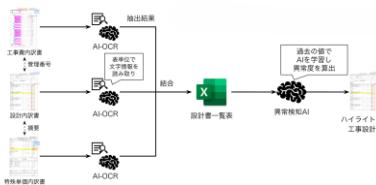
**Selected startups: 55 companies in total\***

\*Actual values from October 2023 (when the project started) to October 2025

### EMUNI, Inc.

#### Built a custom AI system to streamline operations

2023. Reduced the burden of enormous work through a design document check support system utilizing AI (**in collaboration with the Bureau of Sewerage**)



2024. Built a water supply fee revenue prediction model that can analyze various factors using AI technology, improving the accuracy of revenue estimates (**in collaboration with the Bureau of Waterworks**)

## ● Startup × Government Meet UP

An event where government officials and startups interact and exchange ideas is held around July every year.

In 2025, about 270 people, including members of Team Tokyo Innovation(\*), officials from each department, startups, and local government officials participated the event.



10 bureaus of the Tokyo Metropolitan Government introduced their on-site issues



A total of 35 organizations, including 24 bureaus of the Tokyo Metropolitan Government and 11 local governments, displayed their on-site issues and other information in poster format.

Collaboration with the Tokyo Metropolitan Government has led to some companies succeeding on the global stage

### RevComm, Inc.

#### Communication tools for companies utilizing voice technology and AI technology

2020. Developed "MiiTel Phone", a phone analysis AI that uses AI to analyze voice content, transcribe it into text, and summarize it. The tool was introduced to **all public health** centers in Tokyo.

It streamlined telephone operations at public health centers during the COVID-19 pandemic

2023. Coordinated with **the Government of Indonesia** and its government agency (Health Insurance Agency) to support government projects



### Biodata Bank, Inc.

#### Heat countermeasure wearable device "Heat Countermeasure Watch Canary Plus"

##### 2024. Selected for the King Salmon Project

Tokyo Fire Department verifies whether firefighters can detect risks in high heat

⇒ Utilized for **defense against heat of school sites, essential workers and elderly people**.

##### 2025.5. SusHi Tech Public-Private Collaboration PITCH



⇒ 2025.9. Introduced at the World Athletics Championships

## <Companies that bring innovation to the lives of people around the world>

### Oishii Farm Corporation Presents a new way of agriculture and food

Develops next-generation plant factories where plants can be cultivated all year round in a sustainable way using robots and AI

2024.10. Promotes strawberries to the government and economic officials of Abu Dhabi

2025.4. Selected for subsidy program of Tokyo aimed at achieving zero emissions

2025.6. Its plant factory & research facility is decided to be opened in Hamura City



### HERALBONY Co., Ltd. Promotes art by disabled artists in society

Mainly contracts with artists with intellectual disabilities to develop art projects

2024.3. Won the TIB PITCH. Introduced its arts to TIB

2024.5. Won LVMH Innovation Award 2024 Category Award

2024.7. Established its subsidiary in France



### WOTA CORP.

### Solves water problems with small-scale decentralized water circulation systems

#### Small-scale decentralized water circulation system

Provided its products to disaster-stricken areas in 2016. Kumamoto Earthquake, 2018. Heavy rain in western Japan, and 2024. Noto Peninsula Earthquake in order to support people [for disaster prevention]

2024. Started demonstration of "Small-scale Decentralized Water Circulation System" for Residential Use in the Caribbean island nations

2025.7. Launched "Water 2040 Fund – Fund for the Introduction of Decentralized Water Cycle Systems" in order to bring sustainable Water Infrastructure to the Next Generation [for residential use]

2020. Won UPGRADE with TOKYO. 2021. Received many awards including an award from the Royal Foundation of the United Kingdom [Awards]



### TBM Co., Ltd. Accelerates GX: Carbon solution company

#### Develops carbon recycling materials from CO2, expands new materials and circular business

November 2018. Won "Excellent Award" in "World-class Competition" (current Tokyo Metropolitan Government Venture Technology Grand Prix) by Tokyo

April 2022. Received the Intellectual Property Achievement Award from Minister of Economy, Trade and Industry

May 2024. Exhibited at Viva Technology 2024 Japan Pavilion

## <Global unicorns born after 2022\*1 >

### Sakana AI, Inc.

Valued at 400 billion yen with its innovative AI technology (2025)

Develops autonomous and environmentally friendly AI models by linking multiple small AI systems

2024.11. COO Ito gave a speech in TIB Premium Mentoring



2025.5. David CEO participated and gave a speech at SusHi Tech

### TIER IV, Inc.

Valued at more than 100 billion yen\*2 due to its autonomous driving OSS (2024)

Develops open-source software for autonomous driving, also manufactures and sells in-vehicle cameras

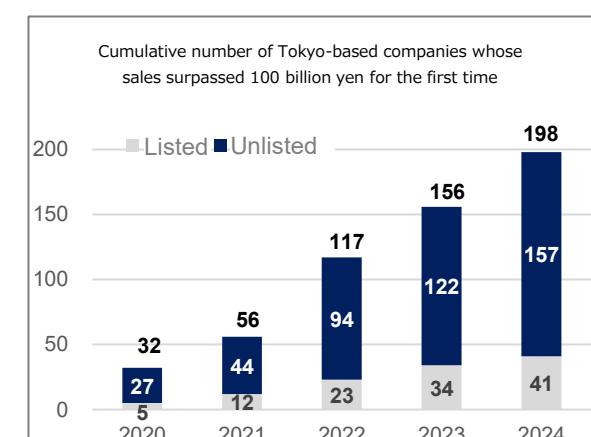
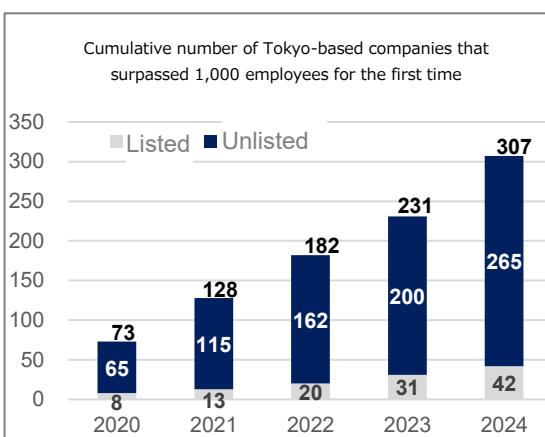
2025.5. Showcased a new prototype vehicle in SusHi Tech, with CEO Kato giving a speech



2025.7. Operated autonomous buses between the Umi-no-Mori Park and Shin-Kiba Station

\*1 Unlisted companies with a valuation of 100 billion yen or more: "Global unicorn"

\*2 According to "Speeda"

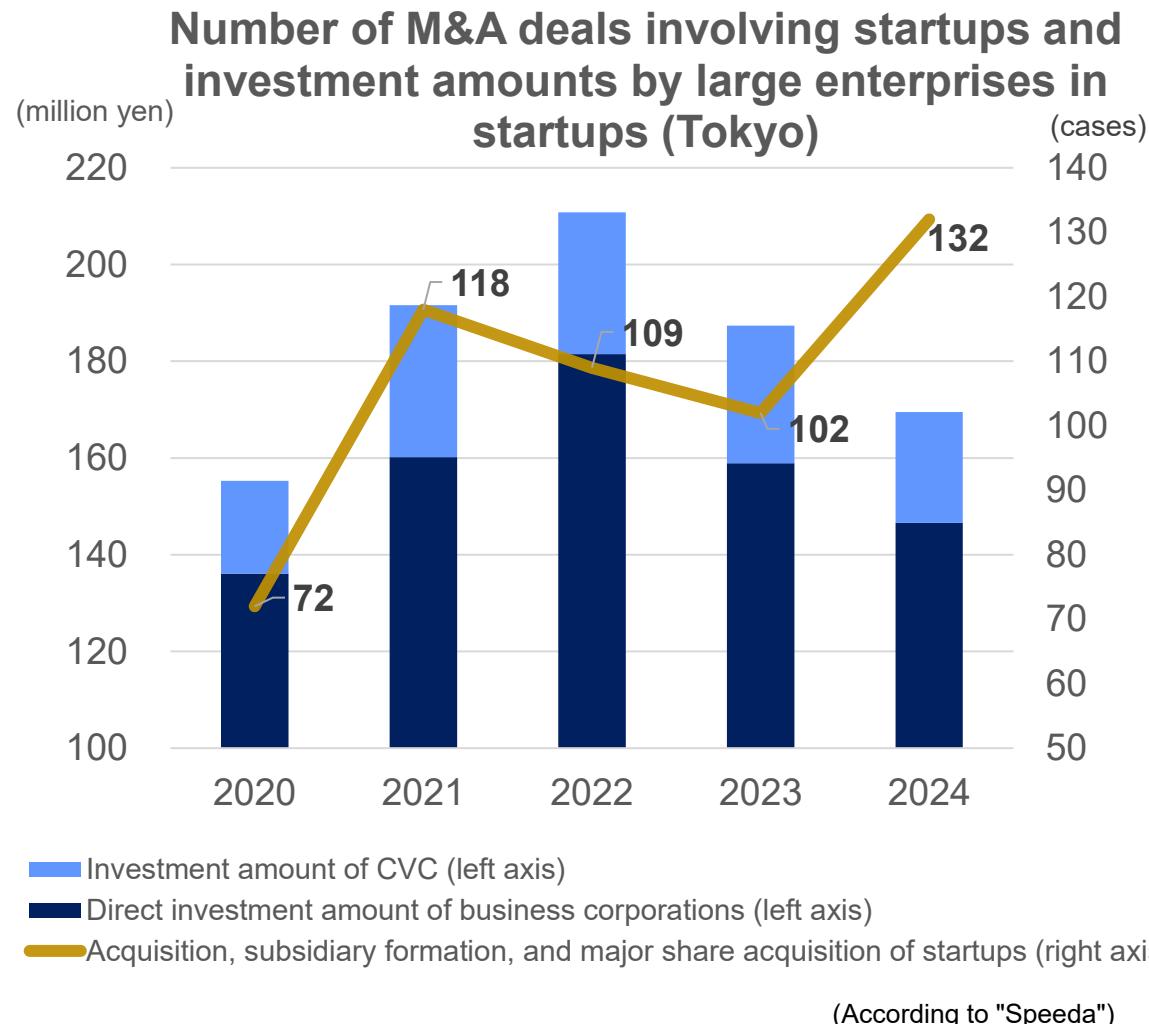


	2020	2021	2022	2023	2024
Number of companies nationwide	120	230	339	440	572
Percentage of cities	60.8%	55.7%	53.7%	52.5%	53.7%

	2020	2021	2022	2023	2024
Number of companies nationwide	52	95	195	272	349
Percentage of cities	61.5%	58.9%	60.0%	57.4%	56.7%

(Source) Teikoku Databank, Ltd. "Company Profile File (COSMOS2)" reorganized and processed

The amount of investment from large companies to startups peaked in 2022, and has been decreasing since then. **M&A** for startups has **nearly doubled over the 5-year period from 2020 to 2024**.



### ● TIB CATAPULT

In various business and technological fields, business companies and others leverage their strengths and unique features, forming a community of multiple operators called as "innovation cluster", and creating innovation together with startups

**Adopted clusters: 12, Participating companies etc.: About 200\***

Focus areas: Space Climate-Tech/Deep-Tech Agri-Tech/Food-Tech

Life science Rail/Transportation City-Tech

Logistics XR (Cross Reality) Manufacturing

Next-Generation Mobility/Robotics

Food-tech/Well-Being Entertainment

\* Performance figures for the period from September 2024 to September 2025

(Example) In collaboration with startups and railway operators, and in coordination with the city's heatstroke prevention efforts, the country's first **umbrella-sharing service "i-kasa"** was deployed at all stations on the Yamanote Line and approximately 150 major stations in Tokyo (3,000 umbrellas)

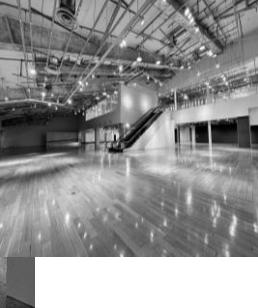


**Various events where large companies interact with each other on a daily basis at TIB**



# By practicing “Creating Together” at TIB, it has grown into a "node" for innovation

TIB started from "empty space". By “creating together” with ecosystem stakeholders, we opened it within approximately 3 months. And after that, we continued expanding its functions while running it. With over 300,000 visitors in 2 years, it has grown into a "NODE" where diverse players from around the world and across Japan can interact.



Starting from "empty venue"



Creating while discussing "with everyone"



2023.11 Pre-opening

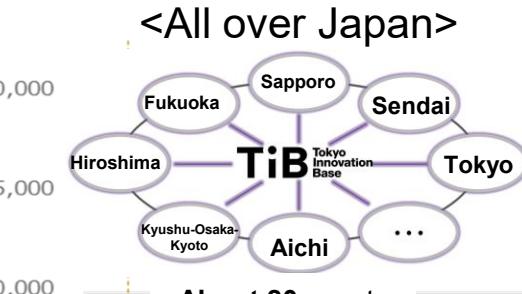
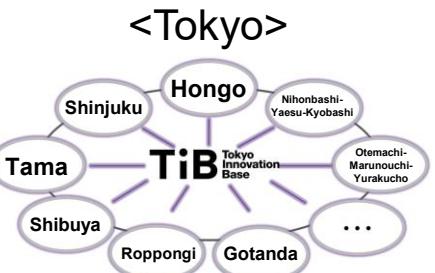
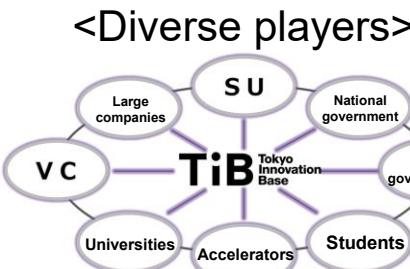


2024.5 Grand opening  
2025.5 1st floor is opened

**TiB**  
Tokyo  
Innovation  
Base

Becoming a "NODE"  
for innovation around the world

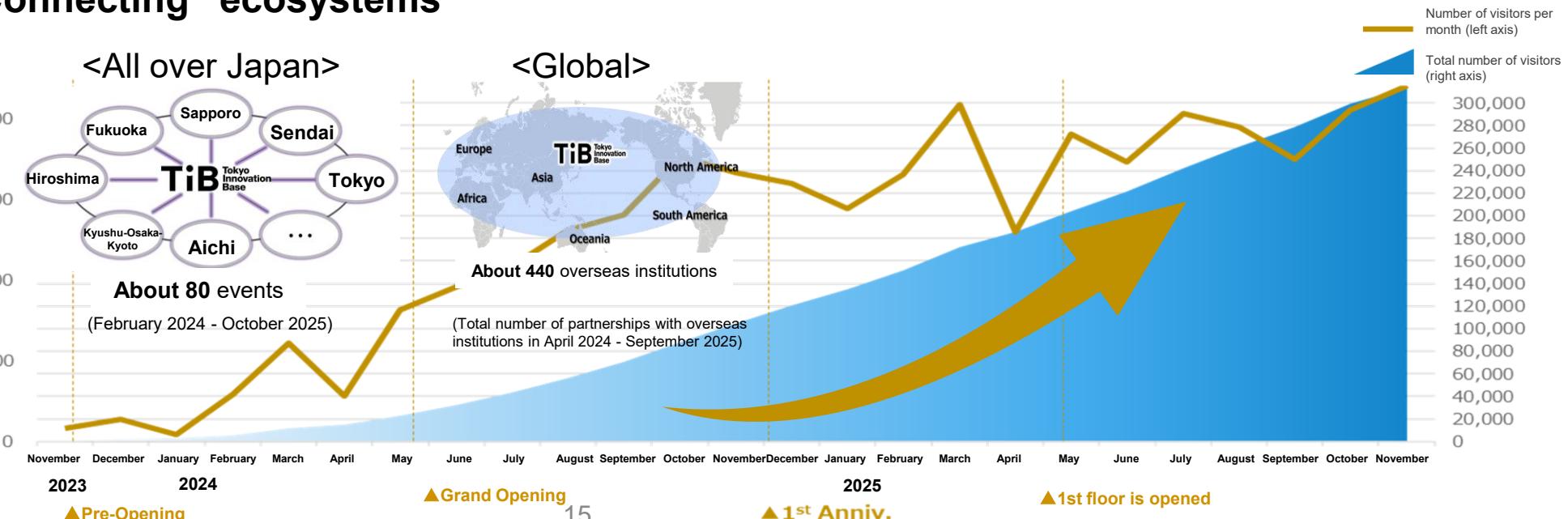
## “Connecting” ecosystems



About 80 events  
(February 2024 - October 2025)

## <Global>

TiB Tokyo Innovation Base  
About 440 overseas institutions  
(Total number of partnerships with overseas institutions in April 2024 - September 2025)



# Asia's largest innovation conference envisioning city of the future!



**SusHi Tech Tokyo: Sustainable High City Tech** Global conference with the concept of "Realizing sustainable cities with cutting-edge technology" is held. A place where **Large corporations, local governments, and diverse international players gather to envision and implement the future of the city**. It has grown into Asia's largest conference, through three editions.

2023.2.27-28  
City-Tech.Tokyo

2024.5.15-16

2025.5.8-10  
\*5.10 (Sat) Public Day

2026.4.27-29  
\*4.29 (Wed. / Holiday) Public Day

\*Target value

Participants  
<On-site>

**26,746 people**  
< 11,167 people >

**40,206 people**  
< 23,448 people >

**57,698 people**  
< 43,705 people >

**60,000 people**  
<50,000 people>

Business  
Meetings

**1,377 cases**

**3,485 cases**

**6,136 cases**

**10,000 cases**

City Partners

-

5

16

20

Corporate  
Partners

**18 companies**

**29 companies**

**47 companies**

**60 companies**

(SusHi Tech Tokyo 2025)

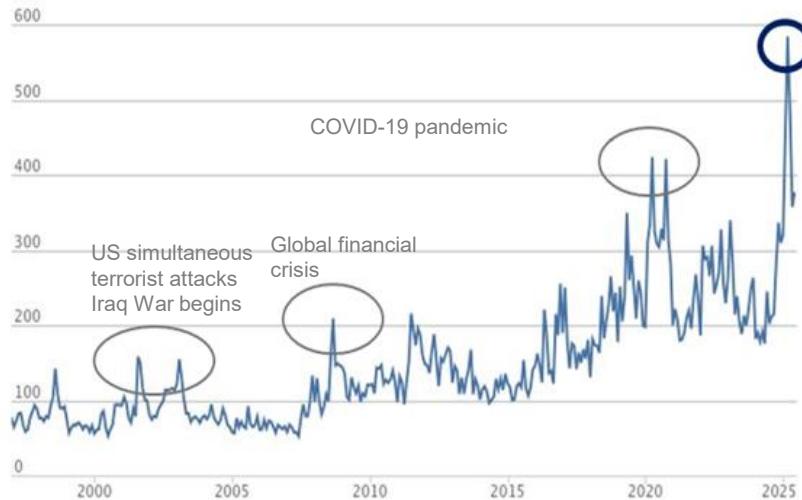


# Accelerating startup strategy

# The world is changing rapidly

The global situation is becoming chaotic and uncertainty is increasing

Global Economic Policy Uncertainty (EPU) Index (~2025.6)



Created from "Economic Policy Uncertainty".

Comments from "White Paper on International Economy and Trade 2025"

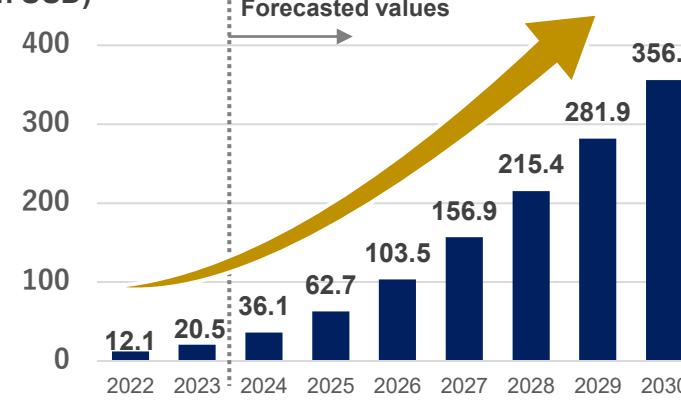
As competition towards creation of innovation intensifies between ecosystems, countries, cities and regions around the globe are considering and taking action on which regions to partner with.

⇒ Amid this, we will make a global push, seizing the opportunity as attention and expectations are increasing towards Japan, which has technological capabilities, political stability, and is known for being accurate, comfortable, and kind.

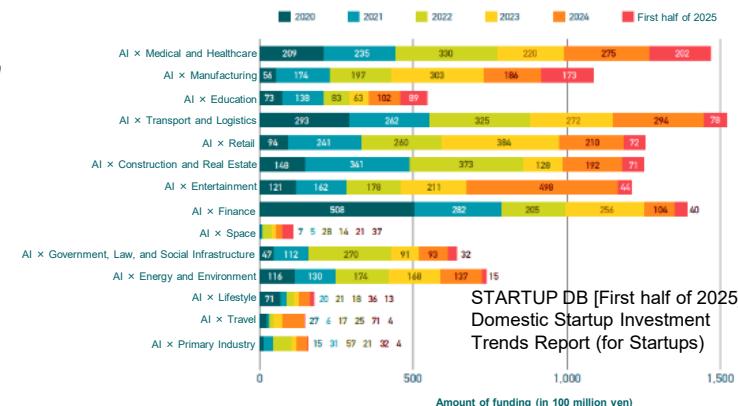
The rapid advancement of AI is changing the way innovation happens

The global AI market is rapidly expanding, and AI has become an essential topic at global conferences

Trends and forecasts for the global generative AI market size (in billion USD)



Investment trends in Japan



⇒ Amid discussions about vigilance and regulation concerning AI that achieves rapid introduction and evolution, Tokyo, Japan will introduce initiatives from the perspective of forging ahead into the future "with AI".

## <Viva Technology 2025>

(June 11-14, 2025, Paris)

In addition to AI advancements, we delved into the global competition and ethical issues surrounding AI



NVIDIA's Huang CEO mentions the impact of AI on the global economy



AI venues by companies that conducts AI business

## <GITEX GLOBAL 2025>

(October 13-17, 2025, Dubai)

Discussions were held with AI and the businesses that expand around it as the main theme

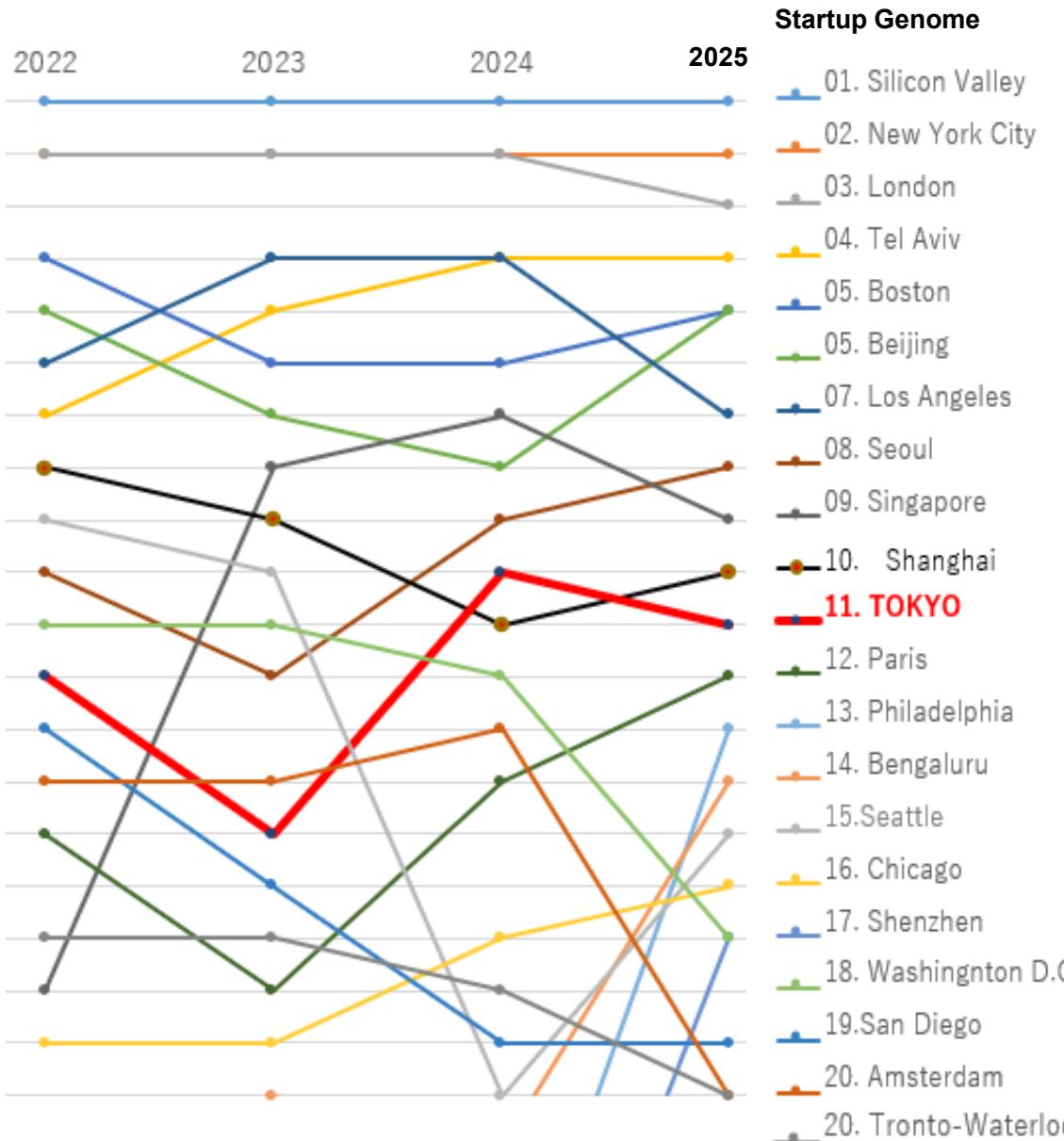


Session on the future with AI, featuring Altman, CEO of OpenAI

- AI
- Data Center
- Semiconductor
- Cybersecurity
- Quantum
- Physical AI
- Health

# Ecosystems in cities around the world are making great strides in competition and co-creation

## Global Startup Ecosystem Ranking (2022-25)



## New York (USA)

- As an important base for companies scaling up technologies such as AI, life sciences, and climate tech, talent and investment are concentrated here.
- **The New York City Economic Development Corporation (NYCEDC)**, a non-profit organization is enhancing the value of New York City as a business location, in order to achieve a globally competitive economy.

## Singapore

- The National University of Singapore leads the Incubation Hub called **BLOCK71**, which has expanded to Asia, the United States, and other parts of the world. Also, by September 2025, a base specialized in deep tech was established in Singapore
- At the global event SWITCH, the deep tech pitch contest "SLINGSHOT" was held with participation of **more than 6,800 startups from 150 countries and regions around the world**



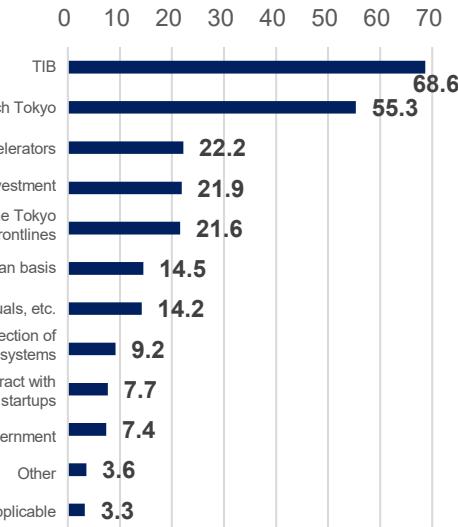
## Paris (France)

- The French government-led "France 2030" program focuses on concentrated investments on AI, cleantech, and medical technology (approximately 54 billion euros in industrial transformation investments as part of the France 2030 Investment Plan)
- The European Commission also announced **"The EU Startup and Scaleup Strategy"** on May 2025, and promoted measures to position Europe as a major hub for global technology-driven companies

# Startups and ecosystem players have high expectations for the Tokyo's strategic promotion

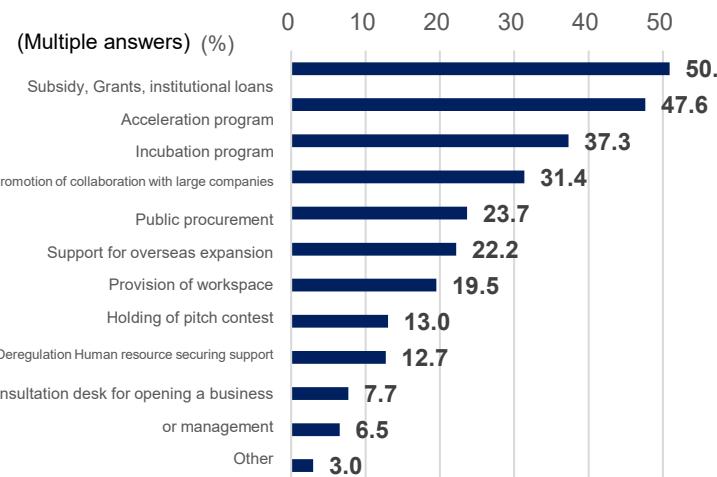
## Initiatives to be evaluated

<Multiple answers>



## Policies with high expectation

(Multiple answers) (%)

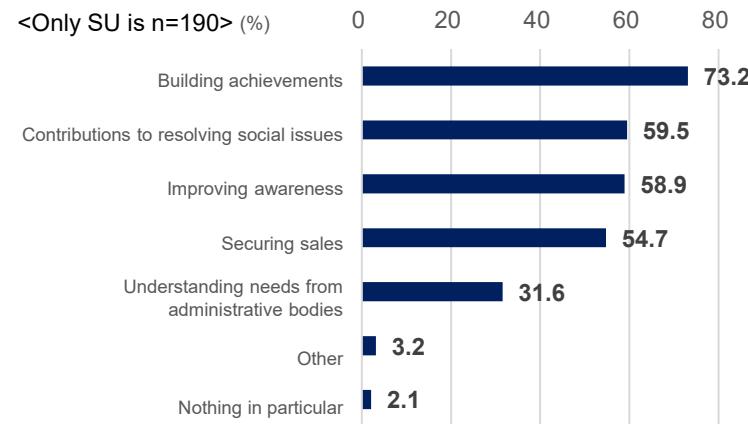


## Requests

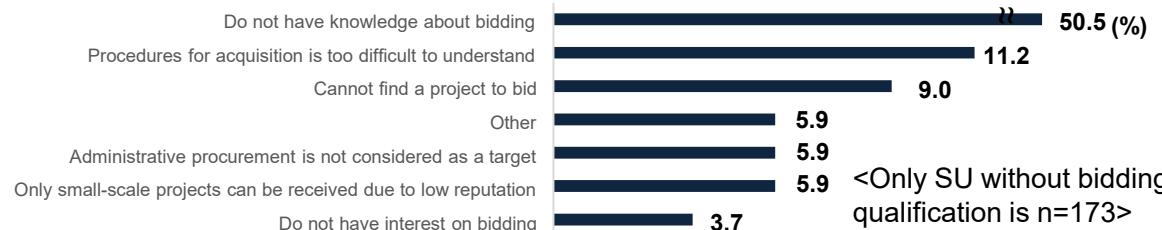
- Since many early-stage startups find it almost impossible to secure funding through borrowing, please provide support in that area (Business company)
- We want to successfully match entrepreneurs with women whose field of activity is limited and young to senior-age people who are thinking of starting a business (Startups)
- We would like to see more procurement from startups for public needs, particularly in IT and other fields, and also would like to see the results and details of these efforts to be promoted externally (Financial institution)
- Information about pitch events and other events is scattered, so it is very difficult to search and collect it on my own, so I would like to have it summarized (Startup)
- Tokyo is not just a single municipality, but a hub for all municipalities across the country, and as such, it is expected to serve as a hub for introducing business services to the entire country (Business company).

## What you expect from collaboration with the Tokyo Metropolitan Government

<Only SU is n=190> (%)

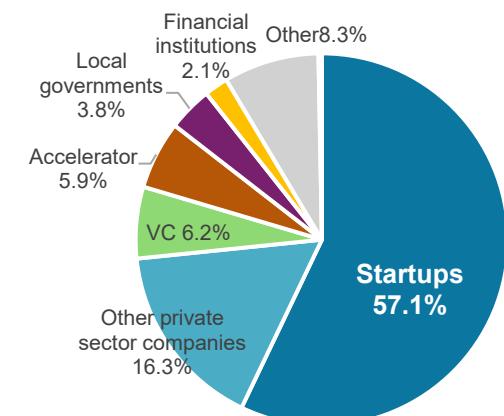


## Regarding bid participation Qualifications



- 90% of startups "Do not have bidding qualification". Main reasons include "Do not have knowledge about bidding" at about 50%, and others include "Procedures for acquisition is too difficult to understand"
- In the free text field, there are enthusiastic opinions such as "I am interested and want to challenge public procurement", while there are also opinions like "it is difficult to understand what kind of business category it falls under, and it would be good to have a consultation desk for startups"
- We are working to help startups that have been selected or certified for Tokyo projects obtain the necessary qualifications to participate in bidding, such as installation of Tokyo Metropolitan Government Startup Public Procurement Support Desk, creation of Tokyo Metropolitan Government Tender Contract Guidebook, support for registration of eligibility for bid participation, and consultation at branch offices in startup support facilities, etc.
- We will continue strengthen our initiatives such as holding consultation meetings provided by dispatched consultants, raising public awareness, and providing individual consultations.

## Respondent attributes\* (Total 338)



\*One response per company as a rule

2025.10 From the survey for startups and ecosystem players

# Leverage Tokyo's strengths inheriting the sustainable Edo DNA

The "Edo" era's rigorous circular economy, infrastructure that lasts 400 years, and a food culture that is healthy, delicious, and long-lasting are all examples of how sustainability is still ingrained in the lives of citizens today, attracting attention from around the world.



Source: Tokyo Metropolitan Library "Pictures of Prosperity in the Eastern Capital"

The common people carry various things wrapped in **Furoshiki**. It can be folded when not in use and can be used it repeatedly



Source: National Diet Library "One Hundred Women Classified According to Their Rank"

Merchants purchased and **repaired** broken items such as clothes and dishes and then sold them **with new value**. Such cycle worked in that era.



Source: Tokyo Metropolitan Library "One Hundred Famous Views of Edo" "Cherry Blossoms on the Banks of the Tama River"



Source: Tokyo Metropolitan Library "Illustrated Map of Tamagawa Aqueduct"

**Tamagawa-jōsui**: Total length approximately 43 km, elevation difference only about 92m. Based on such **advanced civil engineering technology**, it supplied water to Edo



Diverse fermentation technologies were utilized for creating miso, soy sauce, pickles, natto and sake, etc., **in order to preserve foods and increase nutritional value**

Furoshiki is the world's first eco-bag



Photo: Yujiro Ichioka(TAM.inc)

A pavilion in front of the Paris City Hall square, designed to resemble a furoshiki package (2018)

**"MOTTAINAI"** has become established worldwide



SusHi Tech Challenge 2024

In regard of **upcycling technology**, Fermentationstation Co., Ltd. won the top prize



Some of it is still used as a water supply conduit today and quenches thirst of the citizens of Tokyo



Koji-making is attracting attention worldwide, and starter-koji is exported to more than 30 countries.

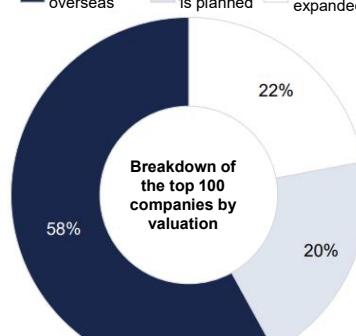
It also became a theme at SusHi Tech Tokyo 2025

# Overcoming issues that have become apparent through practicing strategies

## There are still not many activities that are conscious of the global market

In Japan, even among the top 100 companies by valuation, only 58% have expanded overseas

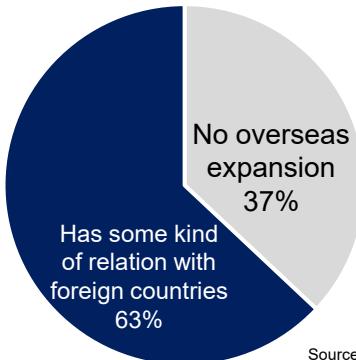
### Overseas expansion status of top 100 companies by valuation



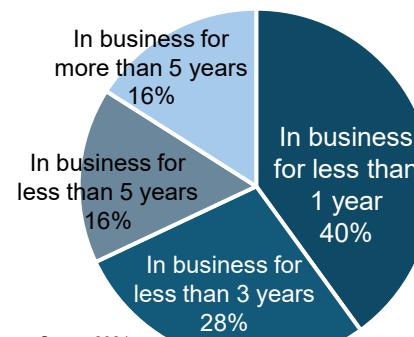
Note 1) Valuation after the latest funding round (as of November 2023).  
 Note 2) Here, "overseas expansion" is defined as establishing local subsidiaries, development bases, production bases, and sales bases, as well as concluding licensing agreements.  
 Note 3) Cases where preparations are being made for overseas expansion, such as funding (fundraising), organization (establishment of overseas business teams), and business (strategic business partnership agreements).  
 Source: Speeda Startup Information Research, each company's website, article search

Source: "Current Survey on the Overseas Expansion of Japanese Startups (April 2025, Japan Investment Corporation)"

In Europe, 63% of startups leverage international relationships to operate



40% established overseas subsidiaries within one year of founding



Source: Startup Heatmap Europe Survey 2024

## The amount of funding is still small compared to the world

### Amount of funding raised per startup established in Japan and the US during 2012-2014

Japan (n=649 companies Note 1)		United States (n=11,694 companies Note 3)		100 yen per dollar	150 yen per dollar
Stage (Note 2)	Amount of funding raised (Average)	Stage (Note 4)	Amount of funding raised (Average)		
Seed	70 million yen	1st	\$3.7M	400 million yen	600 million yen
A	300 million yen	2nd	\$7.6M	800 million yen	1.1 billion yen
B	700 million yen	3rd	\$13.8M	1.4 billion yen	2.1 billion yen
C	1.3 billion yen	4th	\$22.8M	2.3 billion yen	3.4 billion yen
D	2.5 billion yen	5th	\$40.2M	4.0 billion yen	6.0 billion yen
E	3.3 billion yen	6th	\$52.5M	5.2 billion yen	7.9 billion yen

(Note 1) The number of companies excluding startups that have not been assigned with a Speeda series as defined by Speeda Startup Information Research and startups with unknown funding amounts out of the total 2,512 startups established between 2012 and 2014.

(Note 2) The stage classification is based on the Speeda series.

(Note 3) The number of companies excluding startups with unknown funding amounts out of the total 15,186 startups established between 2012 and 2014.

(Note 4) The stage classification is based on VC Round as defined by PitchBook.

Source: Created by JIC from Speeda Startup Information Research and PitchBook.

Source: "Current Survey on the Overseas Expansion of Japanese Startups (April 2025, Japan Investment Corporation)"

## The dissemination and penetration of the fact that they are contributing to society and the economy is necessary

### Q. Please answer the following questions about startup companies, choosing the option that best represents your opinion.

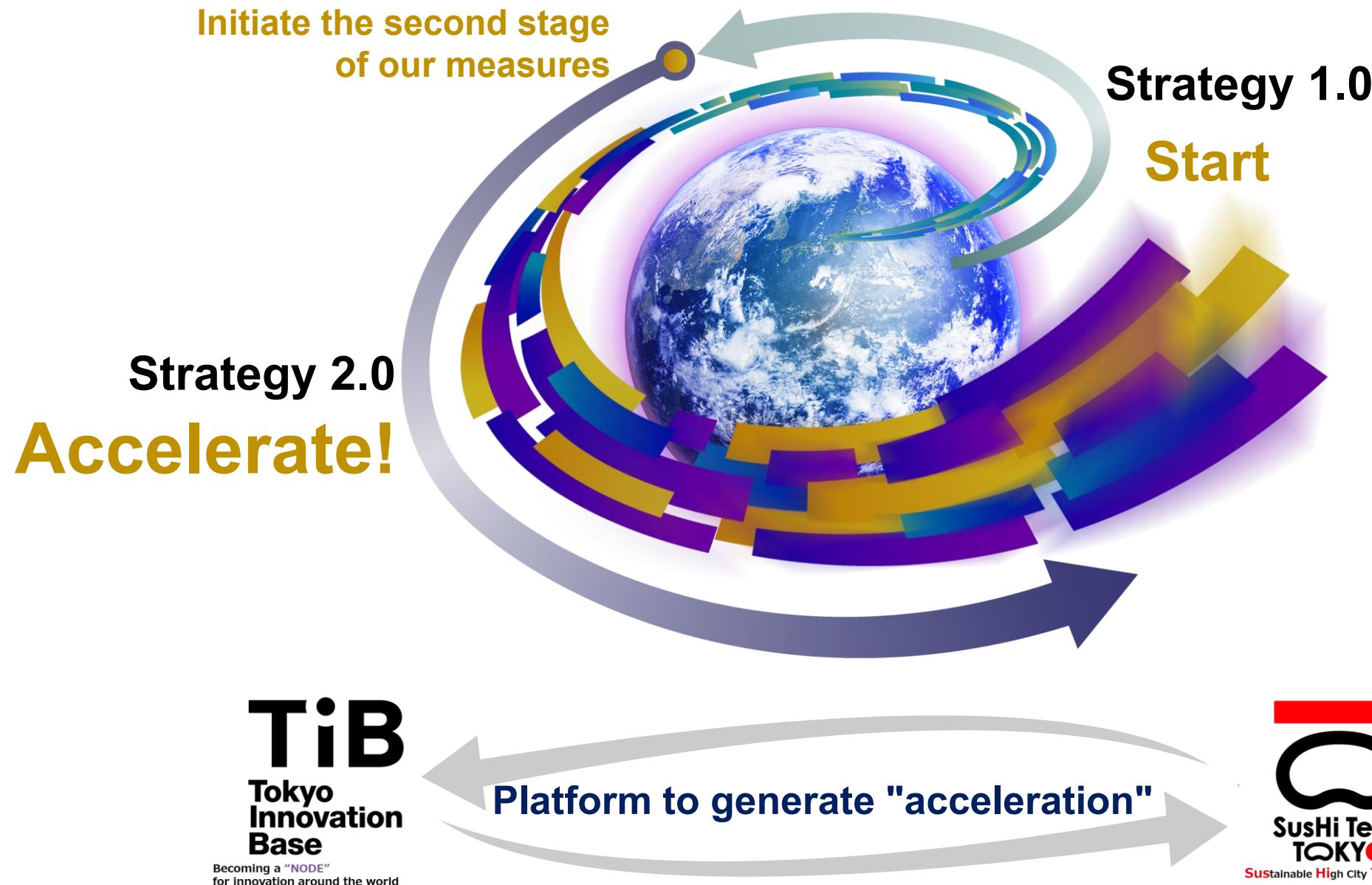
Applicable      Somewhat applicable      Neither      Not very applicable      Not applicable

Necessary for Japan's future      51.8%  
 15.2%      36.6%  
 6.9%      34.4%  
 4.6%  
 34.2%      9.5%

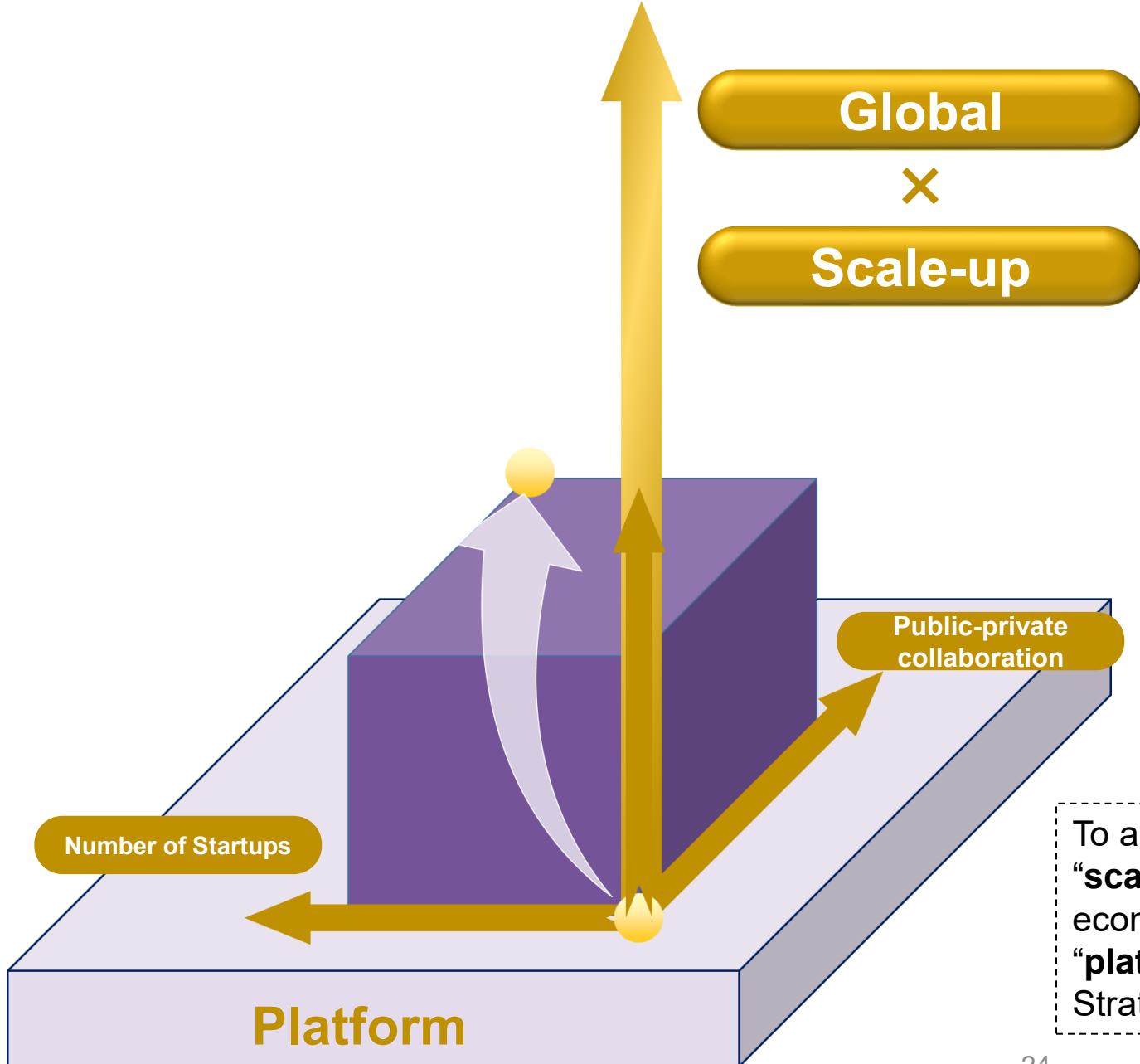
Solving social issues      5.6%  
 27.5%      46.0%  
 14.0%

Source: "2024 Startup Company Awareness Survey" (for Startups, Inc., June 18, 2024)

# Accelerate startup strategy based on 2 platforms



# Boost the 10×10×10 Innovation Vision



Aiming to create global innovation through a comprehensive approach that includes startups with cutting-edge technologies, large corporations, outstanding SMEs, universities, and research institutions.

⇒ Focus on **"Global" and "Scale Up"**

Aiming to further expand 'expanding the base' and 'public-private collaboration,' engaging more stakeholders and challengers, focusing on **creating a better and convenient life for Tokyo residents and a sustainable society**, and advancing initiatives based on a 'platform'.

To achieve the 10×10×10 Innovation Vision: Positioning **"scale-ups"**—companies that contribute to society and the economy and achieve significant growth—along with **"platforms"** such as TIB and SusHi Tech, which started after Strategy 1.0, as new pillars of initiatives.

**Launching 26 new initiatives to further accelerate the strategy in addition to the 40 initiatives implemented under Strategy 1.0**

### **Global x Scale-up**

#### **Together, let's grow global scale-up companies bigger**

- Making a global impact: SusHi Tech Global
- Creating a deep-tech innovation hub
- SusHi Tech Global Funds
- Strengthening connections with global ecosystems and promoting overseas expansion

#### **Significantly develop open innovation at large enterprises and mid-sized enterprises/SMEs**

**Linking university and research institution-based innovations to businesses**

### **Number of Startups**

#### **Thoroughly supporting challenges in all fields**

- Starting practice of entrepreneurship by junior high and high school students
- Expanding TIB KIDS where children can challenge themselves
- ITAMAE activities growing further
- SusHi Tech Tokyo Public Day becomes a place to experience the excitement of innovation

### **Public-private collaboration**

#### **Expand public procurement and first-customer activities nationwide**

**Quickly solve social issues by leveraging advanced technologies from startups**

### **Platform**

#### **TIB will become a “NODE” that supports all challengers (TIB2.0).**

**Collaborating across Japan, exhibiting at each other's events, and jointly promoting globally.**

**Turning all of Tokyo into a field for Sushi Tech. Exporting the philosophy of “SusHi Tech” to the world.**

**Discussing investment strategies for creating innovation and new frameworks for ecosystems.**

## Making a global impact: SusHi Tech Global

To support dramatic global growth, we will provide concentrated support and bold funding for large-scale projects overseas. Under the philosophy of "creating together," we combine the strengths of both the public and private sectors to build a "growth-stage ecosystem" that has never existed in Japan before.

A group of startups transforming society with sustainable technology



(100-150 companies)



Startups with promising technologies in strategic growth areas

[Support programs]

- ✓ Providing programs aimed at startup groups that are tailored to issues related to human resources and structures, business and capital strategies, etc.



<Collaboration and cooperation>



Support

Multifaceted, side-by-side support for selected startups

Fund

Bold funding supply in collaboration with public and private sectors



<Collaboration and cooperation>



Diverse network of supporters

Serial entrepreneurs

Individuals with overseas listing experience

Supporting organizations (Building human resources and structures)

Supporting organizations (Business and capital strategies)

Supporting organizations (Overseas expansion and promotion)

Financial institutions

Overseas VC

⋮

⋮

## Creating a deep-tech innovation hub

Accelerate the development of research and development environments in line with the needs of **deep-tech** startups, which are expected to see significant growth worldwide

### Examples of diverse deep-tech areas

AI and big data

Quantum technology

Robotics

Food tech

Life science

Manufacturing

Formation of innovation hubs with support functions such as wet labs

**TiB**  
Tokyo  
Innovation  
Base



Becoming a “**NODE**”  
for innovation around the world



Innovation hub

While also utilizing the networks and capabilities possessed by TiB, **we will strongly support the development of startups in the deep-tech area that aim to make a global impact.**

Cooperating with the national “Global Startup Campus Initiative” as well

## SusHi Tech Global Funds

A public-private partnership fund to invest in growth-stage startups, etc. with deep tech originating from universities and the potential to solve societal challenges has been established, with approximately 15 billion yen having already been invested over a two-year period. Plans call for the investment of up to an additional 5 billion yen this FY. By attracting private funds using the Tokyo Metropolitan Government's investment as a catalyst, the goal is to secure approximately 50 billion yen in investment over about five years.

To export the philosophy of “SusHi Tech” to the world as well as provide bold funding for strategic growth areas like deep tech, we will establish a public-private fund platform that encompasses existing funds.



Startups with promising technologies in strategic growth areas

Attracting **domestic and international private capital** that resonates with “scale-up” initiatives, creating a **powerful momentum for growth**

## Strengthening connections with global ecosystems and promoting overseas expansion

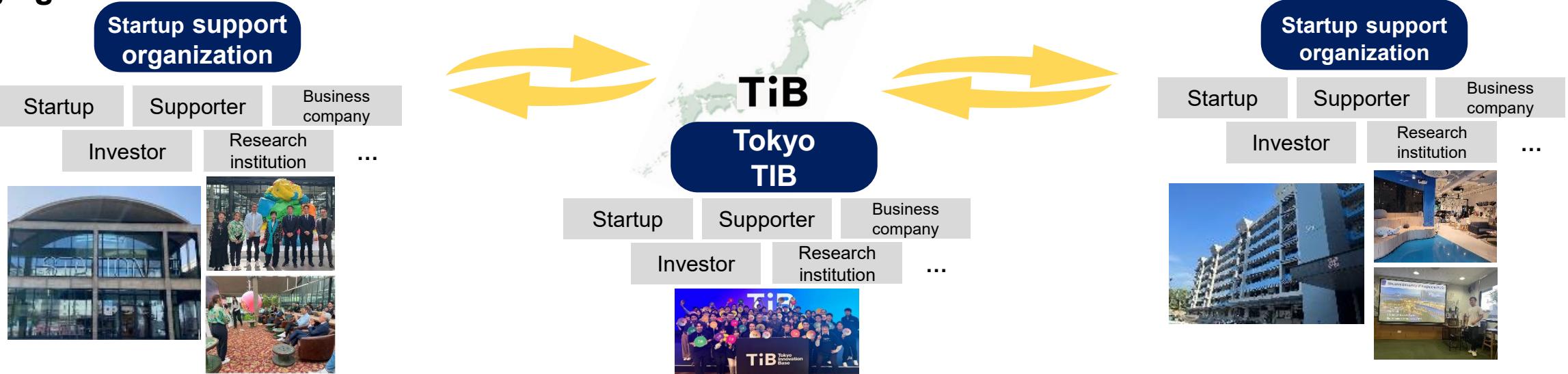
### ● Accelerating exchange between Tokyo and global players through means such as collaborations with world-leading startup support organizations

TMG staff members have built relationships with global stakeholders by engaging in strategic promotions, such as exhibiting at overseas events and visiting relevant organizations. These efforts have led to increased exchanges with TiB and SusHi Tech Tokyo.

Deepening these collaborations while establishing new connections with a broader range of players.



### ● Connecting the ecosystems of Tokyo, Japan, and the world to fully support startups in their challenge to go global



Activating exchanges with global ecosystems through concrete interactions such as dispatching startups overseas

# Open innovation at large corporations and SMEs will transform Tokyo and Japan

Large corporations are promoting open innovation in various industrial fields

Endeavoring to form and develop **ecosystems across various fields** where diverse players with large corporations at their core share assets

## <Entertainment>

**SONY**

The Sony Acceleration Platform, which supports innovation, **forms a community with domestic and overseas companies, universities, etc.**

## <Life sciences>



Collaborating with US-based incubator **BioLabs** to establish a base

## <AI, data, telecommunications, and finance>

**SoftBank** **LINEヤフー** **PayPay**

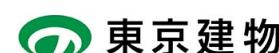
SoftBank Corp., a subsidiary of SoftBank Group Corp., LY Corporation, and PayPay Corporation collaborating in AI, telecommunications, advertising, e-commerce, media, fintech, etc.

## <Space>



Forming "**MUGENLABO UNIVERSE**" to lower barriers to entry in space businesses through diverse assets

## <Food>



Jointly working with one of the world's leading academic platforms for culinary science to establish a base

Creating new value through partnerships between SMEs and startups

Solving problems and creating new value **through open innovation between startups and mid-sized enterprises/SMEs**

(Image representation of partnerships between mid-sized enterprises/SMEs and startups)

- Labor shortage and work efficiency improvement fields (DX promotion)
- Environment and sustainability fields (GX and circular economy)



**Collaborating with the Tokyo Chamber of Commerce and Industry** to disseminate open innovation case studies between SMEs and startups at TIB and SusHi Tech



TIB FAB and the Tokyo Metropolitan Industrial Technology Research Institute collaborating to conduct performance tests on startups' products under development



**Incorporating a diverse range of players, including countries and economic organizations, into the ecosystem**

Establishing a **platform for practical discussions** involving the national government on collaborative frameworks that contribute to ecosystem development, **necessary institutional and regulatory reforms and rule-making**, etc.

Examples of discussion topics:

- Promotion of global expansion through public-private partnerships
- Creation of an environment that encourages funding (tax system and OI promotion)
- Fluidity of management personnel and highly skilled personnel
- Etc.

# Innovations from universities and research institutions venture out into the world

Universities, large corporations, etc. solving problems through well-being

An innovation ecosystem where **universities, enterprises, investors, and governments collaborate** to support social problem-solving startups around the world

## WE AT, A General Incorporated Association (Well-being Economy Accelerator Tokyo)



**TIB will also participate as a strategic partner**  
Collaboration in the "WE AT CHALLENGE" global pitch contest and sessions at SusHi Tech Tokyo



WE AT CHALLENGE 2024



WE AT session at SusHi Tech Tokyo 2025

Supporting globally competitive university-based startups across Japan

- **NINE JP**: An innovation ecosystem where **university-launched startup support platforms across nine locations nationwide** collaborate to create globally competitive businesses throughout Japan  
(9 locations nationwide)



- Connecting with over **160 universities and research institutions nationwide** as well as a wide range of stakeholders to visualize the technological seeds at each location
- The Tokyo Metropolitan Government has signed a collaboration agreement with the Institute of Science Tokyo, the secretariat.
- It will work together on entrepreneurship support at TIB and global dissemination at SusHi Tech.

- **UTokyo IPC (UTokyo Innovation Platform Co., Ltd.\*)**

- The “1st Round” startup support program, jointly hosted by national and public universities, private universities, research institutions in Japan, and the UTokyo IPC, is conducted twice annually, selecting approximately 8 startups per round
- As the operator of a university-based startup promotion fund invested in by the Tokyo Metropolitan Government, it invests in various university-related funds, etc. nationwide and creates a flow of funds to research and development-type startups



\*An investment company wholly invested in by the University of Tokyo

Continuing to link up with regular meetings with universities, GTIE, etc. as well

## Practice of entrepreneurship by junior high and high school students

**Middle and high school students take the lead** in planning and operating programs, creating a cycle where middle and high school students of the same generation **develop interest and engagement in solving social issues, starting a business, and taking on various challenges**, acquire the necessary skills to address those problems and challenges, and **put them into practice**

\*This project is a part of the "Junior High and High School Students Policy Decision Participation Project", where junior high and high school students personally discuss and propose policies to the governor

In FY2025, this will be implemented with the theme of "Let's get junior high and high school students familiar with business and entrepreneurship"



Activities of the Junior High and High School Students Policy Decision Participation Project

## Expanding TIB KIDS to nurture challenges by children

Expanding **"TIB KIDS"** for children who will shape the future. Collaborating with various enterprises and organizations dedicated to creating exciting experiences for children to **provide regular opportunities for technology experiences and interactions with entrepreneurs on a daily basis**



## ITAMAE activities growing further

**Interacting with the world and learning the fun of "moving on your own"**

- Dispatch to "SLUSH" student-run Nordic startup event, etc.
- Implementation of "WASABI" global event at TIB
- Planning and operation of events at SusHi Tech Tokyo, etc.

\*We Are StArtup Beginners Invitation



SLUSH2024



"WASABI" in 2025



About 300 student volunteers interacted with diverse attendees at SusHi Tech Tokyo 2025.

# Experiencing the excitement of innovation at SusHi Tech Tokyo Public Day

SusHi Tech Tokyo designates the final Saturday, Sunday, and holidays as Public Days on which children, students, and adults alike can **enjoy themselves while experiencing the latest technologies and the ideas and passion of entrepreneurs and fostering curiosity and a spirit of challenge**

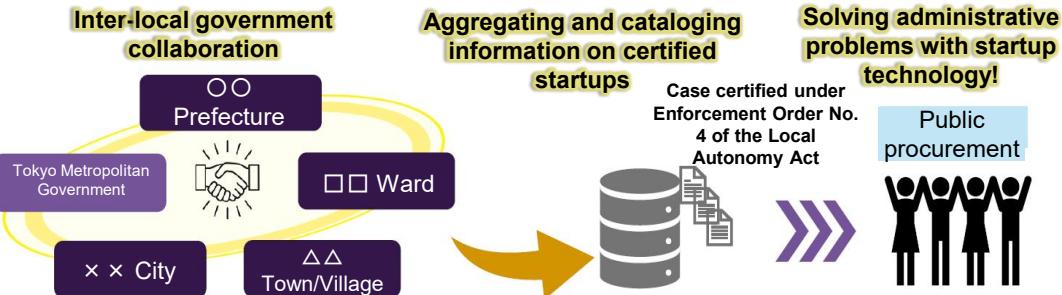


## Expanding the First Customer Alliance network

**Expanding the public-private collaboration initiative** launched by the Tokyo Metropolitan Government itself nationwide and developing a system to become a first customer together with local governments across the country

**- First Customer Alliance -**

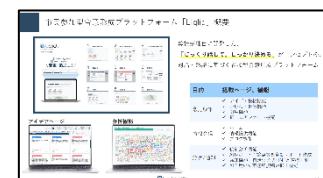
Promoting startup participation in public procurement beyond the boundaries of local governments  
**18 local governments** have joined the alliance (as of November 25, 2025) **⇒ Rapidly expanding**



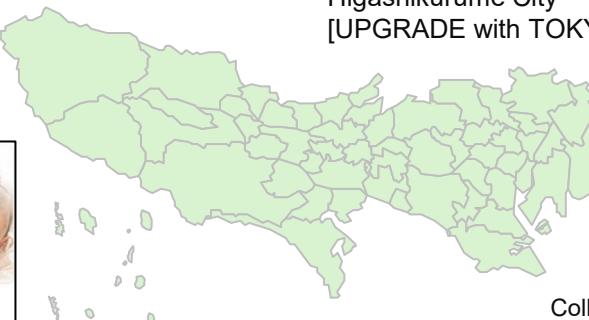
©2025. For information, contact Deloitte Tohmatsu Risk Advisory LLC.

**Local governments nationwide endeavoring to promote enterprise growth and regional revitalization by adopting startup products and services, thereby building a better society**

Continuing to develop and support **efforts to jointly solve the problems faced by municipalities** to help local governments within Tokyo, including the Tama and island regions, take the first step in implementing the First Customer initiative



Soliciting services that allow a wide range of people to understand the city's ideas and plans, and participate in city government freely, regardless of time or place, as part of promoting DX, including the launch of the "Online City Hall" service in Higashikurume City [UPGRADE with TOKYO]



Collaborating with Hachijo Town to provide online pediatric care using devices at the Hachijo Town Health and Welfare Center [King Salmon Project]

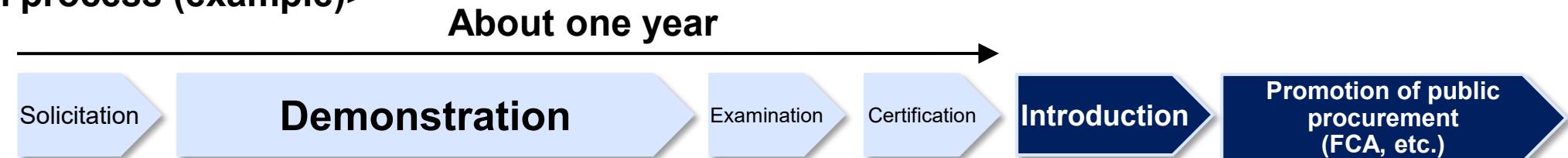


Collaborating with Sumida Ward to implement edge AI-based detection and prevention of helmetless individuals at Sumida Skateboard Park [King Salmon Project]

## Quickly solve social issues by leveraging advanced technologies from startups

Promptly deploying effective measures to solve Tokyo metropolitan government issues by utilizing policy-purpose discretionary contracts for superior technologies from startups, etc.  
Contributing to society as a whole by disseminating good examples that led to problem-solving to local governments nationwide through First Customer Alliance (FCA), etc.

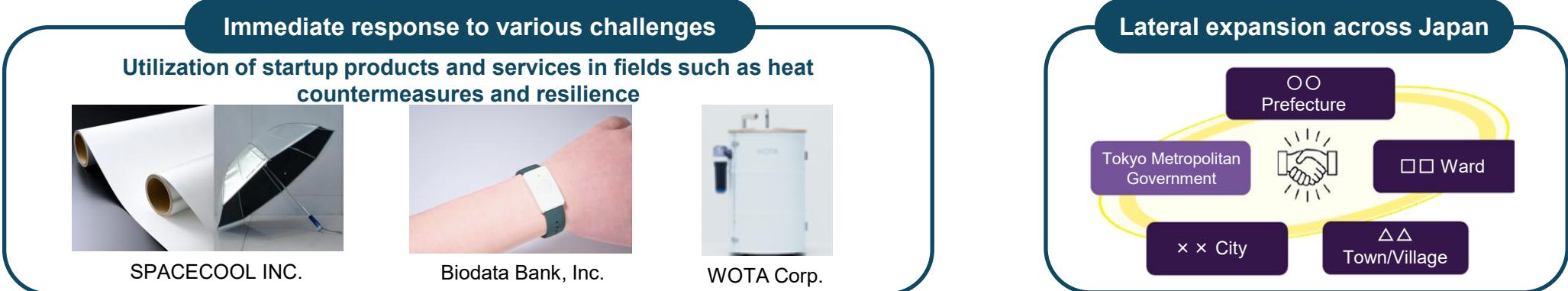
### <Introduction process (example)>



### <Speed up>



### <Effects>



## Technology by startups enriches the lives of Tokyo residents

Nurturing enterprises that realize well-being in medical care, child-rearing, women, and daily life and startups that lead to solving social issues.

### Online medical consultation using devices in island regions

Demonstration in Hachijo Town utilizing the King Salmon Project



### Side-by-side health management support for pregnant women using health data

Demonstration in Shibuya Ward utilizing the King Salmon Project



### Providing pop-up childcare services

Winners of the TOKYO STARTUP GATEWAY 2024 Excellence Award and Membership Award established temporary childcare service at SusHi Tech Tokyo 2025



### Soft-biting stuffed animals

Selected and exhibited at 2023 TIB PITCH Providing a healing space for both adults and children on SusHi Tech Tokyo 2025 Public Day



### Side-by-side health management support for pregnant women using health data

Demonstration in Shibuya Ward utilizing the King Salmon Project

### Bentwood box made of Tama hinoki wood

Test marketing conducted at the TIB SHOP in 2025



### Autonomous toilet cleaning robot

Selected and conducted trial introduction at 2025 TIB PITCH



More diverse challengers than ever before gather together in a place where new innovations that transcend areas are born

- Supporting entities across entertainment, art, music, sports, and various other fields; developing events where challengers from various fields gather, interact, and share information



- Establishing a platform to advance DEI (Diversity, Equity & Inclusion) within the ecosystem through means such as supporting the success of female entrepreneurs and forming a community where they can seek advice on their concerns



- Newly expanding “TIB KIDS” for children who will shape the future

- Exciting tech experiences for children to challenge themselves every day  
Providing opportunities for interaction with entrepreneurs, etc.
- Implementing in collaboration with various enterprises, organizations, etc. that share our purpose

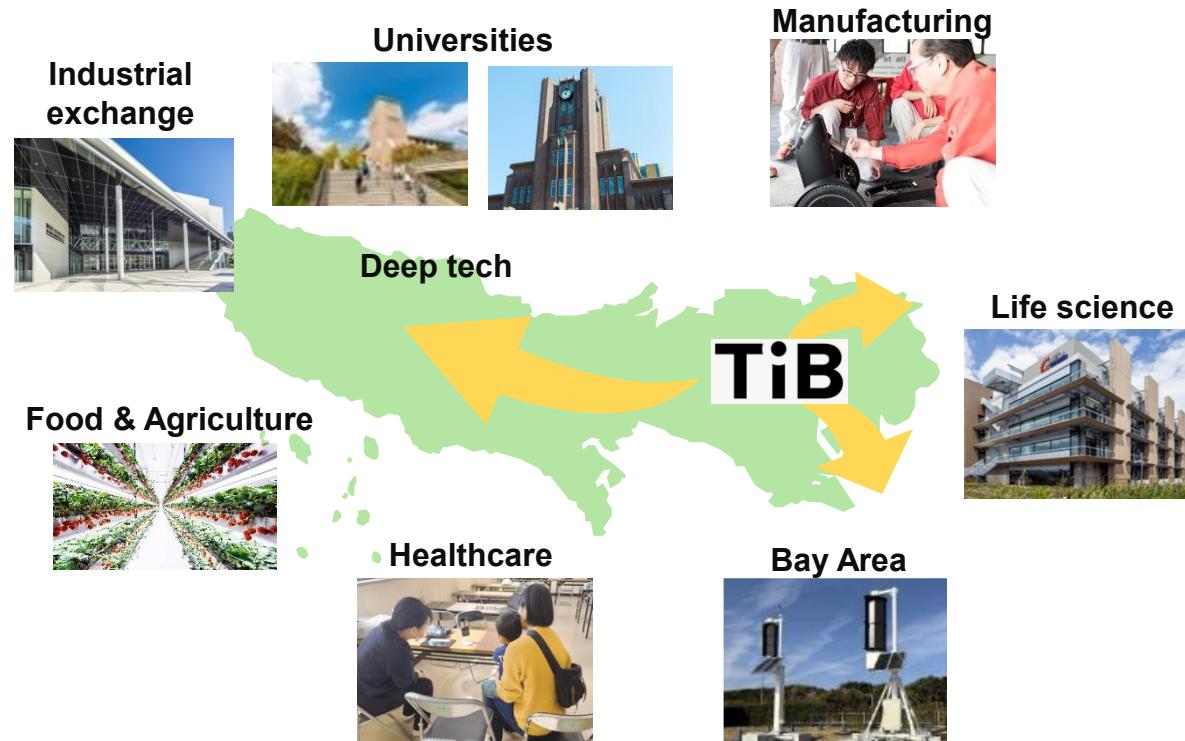


- Making Tokyo the world's most startup- and challenger-friendly city -

Expanding TIB's innovation activities throughout the Tokyo metropolitan area

TIB 2.0: Making the entire metropolitan area an innovation field with TIB as a "node"

Strengthening collaboration with local assets in each of the areas that constitute Tokyo's strengths and expanding TIB's philosophy and activities throughout the metropolitan area



# Expanding the all-Japan network

Collaborating across Japan, exhibiting at each other's events, and carrying out PR throughout the year. Increasing exchanges between startups and ecosystem players across Japan, with TIB as a “NODE”.

July  
Kyoto



September  
Osaka



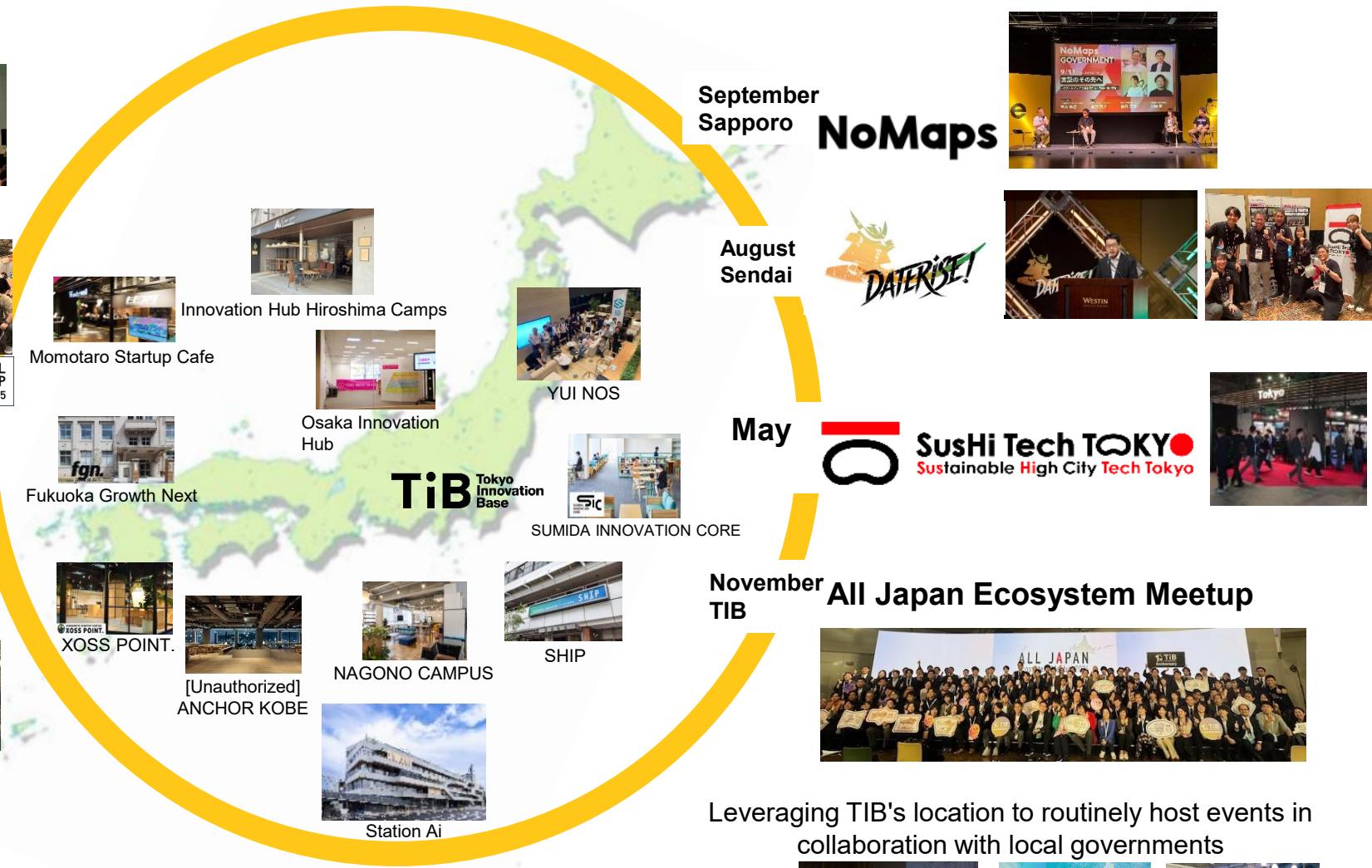
October  
Fukuoka



January  
Aichi/ Nagoya



\*Events listed are for 2024-25



## Delivering Japan's strengths to the world with a united All-Japan approach

TMG staff themselves attend international conferences to actively promote technologies, services, and culture aimed at realizing a sustainable society—not only from Tokyo, but **as a united All-Japan effort involving the national government, local municipalities, universities, and companies.**

### All Japan ecosystem showcased at Viva Technology 2025



Exhibiting in alliance with Aichi Prefecture, Kyoto City, and Sendai City



Hosting a local Japan Ecosystem Meetup Night



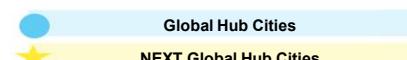
Integrating previously disparate elements to elevate them to an All Japan effort at various conferences around the world

## Enhancing mutual cooperation with major ecosystems in collaboration with the national government

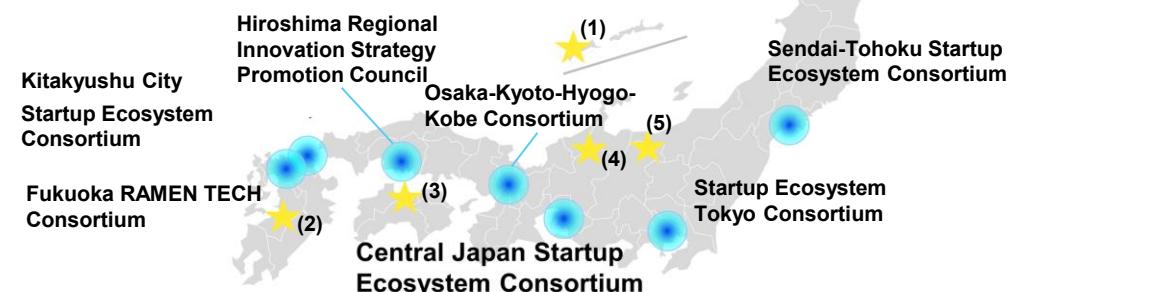
The "Startup Ecosystem Tokyo Consortium" was selected **as a Global Hub City(Phase II) under the Cabinet Office's Startup Ecosystem Hub Cities initiative**(June 2025)

"Promoting wide-area collaboration with global and nationwide ecosystems" as the Tokyo Metropolitan Area(Ibaraki Prefecture, Tsukuba City, Saitama Prefecture, Chiba City, Shibuya Ward, Kanagawa Prefecture, Yokohama City, Kawasaki City, etc.) and working in coordination with the national government to tackle this as an All Japan effort

### Startup Ecosystem Hub Cities



- (1) Okinawa Startup Ecosystem Consortium
- (2) Kumamoto Startup Ecosystem Consortium
- (3) Setouchi Startup Consortium
- (4) Hokuriku Startup Ecosystem Consortium
- (5) REGIONAL NEXUS HUB - NAGANO-NIIGATA -



Advancing the sharing of know-how, etc., including public procurement and event exhibitions in each city



August 2025: Kickoff event for Phase II at TIB



Challenges faced by each ecosystem through SCPN\*  
Discussing common issues



\*Startup City Project Network

# To SusHi Tech Tokyo, a one-of-a-kind destination that everyone wants to visit

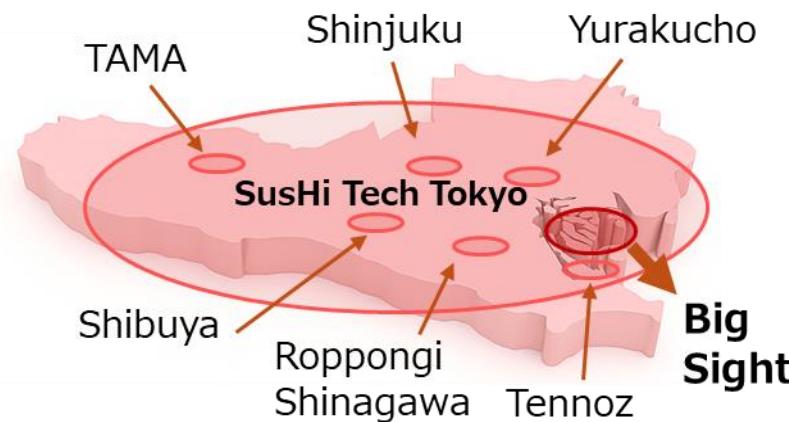
## <10th SusHi Tech Tokyo>



- Innovation conference where not only startups but also large corporations, universities, and other diverse entities participate in large numbers.
- Highlight Japan's strengths in entertainment, culture, etc. to create a unique event that people worldwide can enjoy

Fully experiencing Tokyo with the entirety of Tokyo as the venue

Tue	Wed	Thu	Fri	Sat	Sun	Mon
Art	Pre-Festival			Big Sight	Music	V C
Networking				Networking		
Food				Anime	Sports	

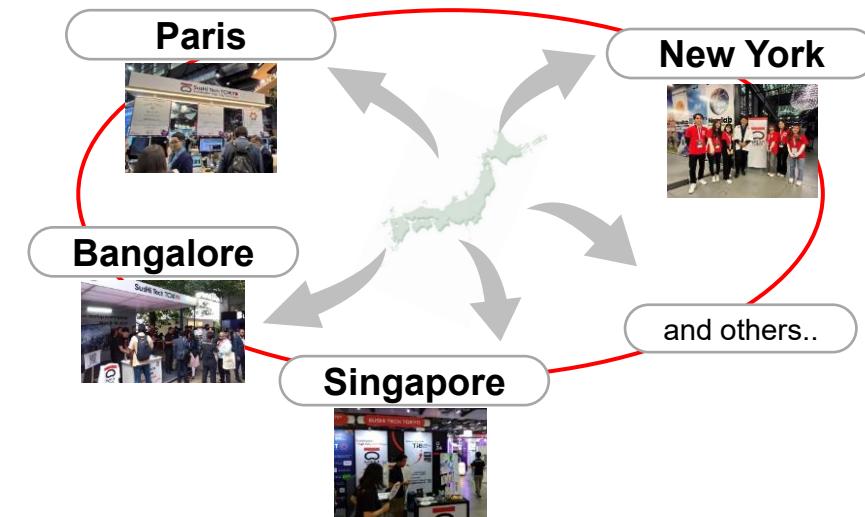


Intensively holding events with various fields and players

All about SusHi Tech for a week

Making the entire metropolitan area and community a **SusHi Tech field**, not just the Tokyo Big Sight venue

**SusHi Tech Global**  
- Exporting the philosophy of "SusHi Tech" to the world -



SusHi Tech Tokyo's concept of "Realizing Sustainable Cities with High Technology" and enterprises that embodying it are **expanding the brands across global ecosystems**



Evolving as a conference where major enterprises, research institutions, and cities from around the world gather together to bring forth innovation

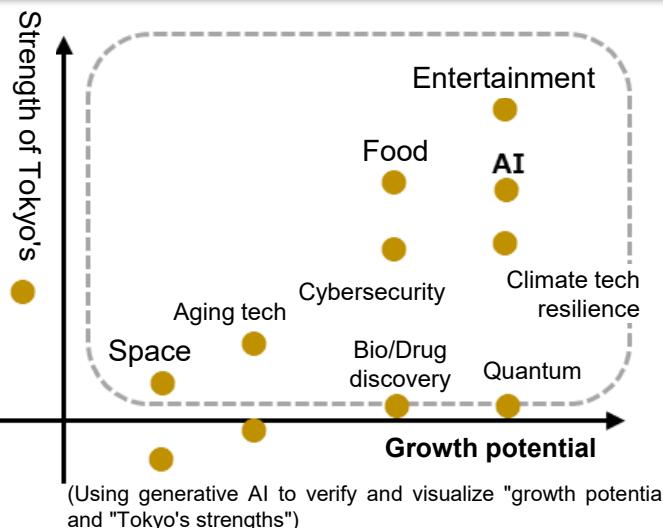
# Growth strategy with a view to the future and new ecosystem framework

Advancing the creation of a stronger system that brings innovation leading to growth through cooperation between the government and private sector in order to accelerate measures

## Investment strategy for creating innovation through discussion among all

**Deliberating and refining approach together** while taking into account Japan's 17 strategic fields etc. **in order to create innovation** that drives scaling-up, including focusing investment on fields that combine **growth potential** with Tokyo and Japan's **winning strategies and strengths** to create jobs and revitalize the economy

### Tokyo's strengths and growth potential



Employment growth rate by sector  
(Tokyo; highest ranking)

Space	45.1%
Travel	43.4%
Transportation	39.5%

December 2022 → December 2024  
According to Keppel, Inc.

Financing by sector in Japan in 2024 based on integration with AI (nationwide; highest ranking)

Entertainment	49.8 billion yen
Transport and logistics	29.4 billion yen
Medical and healthcare	27.5 billion yen

Source: Prepared based on [2025 First Half] Domestic startup investment trends report (for Startups) by STARTUP DB

### National "crisis management investment/growth Investment" strategic fields

- (1) AI/semiconductors
- (2) Shipbuilding
- (3) Quantum
- (4) Synthetic biology/biotechnology
- (5) Aerospace
- (6) Digital/cybersecurity
- (7) Content
- (8) Food tech
- (9) Resource/energy security/GX
- (10) Disaster prevention/national resilience
- (11) Drug discovery/advanced medical care
- (12) Fusion energy
- (13) Materials (Critical minerals/component materials)
- (14) Port logistics
- (15) Defense industry
- (16) Information and communications
- (17) Maritime

#### ○ Deep tech (AI, robotics, bio, drug discovery, space, etc.)

- Enforcement of AI law. • Advanced research on deep learning and generative AI is led by universities, etc.
- In an ultra-aged society, the practical use of service robots for nursing care, living support, etc., is accelerating
- With the increase in chronic diseases, demand for advanced medical treatments such as biopharmaceuticals and gene editing is expanding
- Universities, hospitals, research institutes, enterprises, etc. are clustered together, and a structure from the research to clinical application phases is in place
- In space, where market expansion is expected\*, startups have the highest employment growth rate

#### ○ Entertainment (movies, anime, games, music, etc.)

- Has global IP and vibrant entertainment communities such as Akihabara, Shibuya, and Ikebukuro
- Has highest startup financing by sector based on integration with AI

#### ○ Resilience (disaster prevention infrastructure, cybersecurity, etc.)

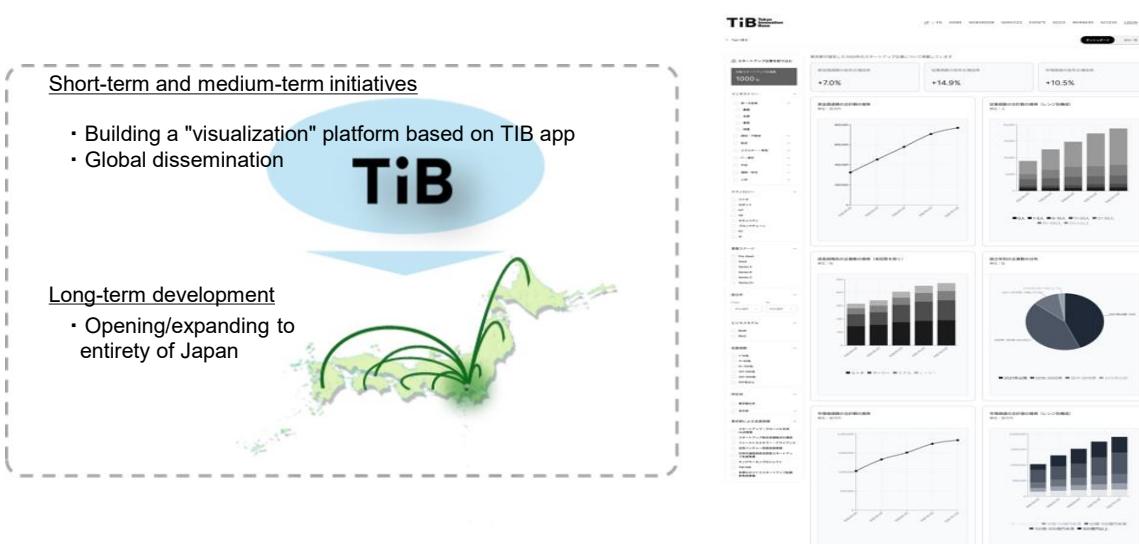
- Has experienced various large-scale earthquakes, typhoons, etc. thus far; associated response capabilities are a strength
- The Basic Plan for Strengthening Cybersecurity has improving disaster prevention infrastructure, enhancing life-line resilience, etc. as pillars

#### ○ Climate tech (GX, fusion energy, etc.)

- Formulation of the "GX Startup Creation and Growth Guidance." Fusion Energy, an enterprise spun off from a university/research institution, has strong technological capabilities in fusion energy, biomass, waste heat recovery, etc.

## Initiating the "visualization" of Tokyo's and Japan's ecosystems

- The Tokyo Metropolitan Government opening data on information it holds, disclosing support records for companies, and **"visualizing" enterprises' growth status, etc.**
- "Visualizing" Tokyo's ecosystem, including neighboring local governments, and linking up with the TIB app and global database to disseminate information globally
- Working together with national and local governments to **visualize Tokyo and Japan's ecosystems and use it to form a grasp of the overall picture** while simultaneously disseminating and publicizing it globally



## Creating and moving forward together, while discussing with stakeholders

- In the advancement of each initiative, rigorously implementing **sustainability** and **DEI** (Diversity, Equity & Inclusion)



- **Team Tokyo Innovation**, the startup task force assigned to each bureau within the Tokyo Metropolitan Government, working together as one to implement startup initiatives

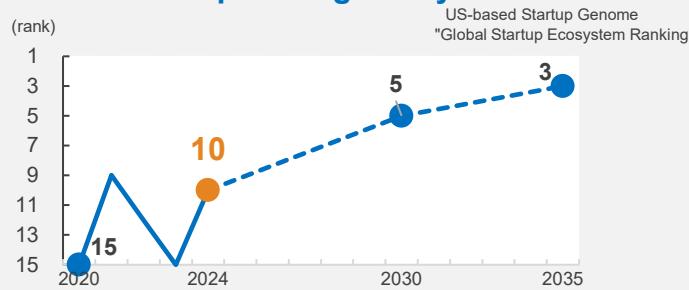
**Team Tokyo Innovation**  
for All the STARTUPs

- Further strengthening flat-level exchanges with startups and ecosystem stakeholders by **stationing staff at Dejima and TIB**, where startup support hubs are established, and having staff personally visit overseas bases and exhibitions. Discussing future operational structures in order to develop a **sustainable ecosystem** with **"Creating together"** and **"Advancing together"** as the core

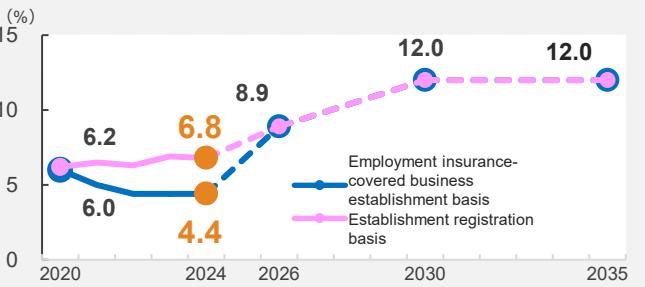
# Appendix

# Promoting initiatives with a view to the policy goals of the "2050 Tokyo Strategy"

## ■ Improving the startup ecosystem ranking to within the top three globally



## ■ Improving the Tokyo metropolitan area startup rate to 12%



## ■ Increasing the number of public-private collaboration to 1,000 per year

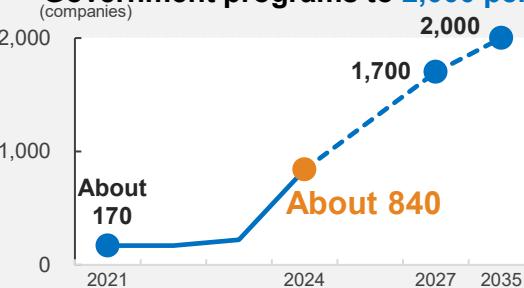


## Number of startups in Tokyo

### ■ TOKYO STARTUP GATEWAY Increasing the number of participants to 12,000 per year



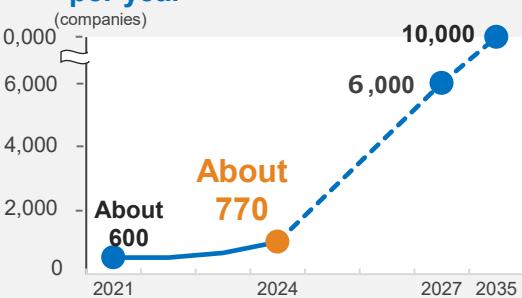
### ■ Increasing the number of companies supported by Tokyo Metropolitan Government programs to 2,000 per year



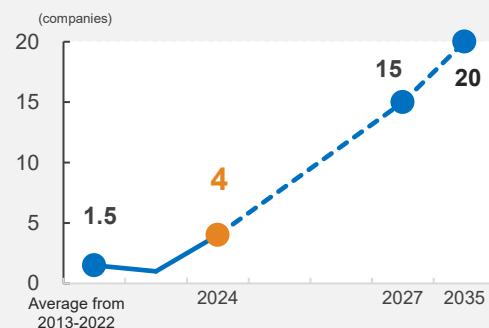
### ■ Increasing the number of university-based startups to 2,000 companies per year



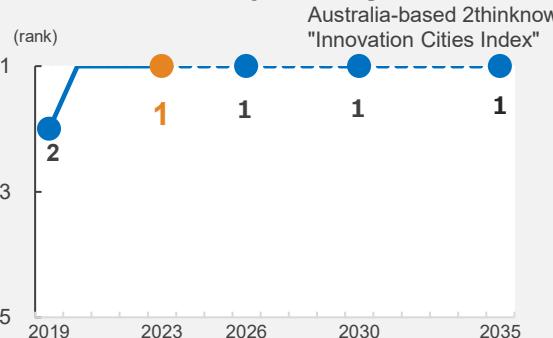
### ■ Increasing the number of new startups to 10,000 companies per year



## ■ Producing 20 unicorns from Tokyo per year

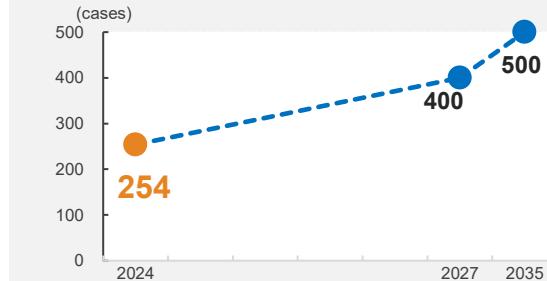


## ■ Maintaining world no. 1 position in Innovation City ranking

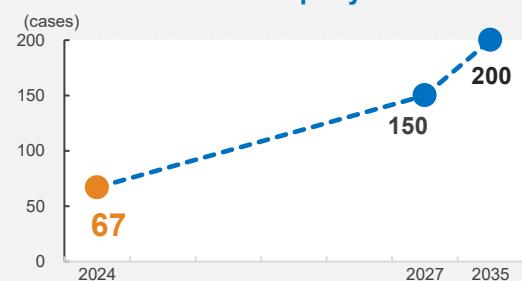


## Collaboration at TIB, SusHi Tech Tokyo, etc.

### ■ Increasing number of partnerships with overseas institutions to 500 per year



### ■ Increasing number of collaborative projects with local governments nationwide to 200 per year



# Progress in Strategy 1.0 - Global Innovation with STARTUPS -

I-(1): Creating a "place" to spark innovation		
"Tokyo Innovation Base" concept	➡	Opened Tokyo Innovation Base (TIB) in November 2023 and implemented events and programs <input type="radio"/>
Building of startup database		Held study groups from 2024. Started building in FY2025 <input type="triangle"/>
Holding events such as STARTUP ECOSYSTEM SUMMIT and City-Tech.Tokyo		Holding SusHi Tech Tokyo and STARTUP ECOSYSTEM SUMMIT, two of Asia's largest innovation conferences <input type="radio"/>
Holding exchange meetings bringing together startup support facility managers, etc.		Expansion of exchanges through TIB "hub collaboration meeting" <input type="radio"/>
The Tokyo Metropolitan Government, along with domestic and international venture capitals, accelerators, large enterprises, etc., entered into agreements to support startups in unprecedented and diverse ways by making the most of private ideas, networks, fields, etc.		Startup support development project (TOKYO SUTEAM) by various entities began in FY2023. <input type="radio"/>
Promoting new technology from large enterprises and collaboration with SME manufacturing companies to bring forth new businesses		Implementing GEM Startup TOKYO and the Tama Manufacturing Startup Entrepreneur Development Program. <input type="radio"/>
I-(2): Investment to promote and accelerate growth		
Support for young individuals, etc. with innovative ideas	➡	"STUDIO" support for realizing young individuals' innovative ideas began in FY2023 <input type="radio"/>
Support for researchers, etc. with excellent research seeds		University-based startup creation support project began in FY2023 <input type="radio"/>
Further enhancing funding from university VCs, etc. and promoting the growth of startups		University-based startup, etc. promotion fund established in FY2023 <input type="radio"/>
Building a system to attract overseas VCs and accelerators to realize global expansion		Collaborating with the Ministry of Economy, Trade and Industry, JETRO, the Cabinet Office, etc., to attract leading overseas VCs and accelerators <input type="radio"/>

<b>I-(3): Expansion of public procurement as a first customer</b>			
Building a new framework to leverage startup technology and ideas		Startup-based business proposal system began in FY2023	<input type="radio"/>
Significantly expanding the connection points between startups and the Tokyo government frontlines		Launched a site-based, dialogue-type startup collaboration project in FY2023 in addition to UPGRADE with TOKYO and the King Salmon Project	<input type="radio"/>
Participation in a digital marketplace in collaboration with the national government		The Digital Agency released the official version of the catalog site of the Digital Marketplace (DMP) in October 2024	<input type="triangle"/>
Initiatives in the Tokyo Metropolitan Government's bidding contract system and procedures		Bidding participation eligibility registration support project for startups implemented starting FY2023 Tokyo Metropolitan Government Startup Public Procurement Support Desk established starting FY2025 Tokyo Metropolitan Government Bidding Contract Guidebook created in FY2025	<input type="radio"/>
<b>I-(4): "Re-designing" regulations and rules</b>			
Providing side-by-side support for startups and linking it to proposals for regulatory reform		Establishing a Dejima within a private startup exchange hub to understand the needs of various startups Promoting regulatory reform in collaboration with regulatory reform coordinators	<input type="radio"/>
Proposal of deregulation of visas and startup support systems that contribute to attracting highly skilled foreign human resources		Easing for requirements for foreign company employees to obtain residence status; special addition of points for obtaining "highly specialized professional" residence status	<input type="radio"/>
<b>Other</b>			
Linking to the revitalization of industry as a whole in Tokyo		Implementing GEM Startup TOKYO	<input type="radio"/>
Realizing a sustainable society through technological innovation		Deep-tech innovation hub project began in FY2025	<input type="radio"/>
Promoting women's empowerment, etc. and improving diversity		Implementing APT WOMEN	<input type="radio"/>
Enhancing the attractiveness of Tama and the islands		Implementing the Tama Manufacturing Startup Entrepreneur Development Program and TOKYO ISLANDHOOD with STARTUPS	<input type="radio"/>

<b>II-(1): Development of entrepreneurship</b>			
Implementing continuous entrepreneurship education for elementary, junior high, and high school students	➡	Entrepreneurship Development Program Promotion Project (TIB STUDENTS) began in FY2024	<input type="radio"/>
Expanding entrepreneurship education at Tokyo Metropolitan University		Offering regular course classes, holding the TMU Business Idea Contest, etc. as part of initiatives that help foster entrepreneurship	<input type="radio"/>
Enhancing the "TOKYO STARTUP GATEWAY" business plan refinement/improvement competition to make it a steppingstone for young individuals aspiring to become entrepreneurs		Promoting participation in TOKYO STARTUP GATEWAY, the Governor of Tokyo Cup Open Data Hackathon, etc.	<input type="radio"/>
Creation of spaces for the entrepreneur community		TIB JAM (IDEA FLASH Session, JAM MEETUP, etc.) began in FY2023	<input type="radio"/>
Creation of systems for students to get exposure to startups		Internship promotion project for startups began in FY2023	<input type="radio"/>
Promoting interaction with students and young individuals		TIB JAM (LEAPUP NIGHT, etc.) began in FY2023	<input type="radio"/>
<b>II-(2): Fostering a global mindset (English education, study-abroad, and international exchange)</b>			
Practice through startup events	➡	Global exchange activation project began in FY2024 Students are the main planners and operators of sessions, workshops, pitches, and more in the innovation conference (ITAMAE)	<input type="radio"/>
Developing human resources who can thrive globally		Providing support for overseas dispatch, establishing experiential English learning environments, etc.	<input type="radio"/>
Staff personally learning from advanced examples overseas		Exhibition and participation in major tech events held overseas Relationship-building with key players overseas	<input type="radio"/>

<b>III-(1): Realizing strong collaboration with universities</b>			
Startup Ecosystem Tokyo Consortium	➡	Implementing deep ecosystem, support for green startups, etc.	<input type="radio"/>
Regular consultative meetings with universities		Holding 1-2 consultative meetings per year	<input type="radio"/>
GTIE (Greater Tokyo Innovation Ecosystem)		Expanding the number of universities participating in GTIE (from 13 to 17 universities)	<input type="radio"/>
Enhancement of the range of financial support options		University-based startup creation support project began in FY2023 University-based startup, etc. promotion fund established in FY2023	<input type="radio"/>
Creation of opportunities for students and startups to interact		Internship promotion project for startups began in FY2023	<input type="radio"/>
Career choice support for students		"Startup Career Fair" held starting FY2023 Internship promotion project for startups began in FY2023	<input type="radio"/>

<b>III-(2) Stakeholders mobilizing efforts to provide unified support for startups</b>			
The Tokyo Metropolitan Government has formed a single team at Dejima and interacts with it a daily basis	➡	Deepening relationships and grasping various needs through exchanging opinions and ideas with startups and their supporters and conducting other efforts on a daily basis	<input type="radio"/>

<b>IV-(1): City-Tech.Tokyo and other global events</b>			
Holding City-Tech.Tokyo to support startups in their challenges	➡	Holding SushTech Tokyo and STARTUP ECOSYSTEM SUMMIT, two of Asia's largest innovation conferences	<input type="radio"/>
Utilizing global events overseas to connect with other ecosystems		Exhibition and participation in major tech events held overseas Building relationships with key players overseas as well as strengthening collaboration with overseas startup ecosystems	<input type="radio"/>
Collaborating with the national government to disseminate information on an All Japan basis		Collaborating with the national government and local governments across the country to participate in overseas exhibitions and otherwise disseminate the All Japan ecosystem to the world	<input type="radio"/>
Centrally disseminate startup information to the world		Held study groups from 2024. Started building in FY2025	<input type="triangle"/>

# **Toward a Tokyo where challengers are born, grow, and meet their potential.**

In every era, challengers stand at the mantle of change.

Be it in the arts, community, sports, or academia, they are the ones who transform society. They advance society, using creativity to disrupt convention, giving way to new ideas and bold progress. Without them, society loses its vitality.

Startups are the challengers in business, generating revolutionary ideas and services with innovative technologies. Startups are great contributors to cities, taking on social problems, creating jobs and revitalizing the economy.

We, Tokyo, want to become their arena. Supporting startups from all over the world to take stage, and homegrown talent to flourish. We, Tokyo, want to become their safety net. Raising startups to challenge again and again, even in the face of failure.

Tokyo: a city at the forefront. Where challengers are born, grow, and meet their potential.

Team Tokyo Innovation

From Global Innovation with Startups (Nov. 2022)