

CEO Business Meeting Event for Innovative Industry 2026

**Organization for Small & Medium Enterprises
and Regional Innovation, JAPAN (SMRJ)**

2026 CEO Business Meeting Events Annual Program Overview

	Eco Tech	Medical Equipment	Innovative Industry
1. Target Sectors	▪ New energy ▪ Energy saving machine and system ▪ New material ▪ Water and wastewater treatment ▪ Urban development	▪ Medical Equipment ▪ Healthcare ▪ Nursing (medical care) ▪ Nursing Care	▪ Aerospace ▪ Robotics ▪ Factory Automation ▪ AI / IT / Semiconductors ▪ Industrial Machinery ▪ Electric Vehicle (EV)
2. Schedule	Late July 2026	Mid November 2026	Late January 2027
3. Application Deadlines	End of February 2026	June 12, 2026	End of August 2026

Target participants (Overseas Companies) :

Large companies are also welcome to participate

- Trading companies** (General or Specialized)
※Companies intending only to export to Japan are excluded
- Companies **seeking distributorship agreement/ agency** contract or to procure Japanese products/parts
- Companies interested in **product development** incorporating Japanese technology and/or components
- Companies interested in **adding values** to their products through joint development and/or technological collaboration with Japanese companies
- Companies seeking to establish **joint ventures** with Japanese companies
(In home country and third-party countries)
- Companies that have **high technological capabilities** and seek to collaborate with Japanese companies.

* Companies that only wish to export to Japan are not eligible.

Program Outline of CEO Business Meeting Event For Innovative Industry

Program Outline

Project name : CEO Business Meeting Event for Innovative Industry

Target Sectors:

- **Aerospace**
- **Robotics**
- **Factory Automation**
- **AI / IT / Semiconductors**
- **Industrial Machinery**
- **Electric Vehicle (EV)**

***Each recommended sector includes Venture/Start-Up enterprise**

※All participants in business meetings must be CEOs or other persons capable of making decisions at the meetings.

Organizer : Organization for Small & Medium Enterprises and Regional Innovation, JAPAN
(SMRJ - Ministry of Economy, Trade and Industry as the competent Ministry)

The following services are provided by the organizer:

- Select and introduce Japanese companies that match overseas companies' meeting purposes.
- Arrange online business meetings between the matched companies mentioned above.
- Overseas companies that have many meeting requests from Japanese companies will be invited to Japan for business meetings at the expense of SMRJ.

Free of charge: Introduction of Japanese companies, event participation and interpreter fees.

Schedule : Late January 2026 (tentative)

Actual time-table schedule of business meetings will be finalized after coordination with participant companies.

Application Deadline: End of August 2026

Steps to CEO Business Meeting Event for Innovative Industry



<Applicants>

Please fill out the application form (Excel data) and submit it to the affiliated organization. Please include photos and documents showing products and services along with the application form.

<Partner Organizations>

Please collect the application forms from the companies and submit them to us by **the end of August 2026**.

Additional questions might be asked about the content of the application forms, if necessary. As necessary, please support us to contact the applicant companies.

Based on the applications, companies will be screened by us and selected by early October. Please note that not all applicants will be selected as a result of the screening process. Overseas companies that have been confirmed to participate in the Event need to take an orientation session provided by our Advisors from SMRJ as necessary.

We will begin accepting applications from Japanese companies in mid October. Also, during this period, overseas companies may select Japanese companies for meetings from the online business matching platform “J-GoodTech” of SMRJ by informing us so that we could officially request the Japanese companies for meetings. Please note that not all requested meetings will be available.

By late November, we will send overseas companies that information of Japanese companies willing to have business meetings. After confirmation from overseas companies, we will finalize business-matching schedule, and business meeting event will be held in late January 2027. The overseas companies to be invited to Japan will be selected and informed by early December after Japanese companies’ recruitment closed.

Overview of CEO Business Meetings

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SMRJ hosts business meetings (face-to-face or online) for CEOs from abroad who are seeking opportunities to build partnerships with Japanese companies and handle the products and technologies of Japanese SMEs.

The meetings will create new values through the partnerships between Japanese SMEs and overseas enterprises.

Building business partnerships.



Results of the CEO Business Meetings (2025)

- 909 Japanese Companies participated
- 1272 Number of Business Meetings
- 306 Overseas Companies participated
- **63.9% Negotiation Success Rate**

Target participants (Who can join?)

Target participants (Overseas Companies) :

Large companies are also welcome to participate

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Companies that only wish to export to Japan are not eligible.

Benefits of CEO Business Meetings (What are the benefits?)

- ① **Simply registering your needs and SMRJ finds the right partners**
By simply registering your detailed needs and desires, SMRJ will make the most of our network of SMEs in Japan to take on the challenge of finding the right partner.
- ② **Possible to directly negotiate with Decision Makers**
Decision makers of both parties are in attendance, so business negotiations are expected to go quickly.
- ③ **Japanese SMEs approved by SMRJ will participate**
All participating Japanese SMEs are carefully selected by SMRJ, are well prepared for the meeting by the experts of SMRJ.
Overseas companies can have smooth negotiations.
- ④ **SMRJ Provides interpreting services**
Overseas companies can participate in your mother language.
- ⑤ **Hybrid format business meetings (face-to-face / online meetings)**
If you are busy, you can choose online meetings.
SMRJ covers the expenses of travel to Japan and accommodation for CEOs that have scheduled many business meetings.
- ⑥ **Participation is free**
Overseas companies and counterpart organization does not bear any costs

Case study: Successful Meetings

Case1: Establishment of Distributor Agreement

(A) Overseas Co. (Importing) – (B) Japanese Co. (Medical device Mfg.)

Company (A) imports and sells mainly medical products used in ICUs and operating rooms. The company wanted a meeting with a Japanese manufacturer and distributor of surgical instruments, ICU and rehabilitation-related products for the purpose of importing and distributing Japanese-made medical equipment.

Company (A) is in discussion with a Japanese company (B), a specialized manufacturer of otolaryngology station units, for exclusive distributorships of Japanese medical products that can be sold at a premium price in its country.

Case2: Co-development, technical collaboration

(A) Overseas Co. (Brown sugar production) – (B) Japanese Co. (Metal Detector Sales)

Company (A) is a brown sugar producer. The purpose of participating in the business meeting was to resolve the lack of technology related to the detection of fine metal fragments. To solve this problem, a business meeting was held with a Japanese company (B) that sells magnetic field metal detectors.

Company (B)'s technology can detect even 1 mm. The overseas company (A) sent a sample of their sugar product, and the Japanese company presented a report and video of the demonstration test, which led to collaboration.

History of CEO Business Meeting Event

1. CEO Network Enhancing Project (CEO Business Meeting Event)

In the 2010 APEC SME Ministerial Meeting and Joint Ministerial Statement, the “Strengthening Support for the International Development of SMEs” was announced, and the “APEC SME CEO Network Expansion Campaign” was implemented as its measure with a focus on “promotion of international cooperation and networking” among SMEs.

Then, “APEC SME CEO Network Enhancing Project” launched in 2012. This program invites decision-makers from abroad to Japan for company visits, business meetings, and other programs to promote business matching with Japanese SMEs for mutual benefits. In recent years, we received cooperation from government authorities in ASEAN, India, Europe, and others to implement business matching efforts as a project to create new value in collaborating with Japanese companies.

Since the start of this project in FY2012, approximately 2,000 companies from all 10 ASEAN countries, the U.S., EU, India, Taiwan, and other countries have participated, conducting approximately 18,000 business meetings.

2. The past years: CEO Network Enhancing Project

In FY2023, following the COVID-19 pandemic, we introduced a new hybrid format combining online and on-site meetings to maximize business matching opportunities among participants. Business Meetings were held in the sectors of Eco-Tech, Innovative Industry, and Medical Equipment, along with a Bilateral Business Meeting with Indonesia.

In FY2024, we continued to hold Business Meetings in a hybrid format for the sectors of Eco-Tech, Innovative Industry, and Medical Equipment, and organized Bilateral Business Meetings with India twice.

In FY2025, in conjunction with Expo 2025 Osaka, Kansai, we held hybrid Business Meetings with on-site sessions in the Osaka and Kyoto areas. In addition to the sectors of Eco-Tech, Innovative Industry, and Medical Equipment, more than six Bilateral Business Meetings were organized, including with India, Thailand, the Philippines, the U.K., Singapore, and France.

We will continue to explore a wide range of industrial sectors and target countries, and plan to organize even more business matching events going forward.