

Global Industrial Ecosystem Index

Quarterly Report · 2026 Q3

6 continents · 31 industrial markets · 10 industry sectors

Ecosystem Index

INDEX · 2026 Q3

Cross-border Activity

ACTIVITY · 2026 Q3

Composite Index (GIEI)

63.8

▲ +0.5 QoQ · 5 qtrs up

Outbound Index

62.4

▲ +0.3 QoQ

Inbound Index

65.2

▲ +0.7 QoQ

Projects landed

5,927

▲ +6.5% QoQ

Capital flows USD 100m

9,057

▲ +4.7% QoQ

Licensing deals

777

▲ +7.0% QoQ

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ABOUT THE INDEX

The Global Industrial Ecosystem Index, compiled by JHC ECOSYSTEM, measures cross-border industrial performance across major markets and provides a quantitative reference for market selection, international expansion and partnership screening.

Coverage

31 markets across six continents and ten industry sectors, focusing on cross-border production, R&D, sales & service operations, and technology & IP licensing.

What it measures

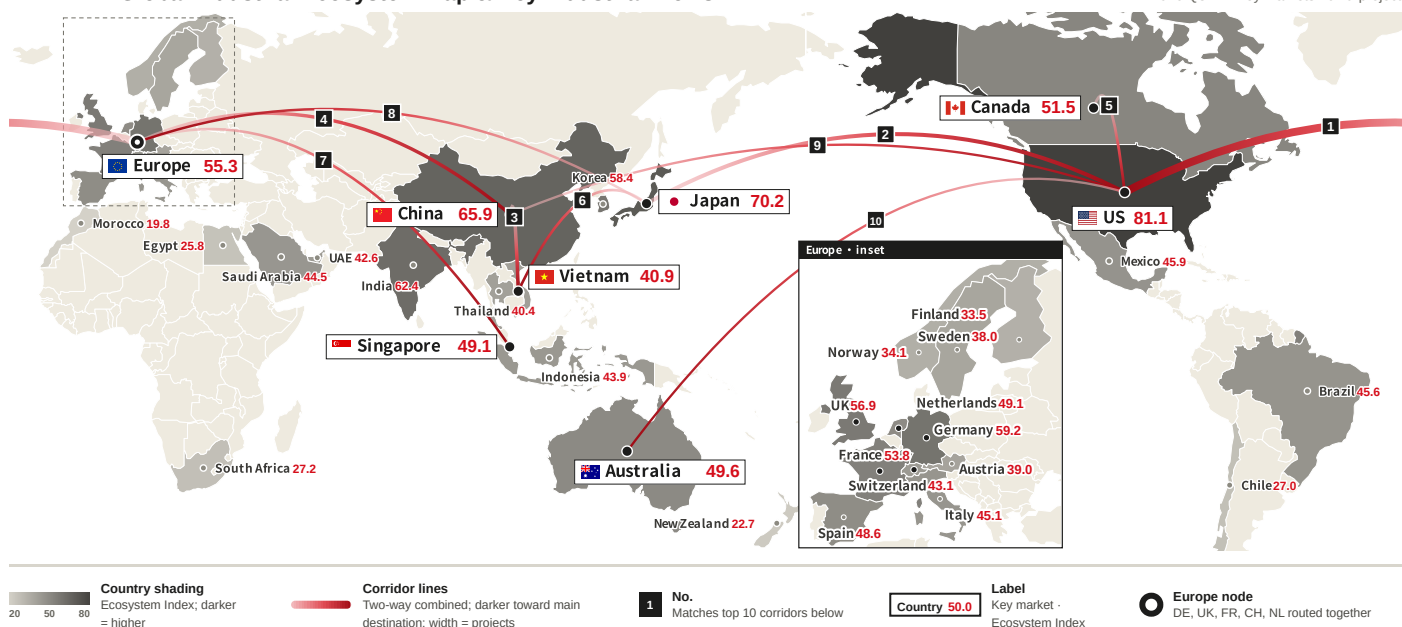
The Outbound Index measures companies' overseas expansion; the Inbound Index measures local absorption of foreign industry; the composite Ecosystem Index reflects two-way industrial linkages and their trend.

Structure

Composite of four pillars — Economic Value, Scale & Connectivity, Synergy & Licensing, Innovation & Evolution; range 0–100, updated quarterly.

EXHIBIT 1 Global Industrial Ecosystem Map & Key Industrial Flows

2026 Q3 · 12 key markets · unit: projects



TOP 10 CORRIDORS · Key Markets

2026 Q3 · two-way total · projects · QoQ

#	Source	Counterpart	Two-way (proj.)	Out / In	QoQ
01	Europe	US	514	342 / 172	+4.9%
02	Japan	US	192	142 / 50	+12.3%
03	China	Vietnam	148	148 / 0	+17.5%
04	Europe	China	140	74 / 66	-1.4%
05	Canada	US	92	50 / 42	+4.5%

#	Source	Counterpart	Two-way (proj.)	Out / In	QoQ
06	Japan	Vietnam	78	78 / 0	+11.4%
07	Europe	Singapore	72	72 / 0	+5.9%
08	Japan	Europe	64	64 / 0	+3.2%
09	China	US	52	28 / 24	-10.3%
10	US	Australia	48	30 / 18	+6.7%

1. Global Industrial Ecosystem Index: Continental Performance

2026 Q3: North America's Ecosystem Index at 76.8 ranks first among six continents; Asia's Outbound Index at 68.7 leads all continents.

- **North America:** leads in industrial absorption
- **Asia:** intra-Asia cross-border projects account for one-fifth of the global total; Outbound Index ranks first
- **Europe:** balanced outbound/inbound structure
- **South America, Africa:** Inbound above Outbound; small base, high elasticity

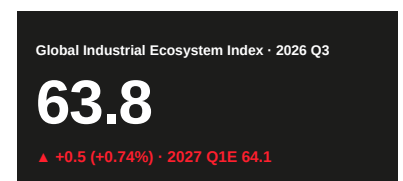
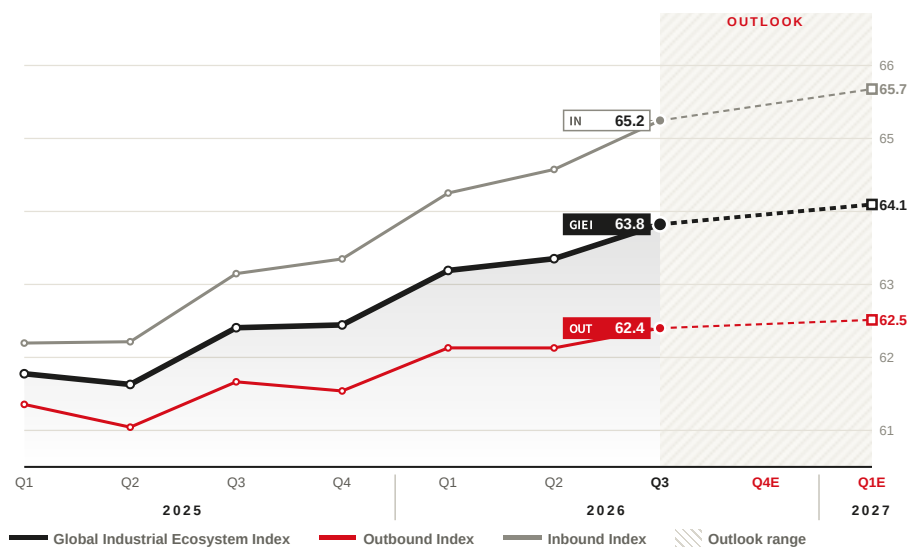
EXHIBIT 2 Ecosystem Index by Continent

2026 Q3 · GDP-weighted · top Ecosystem Index in red, highest pillar in bold

Continent	Markets covered	Ecosystem Index	QoQ (pts)	Outbound Index	Inbound Index	Economic Value	Scale & Connectivity	Synergy & Licensing	Innovation & Evolution
1 North America	NORTH AMERICA	76.8	+0.7	67.9	85.8	85.4	86.7	83.0	71.9
2 Asia	ASIA	62.5	+0.4	68.7	56.3	69.8	65.0	75.0	55.3
3 Europe	EUROPE	51.6	+0.3	50.4	52.9	54.1	64.1	60.3	61.8
4 Oceania	OCEANIA	46.2	+0.6	41.7	50.7	46.7	51.1	43.8	46.9
5 South America	SOUTH AMERICA	43.1	+0.5	36.4	49.7	46.9	40.3	29.8	18.6
6 Africa	AFRICA	25.4	+0.3	16.3	34.6	23.7	22.9	15.1	6.5

EXHIBIT 3 Global Ecosystem, Outbound and Inbound Index Trends

2025 Q1 – 2027 Q1E · hatched area = model outlook



Economic Value	70.2	+0.2
Scale & Connectivity	70.9	+1.5
Synergy & Licensing	72.0	+2.1
Innovation & Evolution	60.7	+1.1

The GIEI has risen for six consecutive quarters. Synergy & Licensing and Scale & Connectivity improved fastest; Economic Value rose more modestly as European new-energy inbound softened.

Key Takeaways

KEY TAKEAWAYS

01 North America: highest index, led by inbound demand

- Ecosystem Index **76.8**, first among six continents
- Inbound **85.8** vs Outbound **67.9**: a gap of **17.9** pts
- The US absorbs AI data center, semiconductor and pharma capacity under reshoring policy
- Entry costs are rising: model subsidy thresholds, local-content rules and investment screening upfront

North America · Inbound
85.8

North America · Outbound
67.9

QoQ
+0.7

02 Asia: largest exporter, deepest intra-regional linkages

- Outbound Index **68.7**, highest of six continents; China, Japan and Korea are the export hubs
- Intra-Asia cross-border projects **1,180**, **20%** of the global total
- Inbound demand rising in Vietnam, India, Indonesia and Thailand as China+1 realignment advances
- Europe **51.6** is balanced; South America and Africa grow faster on inbound, from a small base

Asia · Outbound
68.7

Asia · Inbound
56.3

QoQ
+0.4

1. Global Industrial Ecosystem Index: Market Performance

US, Japan and China rank top three in the Global Industrial Ecosystem Index.

■ **Outbound:** China, US, Japan and Korea lead

■ **Inbound:** US, India and Japan top three

EXHIBIT 4 Global Industrial Ecosystem Index Ranking: 31 Markets

2026 Q3 · ranked by GIEI · highest Outbound / Inbound in red

#	Market	Ecosystem Index	QoQ (pts)	OUTBOUND		INBOUND		Pillar scores · darker = higher				Role
				Outbound strength companies expanding abroad		Inbound strength foreign industry attracted		Economic Value	Scale & Connectivity	Synergy & Licensing	Innovation & Evolution	
01	US	81.1	+0.7		71.9		90.3	91	92	89	77	Importer
02	Japan	70.2	+0.5		68.1		72.3	68	73	78	73	Two-way hub
03	China	65.9	+0.3		82.2		49.5	80	69	92	62	Exporter
04	India	62.4	+0.9		51.1		73.6	65	58	46	39	Importer
05	Germany	59.2	+0.2		59.2		59.3	64	78	69	73	Balanced
06	Korea	58.4	+0.3		64.6		52.2	55	59	69	68	Exporter
07	UK	56.9	+0.4		54.5		59.2	60	77	73	70	Balanced
08	France	53.8	+0.2		52.3		55.3	58	66	62	62	Balanced
09	Canada	51.5	+0.3		47.2		55.9	53	59	55	54	Balanced
10	Australia	49.6	+0.6		45.0		54.2	51	55	46	50	Balanced
11	Netherlands	49.1	+0.3		48.5		49.7	47	70	58	58	Balanced
12	Singapore	49.1	+0.5		41.7		56.4	40	66	58	47	Importer
13	Spain	48.6	+0.3		41.7		55.4	49	50	43	35	Importer
14	Mexico	45.9	+0.6		34.8		56.9	49	39	27	15	Importer
15	Brazil	45.6	+0.5		38.7		52.5	50	42	32	20	Importer
16	Italy	45.1	+0.4		45.5		44.7	51	46	39	38	Emerging
17	Saudi Arabia	44.5	-0.3		31.9		57.2	44	50	38	24	Importer
18	Indonesia	43.9	+0.5		30.8		57.1	46	39	20	8	Importer
19	Switzerland	43.1	+0.6		44.1		42.2	42	54	70	85	Balanced
20	UAE	42.6	-0.3		31.6		53.6	37	62	47	27	Importer
21	Vietnam	40.9	+0.7		25.9		56.0	35	46	23	15	Importer
22	Thailand	40.4	+0.3		29.3		51.5	35	42	23	15	Importer
23	Austria	39.0	+0.3		38.9		39.1	35	40	50	54	Emerging
24	Sweden	38.0	+0.3		38.8		37.3	35	42	50	65	Emerging
25	Norway	34.1	+0.4		32.1		36.1	31	40	46	52	Emerging
26	Finland	33.5	+0.3		34.9		32.1	27	37	46	71	Emerging
27	South Africa	27.2	+0.3		19.4		35.1	26	27	20	12	Importer
28	Chile	27.0	+0.4		21.9		32.2	25	28	19	12	Importer
29	Egypt	25.8	+0.3		15.8		35.8	25	20	12	4	Importer
30	New Zealand	22.7	+0.3		18.9		26.5	20	27	27	23	Emerging
31	Morocco	19.8	+0.6		9.2		30.3	13	20	12	0	Importer

Role Classified by cross-border industrial activity on both sides: **Two-way hub** both high; **Exporter** outbound clearly above inbound; **Importer** inbound clearly above outbound; **Balanced** close, at least one above benchmark; **Emerging** close, both below benchmark.

Ranked on unrounded values; markets with the same displayed score (e.g. Netherlands, Singapore) may rank differently.

Key Takeaways

KEY TAKEAWAYS

01 Outbound and inbound leaders differ

- Outbound: China 82.2, US 71.9, Japan 68.1, Korea 64.6
- Inbound: US 90.3, India 73.6, Japan 72.3
- Export capability and capacity to absorb foreign industry are structurally distinct; assess both directions

02 Pillar leaders differ from the overall ranking

- US leads Economic Value 91 and Scale & Connectivity 92
- China leads Synergy & Licensing 92; Switzerland leads Innovation & Evolution 85
- Market selection should match pillar strengths to sector needs, not rely on the composite score alone

1. Global Industrial Ecosystem Index: Sector Performance

Life Sciences and AI & Digital Infra lead; Semiconductors stand out on the inbound side.

- **Semiconductors:** Inbound exceeds Outbound by **19.8** pts, the widest directional gap of any sector
- **Logistics & Supply Chain:** Outbound QoQ **+0.3**, Inbound **-0.1**; outbound improving, inbound slightly softer

EXHIBIT 5 Global Industrial Ecosystem Index Ten Industry Sectors

2026 Q3 · same data matrix as market ranking, aggregated by sector · figures after markets = sector inbound / outbound heat

Sector	Ecosystem Index	OUTBOUND		INBOUND		Top inbound-heat markets				Top outbound-heat markets			
		Index	QoQ	Index	QoQ	Market · inbound heat				Market · outbound heat			
Life Sciences	71.6	71.2	+0.8	71.9	+1.3	US 73	UK 63	Switz. 55	China 73	Switz. 70	UK 60		
AI & Digital Infra	69.8	70.0	+0.3	69.6	+0.4	US 90	Japan 80	S'pore 80	US 75	Korea 65	UK 55		
Advanced Manufacturing	65.7	62.2	+0.5	69.2	+0.7	Vietnam 85	US 75	Mexico 75	China 65	Japan 65	Germany 60		
Logistics & Supply Chain	64.4	63.0	+0.3	65.9	-0.1	Vietnam 65	India 65	UAE 65	S'pore 65	Neth. 60	China 60		
Consumer Retail & Food	62.0	65.7	+0.3	58.3	+0.5	Japan 55	India 55	UAE 55	China 70	Japan 63	Spain 55		
Beauty & Wellness	61.7	60.2	+0.5	63.2	±0.0	UAE 65	Saudi 55	France 53	Japan 70	Korea 65	France 60		
Culture & Entertainment	61.7	66.7	+0.8	56.7	+0.2	UAE 70	Saudi 65	US 50	Japan 75	Korea 70	China 60		
Advanced Materials	58.6	59.4	-0.1	57.9	+0.7	Chile 60	Indon. 60	Austral. 60	Japan 60	Austral. 55	Germany 53		
Semiconductors	55.2	45.3	-1.1	65.1	+0.3	US 88	Japan 85	Vietnam 70	Korea 65	Neth. 63	Japan 50		
New Energy & Batteries	55.1	57.1	+0.2	53.1	-0.1	Indon. 75	Vietnam 70	Thai. 70	China 83	Korea 60	Norway 55		

EXHIBIT 6 Industry Heat Matrix

2026 Q3 · composite heat · 12 key markets · red = highest per sector among listed markets; darker = higher

Sector	US	Canada	Germany	UK	France	Switzerland	Netherlands	China	Japan	Australia	Singapore	Vietnam
AI & Digital Infra	83	53	46	60	46	41	53	29	60	48	66	40
Semiconductors	56	33	50	31	34	34	58	11	68	24	53	48
Advanced Manufacturing	55	41	50	34	39	41	39	45	63	31	45	60
Life Sciences	65	44	51	61	49	63	43	60	53	48	50	25
Beauty & Wellness	44	33	39	48	56	49	35	49	55	40	43	35
New Energy	24	45	40	33	36	23	38	48	46	50	43	49
Advanced Materials	40	50	46	31	38	40	40	38	53	58	35	33
Consumer Retail	40	35	29	41	44	38	40	55	59	43	50	44
Culture & Entertainment	53	35	29	50	44	21	26	41	60	38	40	30
Logistics & Supply Chain	54	40	48	43	35	28	58	48	48	43	63	43
Ecosystem Index	81.1	51.5	59.2	56.9	53.8	43.1	49.1	65.9	70.2	49.6	49.1	40.9

Composite heat: combines outbound and inbound heat scores for the same market and sector, 0–100. Computed on unrounded data, so it may differ by 1 pt from values derived from rounded EXHIBIT 5 figures (e.g. UK Life Sciences, France Beauty & Wellness). Heat reflects cross-border industrial activity, not actual demand or transaction size.

EXHIBIT 7 QoQ Heat Changes

Selected cases · top 3 risers and top 2 decliners per direction across 31 markets × 10 sectors · index pts

Outbound heat · risers & decliners

China	New Energy		+3.0
Japan	Culture & Entertainment		+3.0
Korea	Culture & Entertainment		+2.8
US	Semiconductors		-2.8
China	Semiconductors		-2.5

Inbound heat · risers & decliners

India	AI & Digital Infra		+4.5
Vietnam	Advanced Manufacturing		+4.0
India	Semiconductors		+3.7
Germany	New Energy		-3.0
France	New Energy		-2.5

Key Takeaways

KEY TAKEAWAYS

01 Life Sciences and AI lead; Semiconductors most one-directional

- Life Sciences **71.6** and AI & Digital Infra **69.8** rank first and second of ten sectors
- Semiconductors: Inbound **65.1** exceeds Outbound by **19.8** pts, the widest gap of any sector
- Demand for wafer and packaging capacity is broad; supply remains concentrated in a few exporters

02 Inbound heat rises in India and Vietnam, cools in European new energy

- Inbound risers: India AI **+4.5**, Vietnam Adv. Manufacturing **+4.0**, India Semiconductors **+3.7**
- Inbound decliners: Germany new energy **-3.0**, France new energy **-2.5**
- Outbound decliners: US semiconductors **-2.8**, China semiconductors **-2.5**

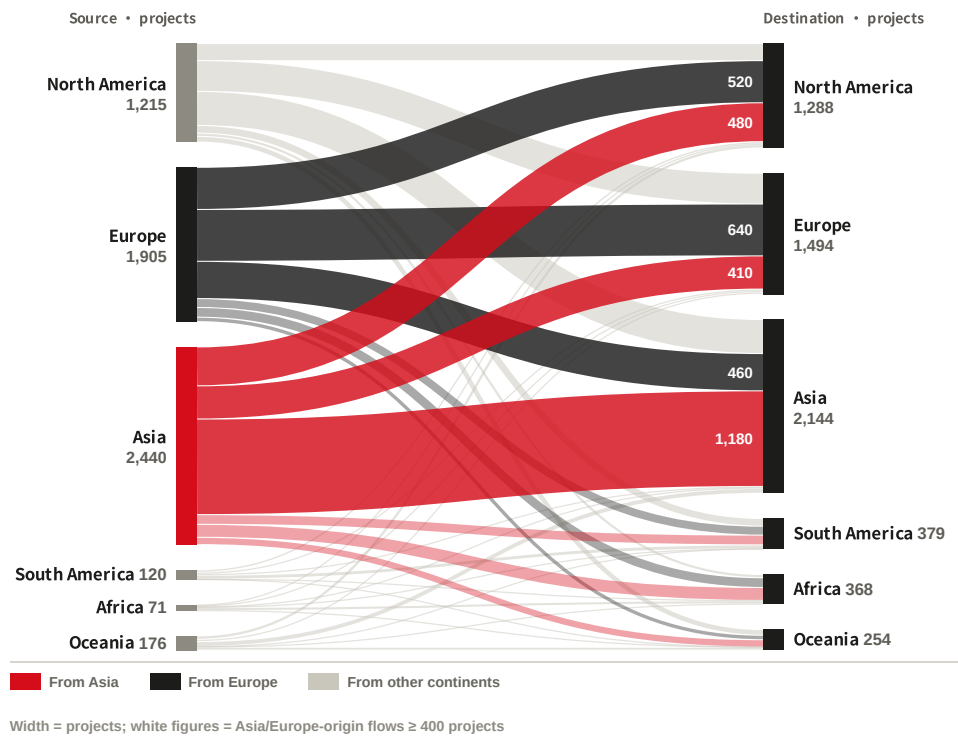
2. Industrial Corridors: Cross-border Industrial Flows

Cross-border industrial projects tracked this quarter: 5,927 , QoQ +6.5%.

- **Asia:** ranks first in both source and destination projects; intra-continental flows are the largest single flow
- **Europe to North America:** largest one-way intercontinental flow; on a two-way basis, tied with Asia–North America for first

EXHIBIT 8 Intercontinental Industrial Flows

2026 Q3 · projects · red = from Asia · black = from Europe



Cross-border projects tracked · 2026 Q3

5,927 projects

QoQ +6.5%

Largest destination
Asia **2,144**

Largest source
Asia **2,440**

Largest one-way intercontinental flow
Europe to North America **520**

Intra-Asia cross-border
Within Asia **1,180**

Highest inbound QoQ
Africa **+11.9%**

EXHIBIT 9 Intercontinental Project Matrix

2026 Q3 · unit: projects

Source \ Destination	North America	Europe	Asia	South America	Africa	Oceania	Outbound total	Outbound QoQ
North America	210	380	420	95	40	70	1215	+4.9%
Europe	520	640	460	110	120	55	1905	+2.8%
Asia	480	410	1180	120	160	90	2440	+10.6%
South America	30	22	14	48	4	2	120	+4.3%
Africa	6	14	10	2	38	1	71	+7.6%
Oceania	42	28	60	4	6	36	176	+4.8%
Destination total	1288	1494	2144	379	368	254	5,927	+6.5%

Rows = source · columns = destination · red = row maximum; darker = higher

Methodology Covers cross-border industrial projects first announced this quarter (corporate announcements, exchange filings, investment-agency disclosures), including new/expanded plants, R&D centers, sales & service subsidiaries, JV production and technology licensing; excludes financial investment. Inclusion does not imply construction or operation has started. Multi-source disclosures are de-duplicated by investor, destination and project type. The diagonal shows cross-border projects within the same continent (e.g. a Chinese plant in Vietnam counts as intra-Asia).

Key Takeaways

KEY TAKEAWAYS

01 Asia leads in both directions

- Asia-origin projects **2,440** and Asia-destination projects **2,144**, both first among six continents
- Intra-Asia projects **1,180**, about **20%** of the global total, the largest single flow

02 Europe to North America is the largest one-way intercontinental flow

- Europe to North America: **520** projects
- On a two-way basis, Europe–North America and Asia–North America are tied at **900** projects each

2. Industrial Corridors

Top 12 one-way industrial corridors total 1,144 projects this quarter; Southeast Asia, Mexico and the US are the main destinations.

- **Emerging markets:** China to Vietnam leads with **148** projects; China to Vietnam, Indonesia and Mexico all rank among the top 12 one-way corridors
- **Developed markets:** Japan to US **142** projects, Germany to US **118** projects, reflecting US manufacturing and supply-chain localization

EXHIBIT 10 Top 12 One-way Industrial Corridors by Project Count

2026 Q3 · projects · one-way · lead sectors ranked by project count

#	Corridor	Projects	QoQ	Lead sectors	Commentary
01	China → Vietnam	148	+17.5%	Adv. Mfg. New Energy Consumer	Electronics assembly, solar and home-appliance makers build new plants in northern industrial zones, with suppliers following.
02	Japan → US	142	+8.4%	Semicon. Adv. Mfg. Life Sciences	Equipment and materials firms set up near expanding US fabs; new life sciences and precision manufacturing capacity.
03	Germany → US	118	+5.4%	Adv. Mfg. Life Sciences New Energy	Industrial, auto parts and pharma companies expand in the US, supporting manufacturing reshoring.
04	China → Indonesia	96	+17.1%	New Energy Adv. Materials Adv. Mfg.	Nickel processing, battery materials and vehicle makers build integrated parks in Sulawesi and West Java.
05	US → UK	92	+4.5%	AI & Digital Life Sciences Consumer	Cloud and AI firms build data centers and R&D centers; life sciences firms set up European HQs.
06	Korea → US	90	+11.1%	Semicon. New Energy AI & Digital	Memory, battery and equipment makers expand US capacity; AI server supply chain follows.
07	Japan → Thailand	84	+6.3%	Adv. Mfg. New Energy Consumer	Japanese auto and electronics firms expand in the Eastern Economic Corridor, upgrading EV and parts lines.
08	US → Germany	80	+3.9%	AI & Digital Semicon. Life Sciences	AI and semiconductor firms set up R&D and engineering centers, supporting European manufacturing digitalization.
09	Japan → Vietnam	78	+11.4%	Adv. Mfg. Consumer Adv. Materials	Electronics, consumer goods and materials firms open new plants under China+1 strategies.
10	China → Mexico	74	+12.1%	Adv. Mfg. New Energy Consumer	Auto parts and appliance makers build plants in Nuevo León and elsewhere to serve North America.
11	US → India	72	+14.3%	AI & Digital Semicon. Adv. Mfg.	Tech firms expand R&D centers, global capability centers and electronics assembly lines.
12	UK → US	70	+4.5%	Life Sciences AI & Digital Consumer	Life sciences and AI firms set up R&D and commercialization subsidiaries for the North American market.

EXHIBIT 11 Fastest-growing Corridors

2026 Q3 · ≥ 20 projects this quarter · all corridors ranked by QoQ

Corridor	QoQ	projects
US → Japan	+25.0%	50
China → Saudi Arabia	+25.0%	40
China → Egypt	+22.2%	22
China → Brazil	+20.0%	36
China → UAE	+20.0%	30
China → Thailand	+17.9%	66

EXHIBIT 12 Contracting Corridors

2026 Q3 · ≥ 10 projects this quarter · all corridors ranked by QoQ

Corridor	QoQ	projects
Japan → China	-14.3%	24
US → China	-11.1%	24
China → UK	-10.0%	18
China → US	-9.7%	28
China → Australia	-9.1%	10
Germany → China	-6.4%	44

Key Takeaways

KEY TAKEAWAYS

01 Leading corridors span several regions

- Of the top 12 corridors, **5** lead to Southeast Asia and Mexico (**480** projects) and **4** to the US (**420** projects)
- Largest corridors: China to Vietnam **148** and Japan to the US **142** projects

02 Growth and contraction coexist; read growth alongside scale

- Fastest growth: US to Japan and China to Saudi Arabia, both **+25.0%** (**50** and **40** projects)
- Contraction: Japan to China **-14.3%** and US to China **-11.1%**

3. Capital Flows & Licensing

Cross-border licensing 777 deals, up 7% QoQ; life sciences and culture & entertainment lead by deal count.

- **Capital structure:** Singapore and Netherlands and Switzerland are Industry + Capital; US and Japan are Industry-driven
- **Licensing:** Life Sciences **156** , Culture & Entertainment **115** lead

Cross-border capital · outflow + inflow \$906B +4.7% QoQ · 31 markets	Capital outflow \$503B +4.8% · 31 markets	Capital inflow \$403B +4.5% · 31 markets	Largest net exporter Japan Net outflow \$37B
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EXHIBIT 13 Cross-border Capital Flows vs Ecosystem Index

2026 Q3 · USD bn · top 16 markets by total flows · red = column maximum among shown markets

Market	Outflow	Inflow	Ecosystem Index	Type	Type	Definition
US	92.0	118.0	81.1	Industry-driven		Industrial activity ≥ 55, capital intensity below threshold; mainly plants, R&D and channels.
UK	38.0		41.0	Industry-driven	Industry-driven	Shown: US and UK and Japan and Germany and France and China and Korea
Singapore	34.0		38.0	Industry + Capital		
Japan	46.0		9.0	Industry-driven		
UAE	36.0		14.0	Capital-driven		Capital intensity above threshold, industrial activity < 55; funds mainly from sovereign wealth and FX reserves, limited industrial projects.
Netherlands	26.0		22.0	Industry + Capital	Capital-driven	Shown: UAE and Saudi Arabia and Norway
Canada	24.0		18.0	Emerging		
Germany	22.0		14.0	Industry-driven		
Australia	19.0		15.0	Emerging		
Switzerland	21.0		12.0	Industry + Capital		
Saudi Arabia	28.0		5.0	Capital-driven	Industry + Capital	Both above threshold; combines industrial cooperation and capital allocation.
Norway	30.0		3.0	Capital-driven		Shown: Singapore and Netherlands and Switzerland
France	16.0		13.0	Industry-driven		
China	18.0		6.0	Industry-driven		
Korea	12.0		4.0	Industry-driven	Emerging	Both below threshold; industry and capital in expansion phase.
Spain	7.0		9.0	Emerging		Shown: Canada and Australia and Spain

Scope: headline covers all 31 markets (out \$503B, in \$403B); chart shows top 16 (\$469B / \$341B). Basis: \$906B = outflows + inflows per national BOP statistics; intra-sample deals may be counted on both sides without netting. Classification: capital intensity (total flows + GDP) threshold 2.8%, industrial activity threshold 55.

EXHIBIT 14 Cross-border Licensing
Main Licensor Markets by Sector

2026 Q3 · deals · disclosed licensing transactions · columns = licenser market · red = row maximum among named markets; 'Other' is multi-market and excluded

Sector	US	Canada	Germany	UK	France	Switzerland	Netherlands	China	Japan	Australia	Other	Total	QoQ
AI & Digital Infra	41	4	4	6	3	1	3	8	7	1	14	92	+8%
Semiconductors	22	1	4	2	2	1	6	3	15	—	12	68	+3%
Advanced Manufacturing	9	2	9	3	3	2	2	12	18	1	9	70	+5%
Life Sciences	38	3	9	11	6	10	3	46	14	2	14	156	+10%
Beauty & Wellness	6	1	3	3	9	2	1	4	11	1	12	53	+4%
New Energy	5	2	4	1	2	—	1	24	8	1	15	63	+9%
Advanced Materials	6	2	4	1	2	1	1	7	13	2	8	47	+2%
Consumer Retail	8	2	3	3	4	2	1	9	10	2	12	56	+3%
Culture & Entertainment	24	2	1	6	3	—	1	11	33	1	33	115	+12%
Logistics & Supply Chain	10	2	8	3	3	1	5	9	7	1	8	57	+5%
Total	169	21	49	39	37	20	24	133	136	12	137	777	+7.0%

EXHIBIT 15 Main Licensing Corridors

Left = licenser · right = licensee · deals

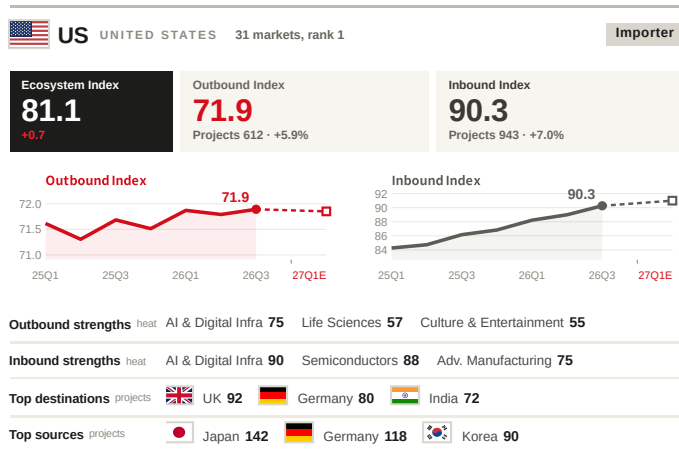
1	China	→	US	Life Sciences	31	Chinese innovative-drug companies out-license ex-China rights to US pharma; deals typically include upfront, milestones and royalties, per disclosures
2	Japan	→	US	Culture & Entertainment	14	Japanese anime and game IP licensed to US streaming and consumer brands
3	US	→	Japan	AI & Digital Infra	12	US AI platforms license technology and joint solutions to Japanese manufacturers and financial firms
4	Korea	→	Japan	Culture & Entertainment	10	Korean content IP partners with Japanese distribution and merchandising channels
5	Japan	→	China	Culture & Entertainment	10	Japanese IP licensed to Chinese game and merchandise companies, expanding authorized partnerships
6	UK	→	US	Life Sciences	9	UK biotech license pipeline assets to US pharma

Sources: national BOP statistics (portfolio and other investment); sovereign fund and PE/VC disclosures; licensing data from technology and IP licensing transactions in company announcements and exchange filings (PCT is a patent filing system and not used to count deals); JHC Research.

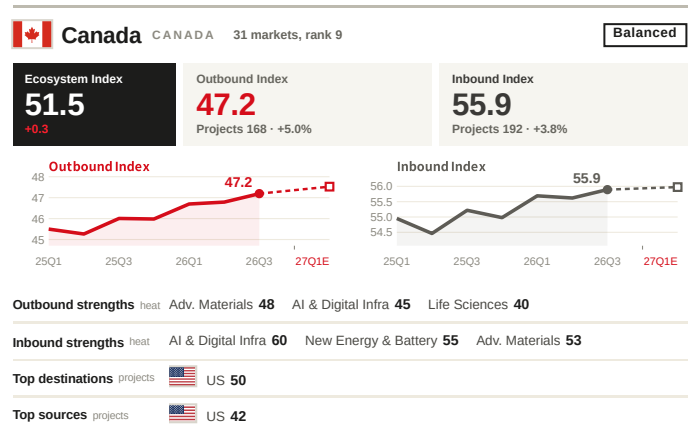
4. Key Markets: Americas · Asia

US leads Inbound, China leads Outbound; Japan active in both directions.

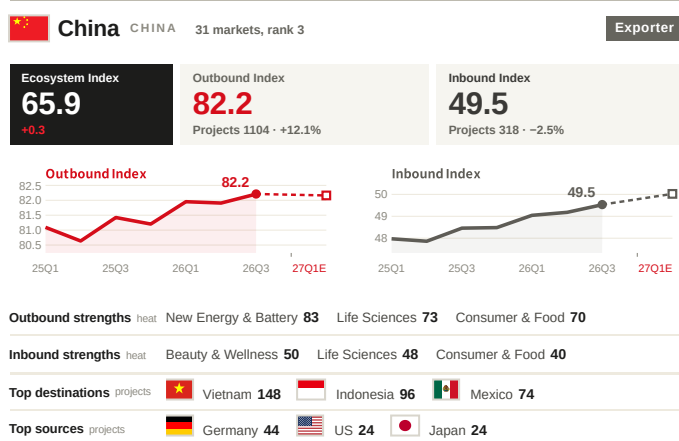
- North America:** the US is the world's largest destination for industrial projects
- Asia:** China and Japan lead outbound; Singapore and Vietnam act as regional hubs and manufacturing destinations



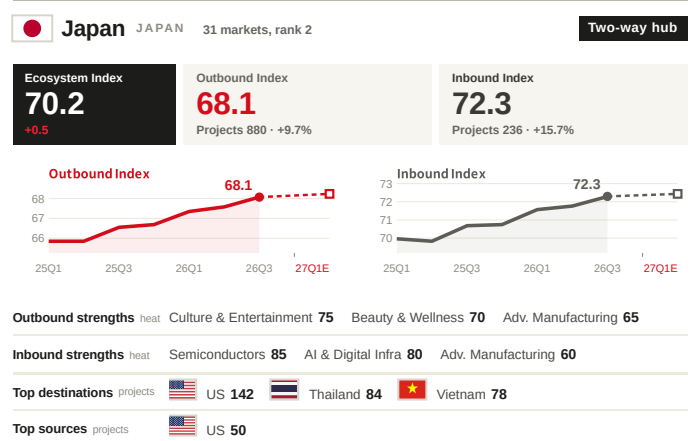
AI & Digital Infra and Semiconductors inbound heat rank first globally; Japanese, German and Korean companies are the top three sources. Reshoring policy reinforces its role as a destination; US companies are more cautious on overseas semiconductor and new-energy plants.



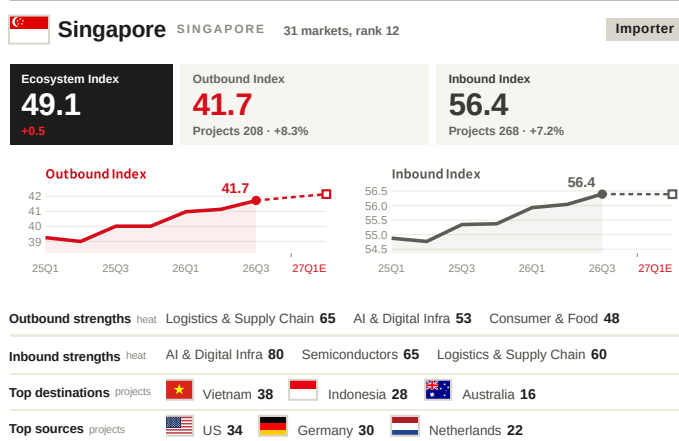
Leveraging North American supply-chain integration, AI, new energy and advanced materials inbound is active; critical minerals and battery materials attract US and Japanese companies. Canadian companies launched 50 new/expanded projects in the US, mainly AI applications and consumer brands.



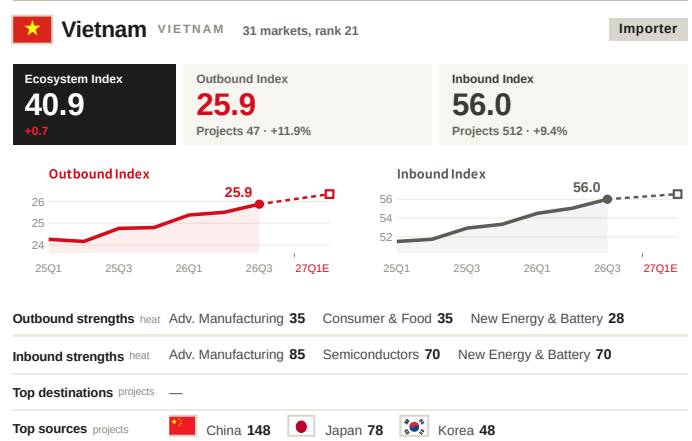
New energy, life sciences and consumer outbound remain high, with plants and channels extending to Vietnam, Indonesia, Thailand and Mexico; China to Vietnam is the world's largest corridor by projects. Out-licensing of innovative drugs puts Synergy & Licensing first globally.



Semiconductors and AI lead inbound, supported by cluster policy and the yen; culture & entertainment and beauty & wellness lead outbound. Japanese companies have 142 projects in the US, the largest corridor between developed markets; Thailand, Vietnam and India are key manufacturing destinations.



Southeast Asian regional HQ and digital infrastructure hub: AI, semiconductors and logistics inbound heat rank among Asia's highest; Singapore companies focus on Vietnam and Indonesia, driving regional data centers, logistics and manufacturing support.



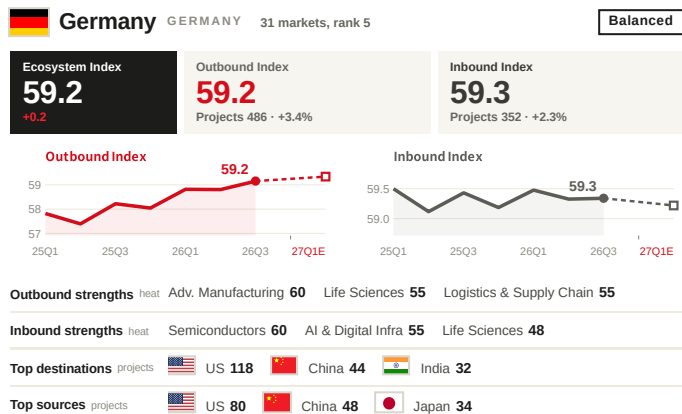
Advanced manufacturing inbound heat leads, new-energy absorption ranks high; Chinese, Japanese, Korean and Singaporean companies are the main sources. 512 new foreign projects this quarter, +9.4% QoQ.

Chart: Outbound Index (red) and Inbound Index (dark grey), last seven quarters; square = 2027 Q1E outlook, 2026 Q4 left as gap. Ranks among 31 markets. Sector scores are industry heat (0–100); destinations / sources are representative corridors, not full rankings. Unit: projects. Key-market totals (T07) are reconciled with continental totals on page 05 (T05): within a continent, T07 market totals may not exceed the T05 continental total less T06 corridors to other markets in that continent; excess is scaled down proportionally. Adjustments this quarter: US inbound 1,046 to 943, Canada inbound 214 to 192, China outbound 1,124 to 1,104, Japan outbound 896 to 880, Singapore outbound 212 to 208, Vietnam outbound 48 to 47 (projects).

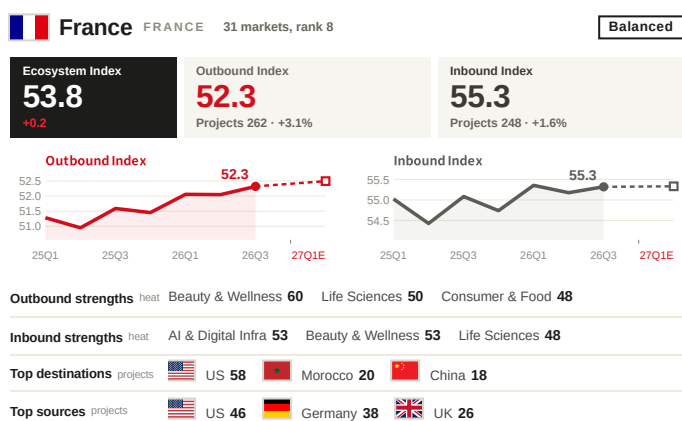
4. Key Markets: Europe · Oceania

Germany and the UK lead Europe; Switzerland in life sciences, the Netherlands in semiconductors and Australia in advanced materials.

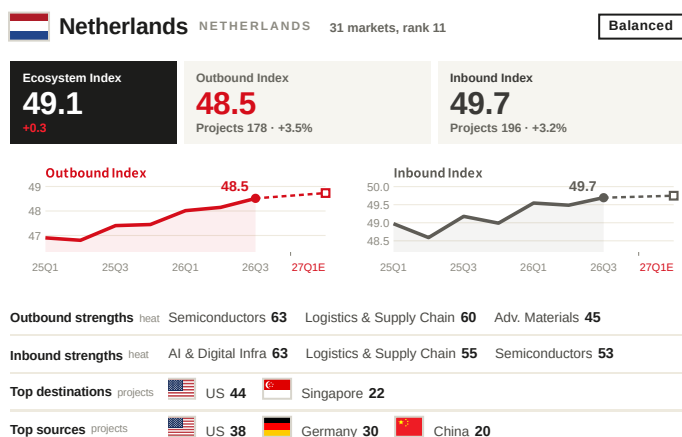
- **Switzerland, Netherlands:** Switzerland strong in life sciences and innovation; the Netherlands in semiconductor equipment and logistics
- **Australia:** Advanced Materials has the highest outbound heat of its sectors; critical minerals and energy-transition projects drive inbound



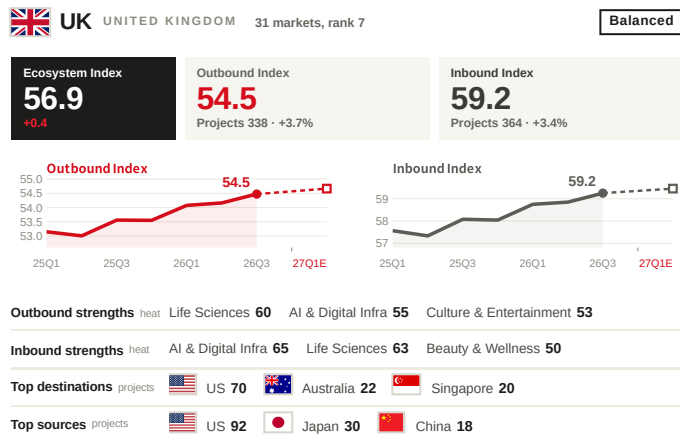
Advanced manufacturing and life sciences lead outbound; 118 projects in the US, the most in Europe. Semiconductor inbound supported by subsidy projects; new-energy inbound fell QoQ, and new German projects in China contracted slightly.



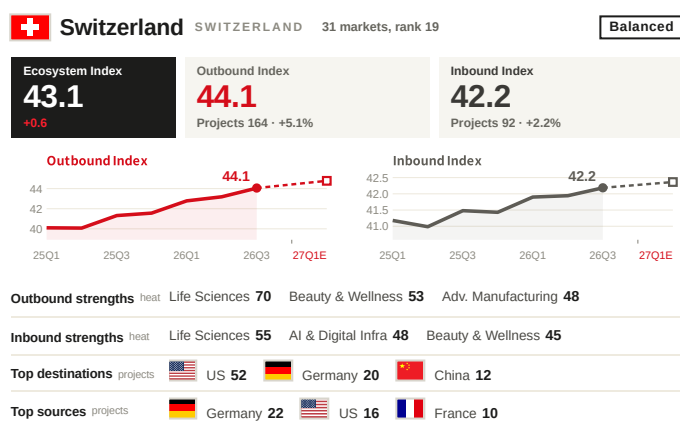
Beauty & wellness outbound ranks among the world's highest as cosmetics and luxury brands keep expanding; AI inbound driven by data center projects. French new-energy and manufacturing projects in Morocco are expanding, the main Europe–Africa channel.



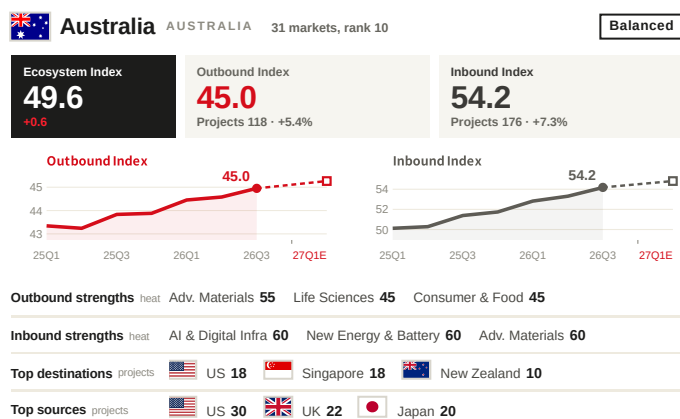
Semiconductor outbound ranks first in Europe as equipment and materials suppliers follow global fab expansion; AI & Digital Infra and logistics inbound driven by data center and port hub construction.



Life sciences and AI active in both directions; life sciences and AI R&D clusters attract US and Japanese R&D centers. US–UK two-way projects total 162, the second-largest transatlantic channel.



Life sciences outbound ranks second globally; Innovation & Evolution is the highest in Europe. Swiss pharma has 52 R&D and capacity projects in the US. Food and consumer brands maintain stable capacity and channels in Asia and North America.



Advanced materials and new energy lead inbound demand, with critical minerals and energy-transition projects attracting Japanese and US companies; outbound focuses on materials and AI / life sciences in the US, forming Oceania's core with New Zealand.

Chart: Outbound Index (red) and Inbound Index (dark grey), last seven quarters; square = 2027 Q1E outlook, 2026 Q4 left as gap. Ranks among 31 markets. Sector scores are industry heat (0–100); destinations / sources are representative corridors, not full rankings. Unit: projects. Key-market totals (T07) are reconciled with continental totals on page 05 (T05): within a continent, T07 market totals may not exceed the T05 continental total less T06 corridors to other markets in that continent; excess is scaled down proportionally. Adjustments this quarter: US inbound 1,046 to 943, Canada inbound 214 to 192, China outbound 1,124 to 1,104, Japan outbound 896 to 880, Singapore outbound 212 to 208, Vietnam outbound 48 to 47 (projects).

4. Key Markets: Global Market Map

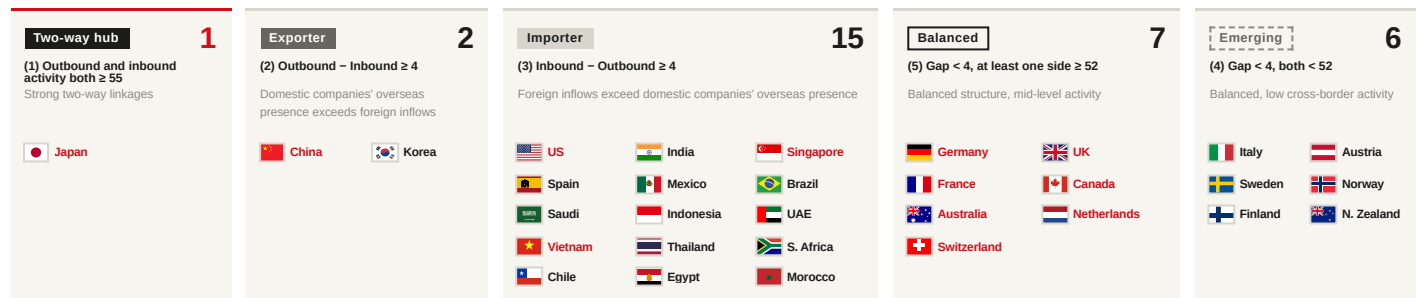
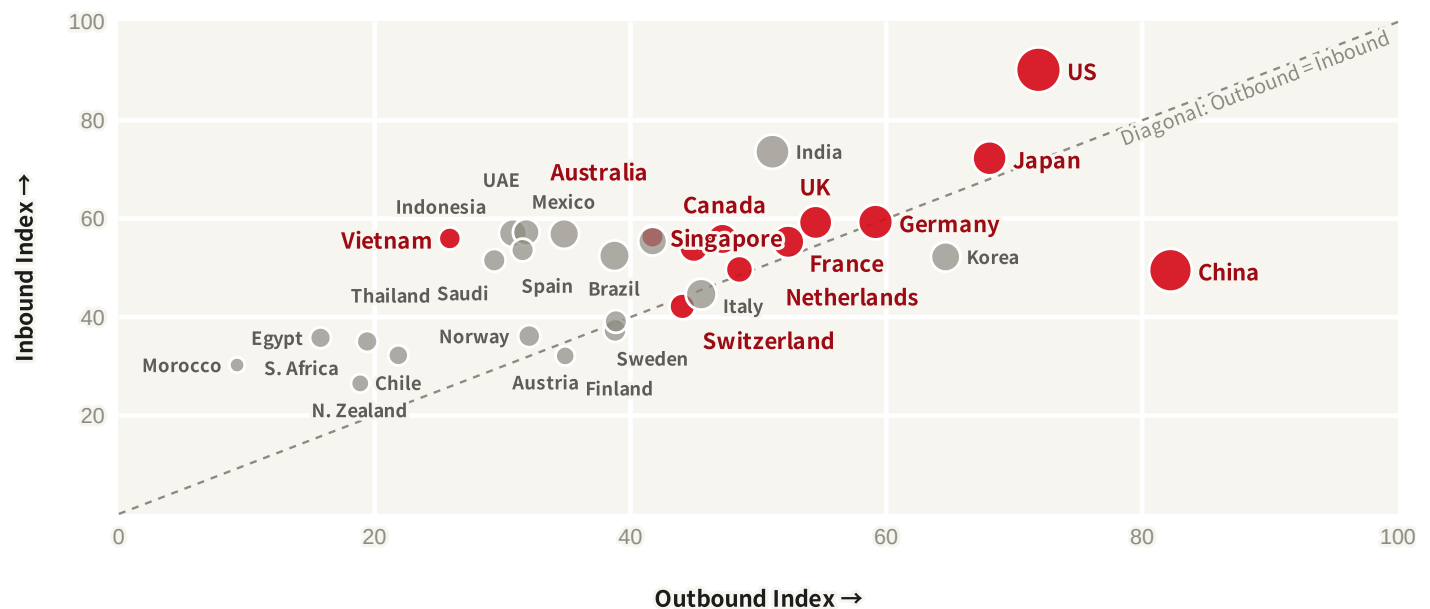
Outbound and inbound profiles differ structurally; market positioning should be assessed against industrial strengths.

■ **Importers:** 15 of 31 markets, incl. US, India, Singapore and Spain

■ **Two-way hub:** Japan; **Exporters:** China and Korea

EXHIBIT 16 Ecosystem Role Map
31 Industrial Markets

2026 Q3 · x = Outbound Index · y = Inbound Index · dashed = diagonal · bubble size = economic size · red = key markets



Classification rule: based on industrial activity (sector outbound / inbound heat weighted by sector, 50 = 2021–25 baseline mean, not calibrated for economic size), applied in order (1) to (5), first match wins. Scatter coordinates are size-calibrated Outbound / Inbound indices (0–100), a different basis, so positions do not map directly to roles. E.g. US calibrated indices 71.9 / 90.3, activity 53.8 / 61.8; outbound below 55, inbound higher by 8.0, classified as Importer. Above the diagonal = Inbound exceeds Outbound.

EXHIBIT 17 Opportunity Matrix
Representative Markets by Inbound Heat — Ten Sectors × Six Continents

2026 Q3 · inbound heat (0–100) · red = table maximum

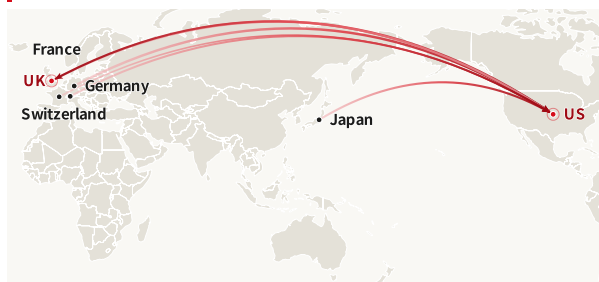
Sector	North America	Europe	Asia	South America	Africa	Oceania
AI & Digital Infra	US 90 Canada 60	UK 65 Netherlands 63	Japan 80 Singapore 80	Brazil 80	45	Australia 60
Semiconductors	US 88 Mexico 50	Germany 60 Netherlands 53	Japan 85 Vietnam 70	—	—	—
Advanced Manufacturing	US 75 Mexico 75	Spain 65 Austria 48	Vietnam 85 India 75	—	Morocco 60 Egypt 50	—
Life Sciences	US 73 Canada 48	UK 63 Switzerland 55	Singapore 55 India 55 UAE 55	—	—	Australia 50
Beauty & Wellness	US 48	France 53 UK 50	UAE 65 Saudi 55	Brazil 50	—	—
New Energy	Mexico 60 Canada 55	Norway 60 Finland 50 Spain 50	Indonesia 75 Vietnam 70 Thailand 70	Chile 65 Brazil 55	Morocco 60 S. Africa 50 Egypt 50	Australia 60
Advanced Materials	Canada 53 US 45	Norway 45	Indonesia 60 Korea 57	Chile 60 Brazil 48	S. Africa 45	Australia 60
Consumer Retail	Mexico 45	Spain 45	Japan 55 India 55 UAE 55	Brazil 50	—	—
Culture & Entertainment	US 50	UK 48	UAE 70 Saudi 65	—	—	—
Logistics & Supply Chain	US 60 Mexico 60	Netherlands 55 Spain 50	Vietnam 65 India 65 UAE 65	Brazil 45	Morocco 55 Egypt 50	Australia 50

Listing rule: for each continent, the top two covered markets with sector inbound heat ≥ 45 are listed; ties for second place (rounded) are all shown, so some cells list three markets. '—' means no covered market in that continent reaches 45, not that there are no projects. Inbound heat reflects foreign industrial activity, not landing suitability on its own; market selection should also weigh cost, regulation, supply chain and company-specific factors.

5. Ten Industry Sectors (I)

Life Sciences and AI active in both directions; manufacturing, logistics and consumer show multi-regional footprints.

01 Life Sciences Cross-border licensing 156 projects



Sector Outbound Index					Sector Inbound Index				
71.2 +0.8					71.9 +1.3				
Outbound heat · top 3 markets					Inbound heat · top 3 markets				
China	73	Switzerland	70	UK	60	US	73	UK	63
Main corridors (projects · sector estimate)									
UK	→	US	35		Germany	→	US	34	
US	→	UK	28		Japan	→	US	27	

Outbound and inbound broadly balanced. US and UK are the main destinations; China focuses on out-licensing, Switzerland and UK on R&D and capacity; Switzerland to US and UK to US are core corridors.

02 AI & Digital Infra Cross-border licensing 92 projects



Sector Outbound Index					Sector Inbound Index				
70.0 +0.3					69.6 +0.4				
Outbound heat · top 3 markets					Inbound heat · top 3 markets				
US	75	Korea	65	UK	55	US	90	Japan	80
Main corridors (projects · sector estimate)									
US	→	UK	46		US	→	Germany	40	
US	→	India	36		Canada	→	US	25	

US, Japan and Singapore lead inbound heat; India's inbound heat rose markedly this quarter. US, Korean, Chinese and UK companies are the main exporters, focused on data centers, cloud and AI applications.

03 Advanced Manufacturing Cross-border licensing 70 projects



Sector Outbound Index					Sector Inbound Index				
62.2 +0.5					69.2 +0.7				
Outbound heat · top 3 markets					Inbound heat · top 3 markets				
China	65	Japan	65	Germany	60	Vietnam	85	US	75
Main corridors (projects · sector estimate)									
China	→	Vietnam	69		Germany	→	US	56	
Japan	→	US	40		Japan	→	Thailand	39	

Vietnam, US, Mexico and India lead inbound as supply-chain realignment continues; China, Japan and Germany are the main exporters, and China to Vietnam is the sector's largest corridor.

04 Logistics & Supply Chain Cross-border licensing 57 projects



Sector Outbound Index					Sector Inbound Index				
63.0 +0.3					65.9 -0.1				
Outbound heat · top 3 markets					Inbound heat · top 3 markets				
Singapore	65	Netherlands	60	China	60	Vietnam	65	India	65
Main corridors (projects · sector estimate)									
China	→	Vietnam	10		Japan	→	US	8	
Singapore	→	Vietnam	8		China	→	Mexico	7	

Singapore and the Netherlands are global logistics-hub exporters; Vietnam, India and UAE lead inbound heat, with Vietnam and Mexico rising most this quarter, focused on warehousing, ports and cross-border logistics networks.

05 Consumer Retail & Food Cross-border licensing 56 projects



Sector Outbound Index					Sector Inbound Index				
65.7 +0.3					58.3 +0.5				
Outbound heat · top 3 markets					Inbound heat · top 3 markets				
China	70	Japan	63	Spain	55	Japan	55	India	55
Main corridors (projects · sector estimate)									
China	→	Vietnam	28		Japan	→	Vietnam	23	
US	→	UK	18		Switzerland	→	US	16	

China and Japan are the main exporters, with brands and channels expanding into Southeast Asia and India; Spain and Italy follow China and Japan on outbound heat.

Flow maps: neutral base map; black dots = sources, red dots with rings = destinations (markets that are both are shown as destinations); arrows point to destinations; line width = sector project estimate. Maps show the top six flows per sector; the 'Main corridors' table lists the top four. Sector splits are model estimates: Logistics & Supply Chain is taken from T12 logistics flows and treated as part of T06 corridor totals; after deducting logistics, the remainder is split 50% / 30% / 20% across the three lead sectors (rounding remainder to the highest weight), not project-level classification. Sector splits for each corridor sum to the corridor total on page 06. Large figures are sector indices; figures after markets are that market's outbound / inbound heat (0–100). Ranked by sector index.

5. Ten Industry Sectors (II)

Japan and Korea active in consumer and content exports; China leads in new-energy outbound; Semiconductors strong on the inbound side.

06 Beauty & Wellness Cross-border licensing 53 projects



Sector Outbound Index					60.2	+0.5	Sector Inbound Index					63.2	±0.0
Outbound heat · top 3 markets					Inbound heat · top 3 markets								
Japan	70	Korea	65	France	60	UAE	65	Saudi	55	France	53		
Main corridors (projects · sector estimate)													
 France	→	 US	29	 France	→	 China	9						
 France	→	 Italy	8	 Japan	→	 Germany	7						
Japan, Korea and France top outbound heat; UAE and Saudi Arabia lead inbound. France to US is the sector's largest corridor as brands and professional channels expand into North America, Europe and Asia.													

Japan, Korea and France top outbound heat; UAE and Saudi Arabia lead inbound. France to US is the sector's largest corridor as brands and professional channels expand into North America, Europe and Asia.

07 Culture & Entertainment Cross-border licensing 115 projects



Sector Outbound Index					66.7	+0.8	Sector Inbound Index					56.7	+0.2
Outbound heat · top 3 markets					Inbound heat · top 3 markets								
Japan	75	Korea	70	China	60	UAE	70	Saudi	65	US	50		
Main corridors (projects · sector estimate)													
 US	→	 Japan	10	 Japan	→	 Korea	6						
 Finland	→	 US	4	 US	→	 Saudi	3						
Sector Outbound Index QoQ gain ranks among the top of ten sectors; Japan, Korea and China lead outbound heat, mainly game publishing, anime IP licensing and content studios. By licensor, Japan (33) and the US (24) lead (page 07).													

Sector Outbound Index QoQ gain ranks among the top of ten sectors; Japan, Korea and China lead outbound heat, mainly game publishing, anime IP licensing and content studios. By licensor, Japan (33) and the US (24) lead (page 07).

08 Advanced Materials Cross-border licensing 47 projects



Sector Outbound Index					59.4	-0.1	Sector Inbound Index					57.9	+0.7
Outbound heat - top 3 markets					Inbound heat - top 3 markets								
Japan	60	Australia	55	Germany	53	Chile	60	Indonesia	60	Australia	60		
Main corridors (projects · sector estimate)													
 China	→	 Indonesia	27	 Japan	→	 Vietnam	16						
 Japan	→	 Korea	14	 US	→	 Canada	13						
Inbound concentrated in resource markets: Chile, Indonesia, Australia; Japan, Australia and Germany are the main exporters, with stable Japan to Australia and Japan to Korea cooperation.													

Inbound concentrated in resource markets: Chile, Indonesia, Australia; Japan, Australia and Germany are the main exporters, with stable Japan to Australia and Japan to Korea cooperation.

09 Semiconductors Cross-border licensing 68 projects



Sector Outbound Index					45.3	-1.1	Sector Inbound Index					65.1	+0.3
Outbound heat - top 3 markets					Inbound heat - top 3 markets								
Korea	65	Netherlands	63	Japan	50	US	88	Japan	85	Vietnam	70		
Main corridors (projects · sector estimate)													
 Japan	→	 US	67	 Korea	→	 US	45						
 US	→	 Germany	24	 US	→	 India	22						
‘Strong inbound, weak outbound’: US and Japan lead absorption; Vietnam and India are emerging OSAT and assembly bases. Korea and the Netherlands are the main exporters; Korea to US and Japan to US are the largest corridors.													

'Strong inbound, weak outbound': US and Japan lead absorption; Vietnam and India are emerging OSAT and assembly bases. Korea and the Netherlands are the main exporters; Korea to US and Japan to US are the largest corridors.

10 New Energy & Batteries Cross-border licensing 63 projects



Sector Outbound Index					57.1	+0.2	Sector Inbound Index					53.1	-0.1
Outbound heat · top 3 markets					Inbound heat · top 3 markets								
China	83	Korea	60	Norway	55	Indonesia	75	Vietnam	70	Thailand	70		
Main corridors (projects · sector estimate)													
 China	→	 Indonesia	45	 China	→	 Vietnam	41						
 China	→	 Thailand	33	 Korea	→	 US	27						

China leads outbound heat; Indonesia, Vietnam and Thailand top inbound. China to Indonesia and China to Vietnam are the main corridors, covering mineral processing, batteries and vehicles. Sector Outbound Index exceeds Inbound.

Flow maps: neutral base map; black dots = sources, red dots with rings = destinations (markets that are both are shown as destinations); arrows point to destinations; line width = sector project estimate. Maps show the top six flows per sector; the 'Main corridors' table lists the top four. Sector splits are model estimates: Logistics & Supply Chain is taken from T12 logistics flows and treated as part of T06 corridor totals; after deducting logistics, the remainder is split 50% / 30% / 20% across the three lead sectors (rounding remainder to the highest weight), not project-level classification. Sector splits for each corridor sum to the corridor total on page 06. Large figures are sector indices; figures after markets are that market's outbound / inbound heat (0–100). Ranked by sector index.

6. Partners & Calendar

Focus on commercialization, cross-border expansion and industrial partnerships.

Partner Updates



VELAS

Beauty & Wellness

VELAS Inc. · Akasaka, Tokyo
Outbound: Japan to Europe, US, Asia

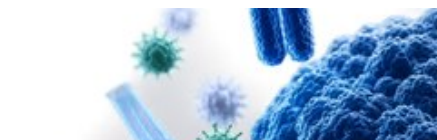
20+ Markets via professional beauty channels	77 Countries targeted for expansion	6 New SKUs, launching Dec 2026
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New products

- Scalp-care serum line launched for the professional salon channel.
- Combines AI scalp diagnostics with care products to support salon diagnostic and treatment services.

Overseas expansion

- **First Costco shipment on shelf and sold out.**
- **EU CPNP notification completed for the full product line**, advancing European commercialization.



Y's AC

Life Sciences

Antibody drug development
Outbound: Japan to US, Europe

YS110 Lead pipeline	IL-26 Antibody program	Jul 2026 · published in Nature Communications
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R&D progress

- **July 2026: IL-26 research published in Nature Communications**, providing mechanistic support for the anti-IL-26 pipeline.
- Non-human primate toxicology study planned to start in November 2026 to prepare for IND filing.

Clinical & partnering plans

- Phase II trial of YS110 plus pembrolizumab planned to start in Japan in 2027, targeting mesothelioma resistant to immune checkpoint inhibitors.
- Pursuing discussions with global pharma partners.

PARTNER UPDATES · AS OF 15 OCTOBER 2026



Keiji AI

AI & Life Sciences

Keiji AI, Inc. · founded in the US in 2023
Outbound: US to Japan (Japanese entity planned)

2023 Founded in the US	3 Core modules: literature, data, trial planning	Japan Market entry; local entity planned
----------------------------------	--	--

Product

- **TrialMind** supports literature search, research data analysis and clinical trial planning with traceable evidence, and can be deployed in client environments.

Japan market entry

- Targeting pharma companies, CROs and research institutions; working with local partners on needs validation, proof of concept and product introduction.
- Japanese entity planned (subject to company disclosure).

Partner updates as of 15 October 2026, including Q4 and later plans, which differ from the index period (2026 Q3); 'planned' items are subject to formal company disclosure. Company information compiled from company-provided materials and public disclosures. VELAS: 2026 Q3 client snapshot, <https://www.velas.co.jp/>; Y's AC: Nature Communications (17 July 2026); Keiji AI: company profile (2026), <https://keiji.ai/> (image: TrialMind product interface).

Partner Network · Latest News

NETWORK NEWS

Spirit Advisors

Spirit Advisors LLC · US listing advisory · Tokyo / New York

Spotlight: Advasa Holdings completes direct listing on Nasdaq (ADBT)

Spirit Advisors provides US listing advisory and project coordination services to Japanese companies. Spotlight: Advasa Holdings completed its direct listing on Nasdaq on 25 August 2026 under the ticker ADBT.

Sources: Spirit Advisors website <https://spiritadvisors.jp/>; Business Wire, Advasa Holdings announcement, 25 August 2026. Summary of public information; not a recommendation of any security.

Accelerate Bio

Accelerate Bio Inc. · AI drug discovery services · Tokyo

Drug discovery services combining AI and lab automation

Accelerate Bio provides drug discovery services combining AI and lab automation, covering virtual screening, experimental validation and lead optimization, partnering with pharma companies and research institutions.

Source: Accelerate Bio website <https://lp.accelerate-bio.co.jp/>.

Partnership Areas · Partner Recruitment

PARTNERSHIP AREAS

1 Foreign companies entering Japan

Inbound · Into Japan

INBOUND TO JAPAN

Research market-entry routes, support localization of materials and brands, and connect channels and partners; focus on new energy, life sciences, advanced manufacturing and consumer brands.

Target markets **Companies from China, Asia, Europe and the US**

2 Japanese companies expanding overseas

Outbound · From Japan

OUTBOUND FROM JAPAN

Research overseas target markets and entry routes, and connect localization resources and partners; focus on beauty & wellness, food & consumer, and precision manufacturing.

Target markets **North America, Europe, Southeast Asia**

3 Life Sciences

Two-way

HEALTHCARE & LIFE SCIENCES

Around antibody drugs and innovative pipelines, connect licensing, co-development and CRO / CDMO partners.

Target markets **US, Europe, China**

4 AI collaboration

Two-way

AI COLLABORATION

Support overseas AI companies entering Japan and Japanese companies adopting AI; connect application partners in manufacturing, healthcare and retail.

Target markets **Companies from the US, China, Japan**

5 Anime & IP collaboration

Outbound · From Japan

ANIME & IP

Connect anime, game and character IP licensing, expanding co-branding, content distribution and merchandising channels.

Target markets **North America, China, Southeast Asia**

6 Ecosystem synergy

Two-way

ECOSYSTEM SYNERGY

Coordinate upstream and downstream players, technology owners, channels and professional service firms to build complementary, long-term partnerships.

Target **JHC ecosystem partner network**

Partner updates as of 15 October 2026, distinct from the index period (Q3); planned items are subject to formal company disclosure. Partnership areas describe JHC's business scope and do not imply that JHC holds related rights or has been mandated on any project; cooperation is limited to industrial and business collaboration.



6. Partners & Calendar: Ecosystem Calendar

Mid-November is the busiest window of the year.

■ **Concurrent events:** CIIE, APEC Shenzhen, ASEAN Summit and MEDICA

EXHIBIT 18 Q4 Master Timeline

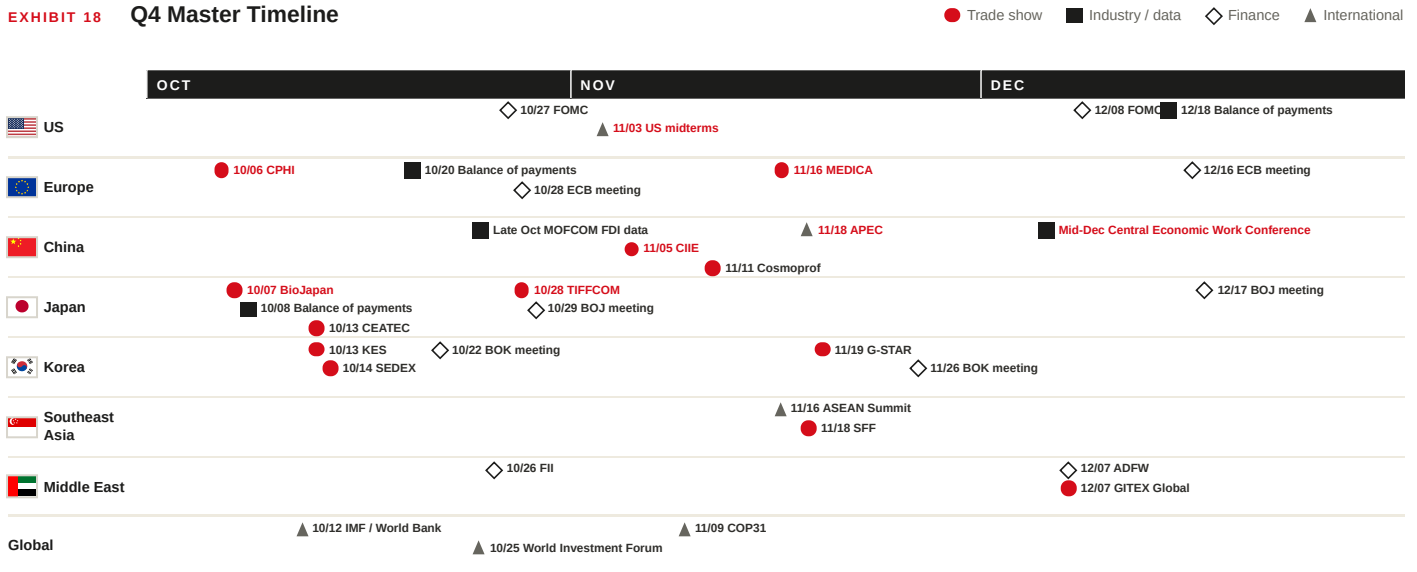


EXHIBIT 19 Event Details

Q4 2026 · by region and date · dates subject to final confirmation by organizers

Early-mid Oct	7 projects	Late Oct	9 projects	Nov	10 projects	Dec · TBD	9 projects
10/06-08	● CPHI Worldwide Milan · pharma ingredients & CDMO	10/20	■ Euro area Aug balance of payments ECB · Europe data release	11/03	▲ US midterm elections Trade & industrial policy direction	12/07-10	◇ Abu Dhabi Finance Week Abu Dhabi · regional financial hub
10/07-09	● BioJapan 2026 Yokohama · biotech partnering	10/22	◇ BOK monetary policy meeting Policy rate & KRW funding	11/05-10	● China International Import Expo (CIIE) Shanghai · consumer, beauty & health	12/07-11	● GITEX Global Dubai · AI & digital tech
10/08	■ Aug balance of payments (prelim.) MOF · Japan data release	Late Oct	■ Jan-Sep outbound / inbound FDI MOFCOM · China data release	11/09-20	▲ UN Climate Change Conference COP31 Antalya · energy transition	12/08-09	◇ FOMC meeting Incl. Summary of Economic Projections
10/12-18	▲ IMF / World Bank Annual Meetings Bangkok · World Economic Outlook	10/25-27	▲ UNCTAD World Investment Forum Doha · investment policy & strategic industries	11/11-13	● Cosmoprof Asia Hong Kong · Asia-Pacific beauty B2B	Mid-Dec	■ Central Economic Work Conference 2027 industrial & opening-up policy
10/13-16	● CEATEC 2026 Makuhari · AI & electronics	10/26-29	◇ FII Future Investment Initiative Riyadh · sovereign capital	11/16-19	● MEDICA 2026 Düsseldorf · medical devices	12/16-17	◇ ECB monetary policy meeting Final meeting of the year
10/13-16	● KES 2026 Korea Electronics Show Seoul · AI applications & components	10/27-28	◇ FOMC meeting USD funding conditions	11/16-18	▲ ASEAN Summit & related meetings Manila · regional economic integration	12/17-18	◇ BOJ Monetary Policy Meeting Final meeting of the year
10/14-16	● SEDEX 2026 Semiconductor Exhibition Seoul · memory, equipment & materials	10/28-30	● TIFFCOM 2026 Tokyo · film, content & IP market	11/18-19	▲ APEC Leaders' Meeting Shenzhen · Asia-Pacific economic cooperation	12/18	■ Q3 balance of payments BEA · US data release
		10/28-29	◇ ECB monetary policy meeting EUR funding conditions	11/18-19	▲ APEC Leaders' Meeting Shenzhen · Asia-Pacific economic cooperation	27/01/10	▲ US-China Kuala Lumpur arrangement expires Extension TBD
		10/29-30	◇ BOJ Monetary Policy Meeting Rates & JPY	11/18-20	● Singapore FinTech Festival Singapore · digital infrastructure	Quarterly	■ National quarterly FDI statistics Investment agencies of Singapore, Vietnam, Thailand
				11/19-22	● G-STAR 2026 game show Busan · games & IP		
				11/26	◇ BOK monetary policy meeting Year-end rates & FX		

Index Data Releases This Quarter

INDEX DATA RELEASES

Oct · Japan, Europe, China

Japan balance of payments	10/08
Euro area balance of payments	10/20
China Jan-Sep investment data	Late Oct

Updates the Economic Value pillar for relevant markets.

Nov · Policy window

US midterm elections	11/03
ASEAN Summit	11/16-18
APEC Shenzhen	11/18-19

Key variables for trade and industrial policy.

Dec · Year-end direction

Final central bank meetings of the year	Mid-Dec
US Q3 balance of payments	12/18

Full 2026 Q4 index calculation follows release.

Building a connected global industrial ecosystem through open innovation

A Tokyo-based cross-border collaboration hub connecting strategic resources, technology and expertise across North America, Europe, Asia and Oceania, providing industrial research, market-entry strategy and business coordination for companies and ecosystem partners.

Core Services CORE SERVICES

01 Market Entry Strategy MARKET ENTRY STRATEGY

Assess demand, competition and regulatory barriers in target markets; design entry routes and business models — for foreign companies entering Japan and Japanese and Chinese companies going overseas.

02 Localization & Resources LOCALIZATION & RESOURCES

Localize materials, brands and product information; connect local channels, partners, and legal, accounting and tax professionals.

03 Technology Partnering & Licensing TECHNOLOGY PARTNERING & LICENSING

Screen targets for technology partnerships, licensing and co-development; organize technical exchanges and negotiations. Contracts and legal matters are handled by partner law firms.

04 Financing Readiness & BD FINANCING READINESS & BD

Structure business plans, financial models and investor materials; support business development and partnership talks. Any fund-related matters are handled by licensed financial institutions.

05 Research & Index RESEARCH & INDEX

Custom indices, single-sector or single-market thematic research and quarterly tracking based on the GIEI.

06 Ecosystem synergy ECOSYSTEM SYNERGY

Leveraging the JHC ECOSYSTEM partner network to coordinate companies, research institutions and service providers for complementary technology, channels and capabilities.

Ecosystem Matching ECOSYSTEM MATCHING

From market selection to partner access

Drawing on the GIEI and the JHC ECOSYSTEM partner network, JHC provides a **rapid ecosystem matching analysis** that answers three key questions for outbound and inbound expansion:

01 Target markets

Where to land and in what order

02 Entry route

Entry mode, partnership model and timeline

03 Partners

Local channels, partners and professional service firms

CONTACT US

Discuss your global expansion strategy with JHC

info@jhcinnobridge.com

Sustainable Development Goals SUSTAINABLE DEVELOPMENT GOALS

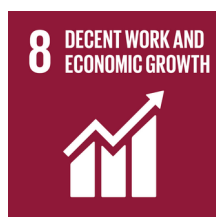
JHC uses six UN Sustainable Development Goals (SDGs) directly related to its core business as guiding principles.



Cross-border cooperation in life sciences and healthcare



Clean energy for AI compute and green data centers



Local jobs and investment through cross-border industrial projects



Advanced manufacturing, technology licensing and co-development



Compliance and quality management for consumer products



Connecting companies, institutions and markets through the partner network

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