

**Market Readiness Assistance (MRA) Grant Eligible Activities**

**OVERSEAS MARKET PROMOTION (Capped at \$20,000 per new market)**

	Supportable Costs	Examples of Project Deliverables <sup>1</sup>
<p><b>Overseas Marketing and PR activities</b></p>	<p>Third-party costs incurred for:</p> <ul style="list-style-type: none"> <li>• Support for marketing and PR activities to build brand visibility and product awareness in overseas markets through outreach activities, including in-store promotions, road shows, pop-up stores and publicity across social media and online/offline media channels<sup>2</sup></li> </ul>	<p>Proof of completion, including KPIs stated in business proposal or quotation:</p> <ol style="list-style-type: none"> <li>1. Comprehensive documentation and evidence of distinct marketing and/or PR activities specifically adapted to the target market, including:               <ol style="list-style-type: none"> <li>a. Detailed activity descriptions with dates, venues, target audiences, and market-specific strategies</li> <li>b. Evidence of new content creation adapted to local market preferences, cultural considerations, and business practices (not mere translations or replication of existing content)</li> <li>c. Supporting materials demonstrating market adaptation (collaterals, advertisements, press releases, media coverage)</li> <li>d. Photographs of events, campaigns, or promotional activities (where applicable)</li> <li>e. Measurable outcomes demonstrating market adaptation (collaterals,</li> </ol> </li> </ol>

<sup>1</sup> Project deliverables should be submitted as part of claims. Achievement of project deliverables is assessed to determine if the project has been completed satisfactorily.

<sup>2</sup> The intent of the support is to help companies create brand visibility and raise awareness to potential overseas clients. Products and services to be promoted must belong to/represented by the Singapore applicant and/or its subsidiaries.

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		<p>advertisements, press releases, media coverage)</p> <p>Excluded activities:</p> <ol style="list-style-type: none"> <li>a. Activities that did not show engagement with the target market's business environment</li> <li>b. Marketing activities targeting the domestic Singapore market</li> </ol> <p>Note: Non-compliance with any of the above requirements will result in pro-rated or rejected claims</p>
<p><b>Overseas Physical and Virtual Trade Fairs<sup>3</sup></b></p>	<p><b><u>Overseas Physical Trade Fairs</u></b></p> <p>Third-party costs incurred for:</p> <ul style="list-style-type: none"> <li>• Booth space rental (capped at 36 square metres)</li> <li>• Booth design and construction (capped at 36 square metres)</li> <li>• Pitching/speaking slots</li> <li>• Creation of marketing/publicity collaterals for the trade fair</li> </ul> <p>Please note: If no support is provided for marketing/publicity collaterals or if you did not apply for a speaking slot, you do not have to submit proof of completion at the claims stage.</p>	<p>Proof of completion, including KPIs stated in business proposal or quotation:</p> <ol style="list-style-type: none"> <li>1. Comprehensive write-up detailing participation intent, activities conducted, business outcomes achieved, and partnerships established during the trade show</li> <li>2. Official exhibitor listing showing international representation (including target market exhibitors) with countries of origin, featuring the Applicant Company's name/brand and booth details. For approved speaking slots, provide the official programme schedule with designated time and topic</li> </ol>

<sup>3</sup> MRA does not support trade fairs that are already supported under the Local Enterprise and Association Development (LEAD) programme.

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		<p>3. Photographs of the booth setup displaying Applicant Company branding OR of the speaker at the designated pitching slot (where applicable), with copies of marketing/publicity materials clearly reflecting the Applicant Company's name, brand, or products. Where brand name(s) are displayed, provide proof of ownership or authorised use</p> <p>Excluded activities:</p> <ul style="list-style-type: none"><li>a. The Applicant Company co-shares booth space with other companies</li><li>b. Marketing materials and booth display did not feature the Applicant Company's branding</li><li>c. The Applicant Company's booth is staffed by vendor representatives</li></ul> <p>4. Project Duration: Participation must align with the approved trade show dates as stated in the Letter of Offer.</p> <p>Note: Non-compliance with any of the above requirements will result in pro-rated or rejected claims.</p>
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	<p><b><u>Virtual Trade Fairs</u></b></p> <p>Third-party costs incurred for:</p> <ul style="list-style-type: none"> <li>• Virtual exhibition hall &amp; booth access</li> <li>• Webinar/conference</li> <li>• Pitching/speaking slot(s)</li> <li>• Post-event analytics</li> <li>• Business meeting/matching sessions</li> <li>• Creation of marketing/publicity collaterals for the trade fair</li> <li>• Logistics costs for transporting product samples overseas</li> </ul>	<p>Proof of completion should include but not limited to the following:</p> <p>Event write-up with corresponding materials such as:</p> <ul style="list-style-type: none"> <li>• Screenshots of virtual booth and exhibitor listing</li> <li>• Screenshots of pitching/speaking slot(s)</li> <li>• Post-event analytics report</li> <li>• Screenshots of virtual business meetings/matching sessions and list of leads generated</li> <li>• Copy of marketing/publicity collaterals</li> <li>• Product samples</li> <li>• Invoices/receipts/bank statements for payment made to third-party vendor such as proof of payment for costs incurred</li> </ul>
<p>The following costs are excluded from the support:</p> <ul style="list-style-type: none"> <li>• Singapore-imposed GST</li> <li>• Out-of-pocket costs (e.g., airfare, accommodation, transport, staff meals)</li> <li>• Publicity costs to raise capital or investments</li> <li>• Co-sharing/co-location of booth by multiple exhibitors</li> <li>• B2C fairs only</li> </ul>		

**OVERSEAS BUSINESS DEVELOPMENT (Capped at \$50,000 per new market)**

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	Supportable Costs	Examples of Project Deliverables <sup>4</sup>
<p><b>Identification of Potential Overseas Partners</b></p>	<p>Support for overseas partner research, identification and business matching activities to establish relationships with potential licensees, franchisees, agents, distributors, suppliers, joint venture partners, and logistics providers for collaboration</p>	<p>Proof of completion, including KPIs stated in business proposal or quotation:</p> <ol style="list-style-type: none"> <li>1. List of Potential Partners:               <ol style="list-style-type: none"> <li>a. List of potential companies for the Grant Applicant’s consideration, including comprehensive business profiles such as company name, registered address, official website, primary business nature and key products/services. The write-up on each potential company must include a detailed rationale explaining suitability for partnership with the Grant Applicant and an overall assessment of operational stability, market reputation, and industry standing</li> </ol> </li> <li>2. Business Meeting Documentation:               <p>Detailed Notes of Meetings (NOMs) for scheduled physical in-market one-to-one business meetings with the Grant Applicant's direct participation with shortlisted companies, including the following:</p> <ol style="list-style-type: none"> <li>a. Date, time, and venue (meetings must be held at business premises, not at events or tradeshows etc)</li> </ol> </li> </ol>

<sup>4</sup> Project deliverables should be submitted as part of claims. Achievement of project deliverables is assessed to determine if the project has been completed satisfactorily.

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		<ul style="list-style-type: none"> <li>b. Complete attendee list with names and designations</li> <li>c. Business matching outcomes achieved and partnership models discussed</li> <li>d. Supporting materials such as meeting photographs and business cards collected from company representatives, and other documentary evidence to verify meeting occurrence</li> <li>e. Summary report documenting partnership opportunities identified, next steps agreed with each company, and overall market assessment outcomes</li> </ul> <p>Excluded activities:</p> <ul style="list-style-type: none"> <li>• Group business matching meetings are not supported - all meetings must be one-to-one</li> <li>• Sourcing of service providers/vendors is not supported</li> <li>• Investor meetings for capital raising or selling company shares are not supported</li> </ul> <p>3. Project Duration: Activities must align with the approved project timeline as stated in the Letter of Offer.</p>
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		<p>Note: Non-compliance with any of the above requirements will result in pro-rated or rejected claims.</p>
<p><b>Overseas Marketing Presence (OMP)</b></p>	<p>Support for overseas deployment of a permanent Business Development (BD) employee under company payroll to drive in-market business development and marketing efforts, including basic salary and office rental in the target market for up to 12 months</p> <p>Please note:</p> <ul style="list-style-type: none"> <li>• Companies may seek support for hiring of BD staff only. Standalone office space rental expense (without hiring of BD staff) is not supportable.</li> <li>• Project is supported at up to 70% for local BD staff or 50% for foreign staff, covering both basic salary and office rental expenses.</li> <li>• The BD staff: <ul style="list-style-type: none"> <li>- Should be stationed in the market for the entire project duration (remote working is not supportable)</li> <li>- Need not be a new hire but he/she must not have commenced BD work for the market prior to application submission</li> <li>- Should not hold concurrent roles in the company e.g., staff is BD and operation manager.</li> </ul> </li> </ul> <p>There should not be concurrent Overseas Marketing Presence and In-market Business Development applications for the same market.</p>	<p>Proof of completion, including KPIs stated in business proposal or quotation:</p> <ol style="list-style-type: none"> <li>1. Business Development Documentation: <ol style="list-style-type: none"> <li>a. Market research report demonstrating market entry potential and opportunities</li> <li>b. Progress reports documenting BD staff's activities including business meetings conducted, leads generated, partnerships established, and measurable milestones achieved etc</li> </ol> </li> <li>2. Business Development Staff: <ol style="list-style-type: none"> <li>a. The BD staff must be a full-time employee of the Applicant Company and must not hold any shareholding or directorship positions in the Applicant Company or its related companies/ subsidiaries. Where the BD staff is employed under an overseas subsidiary, provide: <ul style="list-style-type: none"> <li>• Inter-company billing documentation showing reimbursements from Applicant Company to subsidiary</li> <li>• Legal documentation proving subsidiary ownership structure</li> </ul> </li> <li>b. Documentary proof that the BD staff maintained continuous physical presence in</li> </ol> </li> </ol>

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		<p>the target market throughout the entire duration of support (excluding leave entitlement), with no business travel to other markets during project duration</p> <p>Required documentation includes work authorisation (valid work visa/permit) and proof of local residency such as tenancy agreements, utility bills, official residency documentation, or other equivalent proof of physical presence in the market. This documentation should cover at least 50% of the project duration. If documentation covers less than 50% of the duration, claims may be pro-rated or rejected, subject to fulfilment of deliverables.</p> <p>3. Project Duration:</p> <ul style="list-style-type: none"><li>a. The project must maintain the approved duration as stated in the Letter of Offer. Any request to shorten or extend the project period requires prior submission and approval of a change request. The minimum project duration is 6 months, and the maximum is 12 months with no interruptions to market presence</li><li>b. Office rental (where applicable) - Signed office lease agreement for business premises (excludes residential addresses, shophouses,</li></ul>
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		<p>and warehouse rentals etc) to be used by the BD staff. Office rental support is contingent upon and limited to the period of the BD staff's physical presence in the market and may be pro-rated accordingly.</p> <p>Note: Non-compliance with any of the above requirements will result in pro-rated or rejected claims.</p>
<p><b>In-market Business Development</b></p>	<p>Third-party costs incurred for outsourced Business Development (BD) services such as:</p> <ul style="list-style-type: none"> <li>• Recruitment and/or preparation of local in-market BD personnel</li> <li>• BD efforts to reach out to new business leads</li> <li>• Review of market entry strategy (e.g., advice on setting up of entity)</li> </ul> <p>Please note: Companies should not have concurrent Overseas Marketing Presence and In-market Business Development applications.</p>	<p>Proof of completion, including KPIs stated in business proposal or quotation:</p> <ol style="list-style-type: none"> <li>1. Business Development Documentation:             <ol style="list-style-type: none"> <li>a. Market research report demonstrating market entry potential and opportunities</li> <li>b. Progress reports from the vendor detailing activities undertaken and outcomes achieved in the specified target market</li> <li>c. Meeting records, contact details, and engagement outcomes for all business activities</li> <li>d. Supporting materials such as correspondence, proposals submitted, and partnership discussions initiated etc</li> <li>e. Documentation of measurable milestones including leads generated, partnerships established, and market presence indicators etc</li> </ol> </li> <li>2. Project Duration:</li> </ol>

		<p>Projects must maintain the approved duration as stated in the Letter of Offer. Any request to shorten or extend the project period requires prior submission and approval of a change request. The minimum project duration is 3 months and the maximum is 12 months.</p> <p>Note: Non-compliance with any of the above requirements will result in pro-rated or rejected claims.</p>
<p>The following costs are excluded from the support:</p> <ul style="list-style-type: none"> <li>• Singapore-imposed GST</li> <li>• Out-of-pocket costs (e.g., airfare, accommodation, transport, staff meals)</li> <li>• In-house manpower</li> <li>• Concurrent OBD approved MRA fees in the same market (e.g. OMP and In-market BD etc.)</li> <li>• Incidental costs – BD staff’s salary paid in shares or equity, overtime pay, commission, bonus, additional allowances/incentives on top, airfare, meals, accommodation, insurance)</li> <li>• BD staff who are freelancers or working remotely</li> <li>• Other office costs – Rental of warehouse, factory space, residential space, hotel room/suite, equipment/furniture, fixtures, utilities, internet/telecommunication costs, etc</li> </ul>		

**OVERSEAS MARKET SET-UP (Capped at \$30,000 per new market)**

	Supportable Activities	Examples of Project Deliverables <sup>5</sup>
<p><b>Market Entry</b></p>	<p>Support for overseas expansion through incorporating an overseas entity, Intellectual Property (IP) registration of products/services<sup>6</sup>, tax structure planning, import/export licensing, trade credit insurance and agreement drafting in target markets.</p>	<p>Proof of completion, including KPIs stated in business proposal or quotation:</p> <ol style="list-style-type: none"> <li>1. Patent/Trademark Registration:               <ol style="list-style-type: none"> <li>a. Acknowledgement letter, certificate of registration, or filing documents submitted to relevant authorities</li> <li>b. Official documentation proving the Applicant Company's ownership of the intellectual property rights to the trademark/patent</li> </ol> <p>Note: Submit original documents with English translations for all foreign language documents</p> </li> <li>2. Incorporation/Registration of Entity:               <ol style="list-style-type: none"> <li>a. Certificate of entity registration and copies of all licenses or permits obtained</li> <li>b. Official shareholding documentation proving the Applicant Company's ownership of the incorporated foreign entity. Where full ownership is not possible, provide relevant local regulations/legal documentation demonstrating compliance with</li> </ol> </li> </ol>

<sup>5</sup> Project deliverables should be submitted as part of claims. Achievement of project deliverables is assessed to determine if the project has been completed satisfactorily.

<sup>6</sup> The Singapore applicant must own the Intellectual Property to be filed and registered in the overseas market. Standalone objection costs are not supportable.

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		<p>maximum allowable foreign ownership limits</p> <p>c. Supporting documents for additional scopes where applicable</p> <p>Note: Submit original documents with English translations for all foreign language documents</p> <p>3. Tax Advisory:</p> <p>a. Tax structure consultancy report detailing recommended tax structures and implementation guidance for the target market</p> <p>4. Import and Export Licenses/Certificates:</p> <p>a. Copies of all licenses or permits obtained from relevant authorities</p> <p>b. Supporting documents for additional scopes where applicable</p> <p>Note: Submit original documents with English translations for all foreign language documents</p> <p>5. Trade Credit Insurance:</p> <p>a. Copies of insurance certificates obtained.</p> <p>6. Drafting of Agreements:</p> <p>a. Copies of the first set of agreements drafted as part of the approved scope,</p>
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		<p>demonstrating genuine business need and market-specific requirements</p> <p>b. Agreements submitted should show specific business circumstances, local market requirements, or regulatory compliance needs. Annotations should demonstrate the specific clauses relevant to the target market</p> <p>c. Supporting documents for additional scopes where applicable</p> <p><b>Note for Agreement Drafting:</b></p> <ul style="list-style-type: none"> <li>• Generic or template-based agreements without market-specific provisions are not supported</li> <li>• Submit original documents with English translations for all foreign language documents</li> </ul> <p>7. <b>Project Duration:</b> Activities must align with the approved project timeline as stated in the Letter of Offer.</p> <p><b>Note:</b> Non-compliance with any of the above requirements will result in pro-rated or rejected claims.</p>
<p>The following costs are excluded from the support:</p> <ul style="list-style-type: none"> <li>• Singapore-imposed GST</li> <li>• Out-of-pocket costs (e.g., airfare, accommodation, transport, staff meals)</li> </ul>		

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