Application Guidelines

Call for Proposals for the "Survey on Industrial Trends for Strengthening the Competitiveness of Japanese-affiliated Industries in Indonesia"

(Using AMEICC's FY2022 Supplementary Budget for the "Support Projects for Participation in Reliable Supply Chains among Like-minded Countries")

1. Project Purpose and Objectives

The ASEAN region continues to be an important market for the business expansion of Japanese-affiliated companies, against a backdrop of supply chain reorganization, the expansion of consumer markets, digitalization, and the need to respond to decarbonization. Among ASEAN member states, the Republic of Indonesia ("Indonesia") has the largest population and economy in the region and is making it a critical market for the future success of Japanese companies in ASEAN.

At the same time, the competitive environment surrounding Japanese-affiliated companies in Indonesia has changed dramatically in recent years, driven by the tightening of local-content requirements, the introduction of import restrictions, downstream-processing policies for mineral resources, the growing presence of local conglomerates and state-owned enterprises, and the expanding entry of foreign-affiliated companies, including Chinese firms. In particular, even in industrial sectors where Japanese-affiliated companies have traditionally held a competitive edge, the axis of competition is shifting due to intensifying price competition, local-partner strategies, supply chain enclosure, and the need to respond to digitalization.

Against this backdrop, in order for Japanese-affiliated companies to strategically consider their future business expansion in Indonesia, it is important not merely to analyse macroeconomic and industry trends or organize public statistics, but to identify concretely which local companies or business groups they should engage with, which companies are likely to become influential players in the future, and in which industries or regions untapped opportunities for collaboration exist.

This survey aims to identify specific local companies and business groups that hold potential for business negotiations, investment, and partnerships in connection with the business expansion of Japanese-affiliated companies, and that can contribute to intergovernmental policy dialogue, thereby contributing to the Government of Japan's future economic and industrial cooperation and external policy, as well as to the formulation of support measures for Japanese-affiliated companies by policy-implementing agencies.

2. Service to be Commissioned

The Contractor selected through this call for proposals shall be commissioned by the Association for Overseas Technical Cooperation and Sustainable Partnerships (hereinafter referred to as "AOTS")[1] to implement the following services (1) through (5). Detailed contents and methods of implementation shall

[1]AOTS has been delegated the secretariat function (AMEICC Secretariat) by the AEM-METI Economic and Industrial Cooperation Committee (AMEICC).

be based on proposals, and the project shall be implemented after careful consultation with the AMEICC Secretariat and the Ministry of Economy, Trade and Industry, Japan (hereinafter referred as "METI")[2].

(1) Study and Analysis of Target Industries and Regions

Organize the industrial sectors and regions in Indonesia where Japanese-affiliated companies currently have a strong presence, or where significant potential exists for future business expansion. In doing so, note the following:

1. The analysis shall be limited in scope to what is necessary as a basis for identifying local companies with which Japanese-affiliated companies could partner, and shall not aim at an excessively detailed macro-level analysis. The industrial sectors to be studied intensively shall in principle be approximately five (5) of those listed below; however, this may be adjusted as necessary, in consultation with the AMEICC Secretariat and METI, etc., based on the content of the Contractor's proposal, the feasibility of information collection, and the usefulness for supporting Japanese-affiliated companies.

2. Organize the state of industrial and regional business clustering, the presence or absence of local companies (in particular conglomerates and mid-tier companies), the status of transactions and partnerships between local companies and foreign-affiliated companies, and the activities of Japanese-affiliated companies, by industry and by region.

3. In narrowing down the target sectors, clearly indicate the factors considered for each candidate industry, such as market size, the presence of Japanese-affiliated companies (investment amount), growth potential, and the status of foreign entry. Where databases or statistics available in Indonesia (whether provided by private or public entities) are used, provide the AMEICC Secretariat and METI, to the extent possible, with information on the databases and statistics used.

<*Candidate Target Industries*>

Automobiles/motorcycles/EVs; electrical and electronic equipment/components; food, beverages, and agricultural/marine processing; healthcare/medical-related; logistics/warehousing/cold chain; energy/renewable energy; resources/materials/metal processing; digital/telecommunications/data-center-related, etc.

<*Candidate Target Regions*>

Greater Jakarta; West Java; Central Java; East Java; Banten; Batam-Bintan-Karimun; North Sumatra; South Sulawesi; Kalimantan, etc.

(2) Identification of Prospective Local Companies and Business Groups for Collaboration

Within the target industries and regions identified in (1), identify local companies and business groups that hold potential for business negotiations, investment, and partnerships in connection with the business expansion of Japanese-affiliated companies, and that can contribute to policy dialogue. In doing so, note the following:

[2] The Asia and Pacific Affairs Division, Trade Policy Bureau is in charge of this project in METI.

(a) Cover companies with a track record of transactions or partnerships with local conglomerates (including mid-tier companies), regionally influential companies, emerging growth companies (see Note below), or foreign-affiliated companies.

(b) Priority shall be given to identifying companies that, while currently having only limited points of contact with Japanese-affiliated companies, hold potential for future collaboration, rather than to large companies that already have deep relationships with Japanese-affiliated companies.

(c) From the viewpoint of identifying at an early stage local companies that could become important players within the target industries/regions in the future, confirm indications such as new business ventures, partnerships involving foreign capital, fundraising, and overseas expansion.

Note: Company categories in this survey are based on the following concepts. In actual classification, multiple factors shall be comprehensively considered rather than a single indicator, and where a company could fall under more than one category, it shall be classified preferentially as a Local Conglomerate.

• Local Conglomerates (including mid-tier companies): Business groups that operate across multiple industrial sectors (conglomerates) under the control of a single owner or family. Such groups often have a nationwide business base and political/economic influence. Regional affiliates and group companies belonging to a conglomerate group are included in this category, and not in "Regionally Influential Companies" below.

• Regionally Influential Companies: Companies that play a central role in the industrial clustering, employment, and business relationships within a specific region (province, metropolitan area, etc.). Their business is not necessarily diversified, but they have a strong presence within that region in terms of market share, number of employees, and relationships with government and industry associations. This category covers independent companies not affiliated with a conglomerate group.

• Emerging Growth Companies: Among companies with a certain track record of business operations, those showing signs of rapid growth, new business development, partnerships involving foreign capital, fundraising, or overseas expansion. Newly founded start-ups and companies in their early stage after founding are not included. No quantitative criteria (e.g., revenue growth rate) shall be set; classification shall be judged on a case-by-case basis based on the content of the contractor's proposal.

Category	**Approx. Number**	**Content**
Long List	Approx. 100–150 companies	Broadly organize influential companies, emerging growth companies, mid-tier conglomerates, and foreign-affiliated partner companies, etc., within the target industries/regions.
Short List	Approx. 30–50 companies	Extract priority candidates based on potential for collaboration with Japanese-affiliated companies, track record of transactions with foreign capital, growth potential, and regional/industrial importance, etc.
Priority Company Profiles	Approx. 15–20 companies	Organize company overview, business content, shareholder/group relationships, transactions with foreign-affiliated companies, points of contact with Japanese-affiliated companies, and potential for collaboration.
Case Studies	Approx. 5 companies	Deep-dive on future High-Potential Companies, candidate untapped partners, foreign-affiliated partner companies, etc.

(3) Mapping of white spaces in engagement with Japanese companies

For the local companies and business groups identified in (1) and (2), organize the actual state of transactions with Japanese-affiliated companies, as well as the status of transactions and partnerships with foreign-affiliated companies, as seen from the local-company side, and visualize the white spaces in engagement with Japanese companies (i.e., segments within the target industries and regions in (1) — viewed from the perspective of value-chain function, company attributes, and other factors — in which no, or only limited, transactions or partnerships with Japanese-affiliated companies have been confirmed).

Organize the relationships among Japanese-affiliated companies, the relevant local companies (including the local companies and business groups defined in (2)), and foreign-affiliated companies, by industrial sector and by region.

(4) Case Studies on High-Potential Companies and Proposed follow-up measures

In this survey, “High-Potential Companies” refers to companies selected by the Contractor based on a clearly stated evaluation rationale and the following perspectives, with primary focus on those falling within the areas of limited engagement organized in (3) among the local companies and business groups identified in (2),

- Potential for collaboration with Japanese-affiliated companies (e.g., existence of areas of interest for collaboration, affinity with the needs and technologies of Japanese-affiliated companies, etc.)
- Importance within the target industry/region (e.g., market size, growth potential, and position in the supply chain within the target industries/regions in (1), etc.)
- Potential for use in policy dialogue (e.g., relationships with industry associations and government agencies, relevance to policy-priority themes, etc.)

Specific approaches to High-Potential Companies shall not be directly made by the Japanese government, but rather by Policy Implementation Agencies through their existing frameworks and functions, such as investment promotion and business matching. In this survey, “Policy Implementation Agencies” refers to organizations responsible for executing policies of the METI (including, but not limited to, the Japan External Trade Organization (JETRO)).

For each High-Potential Company, organize its potential for collaboration with Japanese-affiliated companies, and the specific next actions to be taken as part of the Government of Japan's future economic and industrial cooperation and external policy and by Policy Implementation Agencies (e.g., individual interviews and relationship-building, invitations to matching events/missions with Japanese-affiliated companies, presentation as a priority candidate in bilateral policy dialogue, etc.). Also organize the reasons the company is considered promising, its importance within the industry/region, its status of transactions and partnerships with foreign-affiliated companies, its track record of M&A and fundraising (as a guide, over approximately the past three years), its points of contact with Japanese-affiliated companies, and the scope for collaboration.

** Organize the method of contacting the company, anticipated discussion points for business negotiations (e.g., the company's areas of interest for collaboration), and points to note when introducing the company to Japanese-affiliated companies.*

(5) Points to Note

This survey is not primarily intended as a macro-level industry analysis; it is a company-identification survey intended to lead to future action by Policy Implementation Agencies. The contractor shall make use of local-language information, local networks, information on unlisted companies, interviews with industry stakeholders, etc., and shall endeavor to understand the actual state of companies, which is difficult to grasp from public statistics alone. It is also desirable that the contractor have access to local companies, conglomerate-affiliated companies, industry associations, and experts in Indonesia, and be able to flexibly conduct information gathering and liaison/coordination.

In implementing this work, the contractor shall closely coordinate with the AMEICC Secretariat and the Asia and Pacific Affairs Division, Trade Policy Bureau, METI, and shall consult with them as appropriate regarding the target industries/regions, priority companies, interview targets, and the composition of deliverables. The contractor shall also report on the progress of the project as appropriate, in response to instructions from the AMEICC Secretariat and the Asia and Pacific Affairs Division, Trade Policy Bureau, METI.

3. Deliverables

The contractor shall prepare the following deliverables in English and deliver them in electronic media.

(1) Project Report

a. Background and purpose of the survey, reasons for selection of the target industries/regions, and an overview of the business ecosystem by industry and region.

b. Trends among local companies, mid-tier conglomerate-affiliated companies, and emerging growth companies; status of transactions and partnerships with foreign-affiliated companies; and track record of M&A and fundraising.

c. Case studies of High-Potential Companies and proposed follow-up measures by Implementing Agencies.

(2) List of Local Companies and Business Groups

a. Including the long list, short list, and priority company profiles.

b. Organizing, for each company: company overview, industry sector, location, main business regions, group/shareholder/owner information, main products/services, main customers/business partners, status of transactions/partnerships with foreign-affiliated companies, track record of M&A and fundraising, points of contact with Japanese-affiliated companies, potential for collaboration, and recommended actions.

(3) Industry- and Region-Based Summary Materials

a. Summary of High-Potential Companies by industry sector, summary of High-Potential Companies by region, and an overview of inter-company and capital relationships.

b. Priority companies/organizations to be contacted, and candidate key persons for policy dialogue and industry dialogue.

(4) Form of Delivery: Electronic media

a. In a format editable by the AMEICC Secretariat and the Asia and Pacific Affairs Division, METI (e.g., Word, PowerPoint, Excel).

b. Where necessary, company overviews and other information shall also be provided in English or Indonesian.

(5) Delivery Due Date: From the date of the contract to June 30, 2027.

(6) Delivery Location:

Deliverables shall be submitted in accordance with the data-transmission methods and destinations specified by (A) and (B) below, respectively. Printed materials shall also be delivered upon request.

(A) The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)
Overseas Operations Department, Overseas Strategy & AMEICC Secretariat Support Group
1-30-1 Senju-Azuma, Adachi-ku, Tokyo, JAPAN
Tel: +81-3-3888-8244

(B) Asia and Pacific Affairs Division, Trade Policy Bureau, Ministry of Economy, Trade and Industry (METI)
1-3-1 Kasumigaseki, Chiyoda-ku, Tokyo, JAPAN
Tel: +81-3-3501-1628

4. Contract Requirements

(1) Contract Form: Service Contract (equivalent to a quasi-mandate contract under Japanese law)

(2) Contract Method: Cost-Reimbursement Contract (subject to actual expenditures)

(3) Number of Contracts: One

(4) Contract Period: From the date of the contract to June 30, 2027.

(5) Budget: Up to JPY20,000,000.

The Budget limit of JPY 20,000,000 shall be inclusive of all applicable foreign and domestic taxes, including Value Added Tax (VAT) incurred by the Contractor or its subcontractors. The final implementation details and contract amount shall be determined upon review and adjustment of the accepted proposal. The Contractor shall not subcontract the whole of the commissioned services to a third party (regardless of the form of entrustment, including outsourcing; hereinafter referred to as “subcontracting”). Administrative expenses shall be calculated by multiplying the direct expenses (excluding subcontracting costs) by the administrative expense ratio, which shall not exceed 10%.

(6) Client: The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)

(7) Payment: Based on the performance report and the supporting documentation of expenses incurred for this work submitted by the Contractor at the end of the project, the payment amount shall, in principle, be finalized in Japanese Yen (JPY) in accordance with METI's Manual for Administrative Processing of Commissioned Projects, following an on-site audit, and shall be paid as a final settlement by bank transfer in US dollars (USD), converted from the finalized JPY amount using the prevailing exchange rate at the time of payment. As the amount of payment is limited to the actual expenses confirmed to have actually been incurred within the contract limit, all expenditures must be

supported by documentary evidence such as account books and receipts. Expenditures that do not meet this requirement may be excluded from the payable amount.

5. Application Requirements

(1) The applicant must be registered as a legal entity within the ASEAN region.

(2) The applicant must not fall under any of the following:

- A legal entity that does not have the capacity to conclude a business service contract for this Project;
- A legal entity that has received a decision of commencement of bankruptcy proceedings and has not been reinstated;
- A legal entity of which a member of a designated organized crime group[3] serves as an officer;
- A legal entity over which a member of a designated organized crime group exercises a controlling influence on its business activities through investment, financing, transactions, or other relationships;
- A legal entity that is barred from participating in competitive bidding by Japanese public offices.

(3) The applicant must not have been subject to suspension of subsidies or suspension of nomination due to fraudulent or inappropriate acts in subsidy projects under the jurisdiction of METI.

(4) The applicant shall have the organization, systems, and personnel, etc. sufficient to properly perform the services.

(5) The applicant must have the management infrastructure necessary to smoothly carry out this project, and sufficient management capability with respect to funds and other matters.

(6) The applicant must not be one for which a petition for commencement of corporate reorganization or rehabilitation proceedings has been filed in its country of incorporation (this does not apply to a legal entity that has been recertified after the decision to commence such proceedings).

(7) It is desirable that the applicant have a track record in corporate research, industry research, local company identification, or support for the business expansion of Japanese-affiliated or foreign-affiliated companies in Indonesia.

(8) It is desirable that the applicant have a system capable of conducting information gathering and interviews in Indonesian, and a network with local companies, conglomerate-affiliated companies, industry associations, and experts.

6. Expression of Interest (EOI) and Q&A

(1) Expression of Interest (EOI)

Applicants wishing to participate in this competitive proposal process must express their intent to participate by sending the application letter as an email attachment by 3:00 p.m. Japan time on Tuesday, November 24, 2026 [must arrive by this date and time].

[3] A designated organized crime group (Boryokudan) designated by the Prefectural Public Safety Commission of Japan.

(2) Q&A

(a) Question deadline: 3:00 p.m. Japan time on Tuesday, November 24, 2026 [must arrive by this date and time]

(b) Method of receiving questions: By email only

(c) Answering questions: All questions received will be disclosed by email to all applicants who have expressed their intent to participate, by 4:00 p.m. Japan time on Friday, November 27, 2026.

7. Application Method

After carefully reading these Application Guidelines and confirming that the applicant meets the application requirements set out in Section 5 above, submit the application documents listed in Section 8 below to AOTS via AOTS's large file transmission system, by 4:00 p.m. Japan time on Wednesday, December 2, 2026 [must arrive by this time]. (The method of transmission will be provided individually.)

Address for application documents:
The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)
Overseas Operations Department, Overseas Strategy & AMEICC Secretariat Support Group
Contact Person: Aigo (Mr.) and Arai (Ms.)
Email: kobo-amcshien-wc@aots.jp

8. Application Documents

(1) Application Letter (English)

(2) Proposal (English):

① Form 1: Background, work history, and qualifications of all personnel expected to be engaged in the project

② Form 2: Track record of experience in similar work (as a legal entity)

③ Form 3: Project support structure

④ Form 4: Operation plan and staffing plan

⑤ Form 5: Estimate of commissioned service expenses*

** The estimate shall be prepared in JPY.*

(3) Organization Profile (Business Outline) (English)

(4) Financial statements in English (balance sheet and income statement) for the past three (3) years (on a non-consolidated basis; if the applicant prepares consolidated financial statements, these shall also be submitted).

(5) A certified copy, in English, of the certificate of registered matters (issued within the past three (3) months)

Please submit a document issued by the competent government authority or an authorized agency in the country concerned, stating the location of the head office, the name of the representative, the date of establishment, etc.

** Items (1) and (2) shall be submitted using the prescribed forms (downloadable from the public notice for this call for proposals on AOTS's website).*

9. Screening Method

(1) Screening shall be conducted by a competitive proposal method based on the submitted application documents. Screening shall be conducted as a documentary review based on the submitted documents, but hearings, etc. may be conducted in some cases.

(2) Screening items:

- Proposal content (appropriateness and originality of the proposal content; appropriateness and originality of the implementation method)
- Experience and capability of the organization (experience in similar work; capability to implement the commissioned services)
- Knowledge and experience of project personnel (knowledge of the relevant field; work experience)

(3) The results of the screening (decision of adoption or non-adoption) shall be notified promptly. Please note that individual inquiries regarding the reasons for adoption or non-adoption cannot be answered.

(4) Information provided in the application documents will be used only for the purposes of screening, management, finalization, settlement, and verification of policy effectiveness. Please note that submitted documents will not be returned.

10. Contact for Inquiries

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)

Overseas Operations Department, Overseas Strategy ＆ AMEICC Secretariat Support Group

Email: kobo-amcshien-wc@aots.jp

** Inquiries regarding this matter will be accepted by email only.*

End of document