Guide to AOTS Japanese Government Funded Program

-Live in Harmony Together, Grow Together-

The Association for Overseas Technical Corporation and Sustainable partnerships

The **A**ssociation for **O**verseas **T**echnical Cooperation and **S**ustainable Partnerships(AOTS)

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1. Overview of the Organization

Overview of the Organization

Established	**August 10, 1959 (establishment date of the surviving merging corporation (former AOTS))**
Aims	To promote mutual economic development of Japan and other countries and friendly relationships between them by conducting activities to facilitate industrial globalization, trade, investment, and international economic cooperation.
Endowment of the organization	JPY 700,000,000
Main activities	Training, experts dispatch, internship, business promotion, etc.
Scale of operations	Approximately JPY 9,400,000,000 (FY2021 budget)
Offices	Domestic bases: Kitasenju Office, Tokyo Training Center, Kansai Training Center Overseas bases: Bangkok, Jakarta, New Delhi
Number of staff	140 (as of April 2022)
Results	Training of overseas industrial human resources: 400,000 persons; Dispatch of Japanese experts: 10,000 persons Japanese internship in overseas countries: 1,000 persons
Brief history	From the establishment in 1959, implementing training in Japan and overseas countries to engineers, administrators, etc. in the industry of developing countries (170 countries and regions, total 360,000 persons) From the establishment in 1970, dispatching Japanese experts to the industry of developing countries to implement technical guidance (60 countries and regions, total 7,100 persons) AOTS and JODC merged on March 30, 2012, and the Overseas Human Resources and Industry Development Association (HIDA) was established and approved as a general foundation on April 1, 2013. Its English name has been changed to AOTS, effective July 1, 2017. Expanding technical cooperation globally combining training and experts dispatch programs by utilizing public funds of the Japanese government in order to respond to diversified needs of the industry of developing countries for technical transfer, including Japanese local corporations, promptly and intensively.

2. Program Outline

Japanese Government Funded Program

■ Article 3-2 of the Act on Regulation of Execution of Budget Pertaining to Subsidies, etc.

A program that is carried out by local governments such as prefectures, and local public bodies, foundations, special corporations, etc. and of which costs are partially borne by the Japanese government. With respect to the government fund, it shall be endeavored to conduct the funded program faithfully in accordance solely with the purpose of accommodation based on the Act on Regulation of Execution of Budget Pertaining to Subsidies, etc.

■ Japanese government funded programs adopted by AOTS in FY2022

- Technical cooperation utilization type/emerging market development program (training/experts dispatch program)

- Support program for human resources development to export carbon reduction technology

Program Outline

■ Technical cooperation utilization type/emerging market development program (training/experts dispatch program)

【Aims】

Factors such as maturation of the domestic market and economic globalization have made it essential for Japanese companies to enter international markets to capture overseas demand to drive further growth. In doing so, development of local human resources is a pressing issue. The aims of this program are to develop local human resources of private companies, etc. in developing countries through public-private partnership in order to support the reinforcement of local bases required for overseas expansion of Japanese companies and to improve the standard of local industry technology and develop the economy.

■ Support program for human resources development to export carbon reduction technology

【Aims】

The aim of this program is to achieve carbon neutrality together with emerging Asian countries through 1) promoting efficient energy uses and reductions of CO_2 emissions by transferring Japan's energy-saving technologies to the industrial sector of each target country of this program and 2) reinforcing the environment for local human resource development and bilateral cooperation towards practical applications of advanced technologies that are required for the achievement of carbon neutrality by holding events to spread these technologies.

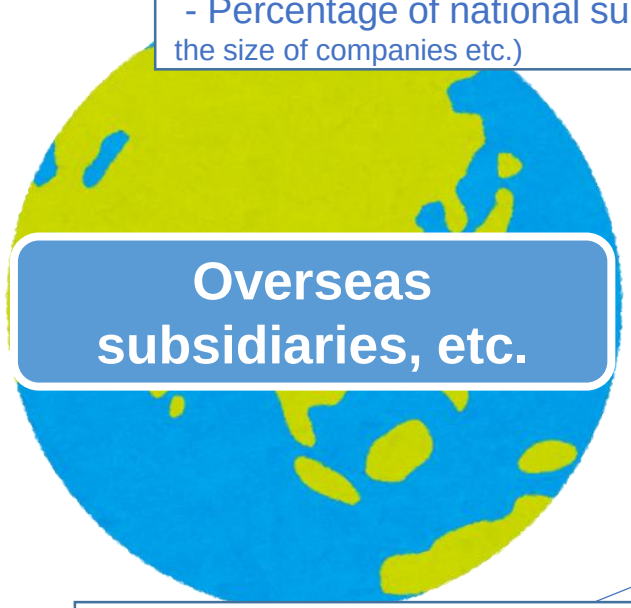
Human Resource Development Scheme at AOTS

■ Technical training

- For local core personnel
- Study of Japanese language at AOTS + company's original **OJT** (up to 1 year)
- Percentage of national subsidy: 1/3, 1/2, 2/3 (depends on the size of companies etc.)

■ Management training

- For middle-level to executive management
- Training divided by themes at AOTS + company's original **OJT also accepted** (up to 120 days)
- Percentage of national subsidy: 1/3, 1/2, 2/3 (depends on the size of companies etc.)



Overseas subsidiaries, etc.

Invitation of local staff

Dispatch of lecturers/experts
Opening of courses in local universities

Main offices in Japan, etc.

■ Overseas training

- 2 to 30 days
- **Lecture** format (demonstration/practical sessions also acceptable)
- Percentage of national subsidy: 1/2 or 2/3

■ Experts dispatch

- 1 to 12 months
- **OJT conducted locally**
- Percentage of national subsidy: 1/3, ½, 2/3 (depends on the size of companies etc.)

■ Endowed courses

- **Securing high quality personnel (high level personnel)**
- Interns may be accepted
- Strengthening network with universities
- Percentage of national subsidy: 1/2 or 2/3

Can be conducted remotely online

Human Resource Development Scheme at AOTS

Scheme	Summary
Technical training	- Invitation of local personnel (local staff, particularly core personnel) affiliated with Japanese companies (dispatching companies) located in developing countries to Japan for encouraging them to acquire the technique that can only be learnt in Japan (up to 1 year). - Some training through practical work may be conducted although this is “training” for visa qualification. - A part of the expenses required for training may be subsidized by the Japanese government.
Management training	- Invitation of local personnel (local staff, particularly management) affiliated with Japanese companies (dispatching companies) located in developing countries to Japan for lectures contributing to corporate management (about 2 weeks) - Additional training may be conducted by the Japanese company after the lecture above as necessary. - A part of the expenses required for training may be subsidized by the Japanese government.
Overseas training	- AOTS collects inquiries from Japanese companies, and Japanese companies conduct training at overseas subsidiaries. - Effective for education of many local personnel (local staff, etc.) over a short period. - A part of the expenses required for training may be subsidized by the Japanese government. - Training may be conducted online.
Experts dispatch	- Employees of companies in Japan (dispatching companies) in investment or partnership relationship with Japanese companies located in developing countries (dispatched companies) are dispatched as AOTS experts for technical guidance and human resource development. - A part of the expenses for experts dispatch may be subsidized by the Japanese government. - Technical guidance may be conducted online from Japan.
Endowed courses	- Courses will be established in local universities at developing countries and providing internship according to the application of Japanese companies or overseas Japanese companies to some of these attendees as necessary. - Lectures and internship intended to improve the attendee’s capabilities required at Japanese companies or overseas Japanese companies and to lead to employment at such companies. - A part of the expenses required for lecture or internship may be subsidized by the Japanese government. - Lecture may be applied to online guidance, and participation in internship is optional.

Eligible Areas and Companies by Human Resource Development Scheme

Scheme	Project name	Eligible area (excerpts)	Applicant companies *			
			Japanese companies			Overseas companies
			Small and medium-sized	Leading medium-sized	Large enterprise	Japanese companies
Technical training	Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)	Novel technology with no history at local corporate	○	○	○	×
	Human resource development support projects for the export of low carbon technology	Energy saving in overseas production process of automobiles, industrial machines, and electrical appliances	○	○	×	×
Management training	Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)	Same as technical training (for on-site training)	○	○	○	×
	Human resource development support projects for the export of low carbon technology	Same as technical training (for on-site training)	-	-	-	-
Overseas training	Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)	Transfer of unique technology owned by Japanese companies	○	○	○	○
	Human resource development support projects for the export of low carbon technology	Energy saving in overseas production process of automobiles, industrial machines, and electrical appliances	○	○	×	×
Experts dispatch	Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)	Novel technology with no history at local corporate	○	○	○	×
	Human resource development support projects for the export of low carbon technology	Energy saving in overseas production process of automobiles, industrial machines, and electrical appliances	○	○	×	×
Endowed courses	Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)	Technical areas and business areas that become the key of industrial development and corporate business activities	○	○	○	○

* For emerging business projects, “small and medium-sized” refers to companies stipulated in Small and Medium-sized Enterprise Basic Act, “leading medium-sized” refers to companies with capitals less than 1 billion yen that are not applicable to small and medium-sized enterprise.
However, business operators with 100% of stock owned directly or indirectly by corporates with 1 billion yen or higher in capitals and investment will not be considered as leading medium-sized/small and medium-sized enterprise.
For low carbon projects, “small and medium-sized” refers to companies stipulated in Small and Medium-sized Enterprise Basic Act, “leading medium-sized” refers to companies with capitals less than 1 billion yen that are not applicable to small and medium-sized enterprise.
However, this is not applicable for companies that fall under any of the following:
(i) Small and medium-sized enterprise with 100% of stock owned directly or indirectly by corporates with 500 million yen or higher in capitals and investment, and leading medium-sized company with 100% of stock owned directly or indirectly by corporates with 1 billion yen or higher in capitals and investment.
(ii) Small and medium-sized enterprise and leading medium-sized companies with more than 1.5 billion yen in the confirmed average taxable income in each year or each business year within 3 pervious years.

FY2022 Low Carbon Program: New Human Resource Development Scheme

I. Development of human resources for low carbon technology export

Introduce efficient production systems to mainly overseas production sites of Japanese companies, utilize smart technologies in factories of Japanese companies in Asia, and develop foreign nationals' capacities to introduce and maintain energy-saving equipment with the aim of promoting energy saving and CO_2 emission reductions throughout the supply chains of Japanese companies overseas.

(A) Human resource development program for saving energy consumed by production processes
Scheme: 1) Training in Japan, 2) Overseas training, 3) Experts dispatch (including remote training)
Target organizations: Leading middle-sized companies and SMEs of Japan
Target countries: Countries and regions in Asia including the Middle-East
Subsidy rate: SMEs 2/3, Leading middle-sized companies 1/2
Target businesses: Cars, industrial machinery, and electric machines

(B) Human resource development program for introducing and maintaining energy-saving equipment **New**
Scheme: 1) Training in Japan, 2) Overseas training (including remote training)
Target organizations: Leading middle-sized companies and SMEs of Japan
Target countries: Countries and regions in Asia including the Middle-East
Subsidy rate: SMEs 2/3, Leading middle-sized companies 1/2
Target businesses: (i) Introduction and maintenance of energy-saving equipment
(ii) Introduction and maintenance of robots and automated factories

II. Development of human resources for advanced technology diffusion (the Green Growth Strategy) **New**

Develop local human resources to deepen the understanding on and promote R&D of industrial technologies concerning fields designated as priorities by the Green Growth Strategy and the Asia Energy Transition Initiative (AETI), as well as to nurture international awareness on carbon neutrality.

Scheme: 1) Seminars, 2) Invitation of industrial human resources, 3) Endowed courses
Target organizations: Japanese companies, organizations, and higher education institutions, such as universities (not limited to leading middle-sized companies and SMEs)
Target countries: Countries and regions in Asia including the Middle-East
Subsidy rate: Higher education institutions and public-service corporations 3/4, SMEs 2/3, Leading middle-sized and large-sized companies 1/2
Target businesses/technologies: Technologies concerning the carbon neutrality of sectors described in the Green Growth Strategy* and AETI

* Major sectors:
〇Offshore wind, solar, geothermal industries 〇Hydrogen and fuel ammonia industries
〇Next-generation energy industry 〇Nuclear industry 〇Car and storage cell industries
〇Semiconductor and IT industries 〇Airplane industry 〇Carbon recycling and material industries
〇Next-generation power management industry

Check the applicant guideline for details.
https://www.aots.jp/hrd/crtp-new
(To be opened)

(1) Holding seminars

Seminars to explain and promote Japan's technologies that contribute to carbon neutrality (webinars are also available)

(2) Inviting industrial human resources

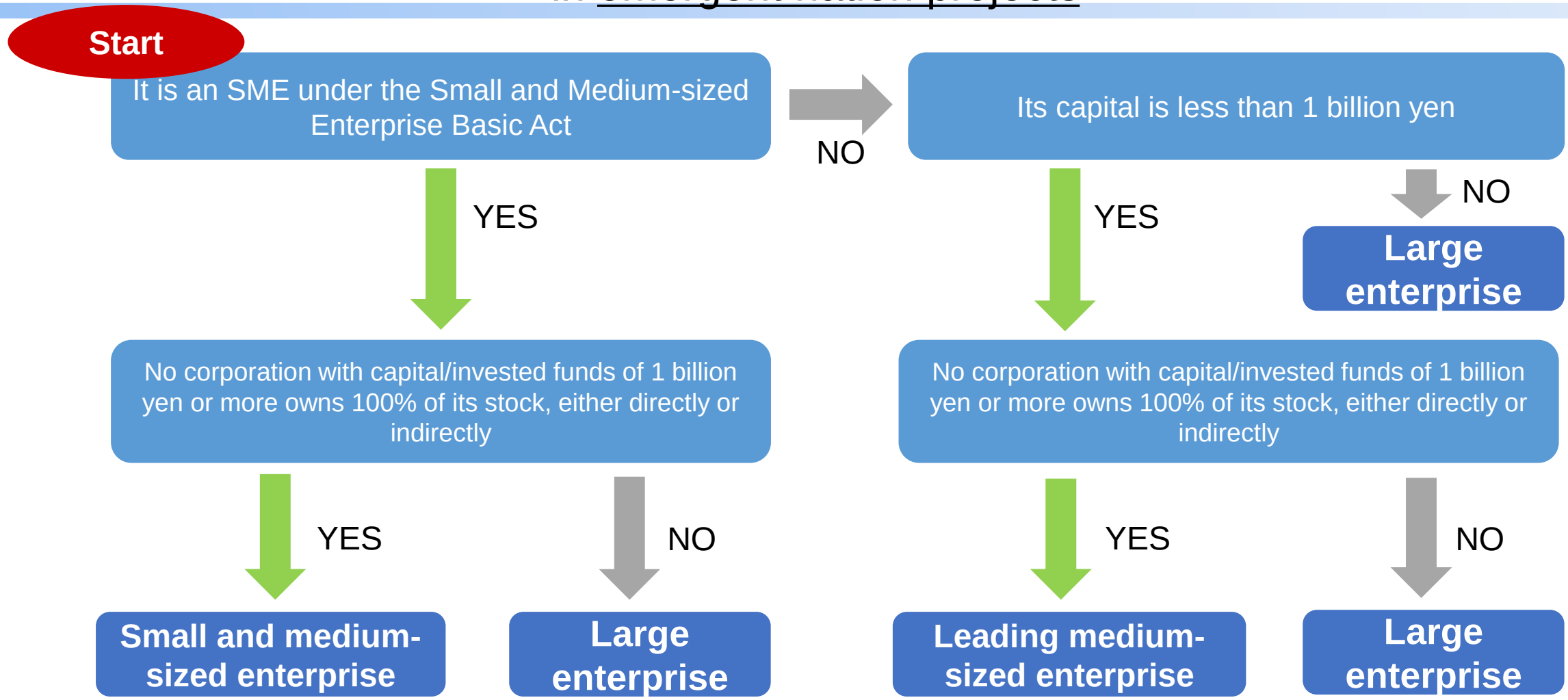
<Invitation of key persons>
Program to invite business owners and heads of engineering units and directors of organizations to provide them with explanations of Japan's technologies and opportunities to observe demonstration sites

<Invitation of industrial engineers>
Program to invite industrial engineers, such as heads of engineering units, and high-level and expert engineers to Japan (some programs are offered online)

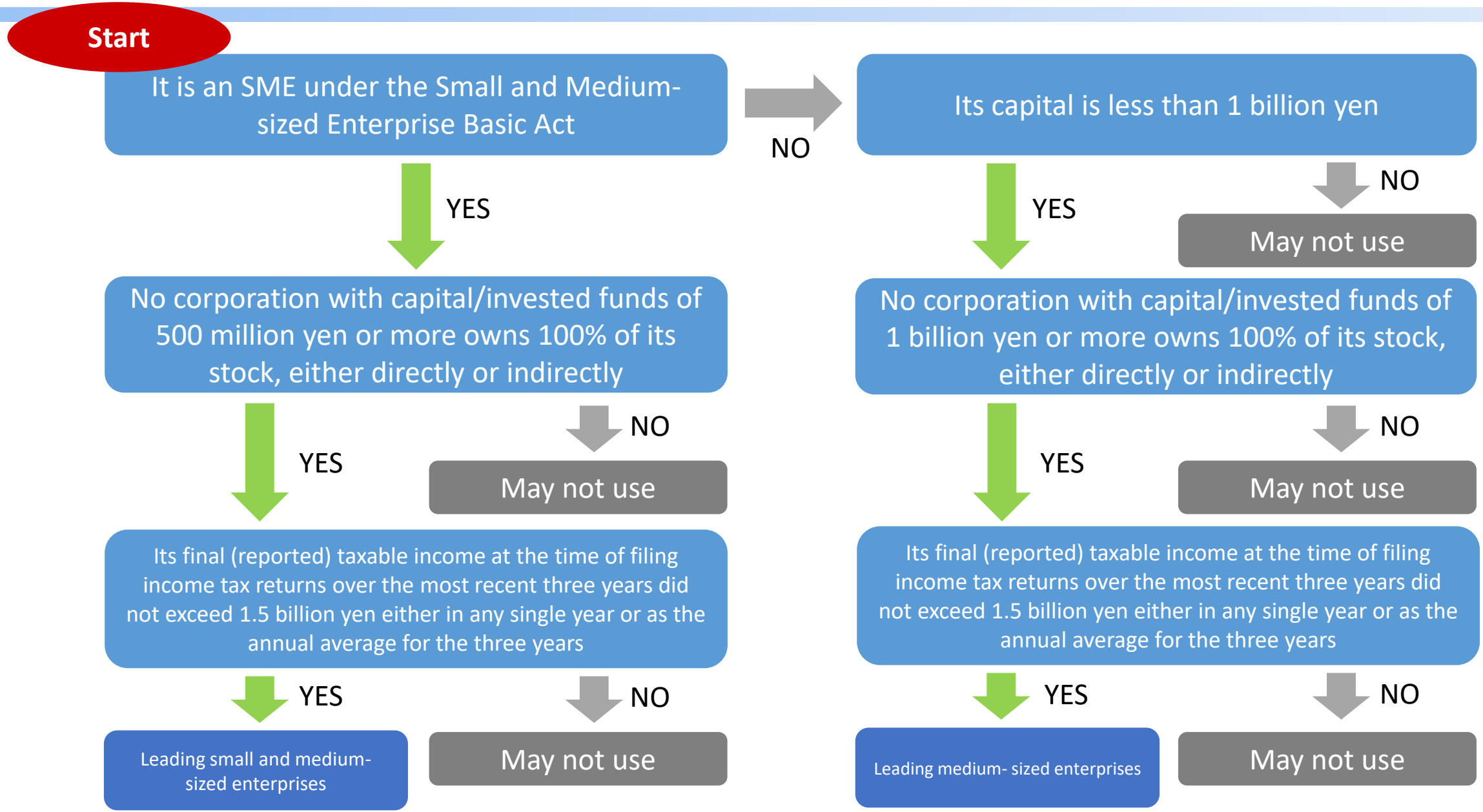
(3) Endowed courses

Endowed courses on carbon neutral technologies are being developed by Japanese companies or universities and are currently in the R&D or demonstration phase. The courses are held in local universities and the like to promote these technologies in the counterpart countries (some courses are offered online).

[Supplement] Leading medium-sized and small and medium-sized enterprise in emergent nation projects

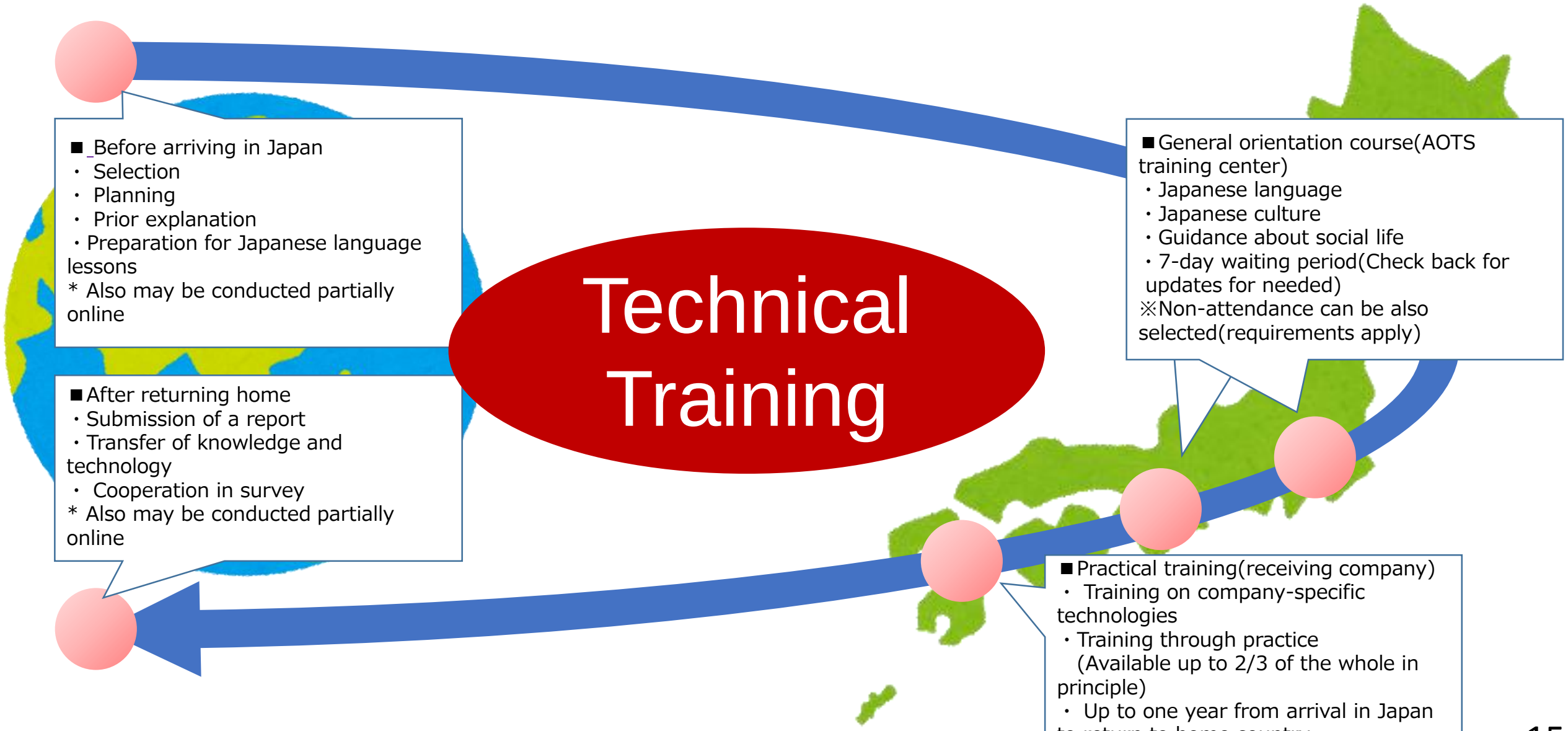


※4　Leading medium- sized and small and medium-sized enterprises in the carbon-reduction program



3. Technical Training

Technical Training



Benefits of Technical Training

- Enables on-the-job training (OJT) with visa status of “Trainee”
- Subsidies available for costs of reception and training
- Visa can be obtained using AOTS-issued ID
- AOTS provides introductory training on Japanese language, guidance for living in Japan, etc.
- Safe residence in Japan throughout the entire training period (overseas travel insurance coverage)
- Advising on receiving trainees

Technical Training: Main Requirements for Applications (i)

	Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)	Human resource development support projects for the export of low carbon technology
Eligible country/area	Developing nations/regions *1	Countries/regions in Asia/Middle East *2
Areas of application	Technical cooperation must contribute to the industrial development of developing nations/regions (e.g. Purpose of project is introduction of **novel technology with no history in local corporates** and model change to products/services with higher performance than previous model)	Expectation for energy-saving effect at the local site through production processes (energy saving by line/process improvement, introduction of new facilities, and production technology/control technology introduction) through the implementation of cases in any of the following **3 eligible businesses** and this can be explained/presented in a quantitative manner. *3 - Automobiles area (automobiles, car parts, etc.) - Industrial machinery area (machine tools, production/industrial machines, etc.) - Electric appliances area (heavy electrical machinery, electronic/information communication devices, precision instruments, household appliances, etc.)
	Must include perspective of problem solving according to the actual circumstance of the developing nations/regions	

*1 This information is based on the DAC list by Development Assistance Committee (DAC) of Organisation for Economic Co-operation and Development (OECD). However, countries/regions not approved for cooperation under the ODA budgets of Chinese and Japanese governments are excluded.

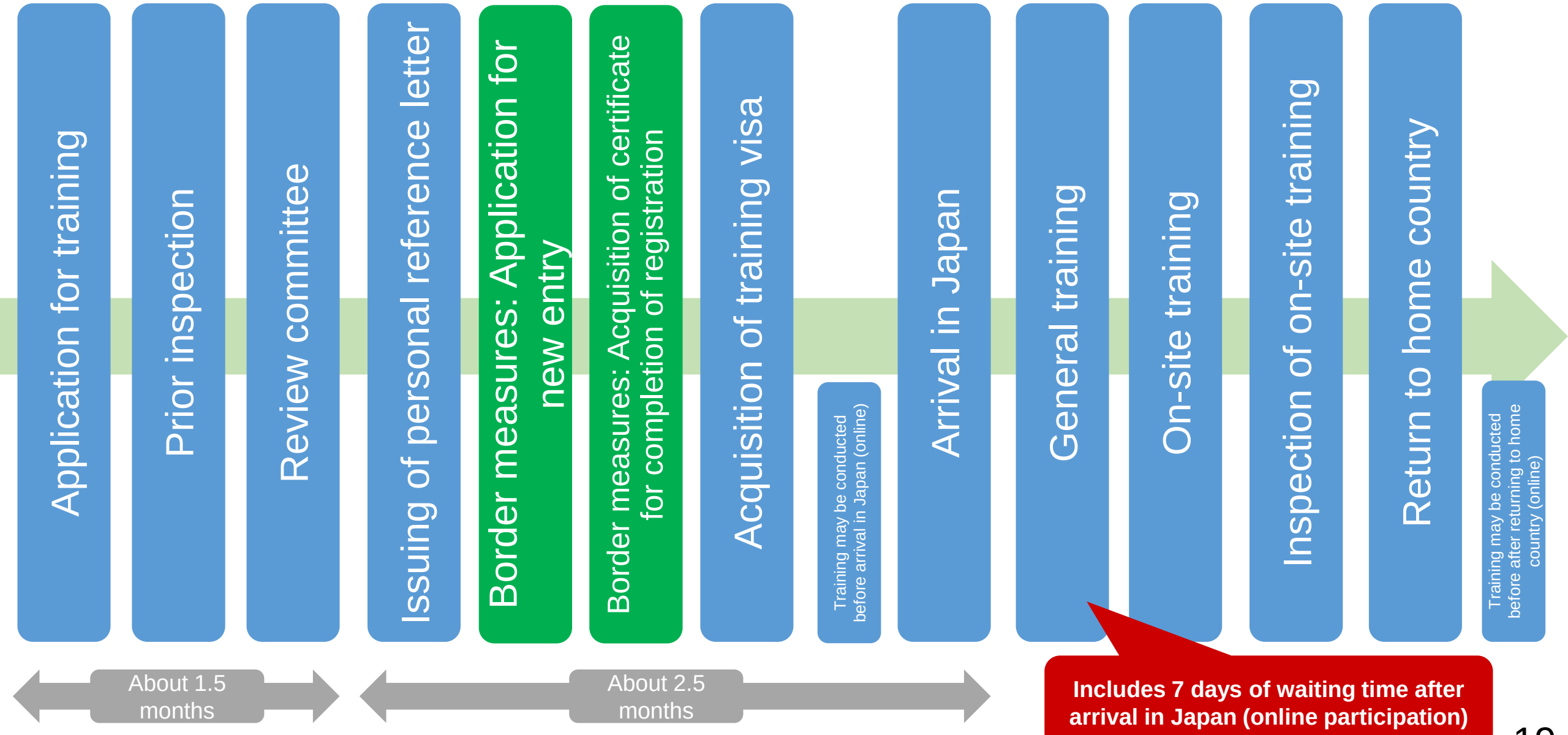
*2 Countries and regions defined as “Asia” and “Middle East” in the Ministry of Foreign Affairs of Japan website (https://www.mofa.go.jp/mofaj/area/index.html)

*3 Eligible businesses refer to the purpose of use of the product for training/guidance rather than the primary business of the applicant company.
For example, if fiber-related companies conduct training and guidance limited to the manufacture of fiber for car sheets (not generally used fiber), fiber is not included in the eligible business type. However, since the purpose of product use is for automobile, the occupation will be regarded as automobiles and eligibility requirement will be met.

Technical Training: Main Requirements for Applications (ii)

	Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)	Human resource development support projects for the export of low carbon technology
Japanese company (accepting companies)	Corporate entity in Japan, more than 50% capitals on Japan side	**Leading medium-sized and small and medium-sized enterprises** with corporate entity in Japan
	Capable of taking burdens of various costs in accepting trainees	
	Capital or business relationship with the local corporate	
	About 1 trainee to be accepted for 20 staff members in the Japanese company	
	Instructors must have at least 5 years of actual operation in the applicable technique	
	No contract is signed for provision of paid technical services with the local company	
Local companies (dispatching company, trainees)	Less than 50% investment from advanced country (excluding Japan)	—
	—	Has corporate entities in eligible countries and regions (Branches or offices of the Japanese company are not acceptable.)
	Employment contract is signed with the local company	
	Age of 20 to 50 years inclusive	
	Academic capability at tertiary level or equivalent (= graduation from vocational/junior college) as a principle, or history of employment	
	Management/supervision or advisor position in local site or are expected to play these roles	
	Not on military register	
Training in Japan	Technology appropriate for training in Japan (= intended for trainees' acquisition of knowledge/techniques that cannot be or are difficult to be acquired locally)	
	Technology that cannot be transferred to military purposes, such as armory and weapons	
	As a principle, training through practical work (practical training) must be not more than 2/3 of the entire training period	
	Simple operations and repetition of the same work are not acceptable	

Technical Training (General + Practical Training): Application to Return to Home Country



Technical Training: Subsidy Rate

	Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)			Human resource development support projects for the export of low carbon technology	
Company scale	Leading medium-sized/ small and medium-sized enterprises	Large enterprise	Key area *	Small and medium-sized enterprises	Leading medium-sized
Percentage of national subsidy	2/3	1/3	1/2	2/3	1/2
Company burden	1/3	2/3	1/2	1/3	1/2
Paid by	Paid by the Japanese company in principle			Paid by the Japanese company in principle	

* Eligible for large enterprises only, regarding cases where percentage of national subsidy can be increased from 1/3 as the normal rate to 1/2. This must meet any of the following conditions:
  (i) Technical cooperation projects that are thought to have a major contribution to the industrial development of developing nations/regions (e.g. Starting new companies or new plant, initiation of innovative new products/services)
  (including cases with major contribution to multiplication and reinforcement of supply chains)
  (ii) Projects with African countries/regions as overseas destination

◆We are asking for your cooperation in separate payment of expenses related to the operation of the AOTS organization (management contribution).

Technical Training Expenses subject to a subsidy

					Technical cooperation utilization type/emerging market development program (training/experts dispatch program)			Support program for human resources development to export carbon reduction technology
Company scale					Leading medium-sized/small and medium-sized enterprises	General companies	Priority projects	Leading medium-sized/small and medium-sized enterprises
Expenses for receiving a trainee (base amount)	Expenses during the stay	Accommodation expenses	During the general orientation course (AOTS)		**6,820** yen/night (actual cost in the case of a plant visit in a remote area)			**6,820** yen/night (actual cost in the case of a plant visit in a remote area)
			During practical training	AOTS	**6,820** yen/night			**6,820** yen/night
				Company facility	**1,570** yen/night			**1,570** yen/night
				External accommodation facility	Actual cost (up to 6,280 yen/night at the maximum)			Actual cost (up to 6,280 yen/night at the maximum)
		Meal expenses	Arrival day		**1,780** yen/day			**1,780** yen/day
			After that		**2,620** yen/day			**2,620** yen/day
		Miscellaneous expenses			**1,040** yen/day			**1,040** yen/day
	Practical training expenses				**5,190** yen/day	**3,360** yen/day		**5,190** yen/day
	Travel expenses				Not covered by a subsidy (only applicable for acceptance from Africa)			Actual cost (based on the AOTS standards)
	Domestic transportation expenses (partial)				Actual cost (based on the AOTS standards)※1			Actual cost (based on the AOTS standards)
	Medical expenses/overseas travel insurance premium				Actual cost (purchased by AOTS)※1			Actual cost (purchased by AOTS)
Incidental training costs					Actual cost (Implemented by AOTS)			Actual cost (Implemented by AOTS)

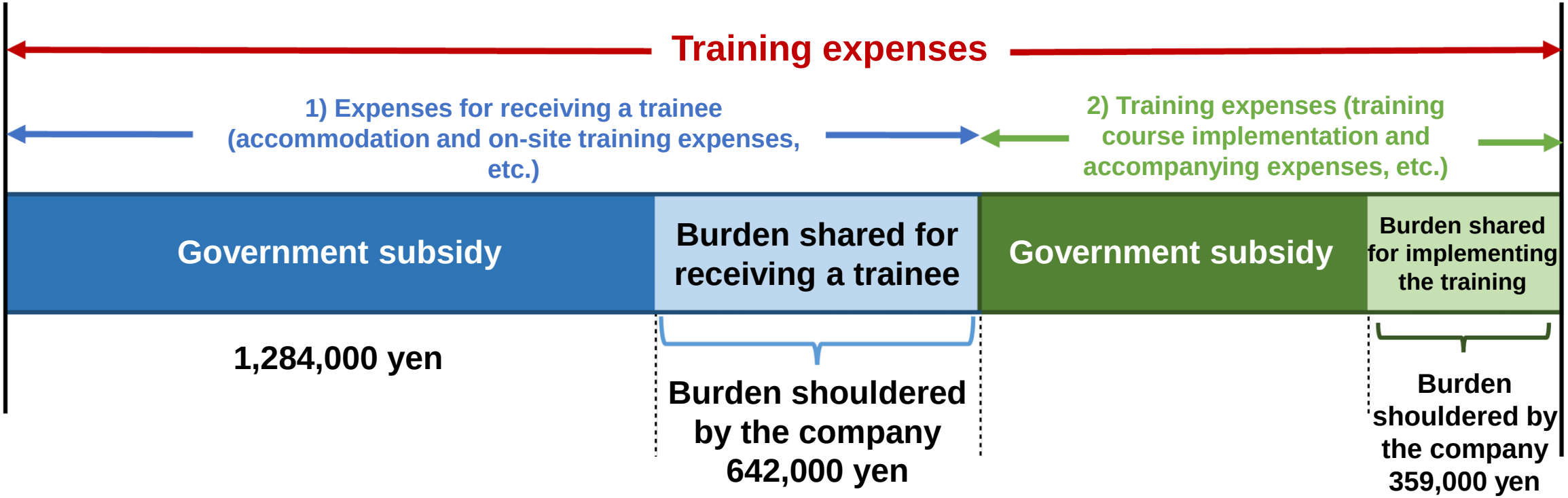
※1 Subsidy amounts are fixed when a carryover budget from FY2020 applies.

Technical Training corporate share of expenses

		Technical cooperation utilization type/emerging market development program (training/experts dispatch program)			Support program for human resources development to export carbon reduction technology	
Company scale		Leading medium-sized/small and medium-sized enterprises	General companies	Priority projects	small and medium-sized enterprises	Leading medium-sized enterprises
① Share of expenses for receiving a trainee		Expenses for receiving a trainee **×(1-2/3)**	Expenses for receiving a trainee **×(1-1/3)**	Expenses for receiving a trainee **×(1-1/2)**	Expenses for receiving a trainee **×(1-2/3)**	Expenses for receiving a trainee **×(1-1/2)**
② Burden shared for implementation of training	J13W course (Japanese language lesson + lecture/inspection)	**617,000** yen/person	**798,000** yen/person	**731,000** yen/person	**617,000** yen/person	**731,000** yen/person
	J6W course (Japanese language lesson + lecture/inspection)	**359,000** yen/person	**474,000** yen/person	**420,000** yen/person	**359,000** yen/person	**420,000** yen/person
	9D course, A9D course (lecture/inspection only)	**167,000** yen/person	**214,000** yen/person	**189,000** yen/person	**167,000** yen/person	**189,000** yen/person
	Non-attendance	**122,000** yen/person			**122,000** yen/person	

Technical Training: Sample Estimate

[Calculation conditions]
- Use of the emerging market development program
- Six-month training for one person
- Company scale is SME
- Participants stay in a facility owned by the applicant company during the period of training
- Participation in the J6W course

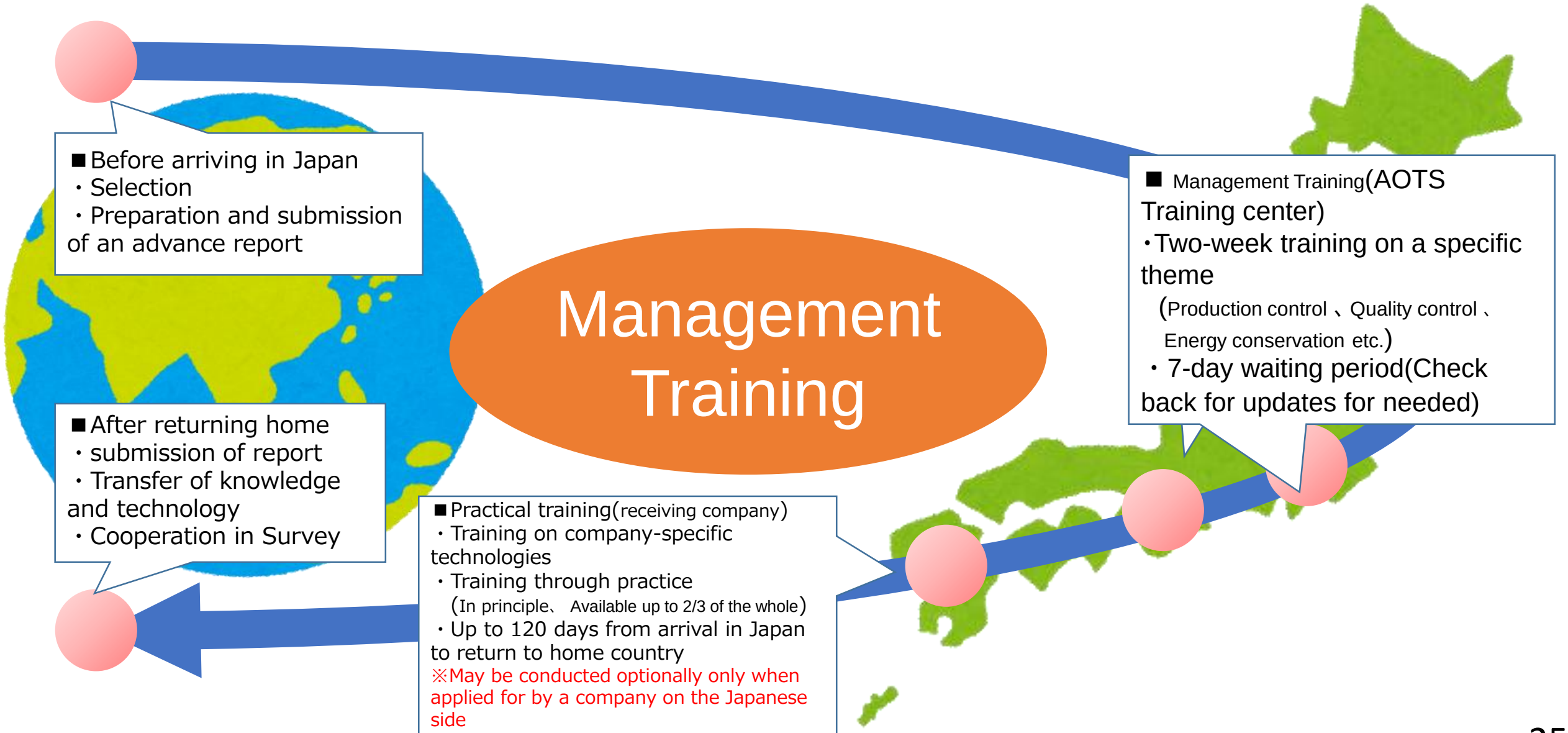


Total amount shouldered by a Japanese company: 1,001,000 yen

◆ We are asking for your cooperation in the separate payment of expenses related to the operation of the AOTS organization (management contribution.)

4. Management Training

Management Training



Benefits of Management Training

- Lectures on specific themes by instructors including renowned experts in their fields
- Localization of management of overseas subsidiaries
- Encouraging understanding of Japanese ways of thinking about work
- Japanese government subsidies apply to costs of trainees' stays in Japan etc.
- Visa can be obtained using AOTS-issued ID

Management Training: Main Requirements for Application (i)

	Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)
Eligible nations/regions	Developing nations/regions *1
Areas of application (for on-site training)	Technical cooperation must contribute to the industrial development of developing nations/regions (e.g. Purpose of project is introduction of **novel technology with no history in local corporates** and model change to products/services with higher performance than previous model)
	Must include perspective of problem solving according to the actual circumstance of the developing nations/regions

*1 This information is based on the DAC list by Development Assistance Committee (DAC) of Organisation for Economic Co-operation and Development (OECD). However, countries/regions not approved for cooperation under the ODA budgets of Chinese and Japanese governments are excluded.

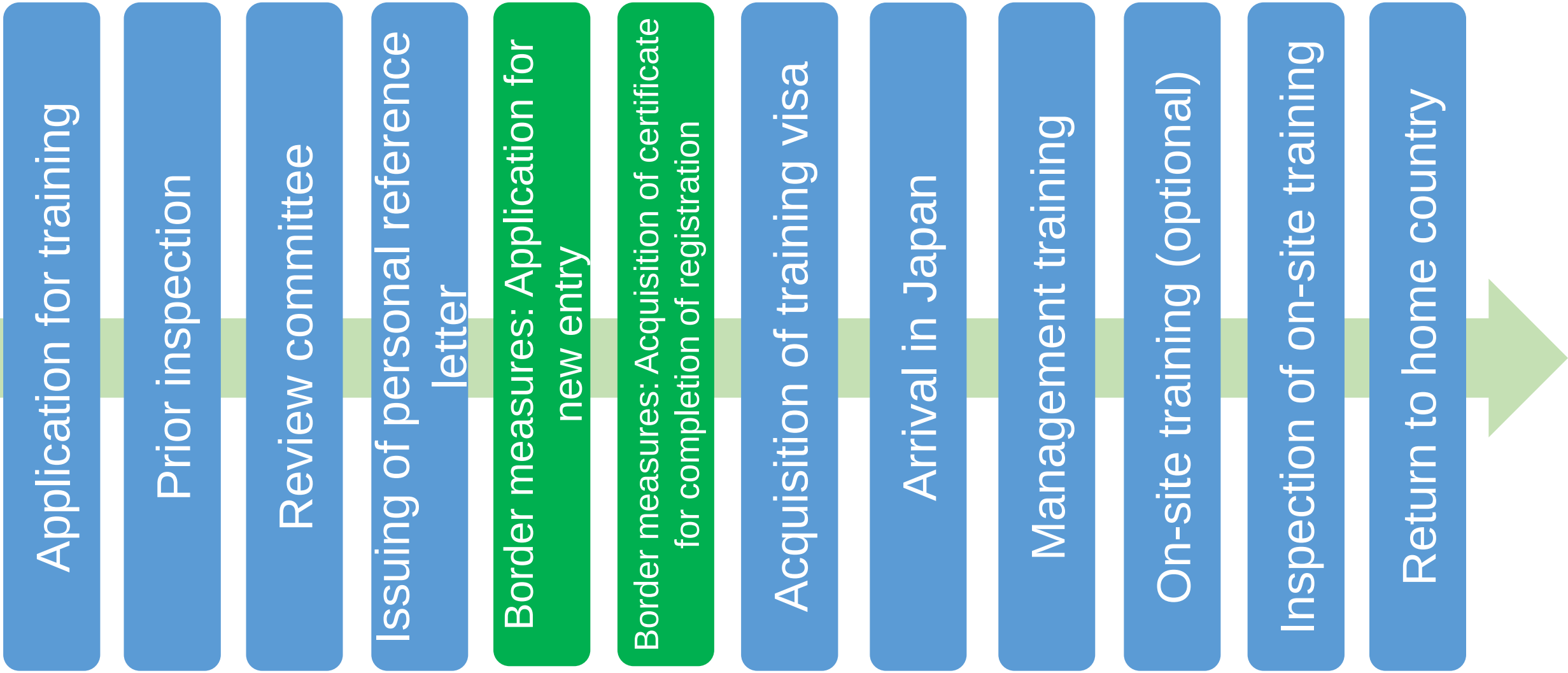
*2 Management training is not conducted for human resource development support projects for the export of low carbon technology.

Management Training: Main Requirements for Application (ii)

	Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)
Japanese company (accepting companies)	Corporate entity in Japan, more than 50% capitals on Japan side
	Capable of taking burdens of various costs in accepting trainees
	Capital or business relationship with the local corporate
	About 1 trainee to be accepted for 20 staff members in the Japanese company
	Instructors must have at least 5 years of actual operation in the applicable technique
	No contract is signed for provision of paid technical services with the local company
Local companies (dispatching company, trainees)	Less than 50% investment from advanced country (excluding Japan)
	-
	Able to receive lectures, conduct debate and presentations, and prepare reports in the language of training
	Meets the separate qualifications for each course (number of years of experience, basic knowledge, etc. *)
	Not students
	Not on military register
Training in Japan (only for on-site training)	Technology appropriate for training in Japan (= intended for trainees' acquisition of knowledge/techniques that cannot be or are difficult to be acquired locally)
	Technology that cannot be transferred to military purposes, such as armory and weapons
	As a principle, training through practical work (practical training) must be not more than 2/3 of the entire training period
	Simple operations and repetition of the same work are not acceptable

* Examples: Management and executives in companies; age of 20 year or over with academic capability at tertiary level or equivalent

Management Training: Application to Return to Home Country



Management Training: Subsidy Rate

	Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)		
Company scale	Leading medium-sized/ small and medium-sized enterprises	Large enterprise	Key area *
Percentage of national subsidy	2/3	1/3	1/2
Company burden	1/3	2/3	1/2
Paid by	Paid by the Japanese company in principle		

*Eligible for large enterprises only, regarding cases where percentage of national subsidy can be increased from 1/3 as the normal rate to 1/2. This must meet any of the following conditions:

(i) Technical cooperation projects that are thought to have a major contribution to the industrial development of developing nations/regions (e.g. Starting new companies or new plant, initiation of innovative new products/services) (including cases with major contribution to multiplication and reinforcement of supply chains)

(ii) Projects with African countries/regions as overseas destination

◆We are asking for your cooperation in separate payment of expenses related to the operation of the AOTS organization (management contribution.)

Management Training: Expenses for Subsidy

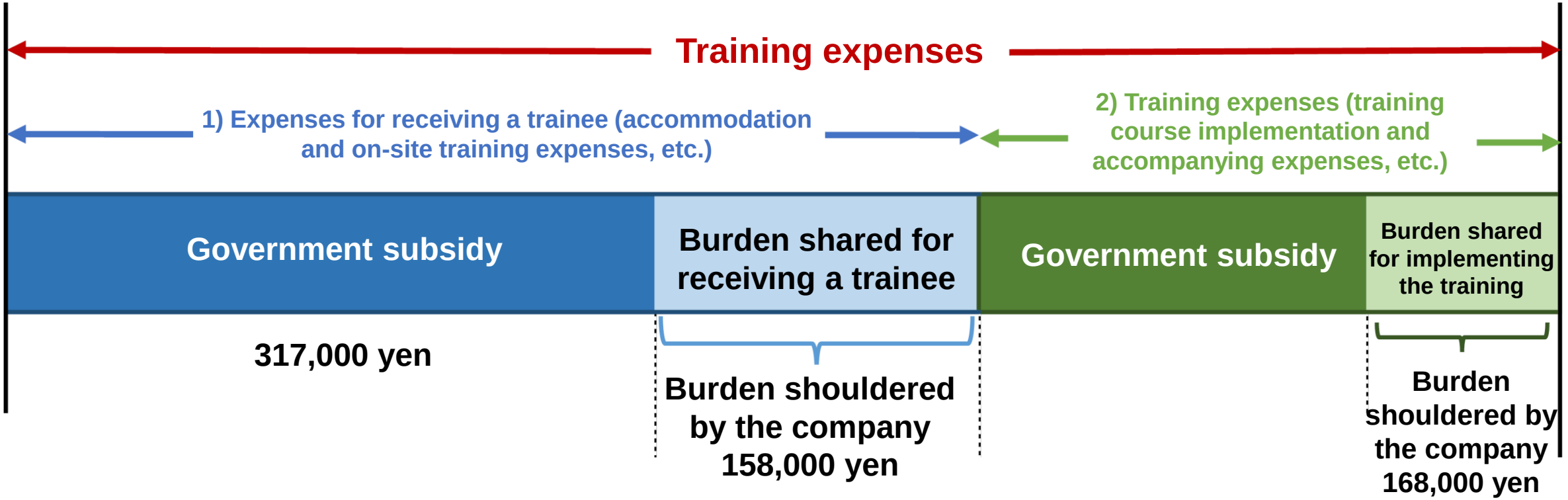
					Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)		
Company scale					Leading medium-sized/ small and medium-sized enterprises	Large enterprise	Key area
Acceptance cost (standard expense)	Expenses during stay	Accommodation expense	During general training (AOTS)		**6,820** yen/night (actual cost for remote plant inspection)		
			During on-site training	AOTS	**6,820** yen/night		
				Company facility	**1,570** yen/night		
				External accommodation	Actual cost (however, maximum is 6,280 yen/night)		
		Food expenses	Day of arrival in Japan		**1,780** yen/day		
			Subsequent period		**2,620** yen/day		
		Miscellaneous expenses			**1,040** yen/day		
	On-site training expense				**5,190** yen/day	**3,360** yen/day	
	Travel expenses				Not subsidized		
	Expenses for transfer within Japan (partial)				Actual cost (according to AOTS standard)		
	Medical care expense, overseas travel insurance cost				Actual cost (covered through AOTS)		
Training contribution	Management training				Actual cost (Implemented by AOTS)	Actual cost (Implemented by AOTS)	Actual cost (Implemented by AOTS)

Management Training corporate share of expenses

	Technical cooperation utilization type/emerging market development program (training/experts dispatch program)		
Company scale	Leading medium-sized/small and medium-sized enterprises	General companies	Priority projects
① Share of expenses for receiving a trainee	Expenses for receiving a trainee **×(1-2/3)**	Expenses for receiving a trainee **×(1-1/3)**	Expenses for receiving a trainee **×(1-1/2)**
② Burden shared for implementation of training	**168,000** yen/person	**214,000** yen/person	**198,000** yen/person

Management Training: Sample Estimate

[Calculation conditions]
- Use of the emerging market development program
- Two-week management training for one person
- Company scale is SME
- Option of 30-day on-site training available
- Participants stay in a facility owned by the applicant company during the period of training



Total amount shouldered by a Japanese company: 326,000 yen

◆ We are asking for your cooperation in the separate payment of expenses related to the operation of the AOTS organization (management contribution.)

5. Overseas Training

About Overseas Training

■ Before dispatch
- Appointment of a lecturer
- Planning of a training program
- Preparation for implementation of training

■ Overseas Training(Local side company)
- Lectures and practical exercises based on the training plan、practical training
- In principle、the period between 2 and 30 days

※Also may be conducted online
※For third-country type, focusing on on-the-job training (OJT), up to up to 120 days

■ After returning home
- Submission of a report
- settlement
- Cooperation in Survey

Benefits of Overseas Training

- Japanese government subsidies apply to costs of instructors' stays overseas etc.
- Short-term intensive training can be conducted overseas
- Lectures may include practical exercises and practical training
- Subsidies are relatively high for online training
- Makes it possible to develop large numbers of human resources at once

Overseas Training: Main Requirements for Applications (i)

	Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)	Human resource development support projects for the export of low carbon technology
Eligible country/area	Developing nations/regions *1	Countries/regions in Asia/Middle East *2
Areas of application	Training must be conducted for **transfer of technology unique to Japanese companies** to promote the development of human resources at the local sites required for business development in developing nations	Expectation for energy-saving effect at the local site through production processes (energy saving by line/process improvement, introduction of new facilities, and production technology/control technology introduction) through the implementation of cases in any of the following **3 eligible businesses** and this can be explained/presented in a quantitative manner. *3 - Automobiles area (automobiles, car parts, etc.) - Industrial machinery area (machine tools, production/industrial machines, etc.) - Electric appliances area (heavy electrical machinery, electronic/information communication devices, precision instruments, household appliances, etc.)

*1 This information is based on the DAC list by Development Assistance Committee (DAC) of Organisation for Economic Co-operation and Development (OECD). However, countries/regions not approved for cooperation under the ODA budgets of Chinese and Japanese governments are excluded.

*2 Countries and regions defined as “Asia” and “Middle East” in the Ministry of Foreign Affairs of Japan website (https://www.mofa.go.jp/mofaj/area/index.html)

*3 Eligible businesses refer to the purpose of use of the product for training/guidance rather than the primary business of the applicant company.
For example, if fiber-related companies conduct training and guidance limited to the manufacture of fiber for car sheets (not generally used fiber), fiber is not included in the eligible business type. However, since the purpose of product use is for automobile, the occupation will be regarded as automobiles and eligibility requirement will be met.

Overseas Training: Main Requirements for Applications (ii)

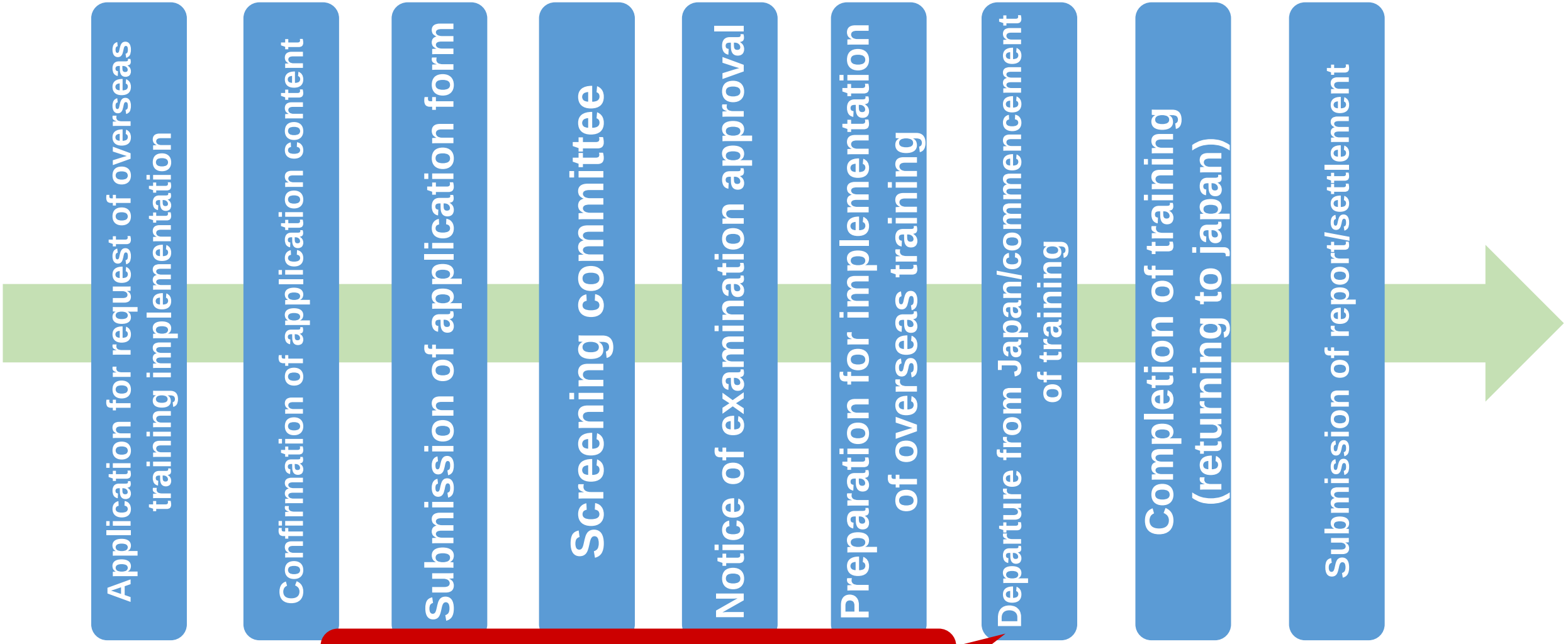
	Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)	Human resource development support projects for the export of low carbon technology
Applicant company (cooperating institution)	Corporate entity in Japan, more than 50% capitals on Japan side. Also, local Japanese corporate with more than 50% investment from these companies/organizations	**Leading medium-sized and small and medium-sized enterprises** with corporate entity in Japan
	Capable of taking burdens of various costs in accepting trainees	
	Company/organization in charge of preparing/implementing training (overseas cooperating institutions) are located locally *1	
	No contract is signed for provision of paid technical services with the local company	
Local company (overseas cooperating institution, trainee)	Less than 50% investment from advanced country (excluding Japan)	—
	Nationality, residence, and work site are located in the applicable country/region	
	Affiliated with company/organization (**including potential future business partners**)	
	Aged 18 to 60 years inclusive as a principle	
	Have language capability and history sufficient for the understanding the details of training	
	Not on military register	
On-site training	Training period is 2 to 30 days consecutive (inclusive) as a principle (may be not consecutive for online training) *2	
	Number of trainees is 10 to 50 inclusive as a principle (5 to 50 inclusive for leading medium-sized and small and medium-sized Japanese enterprise) ※For African projects, there is a relaxation of requirements	Number of trainees is 5 to 50 inclusive as a principle
	Technology that cannot be transferred to military purposes, such as armory and weapons	
	Up to 2 lecturers each from the country of training and outside Japan or country of training are subsidized *3	
	Lecturers must be 69 years old or younger at the commencement of training (age not considered for online) with at least 5 years of experiences in the actual operation in the area of training	
	Training at a third country or online training may be conducted as necessary	

*1 Operations conducted by overseas cooperating institution: Recruitment of trainees, cooperation in selection, preparation of texts and teaching materials, arrangement, and general management/operation for training as local office, etc.

*2 First day to last day of training is maximum 30 calendar days,In the case of online Technical cooperation utilization type, emergent nations market development projects , the actual training period may exceed 30 calendar days, as long as the actual training period is 20 days or less.

*3 For lecturers from countries outside Japan, affiliation are limited to relationship to the applicant company in capital/technical collaboration or business activities as agents

Overseas Training Application to returning home



Overseas Training: Subsidy Rate

	Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)		Human resource development support projects for the export of low carbon technology	
Company scale	Leading medium-sized/ small and medium-sized enterprises	Large enterprise	Small and medium-sized enterprises	Leading medium-sized
Percentage of national subsidy	2/3		2/3	1/2
Company burden	1/3		1/3	1/2
Paid by	Applicant company (cooperating institution)		Applicant company (cooperating institution)	

・In addition to the burden of payment above, applicant company (cooperation institution) will be asked to separately pay 11% of the total subsidized expenses as overseas training project management contribution.

◆We are asking for your cooperation in separate payment of expenses related to the operation of the AOTS organization (management contribution.)

Overseas Training principal expenses subject to a subsidy

			Technical cooperation utilization type/emerging market development program (training/experts dispatch program) Support program for human resources development to export carbon reduction technology (carbon reduction technology promotion program)			
Lecturer rating			Grade 1	Grade 2	Grade 3	Grade 4
Career	University		Professor	Associate professor	Assistant professor	Assistant
	Company		20 years or more	15 to 20 years	10 to 15 years	5 to 10 years
Lecturer	Honorarium	With local interpreter *1	**13,200** yen/h	**10,800** yen/h	**9,200** yen/h	**7,900** yen/h
		Without local interpreter	**16,800** yen/h	**14,400** yen/h	**12,000** yen/h	**10,600** yen/h
	Daily allowance *2		**5,000** yen/day			**4,200** yen/day
	Accommodation expenses *2		**15,100** yen/night			**12,900** yen/night
	Travel expenses		Actual cost (discounted business class)		Actual cost (discounted economy class)	
	Program teaching material expenses	Manuscript fee *3	**4,000** yen/piece	**3,500** yen/piece	**3,000** yen/piece	**2,000** yen/piece

*1 Although the honorarium for a local interpreter is included in the subject of a subsidy, the amount shall be in accordance with local rules.
*2 It varies depending on the region. (The above chart shows the standards in Thailand, Vietnam, Indonesia, Philippines, etc.)
*3 Japanese, Chinese and Korean: 400 words/piece; Other than those: 200 words/piece; PPT: 3 slides/piece

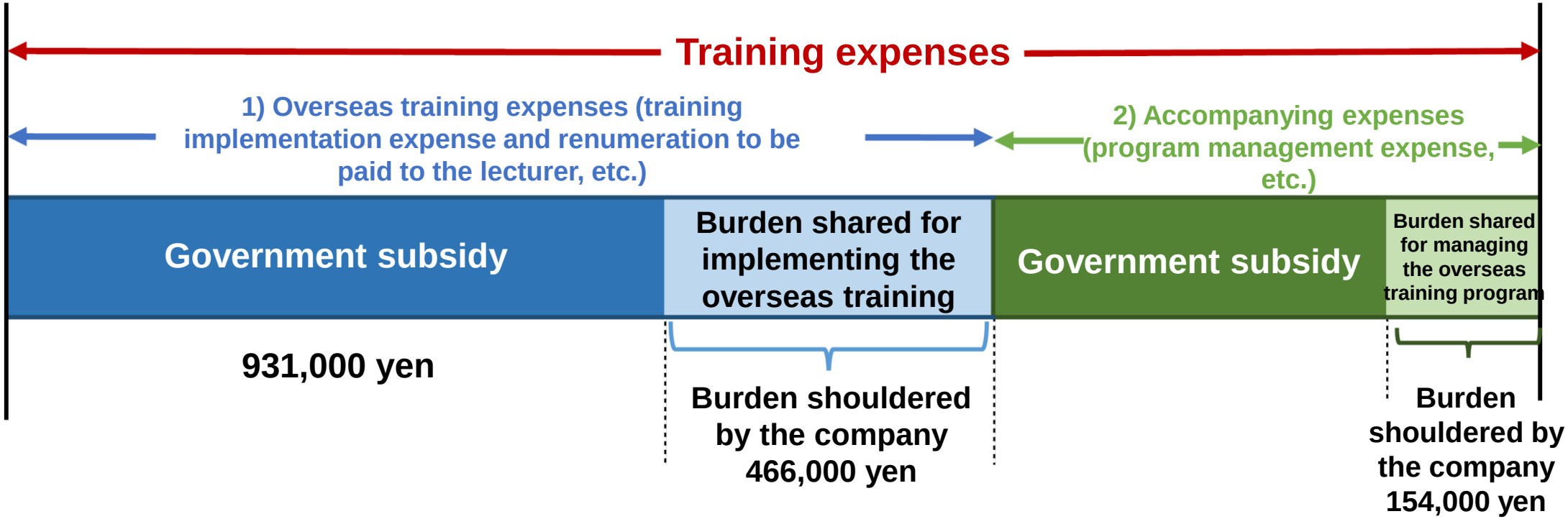
Overseas Training: Main Expenses for Subsidy (ii)

Category of overseas training sites / Subsidized expense		Designated cities *1	Area A *2	Area B *3	Area C *4
Overseas trainees	Travel expense	Actual cost (discount economy class)			
	Daily allowance (upper limit)	**6,200** yen/day	**5,200** yen/day	**4,200** yen/day	**3,800** yen/day
	Accommodation expense (upper limit)	**19,300** yen/night	**16,100** yen/night	**12,900** yen/night	**11,600** yen/night

*1 Singapore, Los Angeles, New York, San Francisco, Washington, Paris, Moscow, Geneve, London, Abu Dhabi, Jeddah, Riyadh, Kuwait, and Abidjan
*2 Following regions excluding the designated cities
(1) North America: North American continent (excluding Mexico and southward regions), Greenland, Hawaii Islands, Bermuda Islands, and Guam
(2) Europe: Europe continent (excluding the countries listed as Area A), Iceland, Ireland, Great Britain, Malta, and Cyprus
(3) Middle and Near East: Arabian Peninsula, Afghanistan, Israel, Iraq, Iran, Kuwait, Jordan, Syria, Lebanon, and Turkey
*3 Following regions:
(1) Asia: Thailand, Malaysia, Cambodia, Myanmar, Vietnam, Laos, Indonesia, East Timor, Brunei, the Philippines, Hong Kong, South Korea
(2) Oceania: Australia, New Zealand, Polynesian/Micronesian/Melanesian nations
(3) Europe: Albania, Azerbaijan, Armenia, Ukraine, Uzbekistan, Estonia, Kazakhstan, Kyrgyzstan, Georgia, Croatia, Slovenia, Tajikistan, Turkmenistan, Belarus, Bosnia and Herzegovina, Macedonia, Moldova, Serbia, Montenegro, Latvia, Lithuania, Russia, Czech Republic, Slovakia, Hungary, Bulgaria, Poland, and Romania
*4 Nations/regions other than those listed as designated cities, Area A, and Area B (China, Taiwan, Macau, Mongolia, North Korea, South Asia, South and Central America, and African Nations)
◆Other expenses may be eligible for subsidy, please contact us for details.

Overseas Training (Face-to-Face): Sample Estimate

[Calculation conditions]
- Use of the emerging market development program
- One local interpreter
- Training in Thailand
- Three-day training (six hours/day)
- One first-grade lecturer
- Ten trainees

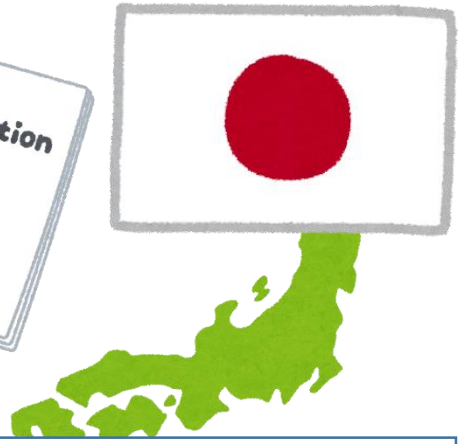


Total amount shouldered by a Japanese company: 620,000 yen

◆ We are asking for your cooperation in the separate payment of expenses related to the operation of the AOTS organization (management contribution.)

Online Overseas Training: Example of Utilization

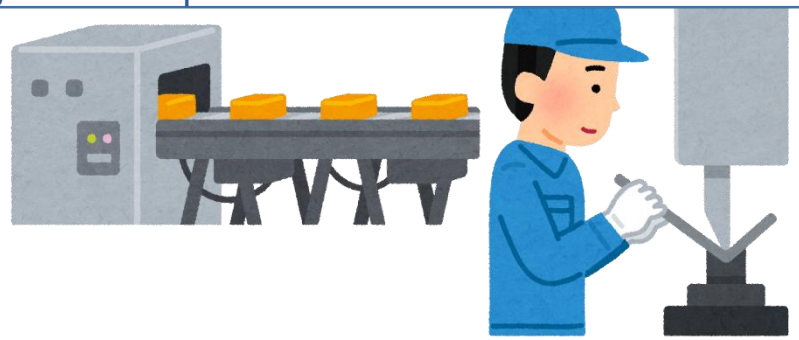
LMS



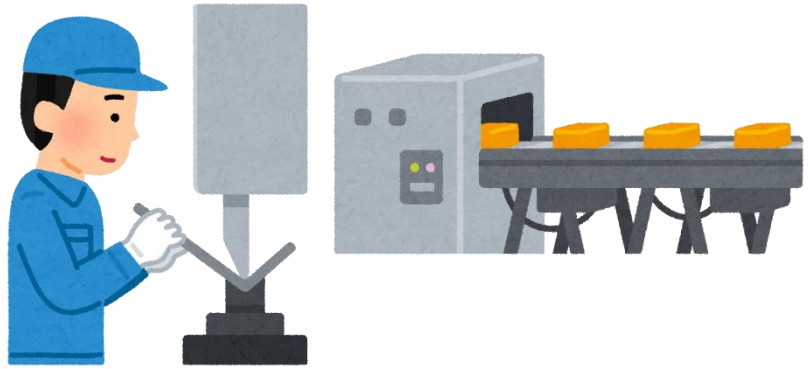
- Distribution of lecture materials and documents via LMS (learning management system)
- Provision of lecture movies via LMS (live and on demand)
- Management of attendance and study progress on LMS
- Provision of review test on LMS to check the correlation between the state of review test completion (results) and the proficiency level of technique being trained

Combination

- 360° camera is used to explain operations and control methods in Japanese model plant by live streaming. Local plant is filmed by 360° camera and guidance on process improvement is provided by checking the images.
- Movie of metal processing in Japan taken with 360° camera is viewed on HMD (head mount display) and have the local worker perform the operation. This footage is checked on HMD in Japan and guidance is provided.

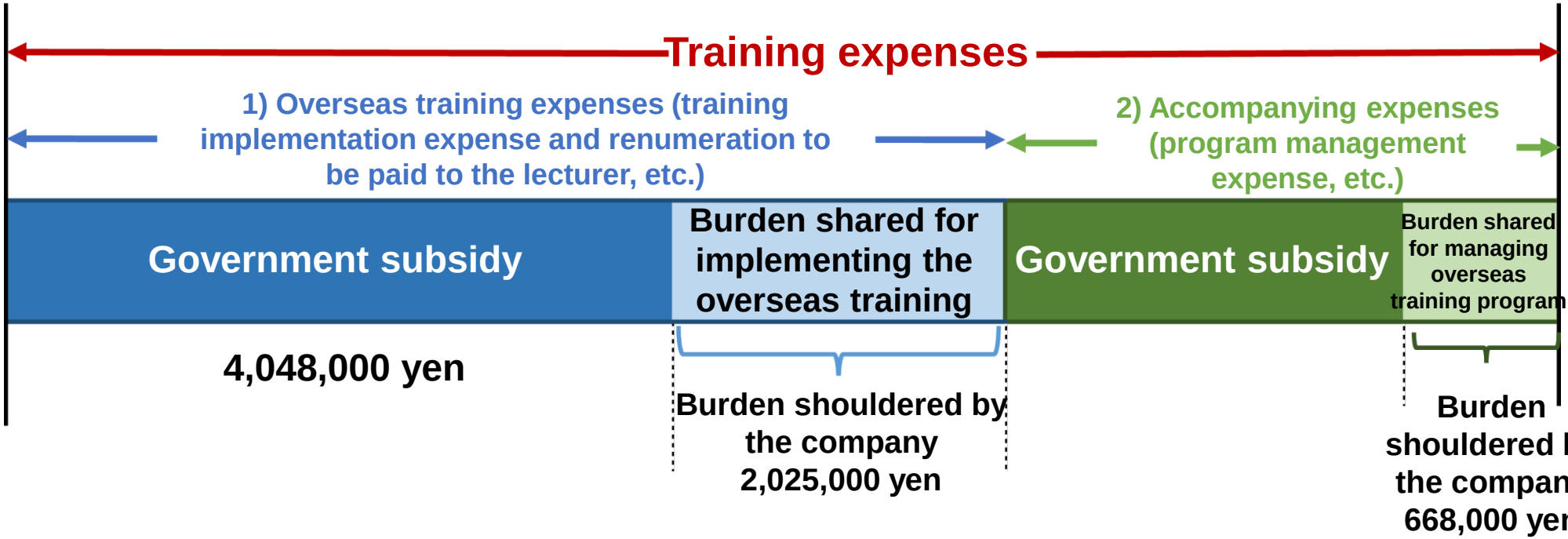


360° camera/HMD



Online Overseas Training: Sample Estimate

[Calculation conditions]
- ・Use of the emerging market development program ・Twelve consecutive days of training (four hours/day)
- ・Trainees are in India ・Training for 25 trainees in the local company
- ・One first-grade lecturer
- ・Lectures and remote instructions on practical techniques are aired from Japan using a 360° camera, with the quality checked using HMD ・One interpreter in Japan
- ・Confirmation of the level of understanding and distribution of materials and movies with LMS



Total amount shouldered by a Japanese company: 2,693,000 yen

◆ We are asking for your cooperation in the separate payment of expenses related to the operation of the AOTS organization (management contribution.)

Overseas Training (Online): Sample Estimate Breakdown

Subsidized expense	Implementation cost (with standard)	Subsidy (2/3)	Payment by the company (1/3) Excluding *	Calculated amount (implementation cost – payment by the company)
Reward for lecturers	682 thousand yen	455 thousand yen	227 thousand yen	455 thousand yen
Reward for interpreters	528 thousand yen	352 thousand yen	176 thousand yen	352 thousand yen
Travel/transport expense	—	—	—	—
Plant inspection expense	—	—	—	—
Facility lease expenses	—	—	—	—
Expenses for education materials	609 thousand yen	406 thousand yen	203 thousand yen	406 thousand yen
Trainee-related expenses	570 thousand yen	380 thousand yen	190 thousand yen	380 thousand yen
Documents/device transportation cost	192 thousand yen	128 thousand yen	64 thousand yen	128 thousand yen
Local management related expenses	450 thousand yen	300 thousand yen	150 thousand yen	300 thousand yen
Expenses for equipment procurement and organization of environment	3,042 thousand yen	2,027 thousand yen	1,015 thousand yen	2,027 thousand yen
Cost for support of remote guidance instruction	—	—	—	—
Miscellaneous expenses	—	—	—	—
Overseas training project management contributions *11% of total subsidized expense			668 thousand yen	▲668 thousand yen
				3,380 thousand yen

Fee for use of 360° camera &LMS and lease of HMD

We are asking for your cooperation in the separate payment of expenses related to the operation of the AOTS organization (management contribution.)

Online Overseas Training: Assessment by the User Companies

LMS	360° camera + HMD	Online training itself
◎ Overcoming weaknesses of remote learning: Allows checking of “level of understanding by individual participants” which was difficult in remote environment, and should be introduced in face-to-face learning ◎ Preventing dropout Allows viewing at later time for trainees with COVID-19 infection and other unexpected absence -> Previous experience of negative impact on failing to attend after being absence once △ Communication environment (for use of movie materials) Unavailable depending on the communication environment on the receiving end × Complicated operations × Expensive	○ Highly possible for next generation training △ Communication problems are not infrequent -> Improved by permeation of 5G, and problems may be further eliminated with 6G? × Complicated installation equipment (both the provision and receiving ends) × Expensive	◎ Able to plan overseas training without concern as it allows implementation under COVID-19 related restrictions for going out and plant closures ○ Highly possible for next generation training △ High introduction cost Only large enterprises are able to introduce the systems described on the left by itself without assistance ？ Training effects require verification Is there any difference depending on the “wiliness of course participants to learn”?

6. Experts Dispatch

About Experts Dispatch

■ Before dispatch
- Appointment of an expert
- Planning of guidance
- Pre-dispatch orientation
- Conclusion of a contract
- Enrollment in industrial accident insurance
- Acquisition of a working visa

■ After returning home
- Debriefing session after returning home
- Cooperation in Survey

■ Experts Dispatch(Local side company)
- Technical guidance based on the guidance plan
- (In the case of emerging country program) additional guidance
- one month at the minimum and 12 months at the maximum

※Also may be conducted online

Benefits of Experts Dispatch

- Subsidies apply to travel costs, costs of stay overseas etc.
- AOTS provides a risk-management structure for experts
- Pre-dispatch orientation includes lectures on risk management, health management, etc.
- Mutual confirmation of the guidance content and clarification of issues and goals can be conducted during the related procedures
- Through management of achievement of goals using monthly reports

Experts Dispatch : Main Requirements for Applications (i)

	Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)	Human resource development support projects for the export of low carbon technology
Eligible country/area	Developing nations/regions *1	Countries/regions in Asia/Middle East *2
Areas of application	Technical cooperation must contribute to the industrial development of developing nations/regions (e.g. Purpose of project is introduction of **novel technology with no history in local corporates** and model change to products/services with higher performance than previous model)	Expectation for energy-saving effect at the local site through production processes (energy saving by line/process improvement, introduction of new facilities, and production technology/control technology introduction) through the implementation of cases in any of the following **3 eligible businesses** and this can be explained/presented in a quantitative manner. *3 - Automobiles area (automobiles, car parts, etc.) - Industrial machinery area (machine tools, production/industrial machines, etc.) - Electric appliances area (heavy electrical machinery, electronic/information communication devices, precision instruments, household appliances, etc.)
	Must include perspective of problem solving according to the actual circumstance of the developing nations/regions	

*1 This information is based on the DAC list by Development Assistance Committee (DAC) of Organisation for Economic Co-operation and Development (OECD). However, countries/regions not approved for cooperation under the ODA budgets of Chinese and Japanese governments are excluded.

*2 Countries and regions defined as “Asia” and “Middle East” in the Ministry of Foreign Affairs of Japan website (https://www.mofa.go.jp/mofaj/area/index.html)

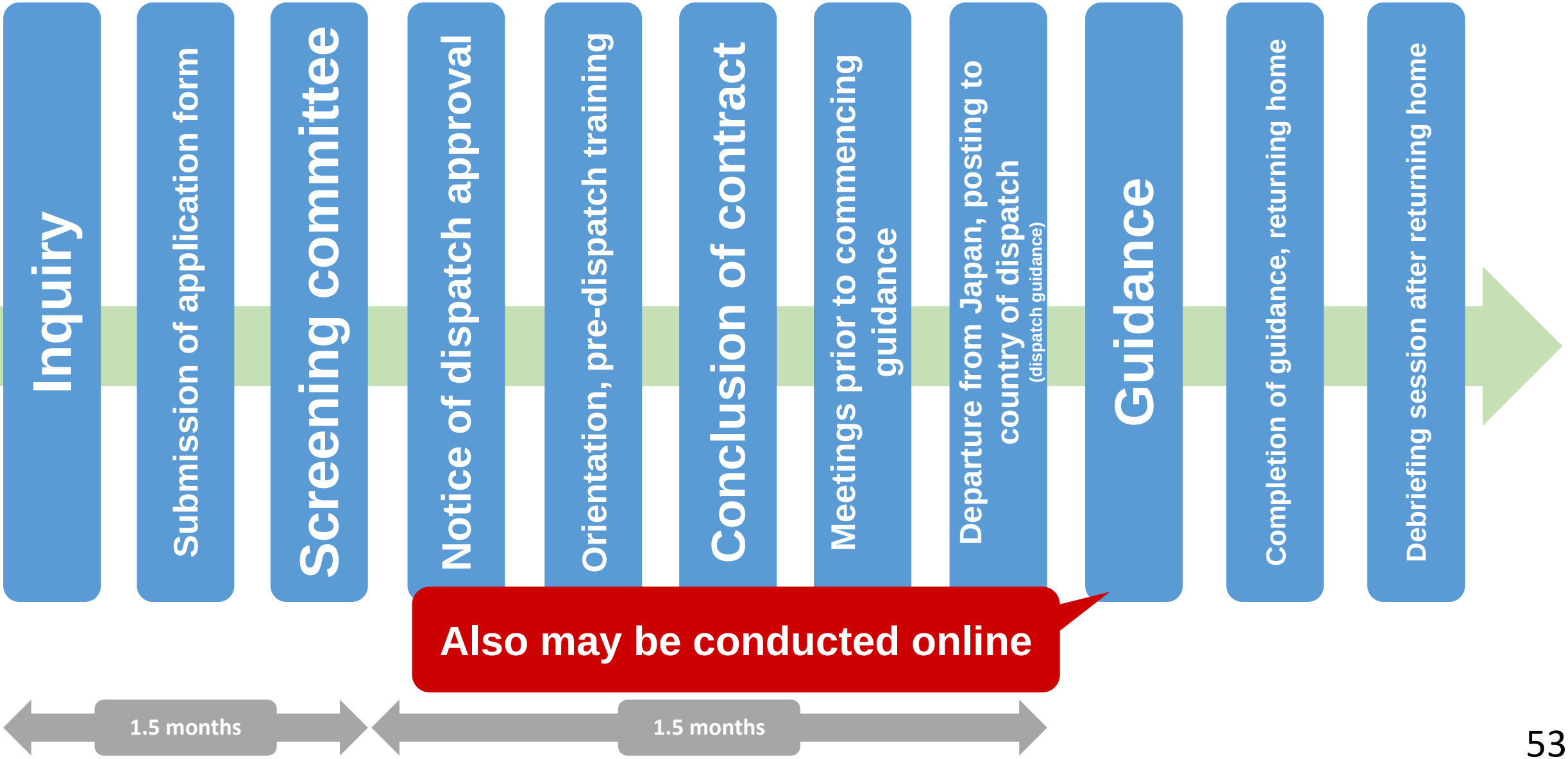
*3 Eligible businesses refer to the purpose of use of the product for training/guidance rather than the primary business of the applicant company.
For example, if fiber-related companies conduct training and guidance limited to the manufacture of fiber for car sheets (not generally used fiber), fiber is not included in the eligible business type. However, since the purpose of product use is for automobile, the occupation will be regarded as automobiles and eligibility requirement will be met.

Experts Dispatch: Main Requirements for Applications (ii)

	Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)	Human resource development support projects for the export of low carbon technology
Japanese company (accepting companies)	Corporate entity in Japan, more than 50% capitals on Japan side	**Leading medium-sized and small and medium-sized enterprises** with corporate entity in Japan
	Experts must meet the following requirements: (i) Age of 25 to 69 years inclusive (no upper limit for online) (ii) Must have address in Japan and have lived in Japan for at least 10 years (iii) At least 5 years of experience in operations within Japan in the area of guidance (iv) Directly employed by Japanese company (dispatching company) (advisory contract and service contract are not acceptable) (v) Capability in foreign languages (local language, English, etc.) necessary for technical guidance (guidance may be provided via an interpreter, however only online guidance is subsidized)	
	Capital or business relationship with the local corporate	
Local companies (dispatching company, trainees)	Less than 50% investment from advanced country (excluding Japan)	—
	Capable of taking burdens of various costs in accepting trainees	
	Availability of sites and machines/facilities for technical guidance	
	Staff members subject to guidance are being employed	
Guidance in local site	If the contract is signed for provision of paid technical services with the local company, no overlapping with guidance is allowed.	
	Concentrating on local technical guidance (operations other than technical guidance are not allowed)	
	Period of dispatch is 1 to 12 months inclusive for each expert (same for online)	
	20 persons month/fiscal year of usage period for each company	25 persons month/fiscal year of usage period for each company
	Additional guidance * also conducted (additional guidance not required for online)	—

* (i) If investment of the Japanese company to the local company is 50% to less than 100%, technical guidance, intern acceptance, at local companies with less than 50% Japanese investment suppliers/delivery destination or at vocational schools and colleges must consist of 1/8 of the entire number of days
(ii) If the investment by Japanese company is 100%, additional guidance similar to that described above must consist of 1/4 of the entire number of days of guidance
(iii) In the case of implementation in Africa, it is possible to waive the additional guidance depending on the circumstances, please contact us.

Experts Dispatch: From Application through Returning Home



Experts Dispatch: Subsidy Rate

	Technical cooperation utilization type, emergent nations market development projects (training/expert dispatching projects)			Human resource development support projects for the export of low carbon technology	
Company scale	Leading medium-sized/ small and medium-sized enterprises	Large enterprise	Key area *1	Small and medium-sized enterprises	Leading medium-sized
Percentage of national subsidy	2/3	1/3	1/2	2/3	1/2
Company burden *2	1/3	2/3	1/2	1/3	1/2
Paid by	Local company	Divided equally between local and Japanese companies		Local company	

*1 Eligible for large enterprises only, regarding cases where percentage of national subsidy can be increased from 1/3 as the normal rate to 1/2. This must meet any of the following conditions:
(i) Technical cooperation projects that are thought to have a major contribution to the industrial development of developing nations/regions (e.g. Starting new companies or new plant, initiation of innovative new products/services)
(including cases with major contribution to multiplication and reinforcement of supply chains)
(ii) Projects with African countries/regions as overseas destination
*2 For online, Japanese companies are asked to advance the amount to be paid by the local company.

- In addition to the burden of payment above, applicant company (cooperation institution) will be asked to separately pay 11% of the total subsidized expenses as overseas training project management contribution.

◆We are asking for your cooperation in separate payment of expenses related to the operation of the AOTS organization (management contribution.)

Experts Dispatch expenses subject to a subsidy

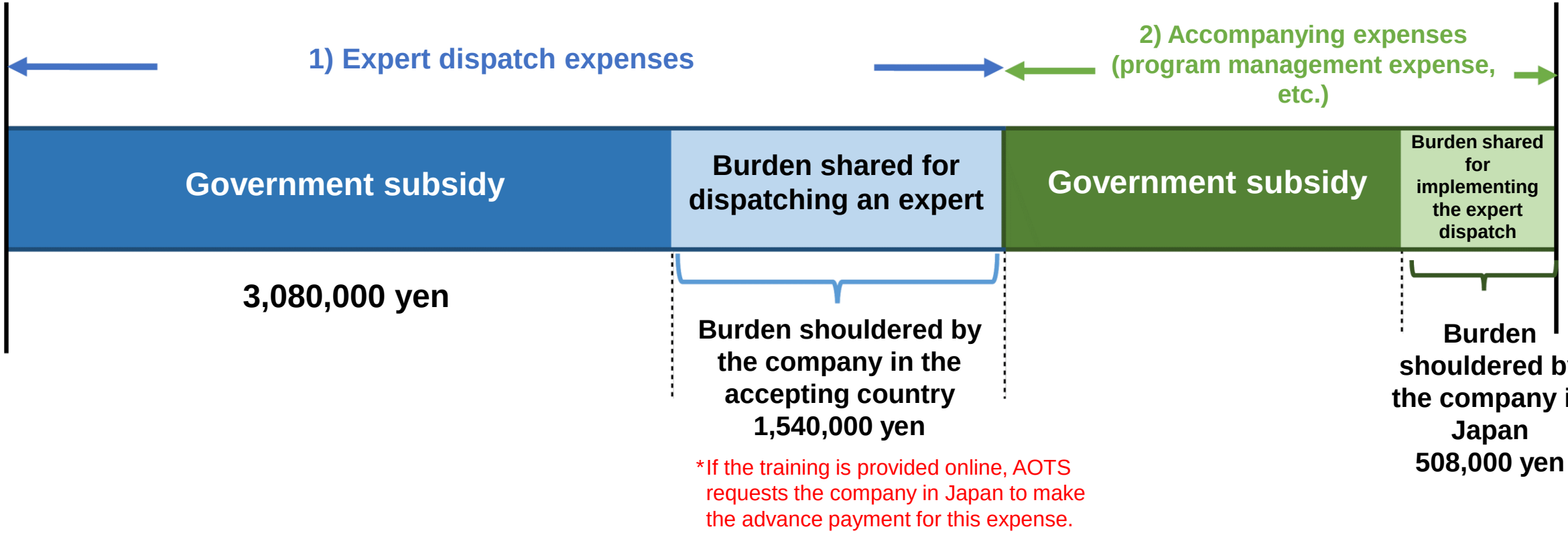
		Technical cooperation utilization type/emerging market development program (training/experts dispatch program) Support program for human resources development to export carbon reduction technology (carbon reduction technology promotion program)											
Expert rating		No. 1			No. 2			No. 3-1			No. 3-2		
Academic career		University graduate	Junior college graduate	High school graduate	University graduate	Junior college graduate	High school graduate	University graduate	Junior college graduate	High school graduate	University graduate	Junior college graduate	High school graduate
Work history for teaching		30 years or more	34 years or more	38 years or more	18 years or more	22 years or more	30 years or more	10 years or more	14 years or more	22 years or more	<10 years	<14 years	<22 years
Airfare		Actual cost (discounted business class; payment in kind)			Actual cost (as a principle, discounted economy class; payment in kind)			Actual cost (as a principle, discounted economy class; payment in kind)			Actual cost (as a principle, discounted economy class; payment in kind)		
Visa fees		Actual cost (the minimum required visa according to the dispatch period)			Actual cost (the minimum required visa according to the dispatch period)			Actual cost (the minimum required visa according to the dispatch period)			Actual cost (the minimum required visa according to the dispatch period)		
Vaccination fees		Actual cost (up to 100,000 yen at the maximum)			Actual cost (up to 100,000 yen at the maximum)			Actual cost (up to 100,000 yen at the maximum)			Actual cost (up to 100,000 yen at the maximum)		
Expenses during the stay ※1	Daily allowance	**5,000** yen/day			**5,000** yen/day			**4,200** yen/day			**4,200** yen/day		
	Accommodation expenses	**15,100** yen/night			**15,100** yen/night			**12,900** yen/night			**12,900** yen/night		
Outfit allowance	1 to 3 months	**94,910** yen/time			**85,090** yen/time			**80,180** yen/time			**80,180** yen/time		
	3 to 10 months	**111,650** yen/time			**100,100** yen/time			**94,330** yen/time			**94,330** yen/time		
Overseas travel insurance premium		Actual cost (purchased by AOTS; payment in kind)			Actual cost (purchased by AOTS; payment in kind)			Actual cost (purchased by AOTS; payment in kind)			Actual cost (purchased by AOTS; payment in kind)		
Technical cooperation expenses※2		**6,000** yen/day			**6,000** yen/day			**6,000** yen/day			**6,000** yen/day		

※1 It varies depending on the region (the above chart shows standards in Thailand, Vietnam, Indonesia, Philippines, etc.); The base amount gradually decreases according to the dispatch period (31 to 60 days: 90%, 61 days or more: 80%).

※2 To be paid to a dispatching company as considerations to technologies and expertise held by the dispatching company as well as cooperation for the expert dispatch program.

Experts Dispatch: Sample Estimate (SME)

[Calculation conditions]
- Use of the emerging market development program
- One second-grade expert ・Company scale is SME
- Six-month instructions
- Dispatch to an ASEAN country

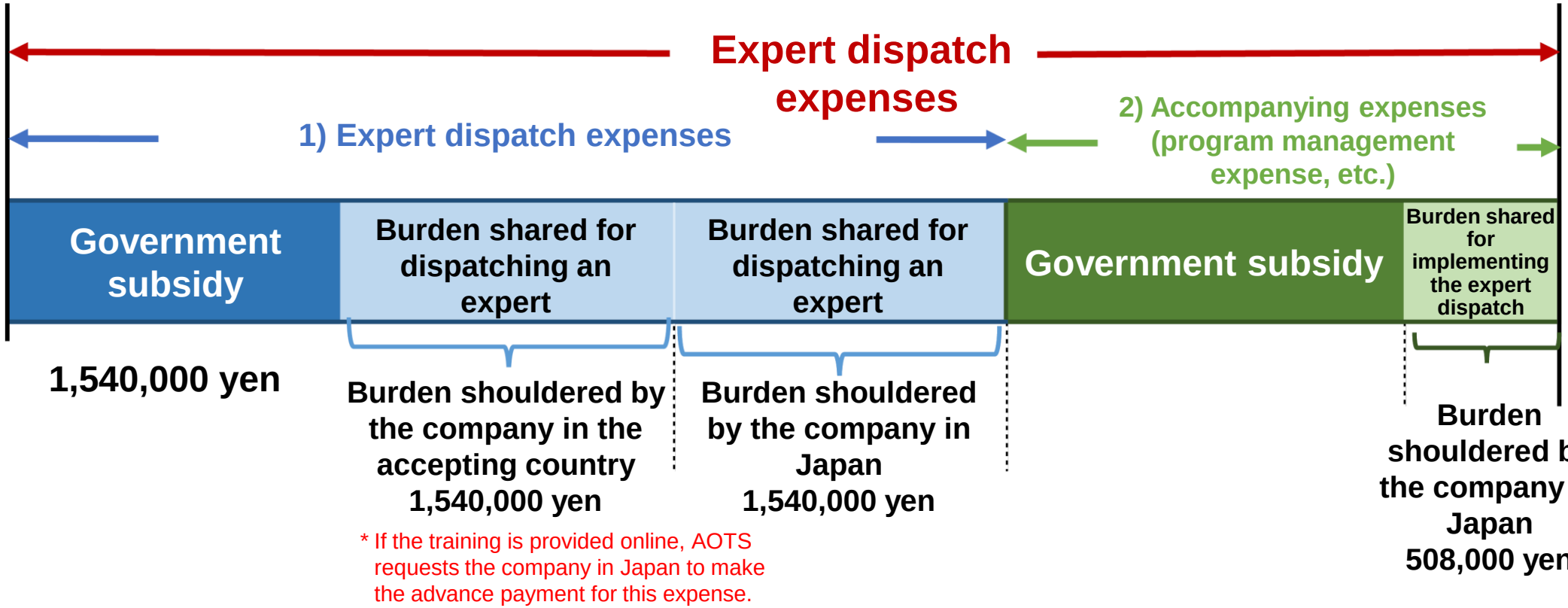


*If the training is provided online, AOTS requests the company in Japan to make the advance payment for this expense.

◆ We are asking for your cooperation in the separate payment of expenses related to the operation of the AOTS organization (management contribution.)

Experts Dispatch: Sample Estimate (Large-sized companies)

[Calculation conditions]
- Use of the emerging market development program
- One second-grade expert ・Company scale is large
- Six-month instructions
- Dispatch to an ASEAN country



* If the training is provided online, AOTS requests the company in Japan to make the advance payment for this expense.

◆ We are asking for your cooperation in the separate payment of expenses related to the operation of the AOTS organization (management contribution.)

7. Industry-Academia collaborative programs

Industry-Academia collaborative programs Project objectives and overview

Objectives

Industry-Academia collaborative programs on subjects such as advanced technical fields will be organized by Japanese companies and/or local Japan-affiliated companies at higher educational institutions in developing countries or in Japan with the aim of helping local students or international students from developing countries to acquire knowledge and skills needed by the companies and encouraging them to seek their employment at the companies. The purpose of the programs is to facilitate business activities and to deepen cooperation between Japan and the relevant countries.

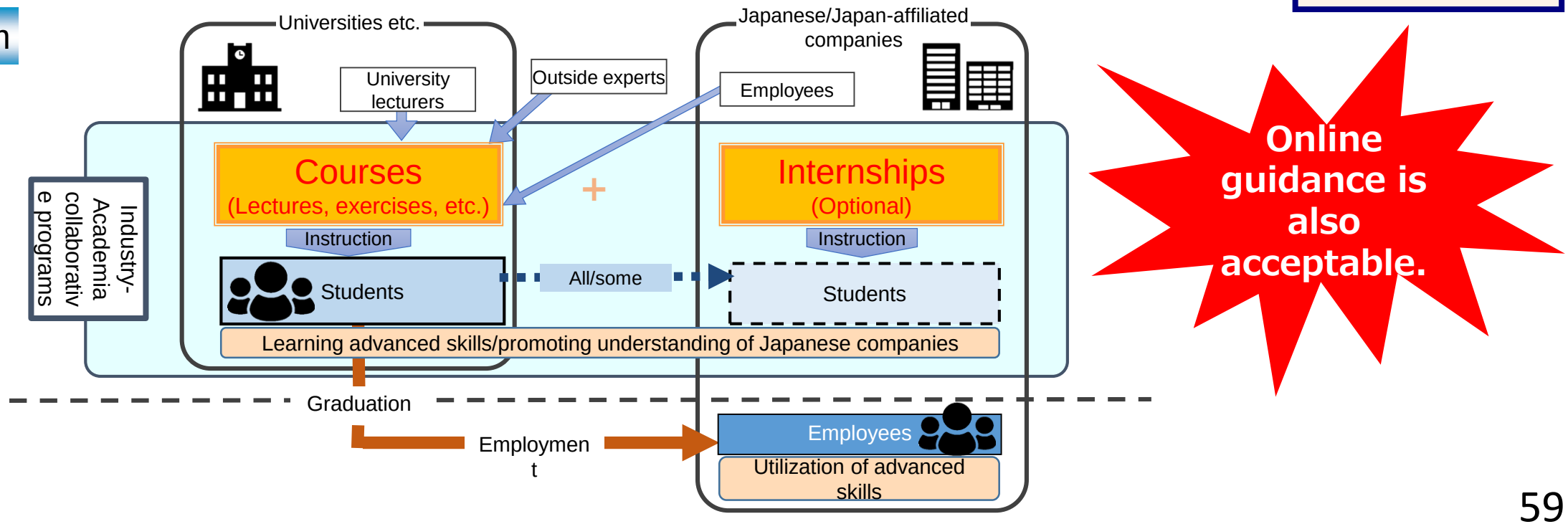
Project overview

- Courses: Lectures, exercises, workshops, tours, etc.
- Internships: Work experience with cooperating companies and organizations in Japan or locally

* Internships are optional

Subsidy provided for 2/3 of subject costs

Project diagram



Online guidance is also acceptable.

Benefits of Industry-Academia collaborative programs

- Makes it possible to secure outstanding human resources (advanced human resources)
- Reduces the burden of lecture costs
- Strengthens network with universities through implementation
- Development of corporate staff (instructor side) through teaching students
- Contributes to development of local industrial human resources

Industry-Academia collaborative programs main requirements for application ①

Applicant companies(Japanese or local Japan-affiliated companies)

- Companies and organizations with corporate status in Japan (with more than 50% Japanese ownership), or local Japan-affiliated corporations in which such companies and organizations have invested more than 50% of equity or representative offices of such companies and organizations
- Those with plans to hire students from local universities etc. in developing countries that are eligible for Industry-Academia collaborative programs
- Those with the abilities to implement and manage courses and internships and to pay associated costs
- Those able to arrange companies and organizations to assist with preparation and implementation of Industry-Academia collaborative programs in the countries and regions where they are conducted, as necessary

Courses and internships at local universities (Industry-Academia collaborative program universities)

Courses

- Lectures, seminars, exercises, practical training and experiments, research, etc. at subject universities etc.
- Rough target for total course hours: 450 minutes or longer (ex.: 90 minutes x 5 sessions)
- Number of students: 5 or more
  * Content must concern advanced technical fields directly related to company activities
  * Must include content to encourage promotion of employment with Japanese or local Japan-affiliated firms

  Note: Online remote courses also are eligible

Internships (optional)

- Work experience and/or practical experience at the applicant company or its affiliates, for all or some of the students attending courses

Industry-Academia collaborative programs main requirements for application ②

Course content

Course content will include the following subjects, to contribute to learning and improving abilities in the advanced knowledge and technologies that Japanese and Japan-affiliated companies demand when hiring human resources overseas and lead to employment of students at Japanese and Japan-affiliated companies:

1.Key technical fields etc. directly related to company activities

(Ex.) Automation, AI, IoT, robotics, information security, big-data processing, next-generation automotive technologies, mechatronics, carbon recycling, clean energy, optics/quantum technology, biotechnology, nanotechnology/materials, etc.

2. Contents related to recruitment for businesses that contribute to technology transfer that contributes to industrial development in developing countries and regions

* Please consult with us regarding specific subject fields etc.

• In addition to 1. or 2. above, the program includes content to encourage employment with Japanese and Japan-affiliated companies

(Ex.) Introductions to companies and products, advantages of employment with Japanese and Japan-affiliated companies (career development, advantages in treatment), language skills for communication after employment

Schools and institutions where courses are held

• Schools and other educational institutions in developing countries or in Japan that are providing education* on above mentioned technical fields to students from developing countries.

* This may be education in basic or peripheral fields related to the content of the courses to be provided as Industry-Academia collaborative programs.

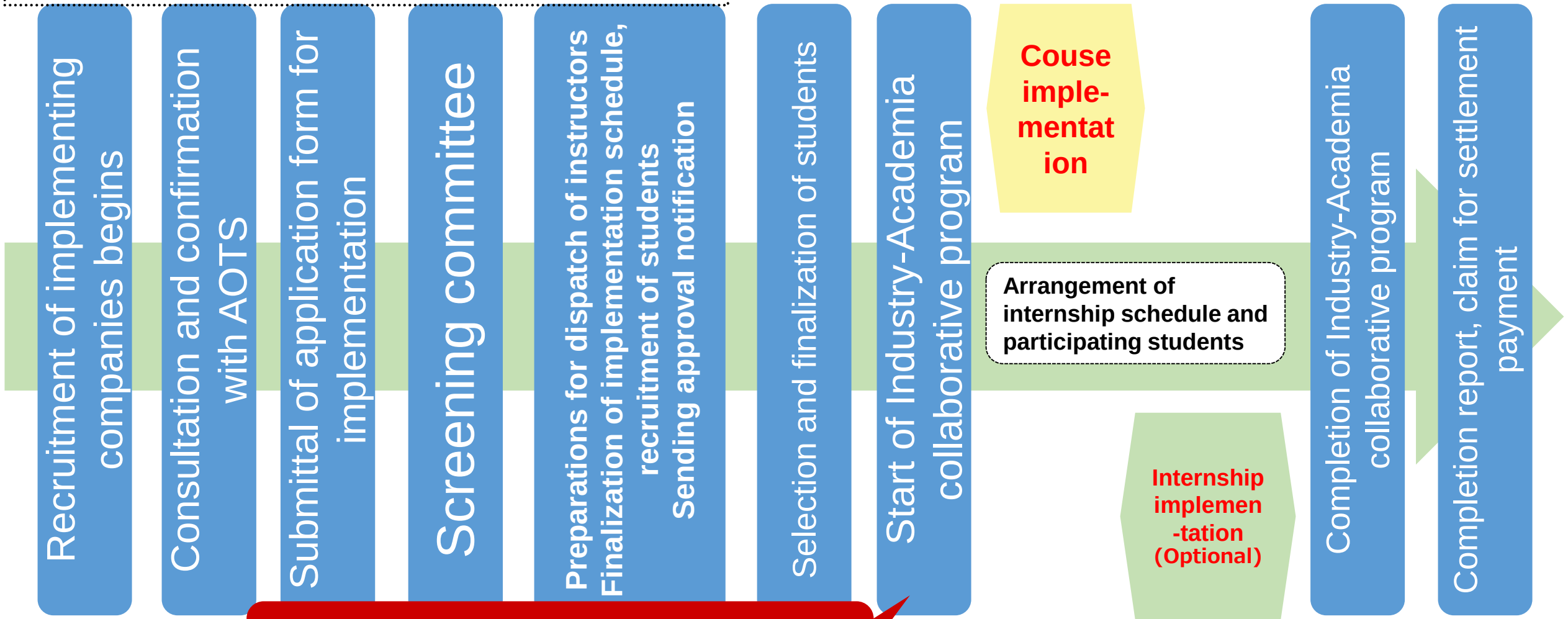
• Schools and other educational institutions that have established and operate programs awarding degrees of the level of Associate Degree or Foundation Degree, or higher

• Schools and other educational institutions that graduate human resources who can be expected to play active role at Japanese companies or local Japan-affiliated companies

* Multiple specific local universities and other institutions may be identified as eligible for setting up courses.

Industry-Academia collaborative programs: from start of recruitment through completion

■ Two to five months are required from the date of submitting the application until the lectures are conducted.



Also may be conducted online

Industry-Academia collaborative programs Subsidy Rates

	Technical cooperation/emerging market development projects (training, dispatch of experts)		
Applicant company	Japanese companies		Local Japan-affiliated companies
	Leading medium-sized and small and medium-sized enterprises *1	General companies	
Subsidy rate from Japanese government subsidy	2/3		
Corporate cost burden	1/3		
Bearers	Applicant company (Japanese or local Japan-affiliated company)		

- **In addition to the cost burden above, the applicant company (Japanese or local Japan-affiliated company) also will cover 11% of the total amount of costs eligible for assistance separately, as its share of program management costs.**

※We ask for your cooperation for expenses incurred in the operation of AOTS organization separately.

Structures of Industry-Academia collaborative programs and implementation expenses

Point 1: Industry-Academia collaborative programs may be implemented through a combination of lectures and internships (not required).
Point 2: Lectures may be taught by local instructors or foreign instructors (residing in Japan or other countries), or a combination of both. They also may be taught online without going to the university or other institution.
Point 3: Internships may be conducted locally, in Japan, in other countries, or in combinations of the three. They also may be conducted online as long as they can provide work experience.
Point 4: Materials and equipment needed for course instruction that are lacking at the university or other institution may be purchased (up to a maximum limit).
Point 5: The scope eligible for subsidy has been expanded to include costs related to preparation for an implementation of online instruction.

Expenses for Implementation of Industry-Academia Collaborative Programs

Lectures

Internship

Lecture implementation expenses

Honoraria to lead instructor, instructor technical costs, instructor travel costs, interpretation costs, teaching-material costs (including remote teaching material costs), rent on facilities etc., costs of purchase, environmental preparations, etc. for remote lectures, lecture implementation costs

Internship implementation expenses

Intern travel costs, interpretation costs, remote teaching-material costs, costs of purchase, environmental preparations, etc. for remote lectures, internship implementation costs

Expenses for Devices and Equipment

Support for adoption of remote instruction

Industry-Academia collaborative program operation, management, and travel expenses

Honorarium for Cooperation to the school establishing the course

Subcontracting Expenses

Base Amounts of Main Costs Eligible for Subsidies for Industry-Academia Collaborative Programs

Instructor category	Position with affiliated institution or position authorized by the university where the program is conducted (if affiliated with a company etc. with no particular position authorized by the university where the program is conducted: Instructor)		Professor	Associate professor	Instructor, Assistant
Instructor technical costs	Per day of course instruction		**17,500** yen/人/day		
Cost of preparing teaching materials ※1	Writing the text ※2		**4,000** yen/枚	**3,500** yen/枚	**3,000** yen/枚
	Writing narration for recordings for teaching materials for learning outside of class hours		**2,000** yen/枚	**1,800** yen/枚	**1,500** yen/枚
Instructor travel costs	Japan	Daily allowance ※3	**2,724** yen/day	**2,514** yen/day	
		Accommodation expenses(Region B) ※3	**12,362** yen/night	**11,314** yen/night	
	Overseas: Region B ASEAN countries other than Singapore, etc.	Daily allowance ※3	**5,000** yen/day		
		Accommodation expenses ※3	**15,100** yen/night		
	Overseas: Region C Mongolia, South Asia, Central and South America, Africa, etc.	Daily allowance ※3	**4,500** yen/day		
		Accommodation expenses ※3	**13,500** yen/night		
	Airfare		Actual cost (discounted business class)		Actual cost (discounted economy class)
Lead instructor honorarium ※4	Maximum total amount per Industry-Academia collaborative program		Actual cost up to: **200,000** yen/program		

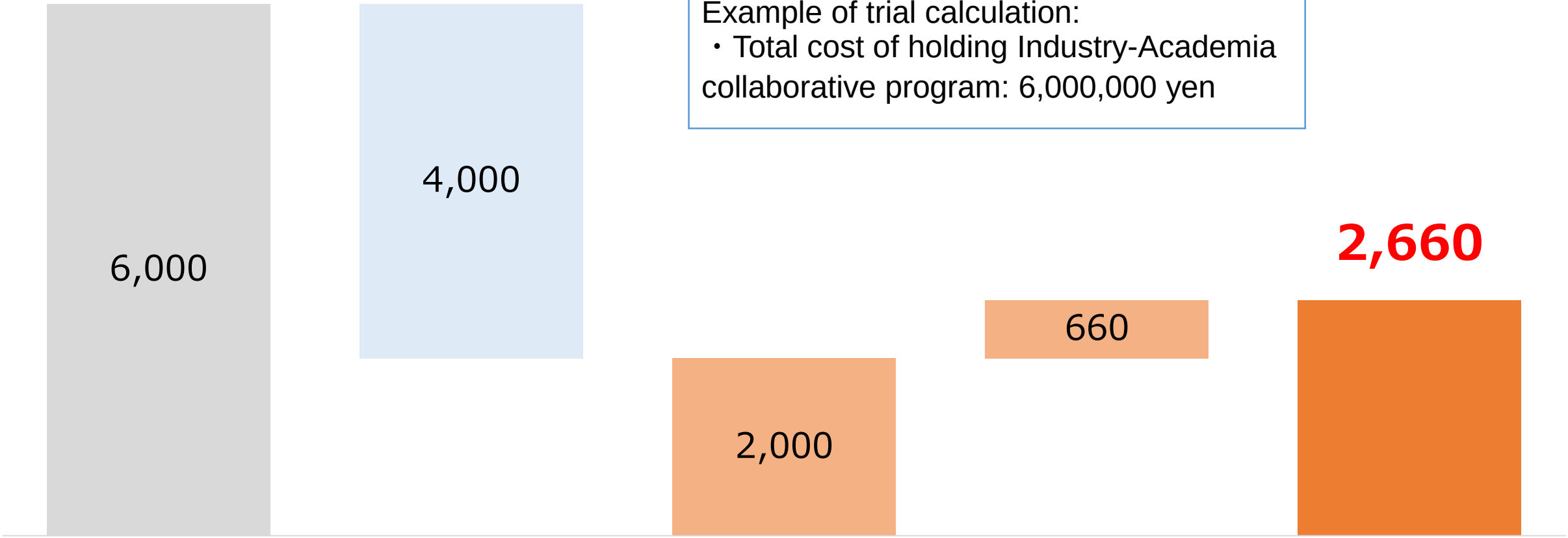
※1 Japanese, Chinese and Korean: 400 words/piece; Other than those: 200 words/piece will decrease gradually with the continuous period of stay (31-60 days: 90%; 61 days or longer: 80%) than an employee of the applying corporation

※2 PPT: 3 slides/piece ※3 The base amount ※4 Available only for payment to an instructor other than an employee of the applying corporation

Industry-Academia collaborative programs Example of trial calculation

(Unit: 1,000 yen)

Example of trial calculation:
・Total cost of holding Industry-Academia collaborative program: 6,000,000 yen



Expenses for Implementation of Industry-Academia Collaborative Programs (Expenses eligible for government subsidy)

Expenses for Implementation of Industry-Academia Collaborative Programs (Subsidy from Japanese government fund)

Share of expenses of Industry-Academia collaborative programs

Share of expenses of Management of Industry-Academia collaborative programs

Total amount of Share of expenses(Share of expenses borne by applicant company)

※We ask for your cooperation for expenses incurred in the operation of AOTS organization separately.

Contact List for Inquiries

- Address(Kitasenju Office)

  30-1, Senju-Azuma 1-chome, Adachi-ku, Tokyo 120-8534, JAPAN

- URL

  https://www.aots.jp

- Training in Japan (technical training), training in Japan (management training; application from Japan), overseas training (project inviting type), Experts Dispatch

  Corporate Liaison Department, Training & Expert Dispatch Administration Group

  TEL : 03-3888-8221

  E-mail : kigyo-inquiry-az@aots.jp

- Industry-Academia collaborative programs

  Corporate Liaison Department, Endowed Program Group

  TEL : 03-3888-8238

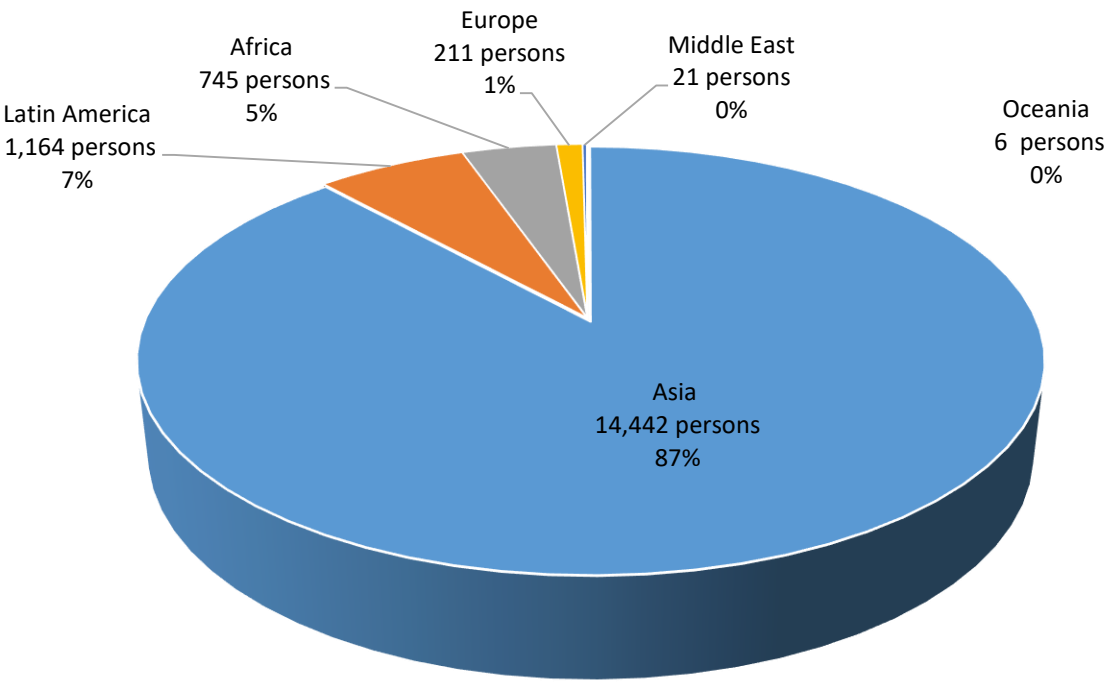
  E-mail : indus-acad-collab-pg@aots.jp

8. Reference Data

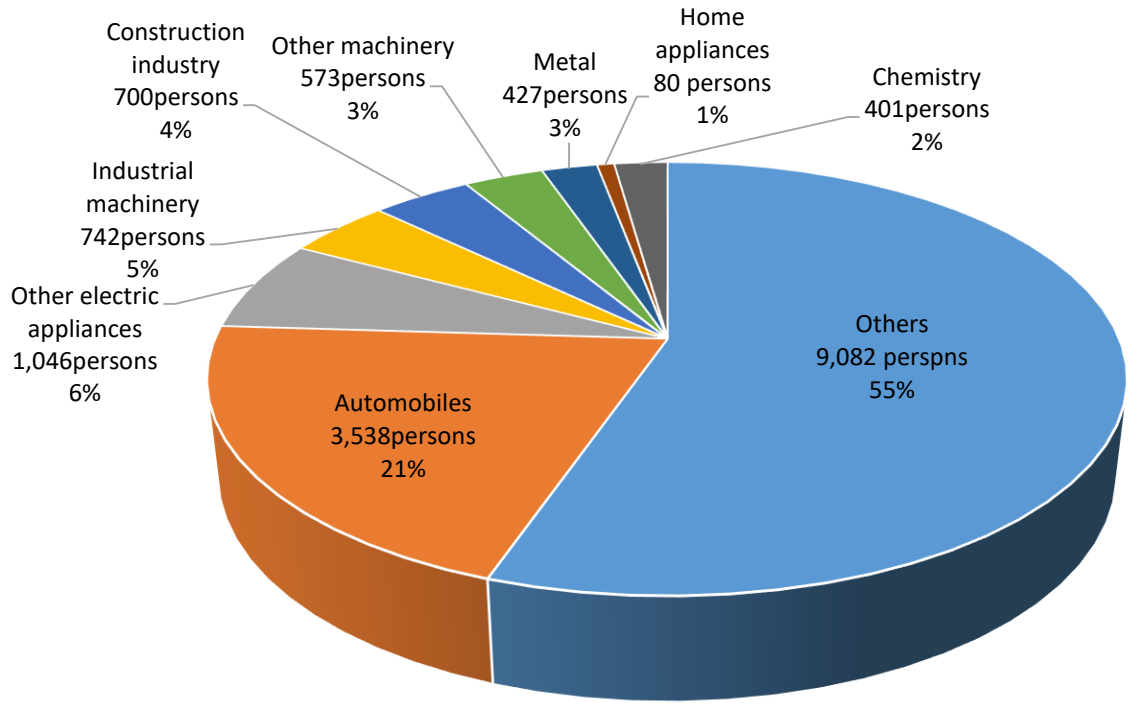
Results of AOTS Subsidized Programs ① FY2011～2020

■ Training in Japan(Technical Training ＋ Management Training)

①By region



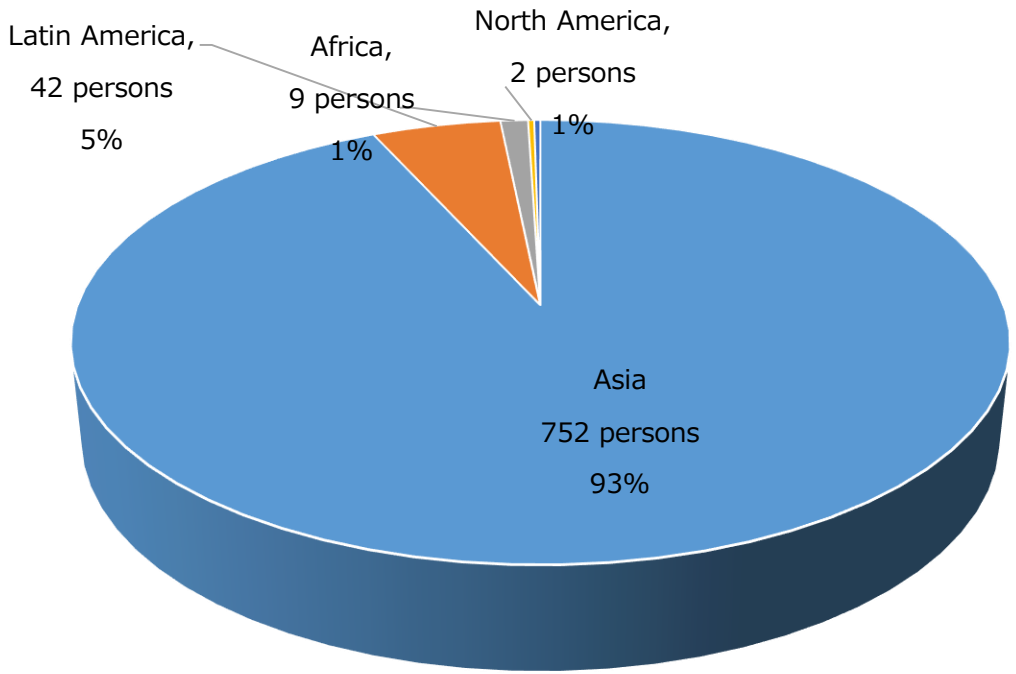
② By industry type



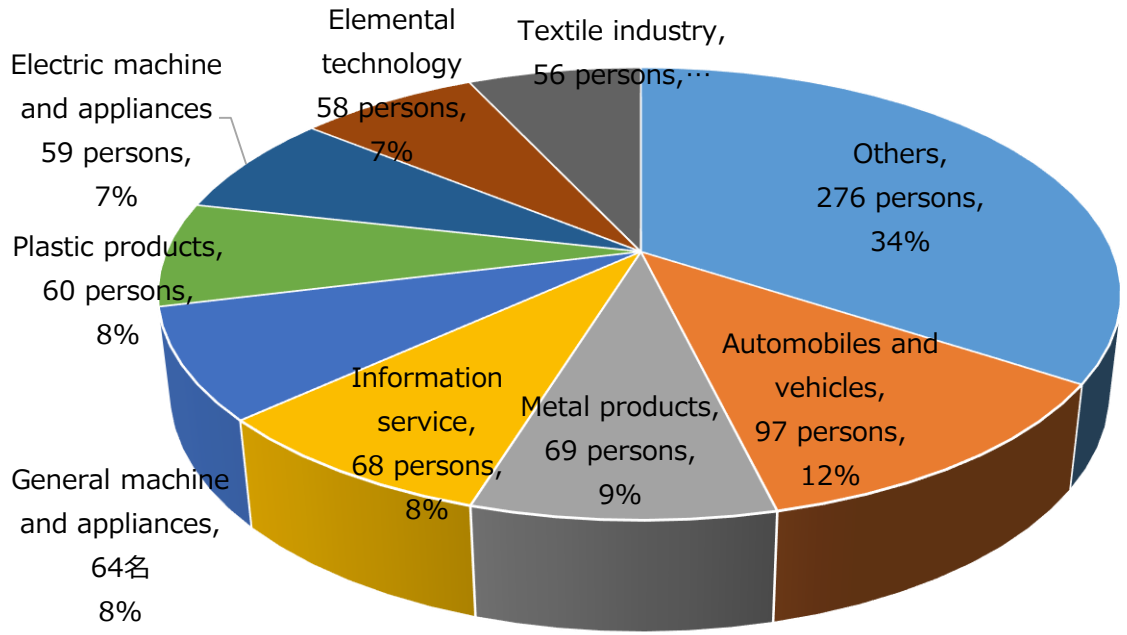
Results of AOTS Subsidized Programs ② FY2011～2020

■ Experts Dispatch

① By region



②By industry type



Feedback from Companies that Have Used Training in Japan System

Industry type	Country	Training content	Results
Automobile component manufacturing	Mexico	Manufacturing of die for die casting	At the beginning, questions, etc. were hardly made while trying to keep up appearances out of pride as an experienced person in business, however, after one month, questions through investigation started arising gradually to explore something they didn't know. The results of AOTS Japanese language program are also great such as exchanging opinions in Japanese not only with Japanese staff but also with Thai technical interns.
Design and production of construction machinery	Vietnam	Design of framework for tunnel	Through continued implementation of training in Japan over several years, we have promoted local human resources to an administrative position and management to let them handle all matters including hiring of employees, etc. While they are in Japan, Japanese employees make it a rule to teach trainees Japanese proactively, and operations are also conducted in Japanese. After they return home, operations such as drawing a blueprint, holding a meeting with a customer and apologizing when any error occurs are conducted in Japanese, trying to keep their Japanese language ability also after returning home.
Surface treatment processing	Philippines	Manufacturing and inspection techniques for plating	We had them learn how to maintain water temperature, judging of the optimum temperature according to materials and product inspection techniques. They have also acquired viewpoints that how much cost reduction can be made and how it leads to energy conservation from the difference in the defect rate between Japan and Philippines. We hope them to act as an intermediary between the local side and Japan.
Automobile component manufacturing	Mexico	Manufacturing techniques for piston-ring for automobiles	They have acquired not only techniques but also a way of working (punctuality, discipline and 5S). Preparation of standard work instructions for local are being advanced mainly by trainees with a plan to train workers who are employed locally. Once mass production commences, it is expected that the production will start smoothly due to techniques acquired by the trainees and guidance to the workers and that sales will increase.
Apparel manufacturing	Cambodia	Apparel manufacturing techniques	Trainees started showing proactive attitudes to work such as a greeting and teaching other people as a leader. The monthly turnover rate that had been 5% on average improved to 2%, which led to the retention of human resources. Further, during the training in Japan, they transmitted the situation of the training immediately to their colleagues on the Facebook, conveying its impact instantly. Trainees transmitted their surprise when they actually saw their products being sold in stores, etc. (delivered to leading men's apparel stores) to their colleagues simultaneously.

Feedback from Companies that Have Used Experts Dispatch System

Industry type	Country	Guidance content	Results
Automobile component manufacturing	Indonesia	Reduction of the defect rate in cast parts manufacturing	Guidance about methods of analysis of defect causes and how to utilize data recorded in daily reports were provided to local managers. We had them understand the necessity of permanent measures based on QC methods, which is not by intuition instead of data every time and which is not emergency measures. Experts also studied well and prepared for the guidance in advance because they were selected in the company to be dispatched, and they further studied and improved themselves by organizing their own knowledge through guidance to other people and questions asked by them.
Automobile compontent manufacturing	China	Technical guidance on quality control and productivity improvements in aluminum die casting	Expert guidance enabled the staff who received guidance to learn more practical methods of quality control and productivity improvements, such as thinking on their own about the causes of defects and running through the plan-do-check-act (PDCA) cycle. In addition, holding monthly quality meetings has fostered an attitude of taking on quality autonomously. Furthermore, holding a meeting every morning has made it possible to identify issues and proposed improvements in the workplace and to visualize matters through listing what needs to be done, by whom, and by when, to share information with employees other than those who received guidance. Guidance resulted in reductions of 2% in natural gas emissions and 3% in power consumption. The idea of thinking about countermeasures for problems instead of leaving them alone and taking action on one's own has permeated throughout the company that received guidance, and awareness of productivity and quality has improved as well.
Manufacturing of automobile interior and exterior parts	Thailand	Guidance for improvement of the defect rate in engine parts manufacturing and energy conservation	Although repaint of defect painting had occurred many times in touch-up painting, the defect rate of windshield painting decreased from 5% to 0.5%. Various indicators such as objectives of factory management, productivity, loss due to spoilage, electric power consumption and transportation costs came to be documented as data, and benchmarks and the current situation came to be visualized. Results of *Kaizen* (improvement) are presented once a week by using such data.
Silk lining product development and manufacturing	Myanmar	Techniques for reeling by hand and floss silk manufacturing	Guidance was provided using a manual containing not only writing but also understandable illustrations. Since many of employees are young women, the quality of silk thread was improved to the level of manufacturing a roll of cloth in Japan by paying attention to giving advice to them after praising them and to being fair. Young women in Myanmar found a place to work in their hometown and started working proactively with pride through their job and experience.

Frequently Asked Questions (Technical Training)

1. Is it possible to participate in the general orientation course without studying Japanese at all before coming to Japan?

Yes, it is possible, but for the J13W and J6W courses it is required to learn Japanese and pass a test on reading and writing of hiragana and katakana before coming to Japan, through e-learning. J13W and J6W courses are designed for new learners of Japanese, when considering the effect of learning, it may be advisable to start learning Japanese such as reading and writing of *hiragana* and *katakana* before coming to Japan.

2. Is it possible to start practical training in companies directly without participating in the general orientation course of AOTS?

It is possible. However, the existence of language environment that enables implementation of training is required, and the training period is within 120 days at the maximum. In addition, a person who has participated in the general orientation course within the past five years is entitled to receive training for one year at the maximum as far as certain conditions are fulfilled.

3. I cannot decide which I should take either J13W or J6W for the type of general orientation course.

In J6W, about 800 basic vocabularies, 75 basic sentence patterns, and about 100 characters of *kana* and *kanji* are learned with an objective of acquisition of simple daily conversation ability, and in J13W, about 1,400 basic vocabularies, 150 basic sentence patterns, and about 300 characters of *kana* and *kanji* are learned with an objective of acquisition of Japanese ability that is useful in practical training and life in Japan. Further, in both courses, understanding of Japanese society, culture and industries is deepened through lectures and inspections.

* The above objectives are target numbers for people who learn Japanese for the first time.

4. Is it possible to let trainees be employed?

No, it is not possible. Trainees are staying with the eligibility of “training” under the Immigration Control and Refugee Recognition Act (Immigration Control Act), and work for consideration, so called employment activity, is not permitted with this eligibility.

5. Do you arrange trainees and receiving companies?

AOTS is not introducing or arranging trainees and receiving companies.

6. Do trainees have to be university or higher graduates because the system is for development of core human resources?

People who fall under junior college and technical college graduates are also targets of this system. For other cases, in the case of a person who has enough experience and career in the field of training as well as assumes administrative and supervising roles in the relevant department of a dispatching company, such person can be also a target of this system.

Frequently Asked Questions (Experts Dispatch)

1. Is there any eligibility for dispatched experts?

People whose age is between 25 and 69 and who has a domicile in Japan (living in Japan for 10 years or more). In addition, five-year or more operational experience in Japan for the guidance field is required.

2. Is it possible to appoint our company's employee who has been assigned in the guidance receiving company as an expert?

Experts are dispatched as the Association's experts to provide guidance and advice, and therefore, they are not allowed to assume a responsible post such as a manager or factory director at the guidance receiving company. Further, expatriate employees who have been transferred to the guidance receiving company are not the subject of this expert dispatch system either.

3. Is it possible to dispatch experts to a company before starting operation?

It is required that operation has been started, equipment has been operated and employees of the target of guidance have been hired.

4. Which should apply for the usage of system, headquarters in Japan or an overseas corporation?

We accept an application from a domestic corporation in Japan. Further, in the case of a local company in an overseas country, it is possible if they make an application through a domestic corporation in Japan with which they have a financial and/or business relationship.

5. Are experts to be dispatched limited to our company's employees? Is it possible to dispatch external experts?

It is possible if they conclude an employment agreement such as a temporary employee contract with a dispatching company.

6. How long can experts be dispatched?

As a rule, from 1 to 12 months. However, the period may be adjusted depending on the condition of budget.

7. Is it possible to dispatch multiple experts from one company?

It is possible up to 20 man-months (e.g. 10 months x 2 persons) for the emerging country program and up to 25 man-months (e.g. 5 months x 5 persons) for the carbon reduction program within the relevant year. However, it is necessary to sort the guidance content and the objective setting by dispatched expert. Please consult with us for details.

8. Is it possible to dispatch an expert to a Ministry of Foreign Affairs' infectious disease risk level 3 country?

It is possible only if there is appropriate reasons of urgency and irreplaceability (reasons why face-to-face instruction with dispatch rather than online is strictly necessary at this time). In addition to the above, it will take time to confirm the emergency response system in the event of a specialist contracting an infectious disease, etc., so please contact us as soon as possible.

Links to Explanatory Videos on these Programs

- Summary Video https://youtu.be/N66EoEnjK9A
- Program Outline https://youtu.be/IF9bCGzJ9So
- Technical Training https://youtu.be/lZvQckYieuE
- Management Training https://youtu.be/2dgwneUDPsw
- Overseas Training https://youtu.be/y776M1ZHW44
- Experts Dispatch https://youtu.be/esS2YcOrcyw
- Industry-Academia collaborative programs https://youtu.be/Q-Dz5gzNCtE