



Guide to **AOTS** Japanese Government-Subsidised Programmes

-Live in Harmony Together, Grow Together-

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



Name	The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)		
Established	August 10, 1959		
Aims	Mission : Live in Harmony Together, Grow Together 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.		
Main activities	Training, experts dispatch, internship, business promotion, etc.	Scale of operations	Approximately JPY 5,800,000,000 (FY2026budget)
Chairman	Mr. SAOTO Tamotsu (Senior Counselor, IHI Corporation)	Number of staff	145(as of April 2026)
President	Mr. YOSHIDA Yasuhiko (Former Official of the Ministry of Economy, Trade and Industry (METI))	Achievements by FY2025	Training in Japan 211,533人 Dispatch of experts 10,856人 Overseas Training 248,399人 Industry-Academia Collaborative Programmes 28,300人
Endowment of the organization	JPY 700,000,000		
Offices	Domestic bases: Kitasenju Office, Tokyo Training Center, Kansai Training Center Overseas bases: Bangkok, Jakarta, New Delhi		

Overview of the Organization

AOTS Alumni Societies are non-profit private organizations voluntarily founded in various parts of the world by EX-AOTS training participants, who share the common experience of training in Japan.

They are actively involved in **human resources development toward the economic and industrial development of home countries, as well as the enhancement of their countries' friendly relations with Japan and other countries.**

Examples of AOTS Alumni Society Activities

- **Organising National 5S/Kaizen Conventions** [Sri Lanka, Argentina, Brasil, Peru, etc.]



[Photo] National 5S / Kaizen Award Convention Organised by the Peru Alumni Society (December 2025)

In Peru, the first convention was launched in 2014, and the 12th convention was held in 2025. **The number of participating companies has increased year by year, exceeding 40 in 2025.** In collaboration with the Peruvian Government and the Embassy of Japan, awards are presented following a rigorous three-month assessment process, including on-site factory inspections. The convention has also attracted media attention, **contributing to enhanced awareness and credibility of continuous improvement activities and Japanese management practices.**

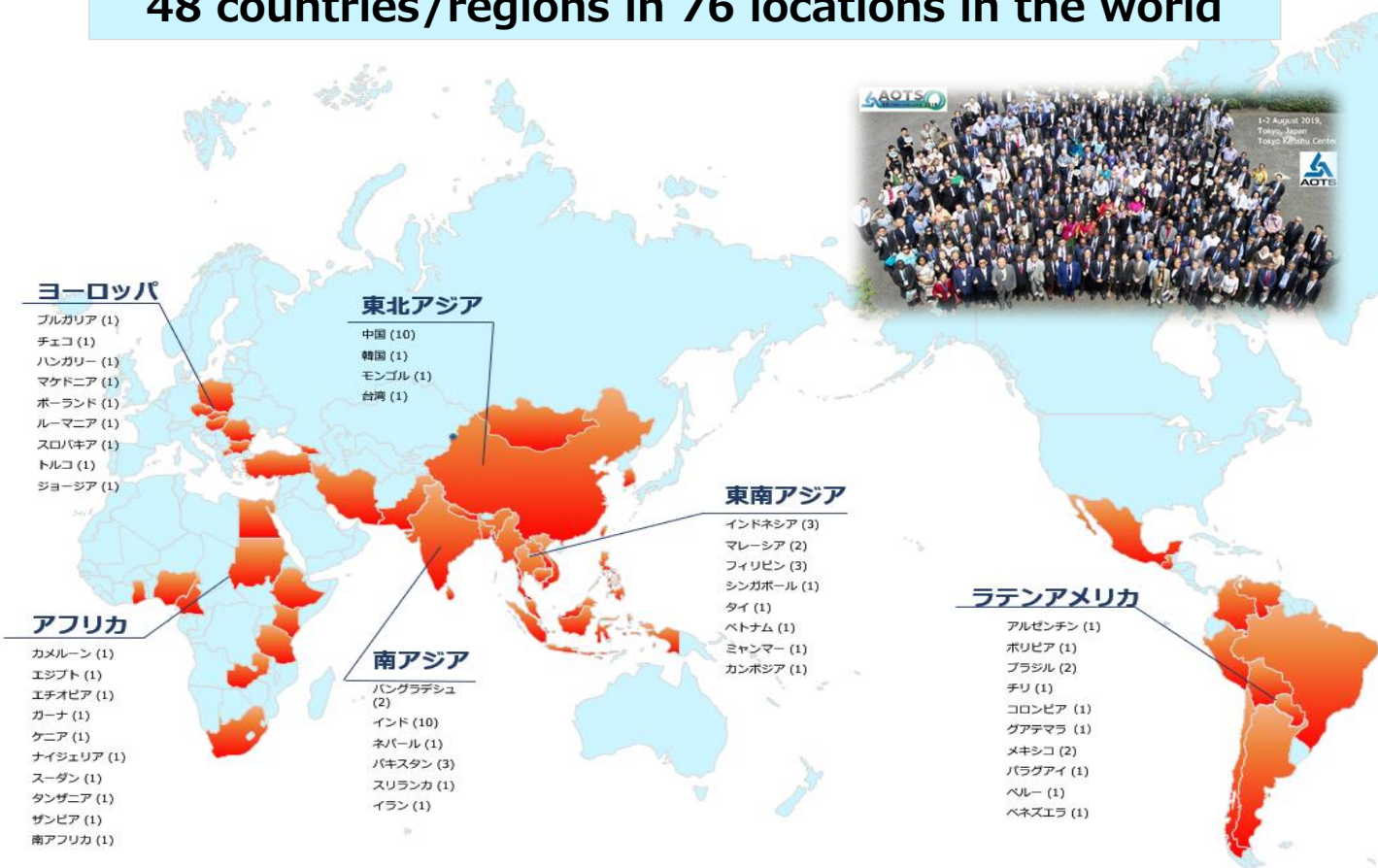
- **Operating Japanese Language Schools** [India, Bangladesh, Pakistan, Sri Lanka, etc.]



[Photo] Japanese Language School Operated by ABK-AOTS Dosokai Tamil Nadu Centre (India)

The operation of Japanese language schools is the principal activity of ABK-AOTS Dosokai Tamil Nadu Centre. They manages 4 classrooms in Tamil Nadu and 1 in Bengaluru, Karnataka, **with annual enrolment exceeding 1,000 students and approximately 50 instructors. To date, it has facilitated employment for around 1,000 individuals in Japanese and Japanese-affiliated companies.** It also provides Japanese language training for local employees on behalf of major Japanese companies operating in India. They have been entrusted by the Japan Foundation with organising the Japanese Language Speech Contest in South India, serving as the secretariat of the Japanese Language Teachers' Association, and administering the Japanese-Language Proficiency Test (JLPT).

AOTS Alumni Societies 48 countries/regions in 76 locations in the world



2. Programme Overview

■ Japanese government-subsidised programmes adopted by AOTS in FY2026

- **Co-Creation Promotion Programme with Emerging Countries through Technical and Human Resource Cooperation**

***ODA Programme**

(Training / Dispatch of Experts / Industry-Academia Collaborative Programme Establishment Project)

Aims: To help enhance local sites that are necessary for the development of Japanese companies overseas, this programme aims to improve the standard of local industrial skills and develop local economies by developing and recruiting industrial human resources in developing countries, expanding co-creation business with local companies, and promoting employment of highly skilled foreign human resources in Japan through public-private collaboration.

- **Human Resource Development Programme towards Zero Emission in Asian Countries /Regions**

*** Zero Emission Programme**

Aims: The aim of this programme is to work with emerging Asian countries to achieve carbon neutrality through: 1) promoting efficient energy use and CO₂ emission reduction by transferring Japanese energy-saving technologies to the industrial sector in the programme's target countries, and 2) creating a better environment to develop local human resources and encouraging bilateral cooperation aimed at practical application of the advanced technologies needed to achieve carbon neutrality by holding events promoting them.

Human Resource Development Scheme at AOTS

*1 Conducted for Zero Emission Programme Only *2 Conducted for ODA Programme Only

I. Conducted in Japan

(1) Technical training

- Introductory training by AOTS (if necessary) plus the company's in-house OJT

(2) Management training

- Training on specific topics by AOTS plus the company's in-house OJT (if necessary)

(3) Invitation of key persons*1

- Explanation of applicable technologies, visits to demonstration sites, etc.

(4) Japanese language training for highly skilled foreign human resources*2

- Training in Japanese, etc. for highly skilled foreign human resources

Inviting local employees, etc.

Overseas subsidiaries, etc.

Japanese head office, etc.

Dispatching lecturers/experts
Offering courses at local universities

(5) Overseas training

- Group training in seminar format (lectures and practical training both possible)

(6) Overseas seminars*1

- Seminars to foster understanding of Japanese carbon neutral technologies and promote their spread and development

(7)-1 Dispatch of experts

- Technical guidance based on OJT

(7)-2 Dispatch of junior experts*2

- Developing/cultivating future customers and partners and launching new co-creation businesses

(8) Industry-Academia Collaborative Programmes*2

- Recruiting foreign human resources by offering courses at higher education institutions (may be combined with internships)

II. Conducted overseas

AOTS Human Resource Development Scheme (1)

Programmes held in Japan



Scheme	Project	Summary
Technical Training	ODA Programme Zero Emission Programme	- Local personnel (local staff, especially core personnel) affiliated with Japanese companies in developing countries (dispatching companies) are invited to Japan to support the acquisition of skills that can only be learnt in Japan (up to one year). - Since the program is recognized as an official training program, OJT (On-the-Job Training) can be incorporated even under the “Trainee” residence status. - Expenses required for training may be partially subsidised by the Japanese government.
Management Training	ODA Programme Zero Emission Programme	- Local personnel (local staff, especially management) affiliated with Japanese companies in developing countries (dispatching companies) are invited to Japan to give lectures that will contribute to corporate management (about two weeks). - Additional training may be conducted as needed by the Japanese company after the lectures mentioned above. - Expenses required for training may be partially subsidised by the Japanese government.
Invitation of Key Persons	Zero Emission Programme	- Key people from across Asia, such as business owners and engineering unit managers, are invited to Japan to provide explanations of Japan’s new carbon neutral technologies, opportunities to observe demonstration sites, etc. - Expenses required for invitations may be subsidised by the Japanese government.
Japanese Language Training for Highly Skilled Foreign Human Resources	ODA Programme	- Japanese language training required for employment and daily living in Japan is provided to foreign professionals holding the residence status of “Engineer/Specialist in Humanities/International Services”. - Programmes are delivered prior to the commencement of employment or shortly after arrival in Japan, providing participants with Japanese language training and an understanding of Japanese corporate culture, business practices and workplace customs.

AOTS Human Resource Development Scheme (2)

Overseas Programmes

Scheme	Project	Summary
Overseas Training	ODA Programme Zero Emission Programme	- AOTS receives inquiries from Japanese companies, and Japanese companies conduct training at overseas subsidiaries. - This is effective for training many local personnel (local staff, etc.) over a short period. - Expenses required for training may be partially subsidised by the Japanese government. - Training may be conducted online.
Overseas Seminars	Zero Emission Programme	- AOTS receives inquiries from Japanese companies, and Japanese companies, organisations, and higher education institutions conduct seminars to explain and promote Japan's carbon neutral technologies. - Expenses required for the seminars may be partially subsidised by the Japanese government.
Dispatch of Experts	ODA Programme Zero Emission Programme	- Employees of companies in Japan (dispatching companies) who have an investment or partnership relationship with Japanese-affiliated companies in developing countries (hosting companies) are dispatched as AOTS experts for technical guidance and human resource development. - Expenses for dispatching experts may be partially subsidised by the Japanese government. - Technical guidance may be provided online from Japan.
Dispatch of Junior Experts	ODA Programme	- The programme dispatches young employees of Japanese companies (dispatching companies) as AOTS junior experts to provide technical guidance to potential future overseas partners and Japanese companies that wish to launch new co-creation businesses in developing countries (hosting companies) while gaining the experience and knowledge needed for global human resources. - Expenses for dispatching junior experts may be partially subsidised by the Japanese government.
Industry-Academia Collaborative Programmes	ODA Programme	- This programme is based on applications from Japanese companies, etc. who want to offer courses at local universities, etc. in developing countries and, if necessary, provide internships to students enrolled in those courses. - Through taking part in courses and internships, attendees will develop the capabilities required by Japanese companies or overseas Japanese companies, leading to employment at these companies. - Expenses required for courses or internships may be partially subsidised by the Japanese government. - Courses may also be conducted based on online instruction, and internships may be conducted in Japan.

Human Resource Development Scheme Subsidy Rate by Programme (1)

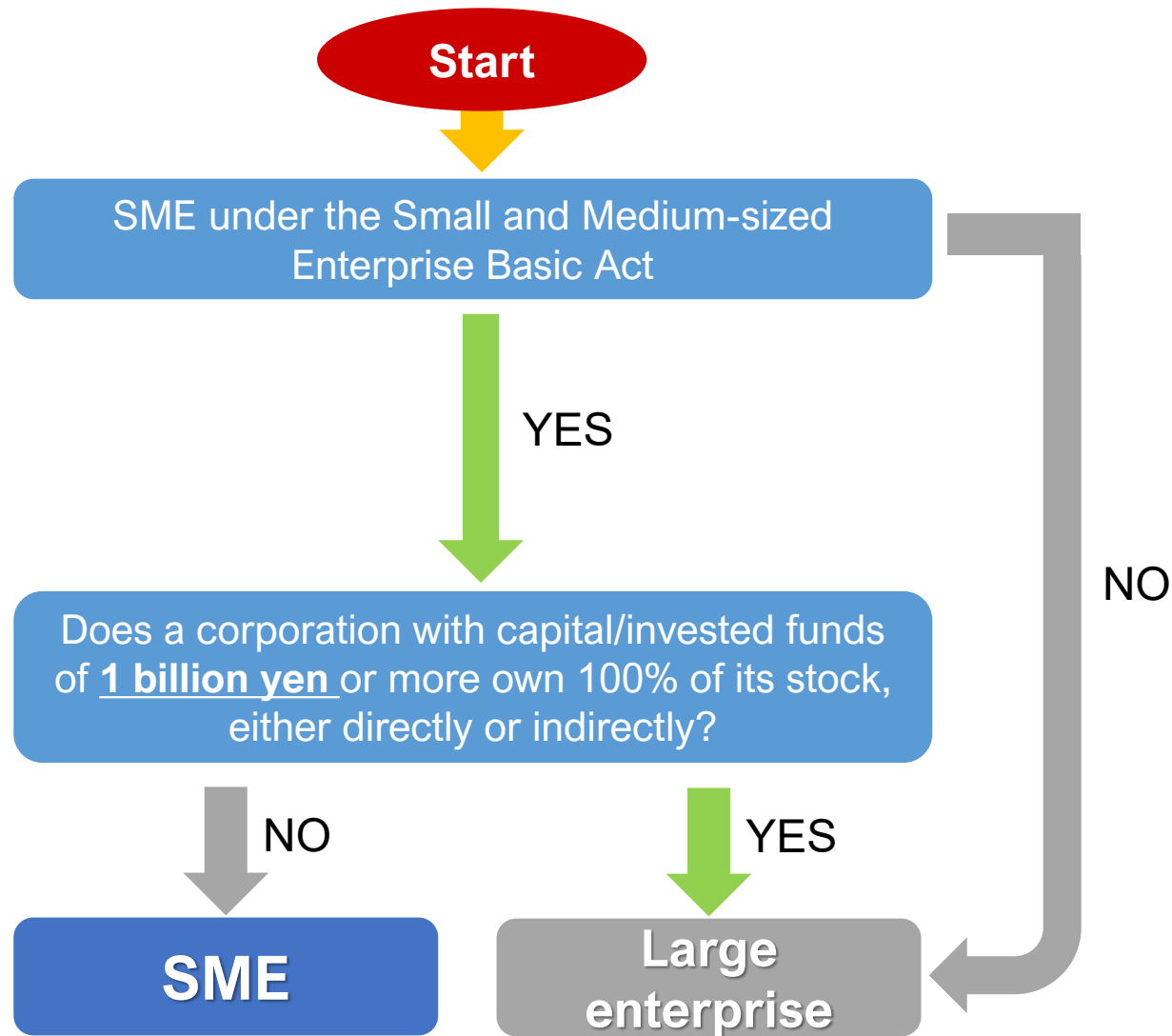
Programme	Purpose/Field	Target Country/ Region	Scheme	Applicant Company		
				SME	Large Enterprise	NPO
ODA Programme	To help enhance local sites that are necessary for the development of Japanese companies overseas, this programme aims to increase the standard of local industrial skills and develop the local economy by developing and recruiting industrial human resources in developing countries, expanding co-creation business with local companies, and promoting employment of highly skilled foreign human resources in Japan through public-private collaboration	Developing countries	Technical training	2/3 Africa 1	1/3 Key area 1/2 Africa 2/3	2/3 Africa 1
			Management training	2/3 Africa 1	1/3 Key area 1/2 Africa 2/3	2/3 Africa 1
			Japanese language training for highly skilled foreign human resources	2/3	*	2/3
			Overseas training	2/3	2/3	2/3
			Dispatch of experts	2/3 Africa, etc. 1	1/3 Key area 1/2 Africa, etc. 1	2/3 Africa, etc. 1
			Dispatch of junior experts	2/3 Africa, etc. 1	2/3 Africa, etc. 1	2/3 Africa, etc. 1
			Industry-Academia Collaborative Programme	2/3	2/3	2/3

* Applications from large enterprises may be accepted on an exceptional basis. Please consult us for further details.

Human Resource Development Scheme Subsidy Rate by Programme (2)

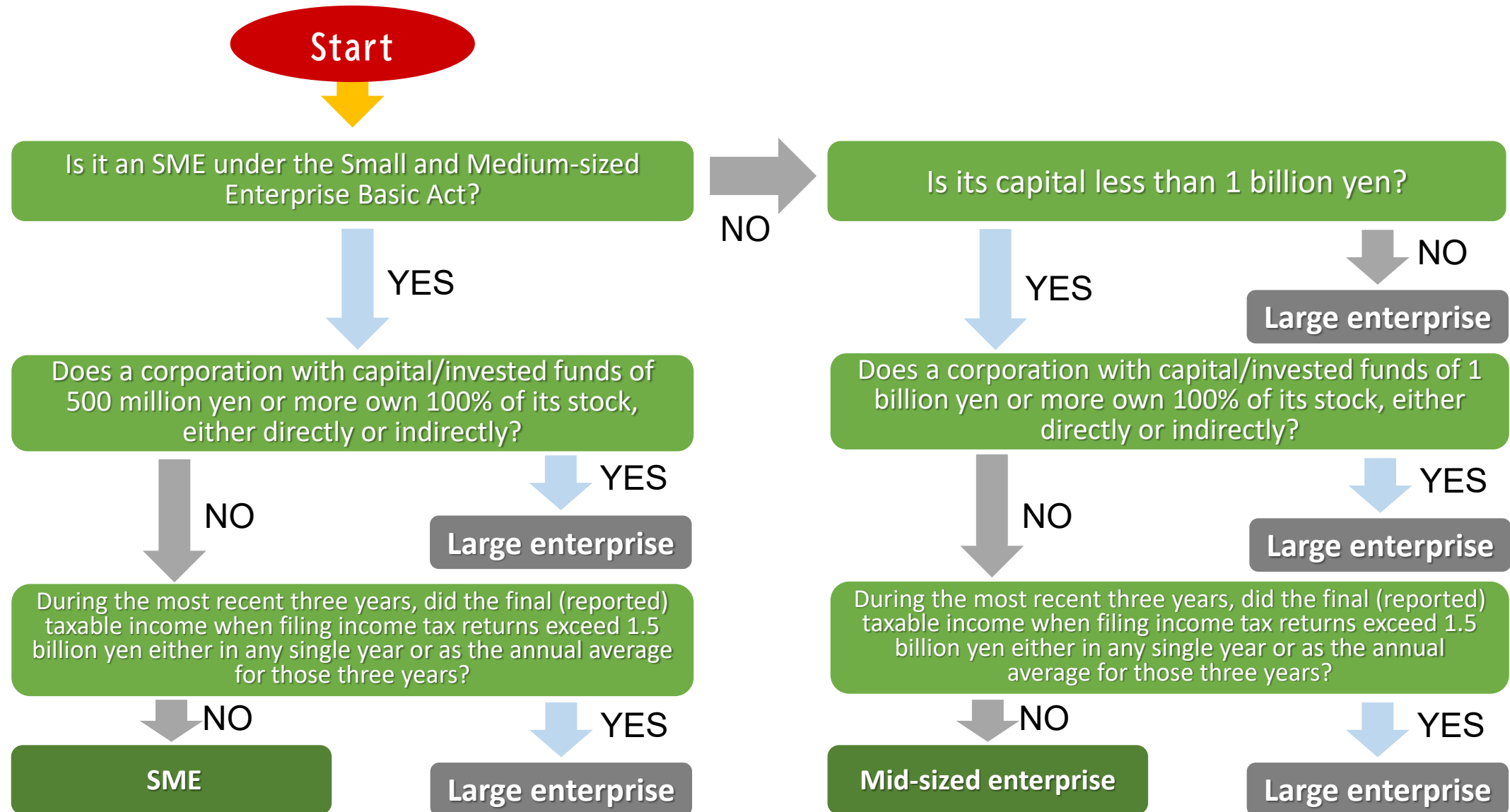
Programme		Purpose/Field	Target Country/ Region	Scheme	Applicant Company		
					SME / Mid-sized enterprise	Large Enterprise	NPO
Zero Emission Programme	Energy-saving effect at local sites through production processes	Supporting development of local human resources needed to promote more efficient energy use, including shifting to Japanese-style production processes, introducing highly energy-efficient equipment, etc.	Asia (including Middle East)	Technical training	1/2	1/3	—
				Management training	1/2	1/2	—
				Overseas training	1/2	1/3	—
				Dispatch of experts	1/2	1/3	—
	Design, manufacturing, introduction, and maintenance of energy-saving equipment, etc.	Developing non-Japanese engineers to handle design, manufacturing, introduction, and maintenance of highly energy-efficient utility and production equipment made by Japanese companies at overseas companies' plants, etc. Developing non-Japanese engineers, etc. to handle design, manufacturing, introduction, and maintenance of industrial robots made by Japanese companies and factory automation by Japanese systems integrators, etc. at overseas manufacturing companies.		Technical training	1/2	1/3	—
				Overseas training	1/2	1/3	—
	Cutting-edge technology (Green Growth Strategy) field	Developing local human resources to deepen understanding and promote the spread of initiatives such as R&D and social application of industrial technologies, etc. based on priority fields in the Green Growth Strategy and Asian Energy Transition Initiative (AETI) (including activities and collaborative fields related to AZEC), as well as fostering international awareness of carbon neutrality. *Main target areas: ●Offshore wind, solar, and geothermal industries ●Hydrogen and fuel ammonia industries ●Next-generation energy industry ●Nuclear industry ●Automobile and storage cell industries ●Semiconductor and IT industries ●Aviation industry ●Carbon recycling and material industries ●Next-generation power management industry ●Greenhouse gas emission level visualisation technology		Technical training	1/2	1/3	3/4
				Invitation of key persons	1/2	1/3	3/4
				Overseas seminars	1/2	1/3	3/4

Reference: Company Size Categories in ODA Programme



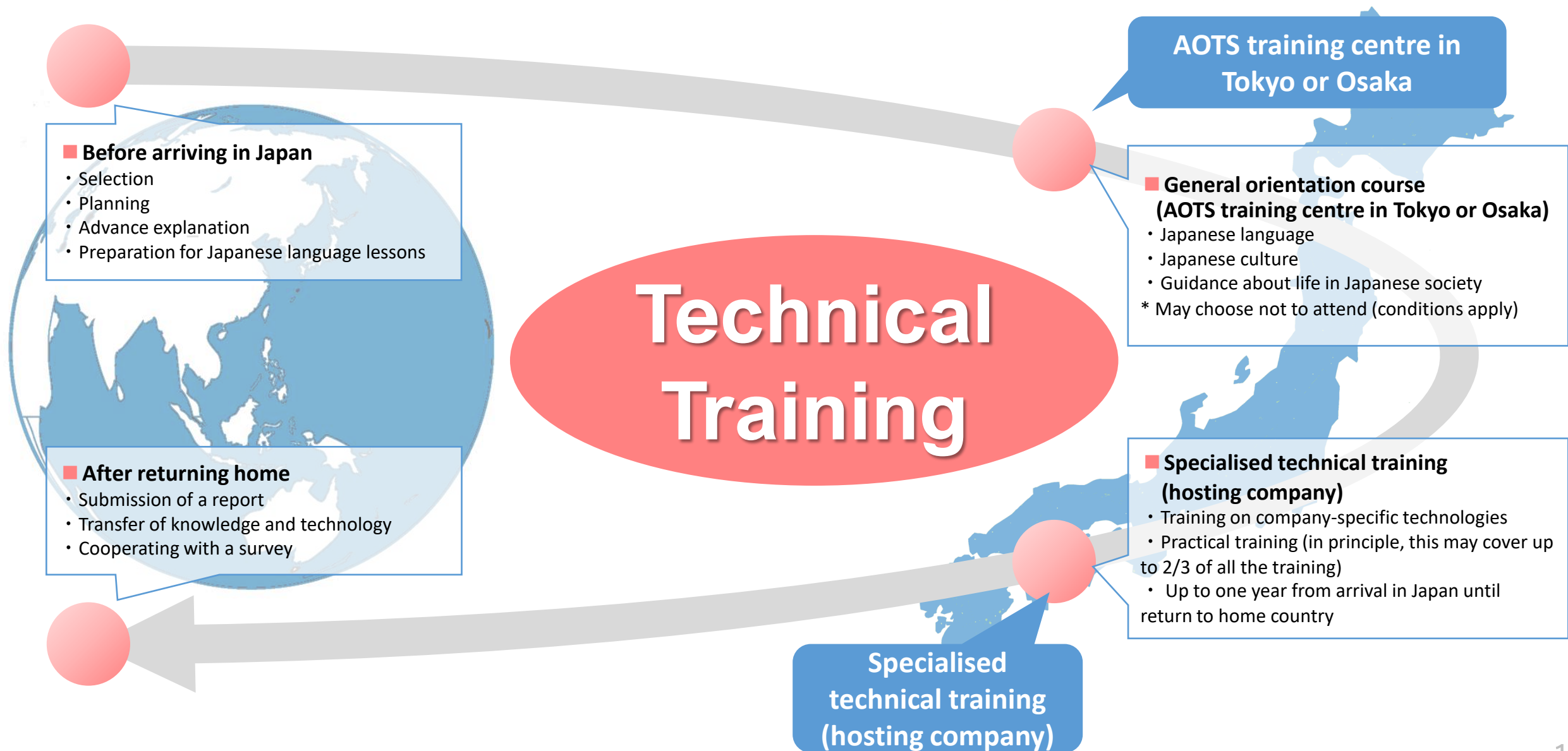
*In the ODA Programme, there is no 'Mid-sized enterprise' category.

Reference: Company Size Categories in Zero Emission Programme



3. Technical Training

About Technical Training



Benefits of Technical Training

- **Enables on-the-job training (OJT)** under the “Trainee” visa status
 - ▶ Except for public institutions like AOTS, a training visa does not allow for on-the-job training.
- **Subsidies are available** for hosting and training expenses
- Visa can be obtained using **Letter of guarantee issued by AOTS**
 - ▶ In the case of AOTS, a certificate of eligibility is not required, shortening the lead time until arrival in Japan.
- AOTS provides **introductory training** on Japanese language, guidance for living in Japan, etc.
- Safe stay in Japan throughout the training period (**with overseas travel insurance coverage**)
- Advisory support on accepting trainees

Technical Training: Main Requirements for Application (1)

	ODA Programme	Zero Emission Programme		
		Energy-saving effect at local sites through production processes	Design, manufacturing, introduction, and maintenance of energy-saving equipment, etc.	Cutting-edge technology (Green Growth Strategy) field
Eligible country/area	Developing countries/regions* ¹	Countries/regions in Asia/Middle East* ²		
Areas of application	Technical cooperation must contribute to the industrial development of developing countries/regions (e.g. the purpose of implementation is introducing new technology with which the local company has no prior experience or switching models to products/services with superior performance to the previous ones) Must incorporate problem-solving approach aligned with the actual circumstances of the developing country/region	An energy-saving effect must be expected in production processes at local sites (energy-saving based online/process improvement, introduction of production/control technology) in the manufacturing industry, which can be explained and presented quantitatively	1) Design, manufacturing and introduction of highly energy-efficient utility and production equipment made by Japanese companies and related maintenance technologies 2) Introduction of robots and factory automation and related maintenance technologies	Carbon neutral technologies in sectors indicated in the Green Growth Strategy and AETI (including AZEC-related activities and collaboration fields)

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

*2 This refers to countries and regions defined as 'Asia' and the 'Middle East' on the Ministry of Foreign Affairs of Japan's website (<https://www.mofa.go.jp/mofaj/area/index.html>).

Technical Training: Main Requirements for Application (2)

	ODA Programme	Zero Emission Programme
Japanese company (hosting company)	Company incorporated in Japan with more than 50% Japanese ownership	Company incorporated in Japan
	Able to cover various costs related to hosting trainees	
	Capital or business relationship with the local company	
	No contract has been signed with the local company for provision of paid technical services, or there is such a contract, but the contract amount does not include expenses for training	
Local company (dispatching company)	With 50% or less ownership by companies or organization from non-ODA recipient countries (excluding Japan)	Company incorporated in an eligible country or region (*In the case of a Japanese branch or representative office, please consult AOTS)
Trainees	Employment contract has been signed with the local company	
	Aged 20 to 50	(Zero Emission Programme Green Growth Strategy: up to 60)
	Academic capability corresponding to college graduate or higher (i.e., graduation from vocational/junior college) in principle, or history of employment	
	Currently holds, or is expected to hold, a managerial, supervisory, or other leadership position at the local site	Industrial engineer who plays a key role in the adoption of carbon neutral technologies
	Not a member of the military	
Training in Japan	Technology appropriate for training in Japan (i.e., purpose is for trainees to acquire knowledge/skills that cannot be acquired, or are difficult to acquire, locally)	
	Technology that cannot be appropriated for military purposes, such as arms/weapons	
	About 1 trainee accepted per 20 employees at the Japanese company	
	Instructors must have at least 5 years of practical experience with the applicable technology	
	In principle, OJT must account for no more than 2/3 of the entire training time	
	Training does not involve repetition of simple tasks or the same tasks	

Technical Training: Main Requirements for Application (3)

The required duration of Specialised Technical Training and the maximum overall training period vary depending on the type of general orientation course.

General orientation course		Duration of Specialized Technical Training	Total training period	Eligibility and requirements
Course	Duration			
J13W	13 weeks	25 days or longer	Up to 1 year	Trainees who need advanced Japanese language proficiency for Specialised Technical Training
J6W	6 weeks			Trainees who need to acquire the minimum required level of Japanese language proficiency for living and training in Japan
A9D	9 days			Trainees who meet the Japanese language proficiency level specified by AOTS
9D		10 days or longer	Up to 120 days	The training is conducted in a language other than Japanese that trainees can understand
Non-participation		10 days or longer	Up to 120 days	Trainees who meet the Japanese language proficiency level specified by AOTS, or programs conducted in a language other than Japanese that trainees can understand
			Depends on the type of general orientation course previously taken	Trainees who have participated in a general orientation course in the past five years

Technical Training: Main Requirements for Application (4)

Table: Planned General Training Courses in FY2026

TKC: Tokyo Kenshu Centre
KKC: Kansai Kenshu Centre

■ **J13W (13-week course)**

Start date	End date	Centre Offering Course	Application Deadline
Friday, 8 May 2026	Thursday, 6 August 2026	TKC	Please inquire for details
Wednesday, 19 August 2026	Tuesday, 17 November 2026	TKC	Tuesday, 19 May 2026
Wednesday, 25 November 2026	Tuesday, 2 March 2027	KKC	Tuesday, 25 August 2026

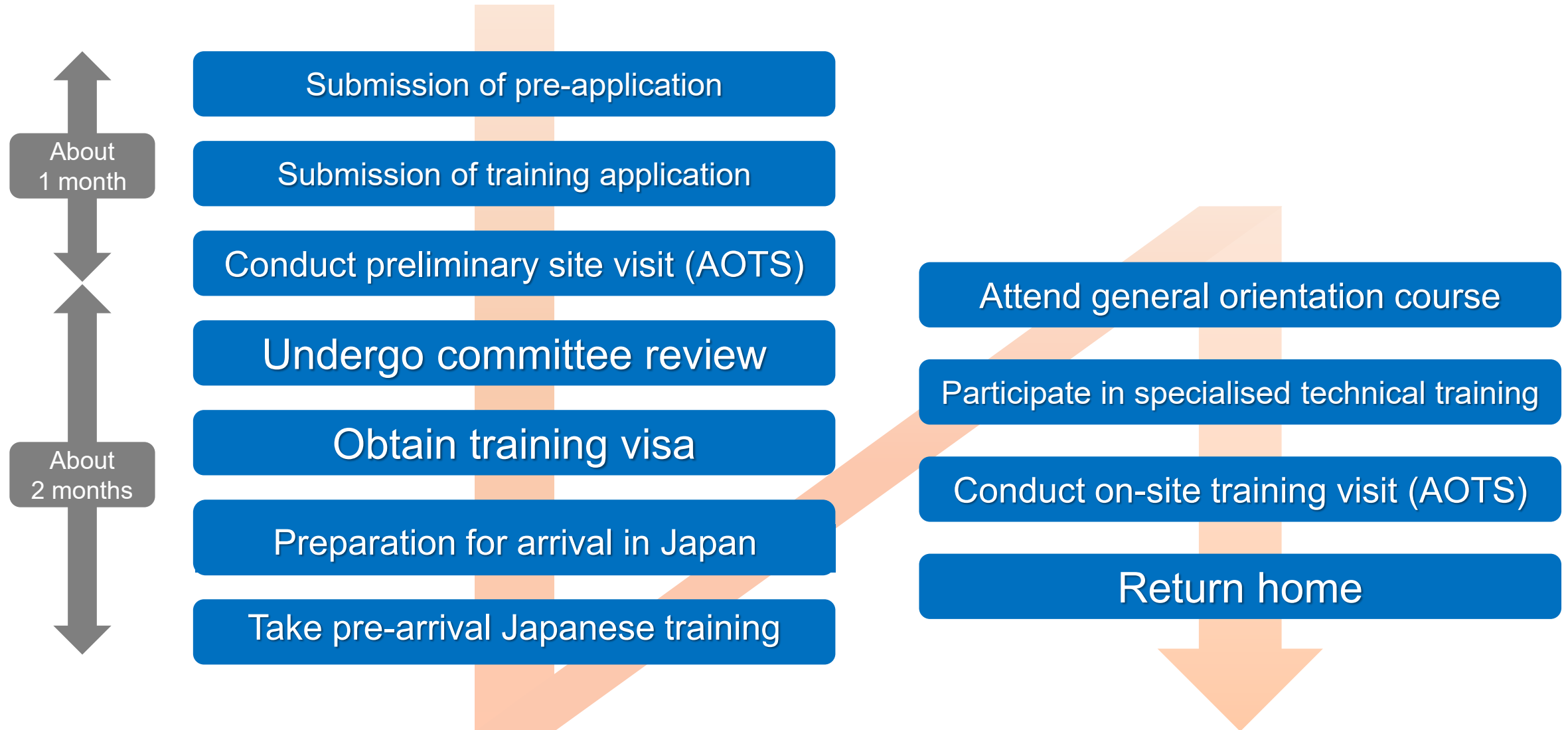
■ **J6W (6-week course)**

Start date	End date	Centre Offering Course	Application Deadline
Friday, 8 May 2026	Thursday, 18 June 2026	KKC	Please inquire for details
Friday, 15 May 2026	Thursday, 25 June 2026	TKC	Please inquire for details
Wednesday, 24 June 2026	Tuesday, 4 August 2026	KKC	Please inquire for details
Wednesday, 15 July 2026	Tuesday, 25 August 2026	TKC	Wednesday, 15 April 2026
Wednesday, 19 August 2026	Tuesday, 29 September 2026	KKC	Tuesday, 19 May 2026
Wednesday, 2 September 2026	Tuesday, 13 October 2026	TKC	Tuesday, 2 June 2026
Wednesday, 7 October 2026	Tuesday, 17 November 2026	KKC	Tuesday, 7 July 2026
Wednesday, 25 November 2026	Tuesday, 12 January 2027	TKC	Tuesday, 25 August 2026
Wednesday, 9 December 2026	Tuesday, 26 January 2027	KKC	Wednesday, 9 September 2026
Wednesday, 14 January 2027	Tuesday, 24 February 2027	TKC	Tuesday, 20 October 2026

■ **A9D and 9D (9-day course)**

Start date	End date	Centre Offering Course	Application Deadline
Wednesday, 13 May 2026	Thursday, 21 May 2026	TKC	Please inquire for details
Wednesday, 1 July 2026	Thursday, 9 July 2026	KKC	Please inquire for details
Wednesday, 9 September 2026	Thursday, 17 September 2026	TKC	Tuesday, 9 June 2026
Wednesday, 25 November 2026	Thursday, 3 December 2026	TKC	Tuesday, 25 August 2026
Wednesday, 13 January 2027	Thursday, 21 January 2027	KKC	Tuesday, 13 October 2026

Technical Training: Flow from Application to Completion



Technical Training: Subsidy Rate

ODA Programme						Zero Emission Programme		
Company scale	SME		Large enterprise			SME / Mid-sized enterprise	Large Enterprise	NPO
		Africa		Key area *	Africa			
Government subsidy rate	2/3	1	1/3	1/2	2/3	1/2	1/3	3/4
Company share	1/3	0	2/3	1/2	1/3	1/2	2/3	1/4
Cost bearer		In principle, born by the Japanese company				In principle, born by the Japanese company		

* Subsidy rate may be increased from 1/3 to 1/2 for large enterprises if the project meets the following conditions:

Technical cooperation projects that are thought to have a major contribution to the industrial development of developing countries/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)

Technical Training: Subsidised Expenses

					ODA Programme		Zero Emission Programme		
Company scale					SME	Large enterprise		ALL	
Base amount for hosting trainees	Expenses during the stay	Accommodation expenses	During general training (AOTS)		9, 000 yen / night (actual cost in the case of a plant visit in a remote area)		9, 000 yen / night (actual cost in the case of a plant visit in a remote area)		
			During specialised technical training	AOTS	9, 000 yen/night		9, 000 yen/night		
				Company facility	1, 570 yen/night		1, 570 yen/night		
				External accommodation	Actual cost (up to a maximum of 9, 000 yen/night)		Actual cost (up to a maximum of 9, 000 yen/night)		
			Meal expenses	Day of Arrival in Japan		2, 200 yen/day		2, 200 yen/day	
		Thereafter		3, 200 yen/day		3, 200 yen/day			
		Miscellaneous expenses			1, 000 yen/day		1, 000 yen/day		
		Practical training expenses			5, 190 yen/day	3, 360 yen/day	5, 190 yen/day		
		International travel expenses			Not covered by a subsidy (Applicable only to trainees from Africa)		Actual cost (based on the AOTS standards)		
		Domestic transportation expenses (partially covered)			Actual cost (based on the AOTS standards)		Actual cost (based on the AOTS standards)		
	Medical expenses/overseas travel insurance premium			Actual cost (purchased by AOTS)		Actual cost (purchased by AOTS)			
	Training and incidental expenses					Actual cost (Implemented by AOTS)		Actual cost (Implemented by AOTS)	

Technical Training: Corporate Share of Expenses

		ODA Programme					Zero Emission Programme		
Company scale		SME		Large enterprise			SME / Mid-sized enterprise	Large enterprise	NPO
			Africa		Key Area	Africa			
Government subsidy rate		2/3	1	1/3	1/2	2/3	1/2	1/3	3/4
(1) Company share for hosting trainee		Expenses covered by subsidy for expenses related to hosting trainees × (1 – subsidy rate)							
(2) Cost-sharing for implementation of training	J13W	617,000 yen/person	377,000 yen/person	798,000 yen/person	731,000 yen/person	617,000 yen/person	731,000 yen/person	798,000 yen/person	595,000 yen/person
	J6W	359,000 yen/person	219,000 yen/person	474,000 yen/person	420,000 yen/person	359,000 yen/person	420,000 yen/person	474,000 yen/person	343,000 yen/person
	9D、A9D	167,000 yen/person	127,000 yen/person	214,000 yen/person	189,000 yen/person	167,000 yen/person	189,000 yen/person	214,000 yen/person	156,000 yen/person
	Non-participation	122,000 yen/person		122,000 yen/person			122,000 yen/person*1		

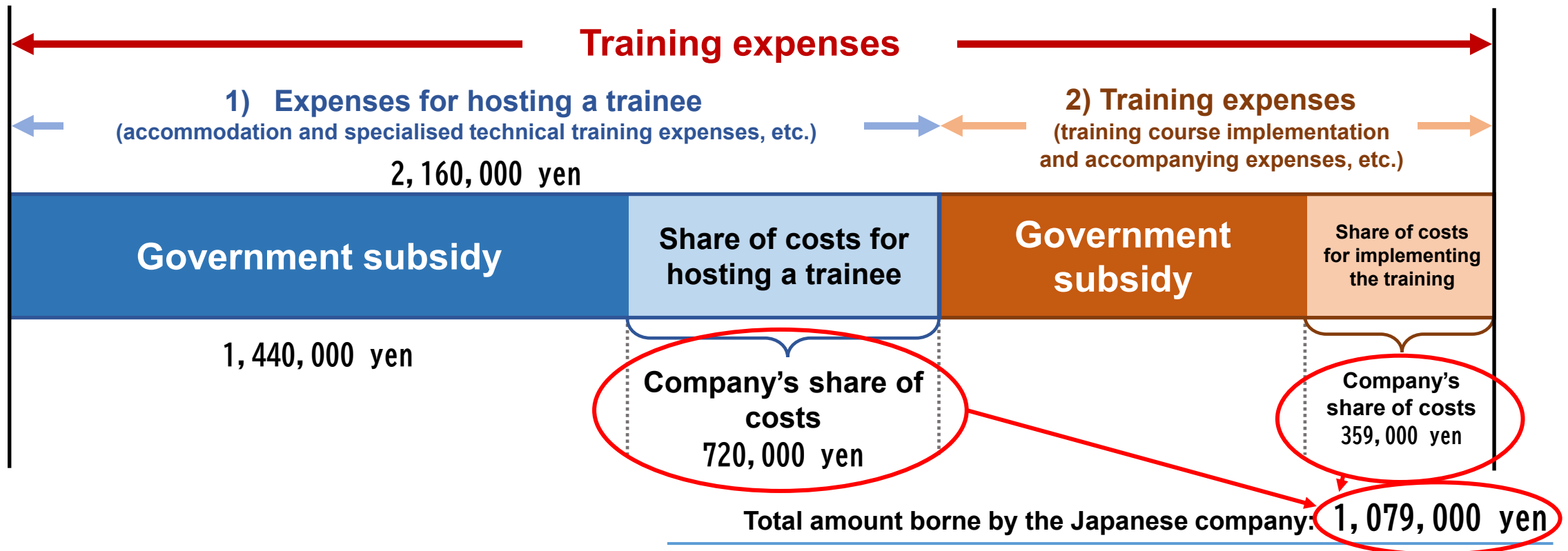
*1: Among Zero Emission projects, only Green Growth Strategy projects are eligible for 8% of the subsidy. However, the maximum amount is 122,000 yen.

◆ Note: Please note that we kindly request a separate contribution to support AOTS operating expenses (management contribution).

Technical Training: Sample Estimate

[Calculation conditions]

- Use of ODA programme
- Company scale is SME
- Participation in the J6W course
- Participants stay in a facility owned by the applicant company during the period of training
- Six-month training for one person
- Travel expenses within Japan are not considered



◆ Note: Please note that we kindly request a separate contribution to support AOTS operating expenses (management contribution).

4. Management Training



Benefits of Management Training

- **Lectures on specific topics by leading experts in their fields**
- **Promoting localized management** in overseas subsidiaries
- Encouraging understanding of **Japanese work culture**
- **Japanese government subsidies are available** for trainees' stay expenses in Japan
- Visa can be obtained using **Letter of guarantee issued by AOTS**
 - ▶ In the case of AOTS, a certificate of eligibility is not required, shortening the lead time until arrival in Japan.

Management Training: Main Requirements for Application (1)

	ODA Programme	Zero Emission Programme (Energy-saving effect at local sites through production processes)
Eligible countries/area	Developing countries/regions *1	Countries/regions in Asia/Middle East*2
Areas of application	Technical cooperation must contribute to the industrial development of developing countries/regions (e.g. the purpose of implementation is introducing new technology with which the local company has no prior experience or switching models to products/services with superior performance to the previous ones) Must incorporate problem-solving approach aligned with the actual circumstances of the developing country/region	An energy-saving effect must be expected in production processes at local sites (energy-saving based online/process improvement, introduction of production/control technology) in the manufacturing industry, which can be explained and presented quantitatively

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

*2 This refers to countries and regions defined as 'Asia' and the 'Middle East' on the Ministry of Foreign Affairs of Japan's website (<https://www.mofa.go.jp/mofaj/area/index.html>).

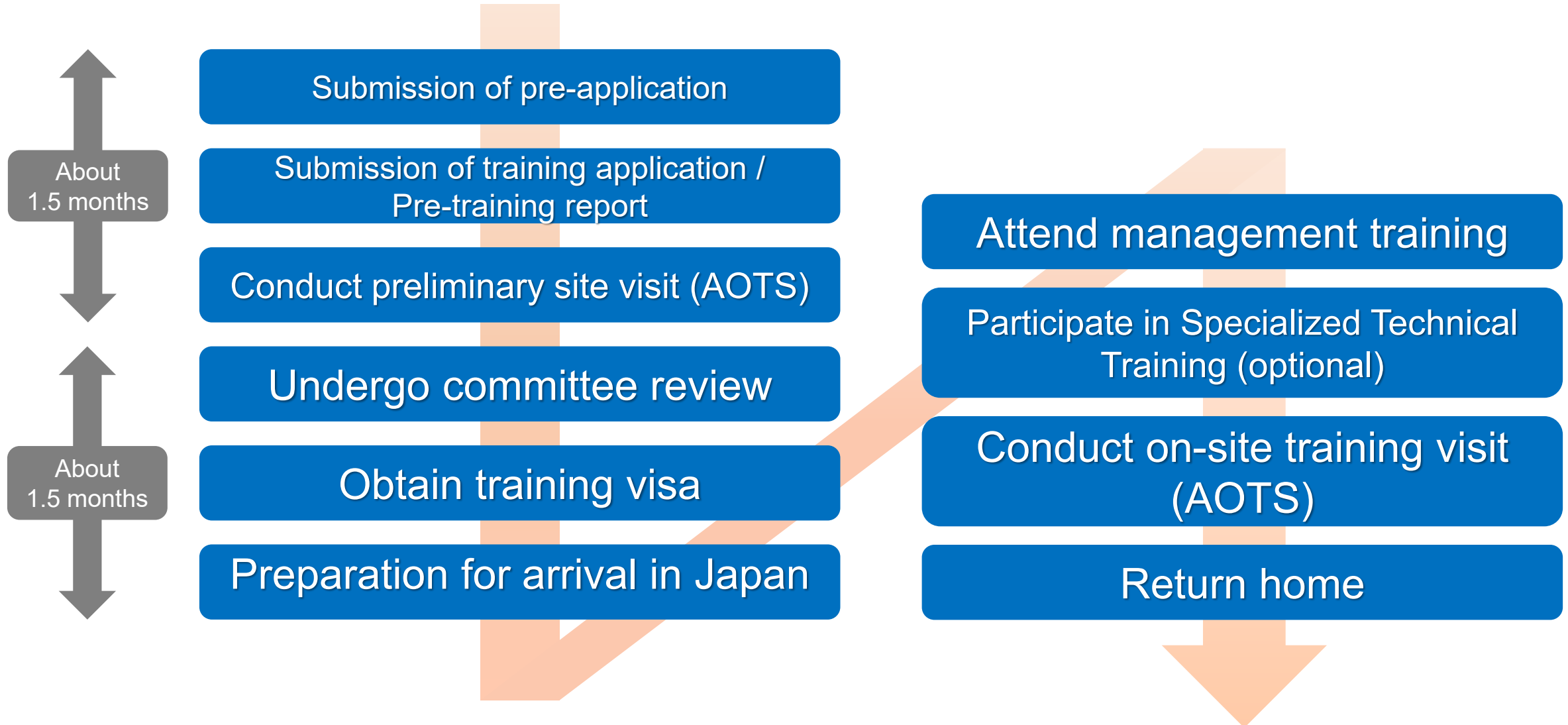
Management Training: Main Requirements for Application (2)

	ODA Programme	Zero Emission Programme
Japanese company (hosting company)	Company incorporated in Japan with more than 50% Japanese ownership	Company incorporated in Japan
	Able to cover various costs related to hosting trainees	
	Capital or business relationship with the local company	
	No contract has been signed with the local company for provision of paid technical services, or there is such a contract, but the contract amount does not include expenses for training	
Local company (dispatching company)	With 50% or less ownership by companies or organization from non-ODA recipient countries (excluding Japan)	Company incorporated in an eligible country or region (*In the case of a Japanese branch or representative office, please consult AOTS)
Trainees	Able to understand lectures, engage in debate, give presentations, and prepare reports in the language of training	
	Meets the separate qualification requirements for each course (years of experience, basic knowledge, etc.* ¹)	
	Not a university student	
	Not a member of the military	
OJT at hosting company (if conducted)	Technology appropriate for training in Japan (i.e., purpose is for trainees to acquire knowledge/skills that cannot be acquired, or are difficult to acquire, locally)	
	Technology that cannot be appropriated for military purposes, such as arms/weapons	
	About 1 trainee accepted per 20 employees at the Japanese company	
	Instructors must have at least 5 years of practical experience with the applicable technology	
	In principle, OJT must account for no more than 2/3 of the entire training time	
	Training does not involve repetition of simple tasks or the same tasks	

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

Management Training: Flow from Application to Completion

(In the case of training application by Japanese company)



Management Training: Subsidy Rate

		ODA Programme				Zero Emission Programme		
Company scale	SME		Large enterprise			SME / Mid-sized enterprise	Large Enterprise	NPO
		Africa		Key area *	Africa			
Government subsidy rate	2/3	1	1/3	1/2	2/3	1/2	1/2	1/2
Company share	1/3	0	2/3	1/2	1/3	1/2	1/2	1/2
Cost bearer	In principle, born by the Japanese company					In principle, born by the Japanese company		

* Subsidy rate may be increased from 1/3 to 1/2 for large enterprises if the project meets the following conditions:
 Technical cooperation projects that are thought to have a major contribution to the industrial development of developing countries/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)

Management Training: Subsidised Expenses

					ODA Programme		Zero Emission Programme	
Company scale					SME	Large enterprise	SME / Mid-sized enterprise	Large enterprise
Base amount for hosting trainees	Expenses during stay	Accommod ation expenses	During management training (AOTS)		9, 000 yen/night (actual cost for remote plant inspection)		9, 000 yen/night (actual cost for remote plant inspection)	
			During specialised technical training	AOTS	9, 000 yen/night		—	
				Company facility	1, 570 yen/night		—	
				External accommodati on	Actual cost (up to a maximum of 9, 000 yen/night)		—	
		Food expenses	Day of arrival in Japan		2, 200 yen/day		2, 200 yen/day	
			Thereafter		3, 200 yen/day		3, 200 yen/day	
		Miscellaneous expenses			1, 000 yen/day		1, 000 yen/day	
		On-site training expenses			5, 190 yen/day	3, 360 yen/day	—	
	International travel expenses			Not subsidised (Applicable only to trainees from Africa)		Actual cost (based on the AOTS standards)		
	Domestic transportation expenses (partially covered)			Actual cost (based on the AOTS standards)		Actual cost (based on the AOTS standards)		
	Medical care expenses, overseas travel insurance costs			Actual cost (purchased by AOTS)		Actual cost (purchased by AOTS)		
Training and incidental expenses					Actual cost (Implemented by AOTS)		Actual cost (Implemented by AOTS)	

Management Training: Corporate Share of Expenses

	ODA Programme					Zero Emission Programme		
Company scale	SME		Large enterprise			SME / Mid-sized enterprise	Large enterprise	NPO
		Africa		Key area	Africa			
Government subsidy rate	2/3	1	1/3	1/2	2/3	1/2	1/2	1/2
(1) Company share for hosting trainee	Expenses that are eligible for a receiving expenses subsidy × (1 – subsidy rate)							
(2) Cost-sharing for implementation of training	206,000 yen	156,000 yen	256,000 yen	231,000 yen	206,000 yen	231,000 yen	231,000 yen	231,000 yen

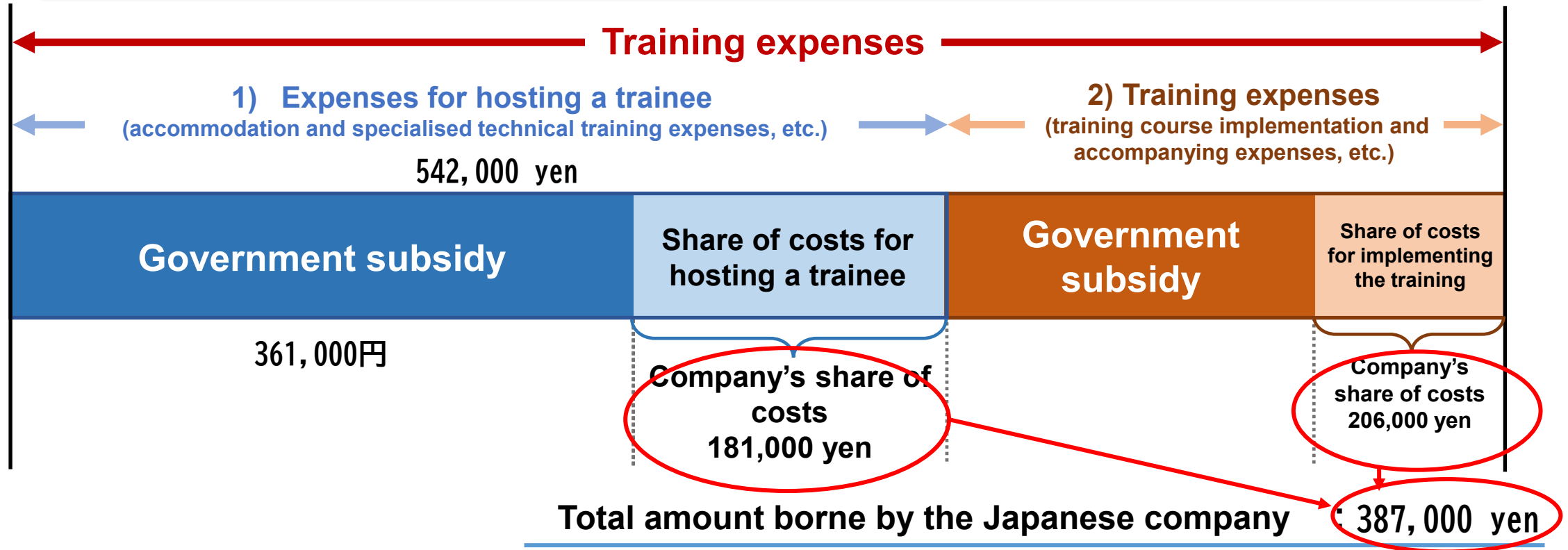
*1: Of the Zero Emission Programme, only the Green Growth Strategy is eligible for a subsidy at 8% of eligible expenses, capped at ¥122,000.

◆ Note: Please note that we kindly request a separate contribution to support AOTS operating expenses (management contribution).

Management Training: Sample Estimate

[Calculation conditions]

- Use of ODA programme
- Company scale is SME
- Number of trainees = 1
- Taking part in Specialised Technical Training (optional) for 30 days after 2 weeks of management training
- Participants stay in a facility owned by the applicant company during the period of training
- Travel costs within Japan are not considered

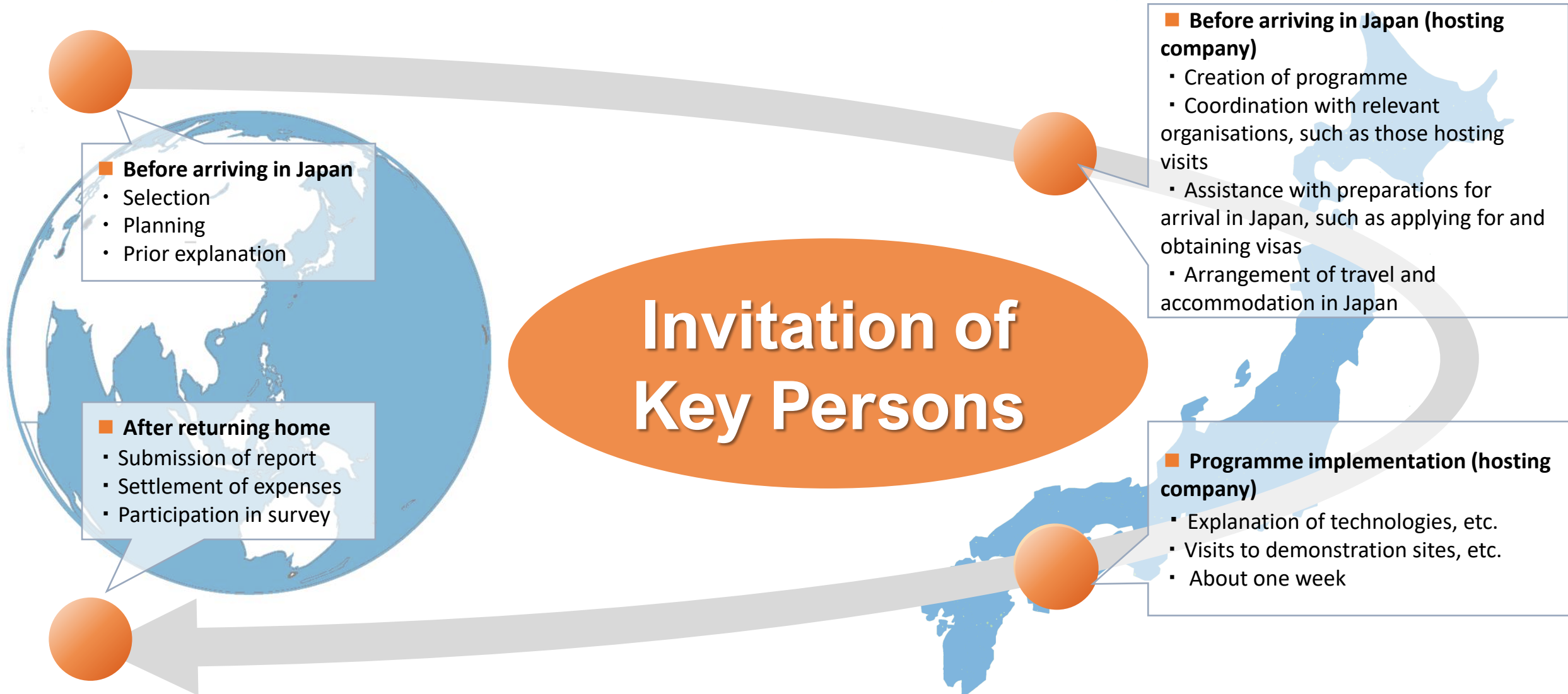


◆ Note: Please note that we kindly request a separate contribution to support AOTS operating expenses (management contribution).

5. Invitation of Key Persons

Zero Emission Programme only

About Invitation of Key Persons



Invitation of Key Persons: Main Requirements for Application

Target fields and objectives	Technologies related to carbon neutrality in sectors indicated in the Green Growth Strategy* and Asian Energy Transition Initiative (AETI) * Main eligible fields: ●Offshore wind, solar, and geothermal industries ●Hydrogen and fuel ammonia industries ●Next-generation energy industry ●Nuclear industry ●Automobile and storage cell industries ●Semiconductor and IT industries ●Aviation industry ●Carbon recycling and material industries ●Next-generation power management industry ●Greenhouse gas emission level visualisation technology
Eligible countries/regions	Countries/regions in Asia/Middle East
Japanese company (hosting company)	Company, organisation, etc. incorporated in Japan
	No contract has been signed with the local company for provision of paid technical services, or there is such a contract, but the contract amount does not include expenses for training
Participants	Aged 20 to 65 and in good mental and physical health
	Nationality, residence, and place of work in the applicable country/region
	Academic capability corresponding to college graduate or higher (i.e., graduation from vocational/junior college), in principle, or history of employment
	Works for a company or organisation, such as an overseas subsidiary or partner or potential partner, that can expand future business opportunities
	Not a member of the military
Government subsidy rate	SME / Mid-sized enterprise 1/2 Large enterprise 1/3 Schools and NPO ¾
Company share	As well as subsidised expenses × (1 – subsidy rate), the hosting company is asked to cover 8% of the total subsidised expenses as a management contribution for the invitation project

Invitation of Key Persons: Eligible Expenses (1)



1. Eligible expenses

- (1) Travel expenses
- (2) Expenses during stay (accommodation, food, miscellaneous)
- (3) International travel insurance
- (4) Honorarium for lecturer
- (5) Honorarium for interpreter
- (6) Travel expenses for lecturers, interpreters, and others involved
- (7) Expenses for plant visits in Japan
- (8) Expenses for educational materials
- (9) Expenses for procuring equipment and setting up the environment
- (10) Expenses for consumable supplies
- (11) Facility leasing expenses

Invitation of Key Persons: Eligible Expenses (2)

2. Rates for expenses during stay

	Position of participant			Airfare	Accommodation expenses during stay (per day), including tax and service charges		Food and miscellaneous expenses during stay (per day)		
	Public corporation or organisation	Private company	University		If external accommodation facilities are used (upper limit)	If training centre is used (fixed amount)	If external facilities are used (fixed amount)	If training centre is used (fixed amount)	Miscellaneous expenses (fixed amount)
Special arrangements needed	President, director, etc.	Vice president or higher (chairperson, president, representative director and vice president), director, etc.	President (If deemed to be at the level of a director general or higher, such as if seconded from central government), etc.	Business class	35,000 yen	9,100 yen	Total 4,590 yen Breakfast 1,020 yen Lunch 1,530 yen	Total 3,200 yen Breakfast 800 yen Lunch 1,000 yen	1,000 yen
Other	General manager, division manager, other	General manager, division director, division manager, other	Other	Economy class	26,200 yen	9,100 yen	Dinner 2,040 yen	Dinner 1,400 yen	

▲ The amounts above are for FY2025. It is possible they will be revised for FY2026.

6. Japanese Language Training for Highly Skilled Foreign Human Resources

*ODA Programme only

About Japanese Language Training for Highly Skilled Foreign Human Resources



Benefits of Japanese Language Training for Highly Skilled Foreign Human Resources

- Practical Japanese language education provided by a **Nationally Accredited Japanese Language Educational Institution for employment purposes**
- Training programmes designed to deepen understanding of Japan
- Encouraging understanding of **Japanese work culture**
- **Japanese government subsidies are available** for training expenses
- Intensive training delivered through **a residential programme**

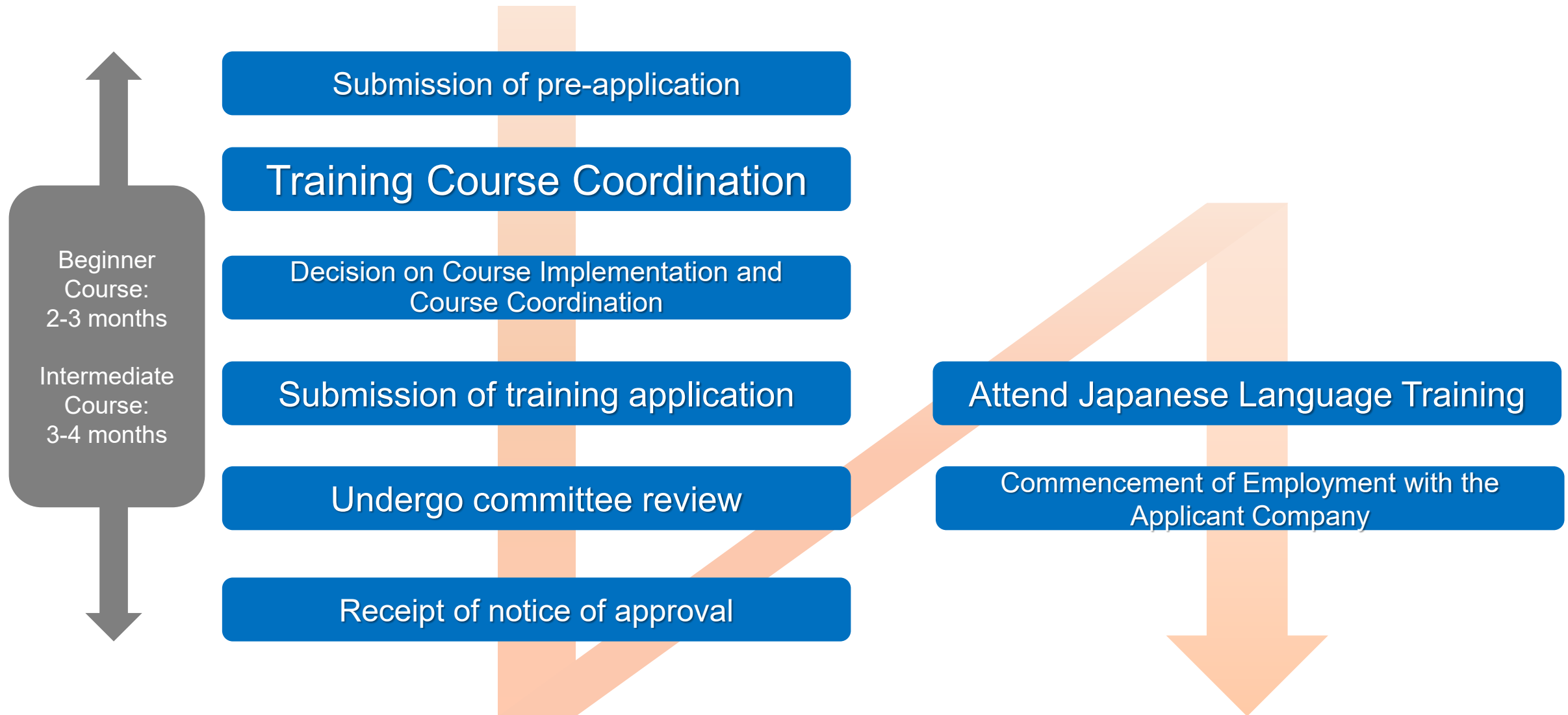
Japanese Language Training for Highly Skilled Foreign Human Resources: Main Requirements for Application (1)

Applicant company	Company incorporated in Japan with more than 50% Japanese ownership
	SME under the Small and Medium-sized Enterprise Basic Act (*1)
	Company employing, or planning to employ, foreign professionals from developing countries and regions(*2) holding the residence status of “Engineer/Specialist in Humanities/International Services” or “Highly Skilled Professional”.
Participant	Nationality: Developing countries and regions
	Employment Status: Employed, or intending to be employed, by the applicant company under the residence status of “Engineer/Specialist in Humanities/International Services” or “Highly Skilled Professional”
	Participant must, in principle, be able to attend the entire training programme

※1 Applications from large enterprises may be accepted on an exceptional basis. Please consult us for further details.

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

Japanese Language Training for Highly Skilled Foreign Human Resources: Flow from Application to Completion



Japanese Language Training for Highly Skilled Foreign Human Resources: Subsidy Rate / Expenses

	Subsidy Rate
Government subsidy rate	2/3
Company share	1/3

Subsidised Expenses	Base amount
Accommodation expenses (AOTS Kenshu Centre)	9,000 yen/night
Meal expenses (upon request)	3,200 yen/day
Domestic transportation expenses	Actual cost (based on the AOTS standards)

Japanese Language Training for Highly Skilled Foreign Human Resources: Corporate Share of Expenses

(Per participant (Applicable to both beginner and intermediate course))

		J6W	J13W
Company share	Accommodation expenses (AOTS Kenshu Centre)	129,000 yen (9,000 yen × 43 nights × 1/3) ※1	276,000 yen (9,000 yen × 92 nights × 1/3) ※1
	Meal expenses (upon request)	45,533 yen ((2,200 yen × 1 night + 3,200 yen × 42 nights) × 1/3) ※2	97,800 yen ((2,200 yen × 1 night + 3,200 yen × 91 nights) × 1/3) ※2
	Domestic transportation expenses	1/3 of Actual cost	1/3 of Actual cost
Cost-sharing for implementation of training	Training expenses	287,000 yen	494,000 yen

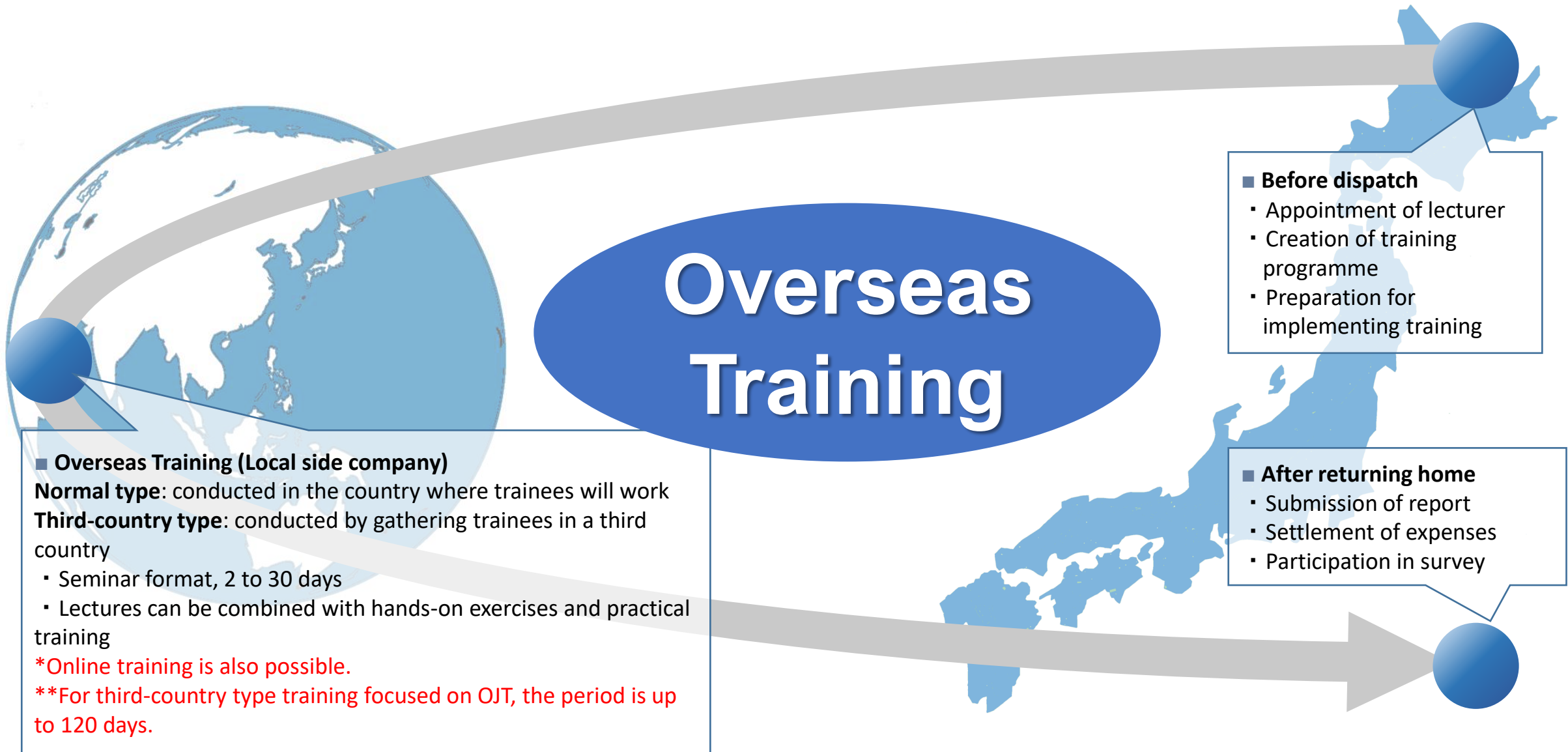
*1 Check-in at the AOTS Training Centre is on the day before the commencement of the training programme

*2 On the first day (the day before the training programme begins), two meals (dinner and breakfast the following morning) are provided at a cost of JPY 2,200 per night.

◆ Note: Please note that we kindly request a separate contribution to support AOTS operating expenses (management contribution).

7. Overseas Training

About Overseas Training



Benefits of Overseas Training

- **Japanese government subsidies are available** for instructors' overseas stays expenses
- **Short-term intensive** programs can be conducted overseas
- Lectures can be combined with **hands-on exercises and practical training**
- Generous subsidies are available for **online training**
- Allows **a large numbers of participants to be trained simultaneously**

Overseas Training: Main Requirements for Application (1)

	ODA Programme	Zero Emission Programme	
		Energy-saving effect at local sites through production processes	Design, manufacturing, introduction, and maintenance of energy-saving equipment, etc.
	Normal type / Third-country type / Third-country type(OJT)	Normal type	
Eligible country/area	Developing countries/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 countries	An energy-saving effect must be expected in production processes at local sites (energy-saving based online/process improvement, introduction of production/control technology) in the manufacturing industry, which can be explained and presented quantitatively	1) Design, manufacturing and introduction of highly energy-efficient utility and production equipment made by Japanese companies and related maintenance technologies 2) Introduction of robots and factory automation and related maintenance technologies

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

*2 This refers to countries and regions defined as 'Asia' and the 'Middle East' on the Ministry of Foreign Affairs of Japan's website (<https://www.mofa.go.jp/mofaj/area/index.html>).

Overseas Training: Main Requirements for Application (2)

	ODA Programme		Zero Emission Programme
	Normal type / Third-country type	Third-country type (OJT)	Normal type
Applicant company (cooperating institution)	Company incorporated in Japan with more than 50% Japanese ownership, or local Japan-affiliated company with more than 50% investment from such companies/organisations		Company incorporated in Japan
	Able to cover various costs related to hosting trainees		
	Company/organisation in charge of preparing/implementing training (overseas cooperating institution) is based locally* ¹		
	No contract has been signed with the local company for provision of paid technical services, or there is such a contract, but the contract amount does not include expenses for training		
Local company (overseas cooperating institution)	With 50% or less ownership by companies or organization from non-ODA recipient countries (excluding Japan)		—
Trainees	Nationality, residence, and place of work in the applicable country/region		
	Affiliated with company/organisation (including potential future business partners)		
	Aged 18 to 60 in principle		
	Adequate language abilities and experience for understanding the training content		
	Not a member of the military		

*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.

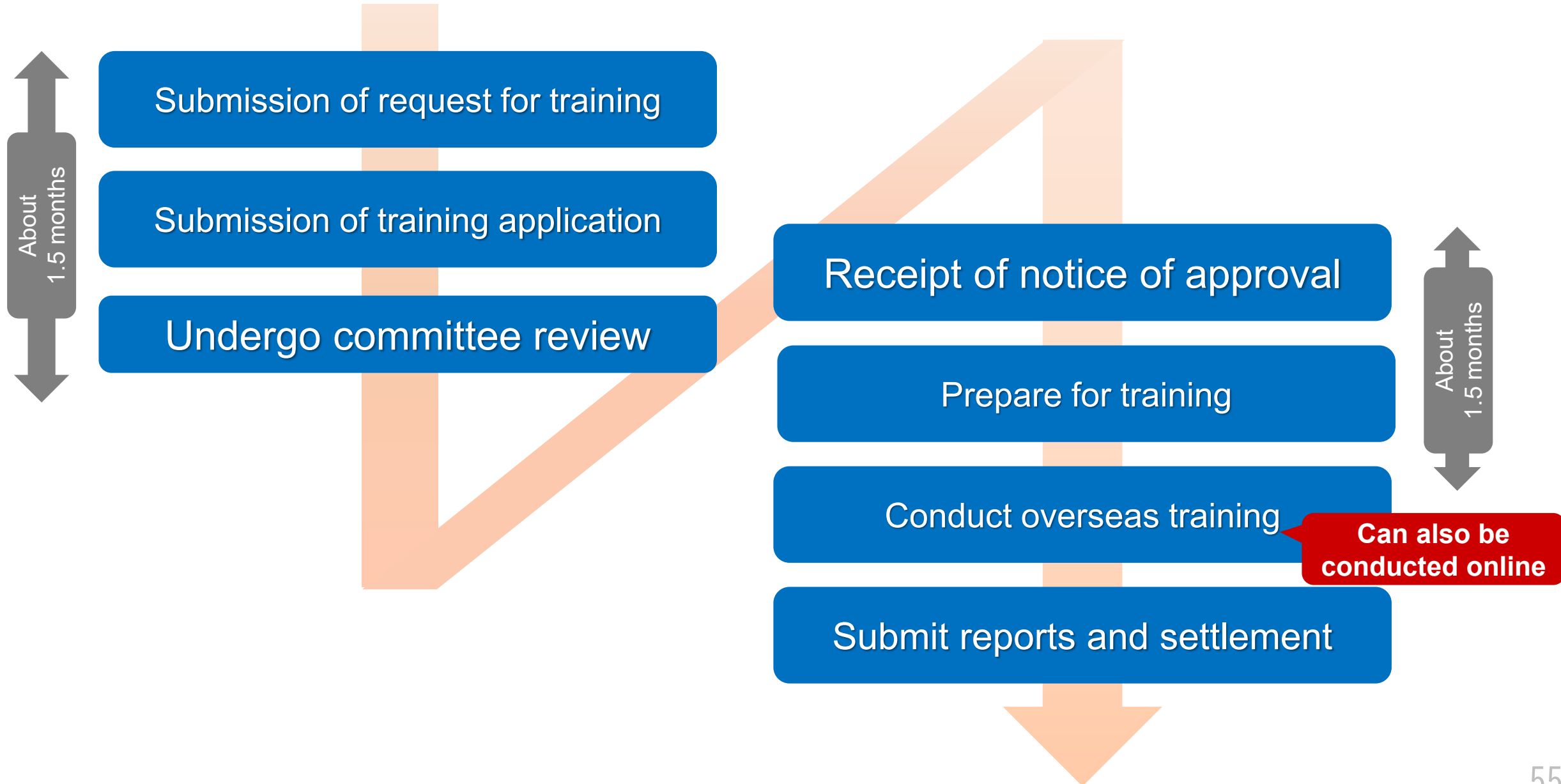
Overseas Training: Main Requirements for Application (3)

	ODA Programme		Zero Emission Programme
	Normal-type / Third country-type	Third country-type (OJT)	
On-site training	Training period is 2 to 30 consecutive days, in principle (may be not consecutive for online training) * ²	Training period is 5 to 120 consecutive days, in principle	Training period is 2 to 30 consecutive days, in principle
	Number of trainees is 10 to 50, in principle (5 to 50 for a Japanese SME) *This requirement may be relaxed for African projects	Number of trainees is at least 1. In general, the upper limit is 1 trainee for every 20 full-time employees.	Number of trainees is 5 to 50, in principle
	Technology that cannot be appropriated for military purposes, such as arms/weapons		
	Up to 5 lecturers, including lecturers from the training country and lecturers dispatched from Japan or a country other than the training country, may be covered by a subsidy* ³		
	Lecturers must be no older than 69 when training begins (age is not considered for online training), with at least 5 years of practical experience in the training field		
	<u>Third country-type or online training may be conducted if needed</u>		

*² The period from the first to last day of training is at most 30 calendar days. 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 other than Japan, affiliation is limited to relationships with the applicant company involving capital/technical partnerships or business activities such as acting as an agent. For training conducted by local lecturers only, staff/employees affiliated with the local lecturer's company cannot take part in the training.

Overseas Training: Flow from Application to Completion



Overseas Training: Subsidy Rate

		ODA Programme		Zero Emission Programme	
Company scale		SME	Large enterprise	SME / Mid-sized enterprise	Large enterprise
Government subsidy rate		2/3		1/2	1/3
Company share		1/3		1/2	2/3
	Cost bearer	Applicant company (cooperating institution)		Applicant company (cooperating institution)	

• In addition to the above cost-sharing, the applicant company will be required to pay an additional 10% of the total subsidised expenses as overseas training project management contribution.

Note: Please note that we kindly request a separate contribution to support AOTS operating expenses (management contribution).

Overseas Training: Subsidised Expenses (1)

Subsidised expenses

- (1) Honoraria for lecturers (2) Honoraria for interpreters
- (3) Travel costs for lecturers and interpreters (travel expenses, daily allowance, accommodation expenses)
- (4) Plant visit costs (5) Training facility leasing costs (6) Training material costs
- (7) Costs for purchasing equipment and setting up training environment (8) Equipment and material expenses
- (9) Costs for supporting remote instruction (for online training only)
- (10) Trainee-related costs (travel expenses, daily allowance, accommodation expenses)
- (11) Local administration-related costs (12) Costs for safety measures

*For third-country type training, honoraria for local lecturers are not subsidised.

Unit Price For both ODA and Zero Emission Programmes

		1) Lecturers whose workplace is in Japan or another developed country		2) Lecturers whose workplace is in a developing country	
Honorarium for lecturer		7,900 yen/hour		6,000 yen/hour	
Travel expenses for lecturers and interpreters		Designated cities* ¹	Area A* ²	Area B* ³	Area C* ⁴
	Daily allowance	6,200 yen/day	5,200 yen/day	4,200 yen/day	3,800 yen/day
	Accommodation expenses (fixed amount)	19,300 yen/night	16,100 yen/night	12,900 yen/night	11,600 yen/night
	Travel expenses (fixed amount)	Discounted economy class			

▲ The amounts above are for FY2025. It is possible they will be revised for FY2026.

Overseas Training: Subsidised Expenses (2)

Overseas training site category		Designated cities* ¹	Area A* ²	Area B* ³	Area C* ⁴
Subsidised expenses					
Overseas trainees	Travel expenses	Actual cost (discounted economy class)			
	Daily allowance (upper limit)	6,200 yen/day	5,200 yen/day	4,200 yen/day	3,800 yen/day
	Accommodation expenses (upper limit)	19,300 yen/night	16,100 yen/night	12,900 yen/night	11,600 yen/night

▲ The amounts above are for FY2025. It is possible they will be revised for FY2026.

*¹ Singapore, Los Angeles, New York, San Francisco, Washington, Paris, Moscow, Geneva, London, Abu Dhabi, Jeddah, Riyadh, Kuwait, and Abidjan

*² The following regions (excluding the designated cities):

- (1) North America: continental North America (excluding Mexico and the region south of it), Greenland, Hawaii, Bermuda, and Guam
- (2) Europe: continental Europe (excluding the countries listed under Area A), Iceland, Ireland, the United Kingdom, Malta, and Cyprus
- (3) Middle and Near East: Arabian Peninsula, Afghanistan, Israel, Iraq, Iran, Kuwait, Jordan, Syria, Lebanon, and Türkiye

*³ The following regions:

- (1) Asia: Thailand, Malaysia, Cambodia, Myanmar, Vietnam, Laos, Indonesia, East Timor, Brunei, the Philippines, Hong Kong, and South Korea
- (2) Oceania: Australia, New Zealand, and Polynesian/Micronesian/Melanesian countries
- (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

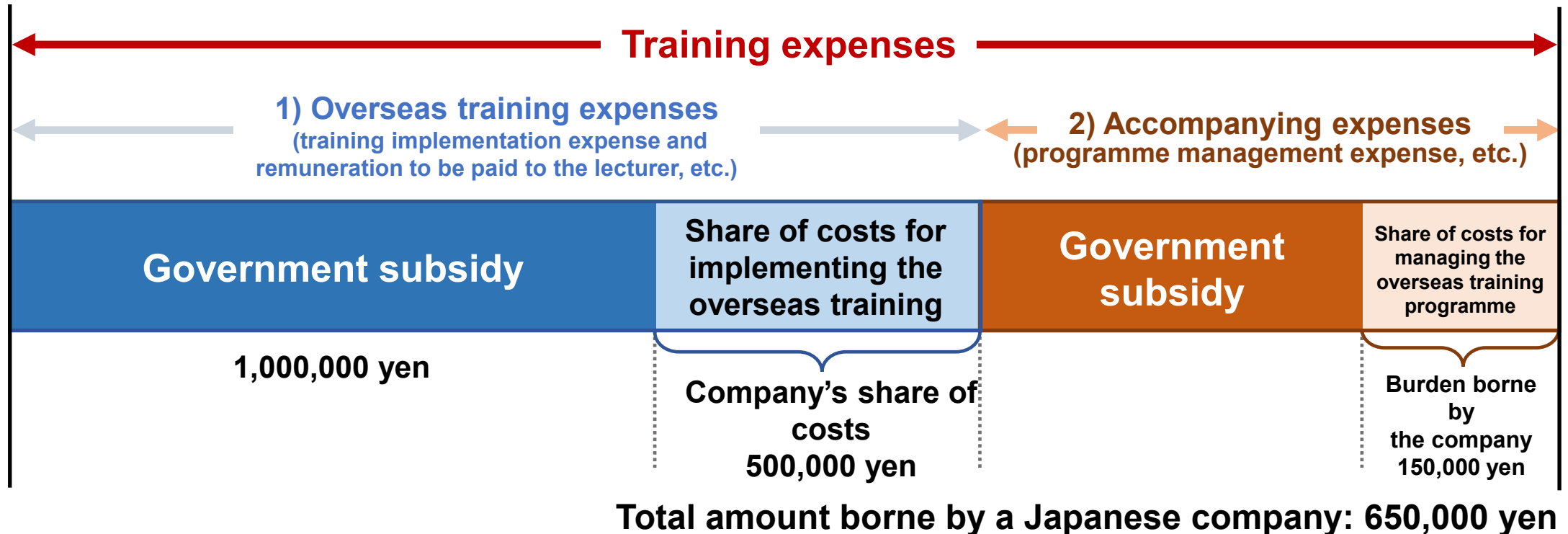
*⁴ Countries/regions other than those listed under designated cities, Area A, and Area B (China, Taiwan, Macau, Mongolia, North Korea, South Asia, South and Central America, and African countries)

◆ Other expenses may be covered by the subsidy. Please contact AOTS for details.

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

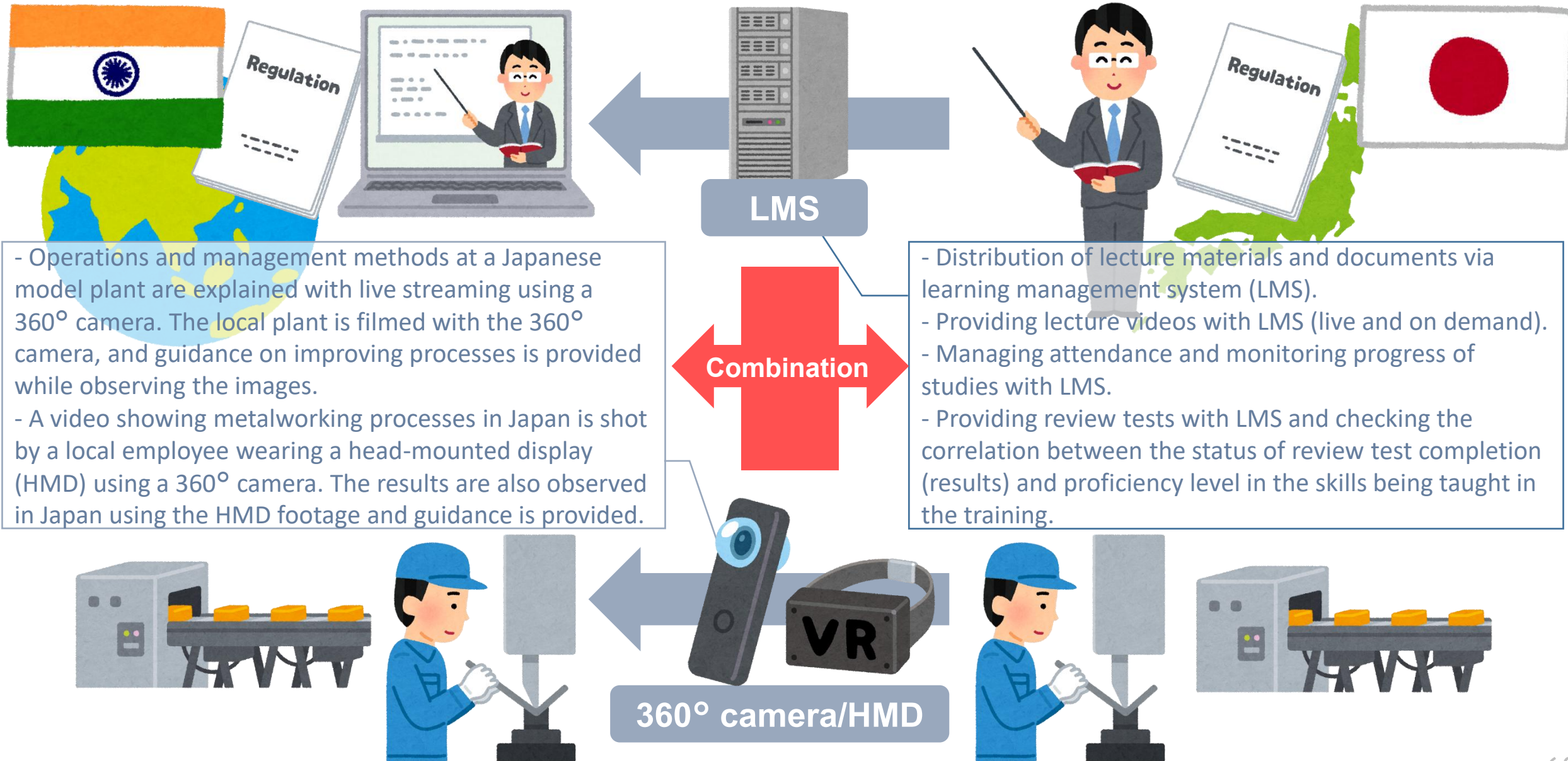
[Calculation conditions]

- Use of the ODA programme
- One local interpreter
- Training in Thailand
- Three days' training (six hours/day)
- 1 Lecturer despatched from Japan
- Ten trainees



◆ Note: Please note that we kindly request a separate contribution to support AOTS operating expenses (management contribution).

Online Overseas Training: Example of Utilisation



8. Overseas Seminars

Zero Emission Programme only

About Overseas Seminars



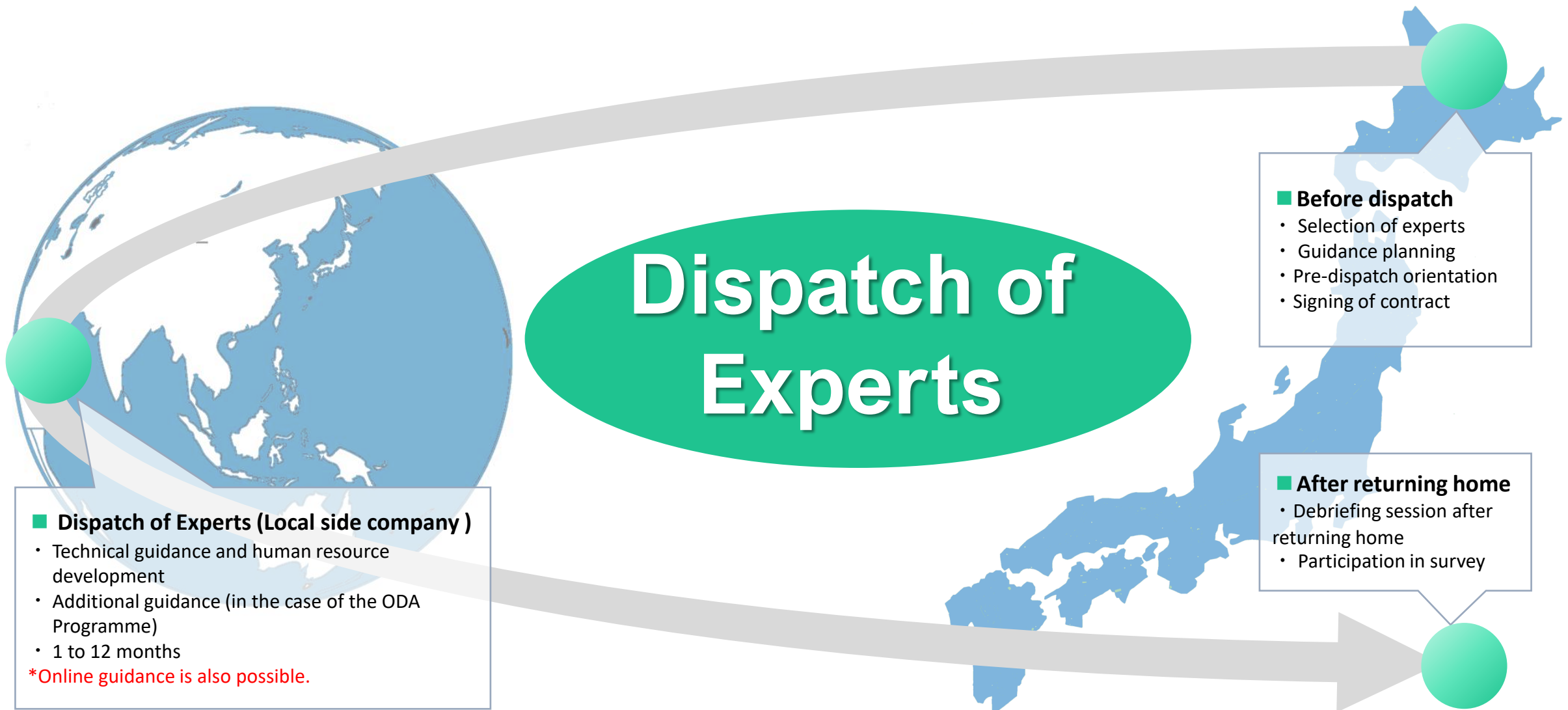
Overseas Seminar: Main Requirements for Application

Target fields and objectives	Seminars whose purpose is: to deepen understanding of the activities of Japanese companies conducting research and development on industrial technologies (new and advanced technologies) in fields designated as priorities by the Green Growth Strategy and the Asia Energy Transition Initiative (AETI) with the aim of real-world application; to promote new and advanced technologies; and to increase international awareness of carbon neutrality (including greenhouse gas emission level visualisation technology)
Eligible countries/regions	Countries/regions in Asia/Middle East
Applicant company (cooperating institution)	Company, organisation, etc. incorporated in Japan
	Able to cover various costs
	If necessary, can secure the aid of a local company/organisation to take charge of preparing/implementing the seminar (overseas cooperating institution)
	No contract has been signed with the local company for provision of paid technical services, or there is such a contract, but the contract amount does not include seminar expenses
Seminar	At least two hours a day
	Technology that cannot be appropriated for military purposes, such as use in arms/weapons
	Subsidy covers up to 2 lecturers from the seminar host country and 2 lecturers dispatched from Japan or a country other than the seminar host country
	Lecturers must be no older than 69 years old when the seminar begins, with at least 5 years of practical experience in the guidance field
Government subsidy rate	SME / Mid-sized enterprise 1/2 Large enterprise 1/3 Schools and NPO 3/4
Company share	As well as subsidised expenses $\times$ (1 – subsidy rate), the hosting company is asked to cover 8% of the total subsidised expenses as a management contribution for the seminar project

The subsidised expenses and procedure from application to returning home are the same as for overseas training.

9-1. Dispatch of experts

About Dispatch of Experts



Benefits of Dispatch of Experts

- **Subsidies are available** for travel and overseas accommodation costs
- AOTS provides experts with **risk-management information**
- Pre-dispatch orientation **provides advance information about risk management, health management, etc.**
- The guidance content is mutually verified, and **issues and goals are clarified** through various procedures
- **Progress toward achieving targets is managed** based on monthly reports

Dispatch of Experts: Main Requirements for Application (1)



	ODA Programme	Zero Emission Programme
Eligible country/area	Developing countries/regions *1	Countries/regions in Asia/Middle East *2
Areas of application	Technical cooperation must contribute to the industrial development of developing countries/regions (e.g. the purpose of implementation is <u>introducing new technology with which the local company has no prior experience</u> or switching models to products/services with superior performance to the previous ones) Must incorporate problem-solving approach aligned with the actual circumstances of the developing country/region	An energy-saving effect must be expected in production processes at local sites (energy-saving based online/process improvement, introduction of production/control technology) in the manufacturing industry, which can be explained and presented quantitatively

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

*2 This refers to countries and regions defined as 'Asia' and the 'Middle East' on the Ministry of Foreign Affairs of Japan's website (<https://www.mofa.go.jp/mofaj/area/index.html>).

Dispatch of Experts: Main Requirements for Application (2)



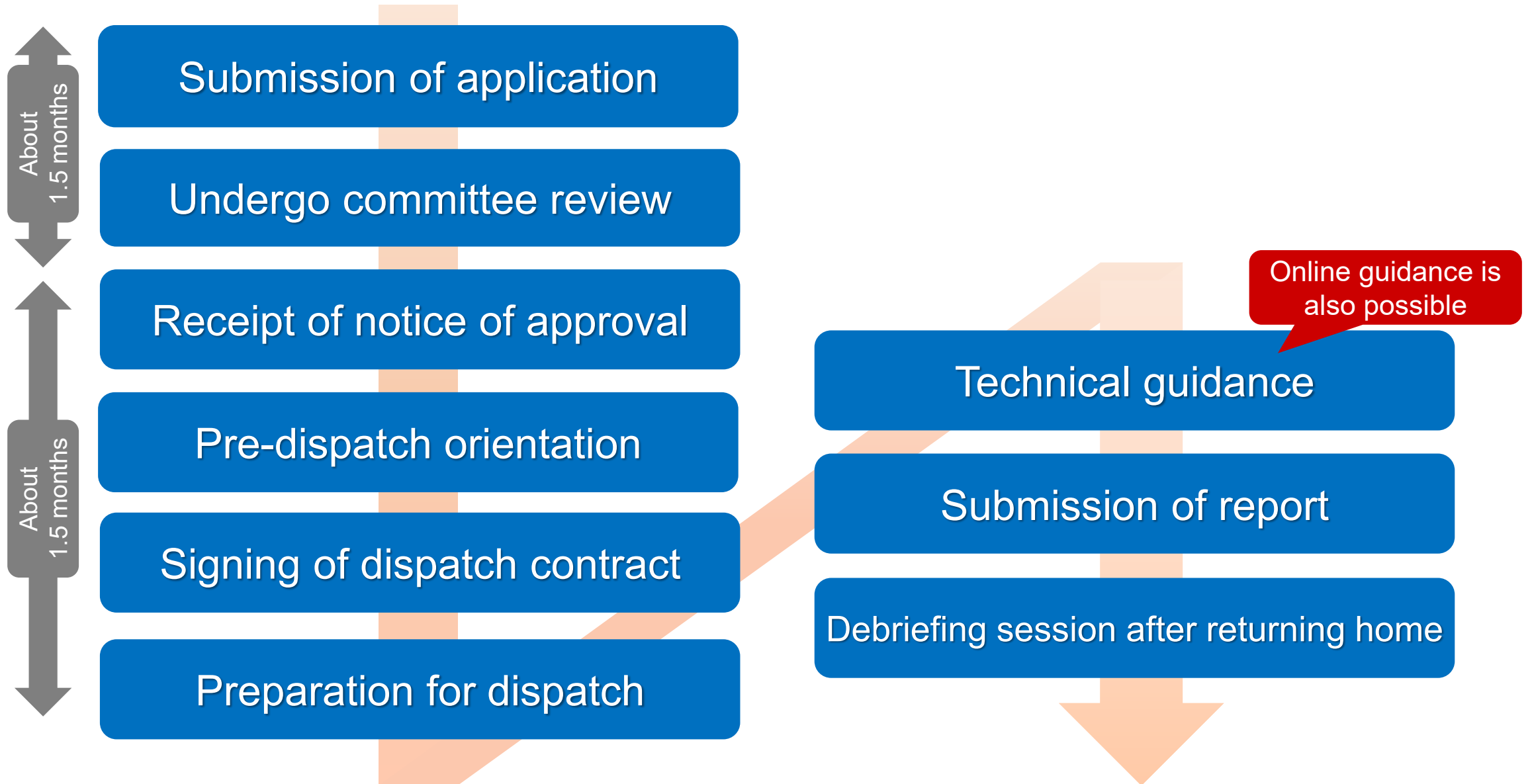
	ODA Programme	Zero Emission Programme
Japanese company (dispatching company)	Company incorporated in Japan with more than 50% Japanese ownership	Company incorporated in Japan
	Able to cover various costs related to dispatch of experts	
	Capital or business relationship with the local company	
	No contract has been signed with the local company for provision of paid technical services, or there is such a contract, but the contract amount does not include expenses for training	
Local company (hosting company)	With 50% or less ownership by companies or organization from non-ODA recipient countries (excluding Japan)	—
	The site, machinery, equipment, etc. needed to conduct technical guidance must be available at the time it begins	
	The employees who will receive guidance must have been hired at the time it begins	
Experts	Experts must meet the following requirements: (i) Have a residence in Japan and have lived in Japan for at least 10 years (ii) Aged 25 to 69 (no upper limit for online guidance) (iii) At least 5 years of practical experience in Japan in the guidance field (iv) Directly employed by a Japanese company (dispatching company) (consulting contracts, service contracts, etc. are not acceptable) (v) Foreign language ability (local language, English, etc.) required for technical guidance (guidance may be provided via an interpreter; however, the interpreter's honorarium will only be subsidised for online guidance)	
Guidance at local site	Focus on technical guidance at the local site (tasks other than technical guidance are not allowed)	
	The dispatch period is 1 to 12 months per expert (the same applies for online guidance)	
	Additional guidance* ¹ also conducted (not required for online guidance)	—

* Additional guidance will be provided to local companies, educational institutions such as local schools, etc. that have business relationships with the hosting company based on the ownership share of Japanese companies (including the dispatching company and other companies) in the local company (hosting company).

If the ownership share is 100%, the number of additional guidance days will be 1/4 of the total guidance days, while if the ownership share is 50% or more but less than 100%, the number of additional guidance days will be 1/8 of the total guidance days.

For guidance conducted in Africa, additional guidance may be exempted, depending on the circumstances. Please consult AOTS.

Dispatch of Experts: From Application through Returning Home



Dispatch of Experts: Subsidy Rate

ODA Programme 1

The hosting company is either a Japanese-affiliated company or a company that is 50% or less owned by entities from non-ODA recipient countries other than Japan.

Company scale	SME	Large enterprise	Key area *
Government subsidy rate	2/3	1/3	1/2
Company share* ²	1/3	2/3	1/2

ODA Programme 2

The hosting company is a local company wholly owned by companies from ODA-eligible countries*³

Country/region of hosting company	Developing country	Least developed country or Africa* ⁴
Government subsidy rate	2/3	1
Company share* ²	1/3	-

*¹ This applies to large enterprises only, in cases where the government subsidy rate can be increased from the normal rate of 1/3 to 1/2. The following criteria must be met:

- (i) Technical cooperation projects deemed to make a major contribution to industrial development in a developing country/region (e.g. starting a new company or new plant, launching innovative new products/services)
(including projects that make a major contribution to supply chain diversification and resilience)
- (ii) Projects with African countries/regions as the overseas destination

*² In principle, the company share is to be paid by a Japanese company. If it is to be paid by a local company, an MOU must be signed between the Japanese company and the local company.

*³ The hosting company may be any size.

*⁴ Hosting companies may only be local companies wholly owned by companies in least developed countries or Africa.

Zero Emission Programme

Japanese company scale	SME / Mid-sized enterprise	Large enterprise
Government subsidy rate	1/2	1/3
Company share ※ ²	1/2	2/3

- In addition to the share indicated above, the company applying (the cooperating institution) will be asked to separately pay 10% of the total subsidised expenses as a management contribution to the overseas training project.

◆ **Note: Please note that we kindly request a separate contribution to support AOTS operating expenses (management contribution).**

Dispatch of Experts: Subsidised Expenses

		ODA Programme / Zero Emission Programme											
Expert classification		No. 1			No. 2			No. 3-1			No. 3-2		
Educational background		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
Relevant work experience (in technical instruction)		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	Less than 10 years	Less than 14 years	Less than 22 years
Travel expenses in Japan (if travelling 100 km or more by train)		Actual cost			Actual cost			Actual cost			Actual cost		
Airfare		Actual cost (discounted business class; payment in kind)			Actual cost (in principle, discounted economy class; payment in kind)			Actual cost (in principle, discounted economy class; payment in kind)			Actual cost (in 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		
Overseas travel insurance premium		Actual cost (purchased by AOTS, provided in kind)			Actual cost (purchased by AOTS, provided in kind)			Actual cost (purchased by AOTS, provided in kind)			Actual cost (purchased by AOTS, provided 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%).

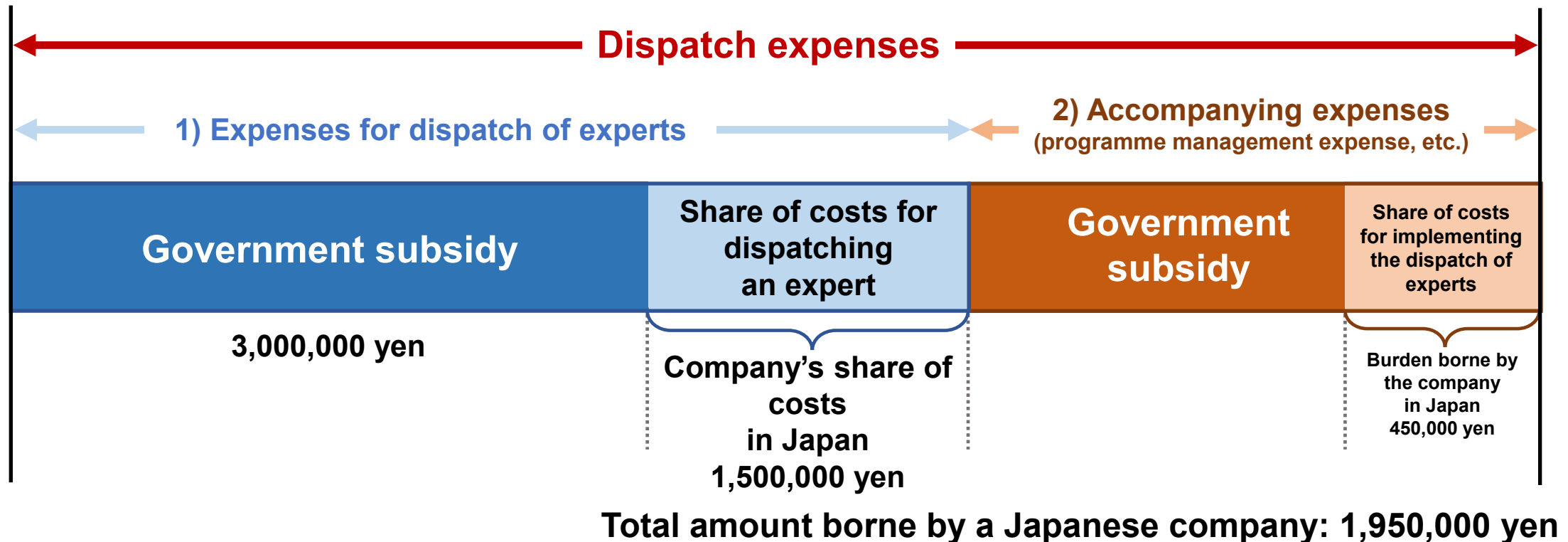
*2 To be paid to a dispatching company as consideration for technologies and expertise held by the dispatching company as well as cooperation for the dispatch of experts programme.

◆ As other safety costs are also eligible for subsidy, please contact us for details.

Dispatch of Experts: Sample Estimate

[Calculation conditions]

- Use of ODA programme
- One second-grade expert
- Six-month instructions
- Dispatch to Thailand
- Company scale is SME

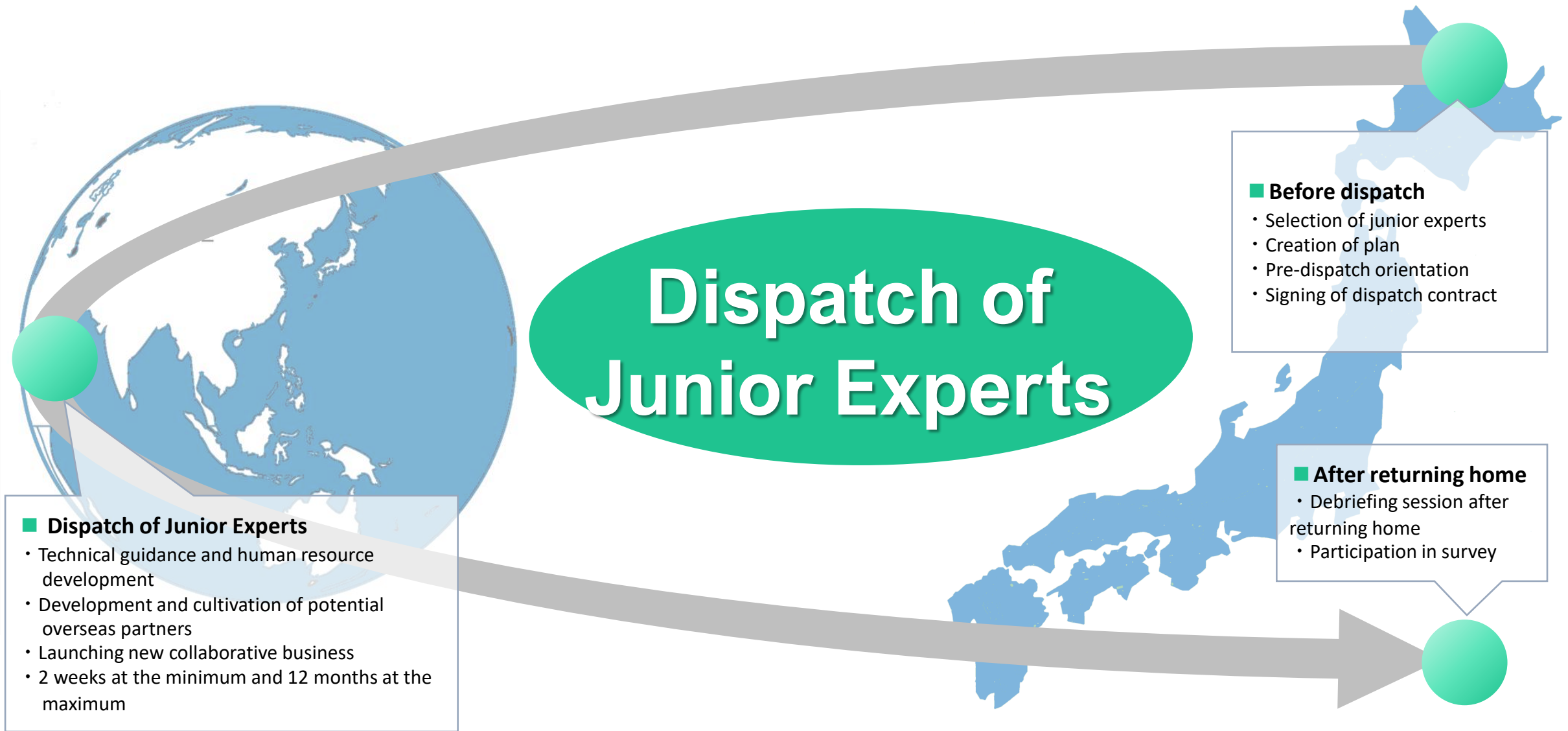


◆ Note: Please note that we kindly request a separate contribution to support AOTS operating expenses (management contribution).

9-2. Dispatch of Junior Experts

ODA Programme only

About Dispatch of Junior Experts



Benefits of Dispatch of Junior Experts

- Able to develop and cultivate current and future **overseas customers and partners**
- Supporting the launch of new **co-creation businesses**
- **Providing guidance about the Japanese business environment, expertise, etc.** to local companies
- Acquisition by young employees of **the experience and knowledge needed to become global human resources**

Dispatch of Junior Experts: Main Requirements for Application

Japanese company (dispatching company)	Company incorporated in Japan with more than 50% Japanese ownership
	Does not matter whether it has a capital or business relationship with the local company
	Able to cover various costs related to dispatching experts
	If the contract is signed for provision of paid technical services with the local company, no overlapping with guidance is allowed.
Local company (hosting company)	With 50% or less ownership by companies or organization from non-ODA recipient countries (excluding Japan)
Junior experts	Must meet the following criteria: (1) Has Japanese nationality, has a residence in Japan, and resides in Japan (2) Aged 21 to 40 (3) Possesses expertise, skills, etc. in a specialised field which they can provide to the local company (hosting company) (at least three years of applicable practical experience) (4) Directly employed by the Japanese company (dispatching company; consulting contracts, service contracts, etc. are not acceptable) (5) Ability in the foreign language (local language, English, etc.) needed for technical guidance (6) In good physical and mental health
Guidance at local site	Japanese technology, expertise, and knowledge for launching new co-creation businesses
	The dispatch period is from 2 weeks to 1 year for each junior expert (they will return to Japan by February 2027, in principle)

Dispatch of Junior Experts: Subsidised Expenses

Travel expenses in Japan (For travel over 100 km by rail)		Actual cost			
Airfare		Actual cost (in principle, discounted economy class; payment in kind)			
Miscellaneous travel expenses (visa fees, etc.)		Actual cost (minimum required visa based on dispatch period)			
Expenses during the stay ※6		Designated cities*2	Area A*3	Area B*4	Area C*5
	Daily allowance	6,200 yen/day	5,200 yen/day	4,200 yen/day	3,800 yen/day
	Accommodation expenses	19,300 yen/night	16,100 yen/night	12,900 yen/night	11,600 yen/night
Overseas travel insurance premium		Actual cost (taken out by AOTS)			
Technical cooperation expenses (consideration for skills and knowledge possessed by dispatching company or its cooperation in the project)		3,000 yen/day			
Dispatch/guidance expenses*6 (funds allocated by the hosting company for expenses related to hosting junior experts)		3,000 yen/day			

*1 The base amount decreases gradually based on the dispatch period (31 to 60 days: 90%, 61+ days: 80%)

*2 Singapore, Los Angeles, New York, San Francisco, Washington, Paris, Moscow, Geneva, London, Abu Dhabi, Jeddah, Riyadh, Kuwait, and Abidjan

*3 Türkiye, etc.

*4 Thailand, Malaysia, Cambodia, Myanmar, Vietnam, Laos, Indonesia, the Philippines, etc.

*5 Mongolia, South Asia, Mexico, Central and South America, African countries, etc.

*6 Whether these expenses are eligible to be subsidised is at the discretion of the Japanese company (dispatching company)

Dispatch of Junior Experts: Subsidy Rate

Country/region of hosting company	Developing country	Least developed country or Africa※2
Government subsidy rate	2/3	1
Company share*2	1/3	–

*1 In principle, the company share is to be paid by a Japanese company. If it is to be paid by a local company, an MOU must be signed between the Japanese company and the local company.

*2 Hosting companies may only be local companies wholly owned by companies in least developed countries or Africa.

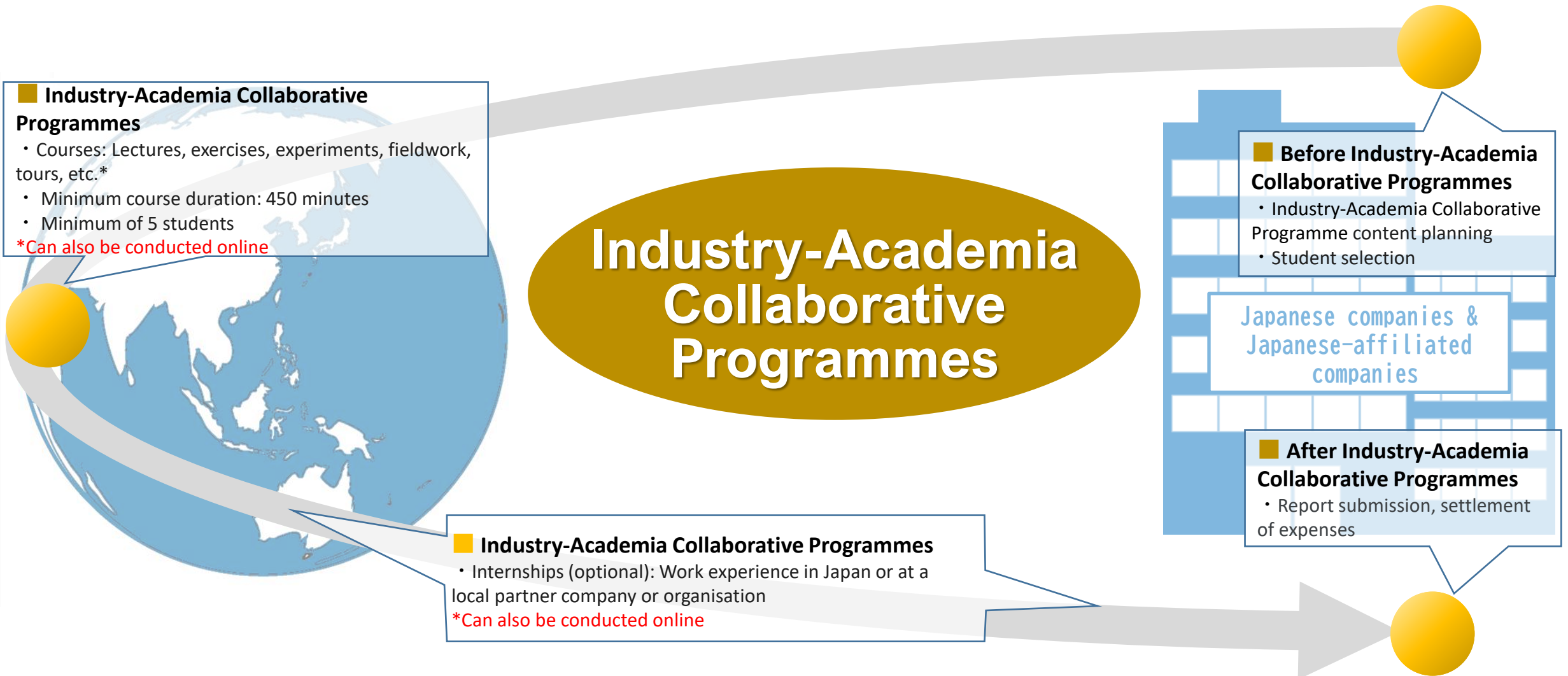
In addition to the above, 10% of the total cost of the grant will be borne separately by the Japanese company (dispatching company)

◆ Note: Please note that we kindly request a separate contribution to support AOTS operating expenses (management contribution).

10-1. Industry-Academia Collaborative Programmes

ODA Programme only

About Industry-Academia Collaborative Programmes



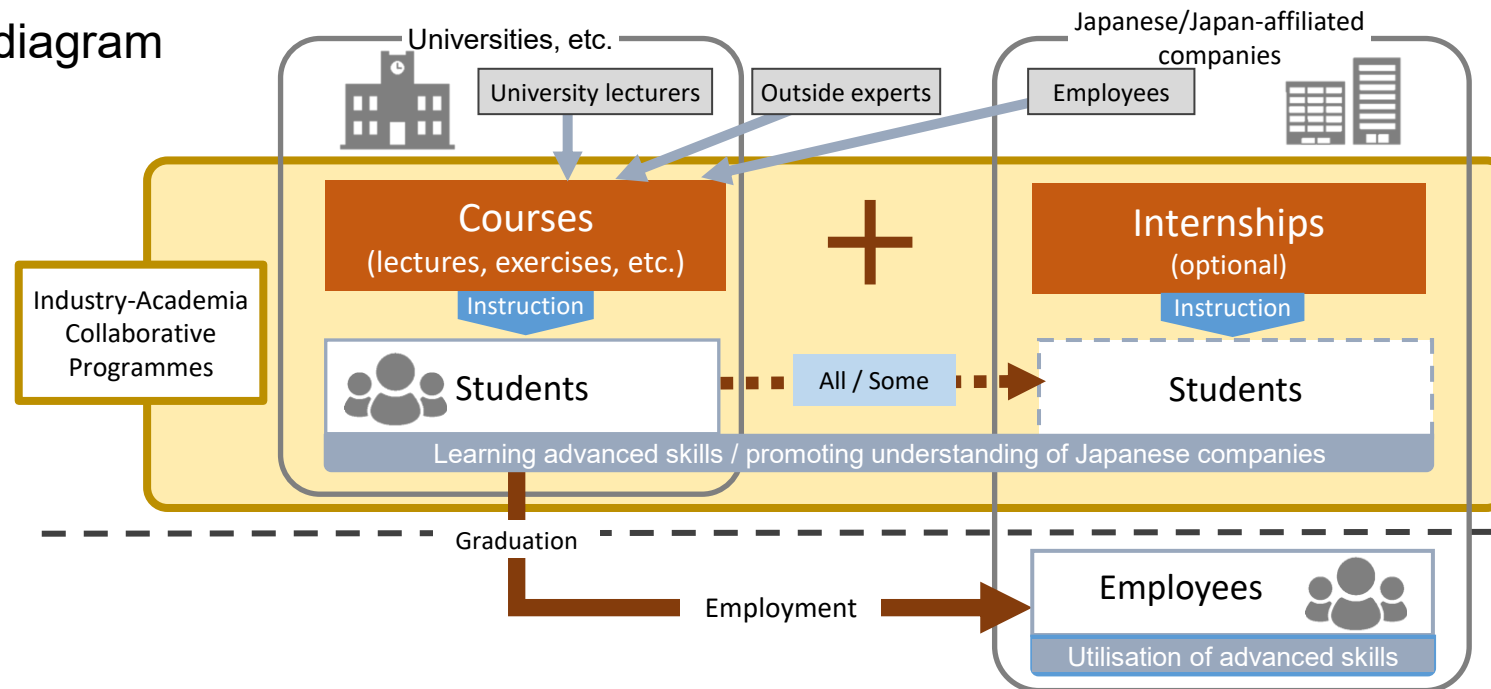
Benefits of Industry-Academia Collaborative Programmes

- Helps **secure highly skilled talent**
- **Reduces the financial burden** of programme implementation
- **Strengthens partnerships with universities**
- Provides development opportunities for corporate staff (instructor side) through teaching students
- Contributes to developing local industrial talent and transferring technology

Industry-Academia Collaborative Programmes: Project Objectives and Overview

Objectives	Industry-Academia Collaborative Programmes on subjects such as advanced technical fields are organised by Japanese companies and/or local Japan-affiliated companies at higher education institutions in developing countries or in Japan with the aim of helping local students or international students from developing countries acquire the knowledge and skills needed by these companies and encouraging them to seek employment at these companies. These programmes are intended to facilitate business activities and strengthen cooperation between Japan and the relevant countries.
Project overview	▪ Courses: Lectures, exercises, experiments, fieldwork, tours, etc. ▪ Internships (optional): Work experience in Japan or at a local partner company or organisation
Subsidy rate	2/3 of eligible expenses

Project diagram



Industry-Academia Collaborative Programmes

Main Requirements for Application (1)

Applicant company (Japanese or local Japan-affiliated company)

- Company/organisation with legal entity status and more than 50% Japanese ownership (including representative offices)
- Plans to employ students from the institution offering the course as highly skilled human resources*
*As a guideline, for highly skilled human resources, the recruitment plan should include positions with 'Engineer/Specialist in Humanities/International Services' residence status.
- Able to implement and manage courses and internships and cover the associated costs
If documents and supporting evidence are not submitted in a timely manner based on AOTS's instructions, the applicant company will be deemed to not meet this requirement, and expenses related to documents and supporting evidence not submitted by this time will not be subsidised.
- Able to arrange for companies and organisations to help prepare and implement the Industry-Academia Collaborative Programme in the applicable country or region, if needed

Courses at local university and internships at companies (Industry-Academia Collaborative Programme university)

- Courses
 - Lectures, seminars, exercises, practical training and experiments, research, etc. at eligible university, etc.
 - Minimum course duration: 450 minutes (e.g. 90 minutes × 5 sessions)
 - Number of students: 5 or more
 - * Content must cover advanced technical fields directly related to company activities
 - * Must include content that encourages employment at Japanese or local Japan-affiliated companies

Note: Online remote courses are also eligible
- Internships (optional)
 - Work experience for some or all students in the course at the applicant company or its affiliates

Industry-Academia Collaborative Programmes

Main Requirements for Application (2)

Course content

To help students acquire the knowledge and skills required by Japanese and local Japan-affiliated companies when hiring foreign human resources and improve their abilities, thereby leading to employment of students at Japanese and Japan-affiliated companies, the course content must include the following:

1. Skills, etc.

e.g. skills related to automation, AI, IoT, robots, information security, big data processing, next-generation automobiles, mechatronics, carbon recycling, green energy, optical and quantum technology, biotechnology, nanotechnology/nanomaterials, and other specialised skills needed for business activities and industrial development

2. Management, etc.

e.g. skills related to 5S, kaizen, marketing, project design, and techniques in other fields related to company management, etc.

*Please consult AOTS regarding specific fields, etc. that are eligible

3-1. Japanese corporate culture and company presentation, etc.

e.g. introduction of company and products, advantages of working for Japanese or local Japan-affiliated companies (career development, benefits of working conditions, etc.)

3-2. Japanese

e.g. Language for communication once employed

***In terms of the course composition, 1 and 2 account for at least half of the entire course, while 3 accounts for no more than half.**

Course-offering educational institutions

- Schools and other educational institutions in developing countries that provide education in the technical fields indicated above, or those in Japan that provide such education to international students from developing countries
- Schools and other educational institutions that have established and operate programmes that award degrees at the level of associate degree, foundation degree, or higher
- Schools and other educational institutions that produce graduates who can be expected to play an active role as human resources at Japanese or local Japan-affiliated companies

*Multiple local universities or other institutions may be identified as eligible to offer courses.

Industry-Academia Collaborative Programmes: From Start of Recruitment to Completion

■ It takes 2 to 5 months from the application submission to the start of the course

Call for applications

Consultation and confirmation with AOTS

Submission of application form

Review by the screening committee

Notification of approval
Preparations for lecturer dispatch
Finalisation of course schedule and recruitment of students

Selection and finalisation of students

Start of Industry-Academia
Collaborative Programme

Online courses
are also possible

Courses
implementation

Internship briefing and
student selection

Internships
(optional)

Online internships
are also possible

Completion of Industry-Academia
Collaborative Programme

Completion report and
request for final payment

Subsidies : Eligible expenses

Industry-Academia Collaborative Programmes

Subsidy Rates

		ODA Programme		
Applicant company		Japanese companies		Local Japan-affiliated companies
		SME / Mid-sized enterprise	Large enterprises	
Government subsidy rate		2/3		
Company share		1/3		
	Cost Bearer	Applicant company (Japanese or local Japan-affiliated company)		

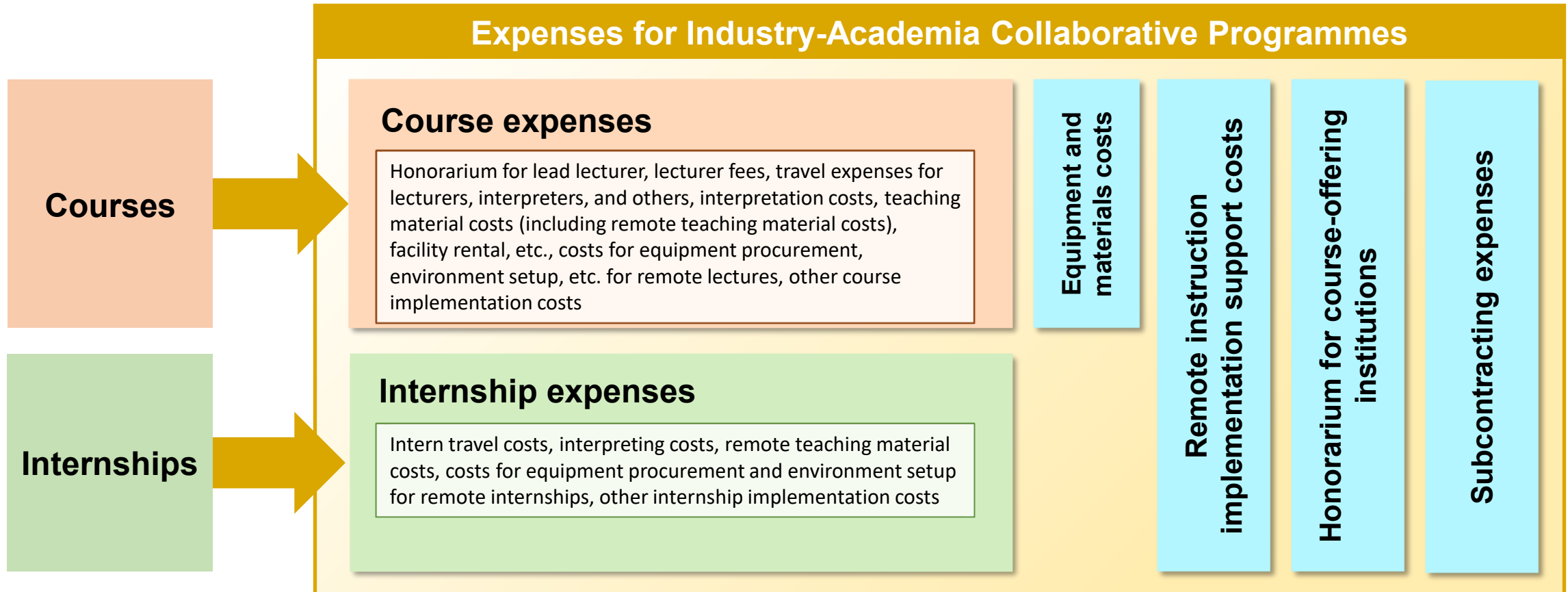
- In addition to the share indicated above, the applicant company (Japanese or local Japan-affiliated company) will be asked to separately pay 10% of the total subsidised expenses, as a contribution toward the management and administration of the overseas training project.

◆ Note: Please note that we kindly request a separate contribution to support AOTS operating expenses (management contribution).

Industry-Academia Collaborative Programme Structure and Breakdown of Implementation Expenses

Key points

- 1: Industry-Academia Collaborative Programmes may be implemented through a combination of courses and optional internships.
- 2: Courses may be taught by local lecturers, foreign lecturers residing outside the host country (including Japan and other countries), or a combination of both. The courses may also be delivered through online classes.
- 3: Internships may be conducted locally, in Japan, in other countries, or any combination of these. They also may be conducted online as long as they provide work experience.
- 4: Materials and equipment needed for course instruction that are unavailable or insufficient at the university or other institution may be procured (up to a maximum limit).



Standard Rates for Major Eligible Expenses of Industry-Academia Collaborative Programmes

Cost items	Details and conditions		Standard rates
Lead lecturer honorarium ^{*1}	Maximum total amount per Industry-Academia Collaborative Programme		Actual cost up to: 200,000 yen/programme
Lecturer fees	For technical guidance		17,500 yen/person/day
	For Japanese language instruction		6,600 yen/person/day
Cost of preparing teaching materials ^{*2}	Mainly PowerPoint slides ^{*3}		4,000 yen/page
Lecturer travel costs	Japan	Daily allowance ^{*4}	2,724 yen/day
		Accommodation expenses (Area B within Japan) ^{*5}	12,362 yen/night
	Overseas: Area B ASEAN countries other than Singapore, etc.	Daily allowance ^{*4}	5,000 yen/day
		Accommodation expenses ^{*4}	15,100 yen/night
	Overseas: Area C Mongolia, South Asia, Central and South America, Africa, etc.	Daily allowance ^{*4}	4,500 yen/day
		Accommodation expenses ^{*4}	13,500 yen/night
	Airfare	Professor / associate professor 15+ years of professional experience, or holding a position at the level of chairperson, president, board member, or above	Actual cost (discounted business class)
		Lecturer / assistant professor Less than 15 years of professional experience	Actual cost (discounted economy class)

^{*1} Applicable only to payments made to lecturers who are not an employee of the applicant company

^{*2} Japanese, Chinese, and Korean: 400 characters/page; other languages: 200 words/page

^{*3} PPT: 3 slides/page (maximum of 30 slides per 3 hours with interpretation or 60 slides per 3 hours without interpretation)

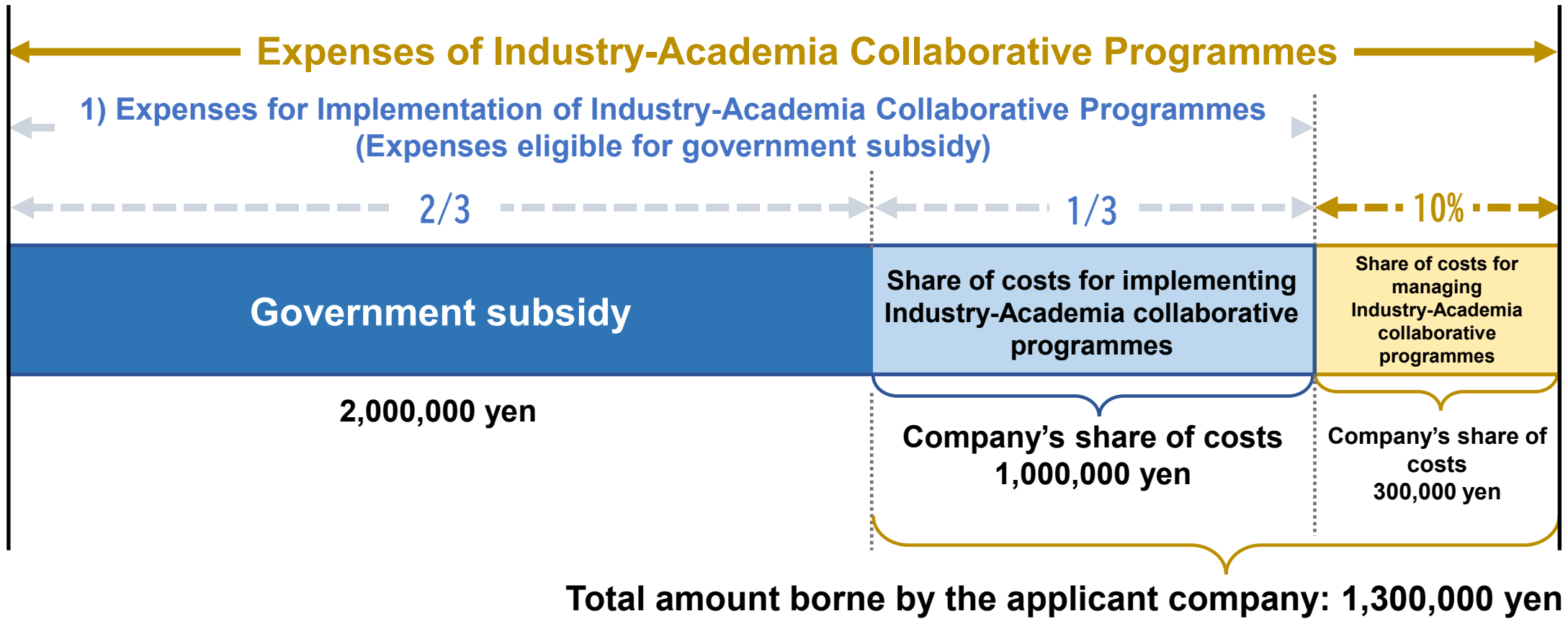
^{*4} The base amount will be reduced based on the length of the continuous stay period (31-60 days: 90%; 61 days or more: 80%)

^{*5} “Area B within Japan” refers to all areas except the following: Saitama City, Chiba City, the Special Wards of Tokyo, Kanagawa Prefecture (Yokohama City, Kawasaki City, and Sagami-hara City), Nagoya City, Kyoto City, Osaka Prefecture (Osaka City and Sakai City), Kobe City, Hiroshima City, and Fukuoka City.

Industry-Academia Collaborative Programmes: Sample Estimate

[Calculation conditions]

- Total cost of holding Industry-Academia Collaborative Programme: 3,000,000 yen

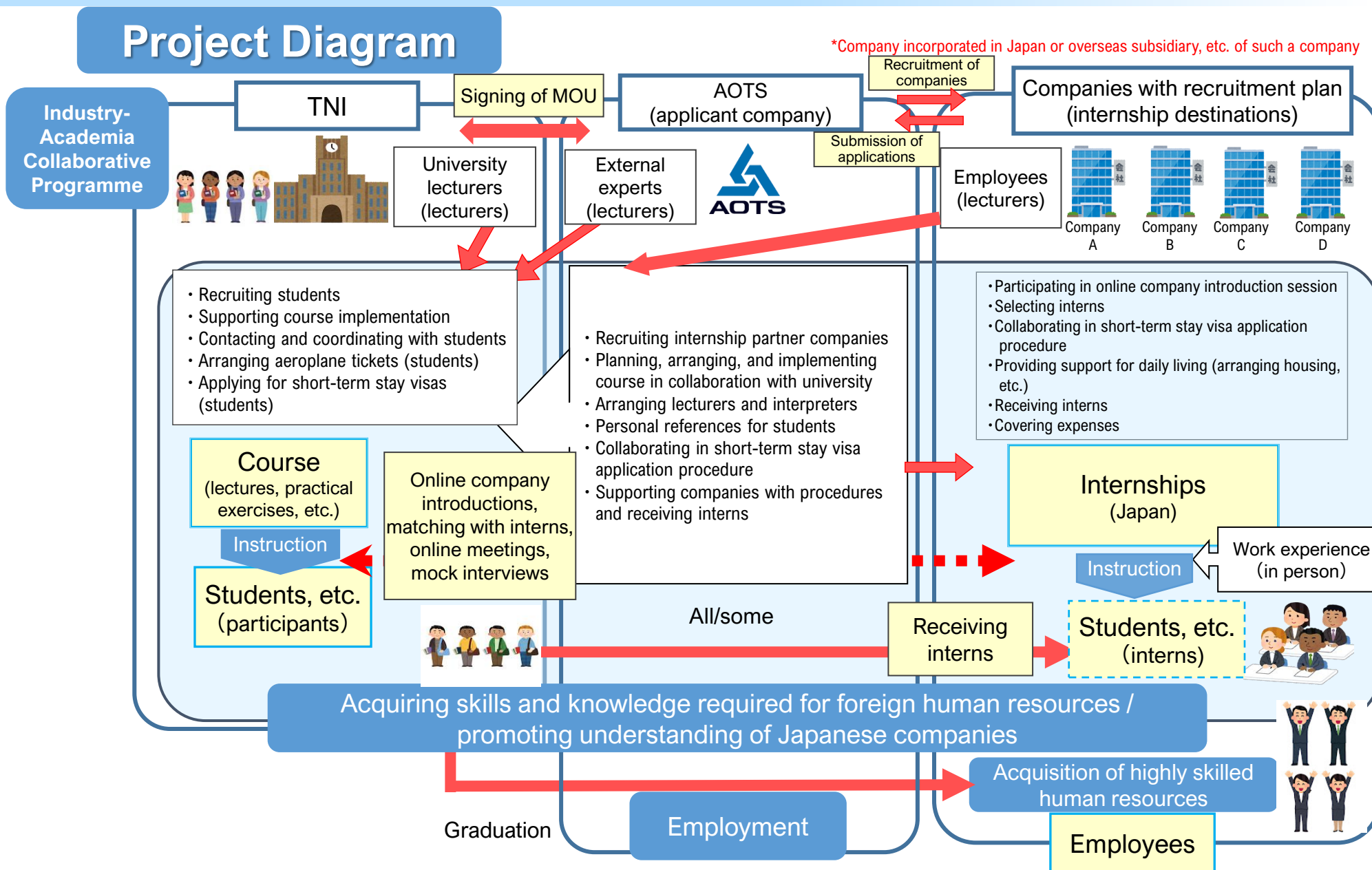


◆ Note: Please note that we kindly request a separate contribution to support AOTS operating expenses (management contribution).

10-2. AOTS-Planned Industry-Academia Collaborative Programmes

***ODA Programme only**

Overview of AOTS-Planned Industry-Academia Collaborative Programmes



- Leads to **recruitment of outstanding talent (highly skilled human resources)** from the **Thai-Nichi Institute of Technology (TNI)**, which has a strong affinity **with Japan**
- **Reducing the financial burden of internships for overseas students in Japan**
- Identifying talent through internships for overseas students in Japan
- **Strengthening network with TNI** through Industry-Academia Collaborative Programme
- **Reducing implementation burden for companies** since AOTS plans the contents of the course and offers it

Course Contents

Duration	Contents	In person / online
2 hours (20-30 minutes per company)	<u>Course 1: Company Introduction Session</u> <u>(presentation of company overview by companies that will host interns)</u> • Company overview (business description, location, whether it has a Thai subsidiary, characteristics) • Tasks for which interns will be responsible • Internship application requirements • Message to students	Online
3 hours each 6 hours in total	Course 2: Practical Examples of Improving Productivity and Reducing Costs through Kaizen Students will understand the importance of a productivity improvement mindset and cost reduction in business processes of all kinds and acquire the ability to identify hidden waste in operations and effectively use kaizen thinking and methods. Course 3: Logical Thinking and Business Skills Required by Japanese and Japan-Affiliated Companies Using the ability to think logically and critically as a base, students will learn work practices required by Japanese companies through implementing communication centred on reporting, coordinating, and consulting, systematic task management, and practical application of problem-solving and improvement techniques.	In person, taught by local lecturer

*Applicant companies are only involved in Course 1. Courses 2 and 3 are planned and implemented by AOTS.

Course and Internship Schedule

	Course Period (Thailand Time)	Internship Period	Department Offering Course	Application Deadline
1st	<u>Course 1: Company Introduction Session</u> <u>Wednesday, 1 July 2026</u> <u>13:00-15:00</u>	2 November to 25 December 2026 or 11 January to 5 March 2027	• Faculty of Information Technology (Information Technology / Multimedia Technology / Business Information Technology) • Faculty of Business Administration (Japanese Human Resources Management / Accountancy / Innovative Tourism and Hospitality Management) • International College Three programmes (Digital Engineering / Data Science and Analytics / International Business and Entrepreneurship)	2 June 2026
	Course 2: Lecture by local lecturer Wednesday, 8 July and Wednesday, 15 July 13:00-16:00			
2nd	<u>Course 1: Company Introduction Session</u> <u>Wednesday, 2 September 2026</u> <u>13:00-15:00</u>	19 April to 11 June 2027	• Faculty of Business Administration (Japanese and Business Administration / International Business Administration)	13 July 2026
	Course 2: Lecture by local lecturer Wednesday, 9 September 9:00-16:00			
3rd	<u>Course 1: Company Introduction Session</u> <u>Wednesday, 2 December 2026</u> <u>13:00-15:00</u>	14 June to 6 August 2027 or 6 September to 29 October 2027	• Faculty of Engineering Total of 6 programmes (Automotive Engineering / Robotics and Lean Automation Engineering / Computer Engineering and Artificial Intelligence / Industrial Engineering / Electrical Engineering / Integrated Digital Engineering (new)) • Faculty of Digital Technology Logistics and Supply Chain	19 October 2026
	Course 2: Lecture by local lecturer Wednesday, 9 December, and Wednesday, 16 December 13:00-16:00			

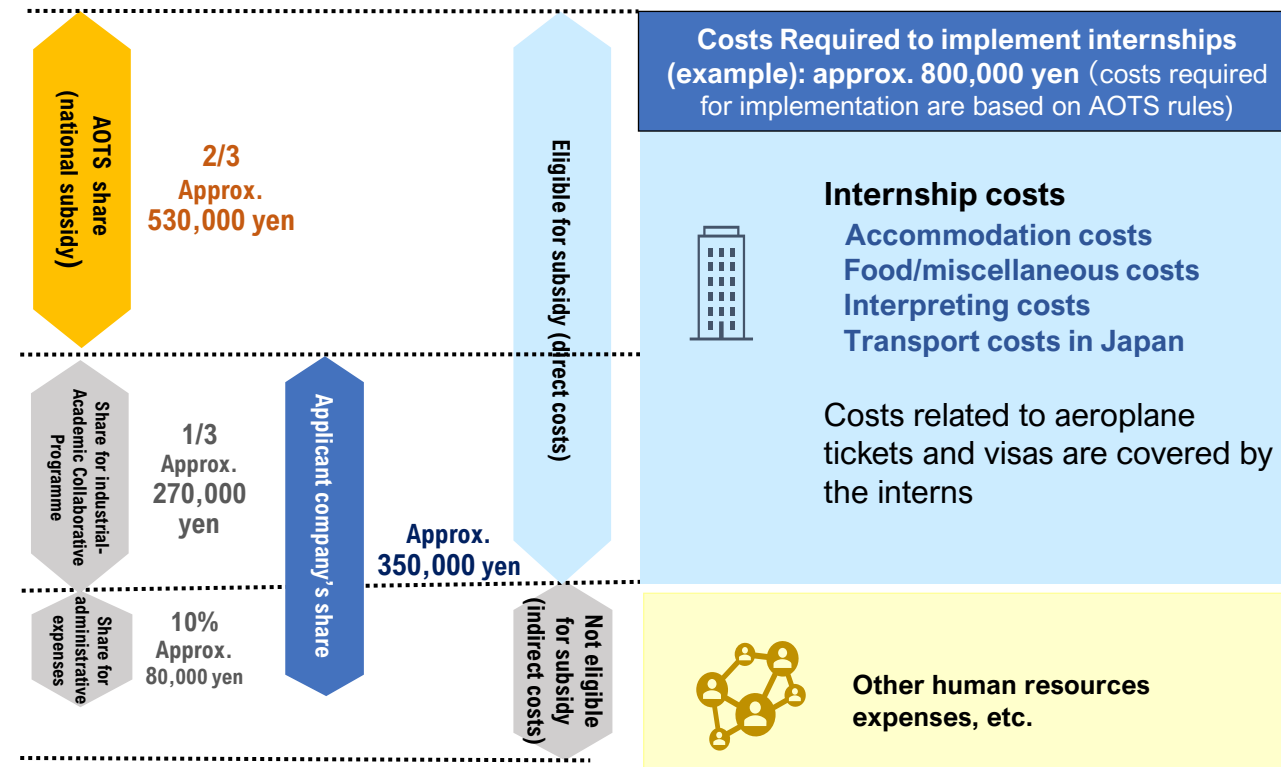
The schedule has been indicated for the next year, but details such as whether government subsidies will apply in the next fiscal year have not yet been decided.

Approach to Covering Costs (Sample Estimate)

Courses:
Flat rate of 45,000 yen
per company



Internships:
1/3 of internship implementation expenses and
10% of internship implementation expenses as amount
corresponding to incidental administrative expenses



◆ Note: Please note that we kindly request a separate contribution to support AOTS operating expenses (management contribution).

Contact List for Inquiries

■ Address(HQ Office)

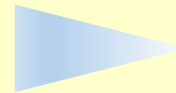
30-1, Senju-Azuma 1-chome, Adachi-ku, Tokyo 120-8534, JAPAN

■ URL <https://www.aots.jp>



■ Department in charge

- Technical Training
- Management Training
- Japanese Language Training for Highly Skilled Overseas Workers
- Invitation of Key Persons
- Overseas Training
- Overseas Seminars
- Dispatch of Experts, Dispatch of Junior Experts



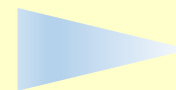
Corporate Liaison Department

Corporate Liaison Group I/II

TEL: 03-3888-8221

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

- Industry-Academia Collaborative Programme
- AOTS-Planned Industry-Academia Collaborative Programme



Industry-Academia
Collaborative Programme Group

TEL: 03-3888-8238

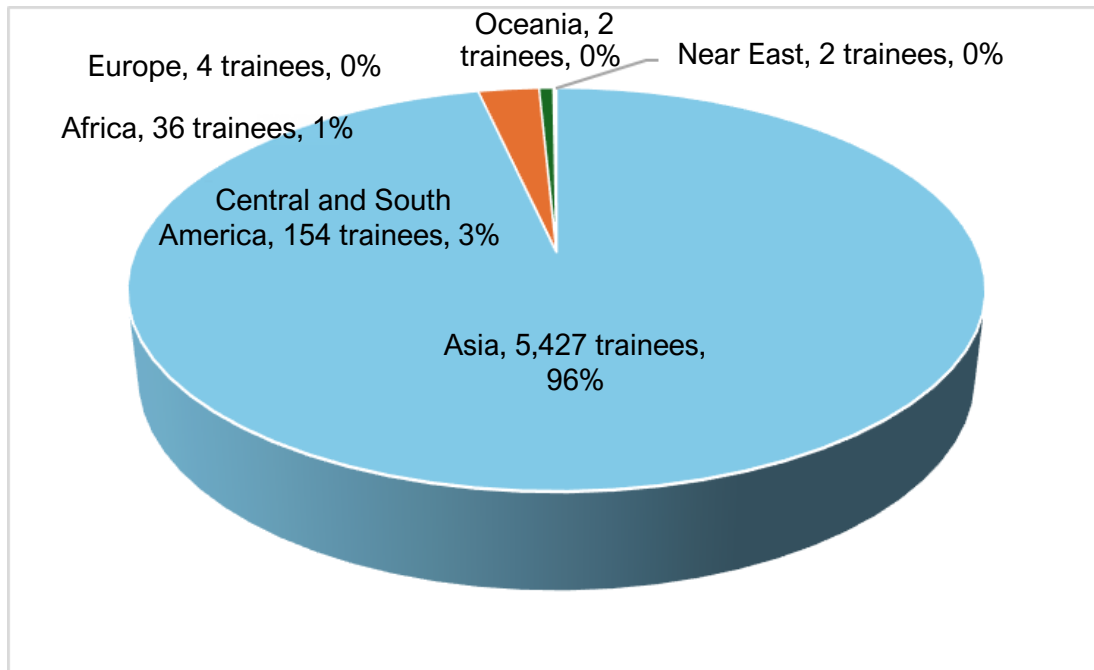
E-mail: indus-acad-collab-pg@aots.jp

11. Reference Materials

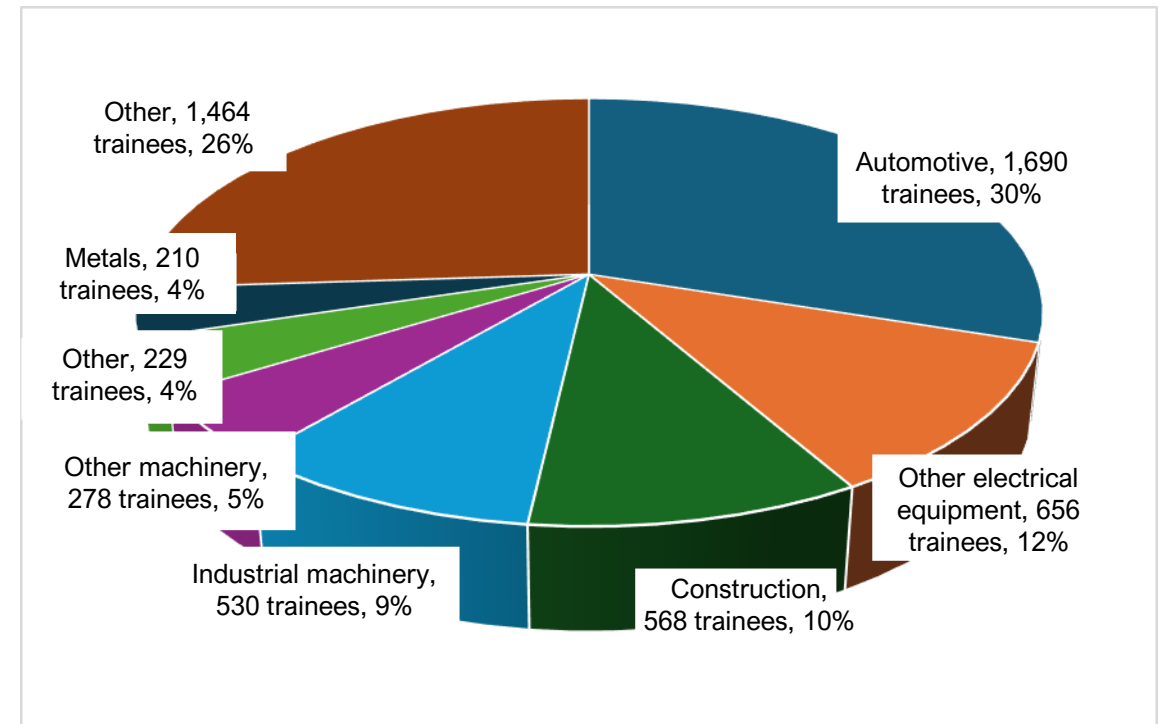
AOTS Subsidised Projects 1: FY2016 to FY2025

■ Training in Japan (technical training)

(1) By region



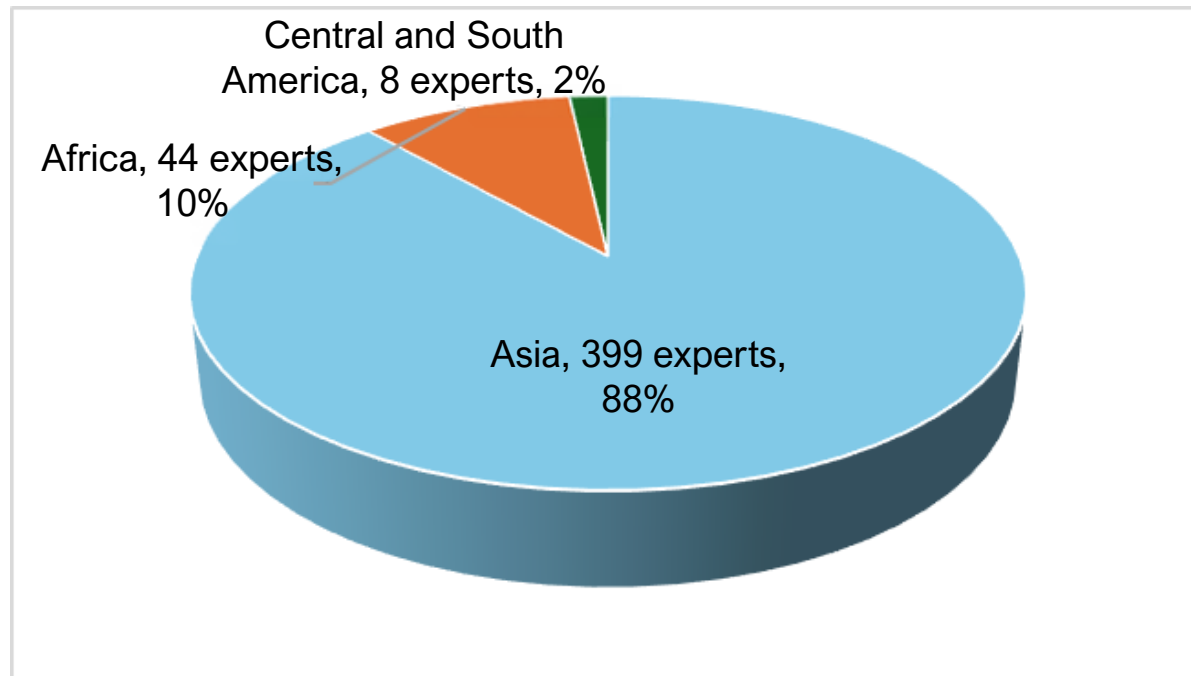
(2) By industry



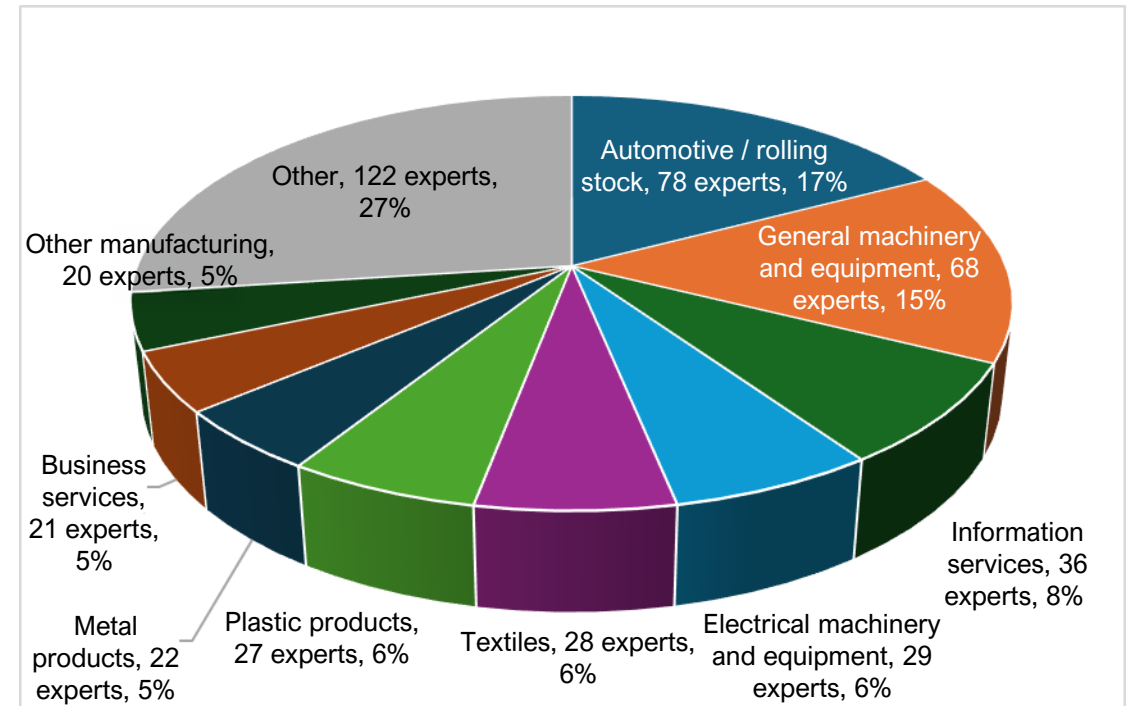
AOTS Subsidised Projects 2: FY2016 to FY2025

■ Dispatch of Experts

(1) By region



(2) By industry



Feedback from Companies That Have Used Training in Japan Programme

Industry type	Country	Training content	Results
Automobile component manufacturing	Mexico	Manufacturing of dies for die casting	At first, due to their pride as experienced professionals, trainees tried to save face and hardly asked any questions. However, after one month, they gradually began asking questions about points that were unclear and digging deeper into what they didn't know. The AOTS Japanese language programme delivered significant benefits, 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 tunnel frameworks	Through ongoing implementation of training in Japan over several years, the company has promoted local human resources to managerial and executive positions, entrusting them with all aspects of local management, such as recruiting employees. During training periods in Japan, Japanese employees make it a rule to proactively teach Japanese to trainees, and guidance is also provided in Japanese. Even after they return to Vietnam, the trainees perform tasks such as drafting technical drawings, holding meetings with customers, and apologising when any errors occur in Japanese, thereby trying to maintain their Japanese language ability.
Surface treatment processing	Philippines	Manufacturing and inspection techniques for plating	Trainees learned how to maintain water temperature, determine the optimal temperature based on materials, and use product inspection techniques. They also gained an understanding of the extent to which differences in defect rates between Japan and the Philippines lead to energy and cost savings. It is hoped that they will serve as a bridge between the local site and Japan.
Automobile component manufacturing	Mexico	Manufacturing techniques for automobile piston-rings	As well as acquiring skills, trainees learned about work practices (punctuality, discipline, 5S), etc. Led by the trainees, the team is now developing standard operating procedures tailored to the local site. Furthermore, there is a plan to train workers who are recruited locally. Once mass production gets under way, it is expected that it will begin smoothly due to the skills acquired by the trainees and the guidance they provide to workers, leading to higher sales.
Apparel manufacturing	Cambodia	Apparel manufacturing techniques	The trainees started showing a proactive attitude at work, such as greeting people, and acting as leaders by teaching others. The monthly turnover rate, which had been 5% on average, improved to 2%, leading to retention of human resources. Furthermore, trainees communicated the impact of the training in Japan with their colleagues by posting updates about it on Facebook. Trainees shared experiences with colleagues in the moment, such as their surprise at seeing their company's products on store shelves (delivered to a leading menswear retailer).

Feedback from Companies That Have Used Dispatch of Experts Programme

Industry type	Country	Guidance content	Results
Automobile component manufacturing	Indonesia	Reduction of defect rate in cast parts manufacturing	Local managers received guidance on how to analyse the causes of defects and how to utilise data recorded in daily reports. The experts helped them understand the need for permanent measures based on QC methods rather than stopgap solutions that rely on intuition to address issues on a case-by-case basis. The dispatched experts were selected in-house, which ensured that they had studied thoroughly beforehand and were prepared to provide guidance. Through organising their own knowledge and answering questions while teaching others, the experts were able to learn further and improve themselves.
Automobile component manufacturing	China	Technical guidance on quality control and productivity improvements in aluminium die casting	The experts helped the guidance recipients learn more practical methods for quality control and productivity improvements, such as thinking independently to identify the causes of defects and implementing the PDCA cycle. Furthermore, holding monthly quality meetings has fostered a proactive attitude to quality. Holding meetings every morning has made it possible to identify on-site issues and receive improvement proposals in the workplace and list what needs to be done by whom and by when, thereby sharing information with employees other than the guidance recipients. The guidance resulted in a 2% reduction in natural gas emissions and 3% reduction in power consumption. Throughout the company that received guidance, employees have embraced the mindset of not ignoring problems, thinking of countermeasures for them, and taking the initiative, and employee awareness of production and quality has also increased.
Manufacturing of automobile interior and exterior components	Thailand	Guidance for improvement of defect rate in engine parts manufacturing and energy conservation	While there had been frequent repainting due to defects in touch-up painting, the windshield painting defect rate decreased from 5% to 0.5%. The company digitised various indicators such as factory management targets, productivity, spoilage costs, power consumption, and transportation costs, enabling it to visualise benchmarks and current performance status. This data is used to present the results of kaizen activities once a week.
Silk lining product development and manufacturing	Myanmar	Techniques for reeling by hand and floss silk manufacturing	Guidance was provided using a manual that contained both text and easy-to-understand illustrations. Since many of the employees were young women, the experts took care to first praise them and ensure a fair approach. The quality of silk thread improved to a level where it could be used to produce bolts of fabric in Japan. Young women in Myanmar found a place to work in their hometown. Due to this work and experience, they started working proactively with a sense of pride.

Frequently Asked Questions (Technical Training)

1. Is it possible to participate in a general orientation course even if you have never studied Japanese before coming to Japan?

Yes, it is possible. For J13W and J6W courses, trainees take on-demand Japanese language training and pass a *hiragana* and *katakana* writing test before coming to Japan. J13W and J6W courses are designed for new learners of Japanese, but given the benefits of learning, it is recommended that trainees start learning Japanese, including reading and writing *hiragana* and *katakana*, before coming to Japan.

2. Is it possible to start practical training at a company right after arriving in Japan without participating in an AOTS general orientation course?

It is possible. However, there are certain requirements, such as the trainee's Japanese language ability and attitude to training and guidance. In addition, the training period is at most 120 days. An individual who has participated in a general orientation course within the past five years may take part in training for at most one year if certain conditions are met.

3. I cannot decide whether I should take the J13W or J6W general orientation course.

In the J6W course, about 800 basic vocabulary items, 75 basic sentence patterns, and 100 *kana* and *kanji* characters are learned for the purpose of acquiring basic daily conversation ability, while in the J13W course, about 1,400 basic vocabulary items, 150 basic sentence patterns, and 300 *kana* and *kanji* characters are learned for the purpose of acquiring Japanese ability that will be useful in practical training and daily life in Japan. Furthermore, in both courses, trainees will gain a deeper understanding of Japanese society, culture, and industry through lectures and site visits.

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

4. Is it possible to employ trainees?

No, it is not possible. Trainees stay in Japan with a 'training' visa status under the Immigration Control and Refugee Recognition Act (Immigration Control Act). 'Employment activities' that involve working for compensation are not permitted with this status.

5. Do you place trainees and hosting companies?

AOTS does not introduce or place trainees and hosting companies.

6. Do trainees need to have an undergraduate degree or higher because the programme is for development of core human resources?

Junior college and technical college graduates are also eligible for this programme. In other cases, individuals may be eligible if they have adequate experience and work history in the training field and hold a managerial or supervisory role in the relevant department of the dispatching company.

Frequently Asked Questions (Dispatch of Experts)



1. Are there any eligibility criteria for dispatched experts?

Experts must be aged 25 to 69 and reside in Japan (living in Japan for 10 years or more). They are also required to have at least five years of practical experience in the guidance field.

2. Can an employee of our company who is on assignment to the hosting company be dispatched as an expert under this programme?

Experts are dispatched to provide guidance and advice in their capacity as AOTS experts. They are not allowed to hold a position of responsibility, such as a manager or factory director, at a hosting company. Expatriate employees on secondment to the hosting company are also not eligible for the programme for the dispatch of experts.

3. Is it possible to dispatch experts to a company before it has started operations?

At the time that experts are dispatched, the hosting company must have started operations, equipment must be operational, and the employees who will receive guidance must have been hired.

4. Should the Japanese head office or overseas subsidiary apply to use the programme?

We accept applications from domestic corporations in Japan. In the case of an overseas local company, it may apply via a domestic corporation in Japan with which it has a financial and/or business relationship.

5. Are only a company's own employees dispatched as experts? Is it possible to dispatch external experts?

It is possible to dispatch external experts if they have an employment relationship (including non-full-time employees) with the dispatching company.

6. For how long can experts be dispatched?

From 1 to 12 months, in principle. However, the period may be adjusted based on the budget situation.

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

Within the same fiscal year, experts may be sent for up to 20 man-months (e.g. 10 months × 2 experts) for the ODA Programme and for up to 25 man-months (e.g. 5 months × 5 experts) for the Zero Emission Programme. However, the guidance content and objectives must be specified separately for each expert to be dispatched. Please consult us for details.