



Guide to **AOTS** Japanese Government Funded Program

-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



Established	August 10, 1959 (establishment date of the surviving merging corporation (former AOTS))
Aims	To promote mutual economic development of Japan and other countries and friendly relationships between them by conducting activities to facilitate industrial globalization, trade, investment, and international economic cooperation.
Chairman	Mr. HIGASHIHARA Toshiaki (Executive Chairman, Representative Executive Officer and Director, Hitachi, Ltd.)
President	Mr. YOSHIDA Yasuhiko (Former Official of the Ministry of Economy, Trade and Industry (METI))
Endowment of the organization	JPY 700,000,000
Main activities	Training, experts dispatch, internship, business promotion, etc.
Scale of operations	Approximately JPY 5,500,000,000 (FY2025budget)
Offices	Domestic bases: Kitasenju Office, Tokyo Training Center, Kansai Training Center Overseas bases: Bangkok, Jakarta, New Delhi
Number of staff	113(as of April 2025)
Achievements	Training of overseas industrial human resources: 400,000 persons Dispatched Japanese and other experts overseas: 10,000 persons Japanese internship in overseas countries: 1,000 persons

Brief history	 <p>From the establishment in 1959, implementing training in Japan and overseas countries to engineers, administrators, etc. in the industry of developing countries (170 countries and regions, total 360,000 persons)</p>
	 <p>From the establishment in 1970, dispatching Japanese experts to the industry of developing countries to implement technical guidance (60 countries and regions, total 7,100 persons)</p>
	 <p>AOTS and JODC merged on March 30, 2012, and the Overseas Human Resources and Industry Development Association (HIDA) was established and approved as a general foundation on April 1, 2013.</p>
	 <p>Its English name has been changed to AOTS, effective July 1, 2017. Expanding technical cooperation globally combining training and experts dispatch programs by utilizing public funds of the Japanese government in order to respond to diversified needs of the industry of developing countries for technical] transfer, including Japanese local corporations, promptly and intensively.</p>



2. Program Outline

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

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

■ Japanese government funded programs adopted by AOTS in FY2025

- Technical cooperation utilization type/emerging market development program (Training/Experts Dispatch / Industry-Academia Collaborative Programs) * ODA Program
- Human Resource Development Program towards Zero Emission in Asian Countries/Regions * Zero Emission Program

■ Technical cooperation utilization type/emerging market development program (Training/Experts Dispatch / Industry-Academia Collaborative Programs) * ODA Program

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

■ Human Resource Development Program towards Zero Emission in Asian Countries/Regions * Zero Emission Program

【Aims】 The aim of this program is to achieve carbon neutrality together with emerging Asian countries through 1) promoting efficient energy uses and reductions of CO₂ emissions by transferring Japan's energy-saving technologies to the industrial sector of each target country of this program and 2) reinforcing the environment for local human resource development and bilateral cooperation towards practical applications of advanced technologies that are required for the achievement of carbon neutrality by holding events to spread these technologies.

Human Resource Development Scheme at AOTS

(1) Technical Training

- For local core personnel
- Study of Japanese language at AOTS + company's original **OJT** (up to 1 year)

(2) Management Training

(Only ODA Program)

- For middle-level to executive management
- Training divided by themes at AOTS + company's original **OJT also accepted** (up to 120 days)

(3) Invitation of Key Persons

(Only Zero Emission Program)

- For local executive management and heads of engineering units
- **Observation of demonstration sites and lectures** unique to the company



Overseas subsidiaries, etc.

Invitation of local staff

Dispatch of lecturers/experts
Opening of courses in local universities

Main offices in Japan, etc.

(4) Overseas Training

- 2 to 30 days
- **Lecture** format (demonstration/practical sessions also acceptable)

(5) Overseas Seminars

(Only Zero Emission Program)

- 2 to 30 days
- **Spread technology and foster understanding**

(6) -1 Experts Dispatch

- 1 to 12 months
- **OJT conducted locally**

(6) -2 Junior Experts Dispatch (Only ODA Program)

- 1 to 6 months
- **Overseas partners' personnel development, etc.**
- **Globalization of young employees**

(7) Industry-Academia Collaborative Programs

(Only ODA Program)

- **Securing high quality personnel (high level personnel)**
- Interns may be accepted
- Strengthening network with universities

Can be conducted remotely online

AOTS Human Resource Development Scheme (1)

Program held in Japan



Scheme	Project	Summary
Technical Training	ODA Program Zero Emission Program	<ul style="list-style-type: none"> - Invitation of local personnel (local staff, particularly core personnel) affiliated with Japanese companies (dispatching companies) located in developing countries to Japan for encouraging them to acquire the technique that can only be learnt in Japan (up to 1 year). - Some training through practical work may be conducted although this is “training” for visa qualification. - A part of the expenses required for training may be subsidized by the Japanese government.
Management Training	ODA Program	<ul style="list-style-type: none"> - Invitation of local personnel (local staff, particularly management) affiliated with Japanese companies (dispatching companies) located in developing countries to Japan for lectures contributing to corporate management (about 2 weeks) - Additional training may be conducted by the Japanese company after the lecture above as necessary. - A part of the expenses required for training may be subsidized by the Japanese government.
Invitation of Key Persons	Zero Emission Program	<ul style="list-style-type: none"> - Invitation of key persons from around Asia such as business owners and heads of engineering units to Japan to provide them with explanations of Japan’s new carbon neutral technologies and opportunities to observe demonstration sites. - A part of the expenses required for the invitation may be subsidized by the Japanese government.

AOTS Human Resource Development Scheme (2)

Overseas Program



Scheme	Project	Summary
Overseas Training	ODA Program Zero Emission Program	<ul style="list-style-type: none"> - AOTS collects inquiries from Japanese companies, and Japanese companies conduct training at overseas subsidiaries. - Effective for education of many local personnel (local staff, etc.) over a short period. - A part of the expenses required for training may be subsidized by the Japanese government. - Training may be conducted online.
Overseas Seminars	Zero Emission Program	<ul style="list-style-type: none"> - AOTS collects inquiries from Japanese companies, and Japanese companies, organizations, and higher education institutions hold seminars to explain and promote Japan's carbon neutral technologies. - A part of the expenses required for the seminars may be subsidized by the Japanese government.
Experts Dispatch	ODA Program Zero Emission Program	<ul style="list-style-type: none"> - Employees of companies in Japan (dispatching companies) in investment or partnership relationship with Japanese companies located in developing countries (dispatched companies) are dispatched as AOTS experts for technical guidance and human resource development. - Part of the expenses for experts dispatch may be subsidized by the Japanese government. - Technical guidance may be conducted online from Japan.
Junior Experts Dispatch	ODA Program	<ul style="list-style-type: none"> - The program provides young employees of Japanese companies (dispatching companies) with technical guidance as AOTS junior experts to potential future overseas partners and Japanese companies that wish to launch new co-creation businesses in developing countries (recipient companies), and provides them with the necessary experience and knowledge as global human resources. The program is designed to provide technical guidance to young employees of AOTS junior experts. - Part of the expenses of dispatching junior experts may be subsidized by Japanese government.
Industry-Academia Collaborative Programs	ODA Program	<ul style="list-style-type: none"> - Courses will be established in local universities at developing countries and providing internship according to the application of Japanese companies or overseas Japanese companies to some of these attendees as necessary. - Lectures and internship intended to improve the attendee's capabilities required at Japanese companies or overseas Japanese companies and to lead to employment at such companies. - A part of the expenses required for lecture or internship may be subsidized by the Japanese government. - Lecture may be applied to online guidance, and participation in internship is optional.

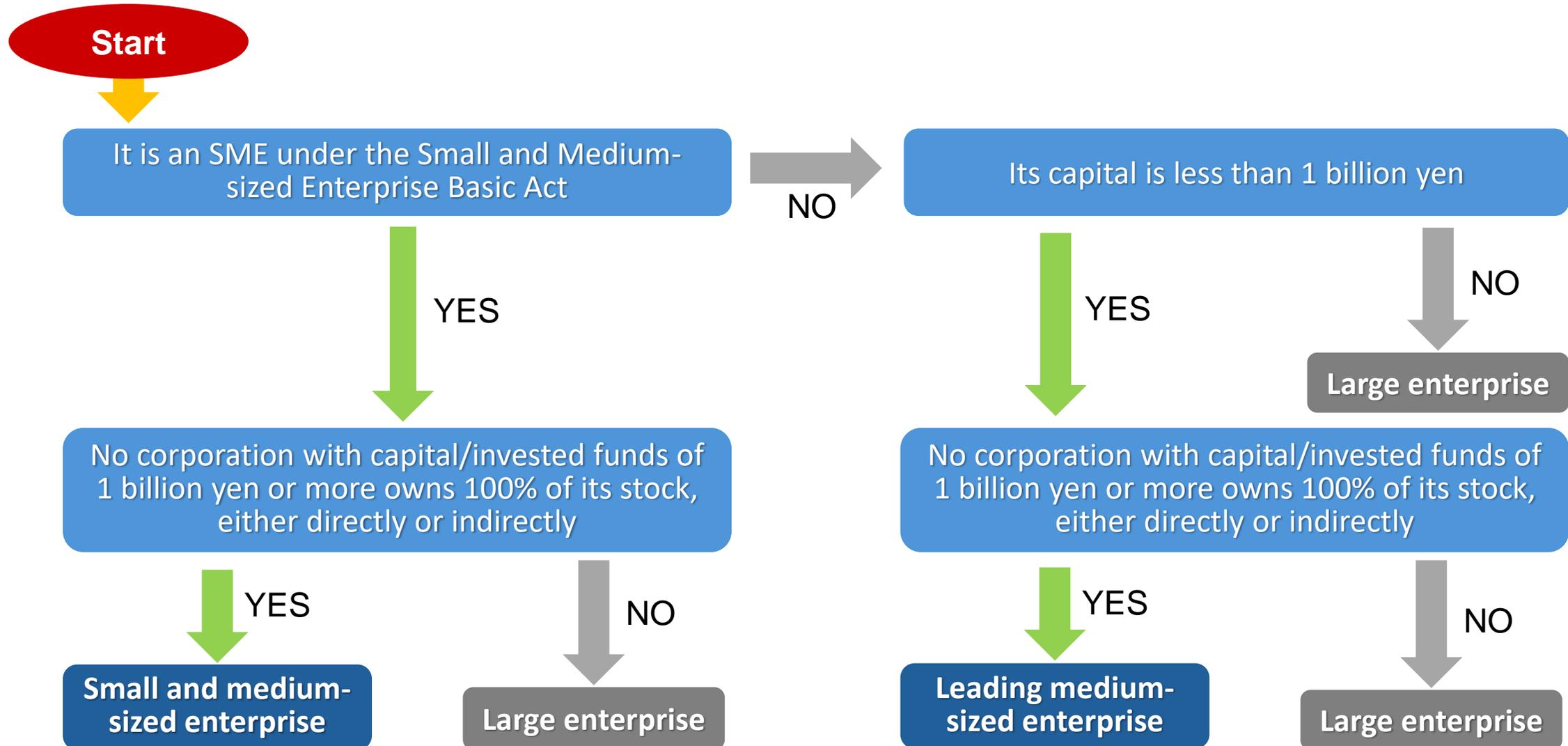
Eligible Areas, Objectives, Companies and Subsidy Rate by Scheme (1)

Project	Objectives	Country area	Scheme	Subsidy Rate		
				Small and medium-sized	Large enterprise	Non-Profit Corporation
ODA Program	Technical cooperation must contribute to the industrial development of developing countries/regions (e.g. Purpose of project is introduction of novel technology with no history in local corporates and model change to products/services with higher performance than previous model)	Developing countries/regions	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
			Overseas Training	2/3	2/3	2/3
			Experts Dispatch	2/3 Africa,etc. 1	1/3 Key area 1/2 Africa,etc. 1	2/3 Africa,etc. 1
			Juniour Experts Dispatch	2/3 Africa,etc. 1	2/3 Africa,etc. 1	2/3 Africa,etc. 1
			Industry-Academia Collaborative Programs	2/3	2/3	2/3

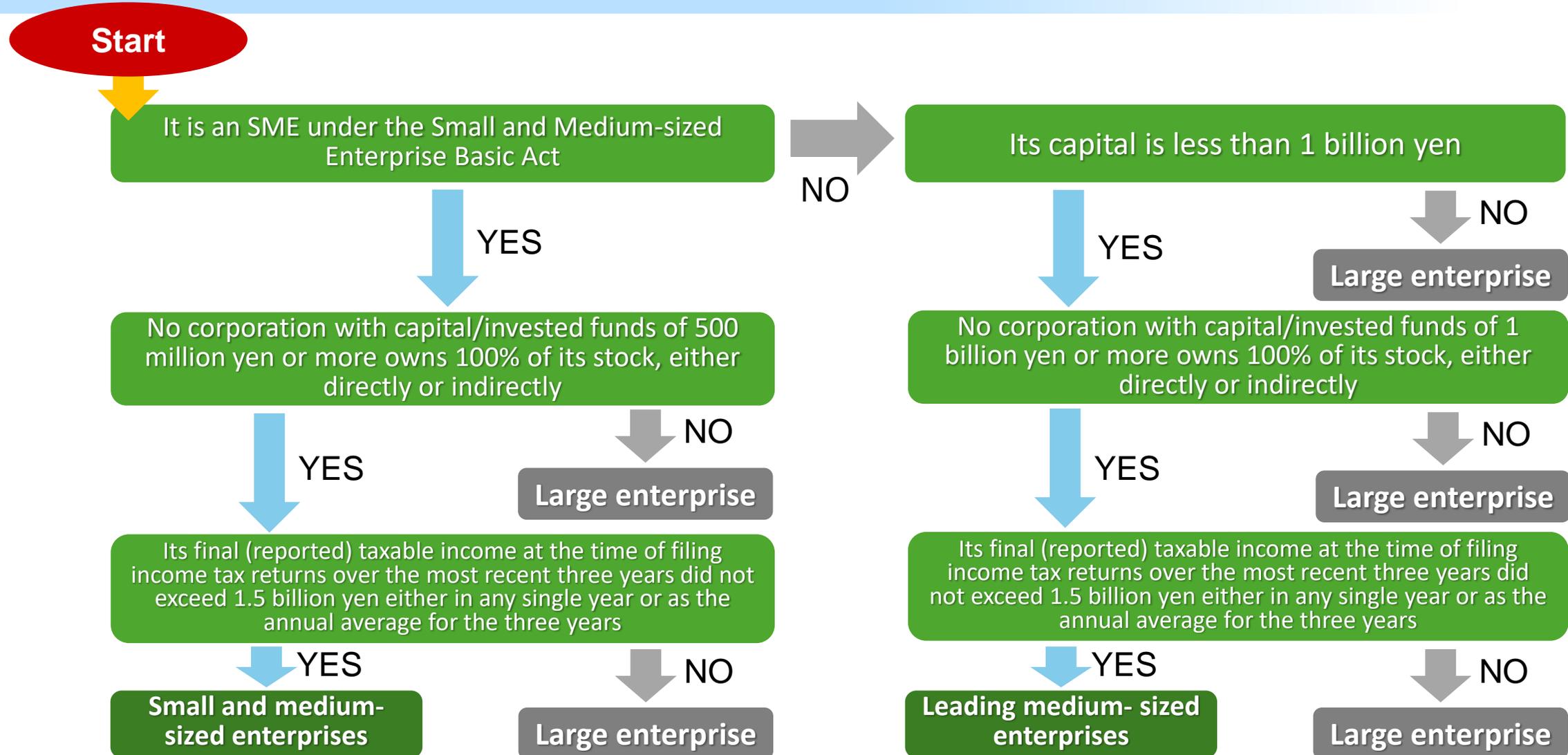
Eligible Areas, Objectives, Companies and Subsidy Rate by Scheme (2)

Project	Objectives	Country area	Scheme	Subsidy Rate			
				Small and medium-sized	Large enterprise	Non-Profit Corporation	
Zero Emission Program	Energy-saving effect at the local site through production processes	Countries/regions in Asia/Middle East *2	Technical Training	1/2	1/3	-	
			Overseas Training				
			Experts Dispatch				
	Introducing and maintaining energy-saving equipment		Human resource development program for introducing and maintaining energy-saving equipment and robots and automated factories	Technical Training	1/2	1/3	-
				Overseas Training			
	Green Growth Strategy		Develop local human resources to deepen the understanding on and promote R&D of industrial technologies concerning fields designated as priorities by the Green Growth Strategy and the Asia Energy Transition Initiative (AETI), as well as to nurture international awareness on carbon neutrality. ○Offshore wind, solar, geothermal industries ○ Hydrogen and fuel ammonia industries ○Next-generation energy industry ○Nuclear industry ○Car and storage cell industries ○Semiconductor and IT industries ○Airplane industry ○Carbon recycling and material industries ○Next-generation power management industry ○ Greenhouse gas emission level visualization technology	Technical Training	1/2	1/3	3/4
				Invitation of Key Persons			
				Overseas Seminars			

[Supplement] Leading medium-sized and small and medium-sized enterprise in ODA Program

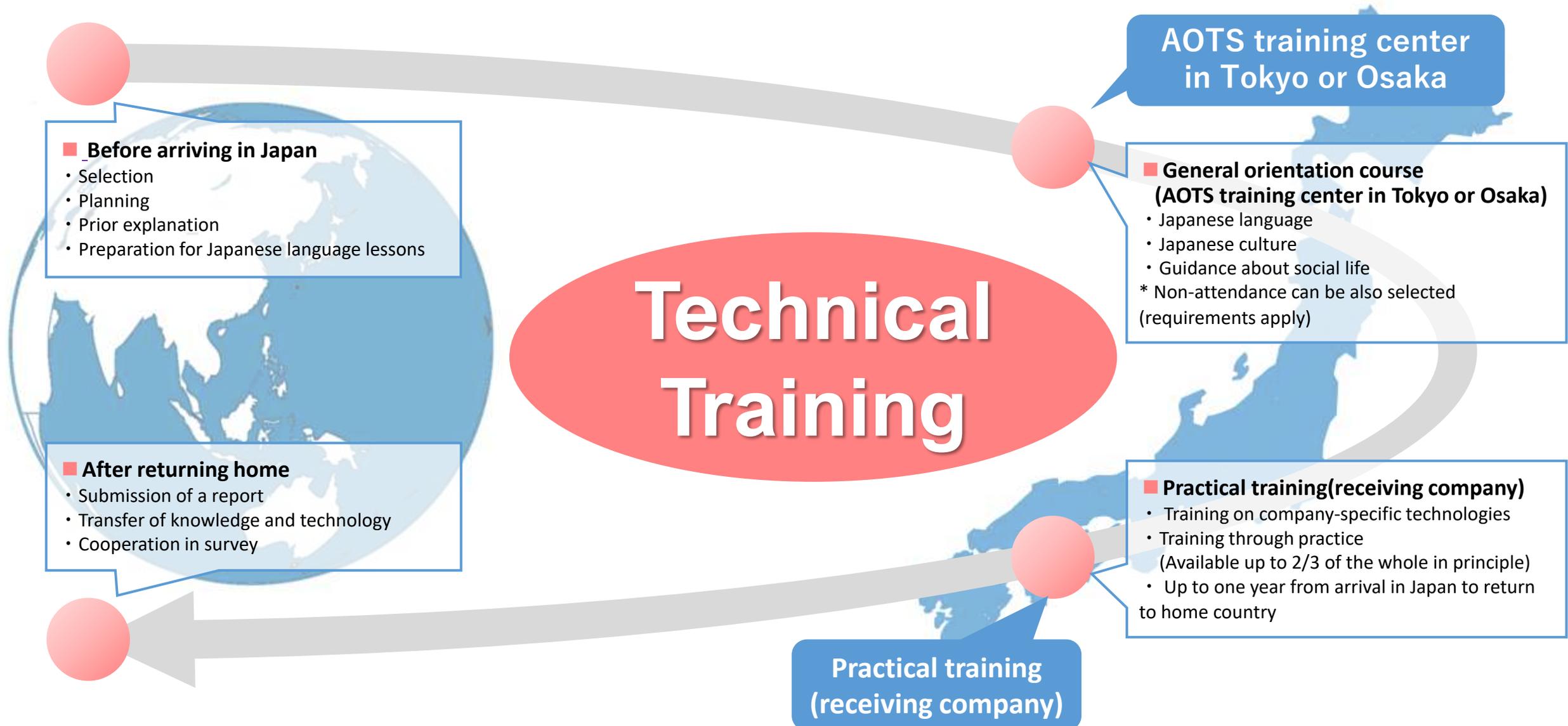


[Supplement] Leading medium-sized and small and medium-sized enterprise in Zero Emission Program



3. Technical Training

About Technical Training



Benefits of Technical Training

- **Enables on-the-job training (OJT)** with visa status of “Trainee”
 - ▶ Except for public institutions like AOTS, a training visa does not allow for on-the-job training.
- **Subsidies available** for costs of reception and training
- Visa can be obtained using **AOTS-issued ID**
 - ▶ 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 residence in Japan throughout the entire training period (**overseas travel insurance coverage**)
- Advising on receiving trainees

Technical Training: Main Requirements for Applications (1)

	ODA Program	Zero Emission Program		
		Production processes	Energy-saving equipment, FA	Green Growth Strategy
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. Purpose of project is introduction of novel technology with no history in local corporates and model change to products/services with higher performance than previous model)	Expectation for energy-saving effect at the local site through production processes (energy saving by line/process improvement, and production technology/control technology introduction) through the implementation of cases in manufacturing industry and this can be explained/presented in a quantitative manner.	1) Introduction of highly energy-efficient utility and production facilities manufactured by Japanese companies; maintenance technologies 2) Introduction of robots and factory automation; maintenance technologies	Technologies concerning the carbon neutrality of sectors described in the Green Growth Strategy and AETI (including greenhouse gas emission level visualization technology)
	Must include perspective of problem solving according to the actual circumstance of the developing countries/regions			

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

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

Technical Training: Main Requirements for Applications (2)



	ODA Program	Zero Emission Program
Japanese company (accepting companies)	Corporate entity in Japan, more than 50% capitals on Japan side	corporate entity in Japan
	Capable of taking burdens of various costs in accepting trainees	
	Capital or business relationship with the local corporate	
	About 1 trainee to be accepted for 20 staff members in the Japanese company	
	Instructors must have at least 5 years of actual operation in the applicable technique	
	No contract is signed for provision of paid technical services with the local company OR the cost of training in Japan is not included in the said contract amount.	
Local companies (dispatching company, trainees)	Less than 50% investment from developed country (excluding Japan)	Has corporate entities in eligible countries and regions (For branches and representative offices, please consult with us.)
	Employment contract is signed with the local company	
	Age of 20 to 50 years inclusive	
	Academic capability at tertiary level or equivalent (= graduation from vocational/junior college) as a principle, or history of employment	
	Management/supervision or advisor position in local site or are expected to play these roles	Industrial engineer with a central role in adoption of carbon neutral technologies
Not on military register		
Training in Japan	Technology appropriate for training in Japan (= intended for trainees' acquisition of knowledge/techniques that cannot be or are difficult to be acquired locally)	
	Technology that cannot be transferred to military purposes, such as armory and weapons	
	As a principle, training through practical work (practical training) must be not more than 2/3 of the entire training period	
	Simple operations and repetition of the same work are not acceptable	

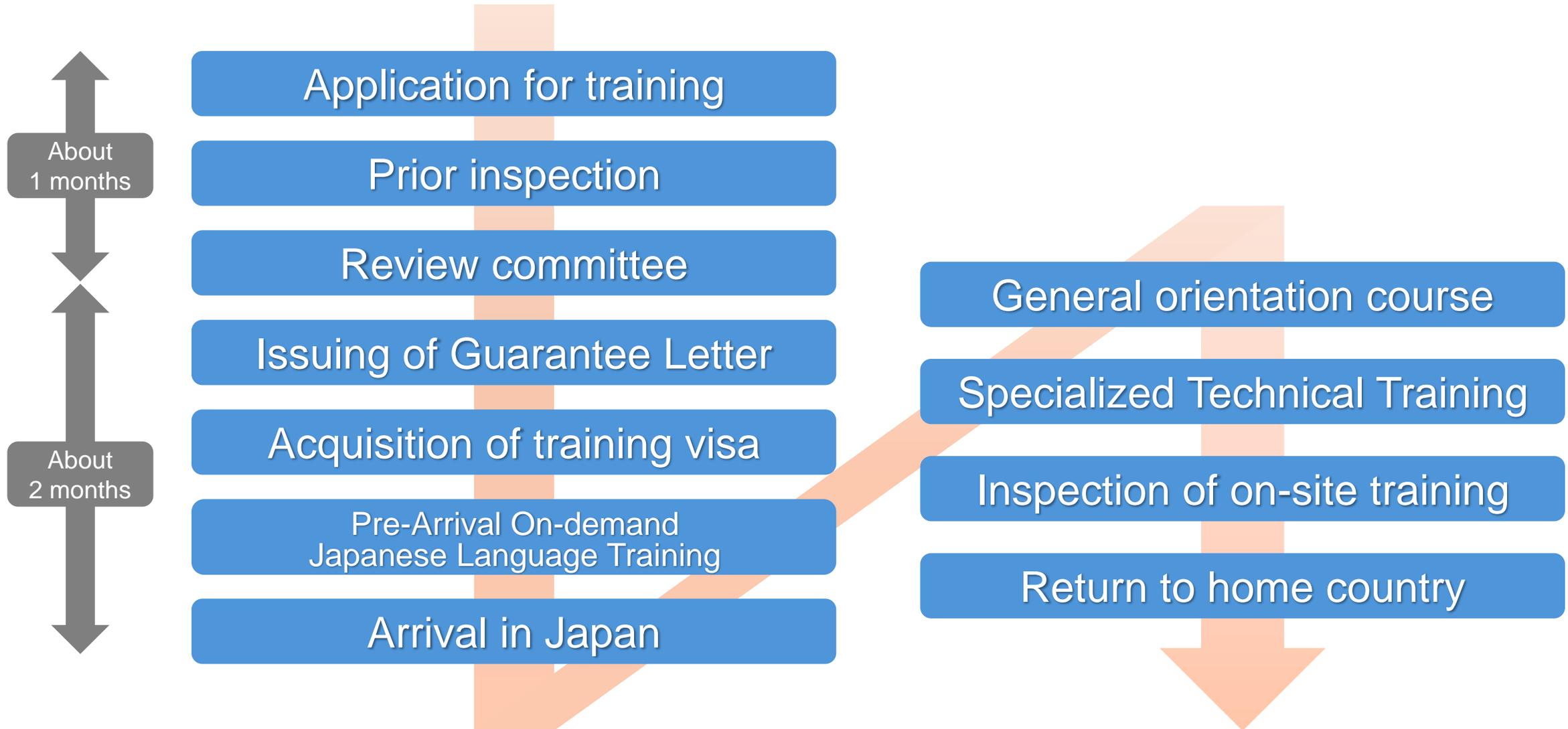
Technical Training: Main Requirements for Applications (3)



The required number of days for Specialized Technical Training and upper limit for number of days for the entire training period vary by type of general orientation course.

General orientation course		Duration of Specialized Technical Training	Total duration of training	Eligibility and requirements
Course	Duration			
J13W	13 weeks	25 days or longer	Up to 1 year	Trainees who need advanced Japanese language proficiency for Specialized 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 have at least the level of Japanese language proficiency stipulated by the Association
9D		10 days or longer	Up to 120 days	The training program is designed to provide training instruction in a language other than Japanese that trainees can understand
Non-participation		10 days or longer	Up to 120 days	Trainees who have at least the level of Japanese language proficiency stipulated by the AOTS or the training program is designed to provide training instruction in a language other than Japanese that trainees can understand
			Depends on the type of general orientation course joined in the past.	Trainees who have participated in a general orientation course in the past five years

Technical Training(General training + on-the-job training) : Application to returning to home



Technical Training: Subsidy Rate

		ODA Program				Zero Emission Program			
Company scale		Leading medium-sized/ small and medium-sized enterprises		Large enterprise			Leading medium-sized/ small and medium-sized enterprises	Large enterprise	nonprofit corporation
			Africa		Key area *	Africa			
Percentage of national subsidy		2/3	1	1/3	1/2	2/3	1/2	1/3	3/4
Company burden		1/3	0	2/3	1/2	1/3	1/2	2/3	1/4
Paid by		Paid by the Japanese company in principle				Paid by the Japanese company in principle			

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



Company scale				ODA Program		Zero Emission Program	
				Leading medium-sized/ small and medium-sized enterprises	Large enterprise	ALL	
Expenses for receiving a trainee (base amount)	Expenses during the stay	Accom- modation expenses	During the general orientation course (AOTS)	8,500 yen / night (actual cost in the case of a plant visit in a remote area)		8,500 yen / night (actual cost in the case of a plant visit in a remote area)	
			During practical training	AOTS	8,500 yen/night		8,500 yen/night
				Company facility	1,570 yen/night		1,570 yen/night
				External accommoda- tion facility	Actual cost (up to 8,500 yen/night at the maximum)		Actual cost (up to 8,500 yen/night at the maximum)
			Meal expenses	Arrival day	2,100 yen/day		2,100 yen/day
	After that	3,100 yen/day		3,100 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	
	Travel expenses			Not covered by a subsidy (only applicable for acceptance from Africa)		Actual cost (based on the AOTS standards)	
	Domestic transportation expenses (partial)			Actual cost (based on the AOTS standards)		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



Company scale		ODA Program					Zero Emission Program		
		Leading medium-sized/small and medium-sized enterprises		Large enterprise			Leading medium-sized/small and medium-sized enterprises	Large enterprise	nonprofit corporation
		Africa		Key area	Africa				
Subsidy rate for receiving expenses		2/3	1	1/3	1/2	2/3	1/2	1/3	3/4
(1) Share of expenses for receiving a trainee		Expenses that are eligible for a receiving expenses subsidy × (1 – subsidy rate)							
(2) Burden shared 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
	nonparticipation	122,000 yen/person		122,000 yen/person			122,000 yen/person*1		

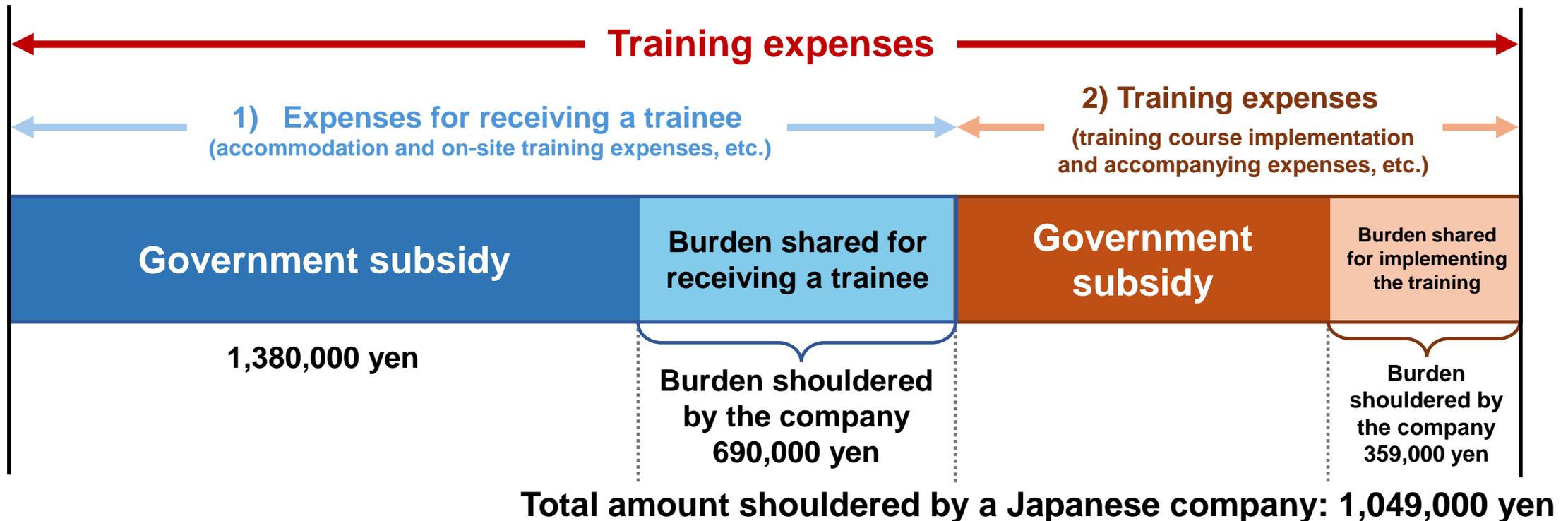
*1: Among Zero Emission projects, only Green Growth Strategy projects are eligible for 8% of the subsidy. However, the maximum amount is 122,000 yen.

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

Technical Training: Sample Estimate

[Calculation conditions]

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

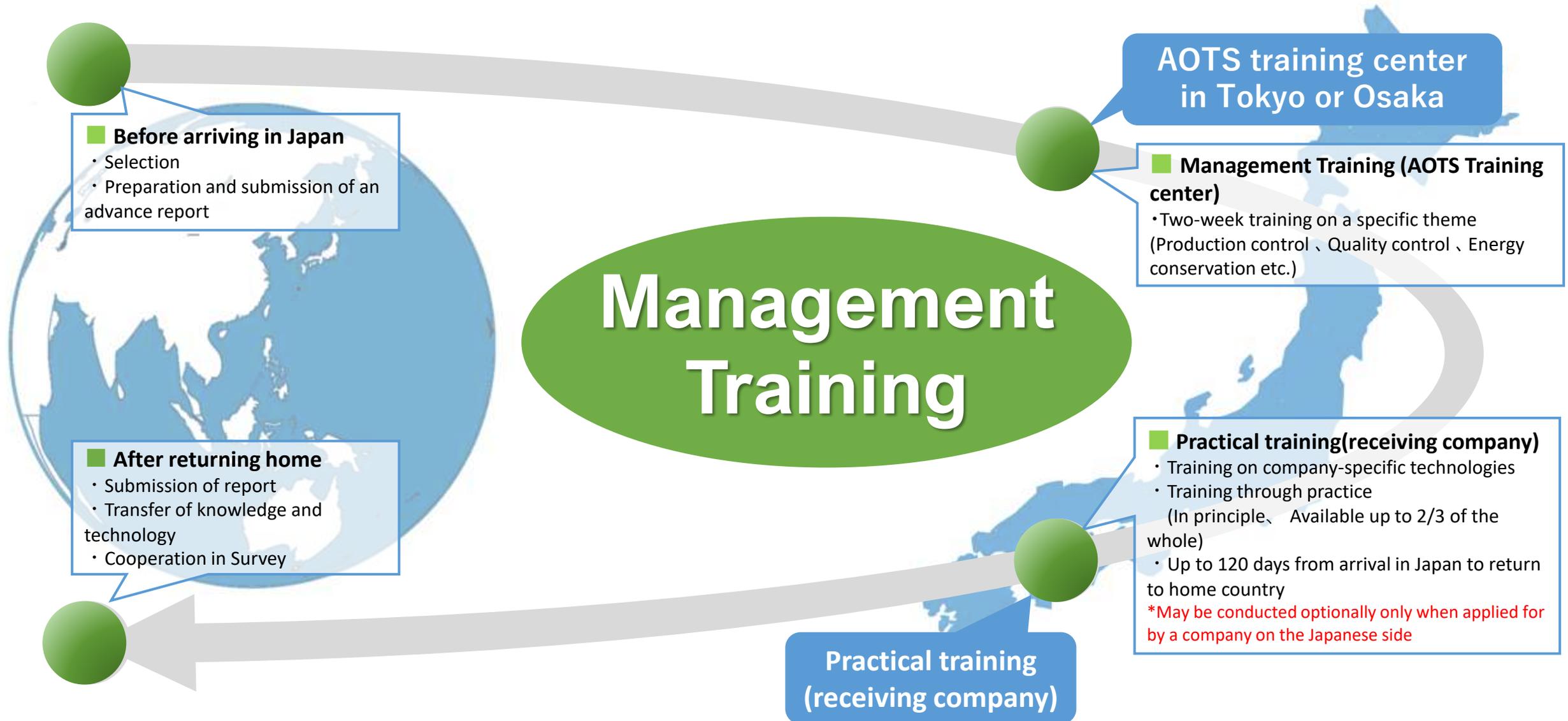


◆ We are asking for your cooperation in the separate payment of expenses related to the operation of the AOTS organization (management contribution.)

4. Management Training

Only ODA Program

About Management Training



Benefits of Management Training

- **Lectures on specific themes by instructors including renowned experts in their fields**
- **Localization of management** of overseas subsidiaries
- Encouraging understanding of **Japanese ways of thinking about work**
- **Japanese government subsidies apply** to costs of trainees' stays in Japan etc.
- Visa can be obtained using **AOTS-issued ID**
 - ▶ 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 Program
Eligible countries/regions	Developing countries/regions *1
Areas of application (for on-site training)	Technical cooperation must contribute to the industrial development of developing countries/regions (e.g. Purpose of project is introduction of novel technology with no history in local corporates and model change to products/services with higher performance than previous model)
	Must include perspective of problem solving according to the actual circumstance of the developing countries/regions

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

*2 **Management training is not conducted for Human Resource Development Program towards Zero Emission in Asian Countries/Regions.**

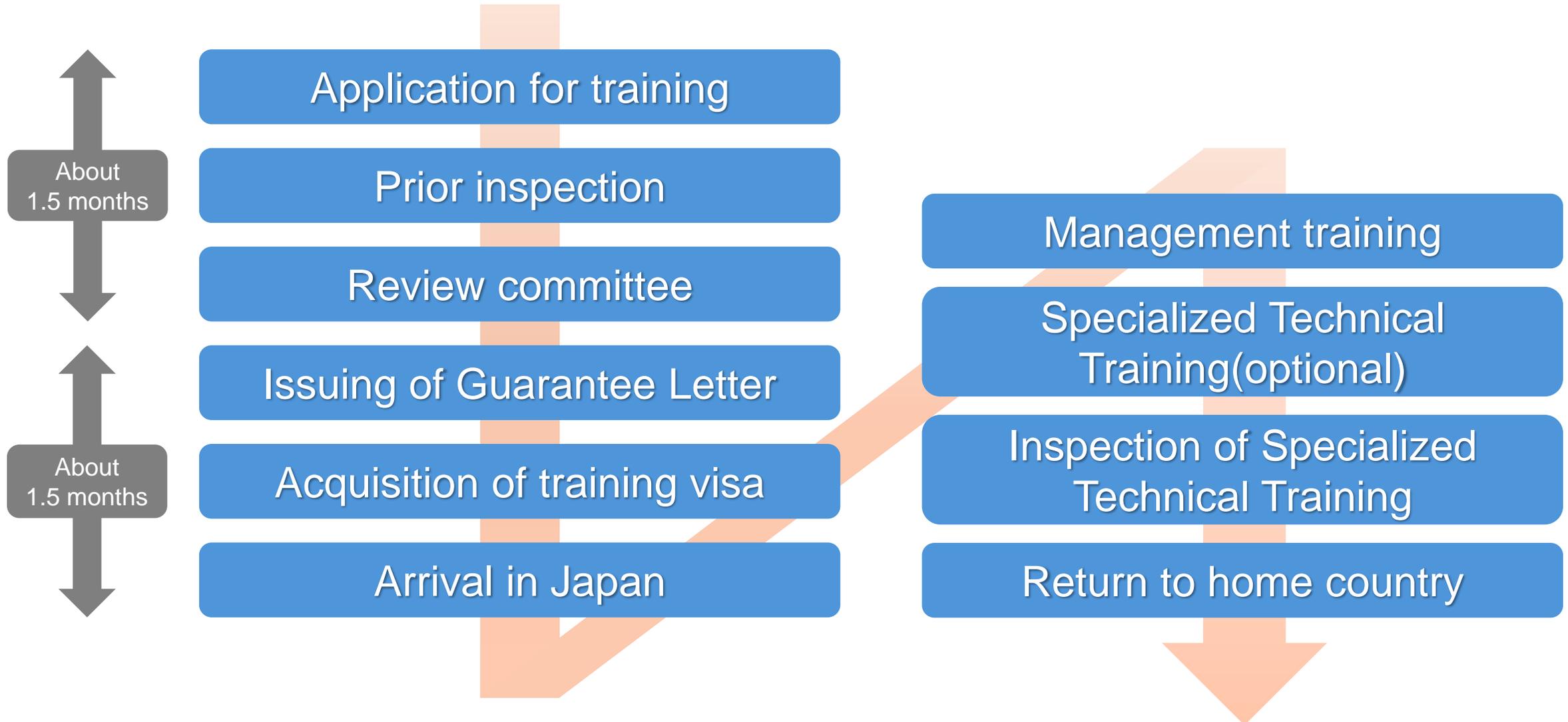
Management Training: Main Requirements for Application (2)



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

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

Management Training: Application to Return to Home Country



Management Training: Subsidy Rate

		ODA Program				
		Leading medium-sized/ small and medium-sized enterprises		Large enterprise		
Company scale			Africa		Key area *	Africa
Percentage of national subsidy		2/3	1	1/3	1/2	2/3
Company burden		1/3	0	2/3	1/2	1/3
Paid by		Paid by the Japanese company in principle				

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

- 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)

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

Management Training: Expenses for Subsidy



Company scale				ODA Program		
				Leading medium-sized/ small and medium-sized enterprises	Large enterprise	
Acceptance cost (standard expense)	Expenses during stay	Accommodati on expense	During general training (AOTS)	8,500 yen/night (actual cost for remote plant inspection)		
			During on-site training	AOTS	8,500 yen/night	
				Company facility	1,570 yen/night	
				External accommodation	Actual cost (however, maximum is 8,500 yen/night)	
		Food expenses	Day of arrival in Japan	2,100 yen/day		
			Subsequent period	3,100 yen/day		
	Miscellaneous expenses			1,000 yen/day		
	On-site training expense			5,190 yen/day	3,360 yen/day	
	Travel expenses			Not subsidized (only applicable for acceptance from Africa)		
	Expenses for transfer within Japan (partial)			Actual cost (according to AOTS standard)		
	Medical care expense, overseas travel insurance cost			Actual cost (covered through AOTS)		
	Training and incidental expenses			Actual cost (Implemented by AOTS)	Actual cost (Implemented by AOTS)	

Management Training corporate share of expenses

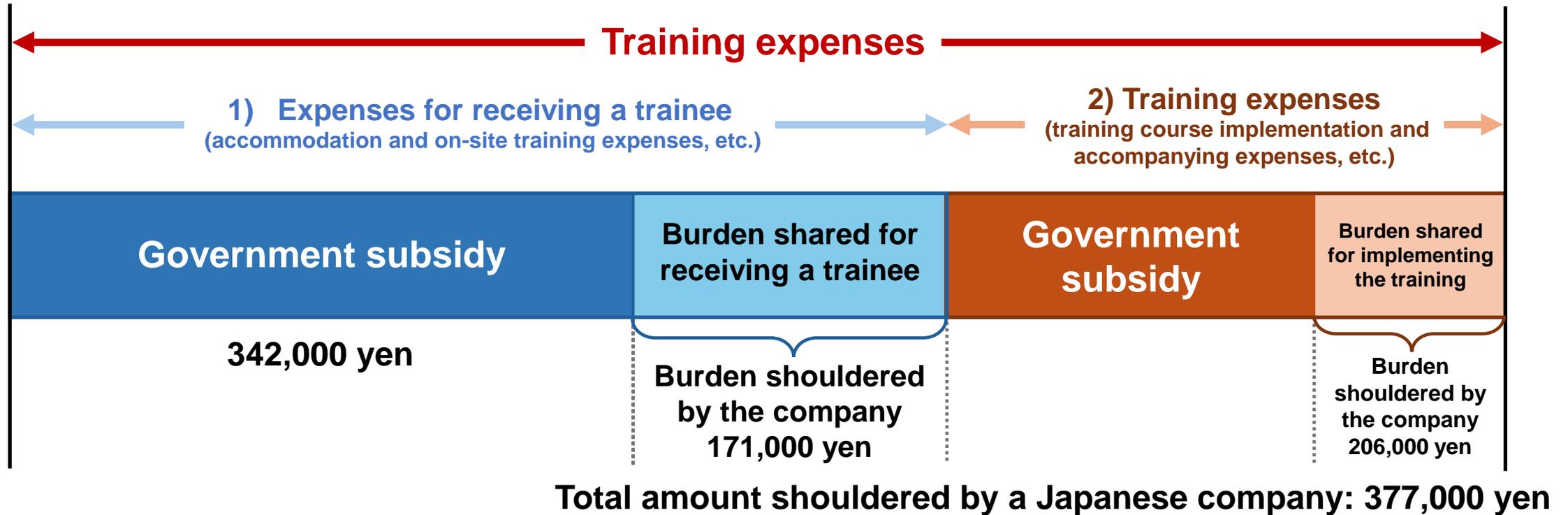


	ODA Program				
Company scale	Leading medium-sized/ small and medium-sized enterprises		Large enterprise		
		Africa		Priority projects	Africa
Subsidy rate for receiving expenses	2/3	1	1/3	1/2	2/3
(1) Share of expenses for receiving a trainee	Expenses that are eligible for a receiving expenses subsidy × (1 – subsidy rate)				
(2) Burden shared for implementation of training	206,000 yen/person	156,000 yen/person	256,000 yen/person	231,000 yen/person	206,000 yen/person

Management Training: Sample Estimate

[Calculation conditions]

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

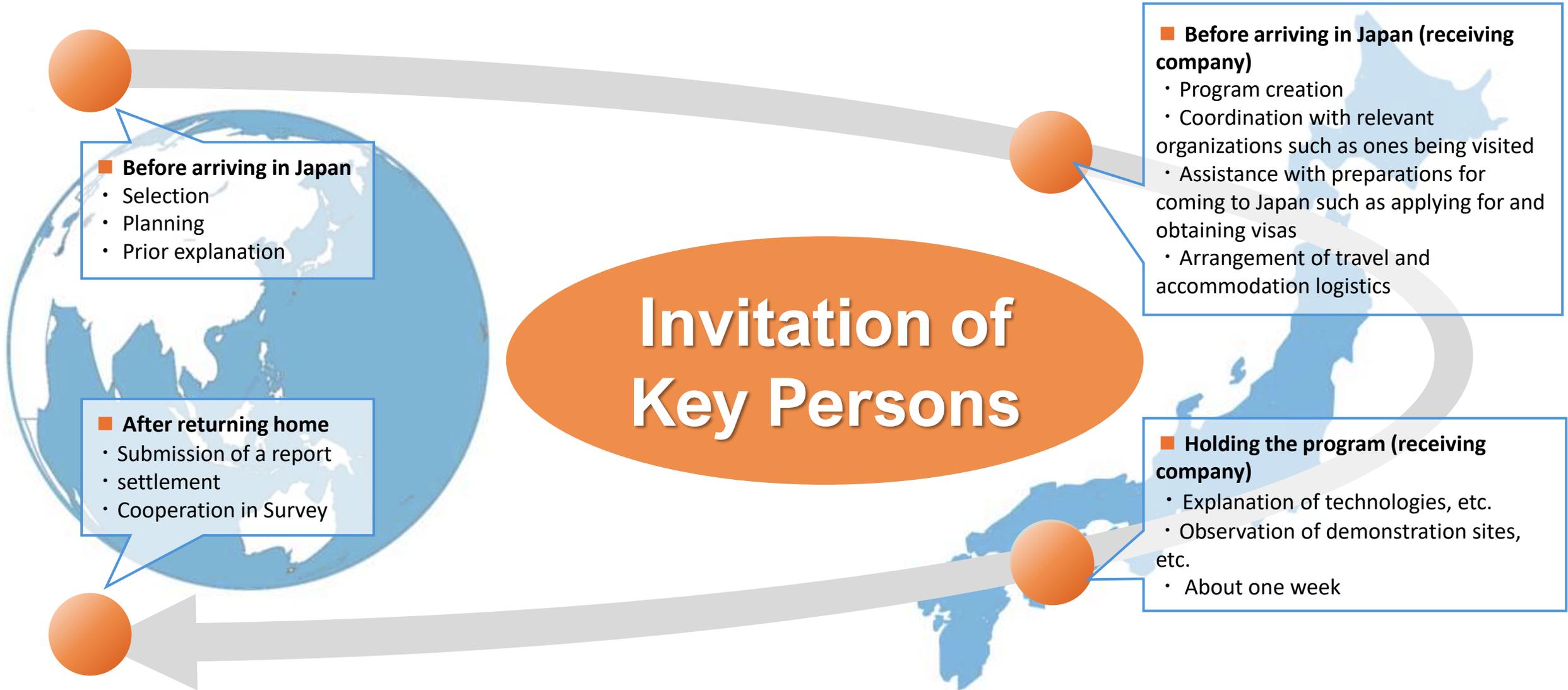


◆ We are asking for your cooperation in the separate payment of expenses related to the operation of the AOTS organization (management contribution.)

5. Invitation of Key Persons

Only Zero Emission Program

About Invitation of Key Persons



Invitation of Key Persons: Main Requirements for Application

Targeted Fields and Objectives	Technologies concerning the carbon neutrality of sectors described in the Green Growth Strategy* and AETI * Main eligible fields: ● Offshore wind, solar, geothermal industries ● Hydrogen and fuel ammonia industries ● Next-generation energy industry ● Nuclear industry ● Car and storage cell industries ● Semiconductor and IT industries ● Airplane industry ● Carbon recycling and material industries ● Next-generation power management industry ● Greenhouse gas emission level visualization technology
Eligible country/area	Countries/regions in Asia/Middle East
Japanese company (accepting companies)	Companies, organizations, etc. incorporated in Japan No contract is signed for provision of paid technical services with the local company OR the cost of training in Japan is not included in the said contract amount.
Local companies (dispatching company, participants)	Age of 20 to 65 years inclusive Good mental and physical health Nationality, residence, and work site are located in the applicable country/region Academic capability at tertiary level or equivalent (= graduation from vocational/junior college) as a principle, or history of employment Working for a company or organization such as an overseas subsidiary or partner or a potential partner that can expand future business opportunities Not on military register
Percentage of national subsidy	Leading medium-sized/small and medium-sized enterprises 1/2 Large enterprise 1/3 Schools and non-profit corporations 3/4
Payment by the company	Payment by the company: The accepting company is asked to cover subsidized expenses × (1 – subsidy rate) and 8% of the total subsidized expenses as an invitation program management contribution

1. Eligible expenses

- (1) Travel expenses
- (2) Expenses during the 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 visit in Japan
- (8) Expenses for education materials
- (9) Expenses for equipment procurement and organization of environment
- (10) Expenses for expendable supplies
- (11) Facility lease expenses

Invitation of Key Persons: Eligible Expenses (2)



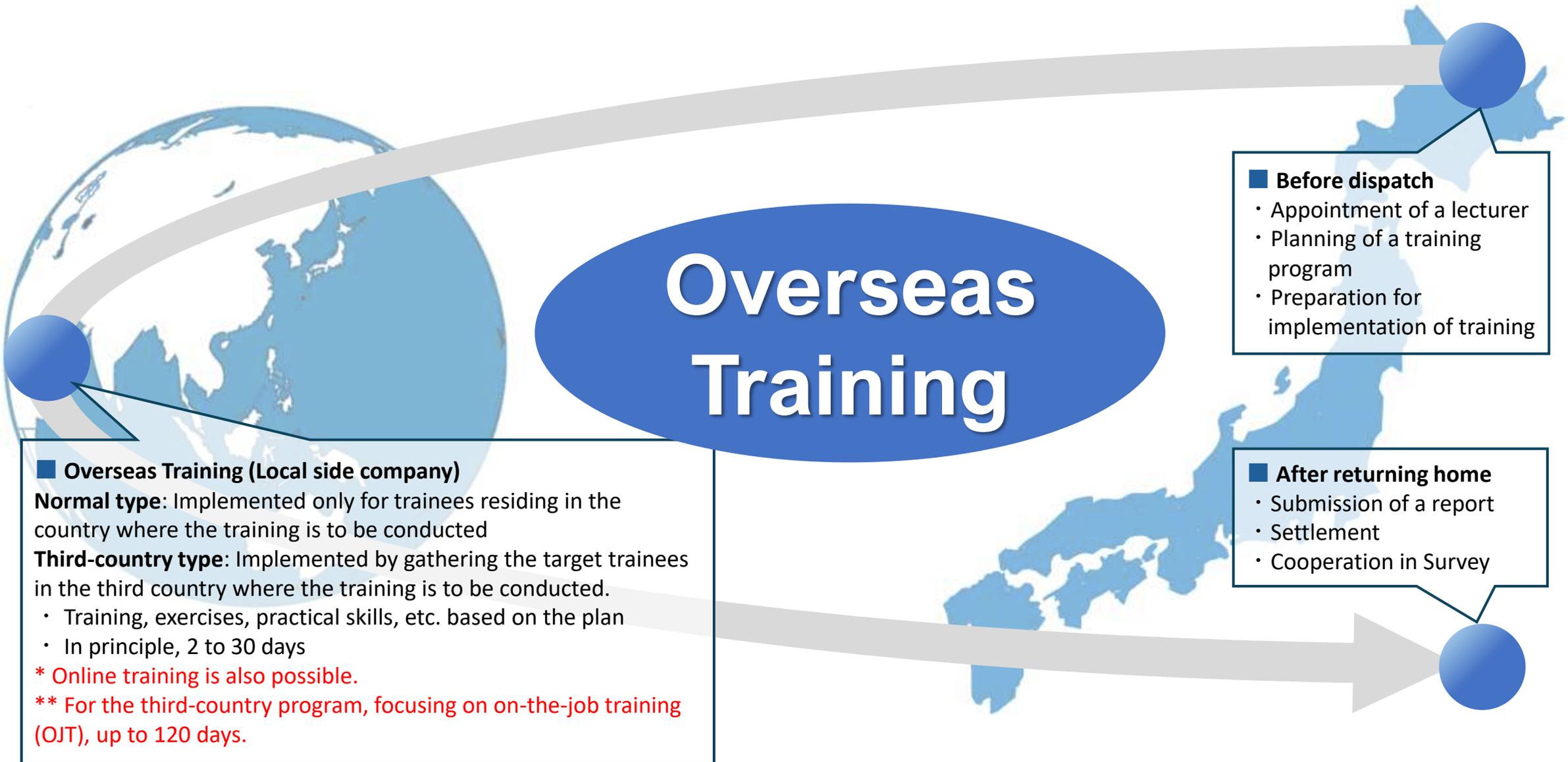
2. Unit price for expenses during stay

	President Position of participant			Airfare	Accommodation expenses among expenses during stay (per day) Includes tax and service charges			Food and miscellaneous expenses among expenses during stay (per day)		
	Public corporation or organization	Private company	University		Using external accommodation facilities		Using a training center (fixed rate)	Using external facilities (fixed rate)	Using a training center (fixed rate)	Miscellaneous expenses (fixed amount)
					Area A (Upper limit)	Area B (Upper limit)				
	Special arrangements needed	President, Director, etc.	Vice President higher (Chairperson, President, Representative Director, (Vice President) Director etc.		President (If they are deemed a director level or higher, for example loaned from the central government) etc.	Business class	26,180 yen	21,900 yen	8,500 yen	Total 4,590 yen
Breakfast 1,020 yen				Breakfast 800 yen						
Other	General Manager, Division Manager, Other	General Manager, Division Director, Division Manager, Other	Other	Economy class	19,660 yen	16,400 yen	8,500 yen	Lunch 1,530 yen	Lunch 1,000 yen	
								Dinner 2,040 yen	Dinner 1,300 yen	

*amounts are subject to revision. Some descriptions are based on FY2024.

6. Overseas Training

About Overseas Training



Benefits of Overseas Training

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

Overseas Training: Main Requirements for Applications (1)

ODA Program		Zero Emission Program	
		Production processes	Energy-saving equipment, FA
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	Expectation for energy-saving effect at the local site through production processes (energy saving by line/process improvement, and production technology/control technology introduction) through the implementation of cases in manufacturing industry and this can be explained/presented in a quantitative manner.	<ul style="list-style-type: none"> • Introduction of highly energy-efficient utility and production facilities manufactured by Japanese companies; maintenance technologies • Introduction of robots and factory automation; maintenance technologies

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

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

Overseas Training: Main Requirements for Applications (2)

	ODA Program	Zero Emission Program
		Production processes
Applicant company (cooperating institution)	Corporate entity in Japan, more than 50% capitals on Japan side. Also, local Japanese corporate with more than 50% investment from these companies/organizations	corporate entity in Japan
	Capable of taking burdens of various costs in accepting trainees	
	Company/organization in charge of preparing/implementing training (overseas cooperating institutions) are located locally *1	
	No contract is signed for provision of paid technical services with the local company OR the cost of training in Japan is not included in the said contract amount.	
Local company (overseas cooperating institution, trainee)	Less than 50% investment from developed country (excluding Japan)	—
	Nationality, residence, and work site are located in the applicable country/region	
	Affiliated with company/organization (including potential future business partners)	
	Aged 18 to 60 years inclusive as a principle	
	Have language capability and history sufficient for the understanding the details of training	
Not on military register		

*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.

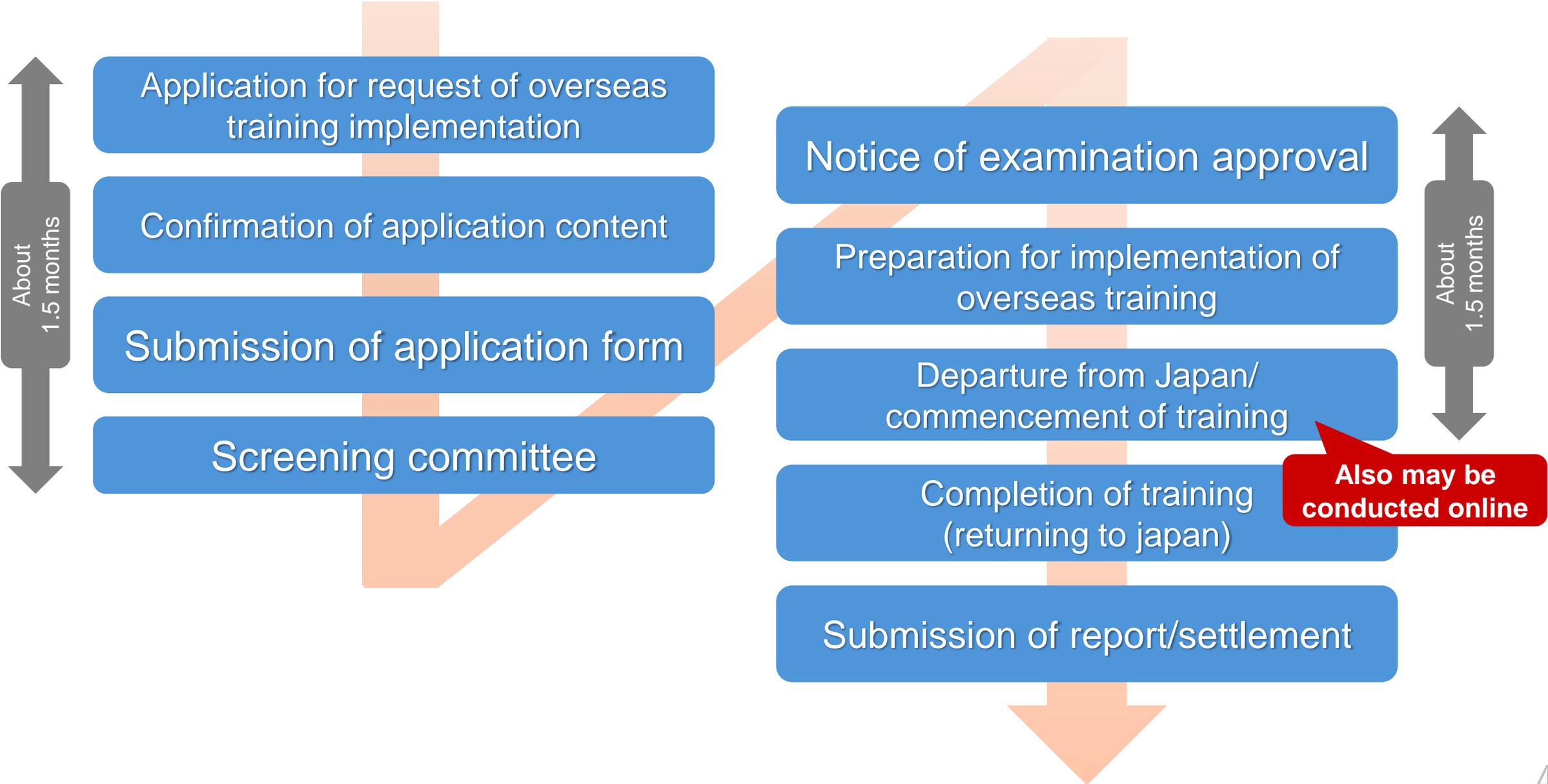
Overseas Training: Main Requirements for Applications (3)

ODA Program			Zero Emission Program
Normal type / Third-country type	Third-country type(OJT)		
On-site training	Training period is 2 to 30 days consecutive (inclusive) as a principle (may be not consecutive for online training) *2	Training period is 5 to 120 days consecutive (inclusive) as a principle	Training period is 2 to 30 days consecutive (inclusive) as a principle
	Number of trainees is 10 to 50 inclusive as a principle (5 to 50 inclusive for leading medium-sized and small and medium-sized Japanese enterprise) ※For African projects, there is a relaxation of requirements	Number of trainees is at least one. General upper limit is acceptance of around one trainee for every 20 full-time employees.	Number of trainees is 5 to 50 inclusive as a principle
	Technology that cannot be transferred to military purposes, such as armory and weapons		
	Up to 5 lecturers, including lecturers from the training country and lecturers dispatched from outside Japan or the training country, are eligible for subsidy *3		
	Lecturers must be 69 years old or younger at the commencement of training (age not considered for online) with at least 5 years of experiences in the actual operation in the area of training		
	<u>Training at a third country or online training may be conducted as necessary</u>		

*2 First day to last day of training is maximum 30 calendar days, emergent countries market development projects, the actual training period may exceed 30 calendar days, as long as the actual training period is 20 days or less.

*3 For lecturers from countries outside Japan, affiliation are limited to relationship to the applicant company in capital/technical collaboration or business activities as agents. For training conducted by local lecturers only, the staff/employee affiliated with the company of the local lecturer are not able to participate.

Overseas Training Application to returning home



Overseas Training: Subsidy Rate

	ODA Program		Zero Emission Program	
Company scale	Leading medium-sized/ small and medium-sized enterprises	Large enterprise	Leading medium-sized/ small and medium-sized enterprises	Large enterprise
Percentage of national subsidy	2/3		1/2	1/3
Company burden	1/3		1/2	2/3
Paid by	Applicant company (cooperating institution)		Applicant company (cooperating institution)	

• In addition to the burden of payment above, applicant company (cooperation institution) will be asked to separately pay 10% of the total subsidized expenses as overseas training project management contribution.

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

Overseas Training: Main Expenses for Subsidy (1)



Subsidized expense

- (1) Honorarium for lecturer (2) Honorarium for Interpreter
- (3) Travel costs for lecturers, interpreters (Travel expense, Daily allowance , Accommodation expense)
- (4) Plant visit costs (5) Training facility leasing costs (6) Training material costs
- (7) Costs for equipment procurement and organization of environment (8) Document/device transportation costs
- (9) Costs for support of remote guidance instruction (only for On-line training),
- (10) Trainee-related costs (Travel expense, Daily allowance , Accommodation expense)
- (11) Local management-related costs

* As to the training program of third-country type, Honorarium for local lecturer are not subsidized.

Unit Price	1) 1Lecturers whose workplaces are in Japan or other developed countries		2) Lecturers whose workplaces are in developing countries	
	Honorarium for lecturer	7,900 yen/h		6,000 yen/h
Travel expenses for lecturers, 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 expense	19,300 yen/night	16,100 yen/night	12,900 yen/night	11,600 yen/night
Travel expense	discount economy class			

*amounts are subject to revision. Some descriptions are based on FY2024.

Overseas Training: Main Expenses for Subsidy (2)



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

*amounts are subject to revision. Some descriptions are based on FY2024.

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

*2 Following regions excluding the designated cities

(1) North America: North American continent (excluding Mexico and southward regions), Greenland, Hawaii Islands, Bermuda Islands, and Guam

(2) Europe: Europe continent (excluding the countries listed as Area A), Iceland, Ireland, Great Britain, Malta, and Cyprus

(3) Middle and Near East: Arabian Peninsula, Afghanistan, Israel, Iraq, Iran, Kuwait, Jordan, Syria, Lebanon, and Turkey

*3 Following regions:

(1) Asia: Thailand, Malaysia, Cambodia, Myanmar, Vietnam, Laos, Indonesia, East Timor, Brunei, the Philippines, Hong Kong, South Korea

(2) Oceania: Australia, New Zealand, Polynesian/Micronesian/Melanesian 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

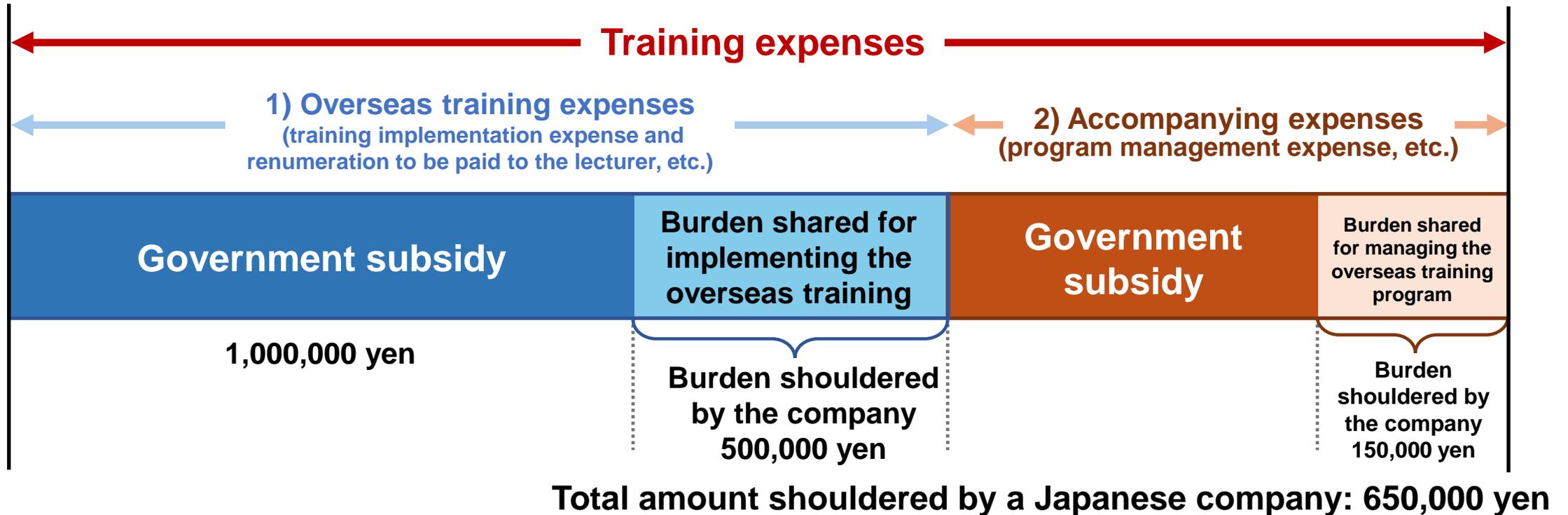
*4 Countries/regions other than those listed as designated cities, Area A, and Area B (China, Taiwan, Macau, Mongolia, North Korea, South Asia, South and Central America, and African countries)

◆ Other expenses may be eligible for subsidy, please contact us for details.

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

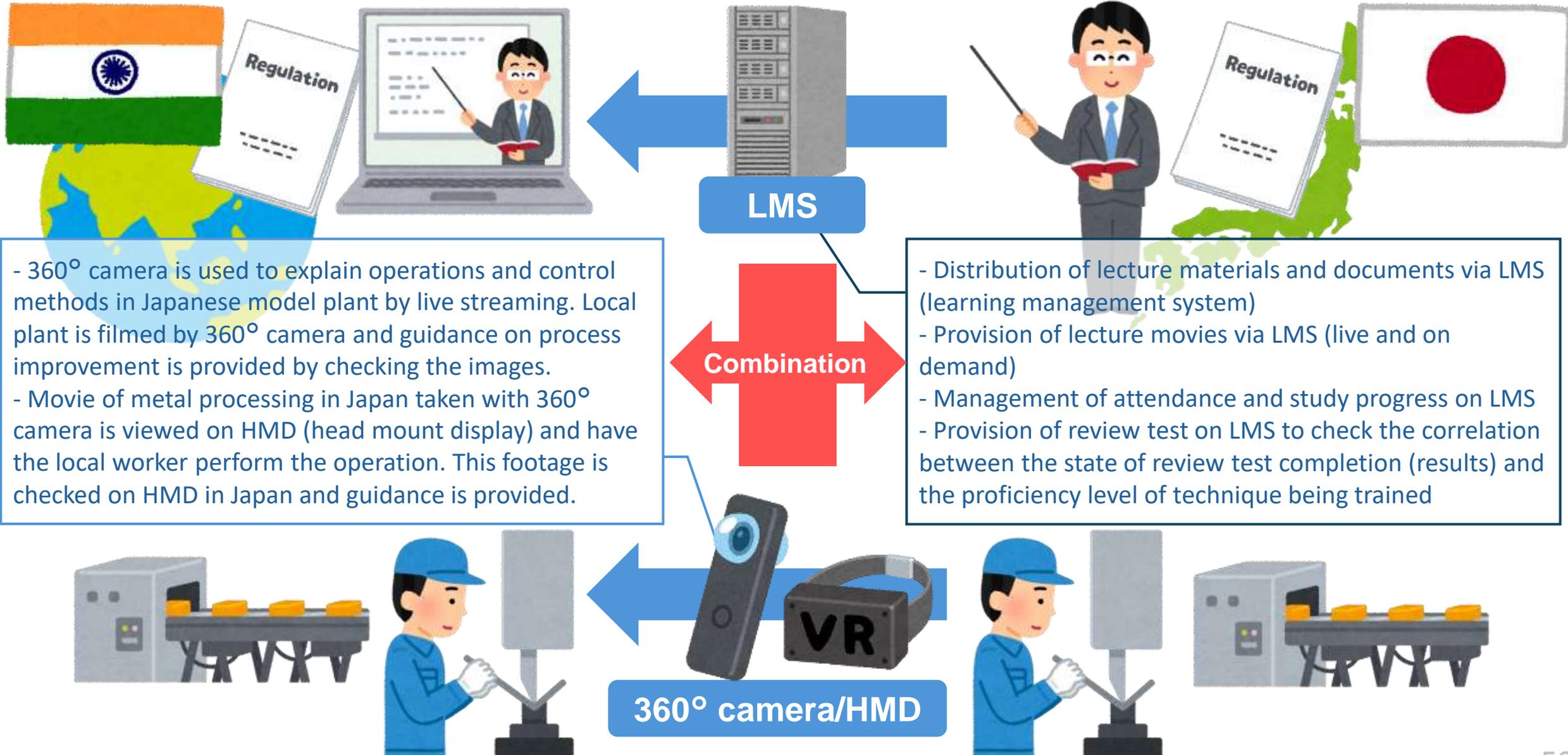
[Calculation conditions]

- Use of the emerging market development program
- One local interpreter
- Training in Thailand
- Three-day training (six hours/day)
- Lecturer whose workplaces is in Japan or other developed countries
- Ten trainees



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

Online Overseas Training: Example of Utilization



7. Overseas Seminars

Only Zero Emission Program

About Overseas Seminars



Overseas Seminars

■ Overseas Seminars

Seminars aimed at helping to explain and promote the pioneering carbon neutral technologies of Japanese companies

- From at least two hours a day

* Can also be held online.

■ Before dispatch

- Appointment of a lecturer
- Planning of a training program
- Preparation for implementation of training

■ After returning home

- Submission of a report
- Settlement
- Cooperation in Survey

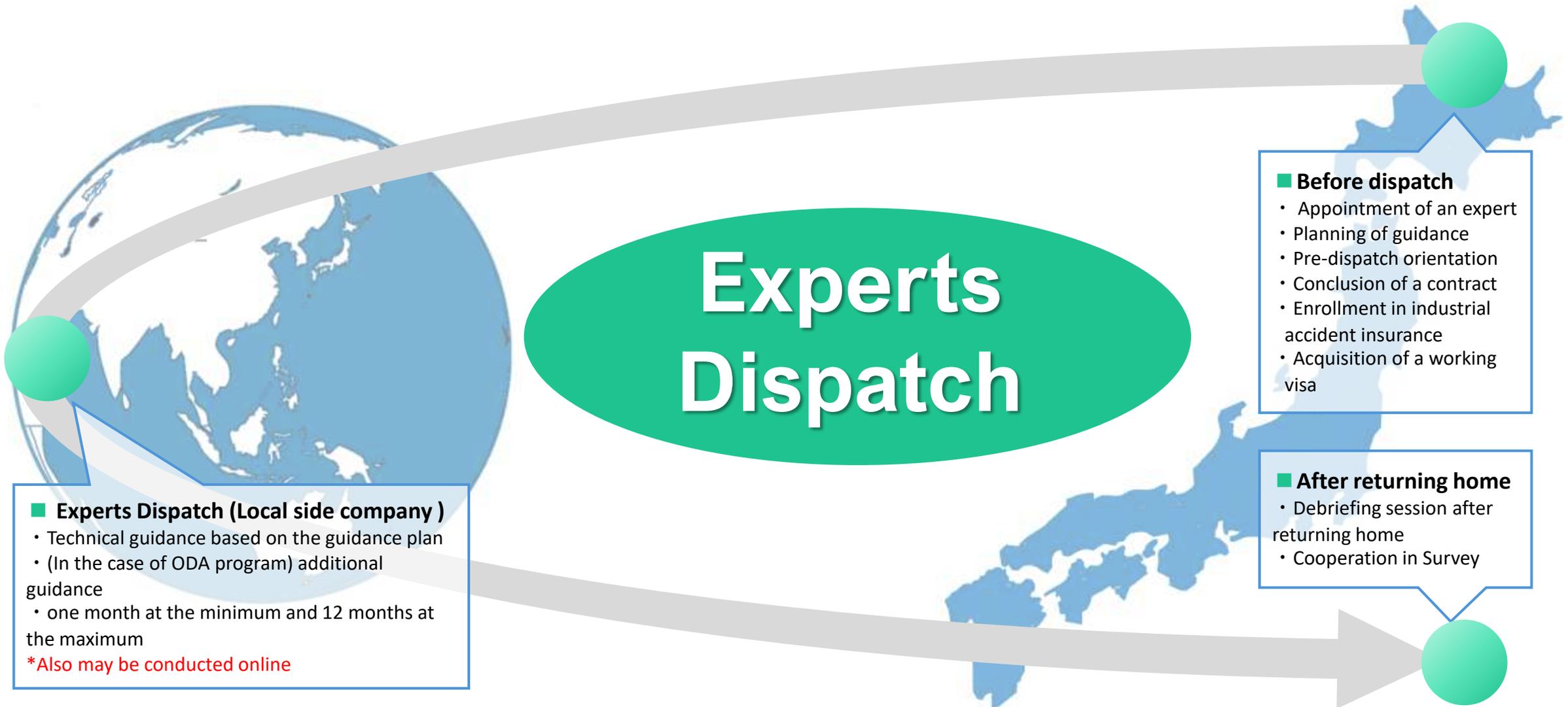
Overseas Seminar: Main Requirements for Application

Eligible country/area	Seminars to deepen understanding of the activities of Japanese companies conducting research and development on industrial technologies (new and advanced technologies) concerning 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 about carbon neutrality (including greenhouse gas emission level visualization technology)
Eligible country/area	Countries/regions in Asia/Middle East
Applicant company (cooperating institution)	Companies, organizations, etc. incorporated in Japan
	Capable of taking burdens of various costs
	If necessary, can secure the aid of a local company/organization in charge of preparing/implementing the seminar (overseas cooperating institutions)
	No contract is signed for provision of paid technical services with the local company OR the cost of training in Japan is not included in the said contract amount.
Seminars	From at least two hours a day
	Technology that cannot be transferred to military purposes, such as armory and weapons
	Up to 2 lecturers each from the country of holding seminars and from Japan or outside country of seminars are subsidized
	Lecturers must be 69 years old or younger at the commencement of seminars with at least 5 years of experiences in the actual operation in the area of seminars
Percentage of national subsidy	Subsidy rate: Leading medium-sized/ small and medium-sized enterprises 1/2 Large enterprise 1/3 Schools and non-profit corporations 3/4
Payment by the company	Payment by the company: The applicant company (cooperating institution) is asked to cover subsidized expenses × (1 – subsidy rate) and 8% of total subsidized expenses as a seminar project management contribution.

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

8-1. Experts Dispatch

About Experts Dispatch



Benefits of Experts Dispatch

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

Experts Dispatch :

Main Requirements for Applications (1)

	ODA Program	Zero Emission Program
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. Purpose of project is introduction of novel technology with no history in local corporates and model change to products/services with higher performance than previous model)	Expectation for energy-saving effect at the local site through production processes (energy saving by line/process improvement, and production technology/control technology introduction) through the implementation of cases in manufacturing industry and this can be explained/presented in a quantitative manner.
	Must include perspective of problem solving according to the actual circumstance of the developing countries/regions	

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

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

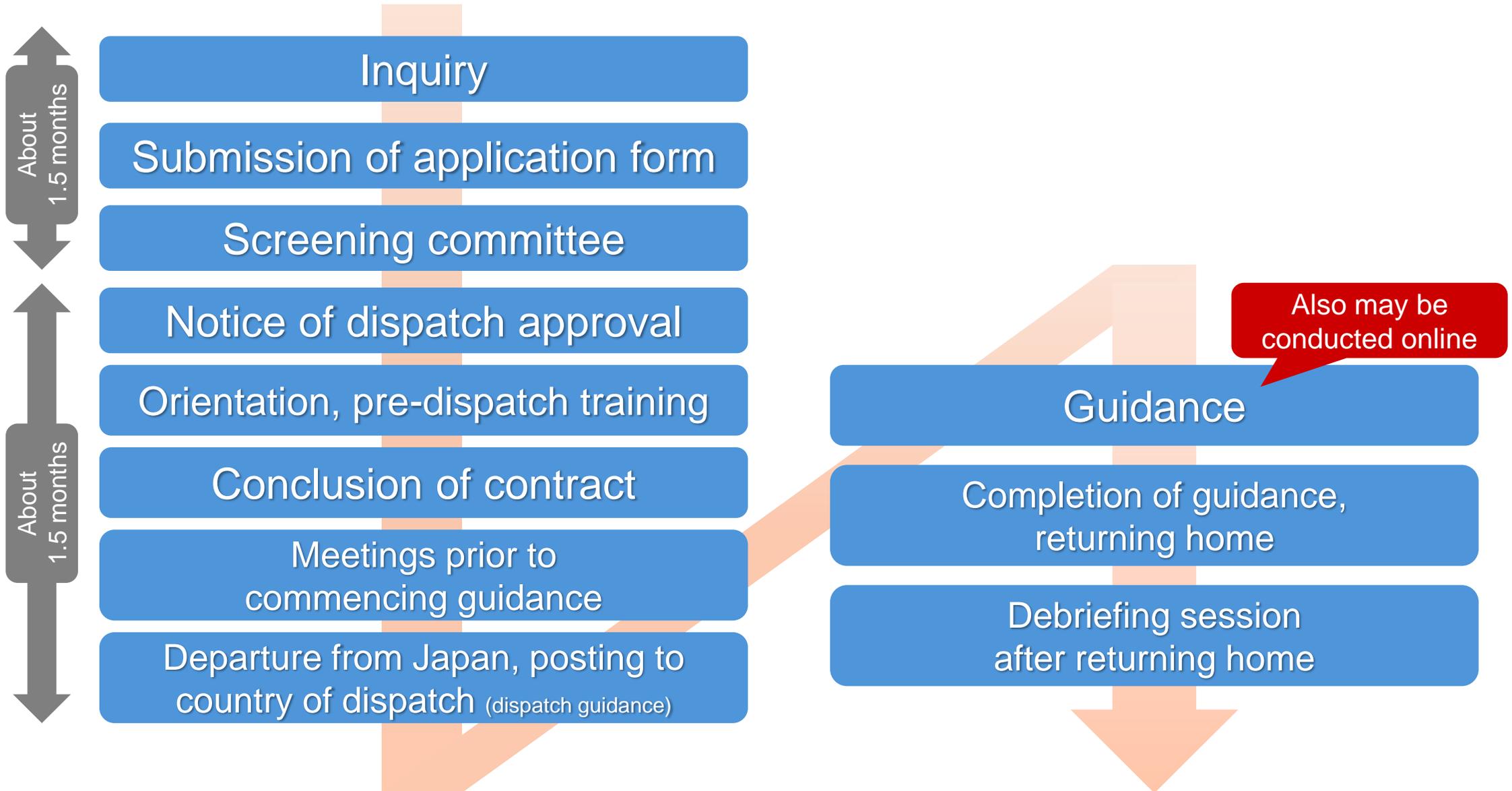
Experts Dispatch: Main Requirements for Applications (2)



	ODA Program	Zero Emission Program
Japanese company (dispatching company)	Corporate entity in Japan, more than 50% capitals on Japan side	Corporate entity in Japan
	Capable of taking burdens of various costs in accepting trainees	
	Experts must meet the following requirements: (i) Age of 25 to 69 years inclusive (no upper limit for online) (ii) Must have address in Japan and have lived in Japan for at least 10 years (iii) At least 5 years of experience in operations within Japan in the area of guidance (iv) Directly employed by Japanese company (dispatching company) (advisory contract and service contract are not acceptable) (v) Capability in foreign languages (local language, English, etc.) necessary for technical guidance (guidance may be provided via an interpreter, however only online guidance is subsidized)	
	Capital or business relationship with the local corporate	
Local companies (accepting companies)	Less than 50% investment from developed country (excluding Japan)	—
	Availability of sites and machines/facilities for technical guidance	
	Staff members subject to guidance are being employed	
Guidance in local site	If the contract is signed for provision of paid technical services with the local company, no overlapping with guidance is allowed.	
	Concentrating on local technical guidance (operations other than technical guidance are not allowed)	
	Period of dispatch is 1 to 12 months inclusive for each expert (same for online)	
	<u>Additional guidance</u> * also conducted (additional guidance not required for online)	—

*Depending on the investment ratio of the Japanese company (including the sending company and other companies) in the local company (the company receiving instruction), you will provide instruction to local companies, local schools and other educational institutions that have business relationships with the company receiving instruction. If the investment ratio is 100%, the number of days of guidance will be 1/4 of the total number of days of guidance, and if the investment ratio is between 50% and 100%, the number of days of guidance will be 1/8 of the total number of days of guidance. In the case of implementation in Africa, additional guidance will be exempted depending on the circumstances, so please consult with us.

Experts Dispatch: From Application through Returning Home



Experts Dispatch : Subsidy Rate



		ODA Program	
Capital investment of dispatching company	Dispatching company is a Japanese company (with Japanese investment)		
Company scale	Leading medium-sized/ small and medium-sized enterprises	Large enterprise	
			Key area *1
Percentage of national subsidy	2/3	1/3	1/2
Company burden *2	1/3	2/3	1/2

		ODA Program	
Capital investment of dispatching company	Dispatching company is a local company (100% local capital) *3		
Country/Region of dispatching company	Developing countries	Least Developed Countries Or Africa	
Percentage of national subsidy	2/3	4/4	
Company burden *2	1/3	-	

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

- (i) Technical cooperation projects that are thought to have a major contribution to the industrial development of developing 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)
- (ii) Projects with African countries/regions as overseas destination

*2 In principle Company burden is to be paid by Japanese companies. If it is to be paid by the local company, MOU must be signed between Japanese company and the Local company.

*3 The scale of the company can be any size.

		Zero Emission Program	
Japanese company scale	Small and medium-sized enterprises	Leading medium-sized enterprises	
Percentage of national subsidy	1/2	1/3	
Company burden *2	1/2	2/3	

- In addition to the burden of payment above, applicant company (cooperation institution) will be asked to separately pay 10% of the total subsidized expenses as overseas training project management contribution.

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

Experts Dispatch expenses subject to a subsidy



ODA Program / Zero Emission Program													
Expert rating	No. 1			No. 2			No. 3-1			No. 3-2			
Academic career	University graduate	Junior college graduate	High school graduate	University graduate	Junior college graduate	High school graduate	University graduate	Junior college graduate	High school graduate	University graduate	Junior college graduate	High school graduate	
Work history for teaching	30 years or more	34 years or more	38 years or more	18 years or more	22 years or more	30 years or more	10 years or more	14 year or more	22 years or more	<10 years	<14 years	<22 years	
Airfare	Actual cost (discounted business class; payment in kind)			Actual cost (as a principle, discounted economy class; payment in kind)			Actual cost (as a principle, discounted economy class; payment in kind)			Actual cost (as a principle, discounted economy class; payment in kind)			
Visa fees	Actual cost (the minimum required visa according to the dispatch period)			Actual cost (the minimum required visa according to the dispatch period)			Actual cost (the minimum required visa according to the dispatch period)			Actual cost (the minimum required visa according to the dispatch period)			
Vaccination fees	Actual cost (up to 100,000 yen at the maximum)			Actual cost (up to 100,000 yen at the maximum)			Actual cost (up to 100,000 yen at the maximum)			Actual cost (up to 100,000 yen at the maximum)			
Expenses during the stay *1	Daily allowance	5,000 yen/day			5,000 yen/day			4,200 yen/day			4,200 yen/day		
	Accommodation expenses	15,100 yen/night			15,100 yen/night			12,900 yen/night			12,900 yen/night		
Overseas travel insurance premium	Actual cost (purchased by AOTS; payment in kind)			Actual cost (purchased by AOTS; payment in kind)			Actual cost (purchased by AOTS; payment in kind)			Actual cost (purchased by AOTS; payment in kind)			
Technical cooperation expenses *2	6,000 yen/day												

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

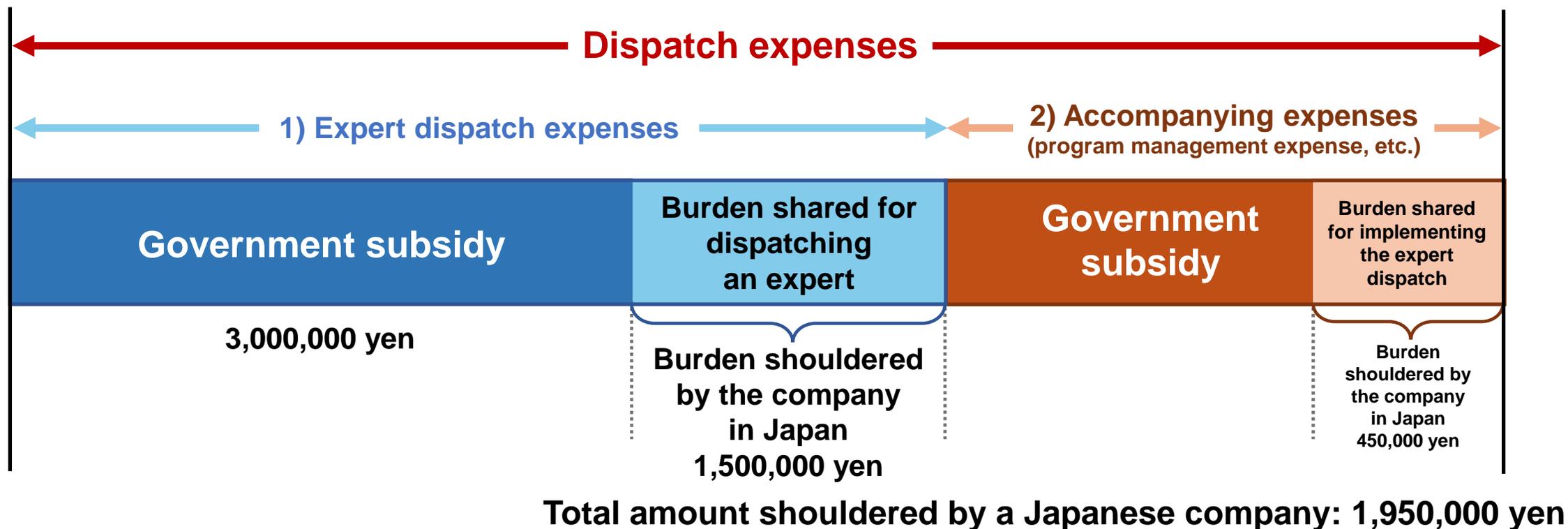
*2 To be paid to a dispatching company as considerations to technologies and expertise held by the dispatching company as well as cooperation for the expert dispatch program.

*3 Other safety costs are also eligible for subsidy, please contact us for details.

Experts Dispatch: Sample Estimate (SME)

[Calculation conditions]

- Use of ODA program
- One second-grade expert
- Six-month instructions
- Dispatch to an ASEAN country
- Company scale is SME

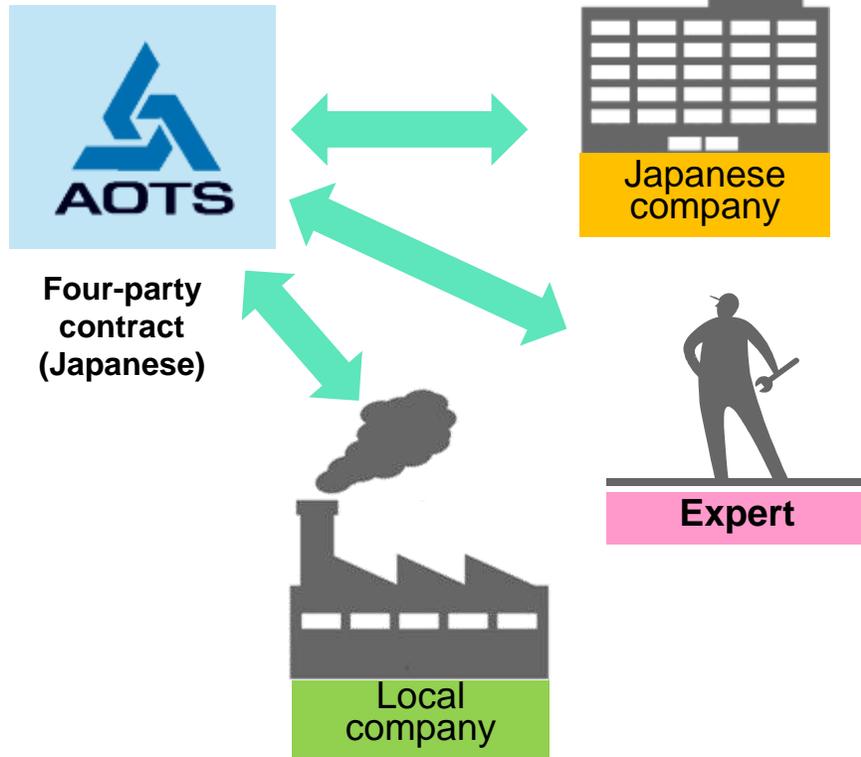


◆ We are asking for your cooperation in the separate payment of expenses related to the operation of the AOTS organization (management contribution.)

Experts Dispatch: Contract, Payment Flow

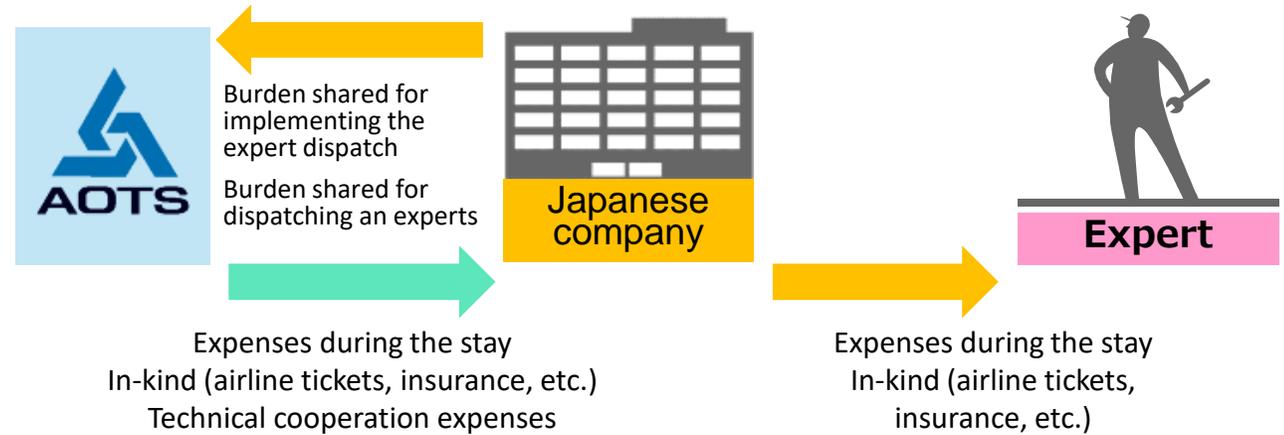
Contract

four-party Contract
(Japanese original, English supplementary)



* The contract is electronic contracting via the DocuSign system

Payment Flow



AOTS ⇔ Japanese company

Payment month
 July : Dispatch fee from April to June
 October: July-September dispatch fee
 January: Dispatch fee from October to December
 March: Dispatch fee from January to March
 (Paid at the end of the month in principle)

AOTS will offset the payment from AOTS to the dispatching company and the payment from the dispatching company to AOTS for reimbursement.

Japanese company ⇒ Expert

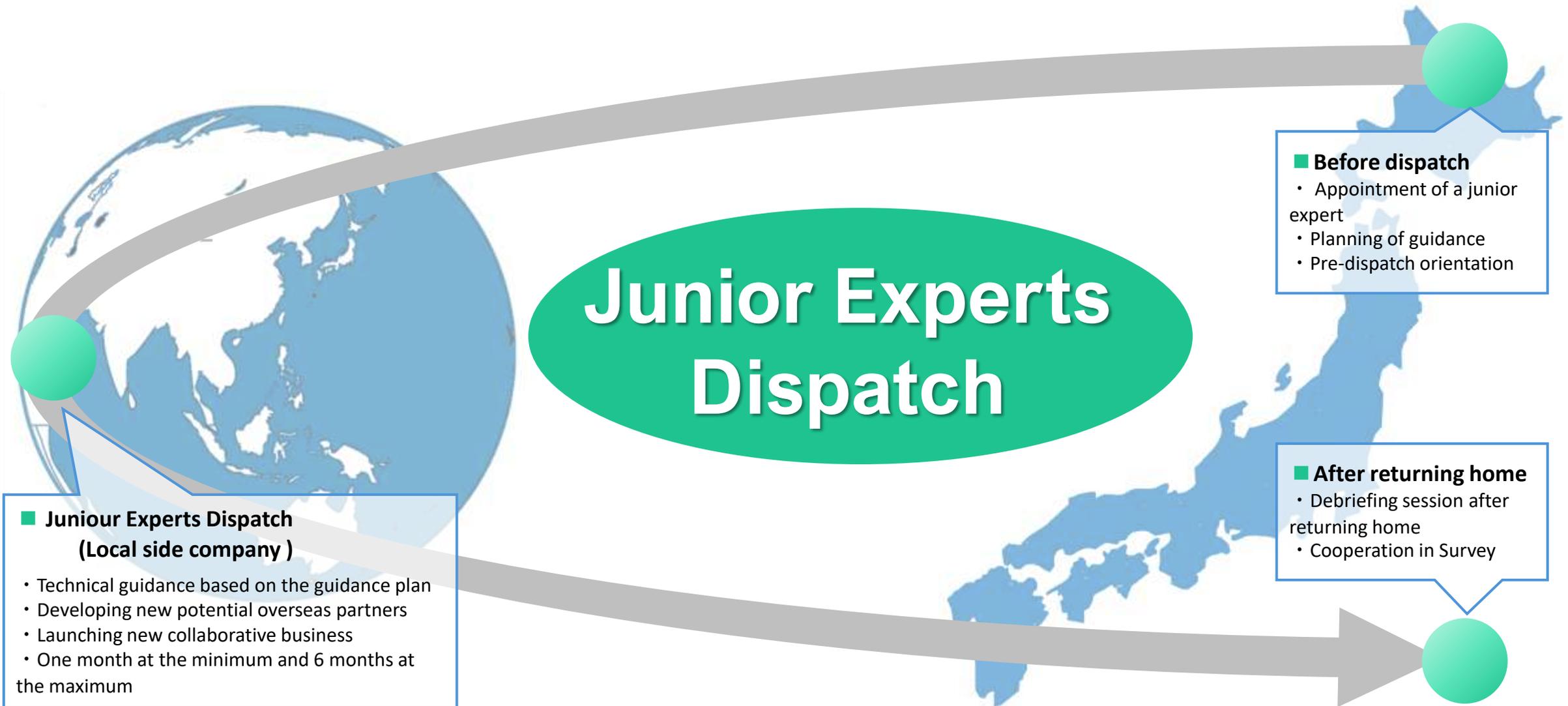
The Japanese company should provide the standard amount to the expert monthly in advance. The standard amount will be confirmed in a report to be submitted at a later stage.

If a MOU is signed, it is possible to have the local company pay its share of the cost, but AOTS will only settle with the Japanese company.

8-2. Junior Experts Dispatch

Only ODA Program

About Junior Experts Dispatch



Benefits of Junior Experts Dispatch

- Human resource development for current/future overseas partners
- Developing **new potential overseas partners**
- Launching **new collaborative business**
- Acquire **the experience and knowledge necessary** to be **global human resources**



Junior Experts Dispatch: Main Requirements for Applications



Japanese company (dispatching Company)		<p>Corporate entity in Japan, more than 50% capitals on Japan side</p> <ul style="list-style-type: none"> • Workers' Accident Compensation Insurance (special enrollment for overseas workers) • Burden of necessary expenses, etc. • Provision of accommodation expenses (fixed amount) for junior specialists • Visa and work permit acquisition and renewal • Maintain employment relationships with junior professionals, etc.
Local companies (accepting companies)		<p>Less than 50% investment from developed country (excluding Japan) Subsidiaries with more than 50% ownership by the company are basically excluded.</p> <ul style="list-style-type: none"> • Provision of communication facilities, office space, etc. • Assistance with airport pickup and drop-off, transportation to and from instructional sites, and accommodation placement • Safety management during dispatch etc.
Junior Experts		<ul style="list-style-type: none"> • Experts must hold Japanese nationality, have a residential address in Japan, and reside in Japan • Age of 21 to 40 years inclusive • Directly employed by Japanese company (dispatching company) (advisory contract and service contract are not acceptable) • At least 3 years of experience in operations within Japan in the area of guidance • Capability in foreign languages (local language, English, etc.) necessary for technical guidance • Good physical and mental health
Guidance in local site	Areas of application	Japanese technology, know-how, and knowledge to launch new co-creation businesses
	Term	1 to 6 months
	Others	If the contract is signed for provision of paid technical services with the local company, no overlapping with guidance is allowed.

Junior Experts Dispatch: Subsidized Expenses

1) Travel expenses	(1) Travel expenses in Japan	For travel over 100 km by rail			
	(2) Foreign Travel Expenses				
	airfare	Actual cost (Discount Economy Class)			
		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 charge	19,300 yen/night	16,100 yen/night	12,900 yen/night	11,600 yen/night
		<ul style="list-style-type: none"> The standard amount decreases progressively according to the dispatch period. (31-60 days...90%, 61 days-...80%) Area A: Turkey, etc. Area B: Thailand, Malaysia, Cambodia, Myanmar, Vietnam, Laos, Indonesia, Philippines, etc. Area C: Mongolia, South Asia, Mexico, Latin America, Africa, etc. 			
(3) Miscellaneous travel expenses	Visa fee, etc.				
2) Others	(1) Loss Compensation Insurance Expense	overseas travel insurance			
	(2) Technical cooperation expenses	3,000 yen/day (compensation for the technology and knowledge possessed by the dispatching company and for cooperation in this project)			
	(3) Dispatch and instructional expenses	3,000 yen/day (to be used by the client company to cover the various expenses of accepting the junior expert)			

Experts Dispatch expenses: Subsidy Rate

	Subsidy Rate	
Countries/regions of dispatching company	Developing Countries	Least Developed Countries or Africa *3
Percentage of national subsidy	2/3	1
Company burden *1	1/3	-

*1 The dispatching company bears the burden. If the accepting company is to bear the burden, a memorandum of understanding must be concluded.

*2 The size of the dispatching company does not matter.

*3 The accepting company must be a local company 100% owned by the least developed countries or African capital.

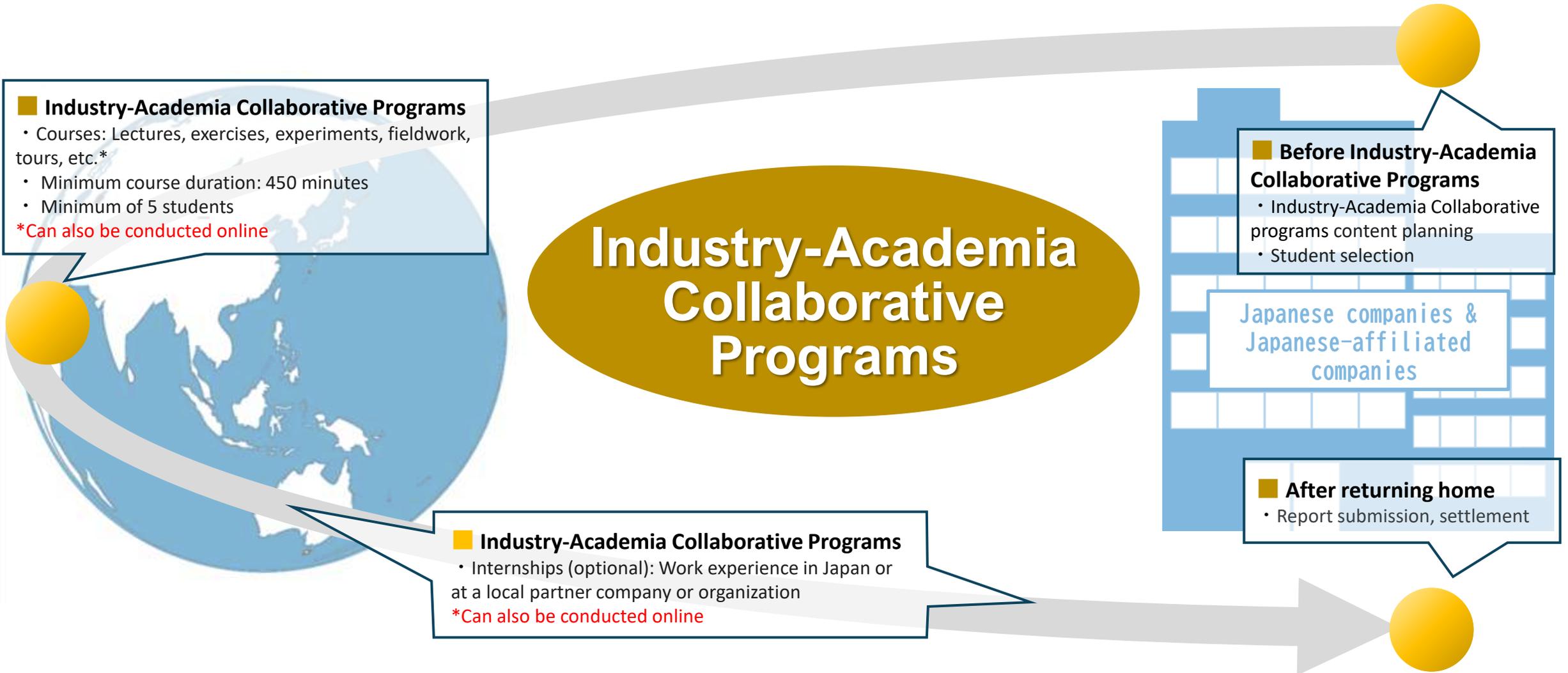
-In addition to the above, 10% of the total cost of the grant will be borne separately by the Japanese company (dispatching company) (proposal type).

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

9. Industry-Academia Collaborative Programs

Only ODA Program

About Industry-Academia Collaborative Programs



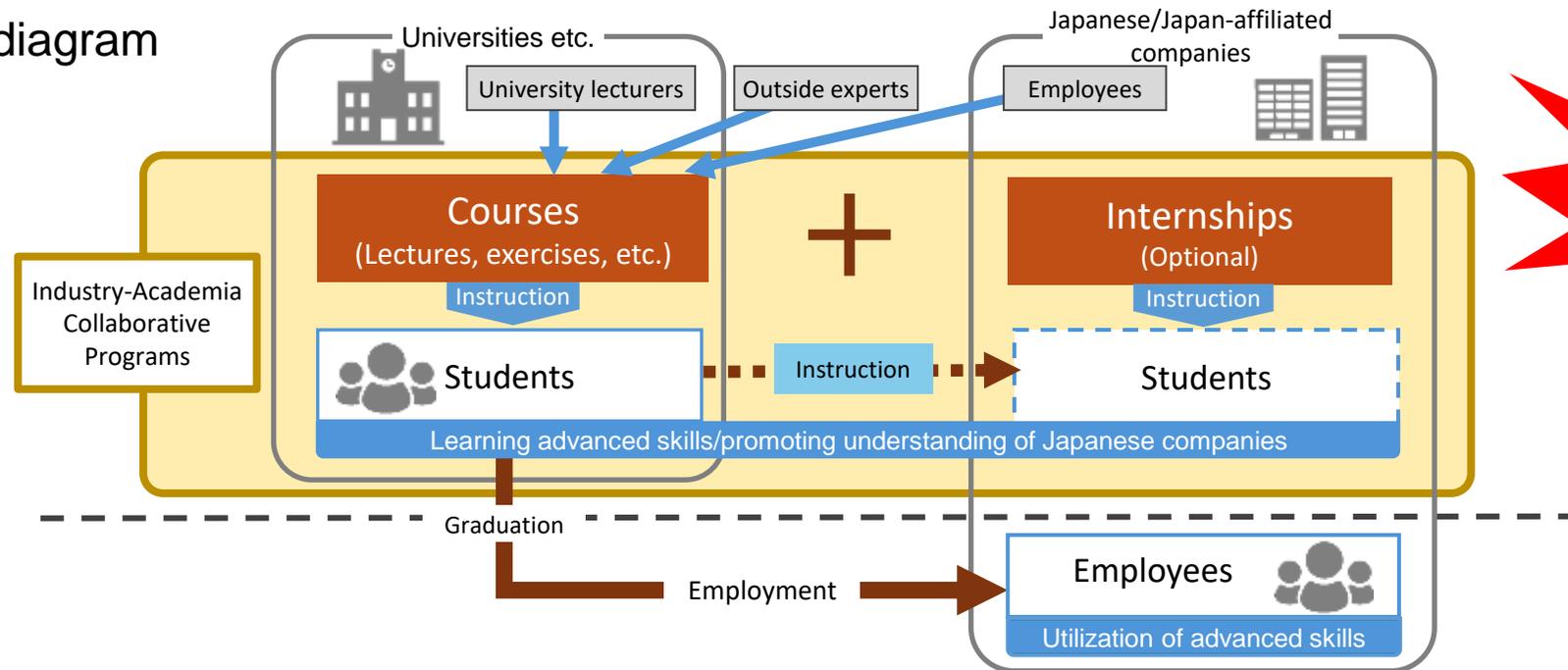
Benefits of Industry-Academia Collaborative Programs

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

Industry-Academia Collaborative Programs Project objectives and overview

Objectives	Industry-Academia Collaborative Programs on subjects such as advanced technical fields will be organized by Japanese companies and/or local Japan-affiliated companies at higher educational institutions in developing countries or in Japan with the aim of helping local students or international students from developing countries to acquire knowledge and skills needed by the companies and encouraging them to seek their employment at the companies. The purpose of the programs is to facilitate business activities and to deepen cooperation between Japan and the relevant countries.
Project overview	<ul style="list-style-type: none"> • Courses: Lectures, exercises, workshops, tours, etc. • Internships (optional): Work experience with cooperating companies and organizations in Japan or locally
Subsidy rate	2/3 of eligible expenses

Project diagram



Online guidance is also acceptable.

Industry-Academia Collaborative Programs

main requirements for application (1)



<p>Applicant companies (Japanese or local Japan-affiliated companies)</p>	<ul style="list-style-type: none"> • Companies and organizations with corporate status in Japan (with more than 50% Japanese ownership), or local Japan-affiliated corporations in which such companies and organizations have invested more than 50% of equity or representative offices of such companies and organizations • Those with plans to hire students from local universities etc. in developing countries that are eligible for Industry-Academia collaborative programs (companies within the same corporate group are also acceptable, and the plan should include positions at the “Technical/Humanities/International Services” level of status of residence). • Those with the abilities to implement and manage courses and internships and to pay associated costs • Those able to arrange companies and organizations to assist with preparation and implementation of Industry-Academia collaborative programs in the countries and regions where they are conducted, as necessary
<p>Courses and internships at local universities (Industry-Academia Collaborative program universities)</p>	<p>Courses</p> <ul style="list-style-type: none"> • Lectures, seminars, exercises, practical training and experiments, research, etc. at subject universities etc. • Minimum course duration: 450 minutes (ex.: 90 minutes x 5 sessions) • Number of students: 5 or more <ul style="list-style-type: none"> * Content must concern advanced technical fields directly related to company activities * Must include content to encourage promotion of employment with Japanese or local Japan-affiliated firms <p>Note: Online remote courses also are eligible</p> <p>Internships (optional)</p> <ul style="list-style-type: none"> • Work experience for some or all of the students of the course at the applicant corporation or its affiliated companies

Industry-Academia Collaborative Programs

main requirements for application (2)

Course content

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

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

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

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

* Please consult with us regarding specific subject fields etc.

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

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

Schools and institutions where courses are held

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

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

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

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

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

Industry-Academia Collaborative Programs:from start of recruitment through completion

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

Recruitment of implementing companies begins

Consultation and confirmation with AOTS

Submittal of application form for implementation

Screening committee

Preparations for dispatch of instructors
Finalization of implementation schedule,
recruitment of students
Sending approval notification

Selection and finalization of students

Start of Industry-Academia Collaborative Program

Also may be conducted online

Course implementation

Arrangement of internship schedule and participating students

Internship implementation (Optional)

Also may be conducted online

Completion of Industry-Academia Collaborative Program

Completion report, claim for settlement payment

Subsidies : Eligible expenses

Industry-Academia Collaborative Programs

Subsidy Rates



Applicant company		ODA Programs		Local Japan-affiliated companies
		Japanese companies		
		Leading medium-sized and small and medium-sized enterprises*1	Large enterprises	
Subsidy rate from Japanese government subsidy		2/3		
Corporate cost burden		1/3		
	Bearers	Applicant company (Japanese or local Japan-affiliated company)		

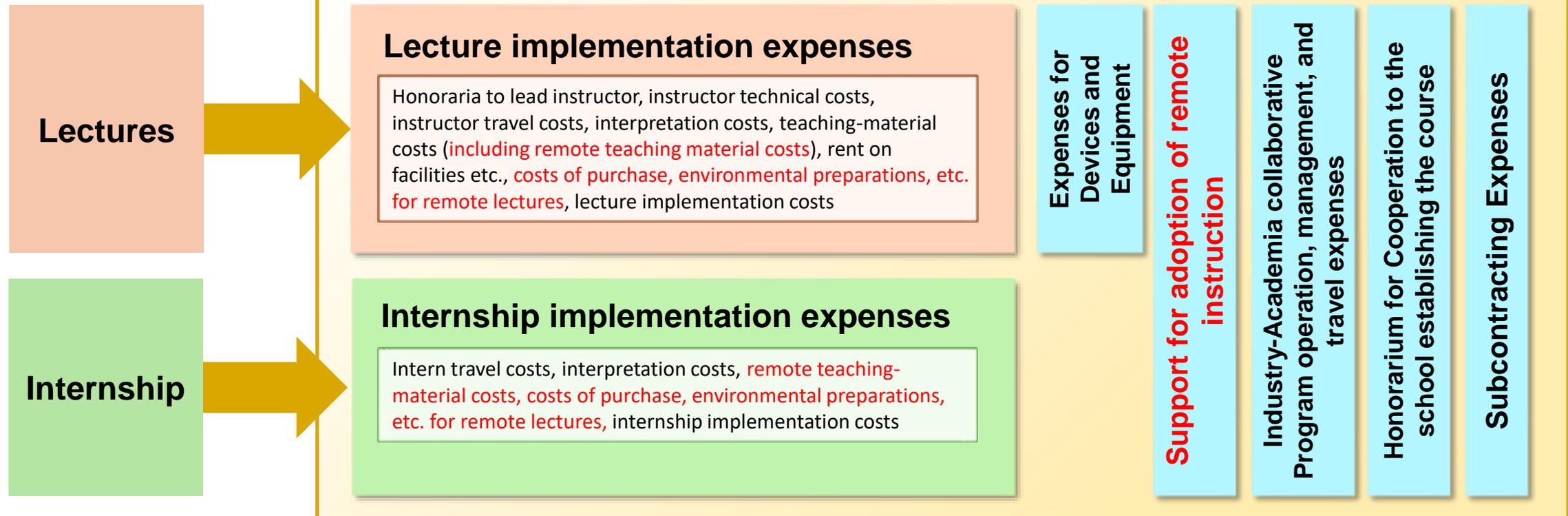
• In addition to the cost burden above, the applicant company (Japanese or local Japan-affiliated company) also will cover 10% of the total amount of costs eligible for assistance separately, as its share of program management costs.

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

Point

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

Expenses for Implementation of Industry-Academia Collaborative Programs



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



Instructor category	Position with affiliated institution or position authorized by the university where the program is conducted (if affiliated with a company etc. with no particular position authorized by the university where the program is conducted: Instructor)		Professor	Associate professor	Instructor, Assistant
Instructor technical costs	Per day of course instruction		(1) For technical guidance: 17,500 yen/person/day (2) For Japanese language instruction: 6,600 yen/person/day		
Cost of preparing teaching materials *1	Writing the text *2		4,000 yen/page	3,500 yen/page	3,000 yen/page
	Writing narration for recordings for teaching materials for learning outside of class hours		2,000 yen/page	1,800 yen/page	1,500 yen/page
Instructor travel costs	Japan	Daily allowance *3	2,724 yen/day	2,514 yen/day	
		Accommodation expenses(Region B) *3	12,362 yen/night	11,314 yen/night	
	Overseas: Region B ASEAN countries other than Singapore, etc.	Daily allowance *3	5,000 yen/day		
		Accommodation expenses *3	15,100 yen/night		
	Overseas: Region C Mongolia, South Asia, Central and South America, Africa, etc.	Daily allowance *3	4,500 yen/day		
		Accommodation expenses *3	13,500 yen/night		
	Airfare		Actual cost (discounted business class)		Actual cost (discounted economy class)
	Lead instructor honorarium *4	Maximum total amount per Industry-Academia collaborative program		Actual cost up to: 200,000 yen/program	

The maximum amount is applicable.

*1 Japanese, Chinese and Korean: 400 words/piece; Other than those: 200 words/piece

*2 PPT: 3 slides/piece (maximum number of slides: 30 slides per 3 hours (with interpretation), 60 slides per 3 hours (without interpretation))

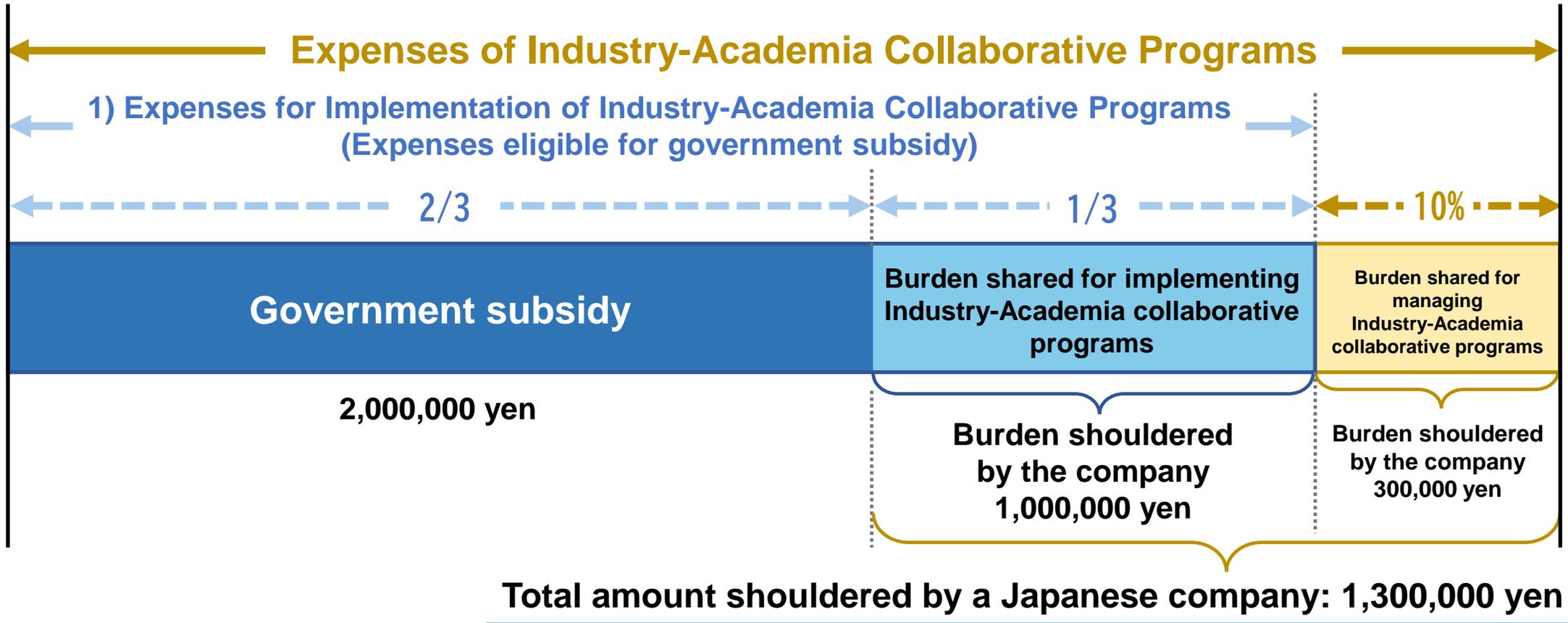
*3 The base amount will decrease gradually with the continuous period of stay (31-60 days: 90%; 61 days or longer: 80%)

*4 Available only for payment to an instructor other than an employee of the applying corporation

Industry-Academia Collaborative Programs Example of trial calculation



[Calculation conditions]
• Total cost of holding Industry-Academia Collaborative Program: 3,000,000 yen



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

Contact List for Inquiries

- **Address(Kitasenju Office)**

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

- **URL** <https://www.aots.jp>

- **Training in Japan (Technical Training)**

- **Training in Japan (Management Training; application from Japan)**

- **Overseas Training (project inviting type)**

- **Experts Dispatch, Junior Experts Dispatch**

Corporate Liaison Group 1 & Group 2

TEL: 03-3888-8221

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

- **Industry-Academia Collaborative Programs**

Industry-Academia Collaborative Program Group

TEL: 03-3888-8238

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

10. Reference Data

Feedback from Companies that Have Used Training in Japan System



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

Feedback from Companies that Have Used Experts Dispatch System



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

Frequently Asked Questions (Technical Training)



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

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

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

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

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

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

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

4. Is it possible to let trainees be employed?

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

5. Do you arrange trainees and receiving companies?

AOTS is not introducing or arranging trainees and receiving companies.

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

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

Frequently Asked Questions (Experts Dispatch)



1. Is there any eligibility for dispatched experts?

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

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

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

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

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

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

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

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

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

6. How long can experts be dispatched?

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

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

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