The Association for Overseas Technical Cooperation and Sustainable Partnerships
30-1, Senju-azuma 1-chome, Adachi-ku, Tokyo 120-8534

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Zero Emission Program

June 2026

Program Outline

&

Participation Requirements

of

The Program on Productivity Improvement for Indonesia

- Decarbonization through Energy-Saving Improvements in Manufacturing Sites -

[IDPI]

18 November – 1 December 2026

1. BACKGROUND OF THE PROGRAMS:

The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) is an organization for human resources development mainly in overseas countries to promote technical cooperation through training, experts dispatch and other programs. Through those programs, we aim at contributing to the mutual economic growth of developing countries and Japan as well as enhancing friendly relations among those countries.

AOTS was established in 1959 with the support of the Ministry of International Trade and Industry (which is the present Ministry of Economy, Trade and Industry: METI) as Japan's first technical cooperation organization on a private sector basis. More than 200,000 individuals from 198 countries and regions have undergone our training in Japan, while the cumulative attendance at our overseas programs till the end of fiscal 2024 exceeded 240,000.

The Program on Productivity Improvement for Indonesia - Decarbonization through Energy-Saving Improvements in Manufacturing Sites - (IDPI) is one of the management training programs conducted by the Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS) under the scheme of the Human Resource Development Program towards Zero Emission in Asian Countries/Regions by the Ministry of Economy, Trade and Industry. This program target foreign professionals from Asian countries and regions (including the Middle East) and aims to: (1) promote energy efficiency and reduce CO2 emissions in the industrial sectors of the target countries through the overseas transfer of energy-saving technologies held by Japanese companies; and (2) by fostering an enabling environment−including training local talent for social implementation and strengthening bilateral cooperation − through events and other initiatives aimed at disseminating the advanced technologies necessary to achieve carbon neutrality, thereby working together with emerging Asian nations and others to realize carbon neutrality.

This course is designed for Indonesia, and the participants will learn about the three approaches (productivity improvement, operational improvement, and facility improvement) and specific techniques to conserve energy in the production process in the automobile, industrial machinery and electrical machinery fields and aim at realizing energy-saving in the production sites in their own companies by implementing the formulated action plans after they return to their county.

2. COUNTRY:

Indonesia

3. NUMBER OF PARTICIPANTS:

15 participants

4. PARTICIPATION REQUIREMENTS:

(1) Participants should be executives, plant managers, production managers, or experts (such as engineers responsible for process control or energy management) in the manufacturing industry who are responsible for promoting energy conservation and decarbonization. The staff members of the organizations who provide guidance on these topics to the manufacturing sector are also accepted.
(2) Participants should be, in principle, more than 20 years old and over.
(3) Participants should have a sufficient working knowledge of Indonesian.
(4) Participants should be university graduates and/or have equivalent professional experience.
(5) Participants should be healthy enough to undergo an intensive training program in Japan.
(6) Participants should be residing in Indonesia.

(7) Participants should not be students or armed forces personnel.
(8) Former participants of the subsidized training programs in Japan organized by AOTS are not entitled to apply for any program which starts within six months (183 days) after they have returned home countries from Japan.

Notes:
(1) Participants shall attend all the events in the curriculum provided for each management training program.
(2) Family members or business partners (colleagues/subordinates of the participant's company) are not allowed to accompany participants on their journey in Japan.
(3) Participants shall not request AOTS to arrange, nor arrange by themselves, any additional programs, and shall leave Japan and return to their home countries soon after the completion of the program.

Preferential Selection:
(1) Participants from Japanese companies, business partners of Japanese companies, companies planning to deal with Japanese companies are most desirable. (In the case of applications from Japanese companies, business partners of Japanese companies, companies planning to deal with Japanese companies, the priority for selection becomes higher.)
(2) In the case of applications from non- Japanese affiliated companies that do not have any business relations with Japanese companies, the priority for selection becomes lower.
(3) In addition, applications from companies with capital from developed countries will be given lower priority in the selection process than applications from local companies that hold local capital.
(4) Those who work in the national government (agency) or the local government (agency) have lower priority to participate in this training programs, since the programs are mainly targeted at the people working in the companies/organizations in the private sector.
(4) The number of participants from the same host company in Japan or the same sending company from overseas may be limited if there are more applicants than AOTS can accept.

5. OUTLINE OF THE PROGRAM:

- OBJECTIVES

This program is designed to help participants learn three approaches to energy conservation in manufacturing production processes—equipment improvements, productivity improvements, and management and operational improvements—along with specific methodologies. The objective is to enhance participants' capabilities so that, upon returning to their home countries, they can improve their companies' production processes, promote energy conservation and CO2 reduction, and contribute to decarbonized business operations.

- KEY BENEFITS

(1) To learn about the role and responsibilities of the manufacturing sector in decarbonization, as well as how the development of highly efficient production systems—a strength of Japan's manufacturing industry—can lead to reduced energy consumption during manufacturing.
(2) To deepen the participants' understanding of specific energy-saving methods in production processes, such as waste reduction, energy consumption visualization, and the adoption of renewable energy in addition to the three approaches to energy conservation.
(3) To be able to identify the appropriate measures to implement at their own production sites and formulate concrete action plans to promote energy conservation by taking steps toward energy conservation and the ultimate goal of decarbonization.

- CONTENTS

[Participants' Understanding of Company's Current Situation]
Participants will prepare and bring with them to Japan the data serving as the basis for their company's current situation, challenges, current electricity consumption, and reduction targets—as outlined in their pre-training reports.

[Understanding the Role and Responsibilities of the Manufacturing Sector in Decarbonization, and Initiatives

in Japan's Manufacturing Industry]
Participants will gain an overview of the background behind the demand for decarbonization, raise their awareness of the roles and responsibilities that the manufacturing sector must fulfill, and learn about the initiatives being undertaken by Japanese manufacturing industry. They will understand how the establishment of high-efficiency production systems—a strength of Japanese companies—eliminates overburden, unevenness, and waste, leading to reduced energy consumption in manufacturing.

[Understanding Energy-Saving Methods in Production Processes]
Participants will learn about three approaches to energy conservation in production processes: (1) equipment improvement, (2) productivity improvement, and (3) operational improvement. With a particular focus on (2), they will learn through lectures and exercises about the methods essential for enhancing productivity—such as 5S and visual management. Additionally, through lectures and exercises, participants will learn about energy-saving methods in manufacturing settings, as well as the next steps in energy conservation, such as waste reduction, visualizing energy usage, and the adoption of renewable energy. Furthermore, through company visits, participants will deepen their understanding of how these management techniques are actually implemented on the shop floor.

[Formulation of an Action Plan to Promote Energy Conservation at Participants' Company]
Utilizing what they have learned in this training, participants will review their target values and formulate an action plan to promote energy conservation at their own production sites, outlining specific steps toward energy conservation and subsequent decarbonization using the three approaches mentioned above. They will present this plan on the final day.

The course will usually consist of three hours in the morning and three hours in the afternoon. Group Discussion may take place in the evening. Please see the Tentative Schedule for further details.

- DURATION

Wednesday 18 November – Tuesday 1 December 2026 (14 days)

- LANGUAGE

All lectures, discussions, and company visits and exercises will be conducted in Indonesian or Japanese with translation into Indonesian. In principle, the program documents and training materials will be prepared in Indonesian.

-TRAINING LOCATION AND ACCOMMODATION

AOTS Kansai Kenshu Center (KKC) **<may change in consideration of various factors>**
http://www.aots.jp/en/center/about/kkc.html
7-5, Asaka 1-chome, Sumiyoshi-ku, Osaka 558-0021, Japan
Tel: 81-6-6608-8260 (Reception) Fax: 81-6-6690-2678

Tentative Schedule
of
The Program on Productivity Improvement for Indonesia
- Decarbonization through Energy-Saving Improvements in Manufacturing Sites -
[IDPI]

18 November – 1 December 2026, AOTS Kansai Kenshu Center (KKC) <To Be Determined>

Date	Morning	Afternoon	
17 Nov (Tue)	Arrival in Japan		
18 Nov (Wed)	Orientation/ Opening Ceremony	[Lecture] Introduction to Decarbonization Society	
19 Nov (Thu)	[Lecture] Japanese Companies' Initiatives toward Carbon Neutrality	[Visit] Case of Environmental Management at Japanese Company	
20 Nov (Fri)	[Lecture] 5S and KAIZEN	[Visit] Case of 5S and KAIZEN	
21 Nov (Sat)	Day Off		
22 Nov (Sun)	Day Off		
23 Nov (Mon)	[Lecture/ Exercise] Productivity Improvement through Elimination of MUDA and KAIZEN on Site (1)		
24 Nov (Tue)	[Lecture/ Exercise] Productivity Improvement through Elimination of MUDA and KAIZEN on Site (2)	[Visit] Case of KAIZEN on Site	
25 Nov (Wed)	[Lecture/ Exercise] Energy Conservation Initiatives on Production Line (1)		
26 Nov (Thu)	[Lecture/ Exercise] Energy Conservation Initiatives on Production Line (2)	[Visit] Case of Energy Conservation Initiatives on Production Site (1)	
27 Nov (Fri)	[Visit] Case of Energy Conservation Initiatives on Production Site (2)	[Visit] Case of Introduction of Renewable Energy	
28 Nov (Sat)	Day Off		
29 Nov (Sun)	Day Off		
30 Nov (Mon)	Presentation of Action Plan (Individual)	[Visit] Case of Introduction of High-Efficiency Equipment	
1 Dec (Tue)	Presentation of the Action Plan (Overall)		Closing Ceremony
2 Dec (Wed)	Departure from Japan		

Remarks: (1) The above schedule is subject to change for the convenience of lecturers and cooperating companies, or for other unavoidable reasons.
(2) Several group discussion sessions will be arranged in the evening.
(3) Though Saturdays and Sundays are days off in general, lectures may be scheduled if deemed necessary.

6. APPLICATION PROCEDURE:

Individual applicants should ensure the delivery of the following application documents in both PDF and Excel format through Overseas Collaborating Organizations to the Overseas Cooperation Group I of AOTS listed in Appendix 1 by the deadline.
As the deadline for the submission of the application documents differs for each organization, please ask the Overseas Collaborating Organizations. Please contact the Overseas Cooperation Group I of AOTS listed in Appendix 1 for the contact address of the Overseas Collaborating Organization.
Applicants will be interviewed by the Overseas Collaborating Organizations.

[Application Documents]

(1) AOTS Training Application Form and Applicant's Personal Record
(AOTS official form: Handwriting should be avoided.)
*Soft copies of both PDF and Excel file will be required to submit.
(2) Enquiry about your Interest in doing business with Japanese companies and/or Entry into Japanese market
*Excel file
(3) Medical Check Sheet (AOTS official form: Handwriting should be avoided.) *PDF file
(4) About the handling of Personal Information Concerning Trainees (AOTS official form) *PDF file
(5) Overseas Travel Insurance Consent Form *PDF file
(6) Enquiry into Training Contract (For Japanese Joint-Venture-Companies and Companies exclusively funded by Japanese Enterprises) *PDF file
*For application forms (1) and (3) and (4) to (6) above the applicant's signature is needed for authorization to proceed. In the absence of agreement, or failure of submission, course participation will not be granted.
(7) A brochure of the applicant's company/organization *PDF file
(8) Digital image of face photo (Please enter your name in the data title.)
(9) Photocopy of the applicant's passport *JPEG or PDF file
*If the applicant doesn't possess a passport, an election card, a driver's license or a photo ID issued by a public organization in the home country containing his or her full name (written in Roman block letters) and date of birth should be submitted instead.
(10) Pre-Training Report *Excel

Notes:
**AOTS may ask the applicants to submit additional documents such as an official registration document and the latest financial statement of the company/organization, etc., other than the above listed, if necessary.
** The formats are available from the Overseas Collaborating Organizations. Please ask them.

[Screening Committee Meeting]

The application documents will be forwarded to the AOTS Screening Committee for official approval of participation. Those who successfully pass the screening process will be notified when they receive the invitation documents.

Notes: If the number of applicants is less than the number of participants by the application deadline, AOTS may cancel or postpone this program.

Deadline of applications for IDPI to reach AOTS, Japan: **no later than 14 September 2026**.

Screening Committee for IDPI: **8 October 2026**

7. ARRIVAL AND DEPARTURE DATES:

Participants "in principle" are requested to arrive in Japan **the day before** the commencement of the training program and leave Japan the day after the final day of the program.

8. TRAINING COSTS (Application from overseas countries):

The training costs and the procedures for their settlement differ depending on whether an overseas company makes the application via the Overseas Collaborating Organization or a Japanese host company in Japan makes the application. The following is an explanation of the case of the application from an overseas country via a Collaborating Organization.

8-1) Outline

AOTS training programs are financed by Official Development Assistance (ODA) subsidies from the Japanese Ministry of Economy, Trade and Industry (METI) together with the Participation Fee from the participants themselves.

-The Training Costs will vary in accordance with the actual airfare and participants' staying days.
-Participants shall purchase their air tickets by themselves. For information on how to purchase tickets, please refer to "Guidelines for Purchase of Air Tickets by the Participant and method of reimbursement by AOTS" on Appendix 2.
-In principle, the subsidy from the Japanese Government applies from the day before the start of the training until the last day of the training.
-Sample estimate of the Participation Fee is shown in Appendix 3 "Estimate of the Fees and Costs".
-Participants are encouraged to enter the round-trip amount of the airline ticket they intend to purchase in order to ascertain the approximate amount of the participation fee when applying for training.
-The participation fee is the sum of 1/2 of 1. Allowance Costs and 231,000 yen, 2. Course Implementation Costs minus Japanese government subsidies on Appendix 3.
-Participants will pay the participation fee upon arrival in Japan.
-AOTS will reimburse the international travel expenses to the participant (the amount will be finalized based on the AOTS rules and regulations after checking the evidence documents for the purchase of the ticket submitted by the participant when he/she arrives in Japan).
-The amount the participant actually pays after arrival in Japan is the participation fee minus the international travel expenses.
-In principle, payment is accepted by credit card.
AOTS Tokyo Center (Tokyo): Visa and Mastercard can be accepted.
AOTS Kansai Kenshu Center (Osaka): Visa, Mastercard, JCB, American Express, Diners Club, and Discover can be accepted.
-If it is difficult to pay by credit card, payment by cash will be accepted. In such case, please contact AOTS before coming to Japan.

8-2) Breakdown

The Training Costs are the total amount of expenses to invite a participant to a training program in Japan. It is the sum of 1. Allowance Costs and 2. Course Implementation Costs. The Participation Fee, the amount that participants should bear, consists of "Contribution to Allowance Costs" and "Contribution to Course Implementation Costs" [A].

1. Allowance Cost

The allowance cost is composed of the following items.
The Contribution to Allowance Costs is 1/2 of the Allowance Costs.

(1) International Travel Expenses

-International travel expenses are provided if an air ticket and its evidence document for purchase of the air ticket satisfy the required conditions; they are not provided if the conditions are not satisfied, or the participant is travelling on a free ticket.
- Participants should purchase their round-trip air tickets by themselves. Please refer to "Guidelines for Purchase of Air Tickets by the Participant and method of reimbursement by AOTS" listed on Appendix 2 for the arrangement and the method of reimbursement for details.
- A participant is not allowed to overstay at city(ies) of a third country between the participant's home

country and Japan for any reasons other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.

(2) Accommodation and Meal Allowance

At the AOTS Kenshu Center

- During the training period, participants will be accommodated at an AOTS Kenshu Center. AOTS will provide a participant with accommodation in a single room to the value of JPY 12,200 per day with meals (lunch, dinner and breakfast), while the participant stays at an AOTS Kenshu Center.
- For the arrival day, AOTS will provide a participant with accommodation to the value of JPY 11,200 per day with dinner and breakfast at an AOTS Kenshu Center.
- Please note that AOTS Kenshu Center canteens are closed on Sundays. The participant will receive JPY 3,200 in cash per day for meals to cover the days of closure.

During the study tour

- When a study tour is implemented during the training program, a participant will be provided with accommodation to the value of JPY 14,500 (the upper limit) per day, and the meal allowance (JPY 3,200 per day) will be provided to participants in kind or paid in cash by AOTS.

(3) Personal Allowance

- AOTS will pay JPY 1,000 per day in cash to a participant.

(4) Welfare costs (Overseas Travel Insurance premiums)

- These are the costs of overseas travel insurance insured by AOTS for the participants.

2. Course Implementation Costs

The Contribution to Course Implementation Costs for a two-week course (the amount participants should bear) is JPY 231,000.

3. Domestic Travel Allowance

AOTS will arrange for the participants a chartered bus or other means of transport from the international airport to the AOTS training center on arrival in Japan, or provide part of the transport costs in cash as per the table below.

【Train】

Airport of arrival in Japan	Training Center	Standard Amount (Round trip)	Standard Route
Kansai International Airport (Osaka)	AOTS Kenshu Center (KKC)	JPY 1,760	Kansai International Airport (Osaka)－AOTS Kansai Kenshu Center (KKC)

- In either case, AOTS will arrange a meeting service at the arrival airport in Japan.

Contribution to AOTS's Administration Cost

AOTS would like to ask the participants to support us by offering JPY 30,000 per participant as Contribution to AOTS's Administration Cost.
This contribution is not obligatory; however, it would be highly appreciated if you could understand the purpose of the contribution and give us the above amount of money in addition to the Participation Fee. AOTS will issue the receipt for the participants.

9. VISA ACQUISITION PROCEDURES:

(1) Status of Residence:

The status required for your training in Japan is a "Trainee."

(2) Visa Acquisition

A participant shall apply for and obtain a "Trainee" visa at a Japanese embassy or a general consulate (hereinafter: diplomatic mission) with materials issued by AOTS such as a Guarantee Letter. It may be the case that the submitted materials are forwarded to the Consular Affairs Bureau (Tokyo) for checking. Please note that it is strongly recommended to apply well in advance as the application documents may be referred to the ministry in Japan, which can take time.

(3) Notes

A bearer of a visa other than "Trainee" visa, e.g., a "temporary visitor" visa, a "multiple" visa, or an APEC business travel card (ABTC), or a citizen from a country/area participating in a visa waiver program with Japan must confirm with the local Japanese diplomatic mission prior to visa application if the existing visa is in accordance with the qualification of stay in Japan for the AOTS management training program.

10. OVERSEAS TRAVEL INSURANCE COVERAGE:

AOTS provides participants with travel insurance from the time of arrival in Japan until the time of departure from Japan. The cover consists of medical expenses for medical treatment at a medical institution for injuries and illnesses, as well as liability and rescue costs. Please refer to "Overseas Travel Insurance Consent Form" and submit a signed agreement to confirm your agreement with the overseas travel insurance coverage when you apply for the training.

11. HANDLING OF PERSONALLY IDENTIFIABLE INFORMATION:

AOTS handles personally identifiable information we have obtained from the applicant as follows:

(1) Administrator of Personally Identifiable Information: General Manager, General Affairs & Planning Department,
The Association for Overseas Technical Cooperation and Sustainable Partnerships (AOTS)
Group in charge: General Affairs and Personnel Group, General Affairs & Planning Department, AOTS
Tel: 81-3-3888-8211 E-mail: kojinjoho-cj@aots.jp

(2) Use of Personally Identifiable Information
Personally identifiable information provided by the participant will only be used for the screening of the participants and the implementation of the training program. It will not be used for any other purposes or beyond the scope required by laws and regulations of Japan.
For AOTS's privacy policy, please visit the website below.
https://www.aots.jp/en/privacy-policy/

PRE-TRAINING REPORT

The Program on Productivity Improvement for Indonesia
- Energy Conservation through Productivity Improvement as well as Improvement of Operation and Management in Production Process -
[IDPI]

Please complete the following items in English using a computer or similar device, **within 100 words per item**, in **the specified Excel format**.
This document will be used as a reference material in 1) the screening process of applicants and 2) the group discussion and the presentation to be held during the program by sharing with lecturers and other participants. Therefore, the **applicant is requested to fill in all of the items clearly and concretely.**
Please submit the pre-training report in the specified Excel format, not in PDF, Word format, etc.
The Excel format is available from the Overseas Collaborating Organization or the below URL.
https://www.aots.jp/en/what-we-do/hrd/management/subsidized/list-of-courses/
***AOTS will not use this information for any other purposes other than an AOTS training program.**

1. Your name	
2. Your country	
3. Name of your company/ organization	
4. Outline of your organization (Business outline, product lines/service, and size of business of your company) * Preferably attach an organization brochure	
5. Your position and department (preferably attach an organizational chart, indicating your position)	
6. Your duties in detail	

7. Factors obstructing productivity enhancement and energy conservation in your company				
8. Possible measures to solve such problems together with limitation factors				
9 Your expectations of the program in relation to the described problems				
10. What are the current values, and the target values that need to be achieved after returning home, as to your choice of either A or B (right)? **No need to fill in both A and B.** NOTE: If your department/ organization is INDIRECTLY involved in manufacturing, write about the whole of the factory involved. The target values should be practical.	<Choose A or B>	<Current Values>		<Target Values>
	A: Yearly power consumption of the whole of your factory	_____ (kWh/year)	=>	_____ (kWh/year)
	B:Yearly power consumption of a process at your manufacturing department (or factory)	_____ (kWh/year)	=>	_____ (kWh/year)
	NOTE: If you choose B, write about the process you referred to, in the right column.			

Appendix 1 : Contact Information

AOTS (Japan)

General inquiries regarding applications:	30-1, Senju-azuma 1-chome, Adachi-ku Tokyo 120-8534, Japan	
Overseas Cooperation Group I, **Overseas Management Department**	Tel:	81-3-3888-8256
	Fax:	81-3-3888-8242
	E-mail:	shouhei-au@aots.jp

*For the contact address of the Overseas Collaborating Organizations, please contact Overseas Cooperation Group I.

Application from overseas countries:	12A Floor, Wisma KEIAI, Jl. Jend Sudirman Kav 3 Jakarta 10220, Indonesia	
Jakarta Office	Tel:	62-21-572-4262、62-21-572-4263
	Fax:	
	E-mail:	information@aots.or.id

Overseas Collaborating Organization

Himpunan Alumni AOTS Indonesia (HAAI) -Jakarta Central Board	Kompleks Darma Persada University, Jl. Taman Malaka Selatan, Pondok Kelapa, Jakarta Timur 13450	
	Tel:	62-21-50103116
	E-mail:	yashaai@gmail.com
Himpunan Alumni HIDA-AOTS Sumatera (HAASI)	Jalan A R Hakim NO.126 MedanMedan Sumatera Utara 20216	
	Tel:	62-812 6036 142, 62-811 6373 964
	E-mail:	ibet05@yahoo.com
Himpunan Alumni AOTS Indonesia (HAAI) -Jawa Tengah & DIY	Jl. Brigjend Sudiarto 606, Semarang, Central Java 50199	
	Tel:	62-624-6714856
	E-mail:	haai.jateng@gmail.com

Appendix 2:

Guidelines for Purchase of Air Tickets by the Participant
And method of reimbursement by AOTS

1. Arrival and Departure Dates:

In principle, arriving in Japan **on the day before** the commencement of the program and departing on the day after the closing day of the program.

2.Method of Reimbursement:

When purchasing an air ticket, participants are requested to submit purchase evidence documents to show that participants have **purchased a discount economy air ticket. If the participants purchase a ticket other than economy class, such as first class, business class, the expenses will not be reimbursed.**

(1) International Travel Expenses eligible to be Subsidized (Reimbursement)

During the training program in Japan, participants should present to AOTS their air tickets and submit purchase evidence documents (2) (i) to (iii) below. AOTS finalizes the travel expenses based on these documents and will reimburses the participant in cash (JPY) the amount eligible for subsidy out of the sum of the following items (i) and (ii).

(i) In principle, the actual round-trip airfare for a discounted economy class flight on a direct flight or a connecting flight on a reasonable route.
* The round-trip airfare arranged up to a ceiling of the amount listed on the following page will be eligible for subsidy.
*If the participant purchases a ticket that does not satisfy the above (i) required conditions, such as business class, the subsidized amount for travel expenses will not be reimbursed.
* A participant is not allowed to overstay at city(ies) of a third country between the participant's home country and Japan for any reason other than flight convenience. In such a case, AOTS might not reimburse the International Travel Expenses to the participant.

(ii) The departure tax, airport tax and security insurance fees, other taxes and actual costs of ticketing fees by travel agents indispensable to above (i) flight.

(2) Evidence Documents of Purchasing of Air Ticket

When purchasing air tickets, participants are requested to arrange an air ticket that meets the conditions in (1) (i) above. The participants should then submit the payment evidence documents in (i) and (ii) below.

Purchase Evidence Documents	Details *Basically shown in English required
(i) Receipt	**-Payment evidence obtained by any of the methods a) to c) listed on the right must be submitted.** **a) Receipts issued by the travel agency or airline.** **b) An e-mail sent by the operator of an air ticket sales website confirming the completion of payment for airline tickets, if purchased via the internet** **c) A screenshot of confirmation of completed payment provided on the website for ticket purchase, if purchased via the internet** ***The payment evidence in a) to c) above shall contain at least the following information.** **- Actual paid amount together with its currency unit** **- Ticket number identical to the one on the e-ticket purchased or passenger name to board together with departing date** **- Name of recipient**
(ii) E-ticket	**-E-ticket shall contain the date of issue, the name of the passenger, E-ticket number (13 or 10 digits), and the flight itinerary.**

<Upper limit for round-trip airfare to Japan eligible for subsidy for Indonesia>

JPY 309,460

Notes: This table is applicable to participants in training programs **starting between 22 April 2026 and 30 September 2026**. The actual amount will be informed after it is settled.

[Appendix 3] Estimate of the Fees and Costs

Country: **Indonesia**
International Travel Expenses: **Indonesia ⇔ Japan, Roundtrip**
Management Training Course: **IDPI (14-day Course)**

(Japanese Yen)

Training Costs	Total Amount	Government Subsidies	Participation Fee
1. Allowance Costs			
<Breakdown of Allowance Cost>	<Breakdown>		
(1) International Travel Expenses	150,000	[B]	
(2) Accommodation and Meal Allowances			
a. [at the AOTS Kenshu Center]			
@ 11,200 x 1 day (Arrival Day) =	11,200		
@ 12,200 x 14 days = [during the study tour]	170,800		
b. Meal Allowance			
@ 3,200 x 0 day(s) =	0		
c. Accommodation Allowance			
@ 14,500 x 0 day(s) =	0		
(3) Personal Allowance			
@ 1,000 x 15 days =	15,000		
(4) Welfare Costs			
Overseas Travel Insurance	1,560		
		[1/2]	[1/2]
Subtotal (1)~(5)	348,560	174,280	174,280
2. Course Implementation Costs			
<Breakdown of Course Implementation Costs>	<Breakdown>		
(1) Direct Course Implementation Cost	180,000	90,000	90,000
(2) Personnel expenses, Miscellaneous costs	375,000	234,000	141,000
Subtotal (1)~(2)	555,000	324,000	231,000
3. Domestic Travel Allowance (Kansai Airport - KKC)	1,760	1,760	
Total	905,320	500,040	**405,280** ← [A]

The amount of International Travel Expenses shown here is for reference only. Please put the airfare you plan to purchase and make calculation by yourself.
Please also see 3. Notes at the bottom of the page.

Grey colored column = The amount paid in kind to participant by AOTS.

Yellow colored column = The amount paid in cash to participant by AOTS during the training.

2. Settlement Method and Breakdown

After arrival in Japan, the participant and AOTS shall make a settlement [C]=[A]-[B] shown below.
If the difference [C] is negative (-), it means that the amount will be paid from AOTS to the participant.

	Item	Amount (Japanese Yen)	Note
[A]	Participation Fee (Participation Fee consists of 1. Allowance Costs and 2. Course Implementation Costs minus Government Subsidies)	**405,280**	This is the amount participants should bear, and the value of which varies with the International Travel Expenses amount, and participants' staying days, etc.
[B]	International Travel Expenses paid back from AOTS to participant during the training.	**150,000**	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan [C]=[A]-[B]	**255,280**	-

(Japanese Yen)

	Amount paid to participants from AOTS to participant in cash during the training.	**16,760**	Total amount of yellow colored column in the table. (Excluding International Travel Expenses, which are settled by Participation fee.)

*In the case that participants travel to the Kenshu (Training) Center by bus, the transportation is provided in kind and not by cash.

3. Notes

Air ticket will be purchased by participant. AOTS will subsidize the amount in accordance with rules & regulations.
International travel expenses subsidy will be provided if an air ticket and its receipt satisfy required conditions; not provided if unsatifying conditions or for a free ticket.
In case the international travel expenses subsidy will not be provided, the amount of 1.-(1) in the above figure will be zero and therefore, the "Allowance Costs" and "Total Cost" will be changing accordingly.