



The Association for Overseas Technical Cooperation and Sustainable Partnerships
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ODA Program

April 2026

Program Outline
&
Participation Requirements
of
The Executive Program on Corporate Management
[EPCM]

2 September – 15 September 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.

AOTS organizes and develops a various range of training courses based on requests from returning participants and industry in developing countries.

The Executive Program on Corporate Management (EPCM) is one of AOTS's flagships and has been the most popular course to learn corporate management philosophy, theories, and skills together with their underlying ways of thinking. Since its establishment in 1983, this course has been continuously conducted to improve the managerial capabilities of corporate executives in developing countries. This course is designed for executives and use the case method to examine decision-making based on actual cases, from an executive perspective. Through dialogue among participants, it aims to enhance the thinking skills necessary for corporate executives to make effective decisions.

2. COUNTRY:

Please refer to “[Appendix 4] List of Target Countries and Regions” of this program outline.

Those who reside in the countries listed in the table and are recommended by AOTS's Overseas Collaborative Organization or able to apply from a Japanese company located in Japan may apply.

3. NUMBER OF PARTICIPANTS:

14 participants

4. PARTICIPATION REQUIREMENTS:

- (1) Participants should be, in principle, director-level senior executives who have overall responsibility for their organizational management.
- (2) Participants should be more than 20 years old and over.
- (3) Participants should have a sufficient working knowledge of English.
- (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 the developing countries and/or regions.
- (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

The objective of the program is to enhance the thinking skills necessary for corporate executives' decision-making, thereby upgrading the quality of the management of their companies.

- KEY BENEFITS

- (1) Using cases of Japanese and/or non-Japanese companies, participants will deeply consider how they would handle the situations described in the case if they were the executives of those companies. Through peer dialogue led by the instructors, participants will broaden their perspectives as corporate executives, thereby improving their thinking skills.
- (2) Participants will strengthen decision-making skills regarding specific management issues such as corporate philosophy, management policies, corporate and competitive strategies, corporate ethics, marketing, and human resources management.

- EDUCATIONAL METHODOLOGY

The most distinctive feature of EPCM is that all classes are conducted not through one-way lectures, but through peer dialogue among participants to develop their thinking skills, using the so-called case method. Participants will read cases of Japanese and foreign companies selected by the instructors. Participants will then discuss in small groups how they would think if they were the executives of those companies regarding the issues pointed out by the instructors, to prepare for the class where all participants will participate. The instructors will throw out questions to initiate dialogue and start the class. Participants, as executives of the company, engage in ongoing dialogue, earnestly expressing their opinions and working toward the most appropriate decisions, guided by the experienced instructor's facilitation. All EPCM participants who have experienced this case method have highly recommended it as the most effective approach for strengthening the thinking and decision-making skills of executives.

Course Design (Steps of the Course)

[Step 1]

Participants will first share their definition of "Japanese Management", based on their own perspectives and experiences, and sort out its strengths and weaknesses. Then, through facilitated class discussions with the instructor and among peers, they will identify the unique values, mindsets, and practices that can enhance their own capabilities and knowledge.

[Step 2]

While developing their thinking skills, participants will deepen their understanding of corporate philosophy, management policies, corporate and competitive strategies, corporate ethics, marketing, and finance through case method discussions. Company visits will allow participants observe actual management practices at Japanese companies and provide opportunities to exchange their views with the business leaders and corporate executives.

[Step 3]

Through these steps, participants will reaffirm their roles as business leaders committed to enhancing the management quality of their own companies.

[Step 4]

On the final day, participants will be divided into groups to present their ideas on the "possibilities of desirable management" based on what they have learned through EPCM. After listening to the perspectives of other groups, they will receive feedback from the Course Director and the Associate Course Director.

The typical daily schedule consists of a two-hour morning class session and a two-hour afternoon class session. *For the EPCM program, it consists of a total of 6 hours, including a one-hour small group session and a two-hour class session, both in the morning and in the afternoon. In addition to the small group session before each class session, the participants may hold small group sessions in the evening. Please see the Tentative Schedule for further details.

- DURATION

Wednesday 2 September – Tuesday 15 September 2026 (14 days)

- LANGUAGE

All lectures, discussions, and company visits will be conducted in English or Japanese with translation into English. The program documents and training materials will be prepared in English.

- COURSE DIRECTOR

ITO Akitoshi, Ph.D
Professor of Finance, Faculty of Business Administration
Nanzan University

Dr. Ito obtained a BA from the University of Tokyo, an MBA from Keio University, and a PhD in Finance from the University of Western Ontario (Ivey Business School). He did research and taught at Hitotsubashi University Business School for 2007 - 2023 before he joined Nanzan University. His research interests include corporate finance, corporate governance, SDGs, disclosure, and company valuation. He published many articles in major academic journals. He was also active about developing in-company training programs for many companies and governments.

- ASSOCIATE-COURSE DIRECTOR

YAHAGI Tsuneo, Ph.D
Professor Emeritus, Keio University

Dr. Yahagi graduated from Keio University (BS). After working at Mitsubishi Corporation, he went to Stanford University, where he obtained an MBA (with Distinction), MS (Statistics) and Ph.D. (Most Excellent Ph.D. Thesis Award in management, 1981). He has started up and managed his own venture business as well as joined several S.M.E top managements. He became Mitsubishi Chaired professor and also served as Dean of the Graduate School of Business before becoming Provost of Keio University. He has served as an advisor to the central and local governmental agencies of Japan and private companies both in Japan and the US. He has served several companies listed on Tokyo Stock Exchange as outside board members. His areas of expertise are corporate and competitive strategy, and statistics.

- TRAINING LOCATION AND ACCOMMODATION

AOTS Tokyo Kenshu Center (TKC) <may change in consideration of various factors>

<http://www.aots.jp/en/center/about/tkc.html>

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

Tel: 81-3-3888-8231 (Reception) Fax: 81-3-3888-0763

**Tentative Schedule
of
The Executive Program on Corporate Management [EPCM]**
2 September – 15 September 2026, AOTS Tokyo Kenshu Center (TKC)

Date	Morning	Afternoon	
1-Sep (Tue)	(Arrival in Japan)		
2-Sep (Wed)	Orientation Opening Ceremony	[Case Study] Japanese Management	
3-Sep (Thu)	[Case Study] Economics for Management		
4-Sep (Fri)	[Case Study] Business Ethics		
5-Sep (Sat)	[Case Study] Marketing		
6-Sep (Sun)	Day off		
7-Sep (Mon)	Day off		
8-Sep (Tue)	[Case Study] Technological Innovation and Corporate Management		
9-Sep (Wed)	[Case Study] Corporate Finance		
10-Sep (Thu)	Study Tour	[Visit] Corporate Philosophy and Production Management	
11-Sep (Fri)		[Visit] Corporate Philosophy of a Japanese Company	
12-Sep (Sat)	Day off		
13-Sep (Sun)	Day off		
14-Sep (Mon)	[Case Study] Organization and Human Resource Management		
15-Sep (Tue)	[Lecture] Special Management Lecture	Final Group Presentation	Closing Ceremony
16-Sep (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 Sundays are day off in general, lectures may be scheduled if deemed necessary.

6. APPLICATION PROCEDURE:

(Application from host companies in Japan)

(1) Advance application: The Japanese host company should contact the Corporate Liaison Group I / II of AOTS, the address of which appears in Appendix 1, by telephone or e-mail with an outline of the training plan (e.g., duties and background of the participants, whether practical training is required or not, etc.).

Please submit the following application documents to the Corporate Liaison Group I / II by the deadline.

1. AOTS Training Application Form (outline)
2. The trainee's personal record and enquiry into training contract
3. Pre-training report

(2) Formal application: After receiving notification of acceptance of the advance application, the host company will be informed about the preparation of the necessary documents and arrangements for the formal application.

*If you have any questions, please contact the Corporate Liaison Group I / II (see Appendix 1).

*The above-mentioned AOTS prescribed forms can be downloaded from the website below.

<https://www.aots.jp/hrd/technology-transfer/download/#kanri-shinkokoku> (Japanese).

(Application from overseas countries)

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 *Word

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 EPCM to reach AOTS, Japan: **no later than 16 June 2026.**

Screening Committee for EPCM: **16 July 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.
- Please refer to Table 1 “List of Target Countries and Regions” on Appendix 4 for the classification of Category 1 and Category 2.
- Sample estimates of the Participation Fee for the countries of Category 1 and Category 2 are shown in Appendix 3-1, 3-2 “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.
- For Category 1, the participation fee is the sum of 1/3 of 1. Allowance Costs and 210,000 yen, 2. Course Implementation Costs minus ODA subsidies on Appendix 3-1.
- For Category 2, the participation fee is 156,000 yen, after subsidy for 2. Course Implementation Costs minus ODA Subsidies on Appendix 3-2. (1. Allowance Costs are fully subsidized.)
- 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 for the participants from the countries in Category 1 is 1/3 of the Allowance Costs. Participants from the countries in Category 2 do not have to pay the Contribution to 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 3200 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 210,000 for those participating from Category 1 countries and JPY 156,000 for those participating from Category 2 countries.

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
Narita International Airport (Tokyo)	AOTS Kenshu Center (TKC)	JPY 5,560	Narita international Airport (Tokyo)—AOTS Tokyo Kenshu Center (TKC)

- 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 below website.

<https://www.aots.jp/en/privacy-policy/>

PRE-TRAINING REPORT

-The Executive Program on Corporate Management -
[EPCM]

Please fill in the following items by using a personal computer or similar equipment in English. Handwriting should be avoided. AOTS will duplicate and distribute it to lecturers and other participants as a reference material for the group discussion and the presentations to be held during the program.

1. Your name	
2. Your country	
3. Name of your company/ organization	
4. Outline of your organization (preferably attach an organization brochure)	
5. Your position and department (preferably attach an organizational chart, indicating your position)	
6. Your duties in detail	

<p>7. Most critical managerial problems you are now facing, indicating their causes from your viewpoint</p>	
<p>8. Possible measures to solve such problems together with limitation factors</p>	
<p>9. Your expectations of the program in relation to the described problems and how you would like to utilize your learning upon participating</p>	

Appendix 1 : Contact Information

AOTS (Japan)	
Application from overseas countries:	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
Application from host companies in Japan:	30-1, Senju-azuma 1-chome, Adachi-ku Tokyo 120-8534, Japan
Corporate Liaison Group I / II, Corporate Liaison Department	Tel: 81-3-3888-8221
	Fax: 81-3-3888-8428
	E-mail: kigyo-inquiry-az@aots.jp
*For the contact address of the Overseas Collaborating Organizations, please contact Overseas Cooperation Group I.	
Application from overseas countries:	Gaysorn Amarin 12F 496-502 Ploenchit Rd, Lumpini, Pathumwan, Bangkok 10330 Thailand
Bangkok Office	Tel: 66-2-255-2370
	Fax: 66-2-255-2372
	E-mail: information@aots.or.th
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
Application from overseas countries:	Office Unit 12A, Rectangle One, D-4 Saket District Center, New Delhi 110017, India
New Delhi Office	Tel: 91-11-41054504
	Fax:
	E-mail: info@aots.org.in

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 reimburse 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, then obtain an quotation issued by travel agents or obtained via an Internet service for purchasing air tickets. The participants should then submit the payment evidence documents in (i) to (iii) below.

Purchase Evidence Documents	Details	
(i) Evidence Documents confirming the amount quoted at the time of ticket purchase.	-Estimate obtained by any of the methods a) to c) listed on the right must be submitted.	a) Quotation issued by the travel agency. b) An email with the quoted price sent by the travel agency (copy) c) A screenshot of website displaying the prices of the air ticket on the Internet. *The quotations in a) to c) above, (quotation) or a screenshot of a price on the Internet shall contain the following information. (The conditions such as date of travel and seat classes (e.g., economy class))
(ii) Receipt	-Receipts issued by travel agencies. -If purchased via the internet, a screenshot of the credit card authorization screen or a copy of the credit card statement is acceptable. -E-tickets with the word 'receipt' and statement of the actual purchase price are also acceptable).	
(iii) E ticket	-E ticket requires the passenger's name, itinerary, and e-ticket number (13 or 10 digits).	

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

Departing from	Upper Limit for Round-trip (JPY)	
Southeast Asia	Indonesia	271,130
	Malaysia	268,620
	Myanmar	307,590
	Philippines	169,610
	Thailand	315,080
	Vietnam	254,850
Northeast Asia	Mongolia	175,090
South Asia	Bangladesh	415,640
	India	413,670
	Nepal	294,640
	Pakistan	335,250
	Sri Lanka	290,420
Latin America	Argentina	837,200
	Bolivia	704,730
	Brazil	636,190
	Colombia	789,470
	Guatemala	864,120
	Mexico	506,220
	Paraguay	733,860
	Peru	606,660
Venezuela	807,140	

Departing from	Upper Limit for Round-trip (JPY)	
Africa	Egypt	334,240
	Ghana	706,790
	Kenya	370,040
	Tanzania	575,200
	Zambia	639,030
Middle East	Iran	443,070
Europe and Others	Georgia	519,940
	North Macedonia	461,180
	Turkey	571,670
	Serbia	558,950

Notes: This table is applicable to participants in training programs **starting between 1 October 2025 and 31 March 2026**. The actual amount will be informed after it is settled.

[Appendix 3-1] Estimate of the Fees and Costs [Category 1 Country]

Country: Philippines
 International Travel Expenses: Philippines ↔ Japan, Roundtrip
 Management Training Course: EPCM(14-day Course)

(Japanese Yen)			
Training Costs	Total Amount	ODA Subsidies	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<Breakdown>		
(1) International Travel Expenses	169,610 [B]		
(2) Accommodation and Meal Allowances a. [at the AOTS Kenshu Center] @ 11,200 x 1 day (Arrival Day) =	11,200		
@ 12,200 x 13 days = [during the study tour]	158,600		
b. Meal Allowance @ 3,200 x 1 day(s) =	3,200		
c. Accommodation Allowance @ 14,500 x 1 day(s) =	14,500		
(3) Personal Allowance @ 1,000 x 15 days =	15,000		
(4) Welfare Costs Overseas Travel Insurance	1,560		
Subtotal (1)~(5)	373,670	[2/3] 249,113	[1/3] 124,557
2. Course Implementation Costs <Breakdown of Course Implementation Costs>	<Breakdown>		
(1) Direct Course Implementation Cost	185,000	123,333	61,667
(2) Personnel expenses, Miscellaneous costs	427,000	278,667	148,333
Subtotal (1)~(2)	612,000	402,000	210,000
3. Domestic Travel Allowance (Narita Airport - TKC)	5,560	5,560	
Total	991,230	656,673	334,557 ← [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 ODA Subsidies)	334,557	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.	169,610	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[C]=[A]-[B]$	164,947	-

(Japanese Yen)

	Amount paid to participants from AOTS to participant in cash during the training.	23,760	Total amount of yellow colored column in the table.
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* 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 unsatisfying 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.

[Appendix 3-2] Estimate of the Fees and Costs [Category 2 Country]

Country: **Bangladesh**
 International Travel Expenses: **Bangladesh ⇄ Japan, Roundtrip**
 Management Training Course: **EPCM (14-day Course)**

1. Overview of the Estimate of the Training Costs

(Japanese Yen)

Training Costs	Total Amount	ODA Subsidies	Participation Fee
1. Allowance Costs <Breakdown of Allowance Cost>	<Breakdown>		
(1) International Travel Expenses	415,640 [B]		
(2) Accommodation and Meal Allowances a. [at the AOTS Kenshu Center] @ 11,200 x 1 day (Arrival Day) =	11,200		
@ 12,200 x 13 days = [during the study tour]	158,600		
b. Meal Allowance @ 3,200 x 1 day(s) =	3,200		
c. Accommodation Allowance @ 14,500 x 1 day(s) =	14,500		
(3) Personal Allowance @ 1,000 x 15 days =	15,000		
(5) Welfare Costs Overseas Travel Insurance	1,560		
Subtotal (1)-(5)	619,700	619,700 [3/3]	[NONE] 0
2. Course Implementation Costs <Breakdown of Course Implementation Costs>	<Breakdown>		
(1) Direct Course Implementation Cost	185,000	185,000	0
(2) Personnel expenses, Miscellaneous costs	427,000	271,000	156,000
Subtotal (1)-(2)	612,000	456,000	156,000
3. Domestic Travel Allowance (Narita Airport - TKC)	5,560	5,560	
Total	<u>1,237,260</u>	<u>1,081,260</u>	<u>156,000</u> ← [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 2. Course Implementation Costs minus ODA Subsidies.)	156,000	This is the amount participants should bear.
[B]	International Travel Expenses paid back from AOTS to participant during the training.	415,640	The amount of International Travel Expenses shown here is for reference only.
[C]	Amount to be settled after coming to Japan $[C]=[A]-[B]$	-259,640	-

(Japanese Yen)

	Amount paid to participants from AOTS to participant in cash during the training.	23,760	Total amount of yellow colored column in the table.
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*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 unsatisfying 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.

[Appendix 4] List of Target Countries and Regions

Participants should be residing in the following countries/regions.

<i>Category 1*</i>		
Albania	Iran	Papua New Guinea
Argentina	Iraq	Paraguay
Armenia	Jamaica	Peru
Azerbaijan	Jordan	Philippines
Belarus	Kazakhstan	Samoa
Belize	Kosovo	Serbia
Bhutan	Kyrgyzstan	Sri Lanka
Bolivia	Lebanon	St. Helena
Bosnia and Herzegovina	Libya	St. Lucia
Brazil	Malaysia	St. Vincent and Grenadines
Colombia	Maldives	Suriname
Costa Rica	Marshall Islands	Syrian Arab Republic
Cuba	Mexico	Tajikistan
Dominica	Micronesia	Thailand
Dominican Republic	Moldova	Tokelau
Ecuador	Mongolia	Tonga
El Salvador	Montenegro	Turkey
Fiji	Montserrat	Turkmenistan
Georgia	Nauru	Ukraine
Grenada	Nicaragua	Uzbekistan
Guatemala	Niue	Vanuatu
Guyana	North Macedonia	Venezuela
Honduras	Pakistan	Viet Nam
India	Palau	Wallis and Futuna
Indonesia	Panama	West Bank and Gaza Strip
<i>Category 2*</i>		
Afghanistan	Ethiopia	Niger
Algeria	Gabon	Nigeria
Angola	Ghana	Rwanda
Bangladesh	Gambia	Sao Tome and Principe
Benin	Guinea	Senegal
Botswana	Guinea-Bissau	Sierra Leone
Burkina Faso	Haiti	Solomon Islands
Burundi	Kenya	Somalia
Cabo Verde	Kiribati	South Africa
Cambodia	Lao People's Democratic Republic	South Sudan
Cameroon	Lesotho	Sudan
Central African Rep.	Liberia	Tanzania
Chad	Madagascar	Timor-Leste
Comoros	Malawi	Togo
Congo	Mali	Tunisia
Côte d'Ivoire	Mauritania	Tuvalu
Democratic Republic of the Congo	Mauritius	Uganda
Djibouti	Morocco	Yemen
Egypt	Mozambique	Zambia
Equatorial Guinea	Myanmar	Zimbabwe
Eritrea	Namibia	
Eswatini	Nepal	

1. The list above is in alphabetical order, with the generic name for the country being used.
2. These countries and regions are mainly developing countries as designated by the OECD/DAC (Organization for Economic Co-operation and Development / Development Assistance Committee).

*Low/Lower Middle/Upper Middle Income Countries (Category 1):

According to the DAC list of ODA recipients effective for reporting on 2024 and 2025 flows, these are Low/Lower Middle/Upper Middle Income Countries and regions which are not "Least Developed Countries", and thus have been recognized by the Japanese government as target countries for ODA. African countries and regions listed have been excluded as they will be treated as Category 2 countries this fiscal year.

*Least Developed Countries (Category 2):

These are mainly the least developed countries on the DAC list and countries in the African countries and regions, which the Japanese government has identified as target countries to especially support through ODA.