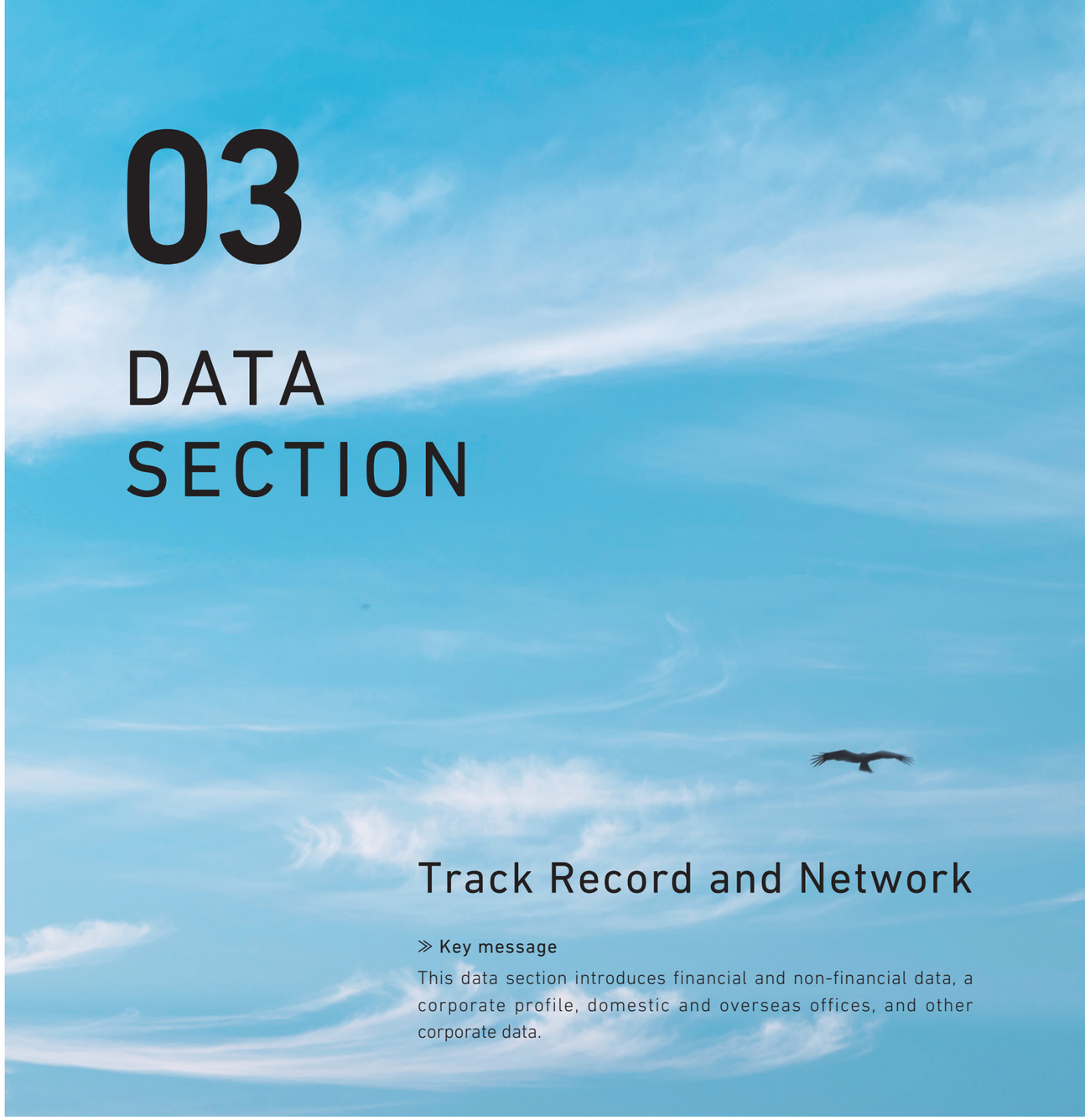


03

DATA SECTION

Track Record and Network

≫ Key message

This data section introduces financial and non-financial data, a corporate profile, domestic and overseas offices, and other corporate data.

Key Financial Data for the Past 14 Years ····· 112
Non-Financial Data ····· 114
Profile ····· 115
Organizational Chart ····· 116
Domestic and Overseas Network ····· 117

1 Key Financial Data for the Past 14 Years



First Medium-Term Business Plan | Second Medium-Term Business Plan | Third Medium-Term Business Plan | Fourth Medium-Term Business Plan | Fifth Medium-Term Business Plan

(Unit : millions of yen)

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017*	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Total Assets	**14,430,245**	**16,346,047**	**18,463,816**	**17,580,622**	**18,571,673**	**18,012,060**	**17,648,951**	**17,337,510**	**16,873,323**	**18,429,429**	**20,157,883**	**21,657,108**	**20,464,753**	**20,445,967**
Cash and Due from Banks	837,986	723,189	850,496	1,220,187	1,526,209	1,751,287	1,191,463	1,544,838	1,233,919	1,451,153	2,193,775	2,565,369	2,762,447	2,140,217
Securities	122,181	227,201	261,786	236,602	281,249	351,605	367,026	358,748	272,359	328,053	347,087	340,203	318,317	364,815
Loans and Bills Discounted	10,555,128	12,655,401	14,432,949	13,540,661	14,309,138	13,513,680	13,576,561	13,133,980	13,556,815	14,759,174	15,587,788	16,423,476	15,414,487	15,656,959
Total Liabilities	**12,083,506**	**14,004,734**	**16,003,296**	**15,108,255**	**16,064,061**	**15,465,589**	**14,962,287**	**14,223,458**	**13,832,426**	**15,526,462**	**17,208,488**	**18,672,083**	**17,218,831**	**16,746,711**
Borrowed Money	7,234,598	8,407,707	9,425,316	9,438,450	9,908,705	8,370,758	7,574,713	6,786,499	6,651,321	7,554,208	8,513,677	9,193,988	8,720,489	8,767,688
Bonds Payable	2,215,962	2,711,377	3,049,490	2,668,558	3,301,565	4,392,597	4,583,492	4,886,646	4,964,965	5,634,984	6,191,755	6,636,856	6,119,651	5,271,662
Total Net Assets	**2,346,738**	**2,341,312**	**2,460,520**	**2,472,367**	**2,507,611**	**2,546,471**	**2,686,664**	**3,114,051**	**3,040,896**	**2,902,967**	**2,949,394**	**2,985,025**	**3,245,922**	**3,699,255**
Capital Stock	1,360,000	1,360,000	1,391,000	1,391,000	1,683,000	1,765,200	1,785,300	1,883,800	1,963,800	2,023,800	2,108,800	2,211,800	2,332,800	2,702,800
Ordinary Income	**217,291**	**226,100**	**257,252**	**240,005**	**294,656**	**390,060**	**479,113**	**485,856**	**284,742**	**313,480**	**659,923**	**1,133,061**	**1,028,875**	**882,794**
Ordinary Expenses	**153,708**	**134,741**	**136,755**	**197,276**	**253,118**	**327,996**	**426,085**	**369,071**	**240,369**	**296,089**	**503,404**	**1,069,795**	**946,191**	**746,381**
Ordinary Profit	**63,583**	**91,358**	**120,496**	**42,728**	**41,537**	**62,063**	**53,028**	**116,784**	**44,372**	**17,391**	**156,518**	**63,265**	**82,683**	**136,413**
Net Income Before Income Taxes	—	—	—	—	—	62,065	53,034	116,801	44,382	17,394	156,532	62,371	85,259	136,427
Net Income	63,585	91,366	126,187	42,772	41,612	62,064	53,030	116,775	44,337	17,345	156,518	62,316	85,042	136,304
Net Income Attributable to Owner of Parent	**—**	**—**	**—**	**—**	**—**	**62,081**	**53,022**	**116,740**	**44,290**	**17,299**	**156,585**	**62,342**	**86,306**	**136,977**
Net Cash Provided by (Used in) Operating Activities	13,826	151,011	32,337	716,752	86,879	316,767	(448,205)	225,807	(354,995)	(66,110)	411,380	(306,770)	(132,526)	(634,039)
Net Cash Provided by (Used in) Investing Activities	(33,030)	(100,086)	(19,356)	21,888	(38,559)	(33,263)	(36,062)	7,512	75,141	(25,412)	(11,064)	24,483	18,374	6,074
Net Cash Provided by (Used in) Financing Activities	42,358	(31,712)	(14,695)	(63,698)	120,601	61,591	(11,050)	71,974	21,544	38,116	77,670	23,053	91,027	330,800
Cash and Cash Equivalents at End of Period	23,154	42,367	40,651	715,594	884,516	1,229,610	734,292	1,039,586	781,277	727,871	1,205,858	946,624	923,500	626,336

* Consolidated financial statements have been disclosed since fiscal 2017, with the establishment of the subsidiary JBIC IG.

2 Non-Financial Data

Environment

GHG Emissions*

	FY2023	FY2024	FY2025
GHG Scope 1*	186.8 t-CO_2	338.3 t-CO_2	**386.7** t-CO_2
GHG Scope 2*	89.1 t-CO_2	563.8 t-CO_2	**125.3** t-CO_2
Total Emissions (Scope 1 and 2)*	275.9 t-CO_2	902.1 t-CO_2	**512.0** t-CO_2
GHG Scope3 Category15 (Financed Emissions)	–	236.5 Mt-CO_2e	–

*For details of the calculation methodology, please refer to pages 82–85.
*Overseas representative offices have been included in the calculations of Scope 1 and Scope 2 emissions since FY2024.

Social

Human Resources

Number of Employees	699	720	**740**
Average Age	38.31	37.82	**37.89**
Average Length of Service	10.17 years	10.26 years	**9.99 years**
Percentage of Employees Posted Overseas	Men: 16% Women: 13%	Men: 16% Women: 9%	**Men: 16% Women: 12%**
Percentage of Women in Managerial Positions	8.3%	9.3%	**11.6%**
Percentage of Mid-Career Hires	Managers: 18% Non-Managers: 30%	Managers: 20% Non-Managers: 29%	**Managers: 21% Non-Managers: 28%**
Percentage of Mid-Career Hires among Regular Employees	30%	30%	**28%**

Human Resource Development

LMS*3 Access Rate	–	97%	**99%**
No. of Learning Activities Completed on the LMS	–	27,394	**27,624**
No. of Employees Dispatched as Overseas Trainees	31 (Men: 13 Women: 18)	30 (Men: 16 Women: 14)	**25 (Men: 12 Women: 13)**

Comfortable Workplace

Paid Leave Usage Rate*2	–	76.3%	**80.9%**
Percentage of Men Taking Childcare Leave	76.4%	61.9%	**83.3%**
Percentage of Men Taking Childcare Leave and Short-Term Leave for Childcare Reasons*4	105.8%	90.4%	**108.3%**
Return-to-Work Rate after Maternity and Childcare Leave	100%	100%	**100%**

*1 Unless otherwise indicated, figures are as of the end of the fiscal year or represent fiscal year-end figures.
*2 Figures are on a calendar-year basis.
*3 LMS: Learning Management System
*4 Calculated as: (1) the number of male employees who took childcare leave and/or leave for childcare purposes during the fiscal year ÷ (2) the number of male employees whose spouses gave birth during the fiscal year.
Since (1) includes employees whose spouses gave birth in the previous fiscal year, the percentage may exceed 100% in some fiscal years.

3 Profile

(as of July 19, 2026)

Name	The Japan Bank for International Cooperation (JBIC)
Head Office	4-1, Ohtemachi 1-chome, Chiyoda-ku, Tokyo 100-8144, Japan
Capital Stock	¥2,702.8 billion (wholly owned by the Japanese government)
Loan and Equity Investments Outstanding	¥16,121.5 billion (as of March 31, 2026)
Guarantees Outstanding	¥1,453.3 billion (as of March 31, 2026)
Number of Employees	795
Established	April 1, 2012 (Originated from the Export Bank of Japan, established in December 1950)



Overview of JBIC IG Partners (JBIC IG)

JBIC IG is an investment advisory firm established in June 2017 by JBIC and IGPI. JBIC IG applies the respective strengths of JBIC and IGPI as follows : JBIC has knowledge and experience in financing international projects as Japan's policy-based financial institution; IGPI has knowledge of investments and broad experience in providing companies with hands-on support to drive long-term, sustainable growth in corporate and business value. JBIC IG aims to create long-term, sustainable value for Japanese investors and industries through the development of global business opportunities and a disciplined investment approach.

Name	JBIC IG Partners
Head Office	4-1, Ohtemachi 1-chome, Chiyoda-ku, Tokyo 100-8144, Japan
Established	June 30, 2017
Capital Stock	¥250 million

About JBIC IG

JBIC IG is an investment advisory firm established by JBIC and IGPI.

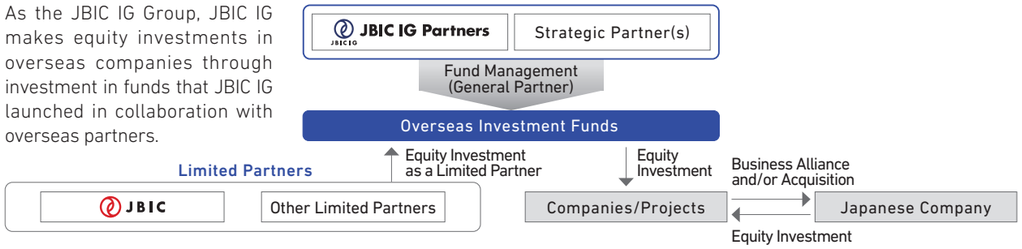


JBIC IG's Business Model

Through investment advisory services to overseas funds, JBIC IG invests in overseas projects by partnering with foreign investment managers. The investments aim to promote Japanese companies' joint investments or provide opportunities for Japanese companies to collaborate with overseas companies.

Investment Structure

As the JBIC IG Group, JBIC IG makes equity investments in overseas companies through investment in funds that JBIC IG launched in collaboration with overseas partners.



4 Organizational Chart

Domestic

as of July 21, 2026

Corporate Planning Group	Corporate Planning Department
	Legal Affairs and Compliance Office
	Human Resources Management Office
	Sustainability Management Department
	Strategic Research Department
Credit, Assessment and Risk Management Group	Credit Department
	Environmental Assessment Office
	Country Credit Department
	Risk Management Department
Treasury and Systems Group	Treasury Department
	Administration and General Services Department
	IT Planning and Operations Administration Department
Energy and Natural Resources Finance Group	Energy Solutions Finance Department
	Energy Transformation Strategy Office
	Mining and Metals Finance Department
Infrastructure and Environment Finance Group	New Energy and Power Finance Department I
	New Energy and Power Finance Department II
	Social Infrastructure Finance Department
Industry Finance Group	Corporate Finance Department
	Finance Office for SMEs
	Marine and Aviation Finance Department
	Osaka Branch
Equity Finance Group	Equity Investment Department
Japan-U.S. Strategic Investment Group	Japan-U.S. Strategic Investment Department
	Internal Audit Department
	Audit and Supervisory Board Members' Office

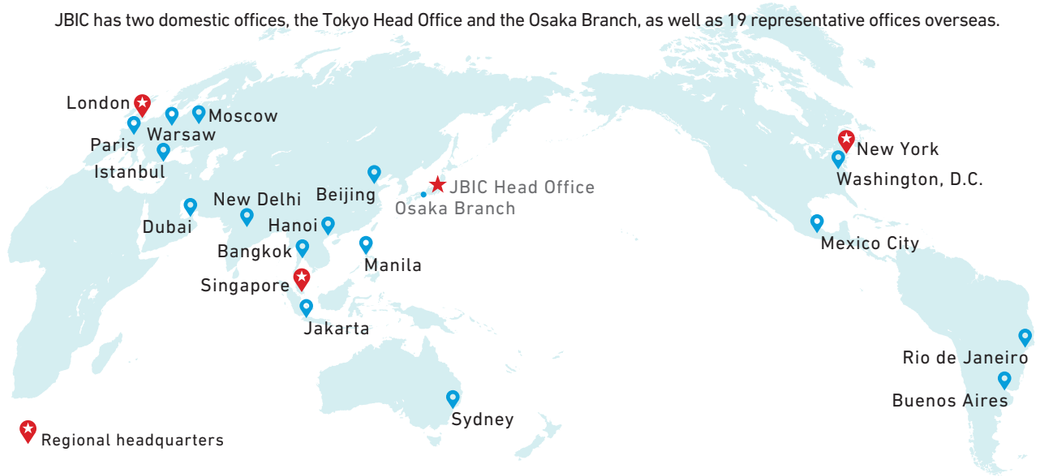
Overseas

Regional Headquarters for Asia and Pacific	Singapore*, Beijing, Bangkok, Hanoi, Jakarta, Manila, New Delhi, Sydney
Regional Headquarters for Europe, the Middle East and Africa	London*, Moscow, Paris, Warsaw, Istanbul, Dubai
Regional Headquarters for the Americas	New York*, Washington, D.C. , Buenos Aires, Mexico City, Rio de Janeiro

*Singapore, London, and New York are assigned as core regional headquarters to supervise business and administrative activities and support project formulation in Asia and Pacific; Europe, the Middle East and Africa; and the Americas, respectively.

5 Domestic and Overseas Network (as of July 1, 2026)

JBIC has two domestic offices, the Tokyo Head Office and the Osaka Branch, as well as 19 representative offices overseas.



Singapore
(Regional Headquarters for Asia and Pacific)
9 Raffles Place, #51-02 Republic Plaza, Singapore 048619
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Fax.: 65-6557-2807

Beijing
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Tel.: 86-10-6505-8989
Fax.: 86-10-6505-3829

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21st Floor, Park Ventures Ecoplex, 57 Wireless Road, Lumpini, Pathumwan, Bangkok 10330, Thailand
Tel.: 66-2-252-5050
Fax.: 66-2-252-5514

Hanoi
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Fax.: 84-24-3824-8937

Jakarta
Summitmas II 5th Floor, Jl. Jenderal Sudirman, Kav. 61-62, Jakarta Selatan, Indonesia
Tel.: 62-21-5220693
Fax.: 62-21-5200975

Manila
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Tel.: 63-2-8856-7711 ~ 14
Fax.: 63-2-8856-7715, 7716

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Fax.: 91-11-4352-2950

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Tel.: 61-2-9293-7980

London
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Moscow
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Fax.: 7-495-258-1858

Paris
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Tel.: 33-1-4703-6190

Warsaw (Provisional Office)
Ul. Chmielna 73, 00-801 Warszawa, Poland
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Istanbul
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Dubai
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Fax.: 971-4-363-7090

New York
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Fax.: 1-212-888-9503

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Buenos Aires
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Mexico City
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Fax.: 52-55-5525-3473

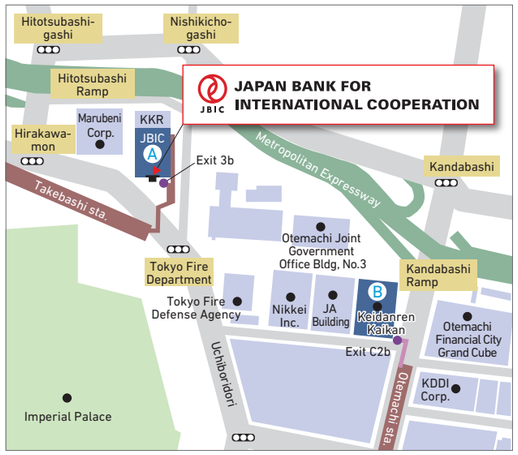
Rio de Janeiro
Praia de Botafogo, 228, Sala 801B, Setor A, Botafogo, Rio de Janeiro, RJ, CEP 22250-906, Brazil
Tel.: 55-21-2554-2305
Fax.: 55-21-2554-8798

Access to JBIC Head Office and Osaka Branch

JBIC Head Office

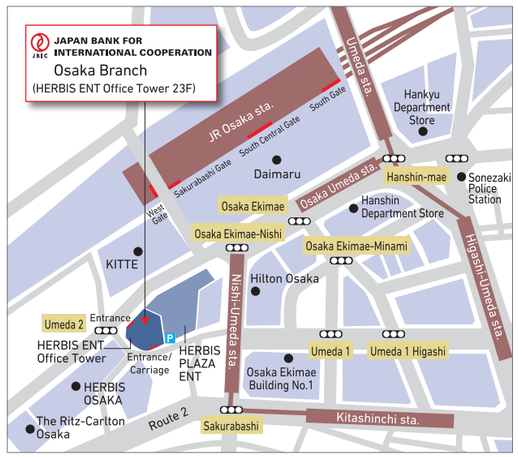
4-1, Ohtemachi 1-chome, Chiyoda-ku,
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Legal Affairs and Compliance Office,
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日本の力を、世界のために。
Supporting Your Global Challenges

The Japan Bank for International Cooperation
Press and External Affairs Division, Corporate Planning Department, Corporate Planning Group

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