Special Feature: Employee Interviews on Human Capital Management

Three Skills Demonstrated by JBIC Employees Active in an Increasingly Diverse and Advanced International Business Environment

JBIC implements a range of human resource development initiatives to address increasingly diverse and advanced business needs. Among these initiatives, we believe it is important not only to strengthen each employee's individual strengths and aptitudes, but also to develop three key skills: financial "expertise"; "public spirit," which involves looking ahead to the development of Japan and the international economic community amid increasingly complex international relations; and "internationality." Through interviews, we explore how employees working on the front lines value and demonstrate these three skills in their work.

CASE 01 Enhancing ability to create value through integrated development of "expertise, public spirit, and international perspective"



Director, Human Resources Division, Human Resources Management Office, Corporate Planning Department
MORI Takahiko

Joined JBIC in 2002. After working in the Legal Department, the Energy and Natural Resources Finance Department, at the New York Representative Office, and in the New Energy and Power Finance Department I, among other positions, assumed his current position.

JBIC plays a role in addressing social issues by connecting a wide range of stakeholders, primarily governments and companies in Japan and overseas. For this reason, we believe that human resource development should focus on developing three skills in an integrated manner: expertise, public spirit, and an international perspective. Expertise is deepened as each employee acquires knowledge and skills through diverse work experiences, training, and opportunities overseas. Public spirit is cultivated by approaching our work with an awareness of the value we can provide to Japan and the world. An international perspective is developed through practical experience working internationally and engaging with diverse stakeholders. Furthermore, I believe that the very experience of collaborating with colleagues and stakeholders from diverse backgrounds maximizes opportunities for personal growth and serves as a driving force for mutually reinforcing these three skills.

Leveraging the characteristics of our relatively small organization, and considering the strengths and aptitudes of individual employees, we systematically develop these three skills by combining OJT with training programs, overseas assignments, and other opportunities. By creating an environment in which employees maintain high aspirations and a broad perspective and continuously pursue their own growth, we will enhance our organization's ability to create value.



At JBIC, employees need knowledge not only of finance but also of the political systems of the host countries. In training for new hires, MORI emphasizes the need for these three skills. At times, he draws on his own experience with projects in countries such as Chile and Egypt to provide examples and deepen their understanding.

CASE 02 Expertise gained through work and overseas study helps support startups



Investment Director, Equity Investment Department, Equity Finance Group
TSUCHIYA Tohori

Joined JBIC in 2014. After working in the Credit Department and Corporate Planning Department and studying overseas, assumed his current position.

I am responsible for startup investments in the Equity Investment Department. I believe that supporting startup's growth requires not only expertise in equity investment, but also knowledge in finance, including debt finance, as well as an understanding of organizational management. The expertise I developed through my previous work in overseas credit assessment and financing for the power sector, together with my corporate governance experience in the Corporate Planning Department, has provided a solid foundation for my current role. These experiences have equipped me with the ability to assess businesses' sustainable growth potential from diverse perspectives, an essential skill as a venture capitalist.

Another major source of motivation has been earning an MBA through JBIC's overseas study program at MIT, a university renowned for its vibrant entrepreneurial ecosystem. The many courses I took on entrepreneurship, as well as the network I developed with MIT faculty members who have extensive experience as entrepreneurs and venture capitalists, continue to benefit me in my current work.

The expertise I have gained through these professional experiences and overseas study is a major asset in supporting Japanese entrepreneurs as they commercialize breakthrough technologies and expand their businesses to overseas market.



While studying at MIT, TSUCHIYA served as co-director of an accelerator program in the energy and climate-tech sectors, supporting the commercialization of university startups and their collaboration with large corporates. Drawing on the expertise gained through these experiences, he now supports startups.

CASE 03 Understanding partner countries' policies and local needs through a public-minded perspective cultivated as a team



Director, Division 2, New Energy and Power Finance Department II, Infrastructure and Environment Finance Group
WATANABE Takuya

Joined JBIC in 2009. After working in the Treasury Department and at the Representative Office in Paris, assumed his current position.

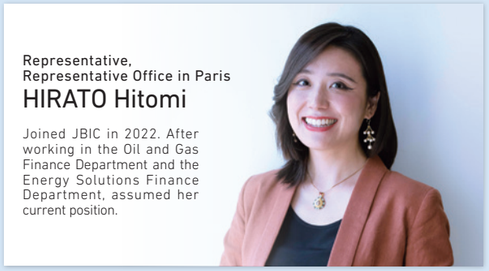
As a policy-based financial institution, it is essential for JBIC to remain mindful of the policy objectives of the Government of Japan. At the same time, when developing projects, we also need to take into account the policy priorities of the host country. A project can only be realized when the needs of both sides align. Given the nature of our work, JBIC employees are expected to maintain an attitude that values public spirit. As Director of the Division 2 in New Energy and Power Finance Department II, I am involved in developing projects in Southeast Asian countries, including Indonesia and Malaysia, under the framework of the Asia Zero Emission Community (AZEC). To turn potential opportunities into concrete projects, we formulate hypotheses about what kinds of proposals are most likely to lead to projects in each country, based on its policy needs. We then test their feasibility through business trips and stakeholder meetings. A perspective grounded in public spirit is crucial to formulating these hypotheses.

JBIC provides an environment in which employees can cultivate this perspective through their day-to-day work and discussions. I myself have developed it through various experiences, including assignments overseas. To ensure that this perspective is shared and put into practice across the entire team, I work particularly closely with less-experienced younger employees, encouraging them to act with an awareness of the objectives and policy significance of their work.



WATANABE was involved in the signing of an MOU with Indonesia' s state-owned electricity company, together with JBIC' s Regional Headquarters for Asia and Pacific, thereby contributing to the advancement of AZEC. A workshop bringing together Japanese companies and Indonesian government officials gave him the opportunity to hear firsthand from both sides and reaffirmed the importance of viewing projects from a perspective grounded in public spirit.

CASE 04 Developing a broad perspective and an international outlook through the synergy between language learning and daily work



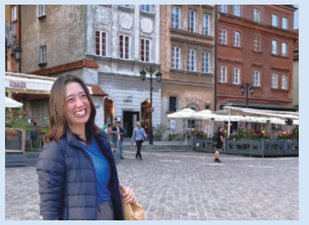
Representative, Representative Office in Paris
HIRATO Hitomi

Joined JBIC in 2022. After working in the Oil and Gas Finance Department and the Energy Solutions Finance Department, assumed her current position.

Having learned French as a student, I joined JBIC because I wanted to put my language skills to use in an international career. After working on financing projects for Africa at JBIC's Head Office in Tokyo, I was assigned to the Paris Representative Office. In addition to covering West African countries, I am currently responsible for Central and Eastern Europe in coordination with the Warsaw Representative Office. By handling multiple regions simultaneously, I can compare their political, economic, and business environments, which has helped me foster a broader perspective and an international outlook.

To build strong relationships with people from different backgrounds in the countries I cover, it is essential to understand their cultures and languages. As Portuguese is also widely spoken in Africa, I am working to improve my Portuguese by taking advantage of JBIC's language training subsidy program. My previous experience of working for about three months at the Rio de Janeiro Representative Office, under JBIC's Overseas Representative Office Trainee Program, also provided a foundation for improving my language skills.

I want to continue working on Africa-related business, drawing on my strengths in French and Portuguese, which enable me to cover a broad range of countries across the continent.



In addition to covering African countries, HIRATO is also responsible for Central and Eastern Europe. During business trips to Warsaw, she meets with local stakeholders and gathers information, deepening her understanding of the political and economic conditions in different regions while working closely with the newly established Warsaw Representative Office.