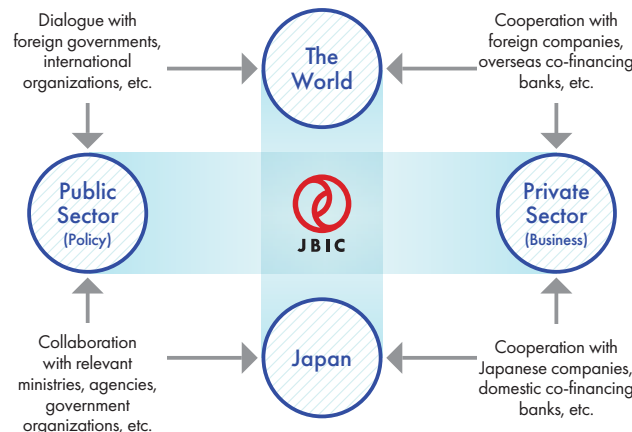


JBIC's Unique Strengths

A One-of-a-Kind Financial Institution That Connects Japan and the World, Public and Private Sectors

JBIC is well positioned to support overseas projects that connect the needs of countries by means of financial schemes and advanced expertise. In fact, JBIC is a one-of-a-kind financial institution that connects Japan with the world, while also connecting private and public sectors.

JBIC's operations are conducted against a backdrop well suited to the support it offers. As countries work to balance economic growth with energy transition, and restructure supply chains to achieve decarbonization, Japan is seeking to achieve carbon neutrality, promote digital transformation (DX), strengthen the resilience of its industries, while maintaining and improving its international competitiveness. At the same time, the Japanese government together with foreign governments are tackling social issues, while Japanese companies seek to expand their businesses by taking advantage of overseas growth.

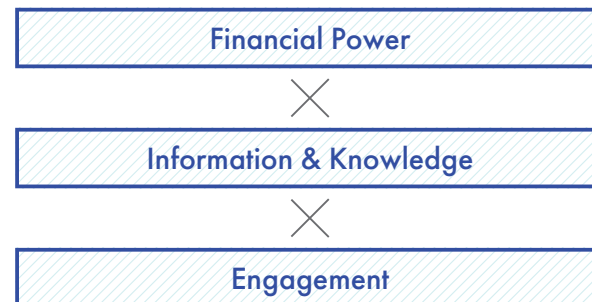


Addressing Domestic and Global Social Issues

JBIC uses its unique financial functions to contribute solutions to social issues in Japan and around the world. Our financial abilities include :

1. The financial power we have cultivated over many years in the arena of international finance.
2. The ability to share singular, strategic information and knowledge.
3. The ability to proactively engage right from a project's formative stage, by leveraging our robust relationships and networks with host countries.

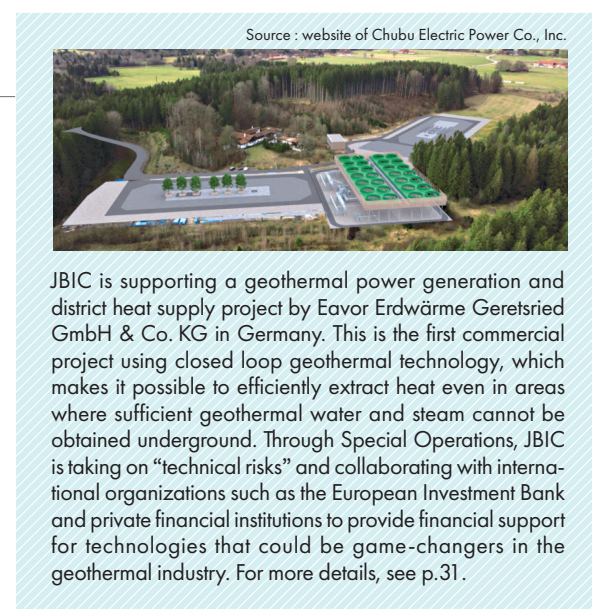
By combining these capabilities, we contribute to solving social issues not only in Japan, but around the world.



Ability to Take Risks, Promote Pioneering Initiatives

JBIC has played a leading role in a variety of situations by leveraging its global network, diverse financial tools, and international financial insight. When formulating projects, we prevent and mitigate political risks through structuring the undertakings, cooperate and collaborate with international organizations and government agencies of other countries, and take on technical risks by utilizing our Special Operations.

We will continue to use our knowledge of international finance to promote the mobilization of private capital, and so contribute to the sound development of Japan and the international economy.



Business Capital

Since its establishment, JBIC has flexibly enhanced and transformed its operational portfolio in response to the international political and economic environment surrounding Japan, as well as changes in the overseas business strategies of Japanese companies. In doing so, it has played an integral role in the Japanese government's foreign economic policy and has consistently contributed to the sound development of the international economy and that of Japan. Such value creation derives from our four types of business capital, which we will enhance and combine in order to continue addressing social issues.

Business Capital

Financial Capital

- » Stable financial base
- » Government credit/self-financing
- » Total assets, net income



For Details, See p.88
Financial Strategy.

Human Capital

- » Human resources with expertise, public spirit, and international perspectives



For Details, See p.65
Human Capital Management.

Capital Overview

Autonomous and Stable Financial Base

- » Since it was established, JBIC has set up and maintained an autonomous earnings structure by, for example, maintaining profitability, and has paid its profits into the national treasury.
- » JBIC also has long been active at the forefront of international finance, and has been able to reduce market risks by using the knowledge it has gained. Because of its unity with the Japanese government, JBIC has been able to raise foreign currency funds efficiently and stably, and has a sturdy financial base that enables it to provide large amounts of funding over the long term. Leveraging this financial base, we also provide risk capital to support private financing and investment.

JBIC's Value Creation

- » Positioned at the crossroads of global business opportunities, JBIC is opening new venues to the future for the Japanese and global economy. Under this corporate philosophy, JBIC is having to respond to increasingly diverse, sophisticated societal needs. This requires that our staff have expertise in international finance, be public spirited, and have an international perspective—all characteristics they possess and which are JBIC's bedrock. With their skills, staff can help support the development of the economies of Japan and world nations, despite progressively more complex international relations.

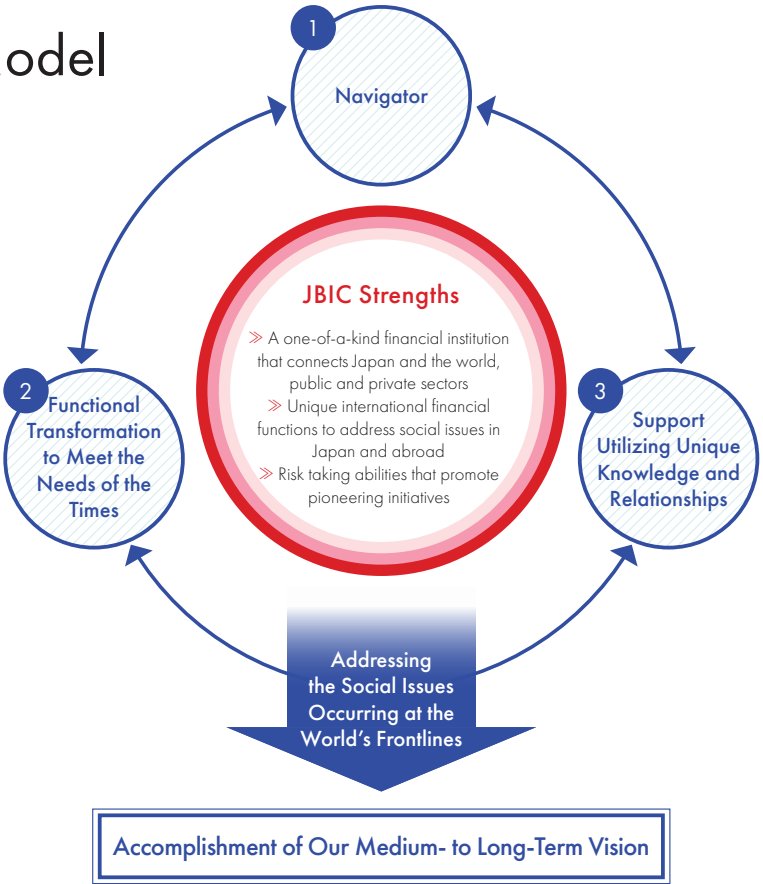
Human Resource Development

- » JBIC is working to strengthen our human capital so as to further enhance the three skills that form the foundation of JBIC's value creation : expertise, public spirit, and international perspective. Our human resource development and training policy focuses on the strengths and aptitude of each employee and, with an eye to their future career paths, we aim to continuously develop and strengthen their multifaceted skills through our training program, JBIC Academia, study at graduate schools overseas, and secondments to international organizations.

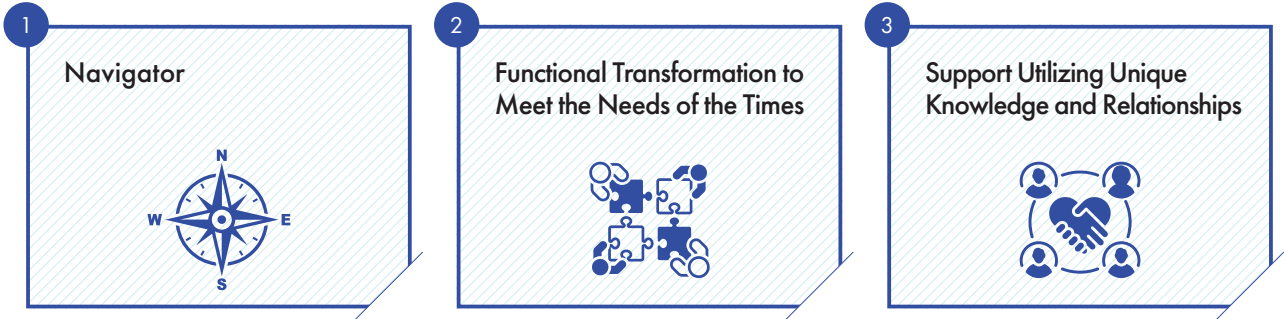
3 The JBIC Business Model

All JBIC employees are aware of the world’s main problems, can identify them, and are able to suggest solutions. This is because JBIC’s business model is to anticipate the needs of the times, transform JBIC’s functions to meet them, flexibly support projects, and lead the way in addressing global issues.

JBIC utilizes its strengths to the fullest, while leveraging the three key elements of its business model to contribute solutions to the world’s principal social issues.



Three Elements of Our Business Model



JBIC’s medium- to long-term vision is to serve as a navigator to build a brighter future with Japanese power in an uncharted global situation; our Fifth Medium-Term Business Plan takes up the goal of navigating toward and co-creating a valuable future. We believe that being a pioneer of the times and helping develop the future of Japan and the world is the role that JBIC has played up until now, as well as the role we must play from now on.

Since its establishment in 2012, JBIC has reinvented itself by amending laws and strengthening its functions as needed to respond flexibly to changes in the external environment and the demands and needs of the times. As we look to the future, we will continue to resourcefully reshape our functions to suit the times.

- Recent Legislative Reforms
- 2016 : Start of Special Operations
- 2022 : Expansion of Loans to Developed Countries
- 2023 : Amendment of the JBIC Act

When it comes to the need to strengthen supply chain resilience and help provide solutions to global issues, JBIC partners with Japanese industry and other parties to achieve goals. We believe it is important for JBIC to not only provide financial support, but also to leverage international knowledge and relationships that JBIC has cultivated up until now. It is also important that we propose specific solutions so as to deliver support for projects that contribute to the sound development of Japanese and international economies and society. That is why we provide support that goes beyond mere financing.

Our support menu is available here ▶ <https://www.jbic.go.jp/en/support-menu/index.html>

Business Capital

Capital Overview

Intellectual Capital

- Unique financial solutions
- History/experience and knowledge inherited in building and implementing Japan’s foreign policy from post-war reconstruction to the post-COVID era



Unique Financial Solutions

- JBIC has a wide range of financial instruments, including sovereign, corporate, project, and structured finance, together with equity investments. In addition, it has unique information and knowledge cultivated at the forefront of international finance, including macroeconomic analysis, environment- and sustainability-related know-how, and international legal affairs. These are the strengths that support JBIC’s business activities and the foundation of its non-financial capital.
- Taking a long-term perspective, JBIC uses pioneering financial methods to support numerous projects, including resource and infrastructure projects on a global scale. In recent years, JBIC has been stepping up equity investments and encouraging further risk taking. In addition, regarding research and surveys related to overseas investment and international finance, we interact with overseas government agencies, domestic and international research institutes, and experts to collect and analyze information and share knowledge in a wide range of fields.

A History of Supporting the Japanese Government’s Foreign Policy

- Since its establishment in 1950 to promote postwar economic recovery through export promotion, JBIC has provided financial support for important Japanese foreign policies and responded appropriately to various policy issues of individual eras, such as securing energy resources, correcting external imbalances, and promoting overseas direct investment by Japanese industries. We will continue to pass on this experience and knowledge to future generations, and further develop and accomplish Japan’s foreign policy strategies.

Social Capital

- This comprises long-standing partnerships and networks with governments and organizations around the world. They are unique to this financial institution that plays an integral part in the Japanese government’s foreign economic policy.



Worldwide Network

- As a financial institution that plays an important role in the Japanese government’s foreign policy, JBIC has been steadily working throughout the postwar years to connect Japan and the world as well as public and private sectors. Leveraging these roles and the unique network we have cultivated through our 18 overseas representative offices, our current outstanding loans, equity participations, and guarantees balance stand at approximately ¥17,121.1 billion.
- JBIC has built up partnerships with governments and international organizations over the years by structuring projects related to solving social issues. JBIC will continue to contribute to solutions to social issues in Japan and around the world by utilizing the strength of its global network.