# The Value Creation Process

This diagram of the value creation process shows how JBIC uses its business capital to contribute to the world through JBIC's business model. Outcomes of the Fifth Medium-Term Business Plan are also introduced as examples of the value we provide to our stakeholders.

### **ISSUE**

### INPUT (→ p. 19)

#### Achievement of both carbon neutrality and economic growth

♦ Significance of energy



- Supply chain disruption
- ◆ Increased importance of de-risking



- Changes in relationships between developed countries and Global South countries
- Evolving multipolar world



- ◆ Spread of DX as symbolized by generative Al
- ◆ Development / implementation of innovative technologies
- Securement of clean power and other new challenges



 Changes in global financial environment due to inflation and increasing debt costs



◆ Shift to investment in human capital based on changing labor market and falling population in Japan



**Financial Capital** 

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



### **Human Capital**

Human resources with expertise, public spirit, and nternational perspective



### 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



#### Social Capital

 Long-standing partnerships and networks with governments and organizations around the world unique to a financial institution that plays an integral part in the Japanese government's foreign economic policy



## BUSINESS MODEL (+p.21)

Materiality (→ p.24) Fifth Medium-Term Business Plan (→ p.25) Navigator

**JBIC Strengths** A one-of-a-kind financial institution that connects Japan and the world, public and private sectors Unique international financial functions to address social issues in Japan and abroad Risk taking abilities that promote pioneering initiatives **Functional** Support Transformation to **Utilizing Unique** Meet the Needs of Knowledge and the Times Relationships

Value Creation Foundation

Governance (→ p.72)

Compliance and Risk Management (→ p.78)

### **OUTPUT**

Fifth Medium-Term Business Plan (p.25) / FY2024 Results (p.26-27) FY2024 total commitment in loans, equity investments, and guarantees: Approx. ¥1,506.1 billion (129 commitments)

### **Key Focus Areas**

\* Figures indicate the number of commitments

#### I Realize a Sustainable Future

- ◆ Contribute toward realizing both carbon neutrality and economic growth
- ◆ Contribute toward solving social issues in collaboration with host countries

### II Strengthen Resilience of Japanese Industry and Support Creative Innovation

- Support securement of Japan's energy security, strategic enhancement of the resilience of supply chains that contribute to national interest, and development of infrastructure in frontier industries
- Support development of innovative technologies and businesses

in global business

◆ Support overseas expansion of mid-tier

enterprises and SMEs that play active roles

### III Provide JBIC's Own Unique Solutions by Strategically Functioning as an International Financial Institution

 Support projects which contribute toward developing and realizing Japan's foreign economic policies

### IV Reinforce and Reform Organizational Base toward Value Creation

- Conduct employee interviews for the development of a human resources strategy.
  Promote human resource development by introducing new, on-demand external educational content and expanding training programs.
- ◆ Simplify the decision-making process and implement measures to digitize existing documents and improve operational efficiency (introduce transcription tools and create chatbots). Continue trials for the implementation of generative Al tools.
- ◆ Coordinate with relevant ministries and agencies, providing input and advice on government meetings, such as AZEC conferences and the Ministerial Meeting on Strategy relating to Infrastructure Exports and Economic Cooperation. Implement measures to strengthen external communication through the publication of the first integrated report and to promote communication among directors and employees.

## OUTCOME

Value Provided to Stakeholders (p.28-35)



Contribution to the Resilience of Japan's Industries and Creative Transformation



Contribution to the Formation and Implementation of Foreign Economic Policies Through Unique Solutions Leveraging Strategic International Financial Functions

Fortification and Reform of Organizational Foundation t Create Value

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