

6 Medium-Term Business Plan

In June 2024, JBIC established its Fifth Medium-Term Business Plan (FY2024–2026) aiming to address historical and structural changes and challenges amid the evolving global dynamics, rebuild supply chains in support of economic security, and to develop and deploy new technologies to address climate change.

◆ Theme of the Fifth Medium-Term Business Plan

Navigate Toward and Co-Create a Valuable Future

As a Japan's policy-based financial institution, which connects Japan and the world as well as public and private sectors, JBIC will serve as a navigator to solve global issues and will create futures with stakeholders, by mobilizing private capital and using its own risk-taking function, such as Special Operations, and its expertise in international finance.

◆ External Environment when the Plan was Established

- ① Achievement of both carbon neutrality and economic growth significance of energy security
- ② Changes in relationships between developed countries and Global South countries; evolving multipolar world
- ③ Supply chain disruption. Increased importance of de-risking
- ④ Changes in global financial environment due to inflation and increasing debt costs
- ⑤ New challenges such as spread of DX as symbolized by generative AI, development/implementation of innovative technologies, and securement of clean power
- ⑥ Shift to investment in human capital based on changing labor market and falling population in Japan

Key Focus Area I Realize a Sustainable Future

Realize a sustainable future by achieving carbon neutrality and solving social issues of host countries in cooperation with various stakeholders.

[Focus Areas]

- Contribute toward realizing both carbon neutrality and economic growth
- Contribute toward solving social issues in collaboration with host countries
- Implement responsible sustainability management

Key Focus Area II Strengthen Resilience of Japanese Industry and Support Creative Innovation

Contribute toward strengthening resilience of Japanese industry and facilitating creative innovation by ensuring economic security through strengthening energy security and rebuilding supply chains, developing innovative technologies and new businesses, including startups, and supporting mid-tier enterprises and SMEs in their overseas expansion.

[Focus Areas]

- 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
- Support overseas expansion of mid-tier enterprises and SMEs that play active roles in global business

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

Support the implementation of Japan's foreign economic policy through JBIC's own unique solutions, such as promoting multilateral cooperation and performing its risk-assuming functions, including the Special Operations.

[Focus Areas]

- Support projects which contribute toward developing and realizing Japan's foreign economic policies
- Provide own unique solutions through strategic information analysis

Key Focus Area IV Reinforce and Reform Organizational Base toward Value Creation

Evolve into a highly engaged organization, in which directors and staff members can maximize their abilities, in order to flexibly cope with the changing times and environment.

[Focus Areas]

- Exercise human capital management
- Streamline operations through DX and develop business promotion infrastructure
- Build a highly engaged organization, reinforce and stabilize organizational base, and achieve efficient management

◆ Formulation of a FY2025 Business Operation Plan

Recognizing the heightened global uncertainty after the establishment of the Fifth Medium-Term Business Plan, JBIC has established the annual business plan for FY2025 and set targets specifically for FY2025 (for details, see p. 27). JBIC will continue working to solve global issues and contribute to successful delivery of projects by leveraging the strengths and technologies of Japanese companies, taking into account the needs of each country, and contributing to economic security by improving the supply chain resilience of Japan's industries.

Fifth Medium-Term Business Plan, please refer to : ▶ https://www.jbic.go.jp/en/about/image/business_plan_en.pdf

Performance Evaluation of the FY2024 Business Operation Plan

JBIC has established a Management Advisory and Evaluation Committee, comprising external experts and outside directors, to evaluate and advise on matters referred to the Board of Directors regarding the Bank’s business operations and management. The Management Advisory and Evaluation Committee’s overall evaluation of the FY2024 Business Operation Plan is as follows.

“FY2024, the first year of the Fifth Medium-Term Business Plan, saw JBIC largely achieve its target number of commitments

to the projects while making steady progress on initiatives to strengthen its organizational capabilities, including DX, as well as initiatives aimed at structuring future projects. In light of the world’s increasingly uncertain circumstances, we expect JBIC to further leverage its risk-assuming capacity, including Special Operations Account, to structure and commit to projects.”

The following is an evaluation of our efforts in each of the key focus areas.

Key Focus Area I
Realize a Sustainable Future

While JBIC fell slightly short of its target number of commitments, we appreciate the efforts made on projects that contribute to solving social issues, such as the geothermal power generation project in Indonesia, projects that contribute to GX, including an ammonia production and sales project in the UAE, and the acquisition of a U.S. company engaged in the gene therapy business. We also commend the efforts made toward future project formation, such as the launch and promotion of a public-private dialogue framework in Vietnam, Indonesia, the Philippines, and elsewhere under the AZEC framework. Although impairment was recorded in Special Operations Account, we hope to see timely and appropriate project management continue in the next fiscal year and beyond, with due regard to the purpose and intent of Special Operations Account. We also expect JBIC to further deepen its discussions on the formulation of policies for achieving net-zero greenhouse gas (GHG) emissions in its investment portfolio in the next fiscal year and beyond.

Key Focus Area II
Strengthen the Resilience of Japanese Industries and Support Creative Innovation

JBIC nearly met its target number of commitments, and we were pleased to see that it was involved in a variety of distinctive projects, including initiatives directly linked to Japan’s economic security and supply chain resilience, such as copper mine development, semiconductors, and data centers; the geothermal power generation project in Germany utilizing Special Operations Account; and a project to build 5G network infrastructure in Germany through a loan to an eligible foreign company, enabled by the FY2023 amendment of the JBIC Act. We also commend its establishment of a startup investment framework, including the formulation of an investment strategy and launch of an investment committee, which will lead to the structuring of new projects in the next fiscal year and beyond.

Key Focus Area III
Provide JBIC’s Own Unique Solutions by Strategically Functioning as an International Financial Institution

We appreciate JBIC’s efforts to analyze and disseminate information on Japanese companies’ investment trends and other issues based on its surveys of the geopolitical situation and overseas business trends, as well as the Bank’s involvement in projects of high policy importance that are unique to JBIC, including establishment of a credit line for an international financial institution to support countries around Ukraine, a project supporting the export of geothermal power generation equipment to Africa, and loans to a state-owned oil company in the Middle East for renewable energy projects.

Key Focus Area IV
Reinforce and Reform Organizational Base Toward Value Creation

We appreciate JBIC’s efforts to promote DX, including the trial implementation of generative AI and transcription tools, as well as streamlining of its decision-making process, while continuing to stably perform core banking operations such as credit assessment, funding, and disbursement. For FY 2025, we hope to see JBIC use the results of this year’s discussions to make progress in its efforts to establish its vision for human capital management.

FY2025 Business Operation Plan

Recognizing the heightened global uncertainty after the establishment of the Fifth Medium-Term Business Plan, JBIC has established an annual business plan for FY2025. Based on this annual business plan, JBIC will continue working to solve global issues and contribute to successful delivery of projects by leveraging the strengths and technologies of Japanese companies, taking into account the needs of each country, and contributing to economic security by improving the supply chain resilience of Japan’s industries.

Furthermore, as technological breakthroughs are essential for achieving carbon neutrality and addressing social issues, JBIC will leverage its unique position and functions to take on risks and promote multilateral cooperation, including providing support for startup companies and promoting new technologies and businesses.

The following are our action plans in each of the key focus areas.

Key Focus Area I
Realize a Sustainable Future

Action Plan 1 : Contribute Toward Realizing Both Carbon Neutrality and Economic Growth (Quantitative)

	Three-Year Target	FY2024 Result	FY2025 Target
No. of Commitments	104	29	38
No. of Initiatives	39	17	19

Action Plan 2 : Contribute Toward Solving Social Issues in Collaboration with Host Countries (Quantitative)

	Three-Year Target	FY2024 Result	FY2025 Target
No. of Commitments	39	11	21
No. of Initiatives	16	6	7

Action Plan 3 : Implement Responsible Sustainability Management (Qualitative)

- Promote pioneering initiatives related to sustainability with a focus on climate change issues
- Research, analyze, and report the advanced trends of wide range of sustainability issues (e.g., natural resource, human rights, and gender)
- Upgrade efforts, including disclosure and transmission of information related to climate change risk management (transition risk and physical risk) and sustainability

Key Focus Area II
Strengthen the Resilience of Japanese Industries and Support Creative Innovation

Action Plan 4 : 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 (Quantitative)

	Three-Year Target	FY2024 Result	FY2025 Target
No. of Commitments	79	36	30
No. of Initiatives	29	6	14

Action Plan 5 : Support Development of Innovative Technologies and Businesses (Quantitative/Qualitative)

	Three-Year Target	FY2024 Result	FY2025 Target
No. of Commitments	40	11	14
No. of Initiatives	19	6	9

Action Plan 6 : Support Overseas Expansion of Mid-Tier Enterprises and SMEs that Play Active Roles in Global Business (Quantitative)

	Three-Year Target	FY2024 Result	FY2025 Target
No. of Commitments	180	59	61
No. of Initiatives	90	71	20

Key Focus Area III
Provide JBIC’s Own Unique Solutions by Strategically Functioning as an International Financial Institution

Action Plan 7 : Support Projects Which Contribute Toward Developing and Realizing Japan’s Foreign Economic Policies (Quantitative)

	Three-Year Target	FY2024 Result	FY2025 Target
No. of Commitments	53	17	31
No. of Initiatives	54	20	21

Action Plan 8 : Provide Own Unique Solutions Through Strategic Information Analysis (Qualitative)

- Strengthen external communication and sophisticate JBIC’s operations and strategies through information-gathering and analysis functions

Key Focus Area IV
Provide JBIC’s Own Unique Solutions by Strategically Functioning as an International Financial Institution

Action Plan 9 : Exercise Human Capital Management (Qualitative)

- Develop and introduce new HR strategy focusing on organizational challenges
- Establish a human capital management system in which directors and staff members can maximize their abilities

Action Plan 10 : Streamline Operations Through DX and Develop Business Promotion Infrastructure (Qualitative)

- Streamline operations and develop an infrastructure for operational promotion by : further strengthening IT infrastructure, constantly reviewing operations, finding the best balance between the continuous review of operations and the utilization of cutting-edge technologies (including generative AI), through the agile utilization of such technologies

Action Plan 11 : Build a Highly Engaged Organization, Reinforce and Stabilize the Organizational Base, and Achieve Efficient Management (Qualitative)

- Build an organization with high staff engagement through concrete organizational reforms directed by the management
- Enhancement and stable, efficient operation of the organization’s core businesses that underpin value creation

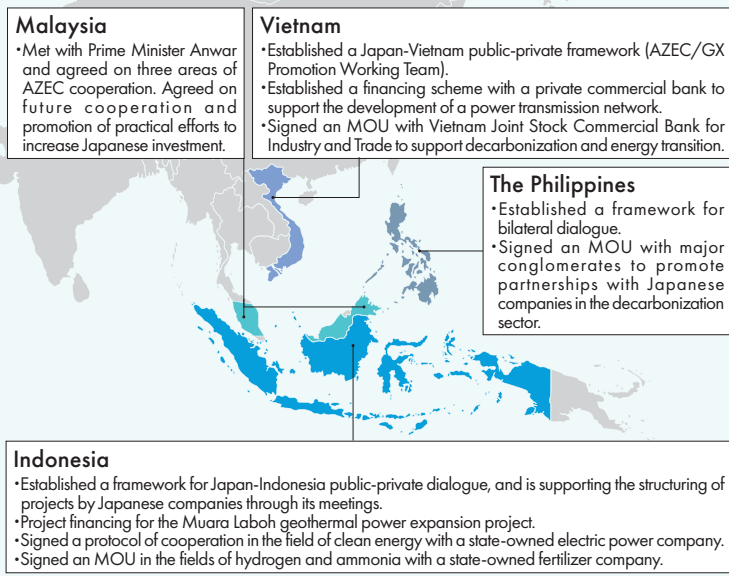
Achievement of a Sustainable Future

HIGHLIGHT 1

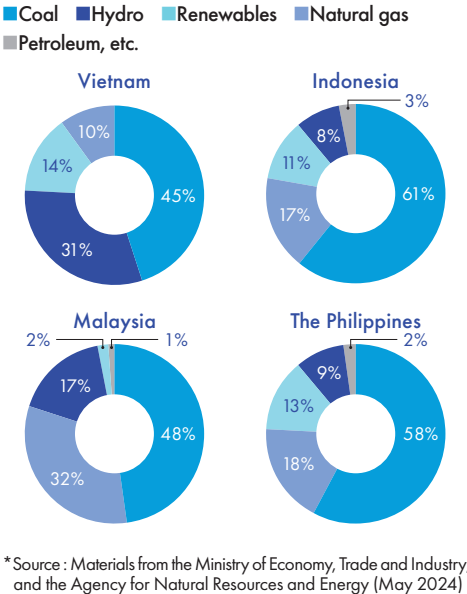
Contribution to the Decarbonization of Asia / Initiatives for the Asia Zero Emission Community (AZEC) Concept

- Collaborated with partner countries and contributed to energy transition according to regional circumstances under the AZEC framework
- Contributed to the creation of sustainable markets by effectively utilizing scattered energy resources through the development of power grids and collaboration

JBIC's Specific Initiatives to Deepen Collaboration with AZEC's Four Main Countries



Power Source Composition of Four Major AZEC Countries



JBIC's Main Initiatives Toward the Promotion of AZEC

[OVERVIEW] Many different countries are participating in AZEC. Japan's policy is to pursue a Triple Breakthrough by promoting partner countries' decarbonization, economic growth, and energy security simultaneously, while accommodating diverse approaches tailored to each country's circumstances. JBIC is contributing to the decarbonization of Asia by providing technology, expertise, and financing in an integrated manner.

The government of Indonesia, one of AZEC's main countries, views its power development plan announced in October 2021 as fundamental to achieving carbon neutrality by 2060, and has signaled its intention to actively promote the introduction of renewable energy. The plan includes targets such as increasing the percentage of renewable energy in the power supply to 23% by 2025 and ensuring that over 50% of new power generation capacity developed by 2030 comes from renewable energy (of which geothermal power generation accounts for 8% of the total, or approximately 3,355 MW), with approximately 60% of this to be generated by IPPs*.

After promoting the project under the framework established with the government of Indonesia, JBIC provided project financing for the Muara Laboh geothermal power

expansion project (approx. 83 MW) in January 2025 (See p.99 for case studies). Indonesia, a country with numerous volcanoes, is well-suited to geothermal power generation. By providing a loan to a geothermal power generation project that uses turbine technology from a Japanese company, JBIC contributed to Indonesia's energy transition.

In addition, high-voltage direct current (HVDC) technology possessed by Japanese companies is drawing attention for its potential in developing cross-border and regional power transmission and distribution networks. HVDC is well-suited for long-distance, high-capacity power transmission and is expected to enable the maximization of renewable energy utilization and the optimization of power supply and demand through wide-area power interchange. JBIC comprehensively supports the overseas expansion of such advanced technologies, thereby contributing to the formation of sustainable markets.

As exemplified by AZEC, the importance of decarbonization is growing not only as an environmental policy, but also as a strategy that is closely linked to economic development, energy security, and regional cooperation. JBIC will continue to contribute to the decarbonization of Asia through its role as a hub connecting partner governments and key players in the private sector, thereby strengthening connectivity and accelerating innovation.

* Independent Power Producers (IPPs) are non-public entities that build and operate their own facilities to generate and sell electric power.

HIGHLIGHT 2

Promotion of Next-Generation Energy Sources / Use and Application of Hydrogen and Ammonia

- Contributed to the establishment of an overseas value chain for hydrogen compounds and a stable supply of ammonia as a carbon-free fuel, with the aim of realizing a decarbonized society

Loan for Ammonia Production and Sales Business in UAE (June 2024)

[OVERVIEW] In Japan's Basic Hydrogen Strategy, hydrogen, and hydrogen compounds and their derivatives, including ammonia ("hydrogen, etc."), are regarded as key energy sources to achieve carbon neutrality, as they do not emit CO2 when burned. Japan has also set targets for the introduction of hydrogen, etc., namely, a maximum of 3 million metric tons/year by 2030, approximately 12 million metric tons/year by 2040, and approximately 20 million metric tons/year by 2050.

However, although many low-carbon ammonia production projects are currently in the pipeline around the world, most of these projects have not yet reached the investment decision stage owing to uncertainty regarding demand and prices.

Against this backdrop, Mitsui & Co., Ltd. (MITSUI) has launched a project to build an ammonia production plant in the UAE, with the aim of pioneering an overseas value chain for hydrogen and ammonia. MITSUI plans to receive part of the ammonia produced in the project and use it as a fuel source,

and a raw material for chemical and fertilizer production in Japan. JBIC is contributing to the widespread adoption of next-generation energy sources and the establishment of a stable supply of ammonia fuel by providing financial support to Japanese companies that are taking risks and engaging in projects aimed at building a global supply chain for low-carbon ammonia ahead of the rest of the world (See p.95 for the case study).



Image of the ammonia production plant. (Source : MITSUI)

Project site : Ruwais, Emirate of Abu Dhabi, UAE
Project : Production and sale of ammonia
Ammonia production volume : 1 million metric tons/year (2027~)
JBIC's loan amount : \$12 million

HIGHLIGHT 3

Contribution Toward Solving Host Countries' Social Issues / AI-Based Solutions

- Contributed to a solution for a social issue in Ukraine by supporting the global distribution of prosthetic legs made with AI technology and 3D printers

Loan for a Business that Produces and Sells 3D-Printed Prosthetic Legs (March 2025)

[OVERVIEW] Instalimb, Inc. is engaged in the production and sale of prosthetics using proprietary 3D design software, 3D printers, and related materials (plastic filament). Leveraging its AI-based 3D prosthetics solution, the company is able to produce prosthetic legs—which are typically expensive due to the need for manual production by skilled specialists—at a low cost (approx. one-tenth of the conventional cost) and with a short delivery time (approx. one-tenth of the conventional time).

Prosthetic legs need to be replaced every two to three years to accommodate changes in the user's physique and muscle mass, meaning that users must continue to purchase them throughout their lives. However, because these devices are expensive, many people who need prosthetic legs, particularly those in developing countries, are unable to afford them. Instalimb is working with local medical institutions and other organizations to expand its business of providing inexpensive prosthetic legs overseas. The company has recently decided to expand its business to Ukraine, where there is a rapid surge in demand for prosthetic legs due to the ongoing

war, as well as among those who require them due to diabetes and other conditions.

By providing a loan to Instalimb to support the company's business expansion in Ukraine, JBIC is helping to address a social issue in the country and ultimately contributing to the rebuilding of Ukraine.



Instalimb's 3D-printed prosthetic leg and 3D-printer manufactured by the company for prosthetic leg production. (Source : Instalimb)

Project site : Kyiv, Ukraine
Project : Production and sale of 3D-printed prosthetic legs
JBIC's loan amount : ¥18 million Total co-financing amount : ¥36 million

OUTCOME

2

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

HIGHLIGHT 1

Strengthening Economic Security / Developing Telecommunications Infrastructure

—Contributed to strengthening economic security through flexible network building using Open RAN and securing reliable, secure telecommunications infrastructure—

» Loan to United Internet AG of Germany
(December 2024)

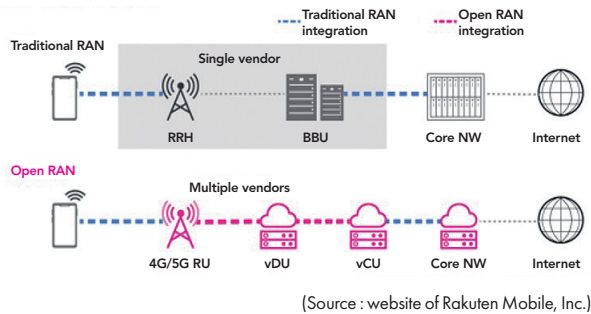
[OVERVIEW] Japanese companies operating in Germany are increasingly accessing internal systems via mobile phones to handle confidential information. Against this backdrop, there is an expectation for the development of secure infrastructure from a cybersecurity standpoint.

JBIC provided the necessary funding to establish a 5G network based on Open RAN*1 technology, utilizing multiple software products developed by Rakuten Symphony, Inc. for fully virtualized mobile networks. (See p.99 for case studies) The loan facilitates the overseas expansion of Japanese companies' products and systems related to Open 5G and associated infrastructure, which are essential for ensuring economic security and capturing next-generation markets. Thus, it contributes to the creation of a secure and high-quality network environment in Germany.

This was the first project that JBIC provided a loan to a foreign company under the function enhanced by the full enforcement of the Act for Partial Amendment of the JBIC Act on October 1, 2023. This legal amendment made loans available to eligible foreign companies that support infrastructure necessary for Japanese companies' overseas business.

*1 Open RAN is a system that enables the integration of products from different vendors by adopting open specifications for wireless transmission and reception devices. Telecommunications carriers will be able to select equipment and vendors more freely when constructing networks. This will allow them to build infrastructure without relying on any specific company.

[Open RAN Overview]



Project site : Germany Project : Building 5G network infrastructure development
JBIC's loan amount : €300 million
Total co-financing amount : €800 million

which combines high speed, large capacity, low latency, and low power consumption through optoelectronic integration technology.

JBIC provides financial support for NTT's overseas business expansion, contributing to the development of a reliable and secure communications infrastructure, which is essential for stable business operations and economic security. The loan for the data center is expected to support the first phase of the IOWN project, which involves data center interconnect using optical technology.

*2 IOWN® is an innovative network infrastructure that leverages photonics-electronics convergence technology to achieve high speed, low latency, and low power consumption. "IOWN®" is a trademark or registered trademark of NTT, Inc.

Project site : Mumbai and Chennai, India
Project : Data center construction and operation
JBIC's loan amount : ₹13.0 billion
Total co-financing amount : ₹21.7 billion

HIGHLIGHT 2

Supply Chain Resilience / Stable Supply of Copper Resources

—Contributed to ensuring the long-term, stable supply of copper resources that support Japanese industries and to enhancing the resilience of the entire copper product supply chain—

» Loan for Copper Mine Development Project in Arqueros, Chile (April 2024)

[OVERVIEW] Copper is essential for decarbonization, as the metal is used in electric vehicles and renewable energy equipment. Demand for copper is also expected to increase in the future due to its applications in AI and data centers.

However, Japan currently relies on foreign imports for 100% of its copper concentrates, the raw material used to produce copper ingots. Chile is the largest producer of copper concentrates, accounting for 40% of Japan's imports, making it a key partner for Japan.

In Japan's seventh Strategic Energy Plan, the Japanese government sets a target of achieving a self-sufficiency ratio of at least 80% by 2030 for base metals, including copper, to support the progress of DX and GX, and outlines a policy aimed at ensuring stable procurement of copper resources.

In FY2024, JBIC provided loans for the development of the

Arqueros Copper Mine in Chile by Nittetsu Mining Co., Ltd., and the Quebrada Blanca Copper Mine in Chile by Sumitomo Metal Mining Co., Ltd. and others. JBIC also provided a loan to the Corporación Nacional del Cobre de Chile (Codelco), thereby financing the import of copper concentrates to Japan (See p.95 for the case study).

These loans contribute to both the long-term, stable procurement of copper resources and reinforce the overall supply chain for copper products in Japan.



(Source : Nittetsu Mining)
Arqueros Copper Mine construction site.

Project site : Coquimbo, Chile
Project : Copper mine development project
Copper production volume : 55,000 metric tons/year(copper concentrates, 2026~)
JBIC's loan amount : \$248 million
Total co-financing amount : \$355 million

HIGHLIGHT 3

Innovative Technologies / Securing Cutting-Edge Technologies for Commercialization and Practical Application

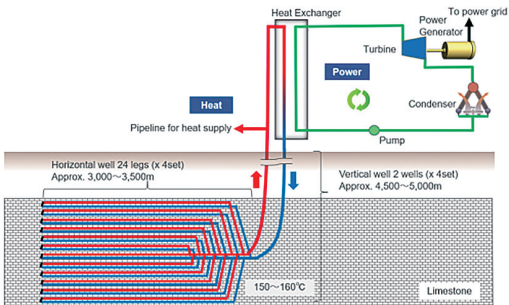
—Contributed to securing cutting-edge technologies by a Japanese company by assuming "technical risk"—

» Project Financing for Geothermal Power Generation and District Heat Supply Project in Germany (April 2024)

[OVERVIEW] Conventional geothermal power generation directly harnesses underground hot water and steam to generate electricity. The closed-loop geothermal technology developed by Eavor Technologies Inc. in Canada, however, involves drilling thousands of meters underground to form a loop, then circulating fluid through it to efficiently harvest geothermal heat to generate power and supply heat locally. This technology makes it possible to develop facilities even in regions where hot water is difficult to obtain, and it is attracting attention as a game changer in the geothermal industry, with future commercialization expected in countries around the world.

According to Japan's Agency for Natural Resources and Energy, Japan has the third largest geothermal resource potential in the world. In addition, one estimate states that Japan has more than 77 GW of potential geothermal energy that can be used for next-generation geothermal, such as closed-loop systems, which is more than three times the potential of conventional systems. For this reason, there is discussion about implementing this technology in Japanese society and promoting power generation demonstrations by the public and private sectors.

Currently, a geothermal power generation and regional heat supply project, the first commercial project using closed-loop geothermal technology, is being implemented in Germany, with Chubu Electric Power Co., Inc. participating as an investor. JBIC supported this initiative under Special Operations, which strengthened its risk-assuming function, and provided project financing while assuming "technical risk" for the first time, thereby contributing to the acquisition of a cutting-edge technology by a Japanese company.



System configuration. (Source: website of Chubu Electric Power Co., Inc.)

Project site : Bavaria, Germany Project : Geothermal power generation and district heat supply project
Power generation output : Approx. 8.2 MW / Heat output : Approx. 64 MW
JBIC's loan amount : Approx. €43 million
Total co-financing amount : Approx. €131 million

OUTCOME

3

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

HIGHLIGHT 1

Developing and Realizing Japan’s Foreign Economic Policies / Supporting Ukraine’s Reconstruction and its Neighboring Countries

—Contributed to Ukraine’s reconstruction and supported its neighboring countries through various financial measures by leveraging relationships with international financial institutions and partner countries—



In September 2024, JBIC set up a credit line (totaling \$150 million) for BSTDB, an international financial institution established by 11 countries surrounding the Black Sea. The credit line supports projects that contribute to Ukraine’s reconstruction and mitigation of climate change.

» Examples of Initiatives to Support the Reconstruction of Ukraine and its Neighboring Countries

[OVERVIEW] The Russian invasion of Ukraine, which began in February 2022, is becoming a protracted conflict. According to a survey jointly conducted by the World Bank and the Ukrainian government, the total cost of reconstruction and recovery in Ukraine is estimated to be approximately \$524 billion over the next decade, with the Ukrainian authorities identifying the energy, transportation, and housing sectors as particularly high priority. In addition, the protracted invasion is exacerbating issues faced by the global economy, such as inflation pressures, supply chain disruptions, and energy and food insecurity.

At the G7 Apulia Summit in June 2024, the Japanese government confirmed that G7 leaders would continue to work together in addressing the situation in Ukraine, and also expressed that Japan would continue to strongly promote support for Ukraine. Japan is also providing humanitarian support and recovery and reconstruction efforts in neighboring countries affected by Russia’s invasion of Ukraine, including aid in response to the food and energy crisis.

Under these circumstances, JBIC has provided various forms of financial support as a policy-based financial institution. In May 2023, JBIC provided guarantees for Samurai Bonds issued by Poland’s Bank Gospodarstwa Krajowego, with the proceeds to be used for humanitarian aid for Ukrainian refugees. In addition, in October 2024, JBIC acquired a portion of the Samurai Bonds issued by the government of Romania, which are green bonds issued to finance renewable energy and other initiatives.

Furthermore, in September 2024, JBIC set up a credit line with the Black Sea Trade and Development Bank (BSTDB), an



On the occasion of the Japan-Romania Summit Meeting in March 2023, JBIC signed an MOU with Romania’s Ministry of Finance with the aim of further strengthening cooperation to diversify funding sources. In October 2024, JBIC acquired a portion of the Samurai Bonds issued by the Romanian government (total amount issued : ¥33.0 billion). (Source : website of Prime Minister’s Office of Japan)

international financial institution established with the goal of promoting cooperation among member countries around the Black Sea and supporting economic development, in order to finance projects to support Ukraine’s reconstruction. By arranging responsive financing to the BSTDB, JBIC helped to address the global financial turmoil caused by the situation in Ukraine (See p.99 for the case study).

BSTDB has a track record of providing loans to its member countries around the Black Sea, including Ukraine, to support sectors such as power generation and transportation, and it has stated its intention to work with other public institutions to support Ukraine’s economic reconstruction. In its BSTDB Climate Change Strategy, the bank has also expressed its commitment to expanding support for climate change mitigation and adaptation, in line with the climate change-related policies of member countries.

In this way, JBIC will continue to play its expected role while also cooperating with international financial institutions toward the reconstruction of Ukraine and support for its neighboring countries going forward.

HIGHLIGHT 2

Developing and Realizing Japan’s Foreign Economic Policies / Support for India

—Leveraged JBIC’s relationship with the Indian government to contribute solutions to India’s policy issues while securing business opportunities for Japanese companies—

» Initiatives to Strengthen Relations with Indian Government Through India-Japan Fund and Create Business Opportunities for Japanese Companies

[OVERVIEW] India is emerging as a key player in the Global South. Having served as chair of the G20 Summit in 2023, the country is drawing attention as an attractive market with potential for future economic growth as well as a destination for diversifying supply chains and expanding infrastructure investment. Furthermore, it is a key partner for Japan from the perspective of economic security, as it participates in the Quad* partnership.

Since Prime Minister Modi took office in 2014, the Indian government has been promoting the “Make in India” initiative to revitalize and strengthen India’s manufacturing industries. In 2020, the government announced the “Self-Reliant India” campaign, which includes policies aimed at achieving economic security and reducing dependence on imports, and has been working to build supply chains in India by attracting and growing investment in semiconductors and other key sectors. In addition, the government is introducing renewable energy and aims to generate 50% of its electric power from non-fossil-fuel-based resources by 2030 as part of its Nationally Determined Contributions (NDC), an action plan to address climate change under the Paris Agreement. It is also promoting countermeasures against climate change, such as expanding its green hydrogen production capacity and popularizing energy efficiency technologies.

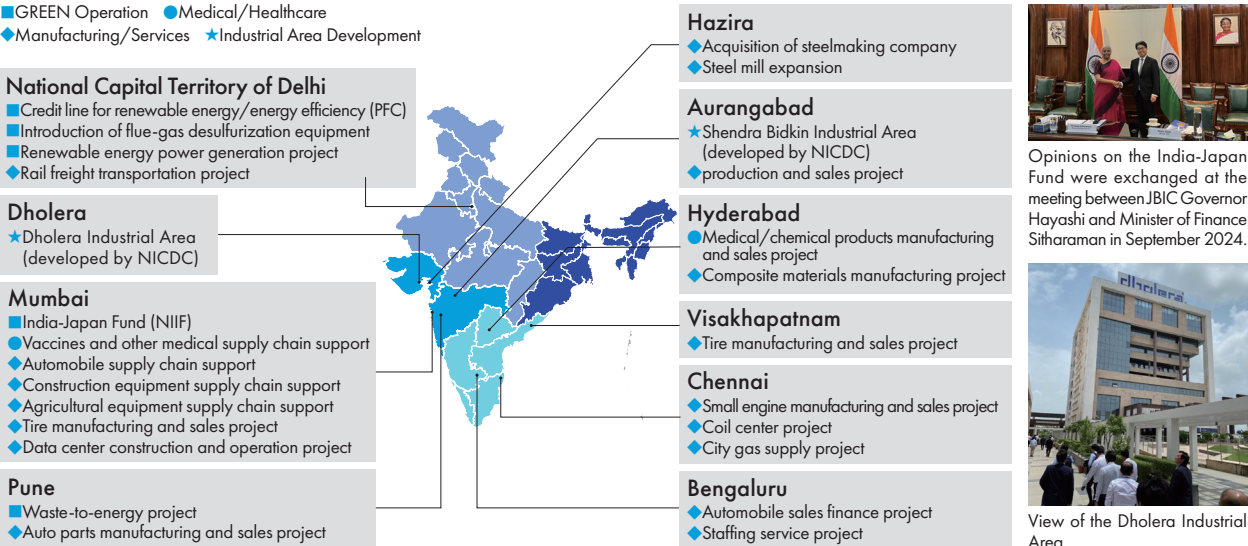
JBIC is strengthening cooperation with India to develop a win-win relationship between the two countries that contributes solutions to the Indian government’s policy issues while generating and securing business opportunities for Japanese companies. For example, we launched the National Industrial Corridor Development Corporation (NICDC) jointly with the Indian government to support the development of industrial corridors across India, and have been promoting the development of industrial cities for over a decade.

Of the four industrial areas that have been completed so far, the Dholera Industrial Area has attracted significant interest from semiconductor-related companies and is expected to become a hub for the semiconductor industry.

Furthermore, in 2023, JBIC made an equity investment with the Indian government in the India-Japan Fund, a fund that targets Indian companies or projects in environmental conservation areas such as renewable energy, electric vehicles, and waste treatment and water treatment, that also have potential for collaboration with Japanese companies. This equity investment is expected to contribute to environmental conservation and economic growth in India, as well as lead to greater collaboration between Japanese and Indian companies. The India-Japan Fund is also strengthening our relationships with high-level Indian government officials, as exemplified by the discussion about the fund during a meeting between JBIC’s Governor Hayashi and India’s Minister of Finance Sitharaman in September 2024. In January 2025, JBIC set up a credit line with an Indian government-affiliated financing institution for renewable energy, energy conservation, and next-generation energy in India, thereby supporting the government’s decarbonization policies.

JBIC is leading India’s energy transition by providing solutions that go beyond financial support, ranging from support for individual projects to the development of power grids and industrial areas, as well as facilitating innovation and collaboration between Japanese and Indian companies. These efforts are helping to build a multi-level relationship with India as a “co-creation partner.” This mutually beneficial relationship of trust not only creates business opportunities for Japanese companies, but also co-creates a sustainable economy and society for the future, which aligns with Japan’s national interests.

* The Quad (Quadrilateral Security Dialogue) is a framework established by Japan, the U.S., Australia, and India, under which the four countries share fundamental values and commit to strengthening a free and open international order based on the rule of law. The members promote practical cooperation in a wide range of areas, including high-quality infrastructure and maritime security, with the aim of realizing a “free and open Indo-Pacific.”



HIGHLIGHT 3

Strategic Information-Gathering and Analysis Using JBIC's Unique Position and Network

Contributed to the overseas business activities of Japanese companies and the development and implementation of Japan's foreign economic policies through dialogue and communications with foreign governments and relevant institutions, based on JBIC's unique strategic information analysis—

[OVERVIEW] JBIC leverages its position as a policy-based financial institution that connects Japan and the world and public and private sectors, as well as its international network of think tanks and other organizations in various countries, to conduct surveys and analyses on trends in Japanese companies' overseas business expansion, industrial trends, geopolitical circumstances, and other matters. We share the results of such surveys and analyses with Japanese companies

and use them in dialogue with local authorities to improve the investment environment of each country and region, strengthen cooperation with relevant institutions, and give presentations at international conferences. These efforts contribute to developing businesses and structuring projects overseas by Japanese companies, as well as to formulating and implementing Japan's foreign economic policy.

Examples of Information-Gathering and Analyses Based on JBIC's Operating Environment

- JBIC has been conducting the Survey Report on Overseas Business Operations by Japanese Manufacturing Companies every year since 1989. In FY2024, manufacturers' perceptions of "supply chain restructuring," "initiatives for business transformation and expansion of new businesses," and "initiatives for the realization of a sustainable society" were added in light of current circumstances.
- Surveys on geopolitical developments (in the Global South, Europe, the Middle East, etc.), industry trends, election trends in various countries, etc.

Strategic Talks with Foreign Governments and Related Institutions



September 2024 : JBIC Governor Hayashi met with India's Minister of Finance Sitharaman. Discussed future collaboration based on the results of the survey on overseas business expansion trends



October 2024 : Held a panel discussion with the U.S. International Development Finance Corporation at a seminar hosted by a U.S. think tank. Outlined and discussed Japan-U.S. cooperation in developing infrastructure overseas and reinforcing supply chain resilience

Media Communications

- Contributed articles to economic magazines, association journals, and other publications on topics based on various information gathered and analyzed by JBIC
- Announced the results of the Survey on Overseas Business Operations by Japanese Manufacturing Companies through television, newspapers, and other media outlets



JBIC employees (two individuals on the right) explaining the results on the Institute of Geoeconomics' YouTube channel. (Source: Institute of Geoeconomics)



The survey results were also shared in JBIC's PR magazine JBIC Today.

Various Seminars

- We explain our survey results and other insights at seminars and events hosted by JBIC. We also hold meetings to exchange opinions with individual companies and industry groups



JBIC employee explaining trends during the FY2024 Overseas Investor Seminar (online) hosted by JBIC.



JBIC employee explaining overseas investor trends to member companies of the Jakarta Japan Club's Corporate Division (chamber of commerce for Japanese companies in Indonesia).

OUTCOME

4 Fortification and Reform of Organizational Foundation to Create Value

HIGHLIGHT

Initiatives to Build a Highly Engaged Organization

Improving employee engagement by implementing measures based on the employee opinion survey and promoting digital transformation through the adoption of new technologies and process improvements (DX)—

[OVERVIEW] At JBIC, we are building a highly engaged organization that maximizes the abilities of directors and employees in order to create value in response to the current needs and environment. In addition to developing human resources through training programs and enhancing our internal and external educational content, we have launched new initiatives such as installing an employee suggestion box to collect employee opinions based on the employee opinion survey and holding talk events to provide forums for interactions among directors and employees. We are also promoting DX, including the pilot introduction of generative AI, and transcription

tools, to further streamline bank operations. We strive to identify challenges while developing and implementing measures to improve workplaces, so that our employees can feel more motivated and have a sense of growth.



< Event being held in the library cafe >
Held an event to introduce books recommended by directors and placed the recommended books in the library



- < Examples of DX initiatives >
- Digitized existing documents and introduced a digital approval system. Continue trials for the implementation of generative AI tools
 - Held workshops to foster understanding of DX and promote its use; held multiple discussions with providers on the use of generative AI

Voice of Next Generation

Representative, Representative Office in Mexico City
YAMADA Haruna



At JBIC, junior staff members are given opportunities to take on active roles. I was assigned to the Corporate Finance Department, where I received comprehensive training and strong support from senior colleagues. Within my first year at the bank, I had the opportunity to lead a financing project. JBIC has also been actively incorporating the perspectives of younger staff into its digital transformation (DX) initiatives to enhance operational efficiency. As a result, I can clearly feel that the working environment is improving day by day.

While serving as a trainee at the Buenos Aires Representative Office, I gained firsthand insight into how JBIC is relied upon internationally in the fields of resources and infrastructure. Today, as a representative in Mexico City, I am committed to deepening my engagement with the local community while continuing to grow both professionally and academically.

JBIC Seminar 2024 | Strengthening Collaboration with Overseas Governments and Related Institutions

The JBIC Seminar is an initiative in which we invite key individuals from various governments, related institutions, private companies, and international organizations to Japan to deepen mutual understanding through our informative lectures on a wide range of topics, including JBIC's operations and Japan's industrial policy, and through activities designed to expand their familiarity with Japanese history, culture, and technology. Repeatedly engaging in such initiatives to strengthen cooperation with overseas governments and related institutions helps JBIC provide unique solutions that are essential for value creation.

A scene from JBIC Seminar 2024. 20 people from 19 countries visited Japan to participate in the seminar.

