Special Feature

Creating Harmony between Environment and Economic Society

- JBIC’s role responding to the times and needs
- JBIC’s projects are expanding into Indonesia, India and Thailand
- Launch of JBIC’s global environment facility of “QI-ESG”
- Introducing the environmental technology of Japanese companies to developing countries

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New Product that Captured the Needs in Thailand.
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Project Frontline

- Supporting production of rare mineral resource in collaboration between public and private sectors
- Loan to the government of Uzbekistan
- Strengthen the relationships with national oil companies in Malaysia and Saudi Arabia
Climate change is raised and discussed as an urgent challenge that threatens the global economic society. Under such circumstances, JBIC has evolved its operations to the global environment in response to the changing times.

What roles can JBIC and Japanese companies play in achieving continuous sustainable economic growth?

The achievement of sustainable economic growth is a common concern of the world. As part of a global effort to tackle such a problem, JBIC decided to promote actions towards climate change including reduction of greenhouse gas (GHG) emissions and has been enhanced all over the world. In reaction to the international engagements including the Japanese government to climate change, JBIC contributes to taking global environmental actions by providing policy-based financing. "2010 was a big turning point for JBIC's actions to the global environment," Tsutsumo Sato said, who serves as the Deputy Director General for the New Energy and Power Finance Department II and Director for Global Environment Division of the Infrastructure and Environment Finance Group. Then, in the 15th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP15), which was held in Copenhagen, Denmark in December 2009, developed countries agreed to mobilize finance to developing countries with US$100 billion per year by 2020 to those developing countries to support their climate actions. After this agreement, developed countries continue to fulfill their commitment to mobilizing finance to developing countries, building a mutual trust relationship with them. I believe that this effort paved the pathway for adopting the Paris Agreement at COP21 in 2015.

Taking over the Kyoto Protocol, more than 180 countries participated in the Paris Agreement which will commence in 2020. All the participating countries—not only developed but also developing countries—will make climate actions under a new legally binding agreement. "In April 2010, JBIC incorporated a new mission of "preservation of the global environment" in its establishment law. Responding to international climate change policies including the COP discussions, this mission aims to promote actions for protecting the global environment such as preventing global warming. In order to perform this mission, JBIC started a new financing operation called Global Action for Reconciling Economic Growth and Environmental conservation (GREEN)." To that end, JBIC had seen activities in fields international climate change and the Japanese economy as its main missions, such as securing natural resources and maintaining and improving the international competitiveness of Japan for JBIC's activities.

"I think that incorporation of "preservation of the global environment" as one of four missions of JBIC was an important message to state JBIC's intention of contributing to achieving sustainable economic growth in alignment with global climate change."

The purpose of the GREEN operation is to provide loans and equity participations to projects that are expected to reduce GHG emissions, such as renewable energy, highly efficient power generation projects and deployment of energy-saving equipment. Under the GREEN operation, JBIC created its own methodologies called Guidelines for Measurement, Reporting and Verification of GHG Emission Reductions in [JBIC's GREEN] MRV (Guidelines), in consultation with environmental specialists including professors and experts specializing in climate mitigation projects.

Expanding finance in response to client needs: deployment of advanced environmental technology to the world

"Mobilizing finance to developing countries, which was agreed at COP15, was officially adopted at COP16 in Cancun in December 2010. After the adoption of the Cancun agreement, Multilateral Development Banks such as the World Bank started to ratchet up financing operations in the area of climate change. Just in the same time, JBIC commenced its GREEN operation, which was of great significance in spearheading global actions on climate change. After that, of the adoption of the Paris Agreement in 2015, the Japanese government introduced the "Smart Earth 2.0 (ACE2.0)" to provide public and private climate finance to developing countries amounting to JPY1,300 billion by 2020 which was increased by 1.5 times against the previous commitment. In line with the ACE2.0, JBIC promoted the GREEN operation than before. I think that Japanese companies have highly advanced low-carbon technology and operations such as geothermal power generation and energy efficiency projects. JBIC proactively supports those Japanese companies in exporting energy efficient equipment and participating operation and maintenance in environmental projects excels through not only GREEN operation but also other financial tools. In addition to project financing to IPP projects, JBIC provides loans and equity participations to projects in developing countries, while investing in equity funds for renewable energy, energy efficiency and environmental conservation."

Financing for global environmental projects contributes to achieving a global target of reducing GHG emissions as well as creates new business opportunities in a new market of environmental field amid the international trend of transition to a low-carbon society. In recent years, more diversified advanced technologies are utilized in various projects.

In 2018, JBIC launched its new Global Facility to Promote Quality Infrastructure Investment for Environmental Preservation and Sustainable Growth (QIISG) with extending the coverage of the GREEN operation to environmental projects other than GHG emission reductions, such as air pollution prevention, wastewater treatment and waste energy. In this QIISG, JBIC finances a wide array of infrastructure projects aiming for global environmental preservation and so far, JBIC financed an offshore wind power generation project in the United Kingdom and a smart energy business (maintenance and upgrading of transmission and distribution networks) in Central America.

Harmonizing between economic growth and environmental preservation

JBIC's activities in the environmental field are not limited to supporting projects aiming for global environmental preservation. Since the mid-1980s, Organization for Economic Cooperation and Development (OECD) and United Nations Environment Programme (UNEP), have shown a growing interest in economic development as well as environmental and social considerations. They added an environmental assessment to evaluate the impact on both natural and social environments as a precondition for implementing a project. Under such circumstances, since the late 1980’s, the Export-Import Bank of Japan (JEXIM), the predecessor of JBIC, had enhanced its system to assess if a project operates properly considered environmental and social impacts on the target project. In 1992, JEXIM established the Global Environmental Facility inside Project and Corporate Analysis Department. In 1999, upon international trends in the environmental assessment, JEXIM created guidelines for environmental and social consideration, which became later the prototype for JBIC's guidelines as "Guidelines for Evaluation of Environmental and Social Considerations." In accordance to these guidelines, JBIC has strived to ensure that project operations generate no significant adverse effects to the lives of local residents and the natural environment such as ecosystem.

"After establishing our environmental guidelines, we revise it as needed by considering international trends on environmental assessment. When reviewing our guidelines, we emphasize the outcomes of the discussions about environmental safeguard policy in OECD, while collecting a broad range of opinions and views through consultations with our stakeholders from various fields including business community, civil society and academia. All projects financed by JBIC are subject to our environmental guidelines. After screening projects into different categories according to level of impact on environment and society, we evaluate environmental and social aspects of each project based on the environmental preservation guidelines. As the level of impact is considered to have a significant impact on environment and society, we visit the project site along with specialists in the environmental and social field to gather information directly from relevant agencies of the government in the project’s host country or talk to local residents living near the project site." JBIC examines each project based on the real information obtained from the project site. Sato said, "Since then, JBIC has emphasized an approach to carefully evaluate a project by following local laws and regulations, as well as the actual conditions of the project site, while communicating with various stakeholders of the project area."

"Even if JBIC's project has a great significance to the development of the country, we must avoid the situation where the project has negative impacts on environment and society. It is a very difficult theme to balance between economic activities and environmental protection, but we will continue to play a role in connecting economic growth with environmental protection through our careful coordination of opinions with stakeholders in the project site."
The Indonesian government promotes plan to new legislation for geothermal power generation. Rantau Dedap (SERD), an Indonesian company, which also participates in this project as one of the EPC (Engineering, Procurement and Construction) contractors. This is typical of an A-B Japan effort to operate and manage a project overseas with advanced Japanese technology over a long period of time.

In March 2018, JBIC signed a loan agreement in project financing totaling up to approximately USD188 million (JBIC portion) with SERD for this project. This is the third geothermal IPP (Independent Power Producer) project in Indonesia where JBIC provides project financing, following the Arulidda geothermal power plant project and Muara Laboh geothermal power plant project.

In this project, STP Supreme Energy Rantau Dedap (SERD), an Indonesian company invested in by Marubeni Corporation, Tohoku Electric Power Co., Ltd. and others, will build, own and operate a geothermal power plant with a gross capacity of 98.4 MW in the South Sumatra Province, Indonesia. The electricity generated from this plant will be sold to PT PLN (Persero), a state-owned power utility in Indonesia, for 30 years. Fuji Electric Co., Ltd. also participates in this project as one of the EPC (Engineering, Procurement and Construction) contractors. This is typical of an A-B Japan effort to operate and manage a project overseas with advanced Japanese technology over a long period of time.

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In this project, HZI Jönköping Biogas AB will be used as fuel for public transport in the city of Jönköping. This plant is expected to contribute to creating a recycling-based society for green mobility.

United Kingdom

Moray East Offshore Wind Power Project

Supporting Japanese companies participating in an offshore wind power project

In European countries, including the U.K., development of large-scale offshore wind farms is accelerating, and the competition for obtaining concessions is intensifying among a number of companies.

In this project, Moray Offshore Windfarm (East) Limited (MOWEL), invested in by Mitsubishi Corporation, Kanui Electric Power Co., Inc. and Mitsubishi UFJ Lease & Finance Company Limited and others, will build, own, and operate an offshore wind farm with the world’s largest generation capacity of 950 MW. The wind farm will be built 22 km off the coast of Moray in Scotland. Under the

Contraction for Difference, a U.K. renewable energy subsidy scheme, MOWEL will sell electricity to power retailers for 15 years after the start of its commercial operations.

In November 2018, JBIC signed a loan agreement in project financing totaling up to approximately GBP745 million (JBIC portion) with MOWEL. This project financing is provided under JBIC’s “Global Facility to Promote Quality Infrastructure Investment for Environmental Preservation and Sustainable Growth (Q-ESG).” „Japanese companies’ participation in this offshore wind power project in Europe, which is the most advanced market, will help more Japanese companies enter into a new market for wind power generation.

India

Solar Power Project

Meeting increasing electricity demand in India through support for solar power

The Government of India aims to develop 100 GW solar power capacity by 2022 to secure stable power supply and diversify electricity power sources. On September 1, 2014, Japanese Prime Minister Abe and Indian Prime Minister Modi announced the “Japan-India Investment Promotion Partnership,” in which Japan will provide JPY5.5 million of public and private financing to India over the next five years.

Under this project, SBG Cleantech ProjectCo Private Limited (SBG Cleantech), invested in by SoftBank Group Corp. (SBG), will build, own and operate a solar power generation plant with a total generation capacity of 350 MW at the solar park to be built in Kurnool district, the state of Andhra Pradesh in the south of India. SBG Cleantech will sell the generated electricity to NTPC Limited, India’s state-owned power generation company, for 25 years.

In September 2017, JBIC signed a loan agreement in project financing with SBG Cleantech for this project. This is the first overseas solar power project for SBG in India. Electricity demand is surging on the back of its rapid economic growth in recent years. JBIC’s financial support will contribute not only to maintaining and enhancing the international competitiveness of Japanese companies but also to reducing greenhouse gas (GHG) emissions in India.

Sweden

Waste Treatment and Bio gas Production Business

Contributing to reduction of GHG emissions and establishment of a recycling-based society

Hitachi Zosen Group is a leading company which boasts a world-class track record in a number of EPC (Engineering, Procurement, and Construction) orders for waste treatment and power generation plants. In this project, HZI Jönköping Bio gas AB, a Swedish subsidiary of Hitachi Zosen Group will construct a waste treatment plant using methane fermentation technology (annual waste treatment capacity of 40,000 tons; annual biogas production capacity of 35,000 MWh) in the city of Jönköping, Sweden, and sell biogas for 20 years. The biogas sold by HZI Jönköping Bio gas AB will be used as fuel for public transport in the city of Jönköping. This plant is expected to contribute to creating a recycling-based society for green mobility.

Hitachi Zosen Group regards this project as an important strategic milestone for further expansion in its overseas business. In March 2019, JBIC signed a loan agreement totaling up to approximately 120 million Swedish krona (JBIC portion) with HZI Jönköping Bio gas AB. This loan is provided under JBIC’s “Global Facility to Promote Quality Infrastructure Investment for Environmental Preservation and Sustainable Growth (Q-ESG).”
In July 2018, JBIC established its new facility of “QI-ESG” in order to support deployments of infrastructure that is expected to help protect the global environment. The accumulated amount of commitments under this facility is about USD2.9 billion as of the end of March 2019. What is the role of JBIC’s new facility of “QI-ESG”? As well as the global trend of environmental, social, and governance (ESG) investment, eligible projects under this facility include not only projects aimed at reducing greenhouse gases (GHG) emissions, but also those that are expected to help preserve the global environment.

What are the features of this new facility? Soichiro Morimoto, then Deputy Director of the Operation Policy and Strategy Coordination Division of the Corporate Planning Department, who was engaged in launching this facility, explains, “We established a framework that allows us to provide a wide range of support to environmentally-friendly projects.”

Under the QI-ESG operation launched in 2018 to perform its new mission of the global environmental preservation, JBIC has financed projects that are expected to help reduce GHG emissions. The range of projects that are eligible for the QI-ESG facility has expanded to projects that contribute to protecting the environment, such as air pollution prevention projects, water supply, water pollution prevention and waste treatment, in addition to those for reducing GHG emissions.”

For example, in the mobility field, only inner-city railway projects were eligible for financing under the QI-ESG operation. However, the range of projects that are considered for financing under the QI-ESG facility was expanded to inter-city railways such as high-speed railways contributing to urbanization and enhancement of transportation capabilities.

Additionally, more diversified financial tools are available through the QI-ESG facility. Under the QI-ESG operation, financing was provided only in the form of the United Loan and the Equity Investment, but the Overseas Investment Loan (thereafter referred as OIL) were added to the QI-ESG facility in addition to those financial instruments. Previously, JBIC made decisions on commitments to OIL based on the degree of involvement of Japanese companies in targeted projects. However, the new facility has enabled JBIC to provide OIL from the viewpoint of enhancing support for projects that help preserve the global environment.”

Soichiro Morimoto, Deputy Director of the Operation Policy and Strategy Coordination Division of the Corporate Planning Department, Corporate Planning Group, JBIC (Then)

— The Paris Agreement has set the target of keeping the average global temperature rise to below 2 degrees Celsius compared to the level before the Industrial Revolution. However, there aren't many challenges in balancing this with the economic development of developing countries. Mr. Hombu: The 2 degrees Celsius target of the Paris Agreement is fairly ambitious. According to the forecast of the International Energy Agency (IEA), even if every country pursues their targets of reducing greenhouse gas (GHG) emissions that they submitted to the United Nations, the goal of 2 degrees is far from being achieved. This situation tells us that we need to “do all we can do.” It is important to take every possible measure to reduce carbon emissions and keep the temperature increases below 2 degrees. These measures include the use of not only solar and wind resources but also other energy sources in the renewable sector, the introduction of a carbon dioxide capture and storage (CCS) technology and the continued use of nuclear energy.

In what fields will Japanese companies capitalize on their strengths? Mr. Hombu: When it comes to power generation, Japanese companies have a competitive edge in the geothermal, water and waste-to-energy power sector. Particularly, manufacturing of high-precision resistant turbines for geothermal power generation is one of the areas where Japanese companies still have a significant competitive edge. Waste-to-energy power generation is a relatively new field in developing countries, but its demand is expected to rise in large cities in the ASEAN countries.

In developing countries, in the process of introducing renewable energy amid expanding electricity demand, the needs for natural gas power generation will increase further because power output from natural gas power plants can easily be controlled and GHG emissions can be curbed. On the other hand, countries that have difficulty obtaining natural gas may require high-efficiency coal-fired power generation. In that case, it is important to introduce power plants with as high efficiency as possible. In light of this, developing countries need to provide funds to develop countries for introducing environmental technology that suits the actual situation of each country.

What roles do you expect JBIC to play? Mr. Hombu: To achieve the Paris Agreement, I expect JBIC to utilize its expanded global financing facility of QI-ESG aimed at encouraging Japanese companies with strengths in various fields to participate in environmental projects abroad. Environmental projects are long term and those in developing countries entail a country risk. It is JBIC’s role to assume these risks and complement the private sector. Besides, there are some new environmental technologies that the private sector alone cannot support because it is difficult to evaluate the business feasibility due to a lack of track records of these technologies. I believe that JBIC is also expected to contribute to supporting the overseas deployment of environmental technologies to establish proven track records of those technologies and accelerating the spread of the technologies.

What is necessary for achieving the goal of the Paris Agreement? — The global roles played by Japanese companies in advanced environmental technology —

JBIC Interview

— Soichiro Morimoto, then Deputy Director of the Operation Policy and Strategy Coordination Division of the Corporate Planning Department, Corporate Planning Group, JBIC (Then)
A New Product that Captured the Needs in Thailand.

Uplifting Domestic Businesses through Reverse Imports

DECSYS CORPORATION

DECSYS CORPORATION, a manufacturer of appearance inspection systems using advanced image processing technology, quickly expands into Thailand in anticipation of the local demand for automated inspection process.

Until now, appearance inspection of parts and materials that require high safety and reliability has been performed manually. This type of work requires advanced knowledge and experience, but staff performing inspection duties are aging. DECSYS CORPORATION found a business opportunity in this situation and developed a system to inspect stereoscopic objects using image processing technology.

Through the establishment of its local subsidiary in Thailand in 2017, the company quickly entered the local appearance inspection market, getting off to a good start in their overseas expansion.

Automation of Manual Appearance Inspection Led to Increased Sales

Established in 1998, DECSYS CORPORATION initially developed and sold devices specialized in appearance inspection for semiconductors and liquid crystals. Thereafter, the company shifted its focus to the highly competitive market of medical supplies such as medical containers, bottles and syringes, which require more advanced technology for quality inspection. Currently, the appearance inspection devices for medical materials and pharmaceutical products account for 80% of total sales of the company, while the remainder of sales comes from those for precision components such as semiconductors, liquid crystals, as well as sensors of electric vehicles. Mr. Seki, the company’s President & Representative Director, states the following:

“Our equipment is intended to be used for inspecting objects requiring manual inspection. Appearance inspection needs advanced knowledge of detecting minor scratches and dents on inspected objects, while it usually takes many years to acquire such knowhow. Because of this, errors and omissions can happen during the inspection process, depending on the person’s knowledge and experience. Moreover, inspection staff are aging in many companies and labor shortages are becoming a problem. That’s why automated inspection systems utilizing image processing technology are needed.”

The company eventually established a structure to develop a set of appearance inspection systems. The company is the only manufacturer in Japan that makes appearance inspection devices combining image processing technology.

Usual appearance inspection process requires pre- and post- processes in which the inspected objects are aligned to be fed into the inspection station and taken out of it after the inspection and packaged in boxes for shipment. In 2017, the company developed a humanoid appearance inspection robot called “Gaikan Kenta Kun” which automatically completes all of these steps, and surprised the whole industry. Having two arms, the robot automatically identifies and picks up objects for inspection and can perform simple tasks such as assembly of parts and materials after the inspection. For this reason, it can be integrated into the whole production process, as well as used for specific process which may require inspection by human hand.

In July 2017 when “Gaikan Kenta Kun” was launched, the company established its local subsidiary, DECSYS (THAILAND) CO., LTD. (DTCL) in Bangkok, Thailand.

Focusing on Needs for Automated Production in Thailand

“It was important to expand overseas to sustain stable business management. We had already exported our products to overseas subsidiaries/affiliates of Japanese companies and we were aware of increased needs of automation in their production process. After researching about China and Southeast Asia, we decided that it’s best to enter the Thai market,” says Mr. Seki.

However, in Thailand, appearance inspection was still the most common method for inspection and it was difficult that a fully-automated system was adopted. That has led the company to develop a semi-automated inspection device in Thailand that needs inspection staff only when the inspected objects are placed in and out of an inspection station.

Mr. Yasuo Sugai, the president of DTCL who was involved in the launch of DTCL, says: “Our semi-automated devices can be operated easily by anyone because it simply requires inspection staff to feed and take the inspected object into and out of the device by hand. We’d like to be our clients to introduce this device into their production process and consider adopting a fully-automated device in the future.”

DTCL had a strong start and even made a profit from the first year thanks to demand for appearance inspection for parts used in smartphones. The semi-automated devices have also been re-imported for sales in Japan.

DTCL is making stable profits and this is primarily because DTCL were able to hold down their initial investment according to their business strategy of: ensuring production of devices to a Thai factory of Japanese companies which are shareholders of DECSYS as well as its alliance partner; and outsourcing sales and distribution of the inspection devices to Japanese trading firms.

Emphasizing the alliance strategy also in Japan, we cooperate with domestic partner companies for production of our products. Moreover we have many partners for sales and development. The concept of our business strategy is not simply focused on outsourcing of production and sales, but more on creating mutual business benefits for us and our business partners. We wanted to implement this alliance strategy in Thailand as well,” says Mr. Seki.

Positioned as a technical support base, DTCL has highly-skilled engineers transferred from Japan and hired two local office staff members and three technicians.

“In fact, we are also training two Thai engineers at our Tendo office in Yamagata Prefecture, where one is learning about image processing, and the other about device designing. We plan to train them for two to three years and eventually have them return to Thailand,” says Mr. Sugai.

As for the local office management, he further explains, “we try to manage the local staff by examining the relationships between the members, as Thai people tend to place value on vertical social relationships in terms of communication styles.”

Part of the long-term funds required for this Thai business was provided by JBIC in collaboration with Chiba Bank, which is their main financing bank.

“In addition to a long-term loan in Thai baht, JBIC has been helpful in providing us overseas information. They also supported us in finding potential clients and business partners through business matching events. We are sincerely grateful for their service,” says Mr. Sugai.

In Thailand, labor costs are rising while the productive-age population is aging and decreasing. Due to this, the Thai government is also promoting the automated production process. With the rising hopes for the progress in automation in production process, DECSYS sees the future as follows: “We expect our technology to spread into the sectors of automotive and medical materials. As inspection for parts and materials particularly exported to Japan is strict, automated inspection devices for such products should be widely adopted in Thailand.”

DECSYS CORPORATION

Established 1998

Total capital JPY 100 million

Business Manufacturing and sales of inspection systems such as visual inspection based on advanced image processing technology.

Headquarters 2-1-34 Horo, Funabashi-city, Chiba

Relations with JBIC

Has obtained funding from JBIC for the development and sales of image processing equipment and visual inspection equipment carried out by DECSYS (THAILAND) CO., LTD. in the form of a cross-border loan in the local currency.
Supporting production of rare mineral resource in collaboration between public and private sectors

One of the mineral resources strategically focused by the Japanese government is zirconium. This is an important resource used as a raw material for various industrial products including emission purification catalysts for automobiles and other electronic materials. After repeated research and development of zirconium compounds, Daiichi Kigenso Kagaku Kogyo Co., Ltd. (DKKK) established their own methods to refine and produce zirconium compounds. With their technological capabilities, DKKK is acknowledged as one of the largest producers in the global zirconium compounds market.

In order to manufacture zirconium compounds, it is required to procure zirconium oxychloride (ZOC), the raw material used for production of the compounds, from overseas. As Japan imports almost all of its ZOC from China, DKKK needed to diversify their supply sources in order to secure long-term and stable supply of ZOC.

The government of Uzbekistan promotes high-speed, high-capacity telecommunications networks by upgrading the backbone telecommunications network system, in response to the progress of information technology and the growing popularity of smartphones. As part of this initiative, Uzbekistan's state-owned communications company, Uzbektelecom JSC, has decided to purchase from Toyota Tsudou Corporation a complete backbone telecommunication network system manufactured by NEC Corporation etc. The government of Uzbekistan plans to upgrade the system to achieve a communication speed that is 20 times higher than current levels.

The cityscape of Tashkent, the capital of Uzbekistan. A view to the right side of the photo in Tashkent Tower, which is used as a radio and TV tower.

In March 2019, JIBC decided to finance a state-owned bank, the National Bank for Foreign Economic Activity of the Republic of Uzbekistan (NBU), in co-financing with Sumitomo Mitsui Banking Corporation a complete backbone telecommunication network system, Uzbekistan is one of the countries that have deep ties with Japan. This is the first loan that JIBC has provided to Uzbekistan since President Mirziyoyev took office in December 2016. With the appointment of the new president, personnel of government agencies, as well as various application and approval procedures taken by the government significantly changed. Business negotiations that were in progress, including those for loan agreements, were also reviewed again. These factors significantly impacted the progress of the project. Under such circumstances, we pushed the negotiations on loan forward step by step through a direct dialogue with the government of Uzbekistan that we had reached by utilizing JIBC's network of contacts. Once the loan agreement was concluded, we felt that all of our efforts were rewarded.

Signing of the loan agreement has led to the deepening of economic cooperation between Japan and Uzbekistan which went through administrative reform under the leadership of President Mirziyoyev. I feel that this loan is of great significance in encouraging Japanese companies to expand overseas business and I achieve a sense of accomplishment after all my efforts to complete the loan agreement.

Yu Sasaki
Division 3, Oil and Gas Finance Department
Energy and Natural Resources Finance Group

"I was born in a rural area, and yet I arrived in Tokyo with not much experience of the city, but I learned the importance of dialogue and negotiation. I am a person who tries to understand the other party's point of view."