



Applying Financial Expertise to Design the Future

Annual Report & CSR Report

2012

Development Bank of Japan Inc.

Established:	October 1, 2008 (The Japan Development Bank [1951] and the Hokkaido-Tohoku Development Finance Public Corporation [1956] were merged to form the Development Bank of Japan in 1999)
Legal basis:	The Development Bank of Japan Inc. Act (Act No. 85 of 2007)
President:	Toru Hashimoto
Number of employees:	1,147 (As of March 31, 2012)
Capital:	¥1,198,316 million (100% owned by the Japanese government)
Address:	9-1, Otemachi 1-chome, Chiyoda-ku, Tokyo 100-0004, Japan
URL:	http://www.dbj.jp/en
Number of offices:	Branch offices, 10; representative offices, 8; overseas representative office, 1; and overseas subsidiaries, 2
Subsidiaries and affiliated companies:	Consolidated subsidiaries, 17; non-consolidated subsidiaries, 23; and affiliated companies, 15 (As of March 31, 2012)
Main business:	The provision of long-term funding (investment and loans)
Purpose:	To conduct business activities utilizing the methods of combining investments and financing and other sophisticated financial methodologies, thereby contributing to the smooth supply of funds to those who need long-term business funds, as well as to the sophistication of financial functions.
Scope of business operations:	<ul style="list-style-type: none"> • As well as such basic businesses as investment, lending and guarantee of obligations, DBJ carries out businesses in which it develops new financial techniques. • DBJ raises funds in a stable manner by borrowing from the government's Fiscal Investment and Loan Program (FILP) and by issuing government-guaranteed bonds, as well as corporate bonds (without government guarantees), and by taking out long-term loans from the private sector.
Total assets:	¥15,563.2 billion (As of March 31, 2012)
Loans:	¥13,704.9 billion (As of March 31, 2012)
Capital adequacy ratio:	18.30% (As of March 31, 2012)
Issuer ratings:	Aa3 (Moody's Investors Service, Inc.), A+ (Standard & Poor's Corp.), AA (Rating and Investment Information, Inc.), AAA (Japan Credit Rating Agency, Ltd.)

Note: Information above is on a non-consolidated basis.



DBJ

株式会社日本政策投資銀行
Development Bank of Japan Inc.

Forward-Looking Statements

This Annual Report & CSR Report contains statements concerning management policies and future operating results. Such statements are not guarantees. Please be aware that future performance is subject to various changes in conditions in the operating environment.

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Note:

Figures contained herein are rounded down. Accordingly, the total of each column of figures may not equal the total of the individual figures. In this report, a "0" indicates figures of less than the indicated unit. A "—" indicates the absence of an amount.

Message from the President



Issues Japan Faces and DBJ's Role in Resolving Them

The Japanese economy faces a number of pressing issues. Following the Great East Japan Earthquake, these include the need for restoration and reconstruction, as well as electrical power supply problems. Also of growing concern is the hollowing out of industry, owing to yen appreciation. The economy also confronts structural issues, such as deflation, a lower birth rate and an increase in the average age. Furthermore, we face concerns about the impact of the European debt crisis on international financial and capital markets and the world economy.

In light of these issues and the expected changes in the socioeconomic environment, DBJ will continue working toward Japan's socioeconomic development in the ways described below, by leveraging its characteristics: a long-term perspective, large size, integrated investment and loans, and a neutral standpoint.

First, by supplying risk capital in an appropriate manner, DBJ's financial function is to help reinforce Japan's financial markets. At the same time, to counter the hollowing out of Japanese industry we are helping to rebuild the industrial infrastructure and aiding the reconstruction of the Japanese industrial structure. Furthermore, DBJ is supporting growth in fields that should help to expand Japan's economic frontiers.

In addition, we are taking an active role in providing a safety net for financial markets, responding expeditiously and proactively to such events as financial crises and the Great East Japan Earthquake.

While filling these roles, as a joint stock company we manage DBJ as an autonomous entity, introducing initiatives that are designed to boost our profits.

Specific DBJ Initiatives

Based on these precepts, in the preceding fiscal year DBJ formulated its second medium-term management plan, which is a three-year plan designed to respond appropriately to current issues such as the Great East Japan Earthquake. At the same time, the plan targets the reconstruction of the Japanese industrial structure and aims to proactively support growth fields.

DBJ responded to the Great East Japan Earthquake by fully leveraging its accumulated expertise and networks and making a full-fledged effort to support general

industries in the affected region. As a designated financial institution for crisis response operations, we met current financial demands providing financing for crisis response operations amounting to approximately ¥1 trillion (as of March 31, 2012). In addition, on its own initiative DBJ responded to capital funding needs by forming restoration funds in cooperation with regional banks in the affected area, thereby putting in place a detailed support structure.

As part of our efforts to rebuild the industrial structure and support growth fields, we established the DBJ Smart Japan Program to support our own financing activities to boost global competitiveness and target community development and the environment and energy fields, among others. In growth fields in particular, in addition to having a financial aspect, our efforts focus on nurturing the seeds of success. Given Japan's lower birth rate and increase in the average age, encouraging the participation of women has become essential to supporting economic activity. Recognizing this situation, we set up the Women Entrepreneurs Center (DBJ-WEC). Specific center activities commenced in June 2012, when we held a business competition targeting female entrepreneurs.

Going forward, DBJ will continue playing the roles referred to earlier as it contributes to addressing the issues faced by the Japanese economy.

Meeting Our Corporate Social Responsibilities

We believe that a company's corporate social responsibilities center on a commitment to creating social value through its operations. We meet this responsibility through business activities that address a host of societal needs and issues, and via our financial services. Accordingly, our business endeavors themselves form the base of our CSR activities. We plan to continue increasing our CSR efforts by increasing our sensitivity to societal needs and raising the level of the solutions that we provide.

July 2012



Toru Hashimoto
President & CEO
Development Bank of Japan Inc.

Toward the Future Prosperity of Japan

Our Initiatives to Address the Issues Our Clients Face

 <p>Initiatives in the Energy Sector</p>	Providing Investments and Loans to Ensure a Stable, Long-Term Supply of Energy to Core Industries	P.6
 <p>Initiatives in the Transportation Sector</p>	Providing Investments and Loans to Increase Transportation Capabilities and Efficiency, Build and Upgrade Transportation Infrastructure That Has Deteriorated Over Time and Addressing the Aging Population and Responding to Environmental Issues	P.8
 <p>Initiatives in the Urban Development (Real Estate) Sector</p>	Supporting Real Estate Development, Utilization and Liquidization through Various Financing Schemes, Including Securitization	P.10
 <p>Initiatives in the Environmental Business Sector</p>	Promoting Investment and Loans That Address Global Environmental Issues from a Long-Term, Neutral and Public-Minded Perspective	P.12
 <p>Initiatives in the Healthcare and Welfare Sectors</p>	Supporting Initiatives That Maintain or Improve the Quality of Healthcare and Welfare in Japan through Finance, Consulting and Provision of Information	P.14

DBJ's corporate philosophy is "Applying financial expertise to design the future: We apply creative financing to resolve client issues, as we work to earn the trust of our clients and help them achieve their future prosperity."

In accordance with this philosophy, we provide financial services to contribute to the future prosperity of Japan.



Restructuring and Revitalization Initiatives

Supporting Increases in Clients' Corporate Value through Financial Methods That Contribute to Business Restructuring and Industry Revitalization, Thereby Increasing Competitiveness

P.16



Social Infrastructure Initiatives

Leveraging Experience and Expertise Gained during Our Time as a Policy-Based Financial Institution to Provide Appropriate Solutions and Investments and Loans to Help Build and Enhance Social Infrastructure

P.18



Community Revitalization Initiatives

Providing Optimal Solutions by Forming Networks That Connect Local Companies and Government Bodies, Economic Organizations, Chambers of Commerce and Other Institutions

P.20



Overseas Business Initiatives

Supporting Foreign Companies Investing in Japan and Japanese Companies Expanding in Overseas Markets Where High Growth Can Be Expected

P.22



Initiatives Targeting Crisis Response Operations

Maintaining Our Long-Term Perspective Even in Times of Large-Scale Natural Disasters and Other Emergencies That Have Far-Reaching Impacts, Fulfilling Our Role as a Provider of Safety Nets That Are Dynamic and Proactive

P.24

Initiatives in the Energy Sector

DBJ supports the growth of Japanese industry through its investments and loans for resource development, oil storage and other initiatives. Against the backdrop of global warming, we also support clients' efforts to encourage and promote renewable energy from solar power, wind, biomass and other sources.

As of March 31, 2012, our balance of loans in the electric power, gas, heat and water sector totaled ¥2,357.8 billion, accounting for 17.2% of total loans, by industry.

See pages

79–80

¥2.3 trillion

Balance of loans in the electric power, gas, heat and water sector

(As of March 31, 2012)

Energy

Initiatives in the Transportation Sector

DBJ is involved in a wide range of initiatives in the development and improvement of transportation infrastructure (including railroads, airports, airlines, buses and roads). We also take part in the formation of a wide range of projects from a long-term perspective, to support collaboration among multiple companies from a position of neutrality.

As of March 31, 2012, our balance of loans in the transportation infrastructure sector (to transportation providers) totaled ¥2,977.9 billion, accounting for 21.7% of total loans, by industry.



See page

81



¥2.9 trillion

Balance of loans in the
transportation infrastructure
sector

(As of March 31, 2012)

Transportation

Initiatives in the Urban Development (Real Estate) Sector

DBJ's long-term financing of real estate projects began in the 1960s. We have participated in Japan's real estate securitization market from its early beginnings and continue striving to invigorate this market by leveraging our accumulated expertise and networks.

In fiscal 2011, we introduced the DBJ Green Building Certification, which is designed to provide financial support for environmental and socially considerate initiatives.

As of March 31, 2012, our balance of loans in the real estate sector totaled ¥1,615.3 billion, accounting for 11.8% of total loans, by industry.



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82–83

¥1.6 trillion

Balance of loans to
the real estate sector
(As of March 31, 2012)

Real Estate

Initiatives in the Environmental Business Sector

Beginning with antipollution measures implemented in the late 1960s and early 1970s, DBJ has provided more than ¥3 trillion in investments and loans for environmental projects over the past 40 years.

In fiscal 2004, DBJ began employing environmental ratings in its financing based on knowledge we have cultivated for over four decades.

As of March 31, 2012, we had provided such financing to more than 310 companies, with the cumulative total amounting to ¥491.2 billion.



**84–86,
101–103**

¥491.2
billion

Cumulative amount of
DBJ Environmentally Rated
Loan Program

(As of March 31, 2012)

Environment

Initiatives in the Healthcare and Welfare Sectors

DBJ is engaged in maintaining and improving the quality including access, cost and technological standards of each area of healthcare in Japan through finance, consulting and the dissemination of information. As well as providing consulting services that include the development of business plans to support improvements in hospital management, DBJ studies and conducts research into a variety of medical issues.

As of March 31, 2012, our balance of loans in the healthcare sector stood at ¥46.9 billion, up 4.7% from the preceding fiscal year.



See pages

87–89





Up **4.7** %

Year-on-year increase in loans
in the healthcare sector
(As of March 31, 2012)

Healthcare

Restructuring and Revitalization Initiatives

In an environment marked by sluggish domestic demand and shifts in the demand structure, increasingly stringent competition and accelerating change in the corporate business climate, needs are growing for business and industry restructuring and corporate revitalization that enhances corporate value by bolstering competitiveness.

Through debtor-in-possession financing, DBJ helps supply the short-term cash flow that is essential to revitalization. We also provide buyout financing and mezzanine financing to assist corporate acquisitions and capital restructuring. Through total solutions such as these, DBJ supports business restructuring and revitalization.



See pages

90–92





Provided
Japan's first
DIP financing in 2001

Restructuring

Social Infrastructure Initiatives

Since the era of reconstruction following World War II, DBJ has supported the development and advancement of Japanese economy and society. For the development and further sophistication of Japan's economy and improvements to quality of life, DBJ applies its experience and expertise to support the efforts of its clients to build and improve the social infrastructure.

As of March 31, 2012, DBJ's balance of loans for social infrastructure (electric power, gas, heating, water, telecommunications, transport and real estate) totaled ¥7,521.5 billion.



See pages **93–94**

A photograph of the Tokyo skyline at sunset, featuring the Tokyo Skytree as the central focus. The sky is a mix of orange, yellow, and blue, with clouds catching the low light. The city lights are beginning to glow, and their reflections are visible on the water in the foreground.

¥7.5 trillion

Balance of loans in the electric power, gas, heating, water, telecommunications, transport and real estate sector

(As of March 31, 2012)

Infrastructure

Community Revitalization Initiatives

DBJ provides optimal solutions from a long-term perspective that are designed to realize a prosperous lifestyle. To this end, we stimulate regional economies, build local infrastructures and construct wide-ranging networks as we strive to tackle the variety of issues facing the regions. Furthermore, DBJ maintains close relationships with regional financial institutions, which have excellent insights into the companies that operate in their regions. We have created a regional banking M&A network that links regional financial institutions with information on corporate M&A activities, thereby enhancing trust-based relationships and helping to achieve community revitalization.

As of March 31, 2012, a cumulative total of 101 financial institutions had entered into business alliances with DBJ.



95–98

101 institutions

Cumulative number of allied
financial institutions
(As of March 31, 2012)

Network

Overseas Business Initiatives

Since its conversion to a joint-stock company in October 2008, DBJ has enthusiastically embraced international business.

We are building an overseas risk management structure, preparing operating bases, training personnel and moving forward with core infrastructure. At the same time, we are working to expand our network with trustworthy partners and domestic and overseas financial institutions.

As of March 31, 2012, more than 35 countries were targeted for investments and loans.



See pages

38, 99

More than
35 countries

Number of countries targeted for investments and loans
(As of March 31, 2012)

Overseas

Initiatives Targeting Crisis Response Operations

DBJ began crisis response operations as a designated financial institution on October 1, 2008.

Since March 2011, when the Great East Japan Earthquake struck, we have poured all our energy into initiatives to support the restoration and reconstruction of the disaster-stricken region. In addition to implementing crisis responses targeting clients affected directly and indirectly by the disaster, DBJ is making a proactive effort to support increases in the production of materials needed for restoration and reconstruction.



See pages

59–65, 100



Reconstruction Support

Consolidating useful
knowledge and financial
expertise

Crisis Response



Logo and Corporate Color

Our "Earth" logo consists of four colors that represent four themes and embodies our corporate philosophy of working with clients to realize their goals.

Each Color Represents Two Aspects of DBJ

Corporate Values:

- Long-Term Perspective
- Neutrality
- Public-Mindedness
- Reliability

Action Guidelines:

- Customers First
- Professional
- Global & Local
- Speed & Teamwork

Commitment to Stakeholders, Action Guidelines and Core Competencies

Commitment to Stakeholders

- **Commitment to Clients**
Using creative finance, DBJ will resolve its clients' challenges and help them enhance their economic and social value.
- **Commitment to Society**
All business will be based on harmony among the three factors of society, the environment and the economy in order to contribute to a sustainable, affluent society.
- **Commitment to Investors**
DBJ will maintain transparency while raising corporate value over the long term.
- **Commitment to Employees**
Seeking out and training employees who share its corporate philosophy and possess high ethical standards, DBJ will strive to create an open and creative work environment.

Action Guidelines

- **Customers First**
DBJ will operate from our clients' viewpoints, addressing their challenges and sharing pleasure in their success.
- **Professional**
With discernment and creative skill, DBJ will be a unique financial platform providing integrated investment and loans both in Japan and abroad.
- **Global & Local**
DBJ will maintain a long-term viewpoint, considering the needs of the times, the world and the region.
- **Speed & Teamwork**
Relying on skilled teamwork, DBJ will act rapidly and in good faith, building strong foundations for clients' trust.

Core Competencies

Intention	The fundamental stance at the core of our corporate values: long-term perspective, neutrality, public-mindedness and reliability.
Intellectual Assets	Expertise in fields including industry research, credit analysis, financial technology and R&D, based on skills gathered over many years of experience.
Networks	Networks created with clients, local governments and other financial institutions.



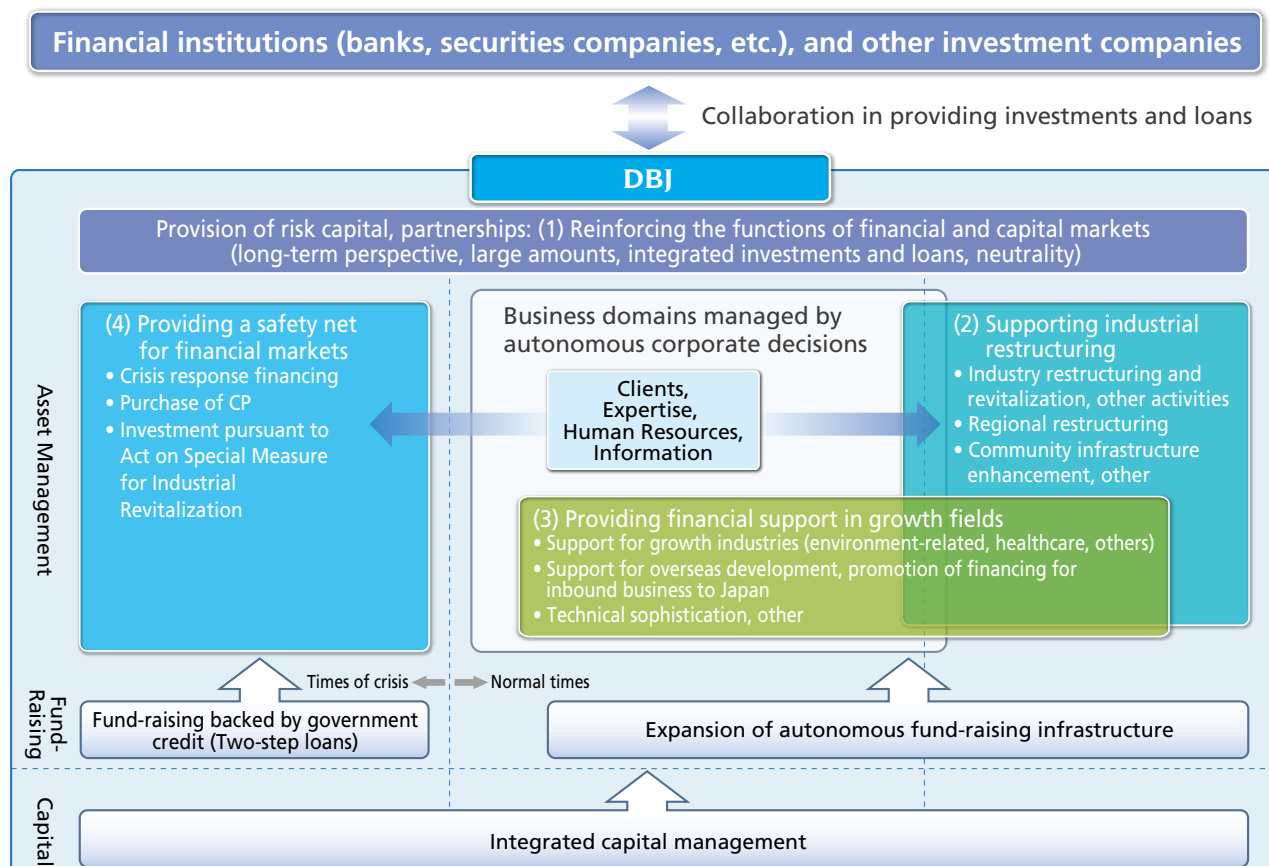
The shade of blue in "DBJ" represents a prosperous future, youthfulness and growth potential.

We work to resolve the issues clients face by providing specialized financial services involving integrated investment and loans.



DBJ's Roles

DBJ has continued to offer distinctive financial services through its integrated investments and loans, and will fulfill four key roles in financial and capital markets as it addresses the changes that are expected to take place in the socioeconomic environment.



After embarking on a new stage as Development Bank of Japan Inc. on October 1, 2008, throughout our First Medium-term Management Plan, "Challenge 2010," which covered two and a half years to the fiscal year ended March 31, 2011, we focused on establishing integrated investment and loan services and building a foundation of core strengths with the aim to further solidify our business base.

Based on the achievements made and the challenges confronted under our First Medium-term Management Plan, and in light of the unprecedented economical and social restoration and reconstruction challenges caused by the Great East Japan Earthquake, we have launched our Second Medium-term Management Plan "Endeavor 2013" to cover the next three fiscal years through March 31, 2014.

Basic Policies of Endeavor 2013, the Second Medium-term Management Plan (Fiscal Years from April 1, 2011, to March 31, 2014)

1. The Great East Japan Earthquake resulted in an unprecedented level of complex catastrophe. It is essential that disaster recovery measures be: (1) implemented on a step-by-step basis according to each stage towards recovery, and (2) tailored to meet specific needs of varying regions and different disaster categories.
As we position crisis response as one of our major roles, we are committed to expending every effort to support restoration and reconstruction from the devastating damage caused to our economy and society. To this end, we will leverage our rich financial experience in regional, industrial, energy and infrastructure development projects accumulated through our unique financial capabilities in providing long-term debt and equity capital.
2. In addition to responding to the disaster, we are committed to building a solid foundation on which to grow by steadily implementing the growth strategy set forth in "Endeavor 2013": namely, (1) to focus on strategic priorities among existing business, (2) to further diversify our financial service, and (3) to enhance investment in human capital.

Key Measures under Endeavor 2013, the Second Medium-term Management Plan

- ◆ **Implementing integrated investment and loan services**
 - Provide optimal financing products and services that best suit customer needs
 - Primary focus on medium risk investments and loans
- ◆ **Focusing on strategic priority industries and segments**
 - Concentrate on restoration and reconstruction efforts in response to the Great East Japan Earthquake in the near term
 - Focus on following areas to promote Japan's long-term growth
 - ◆ Strengthening existing business: energy, logistics and transportation, urban development
 - ◆ Supporting industries with growth potential: environment, healthcare
 - ◆ Industry reorganization and revival
 - ◆ Infrastructure, regional development
- ◆ **Accelerating expansion in global markets**
 - Facilitate our customers' growth strategies in overseas markets
 - Focus primarily on Asia, strengthen structured finance
- ◆ **Diversifying sources of funds**
 - Strengthen capabilities to raise funds relying on its own credit standing
 - Utilize securitization etc.
- ◆ **Strengthening non-asset business**
 - Diversify fee-based revenue streams

Human Resources and Business Process

- ◆ **Strengthening investment in human resources**
 - Strategic allocation of human resources (strategic priorities and new business development)
 - Training professionals equipped with skills required in strategic business
 - Fostering young professionals
- ◆ **Business process management and risk management**
 - Enhancing business process and risk management system that properly helps drive strategic business decisions

History of DBJ

Here, we introduce DBJ's history of supporting the reconstruction of post-war Japan

Reconstruction and independence of the economy

In 1951, the Japan Development Bank was established and commenced accommodation loans to facilitate the development of the power supply, which forms the basis of the economy and industry, and the rationalization, modernization and cultivation of coal, steel, marine transportation and other major industries.

High-growth infrastructure development

To expand and reinforce the energy and transportation activities that underpin the industrial infrastructure, the Japan Development Bank served as the driving force that powered new economic expansion. In addition, it provided loans for local development to correct regional disparities.

Established in 1956, the Hokkaido Development Finance Public Corporation was restructured in 1957 to form the Hokkaido-Tohoku Development Finance Public Corporation and began providing investments and loans to promote industry in these two regions of northern Japan.

Development of international competitiveness and social development loans

Aiming to hone international competitiveness in accordance with the transition to an open economic system, the Japan Development Bank focused on support for industrial system improvements and independent technological development.

It also emphasized social development through regional development, urban redevelopment, logistics modernization, pollution prevention and other measures in a bid to relieve the problems of high-level growth.

Improvements to quality of life and stable supply of energy

As corrections to the imbalance of economic growth and standards of living, the Japan Development Bank began to focus on antipollution measures, regional and urban development and other social elements in addition to industrial development. Against the backdrop of the first oil crisis, it provided investment and loans for energy alternatives to fossil fuels, as well as efforts to conserve energy, to ensure stable energy supplies. It also supported efforts to develop land into large-scale commercial sites.

Economic recovery

1951–1955



Kawasaki Steel Corporation: Construction of Chiba Steelworks (Chiba Prefecture) (currently JFE Steel Corporation)

Modernization of steelmaking through construction of the first postwar blast furnace



Toyota Motor Corporation: Modernization of facilities through procurement of imported machinery (Aichi Prefecture)

Modernization of the domestic automobile industry through refurbishment of production facilities

Rapid growth

1956–1965



Asahi Chemical Industry Co., Ltd. (currently Asahi Kasei Corporation): Construction of the Fuji Plant for production of Cashmilon acrylic staple fiber (Shizuoka Prefecture)

Promotion of the synthetic fiber industry



Kawasaki Kisen Kaisha, Ltd.: The Tōnegawa Maru tanker

Built tanker that was indispensable for the import of energy and raw materials

Stable growth

1972–1984



Sony Corporation: Trinitron color television factory

Promotion of home-grown technologies through commercial application of new technologies



Shinjuku new urban center: Shinjuku Mitsui Building and others (Tokyo)

New urban center formation through redevelopment of purification plant site

Source: DBJ website: <http://www.dbj.jp/en>, etc.**Development of lifestyle and social infrastructure and a smooth industrial transformation**

Pressing needs arose for increased domestic demand and an industrial structural shift, against a background of aggravating trade friction with other countries. The Japan Development Bank focused on support for social capital improvement, creative technological development, an industrial transformation and other issues. In the 1990s, it stressed environmental and energy measures and regional economic stimulation with the aim of making Japan a lifestyle superpower.

Creation of a vibrant and affluent society and stable economy

The Japan Development Bank focused on such important areas as ongoing improvements to social capital, environmental and other measures, and support for venture businesses. In addition, it swiftly implemented reconstruction loans in the wake of the Great Hanshin-Awaji Earthquake and loans in response to the financial environment to stabilize the financial system by functioning as a safety net.

Financial solutions that support communities, the environment and technology

In 1999, the Japan Development Bank and the Hokkaido-Tohoku Development Finance Public Corporation were dissolved and the Development Bank of Japan (DBJ) was established. DBJ focuses its operations in three areas: community development, environmental conservation and sustainable societies and the creation of new technologies and industries. In these ways, DBJ contributes to the sustainable development of Japan's economy.

Providing integrated investment and loan services and conducting crisis response operations

Development Bank of Japan Inc. was established on October 1, 2008, as a special stock company through conversion to a joint-stock company. By applying its distinctive financial services through integrated investments and loans, DBJ addresses the various issues that clients face. At the same time, we fulfill our unique role by serving as a designated financial institution for crisis response operations, responding to financial crises and helping to meet the restoration and reconstruction challenges presented by the Great East Japan Earthquake.

Economic bubble**1985–1995****Post-bubble****1996–2000****Structural reform****From 2001**

October 1, 2008:
Development Bank of Japan Inc. established



Yamagata JR Chokko Tokkyu Holdings: Yamagata Shinkansen
Improvements to regional railway infrastructure



Nakayama Joint Power Generation Co., Ltd.:
Independent power producer (IPP) power generation operations (Osaka Prefecture)
In step with relaxation of regulations, project finance support for Japan's first steelmaker to enter the power generation business



The Former Niigata Tekkosho Co., Ltd.
Through such methods as DIP financing, mergers and acquisitions, and business revitalization funds, DBJ supports local companies, helping communities maintain excellent supplies of technical expertise and employment opportunities.



V-Lease Corporation
By applying the expertise it has cultivated to date, DBJ entered the business of operating leases for aircraft engines, of which core parts are produced by Japanese companies involved in heavy industry. Through this business, we aim to promote the further development of the Japanese airline industry.



Pacific Convention Plaza Yokohama: Pacifico Yokohama (Kanagawa Prefecture)
Construction and maintenance of hotels, international conference facilities, etc., in the Minato Mirai 21 area of Yokohama



Hankyu Corporation:
Earthquake reconstruction work (Hyogo Prefecture)
Recovery work on traffic infrastructure destroyed by earthquakes



Toyo Tires Turnpike (formerly the Hakone Turnpike)
DBJ established Japan's first infrastructure fund in collaboration with Australian investment bank Macquarie Bank, involving equity investment to facilitate business transfer transactions for the former Hakone Turnpike.

Privatizing DBJ

Development Bank of Japan Inc.

Established as a Joint-stock Company (Privatized) on October 1, 2008

Development Bank of Japan Inc. was established on October 1, 2008, under the terms of the Development Bank of Japan Inc. Act (Act No. 85, 2007; the "New DBJ Act") approved by the Japanese Diet on June 6, 2007, as part of the Act on Promotion of Administrative Reform for Realization of Small and Efficient Government (Act No. 47, 2006; the "Administrative Reform Promotion Act") approved by the Japanese Diet in May 2006, and the fundamental reform of policy-based finance. DBJ, upon its

establishment, took over all assets of the Development Bank of Japan (the "predecessor") as investment in kind, with the exception of assets transferred to the government under the provisions of Article 15, Paragraph 2, of the Appendix to the New DBJ Act. Under Article 15, Paragraph 1, of the same act, DBJ also assumed all rights and obligations of the predecessor, with the exception of assets transferred to the government under Article 15, Paragraph 2, of the Appendix to the New DBJ Act.

Highlights of the New DBJ Act

Provision of Credit

The object of the New DBJ Act is to maintain the foundations of the investment and financing functions of long-term business funds as the Development Bank of Japan Inc. by conducting business activities utilizing the methods of combining investments and financing and other sophisticated financial methodologies with the goal of realizing full-scale privatization.

Fund-raising

In addition to borrowing and bond issuance, as a complementary measure, DBJ is now able to accept negotiable deposits and issue bank debentures for institutional investors.

Transitional Measures

In terms of fund-raising, DBJ depends largely on borrowing from the government and government-guaranteed bonds. To facilitate a smooth transition toward independent fund-raising following full privatization, measures have been enacted to allow DBJ to issue government-guaranteed bonds and borrow from the Fiscal Loan Fund. Upon the establishment of the new DBJ, the act provided for long-term borrowing from the private sector.

	Predecessor	New DBJ
Loans	Yes	Yes
Equity investments	Yes	Yes
Debt guarantees	Yes	Yes
Foreign exchange; money exchange	No	No
Bond issuance	Yes	Yes (including bank debenture bonds)
Borrowings	Fiscal Loan Fund	Fiscal Loan Fund bonds + private-sector borrowings
Deposits	No	Yes Checkable deposits and small-lot deposits that are covered by deposit insurance for the safe custody of deposits are not accepted.

Revision to the New DBJ Act (June 2009)

Since its establishment, DBJ has been engaged in crisis response operations as a designated financial institution. However, to reinforce DBJ's financial structure through government capital contribution and enable DBJ to introduce more broad-ranging initiatives in response to the global financial and economic crisis that commenced in autumn of 2008, the Act for Partial Amendment of the Development Bank of Japan Inc. Act ("revision to the New DBJ Act") was passed into law by the Japanese Diet on June 26, 2009, and the

act was promulgated and went into effect on July 3, 2009.

Under the New DBJ Act, DBJ was to have achieved full privatization within five to seven years after its establishment. With the act's revision, the target date was extended to five to seven years after March 31, 2012. DBJ was to have become fully privatized within approximately five to seven years of April 1, 2012. At the end of fiscal 2011, the government was planning a review of DBJ's organization, which was to have included the future of government-held shares.

Note: Please refer to pages 136–142 for details of the New DBJ Act, the revision to the New DBJ Act and the Act for Extraordinary Expenditure and Assistance to Cope with the Great East Japan Earthquake.

Act for Extraordinary Expenditure and Assistance to Cope with the Great East Japan Earthquake (May 2011)

On May 2, 2011, in response to the damage caused by the Great East Japan Earthquake, the Act for Extraordinary Expenditure and Assistance to Cope with Great East Japan Earthquake (Act No. 40 of 2011; the Act for Extraordinary Expenditure), which included the partial revision to the New DBJ Act, was passed into law by the Japanese Diet.

The revision to the New DBJ Act in Accordance with the Act for Extraordinary Expenditure extended by three years

(to March 31, 2015) the period for government capital contribution in order to facilitate DBJ's implementation of crisis response operations. Furthermore, the target date has been extended to five to seven years from April 1, 2015. The government is now planning a review of DBJ's organization, which will include the future of government-held shares, by the end of fiscal 2014. The government will continue to hold its shares until then.

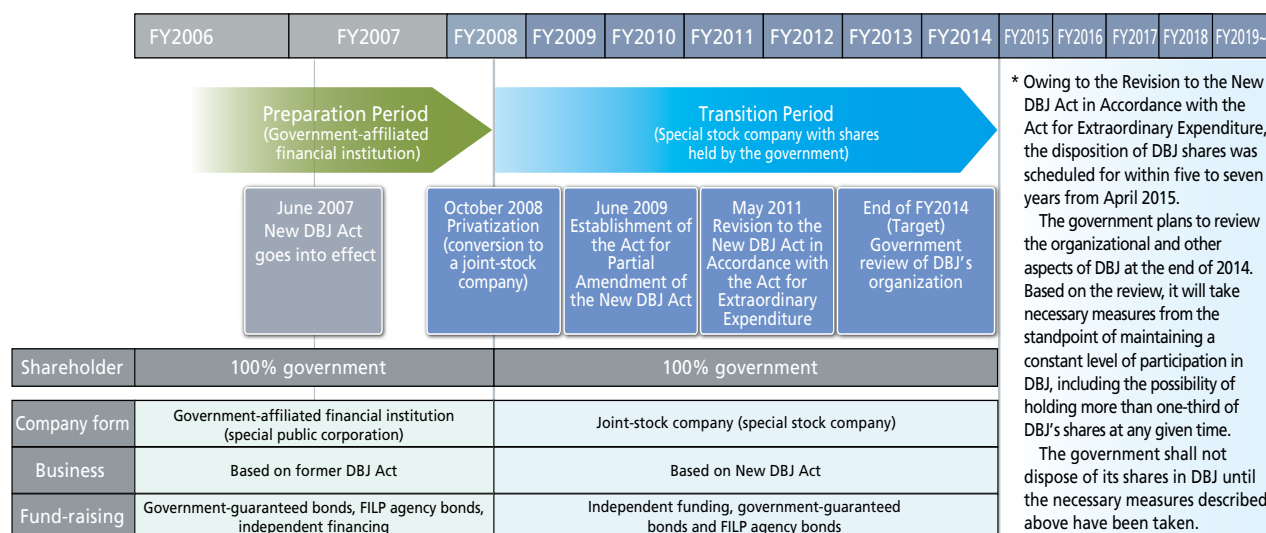
Revision to the New DBJ Act in Accordance with the Act for Extraordinary Expenditure

The Amendment of the Development Bank of Japan Inc. Act (based on establishment of the Act for Extraordinary Expenditure and Assistance to Cope with the Great East Japan Earthquake) was passed at an Upper House plenary session of the ongoing 177th ordinary session of the Diet.

The act was revised to facilitate implementation of DBJ's crisis response operations with regard to the damage resulting from the Great East Japan Earthquake. The main thrust of the revisions is as follows.

- ◆ To strengthen DBJ's financial base in order to facilitate a smooth response to crisis response operations, the period during which the government may make additional capital contributions to DBJ has been extended by three years, until March 31, 2015. Furthermore, the period for requiring the redemption of delivery bonds has similarly been extended by three years, to June 30, 2015.
- ◆ In addition to extending the period for repayment of capital contribution and redemption of delivery bonds, the act extends the disposition period for government-held shares in DBJ. Whereas existing provisions stipulated a target of "approximately five to seven years after April 1, 2012," the revised act states that the government must dispose of all of its shares in DBJ by "approximately five to seven years after April 2015."
- ◆ In view of the certain level of government involvement in DBJ, such as the government holding in excess of one-third of its outstanding shares at any given point, to ensure the proper implementation of crisis response operations, its organizational structure, including crisis response operations and the future of government-owned shares, are to be reviewed and necessary measures are to be taken. The target deadline for such activities is revised to the end of fiscal 2014.

● Legal Basis for Revision to the New DBJ Act



Operating Results

Financial-Economic Environment

During the fiscal year ended March 31, 2012, confusion over the Greek debt crisis continued from the previous year and evolved into concerns of a broader European debt crisis. These fears spread out into the real economy, causing the European economy to decelerate sharply. Plagued by a stalemate over fiscal and monetary policies, the U.S. economy showed stronger signs of faltering on the road to recovery.

In the corporate sector, supply chains that were interrupted by the Great East Japan Earthquake were restored and production activities returned to normal in the first half of the fiscal year. However, the recovery remained gradual, as more rapid deceleration in the world economy and ongoing yen appreciation caused exports to fall off in the second half.

For households, the number of people in employment returned to pre-disaster levels but income conditions remained problematic. In the household sector, consumer sentiment improved in line with progress on restoration and reconstruction following the Great East Japan Earthquake. This factor, plus measures to support automobile purchases, prompted a return in consumption to pre-disaster levels. Housing starts remained generally flat.

On the financial front, as the impact of the European debt crisis spread, uncertainty about the financial system prompted heightened efforts to hedge risks. However, owing to EU support measures this uncertainty appeared to be nearing resolution toward the end of the fiscal year.

In Japan, the fund-raising environment worsened shortly after the Great East Japan Earthquake, but monetary easing helped to improve this situation.

Long-term interest rates (yields on 10-year Japanese government bonds) remained at around 1%, as investors fled to the relative safety of Japanese government bonds.

Owing to the delayed recovery in the world economy and low interest rate policies in the United States, the differential between Japanese and U.S. interest rates shrank and yen appreciation continued to the neighborhood of 75 yen to the U.S. dollar. The yen also appreciated to around 97 yen to the euro on the back of the European debt crisis. The yen depreciated to some degree against both currencies

toward the end of the fiscal year, as the sense of risk waned in both cases, as well as due to the Bank of Japan's introduction of looser monetary policies.

The Nikkei stock average, in the ¥9,000 range on March 31, 2011, fell to the ¥8,000 neighborhood by September 30. By the end of the fiscal year, however, the Nikkei had rebounded to around ¥10,000.

Demand shortfalls continued to put downward pressure on prices, but the year-on-year decrease in consumer prices (excluding perishable goods) was small, affected by high energy prices.

Progress and Results of DBJ Group Operations

Review of the Year Ended March 31, 2012

Since its establishment on October 1, 2008, the core of DBJ's business has remained the same as that conducted by its predecessor. As a highly specialized financial institution, we sought to resolve clients' issues by providing integrated investment and loan services.

Below is an overview of these activities during the fiscal year ended March 31, 2012. The figures provided for the loans, investment and consulting/advisory services described below are on a non-consolidated basis.

Loans

We provided senior loans through traditional corporate loans, non-recourse loans and other types of structured financing as well as a variety of other loans that employ advanced financial methods. During the year ended March 31, 2012, we provided ¥2,849.0 billion in loans, including loans for crisis response operations.

For details regarding business loans in response to the financial crisis, please refer to the section on page 60 entitled "Results of Crisis Response Operations."

Investment

We work to resolve client issues involving business expansion and support strategies and the formation of financial infrastructures. We achieve these goals by supporting the creation of funds, as well as mezzanine, equity and other financing methods, providing appropriate financing based on a long-term perspective. During the year under

review, in tandem with regional financial institutions in the disaster-afflicted area, we established the Great East Japan Earthquake Reconstruction Fund to support the restoration and reconstruction of companies affected by the Great East Japan Earthquake, and we provided risk capital through this fund. Owing to these activities, ¥78.0 billion was allocated to investing activities during the year.

Consulting/Advisory Services

Consulting and advisory services utilize the networks created by DBJ's predecessor. Through these services, we help clients of all sizes grow more competitive in a host of industries. We provide consulting on projects that help invigorate

regional communities and assign advisors to support these activities. During the year, investment and loan commissions and fees from M&A and other advisory services amounted to ¥7.8 billion.

Subsidiaries

In August 2011, we invested in Hitachi Capital Securities Co., Ltd., to enhance the financial methods that we have available to meet increasingly diverse customer needs, including those for disaster response and reconstruction.

To clarify the connection with DBJ, on October 1, 2011, the company's name was changed to DBJ Securities Co., Ltd.

Loans and Investments and Fund-Raising Conditions (Flow)

(Billions of yen)

	For the Year Ended March 31, 2011	For the Year Ended March 31, 2012
Loan and investment balance	2,116.6	2,927.0
Loans ¹	2,034.4	2,849.0
Investment ²	82.2	78.0
Funds raised	2,116.6	2,927.0
Fiscal Investment and Loans	513.4	801.4
Of which, FILP agency bonds ³	300.0	500.0
Of which, government-guaranteed bonds (domestic)	79.5	179.0
Of which, government-guaranteed bonds (overseas) ⁴	133.8	122.4
Corporate bonds (FILP bonds) ^{4, 5}	80.0	263.1
Long-term debt ⁶	320.1	1,170.7
Recovery, etc.	1,203.0	691.7

Notes: 1. Figures, including those for corporate bonds, are on a management accounting basis.

2. Figures, including those for securities, money held in trust and other assets (funds), are on a management accounting basis.

3. Includes industrial investment and borrowings.

4. Of government-guaranteed bonds and corporate bonds denominated in foreign currencies, appropriated government-guaranteed bonds and corporate bonds are converted to yen at market rates according to the conditions at the time of settlement.

5. Does not include short-term corporate bonds.

6. Long-term debt borrowed from Japan Finance Corporation in conjunction with crisis response operations during the fiscal year ended March 31, 2011, amounted to ¥138.7 billion and during the fiscal year ended March 31, 2012, amounted to ¥959.7 billion.

Overview of Consolidated Operating Performance

Consolidated Financial Highlights

(Billions of yen)

	For the Year Ended March 31, 2011	For the Year Ended March 31, 2012
Total income	363.8	330.2
Net income	101.5	77.3
Total assets	14,845.2	15,579.8
Loans	13,031.4	13,645.4
Securities	1,165.5	1,176.6
Total liabilities	12,435.2	13,118.8
Borrowed money	8,576.4	9,170.5
Debentures and corporate bonds	3,629.3	3,671.8
Total equity	2,409.9	2,461.0
Common stock	1,181.1	1,187.7
Capital adequacy ratio (BIS standard)	20.50%	18.56%
Ratio of risk-monitored loans (Banking Act base)	1.28%	1.47%
Return on equity	4.31%	3.18%
Return on assets	0.67%	0.51%
Number of employees	1,203	1,270

Consolidated operating performance during the year under review is described below.

Consolidated Income and Expenses

During the period, DBJ posted total income of ¥330.2 billion, down ¥33.6 billion from the previous fiscal year. Of this amount, interest income generated ¥277.3 billion, down ¥21.5 billion, and fees and commissions fell ¥0.5 billion, to ¥9.4 billion. Other operating income dropped ¥7.1 billion, to ¥5.5 billion, while other income dropped ¥4.4 billion, to ¥37.8 billion.

Total expenses were ¥220.0 billion, falling ¥39.4 billion. This amount included interest expenses of ¥155.5 billion, down ¥16.7 billion, expenses on fees and commissions of ¥0.5 billion, falling ¥0.0 billion, other operating expenses of ¥2.6 billion, dropping ¥9.3 billion, and general and administrative expenses of ¥37.8 billion, which rose ¥1.1 billion, as well as other expenses of ¥23.4 billion, which decreased ¥1.4 billion.

Net interest income fell ¥4.8 billion, to ¥121.8 billion,

whereas net fees and commissions dropped ¥0.4 billion, to ¥8.9 billion, down year on year, but net other operating income rose ¥2.2 billion, to ¥2.9 billion. However, DBJ recorded net other income of ¥14.4 billion, expanding ¥10.1 billion, owing mainly to income on recovery of bad debts, in line with a change in accounting standards.

DBJ posted extraordinary income of ¥10.9 billion, up ¥1.6 billion, for the year stemming from gain on settlement of the substitutional portion of the governmental pension program due to return of corresponding plan assets. Consequently, income before income taxes and minority interests came to ¥110.2 billion, up ¥5.8 billion from the previous fiscal year.

After posting current income taxes of ¥21.4 billion, ¥21.1 billion more than in the preceding fiscal year, deferred income taxes amounted to ¥10.4 billion, up ¥9.5 billion, and minority interests in net income dropped ¥0.5 billion, to ¥0.9 billion. As a result, consolidated net income came to ¥77.3 billion, ¥24.2 billion less than in the previous term.

Consolidated Assets, Liabilities and Equity

As of March 31, 2012, total assets amounted to ¥15,579.8 billion, up ¥734.6 billion from one year earlier. Of that amount, loans were ¥13,645.4 billion, improving ¥613.9 billion, and securities rose ¥11.0 billion, to ¥1,176.6 billion. In addition to a response to the financial crisis, the increase in loans reflects higher provision of loans to electric power companies, given the subdued market reception to issuance of electric utility bonds.

Call loans and bills bought amounted to ¥89.5 billion at the end of the term, an increase of ¥27.6 billion, and reverse repurchase agreements were ¥152.8 billion, up from zero the previous year. These figures represent the temporary investment of excess cash on hand.

Total liabilities as of March 31, 2012, stood at ¥13,118.8 billion, ¥683.5 billion more than a year earlier. Of this amount, debentures and corporate bonds came to ¥3,671.8 billion, an increase of ¥42.4 billion, and borrowed money was ¥9,170.5 billion, rising ¥594.0 billion.

The increase in borrowed money mainly reflected borrowings (two-step loans) from the Japan Finance Corporation to fund crisis response operations related to the Great East Japan Earthquake, as well as borrowings from commercial financial institutions.

Also, acceptances and guarantees came to ¥128.5 billion, down ¥16.5 billion.

Total equity at the end of the period was ¥2,461.0 billion, up ¥51.0 billion from one year earlier. The primary reason for this rise was higher net income. This increase stemmed from the ¥6,170 million redemption of delivery bonds in December 2011 and ¥424 million in March 2012.

Also, in June 2012, at the DBJ's General Meeting of Shareholders a resolution was passed to award dividends on common stock. This dividend had a record date of March 31, 2012, and a total amount of ¥50.0 billion, for dividends per share of ¥1,147, resulting in a payout ratio of 50.01%.

The unrealized gain on available-for-sale securities that DBJ holds independently, as well as shares in listed companies that DBJ owns through funds, came to ¥19.3 billion, up ¥6.1 billion compared with the preceding term. This amount includes valuation gains on shares in listed companies.

Status of Risk-Monitored Loans

DBJ is not subject to the provisions of the Banking Act or the Act on Emergency Measures for the Revitalization of the Financial Functions (Act No. 132 of 1998), but it carries out independent assessments of liability classes and asset categories based on the Financial Services Agency's Financial Inspection Manual. According to these results, on a consolidated basis, DBJ's holdings of risk-monitored loans as prescribed by the Banking Act total ¥199.9 billion, accounting for 1.47% of total loans.

Profit and Loss Surrounding the Conversion to a Joint-Stock Company (Consolidated)

(Billions of yen)

	For the Six-Month Period Ended March 31, 2009	For the Year Ended March 31, 2010	For the Year Ended March 31, 2011	For the Year Ended March 31, 2012
Gross operating profit	45.8	121.8	136.7	133.6
Net operating profit (after addition to the general provision for loan losses)	(75.6)	86.7	100.0	95.7
Income before income taxes and minority interests	(118.1)	51.1	104.3	110.2
Total income taxes	(13.5)	(10.8)	(1.3)	(31.9)
Net income	(128.3)	39.8	101.5	77.3
Total dividend amount*	—	10.0	50.0	37.3

* Record dates correspond to the total amounts of dividends for those respective fiscal years.

Overseas Business

Since its conversion to a joint-stock company in October 2008, DBJ has worked to make a full-fledged entry into international business, creating an overseas risk management structure, preparing operating bases, training personnel and moving forward with core infrastructure. At the same time, we are working to expand our network with trustworthy partners. Through these efforts we are promoting domestic and overseas financial institutions.

As one aspect of its efforts to build bases overseas, DBJ established DBJ Singapore Limited as a wholly owned subsidiary in December 2008, and another wholly owned subsidiary, DBJ Europe Limited, commenced operations in November 2009.

By maintaining intensive collaboration with its overseas offices, DBJ is able to provide global financial services that meet broad-ranging client needs, as well as support for clients' overseas operations.

Operations at Overseas Locations

New York Representative Office

Covering the Americas, the New York Representative Office monitors financial, industrial and economic trends as well as economic policies and urban and infrastructure development and other trends. The office provides information to Japanese companies and other entities that are planning to commence operations in North America and South America, as well as overseas companies that are considering entry into the Japanese market.

DBJ Singapore Limited

Established:	December 2008
Capital:	S\$1,000,000
Business:	Investments and loan support and advisory services
Address:	9 Raffles Place, #30-03 Republic Plaza, Singapore 048619
CEO & Managing Director:	Takashi Sugiyama

DBJ Europe Limited

Established:	November 2009
Capital:	€7,500,000
Business:	Investments and loan support and advisory services
Address:	Level 20, 125 Old Broad Street, London EC2N 1AR, U.K.
CEO:	Takeshi Kiriya

Business Tie-Ups with Overseas Institutions

To enhance its financial services, DBJ leverages its business alliances with the following overseas institutions.

International Finance Corporation (IFC)

A member of the World Bank Group and an international financial institution, conducting investment and loan operations primarily in developing countries

China Development Bank

Policy-based financial institution (converted to joint-stock company in 2008) handling financing for infrastructure and core industries in China

China International Investment Company (the CITIC Group)

Corporate group with a wide-ranging financial service network throughout Asia, including China

IE Singapore

Government institution that supports internationalization and provides overseas investment for Singaporean companies

Bangkok Bank

A major Thai bank that works with Japanese regional banks to provide lending denominated in local currency to small and medium-sized regional Japanese companies

DBJ Asia Financial Support Center Opens

In June 2011, DBJ opened the DBJ Asia Financial Support Center to provide local information and offer consulting services to regional banks supporting efforts by medium-sized companies and other entities in their regions to promote business in other parts of Asia.

The center's roles are to liaise with regional banks throughout Japan and help meet the various needs of local medium-sized companies and other entities to develop their operations in Asia. We achieve this by leveraging the DBJ Group's information network, which includes public financial institutions in Asian countries.

As of May 31, 2012, 64 regional banks were members. By country, 60% of inquiries were related to three countries: China, Thailand and Vietnam. By type of inquiry, 60% were investment- or cash-related. DBJ will continue working to strengthen the transmission of information related to Asia.

Membership in the Long-Term Investors Club

The Long-Term Investors Club (LTIC) was established in 2009 as the global platform for cooperation among financial institutions in charge of long-term investment in various countries, reflecting the change in financial environment after the Global Financial Crisis. With members numbering 15 institutions from all over the world including DBJ, LTIC promotes in areas such as information sharing in long-term financing, academic studies and research and co-investments.

In July 2012, DBJ joined LTIC as the first financial institution from Japan.

Group Companies

The DBJ Group, comprising DBJ and its subsidiaries and affiliates, provides a variety of services to meet its clients' needs.

Japan Economic Research Institute Inc.

Japan Economic Research Institute, which is wholly capitalized by DBJ, is a research institution that primarily conducts surveys and provides consulting services.

Operating with a long-term perspective and from a standpoint of fairness and neutrality, the institute generates synergies from its three fields of research—the public, solutions and international arenas—and targets the public and private sectors. The company meets clients' research and consulting needs from a comprehensive viewpoint.

Outline of Japan Economic Research Institute Inc.

Established:	December 1989
Capital:	¥480 million
Business:	Research, consulting and advisory services
Address:	2-2-1, Otemachi, Chiyoda-ku, Tokyo 100-0004, Japan
President:	Takashi Ando

DBJ Capital Co., Ltd.

Since 1996, the DBJ Group has invested in venture companies that can be expected to achieve high rates of growth, in an effort to support the creation of new industries in Japan. In June 2010, DBJ Capital Co., Ltd., got off to a new start involving the reconfiguration of its system for managing investment assets.

DBJ Capital aims to contribute to the growth and development of firms requiring capital by leveraging its expertise in evaluating technology and business and its venture business investment experience.

Outline of DBJ Capital Co., Ltd.

Established:	October 2005 (Commenced operations on June 30, 2010)
Capital:	¥99 million
Business:	Investment in venture companies
Address:	2-6-2, Otemachi, Chiyoda-ku, Tokyo 100-0004, Japan
President & CEO:	Akira Ogasawara

DBJ Investment Advisory Co., Ltd. (DBJ-IA)

DBJ-IA was established to promote added-value creative equity financing (the "Value for Growth" Investment Program) to support growth strategies from a medium- to long-term standpoint emphasizing relationships of mutual trust with entities receiving investment funds.

DBJ-IA aims to contribute to such entities' growth and development by helping them achieve their growth targets in terms of M&A, capital and domestic and overseas strate-

gies by providing funds and utilizing DBJ's international and domestic networks as well as assigning human resources.

Outline of DBJ Investment Advisory Co., Ltd.

Established:	December 2009
Capital:	¥68 million
Business:	Operations related to DBJ's value-added equity investment
Address:	1-9-1, Otemachi, Chiyoda-ku, Tokyo 100-0004, Japan
President & CEO:	Hiroshi Murakami

DBJ Securities Co., Ltd.

DBJ converted Hitachi Capital Securities Co., Ltd., to a subsidiary in August 2011 in a move to augment the financing methods available to it to meet increasingly diverse client needs. Given DBJ's increasing involvement with the company, in October 2011 the company's name was changed to DBJ Securities Co., Ltd.

DBJ Securities provides a securities function to complement the DBJ Group's investment and loan functions, thereby increasing the number of financial solutions that the Group can offer its clients.

Outline of DBJ Securities Co., Ltd.

Established:	October 1998
Capital:	¥500 million
Business:	Securities business
Address:	2-15-12, Nishi-Shinbashi, Minato-ku, Tokyo 105-0003, Japan
President & CEO:	Hiroshi Sakamaki

DBJ Asset Management Co., Ltd.

Established as a real estate fund investment company in December 2006, in July 2012 DBJ Asset Management Co., Ltd., made a new start as an asset management company wholly owned by DBJ.

In line with DBJ's corporate philosophy, going forward the company will operate as a quality and highly reliable asset management company serving the needs of long-term investors. Centering on the real estate business, the company will respond to diverse demands for risk capital as it works to contribute to the development and increasing sophistication of financial functions in Japan.

Outline of DBJ Asset Management Co., Ltd.

Established:	December 2006
Capital:	¥100 million
Business:	Real estate fund investments, etc.
Address:	2-2-2, Otemachi, Chiyoda-ku, Tokyo 100-0004, Japan
President & CEO:	Masataka Ito

2011

Apr.

- Established the Tohoku Revival Reinforcement Office as an initiative to support the restoration and reconstruction of the Tohoku region, which was devastated by the Great East Japan Earthquake (See page 62.)
- Established the DBJ Green Building Certification targeting environmentally and societally friendly real estate (See page 51.)

May

- Amendment of the Development Bank of Japan Inc. Act, based on establishment of the Act for Extraordinary Expenditure and Assistance to Cope with the Great East Japan Earthquake passed into law (See pages 33 and 141.)
- Passing of supplementary budget for fiscal 2011 (May 2, 2011), in which ¥2.5 trillion was earmarked for Japan Finance Corporation crisis response operations targeting medium-sized and large companies
- Formulation of Endeavor 2013, the second medium-term management plan (See page 29.)

Jun.

- Opening of the DBJ Asia Financial Support Center (See pages 38 and 57.)
- Formation with the Japan Auto Parts Industries Association of the Supply Chain Support Limited Partnership (See page 64.)

Jul.

- Opening of the Comprehensive Special Zone Support and Counseling Center to promote industry's increased international competitiveness and support community revitalization from a financial perspective

Aug.

- Joint formation with regional banks of the Great East Japan Earthquake Reconstruction Fund (See page 64.)
- Announcement of Capital Investment Planning Survey (Nationwide and by Region) survey results (See page 67.)

Oct.

- Establishment of the DBJ Smart Japan Program to ensure the sustainability of the Japanese economy amid a changing external environment (See page 52.)

Nov.

- Establishment of the Women Entrepreneurs Center and holding of new business plan competition targeting female entrepreneurs (See page 57.)
- Signing of the Principles for Financial Action towards a Sustainable Society (Principles for Financial Action for the 21st Century) (See page 103.)

Dec.

- Exhibited and conducted presentation at Japan's largest environmental exhibition, Eco-Products 2011 (11th consecutive year) (See page 76.)
 - Opening of Special Zones for Reconstruction Support and Counseling Center support regions affected by the Great East Japan Earthquake
 - Settling of investment and loan plans for the fiscal year ending March 31, 2013
- The result of the draft budget compiled for the fiscal year ending March 31, 2013 (Cabinet decision on December 24, 2011) was for aggregate investment and financing of ¥1.85 trillion, comprising ¥850 billion in fiscal investments and loans and ¥1 trillion to be funded independently by DBJ.

2012

Jan.

- New Financing Employing DBJ Disaster Preparedness Ratings introduced in *Global Risk Report 2012*, published by the World Economic Forum

May

- Creation of the DBJ Visionary Hospital Program to support initiatives by excellent hospitals (See page 52.)
- Receipt of two awards, for Great East Japan Earthquake Reconstruction Fund Formation and Opening of the DBJ Asia Financial Support Center, in the Regional Economic Promotion Division at the ADFIAP annual meeting (See page 77.)

Jun.

- Holding of First DBJ Women Entrepreneurs New Business Plan Competition award ceremony (See page 57.)

