



# Fifth Medium-Term Management Plan

*Connect and Value Creation  
~Innovation for Sustainability~*

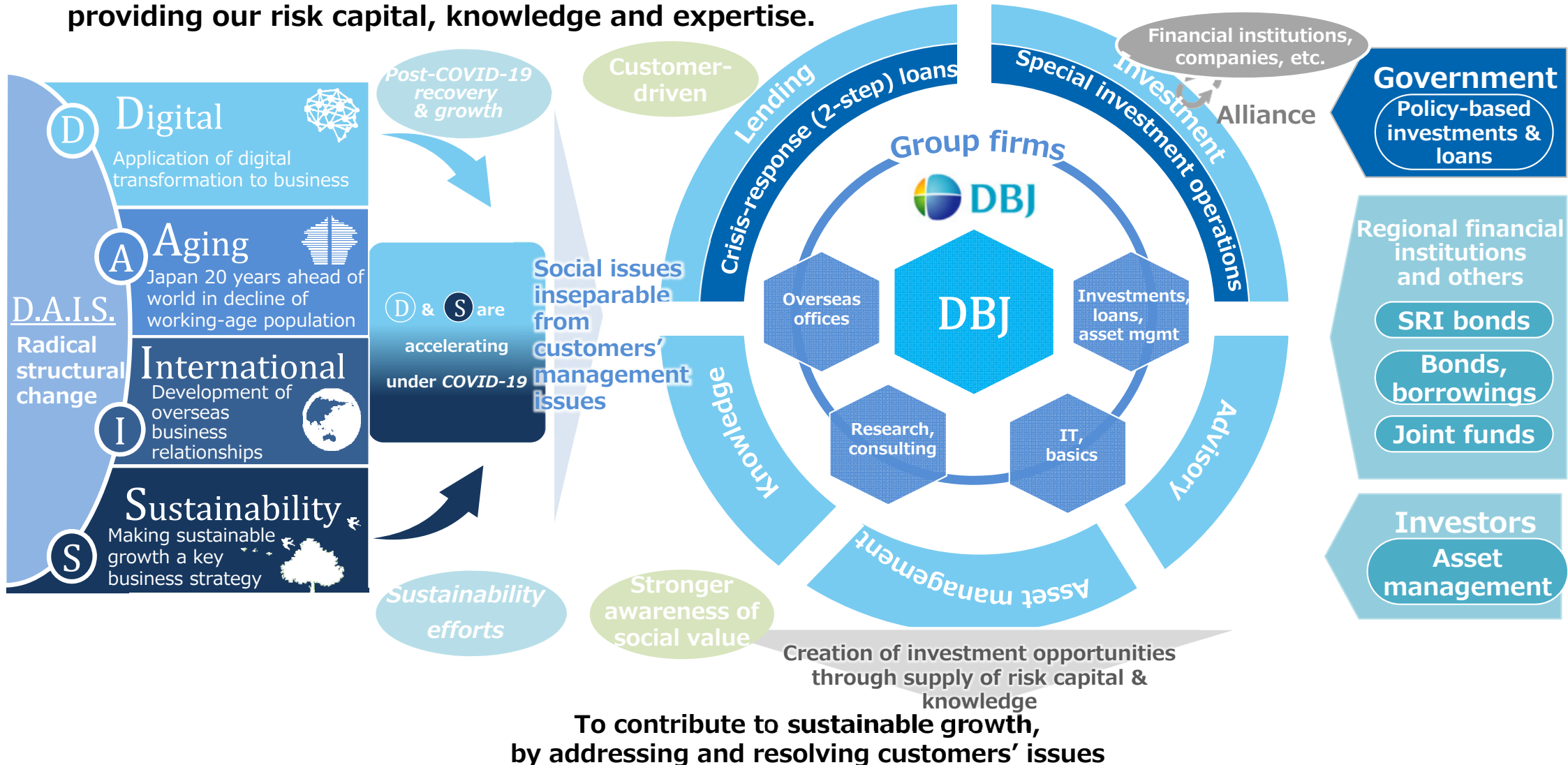


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1. The Role of the DBJ Group in Financial Markets and Society	P. 2
2. COVID-19 Crisis Response and Future Growth	P. 3
3. DBJ's Development and Growth: Positioning of Fifth Medium-Term Plan (MTP)	P. 4
4. The DBJ Group's Vision for 2030 (Long-Term Vision 2030)	P. 5
5. Overview: Fifth Medium-Term Management Plan	P. 6
6. Revision to the Organizational Structure	P. 9
7. Consolidated Financial Targets	P. 10

# 1. The Role of the DBJ Group in Financial Markets and Society

- With drastic change in demography and social structure, social issues have become inseparable from the management issues of our customers.
- While collaborating and cooperating with other financial institutions and companies, DBJ will contribute to Japan's financial markets by creating customer-driven financial opportunities and by providing our risk capital, knowledge and expertise.



## 2. COVID-19 Crisis Response and Future Growth

- Amidst the yet highly unpredictable COVID-19 situation, **we are continuing to focus on assisting customers with fundraising through Crisis Response Operation in cooperation and coordination with private financial institutions. In particular, we newly established the Crisis Response Operations Special Response Office to plan limited-time, intensive support for heavily COVID-19 impacted industries such as restaurants, accommodations and tourism.**
- Also, while cooperating and coordinating with private financial institutions and through supply of risk capital including Special Investment Operations, **we are supporting customers taking on the challenges of changes in demand accelerated during and after COVID-19 and sustainable social construction, aiming both at recovery from the COVID-19 crisis and at growth.**

### Breakdown, by Industry, of COVID-19-related Crisis Response Loan Amounts

(Unit: 100 million yen)	Loan Balance (March 31, 2020)		Crisis Response Loan Amount (As of March 2021)	
	Amount	Component ratio	Amount	Component ratio
<b>Manufacturing industry</b>	23,193	18%	8,112	36%
Transport machinery	4,388	3%	3,718	17%
Other manufacturing	18,805	14%	4,394	20%
<b>Nonmanufacturing industry</b>	106,622	82%	14,206	64%
Transportation/traffic	23,371	18%	8,012	36%
Wholesale	6,044	5%	2,035	9%
Tourism-related*3	2,304	2%	1,488	7%
Other nonmanufacturing industry	74,903	58%	2,671	12%
<b>Total</b>	<b>129,816</b>	<b>100%</b>	<b>22,318</b>	<b>100%</b>

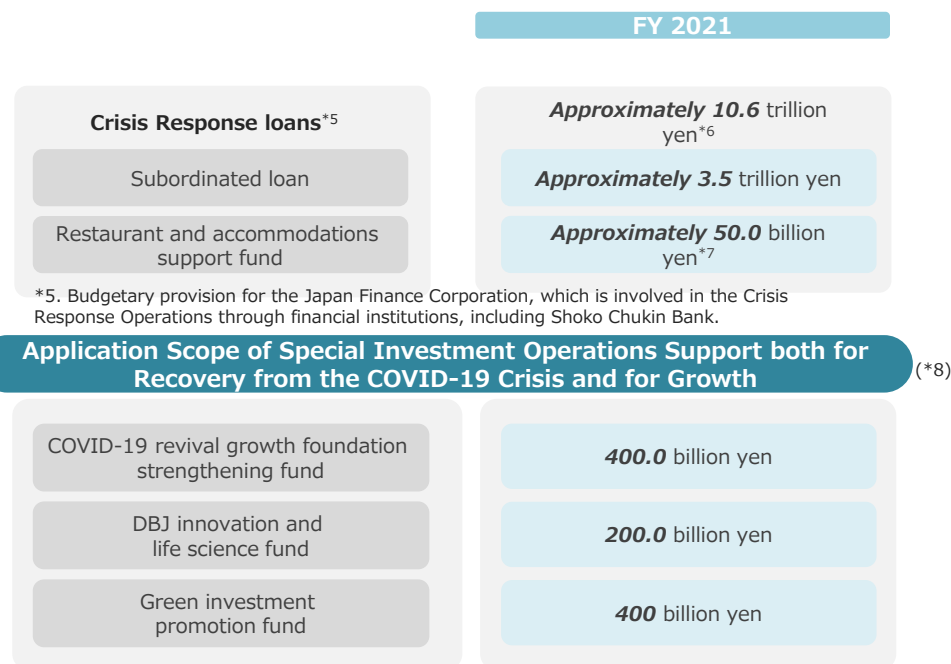
\*1. Business management values including corporate bonds.

\*2. Crisis Response Loan Amounts from March 2020 to March 31, 2021.

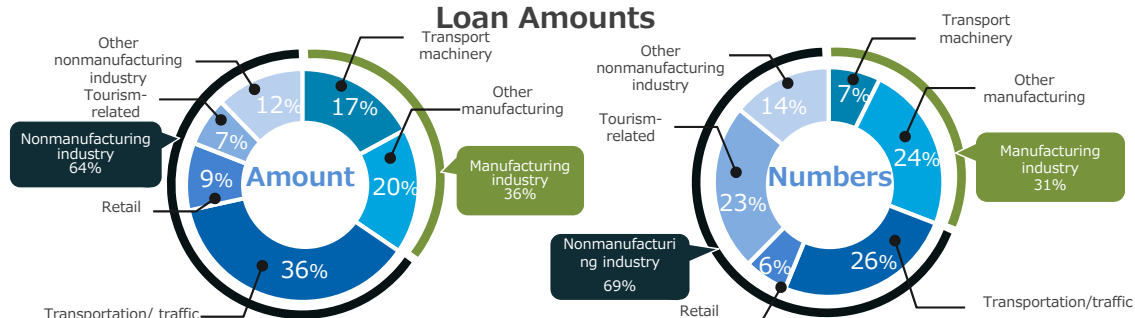
\*3. Total of accommodations industry, retail industry and restaurant industry.

\*4. Separately, completed the execution of loans totaling 103.9 billion yen (numbers: 64) from March 2020 to March 31, 2021, under the Regional Emergency Response Program.

### Budget Scale of Fundraising Support for Businesses Impacted by COVID-19



### Industry Composition of COVID-19-related Crisis Response Loan Amounts



### COVID-19 Response Financing Achievements

**Crisis response loans**  
Approximately **2.2 billion yen**(\*9)

**Capital financing**  
Approximately **270.0 billion yen**(\*10)

\*6. Excluding the approximately 0.2 trillion yen for common disasters.

\*7. Fund application scale including personal financing.

\*8. Special Investment Operations makes use of the total above-mentioned amount regardless of the fiscal year for each fund.

\*9. Crisis response loan amounts for March 2020 to March 31, 2021.

\*10. Amount of capital financing provided by the Bank as COVID-19 response, including loans other than special investment and crisis response loans.

# 3. DBJ's Development and Growth: Positioning of Fifth Medium-Term Plan (MTP)



## Summary up to Fourth Medium-Term Plan

- 1 **Rollout of Crisis Response Operations**
- 2 **Integrated investments & loans, supply of risk capital (creation of Special Investment Operations)**
- 3 **Creation of diverse investment and lending opportunities**

Breakdown of consolidated gross business profit

	Loans	Investments	Services
Second MTP	77%	17%	6%
Third MTP	54%	35%	11%
Fourth MTP	45%	41%	14%

## Fifth Medium-Term Plan (FY 2021-2025)

### Basic Policy and Direction of the Fifth Medium-Term Plan

- Support customers' efforts to recover, grow, and realize a sustainable society after COVID-19
- Achieve a sound financial base and strong profitability in uncertain times

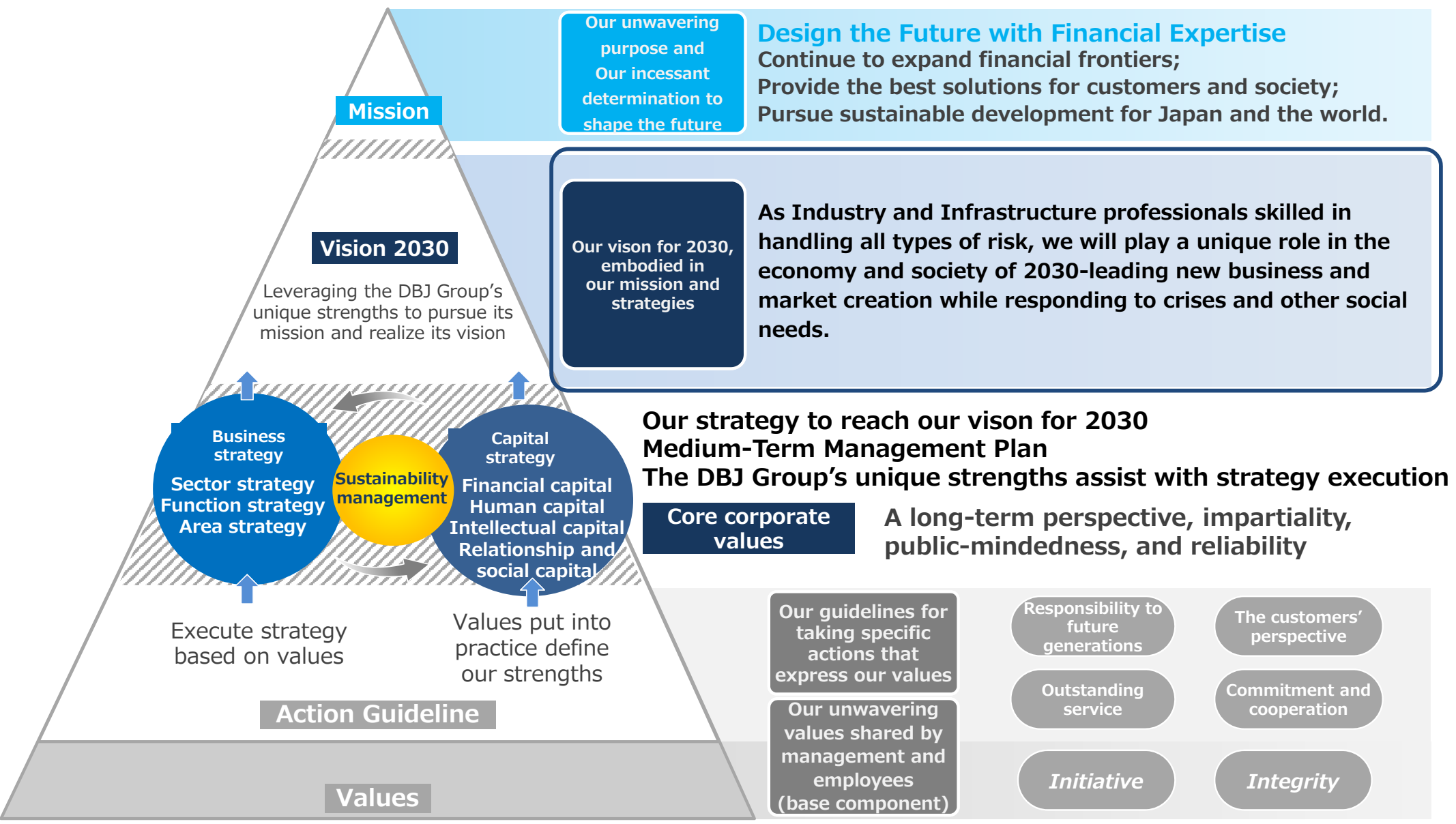
### Basic policies

<b>Address customers' issues</b> <i>Profound social structural reform</i>	<b>Achieve customers' recovery initiatives and growth after COVID-19; strengthen our sustainability</b> <i>Create unique customer-driven investment and financing opportunities</i>
<b>Strengthen risk response ability</b> <i>Expand investment; strengthen asset management</i>	<b>Develop investment business and investment management</b> <i>To build stable investment portfolios</i>
<b>Promote human resource vision &amp; work style adjustments</b> <i>Upgrade digital operations</i>	<b>Streamline work process and develop HR</b>

Cooperate with private financial institutions to strengthen our supply of risk capital and provide better solutions for the issues of our customers and society.

Revised financial targets to be announced in May 2023

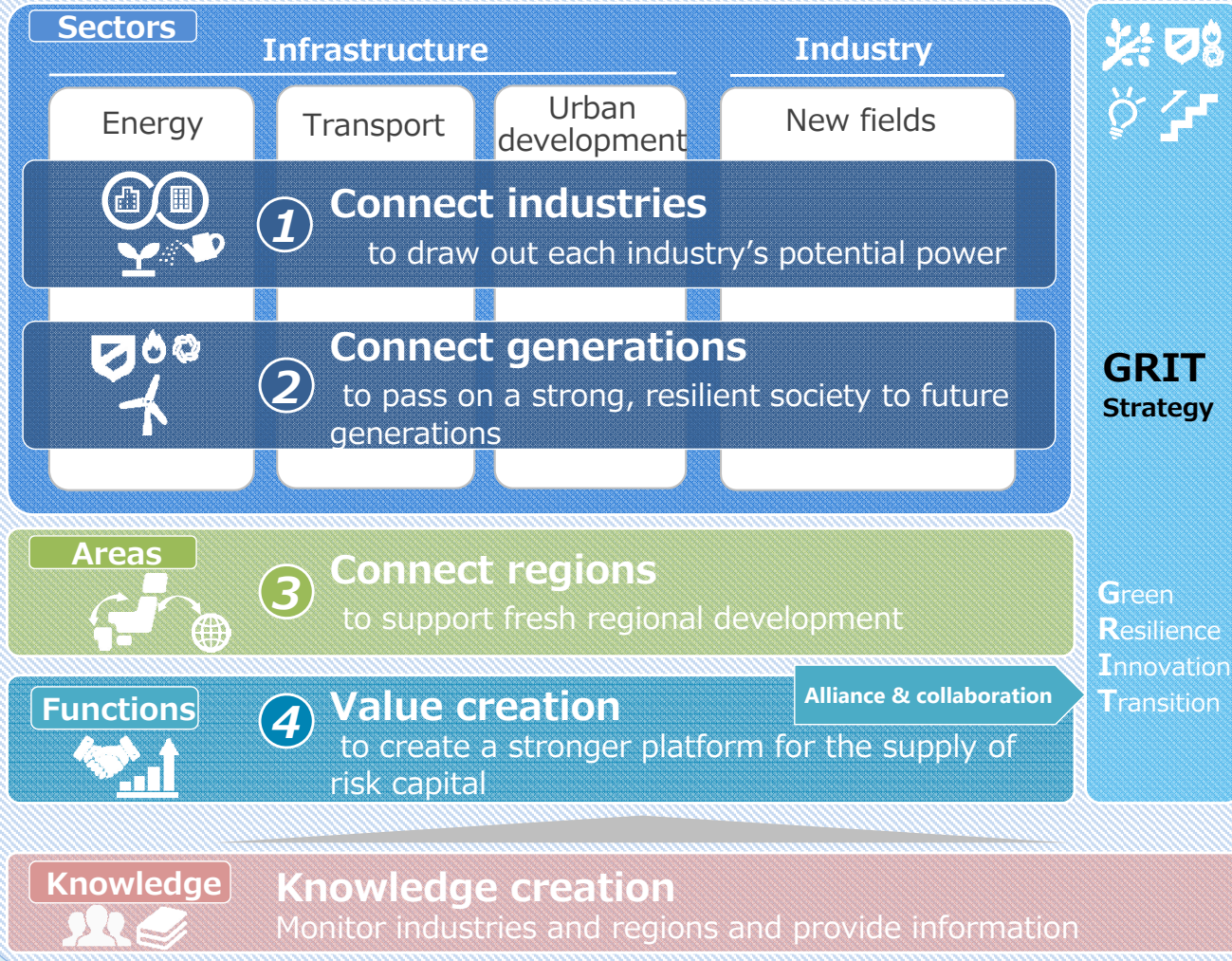
# 4. The DBJ Group's Vision for 2030 (*Long-Term Vision 2030*)



# 5. Overview: Fifth Medium-Term Management Plan

Response to social change brought about by **D A I S**

## Fifth Medium-Term Management Plan Business strategies



## Bridge and Create Value Together ~Innovation for Sustainability~

- Work with customers for. . .**
- Forward-looking change
  - Balance with social value
  - Crisis preparedness

### Management base strategies

#### Financial capital

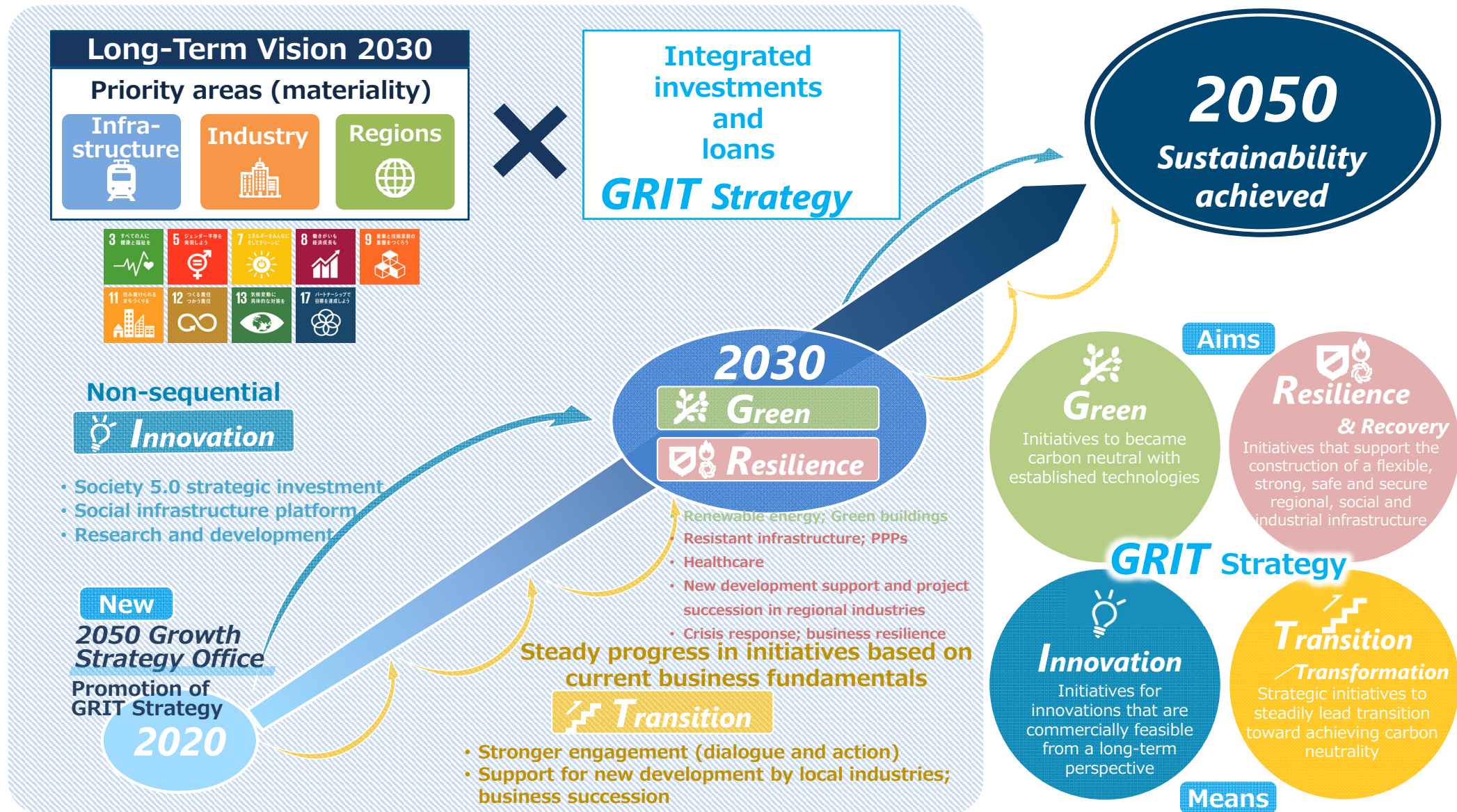
- Development of risk-return management
- Further improvement of fund-raising methods

#### Non-financial capital

- Human capital: Growth through training and development**  
Better employees means a better corporation
- Intellectual capital: Work style reform**  
Shift to work styles that meet the needs of a changing business world
- Relationship capital: Stronger business alliances**  
Public-private tie-ups and partnerships



- We will promote the **GRIT Strategy (Green, Resilience, Innovation, and Transition)** for realizing sustainable societies by **collaborating with private financial institutions** and utilizing our integrated investments and loans.





# (Reference) Details of the Major Policies in the Fifth Medium-Term Management Plan

## GRIT Strategy



Green



Resilience & Recovery



Innovation



Transition/Transformation



Digital

Handling digitalization as a way to confront change

Investment and loans for DX  
Revitalizing the organization, human resources, and work styles through using digital technology  
Responding to diversifying needs with DX (advisory business)

Finance digitalization

Business improvement

Industry-related

Initiate cooperation and reorganization beyond industry type

- Support initiatives with cooperation and reorganization for a sustainable society
- Promote initiatives that cross industries (advanced materials, green technology)

Uncover new opportunities in manufacturing; Support customer's DX

- Work for the social implementation of innovations
- Provide risk capital for social infrastructure platform (such as hydrogen and EVs)

Node of large companies' management resource underutilization and growth industries

- Supply of risk capital through cooperation with CVC and others
- Cooperation of large companies' latent resources and ventures

Generation-related

Infrastructure improvement/reconstruction Respond to business resilience

- Infrastructure improvement to create a sustainable society
- Promote government and private sector cooperation to prepare for disasters and disaster relief; crisis response

Focus on customer's non-financial matters to move toward a sustainable society

- Strengthen engagement (dialogue and action) to make visible customers' transition and nonfinancial metrics

Stimulate the sustainable/finance markets

- Expand the range of ESG finance that applies the strengths of DBJ

Region-related

Preservation and finding new charms among unique regional resources

- Respond to sudden decrease in nonresident population due to COVID-19
- Use knowledge to find new charms among unique regional resources

Respond to transforming industrial structures

- Support new development if local industries including changes in ESGs
- Initiatives for business succession support and reviving projects

Building foundations for regions in cooperation with regional financial institutions

- Cooperation and coordination with regional financial institutions
- Promote government and private sector cooperation for the creation of resilient regions (PPP/PFI, SIB\*)

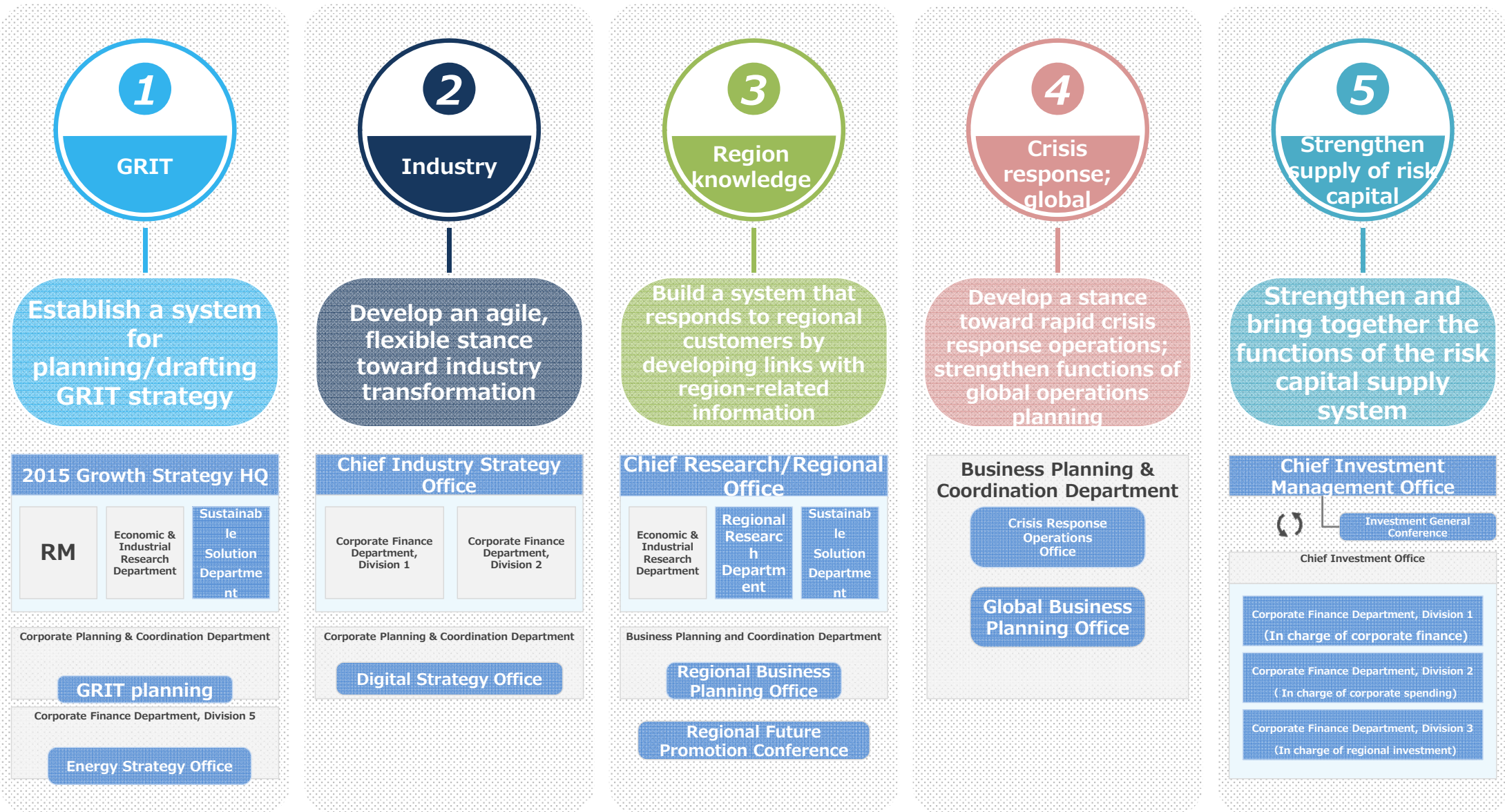
Investment and lending amount through DBJ GRIT strategy (five-year cumulative estimation)

5.5 trillion yen

(Total amount of investment and lending in Fifth Medium-Term Plan: 13 trillion yen)

Note: SIB: social impact bond.

# 6. Revision to the Organizational Structure



**Group companies** DBJ Asset Management Co., Ltd.; DBJ Securities Co., Ltd.; DBJ Capital Co., Ltd.; Japan Economic Research Institute, Inc.; Value Management Institute, Inc.; Consist, Inc.; DBJ Real Estate Co., Ltd.; DBJ Singapore Limited; DBJ Europe Limited; DBJ Investment Consulting (Beijing) Co., Ltd.; DBJ Americas Inc.

# (reference) 9. Consolidated Financial Targets

	(Consolidated)	Fourth Medium-Term Plan	Fifth Medium-Term Plan
		Three-term averages	FY2025 targets*4 (approximate)
Profitability	Gross Operating Income*1	¥168.8 billion	¥200 billion
	Net Income Attributable to Owners of Parent	¥78.1 billion	¥85 billion
	Expense Ratio*2	31.9%	32%
	Total Assets	¥17.6 trillion (end of FY 2019)	¥21 trillion
	ROA*2	1.0%	1%
	ROE*2	2.5%	3%
Soundness	Capital Adequacy Ratio*3 (Basel III finalized basis)	18.7% (end of FY 2019)	14%

\*1. Excluding credit costs.

\*2. Expense Ratio and ROA are ratios to gross business profit. ROE is a ratio to current-term net profit.

\*3. Ratio to ordinary shares and other Tier 1.

\*4. Revised financial targets to be announced in May 2023.



**This document contains statements concerning DBJ's situation in the future. These statements are based on DBJ's current forecasts in light of information available to it at the time of preparation. The assumptions used herein may prove to be incorrect or fail to materialize in the future. These statements have been made solely for the purpose of this document, and DBJ has no obligation or policy to update them at any time.**