

New Year Message to Officers and Employees, from DBJ President Minoru Murofushi

It is a great pleasure to offer these remarks on this, our first New Year as a private corporation.

As a government institution practicing policy-based finance, DBJ aimed at ensuring a balance of earnings and expenditures. With privatization, we have shifted to an autonomous mode of management and an attention to profit, helping our customers build corporate value and sharing in the results produced. Our scope has expanded dramatically in the geographic sense as well: we are now a truly global bank with our sights set on the entire world.

With the world in the grip of financial crisis, Prime Minister Aso and Finance Minister Nakagawa have asked us to institute measures to respond to it as part of economic policy package. A request like this, at a time like this, points to a high regard for our bank's performance to date. But this is also the precise sort of business that will allow us to display the core competencies we have built up over the years – and show our customers that their trust in us is well deserved.

Unfortunately, accounts for the business year ending in September 2008 were substantially in the red, showing a net loss of 27.6 billion yen for the period. We need to take this loss seriously, and to bring improvements to our risk management, among other areas, so that we may produce the best possible performance as a private institution.

There are three tasks I would like to address in the coming year.

The first is to enhance the bank's risk management system in order to better handle the large numbers of projects coming our way.

The second is to further solidify our customer-first business policy. By doing so, we shall be best positioned to realize our corporate philosophy of "applying financial expertise to design the future."

The third is to move forward in earnest with overseas initiatives. This past December we opened a subsidiary in Singapore. Going forward, we must look not only to Asia but to

regions across the world. Overseas business calls for risk management of a quality over and above that required by domestic operations. After we build experience in this area, I would like to see more of our younger staff become involved in overseas projects.

This is the Year of the Ox, when, as tradition has it, we should clear up confusion and move off slowly in new directions. Let us use this year to prepare ourselves for dramatic developments ahead – moving slowly and with determination, like the ox, and meeting with perseverance whatever difficulties may come our way.