ADB

ADB FINANCIAL PROFILE 2013

Asian Development Bank

ADB FINANCIAL PROFILE 2013

Asian Development Bank

ISBN 978-92-9092-999-4 (Print), 978-92-9254-034-0 (PDF)
Publication Stock No. RPS135460

Cataloging-In-Publication Data

Asian Development Bank.
ADB financial profile 2013.
Mandaluyong City, Philippines: Asian Development Bank, 2013.

1. Financial profile. 2. Asian Development Bank. I. Asian Development Bank.

In this publication, $ refers to US dollars.

April 2013

Asian Development Bank
6 ADB Avenue, Mandaluyong City
1550 Metro Manila, Philippines
Tel +63 2 632 4444
Fax +63 2 636 2444
www.adb.org

For orders, please contact:
Department of External Relations
Fax +63 2 636 2648
adbpub@adb.org

Printed on recycled paper.

Contents

Abbreviations	iv
ADB Financial Profile 2013	1
ADB in the Asia and Pacific Region	2
ADB Operations	4
Operating Results and Highlights of 2012	6
Credit Fundamentals	7
Borrowing Operations	17
Financial Products	22
Special Funds	27
ADB Members	34
Directory	35
ADB Online	38

Abbreviations

ADB	Asian Development Bank
ADBI	Asian Development Bank Institute
ADF	Asian Development Fund
APDRF	Asia Pacific Disaster Response Fund
CCF	Climate Change Fund
DMC	developing member country
ECP	Euro-commercial paper
JFPR	Japan Fund for Poverty Reduction
LBL	LIBOR-based loan
LCL	local currency loan
LIBOR	London interbank offered rate
OCR	ordinary capital resources
OECD	Organisation for Economic Co-operation and Development
PEF	Pakistan Earthquake Fund
RCIF	Regional Cooperation and Integration Fund
SDR	special drawing right
TASF	Technical Assistance Special Fund

ADB Financial Profile 2013

The Asian Development Bank is a strongly capitalized, multilateral development bank dedicated to reducing poverty in the Asia and Pacific region through inclusive economic growth, environmentally sustainable growth, and regional integration.

The Asian Development Bank (ADB) was established in 1966 under the Agreement Establishing the Asian Development Bank (Charter), which is binding upon the member countries that are its shareholders. As of 31 December 2012, ADB had 67 members, of which 48 were drawn from the Asia and Pacific region. Twenty-three ADB members were also members of the Organisation for Economic Co-operation and Development (OECD).

ADB is headquartered in Manila, Philippines, and has offices worldwide including representative offices in North America (Washington, DC), Europe (Frankfurt), and Japan (Tokyo).

ADB's staff as of 31 December 2012 totaled 3,045 from 61 of its 67 members.

ADB in the Asia and Pacific Region

ADB's vision is "an Asia and Pacific region free of poverty."

ADB's mission is to help its developing member countries reduce poverty and improve living conditions and quality of life.

ADB will aim to make substantive contributions toward its vision by focusing its support on three strategic agendas: inclusive economic growth, environmentally sustainable growth, and regional integration.

Under ADB's long-term strategic framework adopted in 2008, ADB defines its role and strategic directions to guide operations through 2020, and enhances its relevance and effectiveness in assisting its developing member countries (DMCs).

Table 1: ADB at a Glance

as of 31 December ($ million)

	2012	2011	2010	2009
OCR Loan Approvals				
Sovereign	8,295	9,051	8,197	10,568
Nonsovereign Public	44	600	–	134
Nonsovereign Private	1,063	1,000	1,035	304
OCR Loan Disbursements				
Sovereign	6,212	5,621	5,272	7,449
Nonsovereign Public	98	70	75	–
Nonsovereign Private	455	645	598	449
Grants	697	614	952	924
Supply Chain Finance	200	–	–	–
Guarantees	403	417	700	–
Trade Finance Program	–	–	–	850
Equity Investments	131	239	235	220
Technical Assistance Grants	151	147	173	203
Cofinancing	8,272	7,694	5,431	4,975
Authorized Capital	163,512	163,336	163,843	166,179
Subscribed Capital	163,129	162,487	143,950	60,751
Borrowings (*gross*) (*for the period*)	15,067	14,446	14,940	10,359
Outstanding Debt	64,279	58,257	51,822	42,063
Operating Income	465	587	548	420

– = nil, OCR = ordinary capital resources.

Note: Totals may not add up because of rounding.

Source: Asian Development Bank Annual Report. 2012 and 2011.

ADB Operations

To fulfill its mission, ADB promotes the economic growth and social development of its developing member countries by means of a wide range of activities and initiatives.

ADB finances loan projects and programs in the territories of its DMCs. It also provides technical assistance, grants, guarantees, and equity investments.

ADB also facilitates policy dialogues, provides advisory services, and mobilizes financial resources through cofinancing operations that tap official, commercial, and export credit sources. This maximizes the development impact of its assistance. Operations are financed from ordinary capital resources (OCR) and Special Funds.

ADB's Charter requires OCR and Special Funds to be at all times held and used separately from each other.

Ordinary Capital Resources

ADB's OCR operations are diverse, covering agriculture and natural resources, education, energy, finance, health and social protection, industry and trade, public sector management, transport and information and communication technology, multisector, and water supply and other municipal infrastructure and services. OCR loans are generally made to DMCs that have attained a higher level of economic development.

From its establishment through 31 December 2012, ADB had approved loans, net of terminations and reductions, aggregating $146.4 billion in its ordinary operations. At 31 December 2012, the total amount of ADB's loans outstanding, undisbursed balances of effective loans, and loans not yet effective in its ordinary operations was $83.3 billion. Of this total, 92.8% represented sovereign loans, that is, loans to the public sector (member countries and, with the guarantee of the concerned member, government agencies or other public entities). About 7.2% represented nonsovereign loans, that is, loans to private sector enterprises, financial institutions, and selected nonsovereign public sector entities.

OCR Funding Funding sources for OCR include paid-in capital, retained earnings (reserves), and proceeds from debt issuance. To finance its OCR lending operations, ADB issues debt securities in the international and domestic capital markets.

ADB's debt securities carry the highest possible investment ratings from major international credit rating agencies.

Table 2: Investment Ratings

Agency	Rating
Moody's Investors Service	Aaa
Standard & Poor's	AAA
Fitch	AAA

Operating Results and Highlights of 2012

(2011 figures in parentheses)

ADB has achieved solid performance every year since its establishment, with very low levels of loan default. Operating income for 2012 amounted to $464.7 million ($586.6 million).

Loans—OCR ADB approved loans from OCR totaling $9.4 billion in 2012 ($10.7 billion), including $1.1 billion ($1.6 billion) to nonsovereign borrowers.

Equity Investments—OCR ADB approved equity investments of $131 million ($239 million).

Borrowings ADB raised a total of $13.2 billion ($14.0 billion) in long- and medium-term funds and $5.7 billion ($621 million) in short-term funds.

Credit Fundamentals

ADB's capital structure provides the greatest levels of security for fixed-income investors.

A Powerful Balance Sheet, Backed by Sovereign Shareholders

Subscribed capital consists of paid-in capital and callable capital.

Paid-in capital constitutes the equity portion of capital available for ADB's OCR operations, including lending. This is supplemented by retained earnings and leveraged by the proceeds of ADB's borrowings.

Callable capital is available to protect ADB's creditors—mainly investors in ADB's bonds and holders of ADB's guarantees—in the unlikely event of large-scale default by ADB's borrowers. ADB has never made a call on its callable capital.

ADB's shareholders consist of 48 developing and developed members in the Asia and Pacific region, and 19 members from outside the region. Each shareholder is represented on the Board of Governors, in which all of ADB's powers are vested. As of 31 December 2012, ADB's five largest shareholders are Japan (with 15.6% of total shares), the United States (US) (15.6%), the People's Republic of China (6.4%), India (6.3%), and Australia (5.8%). ADB members who are also members of OECD hold 64.4% of total subscribed capital and 58.4% of total voting power.

Fifth General Capital Increase

The Board of Governors in 2009 adopted Resolution No. 336, which provides for a fifth general capital increase (GCI V) in ADB's authorized capital stock and subscriptions of an additional 7,092,622 shares by ADB's members. As of 31 December 2012, ADB had received subscriptions from

66 of 67 members totaling $108.6 billion, representing about 99.6% of the shares authorized under GCI V. Following the remaining member's advice that it will no longer subscribe to the allocated shares, the Board of Directors approved the conclusion of the GCI V subscription in January 2012.

Table 3: Capitalization
as of 31 December ($ million)

	2012	2011	2010	2009
Subscribed Capital	163,129	162,487	143,950	60,751
Callable Capital	154,951	154,336	136,535	56,641
Paid-in Capital	8,178	8,151	7,415	4,110
Less: Other Adjustments	2,959	3,493	3,500	434
Net Paid-in Capital	5,219	4,658	3,915	3,676
Retained Earnings	11,201	11,876	11,964	11,500
Total	**16,420**	**16,534**	**15,879**	**15,176**
Outstanding Borrowings (after swaps)	60,033	54,350	48,121	40,649
Total Capitalization	**76,453**	**70,884**	**64,000**	**55,825**

Table 4: ADB Shareholdings
as of 31 December 2012

OECD Members	%	Developing Members	%
Japan	15.6	People's Republic of China	6.4
United States	15.6	India	6.3
Australia	5.8	Indonesia	5.4
Canada	5.2	Malaysia	2.7
Republic of Korea	5.0	Philippines	2.4
Germany	4.3	Pakistan	2.2
France	2.3	Thailand	1.4
United Kingdom	2.0	Taipei,China	1.1
Italy	1.8	Bangladesh	1.0
New Zealand	1.5	Others (Regional)	6.6
Netherlands	1.0		
Others (Nonregional)	4.2		
Total	**64.4**		**35.6**

OECD = Organisation for Economic Co-operation and Development.

Note: Totals may not add up because of rounding.

Credit Fundamentals

ADB maintains the highest reputation as a borrower in financial markets as a result of strong governance and conservative financial management.

Conservative Financial Management

Two fundamental principles underpin ADB's strength:

- **Lending limitation** Under ADB's lending policy, the total amount of disbursed loans, approved equity investments, and the maximum amount that could be demanded from ADB under its guarantee portfolio may not exceed the total amount of ADB's unimpaired subscribed capital, reserves, and surplus.
- **Borrowing limitation** Under ADB's borrowing policy, ADB's gross outstanding borrowings may not exceed the sum of callable capital of non-borrowing members, paid-in capital, and reserves (including surplus).

ADB's conservative financial management policies have consistently held its loans and borrowings well within these limits. As of 31 December 2012, ADB's total amount of disbursed loans, approved equity investments, and the maximum amount that could be demanded from ADB under its guarantee portfolio was equivalent to 31.0% of the lending ceiling, while ADB's gross outstanding borrowings were equivalent to 52.9% of the borrowing ceiling.

The primary objective of ADB's investment strategy is to ensure the optimal level of liquidity and capital preservation. Subject to this objective, ADB seeks to maximize the total return on investments. As a result, ADB's liquidity portfolio is managed prudently and conservatively. Liquid investments are held in government and government-related debt instruments, time deposits, and other unconditional obligations of highly rated banks and financial institutions. To a limited extent, they are also held in corporate bonds that are rated at least A–.

ADB's liquid investments consist of 24 currencies managed in portfolios specific to a designated purpose. The purpose of the working capital portfolios (operational cash and cash cushion portfolios) is to manage ADB's short-term cash flow requirements and to hold the proceeds of the borrowing transactions pending disbursement. The discretionary liquidity portfolio is funded by debt and is intended to provide flexibility in executing ADB's funding program by borrowing ahead of cash flow needs, avoid refinancing risk from a concentration of large borrowings, and smoothen the capital market presence. The equity-funded core liquidity portfolio ensures that ADB can meet its minimum net cash requirement by sustaining an uninterrupted supply of funds for 18 months under normal and stress conditions. The core liquidity portfolio is invested to ensure that the primary objective of a liquidity buffer is met. The portfolio has been funded by equity, and the average duration of the major currencies in the portfolio was about 1.9 years at 31 December 2012.

Table 5: Year-End Balances and Returns on Liquidity Portfolios

	Year-End Balance[a] ($ million)		**Annualized Financial Return** (%)	
	2012	**2011**	**2012**	**2011**
Core liquidity portfolio	15,012	14,400	2.08	3.44
Operational cash portfolio	212	196	0.13	0.09
Cash cushion portfolio	1,412	2,136	0.56	0.57
Discretionary liquidity portfolio	7,091	4,408	0.37[b]	0.44[b]
Others	603	562	0.82	3.57
Total	**24,331**	**21,701**		

[a] Including receivables for securities repurchased under resale arrangements, securities transferred under securities lending arrangements, and unsettled trades. The composition of the liquidity portfolio may shift from year to year as part of the ongoing liquidity management.

[b] Spread over funding cost.

Note: Totals may not add up because of rounding.

Credit Fundamentals

Risk management is a core discipline that plays a leading role in all ADB policy decisions and executive actions.

Comprehensive Risk Management

ADB has various management-level committees with oversight responsibility for and decision-making authority on risk issues. The Office of Risk Management has the overall responsibility for monitoring and managing financial and operational risks.

In carrying out its mission, ADB is exposed to various risks such as (i) credit risk, (ii) market risk, (iii) liquidity risk, and (iv) operational risk. In this connection, the Office of Risk Management develops and implements policies and procedures to measure, monitor, and control these risks. ADB's risk management governance also includes the Risk Committee that provides high-level oversight of ADB's risks and recommends risk policies and actions to the President.

ADB monitors the credit profile of existing transactions in the nonsovereign portfolio, conducts risk assessments of new nonsovereign transactions, and assumes responsibility for resolving distressed transactions when necessary. It also monitors market and credit risks in treasury operations, such as the credit quality of counterparties, interest rate risk, and foreign exchange risk. In addition, ADB has developed an operational risk management framework for the institution. For the aggregate portfolio, ADB monitors limits and concentrations, sets aside loan loss reserves and provides loan loss provisions including collective provision requirements, and assesses its capital adequacy.

Credit Risk—Sovereign

Sovereign credit risk is the risk that a sovereign borrower or guarantor will default on its loan or guarantee obligations. ADB manages its sovereign credit risk through loan loss reserves and the maintenance of conservative equity levels. ADB's OCR have not experienced any loss of principal from sovereign operations. When countries have delayed payments, they have generally returned their loans to accrual status and ADB has never had to write off a sovereign loan funded from OCR.

ADB charges provisions against income for a specific transaction if it is considered impaired. In addition, ADB also appropriates loan loss reserves in the equity section of its balance sheet for the average loss that ADB could incur in the course of lending. The provisions are based on projections of future repayment capacity. The loan loss reserve is based on the historical default experience of sovereign borrowers to multilateral development banks. The sum of the provisions and loan loss reserve represents ADB's expected loss for sovereign operations.

Credit and Equity Risk—Nonsovereign

Nonsovereign credit risk is the risk that a borrower will default on its loan or guarantee obligations for which ADB does not have recourse to a sovereign entity. ADB's nonsovereign credit risk is considered more significant because of the uncertain economic environment in some of ADB's markets. In addition, ADB's exposure is concentrated in the energy and finance sectors. ADB employs various policy-based measures to manage these risks.

The Investment Committee and the Risk Committee oversee risks in the nonsovereign portfolio. The Investment Committee reviews all new nonsovereign transactions for creditworthiness and pricing. The Risk Committee monitors aggregate portfolio risks and individual transactions whose creditworthiness has deteriorated. The Risk Committee also endorses policy changes in managing the portfolio's risks and approves provisions for impaired transactions.

ADB manages its nonsovereign credit risk by assessing all new transactions at both the concept clearance stage and before final approval. Following approval, all exposures are reviewed at least annually; more frequent reviews are performed for those transactions that are more vulnerable to default or have defaulted. In each review, ADB assesses whether the risk profile has changed, takes necessary actions to mitigate risks, and either confirms or adjusts the risk rating, and updates the valuation for equity investments, including assessing whether impairments are considered other than temporary. ADB will provide specific provisions, when necessary, in accordance with its provisioning policy.

ADB recognizes specific provisions in net income for known or probable losses in loans and guarantee transactions, and collective provisions for unidentified probable losses that exist in disbursed loan transactions rated below investment grade. In addition, ADB appropriates loan loss reserves in the equity section of its balance sheet for the average loss that ADB would expect to incur in the course of lending for credit transactions rated investment grade and for the undisbursed portions of credit transactions rated worse than investment grade. Specific provisions are based on projections of future repayment capacity. The collective provision and loan loss reserve are based on historical default data from Moody's Investors Service that is mapped to ADB's portfolio. ADB annually tests whether this external data reasonably corresponds to ADB's actual loss experience and may adjust estimates based on this back testing. The sum of the specific provision, collective provision, and loan loss reserve represents ADB's expected loss for nonsovereign operations.

ADB uses limits for countries, industry sectors, corporate groups, obligors, and individual transactions to manage concentration risk in its nonsovereign portfolio.

Credit Risk—Treasury Portfolio

Issuer default and counterparty default are credit risks that affect the treasury portfolio. Issuer default is the risk that a bond issuer will default on its interest or principal payments, while counterparty default is the risk that a counterparty will not meet its contractual obligations to ADB.

To mitigate issuer and counterparty credit risks, ADB only transacts with institutions with ratings from at least two reputable external rating agencies. Moreover, the treasury portfolio is generally invested in conservative assets, such as money market instruments and government securities. In addition, ADB has established exposure limits for its corporate investments, depository relationships, and other investments.

ADB has counterparty eligibility criteria to mitigate counterparty credit risk arising through derivative transactions. In general, ADB will only undertake swap transactions with counterparties that meet the required minimum counterparty credit rating, have executed an International Swaps and Derivatives Association Master Agreement or its equivalent, and have signed a credit support annex. Under the credit support annex, derivative positions are marked-to-market daily and the resulting exposures are generally collateralized by eligible cash or securities. ADB also sets exposure limits for individual swap counterparties and monitors these limits against current and potential exposures. ADB enforces daily collateral calls as needed to ensure that counterparties meet their collateral obligations.

ADB has a conservative policy toward fixed-income securities, and the credit risk associated with this portfolio is consequently low. Low-risk government and government-guaranteed securities, and government-related enterprises including supranationals represent 94% of fixed-income assets. The remainder is in corporate bonds that are rated at least A–.

Market Risk

Market risk is the risk of loss on financial instruments because of changes in market prices. ADB principally faces three forms of market risk: equity price risk (as discussed in Credit and Equity Risk—Nonsovereign), interest rate risk, and foreign exchange risk.

Market Risk—Interest Rate

Interest rate risk in the operations portfolio is hedged as the base rate for the borrowers' interest payments is matched to ADB's borrowing expenses. Therefore, the borrower must assume or hedge the risk of fluctuating interest rates, whereas ADB's margins remain largely constant.

ADB is primarily exposed to interest rate risk through the liquidity portfolio. ADB monitors and manages interest rate risks in the liquidity portfolio by employing various quantitative methods. It marks all positions to market, monitors interest rate risk metrics, and employs stress testing and scenario analysis.

ADB uses duration and interest rate value-at-risk (VaR) to measure interest rate risk in the treasury portfolio. Duration is the estimated percentage change in the portfolio's value in response to a 1% parallel change in interest rates. Interest rate VaR is a measure of possible loss at a given confidence level in a given time frame because of changes in interest rates. ADB uses a 95% confidence level and a 1-year horizon. In other words, assuming normal market conditions, ADB would expect to lose at least this amount once every 20 years because of fluctuations in interest rates. ADB uses duration and VaR to measure interest rate risk across the liquidity portfolio, with particular attention to the core liquidity portfolio, which is the most exposed to interest rate risk.

Market Risk—Foreign Exchange

ADB endeavors to minimize exposure to exchange rate risk in its operations. In both the operations and treasury portfolios, ADB is required to match the currency of its assets with the currencies of liabilities and equity. Borrowed funds or funds to be invested may only be converted into other currencies provided that they are fully hedged through cross-currency swaps or forward exchange agreements. However, because of its multicurrency operations, ADB is exposed to fluctuations in reported US dollar results due to currency translation adjustments.

Liquidity Risk

Liquidity risk can arise if ADB is unable to raise funds to meet its financial and operational commitments. ADB maintains core liquidity to safeguard against a liquidity shortfall in case its access to the capital market is temporarily denied. The overriding objective of the liquidity policy is to enable ADB to obtain the most cost-efficient funding under both normal and stressed situations and manage liquidity optimally to achieve its development mission. The Board of Directors approved a revised liquidity policy framework in 2011. The revised policy redefined the prudential minimum liquidity as 45% of the 3-year net cash requirements. This represents the minimum amount of liquidity necessary for ADB to continue operations even if access to capital markets is temporarily denied. Maintaining the prudential minimum liquidity level is designed to enable ADB to cover normal net cash requirements for 18 months under normal and stressed situations without borrowing. The liquidity levels and cash requirements are monitored on an ongoing basis and reviewed by the Board of Directors quarterly. The new policy allows for the discretionary liquidity portfolio to maintain a debt-funded sub-portfolio that will be excluded from the net cash requirements and prudential minimum liquidity calculations.

Operational Risk

ADB's operational risk management is based on a framework approved in 2012. The framework defines operational risk as the risk of loss resulting from inadequate or failed internal processes, people, and systems or from external events. It serves as the basis for implementation of operational risk management in ADB.

Key components of ADB's operational risk management approach include (i) employing the Operational Risk Self Assessment in its key business areas, (ii) using Key Risk Indicators for operational risk profile monitoring and the collection of risk event information, and (iii) promoting risk awareness including presentations to staff on the application of the methodologies.

ADB is exposed to many types of operational risk, which it mitigates by applying internal controls and monitoring areas of particular concern. ADB utilizes risk transfer, including insurance, for mitigating low frequency and high severity operational risks. ADB continues to rollout operational risk management methodologies and tools across organizational lines.

Capital Adequacy

ADB's most significant risk is if a large portion of its loan portfolio were to default. Credit risk is measured in terms of both expected and unexpected losses. For expected losses, ADB holds loan loss reserves and provisions. For unexpected losses, ADB relies on its income-generating capacity and capital, which is a financial institution's ultimate protection against unexpected losses that may arise from credit and other risks.

ADB principally uses stress testing to assess the capacity of its capital to absorb unexpected losses. The framework has two objectives. First, it measures ADB's ability to absorb income losses because of a credit shock. Through this monitoring, ADB reduces the probability that it would have to rely on shareholder support, such as additional paid-in capital or a capital call. As a result, ADB has been able to support its AAA credit rating, which reduces ADB's borrowing costs and consequently its lending rates.

Second, the framework evaluates ADB's ability to generate sufficient income to support loan growth after a credit shock. As a development institution, ADB's mandate becomes more important during a financial crisis when some DMCs may find their access to capital markets to be limited. Demand for ADB assistance may rise under such adverse conditions.

For the stress test, ADB generates thousands of potential portfolio scenarios and imposes credit shocks that are large enough to account for 99% of those scenarios. ADB then assesses the impact of these shocks on its capital by modeling the ratio of equity to loans over the next 10 years. Throughout 2012, the stress test indicated that ADB had adequate capital to absorb the losses of a severe credit shock and to continue its development lending.

Asset and Liability Management

ADB has an asset and liability management policy framework that guides all financial policies related to asset and liability management including liquidity, investments, equity management, and capital adequacy. The objectives of asset and liability management are to safeguard ADB's net worth and capital adequacy, promote steady growth in ADB's risk-bearing capacity, and define financial policies for undertaking acceptable levels of financial risks. The aim is to provide resources for developmental lending at the lowest and most stable funding cost to ADB's borrowers, along with the most reasonable lending terms, while safeguarding ADB's financial strength. ADB's asset and liability management aims to safeguard net worth from foreign exchange rate risks, protect net interest margin from fluctuations in interest rates, and provide sufficient liquidity to meet ADB's operations. ADB also adheres to a cost pass-through pricing policy for loans to sovereign borrowers, and allocates the most cost-efficient borrowings based on cost and maturity to fund these loans.

Borrowing Operations

A leading AAA borrower, ADB raises funds regularly through the international capital markets.

Efficient fund-raising is critical to ADB's fulfilling its mission of reducing poverty in Asia and the Pacific.

ADB's annual borrowing program is carefully planned to meet the requirements of its lending operations, debt redemptions, and liquidity policy within the context of a dynamic market environment.

ADB's estimated borrowing requirement over the next 3 years ranges from $14 billion to $16 billion per annum.

Objectives

ADB's overriding borrowing objective is to ensure availability of funds at the most stable and lowest possible cost for the benefit of its OCR borrowers. Subject to this objective, ADB seeks to diversify its funding sources across markets, instruments, and maturities.

To achieve its borrowing objectives, ADB pursues a strategy of

- issuing liquid benchmark bonds to maintain a strong presence in key currency bond markets; and
- raising funds through bonds issued in both public and private placement format in various currency markets.

ADB also seeks to develop domestic capital markets in its DMCs through local currency borrowings and derivative activities.

Table 6: Borrowings
as of 31 December ($ million)

	2012	2011	2010	2009
Outstanding Borrowings (before swaps)	64,279	58,257	51,822	42,063
Medium- and Long-Term Borrowings				
Public Offerings	8,959	10,565	10,726	7,644
Private Placements	4,258	3,444	4,214	2,715
Number of Transactions				
Public Offerings	17	16	20	9
Private Placements	60	52	72	35
Number of Currencies (before swaps)				
Public Offerings	6	6	6	4
Private Placements	6	7	7	4
Short-Term Borrowings[a]	**5,684**	**621**	**30**	**340**

[a] At year-end, the outstanding principal amount was $1.85 billion in 2012 and $438 million in 2011.

Table 7: Average Maturity of New Borrowings

	2012	2011	2010	2009
Average Final Maturity (years)	7.1	6.8	6.1	5.2
Average Maturity to First Call (years)	4.6	4.6	4.9	3.8

Borrowing Operations

ADB borrows in a broad range of currencies, instruments, markets, and maturities, reflecting its policy to diversify its borrowings and broaden its investor base.

Financing Instruments

On 31 December 2012, ADB had outstanding aggregate principal borrowings of $64.3 billion and an average maturity of 3.2 years.

In 2012, ADB completed 77 borrowing transactions, raising about $13.2 billion in long- and medium-term funds, compared with $14.0 billion in 2011. The new borrowings were raised in eight currencies. Of the 2012 borrowings, $9.0 billion was raised through 17 public offerings, including three global benchmark bond issues denominated in US dollars totaling $5.3 billion. The remaining $4.2 billion was raised through 60 private placements. The average maturity of these borrowings was 4.6 years for both 2012 and 2011. All 2012 borrowings were swapped into US dollar floating-rate liabilities.

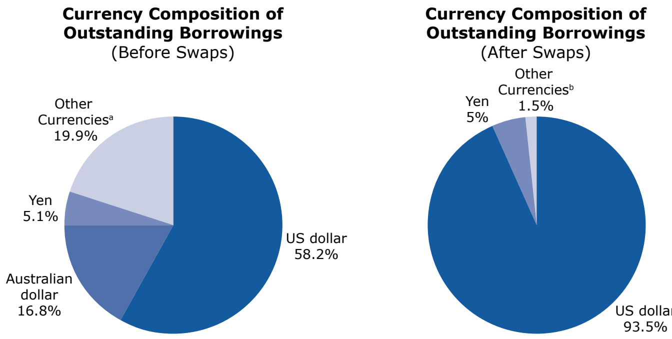
ADB also raised $5.7 billion in short-term funds under its Euro-commercial paper (ECP) program, an increase over the $621.0 million issued in 2011. This increase reflects a strategic approach taken by ADB to accommodate demand from investors for ADB's short-term issuance and at the same time broaden while broadening its presence in the ECP market. Of the ECP issued in 2012, $1.8 billion remained outstanding as of 31 December 2012.

In 2012, ADB tapped the Australian dollar market with A$2.4 billion bond issues (about $2.5 billion equivalent), which included ADB's first Australian dollar floating rate note under its Australian Dollar Domestic Medium Term Note Programme. ADB also continued to issue thematic bonds of about $263.0 million in water bonds and $343.0 million in clean energy bonds, bringing the cumulative thematic bonds issuance to date to about $1.5 billion equivalent. In addition, ADB completed buyback transactions with a total notional amount of about $129.7 million in 2012.

Derivatives

ADB undertakes currency and interest rate swaps to raise, on a fully hedged basis, currencies needed for its operations in a cost-efficient way while maintaining its borrowing presence in major capital markets. Figures 1 and 2 show the effects of swaps on the currency composition and interest rate structure of ADB's outstanding borrowings as of 31 December 2012. Interest rate swaps are also used for asset and liability management purposes to match the liabilities to the interest rate characteristics of loans.

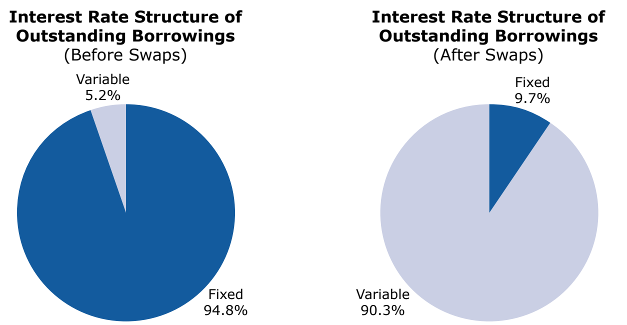
Figure 1: Effect on Currency Composition
as of 31 December 2012



[a] Other currencies include Brazilian real, Canadian dollar, yuan, Indian rupee, ringgit, Mexican peso, New Zealand dollar, Norwegian krone, pound sterling, South African rand, Swiss franc, baht, and Turkish lira.

[b] Other currencies include yuan, Indian rupee, and Swiss franc.

Figure 2: Effect on Interest Rate Structures
as of 31 December 2012



Borrowing Operations

ADB is committed to the development of domestic capital markets in its developing member countries.

Local Currency Borrowings

ADB continued to explore and pursue its objective to contribute to the development of regional bond markets and provide the appropriate local currency financing for its borrowers. The Treasury Department works closely with the Private Sector Operations Department and ADB's regional departments to track local currency financing requirements and, where required, arrange the financing structures and price specific projects which could include loans, equity investments and guarantees, among others.

ADB has established an Asian Currency Note Program and a Malaysian Ringgit Medium-Term Note Program and, further, has the capability to raise local currency through bond issuance or through the execution of derivative products in a number of ADB member countries. The amounts that can be raised out of these programs are subject to the annual global borrowing authorization for ADB as approved by ADB's Board of Directors.

Financial Products

Financing Sustainable Economic and Social Development

Ordinary Capital Resource Loans

The outstanding OCR loan portfolio includes a variety of loan products (Table 8). Since 1 July 2001, most of ADB's new OCR loans have been LIBOR–based loans (LBLs). Other windows, such as pool-based multicurrency loans, pool-based single currency loans, and market-based loans, were retired with the introduction of LBLs.

LBL products give borrowers a high degree of flexibility through

- choice of currency and interest rate basis,
- repayment options,
- ability to change the original loan terms at any time during the life of the loan, and
- the option to purchase a cap or collar.

LBLs are denominated in euro, yen, or US dollar and can have fixed or floating interest rates. Additional loan currencies may be offered to borrowers from time to time. Initially, LBLs bear a floating rate representing the cost base rate (LIBOR) plus a lending spread. However, the borrower has the option of changing the interest rate basis at any time during the life of the loan. For sovereign loans negotiated before 1 October 2007, the lending spread is 0.60%. In December 2012, the Board of Directors approved, for borrowers of such loans that do not have arrears with ADB, the continuation of the waiver of 20 basis points off the lending spread for interest periods commencing 1 January 2013 up to and including 31 December 2013. An effective contractual spread of 0.20% applies for all sovereign loans negotiated from 1 October 2007 up to and including 30 June 2010. An effective contractual spread of 0.30% applies for all sovereign loans negotiated from 1 July 2010 up to and including

30 June 2011, and an effective contractual spread of 0.40% applies for all sovereign loans negotiated on or after 1 July 2011.

The Board of Directors approved in 2011 the introduction of the following maturity premiums for all LBLs to sovereign borrowers or with sovereign guarantees and all local currency loans with sovereign guarantees for which, in each case, formal loan negotiations are completed on or after 1 April 2012: (i) 0.10% per annum on loans with an average loan maturity of greater than 13 years and up to 16 years, and (ii) 0.20% per annum

Table 8: OCR Loan Portfolio by Loan Products

as of 31 December ($ million)

	Sovereign		Nonsovereign	
Loan Products	**2012**	**2011**	**2012**	**2011**
LIBOR-based loans				
Outstanding	41,283	36,828	2,237[a]	1,965[a]
Undisbursed	27,009	25,789	2,159[a]	2,007[a]
Market-based loans				
Outstanding	340	375	28	49
Undisbursed	–	–	–	–
Pool-based Single Currency (¥) loans				
Outstanding	1,301	1,971	–	–
Undisbursed	–	–	–	–
Pool-based Single Currency ($) loans				
Outstanding	4,394	5,138	–	–
Undisbursed	–	–	–	–
Countercyclical Support Facility				
Outstanding	2,375	2,500	–	–
Undisbursed	500	–	–	–
Local currency loans				
Outstanding	148	150	698[a]	733
Undisbursed	–	–	832[a]	553
Others				
Outstanding	6	12	5	10
Undisbursed	–	–	–	1
Total				
Outstanding	**49,846**	**46,972**	**2,968**	**2,757**
Undisbursed[b]	**27,509**	**25,789**	**2,992**	**2,561**

– = nil, LIBOR = London interbank offered rate, OCR = ordinary capital resources

Note: Totals may not add up because of rounding.

[a] Includes lending without sovereign guarantee to non-private entities such as state-owned enterprises, government agencies, municipalities, and local government units.

[b] Undisbursed balances include undisbursed effective loans and loans approved but not yet effective.

on loans with an average loan maturity greater than 16 years and up to 19 years. ADB also introduced a limit on the average loan maturity for new sovereign and sovereign-guaranteed loans of 19 years. The average loan maturity is derived on the basis of the weighted average time to repay the loan.

The lending spread for nonsovereign loans reflects, among other considerations, the credit risk of the specific project and borrower and is determined on a case-by-case basis by the Investment Committee.

To continue meeting borrowers' evolving financial needs, ADB offers the LCL product. Private sector enterprises and certain public sector entities, including local governments and public sector enterprises, may avail themselves of LCLs. LCLs aim to reduce currency mismatches in the DMCs. Under the LCL window, borrowers have the option of changing the interest rate basis of an LCL at any time during the life of the loan by requesting an interest rate conversion to fix or unfix their interest rate, subject to relevant swap market opportunities available to ADB in the local market.

Debt Management Products

ADB offers debt management products to members and entities fully guaranteed by members in relation to their third-party liabilities.

Debt management products offered by ADB include currency swaps, including local currency swaps, and interest rate swaps. While currency swaps include the possibility of members or guaranteed entities transforming a foreign currency liability into a local currency liability, the reverse transformation of a local currency liability into a foreign currency liability is not offered.

Nonsovereign Development Activities

In 2012, ADB approved $1.1 billion of nonsovereign loans, $131.0 million in equity investments, $403.0 million in guarantees, $200.0 million in supply chain finance, and $200.0 million in B-loans. As of 31 December 2012, the overall nonsovereign portfolio (inclusive of outstanding balances and undisbursed commitments on equity investments, loans, and guarantees) was about $7.3 billion.

Equity Investment

The ADB Charter allows the use of OCR for equity investments in an amount up to 10% of ADB's unimpaired paid-in capital actually paid up, together with reserves and surplus, excluding special reserves. At the end of 2012, the total equity investment portfolio for OCR for both outstanding and undisbursed approved facilities totaled $1.3 billion, or about 84% of the ceiling defined by the Charter.

In 2012, ADB approved three equity investments totaling $131.0 million (six equity investments totaling $239.0 million in 2011). In the same period, ADB disbursed a total of $112.4 million in equity investments, a 46.5% increase from the $76.7 million disbursed in 2011, and received a total of $232.5 million from capital distributions and divestments, whether in full or in part, in 34 projects. The divestments were carried out in a manner consistent with good business practices, after ADB's development role in its investments had been fulfilled, and without destabilizing the companies concerned.

Guarantees

To catalyze capital flows into and within its DMCs for eligible projects, ADB extends guarantees for eligible projects which enable financing partners to transfer certain risks that they cannot easily absorb or manage on their own to ADB. ADB's guarantees support infrastructure projects, financial institutions, capital market investors, and trade financiers, and cover a wide variety of debt instruments. Guarantees may provide either comprehensive (financial risk) or limited coverage, including political risk. These instruments generally are not recognized in the balance sheet and have off-balance sheet risks. For guarantees issued and modified after 31 December 2002, ADB recognized at the inception of a guarantee the noncontingent aspect of its obligations. In 2012, ADB approved two new guarantees totaling $403.0 million (four guarantees totaling $416.6 million in 2011).

Trade Finance Program

The Trade Finance Program consists of three products: (i) a credit guarantee facility, under which ADB issues guarantees to participating international and regional banks to guarantee payment obligations issued by an approved DMC and/or local banks in selected DMCs; (ii) a revolving credit facility, under which ADB provides trade-related loans to DMCs' banks in support of companies' export and import activities; and (iii) a risk participation agreement, under which ADB shares risk with international banks to support and expand trade in challenging and frontier markets. The credit guarantee facility and risk participation agreement are unfunded products, while the revolving credit facility is funded.

As of 31 December 2012, outstanding Trade Finance Program loans amounted to $5.0 million ($8.8 million as of 31 December 2011) and guarantees amounted to $554.4 million ($579.2 million in 2011).

Supply Chain Finance Program

In 2012, ADB approved the Supply Chain Finance Program totaling $200 million to provide guarantees and loans (both without government guarantee) through partner financial institutions to support payments to suppliers and distributors of goods in ADB's DMCs. There was no outstanding amounts as of 31 December 2012.

Syndications

Syndications enable ADB to mobilize cofinancing by transferring some or all of the risks associated with its loans and guarantees to other financing partners. Syndications may be on a funded or unfunded basis, and they may be arranged on an individual, portfolio, or any other basis consistent with industry practices. In 2012, $200 million of B loans was provided for two projects ($200 million for two projects in 2011).

Special Funds

(as of 31 December 2012)

ADB Special Funds are separate from and additional to funds available for development initiatives through OCR. They are accounted for, and used entirely separately from each other and from OCR.

The funds are used for a range of activities, including concessional lending, grants, and technical assistance, with the main goal of reducing poverty in Asia and the Pacific.

All approval processes and administration within Special Funds are subject to the same strict standards that apply to OCR loans.

Asian Development Fund

The Asian Development Fund (ADF) is ADB's concessional financing window for its DMCs with per capita gross national income below the ADB operational cutoff and limited or low creditworthiness. It is a multilateral source of concessional assistance dedicated exclusively to reducing poverty and improving the quality of life in Asia and the Pacific. The ADF has received contributions from 32 donors (regional and nonregional). Cofinancing with bilateral and multilateral development partners complements the ADF's resources.

In July 2012, the Board of Governors adopted the resolution providing for the tenth replenishment of the ADF (ADF XI) and the fifth regularized replenishment of the Technical Assistance Special Fund (TASF). The resolution provides for a substantial replenishment of the ADF to finance ADB's concessional program for 4 years from January 2013, and for a replenishment of the TASF in conjunction with the ADF replenishment to finance technical assistance operations under the TASF. The total replenishment size of SDR7.9 billion ($12.4 billion at Resolution No. 357 exchange rates) consisted of SDR7.7 billion for ADF XI and SDR0.2 billion for the TASF. About 37.5% of the replenishment will be financed from new donor contributions totaling SDR3.0 billion ($4.6 billion equivalent).

In 2012, 61 ADF loans totaling $2.3 billion were approved, compared with 39 ADF loans totaling $2.0 billion in 2011. Disbursements during 2012 totaled $1.3 billion, a decrease of 7.2% from $1.4 billion in 2011. At the end of 2012, cumulative disbursements from ADF resources were $33.6 billion. Loan repayments during the year totaled $1.1 billion. At the end of 2012, outstanding ADF loans amounted to $29.2 billion.

In 2012, ADB approved 23 grants (16 in 2011) totaling $693.0 million ($596.8 million in 2011), while 20 grants (34 in 2011) totaling $383.6 million ($1.1 billion in 2011) became effective, net of $35.5 million ($3.6 million in 2011) in write-backs of undisbursed commitments for savings on financially closed and/or cancelled projects.

Technical Assistance Special Fund

The TASF was established to provide technical assistance on a grant basis to ADB's DMCs and regional technical assistance.

In August 2008, as part of the ADF X replenishment, the donors agreed to contribute 3% of the total replenishment as the fourth replenishment of the TASF in consideration of the demand estimate and the availability of funds from other sources. The replenishment covered the period from 2009 to 2012.

As of 31 December 2012, 30 donors had committed a total of $332.2 million to the TASF as part of the ADF X and the fourth regularized replenishment of the TASF. Of the total commitment, $299.5 million had been received.

During 2012, India made a direct voluntary contribution of $0.2 million and Pakistan made a direct voluntary contribution of $0.1 million. In addition, $40.0 million was allocated to the TASF as part of the OCR's net income allocation and $4.1 million was received from the fourth regularized replenishment of the TASF. At the end of 2012, TASF resources totaled $1.9 billion, of which $1.8 billion was committed, leaving an uncommitted balance of $141.2 million ($225.1 million as of 31 December 2011).

Technical assistance commitments (approved and effective) increased from $111.9 million in 2011 to $128.3 million in 2012 for 193 technical assistance projects that were made effective during the year, net of $19.2 million ($19.0 million in 2011) in write-backs of undisbursed commitments for completed and cancelled technical assistance projects.

Undisbursed commitments net of advances for technical assistance increased to $321.0 million as of 31 December 2012 ($297.3 million as of 31 December 2011). The TASF financed 47.8% of all technical assistance activities approved in 2012.

Japan Special Fund

The Japan Special Fund was established in 1988 when ADB, acting as the administrator, entered into a financial arrangement with the Government of Japan, which agreed to make the initial contribution to help ADB's DMCs restructure their economies and broaden the scope of opportunities for new investments, mainly through technical assistance operations.

As of 31 December 2012, Japan's cumulative contribution to the fund since its inception in 1988 amounted to ¥112.9 billion ($973.7 million equivalent), comprising regular contributions of ¥94.8 billion ($822.9 million equivalent) and supplementary contributions of ¥18.1 billion ($150.8 million equivalent). The uncommitted balance, including approved technical assistance that is not yet effective, was $61.3 million as of 31 December 2012 ($57.4 million in 2011).

In 2012, net technical assistance written back totaled $4.0 million ($4.7 million in 2011) consisting of one technical assistance amounting to $0.9 million that became effective and $4.8 million write-back for financially completed and cancelled projects (one technical assistance project amounting to $0.7 million and $5.4 million write-back as of 31 December 2011). Undisbursed commitments net of advances for technical assistance as of 31 December 2012 was $21.0 million, compared with $36.7 million as of the end of 2011.

Asian Development Bank Institute

The ADB Institute (ADBI) was established in 1996 as a subsidiary body of ADB. The ADBI's objectives are to identify effective development strategies and capacity improvements for sound development management in DMCs. ADBI is administered in accordance with the Statute of the Institute, and its operating costs are met by ADBI.

In August 2012, the Government of Japan made its 19th contribution to ADBI amounting to ¥672.1 million ($8.6 million equivalent). In December 2012, the Government of Japan committed its 20th contribution for ¥672.1 million ($7.8 million equivalent). In January 2012, the Republic of Korea made its first contribution to ADBI through the Republic of

Korea e-Asia & Knowledge Partnership Fund amounting to $1.5 million. In June 2012, the Government of Australia made its third contribution to ADBI amounting to A$0.6 million ($0.6 million equivalent).

As of 31 December 2012, cumulative contributions committed to ADBI amounted to ¥20.6 billion, A$1.6 million, and $1.5 million (about $194.4 million equivalent), excluding translation adjustments. Of the total contributions received, $192.0 million had been used by the end of 2012 mainly for research and capacity-building activities, including (i) organizing symposia, forums, and training sessions; (ii) preparing research reports, publications, and websites; and (iii) associated administrative expenses. The balance of net current assets (excluding property, furniture, and equipment) available for future projects and programs was about $10.3 million.

Pakistan Earthquake Fund

The Pakistan Earthquake Fund (PEF) was established in 2005 in response to the special needs of Pakistan following the earthquake in 2005. The PEF serves as a dedicated fund to deliver emergency grant financing for investment and technical assistance projects to support immediate reconstruction, rehabilitation, and associated development activities. The PEF was terminated on 30 June 2011, but actions necessary to wind up its activities are continuing.

ADB contributed $80 million to the PEF. In addition, Australia, Belgium, Finland, and Norway contributed $15.0 million, $14.3 million, $12.3 million, and $20.0 million, respectively. As of 31 December 2012, PEF resources totaled $146.8 million, of which $142.4 million had been utilized, leaving an uncommitted balance of $4.4 million ($4.6 million as of 31 December 2011).

No new technical assistance or grants were approved or made effective in 2012 and 2011. The balance of undisbursed commitments net of grant advances as of 31 December 2012 amounted to $14.0 million, compared with $16.8 million as of the end of 2011.

Regional Cooperation and Integration Fund

The Regional Cooperation and Integration Fund (RCIF) was established in 2007 in response to the increasing demand for regional cooperation and integration activities among ADB member countries in Asia and the Pacific. Its main objective is to improve regional cooperation and integration by facilitating the pooling and provision of additional financial and knowledge resources.

ADB contributed $40 million to the RCIF as part of the 2006 OCR net income allocation. In May 2010, $10.0 million was transferred to the RCIF from OCR allocable net income. As of 31 December 2012, RCIF resources totaled $53.1 million, of which $51.4 million had been utilized, leaving an uncommitted balance of $1.7 million ($4.1 million as of 31 December 2011).

In 2012, four technical assistance projects totaling $2.1 million became effective (seven technical assistance projects for $5.7 million in 2011), net of $0.3 million ($0.3 million in 2011) savings on financially completed and/or cancelled projects. The balance of undisbursed commitments net of grant advances as of 31 December 2012 amounted to $16.2 million, compared with $22.1 million as of 31 December 2011.

Climate Change Fund

The Climate Change Fund (CCF) was established in 2008 to facilitate greater investments in DMCs to address the causes and consequences of climate change alongside ADB's assistance in related sectors. ADB provided the initial contribution of $40 million in 2008, as part of the 2007 OCR net income allocation. In 2010, $10 million was transferred to the CCF from OCR allocable net income. As of 31 December 2012, CCF resources totaled $51.2 million, of which $43.3 million had been utilized, leaving an uncommitted balance of $7.9 million ($14.2 million as of 31 December 2011).

In 2012, net technical assistance and/or grant expenses totaled $6.0 million, comprising seven technical assistance, one grant totaling $7.0 million that became effective, and a $1.0 million write-back for financially completed and/or cancelled projects (two technical assistance, two grants, and one supplementary technical assistance approval totaling $5.1 million in 2011). The balance of undisbursed commitments net of grant and/or technical assistance advances as of 31 December 2012 amounted to $25.0 million, compared with $23.7 million as of the end of 2011.

Asia Pacific Disaster Response Fund

The Asia Pacific Disaster Response Fund (APDRF) was established in 2009 to provide timely incremental grant resources to DMCs affected by natural disasters. In 2009, $40.0 million was transferred from the Asian Tsunami Fund as the initial resources of the APDRF. With accumulated income from investment and other sources of $0.2 million, total resources of the APDRF as of 31 December 2012 amounted to $40.2 million, of which $29.9 million had been utilized, leaving an uncommitted balance of $10.3 million.

In 2012, two grants totaling $2.0 million became effective (five grants totaling $15.0 million in 2011). The balance of undisbursed commitments net of grant advances as of 31 December 2012 amounted to $0.02 million ($3.1million in 2011).

Grant Cofinancing Activities

Trust funds and project-specific grants are key instruments to mobilize and channel financial resources from external sources to finance technical assistance and components of investment projects. They play an important role in complementing ADB's own resources. Multilateral, bilateral, and private sector partners have contributed about $4.8 billion in grants to ADB operations. In 2012, grant cofinancing for ADB-approved projects totaled $430.1 million, comprising $146.8 million for 129 technical assistance projects and $283.3 million for components of 36 investment projects.

By the end of 2012, ADB was administering 36 trust funds, comprising 29 stand-alone trust funds and 7 trust funds established under financing partnership facilities. Of these, 22 have balances totaling $363.4 million in grants. Additional grant resources from external partners totaled $305.7 million in 2012 comprising $156.8 million in replenishments to existing trust funds, $92.6 million in additional allocation from global fund initiatives, and $56.3 million in new contributions.

Trust Funds Managed by ADB

Japan Scholarship Program

The Japan Scholarship Program (JSP) was established in 1988 to provide opportunities for well-qualified citizens of DMCs to undertake postgraduate studies in economics, management, science and technology, and other development-related fields at selected educational institutions in the region.

Between 1988 and 2012, Japan has contributed $134.8 million and 2,968 scholarships were awarded to recipients from 35 member countries. Of the total, 2,626 have completed their courses. Women have received 1,047 scholarships. An average of 150 new scholarships a year has been awarded in the past 10 years. As of 2012, the JSP has 27 participating institutions in 10 countries.

Japan Fund for Poverty Reduction

The Government of Japan established the Japan Fund for Poverty Reduction (JFPR) in May 2000 to provide grants for projects supporting poverty reduction and related social development activities that can add value to projects financed by ADB. In 2011, the JFPR expanded its scope of grant assistance to provide technical assistance grants in addition to project grants. As of 31 December 2012, JFPR funds totaled about $561.6 million. The Government of Japan had approved 161 grant projects ($427.0 million equivalent) and 124 technical assistance projects ($128.7 million equivalent) of which ADB had subsequently approved 154 grant projects (equivalent to $413.5 million) and 111 technical assistance projects (equivalent to $110.6 million) funded by the JFPR.

ADB Members

(as of 31 December 2012)

Regional

Afghanistan
Armenia
Australia*
Azerbaijan
Bangladesh
Bhutan
Brunei Darussalam
Cambodia
People's Republic of China
Cook Islands
Fiji
Georgia
Hong Kong, China
India
Indonesia
Japan*
Kazakhstan
Kiribati
Republic of Korea*
Kyrgyz Republic
Lao People's Democratic Republic
Malaysia
Maldives
Marshall Islands
Federated States of Micronesia
Mongolia
Myanmar
Nauru
Nepal
New Zealand*
Pakistan
Palau
Papua New Guinea
Philippines
Samoa
Singapore
Solomon Islands
Sri Lanka
Taipei,China
Tajikistan
Thailand
Timor-Leste
Tonga
Turkmenistan
Tuvalu
Uzbekistan
Vanuatu
Viet Nam

Nonregional

Austria*
Belgium*
Canada*
Denmark*
Finland*
France*
Germany*
Ireland*
Italy*
Luxembourg*
Netherlands*
Norway*
Portugal*
Spain*
Sweden*
Switzerland*
Turkey*
United Kingdom*
United States*

* OECD Member.

Directory

Asian Development Bank

6 ADB Avenue, Mandaluyong City 1550, Metro Manila, Philippines

Tel +63 2 632 4444
Fax +63 2 636 2444
E-mail information@adb.org
SWIFT: ASDBPHMM

Office of the President

President	Takehiko Nakao
Vice-President (Operations 1)	Xiaoyu Zhao
Vice-President (Operations 2)	Stephen P. Groff
Vice-President (Private Sector and Cofinancing Operations)	Lakshmi Venkatachalam
Vice-President (Knowledge Management and Sustainable Development)	Bindu N. Lohani
Vice-President (Finance and Risk Management)	Thierry de Longuemar
Vice-President (Administration and Corporate Management)	Bruce Davis
Managing Director General	Rajat M. Nag

Treasury Department

Mikio Kashiwagi Treasurer	+63 2 632 4700 mkashiwagi@adb.org
Kazuki Fukunaga Deputy Treasurer	+63 2 632 4713 kfukunaga@adb.org

Funding Division

Maria A. Lomotan Assistant Treasurer	+63 2 632 4478 mlomotan@adb.org
Ana A. Kotamraju	+63 2 632 4737 akotamraju@adb.org
Yue Shen	+63 2 632 5548 yshen@adb.org
Anthony M. Ostrea	+63 2 632 4371 amostrea@adb.org
Anny Chen	+63 2 632 1915 ychen@adb.org
Direct Fax	+63 2 632 4120

Investments Division

Michael T. Jordan Assistant Treasurer	+63 2 632 4712 mjordan@adb.org

Portfolio Management

Masashi Kuronuma	+63 2 632 4788 mkuronuma@adb.org
Ferdinand Pascual	+63 2 632 4776 ferdiepascual@adb.org
Woo Suk Chang	+63 2 632 4678 wschang@adb.org

Quantitative Strategies and Analytics

Chun Du	+63 2 632 4524 chundu@adb.org
Direct Fax	+63 2 632 4707

Financial Policy and Planning Division

Tobias C. Hoschka Assistant Treasurer	+63 2 632 4701 thoschka@adb.org

Asset and Liability Management

Rajesh Poddar	+63 2 632 4714 rpoddar@adb.org
Saadia Hassan	+63 2 632 4701 shassan@adb.org
Olimpia Henriques da Silva	+63 2 632 6855 odasilva@adb.org

Asian Development Fund

Im-em Unkavanich	+63 2 632 4704 iunkavanich@adb.org
Mina Oh	+63 2 632 4872 moh@adb.org

Client Solutions

Gopal Sharathchandra Head, Client Solutions Unit	+63 2 632 4700 gsharathchandra@adb.org
Deepak Taneja	+63 2 632 1549 dtaneja@adb.org
Asad Alamgir	+63 2 632 4752 asadalamgir@adb.org
Michael L. de los Reyes	+63 2 632 5647 mdelosreyes@adb.org
Lei Wang	+63 2 632 6395 leiwang@adb.org
Direct Fax	+63 2 632 4120

Treasury Services Division

Sukhumarn Phanachet Assistant Treasurer	+63 2 632 4730 sphanachet@adb.org

Banking Relationships & SWIFT Center

Song Mi Hahn	+63 2 632 1511 smhahn@adb.org

Bonds and Derivatives Management & Settlement of Investment Transactions

Changhan Lee +63 2 632 5395
changhanlee@adb.org

Cash Management

Nuzhat Khan +63 2 632 4793
nkhan@adb.org

Payments for Loans, Technical Assistance, and Administrative Expenses

Jose Morales +63 2 632 4277
jmorales@adb.org

Systems Support and Data Management

Ayite Gaba +63 2 632 4106
agaba@adb.org

Direct Fax +63 2 636 2635

ADB Online

General Information	www.adb.org
Financial Information	www.adb.org/sectors/finance/main
Asia Economic Monitor	www.aric.adb.org

About the Asian Development Bank

ADB's vision is an Asia and Pacific region free of poverty. Its mission is to help its developing member countries reduce poverty and improve the quality of life of their people. Despite the region's many successes, it remains home to two-thirds of the world's poor: 1.7 billion people who live on less than $2 a day, with 828 million struggling on less than $1.25 a day. ADB is committed to reducing poverty through inclusive economic growth, environmentally sustainable growth, and regional integration.

Based in Manila, ADB is owned by 67 members, including 48 from the region. Its main instruments for helping its developing member countries are policy dialogue, loans, equity investments, guarantees, grants, and technical assistance.

Asian Development Bank
6 ADB Avenue, Mandaluyong City
1550 Metro Manila, Philippines
www.adb.org

Printed on recycled paper

Printed in the Philippines