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Non-performing loans, **Aging population** and Infrastructure Investment Naoyuki Yoshino Dean Asian Development Bank Institute (ADBI)

Professor Emeritus, Keio University nyoshino@adbi.org

Nonperforming Loans, Japan



Non-Performing Loans in US Non-Performing Loans



Why does Bubble Occur in Many Countries ?

- 1, Easy Monetary Policy → Excess Liquidity
- 2, Share Price starts to rise
- 3, Wealth effect → higher consumption expansion of sales
- 4, Improvement of Business Condition
- 5, Increases in Investment
- 6, Consumption, Investment \rightarrow Higher growth
- 7, Everybody seems happy
- 8, Difficult for the central bank to stop



Fig. 1 Growth rate of US money supply



Bank Regulation and Supervision

- 1, Good performance of Banking sector
 - → Bank supervision becomes weaker
- 2, Expected default loan ratio
- **3, Post Crisis policy**
 - → Capital Injection and Rescue Plans
 - → Deposit Insurance (Dual system)
 - → Transactions' account (Full guarantee)
- 4, Announce the safety of Financial System
- 5, Bridge bank to succeed

Bubble Indicators Bank based financial Market of Asia

(i) the ratio of banks' real estate-related loans to the loans of banks overall, In Japan,

this ratio rose from 16% to 32.6%,

Lr > Ltotal

(ii) Comparison of the pace of growth in banks' real estate lending with the real economic growth rate,

 $\Delta Lr/Lr > \Delta Y/Y$

(iii) The rise in the housing prices compared with the average income of workers

 $Ph > \alpha Y$

Mortgage loans to total bank loans, USA



Fig. 6 Mortgage loans to total banks loans in the United States

Bank Loans/GDP Ratio Japan and USA



(China's Bank Loan)/(GDP) ratio





Fig. 9 Housing price/income ratio of Japan



⁰ Housing price/income ratio of USA

PRC: House Price / Income ratio



8	Period I	Period II
	$Loans_{it}$	Loans $_{it}$
Difference rate _t	16.298	21.351
	(2.611)	(3.028)
Call rate _t	8.564	6.755
	(2.568)	(2.904)
Deposits _{it}	0.658	
	(19.69)	
Competitors' total loans _{it-1}	0.066	0.038
	(3.675)	(2.333)
Land price _t	0.123	-1.760
	(2.546)	(-1.449)
BIS ratio _{it}	8.658	
	(-2.353)	
Market share _{it}	0.426	
	(1.48)	
Constant	-36.302	
	(-0.874)	
Adjusted R^2	0.892	
Hausman statistic, Chi-square	0.923	
P value	0.820	

 Table 2 Loan supply function for Japanese banks

Figures in parenthesis are t values. Difference rate_t is defined as lending rate_t – call rate_t

Table 2 Loan Supply Function for Major Commercial Banks in the PRC (2007-2014)

	Model of Loan
Lending Rate – Shibor Rate	6.235***
	(13.75)
Shibor Rate	2.671***
	(3.68)
Deposits	0.357***
	(20.93)
Competitors' Total Loan	-0.671***
	(-71.17)
Housing Price Index	0.166***
	(58.87)
Market Share	-0.655***
	(-8.02)
BIS Ratio	3.365*
	(1.70)
Constant	-15.746***
	(-53.92)
Adjusted R-squared	0.897
D-W Statistics	1.88
Number of Observations	364

Bank's Balance Sheet and Basel Capital Requirement



Aging Population of Japan and **Negative Interest Rate Policy** Naoyuki Yoshino Dean Asian Development Bank Institute Professor Emeritus, Keio University, Japan Chair Person, JGB Investors Meeting, MOF Senior Advisor, Financial Research Institute, FSA





<u>General Account Budget -Breakdown of Expenditure</u>



(Note1) Figures may not add up to the totals due to rounding.

(Note2) The ratio of Social Security expenses to General Expenditures*:54.0% *General Expenditures equals to the Primary Expenditure minus Local Allocation Tax Grants, etc.

Main results

- Population aging reduces aggregate output, consumption, and investment by reducing total labor supply in the long-run
- Population aging weakens the effectiveness of fiscal and monetary policies to boost an economy
- Implication: necessary policy to cope with population aging is to keep the elderly people working and productivity base wage rate rather than seniority wage system.
 - Reform the seniority-based wage system

Outlines (Infrastructure)

- 1. Infrastructure investors are difficult to obtain adequate rate of return despite its risks. Therefore, the bankable infrastructure projects were scarce in Asian region.
- 2. This paper proposes the increment of tax revenues along the highway or railway which are derived from the spillover effects of infrastructure should contribute certain fraction of tax revenues (say 20% or 30%) to investors in infrastructure.
- 3. Furthermore, tax revenues accrued from spillover effects were paid every year to next neighbor countries where the highway or the railway will run through, the cross border infrastructure will become easier to construct.
- 4. The paper addresses the importance of financing local companies including SMEs so that they can utilize the benefits of infrastructure.²¹



Direct Effect

Y= Output, Kp= private capital, L = labor Kg = public capital (infrastructure)



Spillover effects → Return to investors

	1956-60	1961-65	1966-70	1971-75	1976-	-80	1981-	85
Direct Effect (Kg)	0.696	0.737	0.638	0.508	0.	359	0.2	275
Indirect Effect (Kp)	0.453	0.553	0.488	0.418	0.	304	0.2	226
Indirect Effect (L)	1.071	0.907	0.740	0.580	0.	407	0.3	317
20%Returned	0.3048	0.292	0.2456	0.1996	0.1	422	0.10	086
%Increment	43.8	39.6	38.5	39.3	3	9.6	3	9.5
	1986-90	1991-9	5 1996-	00 2001	-05 2	2006	5-10	
	0.215	5 0.18	31 0. ⁴	135 0).114	C).108	
	0.195	5 0.16	62 0. ⁴	122	0.1		0.1	
	0.193	0.1 5	5 0. ⁻	105	0.09	C).085	
	0.0776	0.063	64 0.0 4	454 0	.038	C).037	
	36.1	35.	0 33	3.6 3	3.3	3	4.3	

Case Study: Southern Tagalog Arterial Road (STAR), Philippines Micro-data

- <u>The Southern Tagalog</u> <u>Arterial Road (STAR)</u> <u>project in Batangas</u> <u>province, Philippines</u> (south of Metro Manila) is <u>a modified Built-Operate-</u> <u>Transfer (BOT) project.</u>
- <u>The 41.9 km STAR</u> <u>tollway was built to</u> <u>improve road linkage</u> <u>between Metro Manila</u> <u>and Batangas City,</u> <u>provide easy access to</u> <u>the Batangas</u> <u>International Port, and</u> <u>thereby accelerate</u> <u>industrial development in</u> <u>Batangas and nearby</u> <u>provinces.</u>



The Southern Tagalog Arterial Road (STAR Highway), Philippines, Manila **Tax Revenues in three cities**

 Yoshino and Pontines (2015) ADBI Discussion paper 549

 表 8
 フィリピンの STAR 高速道路の影響のない地域と比較した事業税の増加額

(出法法		100	エペリ
1714	•	100	11-11

	t_2	<i>t</i> ₋₁	t_0	<i>t</i> ₊₁	t ₊₂	t ₊₃	t+4以降
Lipa 市	134.36	173.50	249.70	184.47	191.81	257.35	371.93
Ibaan 市	5.84	7. <mark>0</mark> 4	7.97	6.80	5.46	10.05	12.94
Batangas 市	490.90	622.65	652,83	637.89	<mark>599.4</mark> 9	742.28	1208.61

(出所) Yoshino and Pontines (2015)より 皆作成







Cross-border Infrastructure Investment Role of Multilateral Institution arge Country **Country B** Spillover effect, Promote SMEs **Spillover effect** → Increase in Tax revenues

Uzbekistan Railway



Divide regions affected and not affected by railway connection to "Treated group" and "Control group"

Naoyuki Yoshino - Umid Abidhadjaev. "Impact evaluation of infrastructure provision: case studies from Japan and Uzbekistan". December 14-15, 2015. Islamabad, Pakistan

GDP





GDP	Term	Connectivity spillover effect	Regional spillover effect	Neighboring spillover effect
Launching	Short	2.83***[4.48]	0.70[0.45]	1.33[1.14]
Effects	Mid	2.5***[6.88]	0.36[0.29]	1.27[1.46]
	Long	2.06***[3.04]	-0.42[-0.29]	2.29**[2.94]
Anticipated	Short	0.19[0.33]	0.85[1.75]	-0.18[-0.20]
ear	Mid	0.31[0.51]	0.64[1.30]	-0.02[-0.03]
۲ کر	Long	0.07[0.13]	-0.006[-0.01]	0.50[0.67]
Postponed E	ffects	1.76*[1.95]	-1.49[-0.72]	2.58*[2.03]
Anticipated	Short	-1.54[-1.66]	1.42[0.78]	-1.32[-0.92]
ars	Mid	0.32[0.44]	0.84[1.42]	0.13[0.13]
2 ye	Long	0.11[0.15]	0.10[0.16]	0.87[1.19]
Postponed E	ffects	-0.14[-0.20]	-1.71[-1.35]	1.05[1.44]

legend: * p<.1; ** p<.05; *** p<.01

Naoyuki Yoshino - Umid Abidhadjaev. "Impact evaluation of infrastructure provision: case studies from Japan and Uzbekistan".

Additional tax revenue, Regional GDP growth and Railway Company Net Income, LCU (bln.)

Period	Coefficients	T(20)*∆Y (Tax revenue)	ΔY Affected (Direct + Spillover effects)	Company net income (Revenue - Costs)
Short term (2009-2010)	2.83*** [4.48]	16.0	79.9	315.5
Mid-term (2009-2011)	2.48*** [6.88]	16.3	81.5	411.7
Long-term (2009-2012)	2.06*** [3.04]	14.7	73.5	509.0

Source: Authors' calculations

Japanese Bullet Train



Impact of Kyushu Shinkansen Rail on CORPORATE TAX revenue during 1st PHASE OF OPERATION period

{2004-2010} , mln. JPY (adjusted for CPI, base 1982)

1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2
9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	8	8	8	8	8	8	8	9	9	9	9	9	9	9	9	9	9	0	0	0	0	0	0	0	0	0	0	1	1	1	1
2	3	4	5	6	7	8	9	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5	6	7	8	9	0	1	2	3

COMPOSITION OF GROUPS

Variable	Regression 1	Regression 2	Regression 3	Regression 4	Regression 5	Group2	Group5
Treatment2	-4772.54					Kagoshima	Kagoshima
	[-0.2]					Kumamoto	Kumamoto
Number of tax							Fukuoka
payers	5.8952514*	5.8957045*	5.896112*	5.8953585*	5.8629645*	Group3	Oita
	[1.95]	[1.95]	[1.95]	[1.95]	[1.91]	Kagoshima	Miyazaki
Treatment3		-15947.8				Kumamoto	iniy azanı
		[-0.87]				Fukuoko	
Treatment5			-13250.4			FURUORA	
			[-1.06]				
Treatment7				-6883.09			GroupCon
				[-0.7]		Group7	Kagoshima
TreatmentCon					-28030.8	Kagoshima	Kumamoto
0 1 1	005070	005440	005000	005050	[-0.65]	Kumamoto	Fukuoka
Constant	-665679	-665418	-665323	-665358	-658553	Fukuoka	Osaka
	[-1.35]	[-1.35]	[-1.35]	[-1.35]	[-1.32]	Oita	Hyono
N	700	700	700	700	700	Miyazaki	Okavama
N D2	799	799	799	799	799	Saga	Hirochima
KZ	0.269215	0.269281	0.269291	0.269241	0.269779	Nagaaaki	Vamaguahi
<u>F</u>	1.934589	2.106448	2.074548	2.100607	8.49/1/4	INagasaki	ramaguchi

Note: Treatment2 = Time Dummy {1991-2003} x Group2. etc. t-values are in parenthesis. Legend: * p<.1; ** p<.05; *** p<.01. Clustering standard errors are used, allowing for heteroscedasticity and arbitrary autocorrelation within a prefecture, but treating the errors as uncorrelated across prefectures

Impact of Kyushu Shinkansen Rail on CORPORATE TAX revenue during 2nd PHASE OF OPERATION period

{2011-2013}, mln. JPY (adjusted for CPI, base 1982)

1	1	1	1	1	1	1	1	1	1	1	1 19	1	1	1	1	1	2	2	2	22	2	2	2	2	2	2	2	2	2
9	9	9	9	9	9	9	9	9	9	9	9 94	9	9	9	9	9	0	0	0	0 0	0	0	0	0	0	0	0	0	0
8	8	8	8	8	8	8	8	9	9	9	9	9	9	9	9	9	0	0	0	0 0	0	0	0	0	0	1	1	1	1
2	3	4	5	6	7	8	9	0	1	2	3	5	6	7	8	9	0	1	2	34	5	6	7	8	9	0	1	2	3

COMPOSITION OF GROUPS

Variable	Regression 1	Regression 2	Regression 3	Regression 4	Regression 5	Group2	Group5
Treatment2	72330.012**					Kagoshima	Kagoshima
	[2.2]					Kumamoto	Kumamoto
Number of tax							Fukuoka
payers	5.5277056***	5.5585431***	5.558603***	5.5706545***	5.9640287***	Group3	Oita
	[3.13]	[3.14]	[3.14]	[3.14]	[3.07]	Kaqoshima	Mivazaki
Treatment3		104664.34*				Kumamoto	
		[2]				Fukuoka	
I reatment5			82/29.6/3**			Turuora	
- , ,-			[2.1]				
I reatment/				80998.365**			GroupCon
TractmontCon				[2.34]	170620	Group7	Kagoshima
TreatmentCon					1/9032	Kagoshima	Kumamoto
Constant	569133 09**	573747 08**	571015 97**	576967 56**	[1.00] 6/0138 87**	Kumamoto	Fukuoka
Constant	-300133.90	-575747.20	-574245.07	-570007.50	-042130.07	Fukuoka	Osaka
	[-2.07]	[-2.00]	[-2.00]	[-2.03]	[-2.1]	Oita	Hyogo
N	611	611	611	611	611	Miyazaki	Okayama
R2	0.350653	0.352058	0.352144	0.352874	0.364088	Saga	Hiroshima
<u>F</u>	5.062509	5.486197	5.351791	5.431088	16.55518	Nagasaki	Yamaguch

Note: Treatment2 = Time Dummy {1991-2003} x Group2. etc. t-values are in parenthesis. Legend: * p<.1; ** p<.05; *** p<.01. Clustering standard errors are used, allowing for heteroscedasticity and arbitrary autocorrelation within a prefecture, but treating the errors as uncorrelated across prefectures



Total tax revenue, mln. JPY

<u>Public-Private Partnership (PPP)</u> <u>Give incentives to operating entity</u>

Payoff table for infrastructure operating entity and investors

	Normal Case	Effort Case
Normal Case	(50, r) Operating Investors Entity	(50, αr) Operating Investors Entity
Effort Case	(100, r) Operating Investors Entity	(100, αr) Operating Investors Entity



Enhance regional economy Start up businesses, farmers, SMEs

Naoyuki Yoshino · Sahoko Kaji Editors

Hometown Investment Trust Funds

A Stable Way to Supply Risk Capital

Springer
 Springer

<u>Hometown Investment</u> Trust Funds

A Stable Way to Supply Risk Capital

<u>Yoshino, Naoyuki; Kaji, Sahoko (Eds.)</u> 2013, IX, 98 p. 41 illus.,20 illus. in color

Available Formats:

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Investment in SMEs and start up businesses









Societal changes & retail location



Traditional trade



•Wet market selling perishables In-station shopping mall





•Papa Mama store where owner live in •Shopping mall as one stop shopping Super market with wide assortment Medical floor



内 皮膚

旅行

科	Pediatrics	兒科
接種	Vaccines	疫苗接種
科	Internal Medicine	內科
科	Dermatology	皮膚科
医学	Travel Medicine	旅行醫學

10/14/2016

Infrastructure Finance



Long term and Patient investors are needed

- 1. Bank deposits Bank loans (2-5 years)
- 2. Life insurance (20 years, 30 years)
- 3. Pension funds (20, 30, 40 years)
- Long term financing
- 4. Asset Management of long term instruments
- 5. Financial education has to be improved

SME finance, innovation and Credit Scoring of SMEs

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Access to Finance by SMEs and Large Firms in Japan



44

Barriers for SMEs in Accessing Financial Institutions, Collateral, Higher rate





Source: ADB–OECD study on enhancing financial accessibility for SMEs: Lessons from recent crises. Mandaluyong City, Philippines: Asian Development Bank, 2013

SMEs in the People's Republic of China

Item	2007	2008	2009	2010	2011*	2012*
Number of SMEs						
SMEs (number)	333,858	422,925	431,110	449,130	316,498	334,321
SMEs to total (%)	99.1	99.3	99.3	99.2	97.2	97.3
Employment by SMEs						
SME employees ('000)	60,521	68,671	67,877	72,369	59,357	
SMEs to total (%)	76.8	77.7	76.9	75.8	64.7	
SME Exports						
SME exports (CNY billion)	4,303	4,773	4,152	4,919	4,142	4,423
SMEs to total exports (%)	58.6	57.9	57.6	54.7	41.6	41.5

Small and Medium Sized Enterprise (SME)

- Venture business
- Toyota, Honda, Seven Eleven, Nintendo
- Nintendo could not borrow from Mitsubishi.
- HONDA was not supported by government.
- Mr. HONDA worked at SME as a repairman.
- HONDA could not borrow money

Mitsubishi-bank made loans to HONDA.

How to finance start-up business ?



Regulation of Money Lenders in Rural Regions

- 1, Money lenders, **Interest rate = 96% in Japan**
- 2, License ---- Banks

Registration --- Finance companies

- **3, New Finance Company Law**
- (i) Highest interest rate = 20%
- (ii) Amount of borrowing < 1/3 of Income
- (iii) Minimum Capital requirement
- (iv) Paper test to run business
- (v) Self regulatory organization was set up

two steps of monitoring and supervision (vi) Consumers' complaints (hotline)

Figure 5. Credit Risk Database of Small and Medium-Sized Enterprises



3.1 Policy Objective Function

The equation below shows the policy objective function of the government:

$$U = w_1 \left(L - L^* \right)^2 + w_2 \left(\rho - \rho^* \right)^2$$
(1)

From equation 2, we can write the interest rate on the loan as below:

$$r_{L} = \frac{1}{l_{1}} \left(l_{o} + l_{2}Y^{e} - L \right)$$
(5)

In the next step, in order to get the amount of loan in equilibrium, we get first-order condition of the bank's profit function with respect to loan *L* as:

$$\frac{\partial \Pi}{\partial L} = -\frac{1}{l_1} \times L + \left[\frac{1}{l_1}\left(l_o + l_2Y^e - L\right)\right] - \rho\left(g_{,Y,P_L,P_S,M,Z}\right) - r_D - \rho'_L = 0$$
(6)

Then we write equation 6 for *L*. The result is equation 7, which shows the amount of loan in equilibrium:

$$L = \frac{l_1}{2} \left[\frac{l_0}{l_1} + \frac{l_2}{l_1} Y^e - \rho(g, Y, P_L, P_S, M, Z) - r_D - \rho'_L \right]$$
(7)

Optimal Credit Guarantee Ratio

$$\rho = f(g, Y, P_L, P_S, M, Z) = -\alpha_1 g - \alpha_2 Y - \alpha_3 P_L - \alpha_4 P_S + \alpha_5 M - \alpha_6 Z$$
(11)

In the next step, we insert the loan demand function from equation 2 in equation 9, and write the expanded version of ρ as in equation 11, in equation 9 and then write it for g, yielding the result below:

$$g = -\frac{1}{\alpha_{1} \left(\frac{w_{1} l_{1}^{2}}{4} + w_{2}\right)} \cdot w_{1} \frac{l_{1}^{2}}{4} \left(\frac{l_{0}}{l_{1}} + \frac{l_{2}}{l_{1}} y^{e} - r_{D} - \rho_{L}'\right) +$$

$$\frac{l_{1}}{2\alpha_{1}} L^{*} - \frac{w_{2}}{\alpha_{1}} \rho^{*} - \frac{\alpha_{2}}{\alpha_{1}} Y - \frac{\alpha_{3}}{\alpha_{1}} P_{L} - \frac{\alpha_{4}}{\alpha_{1}} P_{S} + \frac{\alpha_{5}}{\alpha_{1}} M + \frac{\alpha_{6}}{\alpha_{1}} Z$$
(12)

Cluster Analysis of SMES

Figure 5: Dendrogram



Impulse Response Analysis: Group 2 of banks

7 8 9 10

2

1

3 4

5 6



Group 2 of banks: 0.683



No.Symbol1Equity_TL2TL_Tassets		mbol Definition		
		Equity (book value)/total liabilities	Leverage	
		Total liabilities/total assets		
3	Cash_Tassets	Cash/total assets		
4	WoC_Tassets	Working capital/total assets	Liquidity	
5	Cash_Sales	Cash/net sales		
6	EBIT_Sales	Ebit/sales		
7	Rinc_Tassets	Retained earnings/total assets	Profitability	
8	Ninc_Sales	Net income/sales		
9	EBIT_IE	Ebit/interest expenses	Coverage	
10	AP_Sales	Account payable/sales		
11 AR TL		Account receivable/total liabilities	Activity	

Note: Retained earnings = the percentage of net earnings not paid out as dividends, but retained by the company to be reinvested in its core business or to pay debt. It is recorded under shareholders' equity in the balance sheet. Ebit = earnings before interest and taxes. Account payable = an accounting entry that represents an entity's obligation to pay off a short-term debt to its creditors. The accounts payable entry is found on a balance sheet under current liabilities. Account receivable = money owed by customers (individuals or corporations) to another entity in exchange for goods or services that have been delivered or used, but not yet paid for. Receivables usually come in the form of operating lines of credit and are usually due within a relatively short time period, ranging from a few days to a year.

Factor Loadings of Financial Variables after Direct Oblimin Rotation

Variables	Component	425	10		
(Financial Ratios)	Z1	Z 2	Z3	Z4	
Equity_TL	0.009	0.068	0.113	0.705	
TL_Tassets	-0.032	-0.878	0.069	-0.034	
Cash_Tassets	-0.034	-0.061	0.811	0.098	
WoC_Tassets	-0.05	0.762	0.044	0.179	
Cash_Sales	-0.937	0.021	0.083	0.009	
EBIT_Sales	0.962	0.008	0.024	-0.004	
Rinc_Tassets	0.014	0.877	0.015	-0.178	
Ninc_Sales	0.971	-0.012	0.015	0.014	
EBIT_IE	0.035	0.045	0.766	-0.098	
AP_Sales	-0.731	-0.017	-0.037	-0.016	
AR_TL	0.009	-0.041	-0.104	0.725	

Note: The extraction method was principal component analysis, The rotation method was direct oblimin with Kaiser normalization.

Credit Rating of SMEs using Asian Data

(i) Sales
(ii) Assets
(iii) Liquidity (Cash)
(iv) Total Debt

Grouping Based on Principal Component (Z1-Z2) and Cluster Analysis



A maximum likelihood-binary probit (Quadratic hill climbing) model and we ran the regression by using ordinary least square method. Using probit models for assessing the impact of macro-level variables as well as microlevel variables on default is popular among scholars since decades ago up to the most recent (Mizen and Tsoukas, 2012, Amaral et al. 2014, and Moulton et al., 2015). However, the advantage of our method comparing to a normal probit just by employing financial ratios as the explanatory variables is that our prediction is based on the factors analysis. Each of these factors are containing information of several of variables (financial ratios), and in preparation of these factors the unnecessary information is eliminated by statistical techniques.

Variable	Definition	Coefficient	Std, Error	Z-Statistic	Prob.
C	Constant	1.14	0.09	13.06**	0
A1	liabilities	1.00	0.16	6.31**	0
A ₂	short-term asset	-2.17	0.14	-15.40**	0
A3	liquidity	-1.02	0.21	-4.75**	0
McFadden F	-squared ¹⁰ : 0.76				

Table 6. Probit Regression Result

Note: dependent variable in this regression is default, Regression method is ordinary least square, **shows significant result in 0.01.

Credit Rating for SMEs by Use of SME Database

- 1, Credit Rating is only applicable to large companies
- 2, Credit Rating for SMEs based on SME Data
- 3, Three ranking of SMEs (Asian country) Five ranking of SMEs (Japan's case)
- 4, SME data can produce default risk ratio
- 5, Risk based Interest rate

Financial Education for SMEs

- 1, Bookkeeping
- 2, Daily revenue and expenses
- 3, Long-term planning
- 4, Accurate reporting of their business
- 5, Reduce default loan losses

SME database

- 6, Asset Management by SME
- 7, Pension Contribution by SME (50%) Asset Management of Reserves





Fig. 2-1-19 Organizations to confer with as motivation to seek innovation

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